

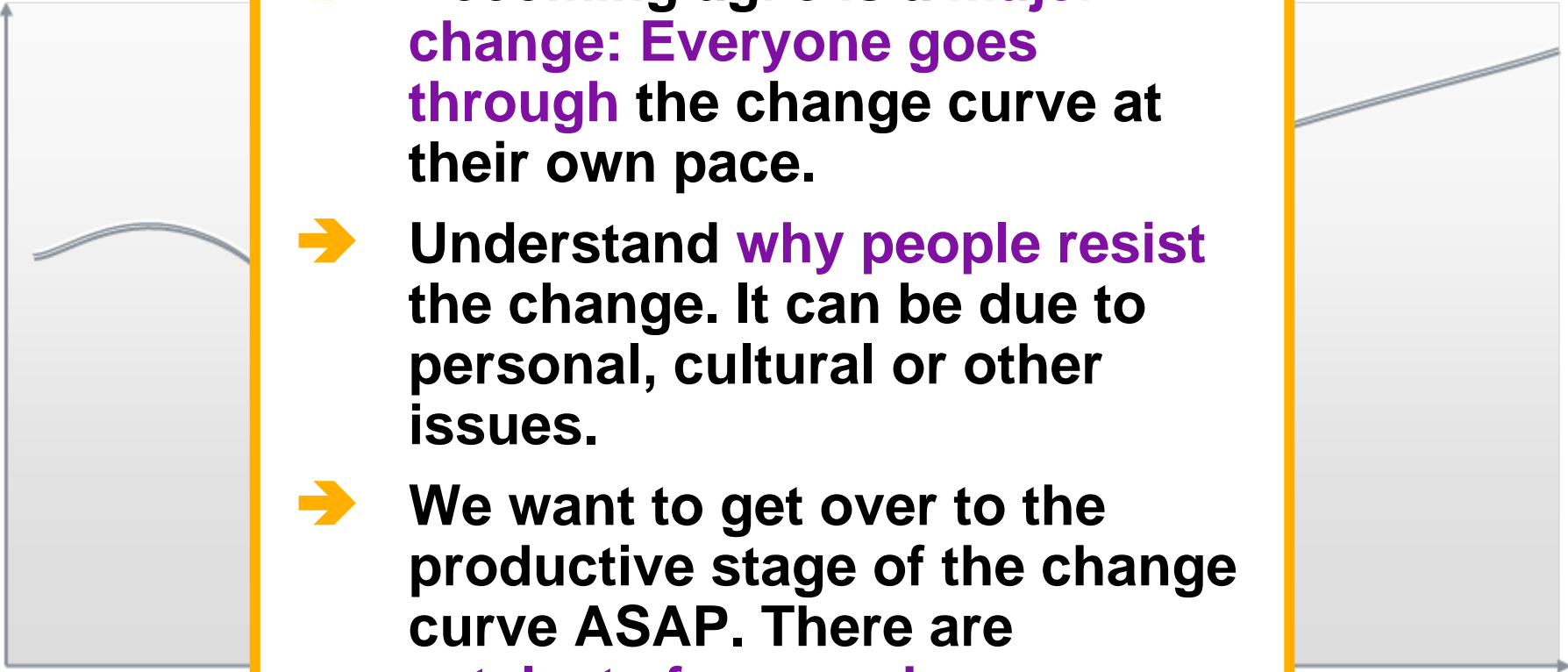
Catalysts of agile learning in large

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Why this presentation?

- 
- **Becoming agile is a major change: Everyone goes through the change curve at their own pace.**
 - **Understand why people resist the change. It can be due to personal, cultural or other issues.**
 - **We want to get over to the productive stage of the change curve ASAP. There are catalysts for speed-up.**

Some background

Background: About the program

Software development program at Nokia Siemens Networks:

- >>10 scrum teams
- 3 sites: Finland, Germany, India (4½ h time difference)
- Old organization, new product

Using Scrum now for ~3 years:

- 3 week Sprints
- Continuous integration, 10 system builds a day

Cross-team / multi-site practices:

- Scrum of Scrums
- Product owner and a few “area product owners”
- One product backlog
- Common “done” criteria and a few other rules

Command & control → Doing it together

Where we started from (~3 years ago)

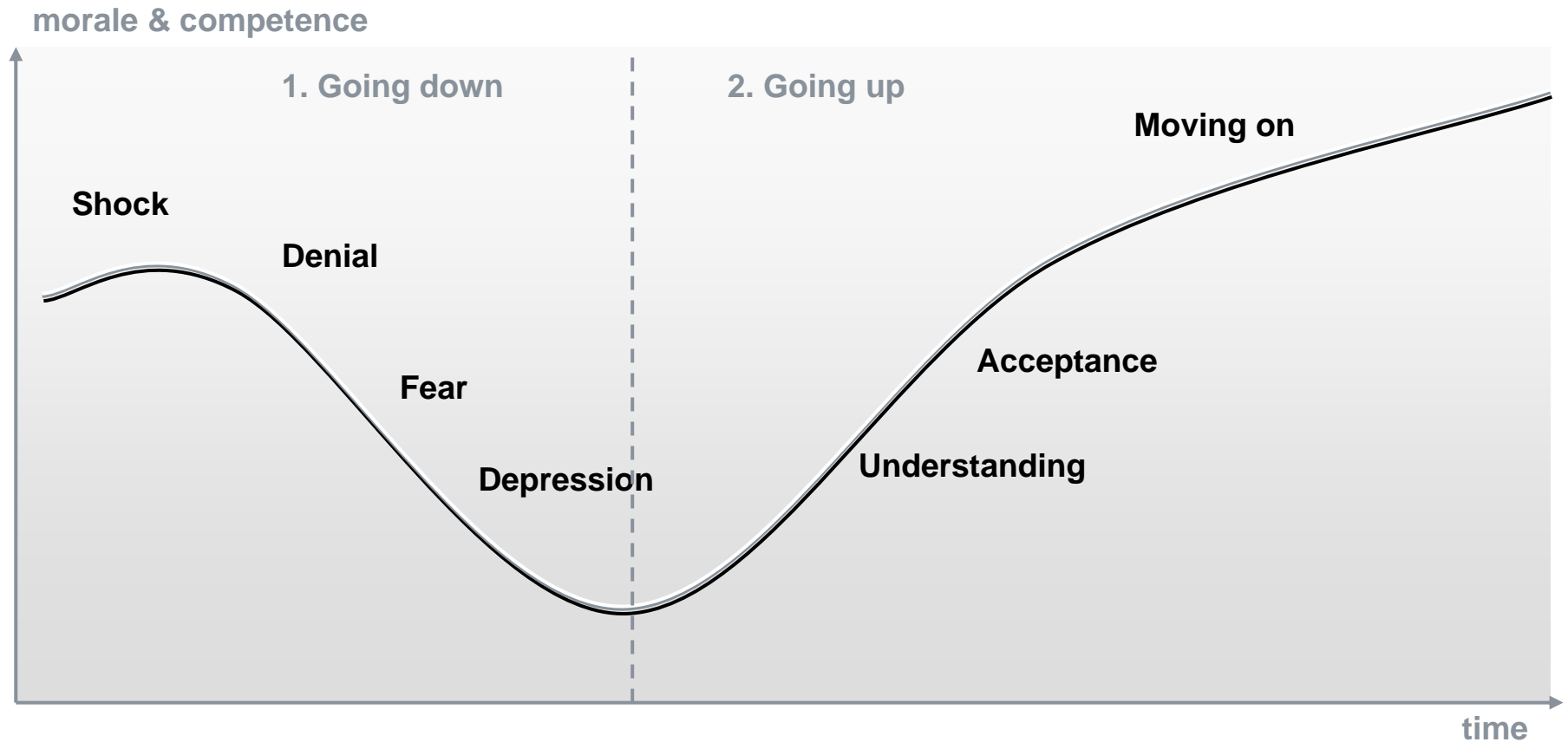
- Many specialized functions, specialization in valued high (gurus)
- No continuous integration (CI), feedback time several months from system testing
- Almost zero test automation
- Strong “waterfall” processes (handovers, phases, functions)
- Parallel programs for people and teams
- Strong belief in planning
- Multi-site, multi-cultural, also subcontracting



- Dedicated testing teams disbanded
- Scrum teams becoming feature teams
- CI: 10 system builds per day
- Test automation level ~70%
- People working 100% on one program
- Product management has accepted the agile ideas

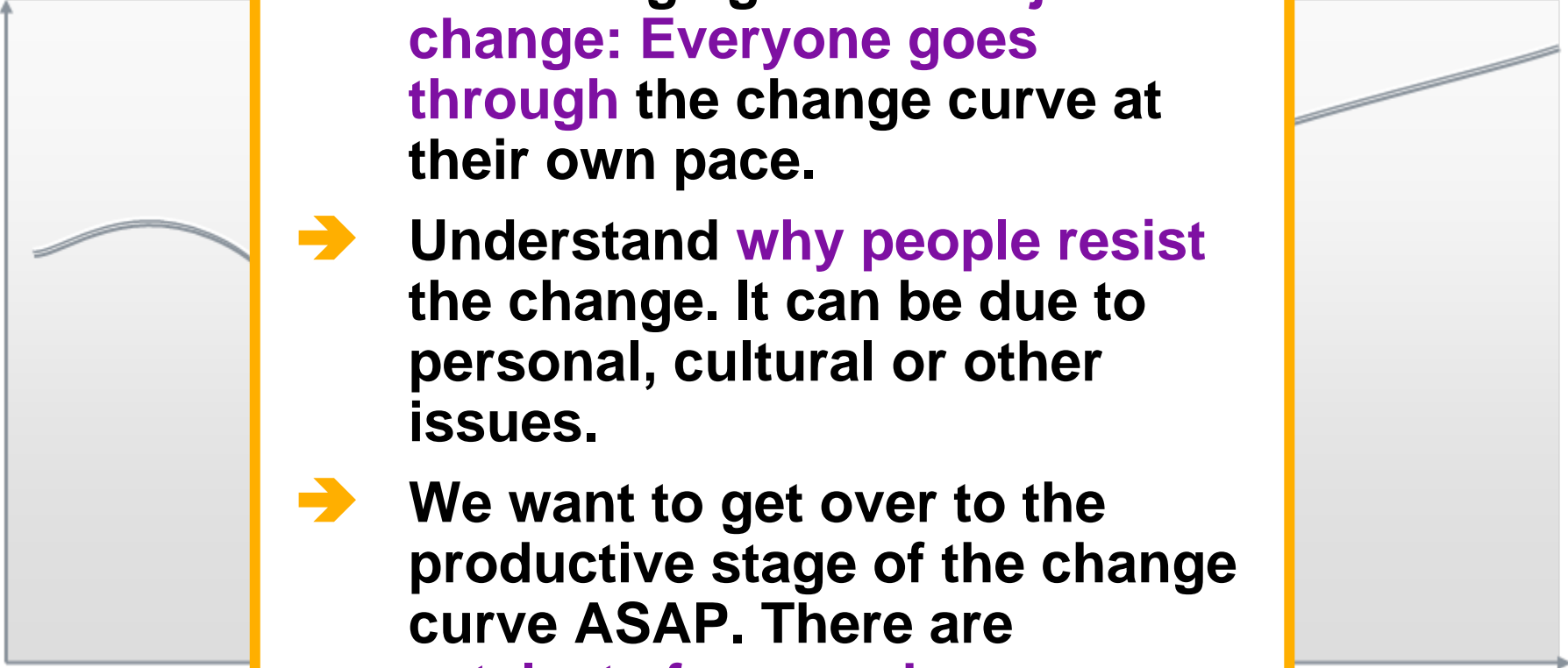
Going through the change curve

General Change Curve



Original model by: *Elisabeth Kübler-Ross, On Death & Dying, 1969*

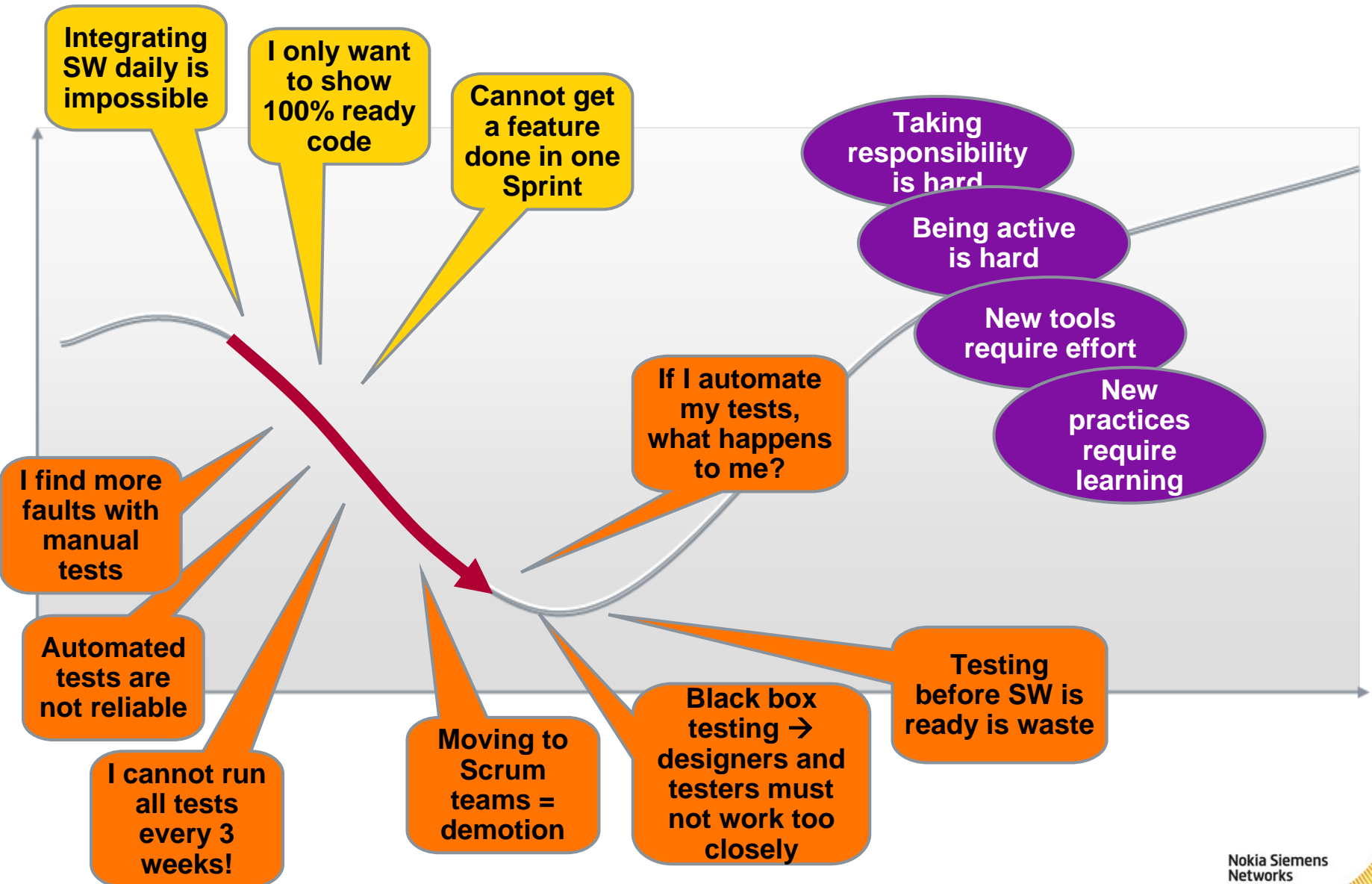
Key learnings

- 
- **Becoming agile is a major change: Everyone goes through the change curve at their own pace.**
 - **Understand why people resist the change. It can be due to personal, cultural or other issues.**
 - **We want to get over to the productive stage of the change curve ASAP. There are catalysts for speed-up.**



Going down...

Going down: R&D teams and System testing



Quiz: Which country?

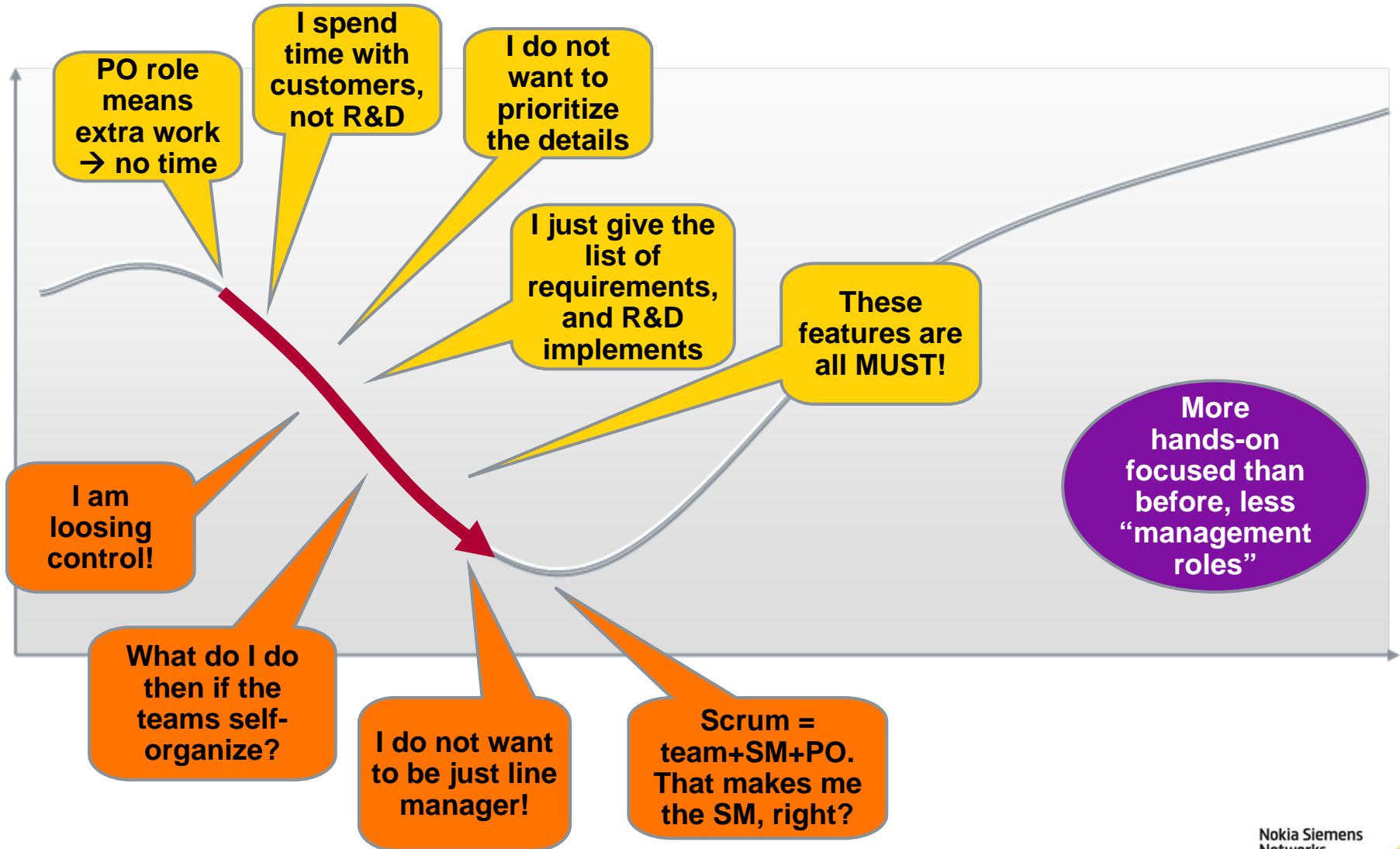
**“I was not explicitly
assigned by my
line manager to do
this so
I can ignore it”**

Quiz: Which country?

**“We are already
agile”**

**(new team with 2
weeks of
experience)**

Going down: Product mgmt and Line mgmt



Quiz: Which country?

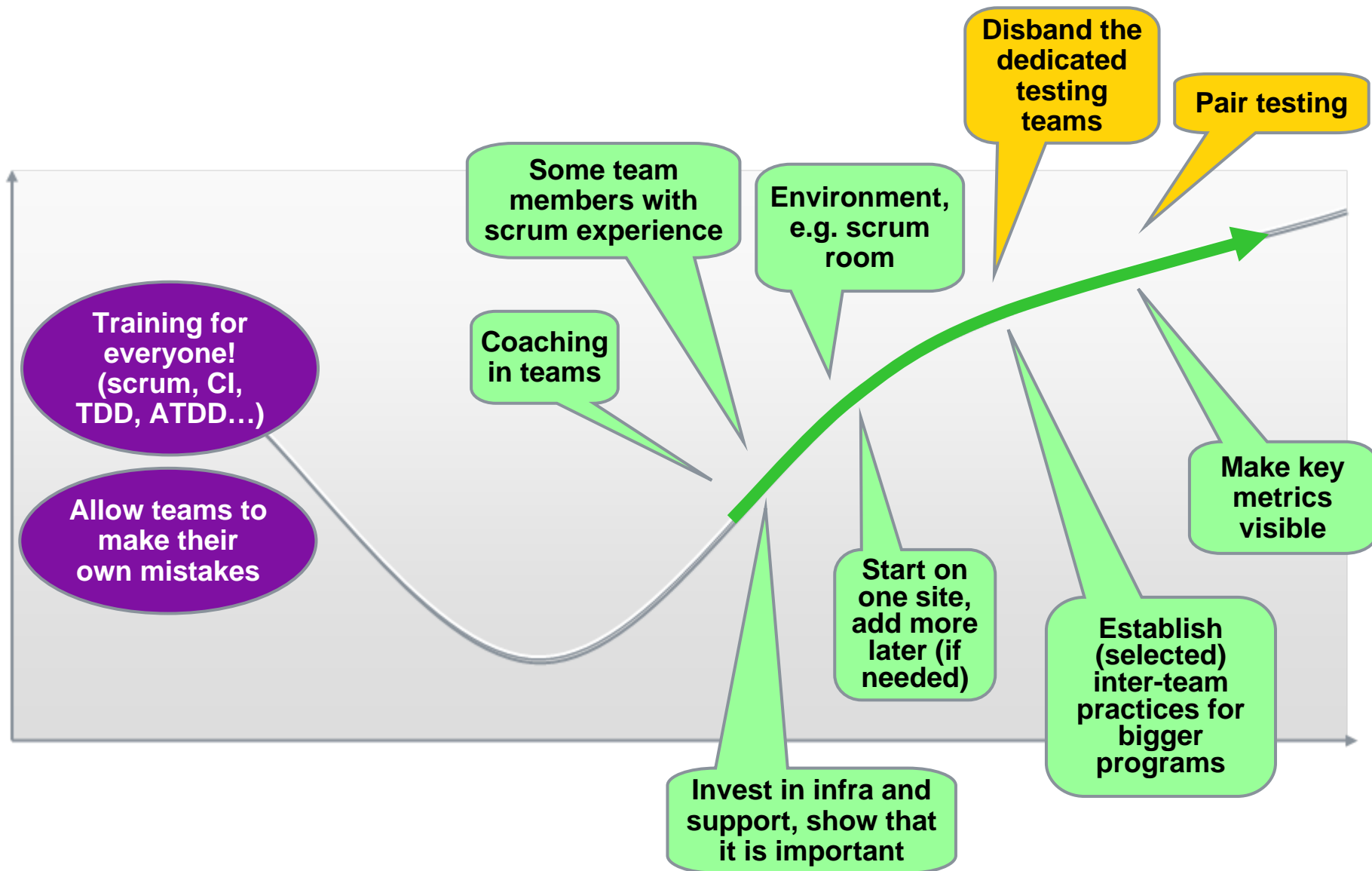
**“I have to check
with my line
manager before I
comment on this”**

Quiz: Which country?

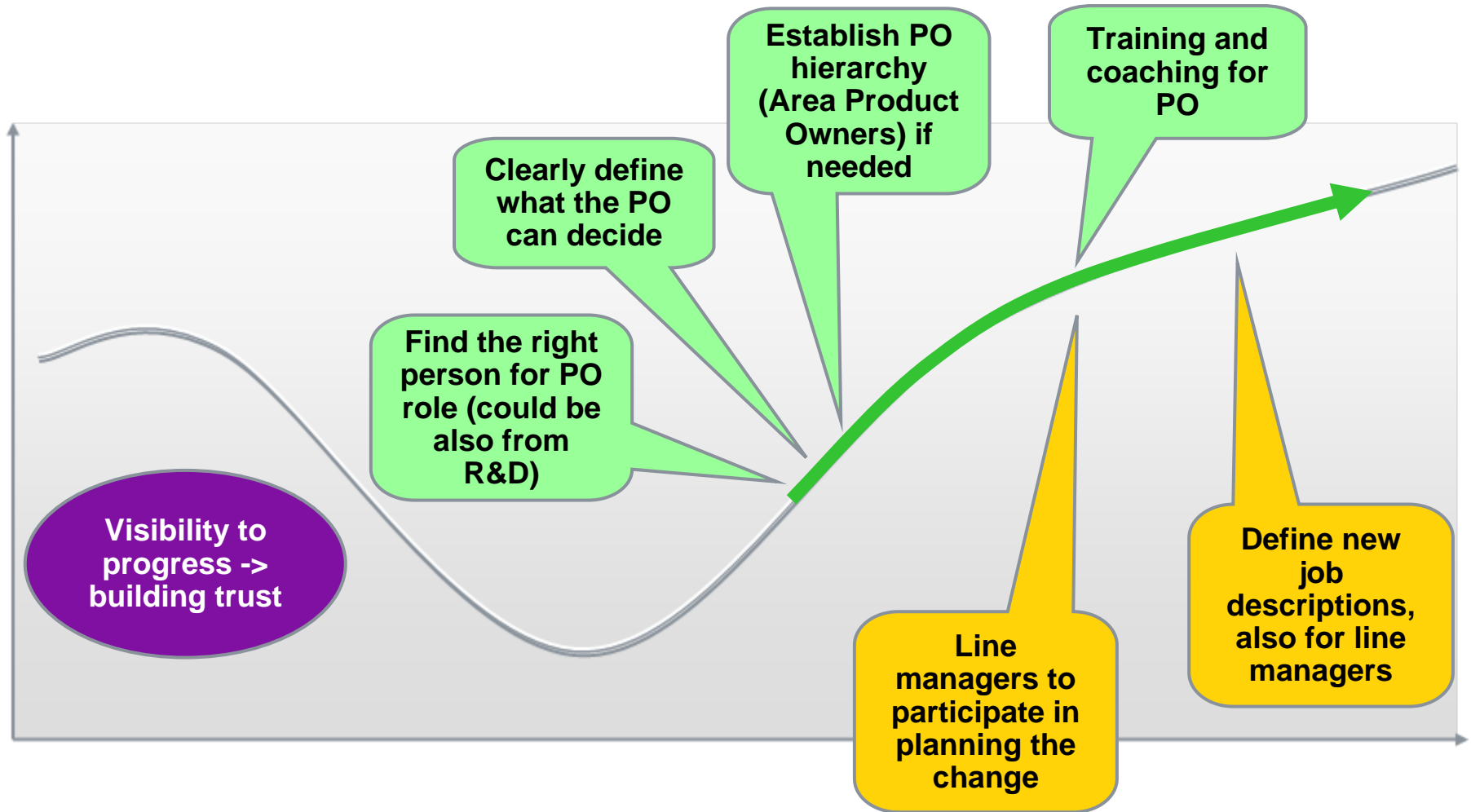
“Yes, we’ll work on getting the user stories done, just let me finish this 90 page req spec first...”

...and finally going up

Going up: R&D teams and System testing



Going up: Product mgmt and Line mgmt



Quiz: Which country?


“Wow, the program manager is standing up and saying he/she did **something wrong in previous release. Also I could do that and it’s not an **issue**”**

Quiz: Which country?

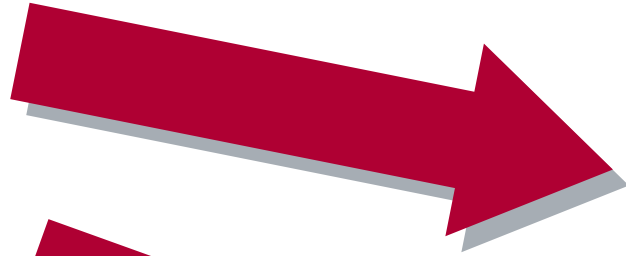
**“We just
rearranged the
tables as we didn’t
like our cubicles
anymore”**

Conclusions

Key learnings

- 
- **Becoming agile is a major change: Everyone goes through the change curve at their own pace.**
 - **Understand why people resist the change. It can be due to personal, cultural or other issues.**
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There will be resistance. Understand why.



1. Becoming agile means **re-distribution** of money, power and position in the organization

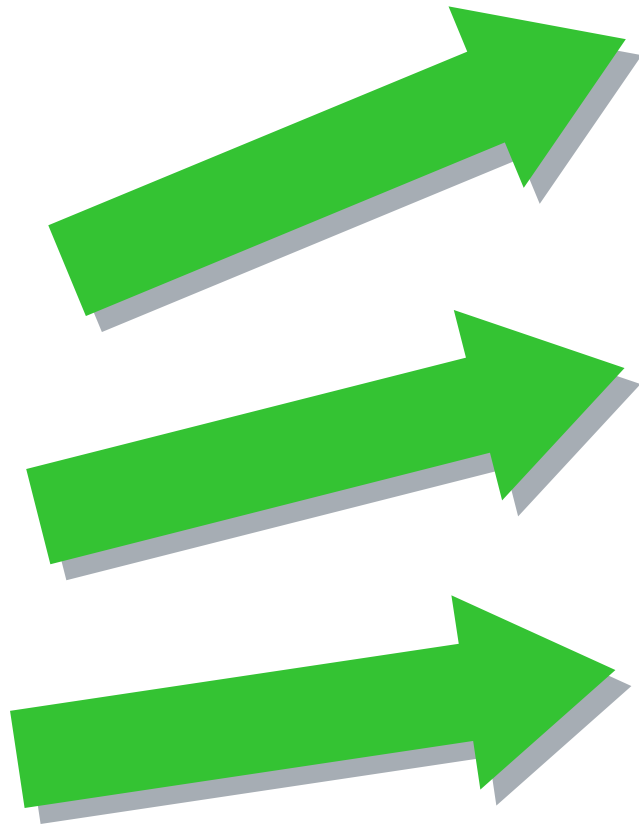


2. From hierarchical to **non-hierarchical organization**:
“respect is earned,
not assigned”



3. Learning **takes time**.
If you push to fast → NIH

Catalysts: How to speed up



1. It is all about **people**:
motivation, commitment,
cultural issues

2. Set up a **minimum set of key
tools and practices** enabling
multi-site development

3. Drive agile transformation
using agile practices:
try, learn, adapt

Thank you!
Any questions?