Unlearning of Agile

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Helping business to be relevant and contemporary
# Every Enterprise want to be like this

## New approach
- Continuous development & integration
- Agile development
- Fast development with a stable infrastructure
- Innovation encouraged and followed through
- Integrated development and operations (DevOps)
- Data quickly analysed for dynamic decision-making

## New ways of working
- In-house tech teams co-located
- Customer alignment
- Mobilise Quickly
- Focus on outcomes
- Collaboration
- Open, transparent culture

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Mature teams / business units are trying be in the new world..

**Need of the hour**

- High calibre multi-skilled IT talent
- New and renew at same time
- Work with new, unproven emergent technologies
- React very quickly to dynamic business needs
- Close interaction with third party ecosystems like social media, clouds etc.
- Flexible vendor contracts

**To Attain**

- Very fast response times to customer needs
- High level of innovation
- Ready to take higher risks and fail fast and cheap
- Rapid decision making on funding
- Ability to realize business cases quickly
The Journey so far

- Established practice teams to support Agile, CI, Automated testing, DevOps engineering practices and LEAN thinking – **DA influenced solution delivery**
- POD based team composition where a team owns end to end; plan, build and run
- Building an integrated delivery method across different lifecycles Agile and SDLC.

**Methods & Practices**

- Undertaking a global transformation of the IT operating model, adopting the DevOps methodology to guide central activities such as tools adoption, OD change, process and policy changes
- Tackling Enterprise blockers e.g. Change Management.
- Clearing enterprise route-to-live process issues, adjust governance processes

**Operating Model & Process**

- Established a Tooling Framework and deployed central tooling e.g. Confluence, JIRA, Jenkins and GitHub with significant group wide adoption already achieved.

**Tools**

- Up-skilling team in Agile to improve the efficiency of technology delivery
- DevOps champions and evangelist as safety net

**Training and Development**

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But challenges that we see..

Top 5 Challenges

1. **Over emphasis on savings / productivity**
2. **DA used as tick box exercise – wrong measures like number of Agile projects following DA etc.**
3. **Lack of leadership alignment and business involvement**
4. **Lack of engineering /DevOps capability - lot of difficulties in releasing changes into production**
5. **Vendor/ Procurement/ Legal / HR / Finance – blockers**
So how are we to make the transformation more effective...

• Redefine purpose and goal – *becoming more effective, add more value to customer – increase value & eliminate waste*

• Inclusive approach with business

• Involving the entire ecosystem (Legal/HR/Finance) to improve – coming out from local optimisation

• *Changing conversation from time and cost to speed and value.*

• Small experiments in specific platform based value streams to reimagine *team composition & way of working*

• Focused investments in reducing complexity and difficulties in releases – automation, build pipeline and infrastructure automation.

• *DA is positioned as canvas to understand art of possibilities in the given context*
We need to understand and communicate our landscape..... in a way the business can understand it
We need to create different lenses to view the information...
These need to be aligned in the context of a value stream or a service....
Summary

✓ DA is positioned as a canvas to understand the art of the possible & embracing heterogeneity
✓ DA is driving informed decisions on practices that suits teams in their context and the opportunity anchor for additional help
✓ Coach facilitates DA canvas for teams continuous reflection and retrospection of practices across plan, build and run
✓ Walk the talk by leaders
✓ Developing engineering culture
✓ A new belief system of agile across different teams / department in the value stream
✓ What is agile to procurement / legal/ HR/ Finance
Thank you

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