



AGILE GURGAON 2016



27-28 May 2016
The Leela Ambience Hotel,
Gurgaon
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Implementing Agile in Non-Agile World

By Kshitij Agrawal

Agenda

Case Study Context

Agile Implementation Challenges

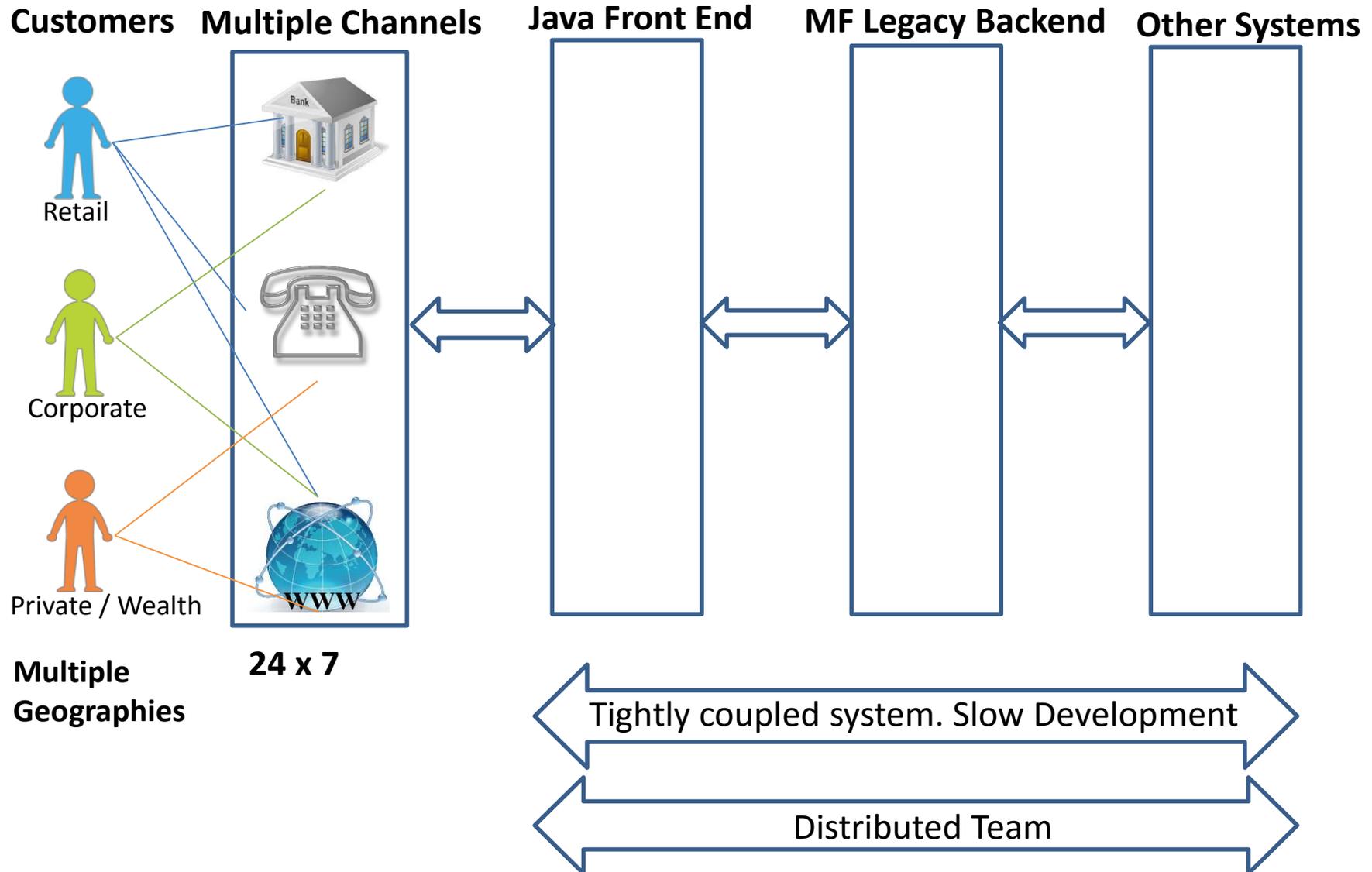
Agile Journey

Current State and Next Steps

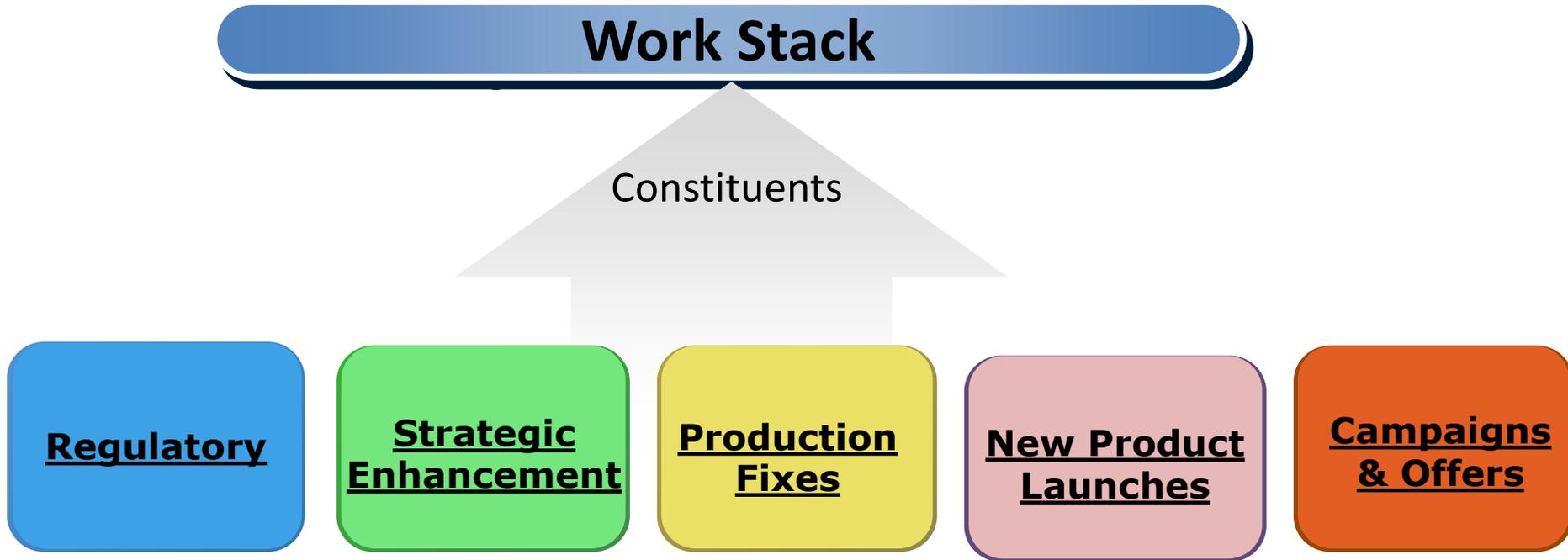
Key Takeaways



Application Context



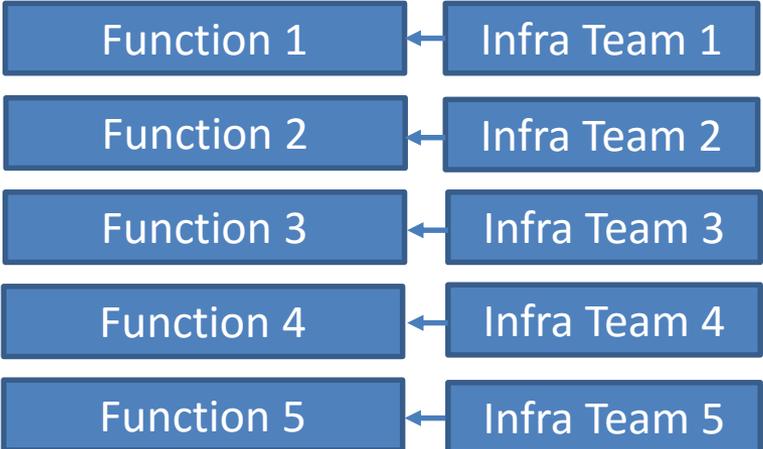
Type of work



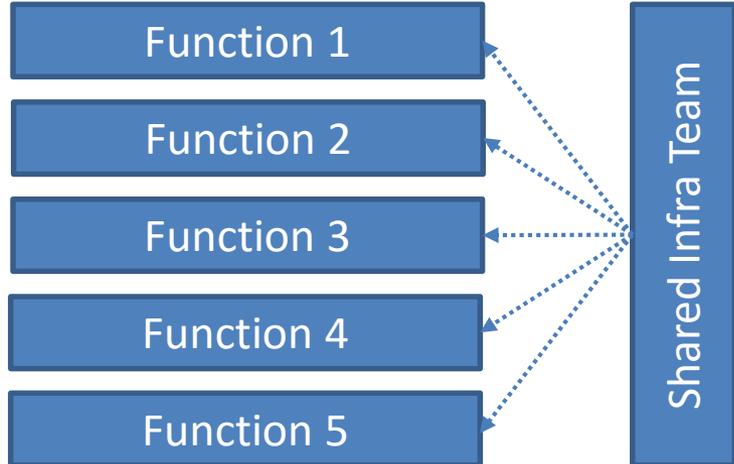
All these work requests were being delivered in the form of multiple waterfall projects.

Org Context– Matrix Organization

Model 1

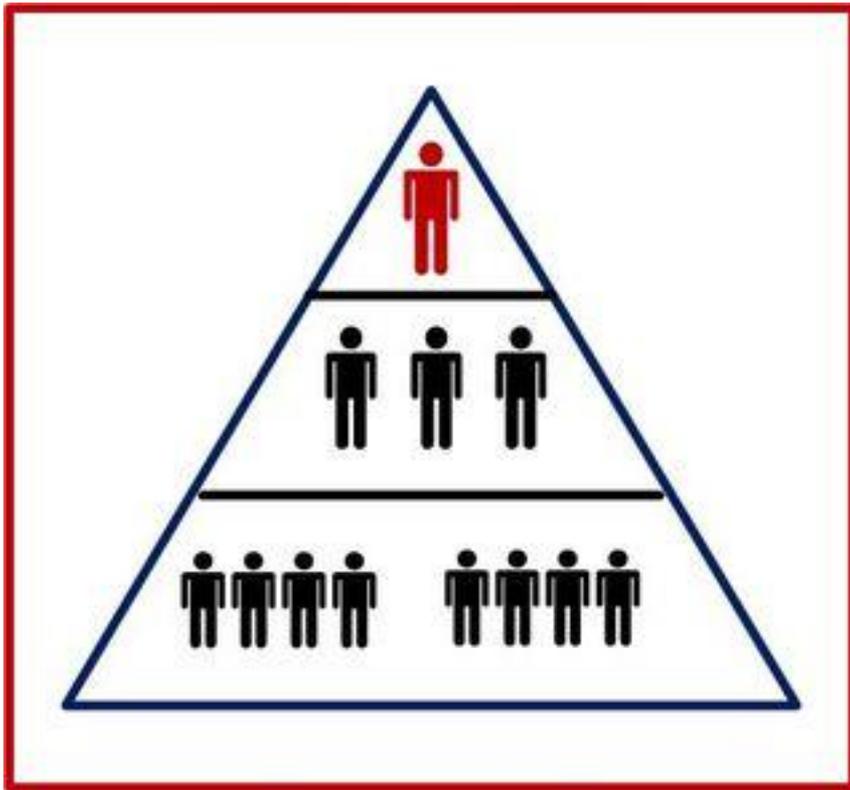


Model 2



Org Context – Hierarchical

Hierarchical Org



Growth = Climbing the ladder



Org Context - Heavy Processes



High Governance
Multiple Approval Board



Ever increasing Processes

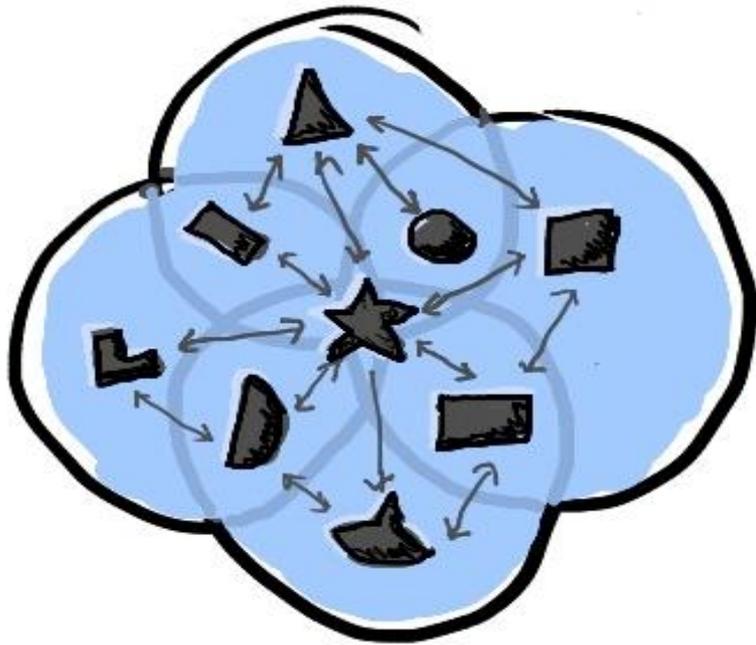
Org Context – One size fits all



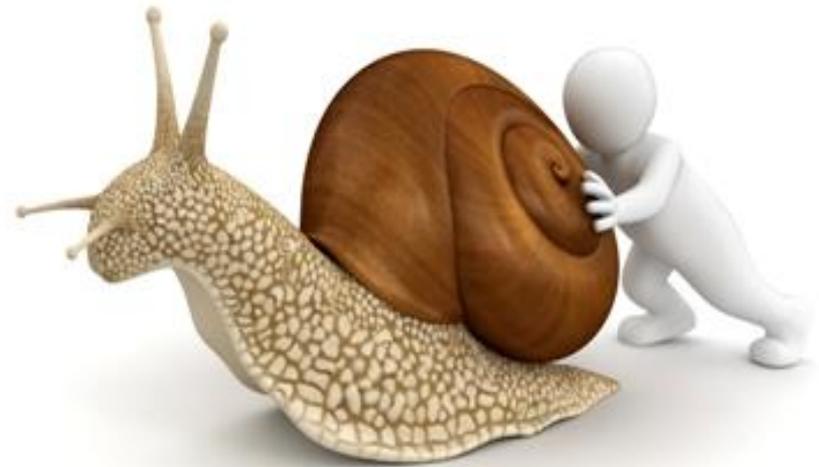
More than amount of process, issue is with one size fits all approach

Application Context – Lack of IT agility

Is business agility feasible without IT agility?

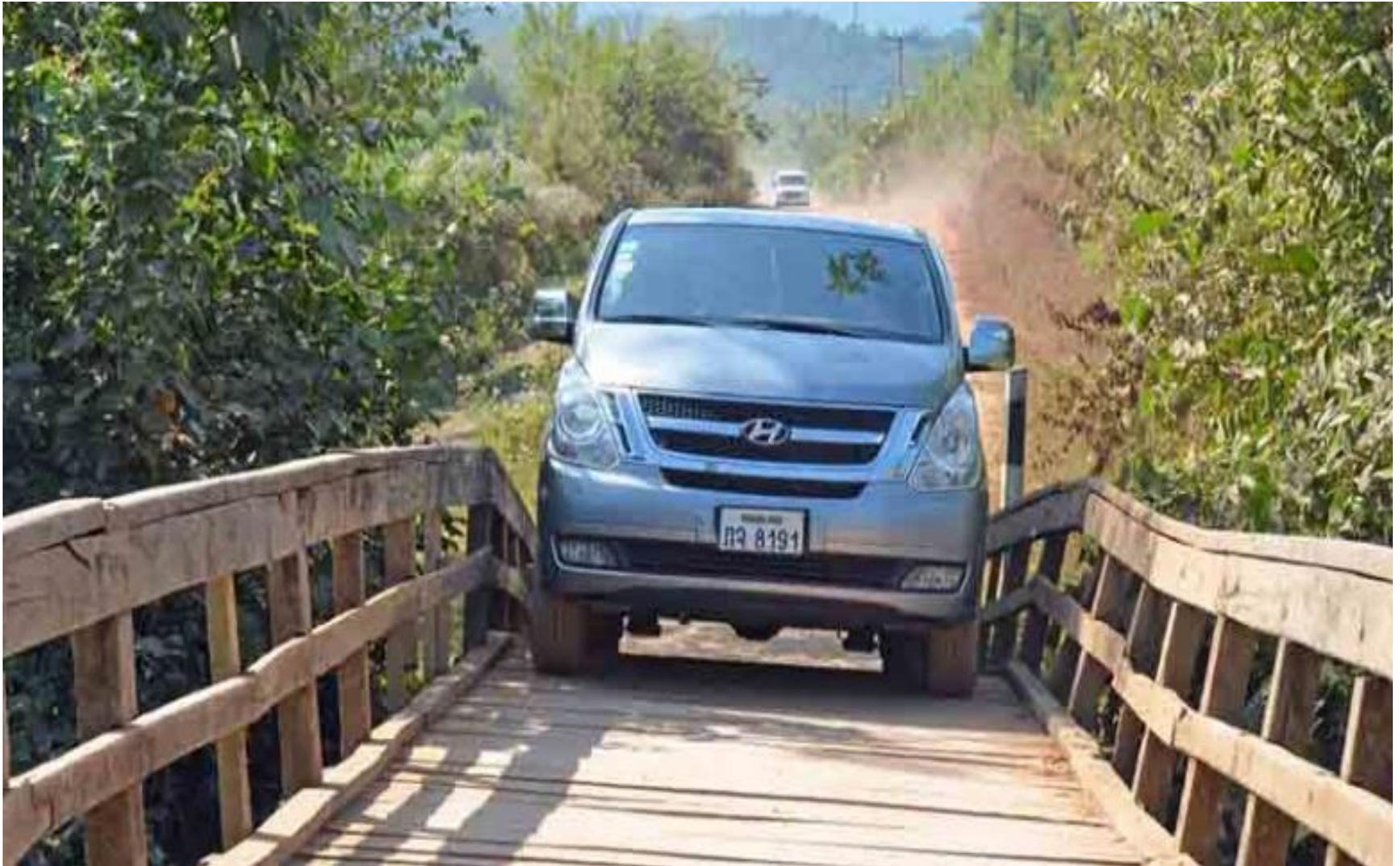


Tight coupling
Complex dependencies



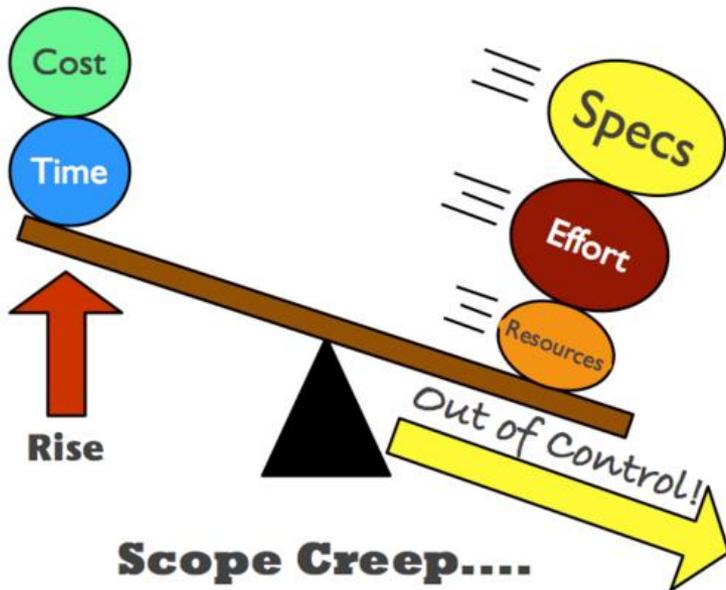
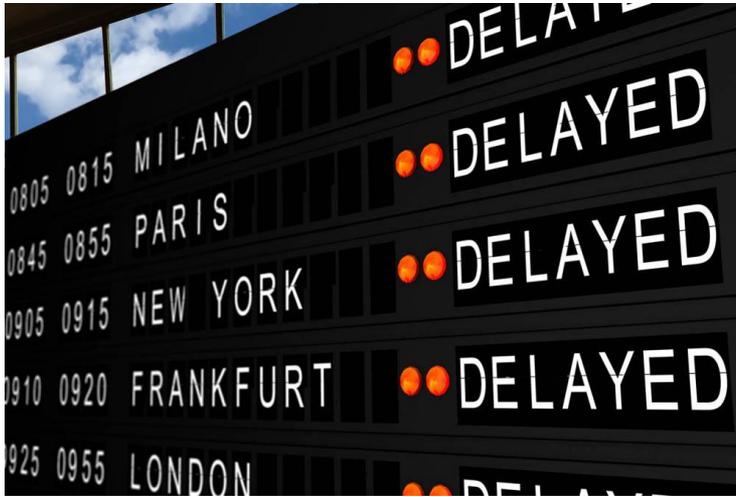
Legacy Systems
Slow development

Agile Challenges – Tools & Infrastructure



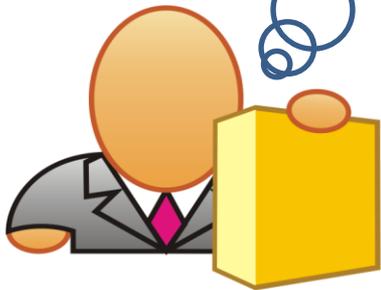
Lack of tools & infrastructure

Drivers for Change



First attempt towards agile

There is serious problem of scope creep and you are suggesting we do development without covering all requirements.

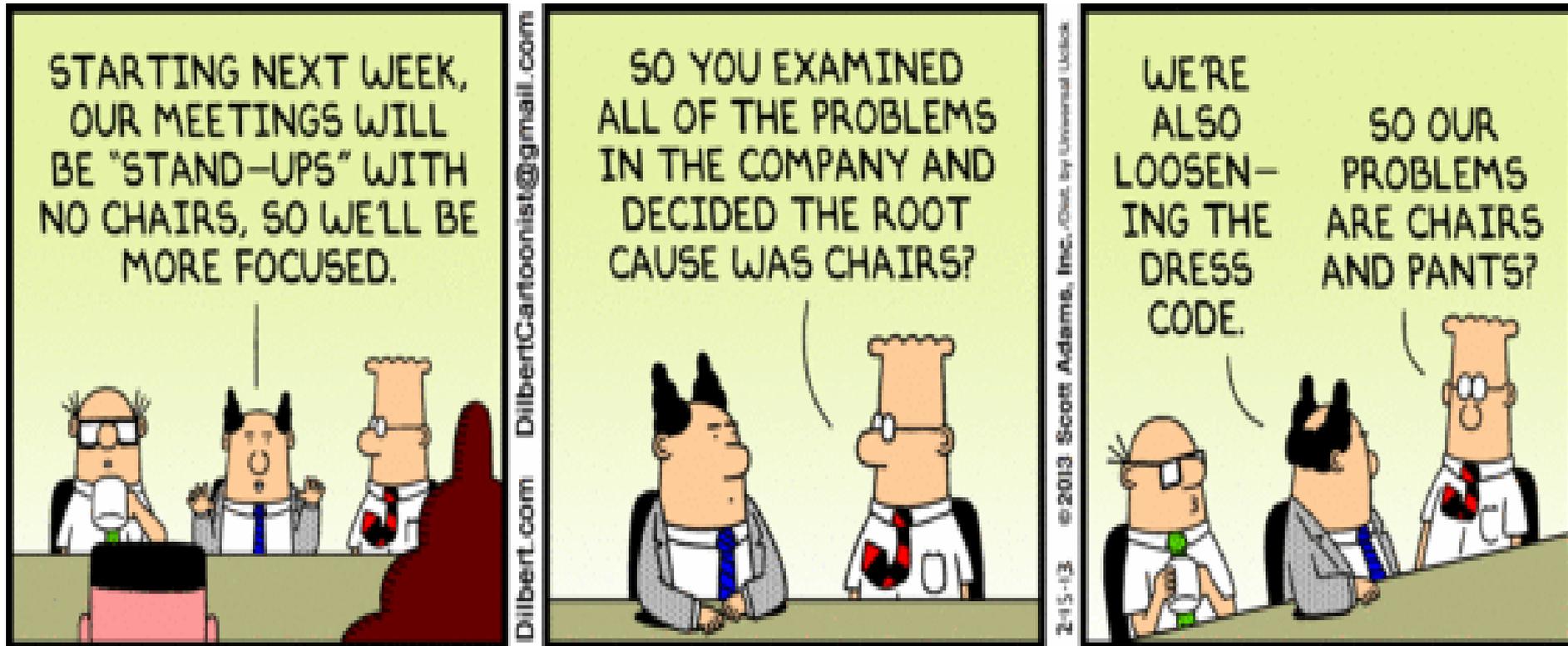


DENIED

We think there is need of more controls to handle this chaos and what made you think that we should remove processes

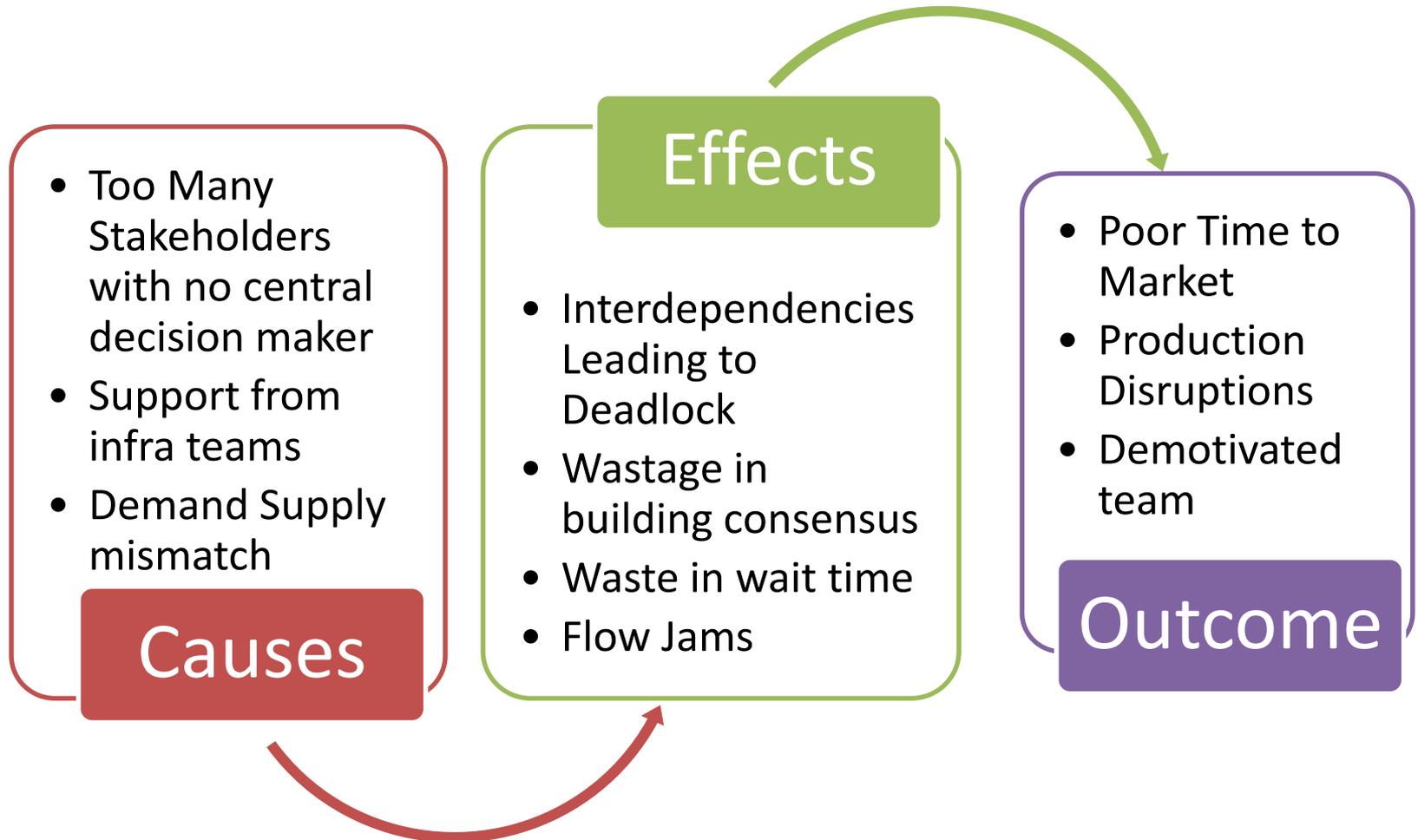


Solving the right problem ...



Million dollar question is – are we fixing the right problem?

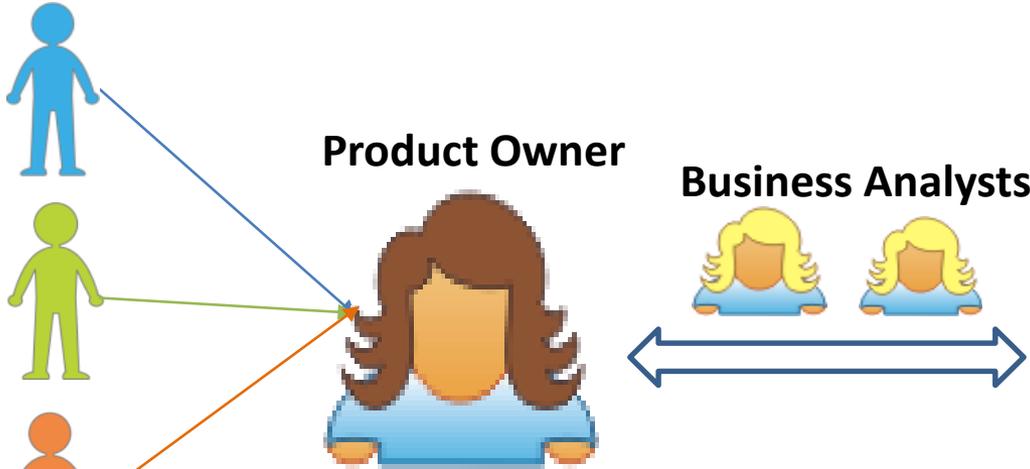
Solving the right problem



Solving the business problem

- Dedicated Product Owner Team.

Stakeholders



- Building Consensus
- Prioritization (focus on MVP)
- Managing dependencies
- Guide development
- User acceptance testing

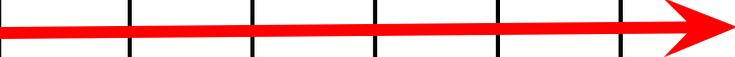


Lead / Release Manager



Solving the business problem

- Dedicated infrastructure resources. Slightly higher cost, still beneficial due to reduced waste.
- Work in small chunks.
- Combining work requests and doing quarterly releases

Month	1	2	3	4	5	6	7	8	9	10	11	12	
Release 1													
Release 2													
Release 3													

More control, more visibility, improved time to market and less production disruption.

Challenges post new model

Month	1	2	3	4	5	6	7	8	9	10	11	12
Release 1												
Release 2												
Release 3												

- Six months is still long period to see outcome
- Scope creep, Adhoc work requests still causing issues
- Changes costly and discouraged
- Slow development and release overheads

Not agile but a good starting point for that. Major wins were:

- *Single product owner*
- *Dedicated infrastructure resources*
- *Team getting into a rhythmic frequent development mode*

Agile Journey Begins....



Technical Agility

Technical Backlog

Testing Improvements &
Automation Backlog

Reusable Tools

Improving Infrastructure

Continuous Integration

Pair Programming &
Test Driven Development

Leads To

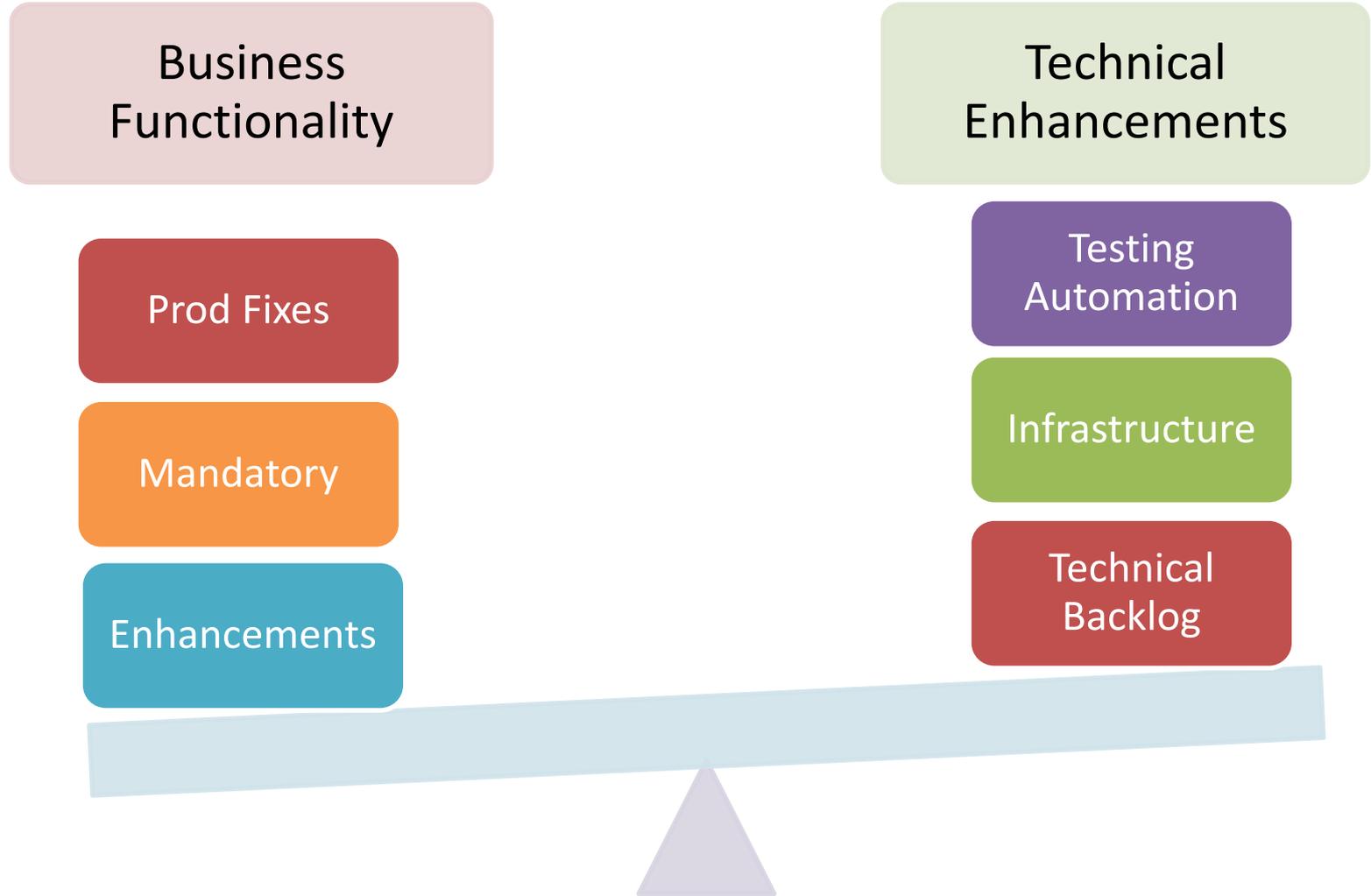
Technical Agility

Supports

Business Agility



Strategic verses tactical

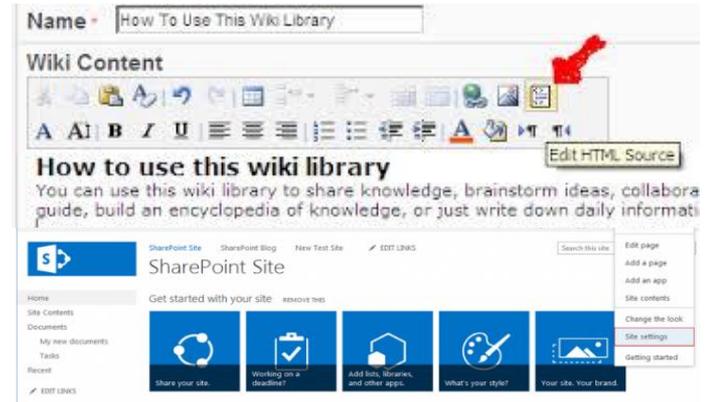


Team Collaboration

Daily Stand-up with task board



Collaboration Tools



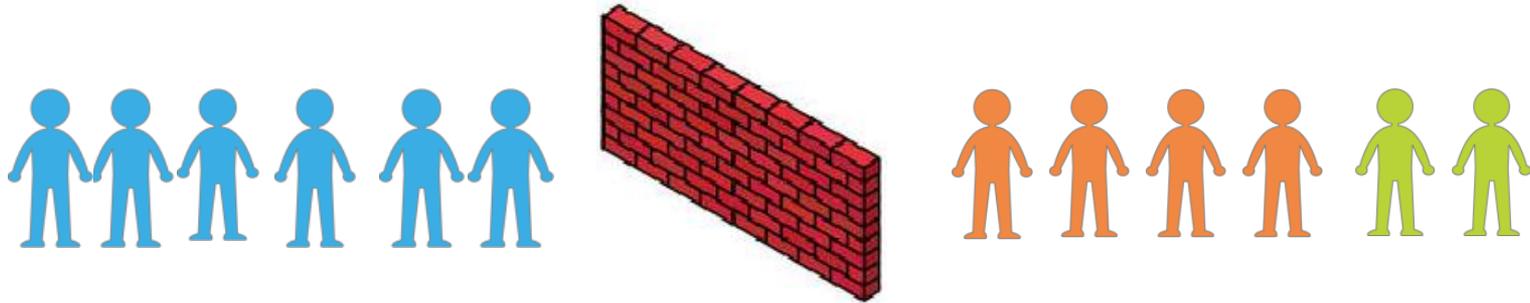
Pair Programming



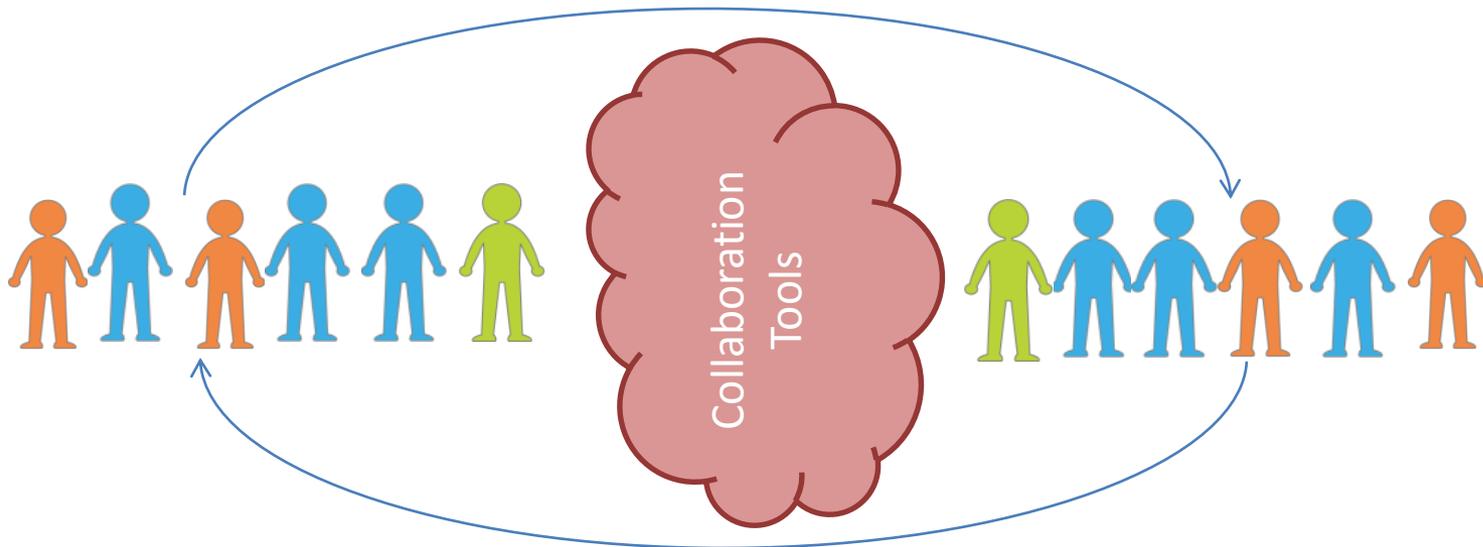
Brainstorming



Team Distribution



Distributed across locations based on speciality. Throw over the wall attitude



Rebalancing teams to have independent team with all specialities at each location

Feedback Loops

Customer Showcases



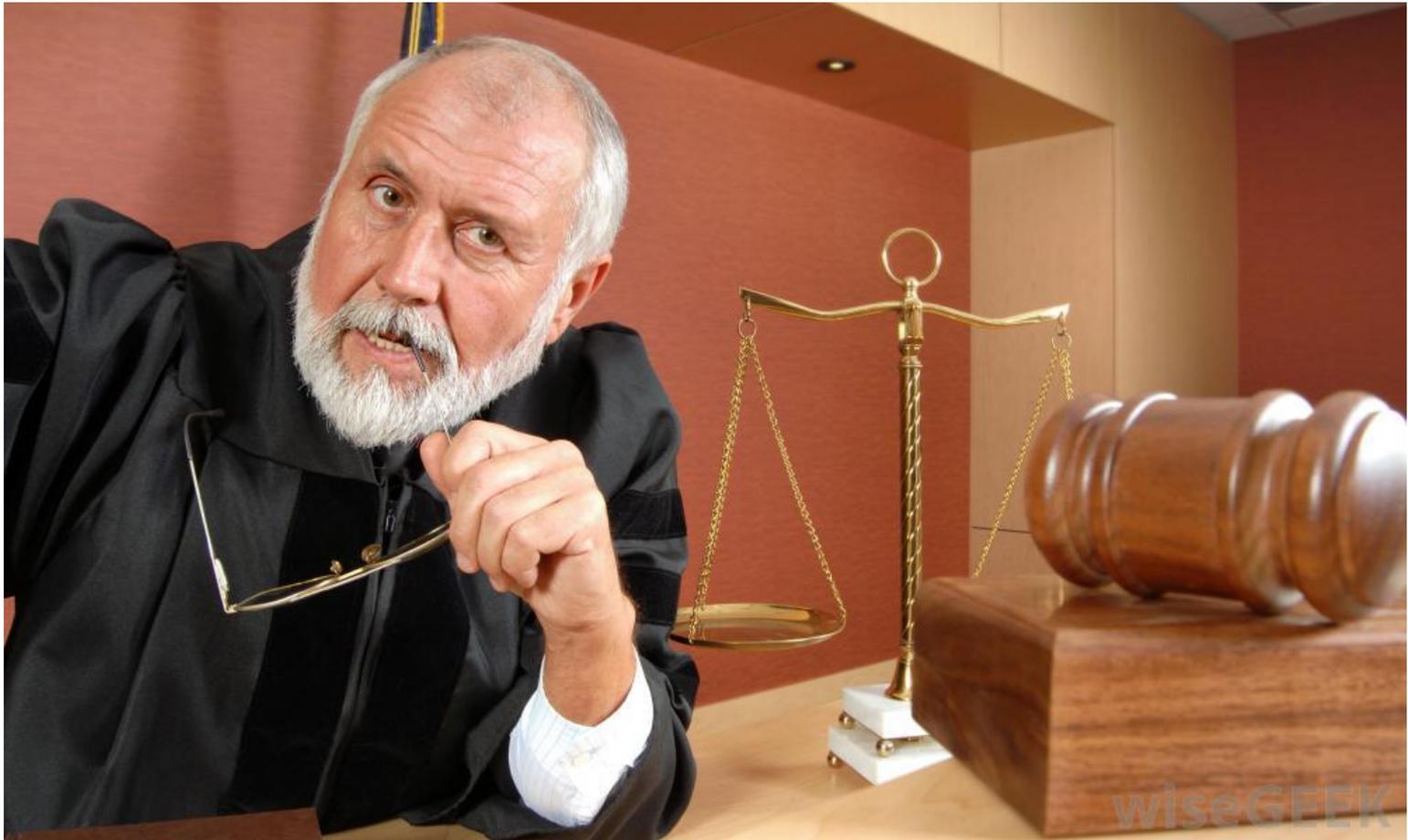
Retrospectives



Agile Training and Coaching

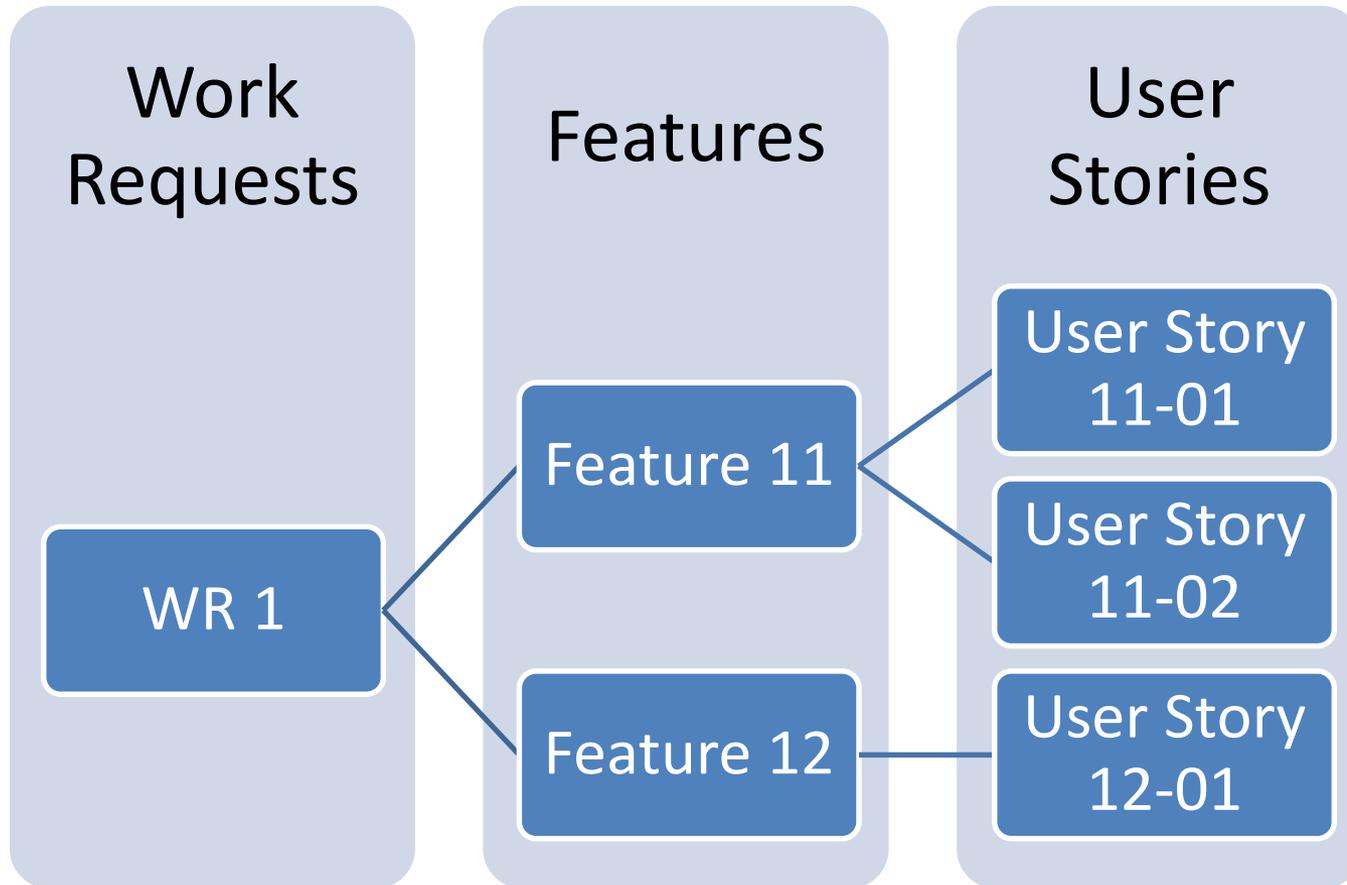


Collaboration with authorities



Collaboration with QA

Customization of processes for agile - To fulfill the same purpose but in a different way.

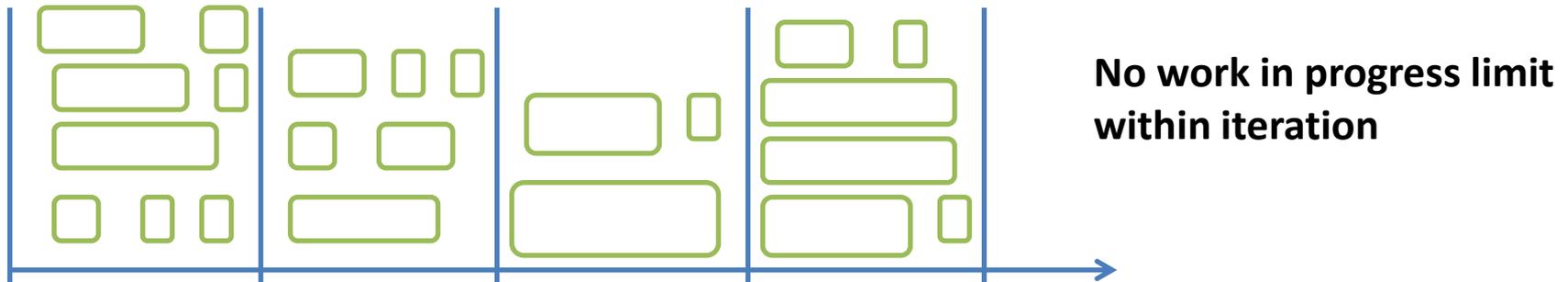


Isn't this same as what you call as traceability Matrix?

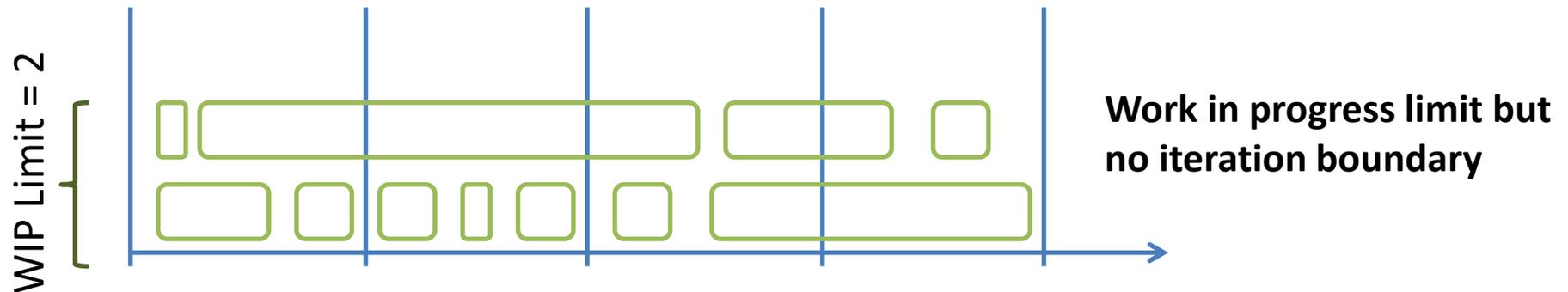
Revised Model – Scrum or Kanban

- Due to legacy code, some stories take more than 2 weeks and can't be broken functionally.
- Due to defects, prod fixes and other reasons, backlog is more fluid than ideal for iterative development.

Iterative Frameworks



KANBAN



Revised Model

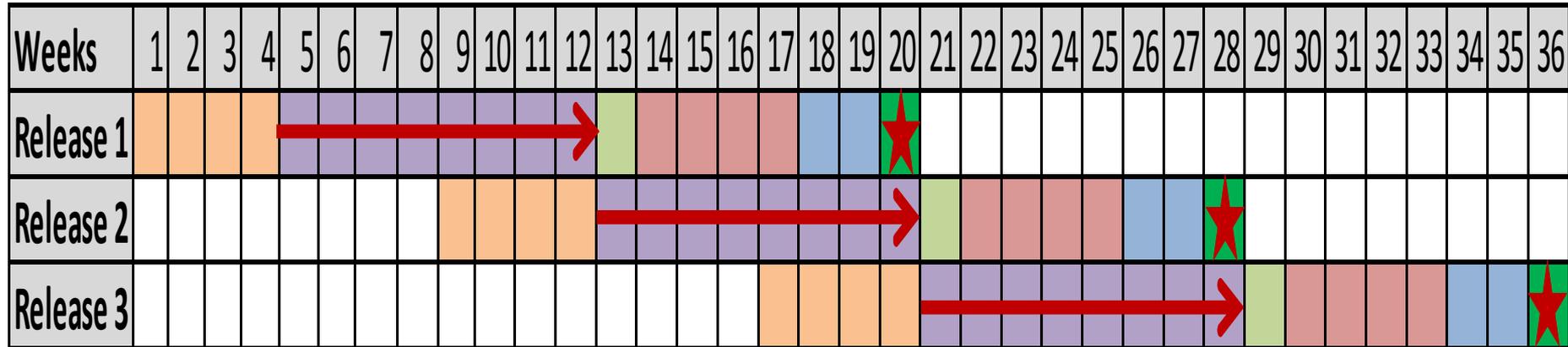
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8
Retrospectives (4w)								
Planning Cadence (2w)								
Showcase cadence (2w)								
								
								

Backlog grooming discussions multiple times a week (on demand)

Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
Release 1																					

	Scoping & release planning
	Design Development testing in 2 weeks long iterations
	Deployment to test environment and skim test
	Combined system testing and UAT
	Implementation Preparations, Audit, Approvals
	Production Deployment

Revised Model



Scoping, Release planning, Story Writing, Estimation, high level architecture discussion
Development and Testing
Deployment to test environment and skim test
Hardening - UAT, NFT, End to End testing
Implementation Preparations, Audit, Approvals
Production Deployment

- Three releases running in parallel but only one development phase at a time.
- Backlog grooming during development cycle.
- Part of team capacity kept aside for test & prod support.

Next Steps

- Reduce initial planning & prioritization phase.
- Continue with technical enhancements to speed up development.
- Further automation to reduce hardening period.
- Resolving test environment constraints to have better 'DONE DONE' definition.

Summary

- Agile is not “Silver Bullet”, the key is to understand root causes.
- Best way to sell agile is to implement some agile practices and show value.
- Avoid jargons, use the language which people understand.
- Engage organization leadership.
- Collaborate and build relationships with PMOs & support functions.
- Focus on technical agility.
- Focus on being agile rather than doing agile.
- Remember AGILE is a journey rather than destination.

Questions ?

Thank You 😊