

# **SCALING SCRUM**

**Practical Techniques for Large Organizations**

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# ABOUT THE SPEAKER – MELANIE PAQUETTE

- Coaching agile teams since 2002
- 20 years in high tech –  
developer/tester/auditor/project manager/process manager
- CSM, CSP and candidate SCAMPI lead appraiser
- Developed and delivered Scrum training and coaching capability at RIM, Scrum coach at Alcatel
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- <http://agilethinking.wordpress.com>

# OBJECTIVES

- From me:
  - Share techniques from organizations who have successfully scaled Scrum, with the hope that you can use at least one of them on your projects
- From you:
  - Contribute your concerns about scaling, and additional techniques that you've seen succeed, so we can learn from each other

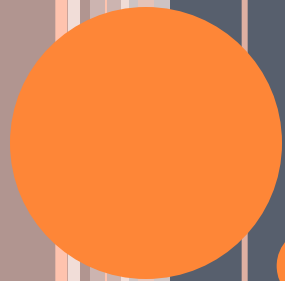
# AGENDA

- Scaling – What and Why?
- Exercise – scaling Scrum – problems
- Organization #1
- Organization #2
- Common Challenges
- Common Solutions – Make sure it SCALES
- Exercise – scaling Scrum – solutions
- Challenges Addressed?

# SCALING – WHAT AND WHY?



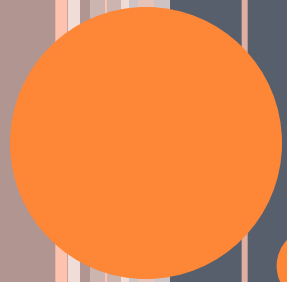
- WHAT
  - Using Scrum to help a team to deliver a single product
- WHY
  - The team is large (> 40 people)



# EXERCISE – SCALING SCRUM - PROBLEMS

# SCALING SCRUM – PROBLEMS

- Take 5 minutes to write down the problems that you have experienced, or anticipate experiencing, in scaling Scrum
- One problem per sticky note
- Facilitator will collect and categorize the problems for use later in the session



# ORGANIZATION #1

# ORGANIZATION #1 – COMPANY OVERVIEW



- Large, multi-national telecommunications provider
- Several large divisions, each operating independently
- Many of the divisions resulting from acquisitions
- Company is ISO 9001 registered
- Company-wide mandate to achieve CMM/CMMI ML3 or higher in each division

# ORGANIZATION #1 – DIVISION OVERVIEW



- DSL product development division
- 400+ hardware & software developers, testers
- Geographically distributed
- Functional/architecture based organization
- Common services provided by shared corporate groups
- Division has been appraised at CMM ML3

# ORGANIZATION #1 – STARTING POINT

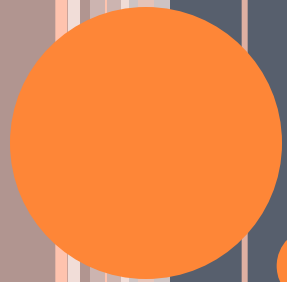


- Products are delivered via releases
- Three releases + maintenance active at any one time
- Each release has a project manager assigned
- Resources are pulled from all geographical locations
- Traditional product life cycle and development methodologies

# IMPLEMENTING SCRUM



- Start small and iterate



## ORGANIZATION #2

## ORGANIZATION #2 – COMPANY OVERVIEW



- Mobile device manufacturer
- Company is ISO 9001 registered
- Multi-national organization, with the majority of employees located in the same city, but with a widespread campus

## ORGANIZATION #2 – DIVISION OVERVIEW



- Mobile device application development, recently acquired
- 50+ architects, software developers, testers
- Almost entirely co-located
- Functional based org structure
- Must follow some corporate standards for product development

# ORGANIZATION #2 – STARTING POINT

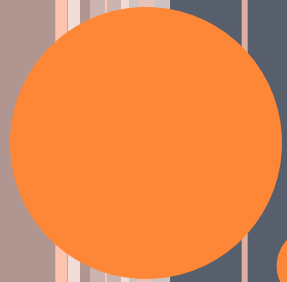


- Products are delivered via releases
- Two releases active at any one time + maintenance and research
- Each release has a project manager assigned
- Resources are mainly co-located
- Traditional but informal product life cycle and development methodologies – start up mode

# IMPLEMENTING SCRUM



- Big Bang!

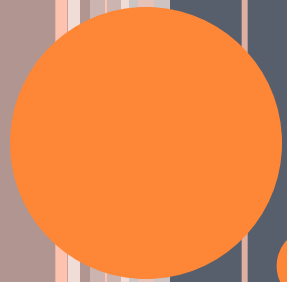


# COMMON CHALLENGES

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- Organizational structure
- Beyond software
- Geography
- Delivery schedules
- Release management





# COMMON SOLUTIONS

# **Apply Agile Principles**

**Make sure it SCALES**

# SHARE



# CHOOSE WISELY



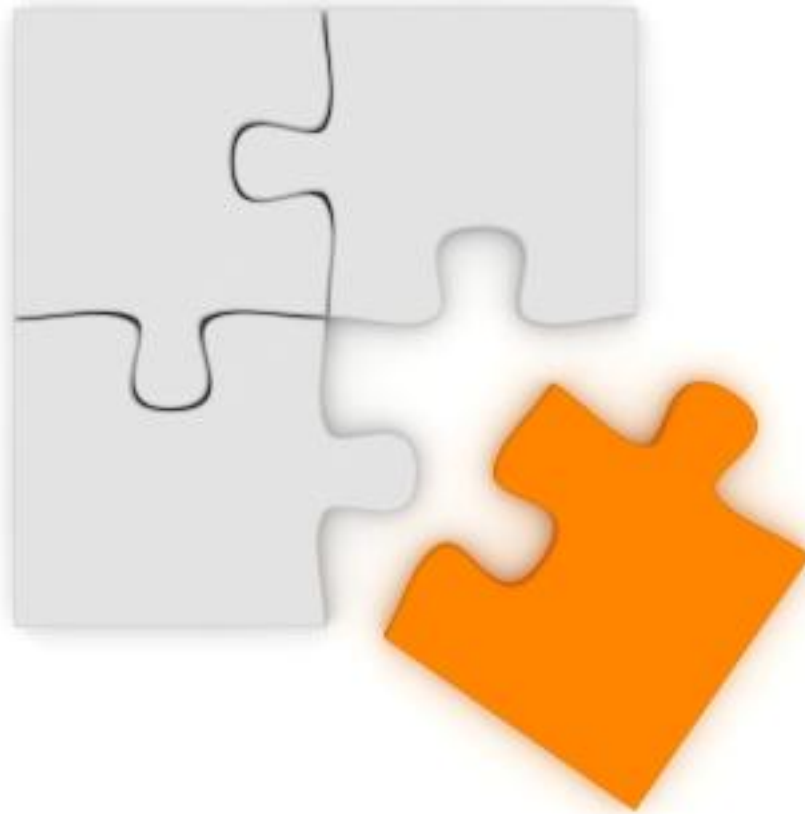
ALL ABOARD!



# LEVERAGE REUSE



# EXTRACT



# SKILLS DIVERSITY



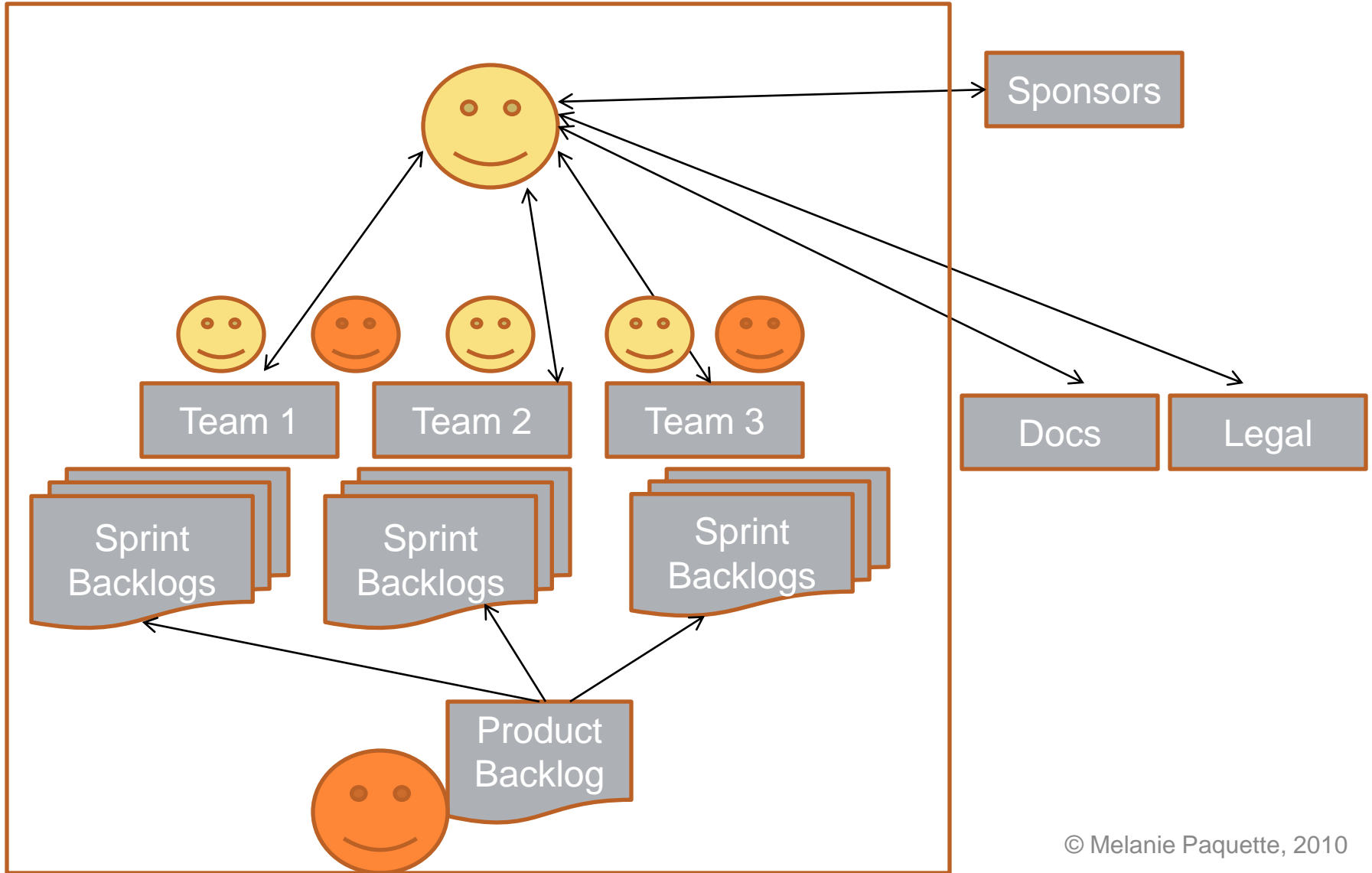
# TEAM STRUCTURE



Product Owner



ScrumMaster



# TEAM STRUCTURE



# TEAM STRUCTURE





# EXERCISE – SCALING SCRUM – SOLUTIONS

# SCALING SCRUM - SOLUTIONS

- Choose a problem category that you'd like to work on – self organize into teams
  - Categories have been chosen based on grouping the problems you identified at the beginning
- With your team, identify which of the techniques in this presentation, or other techniques you'd like to share, could help solve the problems
- Choose a spokesperson to share one key point per team with the larger group

# SCALES

- Share
- Choose Wisely
- All Board
- Leverage Reuse
- Extract
- Skills Diversity



# COMMON CHALLENGES, COMMON SOLUTIONS

# CHALLENGES ADDRESSED

Common Challenges	Common Solutions
Organizational structure	Skills Diversity, Choose Wisely, Leverage Reuse
Beyond software	Extract, Share, Leverage Reuse, All Aboard!
Geography	Extract, Share, Leverage Reuse
Delivery Schedules	All Aboard!
Release Management	Leverage Reuse

# REALLY?



- Scaling is hard and struggles continue:
  - Scrum of Scrums
  - Cross team consistency (sizing, prioritization)
  - Working with non Scrum teams
  - Definition of Done across teams

# Thank You!

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