Agile Delivery with Distributed Teams
- What is Possible

Advanced Solutions Group
Agile Center of Excellence

May 29, 2014
Outline

Large-scale Distributed Agile Programs:

• How to “do” Agile – Daikibo™ Delivery
• How to “be” Agile
• Release planning
• Key learnings
• Best practices
Distributed and offshoring – can it be Agile?

Since it’s inception, Agile methodologies have predominantly been focused on small software development projects executed at a single collocated environment.

Today, as Agile begins to move rapidly into the mainstream conscious of Fortune 500 companies, we find ourselves exploring ways to extend the benefits of Agility to not only large-scale but also to distributed environments.

This is not only feasible but even practical today.
How to “do” Large-Scale Distributed Agile
Daikibo™ – Delivery Engine

**Meta Team**
- Chief Product Owner
- Test & Technical Ambassador
- SMEs & SDAs

**Concept Team**
- Product owner
- Story Authors
- SMEs & SDAs
- Test & Technical Ambassador

**Delivery Team**
- ATF Developers
- PO Proxy Testers

**Integrated Validation Team**
- Testers
- Performance
- Automation & Regression

ATF Agile Team Facilitator
PO Product Owner
SDA Solution Design Architect
SME Subject Matter Expert

Daikibo is a trademark of Cognizant Technology Solutions US Corporation, Inc.
Daikibo Meta Team to Concept Team Interaction

Meta Team

Core Team

Chief
Product owner

Meta Team Lead

Test Lead

Tech Lead

Program Manager

Chief Architect

SMEs & SDAs

Product owner

Lead Story Author

Concept Team

SMEs & SDAs

Story Authors

Test & Technical Ambassador

Product owner

Lead Story Author

Concept Team

SMEs & SDAs

Story Authors

Test & Technical Ambassador

Product owner

Lead Story Author
Daikibo Concept Team to Delivery Team Interaction

**Concept Team**

- Product owner
- Lead Story Author
- Program Manager
- SMEs & SDAs
- Story Authors
- Concept Story Authors

**Delivery Team**

- Developers
- Testers
- ATF

**PO Proxy**

- Test Ambassador
- Tech Ambassador

- Test Ambassador
- Tech Ambassador

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How to “be” Large-Scale Distributed Agile

Not simply “doing” a series of steps successfully

If you correct your mind, the rest of your life will fall into place.

-Lao Tzu
How to “be” Large-Scale Distributed Agile

Keys to Being Agile

1. Enable and empower
   1. “Whole” teams offshore
   2. The proxies
   3. The team

2. Give them the problem and let them figure it out

3. Fail fast – learn and adapt fast!
   KAIZEN!

4. It are what it are! Leadership who are Agile.
Being Agile – Are we over-protective?

Do we ever slow our teams, because we want to help them with things that might happen?

What is the right balance to protect vs. let teams learn?

“Inventories can be managed, people need to be led”

…Ross Perot
“Management is doing things right, leadership is doing the right things”
- Peter F. Drucker

“Culture eats strategy for breakfast.”

“If you want something new, you have to stop doing something old”
Release Planning for Large-Scale Distributed Agile

- Continuous activity within regular cadence
- Moves vision from backlog to multi-iteration plan for all delivery teams.
- Accentuates negotiation and delivery of core critical path items
- Enables fast minimum marketable readiness

Release plans are tools to combat over-optimism
**Large-Scale Distributed Agile Programs Key Learnings**

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<thead>
<tr>
<th><strong>Performing large-scale distributed Agile/Scrum successfully is difficult</strong></th>
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<tbody>
<tr>
<td>• Highly structured</td>
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<td>• More documentation</td>
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<th><strong>Follow an opportunistic approach to developing functionality</strong></th>
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<td>• Release plans instead of project plans</td>
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<th><strong>Allow time for a team to learn and internalize its Agile process</strong></th>
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<td>• Know the 5+5 rule: it takes 5 iterations to learn what to do and 5 iterations to do it better</td>
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<td>• Understand Shu – Ha - Ri</td>
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### Large-Scale Distributed Agile Programs Key Learnings

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<th>Enable the whole team</th>
<th>Early iteration results will be uneven; <strong>look for trends.</strong></th>
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<td><strong>• Every team member is valuable, has a specific role and knows what to do to make the team successful (like a military combat team).</strong></td>
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<td>Osmotic communication is hard in the distributed model.</td>
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<td>Focusing only on “doing” Agile is a mistake – <strong>“being”</strong> Agile is equally important.</td>
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<tr>
<td>Focus on managing the <strong>critical path, integration, risks</strong> and issues.</td>
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Large-Scale Distributed Programs
Top 10 Best Practices

1. Focus on the Agile and Client values; particularly important when distributed.

2. Establish a product owner proxy if the real product owner is not available – enable and empower!

3. A single voice of the customer for each team.

4. Write stories as teams and create vertical slices of functionality – avoid solo story writing.

5. Post-Scrum working session after the daily scrum, to collaborate on stories and technical hot topics.
Large-Scale Distributed Programs
Top 10 Best Practices

6. Share daily reports with everyone, use a global ALM.

7. Measure flow of work across concept and delivery teams, and adapt real-time based on the data.

8. Align concept and delivery teams by functional area.

9. Share information to be reviewed tomorrow with the offshore team at the end of the day today.

10. Look for trends, learn fast and adapt fast; don’t overreact to one “bad” iteration.
Is Agile Delivery with Distributed Teams possible?

Is Large-Scaled Agile Delivery with Distributed Teams possible?

Yes, we can!
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