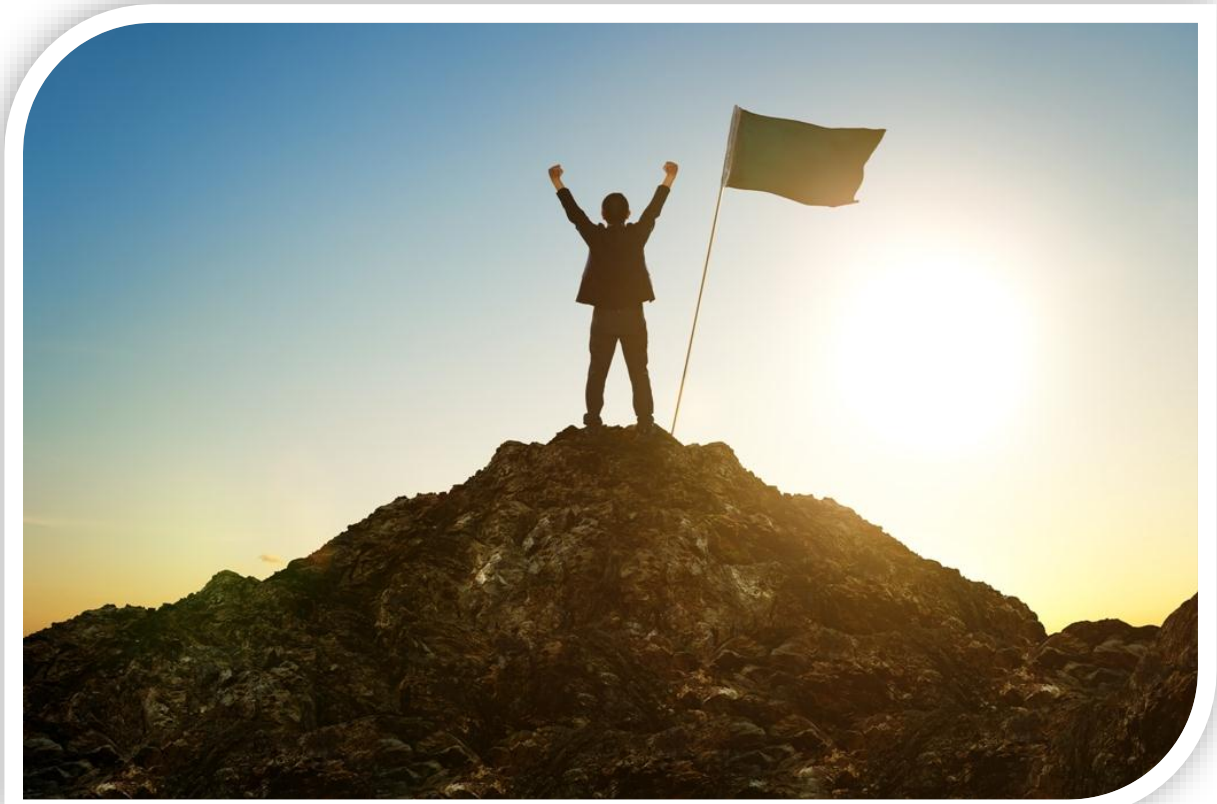# simpli·learn
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Successful Scrum Adoption

Iterating toward agility

- When Agile transition is initiated, the transition itself can be carried out in an Agile way.
- Following an iterative transition process, that is, frequent reviews of transition and making small changes throughout the transition is a logical way to carry out transition.
- Such an approach will result in a successful and sustainable transition.

The Improvement Backlog

- Like the Product Backlog, organizations can use an ***Improvement Backlog*** to track the effort of adopting Scrum.
- Improvement Backlog contains all the ways that the organization could improve its usage of Scrum.
- For example, when IBM was doing its Agile transition, its Improvement Backlog had the following requirements:
  - Number of teams using Scrum must be increased
  - Test automation must be adopted and increased across teams
  - Continuous integration implementation for teams must be enabled
  - Each team must have its Product Owner
  - Impact of Scrum adoption must be measured
  - Usage of Unit testing and test-driven development must be increased
- Improvement Backlogs are dynamic as items are added, moved, removed, and completed as necessary, when the transition is underway
- Approaches and items identified in ADAPTing Scrum (presented earlier) are moved to Improvement Backlog for their implementation and tracking
  - During the beginning of transition, Improvement Backlog may contain items related to creating AD in ADAPT, that is, awareness and desire.
  - During later parts of transition, Improvement Backlog may contain items related to APT in ADAPT, that is, developing the ability, promoting success, and transfer to other teams.
- There can be multiple Improvement Backlogs in use. There is a possibility that each department or function may have its own Improvement Backlog.
  - For example, the quality department may have its own Improvement Backlog with respect to automated tests and test-driven development.
- There can be a master Improvement Backlog at the Organization level for a large transition effort.

Enterprise Transition Community

- Enterprise Transition Community is a small group that initiates, encourages, and supports an organization's effort to introduce and improve at Scrum.
- Enterprise Transition Community exists to create an environment and culture where passionate leaders who work toward the organization's success release changes.
- Enterprise Transition Community guides groups undergoing transition (such as individual departments in an organization) and focuses on removing obstacles to doing Scrum well.
- The Enterprise Transition Community does not have more than 12 members and they come from the highest level involved in transition.

Enterprise Transition Community Sprints

- Enterprise Transition Community uses an iterative approach to Scrum Transition.
- Each of its sprints begins with a planning meeting and ends with a review and retrospect.
- Unlike Sprints executed by Scrum teams that focus on Product Development, these Enterprise Transition Community Sprints focus on Transition across the organization, that is, they focus on organizational enablers of Transition.
- Enterprise Transition Community Sprints may also have daily Scrums, but that is not mandatory.
- Enterprise Transition Community rarely has full-time members. Since senior leaders act as community members, they are already engaged in their day-to-day business.
- The length of the Enterprise Transition Community Sprints can be decided by its members. The recommended length is 2 weeks.

The Sponsor and Product Owner

- Agile transition using Scrum requires a sponsor—a senior person responsible for the success of the transition.
- This sponsor is also the Product Owner for the Enterprise Transition Community.
- As the most senior member of the Enterprise Transition Community, the sponsor will play a significant role in taking decisions on Transition and communicating the Transition effort.

Responsibilities of Enterprise Transition Community

Articulate the context

- Some organizations might want to do Agile transition because everybody else is doing it. Such an attempt won't give expected results.
- An organization must know the context, that is, it must have answers to questions such as "Why now?" and "Why Scrum?"
- Enterprise Transition Community members must use their seniority and personal credibility to work toward getting these answers and making others understand them.

Simulate Conversation

- Enterprise Transition Community, with its focus across the organization, can lead a lot of discussions and debates.
- A few topics that these Enterprise Transition Community members can discuss are:
  - Various technical practices, their pros and cons, and suitability to the organization
  - Sharing success stories across the organization
  - Finding root causes of failures and taking steps to prevent them
  - Generating ideas

Provide resources

- Agile transition requires time, effort, and money.
- As the Enterprise Transition Community is composed of senior members of the organization, it can get required resources such as:
  - External trainers and/or coaches
  - Software and necessary licenses for automated testing
  - Budget for departments to undergo transition
  - Budget for setting up of Information Radiators

Set appropriate aspirations

- Transition goals at organizational level can be set up by the Enterprise Transition Community members.
- These goals, such as releasing product increment every quarter instead of once in a year, inspire the teams involved in the transition.

Engage everyone

- Since the Enterprise Transition Community has an organization-wide footprint, it doesn't just look narrowly at one department or business function.

- It looks at broad participation from all departments or business functions.

Anticipate and address people issues
- As the organizational-wide effort on Agile transition will have lot of changes that can impact many departments, conflicts between people are natural.
- Enterprise Transition Community members work toward taking multiple perspectives into account when resolving conflicts.

Anticipate and remove impediments
- There may be a few organizational impediments, such as hiring external coaches, relocating team members from cubicle-based workspaces to open workspaces, that are beyond the realm of teams.
- Such impediments can be worked out by the Enterprise Transition Community.
- Also, the Enterprise Transition Community needs to anticipate other impediments that may occur in future and try to remove them before they occur and cause problems.

Encourage a simultaneous focus on practices and principles
- Teams might tend to overweigh technical practices more than underlying principles.
- However, technical practices and underlying principles go together. For example, pair programming relies on self-organized teams. If a Project Manager is assigning members for pair programming, it is against the underlying principle.
- Enterprise Transition Community can look effectively for such imbalances and direct the teams to fall back in line.

Improvement Communities
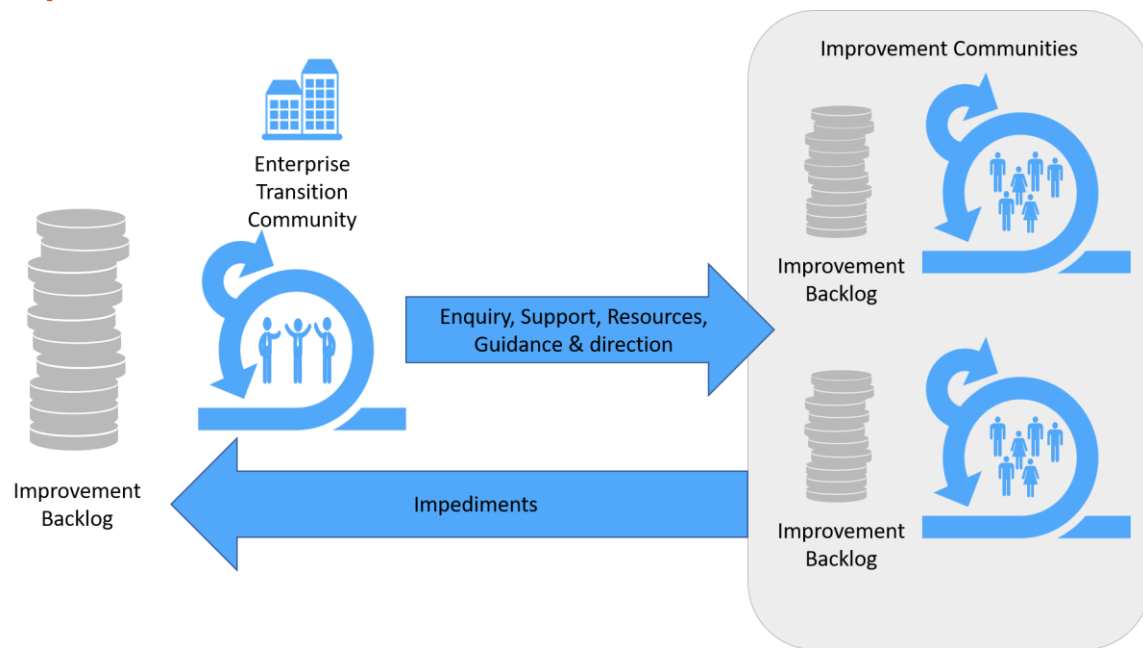
- An Improvement Community is formed when a group of individuals join together to work collaboratively to improve the organization's use of Scrum.
- Improvement Community may form when relevant individuals notice an item on the Enterprise Transition Community's Improvement Backlog. For example, after noticing the emphasis on automated testing, a few relevant individuals from Quality Center of Excellence can form an Improvement Community with respect to automated testing.

Catalysts for Improvement

- Improvement Communities become catalysts for improvement when they are good at Scrum.
- These Improvement Communities are to be formed not at Management direction but as part of the company culture.

Enterprise Transition Community Effectiveness metrics

- The following metrics will help us to gauge how well the Enterprise Transition Community is faring at changes:
  - The number of Improvement Communities that are formed without direct request from Enterprise Transition Community: This metric indicates the organization's culture; people must seek opportunities for improvement themselves without waiting for direction from senior management.
  - The percentage of such Improvement Communities to the total number of Improvement Communities: If self-formed Improvement

Communities are more than Enterprise Transition Community, it indicates a lot of passion in the organization toward improvement.

Improvement Community Sprint

- Improvement Community can have its own sprints, just like the Enterprise Transition Community.
- Each Improvement Community can select its own product owner and sprint length (recommended length is 2 weeks).
- If an Improvement Community is formed at the direction of Enterprise Transition Community to serve a purpose, the Improvement Community's Product Owner will be a member from the Enterprise Transition Community.
- The Improvement Community will have its Sprint Planning meeting based on improvements it must work on. Community members will create tasks and assign themselves to the tasks.

Focus on Goals with practical relevance

- An Improvement Community will be able to have the greatest impact if its members focus on goals that are immediate and practically relevant to development teams.
- For example, an Improvement Community working on automated tests can hire a few experts in automated tests to work with development teams to train and mentor the team members with technical practices.

Improvement Community members

- These Improvement Community members must be passionate about improvement opportunities—because of this, membership is not restricted to only senior managers or leaders.
- Anyone with a passion toward improvement and zeal toward participation in a community can be a member.
- There is no limit on number of members.

Disbanding a Community

- These communities eventually disband once their specific improvement areas are met.
- For example, the Improvement Community working on automated tests will disband (after a few months or years) once the entire organization and development teams are comfortable with automated testing.
- Enterprise Transition Community, on the other hand, should be disbanded once the organization has Transitioned and is now into continuous improvement.