Agile
@ European Institutions

Agile Conference Prague 2011

Welcome!

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Agile @ European Institutions ???

- Introduction
- Risks
- A way to Agile
- Results
- Tips

Introduction

The project
European Institution
("Europe")

Project players

http://www.flickr.com/photos/donkeyhotey/5781436575

http://www.flickr.com/photos/caliorg/6147093049/

Europe « The business side »

Europe « The ICT team »

We, Agile ICT-team

http://www.flickr.com/photos/alandd/2780700767/
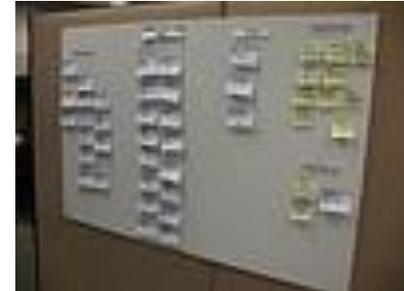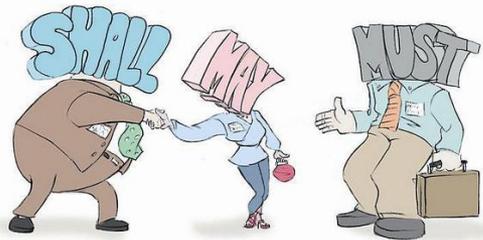
Europe "the business side"

- We are a complex organisation
- We are geographically spread
- We often change positions
- We have changing legislations / laws

http://www.flickr.com/photos/donkeyhotey/5781436575

Europe "the "business side"

Brussels

Luxembourg

Europe "the ICT team"

http://www.flickr.com/photos/caliorg/6147093049/
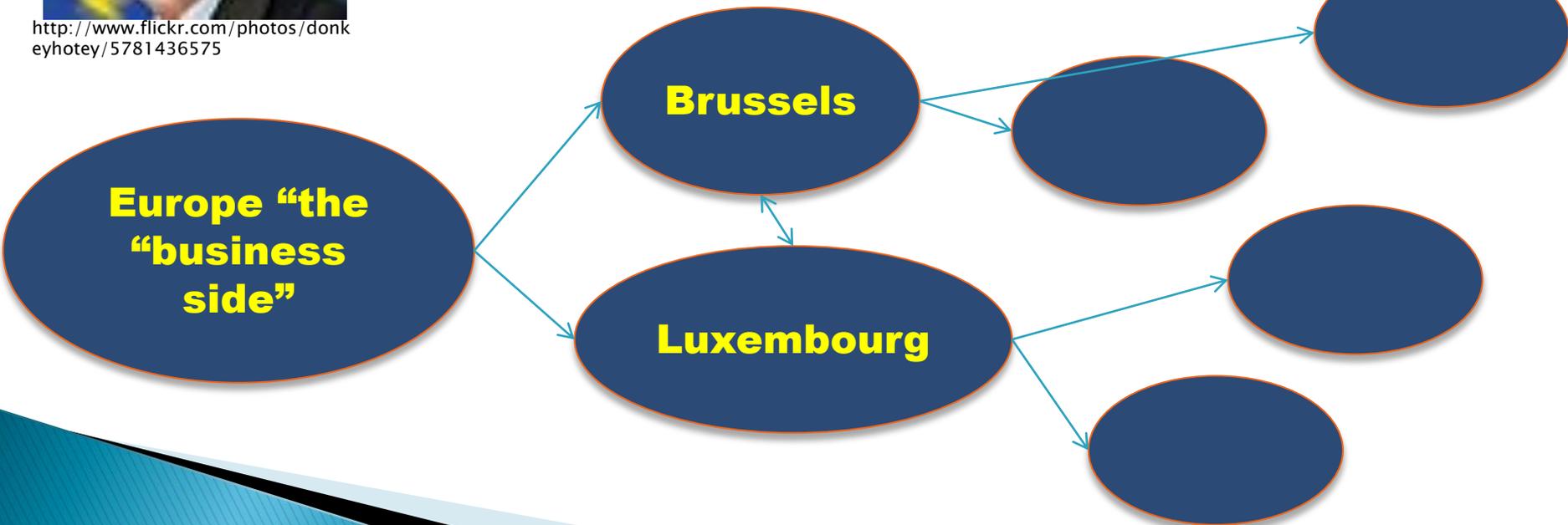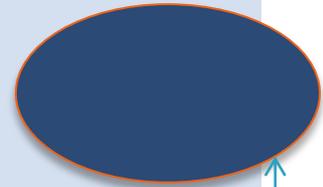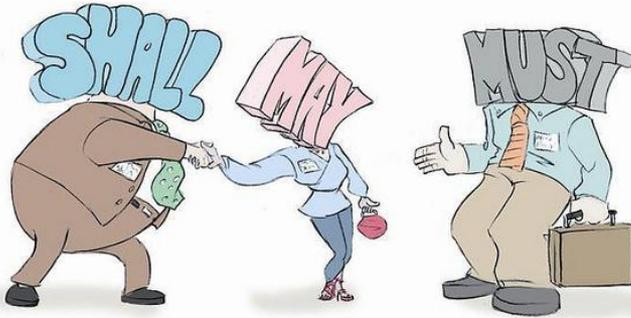
- We are not agile.
- We know our work.
- We are very busy.
- We focus on our work.
- We will not adapt.
- We are one of many teams

- No agile
- experience.

Europe "the "ICT team"

We, the Agile ICT team

▸ **External location**

http://www.flickr.com/photos/alandd/2780700767/

▸ **Real agile minded**

▸ **Scrum methodology**

▸ **Test driven**

▸ **Continuous Integration**

▸ **Pair Programming**

▸ **....**

We, the Agile ICT team

- We want business participation.
- We want an integrated framework.
- We want to convince our 'europe' ICT colleagues.
- We want a long term cooperation

- Efficiency !!
- Satisfied customer !!

Customer expectations - Project plan

▶ **Input:**

◦ **Detailed use case specification document**

▶ **Expected output:**

◦ **Fixed timeframe**
◦ **Fixed price**
◦ **3-monthly deliverables**
◦ **Acceptance criteria**

http://www.flickr.com/photos/metrolibraryarchive/4094249423/

Customer expectations - Project

▸ **Project at premises supplier**

▸ **Existing application:**

  ◦ **Functional extension**

  ◦ **New technology**

  ◦ **Documentation**

http://www.flickr.com/photos/hbart/2678281661/

So far …

- Complicated environment,
- Resistant for change.
- Need for an agile approach ???

Next

- MANY RISKS
- A way to agile
- Results
- Tips

Risks

http://www.flickr.com/photos/asthmahelper/5175860307

Agile killing Project plan
No business involvement
No technical integration

Risks - project plan !

http://www.flickr.com/photos/emurray/288559834/

- Killing flexibility

- No room for change

- Wrong specifications

- Theoretical subjective acceptance criteria

Risks - business !

- Complex business

- Changing requirements

- No business involvement

- No decision taking

- Late feedback

- Late functional testing

Risks - technical !

- No integration platform

- 2 teams => impact

- Time consuming debugging / merging activities

- Focus away from the project

- ICT not acting as one

http://www.flickr.com/photos/emie/2603079039

Risks – too many!

- **Excessing of time and budget**

- **Business getting wrong product**

- **Conflict instead of cooperation**

So far ...

- Too many Risks
- Need for an agile approach !!!

Next

- A way to agile
- Results
- Tips

Way to Agile

- Agile into the project plan

- Business Involvement

- Technical Integration

Way to Agile

- **Understand customer**

- **Ask (informal)**

- **Suggest**

- **Feel**

- **Don't insist, don't over-argue**

Step by step

http://www.flickr.com/photos/thecaucas/3551765419/

Topics that didn't rock (yet)

- Scrum ? ☹

- Test based development ? ☹

- Test automation ? ☹

- Continuous integration? ☹

Topics that didn't rock (yet)

- Encourage change ? ☹

- More deliveries? ☹

- Business contact point as part of our ICT team ? ☹

- Less documentation ? ☹

Topics that rock

- Regular demos ? ☺
- Allow adding features ? ☺
- Allow re-prioritization ? ☺
- One business contact ☺
- User-centric ? ☺

http://www.flickr.com/photos/elycefeliz/3198218573/

- These topics work well !
- => First step to Agile is taken !

The project plan

- **We put a product backlog into a project plan**

    ◦ **As work breakdown of the official deliverables.**

    ◦ **Because of topics that rocked**
        - **(allow adding, re-prioritizing, user-centric, …)**

    ◦ **As a start to flexibility !!**

    ◦ **As a leverage to detailed estimates**
    ◦ **As a leverage to acceptance criteria**

The project plan

▶ **We defined a test approach**

　◦ **As a leverage to accepance criteria**

▶ **We introduced objective estimation metrics**

　◦ **As a basis for flexible change management**
　◦ **Double check results by team estimating product backlog.**

The project plan

http://www.flickr.com/photos/96602242@N00/153114473/

- **We plan regular demos.**

  ○ **Topic that rocks!**

  ○ **As a leverage to business involvement.**

  ○ **As a leverage to business responsibilty.**

The way to Agile, so far …

- Project plan with respect to the request,
- but open for change and flexibility,
- introducing agile ideas
- without calling it agile.
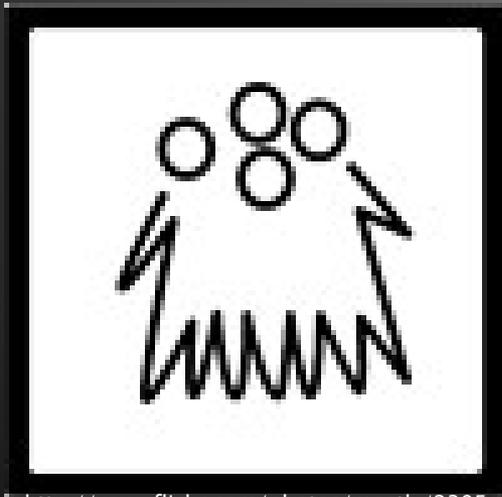
Next

- **Business involvement**
- Europe.ict integration

Business involvement

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- Single point of contact (spoc)

- As 'compensation' for our demos and our flexibility

- Spoc is free to invite / involve.
- But has power to decide.

Business involvement

- **Product Owner (PO) paradox**

    - **PO = the business side**
    - **PO = with the ICT team**

- **Scrum reality : hard to achieve**

Business involvement

- **Complementary Product Owners**

- **Business PO**
  - **Available! Teleconf, skype, wiki, blog, …**
  - **Participating! Demos , planning, …**

- **Functional PO**
  - **In-between**

- **Cooperation, project specific**

http://www.openclipart.org/detail/160735/men-shaking-hands-by-j4p4n

The way to Agile, so far …

- Project plan open for Agile
- Solutions for Agile business involvement

Next

- **Europe.ict integration**

Reminder europe.ict team

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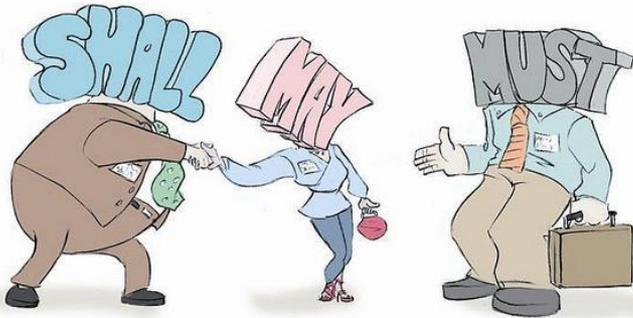
- *They are not agile.*
- *They know our work.*
- *They are very busy.*
- *They focus on our work.*
- *They will not adapt.*

We want integration & involvement

europe.ict team integration

- We do not insist on adapting or changing.

- We do not ask to do anything new.

- We convince by involvement !

- We convince with results !

We convince by involvement !

▸ **Invite to demos (insist !)**

- ○ *What a positive feedback from business !*
- ○ *What an enthousiasm !*
- ○ *Technical meets business !*

Invite to retrospective !

- ○ *Learning team. Great.*
- ○ *Real team*

We convince with results !

- Our Test Driven Development
- Our Continuous Integration

- Immediate feedback when impact ! ☺

- Pro-active communication !! ☺

  - *What a difference !*
  - *What a time saved !*
  - *Mmm, only advantages !*

The way to Agile, so far ...

- Project plan open for Agile
- Solutions for Agile business involvement
- Europe.ICT involvement and enthousiasm

Next ?

- Yes, we want more !
- Make use of the momentum !

Convince europe.ict

▸ **Be Agile too !!!**

http://www.flickr.com/photos/yeliseev/112603602/

▸ **Invitation related technical session.**
  ◦ **E.g. Maven, Hudson, Test Framework**

▸ **Away from their familiar environment**
  ◦ **At our premises !**

▸ **Foresee informal talks too !!!**

http://www.flickr.com/photos/yeliseev/397794887/

Convince europe.ict

▸ **Informal talks and walk-arounds**

  ◦ **Scrum board**
  ◦ **Burndown charts**
  ◦ **CI Window**
  ◦ **Visual wall papers (Dod, agreements)**
  ◦ **Retrospective actions.**

▸ **Encourage. Make them enhousiastic !**

▸ **Plan next session - Agile topic !**

Convince europe.ict

▸ **Invite responsibles – decision makers !!**

▸ **At**
  ◦ Demos
  ◦ Planning meetings
  ◦ Presentations, sessions !!

▸ **Let them witness results and enthousiasm !**

Few weeks later

- **Europe informal survey:**

  ◦ **Europe having integration tools and server available   (Bamboo, Maven, Nexus)**

- **Note: europe: big, de-centralized structure**
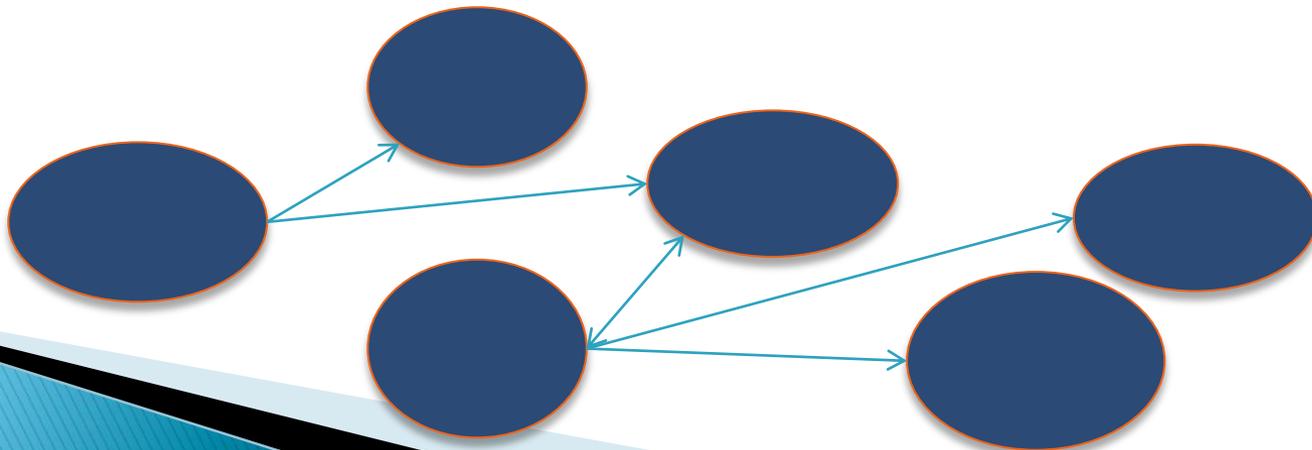
The way to Agile, so far ...

- Project plan open for Agile
- Business involvement
- ICT involvement and integration

And now ?

- Now call it Agile !

Anyhing else ?

- Oeps, documentation

Documentation paradox

- Up-to-date documentation for an evolving changing software product ?

- We limit high level technical documentation

- We integrate europe.ict team technically.

- We encourage use-friendly e-learning system manageable by the business

Results project

- **General**

  ◦ In time and budget
  ◦ Integration framework
  ◦ Changes were managed
  ◦ Business satisfaction

Results project

- Attitude

  ○ Positivism
  ○ Open minded
  ○ Agile
  ○ Participation
  ○ Trust
  ○ Ready for new cooperation

Summary - tips

http://www.flickr.com/photos/emie/2603079039/

- Understand the customer

- Never shut the door for Agile

- Make use of topics that rock

- Make use of practical advantages

- Involve

- Complementary Product Owner

Summary - tips

- Convince by results

- Step by step

- Focus on trust & personal relationships

- Informal activities

- Use the momentum.

Thank you!

» **Questions ??**