

IBM Software

UK Innovate 2010

The Rational Software Conference

Smarter software for a smarter planet.



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Achieving agility@scale™

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Smarter software for a smarter planet.



UPM



My client -



A global leader in consulting, technology, outsourcing,
and local professional services

90,000 employees across 30 countries

The Collaborative Business Experience™

Developing closer, more effective, trust-based relationships
Boosting flexibility, agility, and creativity

Established industry innovator and leader

Collaborative work environments
IBM Rational Software reference site

Successfully delivering large-scale software projects



The Challenge – Achieving agility@scale™

A common software delivery ambition

Reacting to changing industry needs

Smaller projects with increased transparency

Dynamic requirements and funding decisions

Earlier ROI expectations

Business demands for greater agility

Agile methods **do not** naturally scale-up

IBM agility@scale™ solutions do

The goal: To further enhance Capgemini's Agile delivery capability



The Solution – Agile RUP

The next evolution of how Capgemini's Software Engineers work

- Combining Rational Unified Process (RUP) and Agile practices from Scrum and eXtreme Programming (XP)

- Building on successful RUP history

- Encouraging self-organising multi-skilled teams

Solutions developed by practitioners, for practitioners

- Minimal top-down method imposition

- Gathering best practices and experiences to be shared

Suitable for any software delivery project

- "Adapt the process" is still **the** key principle



Agile RUP – The Project

The team

Product Owner – Pete Franklin, Delivery Director

Solutions Leader – Julian Holmes (UPMentors)

Community – Actively encouraged to engage

Planned using Agile RUP

4-phase Risk / Value Lifecycle

Product Backlog – Prioritised Product Owner needs

Documented and managed on the Capgemini Wiki

Adoption projects

Mentored by a team of active practitioners

All Agile RUP trained and experienced

Joining projects at critical stages



Agile RUP Solutions – Guidance

Developed by the community on the Wiki

Primary guidance by:

- Project phase

- Iteration lifecycle

- Role

Additional @scale guidance for :

- Sales and Bid teams

- Estimation and Measurement

- Distributed / Rightshore™

- Large-scale teams

- Rapid Design and Visualisation

- Commercial Management

- Tools

- Case Studies

The screenshot shows the AgileRUP Wiki page. At the top, there are tabs for 'page', 'discussion', 'edit', 'history', 'move', and 'unwatch'. The page title is 'AgileRUP'. Below the title, there is a 'History' section and a 'Wiki Links' sidebar with links to Home, Phases, Iterations, Roles, Terminology, and Education. The main content area starts with an 'Introduction' section, followed by a paragraph explaining Agile RUP's purpose. Below that is a section for 'Core Materials' and 'Phase Guidance'. At the bottom, there is a graph titled 'Risk/Value Lifecycle' with five phases: Pre-Sales, Inception, Elaboration, Construction, and Transition. The graph shows a red line for 'Risk' that starts high and decreases over time, and a green line for 'Value' that starts low and increases over time. The 'Pre-Sales' phase is highlighted in blue.

AgileRUP

History: AgileRUP

Introduction [edit]

Agile RUP allows Caggemini projects and practitioners to build upon their experience of using the IBM Rational Unified Process (RUP), whilst gaining the additional benefit of using Agile techniques within that framework.

Our **Introduction page** answers the question "What is Agile RUP?" and how it aligns to Caggemini's business needs.

Alternatively download the "An Agile RUP Project Approach" overview document (Light or Extended Word documents, or PowerPoint version) from KM2.0.

The Agile RUP Prezi presentation also explains the reasoning behind the development of Agile RUP in relation to Scrum, eXtreme Programming and classic RUP.

Core Materials [edit]

Phase Guidance

Agile RUP is built on a foundation of the Risk/Value Lifecycle.

Pre-Sales	Inception	Elaboration	Construction	Transition

Phases: Pre-Sales -> Inception -> Elaboration -> Construction -> Transition

Agile RUP Solutions – Education

Capgemini

- Agile Awareness

 - Introducing Agile RUP concepts

- Agile RUP Academy

 - Collaborative teamwork for generalising specialists

 - A week-long simulated project

 - Teaching Agile practices in a RUP context

IBM

- Introduction to Disciplined Agile Delivery

 - Experiencing key agile practices in a disciplined context



Agile RUP Solutions – Community

Fostered by the Agile RUP project team

Started within the UK, now in most regions

Aligned to a global Software Engineers Community

Enabled through collaboration tools, including

- Wiki – capturing knowledge

- Yammer – sharing and communicating

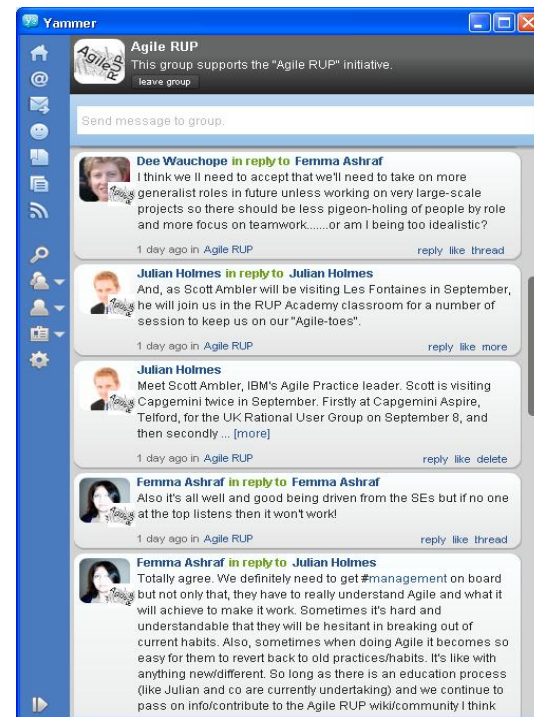
- Rational Team Concert – project collaboration

Engagement typically follows the 1:9:90 rule

- 1% creating

- 9% commenting

- 90% watching



Agile RUP – Current Progress

All UK Custom Software Delivery projects are now proposed with Agile RUP
Guidance is constantly evolving and growing richer on the Wiki
Community continues to grow and become more active

Customer Demand

- Many customers are asking Agile RUP questions
- Contracts are being won because of an Agile RUP approach

Internal Demand

- Many other Capgemini regions are adopting Agile RUP
- They have discovered that base agile methods are not enough
- The success of Agile RUP draws in more users
- Agile RUP training sessions are in great demand



Agile RUP – Project Success Examples

Local Government – 10-person, 6 month project

- Proposed and implemented an Agile RUP approach to transform productivity
- Challenged client’s linear procurement and governance standards
- Delivered against challenging deadlines, securing further project work

National Government – 40-person, 12 month project

- A trial project as part of a PRINCE2-dominated, traditional outsourcing contract
- Client fully engaged, taking ownership, and “proud” of their project’s success
- Agile RUP now being rolled out across the whole customer account

Thomas Cook Group plc – 100-person, 4-site, 3-year programme

- Contract won on the basis of an Agile RUP proposal
- Previous supplier deliveries had failed with long waterfall approaches
- A true “agility@scale™” solution with almost all the scaling factors



Achieving agility@scale™ – A Summary

The industry needs to deliver software with agility@scale™

The IBM Practice Libraries support this approach

Establishing a comprehensive solution framework is key

True agility is a delivery differentiator

Client relationships can be transformed

Natural fit with a culture of client collaboration

Challenges to adoption can be overcome

Demonstrating success and developing a passionate community

An opportunity for employees to contribute and be recognised

Together, IBM, Rational and Business Partners can deliver the change

Industry-leading solutions combined with experienced practitioners



Enable your change

UK Rational User Group

Run by users for users



**Global Rational
User Group Community**

1,000-strong network of UK software professionals

Next meeting - 2nd November at IBM Warwick

Join us for **free** – www.rational-ug.org





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