

Improve Scalability of Agile Development with a common collaborative platform



Highlights

- **Business Challenge:** *You have decided to move to Agile methods. Your business seeks the Agile benefits of improved customer satisfaction by creating more reliable software through early and continuous delivery. How do you scale the successes of Agile across the rest of the organization? How do you manage the risk and embrace the change Agile requires? How do you handle communication, integration, and support continuous build and test and project management with larger teams? Transitioning from Agile with small, co-located teams to larger, possibly distributed teams requires more than just processes to attain the significant benefits you require.*
- **Solution:** *A CALM solution (collaborative application lifecycle management) is the IBM Rational® collaborative software development platform, coupled with best practices and Agile expertise, to help automate processes and unify*
- Agile distributed project teams on/off/near shore. The focus is mitigating your risk of change and strengthening your staff's capabilities to automate, collaborate, measure, and report progress. IBM's expertise can help you jump-start and scale your Agile adoption through targeted mentoring and skills enablement of proven Agile practices, provide guides for configuring your platform and tools to meet your unique needs and help determine measures so you know the results being achieved.*
- **Business Benefit:** *When Agile works well, it brings significant benefits of increased productivity, improved time to market, higher quality and lower costs. Automation and unification of larger Agile teams through a collaborative platform allows you to achieve the benefits mentioned above while reducing overhead, increasing productivity and improving reporting and progress to mitigate risk.*

Can tribal knowledge scale?

For small, co-located teams Agile is it. There is a culture—tribal knowledge, sharing and communication that can be exchanged easily. Can the exact same processes, culture, tribal knowledge and tools scale? Like anything else, some can, some cannot and some just need tweaking. Do you know what to consider when determining what will and will not scale?

There are at least eight (8) factors that will add complexity to your migration from Agile on small projects to IBM agility@scale™. How do you mitigate the risk of these challenges, especially when each group may have their own culture, their own rituals and their own tools?

Agile

More than likely, a single approach to Agile is not appropriate for every one of your IT projects. Organizations require a portfolio of processes to support their variety of IT projects.

Areas of concern for scaling Agile

1. *Geographical distribution*
2. *Regulatory compliance*
3. *Entrenched policies, people, and processes*
4. *Legacy systems*
5. *Organizational distribution*
6. *Degree of governance*
7. *Team size*
8. *System complexity*

Potential formality to mitigate risk of scaling Agile

1. *Complex architecture? Add Component Base Software Architecture*
2. *Stakeholders need to sign off on major scope changes? Add Formal Change Management*
3. *Significant number of requirements that necessitate dedicated management? Add light Requirements Management*
4. *Significant test effort? Add Independent Testing and Test Management*
5. *Need to beef up application vulnerability? Add Performance Testing*
6. *Need to deviate from a strict test driven approach or generating substantial design from code? Add Design Driven Implementation.*

More than likely, a single approach to Agile is not appropriate for every one of your IT projects. Organizations require a portfolio of processes to support their variety of IT projects. IBM agility@scale means that you maintain the essentials of Agile principles like heavy on collaboration while light on documentation and formality. To better manage your risks of scaling Agile, you may need to add a bit more formality to your process.

Changing your processes and moving towards Agile, for all its benefits, requires an environment that supports and automates a variety of best practices and processes without impacting individual or team productivity.

Why a new software development platform? Aren't my existing tools good enough?

The market is driving you to be innovative, quick to market and better than before. In other words, you cannot stand still and expect to succeed. Agile will help you get to your goals, but process alone is not a silver bullet.

IBM Rational Jazz™, a collaborative software development platform, combines an awareness of people, projects and processes with automation to accelerate the software lifecycle, improve project management, and governance. The IBM Rational Jazz platform supports the ability to define and implement a range of processes. This includes out

of the box Agile methods from smaller iterative teams to IBM agility@scale, as well as more highly structured, rule-driven processes necessary for corporate or regulatory compliance.

Art or science, software is still built by people who are enabled by tools and process. IBM Rational Jazz approaches development from the point of view of the people developing the software, not the tools or processes. The platform is an application lifecycle management (ALM) environment that supports collaborative software development and delivery by connecting members and components of a project via role-based views. To achieve this vision, IBM Rational Jazz is made up of three sets of technology-based deliverables:

1. *The Jazz Foundation, comprised of Jazz Team Server and building blocks for implementing and integrating Jazz-based products*
2. *New Jazz tools that leverage the foundation*
3. *The Jazz.net collaborative community*

IBM Rational Jazz provides “collaboration in context” for your IT projects and team members. Teams can work on shared deliverables based on roles, responsibilities, and relationship to each other, whether across the aisle or around the globe. Jazz facilitates communication by using instant messaging, persistent discussions and other Web-based

tools. But more than just using Web tools, Jazz treats all interactions as valued project assets, storing them as artifacts for later use. In a global economy, access to resources when and where they are needed is pivotal to mitigating risk.

One myth of Agile is that projects can be unruly and unmanageable. In fact, extreme programming (XP) or Scrum processes are highly disciplined, with continuous integration and build management. In IBM Rational Jazz projects that need to scale Agile, best practices need seamless and unobtrusive support through development workflow that matches the organization and goals. The process can be “out of the box,” lightweight or more governed, with proper visibility, event notification and connection to team members.

Transparency has changed from intrusive manual efforts to capture status, audits, metrics and reports, to passive governance and real-time data sharing. IBM Rational Jazz unobtrusively generates and communicates project metrics, status, issues and risks based on organizational goals. Individual team members, teams and portfolio managers have access to dashboards relevant to their views and concerns.

Integrate existing tools into IBM Rational Jazz platform

The IBM Rational Jazz platform was designed from the ground up as an integrated distributed environment that supports heterogeneous tools. Shared services and data are accessible via standard open interfaces and Web protocols. You can retain your

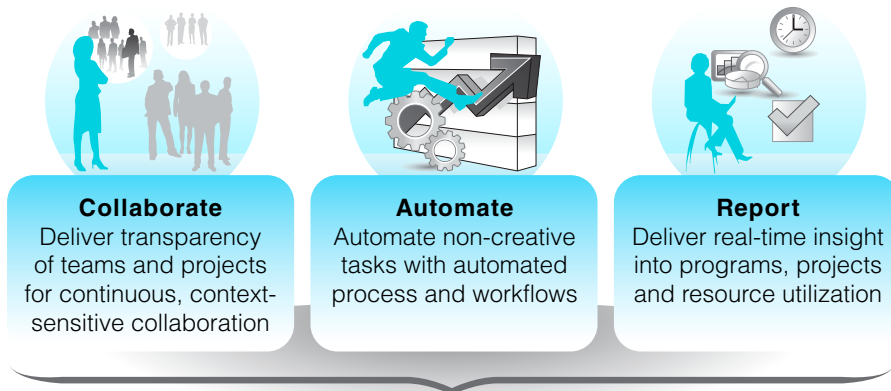
investment in “must have” tools that are critical to your business.

Accelerating results with IBM services

IBM Rational Services helps to accelerate adoption of our CALM solution while reducing risk and minimizing disruption to ongoing efforts. Our approach includes:

- *An initial assessment of your existing Agile process and tools*
- *Creating a customized roadmap for adopting IBM agility@scale, including as needed guidance on deployment, Best Practices and metrics for measuring results, and IBM Rational Jazz tool usage and deployment*
- *Incremental design and implementation of your solution to provide increasing levels of capability*
- *Providing as-needed guidance and Best Practices for scaling Agile with our C/ALM solution to yield the maximum results and benefit for your business*

Collaborative Software Delivery Platform



Improve knowledge and practice maturity with an environment that develops individual and team talent.

IBM Rational professional services are based on years of experience helping organizations drive business results through their software and systems delivery capabilities. Our worldwide staff of experts bring deep skills and experience and can draw from diverse consulting knowledge to help you improve your team’s skills and maximize the return on your investment in IBM Rational tools and best practices.

Measured Capability Improvement

Framework

IBM offers a structured approach to help software and systems delivery teams drive business innovation through measured and continuous process improvement. The Measured Capability Improvement Framework (MCIF) provides a structured approach to helping teams gain competency in the core development practices that most impact business outcomes. Optimized for Agile teams and methods, MCIF can automate the implementation of any method. Although product-independent, MCIF is supported by Rational Jazz offerings that transform software delivery by helping teams collaborate, automate, and report more effectively. MCIF encapsulates 25 years experience helping teams incrementally improve their practice maturity to deliver business results.

For more information

To learn more about IBM Rational solutions for Agile development contact your IBM representative or IBM Business Partner, or visit ibm.com/rational/



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Route 100
Somers, NY, 10589
U.S.A.

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