Assessing the Adoption of Large Scale Agile in an Industrial Setting

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Chair of Software Engineering for Business Information Systems (sebis)
Faculty of Informatics
Technische Universität München
wwwmatthes.in.tum.de

Agenda

Motivation
- Problem
- Relevant Literature

Scope
- Research Questions
- Research Approach
- Current Progress
- Goal of the Thesis

Partner Overview

Expected Outcome

Timeline

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Problem

Agile is proven to be working for small teams

There exist industrial challenges that require agile to be scaled

Initial scaling approaches degrade development flexibility, increase dependencies between development teams which conflicts with the core agile development values [1]

Before adopting a framework, a uniform model for identifying the current state is essential [2]

There is lack of research on how frameworks are adopted in practice [3]

1 Research Partner (2018): Scaled Agility Whitepaper

2 Turetken et al. (2016): Assessing the adoption level of scaled agile development: a maturity model for Scaled Agile Framework

3 Paasivaara (2017): Adopting SAFe to Scale Agile on a Globally Distributed Organization

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Relevant Literature

- Turetken et al. (2016): Assessing the adoption level of scaled agile development: a maturity model for Scaled Agile Framework
- Paasivaara (2017): Adopting SAFe to Scale Agile on a Globally Distributed Organization
- Laanti (2017): Agile Transformation Model for Large Software Development Organizations
- Stojanov, Turetken, (2015): A Maturity Model for Scaling Agile Development

+ Partner whitepapers, concept papers are also valuable assets as they are giving clear picture of the organizations understanding of agile and their culture.

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Research Questions

RQ1: What are important categories for assessing the success level of scaled agility adoption?

RQ2: How to design a maturity model that can be used as a guideline by large organizations to adopt scaled agility and assess the success level of their scaled agility adoptions?

RQ3: What are the characteristics of mature and successful scaled agility adoptions at the conglomerate?

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Research Approach

Case Study

- Literature review regarding scaled agile and maturity models
- A questionnaire with certain categories
- Identified dimensions for a maturity model
- Refined questions for the second round of interviews with a directed focus on the dimensions

Maturity Model: A maturity model is a conceptual framework that comprises a collection of best practices that help organizations to improve their processes in a particular area of interest [4]

4 SEI, Carnegie Mellon University (2010): CMMI for Development (CMMI-DEV)

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Current Progress

- Partner-side infrastructural setup
  - Jira & Confluence setup for backlog and information management
- Translation of existing Question Catalog
- Adapting the questionnaire for the 1st round of interviews
- Continuous literature review
- Weekly status meetings
- 3 interviews are already scheduled

August	August	Sept
22	30	6

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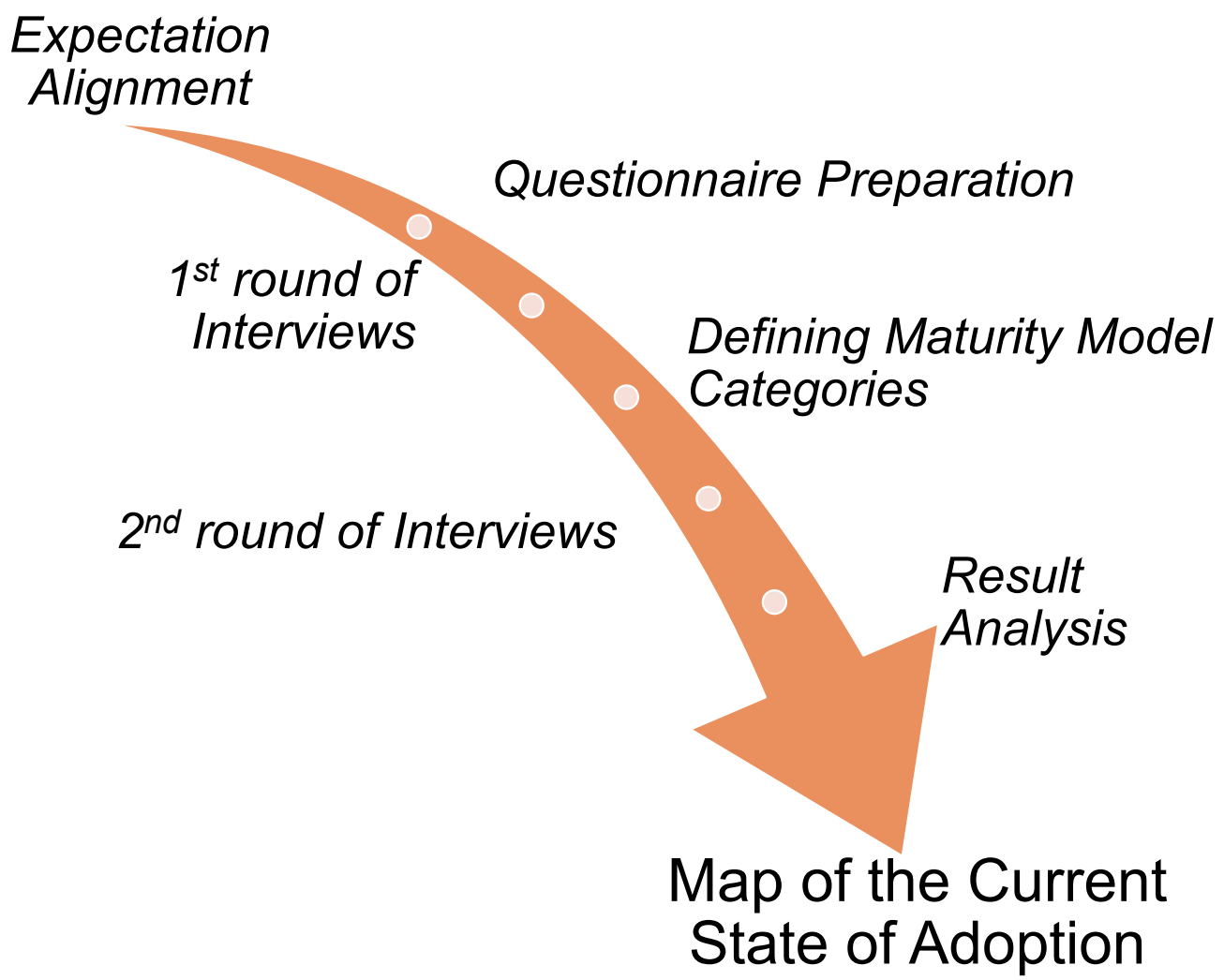
Goal of the Thesis



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Partner Overview

- DAX30 Company
- Multiple business units have already adopted scaled agility
- Scaled agility adoption levels differ from unit to unit
- Business units serve in different industries

- Need for identifying the reasons behind adoption level differences
- Establishing a baseline is highly relevant
    - Identifying current status of multiple units
    - Having shared vocabulary
    - Inspecting anti-patterns
    - Realizing patterns

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Expected Outcome

Timeline

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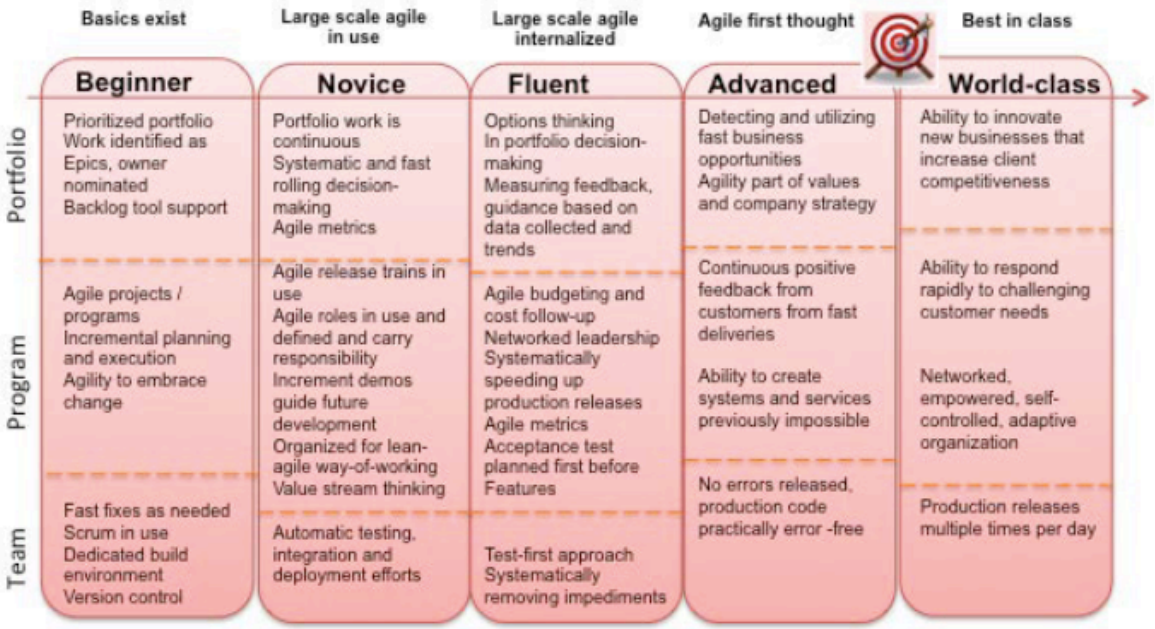

Figure 1: Agile Transformation Model [5]

Level 5 Encompassing	L5P3 (L)	L5P5* (L)	L5P7 (L)	L5P2* (P)	L5P4 (P)	L5P6 (P)	L5P8* (P)	L5P9 (P)	L5P1 (N)									
Level 4 Adaptive	L4P2 (L)	L4P5 (L)	L4P6* (L)	L4P7* (L)	L4P8* (L)	L4P9 (L)	L4P10 (L)	L4P1 (P)	L4P3* (P)	L4P4 (P)	L4P11 (N)							
Level 3 Effective	L3P7* (F)	L3P1* (L)	L3P5* (L)	L3P15 (L)	L3P2 (P)	L3P3 (P)	L3P4* (P)	L3P8* (P)	L3P9 (P)	L3P10 (P)	L3P11* (P)	L3P12 (P)	L3P13 (P)	L3P14 (P)	L3P17* (P)	L3P18* (P)	L3P6* (N)	L3P16* (N)
Level 2 Evolutionary	L2P6* (F)	L2P8* (F)	L2P9 (F)	L2P4 (L)	L2P11 (L)	L2P1 (P)	L2P3* (P)	L2P5** (P)	L2P10* (P)	L2P12 (P)	L2P13** (P)	L2P14 (P)	L2P2* (N)	L2P7* (N)				
Level 1 Collaborative	L1P4 (F)	L1P6 (F)	L1P9** (F)	L1P10 (F)	L1P3 (L)	L1P5 (L)	L1P8* (L)	L1P1 (P)	L1P7 (P)	L1P2 (N)								

** SAFe practices that scale to enterprise level and that have been introduced with the Delphi study (pure SAFE Practices)*
*** SAMI practices that were changed and adopted*

	(F) → Fully achieved	**(L) → Largely achieved**	**(P) → Partially Achieved**	**(N) → Not Achieved**	***Total # of practices***
Original SAMI practices	11%	31%	49%	9%	35
*(Pure) SAFe Practices**	13%	29%	42%	17%	24
*Adopted SAMI practices***	33%	0%	67%	0%	3
Total	***13%***	***29%***	***47%***	***11%***	**62**

Figure 2: SAFe Maturity Model [6]

- Assessment of different categories are not represented
- Framework specific

- "We were able to involve only two members of the company"
- Framework specific

5 Laanti (2017): Agile Transformation Model for Large Software Development Organizations

6 Stojanov, Turetken, (2015): A Maturity Model for Scaling Agile Development)

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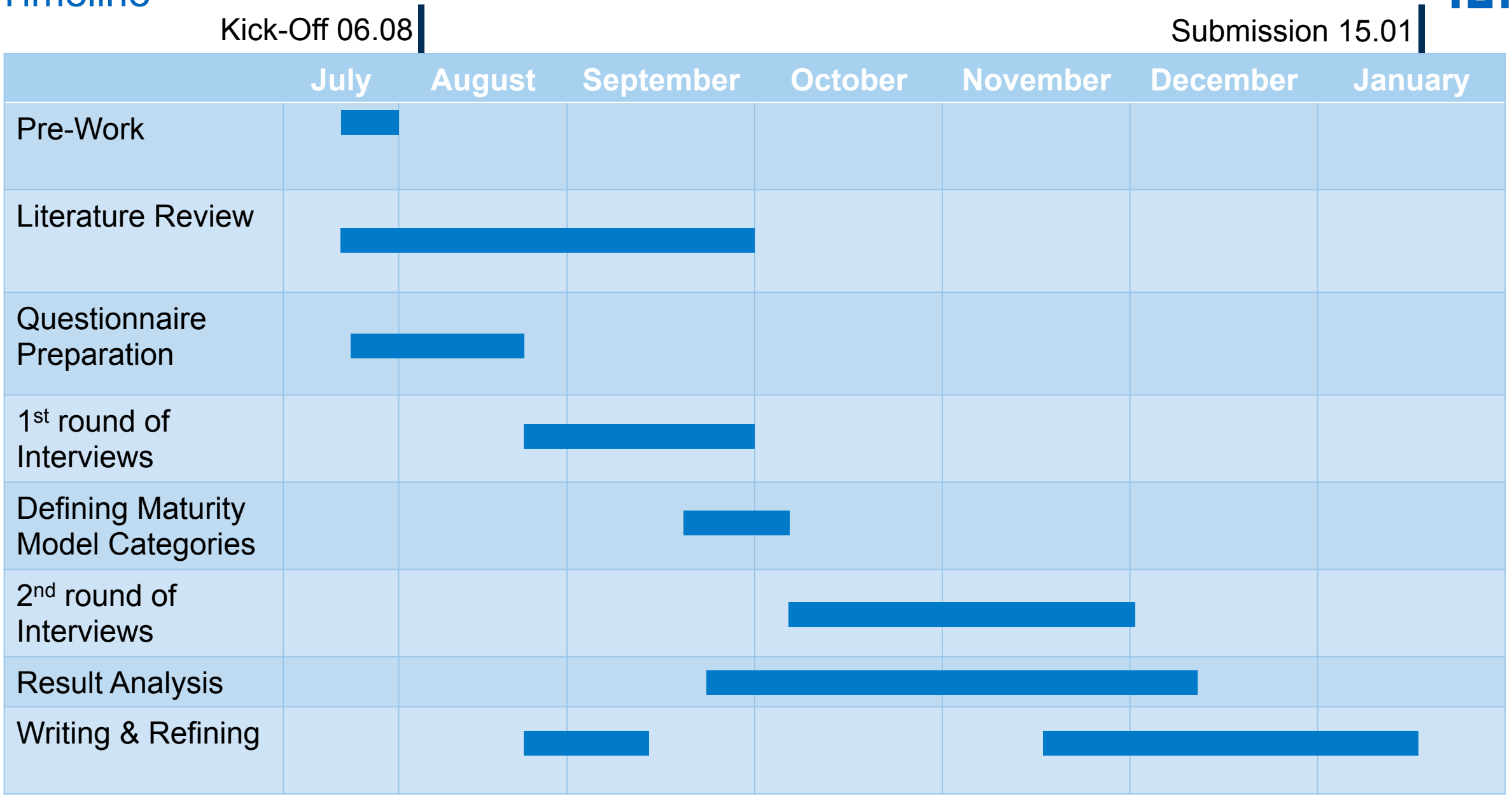

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Timeline

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