

# *Scrum at Large*

## *Thales Case Study*

*Agile Portugal 2015*

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# Speaker Qualifications

- Living in Holland
- Working with Agile teams since 2000.
- Financial, Internet and Product Companies
- Agile transformations across Europe.
- Professional Team & Life Coach
- Author & Speaker.
- Professional Scrum Trainer @ Scrum.org.
- Certified LeSS Trainer.
- Qualified Innovation Games® Instructor
- **Too frequently away from my family ☹**



# *About Thales*

- Wherever Safety and Security are critical, Thales delivers.





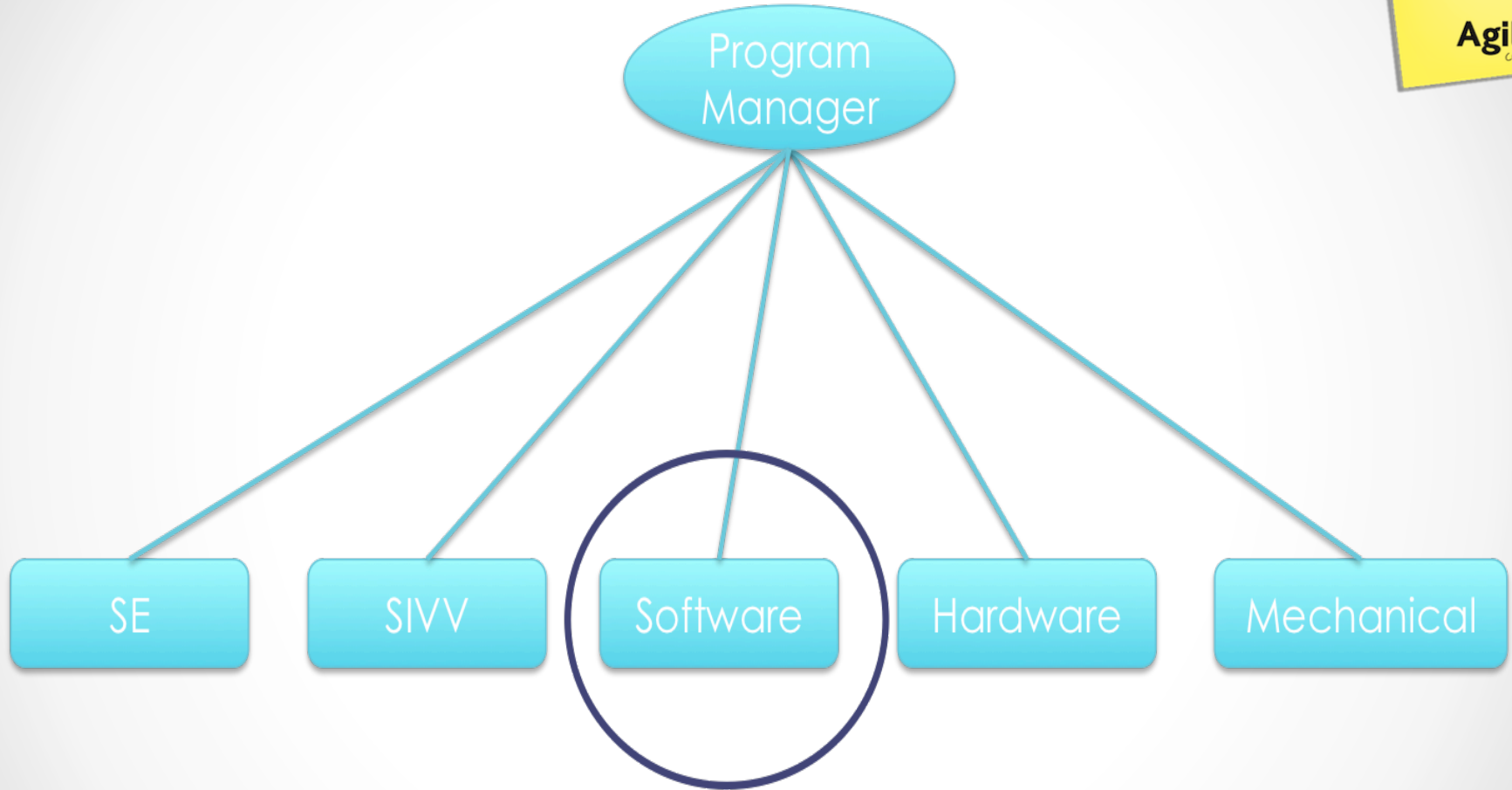
# Surface Radar



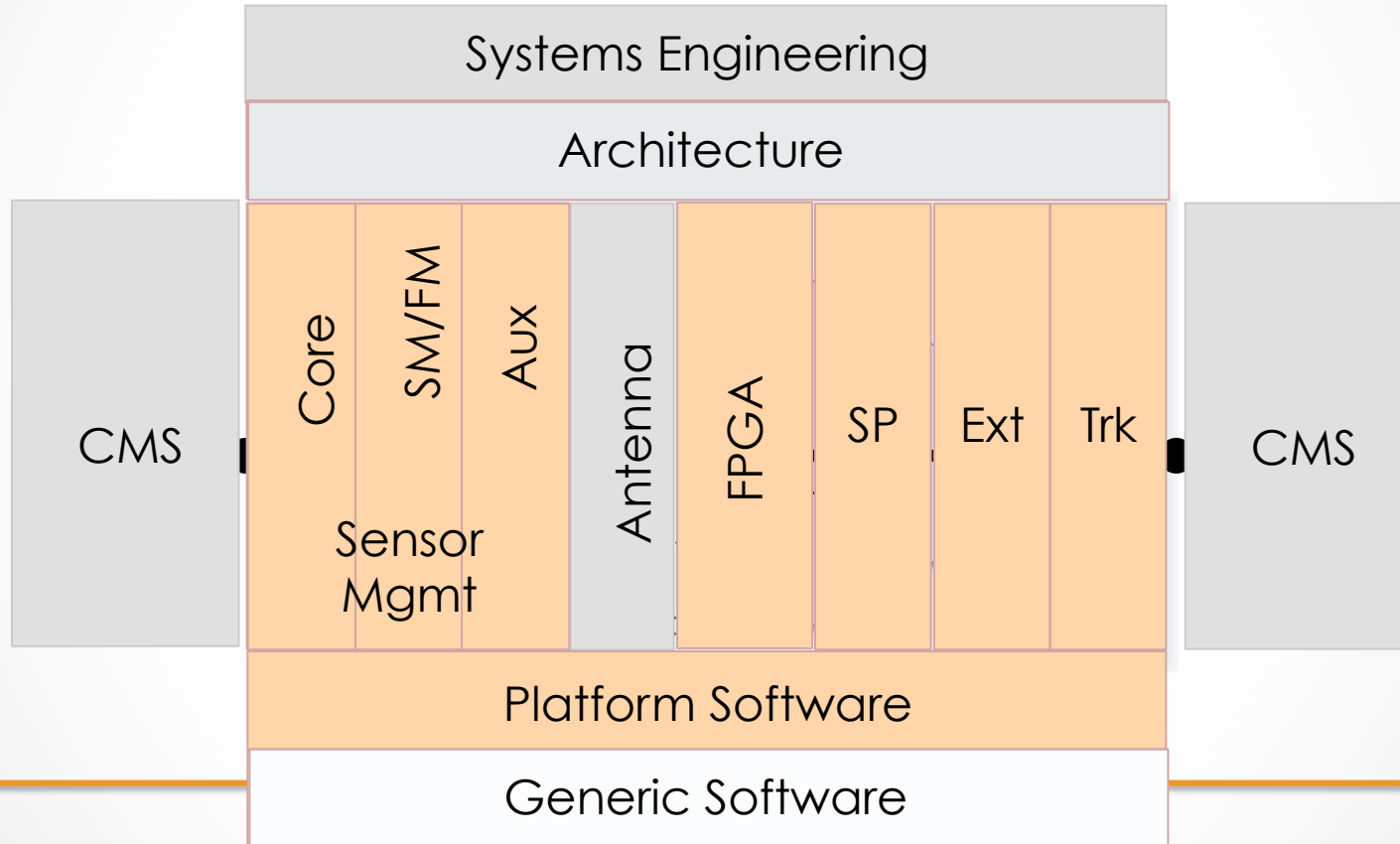
# Goal Keeper



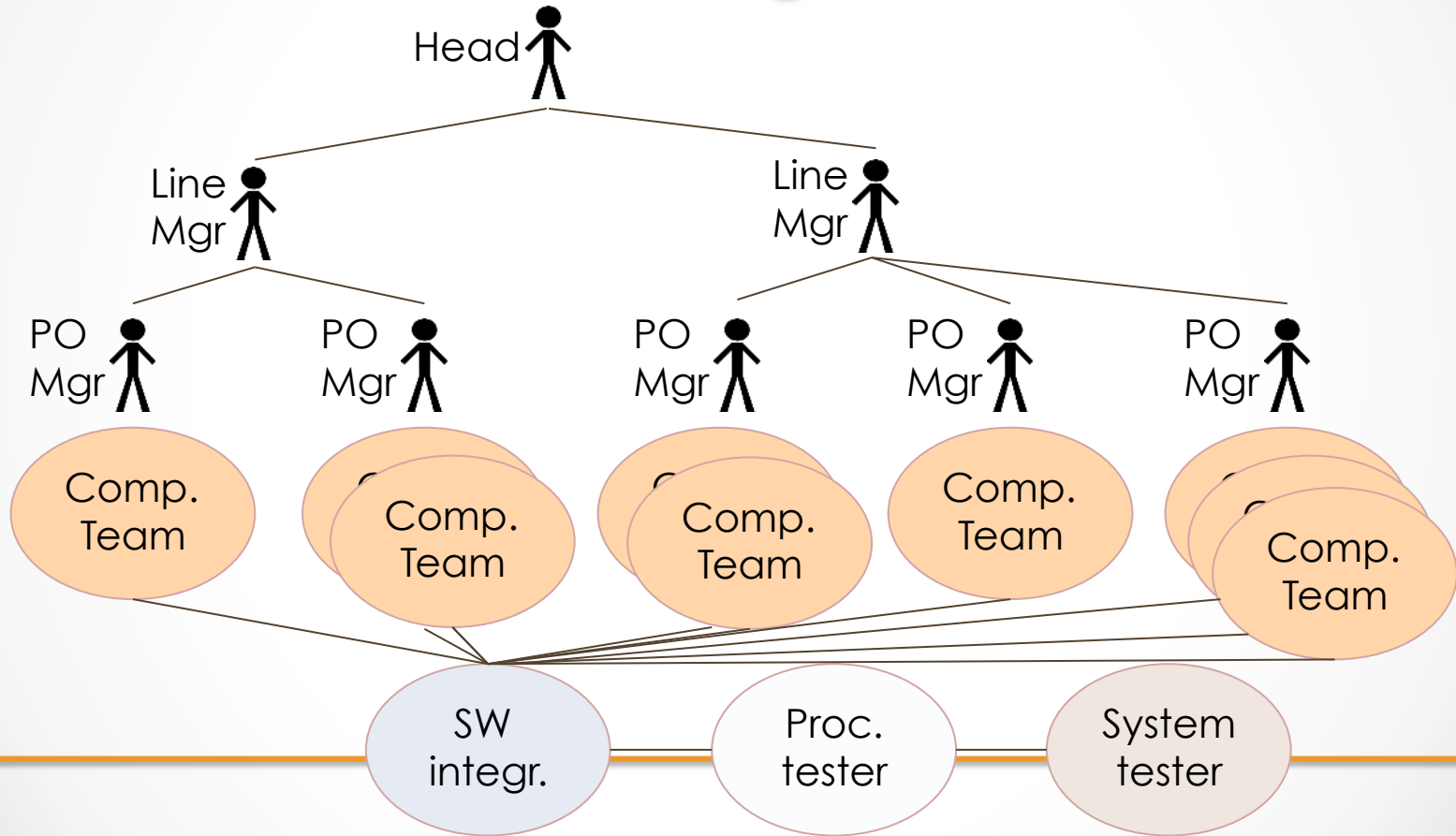
# *The start situation*



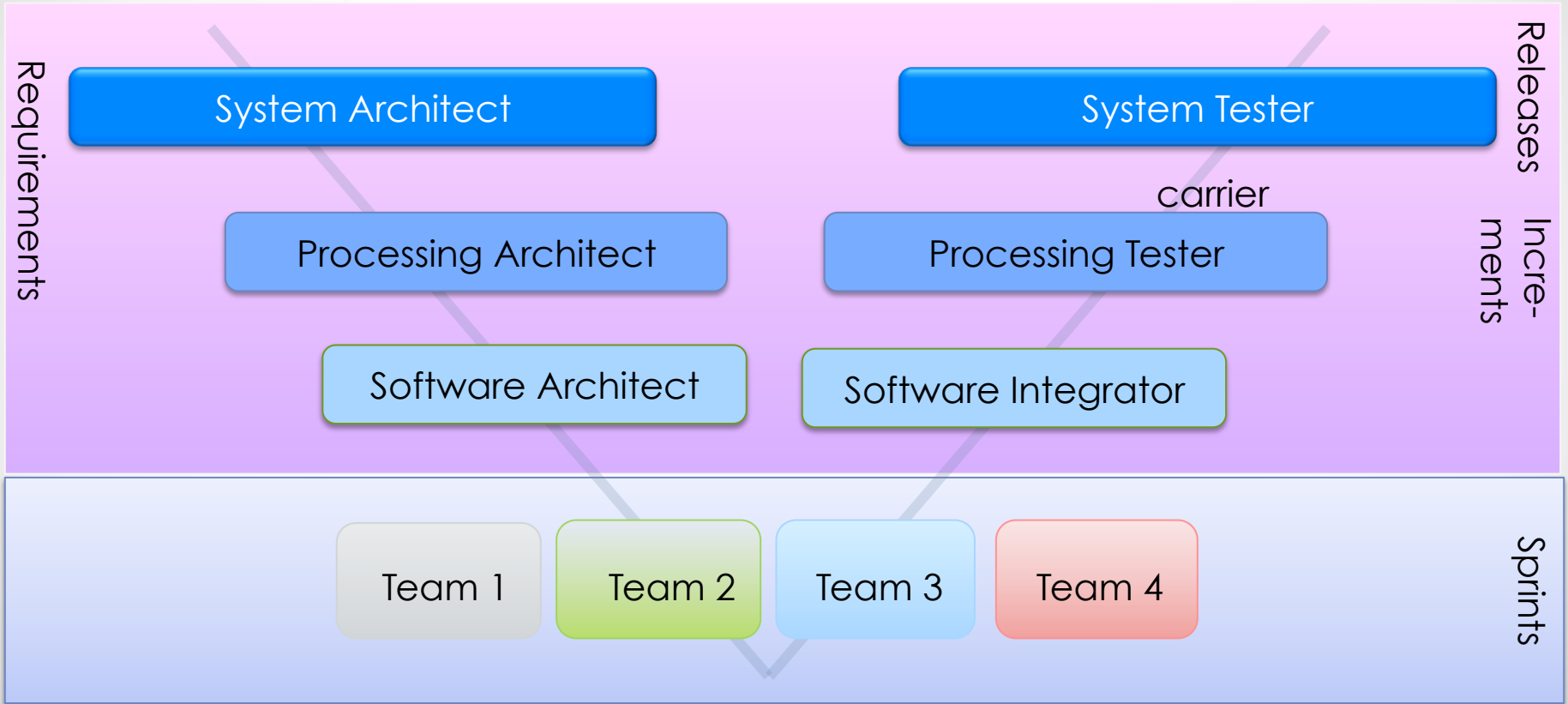
# Thales Surface Radar Development



# First Structure Change



# Development Model





*Not what was expected!*

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# Moderate Results

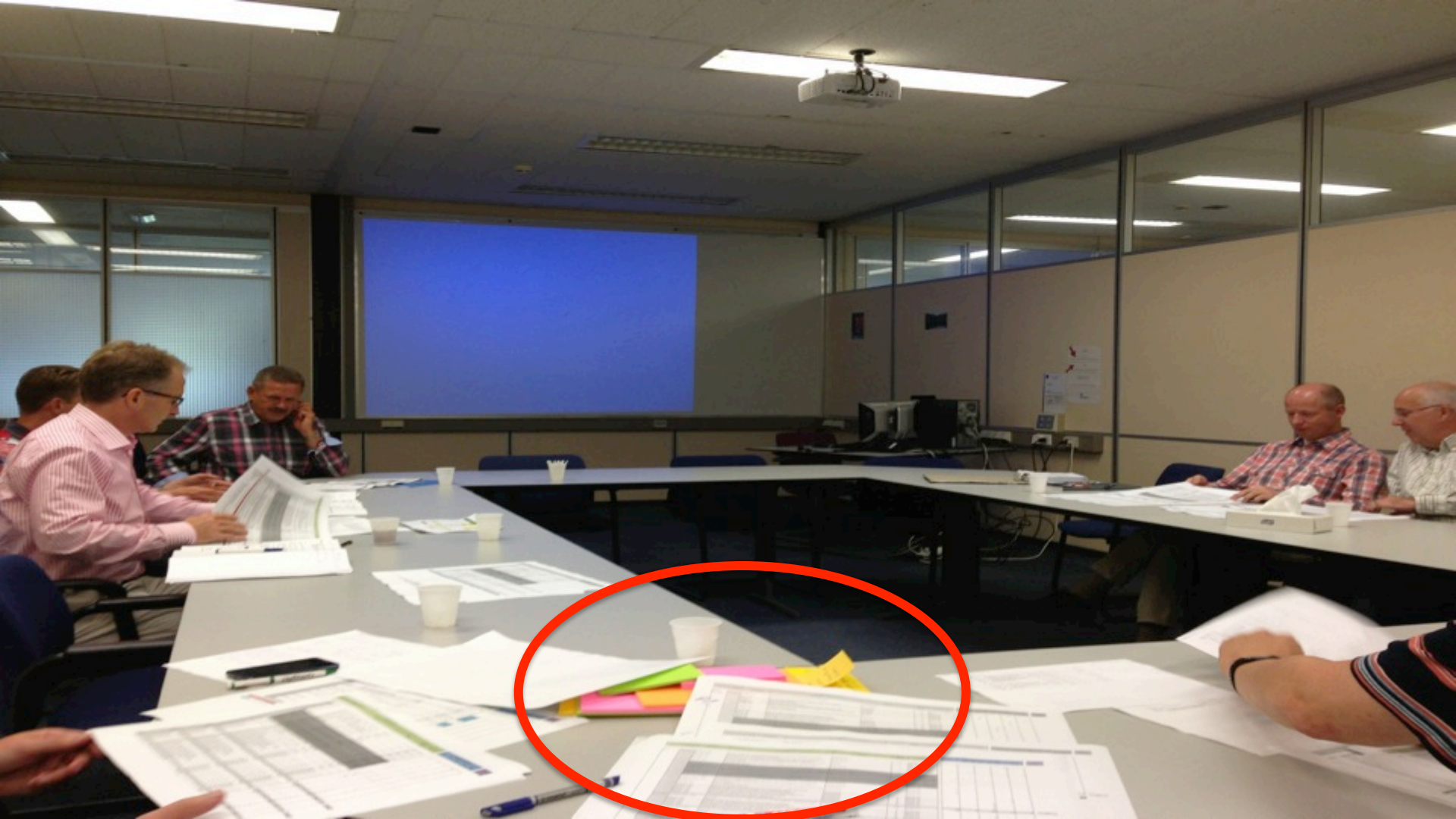
- Component Scrum teams
  - Increased project transparency & knowledge sharing
  - ... but teams not improving and stakeholders not enthusiastic
- Get outside help
  - ... to improve on the agile mindset of engineers and teams???





# Go See...

- The separate component teams optimized their own productivity.
  - The responsibility of delivering an integrated functional working product was being handed over to separate test teams.
  - Project managers had the impossible task of managing requirements dependencies among all the component teams.
  - Stakeholders complained about the lack of project transparency as project progress was measured on individual components.
  - Line managers played the role of fake POs limiting team-customer interaction and inhibiting self-managing teams to arise.
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# *The approach to adoption*

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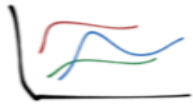
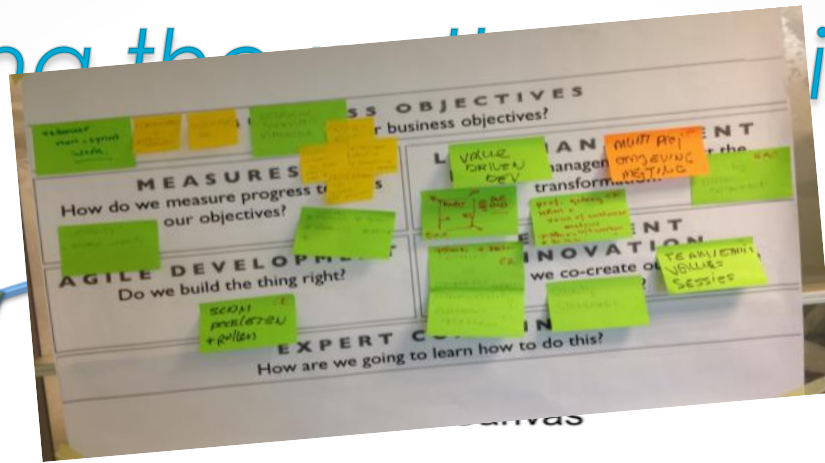


# *Main areas for change*

- Organizational structure
  - Management Roles
  - Policies, working agreements.
  - Whole product and customer centric focus
  - Agile development skills.
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# Discovering the ... ability



Inspection



Innovation Plan



Change Goal



Discover

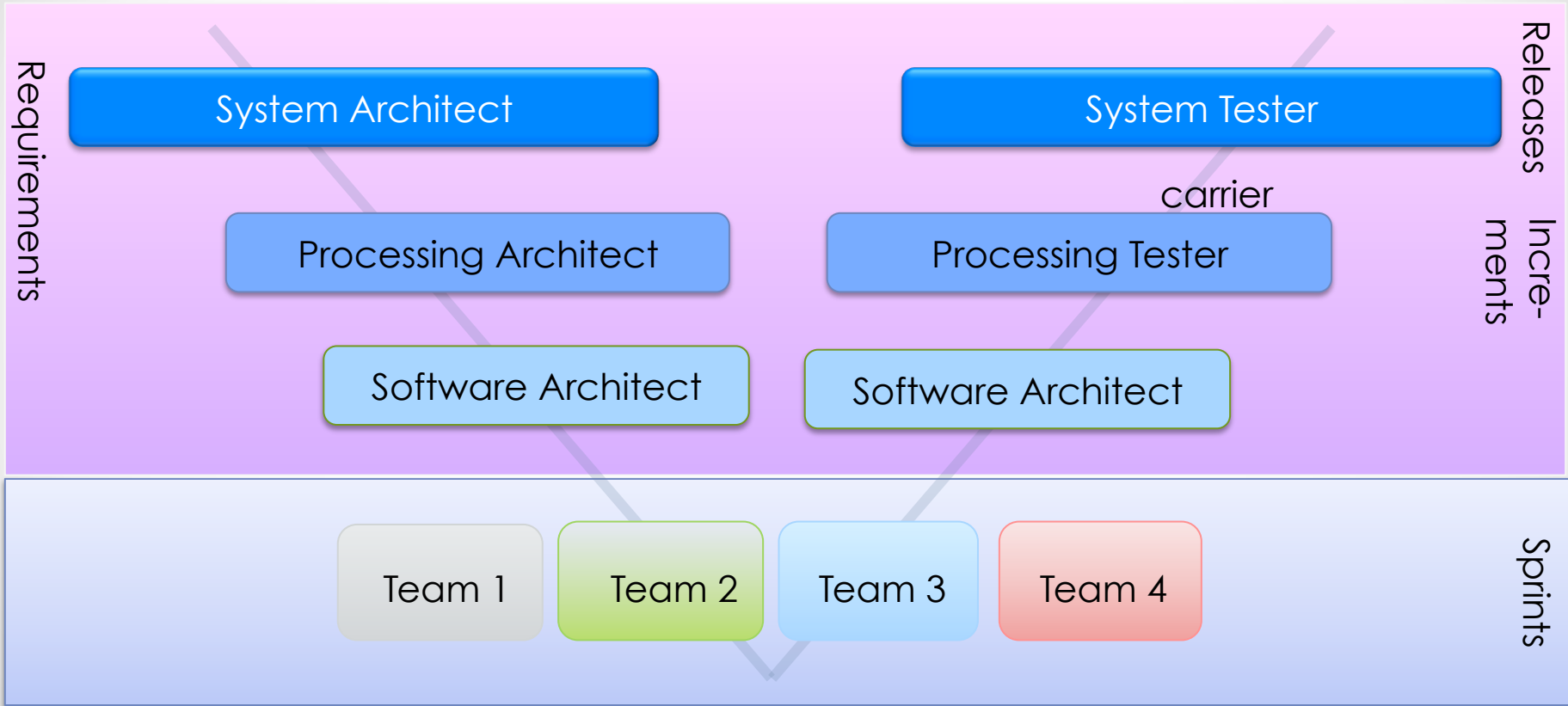


Organizational Learning

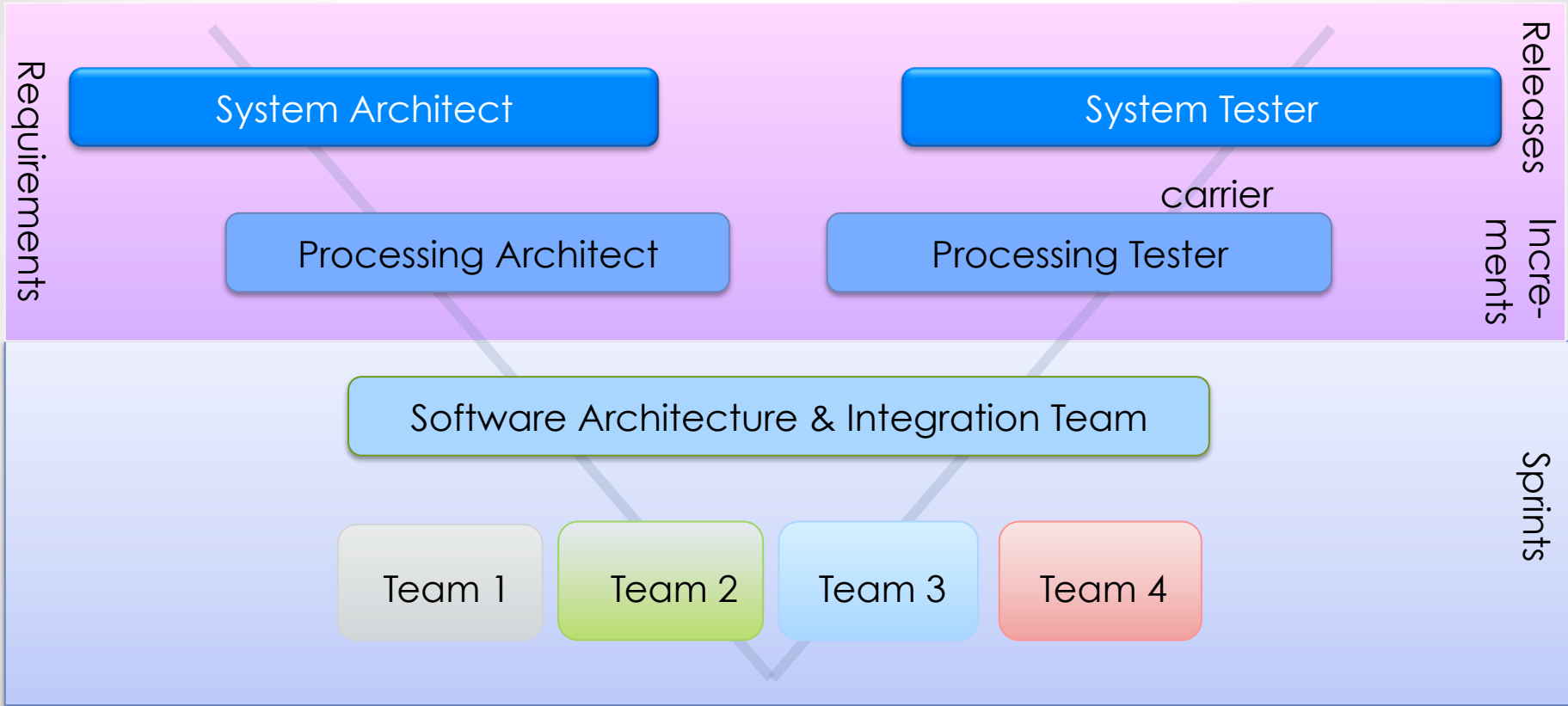


Standard for improvement

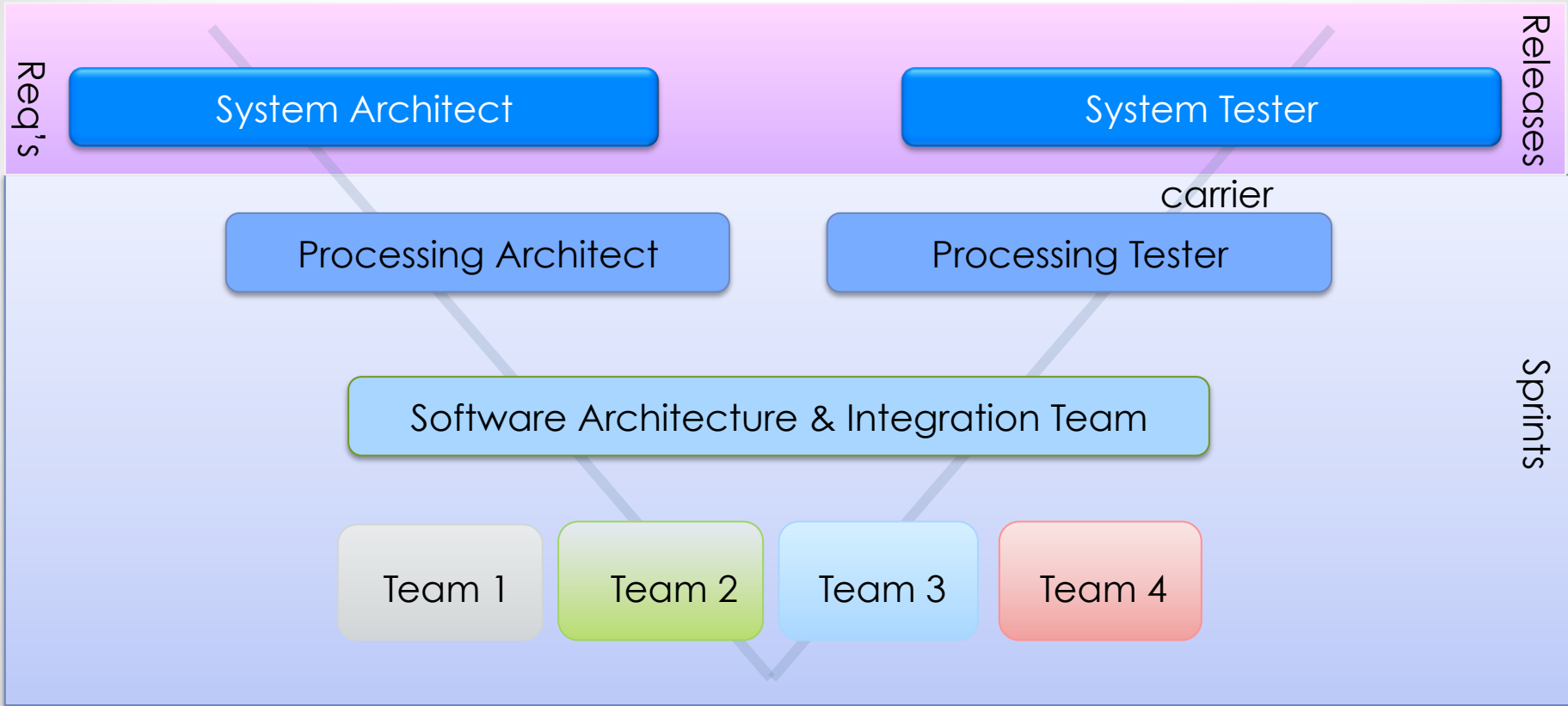
# Start situation visualised (recap)



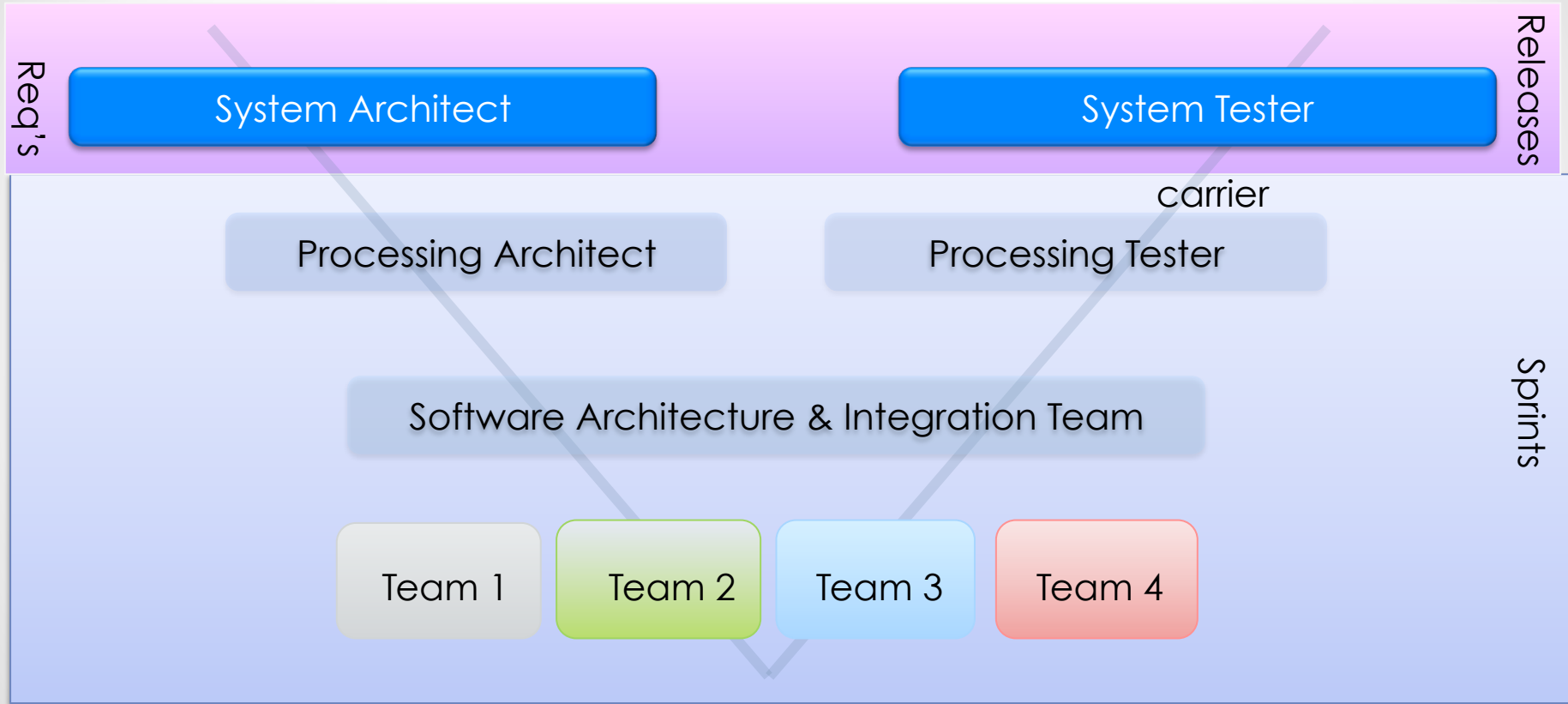
# Scaling scrum to department level



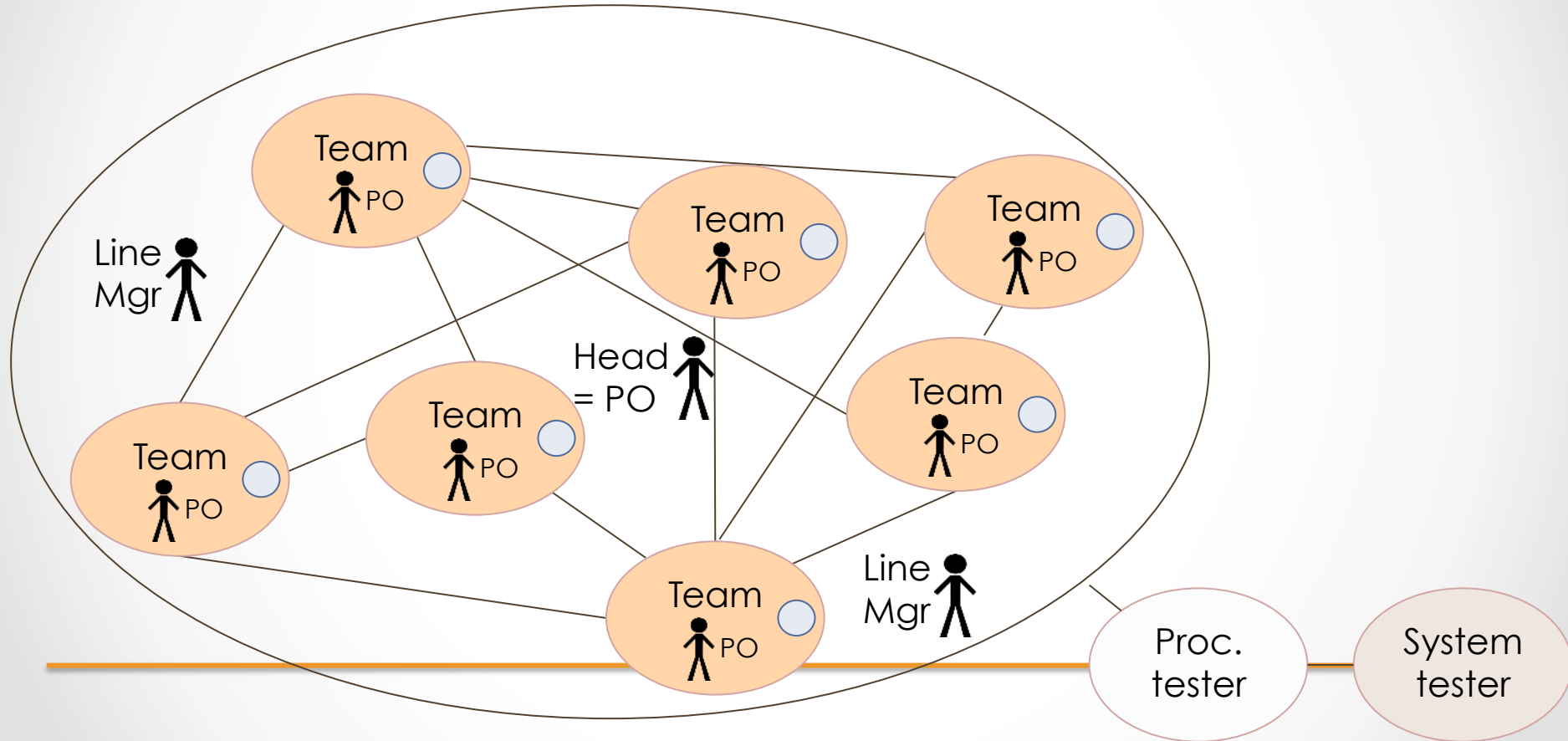
# Scaling scrum to department level



# Scaling scrum to department level



# Structure Change







How can we communicate better?

Creativity

Accountability

Trust

Freedom

Responsibility

Dedication

Integrity

Respect

Professionalism

Wat kan er beter aan de communicatie/informatie verstrekking?

Wat willen we veranderen in hoe we met elkaar omgaan?

Accountability

Trust

Freedom

Responsibility

Wat kan er beter aan de department sprint?

Integrity

Dedication

Respect

Professionalism



# Impact



- The hierarchy was minimized and a networked organizational structure was used.
  - The department head became the PO of the Processing product.
  - Able to do Fine Grained Prioritization
  - The PO/Mgr role at the team level was removed. The line managers now focus on coaching the relationships between the people, teams and the customers.
  - The teams now have responsibility to integrate the software and there are no more handovers to the integration team.
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*How we do it*

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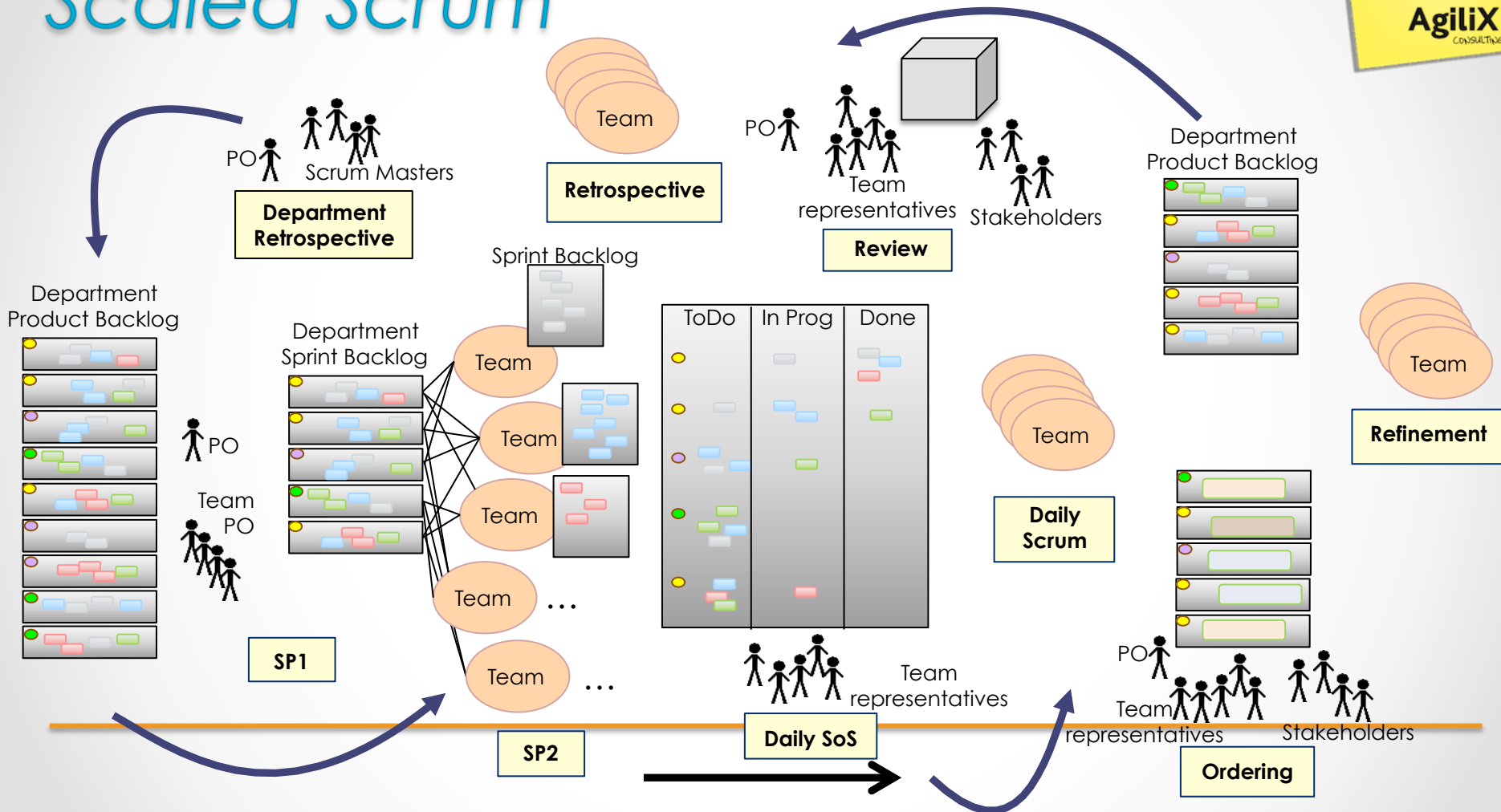
# Scaling reduces complexity



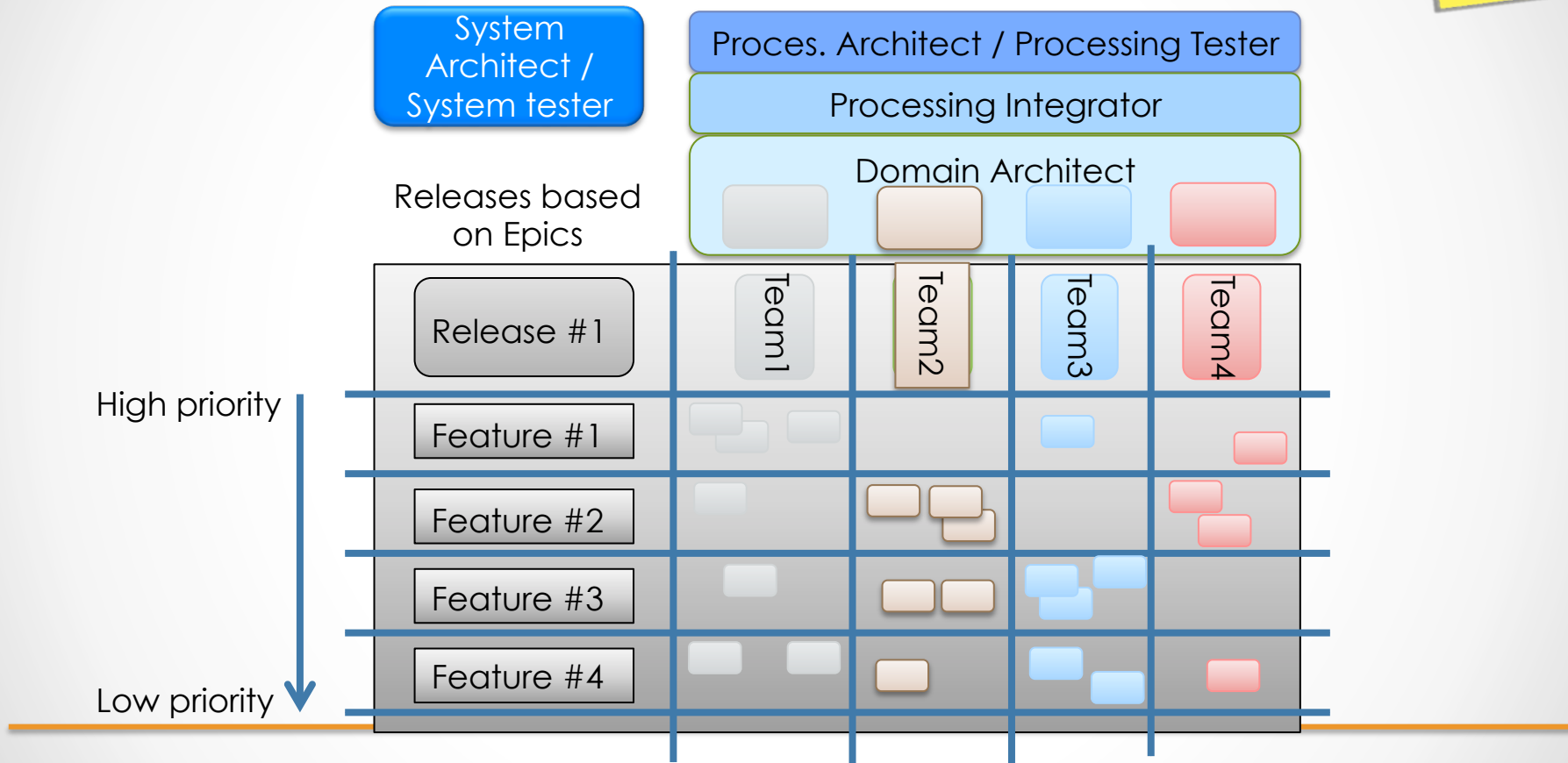
- We work with 9 teams and about 80 people on one product.
  - **NO** additional roles BUT **less** roles.
  - **NO** additional artifacts BUT **less** artifacts.
  - **NO** additional meetings BUT **less** meetings.
  - **NO** additional steps BUT **less** steps.
  - **NO** additional hierarchy BUT **less** hierarchy.
-

# Scaled Scrum

AgiliX  
CONSULTING



# Feature refinement





# Sprint Planning

High priority

Low priority

High priority

Low priority



Backlog





# Bottom up coordination

AgiliX  
CONSULTING



27/4  
Königsplatz

# *Retrospective at Scale*

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# *Sprint retrospective at large*

- Every scrum team has own retrospective
- Overall Sprint retrospective with representatives & Scrum Masters.
- Impediments teams cannot solve themselves



# *Sprint Review at scale*

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- PO leads the session.
- Sprint Review with stakeholders and Scrum Team representatives
- Market Fair for demo



# Increments at Scale

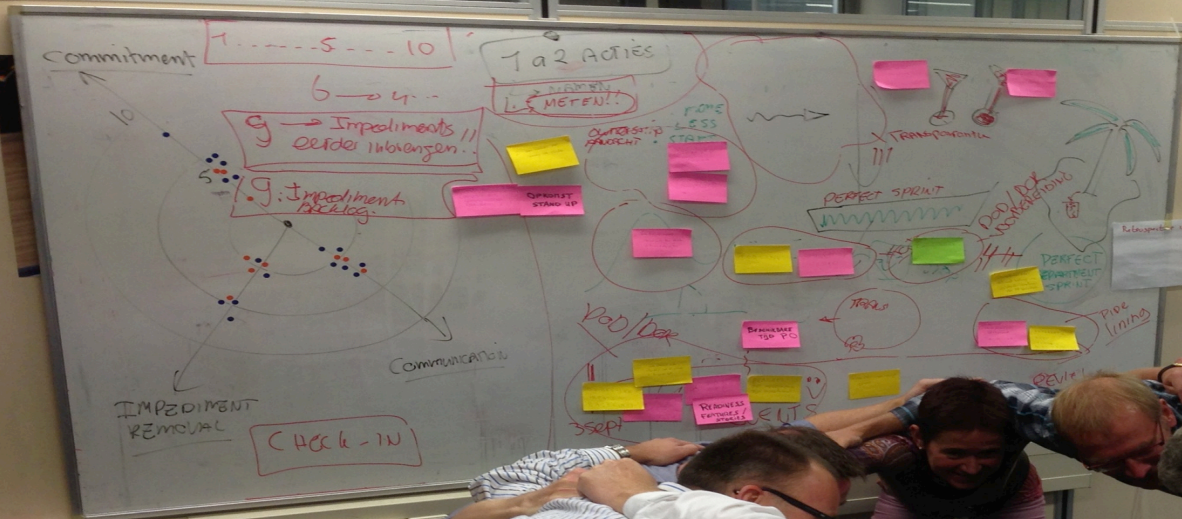
- Shared code ownership
- Pair programming
- Test driven development
- Automated testing
- Continuous integration



*What about management?*

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*Results so far*

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# Results so far

- More Fun and Engagement

- Clearer Vision and Mission
  - More Transparency
  - Clearer Roles and Responsibilities
- ## Lower Organizational Complexity

- Management is servant.
  - Higher Productivity
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# Next steps



- Team based incentives
    - Started in February
  - Increase Customer Centric Focus
    - Deliver a verified processing chain instead of only in integrated one
  - Maximize customer value
    - Steadily increase the velocity
    - Collaborate more with internal customers (Engineering and System testers)
      - Deliver what the customer really wants, when he wants it, and with the needed quality
-

# Wrap-up



- Becoming a Lean & Agile organization is about discovering your path.
  - The people themselves are in the best position to discover how and what to change.
  - Focus on FLOW first and on UTILIZATION second.
  - A networked structure allows teams to learn and coordinate more efficiently.
  - More customer centric teams and less roles, silos and management layers.
  - More transparency and feedback and less vagueness and speculation.
  - Focus more on discovery and less on following the plan.
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**THERE IS NO  
ELEVATOR  
TO SUCCESS.  
YOU HAVE TO  
TAKE THE  
STAIRS**

Thank You!

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**KEEP  
CALM  
AND  
SCRUM  
ON**