

Agile Transformation

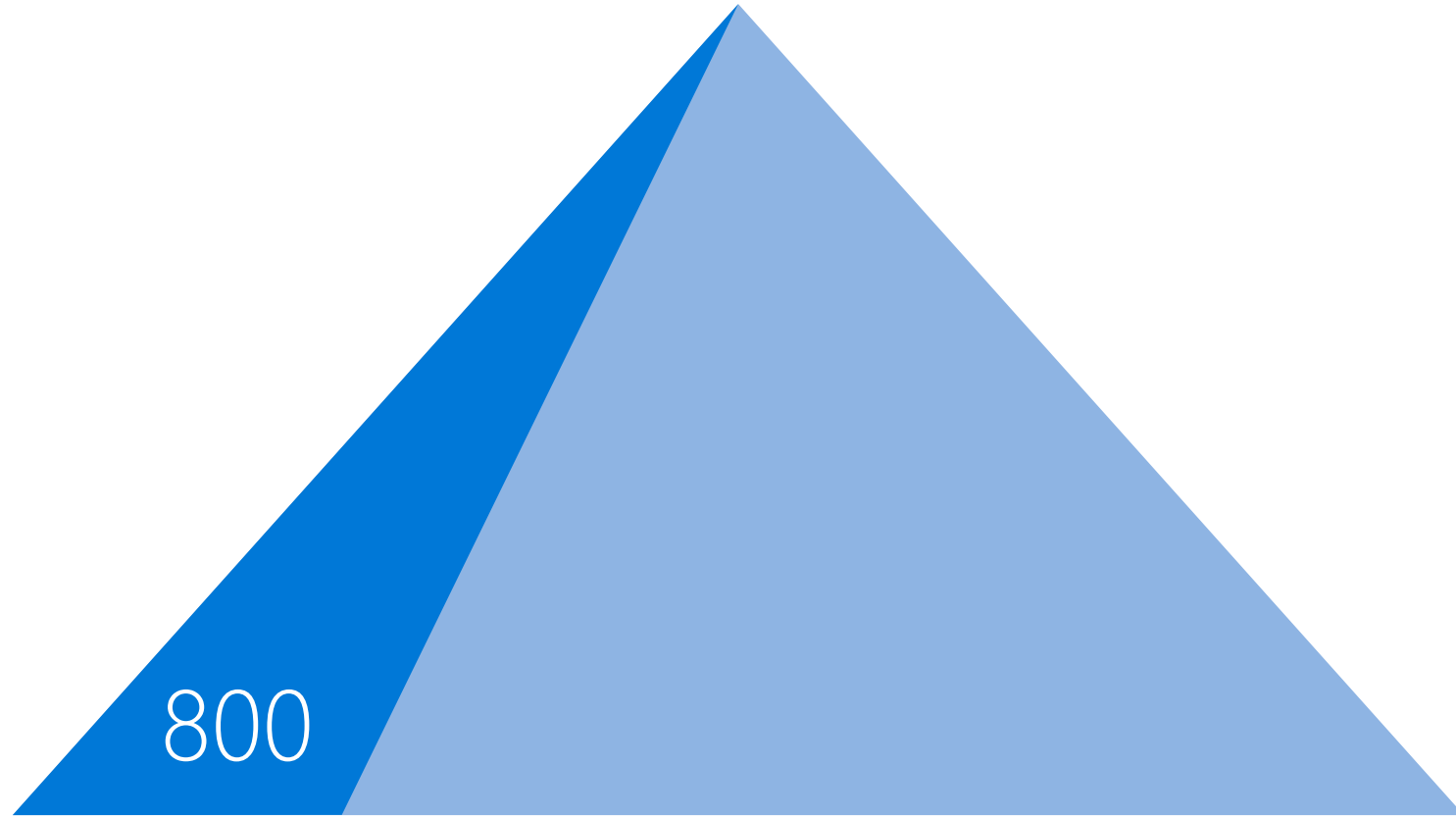
Original slides: Aaron Bjork from Microsoft
Presented by Clementino de Mendonça at
the Agile Austin SIG: Agile at Scale





3,500

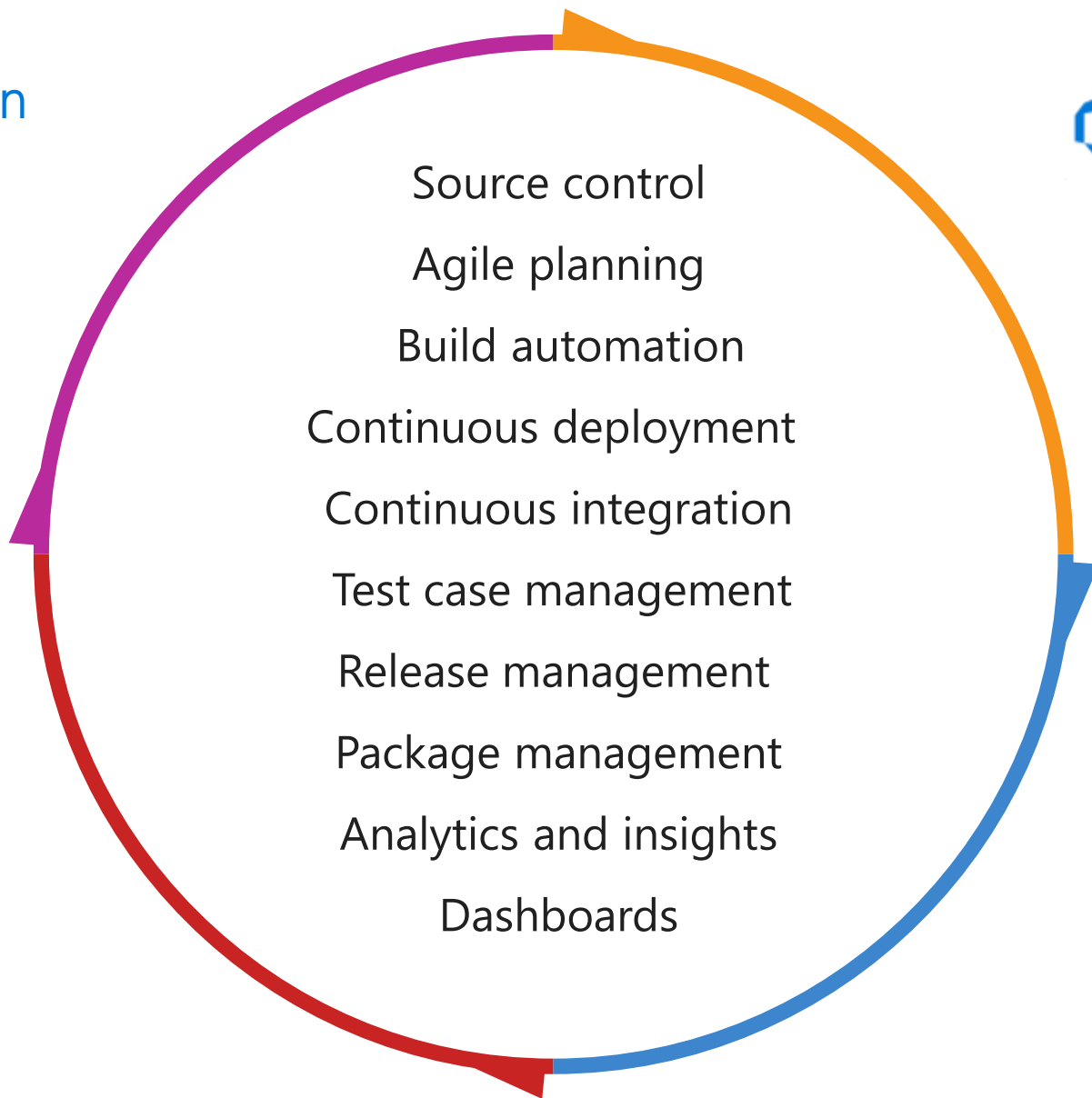
The Developer Division at Microsoft



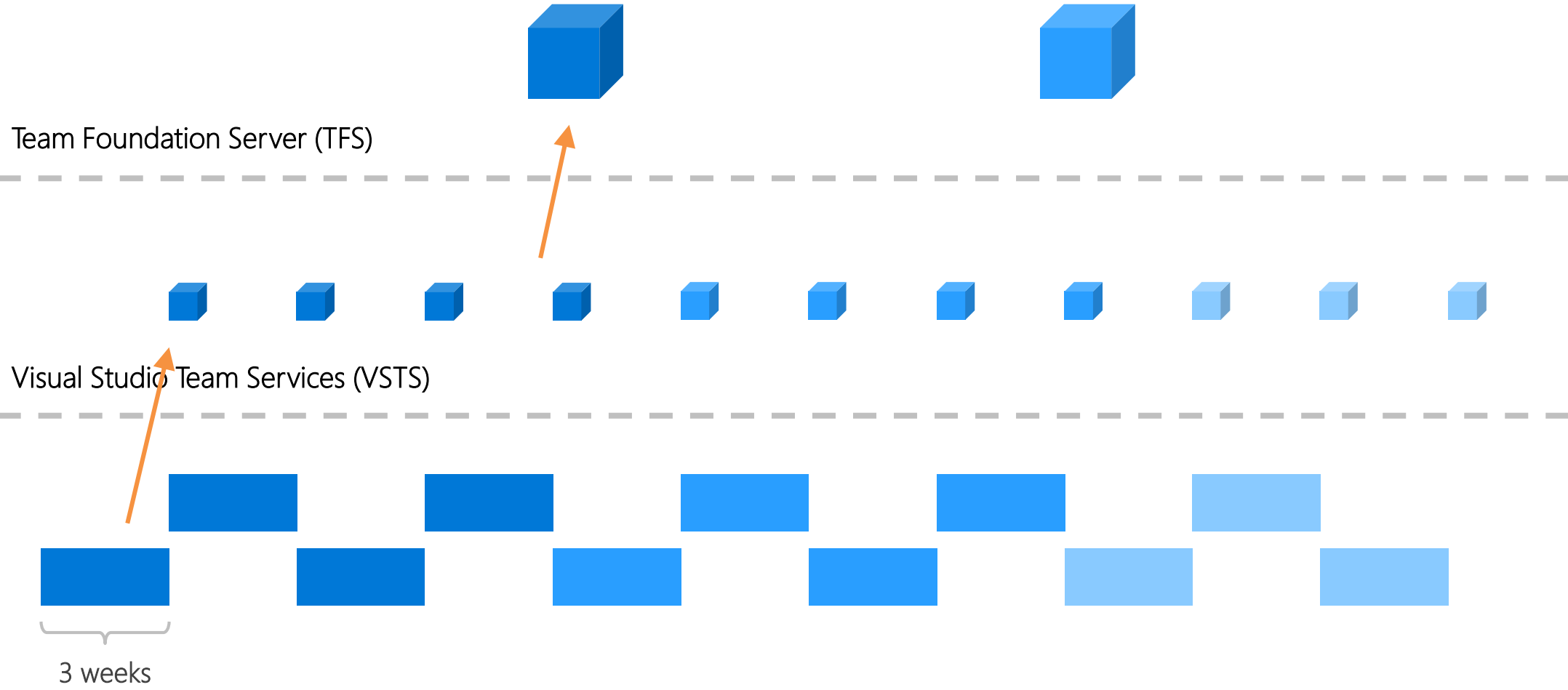
The VSTS team... spread out across 40 feature teams

 Team Foundation
Server (TFS)

 Visual Studio
Team Services (VSTS)



How do we work?



Microsoft Technologies - Documentation - Resources - Sign in

Visual Studio Visual Studio IDE Features - Offerings - Downloads Support - Blog Subscriber Access Free Visual Studio

Import Git repos and view work item attachments – Sept 21

Last Updated: 9/22/2016

Note: The improvements discussed in this post will be rolling out throughout the next week.

We have some exciting new features this sprint!

View work item attachments

Continuing to improve the work item attachment experience, you can now view work item attachments in a lightbox. When you click an image in the attachment grid, we will create a lightbox for you to view the image.

Work item type layout improvements

Our layout admin page for work item types has been improved so that you can now hide group and page contributions from the new form to optimize your process.

Who's viewed this?
Group extension

Another improvement in this area is the ability to add custom controls to your work item type.

IN THIS ARTICLE

- View work item attachments
- Work item type layout improvements
- Disable work item types
- Import repository
- Markdown preview button

Table of contents

Features timeline

- 2016
 - September 21
 - September 2
 - August 17
 - July 29
 - July 7
 - June 17
 - June 1
 - May 6
 - April 13
 - March 24
 - March 3
 - February 16
 - January 25
- 2015
- 2014
- 2013

VSOnline / Agile Home Code Work Build & Release Test Wiki

Backlogs Queries Plans

Backlog Board

On Deck 12 Spacing 25 Dev Design 5 In Progress 8 Deploying this Sprint 0 Done

Work Item ID	Summary	Assignee	Status	Priority
655381	Decommission Test Roles	David Hofman	2016 H2	Low
588977	Resizable HTML field splitter in new work item form	Heidi Louie	WIT PI	High
333601	Scaled Agile: Delivery Plan Filter	Elcott Perry	2016 H2	Blueprint
617629	Teams, Areas, Areas: Show/Hide	Sandra Batbold	2016 H2	High
599710	Visualize followed work items in Summary Views	Heidi Louie	WIT PI	High
655390	Create Basic Process Template	David Hofman	2016 H2	Low
657065	Retiring Client PCW	Justin Marks (MSFT)	2016 H2	Modern WIT
667477	Queries Filter/Search	Lauren Dross	WIT H2	High
646874	Favorites	Sandra Batbold	2016 H2	WIT Workflows
651441	Scaled Agile: Wizard and Landing Page Experience	Elcott Perry	2016 H2	Blueprint
565185	Configure Layout on Custom Pages	Kyle Keraga	WIT H2	High
578340	Admin Layout UX Improvements	Kyle Keraga	WIT H2	High
565215	Link Control on the Admin Layout	Kyle Keraga	WIT H2	High
580751	Customization: Public process REST APIs	Derrick Fu	2016 H2	Modern WIT
588846	Anonymous/Public access to WIT	Justin Marks (MSFT)	2016 H2	High
653549	Customization: Unscoped identity field	Derrick Fu	2016 H2	WIT H2
651438	Scaled Agile: Delivery Plan Multiple Backlog Rows	Elcott Perry	2016 Q2	Blueprint
637140	Reduce friction for importing to Phase 1	Justin Marks (MSFT)	2016 H2	Modern WIT
448003	Work item search (Delivered by Search team in IDC)	Justin Marks (MSFT)	2016 H2	WIT H2
648351	"Work items" on the account home page	Dante Santos	2016 H2	WIT Workflows
579900	Enable PFE as its own VSIX extension in the gallery	Justin Marks (MSFT)	2016 H2	WIT H2
588540	Enable group/page extensions in the admin layout	Justin Marks (MSFT)	2016 H2	WIT H2
408583	Enable custom controls in the admin layout	Justin Marks (MSFT)	2016 H2	WIT H2
637249	Live preview for the attachments experience	Justin Marks (MSFT)	2016 H2	WIT H2
648227	Process: disable work item type	Justin Marks (MSFT)	2016 H2	WIT H2
588869	Import collection: Import 2012 OOB projects to Phase 2	Justin Marks (MSFT)	2016 H2	WIT H2

What did it look like before?

Before

The OLD way



2 years

Before

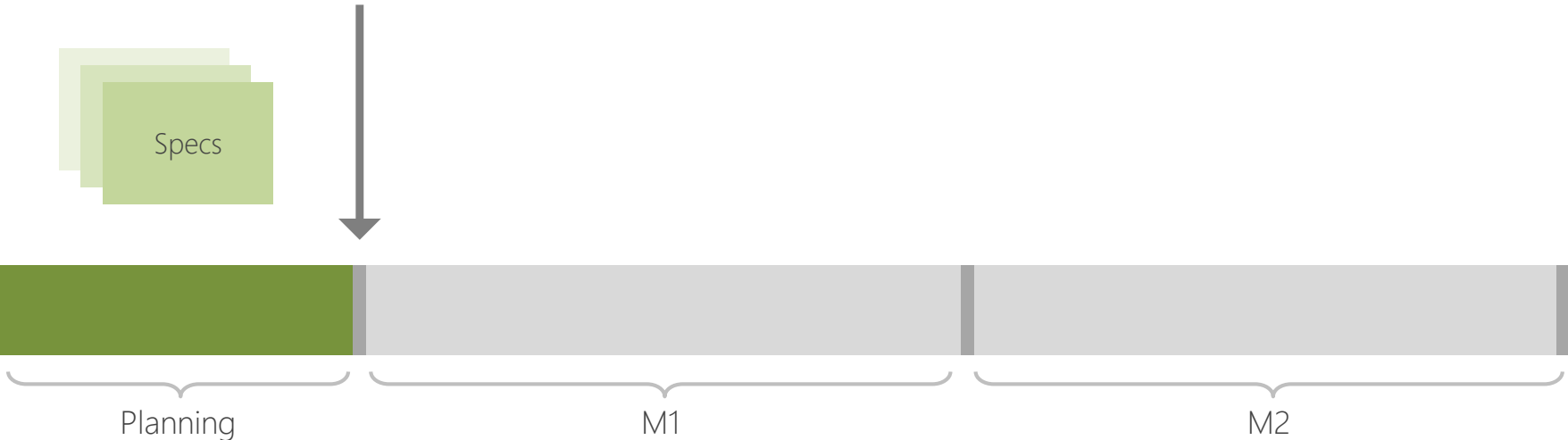
The OLD way



Before

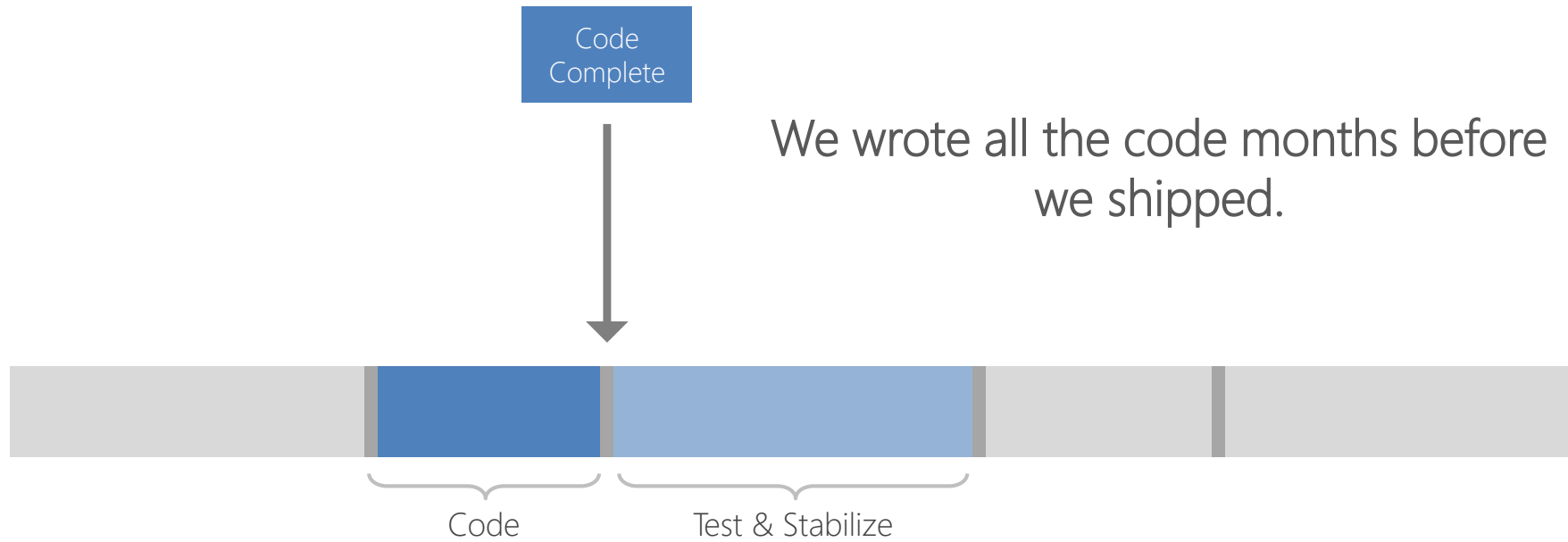
The OLD way

We knew exactly what to build...
and we knew it was right!



Before

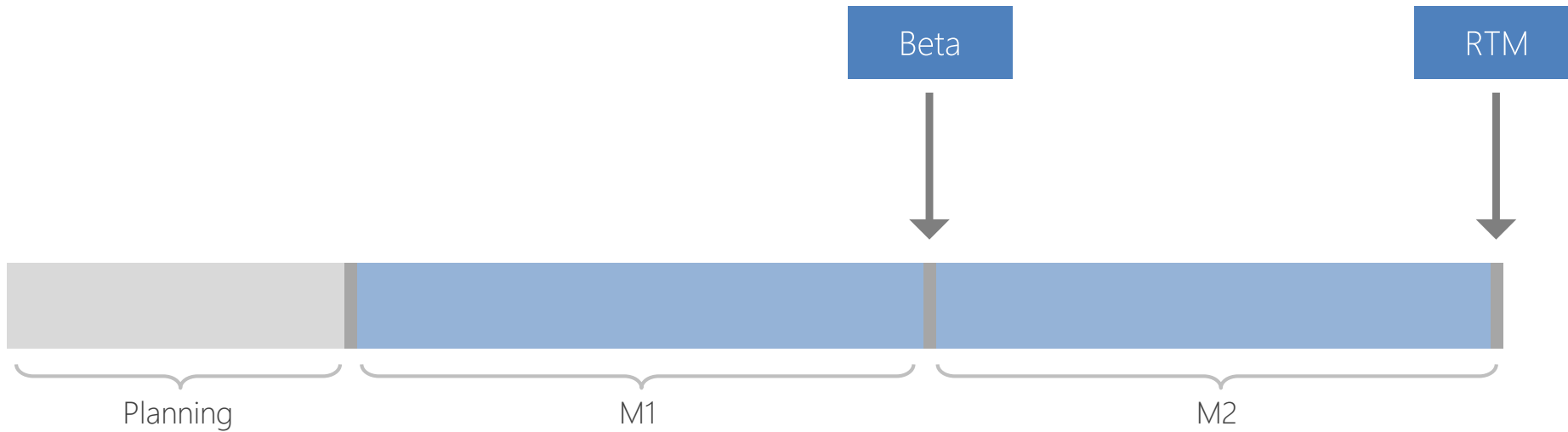
The OLD way



Before

The OLD way

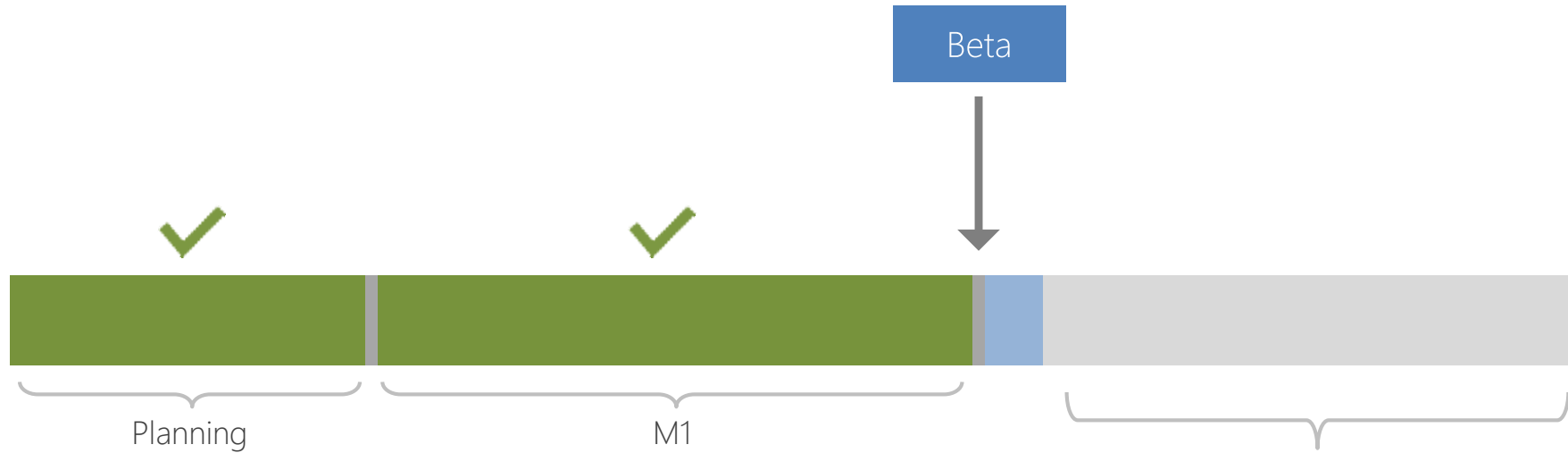
We had a perfect schedule and knew exactly when it would be ready!



Before

The OLD way

Customer feedback – we should change the way a feature works. We didn't get it *quite* right...

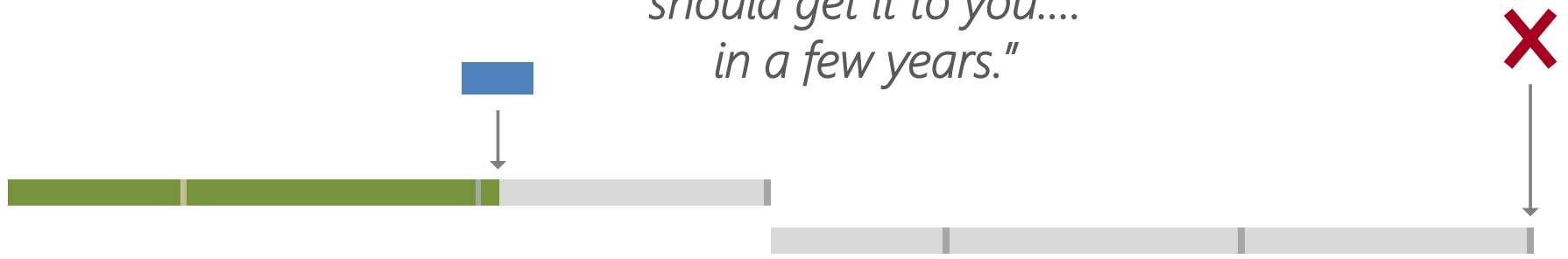


... but we're booked solid already.

Before

The OLD way

"Great feedback. Thanks! We'll take a look in planning for the next release. We should get it to you.... in a few years."



Q: How did it work?

A: Very well in the era in which it was born. But...

“Firms today experience a much higher velocity of business change. Market opportunities appear or dissolve in months or weeks instead of years.”

Diego Lo Giudice and Dave West, Forrester
February 2011
Transforming Application Delivery

What changed?

Before

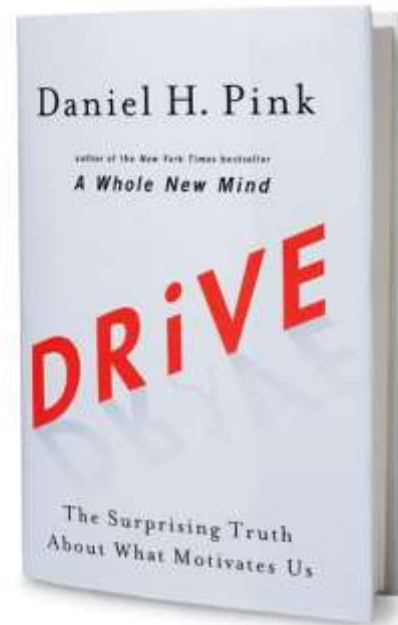
- 4-6 month milestones
- Horizontal teams
- Personal offices
- Long planning cycles
- PM, Dev, Test
- Yearly customer engagement
- Feature branches
- 20+ person teams
- Secret roadmap
- Bug debt
- 100 page spec documents
- Private repositories
- Deep organizational hierarchy
- Success is a measure of install numbers
- Features shipped once a year

After

- 3-week sprints
- Vertical teams
- Team rooms
- Continual Planning & Learning
- PM & Engineering
- Continual customer engagement
- Everyone in master
- 8-12 person teams
- Publicly shared roadmap
- Zero debt
- Specs in PPT
- Open source
- Flattened organization hierarchy
- User satisfaction determines success
- Features shipped every sprint

“Culture eats strategy for breakfast.”

Peter Drucker



Let's try to give our teams three things....
Autonomy, Mastery, and Purpose.

Microsoft
Encarta
• B
• E
• W
• H



WIKIPEDIA
The Free Encyclopedia

[Main page](#)
[Contents](#)
[Featured content](#)
[Current events](#)
[Random article](#)
[Donate to Wikipedia](#)
[Wikipedia store](#)

Interaction
[Help](#)
[About Wikipedia](#)
[Community portal](#)
[Recent changes](#)
[Contact page](#)

Tools
[What links here](#)
[Related changes](#)

Article [Talk](#)

Encarta

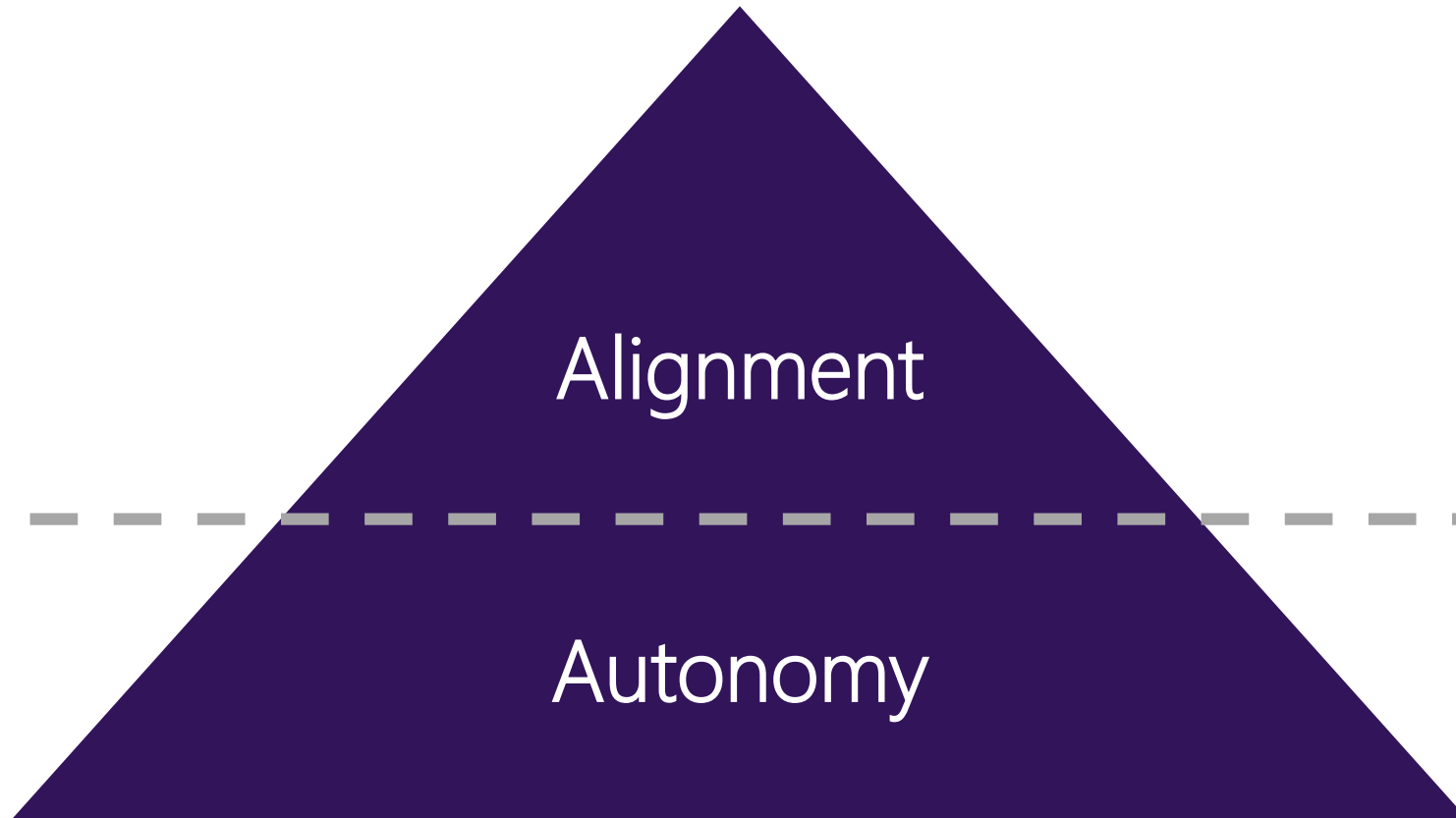
From Wikipedia, the free encyclopedia

Microsoft Encarta was a [digital multimedia encyclopedia](#) that was published by Microsoft Corporation from 1993 to 2009. In 2008, the complete English version, *Encarta Premium*, consisted of more than 62,000 articles,^[1] numerous photos and illustrations, music clips, videos, interactive contents, timelines, maps, atlases and homework tools. It was available on the World Wide Web by annual subscription or by purchase on DVD or multiple CDs. Many articles could also be viewed free online with advertisements.^[2]

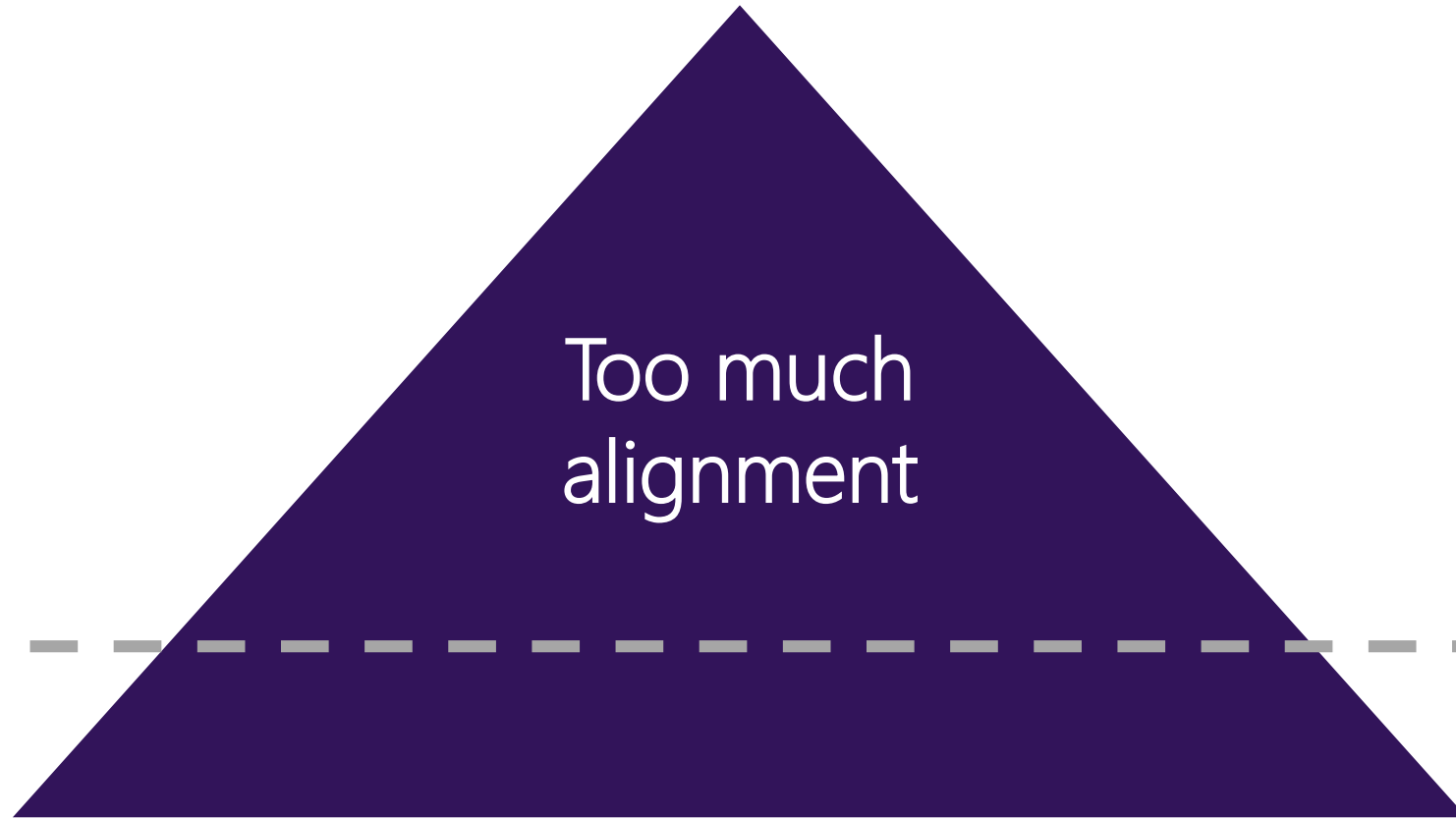
Microsoft published similar encyclopedias under the *Encarta* trademark in various languages, including German, French, Spanish, Dutch, Italian, Portuguese and Japanese. Localized versions contained contents licensed from national sources and more or less content than the full English version. For example, the Dutch version had content from the Dutch *Winkler Prins* encyclopedia.

e
ne
ant to

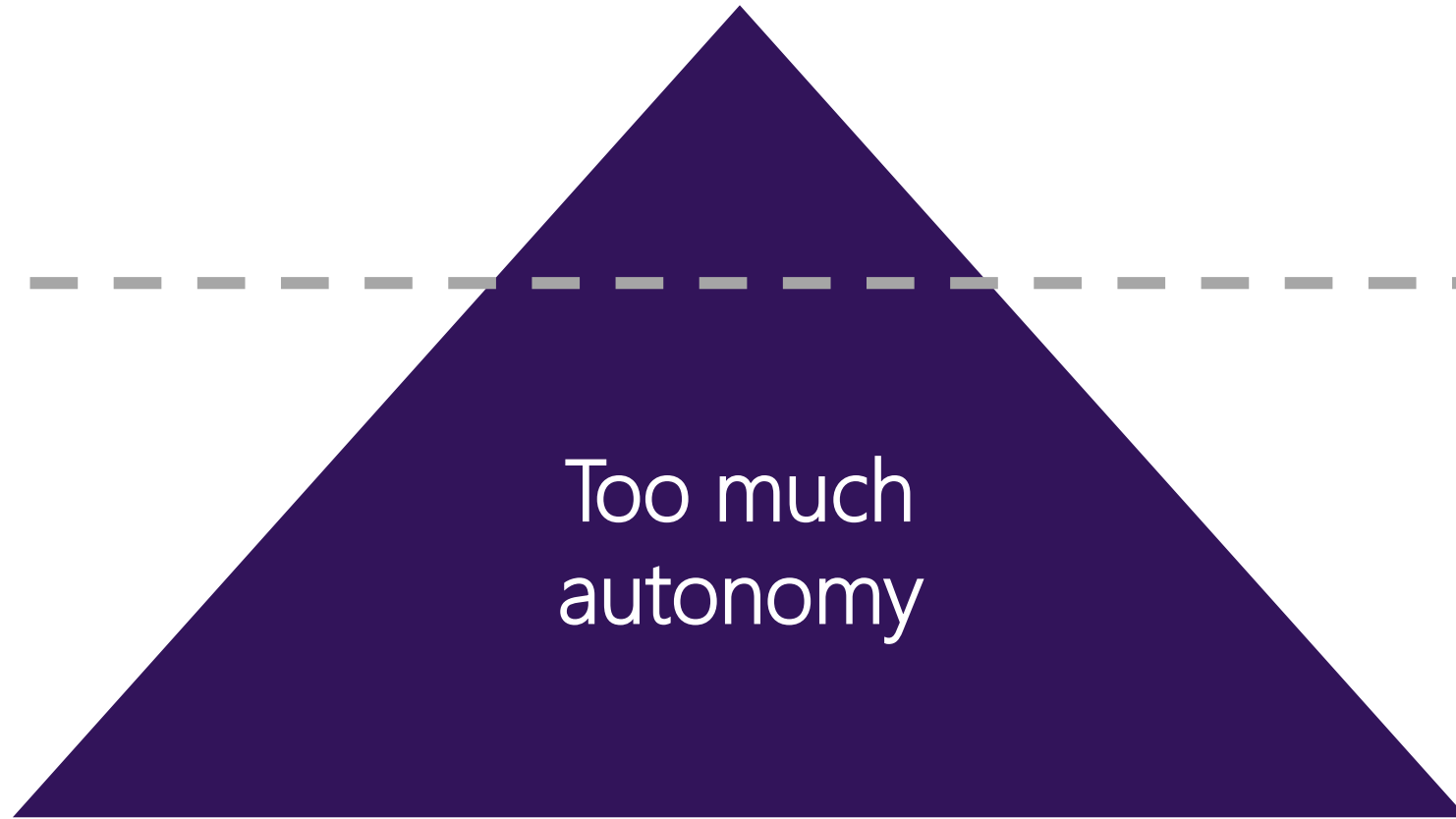
Aligned Autonomy



Aligned Autonomy



Aligned Autonomy

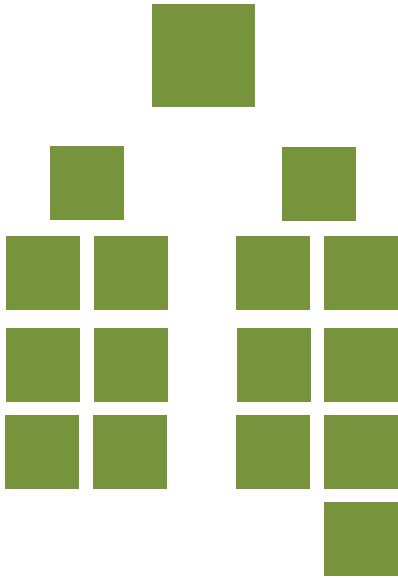


Let's look at some of the notable changes...

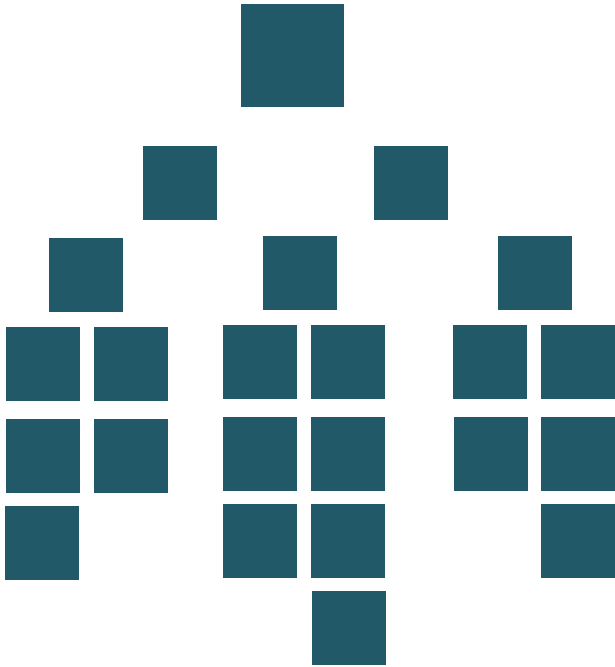
Roles

The OLD way

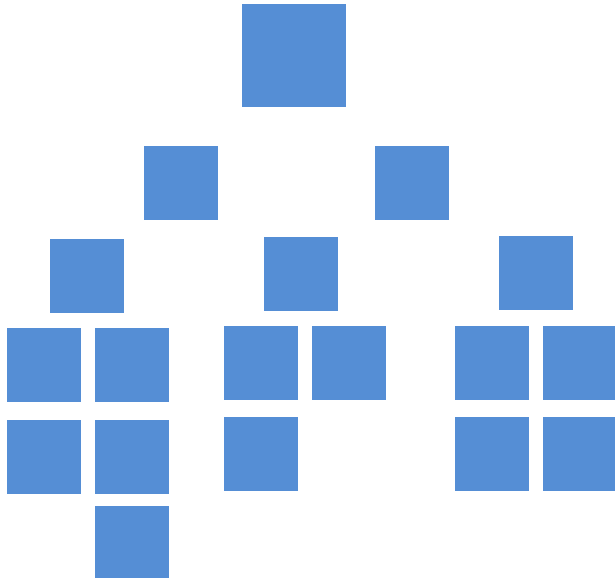
Program Management



Dev

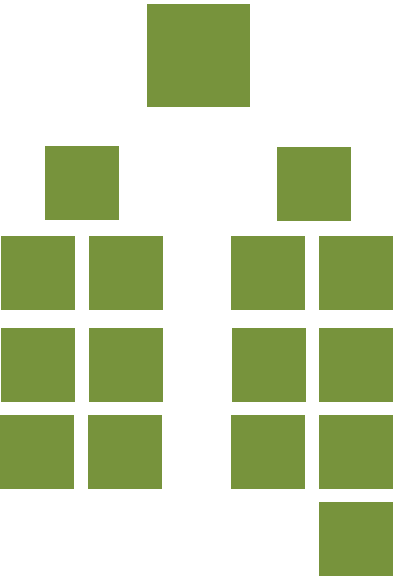


Test

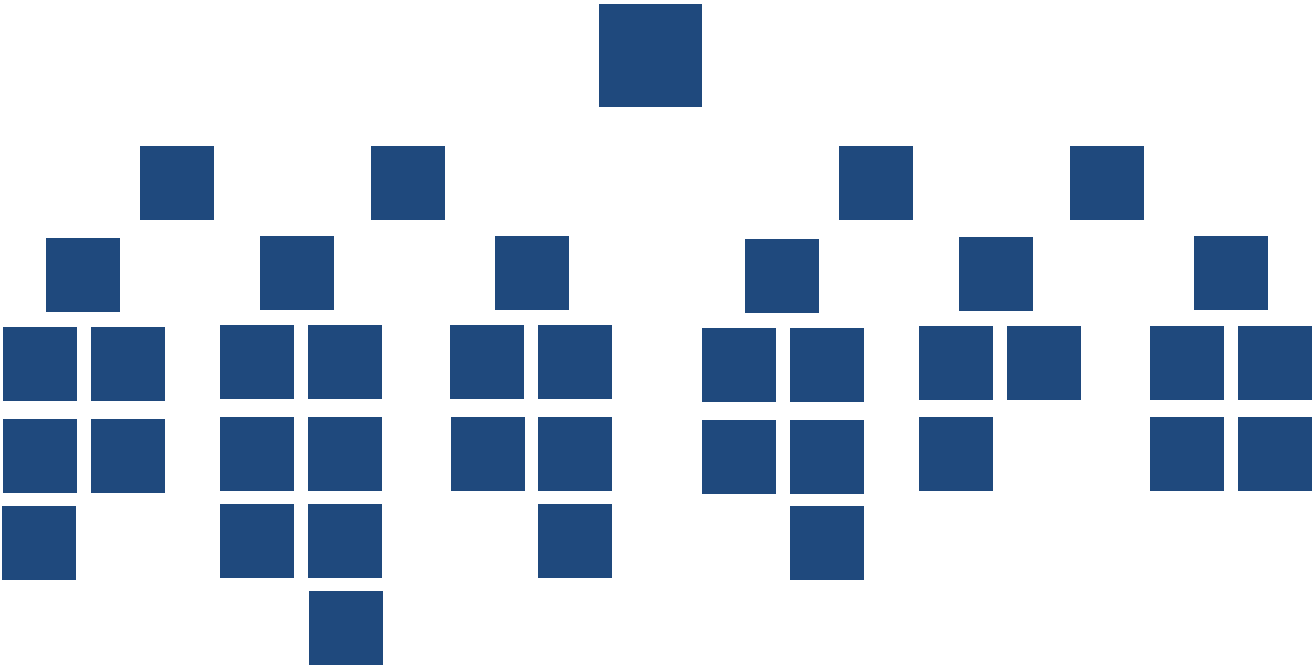


Roles

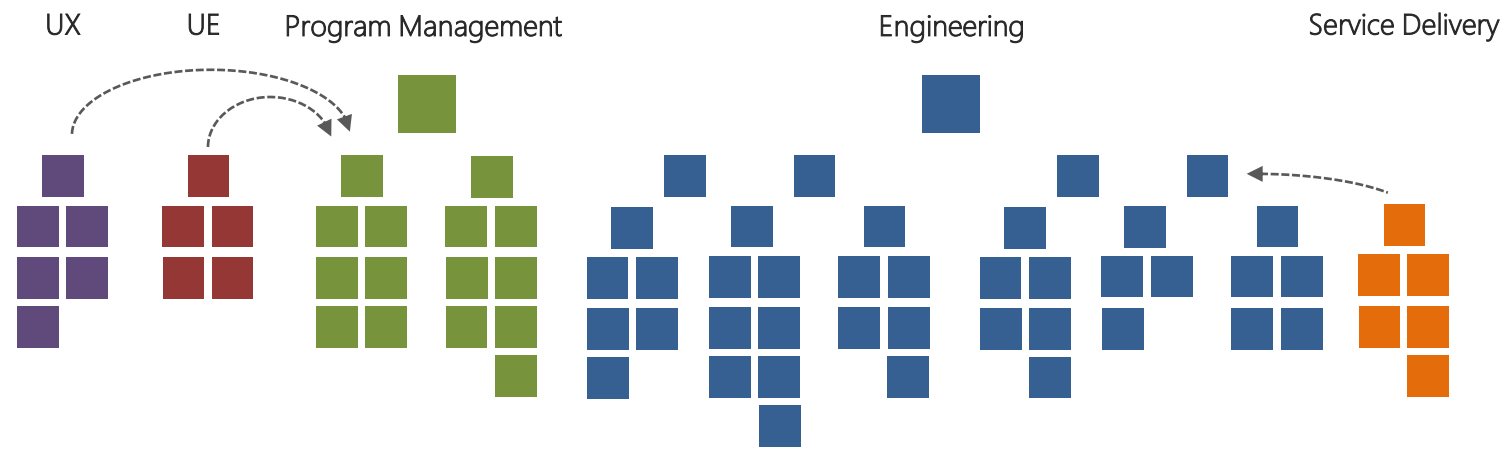
Program Management



Engineering



Yes, there are other roles...

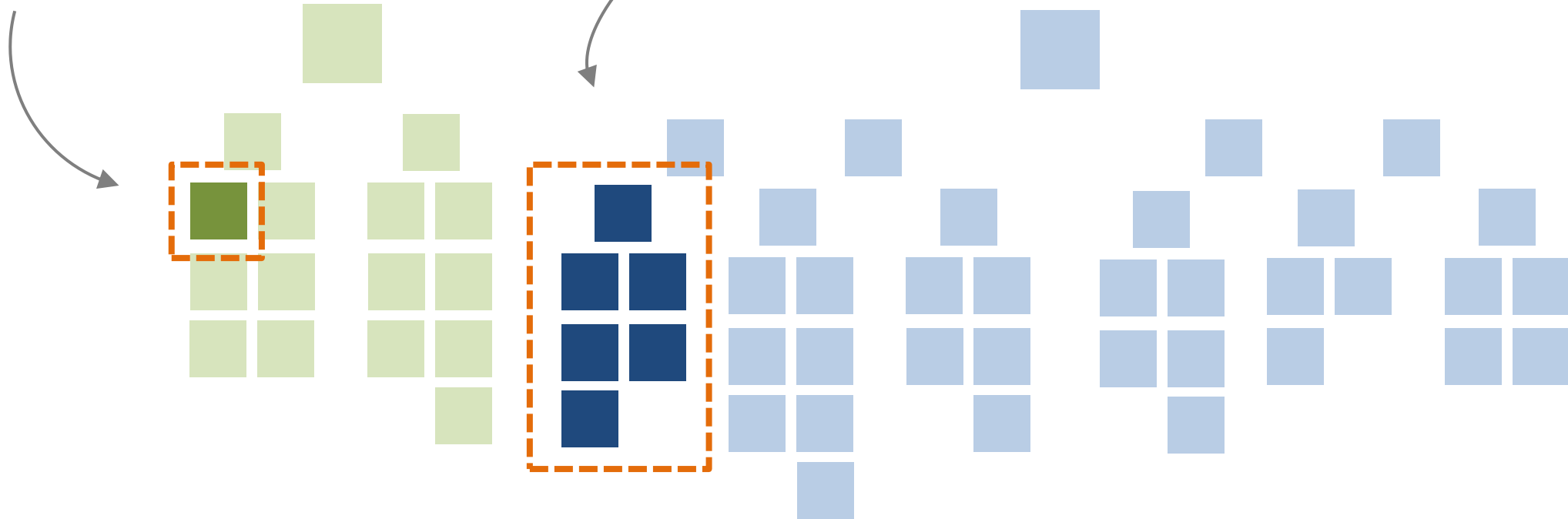


Service Delivery is integrated directly into our organization.

Teams

Program Management is responsible for:
WHAT we're building, and
WHY we're building it

Engineering is responsible for
HOW we're building it, and that
we're building it with QUALITY



Teams

Cross discipline

10-12 people

Self managing

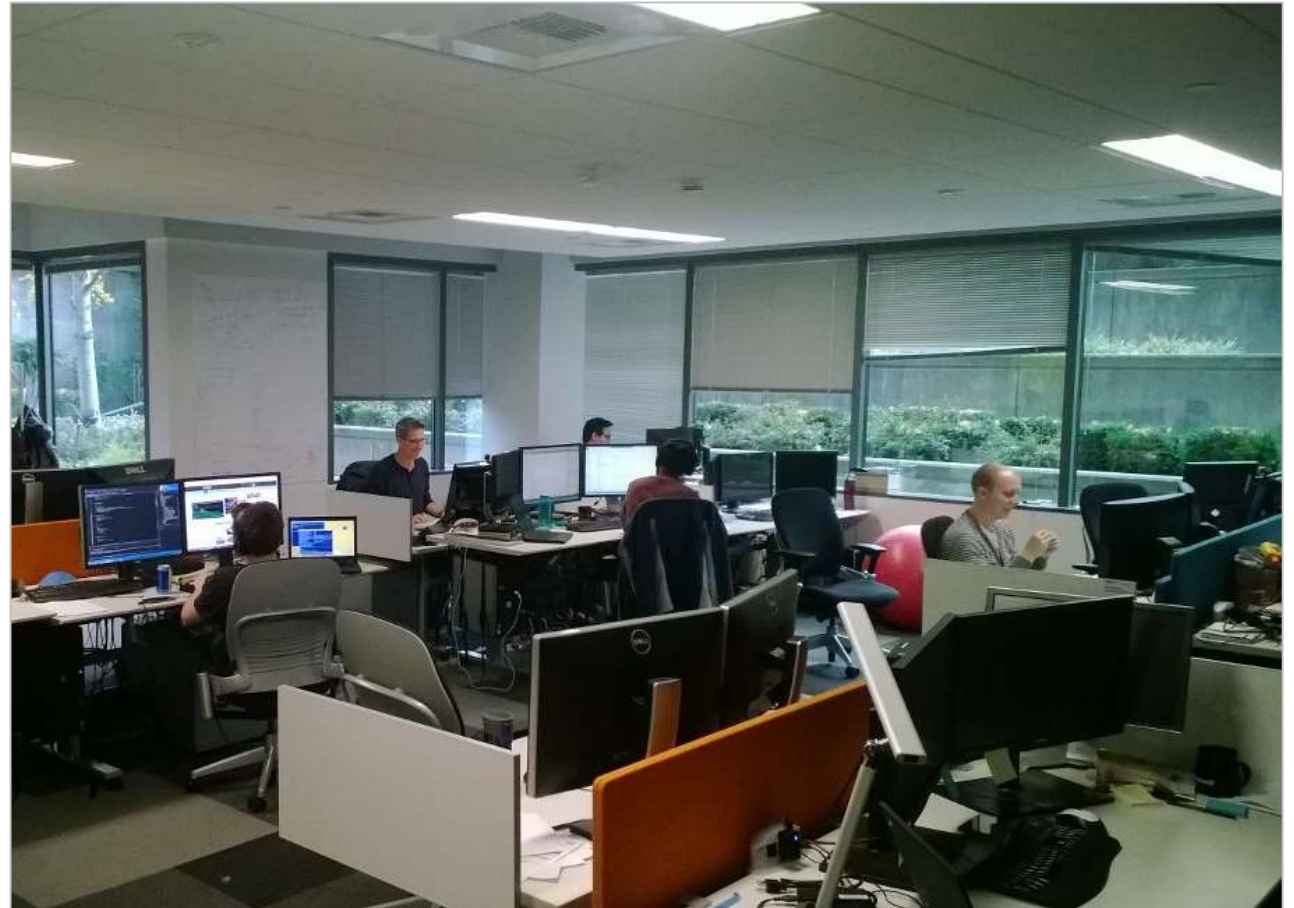
Clear charter and goals

Intact for 12-18 months

Physical team rooms

Own features in production

Own deployment of features



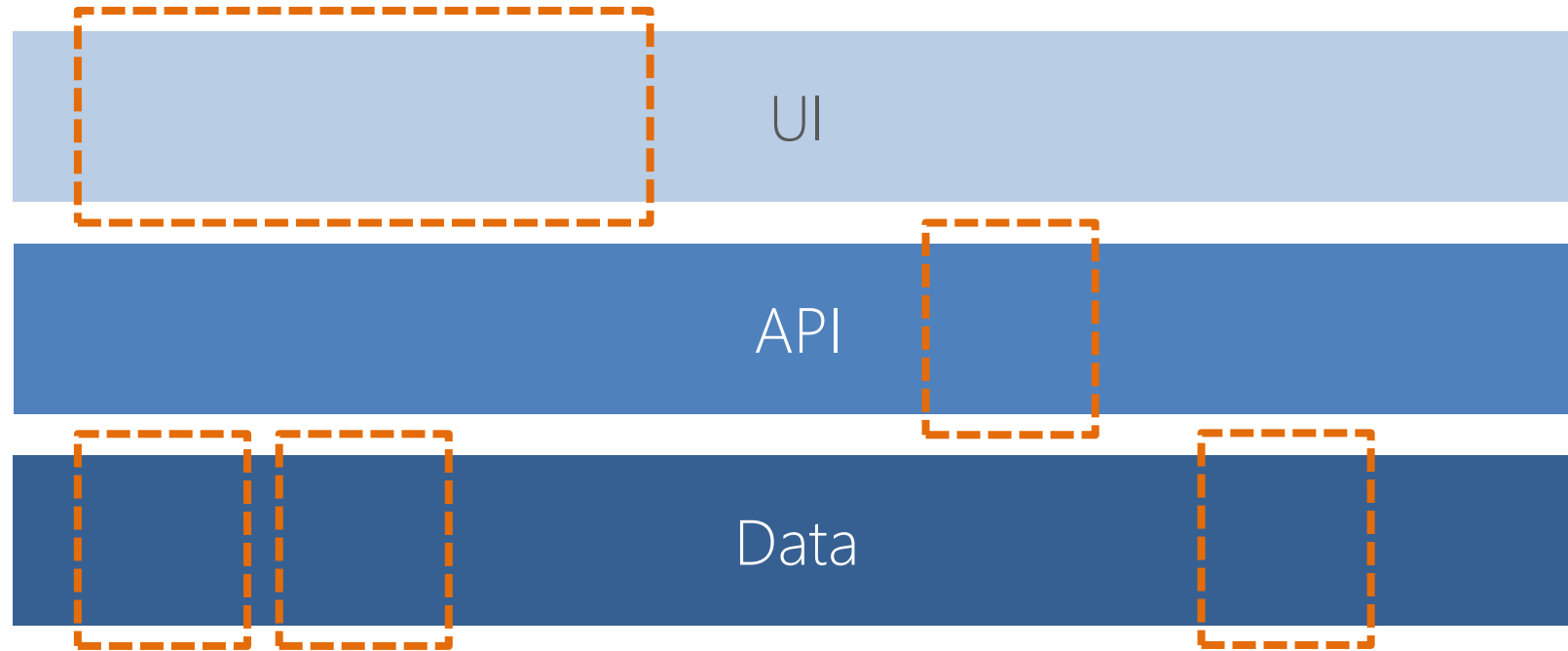
Teams

UI

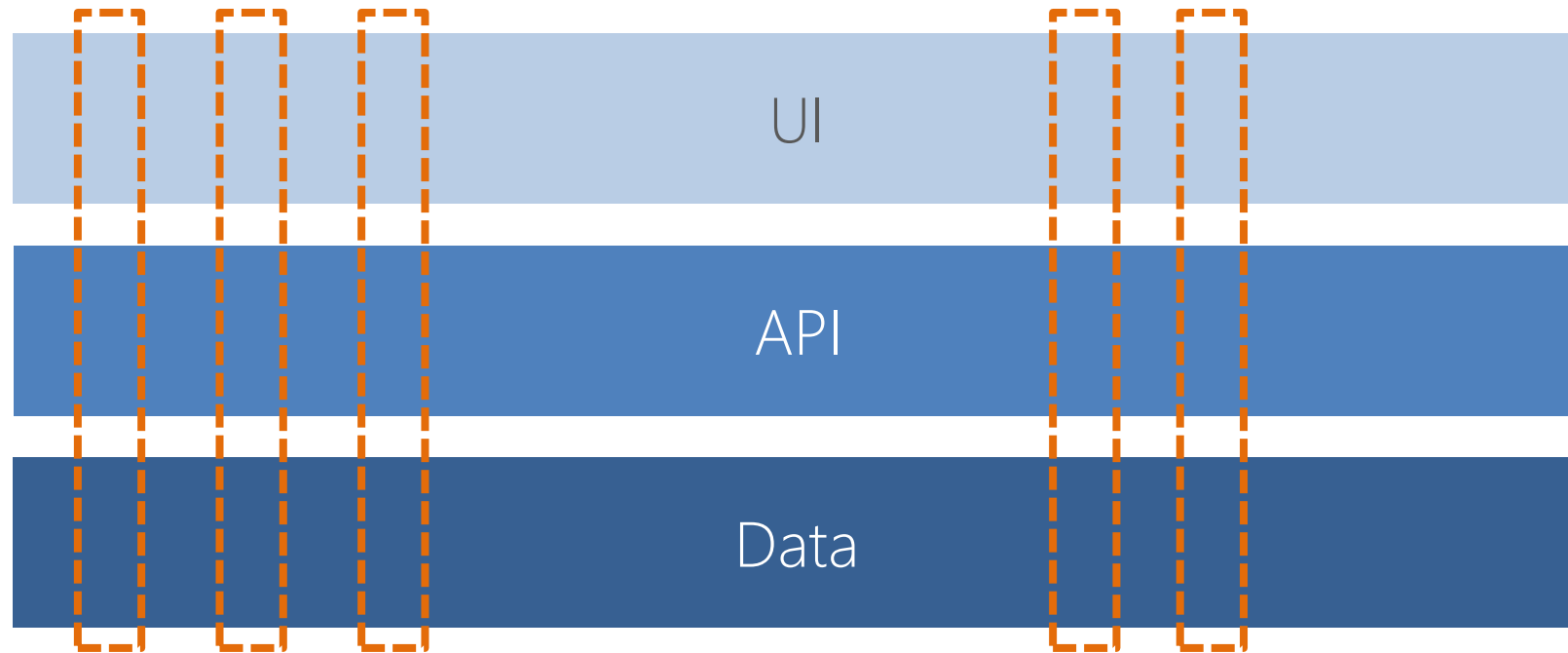
API

Data

Instead of Horizontal...



We strive for Vertical



Self Forming Teams

We have chosen to re-think the charter and make-up of our teams at strategic checkpoints. This happen every 18 months (or so).

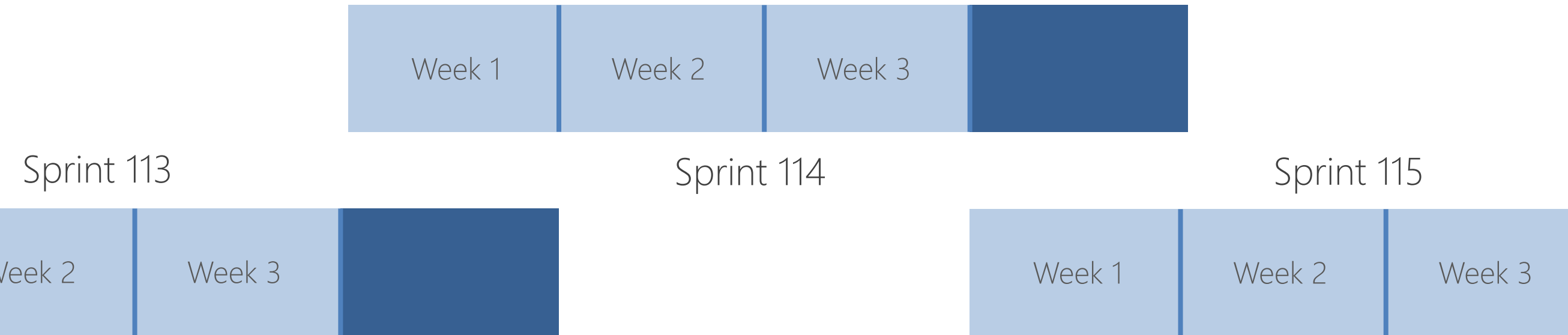
The “Yellow Sticky” exercise:

- Autonomy: Let team choose what they want to work on.
- Alignment: Ensure we’ve got the right balance across teams.




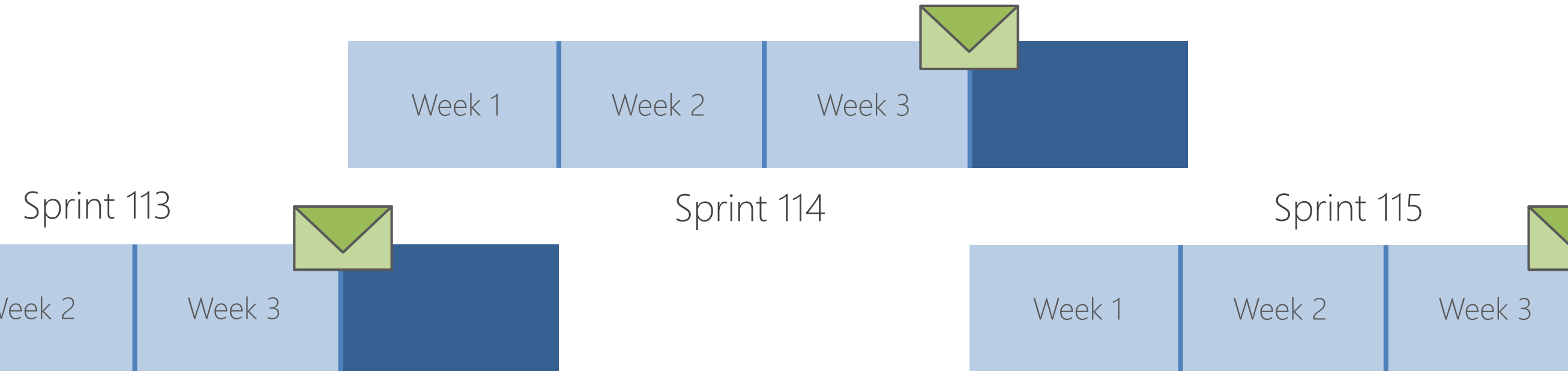
How do teams stay connected?

3-Week Sprints



Sprint Mails

At the end of a sprint, all teams send a “sprint mail” ... communicating what they've accomplished in the sprint, and what they're planning to accomplish in the next sprint.



Sprint Mails

✉ Value delivered during the sprint

✉ Video demonstrating the value

✉ What the team is planning to accomplish in the next sprint

Blueprint S113 Summary/S114 Plan

Sprint 113 Summary

Deliverables

- Updates to Plan settings no longer require full page refresh
- Fit and finish improvements to Delivery Plans:
 - Improved space and layout for team and backlog level
 - Added backlog links for quick access
 - Improved scroll behavior
- Field criteria allows users to tailor the plan view based on specific criteria (ex only view cards with tag Blocked) - will dogfood to Stage 0 with S113
- Addressed the bulk of the Accessibility bugs for the Kanban board as well as the Kanban settings experience
- Closed [42 bugs](#)

By the numbers

Agile - Blueprint

Team	Sprint	Features	Stories
Blueprint	Sprint 113	1	1
Blueprint	Sprint 114	1	1

Accessibility Burndown

Sprint 114 Plan

Deliverables

- **Delivery plan:** Field Criteria allows users to tailor their plans by applying query clauses to the plan data set. [Open](#)
- **Accessibility:** wrap up Kanban settings and start Accessibility work for Delivery Plans
- **Office integration:** Diagnostics troubleshooting for Office integration bugs on MSDN
- **Dev14 Update 4:** port over 3 DTS fixes and 3 Bug fixes
 - DTS Task #17420: DTS TFS2013 @Today variable not working in french board styles
 - DTS Task #18448: DTS TFS 2013 | Card styling rules doesn't apply on using @myself for @Today in Deutsch (Deutschland) locale
 - DTS Task #17432: DTS: Work Item Title Not Showing in Chrome version 33 and Multiple Task Added
 - Bug #17611: Board styles issue in German
 - Bug 180181: Macro file always is being evaluated and saved in localized format
 - Bug 175745: This is not in edit mode when creating a new item from the board

New delivery plan

A delivery plan shows you when work will be delivered across your teams. The plan overlays each team's sprint onto a familiar calendar view. You can view multiple backlogs and multiple teams across your whole account. [Learn more](#)

Name:

Description:

Project: Team: Backlog:

Priority: Tags:

[Create](#)

Customized plan showing priority and tag clauses

View our [Blueprint team Delivery Plan](#) for more details

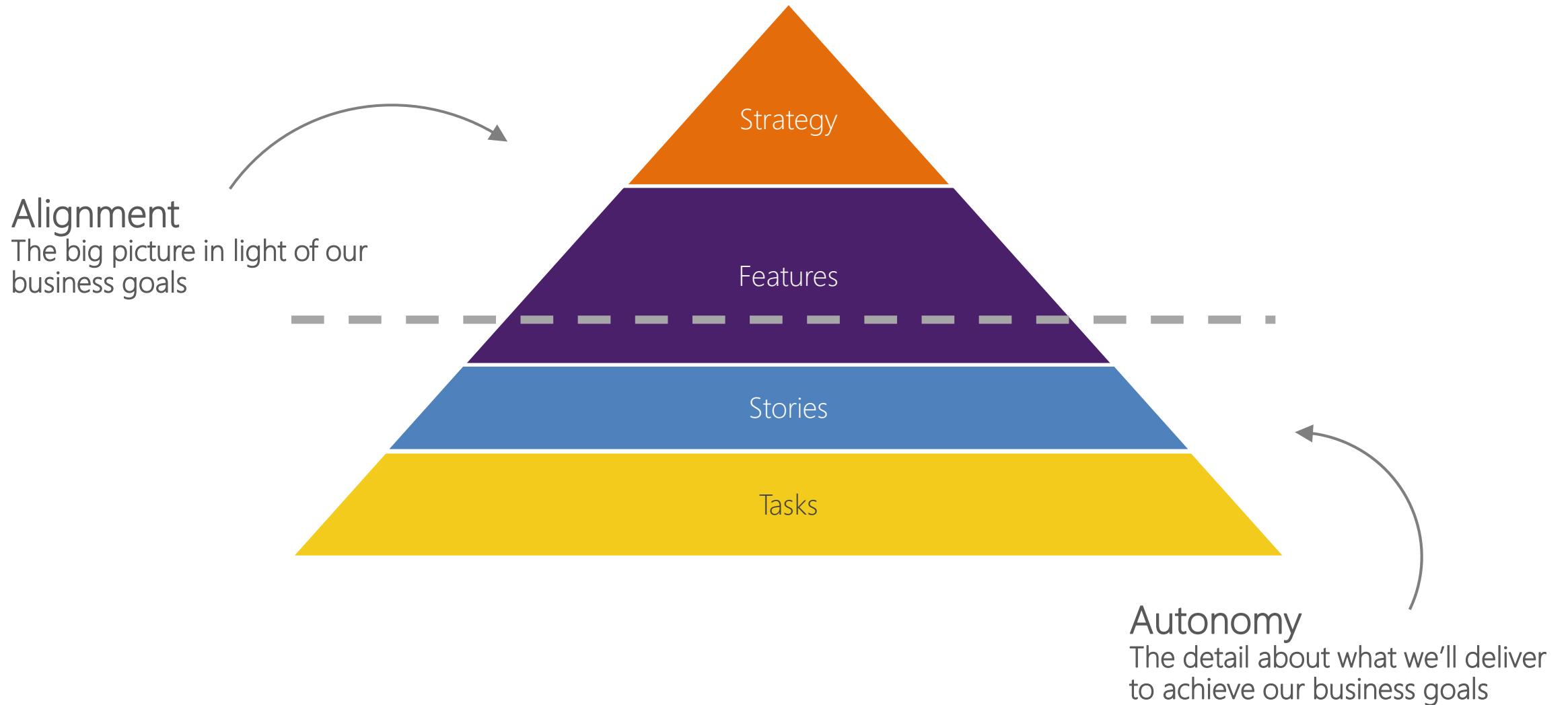
“Plans are worthless, but planning is everything.”

Dwight Eisenhower

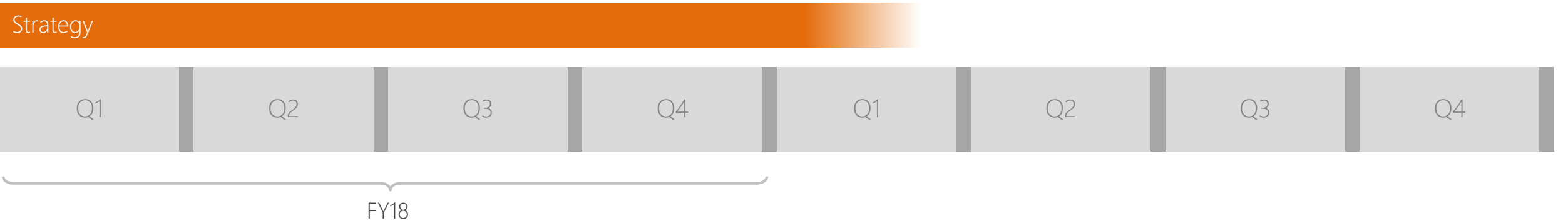
Planning



Aligned Autonomy



Planning



Planning

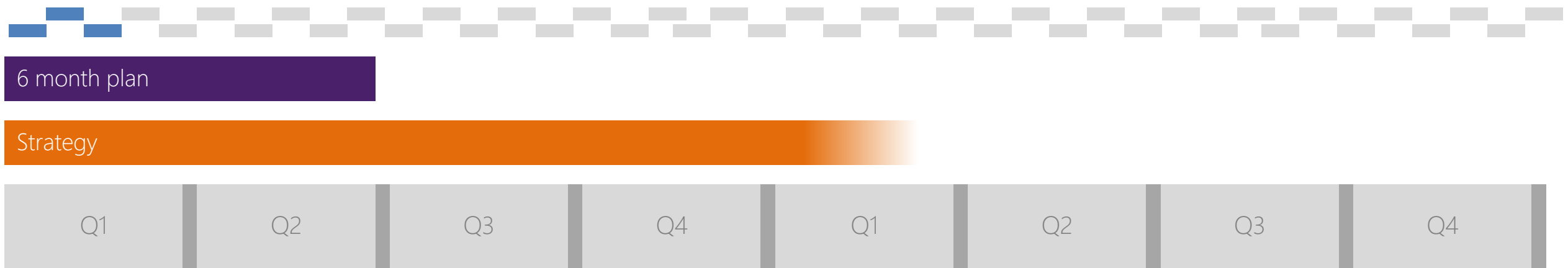
6 month plan

Strategy

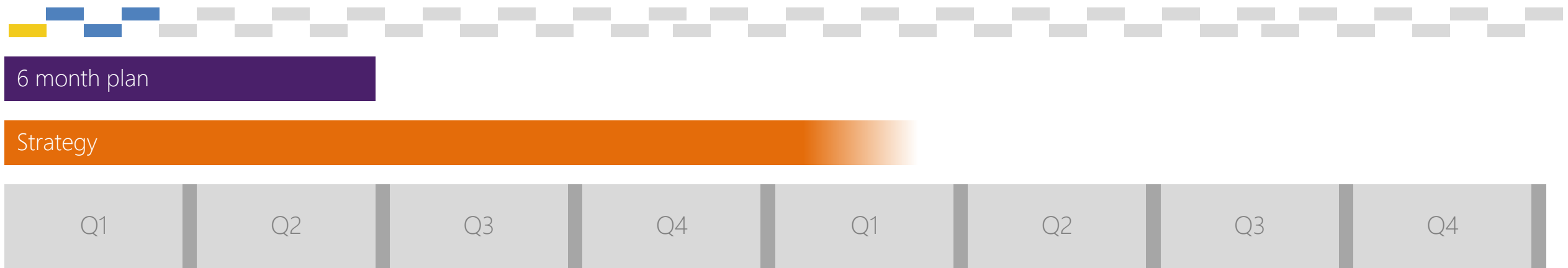


FY18 H1

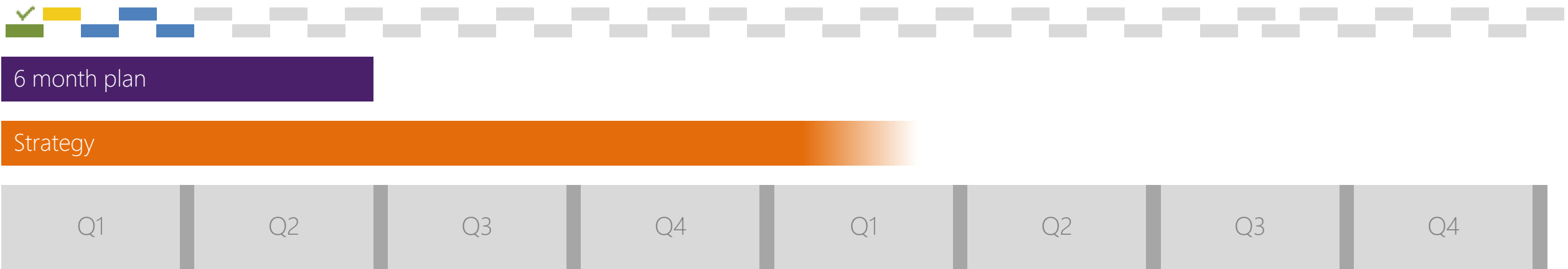
Planning



Planning



Planning



Planning



Planning

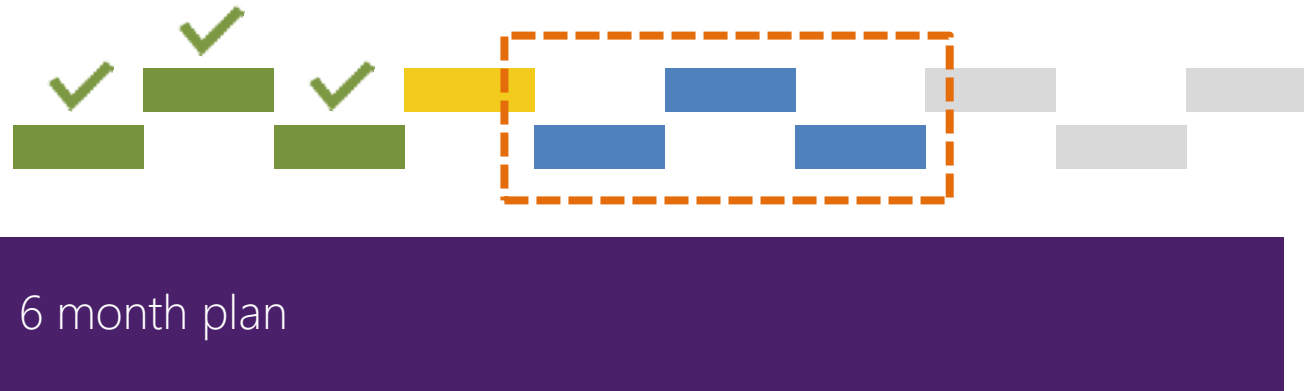


6 month plan

Strategy



Quarterly Feature Team Chats

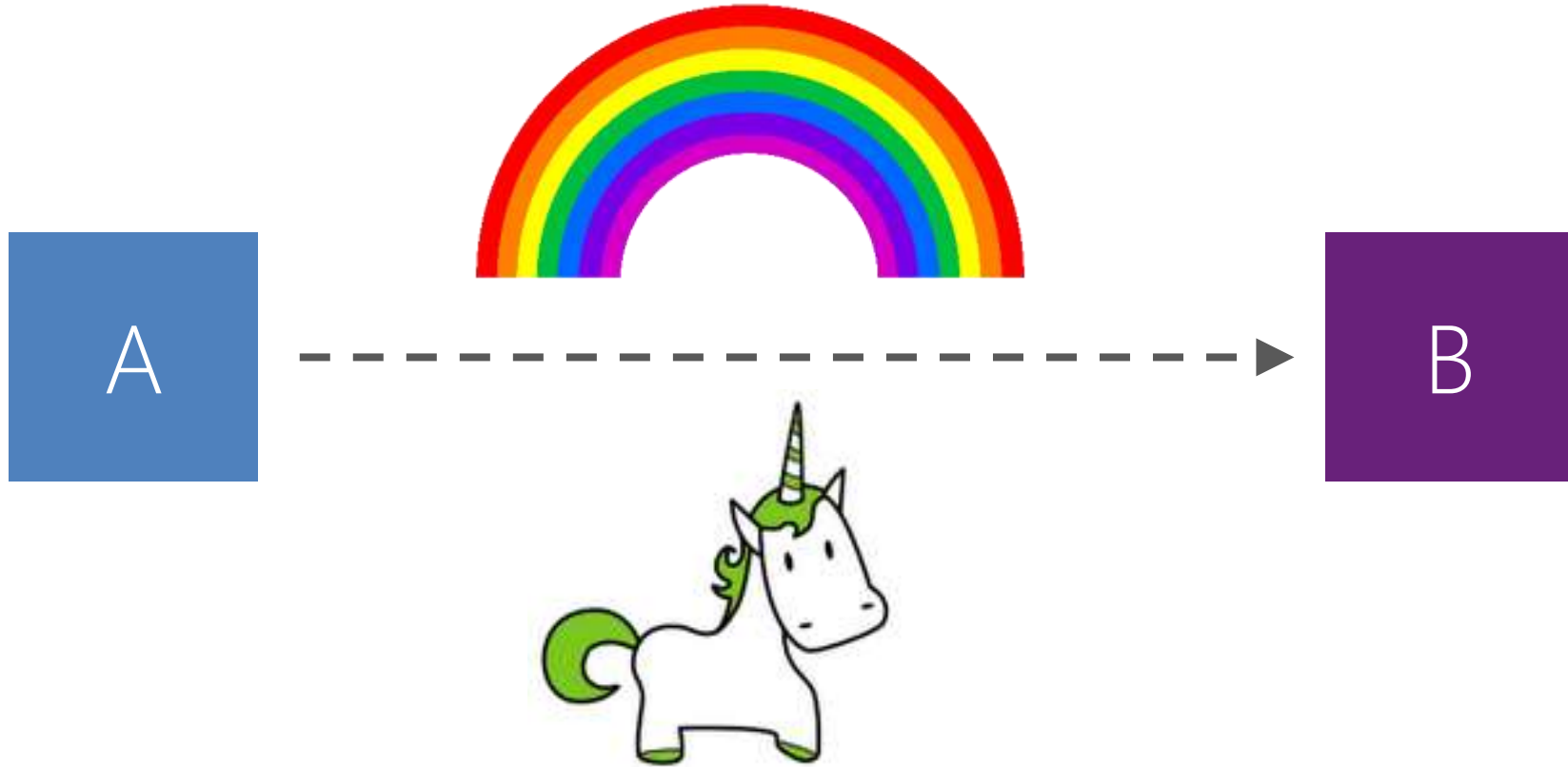


Each team comes in and reviews with leadership three things:

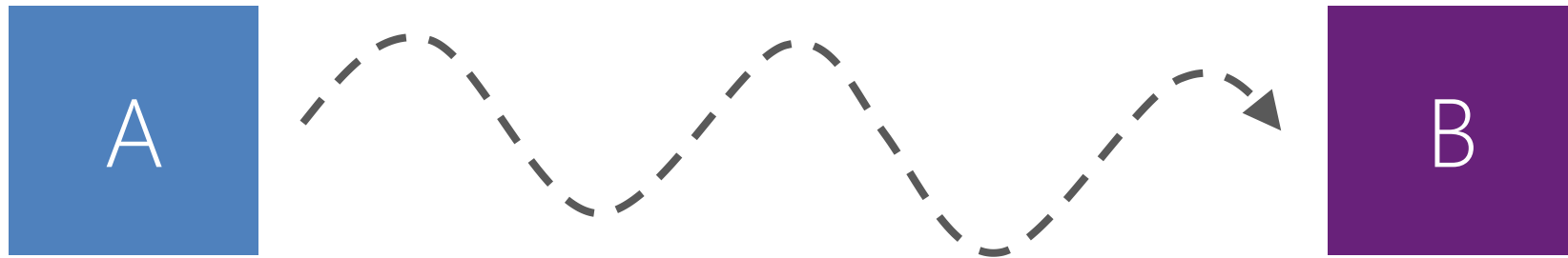
1. What is the plan for the next 3-sprints?
2. Is the team healthy?
3. Any risks or issues to highlight?

Too good to be true?

Too good to be true?



... a journey of continued improvement.

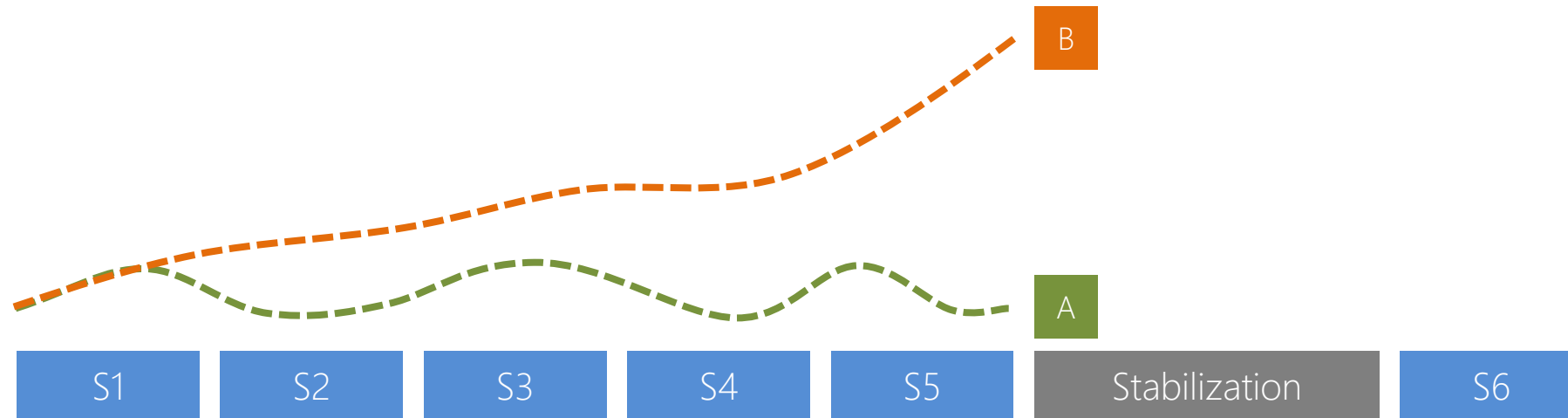


This journey does not end.

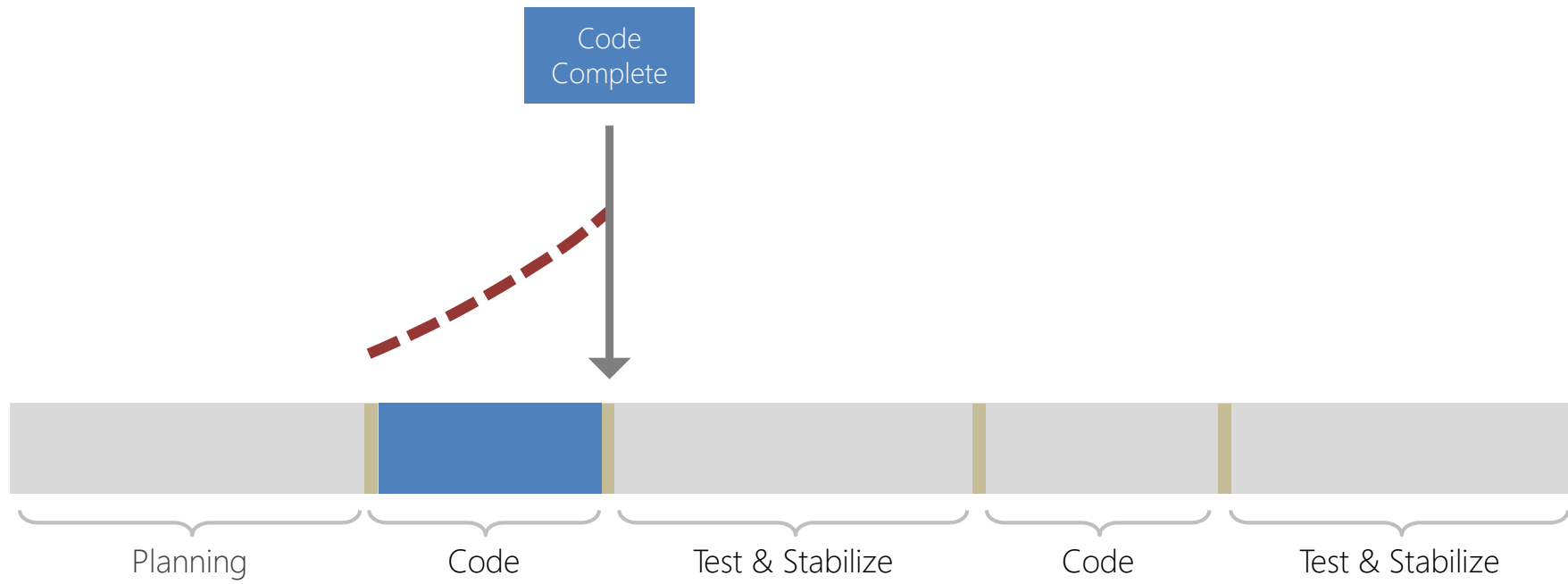


Let's look at a few examples...

The "Stabilization" Sprint



"Let's do this Agile thing... but we should probably reserve some time to stabilize things."



After



Bug Cap

We all follow a simple rule we call the “Bug Cap”:

$$\# \text{ engineers on your team} \times 5 = ?$$

Bug Cap

We all follow a simple rule we call the “Bug Cap”:

$$10 \times 5 = 50$$

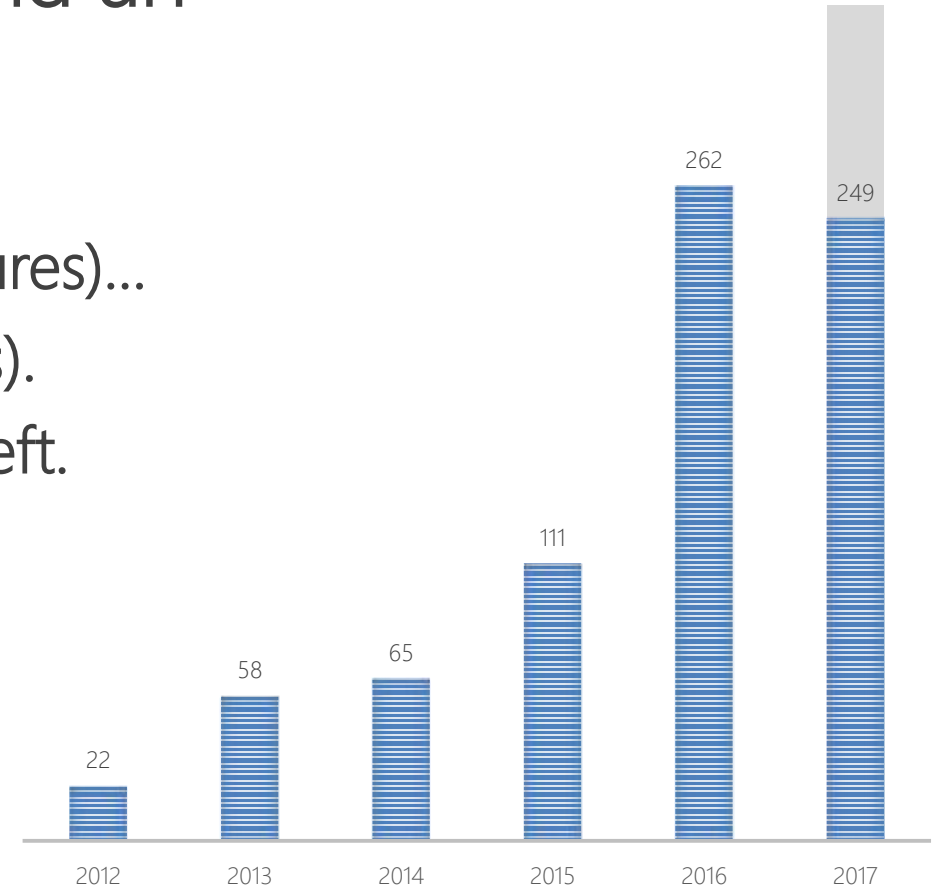
Rule: If your bug count exceeds your bug cap... stop working on new features until you're back under the cap.

How do we know it's working?

Features Delivered per Year

We are delivering value to customers and an increased velocity.

- More features in the 2016 calendar year (262 features)...
- Than the previous 4 years combined (256 features).
- 249 features already in 2017... with three months left.



Take-a-ways

- 1 Get good at the science... but don't be overly prescriptive.
- 2 Stop celebrating activity... start celebrating results.
- 3 Embrace the new normal.
- 4 You can't cheat shipping.
- 5 Build the culture you want... and you'll get the behavior you're after.

Thank you

