Case Study: Achieving Large-Scale Distributed Agile Delivery

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Agenda

Introductions

Setting the Scene

Our Solution - Agile RUP

Our Large and Distributed Teams

Our Agile Adoption Approach

The Benefits

Questions

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Introductions

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Director

Capgemini

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UPMentors

A global leader in consulting, technology, outsourcing, and local professional services

100k+ employees across 30 countries

The Collaborative Business ExperienceTM

- Developing closer, more effective, trust-based relationships
- Boosting flexibility, agility, and creativity

A successful IBM Rational Unified Process advocate and adopter

An IBM Rational Software UK reference site

- Systems Development and Integration, a leading business unit

Regularly facing the challenge of large-scale, distributed, Agile delivery

Seven values lie at the heart of everything we do.

our values

honesty
boldness
trust
freedom
team spirit
modesty
fun

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An alliance of international consulting companies that promote a Disciplined Agile approach to the Unified Process

We have worked with IBM Rational for over a decade in the development, advancement and deployment of the Unified Process and Disciplined Agile Delivery

We work with our clients, partners and their customers to help then achieve software delivery excellence

Capgemini is one of our clients

- This case study represents our work with them

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Setting the Scene

Capgemini Systems Development & Integration (SD&I) UK

- Software delivery business unit

- 400 people in the UK with 150 in India

- Successful with RUP for over 10 years

- Most projects delivered with distributed teams

- Experienced with Rational tools and strong relationship with Rational

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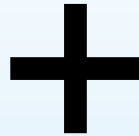
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Many pointers towards Agile

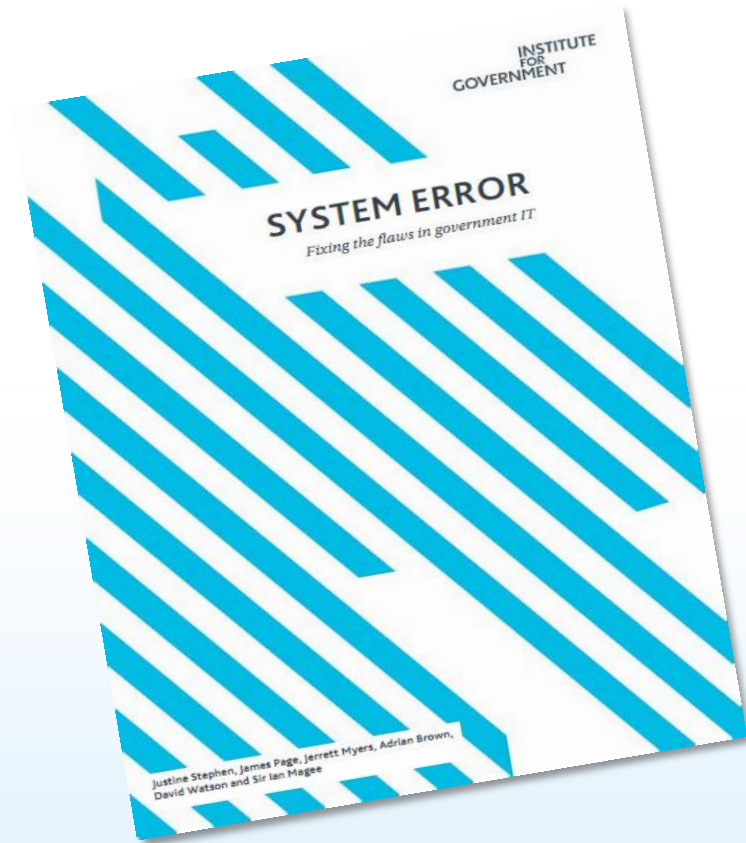RUP done right…

Our own experience

Market Demand

Common sense ☺

Market Demand

Even Government!

Private sector clients asking for Agile too…

…but sometimes with little understanding of what they were asking for

INSTITUTE FOR GOVERNMENT

SYSTEM ERROR
Fixing the flaws in government IT

Justine Stephen, James Page, Jerrett Myers, Adrian Brown, David Watson and Sir Ian Magee

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Our Solution – Agile RUP

The next evolution for Capgemini

- Combining RUP principles with Agile practices

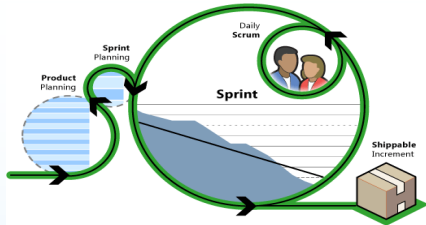## Developed by practitioners, for practitioners

- Minimal top-down method imposition
- Gathering best practices and experiences to be shared

Suitable for any software delivery project

- "Adapt the process" is still the key principle

Our Solution – Agile RUP
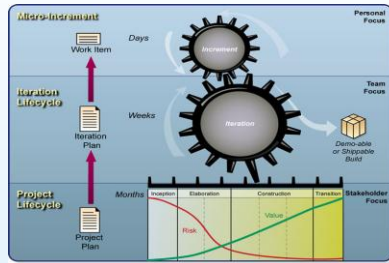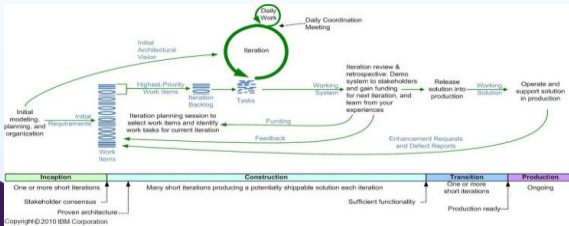
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Agile RUP Guidance

Developed on Capgemini Wiki

- Contribution from distributed community

Guidance structured by:

- Lifecycle phase, Role , and Practice

Additional guidance for:

- Sales and Bid teams
- Engagement Management
- Estimation and Measurement
- Large-scale teams
- Distributed Teams
- Tools

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Scaling: Start Small

Roles, not people

'Traditional' agile team size of 7 ± 2

We can't often get away without a PM!

Most of our projects are larger than this
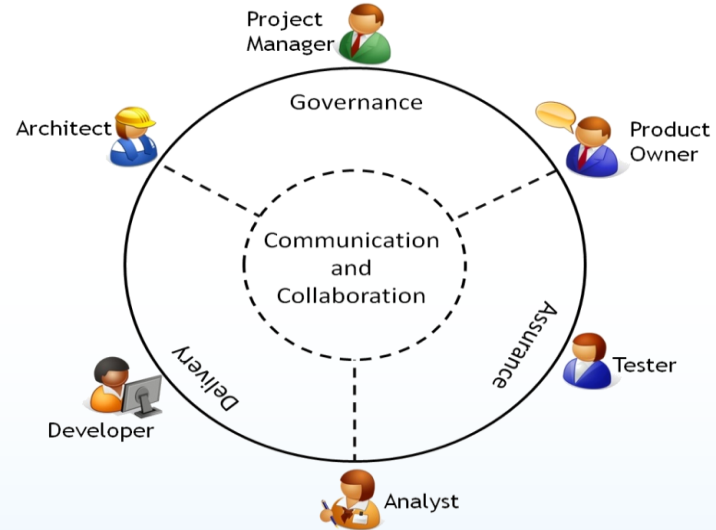
Scaling: Medium sized projects

Collaboration is key

Governance can be worked out between the teams

Very similar to 'classic' Scrum of Scrums pattern
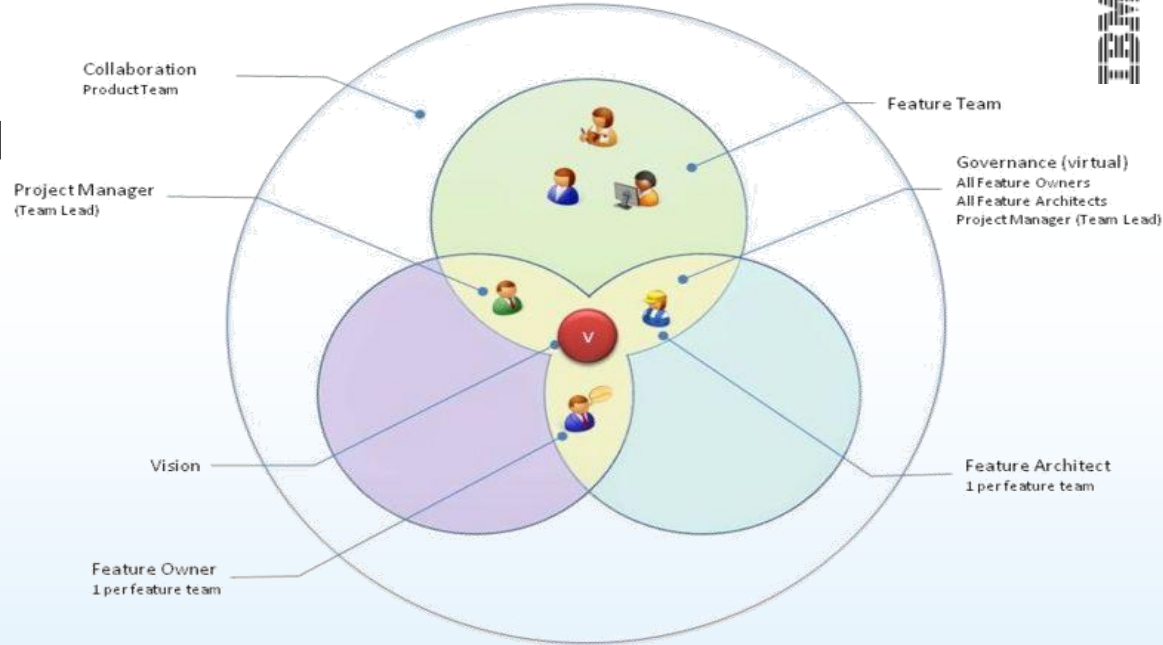
Scaling: Getting bigger!

We found Scrum of Scrums didn't scale

Dedicated governance needed

And technical support/DevOps

Even this has limits

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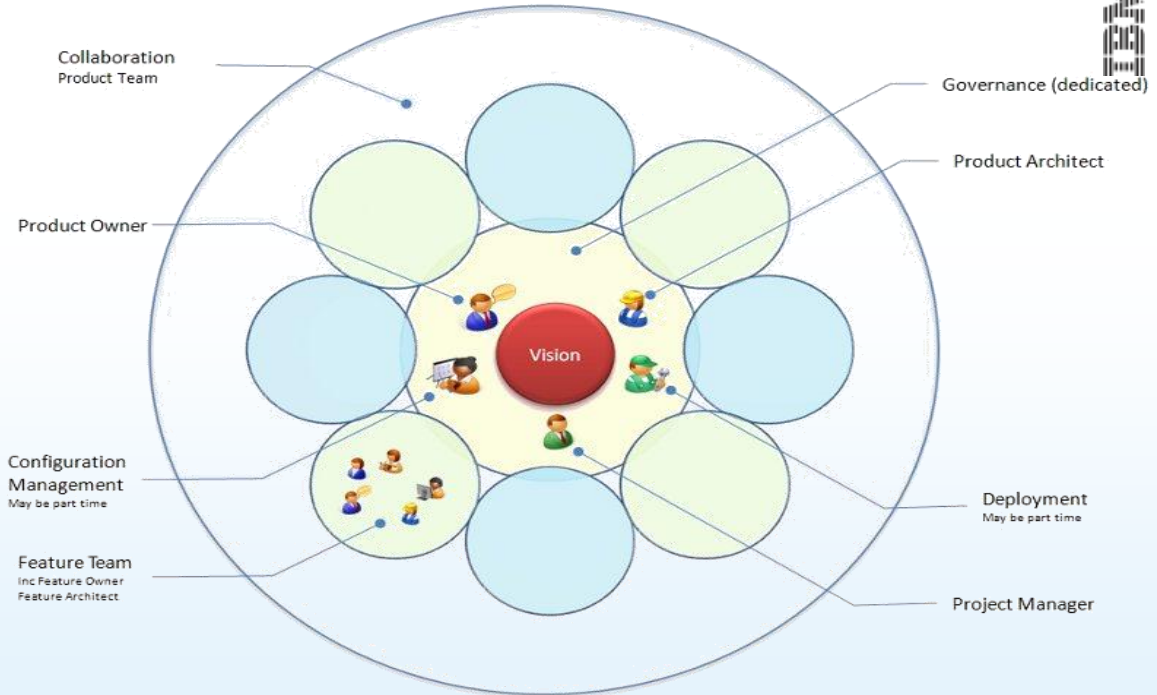
Distribution: The challenges are obvious… but what do we do?

Co-locate for Elaboration

Never create an entirely new feature team

Never isolate a feature team

Strive to equalise capability

Use every technology tool you have:

- phones, VOIP, IM, VC, Eyecatchers

All documentation on a wiki

Totally Integrated Scrum model

Agile Adoption

Led by a small team +

- Product Owner – Pete
- Architect – Julian
- Team – SD&I thought-leaders and evangelists
- Community – Actively encouraged to engage

Planned using Agile RUP

- Initially using Risk / Value lifecycle
- All stakeholders identified and managed
- Product Backlog – Wiki page updates
- Now a Work-In-Progress plan, Kanban style
- Documented and managed on the Wiki

Education

Capgemini:

Agile Awareness

- 90-minute web-cast introduction to Agile RUP concepts

SD&I - Ways of Working

- 1-day introduction to Agile RUP, principles and how to apply them

Agile RUP Academy

- 4-day simulated project, teaching Agile practices in a RUP context

IBM:

RP252 - Advanced Disciplined Agile Delivery Workshop

- Experiencing key agile practices in a disciplined context

Community

Fostered by the Agile RUP team

Represents most regions

Aligns with global Software Engineers Community

Enabled through collaboration and communication tools

- Wiki – capturing knowledge
- Yammer – sharing and communicating
- Prezi – innovate communications

Engagement follows the 1:9:90 rule

- 1% creating; 9% commenting; 90% watching

Project Support

Delivery Process Team

- Virtual team led by full-time expert-mentor
- Team selected from active and respected Agile RUP practitioners, UK and India
- Supporting bids and projects at critical stages

Project Start-Up Kit

- Education "boot-camp"
- Use the project scenario to learn and drive project progress
- Just-too-late learning
- Tools, templates and role-guidance

Culture

Bring Capgemini's 7 values to life

Increase openness and visibility

Empower the individual and the teams

Encourage the success of teams and not the individual

Ensure that distributed teams act as "one team"

Identify stakeholders and communicate, communicate, communicate…

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Capgemini
CONSULTING.TECHNOLOGY.OUTSOURCING

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Increasing Adoption

All SD&I UK projects proposed with Agile RUP

Guidance is constantly evolving and growing richer on the Wiki

Worldwide community continues to grow and become more active

Customer Demand

- Many customers are asking Agile RUP questions
- Contracts are being won because of an Agile RUP approach

Internal Demand

- Many other Capgemini regions are adopting Agile RUP
- They have discovered that base agile methods are not enough
- The success of Agile RUP draws in more users
- Agile RUP training sessions are in great demand

In Summary

Deliver increased value for our customers

Increased predictability of delivery

Greater resource pool from international team

Happier employees and customers

Increased market-share

An excellent position to take on new industry demands

Large-scale distributed Agile delivery is working for us

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