Agile at Scale

Scaling Agile leads to significant value upside, yet only a handful of organizations are successful at it.

Top Five sources of business value from Agile transformations

- **1.** Improve customer focus
  - Deliver better customer value
  - Faster value delivery/quicker releases
  - Focus on what is important for business
  - Better employee morale
  - Streamlined work

- **2.** Accelerate innovation
  - Combining Agile and DevOps has a multiplier effect
  - Leading practices in establishing the right DevOps culture

- **3.** Tangible customer outcomes are easily marketable
  - Active co-ordination of functions make them a perfect testing ground
  - They offer significant value and compress feedback cycles

- **4.** Do not do ‘Big bang’ Agile transformations
  - Big bang approach leads to culture issues
  - Big bang approach runs counter to the iterative characteristic of Agile
  - Big bang raises technical debt

- **5.** Start to scale Agile in initiatives closer to the customers, introduce agility everywhere
  - Tangible customer outcomes are easily marketable
  - Active co-ordination of functions make them a perfect testing ground
  - They offer significant value and compress feedback cycles

What can we learn from Agile frontrunners?

1. **Experiment:** Start with customer-focused initiatives; scale gradually

2. **Orient:** Change culture by changing behaviors and develop T-shaped skills

3. **Govern:** Link Agile portfolio planning and operations with business strategy

4. **Accelerate:** Modernize IT with DevOps and microservices

   - Combining Agile and DevOps has a multiplier effect
   - Leading practices in establishing the right DevOps culture

Decide how barriers can be overcome

- **1.** Focus on delivering value early
- **2.** Invest in automating deployment and dependency management, and standardizing testing methodologies
- **3.** Provide psychological safety by embracing failure and sharing responsibility, risks, and outcomes among teams
- **4.** Make use of the cloud to create test environments that closely match production

Build microservices on top of legacy IT, slowly retire legacy

- Apply on need basis - some systems can be efficient without microservices
- Determine clear boundaries in the new system to make them independent
- Retire legacy system slowly

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