Lean ALM
Managing Flow Rather Than Disciplines

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Hello and welcome to today’s talk

To help people deliver software just a little bit better

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Agenda

The Evolution of Development

The impact of process

Continually delivering software

Thinking of software as a value stream

What it means to you
Are things around you getting faster, or slower?
Business Drives Technology Drives Business

Client-valued business innovation

IT inventions

Technology increases the speed of business change, creating more business opportunities

Business opportunities shape technology development and custom applications


User perspective

DP* era  MIS era  IT era

Installation

IT industry perspective

*Data processing

BT era  Deployment

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Are your clients ready to handle BT?

**Discontent with the status quo**
The percentage of surveyed business and IT leaders who said they strongly or somewhat agreed with the following statements

<table>
<thead>
<tr>
<th>Statement</th>
<th>Business leaders</th>
<th>IT leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>The business doesn’t give IT enough credit for working tirelessly behind the scenes</td>
<td>71%</td>
<td>67%</td>
</tr>
<tr>
<td>IT consists of technologists, not business leaders</td>
<td>60%</td>
<td>46%</td>
</tr>
<tr>
<td>IT is overly bureaucratic and control-oriented</td>
<td>51%</td>
<td>37%</td>
</tr>
<tr>
<td>The business always changes its mind about what it wants its system to do</td>
<td>50%</td>
<td>67%</td>
</tr>
<tr>
<td>The business makes half-baked requests and is clueless about enterprise impact</td>
<td>49%</td>
<td>63%</td>
</tr>
<tr>
<td>The business doesn’t understand how to use its systems and technologies</td>
<td>48%</td>
<td>51%</td>
</tr>
<tr>
<td>IT leaders are business-smart</td>
<td>46%</td>
<td>60%</td>
</tr>
<tr>
<td>The business wants it all right now — regardless of return on investment</td>
<td>45%</td>
<td>56%</td>
</tr>
<tr>
<td>IT is expected to know the business better than the business does</td>
<td>35%</td>
<td>56%</td>
</tr>
</tbody>
</table>

Source: Valuedance and Harvard Business Review 2009 survey of 328 operational-level business and IT leaders
We’re headed toward a new type of systems thinking

Rethinking Architecture
Systems of Record + Systems of Engagement

- **Systems of Record create efficiency**
  - Impossible to do global commerce without them
  - Focus on cost, quality, and contractual commitments

- **Systems of Engagement create effectiveness**
  - Address the complexities of business relationships
  - Create compelling user interactions on line

- **Correct architecture**
  - SOEs operating on top of and in touch with SORs
  - This will require an evolution in infrastructure
The reality of software delivery

- Increased velocity
- Adaptability
Increasing you will be developing here!

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What it means to you
Trying to solve new problems with old solutions…
Agile development continues to grow.
“Agile is a change framework for software delivery organizations because the business needs us to change.”

– General manager of a large energy company
Executives are focusing on Agile

- Not on our agenda: 39% in 2010 (n=2,124), 35% in 2011* (n=2,198)
- Low priority: 30% in 2010, 31% in 2011*
- High priority: 21% in 2010, 23% in 2011*
- Critical priority: 5% in 2010, 8% in 2011*

Base: IT executives and technology decision-makers

Don’t know responses are excluded.
Source: Forrsights Software Survey, Q4 2010 and *Forrsights Software Survey, Q4 2011
Practitioners are focusing on Agile.

- 16% use iterative
- 12.3% use Scrum
- 38.6% Agile is primary methodology
- 13% traditional
- 28.8% no formal method

Base: 1,023 IT professionals

Source: Forrester/Dr. Dobb’s Global Developer Technographics® Surveys, Q3 2010
But Agile is challenged by . . .

“We can’t fund projects without a plan!”
And . . .

“We only release software every six months!”
WARNING: For the pure Agile people in the audience, the following may offend
Thus water-Scrum-fall is the reality . . .

This does not have to be as bad as it looks!
When the water-Scrum-fall is wrong . . .
When the water-Scrum-fall is right . . .
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What it means to you
Agile Fractures Traditional ALM Processes

Waterfall project milestones

- Requirements complete
- Design complete
- Development complete
- Testing complete
- Deployment complete

Agile project milestones

- Iteration 0 complete

Parallel Design Development and Debug

Iteration 11 complete

Manual process hand-offs are hard to scale!
DevOps is a Movement

Fixing the process of delivery
Dev Ops encourages a different approach

- **Shared goals**
  - Operations and development connected on business goals

- **One lifecycle, one process**
  - Everyone involved in releasing business value

- **Tooling that integrates**
  - Automation that streamlines the process
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What it means to you
We talked about

Agile creates cross functional teams

(BA, DEV and QA)
And..  

DevOps encourages cross group integration  
(DEV, OPS and Support)
But for many separation is the reality

- Water-scrum-fall re-enforces separation
- Tools encourage hand-offs
- Portfolio management encourages separation
- Service contracts encourage specialism
- Management likes control and hand-offs
Even encouraging the idea of a software factory

- Algorithmic
- CMMI
- ITIL
- ALM

Hand off oriented
When we need the anti factory model

- Heuristic
- Agile
- Kanban / Lean
- ALM 3.0

Flow based
Do you want to be this..
Or this…
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What it means to you
Time to start thinking of delivery differently

- Agile provides us with great teams
- DevOps encourages automation and collaboration
  
  **BUT YOU NEED TO THINK BIGGER**

- Use Lean
- Explore the whole value stream
- Visualize flow
- Automate with ALM 3.0
- Reduce waste and increase value
- And empower a Sensei
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3. Vote
   - +1
   - 0
   - -1
Thank you

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