# Migrating Off Legacy Platforms While Still Delivering Value

Dubin North Agile Meetup &
SAFe Australia Online Meetup
30th July 2020

**Em Campbell-Pretty**

**Managing Director & SAFe® Fellow**

@PrettyAgile

linkedin.com/in/ejcampbellpretty/

em@prettyagile.com

**Adrienne Wilson**

**VP of Operations & SPCT Candidate**

@AgileCanuck

linkedin.com/in/adriennelwilson

adrienne@prettyagile.com


www.prettyagile.com

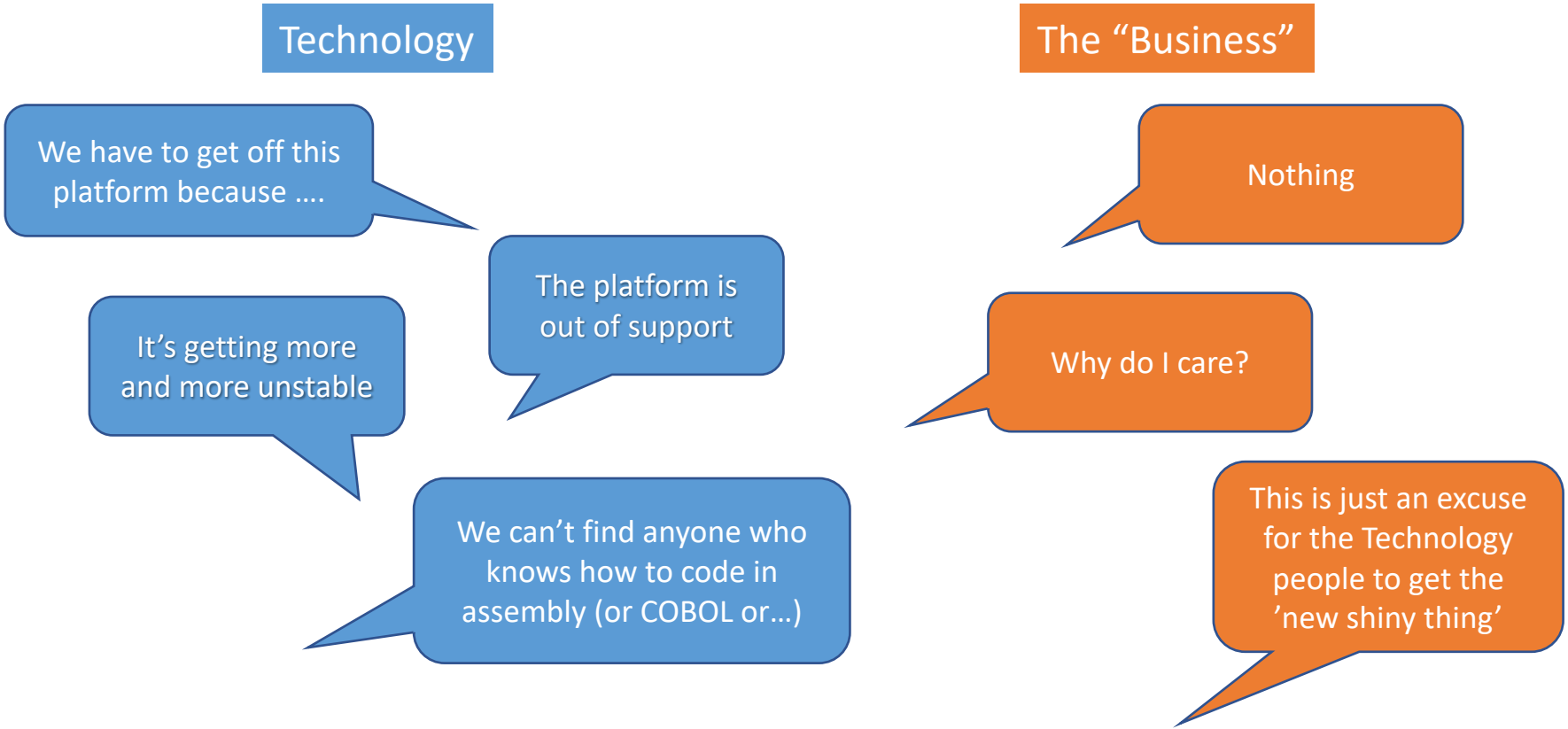
@PrettyAgile

#notrainwrecks

Image: https://flic.kr/p/rupU15

@AgileCanuck

# What Should We Do About It? The Debate Begins…

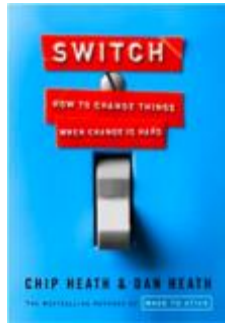


SHOW
ME THE
MONEY!

# Show Me the Destination

*Destination postcards do double duty: They show the Rider where you're headed, and they show the Elephant why the journey is worthwhile.*

- Switch, Chip Heath & Dan Heath



@PrettyAgile

#notrainwrecks

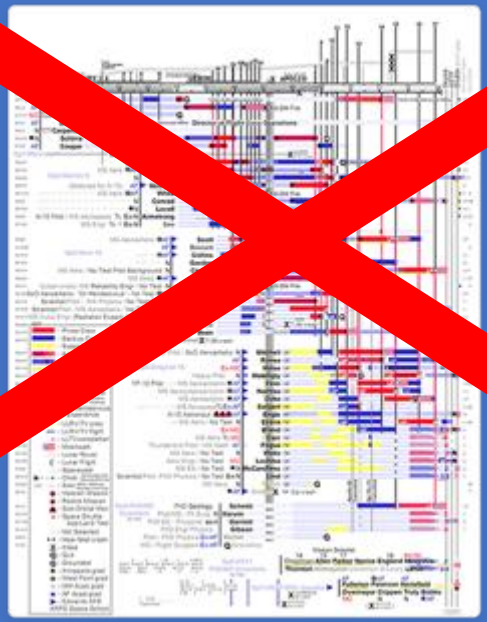
@AgileCanuck

Image: https://flic.kr/p/MKsVwK

# How Do We Do This?

Copy and Pas

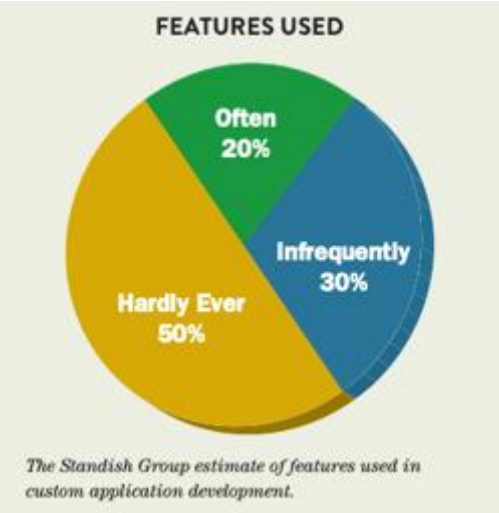
Waterfall



Carv a special team(s) of
ur best and brightest

# Really? Why not?

~~Copy and Paste~~




You wont need everything

~~Waterfall~~

SAFe will give you a better result

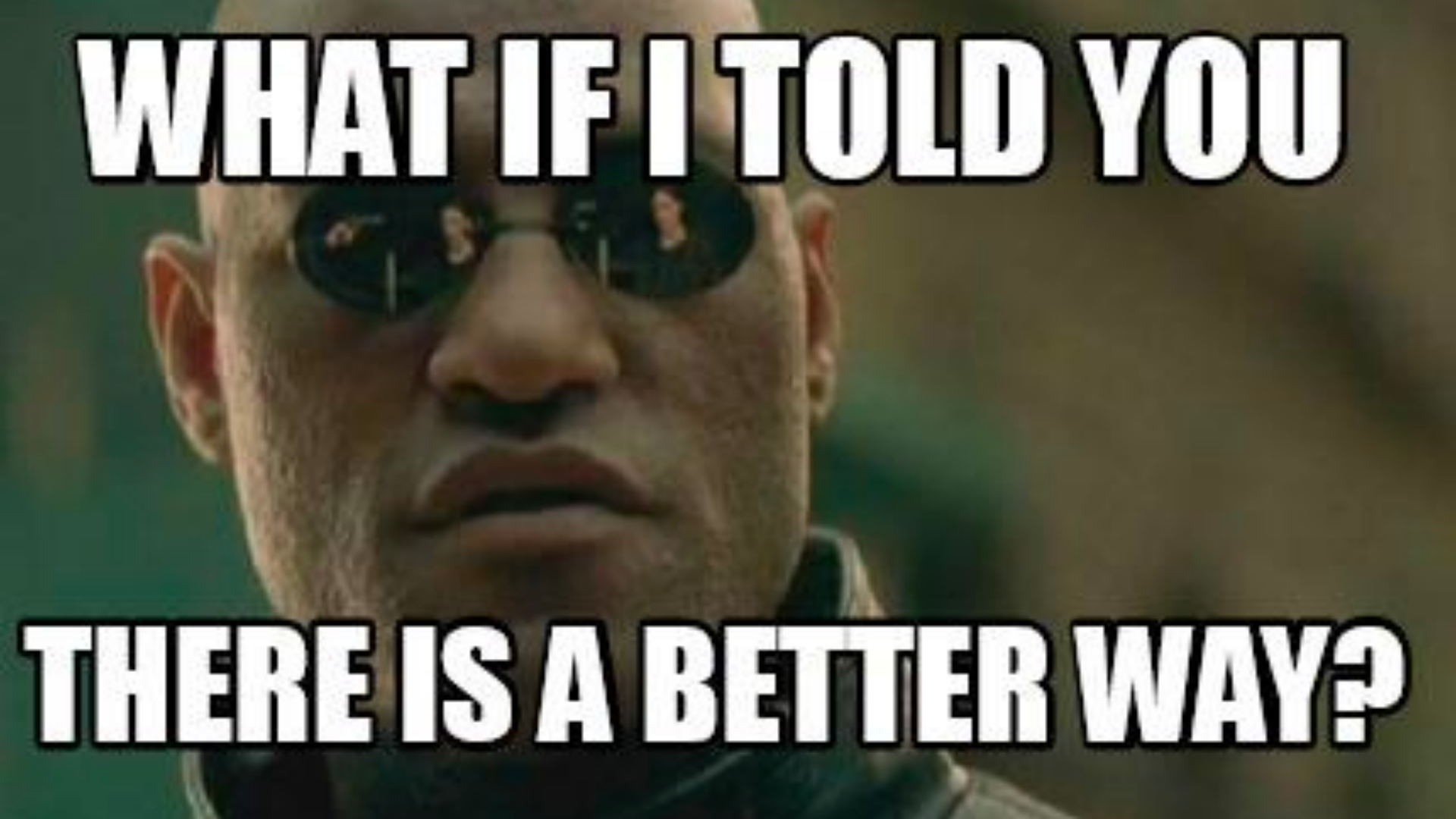
~~Carve out a special team(s) of our best and brightest~~

If you branch you will have to merge – people and systems

@PrettyAgile

#notrainwrecks

@AgileCanuck


WHAT IF I TOLD YOU
THERE IS A BETTER WAY?

# Start With An Epic Writing Workshop

*"Yes, you do need to do this!"*

*"Yes, you do need to include "the business"!"*

**Why Hold a Workshop for an Enabler?**

- Creates shared understanding
- Foster alignment on the outcomes
- Provides transparency into the solutions complexity
- Enables more informed prioritisation

# Be Clear on the Business Outcomes & Don't Forget the Leading Indicators

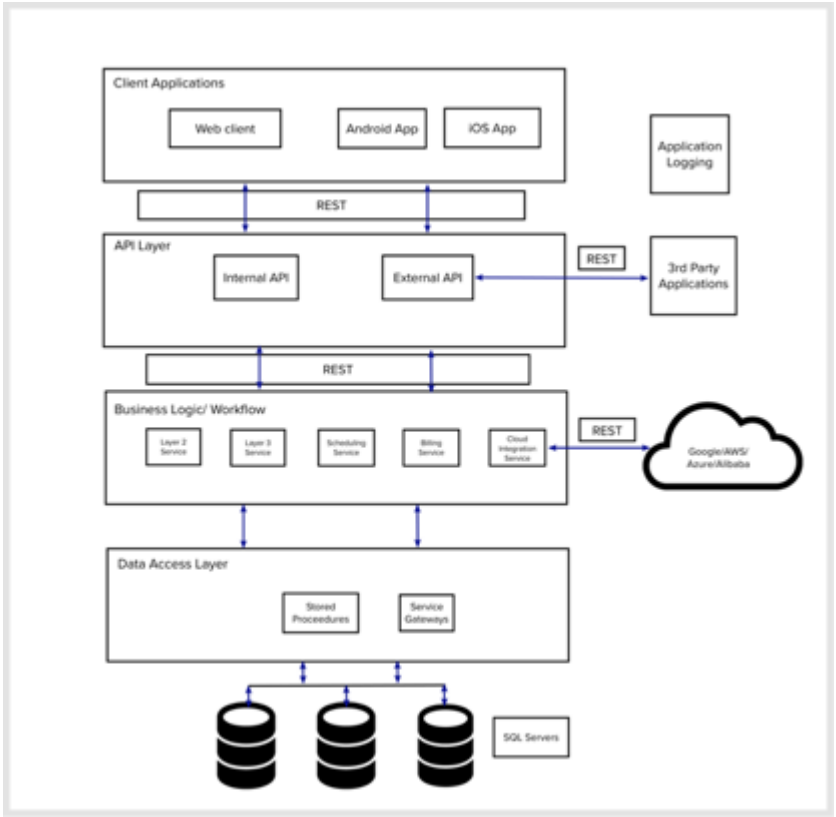
| Epic Hypothesis Statement | |
|---|---|
| **Funnel Entry Date:** | <The date that the epic entered the funnel.> |
| **Epic Name:** | <A short name for the epic.> |
| **Epic Owner:** | <The name of the epic owner.> |
| **Epic Description:** | <An elevator pitch (value statement) that describes the epic in a clear and concise way.><br><br>**For** <customers><br>**who** <do something><br>**the** <solution><br>**is a** <something – the 'how'><br>**that** <provides this value><br>**unlike** <competitor, current solution or non-existing solution><br>**our solution** <does something better – the 'why'> |
| | |
| **Business Outcomes:** | <The measurable benefits that the business can anticipate if the epic hypothesis is proven to be correct.> |
| **Leading Indicators:** | <The early measures that will help predict the business outcome hypothesis. For more on this topic, see the Innovation Accounting advanced topic article.> |
| **Nonfunctional Requirements (NFRs):** | <Nonfunctional requirements (NFRs) associated with the epic.> |

© Scaled Agile, Inc.

The **Business Outcome** should be decommissioning focused not migration focused

A good **Leading Indicator** might be:
Number of users/business interactions goes down on current platform

# Solution On A Page (Or Whiteboard)

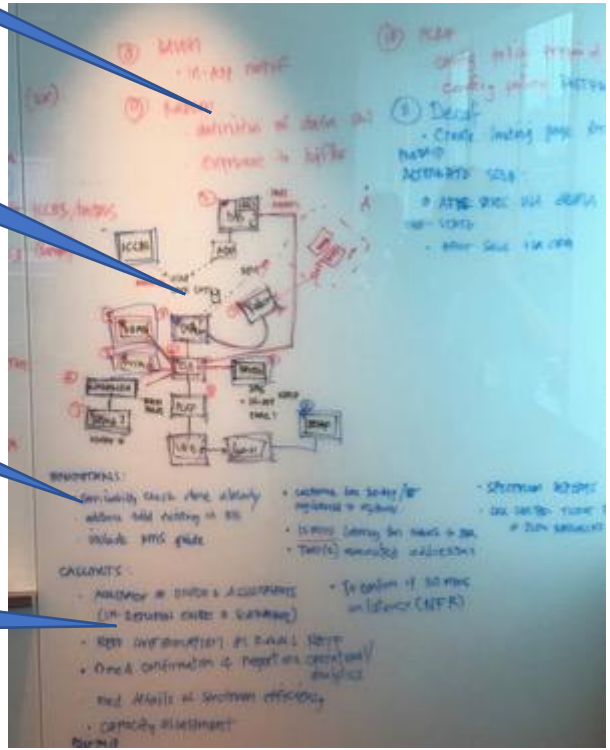



CRUD

Simple boxes

Assumptions

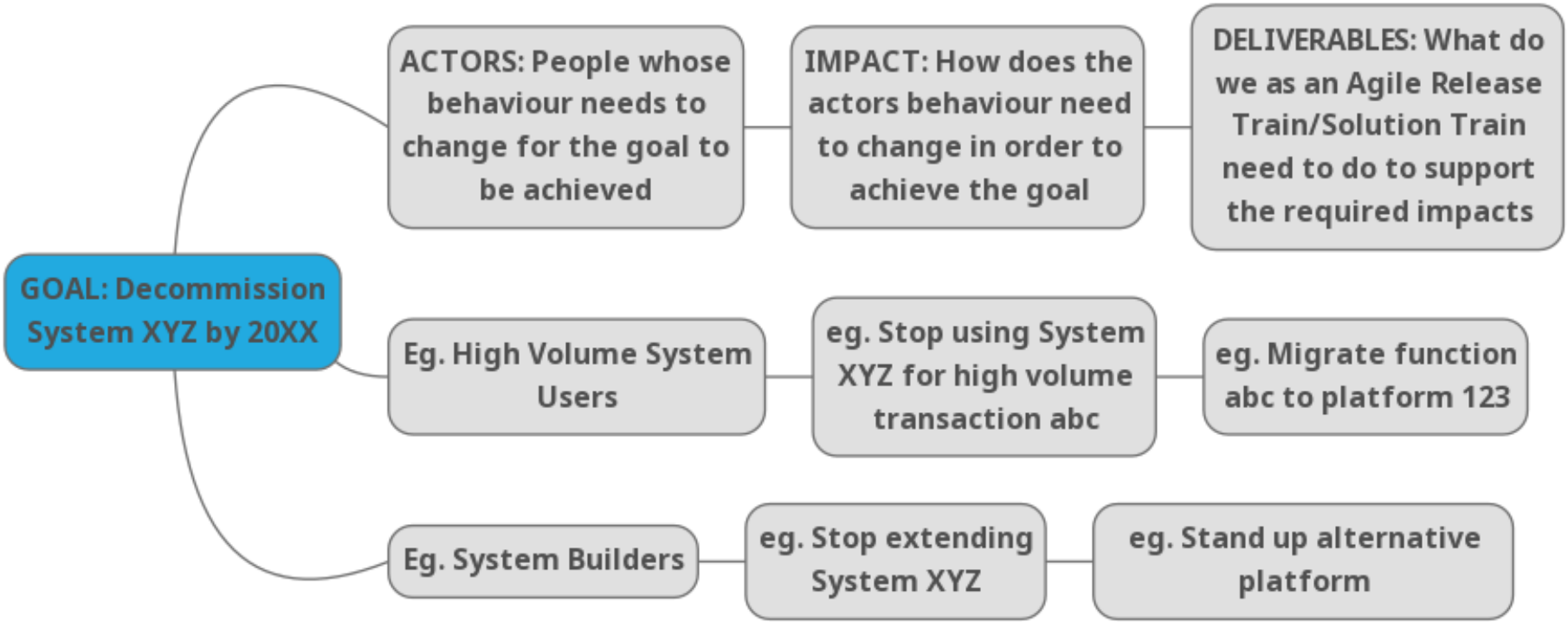
Questions



+
CHARGE!

# Break It Down....

# Try Gojko Adzic's Impact Mapping



# Define the Minimal Viable Product

*We don't need to do this. We know it works!*

Image: https://flic.kr/p/7NKi2S

*The goal of the MVP is to **begin the process of learning**, not end it. Unlike a prototype or concept test, an MVP is designed not just to answer product design or technical questions. Its goal is to **test fundamental business hypotheses**.*

— Eric Ries, The Lean Start Up

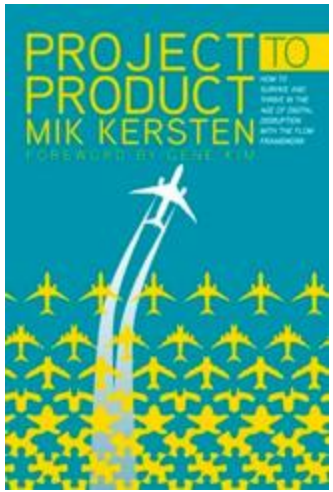
# But How Does An MVP Apply To An Enabler Epic?

Image: https://flic.kr/p/iLhSaS

Simplest thing you can possibly build that tests the hypothesis that your technology solution will support the business outcomes

The learning won't be thrown away, but you'll need to acknowledge that the asset, whole or in part, might be.

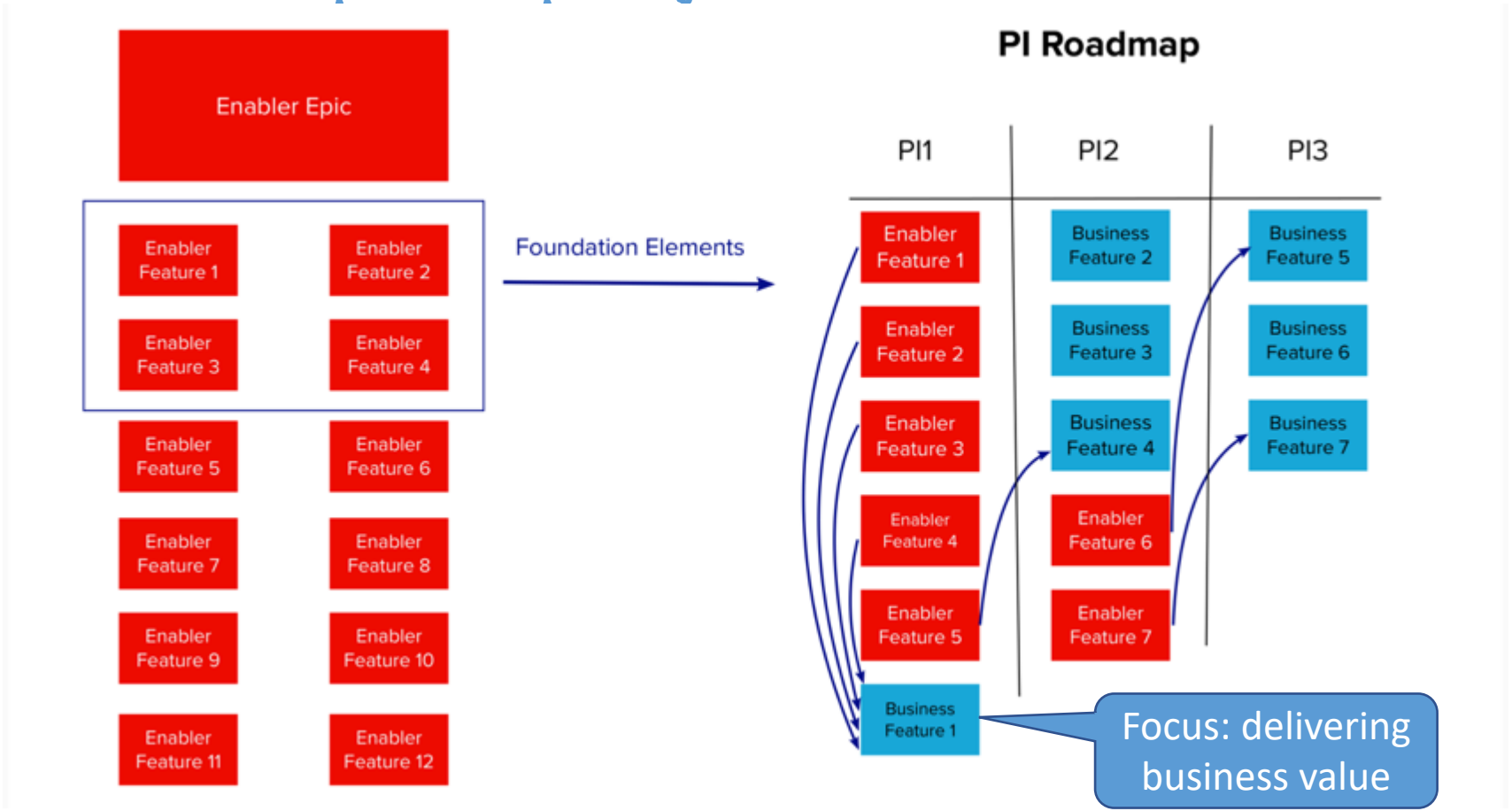
# Deliver Business Value While Migrating; A Win: Win Approach




*"...the only technical debt work that should be prioritized is work that increases future flows through the value stream. Tech debt should never be done for the sake of software architecture alone..."*

— Mik Kersten
Project to Product

# Business Roadmap Driven Epic Migrations

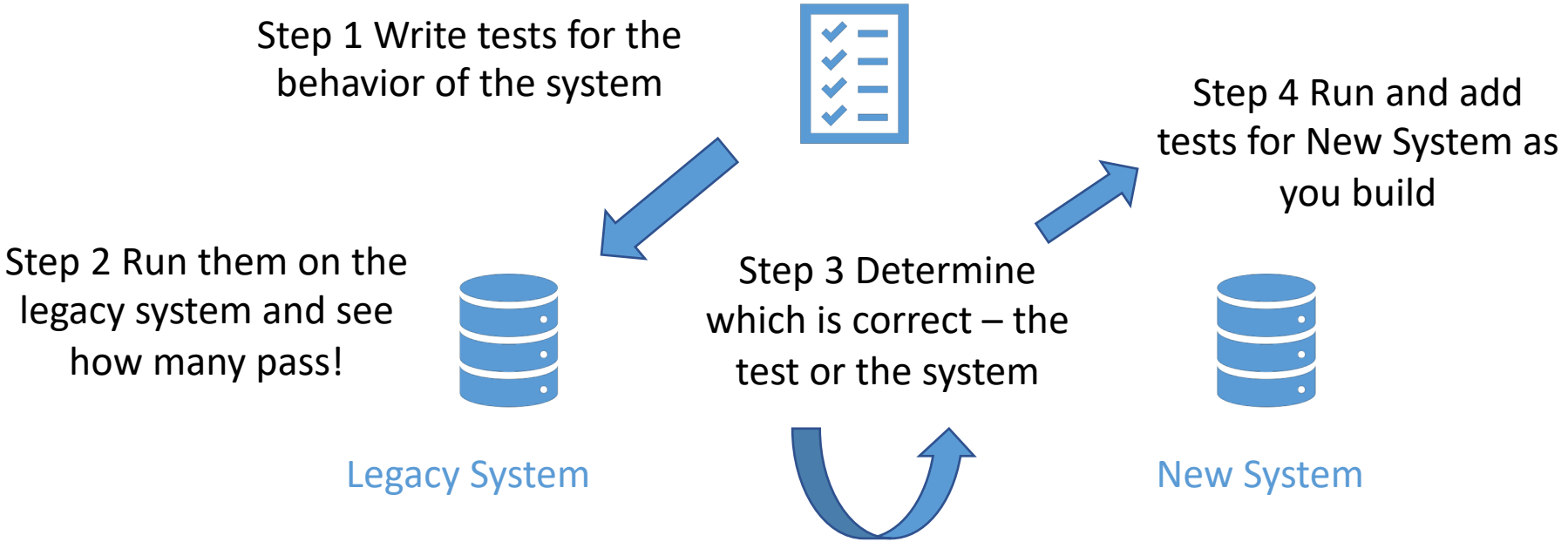


# Steel thread

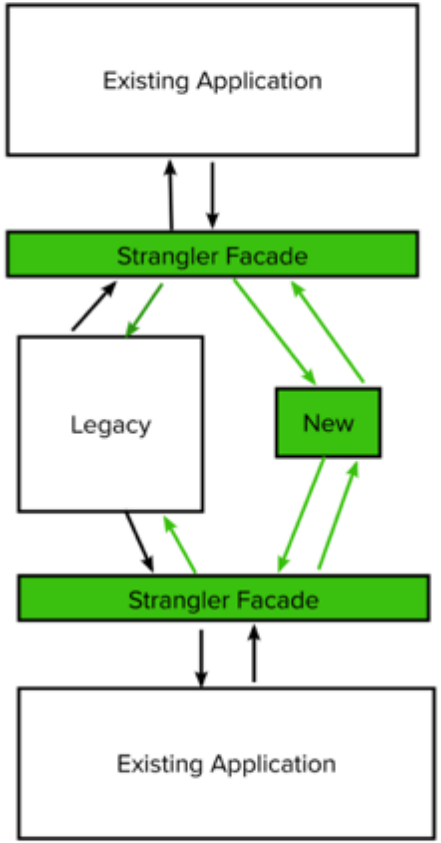
https://flic.kr/p/6c8jhc

# So You Think You Know How Your Current System Works?

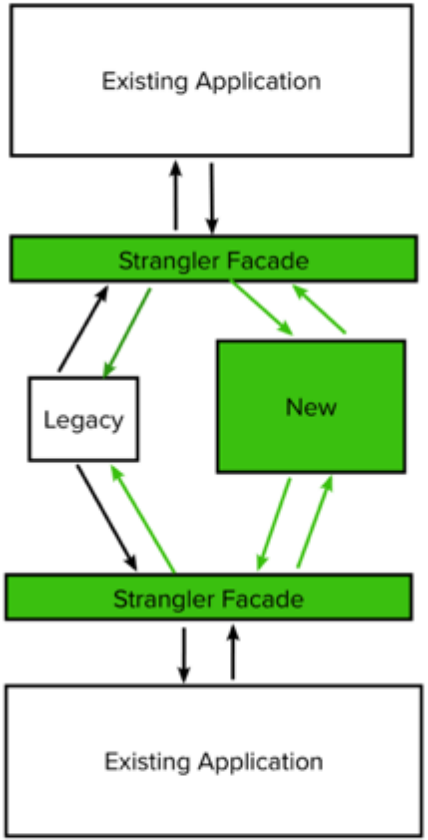
Test Driven Development



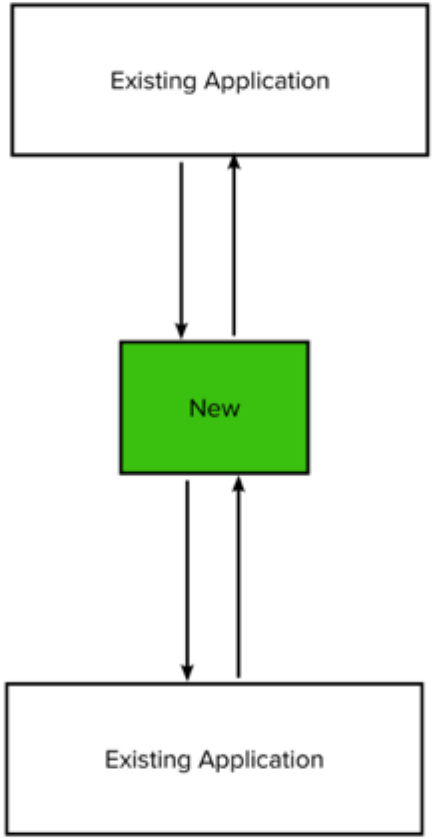
# Strangler Pattern




Beginning of migration




Progressing



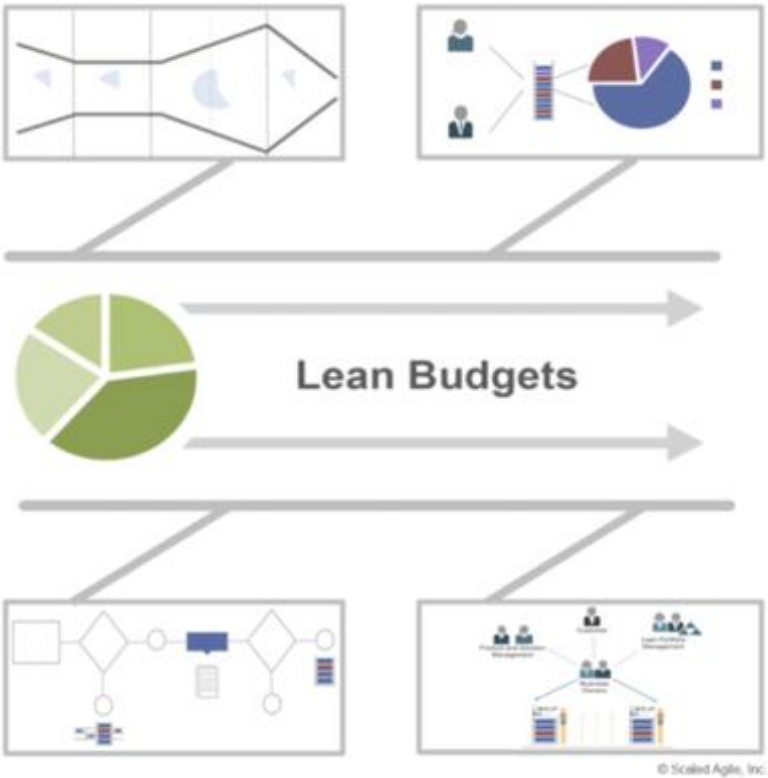

Migration Complete

# Going Forward

Image: https://flic.kr/p/9LdVCR

# Leverage The Guardrails To Strike That Balance

Guiding Investments by Horizon




Apply Capacity Allocation

Approving Significant Initiatives

Continuous Business Owner Engagement

Source: https://www.scaledagileframework.com/guardrails/

# Reminder On Patterns

# Continuously Evolve Live Systems After All It Is Just Good Hygiene

*According to* Randy Shoup:

*"…both eBay and Google are each on their **5th entire rewrite** of their architecture from top to bottom"*

*—Gene Kim et al.*
DevOps Handbook

Image: https://flic.kr/p/x1z7v

**Em Campbell-Pretty**

**Managing Director & SAFe® Fellow**

@PrettyAgile

linkedin.com/in/ejcampbellpretty/

em@prettyagile.com.au

**Adrienne Wilson**

**VP of Operations | SPCT Candidate**

@AgileCanuck

linkedin.com/in/adriennelwilson

adrienne@prettyagile.com