Transforming an Organisation – Our Agile Journey

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Who are RADTAC

» Platinum Sponsor ABC

» Services

- Agile Programme/Project Management (AgilePPM)
- Training (multiple formats)
- Transformation
- Delivery teams

» USPs

- Everything Agile
- Only organisation in the world who provides full agile
  - Training
  - AgilePPM
  - Transformation
- Pragmatic Agile™
A Few RADCAC Engagements

- British Airways: Agile Enablement and Transformation
- Friends Provident: Agile Enablement and Transformation; IT Change Programmes
- Rolls-Royce: Agile Enablement
- Fidelity International: Agile Enablement and Transformation; Project Governance Change Programme
- P&O: Agile Enablement and Transformation
- CAPITA: Agile Enablement and Transformation
- BT: Agile Enablement and Transformation
- NHS: Agile Enablement and Transformation
- HM Customs and Excise: Agile Enablement
- Global Services: NHS Spine & eBorders PM & Delivery Method
- European Portal: Agile Development
- AOL: Agile Enablement and Transformation
- Nokia: Agile Enablement and Transformation
- Jardine Lloyd Thompson Group plc: Agile Enablement and Transformation
- RADTAC: Agile Enablement and Transformation
Agile Transformation
Our Journey
Stephen Grafton
SIMS Programme Manager
5th October 2011
Who are we?

- Capita SIMS is part of the Capita Group, a FTSE 100 company.
- SIMS develops and markets Management Information Systems (MIS) software for Schools in the UK and abroad and is a market leader in this sector.
- The SIMS Solutions department covers Development, Product Management and Partners.
What is SIMS?
Team size and makeup

- **Solutions Director**
  - Chief Architect
    - 3 Architects
  - Programme Manager
    - 6 Project Managers
    - Release and Build Manager
  - Development Manager
    - 45 Developers
  - Test Manager
    - 40 Testers
  - BA Manager
    - 15 Analysts
What sort of journey is this?
The Change Monster
Stagnation
Why did we do it?

- Increase productivity whilst keeping same level of quality by end of 2011
- Revenue protection
  - Enable fast effective delivery capability. Are we delivering value for money?
- Revenue growth
  - Support Capita aim for revenue growth
- Delivering the right integrated product with no waste
- Things change so darned quick
- Increase Software quality
  - Spend a lot of time fixing issues
- People Collaboration
  - Business gearing between roles may be incorrect
- Implement Delivery Quality
  - Standardise industry leading delivery and management framework 'Lift the lid and start again'.
"A small body of determined spirits fired by an unquenchable faith in their mission can alter the course of history." - Gandhi.
Preparation
SIMS Transformation
Enablers

- People recognise the need for change
- Management team are seen as a change team
  - Seen as starting to remove previous blame culture
- The current focus and building change wave
  - This is THE opportunity
- The strength of the Agile Vision
- Examples of teams trying agile
  - Strong intent
- There is little current theory that is mandated
- Clear transformation requirement
Change is here to stay.
It won’t be trouble free.
You are accountable.

Karl G. Schoemer
Transformation Management
- No tools bias
- Focus on coaching and enabling
- Done it before
- Not just about ñSCRUMò
- People we could work with
"Liberty, equality, and fraternity, eh? — What's in it for me?"
Our choices

[Images of people playing football, a book titled "Rapid Software Testing", a logo for Atern, and logos for Extreme Programming and Visual Studio.]
"Every worthwhile accomplishment, big or little, has its stages of drudgery and triumph: a beginning, a struggle, and a victory. Ñ: Gandhi.
Implementation
SIMS Agile Transformation

» Transformation Management
  ▪ Integrate existing change initiates
  ▪ Implement release one recommended transformation plan
  ▪ Implement Agile Transformation Steering Group

» Coaching
  ▪ Focus coaching on targeted projects
  ▪ Implement process area champions and Special Interest Groups

» Training
  ▪ Run Scrum Practitioner course across 50% of SIMS

» Process and Standards
  ▪ Create simple website that describes agile core ways of working
  ▪ Create initial knowledge cube (re-use existing but simplify)
  ▪ Tools recommendations Business Cases and Implementation Plans

» Capability Building
  ▪ Technical skills capability gap analysis
Change

- Our expectations: "Come in and do this for us.
- Their expectations: "You do it and we will coach and facilitate.

It’s our organisation, we need to build it.
Training

- Agile practice: 2 days - All testers and developers
- Agile Project Management: 3 days - PMs
- Rapid Testing: 3 days - All testers
- Awareness training: ½ day - UAT, Escalation, Publications, Product Managers
- Product Owner training: 1 day - Business Analysts
"When I use a word," Humpty Dumpty said in rather a scornful tone, "it means just what I choose it to mean -- neither more nor less."

"The question is," said Alice, "whether you can make words mean so many different things."

"The question is," said Humpty Dumpty, "which is to be master -- that's all."
Coaching
Practice areas

- Dev
- Arch
- Test
- PM
- BA

Standards

- Process
- Guidance
- Sharing
- Templates
Working environment
"You may never know what results come of your actions, but if you do nothing, there will be no results."

"Action expresses priorities."

Gandhi.
Determination
Keep going!

If you're going through hell, keep going:

Winston Churchill
"With great power comes great responsibility." : Spiderman
Working with Offshore

Learning: Close the feedback loops
Invest in communications.
Agile Animals

Hey Pig, I was thinkin' we should open a restaurant.

I don't know. What would we call it?

How about "Ham-n-Eggs."

No thanks. I'd be committed, but you'd only be involved!
Recidivism
"Be the change you want to see in the world."

"If I have the belief that I can do it, I shall surely acquire the capacity to do it even if I may not have it at the beginning."

"A 'No' uttered from the deepest conviction is better than a 'Yes' merely uttered to please, or worse, to avoid trouble. "

And you?
Fruition
Early daysé
Benefits to date

I can see Agile is working, but I'm struggling to understand why.

What you're seeing is the difference between single tasking and multi-tasking.
No going backé.
If you can’t explain it simply, you don’t understand it well enough
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