

Scaling Agile

Joe Truppo

A little about me…



- Seasoned IT Professional (nice way of saying old)
- Agile evangelist (I use Agile for just about everything!)
- Experienced Product Owner, Scrum Master, Trainer, and Coach (I guess I can’t hold a job)
- Currently an Enterprise Agile Coach/Trainer at Laureate Education
- Proud father of 2 college students (Broke but happy!)
- Find me on LinkedIn – Joe Truppo

What is the point of “Agile”

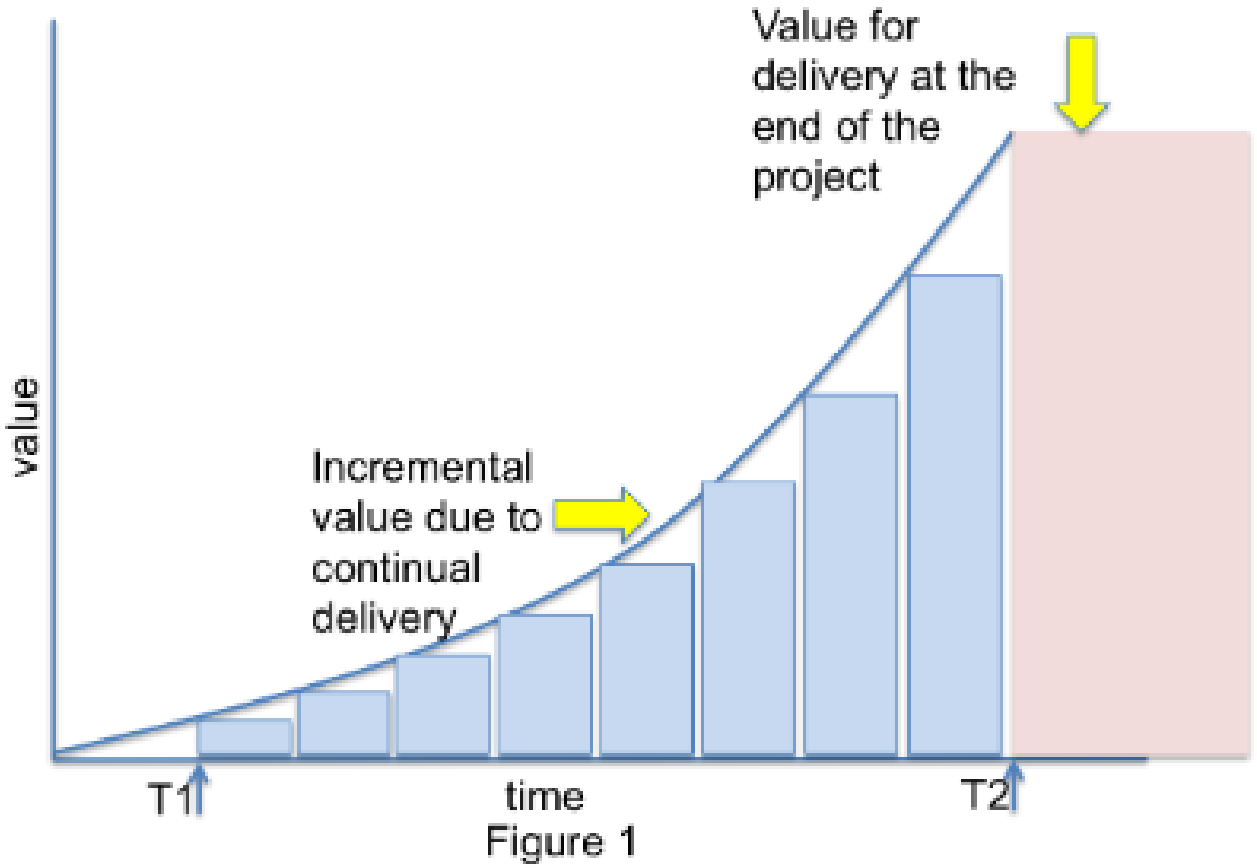
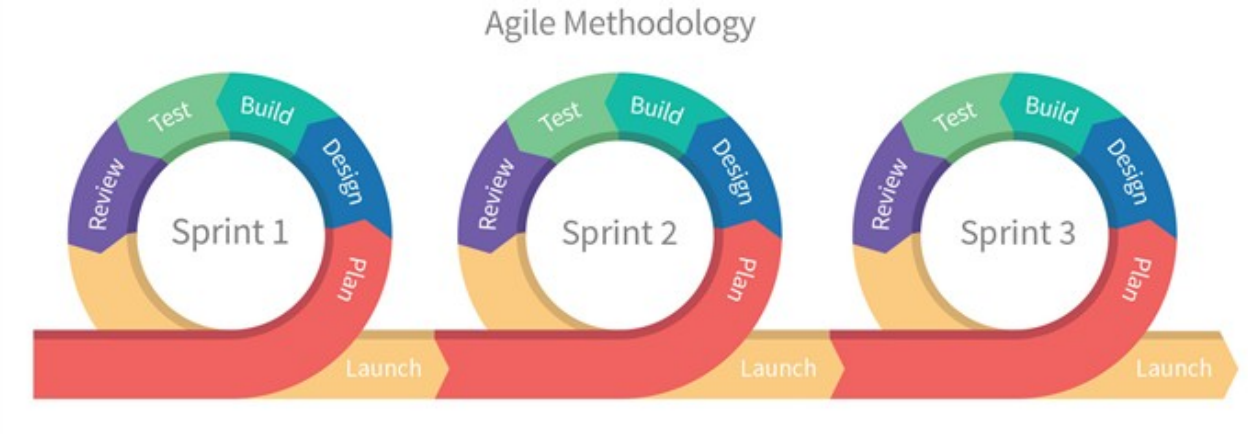


Figure 1

- Accelerate the delivery of Value to our Customers!
- 18-24 month product cycle is TOO long!
- The Risk to too great of missing the real need
  - Unknown needs
  - Changing needs

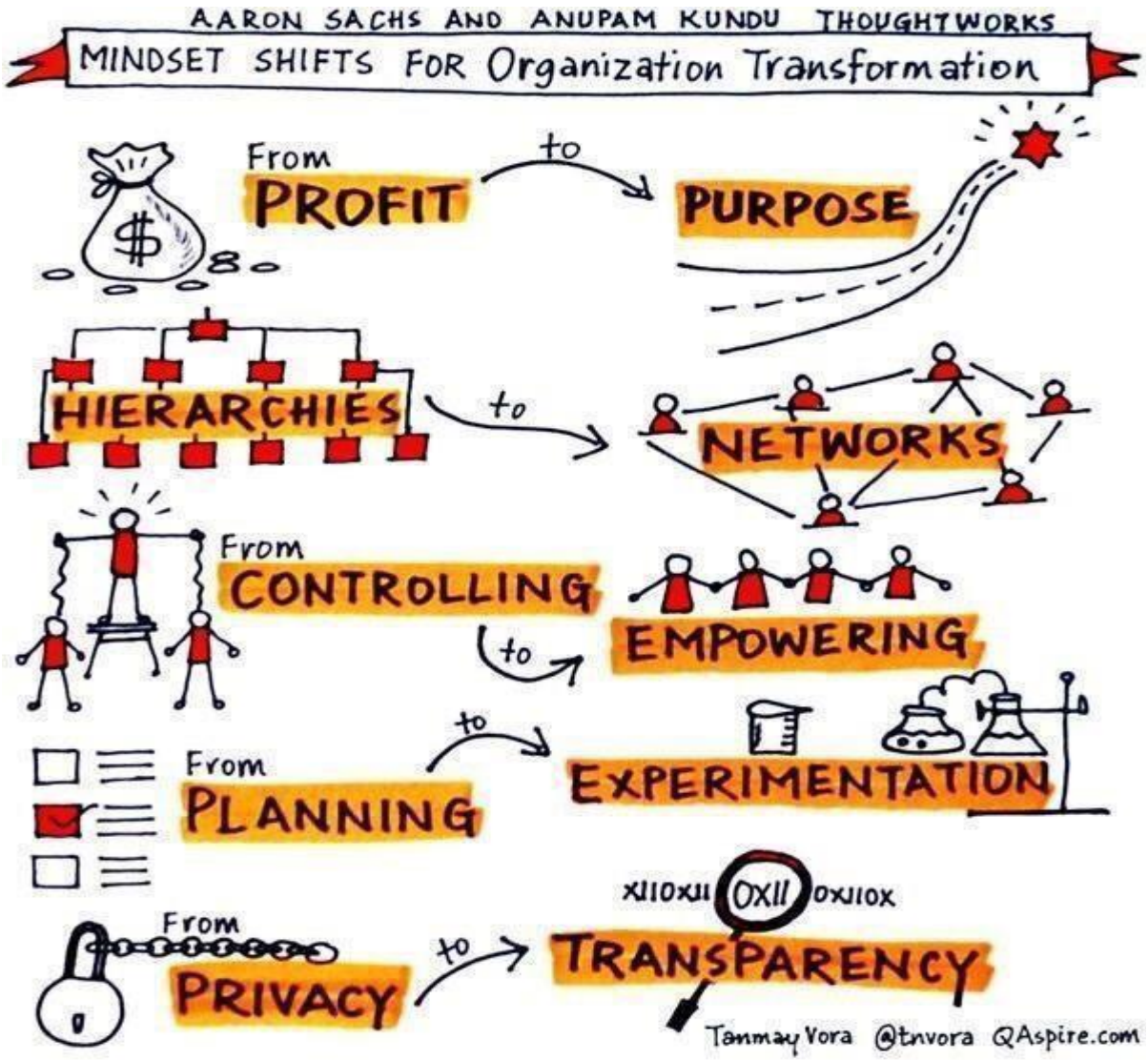
What it means to be “Agile”

- We are going to build and deploy software in small chunks (INCREMENTAL)
- We will use repeatable patterns to manage our work (ITERATIVE)
- We can’t predict the future – our needs and design will evolve (EVOLUTIONARY)
- We will constantly course correct (ADAPTIVE)

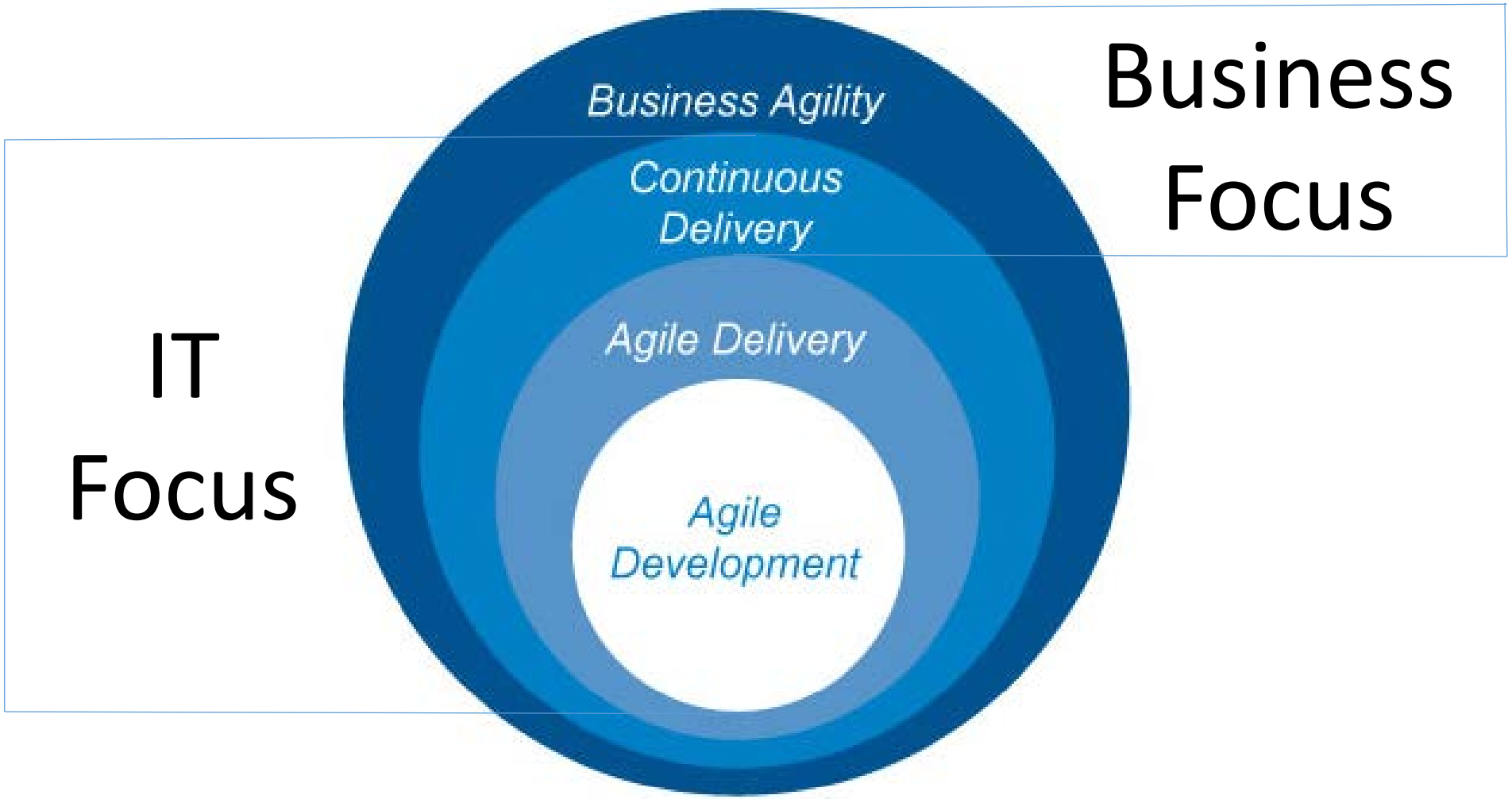


An Agile transformation is NOT an IT initiative - It’s a culture change that will affect the entire company

Agile isn't a Process – It's a Mindset!



Scaling Agile to the Enterprise



Why do we typically need to Scale Agile???



- Typical Scrum Team
  - 7 (+/- 2) team members
  - 3 roles – PO, Scrum Master, and Team Member
  - Delivers potentially shippable solutions every Sprint
- Generally more than 9 people to deliver enterprise applications
- Large enterprise applications must be planned and executed in timeframes longer than a single Sprint
- Most enterprises require additional roles to deploy new software so users can get the **VALUE**

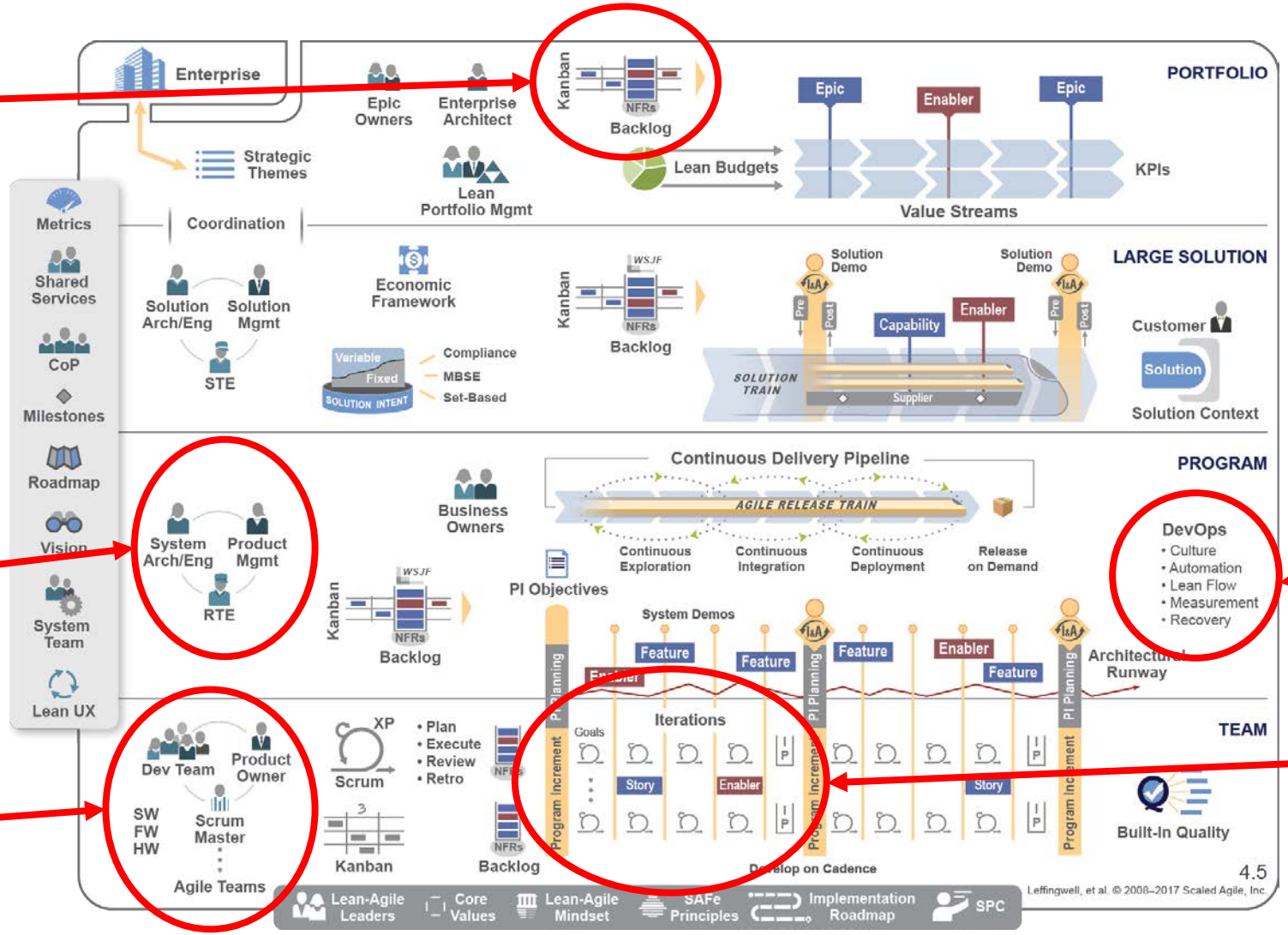
So how do we sync multiple teams working to build large, enterprise applications???

SAFe Big Picture – scaledagileframework.com

Prioritization of work items at the Portfolio level

New Roles to support Coordination

Built on Agile Teams



Deployment team is part of the overall Team

Combined Planning in multiple Sprints

Why else do we need to Scale Agile?



We're experiencing a technical revolution – the **Digital Transformation**



- IT can no longer be considered a "support" function
- Technology is enabling new products and markets
- Existing products and markets are being disrupted
- For companies to survive and thrive, they must break down the silos and partner with IT to deliver new products

NETFLIX

amazon

Coca-Cola

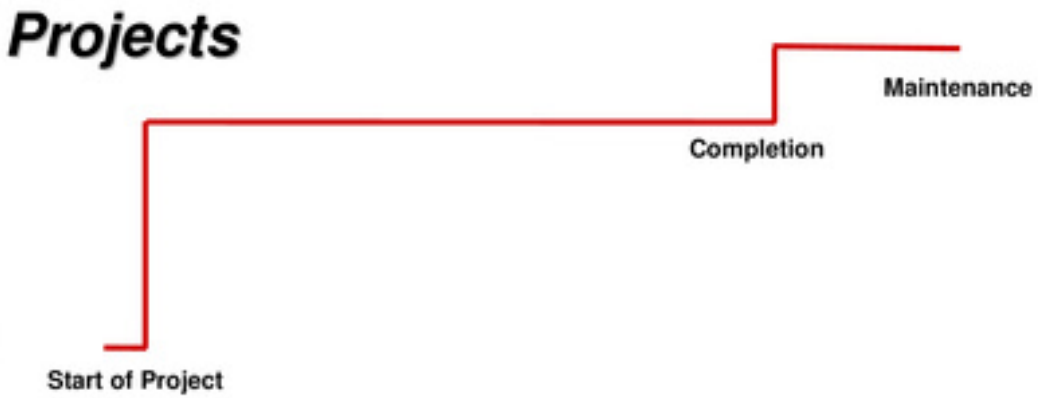
Scaling the Business/IT Relationship

- Move IT out of the back corner and closer to our Customers
- Partner with IT – don't consider IT as an order taker
- Actively participate in new product development
- Provide "Fast Feedback" on new Feature functionality

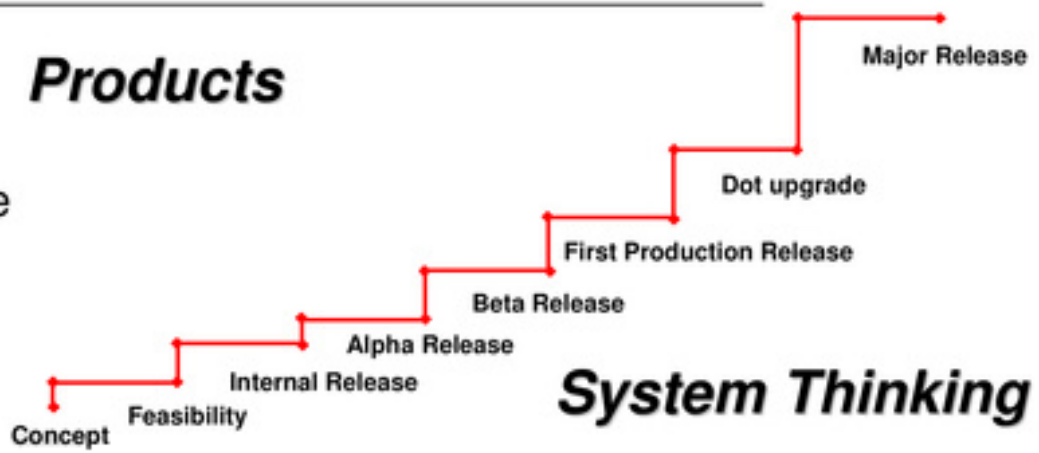


Transition from “Project” to “Product”

- Up-front funding
- Scope fixed at onset
- Success = cost/schedule/scope
- Team disbands at completion
- Documentation tossed over-the-wall to maintenance



- Incremental funding
- Scope expected to evolve
- Success = profit/market share
- Team stays with product
- Team uses its own documentation



Other Business Areas to Scale

- HR
  - New org structure
  - New reporting structure
  - New job titles
  - New performance measurements
- Finance
  - Funding
  - CapEx vs. OpEx
- Procurement
  - Flexible contracts
  - Fast turnaround
- Compliance (Sarbanes Oxley)



Challenges to Scaling

- Change is HARD
  - Culture
  - Inertia
  - View of Agile as an “IT thing”
  - Nay-sayers
    - “This won’t work”
    - What about ME?
    - Fear losing control
    - Fear losing power



How Do We Get There from Here?…

- Follow the Agile Transformation Roadmap
  - Start with Dev Teams
  - Deploy Incrementally (no Big Bang!)
  - Automate automate automate (testing, integration, and deployment)
  - Engage the rest of the Business
- Set yourself up for Success
- Remember – it's a Marathon, not a Sprint
- Train the entire Organization
- Identify an Executive Sponsor

