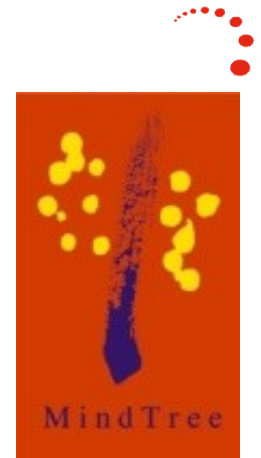


# *agile tour* 2011



## **Governance of Distributed Agile Projects: Critical Success Factors**

**Raja Bavani**



## Agenda

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- Definition of Governance and its Scope
- Multilayered Governance (Single Location)
- Governance Challenges (Distributed Agile)
- Failing Early Vs. Ensuring Early Success
- Critical Success Factors
- Summary
- Discussions

## Governance

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Originated from the Greek word κυβερνάω (kubernáo) which means 'to steer'

Governance means a mechanism that includes a group of people (or committees, or departments, etc.) that functions as a body for the purpose of administering something by making best decisions in a timely manner.



## Governance – The Scope

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Performance management of workflow processes and service levels

Financial Management

Contract Management

Relationship Management

Resource Management

Risk Management

Issue Management (Legislative, competitive, cultural, ...)

...

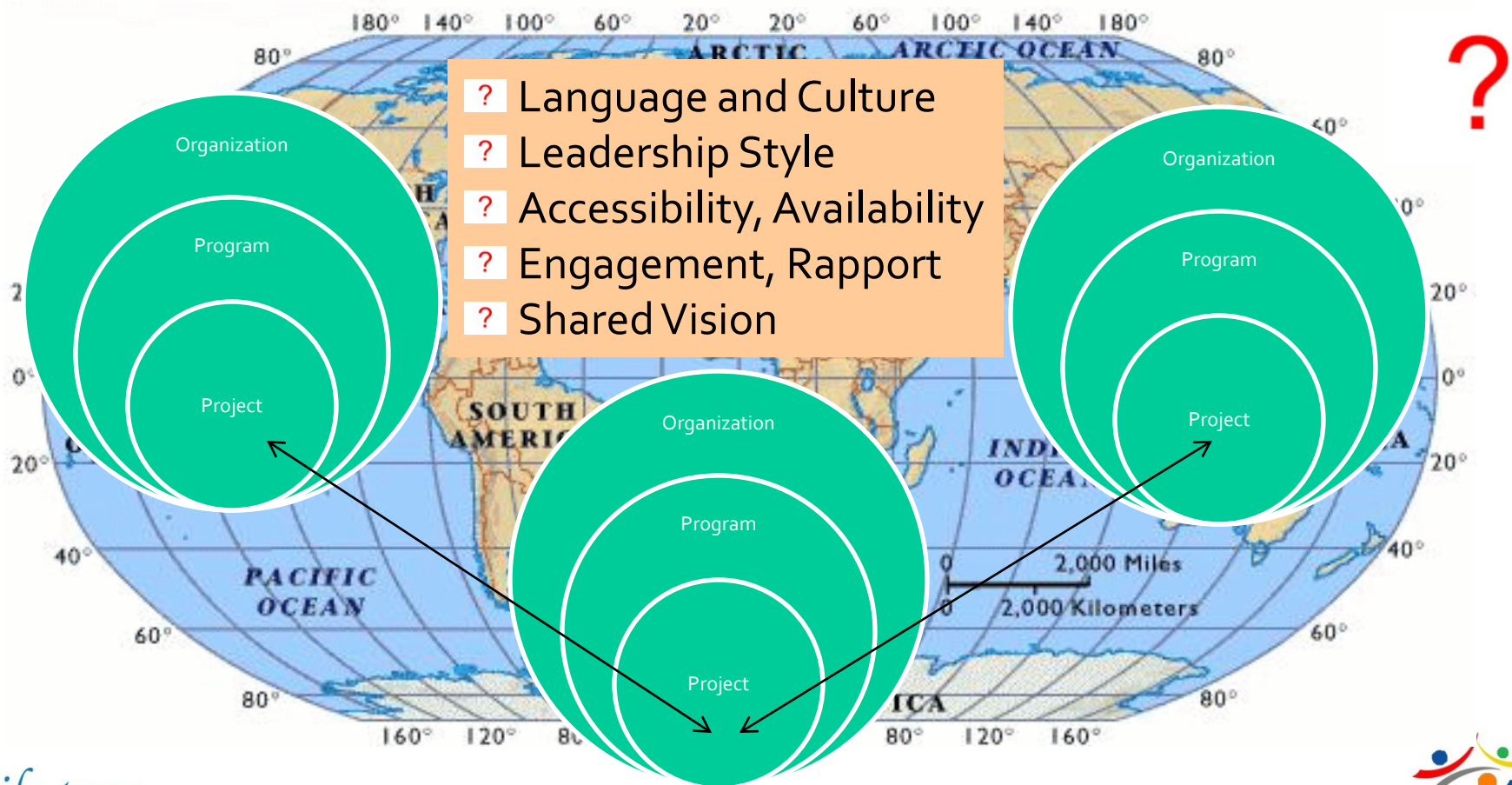
## Multilayered Governance (Single Location)

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- ✓ Language and Culture
- ✓ Leadership Style
- ✓ Accessibility, Availability
- ✓ Engagement, Rapport
- ✓ Shared Vision

# Governance Challenges (Distributed Agile)





## Failing Early Vs. Ensuring Early Success

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- Is 'Failing Early' a common phenomenon in Agile teams?
- Can 'Distributed Governance' fail?
- How do 'Distributed Governance' teams need to perceive early failures of Agile teams?
- How can 'Distributed Governance' teams ensure 'Early Success'?

Ensure that governance team

- comprises of representatives from all sites
- works together as a single body at global level



## Critical Success Factors

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1. Identify Key Roles and Team Structures
2. Establish Shared Vision & Facilitate Contextual Norming
3. Define and Agree on Success Parameters
4. Conduct Reviews and Track Action Items
5. Understand and Welcome Iteration Progression

## 1. Identify Key Roles and Team Structures

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1. Identify 'Scrum Master' or similar role in each site
2. Structure local teams based on desired behavior or expected outcome
3. Understand what differentiates distributed agile from team extension or staff augmentation

## 2. Establish Shared Vision & Facilitate Contextual Norming



1. Collaborative exercise supported by executive sponsor
2. Senior leadership and teams at each location needs to understand the project vision
3. Distributed teams need to see the big picture and understand project goals.

### 3. Define and Agree on Success Parameters



1. How do you measure success at different stages?
2. Do you apply the same parameters for all sites?

## 4. Conduct Reviews & Track Action Items



1. Periodic Steering Committee Reviews
2. Monthly reviews during initial stages
3. Proactive instead of reactive

## 5. Understand & Welcome Iteration Progression



1. Iterations do progress
2. Do not expect perfect results during the first few iterations
3. Start the first iteration with simple user stories



## Summary

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- ✓ Governance & The Scope of Governance
- ✓ Multilayered Governance (Single Location)
- ✓ Governance Challenges (Distributed Agile)
- ✓ Failing Early Vs. Ensuring Early Success
- ✓ Critical Success Factors



## Discussions + Q&A

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- ✓ What has been your experience?
- ✓ Do you have any additional inputs?
- ✓ Do you have any questions?



## References

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- [Governance of Distributed Agile Projects: 5 Steps to Ensure Early Success, Agile Record, July 2011](#)
- [Top 10 indications that you moved up from offshore staff augmentation into agile software development, Agile Record, April 2011](#)
- [Do you need a Project Manager in an agile offshore team?, Agile Record, October 2011](#)



**THANK YOU**

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