

True Stories; Comedy, Horror and Storybook Endings

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Balance Innovations

- Who are we?
 - Leader provider of reconciliation and cash office management solutions for the retail industry
 - We make retail work
- What is our culture?
 - Work hard and play hard in a fun, relaxing atmosphere

The Journey

- Starting point – Iterative or waterfall . . .
 - Unrealistic timelines
 - What about those estimates?
 - Unclear requirements
 - Worked in large batches
 - Long test cycles
 - Unpredictable delivery



Getting started

- “Rally cry!” – organization must change
- Great timing
- Training from the top down
- Why Kanban Lean instead of Scrum



Implementation

- Trained most of the organization
- Created cross-functional teams
- Implemented incrementally
 - Picked teams that wanted to change
 - Built on their success
 - Leveraged hallway conversations
- Outside training and dynamic coaching
 - Speed up the process
 - Cost offset the complexity



“St*&%ff is hard!”

- User Stories/Requirements
- Evolution
- Changing culture
- Commitment to automated testing
 - Unit
 - Integration
 - UX
- Kanban Golden Rule – limit WIP
- Manage the backlog



Shining Moments

- Cross-functional teams
 - Easy to implement and empowers the team
 - Coach, coach, coach
 - Improve collaboration
 - Break down barriers
- What happened to estimates?
- Batch delivery team – A change metrics
 - Quality, team input and what we learned
 - What didn't we do?



Batch delivery – Change in metrics

- 9.0: 364 Work Items
 - 295 days from start (planning/user stories) to end (regression complete)
- 9.1: 17 Work Items
 - 49 days from start to end
- 9.2: 31 Work Items
 - 22 days from start to end
- 9.3: 50 Work Items
 - 36 days from start to end
- 9.4: 39 Work Items
 - 38 days from start to end

Continuous Delivery

- Woven into DevOps practices
- Test automation at all levels
 - You can't delivery if you can't test
- Automated deployment
 - Don't forget the database
- A man week to the push of a button
 - Cadence – Eat the elephant a bite a time
- Our Tools
 - Team City
 - Octopus Deploy
 - FluentMigrator / SSDT / Homegrown



Retrospectives

- Therapy
- Empowerment
 - “heavily modified” Kanban/lean
- Coaching opportunity
- Make a commitment
 - A person, team or outside coach
- Incremental change – don’t try to do it all.
 - Just like development
- We didn’t initially commit



Agile leaders

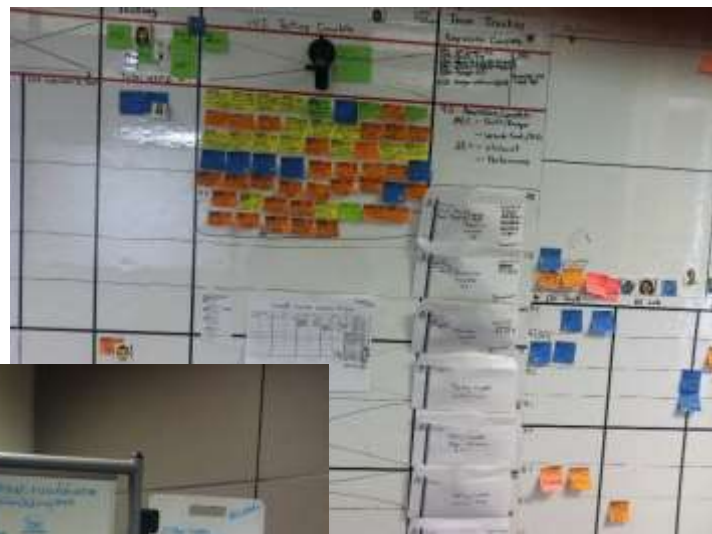
- A group who wants to affect change
- At least one from each team
- Meet regular
 - twice a month for our team
- Discuss/coach each other



Impacted the entire business

- Improved decision making
 - Organization – visualization of products not deployed
 - Do what adds the most value. Seems obvious, doesn't it!
 - The MVP
- Improve communication outside of engineering team
 - Current priorities
 - Facilitate discussion of changes in priorities; what about my project or feature?
 - Visualize completed work; look at all that work!
 - Eliminate the “What are teams/individuals working on?” and minimize status reporting
 - Project Gantt charts
 - What is the impact if we ?
- Better model for packaged software

Its everywhere



We ~~were~~ are a poster child for change

- Not perfect
 - Allows you to see and manage issues
 - “There is not one person in there who is not on board”
- Never done
 - Kaizen – continue to improve

