

Agile Development within the Corporation

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Topics Covered

- Structure
- Processes
- Culture

STRUCTURE

Organizational Structure

- **Large companies are often departmental structured**
 - Structure assumes linear development
- **Therefore:**
 - Integrate them early-on

Legal Department enables Flexibility

- **Accept the interdependence of time, scope, resources, and quality**
 - Optional scope contract
 - Description of values and approach are part of the contract

Marketing, Sales, and Operations

- **Make quality an integrated element of the process**
 - Ensure there are no non-functional requirements
- **Marketing, Sales, and Operations are all stakeholders**

PROCESSES

Projects, Teams, and thus Processes Differ

- „Processes and tools over individuals and interactions“???
- Also enterprise-wide Scrum might prevent agility
- Processes will differ

Performance Management?

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

That is, while there is value in the items on the right, we value the items on the left more.

Performance Management

■ Often counter productive

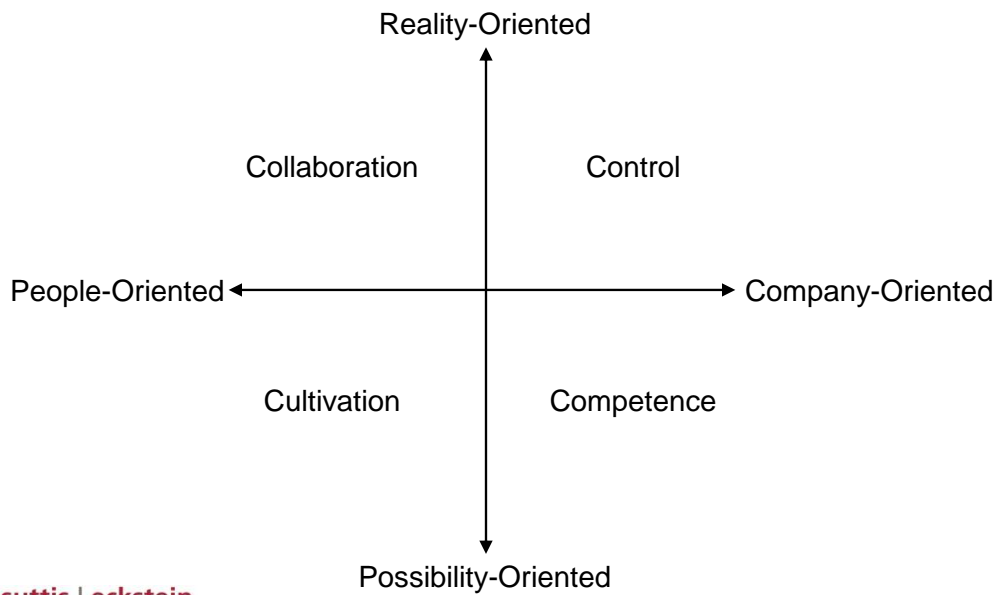
- Employees stick to objectives that don't make sense
- Prohibits flexibility

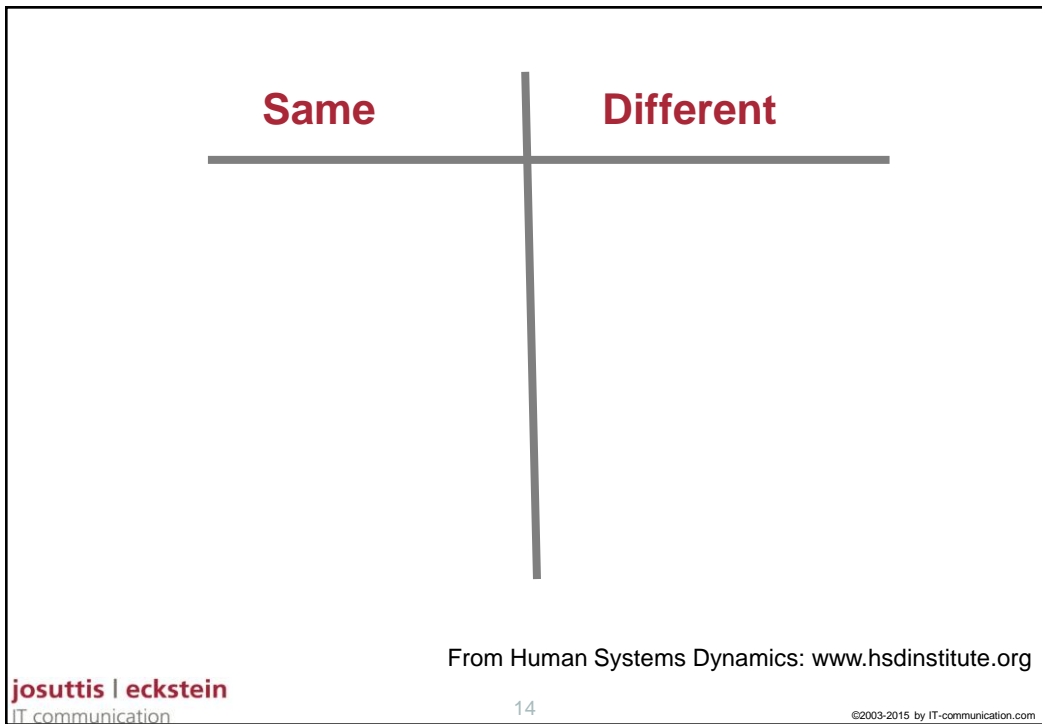
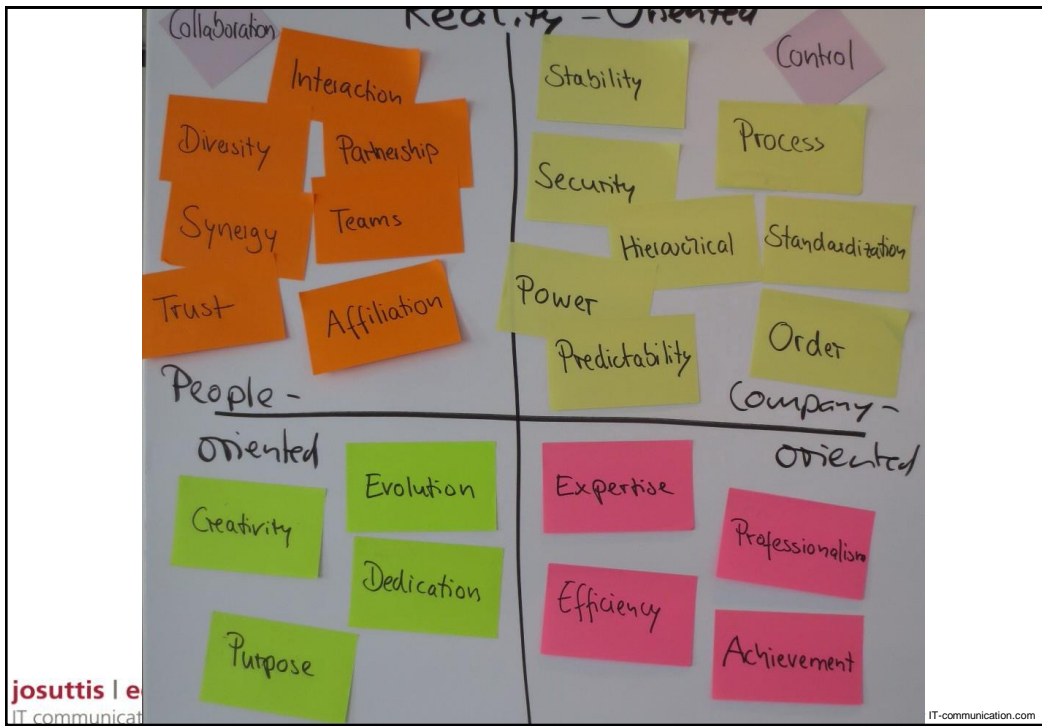
■ Instead

- Individuals should define objectives and measurement
- Prefer short-term over long-term objectives
- Separate bonuses from objectives

CULTURE

Schneider-Model





Final Thoughts

■ Agile Development within the corporation requires:

- Customer-orientation at all levels
- Adaptable processes to team's and project's needs
- Freedom and support for personal development
- Supporting organizational culture

Many Thanks!

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