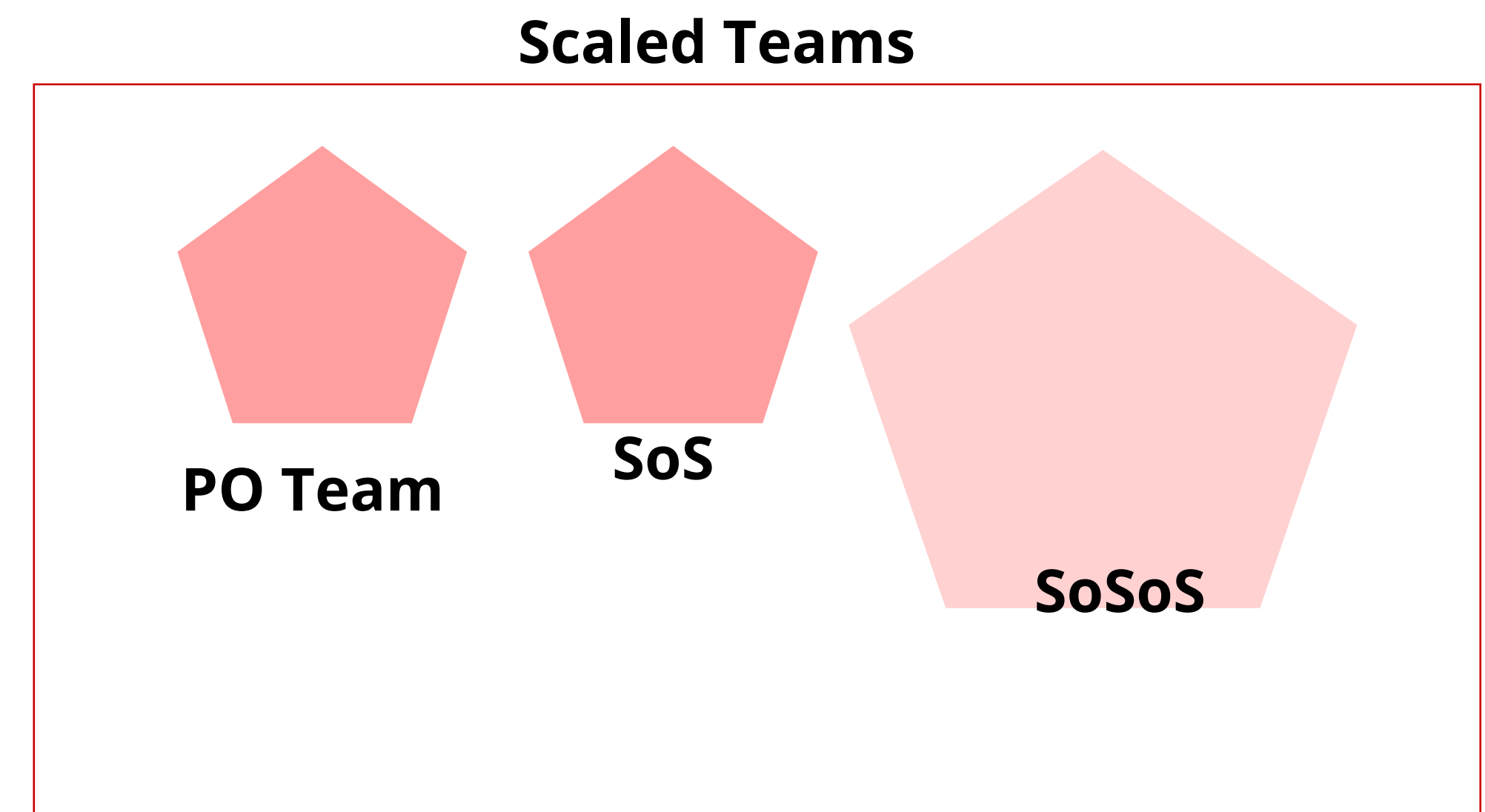
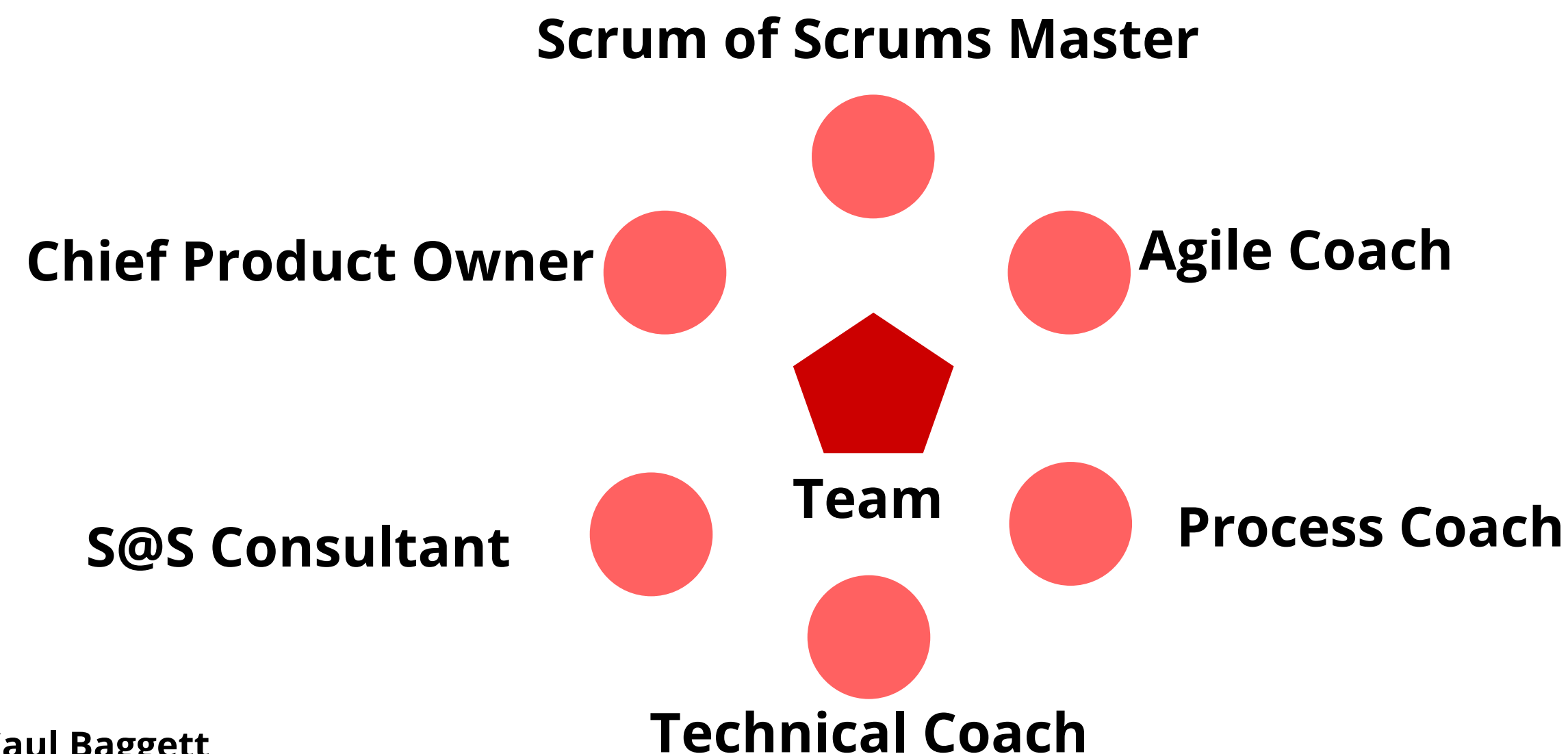


Scrum@Scale: A Progressive Transformation

Large Global Manufacturing Company Agile Transformation

- 250 people 22 new scrum teams
- 12 Team Coaches, 6 Consultants, 5 CPOs, 4 SoSMs, 2 Agile Coaches
- Too much scaling overhead for brand new teams
- Former managers wanting to “be useful” began scheduling scaled scrum events and assembling scaled teams before teams were ready.
- Occasionally conflicting coaching from so many watchers



Managers wanted to work on Scaling

- Detailed plans for scaled events and expected outcomes
- Outcome, attendee, and RACI diagrams for scaled events (Responsible, Accountable, Consulted, Informed)

...but

- No impediments were getting resolved
- Teams didn't understand Large Product Objectives from CPOs
- Team felt overwhelmed because they did not yet understand the relationship between scaled events and their teams

Focus on effective teams FIRST

Scrum teams

Teams focused on how to work as Scrum teams FIRST

PO teams

We got the PO teams meeting regularly to discuss shared backlogs as a team

Scrum of Scrums

Kept impediment escalation limited at first using only brief check-ins with SMs and SoSMs

“Remember scaling isn’t the goal”

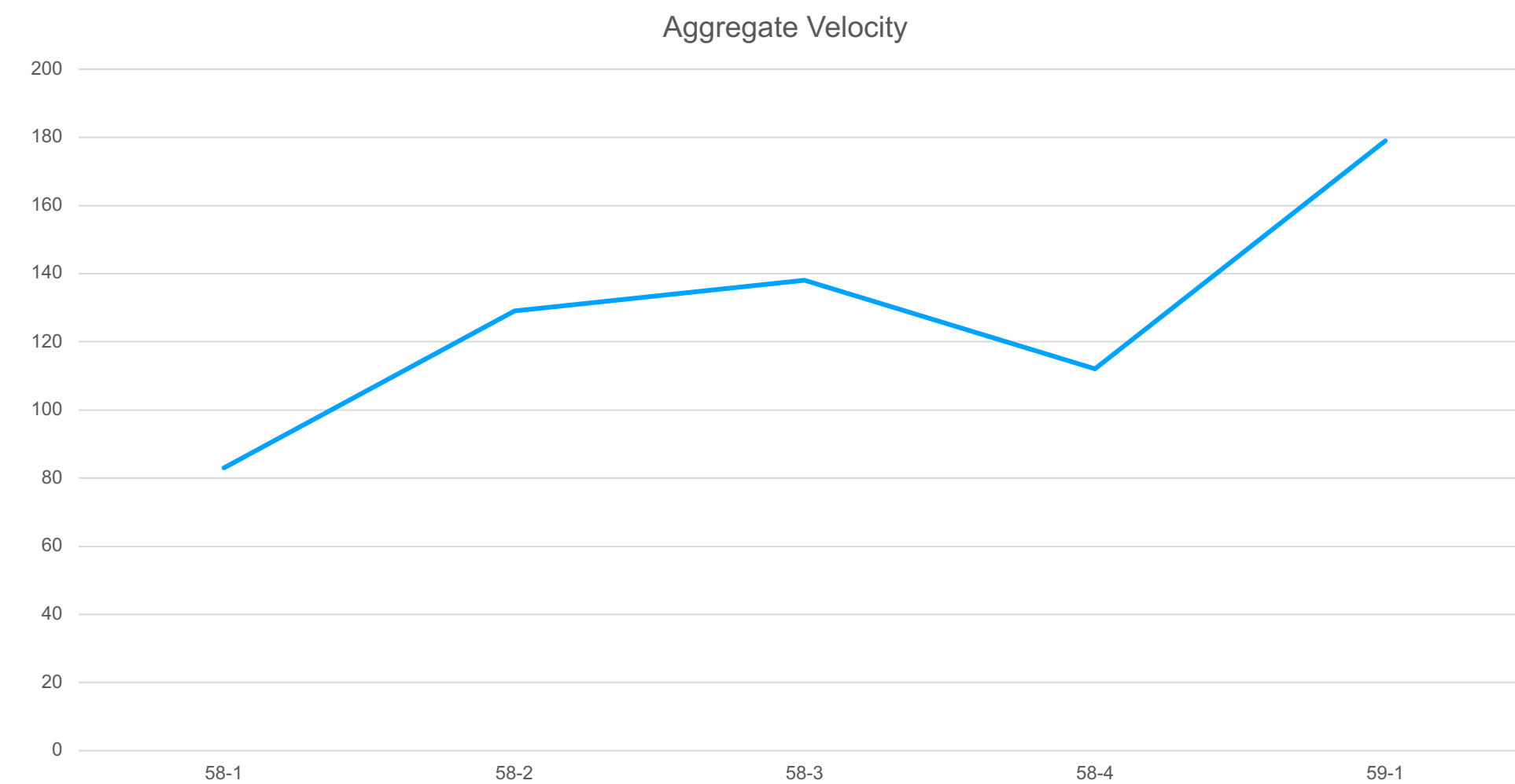
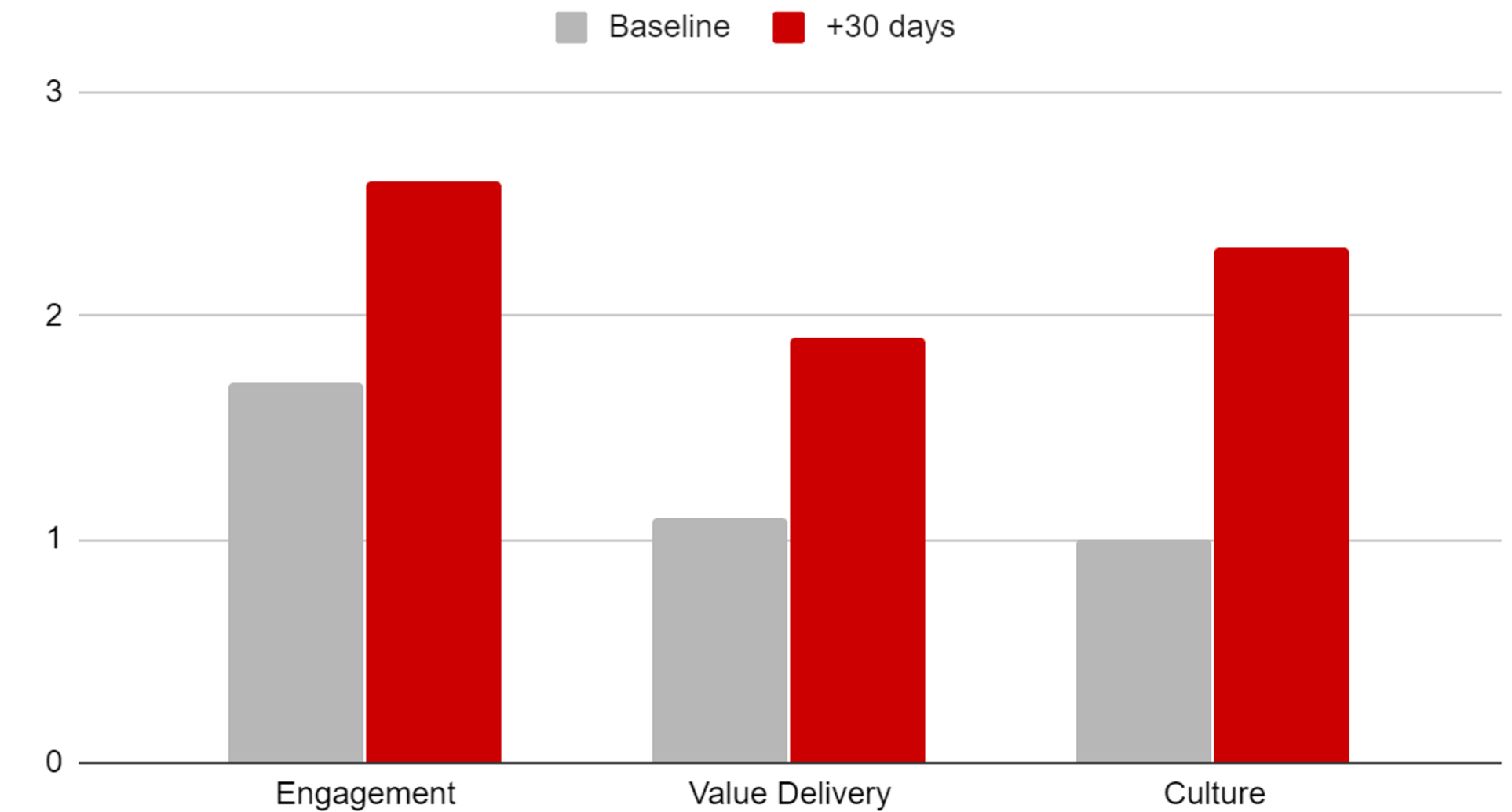
Result

- Teams were able to pull elements of the Scrum@Scale framework into their process as needed
- Within 3 sprints, teams which had not produced working product in years were demonstrating live product to customers
- Scaling, though implemented more slowly, was better understood, and more effective because it was well-prioritized

Result

- Rather than creating scaled events we prioritized our scaling based on value
- Team engagement increased by 35%
- There was a 47% improvement in focus on value delivery and prioritization
- Teams reflected an improvement in their mindset and culture by 57%

Baseline and +30 days



Managers wanted to work on Scaling

- Detailed plans for scaled events and expected outcomes
- Outcome, attendee, and RACI diagrams for scaled events (Responsible, Accountable, Consulted, Informed)

A	B	C	D	E	F	G
Roles	Team events	M Monthly mee	1 on 1	Scaled Daily Scru	PO Team Meeting	Scaled PO meeting
Engineers	x	x	x			
SM	x	x	x	x		
PO	x	x	x		x	
PM		x	x		x	x
SoSMs		x	x	x	x	
SoSoSM		x	x			x
Grp Engrng Mgrs		x	x			
Principle Architect		x	x			x
Solutions Architect		x	x		x	
Directors		x	x			
OMAT PO		x	x			
Agile Coach 1		x	x			
Agile Coach 2		x	x			
EM			x			