

SCALING AGILE @NICE

Eli Pripaz Cohen

NASDAQ: NICE

~5,000
Employees

~1600
R&D Professionals

>25000
Customers

5
Sites

>80
Agile Teams

>85%
Fortune
100 customers

agenda

Agile Software Engineering

Dynamic reteaming

Agile survey

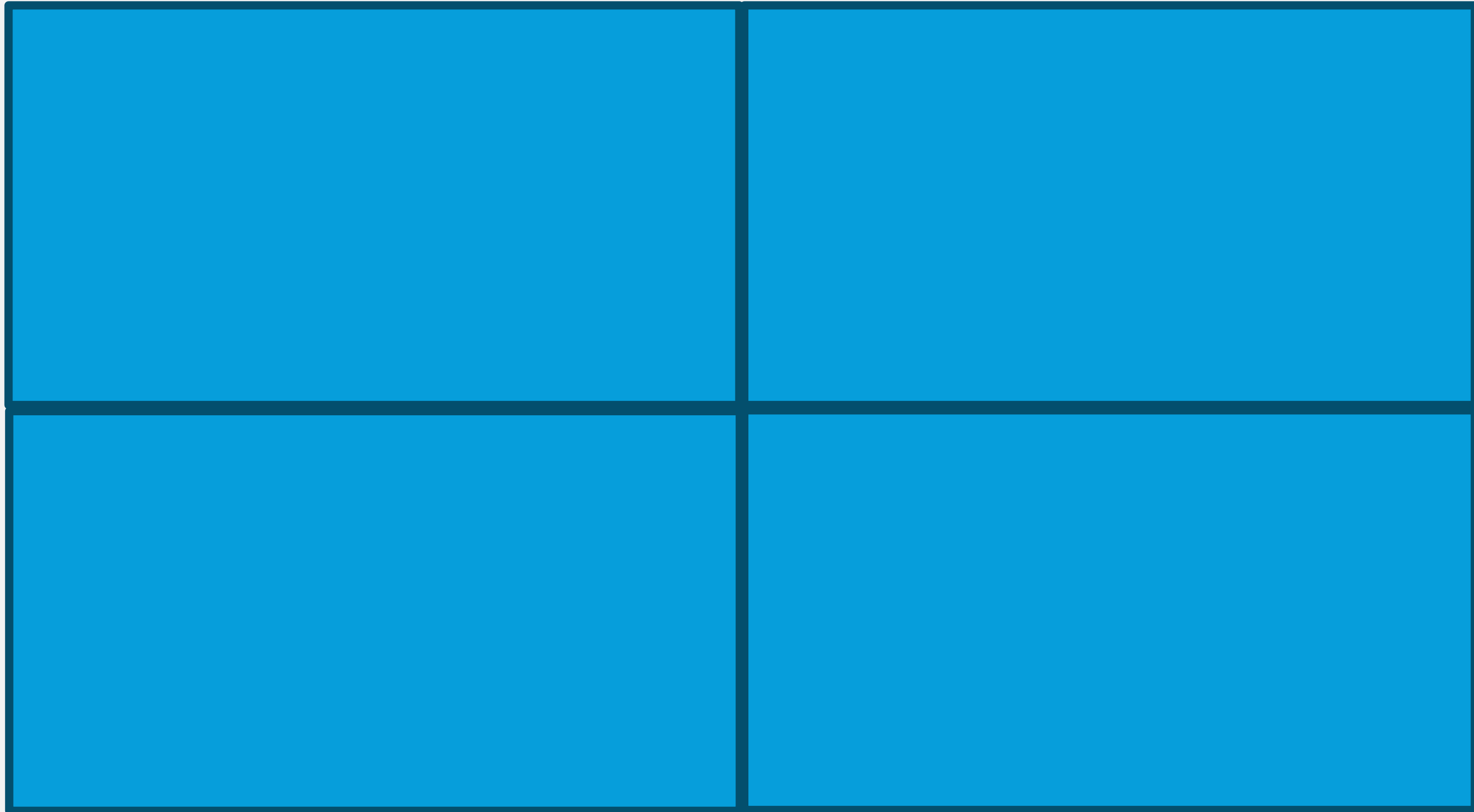
Agile trainings

"Agile friendly" org-structures and roles

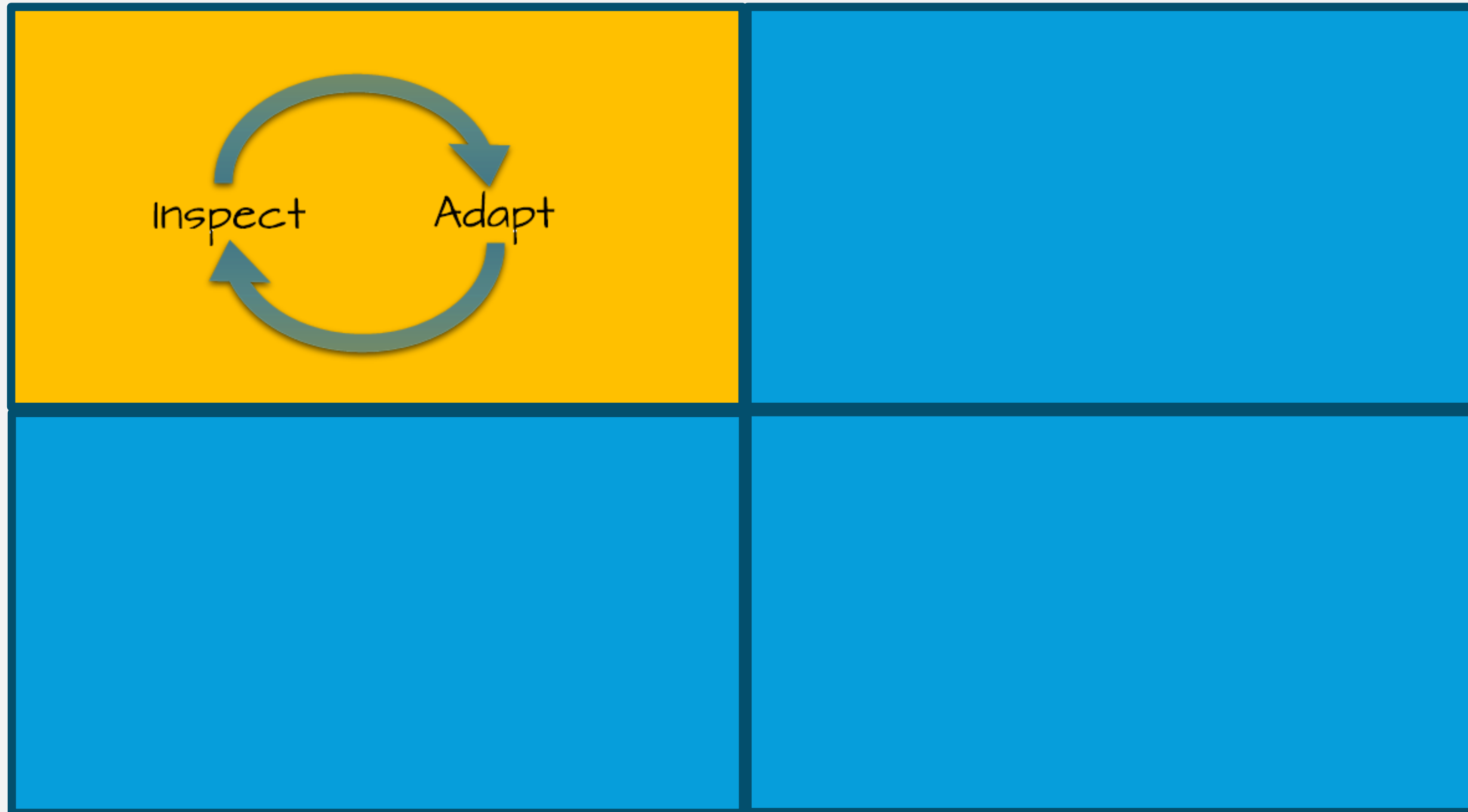
YOUR VOTE
IS
YOUR VOICE

AGILE SOFTWARE ENGINEERING

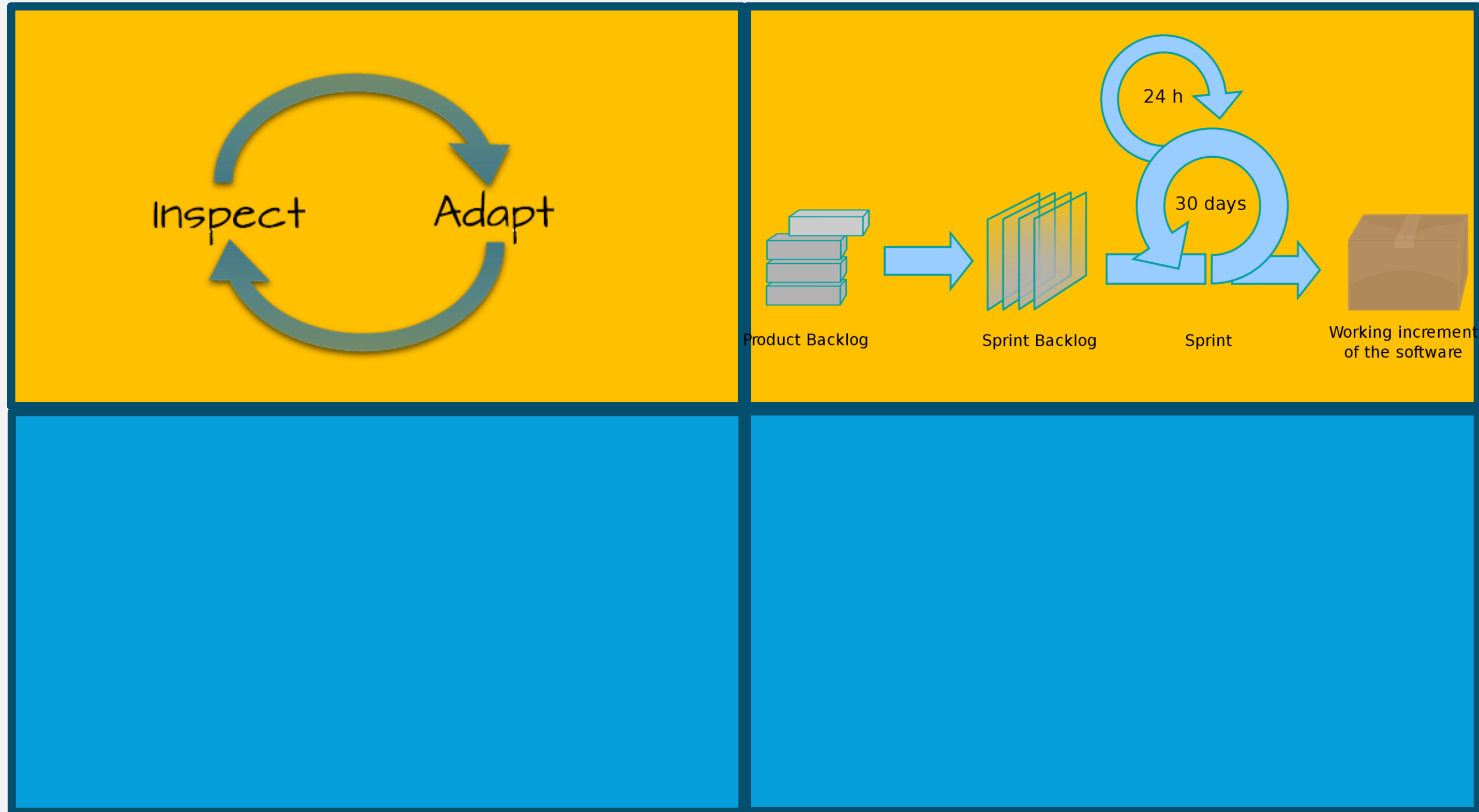
What does it Mean to Work in Agility?



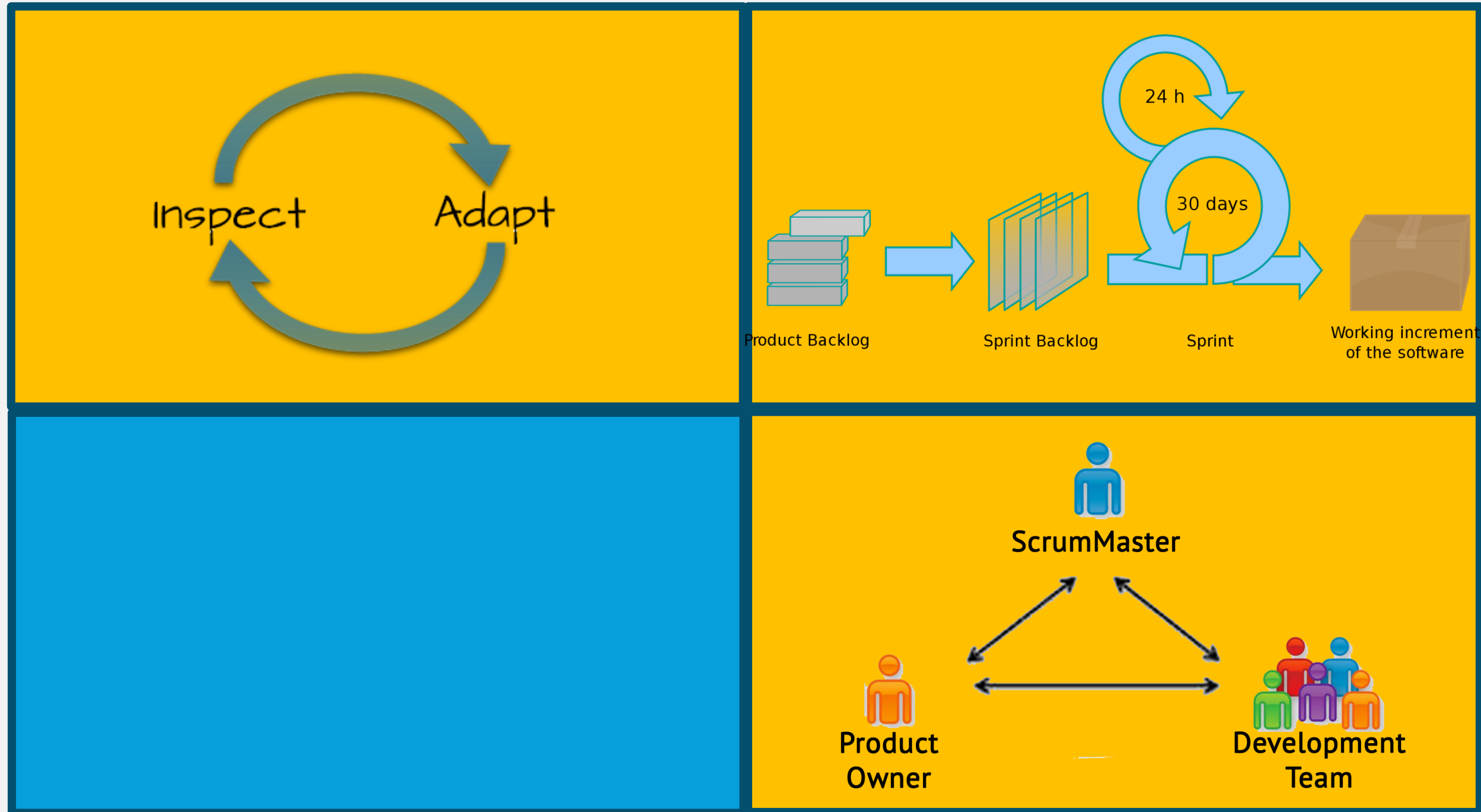
What does it Mean to Work in Agility?



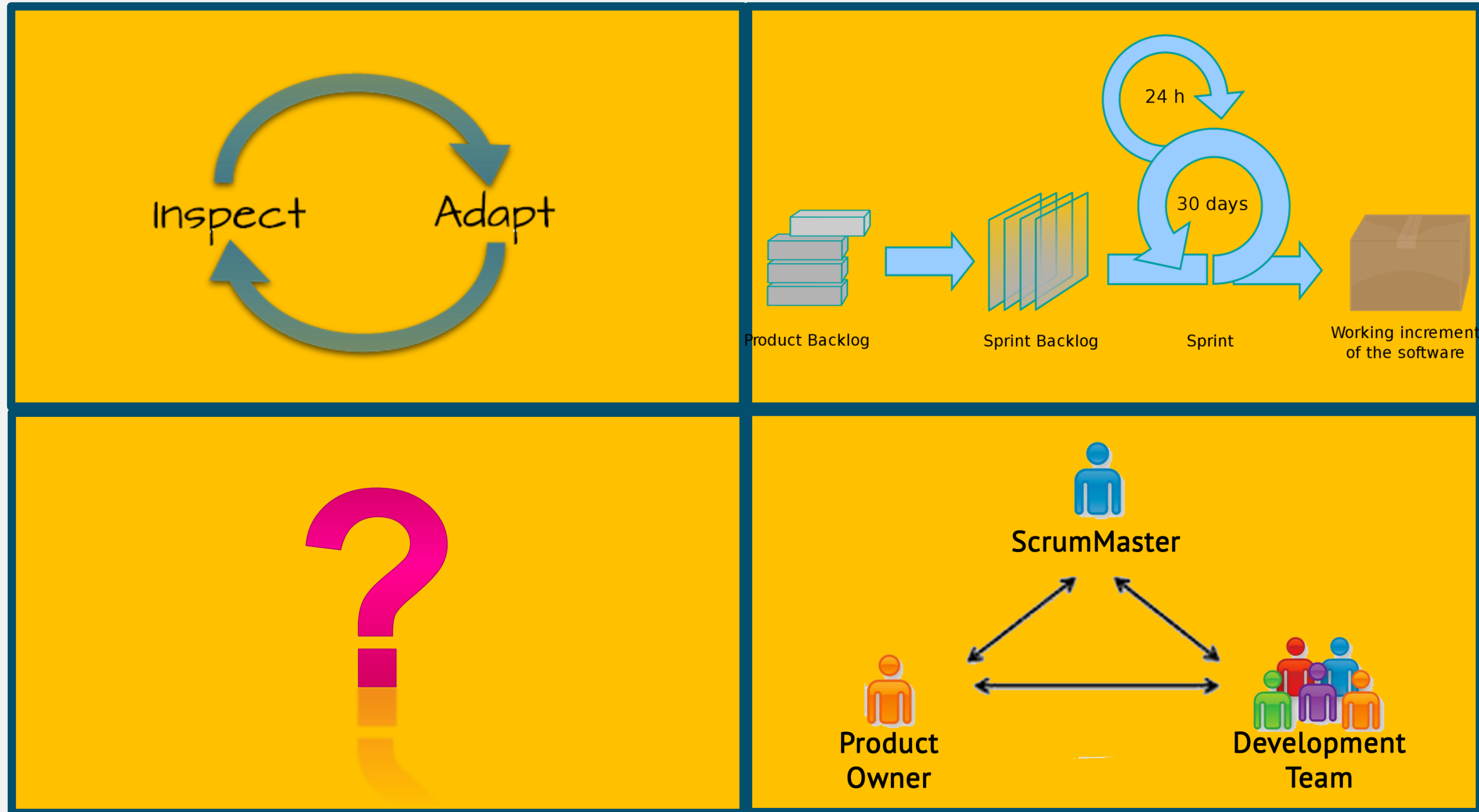
What does it Mean to Work in Agility?



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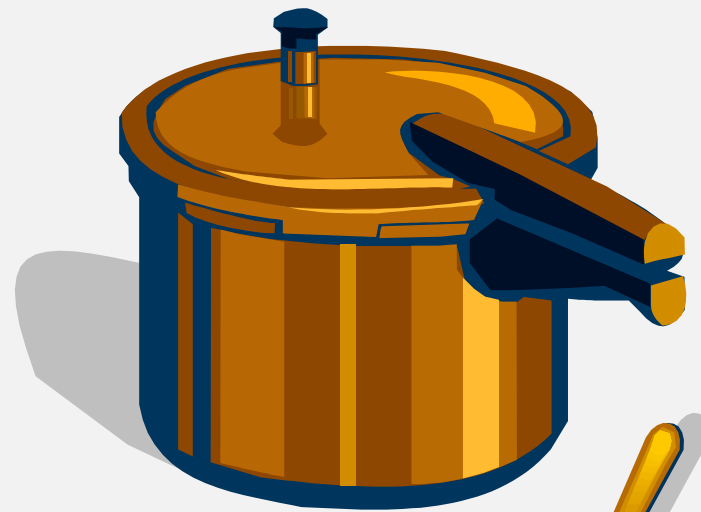
What does it Mean to Work in Agility?



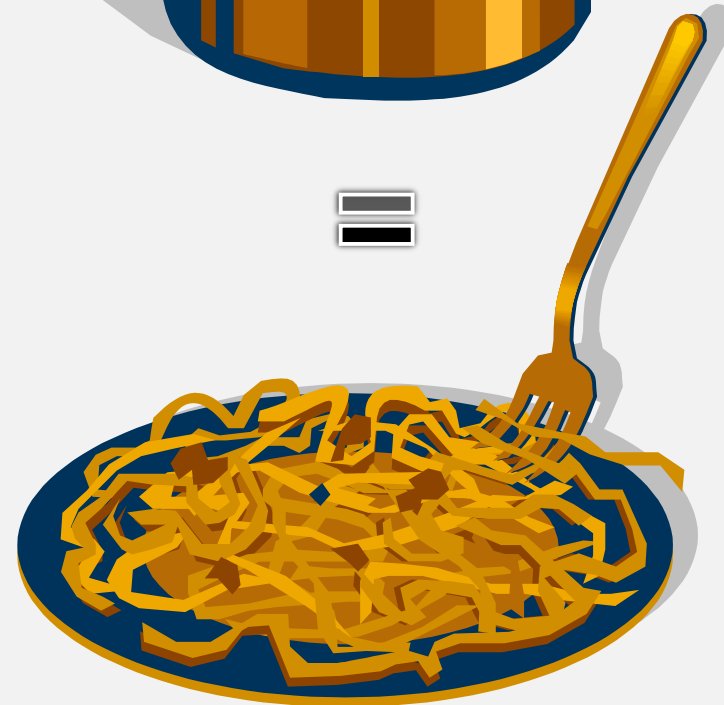
Production Floor Work-mode



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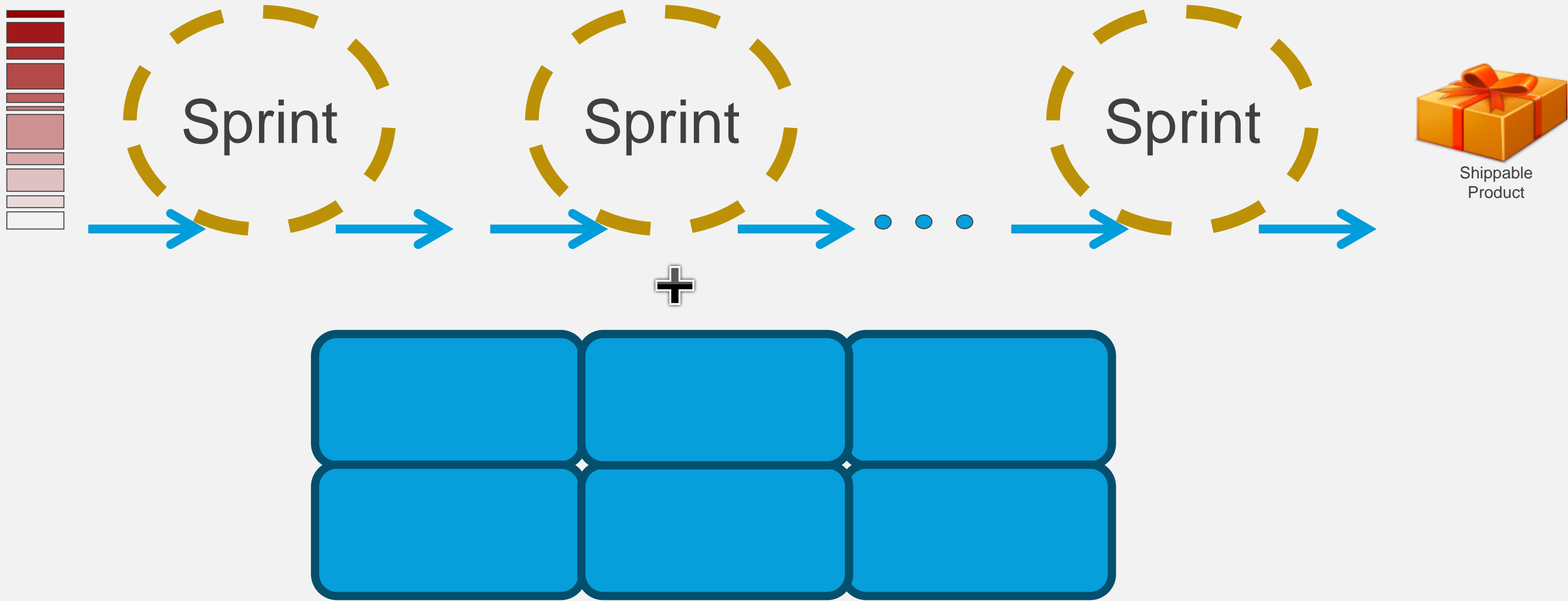
INCREMENTAL DONE DELIVERY???

Agile Software Engineering

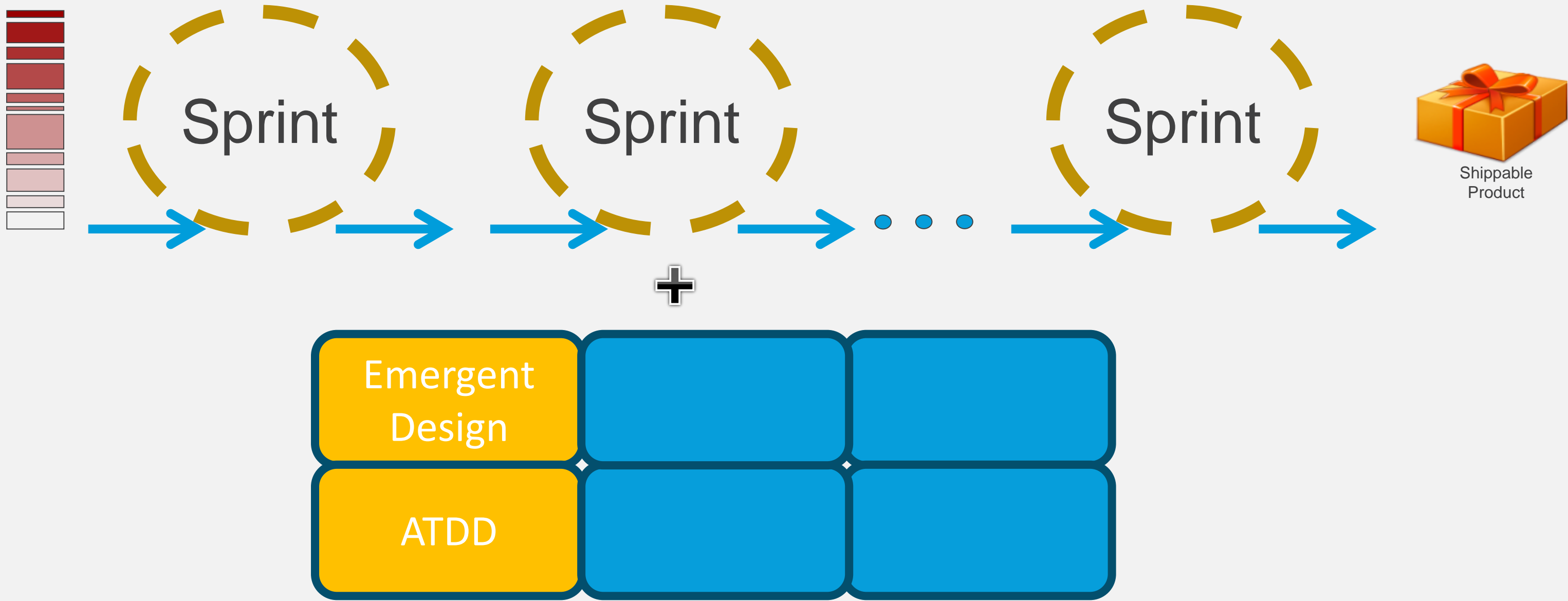
Not only working software,
but also **well-crafted software**
(Manifesto for Software Craftsmanship)



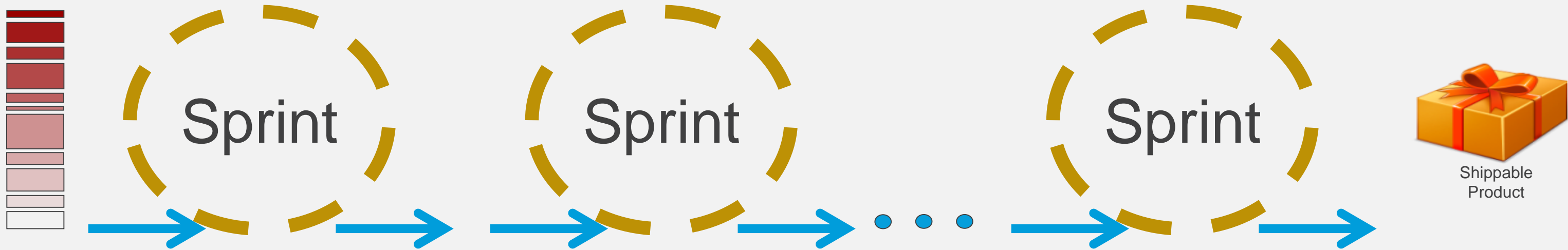
Agile Software Engineering



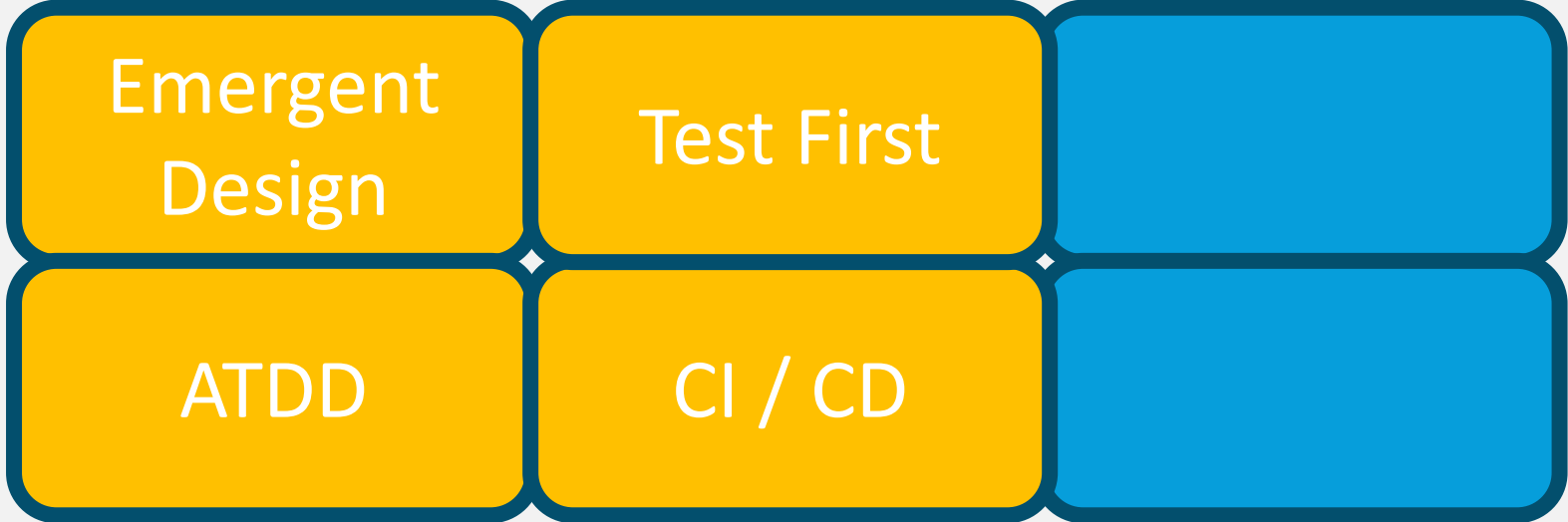
Agile Software Engineering



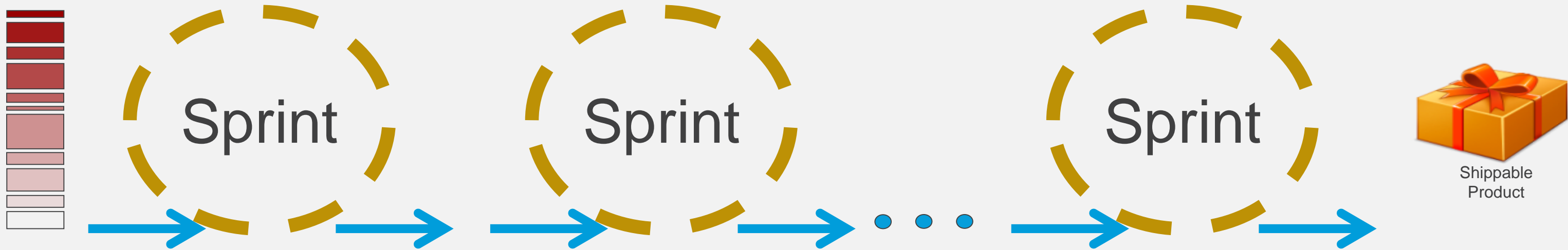
Agile Software Engineering



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Agile Software Engineering



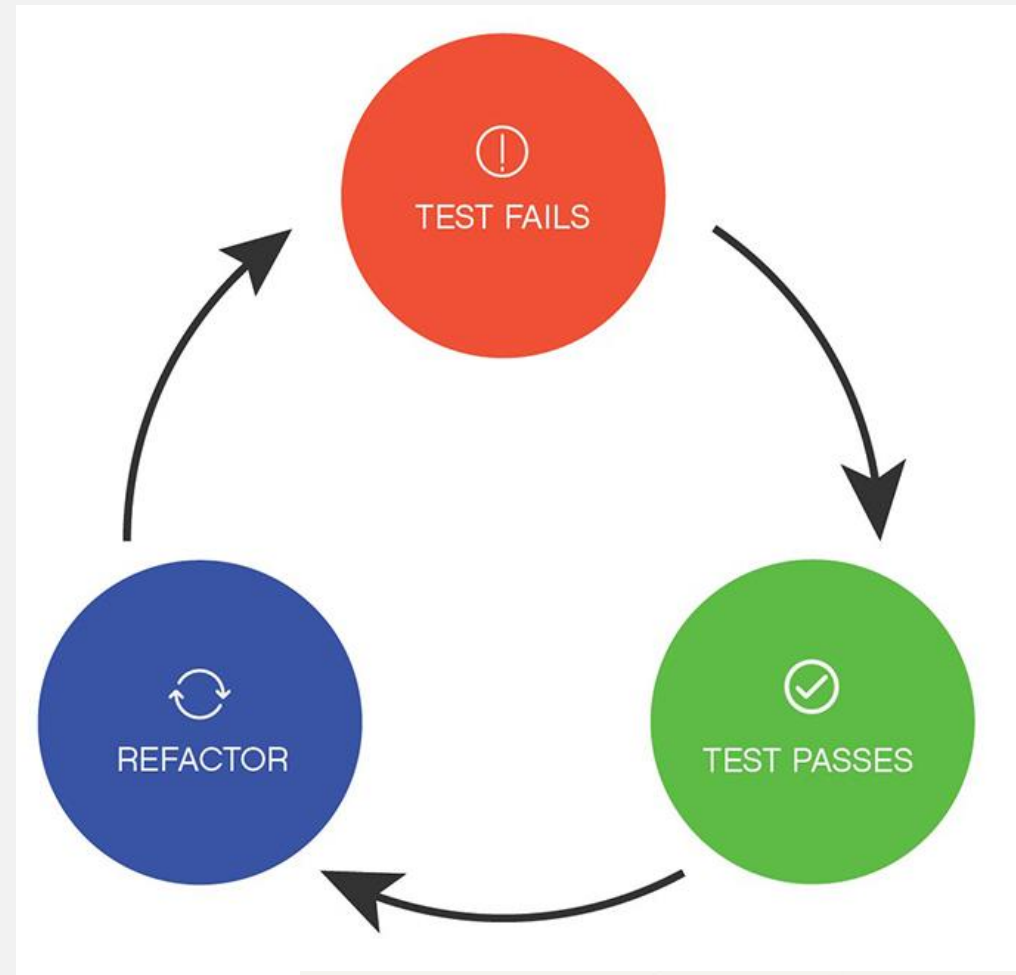
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Emergent Design	Test First	Clean Code
ATDD	CI / CD	Refactoring

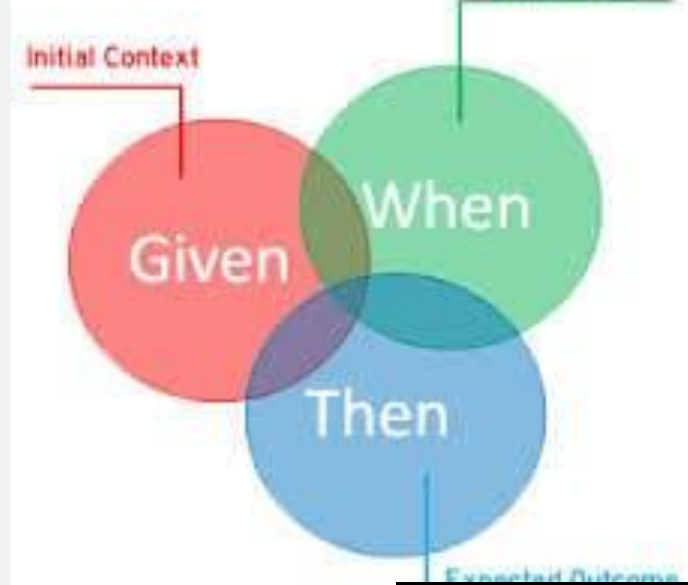
ASE Trainings

code refactoring

Word cloud terms: provide, extend, repository, published, discussion, editors, method, functional, extensibility, nonfunctional, transformation, long, smaller, monolithic, easier, dissertation, code, setter, preserves, abstraction, internal, expediently, language, small, environments, lang, duplicate, extreme, hardware, source, routine, lang, duplicate, abstract, software, renaming, procedural, concise, maintainability, design, group, cycle, getter, improving, development, canonical, term, performance, conformance, field, program, standardised, Event Occurs

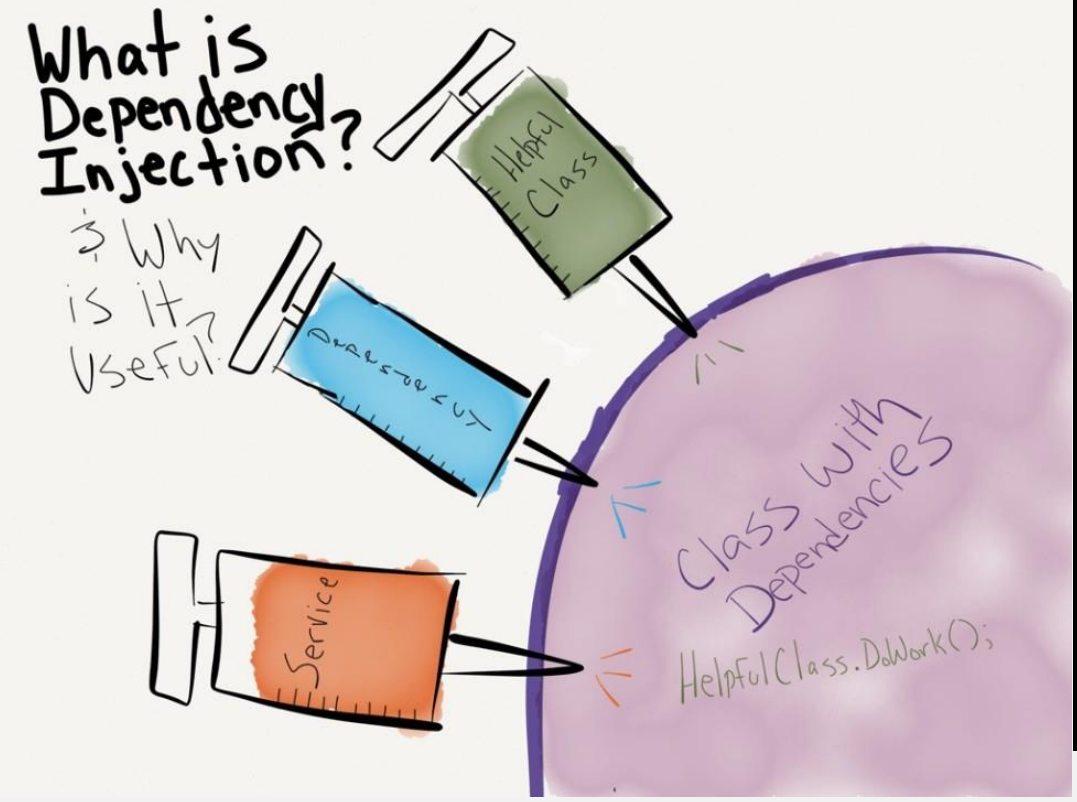


- S** Single responsibility principle
- O** Open/closed principle
- L** Liskov substitution principle
- I** Interface segregation principle
- D** Dependency inversion principle



design patterns

Word cloud terms: design, patterns, used, related, development, work, format, require, programming, interface, software, structure, code, domain, concerns, language, object, application, common, implementation, specific, different, coupling, architectural, become, solve, introduce, usually, considered, business, classes, information, instance, support, GOF, solution, level, context, domain, patterns, level, concerns, language, object, application, common, implementation, specific, different, coupling, architectural, become, solve, introduce, usually, considered, business, classes, handling, relationships, classes, particular, following, documentation, information, instance, support, GOF, solution, level, context, domain, patterns, level, concerns, language, object, application, common, implementation, specific, different, coupling, architectural, become, solve, introduce, usually, considered, business, classes



Bowling Game Kata

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XP programming.com

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www.junit.org

fitness.org

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What did we Do?



DYNAMIC RETEAMING

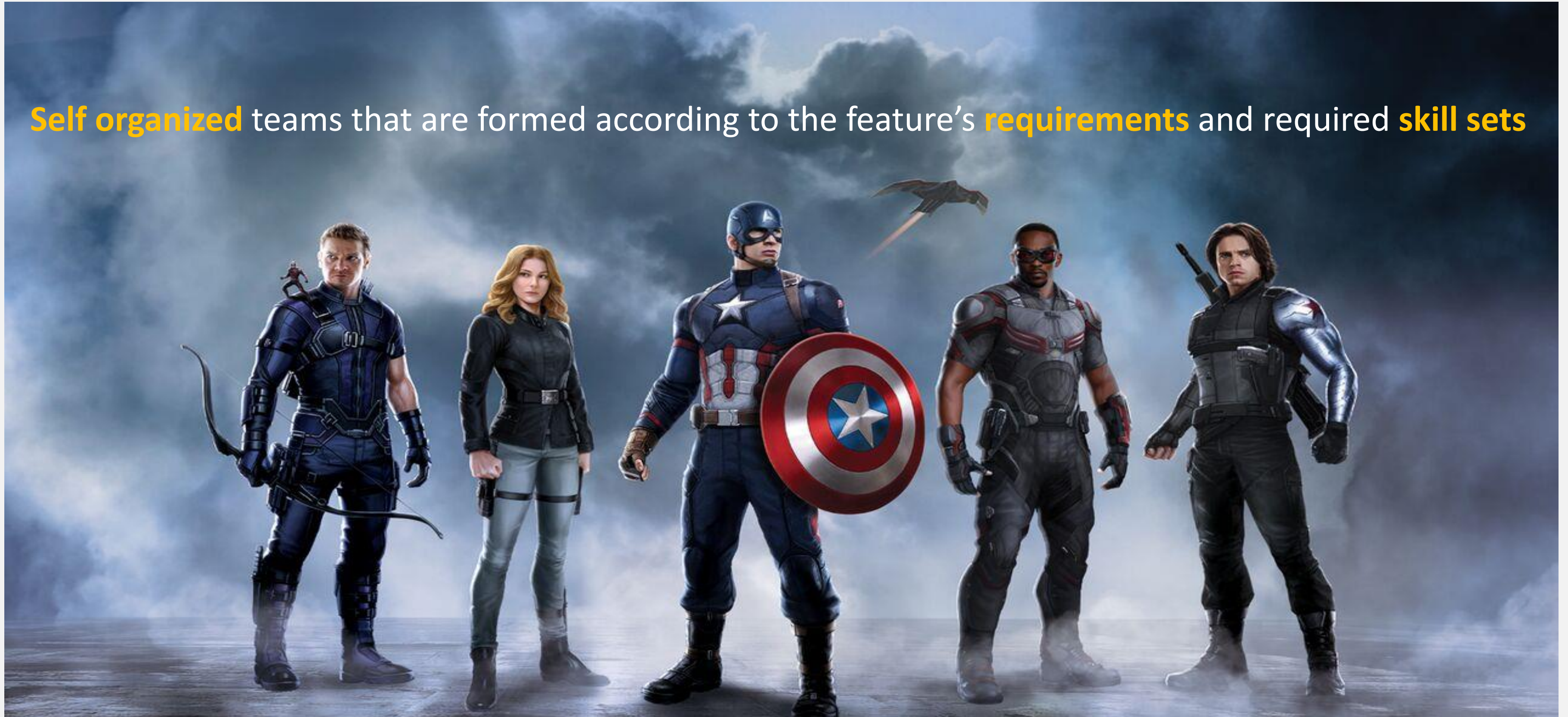
Dynamic Reteaming - Motivation

Developers not utilizing their skillsets
Missing overall accountability on feature level
Constant changes in teams formation



Feature (content) Driven Teams

Self organized teams that are formed according to the feature's **requirements** and required **skill sets**



Pre-requisites



Different expertise
Experienced agile teams
High level of trust between group members

How Does it Work?

Feature analysis

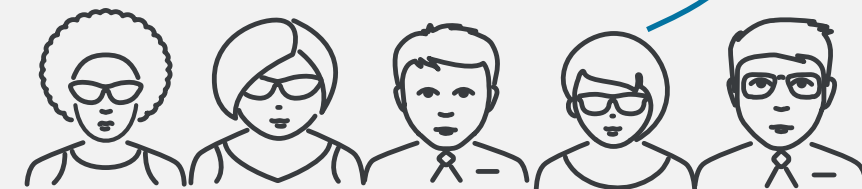
Team formation

Define feature owner

Agile meetings

Filter Results: *** CJS's Live Backlog ***

T	Key	Summary	P
<input checked="" type="checkbox"/>	CEA-11851	8.0 Sanity - Quick insight's (in ivra) attributes table doesn't fit the screen	↑
<input checked="" type="checkbox"/>	CEA-11363	Complexity score configuration - security & usability	↑
<input checked="" type="checkbox"/>	CEA-11450	Results are discarded after save as an action	↑
<input checked="" type="checkbox"/>	CEA-11447	Clean installing ccih-nagios failed to create check_mk user	↑
<input checked="" type="checkbox"/>	CEA-11327	AWS - add nice's White list IPs Pool to DMZ security group	↑

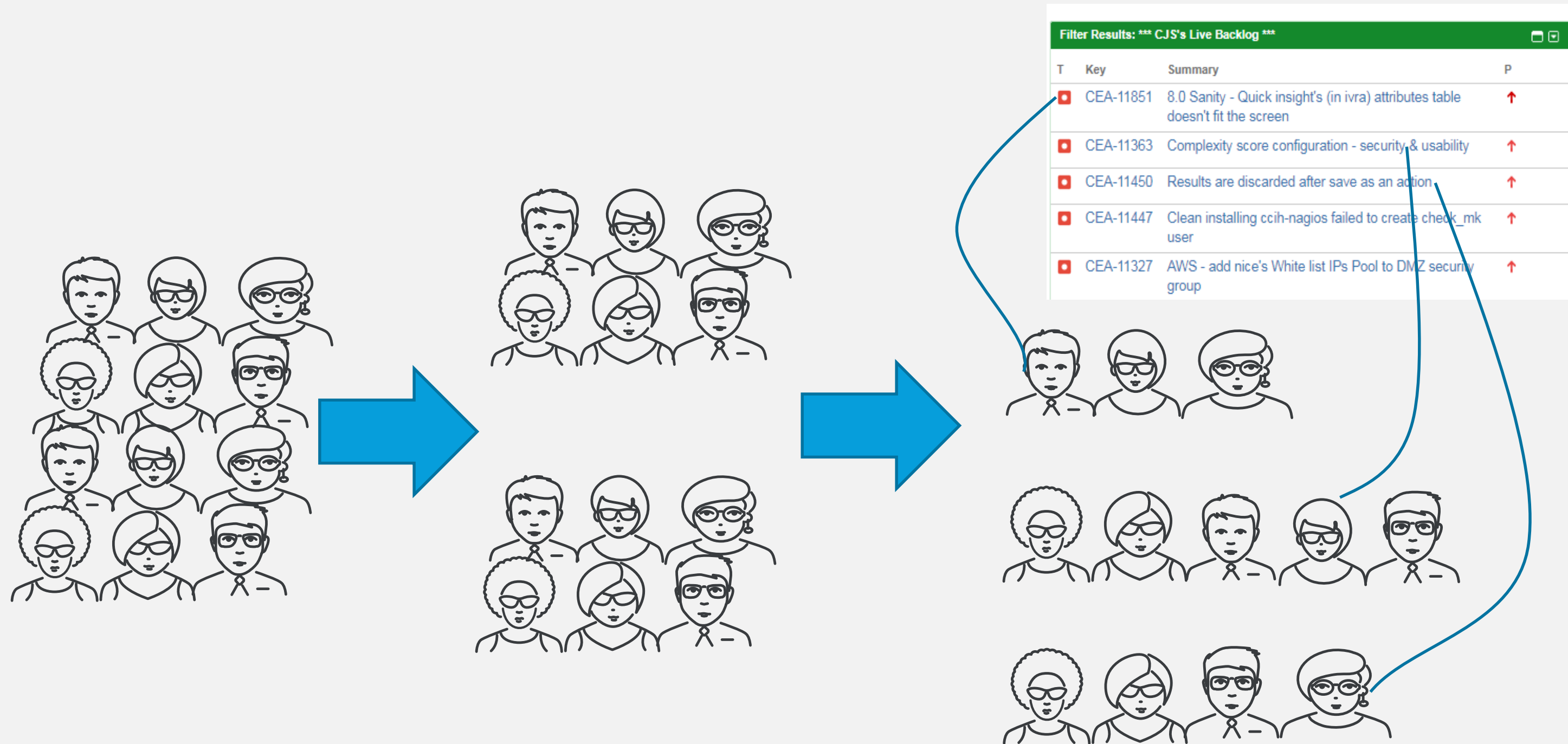


Dynamic Reteaming: Findings

- Fits best to mature teams with clear domain expertise
- Higher utilization
- Reducing non-productive time
- Self managed teams, increasing accountability and ownership
- Working with new people



Team Evolution



AGILE SURVEY

Agile Survey – Continuance Improvement



How much do you agree or disagree with the following statements?

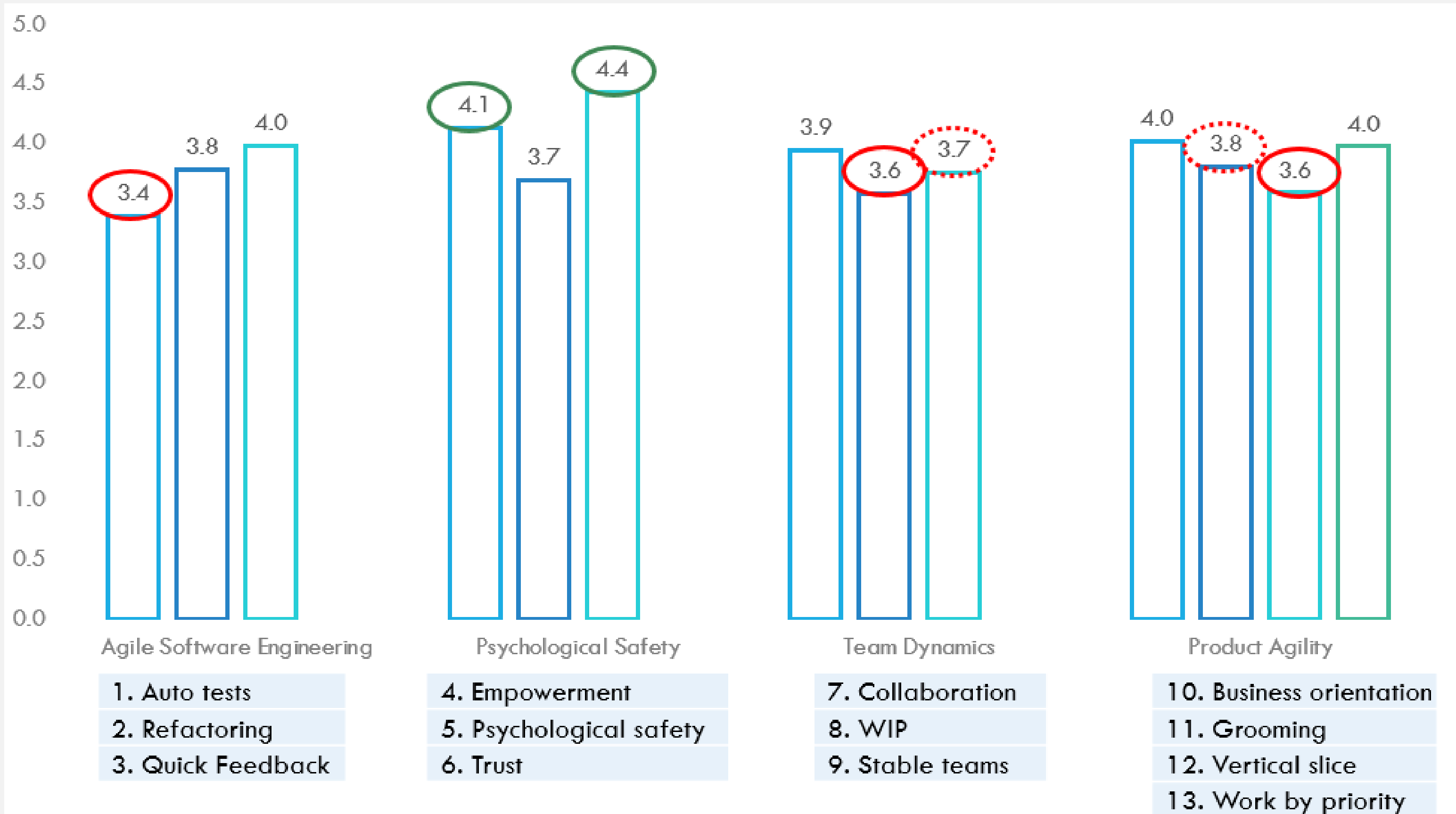
* Agile Software Engineering

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	NA
1. I can fully rely on automatic tests for our new code.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Code refactoring is an integral part of our development cycle.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Quick feedback is given (success / fail) when merging new code.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* Psychological Safety

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	NA
4. Team members are fully empowered to decide who-does-what.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. We are allowed and encouraged to take risks during our work, even at the price of occasional failures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Team members can talk freely to each other about difficulties they have at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Agile Survey Results – Enterprise Level

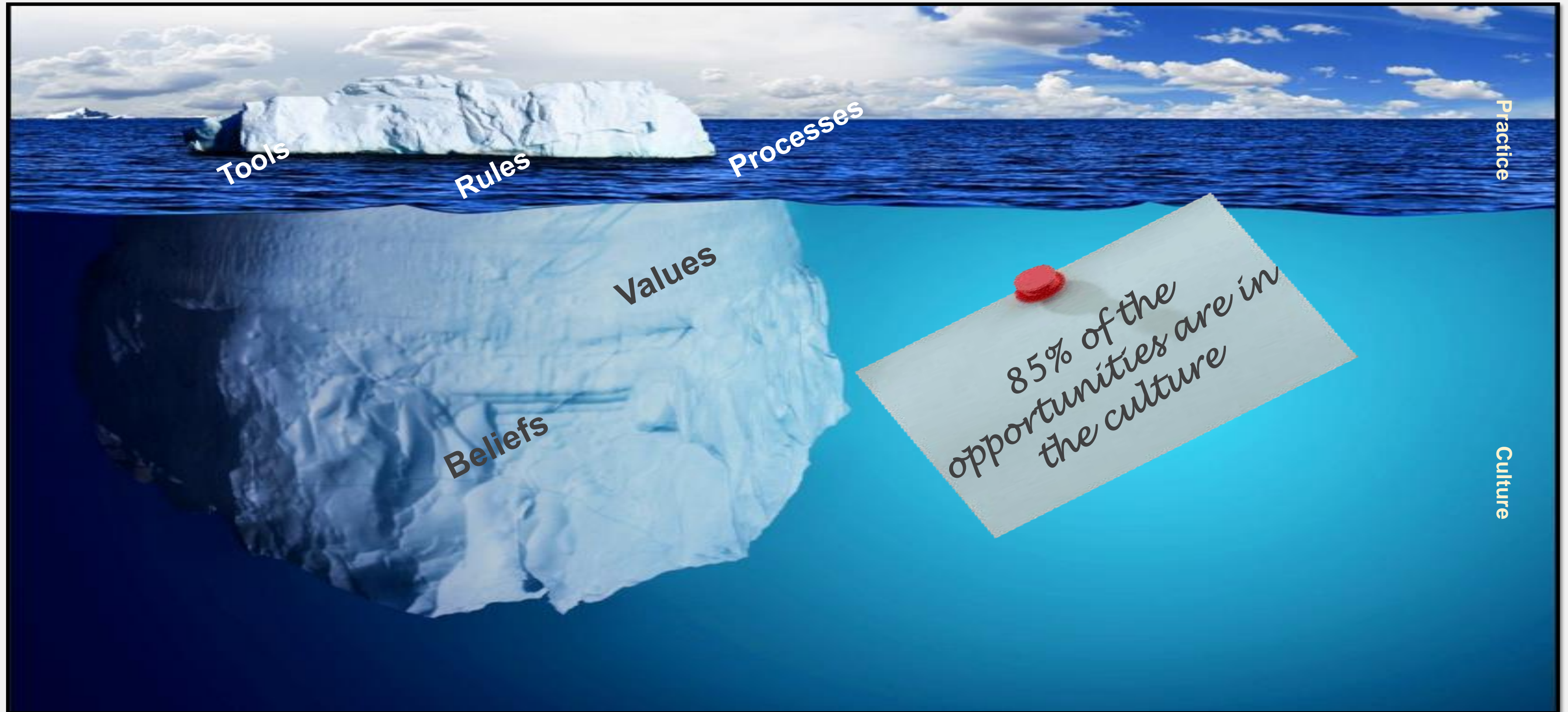


Agile Survey – Team Level

Product	Team	Topic	Question	Score	Target / Goal	Steps	Owner	Due Date
Example	Example	WIP	8. User stories / PBIs are closed gradually throughout the sprint, and not at the sprint's last days.	2.9	Having no more than 3 stories opened at the same time	<ol style="list-style-type: none"> 1. smaller stories - take to grooming 2. Encourage collaboration on daily meetings and planning via leading questions 3. Start with QA - create feature file, TDD 4. Testing is done also by developers via automation 5. Have agreed upon WIP limit - discussed with the team. option: documented in team's working agreement. 6. Show progress via BurnDown 	SM, Team	1/2019 (Release end)
NPP	Magicians	WIP	8. User stories / PBIs are closed gradually throughout the sprint, and not at the sprint's last days.	2.88	WIP is tracked and visible, working on max 4 stories (while team size is 8) at the same time.	<ol style="list-style-type: none"> 1. Discuss with the team (Done) 2. All tasks done by the team are visible on the board with owner 3. Encourage team members to work together during daily/planning 4. Encourage the team to create smaller stories in grooming 	Team + SM	Q4
		Stable Team	9. Stable teams - At least 75% of team members have been on the same team for the past year.	2.75	The team is back to his original structure	Promote roadmap decisions as soon as possible in Sunshine	SM+GL	Q4
		Collaboration	7. Collaboration - The level of collaboration in my team is high. You often cannot trace the origins of an idea or work item because	3.62	Team members work together in at least 70% of PBIs to complete them (work is being pulled and not pushed, they help each other complete the work)	<ol style="list-style-type: none"> 1. Encourage them to work together and change pares 2. Make sure we keep a low WIP 2. Create in grooming smaller PBIs which is easier to finish and 	SM+ Team	01/19

AGILE TRAININGS

Focus on Culture



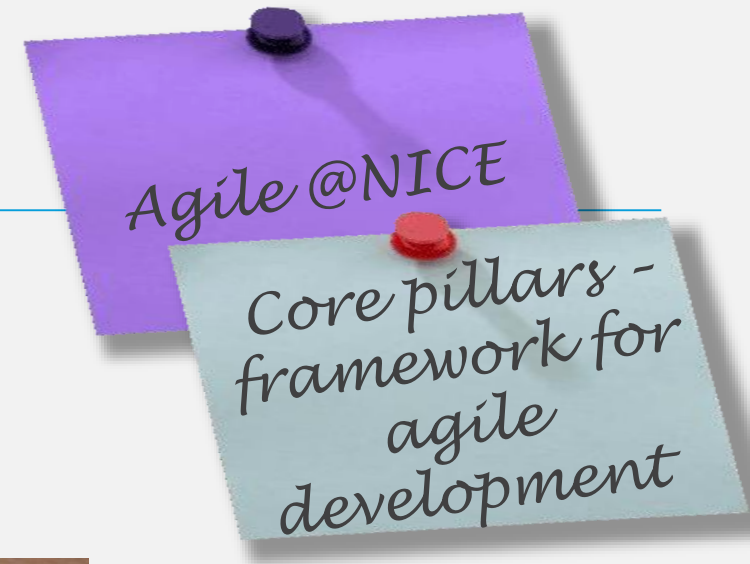
Agile Values Training

Agile@NICE

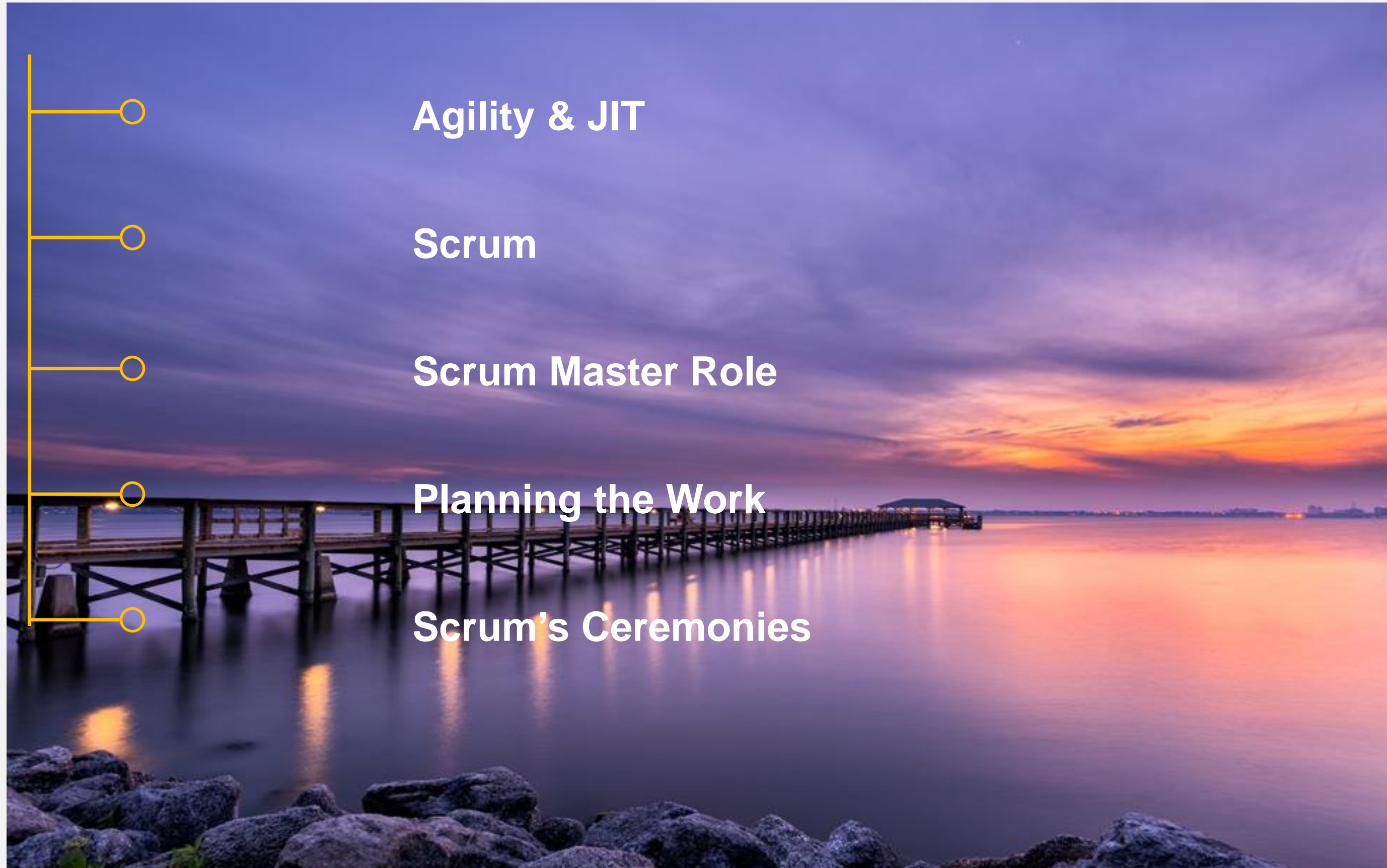
NICE Agile House



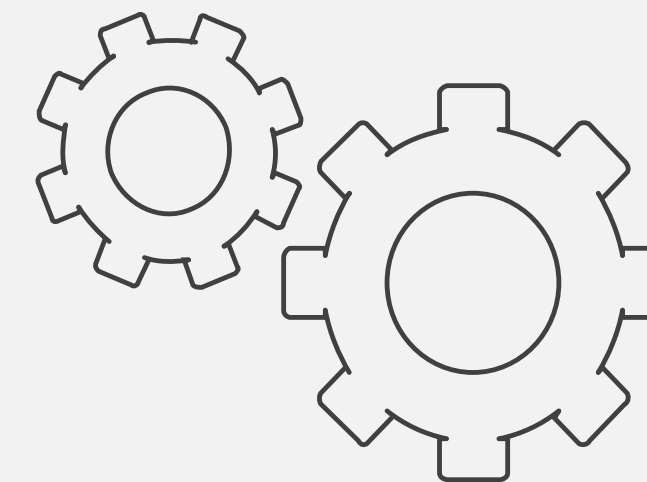
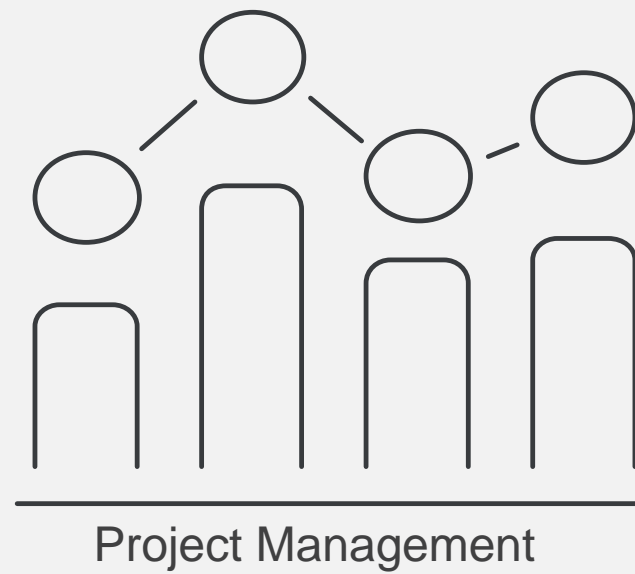
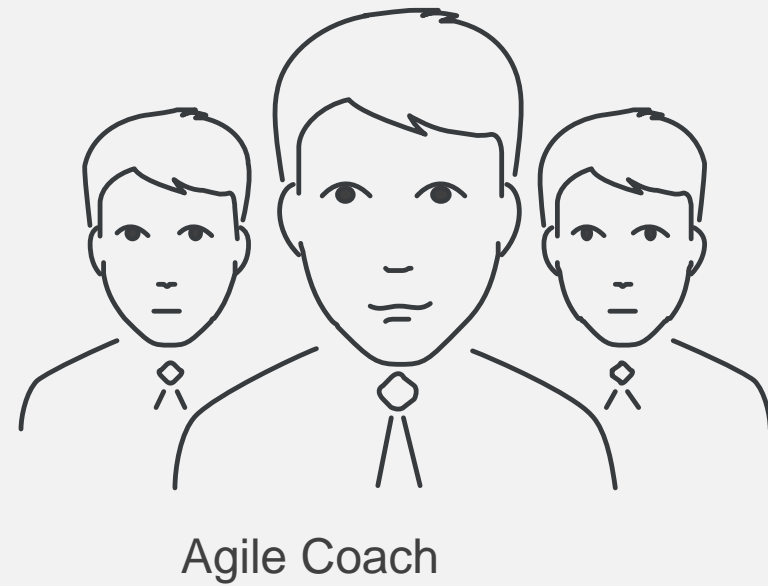
Agile Values Training



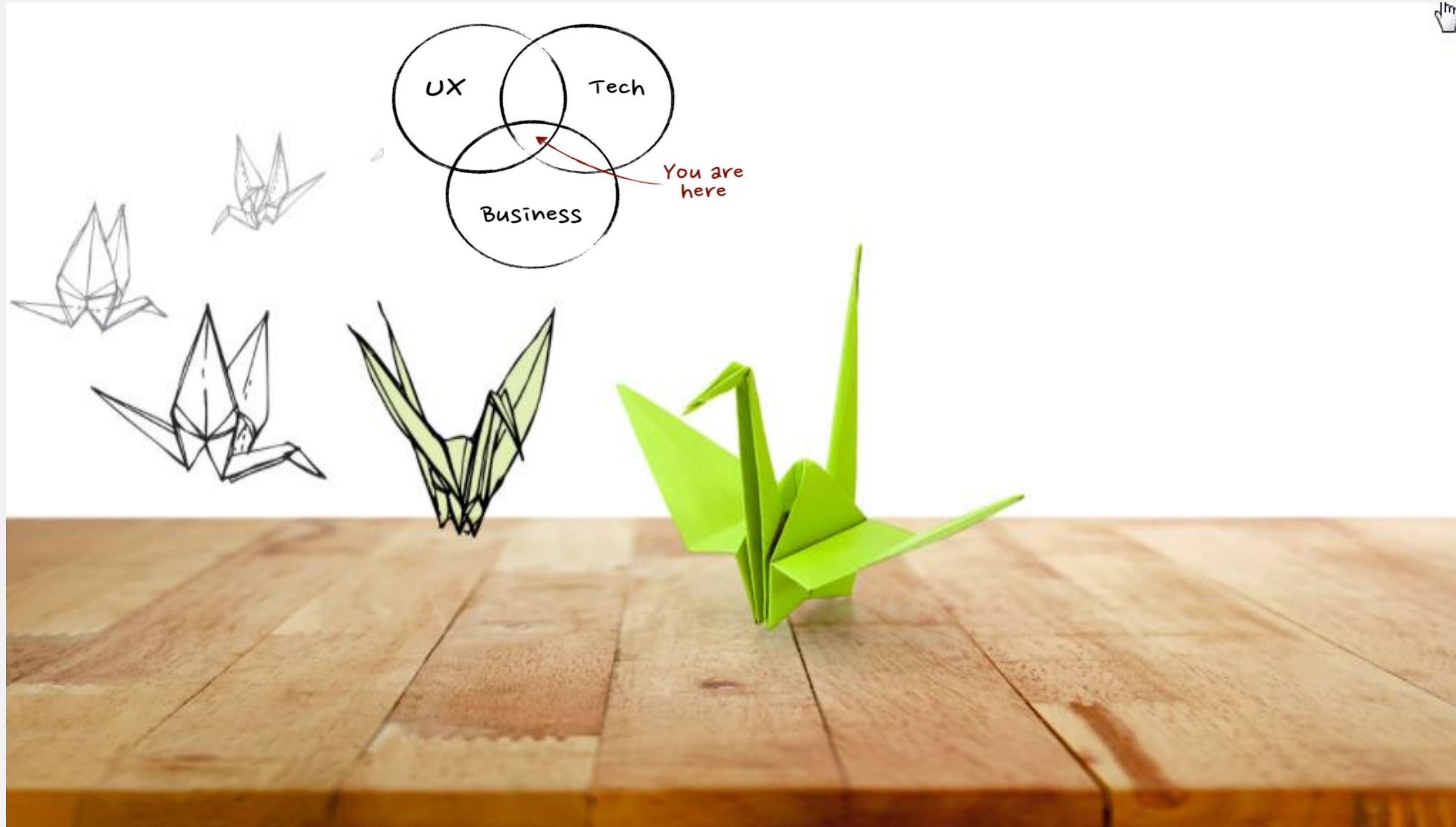
Scrum Masters Training



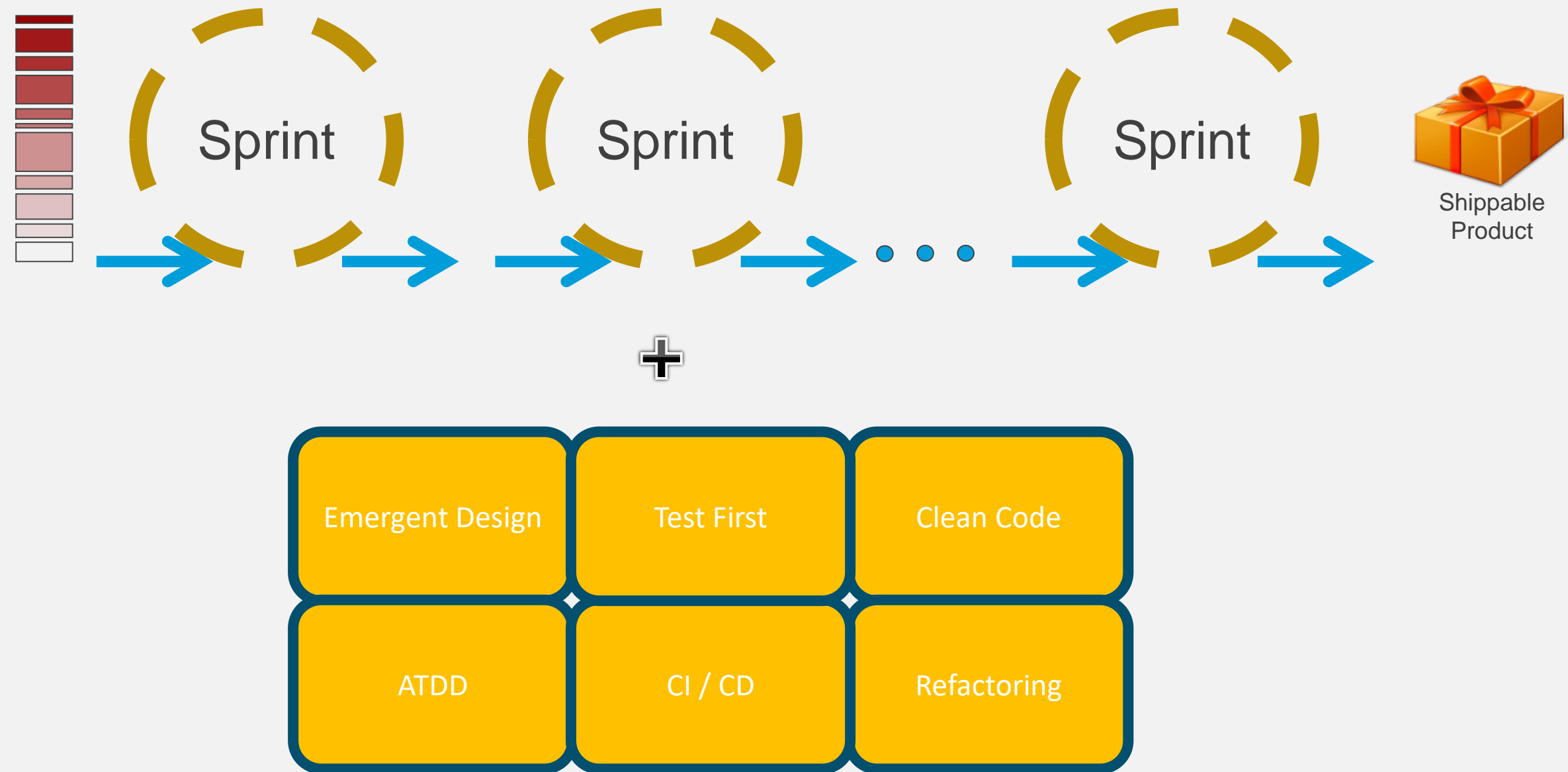
Scrum Master's Role



Product Owners Training

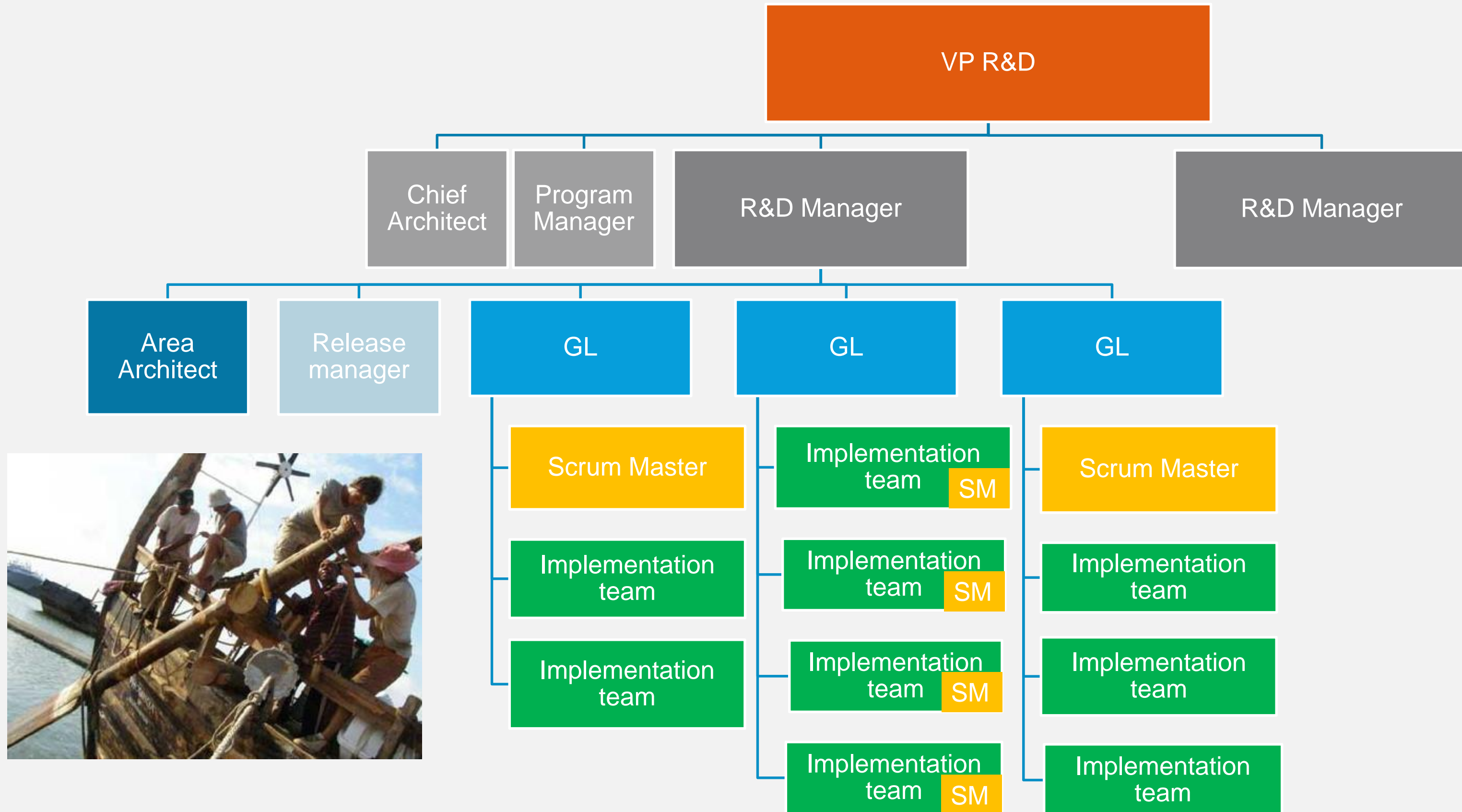


Agile Software Engineering – ASE Training



AGILE STRUCTURES

Org Chart



ScMa's Community of Practice

NICE Scrum masters - community of practice ☆ Scrum masters Free Private Show Menu

Topics backlog

- Bagathon - what is it for, how to do it- from the experience of the various scrums NA YP
- Questions Scrum Masters should ask 1
- Positive thinking simulations
- Review sessions 1
- TFS/Jira handling 2
- INVEST 2
- Grooming 5 1 1
- Dashboard / reports used
- Open space - Y/N?

Add a card...

Next meeting

Scrum @ SAP Sep 18

Add a card...

DONE !

Bidding MFs in RTI as a Release planning Aug 10 2 2 SS

Soft Skills

Soft Skills Workshop - Hebrew 1 1

WHAT'S YOUR ELEVATOR

Add a card...

Ceremonies samples / ToolBox

Daily probing questions 1 1 2

Fishball retro 1 1 1

Add a card...

Interesting Links

Scrum

Introduction to Scrum PPT by M Cohn 1 1

<https://www.mountaingoatsoftware.com/blog/eight-tips-to-become-the-scrum-master-your-team-needs> utm_source=iterable&utm_campaign=msgsblog2017may30&SNSubscribed=true&utm_medium=email 1

What is Scrum? (by Lyssa Adkin)

Add a card...

Thank You

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