Disciplined Agile Delivery
The Foundation for Scaling Agile

Scott W. Ambler
Senior Consulting Partner

scott [at] scottambler.com
@scottwambler

SCOTT AMBLER + Associates

© Scott Ambler + Associates

Let's explore a few important questions….

What does it mean to scale agile?

Are organizations really scaling agile?

What foundation do you need?

How do you scale agile?

© Scott Ambler + Associates

What Does it Mean to Scale Agile?
-or-
Why Context Counts

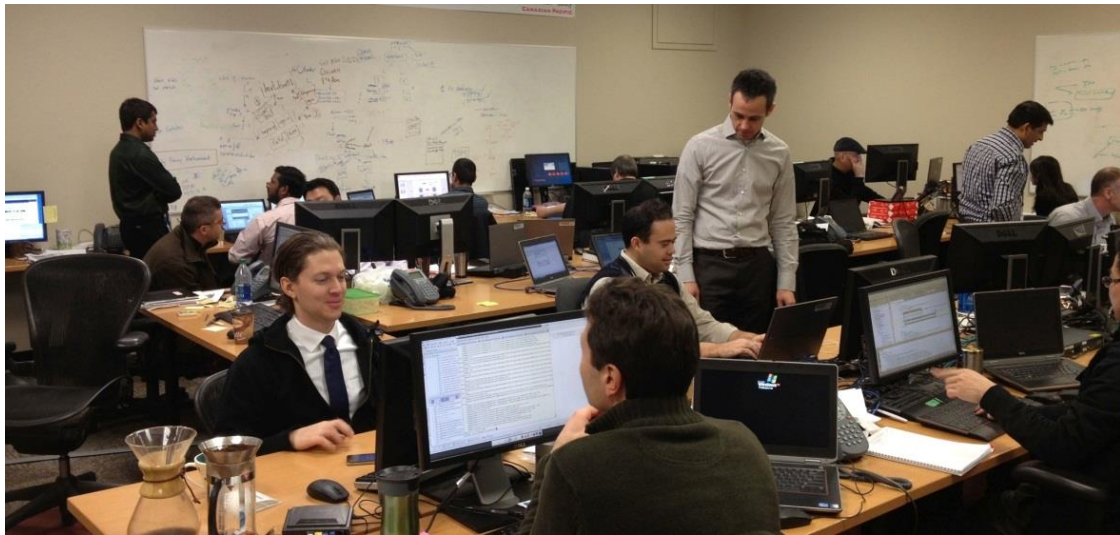
© Scott Ambler + Associates

© Scott Ambler + Associates

Geographic Distribution

© Scott Ambler + Associates

Organizational Distribution



SCOTT AMBLER + Associates

Compliance

SCOTT AMBLER + Associates

© Scott Ambler + Associates

Domain Complexity

© Scott Ambler + Associates

© Scott Ambler + Associates

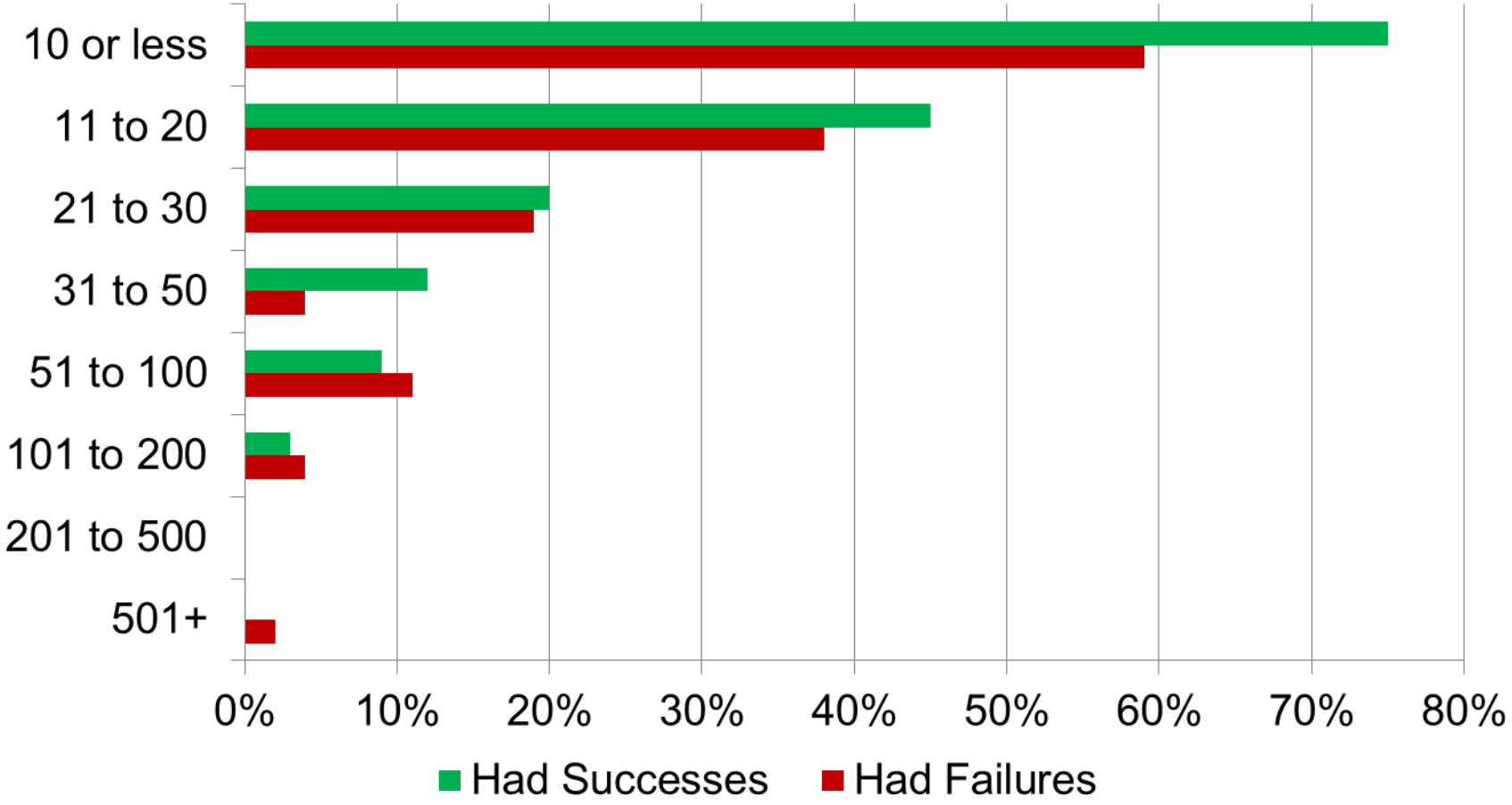
Are Organizations Scaling Agile?

ambysoft.com/surveys/

© Scott Ambler + Associates

Agile Experiences with Team Size

On your (un)successful agile projects, how many IT team members were there?

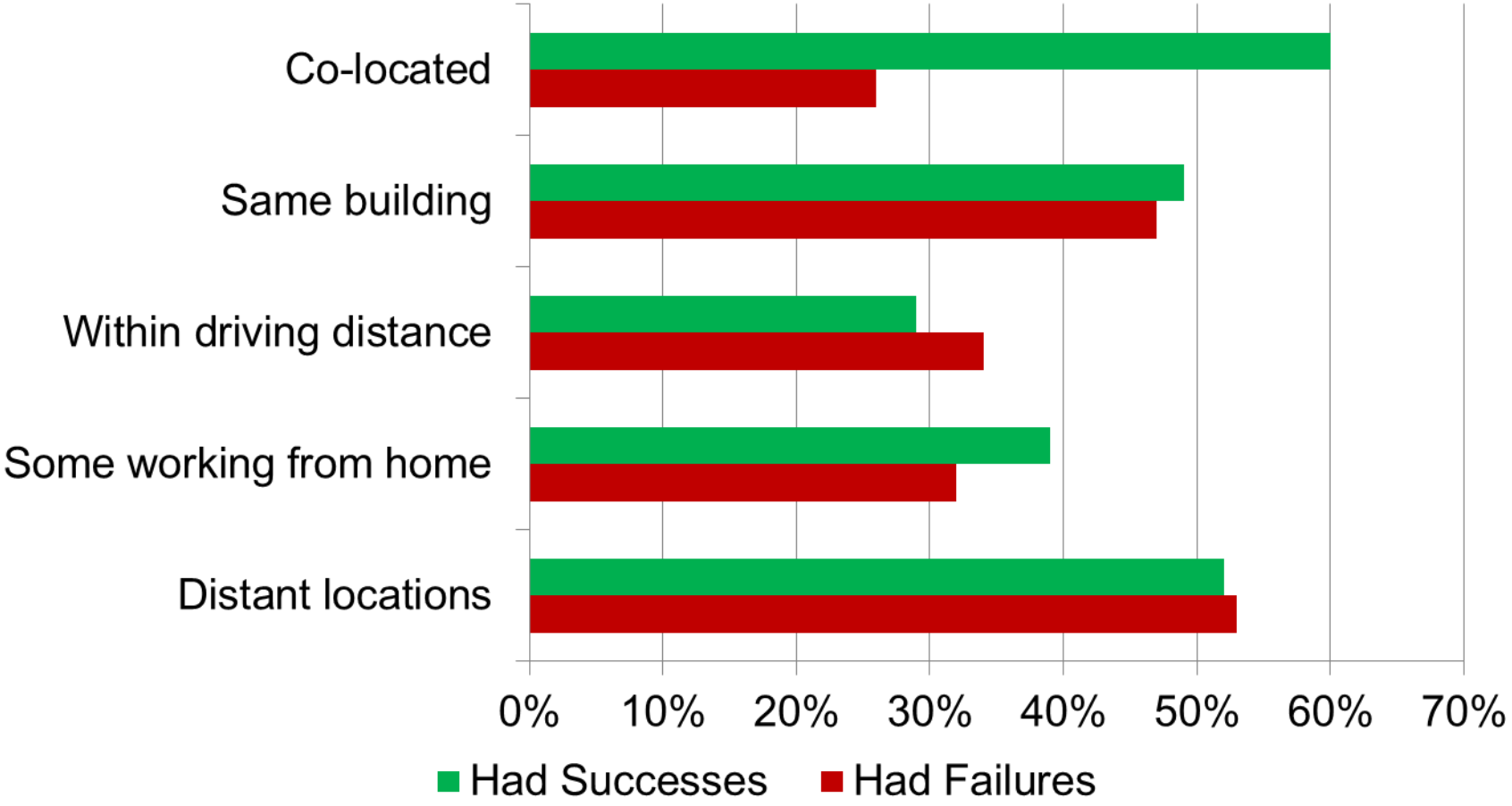


Source: 2012 Agile Scaling Survey
www.ambysoft.com/surveys/

© Scott Ambler + Associates

Agile Experiences with Geographic Distribution

On your (un)successful agile projects, how distributed were team members?



Source: 2012 Agile Scaling Survey
www.ambysoft.com/surveys/

© Scott Ambler + Associates

Agile Experiences with Organizational Distribution

Question: In which of the following situations has the organization (un)successfully applied agile techniques? (Please check all that apply)

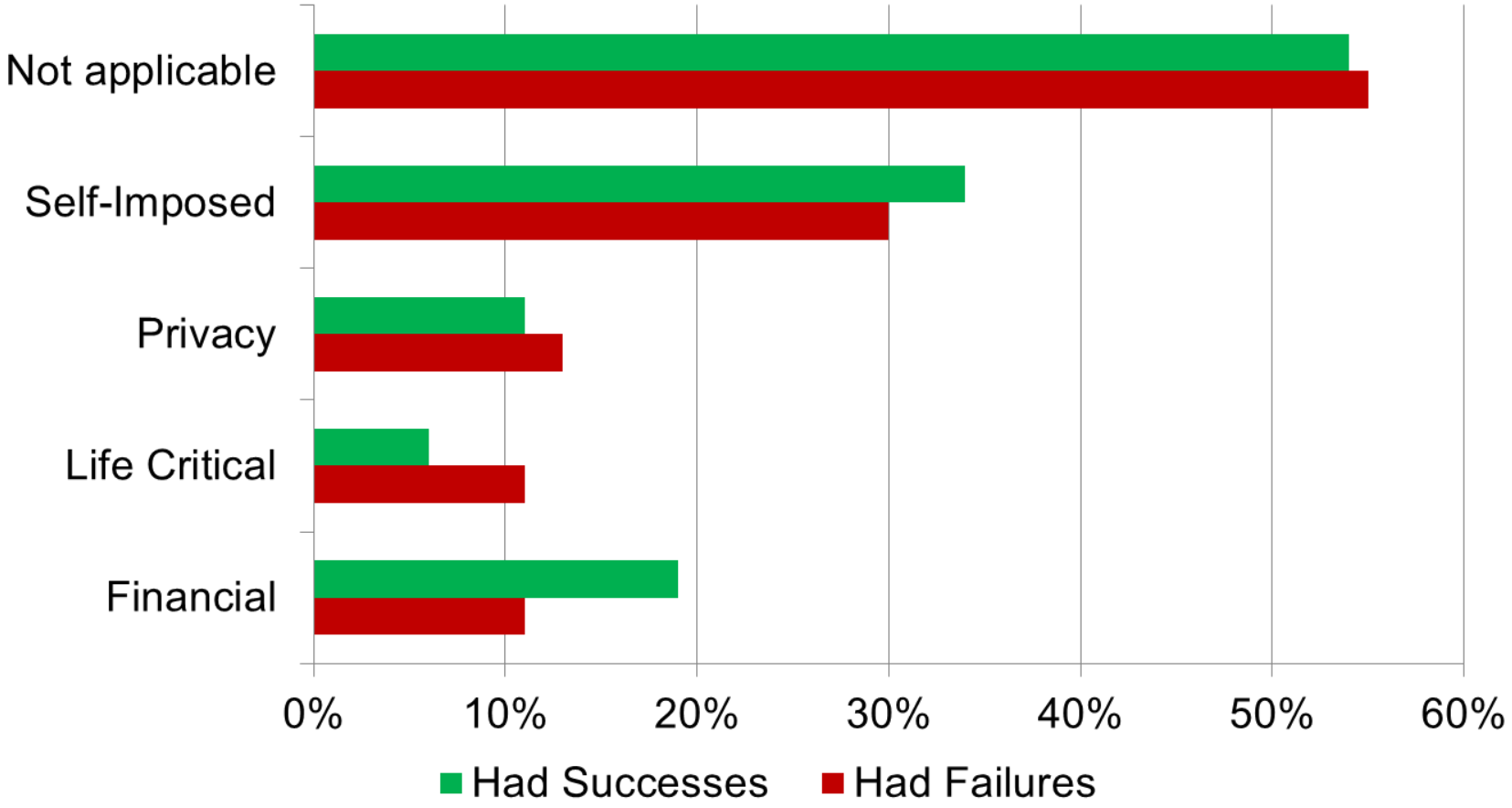
Source: 2012 Agile Scaling Survey
www.ambysoft.com/surveys/

SCOTT AMBLER + Associates

© Scott Ambler + Associates

Agile Experiences with Compliance

On your (un)successful agile projects, was compliance applicable?



Note: Self imposed = CMMI, ISO, …

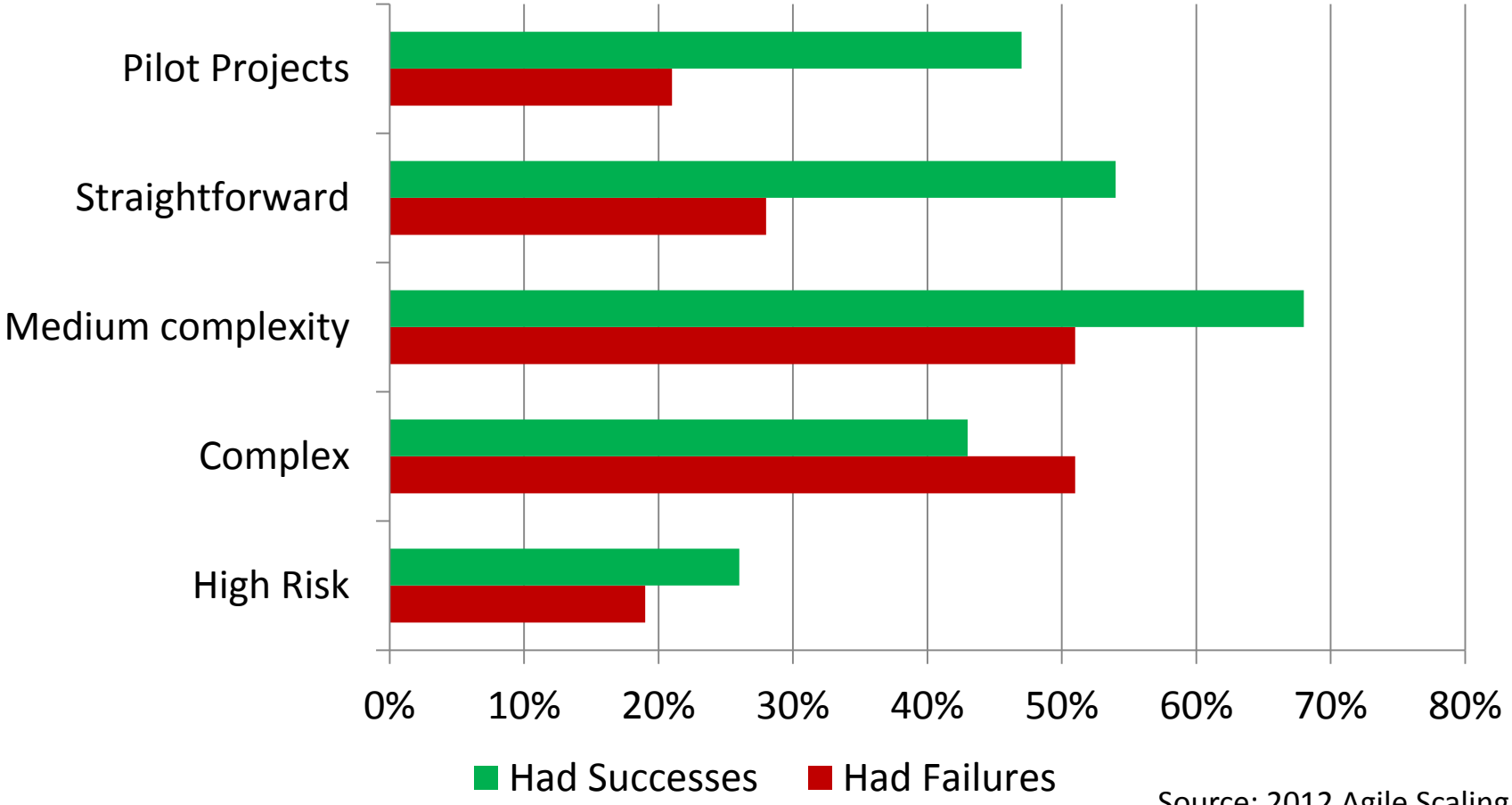
Source: 2012 Agile Scaling Survey
www.ambysoft.com/surveys/

SCOTT AMBLER + Associates

© Scott Ambler + Associates

Agile Experiences with Domain Complexity

Question: From the point of view of the problem/business domain, at what level(s) of complexity has the organization (un)successfully applied agile techniques? (Please check all that apply)



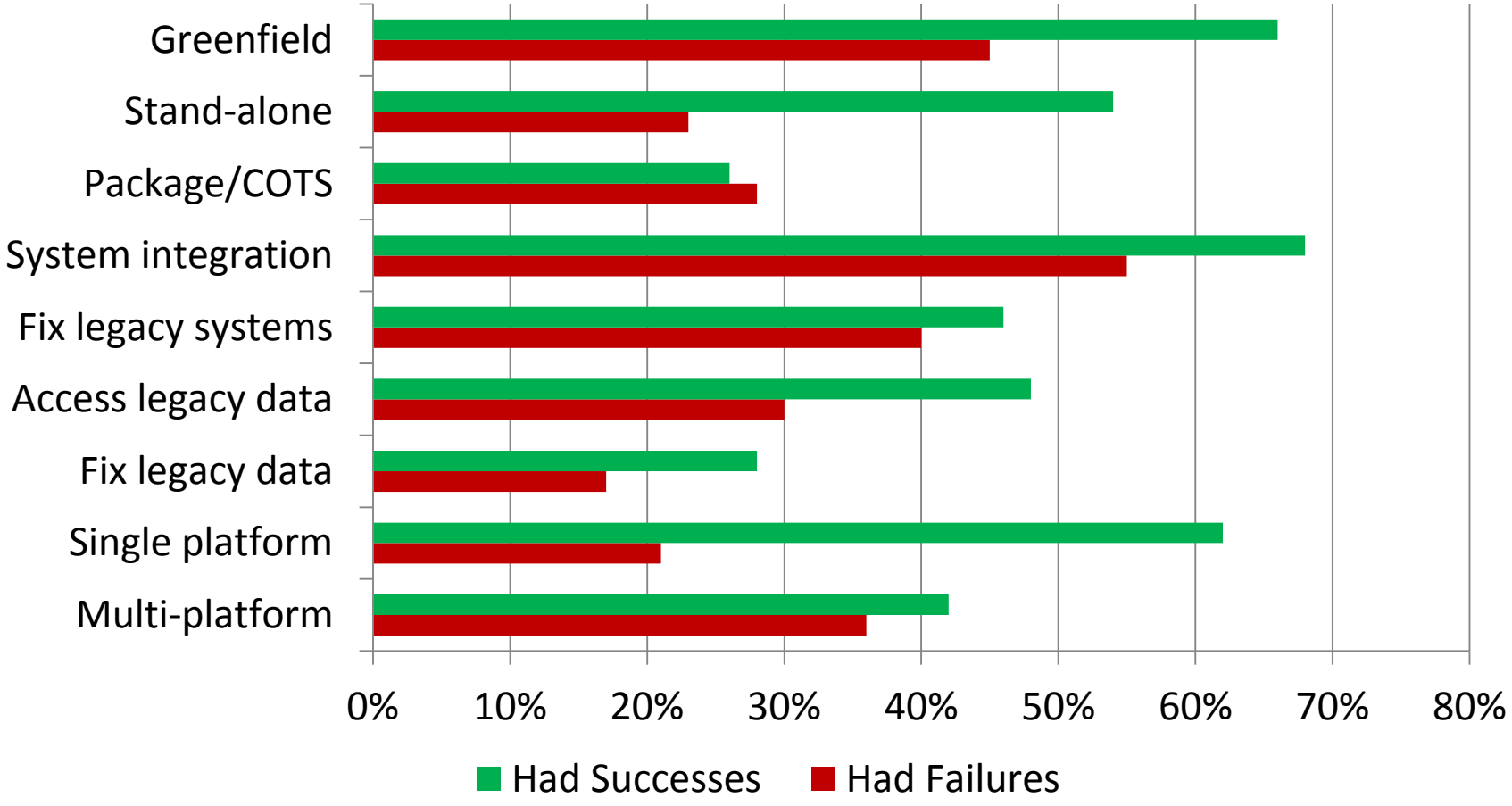
Source: 2012 Agile Scaling Survey
www.ambysoft.com/surveys/

SCOTT AMBLER + Associates

© Scott Ambler + Associates

Agile Experiences with Technical Complexity

Question: In which technical situations has the organization (un)successfully applied agile approaches? (Please check all that apply)

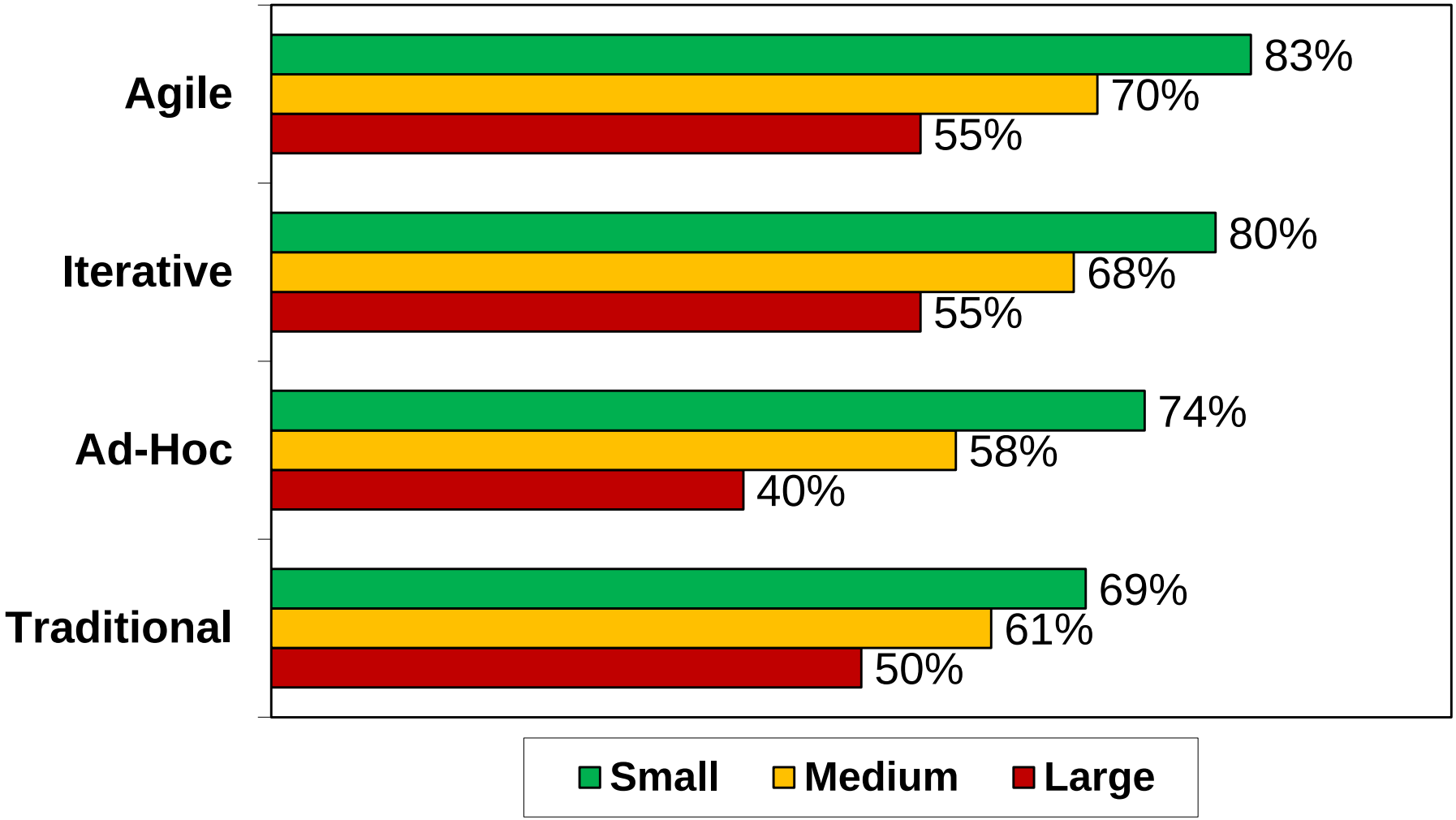


SCOTT AMBLER + Associates

© Scott Ambler + Associates

Source: 2012 Agile Scaling Survey
www.ambysoft.com/surveys/

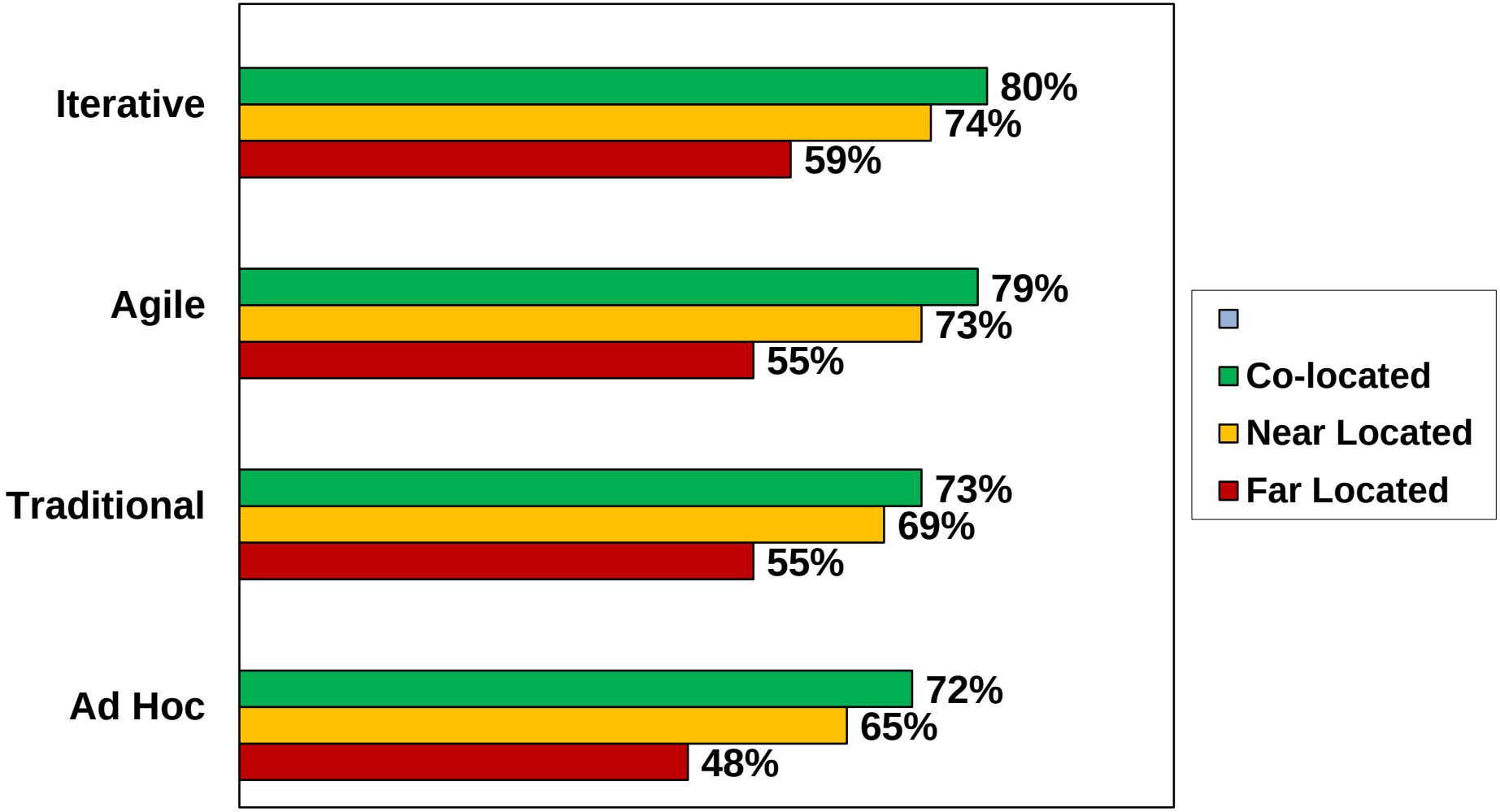
IT Project Success Rates by Team Size



Source: DDJ State of the IT Union Survey, July 2010

© Scott Ambler + Associates

Success Rates for Geographically Distributed Development



Source: Dr Dobb's 2008 Project Success Survey

SCOTT AMBLER + Associates

What Foundation Do You Need to Scale Agile?

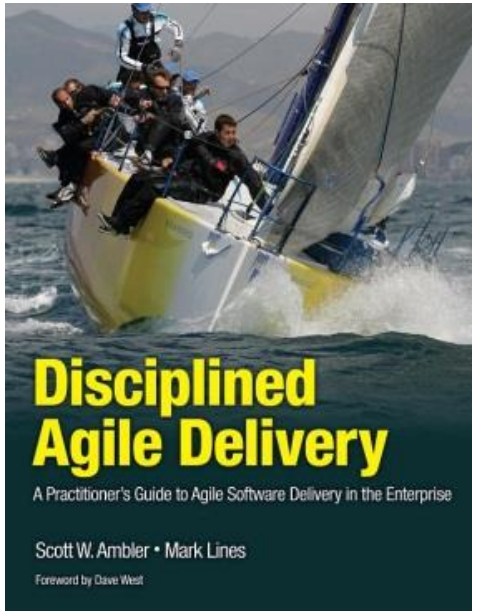
© Scott Ambler + Associates

Disciplined Agile Delivery (DAD)

Disciplined Agile Delivery (DAD) is a process decision framework

The key characteristics of DAD:

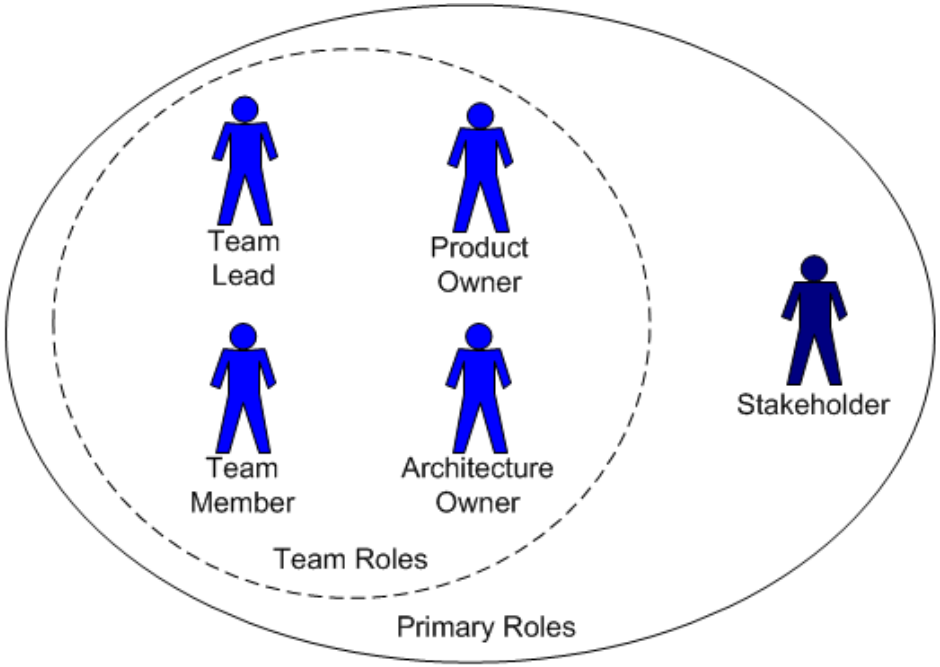
- People-first
- Goal-driven
- Hybrid agile
- Learning-oriented
- Full delivery lifecycle
- Solution focused
- Risk-value lifecycle
- Enterprise aware

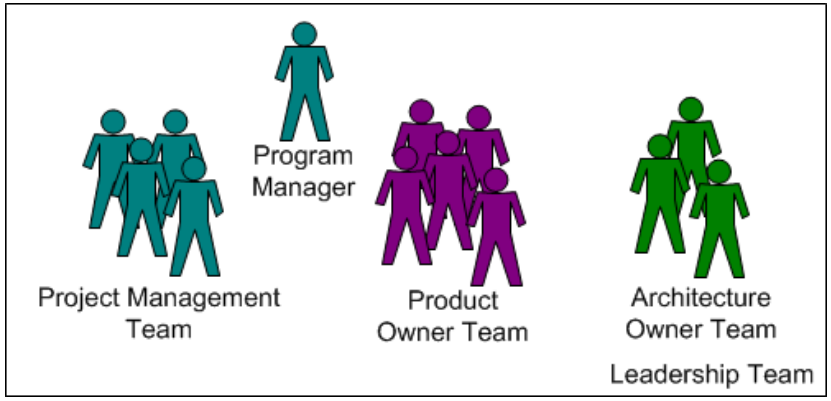


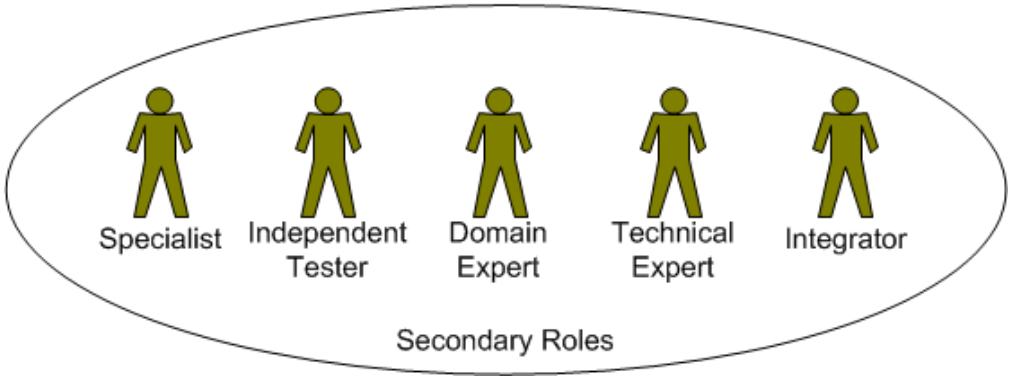
DISCIPLINEDAGILE
CONSORTIUM

SCOTT AMBLER
+ Associates

© Scott Ambler + Associates



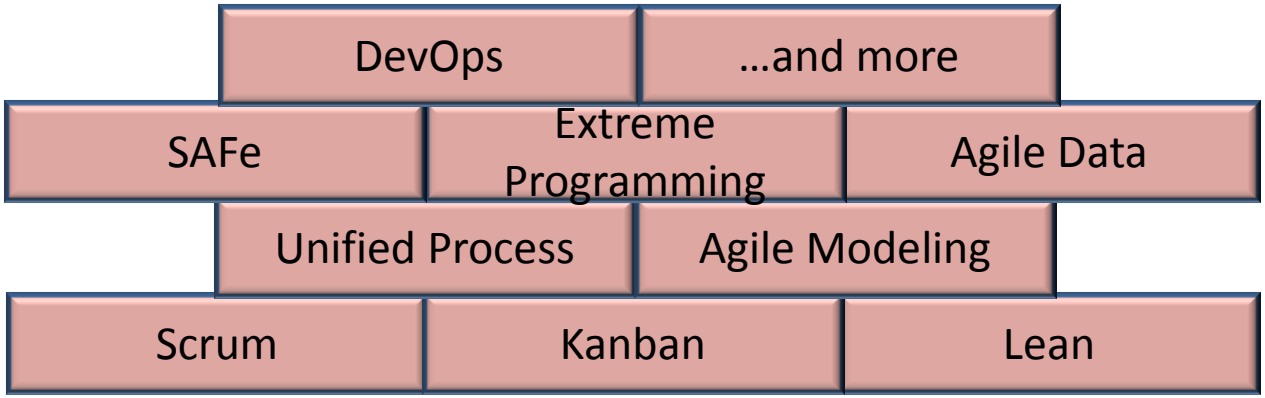




Good People

© Scott Ambler + Associates

DAD is a Hybrid Framework



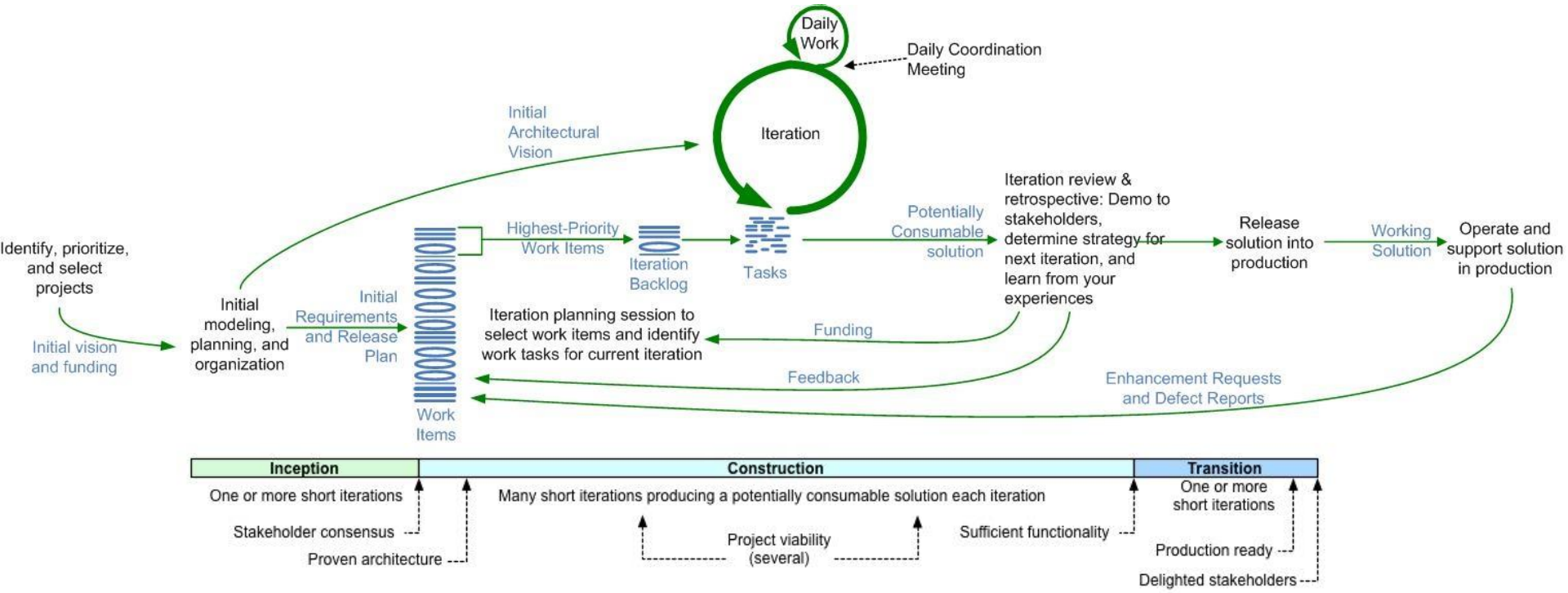
DAD leverages proven strategies from several sources, providing a decision framework to guide your adoption and tailoring of them in a context-driven manner.

© Scott Ambler + Associates

Enterprise Awareness

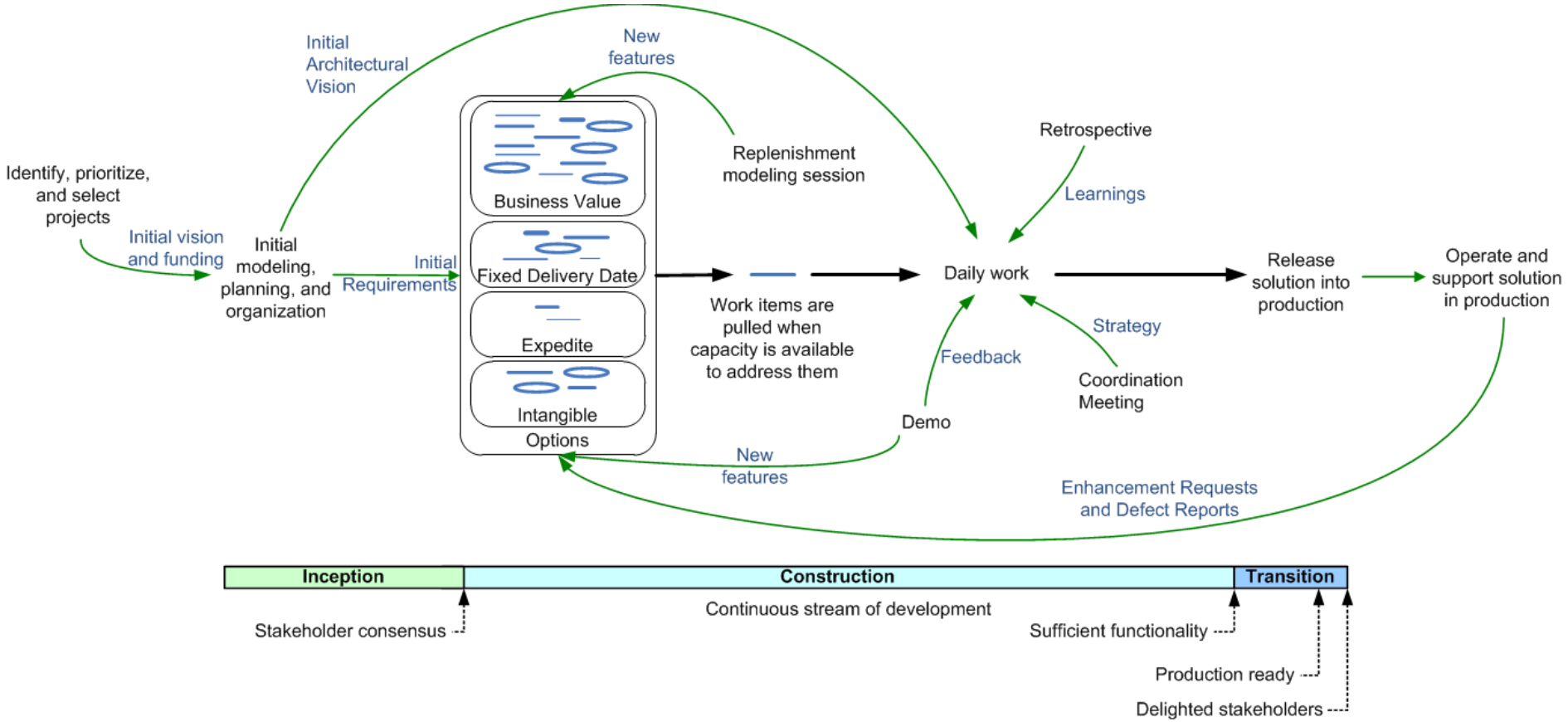
© Scott Ambler + Associates

A Full Delivery Lifecycle



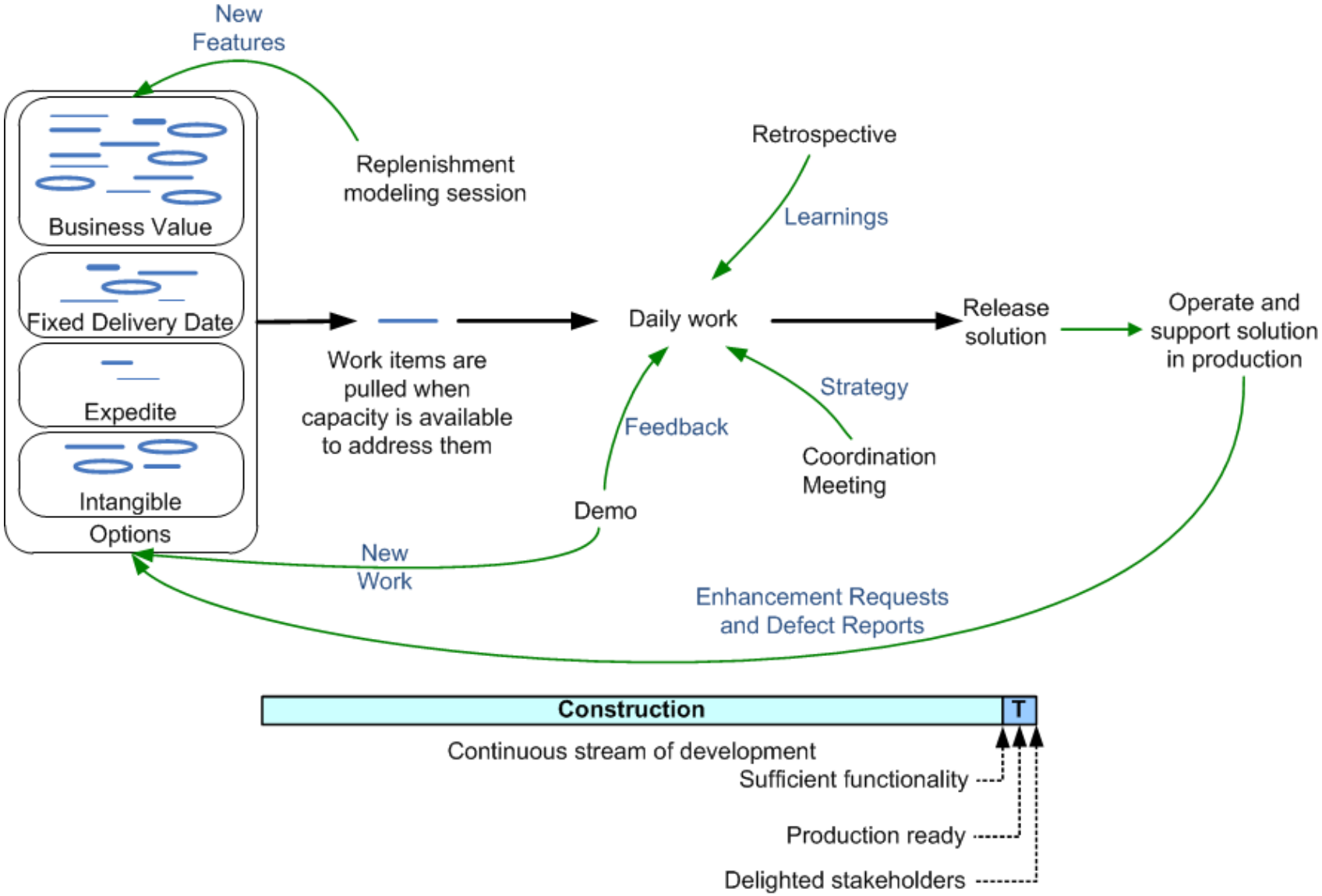
© Scott Ambler + Associates

DAD Lifecycle: Advanced/Lean



© Scott Ambler + Associates

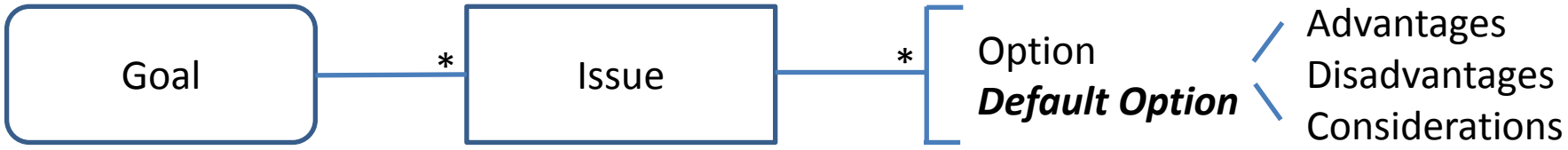
DAD Lifecycle: Continuous Delivery

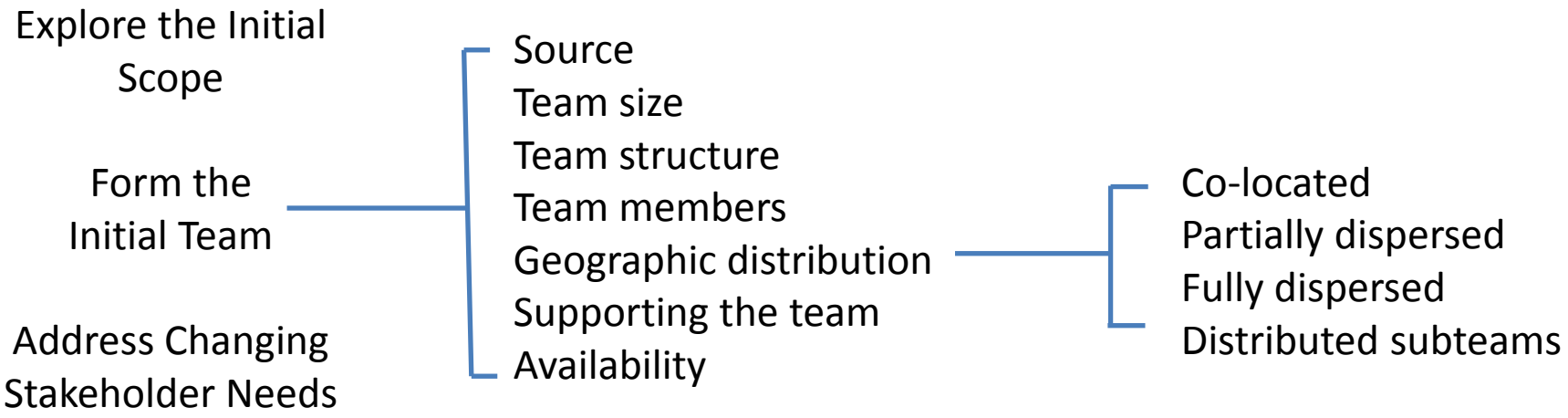


SCOTT AMBLER + Associates

© Scott Ambler + Associates

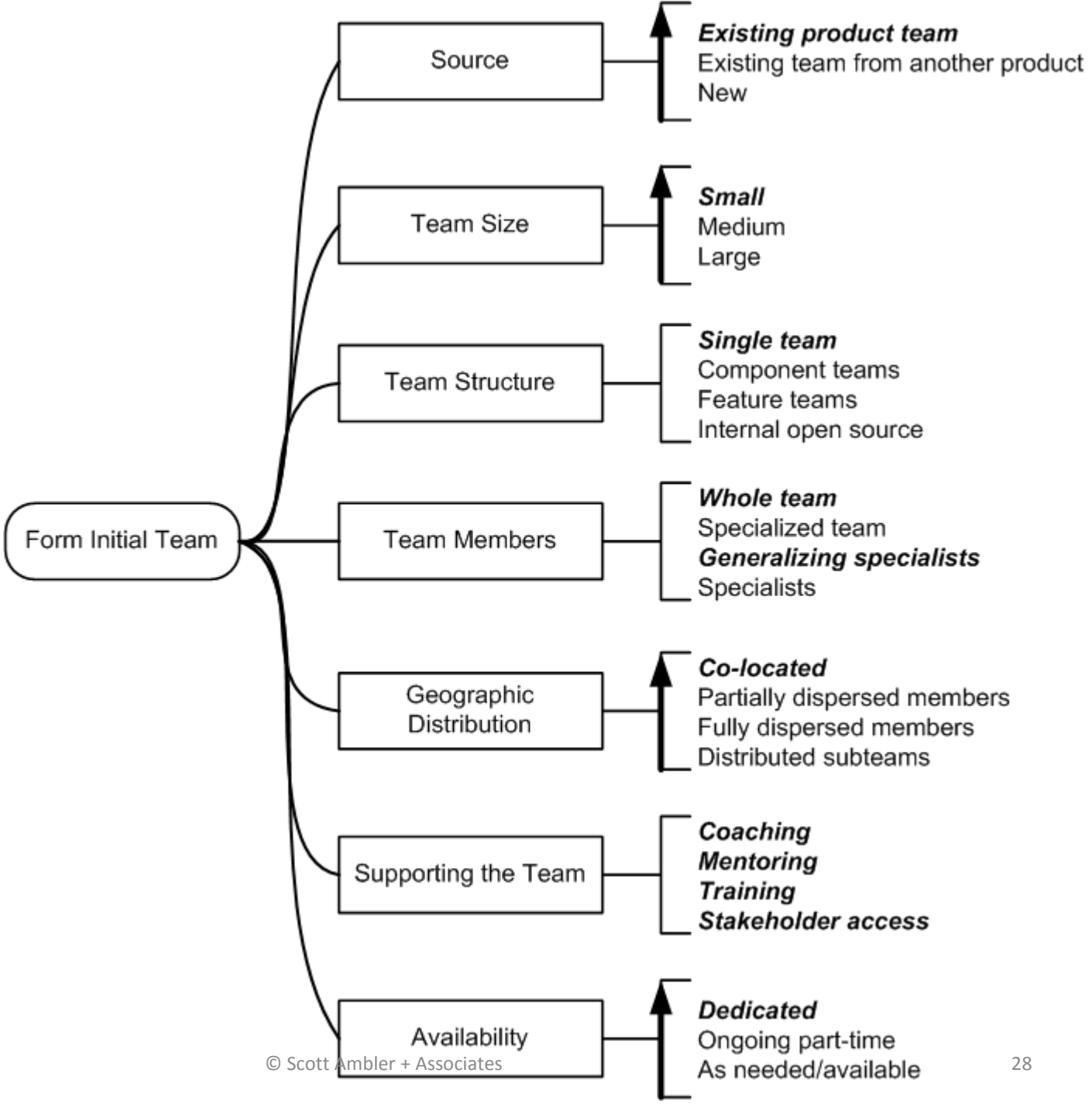
Disciplined Agilists Take a Goal Driven Approach





© Scott Ambler + Associates

Goal: Form the Initial Team



© Scott Ambler + Associates

How Do You Scale Agile?

© Scott Ambler + Associates

Release train

Multiple “backlogs”

IT intelligence

Development intelligence

Continuous documentation

Requirements envisioning

Consumable solutions

API first

Continuous architecture

“Scaling” Practices

Continuous deployment

Parallel independent testing

Work item lists

Work item pools

Test suite API

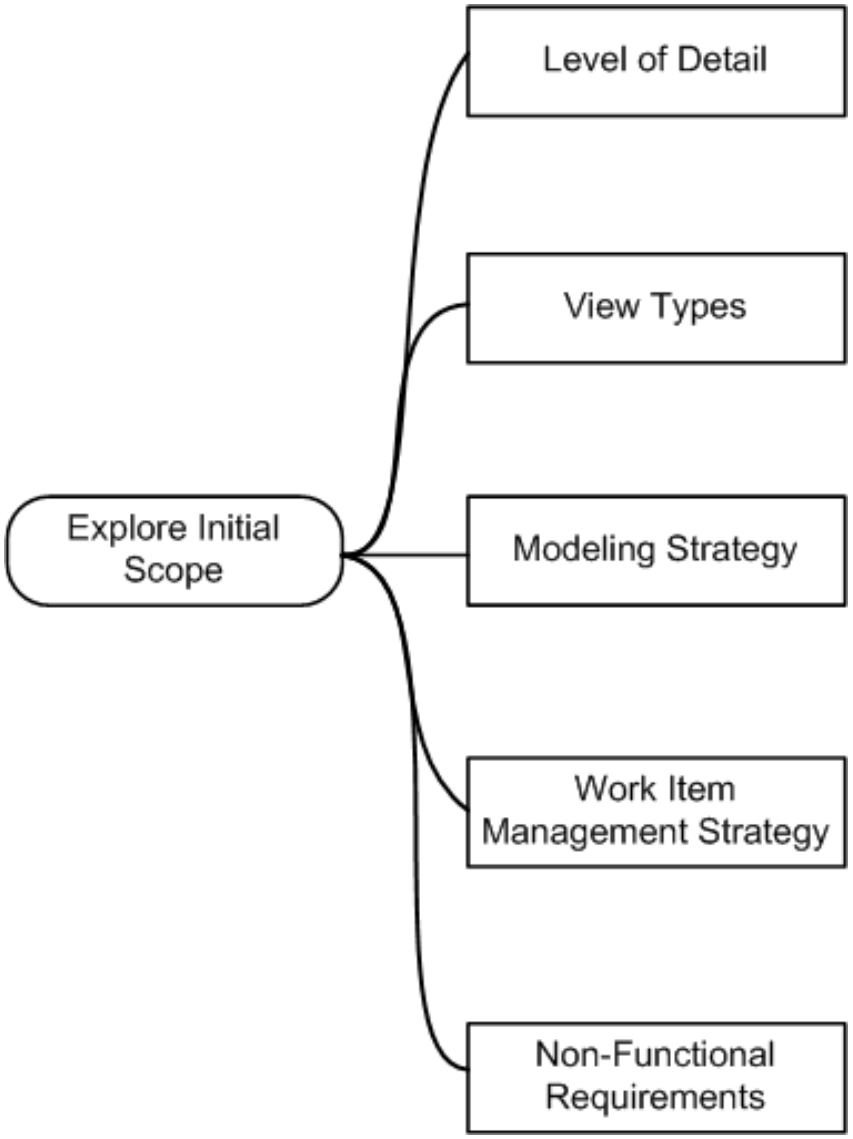
Architecture envisioning

Active stakeholder participation

SCOTT AMBLER + Associates

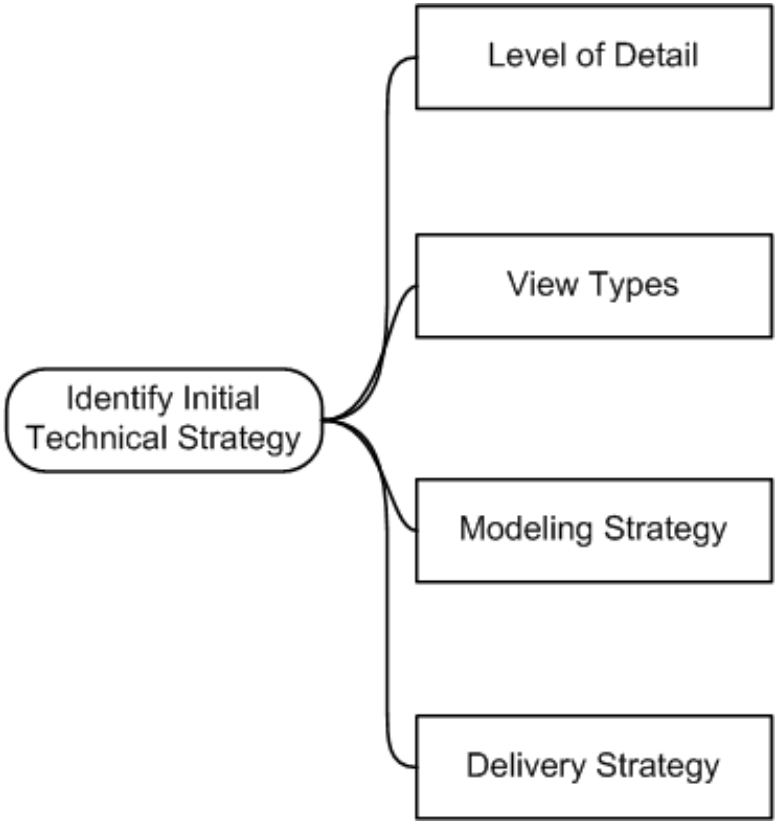
© Scott Ambler + Associates

Exploring the Initial Scope



© Scott Ambler + Associates

Identifying the Initial Technical Strategy



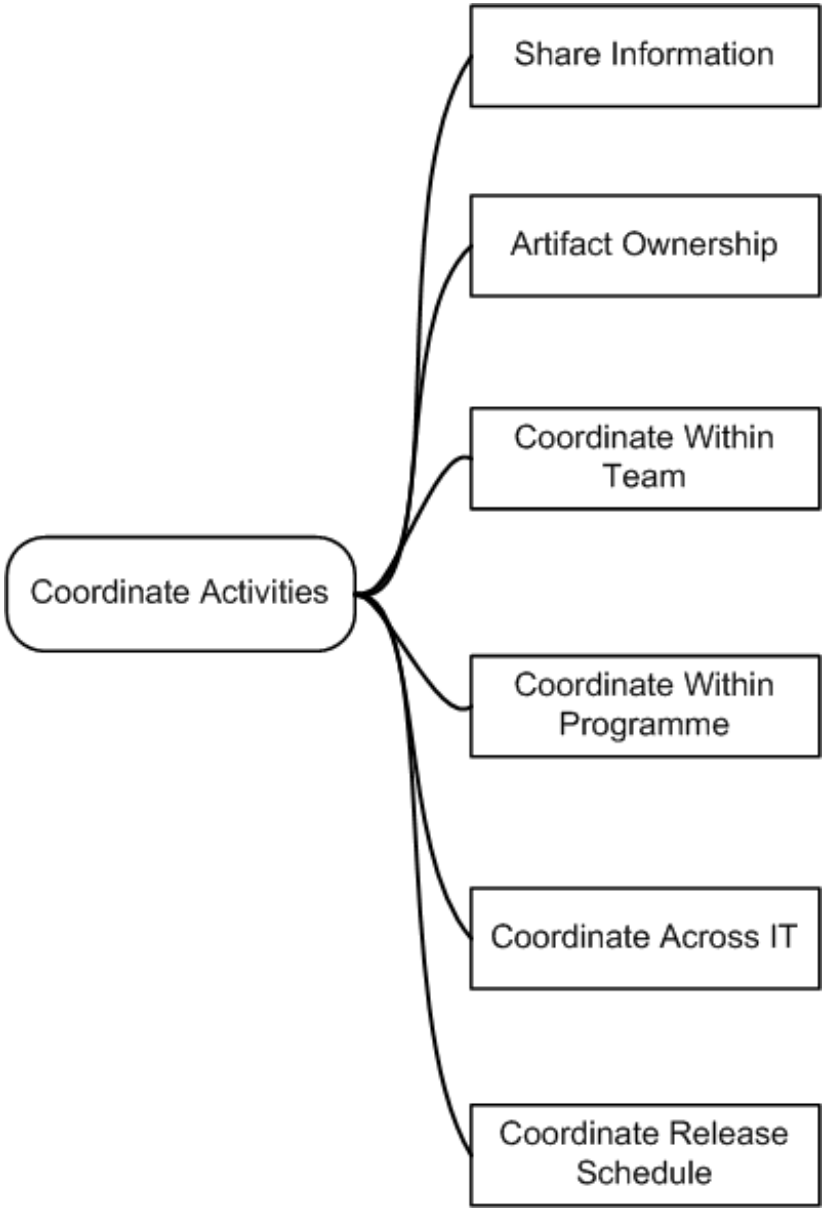
© Scott Ambler + Associates

Move Closer to a Deployable Release

- Move Closer to Deployable Release
  - Deployment Strategy
  - Asset Management
  - Documentation Strategy
  - Deployment Planning
  - Validation
  - Verification

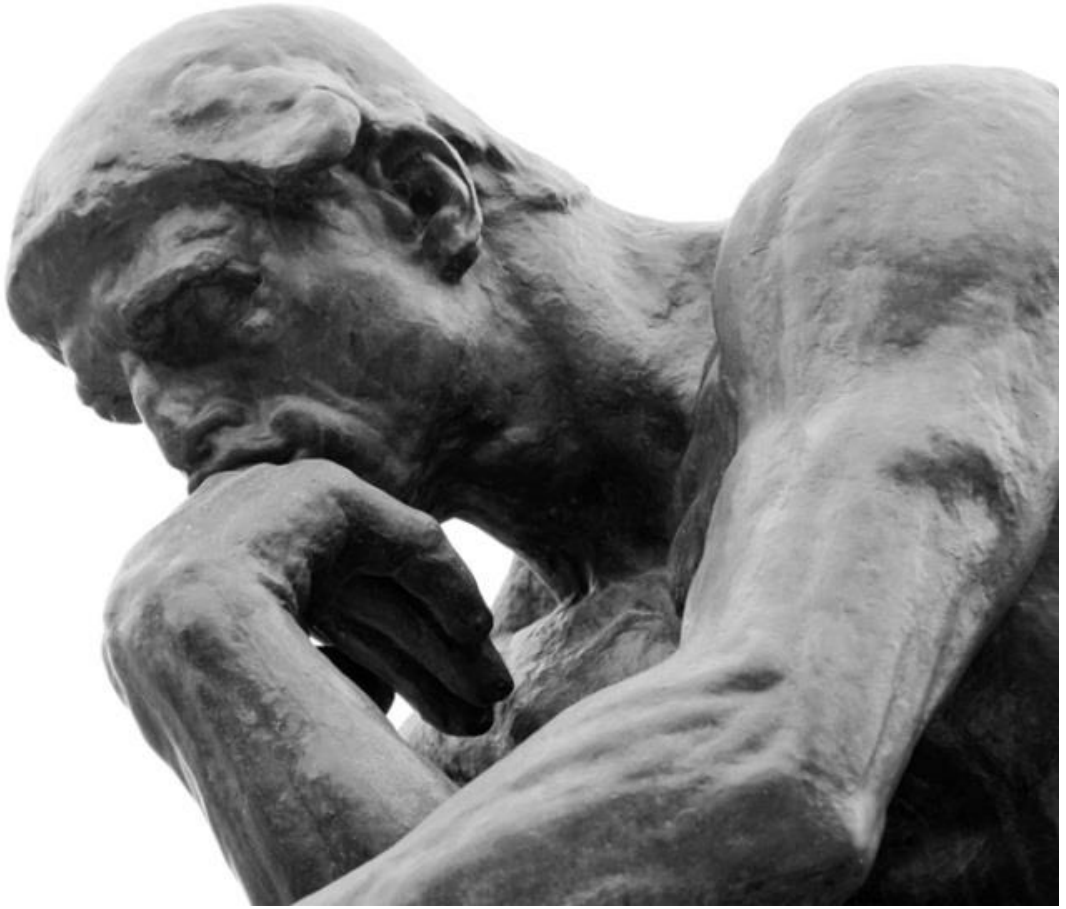
© Scott Ambler + Associates

Coordinate Activities



© Scott Ambler + Associates

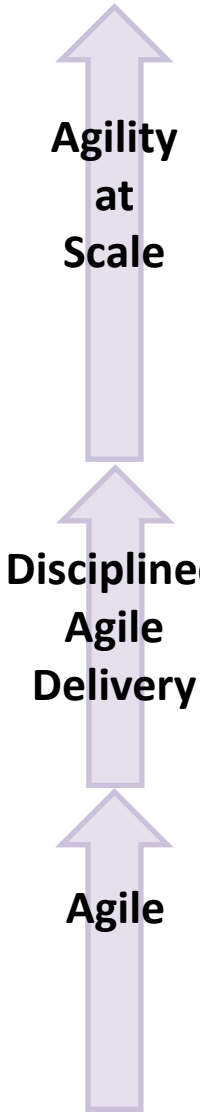
Parting Thoughts



© Scott Ambler + Associates

THE BOX
THINK

Context Counts – Tailoring and Scaling Agile



Disciplined agile delivery with one or more complexity factors:

- Large teams
- Geographically distributed teams
- Organizational distribution
- Compliance
- Domain complexity
- Technical complexity

- Delivery focus
- Risk-value driven lifecycle
- Self-organization with appropriate governance
- Goal driven
- Enterprise aware

- Construction focus
- Value driven lifecycle
- Self-organizing teams
- Prescriptive
- Project team aware

SCOTT AMBLER + Associates

© Scott Ambler + Associates

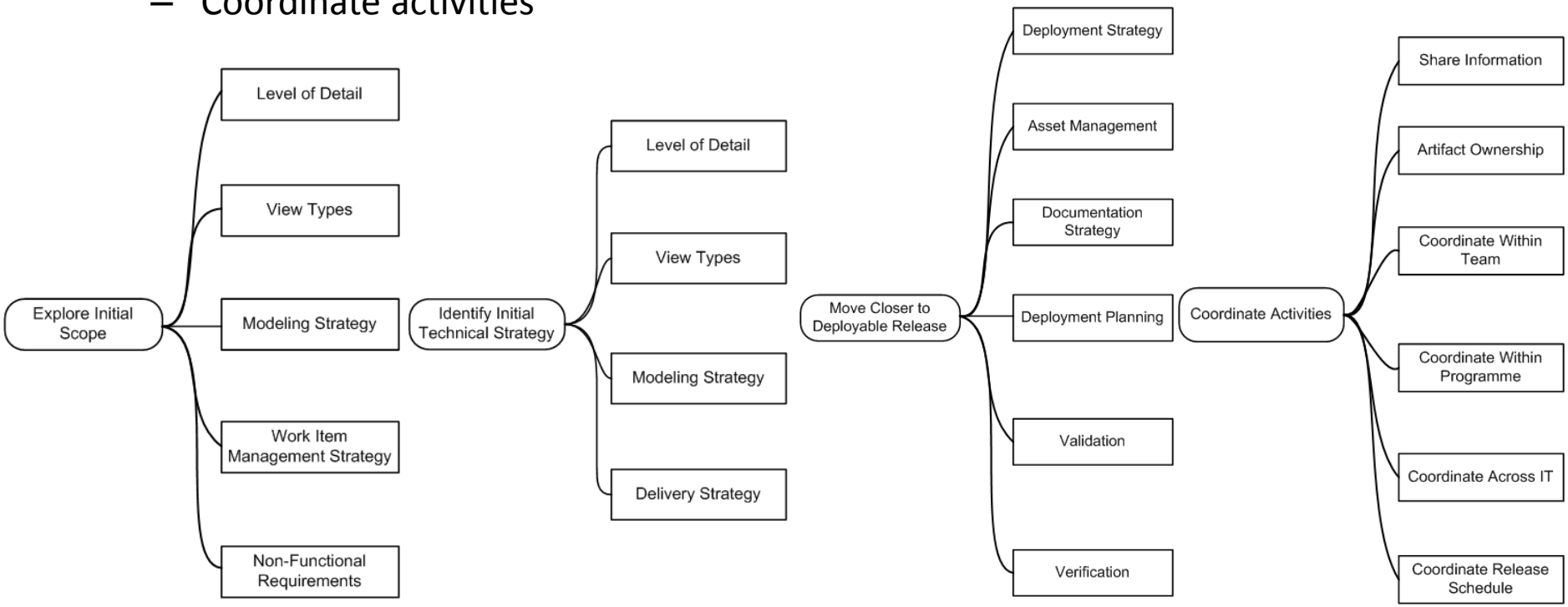
Scaling Requires…

- A disciplined approach
  - Full delivery lifecycle
  - Enterprise awareness
  - Goal-driven approach
- A bit more up-front thinking
  - Explore the initial scope a bit deeper
  - Identify the initial technical strategy in a bit more detail
- More sophisticated coordination
  - Individuals and interactions
- More sophisticated governance
  - The greater the risk, the greater the need for effective governance
- More sophisticated validation
  - Teams at scale are typically tackling harder problems
- More sophisticated tooling

© Scott Ambler + Associates

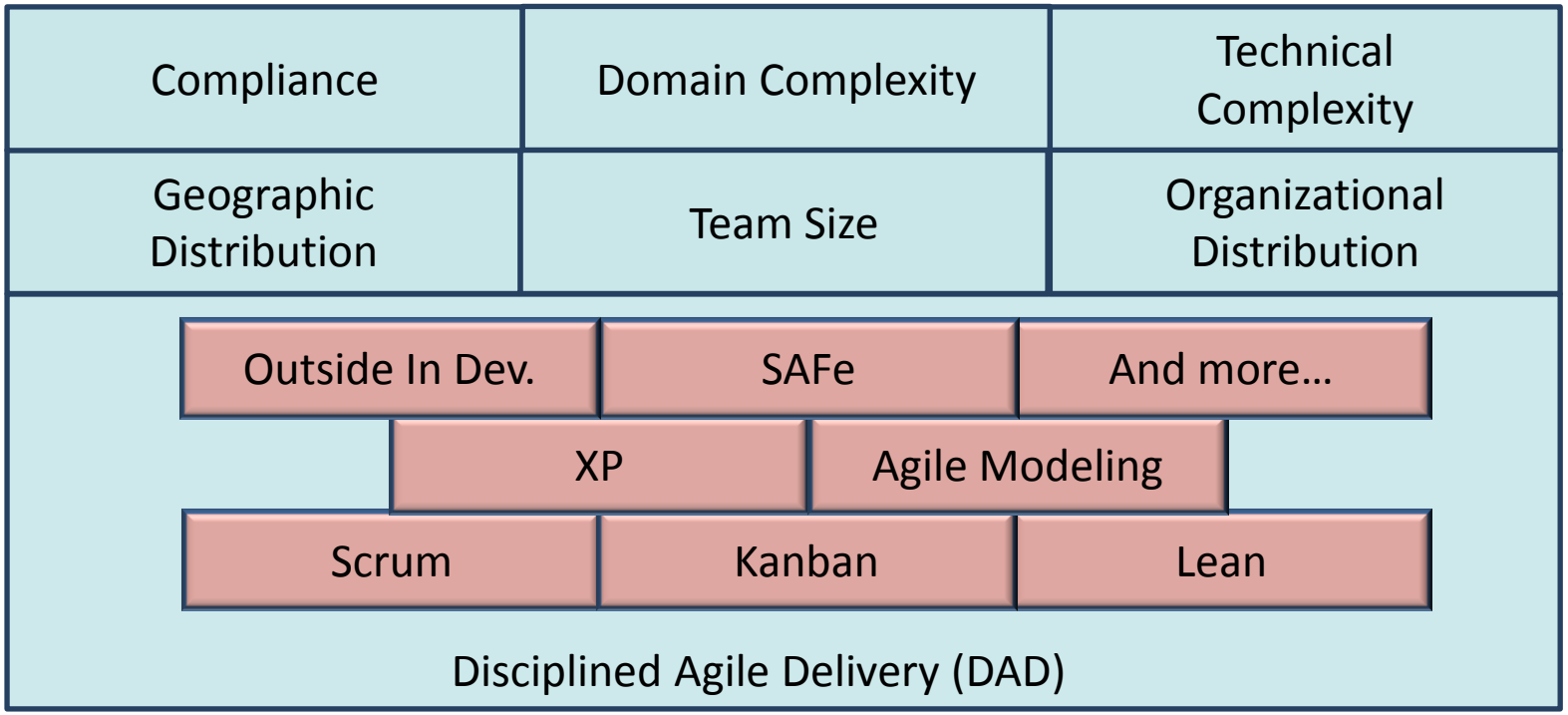
Scaling From a Solid Foundation is Easier

- With a DAD-based approach, scaling becomes straightforward because a handful of process goals take the brunt of the tailoring:
  - Explore initial scope
  - Identify initial technical strategy
  - Move closer to a deployable release
  - Coordinate activities



© Scott Ambler + Associates

Disciplined Agile Delivery: The Foundation for Scaling Agile



DAD leverages proven strategies from several sources, providing a decision framework to guide your adoption and tailoring of them in a context-driven manner.

© Scott Ambler + Associates

Got Discipline?

DisciplinedAgileConsortium.org
DisciplinedAgileDelivery.com

© Scott Ambler + Associates