

# Agility at Scale: Tactical and Strategic Approaches

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CONSORTIUM

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# The Story I'm About to Tell



@discipli

Agile software teams are building awesome race car engines...



...but they are surrounded by organizational tractors



To win the race we need to build a high performing race car...



...supported by an effective team to race it



Let's explore  
three important questions.....

What does it mean to scale agile?  
How do you scale agile tactically?  
How do you scale agile strategically?

# Scaling Agile





# Tactical vs. Strategic Scaling

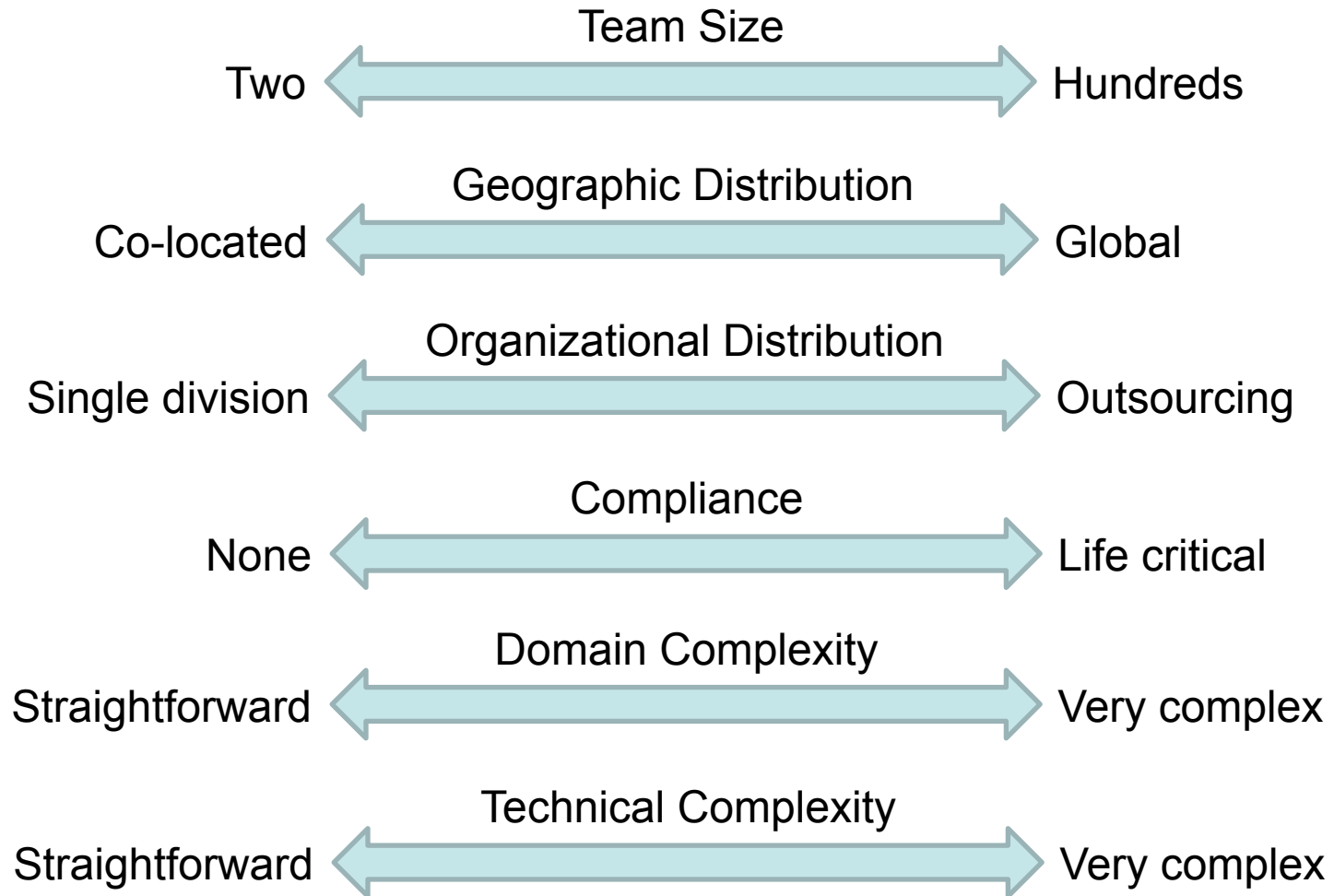
## **Tactical Agility at Scale**

The application of agile and lean strategies on IT delivery teams. This includes the ability to apply agile on teams of all sizes, on teams that are geographically distributed, on teams facing regulatory compliance, on teams addressing a complex domain (problem space), on teams applying a complex technologies, on teams where outsourcing may be involved, and combinations thereof.

## **Strategic Agility at Scale**

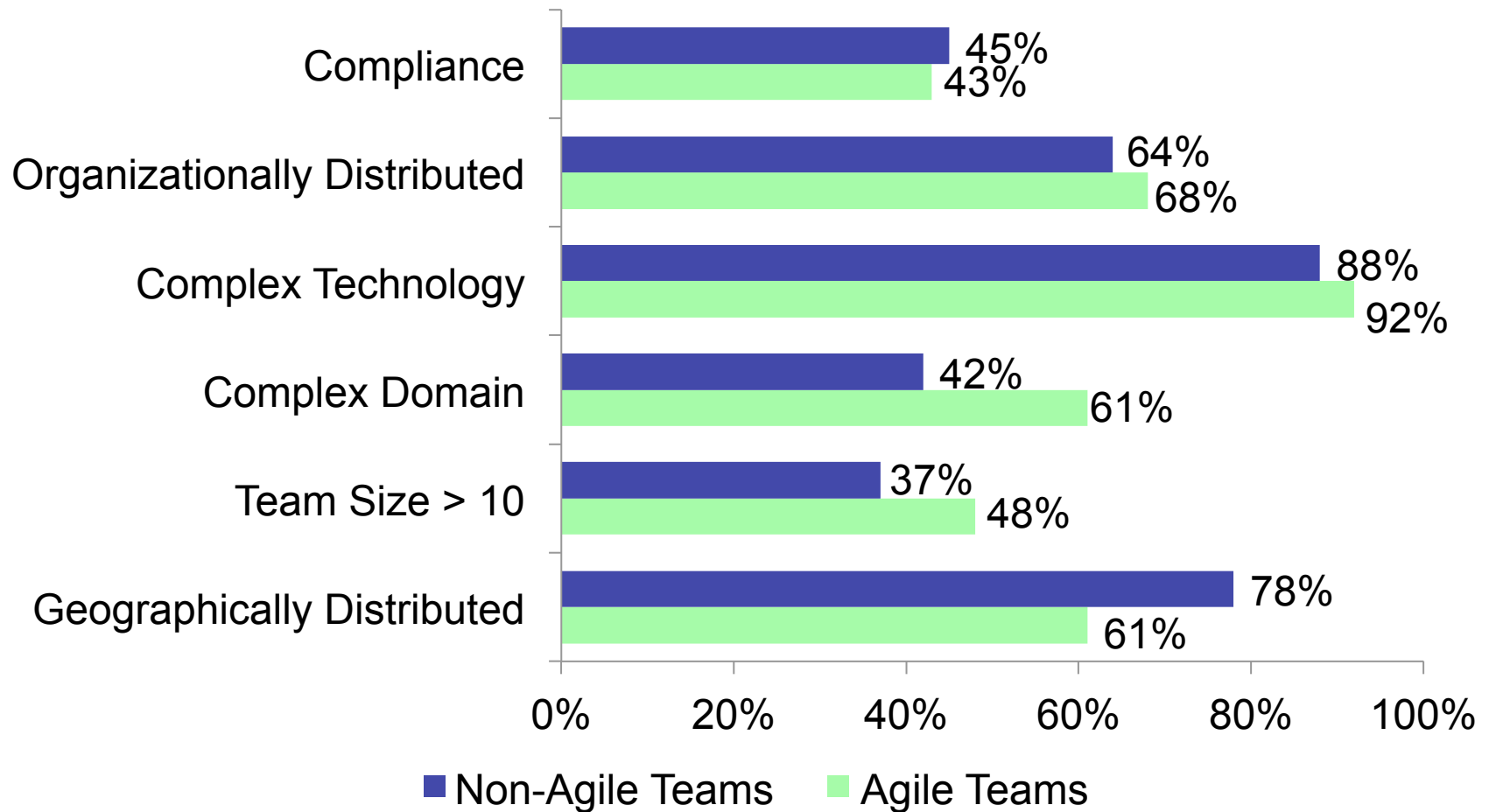
The application of agile and lean strategies across your entire organization. From an IT point of view this includes the majority, if not all, of your IT delivery teams as well as a the IT-level teams support activities such as enterprise architecture, operations, support, portfolio management, IT governance, and other topics. From an enterprise point of view this includes all divisions and teams within your organization, not just your IT department.

# Tactical: Agile Scaling Factors

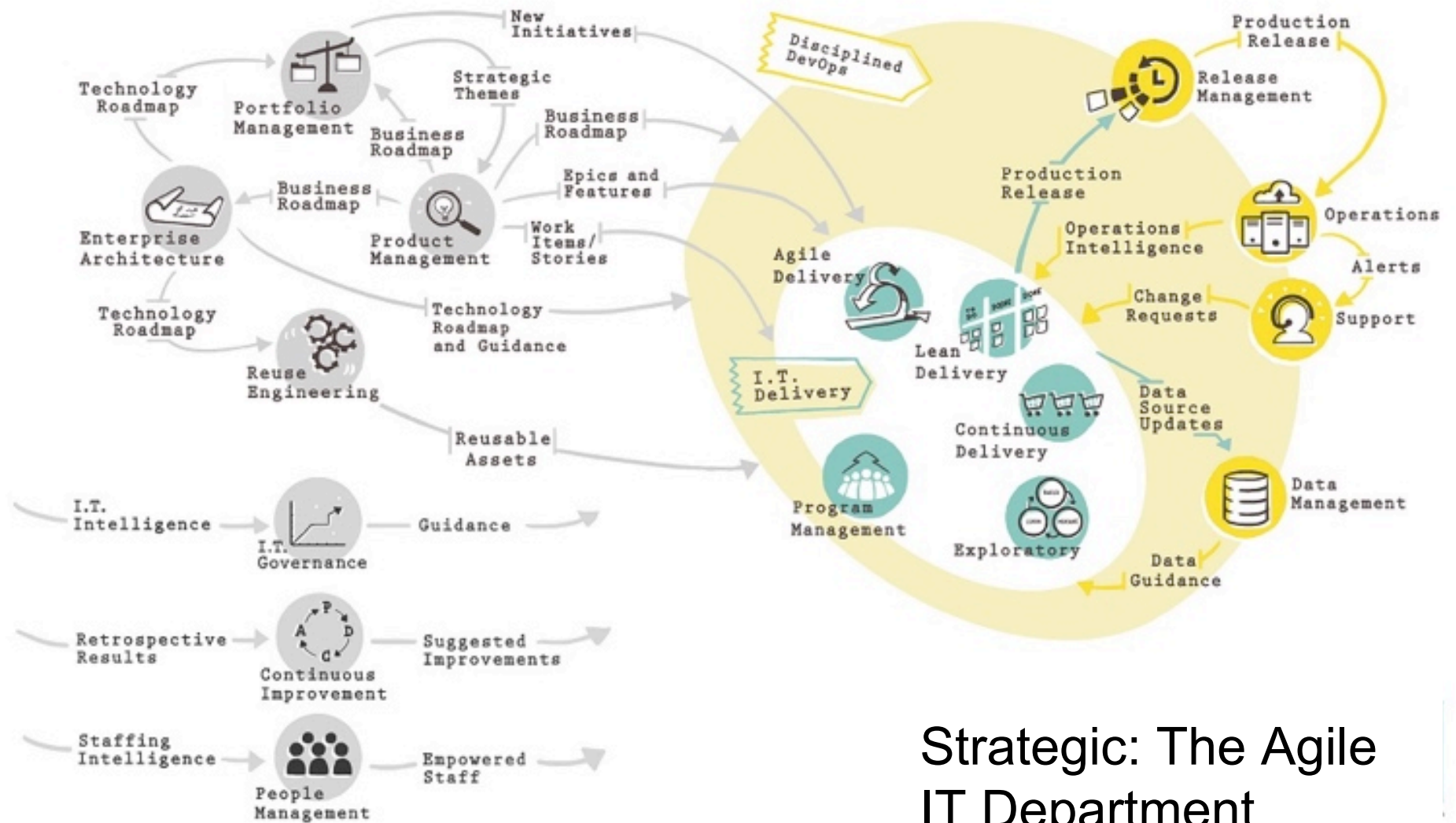


Source: [disciplinedagiledelivery.com/agility-at-scale/](https://disciplinedagiledelivery.com/agility-at-scale/)

# What Scaling Factors Do Software Development Teams Face?



Source: DDJ State of the IT Union 2014 Q2 Survey



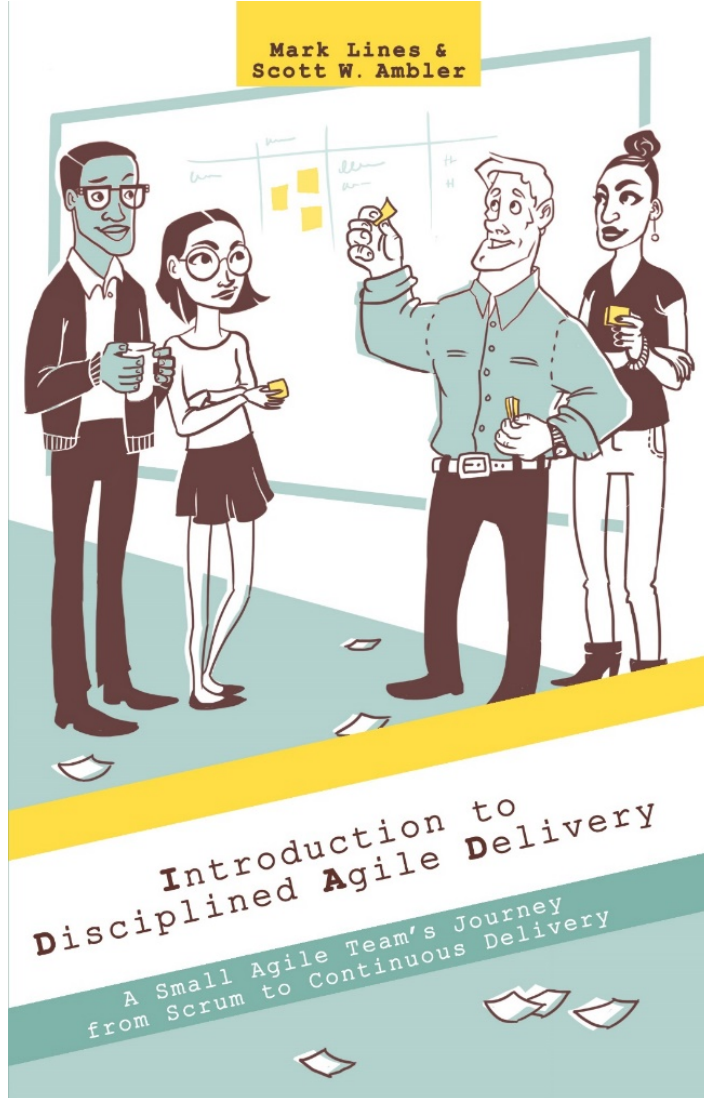
## Strategic: The Agile IT Department

# Scaling Agile Tactically





**Important Observation:  
Empiricism and Constant Improvement  
Are Critical**

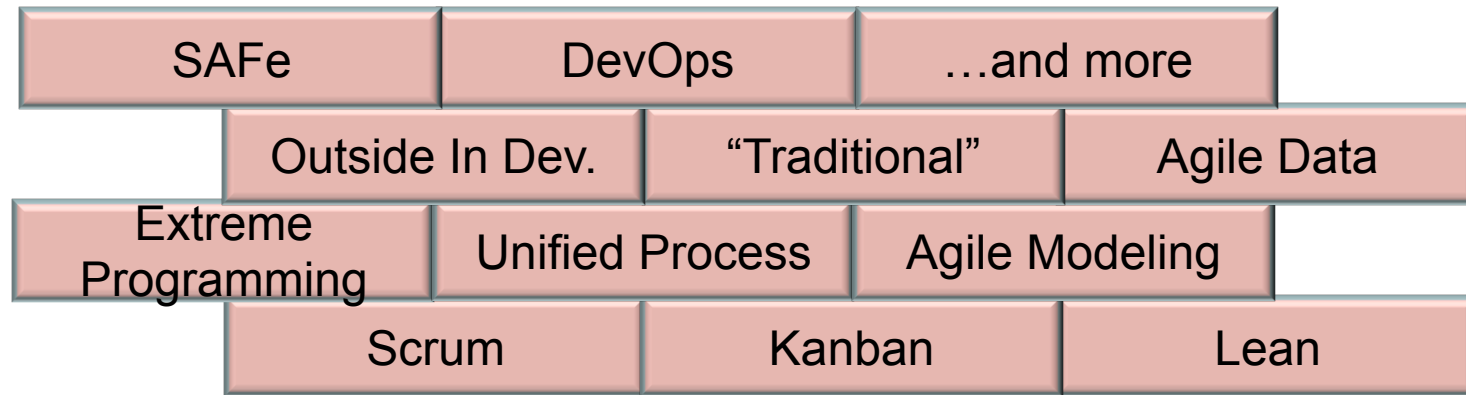


## Disciplined Agile Delivery (DAD) is a process decision framework

The key characteristics of DAD:

- People-first
- Goal-driven
- Hybrid agile
- Learning-oriented
- Full delivery lifecycle
- Solution focused
- Risk-value lifecycle
- Enterprise aware

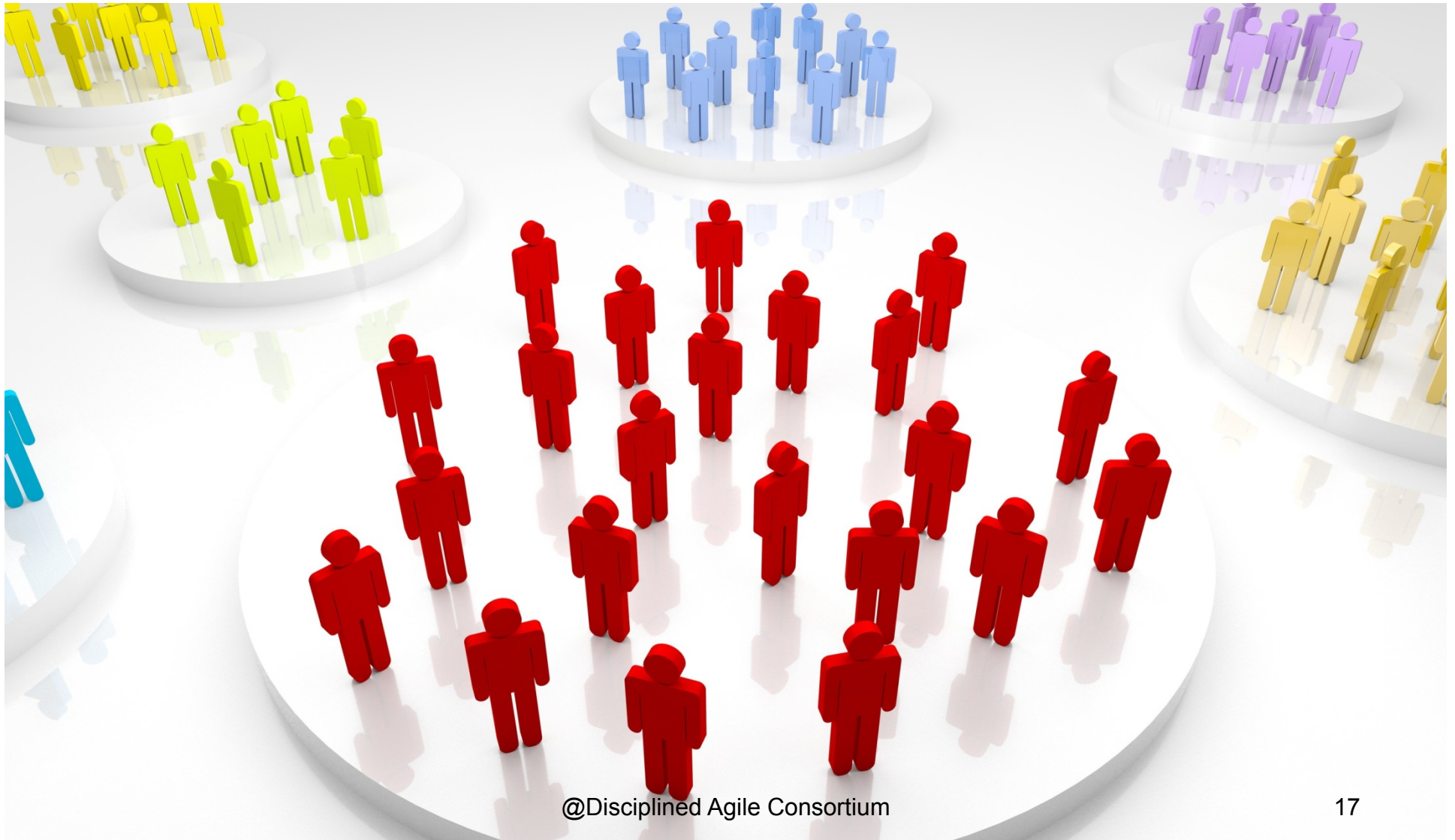
# DAD is a Hybrid Framework



DAD leverages proven strategies from several sources, providing a decision framework to guide your adoption and tailoring of them in a context-driven manner.

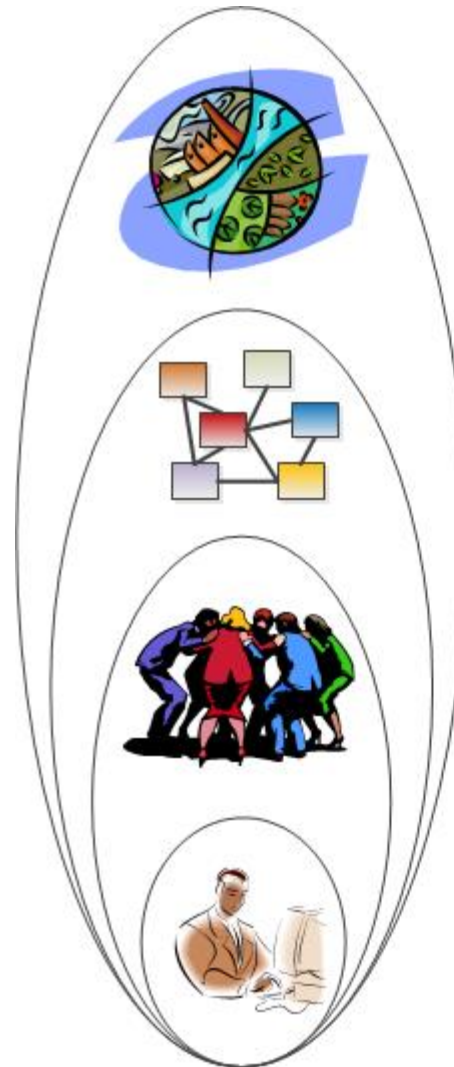


# Important Observation: Your Team is One of Many Teams



# DAD Teams Are Enterprise Aware

- DAD teams strive to leverage and enhance the existing organizational eco system wherever possible
- Implications:
  - Work closely with enterprise groups
  - Follow existing roadmap(s) where appropriate
  - Leverage existing assets
  - Enhance existing assets



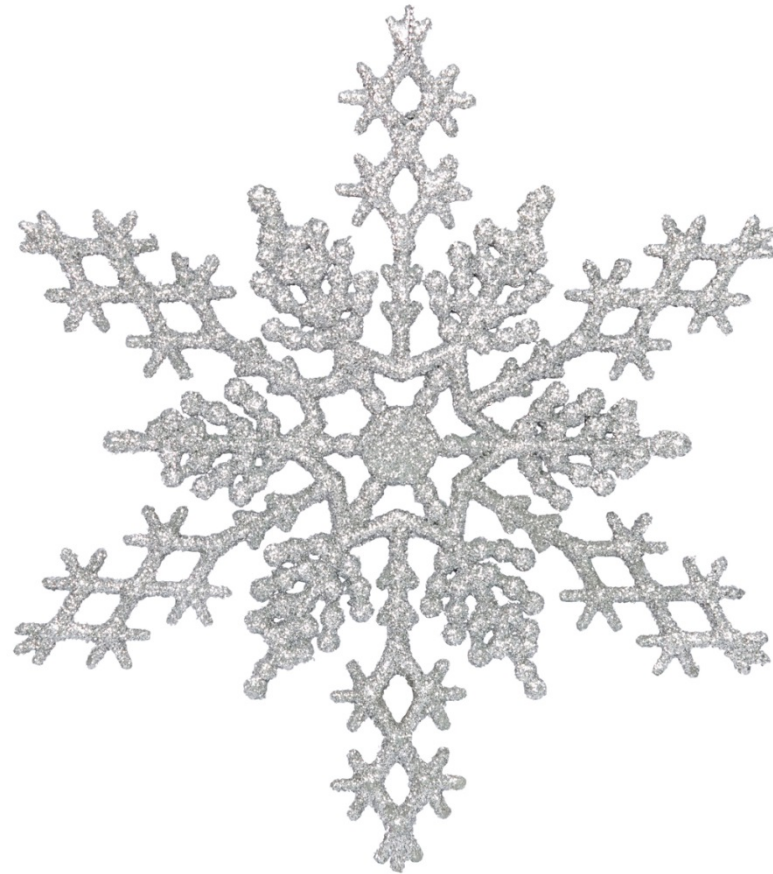
Community Awareness  
“How can I give back to my community?”

Enterprise Awareness  
“How can I help my organization?”

Team Awareness  
“How can I help the team?”

Individual Awareness  
“How can I be the best me?”

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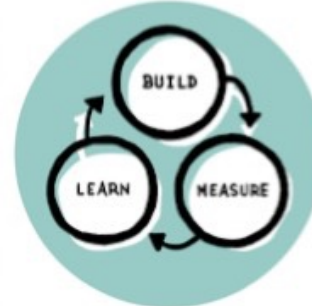
**Important Observation:  
Every Person, Every Team,  
and Every Organization is Unique**



Agile  
Delivery



Lean  
Delivery



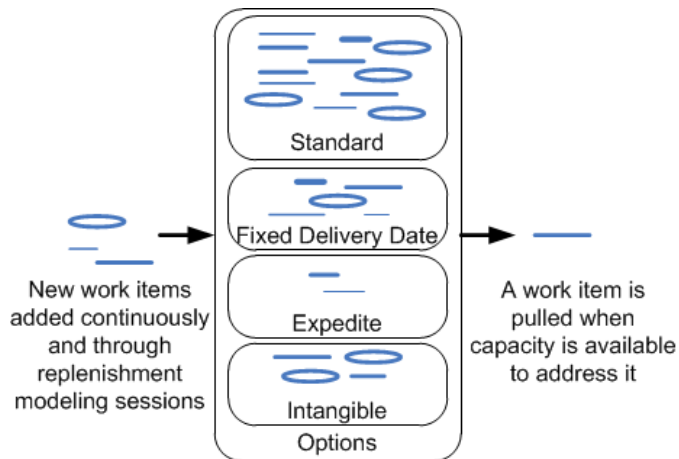
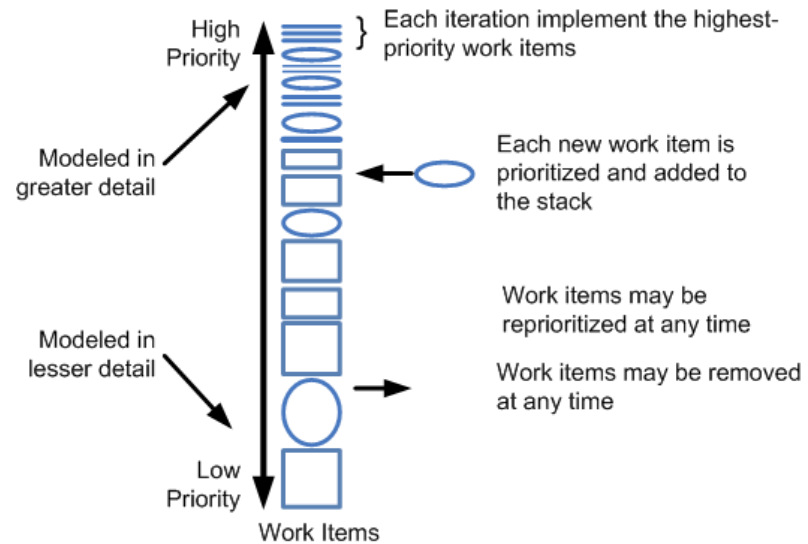
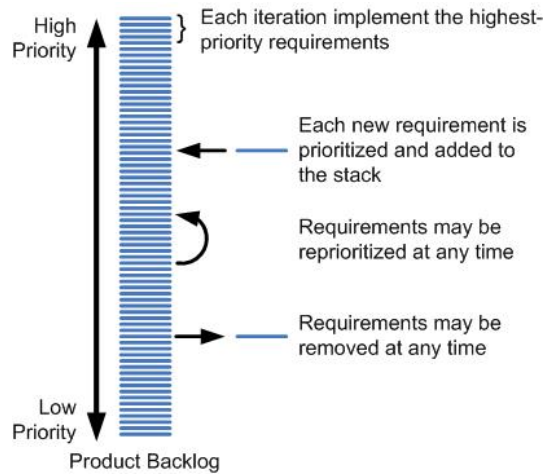
Exploratory



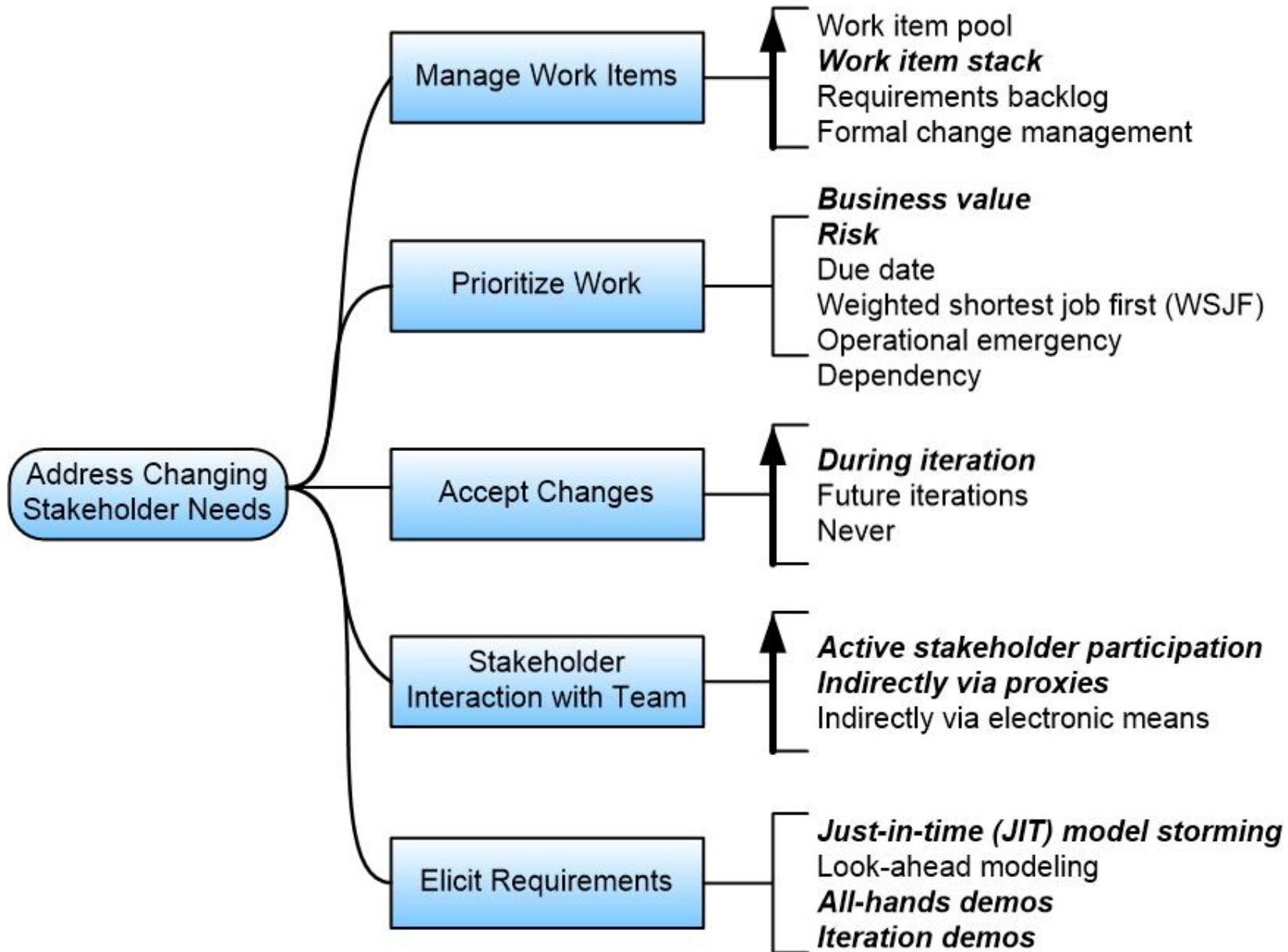
Continuous  
Delivery

Important Observation:  
One Lifecycle Does Not Fit All

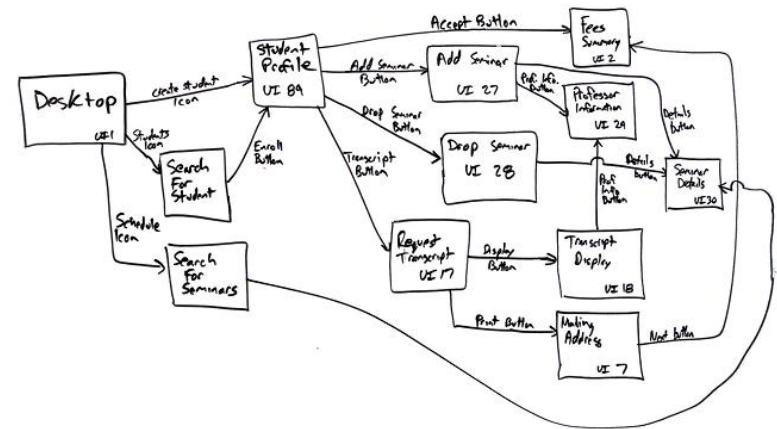
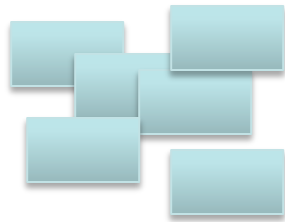
# Strategies to Address Changing Stakeholder Needs



Formal Change Management

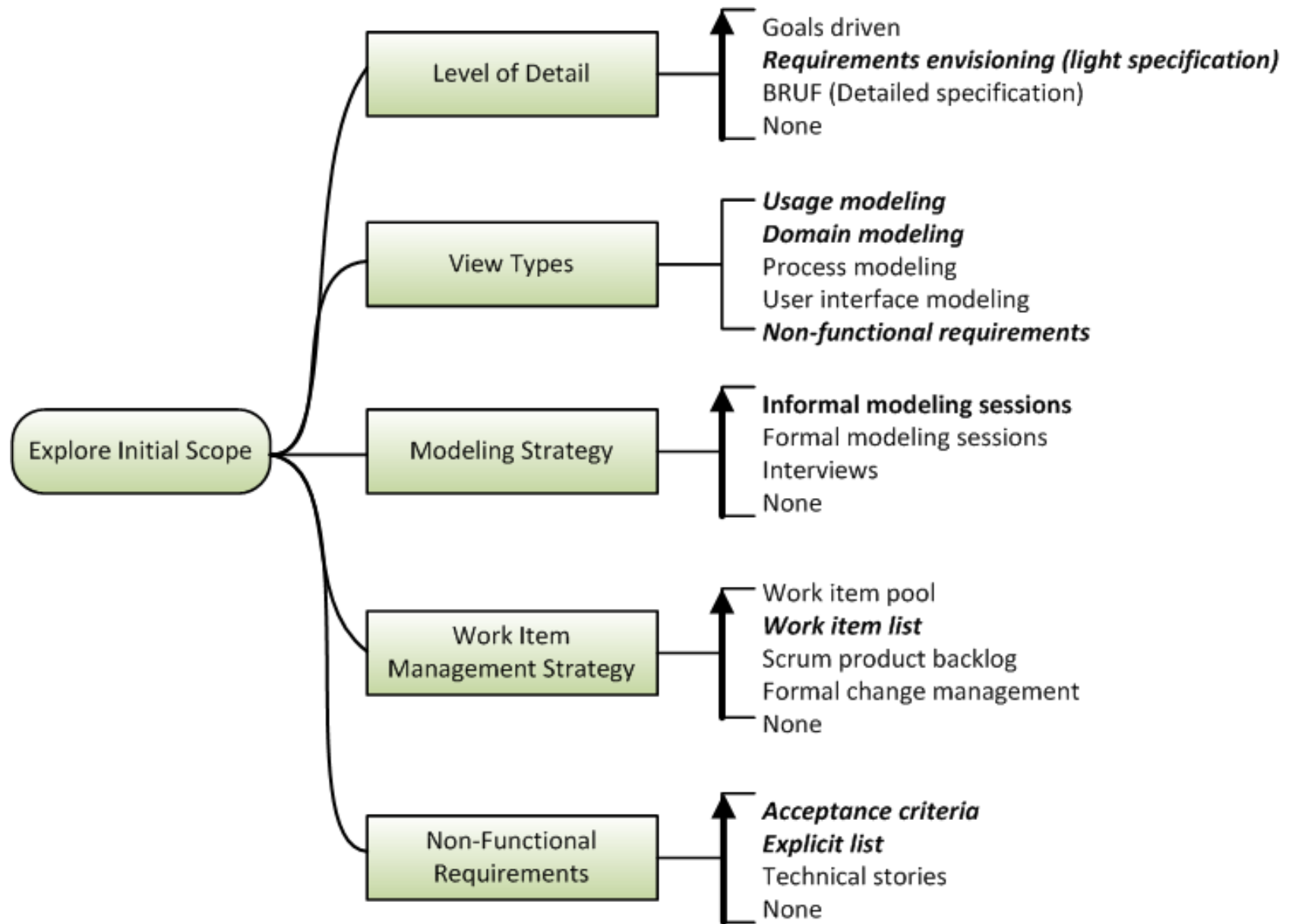


# We Can Explore Initial Scope In Different Ways



## Goals

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_





# Strategies for Funding Teams

Cost Plus



Time and materials (T&M)

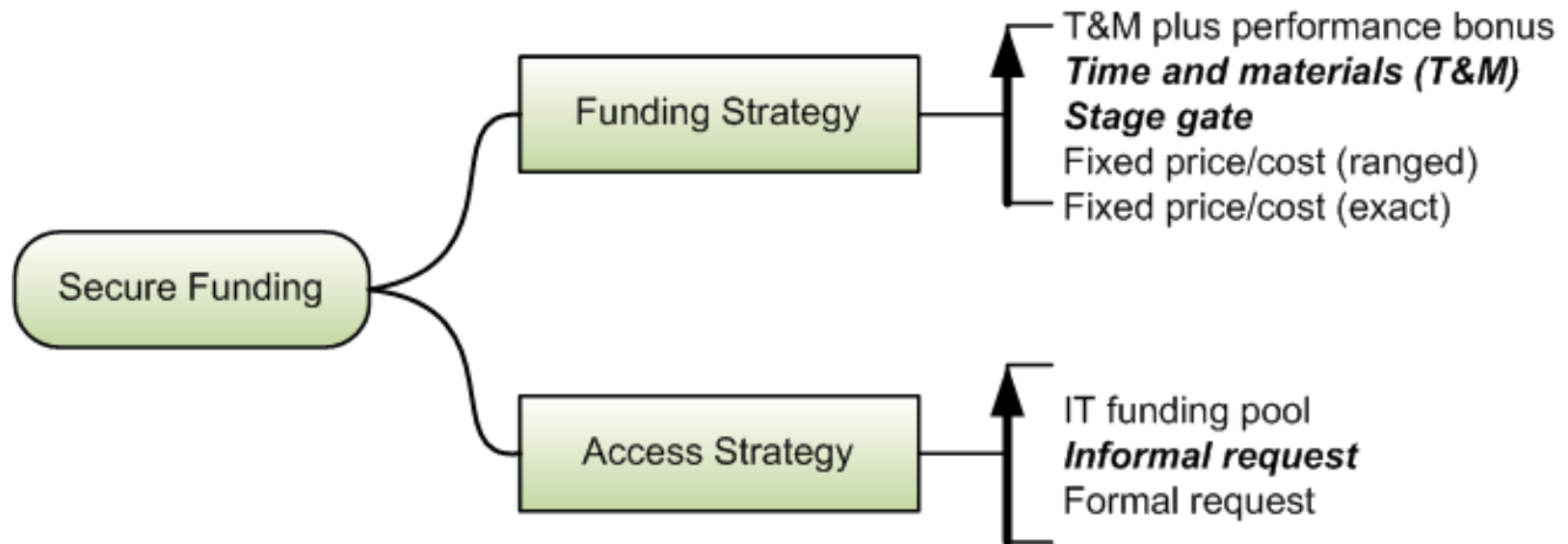


Stage-gate funding

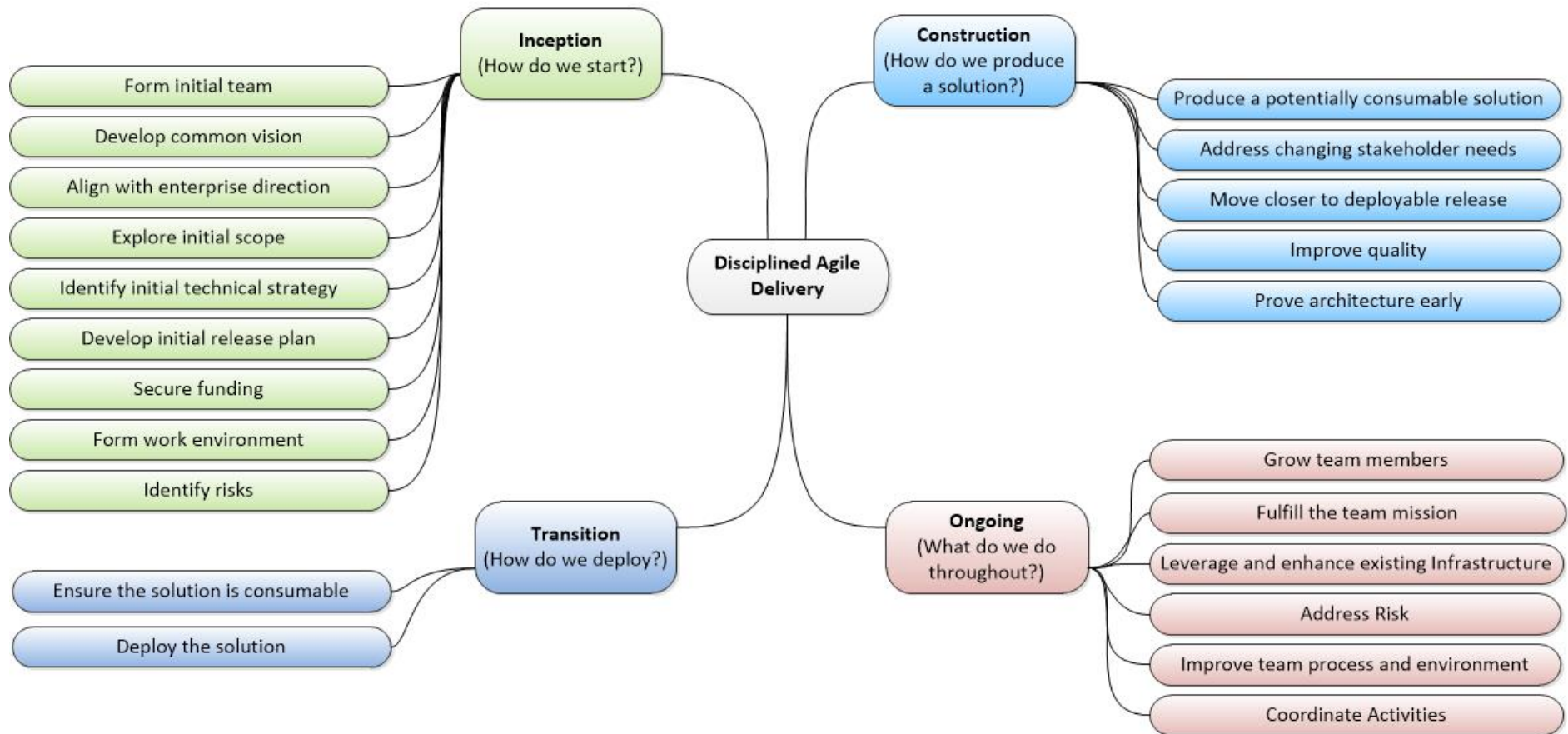


Fixed price/cost

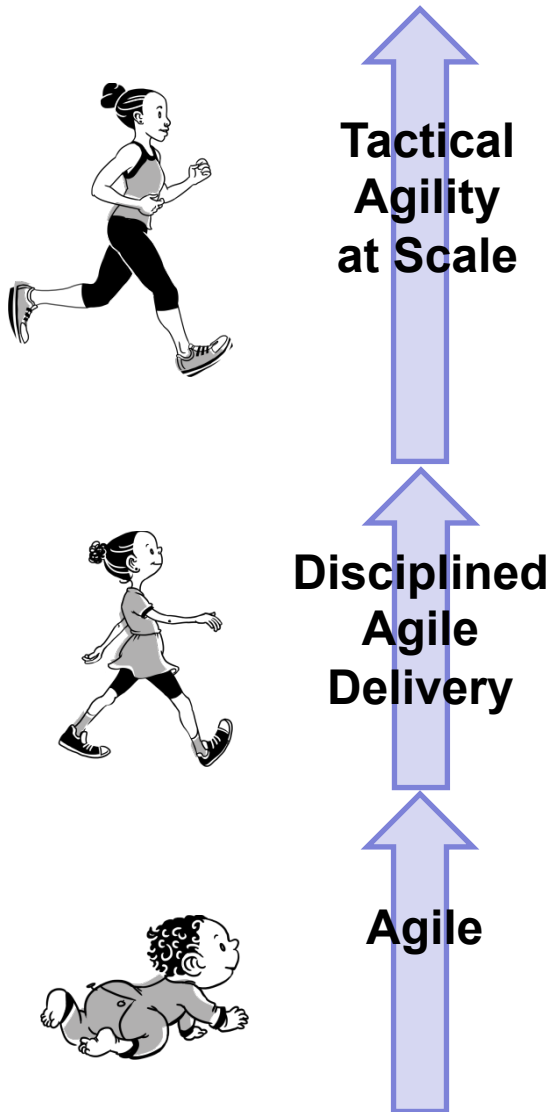




# DAD is Goal-Driven, Not Prescriptive



# Scaling Agile Tactically



Disciplined agile delivery with one or more scaling factors:

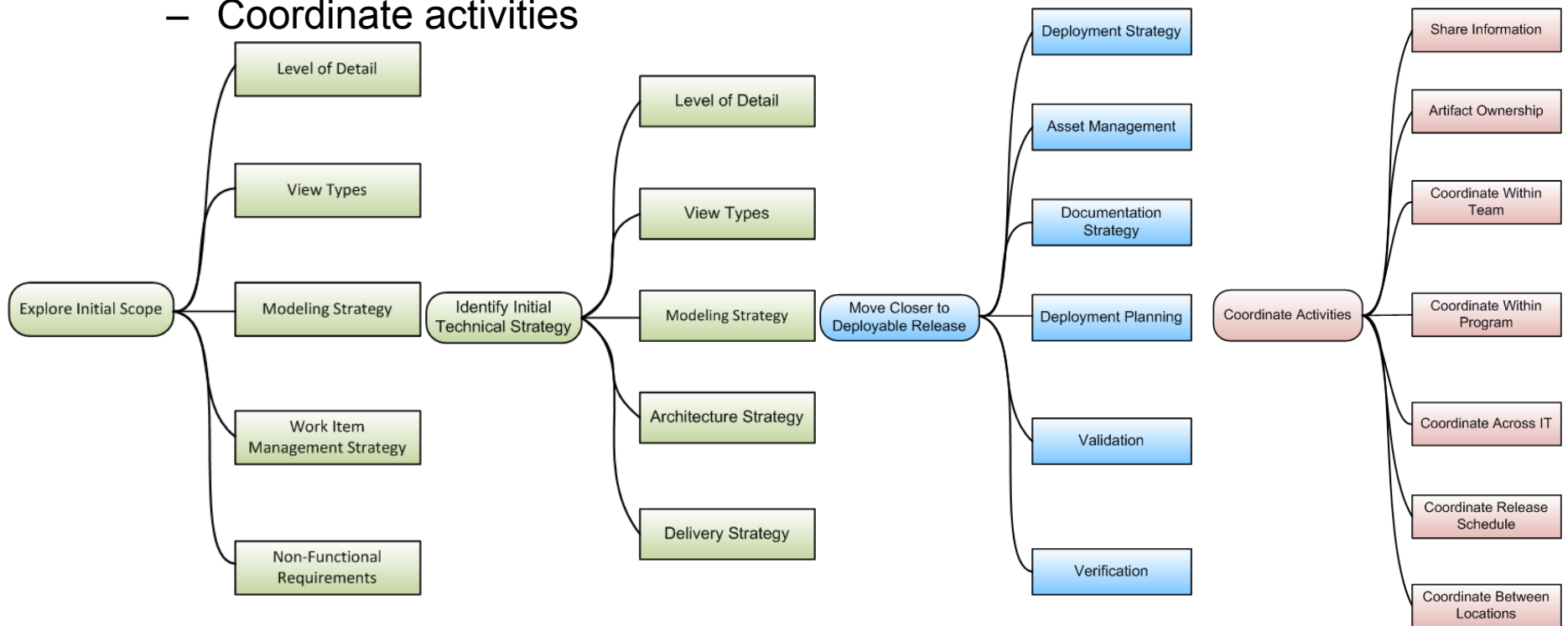
- Large teams
- Geographically distributed teams
- Compliance
- Domain complexity
- Technical complexity
- Organizational distribution

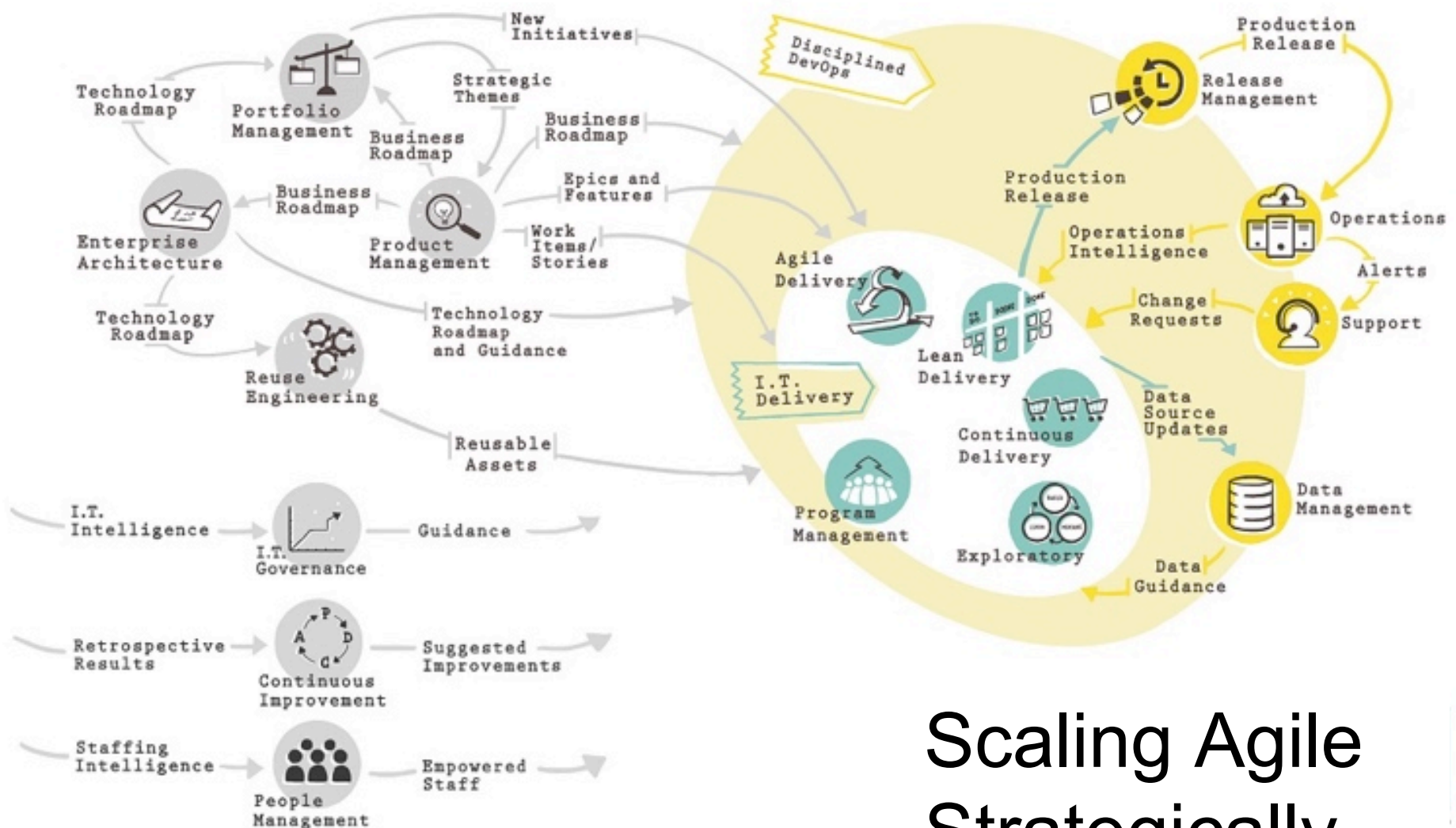
- Delivery focus
- Risk-value driven lifecycle
- Self-organization with appropriate governance
- Goal driven
- Enterprise aware

- Construction focus
- Value driven lifecycle
- Self-organizing teams
- Prescriptive
- Project team aware

# Scaling From a Solid Foundation is Easier

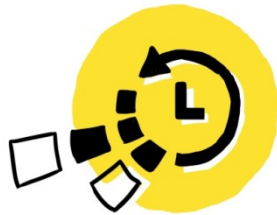
- With a DAD-based approach, scaling becomes straightforward because a handful of process goals take the brunt of the tailoring:
  - Explore initial scope
  - Identify initial technical strategy
  - Move closer to a deployable release
  - Coordinate activities





# Scaling Agile Strategically

# The Disciplined Agile framework is now being extended to address the rest of IT



Release Management



Operations



Support



Data Management



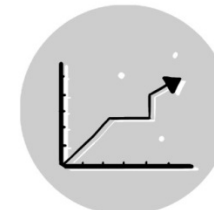
Program Management



Portfolio Management



Product Management



I.T. Governance



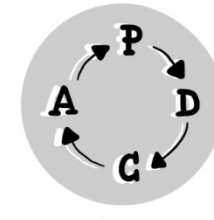
Reuse Engineering



Enterprise Architecture



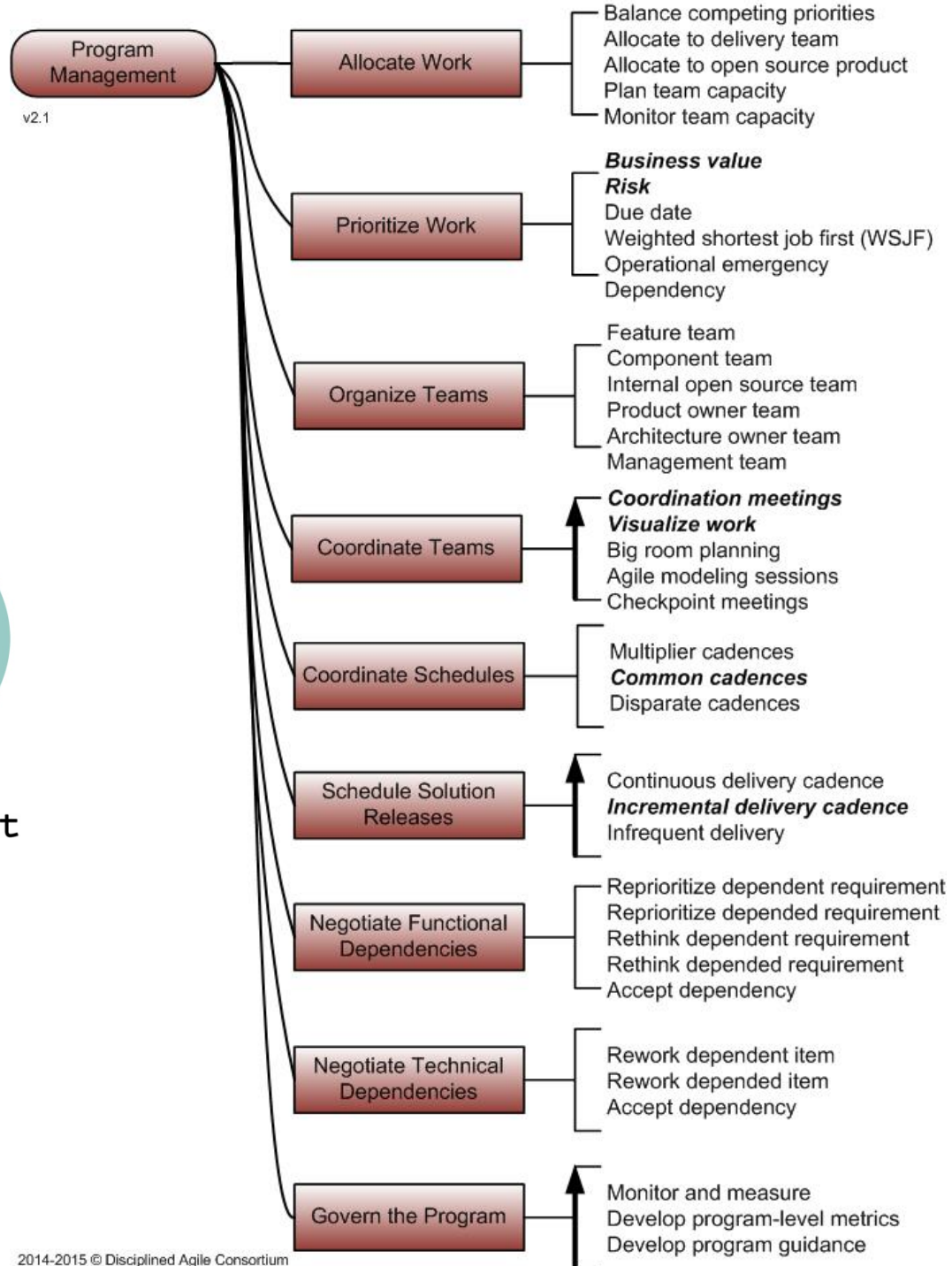
People Management



Continuous Improvement



# Program Management

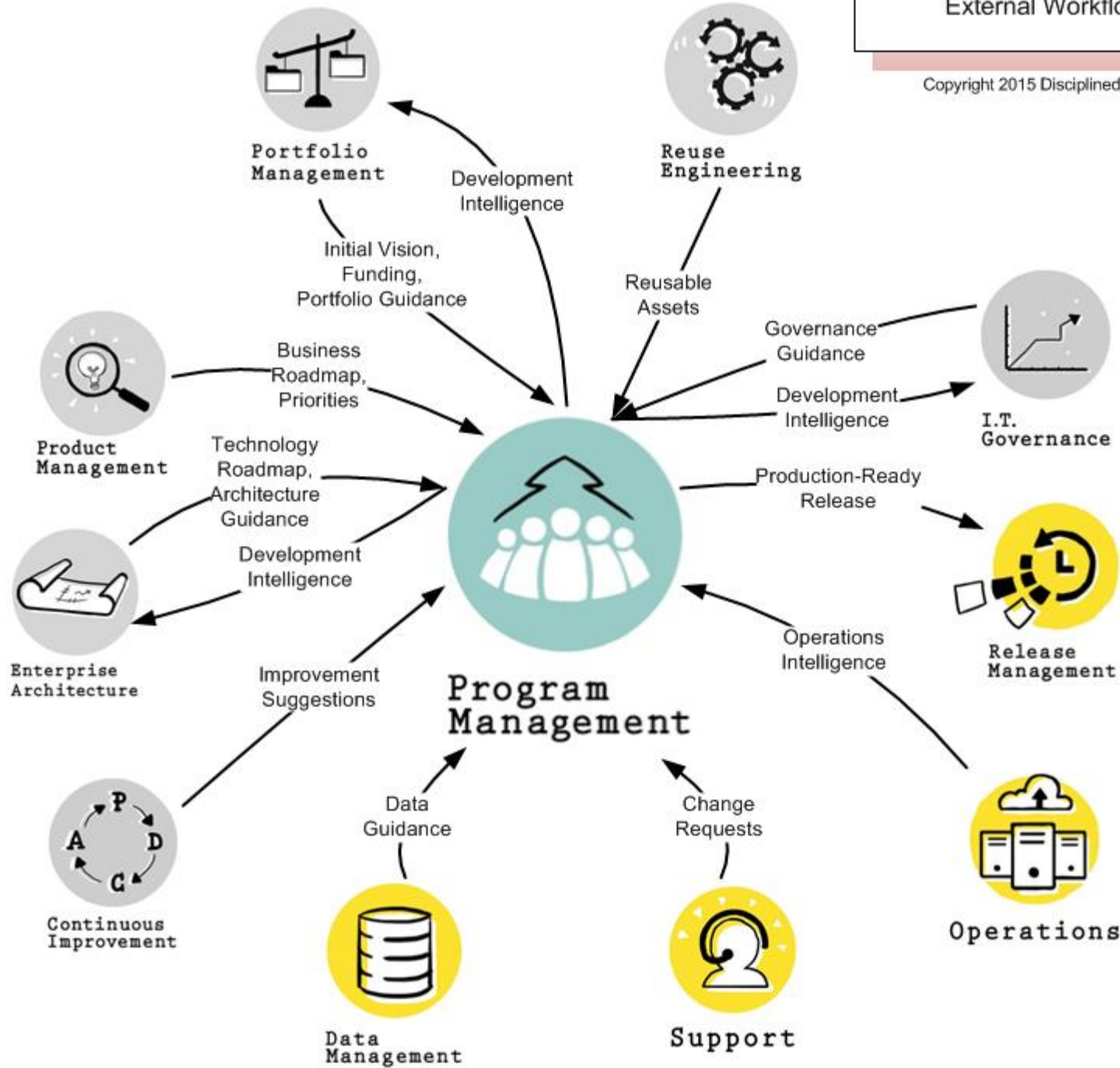


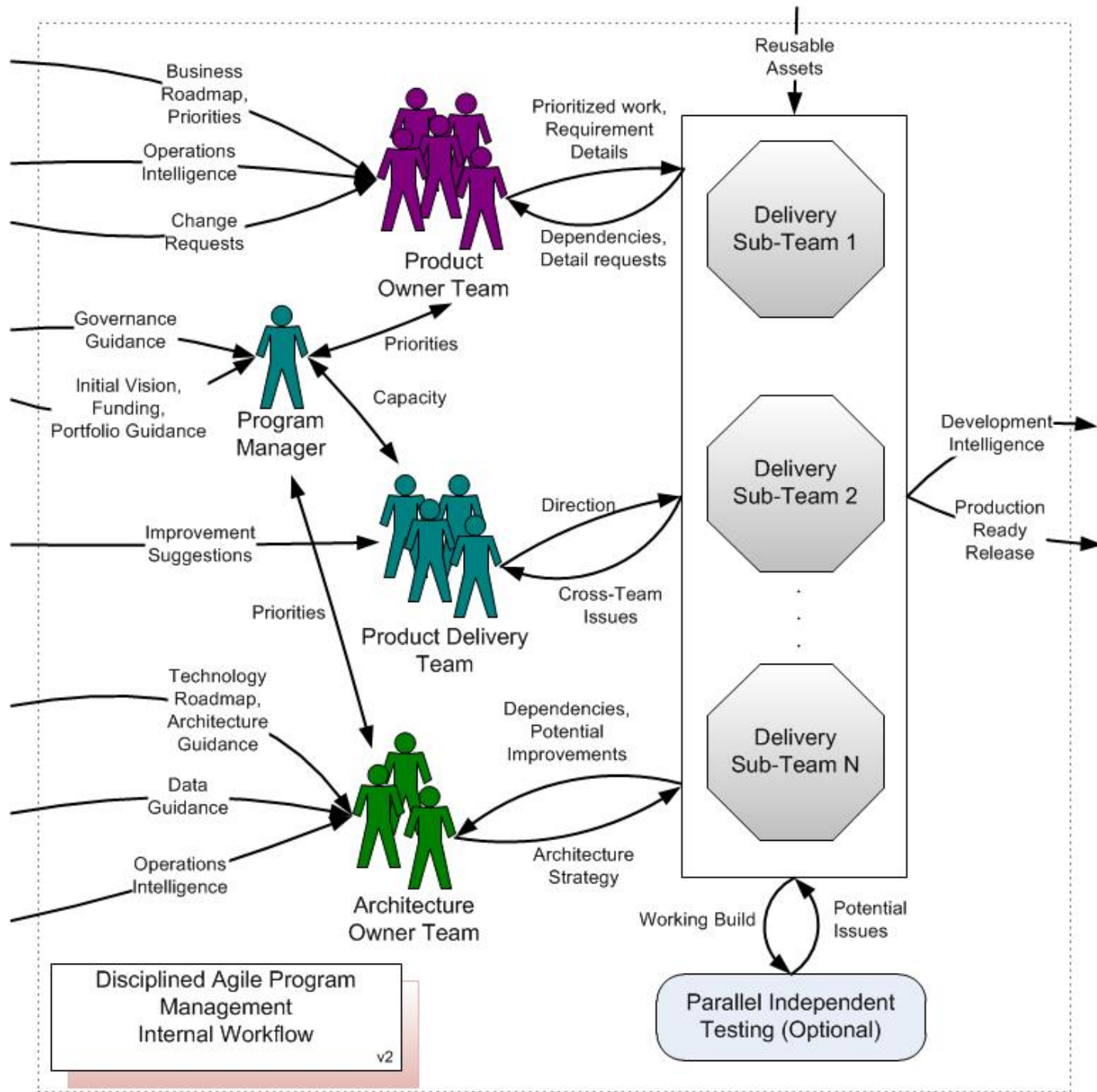


# Program Management External Workflow

v2.1

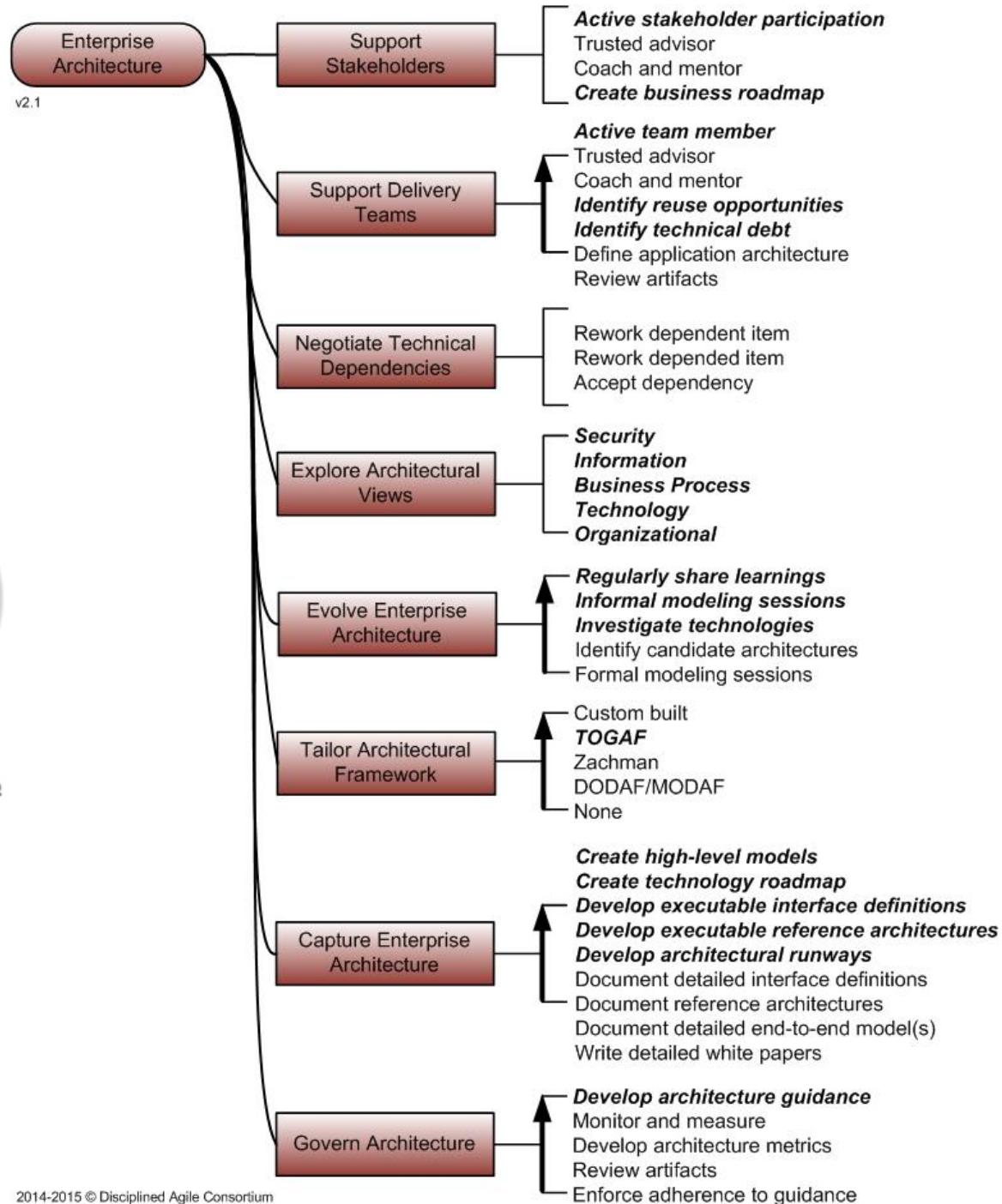
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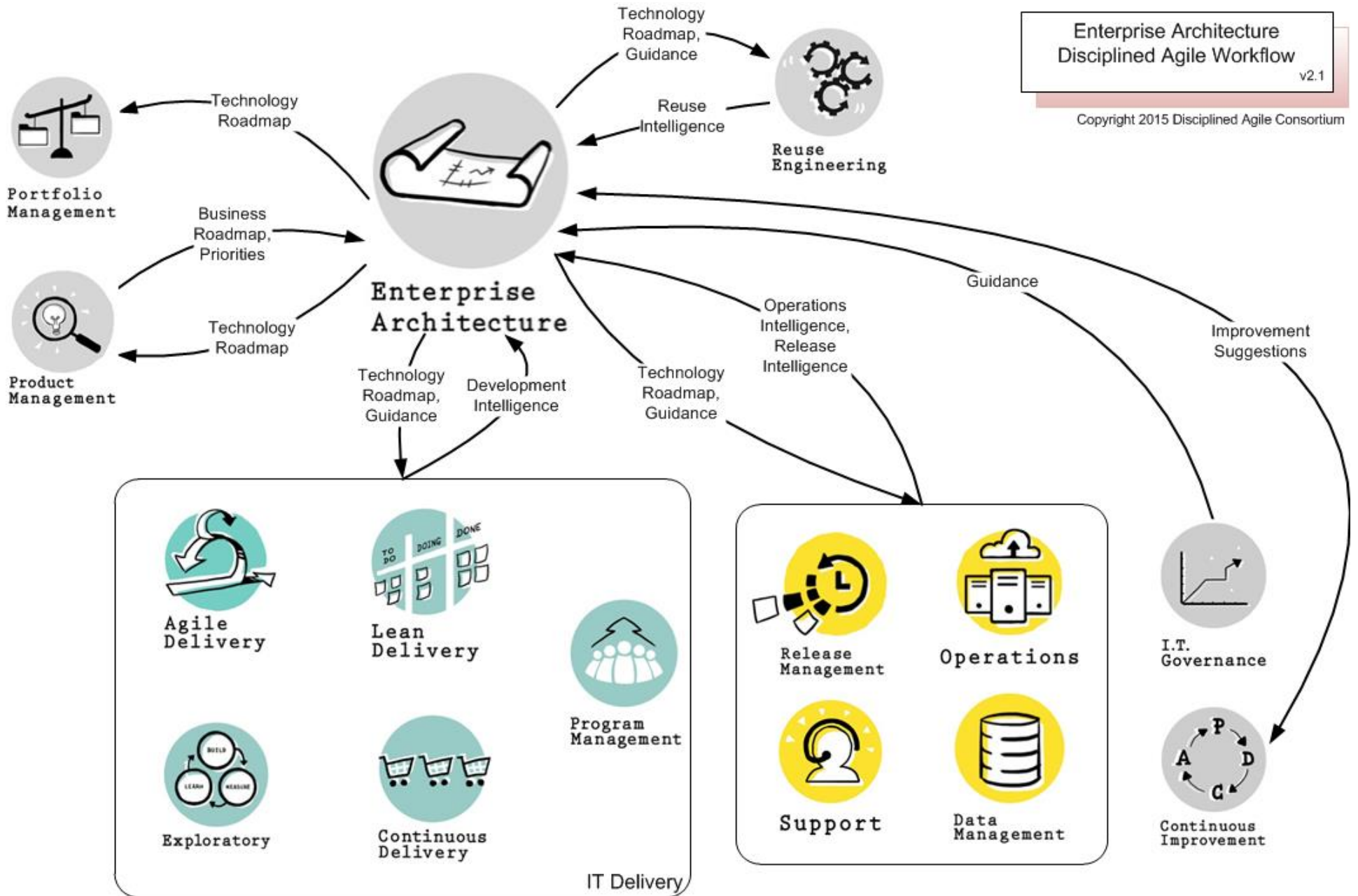


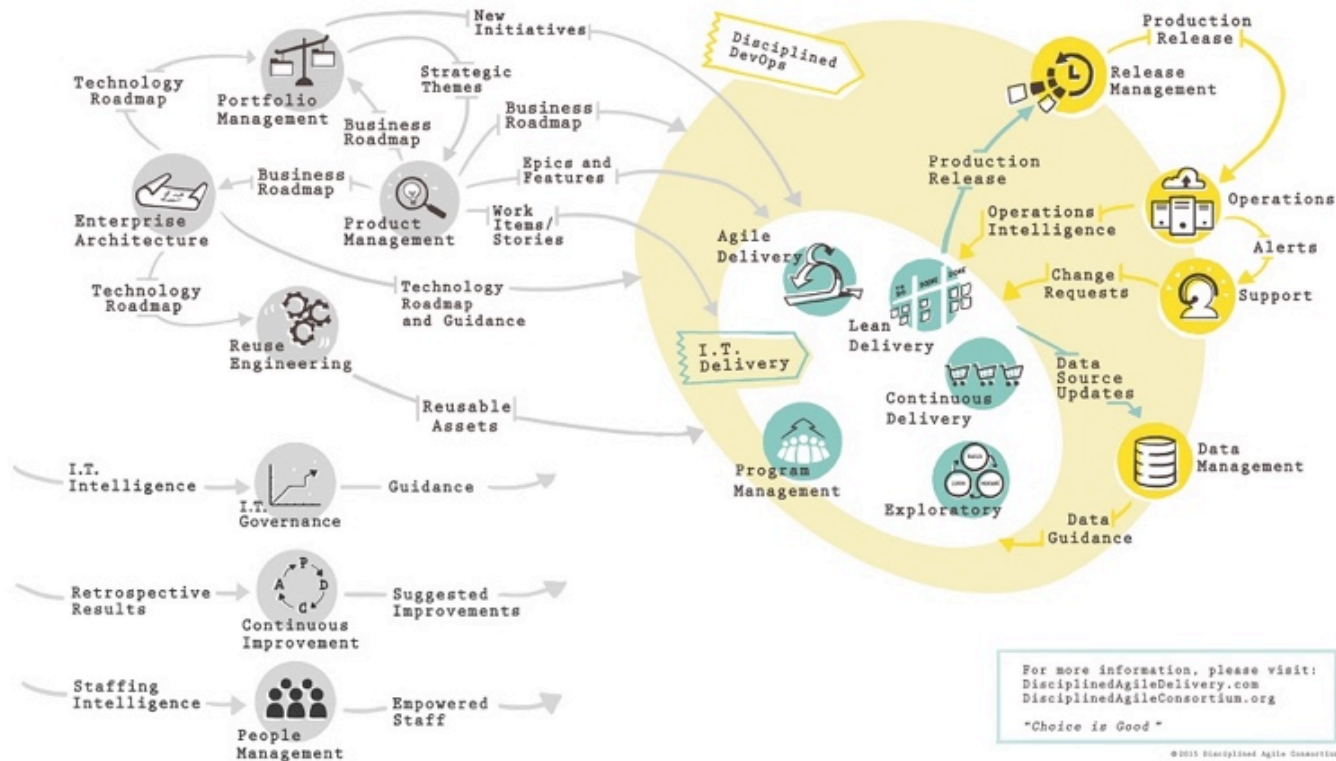




# Enterprise Architecture



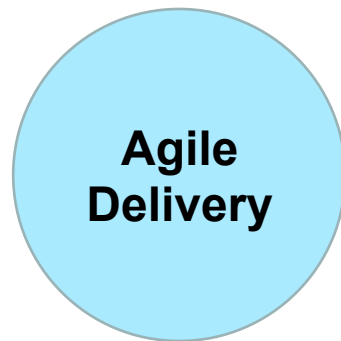




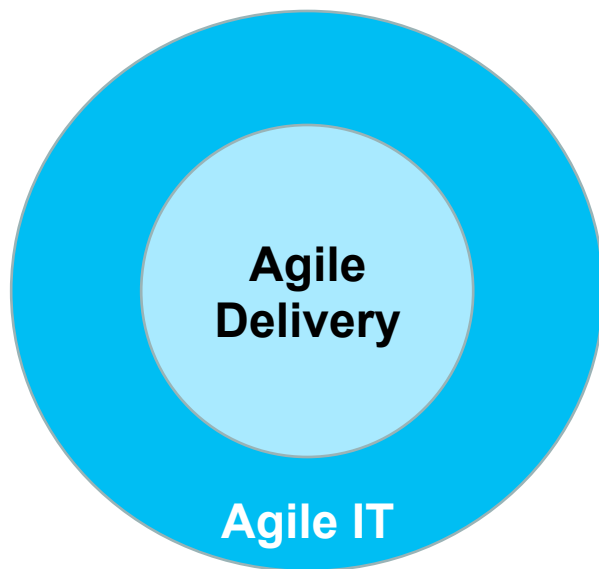
# Important Observation: There's A Lot More to Scaling Agile than a Fancy Poster

# The Story I Told



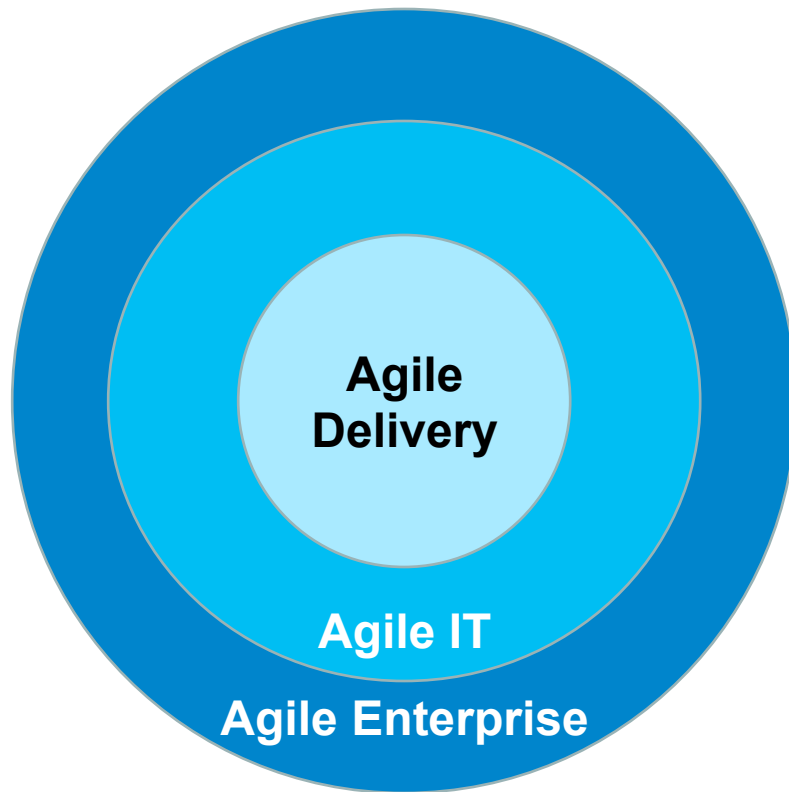


- Disciplined agile delivery teams produce consumable solutions often and early
- Agile delivery teams must tailor their approach to address the situation that they find themselves in, particularly when working at scale – Context counts



- An Agile IT organization must be responsive to the needs of the rest of the enterprise while “keeping the lights on”.





- An agile enterprise is able to anticipate and respond swiftly to changes in the marketplace
- It does this through an organizational culture and structure that facilitates change within the context of the situation that it faces
- Agile enterprises require a learning mindset in the mainstream business and underlying lean and agile processes to drive innovation

# Some thoughts....

Your organization is unique

You need to tailor your approach to reflect the evolving context of the situation that you face

One “process size” does not fit all, one organizational strategy does not fit all, nor does one tooling strategy



# Thank You!

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 @scottwambler

AgileModeling.com

AgileData.org

Ambyssoft.com

DisciplinedAgileConsortium.org

DisciplinedAgileDelivery.com

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# SCOTT AMBLER + Associates

Scott Ambler + Associates is the thought leader behind the Disciplined Agile Delivery (DAD) framework and its application. We are a boutique IT management consulting firm that advises organizations to be more effective applying disciplined agile and lean processes within the context of your business.

Our website is [ScottAmbler.com](http://ScottAmbler.com)

We can help

# Additional Slides

# Shuhari and Disciplined Agile Certification

守  
Shu

At the *shu* stage you are beginning to learn the techniques and philosophies of disciplined agile development. Your goal is to build a strong foundation from which to build upon.

 DISCIPLINED AGILIST

 CERTIFIED DISCIPLINED AGILIST

破  
Ha

At the *ha* stage you reflect upon and question why disciplined agile strategies work, seeking to understand the range of strategies available to you and when they are best applied.

 CERTIFIED DISCIPLINED AGILE PRACTITIONER

離  
Ri

At the *ri* stage you seek to extend and improve upon disciplined agile techniques, sharing your learnings with others.

 CERTIFIED DISCIPLINED AGILE COACH

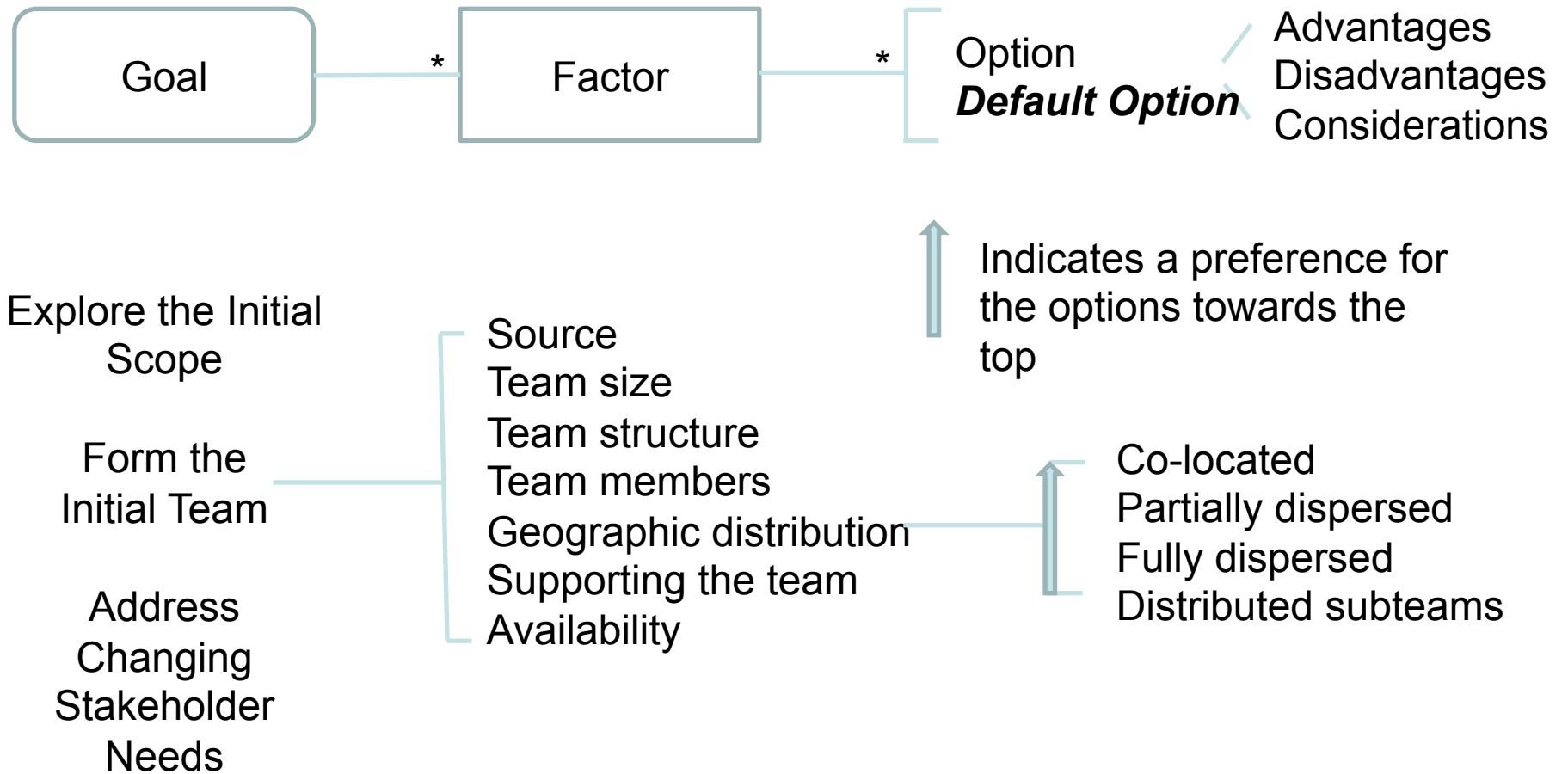
# Tactical Scaling Requires...



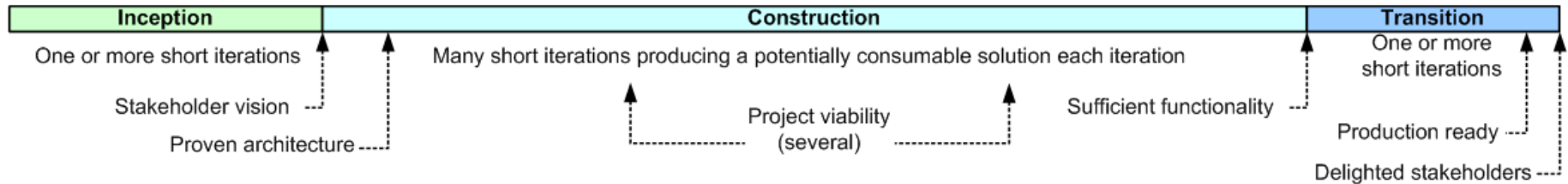
- A disciplined approach
  - Full delivery lifecycle
  - Enterprise awareness
  - Goal-driven approach
- A bit more up-front thinking
  - Explore the initial scope a bit deeper
  - Identify the initial technical strategy in a bit more detail
- More sophisticated coordination
  - Individuals and interactions
- More sophisticated governance
  - The greater the risk, the greater the need for effective governance
- More sophisticated validation
  - Teams at scale are typically tackling harder problems
- More sophisticated tooling



# Disciplined Agilists Take a Goal Driven Approach



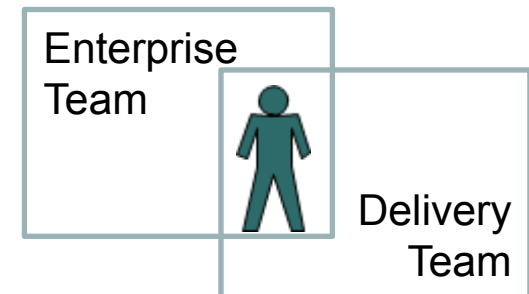
# Governance is Built Into DAD



- Governance strategies built into DAD:
  - Risk-value lifecycle
  - Light-weight milestone reviews
  - “Standard” opportunities for increased visibility and to steer the team provided by agile
  - Enterprise awareness
  - Robust stakeholder definition

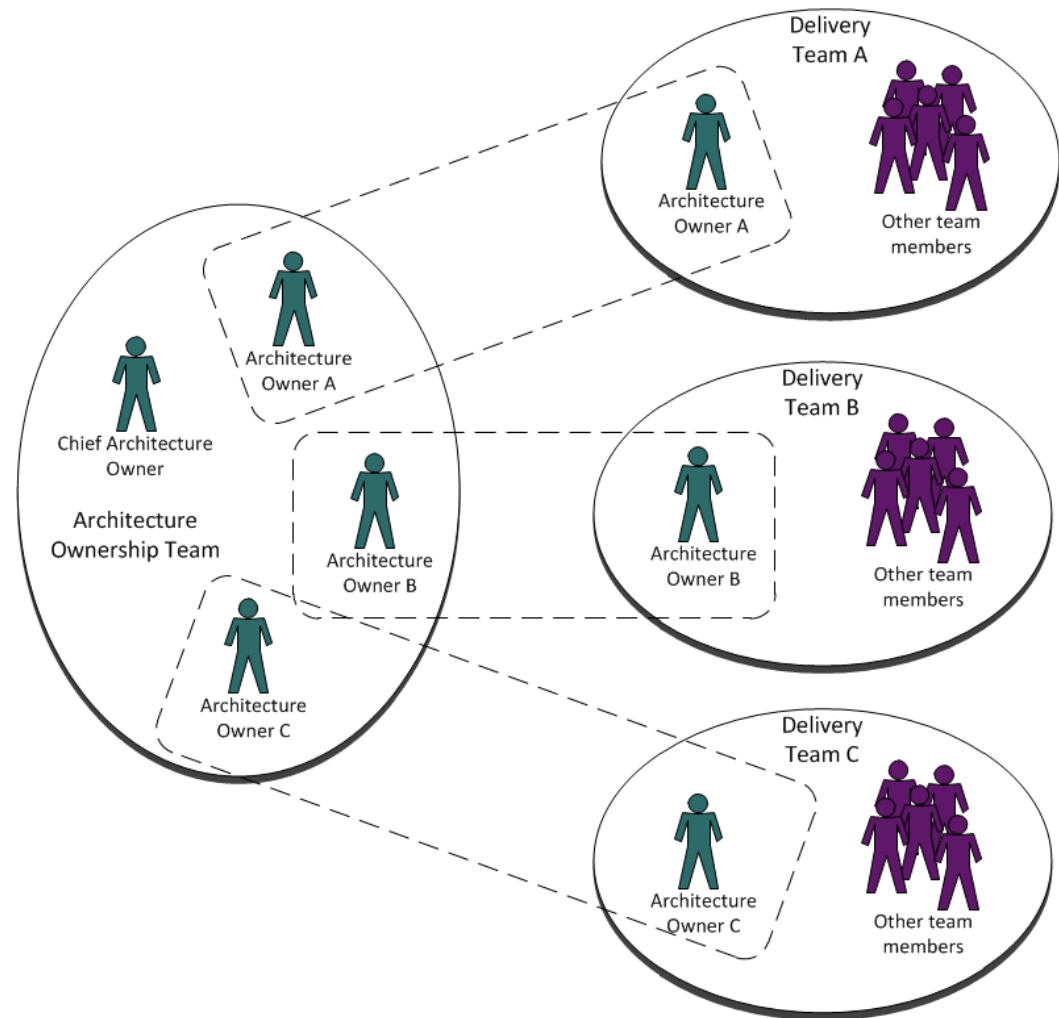
# Collaboration Pattern: Enterprise IT Team

- Individuals are members of both a delivery team and an enterprise team
- Common examples include:
  - Architecture Ownership Team (Enterprise Architecture)
  - Product Ownership Team (Product Management)
  - Product Delivery Office (Portfolio Management)
- The delivery teams determine who will be in the enterprise role for them
- Potential scheduling challenges for the people in the enterprise roles due to multi-team commitments
- The leaders of each enterprise team may be a full time position



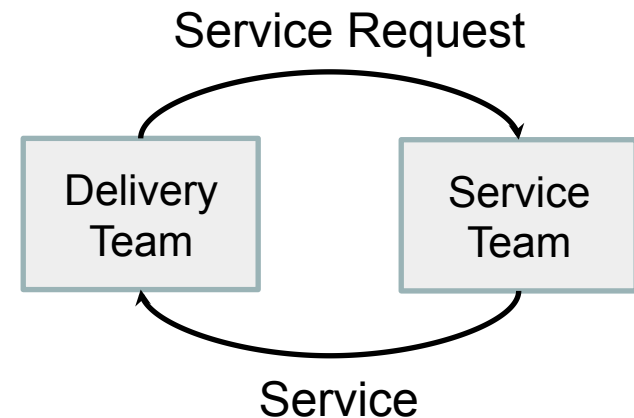
# Example: Architecture Ownership (AO) Team

- Responsible for developing the architecture/technology roadmap
- Delivery teams determine who the architecture owner (AO) is, and that person becomes part of the AO team
- The AO team meets regularly to evolve the roadmap based on the hands-on learnings from the AOs
- Ecommerce organization: 7 person AO team (of 250 IT people)
- Software product org: 10 person AO team (of 130 IT people)

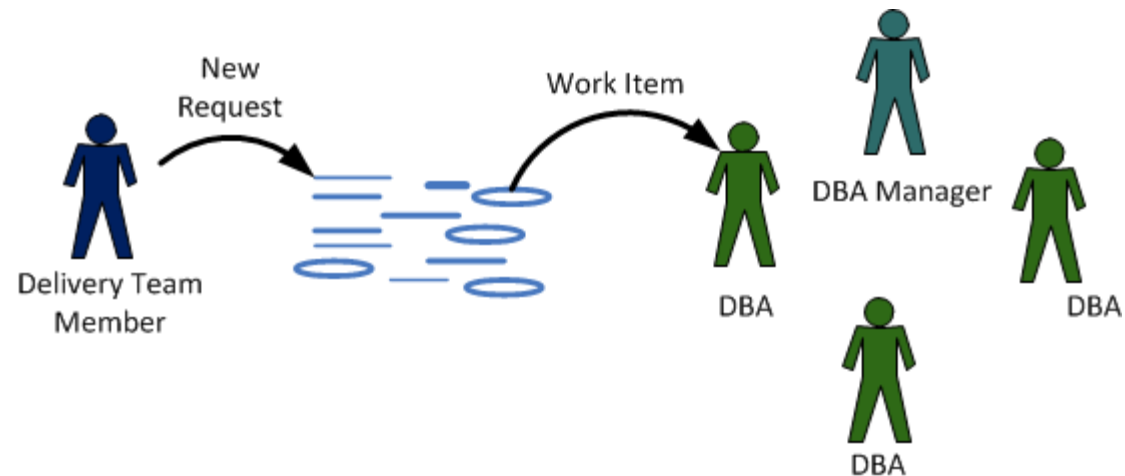


# Collaboration Pattern: Services Team

- Specialized services teams fulfill requests from delivery teams
- Common examples of specialized services:
  - Infrastructure/network
  - Database administration
  - Security
  - Facilities
- The specialized services team will often have a service level agreement (SLA) that the work to
- Potential for the services team to become a bottleneck
- They may supply specialists on a short term basis to some delivery teams



# Example: Database Administration (DBA) Team



- Responsible for supporting database development and database operation in production
- The delivery team submits a request, the DBA Team prioritizes it and then fulfills it
- Ecommerce org: 5 person team (of 250 IT people)
- Software org: 2 person team (of 40 IT people)