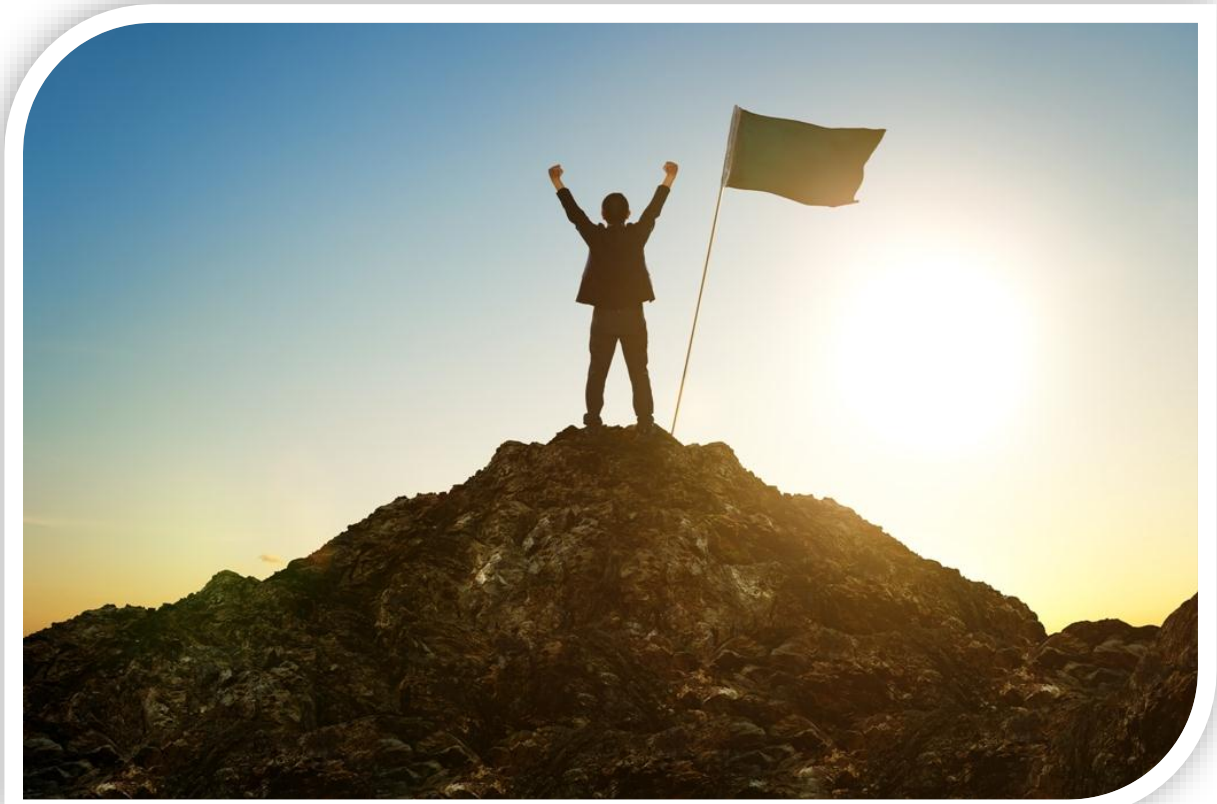




Successful Scrum Adoption



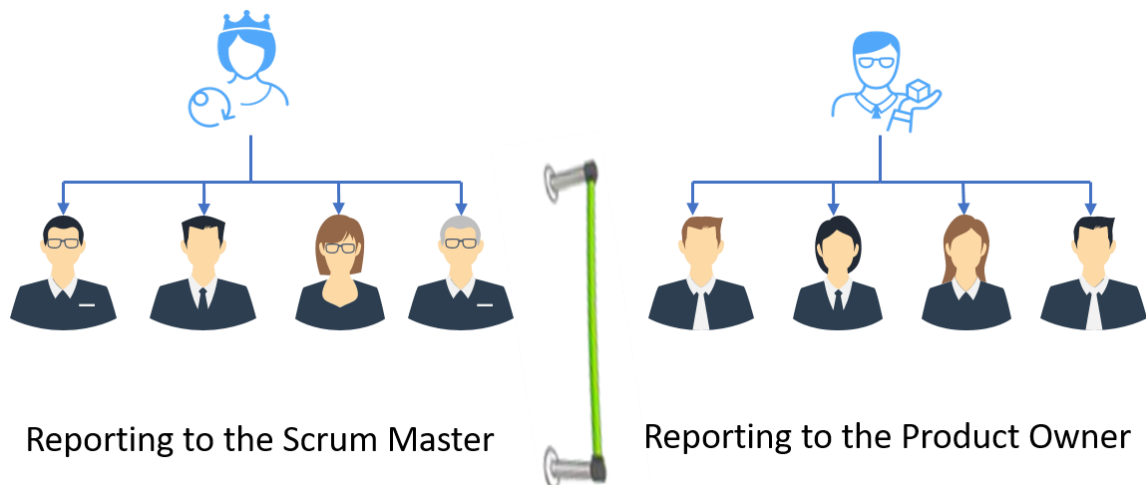
Guidance for Organization – Human Resources, facilities, and the PMO

- It is not enough for Development teams to embrace Agile. For an organization to become Agile, other parts of the organization such as Human Resources, Facilities, and the PMO must support the process.
- Scrum transitions can stall if we ignore the impact outside Development teams.

Human Resources

Reporting Structures

- Agile teams are self-organizing and there are no management roles in Scrum.
- However, the Human Resources department may insist on some reporting structures or hierarchy.
- There could be two reporting hierarchies as outlined below.



Reporting to the Scrum Master

- A team member who reports to Scrum Master will not speak freely during Daily Scrums.
- One advantage of having Scrum Master as the boss of the team is that the Scrum Master may be more effective at removing team obstacles.
- It would be advisable for team members to report to functional managers rather than Scrum Masters.

Reporting to the Product Owner

- This is not at all recommended.

- There is a natural tension between the Product Owner and the team. This is due to Product Owner's nature of job to push more User Stories onto team and ask for faster delivery.

Periodic Performance Reviews

- Most organizations prefer annual performance reviews.
- Instead of rallying against this practice (which is almost impossible to remove), we can explore ways to minimize the negative impact:

Try to eliminate most individual factors from assessments

- Individual performance assessment factors lead to individual-focused behavior.
- In Agile, we encourage team members to do what is most beneficial for the team and the product.
- One approach we can try is a 50:50 split between individual and team factors.

Include teamwork factors

- Typically, in performance appraisal forms, Human Resources department asks inputs on whether the employee was able to manage tasks within budget and timelines.
- As an alternative, seeking inputs on whether the whole team was able to manage tasks within budget and timelines and giving the same rating to all team members can be tried.

Review performance much more often than annually

- Scrum projects are executed quickly and team members learn new skills quickly.
- Instead of doing an annual performance review, Human Resources should encourage the team members and their managers to have informal discussions on performance, expectations, and objectives more than once in a year.

Solicit input into the review from a broad set of people

- Broadly soliciting the feedback about an employee's performance—from Scrum Master, Product Owner, users, customers with whom the employee has worked, and others—will help to get a good idea about the contribution of an employee.



Educate and engage the Human Resources group

- Human Resource employees can attend Scrum trainings to see how Scrum teams work and how they differ from traditional teams.

Facilities

- Scrum teams need an ideal workspace.
- A team's physical environment can have so much influence on how Agile the team can become.

Office Space

- Traditional cubicle walled office space is a big impediment to collaboration.
- In workspaces called ***caves and commons***, there would be a dedicated cubicle for each employee and a central area with a whiteboard and some couches.
- Scrum teams forgo the cubicles and go for a large common work area surrounded by a couple of meeting rooms that anyone can use.
- These open workspaces encourage impromptu collaboration.
- It also has a benefit of the ease with which the layout of the area can be changed.

The War Room becomes Whole Space

- When a project is in critical and bad situation, organizations put all team members together in one conference room, which is called War Room.
- These war rooms provide a convenient place for unscheduled meetings to occur.

Executive Sponsorship is helpful

- The impediments caused by office workspace can't be removed completely by the Scrum Master.
- Scrum Master needs help from an executive in making improvements in work space.

Furniture

- One common approach for the team is to have movable desks with large open space.
- This allows teams to form workspaces as required.
- If the team wants to practice pair programming, then the workspace should allow two team members to sit comfortably side by side and operate.

Sweating the small stuff

- Even smaller items than desks, such as phones, require attention.



- When Scrum teams are moving around, dedicated desk phones for individuals might cause problems.
- This can be addressed by providing VoIP Phones.
- Some team members may be comfortable with mobile phones while some others may prefer landline phones.

Visible items in the workspace

- An ideal Agile workspace should have the following visible across the workspace.
 - Big visible charts
 - Cumulative flow diagrams, burndown charts, task boards, etc.
 - Additional feedback devices
 - Indicators such as traffic lights showing red light when there is a deployment happening or a failed build
 - Everyone should be able to see everyone else
 - Sprint Backlog
 - Make it visible. Display it on the wall in the form of a task board
 - Product Backlog
 - Product Backlog also can be displayed prominently on a wall.
 - This helps the teams to overcome the feelings of endless Sprints, disconnection, and isolation
 - At least one big whiteboard
 - A big whiteboard can be placed in the common workspace to encourage spontaneous meetings.
 - A private and quiet space
 - As important as open communication is, team members sometimes need some space and quiet.
 - Food and Drink
 - A Window
 - Physical window (not Microsoft Windows here)
 - Team members can focus for few minutes outside their workspace to get their thoughts back and see some natural light

The Project Management Office

- The Project Management Office (PMO) typically implements a process and acts like a custodian and guardian of that process.
- When PMO is supporting Scrum, it is a tremendous boon.



- As Scrum doesn't have Project Manager role, PMO resources might be worried.
- A PMO can contribute to three areas: People, Projects, and Processes

People

- Agile PMO should do the following
 - Develop a training program
 - Scrum might be new to many team members during the Agile adoption.
 - PMO can come up with required training
 - Provide coaching
 - Select and train coaches
 - Challenge existing behaviors
 - Some team members may be still using old work practices such as extensive documentation, work breakdown structures, etc.
 - Agile PMO can challenge these behaviors

Projects

- An Agile PMO can have these responsibilities
 - Assist with reporting
 - In almost all cases, PMO collects a lot of data and generates multiple reports
 - The Scrum Master or Product Owner should participate in project-specific reports and meetings.
 - PMO can assist in generating the reports
 - Assist with compliance needs
 - PMO can help teams to work on required compliance such as ISO 9001
 - Manage the inflow of new projects
 - PMO can help the organizations to start projects in a controlled way, that is, start projects only when right team is assembled and not start them too quickly one after the another

Process

- PMOs are known as keepers of the process.
- An Agile PMO can have the following process-related activities
 - Provide and maintain tools
 - Assist in establishing and collecting metrics
 - Reduce waste



- Help establish and support communities of practice
- Create an appropriate amount of consistency across teams
- Co-ordinate teams
- Model the use of Scrum
- Work with other groups

