Introduction to Enterprise Agile Frameworks

PMINU – PDC 2014
May 9, 2014, Salt Lake City, Utah

Presented by:
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Introduction – Mehul Kapadia

• Director of Project Management at Identifix

• Lead Organizational and Team Level transformations to Agile, Coached Executives, Teams and Individuals on Agile principles and rolled out SAFe (Scaled Agile Framework).

• Live by ethos of continuous learning and continuous improvement.

• MBA from Brigham Young University and Bachelor of Engineering from University of Mumbai.

• Professional Certifications
  • Project Management Professional (PMP) and PMI-ACP (Agile Certified Practitioner) from PMI
  • SAFe Program Consultant (SPC) from Scaled Agile Academy.
  • Certified Scrum Master (CSM) from ScrumAlliance
  • Certified Supply Chain Professional (CSCP), Certified in Production and Inventory Management (CPIM) and Lean Enterprise Series Instructor form APICS
  • Six Sigma Green Belt (CSSGB) from ASQ
What are we going to learn today?

• High level overview of Enterprise Agile Frameworks
• Discuss key fundamentals of each framework
• We are not going to make you the expert in any of these frameworks today - However, the resources and references will show you the path to explore these frameworks further.

• Considerations:
  • Please understand that we are talking about the frameworks in context of multiple teams with total team members spanning tens or hundreds or even more. We are not talking in context of one team of few teams.
  • Team Level Agility implementation is the foundation for implementing Enterprise Agile Frameworks.
  • You need to figure out which framework works best for your organization based on your organizational goals, cultural fit and respective context/constraints.
  • Most of the content for review is copyrighted by the respective framework creators.
Enterprise Level – Top Concerns

• **Predictability**
  - Need to reliably deliver solutions to marketplace. Work needs to be completed within planned timeframes with acceptable deviations.

• **Time to Market**
  - Completed work needs to reach customers as fast as possible

• **Quality**
  - Need to avoid defects from reaching customers and keep development costs under control

• **More work than available resources**
  - This is a symptom with root cause being management itself by mismanaging work in progress and adding more to the development pipeline.

• **Visibility**
  - What is the progress of work across enterprise at aggregate level when teams are practicing agile.
Does Team focused Scrum address Enterprise Concerns?

• Scrum works great for development but it is far from complete to deliver complete solution in marketplace.
  • It purposely does not address everything and surfaces problems that teams and organizations need to tackle.
  • Also, we look at other methods within Agile Umbrella for process gaps/improvements. For example at XP, Kanban, Lean....

• At this time enterprises are adopting/adopted Scrum and/or other agile methods but are grappling to address enterprise level concerns.
  • The solutions to scale agile methods for enterprise have been coming from various sources in bits and pieces.
  • Now, comprehensive Enterprise Agile Frameworks have emerged.
  • Of course, today’s frameworks will evolve over time and new ones will emerge as well.
Which Enterprise Agile Frameworks are having traction?

- **Scaled Agile Framework (SAFe)**
  - “A proven publicly available framework for applying Lean|Agile practices at enterprise scale”
  - Chief Methodologist – Dean Leffingwell
  - [www.scaledagileframework.com](http://www.scaledagileframework.com)

- **Disciplined Agile Delivery (DAD)**
  - “A people-first, learning-oriented hybrid agile approach to IT solution delivery. It has a risk-value delivery lifecycle, is goal-driven, is enterprise aware, and is scalable”
  - Comes from Disciplined Agile Consortium (DAC)
  - Directors - Scott Ambler and Mark Lines
  - [http://www.disciplinedagileconsortium.org/](http://www.disciplinedagileconsortium.org/)

- **Large Scale Scrum (LeSS)**
  - “Large-scale Scrum is regular Scrum applied to large-scale development”
  - Developed by Craig Larman and Bas Vodde
The Scaled Agile Framework® (SAFe)™

A proven, publicly-facing framework for applying Lean and Agile practices at enterprise scale

CORE VALUES

1. Program Execution
2. Alignment
3. Code Quality
4. Transparency

Synchronizes alignment, collaboration and delivery for large numbers of teams
Nothing Beats an Agile Team

✧ Valuable, fully-tested software increments every two weeks
✧ Empowered, self-organizing, self-managing cross-functional teams
✧ Teams operate under program vision, architecture and user experience guidance
✧ Scrum project management and XP-inspired technical practices
✧ Value delivery via **User Stories**
Scale to the Program Level

✧ Self-organizing, self-managing team of agile teams
✧ Working, system-level software at least every two weeks
✧ Aligned to a common mission via a single backlog

✧ Common sprint lengths and estimating
✧ Face-to-face planning cadence for collaboration, alignment, synchronization, and assessment
✧ Value Delivery via **Features and Benefits**
scale to the portfolio

- Centralized strategy, decentralized execution
- Lean budgeting at the Program level
- Kanban systems provide portfolio visibility and WIP limits
- Enterprise architecture is a first class citizen
- Objective metrics support governance and kaizen
- Value description via Business and Architectural Epics
Disciplined Agile Delivery (DAD) is a process decision framework

The key characteristics of DAD:

- People-first
- Goal-driven
- Hybrid agile
- Learning-oriented
- Full delivery lifecycle
- Solution focused
- Risk-value lifecycle
- Enterprise aware
Disciplined Agile Delivery: Basic Lifecycle

DAD promotes a full delivery lifecycle
Disciplined agilists:

- Work closely with enterprise groups
- Follow existing roadmap(s) where appropriate
- Leverage existing assets
- Enhance existing assets

Enterprise Awareness
“How can I help my organization?”

Departmental Awareness
“How can I help my department?”

Team Awareness
“How can I help the team?”

Individual Awareness
“How can I be the best me?”
Governance strategies built into DAD:

- Risk-value lifecycle
- Light-weight milestone reviews
- “Standard” opportunities for increased visibility and to steer the team provided by agile
- Enterprise awareness
- Robust stakeholder definition
Context Counts – Tailoring and Scaling Agile

DAD provides the foundation from which to scale:
- Large teams
- Geographically distributed teams
- Compliance
- Domain complexity
- Technical complexity
- Organizational distribution

- Delivery focus
- Risk-value driven lifecycle
- Self-organization with appropriate governance
- Goal driven
- Enterprise aware

- Construction focus
- Value driven lifecycle
- Self-organizing teams
- Prescriptive
- Project team aware

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**Large Scale Scrum (LeSS) - Introduction**

- **Large Scale Scrum (LeSS)** - “Large-scale Scrum is regular Scrum applied to large-scale development”
  - Developed by Craig Larman and Bas Vodde
  - Based on experience of Craig Larman and Bas Vodde in implementing Scrum at large, multisite and offshore development.

- Large Scale Scrum involves applying the purpose of single team scrum elements to large and multisite situations within constraints of standard “Scrum Rules”
  - Emphasizes Feature Teams and its benefits

- **Two Agile Scaling Frameworks**
  - LeSS Framework 1 – Up to 10 Scrum Teams (of seven people)
  - LeSS Framework 2 – Up to a few thousand people on one product

**Source:** [http://www.craiglarman.com/](http://www.craiglarman.com/)
Large Scale Scrum (LeSS) Component Teams and Feature Teams

Component teams

Feature teams

- Work from multiple teams is required to finish a customer-centric feature. These dependencies cause waste such as additional planning and coordination work, hand-offs between teams, and delivery of low-value items. Work scope is narrow.

- Every team completes customer-centric items. The dependencies between teams are related to shared code. This simplifies planning but causes a need for frequent integration, modern engineering practices, and additional learning. Work scope is broad.
Large Scale Scrum (LeSS)
Framework-1: Up to 10 Scrum Teams (of seven people)
Large Scale Scrum (LeSS)
Framework-2: Up to few thousand people on one product
# Synopsis

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<th>Framework</th>
<th>SAFe</th>
<th>DAD</th>
<th>LeSS</th>
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<tbody>
<tr>
<td><strong>Style</strong></td>
<td>Prescriptive Framework</td>
<td>Process Decision Framework (Goal Based Approach with adaptable lifecycle)</td>
<td>Organizational design framework</td>
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<td><strong>Foundations</strong></td>
<td>• Lean Thinking, Product Development Flow, Scrum, XP, Kanban, Value Stream • Core Values – Code Quality, Program Execution, Alignment, Transparency</td>
<td>• People first, learning oriented Hybrid Agile approach, focuses on consumable solution with full delivery lifecycle</td>
<td>• Scrum is the foundation and frameworks are based on size of the project.</td>
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<td><strong>Distinctive Roles/Teams</strong></td>
<td>• Release Train Engineer • System Team</td>
<td>• Generic Role Names and Generic Meeting Names • Team Lead, Product Owner, Architecture Owner, Team Member, Stakeholder</td>
<td>• Area Product Owner</td>
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<td><strong>Building Blocks</strong></td>
<td>• PSI, Agile Release Train, Agile Teams, Value Streams, Architecture Runway • Team, Program, Portfolio Levels</td>
<td>• Inception, Construction and Transition Phases</td>
<td>• Feature Teams • Adjust Coordination tools and frequency per scale • Adopt tools/techniques to Multisite situation</td>
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<td><strong>Distinctive Events/Meetings</strong></td>
<td>• Portfolio Planning, PSI Planning, Inspect and Adapt workshop</td>
<td>• Tailored lifecycle and Tailored Meetings • Governance Mechanisms</td>
<td>• Meetings at cross-team level. • Sprint Planning in parts with representatives then with teams. • Joint Product Backlog Refinement • Area level meetings</td>
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### References and Resources

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<td><strong>Certifications</strong></td>
<td>• SAFe Agilist (SA)  • SAFe Practitioner (SP)  • SAFe Program Consultant (SPC)  • SAFe Program Consultant Trainer (SPCT)  • SAFe Product Manager/Product Owner (SPMPO)</td>
<td>• Disciplined Agilist-Yellow Belt  • Disciplined Agilist-Green Belt  • Disciplined Agilist-Black Belt</td>
<td>• Not Applicable at this time</td>
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Wrap up, Questions and Contact

Special Thanks to Scaled Agile Inc., Scott Ambler and Craig Larman for their permissions.

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