

“Elite” Agile Teams...



A Repeatable Journey.

with Antony Marcano

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Antony Marcano is co-founder of **RiverGlide**, a company that guides organisations in all aspects of agility. Most of his 25+ years experience has been with Agile teams & guiding **organisations that aspire to greater agility**.

Antony is acknowledged in **numerous books** on Agile, BDD, and crafting software. He was also successor to Mike Cohn and Brian Marick as Technical Editor for **Better Software Magazine** and has spoken regularly at **Oxford University** on Agile Methods.





EVERYONE, PLEASE...
PUT YOUR HANDS UP...



Hands down if, for your teams, it takes...

from 'local commit' to 'in production':



More than a month



1 day to 1 week



1 week to 1 month



Less than 1 day



EVERYONE...
PUT YOUR HANDS UP AGAIN...



Put your hands down for your team(s) if...
 **you deploy to production once every...**

1 1-6 months

3 1 day to 1 week

2 1 week to 1 month

4 Few minutes or hours

DORA

Change lead time	Deployment frequency	Change fail rate	Failed deployment recovery time	Percentage of respondents*
Less than one day	On demand (multiple deploys per day)	5%	Less than one hour	19% (18-20%)
Between one day and one week	Between once per day and once per week	20%	Less than one day	22% (21-23%)
Between one week and one month	Between once per week and once per month	10%	Less than one day	35% (33-36%)
Between one month and six months	Between once per month and once every six months	40%	Between one week and one month	25% (23-26%)



**When compared to low performers,
elite performers realize**

127x

**faster lead
time**

182x

**more
deployments
per year**

8x

**lower change
failure rate**

2293x

**faster failed
deployment
recovery times**

SPEED

STABILITY

Your software delivery performance



Compare to industry benchmark: All industries

Your performance

9.9



Lead time

Less than one hour



Deploy frequency

On demand (multiple deploys per day)



Change fail rate

5% of changes fail



Failed deployment recovery time

Less than one hour



2024 Industry baseline (All industries):

- Average
- Standard deviation
- Your performance

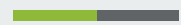
A decorative horizontal bar with a green segment on the left and a grey segment on the right.

BASED ON TRUE EVENTS...

DISCLAIMER

The story that follows is a composite of several real-world experiences, across different companies composed into one. No assumptions or inferences should be made about which former client(s) or employer(s) that any element of the story may relate to.

Any resemblance to actual companies, living or dead, is purely coincidental. Objects in mirror are closer than they appear. Your home is at risk if you do not keep up repayments on your mortgage. Professional driver on a closed course. Do not attempt. No animals were harmed in the making of this transformation. Side effects may include sudden enthusiasm for continuous delivery. Batteries not included.

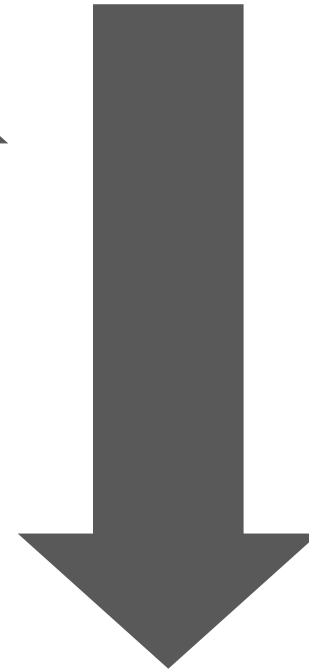


Buy in

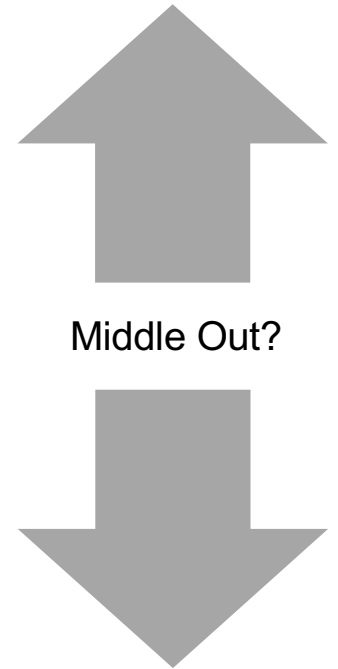
The politics of change varies...
(a whole talk of its own)



Bottom Up?



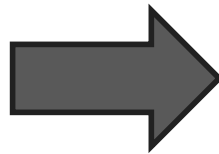
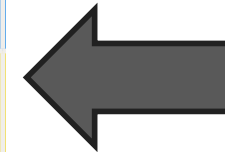
Top Down?

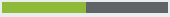


Middle Out?

DORA

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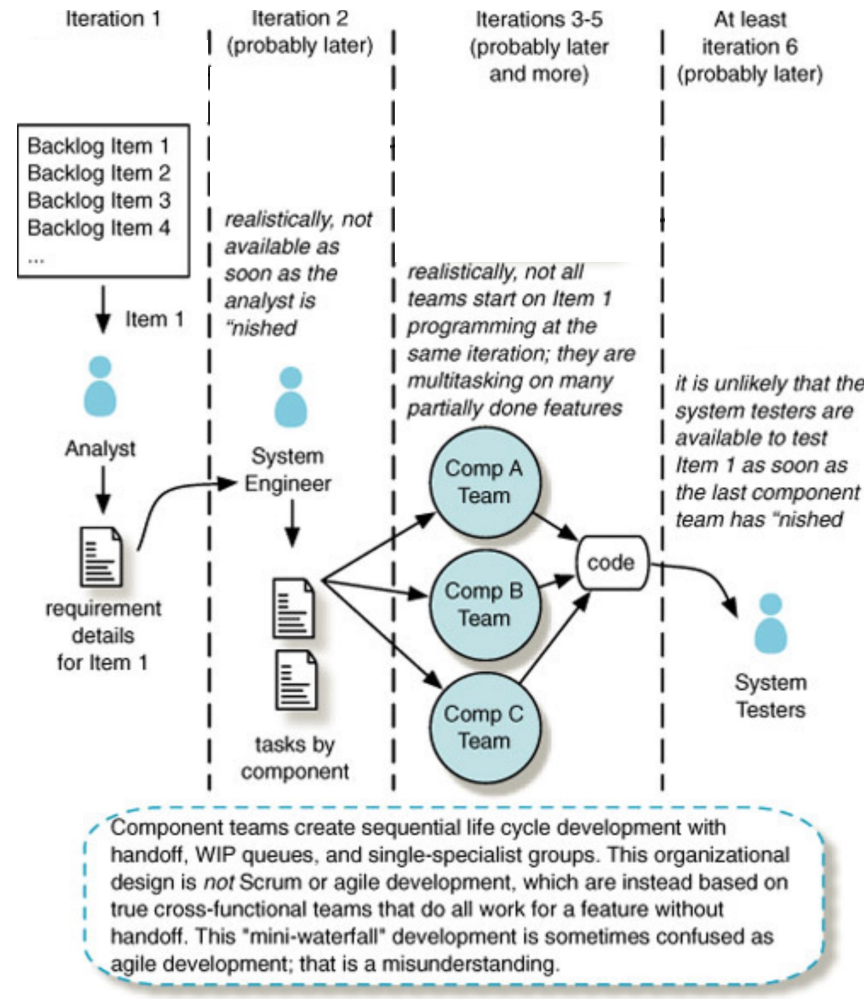
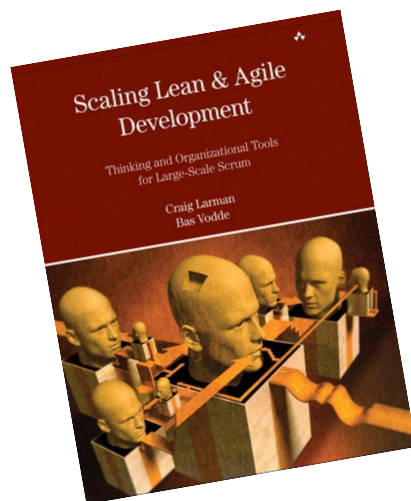


The first problem...

Bigger fish to fry...



	Product A	Product B	Product C	...
Team 1				
Team 2				
Team 3				
Team 4				

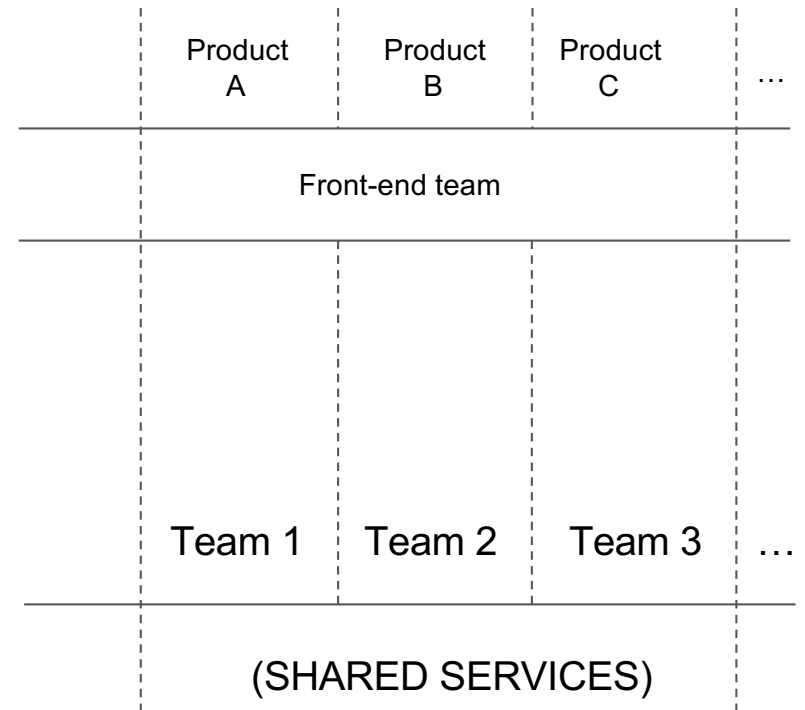


aligned to products...

Product A	Product B	Product C	...
Team 1	Team 2	Team 3	...

The compromise...

Where most of the
change happened...

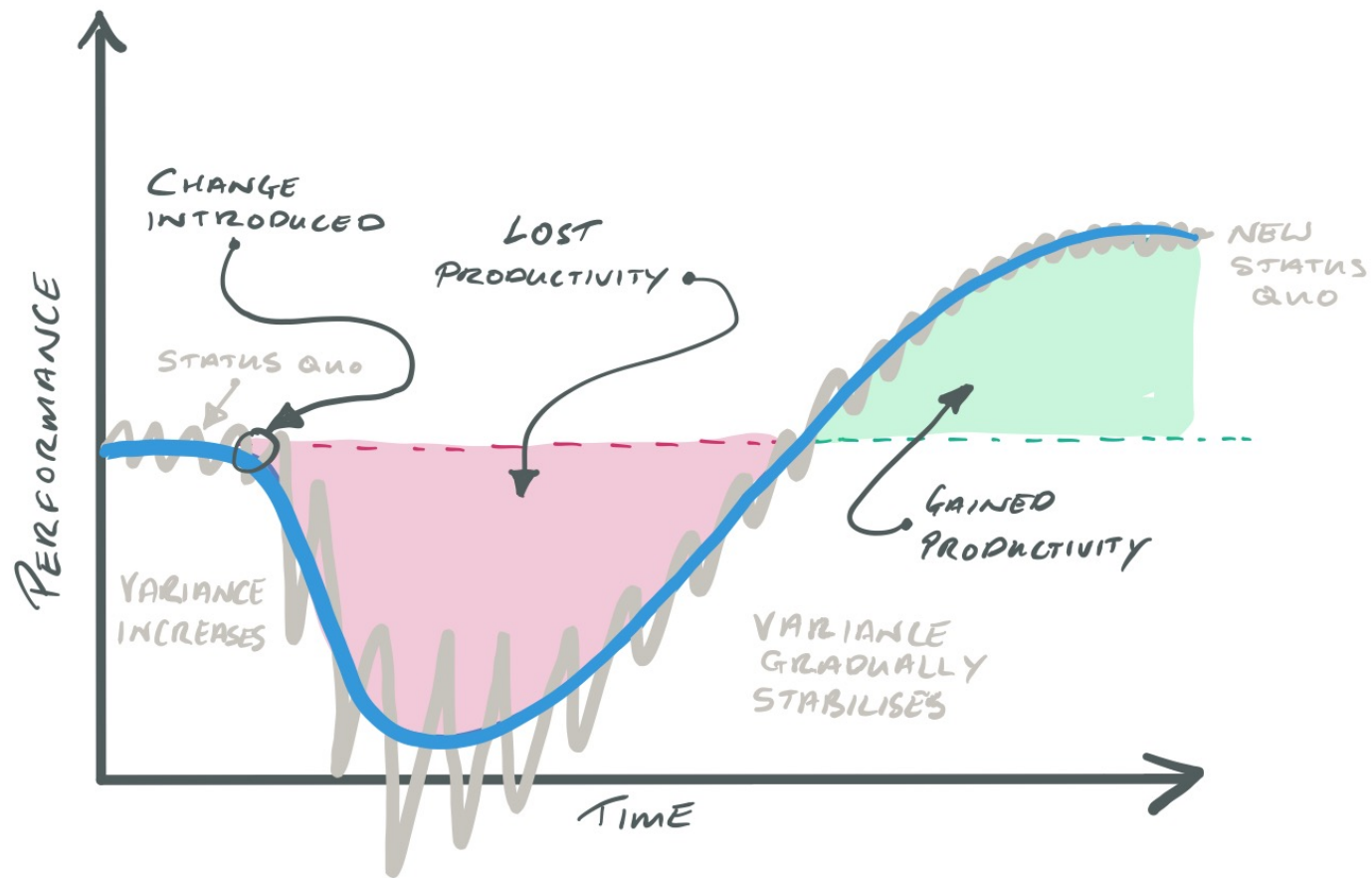


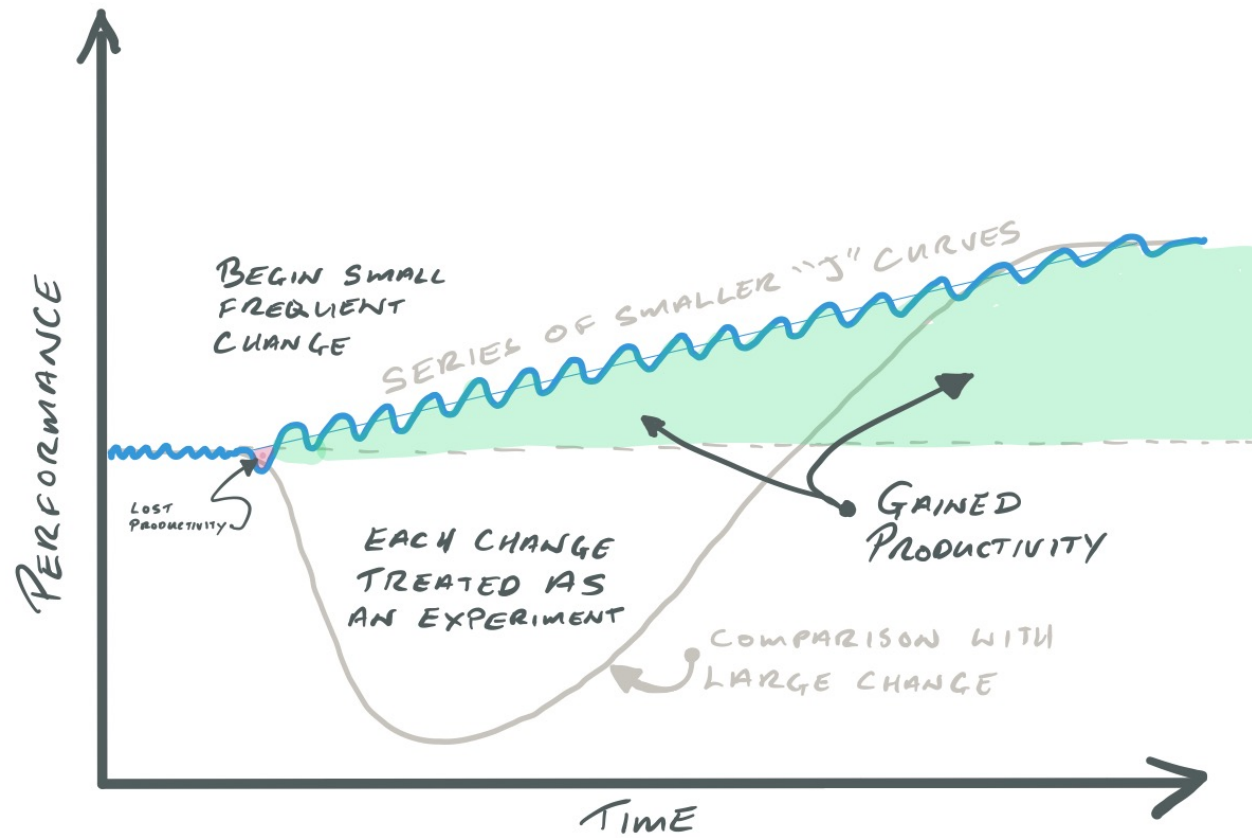


backlogs / stand-ups / demos / retrospectives / user stories / burn-up charts / sticky-notes / scrumban boards

Agile Pro

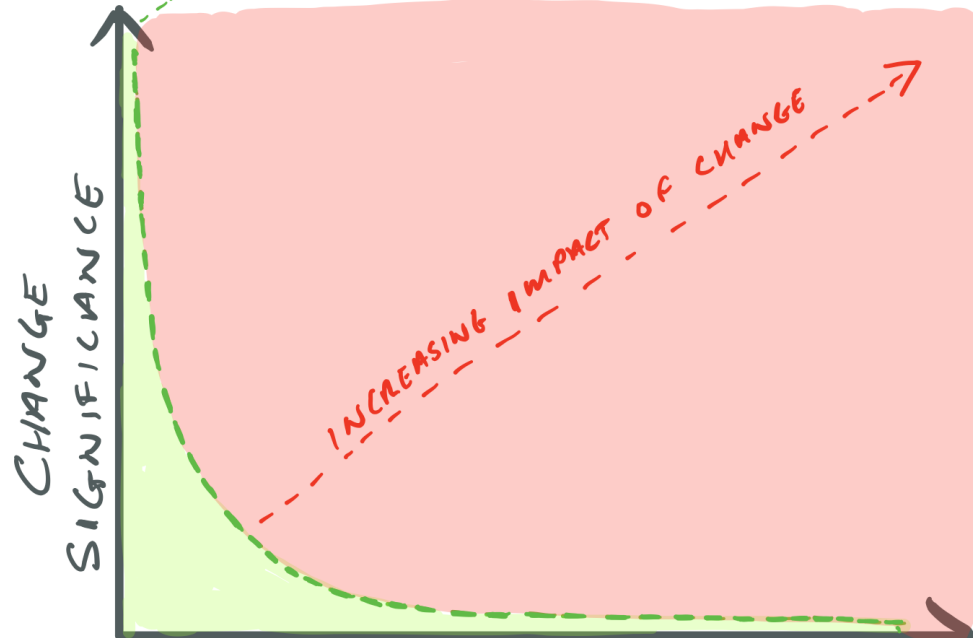
enterprise edition





BIG CHANGE
SHORT REACH

e.g. One team tries a new
team structure model

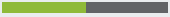


REACH OF CHANGE

@ Antony Marciano

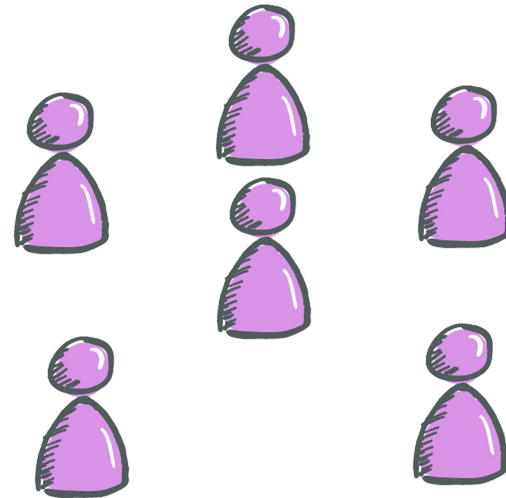
SMALL CHANGE
WIDE REACH

e.g. every team
publishes a
new metric.



Alpha Team

Establishing a pioneering team,
with the right people...



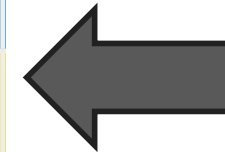
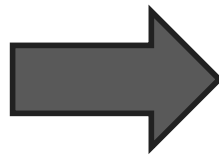


IT WAS WORKING!!!

**50% increase in revenue
in Q1-2 year-on-year!**

DORA

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Performance

Software delivery

Four key metrics:

Change lead time

Deployment frequency

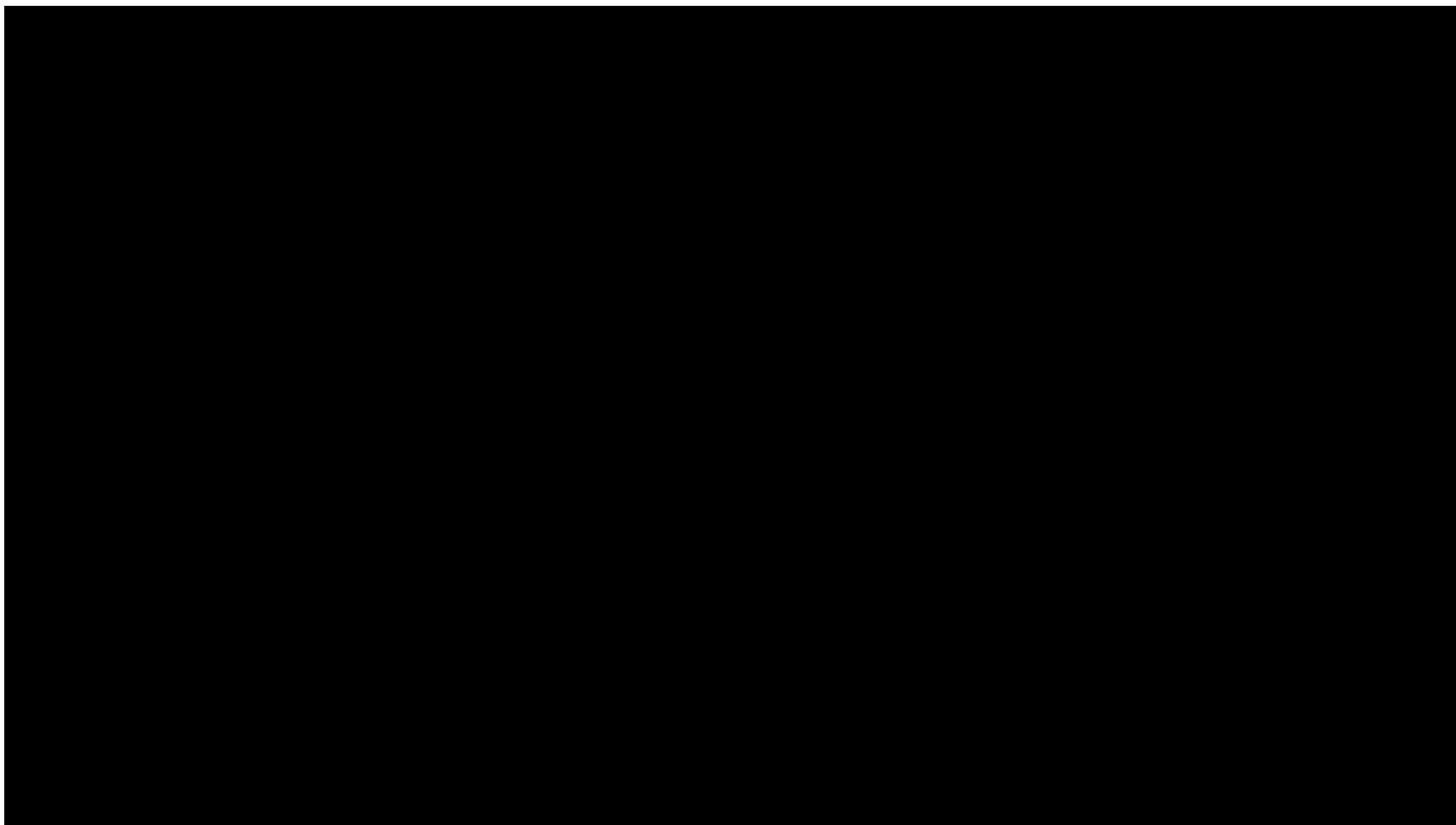
Change fail percentage

Failed deployment recovery time



Then...

A New CTO was Hired



CONFIDENTIAL

CONFIDENTIAL



Performance

Software delivery

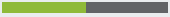
Four key metrics:

Change lead time

Deployment frequency

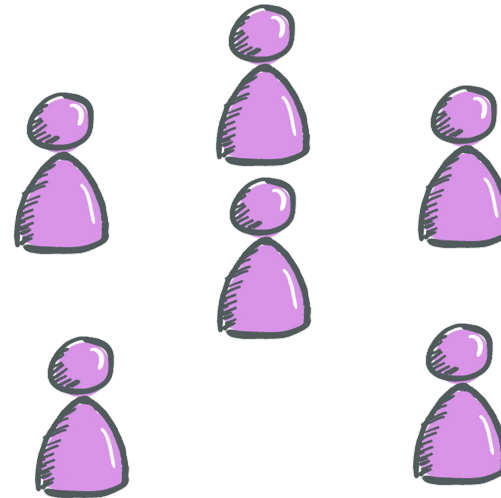
Change fail percentage

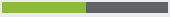
Failed deployment recovery time



Alpha Team

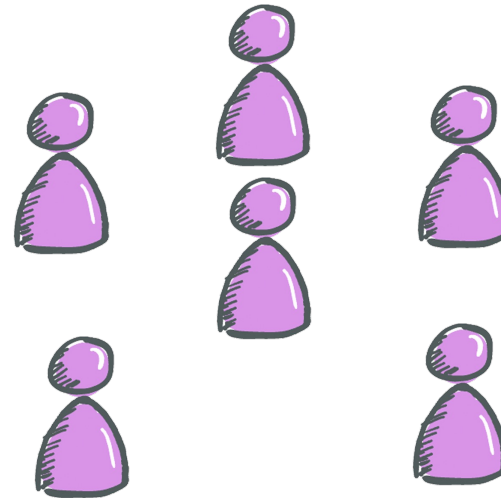
Establishing a pioneering team,
with the right people...



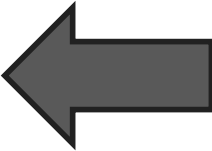
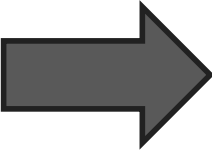


Alpha Team

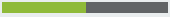
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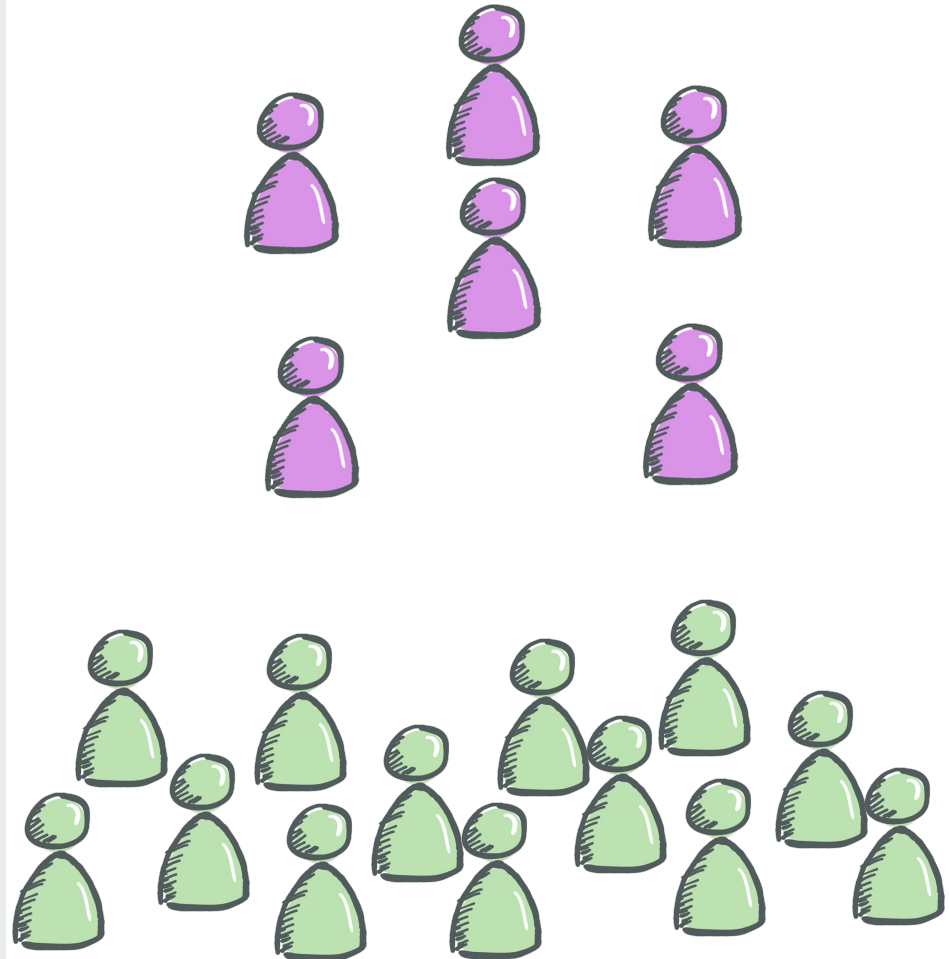


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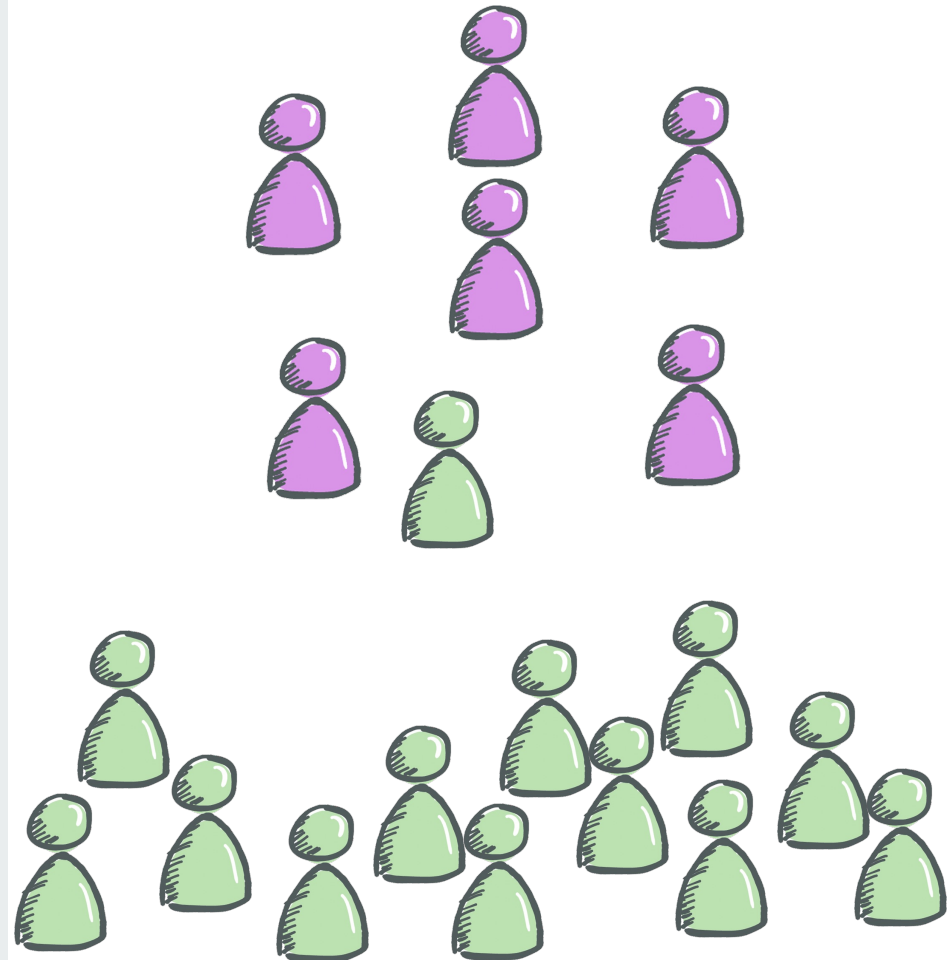
Osmosis

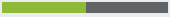
Absorb people into new team.



Osmosis

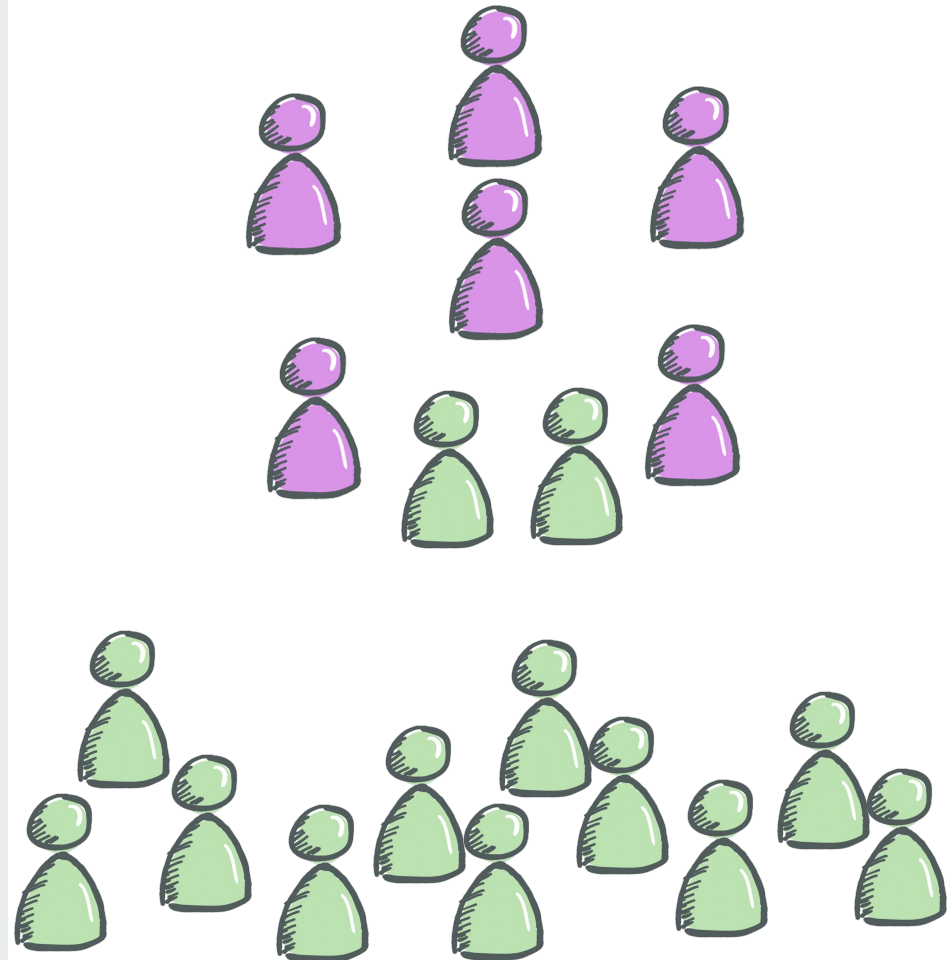
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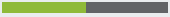




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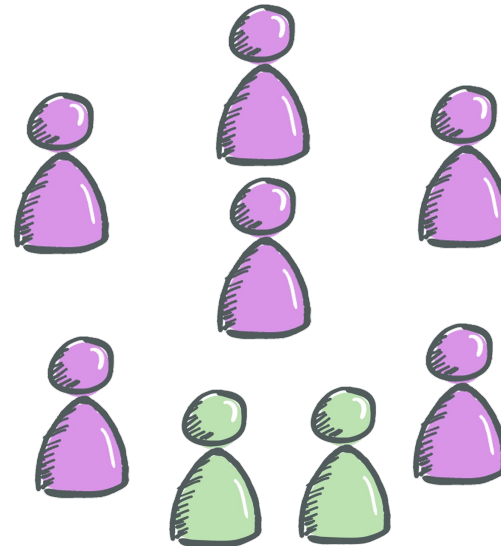
Absorb people into new team.





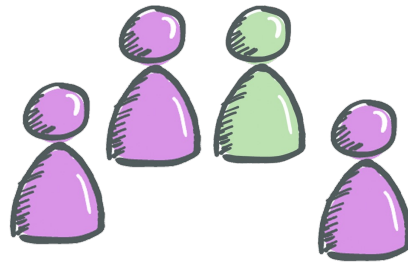
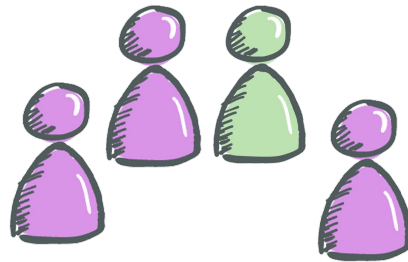
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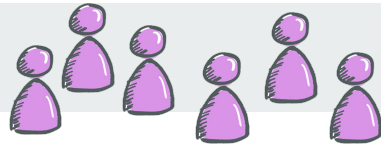
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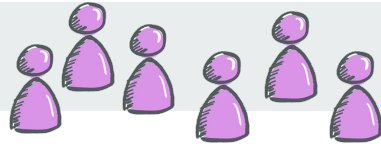
Mitosis



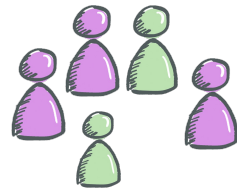
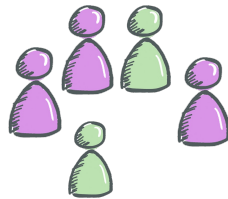


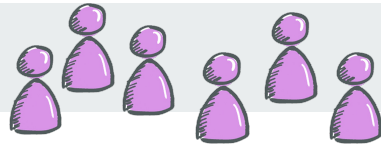
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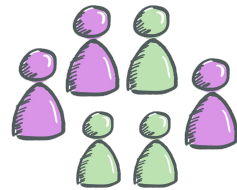
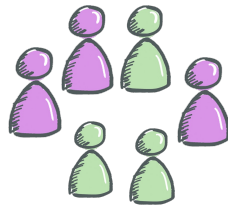


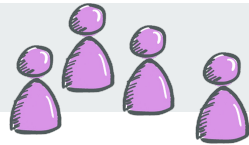
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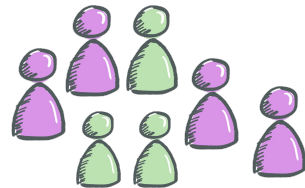
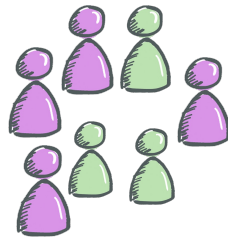


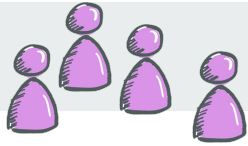
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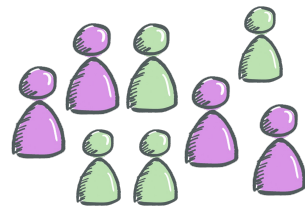
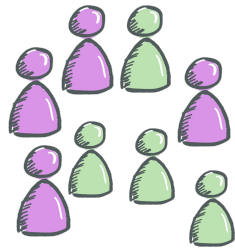


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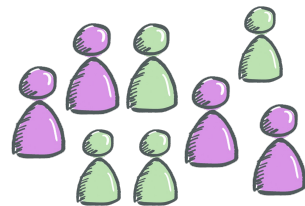
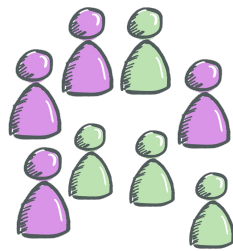




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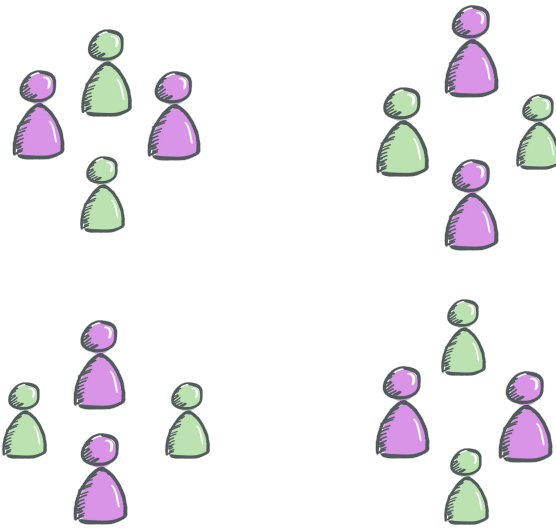


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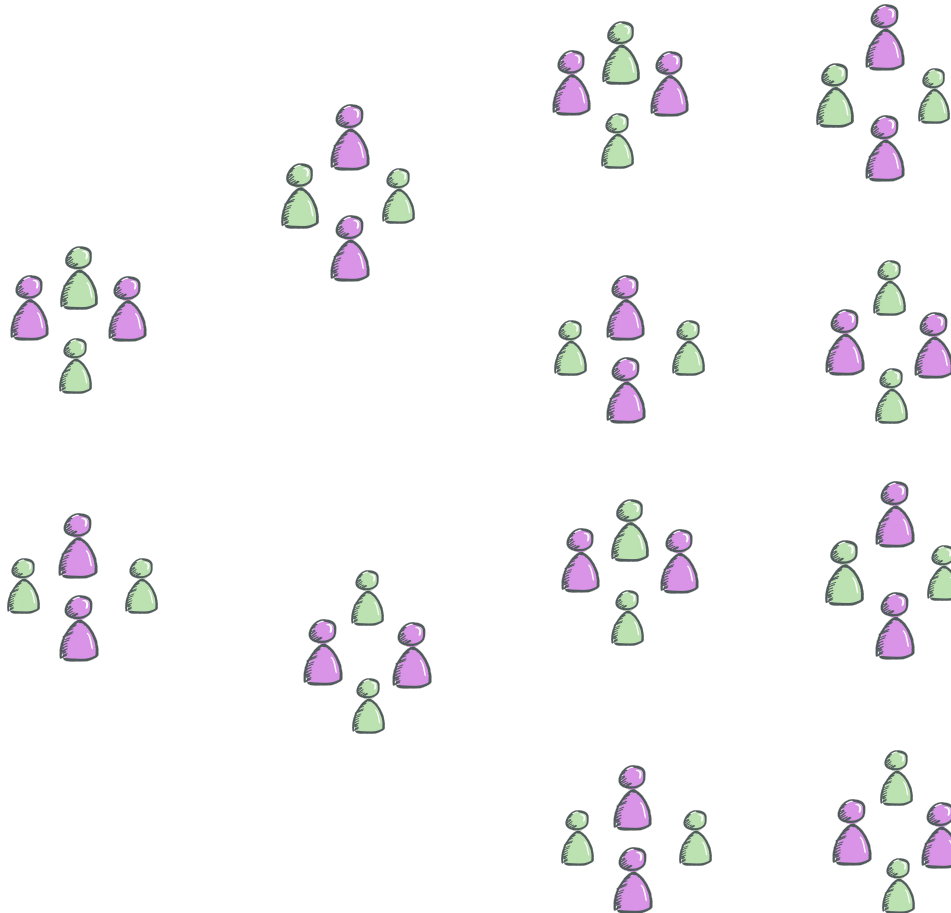




Mitosis



Wash,
Rinse,
Repeat





A WORD OF WARNING...

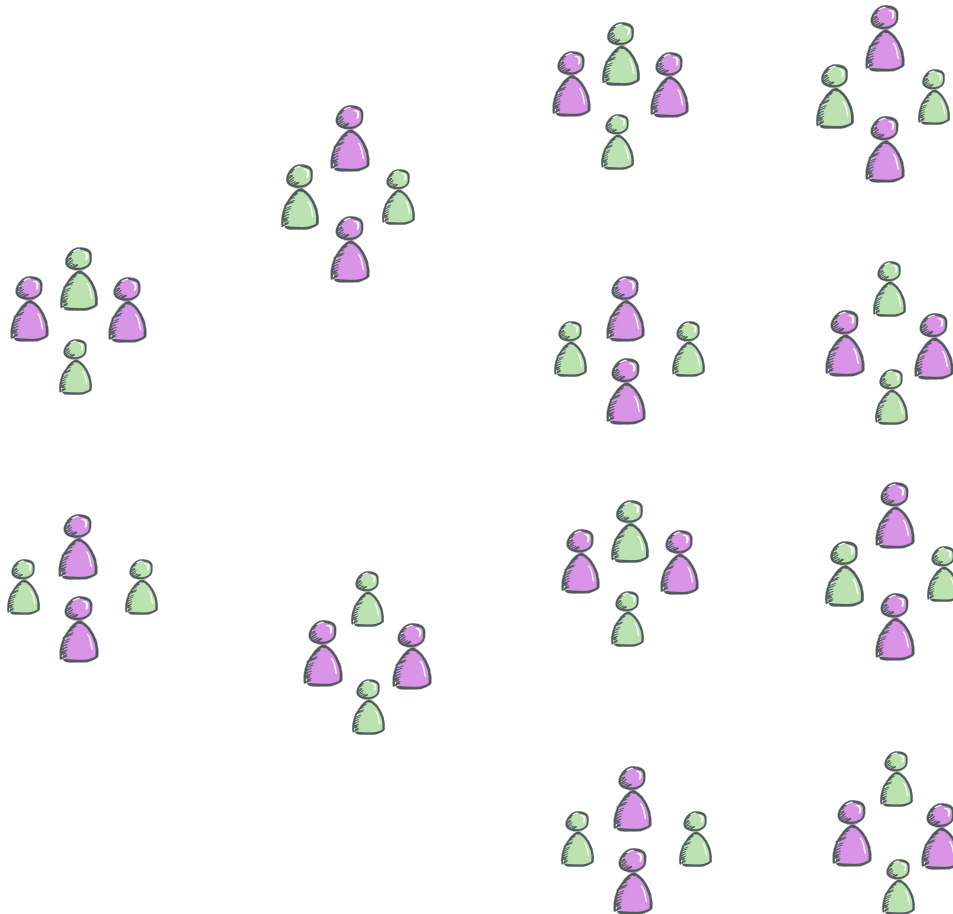


Stream | Tumblr



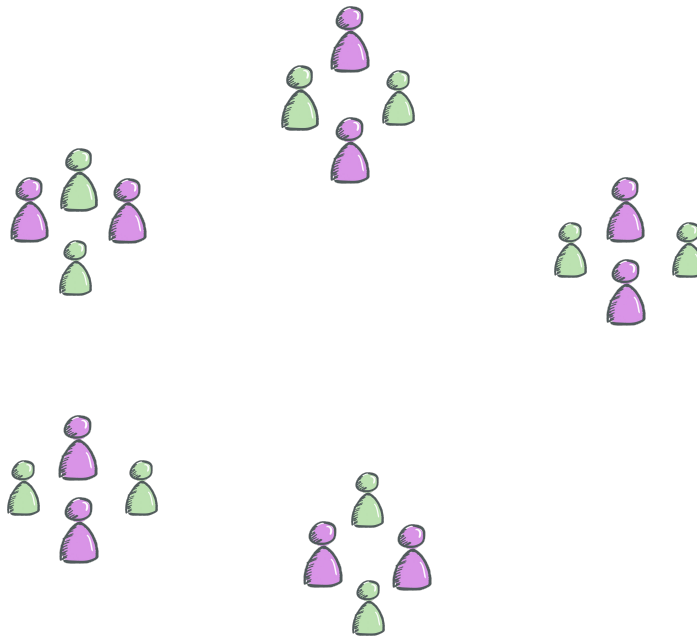


Success?





Success?

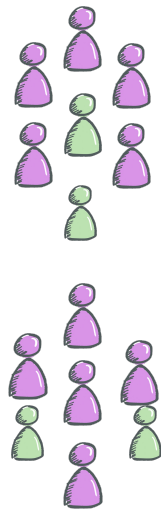


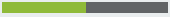


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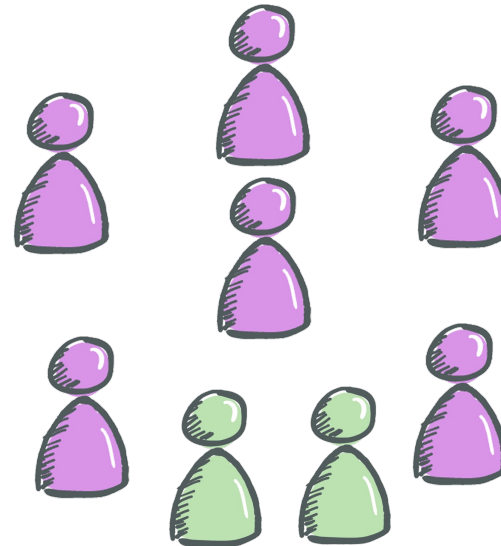
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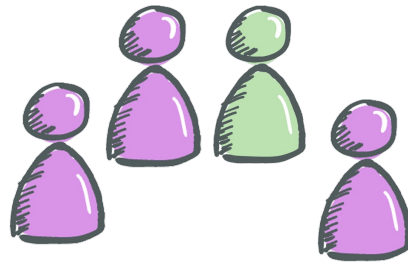
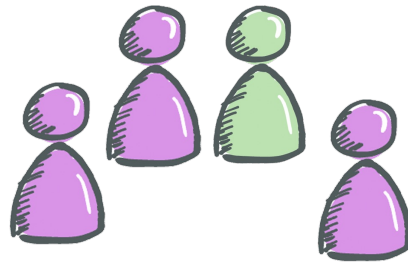
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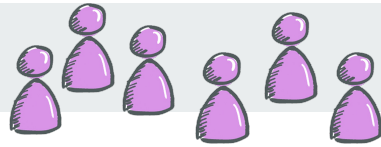
Absorb people into new team.





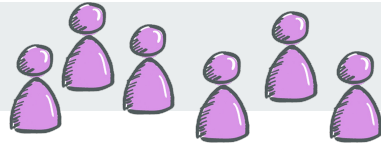
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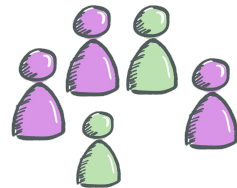
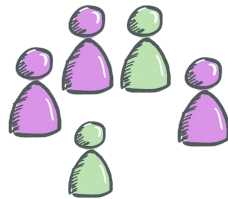


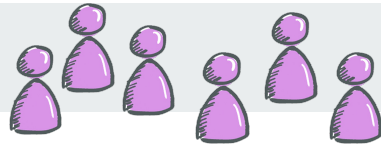
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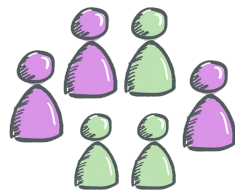
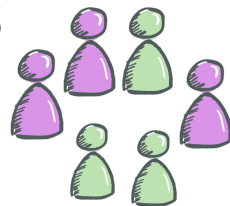


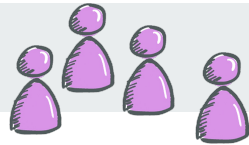
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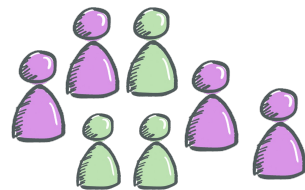
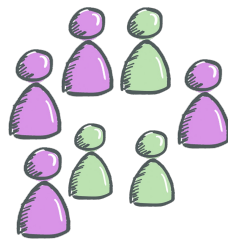


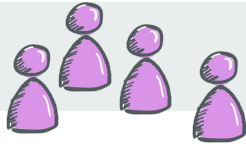
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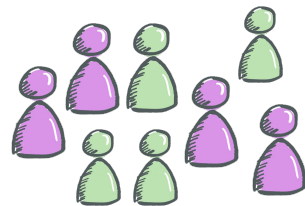
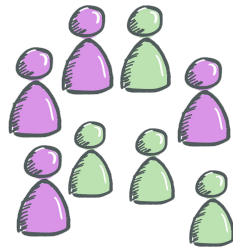


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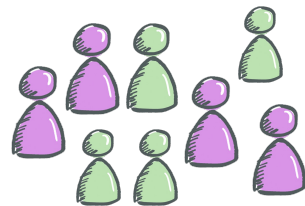
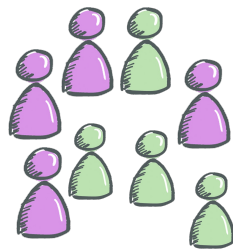


Osmosis





Mitosis





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Thank you.



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