# IVAR JACOBSON
## INTERNATIONAL

# Agile Governance Essentials
Part of the IJI Agile at Scale Practice Pack

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|---|---|---|
| Product Management | Shared Backlog | Agile Architecture |
| Adaptive Funding | Release Management | Development Support | DevOps |
| **Agile Governance** | Team-of-Teams | Periodic Alignment |
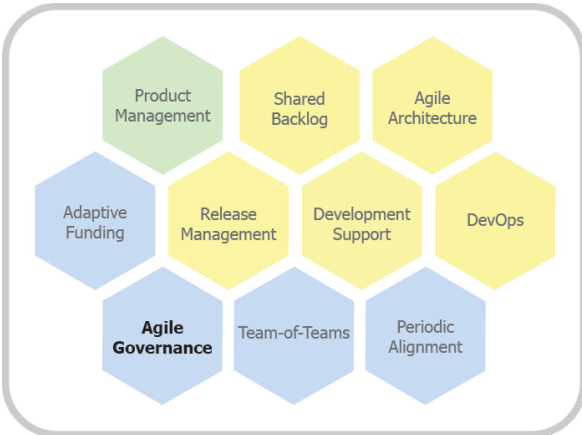
*Agile at Scale practices provide a starter kit that describes key common aspects of scaled agile development. Each practice contains cards that provide succinct advice on how to adopt and apply the practice*

## Practice Overview
Ensure funding is appropriately targeted and accounted for and ensure compliance with regulations, processes and procedures.

## Activities – the things we do

- **Establish Goals and Checkpoints:** Goals and checkpoints are agreed, focusing on valuable outcomes and critical compliance constraints.
- **Align Checkpoints:** Milestones and checkpoints are aligned, and goals and dependencies identified.
- **Track and Steer the Work:** Track progress towards achieving checkpoints and goals. Adjust approach, plans and goals based on metrics data, feedback and learning.

## Alphas – the essential elements that we progress

- **Checkpoint:** A point at which a meaningful, measurable progression is targeted to have been achieved.

## Work Products – the things that we work with

- **Dependency Map:** Time-critical checkpoints that must be achieved and dependencies between them.
- **Compliance Mandates:** What must be done and how, to meet compliance rules and regulations.

## Patterns - supporting practice guidance

- **Better, Faster, Cheaper, Happier:** Have clear and simple metrics that measure what really matter. For agile delivery a powerful balanced scorecard covers: Better – e.g. improvements in quality; Faster – e.g. shorter time-to-value; Cheaper – e.g. cost of ownership; Happier – e.g. improved stakeholder satisfaction.
- **Governance of Agile Contracts:** When work is outsourced the contract must enable agile delivery, including frequent delivery and acceptance of releasable product (e.g. every 2–4 weeks) and achievement of valuable outcomes (not just delivery of fixed product scope) and should encourage responsiveness to change and enable early cessation when goals are met and/or ROI is diminishing.

## Resources - referenced external sources of information and content

- This practice description uses the OMG Essence standard, with key concepts like Activities, Work Products, Alphas and Patterns being defined by this standard (http://www.omg.org/spec/Essence/).
- **Better, Faster, Cheaper, Happier:** See http://www.ivarjacobson.com/sustainable_change/ and http://www.ivarjacobson.com/uploadedFiles/Pages/Knowledge_Centre/Resources/Case_Studies/Resources/KPN_Spotlight.pdf.
- **Governance of Agile Contracts:** See for example *Agile Contracts* by by Andreas Opelt et al. [Wiley-Blackwell 2013].

**Creating winning teams.**