From Good to GrEAT

Executive Action Team (EAT) observations from the first 6 months of implementing Scrum@Scale at a global company

SCRUM
@SCALE

Why the frustration? 6, 3, 5, 5, 1, ...

- **6** – the number of months for each release (on average)

- **3** – number of System Integrators (SI) involved, competing not collaborating

- **5** - different countries involved in value delivery, with limited coordination

- **5** – number of individuals considering themselves the "Chief Product Owner"

- **1** – the number of teams applying Scrum

SCRUM
@SCALE

Context

- **Context**: Legacy eStore development

- **Scale**: Multi-site, internal and external teams, involving multiple System Integrator (SI) vendors

- **Tipping Point**: Mutual agreement that traditional ways of working were stifling creativity and limiting overall delivery capability

SCRUM
@SCALE

Executive Action Team (EAT) established

- **Truly Cross-functional**, albeit with limited Scrum awareness initially

- Scrum training / coaching provided – lead by example

- Identified **Transformation Backlog,** including **initial Impediments**

- **Focused on establishment of Reference Model** – existing Scrum team used as exemplar

- **Established Executive MetaScrum (EMS)** – made mistake of incorporating this in the EAT initially
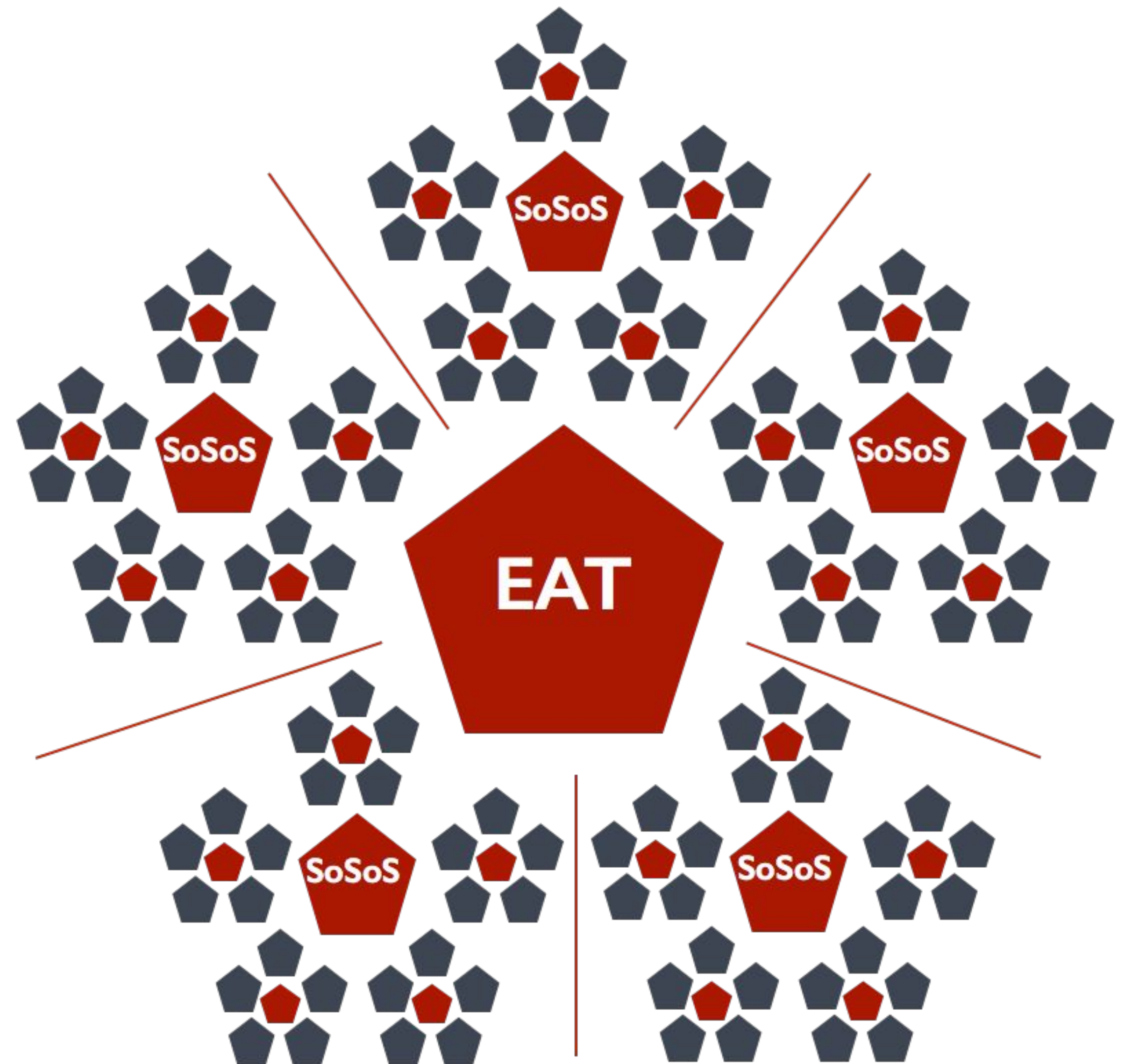
SCRUM
@SCALE

Transformation and Impediments Backlog

- **One team mentality:** New (agile) contracts for SIs, built around SoS. SDS helped enormously to build trust

- **Team Formation:** Shift to stable cross-functional Scrum teams, reduced locations

- **Funding:** Shift from project funding -> Product Investment (time sink!)

- **Prioritization & Visualization:** CoD with planning poker. Impediment "clustering"

- **Coaching Support:** Time saver; Lunch & Learns funded to accelerate Q&A

SCRUM
@SCALE

Results so far…

- Pilot releases in late 2018 proved out new ways of working

- January's major release went live with 0 defects

- February saw another major release go out on time, without issue

- March saw two more major releases, one of which is the biggest upgrade since eStore was released

From 1 major release every 6 months, we now can *consistently* deliver 2 major releases every month.

SCRUM
@SCALE

What people have said on our journey so far…

"Another smooth deployment made possible through exceptional teamwork"

Senior Delivery Manager (Client)

"This is becoming a monthly congratulatory email! You've all made it look easy, but I know it is not!"

CIO (Client)

"Great teamwork – the first release with our new ways of working, so a really important milestone"

Head of Portfolio (Client)

"This is such a strong start and the transformation is already seeing real business value delivered"

Delivery Executive (SI Vendor)

"We are an integrated team, working towards one goal"

Tester (Alternate SI Vendor)

SCRUM
@SCALE

Are we done? Of course not...

- We have come a long way

- Building a Kaizen mindset has helped

- EAT has to lead and support on this

- BHAGs *really* help

- Challenge teams, not just resolve impediments -> unleash creativity!

SCRUM
@SCALE