

How we do agile without saying the word 'scrum'

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Presentation goal

- **Get you out in time for lunch**



Who we are

- **Informatica**

- World #1 independent provider of Data Integration software
- 4,200 customers, including 87% of Dow Jones
- \$650M annual revenue in 2010

- **B2B business unit**

- Based on an acquisition in Israel in 2006 (ItemField)
- ~65 employees
 - US, Tel Aviv, The Netherlands, India
 - Including Marketing, PM, Dev, QA, UX, Doc
- 3 products



What did we want to achieve?

- **Maximize ROI**
- **Improve measurement and visibility → as a tool to improve effectiveness**
- **Predictability**
- **Reduce waste**
- **Streamline PM / R&D interface**





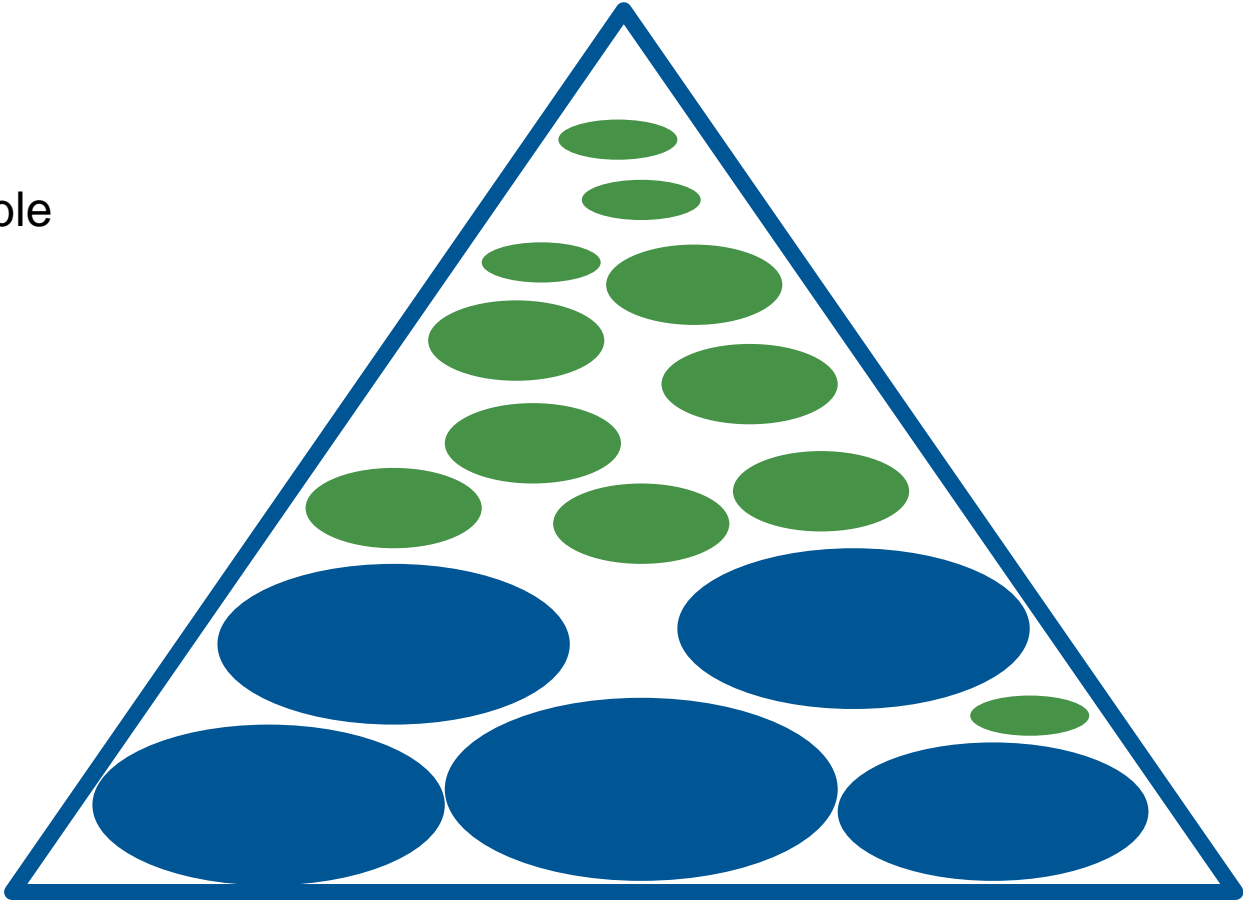
Why Kanban?

- **We chose Kanban over scrum because:**
 - Distributed teams
 - Produces more data
 - A more naturally learning process (Kaizen)
 - More focus on the entire value stream
 - It sounded way more **cool**



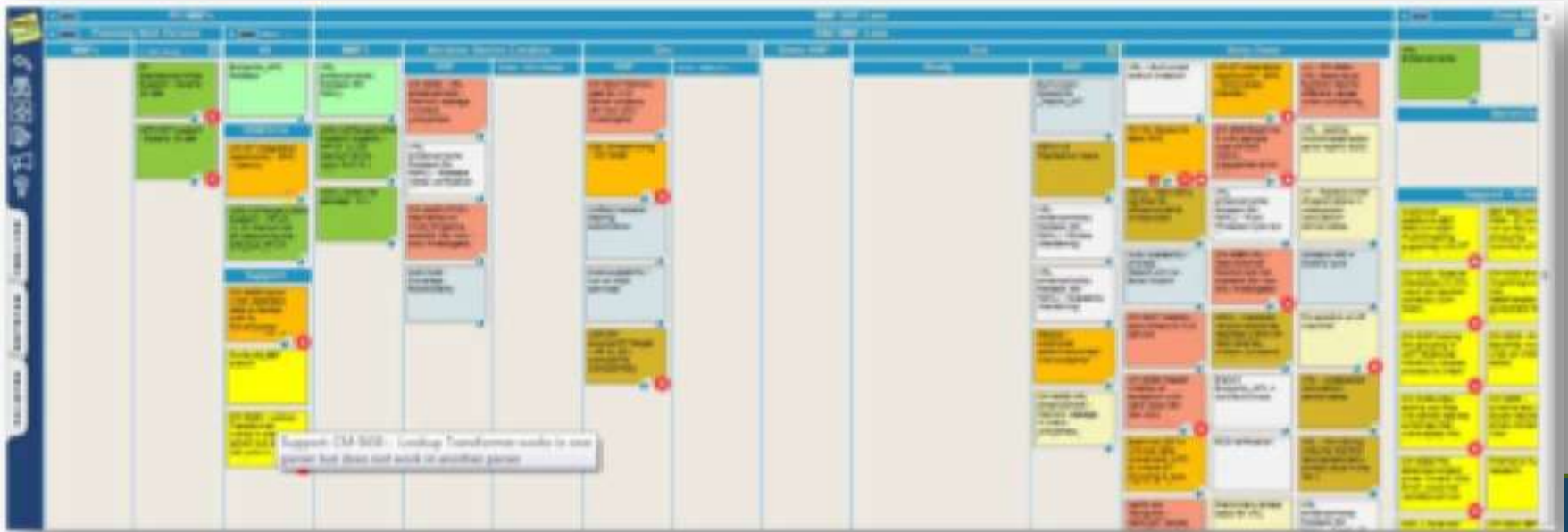
Story hierarchy

-  Iteration story
-  Minimally Marketable Feature (MMF)



Kanban board

- **Story: As a Kanban practitioner, I need to build a Kanban board so that I can manage, visualize, and track my development process**
- **Distributed teams → electronic Kanban board**



Kanban board Design

- **A lane per:**
 - Epic / MMF?
 - Team?
- **One board vs. a release board and a ‘work board’**

MMF lane 1							
Queue	Dev		Demo	Test		Auto-test	Done
	WIP	Done		WIP	Done		
MMF lane 2							
Queue	Dev		Demo	Test		Auto-test	Done
	WIP	Done		WIP	Done		
MMF lane 3							
Queue	Dev		Demo	Test		Auto-test	Done
	WIP	Done		WIP	Done		

PO MMFs		R&D WIP								Done	
Next version	In	MMFs	I. story creation		Dev		Demo		Test	I. Story done	MMF
			WIP	Done	WIP	Done	WIP	Done			
	Stretch										Support

- **Bottom line: different boards for different teams**

Kanban board

As a Learning mechanism

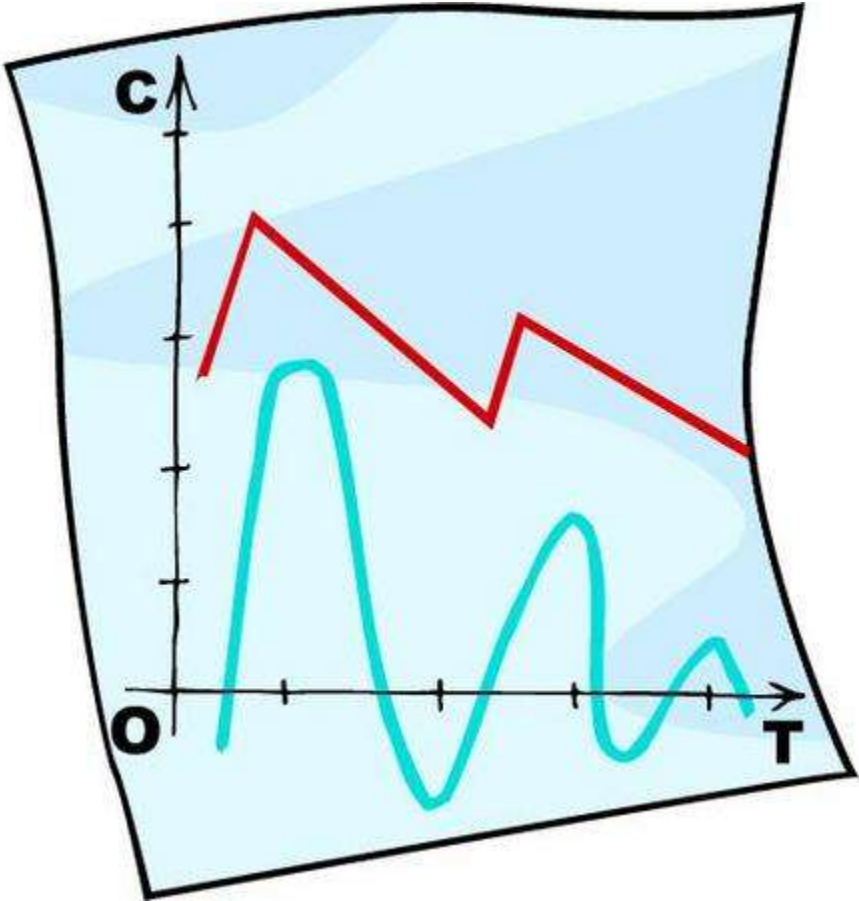
- The Kanban board visualizes the process
- Learning → changes to the process → changes to the board

Main release									
Backlog		Create MMF		Implementation		System test		Documentation	
Stretch	In	WIP	ready	WIP	Done	WIP	Done	WIP	Done



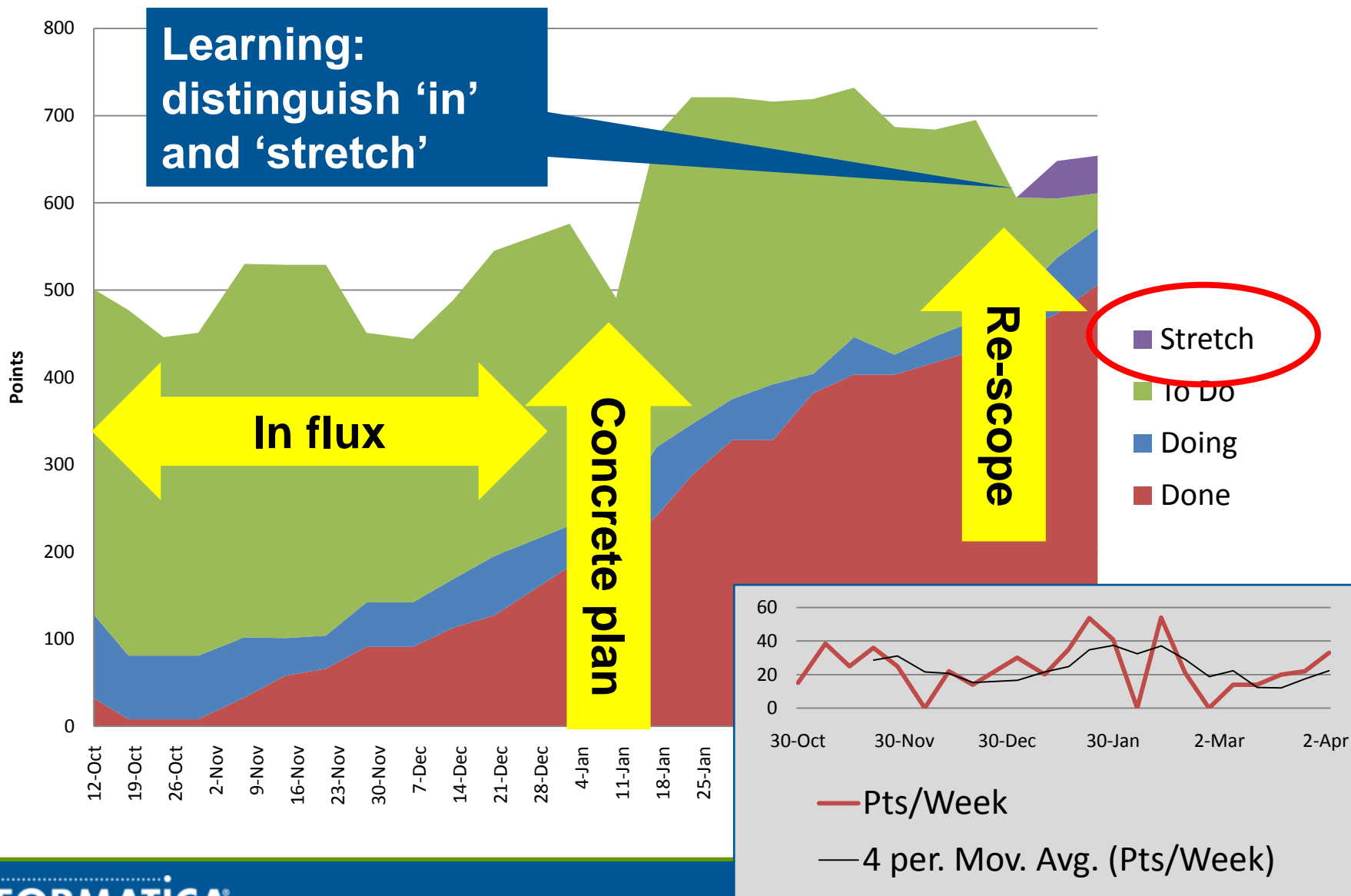
Main release											
Backlog		Create MMF		Prepare stories		Implementation		System test		Documentation	
Stretch	In	WIP	ready	WIP	Ready	WIP	Done	WIP	Done	WIP	Done

Data



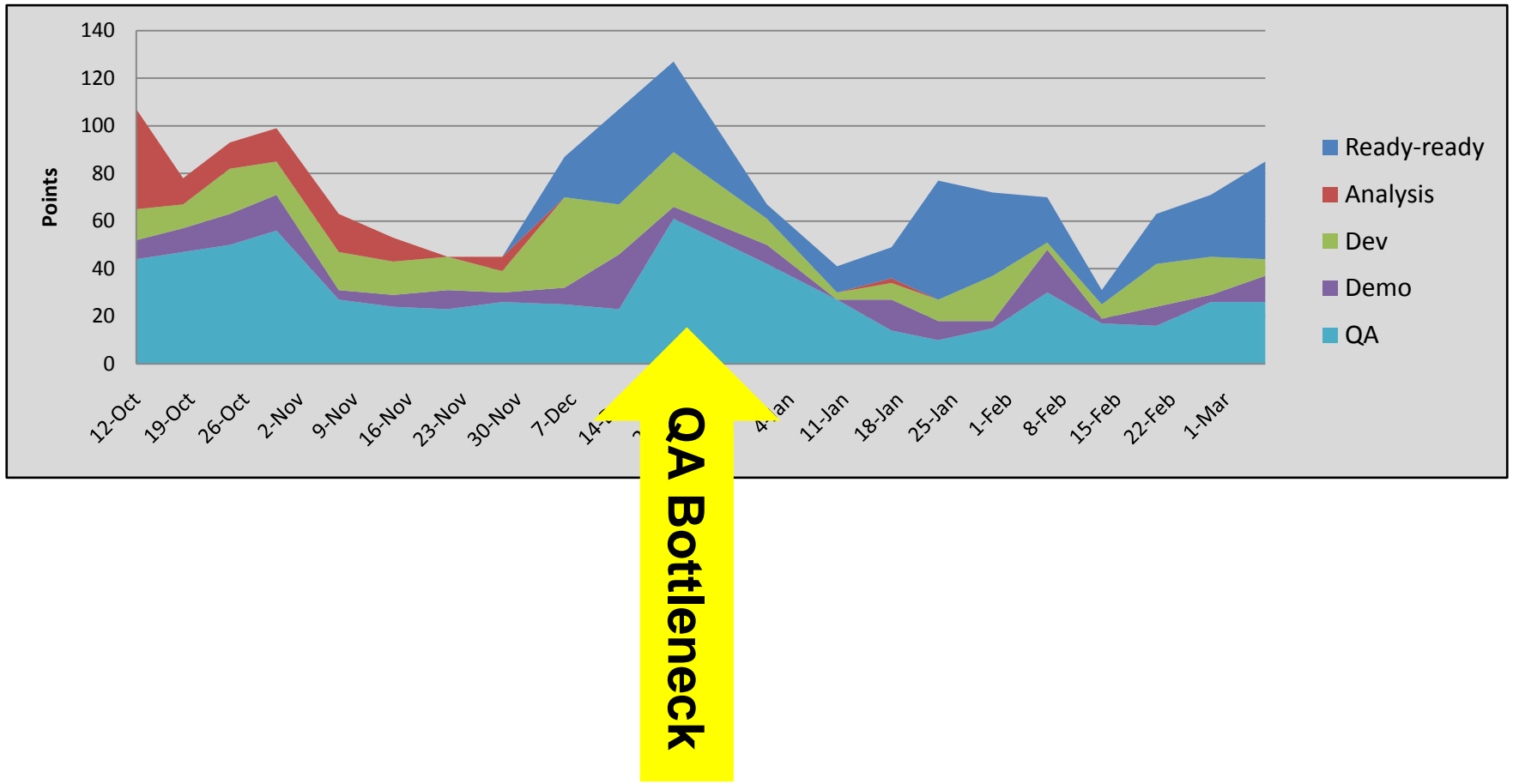
Data

Cumulative flow diagram, velocity



Data

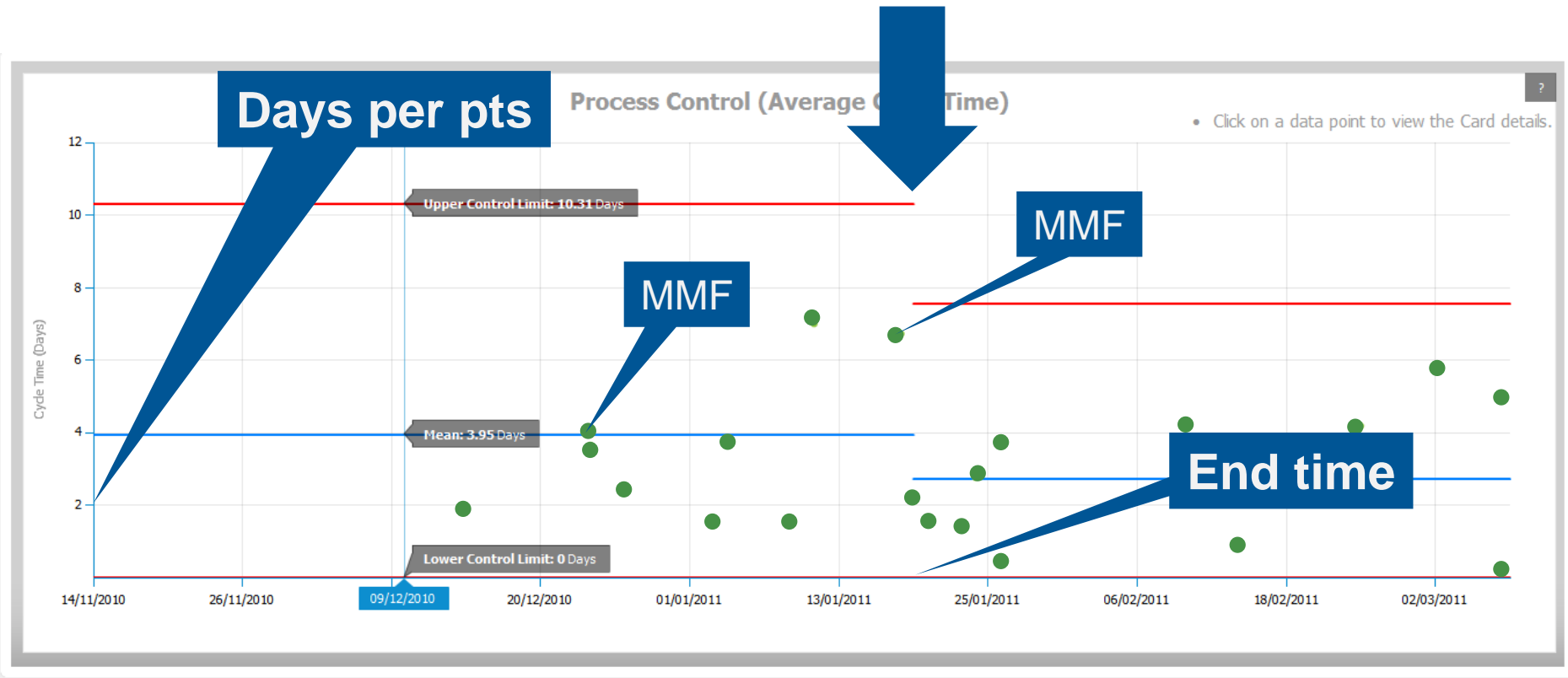
Work in progress



Data

Process control chart

- Indicates predictability
- Learning: identify *last mile MMFs / epics*

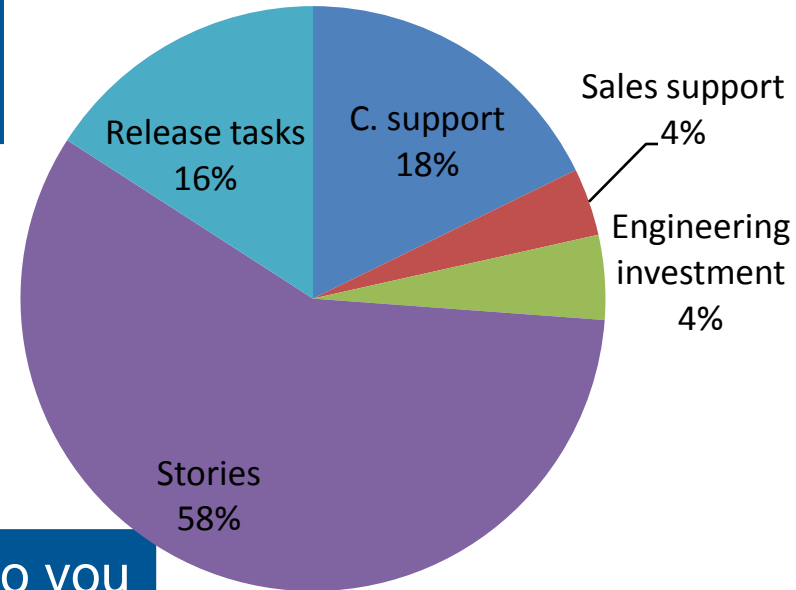


Data

Investment over the last 6 months

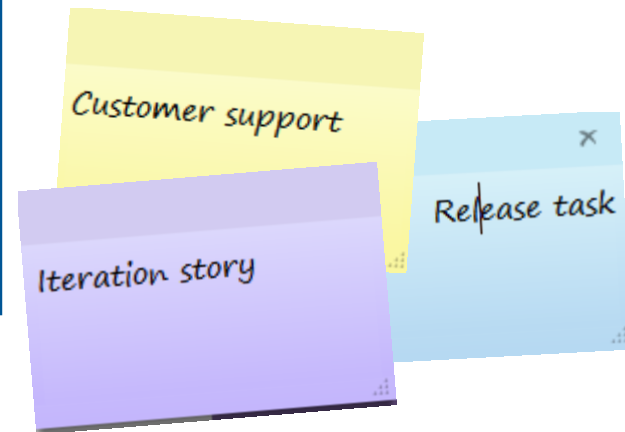


Chris (team member):
why do we have to do
support all the time?



Tony (boss): why do you
have to whine all the
time?

Show me some real
data!



Teams



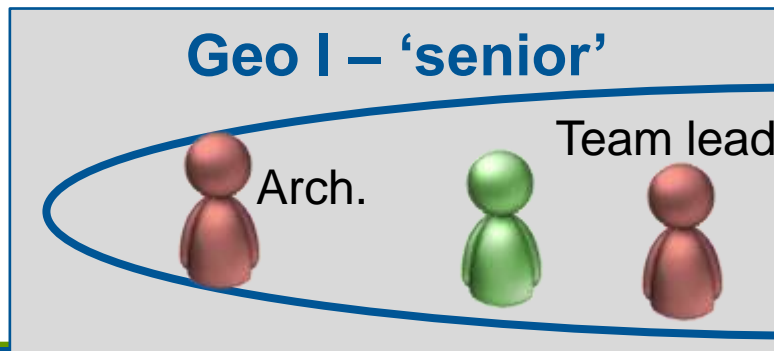
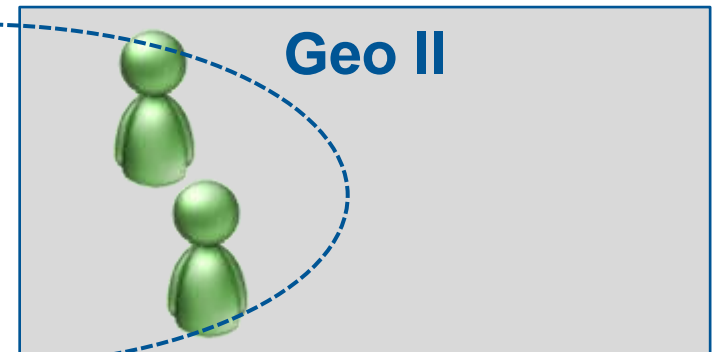
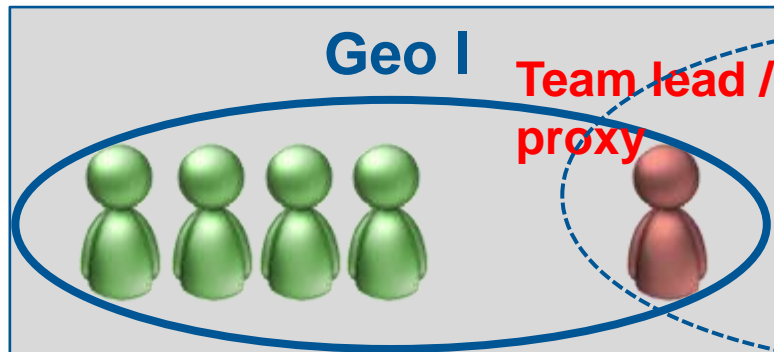
Teams

Cross-geo

- ~~**We started with distributed feature teams**~~
 - ~~Cross-geo, over-the-phone daily meetings~~
- **It just didn't work**
 - The daily is perceived as one of the main rituals of agile
 - Bad daily → negative impact on the perception of agile in the team

Teams

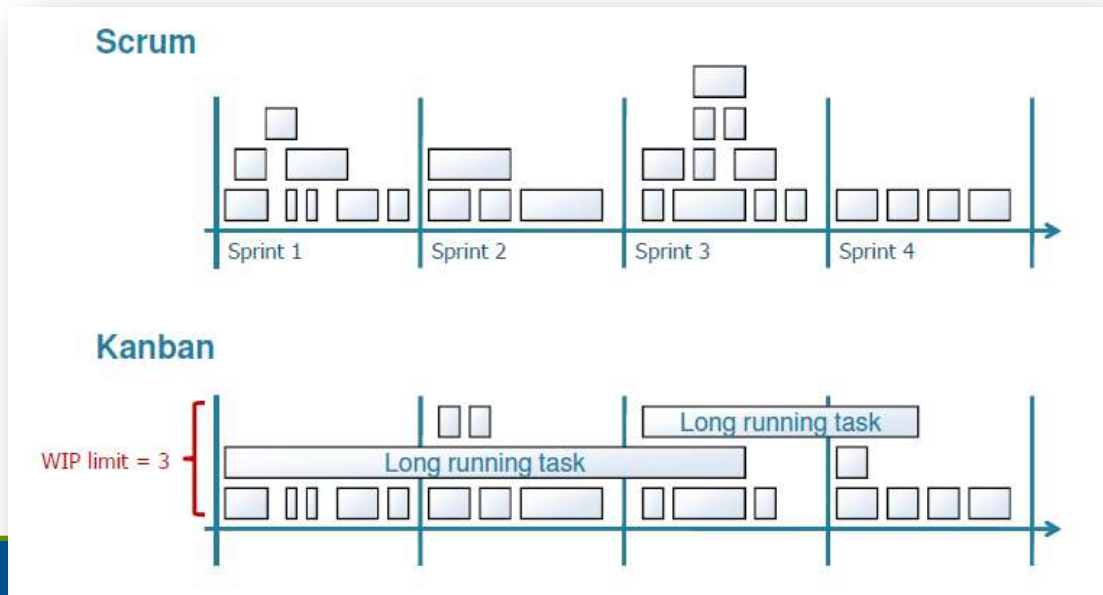
Cross-geo: workable models



Teams

Creating a sense of urgency

- **Kanban → continuous flow**
 - No iterations
 - No deadlines (other than release deadlines)
- **Challenge: creating a sense of urgency and commitment in the teams**
- **Our approach**
 - Weekly team commitment (scrum like)



Three lessons

- 1. Kanban board: it's very important;
Start first, shape it later**
- 2. Don't drop iterations (and deadlines)**
- 3. Data, data, data**

One more thing ...

FedEx day

- **An opportunity for *everybody* to propose new initiatives and ideas**
 - Source: Atlassian
- **Anything that brings value**
- **Same day delivery**
 - Preferred mode: prototype
- **Fun**



Questions?

- **Either now or catch me over lunch**

