

wisereach

Change, project and technology specialists

Going big with Agile

Introducing Agile at Scale

5 May 2015



Agile is now mainstream

- Lot of success with Agile projects
- Many great case studies
- Recognised standards, training, experience
- Now seen as the efficient way to deliver software



Reminder of Agile principles



- Small, empowered teams
- Frequent, incremental delivery
- Collaborative working
- Typically 2 week 'cycles'
- Delivery to live every 4-8 weeks

Individuals and Interactions over processes and tools

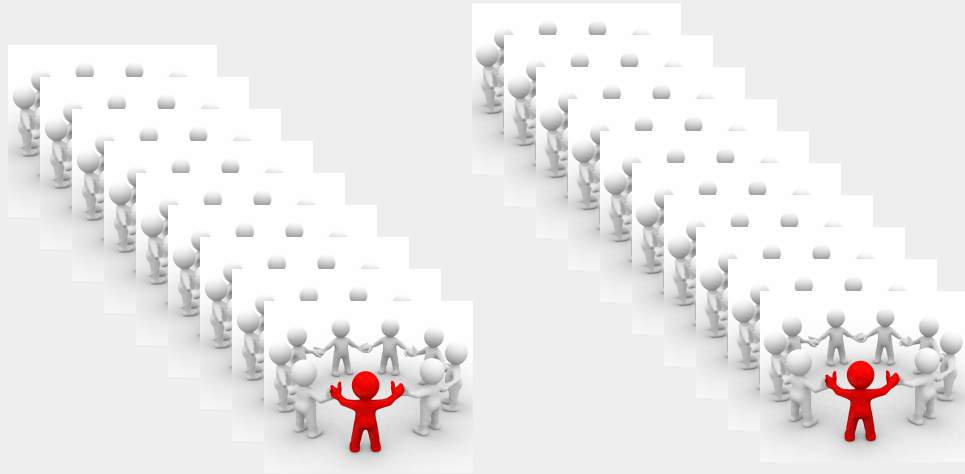


But...how to handle many teams?

Governance?



Scrum
of
scrums



Are teams doing the right things?



What issues have we seen with scale?

- Large organisations want to scale Agile, but many try to use existing structures and controls
- Project, Finance and regulatory governance don't match the Agile way of working
- Organisations are project focused - delivering change to a budget & timescale, then disbanding the team "Move the people to the work"



Our experience of issues with scale

European Telco

Buy in from business and IT
but not Finance

Global Insurance Firm

Project governance process
and PMO with too strong
influence

UK Government

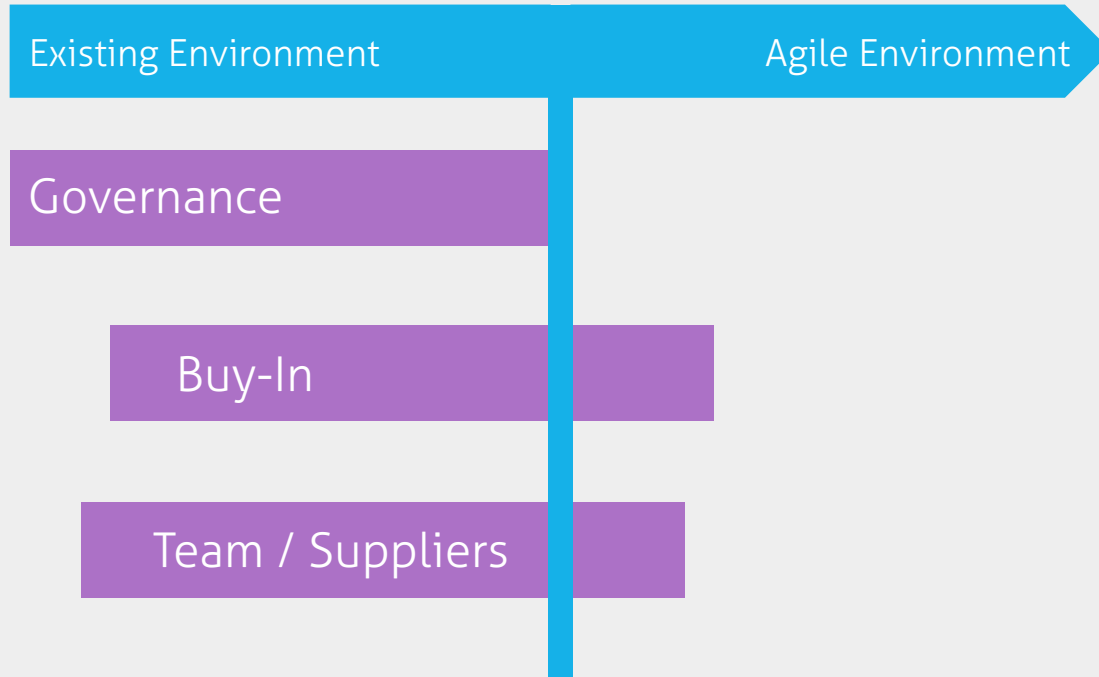
Complex stakeholder
management didn't allow
Agile principles

Telco infrastructure provider

Agile projects delivered
before governance complete



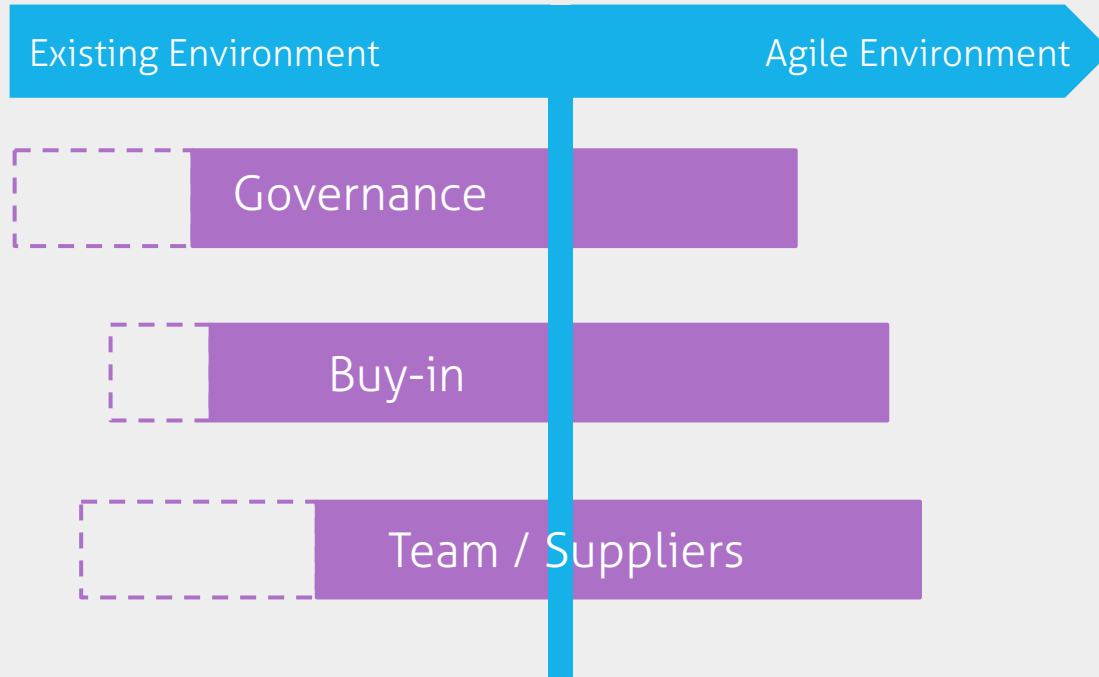
Typical large organisation



You can try to use Agile without changing your environment, but...



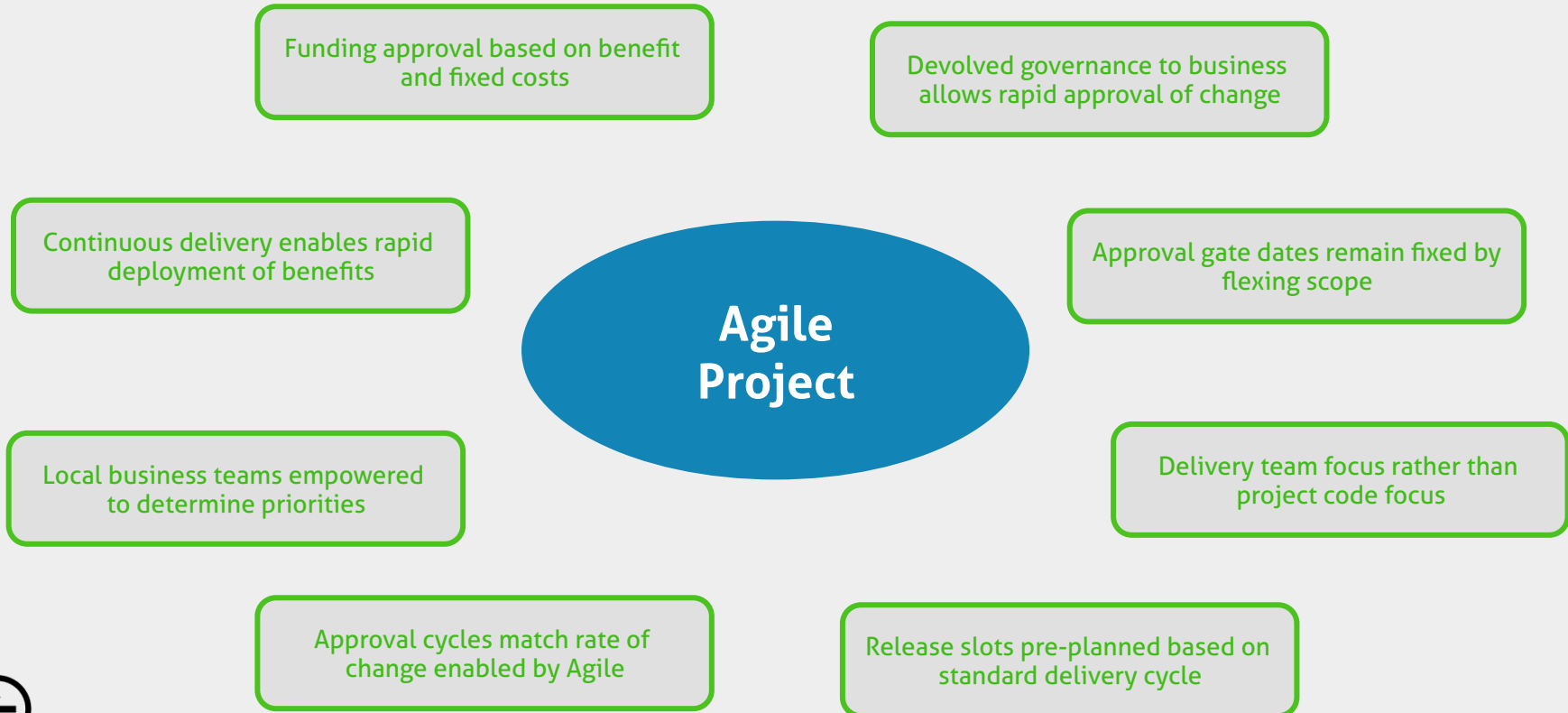
Agile needs a supportive environment



The further you go to the right, the more benefit you will achieve from Agile



A supportive environment for Agile ...



Is Scaled Agile Framework the Answer?



Scaled Agile Framework (SAFe)

An emerging standard for introducing governance for large Agile delivery initiatives

First released in 2012, bringing together Lean thinking, product development flow and scrum principles (now v3)

- Focus on shortest sustainable lead time
- De-centralised decision making
- Cadence and synchronisation of asset building

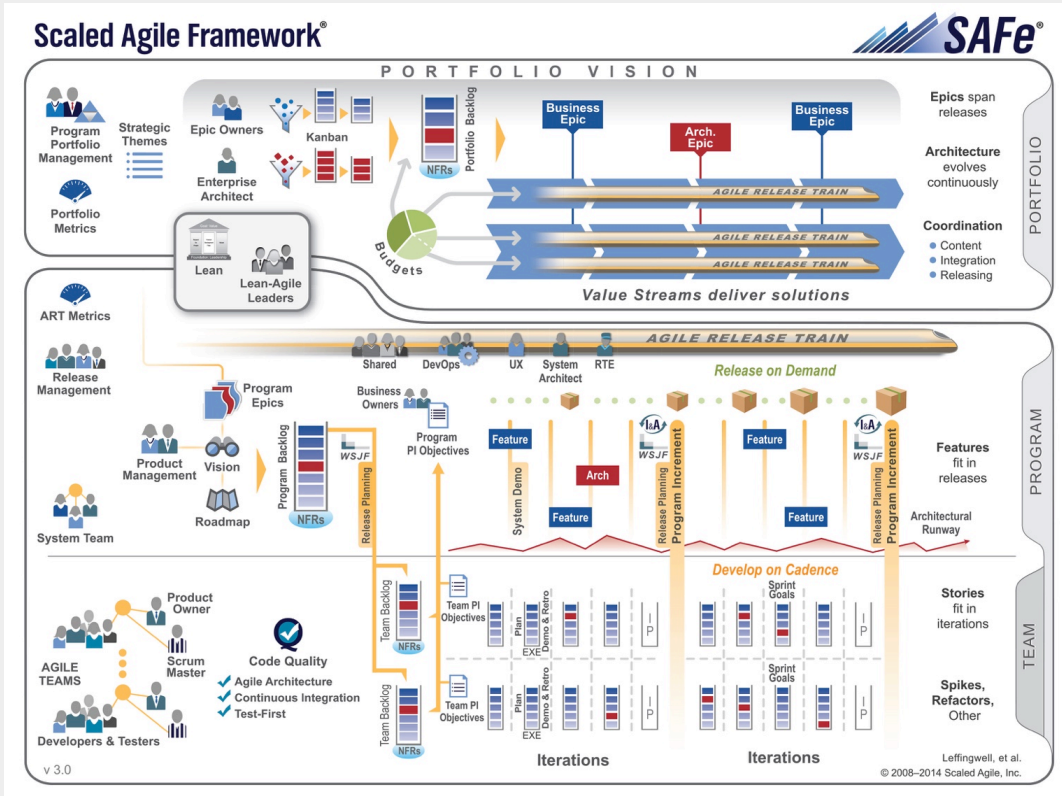


Key principles

- Product instead of Project structure
- Teams are built and maintained for the life of the product, not single projects
- Prioritise on most value first
- Regular delivery means value is delivered early
- Co-ordination means multiple teams deliver value together – less wait time between teams



SAFe – Scaled Agile Framework



SAFe Simplified

Portfolio

Identify, prioritise,
select and fund work

Value
Streams

Programme

Synchronise
delivery across
multiple teams

Agile
Release
Trains

Team

Teams using Agile/Scrum
Principles

Effective
Agile Teams



Portfolio – Focus on Value

- Identify value of product features to drive the priority of what work to do next
- Allocate budget to each 'Agile Release Train', which funds all teams under the release train with a funding 'pot'
- When the release train delivers, the value identified can be realised



Programme – synchronise delivery

- All teams delivering to the same cadence
- Teams deliver into a common Agile Release Train
- The Agile Release Train always delivers to a regular cycle (typically 8-10 weeks)
- The business decide if the release has enough value to go live “Release on Demand”



Team – empowered and efficient

- Backlog of work generated through regular portfolio prioritisation
- Business owners embedded to make decisions within the team
- Same teams maintained through the life of the product to maximise efficiency



Will SAFe work for you?

- SAFe is a framework not a method, it needs to be tailored to fit your needs
- There are many good concepts, but they won't all work in all organisations
- If you work in a hybrid Agile/Waterfall environment co-ordination will be harder



Conclusion

- **SAFe can provide some of the answers** to govern large Agile implementations
- **But it won't transform your organisation** - don't underestimate the buy-in needed across all areas of your organisation and the change management needed
- **SAFe facilitates business & IT engagement, but does not build teams.** Work needs to be done to ensure business and IT are working together collaboratively to gain the full benefits of Agile



Agility and Wisereach

We offer a number of options for Agile support

Evaluation

Agile Suitability
Assessment

Agile Team Assessment

Agile Project Audit

Contract
Review

Approach

Method
Design

Governance Design

Organisation Design

Tool Implementation

Resourcing

Project Management

Project Delivery

Project
Resources

Recruitment

Education

Awareness

Training

Coaching

Communication



About Wisereach and Agile



Wisereach delivers change, projects and solutions with a strong focus on Lean thinking and Agile techniques. We work together with our clients to combine the right people, processes and tools.

We can deliver solutions for you or work with you to implement a delivery approach that is right for you. We treat the introduction of Agile as a business change event within your organisation enabling you to deliver true business agility.

We have a strong track record of Agile delivery in many sectors including finance, media, telecoms and government.



We have a strong Agile track record

Introducing Agile across an organisation

Introduced methods, tools and culture change into a large organisation focusing on all customer facing channels.

Agile and Lean programme governance

Introduced a new governance model to manage multiple Agile delivery streams within the on-line banking environment.

Agile training

Industry standard and client tailored training course delivery across Agile disciplines – from user awareness, technical team instruction and Agile team building.

Programme management of Agile delivery

Responsible for the management and rollout of a metals delivery system across 40 trading member firms using Agile techniques.

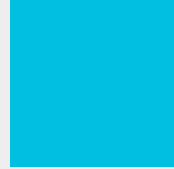
Agile and off-shore

Implementing models for off-shore use of Agile including off-shore development and off-shore test execution.

Agile capability assessment / benchmark

Assessment of over 100 delivery staff across 8 teams for their ability to deliver in an Agile way. Assessment provided key actions for improvement both for individuals and teams.





Get in touch to find out how Wisereach can help you make Agile at scale a success in your organisation

1 London Road
Arundel
West Sussex
+44 1903 331515

150 Minories
Aldgate
London
+44 207 347 5362

