

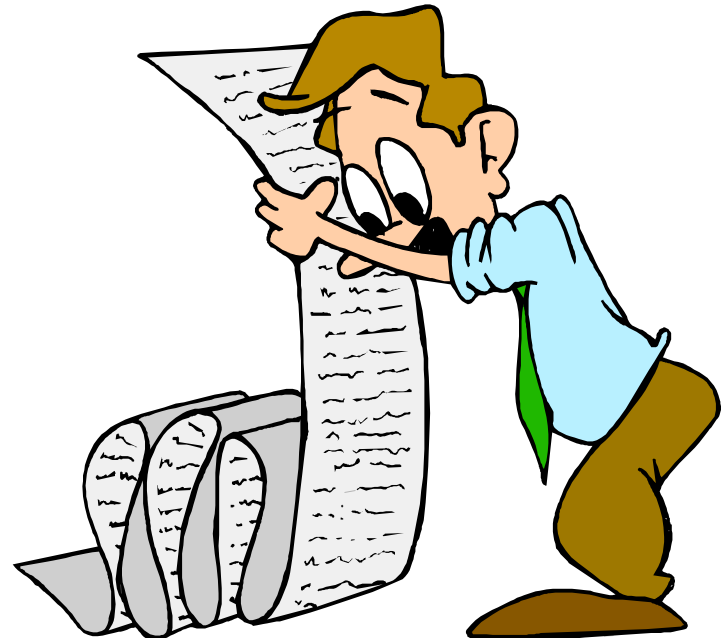


Scrum Adoption in our experience : TGCFO Approach

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Agenda

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



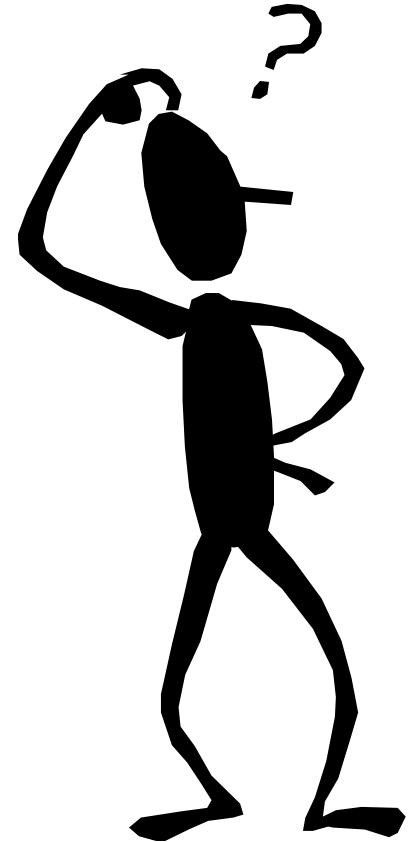
Introduction

- 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..



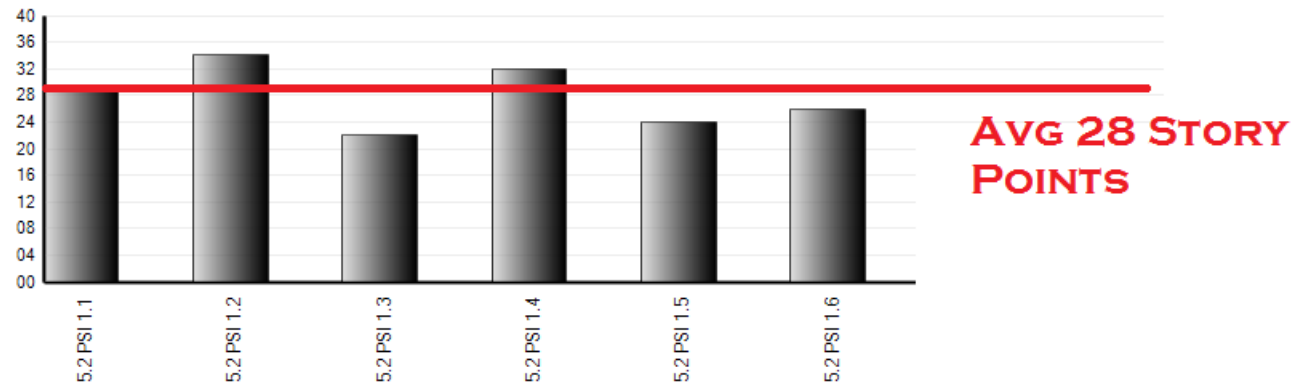
The Team



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)



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

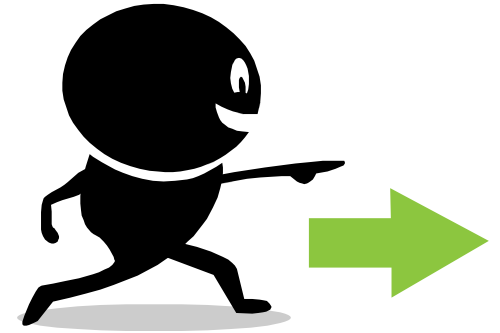
Before Scrum

		Priority					
		P1	P2	P3	P4	P5	Total
Severity	1	<u>10</u>	<u>2</u>	.	.	.	<u>12</u>
	2	<u>8</u>	<u>74</u>	<u>10</u>	.	.	<u>92</u>
	3	<u>5</u>	<u>49</u>	<u>441</u>	<u>6</u>	.	<u>501</u>
	4	.	<u>22</u>	<u>104</u>	<u>110</u>	<u>9</u>	<u>245</u>
	5	.	<u>1</u>	<u>8</u>	<u>4</u>	<u>31</u>	<u>44</u>
	Total	<u>23</u>	<u>148</u>	<u>563</u>	<u>120</u>	<u>40</u>	<u>894</u>

After Scrum

		Priority					
		P1	P2	P3	P4	P5	Total
Severity	1	<u>4</u>	<u>1</u>	.	.	.	<u>5</u>
	2	<u>9</u>	<u>30</u>	<u>8</u>	.	.	<u>47</u>
	3	<u>2</u>	<u>15</u>	<u>74</u>	<u>2</u>	.	<u>93</u>
	4	<u>1</u>	<u>3</u>	<u>6</u>	<u>2</u>	.	<u>12</u>
	5	<u>1</u>	<u>1</u>
	Total	<u>16</u>	<u>49</u>	<u>88</u>	<u>4</u>	<u>1</u>	<u>158</u>

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 ?

