

Monetical Agile Change Programme Framework Part I

**A practical guide to successful evaluation, execution and
optimisation of enterprise-wide Agile**

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1 Business Change Frameworks

1.1 Business Change Programme

Business change programmes should develop an integrated and enterprise-wide approach that helps the business achieve its strategic goals. An important consideration when embarking on such a change programme is to have a clear set of business objectives supported by a business case. With these clearly defined the business is in a position to predict, agree and measure the benefits from any change programme. These principles should also be applied for the successful introduction of Agile methodology that goes beyond the engineering team.

1.2 The need for a Framework

The Agile manifesto states that organisations should focus on four core values:

- Individuals and interactions over processes and tools
- Working software over comprehensive documentation
- Customer collaboration over contracts negotiation
- Responding to change over following a plan

The adoption of these core values creates a significant challenge for organisations that are currently working to traditional (i.e. plan-based) development approach to software projects. Therefore, organisations are seeking guidelines, tools and experience to help them complete this critical business change.

Whilst there is an increasing amount of descriptive information (e.g. internet, books and training courses) providing commentary on the individual activities, (e.g. sprints, scrums and retrospectives), they focus upon the engineering business unit, omitting other business units (e.g. marketing, sales or support) which also require changes to support Agile. Furthermore, the presentation of this existing information requires a lot of interpretation from which it is not always apparent what are the most significant changes or what dependencies there are.

Many organisations fail to realise they can optimise their adoption of Agile by leveraging a suitable business change framework that provides the necessary guidance and measurement tools to steer them through the key change programme stages. Typically, the transformation from a plan-based model to Agile occurs only within the engineering business unit (i.e. software) development organisation. And most of the information published about the adoption of Agile assumes the organisation is an encapsulated green field site, which is not an accurate reflection of the current software industry. A successful business change framework takes into account such factors as, scope and diversity, roles and responsibility, integration between the project team, customers and the rest of the business.

To enable business change owners to accurately evaluate the progress of their Agile development business change programme, a framework provides a simple technique to capture, analyse and present the status of the programme both within the project team and their interfaces to the rest of the organisation. Progress is supported with the ability to generate a series of reports that accurately indicate where an organisation is within the business change programme. This insight helps identify risk and best practices which steers the organisation through the major challenges whilst taking into account specific business needs.

1.3 Agile Development Methodology

Agile development processes aim to deliver increased business value from software development. Addressing the challenges of an unpredictable business environment by placing an emphasis upon ‘people and their creativity rather than on processes’.

Agile software development applies a group of software development techniques and methodologies that are based upon similar principles. Agile methodologies generally promote: active participation of stakeholders on a daily basis, a leadership philosophy that encourages team work, self-organisation and accountability, a project lifecycle that encourages regular inspection and adaptation of how the team work; a set of engineering best practices that allow for repeated rapid delivery of high-quality software; and a business approach that aligns development with customer needs and company goals.

1.4 Agile Business Change Stages

The Agile business change framework consist of three change stages that ensure the implementation of the appropriate core Agile principles and techniques and avoids adopting arbitrary Agile techniques (e.g. scrum meetings, retrospectives) on disparate projects without understanding the interdependencies and their importance.

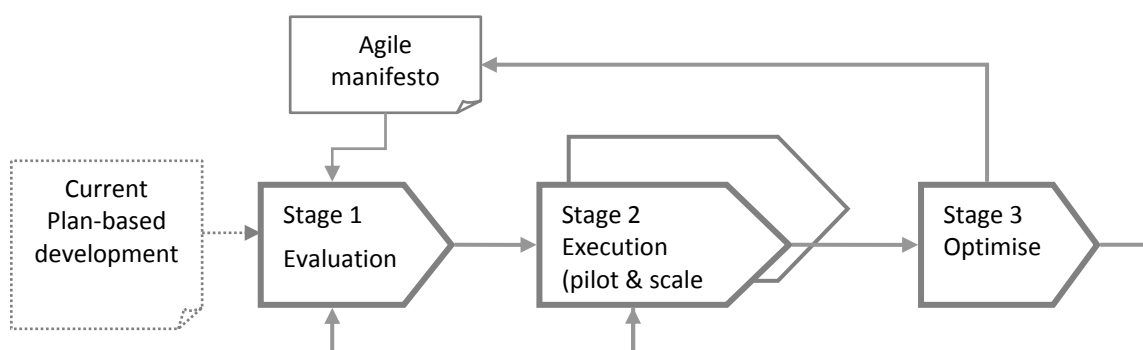


Figure 1.4: Agile Development Business Change Framework Stages

Monitoring the progress of the business change programme is achieved by evaluating how successfully the organisation has adopted core Agile principles and techniques. A simple quantitative assessment of data collected about the business change programme achieves this. Furthermore, analytical tools should

be accessible to help diagnose issues and identify corrective measures. Throughout the programme performance should be benchmarked against the existing ‘current plan-based’ approach, the ‘Agile manifesto’ and industry best practices.

1.4.1 Stage 1: Evaluation

The first stage on the Agile development business change framework focuses on establishing that the organisation has a clear set of business objectives supported by a business case and that the organisation is appropriately prepared to adopt Agile on a few trial projects.

1.4.2 Stage 2: Execution

Accelerating an organisation's adoption of Agile occurs in two ways. The first is to guide the organisation through the thorough analysis and selection of the most appropriate pilot project. The second, (i.e. scale out), ensures the business change programme efficiently and appropriately selects and then adopts Agile across its various types of project. Successful business change programmes promote best practices; appropriate to the type of project or task. By providing cost affective access to subject matter expertise and taking into account the project, the framework helps guide stakeholders through the changes applicable to their circumstances.

1.4.3 Stage 3: Optimisation

Having adopted Agile development as the standard across the organisation, the third stage helps the organisation optimise their Agile project life cycle. By providing guidance on how best to capture and exploit the experience from past projects helps organisations identify performance challenges and best practices.

1.5 Review and Feedback loop

Successful business change programmes incorporate a continuous improvement process. Continuous review and feedback loops enable the business change programme to exploit lessons learnt from previous projects to accelerate enterprise-wide adoption of Agile and reduce both operational and change programme me risk.

1.6 Project variety

Many organisations develop projects of different types. This variety is accommodated by the framework, through categorising projects by type and lifecycle as shown in the matrix below:

	Release Type Life Cycle		
Customer Type	First	Incremental	Maintenance
Internal customer	✓	✓	✓
External customer	✓	✓	✓
Single customer	✓	✓	✓
Many customers	✓	✓	✓

Table 1.6: Project types

Taking into account the project types ensures that essential core Agile principles and techniques appropriate to the project have been fully adopted, evaluated and optimised before the change programme moves to the next stage, which involves greater use and possibly adapting of Agile techniques, which unless verified can increase project risk and may result in the business's adoption of Agile stalling.

2 Agile Characteristics

The ability to accurately and efficiently determine the success of the Agile change programme is critical for success, reducing delays and risks. A successful Agile change programme framework reports the capability of 10 key enterprise functions. An organisational Agile adoption consists of two capability values:

1. Foundation - Core Agile principles and techniques
2. Tailored - Unique organisational characteristics

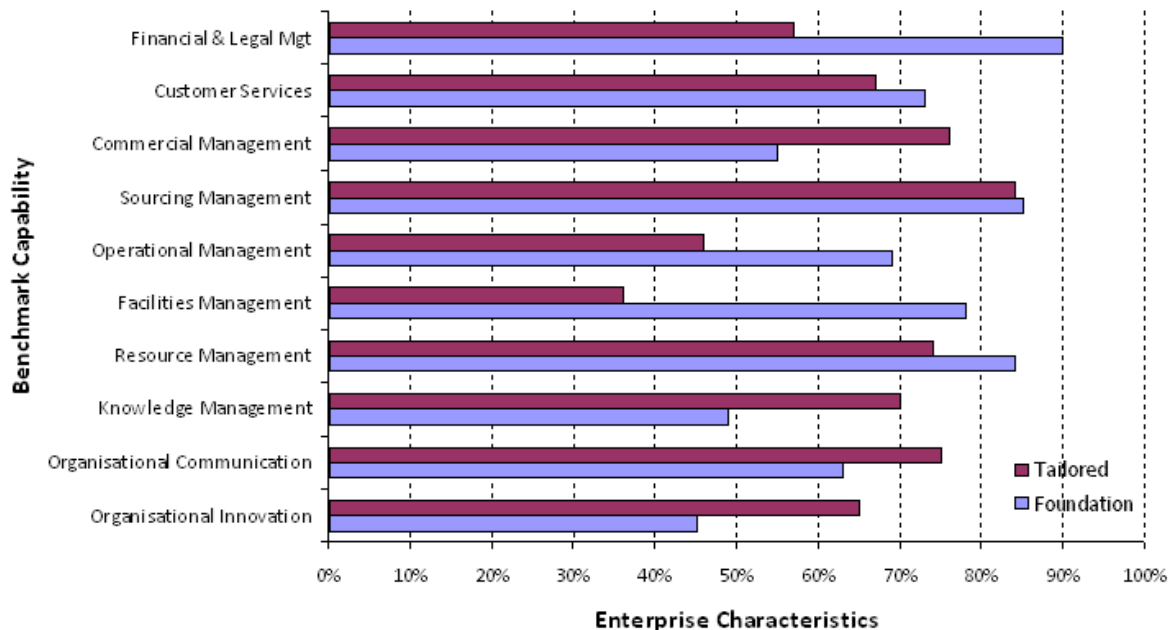


Figure 2.0: Enterprise Capability (Foundation & Tailored)

2.1 Foundation - Core Agile principles and techniques

There is a wealth of published material describing Agile principles, techniques and methods. It is important for all organisations to exploit these for them to derive the greatest value from Agile. These core Agile principles and techniques are not influenced by variation of the organisational type. As such these remain the basis for any successful Agile change programme.

2.2 Tailored - Unique organisational characteristics

All organisations are different, the tailored organisational section, ensures the framework provides guidance for organisations enabling them to successfully marry the core Agile requirements and their own organisation's enterprise characteristics.

2.3 Checkpoints (go / no go)

Good business change programme frameworks ensure that organisations do not look too far ahead and incrementally deliver changes. Adopting Agile across the enterprise should occur in stages, therefore, check points must be in place to reflect, tune and adjust performance from the experience gained.