Making the Enterprise Agile "Applying DevOps and Agile Principles at Scale"

Gary Gruver September 3, 2014

A Practical Approach to Large-Scale Agile Development

Gary Gruver • Mike Young • Pat Fulghum



 FW no longer a bottleneck for the business

- Development costs reduced from \$100M/yr. to \$55M/yr.
 - ~140% increase in the number of products under development
- Capacity for innovation increased from ~5% to ~40%

Waterfall Development Model



Waterfall Development Model



Agile Development Model



Drops of working Complete code on A fixed interval Plan

Dev

Qual

Plan

Dev

Qual

- Drops of working Complete code on A fixed interval
- Fully qualified code drops on a fixed schedule
- Frequent small integrations
- Short planning and development cycles
- Delivering to a well prioritized product backlog

Scrum **#** Agile

Water

Scrum Fall



Making the Enterprise Agile

Business Objectives

Enterprise Level Continuous Improvement

Planning & Prioritized Backlog Applying DevOps Principles at Scale

Business Objectives (Don't "Do Agile")

Either automate, eliminate, or engineer out the drivers that aren't key to the value prop



Interative Approach to Agile Management

Mini-milestone Objectives

Agile Adjustments

Cascading Objectives to Track Progress

40 50 60 10 80 90 100 131

Learnings

Conversations

Long Term Predictability for SW Schedules

Do we really need the predictability of our current planning processes? Are our current planning processes really that accurate? 50% of all SW is never used or does not meet the business objectives!



Locking in Capacity over time



Making the Enterprise Agile

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Business Objectives

Increase the quality and frequency of feedback

Testing in an Operational like environment as close to dev. as possible

Reduce the time and resources between release branch & production

Improve deployment repeatability/env. stability

Release testing considerations



Finding the offending code

What Code? When? Are you sure it wasn't Jez?

Building up a Large SW System



Auto-revert/Gated Commits @SCM



Building up the Enterprise



Gating Artifacts

Finding the offending component quickly improves productivity



Finding the offending component quickly improves productivity



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