

Assessing a
Waterfall
company for the
Benefits to
becoming Agile

About Lance(r) Kind

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Docker, Java, ES6, Swift



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"SILENCE TO HELL!"

**SCRUM NOIR
BAD BOYS**

OF SCRUM
Three Episode MEGA digest!

**9 ISSUES
OF REAL
WORLD
PROBLEMS
&
SOLUTIONS**

Company Profile

- Regional health insurance company
- IT/IS is about 400 people
- Business operations has about 400 people
- Current operating model is Waterfall
- Has outsourced some projects to vendors who use an Agile operating model and have seen impressive results

What we'll cover

- How the assessment was done
- Results of the assessment
 - Custom Target Operating Model
 - Proposed Roadmap to prepare for Target Operating Model
- Stakeholder feedback

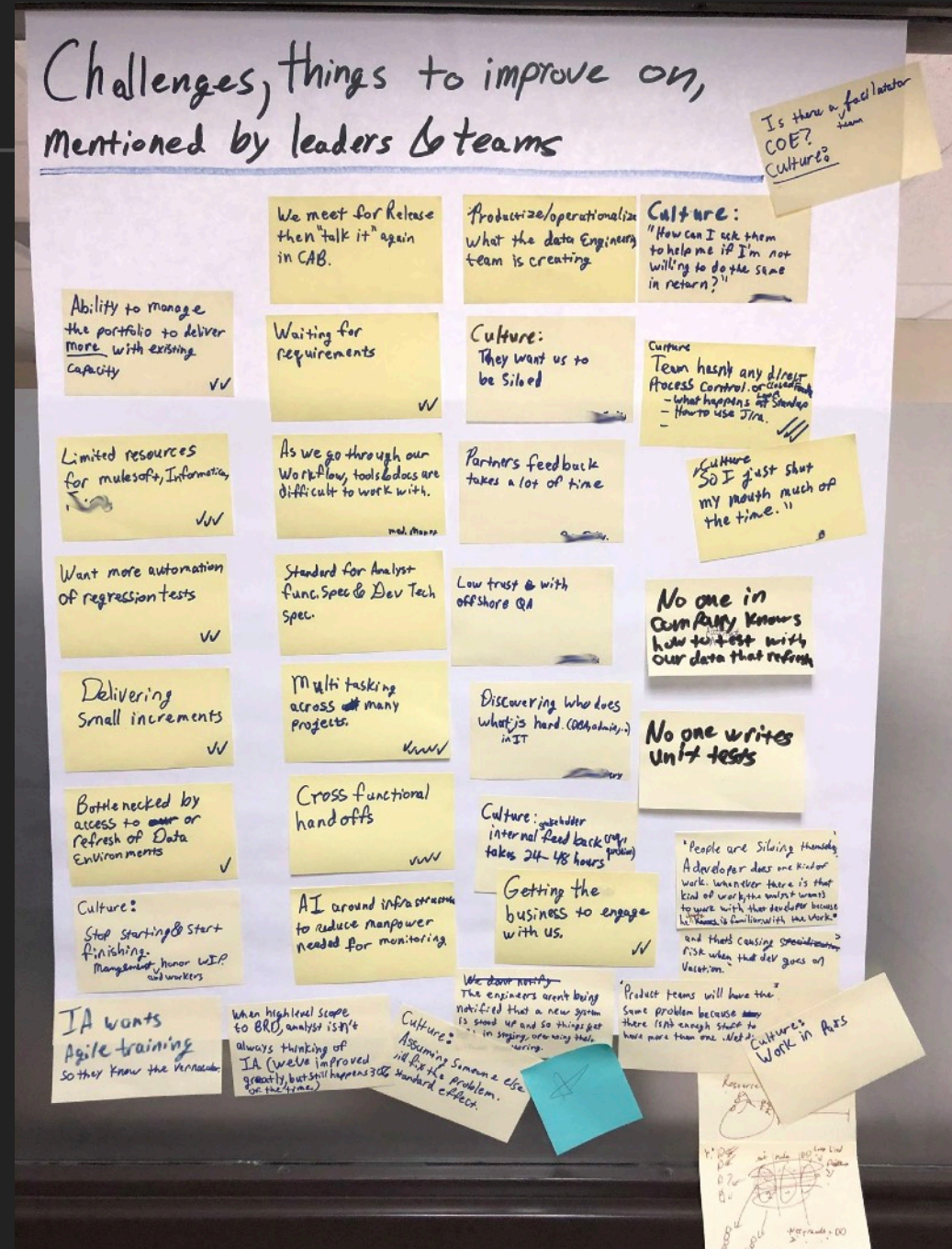
Scope

The scope of proposal includes:

1. Assessment of 10 teams in order to determine opportunity, feasibility, and roadmap for an agile transformation.
2. Summarize assessment findings in assessment report
3. Provide customized Operating Model
4. Propose roadmap and approach with corrective actions; and
3. Provide estimates and roadmap for phase 2

Assessment Activities

- Arrange a meeting room for the 4 weeks
- Week 1, interviewed leaders in IT : 13 VPs and Directors
 - Each was 1 hour meeting with a VP + supporting Director(s)
- Week 2 and 3, interviewed 20 teams
 - Each was a 90 minute meeting with the whole team minus manager
- Week 3 and 4, interviewed the business stakeholders: 9 VPs and Directors, observe/coach teams, build roadmap
 - Each was a 30 minute meeting with a VP + supporting Director(s)



Transparent Interviews

Benefits:

- Collaborate in discovering what's going on.
- Quality of data is higher: Continuous feedback on quality of the notes.
- High energy.
- Interviewees can go to the board and write or correct.
- When done with a group, the group dynamics give the assessor additional data.
- Sometimes the teams take over (like an open space) and interview themselves.
- For each delivery team, we note the effort and wait state for each of the above boxes.

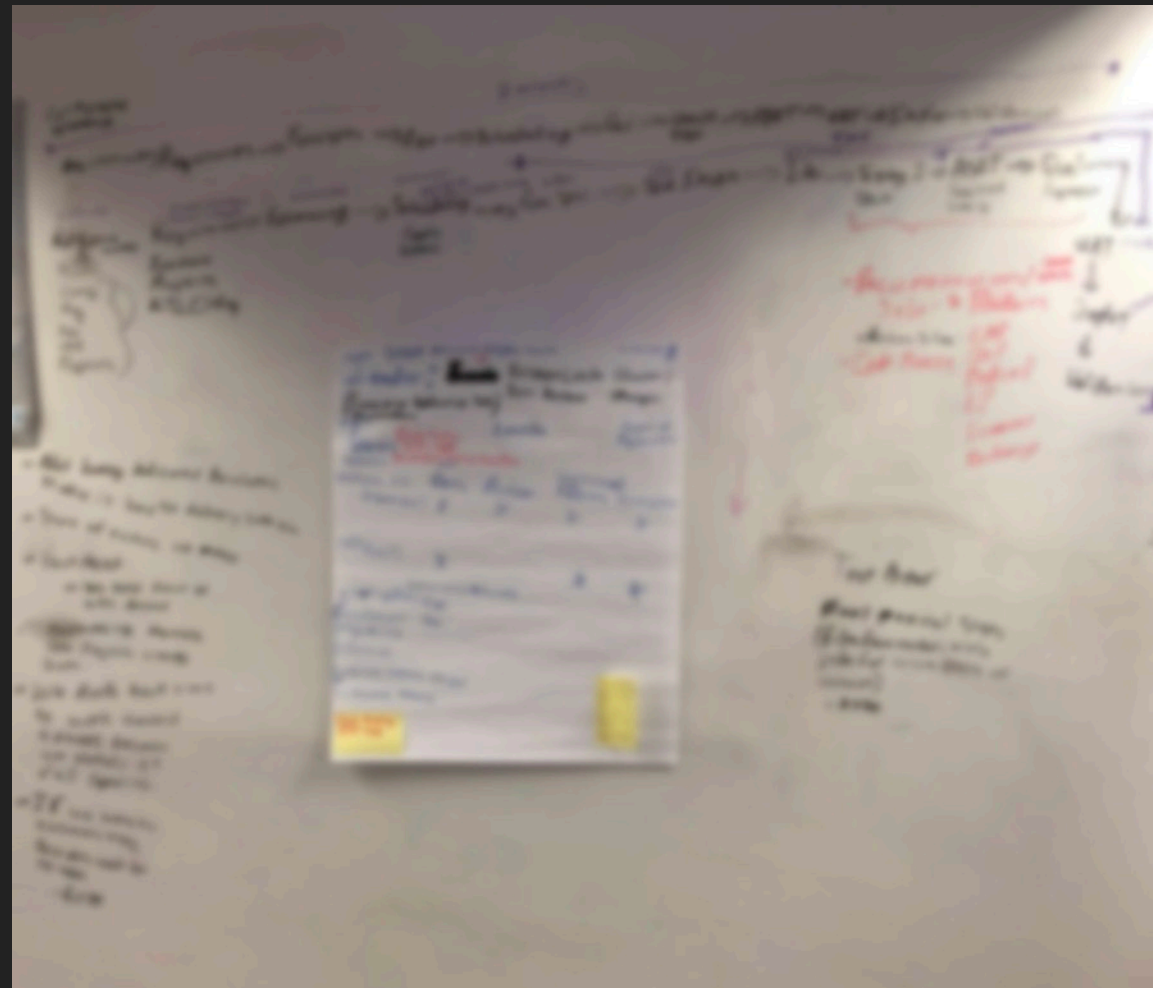
planning

development

test

stakeholder
test

prod. and
verify



Current Operating Model

Make concrete how IT/Bus. operate

Planning

August September October November December January '21 February

Portfolio Planning

Define High Level Scope

Delivery Team A Develop BRDs

Delivery Team B Develop BRDs

...

Delivery Team N Develop BRDs

Execution



Weekly resourcing meeting, dependency management, top down reprioritization, multitask across projects



Weekly resourcing meeting, dependency management, top down reprioritization, multitask across projects



Weekly resourcing meeting, dependency management, top down reprioritization, multitask across projects

Feedback from Stakeholders of the current Operating Model

Senior Managers: We are more efficient than before. We don't have test automation.

Business stakeholders: Delivery has improved over what it was in the past.

Discover and make transparent stakeholder thinking

Business stakeholders: Upfront requirements gathering is mind numbing and puts us in the impossible situation of being comprehensive and accurate.

PMs: Hard to get flow when you don't have resources. Sometimes the handoffs don't line up. Sometimes we need cycle back to the previous functional team.

Delivery teams: Lots of dependencies, we are siloed, and so many things on my plate at once. Daily meetings aren't very valuable because I don't care what the sub-groups of my team are doing. Can't keep up with business's USRs. We are blocked waiting for requirements from the upstream group. No time/people to automate our work. Prioritization changes a lot.

Programs: Can't do this work without feedback from the business and that's a challenge.

Business stakeholders: The meetings with Portals are electric. The meetings are run by the people doing the work and are very active. We would welcome more of that style of collaborating with IT.

Delivery Team's experiences

manual test effort is slowing this down

	Planning Phase	Development Phase	Team Test Phase	Stakeholder Test Phase	Prod&Verification Phase	Cycle Time
Billing & Ops	Portfolio planning + 1-2 mo.	Weeks to 1 mo.	1.5 wks-2.5wks	1 day to 1wk (mostly wait)	1 wk	7 weeks-4.5mo (plus Portfolio planning)
Middle Tier & APIs	Portfolio planning + 5 weeks	6 days	3-5 wks	1-2 days	2 days	10-12 weeks (plus Portfolio planning)
Data Ninjas	Portfolio planning + functional team requirements (1-3mo) + 1-3 mo	1-3 mo.	1 mo (mostly wait)	1 day		16-40 weeks (plus Portfolio planning)
Customer Portal	2 weeks	2 weeks	2 weeks	2 weeks		6 weeks
Salesforce Team	1-3 weeks	2-8 weeks		2-3 weeks (mostly wait for feedback)	Immediately-1 mo	5-18 weeks (plus portfolio planning)
Business Ops Apps	Portfolio planning + varies greatly by 30 different workstreams and vendors	Varies greatly by workstream and vendor	Varies greatly by workstream and vendor	Varies greatly by workstream and vendor	Varies greatly by workstream and vendor	Portfolio planning.

extreme dependency on upstream teams indicates better to pull these skills upstream.

stabilization phase is long for the 2020 decade

indicates waiting on dependencies

An operating model to address some of these findings

Senior Managers: We are more efficient than before.

Business stakeholders: Delivery has improved. The delivery teams less frequently forget about Information Assurance.

Business stakeholders: Upfront requirements gathering is mind numbing and puts us in the impossible situation being comprehensive and accurate. They are open to doing this quarterly or supplying a business product owner Weekly interactions with the team.

PMs: Hard to get flow when you don't have resources. Sometimes the handoffs don't line up. Sometimes we need to cycle back to the previous functional team.

Delivery teams: Lots of dependencies, we are siloed, and so many things on my plate at once. Daily meetings are very valuable because I don't care what the sub-groups of my team are doing. Can't keep up with business's USR. We are blocked waiting for requirements from the upstream group. No time/people to automate our work. Prioritization changes a lot.

Programs: can't do this work without feedback from the business and that's a challenge.

Business stakeholders: The meetings with Portals are electric. The meetings are run by the people doing the work and are very active.

Target Operating Model : Streamlined for Delivery

August

Portfolio Planning

Workstream A Workstream B Workstream C

Visualize the shift to TOM

Current Functional Delivery Teams

Middle&APIs (40 ppl)

Billing & Ops (33 ppl)

Data Ninjas (4 roles, 6ppl/role)

Technical Delivery Team (2 roles, 14ppl)

End to end features
Agile Team A

BPO + TPO
4 Middle&APIs
2 Billing & Ops
1 Mulesoft
4 Ninjas

Agile Team B

BPO + TPO
4 Middle&APIs
2 Billing & Ops
1 Mulesoft
4 Ninjas

Agile Team C

BPO + TPO
4 Middle&APIs
2 Billing & Ops
1 Mulesoft
4 Ninjas

Portal

BPO + TPO
As is +
2 Billing & Ops
1 Mulesoft

Salesforce T

BPO+TPO
As is +
2 Data D.
1 Mulesoft
1 DataEng.

Business Ops Apps

BPO+TPO
As is +
1 Developer

- Infrastructure and Ops teams continue as a horizontal with their existing ITL/Kanban model.
- SME teams such as PMs and architects continue to serve teams as they already do.
- Each Sprint (2-4 weeks), developed and integration tested features are produced.
- Agile Teams operate using Scrum or Scrumban (Scrumban is Kanban with a delivery cadence).

Problems solved by new OM

- Requirement goes directly to a team rather than through rigorous pre-planning (BRDs, Detailed Design docs, Test Plans).
- The team's single backlog gives reduction in handoffs, wait states, and multitasking across projects.
- High valued features delivered more timely and frequently.
- Enables the team to end to end test at the end of each iteration.
- Long lived teams don't go through inefficiencies of team formation.
- “Stop starting” new work and “start finishing” work already in progress (reduce multitasking)

Address impediments to achieving the target operating model

- **Reduce time required to stabilize**

- Few delivery teams and partners create test automation
- CI environments aren't executing fully automated tests
- Test phases have a lot of manual work that take 1-3 weeks
- No test automation community to share practices

Reduce time required to stabilize

- **Align people's thinking to make transition smooth (Culture)**

- Team facilitators vary in effectiveness and don't have a forum to share their practices.
- Management not aligned around allowing teams to control their processes
- IT favors creating functional teams and managing resource pools rather than long-lived cross functional teams.
- SDLC governance of teams forces a detailed top down process control that demotivates teams from improving their process

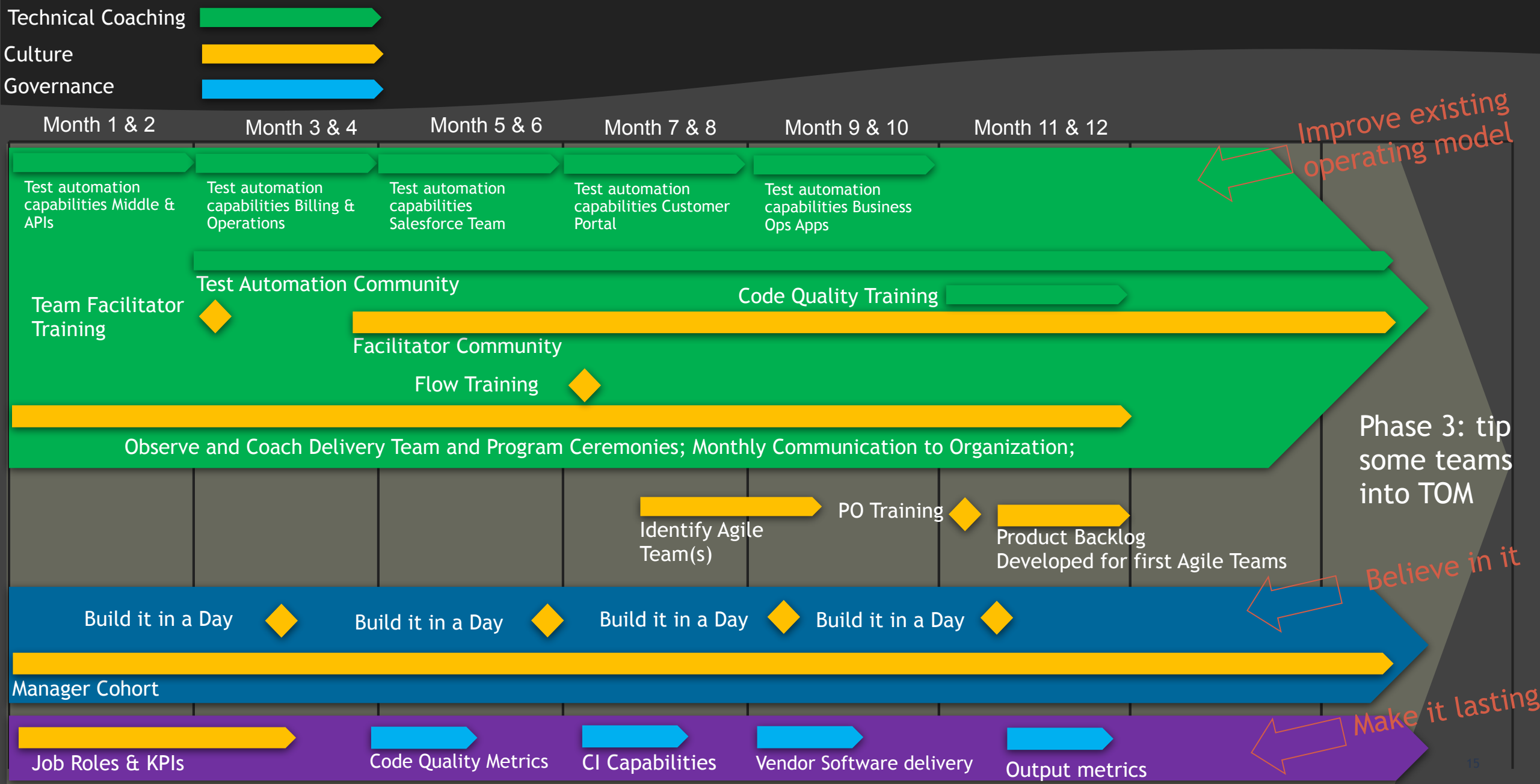
Align people's thinking to make transition smoother

- **Add standards and create expectations (Governance)**

- No high-level test automation standards for partners and employees
- Code quality standards for partners and employees

Add standards.
Create expectations.

Roadmap for Phase 2: Removing Impediments to Agility



Phase 3 Plan: Transition to target Operating Model

Technical & Process Coaching



quarterly quarterly quarterly quarterly

Kickoff and Coach
Two Agile Teams

Kickoff and Coach
Next Two Agile Teams

Kickoff and Coach
Next Two Agile Teams

Kickoff and Coach
Next Two Agile Teams

Assess the
results

Assess the
results

Assess the
results

PO Community

Facilitator
Community

Manager Cohort

Observe and Coach Agile Team and Program Ceremonies; Monthly
Communication to Organization;

Phase 2 explained: Evolutionary change rather than revolutionary change

- Evolutionary change
 - Technical Coaching and training to address Technical Debt
 - Teams adding automated tests into the build pipeline
 - Create Governance on test automation (Partners and FTEs)
 - Create metrics on test automation
 - Process Coaching to help the COMPANY identify and train team facilitators
 - Adjust KPIs and Job roles to motivate culture change to support TOM
 - Organize “Build Something in a Day” events to get employees to work differently
- Communicate Target Operating Model for next year’s rollout (Phase 3)
 - Communicate vision
 - Coaching/Workshops to prepare IT culture and business culture
 - Work with IT to define scope of change (how many teams to new OM)

Stakeholder feedback on Assessment

- Separately, two stakeholders dropped by and shared:
 - Happy that assessment made visible what many knew was happening but no had a complete picture.
 - Made biggest impediments visible to fellow colleagues (VPs) in a great 1 hour meeting.
 - Their colleagues are interested in changes.
 - The roadmap made our next step clear: CIO + VPs will meet and work out details, then talk about next SOW.

Connect

Twitter: @LancerKind

Agile Thoughts episodes on LeSS

Bas Vodde and Dhaval Panchal series:

- 050 Introducing the Scaling Agile With LeSS Series
- 051 Why do People want Scaling?
- 052 Same Fun Dynamic at Scale
- 053 Scale the Good Rather than the Mistakes
- 054 Ownership By Team AND PO
- 055 Look For Solutions to Problems rather than a Scaling Framework

Craig Larman series:

- 056 Craig Larman dishes the Inside Track of the Agile Manifesto
- 057 Cutting the fat out of Enterprises with LeSS and Craig Larman
- 058 Larman's Laws of Organizational Change
- 059 Defantasizing Organizational Change, with Craig Larman



XP CD

Lancer Kind's Agile Thoughts

<http://AgileNoir.biz/AgileThoughts>

APPENDIX