

Transition Steps	Focus of Transition	Commitment Needed	Agile Maturity Goal	Scope/Scale	Characteristics of success	Key Metrics and Benefit Targets	Failure Signs	Large Organization Transition Time Frames
1. Experiment w/Agile in Teams	Learning Agile Flow "Building Software Right"	Build a dedicated pilot team(s) to trial agile's short cycles and smooth flow of stories through "design-develop-test-build"	Team Flow	Pilot Team(s)	Mostly dedicated pilot Teams demonstrating small value increments (stories) in short cycles (weeks) 20 to 30% more productive team due to reduced work-in-process	90% Story Acceptance/Cycle, No New Defects/cycle, 100% less story WIP, 90% Build Success	Agile "By-Name" only, ScrumBut Not..., Scrumfall or fallback to waterfall with some new "agile" practices No team commitment	1 to 3 iterations to reach Team Flow
2. Mature Agile Pilot Teams	Maturing Agile to Pull "Building the Right Software Right"	Build test infrastructure and ready backlog for an agile release - integrate testing and Product ownership to	Team Pull	Pilot Team(s)	Delivering high-value, working, tested "features" to customers in months happier customer with shorter cycle time of a feature from request to production	50% less Release cycle time, 100% less Feature WIP, 100% less Defect WIP	Agile "Ghetto" isolated to development team falls back to waterfall or plateaus at flow Weak support to do agile release planning or infrastructure for pulling from ready backlog or successful builds to test	1 to 3 releases to transition to Team Pull from Team in Flow
3. Scale to Program of Agile	Scaling team successes and learning Agile Program Management/Lean Governance "Building Right Large-scale Software Right"	Shape feature teams for program; build an Agile Program management team, disciplines and infrastructure to ship a whole solutions faster through the value stream	Program Pull	A Program of Agile Teams (2-10 teams)	Delivering whole products or systems to "customers" in months - a Program that is 2-4X faster and more productive in getting high value to customers	90% Integrated (Cross Team) Build Success, 50% less Program Release cycle time, 30% higher productivity	Agile teams delayed by cross team hand-offs, shared backlog prioritization and communication issues Weak support/training at middle management or no infrastructure to scale program management of many small teams	1 to 3 coordinated releases to transition to Program Pull from Team Pull
4. Replicate Program's of Agile	Replicating Agile Program Mgmt across the organization "Agile Technology Organization"	Build/restructure an agile technology/software organization to speed the flow of value	Organizational Pull	Programs of Agile Teams for all major product lines or business units	Replicating Step 3 success without set-backs on the pilot teams and programs a technology organization that is 2-4X faster and more productive in getting high value to customers	Factor of Four(4X) improvement in average productivity, quality and time to market for the organization's releases	Agile programs delayed or stymied but funding or operations queues (upstream and downstream work policies) Weak support at senior management or no infrastructure to experiment and ship fast	Varies dramatically based on size of organization, scope and approach (parallel or serial) of replication
5. Mature to Innovate	Perfecting waste reduction, sustainable innovation and organizational learning in the process "Agile Organization"	Build an agile business to leverage the speed of learning and delivery available in the technology organization	Organizational Innovate	A business or division	Delivering whole products or systems to "customers" in months - a business that is 2-4X faster and more productive in getting high value to customers	Enough slack in the system to design in sets, bubble up innovation and test market opportunities "on the fly"	Plateau of agile in the technology organization Weak support at senior management for applying Lean concepts to the entire organization	Depends on approach: Can proceed in parallel with step 4 with the first program that entered pull or in serial after Step 4 is complete across the technology organization