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focus on
transformation.”



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Success factors in agile scaling and R&D transformation

1 Deploy proven scaling models, but customise them first.

In recent years, many agile scaling models have come on the scene, but you'll look in vain for a "one-fits-all" solution. Run a reality check first and find out which model is best suited to your needs and requirements and then customise it. Define the rhythm that fits in with your context, the abstraction level that matches your requirements or how to adapt your roles. You can only lever success effectively by tailoring standards to your needs.

2 Build on a sure foundation – and upscale step by step.

Typically, just a couple of software development teams will opt for agile working. The benefits soon become obvious and the next move is to go agile across the company, but how? Start with teams adept at learning and applying agile principles. Don't upscale further until things are running

smoothly and you can use the experience gained in the next step. Make sure that teams successfully applying the agile principle are well connected; they'll inspire other teams to join in, too. Only scale where it makes sense to do so and generates value. Don't lose sight of business, technological and cultural risks when setting the pace of scaling.

3 Scaling alone isn't enough, focus on transformation.

If you scale team by team, at some point you're going to stretch your organisational and structural limits. You need to consciously transform the team environment. So develop a clear transformation strategy, vision and mutual understanding of why agile R&D is your declared objective. For instance, the organisation must first learn to think in terms of customer functions, develop highly iterative products and apply agile leadership principles. You will only be able to make the most of agile methods once

your process landscape, corporate strategy and culture support agile principles.

4 Create a reliable framework with a suitable organisational structure.

You need a reliable framework to let agile teams act to best effect. Hierarchical structures do not accommodate agile working requirements. Flat structures, end-to-end responsibility and a separation of technical and disciplinary leadership are called for. In addition, roles, areas of responsibility and communication principles need to be redesigned to change the traditional structure.

5 Create a community that lives agilely.

Sustainable success will not be obtained merely by applying agile methods, your teams need to internalise the underpinning principles and ideas. Invest in cooperation and reflection. Focus on a hands-

on approach and tangible results instead of swapping documents and glossy presentations. In the end, the team's success will be palpable and measurable. Bring the right skills and experience on board, opt for technical expertise and passion. Only once you enable and empower these teams will you be able to create an environment in which close cooperation, mutual development and responsibility thrive.