‘An Agile Transformation Case Study’

DA Members Webinar 22/01/19
About me 😊

Giles Lindsay: @anyone4seconds

• 25 years working as a Software Engineer
• Director of Software Engineering at dnata
• Fellow (FBCS) - BCS, The Chartered Institute for IT
• Fellow (FIAP) - The Institute of Analysts & Programmers
• Certified Disciplined Agilist
• Certified Scrum Master
• Certified Scrum Product Owner
• BCS Practitioner in Business Analysis
• Enterprise Agile Coach
• Member of the Advisory Council of the Disciplined Agile Consortium
• Technology Mentor for BCS Entrepreneurs Specialist Group
Case study
‘An Agile Transformation Case Study’...

The first case study revolves around the Agile Transformation of Tungsten Network, a FinTech company in the heart of London UK, using Disciplined Agile Delivery and the achievements of that business over 12-18 months...
On my arrival at the company in July 2016, the company had delivered just three Projects of work in the first six months of the year, using non-structured approaches to application and product development.
I spent the next three months with all the global teams introducing the Disciplined Agile framework, the development governance, the portfolio management and project management office and the right support tools.
A year after the Agile transformation began, the company smashed the KPI that was set back in September 2016, delivering over **100 Programmes of work in under 12 months**, being able to understand the cost of each, and the return on investment.
Number of projects that have been delivered each month, which amounts to...

Releases from Sep-16 to Feb-18
Delivery statistics...

Most project releases into Production:
26 in February 2018

Average project releases per month:
12.3 (across 12 Products) - previously 0.25

Total project releases into production in 1st Year:
109 (September 2017)

Total project releases into production:
220 to date
On arriving at Tungsten...

JFDI...
He or She who shouted loudest got their work done, only to be replaced a few days later by another louder voice.
Work didn't actually get done, it was just attention diverted.

HIPPO...
Highest Paid Person’s Opinion every time.

• Only 3 project releases in the first six months of 2016...
• No core platform release for 15 months...
• High attrition rate...
First three months...

• **Understanding the Technology Environment/Estate**

• **Assessing the current situation**
  – The company wanted quick Agile releases with reliable and sustainable iterative deliveries.

• **Building the team foundations**
  – Hiring the right people (Agile DM's, BA's QA's) to augment the developers onshore/offshore.

• **Implementing the right tools and processes**
  – DAD was the perfect fit, being the right Enterprise Agile approach for a FinTech Organisation.
First three months...

• **Introduce...**
  – The Agile PMO, Technical Steering Committee (Exec Team Level Prioritisation meeting).

• **Creating the Portfolio Management in a tool like JIRA**
  – Retrospectively capturing everything going on and all future business requests, having a single version of the truth of what is being delivered.

• **50+ Projects of no value at this time were canned**
  – These would have previously been worked on and would have delivered no business value or benefit accrual.
First milestone - September 2016...

First Iteration...
The teams delivered 3 projects for 3 different products. That is the same amount of technical delivery that had been achieved in the first 8 months of 2016.

The Technology Development Team then set the KPI of delivering 35 projects in 1 year.
Maturing the processes...

- Build a good steady pace – continual improvements
- Empower individuals to take over
- Manage by exception – sort the impediments
- Focus on the Product team to help them capture the right requirements and deliver the right things
- Mature the process to a self-organising department
Next nine months...

- Continually work collaboratively to improve the capability
- Make sure month on month looks better
- Make sure people start recognising how technology is helping change the culture
- Constantly learn and experiment with new agile and lean strategies
Fast forward to September 2017...

- Smashed the KPI of 35 Projects set in September 2016
- Delivered 109 Projects 😊
- Delivered major customer Projects for Apple, Unilever, GE + many more...
- Revitalised and inspired the Technology Team, losing only 1 developer in 21 months from a overall team of 130+
“Giles has introduced Disciplined Agile to the whole Organisation and overnight transformed the rate, and quality, of deliverables.”

“This month (February ‘18) saw 18 major deliveries, including a new transactional network upgrade, new countries on line, a new worldwide VoIP platform and analytics for quarter of a million customers.”

“I have worked in many organisations, from small start-ups to the world’s largest enterprises, never before have I witnessed an entire Executive get together for a minimum of one hour each week to review technology priorities and progress (not to mention 3 day away-days and monthly Board sessions) – organisations would kill to get this level of engagement.”

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View from the Tungsten Executive Team, Feb ’18…

Brian Proffitt - CTO
dnata Agile Transformation
Reasons for dnata’s Agile Transformation...

- To better manage geo-distributed teams
- Enhance ability to manage changing priorities
- Enhance delivery predictability
- Enhance software quality/security
- Improve business/IT alignment
- Improve engineering discipline
- Improve project visibility
- Improve team morale
- Increase productivity
- Increase software maintainability
- Reduce project risk
- Reduce project cost
On arriving at dnata (similar challenges)...

**JFDI...**
He or She who shouted loudest got their work done, only to be replaced a few days later by another louder voice. Work didn't actually get done, it was just attention diverted.

**HIPPO...**
Highest Paid Person’s Opinion every time.

• No consistent view of priorities or how to prioritise
• Teams delivering less by trying to deliver too much in parallel
• Harder to maintain quality as teams and systems are scaled
• Hard to align efforts across teams
• Not able to measure how effective the teams are
• Reliance on key teams and individuals which can slow down delivery
First three months (similar challenges)...

• **Understand the Technology Environment**
• **Assess the current situation**
  – Closer stakeholder and sponsor involvement in defining value, focus and priorities.
  – Reduced “WIP” (work in process) to increase delivery frequency including a definition of ready and a definition of done.
• **Build the team foundations**
  – Hire the right people (Agile DM's, BA's QA’s) to augment the developers onshore/offshore.
  – Build multi-disciplined teams that focus on a business domain, not a technical domain.
• **Implement the right tools and processes**
  – Bringing about the start of the digital, Agile, technology and culture transformation.
First three months (similar challenges)...

- **Also implement...**
  - The Agile PMO, Technical Steering Committee (Exco Level Prioritisation meeting).
  - A consistent way of working and reporting our progress.

- **Create the Portfolio Management in a tool like JIRA**
  - Retrospectively capture everything going on, as well as all future business requests, having a single version of the truth of what is to be delivered.

- **# of Projects of no value to stop**
  - Make sure you are working on the right thing... which leads on to our mission statement...
dnata Engineering Mission Statement...

“Working on the right thing, at the right cost, at the right speed, with the right people...”
Review, reflect, repeat from previous 12-18 months...
Rolling out the transformation in UK, Dubai, Russia & India.
Doing the work that actually matters. Doing less possibly?
Change the management culture to be more agile.
Work smarter and NEVER harder.
Introduce automation, tooling, deployment pipeline, (DevOps).
Adjust how the company fund initiatives.
Allocate resources to manage complexity (regular refactoring and re-architecting).
Put people first. Hire the right people to do the right role.
Improve/fix the parts of the business factory that limit how successfully an agile team at dnata can deliver.
What could you do with DAD?

If you would like to know more, or are interested in introducing DAD within your organisation, please feel free to get in touch:

Email: giles@agiledelta.co.uk
Twitter: @anyone4seconds

www.disciplinedagiledelivery.com
The End
Beginning
Please type your questions into the Q&A window…
DA Provides What You Need

- DA provides the flexibility, the detail, and the scale
- It’s been developed with you in mind
- When in doubt seek help
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DISCIPLINED AGILE

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19 February 2019
  Topic TBA

19 March 2019
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Business Agility
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Shuhari and Disciplined Agile Certification

At the *shu* stage you are beginning to learn the techniques and philosophies of disciplined agile development. Your goal is to build a strong foundation from which to build upon.

At the *ha* stage you reflect upon and question why disciplined agile strategies work, seeking to understand the range of strategies available to you and when they are best applied.

At the *ri* stage you seek to extend and improve upon disciplined agile techniques, sharing your learnings with others.
Got Discipline?

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