NOW SHOWING:
AgileAus 2017 Sessions

✶ AGILE GOVERNANCE: EVOLUTION OR REVOLUTION ✶
STUART MITCHELL

✶ SAVING THE PLANE FROM A NOSEDIVE ✶
ALEX LOGAN

✶ HOW THE OLYMPICS CAN MAKE YOU A BETTER PERSON ✶
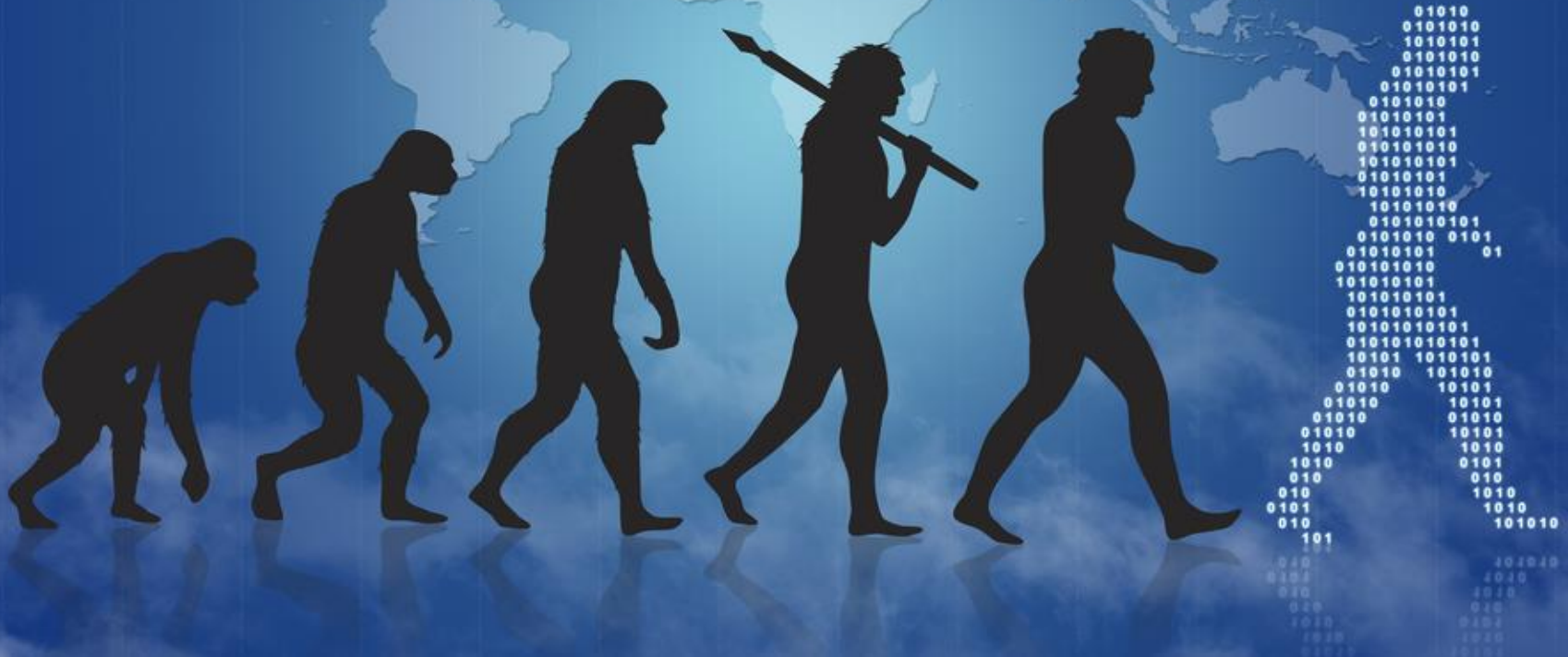SANDY MAMOLI

✶ FUNDING AGILE DELIVERY ✶
ERIC NAIBURG   ERWIN VAN DER KOOGH

DISCLAIMER

I REPRESENT NO COMPANY AND THE THOUGHTS AND OPINIONS ARE ENTIRELY THAT OF THE PRESENTER.

11yrs using Agile at the 'coal face'

Scrum Alliance Certified Scrum Professional, CSPO and CSM ('08)

Keynote Speaker at Agile Conferences in Europe and in Asia

Over 100 projects Coached / Consulted / Run

Winner of 'Most Valuable Agile Project in the UK' 2010

Runner Up 'Most Valuable Scrum Master in the UK' 2010

Author of Making Agile Work and contributory

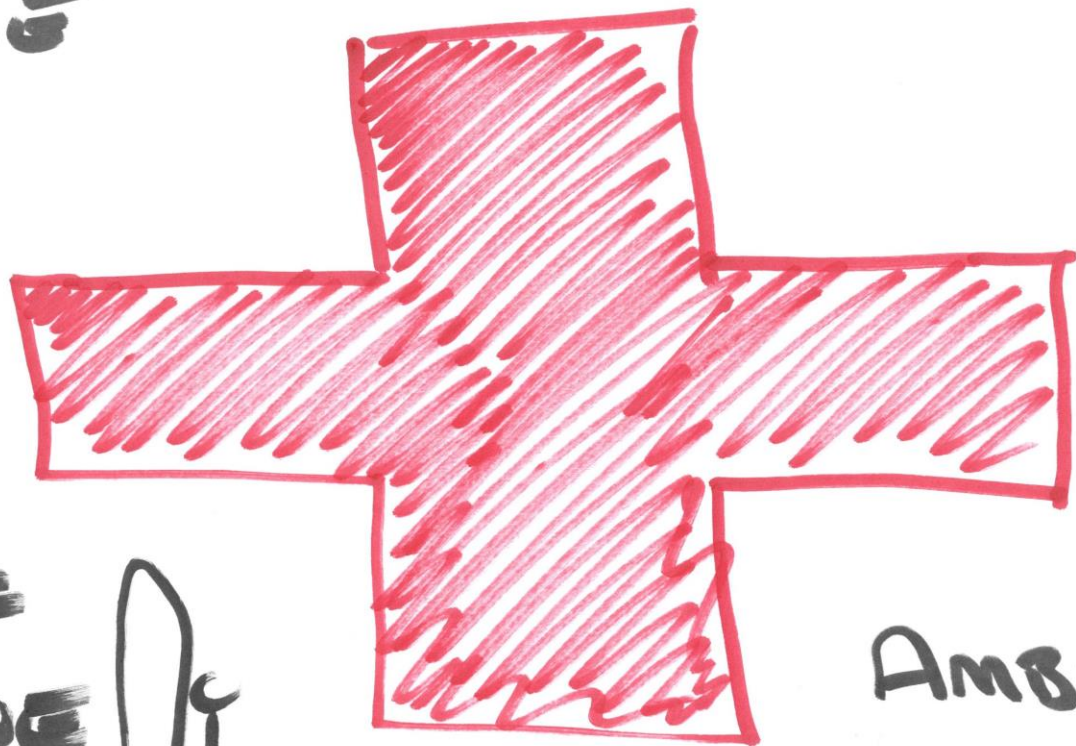*author to UK Government Agile Report and National*

Audit Office 'Agile Governance'

FIRE
BRIGADE

POLICE

SURF
RESCUE

AMBULANCE

1. Cost Reduction - Efficiency gain – which leads to spending less money which helps us make a PROFIT

2. Wealth Creation – More Products - Income Enablement – Competitive Advantage

3. Keep the doors open – maintenance / regulatory governance – the cost of doing business

The only way that ANY of these initiatives are realised is by getting the product into ……

MARKET

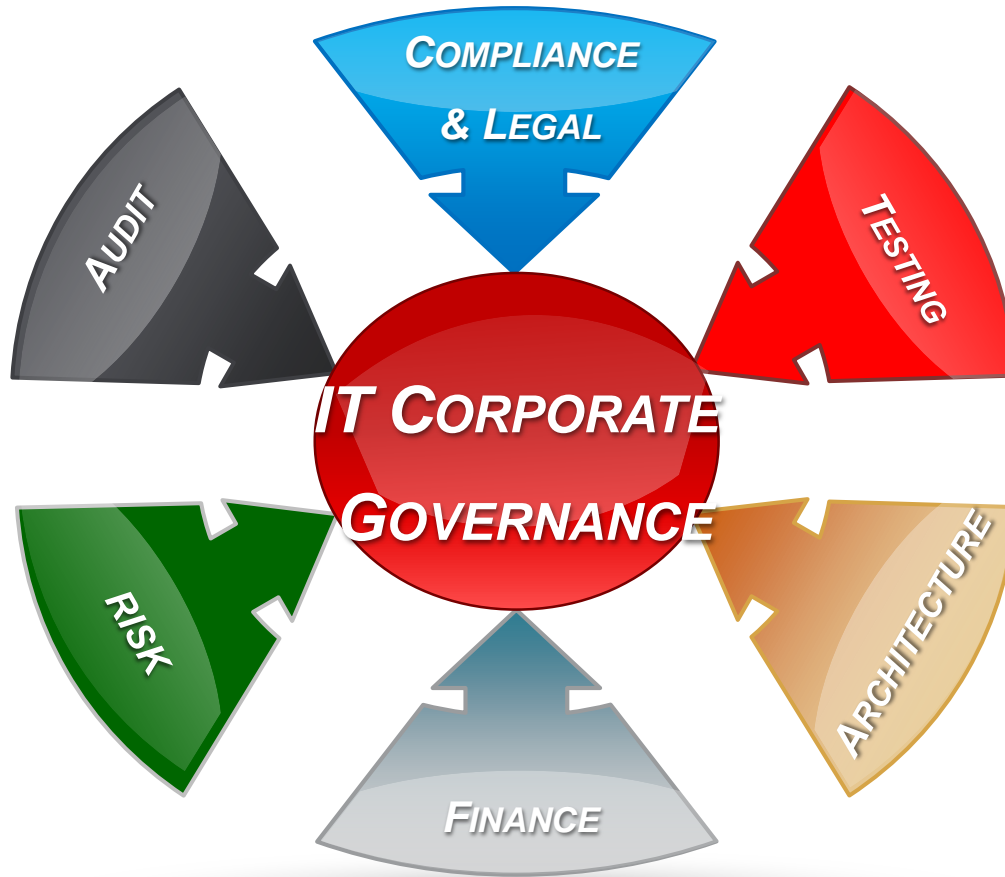*Ensuring that we are running the RIGHT projects*

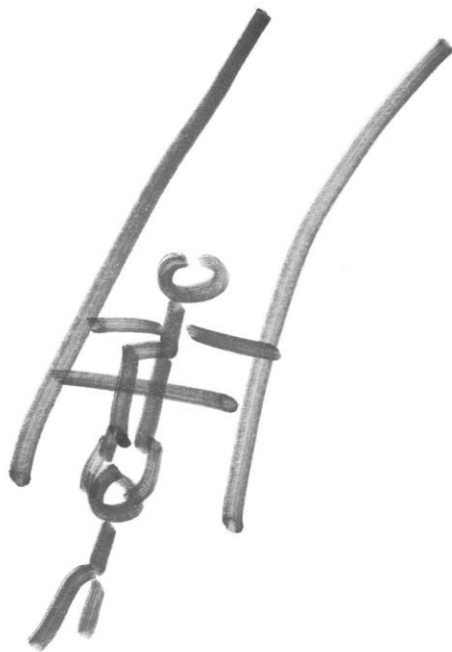*Ensuring that what is delivered works, is compliant with legislation and corporate policy.*

Enterprise Agile Governance

The Challenge: Achieving both goals effectively and in a way that doesn't interfere with the Agile way of working.

Components of IT Corporate Governance

Computer glitch hits super payments of thousands of public servants

Noel Towell

9 May 2017, 8:09 a.m.

f Share   **🐦 Tweet**   **✉ Email**

Computer glitches are being blamed for the failure to pay millions of dollars into retirement savings of thousands of public servants at several large federal departments in recent months.

Private sector outfit Pillar Administration, hired by the Commonwealth Superannuation Corporation to manage payments, is struggling to integrate a new computer system and members of the PSSap fund have been the losers.

💬 34

Toyota recalls 625,000 hybrids: Software bug kills engines dead with THERMAL OVERLOAD

Prius owners look less smug

"In the involved vehicles, the current software settings for the motor/generator control engine control unit (ECU) and hybrid control ECU could result in higher thermal stress in certain transistors, potentially causing them to become damaged," Toyota said in the recall notice.

"If this happens, various warning lights will illuminate and the vehicle can enter a failsafe mode. In rare circumstances, the hybrid system might shut down while the vehicle is being driven, resulting in the loss of power and the vehicle coming to a stop."

The New York Times

Nest Thermostat Computer Glitch Leaves Users in the Cold

The Nest Learning Thermostat is dead to me, literally. Last week, my once-beloved "smart" thermostat suffered from a mysterious software bug that drained its battery and sent our home into a chill in the middle of the night.

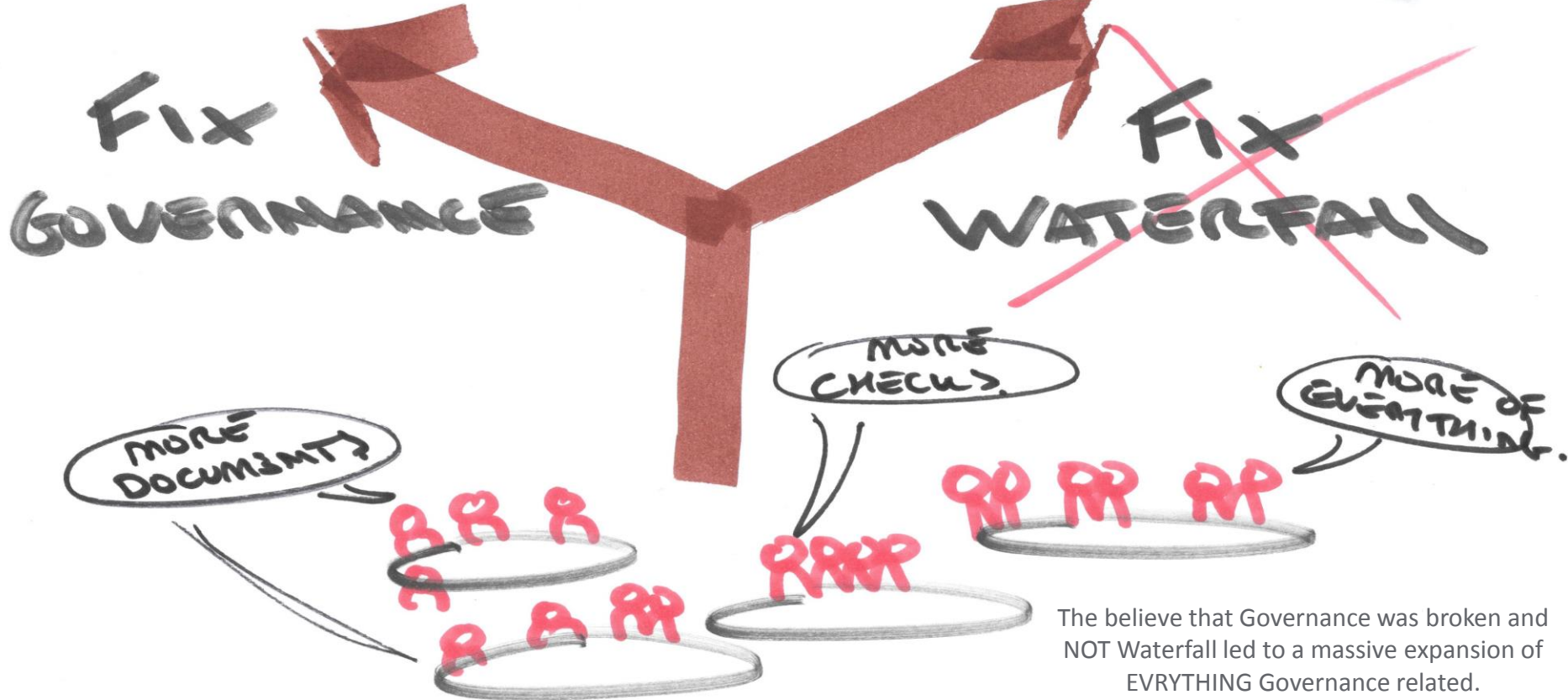Key academic work studying over 20,000 projects between 1983 - 2003

DORSE~1

Requirements → Product requirements document

Design → Software architecture

Implementation → Software

Verification

Maintenance
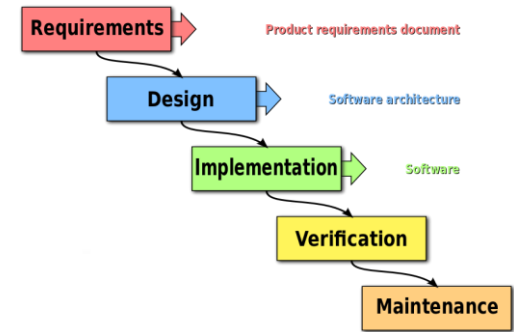
' .... FAILURE RATE OF WATERFALL

PROJECTS WAS BETWEEN

50% - 80%

... THIS IS A CATASTROPHE '

DR. DORSEY (2005)

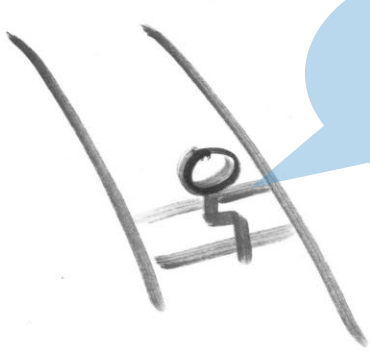(ONE OF THE MOST WIDELY QUOTED PIECES OF
ACADEMIC WORK IN THE INDUSTRY)

WRONG DIRECTION

Fix GOVERNANCE

Fix WATERFALL

MORE DOCUMENTS

MORE CHECKS.

MORE OF EVERYTHING.

The believe that Governance was broken and NOT Waterfall led to a massive expansion of EVRYTHING Governance related.

GOVERNANCE ROAD BUMPS

ARTEFACTS.

STAGE GATE

4 EYE REVIEW

ARCHITECTURE LEV 2.

AUDIT

REVIEW

SECURITY

TEST

STAGEGATE ?.

SECURITY LEV 2.

FINANCE

etc.

ARCHITECTURE LEVEL 1
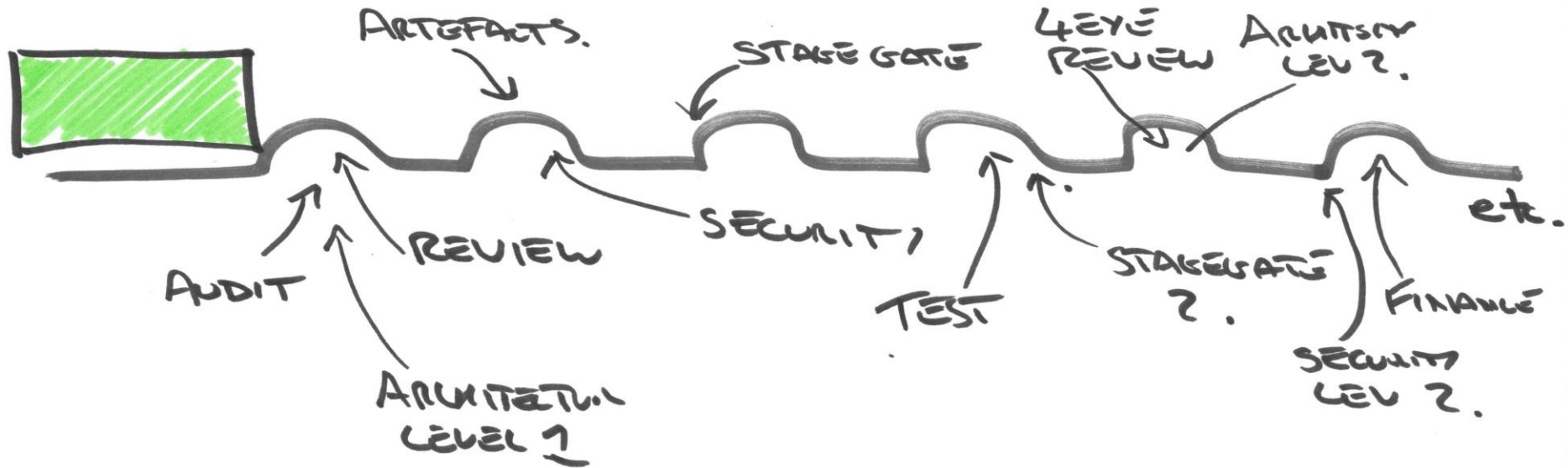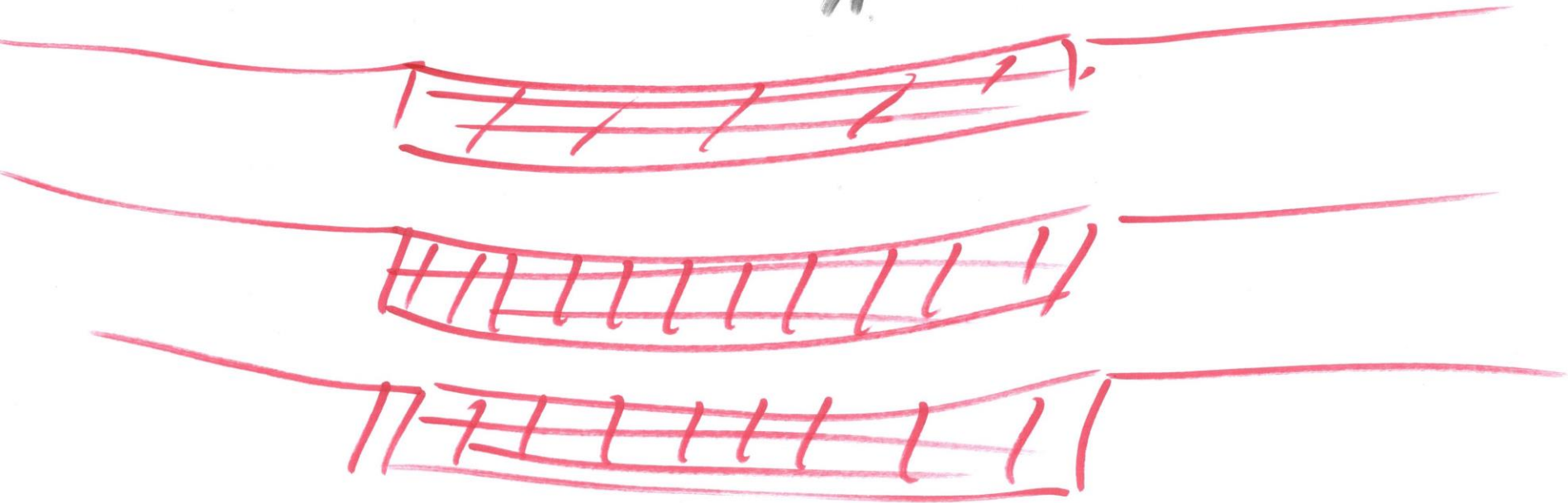
The contents of Plan B are just MORE of what was in Plan A

IT GOVERNANCE

240_{yrs} OF EVOLUTION

ARTIFACTS.

D-D-D-D-
PROCESSES

RED TAPE

STAGE GATES.
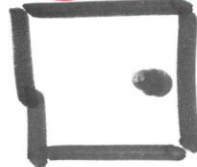
REVIEW PANELS

EST. 1977

COMPLIANCE
AUDIT
SECURITY.
RISK
LEGAL.

AUSTRALIA :
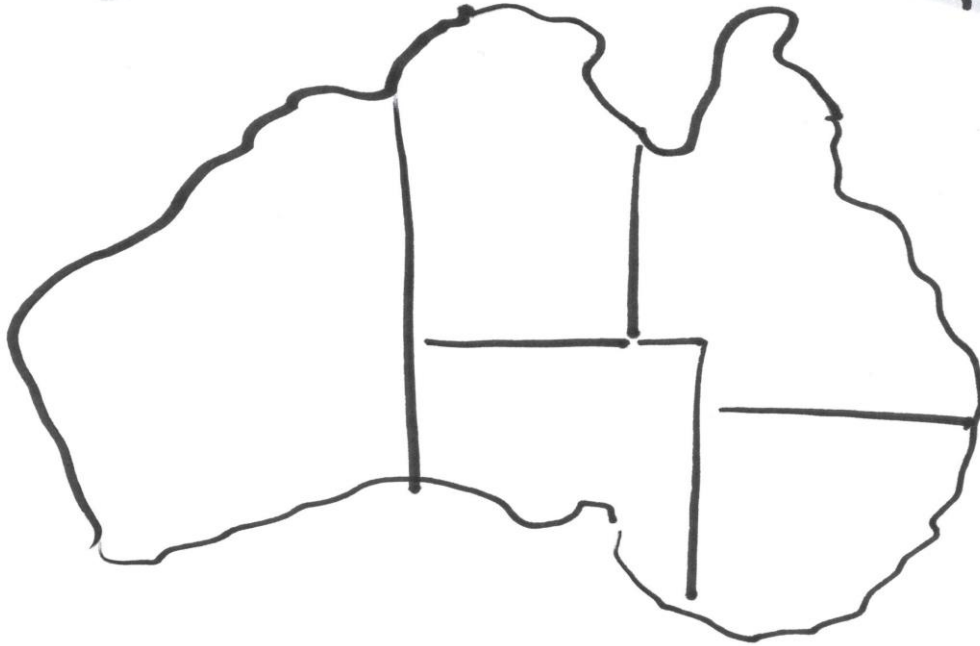
230 yrs
OF
EVOLUTION

EST. 1788

PRINCE2® PROCESS MODEL

2009 EDITION

REFERENCE MATRIX · PRINCE2 PRODUCTS

Included defined management products

Process activities (row labels)

STARTING UP A PROJECT
- Appoint the Executive and the Project Manager
- Capture previous lessons
- Design and appoint the project management team
- Prepare the outline Business Case
- Select the project approach and assemble the Project Brief
- Plan the initiation stage

DIRECTING A PROJECT
- Authorize initiation
- Authorize the project
- Authorize a Stage or Exception Plan
- Give ad hoc direction
- Authorize project closure

INITIATING A PROJECT
- Prepare the Risk Management Strategy
- Prepare the Configuration Management Strategy
- Prepare the Quality Management Strategy
- Prepare the Communication Management Strategy
- Set up the project controls
- Create the Project Plan
- Refine the Business Case
- Assemble the Project Initiation Documentation

CONTROLLING A STAGE
- Authorize a Work package
- Review Work Package status
- Receive completed Work Packages
- Review the stage status
- Report highlights
- Capture and examine issues and risks
- Escalate issues and risks
- Take corrective action

MANAGING PRODUCT DELIVERY
- Accept a Work Package
- Execute a Work Package
- Deliver a Work Package

MANAGING A STAGE BOUNDARY
- Plan the next stage
- Update the Project Plan
- Update the Business Case
- Report stage end
- Produce an Exception Plan

CLOSING A PROJECT
- Prepare planned closure
- Prepare premature closure
- Hand over products
- Evaluate the project
- Recommend project closure

ISBN 978-0-9544884-8-2

'..... IT'S LESS
RISK MITIGATION
BUT MORE ARTIFACT
GENERATION
..... GIVING THE ILLUSION
OF SAFETY.
(JIM HIGHSMITH)

WATERFALL

STAGE GATES /
MEETINGS /
ARTEFACTS.

AUDIT

SECURITY

TESTING

LEGAL + COMPLIANCE

ARCHITECTURE

INFRASTRUCTURE

RISK

IT FINANCE

Executives continue to struggle to successfully deliver on projects that improve performance, operational efficiency, and citizen engagement. The increased risk and cost of these projects has prompted a move to more modular agile project management approaches.

This shift provides unique challenges in the area of IT governance and IT investment oversight.

Linda Cureton, former NASA CIO

POTENTIALLY
SHIPPABLE
PRODUCT
INCREMENT

SPRINT
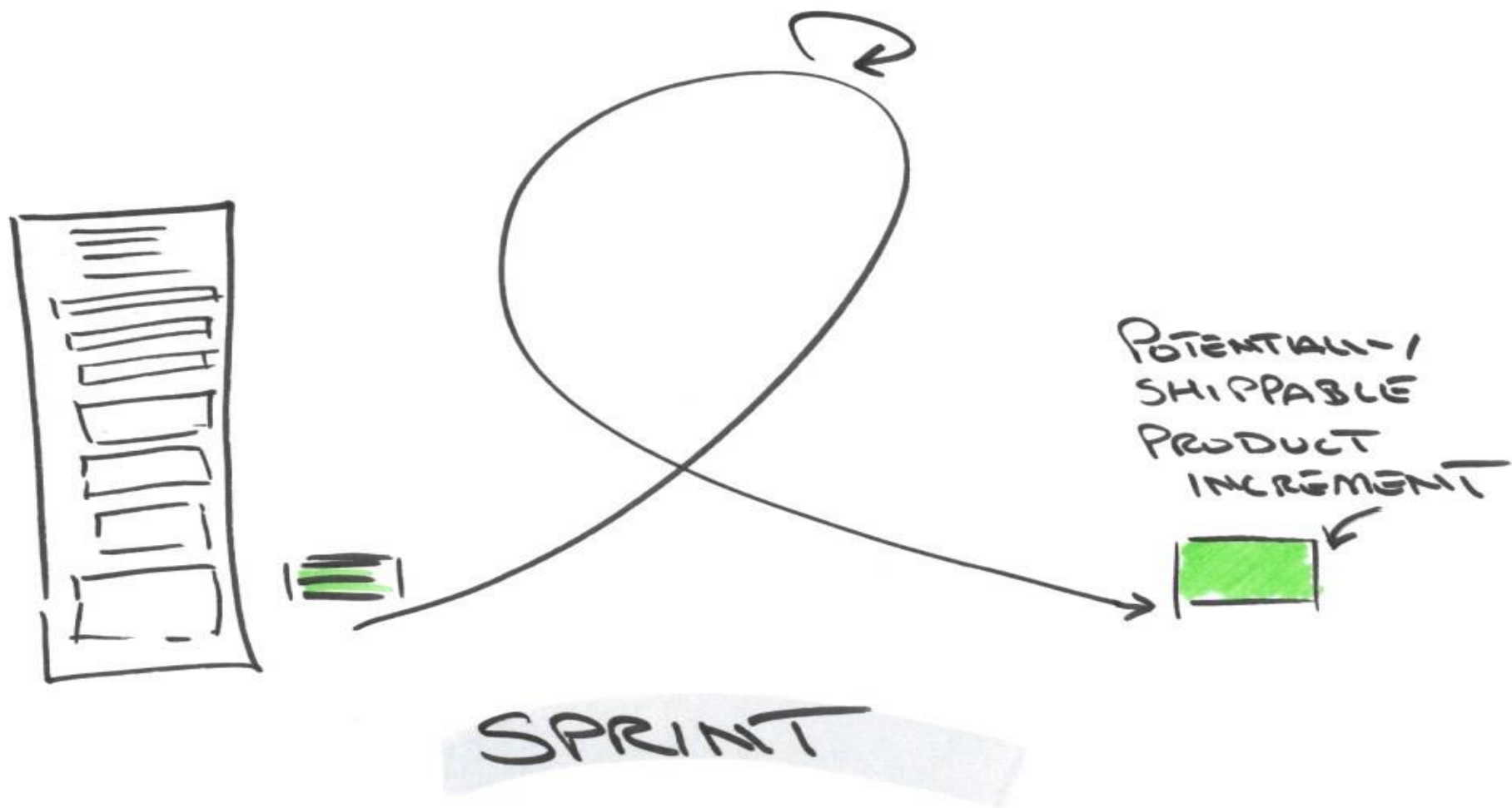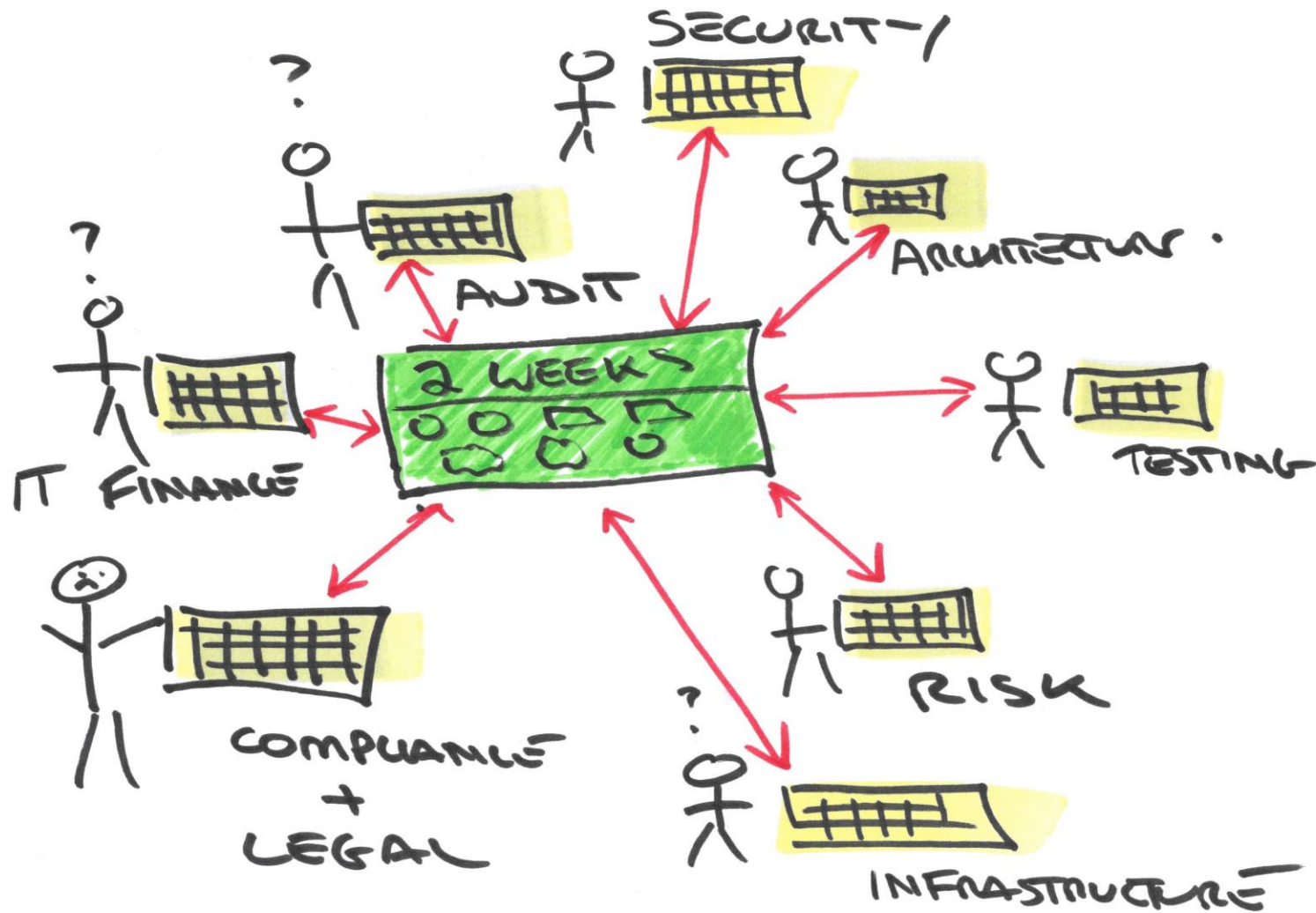
Tollgates, artifacts requested, Extra Controls around security, 4 x eye Reviews, Limited sign-off by qualified staff, Extended sign off procedures, Extra committees, increased Approvals and more stringent Guidelines

NEW Tollgate

Oct

NEW Tollgate

Feb

NEW Tollgate

Mar

NEW Tollgate

May

4

1

2

3

4

Q4

Q1

Q2

......

NEW Review

Nov

NEW Test

Feb

Reviews

Mar

NEW TOLLGATE

sign-off

NEW Approval

Oct

Reviews

Jan

control

Feb

Review against Guidelines

Feb

Extra - Audit Lev 2 Review

Apr
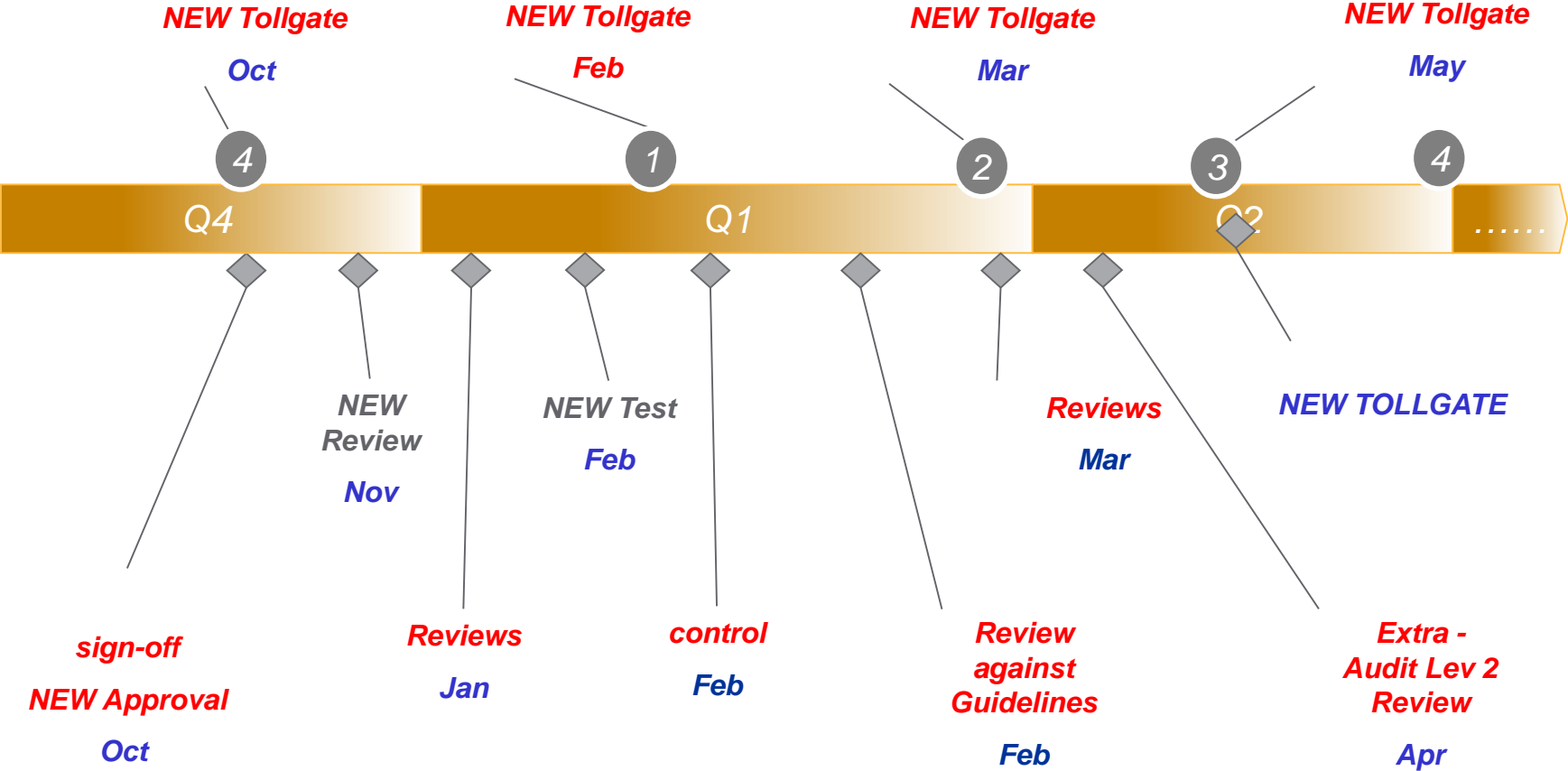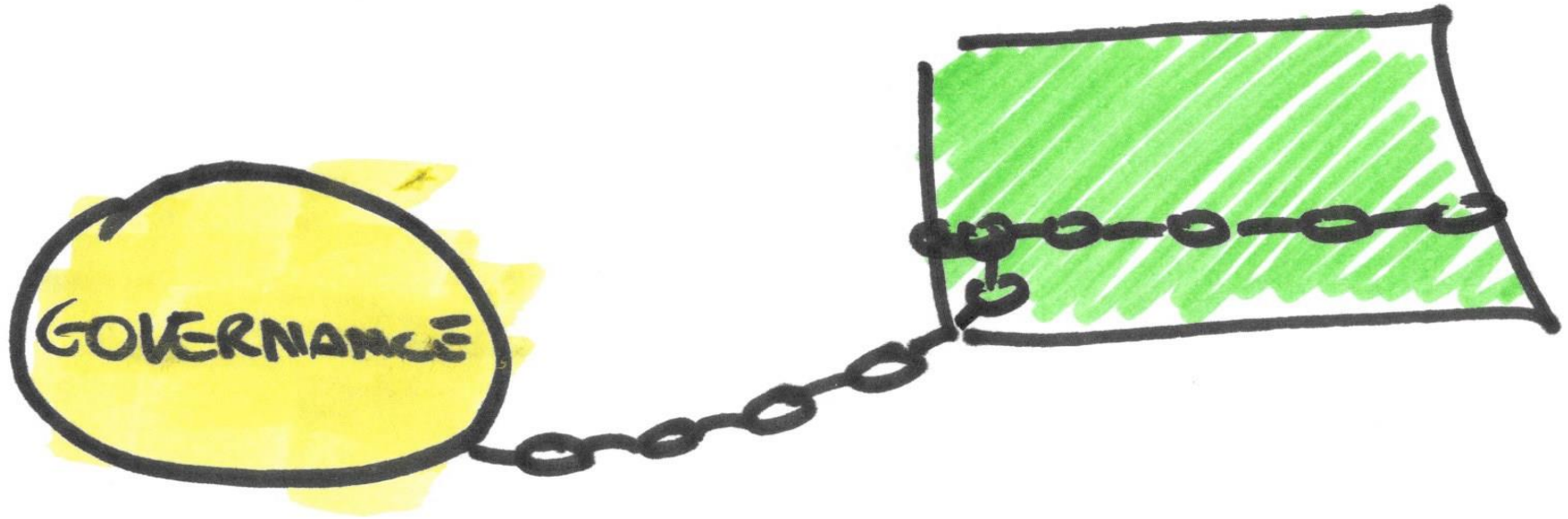
Governance is holding back the effectiveness of Agile

'For all the right reasons, for which they were built, IT Governance Teams are no longer just keeping companies safe, they are also putting them at risk! We have to change'

- Jim Rankin (FedEx CIO)

YOU DON'T DO IT OFTEN + YOU WANT TO GET IT RIGHT!!!
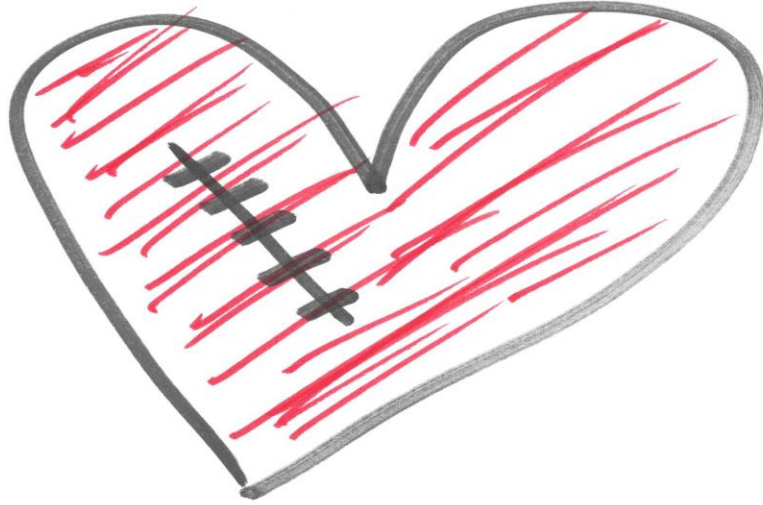
CHANGING A COMPANY'S GOVERNANCE IS LIKE HAVING OPEN HEART SURGERY

"SOMETHING MANY FALL THROUGH THS CRACKS"

RISK

"RUNNING 2 TEAMS OLD + NEW"

COST

CHANGE

MORE WORK

EFFORT

CONFUSION
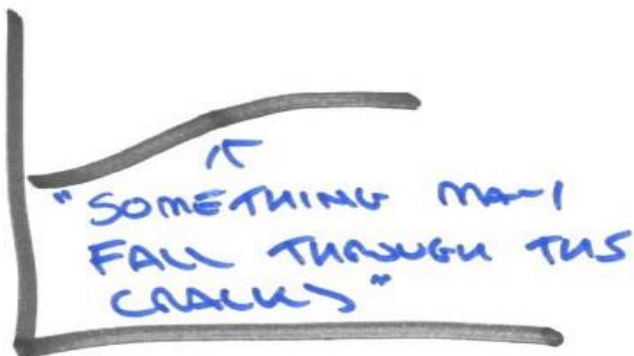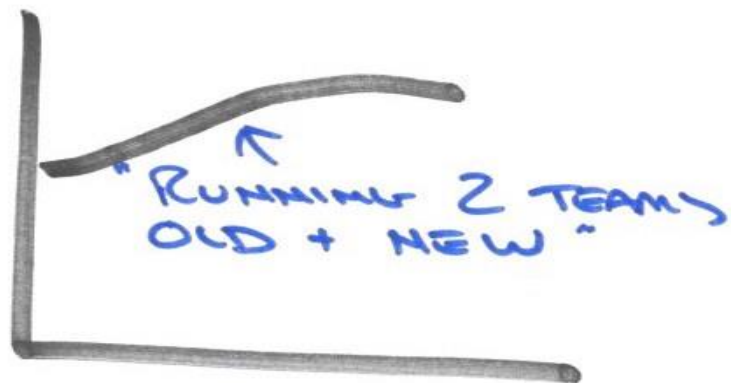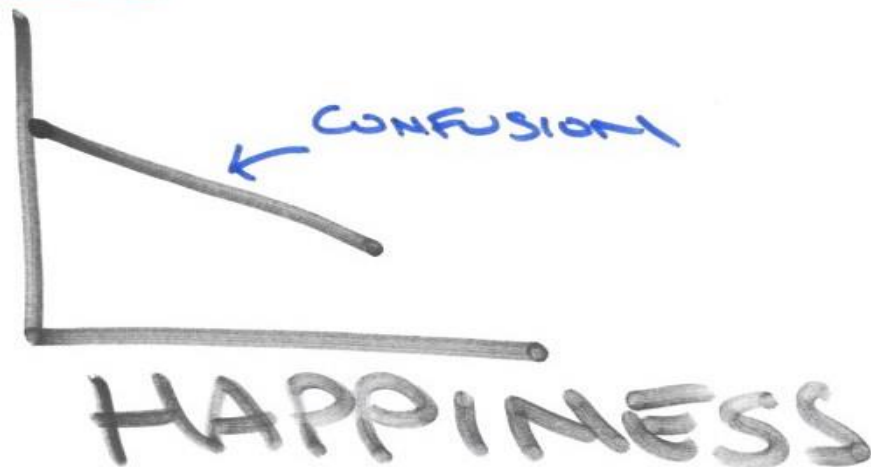
HAPPINESS

The challenge to change Governance is

just TOO hard

Disruptors
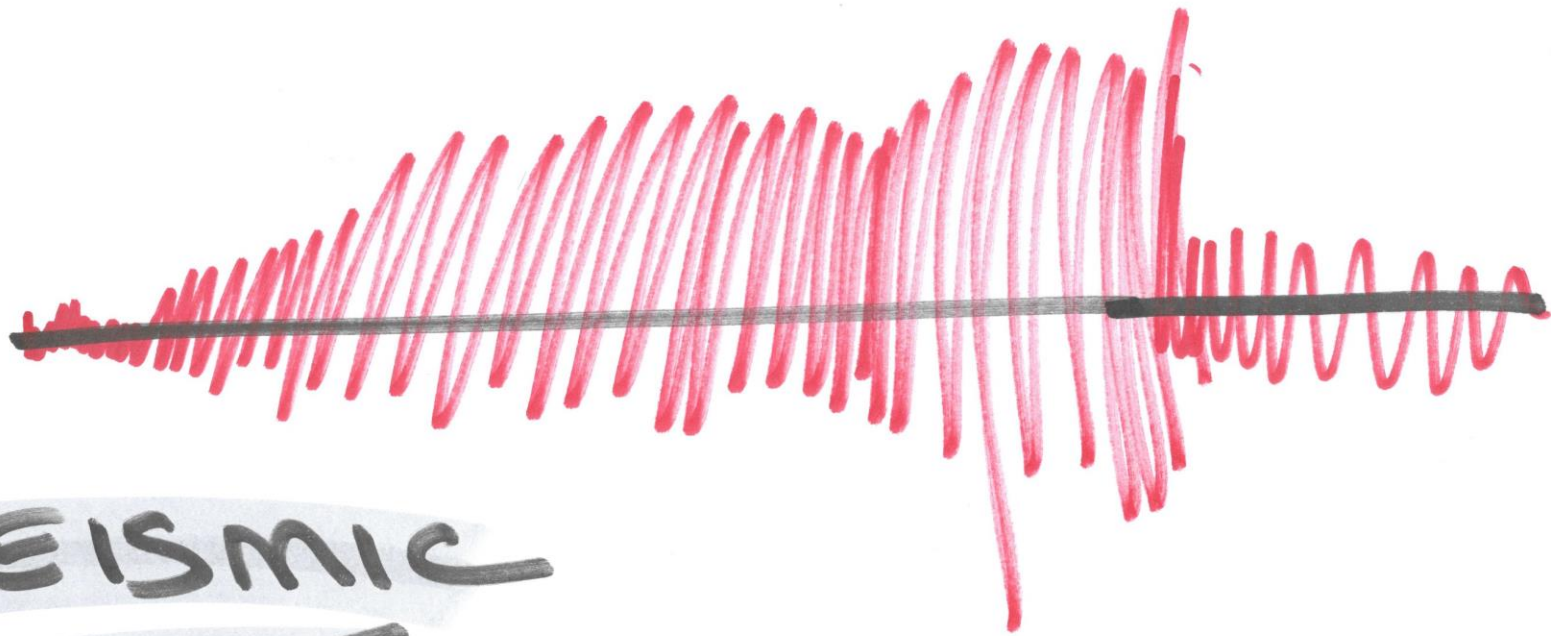
A SEISMIC SHIFT

PRE
DISTRUPTION?

POST
DISTRUPTION.
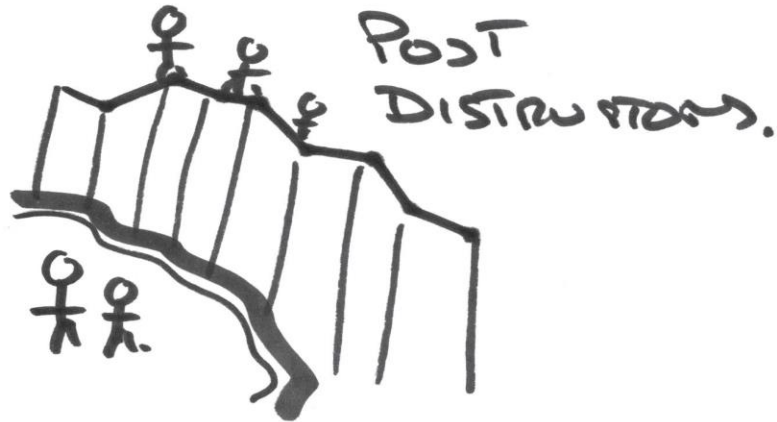
FinTech

1,027 Companies

Contact info@venturescanner.com to see all

Lending
OnDeck · LendingClub · Kabbage · PROSPER · gorefi · wonga · Funding Circle · Orchard · zestfinance · Affirm · borro · earnest

Personal Finance
Credit Karma · mint.com · playmoolah · credit sesame · payoff.com · BillPin · OnTrees · BILL GUARD SAFER TOGETHER · CoverHound · HelloWallet · planwise · smartasset · wallaby

Payments
Square · stripe · CardFlight · PayPal · Paydiant · fuze network · proteân · argo pay · WePay · GC · ReadyForZero · Currency Cloud · BillMeLater · Be In The venmo · iZettle · Loop · Braintree

Retail Investments
ROBINHOOD · motif INVESTING · LV · PERSONAL CAPITAL · TradeHero · SigFig · Betterment · KAPITALL · wealthfront · FutureAdvisor · tradier

Institutional Investments
ADDEPAR · finalta · KENSHO · Quovo · Hedge SPA · LUCENA RESEARCH · StockTwits · SumZero · CONTIX

Equity Financing
SHARESPOST · jv · CircleUp · angel.me · gust venture forward · TAIL · Grofolio

Remittances
XOOM The Smarter Way To Send Money · azimo · WorldRemit · CurrencyFair The Foreign Exchange Marketplace · RegaloCard · ayannah

Consumer Banking
SIMPLE · Cardlike · vudubu · Moven

Financial Research
Seeking Alpha · COSEER · STOCK TAGON · Q

Banking Infrastructure
plaid · Bank Sonar · DemystData · STANDARD TREASURY · spout

GOVERMENT ANNOUNCED
A % RATE CHANGE

... IT TOOK US 3 WEEKS

.... IT TOOK THEM 3 HRS
(FINTECHS)

Competitive Landscape table showing the following structure:

	Retail			Business and Corporate			Protection and Wealth		
	Home Loans	Deposits	Credit Cards	Business and corporate lending	Corporate Syndicated lending	Equities	General Insurance	Life insurance	Retail funds management
The 4 pillars ("Big 4")				Commonwealth Bank, nab, ANZ, Westpac					
Regional Banks, Credit Unions		Suncorp, Bendigo and Adelaide Bank, BOQ, me, Cuscal					Suncorp		
Investment		Macquarie			Macquarie				Macquarie
Overseas Banks			Citi, HSBC	Rabobank, Sumitomo Mitsui SMBC	HSBC, RBS, Mitsubishi UFJ MUFG	Citi, Deutsche Bank, UBS			
Insurers							QBE, IAG, Allianz	TAL, AIA, AMP	MERCER, IOOF
Funds Managers									
Retailers	Apple Pay	Coles, Woolworths		Apple Pay			Coles, Woolworths		
FinTechs	*P2P lenders* SocietyOne, *Payments* PayPal, Google wallet, *Neo-Banks* SIMPLE, Moven			*SME accounting* xero			*Digital Vault* trōv		

RISING PRESSURE FROM NON-TRADITIONAL PLAYERS

FinTech's

MARKET CAP FUNDING $

ACTUAL.

PREDICTED.

40 BN.

8 BN.

PREDICTION

24%

...OF THE FINANCIAL MARKET TAKEN BY FINTECHS.

EVERY company now has to EVOLVE

Technology Adoption Life Cycle

2.5%
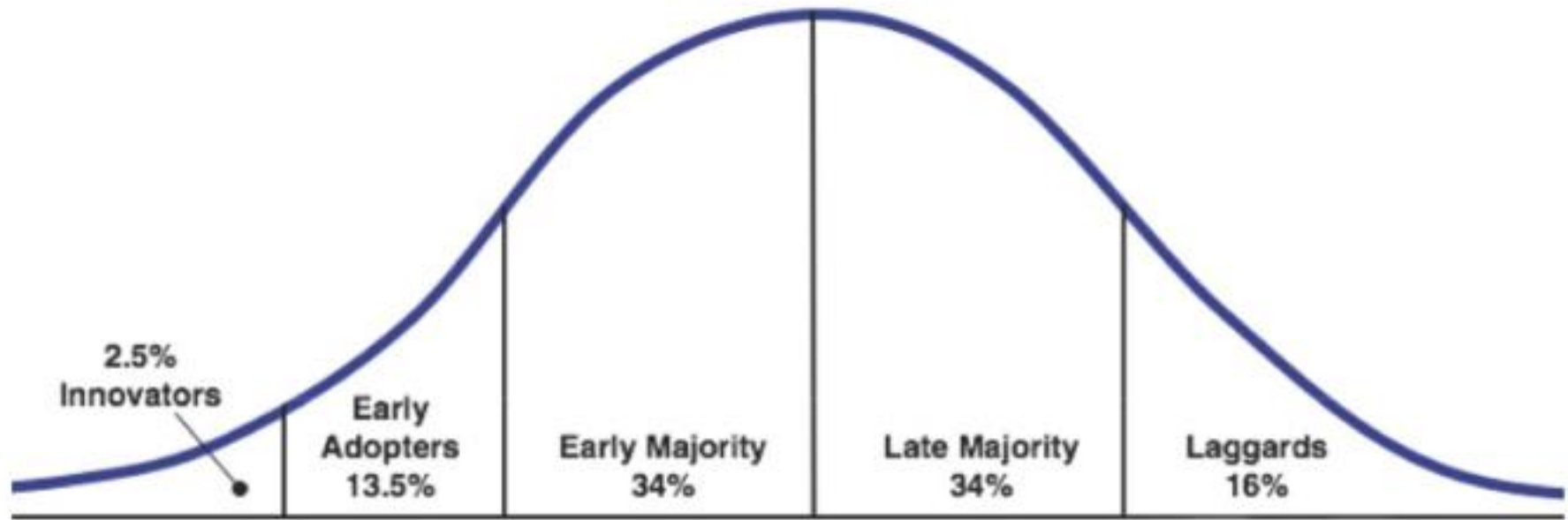Innovators

Early Adopters 13.5%

Early Majority 34%

Late Majority 34%

Laggards 16%

– Making Change Happen -

The Governance teams look begin work on the Product. The engagement is un-coordinated and cumbersome. The impact on the team is dramatic.

TIME

L2

Agile teams establish DMZ's. Sharepoint's/Confluence pages with WAGILE style artifacts as a way for Waterfall orientated Governance teams to engage.

SHAREPOINT/CONFLUENCE

TIME
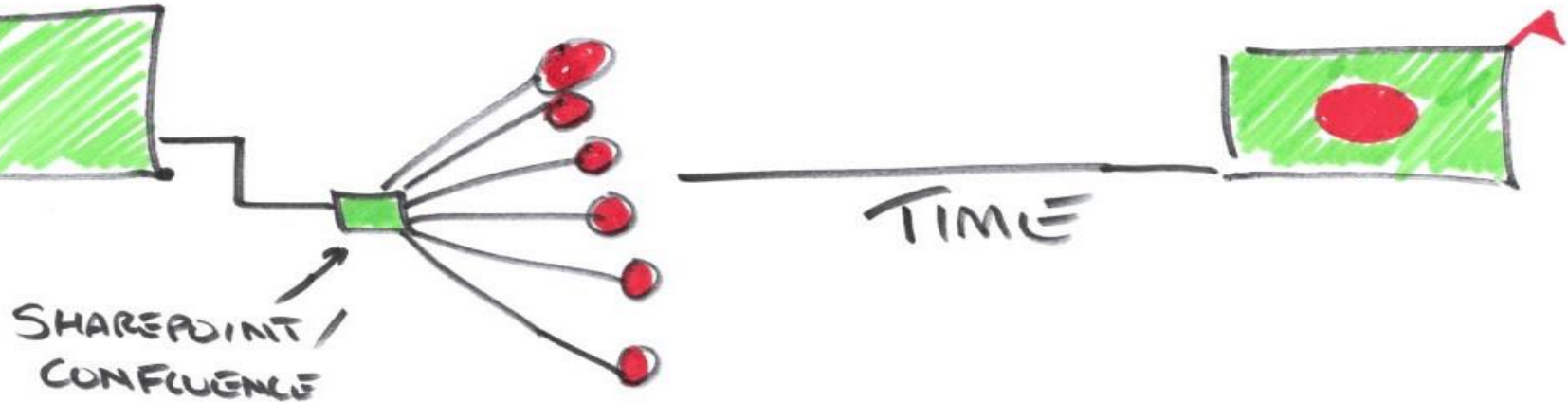
L3

Governance Teams become synchronised. Duplication of documents, number of meetings and stage-gates all substantially reduced.

TIME
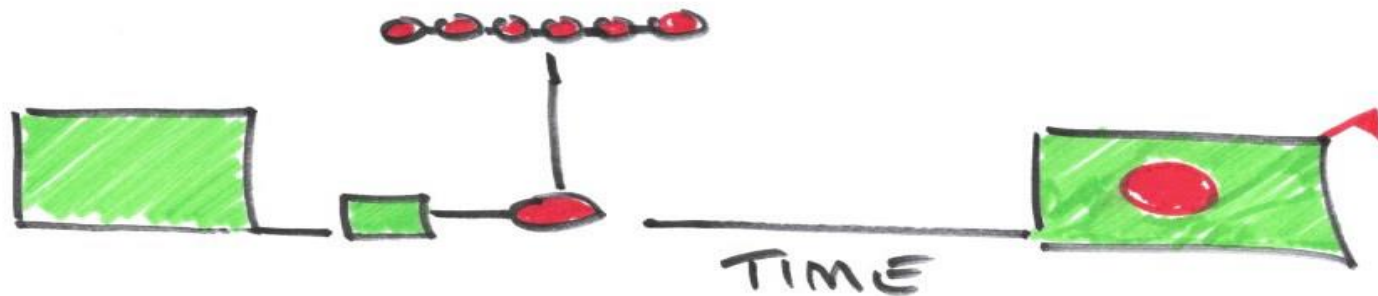
L4

Final Stage -Governance Teams engaged at the START of the development. Process and procedures are 'baked in'. DevOps procedures now include Governance requirements.

REMOVE SECRECY

WASTE REDUCTION / LEAN / IMPROVE / PEOPLE
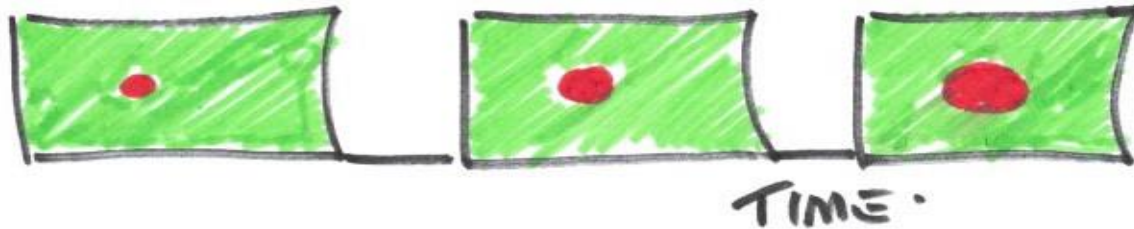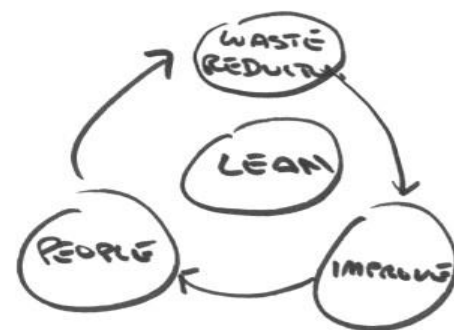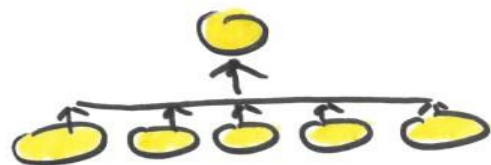
GOVERNANCE

REMOVE DUPLICATION

ENGAGE WITH AGILE TEAMS

EMPATHY

PROMOTIONS OVER 30 YEARS

1987

2017
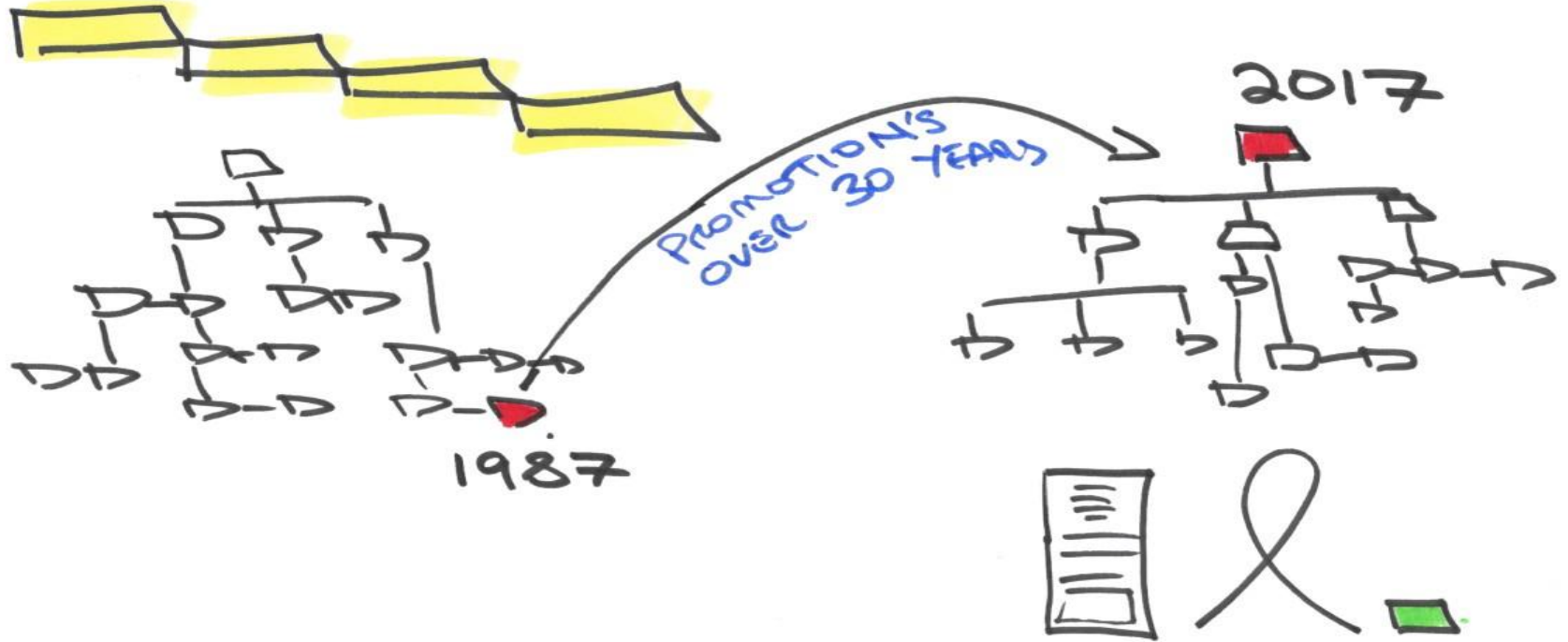
WHAT DOES

GOOD

GOVERNANCE

LOOK LIKE ?

1. GOVERNANCE IS PART OF THE PRODUCTS DNA.

IT GOVERNANCE
THE NEW WORLD
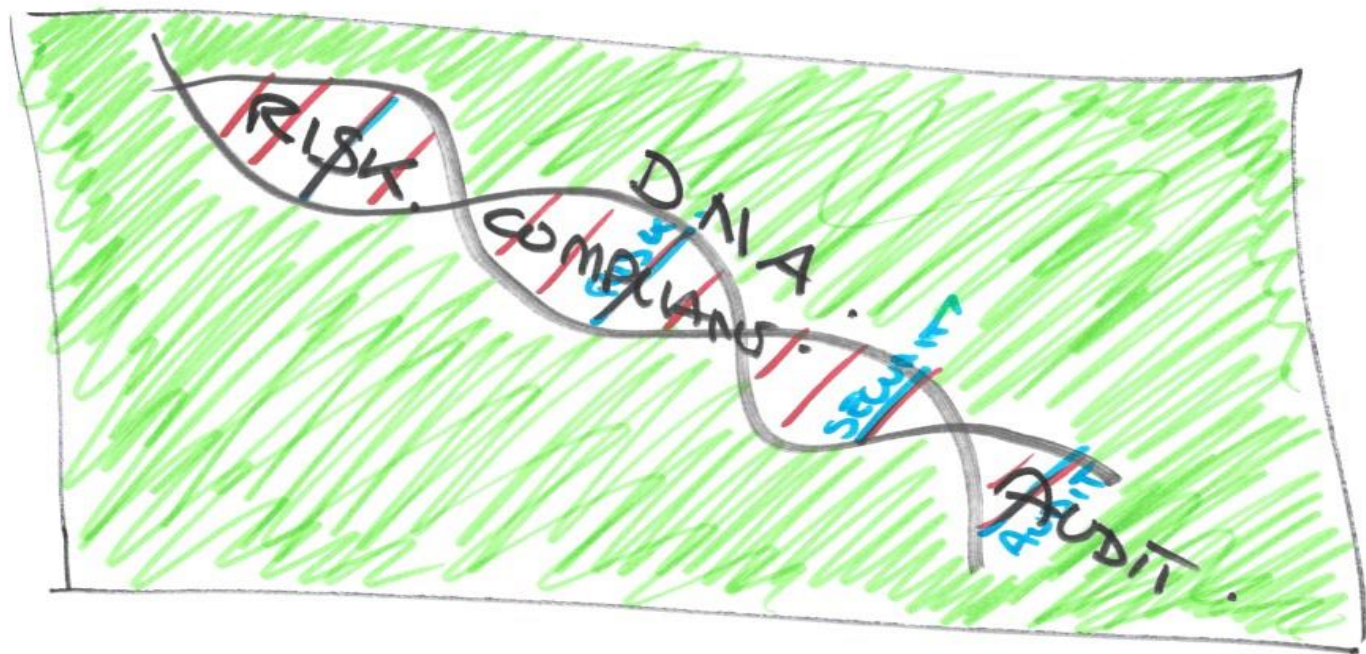
2. TRUST

EXIST'S BETWEEN
GOVERNANCE TEAMS
+ AGILE PROJECTS.

3. DevOps

With it's Automated Testing, Cont. Integration Gnt. Delivery is Embedded.

4. Governance engagement with agile teams is **APPROPRIATE**

Too Hot

Just Right

Too Cold

IT GOVERNANCE ENGAGEMENT LEVEL

A 2x2 matrix with RISK (LOW, MED, HIGH) on the vertical axis and AGILE EXPERIENCE (LOW, MED, HIGH) on the horizontal axis.

- Top-left quadrant: HIGH
- Top-right quadrant: MEDIUM
- Bottom-left quadrant: MEDIUM
- Bottom-right quadrant: LOW
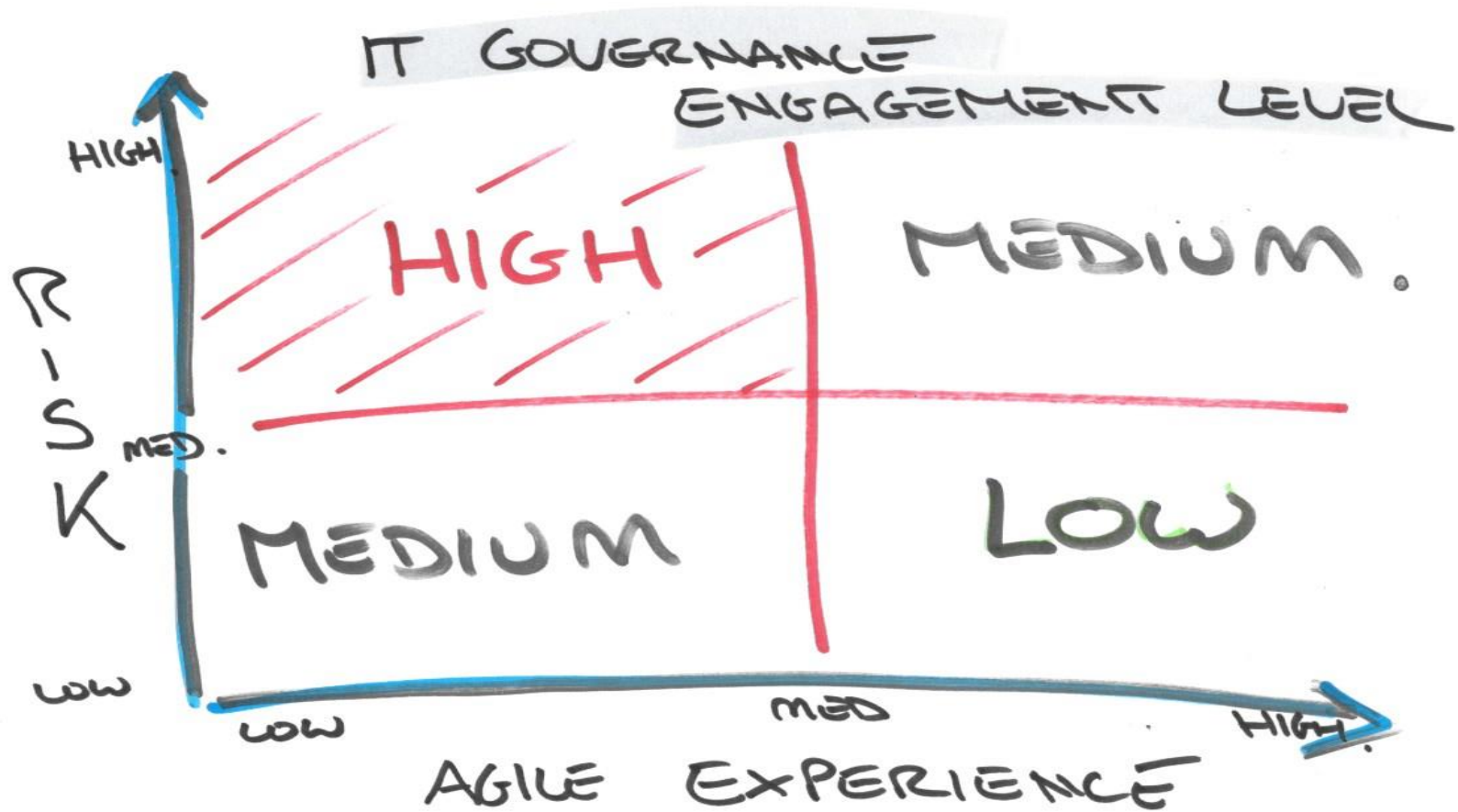
(CC) STUART MITCHELL 2017.

5. CIRCLES OF INSPECT + ADAPT EXIST

INSPECT

ADAPT
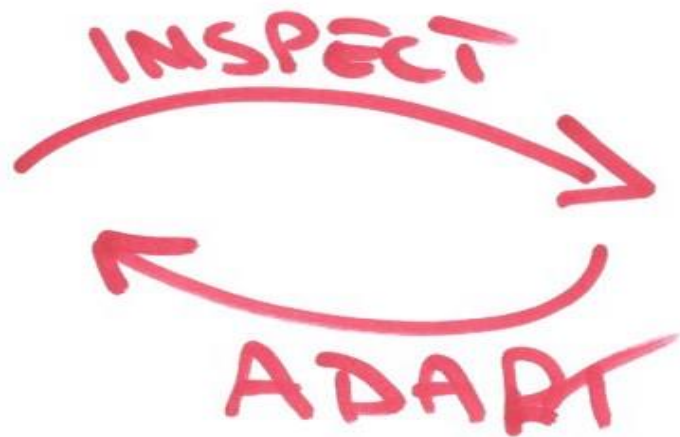
6. AGILE TEAMS ARE EMPOWERED.

- GOVERNANCE IS NOT AN IMPEDIMENT
- EXPERIMENTATION IS CONDUCTED
- SAFE TO FAIL

EMPOWERMENT

RISK — "SOMETHING MAY FALL THROUGH THE CRACKS"

COST — "RUNNING 2 TEAMS OLD + NEW"

CHANGE

EFFORT — MORE WORK

HAPPINESS — CONFUSION

RISK — IS REDUCED WITH AGILE

COST $ — REDUCED OVERHEADS. EFFICIENCIES OF SCALE

CHANGE

EFFORT — REDUCED AS ISSUES FOUND QUICKER.

HAPPINESS — LESS DELIVER COMPLEXITY
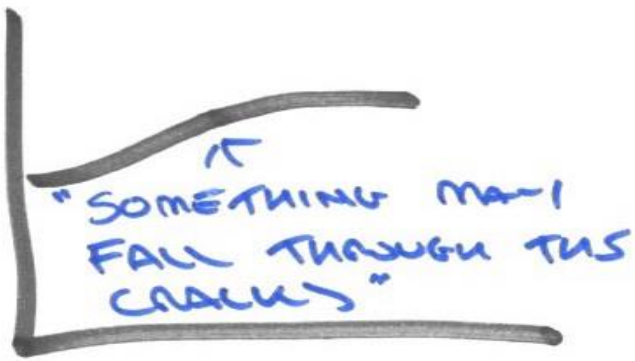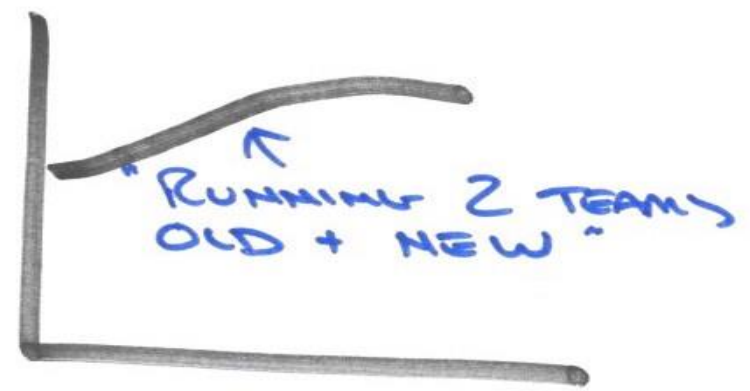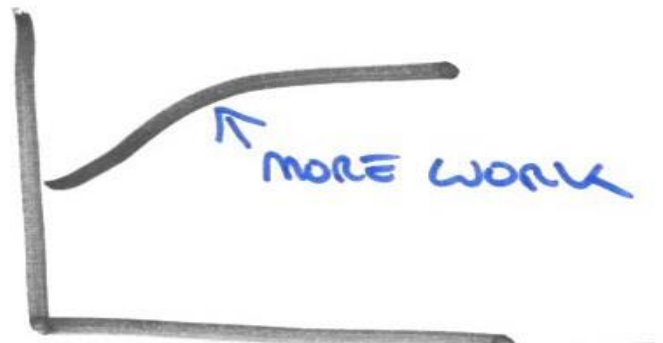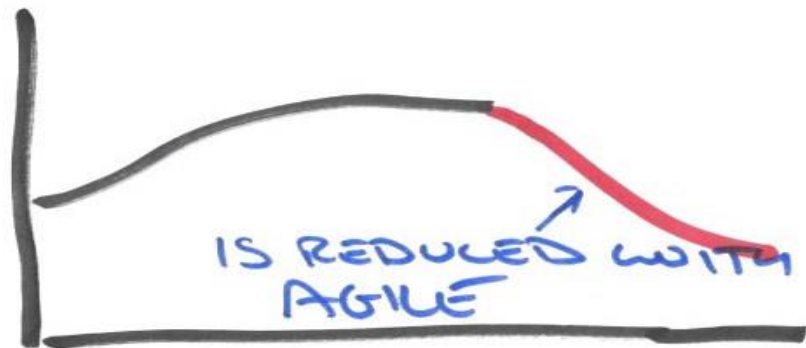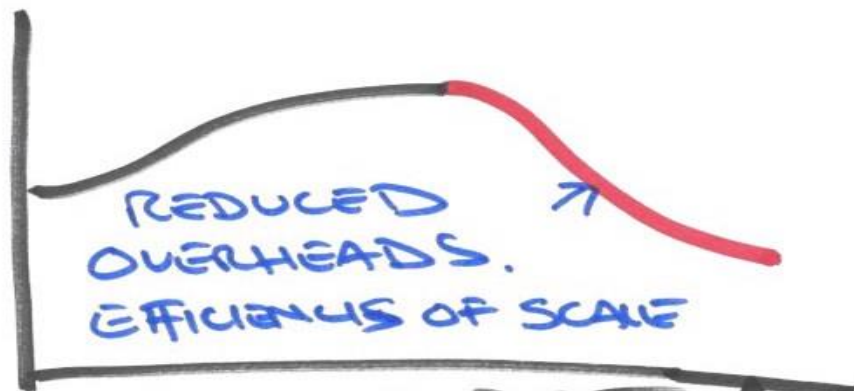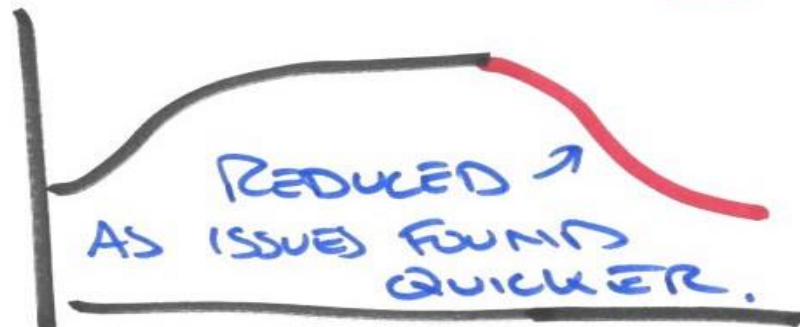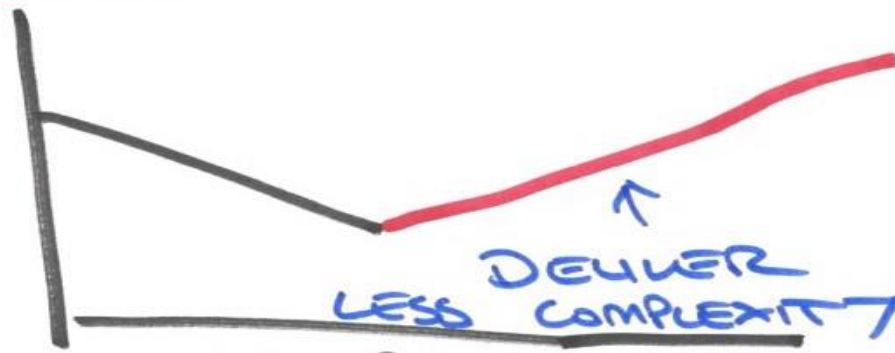
BENEFITS OF A COMBINED AGILE : GOVERNANCE APPROACH

① COMPANIES ADOPTING A COMBINED APPROACH ARE

SAFER

— RISK IS REDUCED —

② HIGHER RETURN ON

AGILE
INVESTMENT

- TEAMS MORE EFFECTIVE-
- INCREASE OF WORK
FLOW —

③ AGILE INDUSTRY BOOST

REMOVAL OF ONE OF THE

BIGGEST IMPEDIMENTS

" Gartner's global research organization offers the combined brainpower of 1280 research analysts and consultants who advise executives in 85 countries every day. "

'Agile is the fastest growing Project Software Development methodology in the world wide IT Industry   …..it is estimated that within 2 years Agile will account for 80% of all software development projects.'

November 2013

Challenges Experienced Adopting & Scaling Agile

While the vast majority of respondents and their organizations have realized success from adopting agile practices, they recognize that there are challenges to scaling agile. The top two challenges cited were organizational culture at odds with agile values (63%), and lack of skills or experience with agile methods (47%).
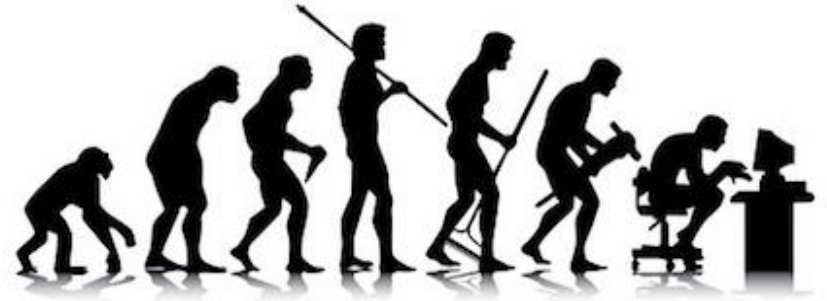
Challenge	Percentage
Company philosophy or culture at odds with core agile values	63%
Lack of experience with agile methods	47%
Lack of management support	45%
General organization resistance to change	43%
Lack of business/customer/product owner	41%
Insufficient training	34%
Pervasiveness of traditional development	34%
Inconsistent agile practices and process	31%
Fragmented tooling, data, and measurements	20%
Ineffective collaboration	19%
Regulatory compliance and governance	15%
Don't know	2%

*Respondents were able to make multiple selections.

https://www.versionone2017.com

So, IT Corporate Governance what is it,

OR

Thank you

QUESTIONS