

Use Visual Studio to Scale Agile in your Enterprise


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We're Gonna Code
Like It's 2018!



About Me

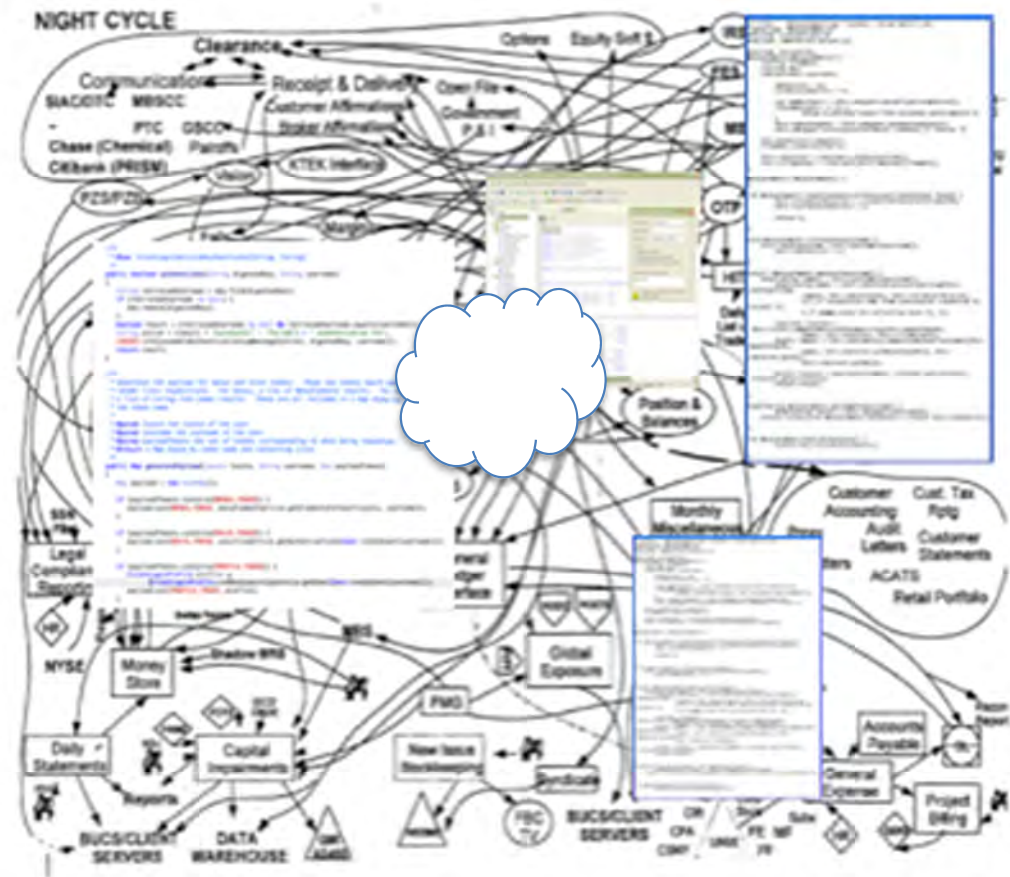
- From Boise, Idaho, USA
 - President of Accentient
 - Microsoft MVP (Visual Studio ALM)
 - Professional Scrum Developer
 - Professional Scrum Trainer
 - Co-creator of the Nexus (scaled Scrum Fx)
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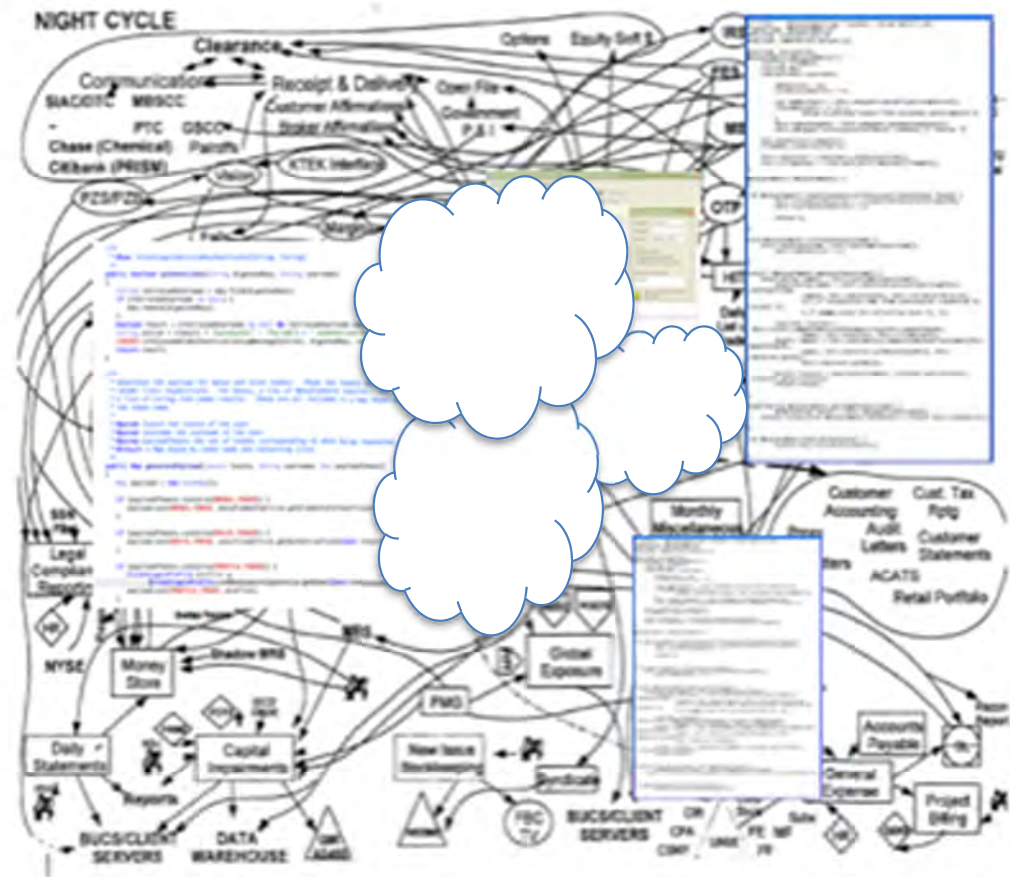
First, do you really need to scale?

Organizations Want to Scale

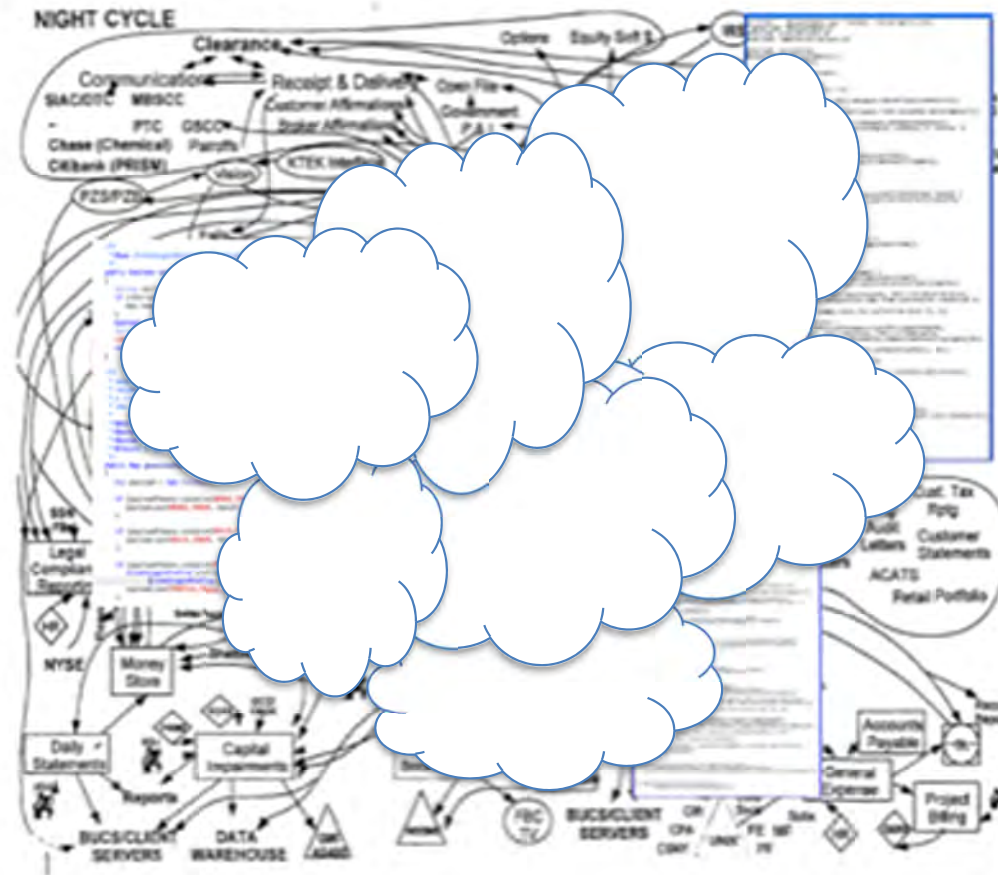
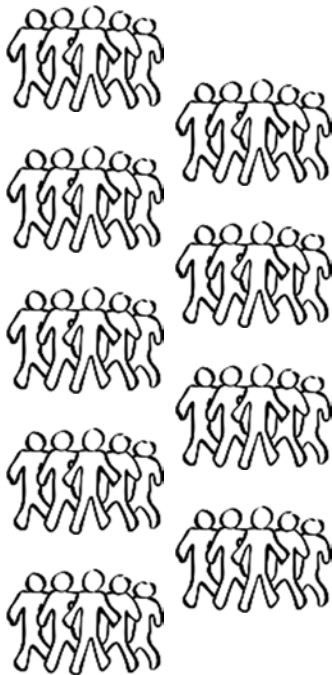
- They see great results with small initiatives and want similar benefits from larger initiatives
- They are looking for a straightforward approach that builds on their current knowledge and skills



Three Teams Doing Work



Nine Teams Doing Work



Scaled Agile Development is ...

- Multiple teams working on a single product
- Ideally with ...
 - A single Product Backlog
 - A single Product Owner (with helpers)
 - Cross-functional “feature” teams
 - Teams on the same cadence

Scaled Agile Development is not ...

- Organizational transformation
 - “My organization wants to be more agile”
- Spinning up more agile teams
 - “IT is using Scrum so we should try it in our group”
- Adding more people
 - “That team is always behind, add more resources”

What is Scaled Agile Development?

Number of Products	>1	Painful	Portfolio Management
	1	Scrum	Scaling!
		1	>1
		Number of Teams	

A better question to ask ...

“How can we simplify the unnecessarily big and complex organizational design, and be agile rather than do agile?”

- Craig Larman, co-creator of LeSS

Ironically ...

- It might be that you can do more with less
 - Removing teams
 - Removing people
 - Removing tools & process
 - Removing management
 - Removing structure
- You'll need a good Scrum Master or coach!

But this is hard (impossible?)

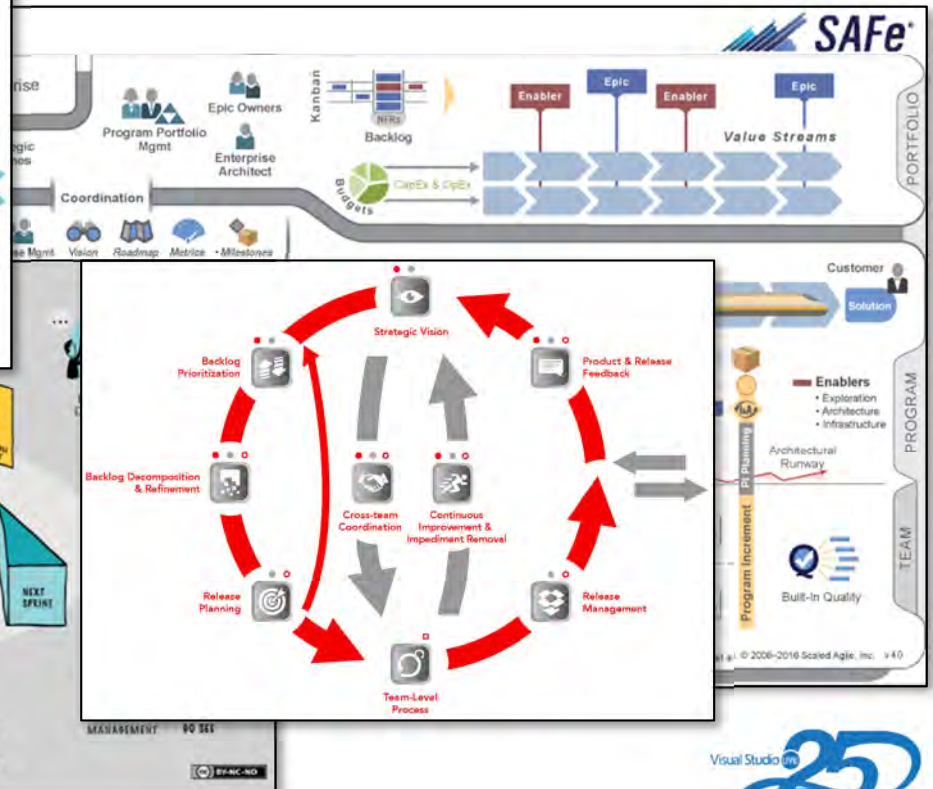
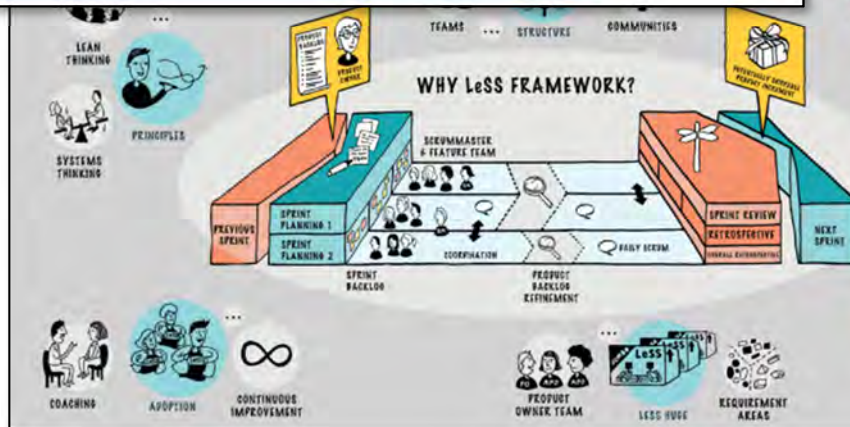
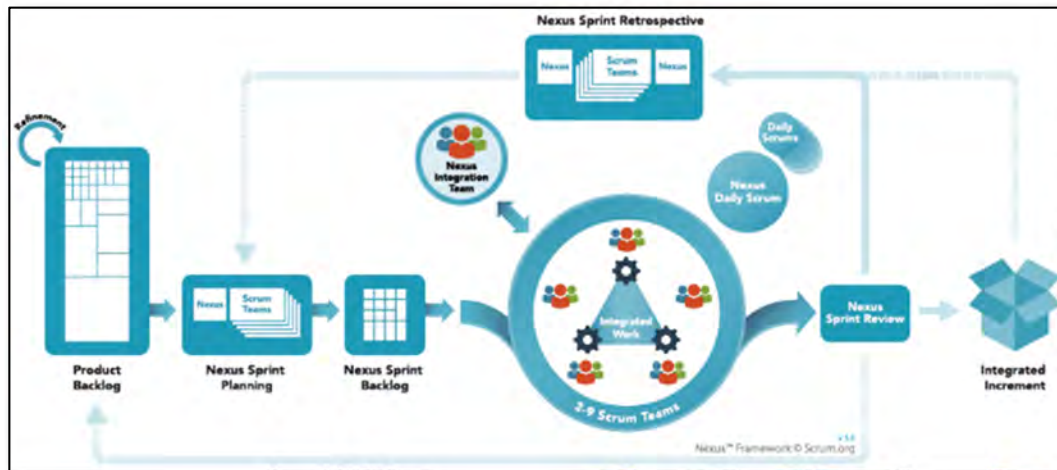
See www.larmanslaws.org for why

“It is difficult to get a man to understand something, when his salary depends upon his not understanding it!”

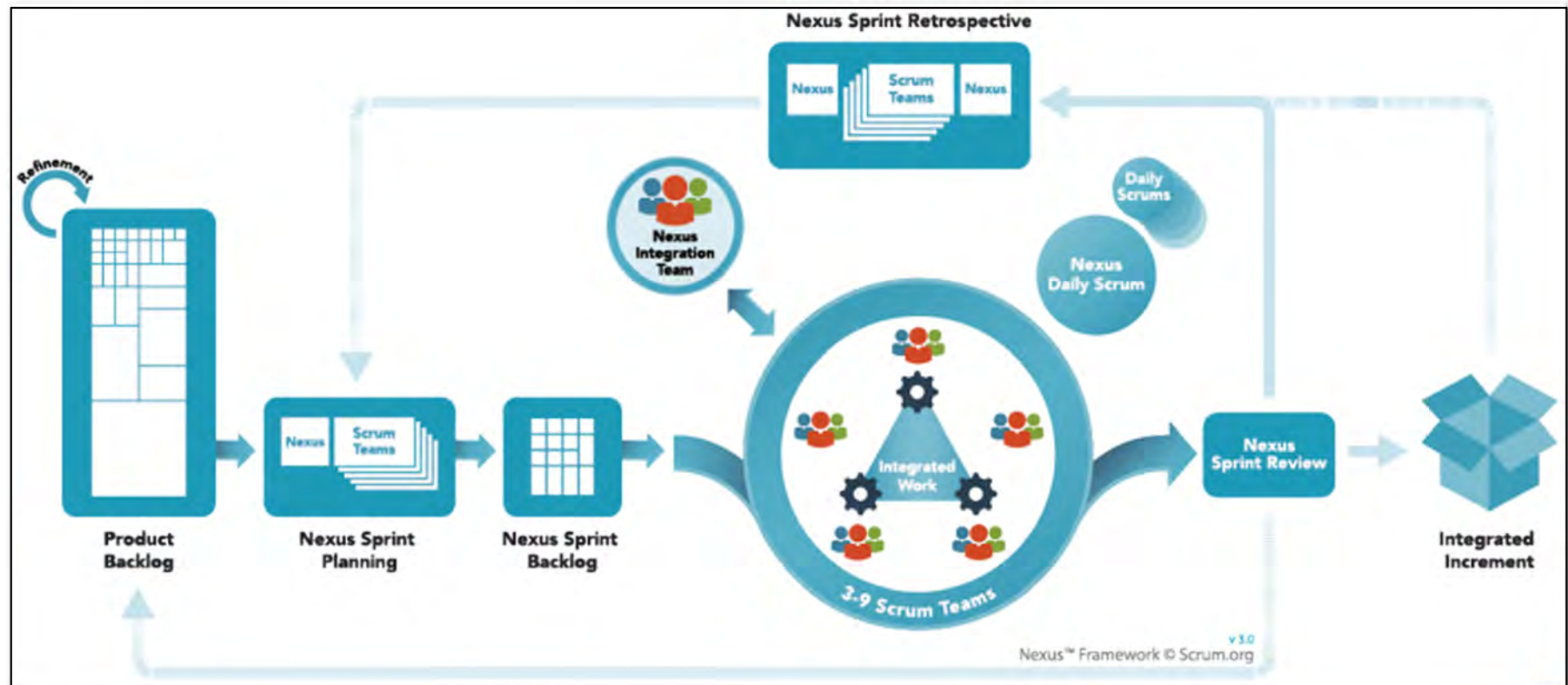
- Upton Sinclair

So, do you have a framework?
(or at least some proven experiments)

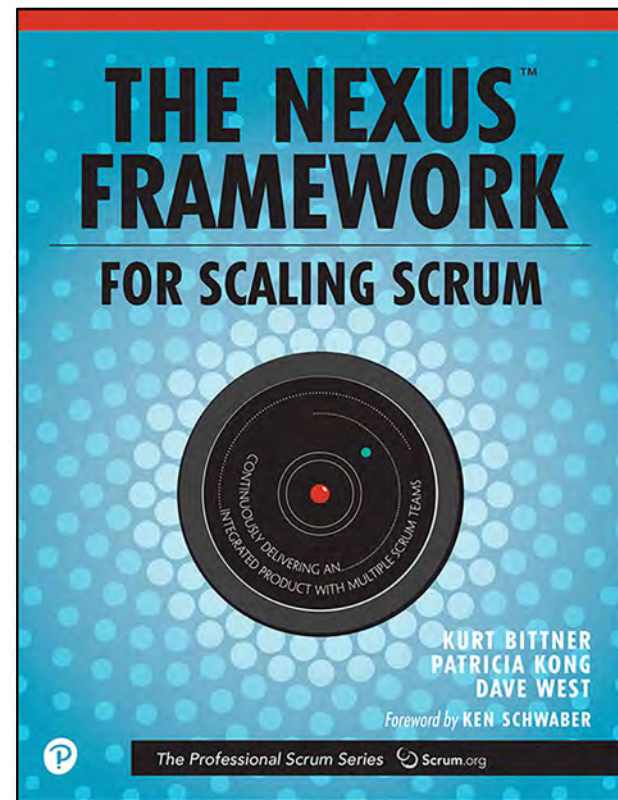
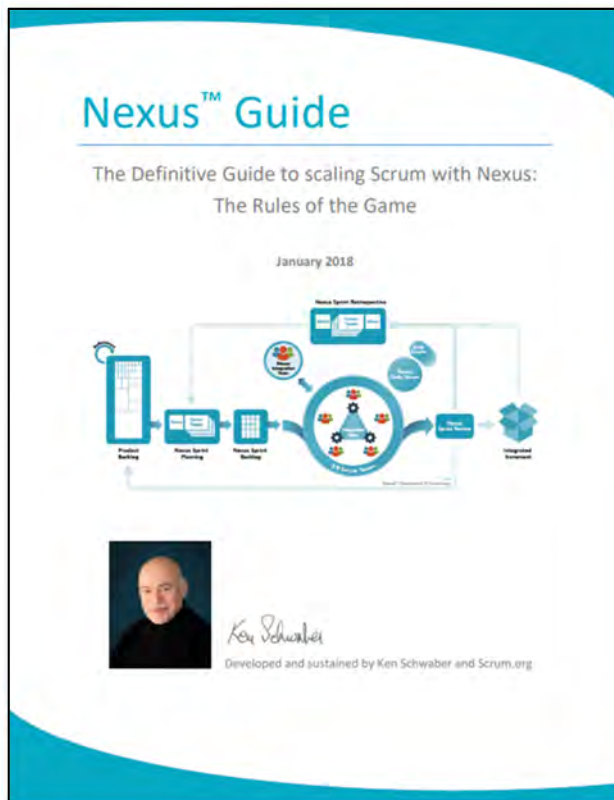
Nexus, LeSS, SAFe, S@S, SoS, RYO



Scaled Professional Scrum (The “Nexus”)



Learn more about the Nexus

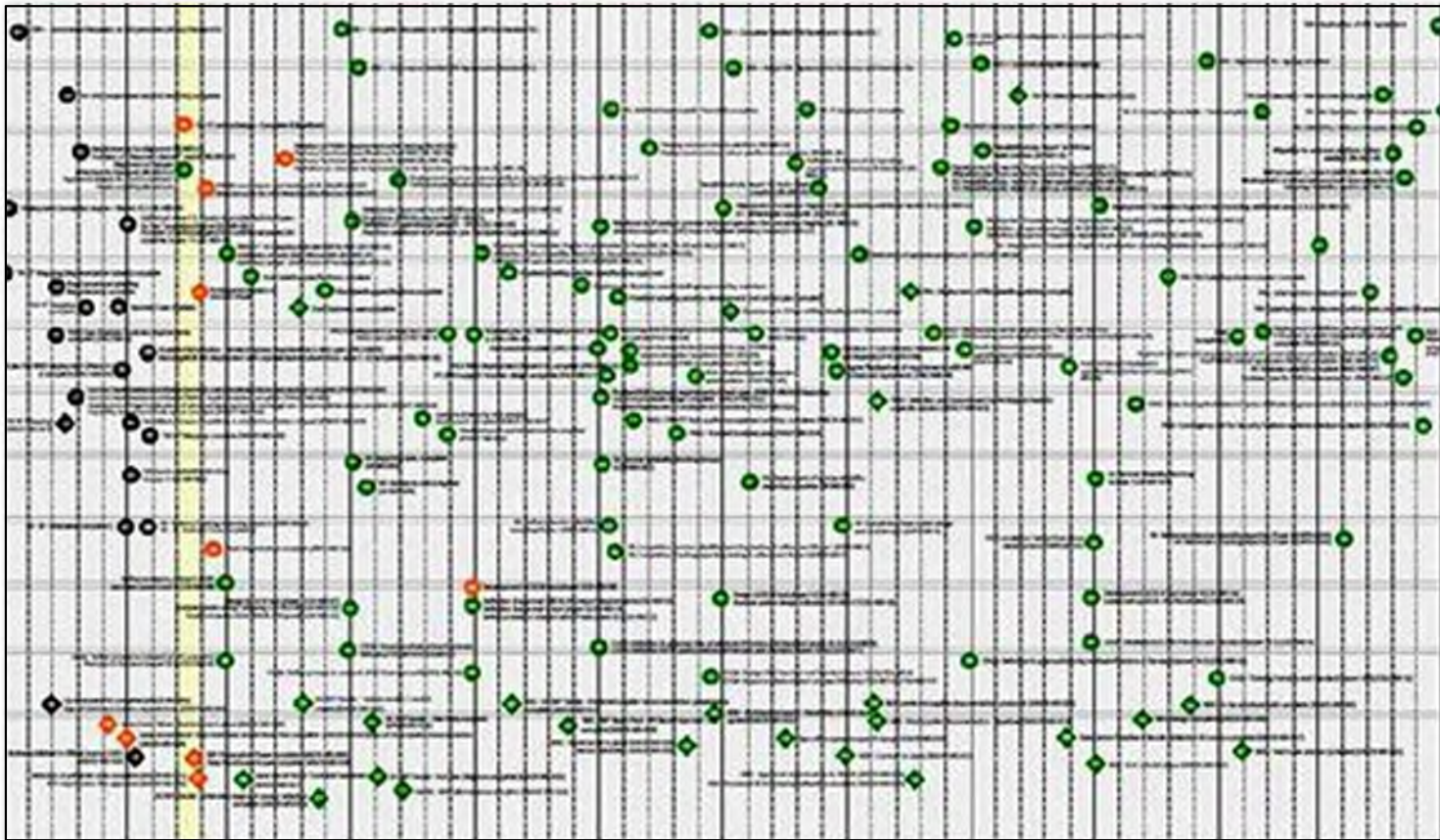


All VSTS Processes Support Scaling

- VSTS and TFS support scaled software development
 - Maybe not every detail of a specific framework
- All processes support scaling
 - Multiple and hierarchical product backlogs
 - Additional metadata fields on requirement and bug work item types

So, do you have a *product*?

Or just a bunch of projects ...



Product != Project

- It can be hard to identify the product behind all of your projects (and Visual Studio projects)
- Try ...
 - Asking your customers, users, stakeholders
 - Asking your codebase, UI
 - Start broad, and then ask narrowing questions

Start as Broadly as Possible

- Is your organization the product?
- Are multiple value streams the product?
- Is a single value stream the product?
- Is there an existing product manager/owner?
- Is there a cool acronym? (e.g. SCMODS)

Example: Where's the Product?

The screenshot displays the Microsoft SQL Server Enterprise Manager interface. On the left, the 'Object Explorer' shows the 'Northwind' database structure, including tables like 'Employees', 'Orders', and 'Products'. The central pane shows a SQL query executed against the 'Northwind' database:

```
SELECT Employees.EmployeeID, Employees.FirstName, Employees.LastName, Orders.OrderID, Orders.OrderDate
FROM Employees JOIN Orders ON (Employees.EmployeeID = Orders.EmployeeID)
WHERE Orders.orderdate > '5/5/1998'
ORDER BY Orders.OrderDate
```

The 'Results' pane below the query shows the output of the query, which is a table with 5 columns: EmployeeID, FirstName, LastName, OrderID, and OrderDate. The results are as follows:

	EmployeeID	FirstName	LastName	OrderID	OrderDate
1	7	Robert	King	11074	1998-05-06 00:00:00.000
2	8	Laura	Callahan	11075	1998-05-06 00:00:00.000
3	4	Margaret	Peacock	11076	1998-05-06 00:00:00.000
4	1	Nancy	Davolio	11077	1998-05-06 00:00:00.000

Below the results, a status bar indicates 'Query executed successfully.' and 'ACER (10.50 RTM) | Acer(Ramel (52) | Northwind | 00:00:00 | 4 rows'. The bottom pane shows the 'Messages' window with several messages indicating that the threads and program have exited successfully.

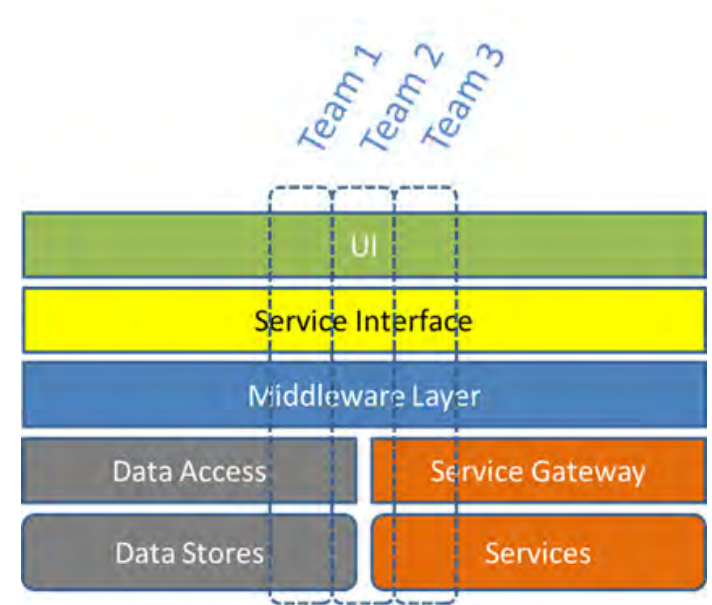
Product Areas

- In a large software development effort, the product may have many perspectives:
 - Platforms
 - Technologies
 - Geographical location
 - Specialties
 - Layers
 - Components
 - Features

Do you have the right *teams*?

Strive for Feature Teams

- Each team has all skills to turn Product Backlog items into increments of working software
- Vertical slicing; work is divided by end-user functionality
- Work is integrated continuously within each Sprint



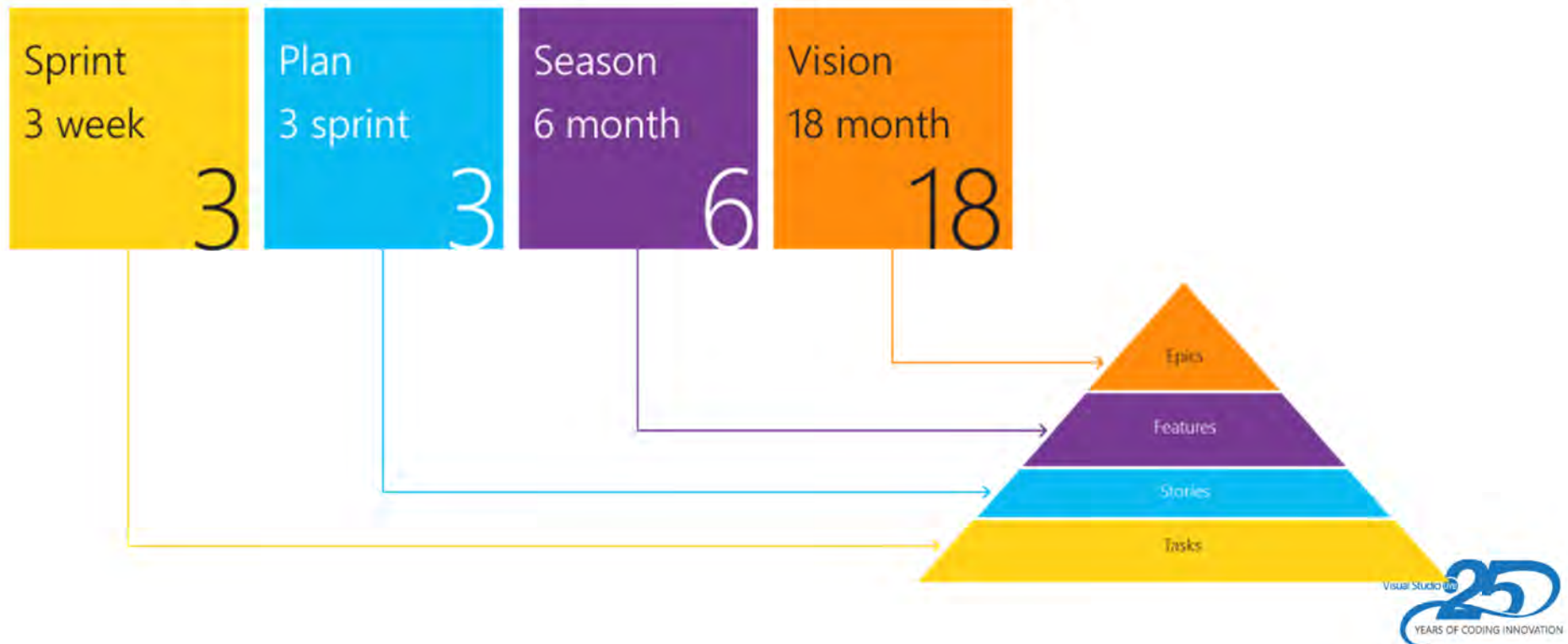
Multiple Teams in VSTS/TFS

- Create the teams
- Create a respective area path for each team
- Add team members

<http://bit.ly/1Q55dAh>

Scaled Agile Planning

- Example: “Rolling wave” planning ...



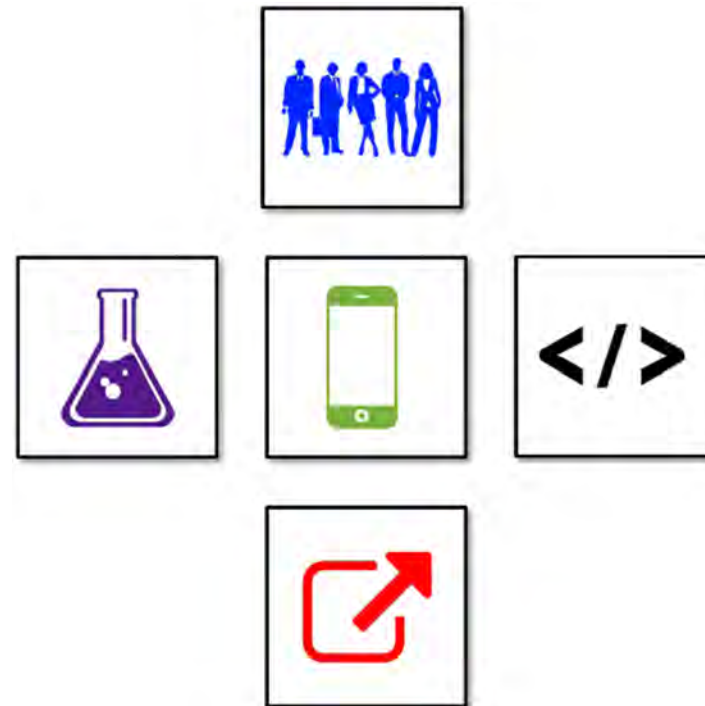
Are you *refining* the backlog?

Product Backlog Refinement

- Should be done regularly
- Should be done by the entire team
- Helps the Product Owner know the “cost”
- Helps identify dependencies early

Watch Out For Dependencies

- People
- Domain
- Technology
- Software
- External





**DONE IS
BETTER
THAN
PERFECT**

Done () ;

(thank you)

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