Agile Scaling without Blueprints

Track: On the Boundaries of Agile

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Scaling in the „good old days“™ (~2005)

4 teams, 20–25 developers from 3 companies

13 teams, 65 developers from 3 companies

Berliner Wasserbetriebe

mobile.de
Just Scrum?

Scrum Master

Daily Scrum

Development Team

Sprint

Sprint Review

Product Increment

Sprint Retrospective

Vision

Sprint Planning

Product Backlog

Sprint Backlog

Product Owner

Just Scrum?
Just Scrum+XP

Pair Programming
Continuous Integration
Test Driven Development
Collective Ownership
On-site Customer On-site Team
Scaling today
Agile in the old days

2000-2005

I have the greatest job ever.

Deliver useful software every few weeks with Scrum & XP.

Agile nowadays

At least we suck less.

2015

SAFe

DAD

LeSS

...
Agile in the old days

Deliver useful software every few weeks.

I have the greatest job ever.

2000-2005

WTF?

2015

Agile nowadays

At least we suck less.

SAFe

DAD

LeSS

...
Insanity?
Cargo Cult
Agile in the old days

Deliver useful software every few weeks.

2000-2005

I have the greatest job ever.

Agile nowadays

At least we suck less.

2015

Cargo Cult

SAFe

DAD

LeSS

...
Culture and principles are more important than practices.
After years of research we discovered the secret ingredient for successfully scaling agile!
Secret ingredient for successful scaling

Blueprint
Emergent structures with the Agile Scaling Cycle

- Values and principles
- Coordinate teams
- Develop the organization
- Reduce dependencies
Agile: Autonomous business focused teams that own their process.

Develop the organization

Reduce dependencies

Coordinate teams

Values and principles
X - Teams
Some practices for dependency reduction

- Definition of Done
- Definition of Ready
- Open Allocation
- Extend team responsibility up-/downstream
- Team Missions
- Release Cadence
- Product Owner
- Beta Codex
- Product Definition
- Sandboxing
- Cross functional Teams
- Continuous Delivery
- Verticals
- Modularization
- Sprints
- Release Train
- Low
- High
- Market
- Company
- Teams
- Technology

Autonomy
Agile Scaling Cycle

- Develop the organization
- Reduce dependencies
- Values and principles
- Coordinate teams
Goals:
1. Coordination practices

Team Verløtung

Time horizon:
- Hours
- Days
- Weeks
- Months

Number of teams

Continuous Integration

Visit Daily Scrums

Scrum of Scrums

shared Sprint Review

shared Sprint Planning

Open Prio Meeting

Launch Pate

shared Release Planning

Task-Forces

Portfolio/Program Kanban

Communities of Practice

consultative individual decision
Stefan's Agile Scaling Maturity Model

Number of coordination practices that aren't needed (any longer)
Agile Scaling Cycle

- Reduce dependencies
- Develop the organization
- Coordinate teams

Values and principles
Practices for organizational development

Transition Backlog

Transition team / Agile Center

organizational impediments

Successful teams in agile organization
Practices for organizational development

- Gemba Walks
- Operations Review
- shared Retrospectives

Transition Backlog

- Transition team / Agile Center

organizational impediments

Successful teams in agile organization

- PDCA
- Theory of Constraints
- Lean Thinking
- Systems Thinking
- Open Spaces
- ...
Find structures matching your business
Summary

- Cultural change
- Emergent structures
- Inspect & adapt
- Self organization
- Team autonomy
- Process ownership

see also: scaledprinciples.org
More information

Free ebook:

Booklet about agile scaling (german)

http://www.itagileshop.de/lesen/weitere-broschüren/luna/
Thank you for your attention!

Feel free to contact me:

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