

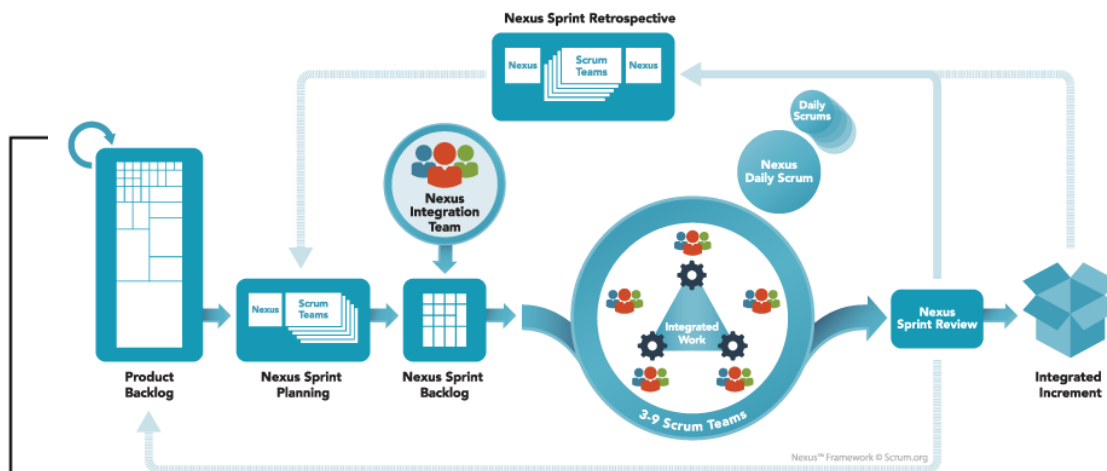
The Need for a Holistic View

Keynote by Cesario Ramos

cesario@agilix.nl

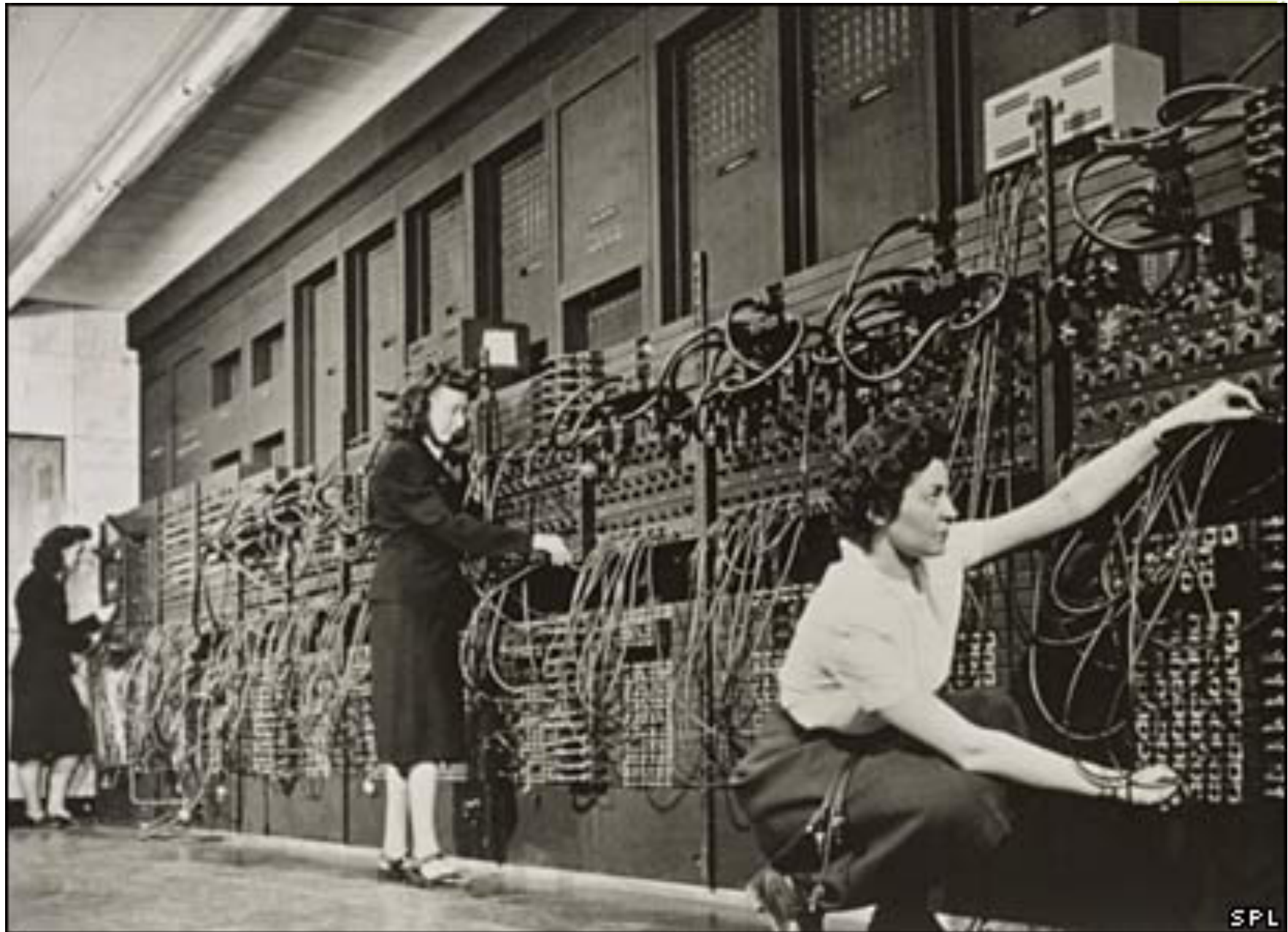
@cesarioramos

Scaled Agile[®] Framework



Topics

- The problems of Scaling Agile.
- What is a scaled Agile organization?
- How can you contribute to it's success?





Madrid, 10th & 11th June 2015

IBM SYSTEM/360

ware

Now one new computer fills all your data processing needs

You can easily increase the size of SYSTEM/360 when your business grows or you want to add new applications.

You don't have to revise most of your programs. You don't have to switch to new input and output devices.

Any program that works on the smallest configuration can work on the largest.

Same goes for the programming systems. The simplest operating system, the simplest language translator or object program can work on any SYSTEM/360.

Same goes for input and output devices. Any printer, tape, storage unit, reader or terminal that works in a small configuration works in a larger one. You choose what you need now. You add new components when you need them.

This is true from the smallest configuration to the largest configuration.

SYSTEM/360 solves today's problems. And it expands to solve tomorrow's problems, too.

It cuts today's costs....and it will also cut tomorrow's. There's never been a system quite like it.



IBM
DATA PROCESSING

Made in U.S.A. 520-0708



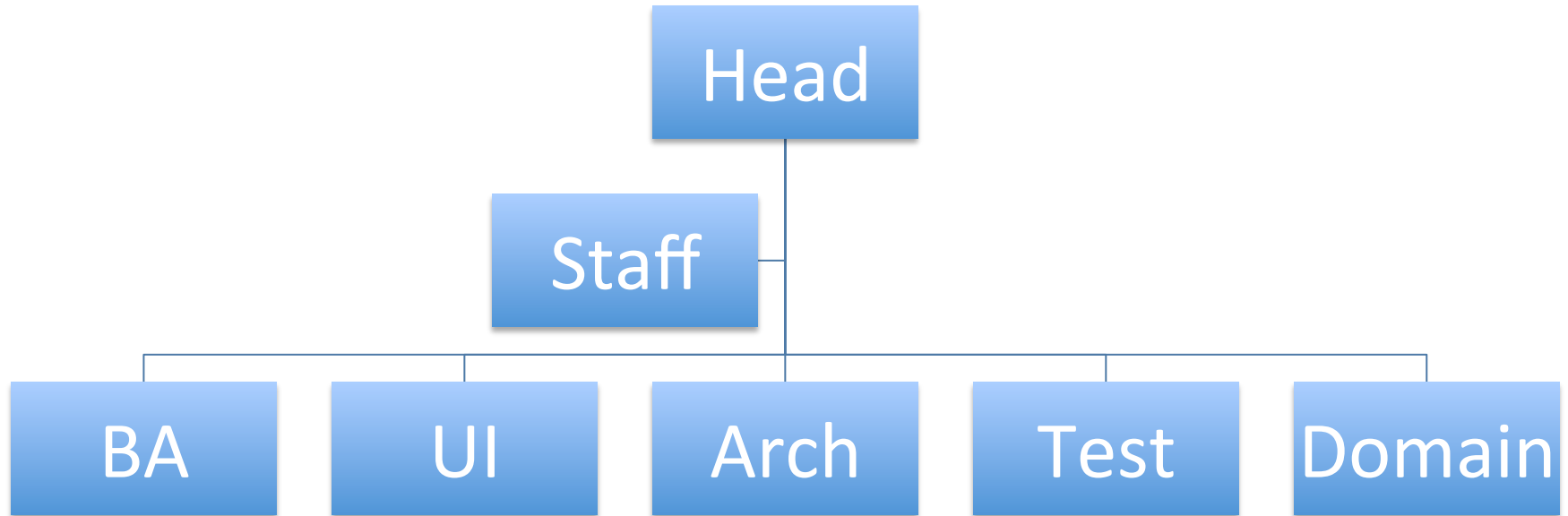
The Major Source of the software crisis is that machines have become several orders of magnitude more powerful.

1972 - E.W. Dijkstra

“We need to discipline the Software Engineering Profession”



Functional Specialisation



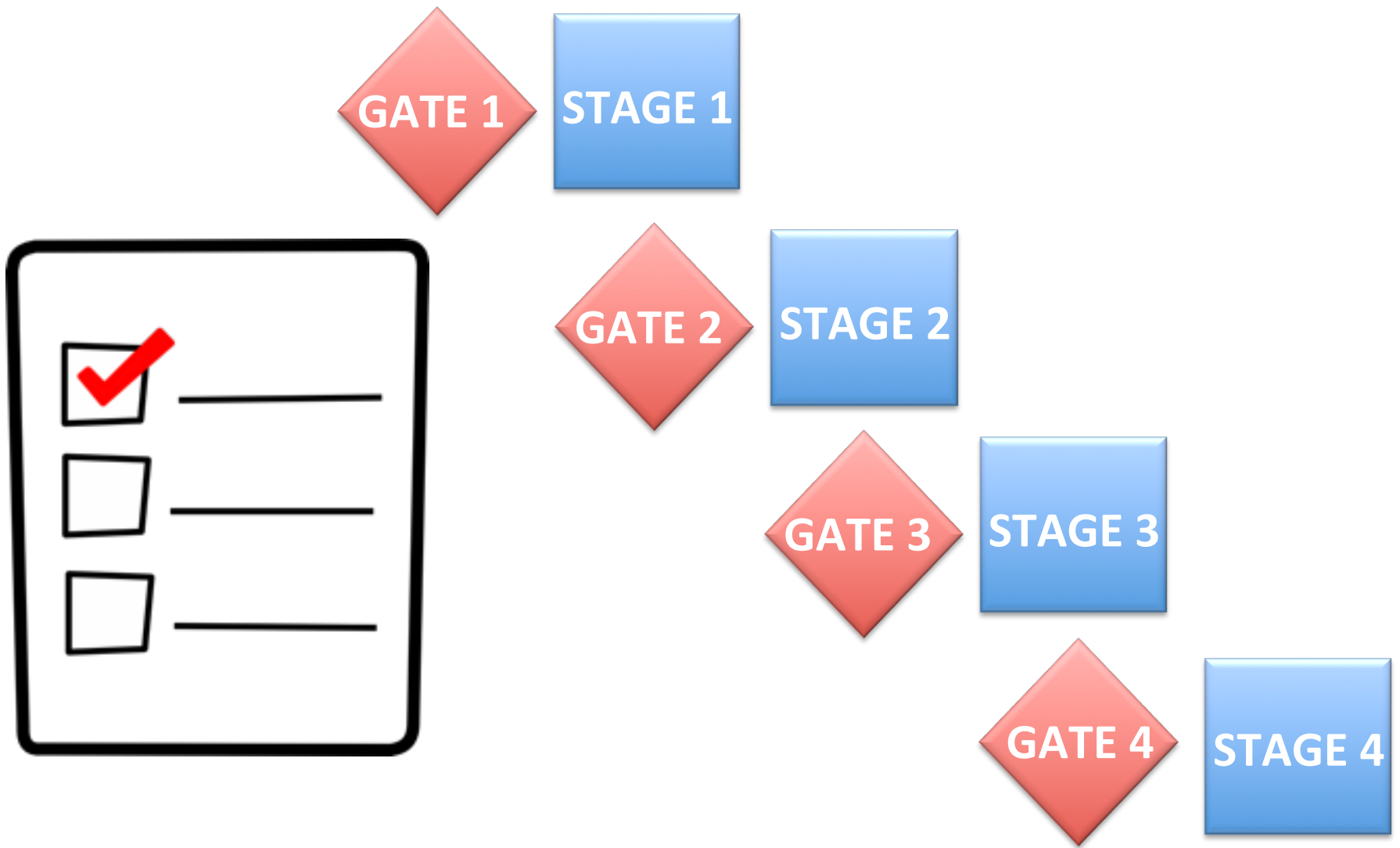


Madrid, 10th & 11th June 2015



**YOU KEEP USING THAT
WORD.**

**I DO NOT THINK IT MEANS
WHAT YOU THINK IT
MEANS.**



Development?

Mechanistic



Sum Of The Parts

Systemic



Product of Interaction

Systemic

- 1. There are many places where making the performance of the part worse will improve the performance of the whole.**
- 2. Performance of a system depends on how the parts interact, never on how the parts act separately.**



Proff. R. Ackhoff

Test Separation

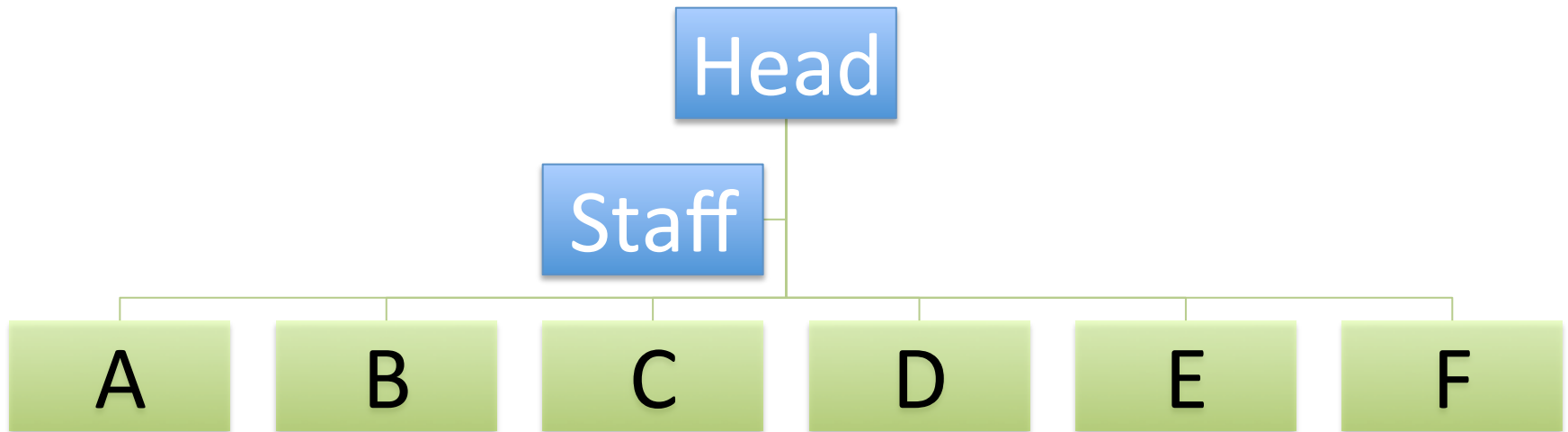
Testing should be done by a **party** who is
somewhat independent of the system and project.

System testing should be done by an
independent department.

Frederick J. Meyers

Maturity GOAL: Establish a Test Organization

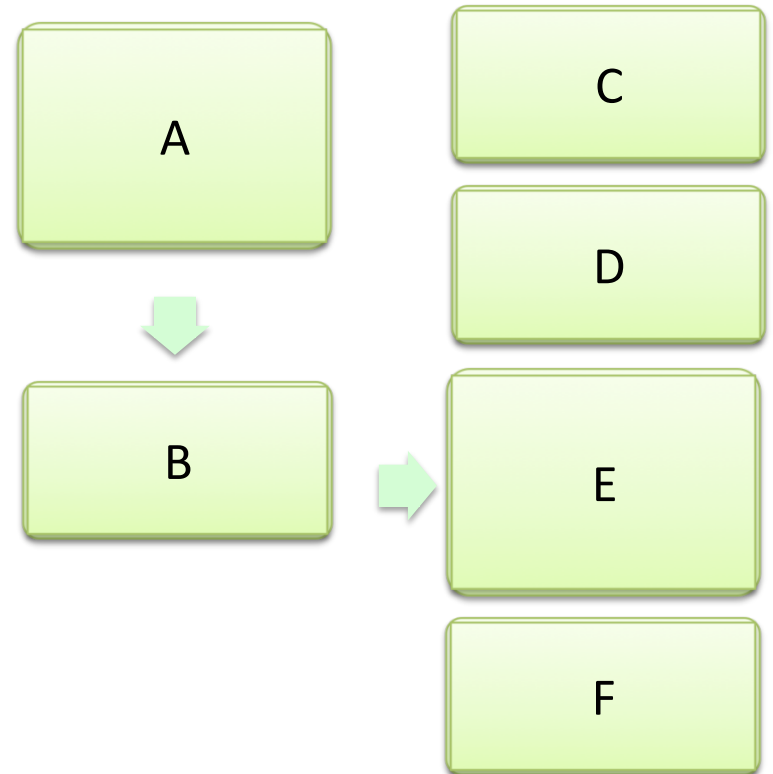
Component Specialisation



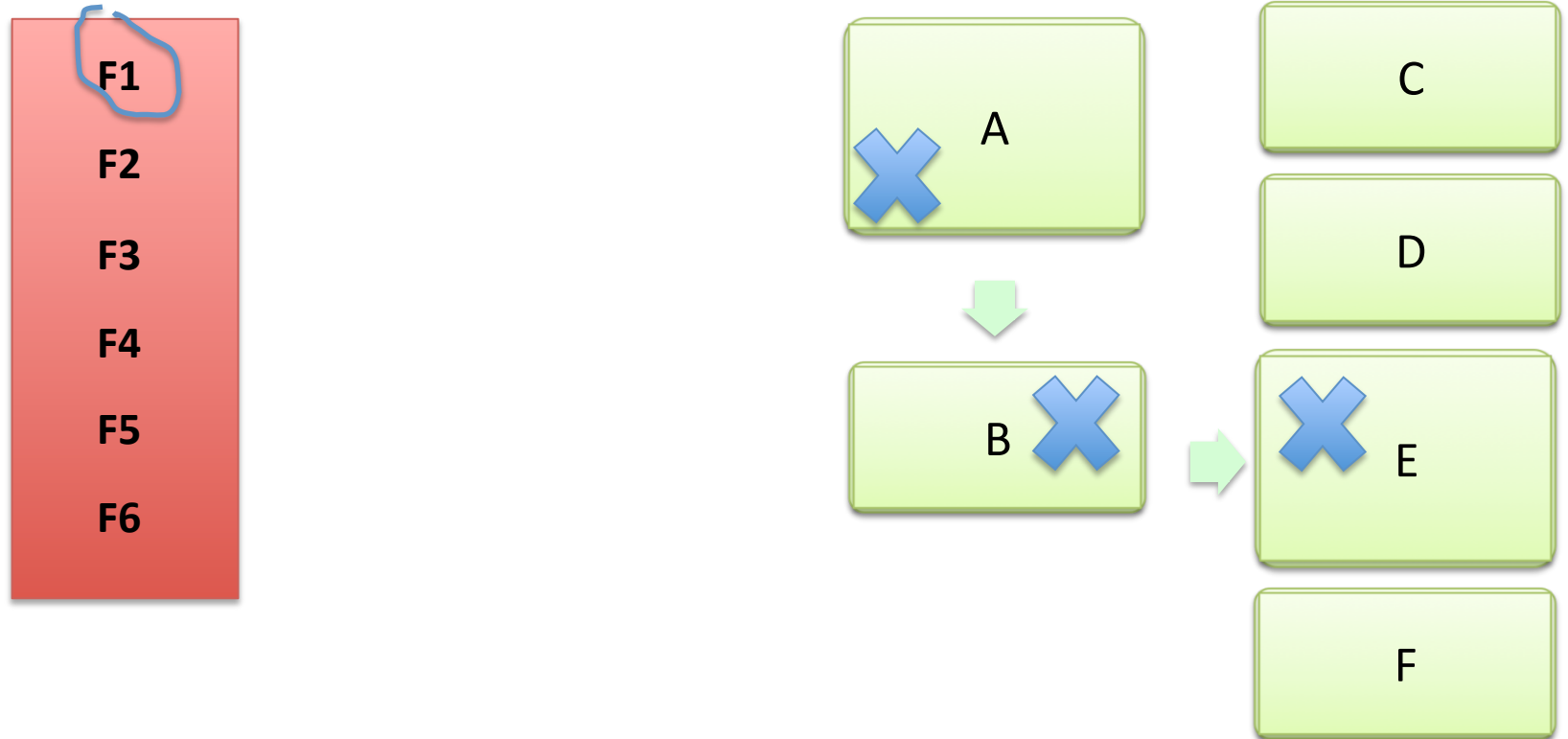
Component Teams



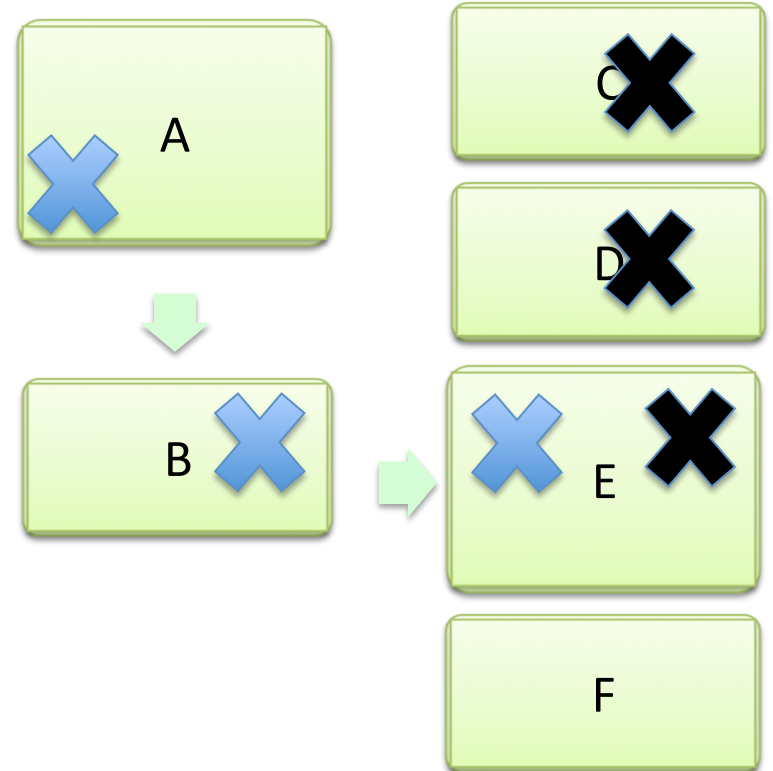
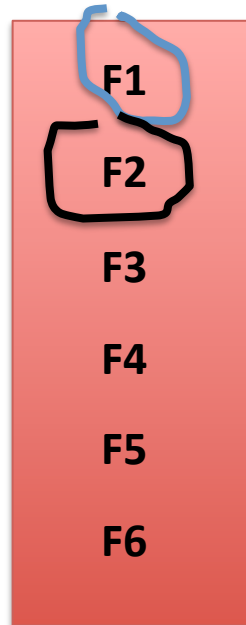
Feature Backlog



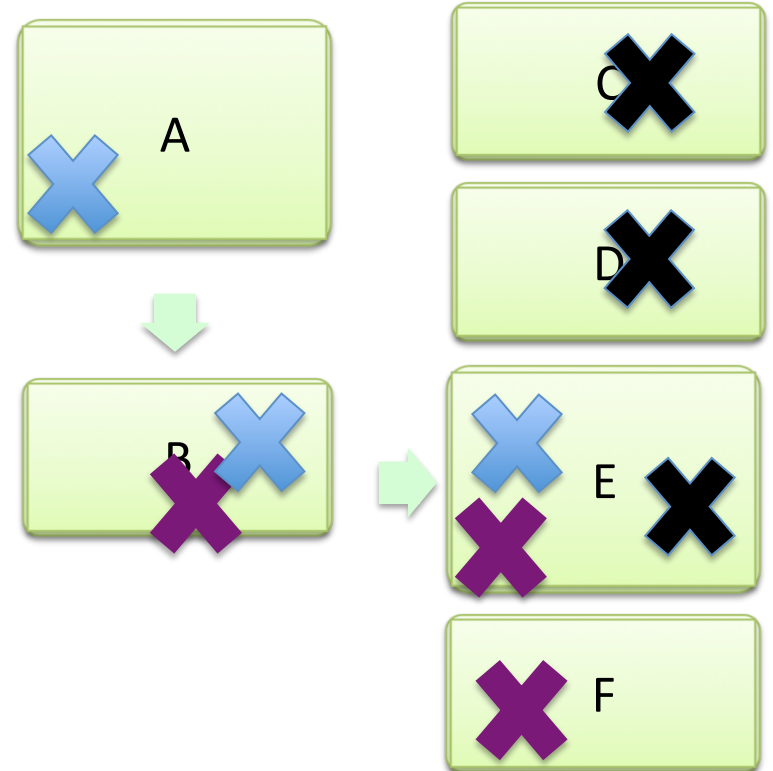
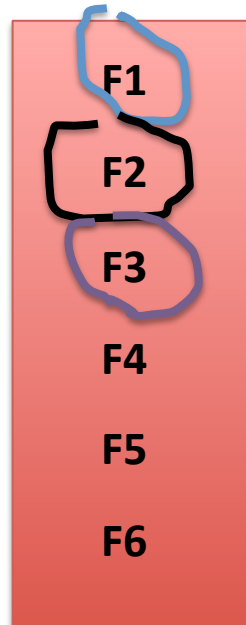
Component Optimization



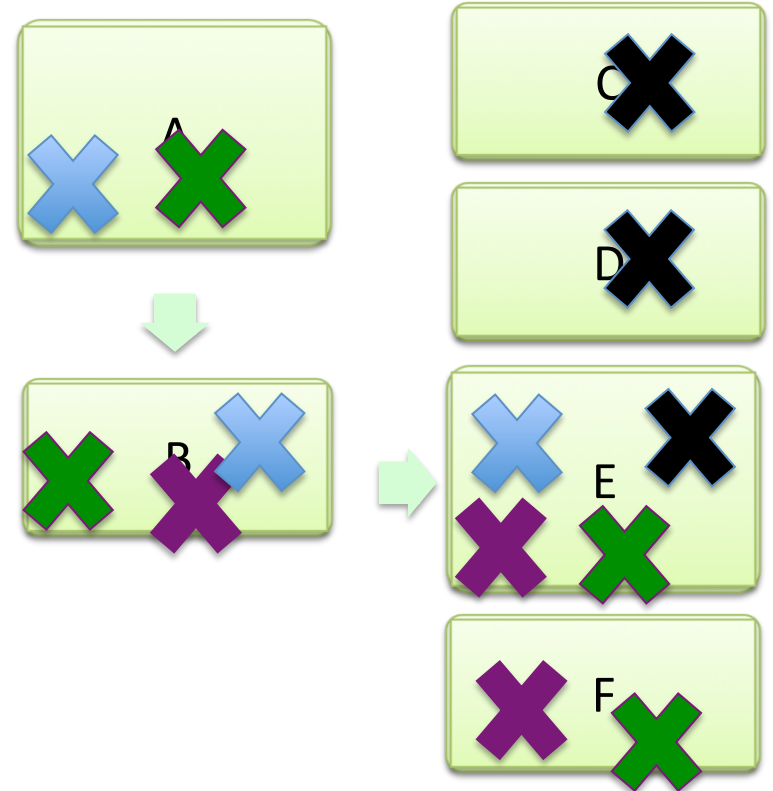
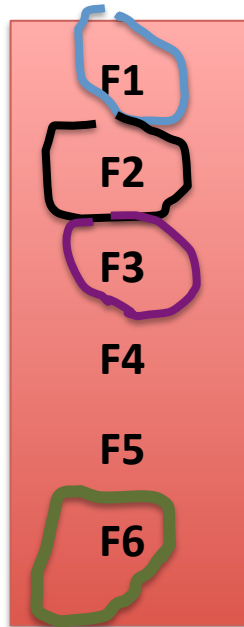
Component Optimization



Component Optimization



Component Optimization



Component Optimization

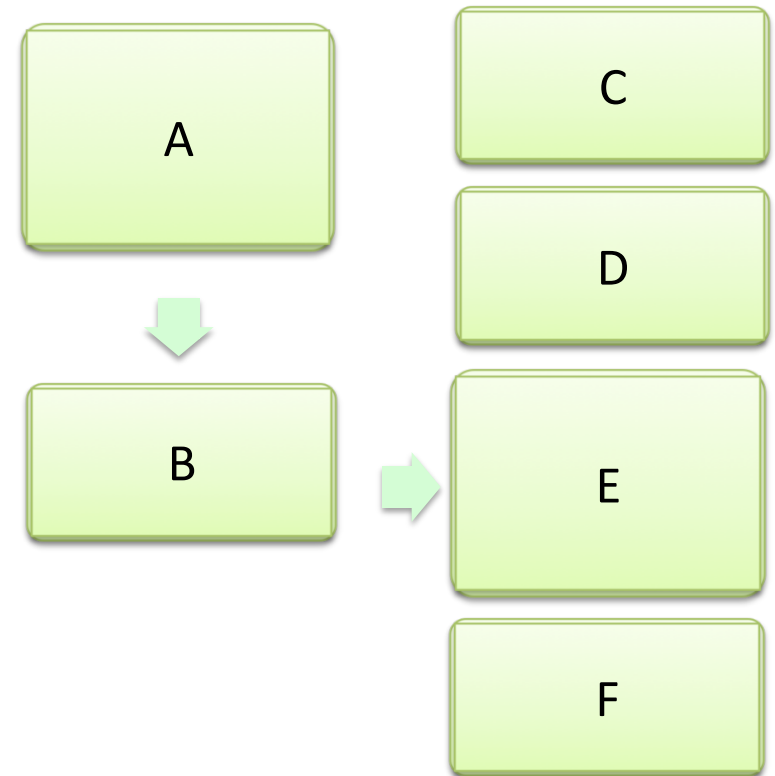
Who does testing?

Who does analysis?

Who does architecture?

Who does coordination?

How do you measure progress?





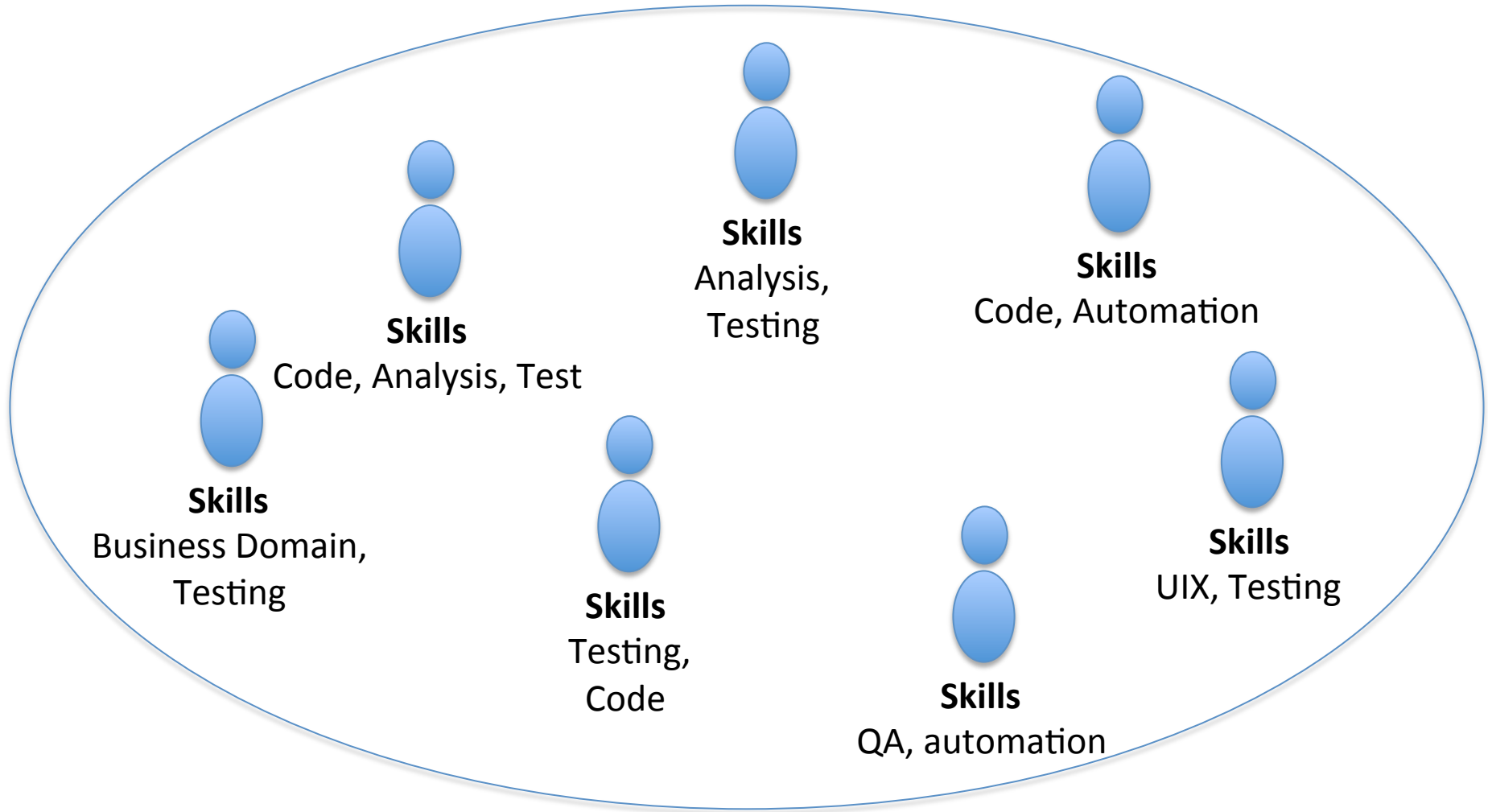
WE GOT IT TO WORK FOR ONE TEAM...



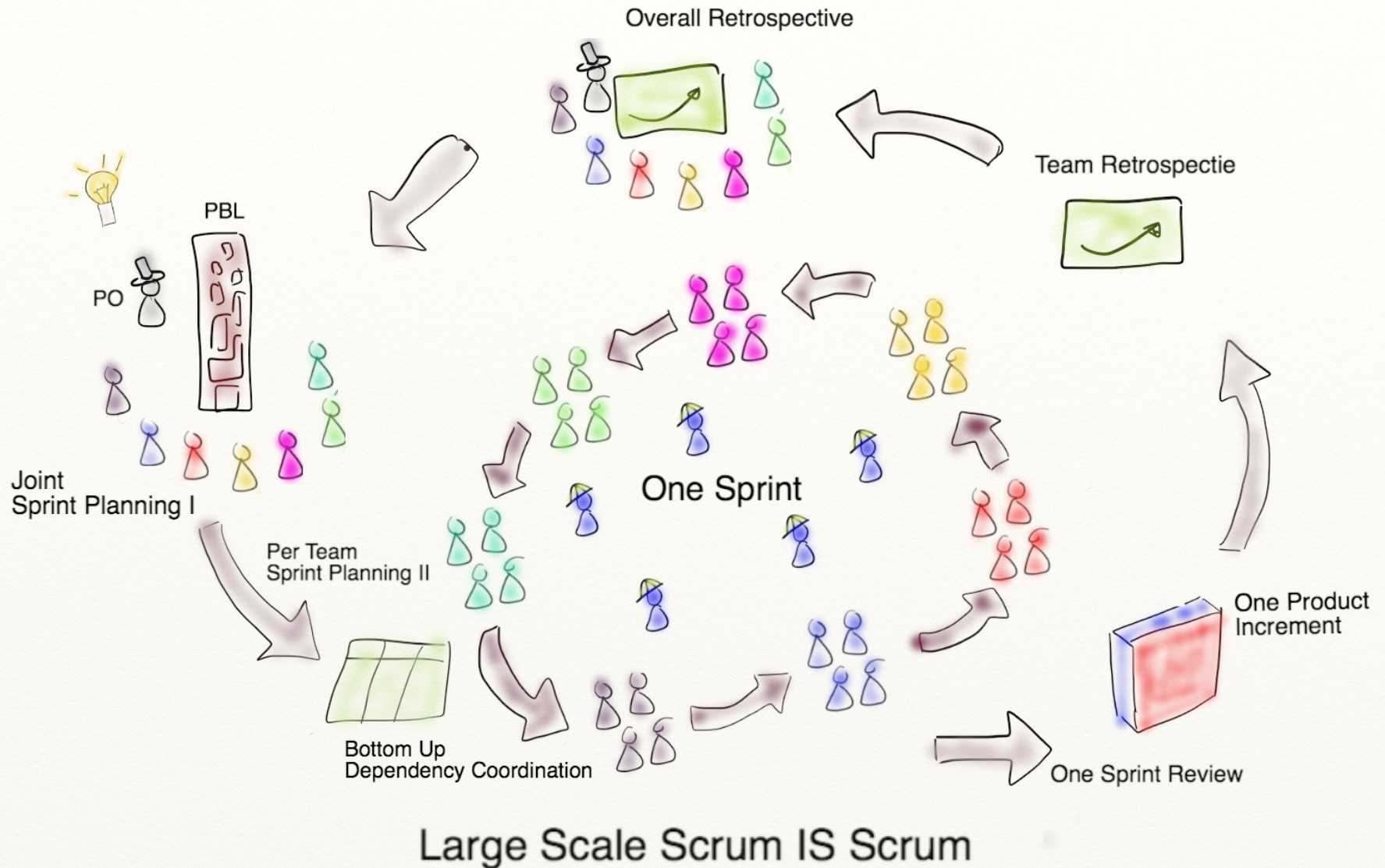
What is scaled agile?



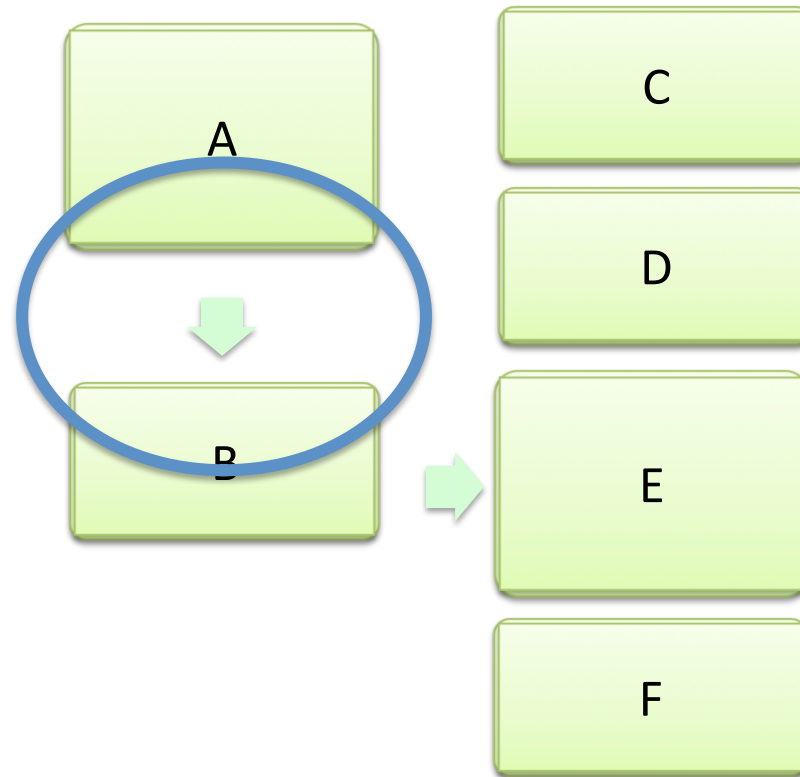
#1: Scrum Teams



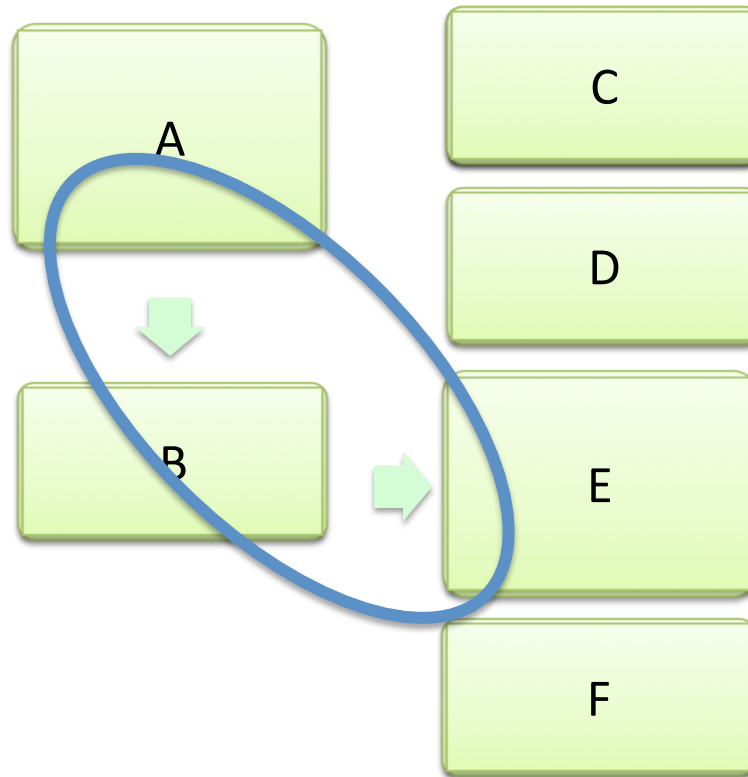
#2 Customer Centric Features



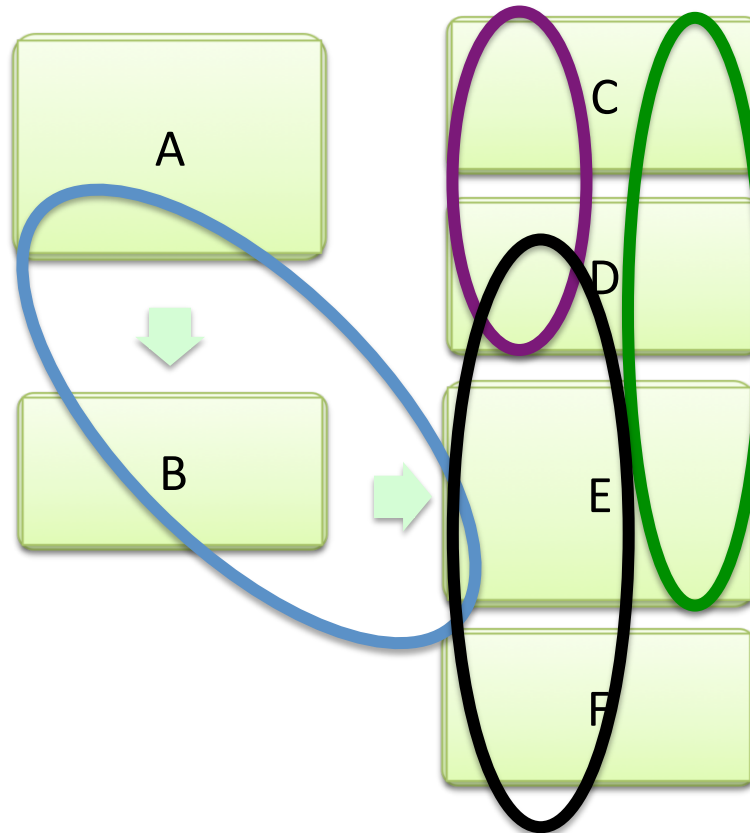
Feature Team Learning



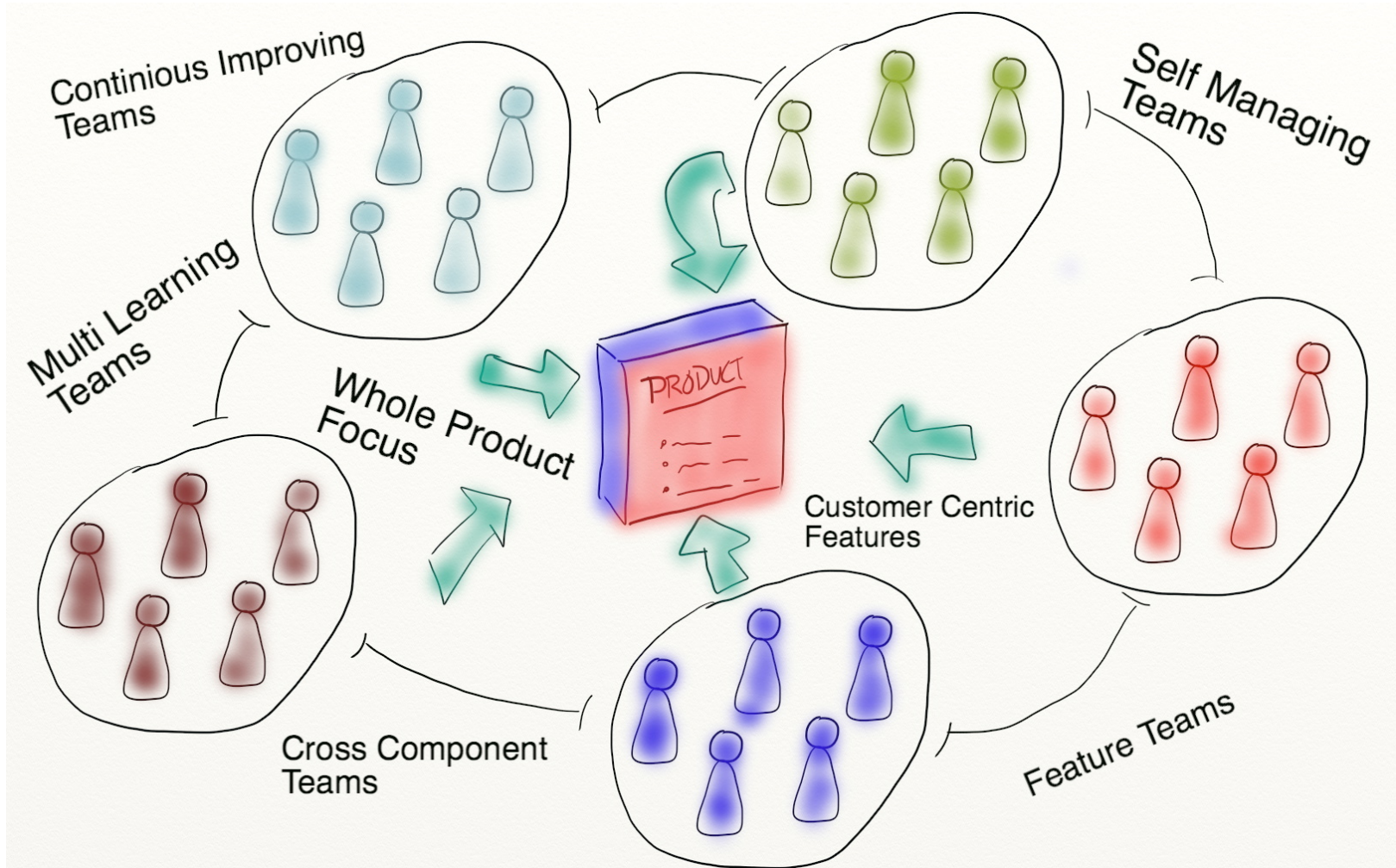
Feature Team Learning



#3 Cross Component Teams



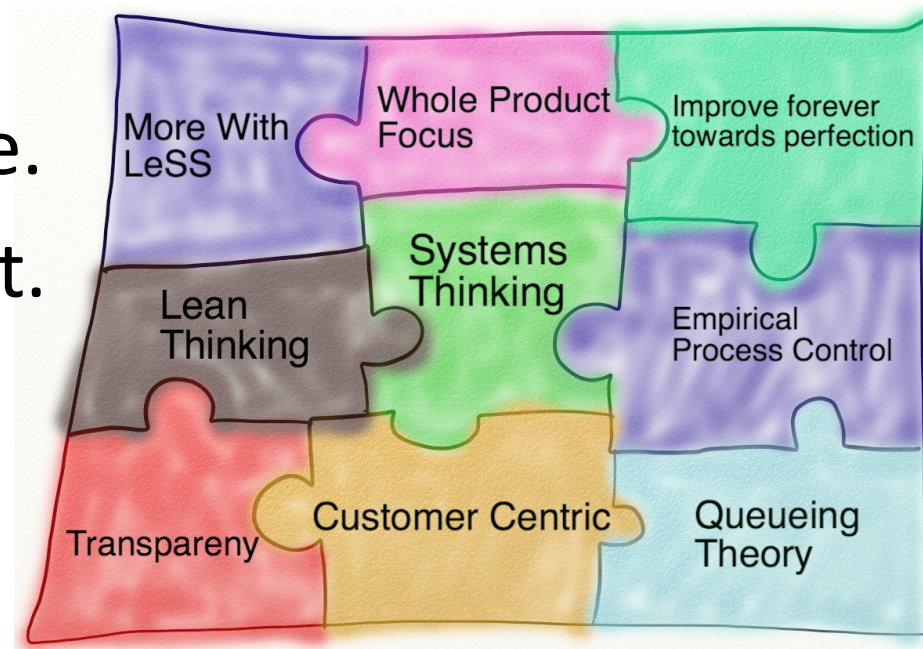
#4 Whole Product Focus



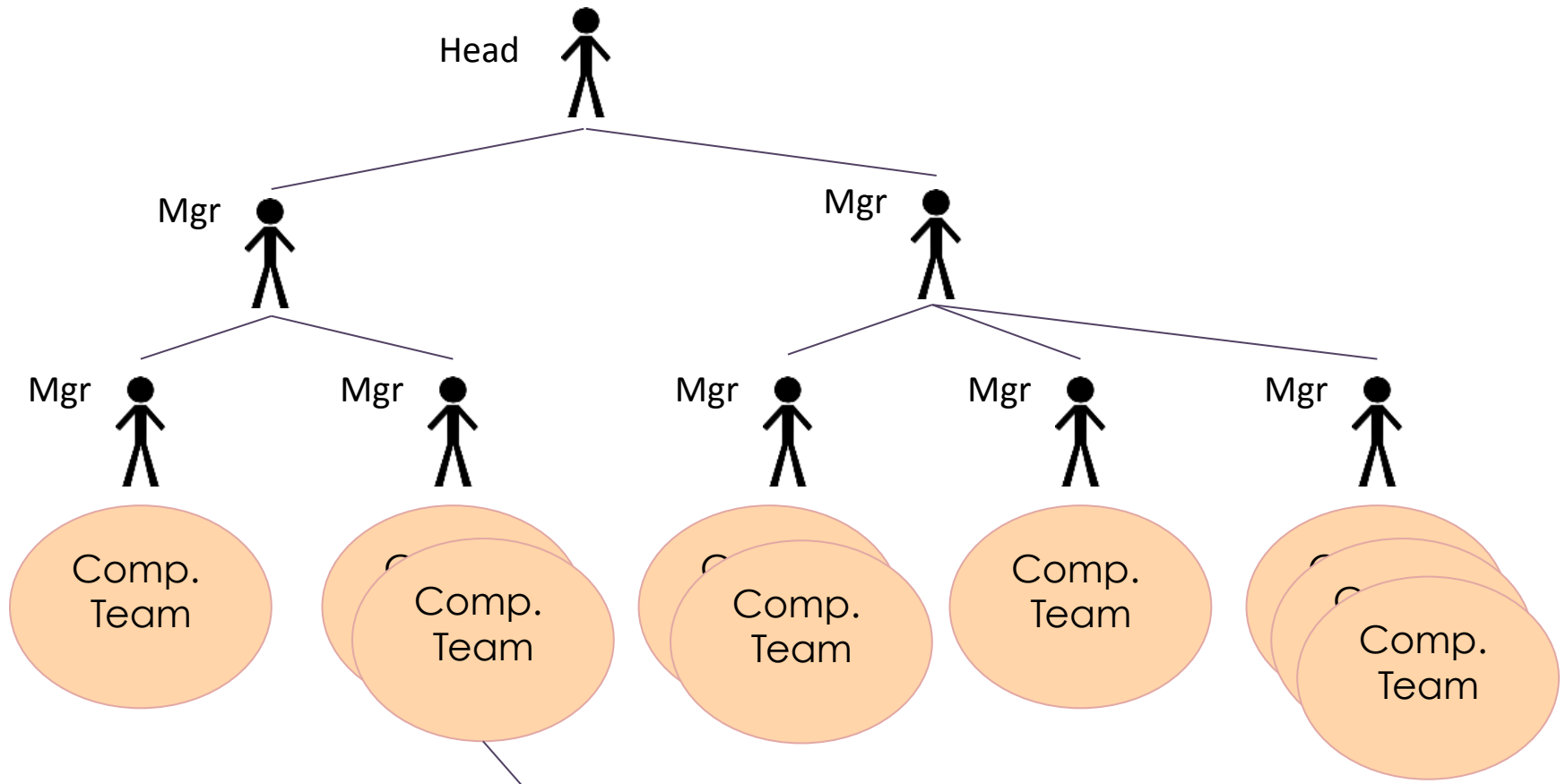
Example: Whole Product Focus

- 70+ people
- 8+ teams
- One Sprint.
- One Definition Of Done.
- One Product Increment.
- One Sprint Planning
- One Sprint Review

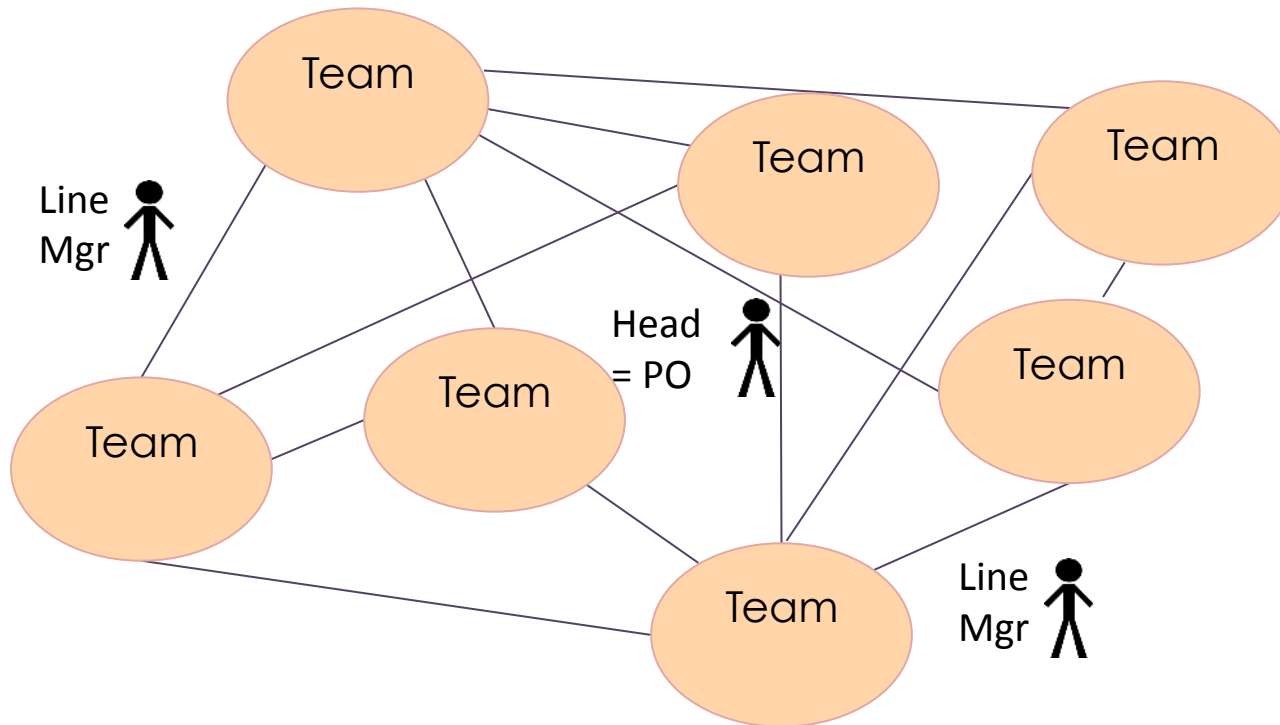
THALES



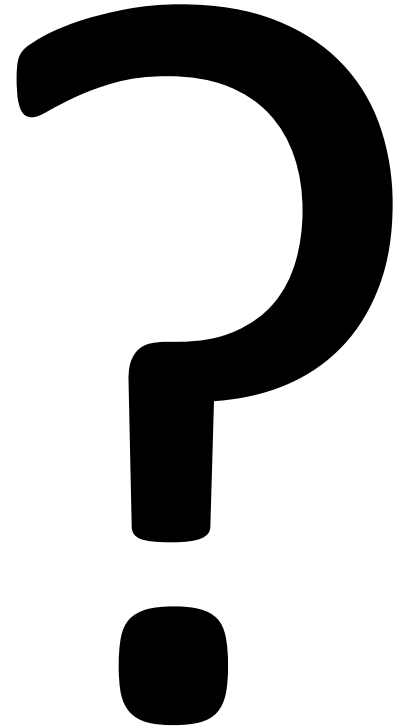
From Hierarchical Structure



#5: To a Networked Structure



Why aren't there any test roles in Scrum?



#6: Quality is everybody's responsibility

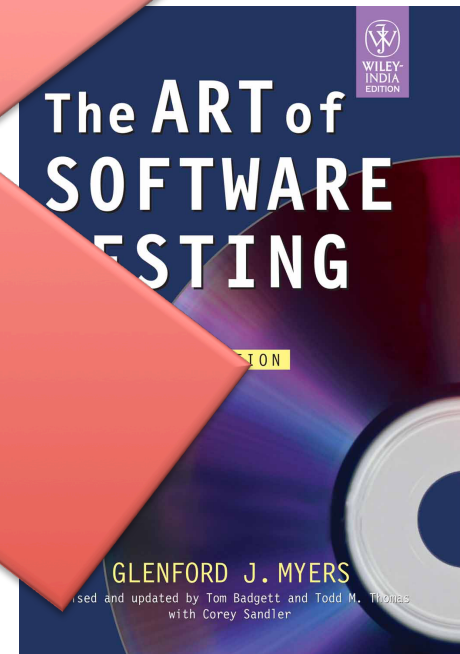
- Multi skilled QA professionals
- QA as a Service
- Analyse customer feedback
- Discover customer needs
- Coach Team members on testing
- And the other things testers do...



“Testing is the process of executing a program
with the intention of finding errors”

Meyers G. The Art of Software Testing, page 11

The role



Agile QA Professionals Needed!!

- Successfully Scale Agile.
- Validate business speculations.
- Service your teams to prevent making the wrong thing faster.
- Facilitate discovering how to build the right thing right.

Scaled Agile Organization

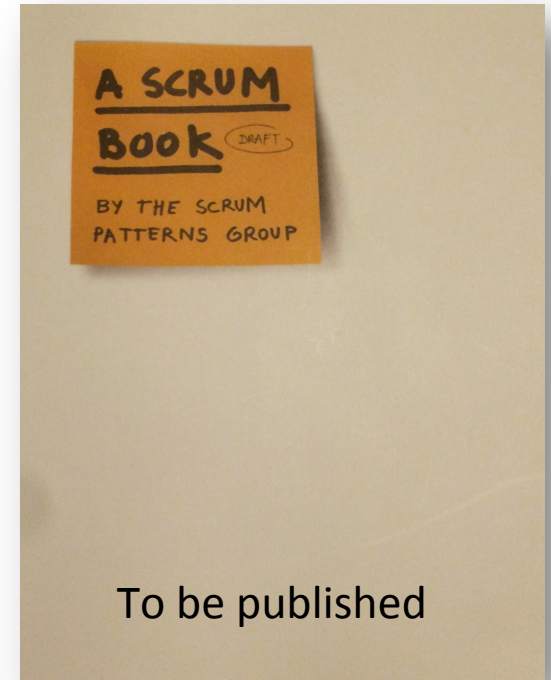
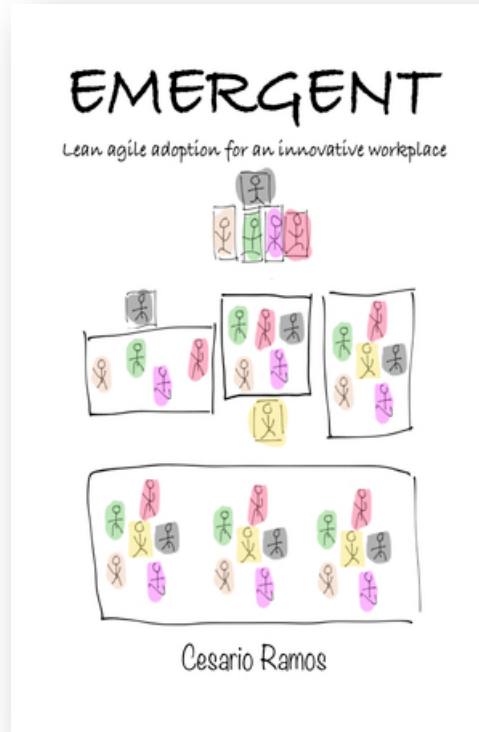
MORE	LESS
Learning & adaptation	Prescription & Following
Flow Of Value	Resource Optimization
Feature Teams	Roles, Silos & Layers
Coaching & Mentoring	Telling and showing
Preventing	Detecting
Openness & Transparency	Fear & Secrecy

THANK YOU!



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AgiliX Agile Consulting



Madrid, 10th & 11th June 2015

nexo **qa**
Events

The Need for a Holistic View

Keynote by Cesario Ramos

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