

Agile Transformation Story Epic

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About me



- Department head in DB Russia Development Centre (RDC).
- Scope is Risk and P&L applications for investment bank and also Order Management Systems for equity and listed derivatives trading.
- 2 years in DB
- Before DB Intel (5 years) and Exigen Services (3 years)
- Agile usage, implementation and evangelization for 10+ years

About you



- You are interested in agile and want to know what does work and what doesn't for others
- You are middle manager or executive manager concerned about how to implement (and leverage) agile in your organization
- You are lost in conference agenda ②
- Expectation is that you know what is agile in software development (feel free to ask questions at the end if you are not)



DB RDC Landscape



Deutsche Bank – global universal bank, 100k people

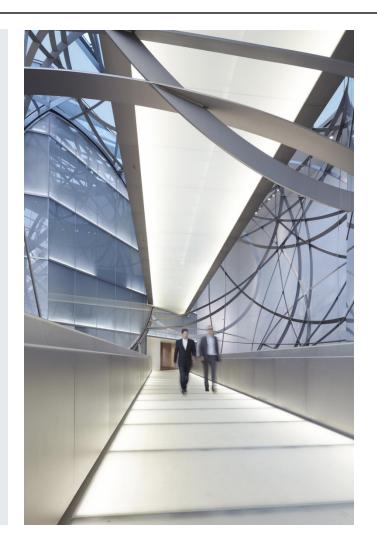
DB Russia Development Centre

- 800 people out of 3 000 globally developing cutting edge IT solutions for IB part of DB
- Average team is about 20 people per one cutting edge sophisticated solution
- Setups are from end-to-end in RDC to highly distributed teams (2+ locations)

Spiral evolution



- RDC started in 2001 as startup for DB. New platform for new business. Agilish culture. Big success as a result in 2004.
- 11 years of development to 800 people with dozen of engagements. Roughlyroughly – 40 unique setups and solutions.
- Quantity developed and quality demands are high -> agile is an obvious investment area



A bit of theory



Agile Fluency (aka maturity)

- Team Organization (SCRUM, Kanban, SCRUMban, excluding SCRUMno) 3-12 months
- Team Culture (advanced development practices, i.e. Extreme Programming v1 – base, v2 – advance) 6 -24 months
- Organizational Structure (business knowledge integration, removal of barriers) 3 – 7 years
- Organization Culture (Learn practices, cutting edge ideas practicing, innovation) your opportunity ©

Team Fluency - How



- Team Organization
 - Education
 - Organize functional team
 - Inject professional agile coach for processes setup
 - Support and inspire (though transparency demand)
- Team Culture
 - Education
 - Inject professional agile software development experts
 - Support and inspire (through quality targets demand)



Organization Structure Fluency - How



- Business knowledge proximity
 - Engage close to full-time business representatives
 - Develop in the team business experts
 - Hire analysts
 - Develop analysts from over-heated QA
 - Search for communication and negotiation skills
 - Make thoughtful decision on PO vs. Proxy PO
 - Education on Agile Requirements Management

Organization Structure Fluency - How



- Remove organizational structure barriers
 - Alignment to carrier development
 - Flat structure
 - War Unit size is 30-40 -> 5-6 teams average
 - Use communities to link professions in War Units
 - Make senior jobs as Individual Contributors
 - All are hands-on
 - 360 as performance management culture

Organization Culture Fluency – How?



- Limited personal experience ⊗
- Common sense filtered by gut feeling
 - Learn how to identify and eliminate constraints (eg. Value Stream Mapping)
 - Target Based organizational planning
 - High autonomy
 - Beyond Budgeting
 - Top-top level support and inspiration
 - Multi-years journey with a lot of drawbacks

Implementation 1



Background

- Consolidated development team for the main global equity trading platform (35 people)
- Done
 - Education
 - Agile Coach development
 - One team formation and following roll-over to the reaming 4 teams
 - 12 months journey
- Achieved
 - SCRUM setup
- Team Structure Fluency



Implementation 2





Background

- New stream in existing product stack
- From the scratch team of 30 setup
- Deep business knowledge

Done

- Agile coach hired to setup all process and develop culture
- 12 18 months journey

Achieved

- SCRUM setup
- Business Expertise
- Organization Structure Fluency level

Implementation 3



- Background
 - Cross-regional team
 - Middle-tier application layer team of 10
- Done
 - Education
 - Agile Coach injection
 - Agile Software expert injection
 - Business knowledge expert injection
 - 6 months journey
- Achieved
 - SCRUMban setup
- Team Structure Fluency

