

# Report from Purgatory

Adopting Scrum in a large enterprise

Dr. Jürgen Hoffmann  
Scrum Coach

# ScrumCoach.de Team

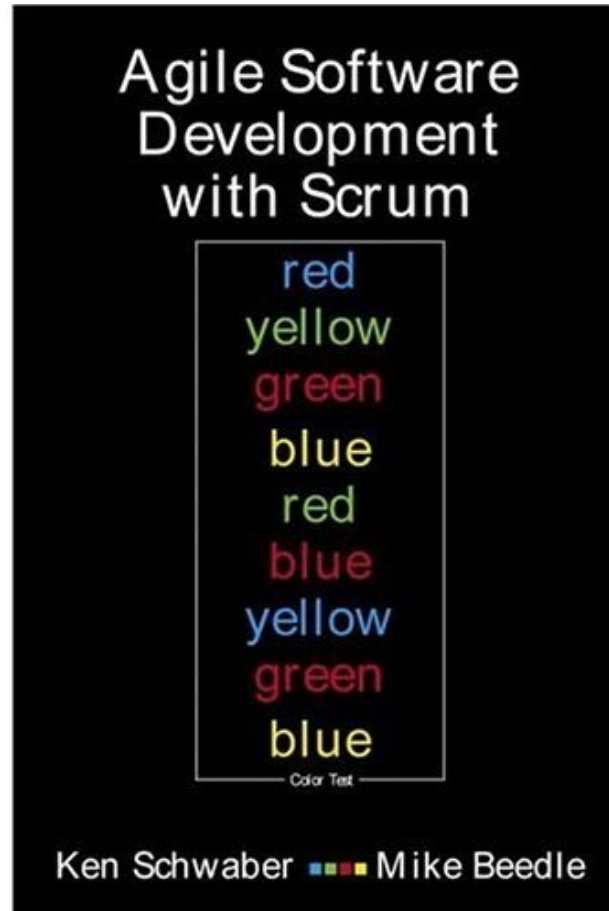


# Scrum Overview

- Adopt, Inspect and Adapt
- Nested Iterations for better learning



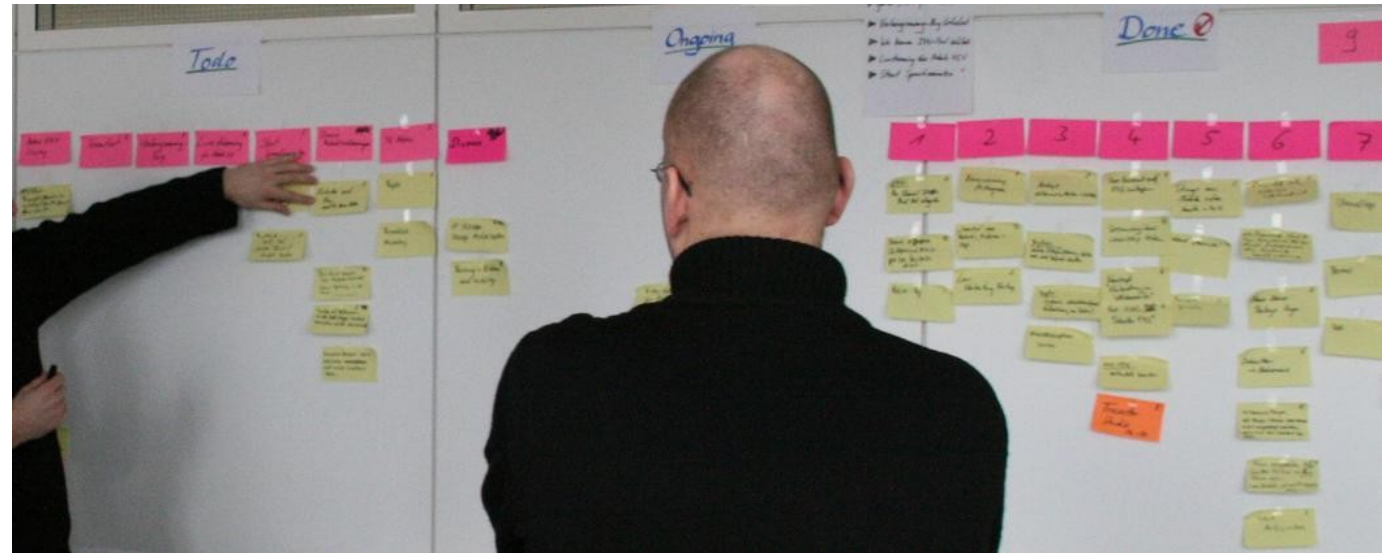
# Live the Scrum Values



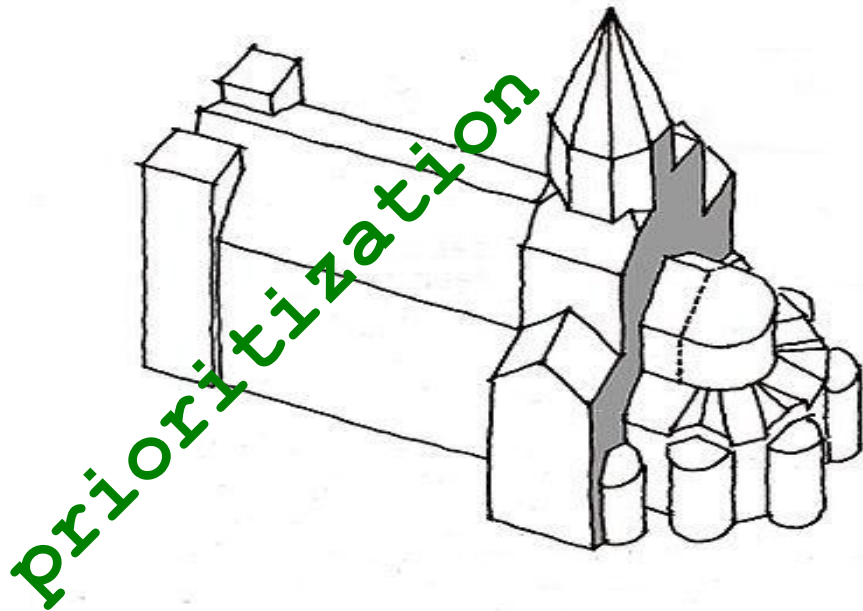
- Commitment
- Openness
- Focus
- Respect
- Courage

# Roles: Scrum Master

Team Coach



# Roles: Product Owner



- Product Vision
- Business Value
- Product Backlog

# Roles: Team

- Architecture & Tools - How?
- Estimates work
- Selects Work amount & gives Commitment
- Does work
- Is successful

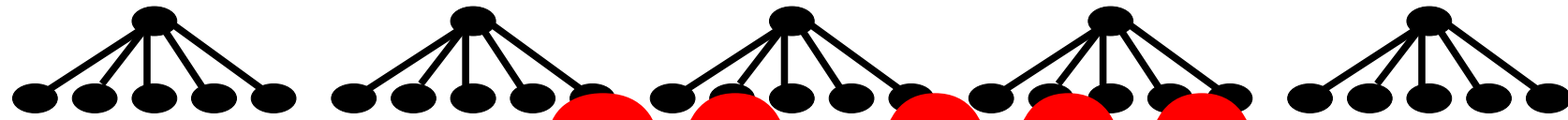
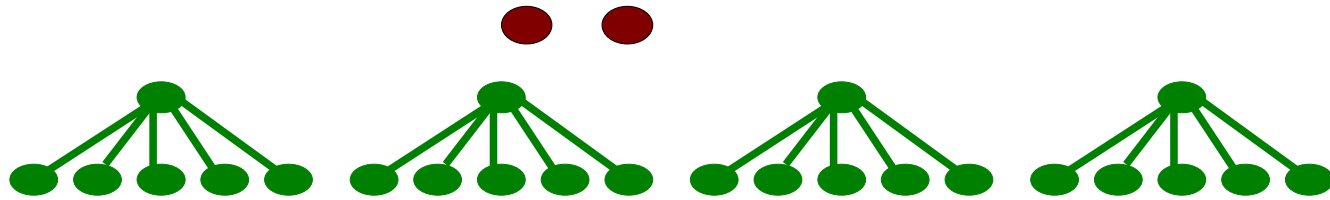


# Purgatory?

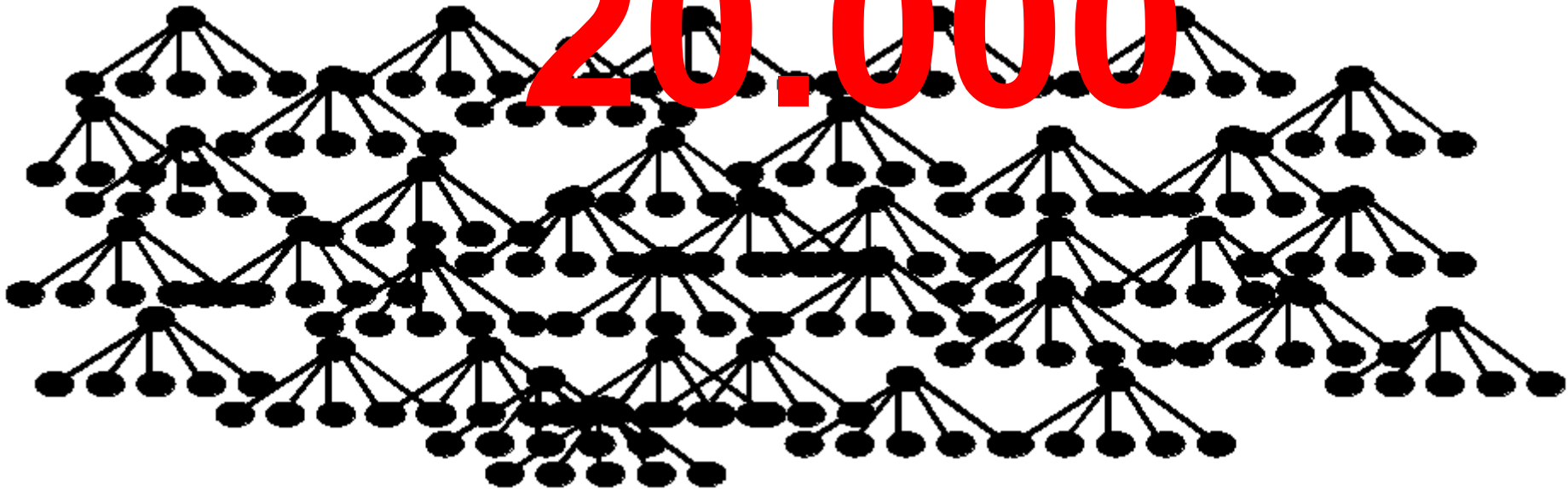




# Large Enterprise



20.000

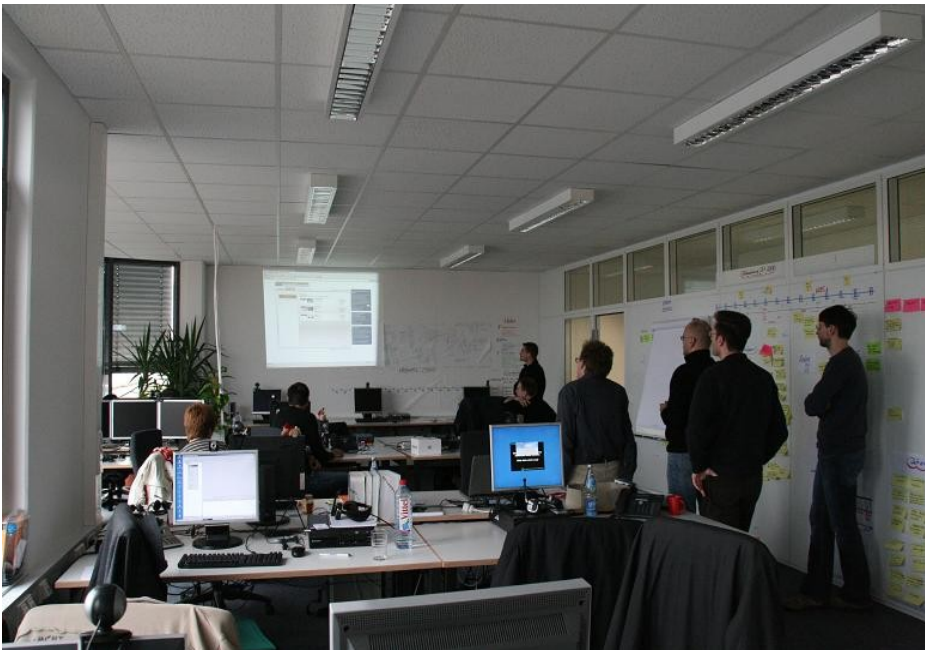


>150

# Retrospectives . . .

. . .with 20.000  
people take  
months each

. . .with an agile  
team take an  
hour or less  
each



# Five teams during Scrum

## Team 1 - successful

- ✓ Repeatable able to deliver useful high quality software
- ✓ Commitments fulfilled regularly
- ★ Project Success - Failure to induce change in the organisation threatens the team

# Five teams daring Scrum

Team 2 - trying more or less

✓ Does the Meetings with all 15 team members

★ Team Leader got rid of the Scrum Master

★ Every team member has approx. two „focus“ projects plus daily work on other projects

# Five teams daring Scrum

Team 3 - also trying

- ✓ Does the Meetings with all 5 team members
- ✓ Has a very good Product Owner
- ★ Done is not Done
- ★ Destroyed after meeting commitment for the first time

# Five teams daring Scrum

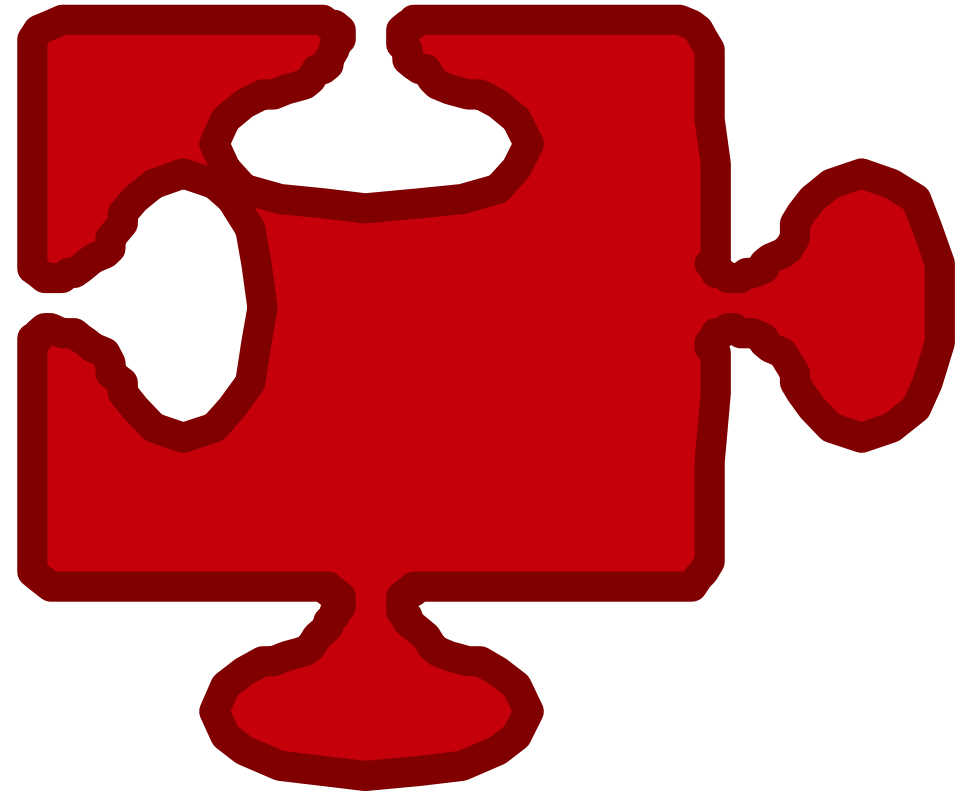
Team 4 & 5 - stopped before starting

- ✓ Did a CSM Training with half of the people, the future Scrum Master and the future Product Owners
- ✓ The man with the budget wants it
- ★ Are so busy that they move the start of the first sprint from month to month

# So what?

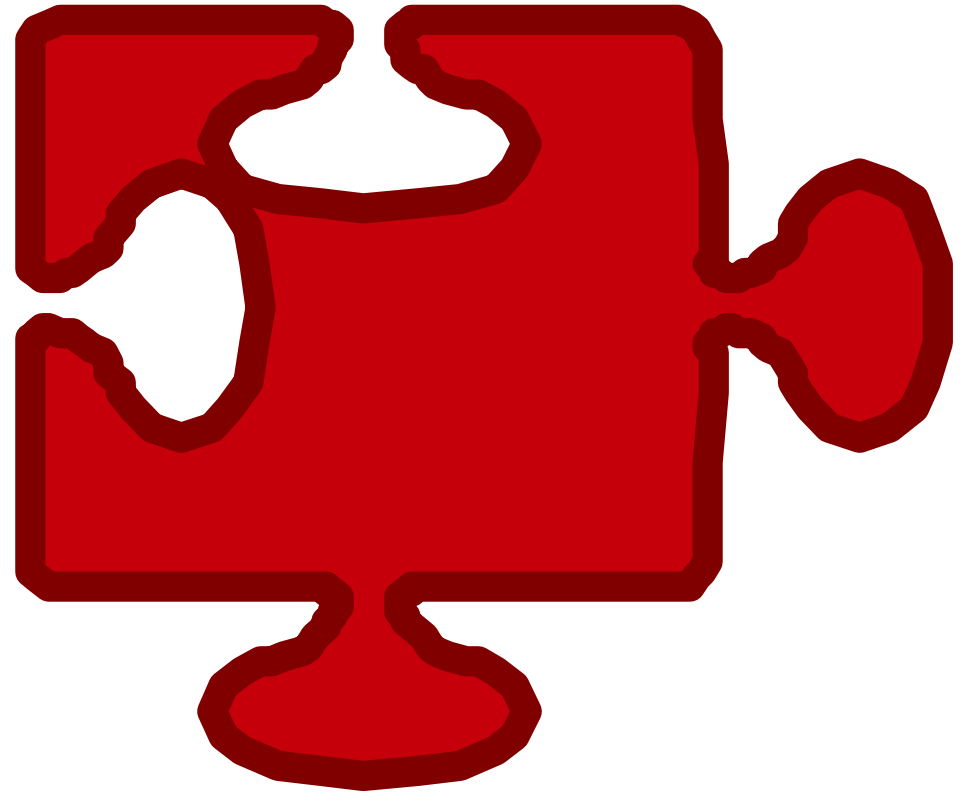
PO of Team 3  
learned her  
lessons and will  
fight for:

- DoD @ start of next project
- Unchanging staffing
- 100% time dedication of team members



# What else?

Just last week  
team 3 had a very  
open project  
retrospective with  
the Team, PO,  
Scrum Master,  
Project Leader and  
Stakeholders.





# Where do the people feel the purgatory?

- Some do not feel it!
- Some shrink in their abilities
- They experience failure after failure



# Which practices scale?

- The Agile Team
- Agile Planning & Tracking
- Iterations
- Small frequent releases
- Agile Testing
- Continuous Integration
- Retrospectives

What do you think?

Read:  
Scaling Software Agility  
by Dean Leffingwell

# How Do I Check?

Nokia Test by  
Bas Vodde and  
Jeff Sutherland



**Exercise:**  
Get a piece of paper  
and score 9 questions



# Question 1 - Iterations

No iterations - 0

Iterations > 6 weeks - 1

Variable length < 6 weeks - 2

Fixed iteration length 6 weeks - 3

Fixed iteration length 5 weeks - 4

Fixed iteration 4 weeks or less - 10

# Question 2 - Testing

No dedicated testers on team - 0

Unit tested - 1

Features tested - 5

Features tested as soon as  
completed - 7

Software passes acceptance testing - 8

Software is deployed - 10

# Question 3 - Agile Specification

No requirements - 0

Big requirements documents - 1

Poor user stories - 4

Good requirements - 5

Good user stories - 7

Just enough, just in time  
specifications - 8

Good user stories tied to  
specifications as needed - 10

# Question 4 - Product Owner

No Product Owner - 0

Product Owner who doesn't understand Scrum - 1

Product Owner who disrupts team - 2

Product Owner not involved with team - 2

Product owner with clear product backlog estimated by team before Sprint Planning meeting (READY) - 5

Product owner with release roadmap with dates based on team velocity - 8

Product owner who motivates team - 10

# Question 5 - Product Backlog

No Product Backlog - 0

Multiple Product Backlogs - 1

Single Product Backlog - 3

Product Backlog clearly specified and prioritized by ROI before Sprint Planning (READY) - 5

Product Owner has release burndown with release date based on velocity - 7

Product Owner can measure ROI based on real revenue, cost per story point, or other metrics - 10



# Question 6 - Estimates

Product Backlog not estimated - 0

Estimates not produced by team - 1

Estimates not produced by planning poker - 5

Estimates produced by planning poker by team - 8

Estimate error < 10% - 10

# Question 7 - Sprint Burndown Chart

No burndown chart - 0

Burndown chart not updated by team - 1

Burndown chart in hours/days not accounting for work in progress - 2

Burndown chart only burns down when task is done - 4

Burndown only burns down when story is done - 5

Add 3 points if team knows velocity

Add 2 points if Product Owner plans releases based on known velocity

# Question 8 - Team Disruption

Manager or Project Leader disrupts team - 0

Product Owner disrupts team - 1

Managers, Project Leaders or Team leaders telling people what to do - 3

Have Project Leader and Scrum roles - 5

No one disrupting team, only Scrum roles - 10

# Question 9 - Team

Tasks assigned to individuals during Sprint Planning - 0

Team members do not have any overlap in their area of expertise - 0

No emergent leadership - one or more team members designated as a directive authority - 1

Team does not have the necessary competency - 2

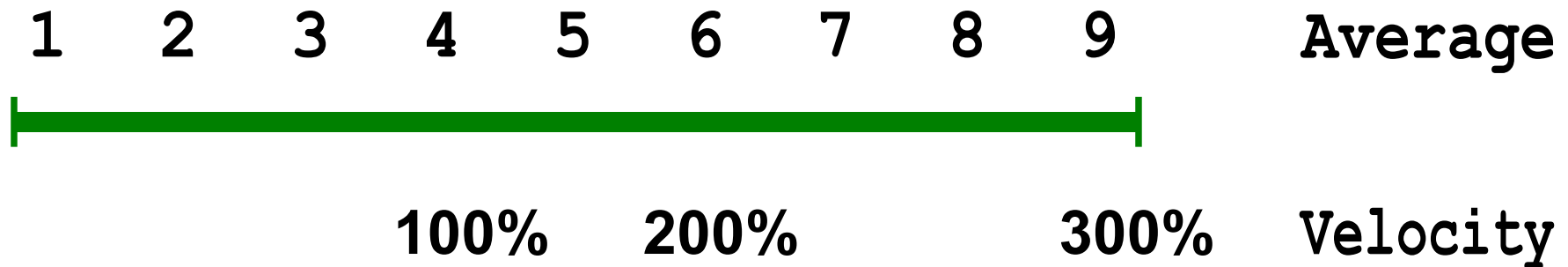
Team commits collectively to Sprint goal and backlog - 7

Team members collectively fight impediments during the sprint - 9

Team is in hyperproductive state - 10

# Evaluation of Test

Determine Average: Sum divided by 9



# Impediments from the Organisation – People

- Internal IT Service Organisation sees a threat in a team more successful than its own teams.
- Trying to add developers with 10% of their time to a team
- Citation of a team member: „A base problem is that everybody thinks his participation in the project will only be temporary.“

# Impediments from the Organisation – Security

- Paranoid Security trying to keep you from using the internet
- Several months for „certification“ of any software/library/source code needed in a project
- Access rights are part of fiefdoms coupled to organisational positions

# Impediments from the Organisation – Quality

- Organisation will bear any product quality
- No consequences if any deadline is not hit





# Fighting Impediments from the Organisation

What are your ideas?

- Find sponsors and allies within the organisation
- Create visibility for impediments
- Be successful in the development efforts
- Use the inherent metrics

# Use the Metrics

1. Does working software exist?
2. Agile Project Metrics
  - Defect Count
  - Test Coverage
  - Velocity
  - ...
3. Agile Process Metrics
  - Nokia Test
  - Proposed Metrics by Ken Schwaber et.al. for team self assessment

# Compare old and new ways

1. Does working software exist?
2. Compare productivity by LOC per Team Member per month - isn't something better out there?
3. Defects in production
4. Revenue generated by product

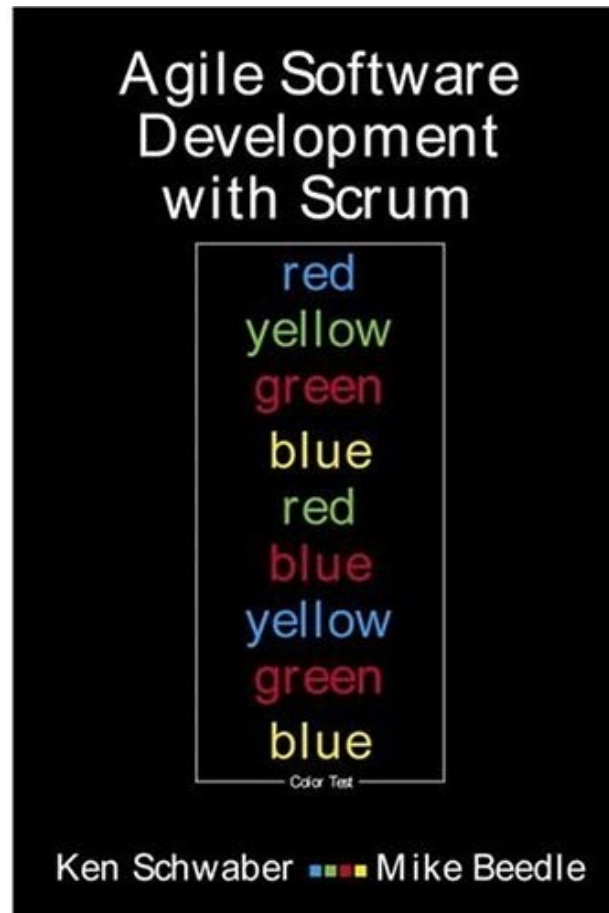


# Speed of Scrum implementation

- Effectiveness of leadership - low
- Degree of Change required in organization - high
- Urgency to improve software development and delivery - low

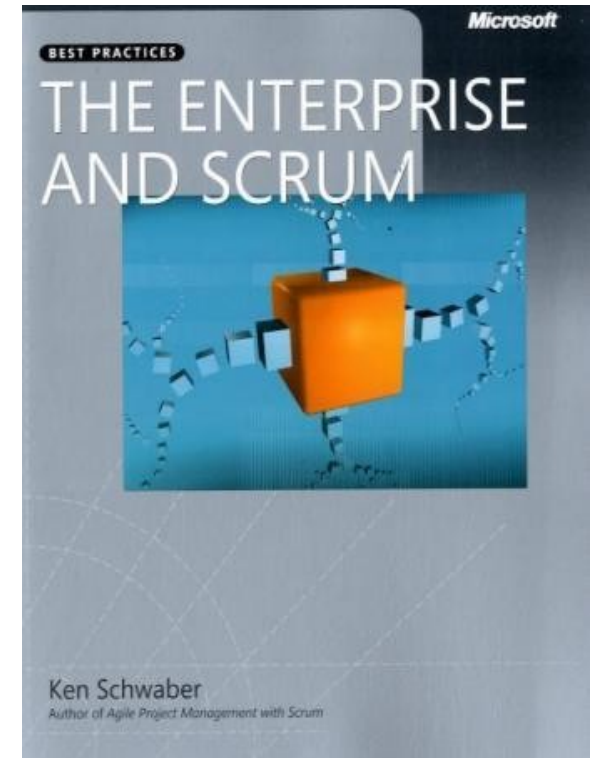
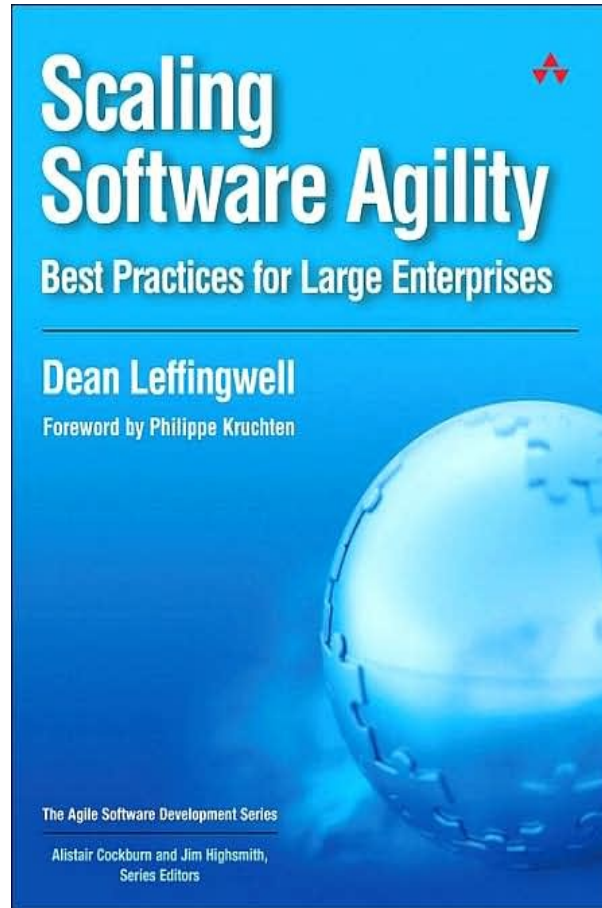
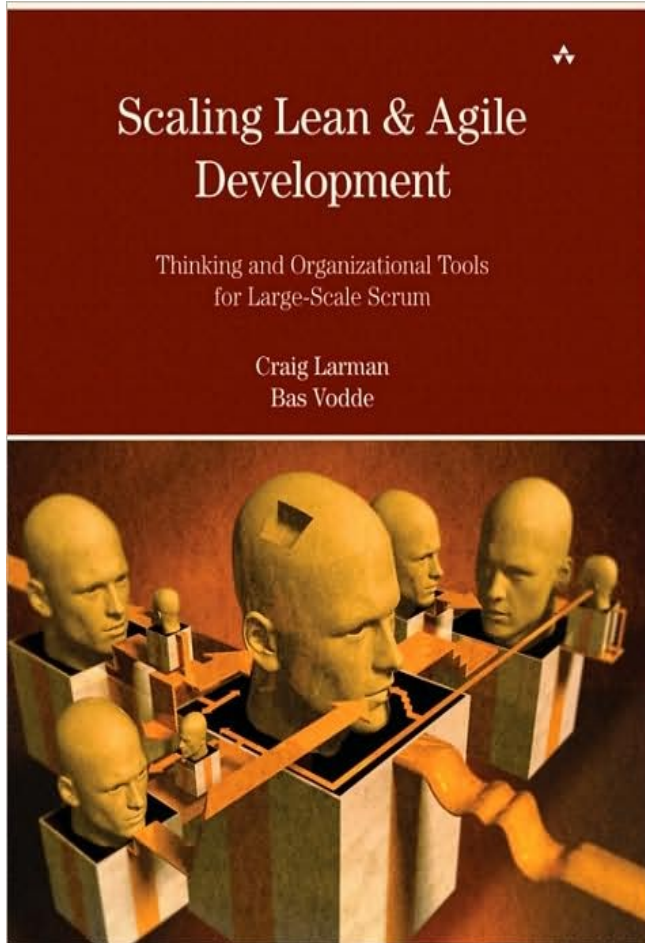
According to:  
Scaling Software Agility  
by Dean Leffingwell

# Again: Live the Scrum Values



- Commitment
- Openness
- Focus
- Respect
- Courage

# Good Reading



And many more books & articles!

**Thanks for your attention!**

**More Discussion Now!**