Scrum Adoption in our experience : TGCFO Approach

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Agenda

• Introduction
• The Problem
• The Solution
• The Approach
• Results
• Conclusion..
Introduction

• About a Scrum Adoption experience in McAfee
• A Cross-site distributed team.
• Two Locations : Bangalore and Santa Clara
• Following Scrum since couple of years.
• The team progressed over the two years
• Team’s Experience consolidated into an approach
• A guideline to teams on the adoption path.
The Problem

- Market was dynamic. Technology and trends were changing.
- New products had to be released in short time.
- New features had to be incorporated regularly.
- Tough Competition in the market.
- Frequent Releases were the way to go ahead..
The Solution

• Team adopted a Quarterly Release approach
• Team Adopted Scrum
  • Challenges in Adoption
    – Scrum points at problems. Solution left to the team.
    – No prescribed approach to adopt Scrum
    – Experiences of teams would be handy..
The Approach

• Approach based on Scrum Principles and Scaled Agile Framework.
• TGCFO Approach:
  • Train
  • Gel
  • Coach
  • Follow
  • Own..
The Approach : Train

• Scrum Team should be formed and roles identified
• Training should be done for Theoretical concepts
• Practical exercises or situations should be given to the team
• Main shift should be in the mindset of people.
• Trainer should be a Certified Agile Coach and Scrum practitioner.
• Training content to be reviewed and adjusted to meet requirements.
The Approach : Gel

• Very important phase
• Need to concentrate on the mindset of people
• Cohesiveness needs to develop
• Co-location helps a great deal
• Team building activities also come to the rescue.
The Approach: Coach

- Mindset change: Big Bang approach to Bit-by-Bit approach
- Constant guidance required: Coach is crucial
- Handhold the team in early stages
- Reduce involvement as the team progresses
- Well-qualified coach necessary.
The Approach: Follow

- Implement all learnings
- Follow Scrum Ceremonies religiously
- Important Ceremonies:
  - Release Planning
  - Sprint Planning
  - Daily Standup
  - Backlog Grooming
  - Sprint Review
  - Sprint Retrospective
- Scrum Master should ensure the processes are followed and improved
- Coach should be there to guide the team if they are going out of their way.
The Approach: Own

- The team should start operating independently
- Team should take full responsibility for Success and Failure
- Constantly Inspect and Adapt
- Scrum Master should act as a Facilitator
- Coach should have minimal or no involvement
- Team should start enjoying Scrum.
The Team
Results

- People came together and knit together as a team
- Team became Self-reliant
- Predictability in terms of throughput improved. Team could plan / estimate better

![Velocity - Total (Estimate per Sprint)](image)

**Avg 28 Story Points**
Results (Contd)

- Defects started coming down
- People ready to work across functions
- Team added Quality processes as part of DoD
  - 90% + code coverage
  - 7000 unit tests written
  - Around 60% defects removed through two-level Code Review
- Some negatives
  - Team feels stressed
  - Sometimes pushed towards hard deadlines

### Before Scrum

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### After Scrum

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Recommendations

• **Management commitment** and support is required
• **Training** is a must.
• **Scrum Master** is key person. Choose the correct one.
• **Coach** would prove to be the guiding factor. Very essential in the transformation.
• Focus on the **mindset** of people as well. **Team building** is key to the success of any Scrum adoption.
• Some hand-holding is necessary in the initial stages.
• Follow the **ceremonies**. They will start adding value gradually.
• Reduce the intervention as the team matures.
• Allow the team to take **calculated risks**.
• Remove the **fear of failure** from the minds of team members.
• **Trust** the team..
Questions ?