Does DAD Knows Best, Is it Okay to do LeSS or Just Be SAFe?
Adapting Scaling Agile Practices into the Enterprise

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ABOUT YOU
Your Org and Scaling Agile

• Thinking about it
• In the Middle of it
• Past the Transition
• Just Curious
By The Numbers

• How many agile teams in your Org?
  • 0-5
  • 6-20
  • 20+
Using Scaling Frameworks?

- Disciplined Agile Delivery (DAD)
- Large Scale Scrum (LeSS)
- Scaled Agile Framework (SAFe)
- Matrix of Services (MAXOS)
- Hybrid
- None
ABOUT CAMBIA
Cambia

• Mainline Business – Regulated Health Insurance
• Operates in 4 states: Oregon, Washington, Idaho and Utah
• Not-for-profit, tax-paying organization
• Fourth year into our agile transition
• PNSQC 2012 – we reported on our team level practices and our transition efforts
About Cambia Teams

• 40+ active agile teams in software delivery
• Smattering of infrastructure and business-focused teams are also practicing agile
• Majority of teams use Scrum
• Some teams use Kanban
• Organized as component (primarily) and not necessarily feature teams
• Most of our teams are distributed
High Level View of Scaled Agile Approach

- Business Case
- Business Vision
- Program Funding

Program Inception

Quarterly Planning

Periodic Deployments

Quarterly Planning

Program Realization

Quarterly Planning
Synchronized Quarterly and Sprint Process

Quarterly Pre-Planning → Quarterly Planning

- All Teams on same Quarterly and Sprint Planning Cadence

Project Scrum of Scrums

- Sprint 1
- Sprint 2
- Sprint N

Hardening Sprint

Coordinated Program Releases
Enterprise-Wide Synchronized Sprint Schedule
Scrum of Scrum Meetings

Project Scrum of Scrums

Team A

Team B

Team C

Team D
Communities of Practice

Agile Teams

ScrumMaster BPE

SQ Engineer BPE

Product Owner BPE

Skillset
CHALLENGES
Traditional Budget and Project Onboarding Process
Complexity of Project Flow

Projects

Agile Teams
Slow Uptick on Adopting Agile Engineering Practices
Dedicated Product Owners, Product Management

• Some teams still don’t have a single voice as a Product Owner
• Some teams don’t have full-time Product Owner
• Some POs may be SMEs in one particular business area, but not others
• POs may not be empowered to represent other business domains
• Lack of Cohesive Product Management Approach
Let Me Leave You With....

• Understand the benefits and shortcomings of scaling frameworks
• Only adopt scaling frameworks if it fits your context
• When in doubt, refer to agile values and principles (don’t make complex even more complicated)
• True agility and innovation comes from real transformation
• Trust your engaged employees
Scaling frameworks
Disciplined Agile Delivery (DAD)

• Agile/Basic Lifecycle
Disciplined Agile Delivery (DAD)

• Advanced Lean Lifecycle
Disciplined Agile Delivery (DAD)

- Continuous Delivery Lifecycle
Disciplined Agile Delivery (DAD)

• Exploratory Lifecycle
Large Scale Scrum

- Framework-1 (up to ten teams)
Large Scale Scrum

• Framework-2 (up to ten teams)
Scaled Agile Framework (SAFe) v2.5
Scaled Agile Framework (SAFe) v3.0
Q&A
References

References


• Additional Reference: