WARNING

CHALLENGES AHEAD

Overall Presentation Goal

Learn about challenges of adopting Scrum in large enterprises and some rules of thumb.

Share experiences and learn from each other.

- Present our challenges.
- Have a fishbowl discussion.

Speaker Qualifications

Cesário Ramos - Xebia.

- Agile, Software Architecture
- Coach, Auditor, Practitioner, Speaker:
  - NL-JUG, PT-JUG, Scrum Alliance, XPDays.

Publications:

- Software Magazine, Java Magazine
- Agile Journal
- Xebia and personal blog

Eelco Gravendeel - Xebia.

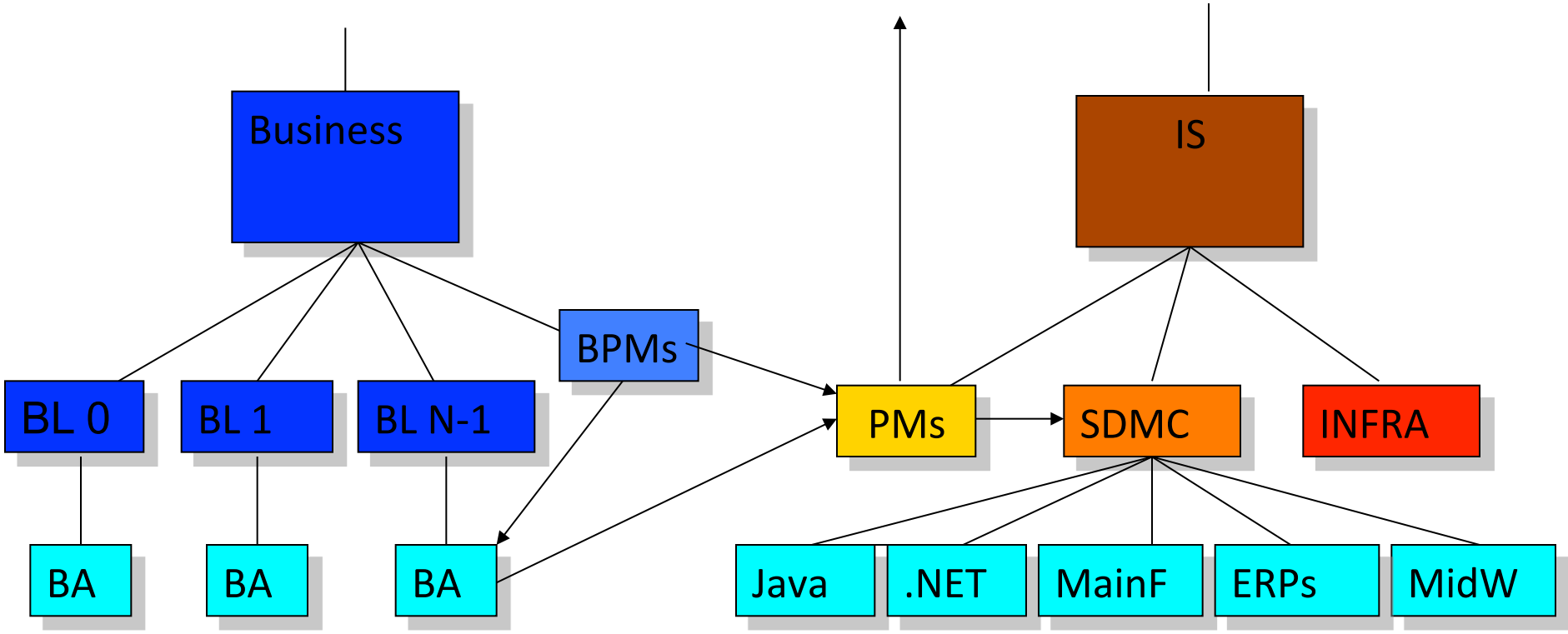
- Agile, Project Management, Process Improvement
- Coach, Practitioner, Business Consultant, Speaker:
  - XPDays, PMI

Publications:

- Java Magazine
- Agile Journal
- Xebia blog

Setting the stage.

Typical Organizational Structure



And the list goes on……

The challenges.

Just a few challenges in this session

See www.agilejournal.com for all
(Top 9 challenges of adopting Scrum)

Not preparing the organization

If you want to do something like this

But you are optimized like this:

You'll end up …

Scrum needs a solid foundation

- Scrum won't give you;
  - Capable product owner;
  - Customer engagement;
  - Good configuration, risk, requirements management;
  - Cross functional teams;
  - Understanding stakeholders;
  - Correct engineering practices;

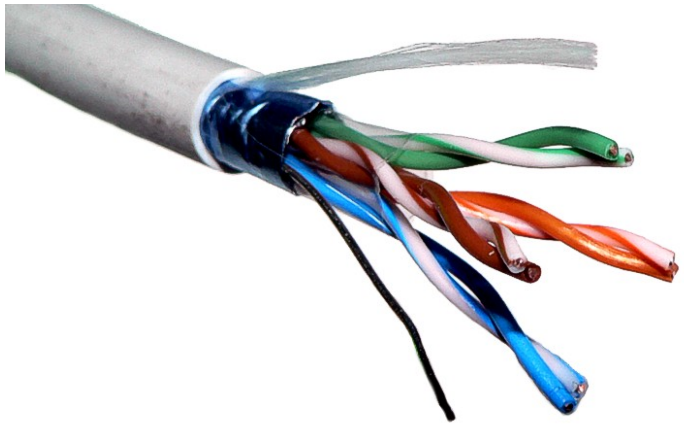
These should already be there!!

(if not you've got your work cut out)

Challenges

- Having a good enough foundation
- Aligning different departments
- Avoid misinterpretations like
  - New view of things means BAD requirement engineering.
  - Re-architecting means BAD architect.
  - New insights in planning means BAD management.
- Finding a Meta Scrum Master

What did we do about it?



Defective Product Owners

It's not an easy task!

- Getting the most valued functionality
  - at a certain date within a certain budget.
- Achieves funding
- Monitors the project against its ROI
- Getting the backlog right
- Decides what to build and what not build.
- Reports to upper management.

We did not find a person that does all this in these kind of organizations.

Smells

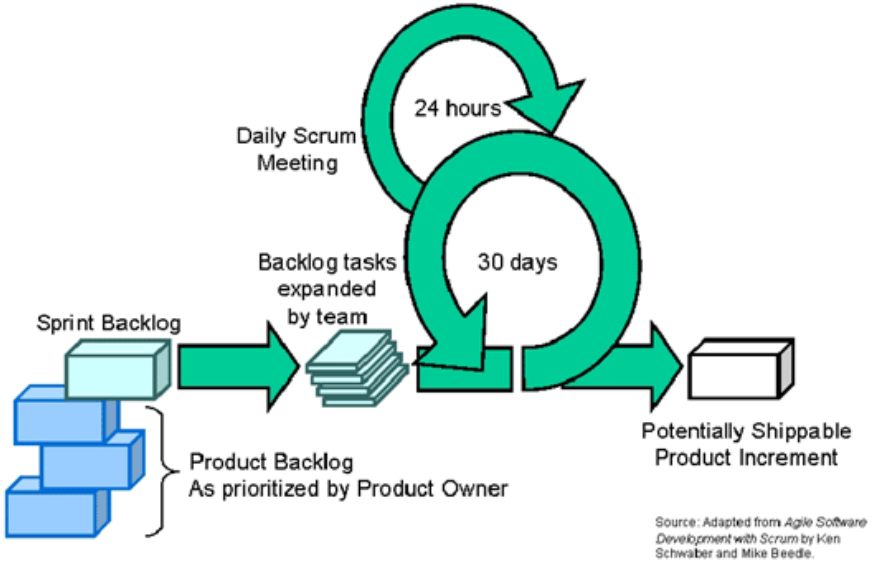
- Who suffers from a poor backlog?
- Long decision making process
- Everything is MUST HAVE
- Not much time…

What did we do?

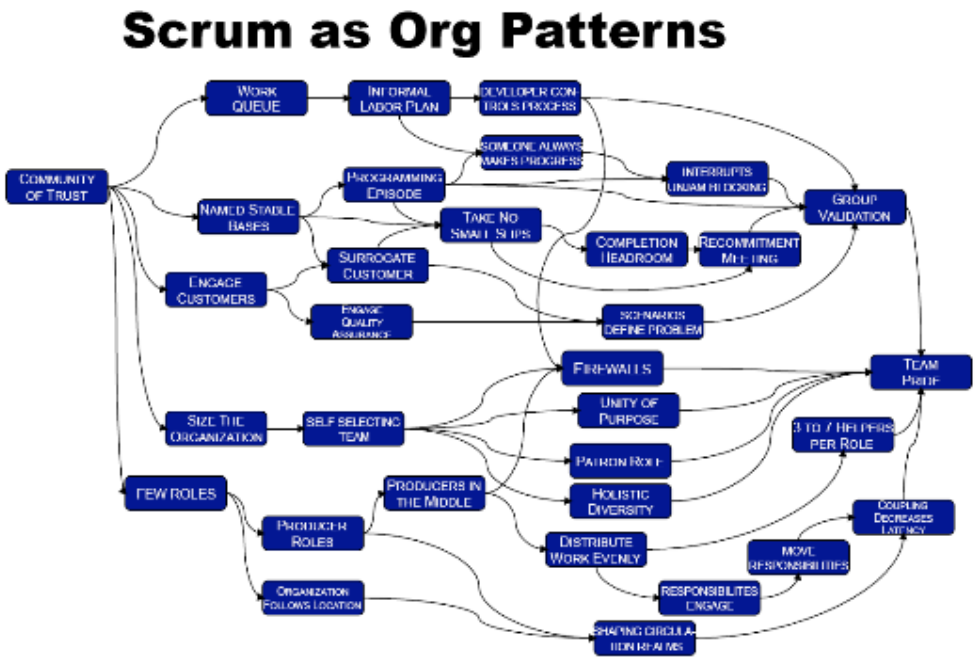
- You coach both Business and IT!
- Set up a product owner team.
- Act as a proxy Product Owner.

Doing Scrum Strictly and only by the book

Simple process, complex behavior



Source: Adapted from *Agile Software Development with Scrum* by Ken Schwaber and Mike Beedle.



- Shu
  - Learn by the book.
- Ha
  - Deeply understand and question the practices.
- Ri
  - Tailor to your specific needs.

What did we do?

- Start by doing it by the books!
- Concentrate on the desired behaviour part.
- Don’t throw out stuff that works, but does not seem to fit with Scrum.
- Adapt according to the principles of Agile and Lean.

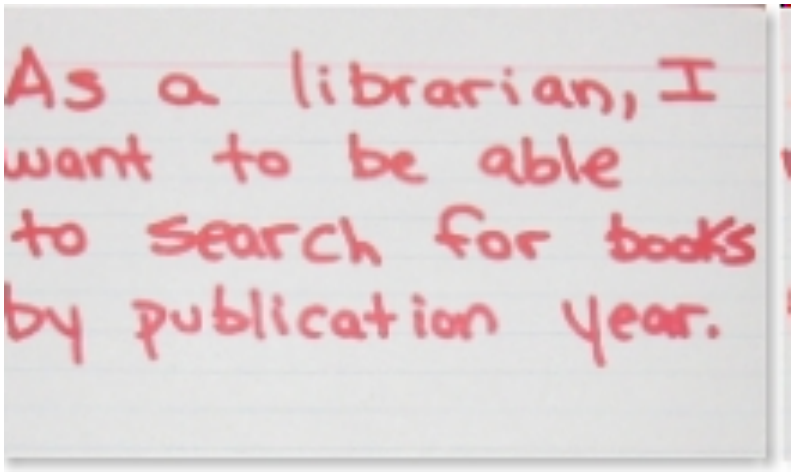
No organizational learning

No organizational learning

Smells

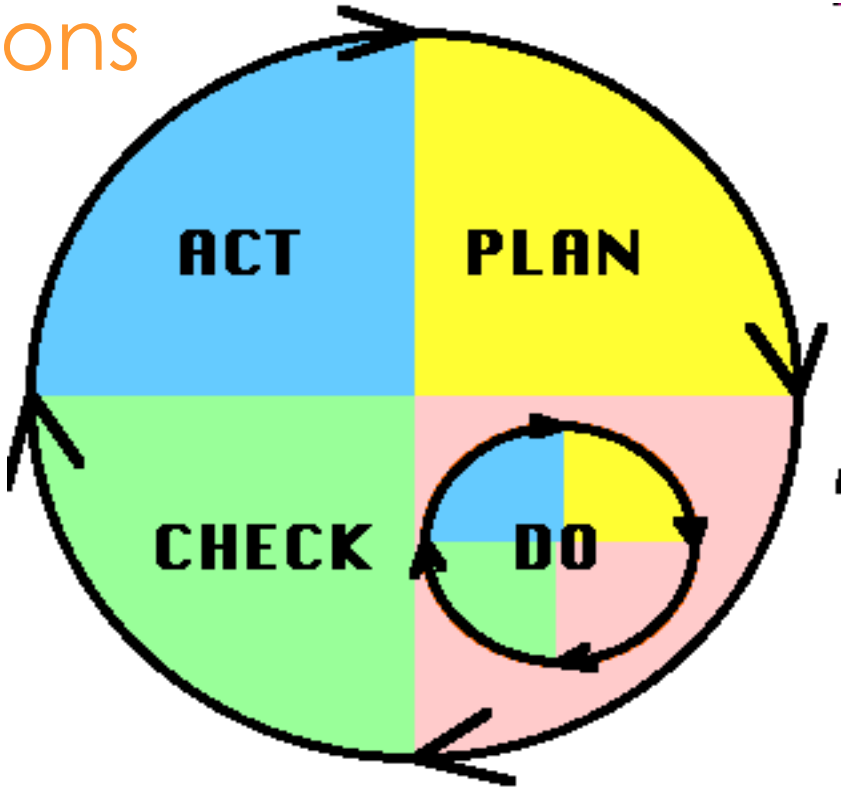
- Broken feedback cycles.
  - Dull Demo
  - Use a middleman between customers and developers
- No action for improvement almost every sprint.
- No measurements on things to improve.

Single loop learning



What is there to learn and improve?

- Flow of work
- Planning and estimations
- What to build
- Customer satisfaction
- Software quality
- Velocity
- How to build
- Collaboration



What did we do?

- Value your demo and retro.
- Retrospective for more than just the Scrum team.
- Build up acceptance test collaboration.
- Measure so you know what to improve

Environment of trust

challenges

- Learning about “What” and “How” to build.
- Deferring decisions.

- …. But we need a complete estimation and plan upfront so we can apply for budget!

What do they want?

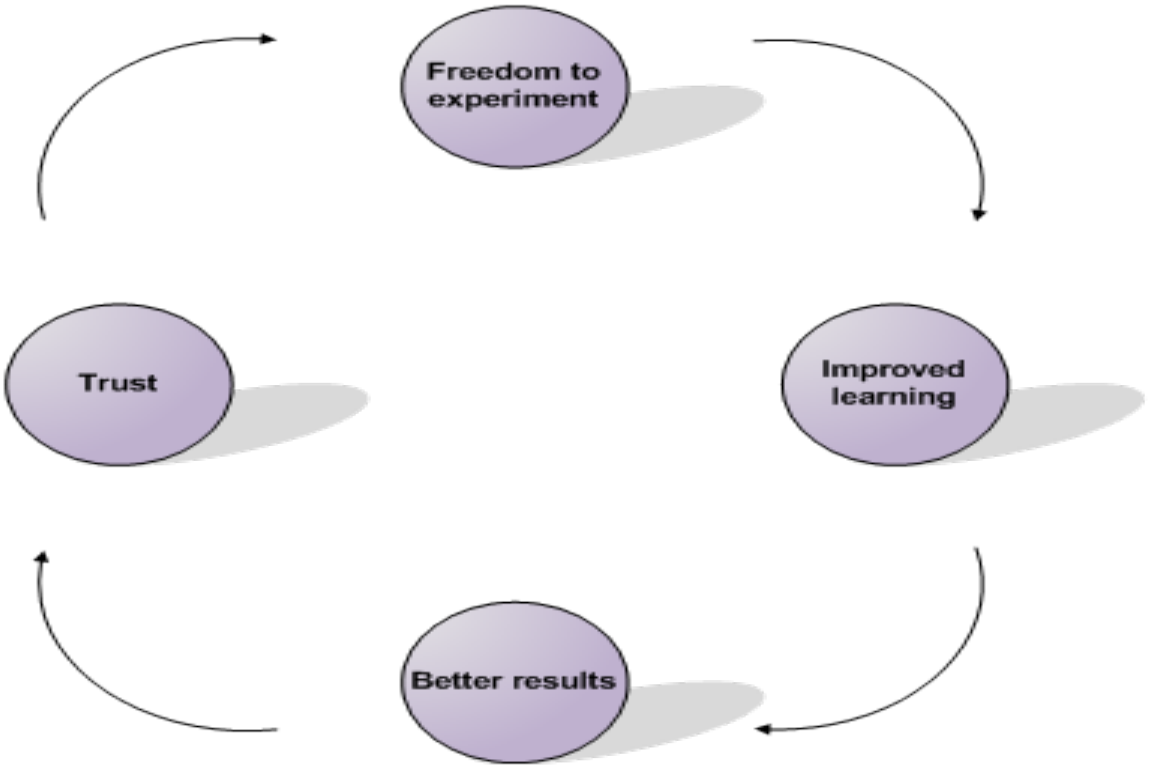
Try to estimate the total cost of your project?

Get the most bang for the buck?

Smells

- Throwing deliverables over the wall.
- Delaying decision making process.
- Big Contracts Up Front.

How trust helps to improve



What did we do?

- Do the ‘expert estimation’ for funding.
- Agile estimation and planning on a subset
- Deliver what you promise
  - Do not over commit.
- Transparency and honesty.
  - Use of Information radiators
- Introduce a scope buffer.
  - Manage your release plan constantly.

Using Scrum as a fix without knowing the problem

SINK VENT
COPPER SUPPORT STRAP
SANITARY TEE
P-TRAP
SINK DRAIN
PROTECTIVE STEEL PLATE
TOILET SUPPLY
1/2" COPPER
COLD WATER
HOT WATER
ELL
1-1/2" PVC
ELL
CAST IRONTEE
NO-HUB COUPLINGS
TRANSITION COUPLING
4" CAST IRON SOIL STACK
WYE
45-DEGREE ELL
3" PVC
3" x 2" TEE
45-DEGREE ELL
ELL

Smells

- Implementing Scrum cannot be a goal!
- Fighting symptoms, not problems.
- No approach to measure success.
- Top down only approach.

What did we do?

- Setting measurable goals for verifying Scrum implementation.
- Root Cause analysis.
  - **5 Whys**
  - **Diagrams Of Effects**

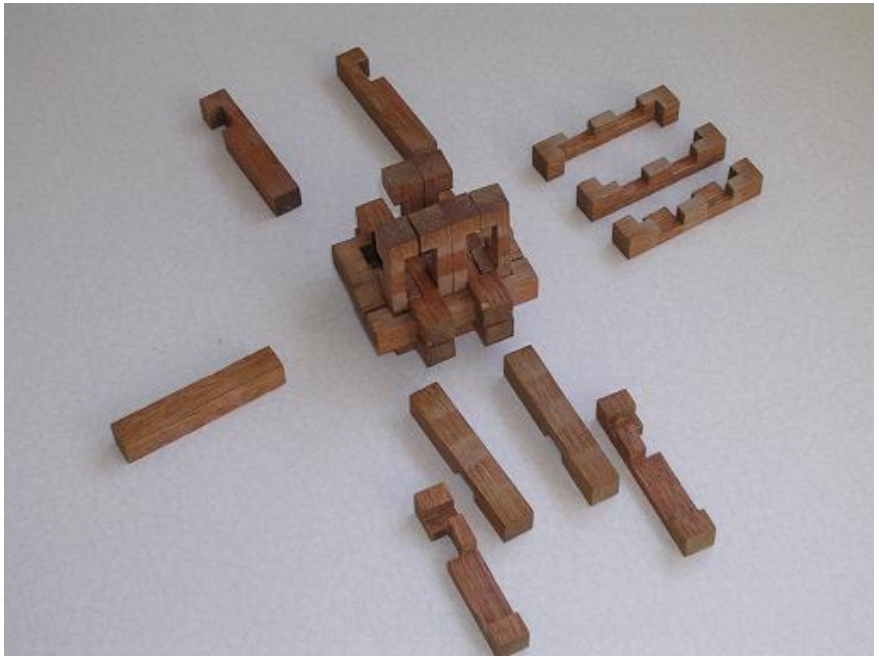
Thinking Agile is

Learn from other's misfortunes

- Look at the previous pitfalls!
- Not enough understanding/ knowledge in the team and organization
- You'll get simple process steps wrong
- Get a coach!

What did we do?

- .....
- Again, look at previous challenges!



- Scrum is a simple framework!
  - But … Following only the mechanics of the process will no get you the desired behaviour.
- Required behavior is quite complex!
  - Described by 33 Organizational Patterns

What did we do about it?

- Build Agile Foundations
  - Do workshops
- Evangelize Scrum
  - Repeat repeat repeat repeat repeat repeat repeat repeat repeat
- Extensive use of Information Radiators
- Focus on overall throughput