Scrum Adoption in our experience : TGCFO Approach

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PNSGC 2014
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 basic Scrum principles are:
- Empirical Process Control
- Self-Organization
- Collaboration
- Value based Prioritization
- Time-boxing
- Iterative Development

The Scaled Agile Framework adopted by McAfee has some enhancements to the traditional agile framework. It has been designed to support geographically distributed Scrum teams working on a single project. Mainly, a new role of **Product Owner Proxy** has been introduced. This person would be responsible for interacting with the Product Owner and obtain requirements and clarifications. This would eliminate the dependency of the Scrum team on the Product Owner who would usually be in a remote site. **Scrum of Scrums** is another process which involves Scrum Masters, Product Owner and Product Owner Proxies interacting on a regular basis to discuss progress and issues.
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.

Training Video Contents :
1. Attended training together
2. Roles identified
3. How did the training help?
4. How was it to attend together as team?
Video contents:
1. How was it before co-location?
2. How was it after co-location: Adv and Disadv
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.

Video Content:

1. Nag supported as a coach for around 2 quarters.
2. How did Nag help as coach?
3. What was the value-add?
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..

Video Contents :
1. Brief about each ceremony
2. How was the feeling initially and after a couple of quarters?
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...

Video Content:
1. Team is enjoying Scrum
2. Minimal involvement of coach
3. Independent way of working
4. Inspect and adapt
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
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

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### After Scrum

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Video Content:
1. Predictability
2. DoD Criteria
3. Negatives
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.