LARGE-SCALE AGILE – LESS, SAFE OR SPOTIFY?

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CONTENTS

• Building Software without a Plan
• Scaling Agile
• Culture
• Frameworks
• Software Architecture

BUILDING SOFTWARE WITHOUT A PLAN

- Agile methods (different flavours) de facto approach in information systems development
- Not NO plan; but short(er) planning windows
- Focus on value, customer dialogue, collaboration
- Small multi-functional self-organising teams
AGILE – KEY FEATURES
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Prioritise Backlogs

Incremental Delivery

Review, Feedback & Learning
SCALING AGILE

- Small multi-functional self-organising teams
- How do you coordinate cooperating teams?
- Distance?
  - Geographical, temporal, cultural
CULTURE

- Agile is a mindset, an approach
- Not a rule book or set of instructions
- Top down
  - "C" suite decision to go agile
- Bottom up
  - Teams themselves decide to collaborate
- Hybrid
  - Agile within annual budget cycles

- Lean
  - Commitment to quality
  - Flow
  - Minimise waste
  - End-to-end value
INTER-TEAM COORDINATION

Sprint Backlog

Potentially Shippable Product

Product Backlog

Product Release
INTER-TEAM COORDINATION

A) Development Programme Process

B) Product Release Process

C) Sprint Process

FRAMEWORKS

• Scrum of scrums
• SAFe
• LeSS
• Spotify (culture not a framework!)
FRAMEWORKS

- Scrum of scrums
  - Create new team of Scrum Masters
  - But quickly get too big \(^1\)
  - But quickly Scrum of Scrum meetings take too long
  - Coordination: "Let the teams figure it out"

Retrieved 17 November 2022, from [https://less.works/less/framework](https://less.works/less/framework)
FRAMEWORKS...

Not enough detailed advice? Let's throw everything at it!
SAFE

SAFe 5 for Lean Enterprise

FRAMEWORKS...

Too much detail?  Grow Your Own!
FRAMEWORKS

- Spotify Culture
  - Tribe works on product
  - Multi-functional squads
  - Chapters for skills specialisms (Requirements, test, DevOps)


SOFTWARE ARCHITECTURE

• Use architecture to loosely couple inter-team coordination
  • Siemens Healthineers, medical image processing API, used on all scanners
• Spotify model
  • Devolve architecture to mirror product owner team
  • Architecture governance team operating like scrum of scrums (architects from each team)
KEY TAKEAWAYS

• Grow your own
  • Empower participants to design processes
  • Fail quick – fail small
  • Incrementally adopt new practices
• Use vanilla role certifications
  • Plenty of training

• Growing Projects
  • Scrum of scrums
• Mid-sized or Large projects
  • LeSS
  • LeSS but not enough practices??
  • Spotify agile culture (not framework with rules)
• Enterprise Agile
  • SAFe but too many practices??
SUMMARY

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• Culture
• Frameworks
• Architecture