



We all have different ways to do things.

And that's OK.

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# ABOUT RED HAT

Red Hat is the world's leading provider of Open Source solutions

Red Hat culture derives from Open Source values

- Freedom
- Collaboration
- Innovation

More than 2 decades ago, Red Hat had a vision for developing better software. Since then, we've worked with an ecosystem of IT leaders, open source advocates, developers, and partners to create the perfect foundation for the future of IT.

Creativity, inventiveness, and collaboration are all part of the way we do business.

Our work centres around four values: courage and freedom, balanced by commitment and accountability. You can see these values in how we communicate.

EVERY PROJECT IS  
DIFFERENT





Red Hat is a company that provides and supports OpenSource products to the enterprise community.

Red Hat's professional services support the implementation and creation of solutions from these products

Red Hat consultants can take a variety of roles during customer engagements, and as such need to be able to adapt to different ways of working.

# RED HAT ENGAGEMENTS

Effective collaborations with customers and partners

Red Hat professional services engagements need to meet the needs of a diverse range of customers and partners.

- Meet needs and help deliver to aspirations
- Align ways of working to ensure collaborative best-fit
- Keep on top of ever evolving medley of favoured practices and methods

Whilst Red Hat consultants will typically recommend approaches and methods, the way of working developed for the engagement will be tailored to meet the requirements and expectations of the customer, taking on board local customs and practices.

The result is a variety of differing ways of working.

# ENGAGEMENT SCALE

A diverse set of solution domains and IT maturity

Red Hat Consulting needs to connect with customers at the right point in their IT journey.

- Domains
  - Platform (Linux, Cloud, Storage)
  - Middleware (Enablers, Integrators, and Automation)
  - Emerging technologies (Cloud, PaaS, Mobile, Containers)
  - Emerging capabilities (DevOps)
- Maturity
  - Standardisation
  - Optimisation
  - Business automation

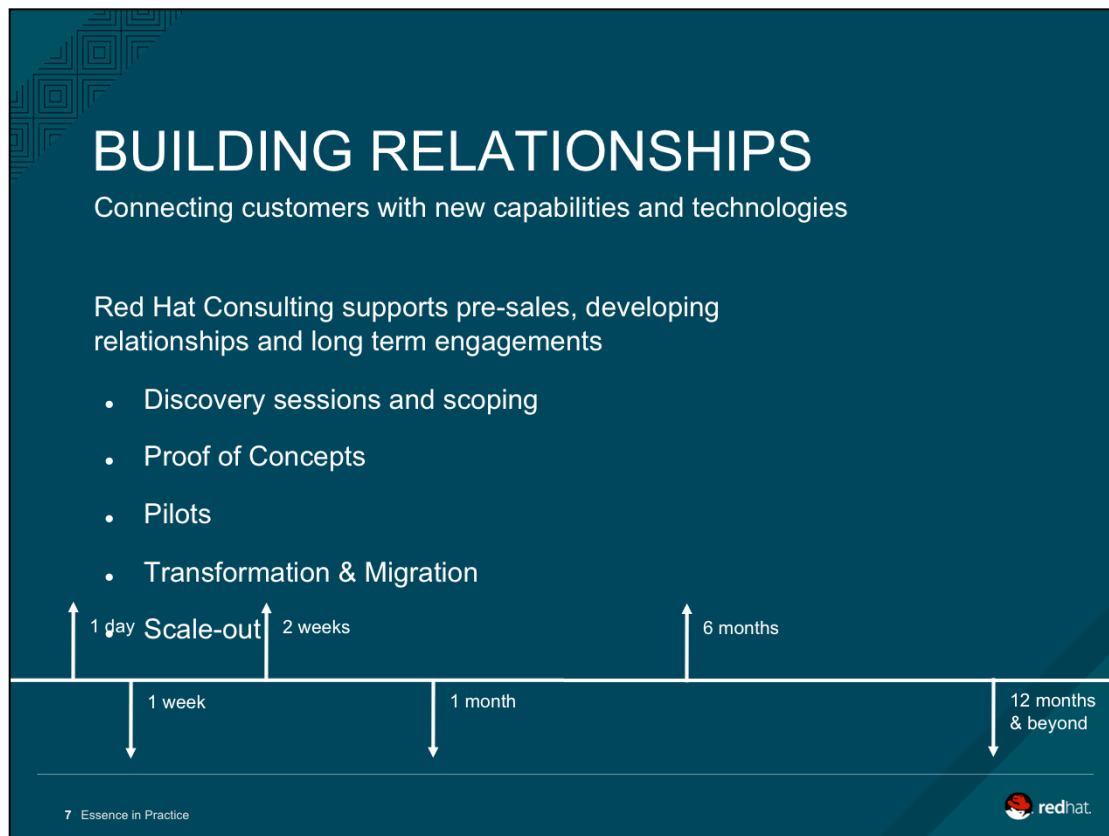
6 Essence in Practice



The size and type of project can vary greatly between customers.

Red Hat's product portfolio covers a variety of different technology domains, requiring a variety of practices focused at solving the challenges and opportunities of those domains.

Professional services engagements ultimately are attempting to develop a customer's IT maturity around a particular technology, and as such the entry and exit points of the engagement will be specific for each customer.



The diversity of approach is further complicated by the variability of engagement length, and the change in priorities throughout the engagement life-cycle.

The initial focus on establishing the value to the customer, which transitions to demonstrating technical capability and appropriateness, before building out a solution and moving towards business as usual with the solution embedded within the customer's business processes.

Engagement way of working are:

- Tailored for each customer
- Varied across technology domain and scope of technology transformation

# EVERY PROJECT IS THE SAME



Yet despite this variation, there are key fundamentals within every project that remain consistent.



# ADOPTING SEMAT

Providing essential engagement considerations and qualities

Red Hat Architect Team have been using SEMAT to help standardise its approach to engagements.

- Support engagement planning and management
- Provide high level project tracking
- Supports process development and communication
  - Techniques, Activities, Practices, and Methods

SEMAT Essence of Software Engineering has been investigated for its appropriateness on professional services engagements.

The EMEA Architect team have been using Essence to support engagement planning and tracking, and as a method of documenting and indexing established approaches, best practices, and techniques.

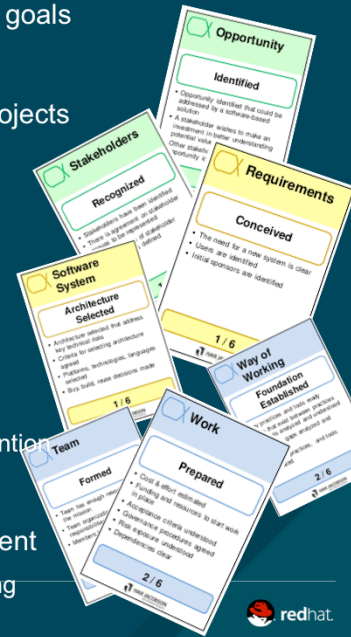
Essence has been used to provide a framework to drive consistency and standardisation across ways of working without shackling engagements to a single 'one-size-fits-all' method.

# SUPPORT FOR PLANNING

Better understand the current position and set desired goals

Alpha state cards are used to help assess and plan projects

- Pre-sales - discovery workshops and proposals
  - Help set agenda
  - Ensure right people are involved & invited
  - Check-list to test meeting objectives
- Bootstrap engagement (architecture workshops)
  - Focus on Software System and Requirements
  - Set agenda for workshops, and define areas of attention
  - Check-list to verify completeness of sessions
- Developing solutions – high level project assessment
  - Scale out Team, manage Work, and Way-of-Working



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The Alpha state cards have proved particularly useful in project planning, providing consistent language and measurable objectives with which to assess the current state, or articulate next steps and goals.

# SUPPORT FOR PLANNING

Better understand the current position

Alpha state cards

- Pre-sales -
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  - Scale out Team

Workshop planning document excerpt:

Initial SEMAT alpha/state	Future SEMAT alpha/state	Detailed description, activities & techniques
<b>Opportunity</b> Identified 1 / 6	<b>Opportunity</b> Value Established 3 / 6	<b>Description</b> The initial stage of any project is establishing if it is of any value. At this stage, it is key that the value be established as return for any future work.  <b>Activities</b> Maturity Assessment SEMAT state and activity determination  <b>Techniques:</b> Session 4 : DevOps Maturity Assessment see below Session 1 : Document existing development model(s) Workshop 2 : Identify and establish key requirements from main stakeholders  Initial requirements had been determined by the business team and were part of the initial introductions.  <b>Initial requirements</b> The aim by the end of this phase of the project is to ensure that a set of meaningful and coherent requirements can be presented to key sponsors and stakeholders, accompanied by estimates of effort and an outline plan of work (see Work below)  <b>Activities</b> Requirements and tasks needed to meet them  <b>Techniques</b> Session 5 : Agile User Stories
<b>Requirements</b> Conceived 1 / 6	<b>Requirements</b> Coherent 3 / 6	

Other cards visible: Opportunity Identified, Requirements Conceived, Way of Working Foundation Established, Work Prepared.

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Here we have an excerpt from a workshop planning document, the alpha cards have been used to document the current state and desired state, with notes added to describe the activities and techniques being recommended to support the state change.

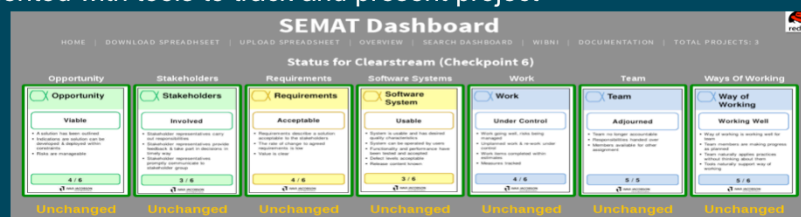
# MANAGERS' DASHBOARD

A consistent assessment across multiple, independent projects

By determining a project's Alpha States, we can:

- Better understand how to progress the project
- Objectively measure the current progress
- Identify the practices and activities needed that will help

Red Hat experimented with tools to track and present project Alpha states



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It has also been recognised that Essence can be used to provide high level project governance. To support this we created a proof-of-concept website to record and report the current alpha states of engagement projects.

When target states are set, it is possible to quickly identify which areas need priority or focus.

The alpha state history of each project is also recorded, so it is possible to review the changes over time.

Projects can be compared and reviewed in an objective manner when represented through alpha states.

# COMMON FRAMEWORK

A common method structure to articulate and index ways of working

Sharing is a fundamental Red Hat value; this is the Open Source way.

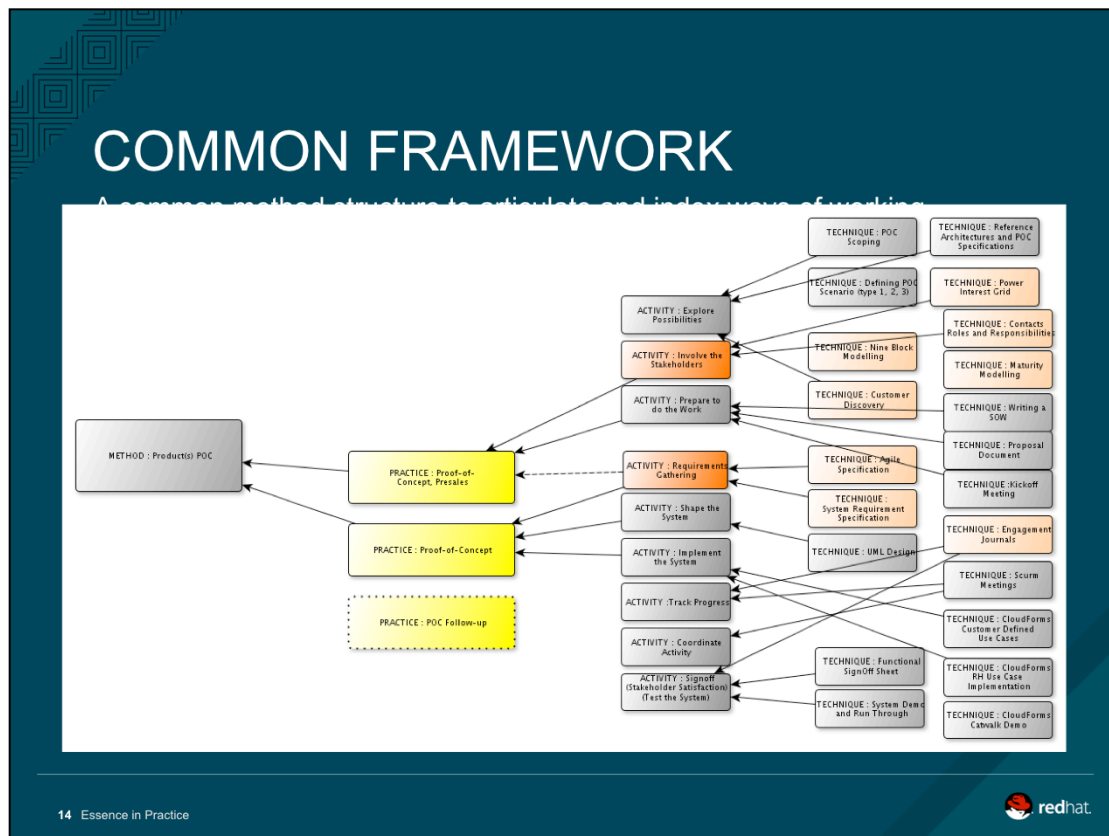
Red Hat Architect Framework

- Essence of Software Engineering provides connectors
- A place to develop and publish
  - Techniques
  - Activities
  - Practices
  - Methods

The Essence is being used to provide a framework to collate and index established approaches: techniques, activities, practices and methods.

Documented approaches can be linked to progressing alphas, or specific state transitions.

The approach enables consultants to find suitable techniques, activities, or practices when seeking to achieve goals expressed in terms of the Essence.



A map of available approaches has been created – the Red Hat Architectural Framework.

The Red Hat Architectural Framework (RHAF) is a way of monitoring and running projects, as well as the means to reuse best practice for customer projects, not just in Consulting.

There are two main uses for RHAF:

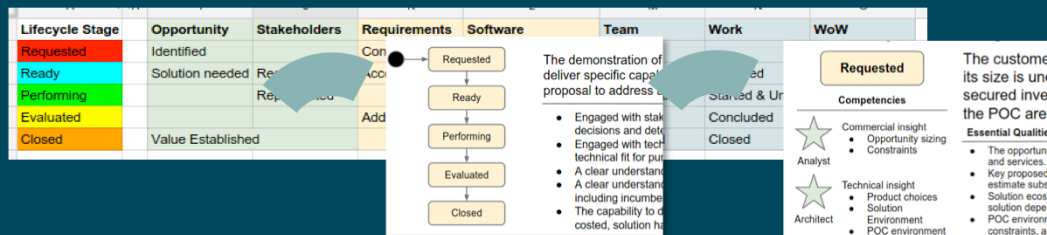
- To navigate through a project, to monitor progress and plan and execute phases of the project.
- To provide a framework to develop and then use re-useable method components.

# PROCESS IMPROVEMENT

Review existing processes and identify areas for improvement

Existing business processes analysed using Essence

- Review process steps and identify Alpha States
- Identify key achievements for each step
- Identify areas for improvement



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The Essence provides a useful tool in analysing existing methods and developing more rounded practices or methods.

This type of analysis is useful in finding the holes in existing processes; reworking a process to support a progressive state-based model that is easier to track and apply.

DEVELOPING FURTHER





# BUILDING ADOPTION

Where next for Red Hat and SEMAT

More to do to establish SEMAT as an underlying standard

- Proved to be a useful tool in early engagements
  - Effective in pre-sales, workshops and defining SoWs
- Increasing process improvement
  - Use Essence to underpin new/improved processes
  - Extend use to expressing and defining ways of working
- Developing Essence-based governance
  - Developing tracking tools further
  - Becoming part of project managers' toolbox

There is more we can do - we are seeing value in using Essence, but its use is somewhat limited and experimental

It has shown promise in planning, analysis, process improvement and governance, but needs to be more widely adopted. Writing our own practices is difficult, and there are few examples of 3<sup>rd</sup> practices to draw upon.

What would help most?

3<sup>rd</sup> party practices, written using Essence

- Easier route to practical application of Essence
- Lack of consistent documentation and/or application of common practices & methods, for example Scrum, or

