



**NTT DATA**

**Practical Implementation of How to  
Scale Agile to Large Teams**

**AGILE/  
DEVOPS  
GLOBAL  
CONFERENCE**

**Mohamed Radwan**

Principal DevOps Consultant &  
Advisory Lead, NTT DATA UK

# Agenda

- Challenges implementing Agile for a large team
- Disconnected Tools and Process VS. Connected One
- Agile and DevOps as an End-to-End Process
- Structuring Portfolio Management Elements
- Defining a Taxonomy
- Plan For Each Level of The Taxonomy

## Name of presenter



Principal DevOps Consultant  
& Advisory Lead

NTT DATA UK



Principal DevOps Consultant & Advisory Lead at NTT DATA UK.

Author, blogger and Azure DevOps MVP specializing in DevOps, Agile and Azure Platform.

Over the course of 20 years, I have helped over 50 enterprise companies based around the globe, some of them from the Fortune 500, including the UK, Denmark, USA, France, KSA, among others.



# Challenges with implementing Agile

# Challenges with implementing Agile



素晴らしいガイド



Small teams



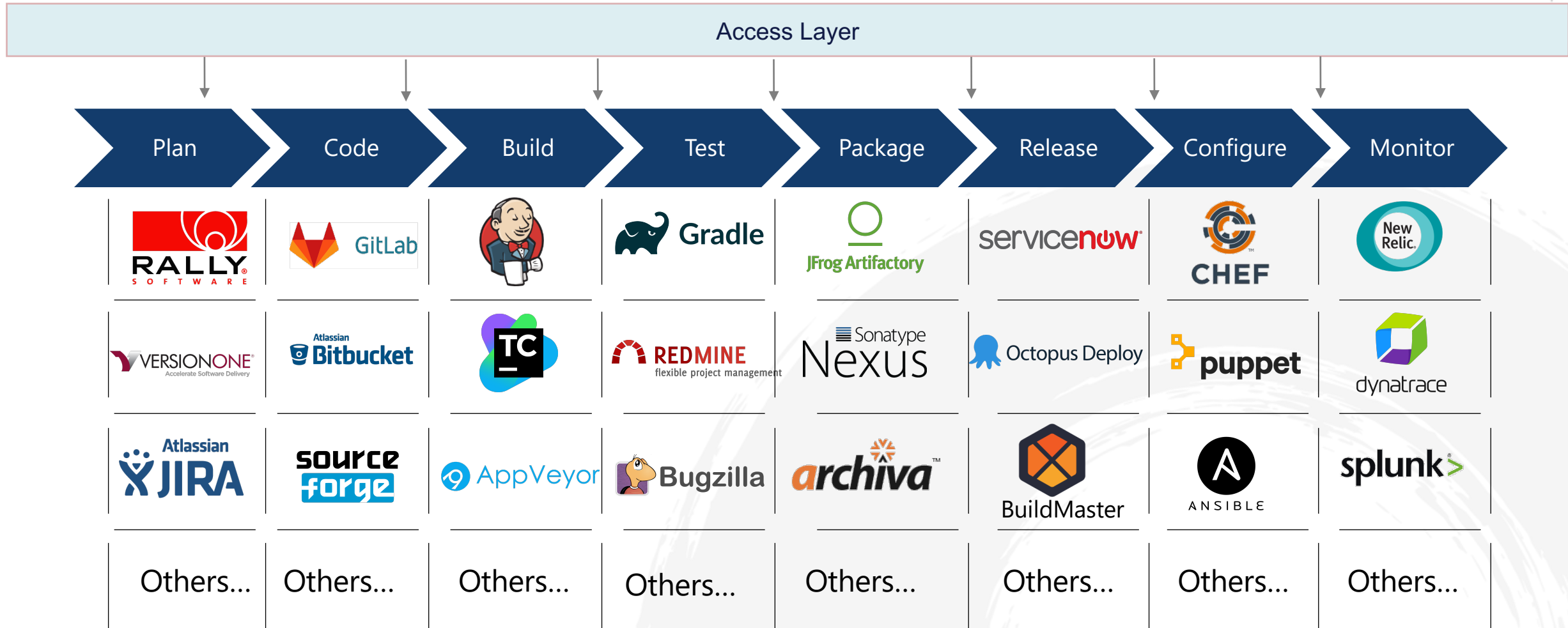
Large teams



# Agile and DevOps Toolchain

# Disconnected Tools and Process

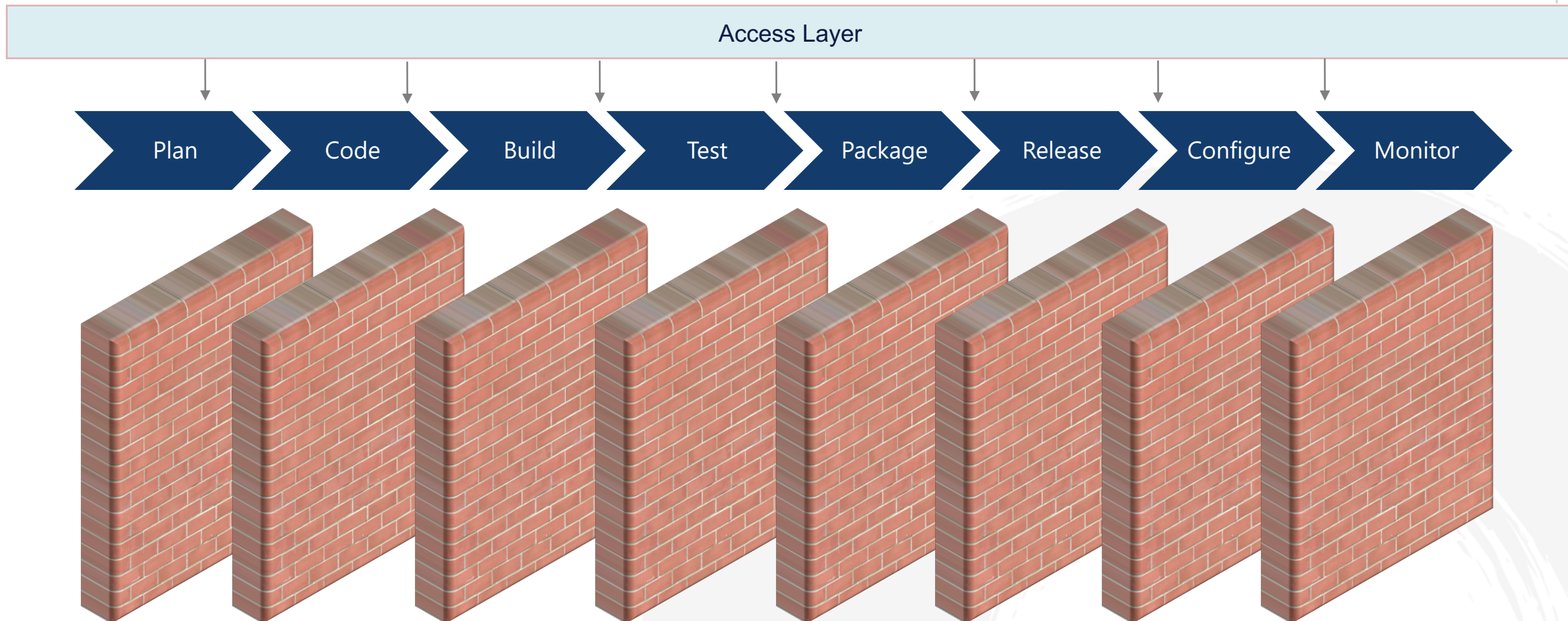
Many tools and platform which has no integration or integration will require huge effort and it's not good enough





# Disconnected Tools and Process

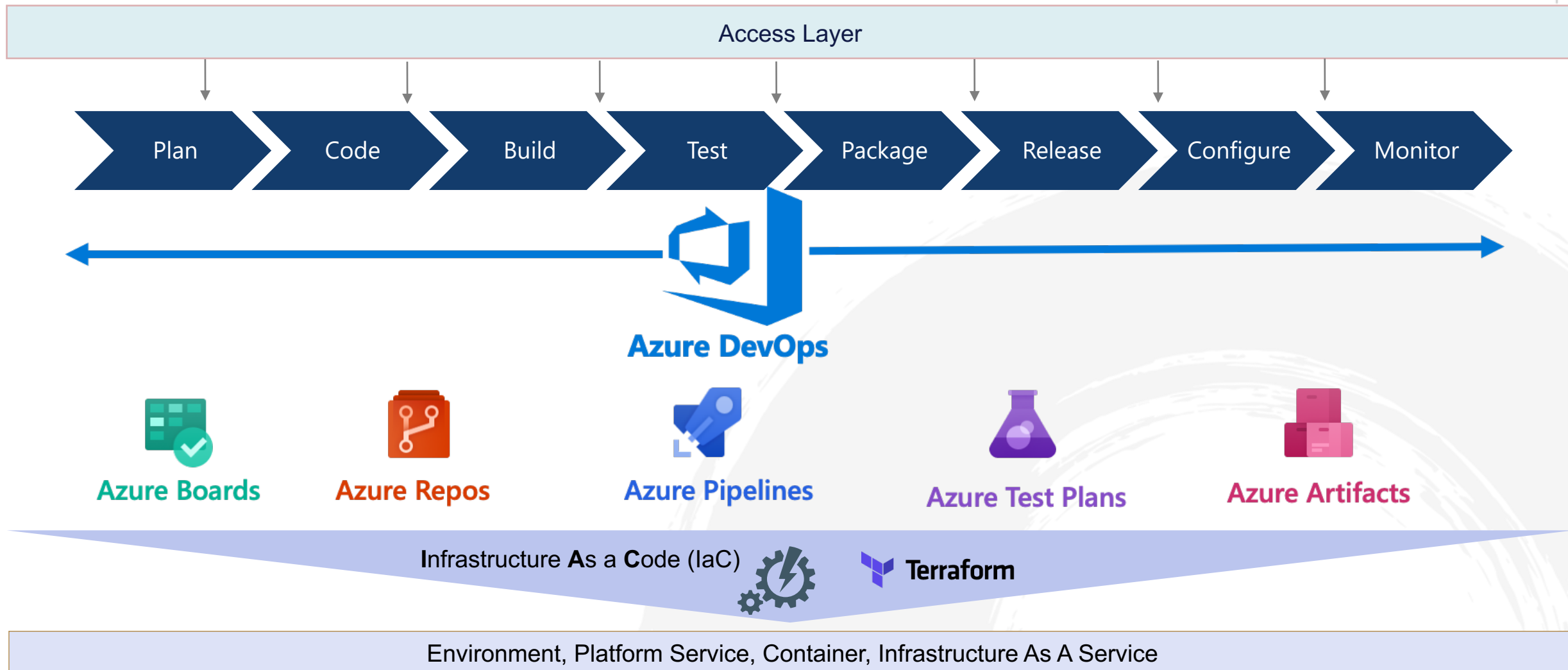
Many tools and platform which has no integration or integration will require huge effort and it's not good enough



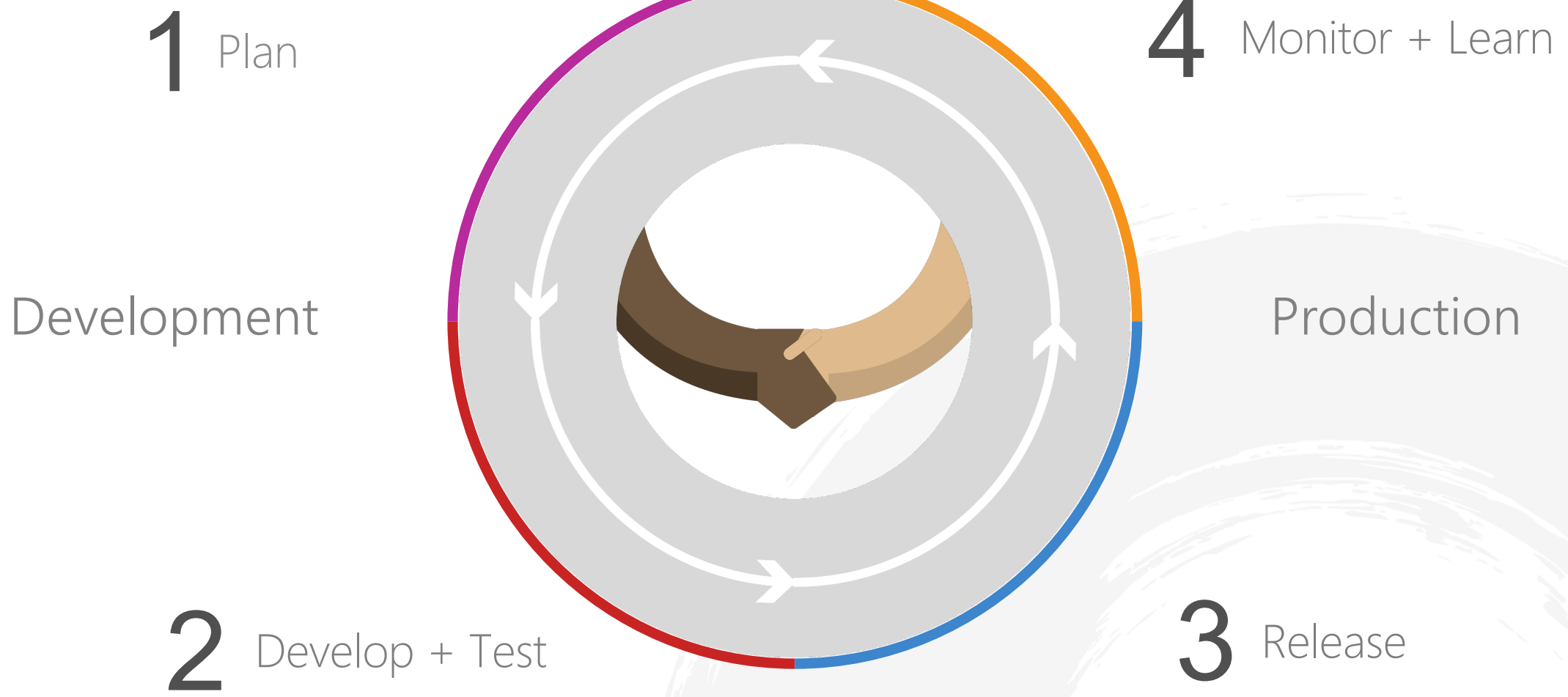


# One DevOps Toolchain for Connected Process

Use one integrated platform which has the integrated SDLC integration will require integrated DevOps process and practices



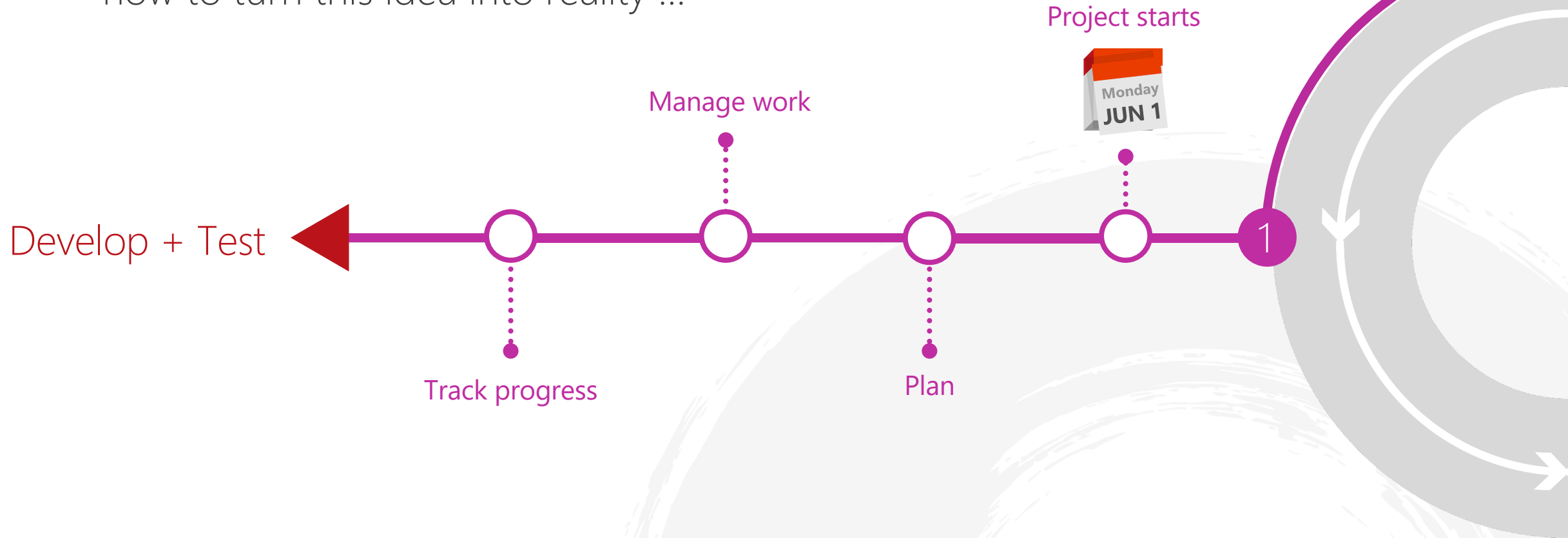
# DevOps as End-to-End Process





# Plan + Track

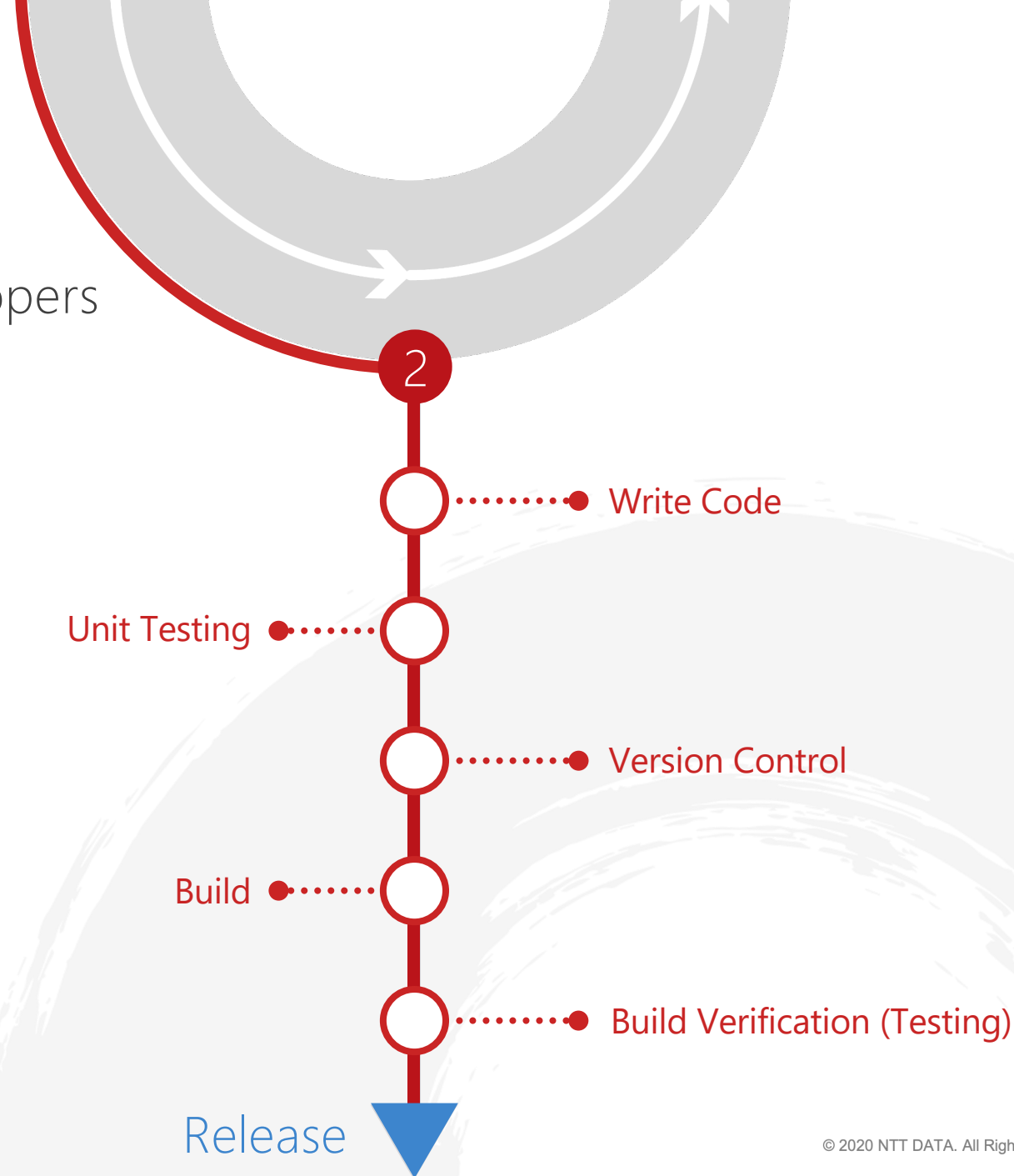
It starts with an idea – and a plan how to turn this idea into reality ...





# Develop + Test

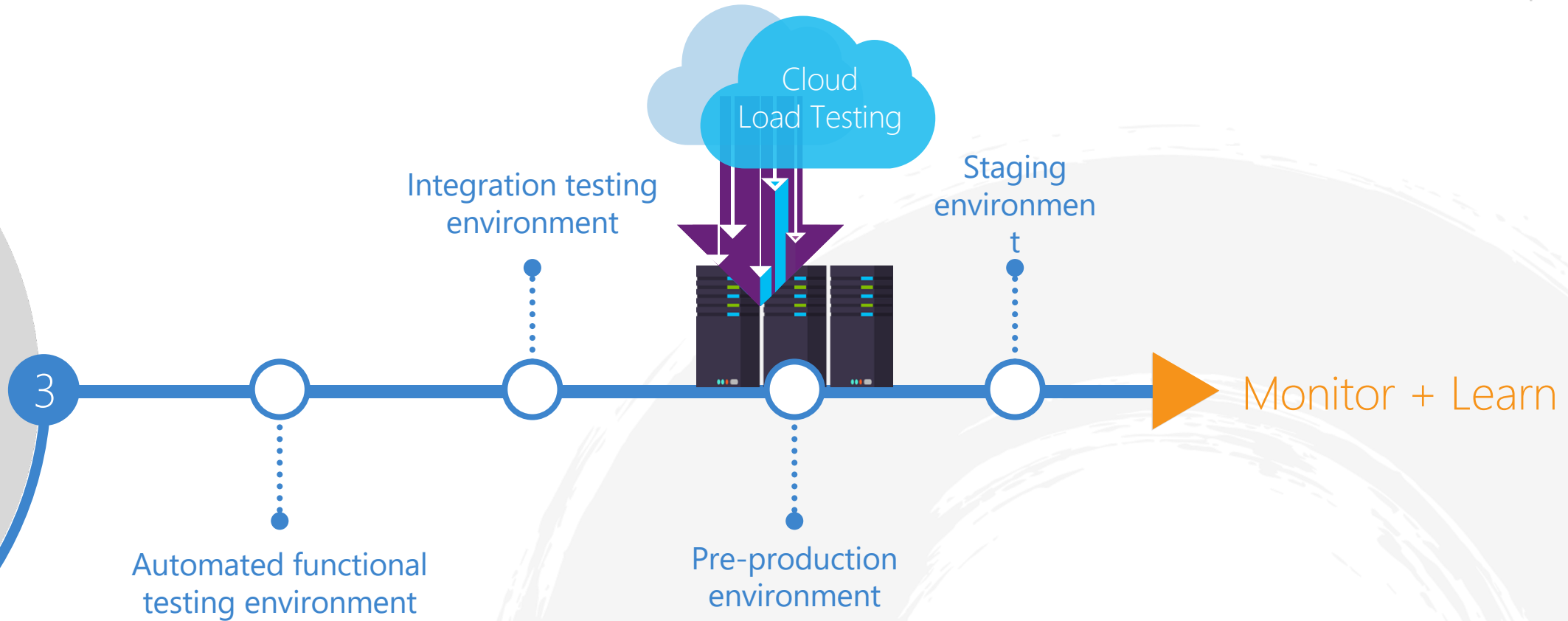
Once the iteration starts, developers turn great ideas into features ...





# Release

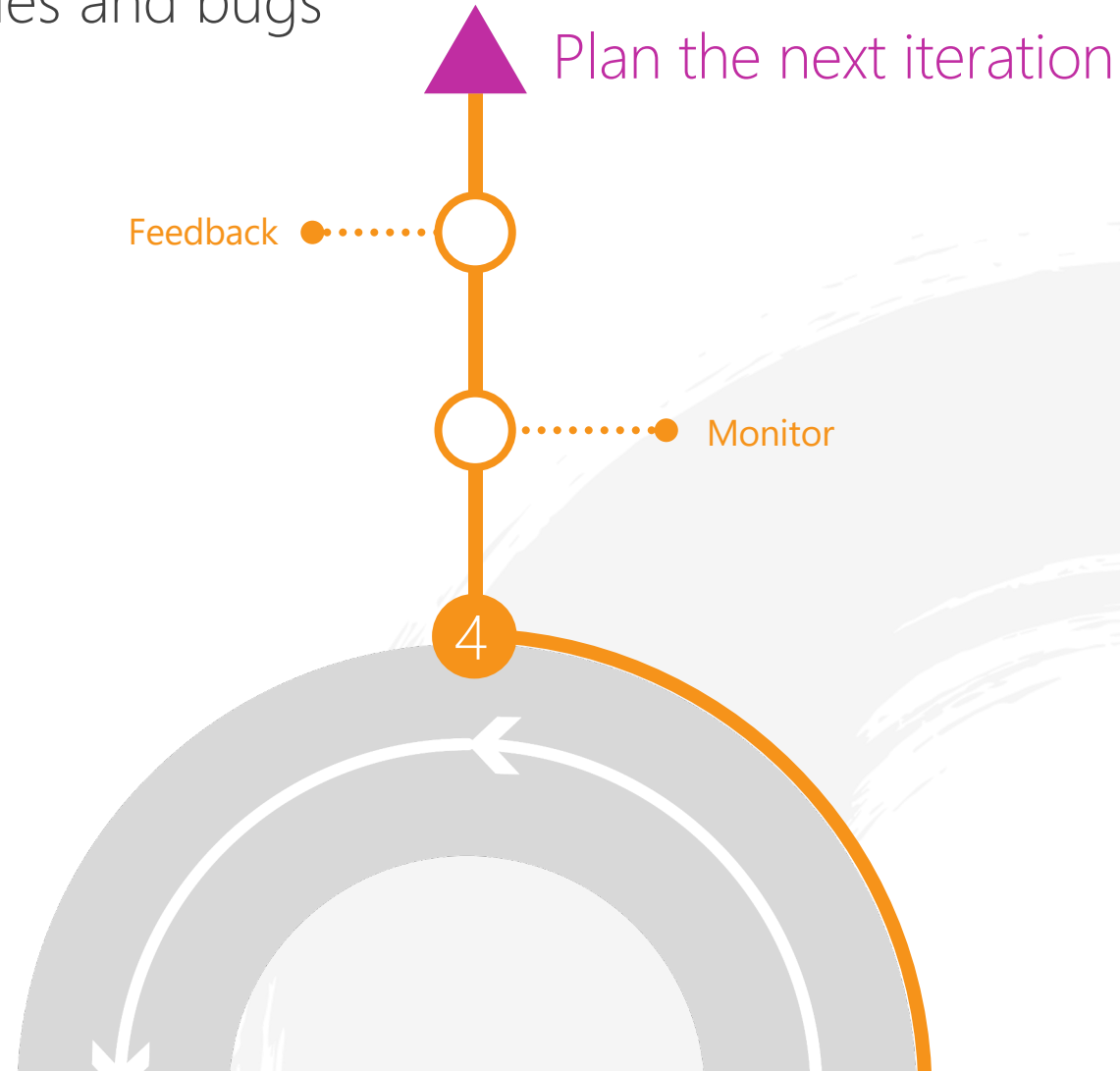
When all tests pass, the build is deployed to testing environments for each stage in the release process





# Monitor + Learn

Learn and understand how users use your app, how it reacts and quickly fix issues and bugs

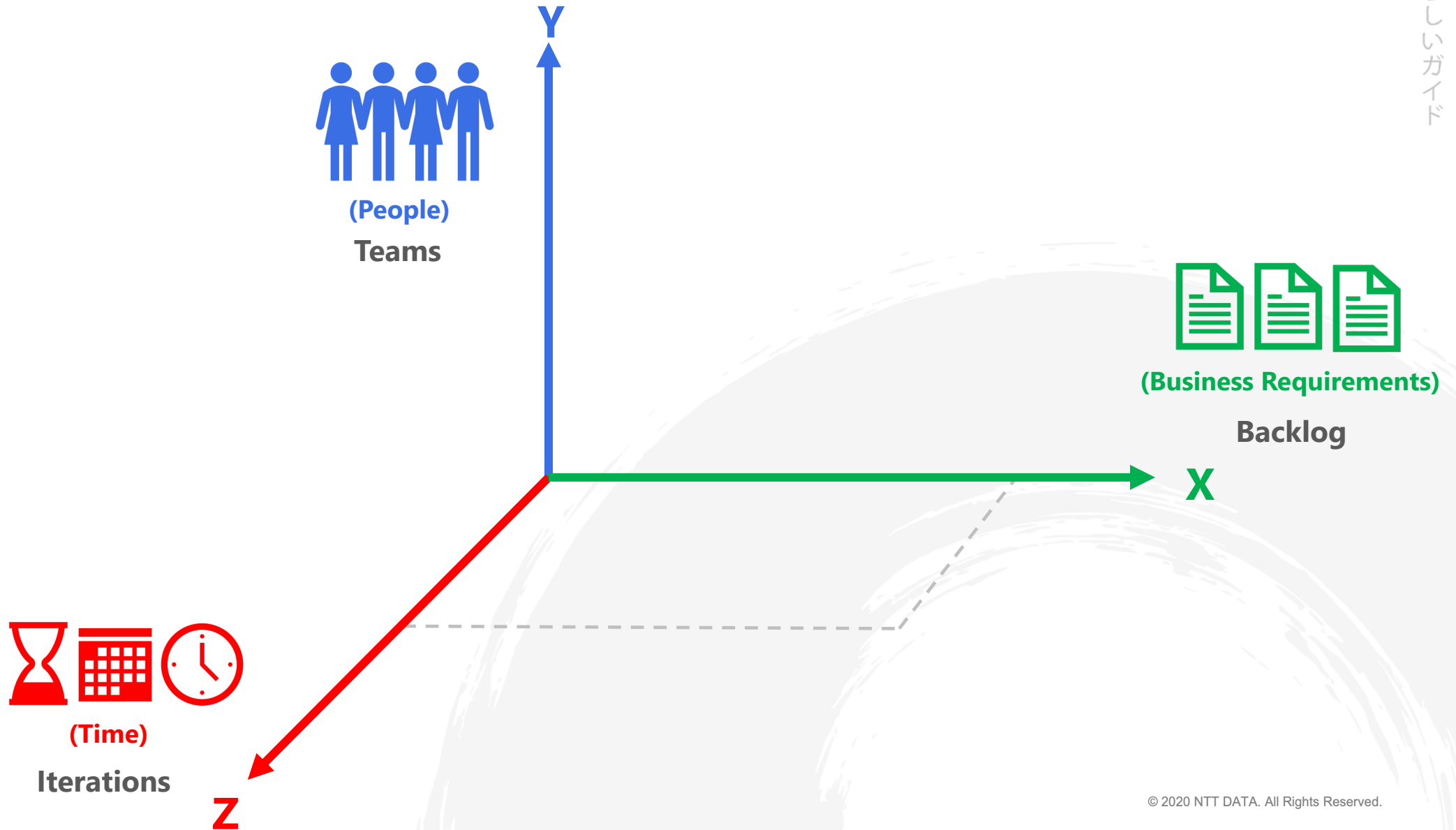




# Structuring Portfolio Management Elements



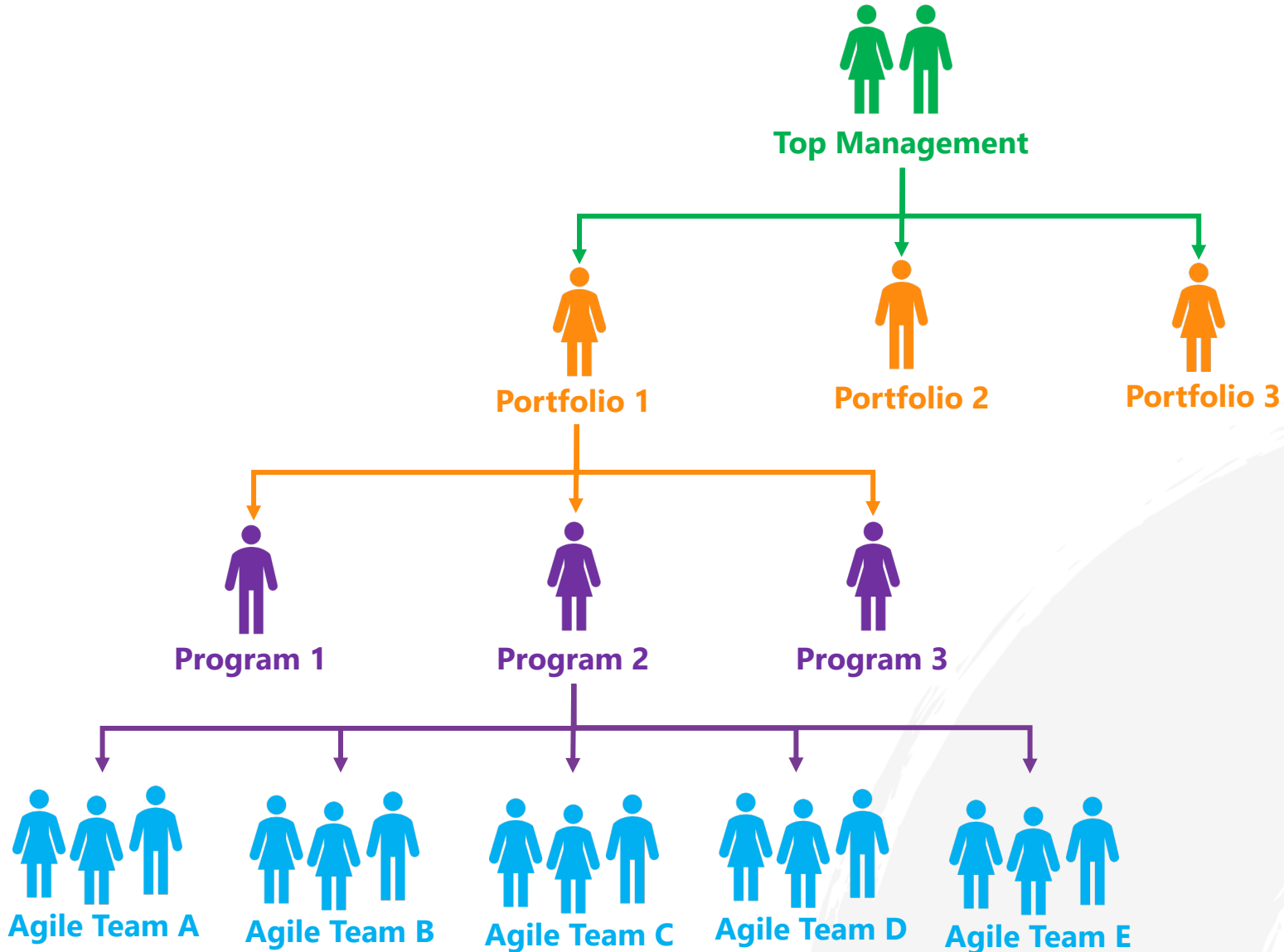
# Structuring Portfolio Management Elements





# Planning for People (Teams)

# Structuring People/Resources (Teams)





# Demo



# Planning for Time (Iterations)

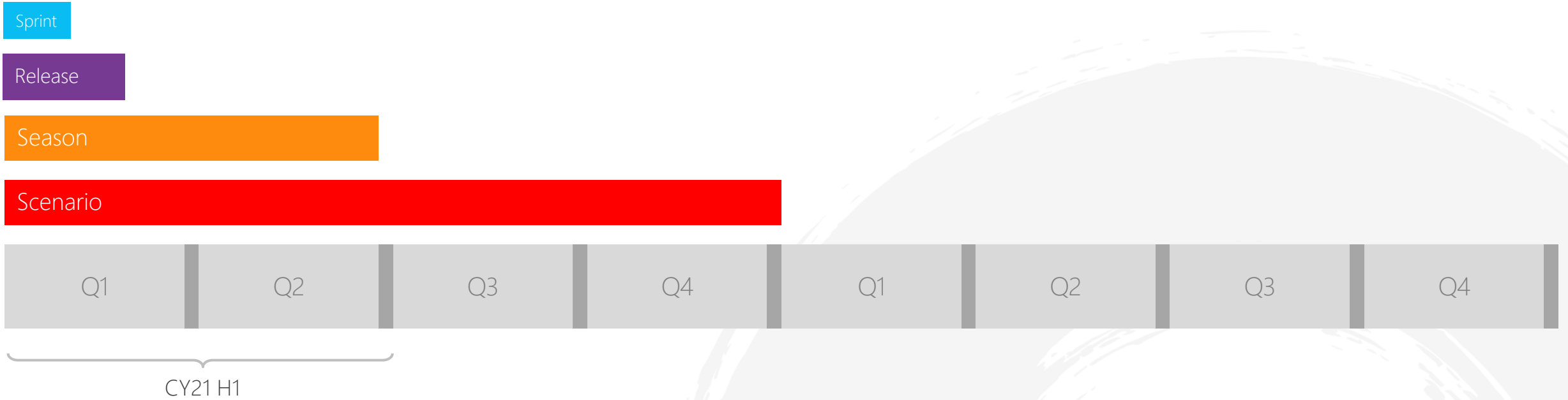
# Structuring Time (Iterations)

Leadership is responsible for driving the big picture



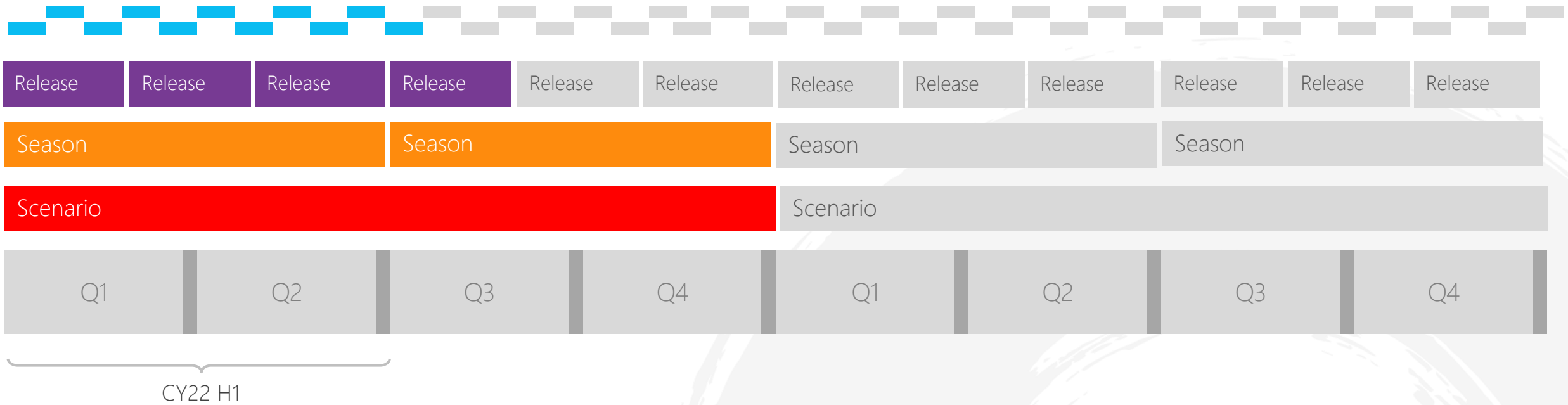
Teams are responsible for the detail

# Structuring Time (Iterations)

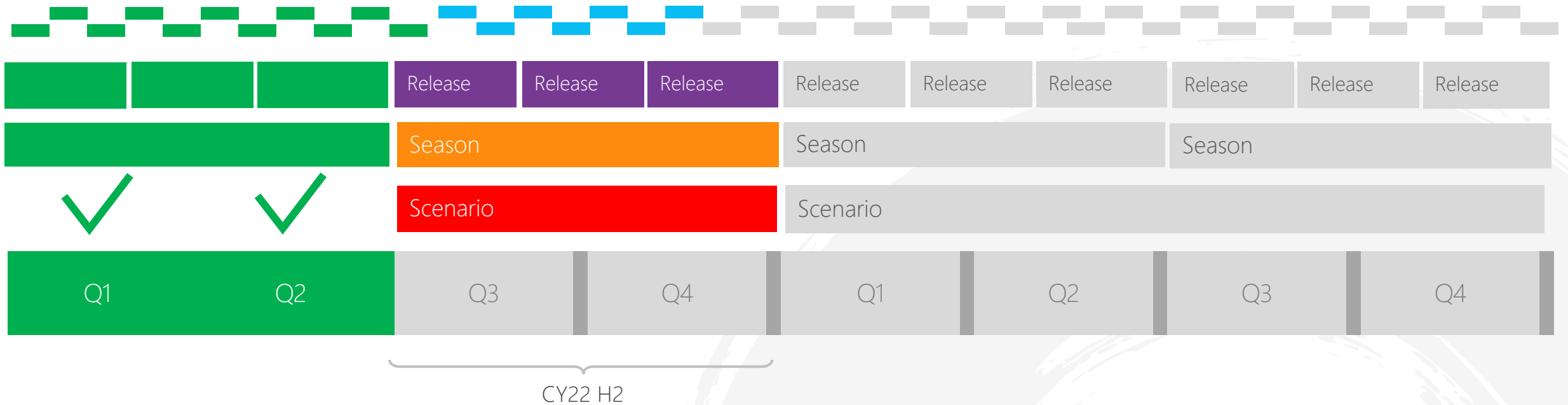




# Structuring Time (Iterations)



# Structuring Time (Iterations)



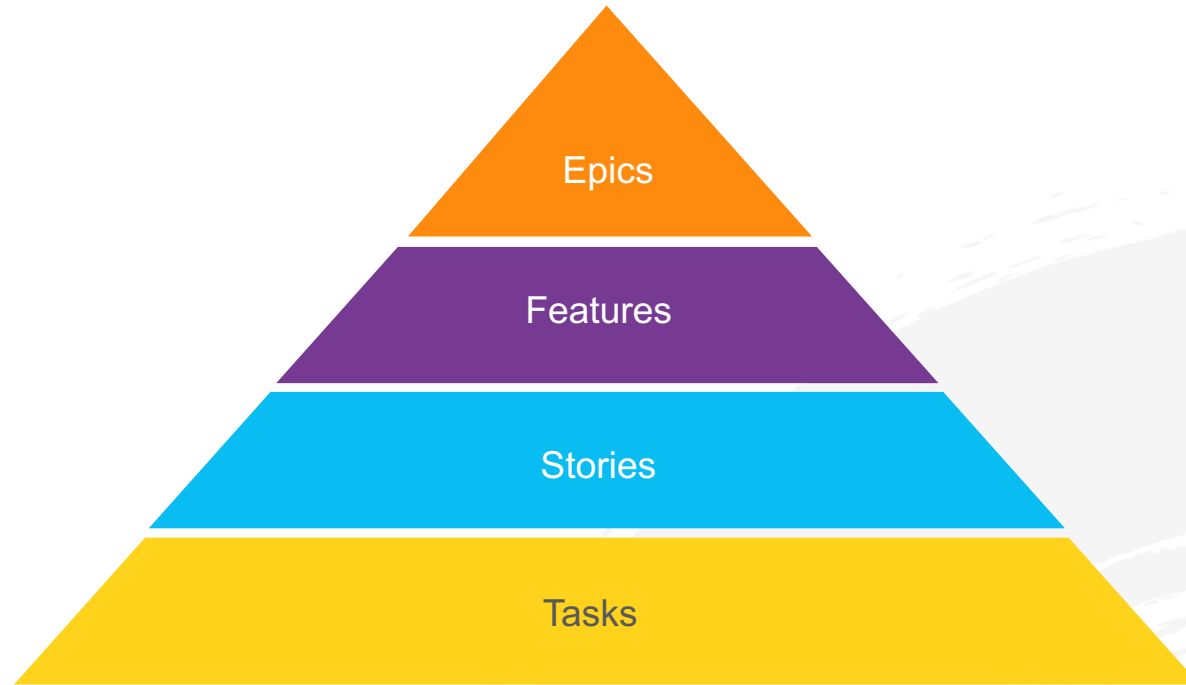


# Demo

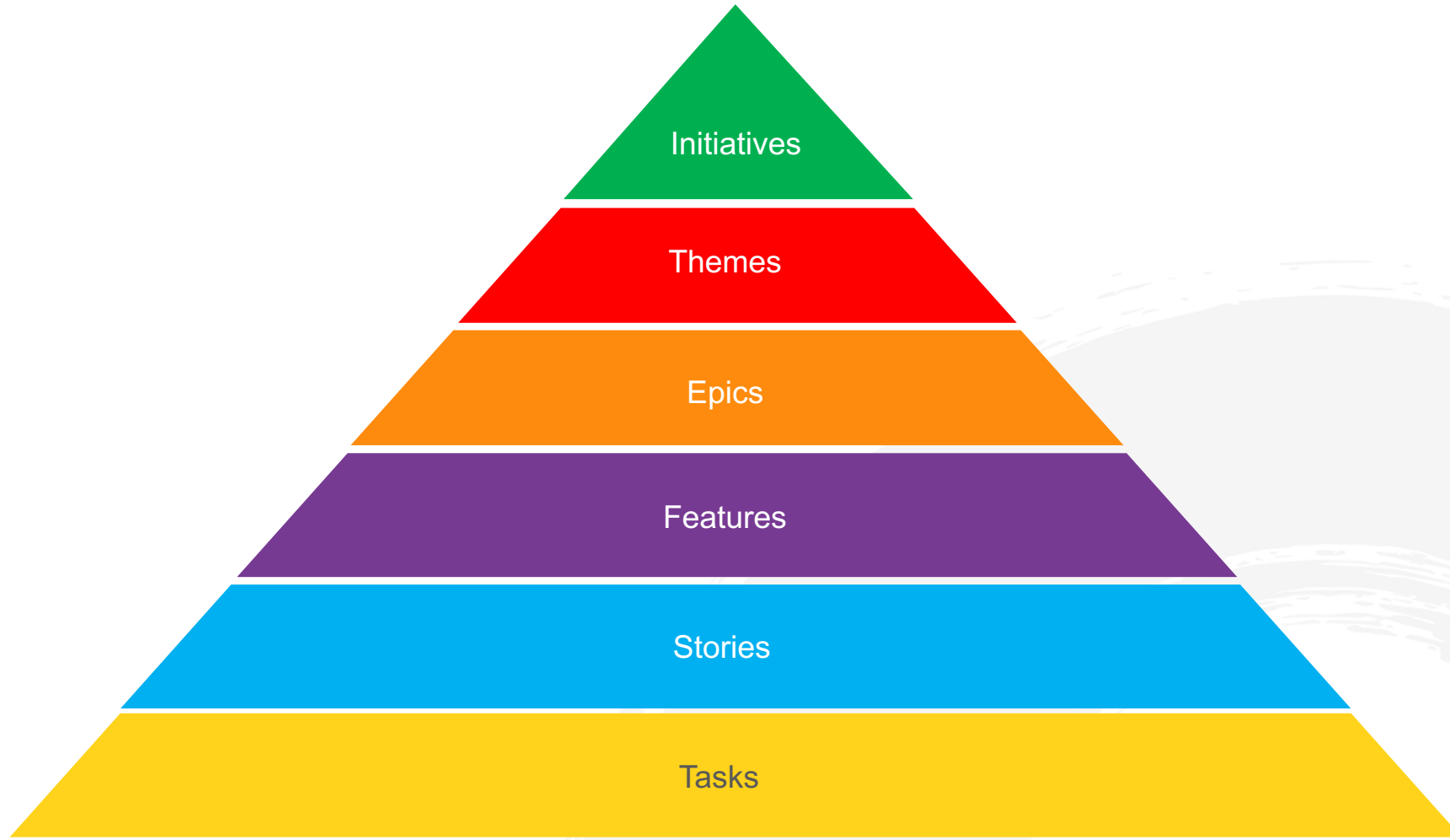


# Structuring Business/Requirements (Backlog)

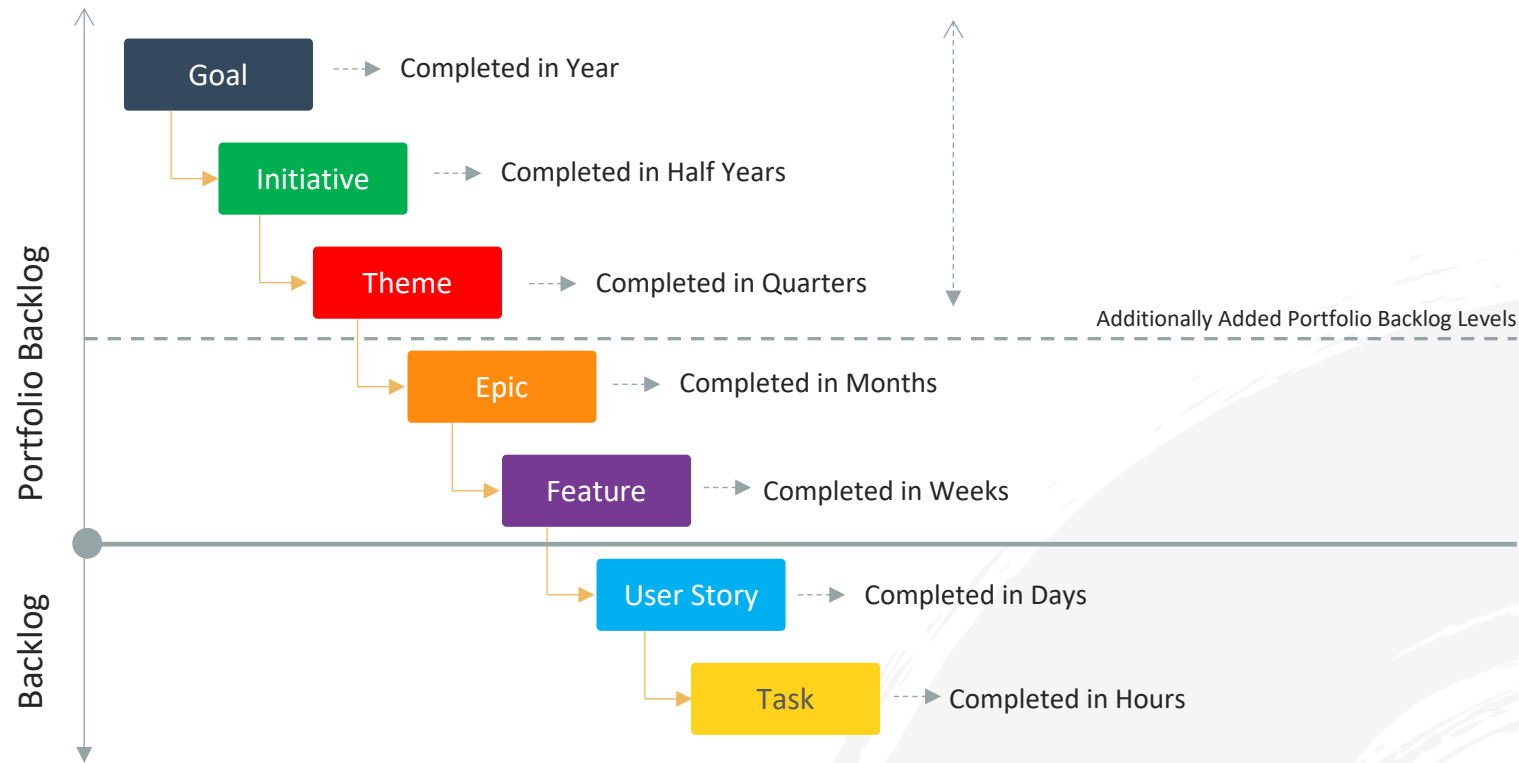
# Defining a Taxonomy



# Taxonomy is Not a One-size-fits-all



# Structuring Business/Requirements (Backlog)







# Rollup Progress Across All Levels

**Azure Board** / FabrikamFiber

HOME CODE **WORK** BUILD TEST

**Portfolio** Backlogs Releases Teams Queries

Epics

3 Epics

Features

27 Features

Order	Work Item Type	Title	State	Team Project	Progress	Bug Status	Test Status
1	Epic	Two-factor authentication	New	Fabrikam Portfolio	93%	44 1 5 9	44 44 9 9 9
	Feature	Authenticate with SMS	New	Field Support	89%	44 4 4 9	44 44 9 9 9
	Feature	Authenticate with email	New	Field Support	96%	44 4 4 9	44 44 9 9 9
	Feature	Authenticate with iOS phone app	New	Field Support	45%	44 4 4 9	44 44 9 9 9
	Feature	Authenticate with Yubikey	New	Field Support	56%	44 4 4 9	44 44 9 9 9
2	Epic	Customer can view past bills	New	Fabrikam Portfolio	100%	44 4 4 9	44 44 9 9 9
	Feature	Billing page	New	Fabrikam Online	70%	44 4 4 9	44 44 9 9 9
	Feature	Filter bills	New	Fabrikam Online	56%	44 4 4 9	44 44 9 9 9
	Feature	Save to PDF	New	Fabrikam Online	100%	44 4 4 9	44 44 9 9 9
3	Epic	Windows universal application	New	Fabrikam Portfolio	70%	44 4 4 9	44 44 9 9 9
	Feature	Login	New	Fabrikam Apps	56%	44 4 4 9	44 44 9 9 9
	Feature	View transactions	New	Fabrikam Apps	56%	44 4 4 9	44 44 9 9 9
	Feature	Show service status	New	Fabrikam Apps	100%	44 4 4 9	44 44 9 9 9
	Feature	Pay bill	New	Fabrikam Apps	70%	44 4 4 9	44 44 9 9 9

Azure Board



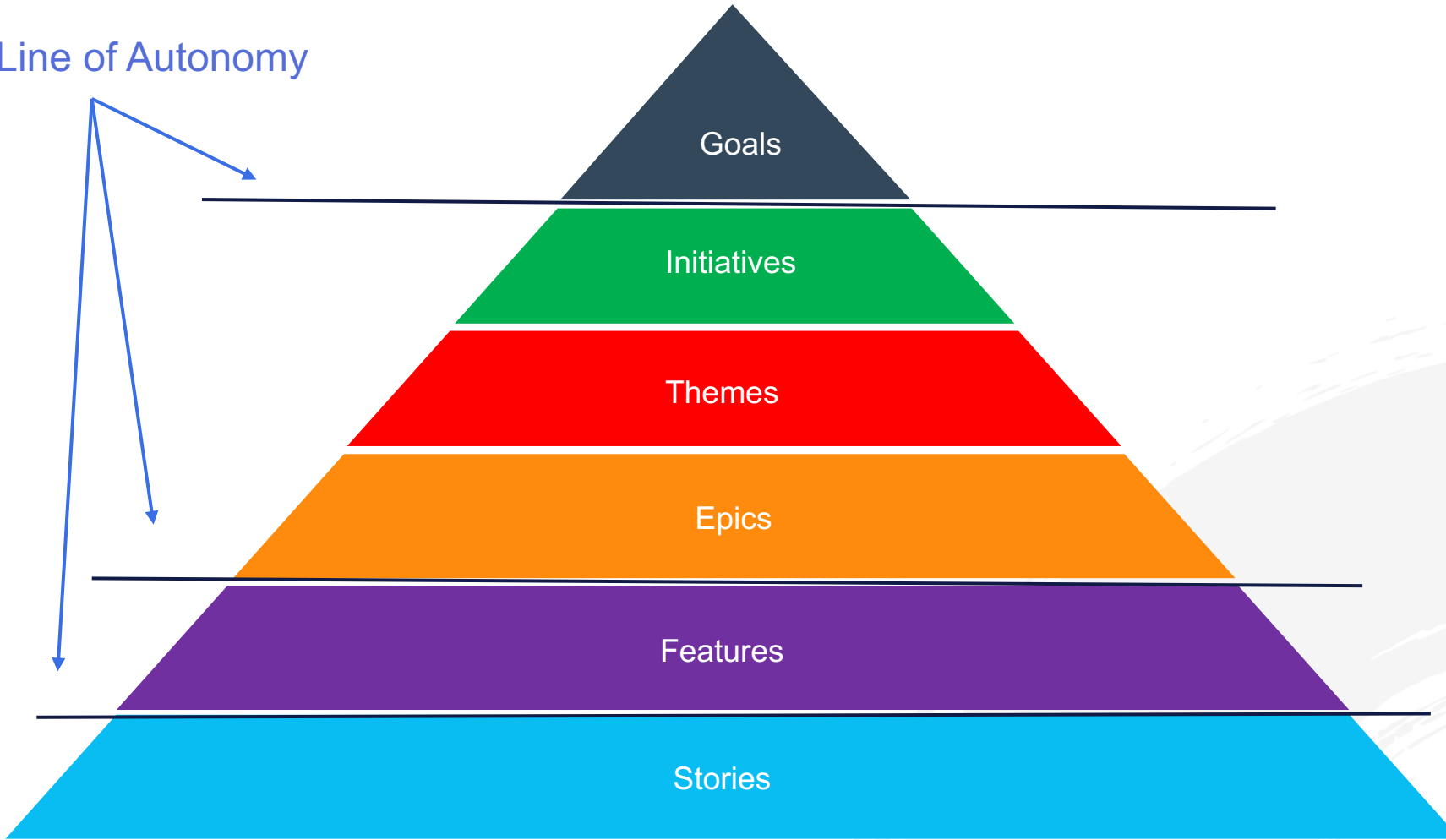
# Demo



# Agile Portfolio Management

# Line of Autonomy

Line of Autonomy



**Top Management**  
Own Goals

**Portfolio Teams**  
Own Initiatives/Themes/Epics

**Program Teams**  
Own Features

**Agile Teams**  
Own Stories



# Plan For Each Level of The Taxonomy

(Time)

(Business)

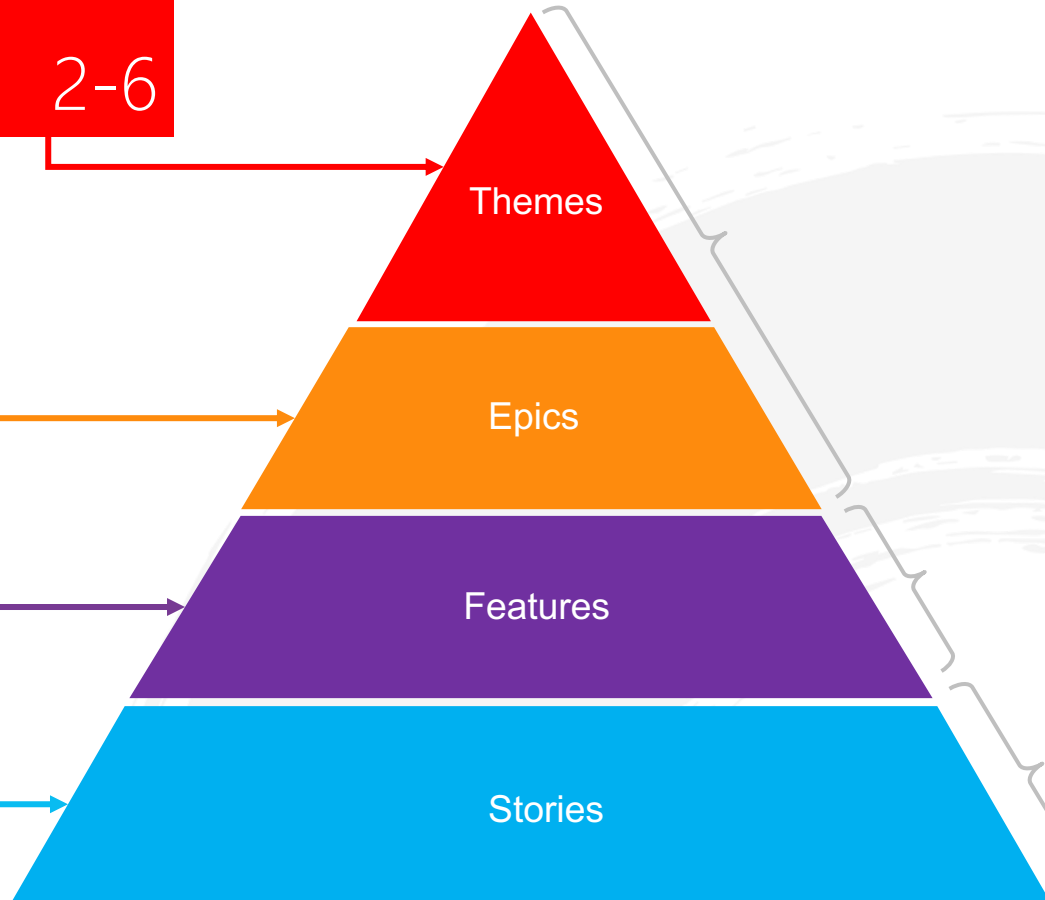
(People)

Sprint  
1-4 weeks  
1-4

Release  
2-6 sprints  
2-6


Season  
2-6 releases  
2-6

Scenario  
2-6 seasons  
2-6



  
Portfolio Teams

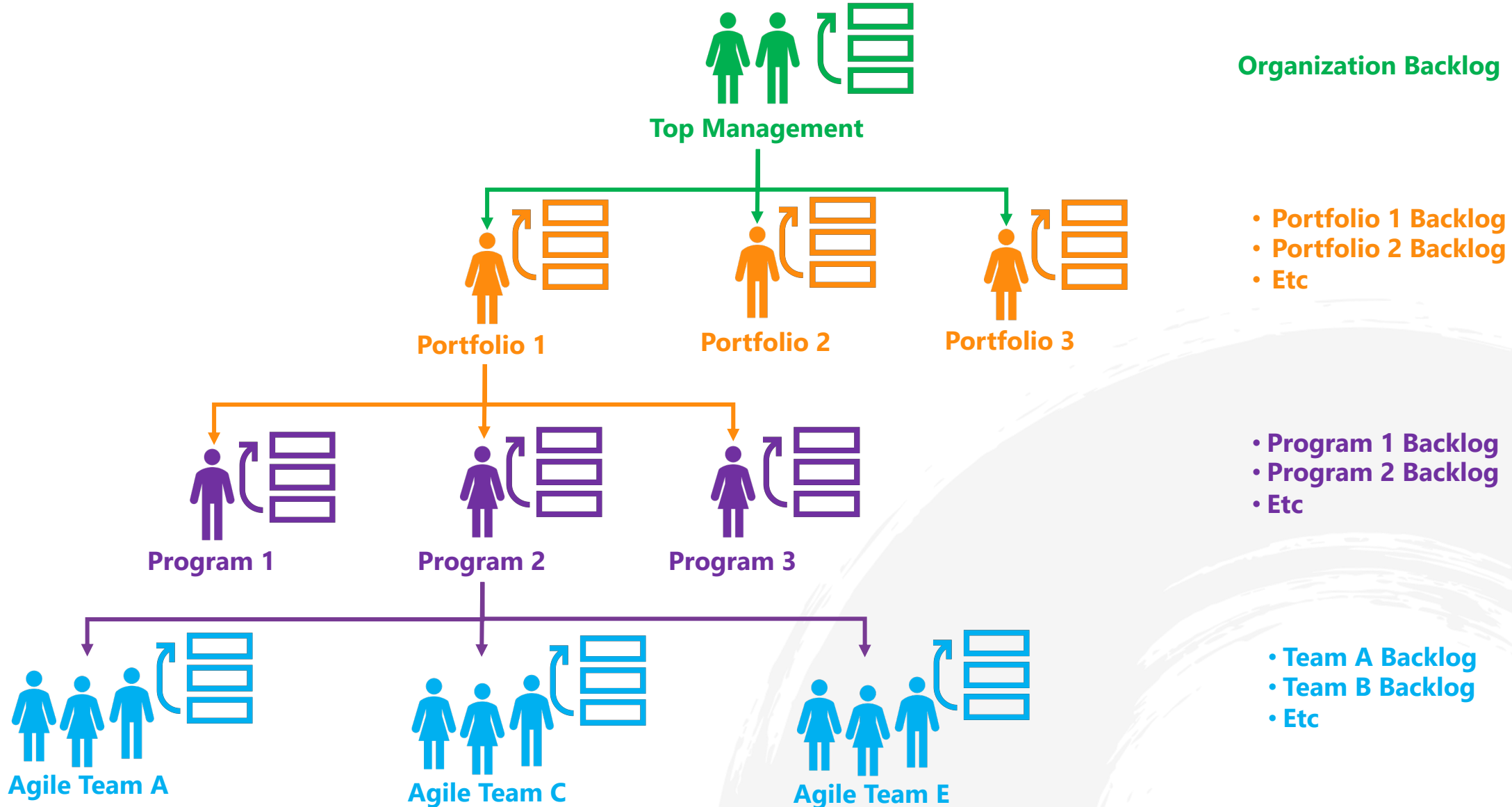
  
Program Teams

  
Agile Teams



# Demo

# Business Governance and Visibility for Backlog





# Time Governance and Visibility for Backlog

Scenario  
2-6 seasons  
**2-6**



- Scenario 1 Backlog
- Scenario 2 Backlog
- Etc

Season  
2-6 releases



- Season 1 Backlog
- Season 2 Backlog
- Etc

Release  
2-6 sprints



- Release 1 Backlog
- Release 2 Backlog
- Etc

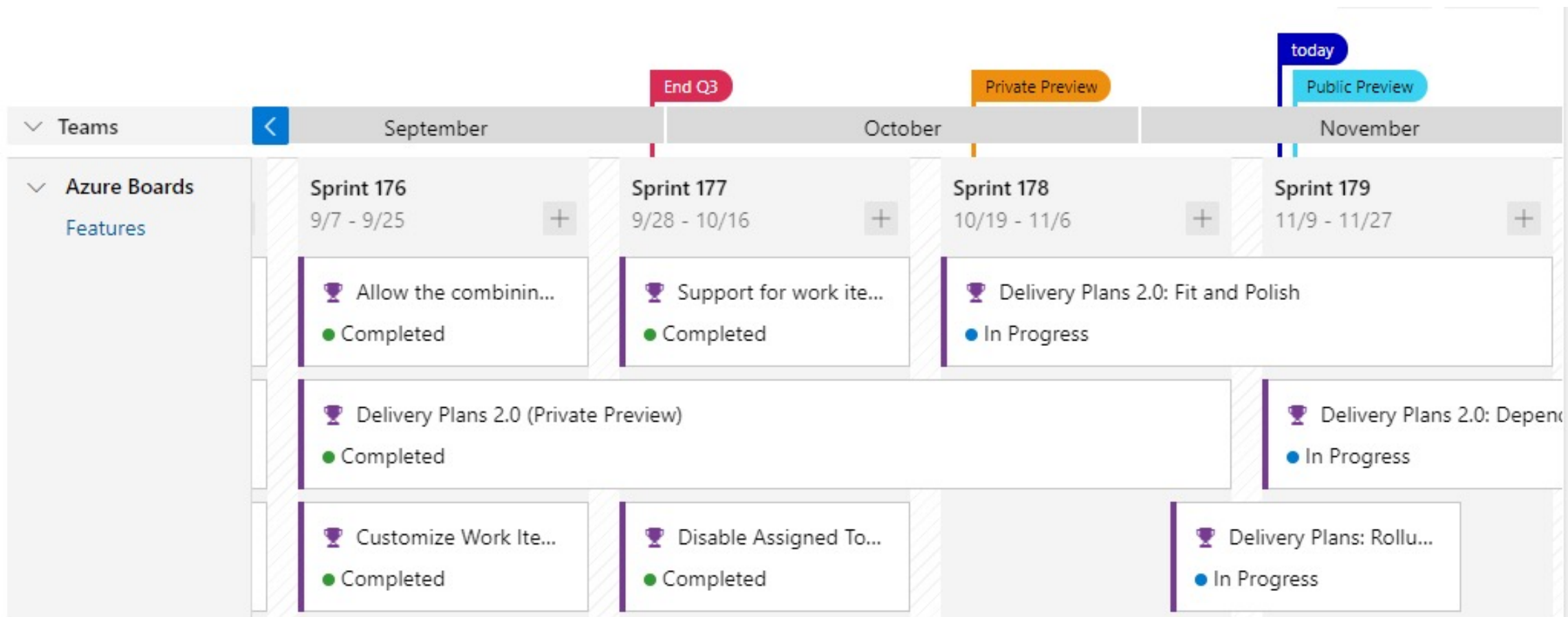
Sprint  
1-4 weeks



- Sprint 1 Backlog
- Sprint 2 Backlog
- Etc



# Organization Roadmap





# Demo

**NTT DATA**

**THANK YOU**

**AGILE/  
DEVOPS  
GLOBAL  
CONFERENCE**

