

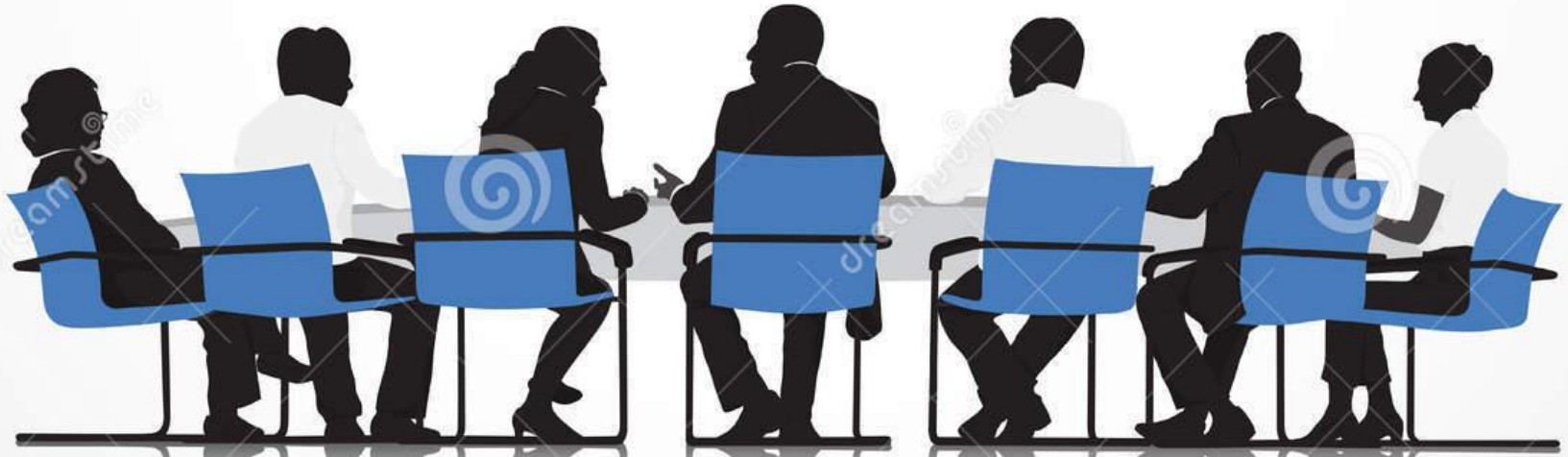


Enterprise Scaling Agile Patterns

Agile New England

November, 2015

What is your scaling experience?



Who are we?



David Grabel



Agile Coach
dgrabel@vistaprint.com
@dlgrabel
www.linkedin.com/in/davidgrabel



Monica Yap

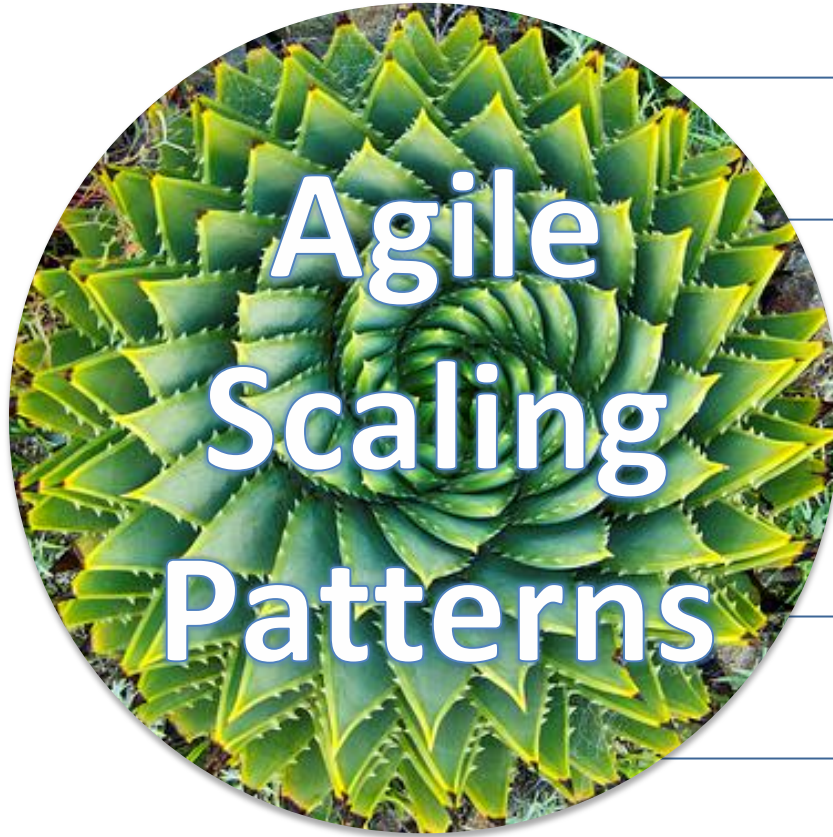


Agile Coach
myap@SolutionsIQ.com
@monica_yap
www.linkedin.com/in/monicayap

Where have we coached?



Learning Objectives



What is
Scaling



What is
Pattern



Some
Patterns



DIY



Share your
experience

POST WORKSHOP



Patterns Site

Try It & Share
Your Experience

Share

Blogs

Your
Community

A lush green forest with large trees and a grassy field. The image is split into four quadrants by a white cross. The top-left and bottom-left quadrants show a dense forest of tall, mature trees with thick trunks and dense green foliage. The top-right and bottom-right quadrants are solid white. The center of the image is a dark green rectangle containing white text.

what

is

Scaling

here?

Shout out

A man wearing a dark jacket and a flat cap is shouting into a black megaphone. He is positioned on the left side of the frame, looking upwards and to the right. The background is a bright blue sky with scattered white clouds. In the distance, a range of mountains is visible under a clear sky. The overall scene conveys a sense of calling out or making a strong statement.

What does Agile at
Scale mean to you?



**Different degrees of
scaling- different challenges**



**2 or more teams working
on the same code base –
Scrum.org**

**10 or more teams working
on the same project**

**BIG TEN[®]
CONFERENCE**

Teams in 2 or more locations on the same project





Hundreds of

teams on a

project



Thousands of teams across an enterprise



Scaling beyond software teams



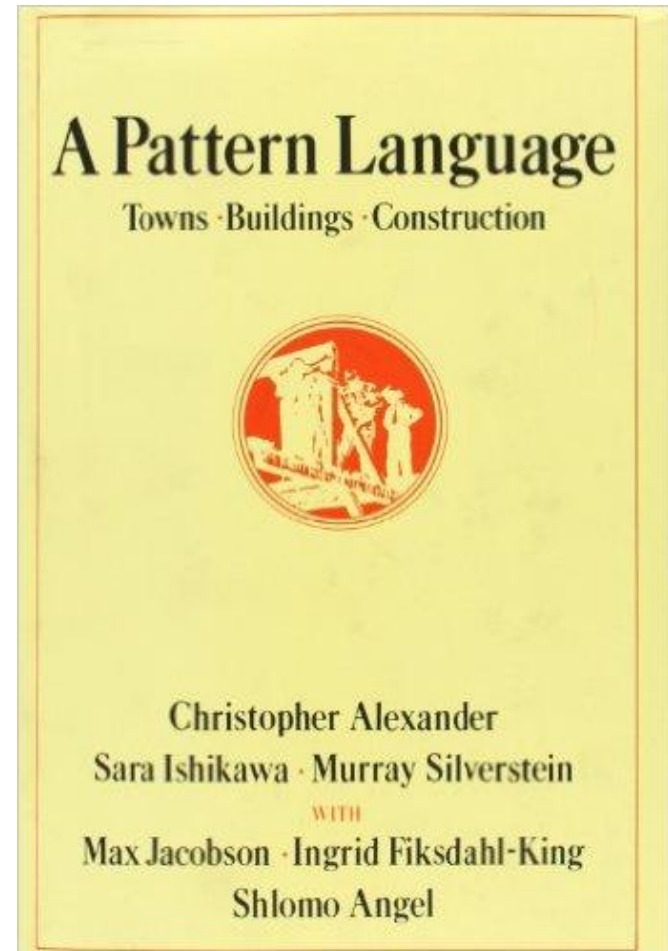
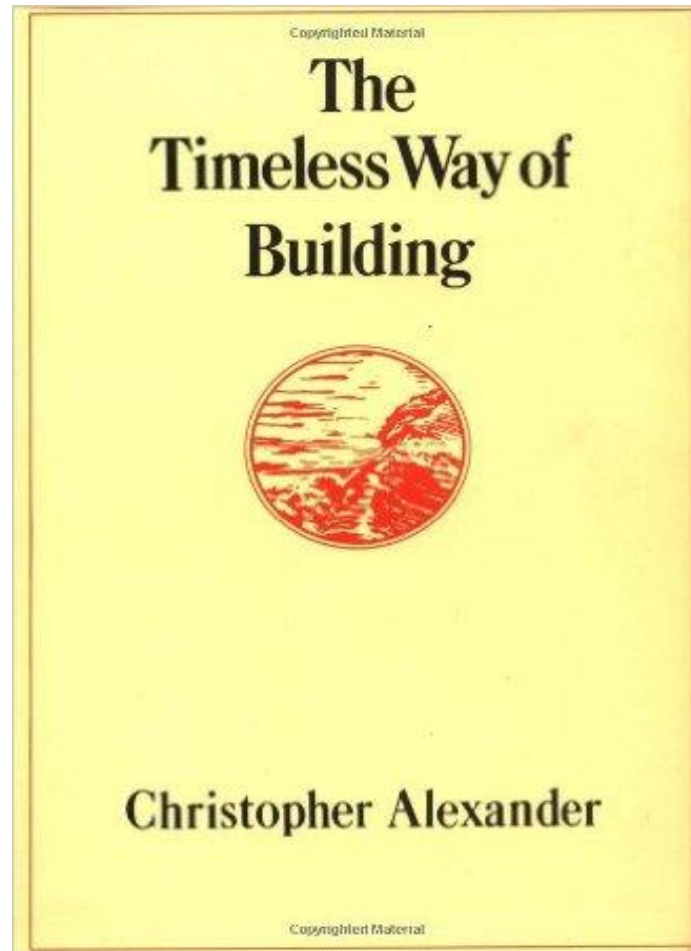
Scaling to portfolio



A close-up photograph of a succulent plant, likely a Sedum, showing a repeating pattern of green, pointed leaves. The leaves are arranged in a spiral, overlapping pattern, creating a sense of rhythm and repetition. The background is a soft, out-of-focus green, which makes the succulent stand out. The text "What are Patterns" is overlaid on the right side of the image in a white, sans-serif font.

What are Patterns

Christopher Alexander



What is the structure of a pattern?



Problem



Context

Solution




Patterns in Software

GOF
(Factory
Method,
Observer)

Model View
Controller
(MVC)

Connection
Pool



What are patterns in Scaling Agile?

Common context

Common problem

**Adaptation in
different environment**

Common solution

Name Organizational Impediment Backlog	Theme Organizational Impediments
Problem Large amount of cross team, environmental and organizational impediments	
Context <ul style="list-style-type: none"> • Environmental impediments cannot resolve by Teams • No escalation path to raise cross team impediments • Organization/environmental impediments are not frequently reviewed and resolved 	
Solution <ul style="list-style-type: none"> • Manage impediment backlog to track impediments escalated at each level • Have big visible chart for the organizational level impediment backlog, e.g. physical board, or big monitor in common area throughout the organization • [Fractal] Hold regular forum at each level, e.g. Scrum of Scrums (SoS) <ul style="list-style-type: none"> ○ Attended by team representative, cross functional leaders (e.g. engineering managers, product managers) ○ Use the forum to: <ul style="list-style-type: none"> ▪ Raise new issues which cannot be resolved by the team, decide to resolve at this level or escalate ▪ Prioritize impediment backlog ▪ Identify action and owner for the top priority impediment ○ General format: What did we resolved, What we plan to resolve, Any new impediment 	
Known Uses Large utilities company, consumer pc security company, large financial institute, large internet network company	

<p>Name</p> <p>Agile² Transformation</p>	<p>Theme</p> <p>Ways of Transforming</p>
<p>Problem</p> <p>One transformation method does not always work in every area within the organization. Additionally, what is planned may not work out completely during the implementation due to many unforeseeable unknowns with human systems. When the transformation is implemented in a non-Agile way (e.g. without inspect and adapt loops, limited feedback), we get similar issues with big bang rollouts, waterfall implementations, and command-n-control transformation.</p>	
<p>Context</p> <p>Large organizations are very complex. There are often micro organizational cultures that exist within the larger organization. For the transformation to be successful, there should not be a one size fits all solution.</p>	
<p>Solution</p> <p>Setup the transformation team as an Agile team, to embody not just doing agile, but also “being” agile. The team should have an iterative mindset and cadence. Transform the organization in rolling waves, with leaders buy-in and support, then implement with training and coaching with each wave.</p> <p>Rolling wave features:</p> <ul style="list-style-type: none"> ● Define the expected value return and have a risk benefit analysis ● Transform into an agile leadership team at every level ● Create an inspect and adapt rhythm at every level (leadership – program – team retrospectives) <p>Success factors:</p> <ul style="list-style-type: none"> ● Joint ownership ● Clear shared goals 	
<p>Known Uses</p> <p>Large utility company, online payment company, large computer security company</p>	

Name Retrospective of Retrospectives (RoR)	Theme Agile Mind Set
Problem Organization needs to continuously improve, learn, and remove constraints at each level	
Context <ul style="list-style-type: none">• Multiple teams and business units across the organization• There are local and global learnings and application (fractal)	
Solution <ul style="list-style-type: none">• Conduct retrospective locally within each Agile team, apply actions within control of the team• [Fractal] Conduct higher level of retrospectives, with representation from each team, bringing insights from the local retrospectives, apply actions within control at the higher level	
Known Uses Large healthcare product company, consumer security company	

Convert Anti-Patterns

Anti-Pattern



Pattern



Themes Around Scaling

- Dependencies outside of software development
- Roles outside of an Agile team
- Multi practice culture (mixture of XP, Kaban, Scrum, Waterfall)
- Organizational impediment management
- Geographically distributed environment
- Agile mind set (up and down the organization)
- Scaling framework
- Coordination
- Structure
- Planning
- Adoption
- Tools

Workshop - Breakout

- Each table by theme
- Establish (5min)
 - Brainstorm, discuss, dot vote
 - Start with highest votes
- Create & Resolve 1 pattern (15min)



Pattern Name	Theme
Problem	
Context	
Solution	
Where it's used	

*Each Table
Draw this on
flip chart*

Conclusion - Report out

Share your results



POST WORKSHOP

Patterns Site

Try It & Share
Your Experience

Share

Blogs

Your
Community



Contact Info



David Grabel



Agile Coach
dgrabel@vistaprint.com
@dlgrabel
www.linkedin.com/in/davidgrabel



Monica Yap



Agile Coach
myap@SolutionsIQ.com
@monica_yap
www.linkedin.com/in/monicayap