Enthusiasm vs Readiness

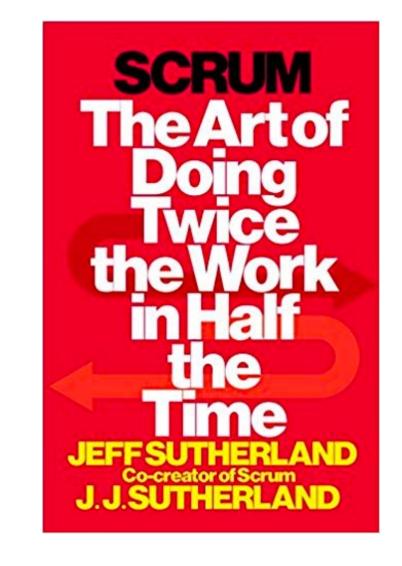
Sustainable Pace for Organizational Change



A Financial Services Company on the Rise

24% f Inc. 500









Over the Waterfall in a Barrel

"It's like you had a fly on the wall of our offices"

"We find out what's been released when a customer mentions it"

"We miss deadlines and what we do release is full of bugs"

SCRUM
The Art of
Doing
Twice
the Work
in Half
the
Time
JEFF SUTHERLAND
Co-creator of Scrum
J.J.SUTHERLAND

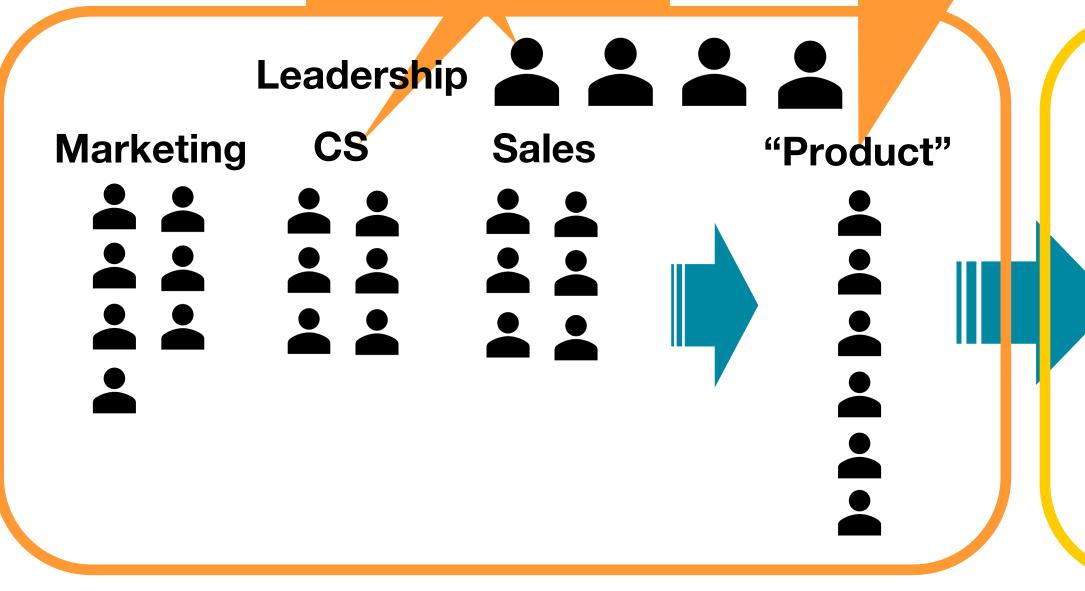
"We're forbidden from actually talking to the developers"

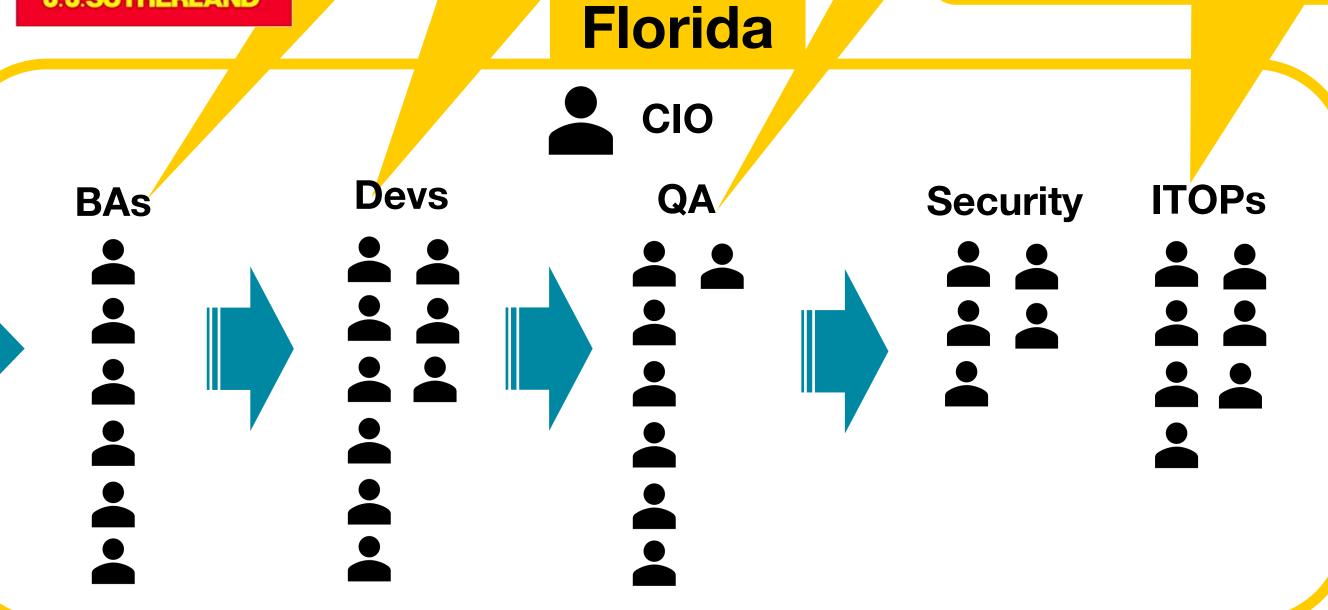
"We're very busy with lots of things but not getting things done"

"Testing is done when the deadline says it has to be"

Deployment involves hours of back-and-forth emails

Tennessee

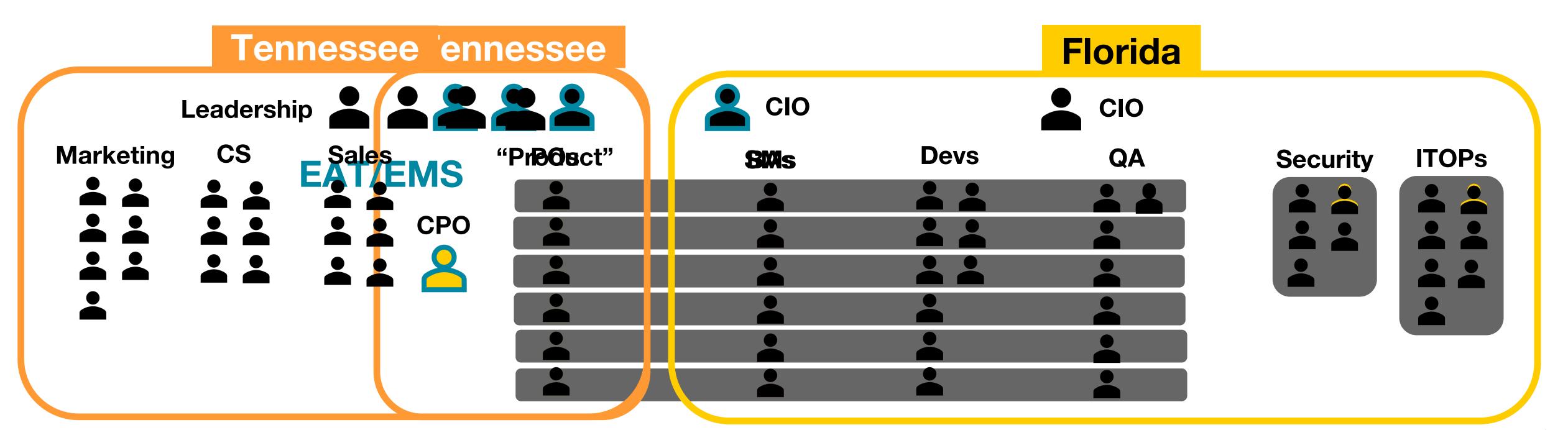






Refactoring Florida

- 6 cross-functional teams Security/ITOPs remained siloed
- 1 week sprints
- Some details of CPO and EAT/EMS structure not shown

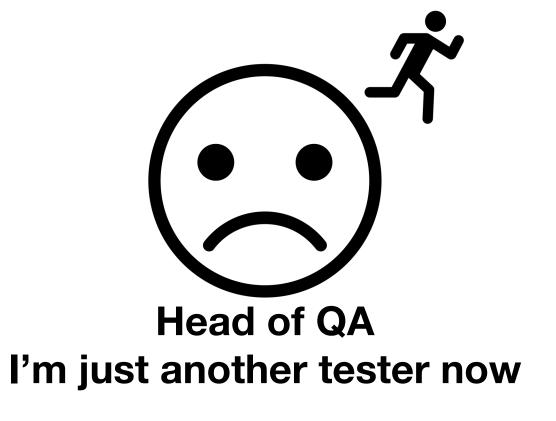




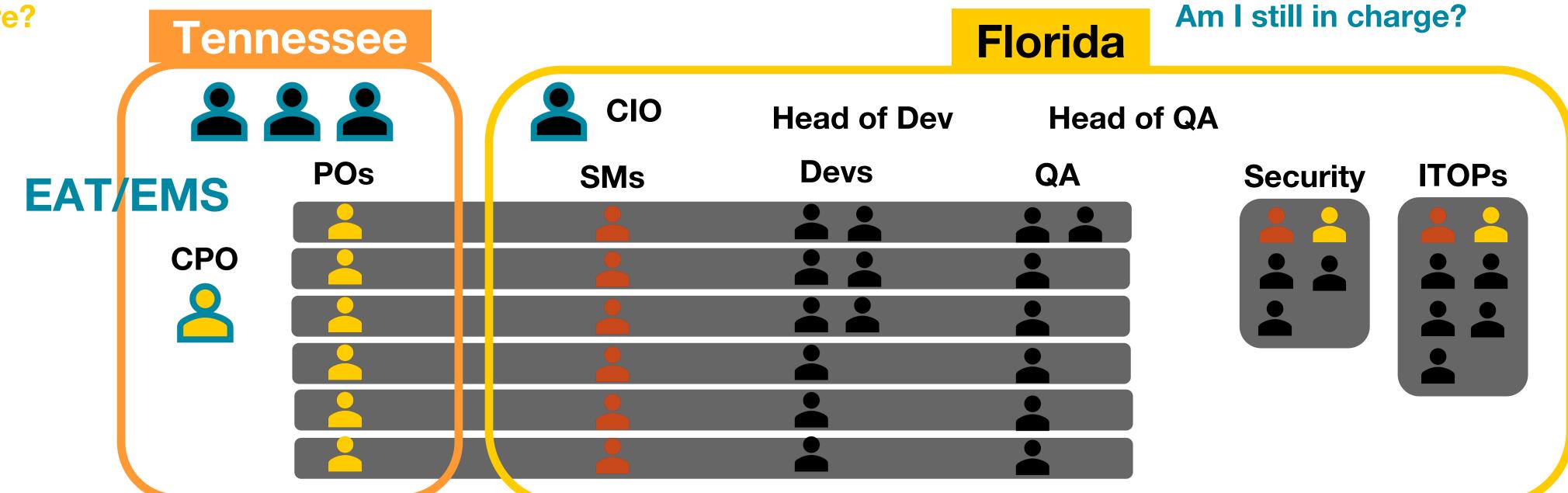
Signals of Friction











What we learned

- Enthusiasm ≠ Readiness
 - Looking forward to big change can make you forget where you are now

Jan 2nd



Jan 3rd-6th



- Clarify and maintain a sustainable pace
 - Make sure you're fully aware of the starting state
 - Make sure everyone is clear on what will and won't change
 - Look for signals of friction to see if you're off pace or something wasn't made clear



Results

- Survey on their big issues (∼8 sprints):
 - Communication Adequacy improved from 1.9 to 3.6
 - Prioritization improved from 1.7 to 4.1
 - Transparency improved from 2.0 to 3.9
- **Team velocity increased** 4x for the redesign team. Around 2x for the legacy code teams
- **Higher quality:** Prior to Scrum they had a backlog of 100 open bugs and growing. After 8 sprints that was down to 17.

