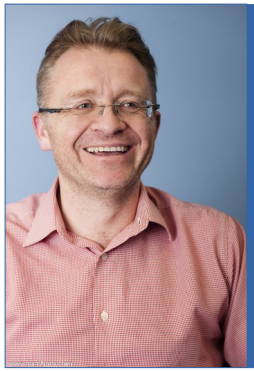
Large Scale Agile Transformations (in IB) Lessons Learned



Rickard Jones
Agile Coach & Trainer

Specialising in Agile delivery, for organisations operating within the Enterprise arena.
Before becoming an Agile Coach/Trainer, he was a Developer, Program/Project Manager, Dev Manager, Scrum Master, Transformation Lead and general dogs body ;p

LinkedIn: https://uk.linkedin.com/in/techdirector

Scrum Alliance CSM CERTIFIED · Scrum Alliance CSPO CERTIFIED · Scrum Alliance CSD CERTIFIED · Scrum Alliance CSP CERTIFIED · CERTIFIED LeSS PRACTITIONER · SA SAFe

ICP ACC CERTIFIED PRO AGILE COACHING · LEAN KANBAN UNIVERSITY CERTIFIED KANBAN TRAINING · Certified Disciplined Agilist • Has knowledge and understanding of DA strategies • Eager to learn more and to share their skills · FOLLOW THE RULE 守 Shu · TRAINING FROM THE BACK OF THE ROOM

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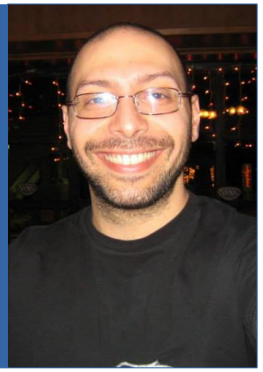
The Open Group Open Certified · Sun microsystems Sun Certified Java Programmer · SOASchool.com® SOA CERTIFIED Professional

Christoforos Nikitas
Technical Architect & Agile Coach

Chris is currently working as a Technical Architect / Agile Coach for a Tier-1 Investment Bank in the UK. He is an active agnostic technologist of complex Enterprise Solutions with over 10 years of IT experience, with a focus on Agile development practices and methodologies.



LinkedIn: https://uk.linkedin.com/in/christoforosnikitas

If the **word**

“Agile”

never existed
what would you
use **instead**?

What Kind of Mindset Do You Have?

I can learn anything I want to.
When I'm frustrated, I persevere.
I want to challenge myself.
When I fail, I learn.
Tell me I try hard.
If you succeed, I'm inspired.
My effort and attitude determine everything.

I'm either good at it, or I'm not.
When I'm frustrated, I give up.
I don't like to be challenged.
When I fail, I'm no good.
Tell me I'm smart.
If you succeed, I feel threatened.
My abilities determine everything.

Created by: Reid Wilson @wayfaringpath Icon from: thenounproject.com

What Is Well Known

"Buy In" from the **Top**

Changing **Culture** means everyone's **Mindset** changes

Transformations are **hard**

Survival is **not Mandatory**!

Culture Change How?

Humans respond **differently** from each other

<u>No Silver Bullets</u>

Try everything... experiment!

- Training, Conferences, Coaching, Lean-Coffees, Presentations, Workshops, Awards, Mentoring, Consulting..etc..e.

It will take **years** not months. It may **never** be finished

Continuous Evolution

What We Learned

Misconception
that Agile is the Manifesto

Misconception
that the Waterfall is the opposite of Agile

These 2 combine to make the major **failure** that Banks have fallen into

Almost **all** of them

Discovery

Don't Bring
the **Coaches**
in too early!

Train Agile **Mindset**
Fundamentals to
Everyone
before you do anything

Scrum is the
easiest to learn

XP
for technical excellence

Kanban
for portfolio management

Kick-Off

Start with
small teams

You will need **metrics**
everyone **hates** metrics

Inspect and **Adapt**

You will need to **Scale**
be ready

Agile Coaching

Bring in the **Best**

Create an **internal** coaching capability

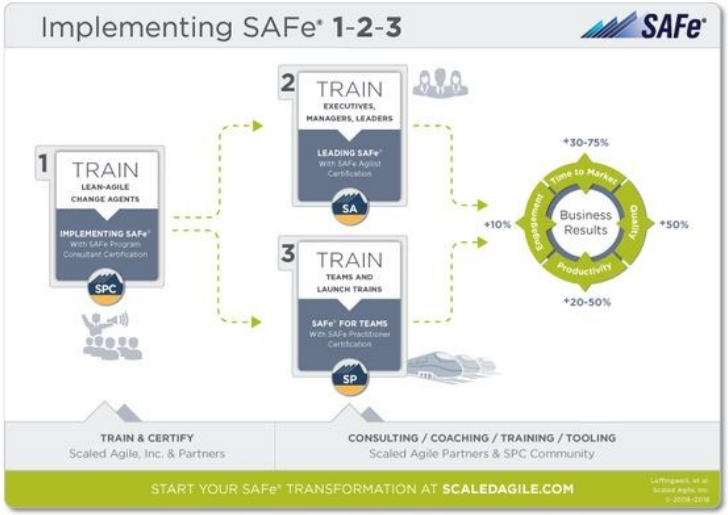
Identify internal Coaches

Educate with a Coaching programme

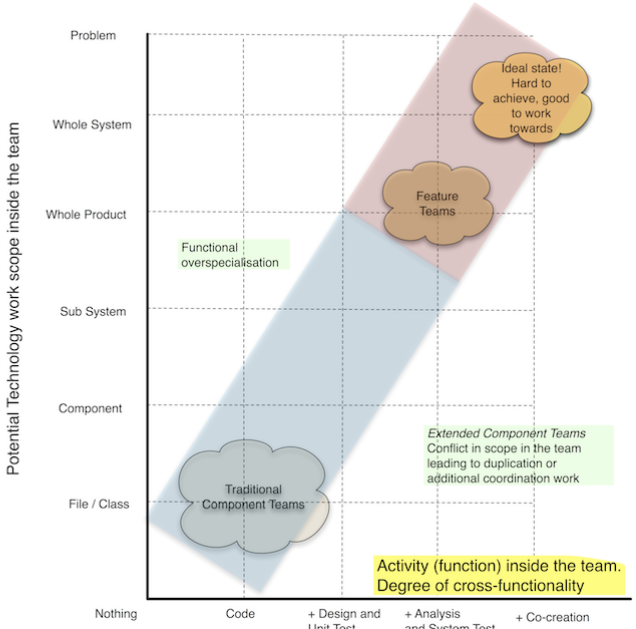
Centrally Funded

It will take **months**

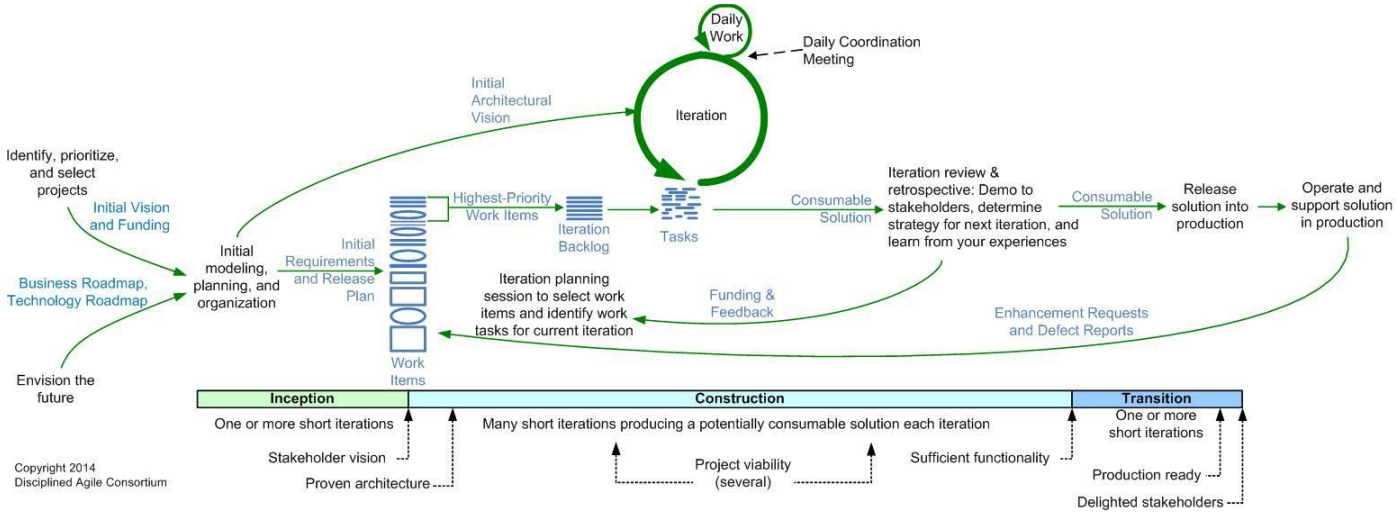
Flawed Frameworks @ Scale



Source: http://www.scaledagileframework.com/implementing/



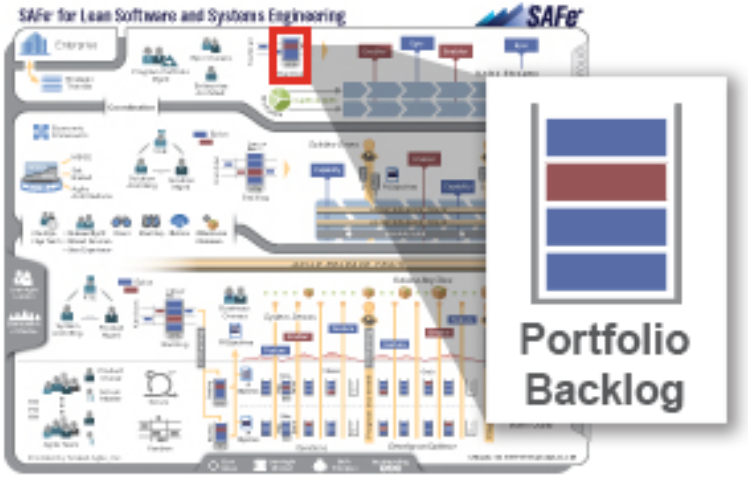
Source: https://less.works/less/adoption/feature-team-adoption_map.html



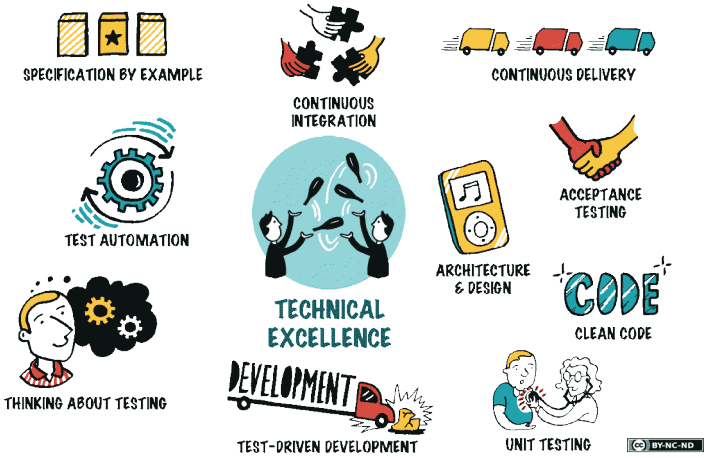
Source: http://www.disciplinedagiledelivery.com/lifecycle/

Mindset Reality

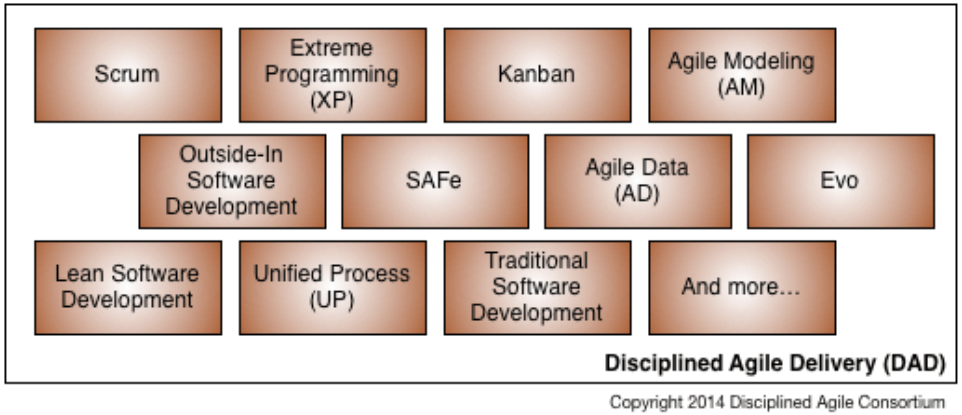
Use What Works For You



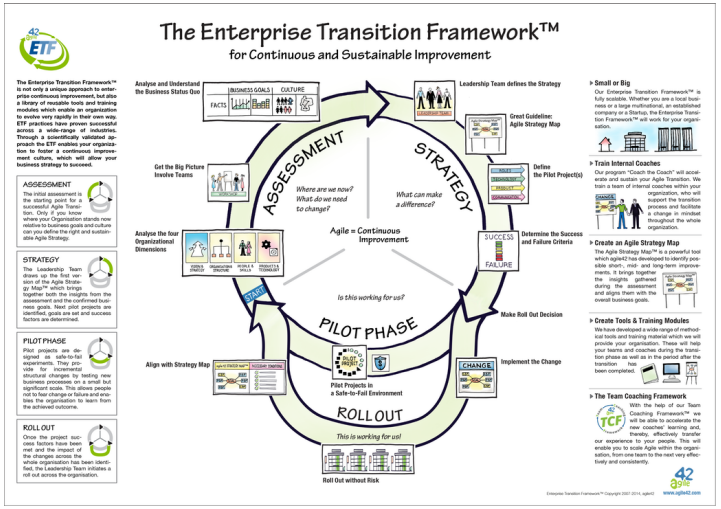
Source: http://www.scaledagileframework.com/portfolio-backlog/



Source: https://less.works/less/technical-excellence/index.html



Source: http://www.disciplinedagiledelivery.com/hybrid/



Source: http://www.agile42.com/en/agile-transition/etf/

Regulation

Most **heavily** regulated industry

Dates change
all the time:

EMIR dates **changed 3 times**
2013 Sep, Nov, Dec to Feb 2014

MiFID 2 has already gone **back 1 year**

Scope changes
all the time:

EMIR Valuations **de-scoped 6m**
EMIR UTR finalised by ISDA
not the Regulators

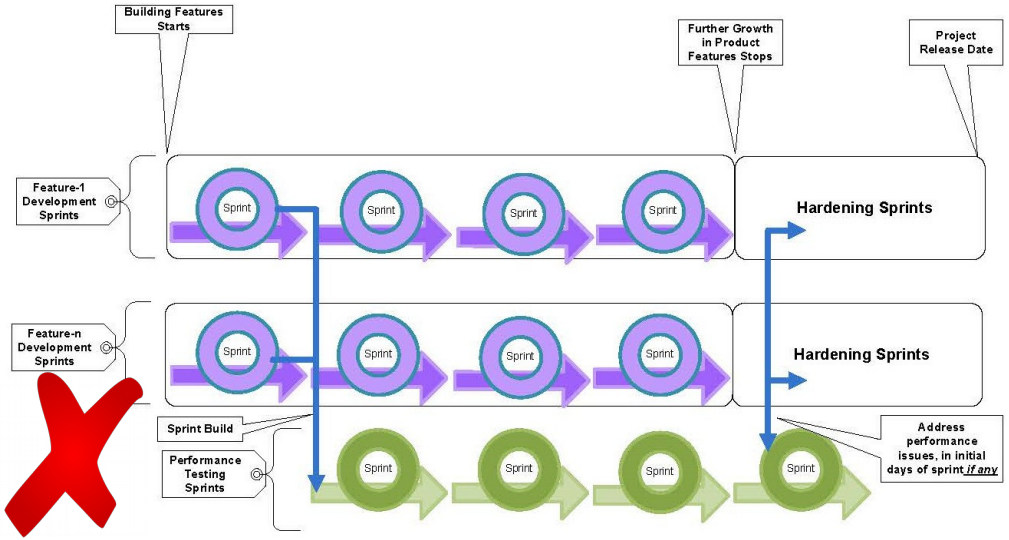
Why are there **all** these **Industry events** on Regulation
if its a done deal?

Software Anti-Patterns

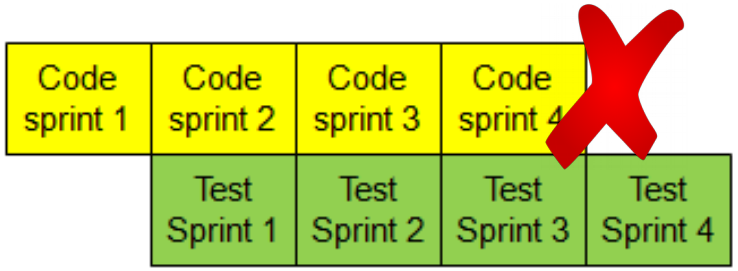
The Scrum Guide™

Incremental deliveries of **"Done"** product ensure a potentially useful version of **working product is <u>always available</u>**.

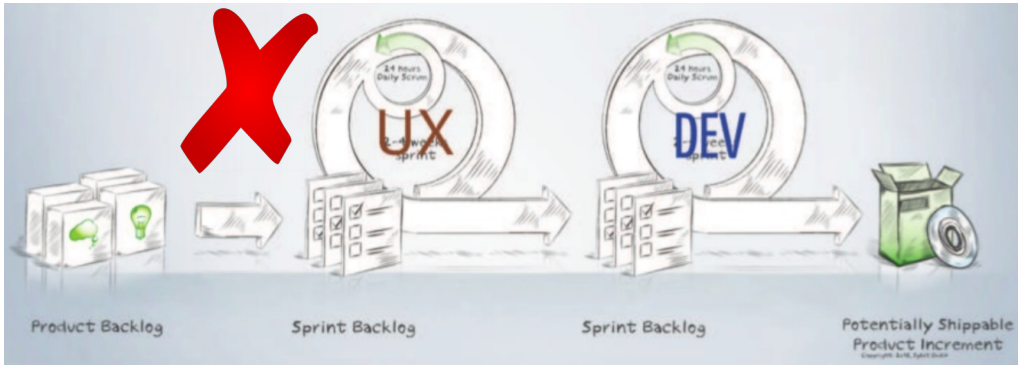
Source: http://www.scrumguides.org/scrum-guide.html#team



Source: https://www.scrumalliance.org/community/articles/2013/2013-may/agile-performance-testing-an-experimental-approach

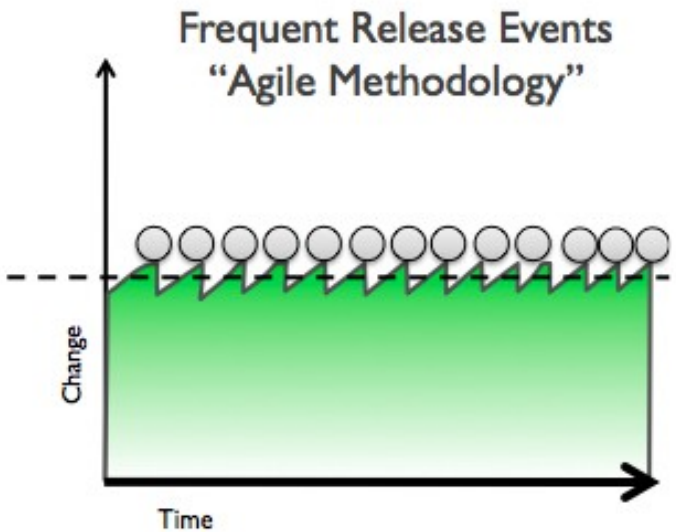


Source: http://properosolutions.com/2011/03/the-seven-deadly-sins-of-agile-testing/

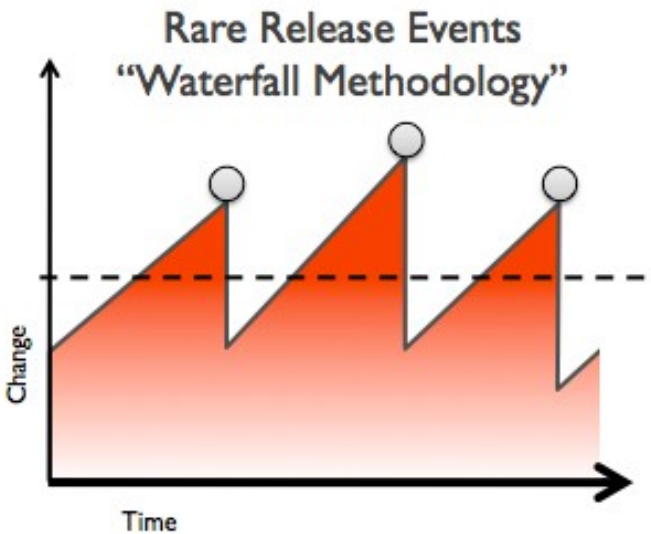


Source: http://www.slideshare.net/DerTommes/agile-ux-jira-confluence-community-day-2013

Risk Management



Smoother Effort
Less Risk



Effort Peaks
High Risk

- Everything in **RAID** is a Risk, stick it on the **Backlog**
- Don't hide it on another list that only a few can see
  Later it will explode or cause **waste**
- **All Risks** should be on a **Backlog** the team can see

And there is more….

- DevOps
- Cross Functional Feature Teams
- Organisational Operating Models
- Dependency Management
- Legal, Compliance, HR, Audit, Production Support
- Frozen Middle
- Budgeting
- Communities of Practice
- And way more……...

CASE STUDY

BARCLAYS BANK

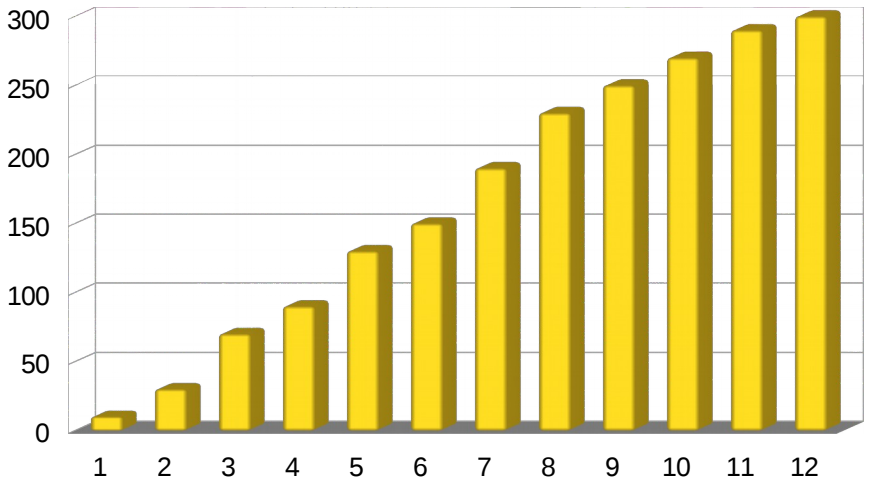
One of the largest and fastest Agile implementations with more than **800 teams** involved!
35 CoP's with **10,000** volunteers

Smaller Stories

+

Lead Time Reduction

Increase in throughput



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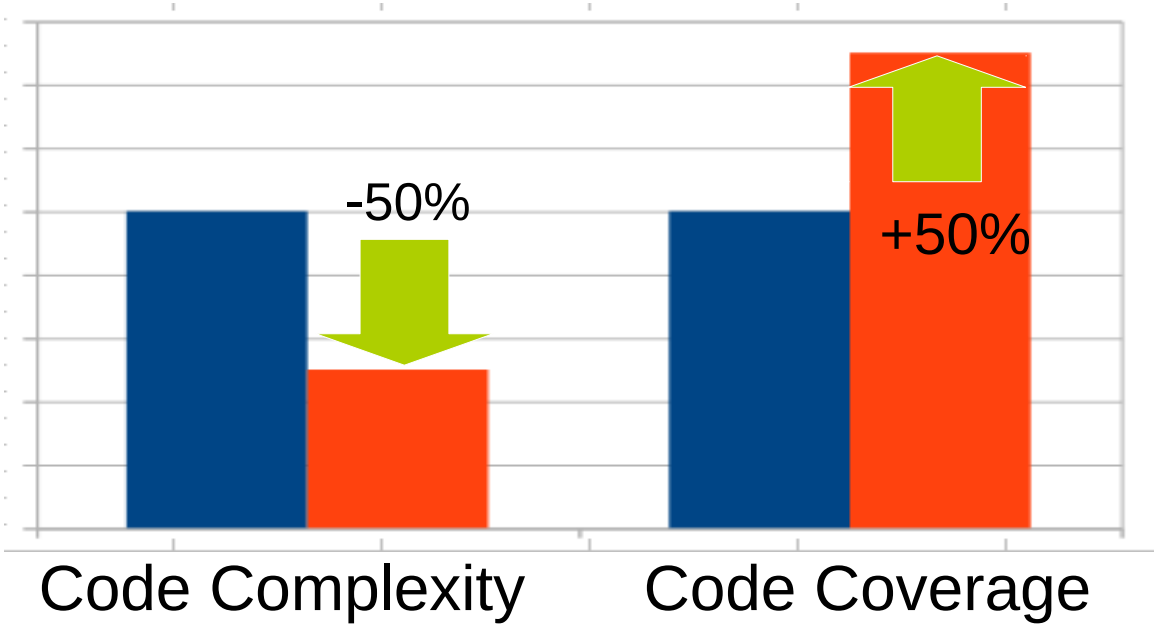
Original Authors: Jon Smart and Ian Dugmore
Sources: https://www.infoq.com/news/2016/09/benefits-agile-barclays
https://disciplinedagileconsortium.org/page-1861247
http://www.computerweekly.com/feature/Overcoming-the-scale-up-challenge-in-enterprise-DevOps-initiatives

CASE STUDY

BARCLAYS BANK

Benefits realized due to Agile Transformation



Less production incidents

Shorter deployment cycles

Higher happiness in teams

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Feedback:
Thumbs Up / Down

Q & A