



Agile In The Huge 5 Lessons

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Introduction



- **Lamri heritage**
 - Improvement
 - IT rich environments
 - Agile experience
- **Early Agile success leads to a desire to scale**
- **Scale brings added complexity and challenge**
- **Success is not guaranteed**
- **5 key lessons**
 - Programme Management
 - Delivery Pipeline
 - Estimating Accuracy
 - Integration Warning
 - Ramp Up

Agile In The Huge



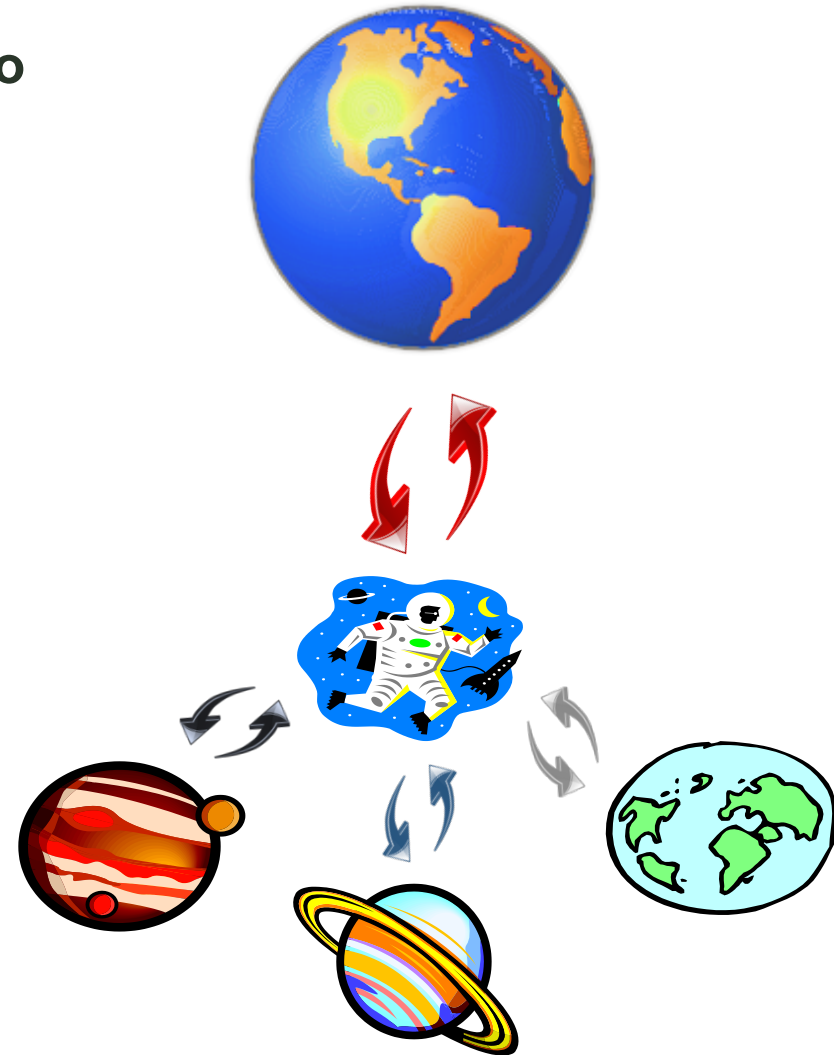
- **Large, complex and demanding programme**
 - **£165m cost**
 - **8 functional domains – 3 waterfall + 5 Agile**
 - **4 major suppliers – USA, India and Eastern Europe**

- **Agile development**
 - **6 sequential stages**
 - **3 months per stage**
 - **6 sprints per scrum**
 - **2 weeks per sprint**
 - **60 scrum teams of 8 people each**
 - **Additional 120+ “core team” members**

Programme Management Challenge



- **Portfolio of projects combining to deliver a desired business outcome on time and on budget but ...**
 - ***Individuals and interactions over processes and tools***
 - ***Working software over comprehensive documentation***
 - ***Customer collaboration over contract negotiation***
 - ***Responding to change over following a plan***



Programme Management Learning



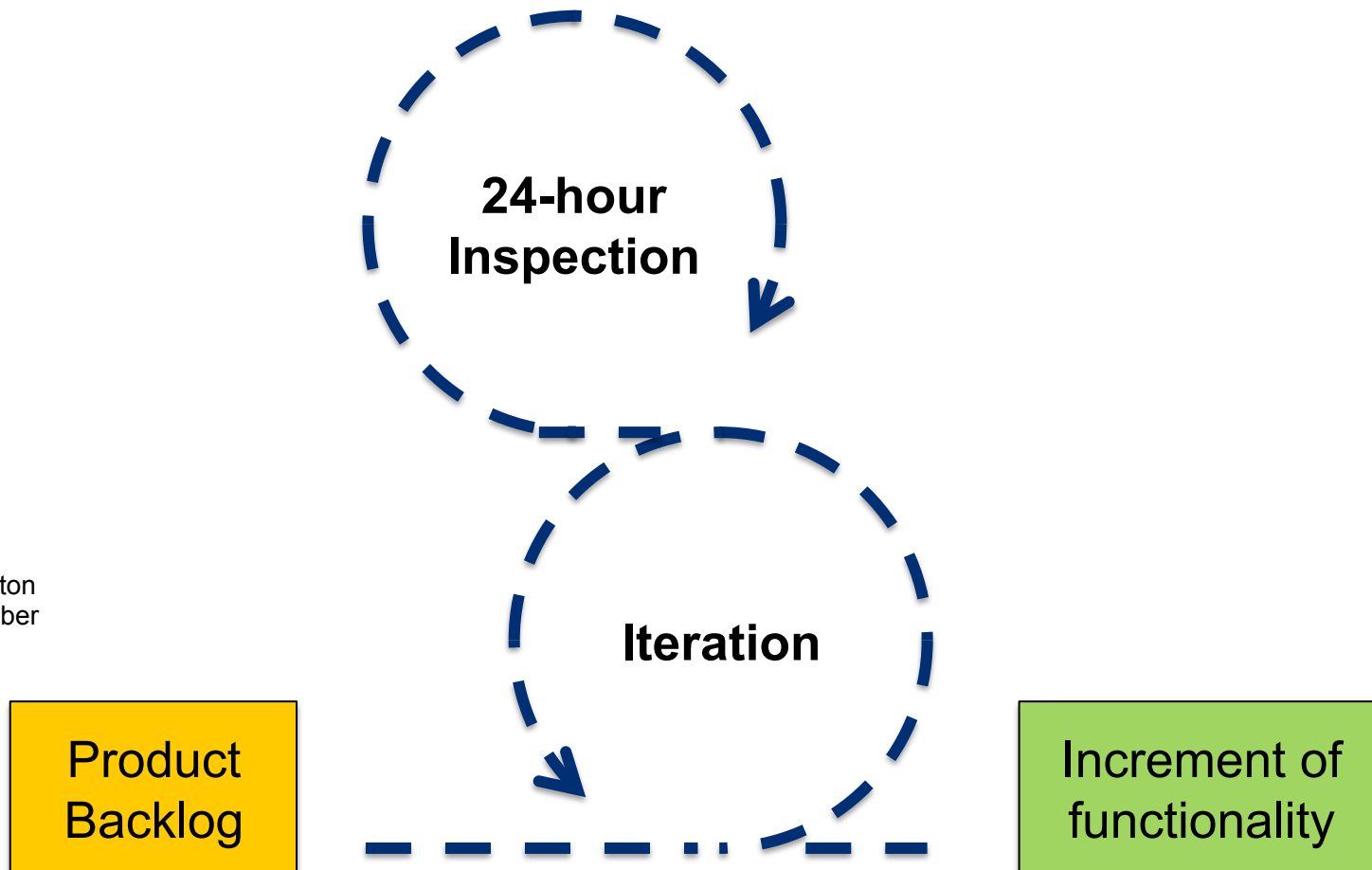
- **Strong and disciplined programme management is non-negotiable ... *but different***
 - **Be clear about why/what you need** *ask don't dictate*
 - **Listen and accept difference** *why not rather than why*
 - **Challenge obfuscation** *transparency is king*
 - **Synchronise** *everyone looks around at the same time*
 - **Promote internal communication** *scrum of scrums*
 - **Flexible and robust processes** *embrace the ride*
 - **Manage the boundaries** *unfreeze the interfaces*

- **Agile increases complexity but “*old style*” programme management strangles agile value**

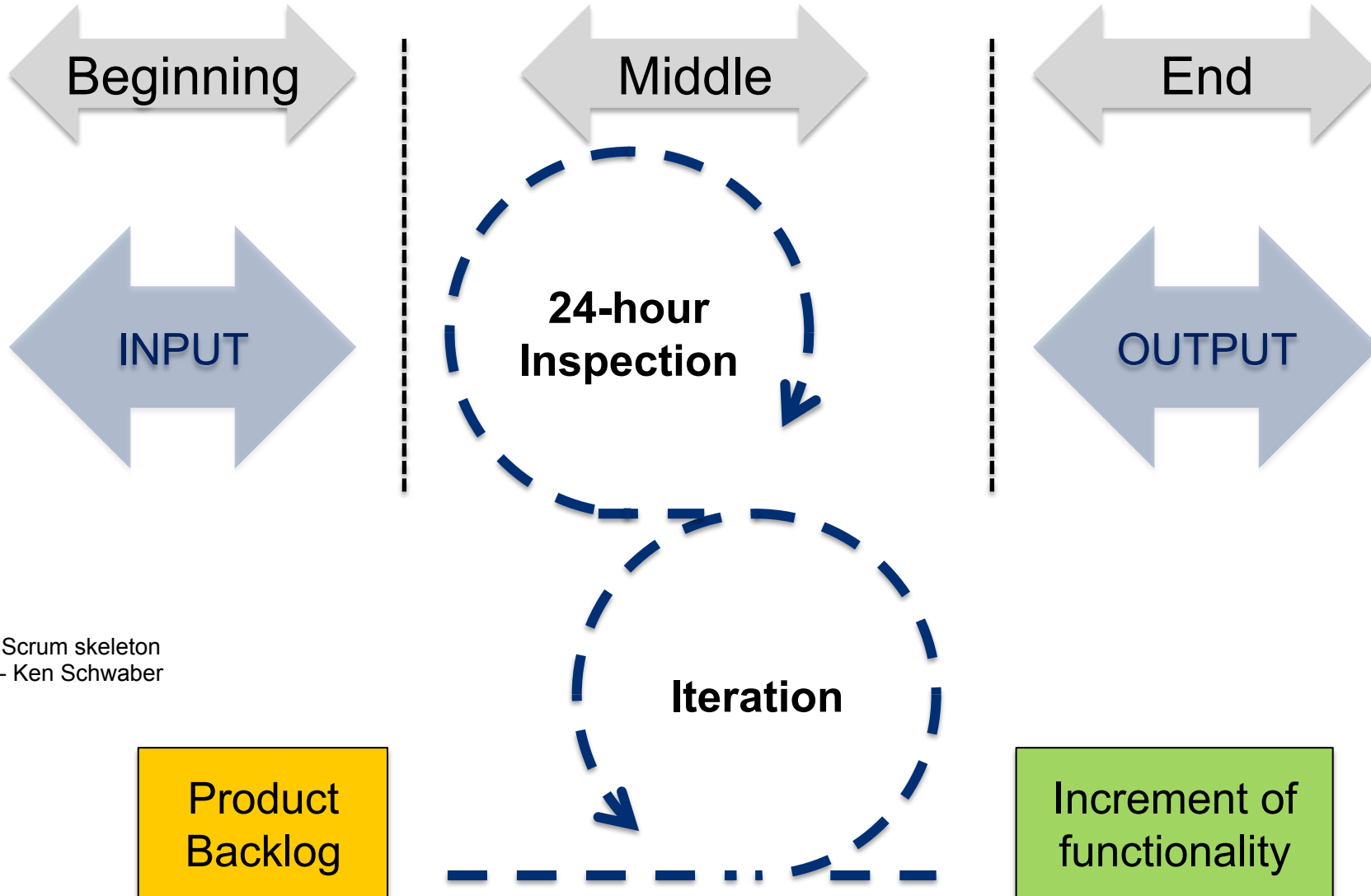
Agile Delivery



Scrum skeleton
- Ken Schwaber



Delivery Pipeline

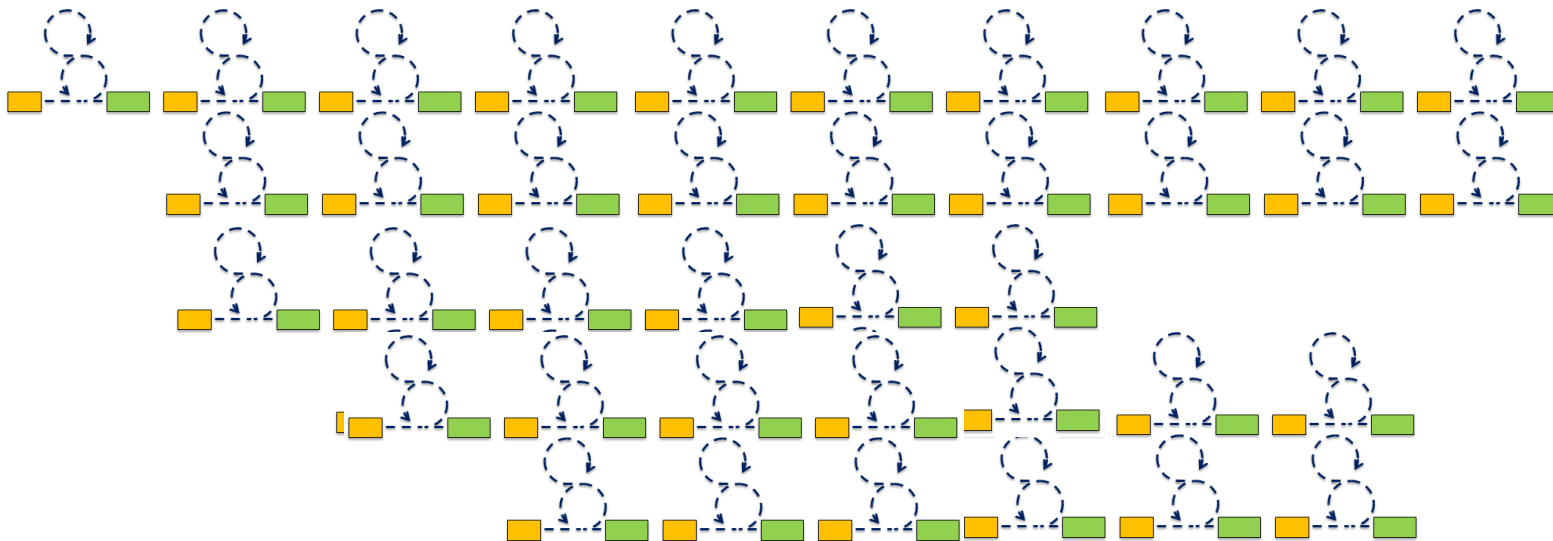


Scrum skeleton
- Ken Schwaber

Manage Throughput



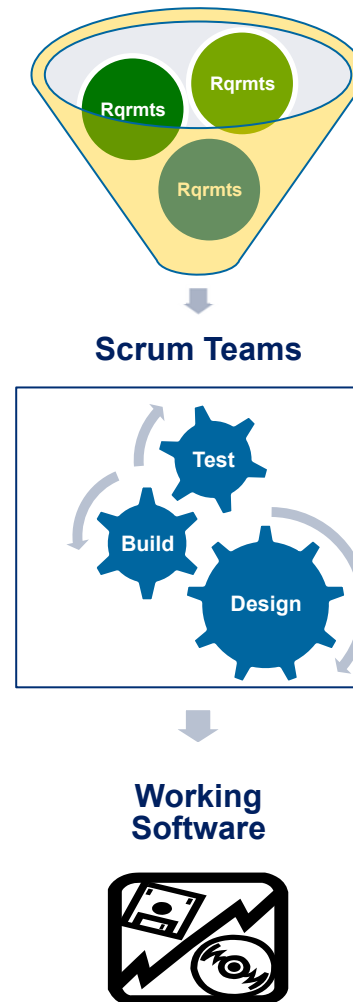
- Feed each stage
- Avoid blockage build up
- Early Warning
- Agile enablement and deployment – *improvement manifesto*



Estimating Accuracy



- **Throughput planning – “in and out”**
 - **Productivity measurement**
 - **Requirements sizing**
 - **Function Points / Story Points**
 - **Portfolio dependency and interlock**
- **Early warning**
- **Best practice identification**
- **Estimating model**
 - **Single ownership with consistent use**
 - **Regular “closed loop” refresh**



Integration Warning



- **Software integration**

- **Utility**
- **Inter-module**
- **Intra-module**
- **Cross domain**



- **Plan for early exploration – don't leave the hardest until last!**

- **Exploit synchronisation and “scrum of scrums”**

- **Organisational integration**

- **Agile team boundaries**
- **Culture clashes**



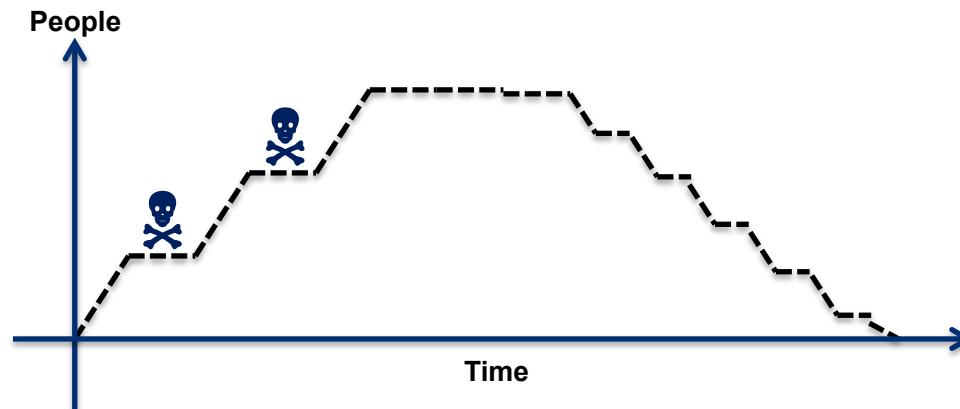
Ramp Up



- Empowered team development takes time
 - **Forming / Storming / Norm'ing / Performing** - Tuckman

- Understand your end to end delivery model

- Avoid the temptation to either “*tip toe in*” or “*go gangbusters*”
 1. Create and check
 2. Stress test
 3. Volume drive
 4. Controlled fade



5 Lessons from Agile in the Huge



- **Programme Management**
 - **Strong and disciplined *but different***

- **Delivery Pipeline**
 - **Avoiding blockages and ensuring the pipeline is adequately fed**

- **Estimating Accuracy**
 - **Throughput planning (meta and micro) and reliability**

- **Integration Warning**
 - **Software and organisation – acknowledge and address early**

- **Ramp up**
 - **Team development, delivery model and checkpoints**

Questions



