

# Adopting Disciplined Agile Delivery in the Government

*Lunch Session 1 @ 11:30 – 13:00*

***Scott W. Ambler, IBM Rational, Chief Methodologist for IT***



## IBM Software Development and Systems Engineering Symposium

Ottawa, ON | May 2, 2012

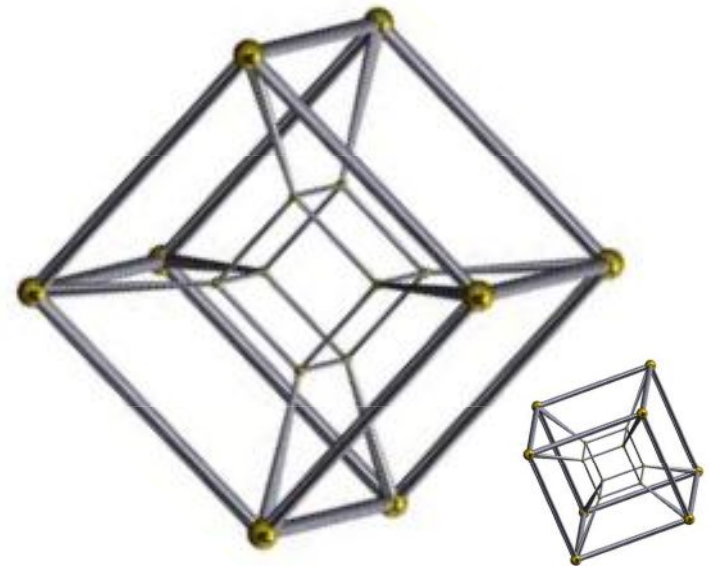
## Agenda



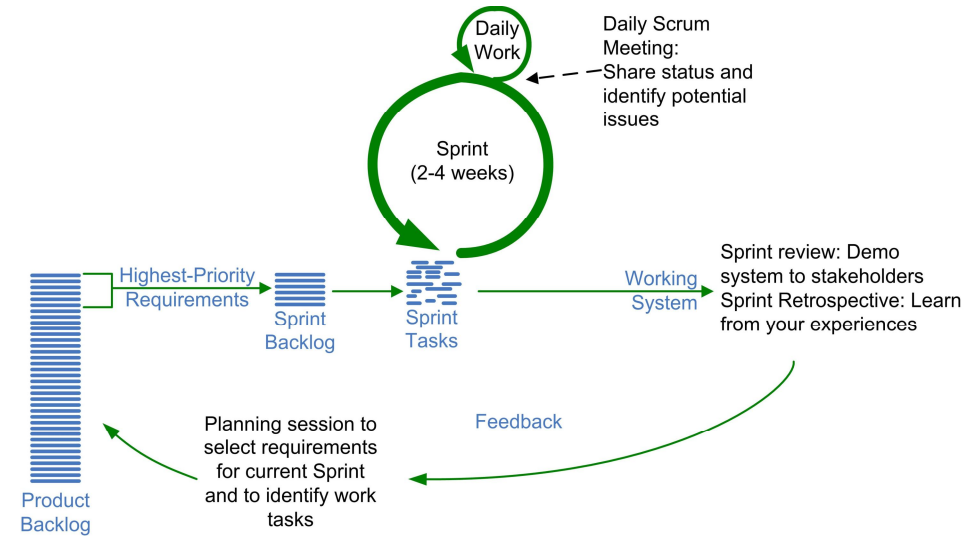
- Disciplined Agile Delivery (DAD)
- Adoption Lessons Learned
- Parting Thoughts

## Defining Disciplined Agile Delivery (DAD)

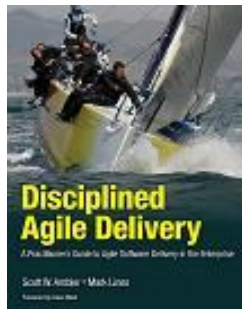
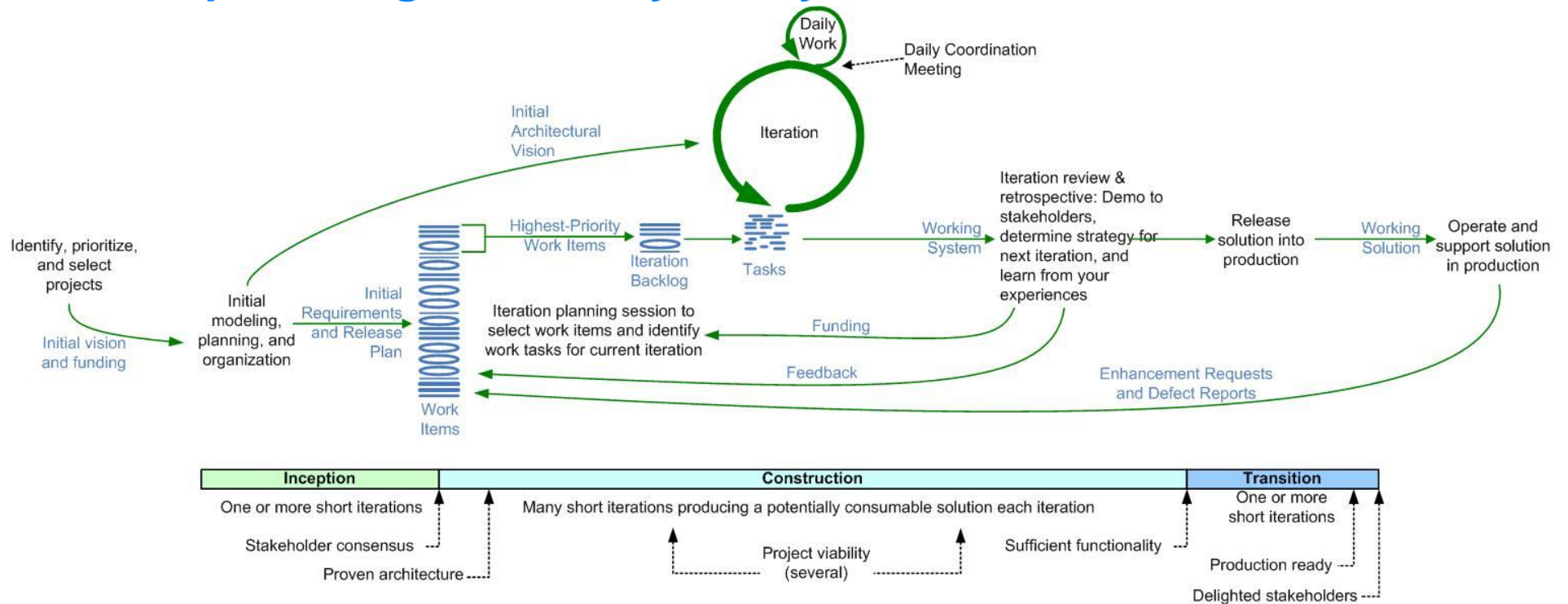
- The DAD process framework is an agile approach to IT solution delivery that is:
  - People-first
  - Learning-oriented
  - Risk and value driven
  - Goal-driven
  - Hybrid
  - Enterprise aware
  - Scalable



# The Scrum construction lifecycle



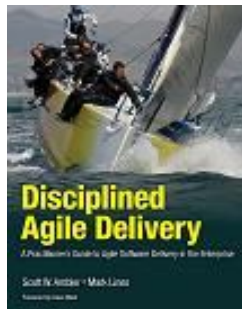
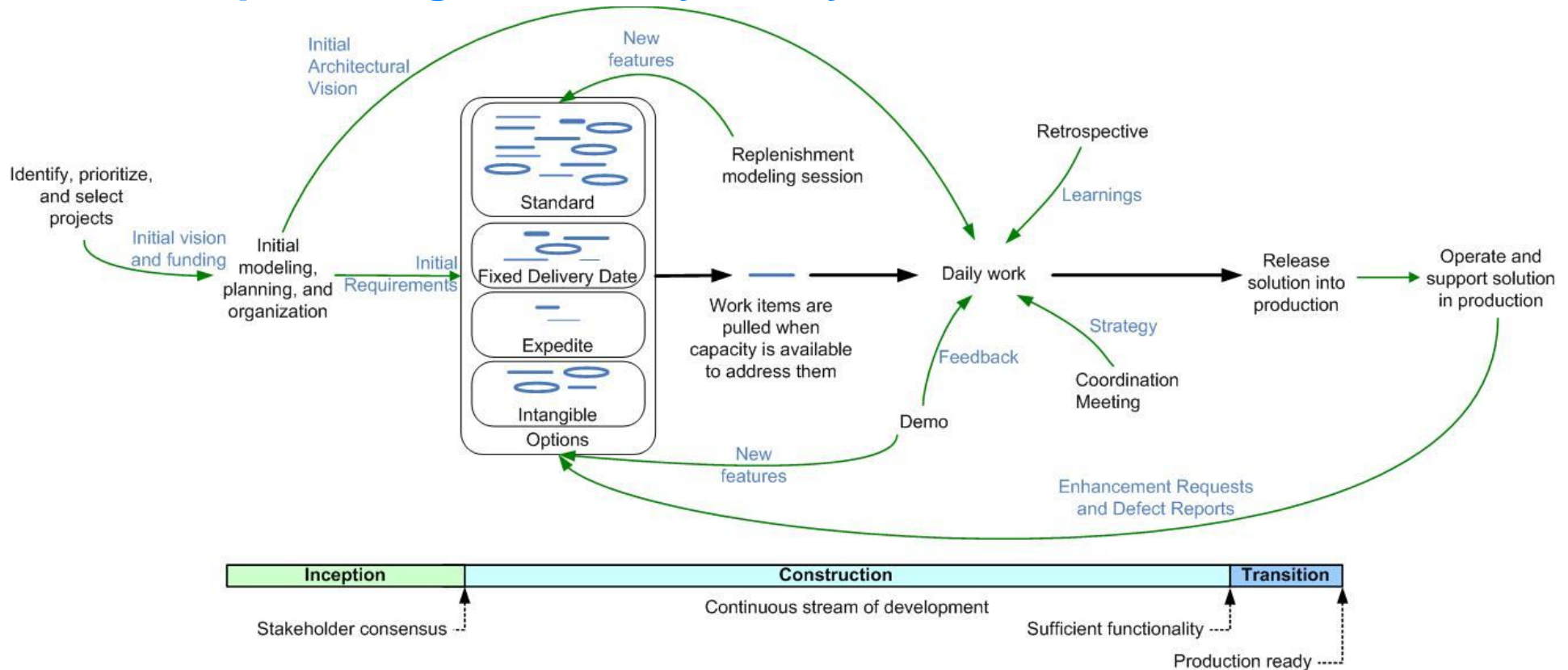
# The Disciplined Agile Delivery life cycle – Basic



The Disciplined Agile Delivery (DAD) process framework is a people-first, learning-oriented hybrid agile approach to IT solution delivery. It has a risk-value lifecycle, is goal-driven, scalable, and is enterprise aware.

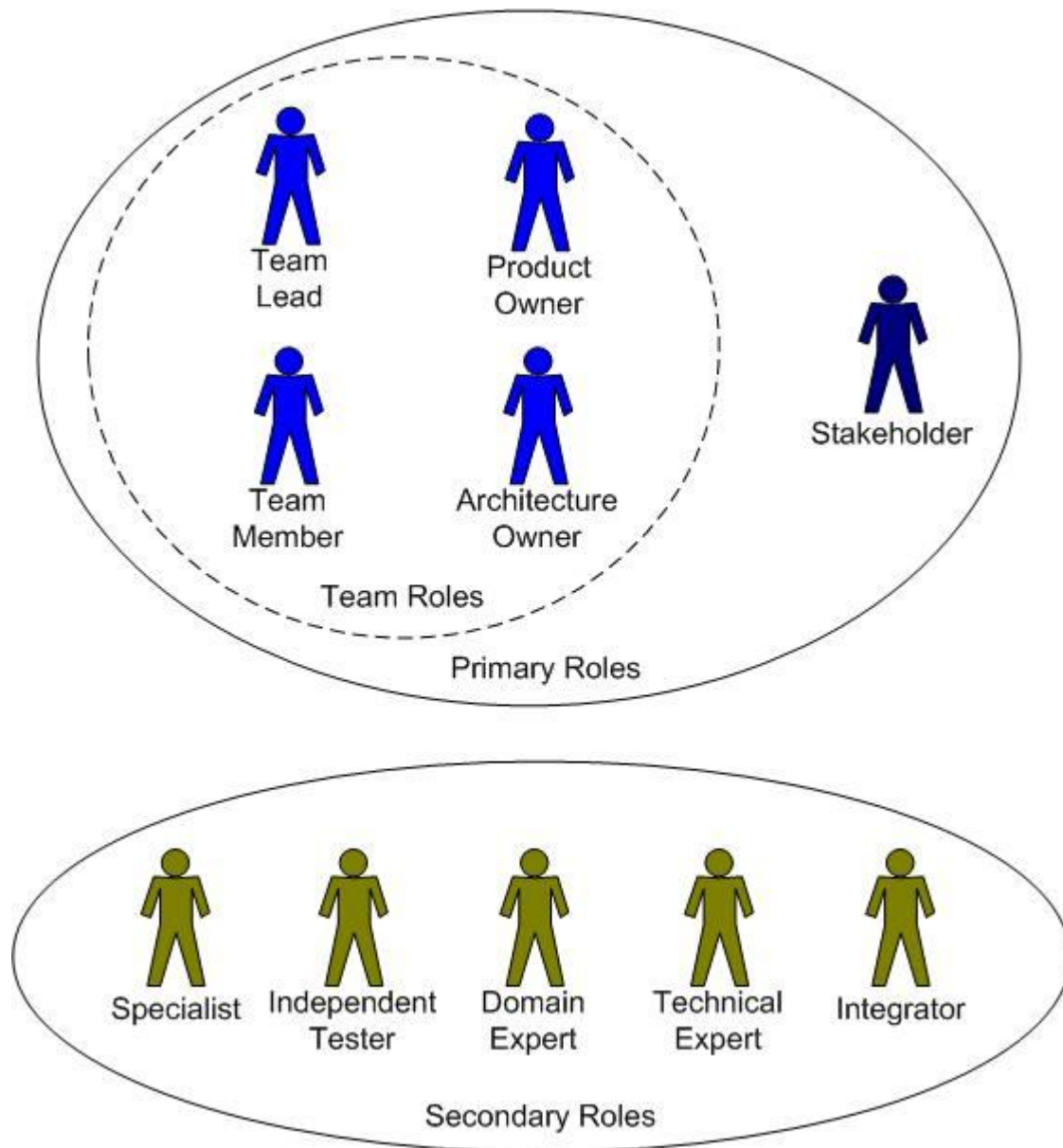


# The Disciplined Agile Delivery life cycle – Advanced



The Disciplined Agile Delivery (DAD) process framework is a people-first, learning-oriented hybrid agile approach to IT solution delivery. It has a risk-value lifecycle, is goal-driven, scalable, and is enterprise aware.

## Potential roles on DAD teams



Inception Goals	Construction Goals	Transition Goals
<ul style="list-style-type: none"> <li>• I identify the vision for the project</li> <li>• Bring stakeholders to agreement around the vision</li> <li>• Align with the enterprise direction</li> <li>• I identify initial requirements, technical strategy and project plan</li> <li>• Setup the work environment</li> <li>• Form initial team</li> <li>• Secure funding</li> <li>• I identify risks</li> </ul>	<ul style="list-style-type: none"> <li>• Produce a potentially consumable solution</li> <li>• Prove architecture early</li> <li>• Address changing stakeholder needs</li> <li>• Move closer to a deployable release</li> <li>• Maintain or improve upon existing quality levels</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the solution is production ready</li> <li>• Ensure the stakeholders are prepared to receive the solution</li> <li>• Deploy the solution into production</li> </ul>
<b>Ongoing Goals</b> <ul style="list-style-type: none"> <li>• Fulfill the project mission</li> <li>• Grow team members skills</li> <li>• Enhance existing infrastructure</li> <li>• Improve team process and environment</li> <li>• Leverage existing infrastructure</li> <li>• Address risk</li> </ul>		



## Goals Driven: An example

- Instructions:
  - Consider your actual experiences on agile projects, if any
  - Share your experiences exploring the initial requirements/scope at the beginning of agile projects
- Issues to consider:
  - Who did you work with?
  - What types of models/artifacts did you create, if any?
  - What level of detail did you go to?
  - How long did it take?
  - How did you go about doing it?
  - What were the advantages and disadvantages of each thing you did?

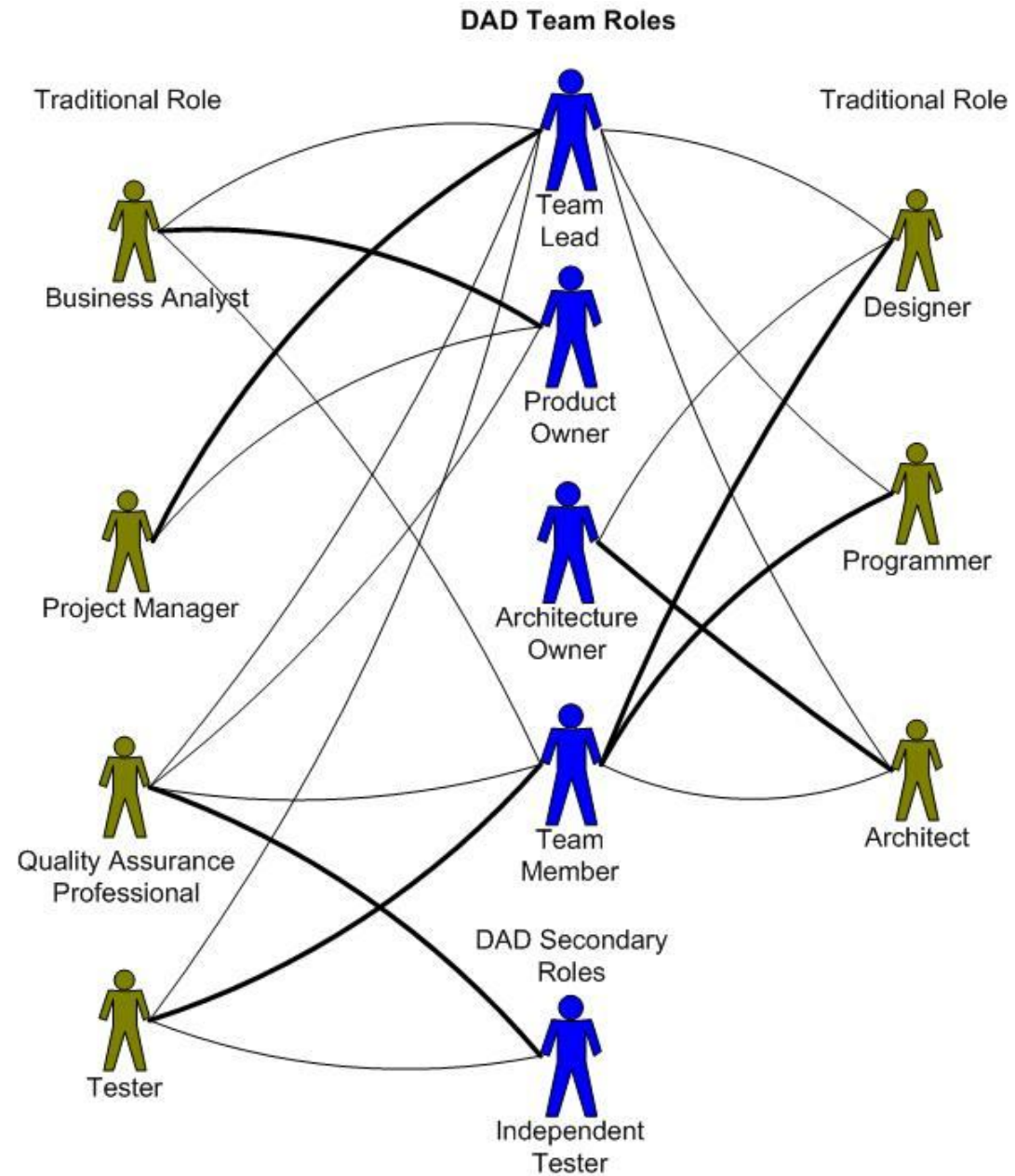


## Agenda



- Disciplined Agile Delivery (DAD)
- **Adoption Lessons Learned**
- Parting Thoughts

## Individuals transition to agile



## Key agile challenges that IBM clients are experiencing

IBM assessments of troubled client agile engagements, and hundreds of discussions with clients have repeatedly identified three themes of pain

### Inexperience



- Existing teams read agile books and adopt core agile practices, but struggle with scalability and organizational issues
- Clients hire agile consultants who may not have breadth of experience with large projects or complex organizations
- Good buzz overshadows more serious shortcomings
- Late or no planning for impacted entities

### No Enterprise Agile Plan



- Lack of understanding of the current state barriers to agility
- Little to no consideration of existing COE's, strategy, standards or traditional causes of project failure (unqualified resources, lack of resources, inadequate environments and tooling)
- No plans to resolve barriers, build sponsorship, deliver pilots, implement common tooling, measure, communicate and scale

### Limited Executive Sponsorship

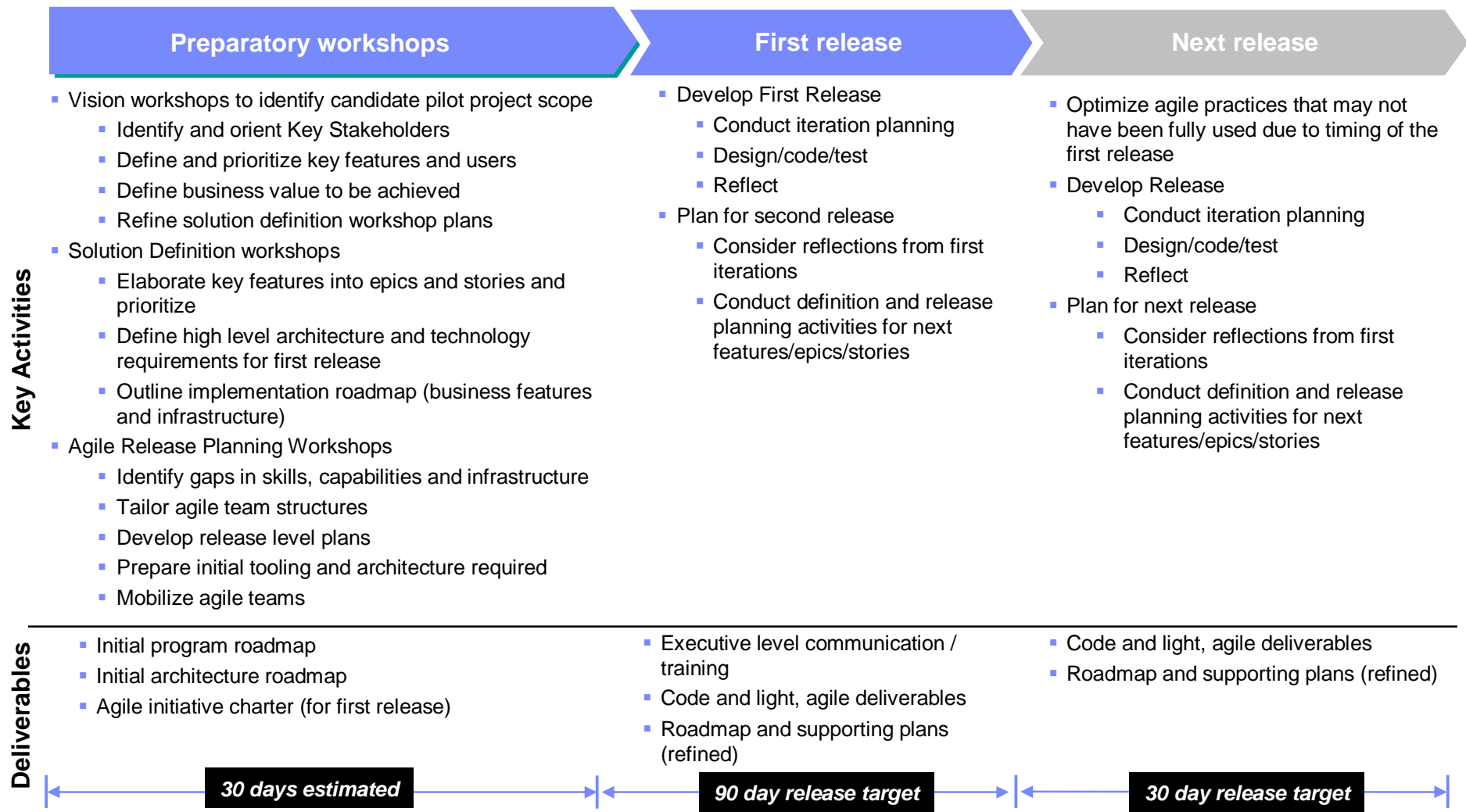


- For alternate to rigid, waterfall, financial and IT governance (phases, gates, roles, deliverables, infrastructure)
- For direct involvement of the right **business** and IT personnel
- For overcoming the existing culture and organization that conflict with leading agile, lean, rapid and traditional practices

*Evidence of one or more of these challenges can lead to short term chaos, create a negative impression of the implementation and eventually erode sponsor support for agile best practices*

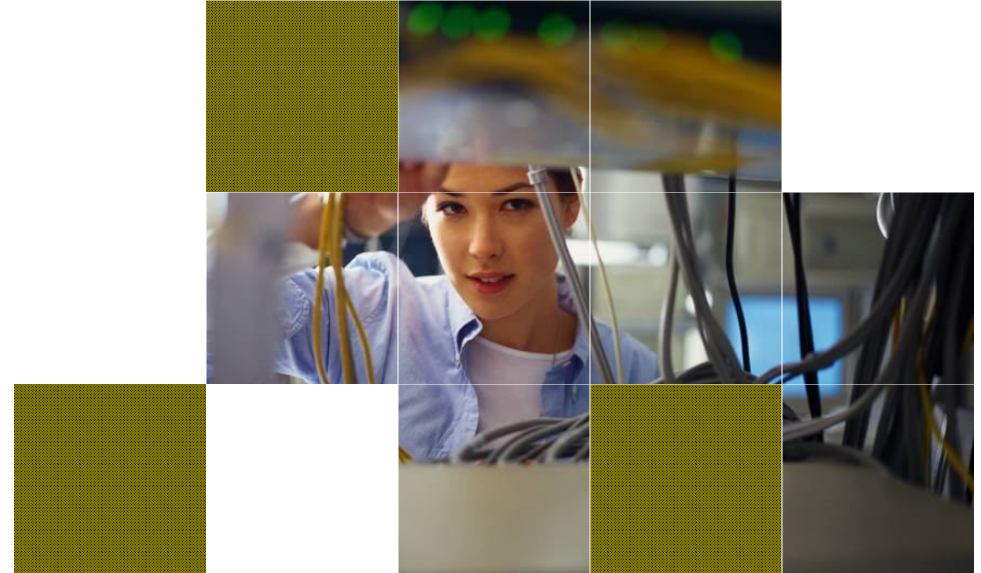
# Scaling up capability using a waved implementation plan

This example from a real IBM engagement, shows a waved approach to agile assessment, implementation and improvement (do something and learn)



## Organizational Adoption: Address the “5Ps” of IT

1. People
2. Principles/Philosophies
3. Practices/Patterns
4. Products
5. Process



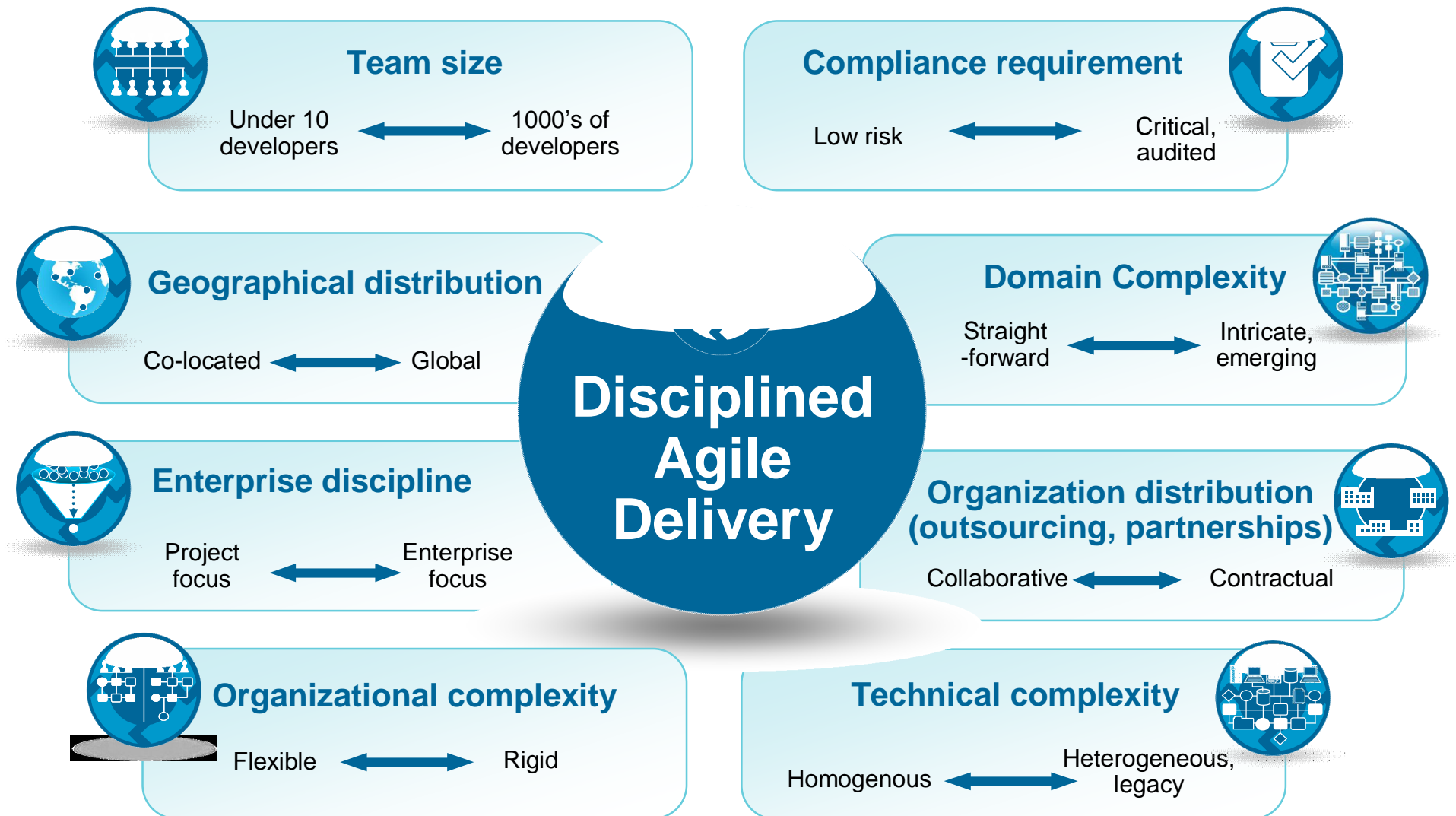


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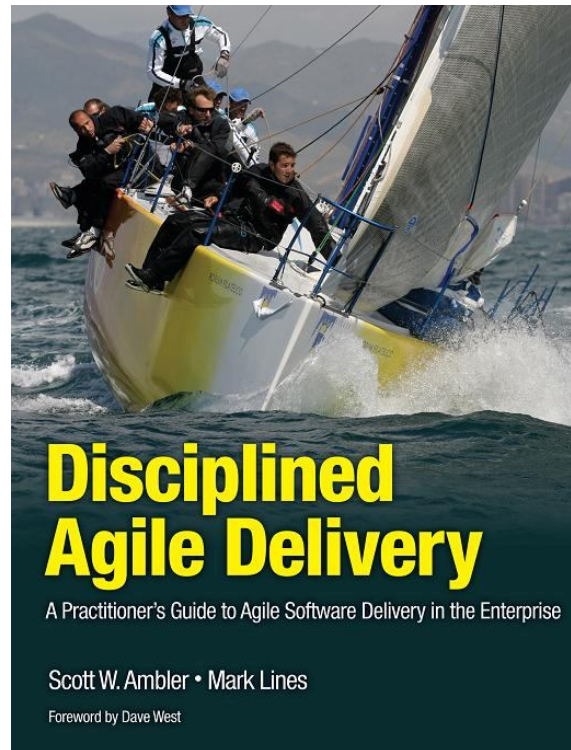
## DAD provides a foundation from which to scale agile



## Agile Adoption Advice

- This is a paradigm shift
- There is no quick fix
- Change is needed at the individual, team, and organization level
- Hire qualified, experienced coaches
- Develop a plan, but expect it to evolve
- You need real, ongoing executive sponsorship
- Address the 5Ps of IT

## For more about Disciplined Agile Delivery (DAD)



IBM Press, June 2012

[www.DisciplinedAgileDelivery.com](http://www.DisciplinedAgileDelivery.com)

# QUESTIONS





IBM Software

# Innovate2012

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## TOP 5 REASONS TO ATTEND

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# Due to popular demand...the and improved National Capital Rational Users Group is back!!!!

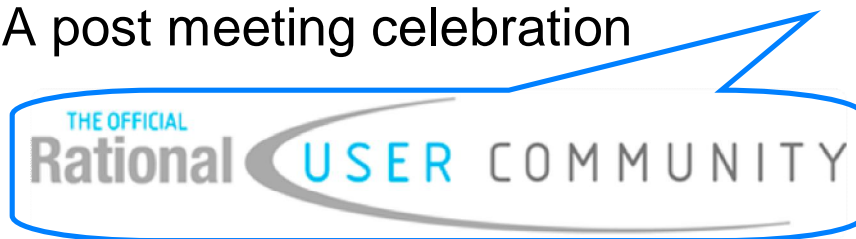
**When?:** May 24, 3 to 5 PM

**Where?:** 340 Albert St, 16<sup>th</sup> floor

**How?:** <http://bit.ly/lp9qzN>

## **Agenda:**

- Special guest speaker!
- Get to know your local Rational team
- Network with other Rational users
- A post meeting celebration



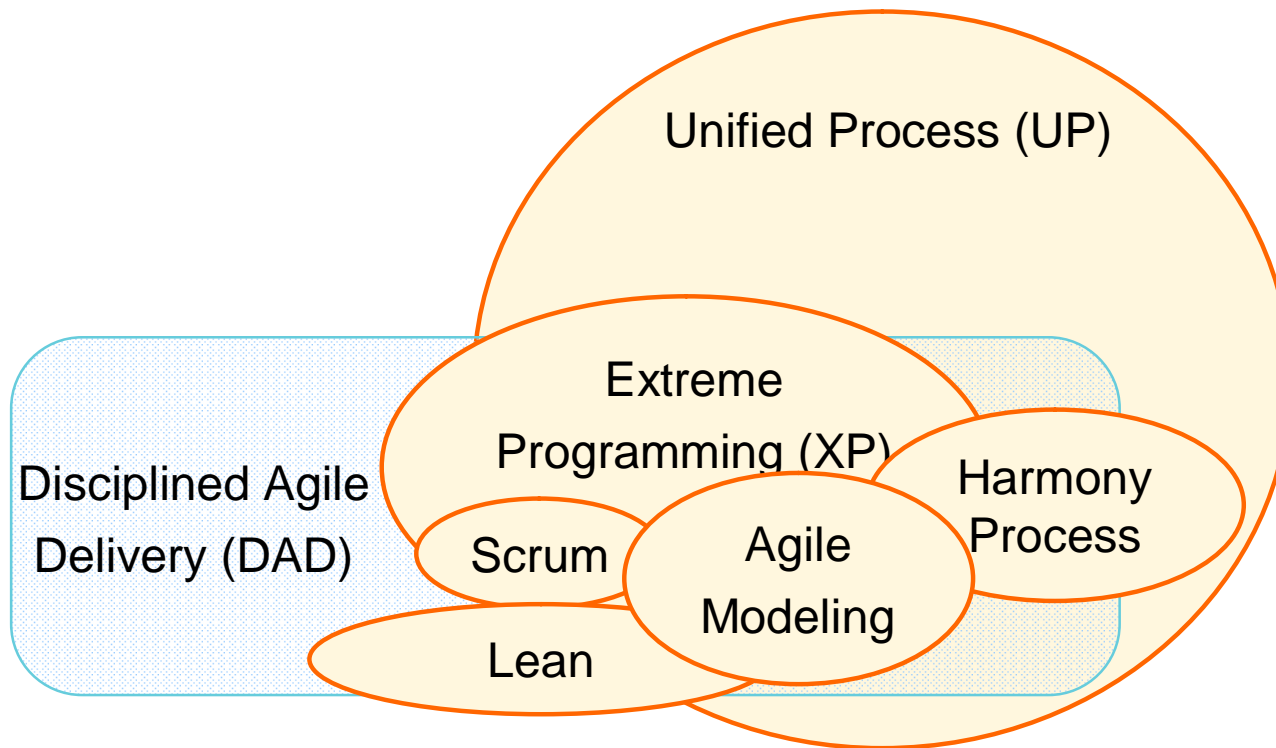
## **Why you should join!**

- ✓ Learn & share tips 'n tricks!
- ✓ Feedback and communication paths directly to IBM staff and executives
- ✓ Close community feel!
- ✓ Free membership to the Global Rational Community
- ✓ Free giveaways if you make a suggestion/idea to discuss and receive a giveaway!
- ✓ Members are eligible for a discount to Innovate 2012 and future events
- ✓ 40% discount on Rational books from IBM Press!



## Backup slides

## Hybrid: DAD adopts best practices from several agile methods



DAD is a hybrid process framework. DAD adopt best practices and philosophies from several methodologies

## People First: Principles and values

- People and the way they collaborate are the primary determinant of success
- DAD team members are:
  - Self disciplined – commit only to work they can accomplish and do it well
  - Self-organizing – estimate and plan own work
  - Self aware – understand how to improve
- DAD encourages:
  - Cross functional teams
  - Generalizing Specialist
  - No hierarchy within teams





## Learning Oriented

- Domain learning
  - Initial requirements envisioning
  - Incremental delivery of a potentially consumable solution
  - Active stakeholder participation throughout lifecycle
- Process improvement
  - Retrospectives at the end of an iteration
  - Tracking of improvements
  - Sharing of skills through non-solo development
- Technical learning
  - Architecture spikes
  - Proving the architecture with working code
- General strategies
  - Training
  - Education
  - Mentoring/coaching
  - Individuals are generalizing specialists, not just specialists



## Risk-Value Driven

- Address common project risks, for example:
  - Stakeholder consensus around vision
  - Proving the architecture early
  - Align with enterprise direction
  - Work on things that promote learning early in the lifecycle
  
- Value Driven
  - Work on the most valuable things first
  - Continued assessment of project viability and business value
  - Determining when sufficient functionality has been produced
  - Potentially consumable solutions throughout the lifecycle
  - Continually assessing new work against the vision



## Enterprise Aware: Optimizing the whole

- Follow corporate conventions:
  - Standards and guidance for the architecture
  - Coding standards
  - Data guidelines
  - User interface (UI) guidelines
  - And many more
- Enhance the organizational ecosystem:
  - Reusing and leveraging the existing infrastructure is great
  - Enhancing and building out the infrastructure is better
  - Work closely with the enterprise architecture (EA) team
- Share learnings:
  - Personal and team improvement is great
  - Organization-level improvement is better
  - Your agile center of competency should harvest and share improvements
- Interact with other (potentially non-agile) teams:
  - Enterprise architecture
  - Data management
  - Governance
  - Quality assurance
  - Project management office (PMO)



## Enterprise Aware: Governing agile teams

### ■ Agile teams provide:

- Significantly greater visibility to stakeholders regarding their actual status
- Many more opportunities for stakeholders to steer the project
- BUT... require stakeholders to be actively involved and accountable

### ■ Practices:

- Active stakeholder participation
- Potentially consumable solutions every iteration
- Risk-value lifecycle
- Explicit, light-weight milestone reviews
- Daily coordination meetings
- Iteration demos
- All-hands demos
- Follow enterprise development guidance
- Work closely with enterprise architects
- Automated metrics gathering



## Some agile whitepapers on IBM.com

- The Agile Scaling Model (ASM): Adapting Agile Methods for Complex Environments
  - <ftp://ftp.software.ibm.com/common/ssi/sa/wh/n/raw14204usen/RAW14204USEN.PDF>
- Scaling Agile: An Executive Guide
  - <ftp://public.dhe.ibm.com/common/ssi/sa/wh/n/raw14211usen/RAW14211USEN.PDF>
- Improving Software Economics: Top 10 Principles of Achieving Agility at Scale
  - <ftp://public.dhe.ibm.com/common/ssi/ecm/en/raw14148usen/RAW14148USEN.PDF>
- Enable the Agile Enterprise Through Incremental Adoption of Practices
  - <http://public.dhe.ibm.com/common/ssi/ecm/en/raw14077usen/RAW14077USEN.PDF>
- Disciplined Agile Delivery: An Introduction
  - <http://public.dhe.ibm.com/common/ssi/ecm/en/raw14261usen/RAW14261USEN.PDF>