



Change, project and technology specialists

Introducing Agile into your organisation

How can you deliver successful Agile projects within your organisation?



What is Agile delivery?

The agile manifesto

- **Individuals and interactions** over process and tools
- **Working software** over comprehensive documentation
- **Customer collaboration** over contract negotiation
- **Responding to change** over following a plan

While there is value in the items on the right, we should value the items on the left more

- Agile delivery has been around since the '80s
- Originally started with RAD (Rapid Application Development)
- Has been refined and changed over a number of years
- Used to be used only for niche projects, now much more widely accepted as a delivery method
- Many groups and methods have formed to capture learning (eg, DSDM, Agile Alliance, Atern, Scrum, XP)
- Many organisations use Agile as a key delivery mechanism (Google, AOL, Egg, BT, BBC, and many government departments)



Does Agile work?

The Agile Project Leadership Network (ALPN) conducted a survey of 1700 organisations in 71 countries. The findings included:

- 90% see some productivity gains 55% see productivity gains of 25% or more
- 85% see reduced software defects
- 83% see significantly reduced time to market
- 66% of respondents see a significant cost reduction

The two biggest benefits that organisations actually realised from their use of Agile were the ability to manage changing priorities and their improvement in productivity.



There are many benefits of using Agile practices and support available to achieve them

Many quoted benefits...

- Significantly reduced risk of project failure
- The end product meeting the customer need
- Increased productivity
- Reduced time to market
- Increase in quality measures
- The ability to react rapidly to changing circumstances

...and lots of support to achieve these benefits at a project level

- Significant knowledge available online
- DSDM and the Agile Alliance provide good support
- Many books have been written on the use of Agile practices
- Many resources available with experience of Agile practices
- A number of suppliers offer an Agile service to clients



Many organisations are embracing Agile as a key approach to software delivery

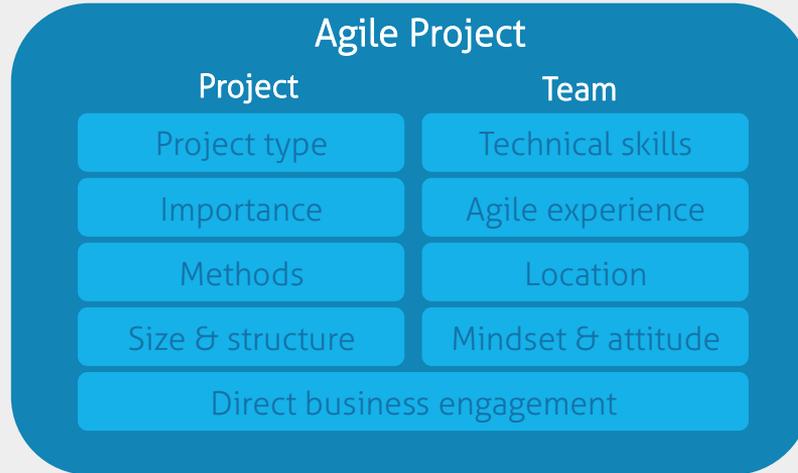
- IT is continually being pressured to deliver more for less
- Agile enables IT to respond to this challenge by reacting to business demands through delivering incremental value on a regular basis
- Many suppliers are offering an Agile delivery capability which works well for focused project deliveries
- Many organisations are setting up internal Agile teams to gain the benefits
- The local business and delivery team relationship grows strong in an Agile environment
- However, many organisations fail to expand the use of Agile beyond the focused project delivery

How do you successfully introduce Agile into your organisation and make it stick?

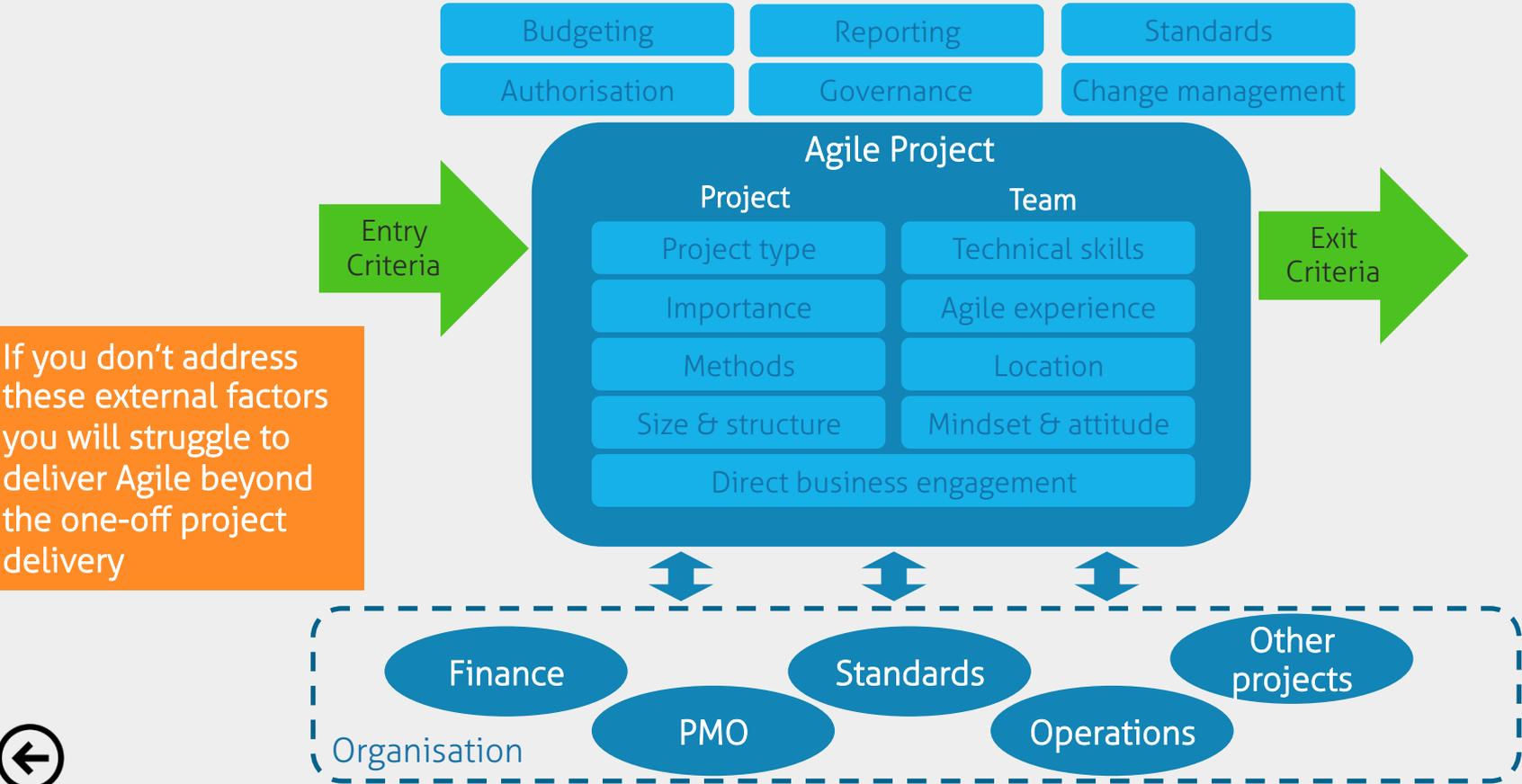


Setting up for success – internal factors

You can setup individual Agile projects for success by focusing on these internal project factors

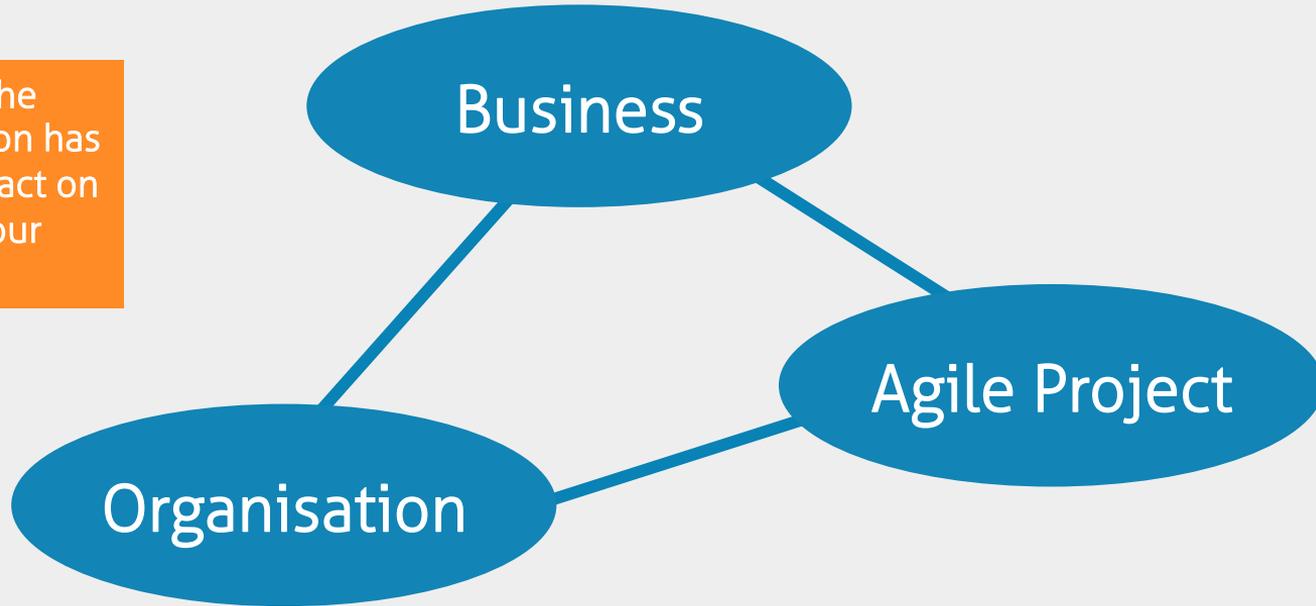


Wider project success means interacting with the rest of your organisation



The way the project interacts with the organisation directly affects its success

The reaction of the wider organisation has a significant impact on the success of your Agile initiative



Your success will be highly influenced by how well Agile fits within your organisation

- The environment in which your Agile project operates is critical
- Where an Agile team interacts with the rest of the organisation can cause most issues
- Individual projects can be treated as a 'special case'....
- ...but this involves negotiation for every project with Finance, Operations, PMO, Standards, etc
- Most organisations are setup to manage waterfall project delivery and have processes to match
- To change to cater for Agile projects will require effort from other parts of the organisation
- Every organisation is different and will present specific challenges to the introduction of Agile

How can you get the rest of your organisation to support the Agile delivery model?



You need to take a change management approach to introducing Agile

The introduction of Agile beyond a one-off project is a culture change to the organisation. You will need to:

- **Win the 'hearts and minds'** of others in the organisation and show them the benefits Agile can bring
- **Understand the people and processes** around your project as you will need to fit with them or help change them
- **Actively manage your external stakeholders** as well as your direct business stakeholders
- **Be prepared for resistance** as people react to the change and the unknown



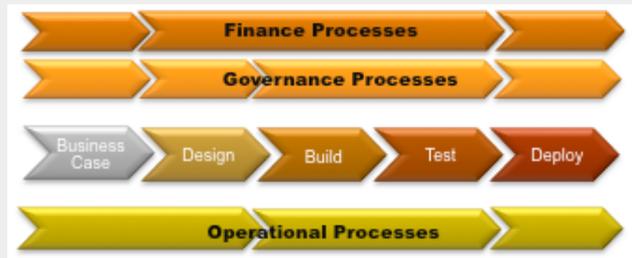
Win the 'hearts and minds' of others in the organisation

- Meet early with those that have to interact with your projects
- Make sure people come and see your Agile team working – they need to see that it is different
- Slides, Intranets, Wiki's are all good communication tools – but they don't replace one-to-one interactions
- Use simulation exercises to show what Agile feels like and why it is different (eg, Lego, planning games)
- Make sure your first project is a success and use it as a 'showcase' to the rest of the organisation

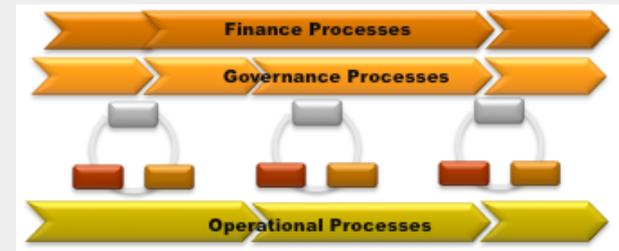


Understand the people and processes around your project

- There are many processes within an organisation designed to support project delivery
- Most are developed around a waterfall approach, eg, staged financial approval based on sign off of analysed requirements
- You will need to 'dovetail' into existing processes
- You need to ensure external processes don't undermine your agility
- Once Agile delivery is proven, you can start to change how the processes work
- You will need to get buy-in from senior management to change the processes



Existing processes are designed to fit with Waterfall delivery



Introducing Agile will challenge existing processes



Manage your external stakeholders as well as your direct business owners

- Treat the introduction of Agile into your wider organisation as a culture change
- Invest in a communication plan to help those who will interact with your projects
- Include Finance, IT Operations, Standards/Governance, Project Management Office, Change Management
- Ensure you engage at a senior level
 - you will need to change the current processes and behaviours in these areas to make Agile work effectively
- Use techniques such as stakeholder mapping
- Use your business owner to act as an evangelist and to help convince senior management



Tools such as stakeholder mapping can help you manage your many stakeholders effectively



Be prepared for resistance

If you don't have detailed requirements you can't get funding

Any changes in scope will need to be submitted to the project board each month

There are no change windows available for six months

You'll need to provide the dates when you are going through each approval gate

Agile Project

The project will need to be prioritised with all the other work in this portfolio

You can't work on the project unless finance have setup a project code

You must submit your project to the investment committee 4 weeks in advance

You'll need agreement from the IT change board before going live



Summary

- Introducing Agile as a one-off project works well if you address the internal project factors
- To ensure wider success you need to understand the impact on the organisation
- Introducing Agile is a culture change to your organisation, you need to ensure you:
 - Win the 'hearts and minds' of others in the organisation
 - Understand and change the processes and people that interface with Agile projects
 - Manage your external stakeholders around the organisation
 - Be prepared for resistance.
- Focus on these things and you will unlock significant value from Agile development in your organisation





Get in touch to find out how Wisereach
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