

Observations from the IT Department – Does the organisation's structure really ~~effect~~ delivery?

Presented by – Steven Delvizio

Observations from the IT Department – Does the organisation's structure really impact delivery?

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What we're talking about today

- The traditional IT Department structure
- Why this structure impacts efficient delivery
- Changes implemented to improve delivery
- Recommendations for getting best out of large technical teams

■ Where it all started - The small IT department

Steven

Where it all started - The small IT department

Steven

Matt

Where it all started - The small IT department

Steven Felicity

Where it all started - The small IT department

Steven

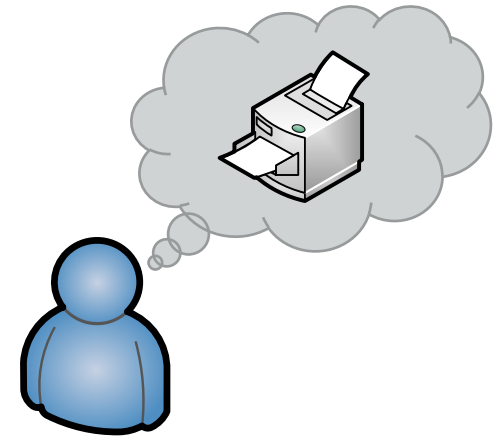
Matt

Where it all started - The small IT department

Steven

Pete

Where it all started - The small IT department



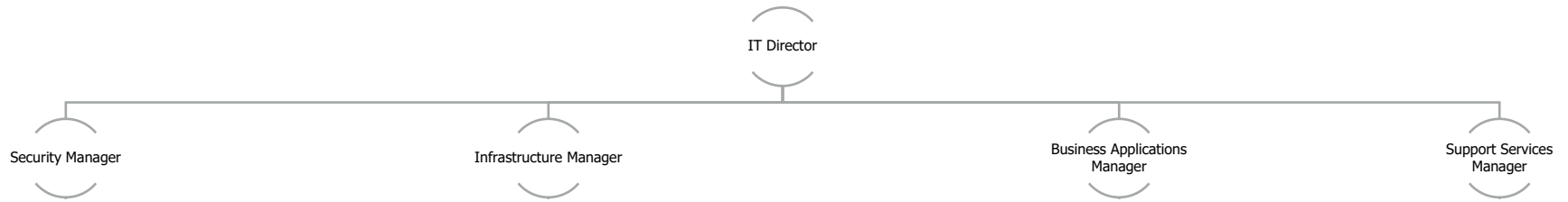
Steven

Pete

Where it all started - The small IT department

- Highly responsive to requests
- Able to implement quickly
- Easily saturated
- Unable to handle complex environments

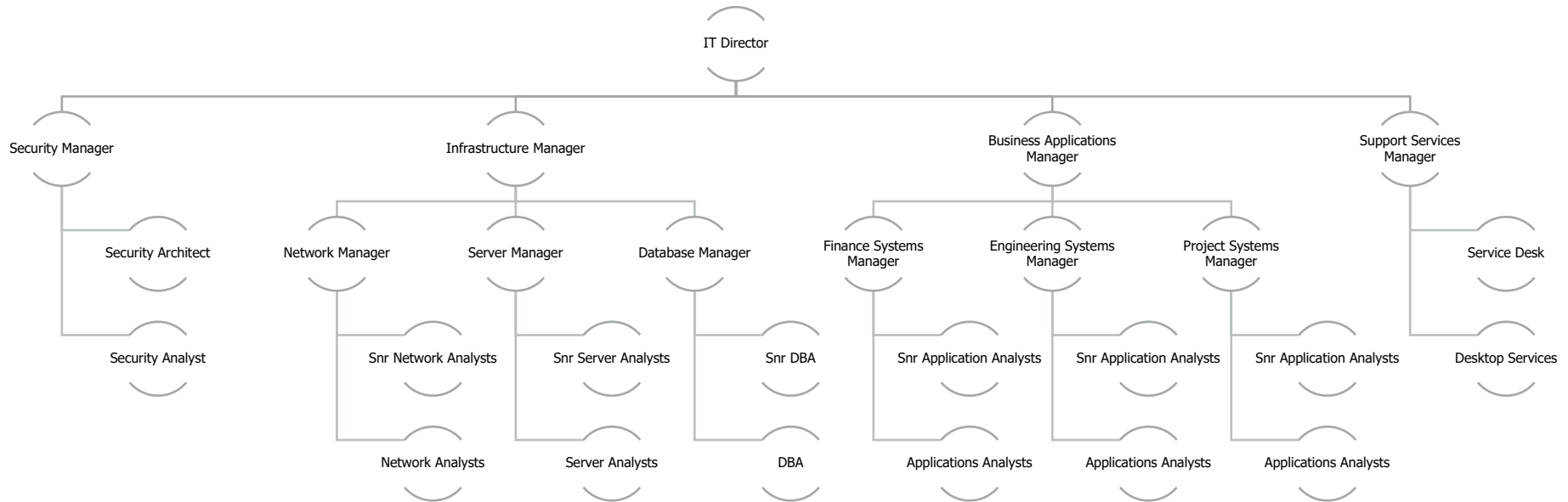
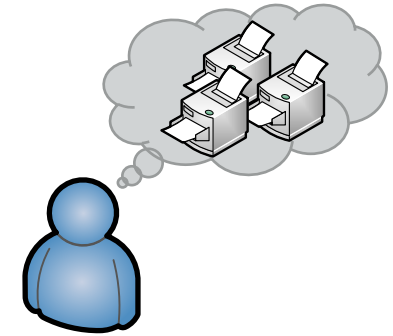
The Large IT Department



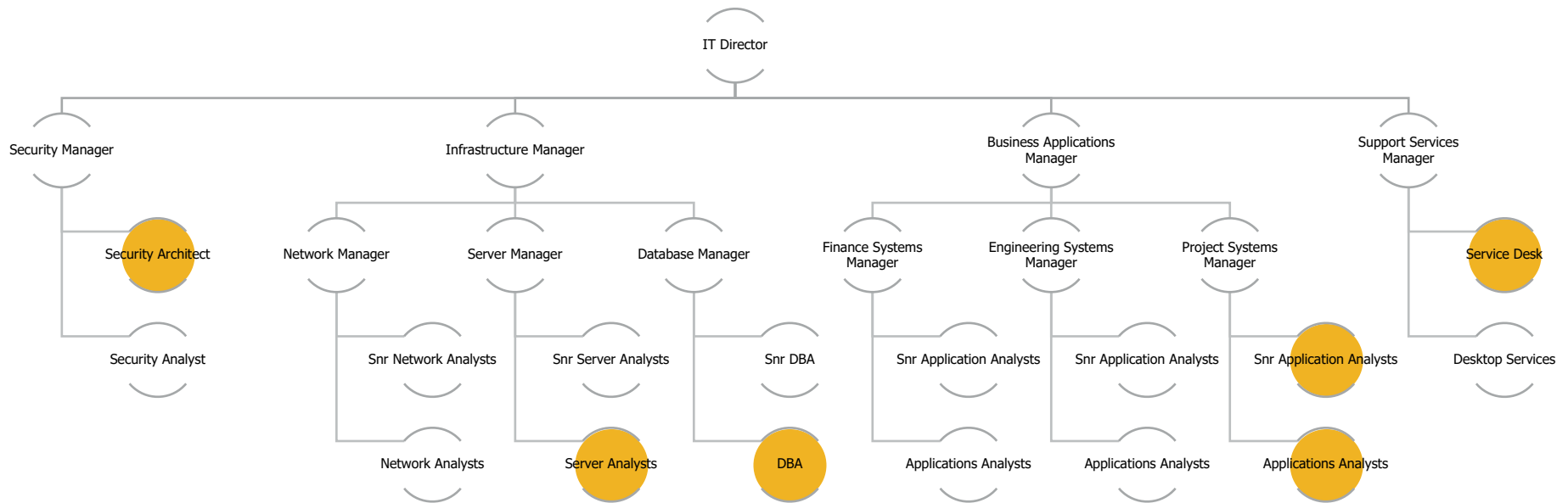
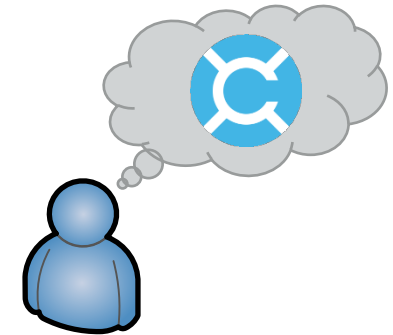
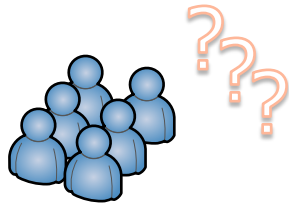
Why do we organise in this way?

- Complexity in the environment drives specialisation
- If we specialise, it is generally along technology lines
- How does this organisation handle a new initiative?

How are initiatives handled?



How are initiatives handled?

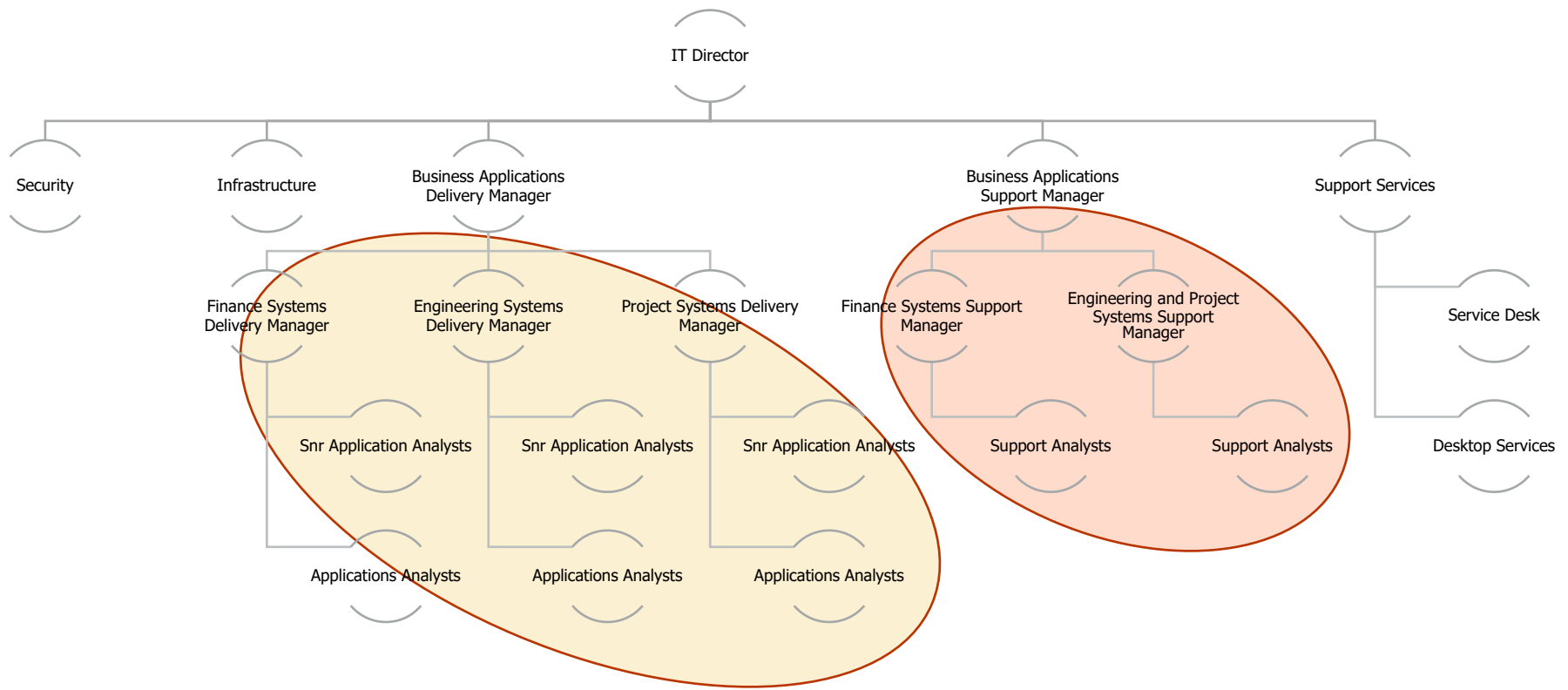


■ Why did it take so long?

- Context switch between Improvements and Support decreased efficiency
- Support due to its nature tended to crowd out Improvement work

- Why don't we split Business Applications in to dedicated delivery and support teams?

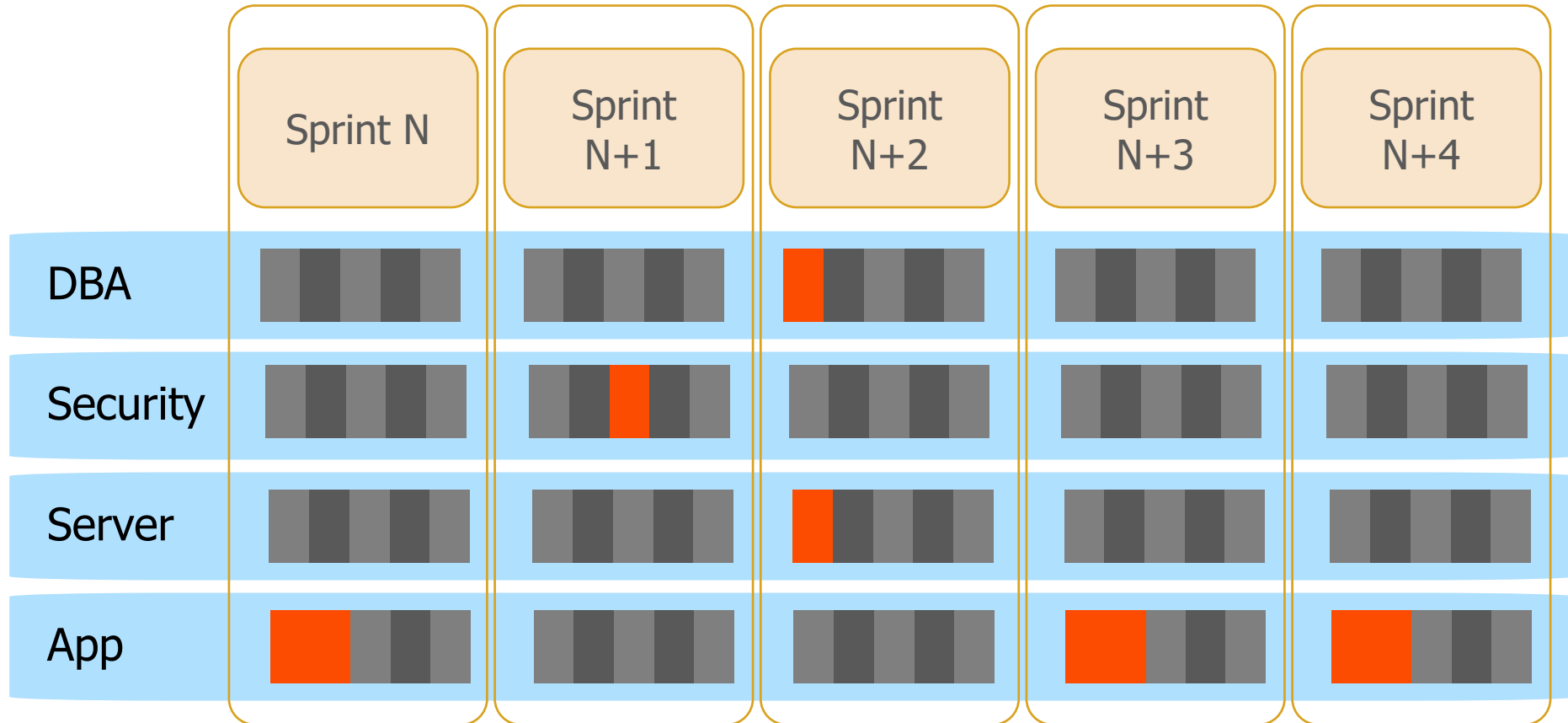
Dedicated Application Delivery Teams



■ Dedicated Application Delivery Teams

- Introduction of Agile / Scrum into the department

■ Synchronising work between teams



■ Scrum gave us

- Planning discipline we didn't have before
- Common toolset across teams to develop and execute our plans
- Common language between teams
- Framework to focus on achievable goals
- Improved confidence in our timeframe estimates
- Ability to adapt to changes and communicate the consequence

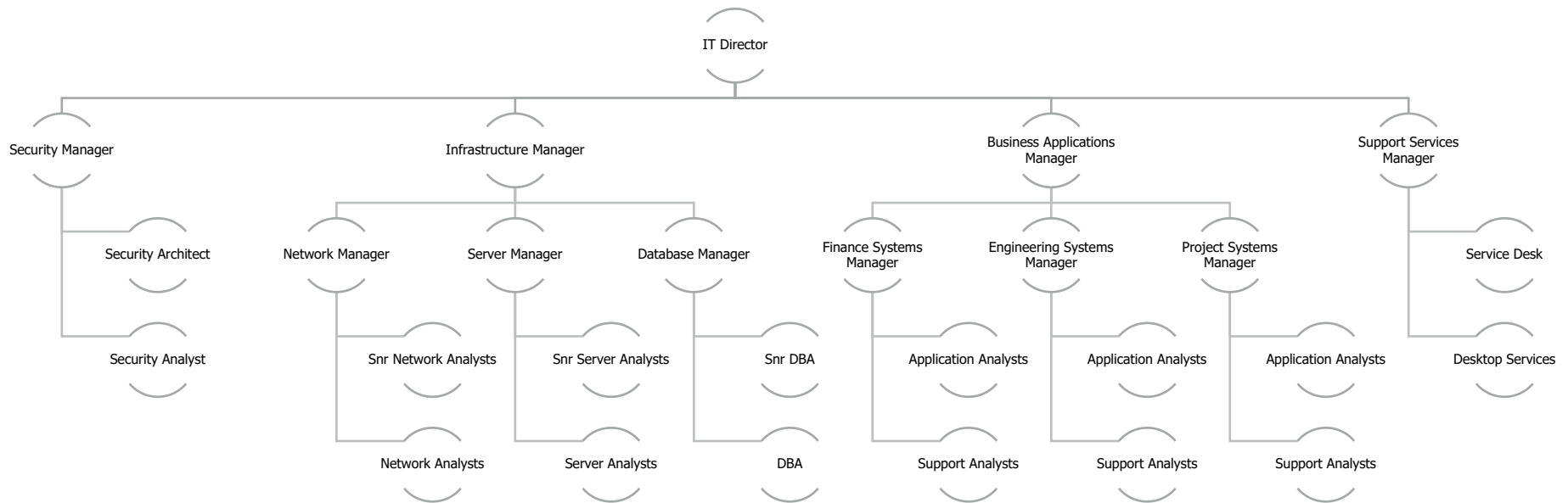
■ Dedicated Support Teams

- Support teams were generalist, didn't have depth of knowledge
 - Timeliness of support decreased
 - Quality of support decreased
 - Satisfaction of support decreased
- Delivery teams lost touch with customer base
- Delivery teams did not 'feel the pain' of the support desk

■ The only constant is change...

- The Business Applications Support Manager left the organisation
- IT Director decided to reunite the delivery and support arms

We looked like this



■ What was the impact of the change?

- Tempo of delivery did not degrade
- Quality of support improved

■ What was the impact of the change?

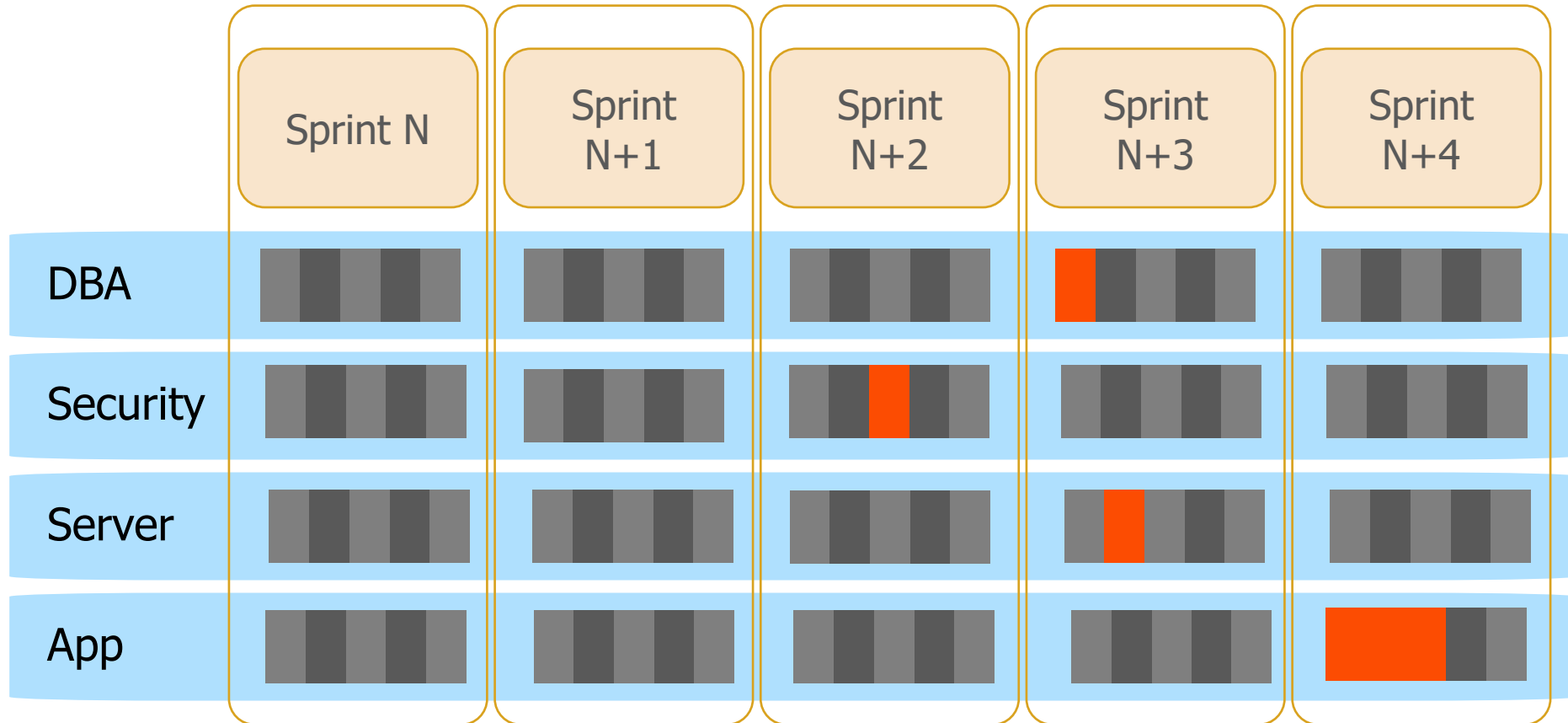
Why?

- Continued to use Scrum as our methodology for delivery
- Implemented mechanisms to isolate support work
 - Sprint task for support work
 - Nominated Support Rotation
 - Separate support teams

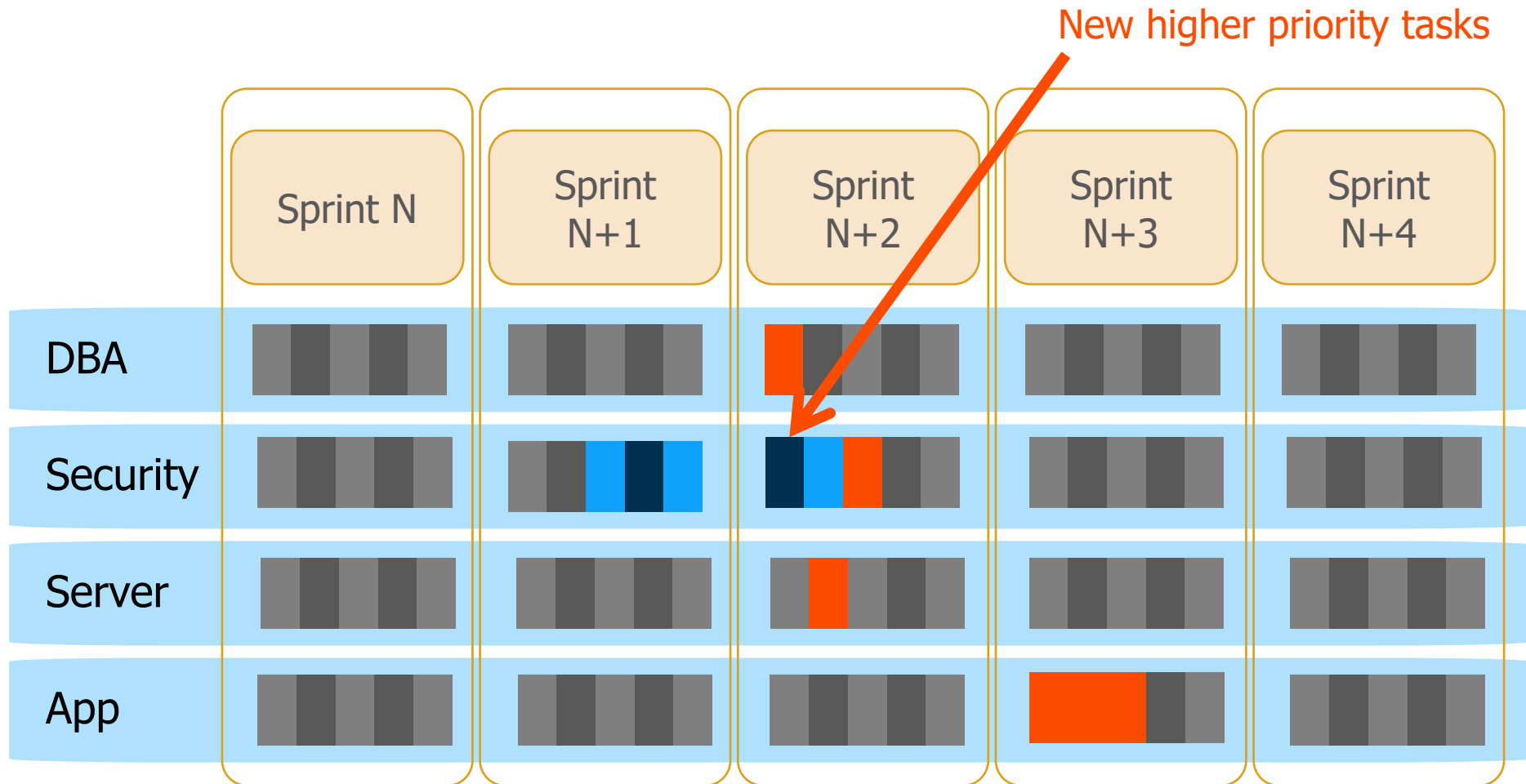
■ The only constant is change...

- Company started to grow as new projects started up
- Increased the demand for new IT capability
- Our delivery efficiency decreased

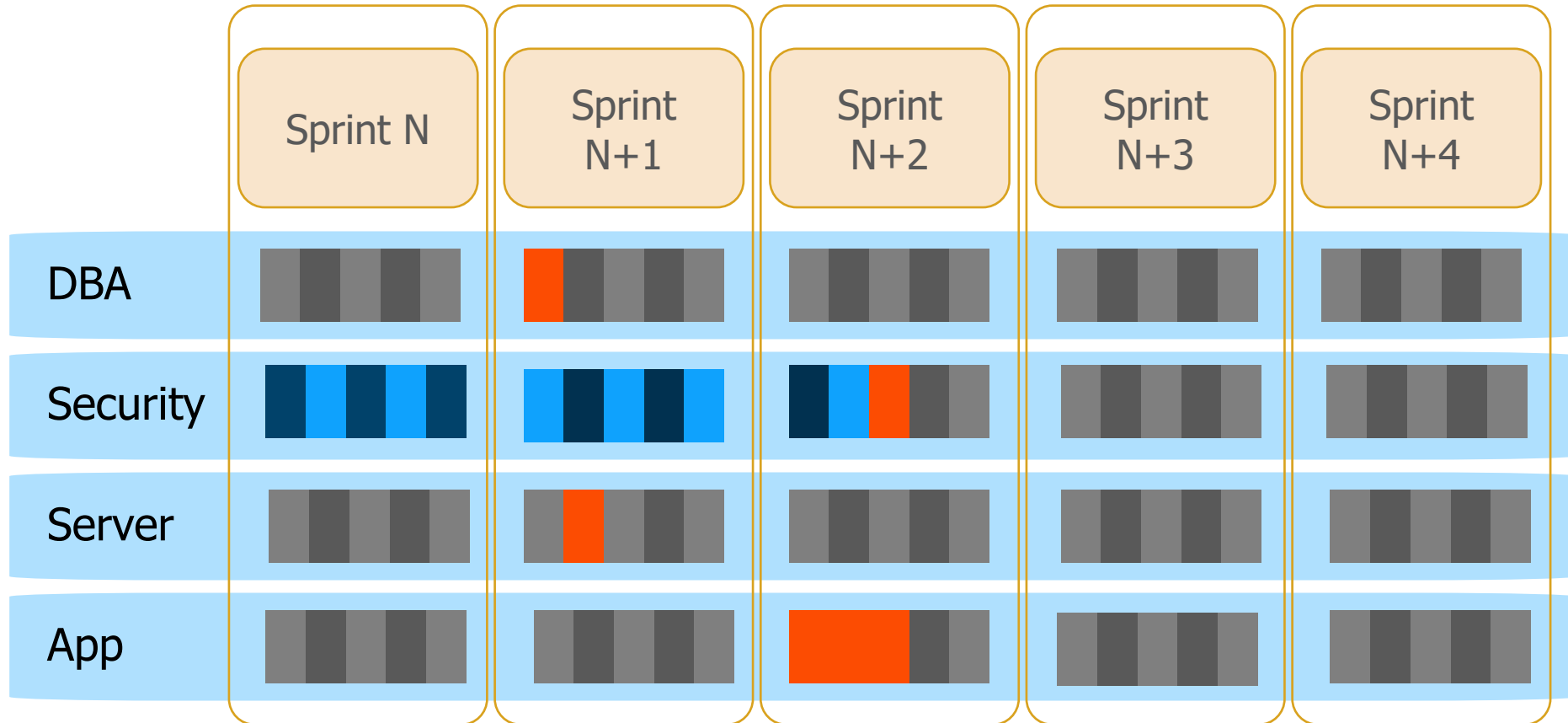
■ We were still Highly Coupled



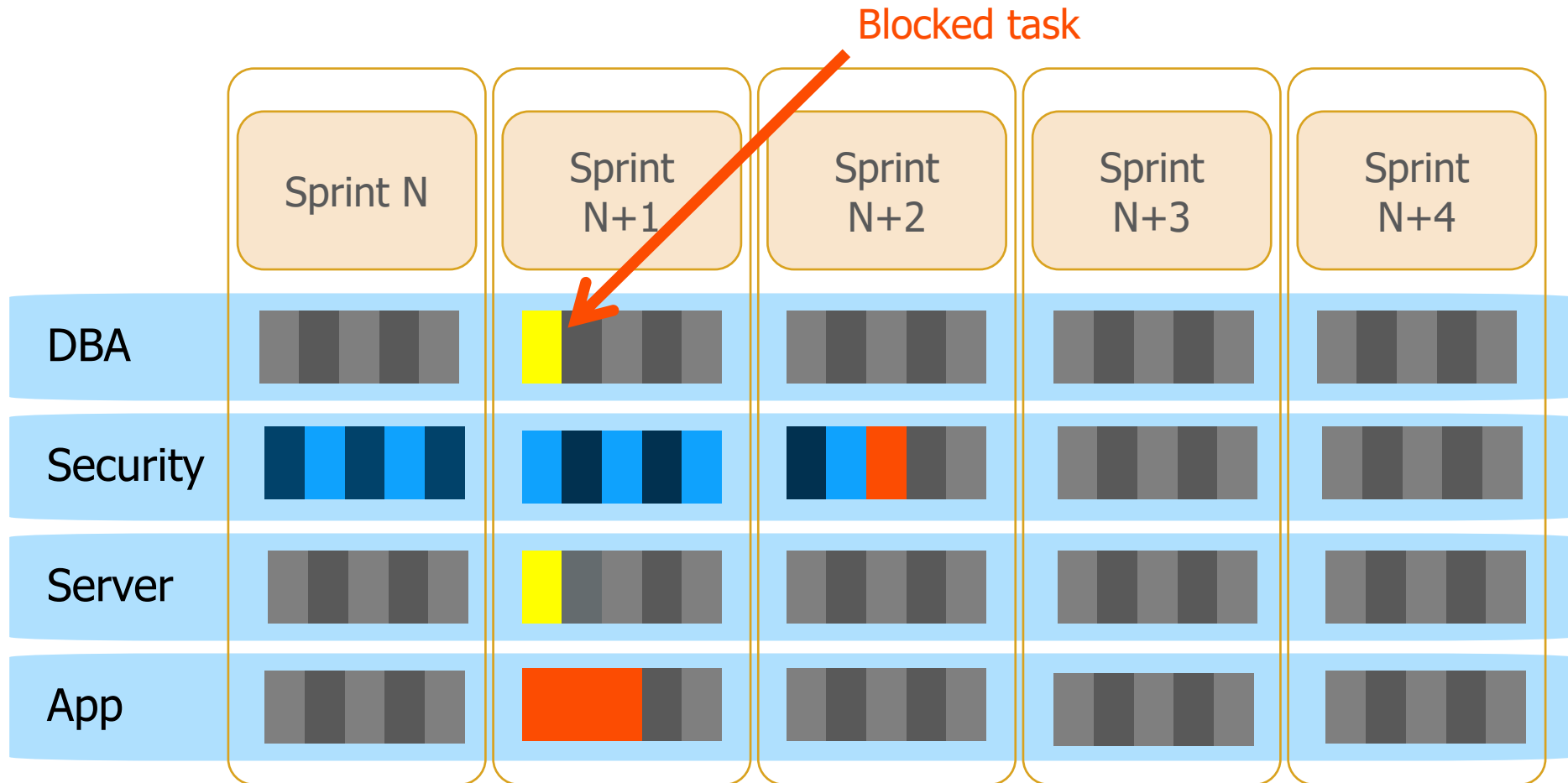
■ We were still Highly Coupled



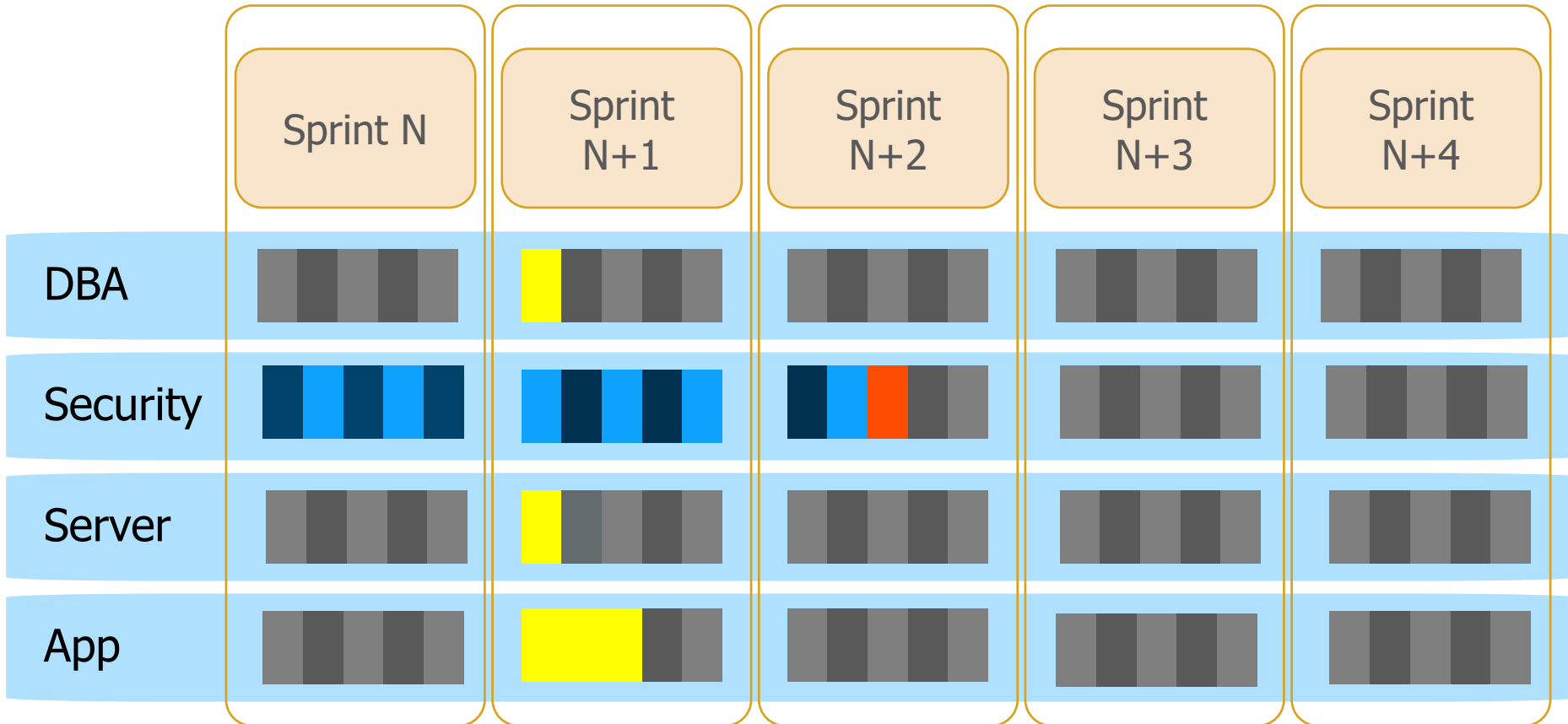
■ We were still Highly Coupled



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■ We were still Highly Coupled



■ How do we fix this problem

- Implemented a steering board to limit work in progress
- Started to tackle the coupling problem

The Steering Board

BAE SYSTEMS INSPIRED WORK

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Board

1 New	24 Pipeline	9 Approved	19 Delivery	7 Complete	Release...

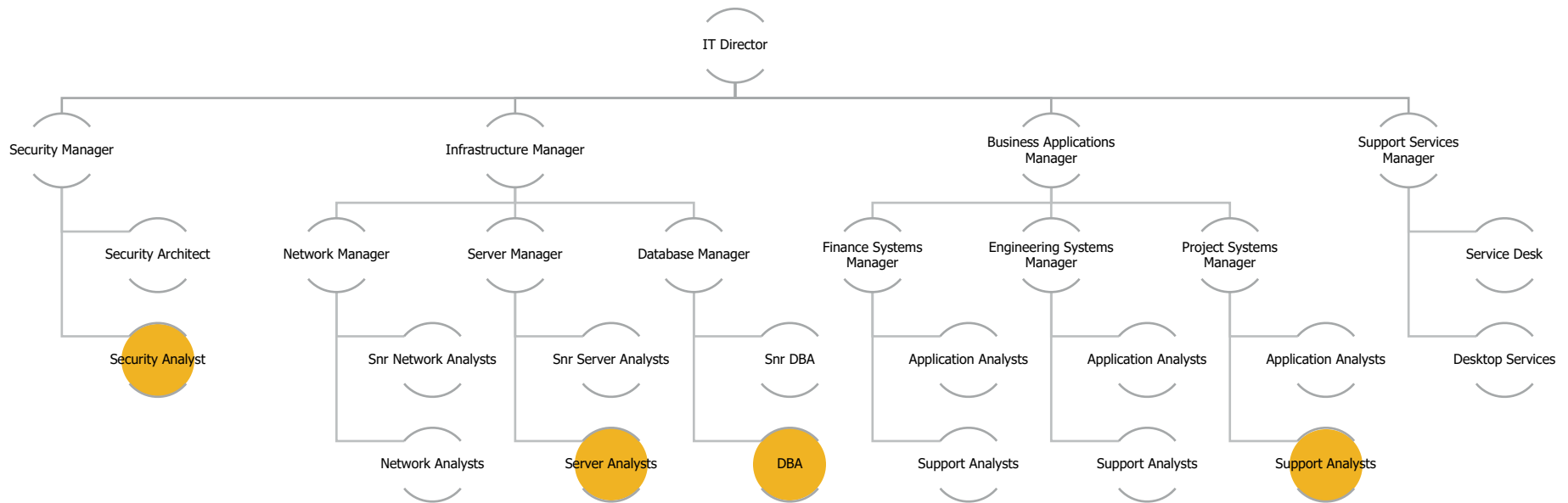
New -> Pipeline
Proposal is something we should consider

Pipeline -> Approved
Approved and ready for execution

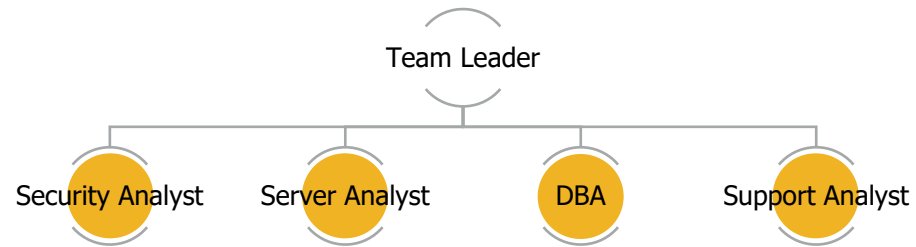
Approved -> Delivery
Teams have capacity to execute

Delivery -> Complete
Initiate completed and delivered

The Wolfpack



The Wolfpack



■ The Wolfpack

- Worked exceptionally well in expediting an initiative
- Negatively impacted other initiatives

Autonomous Delivery Teams

- Automating manual support processes
 - Account provisioning / Access Requests
 - Deploying updates
- Reviewing complex processes – can they be streamlined?
- Implementing infrastructure self-service
 - Database provisioning
 - Infrastructure provisioning
- Reduce coupling so teams work at their natural pace

■ What are my key recommendations?

- In complex environments specialisation is inevitable – let it happen
- Within a team, separate reactive and proactive work
- Don't let delivery staff distance themselves from the front line
- Highly coupled teams are inefficient teams
- Minimise parallel work within a team
- Make teams as self sufficient as possible

■ Thank You

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