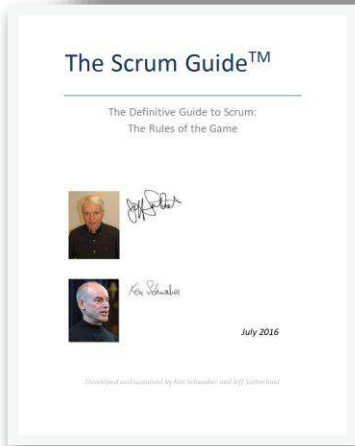
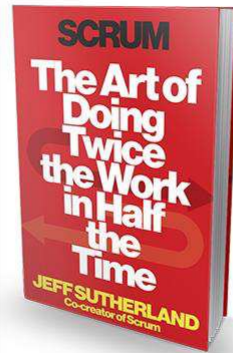


Scrum@Scale
There are no Shortcuts!



Who We Are



**A living laboratory on the cutting edge of
"Enterprise Scrum"**

Who We Are



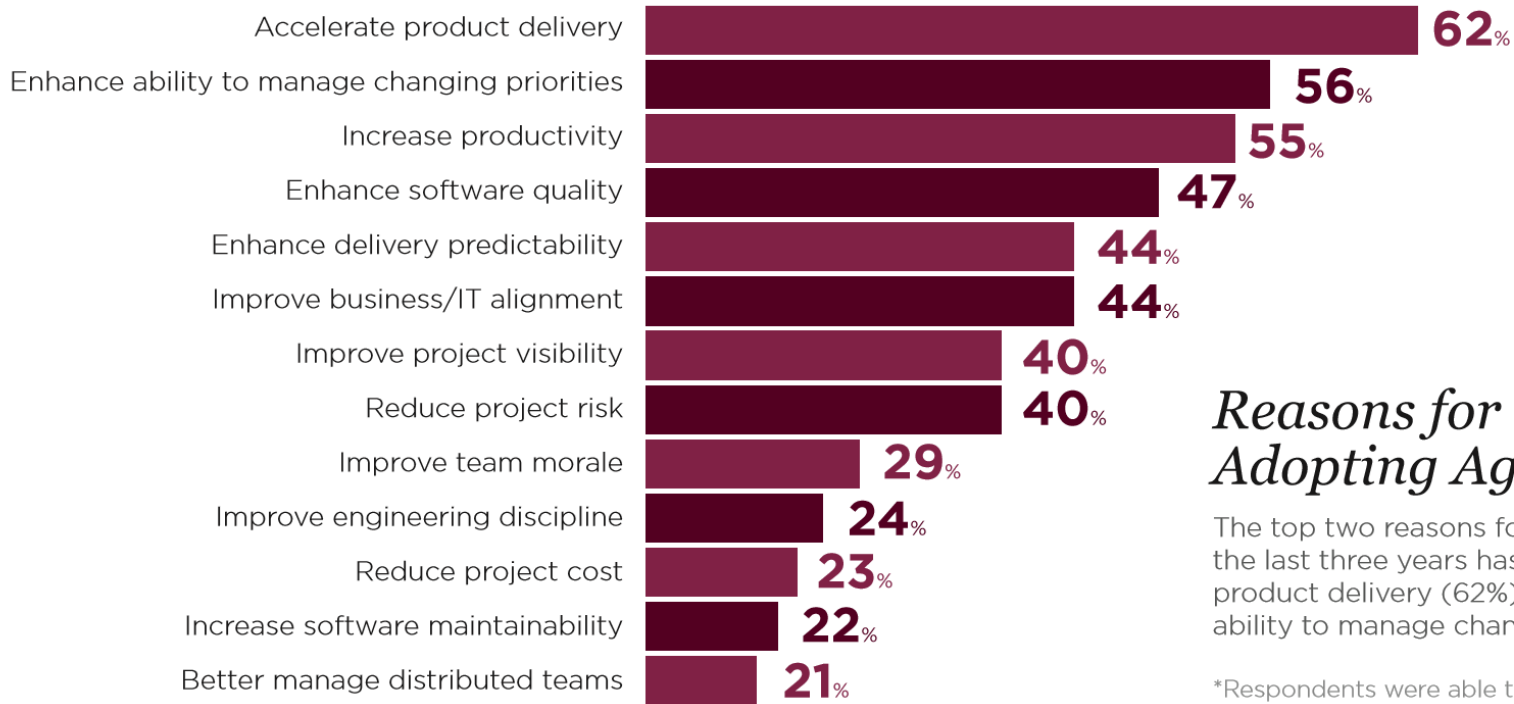
Angela Johnson

Certified Scrum Trainer

- Chief Change Officer
Collaborative Leadership Team
- Scrum Inc Midwest Partner
- 22+ years I.T.
- 12+ years transformation organizations with Scrum

We are Going Agile!
(where is *that* exactly?)

Reasons for Adopting Agile



Reasons for Adopting Agile

The top two reasons for adopting agile for the last three years has been to accelerate product delivery (62%) and enhance their ability to manage changing priorities (56%).

*Respondents were able to make multiple selections.

2015 VersionOne State of Agile Survey

Stop Going Agile – Start Being Agile

- When leaders say they are “going Agile” – “Agile” typically refers to the movement started by the 2001 Agile Manifesto and its creators
- Leaders rush to scale Scrum or Agile quickly as if this is some sort of destination
- Yet how many leaders have read the Agile Manifesto or have pursued understanding what it means? (spoiler alert: it means change)
- How many understand Scrum or Agile at small scale?
- This is where the trouble begins...

SCALING AGILE

Scaling Methods and Approaches

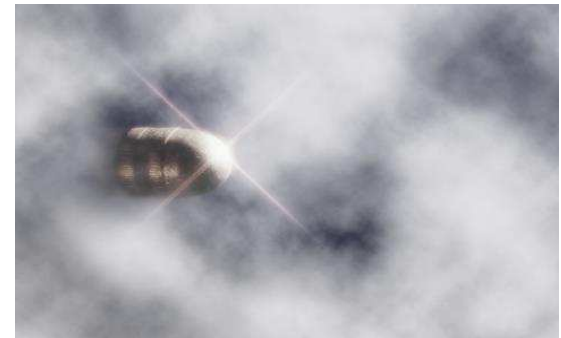
The majority of respondents continue to use Scrum/Scrum of Scrums to help scale agile within their organizations, but SAFe saw the largest increase from 19% in 2014 to 27% in 2015 making it the second most prevalent scaling method cited by respondents.



*Respondents were able to make multiple selections.

What do you mean “Scaling”?

- Do you mean scaling Scrum across a large, complex product?
- Do you mean scaling Scrum as the way to do work across the organization?
- Do you mean scaling Scrum across geographically distributed locations?
- Do you mean all of these? At once?!?
- There's no silver bullet



What Prevents Agile Transformation?

As in previous years, respondents continued to increasingly cite organizational culture and a general resistance to change as their biggest barriers to further agile adoption. Concerns about organizational culture increased from 44% in 2014 to 55% in 2015, and concerns about a general resistance to change increased from 34% in 2014 to 42% in 2015.



*Respondents were able to make multiple selections.

2015 Version One State of Agile Survey

Why Scrum at Scale?

- “We have done SAFe for six months and now we see that we need to change the organization. SAFe doesn’t help us. What should we do?”
Paypal Senior Manager
- “SAFe does not address organization and cultural change” Dean Leffingwell
- Scrum@Scale is about creating Business Agility by scrumming the organization to maximize global value delivery
- Scrumming the organization is not and cannot be addressed by prescriptive scaling frameworks

Case Study: Scrum in Name Only

At John Deere they tried this...



Then they tried this!

Scrum@Scale

- Field issue resolution time: down 42%
- Warranty Expense: down 50%
- Time to Production: down 20%
- Time to Market: 20% faster
- Employee Engagement: Up 9.8%

- Velocity all teams up 200% in 2 months
- Peak Velocity up 7.2x in 16 months
- Employee engagement & management effectiveness up over more than 69% (from the bottom 1/3 to the top 1%)

Data published on SAFe website <http://scaledagileframework.com/john-deere>

“Copying Without Knowledge”

- Post World War II, Toyota invited statisticians and quality managers such as Deming to help reshape their economy
- Toyota was one of the first to implement quality control in the 40's and 50's which is now known as Toyota's Production System
- W. Edwards Deming coined the phrase “copying without knowledge” for those trying to get the results that TPS achieves but who do not understand it
- How will they know what they are copying?
- And if what they are copying is right?



W. Edwards Deming
1986 “Out of the Crisis”

Copying Without Knowledge

- This social Phenomenon is alive and well regarding Scrum and Agile
- Many try to copy Menlo Innovation's "Joy" yet are unwilling to truly understand the structural changes that create Menlo's culture
- Many try to copy Spotify's culture yet fail to realize they did "by the book" Scrum before maturing into what they have today
- Just saying guilds and squads will not get you Spotify - like results



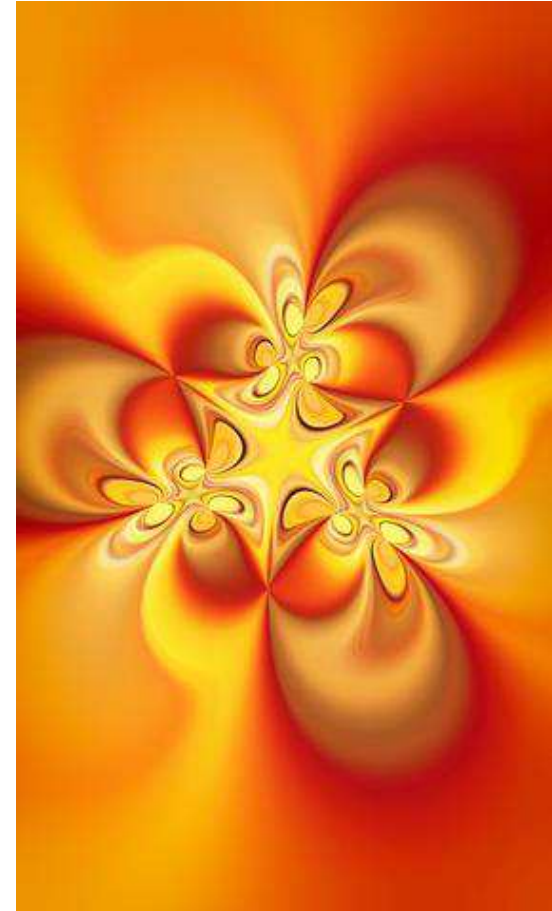
There is no Prescription

Scrum@Scale is Scrum

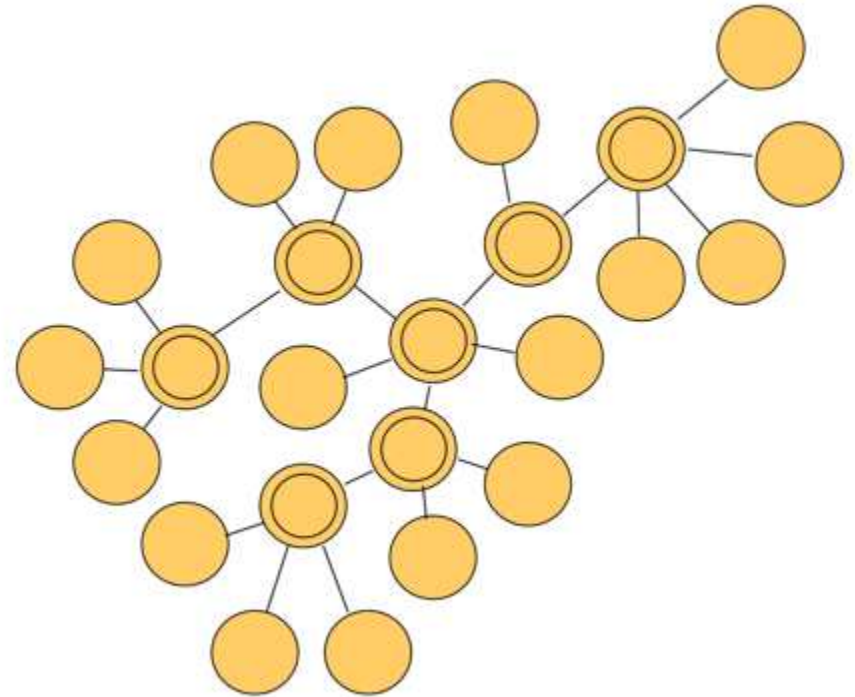
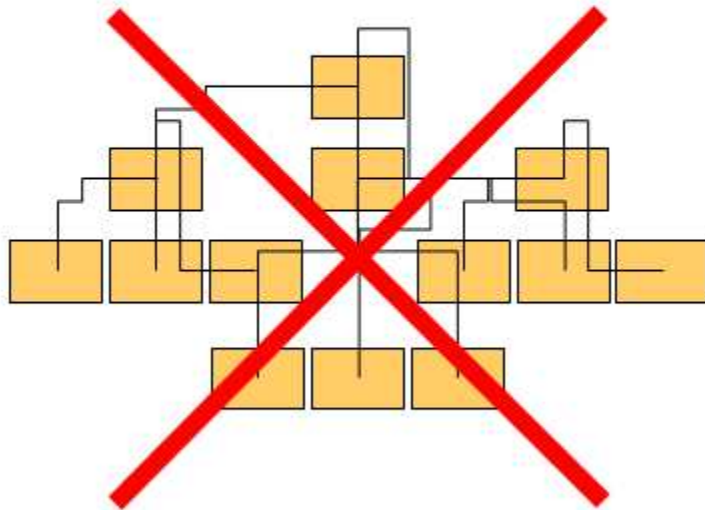
- Every company context, culture and environment is different
- Scrum at small scale exposes dysfunctions and impediments – it does not fix them
- There are only tools and methods to address dysfunctions and optimize the system
- Identify these and then you can scale provided that you do not disrupt the fractal design

We're Going to use Scrum, but...

- No “Scrum, but”....or “fake Scrum”
- Systematically hacking away at the very structures in Scrum that yield faster delivery of business value will result in little to no delivery of value
- Preserving the fractal nature of Scrum is critical to success



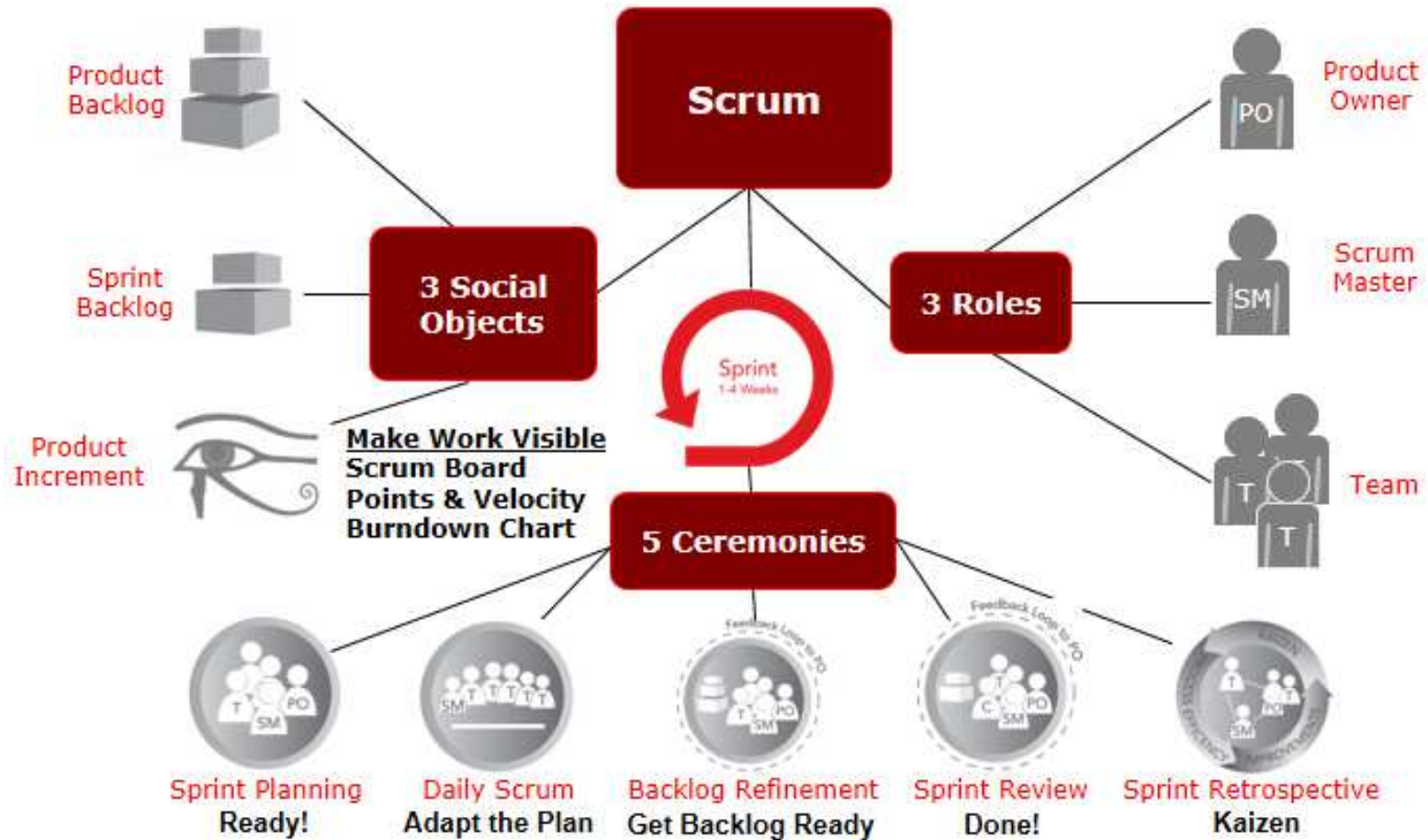
Scrum Scales Fractally not Hierarchically



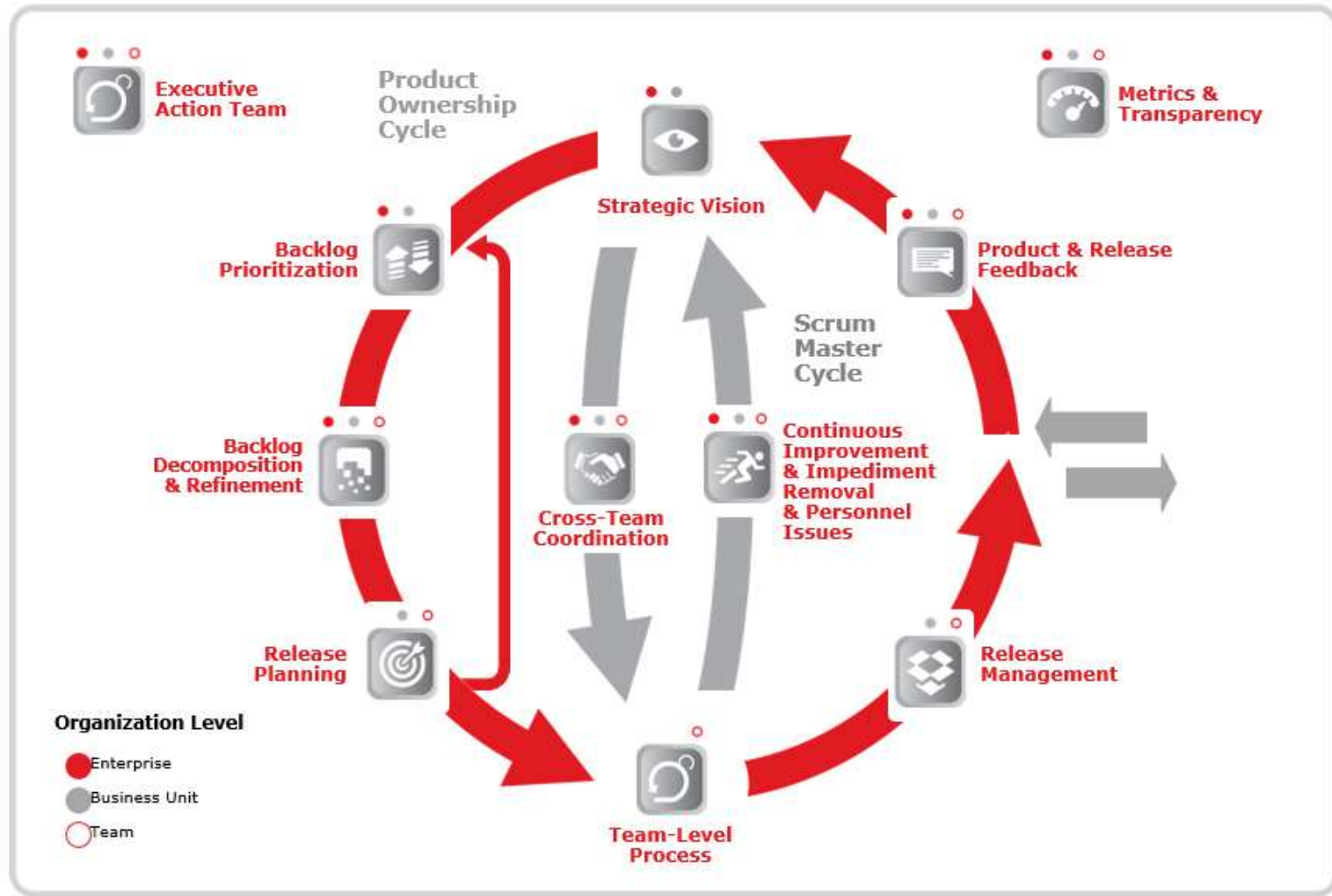
Scrum@Scale is Modular

- Scrum is contextual and can be used in diverse environments
- Scrum is an Object Oriented framework
- Each Role, Artifact and Event are defined by objects, participants, inputs and outputs
- Core Scrum allows for different ways to achieve objectives within given input/output constraints
- Modularity allows organizations to establish and improve Agile practices incrementally by focusing on one independent module at a time

Scrum is Modular and Fractal



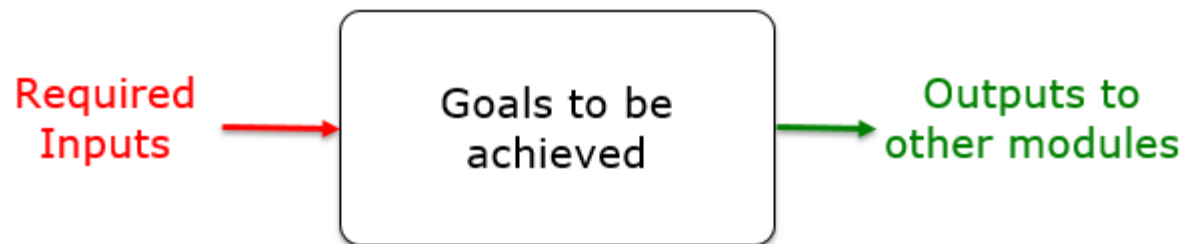
So is Scrum@Scale



Modules Defined by Goals, Inputs & Outputs

Goals	Define what the module is intended to accomplish
Inputs	Describe the information or resources needed from other modules to accomplish those goals
Outputs	Outline what information or product this module generates that are needed by other modules

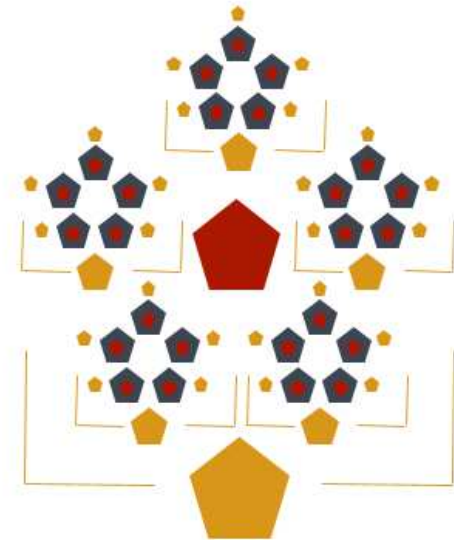
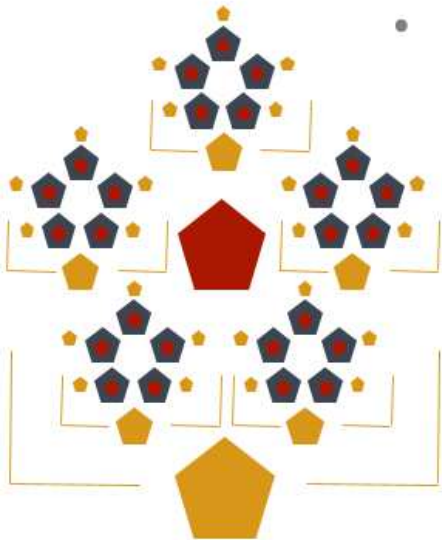
ANY specific practice that meets the module's required Goals, Inputs and Outputs will work with all of the other Scrum at Scale modules...This is "Contract-First Design."



Case Study: SAAB Defense Solved Scaling

4096 People in 1 Hour!

- 8:30 Executive Action Team
- 8:15 Scrum of Scrum of Scrum of Scrums
- 8:00 Scrum of Scrum of Scrums
- 7:45 Scrum of Scrums
- 7:30 Daily Scrum



Spotify Deploys Aggressive Scrum

- Hires great developers and coaches
- Every team has a coach
- Coaches are responsible for 1 process improvement every Sprint
- Improvement backlog measured continuously
- Coaching has radically improved output
- 33% of all Spotify teams have moved to continuous deployment

Scaling @ Spotify, Anders Ivarsson & Henrik Kniberg, Scrum Alliance Gathering, Paris, 06-Feb-2013



Scaling Challenges

- Scaled Scrum must be consistent with the Scrum Guide or it will be slow
- Descaling – the elimination of bad habits – followed by incremental rollout of functioning team is critical
- Minimal viable bureaucracy
 - Executive Action Team (EAT): Senior Team in charge of Agile implementation
 - Executive MetaScrum (EMS): alignment led by CPO with management and stakeholders
 - Scrum of Scrums as Release Team

Management Must Provide Agile Leadership

The EAT Ensures...

- Product Backlog Items flow to stable teams
- Measurements per Sprint on production are captured (Velocity)
- Plans updates using real data (Velocity)
- Value delivery is early and often

Instead of...

- Assigning people to projects
- Measuring time spent on a product that does not work or that is not done
- Updating a Gantt Chart
- Locking down scope as an “all or nothing” proposition

What is an Agile Practice?

- This is NOT a PMO (Project Management Office)
- It is a cross-functional Scrum team who owns the coaching competency within the organization
- Accountable for quality of Scrum in the organization
- Delivers transformational vision of the EAT through the execution of a backlog
- Center of continuous learning for Scrum professionals



Learn Scrum@Scale

- **March 2 & 3: Boston**
- **March 20 & 21: Madrid**
- **March 30 & 31: Boston**
- **April 3 & 4: Minneapolis**
- **May 4 & 5: Boston**

For more information or to register visit:

<https://www.scruminc.com/>

Wrap-Up

Wrap-Up / Q&A

