



# Agile Transformation Story Epic

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**2012**  
**CEE-SEC(R)**

Software Engineering  
Conference in Russia

# 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 😊
- 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

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## 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 start-up 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. Roughly-roughly – 40 unique setups and solutions.
- Quantity developed and quality demands are high -> agile is an obvious investment area





## Agile Fluency (aka maturity)

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- 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 (through transparency demand)

## ■ Team Culture

- Education
- Inject professional agile software development experts
- Support and inspire (through quality targets demand)



- 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





- Remove organizational structure barriers
  - Alignment to career 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 remaining 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



