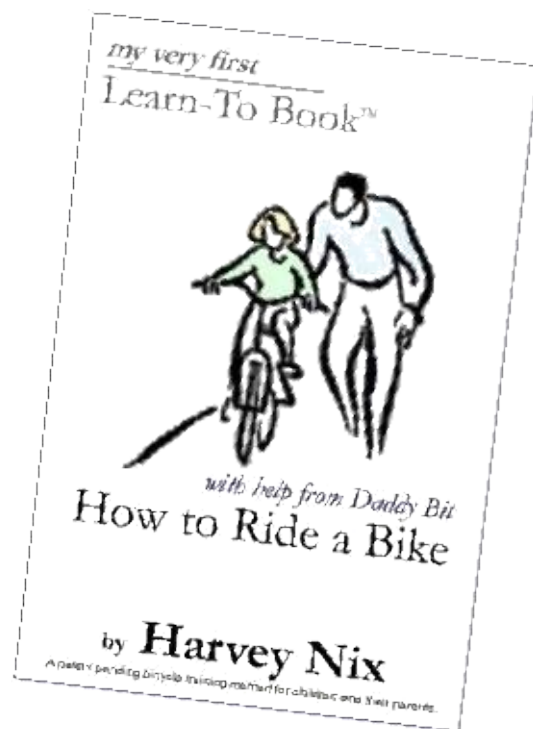


The Art of the Possible to the Art of the Practical

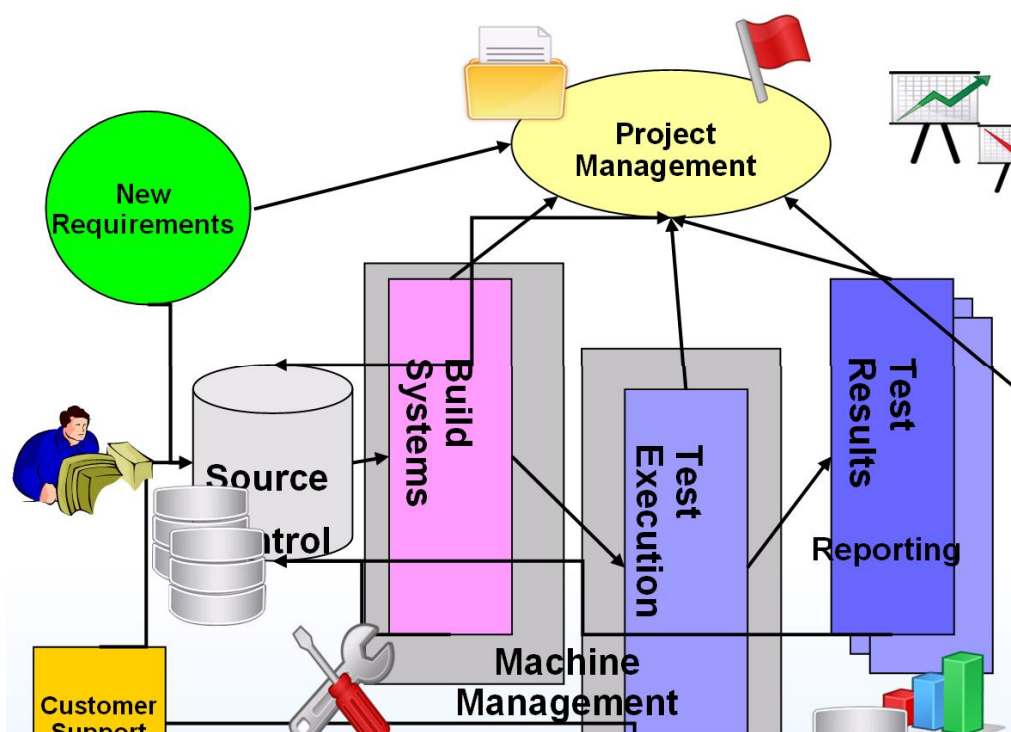
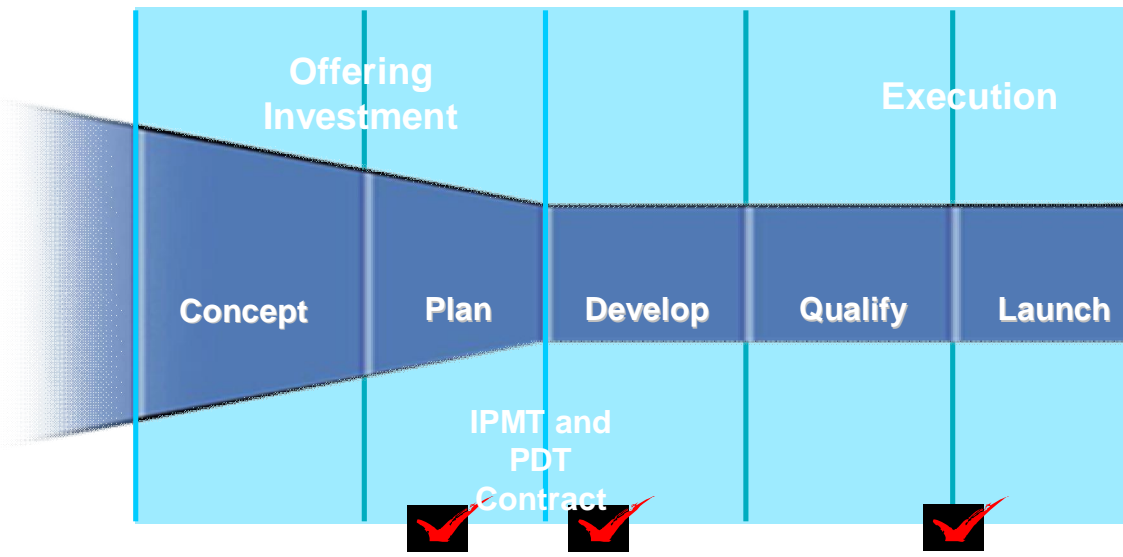
Tony Grout
tony.grout@uk.ibm.com



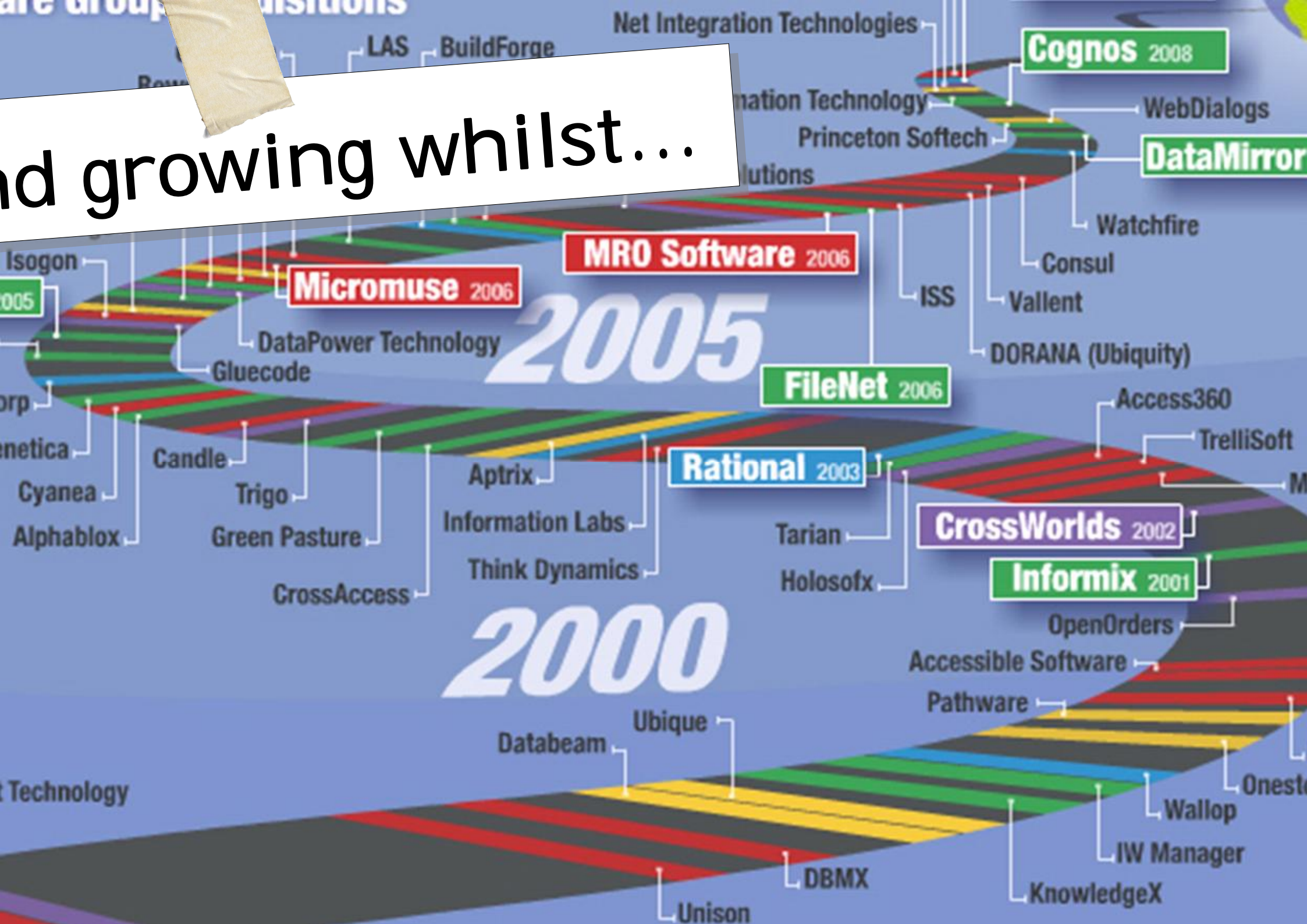
want the one in the picture...



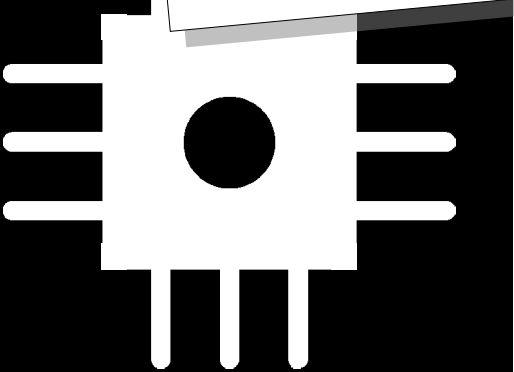
But 25,000 of us looked more like this...



and growing whilst...

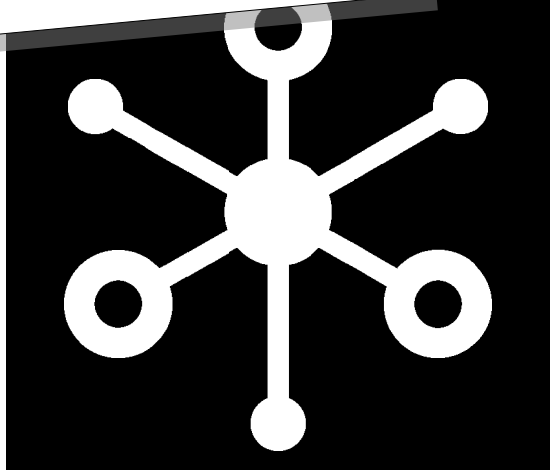


Building a smarter planet



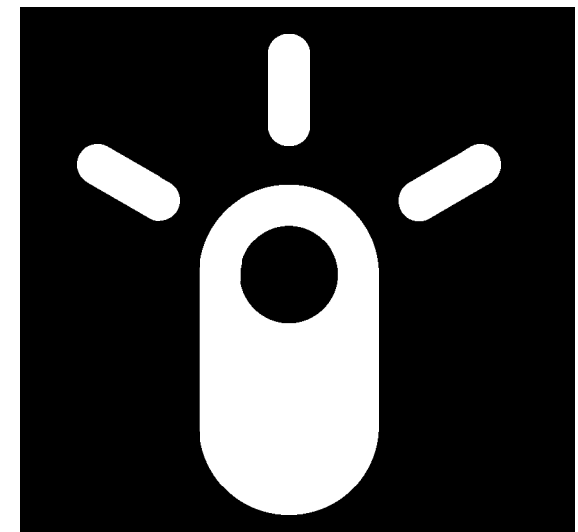
INSTRUMENTED

We now have the ability to measure, sense and see the exact condition of everything.



INTERCONNECTED

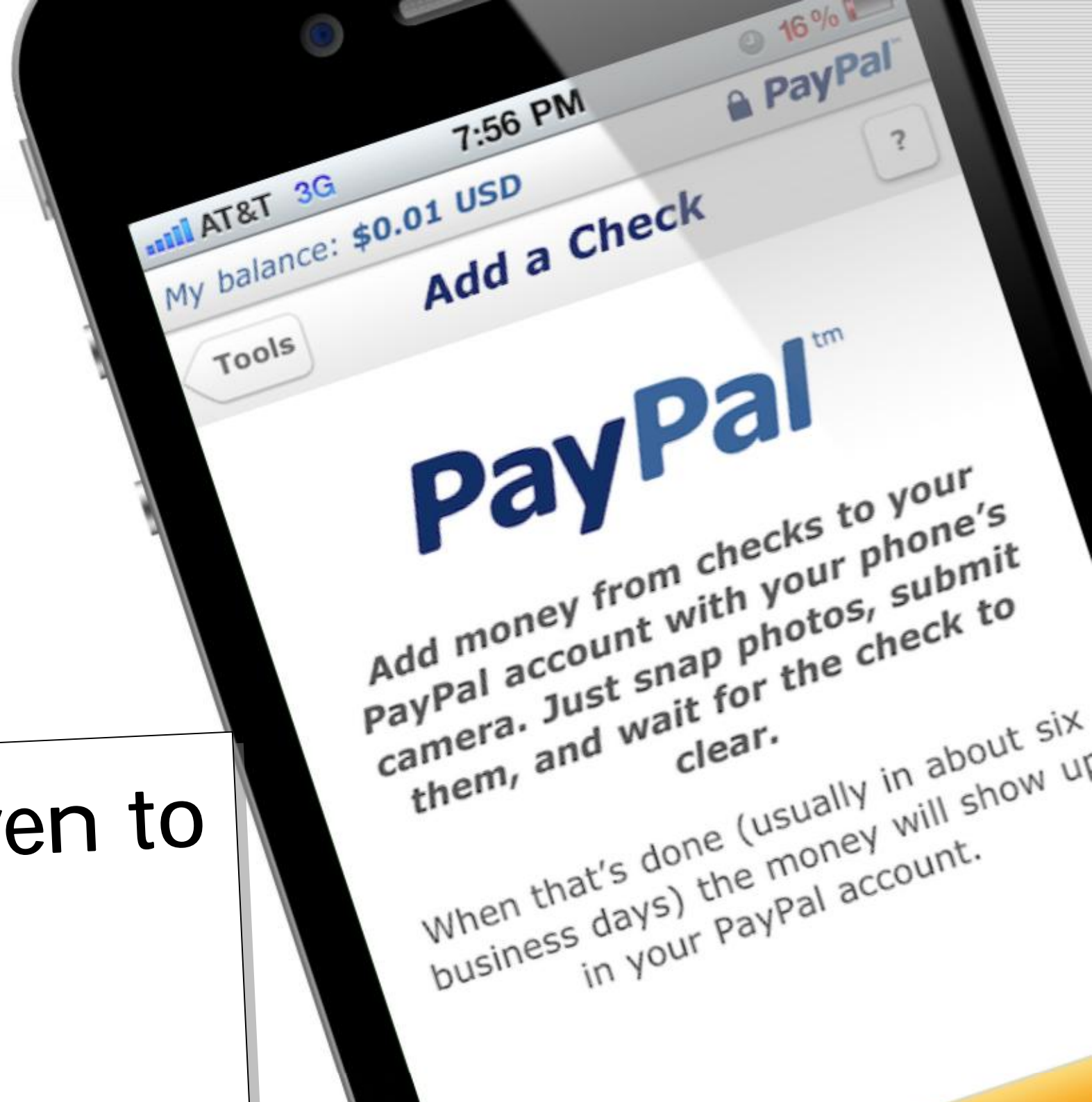
People, systems and objects can communicate and interact with each other in entirely new ways.

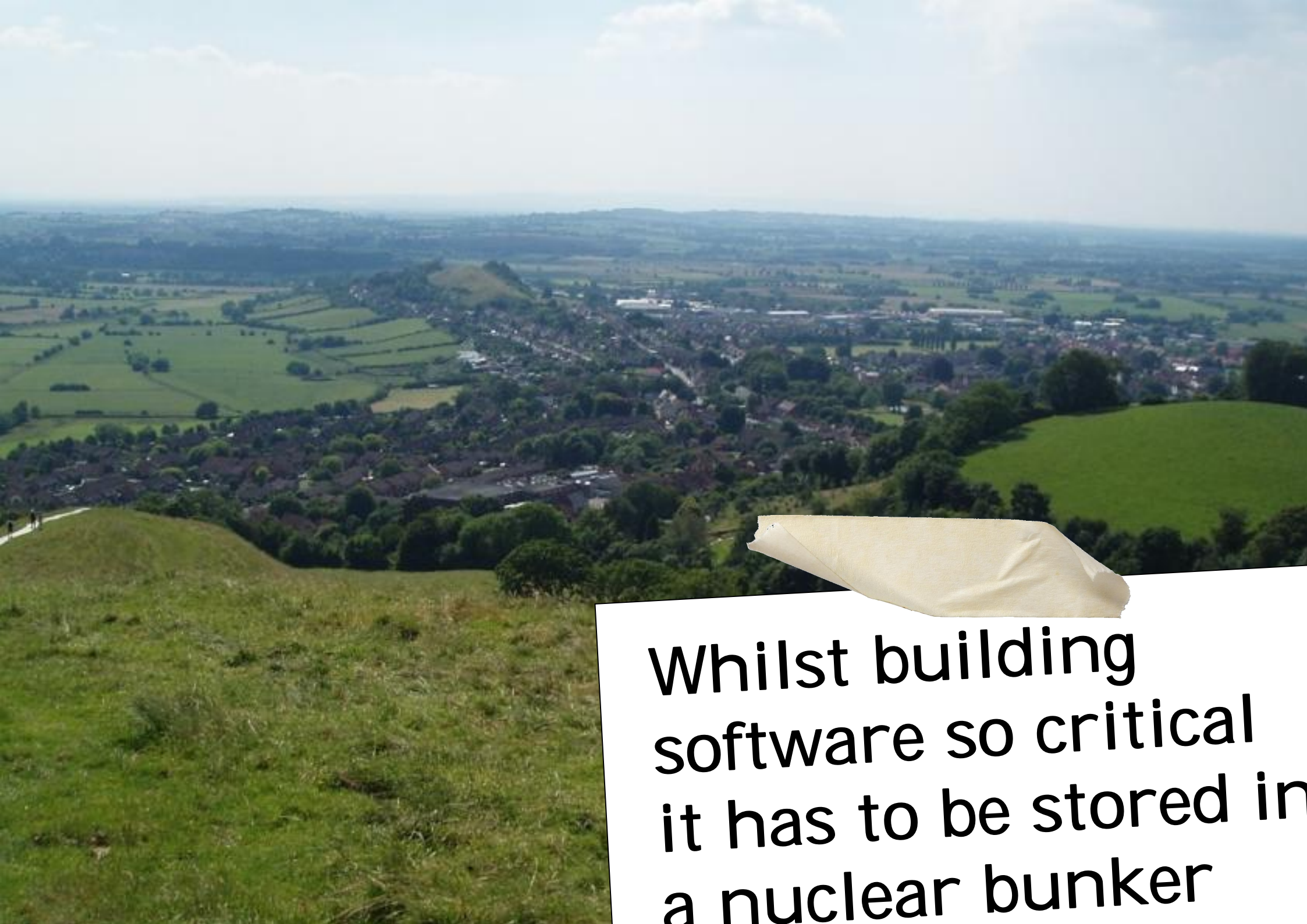


INTELLIGENT

We can respond to changes quickly and accurately, and get better results by predicting and optimizing for future

and being driven to
deliver it all
in an app...





Whilst building software so critical it has to be stored in a nuclear bunker

When you think about agility @scale

Compliance requirement

Low risk ↔ Critical, Audited

Enterprise discipline

Project focus ↔ Enterprise focus

Geographical distribution

Co-located ↔ Global

Organization and culture

Open ↔ Entrenched

Application complexity

Simple, single platform ↔ Complex, multi-platform


Organization distribution (outsourcing, partnerships)

In-house ↔ Third party

Disciplined Agile Development

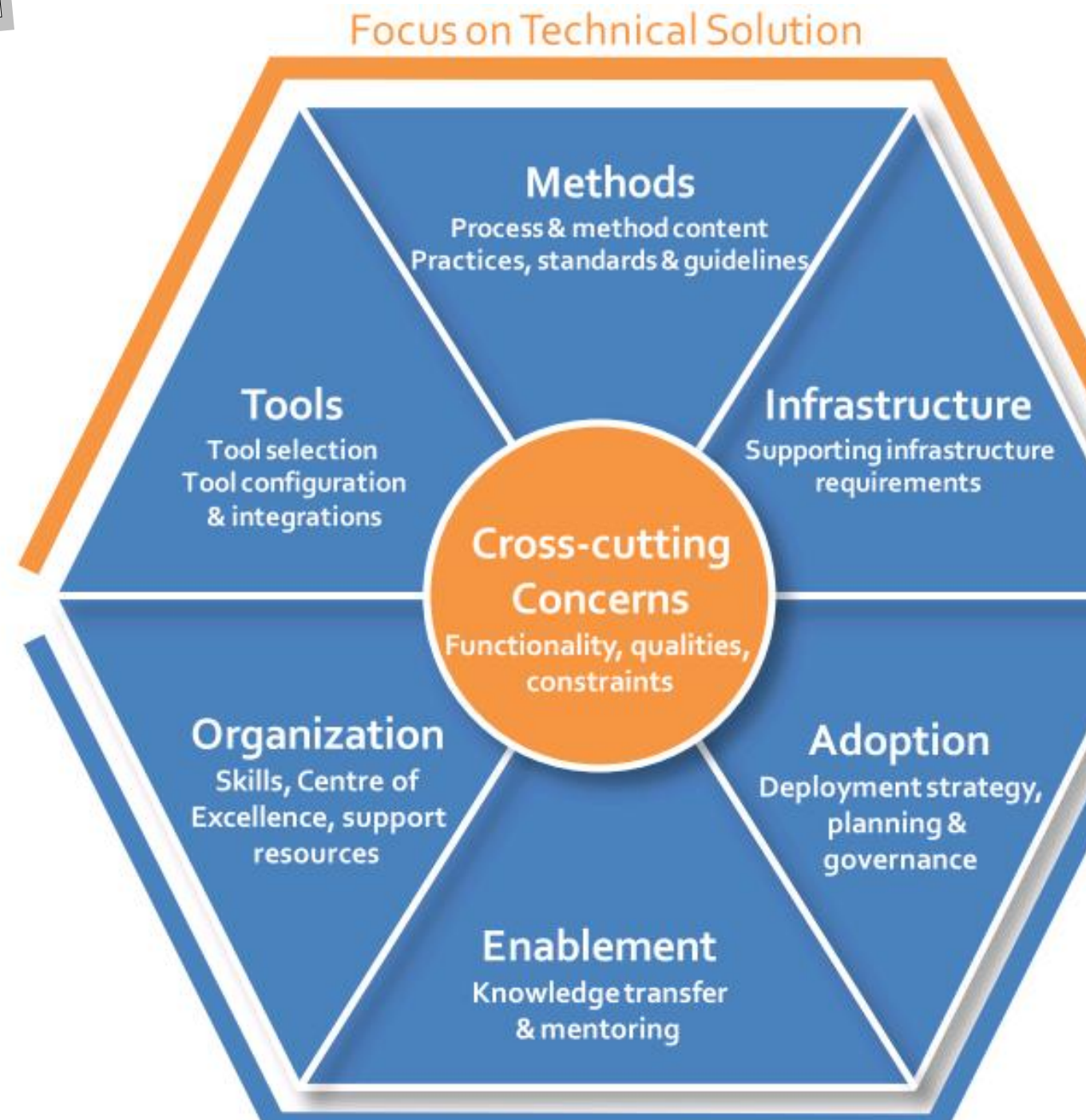
Team size

Under 10 developers ↔ 100's of developers



So how do you get 25,000
people to work differently?

There's a lot to think about

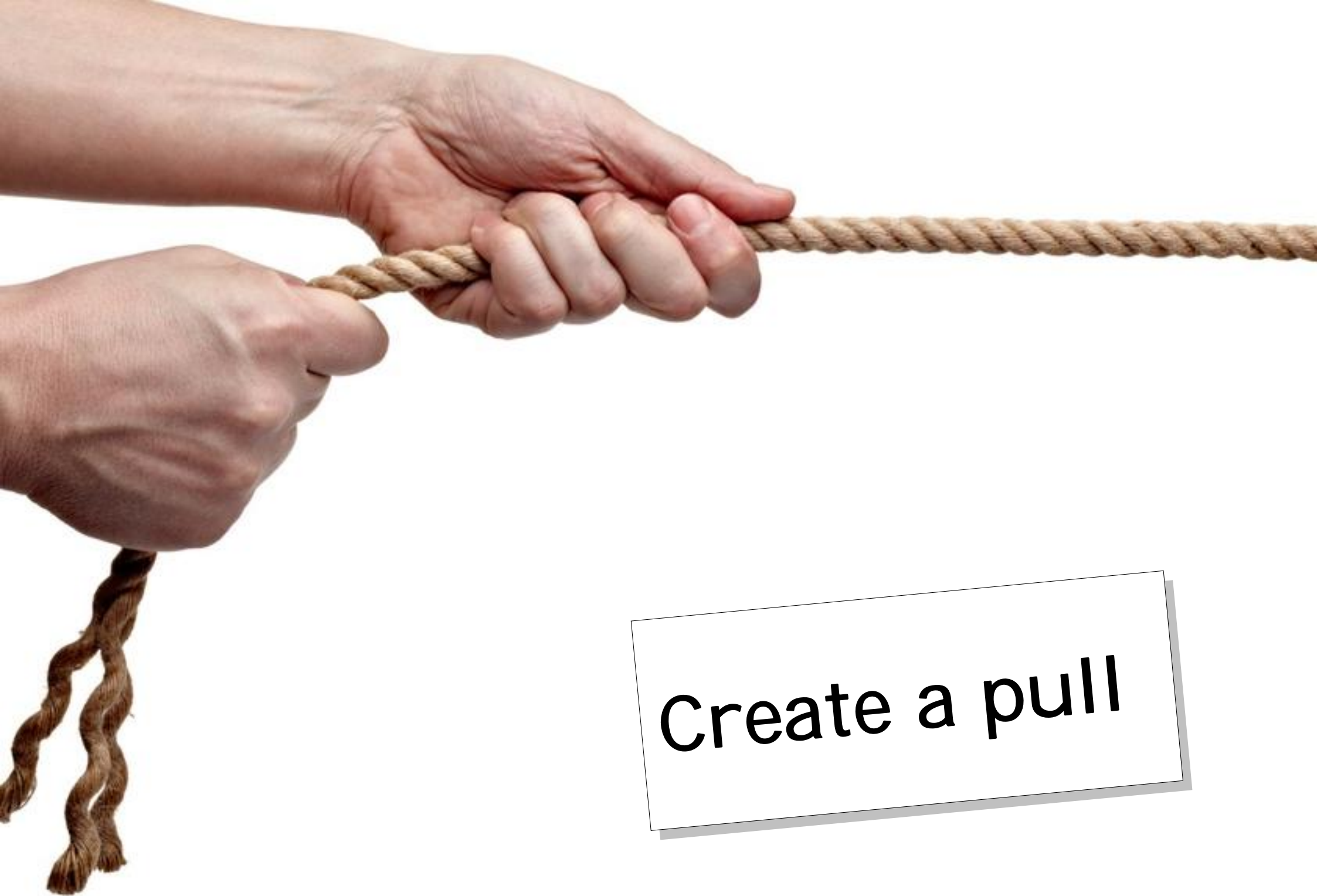


push doesn't
work especially at
this scale...




A bright yellow sports car, likely a Ferrari, is shown from a front-three-quarter view. The car is open-top, revealing black interior seats and a steering wheel. A white rectangular text box with a slight drop shadow is overlaid on the front of the car. The text inside the box reads "They need to want it" in a bold, black, sans-serif font.

They need to want it



Create a pull

A large, dense crowd of people, likely at a stadium or arena, is shown. Many individuals have their arms raised in the air, suggesting a moment of high energy or celebration. The crowd is diverse in age and appearance. A white rectangular box with a torn top edge is superimposed over the center of the image, containing the text.

**Make them feel part of
something worthwhile**



BE

AMAZING

CREATE

SOMETHING

WONDERFUL



We flew a core team around the world to train and

We've also
learnt a lot from
our contribution
to open source



eclipse

Jazz.net brings our developers close to their customers

The screenshot shows the Jazz.net website homepage. At the top right, there is a user login section with fields for 'User ID' and 'Password', a 'Log In' button, and links for 'Forgot user ID or password?' and 'Not a member? Register now!'. The main header contains navigation links: 'Downloads', 'Forums', 'Library', 'Development', and 'Community'. Below the header is a large banner for 'The Beta has landed.' dated March 6, announcing the latest beta of CLM 2012 with Rational Team Concert, Rational Quality Manager, and Rational Requirements Composer. The banner features four sticky notes: 'Needs Captured', 'Plans tracked', 'Source Controlled', and 'Quality tested'. Below the banner is a row of product icons: Rational Team Concert, Rational Quality Manager, Rational Requirements Composer, DOORS Next Generation, Rational Insight, and Rational Build Forge. The main content area is titled 'Jazz Team Blog' and features three featured posts: 'Announcing the CLM 2012 Beta!' by Scott Rich Wed, 'Explore and create a Manual Test Script with RQM 4.0 Milestone 7' by Vaibhav Srivastava Thu, and 'Add your voice to the OSLC community' by Reuben Varzea Fri. On the right side, there is a search bar, a 'Search' button, and three buttons: 'Learn about Jazz', 'Take a tour of Jazz.net', and 'Explore development projects'. Below these are 'Download products' and 'Events' sections, with the latter listing 'IBM Rational Jazz Roadshow 2012 - Spain' and 'IBM Rational Jazz Roadshow 2012 - Lisbon'.

Don't be
prescriptive too
early

Yes





**Sometimes we lit some
fires...**



Such as iterative
dashboards

But we provided
tech and support
if they chose to
use it



critical defect
ts the build in
the final iteration



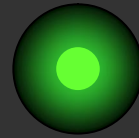
You're on your own




- 1 You've found the user story work item in Rational Team Concert where the defect
- 2 Rational Team Concert shows the code link to the user story
- 3 You review the code but it's not immediately obvious

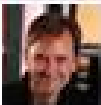
```
public class AnimCanvas extends Canvas implements Runnable
{
    protected Thread myThread;
    public AnimCanvas() {
        myThread = new Thread(this);
    }
    // the run() method never gets called because the
    // thread never gets started.
    public void run() {
        for(int n = 0; n < 10000; n++) {
            try { Thread.sleep(100); }
            catch (InterruptedException e) { }
            animateStep(n);
        }
    }
}
```



File Edit View Tools Help



 **Scott Rich**
Distinguished Engineer,
Technical Lead for Rational
CLM
I am at work

Tony Grout: Hi Scott could really do with some help

Scott Rich: Sure send me the link

Tony Grout: <http://snurl.com/jsirt>

Scott Rich: Must be late you forgot to start the thread after you initialized it. I've fixed it and closed the work item. Take a look, then go home :-)

You're not alone



```
public class AnimCanvas extends Canvas implements Runnable
{
    static final int LIMIT = 10000;
    protected Thread myThread;
    public AnimCanvas() {
        myThread = new Thread(this);
        myThread.start();
    }
    public void run() {
        for(int n = 0; n < LIMIT; n++) {
            try { Thread.sleep(100); }
            catch (InterruptedException e) { }
            animateStep(n);
        }
        ...
    }
}
```

Check your heroism is noted in the dashboard

The dashboard displays a grid of work item lists for various RC4 Candidates. At the top, there are navigation tabs: "Defects by Team", "SVT Defects by Team", "Defect Trend Comparison", and "Defect Trends by Priority". A "Save" button and an "Auto-save" checkbox are also visible.

- All RC4 Candidates (113)**
 - 57494: Copyright comments are being echoed on the screen when running repotools
 - 57331: Sametime 8.0 opens team chat when executing chat in context.
 - 57244: Query Editor: Selected columns are missing in the 'sort columns' list
 - 57354: NullPointerException when malformed url provided in provision profile file
 - 56119: Update web About screen(s) for GA
 - 57154: Deadlock saving screenshot
- RC4 Candidates ClearCase Connector (0)**
 - No work items found.
- RC4 Candidates Dashboard (6)**
 - 56887: Viewlets targeting work item queries from different project areas are broken
 - 57278: Viewlets contain broken links
 - 53513: Add comments and examples to extension point schemas
 - 57499: Run the copyright tool for the Dashboard projects
 - 56856: Error dialog encountered dropping a viewlet on IE7
- RC4 Candidates Build (1)**
 - 57220: Update versions to 0.6.0.qualifier [Build]
- RC4 Candidates ClearQuest Connector (0)**
 - No work items found.
- RC4 Candidates Process (5)**
 - 56482: Import users does not handle invalid LDAP entries
 - 57013: Take advantage of 'functional' attribute on CALs to improve usability in the web user editor
 - 56477: User editor marked as dirty, but save button disabled
 - 56970: Uninitialized project areas are shown on Project Area tab
 - 57009: SetupCloudburstProjectParticipant should also call IWorkitemCommon.setDefaultTeamArea() as SetupProjectParticipant does
- RC4 Candidates X-Team Web UI (1)**
 - 56892: HoverPopup should fail silently on open errors
- RC4 Candidates Web UI Foundation (22)**
 - 57354: NullPointerException when malformed url provided in provision profile file
 - 56119: Update web About screen(s) for GA
 - 52716: Admin Web UI - "Type Error: 'this.domNode.style' is null or not an object"
 - 52331: "Error uploading Server Activation Key" disappears too quickly.
 - 55692: Not enough license assignment guidance in server setup wizard (Standard Edition)
 - 56467: Default ADMIN can still partially log into the Web UI when WS Allow Admin Access is disabled
- RC4 Candidates Repository (19)**
 - 57494: Copyright comments are being echoed on the screen when running repotools
 - 56231: Jazz getClientLibrary(IWorkitemClient.class) API Call Exception
 - 50467: Repotools should not be allowed to run when the server is still running
 - 56063: DB2z provider should implement collectStatistics
 - 57012: Response already committed error from FeedService
 - 57125: More improvements of feedback from provisioning failures

Your going home

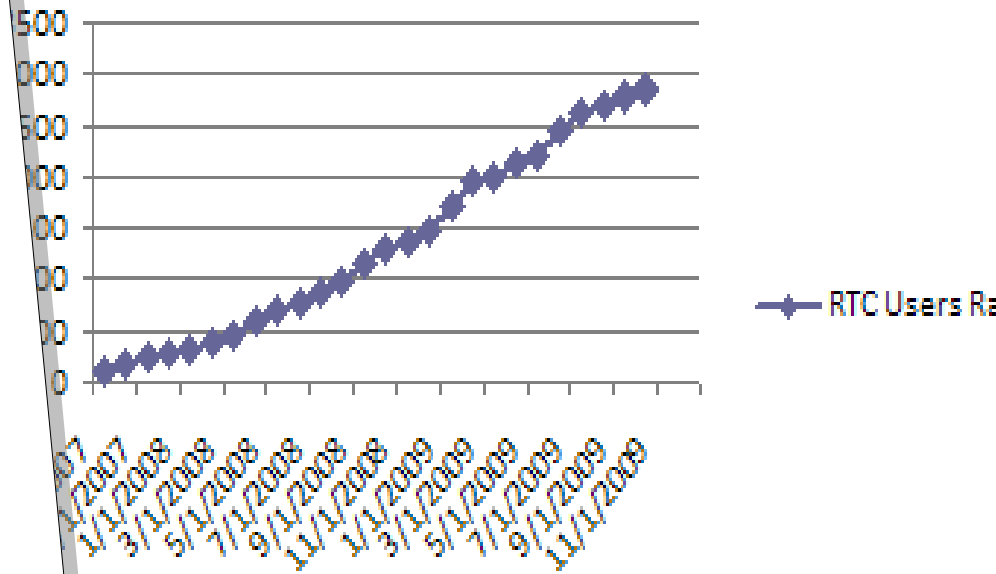


We created virtual communities

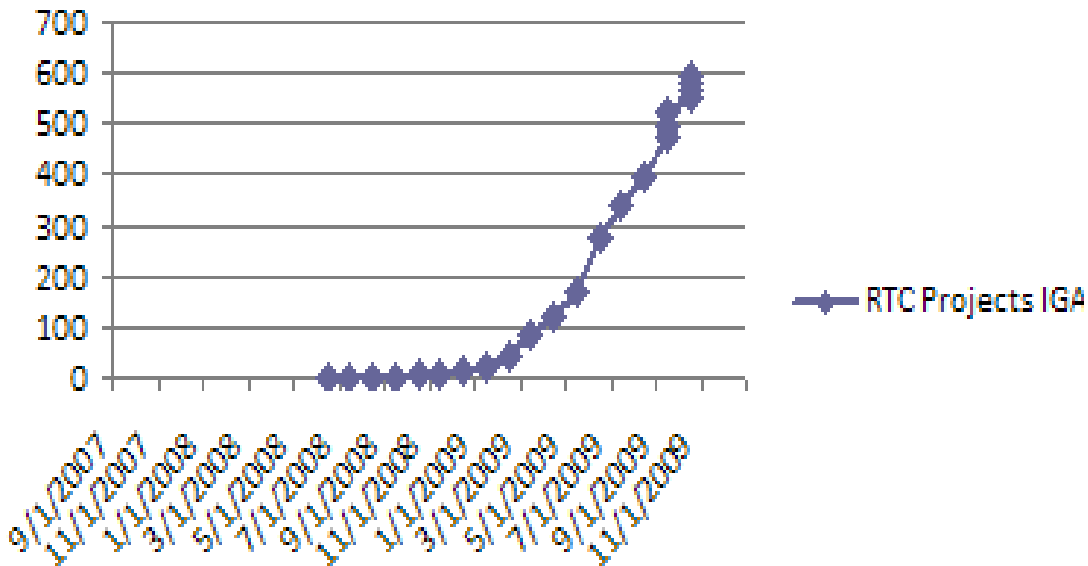


In under two years we went from zero to over 10,000 agile developers

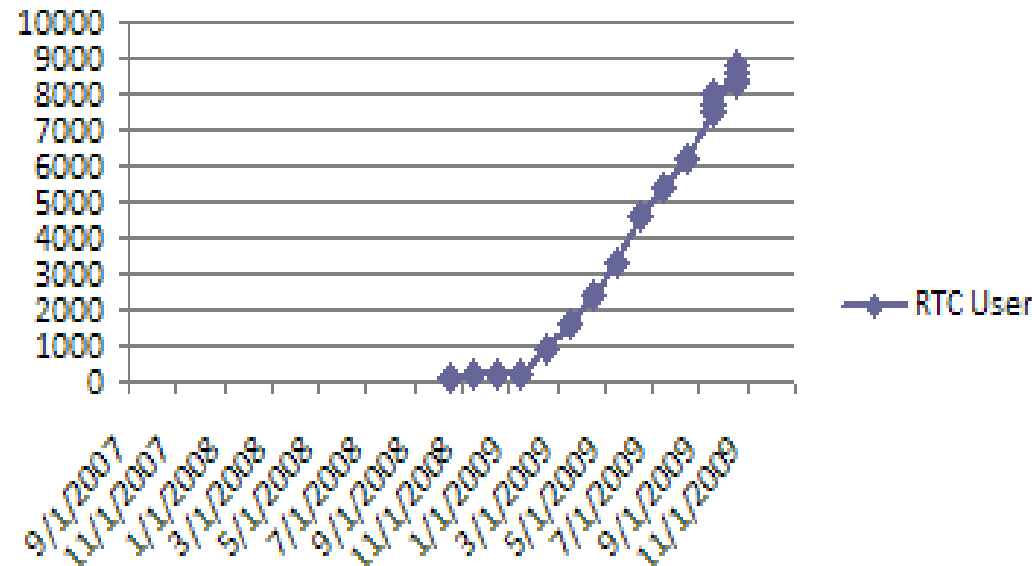
RTC Users Rational



RTC Projects IGA



RTC Users IGA





**It hasn't all gone
so well**

I'm not a machine
to be swapped in
and out



How do I
size it?



**Which balls can
we drop?**



Some people just
don't like agile



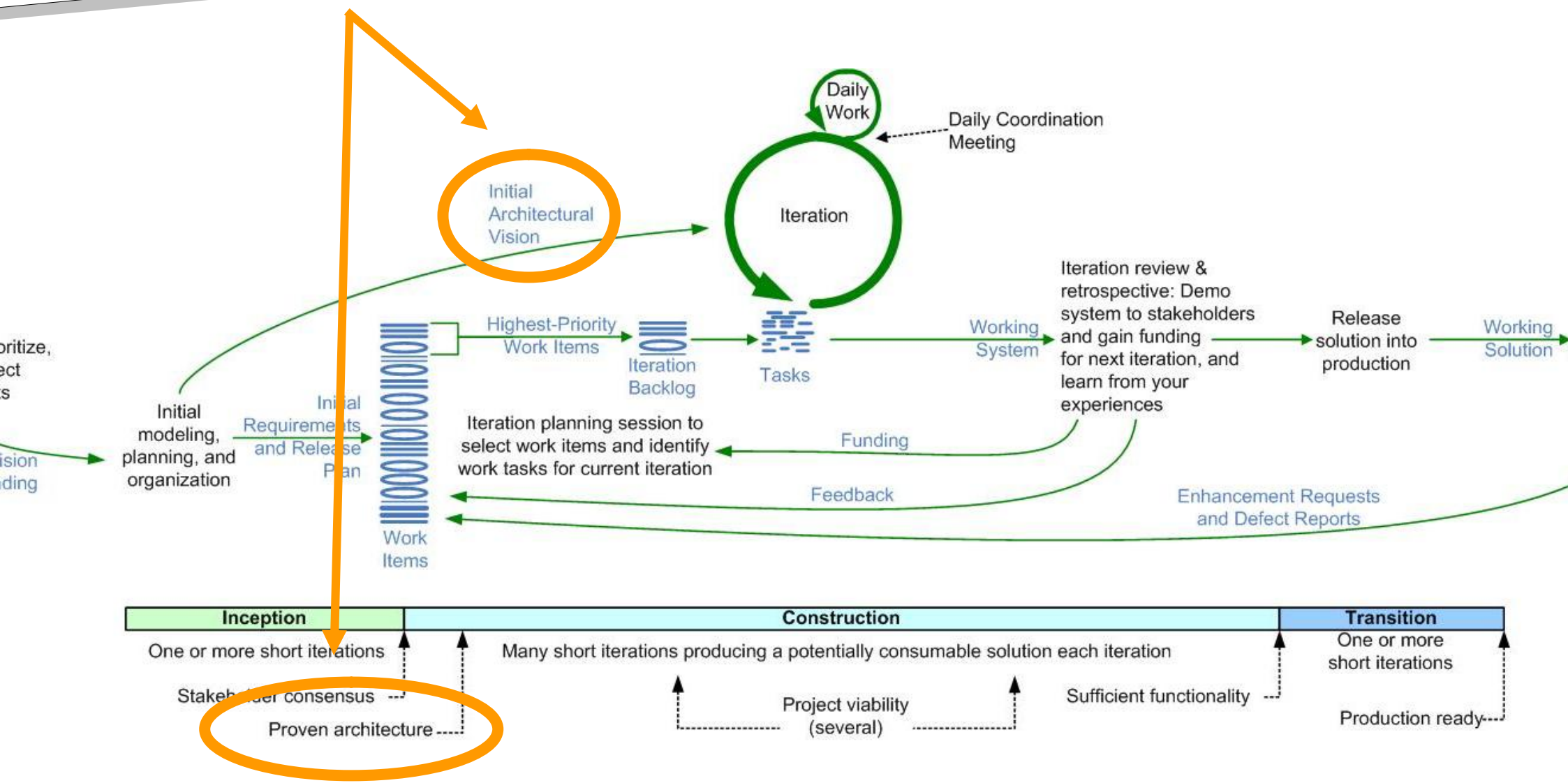


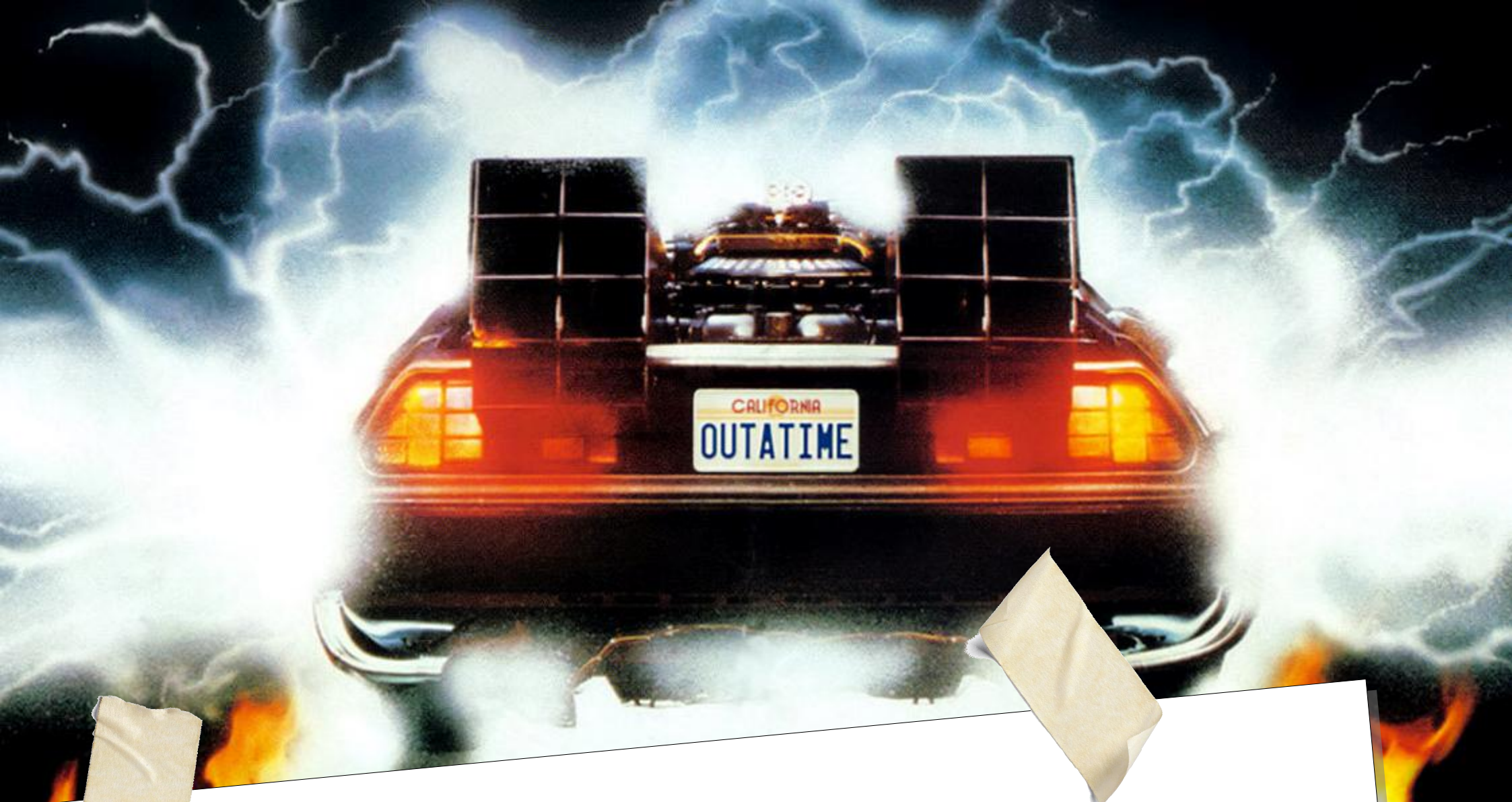
Using pair programming in coaching can help



**We're now
emphasising
addressing risk
early in our**

Disciplined Agile Delivery





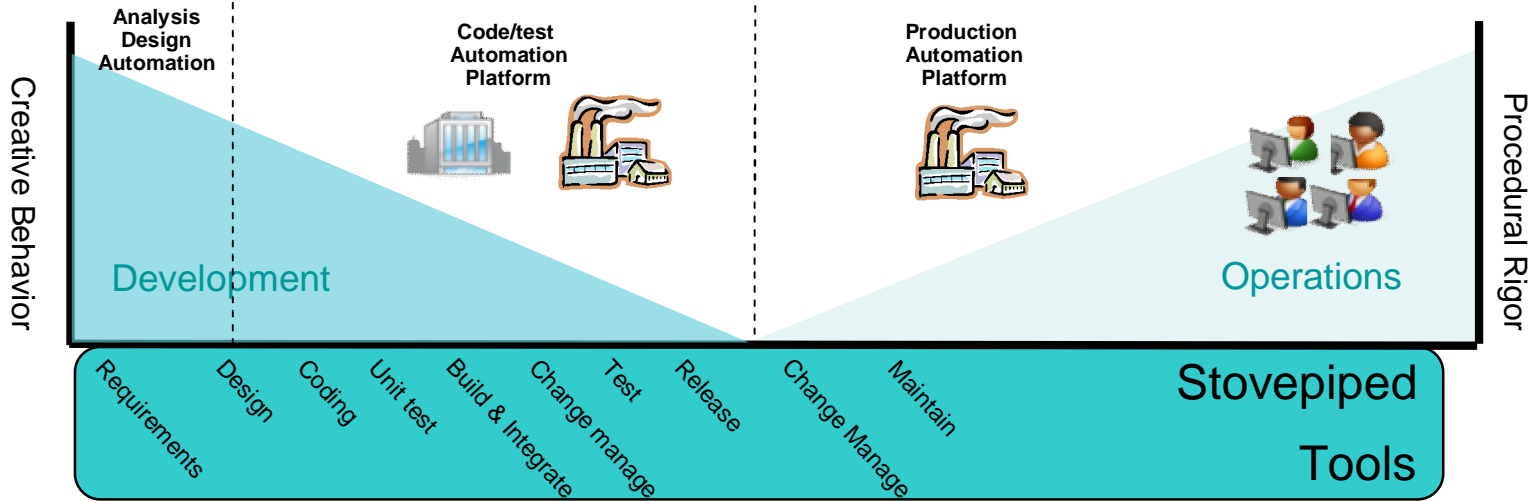
Addressing technical complexity in early iterations

The next step is getting
other parts of IBM to
become more agile

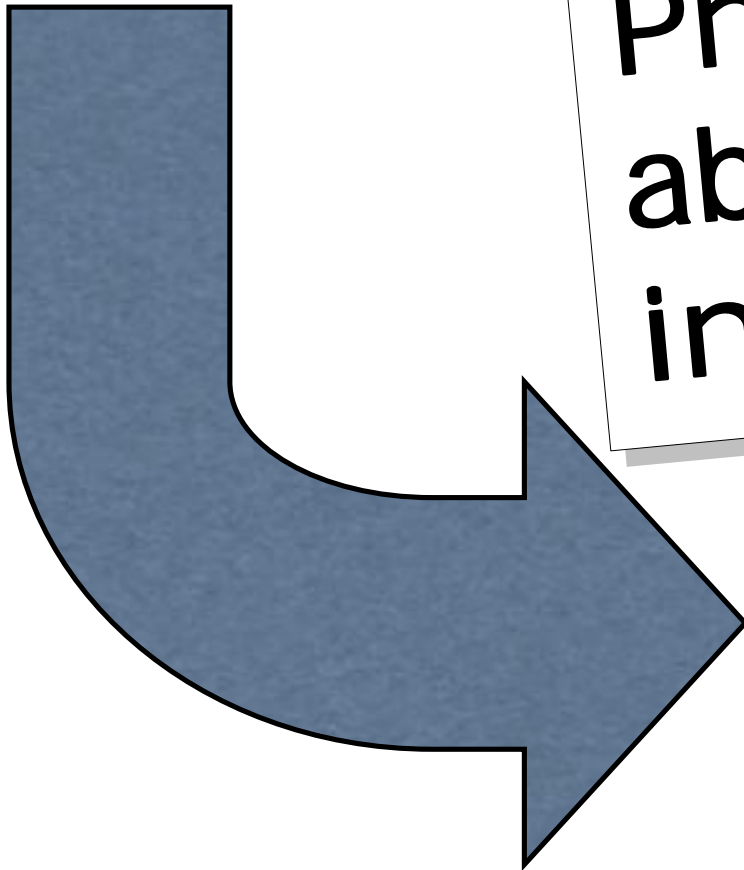
Finance

Human Resources

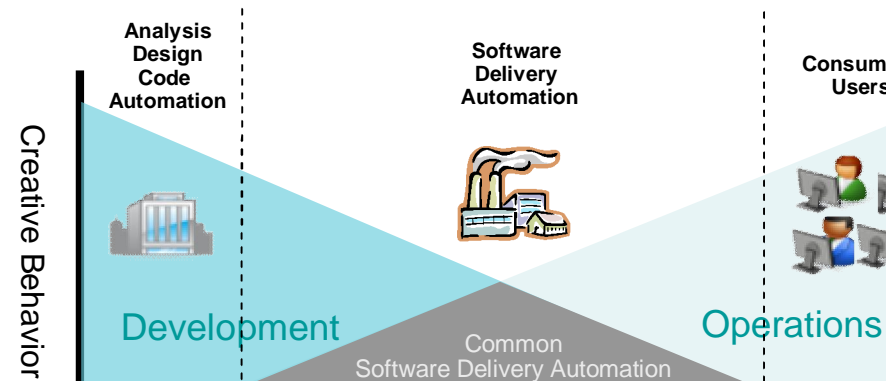
Operations



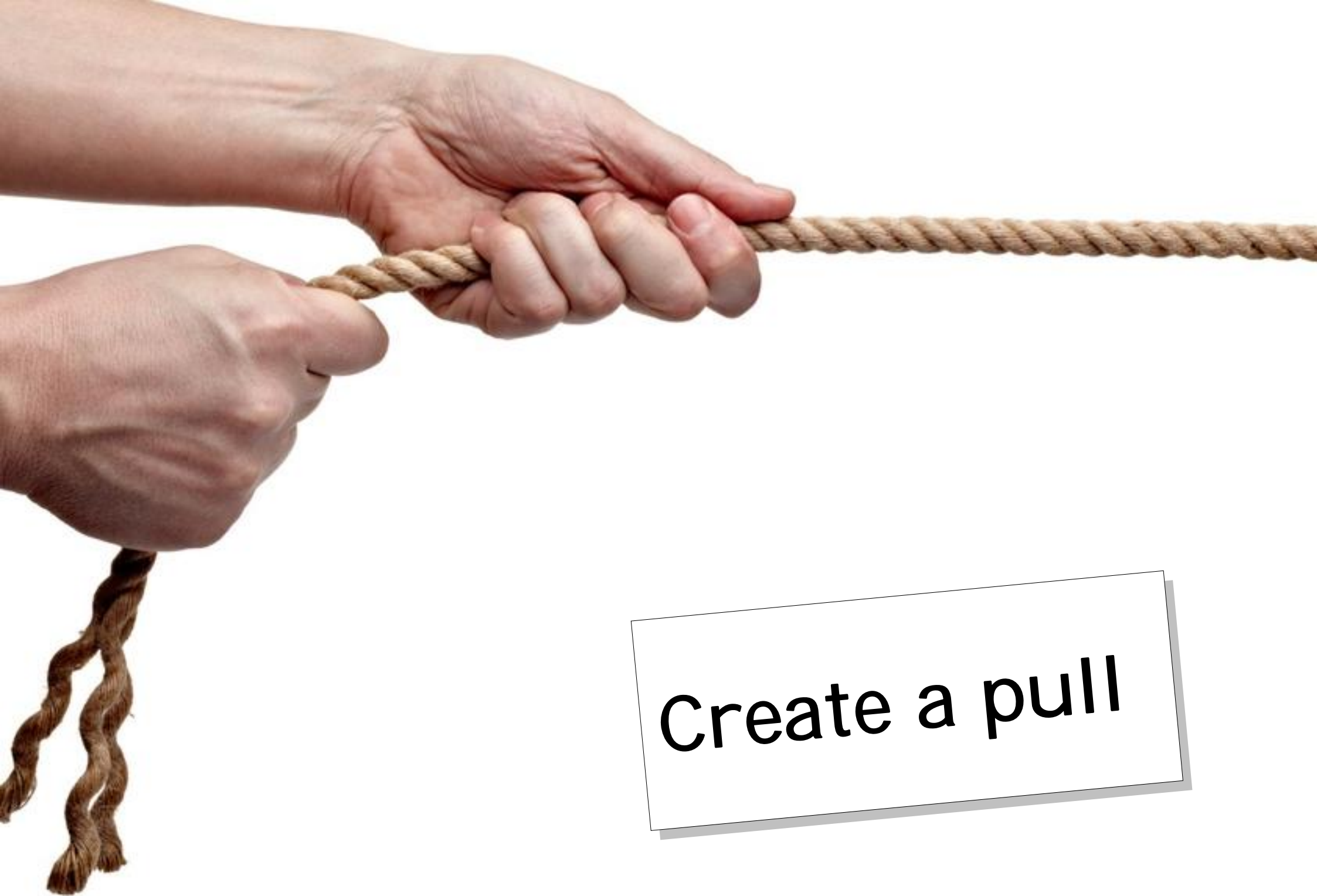
Practical agility is about getting software in peoples hands



Agile Delivery Process Platform



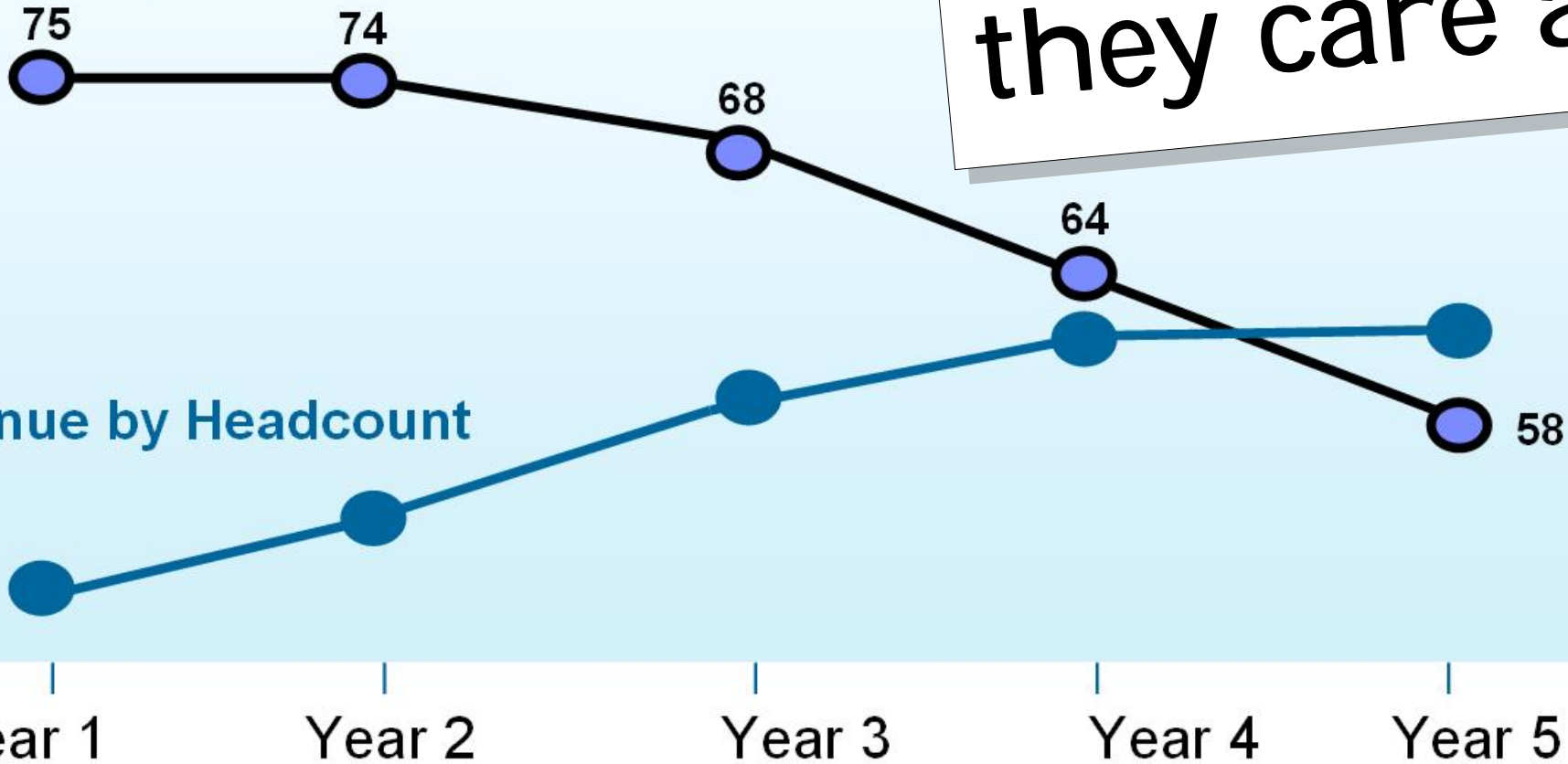
How?



Create a pull

Using some of the things they care about

Headcount per Product Release



Revenue by Headcount

Metric

Goal

Year 4

Y

On Time Delivery

65%

47%

100%

Defect Backlog

3 Months

9+ Months

3.5

Enhancements Triaged

85%

3%

100%

Enhancements into Release

15%

1%

21%

Customer Sat Index

91%

88%

96%

Beta Defects Fixed Before GA

50%

3%

94%



www.ibm/software/rational

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