Flatter, More Agile, and Energized!
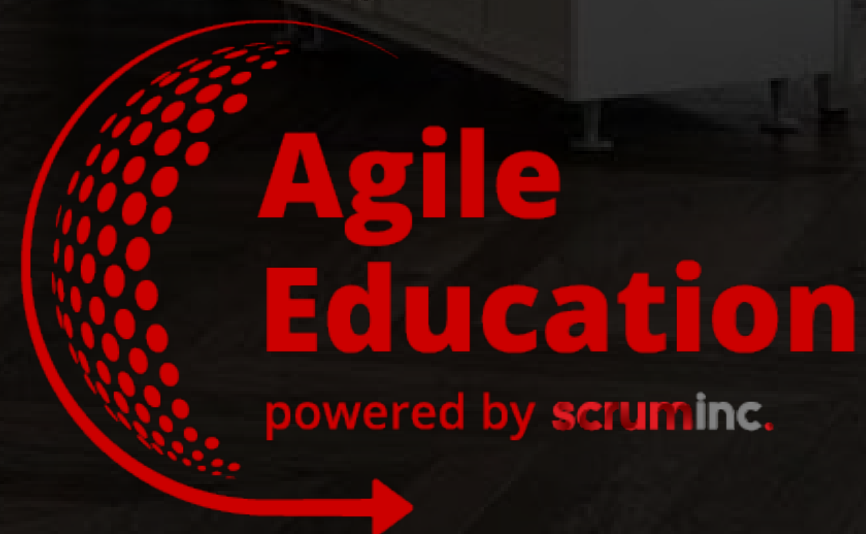## How Scrum Transformed Japanese Business Culture

February 2021
Keisuke Wada

Agile
Education
powered by scruminc.

Why Company L Chose Scrum

Huge failure of Waterfall Project

Customer Focused

Decentralized

Entrepreneurship

Scrum
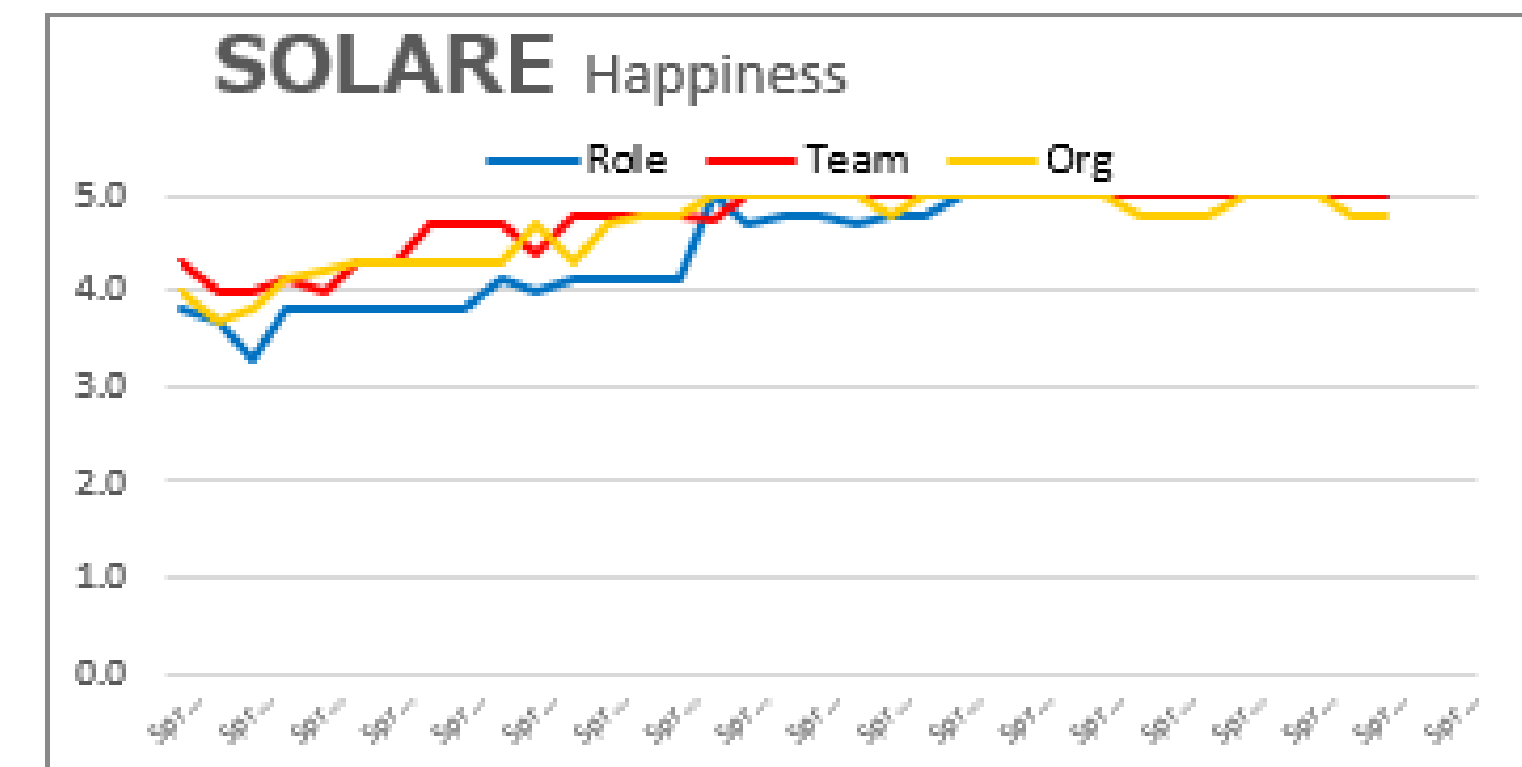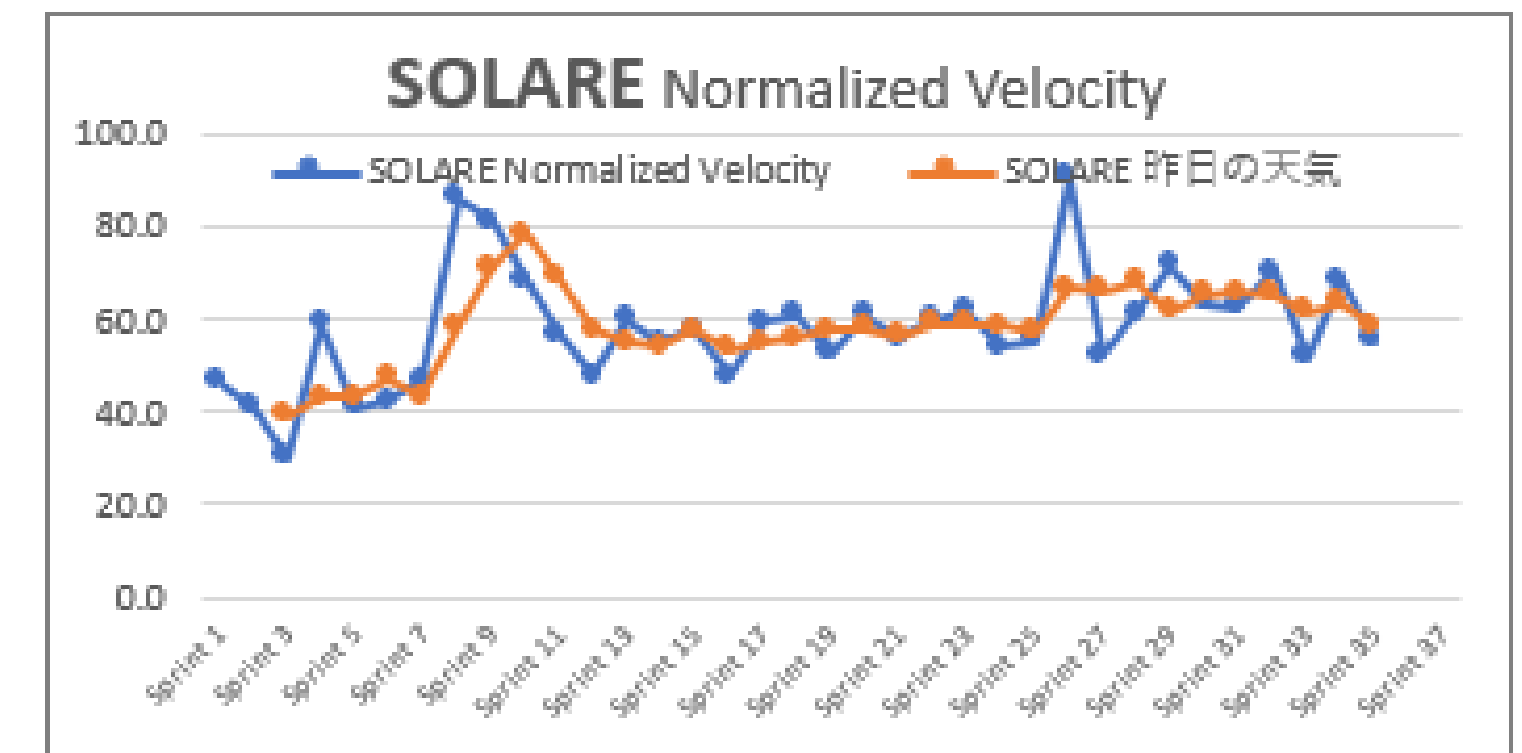Started with the IT department and extended it to the entire company

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How Company L Implemented Scrum

Chief Digital Officer attended public POSI class

Leadership Workshop

Organization Design Workshop

Launched Pilot Scrum Teams 1st Wave

June 2019

Oct 2019

Dec 2020

- **Understood Scrum**
- **Formed Consensus**
- **Selected Pilot Teams**

- **Invented Vision***
- **Established EAT**
- **Created Guideline for ESM**

- **Scrum Master Training**
- **Backlog Workshop**
- **Team Launch Workshop**
- **Coaching for 3 Months**

* Company L Transformation Vision
"Have fun empathizing with our customers to deliver amazing solutions faster!"

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Results of 1st Wave

- The Japanese government declared a state of emergency because of Covid-19 on 13th Mar 2020

- Pilot teams needed to change their workstyle two months after they started Scrum

- Pilot teams immediately adopted the new workstyle from home, and increased their velocity and happiness, despite the state of emergency
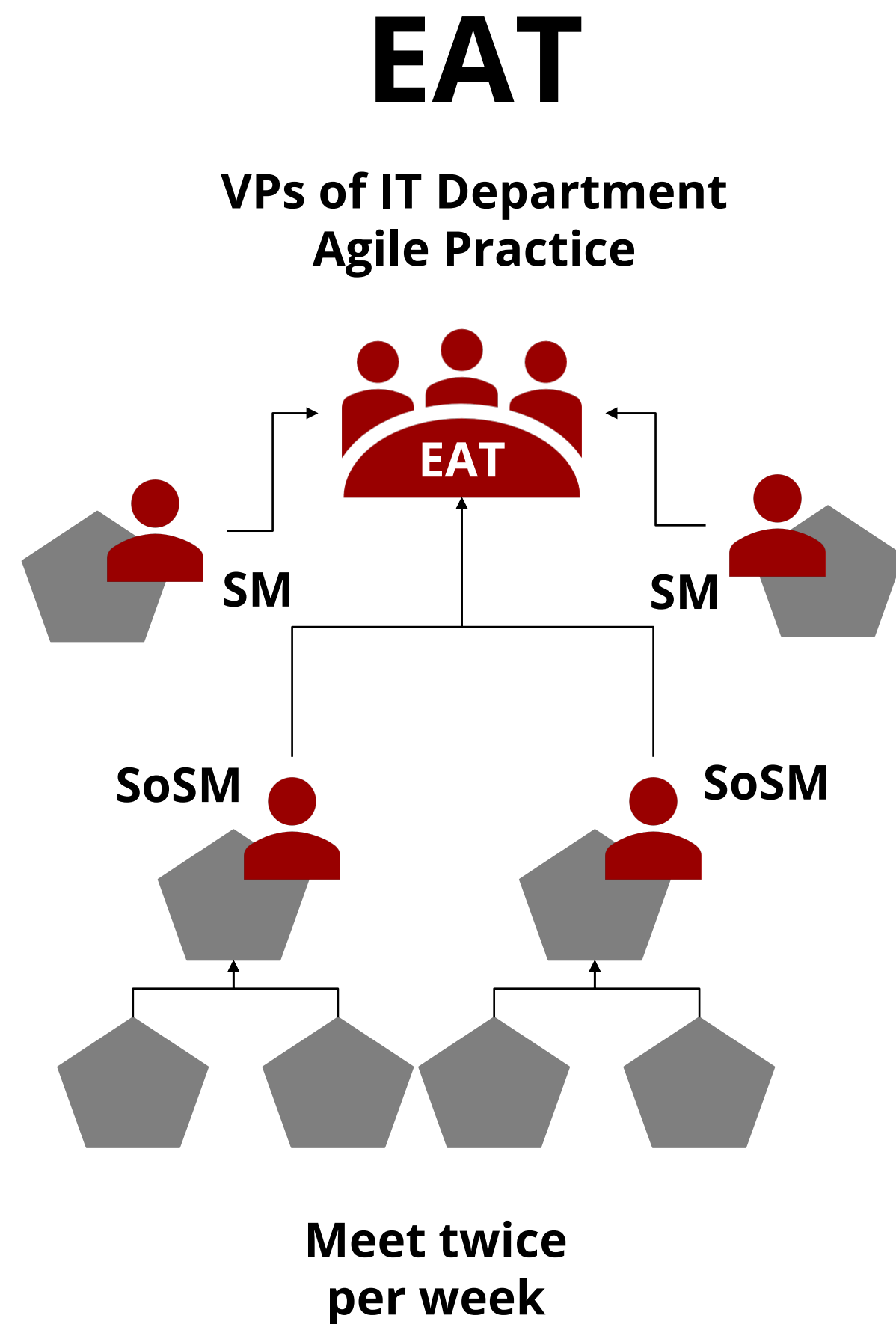
How Company L Scales Scrum

Existing Organization

Rinse and Repeat Waves

Raise hands

2 days
Registered
Scrum Master
Training
by Scrum Inc.

2 days
Product
Backlog
Workshop

1day
Team
Launch
Workshop

2 Weeks
Team
Coaching

Coaching Initiative Ratio

1st Wave

2nd Wave

3rd Wave

4th Wave

5th Wave

Company L's Coaches

Scrum Inc. Coaches

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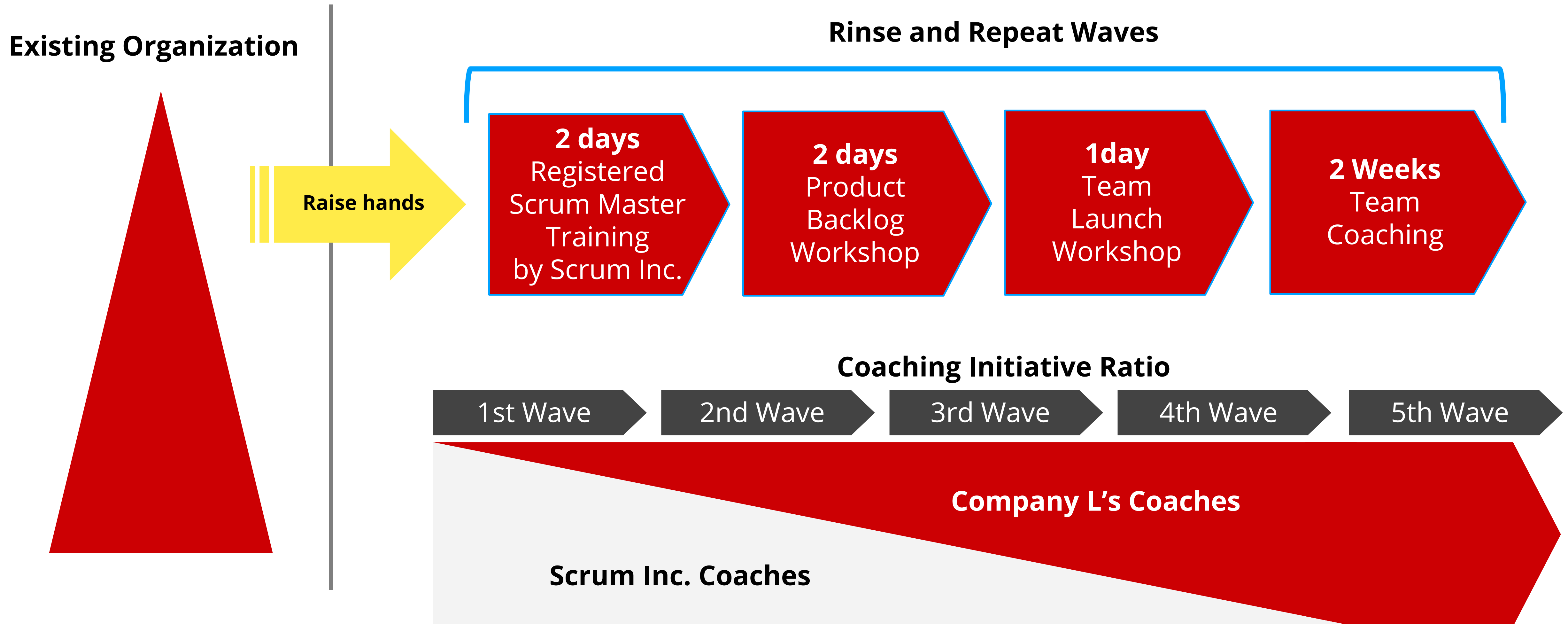
EAT – Increase Company L's Performance

EAT

VPs of IT Department Agile Practice

SM   SM

SoSM   SoSM

Meet twice per week

EAT Impediment Board

Impediment card

Current / Urgent

Upcoming / Future

To Do

Doing

Done

Smashed

Each row is assigned to a particular VP of the EAT

Move to the left depending on how long the impediment has been unresolved

Age < 4 Days
↓
Age <= 10 Days
↓
Age > 10 Days

If the reporter says it's OK, it's completely smashed.

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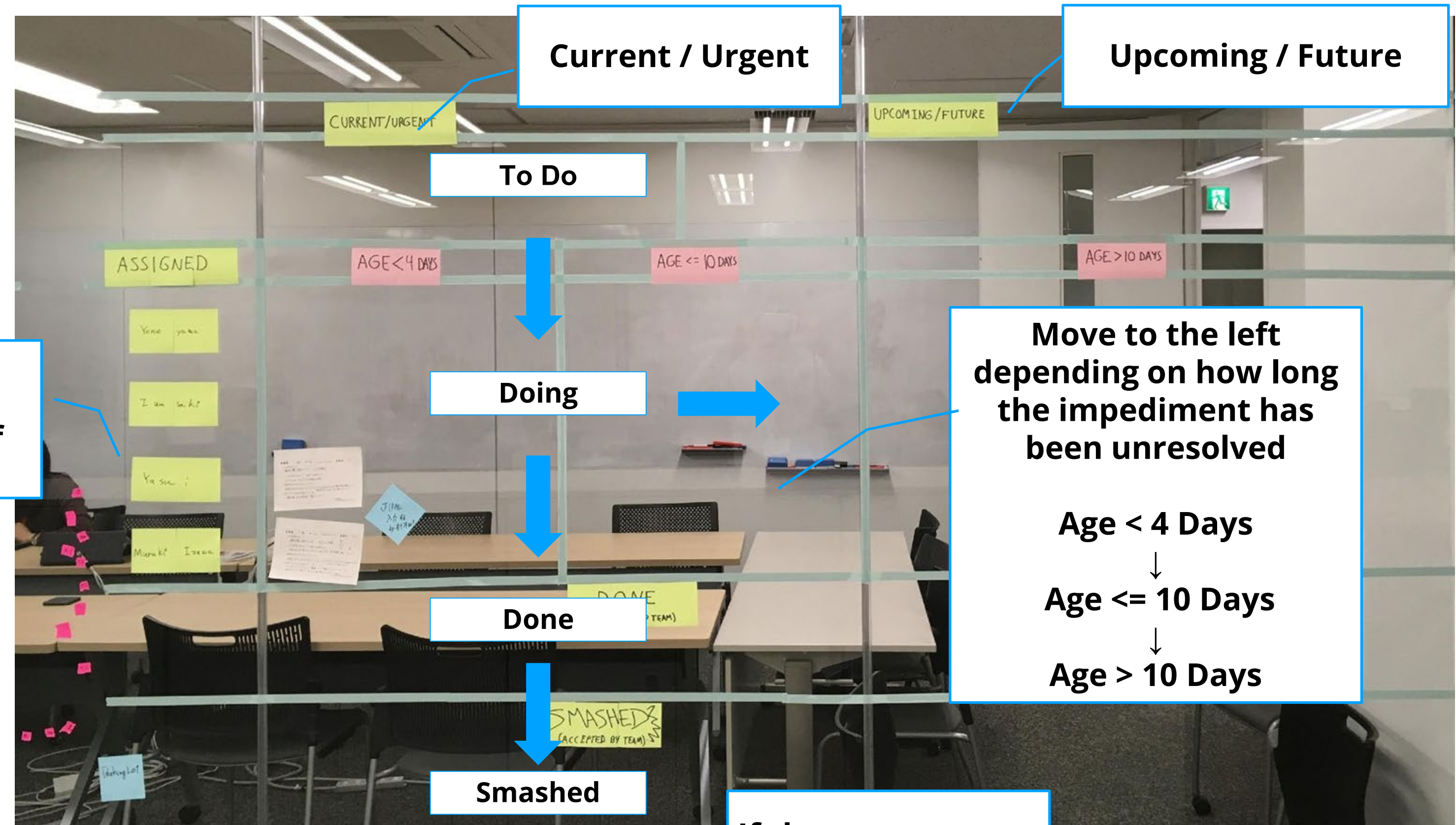
EMS – Shorten Decision Latency

EMS

**Chief Digital Officer
VPs of Sales and
IT Department**

EMS

PO   PO

CPO   CPO

**Meet once
per month**

Guideline for EMS
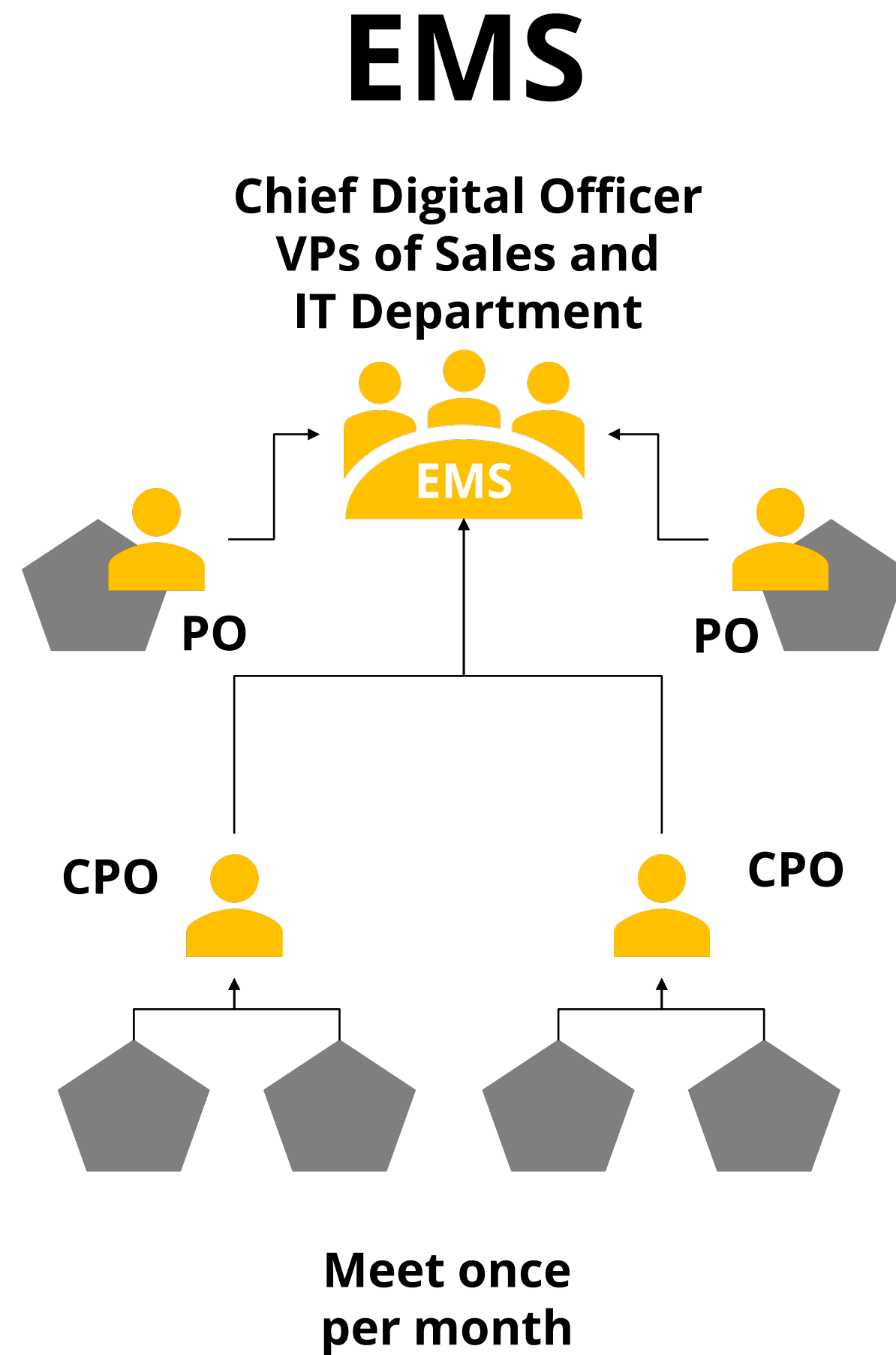
Projects and services to be launched

✓ Explain the concept of ROI and KPIs according to Company L's investment evaluation guidelines

Ongoing projects and services

✓ Explain the progress toward the release plan

Projects and services that have already been released

✓ Report the actual results of ROI and KPI
✓ Report on the real feedback of users
✓ Discuss measures to be taken in case the usage is less than the initial expectation
✓ Discuss how to increase the value of the product/service and update the business strategy

Common

✓ EMS members share business strategies and changes in theme, or priorities that are not known to the CPO/PO

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Next Steps

- By the end of March 2021, 40% of IT employees at Company L will have adopted Scrum

- Plan to expand to all IT employees by the end of March 2022

- Abolish individual bonuses and introduce team bonuses

- Scrum expanded to Company L's Marketing Department

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