

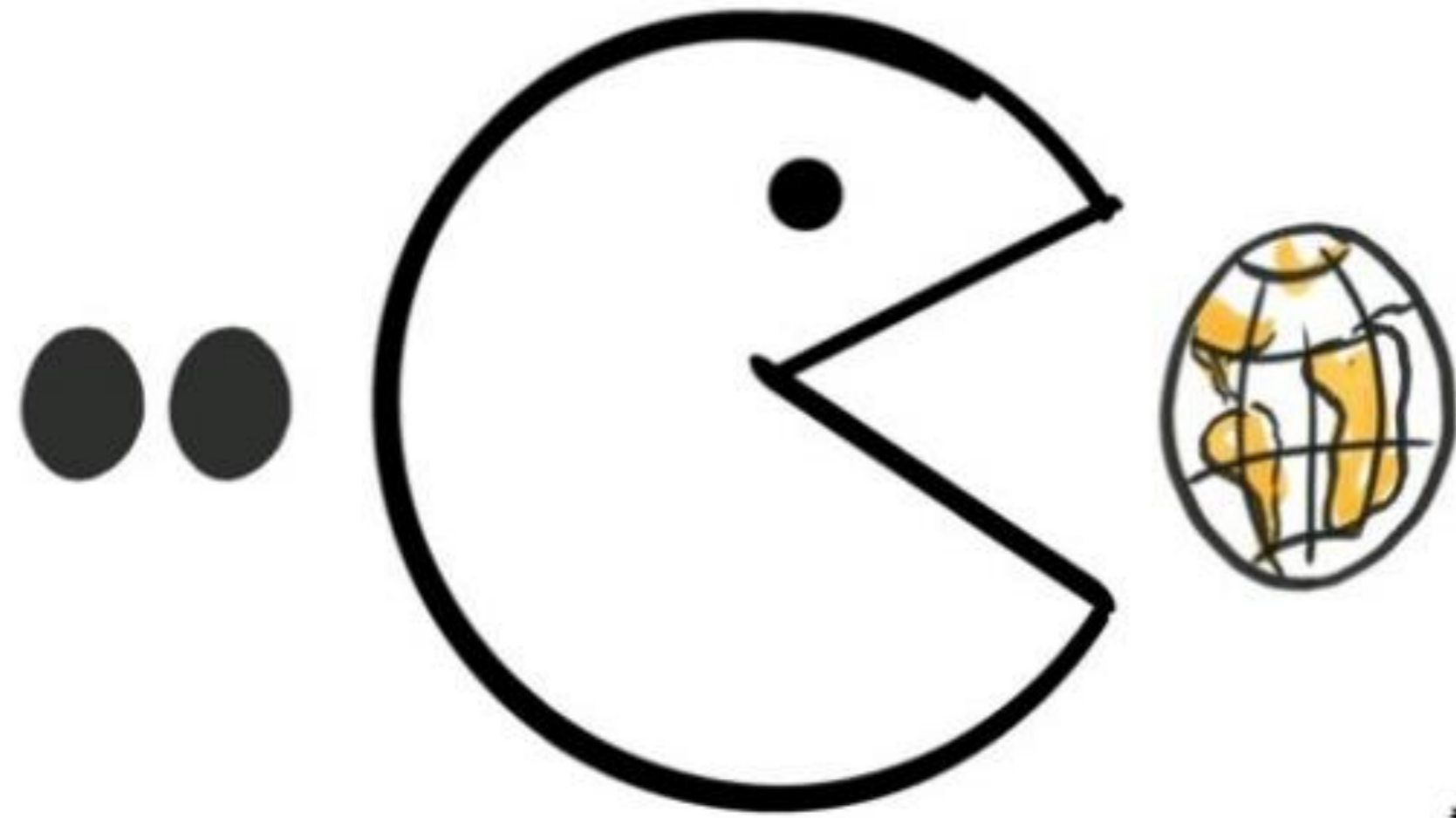
Help! My Teams Are Agile But My Execs Are Waterfall



**SHOW ME
THE GANTT
CHART!**

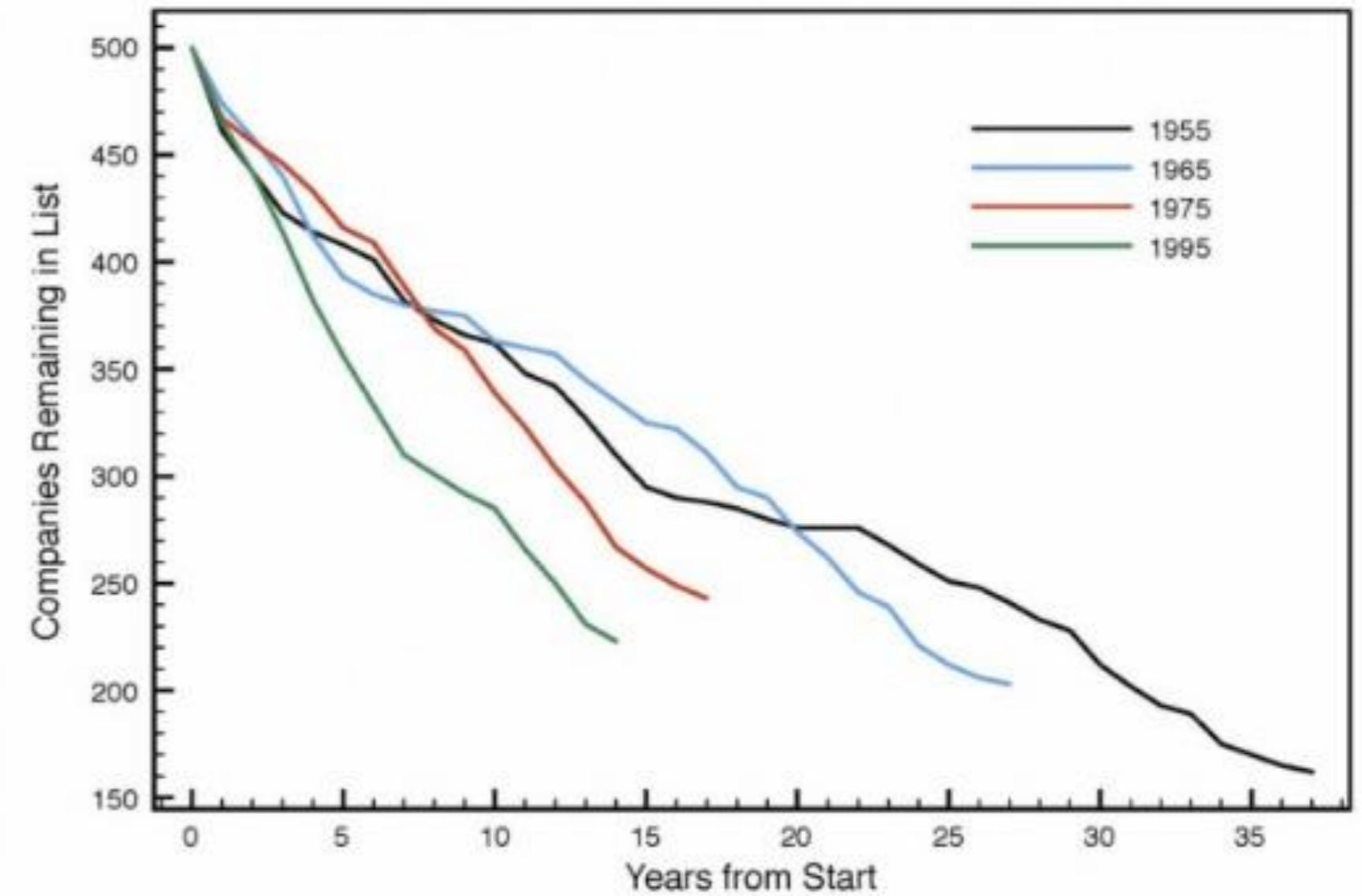
IT'S TRULY ABOUT SURVIVAL

THE GAME IS RAPIDLY CHANGING



* Marc Andreessen
in Wall Street Journal

1 Software is eating the world



2 The acceleration of the technology curve is quickening the turnover of large enterprises / the fortune 500.

3 Increasingly software is highly strategic and has a major impact on outcomes regardless of the vertical / industry in question

THE BASICS

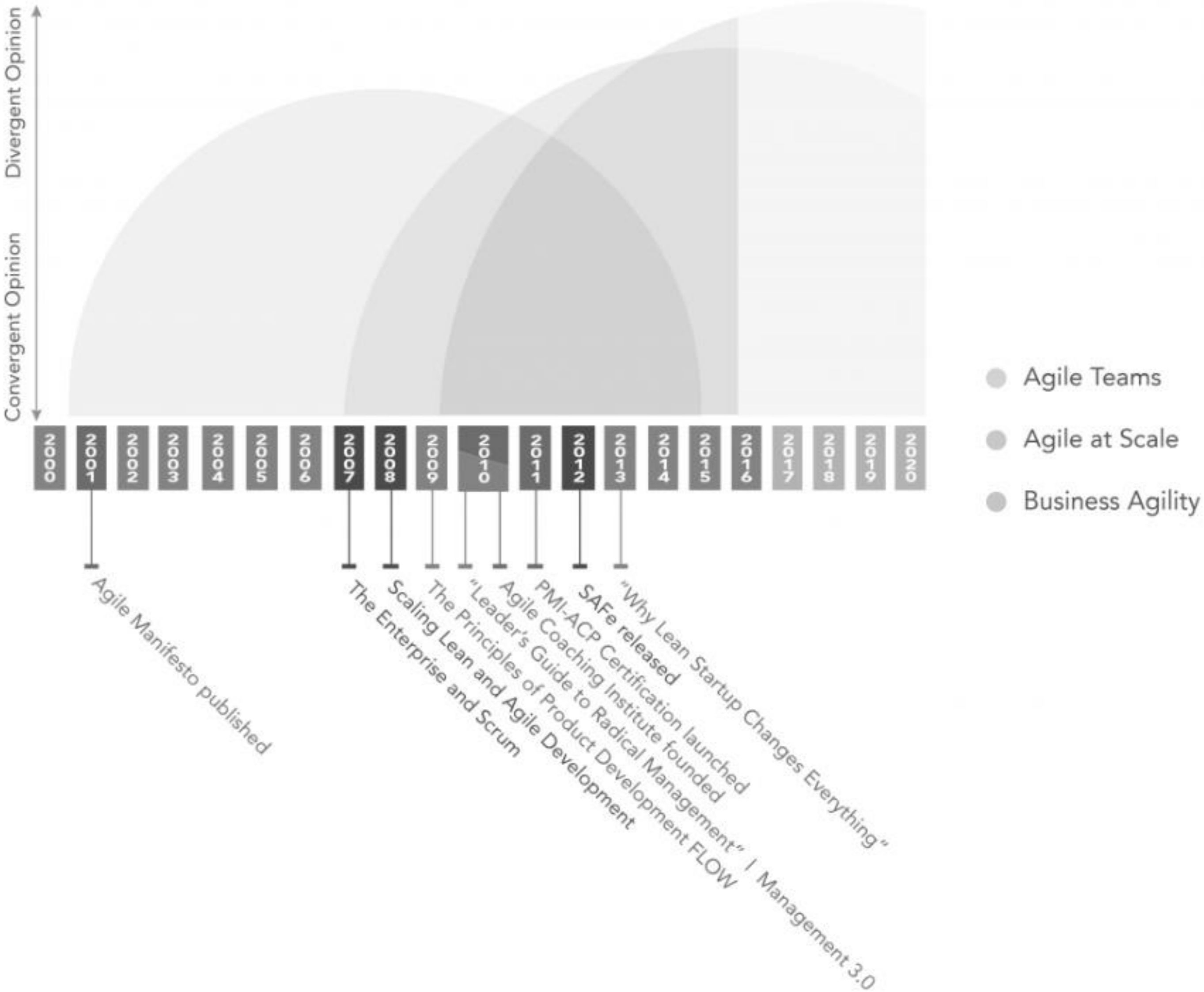
STATE OF AGILE



1st Generation - (approx. 1994 – 2002) searched for and found a different way of building solutions focused on small teams of developers.

2nd Generation – (approx. 2002 – 2010) realized requirements & testing must be agile as well to create development flow.

3rd Generation – (approx. 2010 – present) builds on development flow and deals with scale, value stream, product lines, portfolios and integration to strategy and the rest of the enterprise.



MULTIPLE PLANNING & DELIVERY MODES



Traditional

Think Marathon Runner
Longer Cycle Times
Waterfall, V-Model, etc.



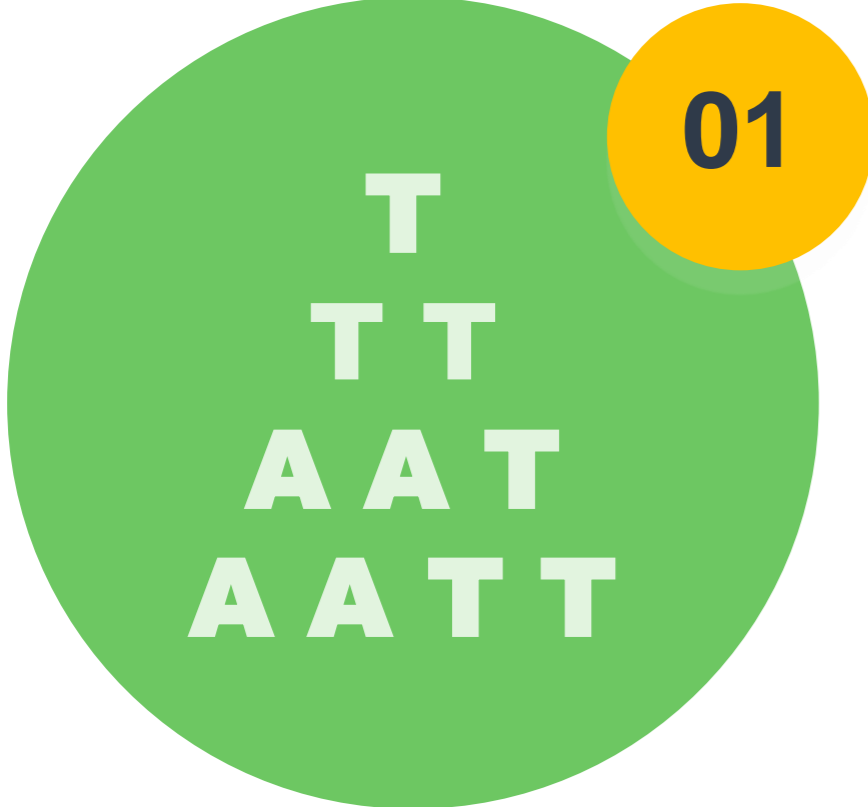
Agile

Think Sprinter
Shorter Cycle Times
Agile, Lean, Kanban, etc.

Coined by Gartner in 2014, bimodal development refers to the existence of both agile and waterfall style development processes co-existing in the same IT organization.

This typically necessitates separate tools and processes for each mode.

THE FOUR STAGES OF BIMODAL EVOLUTION



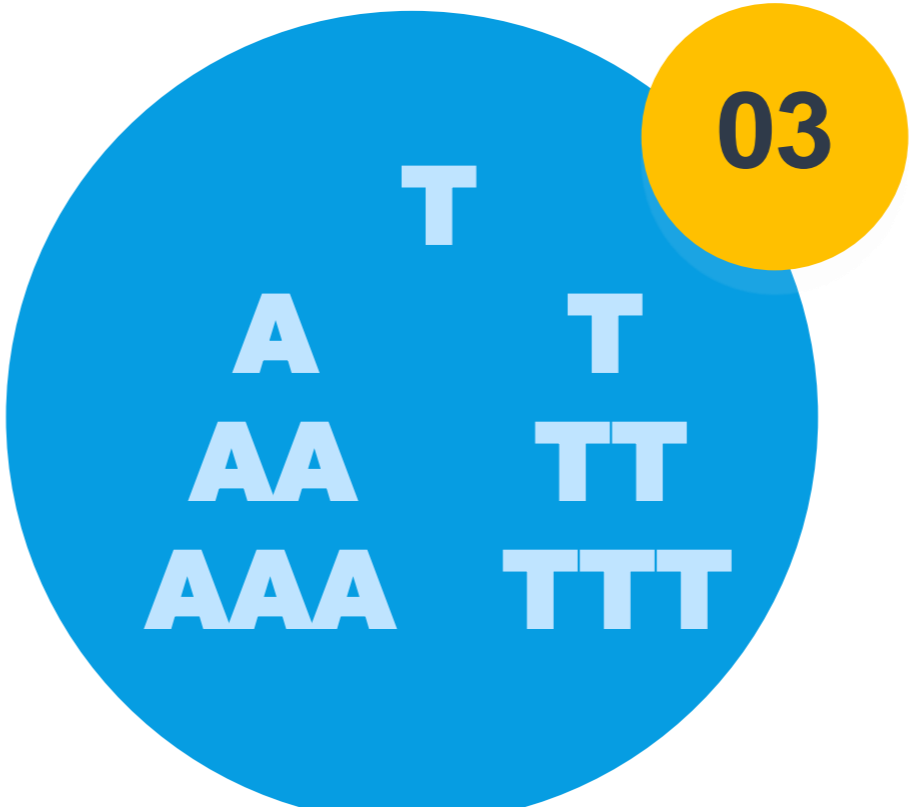
Most Common

Most common scenario is some teams are agile and some traditional but portfolio management is traditional.



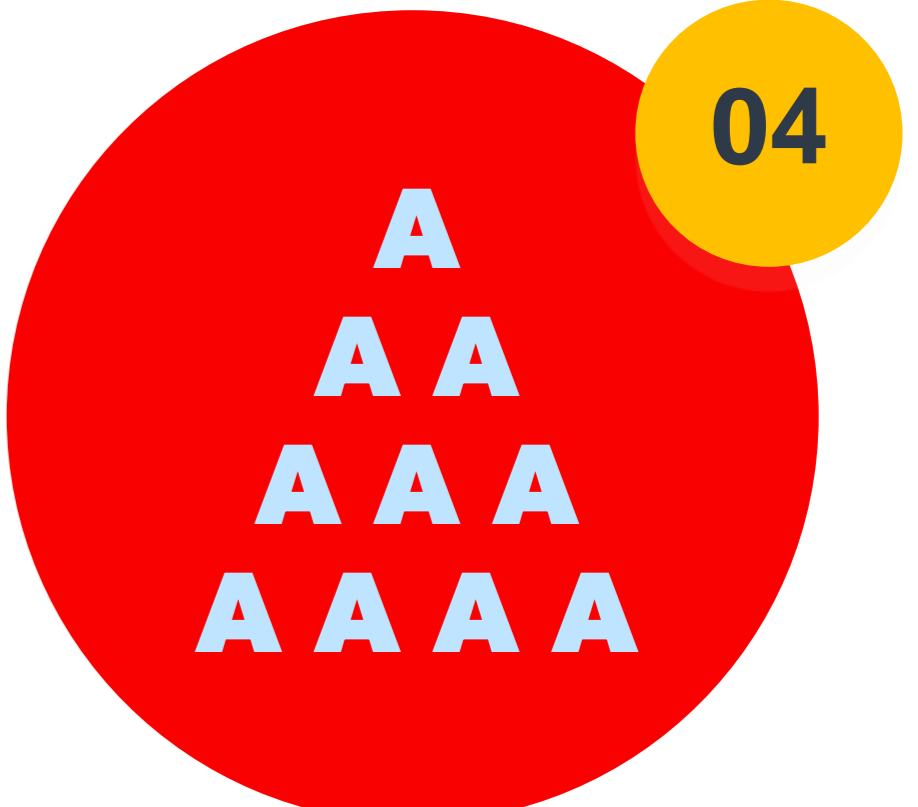
Team Agile w/ Traditional PMO

For some, the portfolios are managed in a traditional fashion but all teams are agile.



Gartner Bimodal

Gartner recommends that organizations bucket projects based on best fit.



Top-to-Bottom Agile

Many organizations aspire to achieve true top-to-bottom enterprise agility

In A Bimodal Enterprise Two Mindsets Need to Coexist – Not Collide

Waterfall



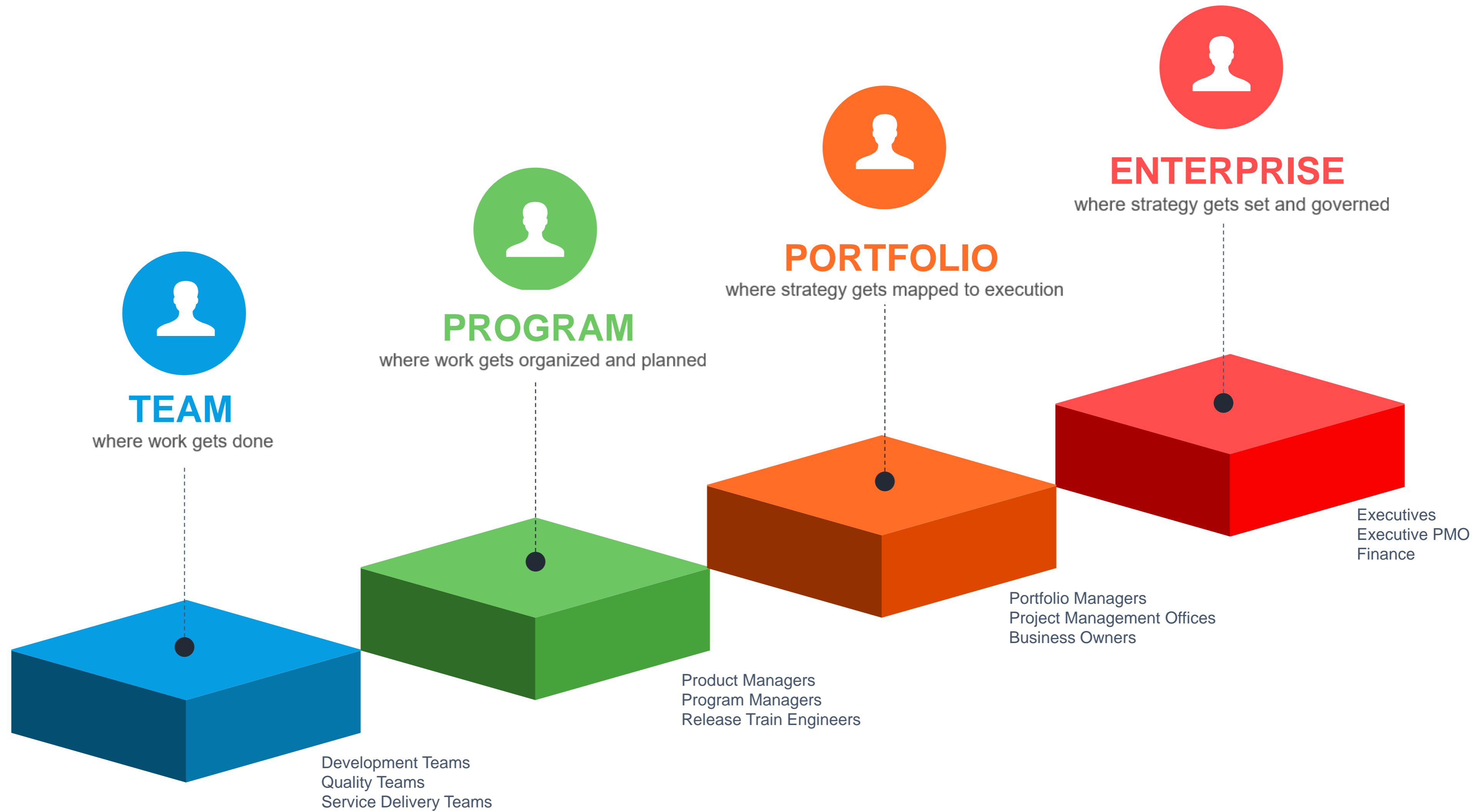
Lean - Agile



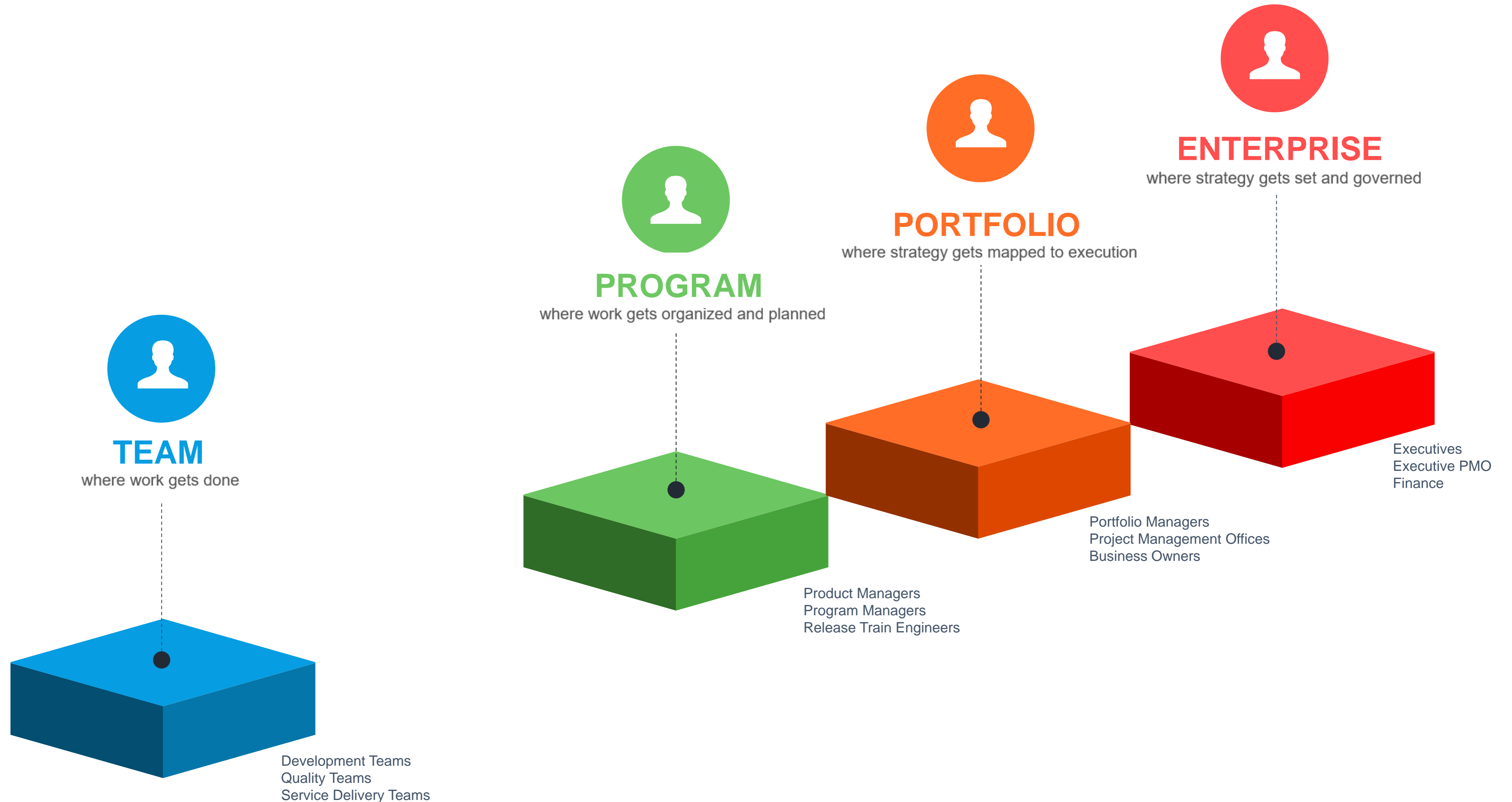
Planning
Budgeting
Dependency Mgmt.
Progress Reporting
Governance
Improving



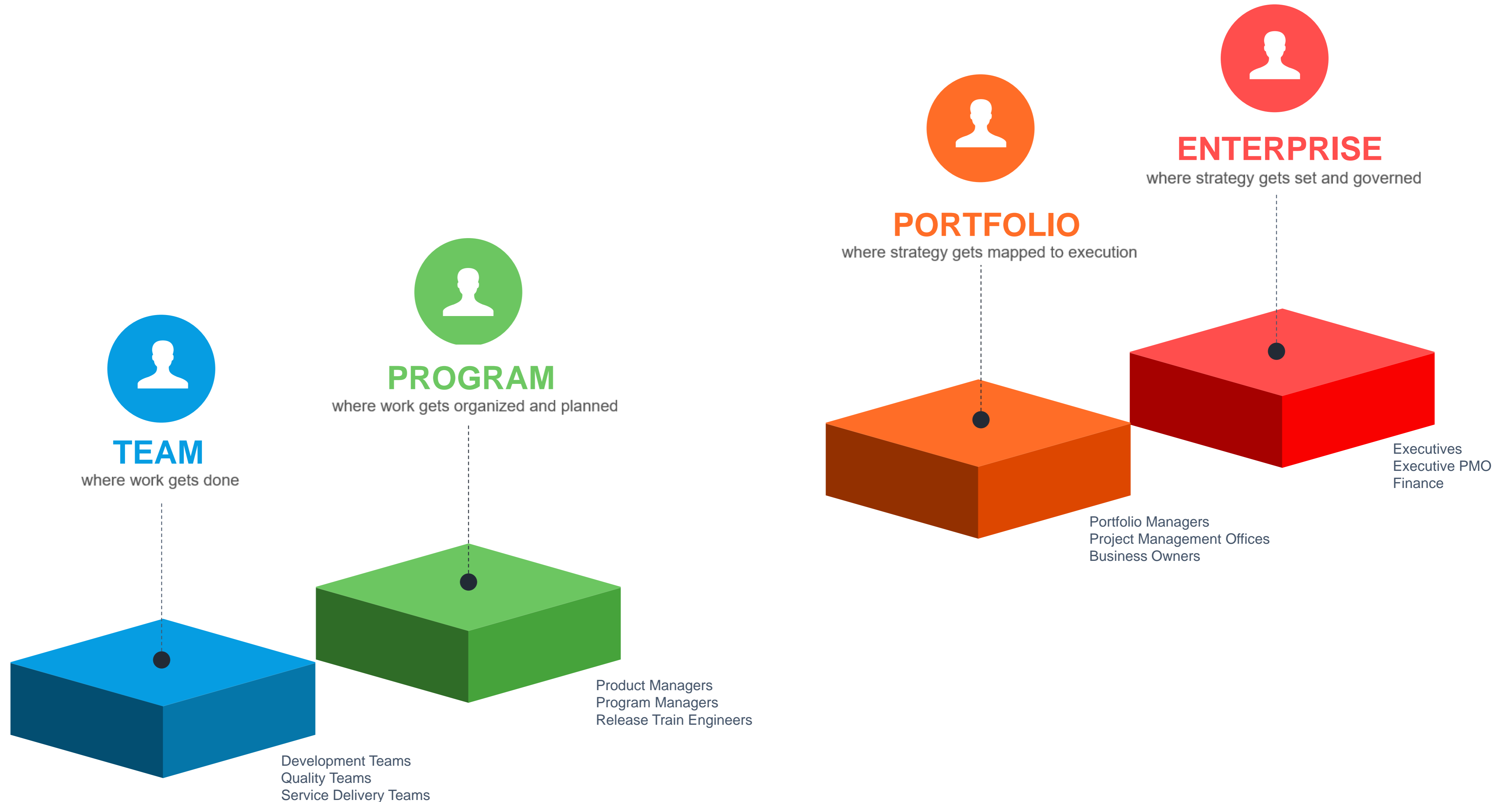
FOUR LEVELS OF SCALE



THE ORIGINAL GAP – CONNECTING THE TEAM



THE BIMODAL GAP



Why Many Organizations Embrace Bimodal



De-risk Agile Transformations



Optimize Software Delivery



Full Alignment and Visibility

A Common Action Every Bimodal Organization Needs to Take Before Addressing These Challenges



Translating / Converting Traditional & Agile Terms

Size

Value

Productive Capacity

Time

Agile

Themes / Epics

Features

Story Points

The Bimodal Babel Fish



Original Animation Artwork by Rob Lord

Traditional

Projects / Programs

Requirements

Person-weeks

Key Challenges Faced by Bimodal Organizations

- **Plan:** Translating waterfall-style strategic portfolio planning cycles into Agile execution
- **Resource:** Resourcing waterfall “projects” into an agile delivery organization
- **Manage:** Effectively Managing Dependencies
- **Report:** Reporting progress on funded projects when agile teams report progress in story points

Six Steps to Effective Bimodal Execution

1. Define the project intake process
2. Establish the strategic planning increment
3. Begin Shifting Thinking on Resourcing and Capacity Planning
4. Take dependencies and risks into account
5. Map the project intake process to your agile epic backlog
6. Report Back to Executives on Agile Progress

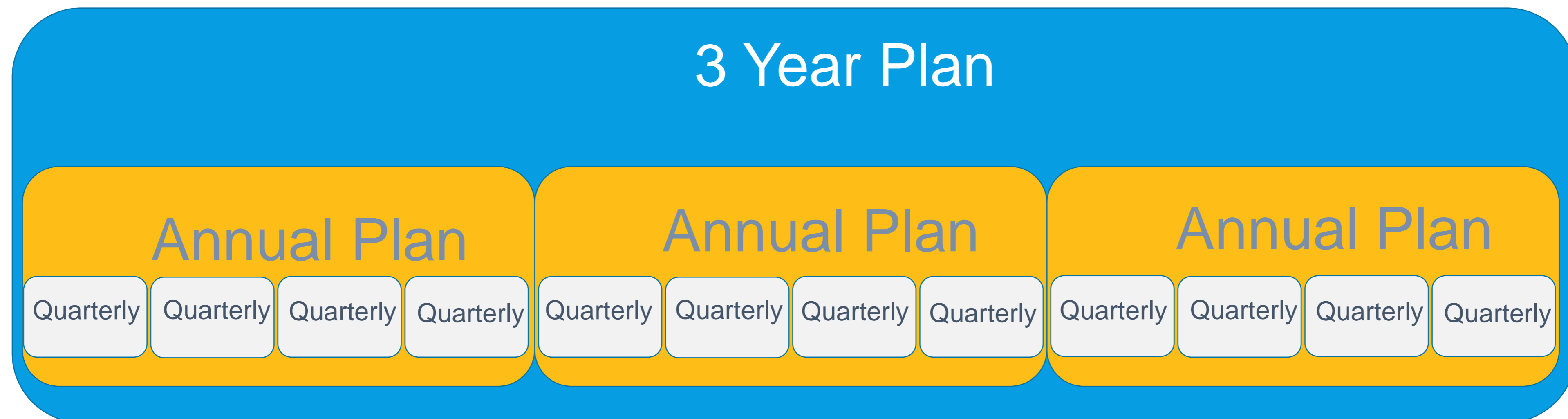
1. Define the project intake process

- Business case driven, projects are funded through stage gate approach
- Demand side: Includes revenue projections, positioning, NPV analysis,
- Cost side: Includes time to completion, costs, resources, dependencies, etc...
- Weight, score, and rank



2. Establish the strategic planning increment

- Align to the way the business currently operates
- 3-5 year plan / annual cycles / quarterly updates
- Make the most granular level of acceptable cadence your “Planning Increment”



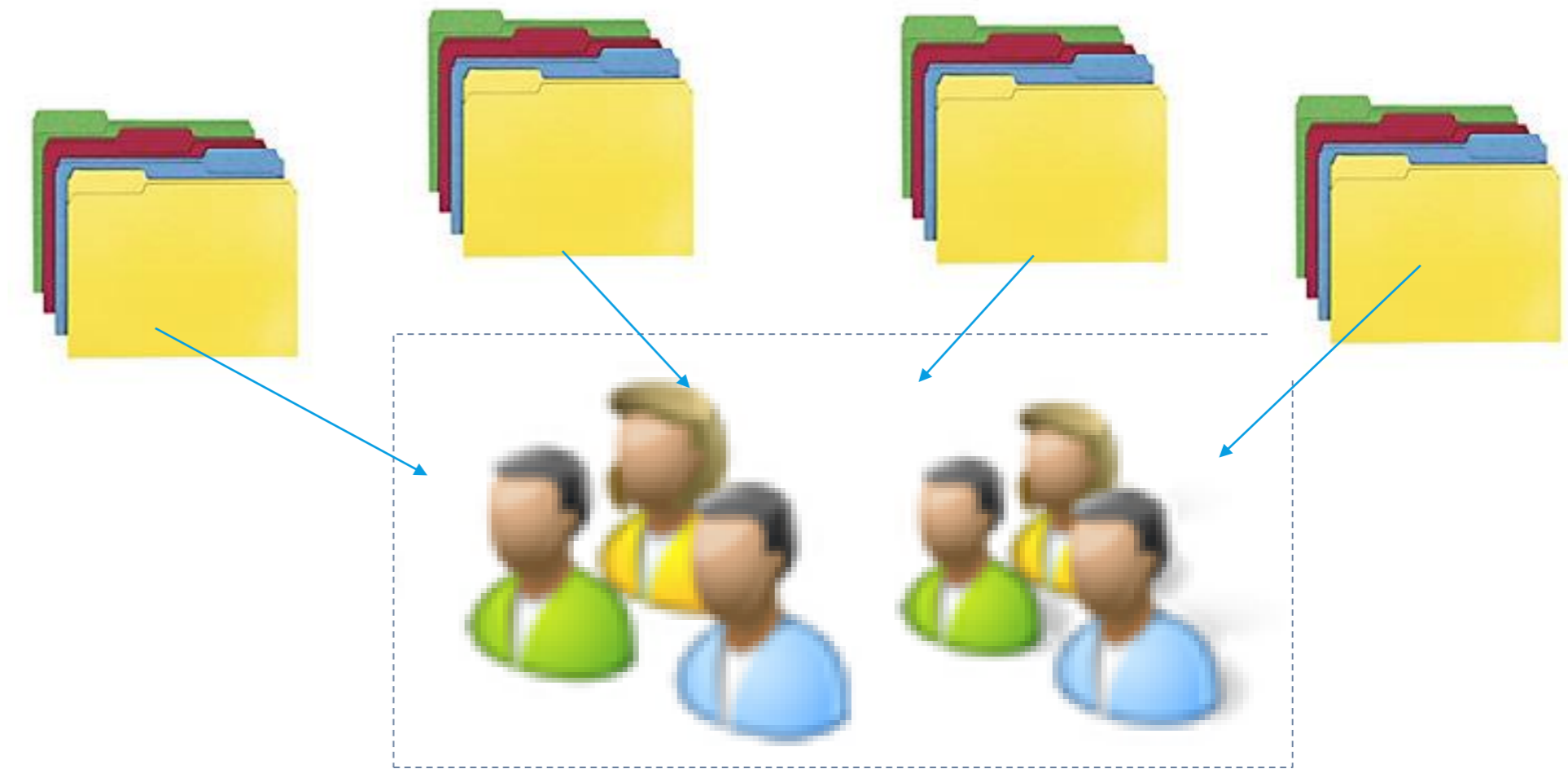
3. Begin Shifting Thinking on Resourcing and Capacity Planning

Traditional Project Team



To

Agile Team



**Bring The People To
The Work**

“The Individual is the productive resourcing unit”

**Bring The Work To
The People**

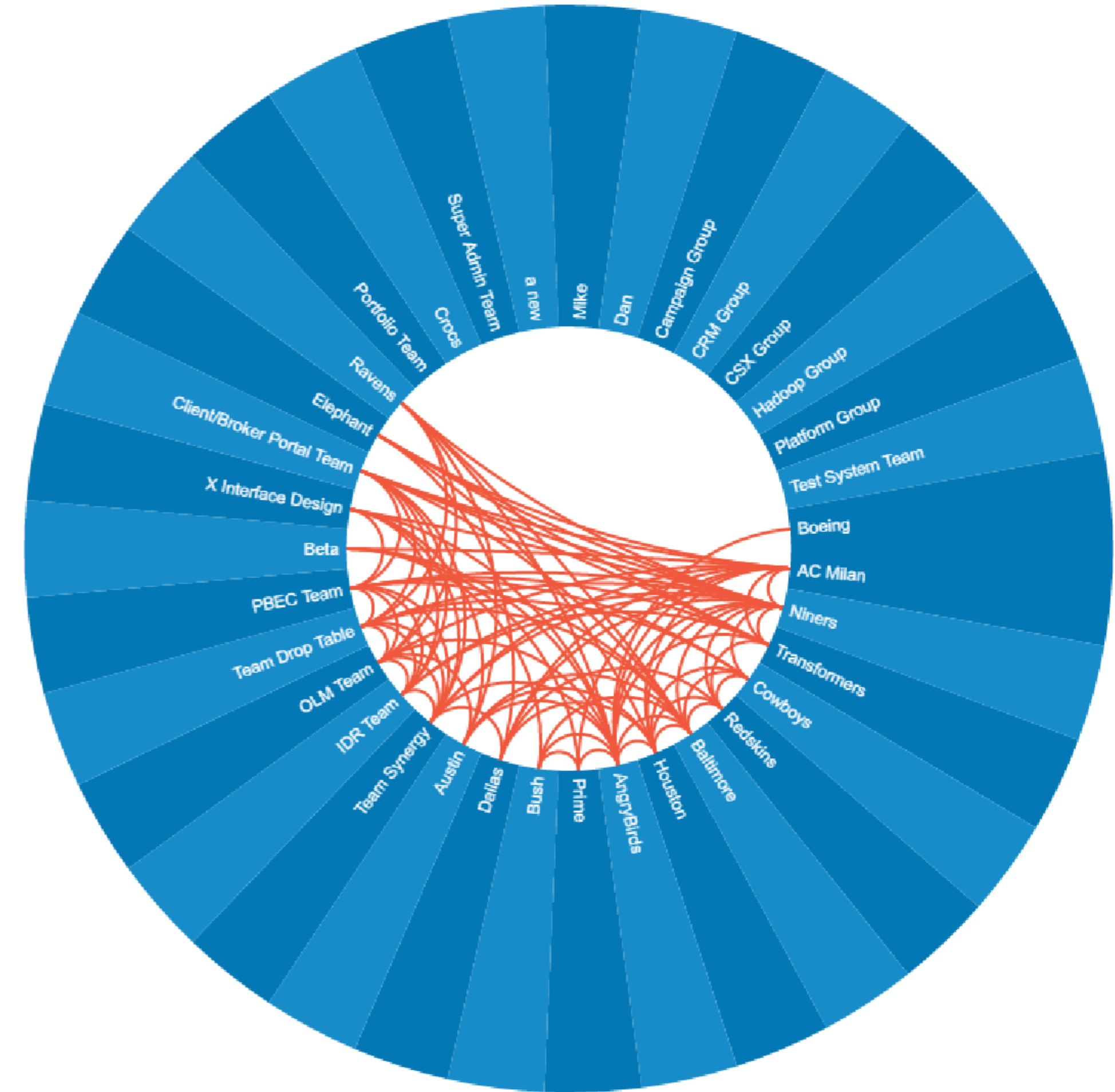
“The Team is the productive resourcing unit”

Facilitate Resourcing and Project Selection

- Define your Agile Teams – “allocate” resources to those teams
- Define who’s available for “waterfall allocation”
- Define their skills
- Blend your projects
 - Breakdown work and assign as much as possible to agile teams
 - Indicate on the epic (e.g. project) intake form what additional skills are required to staff the project above and beyond what the team will do
 - Assign additional resources to the “project” as needed based on availability

4. Take dependencies and risks into account

- Practice Dependency Management not Dependency Failure Management
- Map dependencies between teams and work items –note differences in time targeting – Translation needed
- Tie dependencies to the value at risk if they are not fulfilled
- Use Dependencies to visualize complexity in your projects and weakness in your architecture

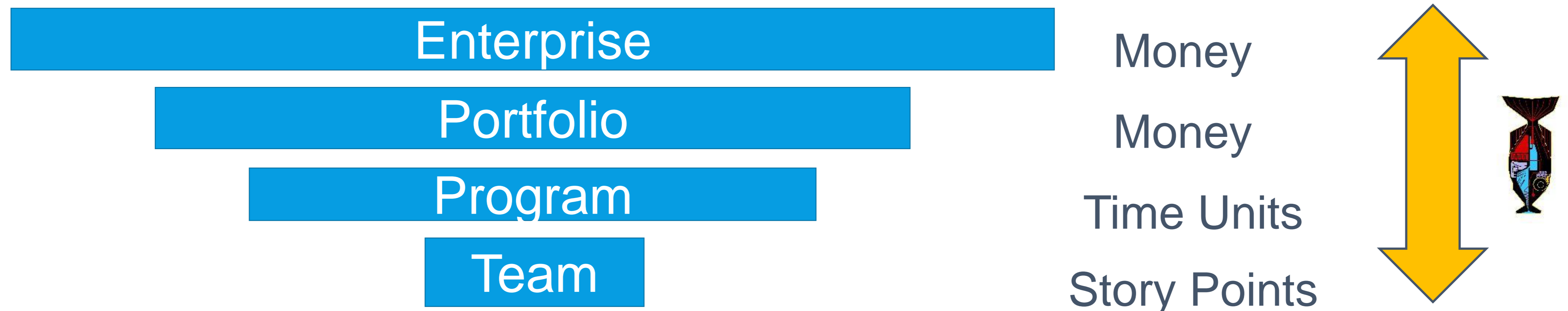


5. Map the project intake process to your agile epic backlog

- Treat each traditional “project” as an agile epic
- Assign each epic to the right program
- Let the team break-down work to features, stories and tasks

6. Report Back to Executives on Agile Progress

- Translate story points to financial progress
 - Impute cost of a story point based on team velocity and cost center
- Track capitalization based on task hours or story points
- Report on progress based on % of stories, features and epics complete
 - Epics and Features great from the beginning – value oriented
 - Stories better toward the end of a release



3 Secrets to Bimodal Execution

- **Work:**
 - An epic is a project / a project is an epic
 - Think of epics, features, and stories as 3 levels of waterfall planning
- **Money:**
 - Translate story points into financial metrics using velocity and cost centers
- **Time:**
 - Align to the organizations current strategic planning process

Thank You!

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