What business performance looks like with poor IT performance
Introduction

» Peter Measey – RADTAC CEO
» Certified Scrum Master, Practitioner and Trainer
» PMI-Agile Certified Practitioner
» Certified DSDM trainer
» Certified Agile Project Management Trainer
» BCS Agile Committee
» Prince2 Practitioner
» 30 years mainly Information Technology
» Agile specialist since 1994
» Worldwide trainer and consultant
RADTAC – IT Transformation Specialists
Public and private sector excellence for 15 years

**Training - Knowledge transformation**
- Bring your teams up to speed – fast – on Agile, Lean, Kanban and Agile Project Management.

**Consulting - Capability transformation**
- Seed your teams with the expertise and energy to introduce and accelerate transformation, demonstrate its outcome – and secure its legacy.

**Culture – Behavioural transformation**
- Enabling transformational leadership unlocks the potential of intrinsic behaviours and individual strengths to deliver vision and value as a team.

**Delivery - Solutions delivery**
- Delivery is where we walk the talk with the best people and solutions to transform your IT, with a laser-focus on quality.
Who have we had the honour to work with?

- **CAPITA CHILDREN’S SERVICES**
  - Training
  - Agile Enablement and Transformation
- **FRIENDS PROVIDENT**
  - Agile Enablement and Transformation; IT Change Programmes
- **Rolls-Royce**
  - PLM Programme
  - Agile Enablement
- **Fidelity**
  - Agile Enablement and Transformation; Project Governance Change Programme
- **HISCOX**
  - Agile Enablement and Transformation
- **Bupa**
  - Enterprise Agile Transformation; Training and Change Programme
- **HM Customs and Excise**
  - Agile Enablement
- **BT**
  - Global Services
  - NHS Spine & eBorders PM & Delivery Method
- **AOL**
  - European Portal
  - Agile Development and software delivery
- **Nokia**
  - Agile Enablement and Transformation
- **Jardine Lloyd Thompson Group plc**
  - Agile Enablement and Transformation
- **BCS**
  - Transforming IT, transforming business
WHY utilise Agile, Lean and Kanban

What business transformation looks like without IT transformation
Agile............?

WE'RE GOING TO TRY SOMETHING CALLED AGILE PROGRAMMING.

THAT MEANS NO MORE PLANNING AND NO MORE DOCUMENTATION. JUST START WRITING CODE AND COMPLAINING.

I'M GLAD IT HAS A NAME. THAT WAS YOUR TRAINING.

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Is it the IFG Report 2011 for Public Sector?

Cabinet Office

- ‘............application of lean and **agile** methodologies that will reduce waste, be more responsive to changing requirements and reduce the risk of project failure’.

- ‘............ Additionally, the application of **agile ICT delivery** methods, combined with the newly established Major Projects Authority, will improve government’s capability to deliver projects successfully and realise benefits faster.

- Government will apply **agile** methods to ICT procurement and delivery to reduce the risk of project failure.

- A Government Skunkworks has been established to develop low-cost, fast and **agile** ICT solutions.

- Initiated by the IfG Report 2011

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Is it about the statistics?

**Standish Group (2002)**
- 45% software features never used

![Bar chart showing project cost in millions before and after Agile.](chart1)
- Before Agile: 2.8
- After Agile: 1.1
- 61% Cheaper

![Bar chart showing delivery time in months before and after Agile.](chart2)
- Before Agile: 18 months
- After Agile: 13.5 months
- 24% Faster

![Bar chart showing cumulative defects before and after Agile.](chart3)
- Before Agile: 2270 defects
- After Agile: 381 defects
- 83% Less Defects!
WHAT is ‘Agile’

What business performance looks like with poor IT performance
What environments

![Diagram showing a 2x2 matrix with axes for 'Close to Agreement' vs 'Far from Agreement' and 'Close to Certainty' vs 'Far from Certainty'. The areas are labeled as 'Simple', 'Complicated', 'Complex', and 'Anarchy'.]
Benefit - Better Outcomes

45% !!
Benefit - Faster and Cheaper
What is ‘Agile’ (Manifesto)

Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

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

That is, while there is value in the items on the right, we value the items on the left more.

(and Agile is not just about delivering software, it applies to all types of project)
What is Agile: Principles

- Our highest priority is to satisfy the customer through early and continuous delivery of valuable product.
- Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
- Deliver working product frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
- Business people and developers must work together daily throughout the project.
- Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
- The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
What is Agile: Principles

- Working product is the primary measure of progress.
- Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
- Continuous attention to technical excellence and good design enhances agility.
- Simplicity—the art of maximizing the amount of work not done—is essential.
- The best architectures, requirements, and designs emerge from self-organizing teams.
- At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behaviour accordingly.
Generic Agile Approach

- Iteration: typically 2-4 weeks
- Self-organising cross functional team including Customer representative

Outline
Architecture

Iteration 1

Iteration 2

Iteration n.

Every Iteration

Working Increment

Info & Lessons

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What are the main agile frameworks?

- Scrum
- Lean Software Development
- Extreme Programming (XP)
- FDD
- Crystal
- DSDM
- Agile Project Management
- Continuous Integration
- Test Driven Development
- Behavior Driven Development

Delivery / Management frameworks that deliver the right outcomes to time and cost whilst everything is changing around them
Yes……but **WHAT** is agile?

- *Enabling* delivery in complex, political environments
- *Enabling* delivery when all around us is changing
- *Enabling* an Agile mindset…’being’ Agile
  - Commitment
  - Focus
  - Respect
  - Openness
  - Courage to make change happen

- *Enabling* The Art of the Possible
WHAT is ‘Lean’

What business performance looks like with poor IT performance
Lean is a way of thinking and acting

Lean thinking and acting is all about:

- Increase Customer value
- Eliminate Waste
- Management as facilitator
- Involvement of all employees
- Continual Improvement

“Preserving value with less work”
Lean - Customer value at the center

Value Stream

Assess if all the activities in the process add value in the eyes of the customer

Perfection

First time right, focus on quality prevention of defects

Flow

Create continuous flow in production with the Just-in-Time approach and reducing peak and low volumes

Pull

Demand triggers the process chain in order to reduce stock
Reduce Waste, Variability and Inflexibility

**Waste**
- Waiting time
- Motion
- Inventory
- Transportation
- Over processing
- Rework
- Overproduction

**Variability**
- Variability in volume or complexity of customer demand
- Spread in the outcome of processes

**Inflexibility**
- Team capacity cannot scale up or down with demand
- Fixed service time frames or release schedules
- Batch and queue operating model
- Specialized resources in a limited number of tasks
Value Stream Mapping

- Request: 0.5 / 0.0 hrs
- Approve: 0.1 / 7.9 hrs
- Reqts: 60 / 100 hrs
- Sign Off: 1 / 7 hrs
- Analysis: 40 / 60 hrs
- Design: 40 / 80 hrs
- Review: 2 / 0 hrs
- Code: 80 / 200 hrs
- Test: 40 / 200 hrs
- Deploy: 3 / 5 hrs

- PCE = Process Cycle Efficiency

- PCE: 509 hrs
- Avg Time Worked: 3433 hrs
- Total Cycle Time: 14.9%
Yes......but WHAT is Lean?

» *Enabling* waste to be visualised and removed
» *Enabling* focus on the customer
» *Enabling* delivery in variable environments
» *Enabling* flexibility

» *Enabling* The Art of Change
What business transformation looks like without IT transformation
Kanban Founding Principles

• Start with what you do now
• Agree to pursue incremental, evolutionary change
• Initially, respect current roles, responsibilities & job titles
• Encourage acts of leadership at all levels in your organization – from individual contributor to senior management

David J. Anderson & Associates Inc
Kanban’s core practices

• Visualize
• Limit Work-in-Progress
• Manage Flow
• Make Process Policies Explicit
• Develop feedback mechanisms at workflow, inter-workflow and organizational levels
• Improve Collaboratively using “safe to fail” experiments

David J. Anderson & Associates Inc
(Kanban) Incremental step change

Increasing “fitness”

Increasing capability for change

David J. Anderson & Associates Inc
“95% of the problem is in the system”
Deming
Yes......but **WHAT** is Kanban?

- Enabling visualisation
- Enabling evolution not revolution
- Enabling delivery in variable environments
- Enabling flexibility

- Enabling The Art of Evolutionary Change
HOW to make the change

What business transformation looks like without IT transformation
How to set the Change Premise

» Each team is different
  • Skill, capability, experience

» Each programme / project is different
  • Budget, schedule, scope, risk

» Each organisation is different
  • Value chain, target markets

» There must be a reason for change
  • All changes have demonstrable value

» There is no one size fits all ‘cookie cutter’ change approach
How to Deliver Change

» Vision (Why)
- Call to action- shared diagnosis of what is wrong and what can and must be improved – across the ‘system’
- Create a shared vision - an understanding of how to organise and manage
- Strong, united senior management sponsorship
- Know where we’re going and where we are now

» Action (What)
- Communication of the vision and progress towards it
- Nurture consent - develop the skills and competencies to make it work and recognise that some people will not or cannot change.
- Broaden the engagement - each department needs to find its own way to the new organisation
- Alignment of any existing management and delivery methods
- Generation and consolidation of quick wins whilst not losing site of the whole system

» Traction (How)
- Reinforce and Define - formal policies systems and structures so the process is structured and unified
- Inspect, Adapt & Improve!
How to Initiate Change (RADTAC ‘Kickstart’)  

» Listen & Learn (in that order)  
  • Identify the specific business problem(s) to be targeted  
  • Faster TTM, increase revenue, improve quality, new features quicker,…  
    – It’s not about whether we are perfectly Agile  

» Visualise the Value Stream/Workflow  
  • View the system from “Concept to Cash”  
  • Model the workflow using value stream mapping or Kanban (RADTAC simulation game)  
  • Visualise the state changes  
  • Identify the major bottlenecks and wastes  
  • Quantify the Cost of Delay, costs from waste, Technical Debt  

» Focus the Transformation  
  • Recommend solutions that are appropriate for the specific team, project, programme, portfolio organisation  
  • Agree Objectives and targets all releases  
  • Deliver evolutionary change that delivers measurable benefit  
  • Agree risk / penalty model based on RADTAC delivery of objectives and targets  
  • Ensure that the transformation partner has ‘skin in the game’ (RADTAC agile contracts)
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World’s First Enterprise Agile Adoption : 1998

- 5,000 people in IT
- Heathrow, Newcastle and international with offshore development in India
- ‘Waves of Change’ IT Change Programme
  - Agile consultancy and coaching in each of 10 Delivery Areas
  - Training – 2000+ people trained
  - Facilitation capability – training and network for 80 Agile Facilitators
  - Agile framework used on all projects
  - 200+ deliveries measured from full-blown Agile projects
  - 80% productivity improvement over BA average
- ‘Blueprint’ - Formalised Agile Project Management and Delivery approach
  - Instantiation of RADTAC Agile RouteMap
  - Adopted as standard for all IT projects, reducing average delivery time by 30%
  - ISO 9001 accredited
UK’s First Public Sector Agile Transformation - 2001

» 1,000 staff in IT
  • Most development in-house
  • Mainframe services in-house
  • Other infrastructure outsourced

» £150m eCommerce business change programme

» ‘Business Change Lifecycle’ (BCL)
  • Consulting, design, development, rollout, training and coaching of all project teams
  • Covers all aspects of Business Programme Management, Project Management, Systems Development, Process Definition, Organisational Change

» BCL consultancy and DSDM & bespoke BCL PM training
  • Adopted as standard for all HMCE eCommerce projects (IT and Business)
  • Business Change Lifecycle also implemented in :-
    – Home Office, ODPM
    – ODPM
World’s First Business Agile (Atern) Enablement 2007

» Product Lifecycle Management programme
  • 7-year international business programme – UK, Germany, US
  • Transformation of engine design, manufacture & assembly capabilities
  • New business organisation, processes, technology, people, culture etc.
  • 3-years in, 6% efficiencies delivered using in-house waterfall process

» RADTAC – Agile Enablement of PLM Programme
  • Definition of Agile programme organisation structure and approach
  • All programme Aspects – organisation, processes, technology, people, culture etc.
  • Transformation consulting support for senior Programme Management
  • Training and coaching of 400+ project managers, teams and stakeholders
World’s First - Agile Commissioning 2009

Scope
- SHIP (4 PCTs - Southampton, Hampshire, Isle of Wight, Portsmouth)
- Single commissioning approach across SHIP
- Key enabler World Class Commissioning

RADTAC Services
- Agile Project Management Dementia Project commissioning
- Agile coaching HRDS programme commissioning
- Creation of Agile Commissioning framework and training

Achievements
- Dementia project delivered in 12 weeks compared to typical commissioning delivery period of 12 months. Delivered with no increase in resources
- First project within SHIP to deliver collaboratively across 4 PCTs.

Achievements Enabled by
- Significant reduction in delivery of non essential functionality therefore enabling buy in across 4 PCTs and significant reduction in delivery timescale
- Agile stories enabled ruthless focus on key deliveries within very aggressive timescales
- Release and Sprint planning sessions enabled focus on short delivery timescales
- Continuous delivery within Sprints created belief in delivery that then helped get appropriate input from stakeholders
Nokia – Complex International Agile Enablement

1,500+ personnel in IT worldwide
- UK, Finland, China, India and the US
- 100+ teams
- Existing internal “Waterfall” methodology

“Panther Project” – IT Transformation
- Definition of Agile Vision, Agile Business Case and Benefits Realisation approach
- Transition of entire organisation from pre-Agile waterfall approach through defined interim stepping-stones to full Agile Enablement
- Agile organisational design and definition of Agile-aligned roles
- Organisational change, stakeholder management and communications
- Training and education strategy for all impacted roles
- Coaching approach for Agile Teams and Managers using the RADTAC Coaching Story approach
- Creation of an Internal Agile Coaching community and “Coach the Coaches” to effect skills transfer
- Application of Story writing technique to a highly complex, technical Operating System product.
- Definition of an Agile Programme and Project Management approach for a very large software product with over 150 teams
- Application of Story decomposition technique to a very large software product with over 150 Agile teams
So **WHY** utilise Agile, Lean and Kanban?

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Yes……but WHAT is Kanban?

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- Enabling evolution not revolution
- Enabling delivery in variable environments
- Enabling flexibility

- Enabling The Art of Evolution
Keep doing the same?

“the definition of insanity is doing the same thing over and over again and expecting different results”
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