

# Scrum@Scale

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## A Journey of change at a Travel Organisation

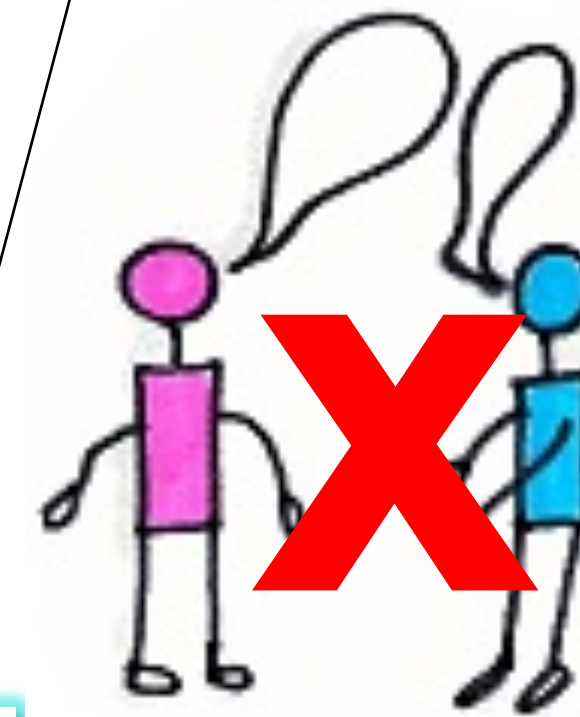
# Initial State



Old monolithic system



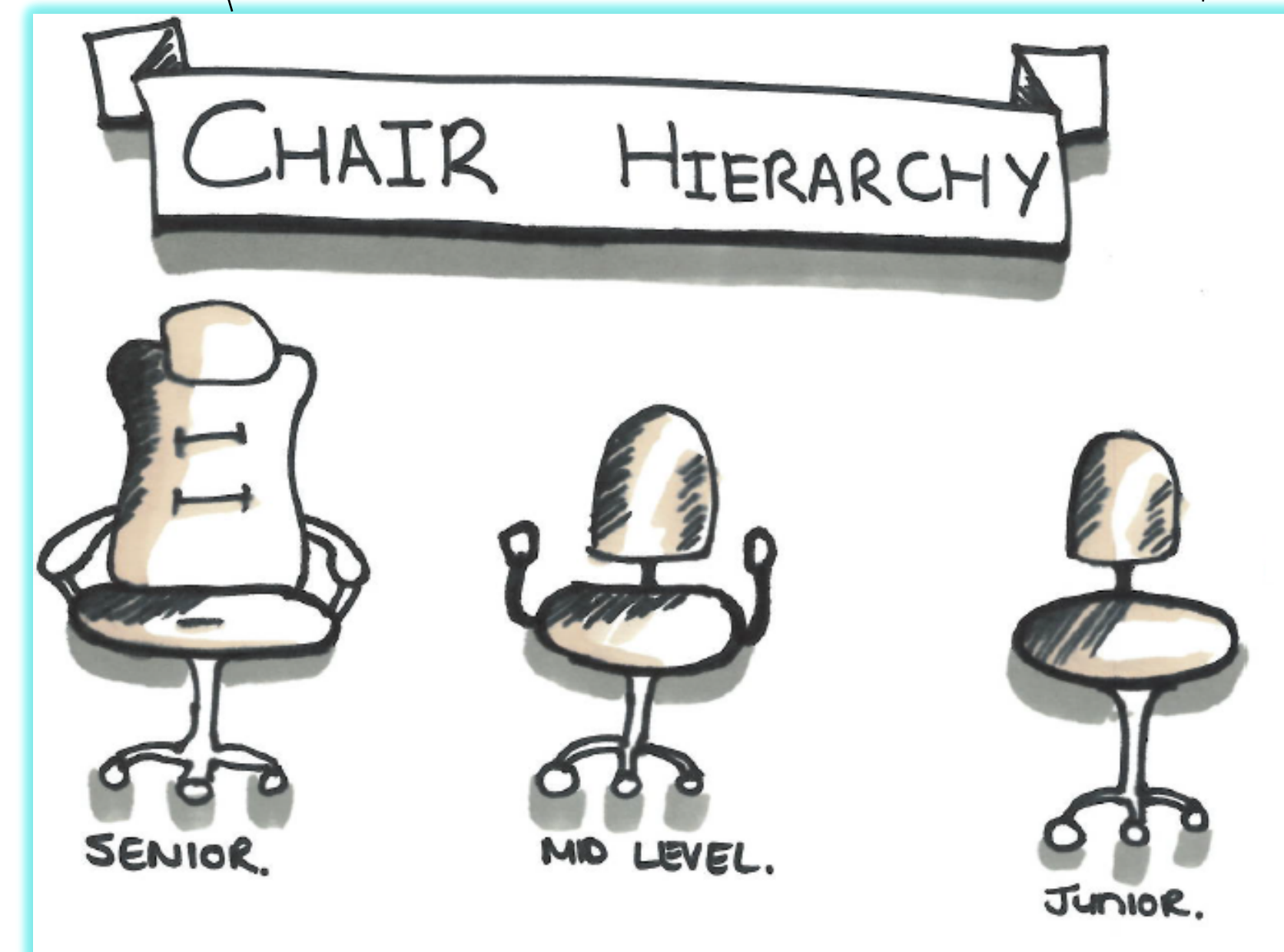
Waterfall



Zero collaboration

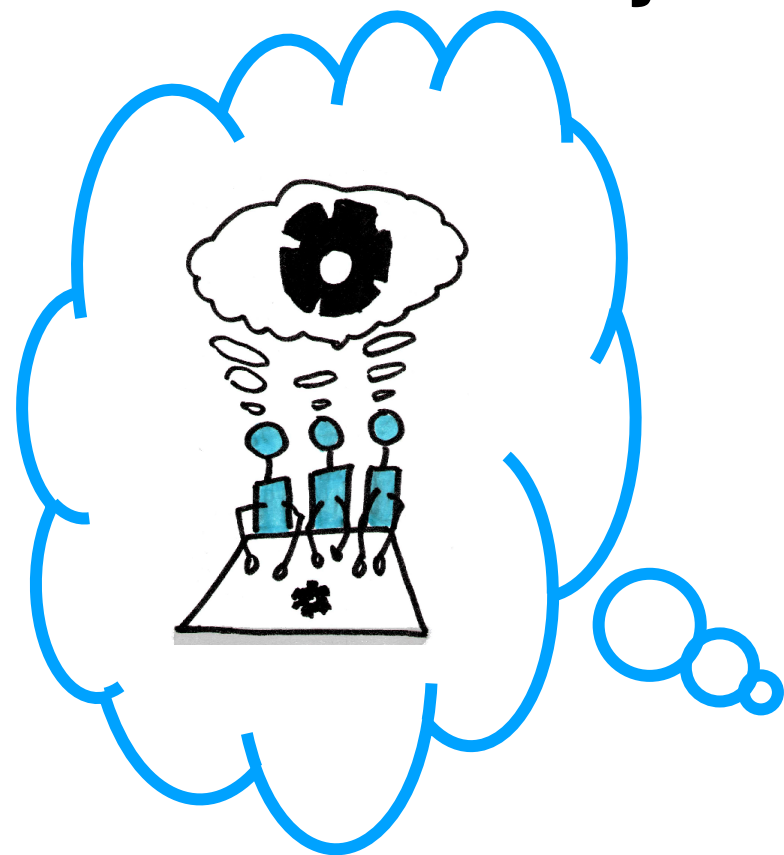


Not fit for purpose

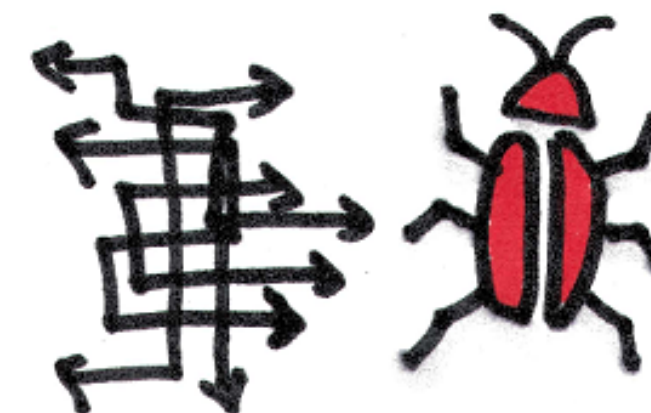


No teams

WIP = 43 Projects



Case Study by Renee Tsielepi

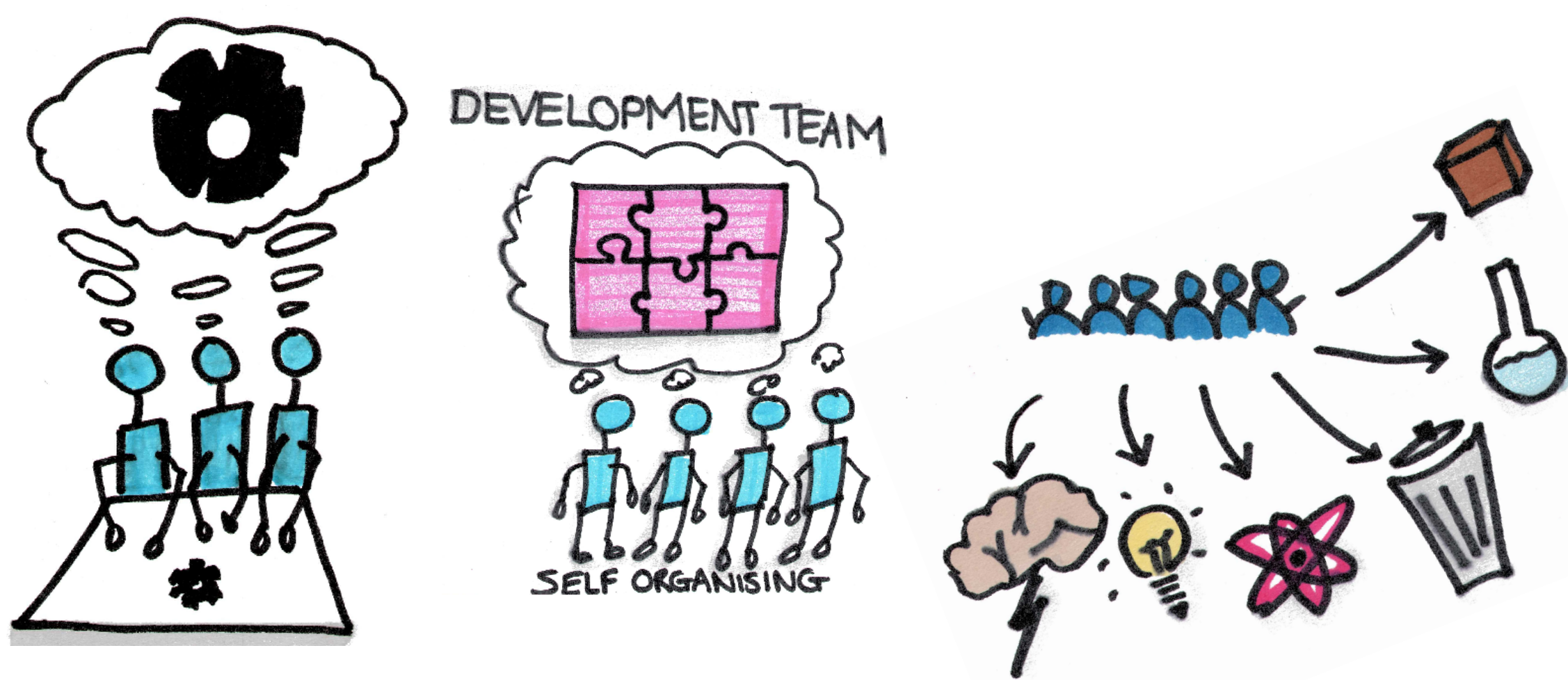


80% Technical debt

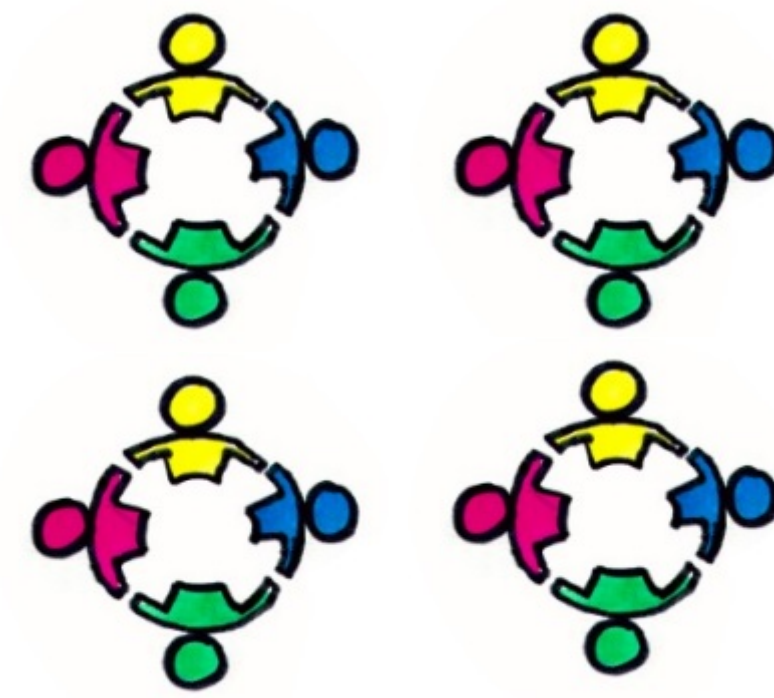


Upgrade the System – fast!

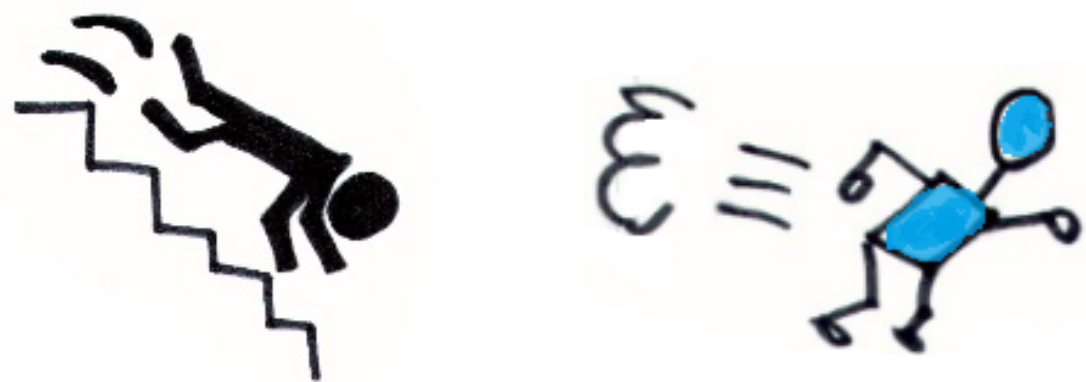
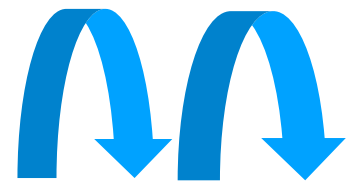




Scaleable reference model



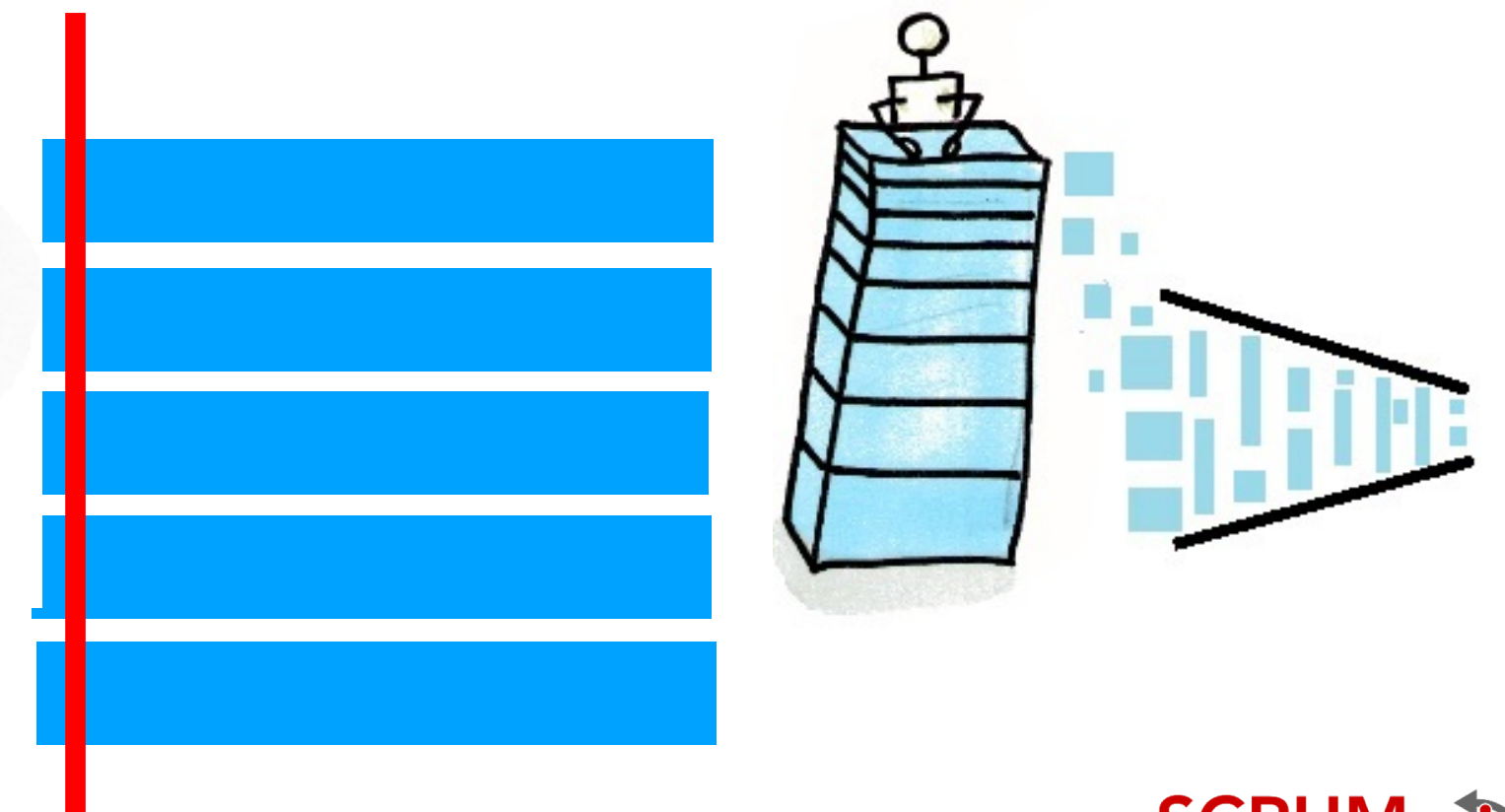
49 Systems / areas to be changed



Unclear path – stop and plan

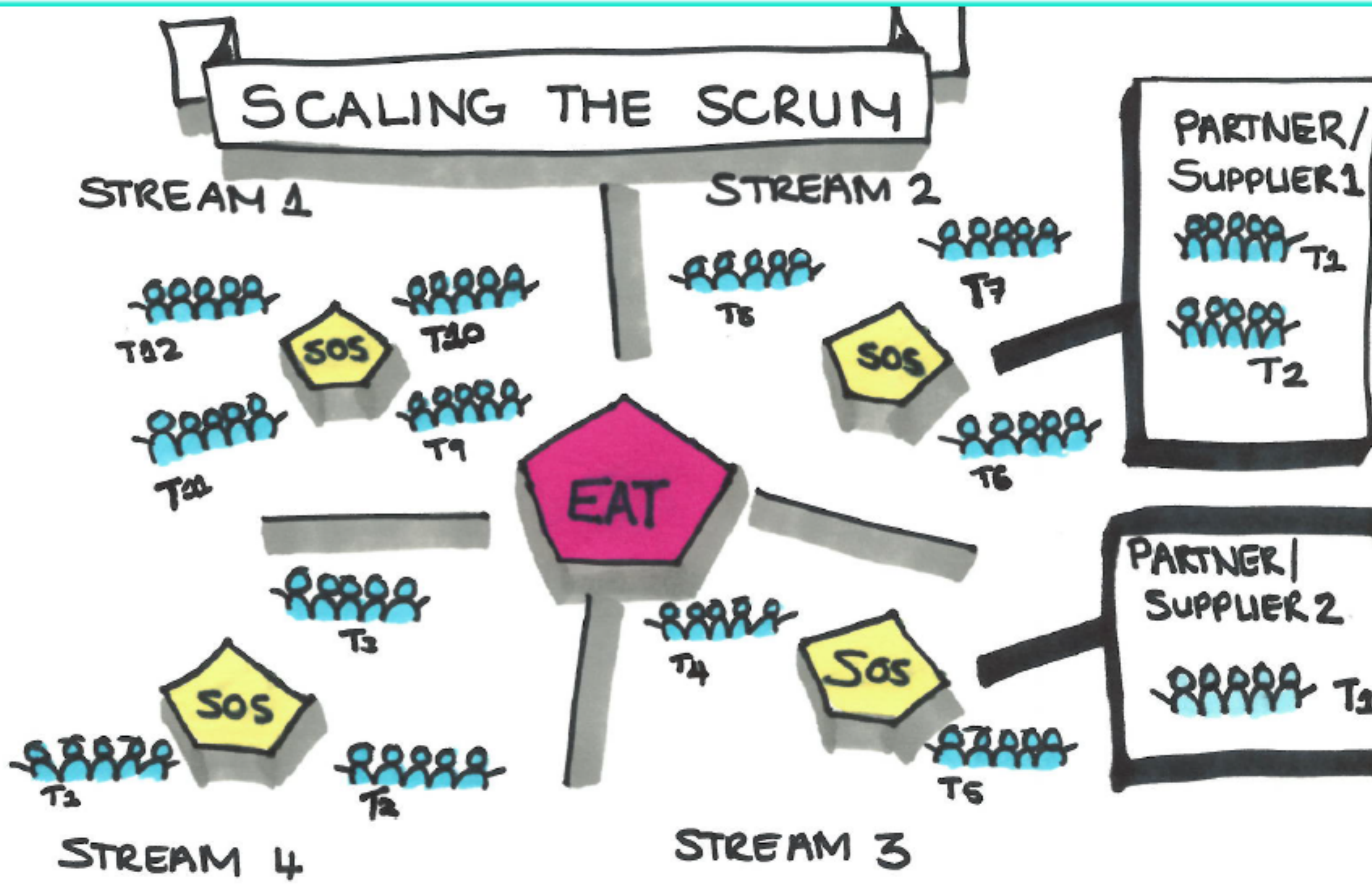


Single backlog

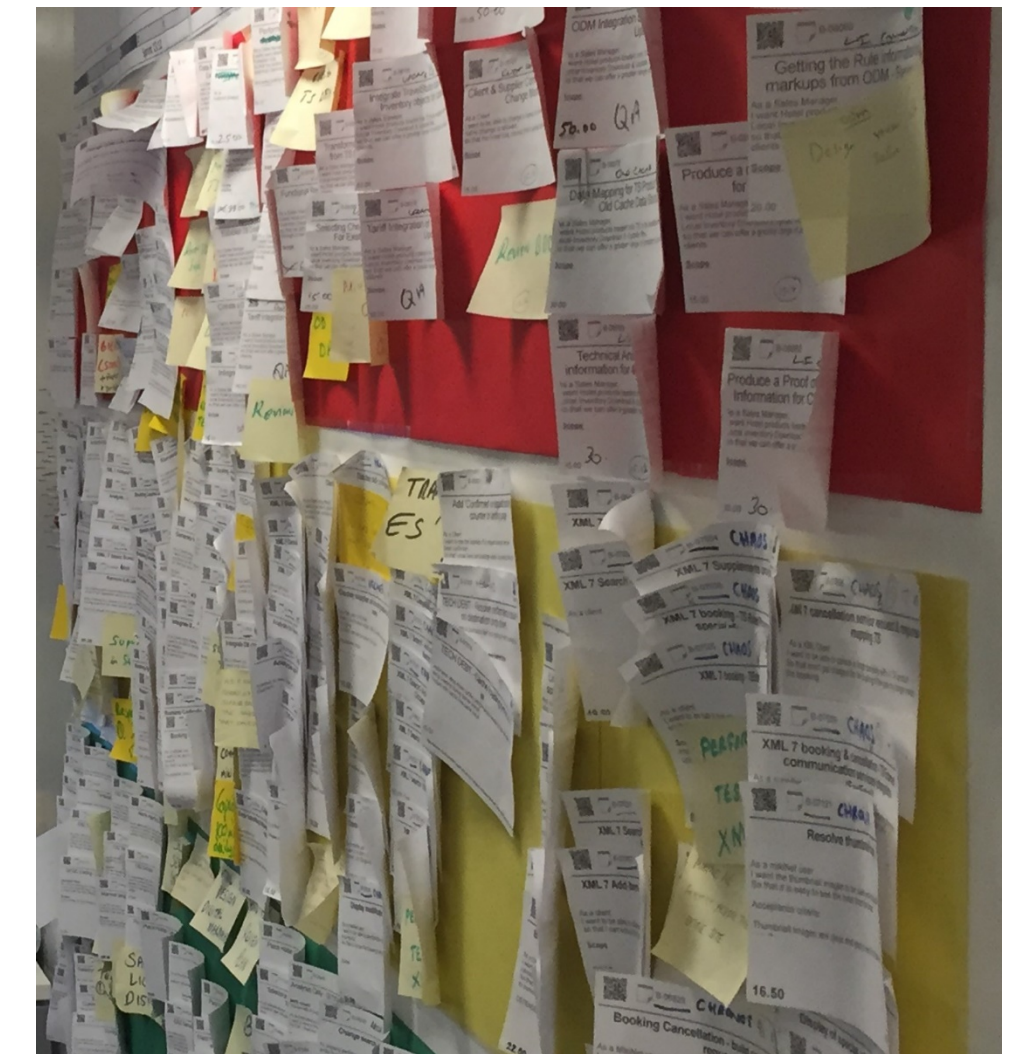




# SCALING THE SCRUM

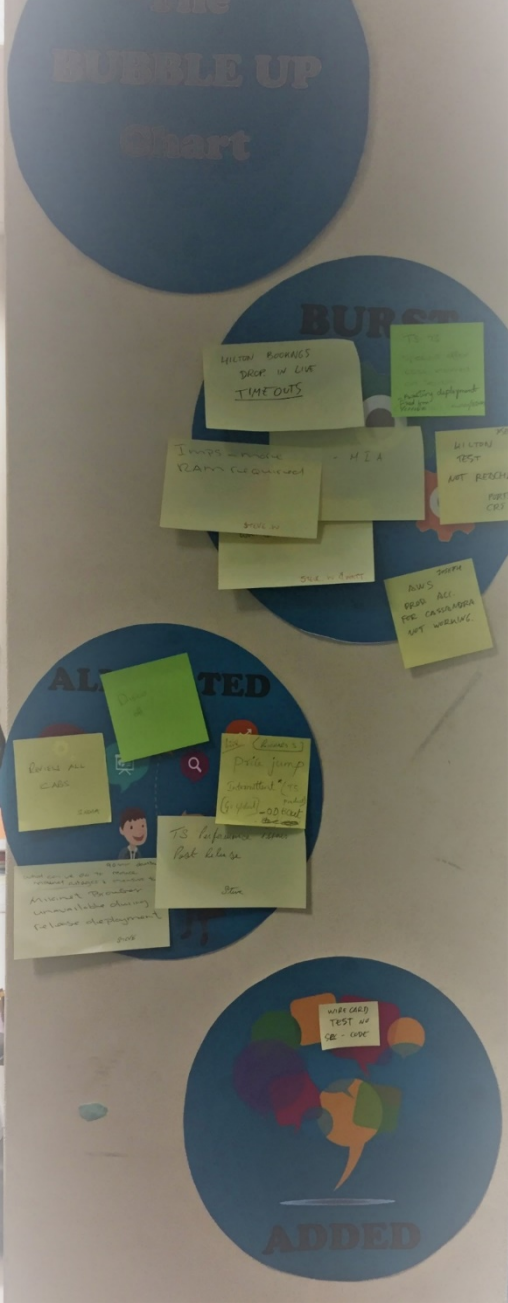
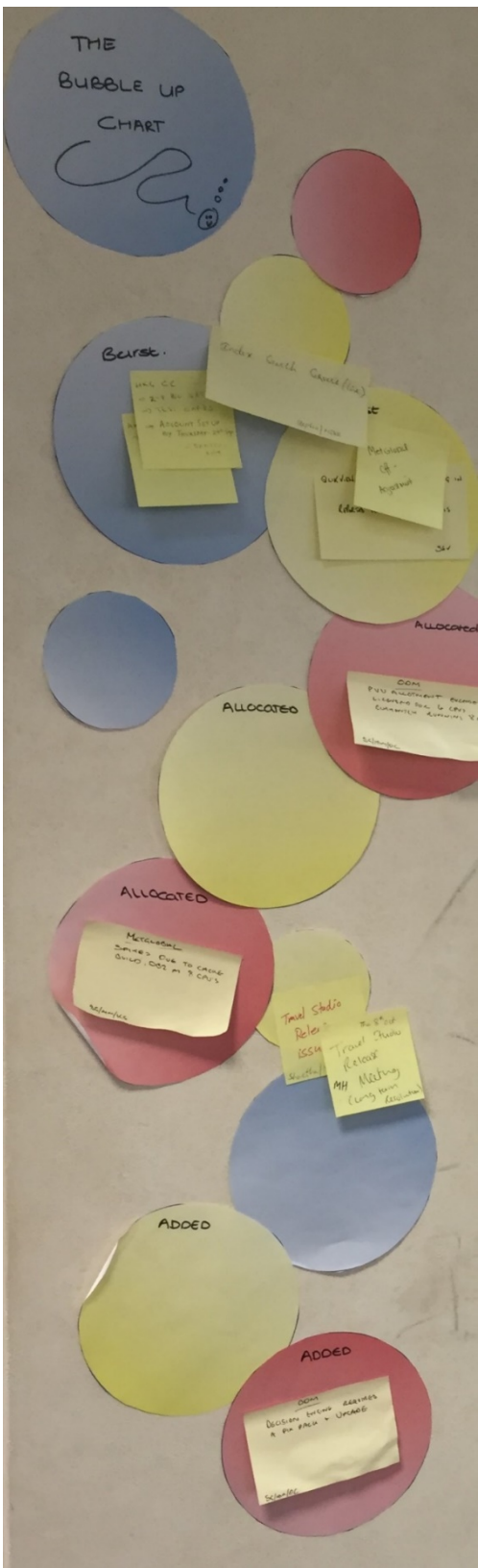


- ☐ Executive Action Team (EAT)
- ☐ Small, dedicated, stable Teams – cross team co-ordination.
- ☐ T Shaped teams - not perfect
- ☐ External partners / suppliers

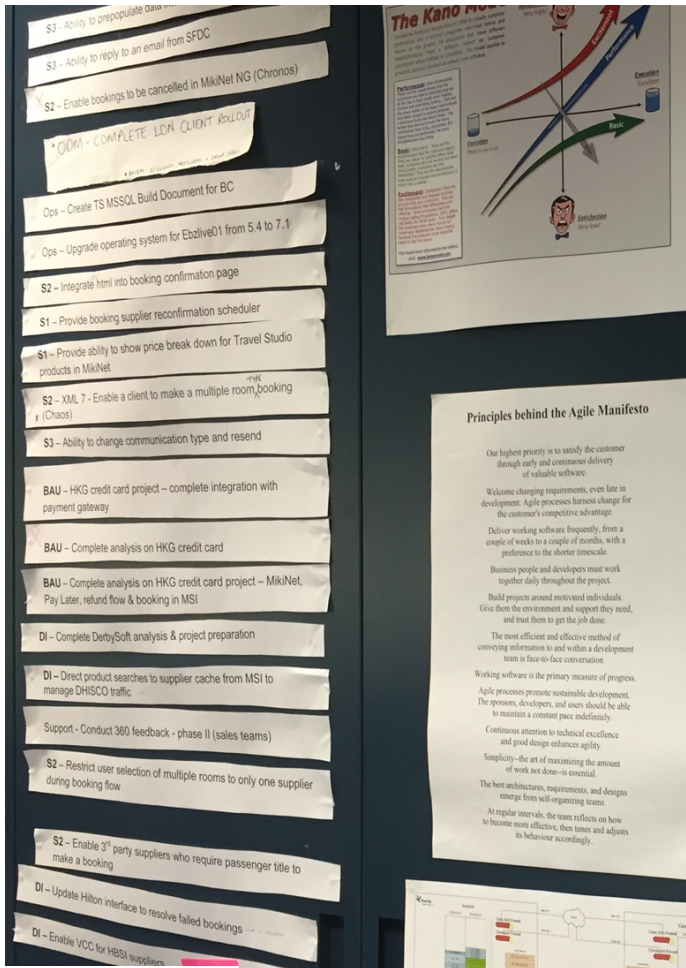




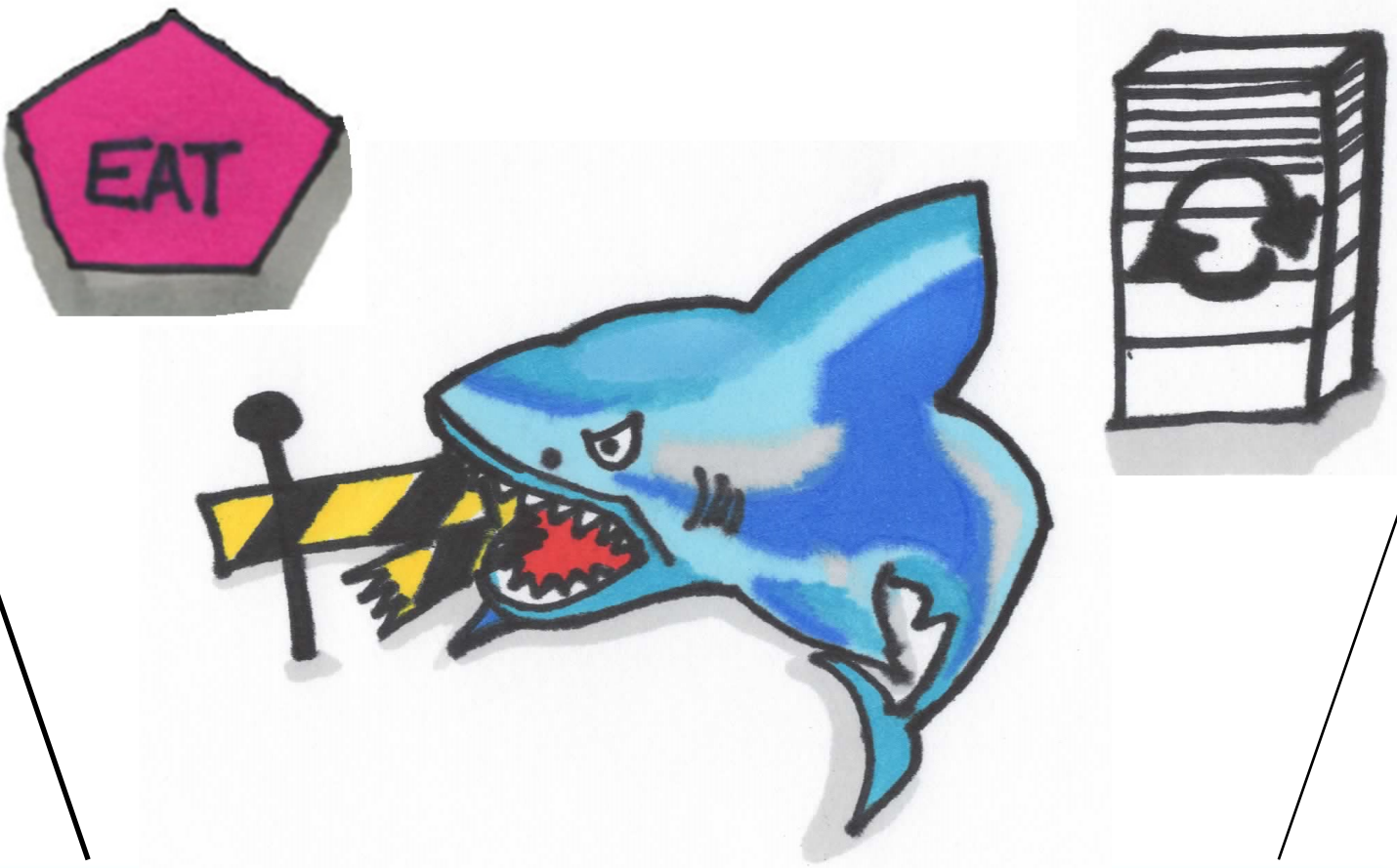
Bubble up chart



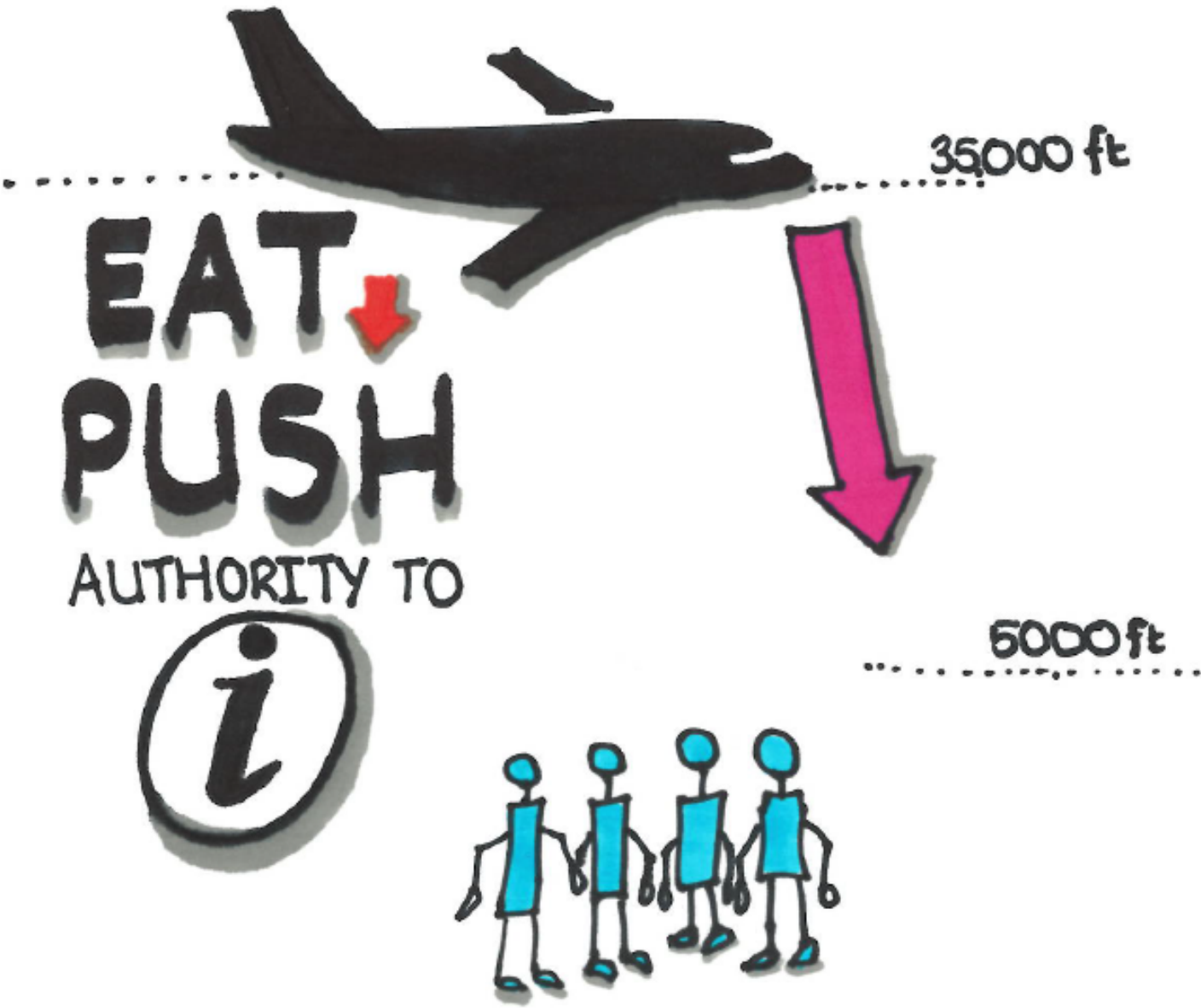
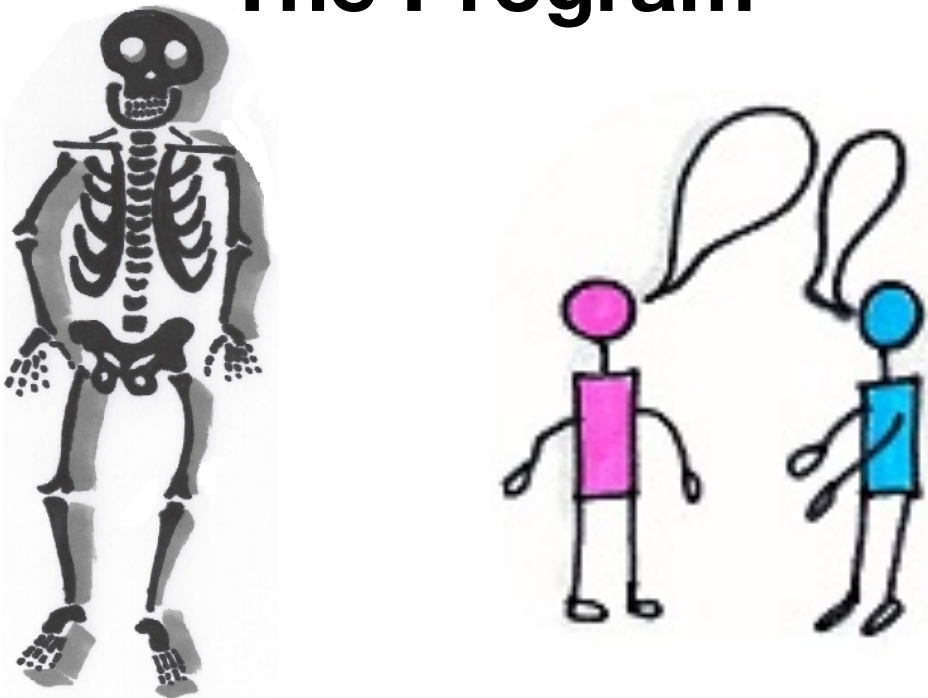
Rollup of Goals



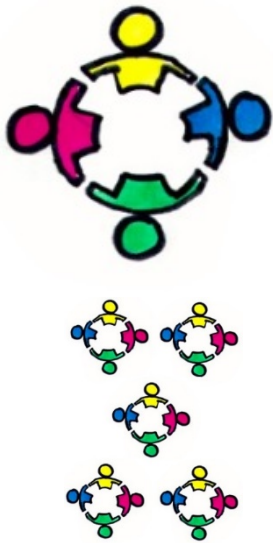
Daily scrum, Sprint Goal, Own Backlog



The Program

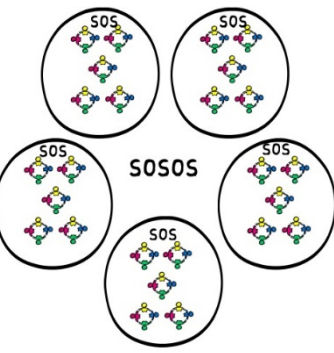


Decision Latency



0900 - Daily Scrum

0930 - SoS



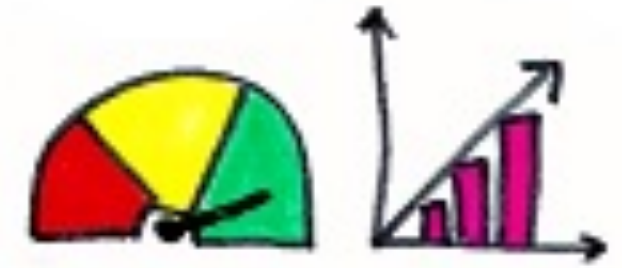
0945 - SoSoS



1000 - EAT



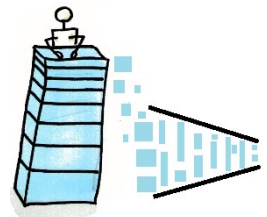
# What Changed?



Focus on the ones that want the success

perception doesn't always  
match reality

SCRUM  
@SCALE



- Waterfall-ish to Scrum@Scale
- From 43 projects in progress to a single backlog with swarming
- From poor decision latency to excellent decision latency and impediment destroyal with the introduction of the EAT
- From 80% technical debt to minimal technical debt
- From no engagement to business and IT working together in one team with a single goal.

