Agile Governance

Appropriate oversight for the Agile organisation

Andrew Craddock
Partner - nlighen

Chris Davies
AXA Personal Lines Insurance
Governance

Å Corporate Governance
  · the set of processes, customs, policies, laws, and institutions affecting the way a corporation (or company) is directed, administered or controlled.

Å IT Governance
  · A subset of Corporate Governance
  · Focused on information technology (IT) systems and their performance and risk management.
Business Drivers for IT Governance

• Ensure IT alignment with enterprise objectives
• Enable early delivery of real business value
• Understand and manage Risk
• Responsible use of IT resources
• Monitor IT performance

Ineffective governance risks:
  • Business losses, reputational damage or weakened competitive position
  • Deadlines not met, higher costs and poorer quality than expected
  • Failure to realise benefits to drive innovation

"Organizations with best business results are the same firms with the most mature [IT GRC] practices and the organizations with the worst business results are the same firms with the least mature [IT GRC] practices."

IT Policy Compliance Group 2008
Regulatory drivers for IT Governance

Example legislation requiring formal governance structures, policies and procedures:

- Sarbanes-Oxley
  - Integrity of Financial Reporting
  - Demonstrating control of delivery
- Treating Customers Fairly
  - Ensuring customers achieve a fair deal
  - No barriers to post-sales choice
- PCI DSS
  - Preventing fraudulent use of credit/debit cards
  - Security of customer card data
Application of Governance

Â Typical Governance
  ï Assumes traditional project management / delivery
  ï Characterised by big up-front analysis
  ï Status & Compliance demonstrated through documentation

Â The Agile Challenge
  ï Expected documentation is not intrinsic to Agile lifecycle
  ï Providing such documentation:
    ï Runs contrary to the Agile Philosophy
    ï Has no intrinsic value to the projects or the solution
    ï May place a burden on the project that at worst destroys Agility and at best impedes it
Alternatives

If traditional governance is not righté

Â No governance of Agile projects
   ï Legislative compliance cannot be demonstrated
   ï Path to business losses, reputational damage or weakened
   ï Competitive position may not be seen soon enough
   ï Poor strategic alignment, higher costs and compromised quality may lead to a failure to realise benefits

Â Agile governance of Agile projects
The good news...

Â Organisations can decide for themselves how they demonstrate compliance. This requires:
  i  Analysis of the business and/or legislative imperatives
  i  Understanding of the underlying delivery philosophy
  i  Aligning governance with that philosophy

Â In an Agile context this will probably require:
  i  The creation of an alternative governance approach
  i  A complete change of mindset from the traditional
  i  A focus on artefacts delivered that are intrinsic to the delivery process (not documents that are bolted on)
So... What do we need to consider?

Ref: COBIT
The Agile perspective

- Early & Incremental delivery
- Prioritisation of requirements
- Responsive to change
- Business-driven project pipeline
- Project Vision aligned with corporate strategy
- Vision clear to all

- Delivery-centric Measures
- Retrospectives
- Continuous Improvement
- Active stakeholder engagement
- Firm foundations, avoiding restrictive detail
- Iterative development

- Stakeholder engagement
- Roles and Responsibilities
- Professional discipline
Applied at all levels

Enterprise

Portfolio

Project / Programme

Vision | Risk | People | Performance | Value

Chris Davies / Andrew Craddock

Agile Governance
In Practice

• A Governance Authority needs to ensure:
  • Portfolio priorities are aligned with Business Strategy
  • Projects initiate that are aligned with these priorities
  • The right stakeholders are engaged with the project
  • Projects properly resourced, prepared & planned
  • Project priorities and status are always visible
  • Transition to live use is properly controlled
  • Project performance is measured and improvement encouraged

• And in an Agile context recognise:
  • Understanding ≠ Documentation
  • Discipline ≠ Formality
  • Quality ≠ Bureaucracy
How?

Â Initiate the right projects
    • Feasibility Review • after a quick assessment of the problem
    • Foundations Review • after the project is shaped?

Â Transparency of status
    • Throughout the project?
    • Progress metrics • based incremental on delivery of working solution
    • Demonstrations • of each incremental delivery
    • Retrospectives • of project performance
    • Risk and Issue escalation • for anything the project team can handle

Â Change Go/No-Go
    • risk of change to BAU rigorously controlled?
How?

Å Individuals & Interactions over Processes & Tools
   • Individuals need to be disciplined and professionally accountable
   • Appropriately light process frameworks and role-specific guidance will facilitate interactions

Å Ensure Independent oversight
   • Somebody with a truly corporate perspective
   • Specialists to validate that the right thing is done in the right way at the right time
Agile at AXA Personal Lines Insurance
Responsibilities defined by Role
Visibility/Transparency

Insert Picture of a real end of Timebox Demo
Reporting tied to Team Activity

Å Dashboard

• Consistent information across projects in the portfolio

• Primary Measures
  • Incremental delivery of business value by teams (remember, done means done!)
  • Performance against plan re: delivery
  • Actual resource usage for delivery (costs)

• Transparency around
  • Risks and Issues (ownership and resolution)
  • Quality (e.g. review outcomes, defect counts)
  • Business Ownership and Empowerment
  • Process Efficiency and Improvement measures
Policies, Procedures, Standards, Guidance

Roles & Responsibilities

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Questions