Agile and Continuous delivery at Microsoft

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The punchline

There is no single way Agile is done at Microsoft

This is the Developer Division's story

- 3 week sprints
- Scrum at the team level
- Emphasis on self-managed teams
- Top-down and bottom-up
- Expanding to DevOps

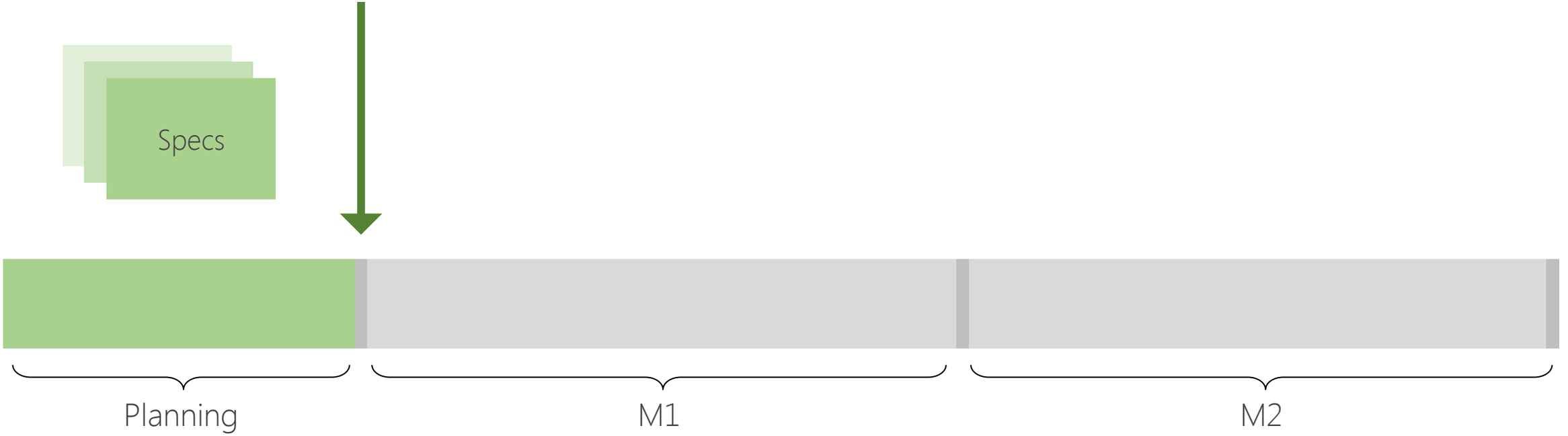
OLD: Schedule

OLD: Schedule

Visual Studio

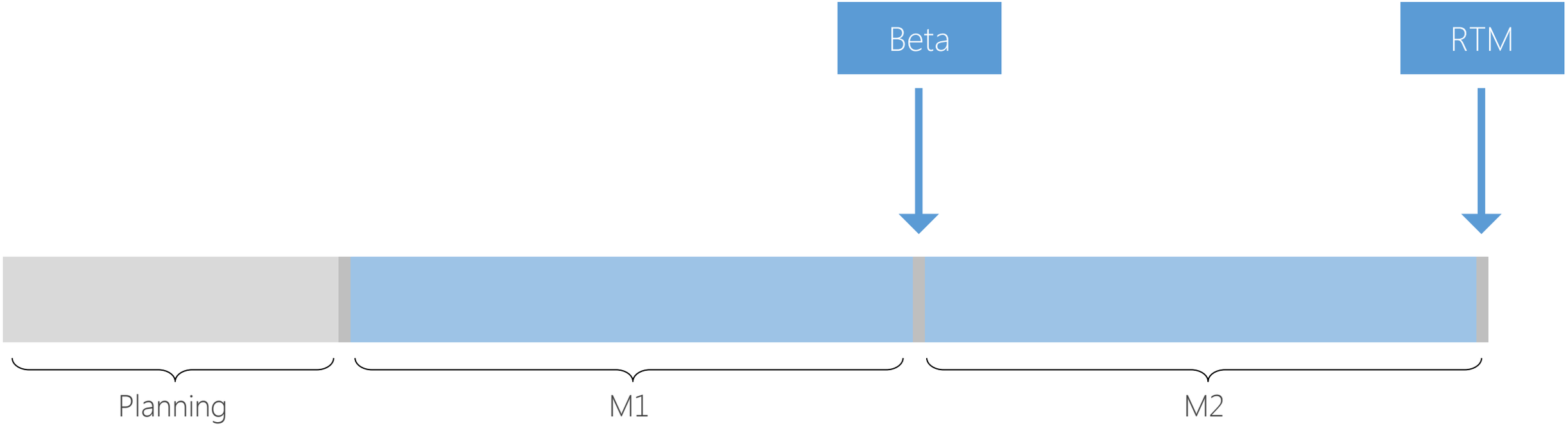
OLD: Planning

We knew **exactly what to build**,
and we **knew it was right**!

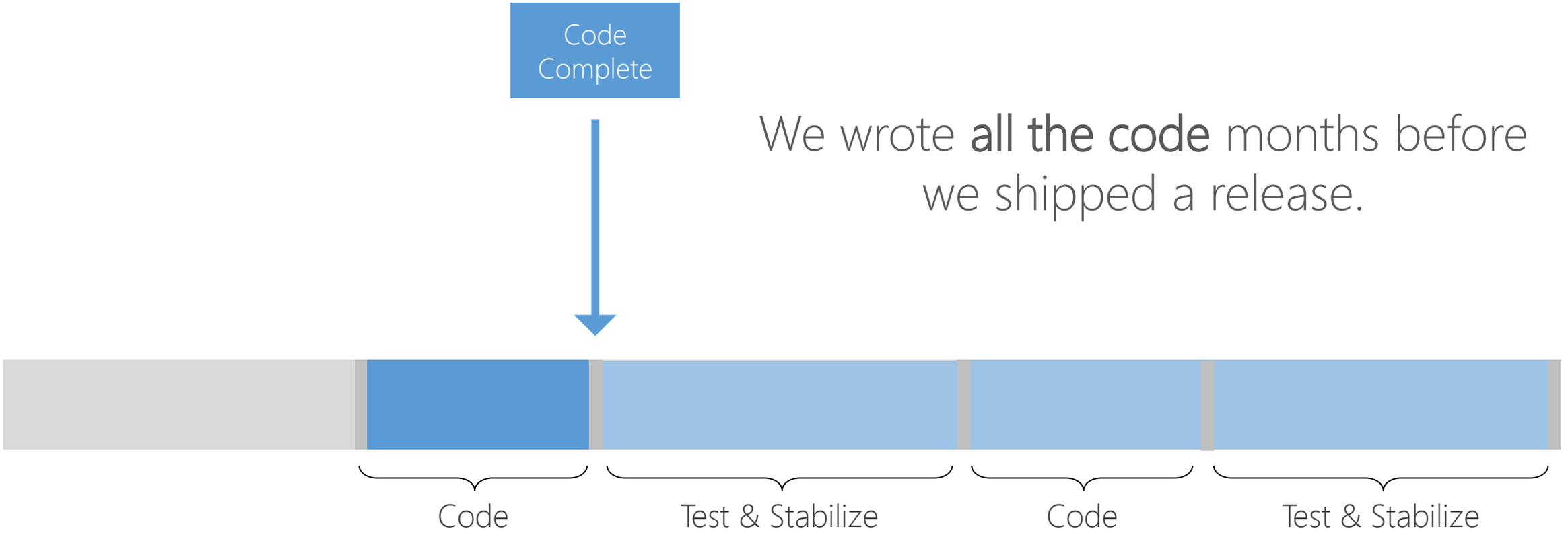


OLD: Milestones

We had a **perfect schedule** and knew **exactly when it would be ready**!

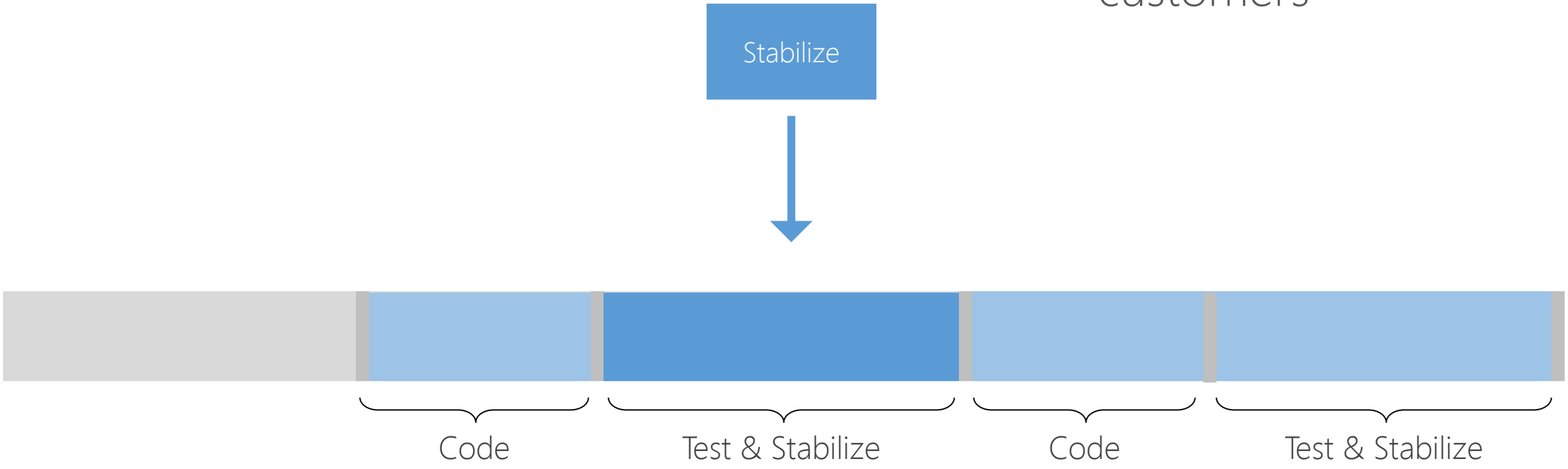


OLD: Writing code



OLD: Fixing bugs

We now **just needed to stabilize** the code and get it ready to ship to customers



Q: How did it work?

A: Very well in the era in which it was born. But…

Times have changed.

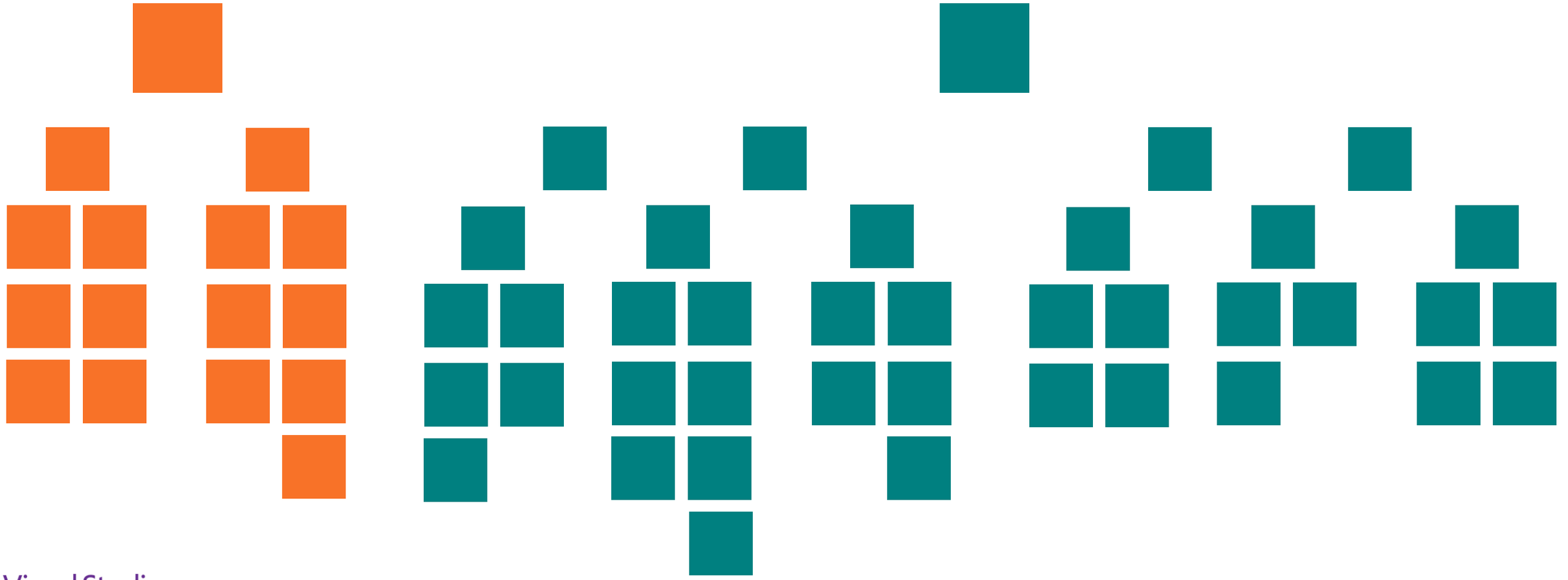
Our roles

- **Program Manager** – Responsible to ensure we're building the right thing.
- **Engineer** – Responsible to ensure we're building products that are fast, reliable, and well engineered.

Organization chart

Program Management

Engineering



Visual Studio

Our teams

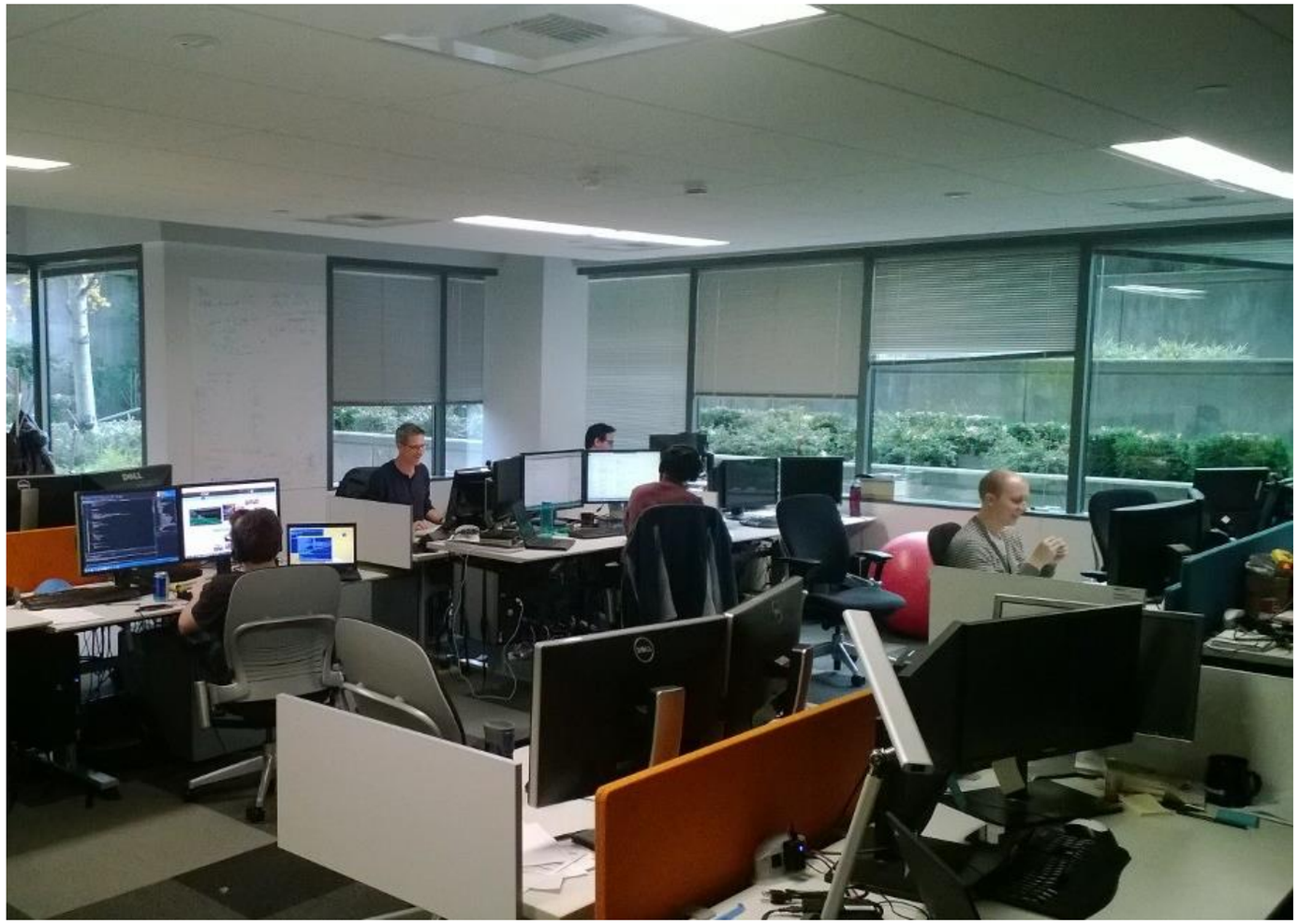
Program Management

Engineering

Visual Studio

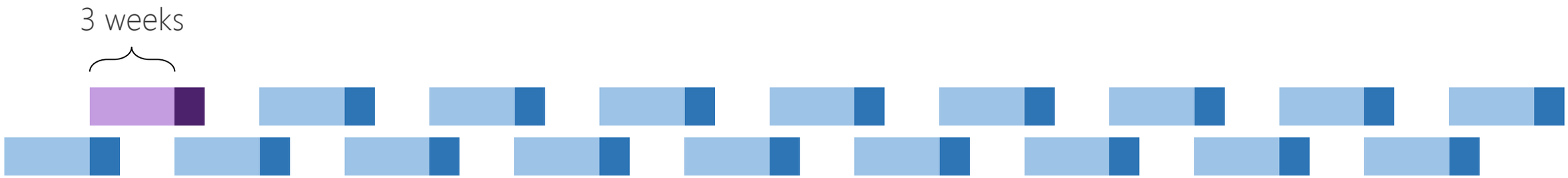
Teams

- Cross discipline
- 10-12 people
- Self managing
- Autonomous backlog
- Intact for 12-18 months
- Physical team rooms

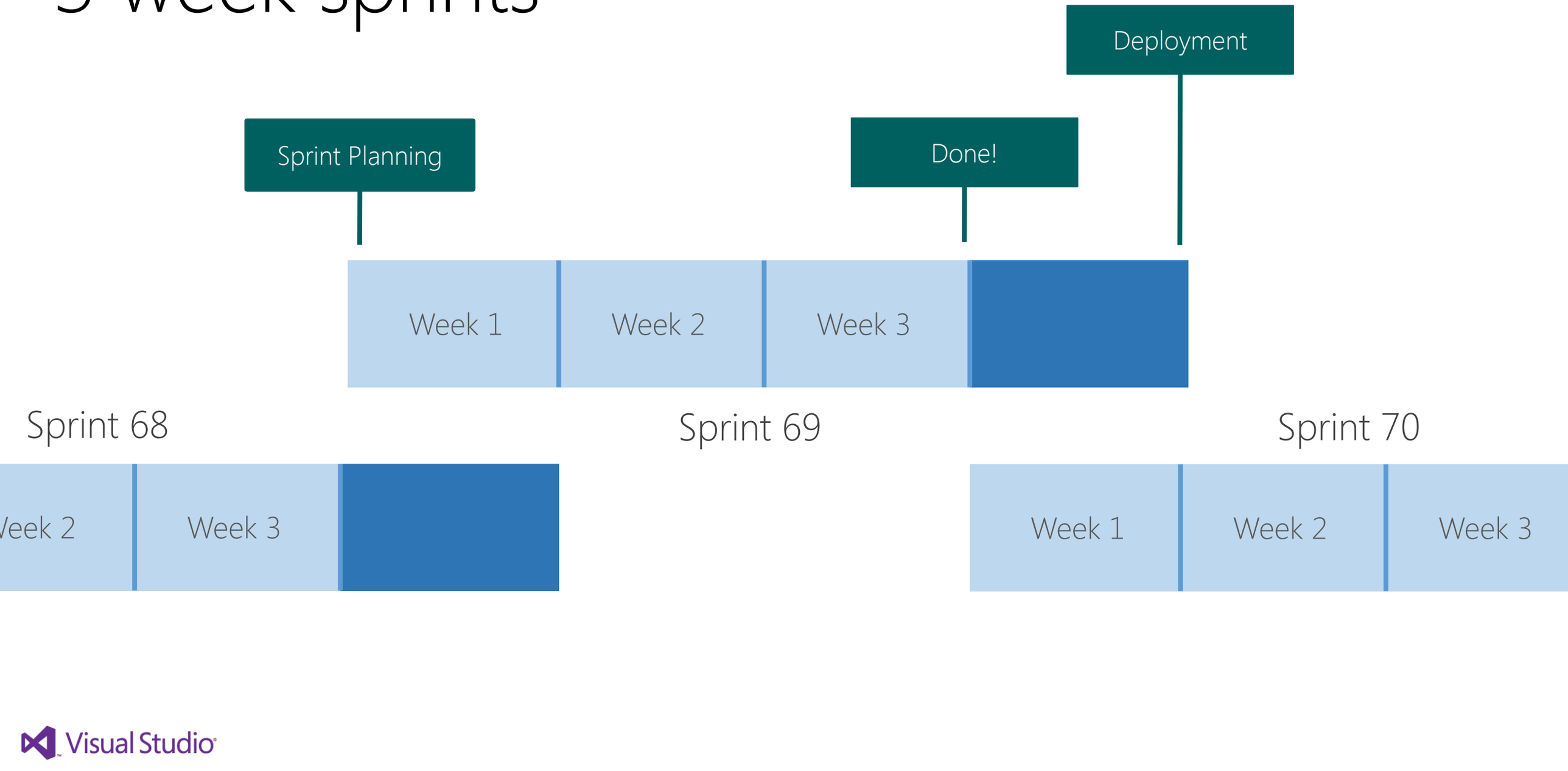


Visual Studio

3 week sprints

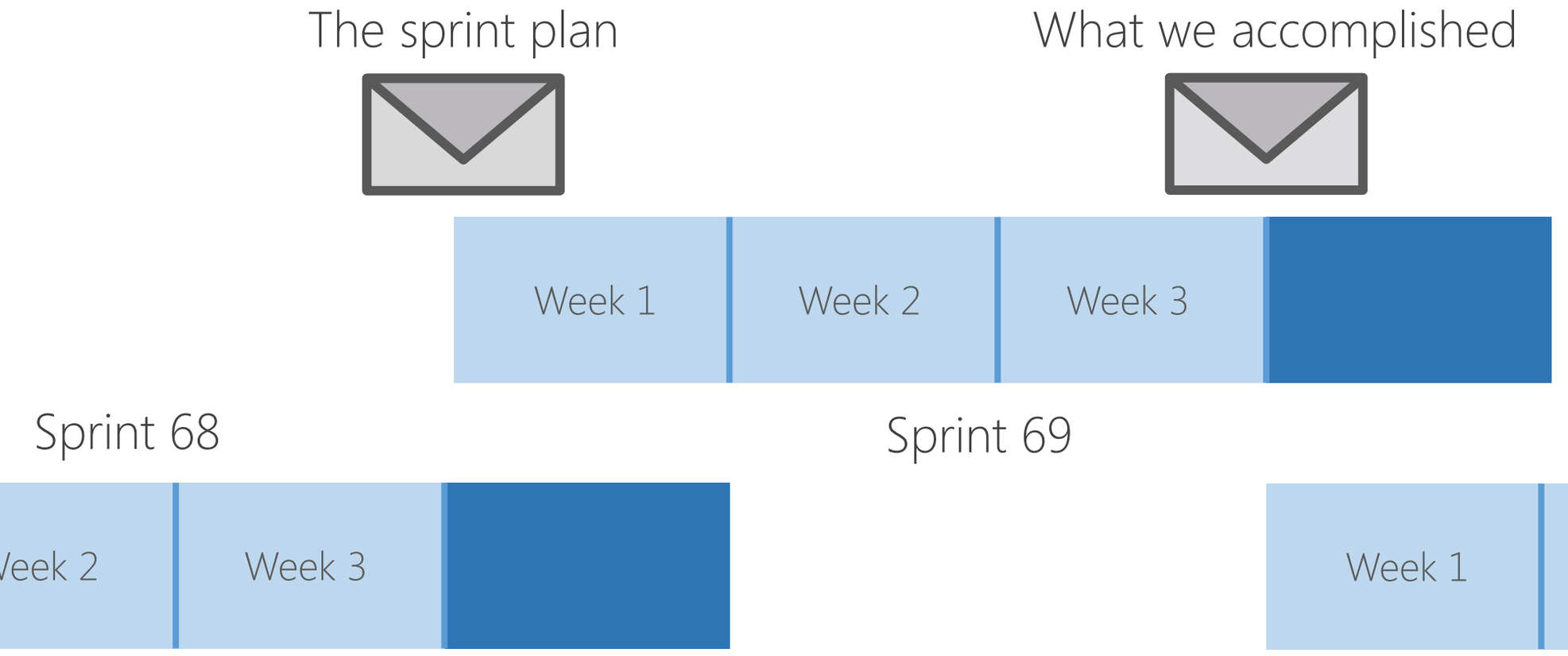


3 week sprints



Visual Studio

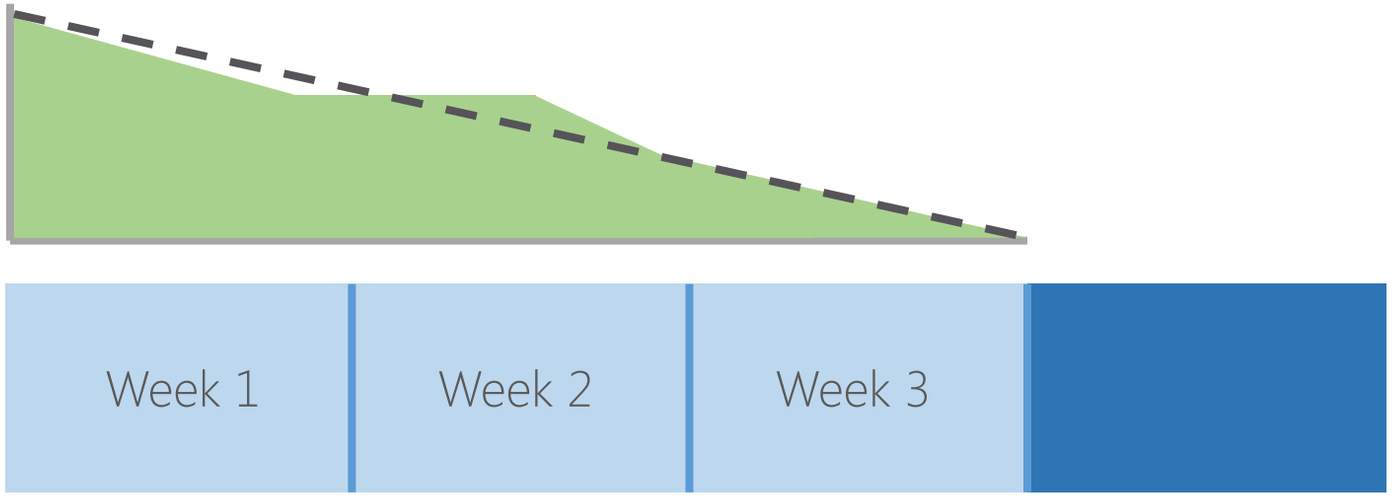
3 week sprints



Visual Studio

Q: What do you track?

Question?



Sprint 69

Q: What do you track?

Question?

Things we watch

- # of bugs
- Test coverage
- Rolling build quality
- Dev cycle time
- Live site/Customer issues

Things we don't watch

- Team burndown
- Team velocity
- Original estimate
- Completed hours
- Team capacity
- # of bugs found

Sprint

3-week sprints

3

Season

6 month season

6

Vision

18 month vision

18

Visual Studio

Season

- Spring -> Fall -> Spring -> …
- Team Chats with the boss
  1. What's next on your backlog?
  2. What's your debt?
  3. Any issues?
- Reviews – high level plan for the next season

Visual Studio

Vision

What did we learn over the last 6 months?
What did customers tells us?
What did the telemetry tell us?
What changed in the marketplace?

Take-a-ways

1. Less is more
2. Get out of your teams' way
3. Autonomy, mastery, purpose
4. Feedback loop
5. Have fun

Microsoft

Q & A

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