**HCL**

# Virtual
# Distributed Agile

## Remote-First Digital
## Execution Framework

# REIMAGINING SCALED AGILE IN THE ERA OF REMOTE WORKPLACES

Today the world is at an inflection point. Beyond causing immense loss of lives and livelihood, the COVID-19 pandemic has also disrupted our established and entrenched ways of working. Most business enterprises are today operating with a largely remote workforce and business partners. While enterprises may have been shocked into this way of working, its clear that the "new normal" will include a permanent change in how enterprises collaborate within their internal teams and with external partners.

Over the past few years and until the recent crisis, enterprises were fast adopting "Scaled and Distributed Agile" to enable digital transformation. This meant that business, technology, product and design teams were able to interact, iterate and innovate to transform the business. Agile delivery model necessitated teams to interact at higher frequency and proximity to build cultural and business empathy between them. This ensured faster delivery of innovation and better business agility.

With the emergence of the 'new normal', physical proximity will either be unavailable or severely limited. However enterprises will also need to accelerate their digital transformation journeys in the post-Covid world. Thus arises the need for a remote execution framework that can orchestrate distributed agile for teams across the globe.
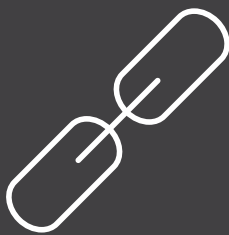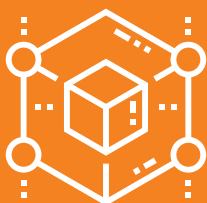
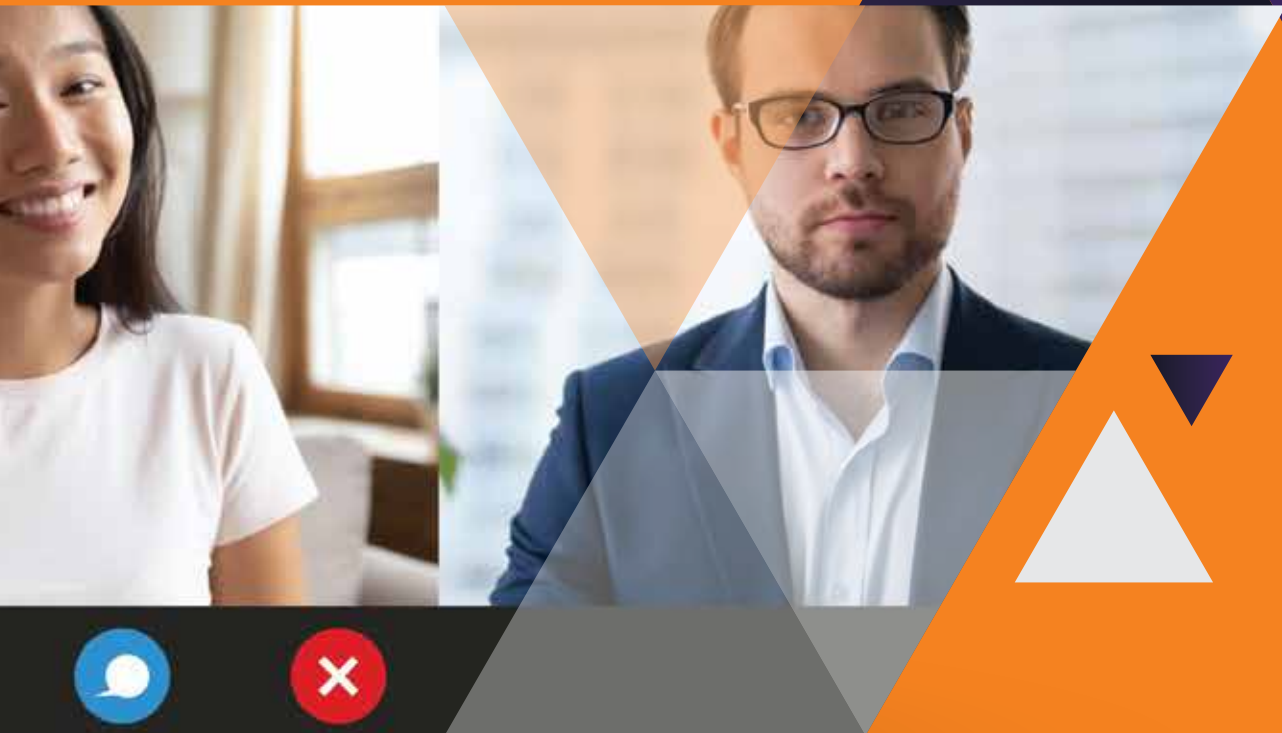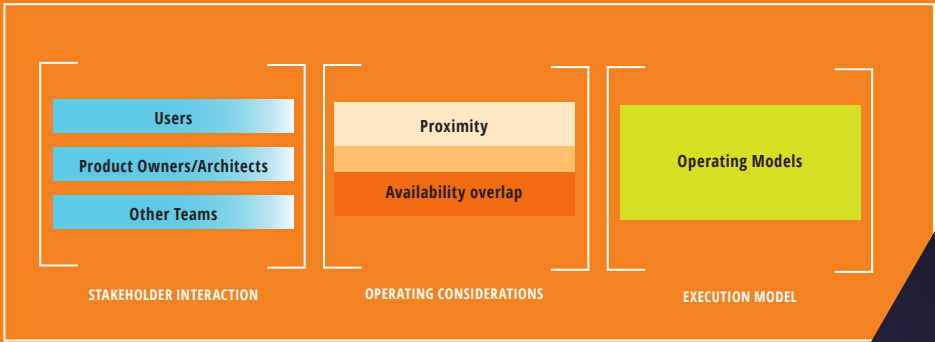## ENTERPRISE CONSIDERATIONS FOR A VIRTUAL DISTRIBUTED MODEL

For a new virtual distributed model to be defined, multiple factors must be considered by global organizations. Key considerations include:

**Stakeholder Interaction:** The virtual model must factor in interaction between different stakeholders required during the lifecycle of business transformation project, program and portfolio phases. For example, interaction is much higher during discovery and ideation, and design phases will involve business users, product owners, digital architects, and design specialists.
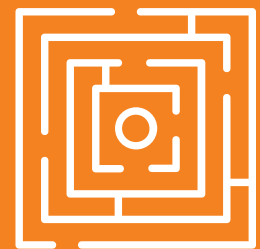
**Operating Considerations such as Proximity and Overlap:** Certain tasks have a higher need for proximity and overlap between stakeholders and teams. This may be driven due to specializations such as the need for developers to interact with technical leaders and architects for design guidance, or a design specialist's need to interact with business uses. Overlap needs may be high, medium, or low depending on the number of hours for which interaction is needed. This can then define the location & collaboration strategy.

**Execution Model:** A virtual model must take care of different execution models and types of projects – design projects, research projects, core platform implementations, change management projects, or application/infrastructure support & maintenance projects. Similarly, projects being executed under different Agile frameworks like Kanban, Scrum, Extreme Programming, or SAFe.

| Users | | Proximity | | Operating Models |
|---|---|---|---|---|
| Product Owners/Architects | | | | |
| Other Teams | | Availability overlap | | |

STAKEHOLDER INTERACTION       OPERATING CONSIDERATIONS       EXECUTION MODEL

## CHALLENGES WITH AGILE MODELS IN A REMOTE ENVIRONMENT

| PORTFOLIO AND PROGRAM MANAGEMENT | PRODUCT MANAGEMENT | UX RESEARCH AND DESIGN |
|---|---|---|
| Managing stakeholders & ensuring consistent status updates and visibility | Product vision is translated and realized successfully | Enabling proximity and interaction with users |

| QUALITY | ORGANIZATION CHANGE MANAGEMENT | SECURITY |
|---|---|---|
| Quality of work should not suffer | Ensure smooth transition to a virtual model | Enabling enterprise grade security |

# INTRODUCING HCL'S VIRTUAL DISTRIBUTED AGILE FRAMEWORK
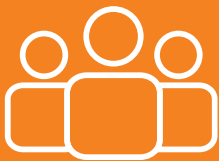
**HCL's Virtual Distributed Agile** framework is a unique, end-to-end, industry-leading framework capable of helping large enterprises minimize disruptions and establish business continuity through a remote enabled workforce and business partners or vendors.

We have combined our deep experience of "**Scaled Distributed Agile**" in large enterprises along with remote workforce management to create this framework. It ensures accelerated digital transformation as per all key Distributed Agile parameters - rapid decision making, collaborative approach, close knit teams, and fast execution.

Based on the three key tenets of culture, alignment, and engineering-led execution, the Virtual Distributed Agile framework provides organizations with an experiential framework to build their virtual, distributed agile teams. The framework defines and accounts for all key aspects including people (skill, personal well-being), process (metrics, visibility), tools (communication and collaboration), and talent (upskilling, knowledge sharing and management), enabling a seamless transition to a model suitable for the new reality.

# FRAMEWORK APPLICABILITY

The Virtual Distributed Agile framework supports multiple types of projects and delivery models. Applicability & effectiveness is based on readiness factors such as existing agile maturity, availability of tools and type of work.

**SUPPORTS VARIOUS PROJECT TYPES**

Supports multiple projects types – AD, ASM, Ideation, Discovery, Advisory

**ALIGNS TO MULTIPLE AGILE MODELS**

Supports multiple delivery Models- SAFe, DAD, Spotify, Scrum, Kanban, DevSecOps

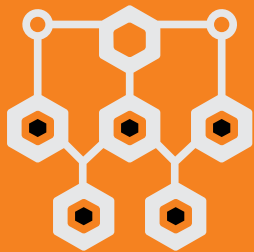**LEVERAGE AT ANY PROJECT EXECUTION STAGE**

New Projects, Projects already underway, Platform based projects, ASM/AE

**APPLICABILITY BASED ON READINESS**

Based on readiness elements - Agile maturity, collaboration tools availability, Type of work

# FRAMEWORK ELEMENTS

**PEOPLE**

Skills, Personal well being, Coaching
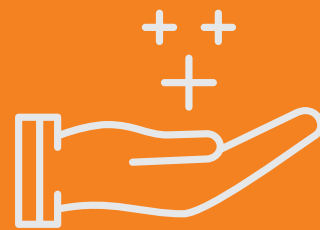
**PROCESS**

Playbook, Metrics, Visibility

**TOOLS**

Communication and Collaboration

**TALENT**

Trainings, Knowledge management

# FRAMEWORK BENEFITS

**Cost Efficiency:**
Cost savings of 20-50% in execution over current strategies

**Talent:**
Ability to leverage talent pool & digital specialists from across the globe

**Resilience:**
Improved business resilience during normal as well as emergency situations

**Diversity:**
Enhanced team diversity leading to a dynamic and richer culture

**Agile:**
Project execution aligned to key Distributed Agile parameters

HCL Technologies (HCL) empowers global enterprises with technology for the next decade today. HCL's Mode 1-2-3 strategy, through its deep-domain industry expertise, customer-centricity and entrepreneurial culture of ideapreneurship™ enables businesses to transform into next-gen enterprises.

HCL offers its services and products through three lines of business - IT and Business Services (ITBS), Engineering and R&D Services (ERS), and Products & Platforms (P&P). ITBS enables global enterprises to transform their businesses through offerings in areas of Applications, Infrastructure, Digital Process Operations, and next generation digital transformation solutions. ERS offers engineering services and solutions in all aspects of product development and platform engineering while under P&P. HCL provides modernized software products to global clients for their technology and industry specific requirements. Through its cutting-edge co-innovation labs, global delivery capabilities, and broad global network, HCL delivers holistic services in various industry verticals, categorized under Financial Services, Manufacturing, Technology & Services, Telecom & Media, Retail & CPG, Life Sciences, and Healthcare and Public Services.

As a leading global technology company, HCL takes pride in its diversity, social responsibility, sustainability, and education initiatives. As of 12 months ending on December 31, 2019, HCL has a consolidated revenue of US$ 9.7 billion and its 149,173 ideapreneurs operate out of 45 countries. For more information, visit www.hcltech.com

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