

The logo consists of a red speech bubble shape pointing downwards, containing the text "RED HAT" in a smaller font above "SUMMIT" in a larger, bold font, both in white.

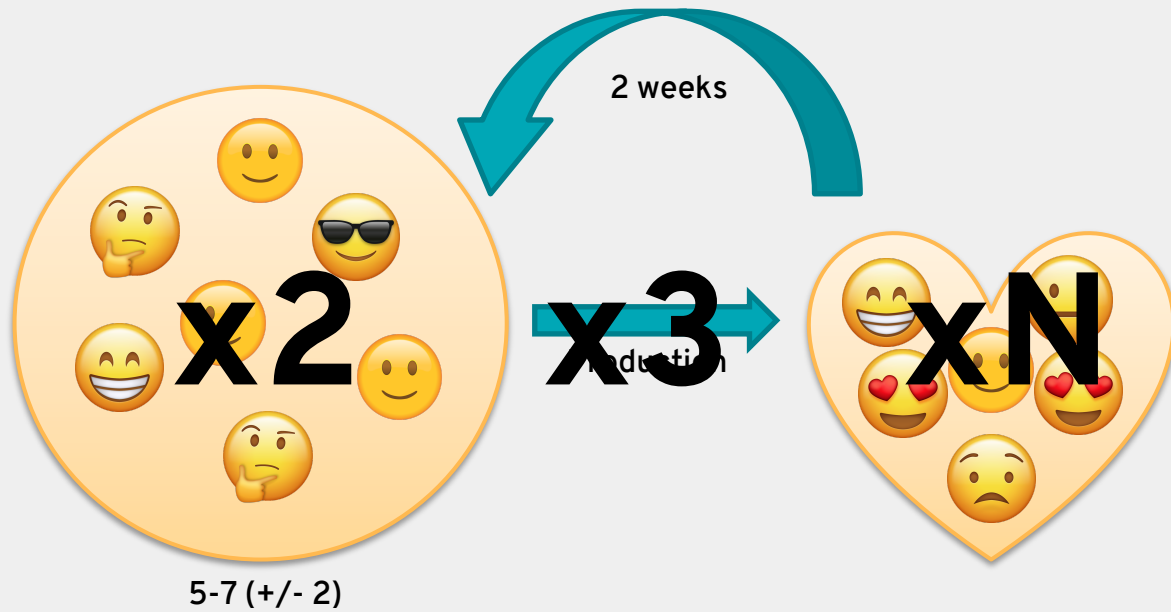
RED HAT
SUMMIT

SCALING AGILE IN A LARGE MATRIXED ORGANIZATION

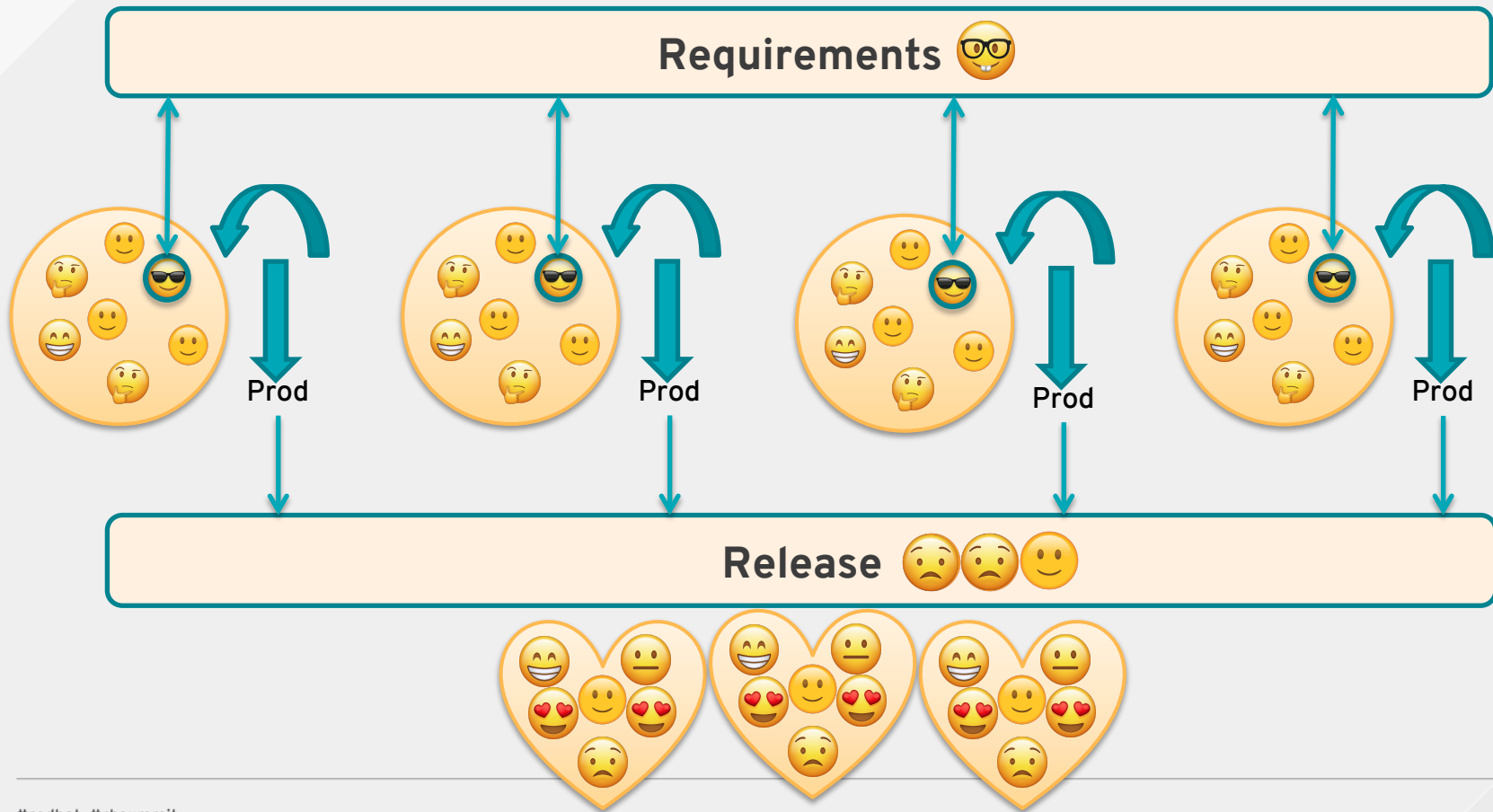
Jen Krieger
Chief Agile Architect
Products & Technologies
May 2017

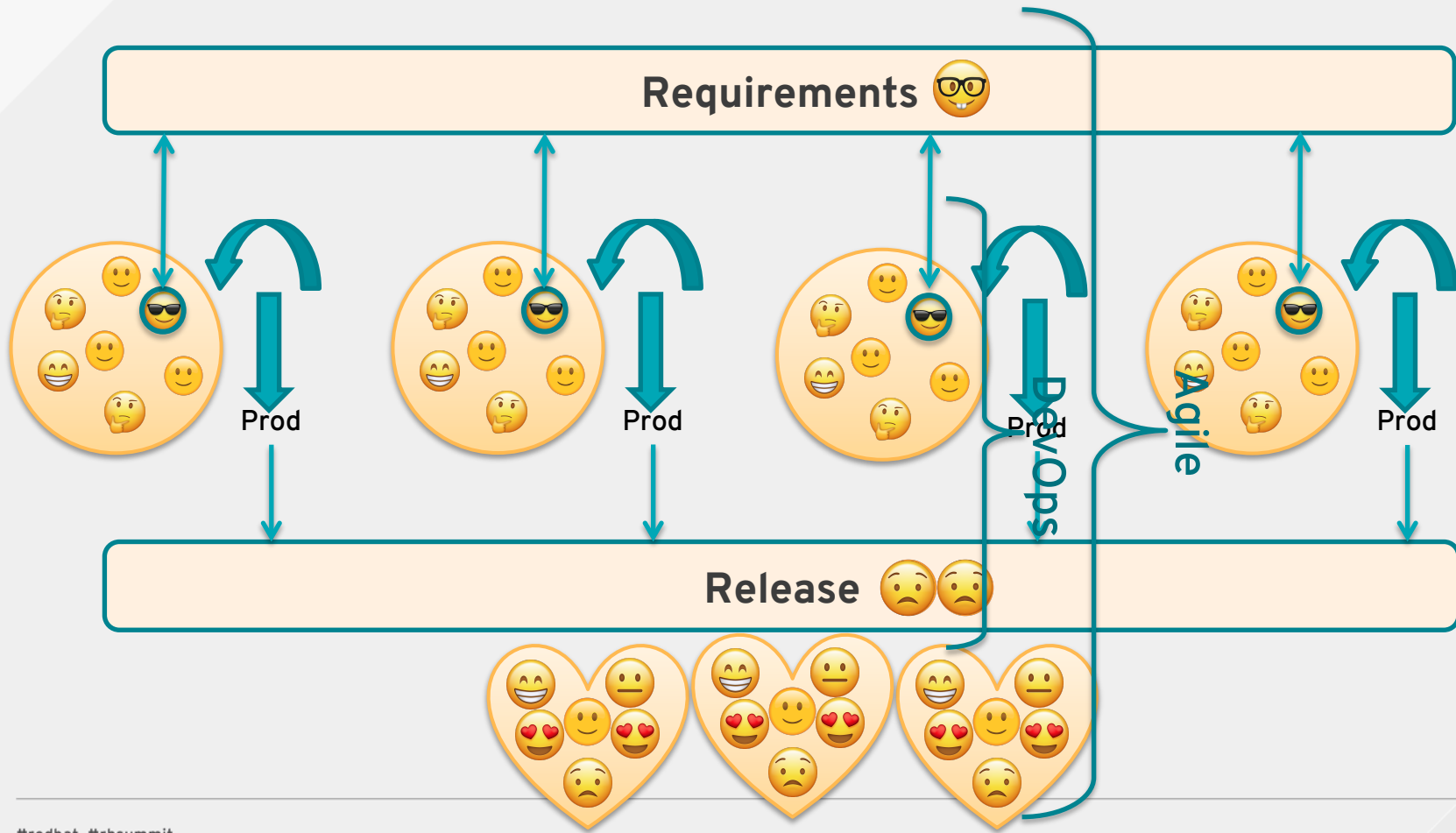
WHAT DOES IT MEAN TO “SCALE AGILE?”

For the sake of brevity, we'll focus on Scrum as the methodology



IS THAT PRACTICAL?





I mud hike
and bees
mannish?!



I would like
a cheese
sandwich.



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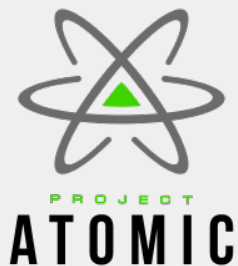
WHAT DOES THAT LOOK LIKE IN PRACTICE?

CASE STUDY #1

Growing pains...



EARLY TEAM CHARACTERISTICS – circa '14



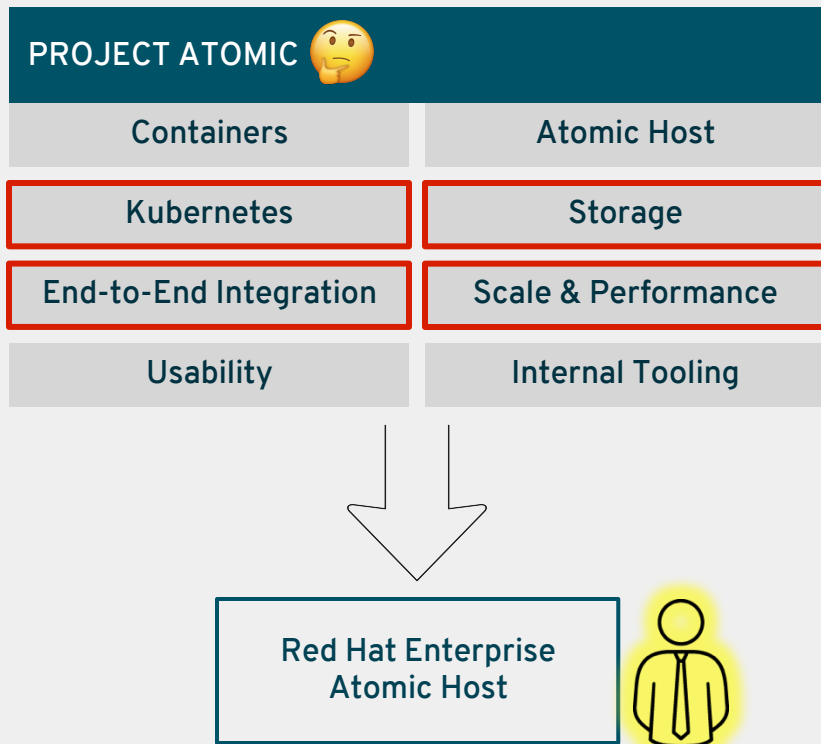
- 8 Hybrid Scrum Teams
- 2 Week Sprints
- 6 Week Releases to RHEL AH
- 60 Engineers
- 5 QE Engineers
- 1 Release Engineer
- 1 Architect
- 2 Agile Coaches
- 1 Product Manager



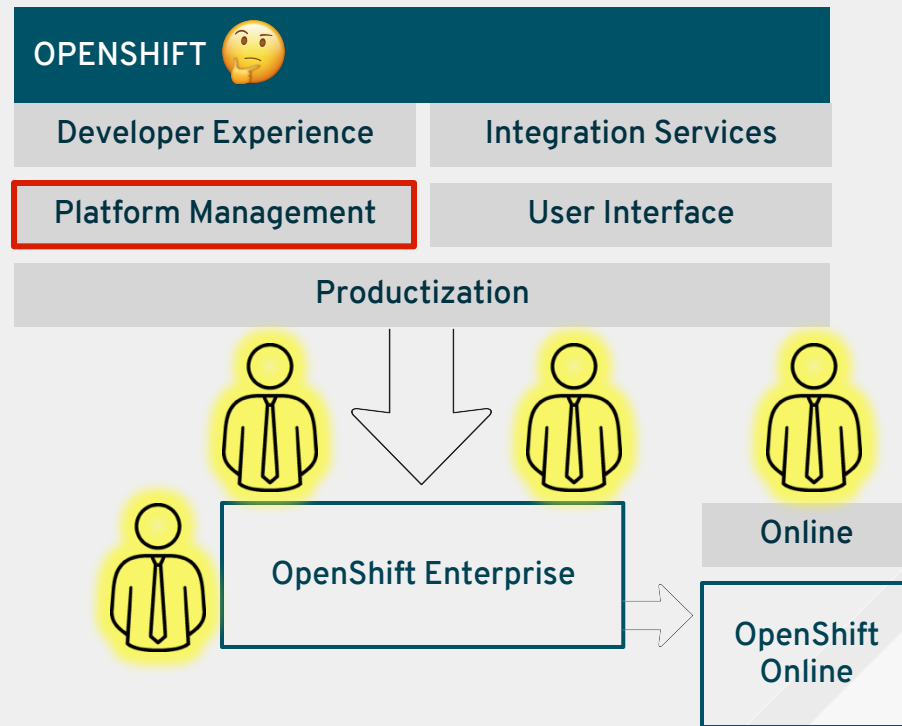
OPENSIFT

- 5 Hybrid Scrum Teams
- 3 Week Sprints
- ~6 Month Releases to Enterprise
- 40 Engineers
- 12 QE Engineers
- 1 Release Engineer
- 1 Architect
- 4 Product Managers

DETAILED VIEW



TWO SEPARATE PROGRAMS – DIFFERING RELEASE CYCLES



POST-MERGE TEAM STRUCTURE – circa '15

ATOMIC OPENSHIFT

Group 1 Building Blocks



Cluster Infrastructure

Containers

Networking

Platform Infrastructure

Storage

Usability

Group 2 Origin



Developer Experience

Integration Services

Platform Management

User Interface

Group 3 Product

Online

Productization

e2e Product Integration

Scale & Performance

Internal Tooling

Red Hat Enterprise
Atomic Host

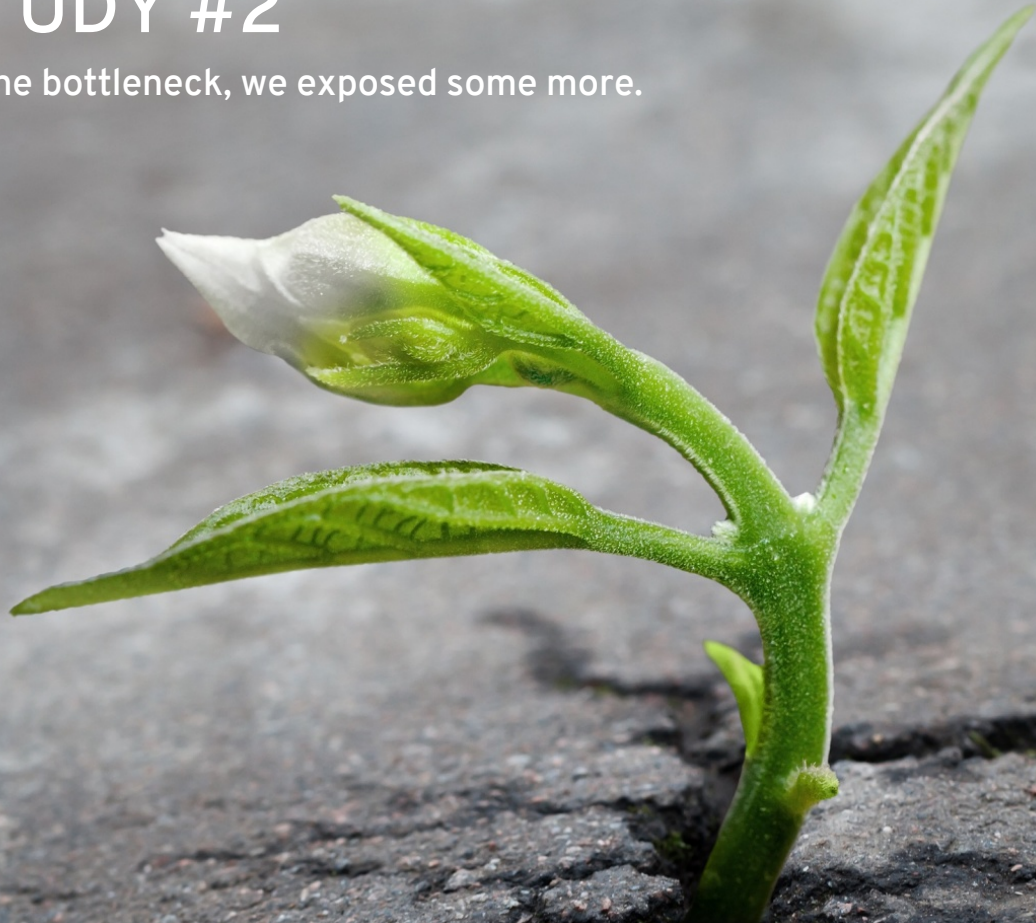
OpenShift Enterprise

OpenShift Online

OpenShift Dedicated

CASE STUDY #2

By eliminating one bottleneck, we exposed some more.



SOME MORE BUMPS IN THE ROAD

ATOMIC OPENSIFT

Too Many Bugs!!!

Group 1
Building Blocks

Too many people in common meetings...

Group 2
Origin

Too Many Bugs!!!

I can never get time with the architects!

Group 3
Product

Too Many Bugs!!!

Cluster Infrastructure

Why does our test automation suck so bad?

Developer Experience

We can't keep up with all the products...

Online

I have time to help, but don't know how.

Containers

Int

There are too many people on this team!

Productization

Networking

Platform

There are not enough people on this team!

Product Integration

Platform Infrastructure

User Interface

Scale & Performance

We pretended to Scrum.

Storage

I don't know what the other teams are working on...

Internal Tooling

We finished our goals...

Usability

All this while working on 6 minor and 4 major releases across the product line.

TEAM STRUCTURE - circa '16

ATOMIC OPENSIFT

Group 0 Infrastructure



Container Core

Container Security

Continuous Infra

Platform Infra

Usability

Red Hat Enterprise
Atomic Host

Group 1 Kubernetes



Cluster Infra

Networking

Storage

Storage UXP

OpenShift Enterprise

Group 2 Origin



Developer Experience

Integration Services

Platform Management

User Interface

OpenShift Online

Group 3 Product



e2e Product Integration

Online

Productization

Scale & Performance

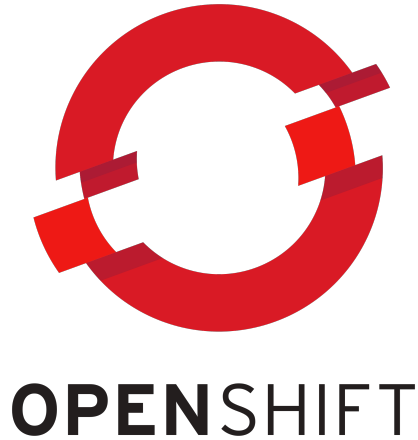
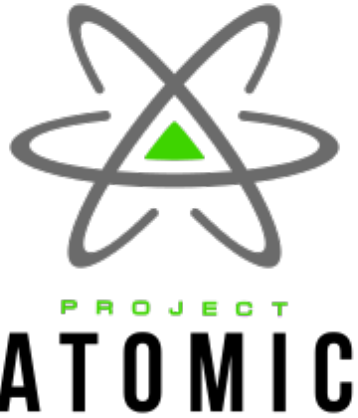
OpenShift Dedicated

CASE STUDY #3

Some more bumps...



TEAM CHARACTERISTICS - Today



21 Hybrid Scrum Teams

3 Week Sprints

6-week releases
125 Engineers RHEL Atomic Host

~6 Month Release Cycles - OpenShift
60+ QE Engineers - OpenShift
Container Platform embedded in teams

- 20 Documentation Experts
- 3 Release Engineers
- 3 Agile Coaches

TEAM STRUCTURE - Today

ATOMIC OPENSIFT

Group 0 Infrastructure



Container Core

Container Security

Continuous Infra

Platform Infra

Usability

Group 1 Kubernetes



Cluster Infrastructure

Kube Origin

Networking

Storage

Storage UXP

Group 2 Origin



Developer Experience

Integration Services

Platform Management

User Interface

Group 3 Product



Cluster Lifecycle

Continuous Delivery

Customer Success

Online

Group 4 Integration

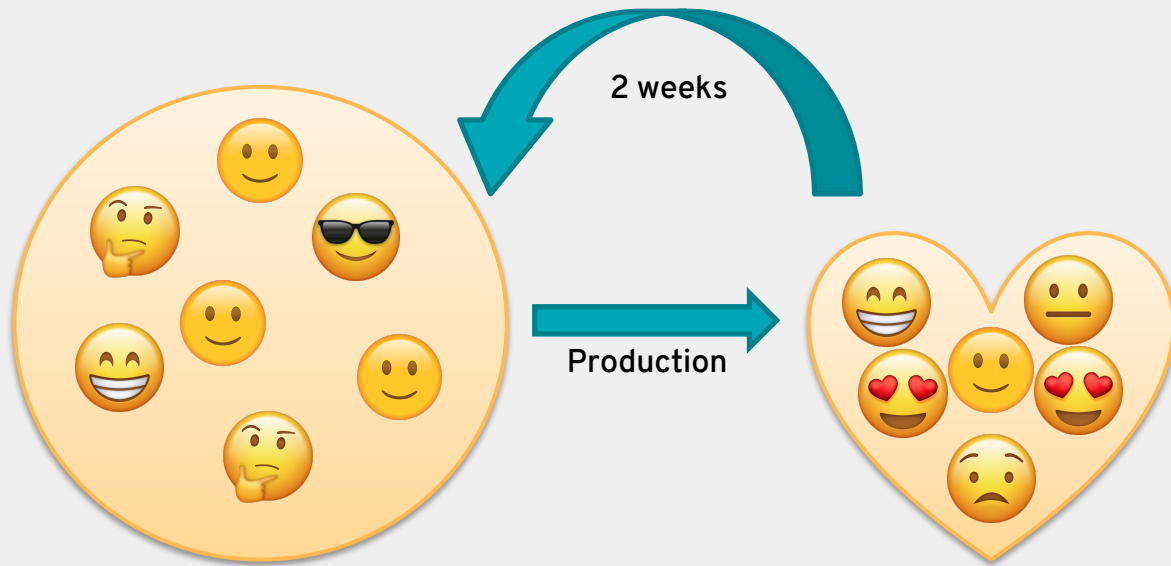


e2e Application Int

e2e Provider Int

Scale & Performance

WHERE CAN I START?



PO | SM | Team
5-7 (+/- 2)

ANTI-PATTERNS FOR SCALING



Never add teams before you really need to.



Never optimize before it is time.



Never stop inspecting and adapting your process.

LEARN TO RECOGNIZE...



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RED HAT
SUMMIT

THANK YOU



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