EXIN Agile Scrum Master

Lesson 7—Adopting Agile

What's In It For Me

After completing this lesson, you will be able to:

- Come up with the transition plan for moving an organization to Agile.

- Identify the important milestones in the plan.

- Identify symptoms of resistance to change and be prepared to overcome them.

- Articulate the principles of self-organization and cross-functionality.

- Explain the physical and cultural changes needed in the ecosystem to enable Agile.

There is no single right answer. Choose what seems most suitable for your situation.

Agile Transformation journey in an organization

Start Small

- Less risky
- Allows you to select team
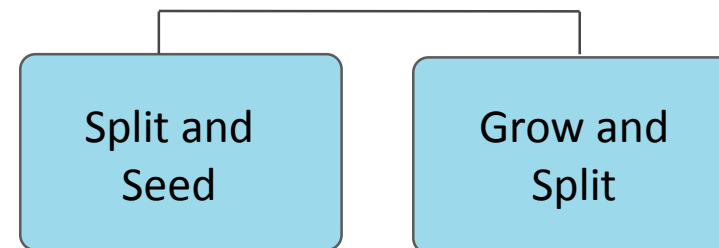- Early success is almost guaranteed
- Radical change deferred

All In

- Quicker transition
- Lower cost
- Ability to learn from others
- Top-down buy-in helps

Choices

There are many patterns to choose from while embarking on an Agile transition journey:

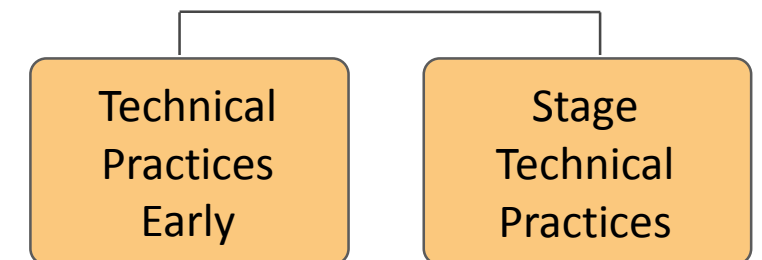| Public Display	Stealth
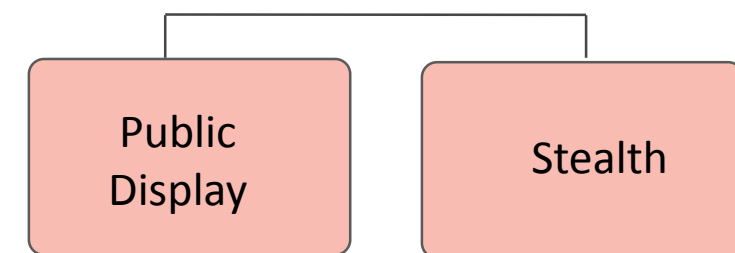
Public Display demonstrates commitment is more likely to succeed

Stealth gives you an opportunity to pick when you disclose the facts

Technical Practices Early	Stage Technical Practices

Significant improvements possible with early adoption

Favor early adoption unless you anticipate significant resistance

Split and Seed	Grow and Split

Use members from an existing team to seed others or grow the team before splitting it

Split and Seed is faster, however, Grow and Split is likely to give deeper change

Following an Iterative Adoption Process

Like any Agile project, transformation is also iterative. Some organizational structures that might help:

Get an influential sponsor to act as Product Owner for transition	Form an Enterprise Transition Committee (ETC) or equivalent	Create a backlog for the transition and track it
• Sufficient organizational clout • Passionate about the Agile journey	• Evangelists who will initiate change, help the teams, engage stakeholders • Seed-specific improvement communities for specific activities	• Can be done by the ETC or suitably empowered committee • Add issues to the backlog and set up ETC sprints to work on them

If you choose to do a pilot project to adopt Scrum, it is important that you select the pilot carefully. Project should neither be too small, unimportant, and short and nor be too big, critical, and long.

Expectation Management
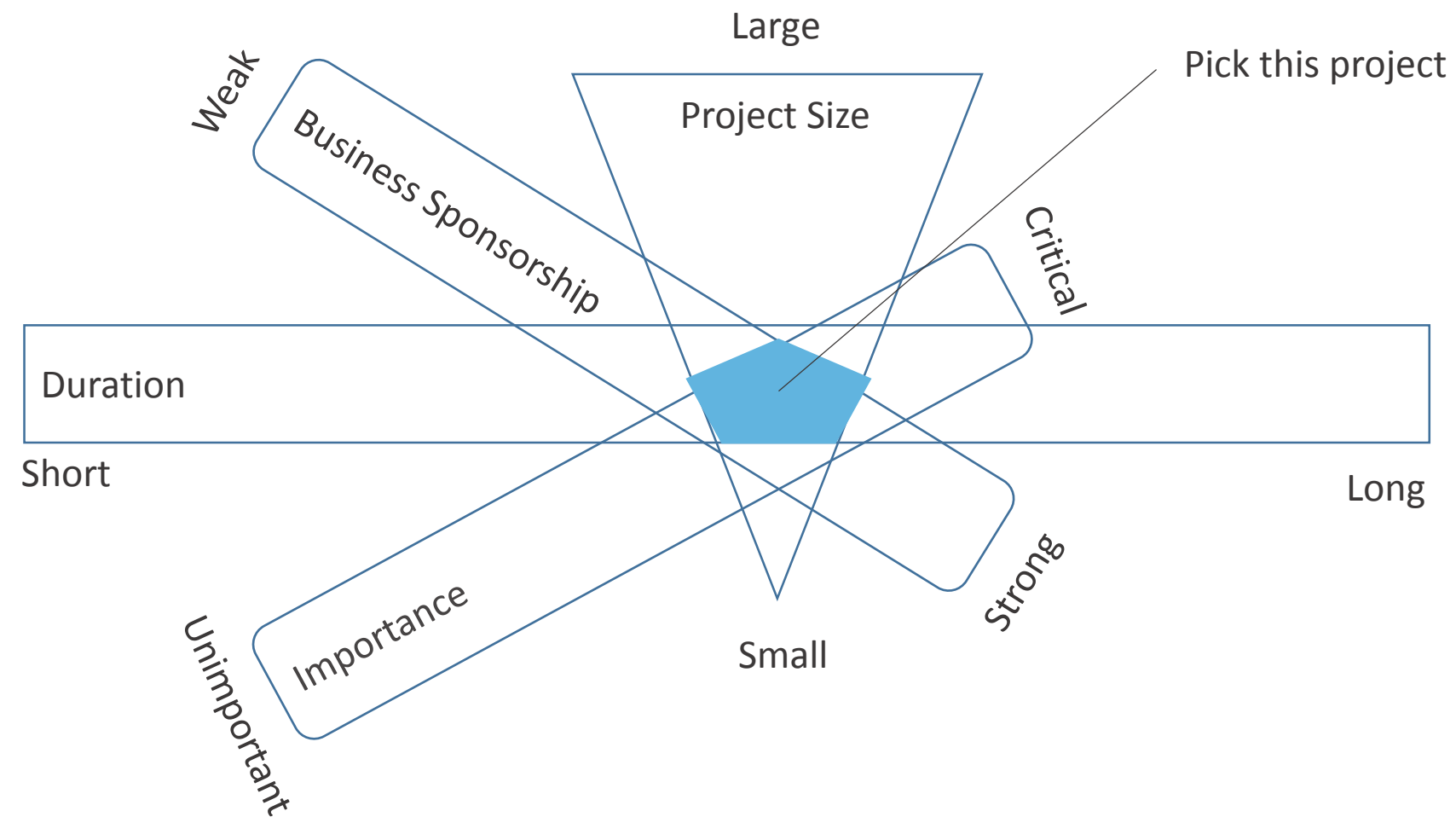
Scrum will be better, however, expect that it will be hard. Most teams will underestimate in the beginning, but still end up delivering more.

Anticipate these complaints

Team: We spend all our time in meetings.

Testers: Why do we have to test if we don't intend to ship it?

Star performers: It is all about the team, but we are rated for individual contributions.

Old school: We need documentation in case the system fails.

Customer: Why do I have to spend so much time with the team?
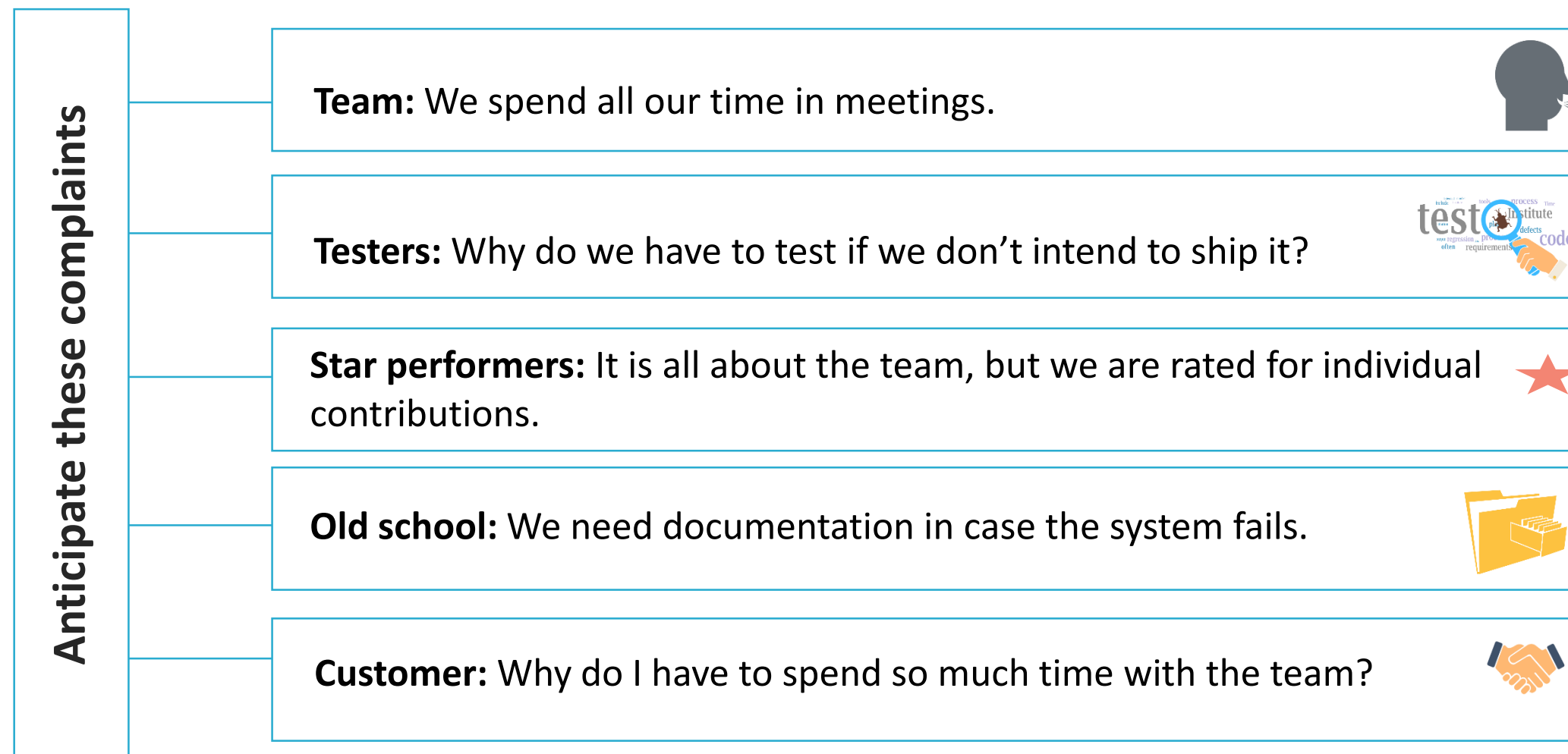
There will always be resistance to any change initiative. Mike Cohn categorizes the resistors according to this grid. The two parameters are based on why and how they resist.

	Like status quo	Don't like Scrum
Active	Diehards	Saboteurs
Passive	Followers	Skeptics

How they resist

Why they resist

Whole Team Responsibility
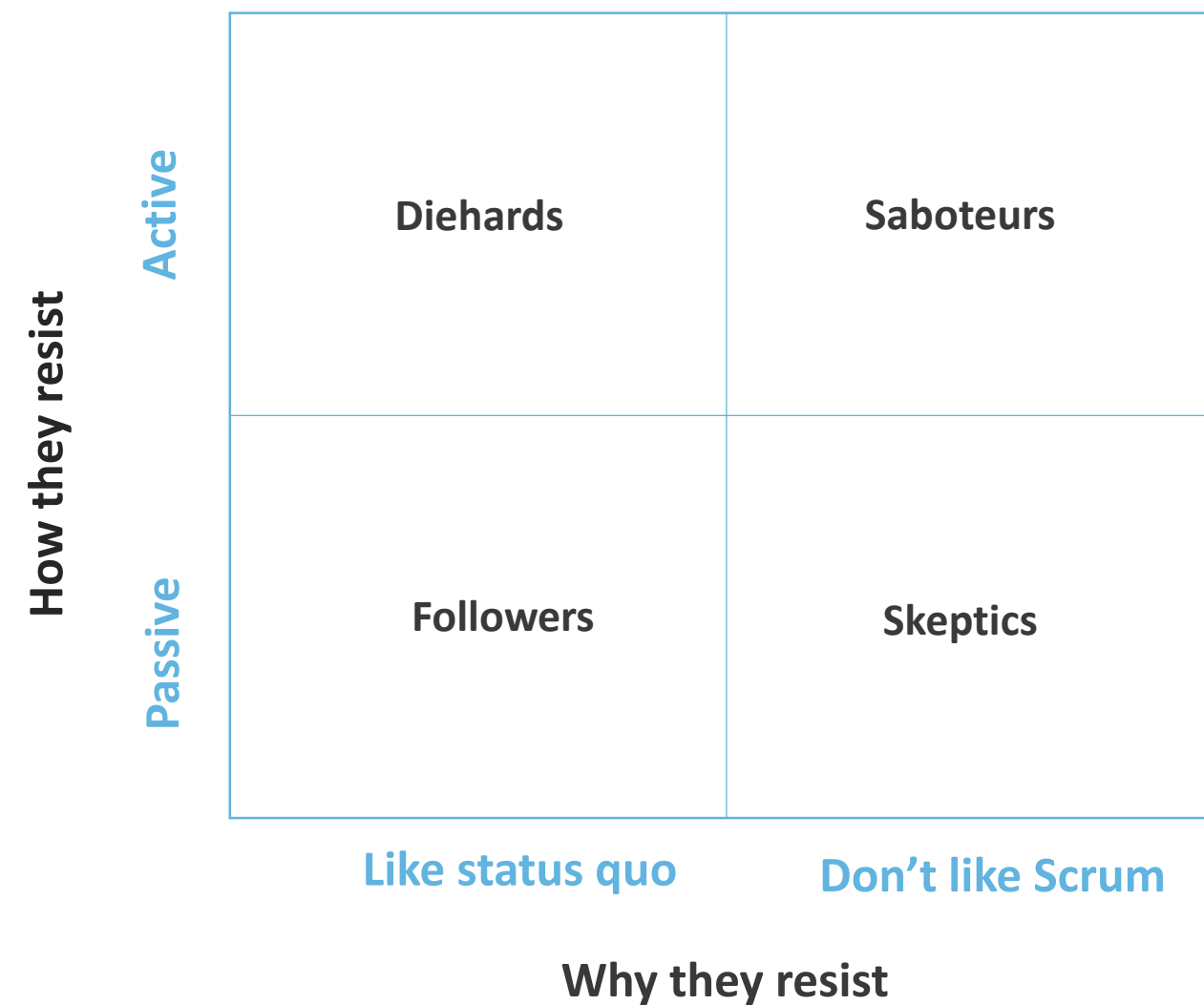
Team responsibility can be hard to adjust to. If everybody is responsible, then nobody is responsible is the common belief. Reality is that it is the whole team and not a single person that shoulders the responsibility.

Reduce reliance on specialists

Do a little bit of everything in every Sprint

Don't wait till the end of the Sprint

Foster Team learning

Give the Team a motivating challenge

Create a supportive environment

Foster diversity and openness to ideas

Provide time for reflection

How to nurture the whole Team responsibility
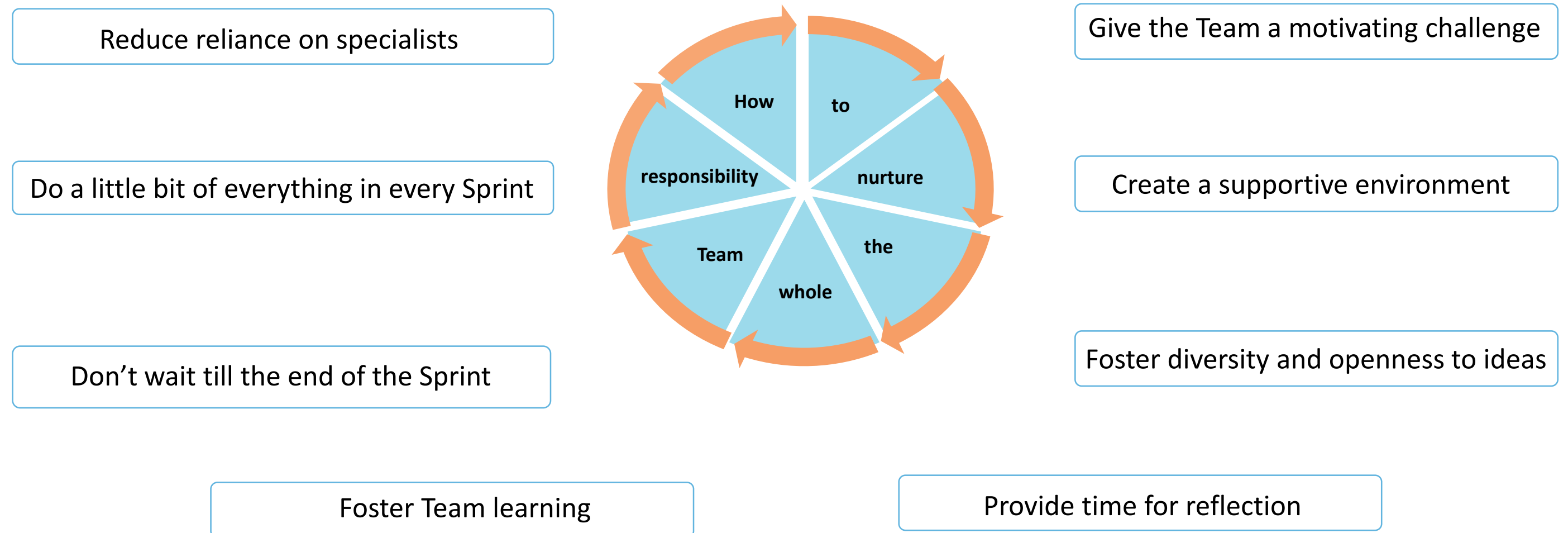
Self-Organization

Self-organization does not mean unmanaged; it means managing with subtle controls.

Managing Differences
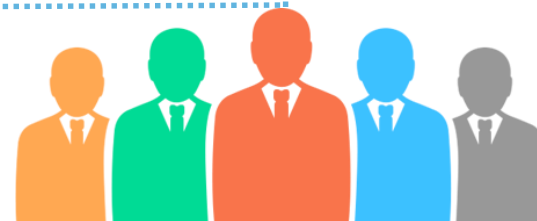Amplifying or Dampening differences so that there is healthy debate but no analysis paralysis

Setting up Containers
Establishing the boundaries within which the Team will operate, for example, dealing with team composition issues

Managing Exchanges
Creating forums and mechanisms for the team to engage with the outside world

Self-Organization

HR needs to be bought into the Agile way of working.

Titles, reporting structures change:

- New titles: Scrum Master, Product Owner, etc.
- OK for the Team to report to the Scrum Master.
- Not OK for the team to report to the Product Owner

New method for performance evaluation:

- More frequent reviews
- Eliminate individual factors and include teamwork factors
- Inputs sought from a broader range of stakeholders
- Develop Scrum-friendly career paths

Authority for removing team members rests outside the team

Get some Scrum training for HR people
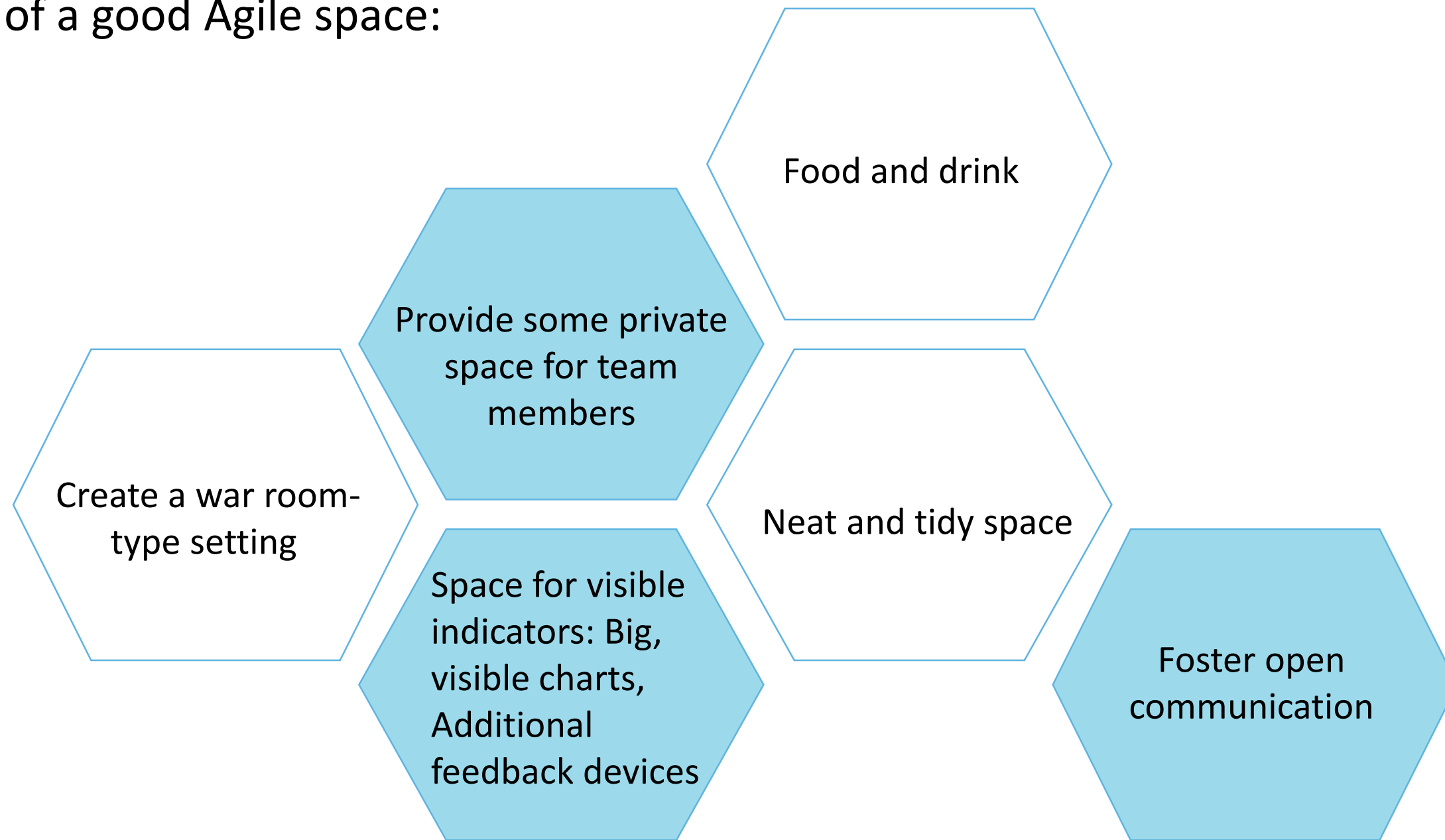
A Scrum team needs a pleasant, open workspace that fosters collaboration.

Characteristics of a good Agile space:

Food and drink

Provide some private space for team members

Create a war room-type setting

Neat and tidy space

Space for visible indicators: Big, visible charts, Additional feedback devices

Foster open communication

Agile workspace is an open, collaborative space.

Project Management Office (PMO)

PMO can be a powerful source of support if it is involved or provides resistance when it is not.
Potential role for the PMO:

Develop training plans

Provide coaching

Assist with reporting or compliance

Be the gatekeeper for projects

Provide and maintain tools

Assist in collecting data

Identify and reduce wastes

Establish communities of practice
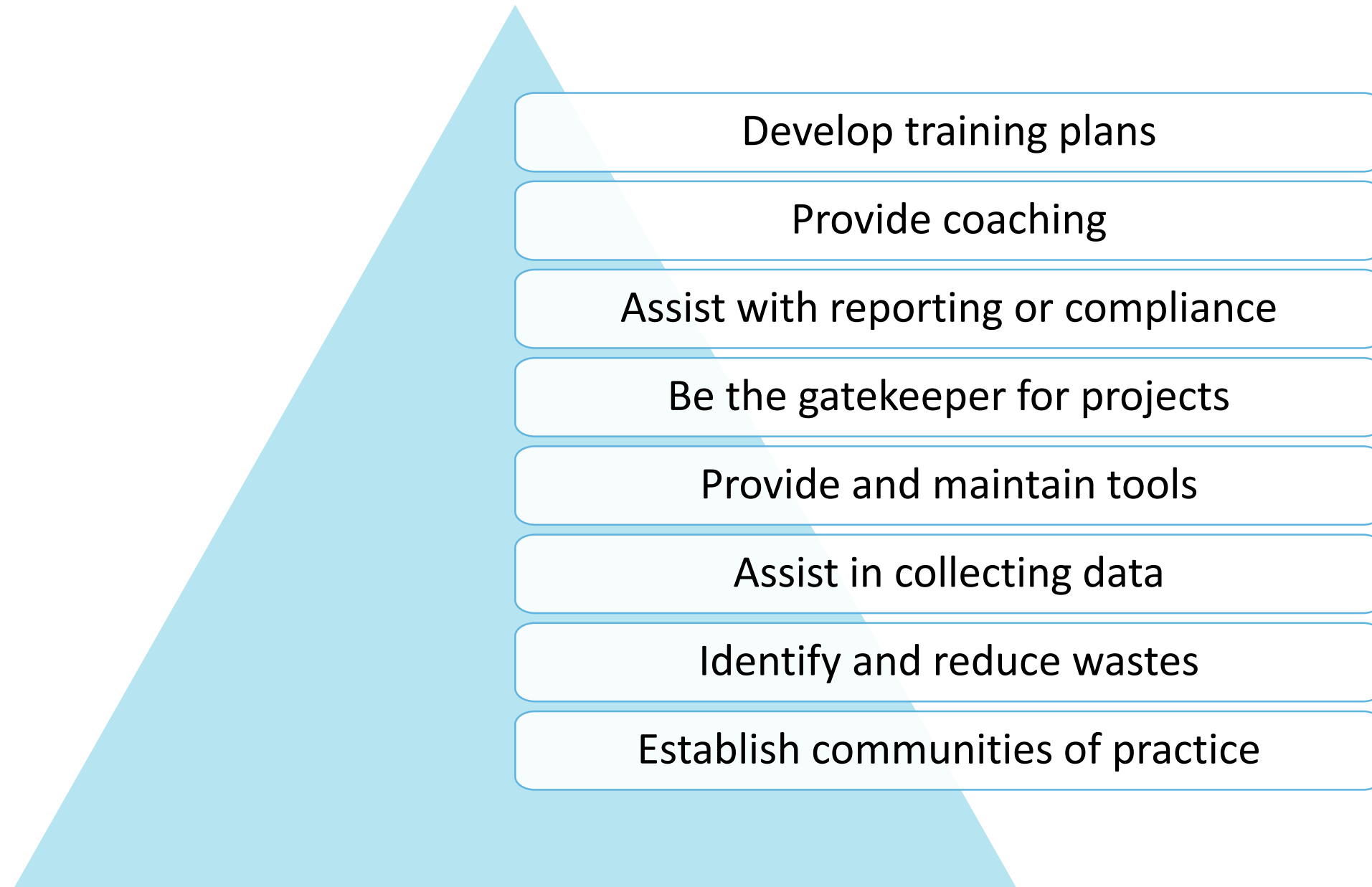
Let us summarize the topics covered in this lesson:

- Transitioning to Agile is a project in itself; treat it like a project and execute iteratively.

- Identify an influential sponsor and appoint an Enterprise Transition Committee.

- Make choices carefully about Small pilots vs. All in; Visible vs. Stealth; Split and seed vs. Grow and split; Technical practices early vs. Stage technical practices.

- Manage expectations; anticipate and plan to overcome resistance.

- Get Human Resources (HR) on board with different roles and evaluation models.

- Design an Agile work space conducive to communication and collaboration.

- Get the Project Management Office (PMO) involved early.

? Quiz

QUIZ 1

A project manager in an organization wants to try Scrum. Which of the following is most important step to ensure success of the pilot?

a. Finding an influential sponsor

b. Setting up an Enterprise Transformation Committee

c. Setting up communities of practice

d. Setting reasonable expectations

QUIZ 2

Identify the criteria to select the right Agile pilot project.

a. Small Size, Short Duration, Low Business Criticality, and High Visibility

b. Medium Size, Medium Duration, Medium Criticality, and High Visibility

c. Small Size, Medium Duration, Medium Criticality, and High Visibility

d. Large Size, Large Duration, High Criticality, and Medium Visibility

QUIZ 3

Who is most likely to succeed in fostering team responsibility?

a. Kasey, who is a UI expert and does all the HTML work on the Team

b. Julia, who is very particular about completing all her tasks on time

c. Piyush, who willingly helps out others when he is done with his tasks

d. Javi, who is an amazing tester with a knack of spotting unusual issues

QUIZ 4

How should the performance evaluation process change as the Team embraces Scrum?

a. You need to put a lot more emphasis on team work.

b. You need to do a mini performance evaluation during retrospectives.

c. It is advisable to align the evaluation calendar with product releases.

d. The evaluation should be done by the Scrum Master and Product Owner.

This concludes "Agile Adoption."

E-commerce website functionality Implementation on Jira

Understand
Understand Jira interface via live project implementation on the development of an e-commerce website functionality.

Knowledge
Learn how Jira interface works and how projects are managed in real time.

Execution
Learn how to execute the projects in various agile stages on Jira through the perspective of Product owner, Scrum Master and Scrum Team.

Implementation
Learn to Manage/Implement Projects the 'Agile Way' on the Jira Interface.

Transformation
Lead the Jira transformation across different verticals and teams.

Value
Learn how to deliver value by executing projects on Jira through the e-commerce website sample project.

Thank You