The given paper describes an experience with over three hundred people across three global cities. The author states that the two key project challenges faced are dependency management and continuous integration. It is stated that many talented developers, product analysts and testers operating effectively in a small team setting will not will a fit for the agile tribe. The project under discussion was a large scale global development effort for the Health Services division of Siemens Medical Solutions, USA. The project team consisted of 300 developers, product analysts, scrum masters, testers across 25 scrum teams in three development sites: USA, India and Europe.

A Service Oriented Approach was followed by the application architecture. The teams used in agile development practices including pair-programming, test-driven development, collective ownership, coding standards, refactoring and continuous integration. The project was organized into three subgroups Core Applications, Common architecture components which were developed in USA and India while the other subprogram of Common Architecture and Infrastructure was developed in USA and Europe. The Common Architecture and Common Supporting Application teams existed prior to the initiation of this project.

There were two project challenges faced namely Integration & Dependency Management and Continuous Integration. The author envisioned that their scrum teams would independently manage their own integration points, employ test-driven techniques and create cross team pairs to implement and integrate services. Due to its success this approach was pushed out further across the globe, which is when they began to experience significant challenges such as Managing heavily used services and managing distributed teams. It was observed that while managing heavily used services it was invariably due to a small group of people. Conversely in situations where ownership didn't exist people remained within their team walls and they invariably experienced integration challenges.

It was eventually recognized that the volume of shared services was best managed through a service repository and lifecycle management products. The products by themselves did not resolve the dependency issue. It was resolved primarily due to individuals willingly working outside the walls of their teams and taking ownership of the efforts required for integration and the responsibility for delivering a fully integrated and fully functional application. There was a core of individuals who

were passionate about producing a working build because of which it was possible to get the work done in the best possible manner. However it was quiet difficult to expand that sense of passion and sense of responsibility across the entire project team.

To sum it up Agile is a mindset, not a skillset! Some people exhibit these behaviors by themselves while others spend years in an Agile Environment and are unable to embrace this behavior.