Agile Scaling Unicorns & how to tame them @MrHinsh
na·ked agil·i·ty
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Training    Speaking    Consulting
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“Firms today experience a much higher velocity of business change. Market opportunities appear or dissolve in months or weeks instead of years.”

Diego Lo Giudice and Dave West, Forrester
February 2011
Transforming Application Delivery
This is the story of how a company with nearly $400 million in assets went bankrupt in 45-minutes because of a failed deployment.
Knight Deployment Debacle

Knight Capital Group
Knight Capital Group

Background

 Knights Capital Group is a financial services firm on NYSE.

- New order handling feature—create child orders
- Replaced old code with new code
- 9 year old unused code in the system
- Repurposed a flag to activate new code
- At deployment, technician copied onto 7 of 8 servers
Then they went live...
Knight Capital Group

What Happened?

They started loosing $172,222 per minute
Then they tried to fix it...
Knight ended the day losing $460 million and went under bankruptcy protection.
Knight Capital

Group

What Happened?

What would be the impact in your organization?

How do we know so much?
During the deployment of the new code one of Knight’s technicians did not copy the new code to one of the eight SMARS computer servers.

Knight did not have a second technician review this deployment and no one at Knight realized that the Power Peg code had not been removed from the eighth server, nor the new RLP code added. Knight had no written procedures that required such a review.

How do you get better at doing something?

Practice!

Do it often. Do it all the time.
Can you think of other epic failures?

Poor Quality

Mismatch to customer desires
“In the long history of humankind (and animal-kind, too) those who learned to collaborate and improvise most effectively have prevailed.”

-Charles Darwin
Your Challenge: Improving Value Delivery to Improve Results

Ideal

Product release

Product Owner

Customer

😊 $€¥£
Input (Budget): 100 EUR

Outcome: 35 EUR

35% Building the Right Features

50% Effective Collaboration

30% Building New Features

Outcome = 100 * 0.35 = 35
35 * 0.50 = 17.5
17.5 * 0.30 = 5.25
Culture

“How we do things around here to succeed”
Every organisation in a unique organism.

What works in one company may not work for you.

Experimentation is key to success.

For experimentation to be successful we need a guided environment for change.
Don’t define your process based on someone else!

Spotify

Scaled Agile Framework (SAFe)
“There is no such thing as best practices, only adequate practices for the situation at hand.”

-Martin Hinshelwood 2017
What are we talking about

• Scrum is just an implementation of the Agile base class and supports a single team.
Definition of Scrum (n)

- **framework**
  - Helping people effectively address complex problems
  - Productively and creatively deliver products of the highest possible value

[Image of Scrum Guide TM]

www.scrumguides.org
Step 1: Do Scrum Well

Step 2: Enhancing your Teams

**PEOPLE PRACTICES**
- Planning
- Empiricism
- Collaboration
- Self-Organization
- Leadership
- Communication
- Transparency

**ENGINEERING PRACTICES**
- Design
- Coding
- Testing
- Automation
- Deploying
- User Experience
- Emergent Architecture
Step 3: Introduce Scrum Values

- Courage
- Focus
- Commitment
- Respect
- Openness
This brings you to Professional Scrum

Any Scrum instance that implements Scrum’s mechanics, its values and principles, and technical excellence.
“Not finance. Not strategy. Not technology. It is teamwork that remains the ultimate competitive advantage, both because it is so powerful and so rare.”

Patrick Lencioni, Five Dysfunctions of a Team
Scrummerfall

Don’t let Scrum just be a mini-waterfall
**Scrumbuild**

**Scrum Framework**

- **Strength:** Optimized for value delivery; well defined

- **Weakness:** mini-waterfall
\[ L = \lambda W. \]

“the long-term average number \( L \) of customers in a stationary system is equal to the long-term average effective arrival rate \( \lambda \) multiplied by the average time \( W \) that a customer spends in the system”

- John Little
Professional Scrum with Kanban

• Like the Scrum Guide; a simple set of rules to help Scrum Teams get the maximum benefit from Kanban practices.
Kanban Core Practices

1. Visualize
2. Limit Work-in-Progress
3. Actively Manage Items in Progress
4. Make Policies Explicit
5. Improve Collaboratively
“The only foundation for Scale are Professional Scrum teams”

-Ken Schwaber, Scrum.org & Agile Manifesto

“... that manage flow....”

Steve Porter, Scrum.org & co-creator of the Kanban guide for Scrum Teams
Scaling!

Scaling is expensive!

Scaling is hard!

Scaling is waste!

Don’t scale!
The cost of scaling?

If you can avoid scaling then do so at all costs
When you Scale!
Nexus Defined

Nexus – noun
\ˈnek-səs\ : a relationship or connection between people or things

*Nexus is the exoskeleton of scaled Scrum*
Ken Schwaber
The Scope: Scaling Scrum with Nexus

<table>
<thead>
<tr>
<th>Number of Teams</th>
<th>Number of Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;2</td>
<td>Nexus</td>
</tr>
<tr>
<td>1</td>
<td>Warning! No Focus Context Switch</td>
</tr>
<tr>
<td>1</td>
<td>Scrum</td>
</tr>
<tr>
<td>&gt;1</td>
<td>Portfolio Management</td>
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</table>

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What are we talking about

• Scrum is just an implementation of the Agile base class and supports a single team.

• Nexus inherits from Scrum and adds more to Roles, Events, & Artefacts to support multiple teams working together on the same software
Nexus™ Framework
## Nexus Roles, Events and Artifacts

*Nexus Specific

<table>
<thead>
<tr>
<th>Roles</th>
<th>Events</th>
<th>Artifacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development Teams</td>
<td>The Sprint</td>
<td>Product Backlog</td>
</tr>
<tr>
<td>Nexus Integration Team*</td>
<td>Nexus Sprint Planning*</td>
<td>Nexus Sprint Backlog*</td>
</tr>
<tr>
<td>Product Owner</td>
<td>Sprint Planning</td>
<td>Sprint Backlog</td>
</tr>
<tr>
<td>Scrum Master</td>
<td>Nexus Daily Scrum*</td>
<td>Integrated Increment</td>
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<tr>
<td></td>
<td>Daily Scrum</td>
<td>Nexus Goal*</td>
</tr>
<tr>
<td></td>
<td>Nexus Sprint Review*</td>
<td></td>
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<td></td>
<td>Nexus Sprint Retrospective*</td>
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<tr>
<td></td>
<td>Sprint Retrospective</td>
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<tr>
<td></td>
<td>Refinement*</td>
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</table>
“Scaling requires complimentary practices!”

- Me
Guiding Principles

- Organization
- Roles
- Teams
- Cadence
- Taxonomy
- Plan
- Practices

"Let’s try to give our teams three things.... Autonomy, Mastery, Purpose"
Aligned Autonomy

Alignment
The big picture in light of our business goals

Autonomy
The detail about what we’ll deliver to achieve our business goals
Building Teams
Problem

Teams, Work, & Architecture all going in different directions
Problem

Backlog

Dependencies
## Identifying Dependencies in the Product Backlog

<table>
<thead>
<tr>
<th>Cross Team</th>
<th>Cross PBI</th>
</tr>
</thead>
<tbody>
<tr>
<td>• A PBI that requires the work of two or more teams</td>
<td>• A PBI that requires another PBI to be delivered as well</td>
</tr>
<tr>
<td>• PBIs in the Nexus Sprint Backlog should not be shared by teams</td>
<td>• These should be identified</td>
</tr>
<tr>
<td>• Try decomposing the PBI or reforming the team</td>
<td>• These should be minimized</td>
</tr>
</tbody>
</table>

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Types of Dependencies

- People
- Domain
- Technology
- Software
- Internal vs. External
Feature Teams
The Nexus Integration Team
Nexus Integration Team
Decomposing your Backlog
Product Backlog Refinement Event
## Cross Team Refinement

<table>
<thead>
<tr>
<th>Rider Team</th>
<th>Sprint 1</th>
<th>Sprint 2</th>
<th>Sprint 3</th>
<th>…</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Driver Team</td>
<td>2</td>
<td>4</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Back Office Team</td>
<td>3</td>
<td>6</td>
<td>9</td>
<td></td>
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</table>
“There are some questions that shouldn't be asked until a person is mature enough to appreciate the answers.”
— Anne Bishop, Daughter of the Blood
Connect With Martin Hinshelwood:

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Thank You!