

Large Scale Scrum @ Powerhouse

2015 Agile Consortium Annual Conference



Cesario Ramos

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Joost Looij

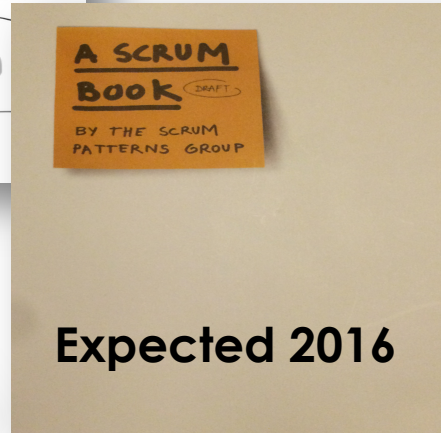
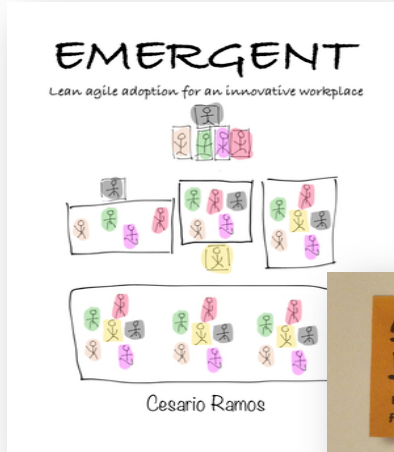
[Powerhouse](#)

SPEAKERS

AgiliX
CONSULTING



Cesario Ramos



Expected 2016



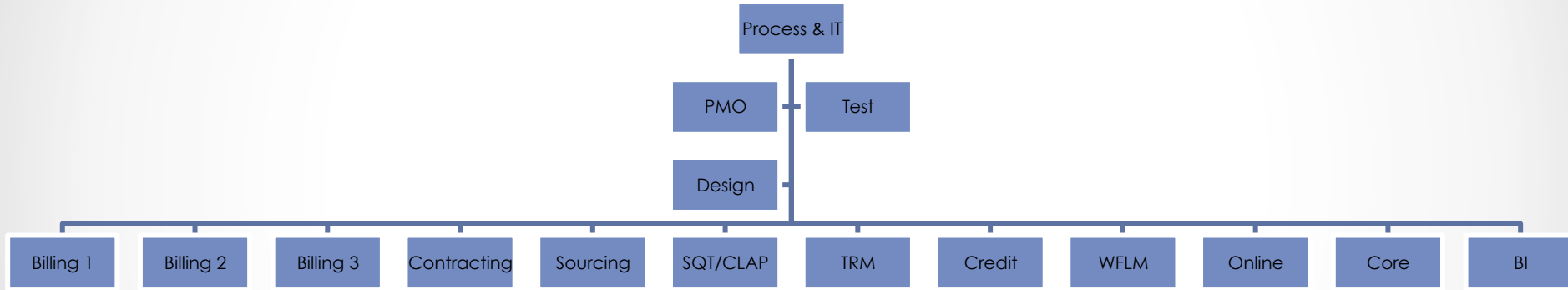
Joost Looij



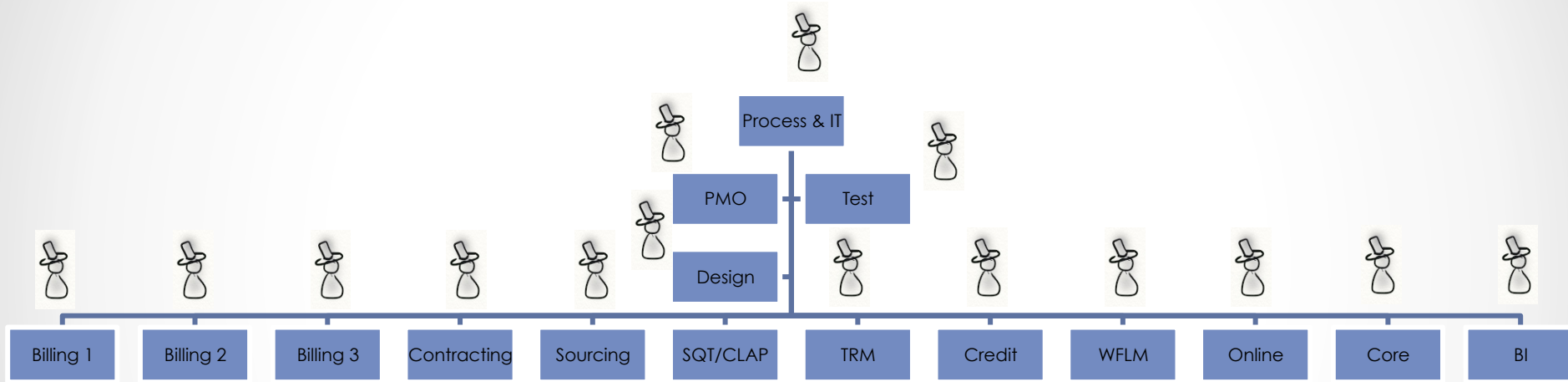
**Professional
Scrum Trainer**
Scrum.org

Scaling Scrum or Scrum at Scale?

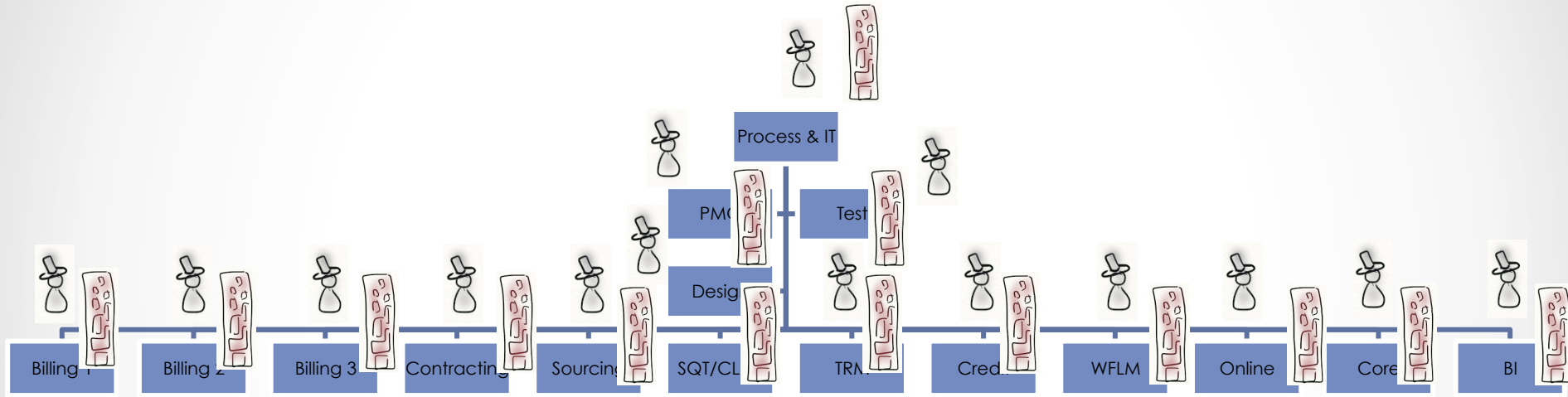
From 2 to 13 teams in 8 months



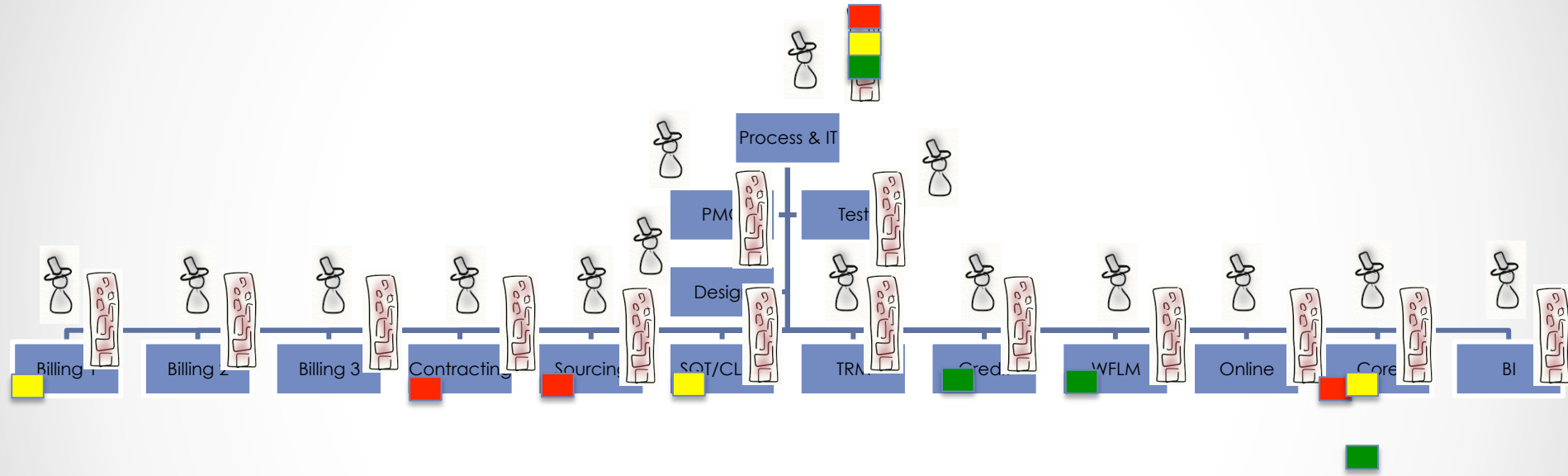
Introduced a whole lot of PO's



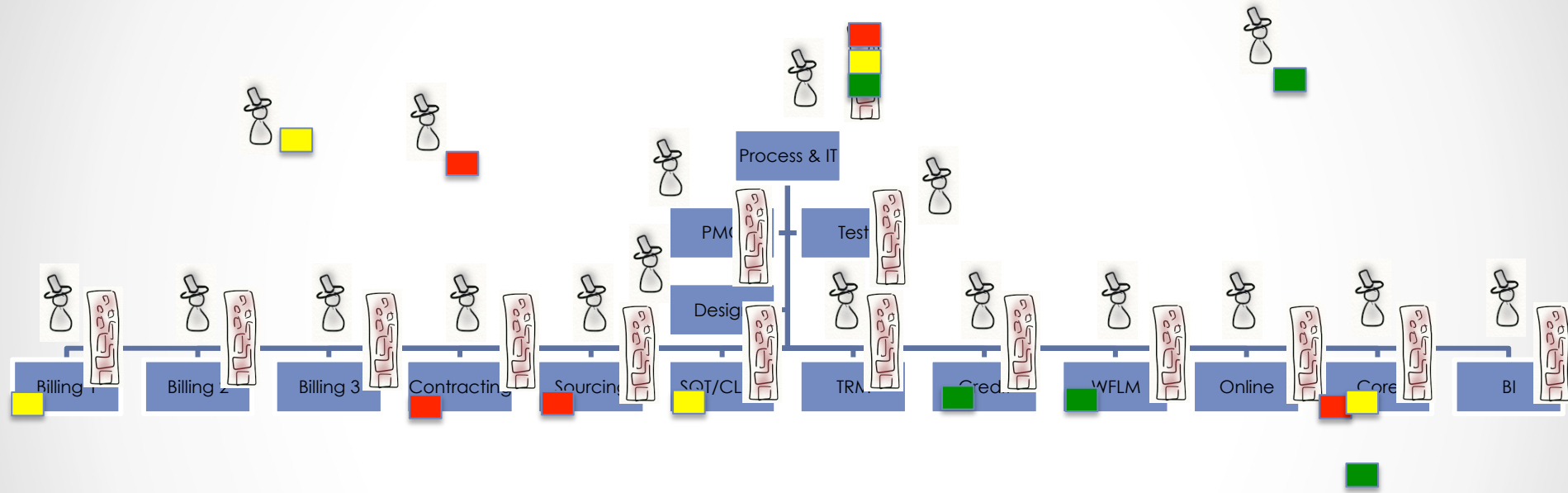
And lot's of 'product' backlogs



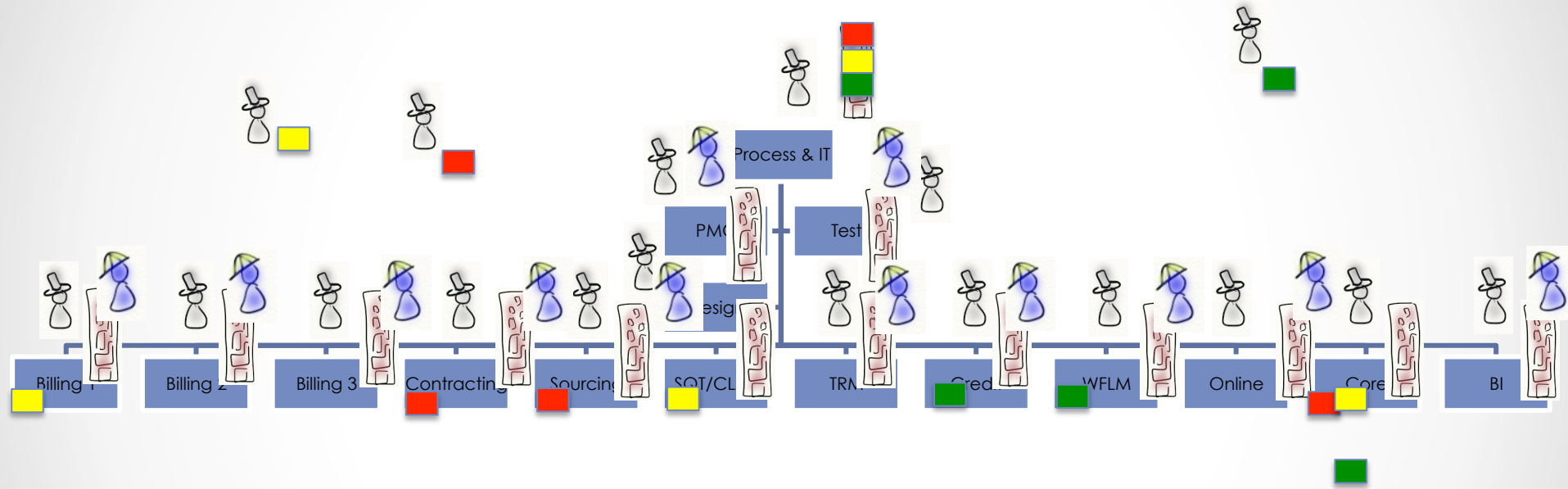
And... working out of order



And... End-To-End POs ☺



And... of-course Scrum Masters



THERE'S SOMETHING WRONG



WITH THIS BANANA

What about the Agile Values?

“We build this six months ago and now other teams are going to use it...”

“Onze tester is er niet dus we kunnen niet testen....”

“Why do I have 15 people in the PO meeting?...”

“I have been working here for a year and this is the first time that I talked to a user of the system...”

Some more quotes

“The teams do not have time help other teams....”

“At then end of a Sprint when the testers start testing we already create a new branch to start working on stuff in the next Sprint...”

“Maintenance guy: I need to change code from teams after check in to ensure it meets my standards ...”

Component Teams Introduced Waste

AND

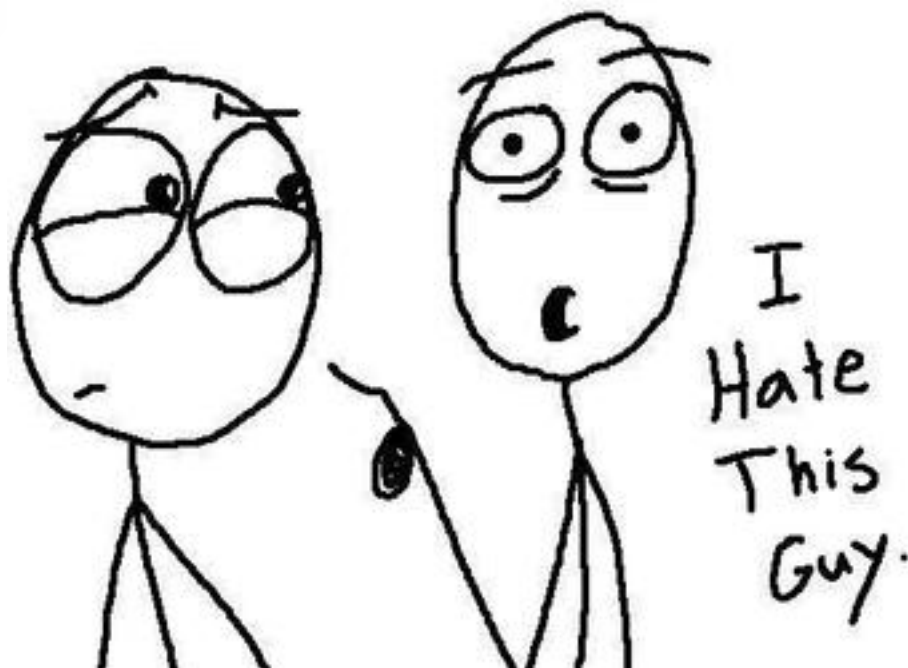
Discouraged The Agile Values & Principles

Now What?

- Values
- Scrum
- Framework
- Measures



**Biggest lever are the Scrum Masters.
Evangelisation, Ownership, Structure,
Embodiment of agile.**



Assessment : Systemic issues



Organized for Resource Utilisation

No Shared Change vision

Fake Product Owners

Command AND Control management style

Opaque measures of progress.

Hand-offs, Queues, Information scatter.

Poor Agile engineering practices

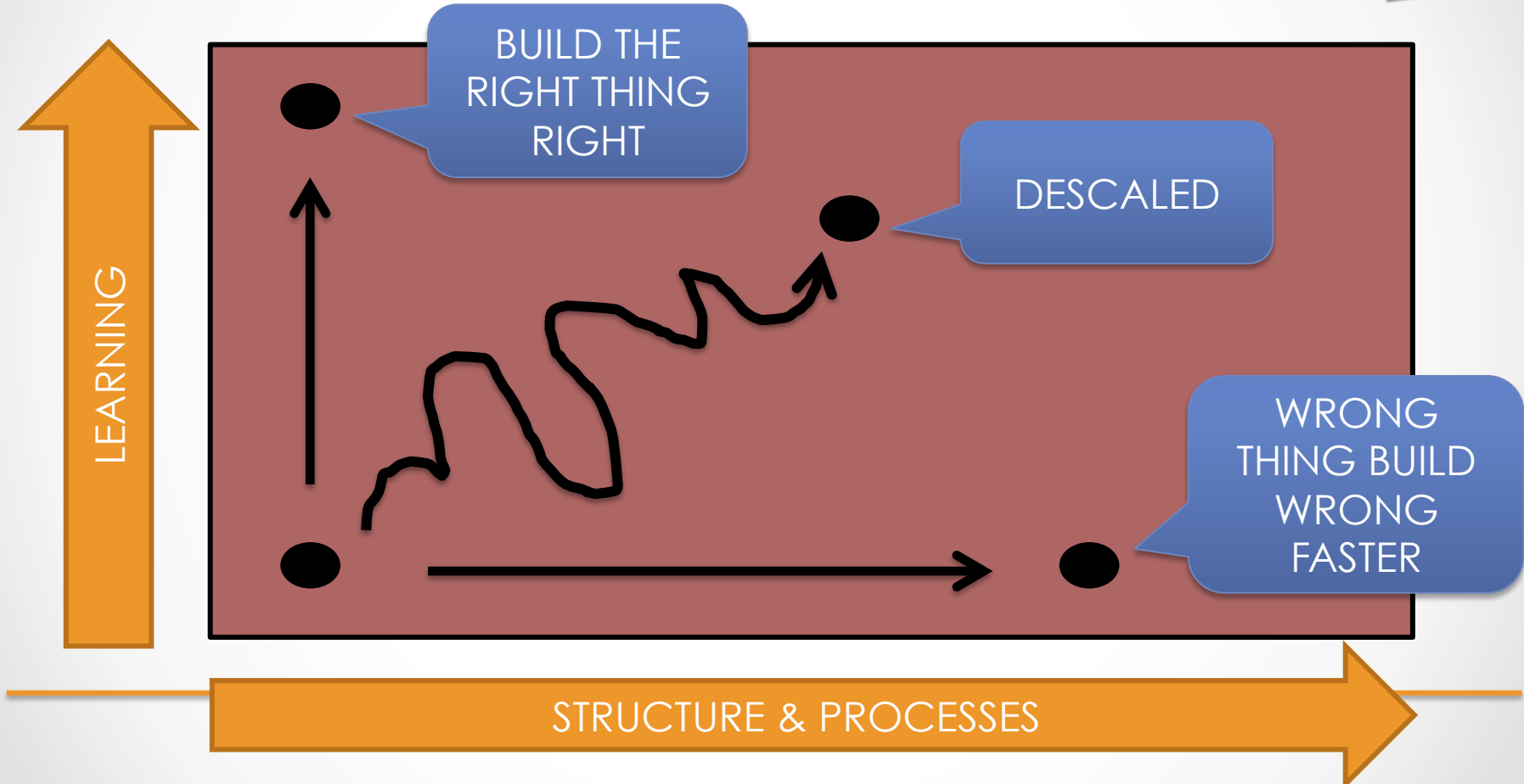
Scrum is Designed for Perfect



HOW PERFECTION AT SCALE?

- Shared Change Vision?
- Self-managing Feature teams?
- Transparency and clear information?
- Ownership & intrinsic motivation?
- Control without Command?

Which size do you increase?





Through Discipline Comes Freedom

Aristotélēs; 384 – 322 BC

Scale your Product NOT your Scrum

Pattern: Value Areas

Context

Your product is successful and the number of customer value domains of your product are increasing.

Problem

Too many customer value domains in your product and the necessary deep understanding of all those domains cannot be maintained in a single Scrum Team.

Solution

Organise your Scrum Teams into Value Areas as seen from the customer perspective so that each set of teams needs to understand only a subset of the domains.

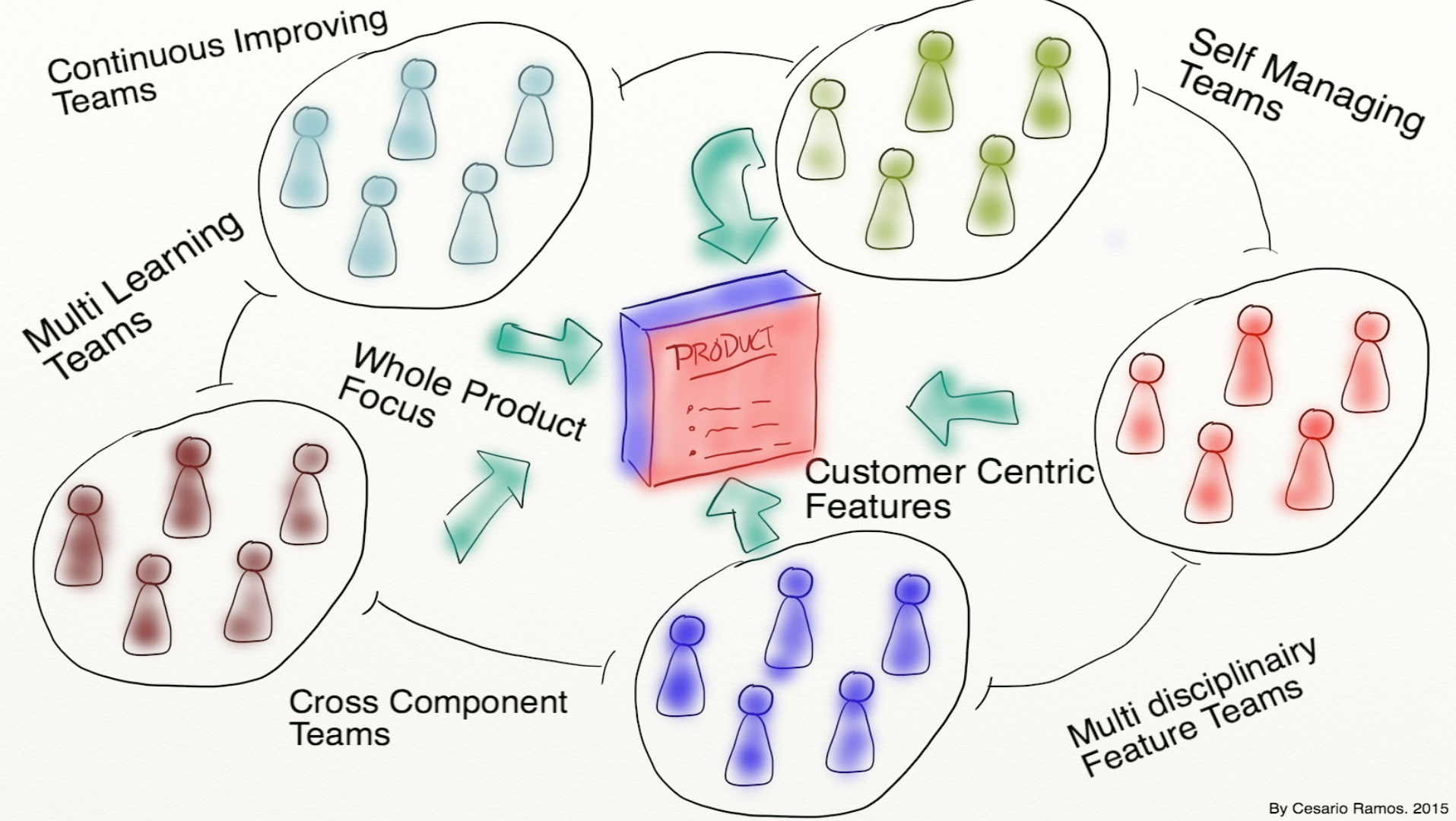
Watch the Baton Not the Runners

I Join

I Pay

We Support

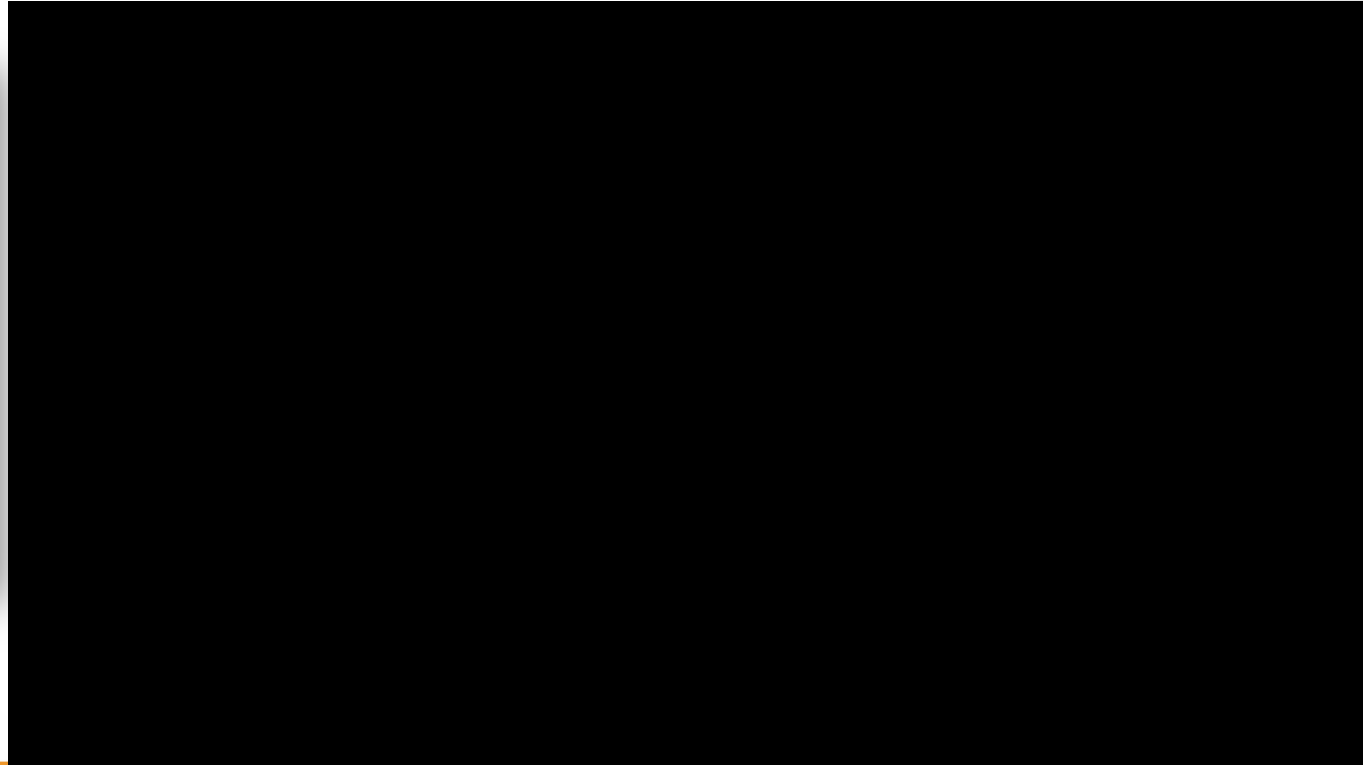
Organized for FLOW delivery of Customer Value



Flipping one Area at a Time



Ronald Flemm



Chief Product Owner

Product owner
I Join

Product owner
I Pay

Product owner
We support

I Join 1

I Pay 1

BI

I Join 2

I Pay 2

Online

I Join 3

I Pay 3

WFLM

TRM

Credit / Finance

CRM

SQT / CLAP

Powerhouse

First

Second

Third

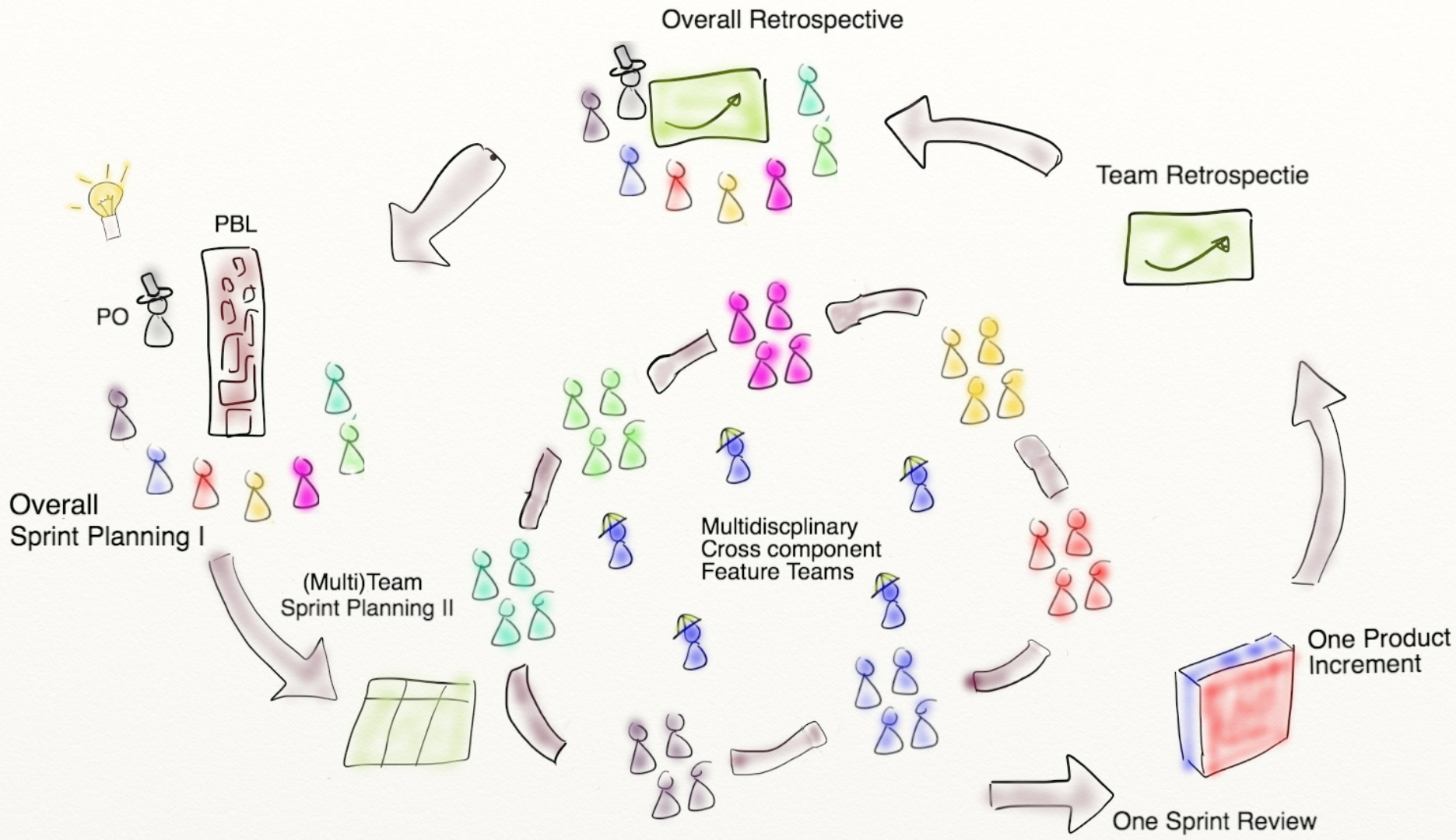
Enterprise Transformation Team (ETT)

Various Optimization Teams

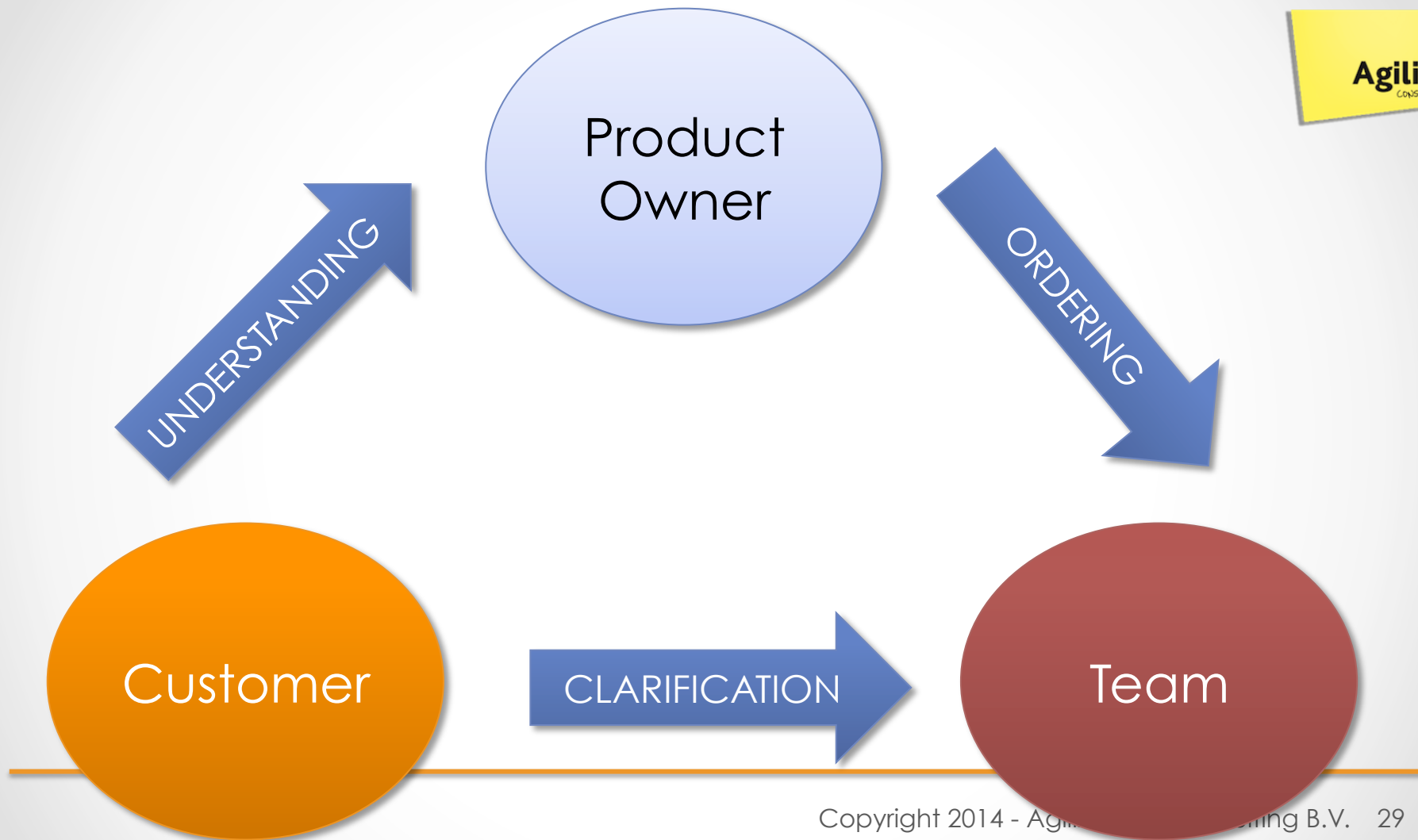
PMO

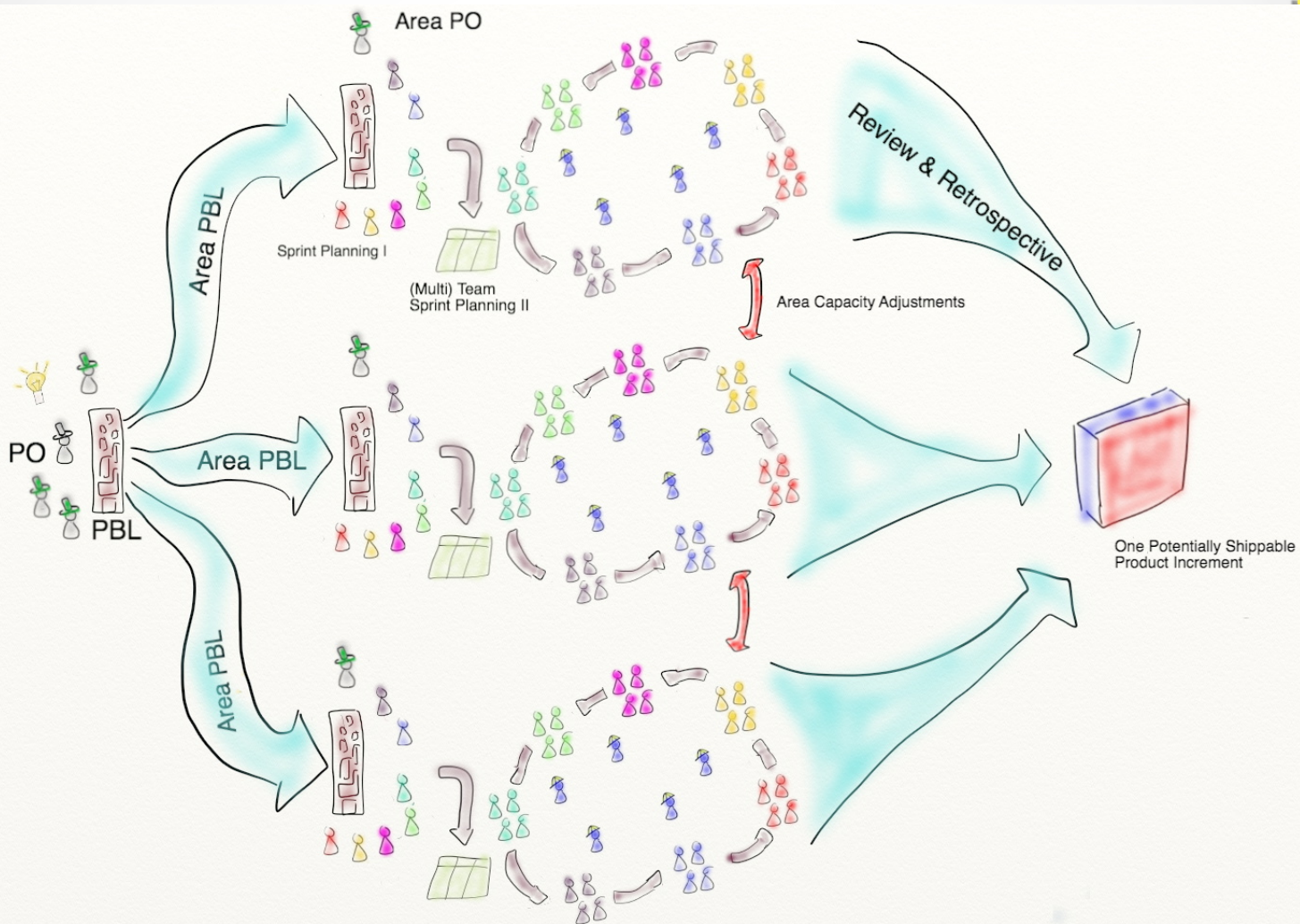
Delivery manager

Development manager









Organizing Scrum at Scale

MORE	LESS
Learning & adaptation	Prescription & Following
Flow Of Customer Value	Resource Optimization
Feature Teams	Roles, Silos & Layers
Coaching & Teaching	Telling and showing
Preventing	Detecting
Openness & Transparency	Fear & Secrecy

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

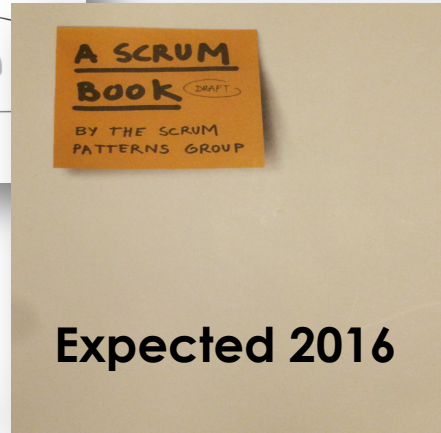
Q & A

THANK YOU!

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CONSULTING



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Expected 2016



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