ADAPTing to Enterprise Agile

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Mountain Goat Software
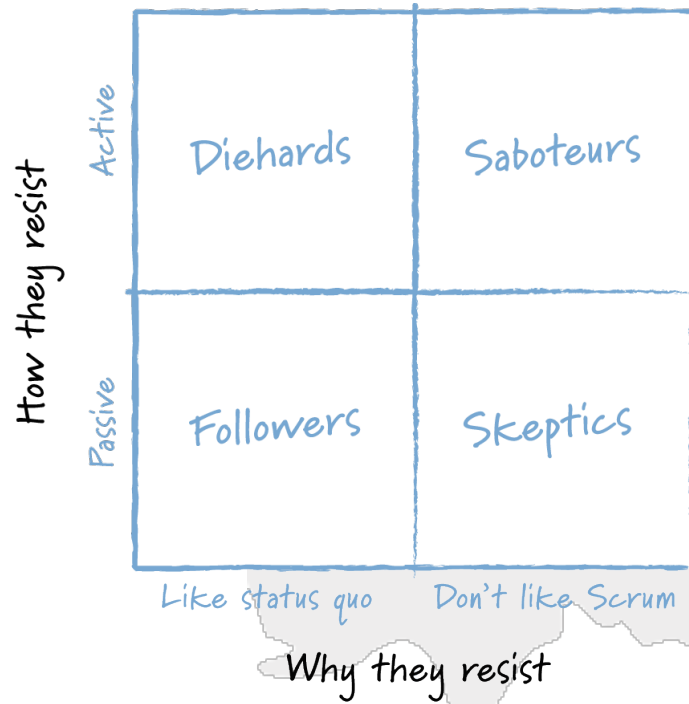
Some challenges you'll face

- Mixing agile and traditional processes
- Compliance issues
  - CMMI, SOX, ISO9001
- Large scale coordination and strategic reuse within product lines
- Distributed teams
- Waterfallacies, agile phobias, and other individual resistance

How they resist

	Like status quo	Don't like Scrum
Active	Diehards	Saboteurs
Passive	Followers	Skeptics

Why they resist

A — Awareness that the current approach isn't working.

D — Desire to change.

A — Ability to work in an agile manner.

P — Promote early successes to build momentum and get others to follow.

T — Transfer the impact of agile throughout the organization so that it sticks.

Tools for building…

Awareness

- Communicate that there's a problem
- Use metrics
- Provide exposure to new people and experiences
- Focus attention on the most important reason or two for adopting agile

Desire

- Communicate that there's a better way
- Create a sense of urgency
- Build momentum
- Get the team to take agile for a test drive
- Align incentives (or, at least, remove disincentives)
- Address any fears
- Help people let go
- Don't discredit the past
- Engage everyone in the transition

Ability

- Provide coaching and training
- Hold individuals accountable
- Share information
- Set reasonable targets
- Just do it

Promotion

- Publicize success stories
- Take an agile safari
- Attract attention

Transfer

- Transfer the effects of agile beyond the current group
- If you don't transfer, organizational gravity will pull you back to the status quo

Why adopting agile is hard

- It's cannot be entirely bottom-up or top-down
- The changes are pervasive
- Best practices are dangerous
- The end state is unpredictable
- Must be able to measure and demonstrate the benefits of agile

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Transitioning isn't about closing gaps

Current State
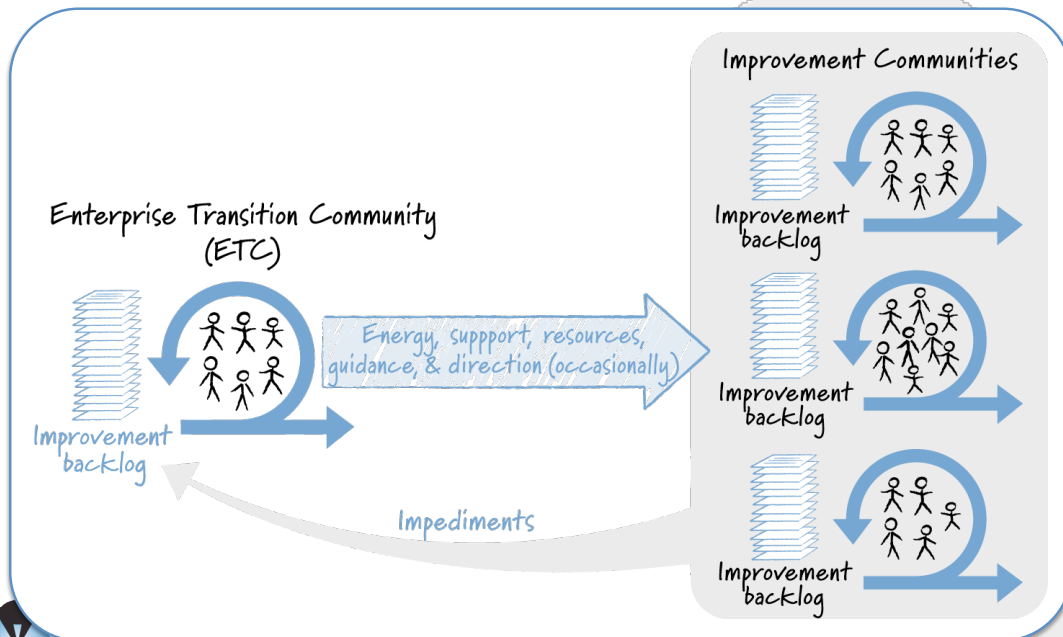
Desired State

Gaps?

- There is no end state in agile
- Your influence is non-deterministic
  – You don't know how the organization will respond
- *Successful adopting agile is about achieving a fit with the environment not closing gaps*

Iterating Toward Agility

Enterprise Transition Community

- Creates a culture in which passion and desire to improve thrive
- Does not direct the transition effort
  - Provides energy, resources, support and guidance
  - Removes organizational impediments to agility
- Encourages Improvement Communities to form

ETC members

- Sponsor
  - From highest level at which change is supported
  - Not a checkbook-only commitment
- Others
  - From any level but driven by desire to improve
- Disbands when the "transition" part of adopting agile is over

ETC responsibilities

- Articulate the reasons for adopting agile
- Stimulate conversation
- Provide resources
- Engage everyone
- Set appropriate aspirations
- Anticipate and address people issues and other impediments
- Encourage simultaneous focus on practices and principles

An ETC's improvement backlog

Item	Responsible	Note
Create an "Agile Office" where teams can get help.		Jim (CTO) to talk this up at monthly development meeting. Let's see if there's any interest.
Establish an internal program for developing ScrumMasters.		How do we identify good internal candidates? How do we develop them?
Collect and disseminate Scrum success stories in our company.	SC	Savannah has expressed interest in this.
Resolve dispute with facilities over rearranging second floor cubicles.	JS	Jim to talk to Ursula in facilities about budget for this.
Get more teams to do continuous integration.	AA	Arie is going to summarize metrics from T-Bone project and see how many teams he can motivate.

Improvement communities (ICs)

- Form around the passion of a small number of people
  - Expand from there
- Do the real work of improving how the organization implements agile
- Focus on goals with practical relevance
- Examples:
  - ScrumMaster, Testing, Product Owner, Continuous Integration

Working on an IC

- An IC works with a project team
  - Work is not done in an ivory tower
- Most ICs work in 2–4-week iterations
- Disband or refocus when goal has been achieved

ETC Improvement Backlog

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Establish an internal program for developing ScrumMasters.

…

Not everything on an IC's improvement backlog needs to tie back to the ETC's backlog

An IC Improvement Backlog

Figure out how to identify good candidates to become ScrumMasters (in addition to those who ask to participate in this program).

Establish an internal mentoring program.

Develop some internal classroom training. Which courses? Who can teach them? Can we license courses?

Get budget for next year for external coaching. How many days? At what expected daily rate?
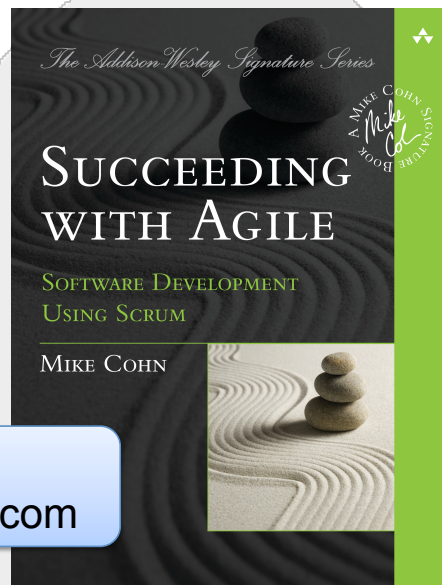
See what we can do with local user groups to bring in speakers.

For more information

- New book available on 9 November

- About getting started with agile/Scrum
  - And then getting good at it

Sample chapters at:
www.SucceedingWithAgile.com

The Addison-Wesley Signature Series

SUCCEEDING WITH AGILE

SOFTWARE DEVELOPMENT USING SCRUM

MIKE COHN