

CAPGEMINI MAXIMISES RETURN ON AGILE SOFTWARE DELIVERY ADOPTION

Background

Achieving greater 'agility' is now a common ambition for many large scale software development organisations. Capgemini UK already had an excellent reputation for software delivery, but were typically regulated by clients using a linear lifecycle and constrained by overly bureaucratic quality gateways. Within this governance framework Capgemini's customers were also uncovering changing business needs, causing change management issues that could not easily, or cost effectively, be resolved.

Solution

Capgemini UK felt they could improve this situation by combining their already established collaborative culture and disciplined delivery approach, with emerging Agile practices, for which they were also seeing a growing market demand. To help them achieve their goal, the organisation hired Julian Holmes, co-founder at UPMentors, to ensure their software development projects combined their existing Rational Unified Process (RUP) principles with Agile practices, enabling them to deliver more effectively to meet customers' changing needs. This solution became known as Agile RUP.

Encouraging the Agile RUP approach

Experienced practitioners rarely like to be told how to perform their role. Therefore, Julian worked with a small group, who already successfully practiced and supported Agile methods, encouraging them to share their experiences and practices via wiki-pages and internal 'social media' tools. As the knowledge was circulated throughout the organisation, more practitioners were drawn to their success, adopting similar ways of working and sharing their own experiences.

Education is also key to transforming skills and behaviour, so Julian constantly introduced literature, developed and delivered webcasts, virtual and classroom learning on Agile RUP throughout the organisation.

Seeing the benefits

The organisation is now seeing increased customer demand and more contracts being won due to the proposal of an Agile RUP approach. Capgemini has a competitive advantage in being able to react rapidly to customers' changing business needs, and for their clients. the closer engagement with the project allows them to continuously re-prioritise how their project budget is spent.

Demand for Agile RUP training sessions is increasing and the approach has attracted interest from other global business units, who are adopting it as their method of choice. Guidance continually evolves and becomes richer on the wiki, with the community continuing to grow to over 1,000 active members. Most importantly, the investment continues to be successful, mainly because it is completely visible and inclusive, the approach is being chosen rather than 'applied' to anyone and everyone has the opportunity to get involved, to learn and make a contribution.