Supporting Agility From The Top

Keep Austin Agile Conference

November 16th, 2012

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"In order to win, we should operate at a faster tempo or rhythm than our adversaries--or, better yet, get inside the adversary's Observation-Orientation-Decision-Action time cycle or loop."

   - "Father of the F16" - Colonel John Boyd

**The central question of this presentation is:**

How do enterprises of hundreds or thousands of developers organize themselves to compete against smaller, more responsive adversaries?

Questions to consider

- How is the organization structured?

- How does funding flow through the system?

- How is architectural governance applied?

- How are development teams staffed and distributed?

- How is delivery of value tied to funding?

- Where are decisions made?

How should an agile organization be structured?   (Exercise)

Please: Draw boxes around organizational units and label empty boxes
          Draw organizational reporting lines
          Think about how funding flows through the system

President

Agile team	Agile team	Agile team	Agile team	Agile team	Agile team
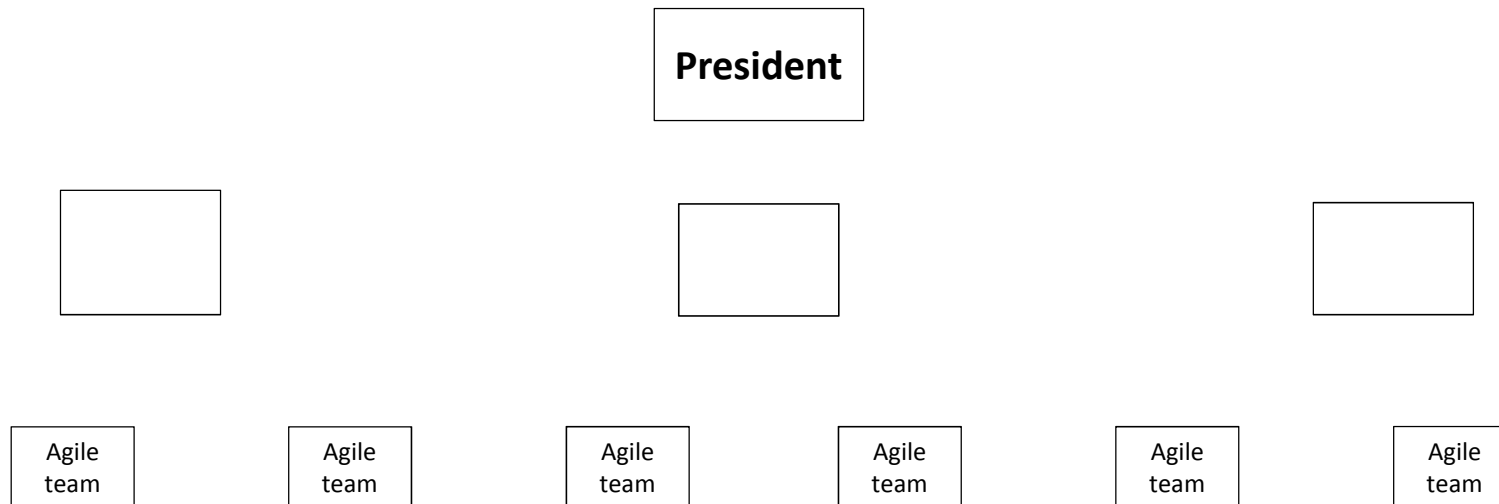
During the presentation, please do not advance past this point until after completing the exercise.

What we often see
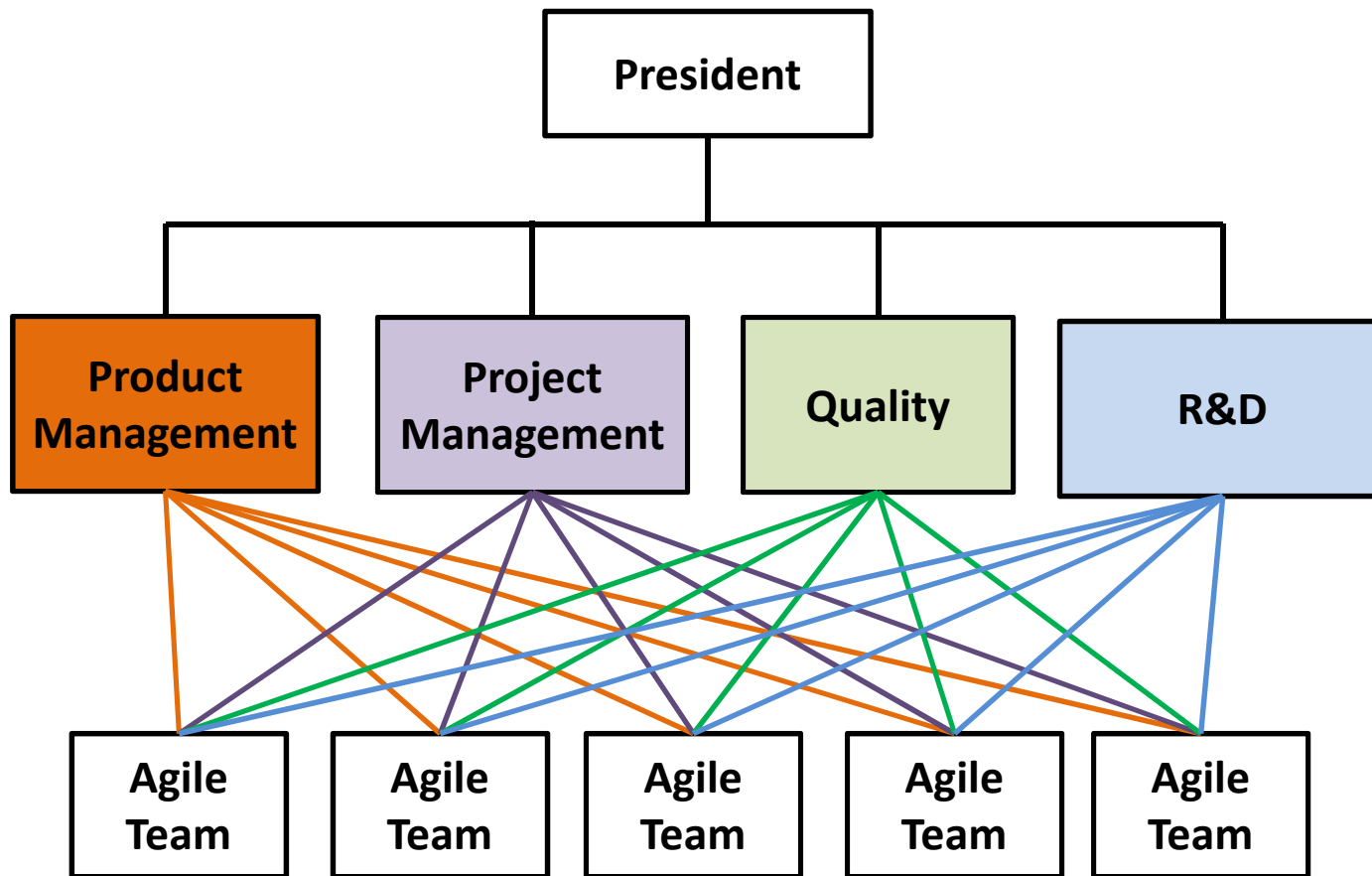
An alternative framework to discuss

Make enterprise priorities clear

Enterprise Backlog

1) The highest value business goal
2) The next most valuable business goal
3) The 3rd most valuable business goal

   …

n) The least valuable business goal

Create strategic business units responsible and accountable for delivering business goals

President

| Strategic Business Unit | Strategic Business Unit | Strategic Business Unit | Strategic Business Unit |
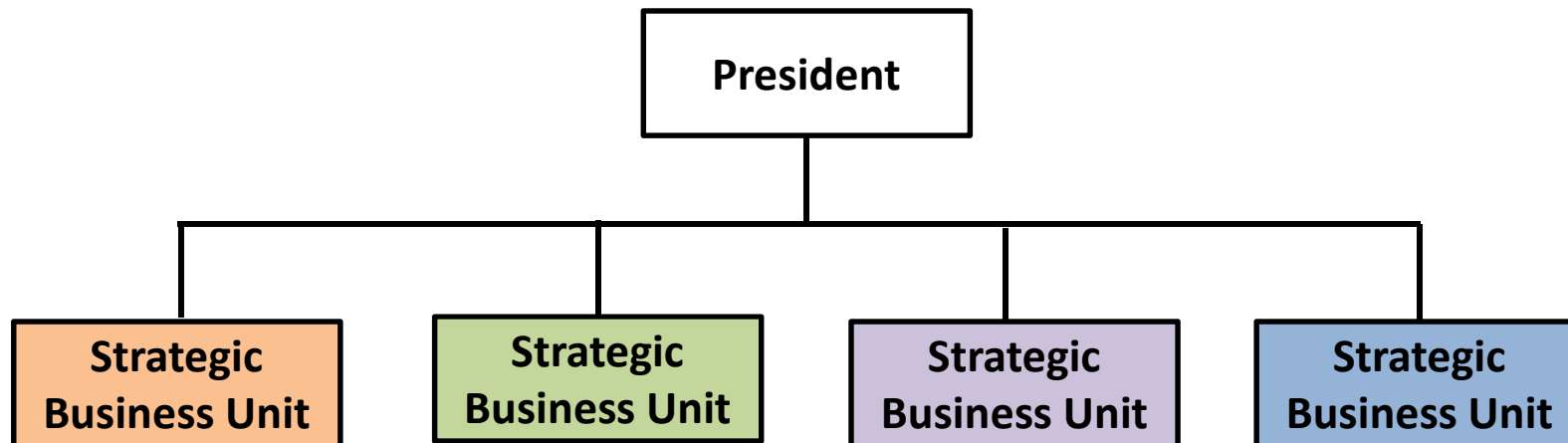
Align funding to priorities

Enterprise Backlog	% of assets
1) The highest value business goal	40%
2) The 2nd most valuable business goal	25%
3) The 3rd most valuable business goal	15%
...	
6) The least valuable business goal	5%

Fund business units according to priorities

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                         │  President  │
                         └──────┬──────┘
        ┌───────────────┬───────┴───────┬───────────────┐
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Strategic Business Unit	**Strategic Business Unit**	**Strategic Business Unit**	**Strategic Business Unit**
Accountable for delivery of goal 1 with 40% of assets to apply	Accountable for delivery of goal 2 with 25% of assets to apply	Accountable for delivery of goals 3 & 5 with 20% of assets to apply	Accountable for delivery of goals 4 & 6 with 15% of assets to apply

Funding

% of R&D Assets

Business Goal 1 (40%) → SBU 1

Business Goal 2 (25%) → SBU 2

Business Goal 3 (15%) → SBU 3
Business Goal 5 (5%) →

Business Goal 4 (10%) → SBU 4
Business Goal 6 (5%) →

Align product groups (with owners) to Strategic Business Units

Chief Product Owner

Product Council

Chief Product Owner
& Product Group Owners

SBU 1
Product Group
Owner

SBU 2
Product Group
Owner

SBU 3
Product Group
Owner

SBU 4
Product Group
Owner
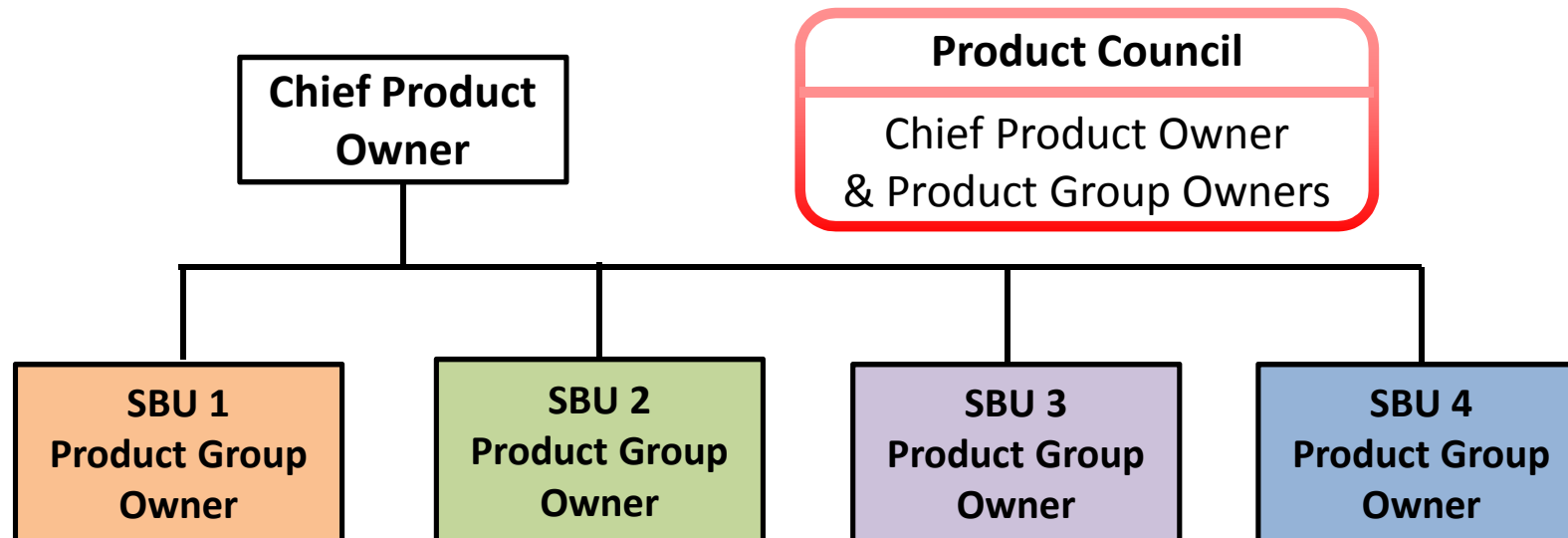
Align architecture to product groups

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┌──────────────────┐          ┌──────────────────────────┐
│      System      │          │   Architecture Council   │
│    Architect     │          ├──────────────────────────┤
└──────────────────┘          │   System Architect &     │
                              │ Product Group Architects │
                              └──────────────────────────┘
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| SBU 1 Product Group Architect | SBU 2 Product Group Architect | SBU 3 Product Group Architect | SBU 4 Product Group Architect |
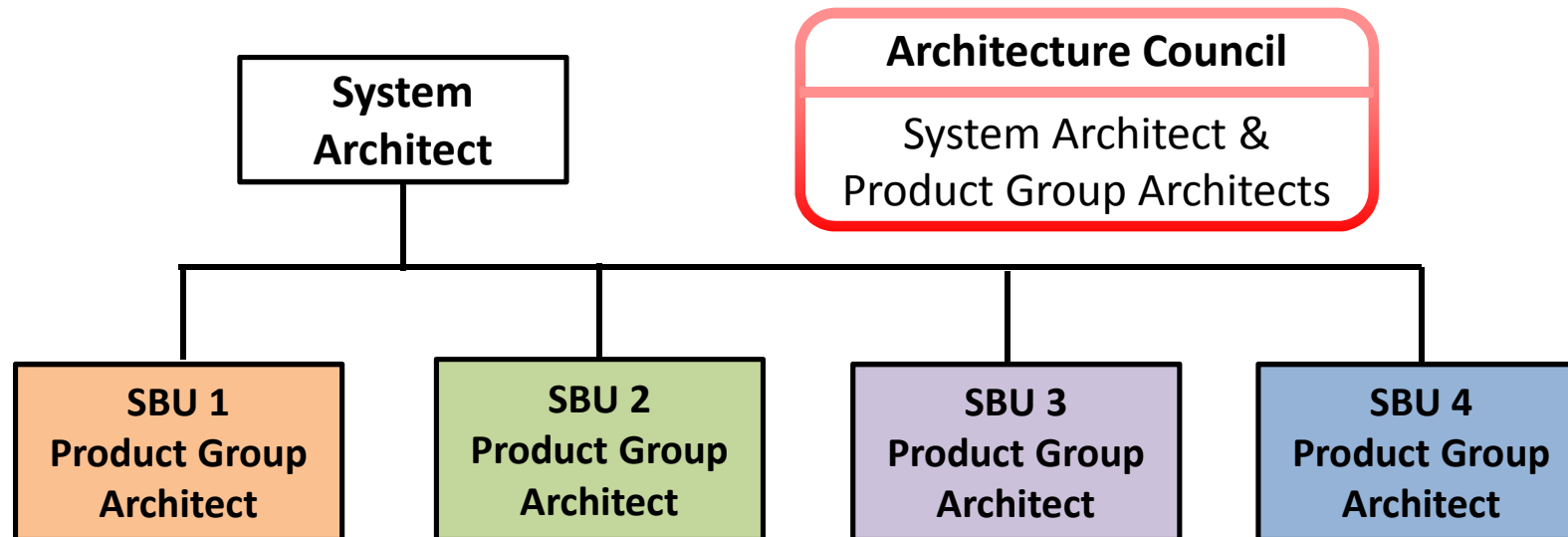
Align co-located, dedicated and stable agile teams with products and architecture

Strategic Business Unit 1 (Product Group)	Strategic Business Unit 2 (Product Group)	Strategic Business Unit 3 (Product Group)	Strategic Business Unit 4 (Product Group)
Agile Team — Agile Team Agile Team — Agile Team	Agile Team — Agile Team Agile Team — Agile Team	Agile Team — Agile Team Agile Team — Agile Team	Agile Team — Agile Team Agile Team — Agile Team
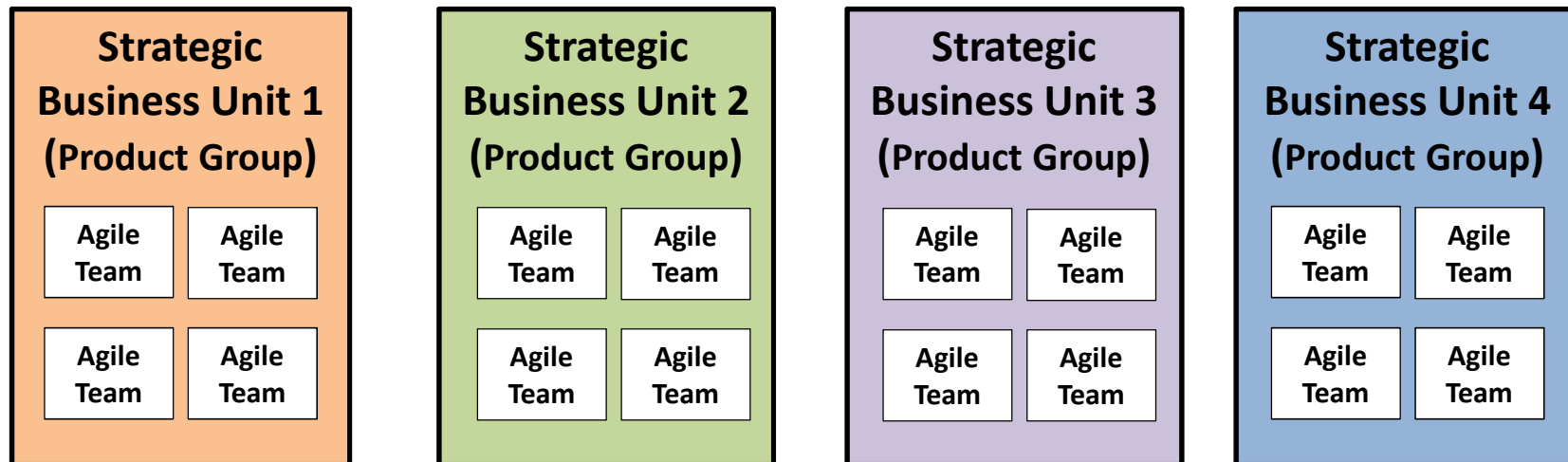
Distribute planning and decision-making to the appropriate level
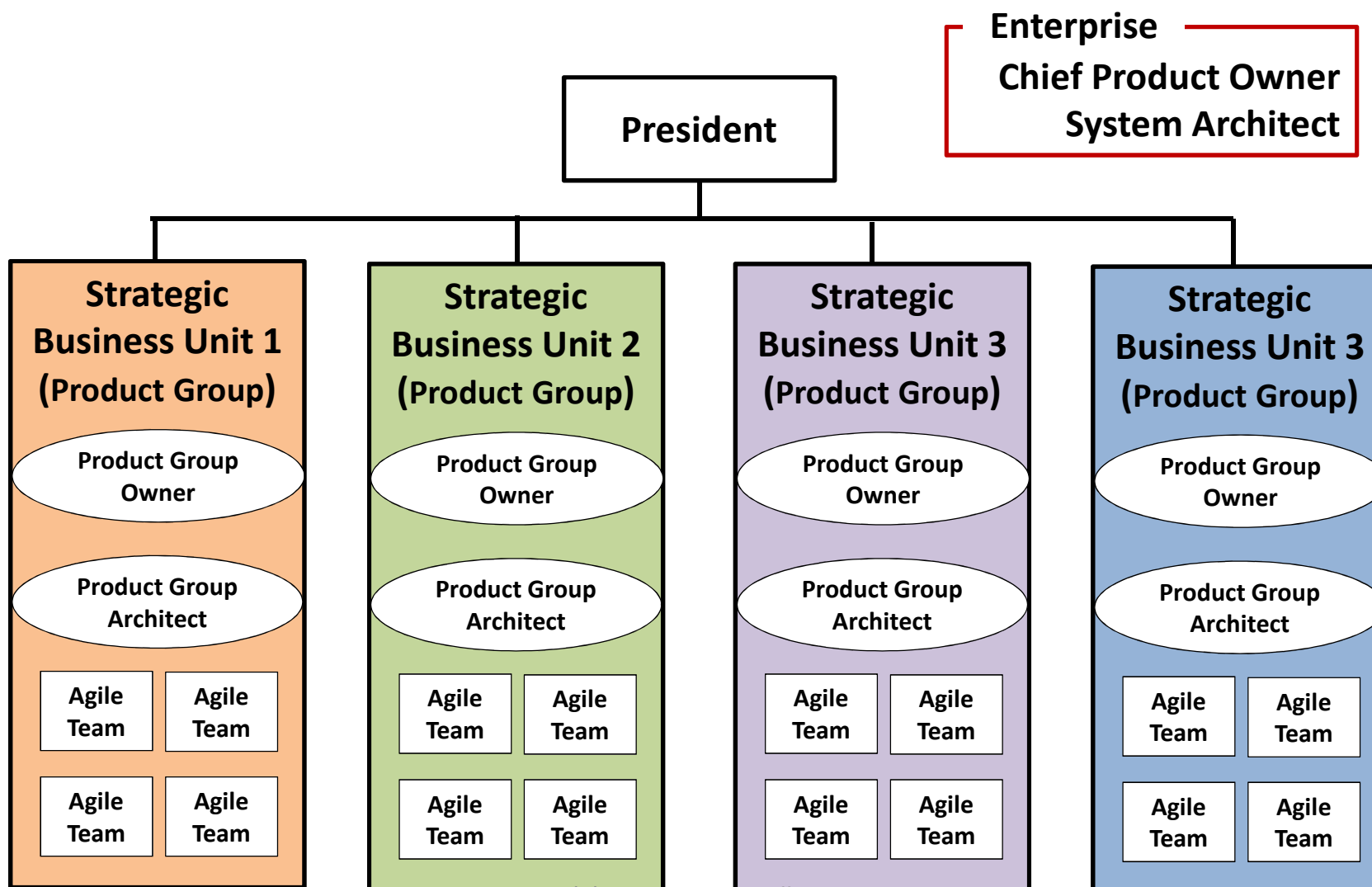

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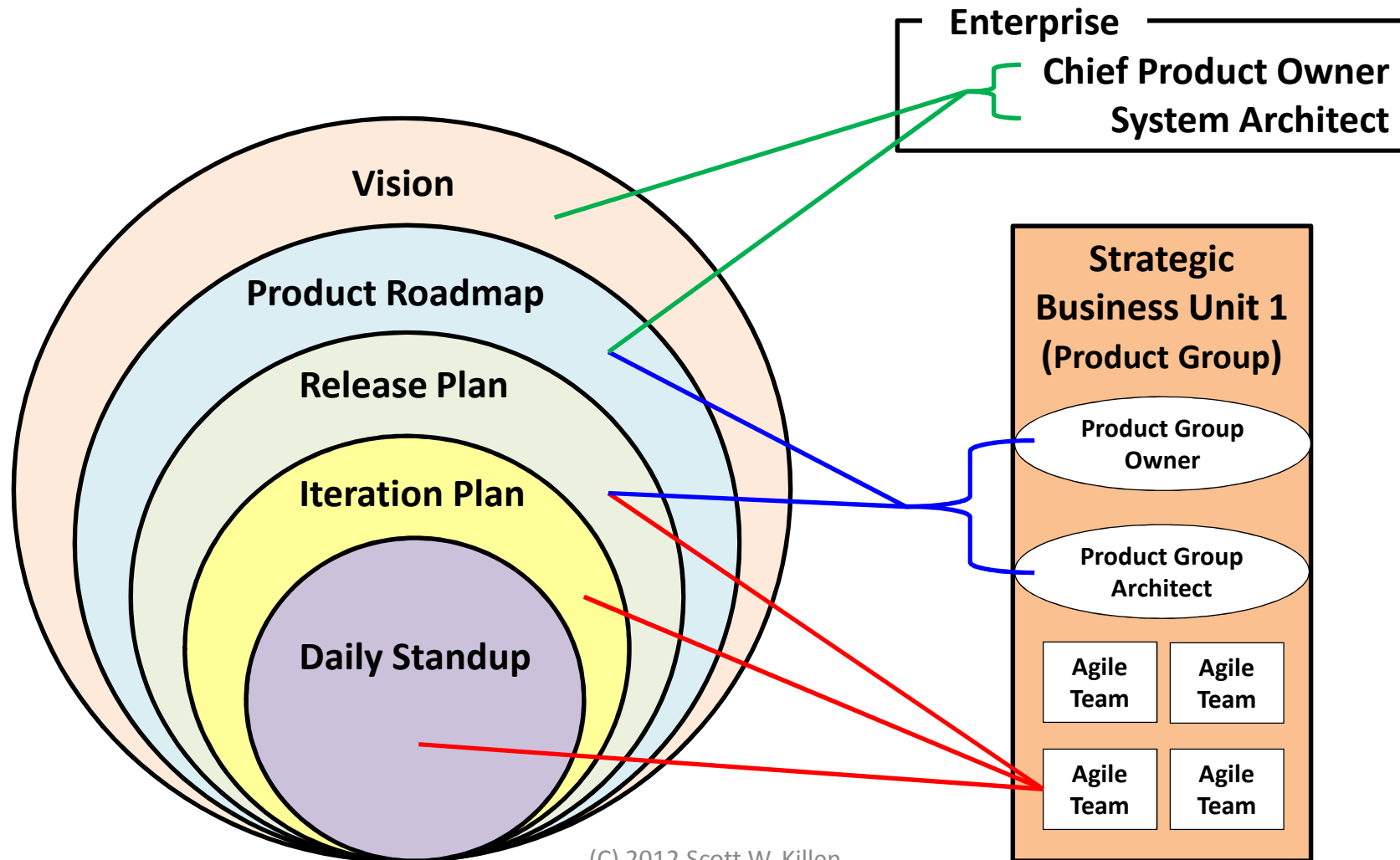
Tie funding to value delivery

Establish an enterprise cadence of value assessment and (re)funding decisions:

♦ Teams plan & begin development on next unit of initiative value

♦ SBU's deliver unit of intiative value

♦ An incremental funding decision is made based upon delivered value, initiative assets may be reallocated, teams may be reassigned to new or different intiatives

A "Directional" Recommendation

Enterprise
Chief Product Owner
System Architect

President

Strategic Business Unit 1 (Product Group)
- Product Group Owner
- Product Group Architect
- Agile Team | Agile Team
- Agile Team | Agile Team

Strategic Business Unit 2 (Product Group)
- Product Group Owner
- Product Group Architect
- Agile Team | Agile Team
- Agile Team | Agile Team

Strategic Business Unit 3 (Product Group)
- Product Group Owner
- Product Group Architect
- Agile Team | Agile Team
- Agile Team | Agile Team

Strategic Business Unit 3 (Product Group)
- Product Group Owner
- Product Group Architect
- Agile Team | Agile Team
- Agile Team | Agile Team

References & Resources

Software by Numbers: Low-Risk, High-Return Development

Mark Denne, Jane Cleland-Huang

(For sale through Amazon)

Enterprise Scrum: Scaling Scrum to the Executive Level

Dan Greening

http://agile2010.agilealliance.org/files/Greening-HICSS2010-published.pdf

The Scaled Agile framework

Dean Leffingwell

http://deanleffingwell.com/

Apropros

Erik huddleston – Inovis

Apropos is an open source agile planning tool focused on large team Agile Portfolio Planning

http://code.google.com/p/apropos/   http://theagileexecutive.com/tag/apropos/

Rally Portfolio Manager

www.youtube.com/watch?v=-syzc384TQU