



Scaling Agile (en testen)

Testnet themaavond

Han Duisterwinkel
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Experience the commitment®

Agenda

- Introductie
- Scaling Agile
- Scrums of Scrums
- Spotify
- LeSS
- SAFe
- Scaling Agile en testen
- Conclusie
- Vragen / Discussie?



Who am I?



- Han Duisterwinkel
- Principal IT (Agile / Test) Consultant



 A collage of images. At the top left is a banner for "EuroSTAR 2009 17th Annual European software testing conference STOCKHOLM SWEDEN 30 NOV - 03 DEC". To the right is a photograph of a cityscape with a large golden star sculpture. Below these is a list of conference presentations:

- 2018 TestNet : Scaled Agile en testen
- 2017 Agile Congres – Samenwerking Noord : Continuous Hybride Agile ketentesten
- 2017 TestNet : Continuous Hybride Agile ketentesten
- 2017 TestNet : Workshop IoT Testing Smart Buildings
- 2016 NNOT : X-Shaped Tester 5.38
- 2015 NNOT : TestLab test-tooling
- 2013 NNOT : Agile → Test → Beheer
- 2009 EuroSTAR : Applying Traditional Test Specification Techniques with UML
- 2009 Dutch Testing Day : Help the tester with UML
- 2007 Dutch Testing Day : Off shore testing
- 2006 TestNet : RUP & Testing
- 2006 TestNet : Quality in software development with RUP

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40 countries
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client satisfaction score for
the past 10 years



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Scaling Agile

- Scaling Agile is eigenlijk het op grote schaal toepassen van Lean Agile principes in een organisatie
- Agile werken in grote organisaties
- Werkzaamheden tussen team's organiseren
 - Spreiden
 - Coördineren
 - Afstemmen



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Scaling Agile Frameworks

- Scrum of Scrums
- Spotify
- LeSS – Large Scale Scrum
- SAFe – Scaled Agile Frameworks

- DAD → <http://www.disciplinedagiledelivery.com/introduction-to-dad>
- Nexus → <https://www.scrum.org/resources/scaling-scrum>
- RAGE → <https://www.cprime.com/rage>



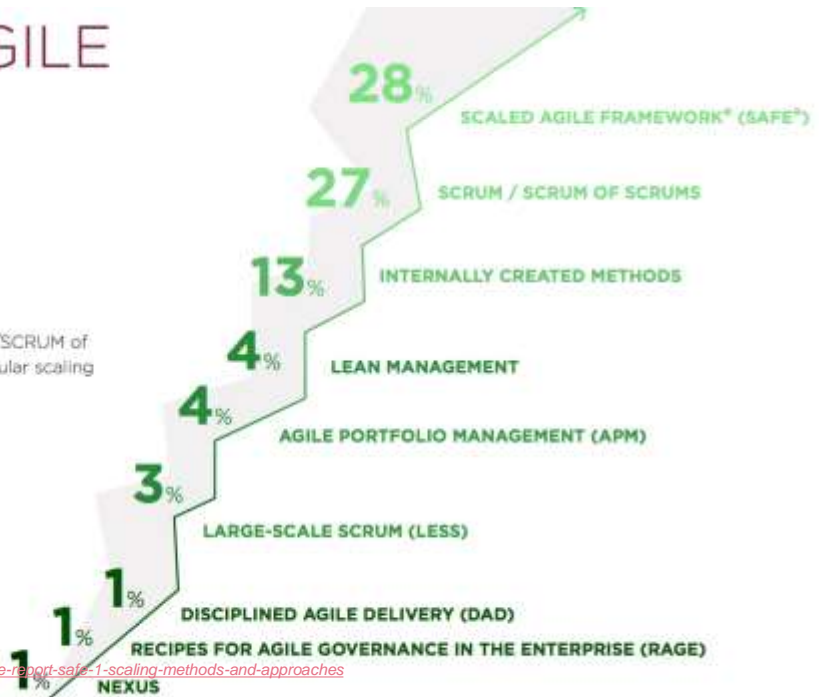
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SCALING AGILE

Scaling Methods and Approaches

SAFe (28%) has overtaken SCRUM/SCRUM of SCRUMS (27%) to be the most popular scaling method cited by respondents.



Source: <http://qiqqer.com/1th-annual-state-agile-report-safe-1-scaling-methods-and-approaches>

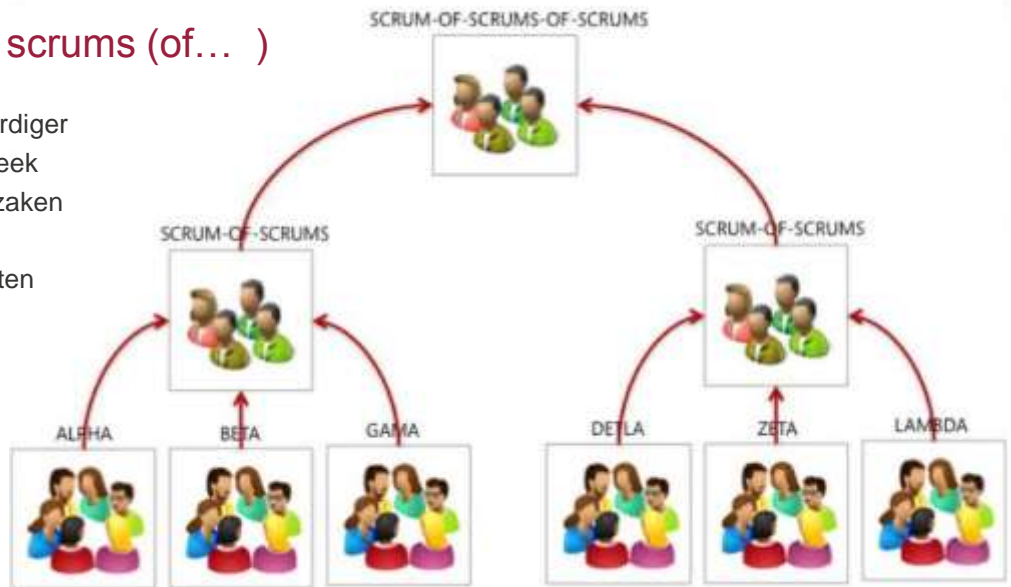
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Scrums of scrums (of...)

- Vertegenwoordiger
- 2 à 3 x per week
- Alleen team zaken
- 4 vragen
- 15 – 60 minuten



Source: https://www.scrumalliance.org/system/resource_files/0000/4380/060513.Scrum_of_Scrums.Leandro_Faria.IMAGE_7_2_.jpg

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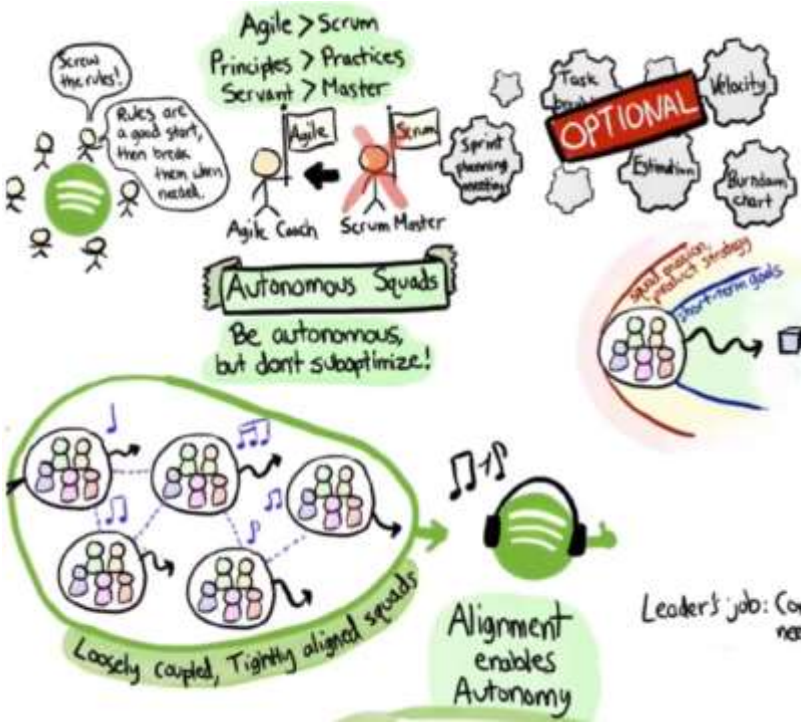
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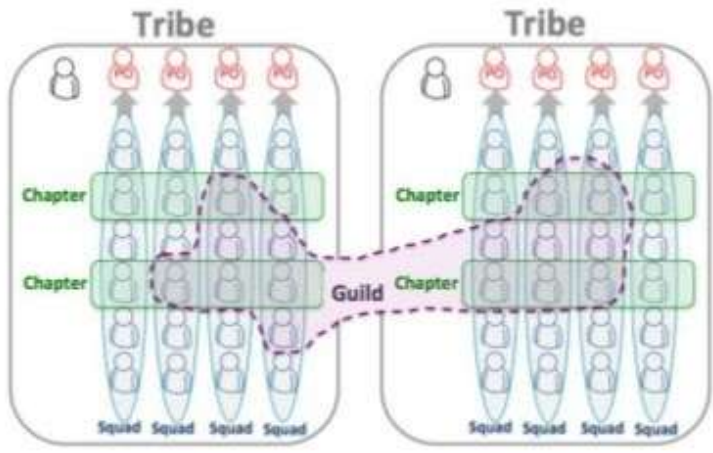
Spotify



Leaders' job: Communicate what problem needs to be solved. And why.

Spotify

- Squad
 - Equivalent to a Scrum team
 - Autonomous as possible
- Tribes
 - Same office < 100 people
 - Common area of the system
 - Organised for minimum interdependency
- Chapter
 - Skills community
 - Chapter Lead is line manager
- Guilds
 - Community of interest
 - Cross Tribe group
 - Guild Unconferences

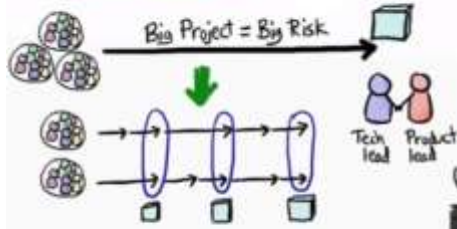


Source: Henrik Kniberg & Anders Ivarsson Oct 2012



Spotify

Minimize the need for Big Projects



Weekly Demo



Visual Progress



Daily Sync



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Spotify

Chaos > Bureaucracy



Waste-repellent Culture aka Lean

If it works, keep it. Otherwise dump it.



- Keep**
- Retrospectives
 - Daily Standup
 - Google Docs
 - GIT
 - Guild Unconferences

- Skip/dump**
- Time reports
 - Handoffs
 - Separate test teams or test phases
 - Task estimates
 - Useless meetings
 - Corporate BS

Spotify

Spotify culture part 1: <https://www.youtube.com/watch?v=4GK1NDTWbkY>

Spotify culture part 2: <https://www.youtube.com/watch?v=rzoyryY2STQ>



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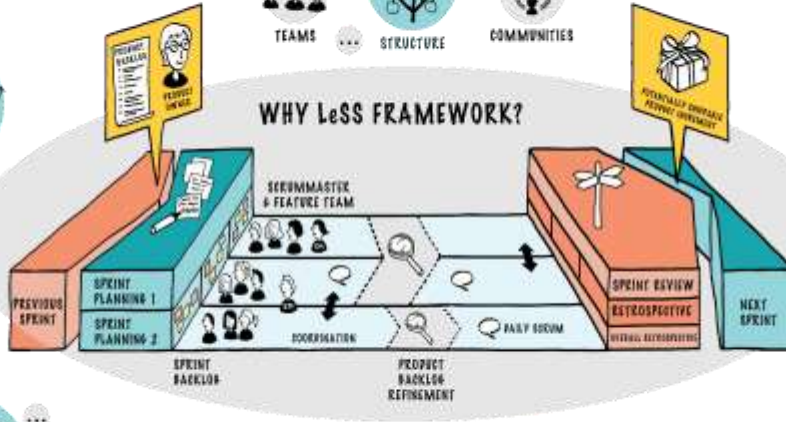
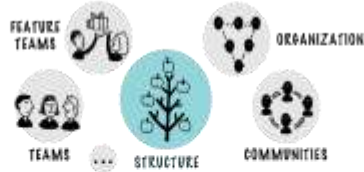


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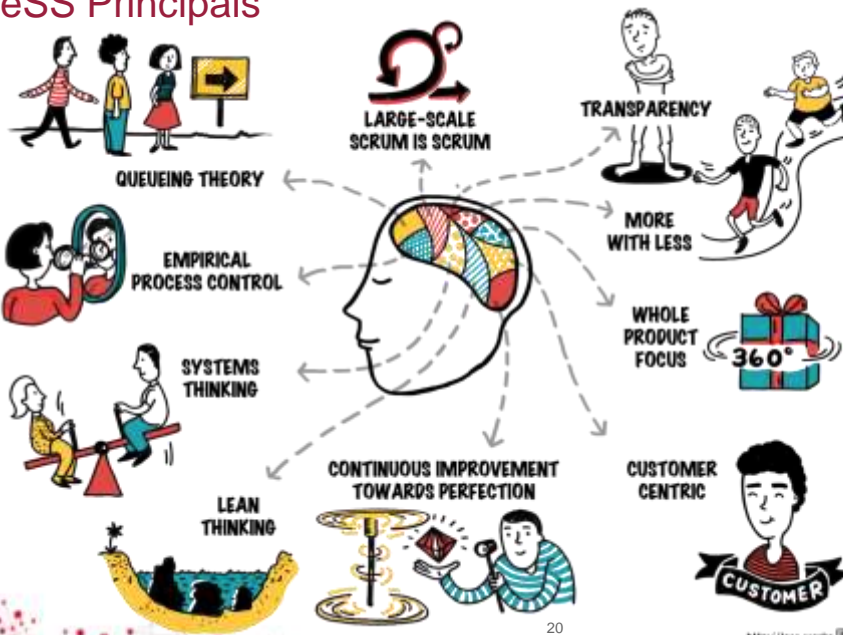
LeSS BOOK CHAPTER 2: INTRODUCTION

LeSS



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LeSS Principals



LeSS Principals – More with LeSS



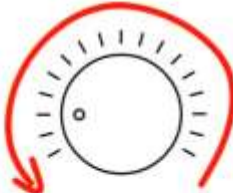
More responsible teams



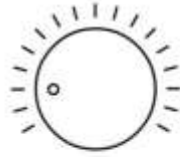
More customer focus, more collaboration



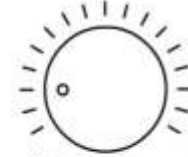
More learning, more ownership, more meaningful work, more fun



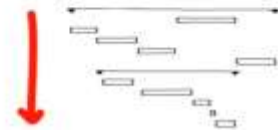
with FEWER role distinctions!



with FEWER artifacts!

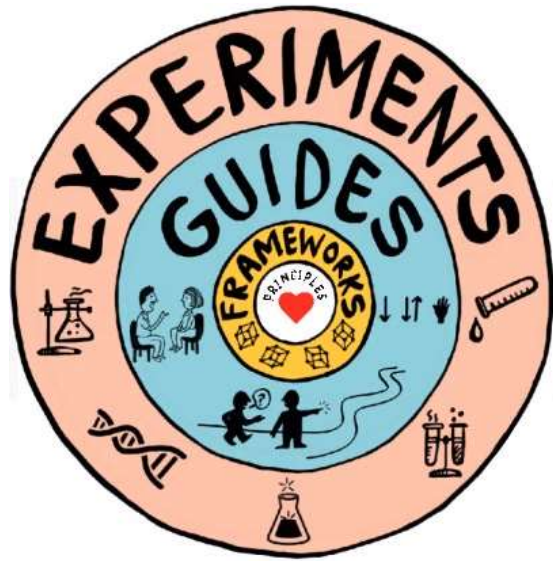
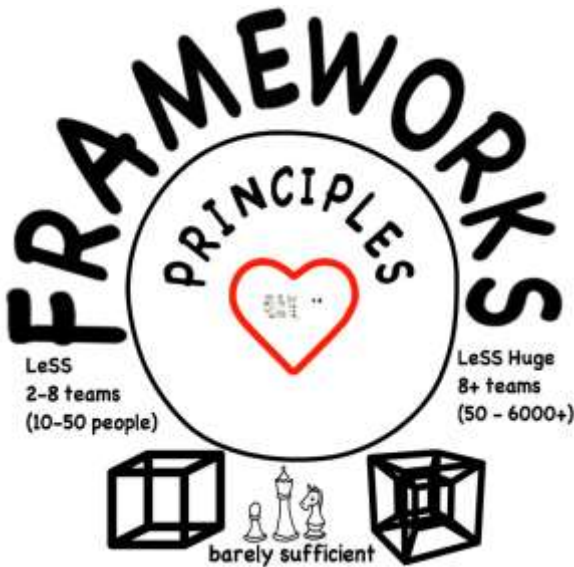


with LESS process!

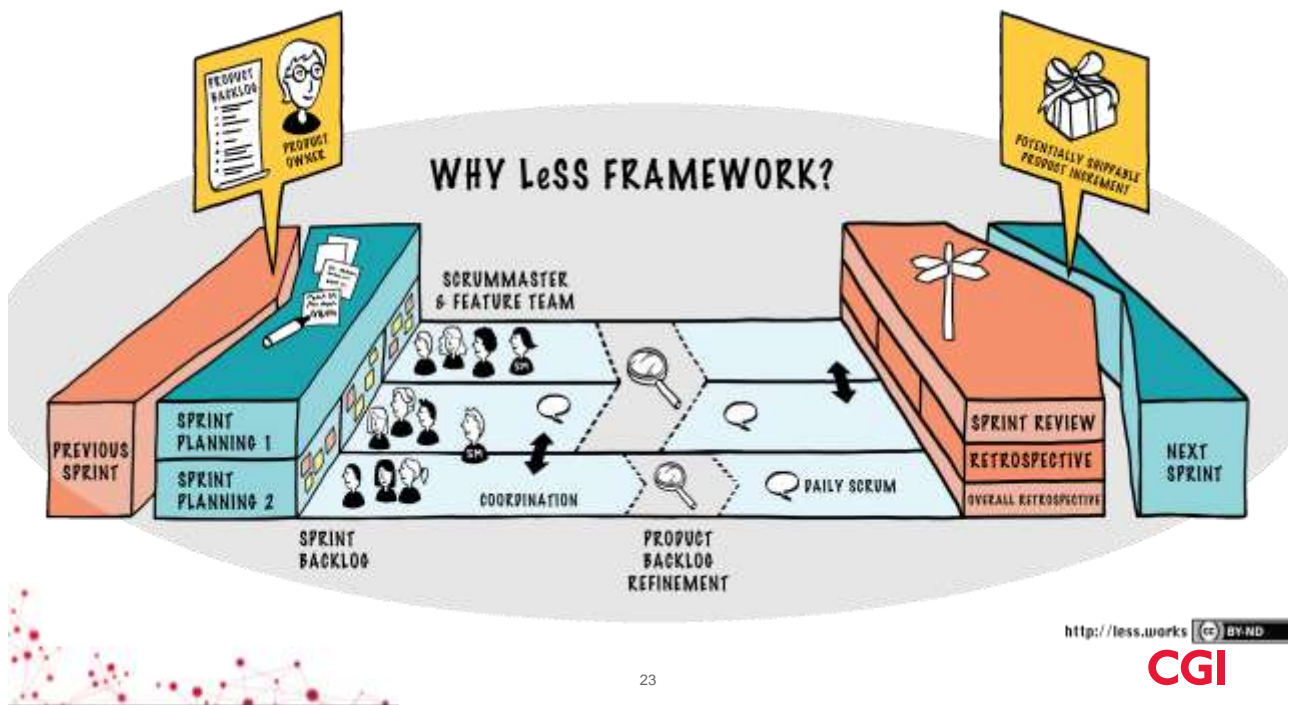


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LeSS – Frameworks & Guides & Experiments



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LeSS - Framework Rules

- Elke team is (1) self-managing, (2) cross-functional, (3) co-located, and (4) long-lived
- Scrum Master is full-time (en 1-3 teams) en zorgt voor goede LeSS adoptie.
- Eén Product Owner en één Product Backlog
- Eén Definition of Done
- Sprint Planning 1 (alle teams of vertegenwoordigers van)
- Sprint Planning 2 (apart per team, eventueel multi-team; hoe)
- Just talk ...over... Coördinatie over teams heen
- Sprint retrospective per team en Overall Retrospective (PO, SM, team vertegenwoordiger)
- LeSS Huge: extra rules!

<https://less.works/less/rules/index.html>

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LeSS - Technical Excellence



Source: <https://less.works/less/technical-excellence/index.html>

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<https://www.linkedin.com/company/less-works/>

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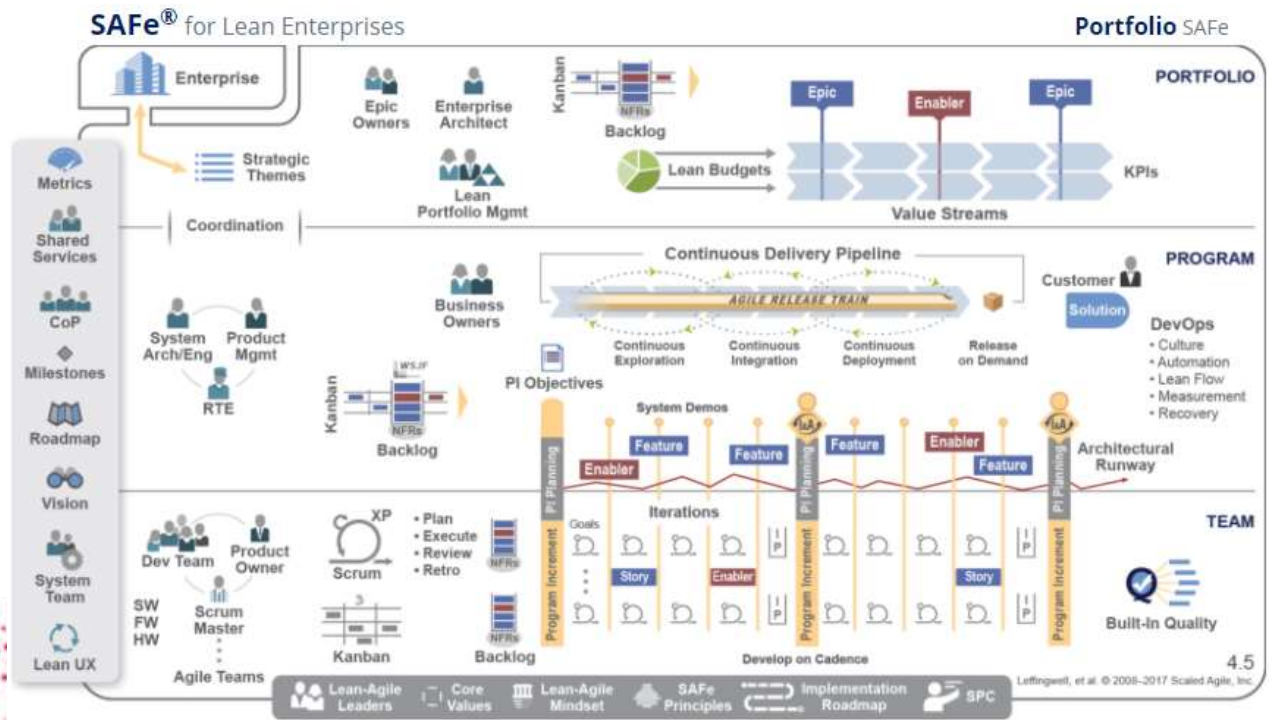
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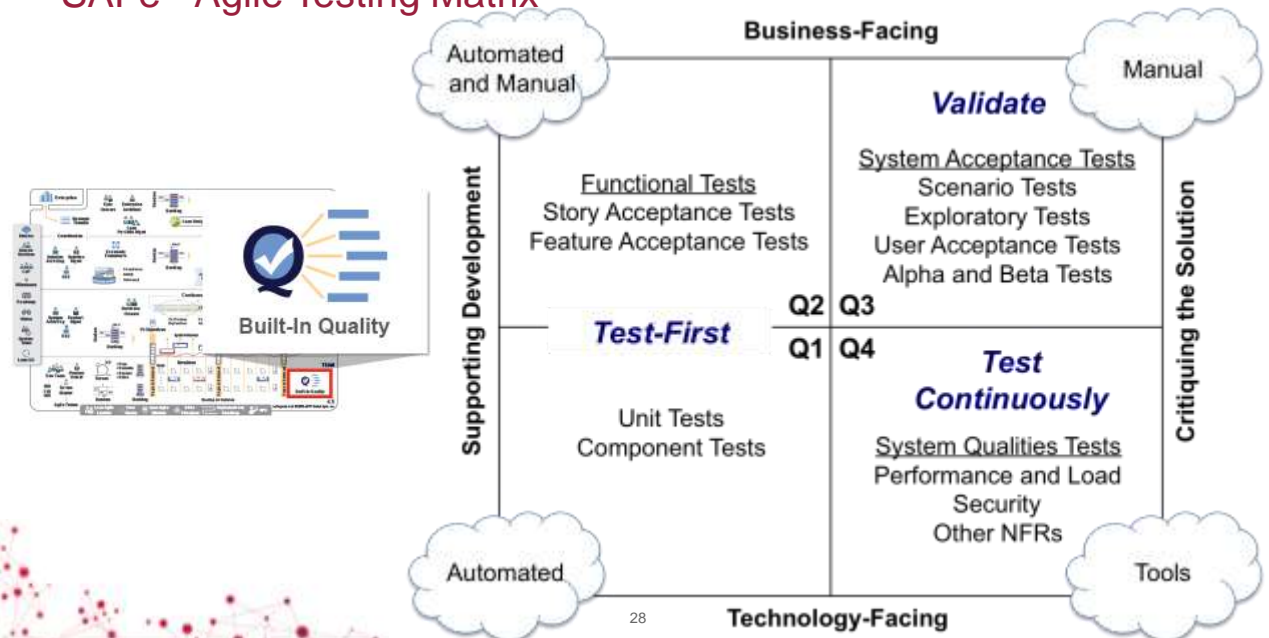


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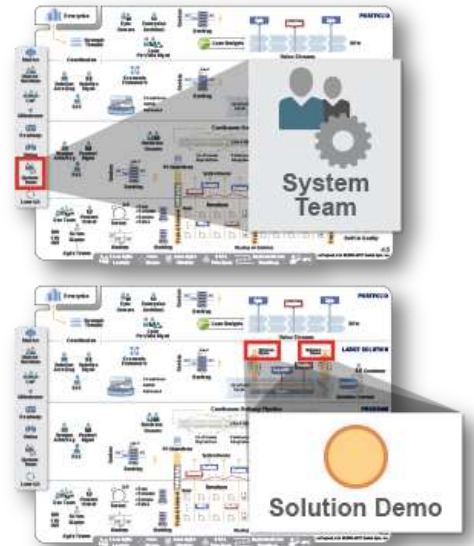


SAFe - Agile Testing Matrix



Ketentesten en SAFe

- System Team ([link naar](#))
 - Ondersteunt bouw en gebruik van Agile development omgeving
 - Ondersteunt dus ook CI, testautomatisering en CD
 - Ondersteunt integratie van de assets van de Agile teams
 - Voert “end-to-end Solutions testing” uit waar nodig
- Solution Demo ([link naar](#))
 - Resultaten van de Solution Train
 - ...resultaten van verschillende ARTs / Agile teams
 - ...resultaten van leveranciers ([link naar](#))
- Meer info
 - [PI Planning](#)
 - [Mixing Agile and Waterfall Development](#)
 - [Technical Strategies for Agile and Waterfall Interoperability at Scale](#)



Source: <http://www.scaledagileframework.com>

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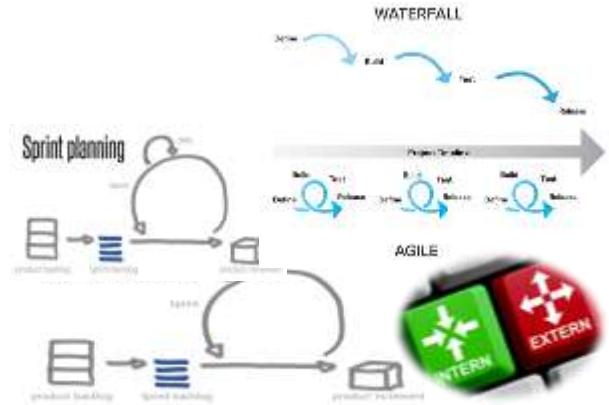
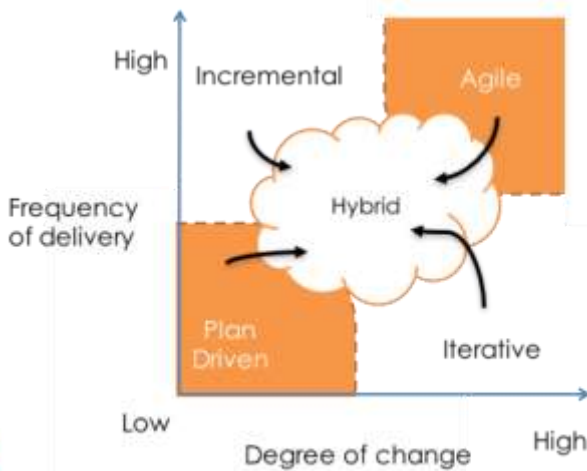


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Agile hybride (keten)testen

- Wat is dat eigenlijk?



Source: <https://www.agilealliance.org/what-is-hybrid-agile-anyway>

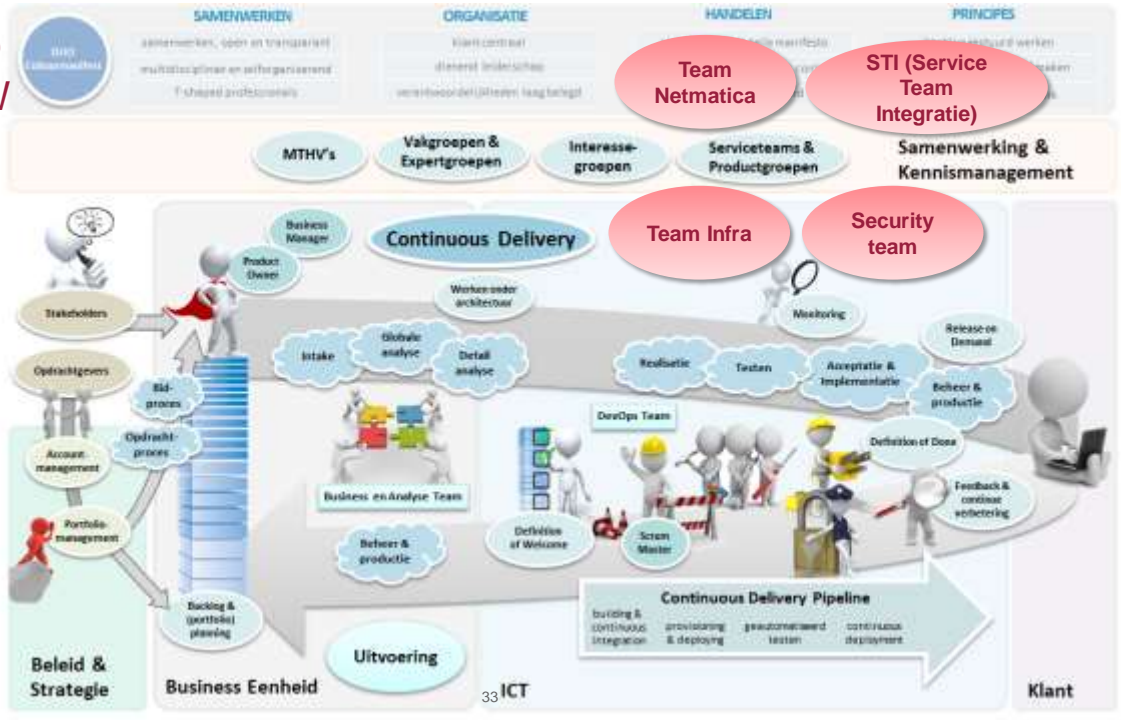
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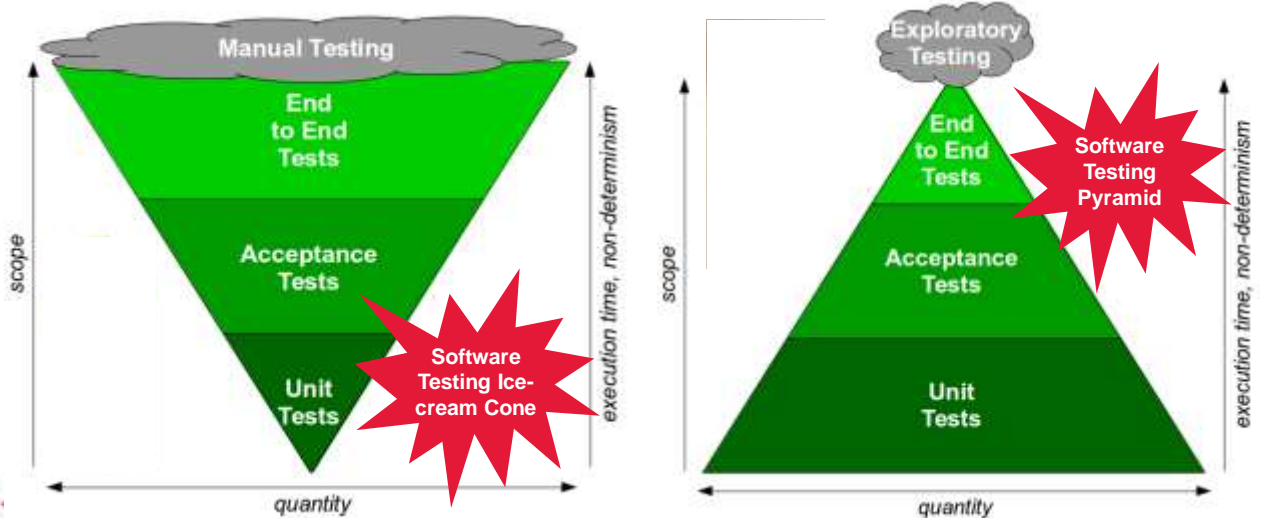
Praktijkvoorbeeld



DUO
WoW



Continuous Hybride Agile ketentesten (CHAK) nu en later...



Source: <http://www.alwaysagileconsulting.com/articles/end-to-end-testing-considered-harmful>
<https://waitrimotion.blog/2012/01/31/introducing-the-software-testing-ice-cream-cone> (Alister Scott)

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Continuous Hybride Agile ketentesten in de pipeline

- Interessant <https://www.symphonious.net/2015/04/30/making-end-to-end-tests-work/>

- Kenmerken:

- On-the-fly
- Parallel
- Niet alleen 's nachts maar...
- Echt continue!

- Pas echt mogelijk als:

- In beheer modes (na livegang)
- Omgeving mee wil en kan
- Keuze Stubs / koppeling gemaakt is.



- Lange weg... maar noodzakelijk als echt je de meerwaarde van continuous wilt ervaren!

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Conclusie – Framework zeker geschikt als...

Scrum of Scrums

- Organisatie bekend is en al werkt met Scrum
- Er 9 Scrum teams of minder nodig zijn

Spotify

- Organisatie radicaal wil transformeren
- Cultuur initiatief en zelfverantwoordelijkheid nastreeft
- Producten die opgeleverd worden redelijk onafhankelijk van elkaar zijn

LeSS

- Veel flexibiliteit en agility nodig is
- Dicht bij de basis van Scrum / Agile wil blijven
- Grote mate van Agile volwassenheid aanwezig is

SAFe

- Organisatie veel houvast nodig heeft
- Eén productowner niet meer volstaat
- Meer geleidelijke transformatie
- Afhankelijk van op te leveren producten redelijk groot is



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Conclusie

Hoe past → bij ↓	Scrum of scrums	Spotify	LeSS	SAFe
Afhankelijkheid tussen teams	--	-	--	+
Afhankelijkheid tussen team en organisatie	--	--	--	--
Benodigde creative input	-/+	++	-/+	-
Organisatiegrootte	--	-/+	-	++
Complexiteit van het product	--	--	--	-/+

Het Framework of de WoW die een organisatie kiest moet passen bij en gedragen worden door de organisatie. Als er geen echte reden voor is dan ook niet gaan schalen.

Afhankelijk van de keuze moet er meestal ook een transformatie plaatsvinden.

Source (van basis van de tabel): <https://www.vodw.com/kennis-en-insights/whitepaper-downloadpagina-scaling-agile>



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Retrospective



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Our commitment to you

We approach every engagement with one objective in mind: to help clients succeed

