

Scaling Scrum Inside Insure-Tech

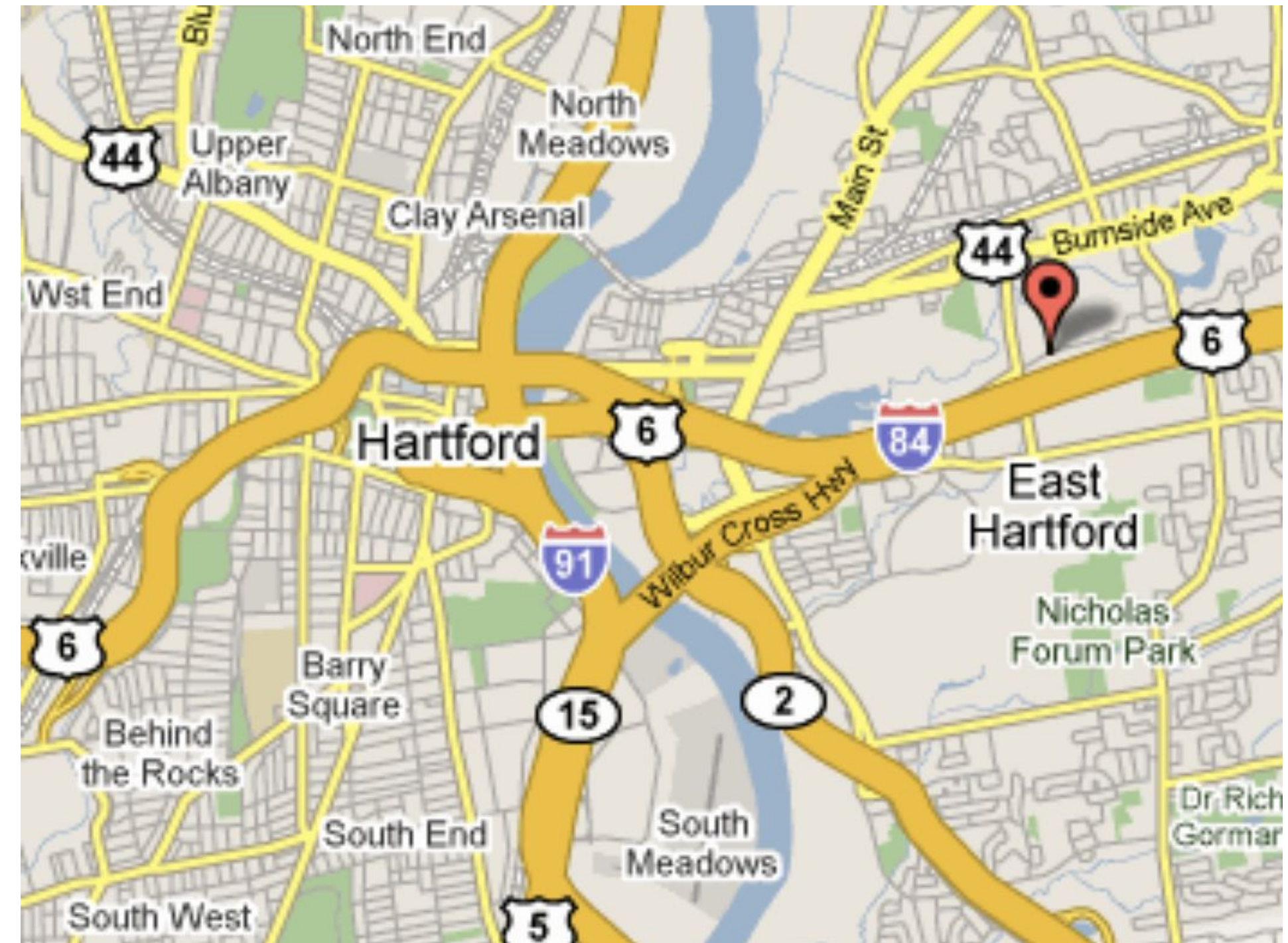
It ain't as easy as it looks

Imagine: You Parachute In...and you find...

- EXPERIENCE: **None**
- RESOURCES: **Limited**
- IMPEDIMENTS: **Unlimited**
- TRAINING BUDGET: **Minimal**
- COACHING BUDGET: **Next to Nothing**
- This Case Study shows & explains how we succeeded

The Company

- 30-year-old company, a true pioneer in Insurtech
- 7 to 9 engineering teams, depending on how you counted them (some were pure support)
- Now assailed and under pressure by a wide variety of small, new, aggressive, well-funded, venture-backed startups with absolutely nothing to lose



The Key Thing I Realized At the End:

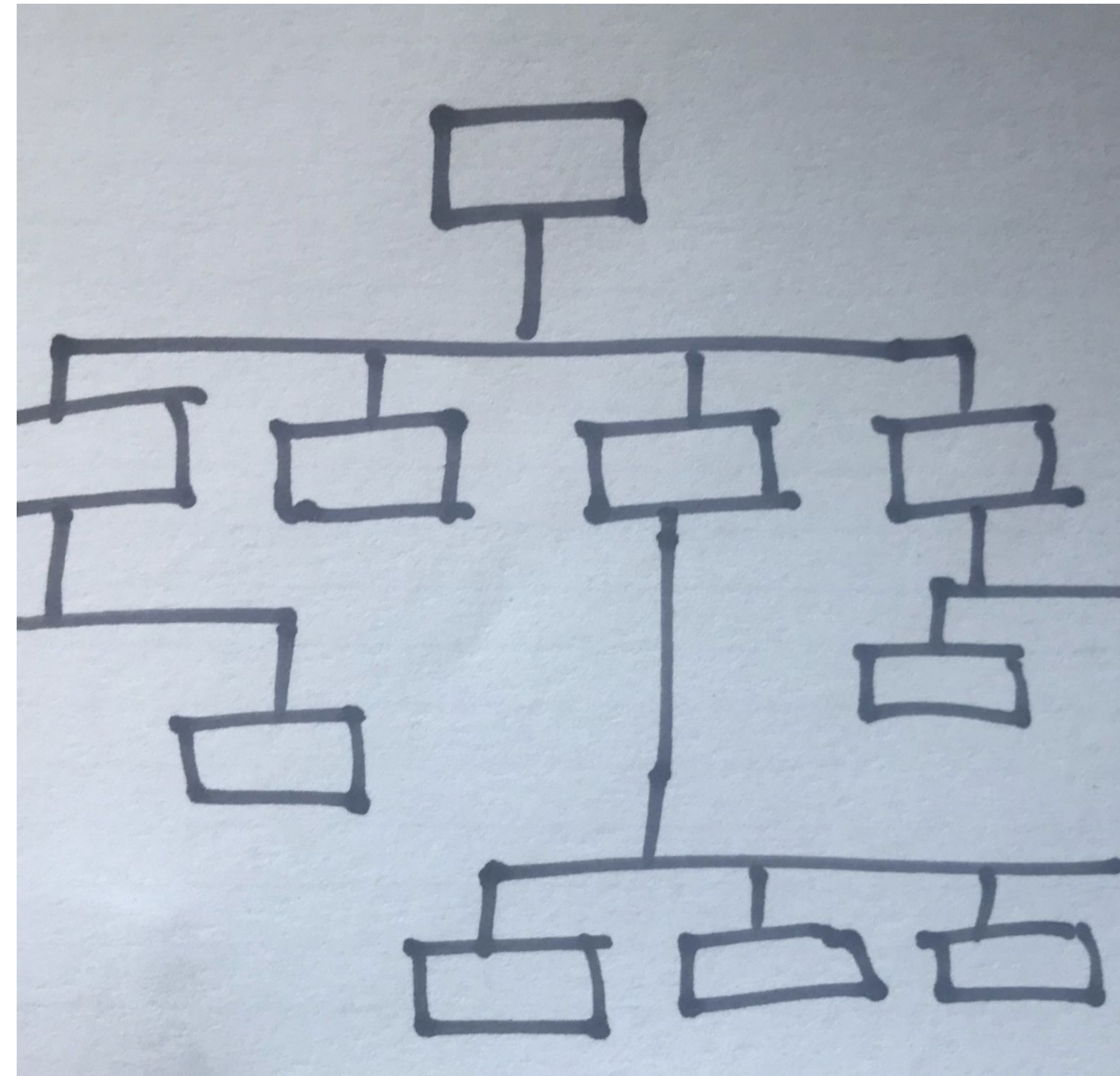
- *If you have more than 3 or 4 teams, and you are using Scrum, you are actually doing Scrum At Scale*

The Context for Scaling Scrum:

- Going from services to software focus (about 9 teams)
- Recently acquired a firm 1/3 the size already doing Agile
- Org's private-equity backing is seeking value-realization
- I'm engaged to help the Headquarters get going with Scrum

Context and Strategy:

- **Limited-time engagement:**
mandate to initiate Scrum across all of the Teams
- **Sponsored at VP-level in Parent organization** (2 down from CEO)
- **No access to CEO** (Initiation of EAT not really possible)
- **Strategy: launch Scrum, mentor a Champion, and initiate Scrum-of-Scrums and MetaScrum**



What Was Achieved Within About 2 Months

Measured Item	Of	Unit of Measure	Before-Average	After-Average	% Improvement
Sales & Marketing Sentiment	Overall Satisfaction with process & deliveries	1 to 10	5.3	8.2	55%
Customers Satisfaction with Product	Overall Satisfaction	1 to 10	6.5	8.9	37%
Dev Teams	Overall happiness with situation	1 to 10	6.8	9.1	34%
Defects	Code	Defect Density (high priority bugs per 1000 lines of new code in the period)	2.75	2.35	15%

Approach:

- Train Product Owners & Scrum Masters one day each (per company request)
- Explain & discuss Scrum Guide with all Teams (they have zero training)
- Mentor an in-house Champion
- Launch Team and initiate Scrum of Scrums and MetaScrum

The Scrum Guide™

The Definitive Guide to Scrum:
The Rules of the Game

What Worked:

- Socializing **Rules of the Game** with Teams, and mentoring POs and SMs
- Mentoring **in-house Champion** to lead the process after I vacated
- Initiating **Scrum of Scrums**
- Initiating **MetaScrum**



What Didn't:

- No formal socialization of Scrum rules to Stakeholders
- Executive leader in authority over the process did not support the decision-rights of the P.O. role per Scrum Guide
- Inability to initiate an EAT
- Highly probable eventual conflict with acquired division's plans to implement another framework (that will not be named.)



Their Impediments: Some Familiar Patterns...

Item	Backstory
Technical Debt	Loads of this due to the usual excuses and pressures
Executive Engagement in the process (CEO)	CEO delegated it to VP of Product: “Scrum is great for engineering”
Contention for decision-making authority	Field sales & support: ongoing challenges around PO decision-making

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Top Takeaways

- You don't necessarily need to *start* with an EAT
- You must implement Scrum-of-Scrums & MetaScrum *as soon as possible* (or sooner)
- You must identify and mentor one or more Champions immediately
- You must socialize the Scrum Guide as the definition of Scrum and also get shared definitions for Agile and Business Agility as well.
 - Word definitions are shared are *agreements*
- ***INSIGHT:* If you have more than 5 teams, you're actually doing SCRUM AT SCALE**