Agile comes to Direct ...

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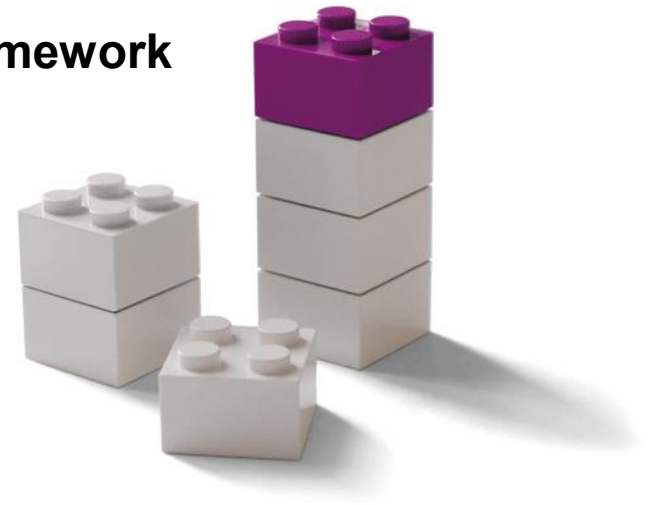
Motivation

What

- **Goals, plan, reality, achievements, lessons learned, …**

Why

- **Present my point of view on agile**

- **Share my experience**

- **I enjoy coaching based approach in SCRUM**

- **It's simple and powerful management/process framework**

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About

RSA Group

- **Insurance company (non-life)**

- **Established in 1710**

- **120 countries**

- **20 millions of customers**

Direct Pojišťovna, a.s.

- **Insurance company (car, motorbikes, household and travel insurance)**

- **Established in 2007**

- **Czech direct insurance leader**

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Note #1 Why agile is (not) option

- **Economy is dramatically changing**

- **Launching of product in shortest time as possible**

- **Effectiveness pressure**

- **Global-local competition**

- **Focus on linchpins**

- **Agile is the way…**

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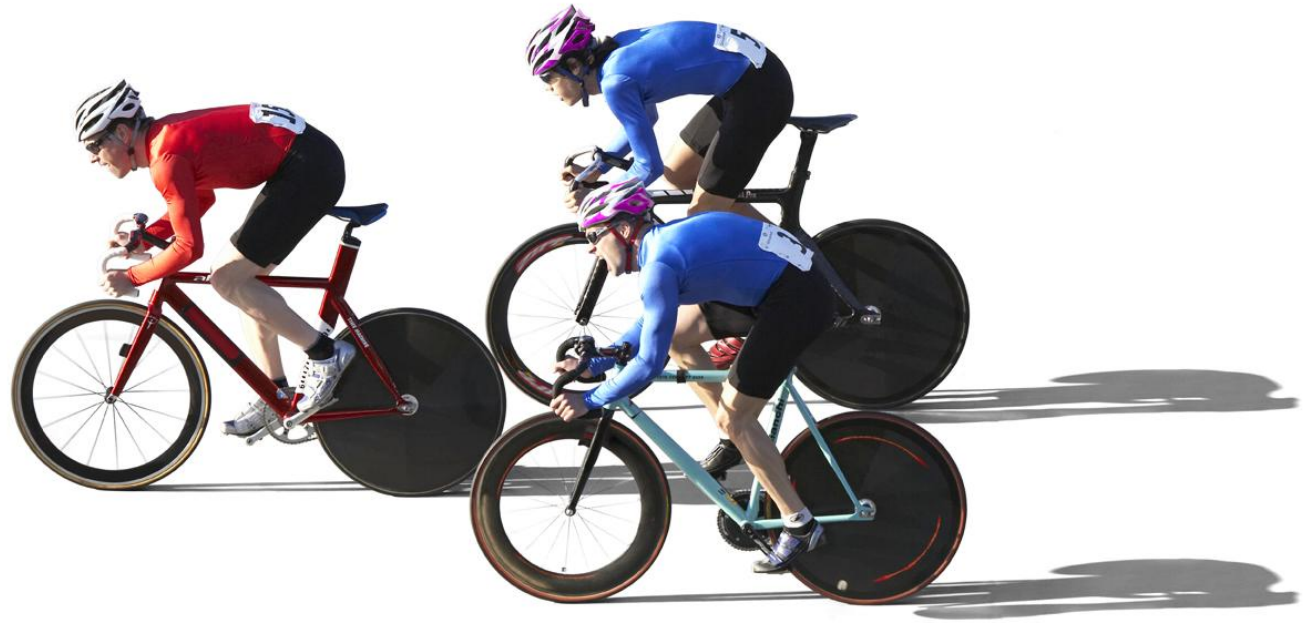
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Status

Goals

- **Improve quality & time to market**

- **Engage team - improve team/company cooperation**

- **Share knowledge through whole team (no knowledge gurus)**

- **Enjoy fun** ☺

Starting point

- **Legacy insurance application – Java EE (millions LOC, hundreds of tables)**

- **Web selling application – Java EE, JSF, …**

- **Stable team, very good knowledge (system & processes), relatively positive feedback from business**

- **Lack of quality, relatively long time to market, hard to cancel some feature development – investigate impacts**

- **Full life cycle covered – development & application support, strict SLAs**

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Plan

General approach

- **Revolutionary change with pilot team**

- **Let's try it, processes will be modified during first sprints**

- **Look for experience, coaching, mentoring…**

- **Empower linchpins**

SCRUM process implementation schedule

- **4/2011 – strategy approval by management**

- **5/2011 – first presentation of scrum to whole team**

- **5/2011 – intensive scrum training, pilot team set-up**

- **6/2011 – PO training**

- **6-7/2011 – pilot team start according new process**

- **8/2011 – evaluation (after 5 sprints)**

- **8/2011 – presentation of team structure and basic rules to TL a new SM, day after to the whole team**

- **8/2011 – full SCRUM implementation**

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Plan

Teams & basic rules

- 3 teams (5-6 members), 2 architects and manager

- Team is independent, no shared capacity

- Teams are specialized for 2 main systems

- Each team covers all processes (projects, fast-track changes, application support)

- 70% of capacity for new development

- Production first principle

- First sprint begins in 3 days – prepare yourselves

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Reality

First task

- **Sit together, prepare board, do first sprint planning – manage everything by yourselves**

- ***"Wow"***

Pilot team success

- **Implementation on time and great satisfaction of business**

- ***"They had great user stories and PO, we don't …"***

- ***"They didn't perform application support …"***

- **One possible answer – it's fact, it's reality**

Team expectations – too optimistic – everything will change in ideal

- ***"Until we will have ideal environment we can't do SCRUM, it will not work…"***

- ***"First you have to change everything, than we can start"***

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Reality

New rules & habits

- *„SCRUM is good for development not for support"*

- **Let's try it, it will work …**

New roles & responsibility

- **Team leaders vs. Scrum masters – who will sign my vacation problem**

- **TL is now technical coach, personal development, evaluation**

New team responsibility

- *"Who will solve it?"*

- **Team**

First retrospectives

- **Action focused, empower the team that can improve and change**

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Reality

Planning/coordination over teams

- 2 coordination meetings weekly focused mainly to production

- 1 coordination meeting weekly focused mainly to new development

- Planning abstraction principle

  - On project level playing with mandays

  - On team level playing with points

- Planning cycle- Company change stack -> Enterprise backlog -> Release plan -> Team backlog

SCRUM is guilty

- Everything that worked till today, can't work because of SCRUM …

- People can leave – *"Hey, I have to leave because, my tasks will be visible, I cant work on my secret agenda"*

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Note #2 Are we X or Y

- **Theory X and Theory Y are theories of human motivation created and developed by Douglas McGregor at the MIT Sloan School of Management in the 1960s**

- **X – employees are lazy and avoid work if they can**

- **Y – employees are self-motivated and self-control**

- **X -> Y**

- **I believe that we are born to be Y…**

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Agile startup in company Achievements

- **Done = Done**

- **Most of people enjoy agile way of working (believe they are more satisfied)**

- **Most of people are proud of their independence & responsibility**

- **Most of people more understand how they participate on company success**

- **Improved quality (less production problems)**

- **Increased team performance**

- **Team/people skills increased (cross-functionality)**

- **Increased visibility for management**

- **Increased visibility between team and in teams**

- **Higher customer satisfaction**

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Lessons learned

- It's up to you! ☺

- Find linchpins that will help you

- Don't change too many things that works fine

- SCRUM is good, but not salvation or silver bullet

- Process is independent on technical environment

- Good environment can amplify performance

- Do big changes – if possible don't do pilot teams…

- Regularity – rhythm & focus is good

- Find excellent coach/mentor ☺

- Look around

- Simplify

- Big corporate environment is open to changes!

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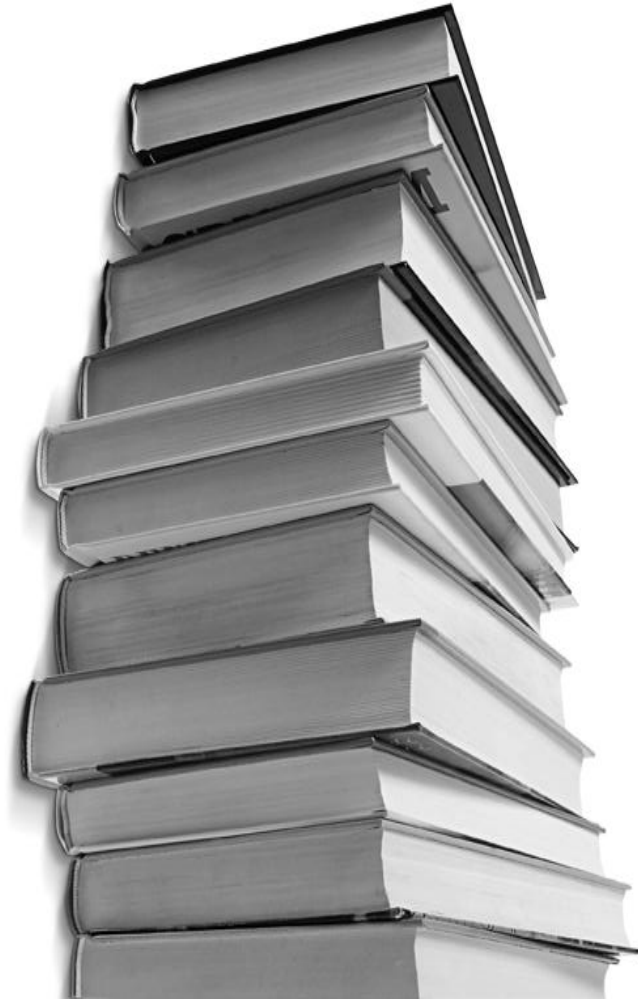
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Challenge

- **Simplification of processes & tools**

- **Follow lean principles**

- **TDD**

- **Become more crossfunctional – support learning**

- **Powerful PMO integration & PO engagement**

- **Feature driven teams (not specialized for system)**

- **More focus on sprint reviews, more visibility across team and company**

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The final

- **Agility is only in our minds ...**

- **Agility is mind change (My Problems -> My Solutions)**

- **Done is done principle...**

- **Benefit from SCRUM built-in principles**

- **Contact me - like to share my knowledge**

- **Q&A**

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Thank you!

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