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Why Scrum Projects Might Fail ?

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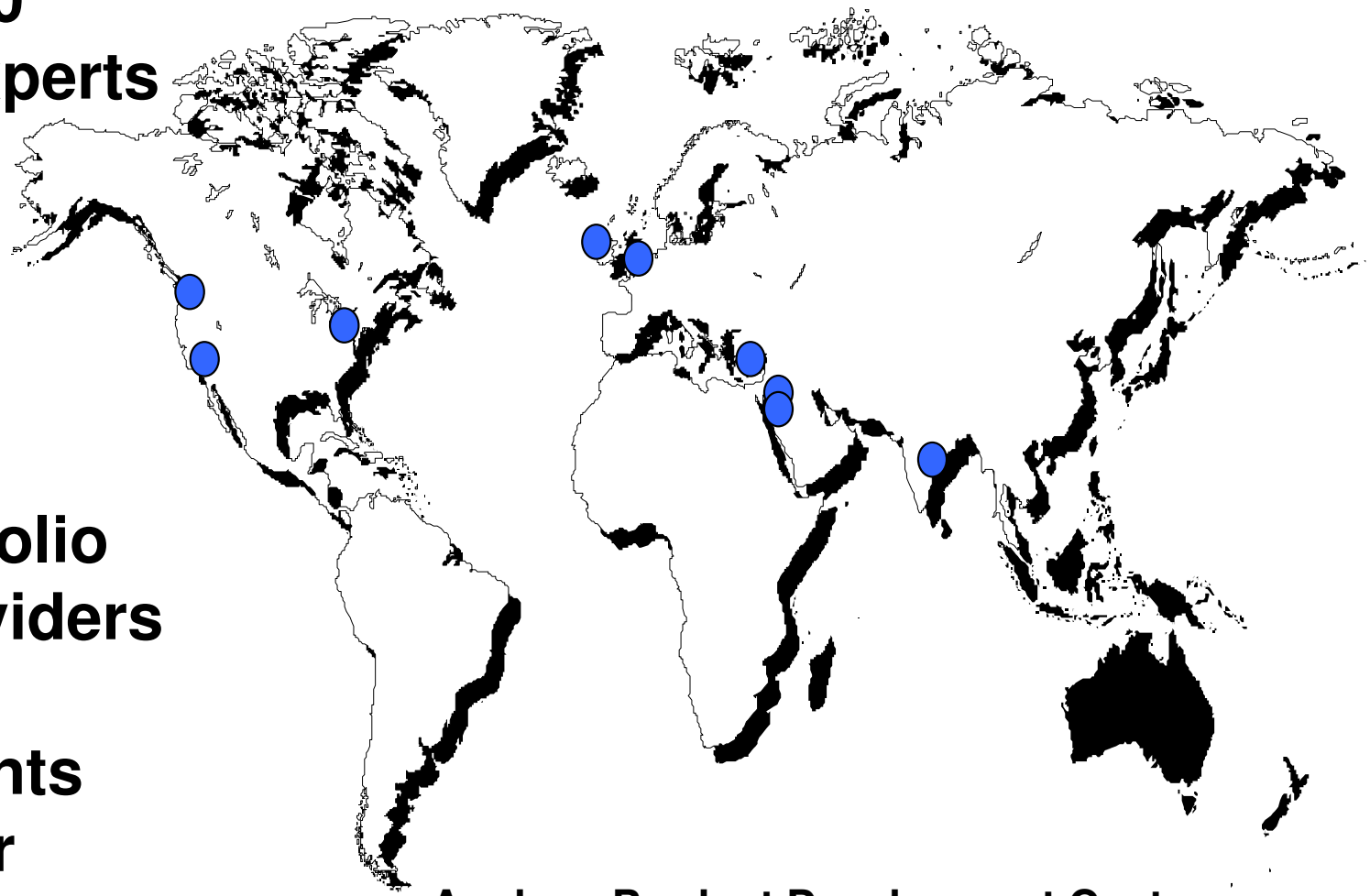
Amdocs Product Group Distributed Development

- More than 1000 development experts
- in 9 Locations
- Develop Comprehensive Integrated Portfolio for Service Providers
- ~100 components organized under LOBs



Amdocs Product Development Centers :
USA, Israel, Ireland, UK, India, Cyprus

Why Scrum might Fail ?

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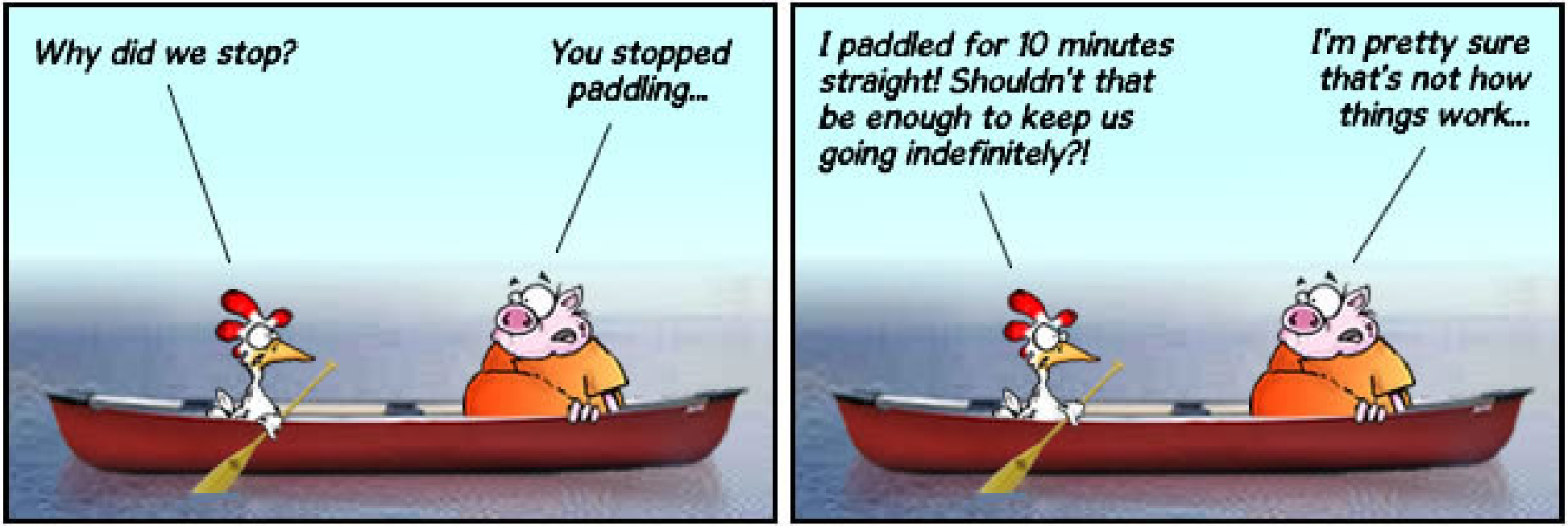
Can Scrum fail ? No !

- Scrum is not a silver bullet … and it surfaces existing problems
- Scrum never fails !!! It is a simple framework but hard to implement
- It's a completely new way of thinking and mind-set shifting <u>it is not just list of practices</u>
  - If you "stand-up" it doesn't mean you do Scrum …

Why Scrum Implementation Might Fail ?

- Methodology adherence culture (monkeys) vs. “it is all about common sense”
  - Providing answers instead of asking questions
- Management does not “walk the talk”
  - Force commitments, ask for not needed or invaluable status and measures, no tolerance for failures



By Clark & Vizdos

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Why Scrum Implementation Might Fail ?

- Difficulty to face the brutal facts
  - Will go back to the old norms
- Loss of Ceremony Rhythm
- Scrum Ceremonies are taking too long
- Bad ScrumMaster
  - Driving the time and the tasks allocation, get decisions.
  - Fails to make a prioritized impediment list
  - Becomes the team administrator
  - Do not keep the team in the “zone”

Why Scrum Implementation Might Fail ?

- Bad Product Owner
  - Consistently unavailable
  - Fail to get consensus
  - Doesn’t have a vision, business plan and release roadmap
  - Poorly defined stories (INVEST), not all work in the backlog
  - On-going Changes in Sprint backlog
- Not enough attention for architecture, user experience and alternative solutions
- Inability to get entire team in the planning meetings

Why Scrum Implementation Might Fail ?

- Lack of a team understanding of the Done criteria
  - The testers were testing against exit criteria the developer didn't know about
  - The PO is surprised at the Sprint review
- No velocity tracking
- Ineffective use of the retrospective
  - No action items and teams rules update
  - Persistent team signatures
  - Using effective tools and infrastructure

Why Scrum Implementation Might Fail ?

- Waterfall within sprint
  - Better to have 70% of stories 100% done then the opposite.
  - Entire team own the story
  - Testers are not part of the Team
    - Developers assume QA will test
    - Integration postponed to the end
- Technical Debt
  - More defects appear at the end
  - Last iterations produce less new functionality
  - Re-factor and re-design cost too much and take too long

Why Scrum Implementation Might Fail ?

- Not Acting Like a self managed team
  - Fixed Roles, No knowledge leveraging
  - Prima donna /Dictator within the team
  - Depend on external expertise
  - Visibility for the managers not for the team
  - Personal goals rather than team goal
  - Talking Chickens
  - Tasks are assigned
  - Not helping and listening each other
  - No fun ☹ !!!

Why Scrum Implementation Might Fail ?

- Team exhausted, there are no calm periods, no place for innovation
  - " *... the team shadows the individual. Good senior employees, feels that they can less contribute and lead, … [due to] the "team thing" and the low granularity of the tasks, leaving small flexibility to personal innovation and creativity"*

Why Scrum Might Fail ?

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Does Scrum Fit Big Organization ?

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Does Scrum fit BIG organization ? miss-conceptions

The following statements are sometimes heard:

- "Oh yes, **Scrum is good for small teams** but I don't see it working for bigger organizations"
- "**Only experts** and above average developers can do it."
- "**It should evolve bottom-up**" (i.e., one "crazy" team implements Scrum and generates a "buzz" that pushes the rest of the organization to follow).
- "There is **no visibility** above the team's level as there are no project plans".
- "Teams are self-managed so team leaders and **managers lose their role**."
- "Agile is **not good for complex systems** with integrations and dependencies."
- "Our customers will never go along with **fluid estimations**"

- And so on....

Yes It Fits !!!

- Scrum surfaces the inherent problems and wastes
- Scrum reduces the bureaucracy and org. complexity
  - Break the organizational silos
  - Reduce politics – move the power to the teams
- Scrum allows better leveling of knowledge
  - Reduces dependencies on specific expertise,
  - Raises employees satisfaction

Yes It Fits !!!

- Scrum provides much better visibility
- Managers have more time to
  - Look ahead and think
  - Understand customer needs and ROI
  - Handle impediments

And the bottom line is:

The bigger the organization, the higher ROI

Main Challenges in implementing Scrum in BIG organization

- Sandwich approach and management buy-in
  - Start with pilots, continue all-in-once
- Diversity of architectures, development standards and cultures, management and development tools
- Several levels of integration
- Alignment of terminology and heartbeat
- Strict guidelines in portfolio level, freedom in product level
- Legacy code, Manual testing
- Sprints length and ability to have working SW

Main Challenges in implementing Scrum in BIG organization

- Redefinition of management and operational reports
  - Protect the teams from the wolves
- Different locations, many people
  - On-site coaches to work with the teams
  - Visibility for the team build-up status …(health check)
- Measurements alignment
  - “tell me how you measure me and I will tell you how I will behave”

Main Challenges in implementing Scrum in BIG organization (cont.)

- Complex Backlog Management
  - User centric design (user experience)
  - Business process driven (dependencies between stories and products to provide value)
  - Portfolio Management

Treat it as a Planned Organizational Change:

- **Process**
- **Tools**
- **Skills**
- **Structure**
- **Evaluation/Incentives**
- **Culture**

Thanks

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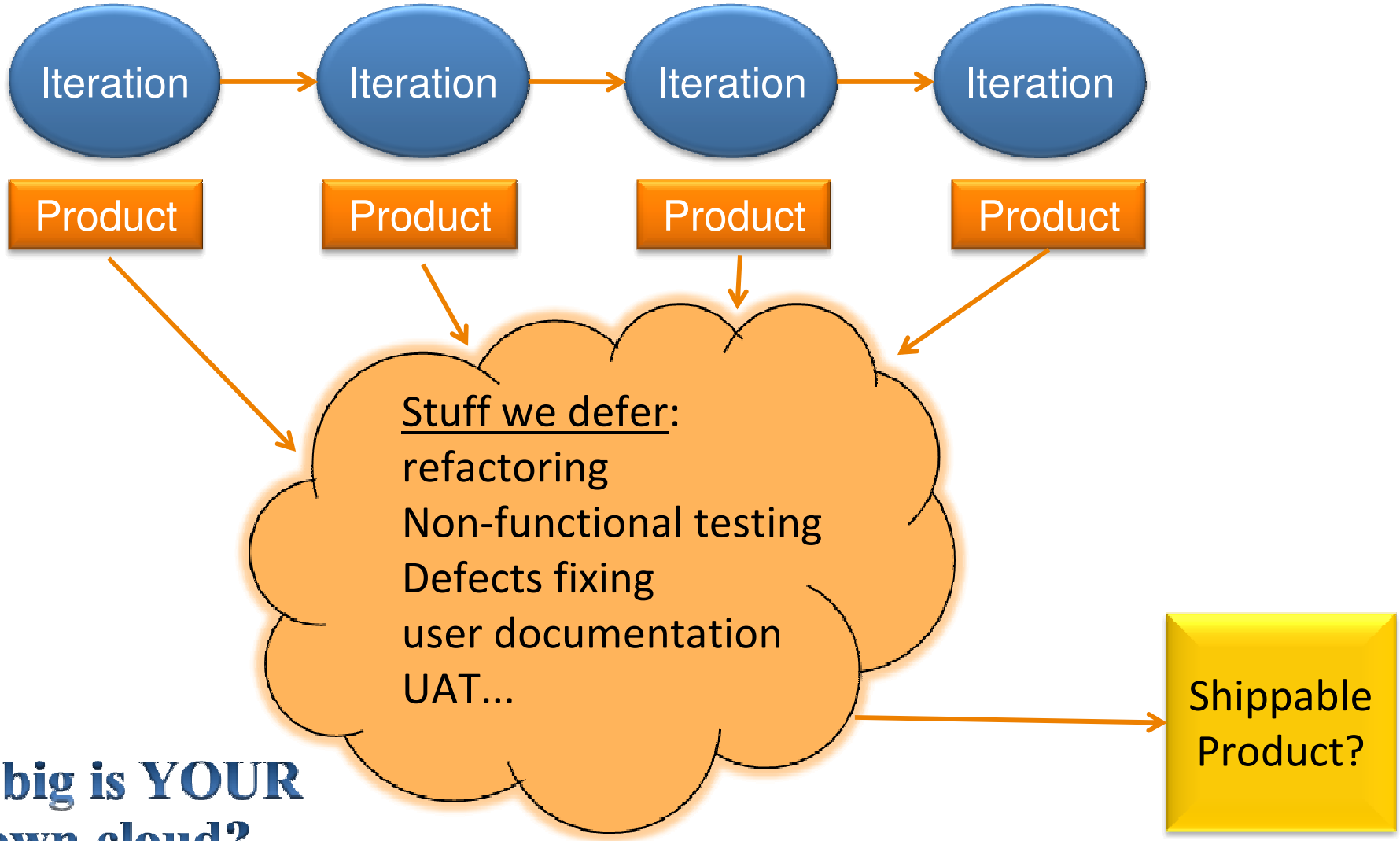
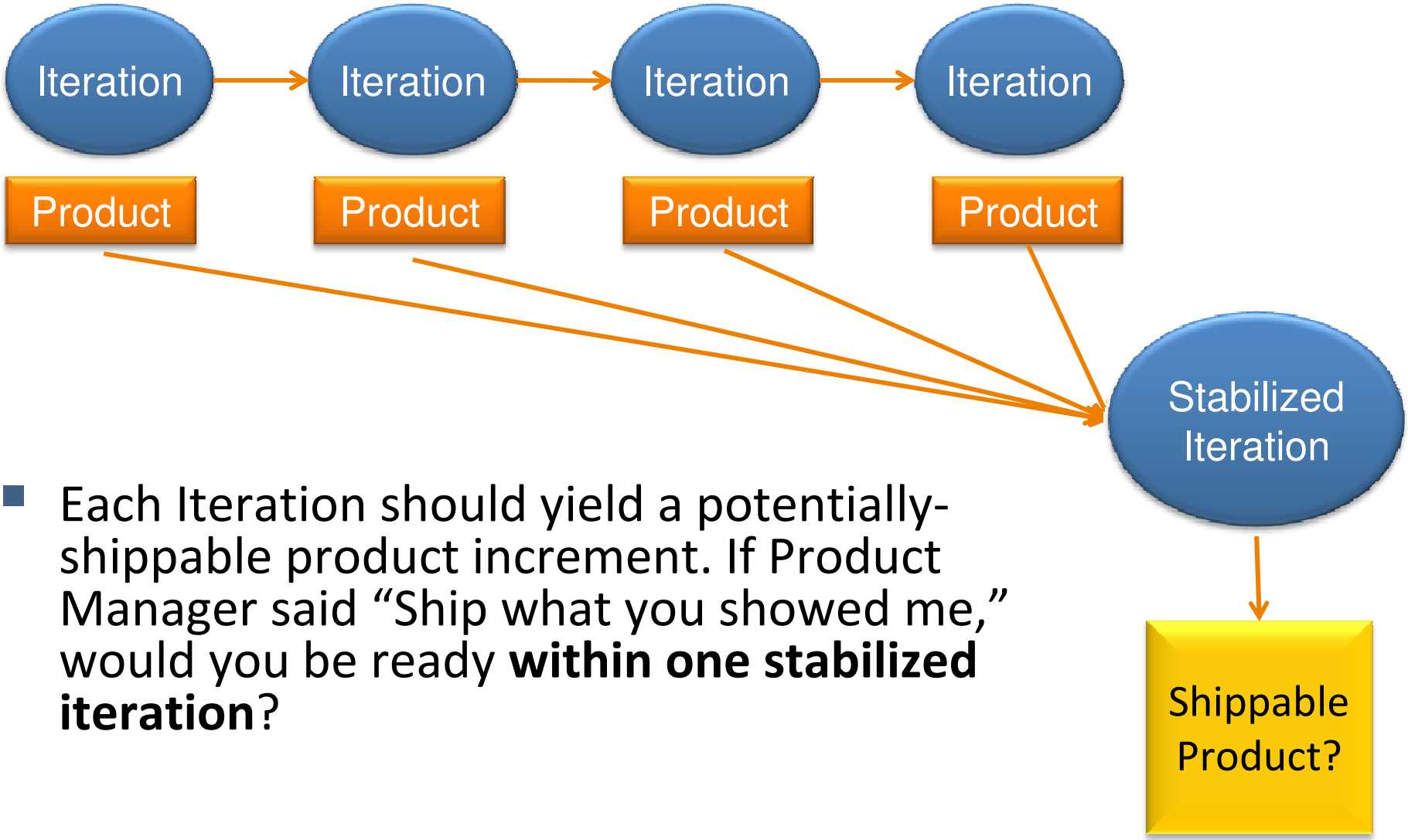
Story Done Criteria - Weak Definition of "Done"



How big is YOUR brown cloud?

Robust Definition of "Done"



- Each Iteration should yield a potentially-shippable product increment. If Product Manager said "Ship what you showed me," would you be ready **within one stabilized iteration**?

Galileo Project
Testimonials from the pilots

Project	Testimony
Foundation	*"Based on my experience working in Galileo and with the current team, I can increase my development production by 20-50% more than I can do today, because of …."* *"The employees in the focus team feel great, they are involved in the team's work, and committed to it's targets"* *...such a methodology is focusing the team on our priorities, and also what needs to be done and what doesn't…" [Development Manager]*
Portfolio Integration Lab (PIL)	*Quality level of the portfolio increased significantly while discovered (and fixed)* ***over 1200 integrative core defects*** *prior releasing Italy (saved the company a lot of money due to this early detection) [PIL Director]*

Galileo Project Testimonials

Project	Testimony
Front-end and back-end project , cross products	*"It made a hugely complex integration project easier to handle and to manage,. Resulted in a high quality deliverable and a very small number of defects at a later stage"* *"Galileo created collaboration between teams, and the feeling that we were all one team working towards a common goal"* [Development Director]
Multi location	*"By doing so [adopting Galileo] we met the challenging timeline milestones and quality exit criteria, and delivered a challenging release on time.* ***We couldn't have done so without agile development methodology."*** *[VP business unit]*

Galileo Project
Risks Testimonials

Testimony

"There is always high pressure on development – it is very stressful – there are no calm periods"

"… every mistake in definition of Work Units or estimation is fatal – I think this will be minimized as we go along, once we know our velocity"

"Co-location is very important"

" ... the team shadows the individual. Good senior employees, feels that they can less contribute and lead, … [due to] the "team thing" and the low granularity of the tasks, leaving small flexibility to personal innovation and creativity"

"The testers are not 100% utilized at the beginning of sprint as **they do not know to write code** ... wait for documents ...'

"Team afraid to over commit, while PM used to take risks"

"Oil Smells " From First Portfolio Release (after 2 iterations)

- Improve productivity by ~10%-40% (function point/development effort)
- Reduce installation time of entire portfolio by 50%
- Early detection of problems (foundation adoption, integration defects, better involvement of QA)
- Ability to start development early, focus on top priority items
- Increase dramatically flexibility to changes (release plan)

Galileo Goals & Interim Status

Quality level in Portfolio integration testing

Comparing IT3 to SP1 (before Agile) shows that:

	Prev. Rel.	IT3	% Improvement
Number of TCs	1694	1817	+7%
Time it took to perform 75% of the TCs	5.5 weeks	3.5 weeks	37%
Number of defects opened (by 75% exe)	227	69	70% (328%)

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Comprehensive Integrated Portfolio

- Customer Management
- Service & Resource Management
- Revenue Management
- Digital Commerce Management
- Information Management

Strategic services

- Strategy & Planning
- Systems Integration
- Business Optimization
- Managed Services

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