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- Agile coach, trainer, consultant, developer
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- 26 years overall, 10 years agile experience
- Certified Scrum Trainer
- Extensive “enterprise agile” experience
- Clients: Microsoft, Yahoo!, SAP, Cisco and PricewaterhouseCoopers
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A Convergence of Opportunities...

Globalization
- Distributed Teams
- Offshoring
- Outsourcing

Process
- Product Teams
- Agile
- Lean / Kanban

Architectures
- Frameworks
- SOA, Cloud
- Delivery Models

Globalization and Agile/Lean Processes

Target Benefits of Globalization
- Lower Labor Costs
- Access to Larger Talent Pool
- Ability to Implement 24-Hour Development
- Ability to Quickly Adjust Resources

Target Benefits of Agile/Lean
- Shorter Release Cycles
- Faster Time to Market
- Ability to Respond to Change
- Better Software
- Higher Quality
- Alignment with Customer Needs
- Higher Productivity
- More Effective Teams
- More Energized Environment
- Recapture Entrepreneurial Spirit
Key Agile Strategies

- Collaborative "Whole Teams"
- Adaptive, Decentralized Control
- Iterative/Incremental Frequent "Deliveries"
- Value-Focused Clear Objectives
- Learning Culture

The World of Agile Methods

- Scrum
- Extreme Programming (XP)
- Crystal, DSDM, Agile Modeling, Agile Data...
- Lean Software Development
- Kanban, ScrumBan, Flow-Driven Development
- MSF Agile, Agile UP/RUP, OpenUP
- Agile Alliance (2001), Scrum Alliance (2005)
The Scrum Process Structure

- Daily Development Cycle
- "Sprint" (Iteration) Cycle (2-3 weeks)
- Release / Deployment Cycle (Multiple Sprints…)
- Business / Product Planning Cycle (quarterly, yearly…)

How Does Globalization Affect Agile?

**Project Synchronization**
- Time and Space Boundaries
- Ongoing Collaboration is Hard
- Issues Can Hide and Persist

**Challenged Communication**
- Lower Bandwidth Channels
- Less Rich Mediums
- Distributed vs. Virtual Teams

**Loss of Team Synergy**
- Representation of Key Roles
- Mutual Commitment Weaker
- Ability of Team to "Swarm"

**The “Scatter Effect”**
- Different Cultures and Work Patterns
- Different Process Approaches
- Loss of Common Vision
Top 5 Recommendation for Global Agile...

1. Your Agile Process Must Be Very Good

- Globalization will stress & break weak agile implementations
- Can’t stop with basic Scrum
  - Must implement agile disciplinary practices
    - XP-style engineering practices, testing practices, etc.
- Start with co-located pilot projects to solidify process
  - Incrementally add distributed, scaling, complexity
- Ensure there are experienced agile mentors at each location

2. Ensure Whole Teams

- Favor distributed teams over virtual teams
- Provide capabilities for all key roles at all locations
  - Consistent roles and responsibilities across locations
  - Team skills must be sufficient and roughly equivalent
  - Use Ambassadors where equivalent staffing not feasible
- Cultivate cooperative, not competitive teams
  - Watch for regional cultural differences and adjust
- Watch team sizes – distribution stresses larger teams
Top 5 Recommendation for Global Agile...

3. Facilitate Excellent Collaboration

- Value and reward collaborative work
- Build a really great collaborative environment
  - Invest in communication tools and technologies
  - Develop practices and techniques for distributed meetings
- Use the agile practices as a framework for collaboration
  - Resist the urge to relax participation in activities

Top 5 Recommendation for Global Agile...

4. Foster a Common & Consistent Vision

- Implement co-located events at key junctures
  - Begin release cycles with co-located sprints
  - Emphasize team-building during co-located time
  - Use Ambassadors or visiting team members
- Ensure all team members can articulate the product vision
- Shared architectural vision is crucial
  - Good modular designs, consistent refactoring
- Implement consistent tools & process at all locations
Top 5 Recommendation for Global Agile...

5. Implement Fool-Proof Synchronization

- Don’t skimp on daily synchronization (Daily Scrums)
  - It can be hard – invest in figuring it out
  - Provide a very good distributed meeting environment
  - Implement “Scrum of Scrums” with Ambassadors if needed
- Implement a full Continuous Integration environment
  - Ensure sound configuration management
  - Implement automated build / deploy / test capabilities
  - Testing “safety net” must be very good
- Address issues very quickly
  - Debt build-up has exponential effect on distributed teams

Globalized Agile

Globalized Agile Development Can Be Hard

- Have to be on top of our agile game
- Key issues can be challenging
- It takes time to mature the process

It’s a Solvable Challenge

- Success stories – Cisco, SAP, Kelley Blue Book, Sage
- Systematically build up the capabilities
- Partners with experience are valuable