

FIVE INGREDIENTS FOR A SUCCESSFUL ENTERPRISE AGILE INITIATIVE

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THE DUDE IN FRONT OF YOU



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BEFORE WE START...

- This talk is not about evangelizing
- Agree that everyone builds software differently, and everyone has different points of view
- No name calling



ENTERPRISE AGILE != SCALING AGILE

- Scaling Agile
 - Scaling Agile capacity
- Enterprise Agile
 - Applying Agile values and principles in the Enterprise to ensure continual alignment and synchronization
 - Financial
 - Operational
 - Culture



WHAT IS “WATERFALL”?

- Sequential Software Development
- We'll call it “waterfall”, but some call it “Traditional Project Management”
- Things we think about:
 - Plan-Driven, Gantt charts, Phases, Milestones, Earned Value



HISTORY OF WATERFALL

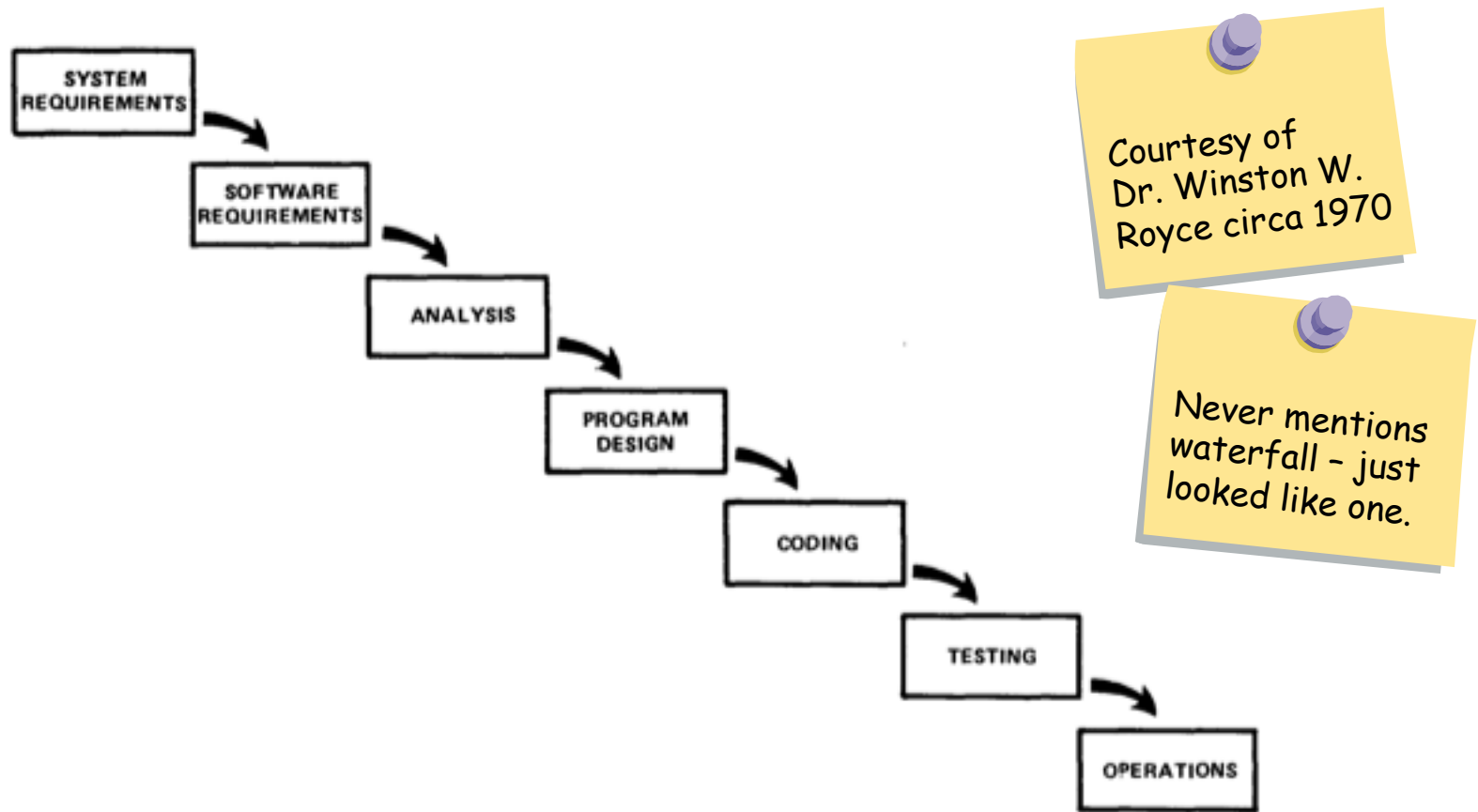


Figure 2. Implementation steps to develop a large computer program for delivery to a customer.

<http://www.cs.umd.edu/class/spring2003/cmse838p/Process/waterfall.pdf>

WHAT iS AGiLE?



WHAT IS AGILE?

- Iterative and Incremental Software Development
- Not a process, Not a method
- Group of methods associated with Agile
 - Scrum is most prevalent, but it's a framework
- Things we think about:
 - Backlogs, Burnups, Empirical, Sprints, Daily Stand-ups



HISTORY OF AGILE

Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.
Through this work we have come to value:

Through this work we have come to value:

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

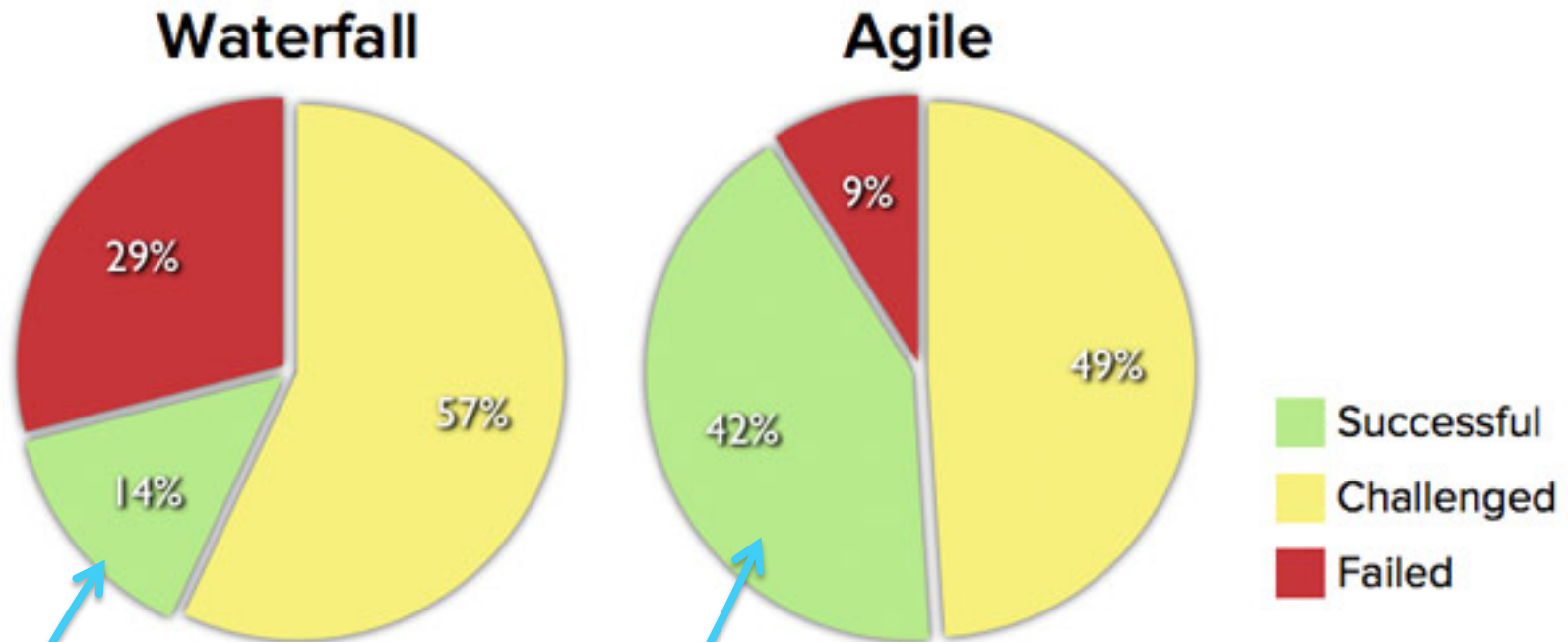
Kent Beck
Mike Beedle
Arie van Bennekum
Alistair Cockburn
Ward Cunningham
Martin Fowler

James Grenning
Jim Highsmith
Andrew Hunt
Ron Jeffries
Jon Kern
Brian Marick

Robert C. Martin
Steve Mellor
Ken Schwaber
Jeff Sutherland
Dave Thomas

What do you get when you have 17 SW engineers hang out in Snowbird, UT during 2001?

DO THEY WORK?



Source: The CHAOS Manifesto, The Standish Group, 2012.

Obviously this IT thing is HARD!



WHAT EACH SIDE THINKS OF THE OTHER



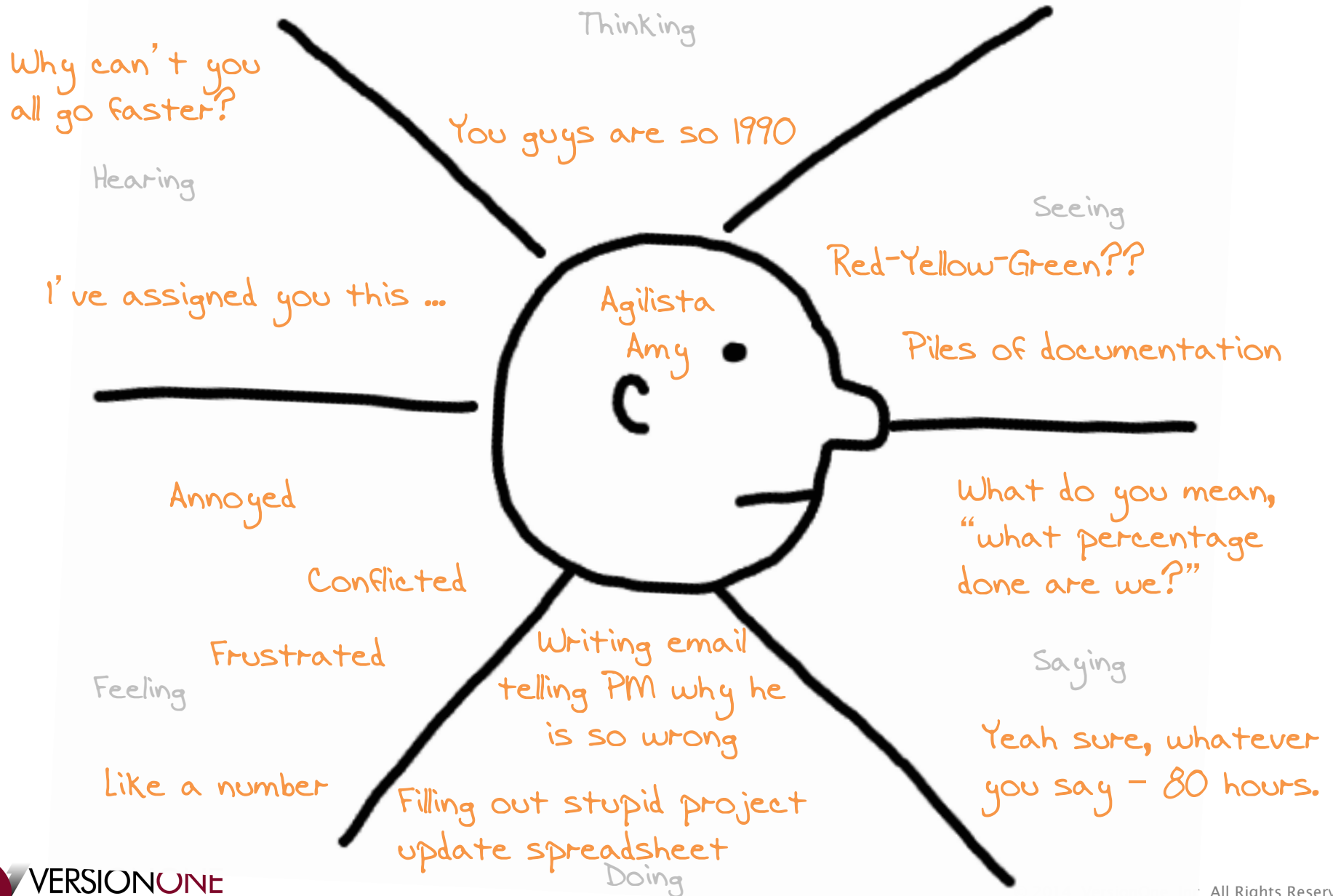
This is too complex, we've got to have a plan.

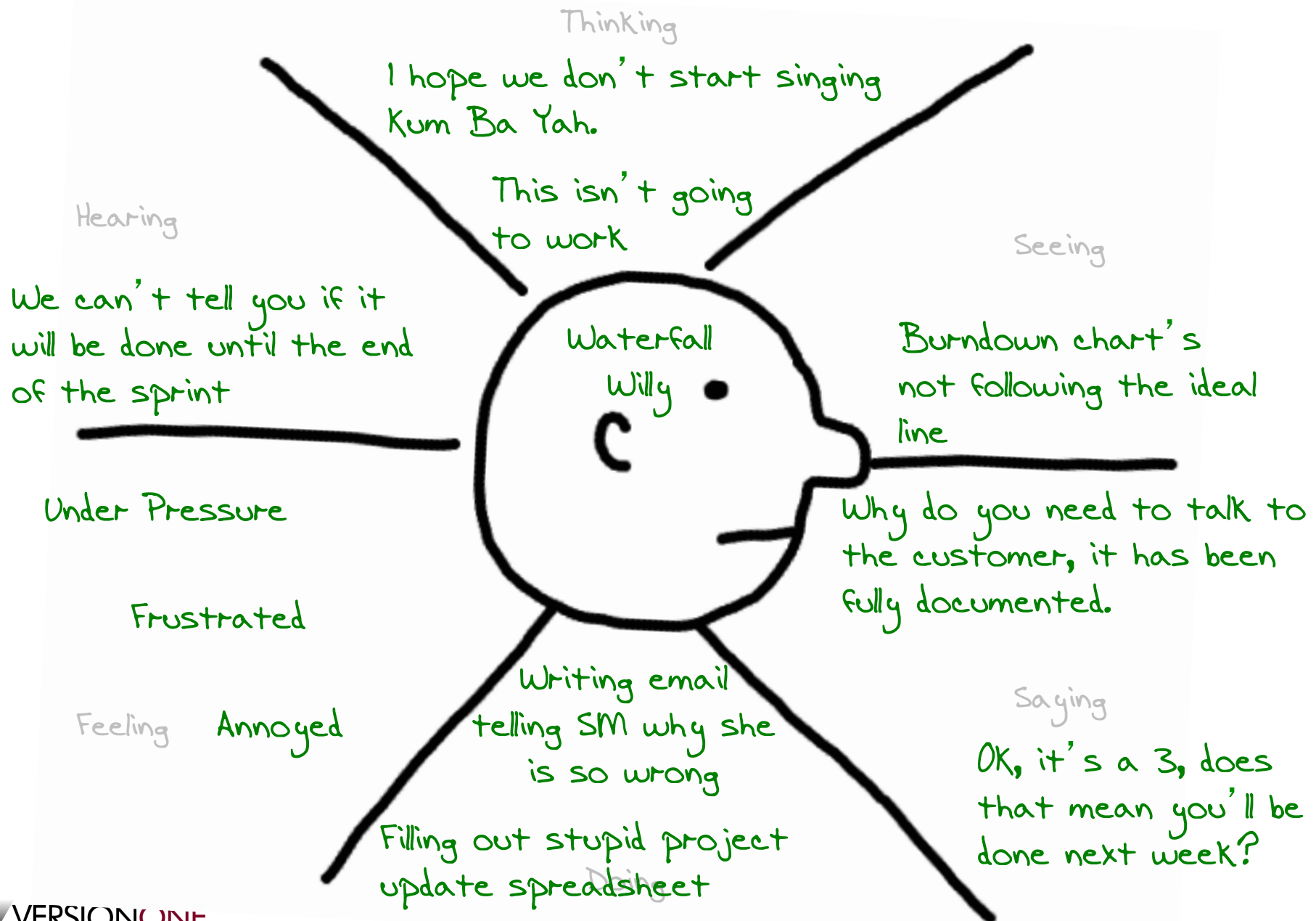
"We can't do that. We have to plan. We've got to figure it out," she says.

He replies, "when have any of our plans ever worked out? We plan, we get there, all hell breaks loose!"

This is too complex to plan.









THREE MIND BLOWING QUESTIONS



Q: CAN THESE TWO LIVE TOGETHER?

A: CAUTIOUS YES



Q: SHOULD THESE TWO LIVE TOGETHER?

A: THE OPiNiON OF MANY iS NO, BUT...



Q: WHY THESE TWO LIVE TOGETHER?

A: 'CAUSE

A: WATERFALL WAS HERE FIRST

A: MIGHT BE REQUIRED



WATERFALL WAS HERE FIRST

- Non-agile processes were here first.
- Have shaped culture and processes
 - Attitudes
 - Values
 - Goals
 - Practices
- Like it or not Agile is the outsider.



AGILE FROM THE PERSPECTIVE OF THE “NATIVE INHABITANTS”

- Agile myths:
 - Agile is little or no planning
 - Agile processes aren't auditable
- Change:
 - “This too shall pass”
 - Perceived loss of control
 - Loss of identity
 - “Everything is fine as it is”
- “We can't / don't want to release every 2-4 weeks”
- Agile project planning is unorthodox
- Agile project reporting is incompatible with our process



SUSTAINABILITY ISSUES FROM THE PERSPECTIVE OF THE AGILE COLONY

- Resource scheduling
- Pressure to provide BDUF
- Estimation
- Lack of org support
- Resistance to Agile
- Project scheduling
- Dependencies on non-agile teams
- Required to provide metrics
- Required to provide heavy documentation
- Heavy change control
- Heavy managerial control



FOCUS ON...

Strengths


- Daily Communications
- Structured Risk Management
- Dependency Management
- Customer Engagement
- Visualize Work
- Transparency
- Definition of Done
- Frequent Feedback – Demo and Retrospective

Common Areas

- Chartering / Release Planning
- Trend based metrics
- Shared project vision
- Requirements Gathering
- Continuous Improvement
- Engineering Excellence
- Corporate Culture that aligns to Agile Values/Principles

SHARE THE LOVE

- Establish a shared terminology
- Cross-train each other on “how we do it”
- Be willing to attend each others meetings --- in person



Project = Release
Milestone = Sprint
Requirement = User
Story

FOR THE AGILE TEAM WORKING IN WATERFALL WORLD

- What to Expect
 - Backlog = Project Plan (WBS)
 - Sprint Planning is less of an emphasis
 - Little negotiation about what to do



FIVE INGREDIENTS

- Build and Maintain Bridges
- Develop and Maintain Interfaces
- Constantly Refresh, Reflect and Re-supply
- Radiate Information
- Create a Learning Organization



BUILD AND MAINTAIN BRIDGES

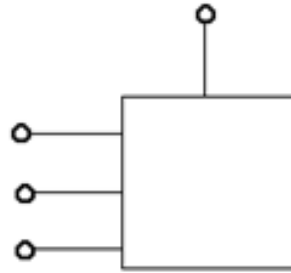


“Burden of Proof” is on the colony to cultivate positive relationship

How?:

- Invite people to your agile meetings
- Socialize rather than “evangelize”
- Be ready to explain issues to overcome and how Agile helps you to do so.

DEVELOP AND MAINTAIN INTERFACES



- Interface provides a way to have an agreement as to what is needed to be done.
- Allows consistency to the end result but allows internal refactoring of the process
- Apply “barely sufficient” principle



CONSTANTLY REFRESH, REFLECT AND RE-SUPPLY

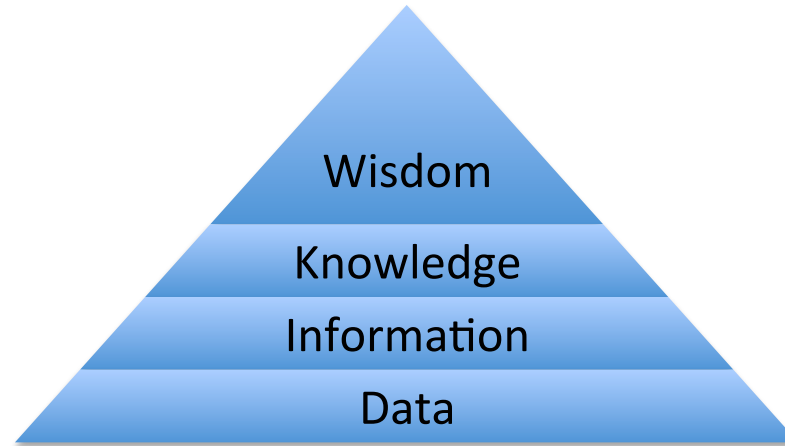


Don't work in isolation.

- Have regular interaction with others in similar situations and compare notes
- Get to some gatherings of like-minded people
- Cut yourself some slack: recognize and enjoy incremental success



RADIATE INFORMATION



In order to be able to operate information needs to be readily available.

- Align the flow of information that everybody has the information they need the instant they need it. Both up and down stream
- Automate information flow



CREATE LEARNING ORGANIZATION

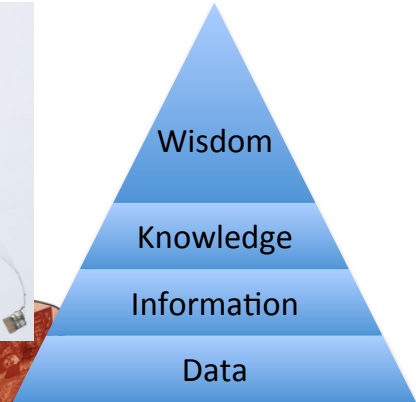
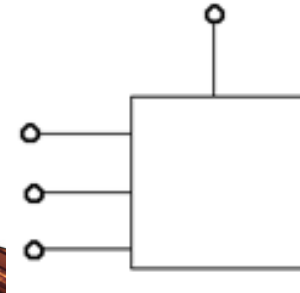


Keep learning every day.

- Continuously transform
- Retrospectives are just training wheels
- Systems thinking, personal mastery, mental models, shared vision and team learning



WRAPPING UP



Notice that each of these is an ongoing activity.

“We are uncovering ...”

“At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.”



STEALTH AGILE



- Works if you can be isolated
- Warning - if things go wrong, the first thing blamed will be your team doing agile





THANK YOU



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CREDITS AND RESOURCES

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