

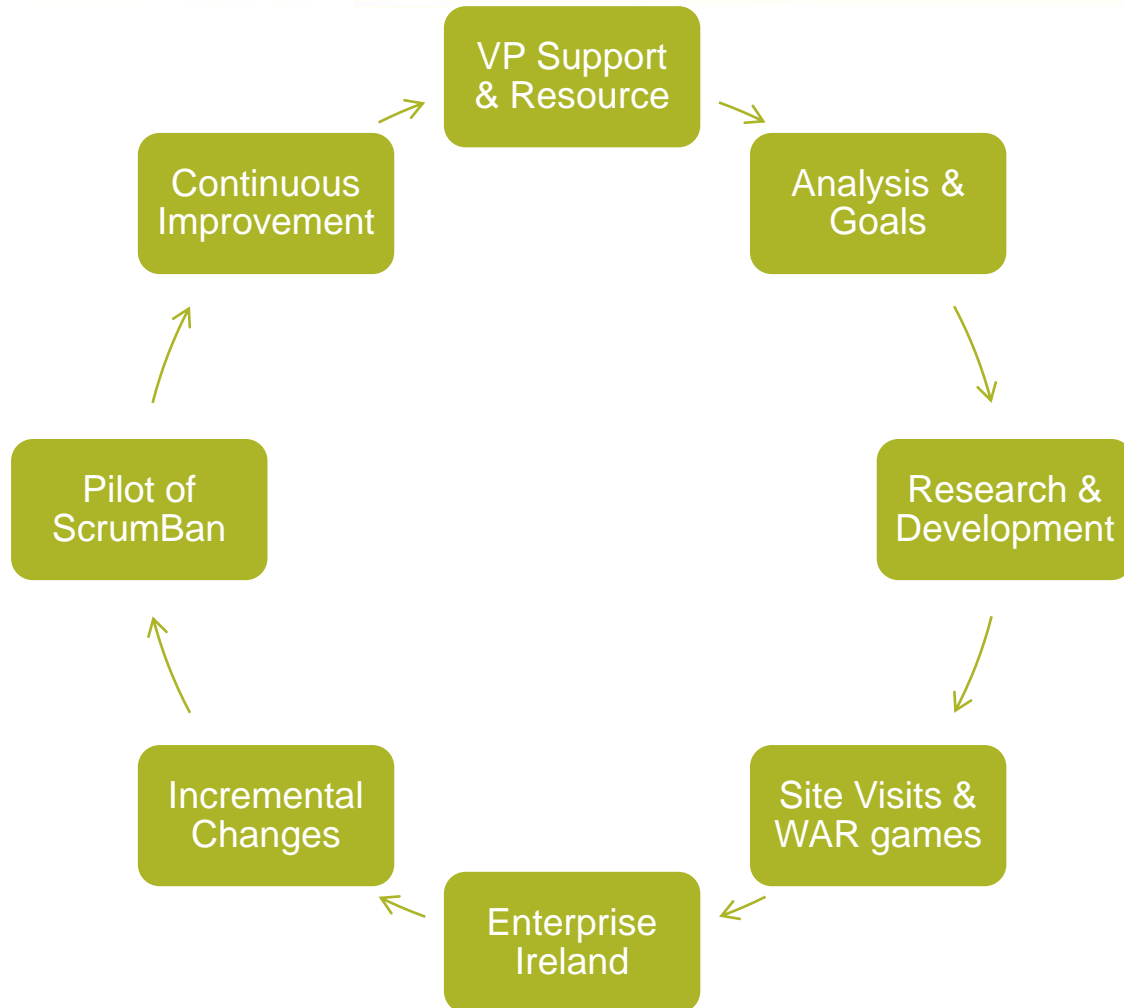
# Agile Lean Transformation

November 2012 – Openet Engineering

Gail Park and Glen Lockhart

[gail.park@openet.com](mailto:gail.park@openet.com) / [glen.lockhart@openet.com](mailto:glen.lockhart@openet.com)

# The Openet Agile/Lean approach...

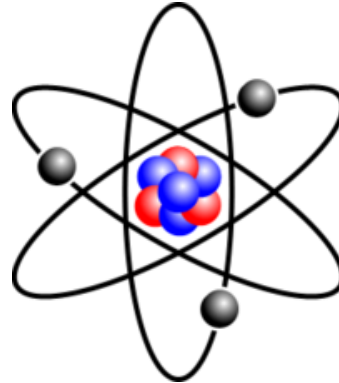


# Goals

- ➔ Product Quality & Delivery efficiency.
- ➔ Lean approach.
- ➔ Increase backlog agility – JIT decision making.
- ➔ Shorten our release cycle times.
- ➔ Fail Fast.
- ➔ Enable growth

# 3 Major Changes

➔ Feature Teams

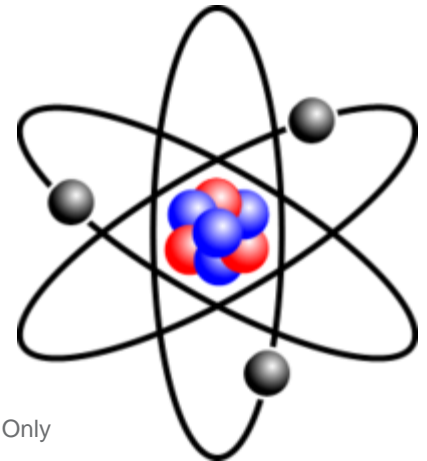


➔ ScrumBan & “Done”



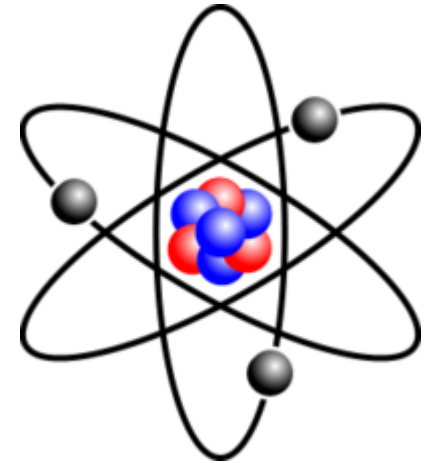
➔ Work Packages

# Feature Teams



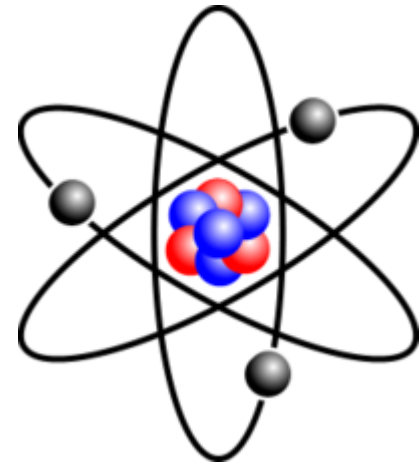
# Feature Teams

- ➔ Self organising atomic units
- ➔ Work assigned to team, not people
- ➔ Long lived (12-18 months)
- ➔ Generalising specialists

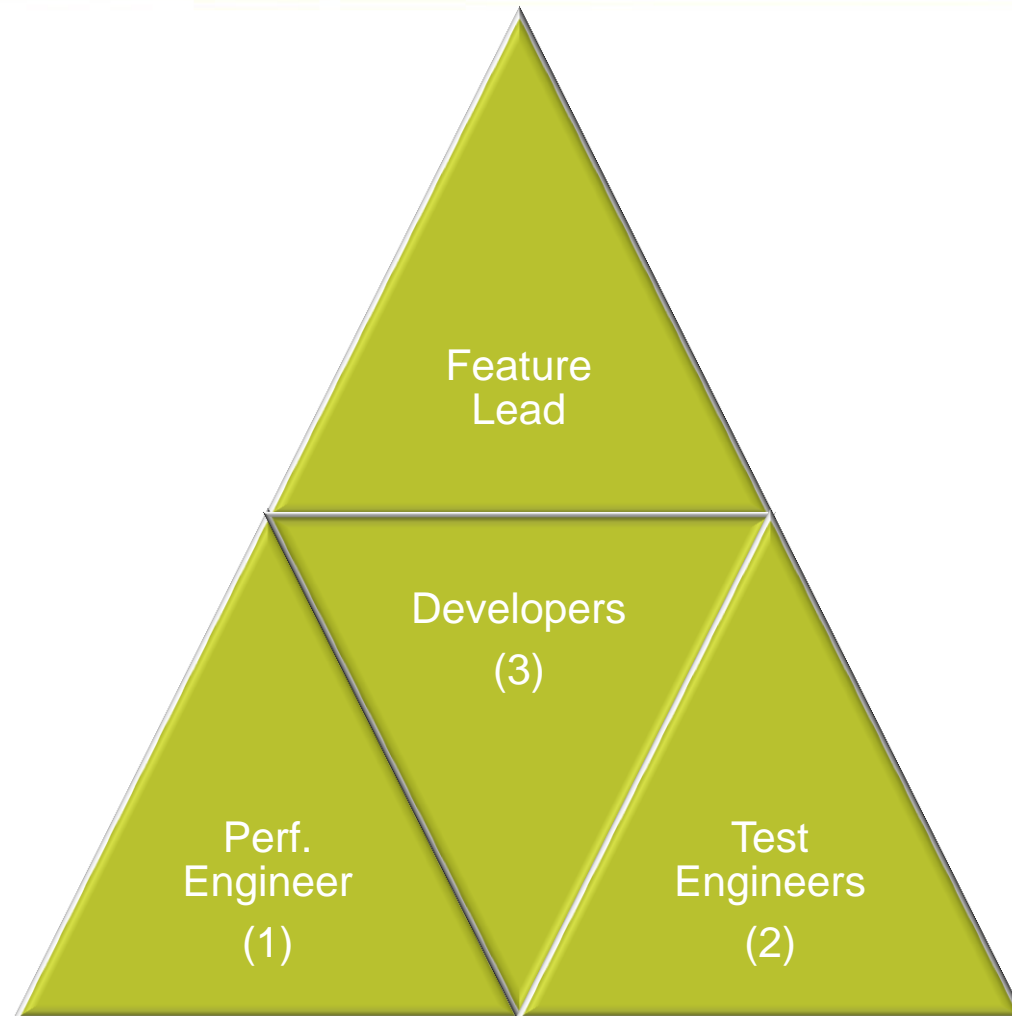


# More on Feature Teams

- ➔ 1 Feature Lead to run the team
- ➔ Generally
  - ~4 developers
  - ~2 QA
  - ~1 Performance Engineer
- ➔ Assigned true specialists on an ad-hoc basis
- ➔ Co-located

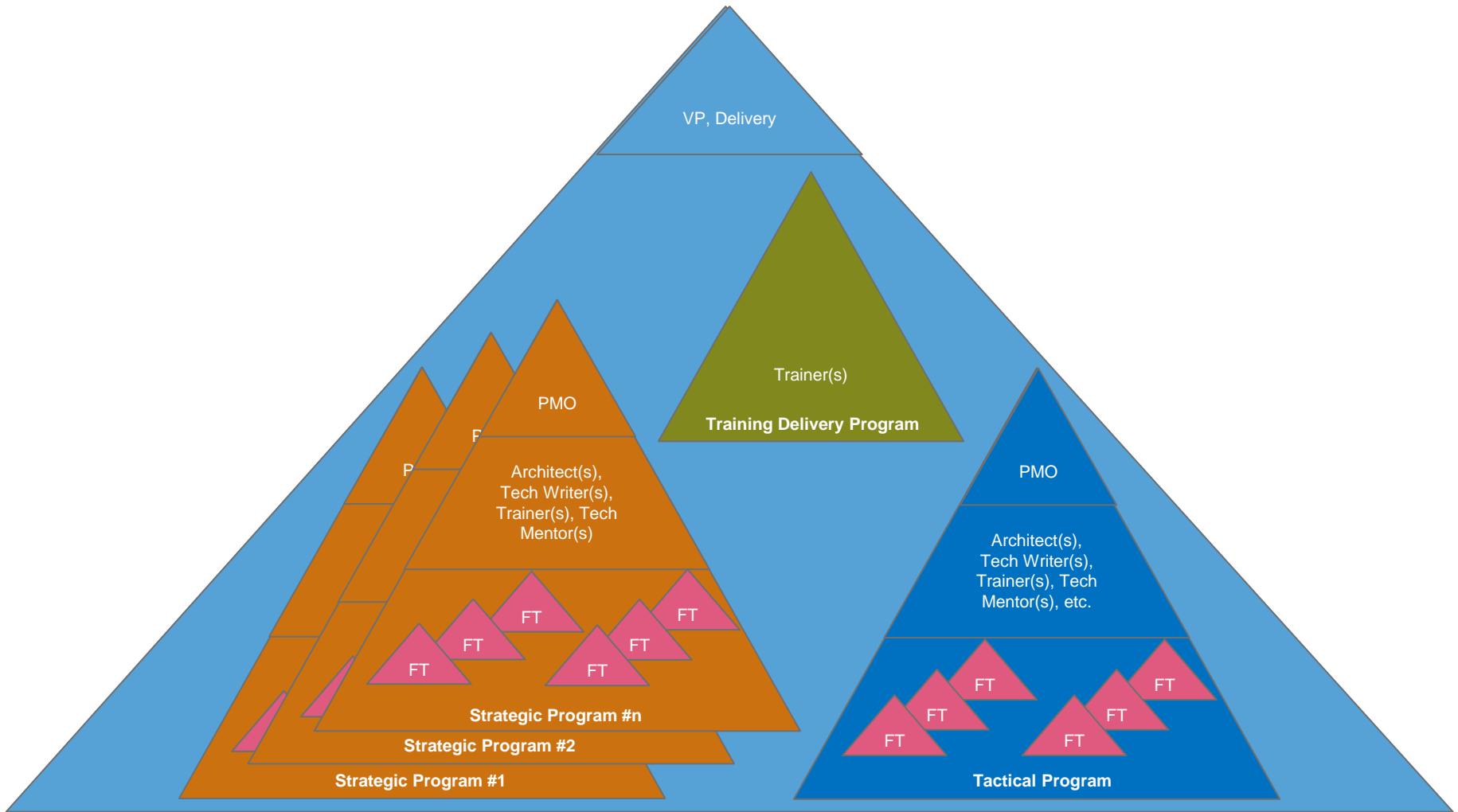


# Feature Team Structure





# Scaling Feature teams





# ScrumBan

# Definition of “Done”

11




# Automated Testing

12



# Using ScrumBan/Kanban to get to “Done”

13

 Agile Tour Todo

Backlog	Blocked	In Progress	Done :-)
<p>1</p> <ul style="list-style-type: none"> <li>EM-20 Questions?</li> </ul>	<p>0</p>	<p>1 6</p> <ul style="list-style-type: none"> <li>EM-19 Give presentation</li> </ul>	<p>3</p> <ul style="list-style-type: none"> <li>EM-18 Rehearse presentation</li> <li>EM-17 Get funny images for slides</li> <li>EM-16 Create slides</li> </ul> <p><a href="#">Release...</a></p>

# Definition of “Done Done”

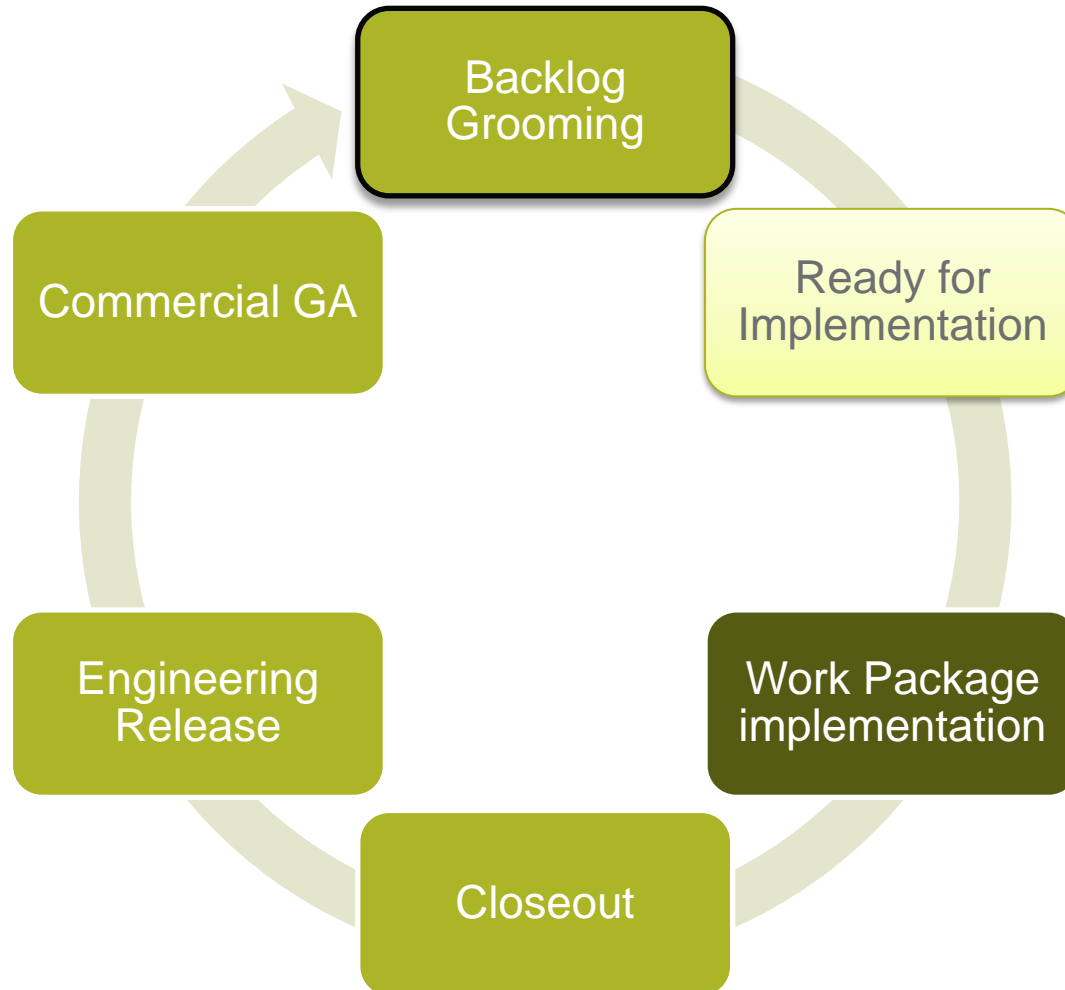
14



A decorative graphic consisting of several horizontal lines in shades of blue and green, with some lines having a stepped or notched appearance, set against a dark background.

# Delivery Lifecycle

# Product Release Cycle





# Work Package Implementation





# Benefits

# Agility

19



woof woof ☺

# Performance Testing

20



# Quality

21



# Product Releases

22



# Collaboration

23



# Challenges

- ➔ Coordination & Roll out
- ➔ Education & mind-set changes
- ➔ Resistance to Change
- ➔ Communications



# Challenges

- ➔ User Stories & Acceptance Criteria
- ➔ Breaking things down to small sizes
- ➔ Estimation
- ➔ Distributed Teams harder
- ➔ Project Management Metrics

# Questions?

26

