Pelephone IT – Case Study
Agile Israel 2012

Agenda

➢ Why am I here?

➢ What made us go Agile?

➢ Why was it so difficult?

➢ What have we done????

➢ What's next?

➢ What do we recommend you to do/not to do?

Why am I here?

➢ Hopefully help other Enterprise IT organizations

advance to agile methodologies

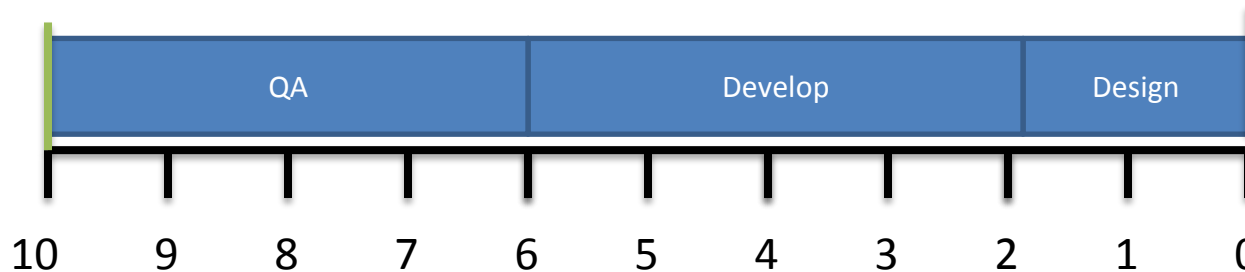> ➢ Learn from our mistakes

> ➢ Hear what worked for us

➢ Convince the skeptic that Agile/Kanban is possible

and even recommended for Enterprise IT organizations

פלאנון

What made us go Agile?

"After so many good years… why change?"

➢ Time to market - 10 months!!!

QA	Develop	Design

10   9   8   7   6   5   4   3   2   1   0

➢ Things become irrelevant (usually when we finish

coding…)

➢ Regulation

➢ Business people always complaining no matter what

we do…

פלאפון

What made us go Agile?

➢ Changes = Big frustration (also for us ☺)

➢ Everybody blaming everybody for bad quality and for

  not delivering working software on time

➢ We are not sure what , but something is not

  working!

Why was it so difficult?

- Change is never easy

- Legacy systems

- Legacy people

- Internal political issues

50 Reasons Not To Change

Why was it so difficult?

➤ Lack of knowledge and experience

➤ We have a monopoly over IT in Pelephone (no competitors)

➤ Maintenance of production by the dev teams

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What have we done????

➢ First – Learn and Exercise

    ➢ Kanban workshop for managers

    ➢ Introduction to Agile

    ➢ 2 days workshop for dev leaders with Agile Sparks
(Yuval Y.)

➢ Second - Decide

What have we done??

Jump into the cold water… together…

What have we done

- ➢ Dev helps QA to clear backlog

- ➢ Production every 1 month

- ➢ Assemble heterogeneous teams

- ➢ Learn as we go…

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What have we done

Some basic principles :

- ➢ Sticky notes

- ➢ Ceremonies

    - ➢ Team daily meetings

- ➢ Managing WIP limit

- ➢ Decomposition to stories

What have we done
Immediate challenges

➢ Too big/long :

    ➢ Daily meetings

    ➢ Teams

    ➢ Stories

➢ Not enough retrospectives

➢ QA are not pleased with getting software

    almost all the time instead of one shot as before

➢ Hierarchical TL's job description becomes vague

What have we done
Immediate improvements

➤ Teams are eager to succeed

➤ People work <u>together</u> (No one to blame)

➤ Everybody is involved right from the

beginning

➤ Mean TTM shortened to 4 weeks!!

What have we done
Immediate improvements

➢ Business gets working software in small chunks and

likes it

➢ Business start to think more Agile

➢ We are TOO FAST!!??

"Can you hold this for a week? We didn't finish training"

"You are saying YES more then before"

"We feel that we are together in this"

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What's next?

➢ Continue improving our skills

    ➢ Build better (shorter, independent) stories

    ➢ Conduct more efficient ceremonies

    ➢ Make team members take more responsibility over project goals

    ➢ Focus on measurement

Recommendations

➢ This is not a "one shot" change. Making mistakes is part of the learning. Make sure you learn from them

➢ Business have to prepare for minor (hopefully) delays in first period and agree to this

➢ People will complain at first. Embrace them but don't let them feel that you are afraid as much as they are ☺. Things will improve!

➢ Managers should be part of the process

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Questions?