



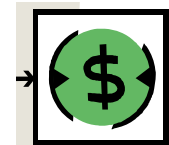
Operations and Development in the best of worlds

How Agile can support ITIL

”To deliver what you’re told may be a good thing,
but to deliver what is needed is better.”

mPeira

- We help you become more effective and efficient, including having more fun at work
- To do this we
 - focus on the practically usable
- Through
 - training, consultancy, resourcing
- Our delivery is really about:
 - a measureable effect (a goal fulfilled)
- Our tools are
 - Practical knowledge of industry best practice



Terms and acronyms we work with ...

Agile Lean ITIL

business benefit requirements management

KPI ROI business case

EA efficiency release

architecture UML modelling SOA

ISO 20 000 workshop automisation XML

user stories SCRUM application management

IT management and more ... DSDM/Atern

CMMI testing XP MoSCoW

PMI PMP

process

Current deliverables

- Book
- Conference talks
- The agile enterprise
- Agile certification
- Scrum, Lean and much more Agile
- ITIL training
- Consulting, coaching

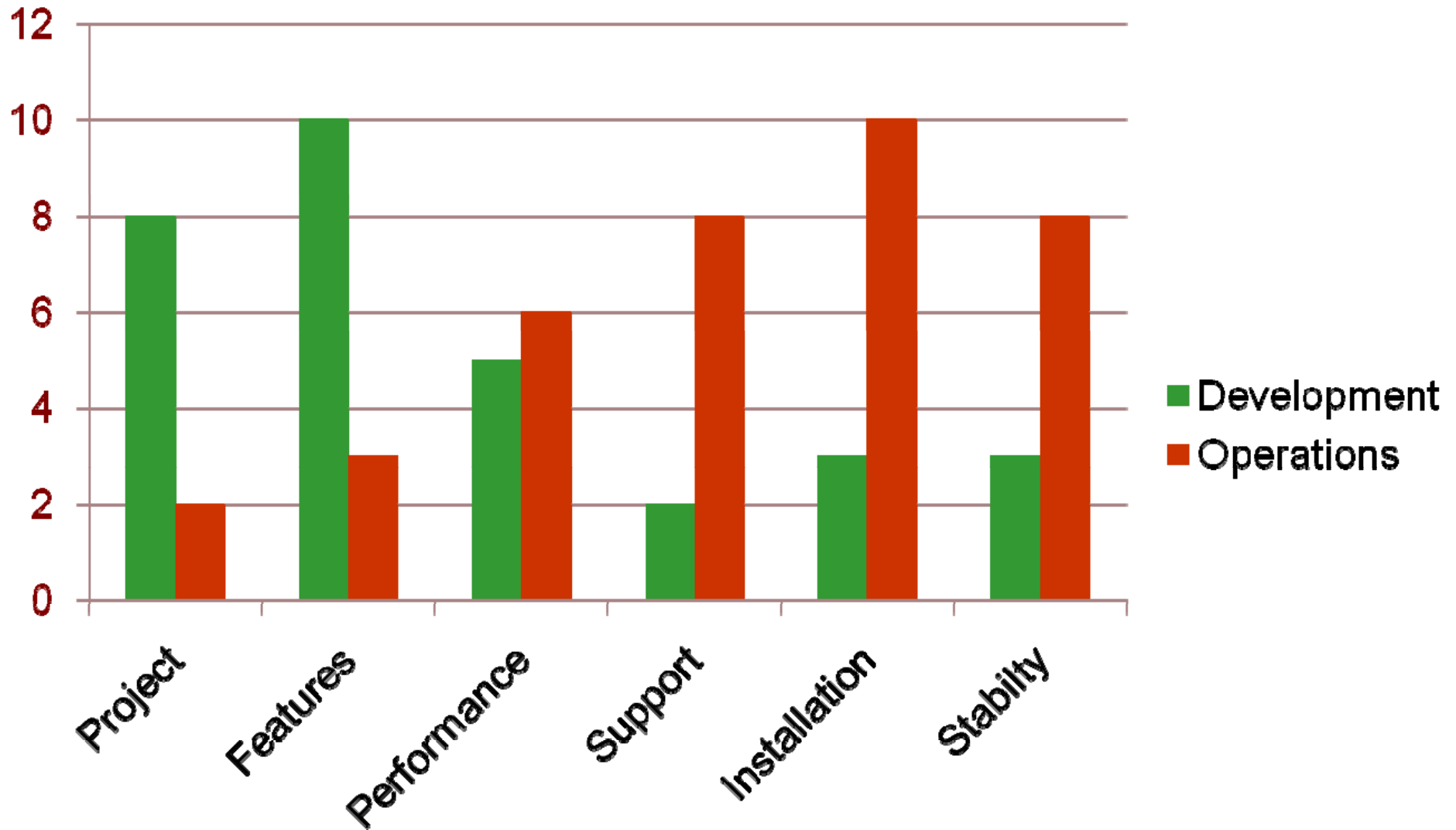
Events:
www.mpeira.se

Check our agile blog out at:
www.magile.org/pmblog

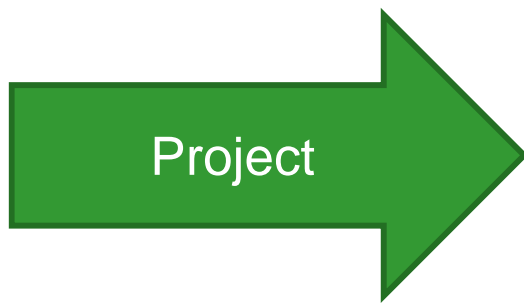
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Writing books and sharing our Scrum-agile experience:
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Orginsational focus



A possible problem



Agile from 10 000 meters



The need for agility

Current status (??)

- Projects do not deliver on time
- Customers change their minds
- Increasing complexity
- More and more projects are done for the first time
- Cost overruns
- Simple things seem to take too long
- ... but
- sometimes for some projects it seems to work very well

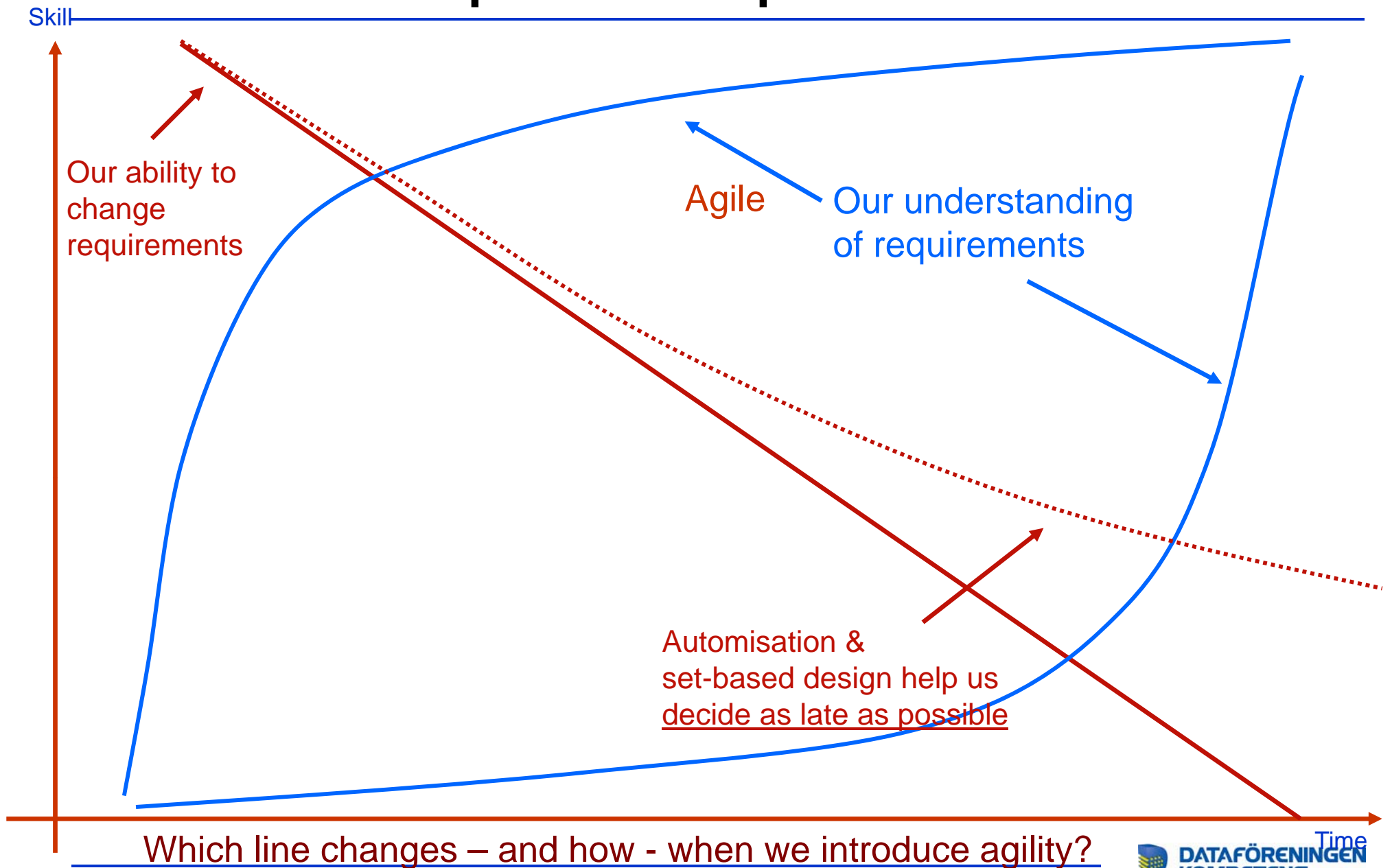
Challenges - STANDISH 1994

1. Lack of User Input	12.8%	✓
2. Incomplete requirements	12.3%	✓
3. Changing Requirements	11.8%	✓
4. Lack of Executive Support	7.5%	✓
5. Technology Incompetence	7.0%	
6. Lack of Resources	6.4%	✓
7. Unrealistic Expectations	5.9%	✓
8. Unclear Objectives	5.3%	✓
9. Unrealistic Time Frames	4.3%	✓
10. New Technology	3.7%	
Other	23.0%	

About communication & requirements

Agile addresses > 70 %

The financial problem ...



Agile core values

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- **Individuals and interactions** over processes and tools
- **Working software** over comprehensive documentation
- **Customer collaboration** over contract negotiation
- **Responding to change** over following a plan

Kent Beck

Mike Beedle

Arie van Bennekum

Alistair Cockburn

Ward Cunningham

Martin Fowler

James Grenning

Jim Highsmith

Andrew Hunt

Ron Jeffries

Jon Kern

Brian Marick

Robert C. Martin

Steve Mellor

Ken Schwaber

Jeff Sutherland

Dave Thomas



The power of prototyping, it's nothing new

- Deliver the highest value early on.
- But do not neglect the bigger picture.
- Design can emerge while still delivering value to your customer.



Principle: Empowerment

- The team is empowered to make decisions
- The best architectures, requirements, and designs emerge from self-organizing teams
- Agile best practices
 - The team NEVER waits for decisions
 - The customers & users involved have FULL authority to make decisions on behalf of the business (NOW)
 - The team informs the steering group which decisions have been made rather than asking for decisions (within a pre-defined scope)



Anti-thesis

What we do not:

- Write detailed specifications early
- Produce detailed plans that cover a long time period
- Perform product test & verification afterwards
- Ask for permission
- Produce and send documents to people and expect that to be communication
- Sit in different cubicles in different buildings
- Do stuff tomorrow or next week

References

- www.agilemanifesto.org - Values and principles
- www.agilealliance.org - Agile Alliance
- www.dsdm.org - Atern
- www.extremeprogramming.org - XP
- www.jimhighsmith.com - Agile Project Management
- alistair.cockburn.us - Crystal
- www.controlchaos.com - Scrum
- www.poppendieck.com - Lean Software Development
- www.leanconstruction.org - Lean design
- www.santafe.edu - Complex Adaptive
- theagileexecutive.com - Agile roll out
- www.agilejournal.com - Agile community
- agilecookbook.com - Agile wiki
- www.scrumalliance.org - Scrum home page

The meeting point



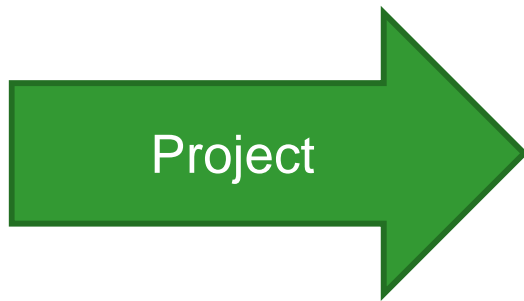
Development



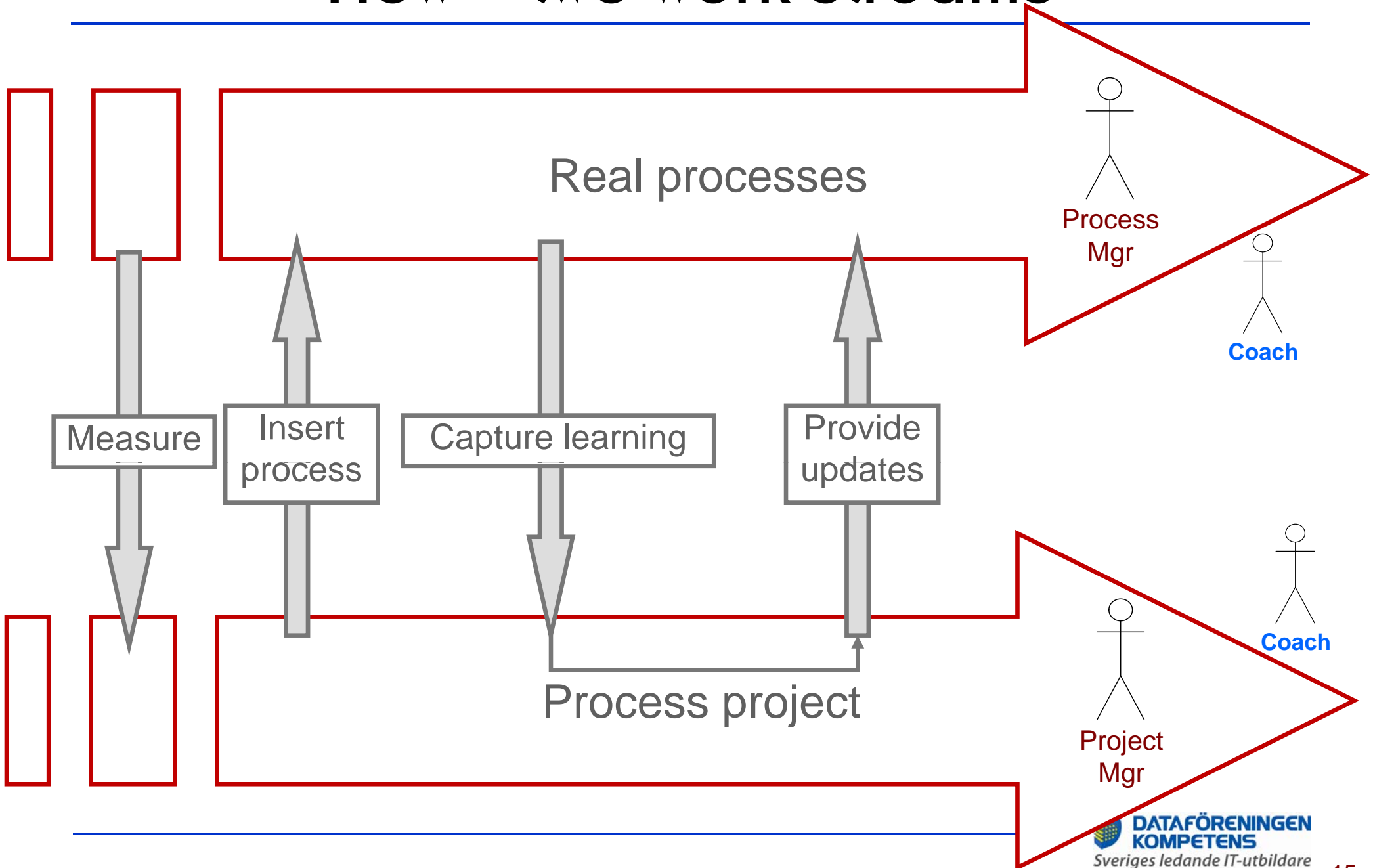
Product



Operations



How – two work streams



What ITIL can get from Agile done right

- Testability in minutes
 - due to automatic builds.
- Automatic regression tests,
 - due to automatic tests created already during development.
- Installation in zero time
 - due to automatic installation.
- Emergency patches without risk
 - due to automatic build + installation + test + installation
- Reduced risks in change projects
 - due to agile principles, values and tools
- Better service solutions
 - due to strong multi disciplinary involvement.
- Much higher quality of service and process
 - due to the great continuous improvement focus

What you need to do

- Development must do agile right, no cheating!
 - discipline
 - automation
 - real customer involvement
- Operations must participate in development
- Operations must be fast and allow frequent changes to operations
- Operations must focus on automating and stop bureaucratic procedures
- Status accounting need to include development
- CM must be a core development skill
- and ... most important ...
- stop “the them and us” attitude ... we are ONE team !
 - Operations, development, business and whatever ...

mPeira summary advice

- Process change is a fuzzy business
 - All details cannot be defined up front - a step-wise Agile implementation process is necessary.
- Process owner and process manager
 - Both roles are important - make sure they are both there.
- Secure time and resources
 - The pay-off of a good process is great - but it does not come for free.
- Use projects
 - Implement the process through a project using a project manager who uses an Agile model.

Almost the last page

Questions ?

The last page

Thank you and welcome back!

