

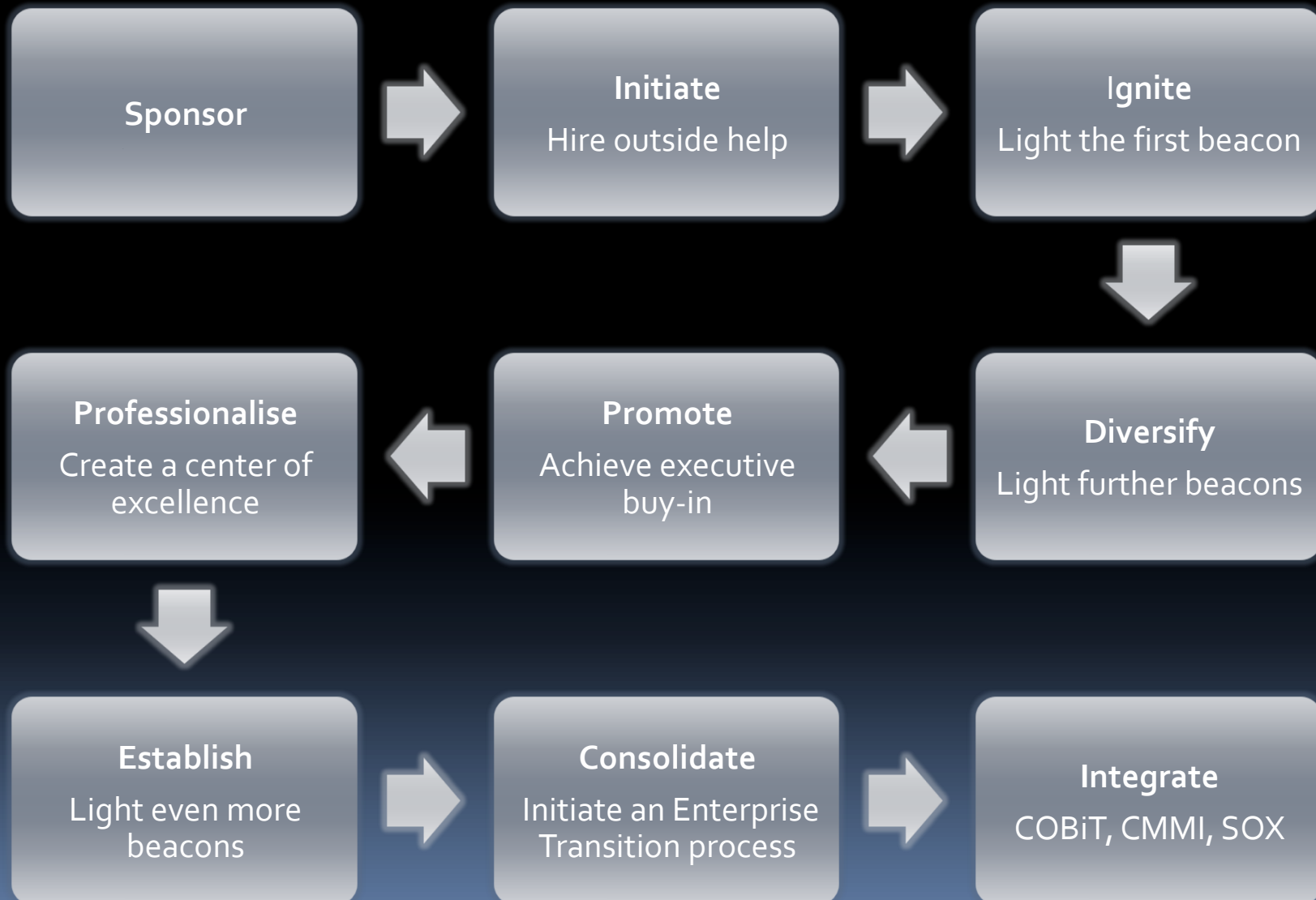


Introducing Scrum to an Enterprise by Lighting Beacons

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LEUCHTFEUER

Leuchtf Feuer – Enterprise Scrum



Sponsor

- Having a senior manager as a sponsor is important (really)
- Bottom-up is not enough!
- Stealth is not an option in traditional enterprises

Initiate

- Enterprises usually need help from outside (consultants but most importantly coaches)
- Reading a book is not enough, practical experience about what is really important and when pragmatic compromise is possible is necessary
- Recommendation: ask several coaches and/or consultants to present their ideas and choose the one that seems to fit!

Ignite

- Select a pilot project. Not too simple – something that has real value but bear in mind that we want to demonstrate success and that Scrum has a habit of showing up problems early!
- Training, product backlog, user stories ...
- Baby-steps but no “Cherry Picking”
- Try to deploy something at the end of the very first Sprint
- Coaching, coaching, coaching – especially during the first couple of Sprints

Diversify

- After some initial success has been demonstrated, select additional projects/products where Scrum can be introduced
- Look for projects with other characteristics (e.g. mainframe instead of web)
- Make sure that you have sufficient coaches to support these new projects

Promote

- Show top management your results and try to get their buy-in
- Allianz Deutschland: Winner IT Strategy Prize 2008, Agile included in the award application
- Keep acquiring new projects for the introduction of Scrum
- Apply “Fearless Change” patterns relentlessly
 - Champion Skeptic
 - Corporate Angel
 - Corridor Politics
 - Do Food – Weisswurst Fruehstueck
- Hold many open presentations

Professionalise

- Scrum Masters
 - CSM training for internal and external staff members
- Product Owners
 - CSPO training
- Scrum Center
 - Run as a Scrum team
 - Experienced coaches
 - With its own Scrum Master and Product Owner

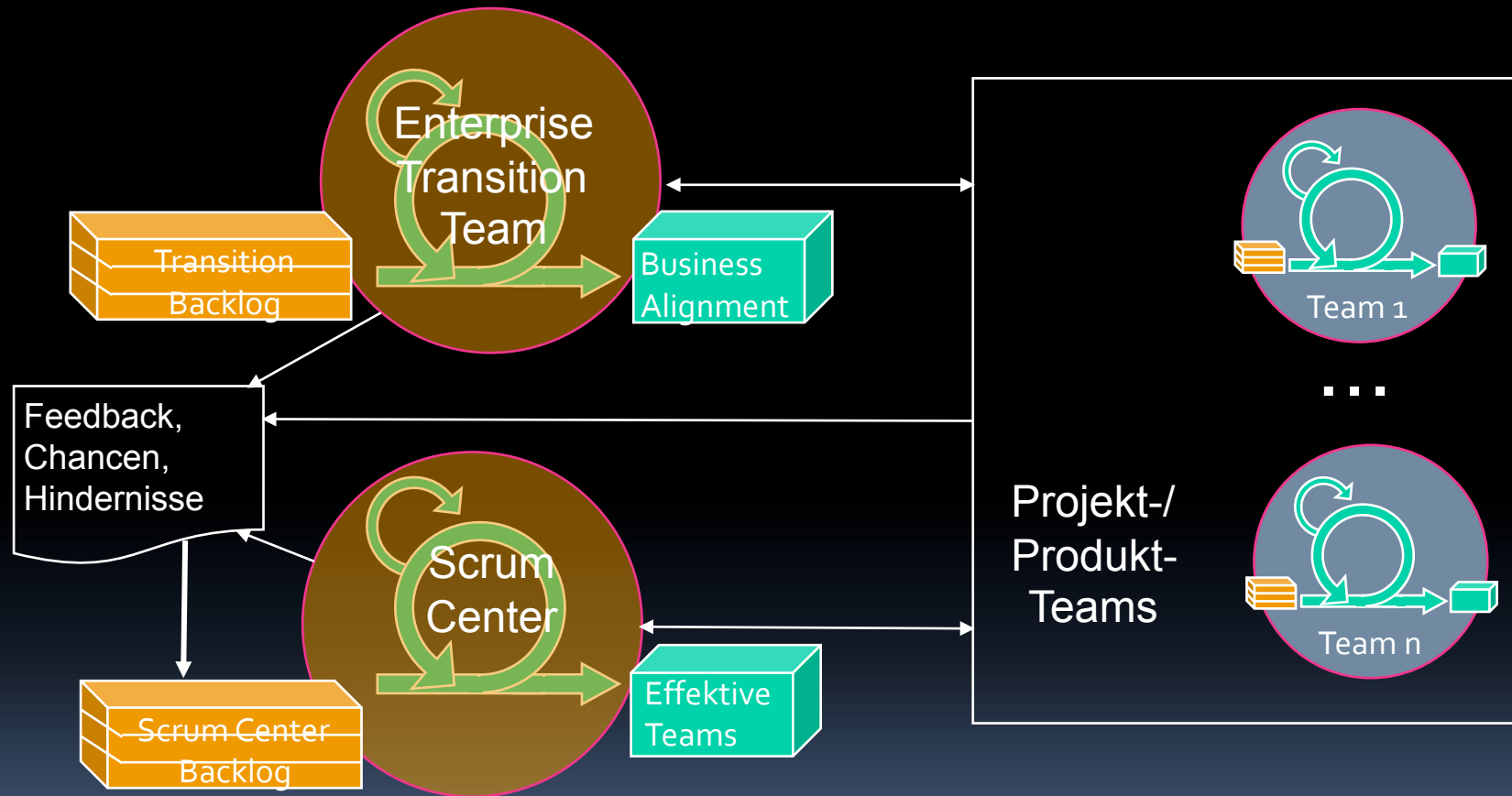
Establish

- Work with:
 - Customers
 - Project management office
 - Corporate education department
 - Human resources
 - Methods and tools teams
 - ...
- to make Scrum at least an official option and in many cases the preferred option for software development project management

Consolidate

- Until this phase, the strategy for the introduction of Scrum has probably been mostly emergent
- Consider introducing an Enterprise Transition Process (see “The Enterprise and Scrum” from Ken Schwaber)
- With an Enterprise Transition Team you can start to define and realise a more deliberate strategy

Nachhaltiges Business Alignment: Enterprise Scrum



 = Product Backlog

 = Business Value

Integrate

- Scrum **must** be an integrated part of the way that the Enterprise goes about its business
- The **reality** is that Enterprises need to comply with established Governance rules, standards and frameworks
- Even if not publicly listed they may come under pressure from the capital markets and even from the EC to do so
- Relevant frameworks may include SOX, COBIT, CMMI, ITIL, ...
- Scrum **can** be integrated with these frameworks

Thanks for your interest

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