SCALING AGILE IN A LARGE MATRIXED ORGANIZATION

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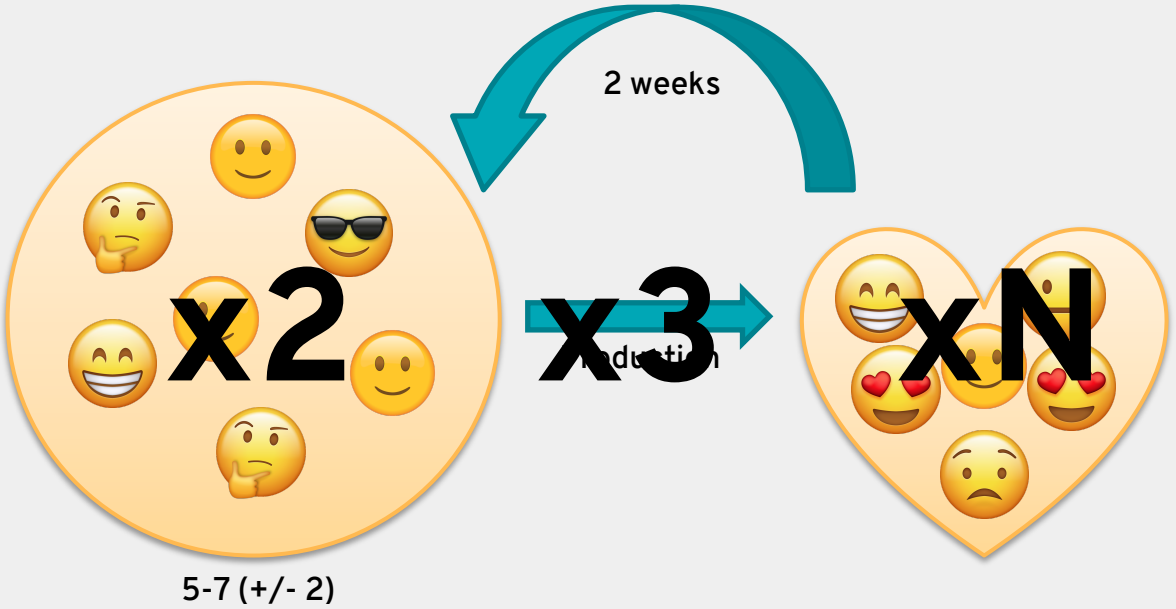
WHAT DOES IT MEAN TO "SCALE AGILE?"

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



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IS THAT PRACTICAL?

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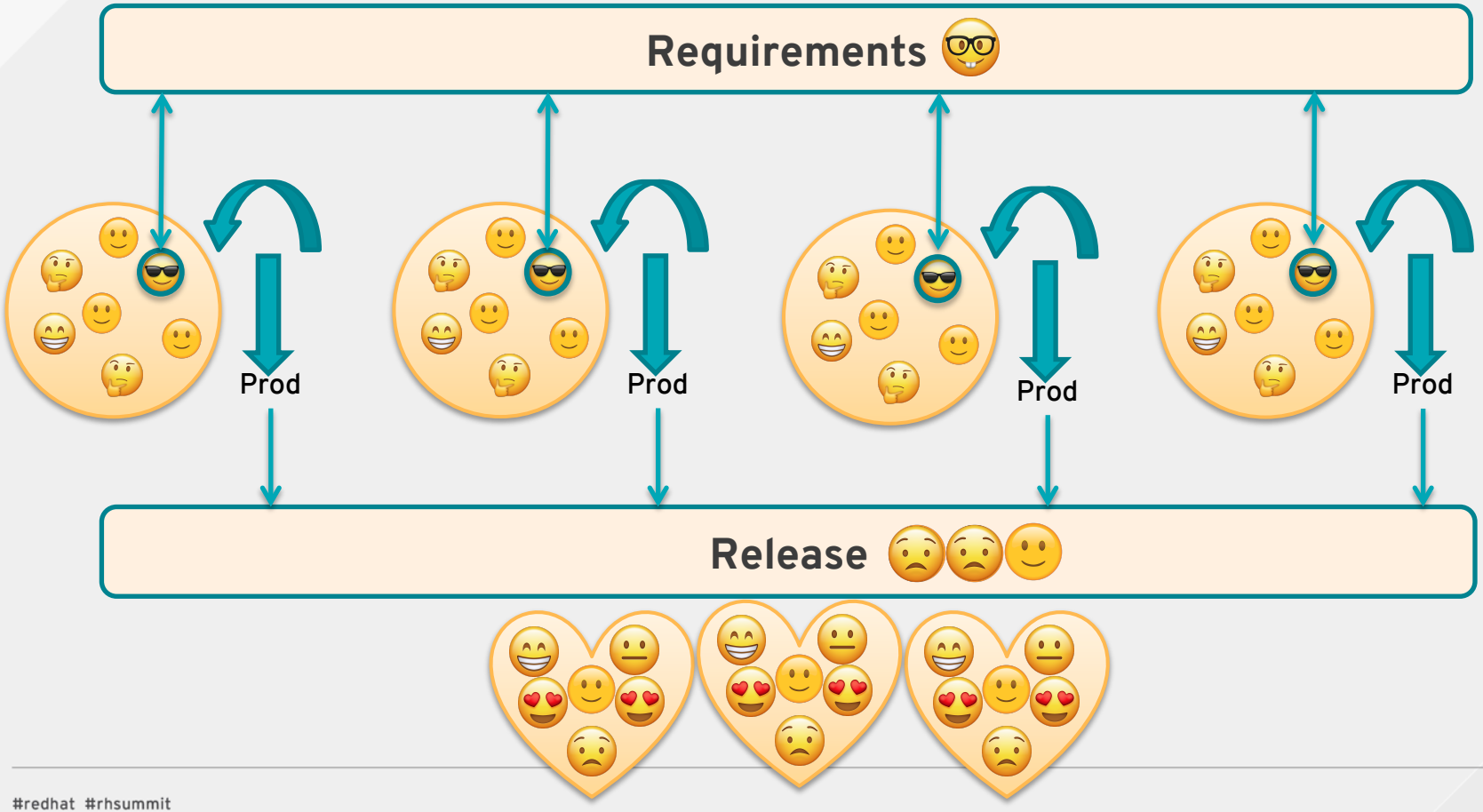

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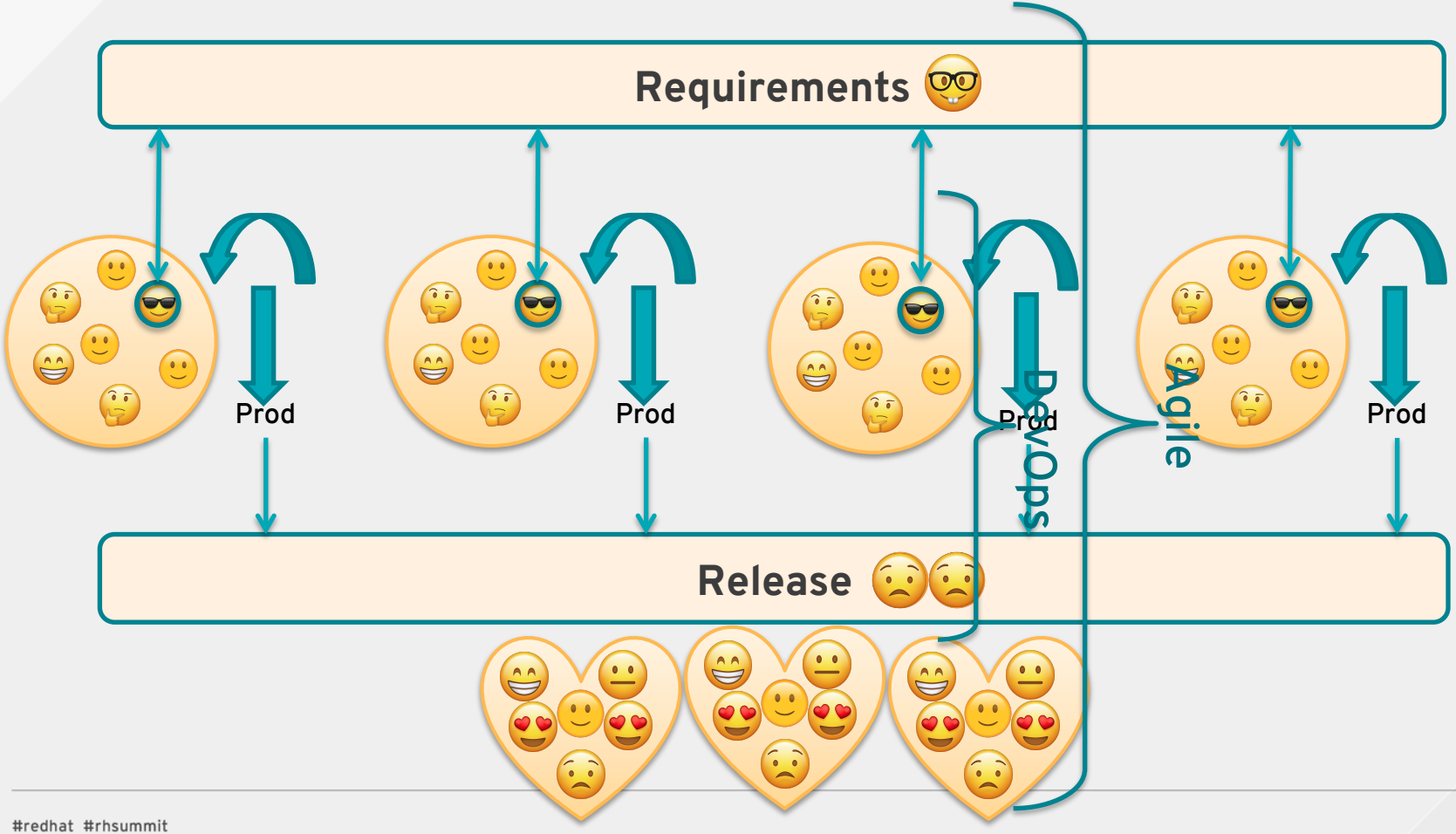

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WHAT DOES THAT LOOK LIKE IN PRACTICE?

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CASE STUDY #1

Growing pains...

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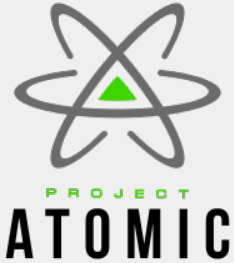
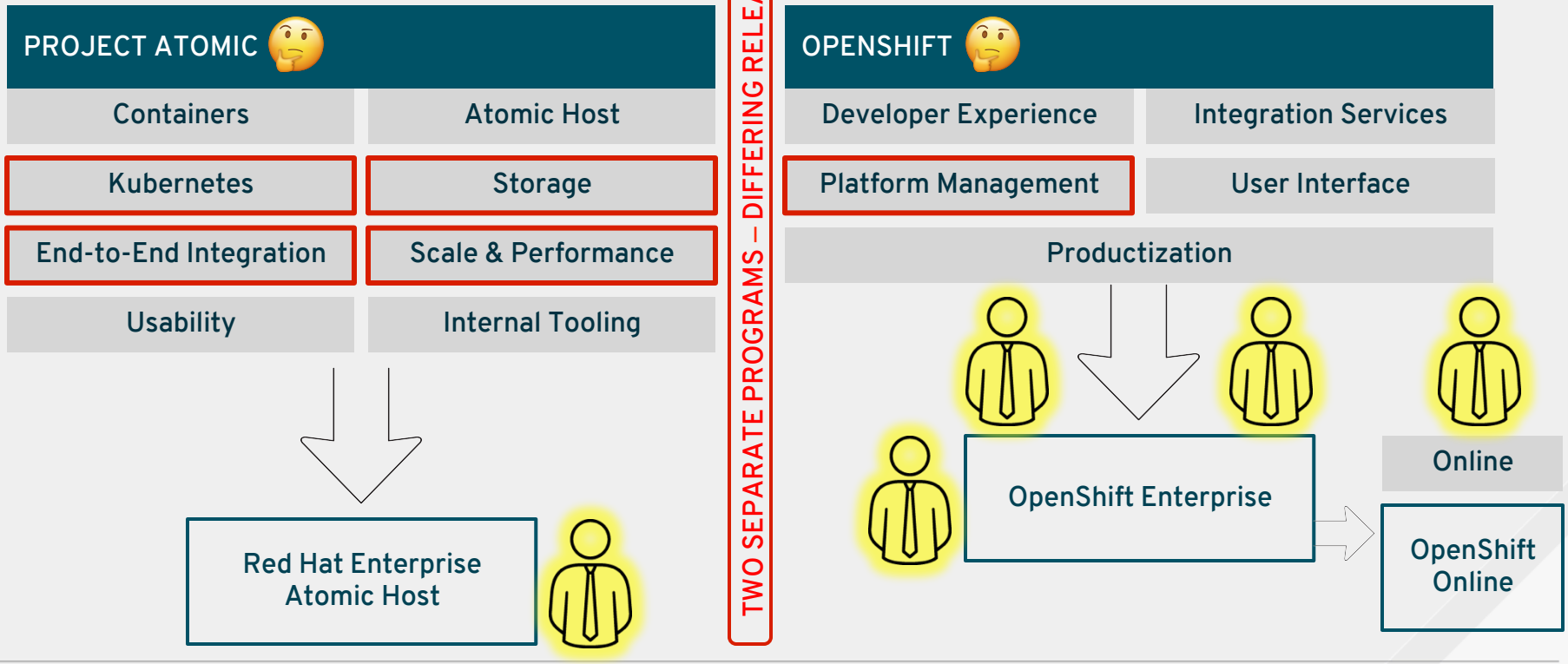
EARLY TEAM CHARACTERISTICS – circa ‘14



- 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

- 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



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POST-MERGE TEAM STRUCTURE – circa ‘15

ATOMIC OPENSHIFT

Group 1 Building Blocks	Group 2 Origin	Group 3 Product
Cluster Infrastructure	Developer Experience	Online
Containers	Integration Services	Productization
Networking	Platform Management	e2e Product Integration
Platform Infrastructure	User Interface	Scale & Performance
Storage		Internal Tooling
Usability		

Red Hat Enterprise Atomic Host	OpenShift Enterprise	OpenShift Online	OpenShift Dedicated

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CASE STUDY #2

By eliminating one bottleneck, we exposed some more.

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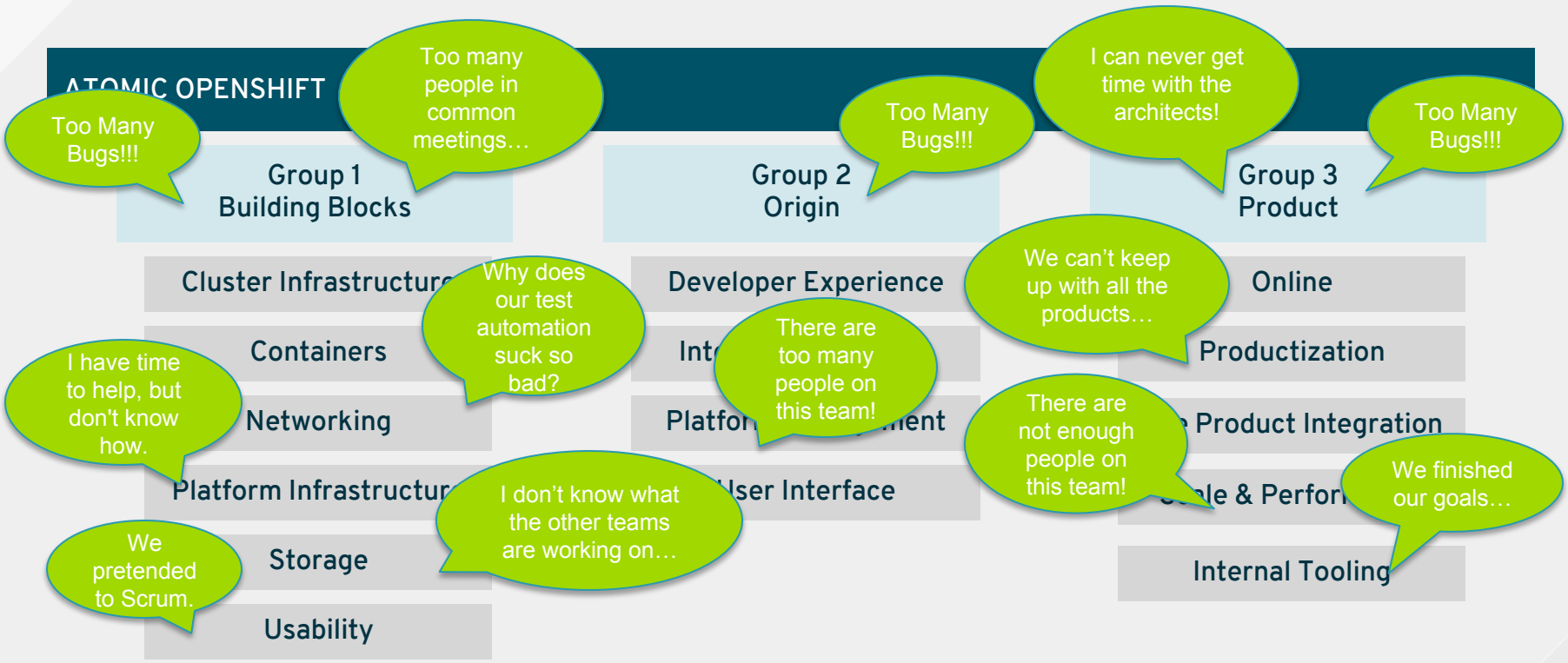
SOME MORE BUMPS IN THE ROAD



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

TEAM STRUCTURE – circa ‘16

ATOMIC OPENSHIFT

Group 0 Infrastructure	Group 1 Kubernetes	Group 2 Origin	Group 3 Product
Container Core	Cluster Infra	Developer Experience	e2e Product Integration
Container Security	Networking	Integration Services	Online
Continuous Infra	Storage	Platform Management	Productization
Platform Infra	Storage UXP	User Interface	Scale & Performance
Usability			

Red Hat Enterprise Atomic Host	OpenShift Enterprise	OpenShift Online	OpenShift Dedicated

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CASE STUDY #3

Some more bumps...

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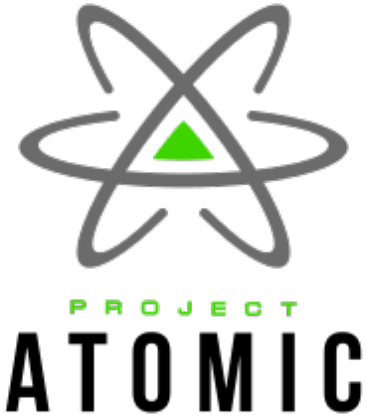
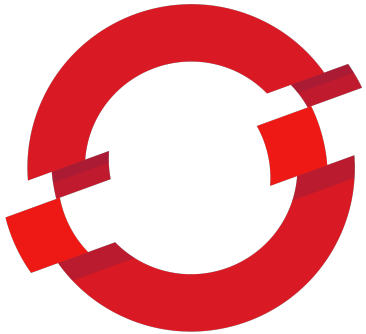
TEAM CHARACTERISTICS - Today





OPENSHIFT

21 Hybrid Scrum Teams

3 Week Sprints

6 week releases - RHEL Atomic Host

~6 Month Releases - OpenShift Container Platform

- 125 Engineers
- 60+ QE Engineers, many embedded in teams
- 20 Documentation Experts
- 3 Release Engineers
- 3 Agile Coaches

TEAM STRUCTURE – Today

ATOMIC OPENSHIFT

Group 0 Infrastructure	Group 1 Kubernetes	Group 2 Origin	Group 3 Product	Group 4 Integration
Container Core	Cluster Infrastructure	Developer Experience	Cluster Lifecycle	e2e Application Int
Container Security	Kube Origin	Integration Services	Continuous Delivery	e2e Provider Int
Continuous Infra	Networking	Platform Management	Customer Success	Scale & Performance
Platform Infra	Storage	User Interface	Online	
Usability	Storage UXP			

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WHERE CAN I START?

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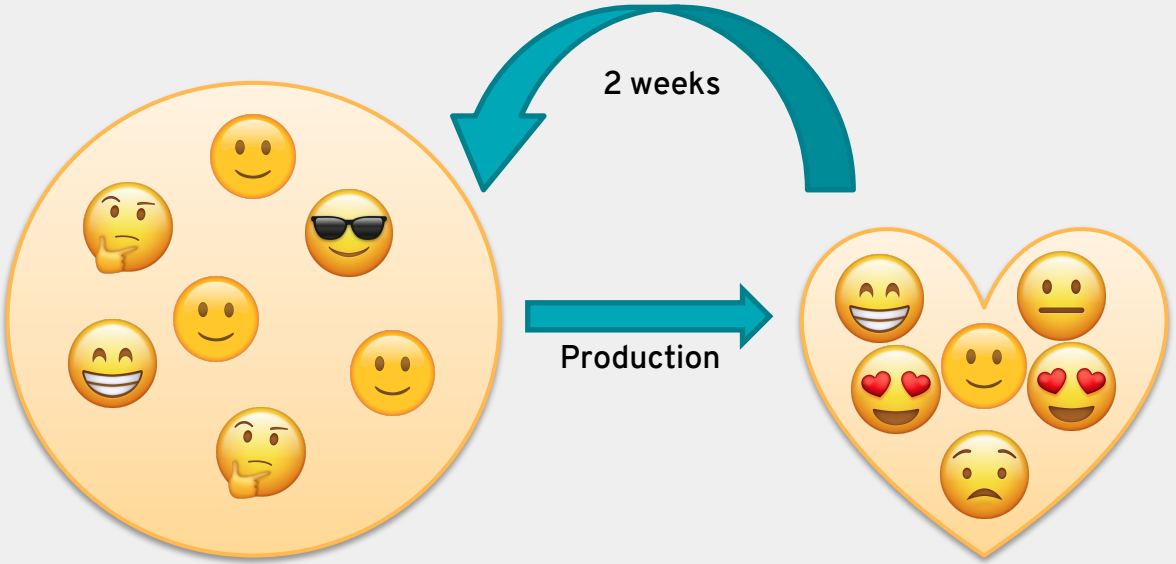

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ANTI-PATTERNS FOR SCALING

Never add teams before you really need to.

Never optimize before it is time.

Never stop inspecting and adapting your process.

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LEARN TO RECOGNIZE...

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