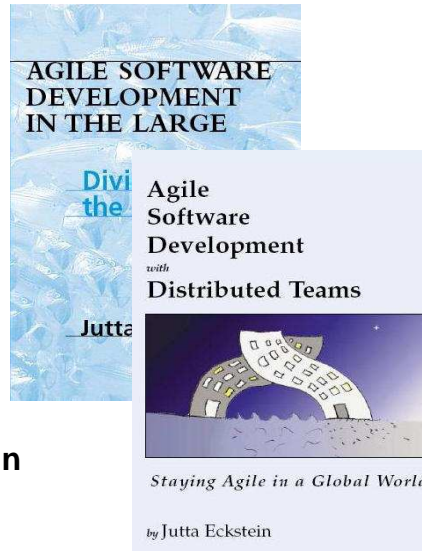


Agile Development within the Corporation



Jutta Eckstein

Agenda

- Processes in the enterprise
- Integrating organizational processes
- Trust and transparency
- Supporting individual development

Processes in the Enterprise

Organization Structure

- **Large companies are often departmental structured**
 - Structure assumes linear development
 - Tend to control rather than support
- **Therefore:**
 - Integrate them early-on
 - They are service-providers

Misunderstanding the Agile Manifesto

- **„Processes and tools over individuals, interactions, projects and needs“**
 - Assured by “Methodology Police” [Ed Yourdan] and the like
 - Requesting tools, frameworks, etc. although they don't fit
- **Yet, also an enterprise-wide Scrum process**
 - Might prevent agility

Projects, Teams, and Processes differ

- **Processes will differ**
- **Architecture, frameworks, platforms as services**

Integrating Organizational Processes

Use Budget instead of Estimates

- **Decision for development requires an estimate**
- **Estimates should reflect investment**
 - It's a budget not an estimate
 - The budget can later on influence development

Legal Department enables Flexibility

- **Accept the interdependence of time, scope, resources, and quality**
 - Optional scope contract
 - Requirements can change content- or priority-wise
 - Description of values and approach are part of the contract
 - Including the obligations of the customer

Marketing and Sales

- ***“You can rant and rave all you want about software quality (or lack thereof), but the marketing guys run the world and they want market share now... period, end of discussion. My job is to deliver on time on budget, with the ‘appropriate’ quality metrics.”***

[Telco Development Manager]

- **Make quality an integrated element of the process**
 - Ensure there are no non-functional requirements

Operations

- **Operations is**

- One of the stakeholders
- Needs to change the attitude if you deliver regularly
- DevOps might be an option

Customer-Orientation

- **Consider all stakeholders**

- Not only end users and founders, but as well
- Operations, maintenance, support

- **Features provide a business value for somebody**

Trust and Transparency

Agile is based on Trust

“Trust always goes ahead.”

Tom DeMarco

- **Trust is based on:**
 - Communication, Transparency, Honesty
- **People often try to fix lack of trust with formalism**

Transparency

- **Purpose:**
 - Shared ownership
 - Shared knowledge
 - No head monopolies

Trust over Controlling

- **Transparency needs trust**
 - Otherwise it's perceived as controlling
 - Measuring and publishing progress needs trust
- **Reporting**
 - Task tracking is owned by the team
 - Progress towards release reported by PO

Supporting individual development

Agreement on Objectives

- **Often counter productive**
 - Employees stick to objectives that don't make sense
 - Prohibits flexibility
- **Instead**
 - Individuals should define objectives and measurement
 - Prefer short-term over long-term objectives
 - Separate bonuses from objectives

Agile Development inside the Organization

- Agile development is a trouble detector
- Cross-functional integration of departments
- Agile development as a culture, an attitude

Final Thoughts

- Agile at scale requires organizational change
 - Agile culture embedded in the organizational culture
 - Agile approaches enable a learning organization
 - An organization changes only by individuals
 - Customer-orientation at all levels

Many Thanks!

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