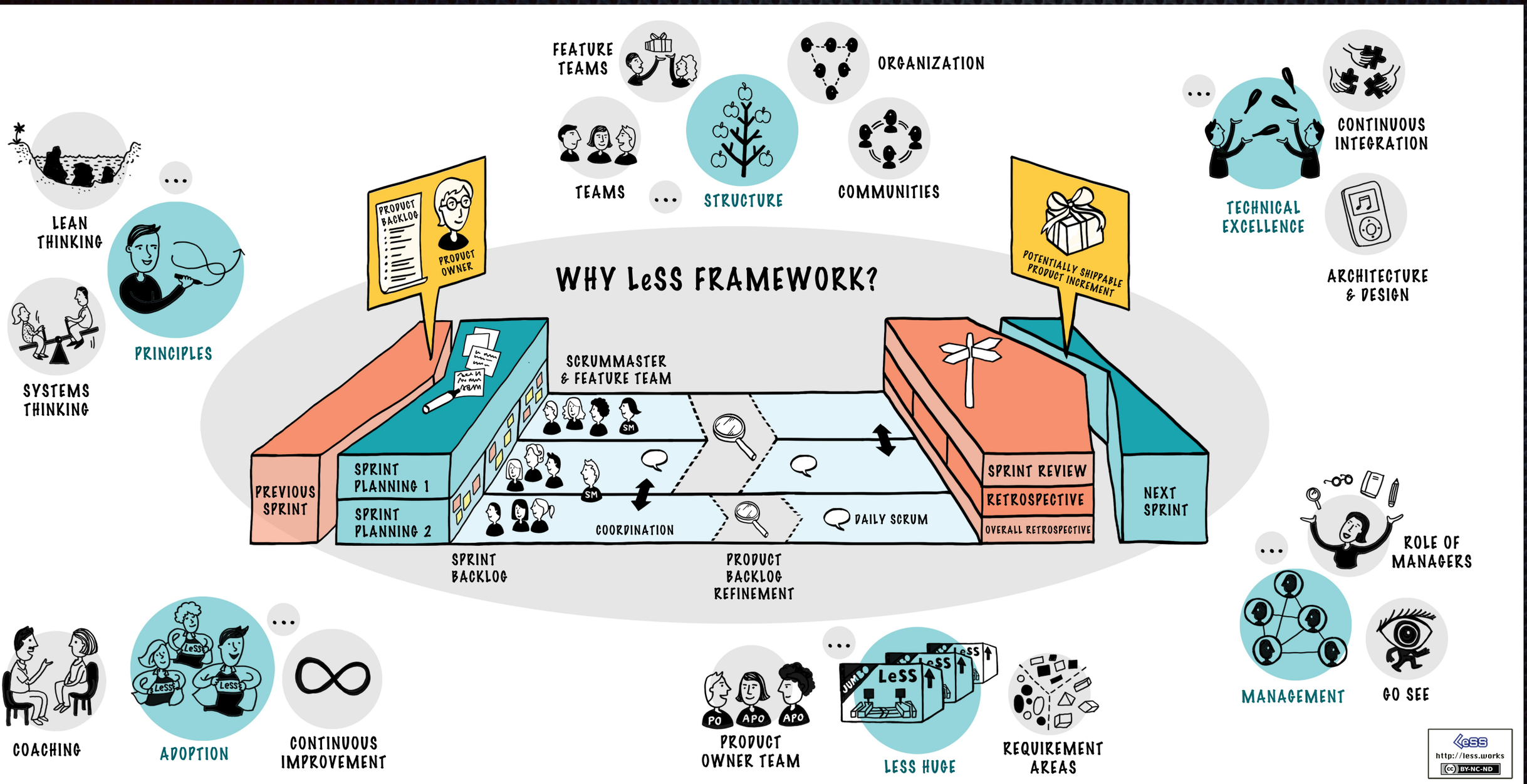


Scrum im Großen und Ganzen

Markus Gärtner @mgaertne
it-agile GmbH @itagile

The earliest large-scale software-intensive product development was the Semi-Automatic Ground Environment (SAGE) system.

Created in the 1950s, it involved hundreds of people. What did a senior manager think of the development strategy?...

One of the directors of SAGE was discussing why the programming had gotten out of hand. He was then asked, “If you had it to do all over again, what would you do differently?” His answer was to “**find the ten best people and write the entire thing themselves.**” [Horowitz74]

Chet Hendrickson during Agile 2015:

“I believe that in every 100 person project there is a 10 person project trying to get out.”

After many years working in large, multisite, & offshore development, our key advice?

Large: don’t

multisite: don’t

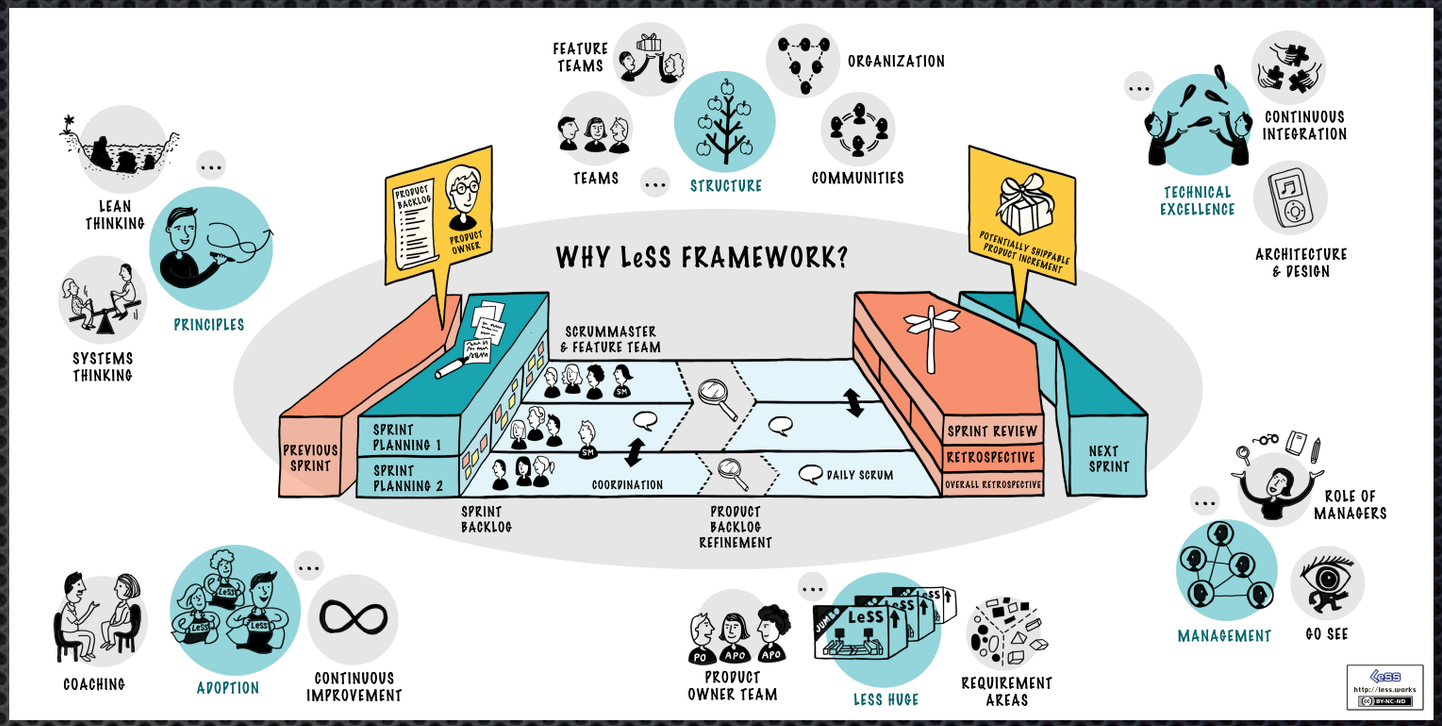
offshore: don’t

OK, you’re still gonna do it, so…

LeSS in a nutshell

- 600 Experiemente
- 50 Guides
- 3 Seiten Regeln
- 10 Prinzipien

-> http://less.works



Case Studies

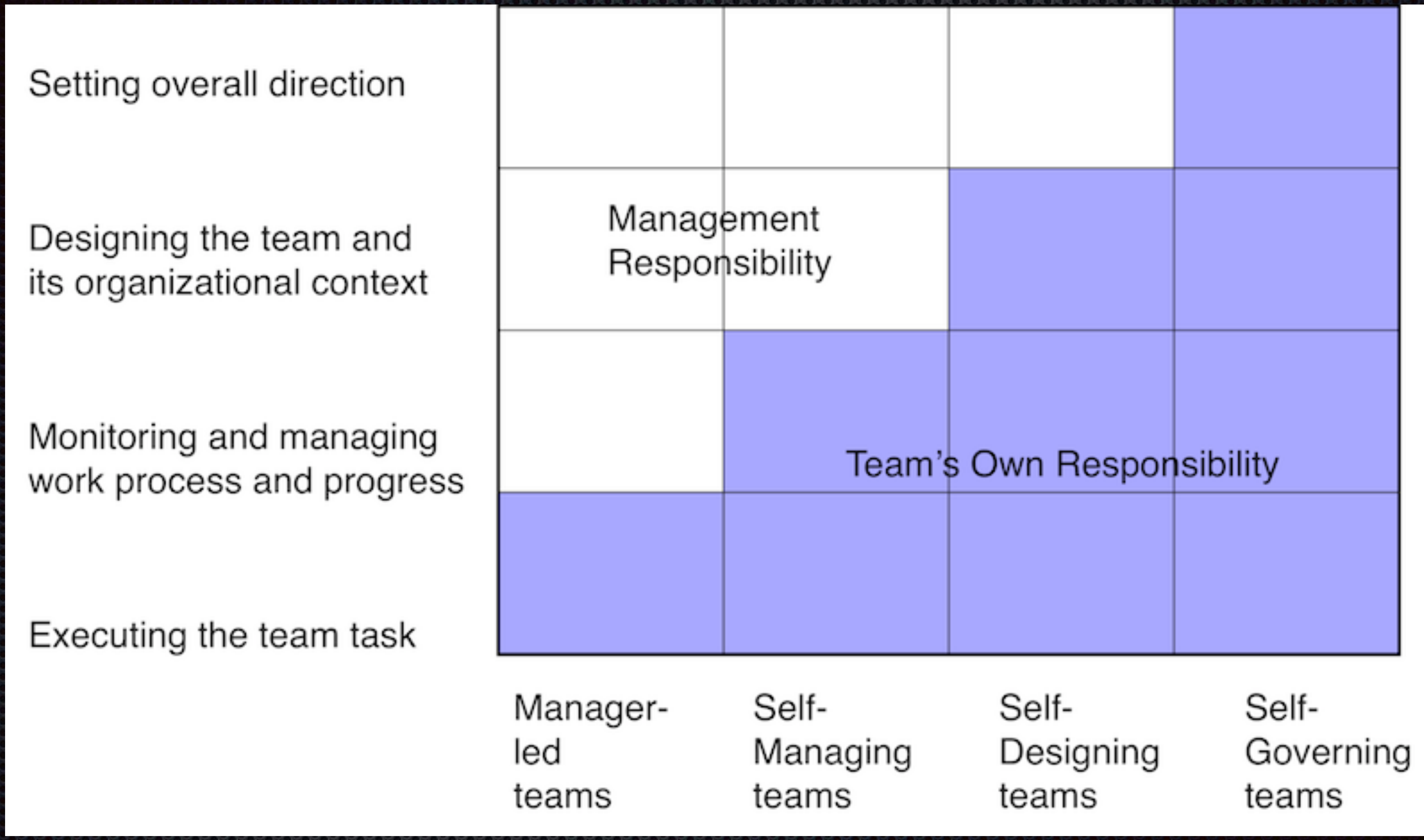
u.a. von

http://less.works/case-studies

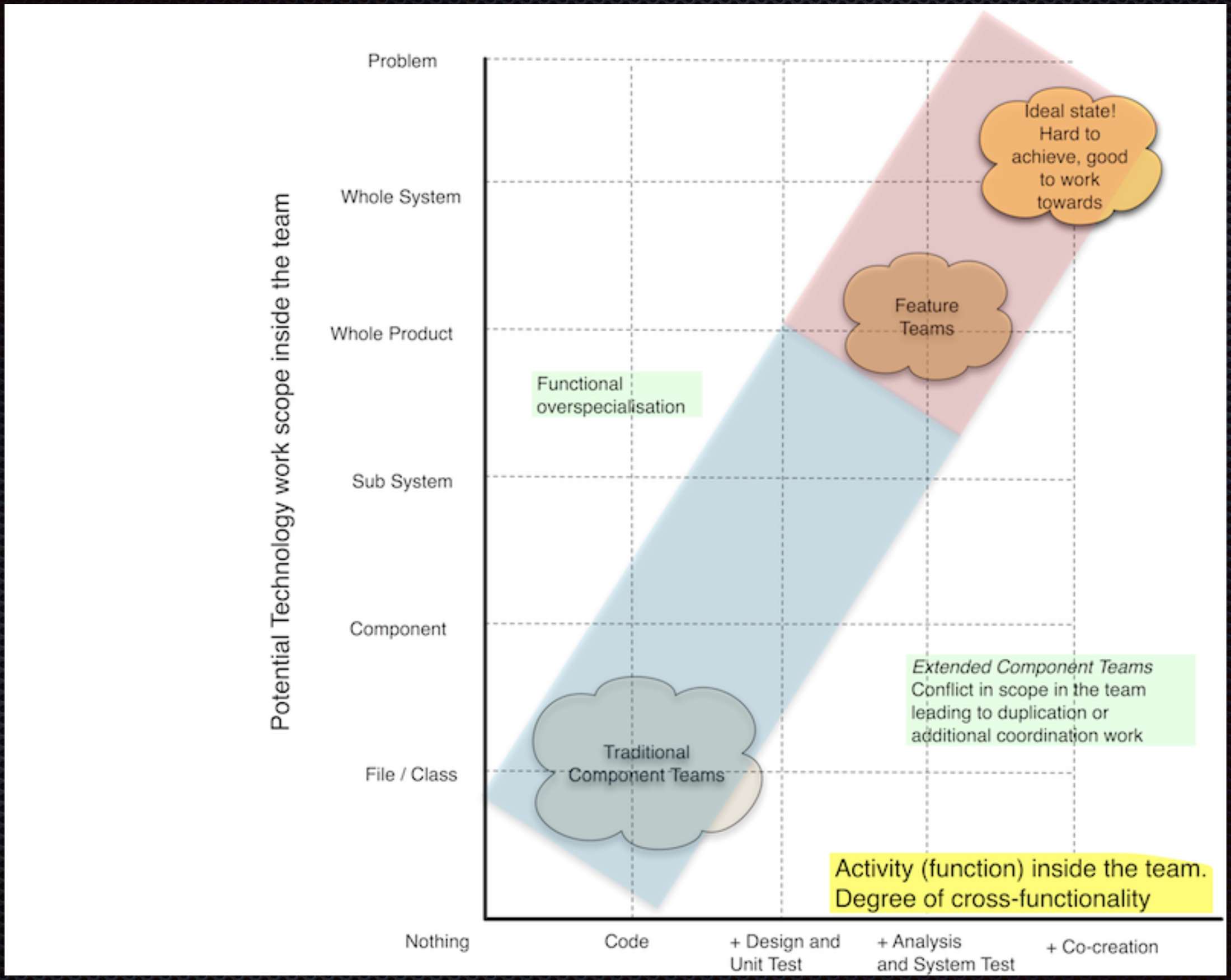
- Nokia Networks
- bwin.party
- JP Morgan Chase
- Agfa Healthcare
- Ericsson

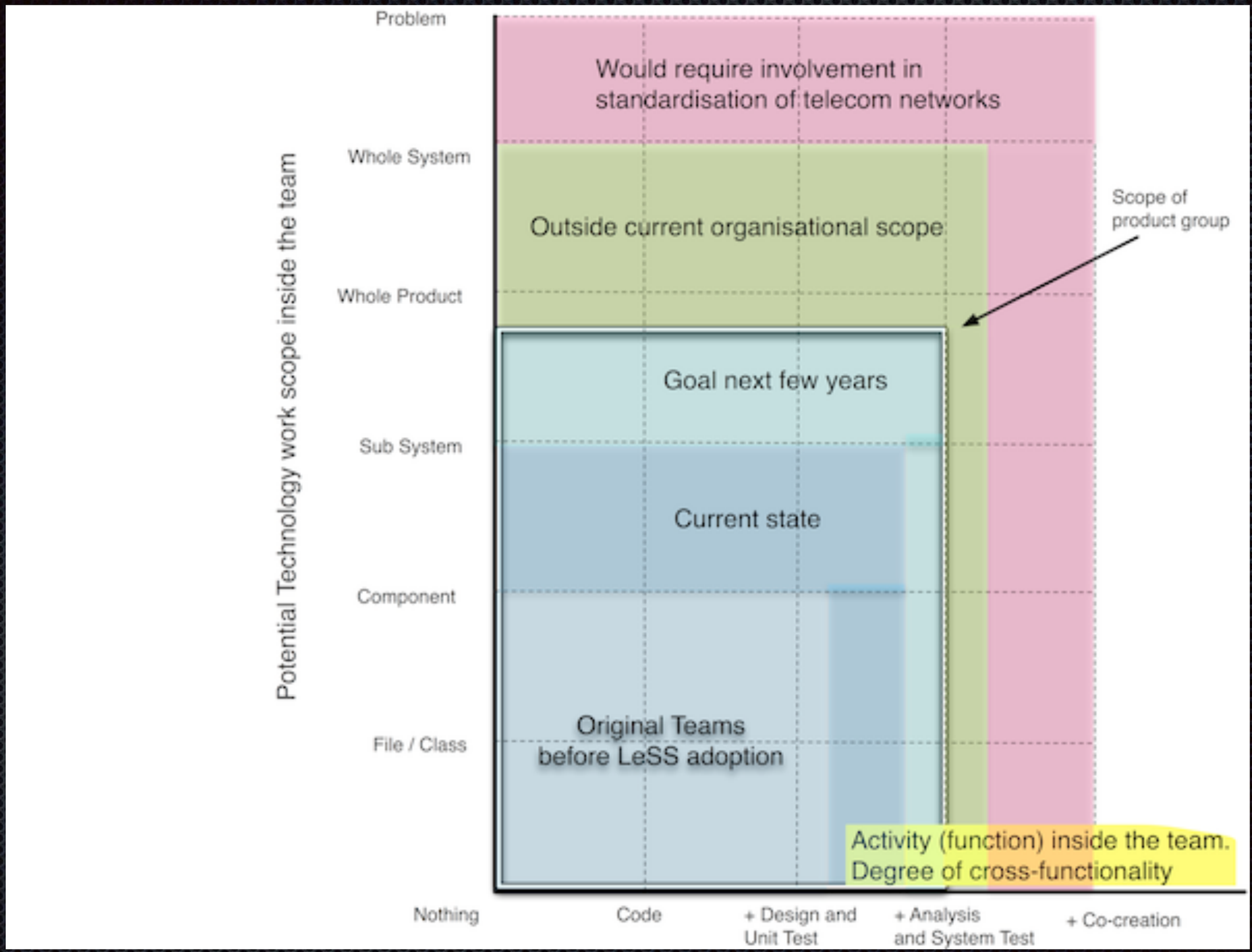
Feature Teams vs. Komponenten Teams

Self-designing Teams


Setting overall direction
Designing the team and its organizational context
Monitoring and managing work process and progress
Executing the team task
Management Responsibility
Team's Own Responsibility
Manager-led teams
Self-Managing teams
Self-Designing teams
Self-Governing teams

Feature Team Adoption Map

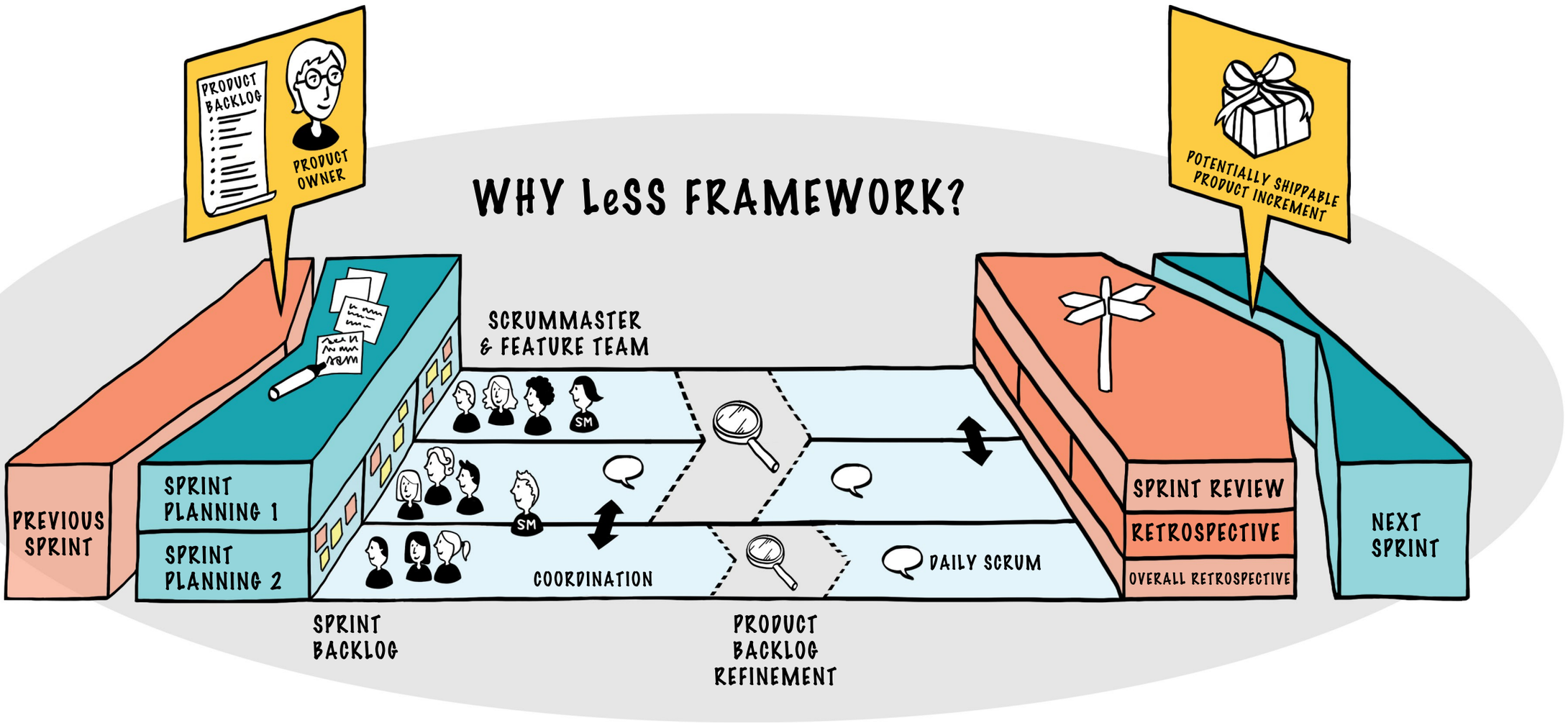

Potential Technology work scope inside the team
Problem
Whole System
Whole Product
Sub System
Component
File / Class
Nothing
Code
+ Design and Unit Test
+ Analysis and System Test
+ Co-creation
Ideal state! Hard to achieve, good to work towards
Feature Teams
Functional overspecialisation
Traditional Component Teams
Extended Component Teams
Conflict in scope in the team leading to duplication or additional coordination work
Activity (function) inside the team.
Degree of cross-functionality


Problem
Whole System
Whole Product
Sub System
Component
File / Class
Potential Technology work scope inside the team
Would require involvement in standardisation of telecom networks
Outside current organisational scope
Scope of product group
Goal next few years
Current state
Original Teams before LeSS adoption
Activity (function) inside the team.
Degree of cross-functionality
Nothing
Code
+ Design and Unit Test
+ Analysis and System Test
+ Co-creation

Koordination

Communities of Practice

Impediment Removal



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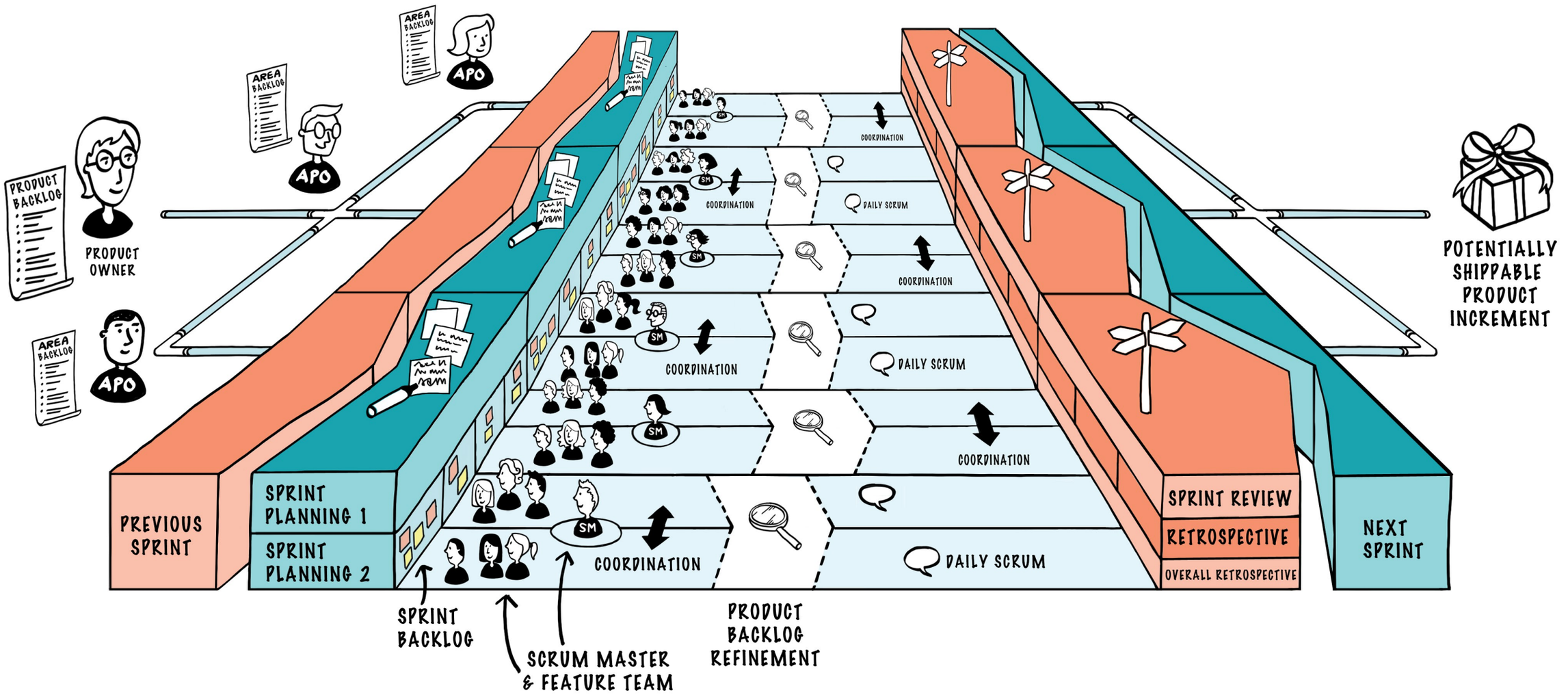
Review — Board

IT-Entwicklung @ congstar.net
Für den Fall, dass Ihr gerne mehr als ein Review besuchen wollt, aber Termin Konflikte geht ⇨ Bitte melden

Plattform	Datum	Team	Thema	Uhrzeit	Raum
[redacted]	19.02.	Team 2	[redacted]	10:25 - 11	2.53
		Team 3	[redacted]	10:45 - 12:00	5.38b
		Team 4	[redacted]	10:00 - 11:30	2.19
		Team 6	[redacted]	10:30 - 12:00	2.10
		Team 7	[redacted]	10:45 - 12:00	5.38b
		Team 9	[redacted]	9:15 - 10:30	228
[redacted]		Team 1			
	25.02.	Team 10	[redacted]	10:45 - 12:00	2.10
[redacted]	12. März	Team 5	[redacted]	10:00 - 11:00	3.36
[redacted]	14.2	Team 8	[redacted]	09:30 - 10:15	3.36



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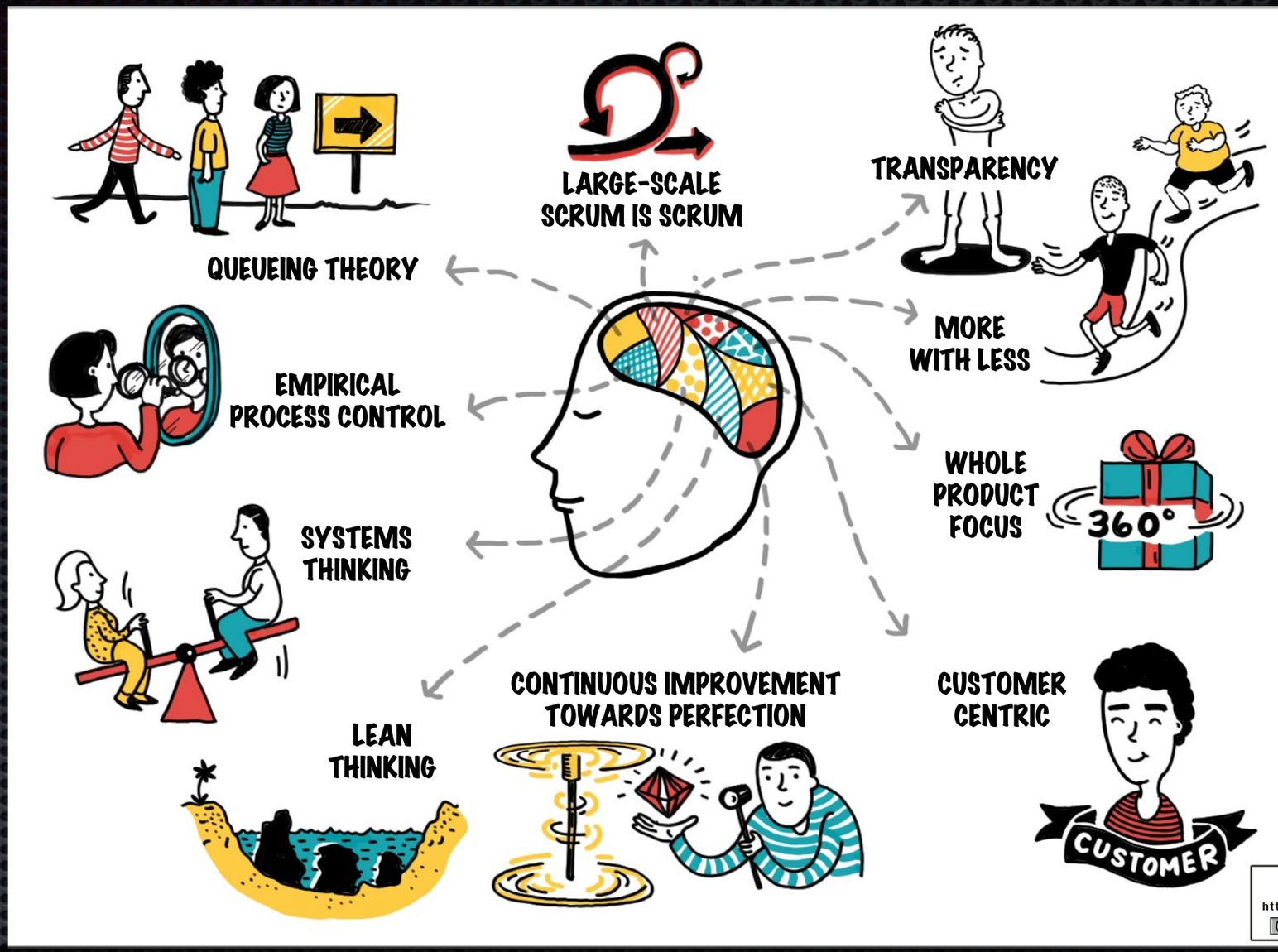
Requirement Areas

- business-fokussierte Anforderungsbereiche
- 4-8 Teams
- Area Product Owner
- basic LeSS-Organization pro Requirement Area


QUEUEING THEORY
LARGE-SCALE
SCRUM IS SCRUM
TRANSPARENCY
EMPIRICAL
PROCESS CONTROL
MORE
WITH LESS
SYSTEMS
THINKING
WHOLE
PRODUCT
FOCUS
360°
LEAN
THINKING
CONTINUOUS IMPROVEMENT
TOWARDS PERFECTION
CUSTOMER
CENTRIC
CUSTOMER
Less
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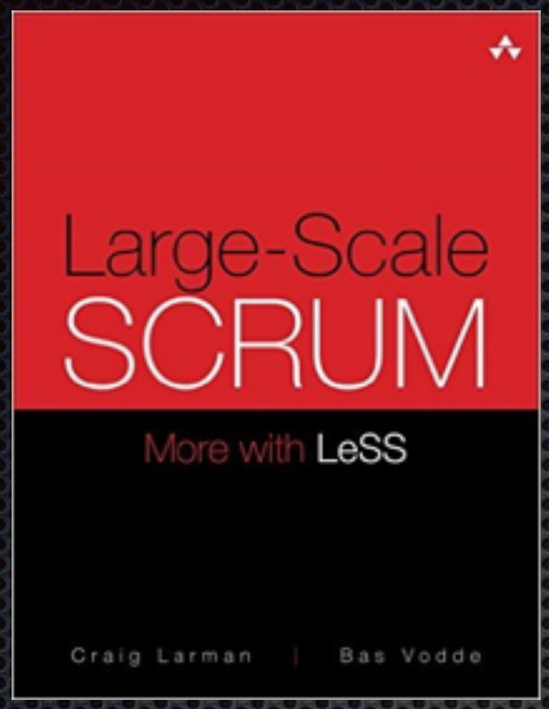
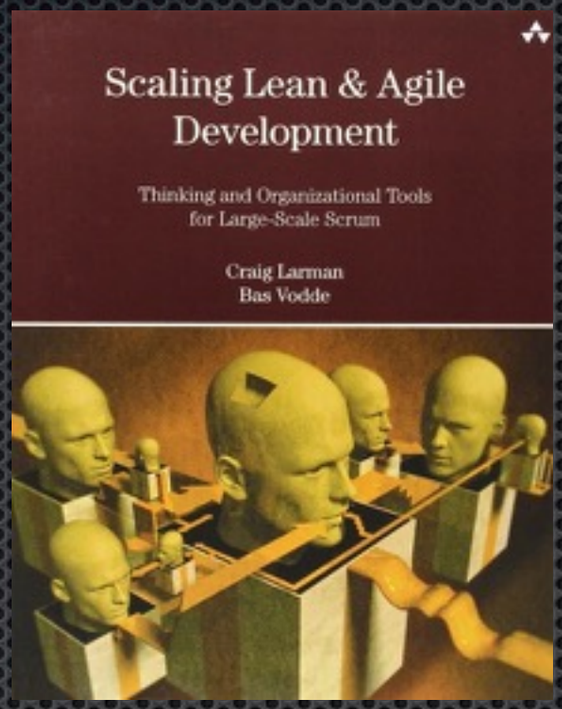
Prinzipien

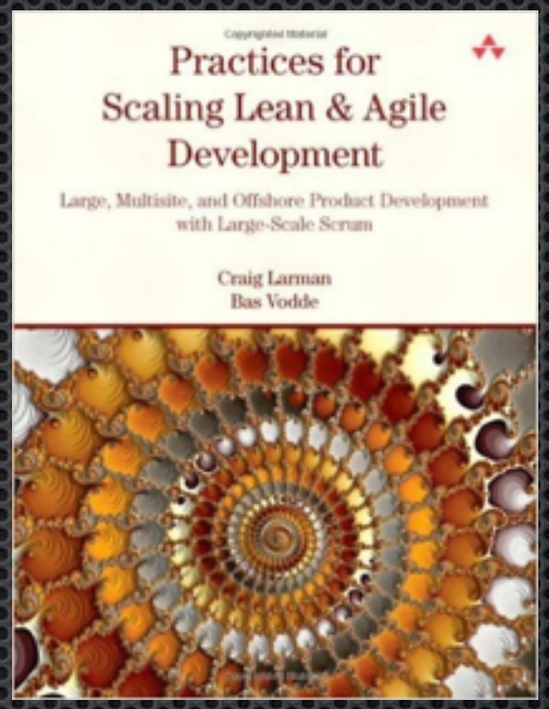
Scaling Scrum starts with understanding and being able to adopt standard real one-team Scrum. Large-scale Scrum requires examining the purpose of single-team Scrum elements and figuring out how to reach the same purpose while staying within the constraints of the standard Scrum rules.

— Craig Larman, Bas Vodde

Lesenswertes







http://less.works

http://featureteams.org

15.-17. März 2016

Certified LeSS Practitioner mit Bas Vodde

http://www.it-agile.de/schulungen/certified-less-practitioner-principles-to-practices/