Transforming to Agile at Scale
About me

- President and Founder, AgileTrailblazers
- 30 years software development experience
- 8+ years agile experience
- Certified SAFe Program Consultant (SPC)
- Certified Scrum Master (CSM)
- Recent History
  - Director, DevOps at Capital One Financial
  - Director, Development at Siemens Health Solutions
- Influenced and led large scale agile transformations
Transformation Done Right – Delivering Real Business Results

• In 3 year period:
  – 7x’s throughput increase
    • Directly impacts feature delivery for customer base
    • Enables company’s top-line growth
  – Ability to double solution delivery team to 500 associates
    • Scale at will based on business needs
    • Scaling becomes purely an accounting exercise
  – 4x’s improvement in quality
    • Operational expenses controlled, directly impacts bottom line
    • Organization focused on building new product
  – Monthly re-allocation of enterprise resources based on business needs driven by market priorities
    • Enterprise goals are king
    • Move already formed cross-skilled teams where needed
Dimensions of Agile Transformation

TRANSFORMATION EXECUTION

People / Culture

Delivery Process / Frameworks

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Dimensions of Transformation – People / Culture

Managed  Guided  Empowered and Self-Organized
What is Management Innovation?

“Anything that substantially alters the way in which the work of management is carried out, or significantly modifies customary organizational forms, and, by so doing, advances organizational goals.”

It’s usually harder for competitors to imitate an unconventional management model than it is for them to decode an unconventional business model.

*The Future of Management, Gary Hamel*
Human Capabilities Contributing to Competitive Advantage – Value Creation

“GREAT company”
Inspiration Factors

- Passion: 35%
- Creativity: 25%
- Initiative: 20%
- Intellect: 15%
- Diligence: 5%
- Obedience: 0%

“Good Company”
commodities

“GREAT company”
Inspiration Factors

The Future of Management, Gary Hamel
Culture

Culture of commitment

Lean and Agile Thinking

Speed and urgency

Whole team approach

Unwavering quality

Continuous improvement
Agile Provides Organizational Lens for Decision Making and Actions

Scrum Alliance Article: [http://bit.ly/Yz7BDg](http://bit.ly/Yz7BDg)

Focal Point: Business Value Delivery

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Performance management

- Annual appraisals, ratings distributions do not foster Inspiration Factors
- Setup systems / expectations for continuous, lean feedback
  - Inspire “great company” human capabilities with immediate positive, constructive feedback
- Address poor performance immediately
- Empower team members for team self-selection
- Focus on hiring – only great performers
- Incent leaders on talent production

*Time to Scrap Performance Appraisals, Josh Bersin*
Incentive management

• Individual incentives ➔ team incentives
• Metrics for everything ➔ metrics for key outcomes and transformation elements
• Smart incentives
  – Incent your transformation
  – Incent your culture
  – Minimize or eliminate unwanted side effects
• Examples
  – Release quality
  – Delivery of sprint goal commitments
Leadership role in transformation

• Leadership more important than ever
• Four key leadership drivers
  – Define and communicate vision, mission, and purpose
  – Harness “inspiration factors” (initiative, creativity, passion) in the team
  – Servant to teams to remove impediments
  – Shepherd larger investments needed to maximize software delivery flow
Creating Sustainable Competitive Advantage

Hierarchical – Innovation mostly from the top

Management serving associates to multiply human accomplishment: First amplify and then aggregate human effort

Empowered and Accountable – Innovation from everywhere

Organization Transformed Through Management Innovation

- Execs decide which ideas live
- Work assigned, little regard for passions
- Information on “needs to know” basis
- Fear of authority
- Negative slack, no breathing room

- Democratic funding of ideas
- “Pull Model” for tasks
- Transparent, “no secrets” philosophy
- “Questioning authority” invited
- Slack built in, room for innovation
Dimensions of Transformation – Team Organization

Deep Silos

Connected Towers

Organized for Flow
Organization Design

• Organize around flow
  – Align delivery functions organizationally
  – Discover and align teams based on business value streams
  – Move towards release orientation

• Feature and component teams
Dimensions of Transformation – Delivery Process / Frameworks

Waterfall | Agile Teams | Agile at Scale
Build Team Agility with Agile Maturity Model

• Pick lean measurements for the overall transformation and for each team
• Focus on relative improvement – build continuous improvement culture
• Transformation
  – Time to market, release quality, customer satisfaction
• Team
  – Scrum fundamentals, engineering practices, product owner engagement / grooming
Four Core Capabilities for Agile at Scale

- Speed
- Scalability
- Adaptability
- Quality
Scrum / Agile / XP / Lean – Built on Management Innovation

Not Focused On Scalability

Eliminate Waste
Sprint Planning Commitment
Sprint Burndowns
Limited Work-in-Progress
Daily Standups
Small Iterations
Sprint Reviews
Collaboration Over Contract
Respond to Change Over Plan
Continuous Integration
Test Automation
Individuals / Interactions Over Process and Tools
Retrospectives
Working Software Over Documentation
Pair Programming
Story Doneness

Eliminate Waste
Sprint Planning Commitment
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Individuals / Interactions Over Process and Tools
Retrospectives
Working Software Over Documentation
Pair Programming
Story Doneness
Scaled Agile Framework – SAFe™
Scaled Agile Framework (SAFe™) fills in Scalability

- Eliminate Waste
- Sprint Planning Commitment
- Sprint Burndowns
- System Teams
- Continuous Integration
- Continuous, Rapid Feedback Loops
- Test Automation
- Individuals / Interactions Over Process and Tools
- Sprint Reviews
- Collaboration Over Contract
- Respond to Change Over Plan
- Retrospectives
- Working Software Over Documentation
- Agile Release Trains
- Synchronized Delivery with Common Cadence
- Story Doneness
- Pair Programming
Continuous Business Value Delivery (CBVD)®

• Continuous Business Value Delivery - continually delivering the right product at the right time

  – Rapidly adapting business strategy to market demands

  – Swiftly flowing from business strategy to delivery

  – Focus on maximizing business results
Continuous Business Value Delivery (CBVD)®
Leadership at the Core

• Injecting management innovations into your company and individuals….

• Ensures that your organization has the sustainable core capabilities…

• To enable a high-performing solution delivery cadence…

• Which leads to Continuous Business Value Delivery® – delivering the right product at the right time to your target market.
Dimensions of Agile Transformation – Transformation Execution
Dimensions of Transformation – Transformation Execution

• Build a core transformation team
• Create a transformation vision
• Groom a transformation backlog
• Use Agile to execute transformation
  – Plan ➔ Commit ➔ Execute ➔ Inspect ➔ Adapt
• Budget for foundational investment
  – Building Continuous Improvement team
  – Building Release Management team
Contact

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