Agility@Scale
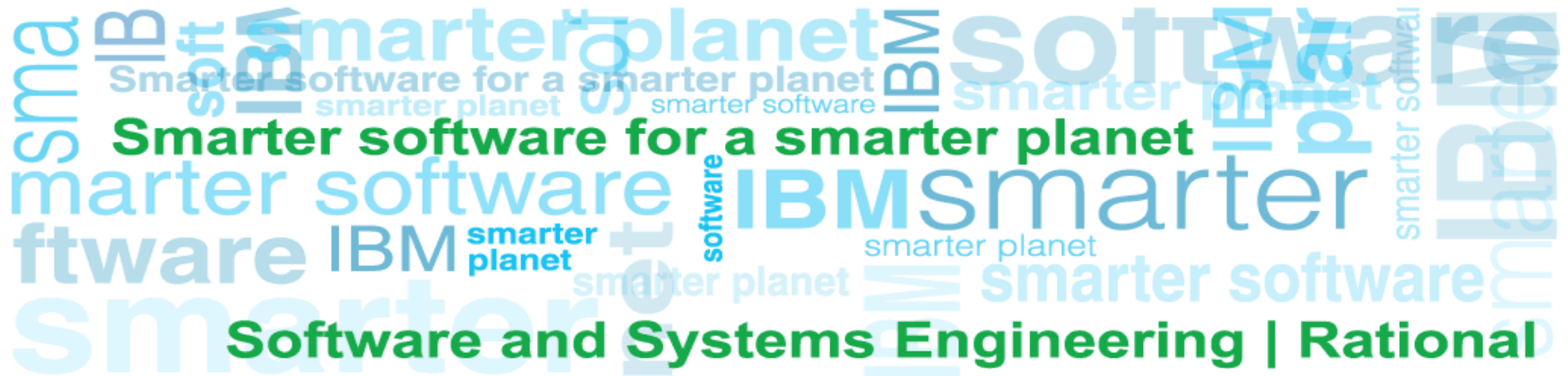
Scott W. Ambler
Chief Methodologist for Agile and Lean, IBM Rational
www.ibm.com/developerworks/blogs/page/ambler
twitter.com/scottwambler

Smarter software for a smarter planet

Software and Systems Engineering | Rational

smarter planet IBM software smarter planet
Smarter software for a smarter planet IBM smarter planet
IBM

Agenda

- Agile adoption rates

- Benefits of agile

- IBM's agile adoption

- Agile and large teams

- Agile and geographically distributed development (GDD)

- Success rates

- Agile scaling factors

- IBM agile services

- IBM agile development tools

- Agile works at scale

- Agile and you

- IBM Innovate Conference

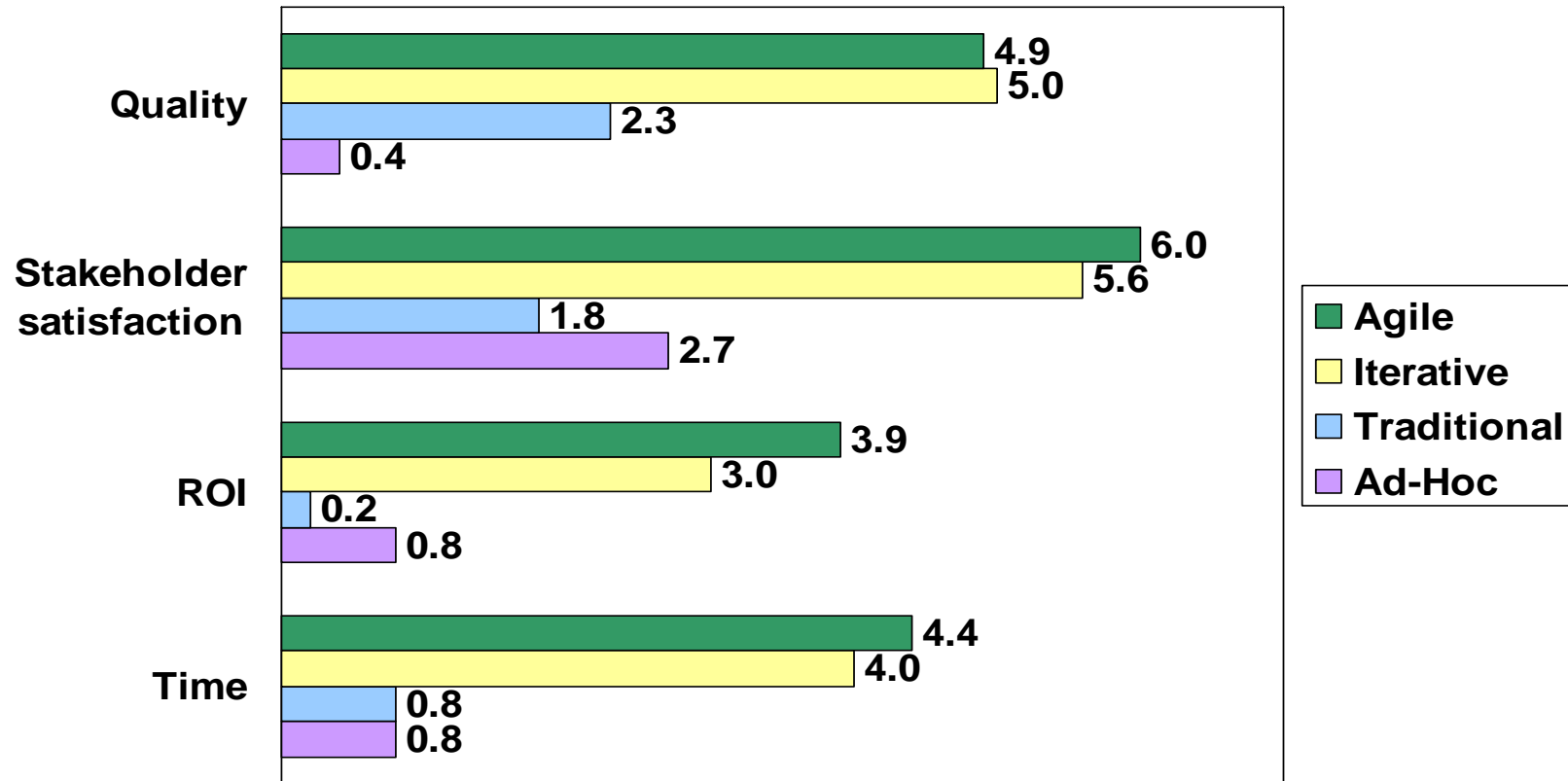# The majority of organizations are now doing agile

No
24%

Yes
76%
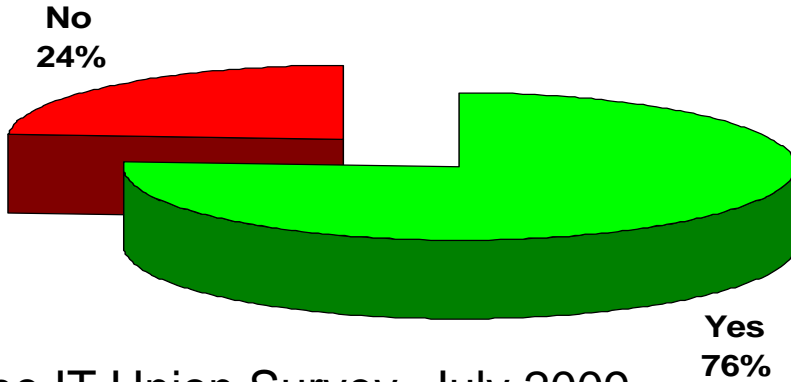
State of the IT Union Survey, July 2009

No
31%

Yes
69%
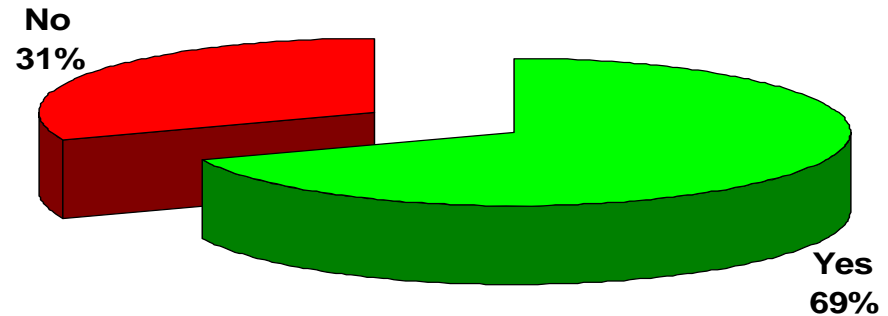
Agile Adoption Survey, March 2008

3

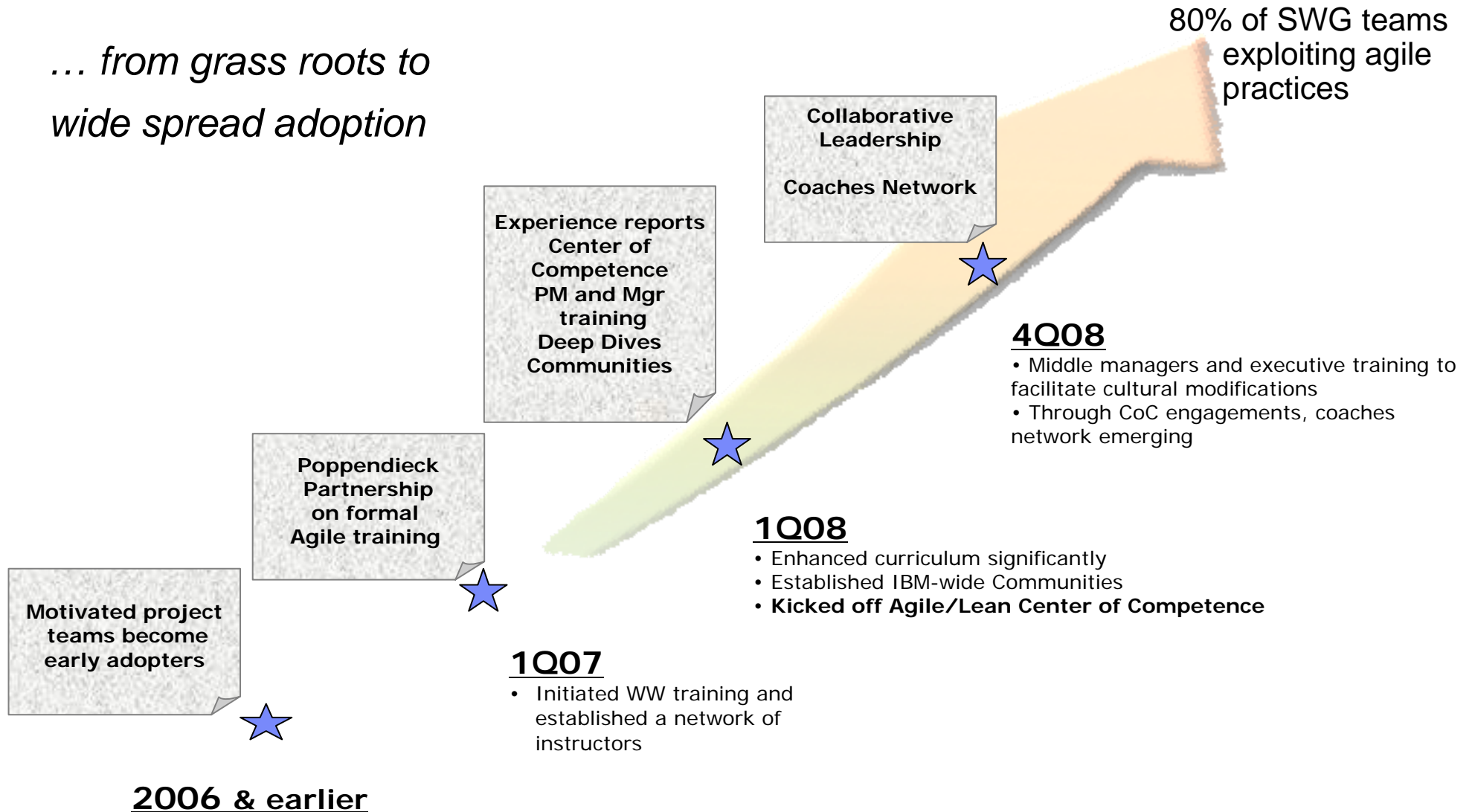# Agile works better than traditional

Bottom Line: *Agile teams produce higher quality work, are quicker to deliver, are more likely to deliver the right functionality, and more likely to provide greater ROI than traditional teams*
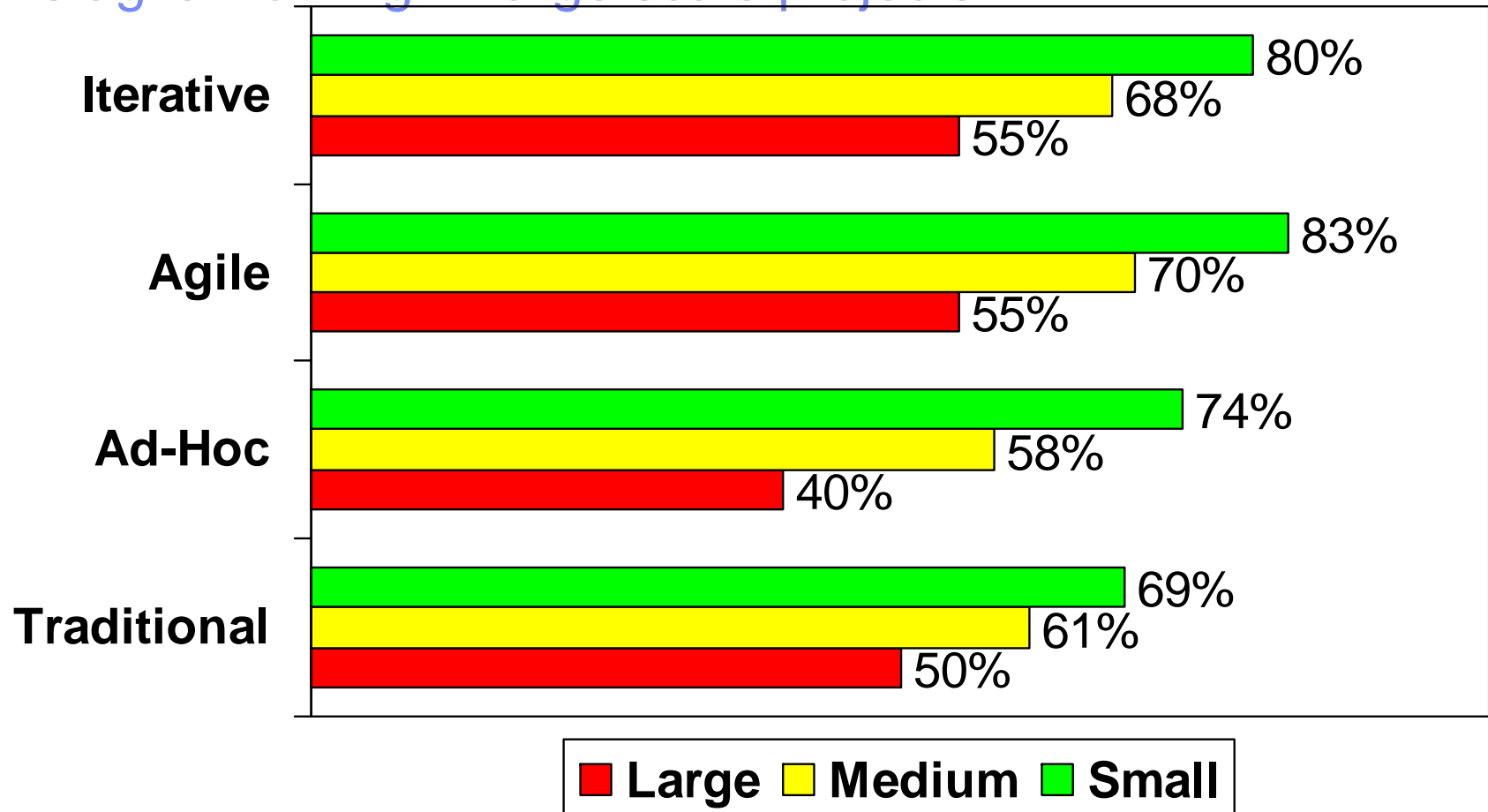
Source: DDJ 2008 Project Success Survey

smarter planet
Smarter software for a smarter planet
IBM
software
smarter planet
IBM

Agile adoption in IBM Software Group (SWG)

… from grass roots to

wide spread adoption

80% of SWG teams exploiting agile practices

Collaborative Leadership

Coaches Network

Experience reports Center of Competence PM and Mgr training Deep Dives Communities

4Q08
• Middle managers and executive training to facilitate cultural modifications
• Through CoC engagements, coaches network emerging

Poppendieck Partnership on formal Agile training

1Q08
• Enhanced curriculum significantly
• Established IBM-wide Communities
• **Kicked off Agile/Lean Center of Competence**

Motivated project teams become early adopters

1Q07
• Initiated WW training and established a network of instructors

2006 & earlier
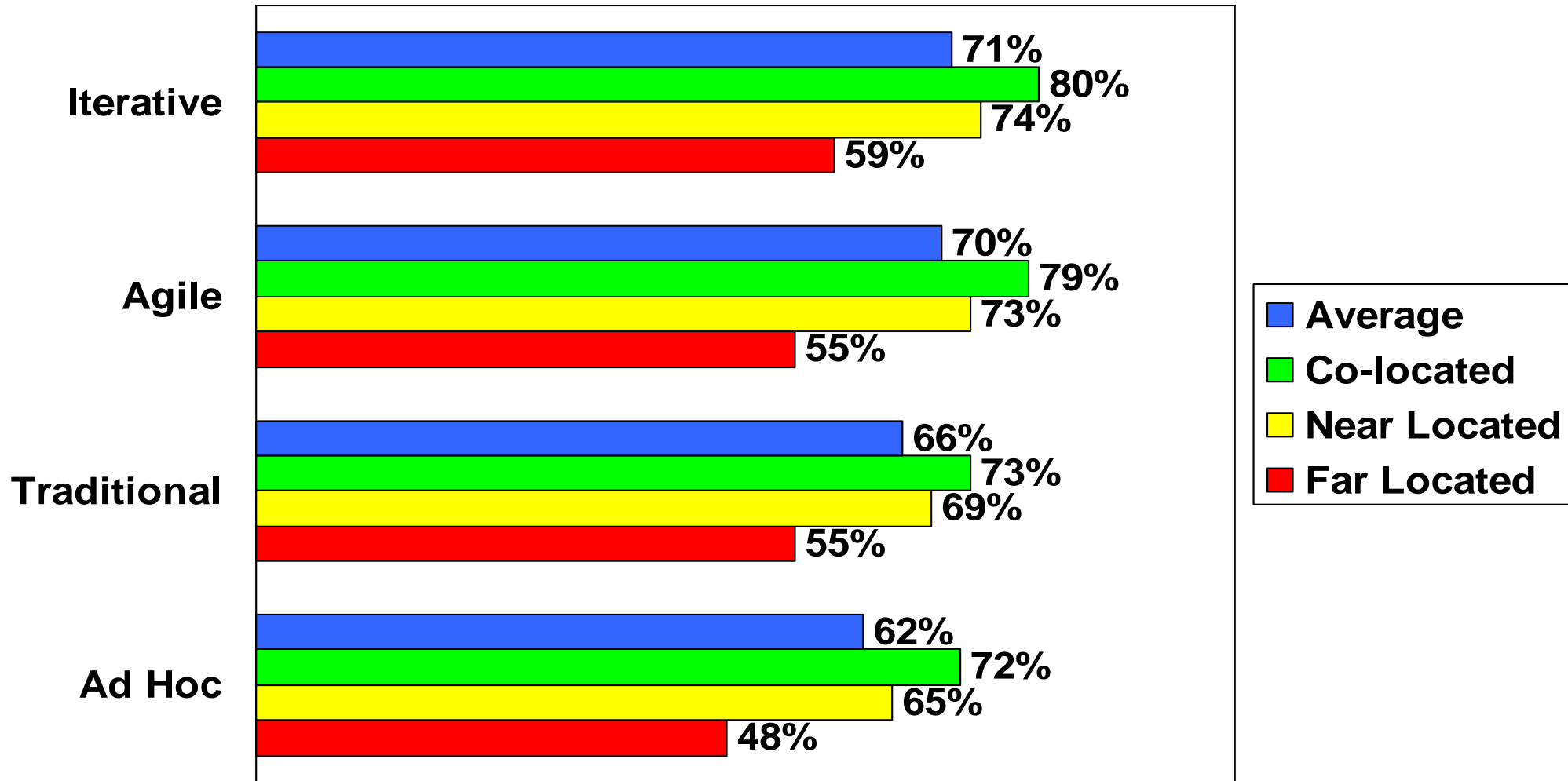
5

© 2011 IBM Corporation

How is agile working in large scale projects?

Source: DDJ State of IT Union Survey July 2010

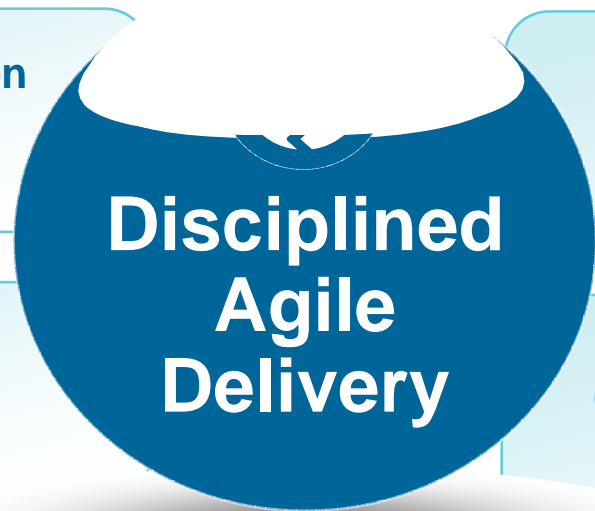# How is agile working on geographically distributed teams?

Iterative
- Average: 71%
- Co-located: 80%
- Near Located: 74%
- Far Located: 59%

Agile
- Average: 70%
- Co-located: 79%
- Near Located: 73%
- Far Located: 55%

Traditional
- Average: 66%
- Co-located: 73%
- Near Located: 69%
- Far Located: 55%

Ad Hoc
- Average: 62%
- Co-located: 72%
- Near Located: 65%
- Far Located: 48%

Legend:
- Average
- Co-located
- Near Located
- Far Located

Source: DDJ 2008 Project Success Survey

smarter planet
Smarter software for a smarter planet
IBM
smarter planet
software
IBM

Success rates
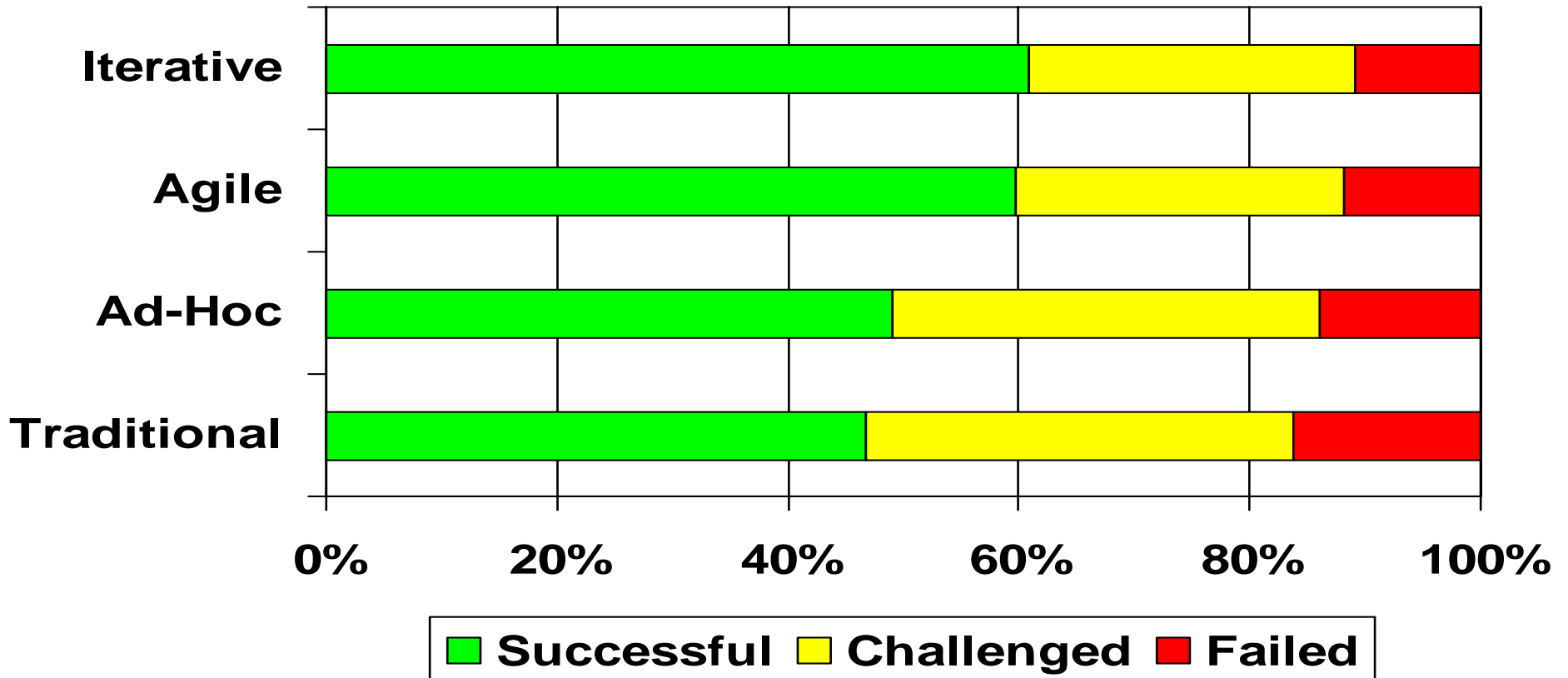
DDJ 2010 Project Success Survey

smarter planet IBM software smarter planet
Smarter software for a smarter planet
IBM

Agile Scaling Factors

Team size

Under 10 developers ⟷ 1000's of developers

Compliance requirement

Low risk ⟷ Critical, audited

Geographical distribution

Co-located ⟷ Global

Disciplined Agile Delivery

Domain Complexity

Straight-forward ⟷ Intricate, emerging

Enterprise discipline

Project focus ⟷ Enterprise focus

Organization distribution (outsourcing, partnerships)

Collaborative ⟷ Contractual

Organizational complexity

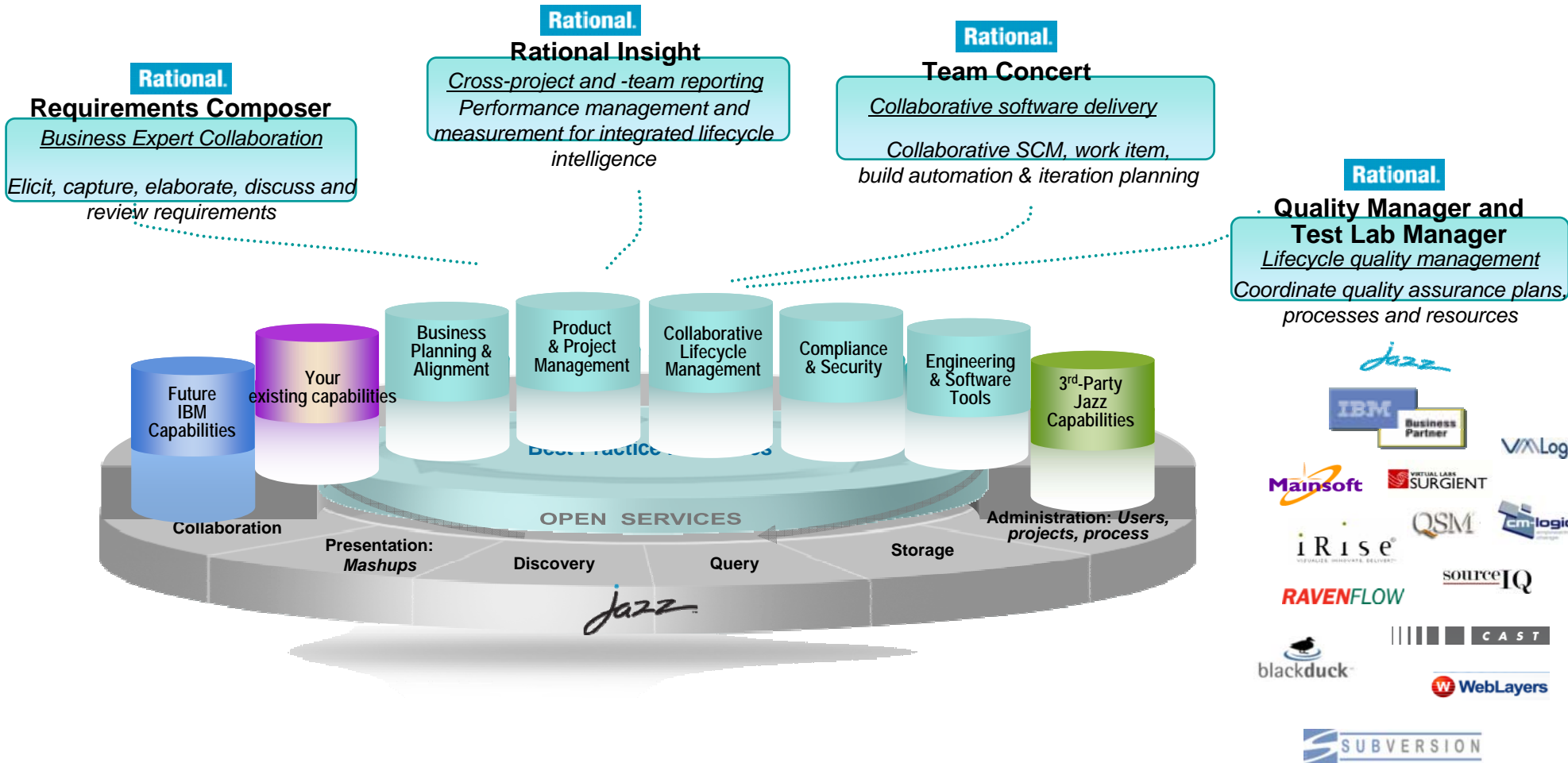Flexible ⟷ Rigid

Technical complexity

Homogenous ⟷ Heterogeneous, legacy

9

IBM Agile Services

- Our Measured Capability Improvement Framework (MCIF) service offering helps organizations to successfully improve their IT practices in a sustained manner

- Agile training:
  - Disciplined Agile Delivery (DAD) workshops
  - Agile and Rational Team Concert (RTC)
  - Customized training

- Agile mentoring and coaching:
  - We understand the enterprise-level issues that you face
  - We scale from pilot project consulting to full-scale agile adoption

- Our Accelerated Solutions Delivery (ASD) practice has years of experience delivering agile projects at scale

smarter planet
Smarter software for a smarter planet
IBM smarter planet
IBM

Agile development tools built on Jazz Technology

Rational.
Rational Insight
Cross-project and -team reporting
Performance management and
measurement for integrated lifecycle
intelligence

Rational.
Team Concert
Collaborative software delivery
Collaborative SCM, work item,
build automation & iteration planning

Rational.
Requirements Composer
Business Expert Collaboration
Elicit, capture, elaborate, discuss and
review requirements

Rational.
Quality Manager and
Test Lab Manager
Lifecycle quality management
Coordinate quality assurance plans,
processes and resources

Future IBM Capabilities

Your existing capabilities

Business Planning & Alignment

Product & Project Management

Collaborative Lifecycle Management

Compliance & Security

Engineering & Software Tools

3rd-Party Jazz Capabilities

Best Practice Processes

OPEN SERVICES

Collaboration

Presentation: *Mashups*

Discovery

Query

Storage

Administration: *Users, projects, process*

jazz

jazz
IBM Business Partner
VM Logix
Mainsoft
VIRTUAL LABS SURGIENT
QSM
cm logic
iRise
sourceIQ
RAVENFLOW
CAST
blackduck
W WebLayers
SUBVERSION

smarter planet
Smarter software for a smarter planet
IBM smarter planet
IBM

Does agile scale? Yes!

- Scaling:

  – The majority of agile teams are geographically distributed in some manner

  – Organizations have reported successful agile programs of 500+ people

  – One third of agile teams are in regulatory situations

  – 75% of organizations doing agile are doing so on medium complexity or greater projects

  – 17% of organizations are successfully applying agile in outsourcing situations

  – 78% percent of teams are working with legacy systems

  – 32% of organizations report successful interaction between enterprise architects and agile teams

  – 11% of organizations report that their governance strategy works well with agile teams (yikes)

- Source: DDJ November 2009 State of the IT Union Survey, www.ambysoft.com/surveys/

Agile and You

- Take agile seriously

- Take the opportunity to improve your skills

- Become a generalizing specialist

- Work collaboratively with others

- Focus on quality

- Focus on producing real value

- Recognize that agile is a new way of thinking

- Adopt new tools

See you at Innovate in September!

scott_ambler [at] ca.ibm.com

twitter.com/scottwambler

www.ibm.com/developerworks/mydeveloperworks/blogs/ambler/

www.ibm.com/rational/agile/

www.jazz.net