Lessons in Scaling Agile

lessons in scaling agile

- A medium-sized organization
- Where we were
- Our journey
- Where we are
- Our lessons
- Where we are going

serving communication service providers

30 years of service, 3000 team members, 26 locations

Customer accounts & services

Premium digital content

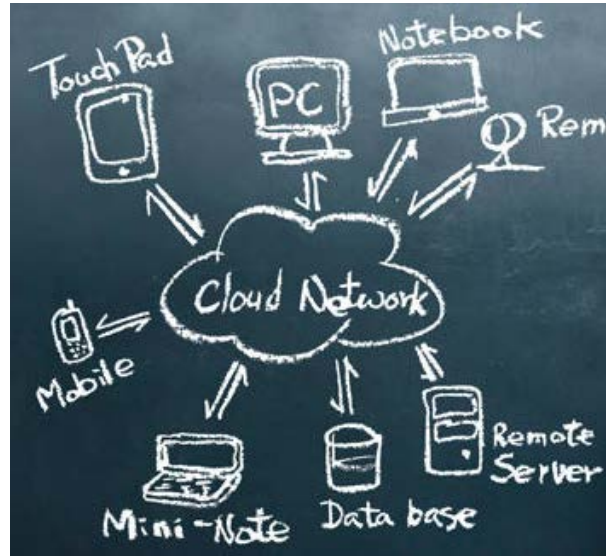Cybersecurity operations

Bill presentment

Payments & AR management

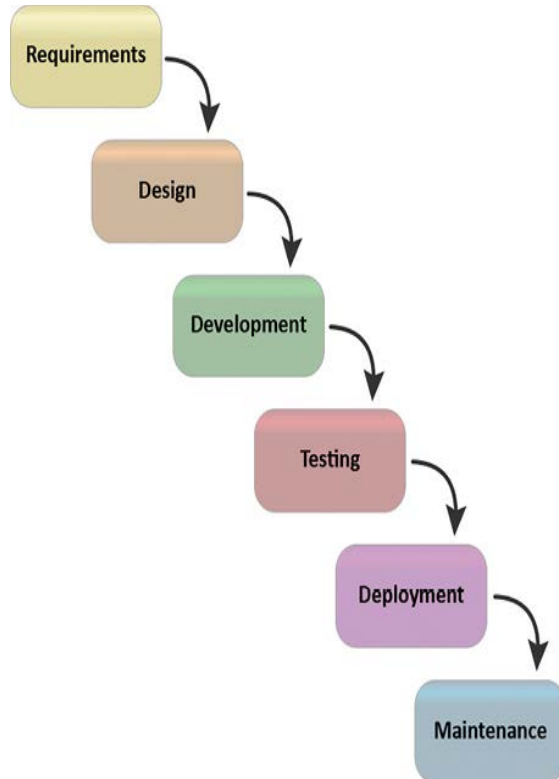Billing services

where we were.

complexity!

our journey started with a renewed mission

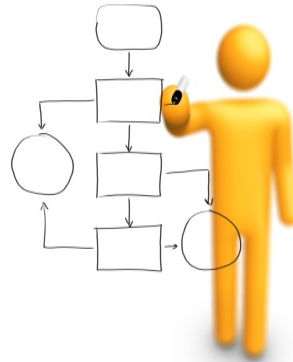Deliver the best possible value to our customers in the sustainably shortest lead-time

Journey Milestones

Waterfall

UDM

Summer of free lunches

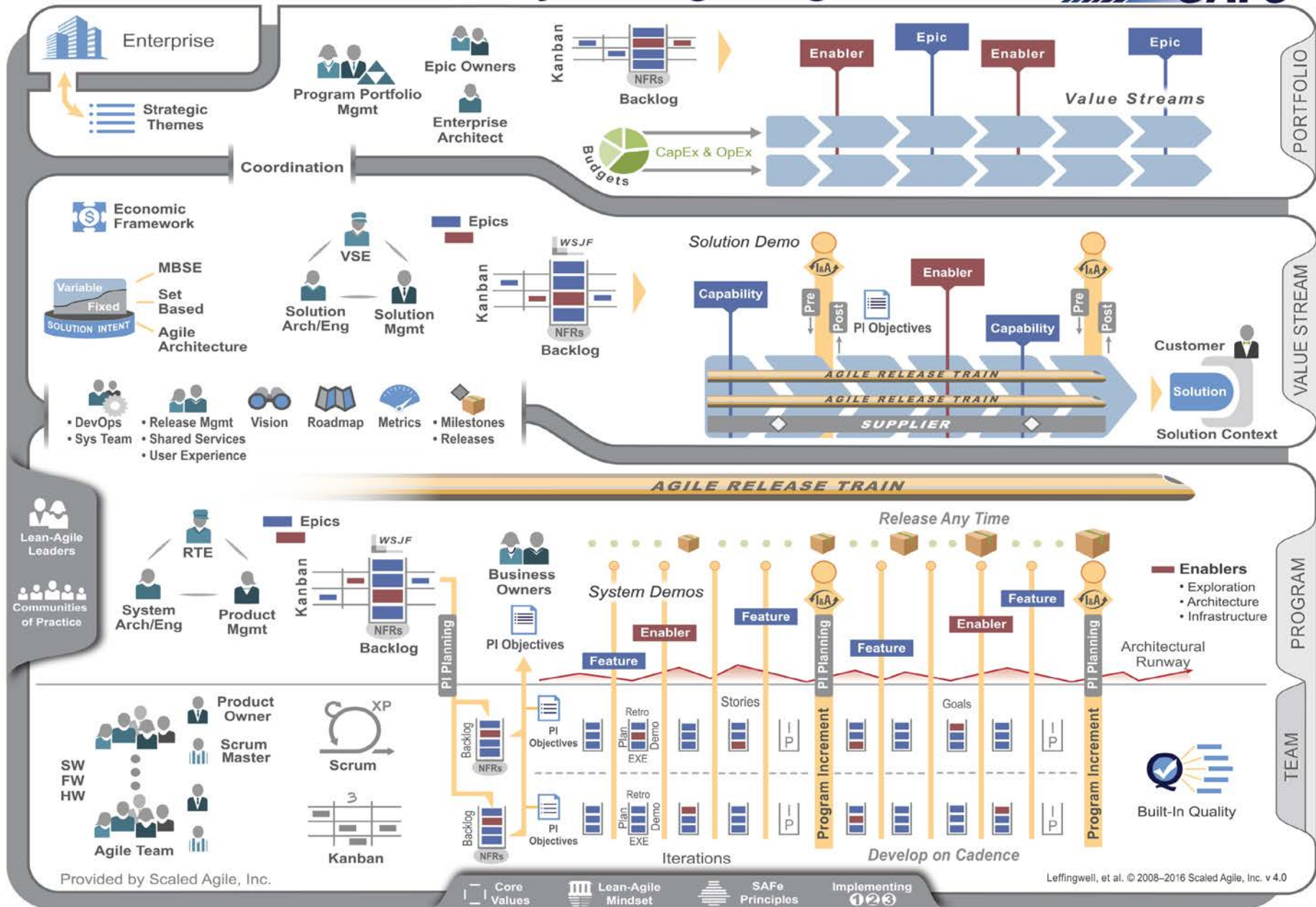Minimize boundaries

Earlier testing

Improved collaboration

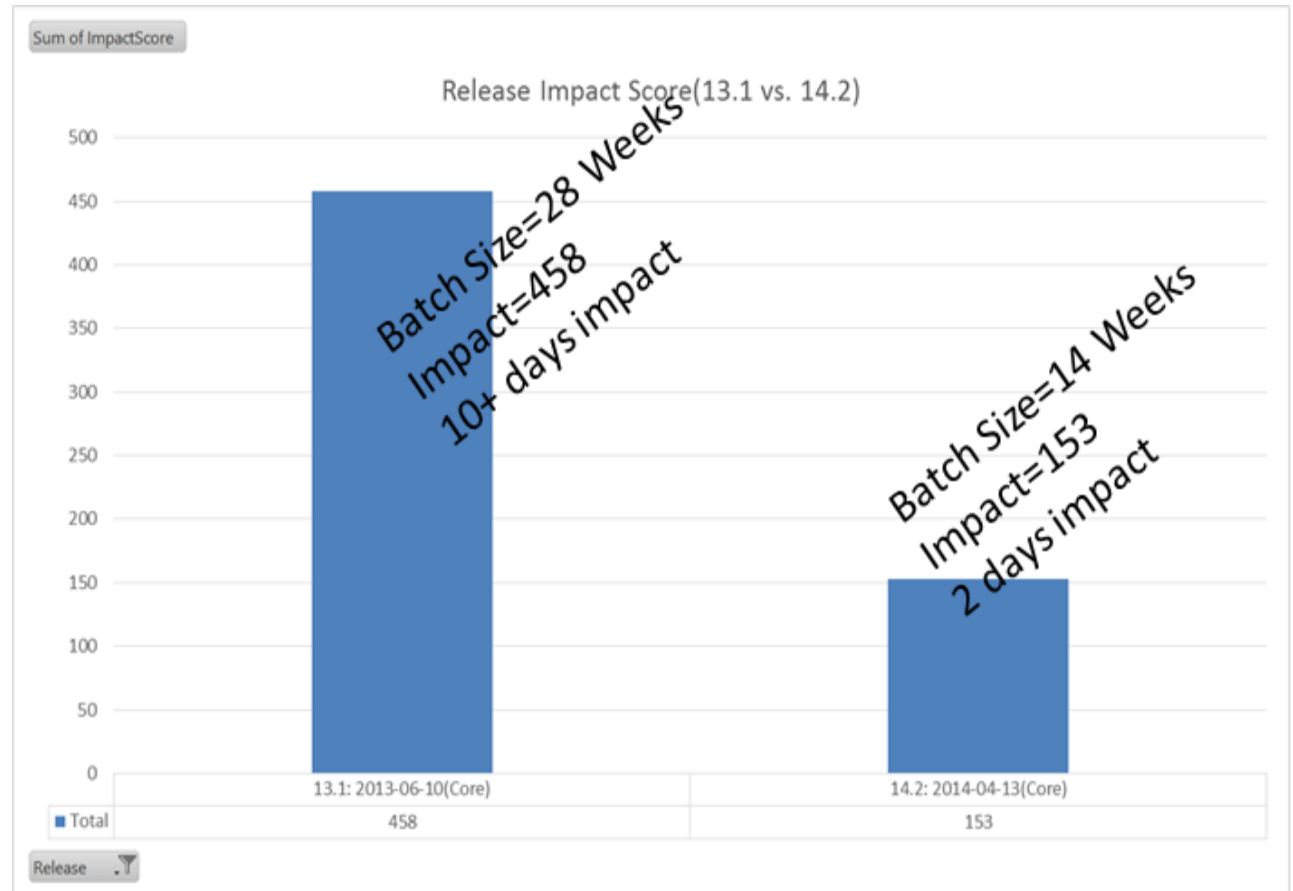## Agility

Holistic agility

SAFe©

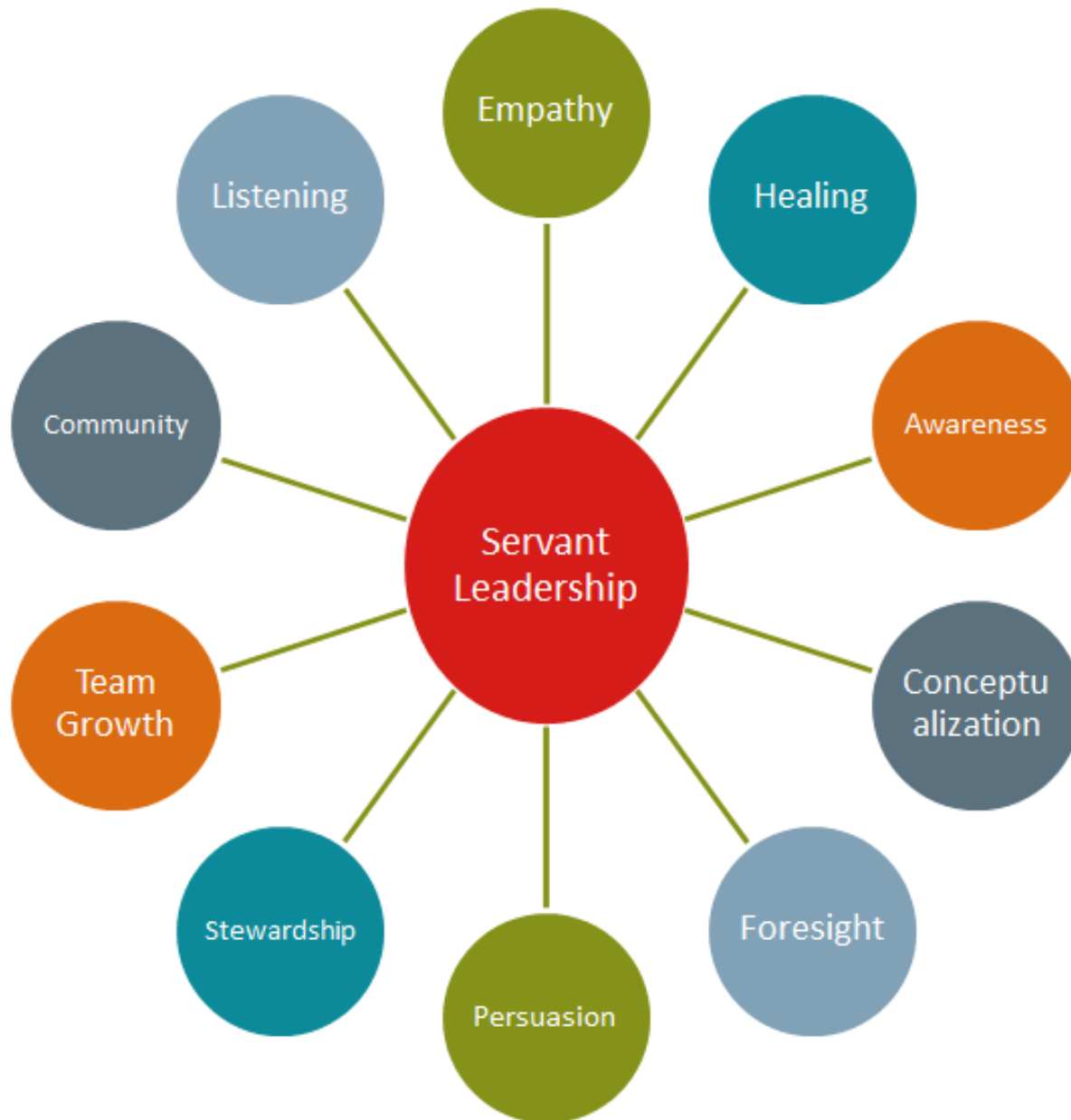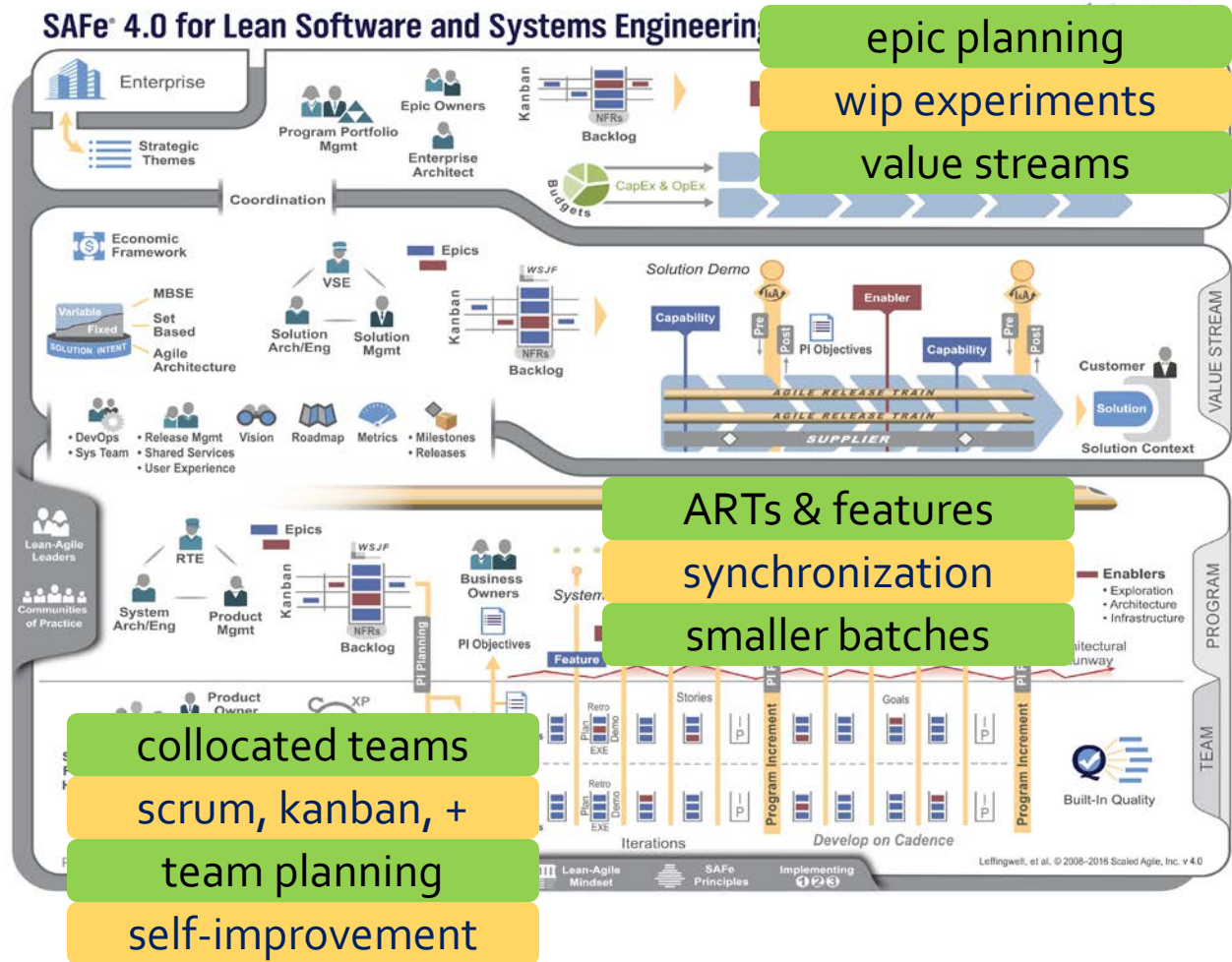# SAFe® 4.0 for Lean Software and Systems Engineering

Provided by Scaled Agile, Inc.

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First Major Win

small batch (3X)

Sum of ImpactScore

Release Impact Score(13.1 vs. 14.2)

Batch Size=28 Weeks
Impact=458
10+ days impact

Batch Size=14 Weeks
Impact=153
2 days impact

	13.1: 2013-06-10(Core)	14.2: 2014-04-13(Core)
Total	458	153

Release

Another Win

where we are today

SAFe® 4.0 for Lean Software and Systems Engineering

epic planning
wip experiments
value streams

ARTs & features
synchronization
smaller batches

collocated teams
scrum, kanban, +
team planning
self-improvement

today - collaborative agile planning
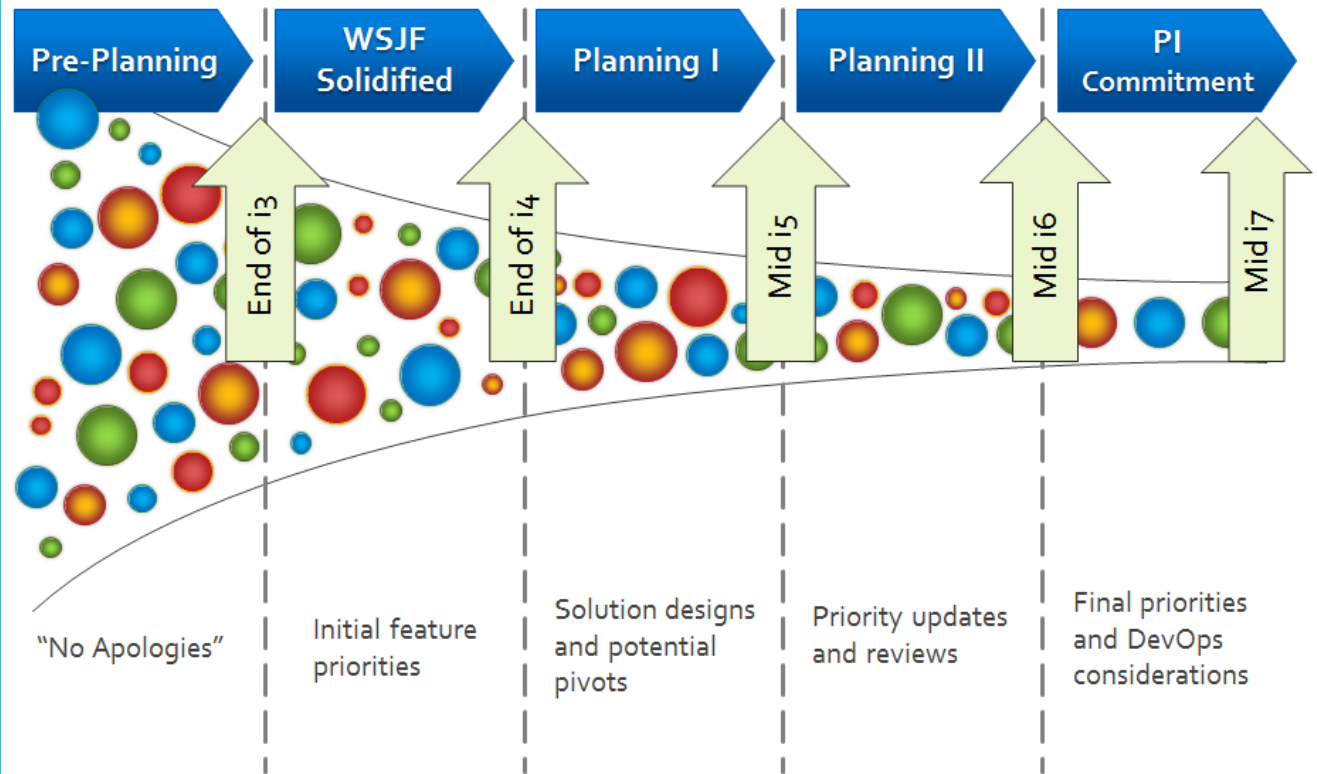
Today - Collaborative Feature Management
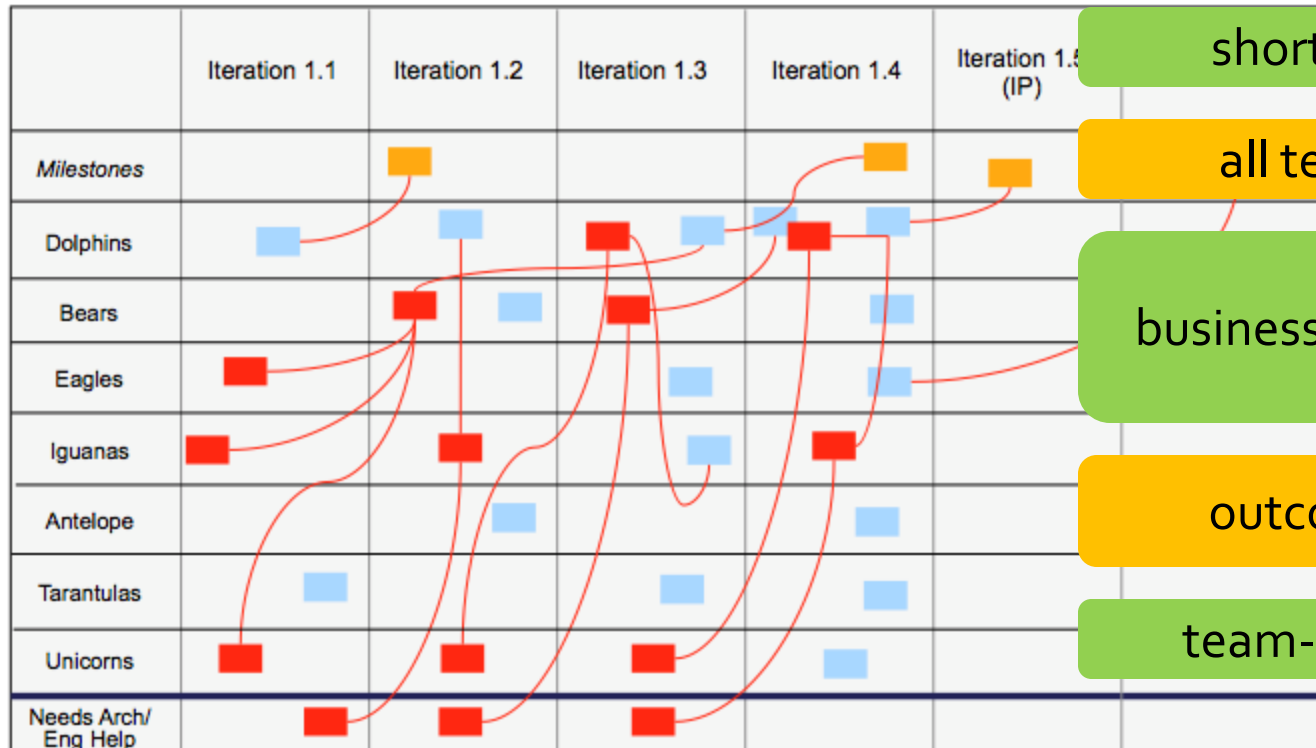
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(painful) lessons!

learning from failure

The High-Velocity Edge, 2009, Stephen Spear
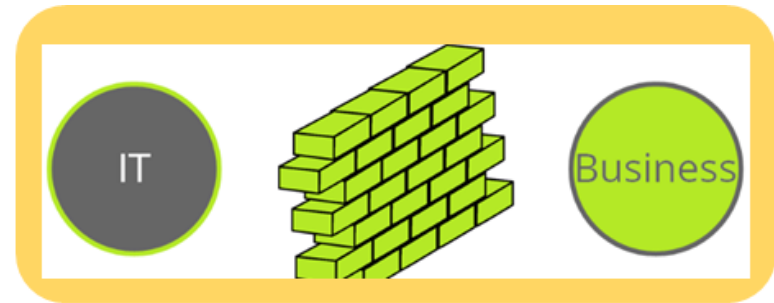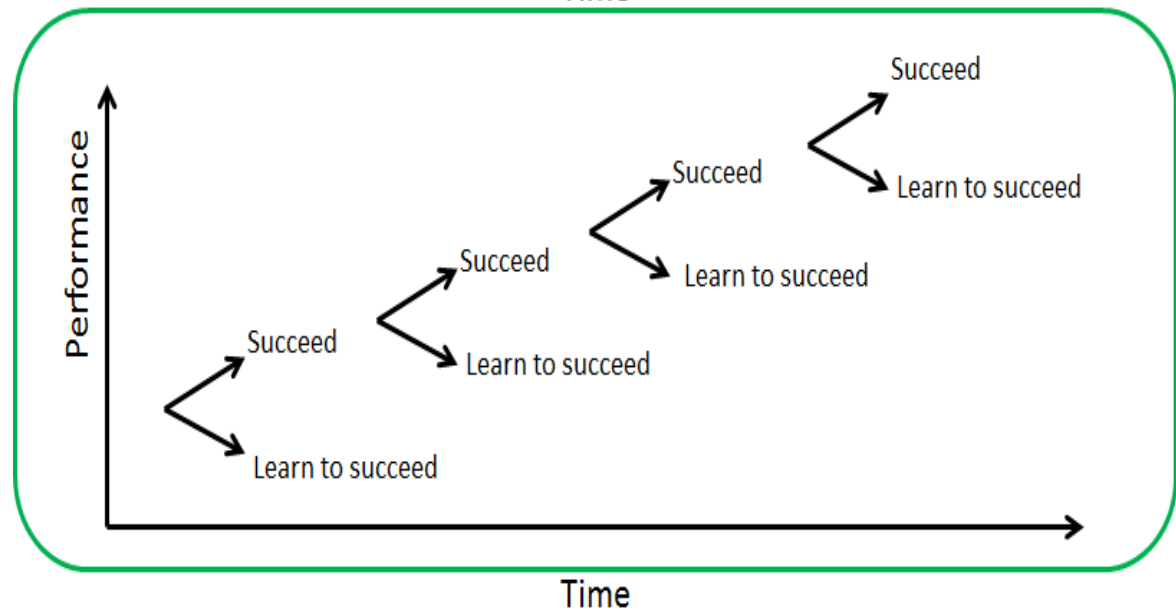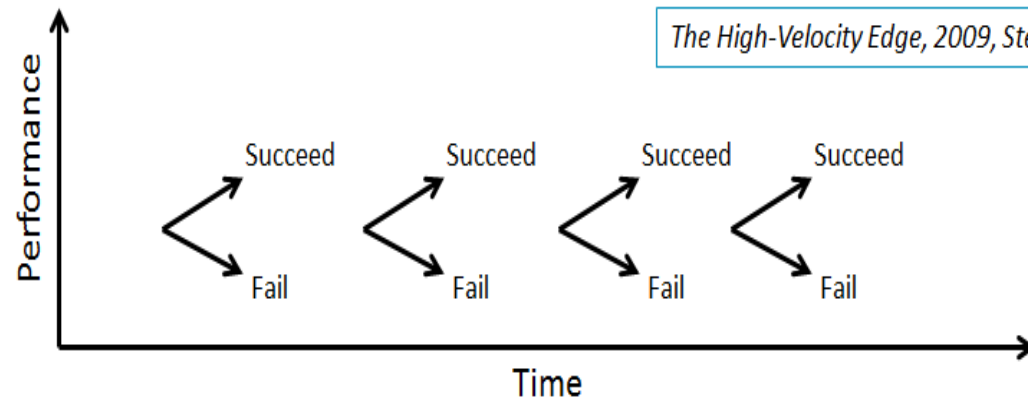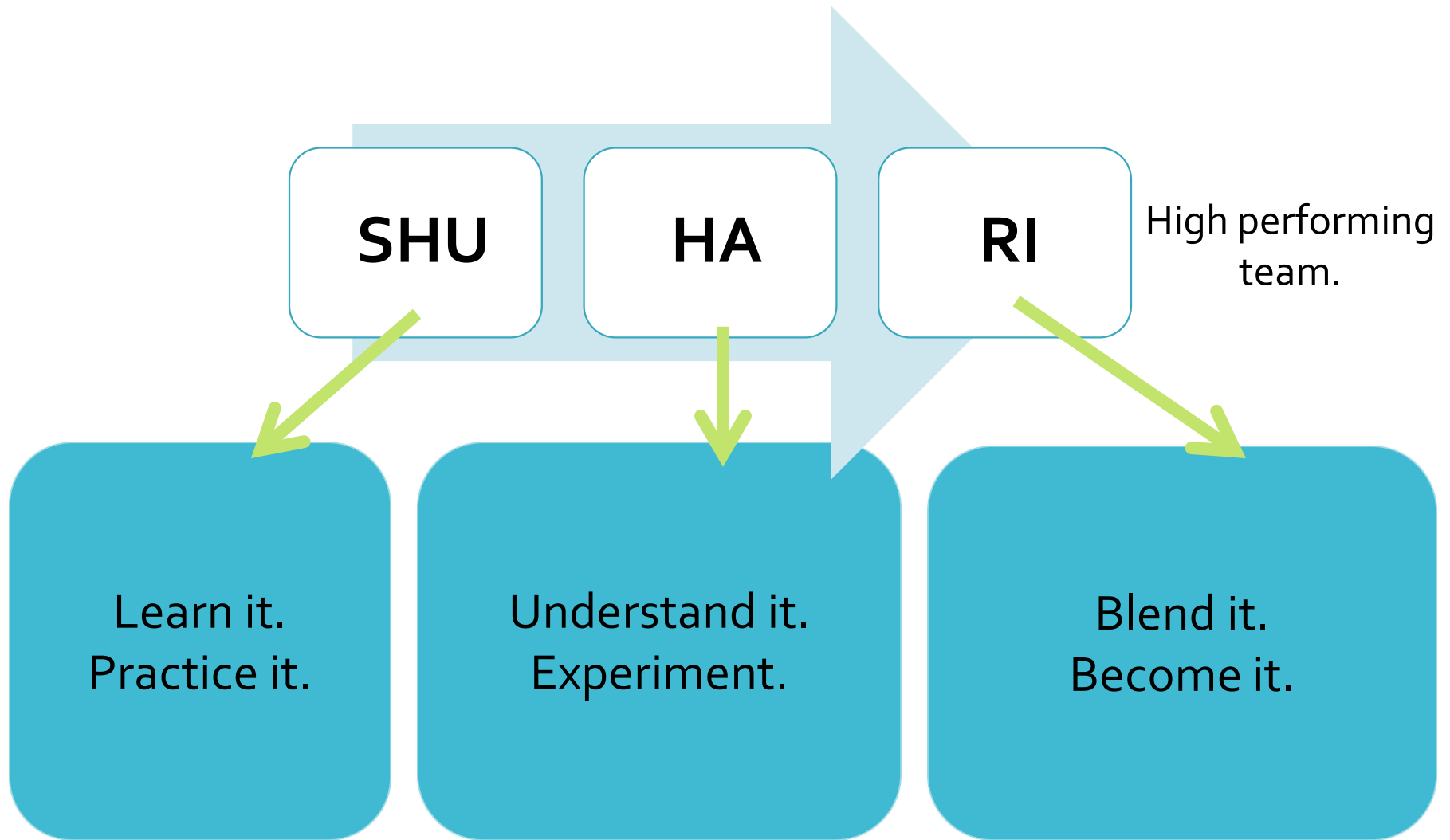
where we are going…

- DevOps
- Shorter horizons
- New teams across the org
- Refine Value Streams & ARTs
- Release train engineering
- Portfolio leadership
- Optimized prioritization
- Refined customer partnerships
- Simplify
- Shu – Ha - Ri

Relentless Improvement

SHU	HA	RI	High performing team.
Learn it. Practice it.	Understand it. Experiment.	Blend it. Become it.	

I'd like to leave you with…

- Do it for the right reasons
- Plan…replan…
- Iterate and experiment
- Fail…learn
- Truly fix your blockers
- Remain happy