

Scaling Scrum @ Thales with Emergent Innovation

CESARIO RAMOS (AGILIX), SANDRA ROIJAKKERS (THALES)

SCRUM DAY EUROPE, AMSTERDAM, JULY 2, 2015



Speakers

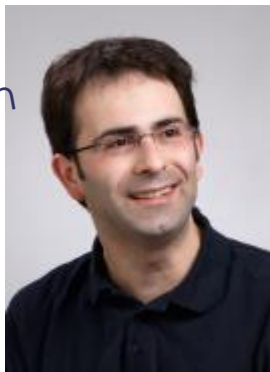
■ Cesario Ramos (AgiliX)

Founder
Of AgiliX

WORK should be FUN

Professional
Team Coach

Author of
EMERGENT



Professional
Scrum Trainer

ScrumPlop®

Agile Management Consultant

■ Sandra Roijackers (Thales)

People manager



Thales

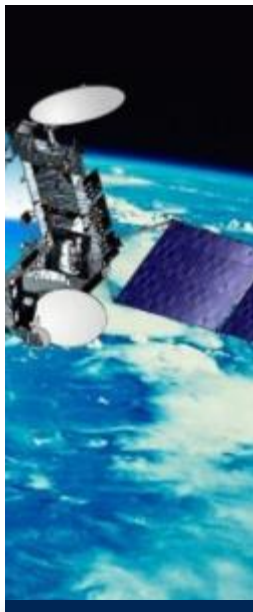
Energetic

Empowerment

Mathematics

■ **Wherever Safety and Security are critical, Thales delivers.**

Together, we innovate with our customers to build smarter solutions. Everywhere.



Thales Surface Radar





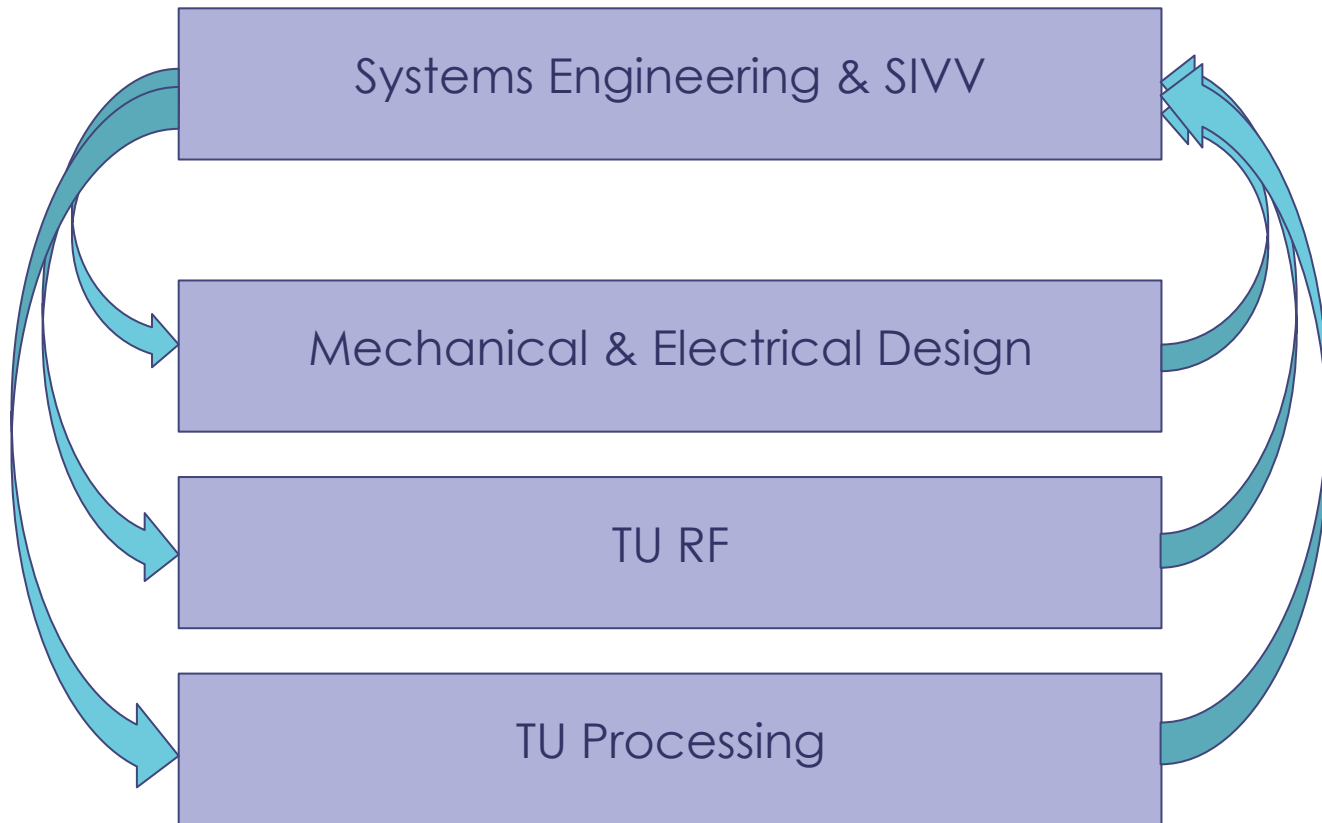
About how we work

www.thalesgroup.com

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Thales Surface Radar Development



Agility?

Customer contracts are

- Fixed scope
- Fixed price
- Fixed leadtime

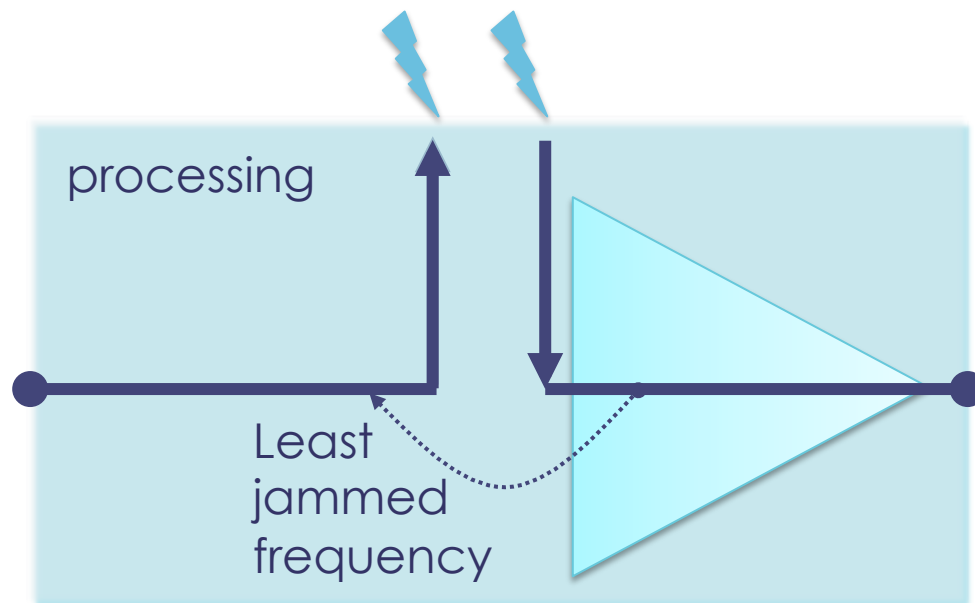
TU Processing makes fixed price quotation

Within budget and leadtime freedom in

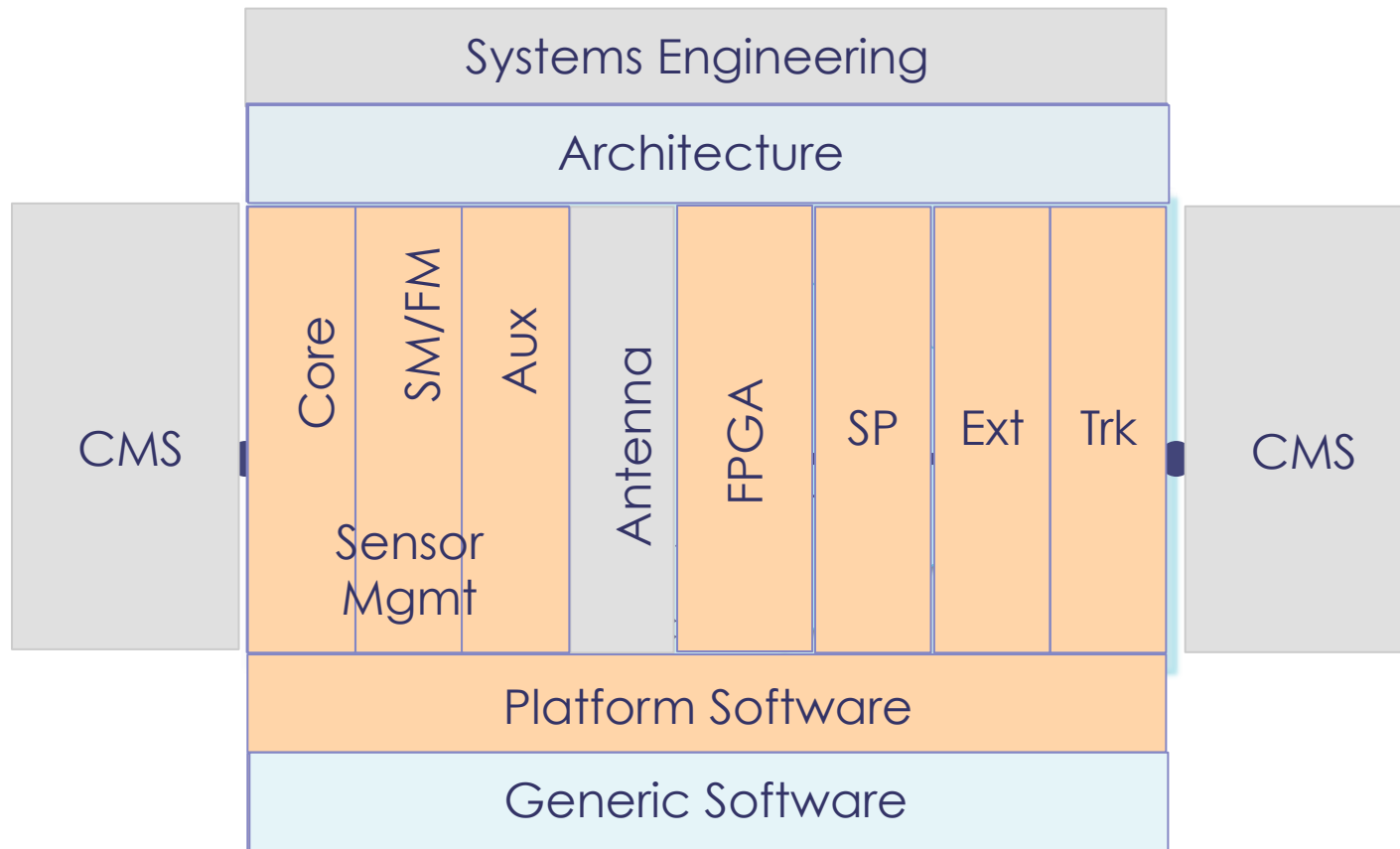
- How to realise customer requirements
- How to optimise customer expectations



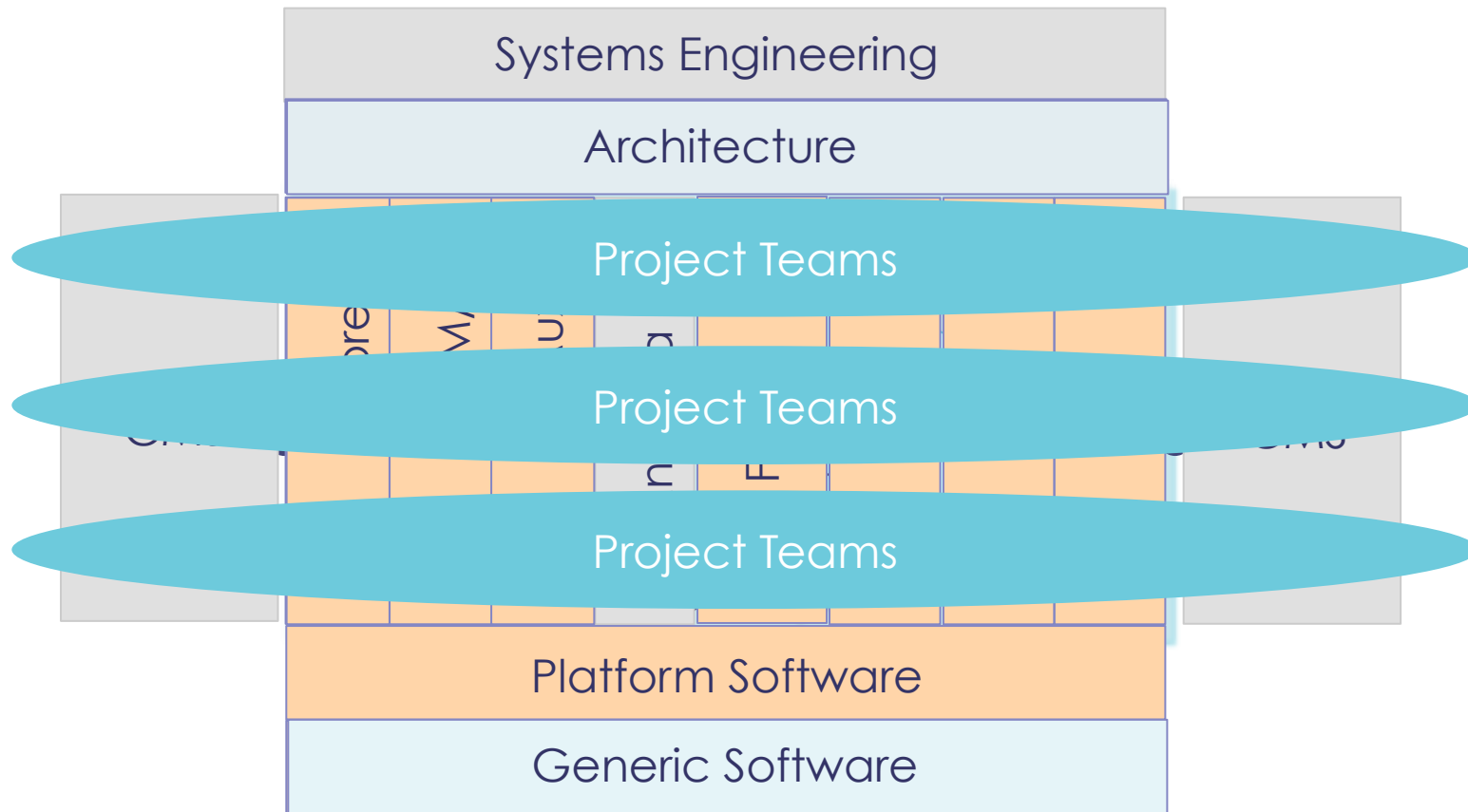
Thales Surface Radar Development TU Processing



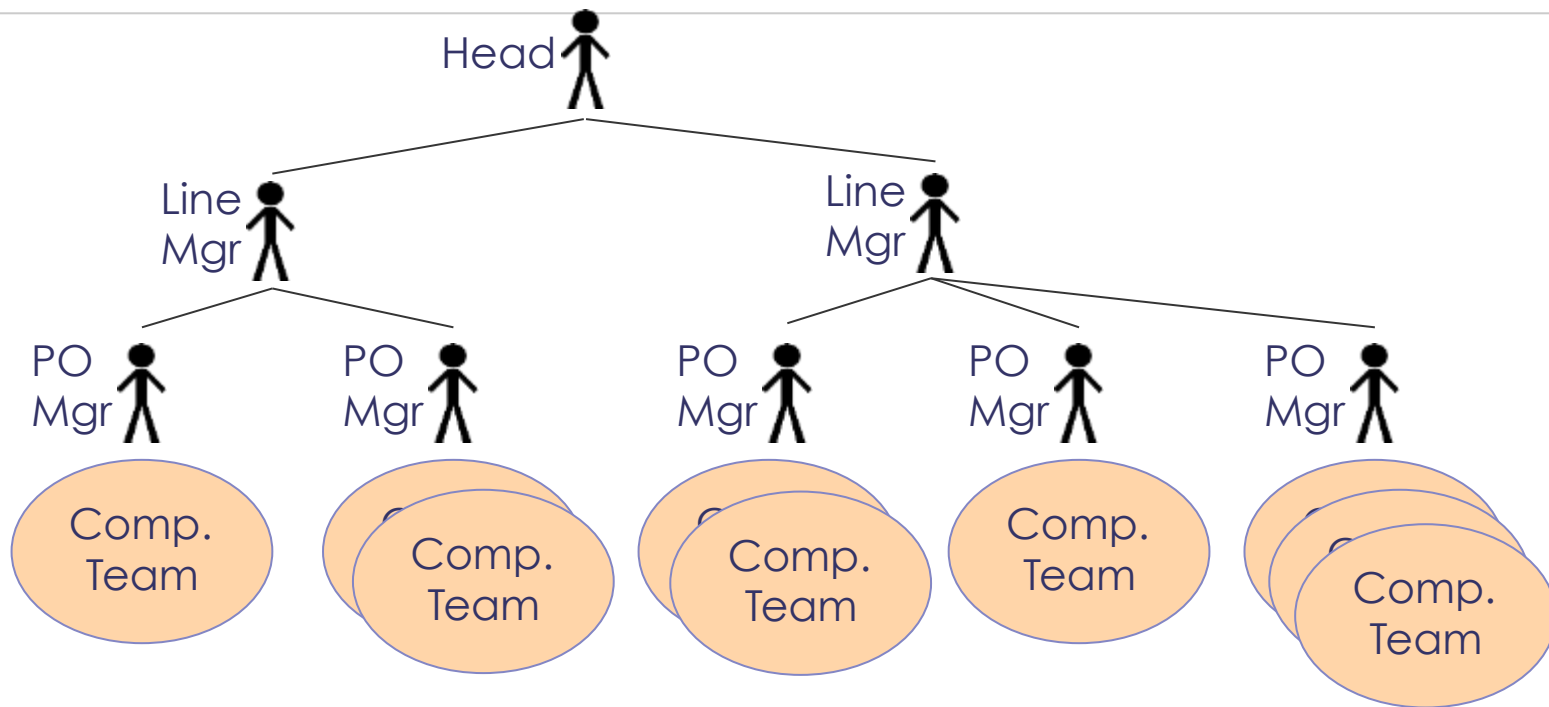
Thales Surface Radar Development TU Processing



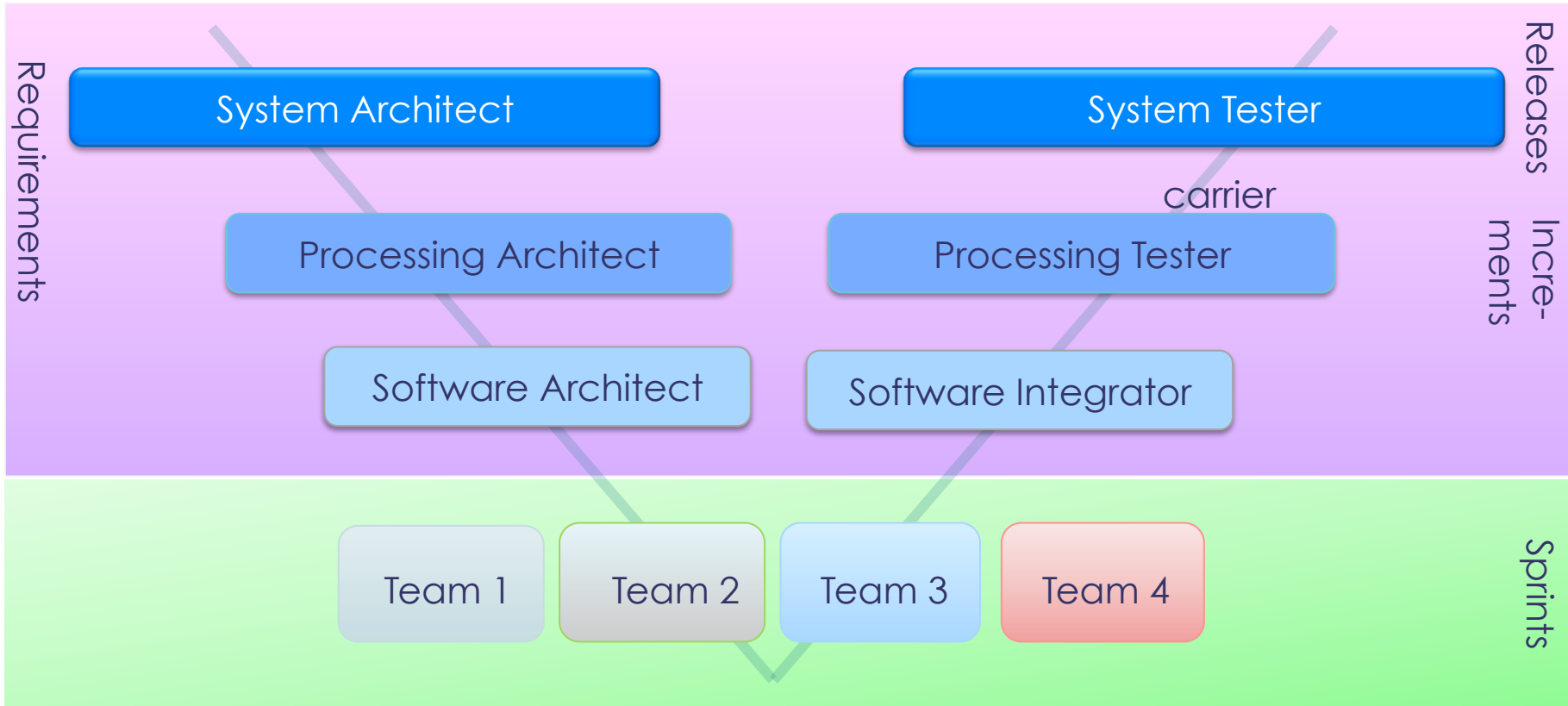
Initial Challenges



First Structure Change



Development Model





Challenges



Start of the Agile era

■ 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





Specialize The Work

Feature 1

Feature 2

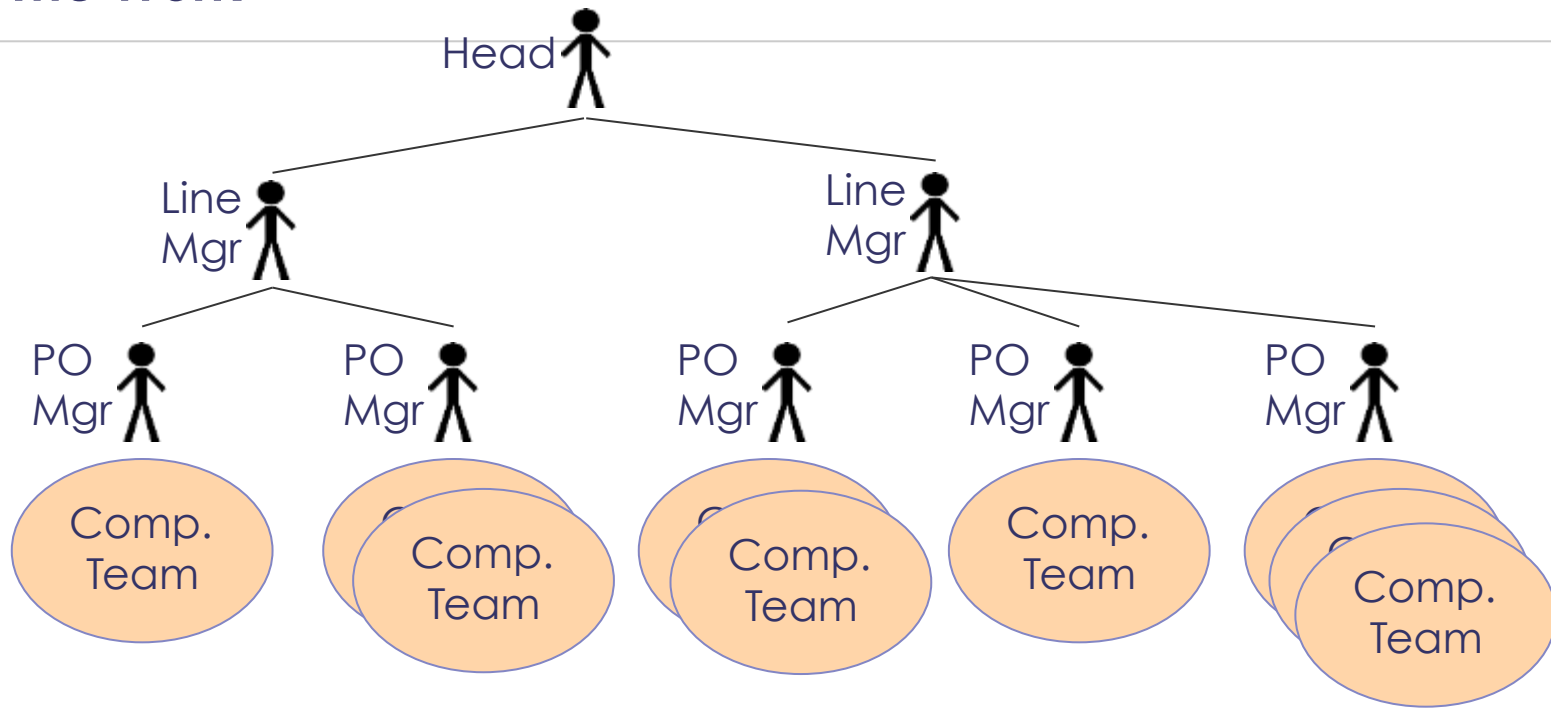
Feature 3

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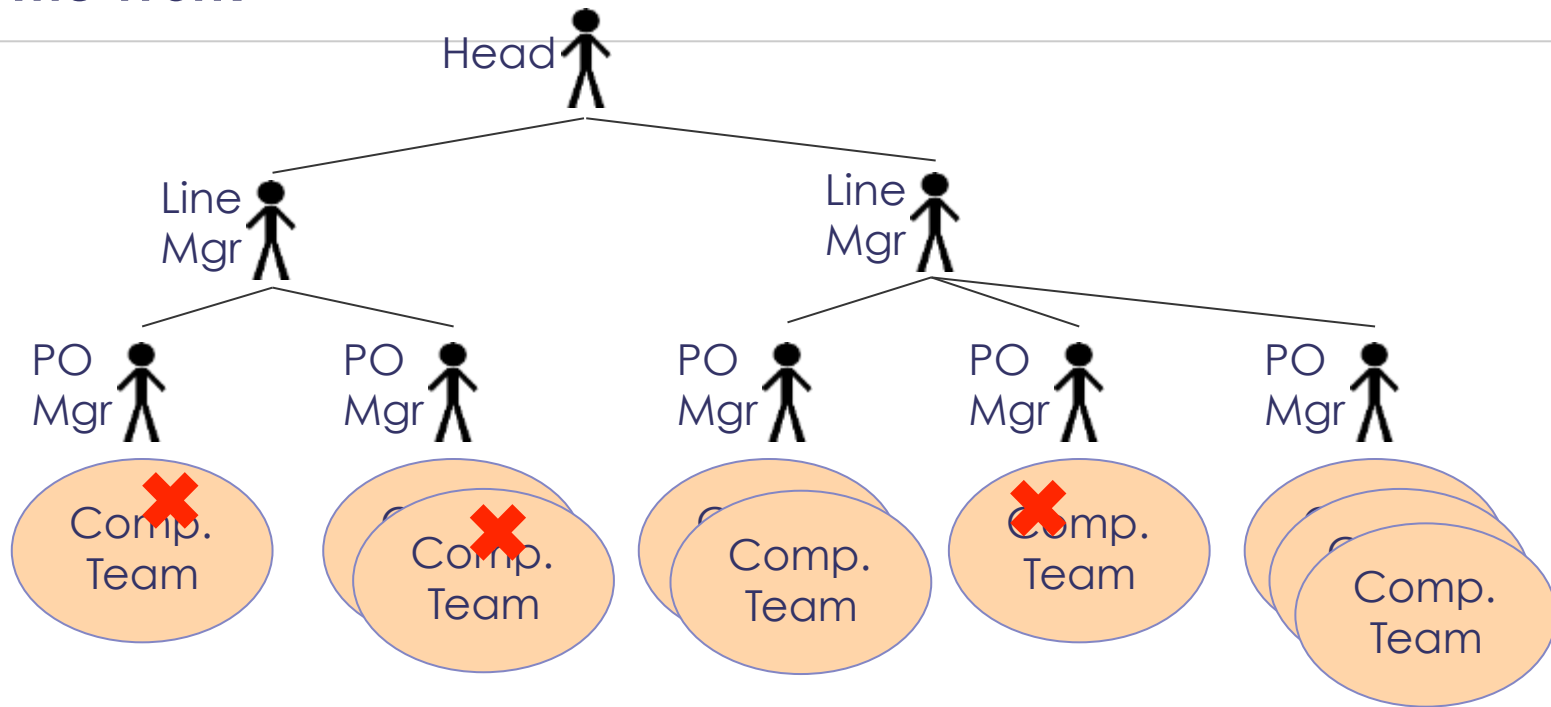
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Feature N



Specialize The Work



Feature 1

Feature 2

Feature 3

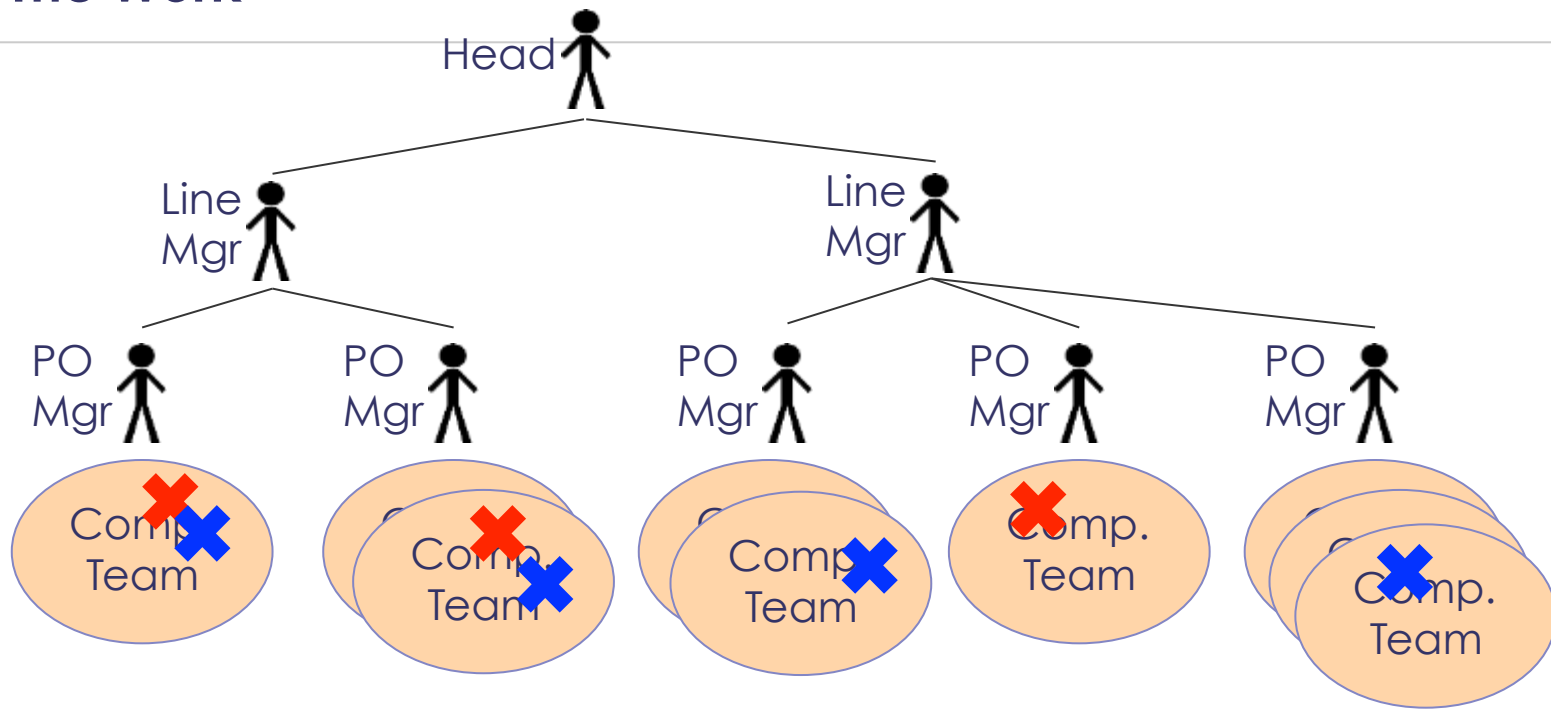
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Feature N

Specialize The Work



Feature 1

Feature 2

Feature 3

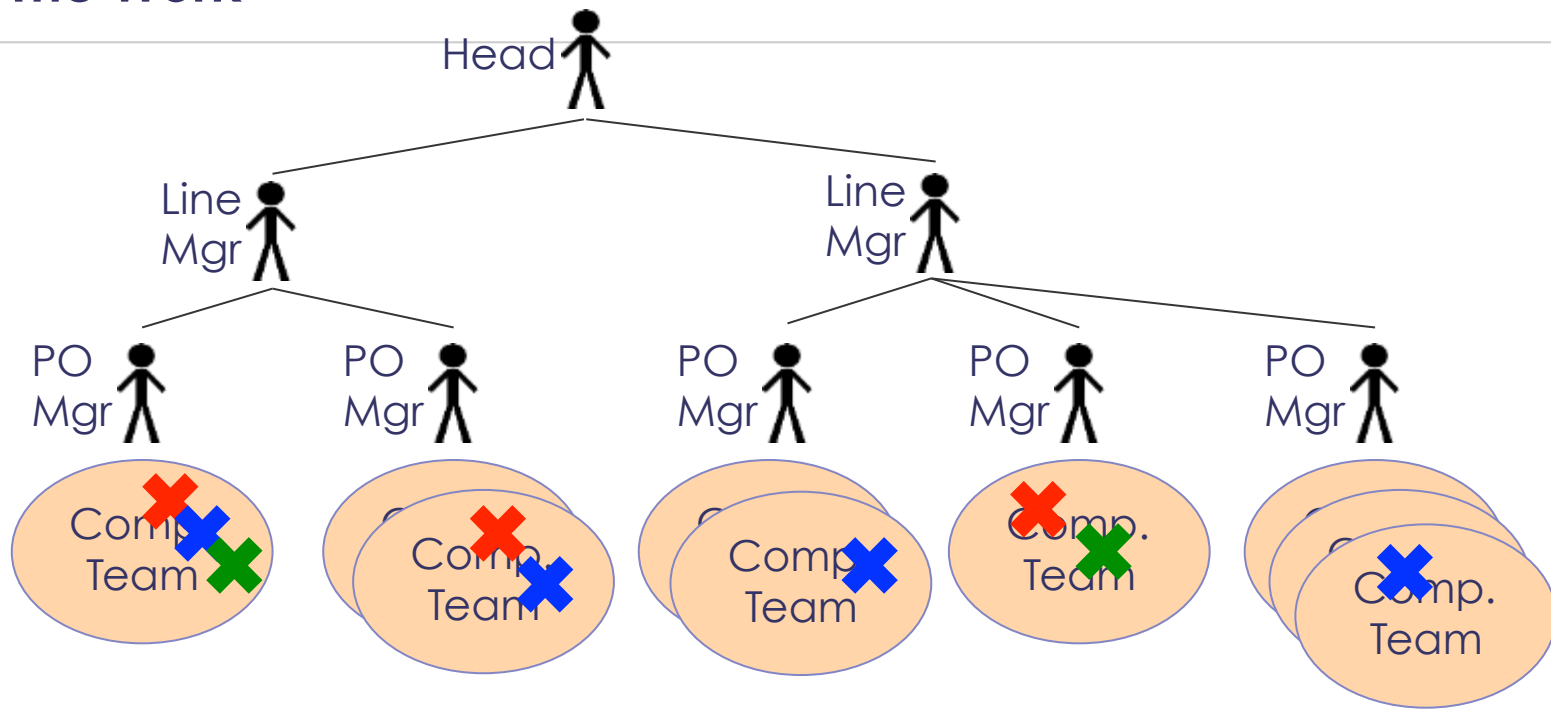
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Feature N

Specialize The Work



Feature 1

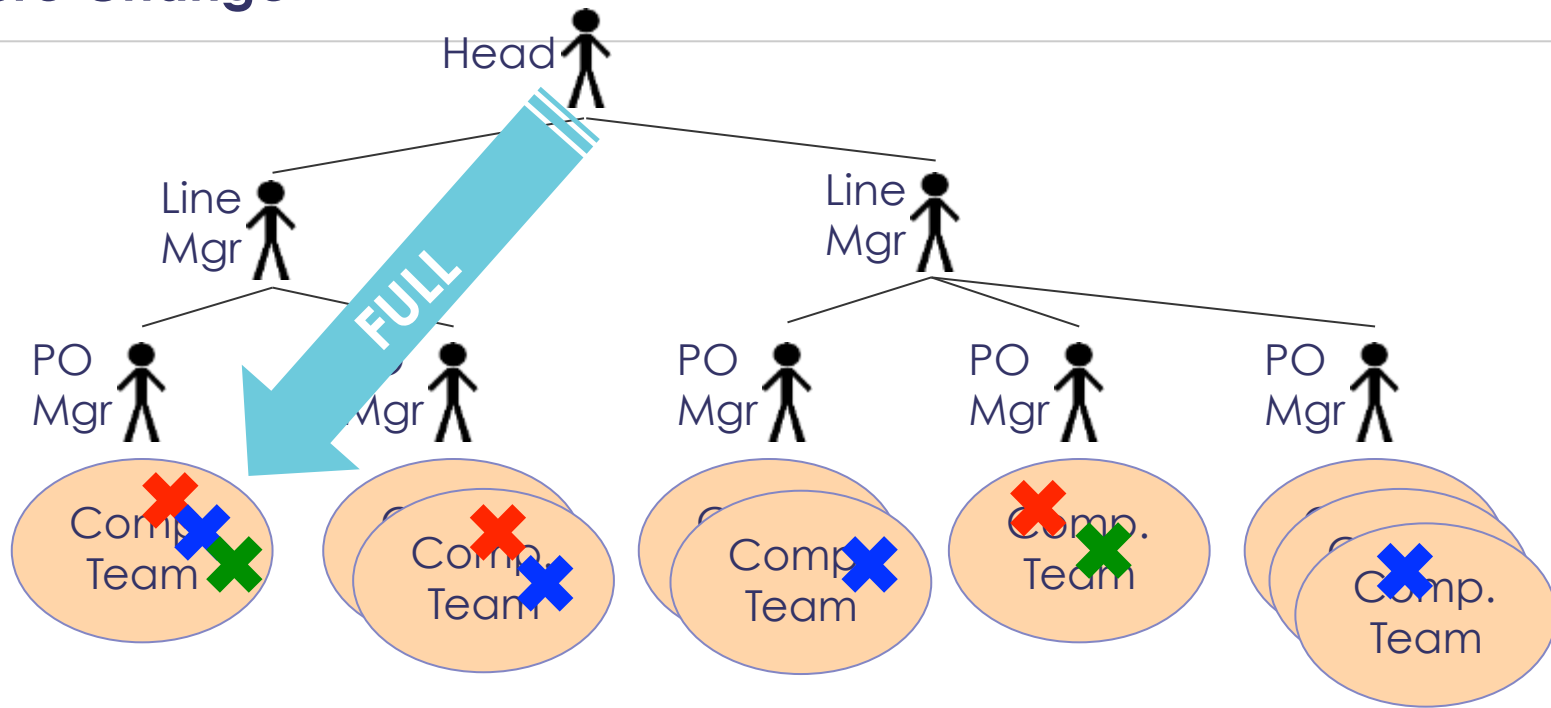
Feature 2

Feature 3

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Feature N

First Structure Change



Feature 1

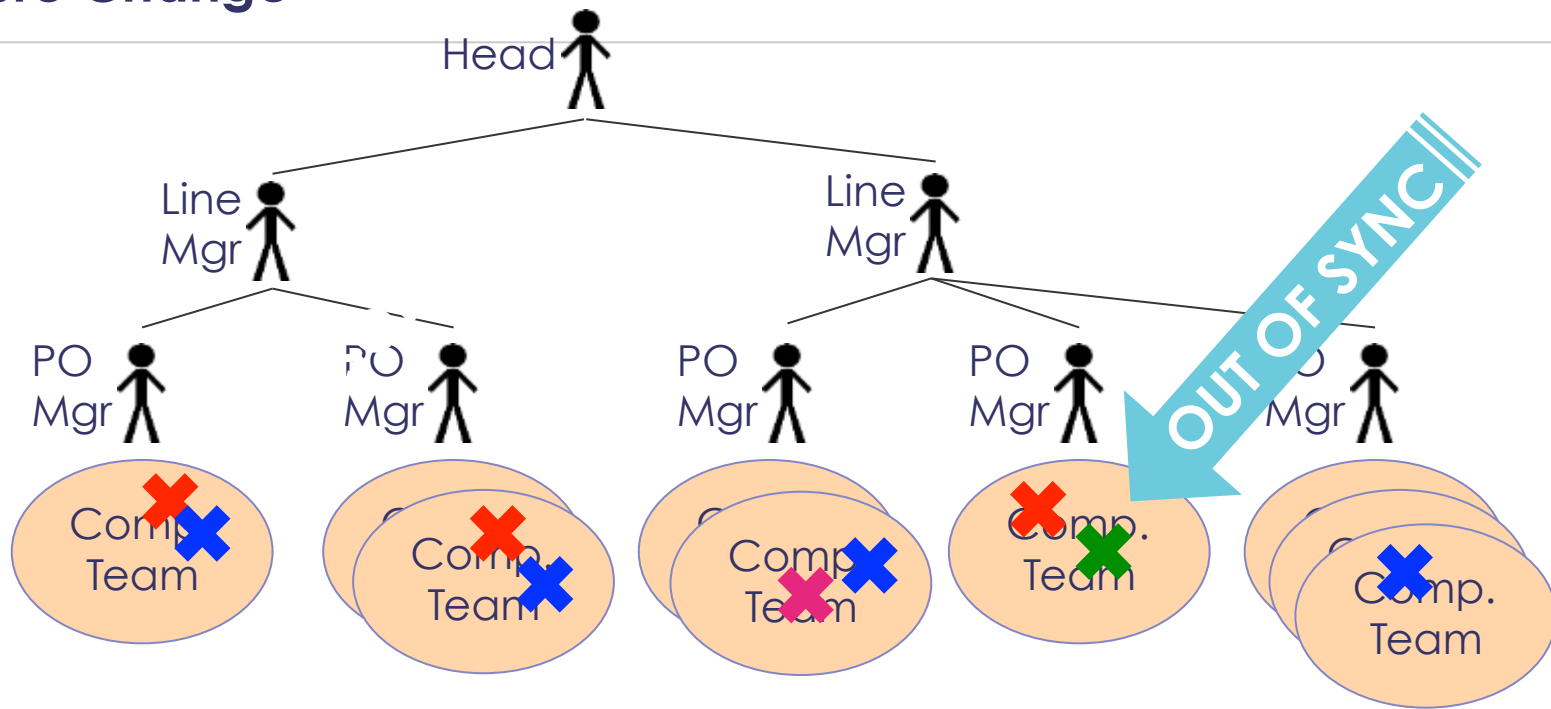
Feature 2

Feature 3

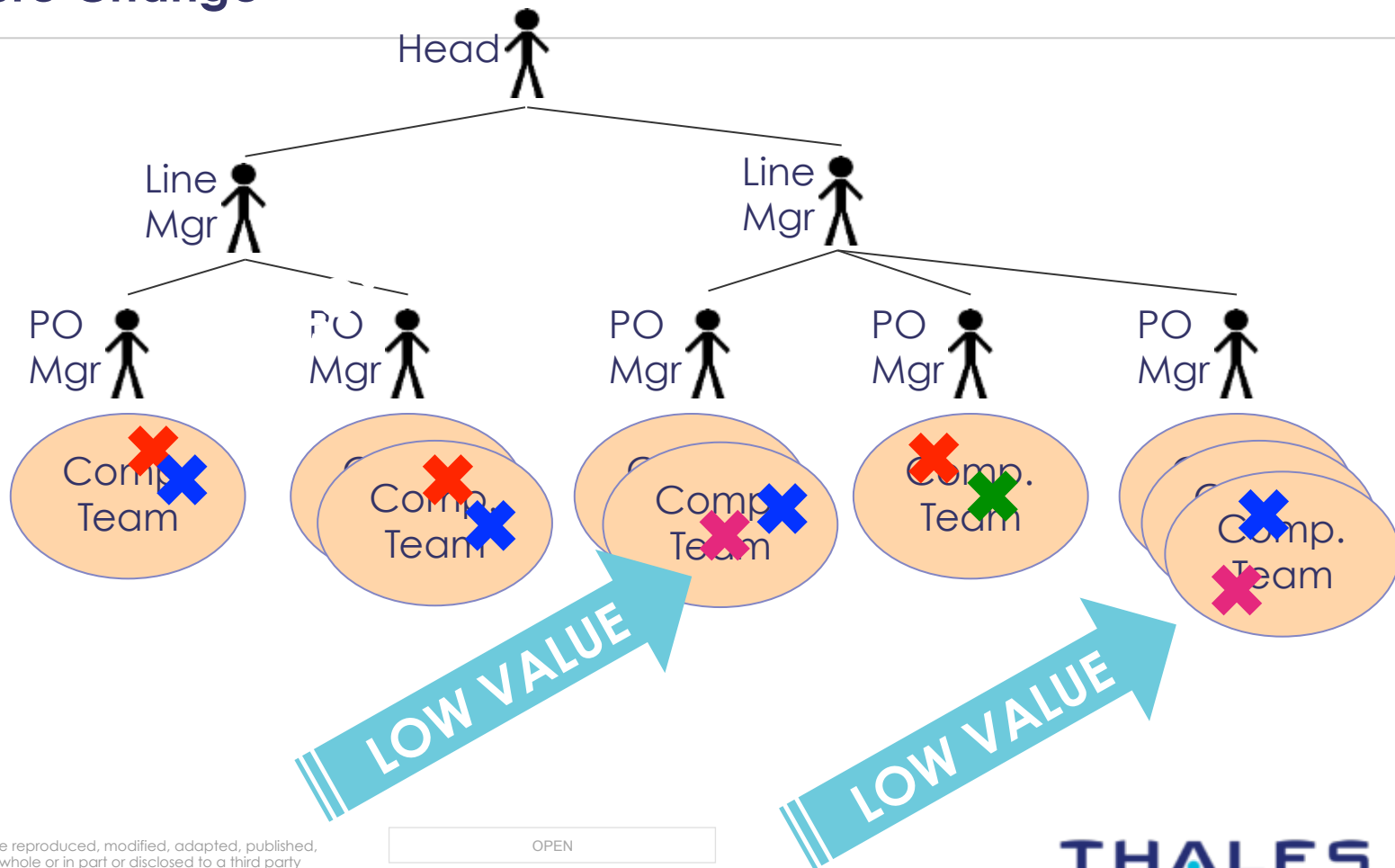
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Feature N

First Structure Change



First Structure Change



Flaccid Results with Scrum-But Component Teams

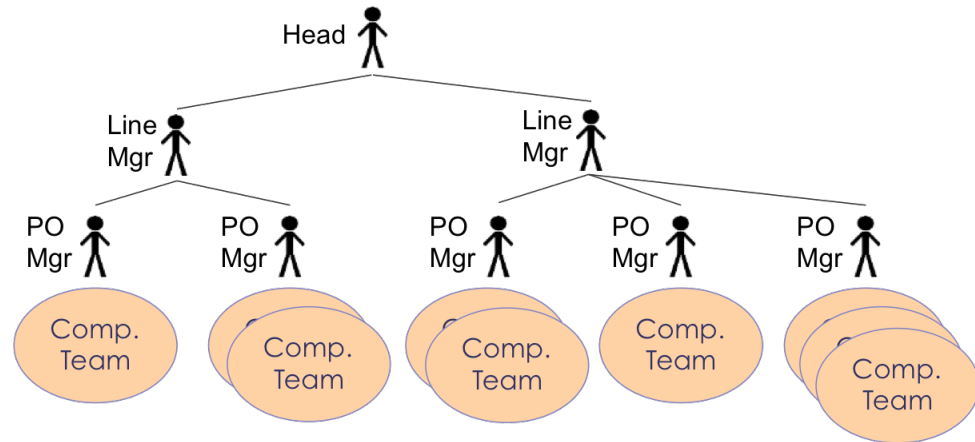
■ Who does testing?

■ Who does analysis?

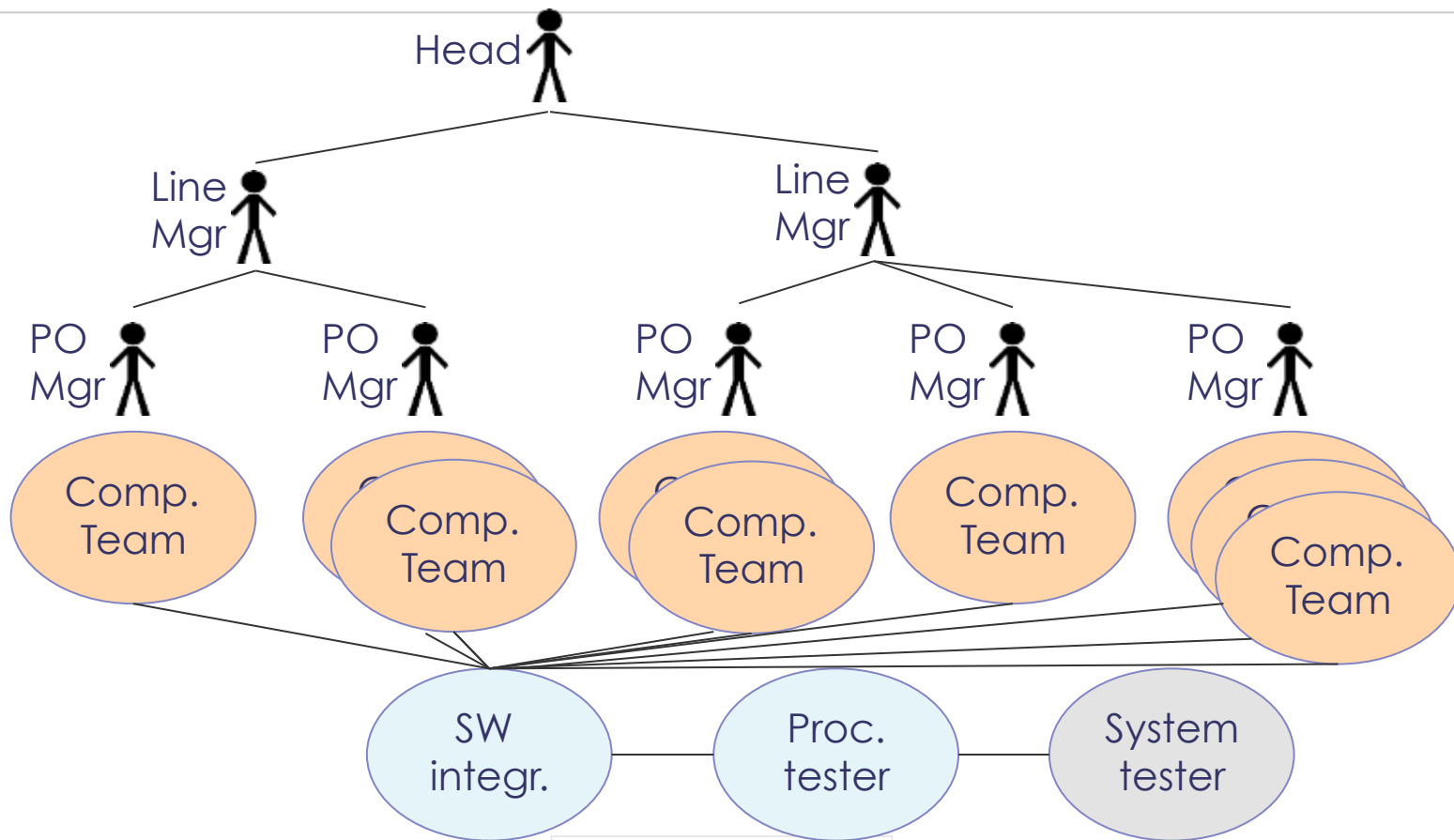
■ Who does architecture?

■ Who does coordination?

■ How do you measure progress?



First Structure Change



Flaccid Results with Scrum-But Component Teams

- The separate component teams optimized their own productivity.
- The responsibility of delivering an integrated functional working product was still being handed over to separate test teams.
- Project managers still had the inconceivable 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.

Approach to Adoption

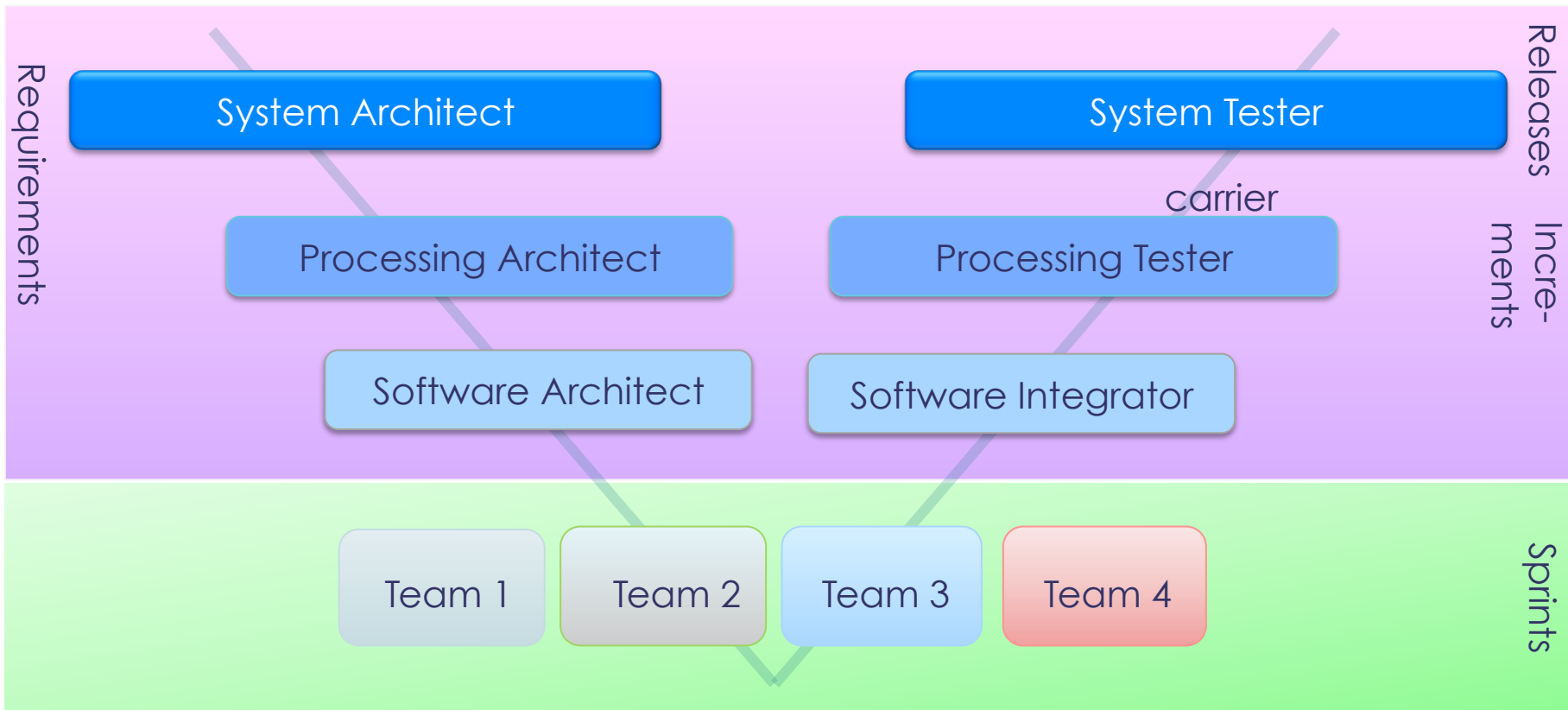


Main areas for change

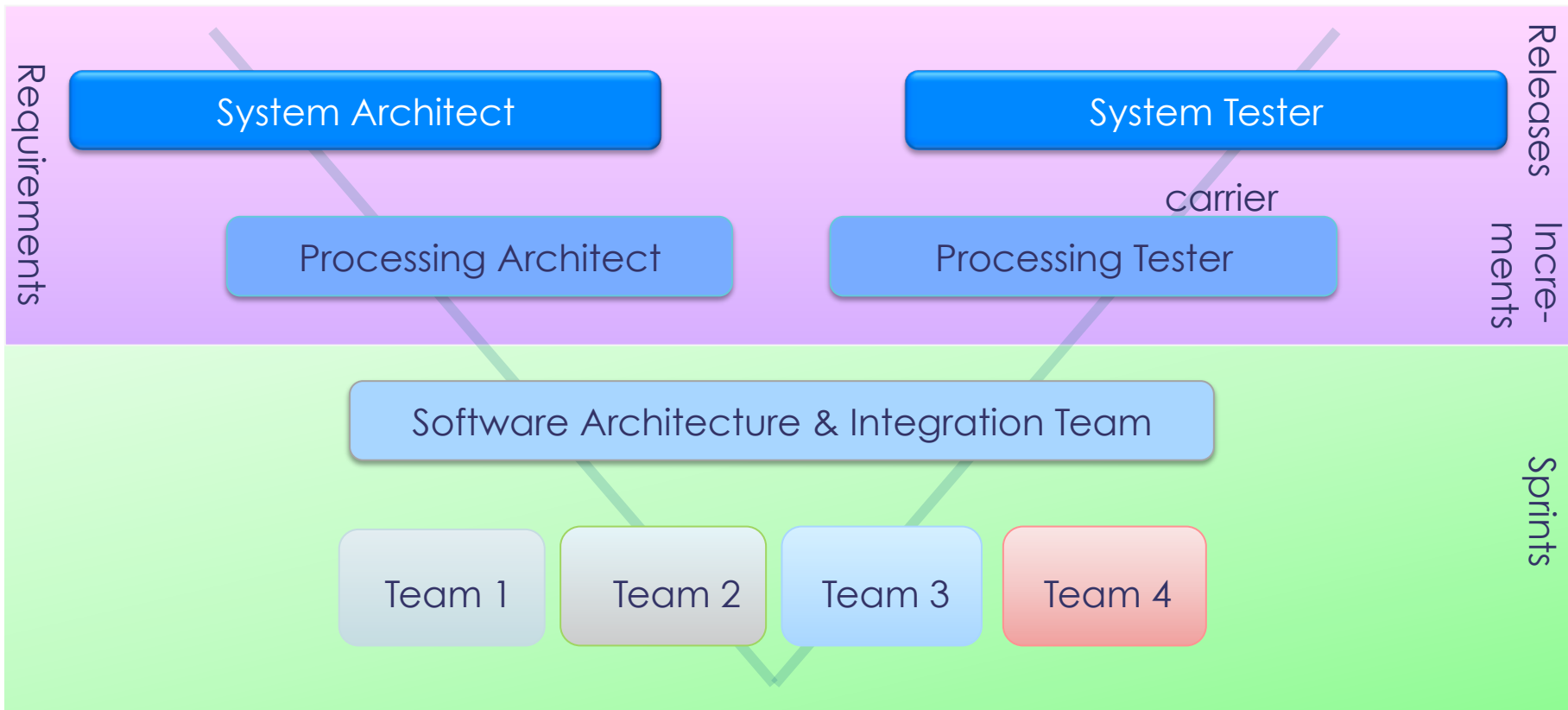
- Organizational structure
- Policies, working agreements.
- Whole product and customer centric focus
- Agile development skills.



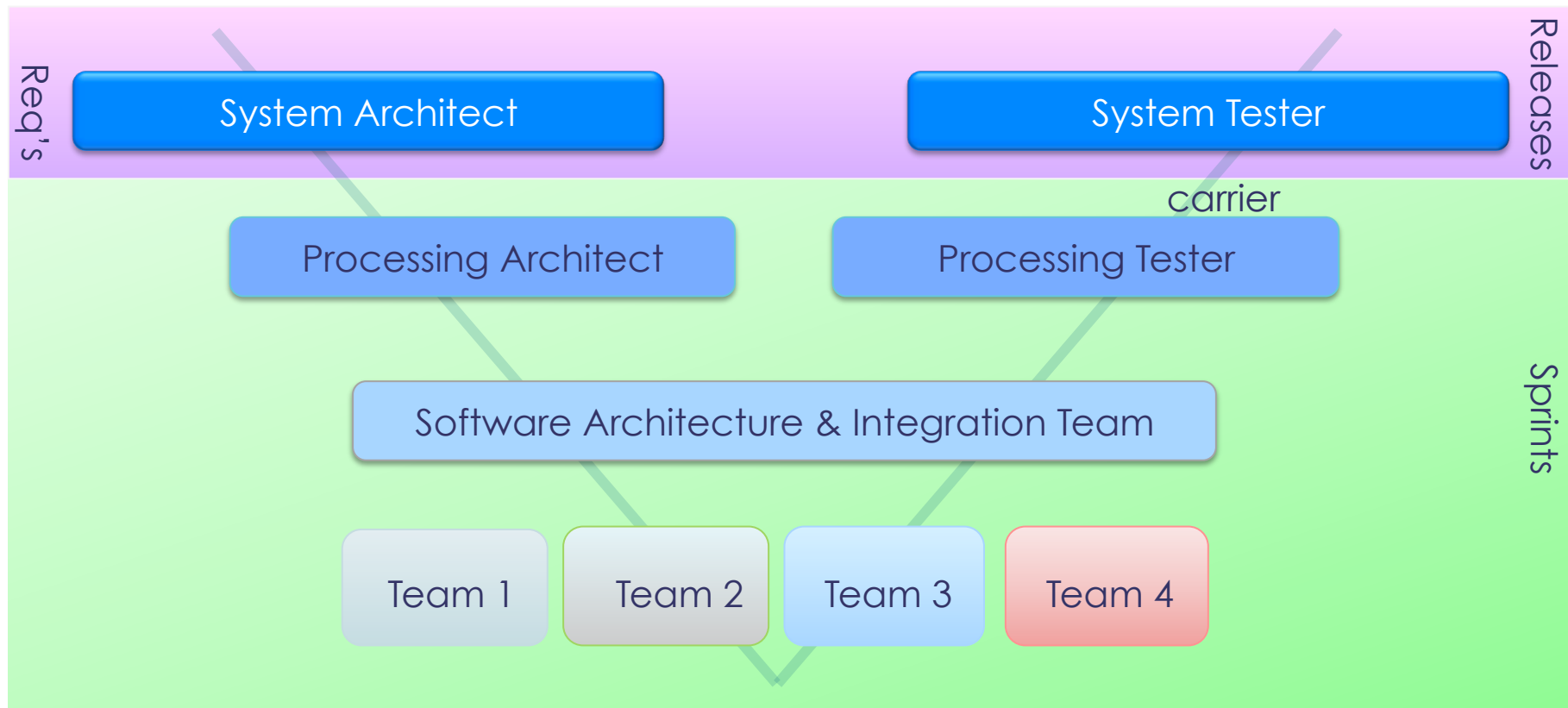
Start situation visualised (recap)



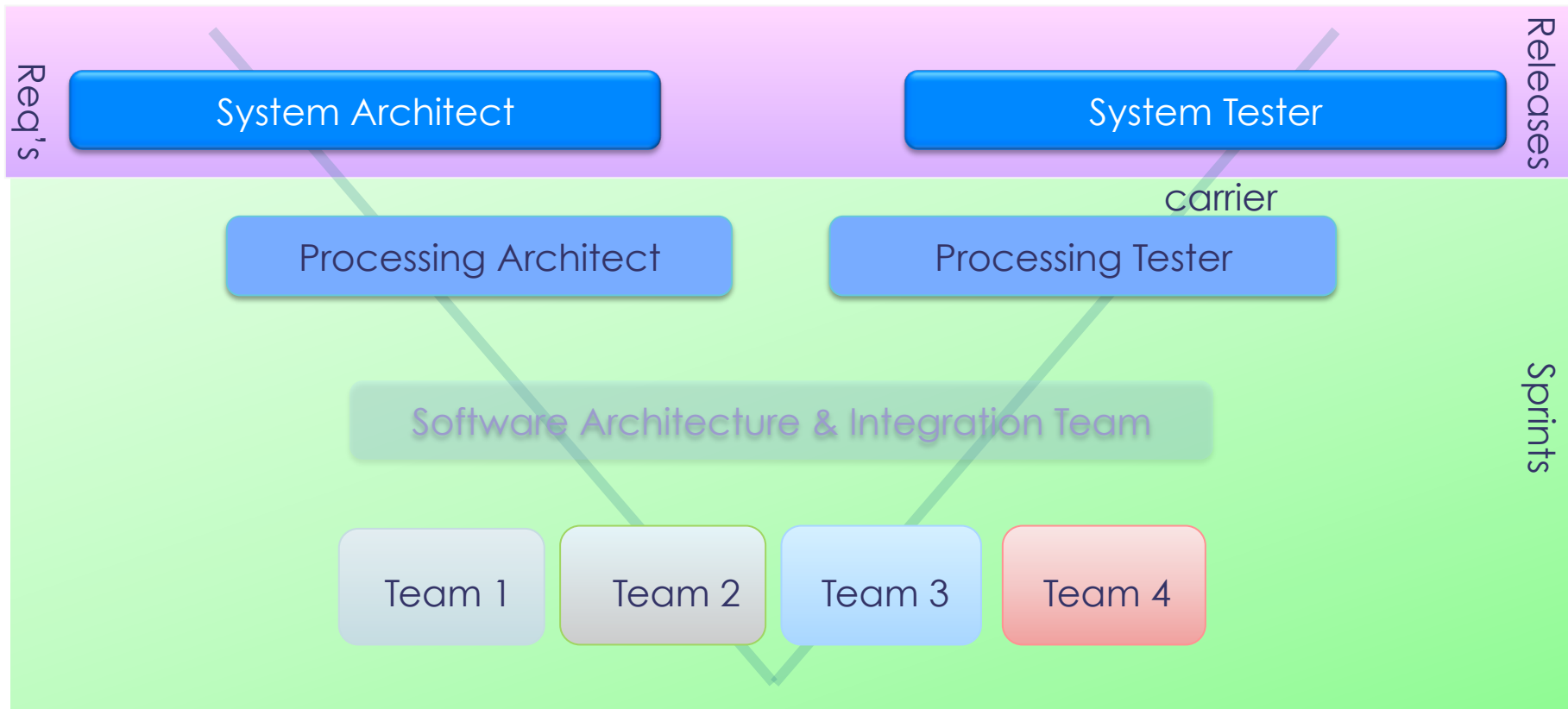
Scaling scrum to department level visualized



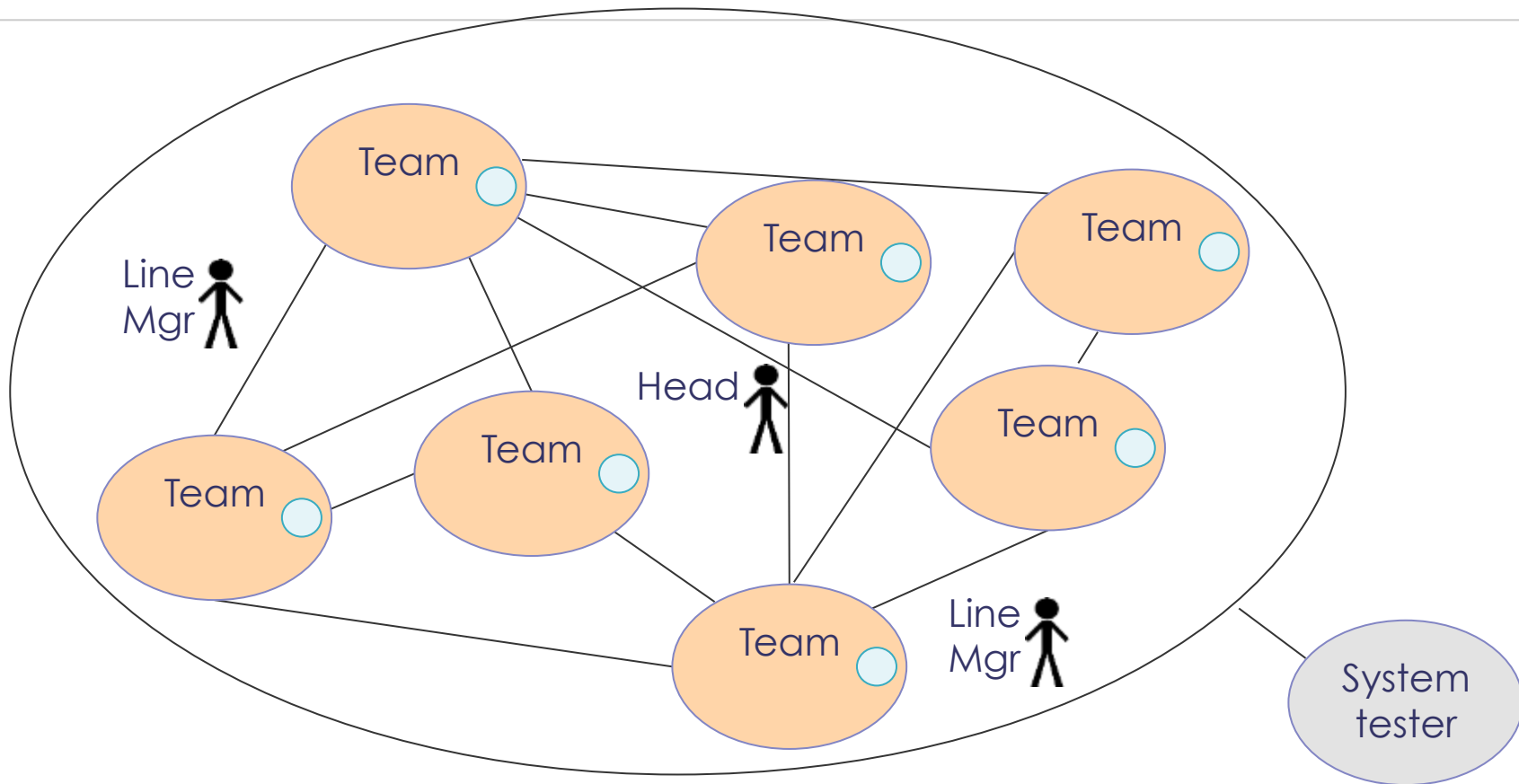
Scaling scrum to department level next step visualized (1/2)



Scaling scrum to department level next step visualized (2/2)



Structure Change

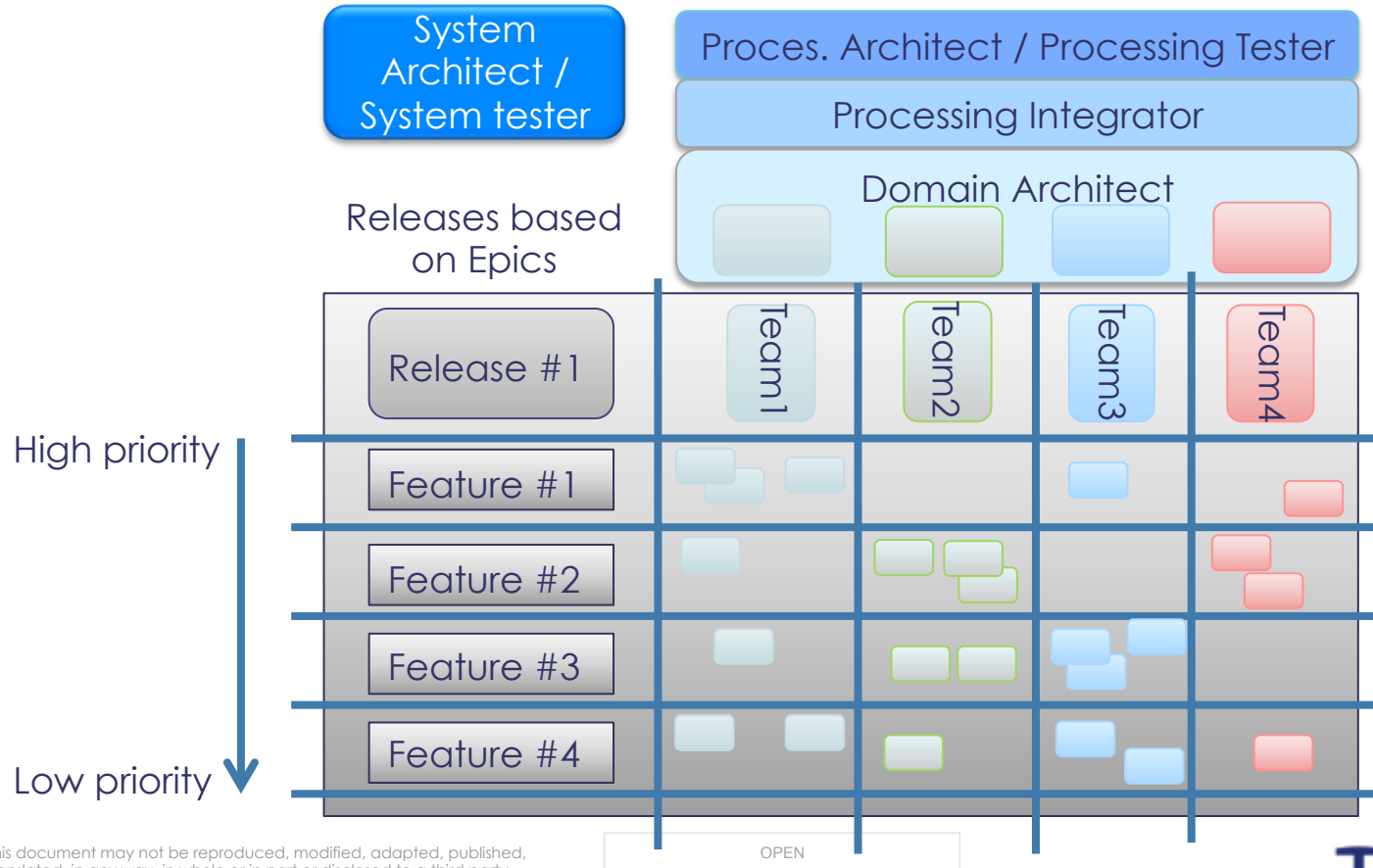


- The hierarchy is minimized and a networked organizational structure is used.
- The department head is the PO of the Processing deliverables.
- Fine Grained Prioritization
- The PO/Mgr role at the team level is removed. The line managers now focus on coaching the relationships between the people, teams and the customers.
- The teams take the responsibility to deliver working integrated software instead of handing it over to others.

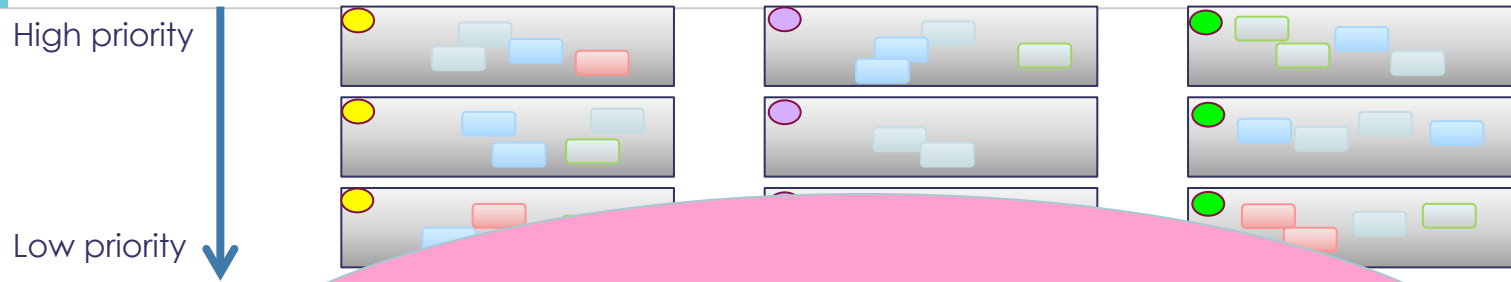
How we do Large Scale Scrum



Feature refinement



Department Sprint Planning



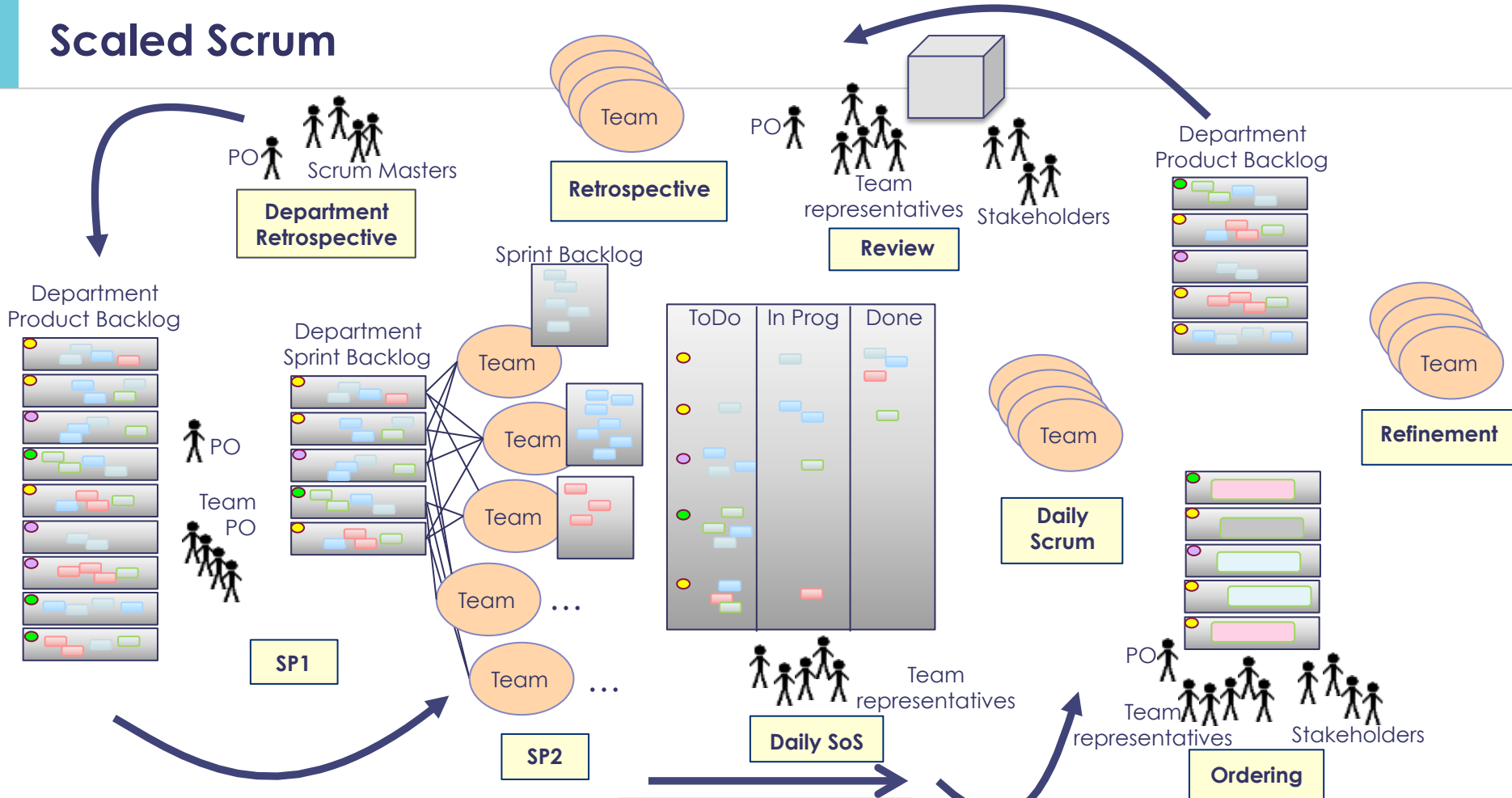
High priority

Low priority

Backlog



Scaled Scrum

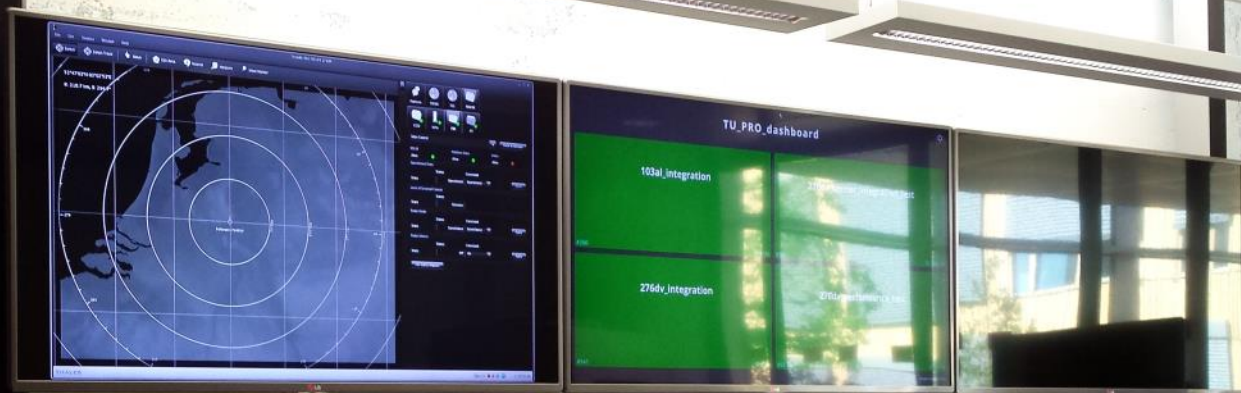


Bottom up coordination



Department Sprint Review





Department Sprint retrospective

■ Sprint retrospective

- Every scrum team has own retrospective
- Department Sprint retrospective with scrum team's Scrum Masters, focus
 - Issues affecting multiple teams
 - Impediments teams cannot solve themselves



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What about Management?





Commitment 1-----5-----10

1 & 2 Activities

6-----9-----

9 Impediments
Get into Impediments

9 Impediments
Get into Impediments

IMPEDIMENT
REMOVAL

Check-in

Commitment

100/100

100/100

100/100

100/100

100/100

100/100

100/100

100/100

100/100

100/100

100/100

100/100

100/100

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100/100

100/100

THALES



So far...

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■ More Fun and Engagement

■ Clear and more reliable status information

- Clear focus within the whole department
- Enables priority setting and possibility to take corrective action

■ Knowledge sharing within the scrum teams

- Except for legacy activities no single knowledge sources

■ Quality of deliverables has increased

- E.g., integration of processing chain on radar in days instead of weeks

■ Management part of the team

- Team coach, removing impediments, Go See

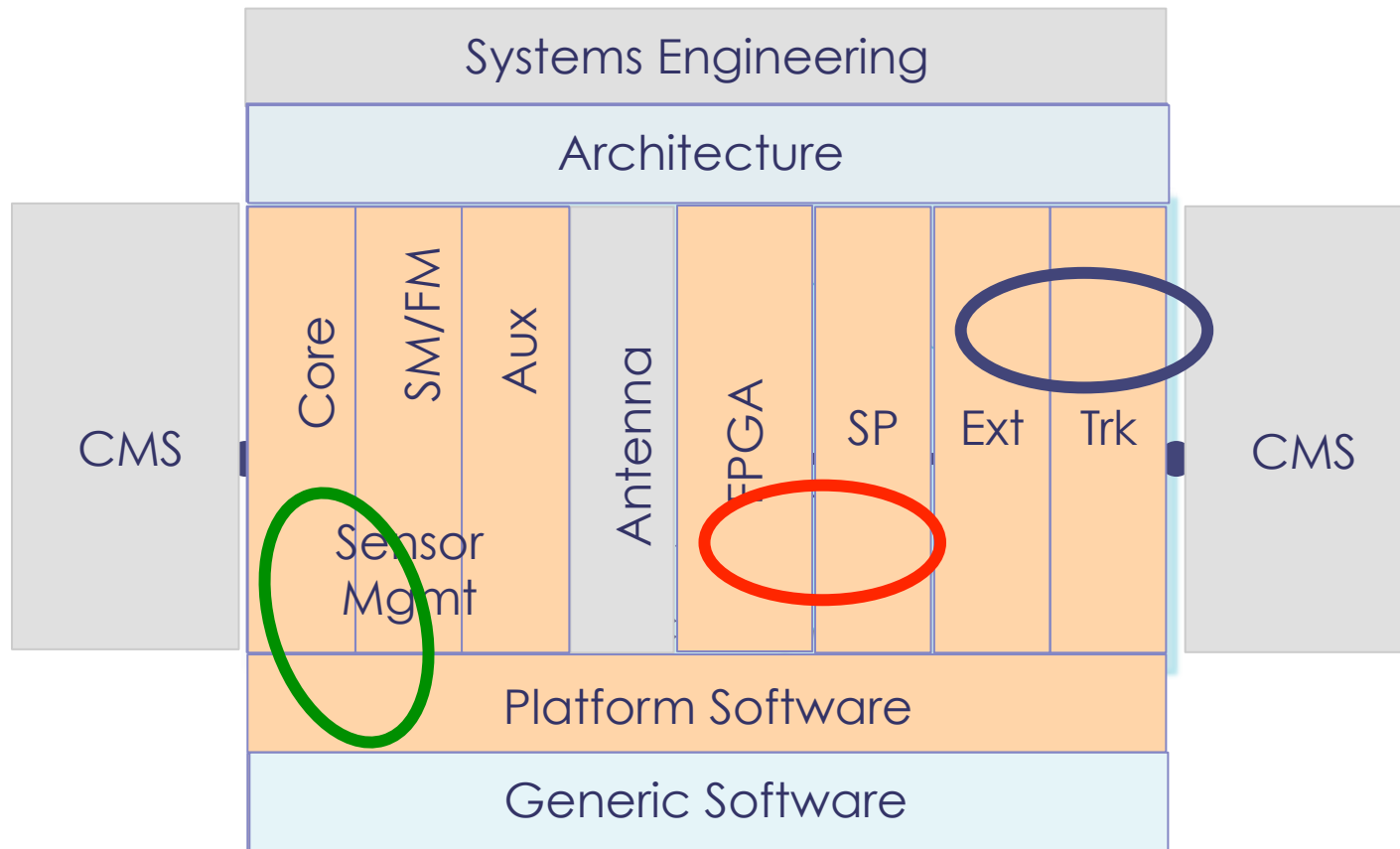
Current improvements...



Team Based Incentives



Cross Components Teams



Increase Whole Product Focus

■ Increase the areas of Scope & Actions of the teams.

■ Increase Collaboration

- Deliver what the customer really wants, when he wants it, and with the needed quality



**THERE IS NO
ELEVATOR
TO SUCCESS.
YOU HAVE TO
TAKE THE
STAIRS**

Thank You!



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