

UNDER-N ACCEPTANCE TO DELIVERY IN 'N' HOURS

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**Delivering babies and building
Emergency Rooms.**



9 Months



2 Months



13 Days



Not All
Deliveries Are
The Same



One Glove Fits All

- *Did all the initiatives delivered in your last release take the same amount of time to develop ?*
- *Different absolute durations, yet folded into pre-set delivery cycles ?*



Under-N : The What ?

- ***Smart** delivery of pre-defined, orchestrated software changes from acceptance to delivery in Under-'N' hours*
 - 'N' – Actual hours taken to deliver
- ***Driven** by business value*
- ***Doesn't** compromise quality*
- ***Co-exists** with existing delivery cycles*
 - Just that quickable deliverables are delivered quicker
- ***Hidden Gems** : Teams likely already do it !*
 - Just not recognized, catalogued, or published



Under-N : The How ?



Under-N : The How ?

- Build the **ER** - create a **Framework**
 - **Challenge IT Teams** to expose the hidden gems
 - Build Under-N Capability **Templates**
 - Create a **Governance** Process
 - Enable a **Medium** to view, initiate, track Under-N requests
 - Institute a **Support structure**
- **Invoke** the framework for each Under-N Capability



Under-N: The Why ?

- **Why NOT ?**
- **Transformation – Now !**
- **Quickable, Quicker**
 - Large Organizations : Releases +
Under-N = Symbiotic relationship
- **Transform time-to-market**
- **Deliver business value** in the time
it actually takes to deliver.



Framework : Template

Challenge

Template

Governance

Medium

Support Structure

- Create Template** with key info associated to the Under-N capability; both the info needed and info to be used.

Key info to be Defined :

- ✓ Capability Definition and Description
- ✓ Under-N Process flow with steps
- ✓ Estimated duration for each step
- ✓ Organizations needed for each step with POCs
{ ex: Testing, Production Support }
- ✓ Pre-Requisites
- ✓ Whether Regression Testing is needed
- ✓ Whether Deployment is needed
- ✓ Required Certifications

Key Info to be collected :

- ✓ Check list items
- ✓ Required Data
- ✓ Quantified business benefits

Capability Id	1.0
Capability	Add a new field for display in Order Details Screen for data already present in System X
Under-N Process	Under-N2 1. Business Create Request with checks/requirements 2. Dev Reviews & Accepts 3. Dev Configs 4. UAT/SIT Certifica 5. Production Support Propagation the changes to production 6. User/SIT Certifica in production
Pre-Requisite	1. The data for the additional fields being requested must be present in System X already
Check List for Requirements	1. Field Name for display 2. Corresponding field in the Golden Source System 3. The section in order details where the new field has to be displayed 4. Verification : Data present in System X 5. Applicable Enterprise Data Standard
Scenario	User views the orders for any Order in System X
Estimated Time for Dev	4 Hours
Estimated Time for Testing	4 Hours
Estimated Time for Deployment	4 Hours
Total Estimated Time	12 Hours
Regression Required ? (Yes, No, Conditional ; If Conditional, explain)	Yes; Test GUI to ensure all the old fields are also being populated correctly.
Deployment Required ? (Yes, No, Conditional ; If Conditional, explain)	No
User Certification Required ? (Yes, No, Conditional ; If Conditional, explain)	Yes
SIT Certification Required ? (Yes, No, Conditional ; If Conditional, explain)	Yes
IT SPOC	System X GUI - John Doe
Business SPOC	Jane Doe
Impacted Application POCs	System X - Jane Doe
Test POCs	Jim Doe

Framework : Challenge

Challenge

Template

Medium

Governance

Support Structure

Ask the right questions to the IT Teams:

- *With what you have now, what can you deliver in a few minutes or hours?*
- *What can you potentially deliver in hours?*
- *What **atomic capabilities** can you incorporate ?*
- *What tools/help do you need ?*

Atomic Capabilities - Examples

Data Display

- Retrieve from DB
- Apply Business logic
- Display in GUI

Data Collection

- Collect in GUI
- Apply business logic
- Store in DB
- Initiate Communication

User <-> System Interfaces

System <-> System Interfaces

Receive Data

- Receive Data
- Perform Business Logic
- Update DB
- Initiate outbound/Inbound communication

Send Data

- Allow Internal Trigger
- Perform Business Logic
- Update DB
- Initiate Outbound / Inbound Communication

Framework : New Capability Governance

Challenge

Template

Governance

Medium

Support Structure

Facilitator receives
Request for New
Under-N Capability

Capability
Definition

Governance Team
Assess & Approve

Define the
Template

Confirm Task
ownership

Ensure Process &
Standards
Compliance

Launch

Note : Under-N Delivery process can co-exist with traditional waterfall or agile methodologies.

Framework : Capability Invocation

Challenge

Template

Governance

Medium

Support Structure

Clients invoke a defined
Under-N Capability

Validate Pre-Requisites

Accept/Deny

POCs follow steps in the
Template

Confirm Delivery in N
Hours

Measure Business Value

Note : Under-N Delivery process can co-exist with traditional waterfall or agile methodologies.

Framework : Medium

Challenge

Template

Governance

Medium

Support Structure

- *A **Central Information Radiator** portal*
 - *View the portfolio of Under-N **capabilities** with respective **templates***
 - *Ability to **Invoke** a capability by filling the template and creating a request*
 - *Ability to **track** complete Under-N capability delivery cycle through deployment*
 - *Ability to **add and manage new capabilities** and respective templates.*
 - *Ability to view **metrics, benefits realized** – running, YTD.*
 - *Access controlled*

Framework : Support Structure

Challenge

Template

Governance

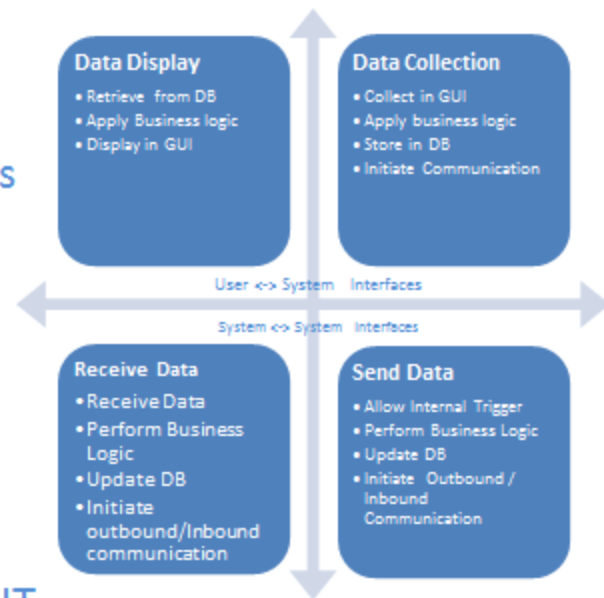
Medium

Support Structure

- *Procure **strong, cross-functional executive support***
- *Create the Under-N **fabric***
 - *Architects, Developers, PMs, Business Partners, QA, Production Support*
 - *Ensure **processes and standards** are intact*
- ***Celebrate Success** : Success breeds success*
- ***Broadcast, identify and apply** capabilities everywhere*
- *Challenge teams to evolve Under-N to the next level : **Self-Service***

Examples

- **Under-12 GUI Display Changes**
 - MVC application: Dynamic Forms were introduced
 - Dynamic Forms rendered by data from database
 - Changes to GUI accomplished via DML/Admin Screens
- **Under-24 Interface Changes**
 - Combination of ESB Tool + Interface Standardization
 - Interface changes to add / remove field in interfaces
 - Currently Under-24 to Test
- **Under-48 Metadata Admin Screens**
 - Admin screens for critical manual functions involving IT
 - Columns, Data sources, SQLs, Data types, Sequences in DB
 - Access control for each row – Insert, Update , Delete



Challenges

- **Mindset Change**
 - Identify hidden gems, Use them as example
- **We're already busy**
 - More time for resources to do lengthy projects
- **Flooding**
 - Checklists asserting the need for urgency
- **Just a new name ?**
 - Value of formal exposure & traceability
- **Cross-Functional Team Support**
 - Align with organizational goals
- **Change in Architecture / Tools – Investment**
 - ROI – Time-to-market



When does it fail ?

- When used to bypass processes
 - Regression Testing – Automated/Manual
- Technical Debt
 - No cutting corners – capability has to be thorough, repeatable
- Wrong choice of tools & architecture
 - Reliable Tools & architecture are a must
 - Leverage what you have – introduce atomic capabilities
- When trying to squeeze large projects



Summary

- Under-N : Acceptance to Delivery in 'N' Hours
- Without Compromising Quality
- Framework :
 - Challenge for atomic capabilities
 - Template
 - Governance
 - Medium
 - Support Structure
- Quickable, Quicker
- Co-Exists with your delivery cycle



Know & Deliver Babies, Build ERs





Appendix

A Sample Template with Under-12 Capability

Utilizing GUI Display Atomic Capability

Capability Id	4.2
Capability	Add a new field for display in Order Details Screen for data already present in System X
Under-N	Under-12
Process	<ol style="list-style-type: none"> 1. Business Creates Request with checklist/requirements 2. Dev Reviews & Accepts 3. Dev Configures 4. User/SIT Certifies 5. Production Support Propogates the changes to production 6. User/SIT Certifies in production
Pre-Requisite	1. The data for the additional fields being requested must be present in System X already
Check List for Requirements	<ol style="list-style-type: none"> 1. Field Name for display 2. Corresponding Field in the Golden Source System 3. The section in order details where the new field has to be displayed 4. Verification : Data present in System X 5. Applicable Enterprise Data Standard
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Impacted Application POCs	System X - June Doe
Test POCs	Jin Doe
Deployment POCs	Jan Doe