



Fra vandfaldsmetode til agil udviklingsproces

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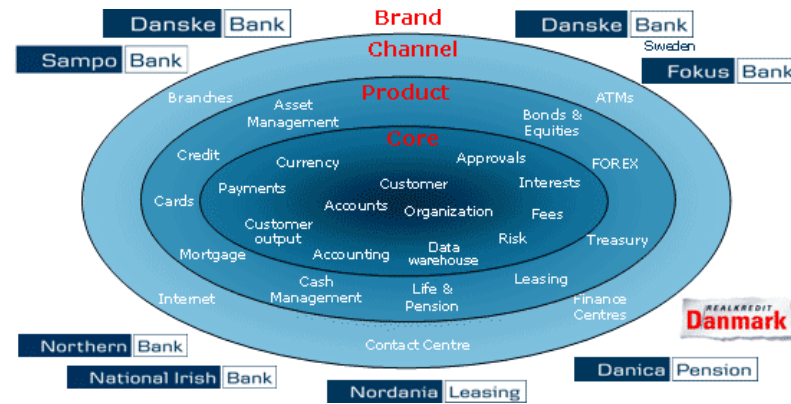
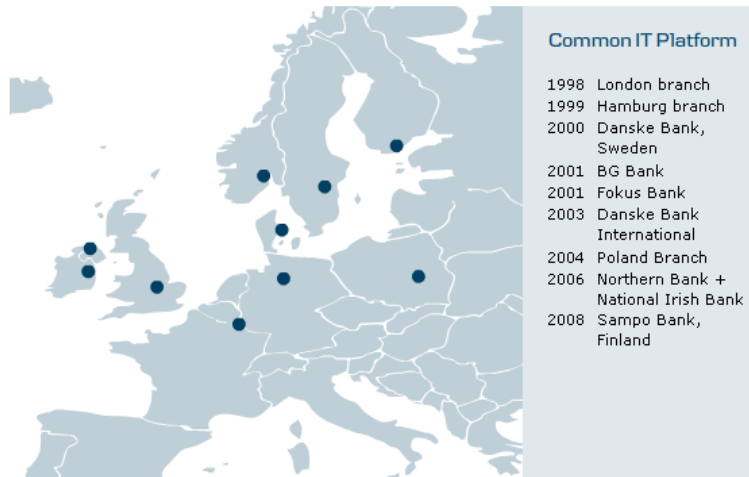
IBM Softwaredag 2010

12. oktober 2010, Øksnehallen, København

On a smarter planet,
software is changing the way people live.

Smarter software for a smarter planet

One group, One platform



	2009
Total IT expenses (DKK millions)	4,093
Portion attributable to IT integration expense (DKK millions)	266
Total IT expenses/operating expenses (%)	14.2



Real agile...



YES

- Delivering a potentially shippable (part of a) solution after each sprint
- Delivering a potentially shippable solution after each release
- Self-organized and highly disciplined team
- Collective ownership and team members working across multiple disciplines
- Close and on-going collaboration with the business (represented by the product owner)
- Continuous improvement



NO

- Working without a plan
- Producing no documentation
- Neglecting to do analysis and design
- Having no process for managing change
- Not managing your risks, stakeholders or suppliers
- Not adopting common terminology and work products
- Micro-management by project manager or system manager
- Waterfall + SCRUM



...Real benefits

Efficiency

Time-to-market

Quality – building the right solution

Customer and employee satisfaction



An approach that mitigates risks and addresses enablers

- Develop the common framework iteratively based on experience "from the field" (Pilots)
- Base our framework on well-established frameworks
- Learn from the experiences of other companies with similar characteristics
- Leverage the experience in the Danske Bank organization

Establish a foundation for evolution (v0.5)

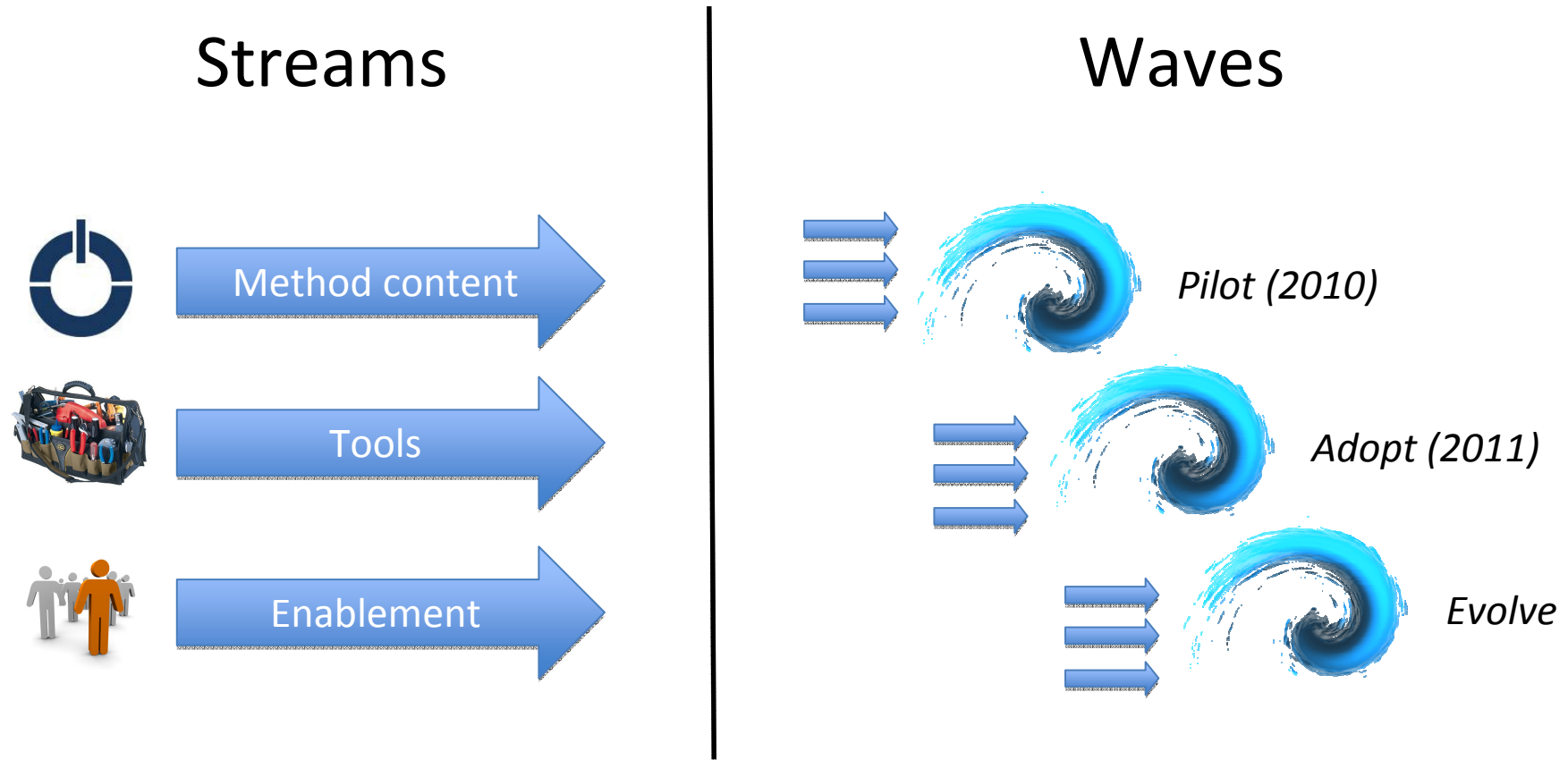
Obtain "real world" feedback as soon as possible

Refine iteratively (v0.7, v0.8, v0.9...)

Focus as much on the enablers as on the framework itself



Produce in "streams" and deliver in "waves"



Adopting agile practices as part of the Danske Bank framework

OpenUP

SCRUM

XP



Backlog of practices

Foundation

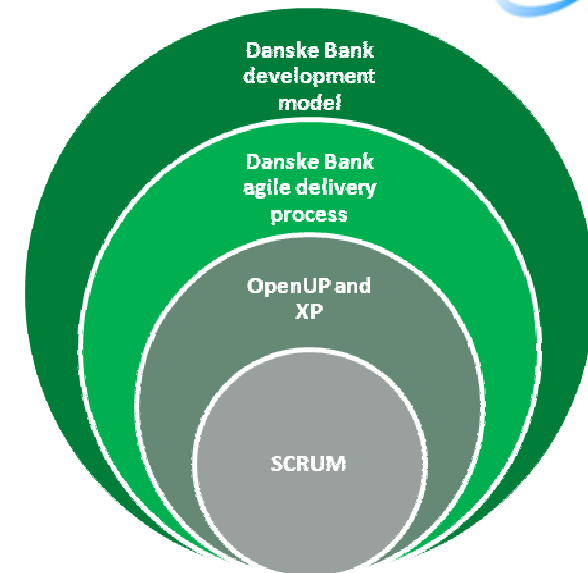
- Iterative Development
- Two-Level Planning
- Whole Team
- Team Change Management
- Shared Vision
- Continuous Integration

High priority

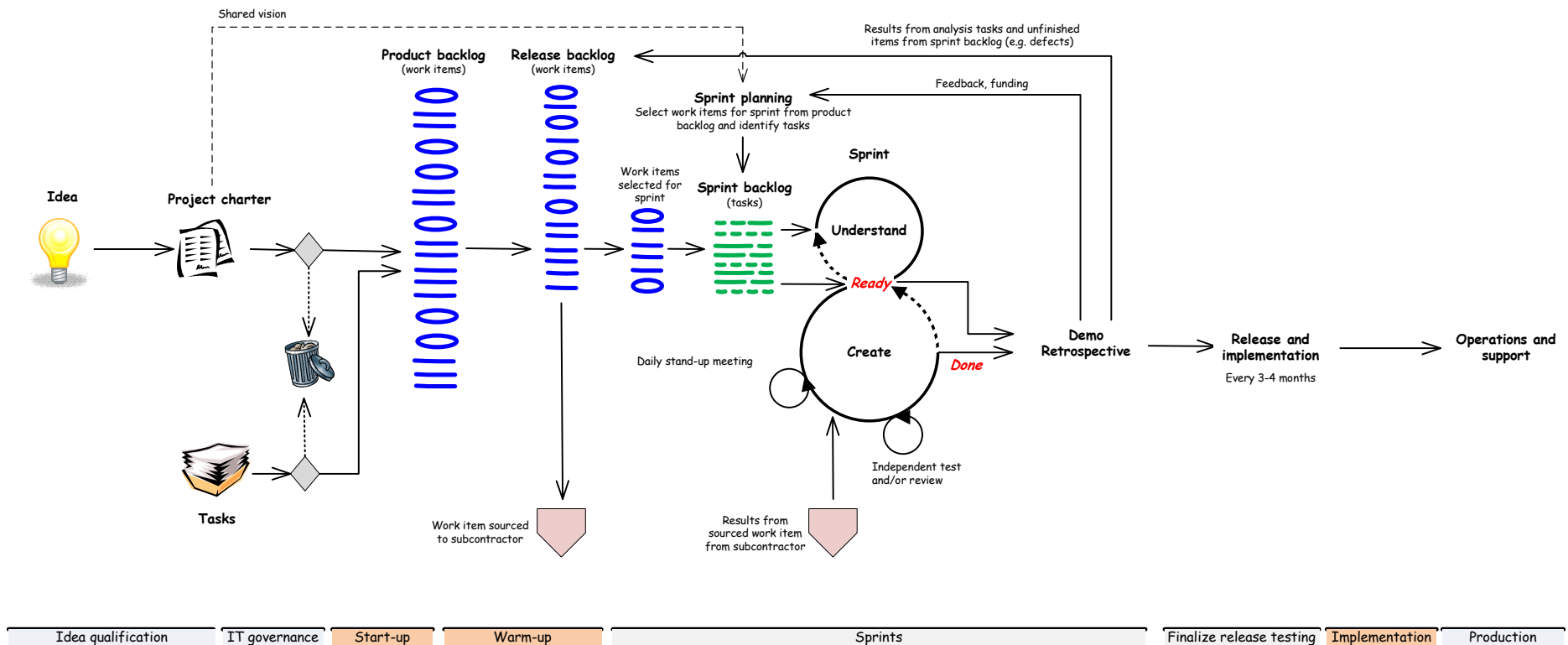
- Risk-Value Lifecycle
- Test-driven development
- Use case-driven development
- Concurrent Testing

Lower priority

- Evolutionary Architecture
- Evolutionary Design
- Ect.



Danske Bank agile lifecycle - overview



Do I need a tool?

- To manage backlogs
- To compensate for the lack of co-location
- To handle complexity related to having multiple dependent teams
- To enable efficient data gathering and reporting
- To automate the process and support process conformity
- To provide integration with test management tool
- To provide integration with development tools

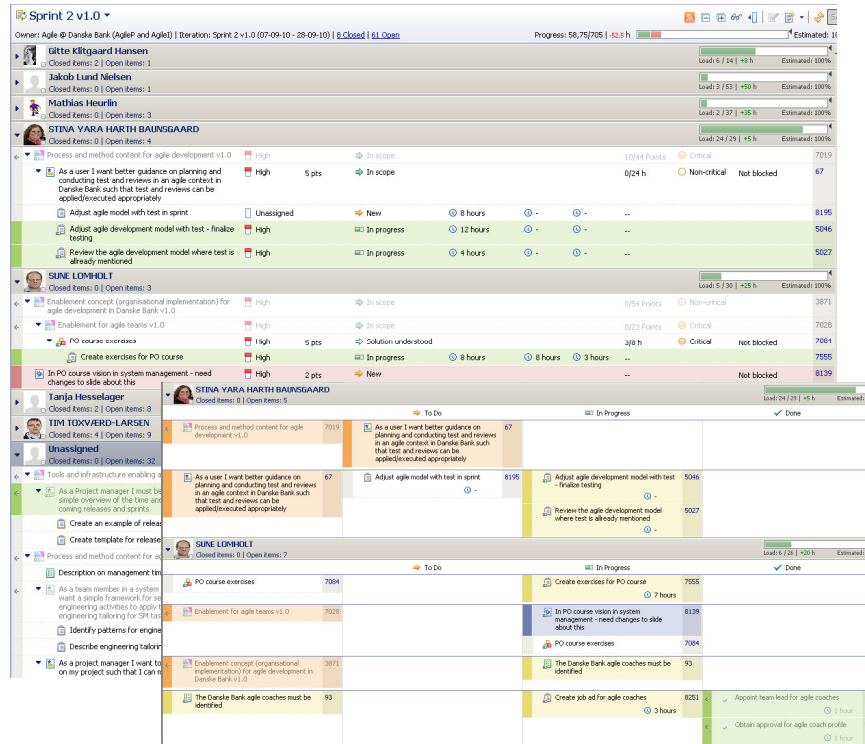


Customizing Rational Team

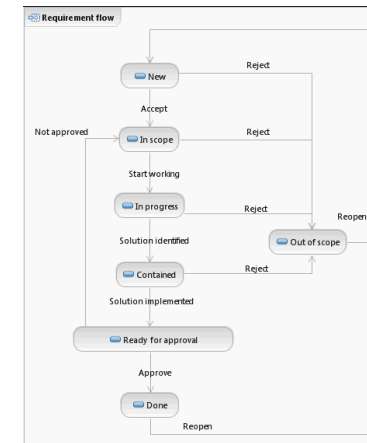
Concert

Work item types

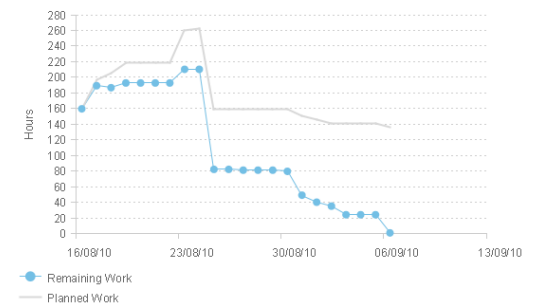
- Requirement
- Story
- Impediment
- Retrospective
- Defect
- Finding
- PBD
- Risk
- SMBD
- Solution element
- Supplier agreement
- Task



Timelines, workflows and permissions



Burndown



- Dashboards and reports
- Integration with HP Quality Center
- Integration with existing task management system

Findings from the 8 pilots

Projects

- Start-up activities for team and releases are key for adopting agile
- Product owner role is difficult to adopt – new roles and new mind-set
- Breaking down deliverables into work items (stories) and tasks requires guidance and practise
- Estimation using points rather than hours requires guidance and practice
- Management information/overview quickly becomes a priority
- Project management artefacts need to adopt to reflect the agile approach
- Resource sharing needs to be managed



Findings from the 8 pilots

Tasks and maintenance

Introducing a standard process for tasks and maintenance is a big change – even if it is agile

The product owner role is difficult to adopt – new roles and new mind-set

The enablement concept needs to be very well structured, communicated and executed

Effective roll-out in development center India (DCI) is essential

Tools need to take into account a diverse set of stakeholders

Common terminology and work products for projects, tasks and maintenance important for realizing synergies and providing flexibility

Resource sharing and critical maintenance can distort the sprint

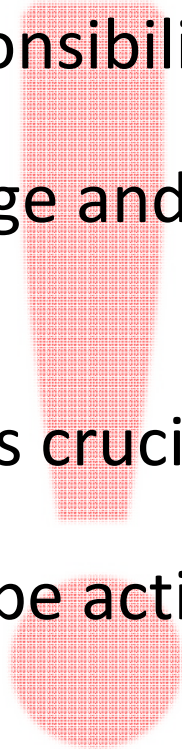
Feedback regarding Rational Team Concert

- 250 users of RTC
 - 150 team members, 100 stakeholders
- Eclipse client used by team members
- Thin client used by the business areas
- Great tool for managing and coordinating work
- There is a learning curve
- Using the basic features can get you far; so don't get distracted
 - Work items and backlogs
 - "My work"
- Use the tool frequently and consistently
- Best practices and guidance in the use of the tool help a lot
- Reports and dashboards need more work (for a bank)

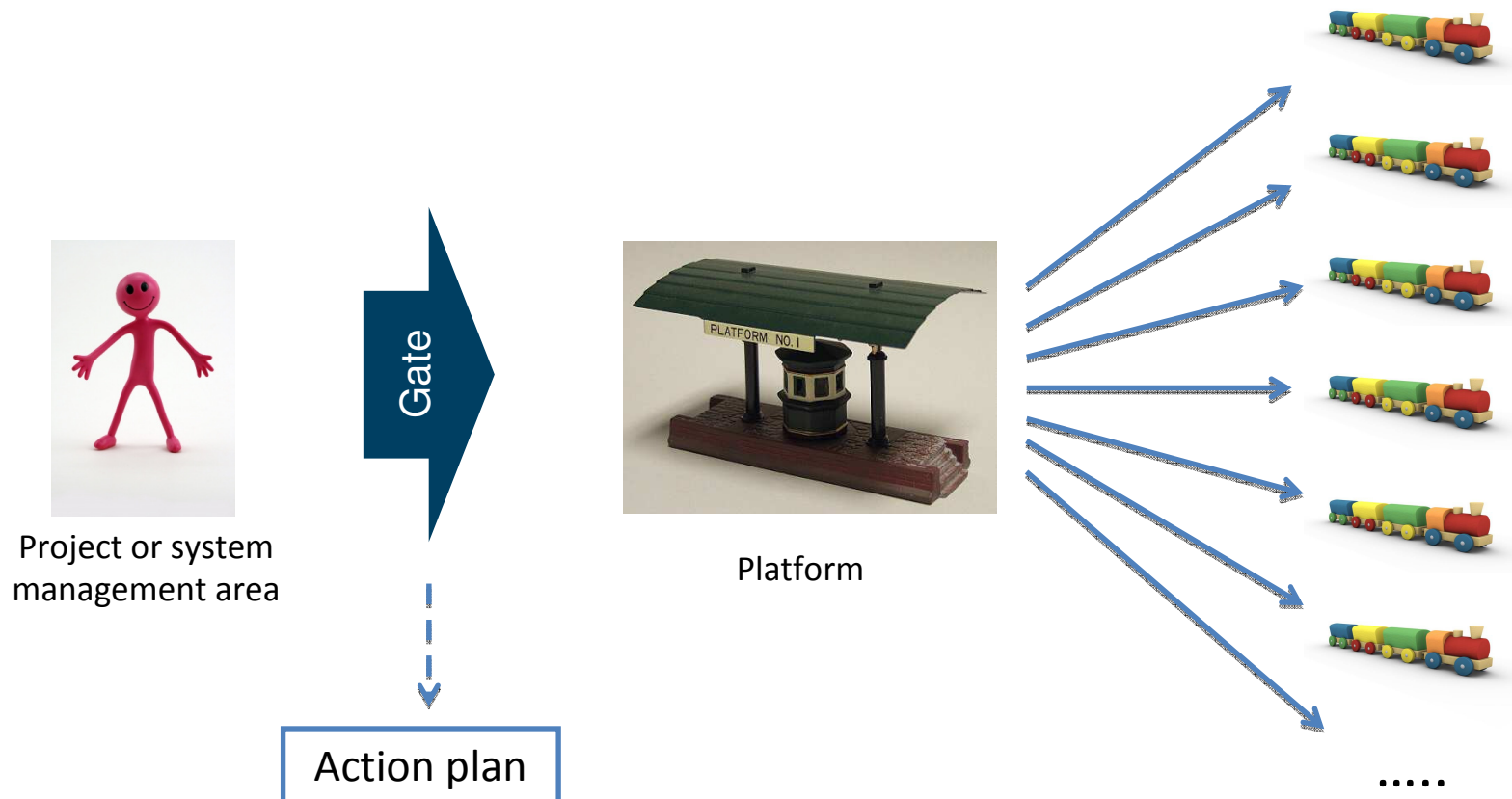


Areas requiring specific attention during enablement

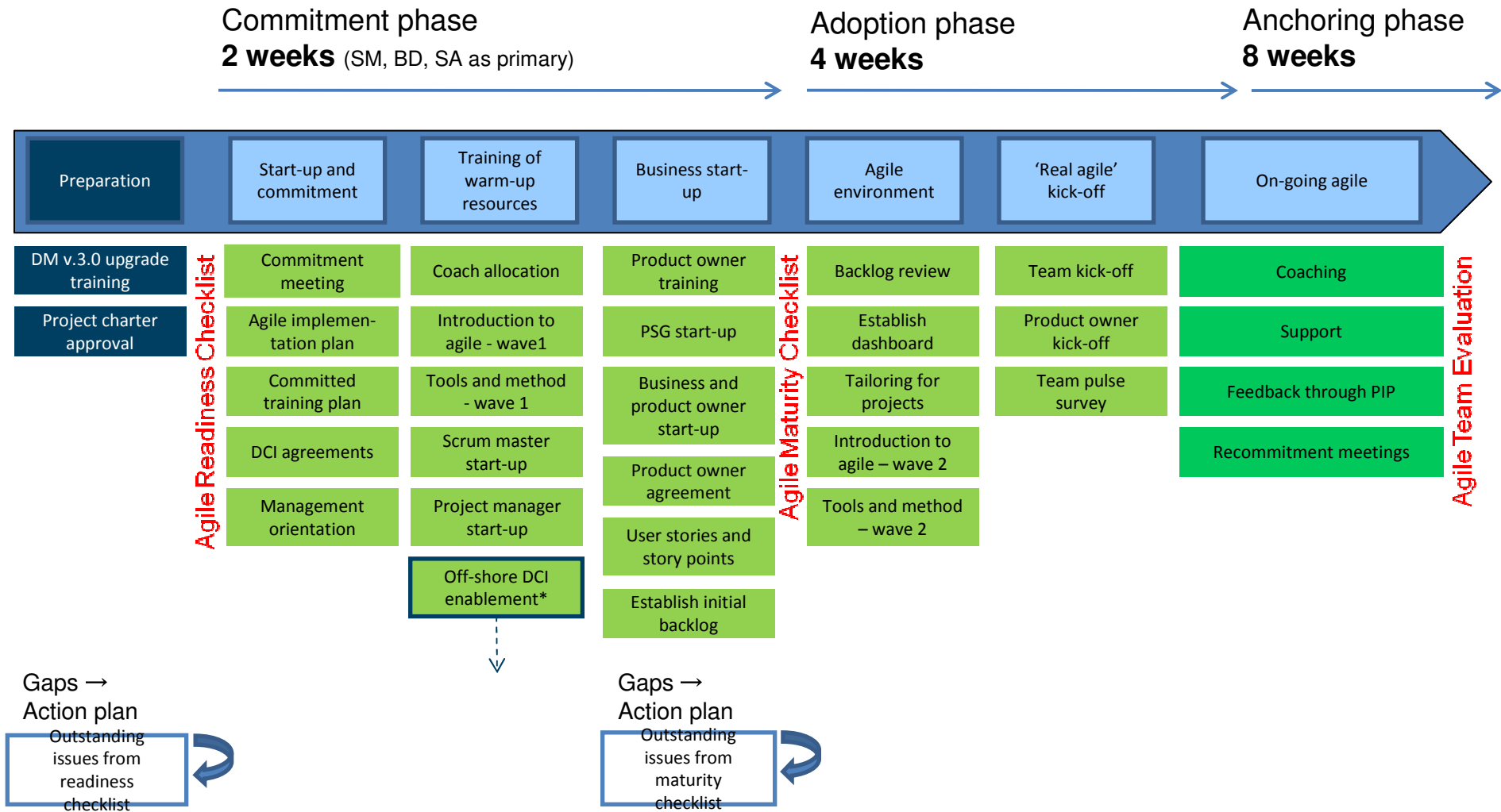
1. New roles and responsibilities in the business
2. Allow time for change and learning in new agile teams
3. A good agile coach is crucial for success with agile
4. Management must be active and visible during the change



“Gates” and “trains” to ensure successful deployment



Agile project team enablement



Next steps

- Larger scale roll-out using the new enablement concept to begin October 1st 2010
 - Recruit coaches
 - Identify "passengers for trains"
- Evaluating *Collaborative Architecture Management* and *Doors Requirements Professional* to extend our use of the jazz platform beyond agile planning
- Upgrade to RTC v3 currently planned for early Q2 2011



Conclusions

- It works! – even in a large development organisation where process maturity is essential
- Simple \neq easy
- The challenges related to adopting agile are well known
 - The relative importance of these challenges and how they can/should be addressed is differently for each organization
 - Piloting is the best way to identify where to focus
- Good coaches and good tools help address some of the most important challenges
- A structured enablement concept allows for large scale deployment of a common framework

