

Scaling Agility: From 0 to 1000

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An Introduction – Walter Bodwell

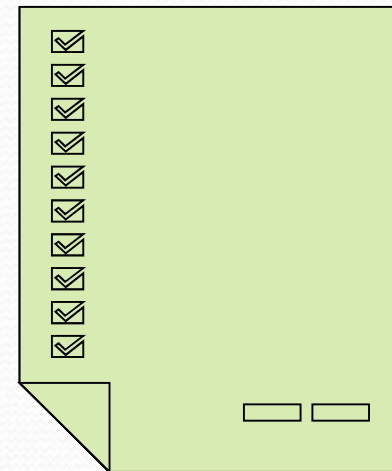
- 18 years in software
- First did agile at a startup in 1999
- Went back to waterfall (after acquisition)
- Revived and greatly expanded agile use
- Now providing consulting, tools and training to help teams get the most out of agile at Planigle

Setting the Scene

- Goal: Move a legacy application to a next generation architecture
- Approx. 250 engineers (mostly in the US)
- Significant pressure to move more offshore
- Israel Gat had just joined as the VP

Why Agile?

- We couldn't do it all
- We needed quick feedback cycles
- Waterfall wasn't working well
 - Missed dates
 - Questionable quality



The Plan

- Introduce agile to potential change agents
- Bring in consultants
- Start with a couple of teams
- Grow from there



Defining the Team

- We generally went with the development manager as scrum master
- Dev, QA and tech pubs were part of the team
- Architects, Usability and Product Managers crossed teams



The Backlog

- It's all important
- Getting the right size chunks



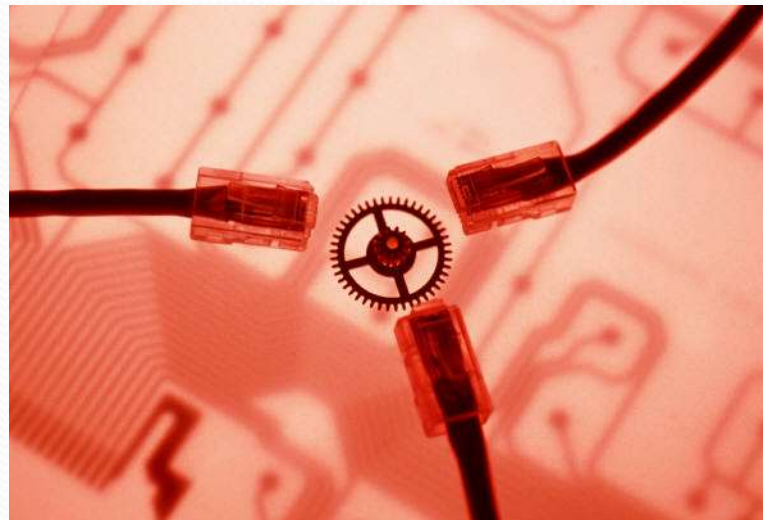
Two or Three Weeks?

- Many thought that it can't be done in two weeks
- Concern about “agile overhead”
- Need for course correction
- Shorter iteration = quicker adaptation



Making It All Work

- Creating a common build
- Making the build work



Getting It Done In The Iteration

- Be clear on acceptance criteria / definition of done
- Definition of Done evolves
- Keep track of acceptance
- Don't compare velocities
- Hardening



Agile Architecture

- Just enough



What's Enough?

- First major release was considered insufficient
- Quality was questionable



Improving Predictability

- Release Planning
- Move towards themes
- Commit to no more than 50%
- No longer in or out but relative priority



Improving Quality

- First priority is staying releasable
- Gradually moved to “Do no harm”
- Eventually allocated time to reduce defect backlog
- Automation is key



What's the Priority?

- Have as few backlogs as possible
- The value is in the discussion
- What's most important for the company?
- Your goal: to get as far down the backlog as possible



Are You My Product Owner?

- Product Managers have a great view of the customer
- But they're scarce
- Architects can help provide the glue



Offshore Development

- Be clear and consistent on vision
- Hire like you do here
- Give them ownership
- Organize so that tight coupling isn't necessary



Support

- Allocate velocity for the unexpected
- Rotational model
- Opportunity for cross training
- Opportunity for customer exposure



Customer Feedback

- Internal customers
- External customers
- Limited betas



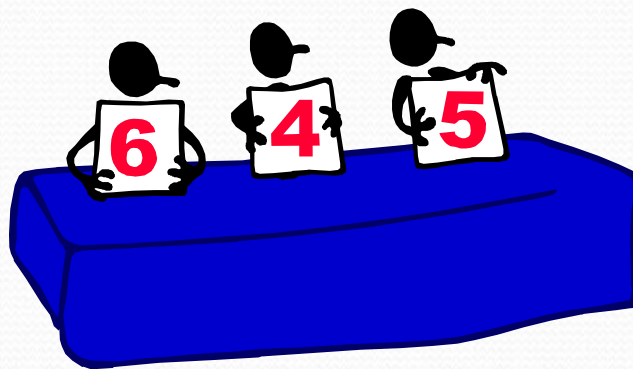
Layoffs

- Be honest
- Be respectful
- Don't repeat



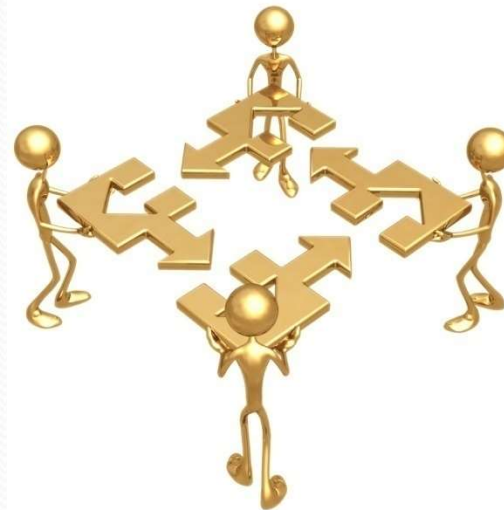
Rating the Players

- Individual rewards can damage
 - Annual reviews
 - Bonuses
 - Reward trips
- Cooperation better than competition



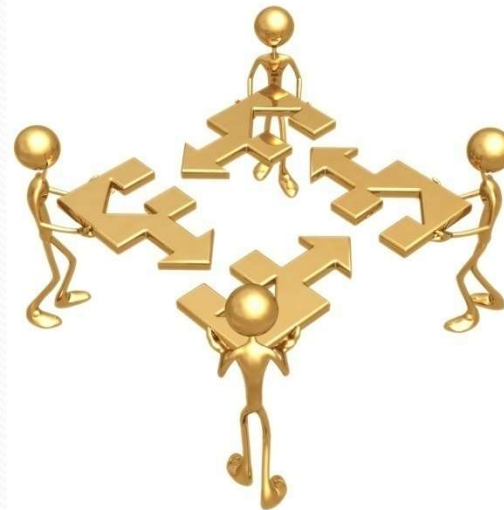
Pulling It All Together: Release

- Release Train
- Release Planning
- Release Retrospective



Pulling It All Together: Iteration

- Coordination around iteration planning
- Daily Scrum of Scrums
- Weekly status call
- Combined demo



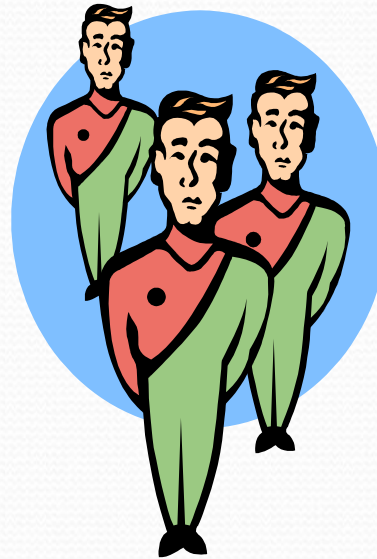
Making It “Fit”

- Existing processes
- Accounting rules
- Ask why?



Replicating Agility

- Much easier the second time around
 - Established credibility
 - Pattern of usage that works in company
- From 2 years to 6 months



The End Game

- Agile is like a virus
- By 2008, entire BU (over 1000 engineers) had adopted agile as a standard practice
- Must be vigilant in preventing regression



Where Do We Go From Here?

- Currently the backlogs stop at the product line
- Need to find better ways to compare priorities / defuse politics



Questions?

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