

(R)Evolution by Agile-Lean Transformation

CHANGE

Dirk Lässig
Valtech Germany
Senior Consultant
dirk.laessig@valtech.de

Who is Valtech?



- Founded in 1993, listed on Euronext Paris
- 1600 Employees in 9 Countries
- Agile expertise influenced for many years by Craig Larman
- New offering 'Agile Digital Marketing'



Agile-Lean Transformation

- Introducing Agile and Lean in the organisation
 - Values and Principles
 - Methods
 - Practices
- Goal: Business agility, etc.
- Organisations will transform
- Top-Down and Bottom-Up

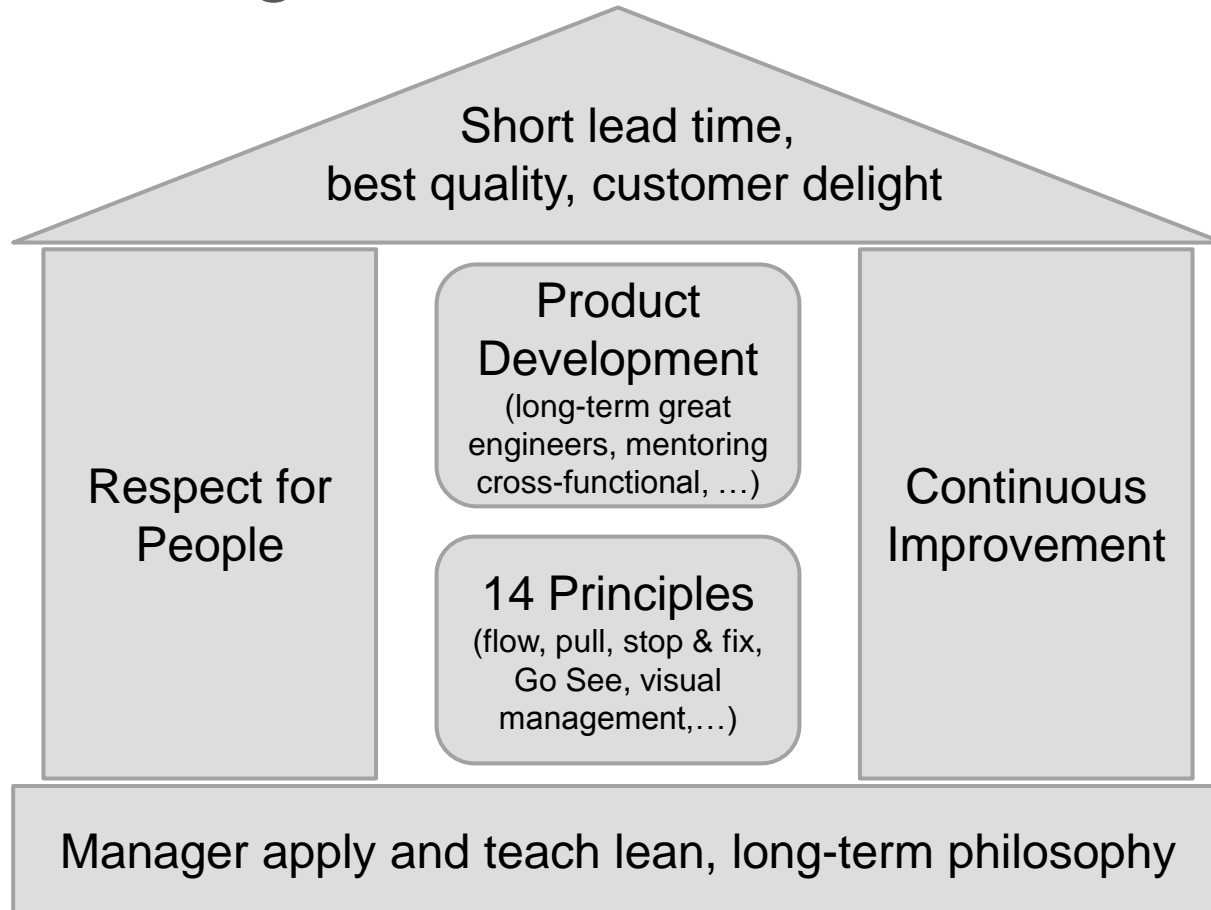





Context matters
No “Silver Bullet”



Lean Thinking





Individuals and interactions over processes and tools

- People carry the agile processes
- People adapt the way they work together continuously
- Agile requires a change in culture
- The individuals change their attitudes

Challenging Team Work



- Extending responsibilities from individual to the team level
- For some it's a job enrichment
- For others it's frightening

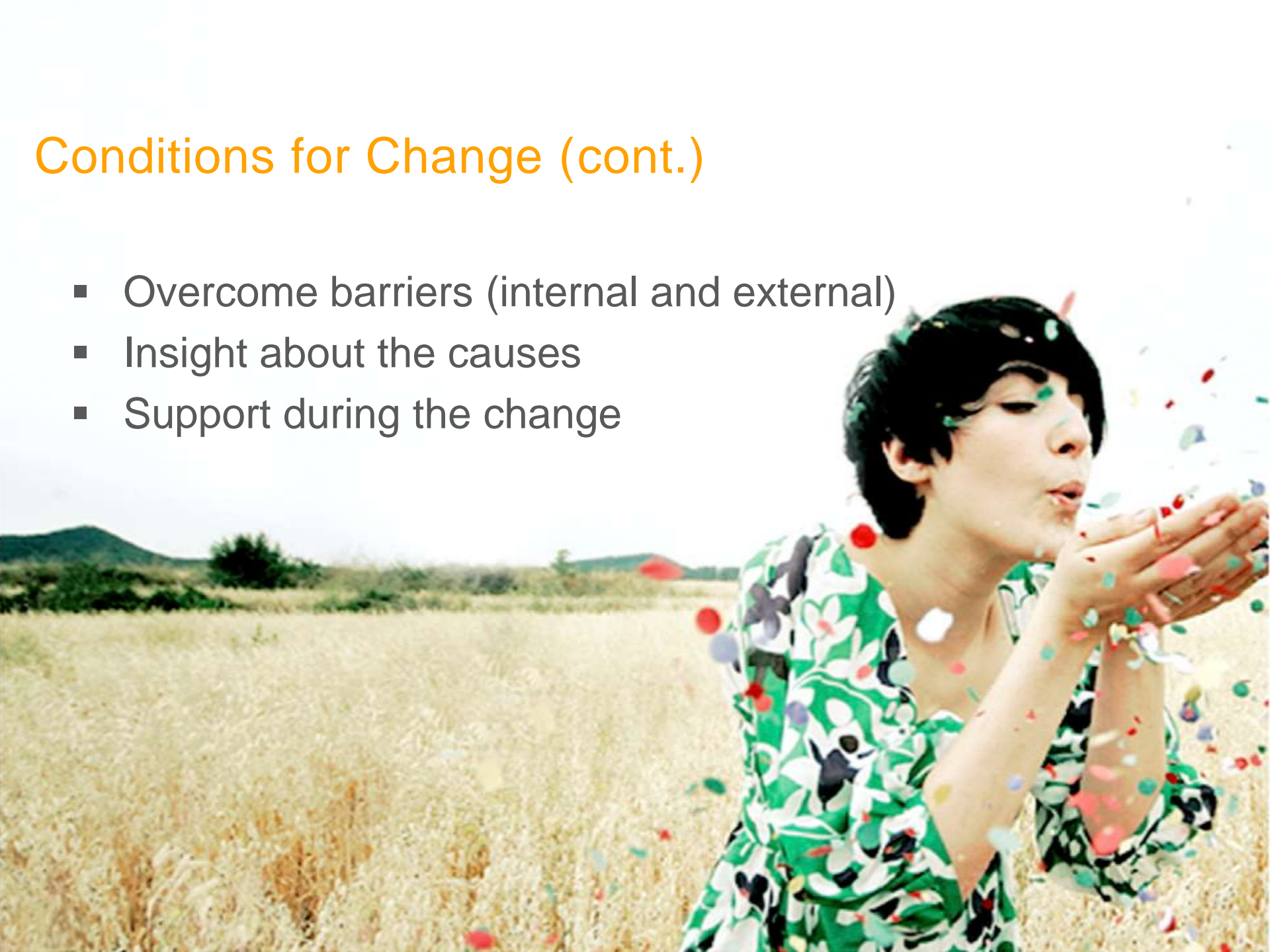
The background of the slide is a close-up photograph of parched, cracked soil. The cracks are deep and dark, forming a complex, irregular network across the light brown, sandy earth. The lighting is bright, casting shadows that emphasize the texture and depth of the fissures.

Conditions for Change

- Potential to change - Openness
- Solutions for imminent threats
- Uncomfortable with current situation

Conditions for Change (cont.)

- Overcome barriers (internal and external)
- Insight about the causes
- Support during the change



Tools for Change



Scrum

- Is not a religion
- (Software) Product Development Method
 - Process Skeleton
- Change Method
 - Requires Commitment
 - Makes Impediments Visible



Kanban

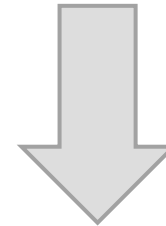
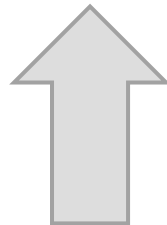
- Is not a software development process
- Visibility Practice
- Change Method
 - Limited WIP



Balance the Pace of Change



Tackle impediments by management



Fail to meet commitments

Activities for Change



Evangelize

- Spread the word
- On team and management level
- Set the right expectations about agile



Alignment

- Surrounding layers of the transformation
- Analyse and modify governance processes
 - E.g. Enterprise Architecture or Security
- Indirect stakeholders need assistance

Training / Coaching / Mentoring

- Start with training agile methods
- Coach the adoption of agile methods
- Mentor agile engineering practices



The Agile Practices Coached

Insuring that the team works together.

Stand-Up Meetings
Information Radiators
Sustainable Pace

Identifying the needs of the users.

Incremental Requirements
Executable Requirements
Estimating

Translating needs into overall plan.

Vision
Planning Game
Release Planning

Monitoring the actions of the team.

Reporting
Iteration Demos
Root-Cause Analysis

Getting the solution to users.

“Done Done”
Version Control
Ten-Minute Build

Disciplines provide a structure to the collection of practices.

Ensuring solution is correct.

Acceptance Tests
Test First
Unit Tests

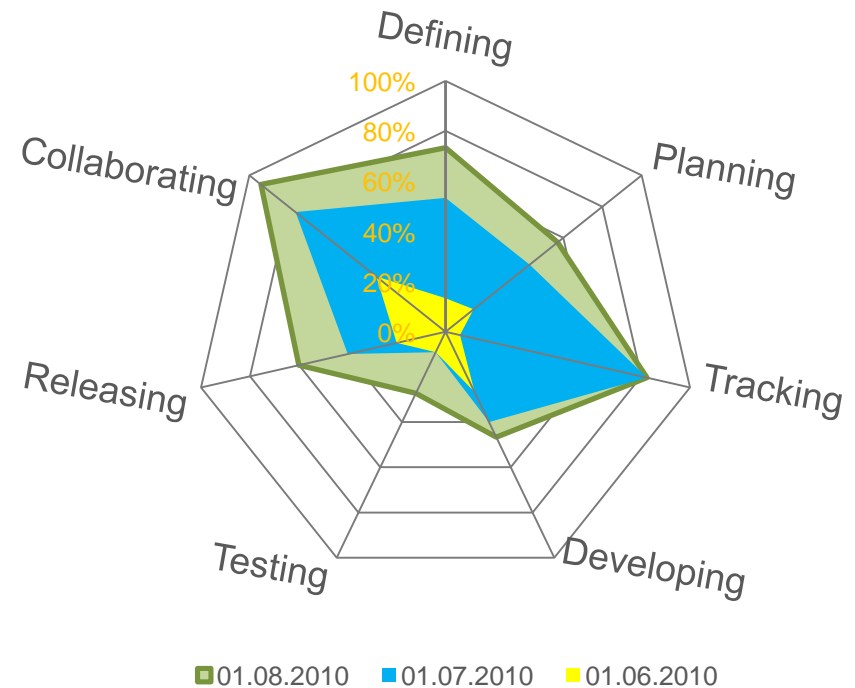
Developing a functioning solution.

Coding Standards
Pair Programming
Refactoring



Valtech Agile Team GPS™

- Filled together with the team
- Report progress to
 - line managers
 - transformation team
- Not used to compare teams
- Derive transformation backlog items



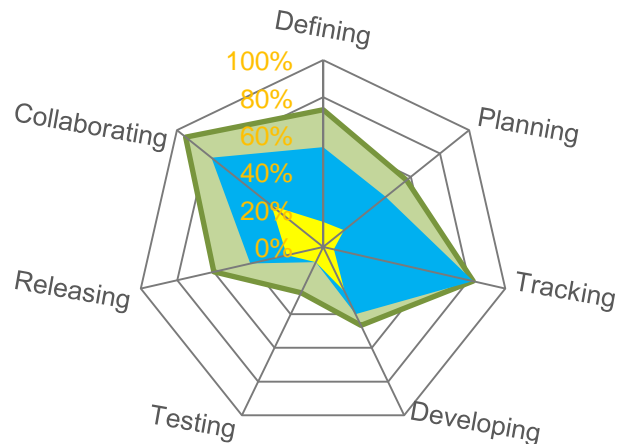
Stages for Team Coaching

3 months

6 months

9 month

Transformation



■ 01.08.2010 ■ 01.07.2010 ■ 01.06.2010

Refinement

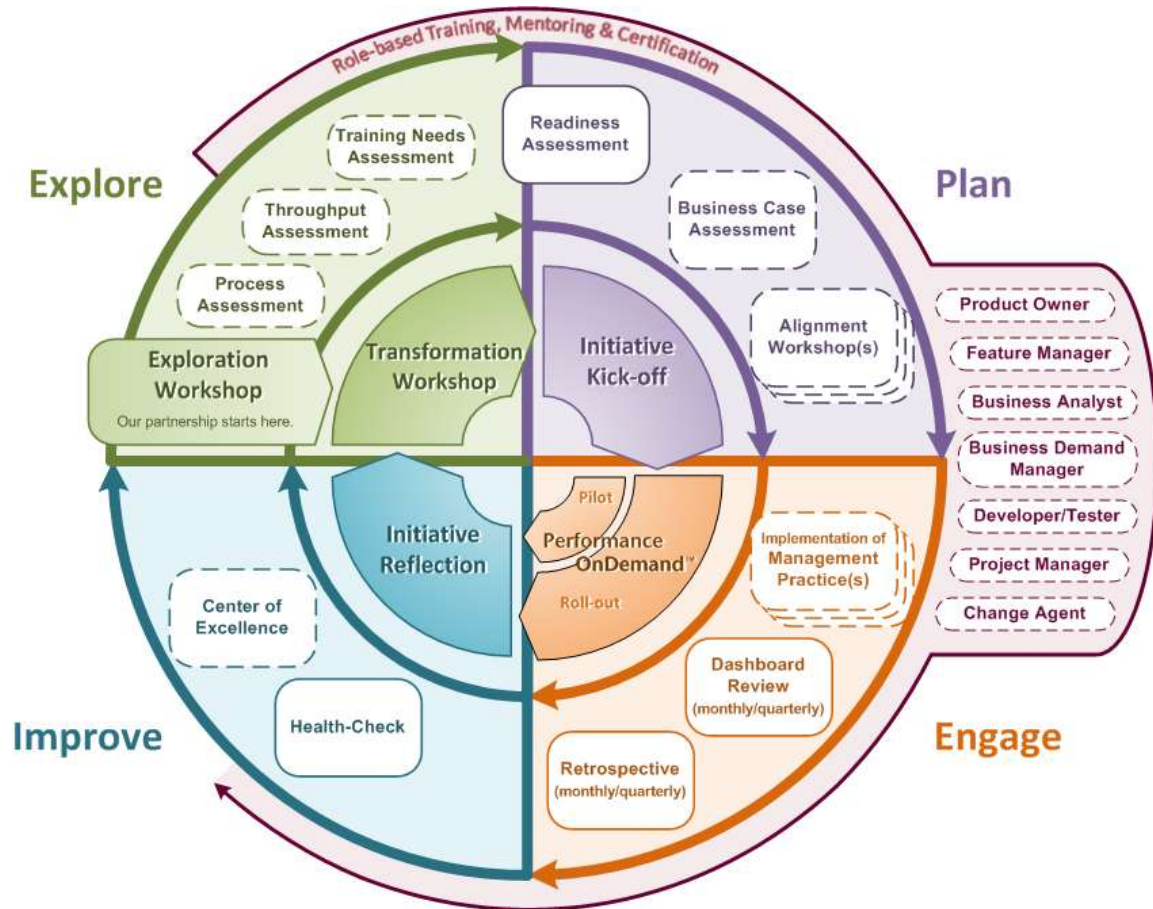
- Flown on their own
- Backslid in some behaviours
- Learn to “be agile”

(Optimization)

- Focus on certain practices
- E.g. full test automation

Iterate to “Be Agile”

- Performance OnDemand™
- Valtech services to support an Agile Transformation
- Includes coaching, management consulting and transformation governance



Conclusion

- Transition to “be agile” is a culture change
- Agile-Lean Transformation requires management buy-in
- Scrum and Kanban are tools for the change
- More required than just coaching



Thank you

Contact us!



- dirk.laessig@valtech.de
- <http://twitter.com/djlaessig>
- <http://www.valtech.de>