Merging onto the Agile Highway - Overcoming Speed Bumps to Become an Agile Enterprise

Julie VanWiel, DuPont IT Agile Scrum Leader

Areas to explore before putting your car in gear:

1. Assess your organization’s starting point.
   a. What is leadership’s knowledge of Agile/Scrum?
   b. Who is the executive sponsor for the Agile transformation?
   c. What are the burning platforms? Why is change needed?
   d. How is the project portfolio managed and prioritized? By whom?
   e. Are there project management processes currently in place? Are processes outlined for both waterfall and Agile projects?
   f. How are projects staffed? Internally resourced, externally resourced, combination?
      If externally resourced, who are the vendor partners? Do they operate under Statements of Work (SOW), staff augmentation model, both?
   g. What are the organization’s current roles? Is the organization prepared to fully staff Agile teams?
   h. What is the structure of the IT organization?
      i. Do IT functions operate in silos?
      ii. Do you have development teams or individuals that are assigned to projects?
      iii. If there are development teams, how do the IT functions currently interact with them?
   i. What is the customer’s current level of engagement with projects?
   j. Does the organization foster a collaborative environment?
   k. Is there a budget for your organization’s Agile transformation? If yes, what is it and who controls the budget?

2. Understand the organization’s finish line.
   a. What are leadership’s goals for their Agile transformation?
   b. Have they defined what it means to cross the finish line?

3. Define your role.
   a. Are you responsible for defining the end goal?
   b. Is leadership responsible for defining the end-state and you are responsible for determining how to get there?
   c. Are you partners in defining the end goal?
4. Research other companies that are driving toward and/or have crossed the finish line.
   a. How long did it take other similar-sized organizations to “complete” their Agile transformation?
   b. What did their Agile transformation roadmap look like?
5. Participant Additions!
   a. #1 response: Why are we doing an agile “transformation”?
      1. Organization Level:
         1. Need to understand business strategic goals
         2. Need transparent mission
         3. Why are we doing the transformation; what is in it for me? What is in it for the business?
         4. Does management understand what agile is or what benefits could be?
         5. ROI expectations.
         6. Leadership buy-in
         7. Resistance, what is the history of upheaval; failed transformation attempts
      2. Team Level:
         1. What is the project’s vision? What difference does it hope to make?
         2. What customer problem does this team solve?
         3. Has the end goal been communicated to the full team?
   b. #2 response: Culture
      1. Understand culture, what is the current culture?
      2. Does a continuous learning culture exist?
      3. What cultural considerations must be managed/addressed?
   c. #3 response: Training and knowledge
      1. What is employee’s knowledge of agile?
      2. Who’s training on agile? Contract, vendor, internal?
      3. What training is needed?
      4. Training/knowledge of agile at all levels (not just leadership)
      5. Continued training and refreshers on improvement
   d. Scope
      1. How broad is the scope of the transformation?
      2. How many staff/teams will be involved in being transformed?
      3. How will supporting services (compliance, security, etc) support agile delivery?
   e. Metrics and Measurements
      1. How will we measure success?
      2. How will success stories be shared?
f. Collaboration
   1. How will we collaborate?
   2. Who are the customers? How will you get their feedback?
   3. How will we engage the business?

g. Who are the decision makers?

h. What is the role of government/oversight in the agile transformation?

i. What cycles do we work to?

j. What skills and competencies are needed to successfully fill the roles?

k. What are the showstoppers that should be called out up front?

l. Which agile framework have we “bought”?

m. Need to define “agile mindset”
1. Goal
   a. To demonstrate value of collaboration and transparency through scrum ceremonies within a waterfall project
   b. To develop product owner role expectations and competency
   c. To overcome issues for wider scale adoption

2. Entry Criteria:
   a. People
      i. Individual identified to schedule and facilitate scrum ceremonies. (project manager, facilitator or Scrum Master)
      ii. Development team
         • Minimum team size requirement - two
         • Maximum team size – ten
      iii. Agile Coach
      iv. Individual to represent customer group (product owner)
   b. Process
      i. Project is approved
      ii. Project plan has been created
      iii. Project length – one to three months
      iv. Technology – team is experienced in technology being used and/or developed
      v. If Complex Scope project, Simple Scope pilot has been successfully completed
         • Simple Scope - Project impacts only one application or service
         • Complex Scope – Project impacts two or more applications and/or services
      vi. Sprint length requirement
         • Recommended: two week cycles
         • Maximum of four weeks
      vii. Leadership supports, and team members (including vendors) and customers agree to, participate in scrum ceremonies (see Playbook for more details on ceremonies)
         i. Sprint Planning
         ii. Daily Stand-up
         iii. Sprint Review
         iv. Sprint Retro
      v. Team members and customers agree to provide feedback through surveys
3. Exit Criteria
   a. Project is completed (or cancelled)
   b. Project retrospective is completed
   c. Lessons learned documented and shared at Agile IT Scrum of Scrums meeting
   d. If applicable, success story shared

4. Measuring Success – conducted by Agile Coach
   a. Survey Attributes
      i. Participants
         • Team members, customer/product owner, stakeholders, sponsors
      ii. Scale
         • 0-5
           o 0 = not satisfied at all
           o 5 = completely satisfied
      iii. Cadence
         • Monthly
      iv. Content
         • Are you satisfied with the collaboration between the customer and the development team?
         • Are you satisfied with the transparency between the customer and the development team?

5. Pilot Success
   a. Increased team and customer satisfaction throughout project lifecycle
   b. Average rating of satisfaction with collaboration is a 3 or higher
   c. Average rating of satisfaction with transparency is a 3 or higher