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# A Case Study of Corporate Agile Adoption

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 agilementors.com

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Agile Mentors: <http://www.agilementors.com>

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## Introduction

- To achieve modern effective delivery, an organisation must:
  - Deliver with high efficiency and quality
  - React to changing client needs
  - Adapt to new industry trends
  - Provide a rapid return on investment
- Whilst also catering for:
  - Large programs of work
  - Globally-distributed teams
  - A full product lifecycle
- This presentation discusses how Visteon is overcoming these challenges with an Agile adoption program





# Agenda

- The Context
  - Who are Visteon?
  - Visteon's Agile Vision
- The Journey so Far
  - Understanding the Opportunity
  - Starting with Education
  - Scaling Agile
  - Tools Adoption
- Workshop for Change
  - Shared Vision
  - Change Areas
- The Journey to Come
- Questions





## Visteon at a Glance

- One of the world's most recognized automotive suppliers
- Provides products to virtually every vehicle manufacturer around the world
- Product portfolio: climate, electronics and interiors
- Focused on, and well-positioned in, high-growth automotive thermal management and cockpit electronics markets
- Sales of \$7.4 billion (2013)
- 29,000 employees
- Facilities in 32 countries



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<http://www.visteon.com/products/electronics/>



# Visteon Electronics – Fast Facts

**~10,500**

EMPLOYEES



OPERATING IN **20**  
COUNTRIES



BRAZIL, BULGARIA, CHINA, FRANCE, GERMANY, HUNGARY, INDIA, INDONESIA, JAPAN, KOREA, MEXICO, MACEDONIA, PORTUGAL, RUSSIA, SLOVAKIA, SPAIN, THAILAND, TUNISIA, U.S., UK

**24** MANUFACTURING  
LOCATIONS



**8**  
GLOBAL  
TECH CENTERS

**15** REGIONAL TECH  
CENTERS

**\$ 3.1B**

CONSOLIDATED  
SALES

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A new electronics enterprise with the scale, size and growth potential to be a game-changer in the cockpit electronics ecosystem

- Visteon has more than 10,500 employees located at 24 manufacturing, 8 global engineering and 15 regional technical centers in 20 countries.



# Electronics Content on High-Profile 2014 Vehicles

**Mini**  
Center Information  
Display



**GM Trucks**  
Instrument Cluster

**VW Golf**  
Instrument Cluster



**BMW 7 Series**  
Instrument Cluster

**Honda Legend**  
Telematics



**Nissan Juke**  
Audio Head Unit

**Ford Transit**  
Instrument Cluster



**Mazda 3**  
Tablet Information  
Display, Infotainment

**Lincoln MKC**  
Reconfigurable  
Instrument Cluster



**Jaguar XJ**  
Instrument Cluster,  
Display, Information  
Remote Control

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This slide shows some of the key vehicles that will be launching in 2014 with electronics content from our newly combined electronics business.



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# The Journey So Far



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## Understanding the Opportunity

- October 2012 – Agile Workshop
  - Visteon Electronics Executives
  - 1-day workshop to “discover” Agile
  - Sponsored by IBM Rational
  - Game and exercise-driven learning
  - Presented concepts from SDLC3.0
  - Highlighted Disciplined Agile Delivery
- Overcame Agile myths and misconceptions
- Established a desire to do the right thing
- However, the “burning platform” was not yet fully lit...







## Starting with Education

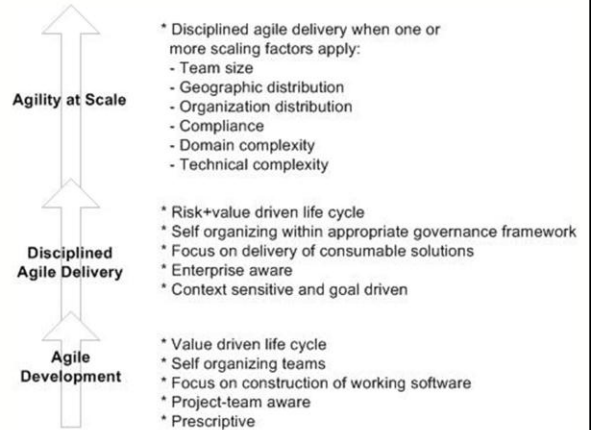
- October 2013 – Agile is added to Visteon's
- An initial plan is made for Scrum training
- But, education needs to be more than Scrum
- Part of a wider change program
- AgileMentors develop, roll-out and oversee:
  - Initial education materials
  - Training course delivery
  - Instructor development
- Initial sessions in India, US and UK by end of 2013





# Scaling Agile

- Agile at Visteon needed to be more than Scrum
- Foundation needed to enable Agile @ Scale
- Needed to allow for more than a software perspective
- “Disciplined Agile Delivery” was seen as part of the solution

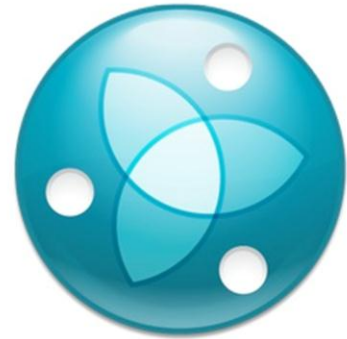


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## Rational Team Concert Adoption

- Visteon were long-term users of IBM Rational solutions
  - ClearCase and ClearQuest
- A migration to RTC has been running since early-2011
- RTC naturally supports large-scale and distributed Agile
- However, disciplined activity capture and consistency of reporting still needed a focus





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# A Workshop for Change



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# Training Feedback

- Each training session concludes with a “retrospective” to capture:
  - Feedback on the training, its content and delivery
  - What further support participants would like
  - Changes required within the organisation to enable Agile
- Feedback used:
  - To further the education content quality
  - To identify immediate support needs
  - To provide input to change workshop
- Prior to the workshop, over 600 people were trained
  - Plenty of feedback was received!





# Agile Change Workshop Structure

- **Scan**
  - Share experiences
  - Review feedback
  - Observe the industry
  - Agree on a common set of challenges
- **Focus**
  - Establish a concise “shared vision”
  - Identify change areas to address challenges
  - Determine activities for each change area
- **Act**
  - Prioritise activities
  - Assign appropriate owners
  - Agree timelines and make immediate progress





## Workshop attendees

- Representation of many roles and many locations
  - HR, Product Management, Project Management, Systems Engineering, Software Engineering, Methods, Tools, ...
  - US, UK, India, Germany, and France





## Shared Vision for Agile

- Why are we here?
  - Agile is not the objective
  - “Improving software development in the context of product delivery”
- Who are our stakeholders?
  - Much wider than our sponsor and Agile team members
  - Everyone in the organisation that needs value from the software organisation, plus everyone that needs to facilitate that success
- What is in our scope?
  - We could try to change everything
  - Ensuring we focus on maximising value whilst managing risk
- What risks will we face?
  - Many things could block our success
  - Misconceptions, expectations, culture change, funding...





# The Agreed Change Areas

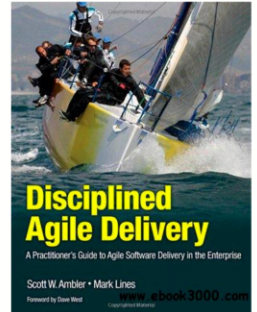


- |                                |                            |
|--------------------------------|----------------------------|
| 1. Agile Framework             | 8. Product Architecture    |
| 2. People Development          | 9. Testing                 |
| 3. People Allocation           | 10. Agile @ Scale          |
| 4. Estimation                  | 11. Tools Support          |
| 5. Sprint Planning & Reporting | 12. Back-Office Enablement |
| 6. Requirements Capture        | 13. Education              |
| 7. Documentation               | 14. Agile Task Force       |



# Agile Framework

- Define a flexible and scalable approach
- Encourage practice contributions from community
- Provide default templates and tools schema
- Align to corporate product development lifecycle and industry compliance frameworks



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## Agile Framework

Define a flexible and scalable approach

Definitely not a “one-size-fits-all”

Including Scrum & XP within Disciplined Agile Delivery

Encourage practice contributions from community

Ensure practitioners feel like they “own” the approach

Provide default templates and tools schema

Recommended, not mandated

Align to corporate product development lifecycle and industry compliance frameworks

Automotive SPICE, ISO26262, CMMI, ...



# People Development & Allocation

- Encourage a change in leadership behaviour
- Adjust the measures for reward & recognition
- Increase breadth of skills
- Update key behaviour set
- Reduce context-switching for key roles and skills
- Identify potential Agile to Visteon role mappings



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## People Development

Encourage a change in leadership behaviour

Facilitate a culture of trust & empowerment

Adjust the measures for reward & recognition

A combination of team success and personal improvement

Increase breadth of skills

Reduce people's alignment to skills silos

Update key behaviour set

e.g. teamwork, ownership, accountability

## People Allocation

Reduce context-switching for key roles and skills

Maintain a level of focus for each individual in an Agile team

Identify potential Agile to Visteon role mappings

Encourage the right skills to play the right Agile role



# Estimation, Planning and Reporting

- Refine up-front estimation practices
- Integrate sprint estimation techniques
- Improve the capture of actual effort
- Reduce reliance upon long-term speculative detail
- Utilise increased transparency of progress
- Ensure a standard Definition of Done meets stakeholder needs



## Estimation

Refine up-front estimation practices

Recognise the need for broader set of activity throughout project

Integrate sprint estimation techniques

Utilise team estimation and sprint trends to re-estimate to complete

Improve the capture of actual effort

Use project data to refine the up-front estimation process

## Planning & Reporting

Reduce reliance upon long-term speculative detail

Long-term product milestones supported by short-term detail

Utilise increased transparency of progress

Build trust for project managers through real-time measures

Ensure a standard Definition of Done meets stakeholder needs

Sprint results can be demonstrated and “shipped”



# Requirements Capture and Documentation

- Enhance contractual scope definition
- Establish collaborative requirements capture
- Enhance Product Owner skills
- Establish a continuous documentation approach
- Encourage the use of collaboration documentation tools
- Review the value-add of all existing documentation “rules”



## Requirements Capture

Enhance contractual scope definition

Define client engagement obligations

Establish collaborative requirements capture

Allowing for dynamic and just-in-time requirements definition

Enhance Product Owner skills

Project team engagement and “story” definition

## Documentation

Establish a continuous documentation approach

Capturing incrementally in alignment to the Definition of Done

Encourage the use of collaboration documentation tools

Increase transparency through wiki-like tools

Review the value-add of all existing documentation “rules”

Consider the document’s audience, objective and value



# Product Architecture & Testing

- Re-consider the product architecture and organisation alignment
- Enable feature-based as opposed to component-based delivery
- Establish broader component awareness
- Establish a test strategy for Agile
- Define the scope of test within sprints
- Increase test automation and test environment availability



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## Product Architecture

Re-consider the product architecture and organisation alignment

Conway's Law in how people map to components

Enable feature-based as opposed to component-based delivery

Break component silos to work in project teams delivering demonstrable value

Establish broader component awareness in individuals

Allowing for more common ownership of the product set

## Testing

Establish a Test strategy that considers Agile delivery

Test activity in an Agile context, with the changing nature of roles

Define the scope of test within sprints for the Definition of Done

Ensure the skills and the knowledge is available in the team

Increase Test Automation and environment availability



# Agile @ Scale

- Establish default practice scenarios:
  - Distributed Agile software teams
  - Core team and Feature team alignment
  - 3rd-party, non-Agile, development activity
  - Non-software teams alignment
  - Regulatory compliance
  - Client delivery assurance gateways
- Provide education and support for project start-up

## Agile @ Scale

Establish default practices for Agile @ Scale scenarios:

- Distributed Agile software teams
- Core team and Feature team alignment
- 3rd-party, non-Agile, development activity
- Non-software teams alignment
- Regulatory compliance
- Client delivery assurance gateways

Provide specific education and support for project start-up

With further interjections at significant milestones



## Tools Support & Back-Office Enablement

- Utilise existing tools more consistently
- Provide standard tools configurations
- Establish the use of more collaboration tools
- Establish more Agile-conducive work environments
- Allow for the re-location of people to project spaces



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### **Tools Support**

Utilise existing tools more consistently

Specifically planning, reporting, requirements and testing

Reducing some of the tools diversity

Provide standard tools configurations

Gather experiences and enhancements

Establish the use of more collaboration tools

Enhancing communication, transparency and trust

### **Back-Office Enablement**

Establish more Agile-conducive work environments

More white-boards, collaboration spaces

Allow for the re-location of people to project spaces

Move to where the rest of the team are based





## Education & Agile Task-Force

- Enhance existing solutions to reflect Visteon's latest position
- Establish simulated project learning to apply practices
- Broaden the range of education options for a wider audience
- Allow for certification options to become follow-on activity
- Establish an Agile initiative team and full-time leader



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### **Education**

Enhance existing solutions to reflect Visteon's latest position

Include opportunities for attendees to contribute

Establish simulated project learning to apply practices

Re-use a case study project for the class to work on

Utilise the tools environments as used on projects

Broaden the range of education options for a wider audience

Consider each stakeholder and participants needs

Allow for certification options to become follow-on activity

Encouraging self-learning and personal advancement

### **Agile Task-Force**

Establish an Agile initiative team and full-time leader

Time commitments to execute the plan in-line with the change backlog



## In Summary – Our Journey to Come

- We have progressed a long way already
- We now know what we don't know
- We realise that a focus on people, culture and behaviours is key
- Strong executive support is really helping
- We will continue to reap the rewards





# Questions

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# Thank You



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