

A speedboat is shown in motion on a blue ocean under a clear sky. The boat is white with a blue stripe and the 'hiQ' logo. The text 'Applied SCRUM ...' is overlaid on the side of the boat.

Applied SCRUM ...

...On A Global Virtual Organization

Dulce Goncalves Senior Project Manager at HiQ

- ✓ Business experience 17 years
Last 13 years within project management
- ✓ Certified Scrum Master & Scrum Product Owner
- ✓ Worked in an organization that applied Agile / SCRUM through the whole organization around the globe in 2005
- ✓ Had a leading role in a large scaled product development towards health care industry, 1300 people involved where 800 within development, distributed development cross 4 R&D sites around the globe
- ✓ 3 Time Zones, approximately 45 Scrum Teams in one release

The Agile Manifesto

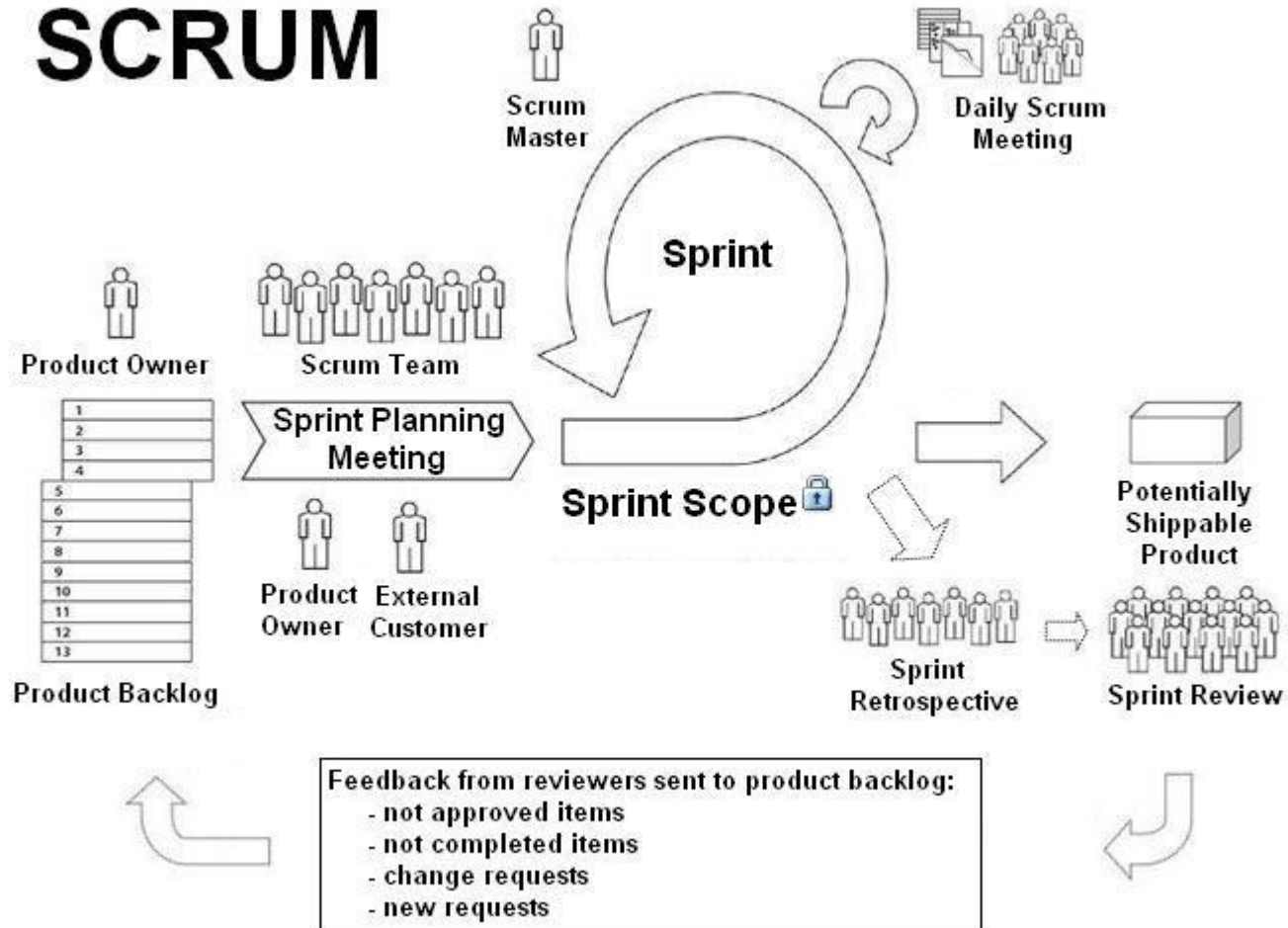
Individuals and interactions over processes and tools

Working software over comprehensive documentation

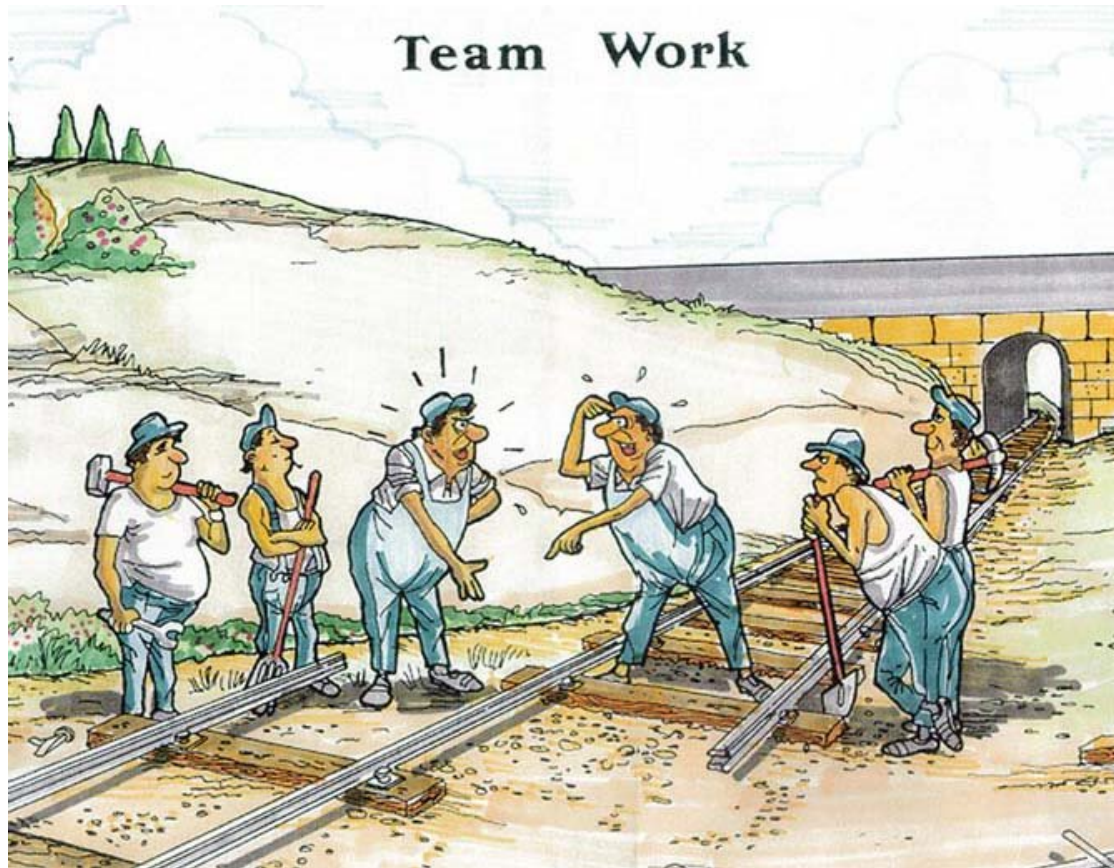
Customer collaboration over contract negotiation

Responding to change over following a plan

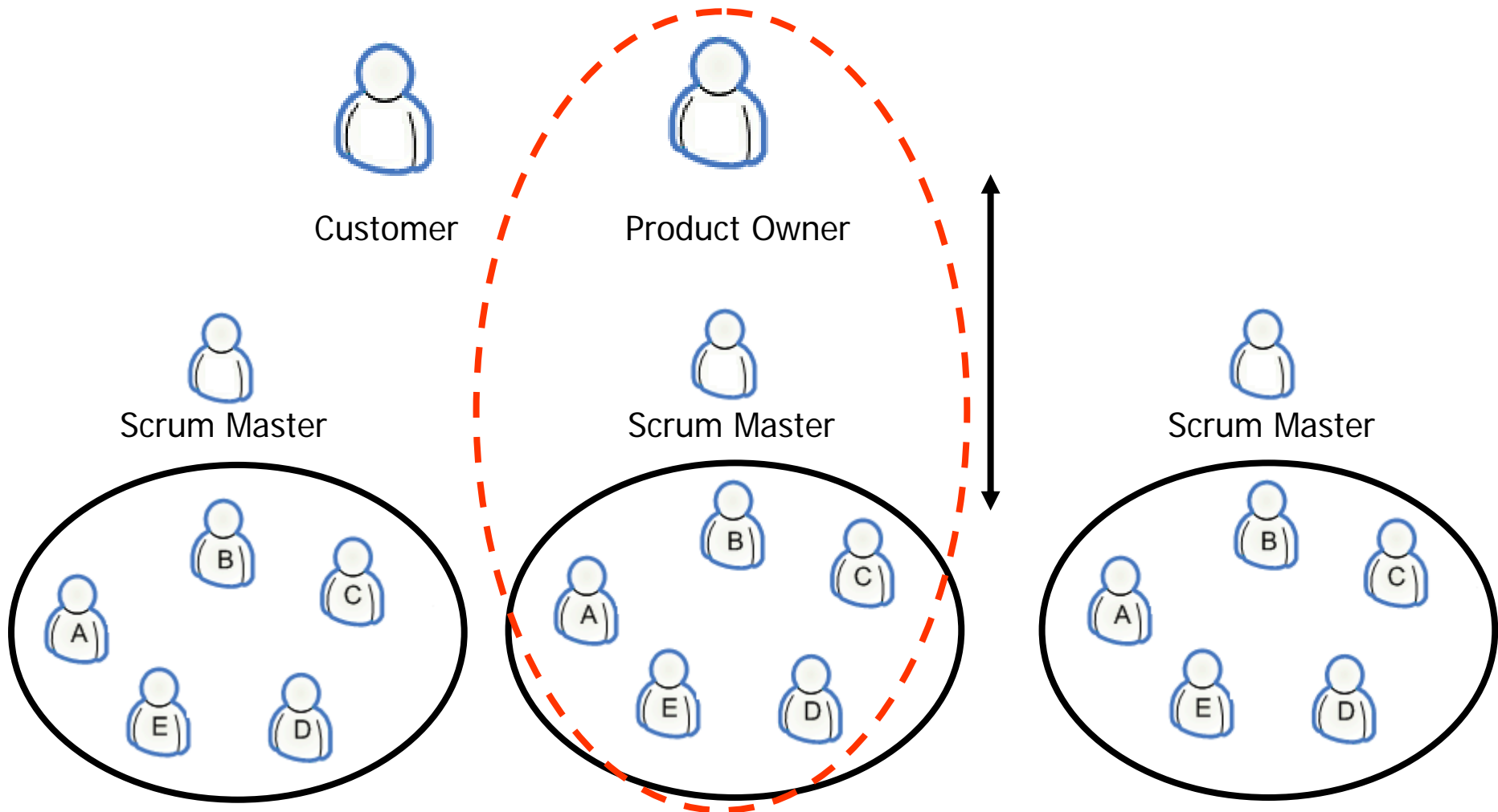
SCRUM



Efficient Scrum Teams



Efficient Scrum Teams



Customer Participation

Waste - Handoffs The wispering game

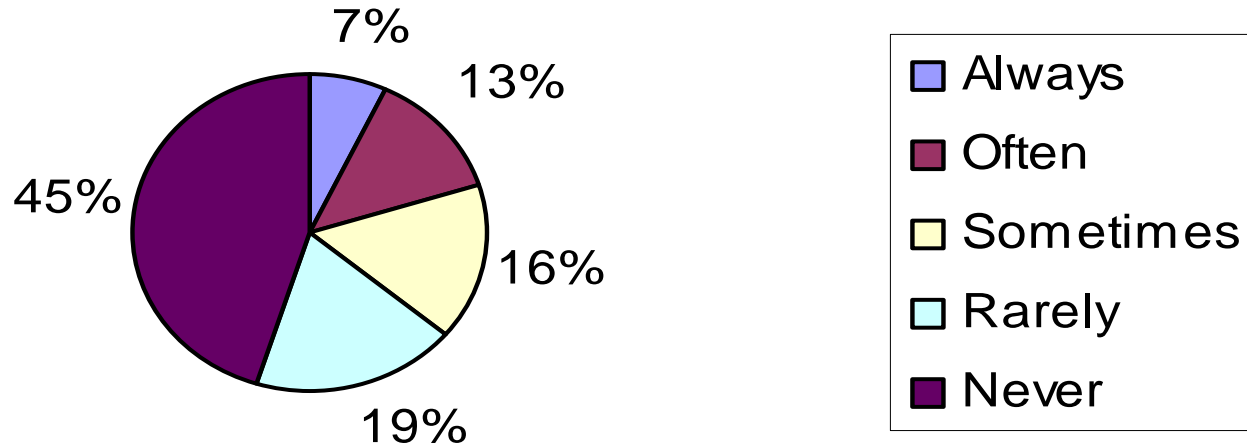
Almost all (software) projects suffers from a distance between the ones that know what they want and the ones that actually build it.



Usage Frequency Of The Delivered Functions

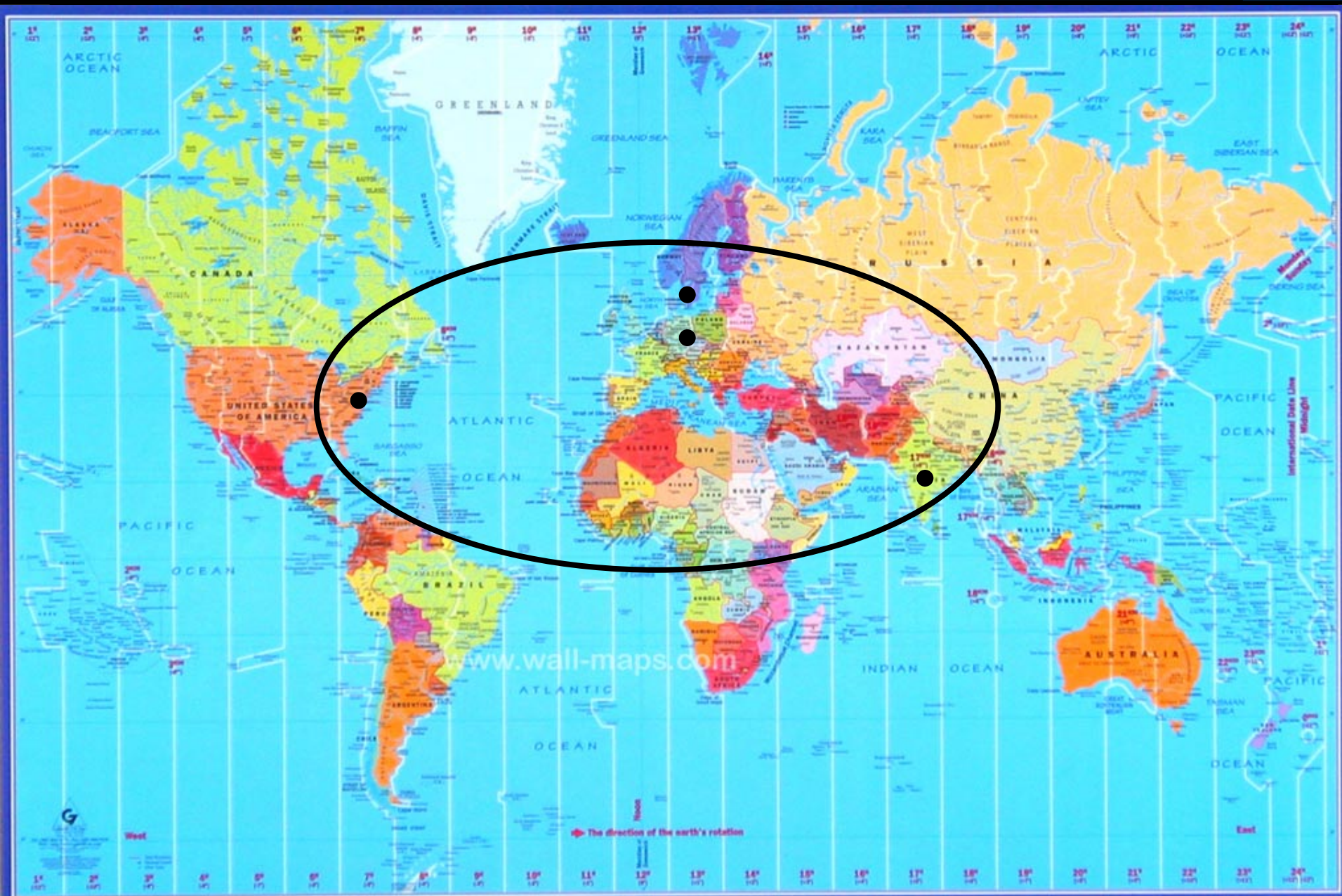
Are You Focusing On The Right Thing?

Is The Most Business Added Value Delivered?

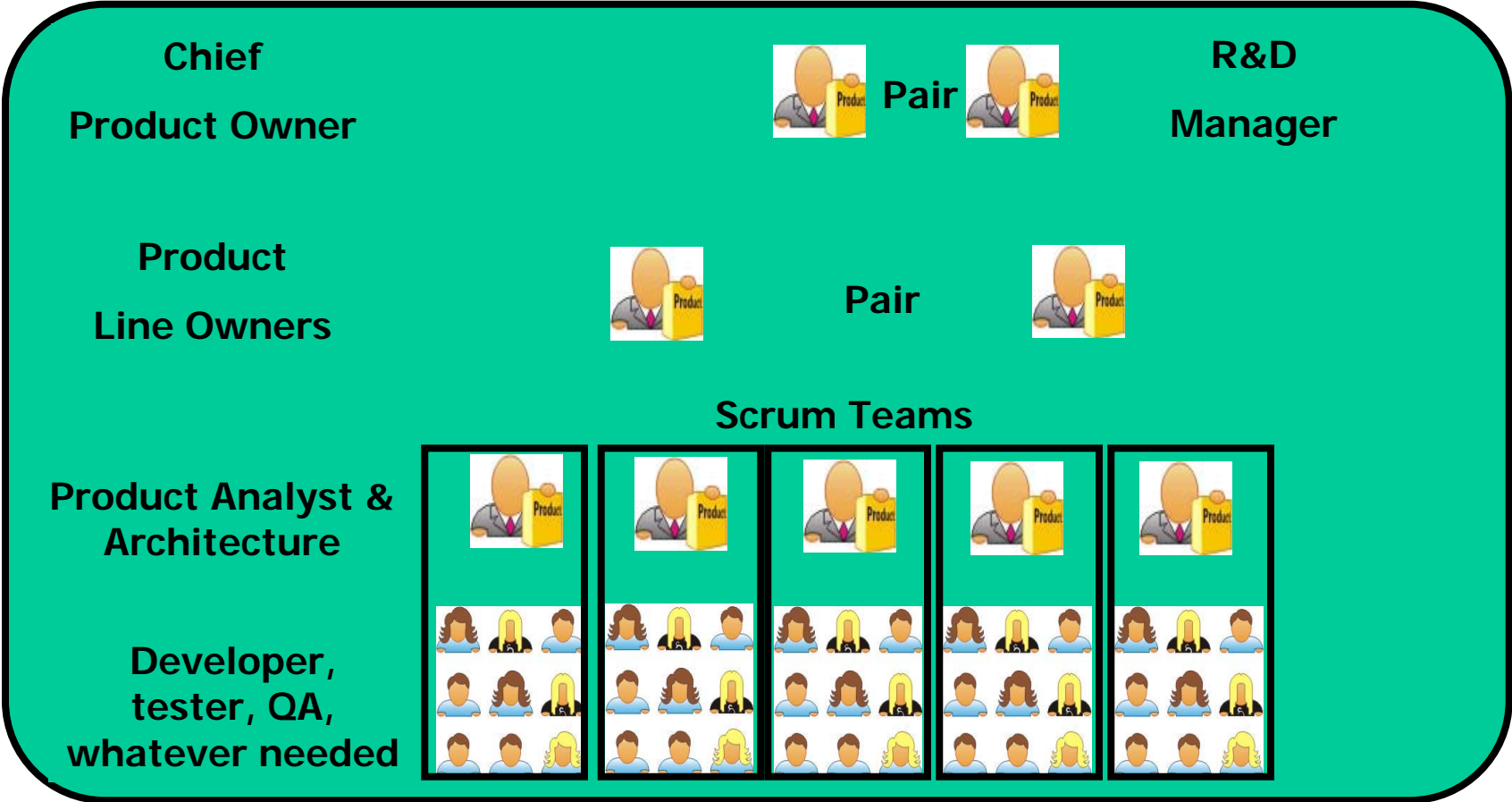


The Standish Group, http://www1.standishgroup.com/sample_research/chaos_1994_1.php
The Standish Group is specialized in IT Value research

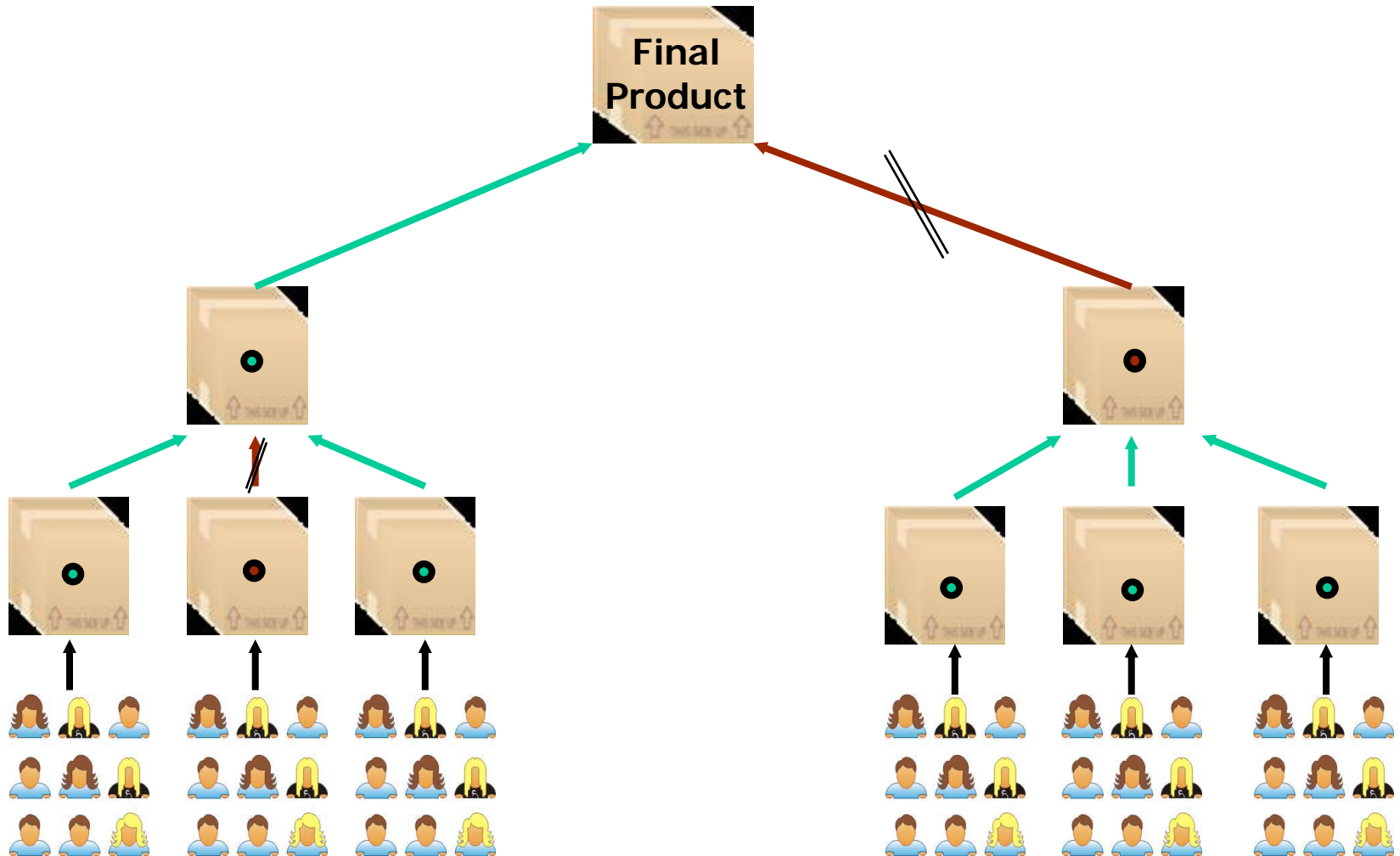
How Was Scrum Applied?



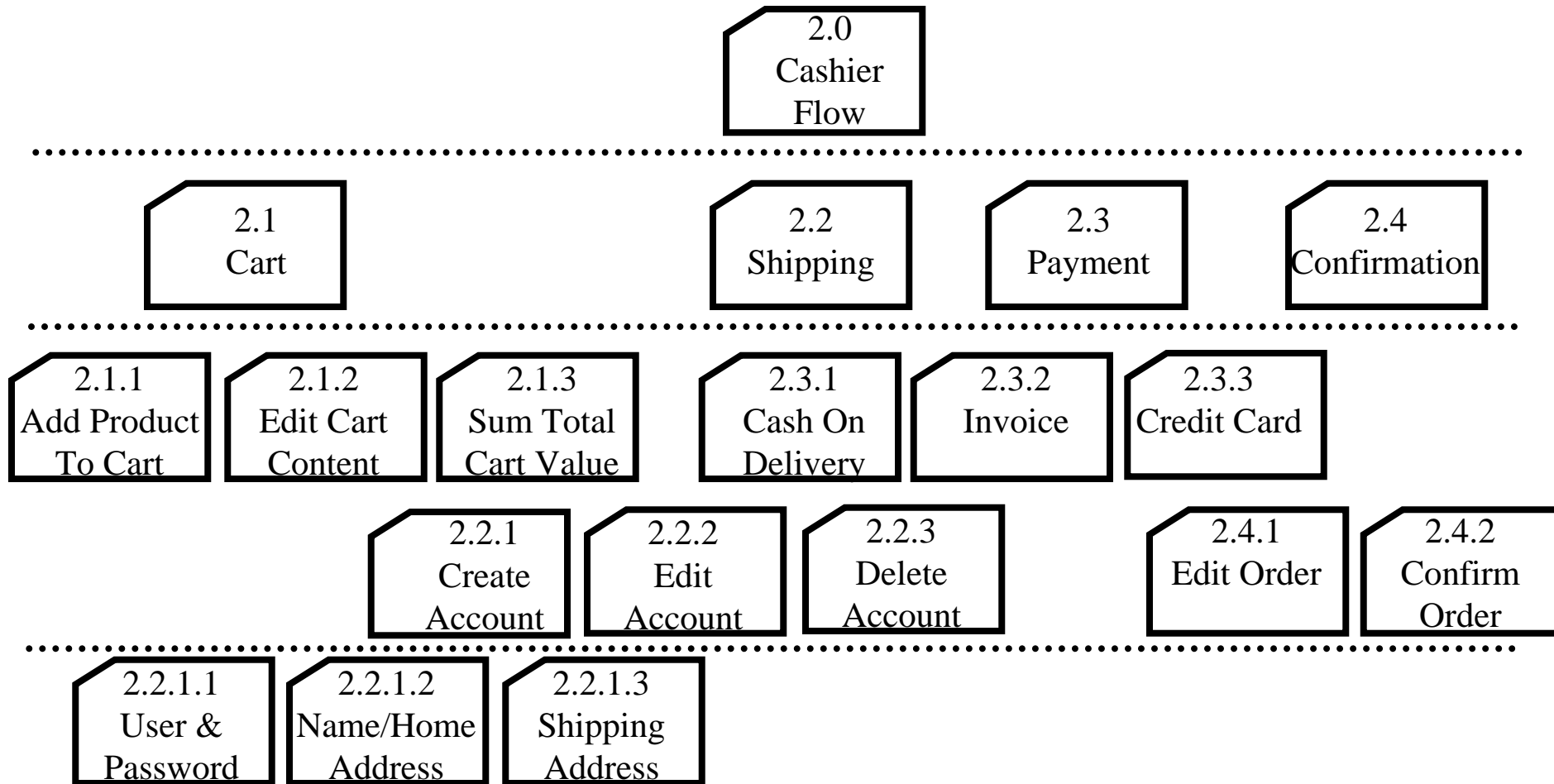
Scaling SCRUM



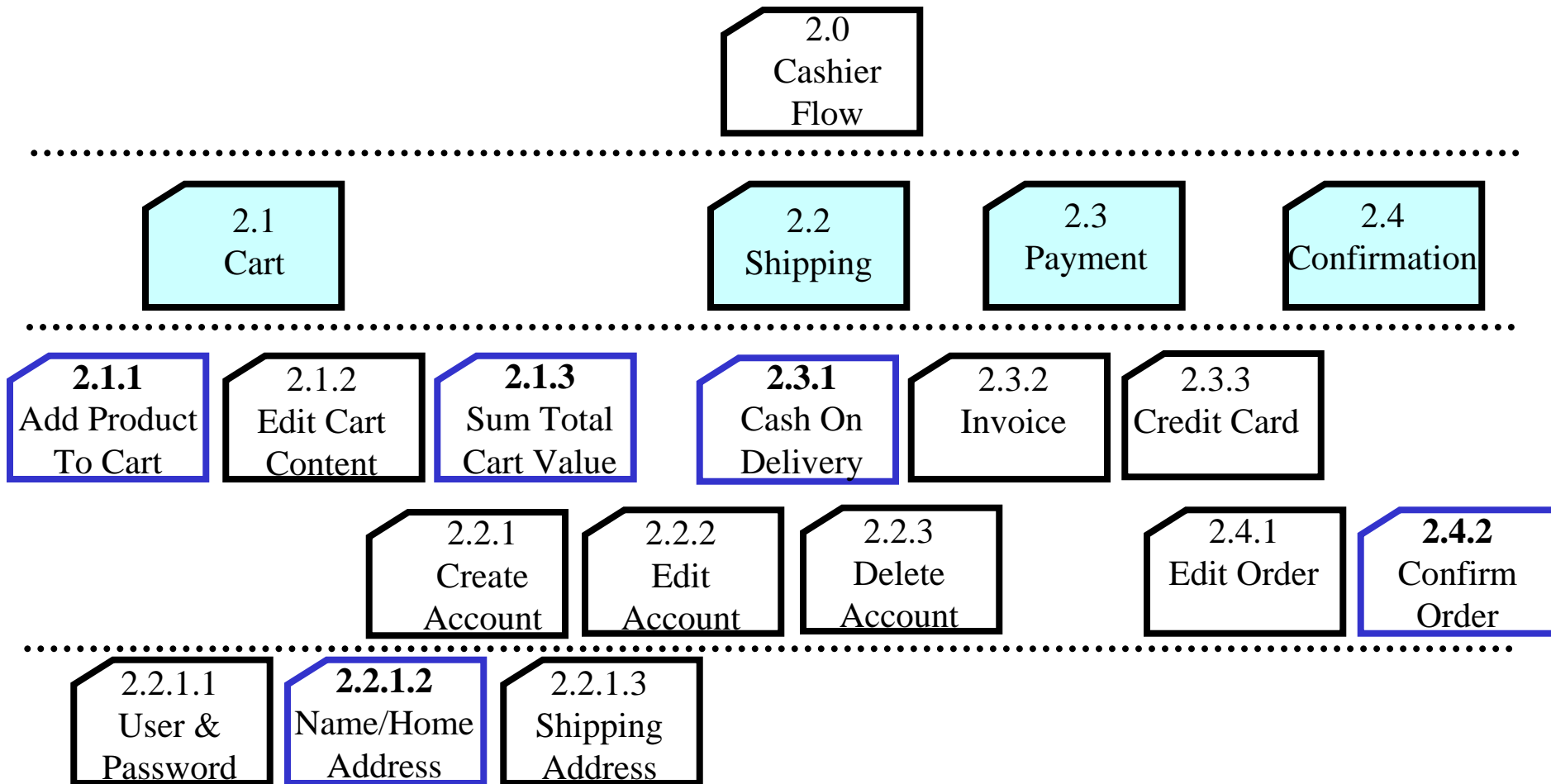
TDD/CI - Applied Continuous Integration



User Stories



Applied Thin Workflow



Communication

VersionOne - Microsoft Internet Explorer provided by HiQ Göteborg AB
 http://www6.v1host.com/hiq/Default.aspx?Page=//Widgets/Containers/Planning/Charts/StandupDashboardPage

Burndown - Remaining To Do

2008-04-22 - 2008-05-11

Legend: ■ ToDo ■ Ideal

Trend - Cumulative Flow - Estimate by Status

2008-04-22 - 2008-05-11

Legend: ■ Future ■ Blocked ■ Accepted ■ In Progress ■ Done ■ (None)

Taskboard

Highlight Owner: [] Workitem: (All) Show Closed Items:

1-3 of 3

Backlog Item/Defect	(None)	In Progress	Blocked	Completed	Summary
Print Order Jane In Progress Actions ▼	Create Test Add C Ann 12,00	Add Order Jane 32,00 Create Usability T Ann 20,00	Order Form Nick 12,00		Tests: ■ To Do: 100,00
Change Order Nick In Progress Actions ▼	Advanced Change Nick 12,00	Change Order For Nick 6,00		Change Order Ser 0,00	Tests: ■ To Do: 20,00
Fatal log off - display customer list Ann Done Actions ▼				Fix bug Ann Add some extra cl Ann Add higher HTrac Ann	Tests: ■ To Do: 0,00

1-3 of 3

Done Internet 100% start Microsoft Outlook ... Taskboard - Micros... VersionOne - Micros... Dulce Microsoft PowerPoi... SV 10:21

Prerequisites

- Sanctioned by senior management
- SCRUM is a learning process
- Simple framework but requires a **BIG mindset CHANGE**
- SCRUM Coaches on all levels
- Training, brownbag sessions, workshops, labs
- Communication facilitators/supporting tools eg chat, VPN, remote desktop connections, web cameras, prime time etc...
- Dedicated Team Members
- Team collaboration
- Prestige less
- Courage to question
- Open communication
- Will to develop and (re-)learn
- Company culture that rewards knowledge sharing and collaboration cross borders (e.g. cross teams and sites)
- Company culture that strengths each individual but also respects each individuals characteristics

A chain is no stronger than its
weakest link





"You can choose to complain on the wind or simple learn how to sail"

Pitfalls

Product Owner

- Poor ownership for the whole product life cycle from vision to sunset
- Product backlog not accurate and prioritized
- Doesn't free up time to work with the team

Customer (External / Internal)

- Enjoys to be involved until they realize that they have deliverables and that they are as responsible for the project end result as any of the parties involved

Pitfalls

Scrum Master

- Not always protecting the team as needed
- Move from traditional project management to a coaching role

Scrum Team

- Poor ownership and understanding of what “Commitment” means
- No automatically ownership for the collective owned code & continuance integration builds
- Poor understanding that the whole team is responsible for the teams commitment (sprint backlog with goals) not just for each ones particular assigned tasks

Pitfalls

Management All Levels

- Forgets that their primary role is to coach, support and remove impediments for the team
ASAP – Not apply management by fear
- Hard time to stop with micro management
- Continue with reward system that opposes cross team/function/site collaboration

Overall

- The great visibility can be perceived as uncomfortable
- Build process needs to be lean – normally quite time consuming
- Building SW from scratch is more cumbersome then when just adding functionality on top of an existing platform

What Was The Outcome?

... Once Onboard

- Better predict when things would be delivered, almost 100% towards what was on the roadmap
- High quality delivered, no blockers or critical defects on Sprint reviews
- High Efficient Teams
- Great collaboration between different parties involved working towards what was best for the end Product result and not just “our team”
- High motivated team members
- High ongoing human resource development
- Very satisfied external customers
- Focus on the most added value for customer and company on time!

Profit

- Total Focus On Business Added Value
- Provides Risk Reducing Practices
- Clarity & Transparency
- Dysfunction Rapidly Detected
- High Quality
- Scalable
- Quality Assured Product Items at Sprint End ⇒ Shippable

Questions?

The Most Business Added Value Delivered