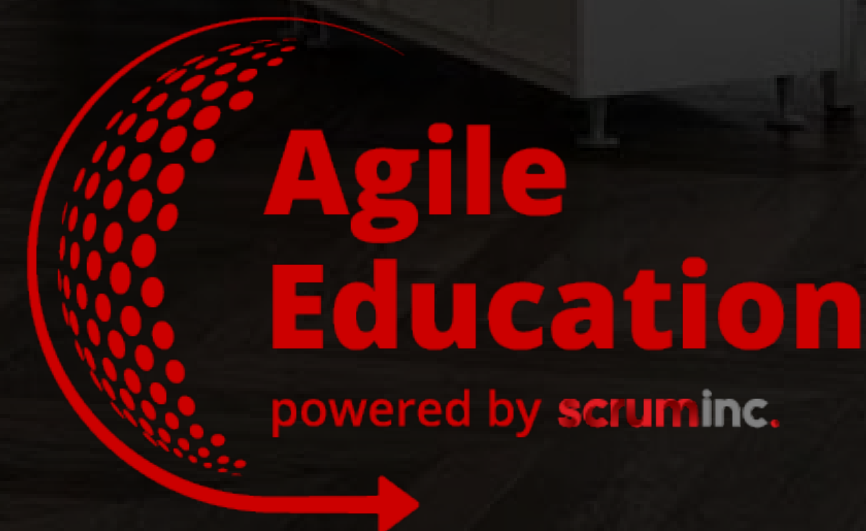


On Track for Success Transformation of a Prominent Company in the Rail Industry

November 2019
Jessica Crowley



Years into an Agile Transformation



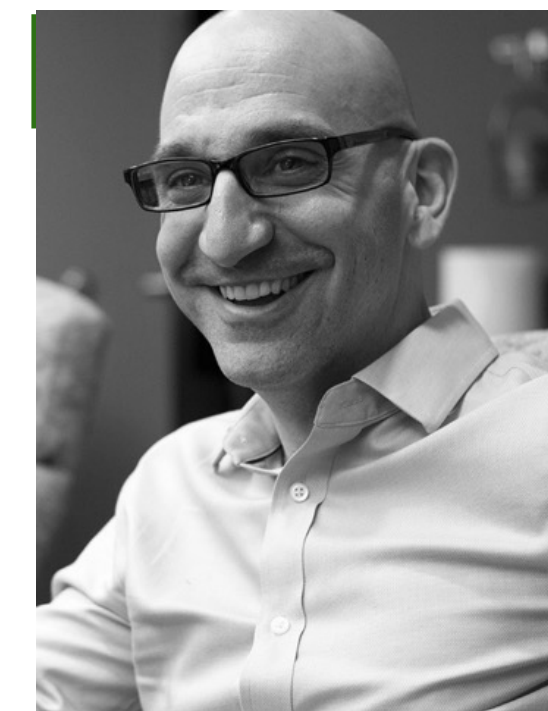
- Strong company with a legacy of success
- Trained Scrum Masters and Product Owners
- Agile Leaders organically growing in the organization
- High level of visibility (progress & impediments)
- Leadership vested in transforming the way we operated
- Used Scrum@Scale to support growing number of teams

Late and Overspent Projects

Everything is a Priority



Outcome is the



Daniel Vacanti

Actionable Agile Metrics for Predictability

- Work was prioritized... but never getting done
- Statistical analysis of 10-15 years of project history
- <1 FTE applied to a project at any given point
- 5x capacity of open projects in progress

- Throughput, WIP, cycle time
- Limited projects in work

Missed Our Promise Dates

Struggling to Keep Commitments

- Estimation 3-6 weeks lead time
- Departmental Managers
- Teams not included in estimation but held to promise dates
- No feedback loop



Making Realistic Commitments

Large Scale Estimation

Using Historical Reference Library

- Estimation 1-2 days
- The people doing the work, size the work
- +/- 10% accuracy

Paralysis by Analysis

Legacy Business Case



Emerging Business Case

- 10 to 20 year pay-back period
- Overplanning / erroneous assumptions
- Baselined before enough information was known
- Some projects need to be terminated but left open

Actual Business Value

Using Historical Reference Library

- Initial funding and “kill point”
- Experiment / show working product
- Marketing Team could demonstrate real product to customers

Thank You!

