Gain and Maintain a Competitive Advantage with Scrum@Scale™

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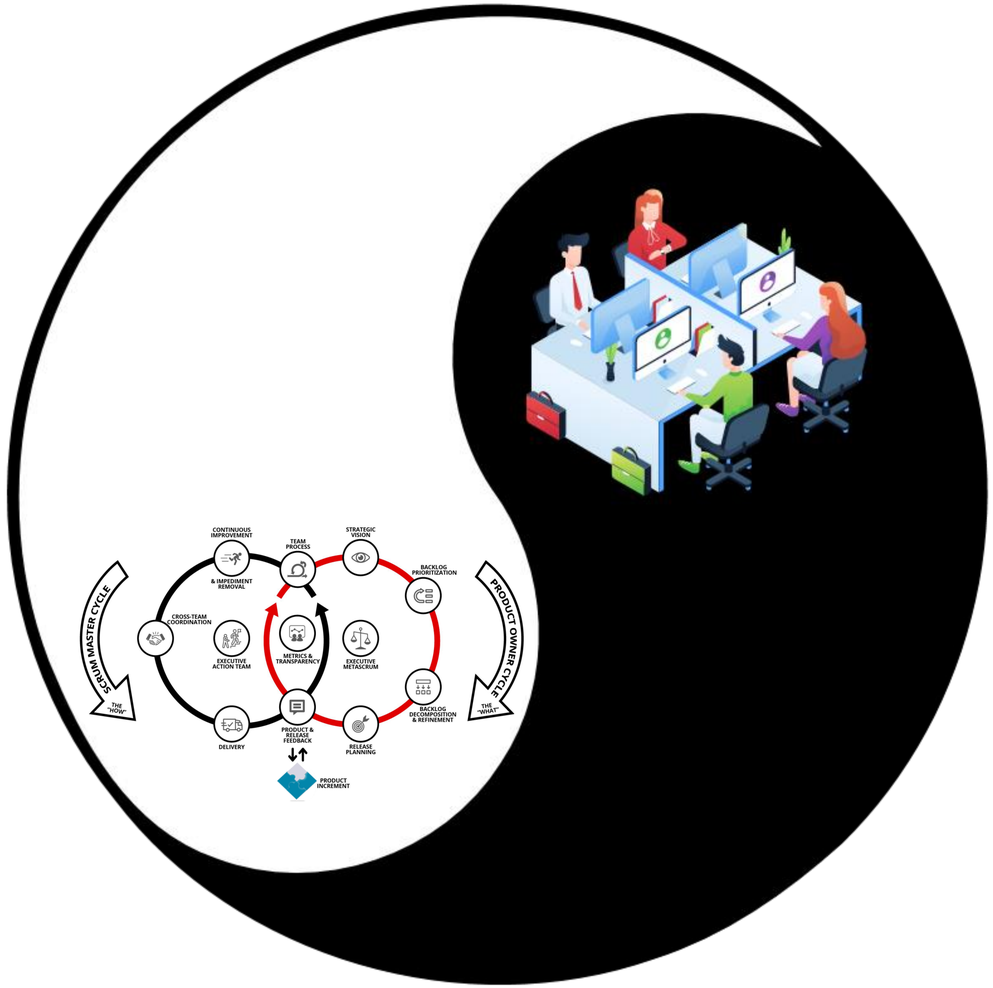
Why change how you work at scale?


What is Business Agility?
Business Agility is all about gaining and maintaining a competitive advantage.

The Yin & Yang of Scrum@Scale

Components & Organizational Design



MEGA-ISSUE

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Prioritization

Delivery

MEGA-ISSUE

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Structure

Culture

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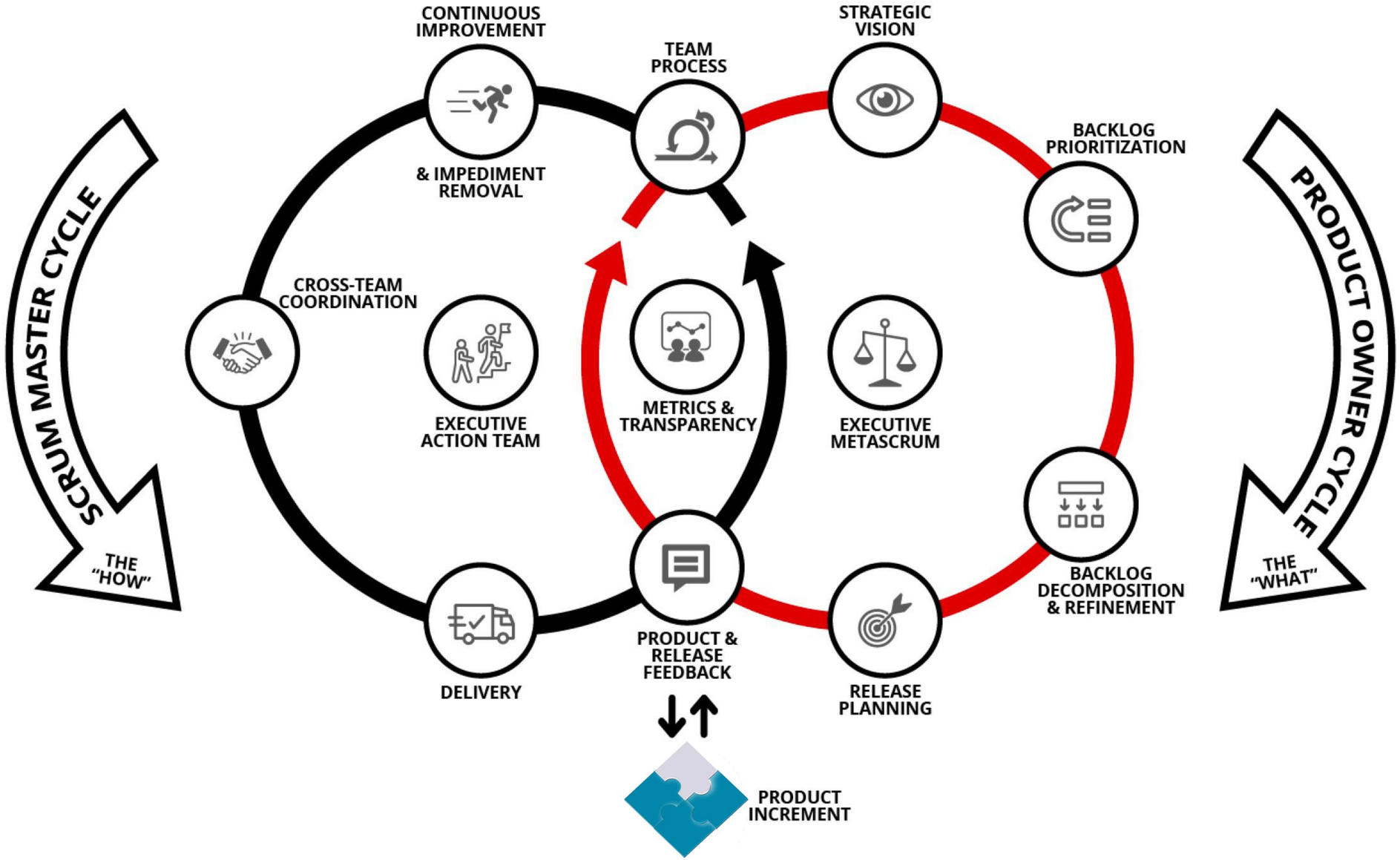
The Scrum@Scale Framework



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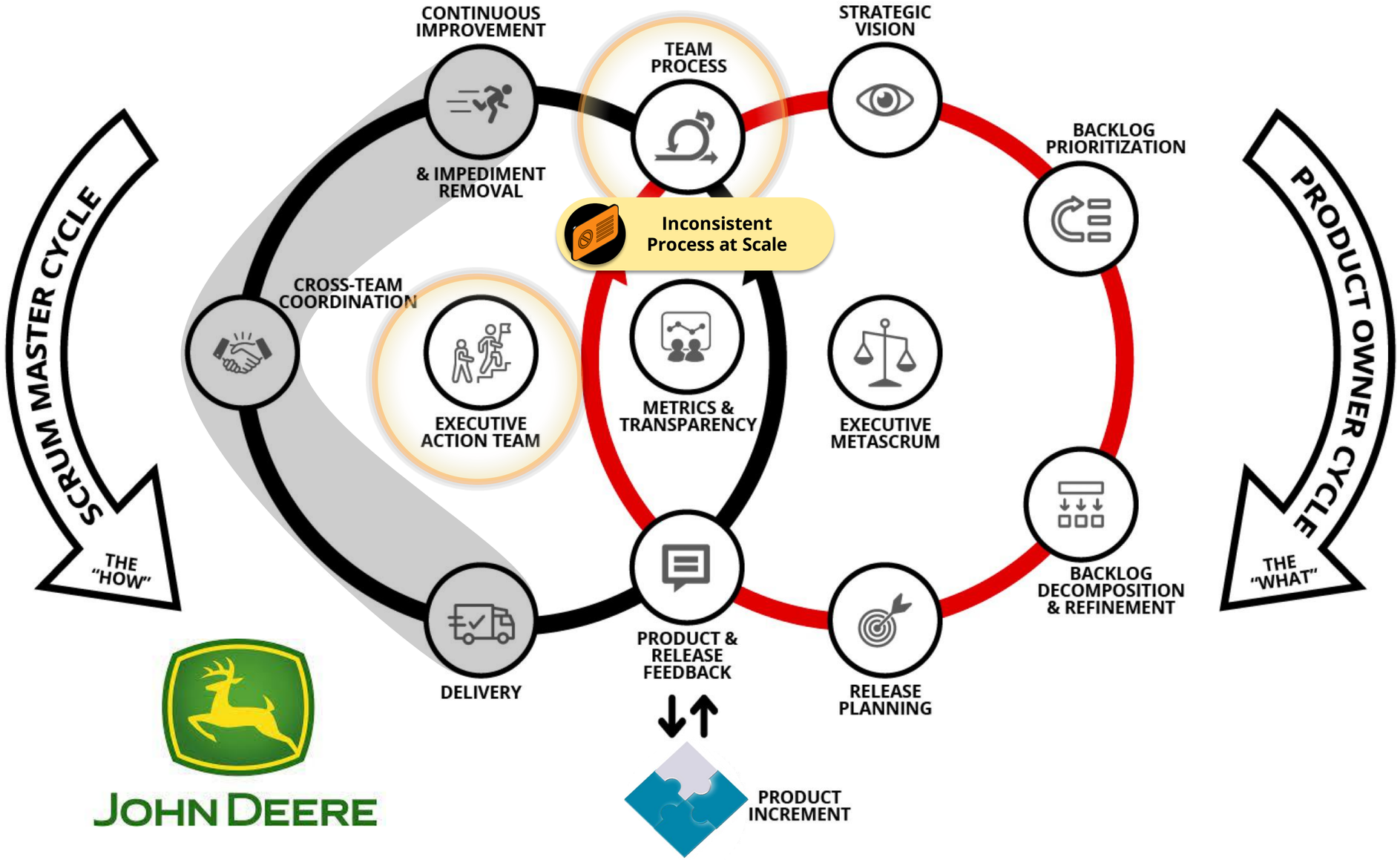

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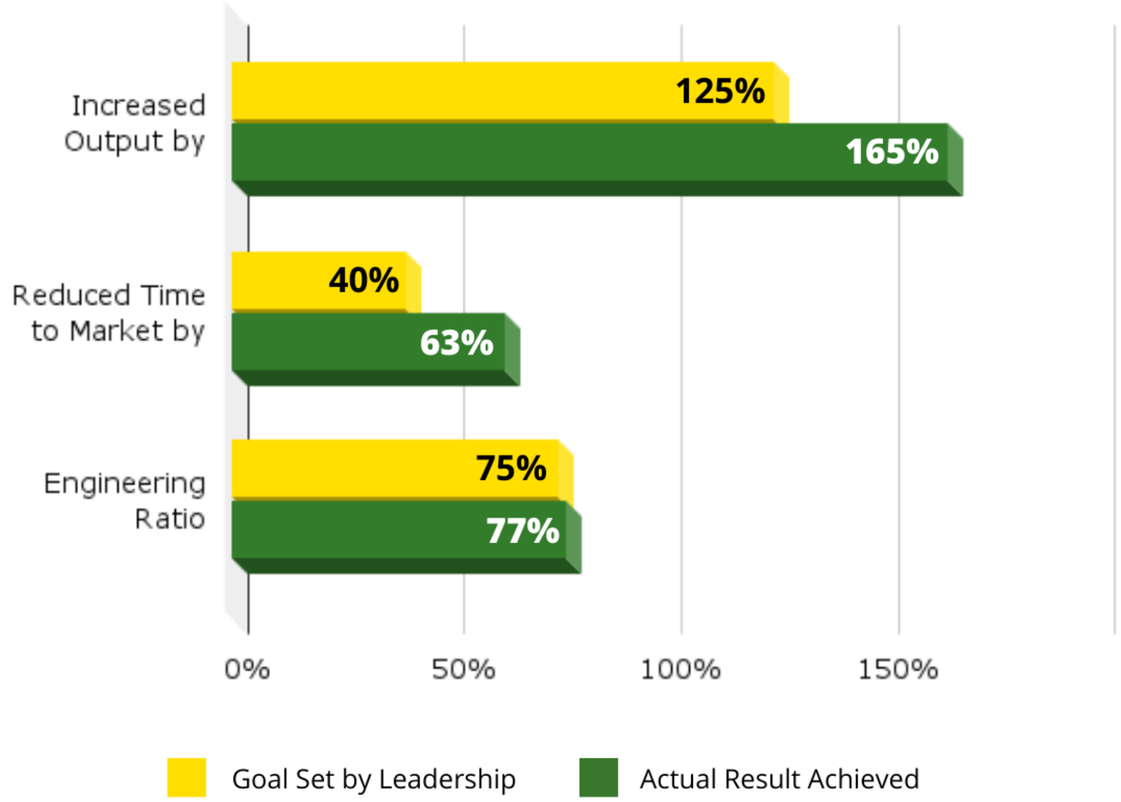
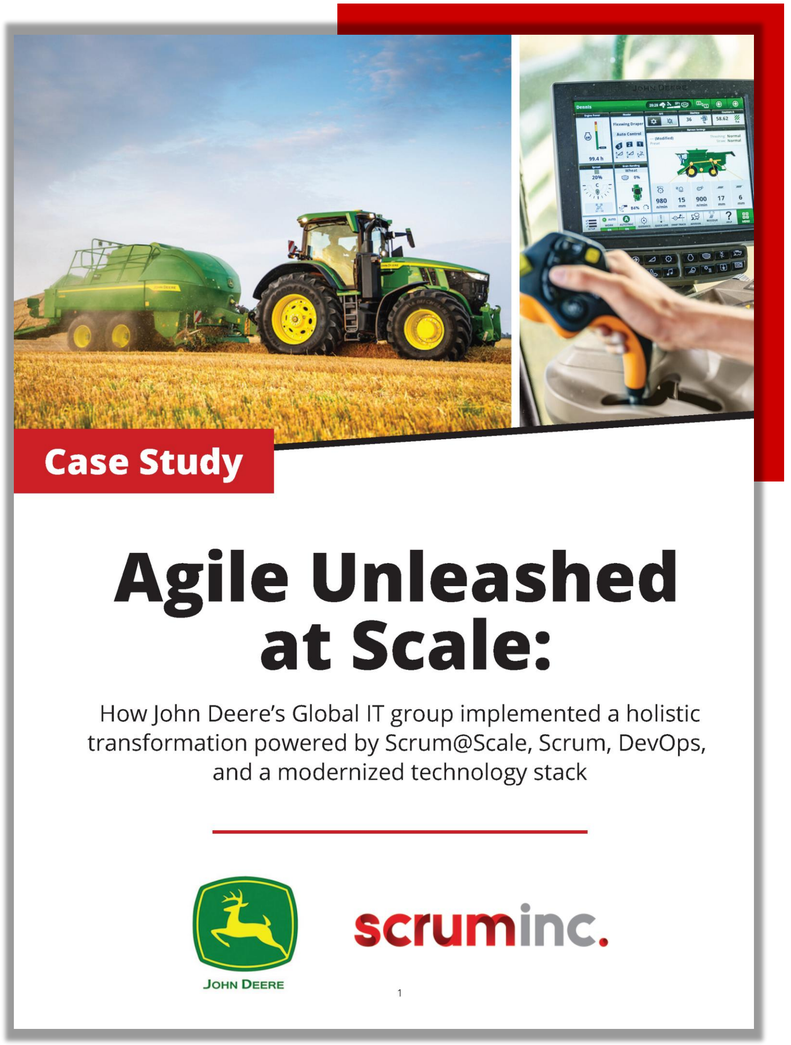
Case Study: Agile Unleashed at Scale

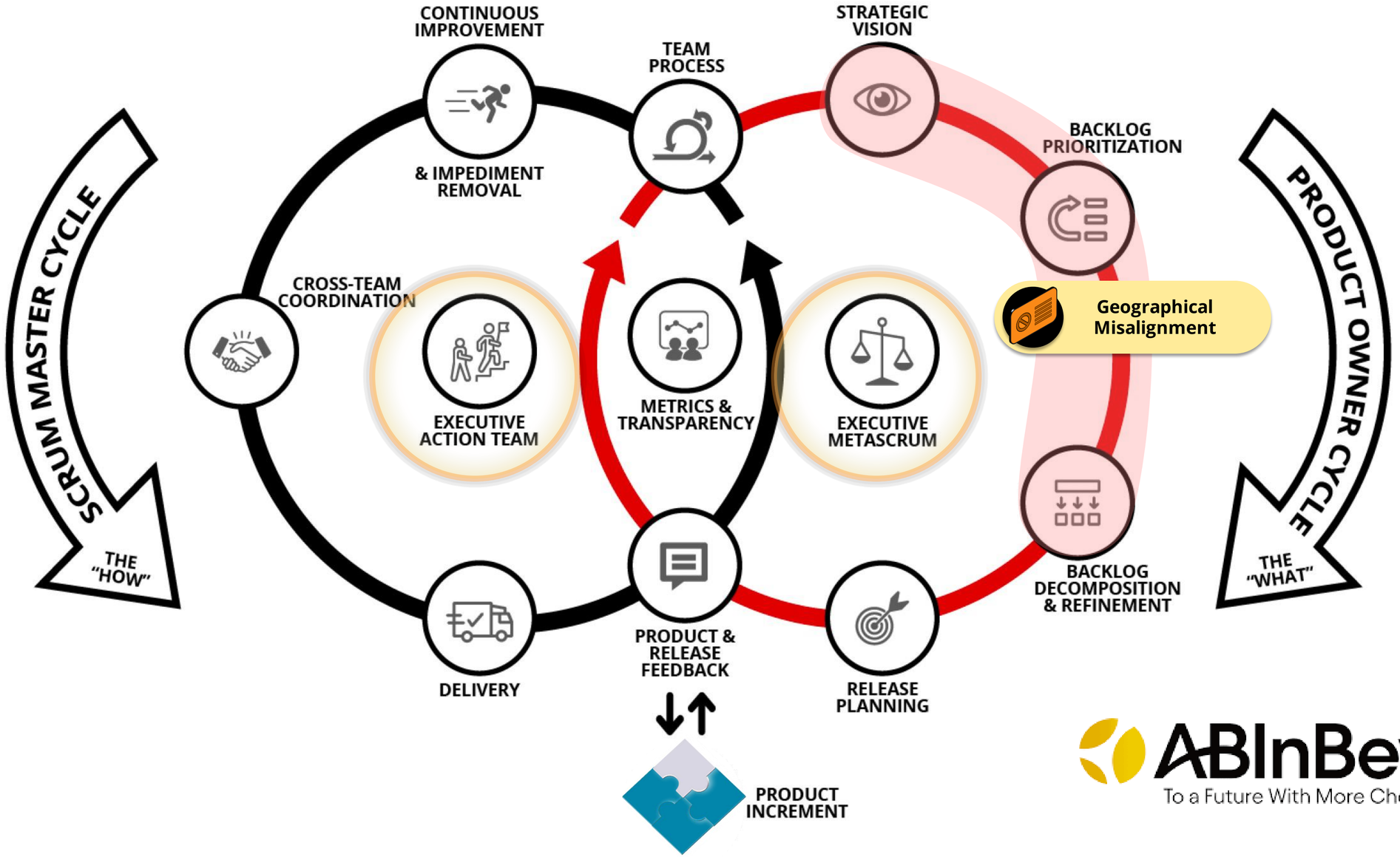
Metrics and Results

Global IT Group, Overall Results





The Scrum@Scale Framework



ABInBev
To a Future With More Cheers

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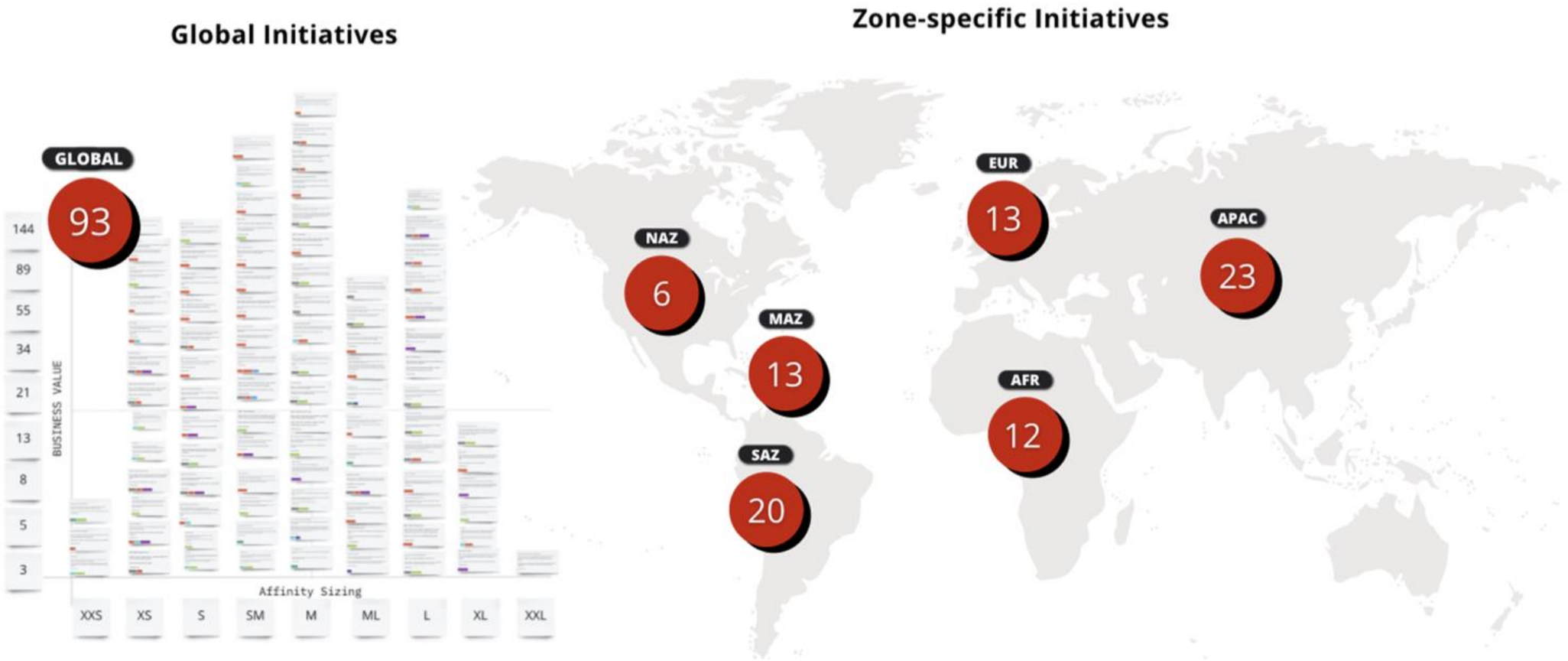
Portfolio Level Prioritization With Scrum@Scale

Case Study: Global Consumer Packaged Goods Technology Group

Desired outcome for Scrum@Scale Framework at a Global CPG Company

"Unify the Global and Zone teams, align priorities, and make the best use of established funds so that the group provides the most possible value to the organization."



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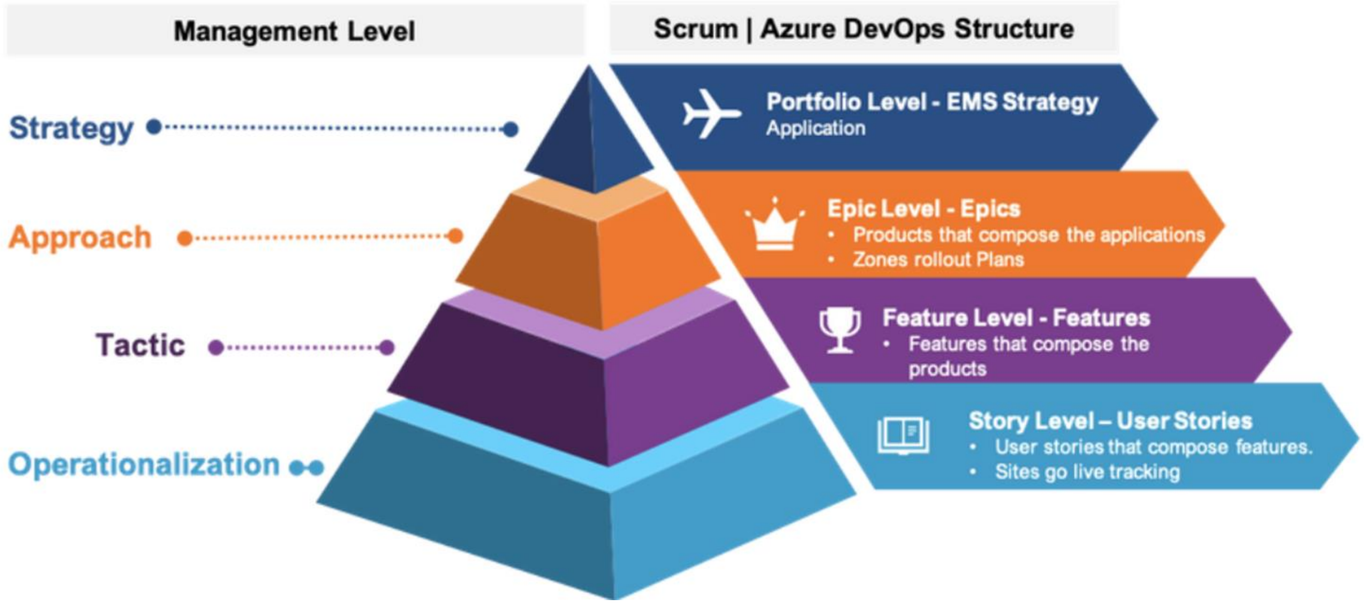
Portfolio Level Prioritization With Scrum@Scale

Case Study: Global Consumer Packaged Goods Technology Group

OPTIMIZING ABI TECH SUPPLY'S PORTFOLIO MANAGEMENT PROCESS

"I'M AMAZED HOW WE WERE ABLE TO BETTER VISUALIZE OUR PORTFOLIO ITEMS ACROSS GLOBAL AND ZONE TEAMS AND PRIORITIZE THOSE ITEMS TO BETTER OPTIMIZE THE VALUE DELIVERED TO OUR FRONT LINE OPERATORS."

A CHIEF PRODUCT OWNER @ ABI TECH SUPPLY



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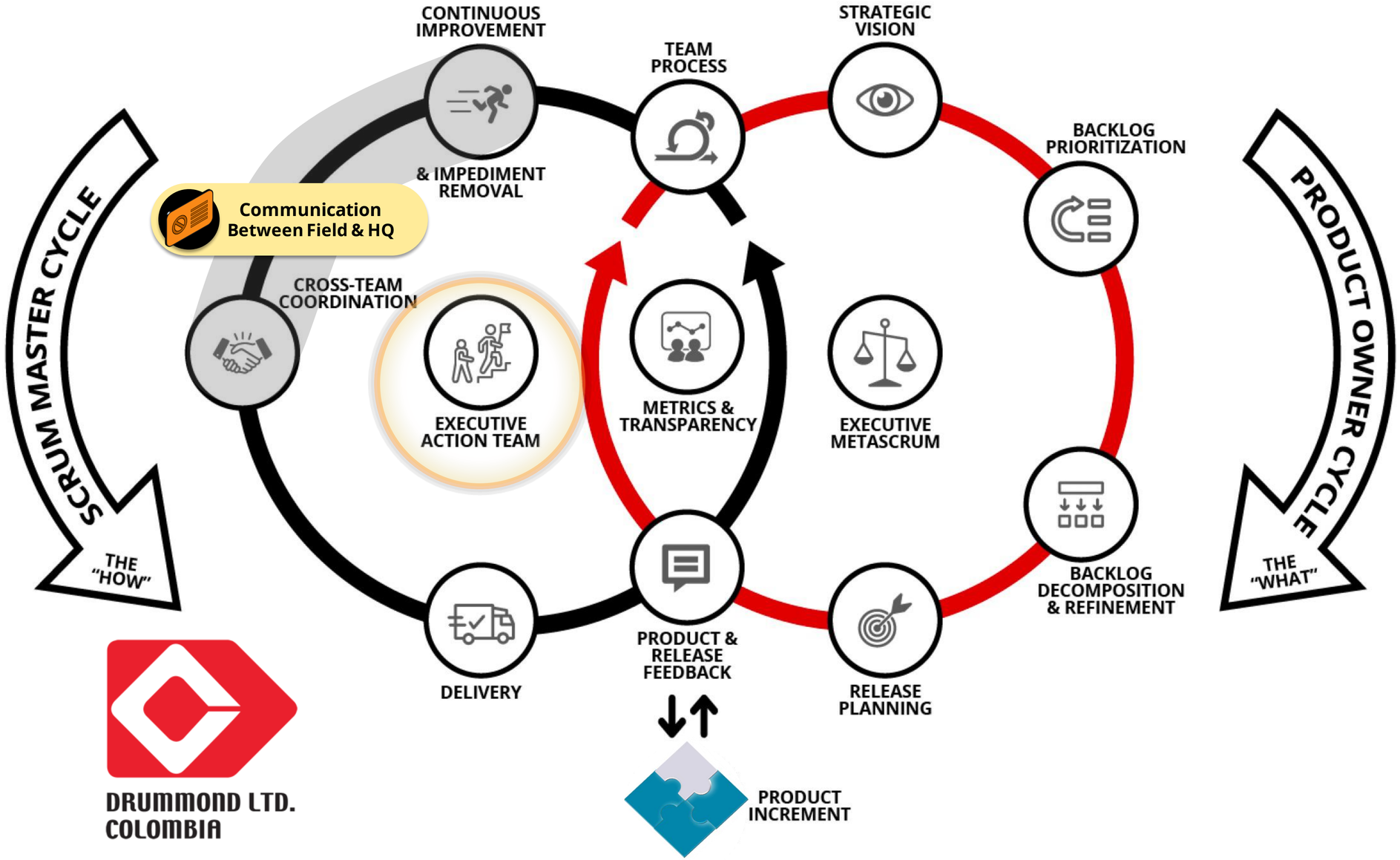
The Scrum@Scale Framework



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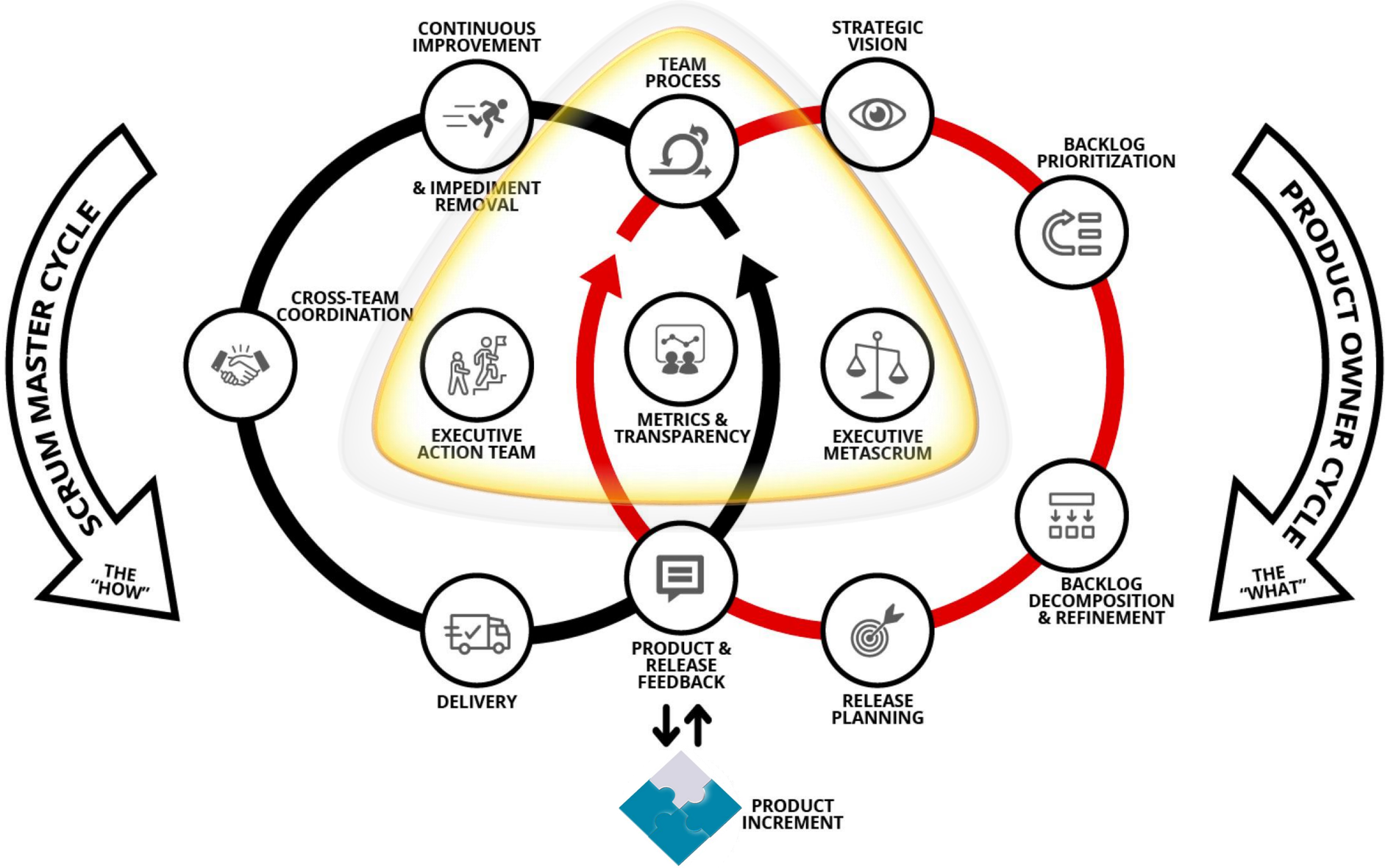
Results: Drummond Oil & Gas

40% faster drilling time

- Fastest well drilled before: **10 days**
- Average drilling time now: **6 days**
- Impediments **resolved in hours**, not weeks
- **Increased** Motivation
- **Increased** Transparency
- **Increased** Focus
- **Increased** Synchronization of areas

The Scrum@Scale Framework



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Scrum@Scale Enhances Existing Agile Implementations

Peer-Reviewed IEEE White Paper: Rocket Mortgage

	Rocket Mortgage Pre-Scaled Agile End of Q3, 2017	Rocket Mortgage Post-Scaled Agile End of Q3, 2019	Client Marketing Post-Scaled Scrum End of Q3, 2019
Feature Cycle Time	71 days/83 days[1]	33 days	21 days/11.6 days[1]
Feature Throughput	414 / 5[2]	833	22
Feature σ	82 days	42 days	14 days
Commitment Completion	60% / 46%[3]	88%	

1. Feature Cycle Times for Client Marketing were 83 days and 11.6 days
2. Feature throughput for Client Marketing was 5
3. Commitment completion for Client Marketing was 46%

ROCKET Mortgage by Quicken Loans

IEEE

How To Determine Where to Start

A Scaling Map for Your Organization

- **Rows** are evaluations for each of the scaling components:
  - ✓ *4 Mega-Issues and*
  - ✓ *12 nodes in the S@S framework*
- **Columns** are a collection of individual assessments

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A few key areas to Start or Continue …

- *Intentionally leverage a Scrum@Scale **Reference Model** for rapid replication across organization*
- *Strengthen **Team Process** as essential enabler for scaling*
- *Embed **Continuous Improvement** Mindset & practices early*

Gain and Maintain a Competitive Advantage with Scrum@Scale

The Role of a Scrum@Scale Reference Model

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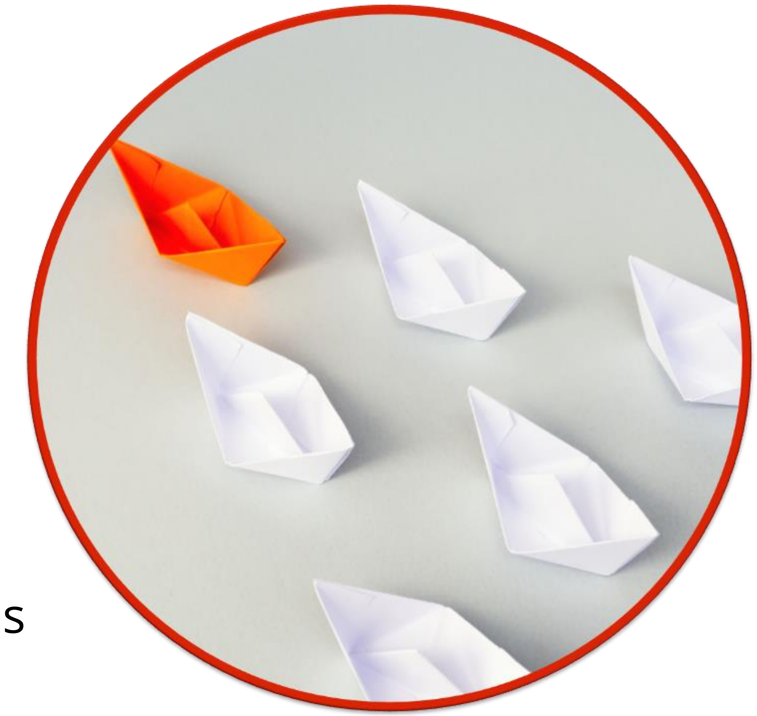
What is a Scaling Reference Model?

- The creation of a set of teams that are ***performing well in your environment***



What purpose do they serve?

- **Surface organizational issues** that block agility
- **Provide opportunity to eliminate organizational impediments** as quickly as possible
- **Build early learnings** to apply to a larger implementation such “Big Bang” deployments
- **Enable “Early Majority” adopters** to feel higher comfort & confidence
- **Enable replication & scaling extension at speed** within an organization

How to realize the benefits of a Reference Model?

- Select scaling programs where **business agility is needed**
- **Not requiring adherence** to legacy processes optimized for waterfall execution
- Assume current ways of working **CAN be changed**
- **Act quickly on impediments**, needs and support requested by reference model team
- Accept that **experiments CAN end in failure** and creating psychological safety for that
- Understand that a reference model **does not remains static** over time
- Explore & address **root cause(s) of resistance early**

Leveraging a Reference Model
Key Considerations with Scrum@Scale

- Having a shared understanding of the role and value of a reference model
- Employees involved want to be “early adopters” & thrive in discovery efforts
- All teams are within same Value Stream
- Issues are expected, not seen as failures
- Rapid response to needs or issues experienced by Reference model team

- Selected reference model is low priority
- Belief that another reference model will work for you because it works for them
- Legacy processes or mindsets slow pace of reference model future state discovery
- Reference model cannot be replicated

A Focus on Team Process

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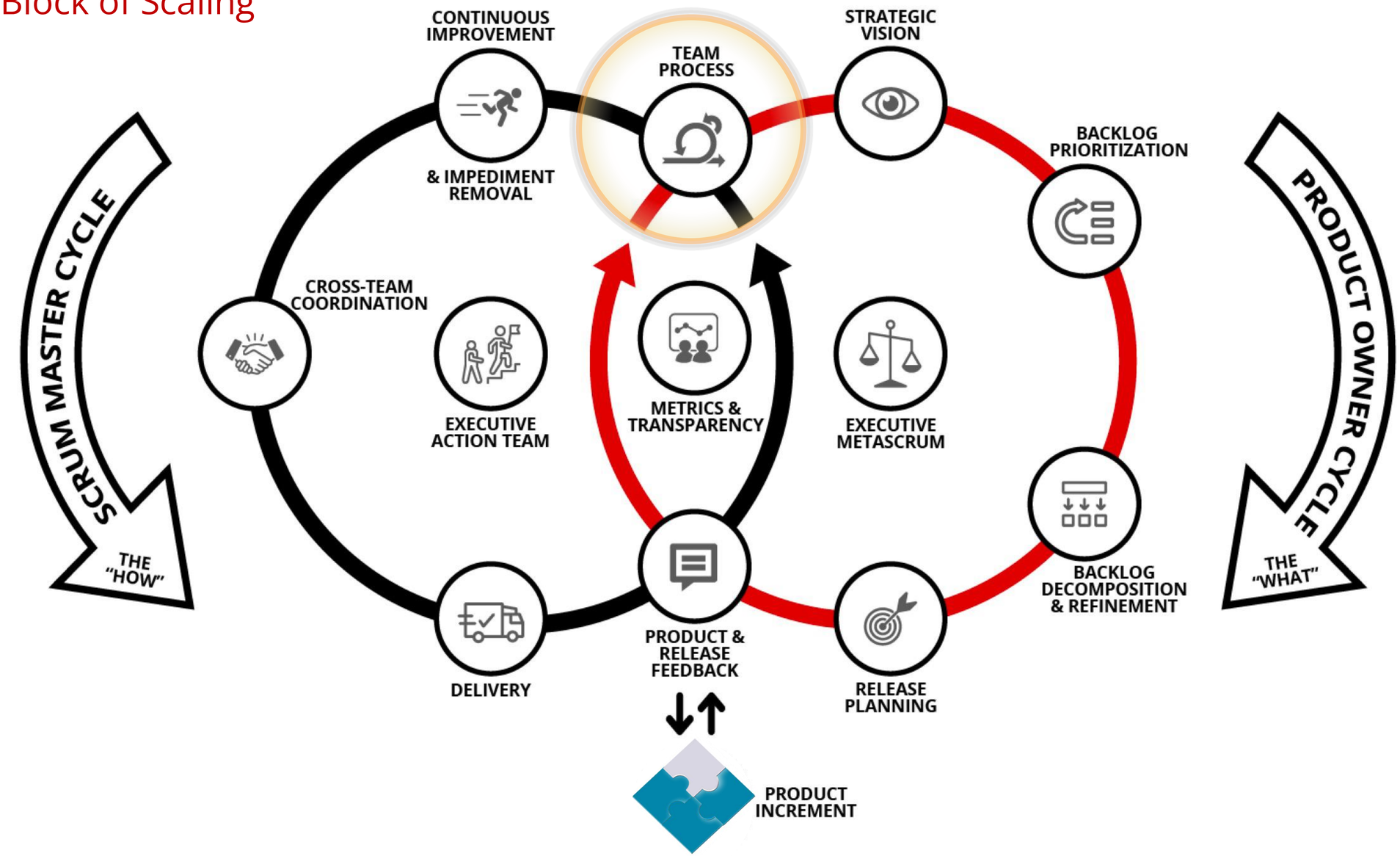
What does Team Process have to do with Scrum@Scale?

Building Block of Scaling



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Why focus on Team Process

Scaling Challenge: Inconsistent Scrum

Before you can scale a Scrum implementation, the Teams must be operating consistently with the Scrum Guide or any **deficiencies will be magnified**

Are teams:

- Maximizing the flow of completed and quality tested work
- Striving to increase velocity a little each sprint
- Operating in a way that is sustainable in the long run

Team Process
Key Considerations with Scrum@Scale

Accelerators

Build Hyper-productive Team Pattern Fluency

- **Scrum (3-5-3)** – roles, events, artifacts
- **Small Teams** – adding more people makes it slower
- **Stable Teams** – team changes reduce predictability
- **Yesterday's Weather** – taking in just enough work
- **Swarming** – reduce context switching for 'done'
- **Interrupt Buffer** – reserve capacity for emergencies
- **Good Housekeeping** - defect free eliminates rework
- **Happiness Metric** – unhappy people = disengaged!

Speed Bumps

- Large teams!
- Large stories!
- Multiple titles vs. 3 accountabilities
- Team unable to deliver independently
- Managed vs. 'Self-managing' teams
- Backlog not in ready to work state

Embedding Continuous Improvement Mindset and Practices in our DNA

Gain and Maintain a Competitive Advantage with Scrum@Scale

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Priming our organizations for Continuous Improvement

Embedding Way of **Thinking** and Working

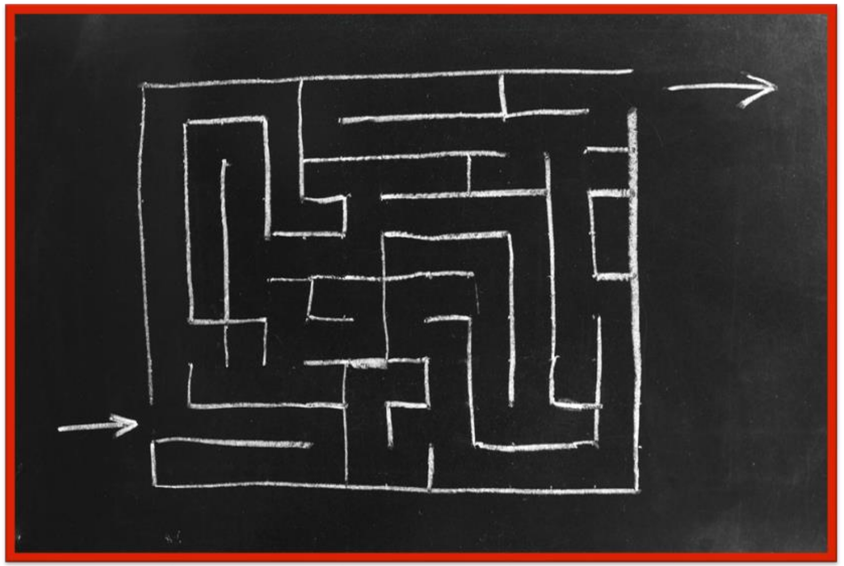
Unlocking the Mindset of CI

*"Practice the **philosophy** of continuous improvement. Get a little bit better every single day." Brian Tracy, author*

"We cannot become what we want to be by remaining what we are."
- **Max De Pree,** CEO & Herman Miller office equipment

"Excellent firms don't believe in excellence – only in constant improvement and constant change."
-**Tom Peters**, Author In Search of Excellence

"Without continual growth and progress, such words as improvement, achievement and success have no meaning."
- **Benjamin Franklin,** Inventor, Statesman, Author, Scientist



"When you are out observing on the GEMBA, do something to help them. ..."*

-Taiichi Ohno, father of Toyota Production System

***GEMBA: "The Real Place"**

Priming our organizations for Continuous Improvement

Embedding Way of Thinking and **Working**

Adopt & Integrate CI Practices

- Root Cause Analysis
- Value Stream & Process Mapping
- Six Sigma (e.g., 5 Whys)
- Product: Inspect & Adapt (via Sprint Review)
- Team Process: Inspect & Adapt (via Sprint Retrospectives)
- Plan, Do, Check, Act (PDCA)
- Kaizen (change for good)
- And more!

"Great things are done by a series of small things brought together."

– Vincent Van Gough, artist

Continuous Improvement in our DNA
Key Considerations with Scrum@Scale

- Kaizens identified and actively integrated into Product Backlog prioritization
- Seeking progressive improvement over time
- Using empirical data to verify that improvements worked
- Rapid dissemination of successful improvements through Scrum Master cycle

- “Lessons Learned” as capstone vs. on-going
- Continuing to measure improvements that no longer need measuring
- Getting overwhelmed with too many!
- Reaching for an ideal ‘end state’ too early
- Improvements viewed as a result of doing something wrong or ’corrective’

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A few key areas to Start or Continue …

- *Intentionally leverage a Scrum@Scale **Reference Model** for rapid replication across organization*
- *Strengthen **Team Process** as essential enabler for scaling*
- *Embed **Continuous Improvement** Mindset & practices early*

Gain and Maintain a Competitive Advantage with Scrum@Scale

The Importance of a Dual Operating System to Creating a Competitive Advantage

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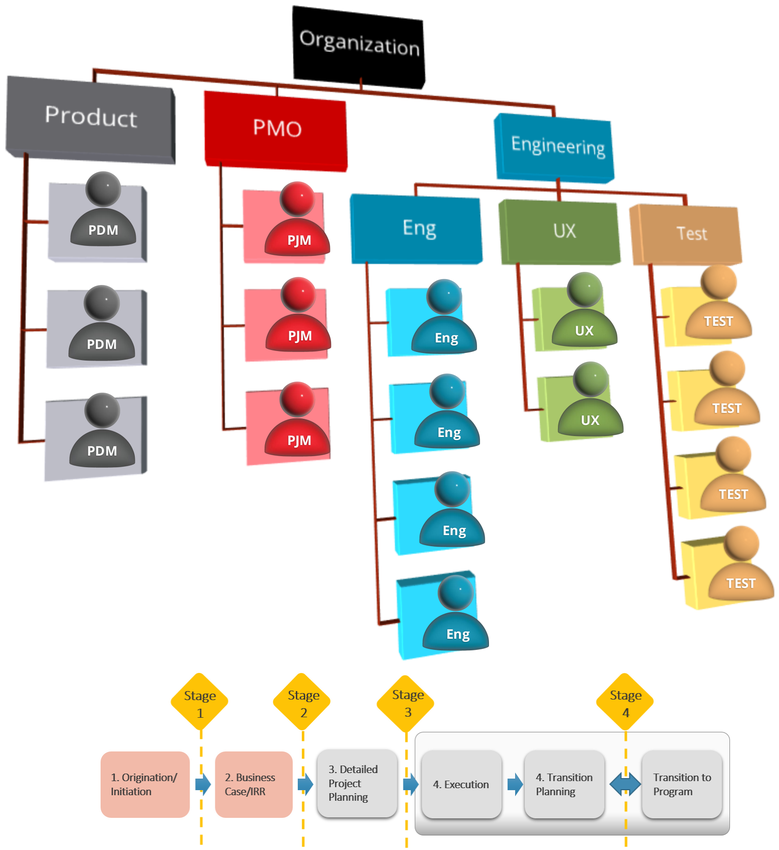
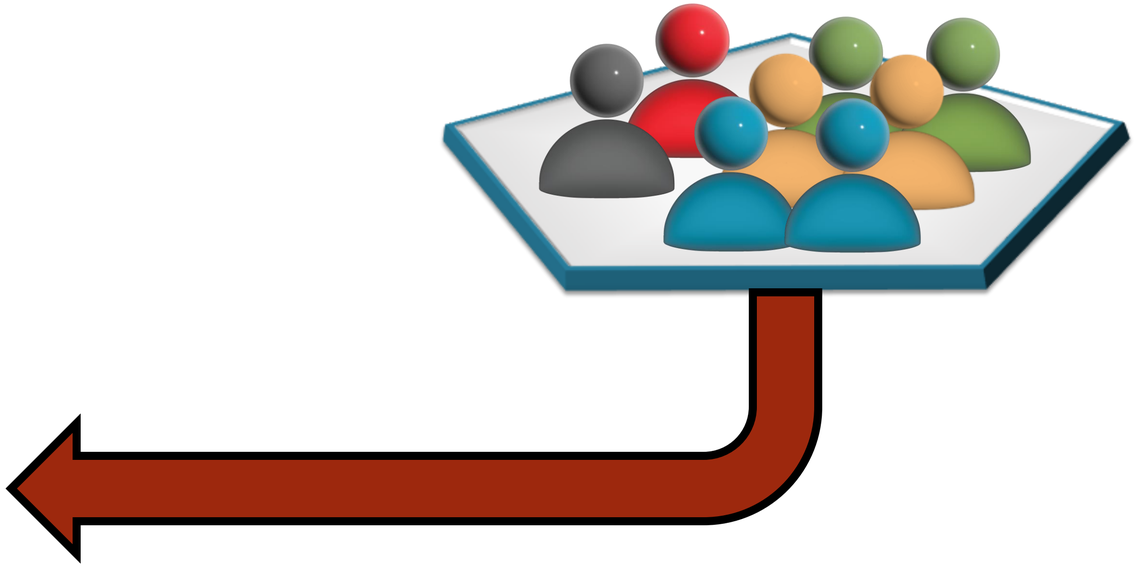
Installing Scrum into Successful Business





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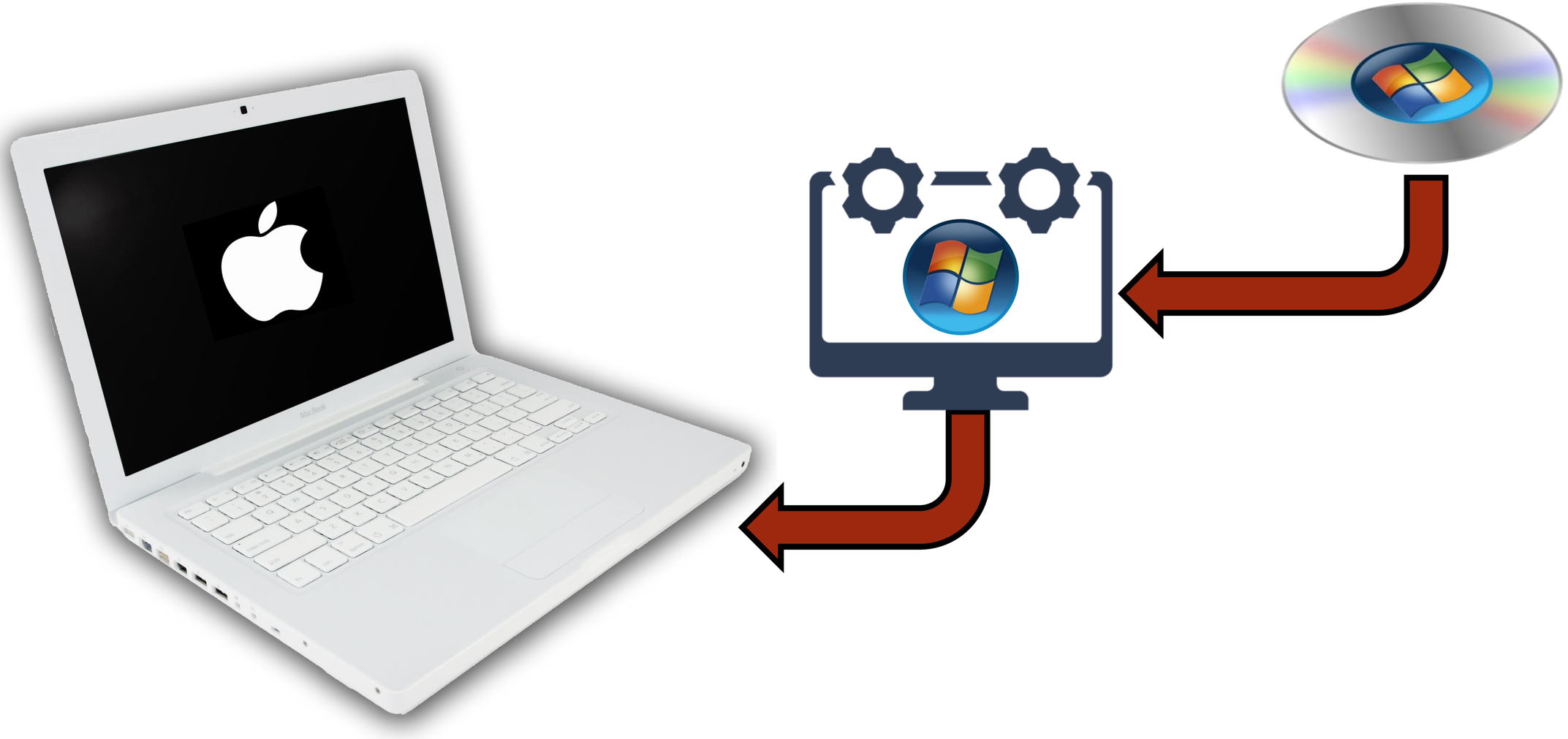
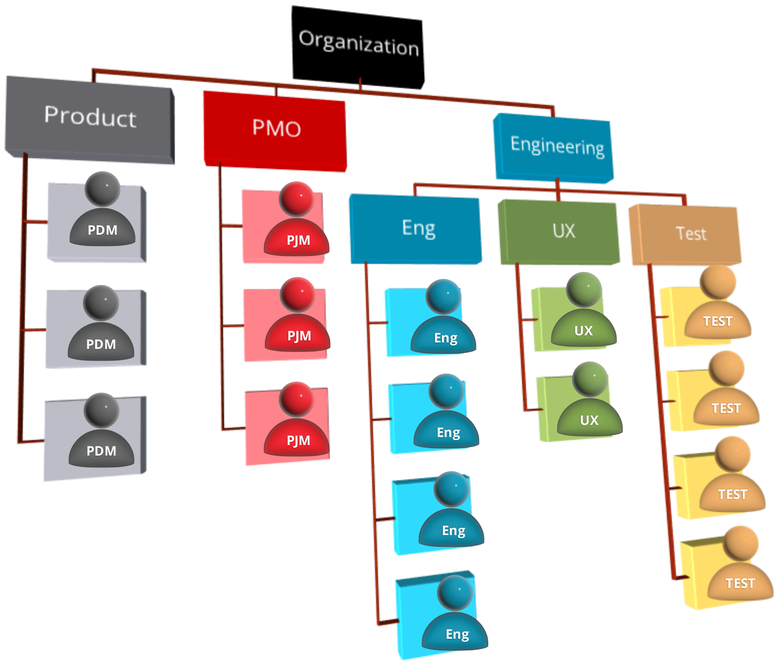
Compatible Systems?

Incompatible and Ineffective

Interface Layer



Dual Operating System & SCRUM@SCALE



Hierarchy of Individuals

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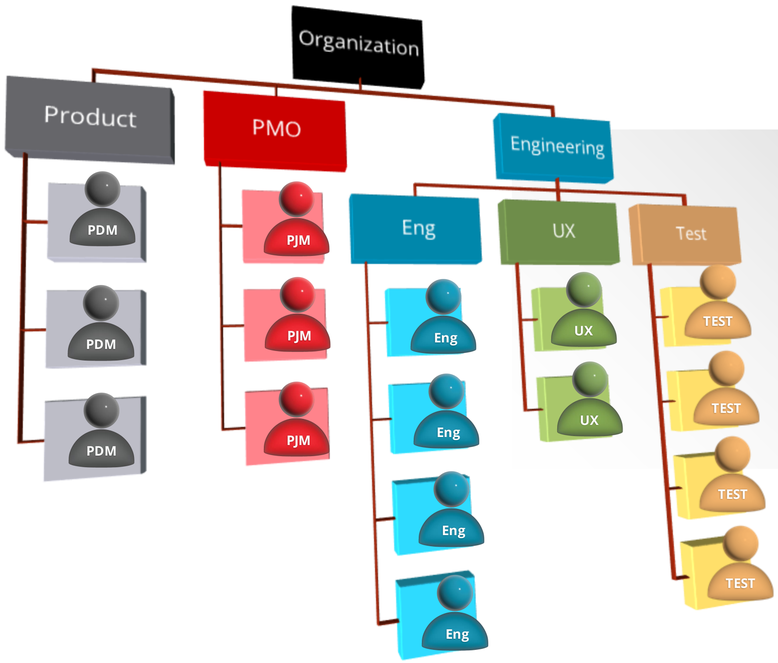
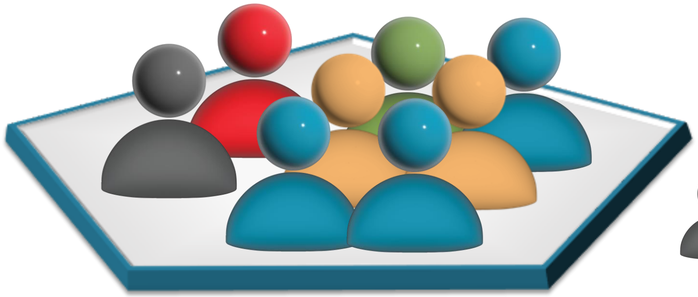
Dual Operating System & SCRUM@SCALE



Hierarchy of Individuals

Through Invitation

Stable, Cross-Functional Team



Accountabilities

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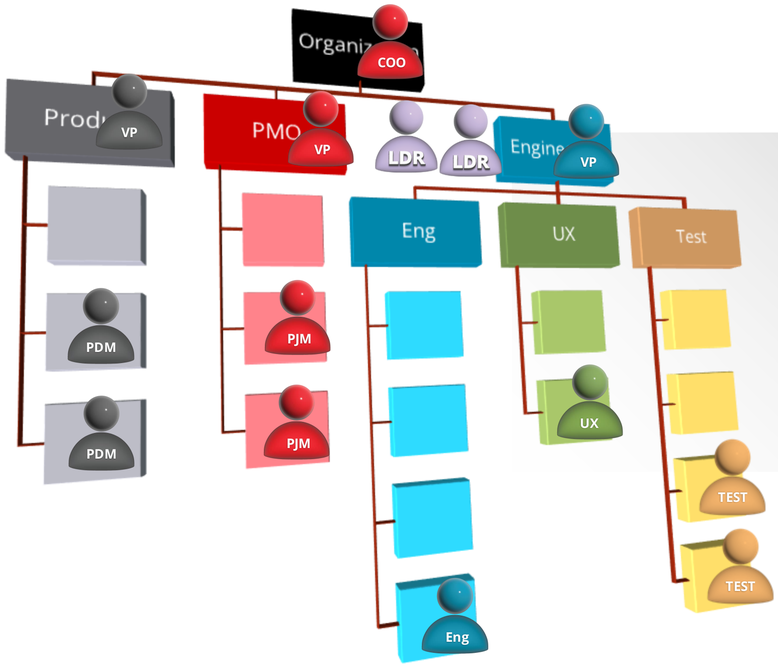
Dual Operating System & SCRUM@SCALE



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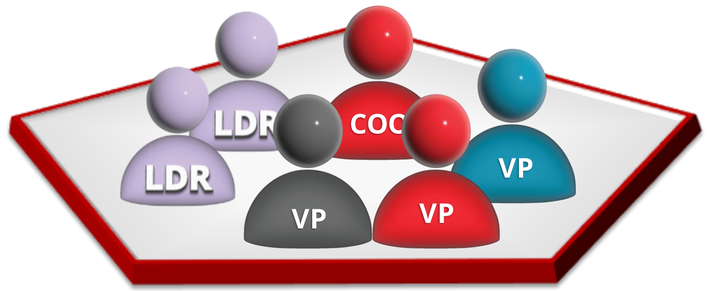
Through Invitation



EAT

Dynamic Network & Guiding Coalition

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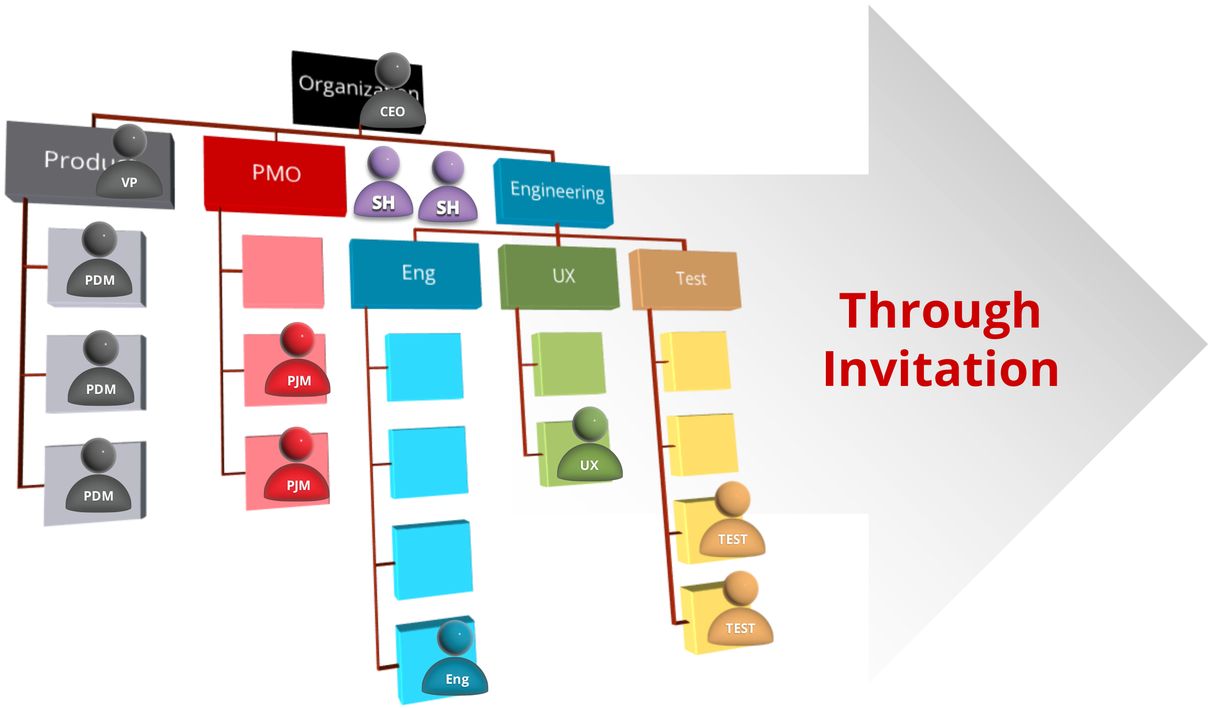
Dual Operating System & SCRUM@SCALE



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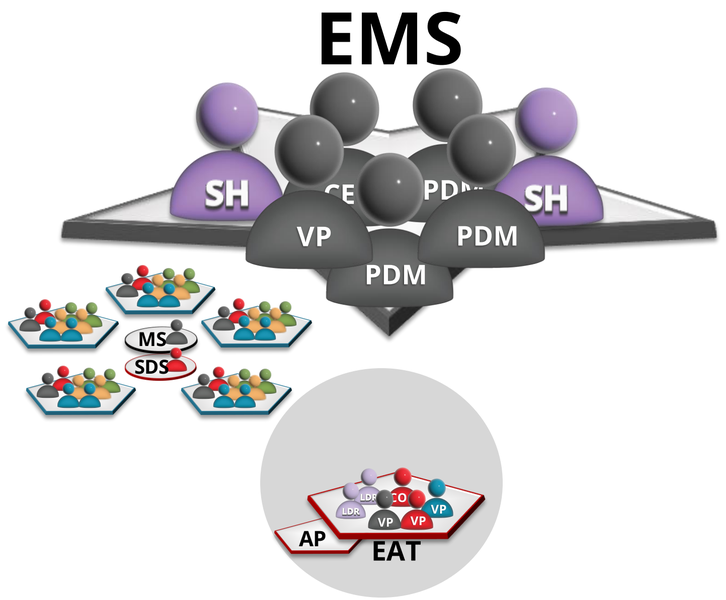

Hierarchy of Individuals

Dynamic Network & Guiding Coalition

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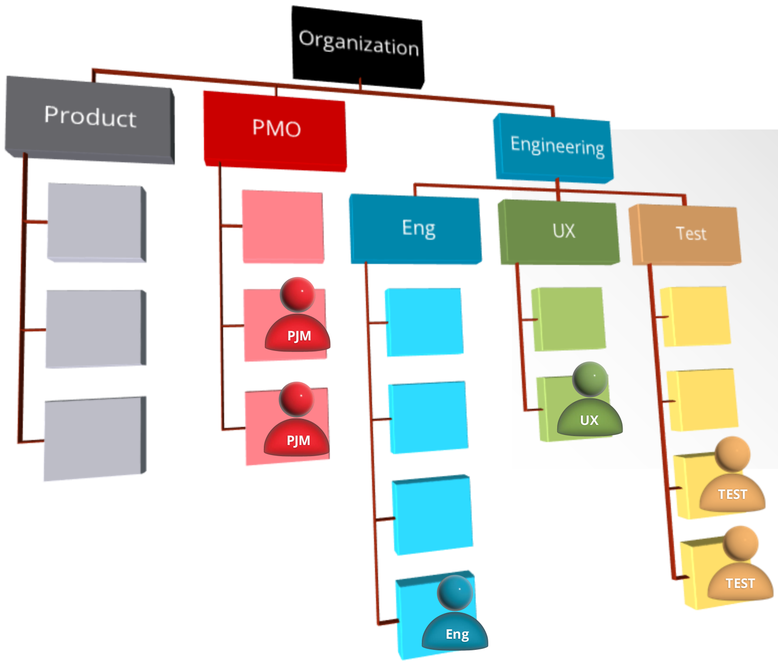
Dual Operating System & SCRUM@SCALE



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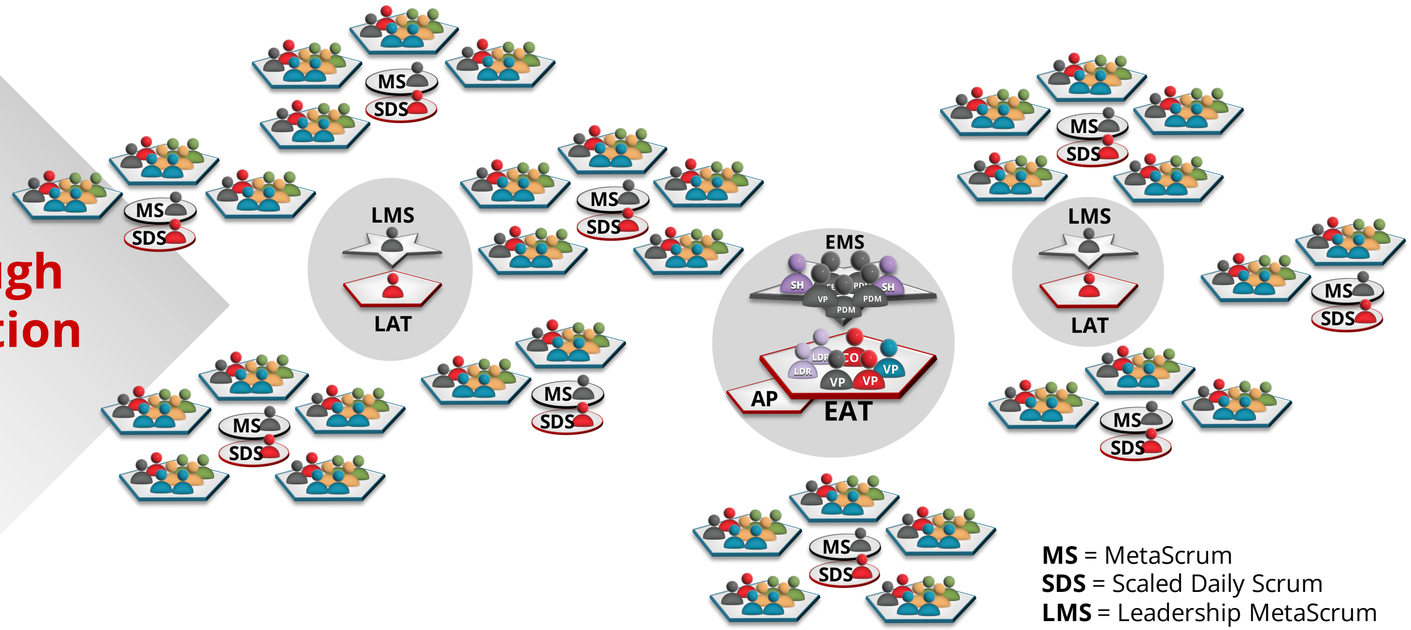

MS = MetaScrum
SDS = Scaled Daily Scrum
LMS = Leadership MetaScrum
LAT = Leadership Action Team
EMS = Executive MetaScrum
EAT = Leadership Action Team
AP = Agile Practice

Hierarchy of Individuals

Dynamic Network & Guiding Coalition

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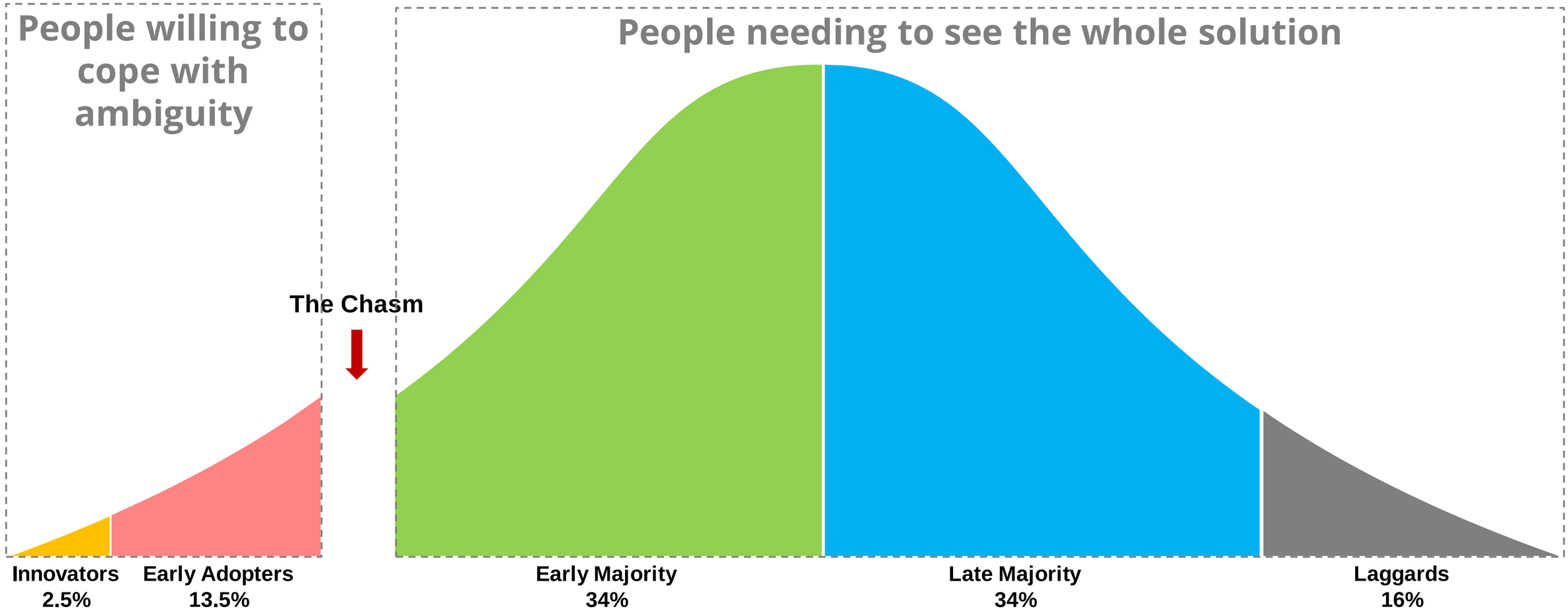
Why Invitation?

Technology Adoption Curve



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Creating an Effective Dual Operating System
Key Considerations with Scrum@Scale

- Forming EAT with authority to focus on systemic impediments
- Work to create a separate PDLC for agility
- Allow teams to make decisions by consent
- Ruthlessly prioritize all programs
- Create opportunities for frequent market feedback

- ISO auditors not understanding agility
- Management reviews of agile programs
- EAT being silent on systemic impediments
- Insisting on implementing entire “requirements list” without market feedback
- Not dedicating people to one team
- Tooling optimized for management report instead of team autonomy

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Check Your Email in 24 Hours for:

- **The Scrum@Scale Readiness Checklist:** *Concise questions to determine if your organization is ready – or ready to become ready.*
- **Presentation Recording:** *Watch the replay or share with your team members.*
- **Downloadable Slides:** *Take notes for your Scrum@Scale implementation or share.*

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Thank You for Joining!

Kickstart Your Scrum@Scale Journey Today

Book a Free Consultation

Register for a Scrum@Scale Class for 2023

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