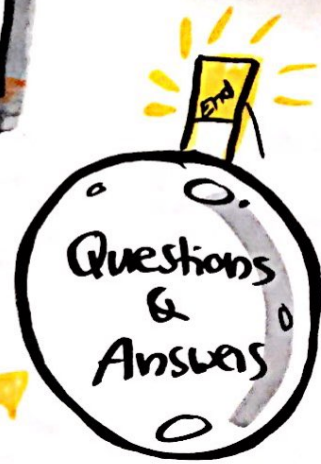
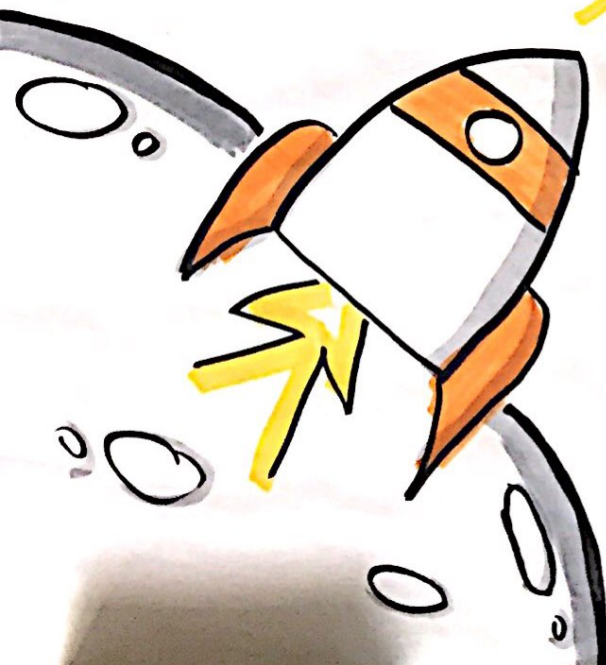
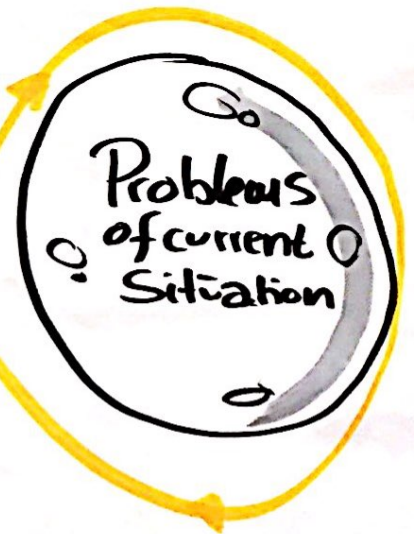


# Agenda



Questions  
&  
Answers



# ENVIRONMENT



fiducia AG

■ Techn. Service Provider 4 cooper. bank in Germany (VR-Bank)

■ **Product**: techn. framework based on vaadin for building Web based banking solutions

■ **Goal**: Combine external banking product (HTML) and internal (Mainframe + Java applet) in one technology

■ Start as Scrum Master



■ Team of **B.A.** & **UX-Designer**



■ Team Coaching for 4 month





# ENVIRONMENT

DISTRIBUTED



Concept +  
UX Design



Widgets & FE

KARLSRUHE



Core & Integration

MUNICH



hand-over 1

hand-over 2



Concept



Widgets



Core

Feature  
Start

Sprint  
u

Sprint  
u+1

Sprint  
u+2

Feature  
End

Lead time:  $\geq 6$  weeks

## Problems of the current situation

- 1 Long lead time
- 2 Social disconnect of teams
- 3 No value at each sprint
- 4 Competing Backlogs
- 5 Narrow know-how focus
- 6 No end user centric view of team members



# STRATEGY 1



Team 1



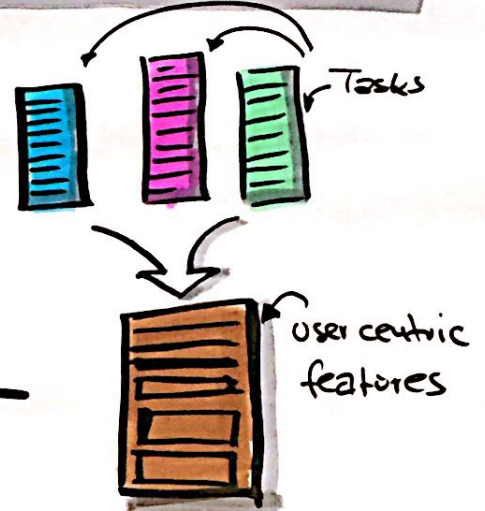
Team 2



Team 3

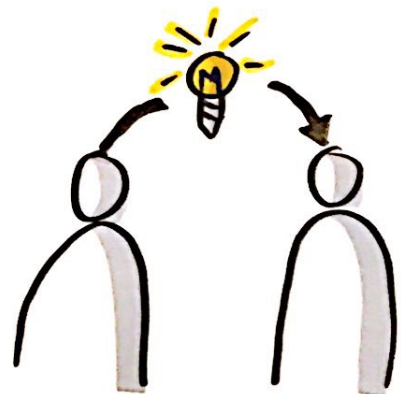
## Cross-functional Feature-Teams

Merging Task-Backlogs  
in one Feature based  
Product Backlog



One Product Owner  
with User centric view

Know how transfer



improve=

# STRATEGY 2



Transition Team  
to help <sup>solving</sup> systemic  
problems:

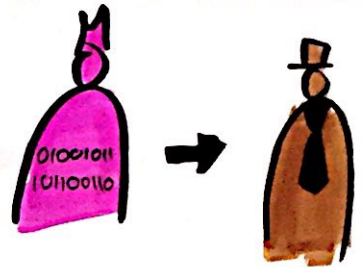
- Defining Product
- Defining PO in multi dep.  
Product Group
- Role definition
- Team Setup





# STRATEGY 3

- Discussions with Product Owners  
→ new role?



- Discussions with teams regarding

- cross-functionality
- co-location
- trust
- spreading knowledge

# STEPS of CHANGE



## Criteria:

- ◆ equal mixture of experienced & unexperienced members
- ◆ at least one person from the former teams (UX/B.A.; Widgets; Core-Dev)
- ◆ as good as possible: no distrib. Teams

## Experience:

□ Duration: ~ 90 min.

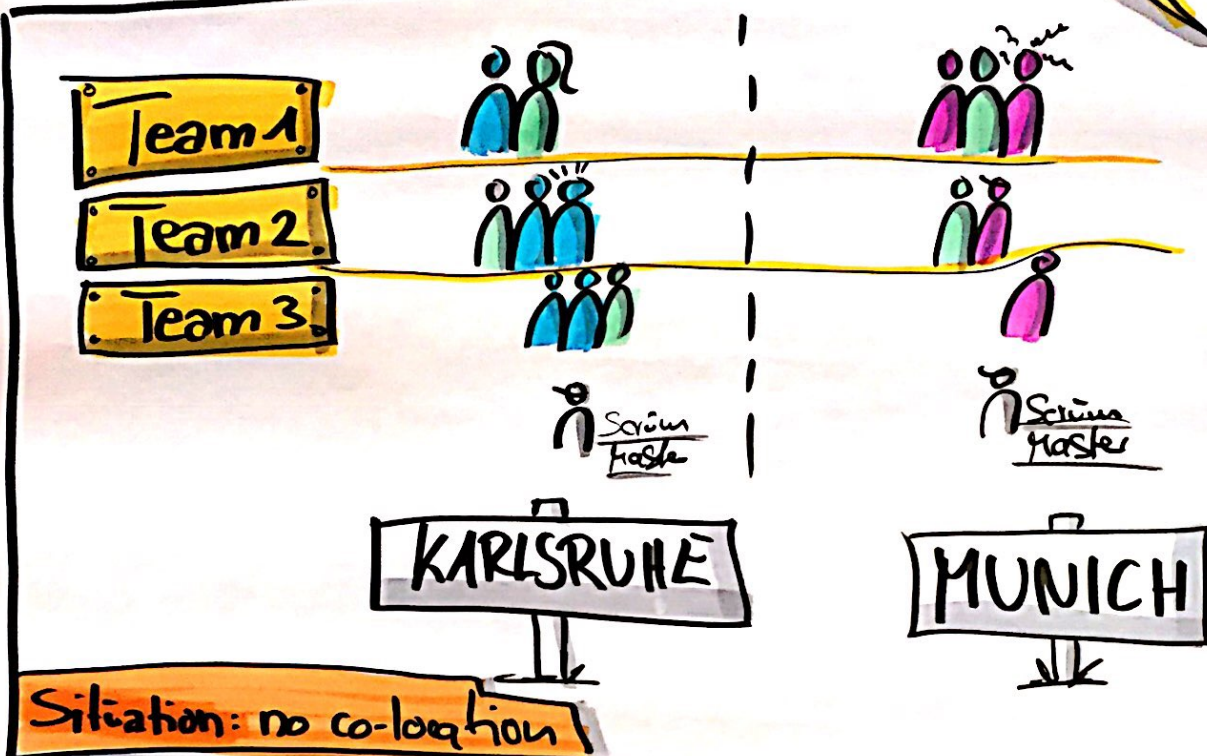
□ Two iterations

□ very different habits 😊

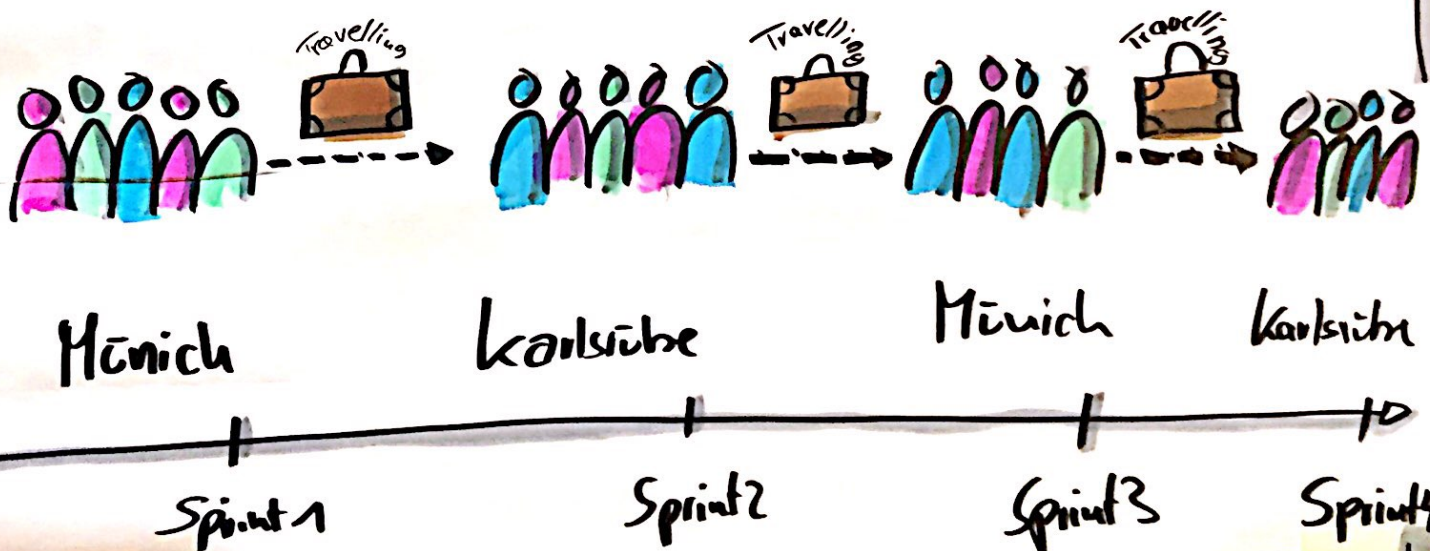


# STEPS of CHANGE

2



## Gathering Product group @ Sprint change





# STEPS of CHANGE

3

Team 1



Team 2

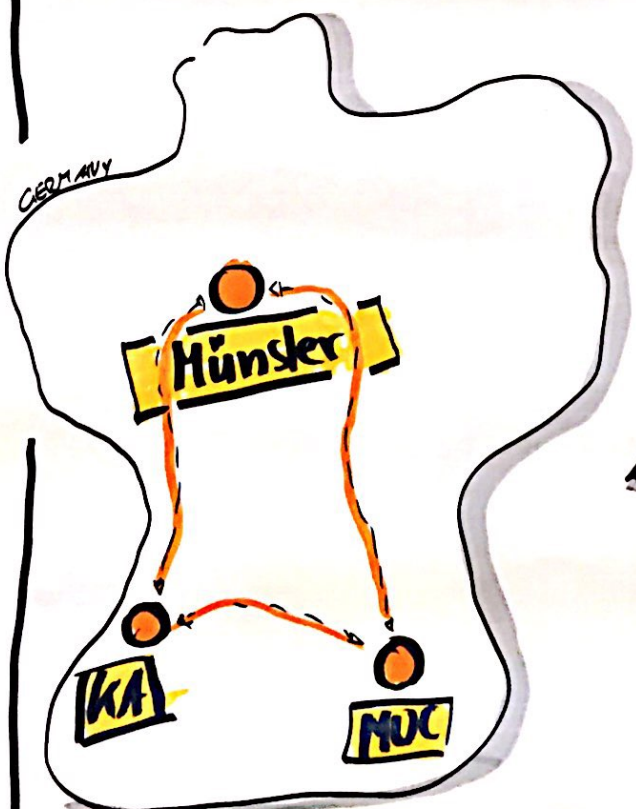


Team 3



Stepwise changing 2 co-location

after 4 months:



Again:

1 Team: co-located

3 Teams: distributed

improv=



# LEARNINGS

- Transition Team
- PO Selection → key factor
- Organizational change and impact on people
- what is the real product?
- change takes time
- regular face2face meetings with multi-site teams