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Agile Project Management

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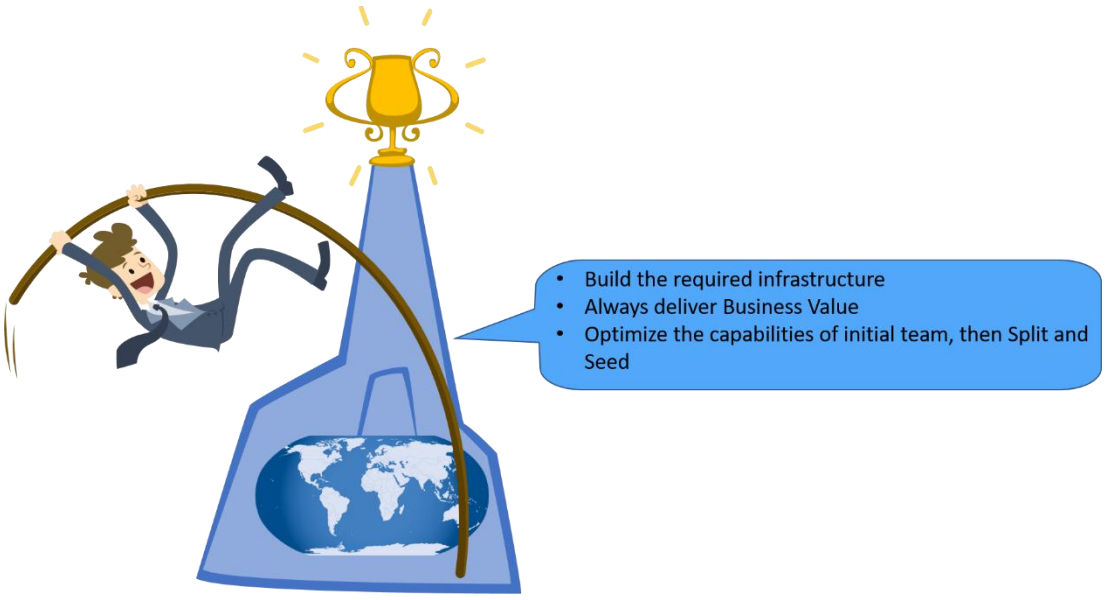
How to deliver Projects successfully in Agile?

Scaling Scrum

- In today's customer-supplier engagement, most projects will have more than one Scrum Team working.
- The efforts of multiple Scrum Teams working in parallel across distributed locations must be coordinated through a variety of mechanisms.
- Scaling Scrum refers to the situation where more than one Scrum Team works simultaneously on the same project.
- Every scaled project has its own complexities, each of which usually requires its own unique solution.
- Scrum scales in the same manner as any other development process, using practically the same scaling mechanisms while retaining all the empirical practices that form its core.

Critical Success Factors for Scaling Scrum



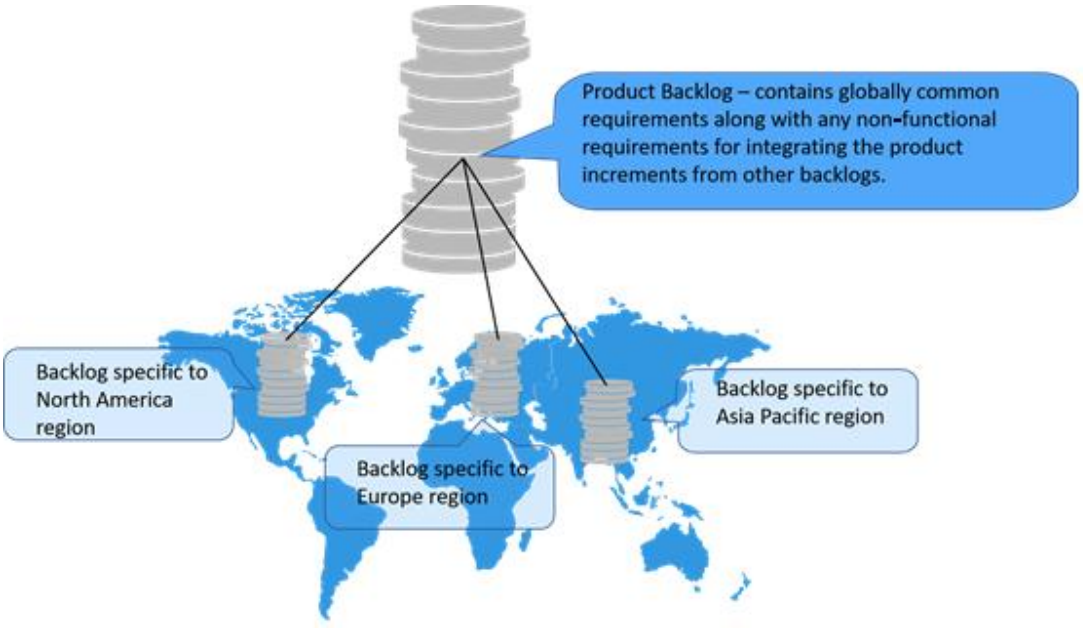
Build the Required Infrastructure

- With multiple collocated teams distributed across multiple locations, suitable infrastructure that allows for frequent synchronizing of all team's work must be implemented.

    - For example, an electronic backlog management tool can help all the teams to work synchronously.
    - Video conferencing tools can be used for meetings and discussions.
- More detailed product and technical architecture must be designed so that the work can be cleanly divided among the teams. When teams are to be geographically distributed, high-bandwidth backbone and network infrastructure for source code sharing, synchronized builds, and integration must be available.
- Building the required infrastructure can be done in Sprints per Agile principles. Each Sprint also delivers a Product Increment.
- Designing the infrastructure in Sprints will help the teams to test the functionality of the evolving design.
- Non-functional requirements can be used to capture infrastructure design requirements and must be given high priority as they are required before the team begins to deliver Business value.

Always Deliver Business Value

- Each Sprint must deliver a fully tested Product Increment.
- One challenge teams face when scaling Scrum is how to work on the Product Backlog.
- Use the following technique to address issues related to Product Backlog when Scaling Scrum.



    - Requirements common to all regions are part of Product Backlog.
    - Product Backlog also contains any non-functional requirements for integration, end-to-end testing of all Product Increments together, etc.
    - Each region can have its own backlog that contains items specific to that region.

    - Regional teams must ensure that they can regularly collaborate with other teams on integration and information exchange requirements.
- There can be one **Chief Product Owner** owing the Product Backlog with global requirements. There can be dedicated Product Owners for each region supporting the Chief Product Owner.
- Business Value for each regional backlog can be arrived at by the respective Product Owners.
- Each team will work in their own Sprints. However, in each Sprint, each team must deliver Business Value.

Optimize the Capabilities of the Initial Team, Then Split and Seed

- The initial team working on the project before other teams join toward the effort plays a critical role throughout the project.
- This initial team must have their capabilities worked out and work as a role model for other teams.
- It is essential for this initial team to have optimized capabilities concerning architecture and design, splitting of User Stories across multiple backlogs, etc.
- As other teams join the project, **there must be one member from the initial team** in the new teams (**Split and Seed strategy**) so that the new teams will integrate seamlessly into the Project and start delivering Business Value very quickly.