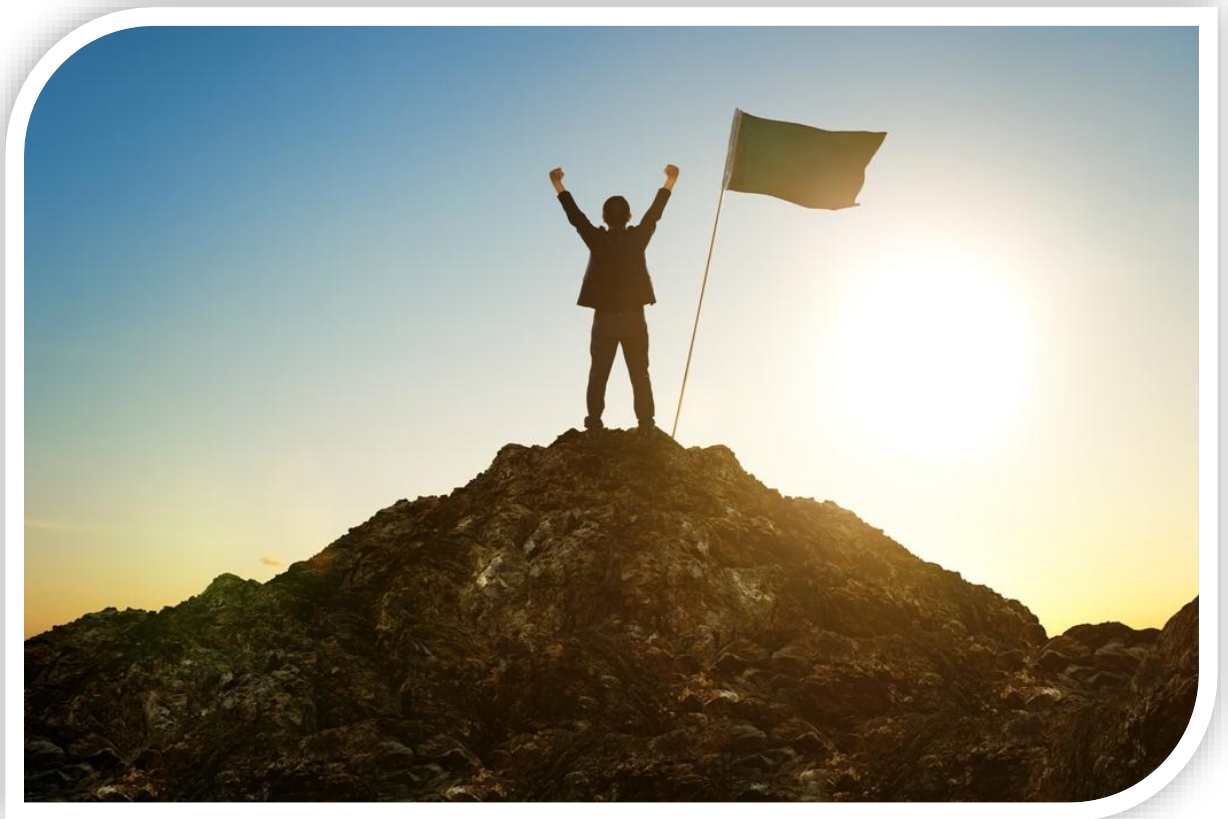




Successful Scrum Adoption



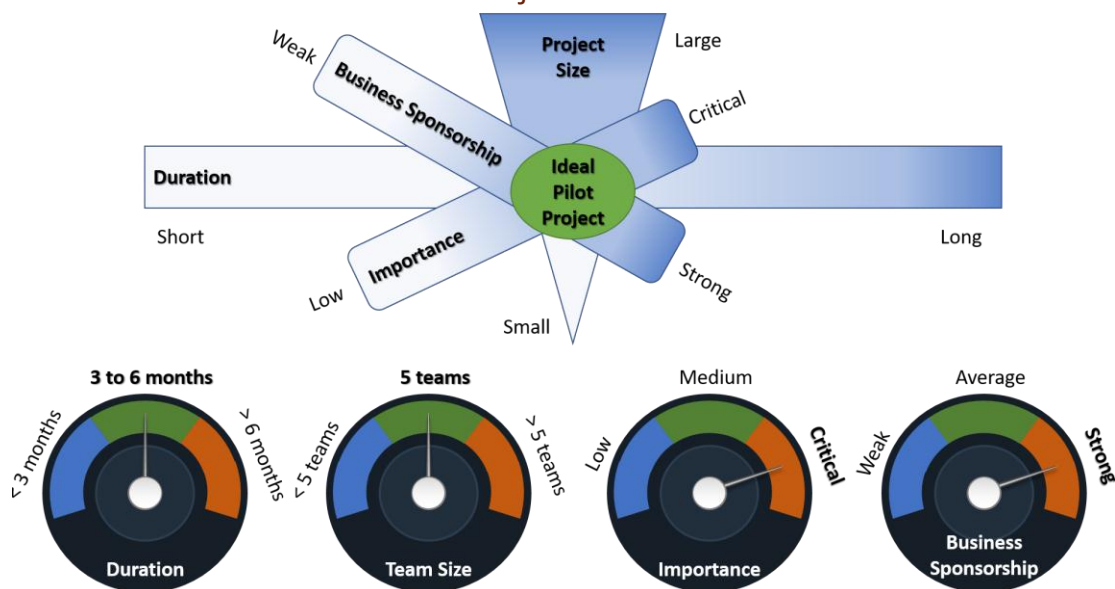
Selecting the right project as first project to initiate Agile transition

- Selecting the right project and team is critical as an organization initiates Agile transition.
- All eyes will be on this project and team (unless this is done in Stealth mode as outlined earlier).
- This first project should be important and significant to the organization so there is enough focus, sponsorship, and commitment.

Ideal Pilot Project

- The word “pilot” is used here to highlight the fact that it is the first project that will provide guidance to subsequent projects, that is, it leads the way. However, it is not used as a test. (In most cases, Pilot Projects are used to test something and are discarded once complete)

Four attributes of the ideal Pilot Project



Duration

- A project with a very short duration may depict that Scrum is suitable only for small projects.
- If you use a project with a very long duration, you may not be able to claim success until the project is over.
- Ideal duration for the pilot project is 3 to 4 months.

Project/Team Size

- We can start with a minimum of 1 team.
- A maximum of 5 teams can work on the Project.

Importance

- A project with low importance won't get significant attention that is required for the transition.
- The ideal pilot project is one that is critical to the organization.

Business Sponsorship

- Agile transition and Scrum Adoption requires strong business sponsorship.
- Transition involves costs and also requires organization-wide direction and guidance.
- Strong sponsorship makes it easier to carry out the transition with fewer constraints.

Right time to start the transition

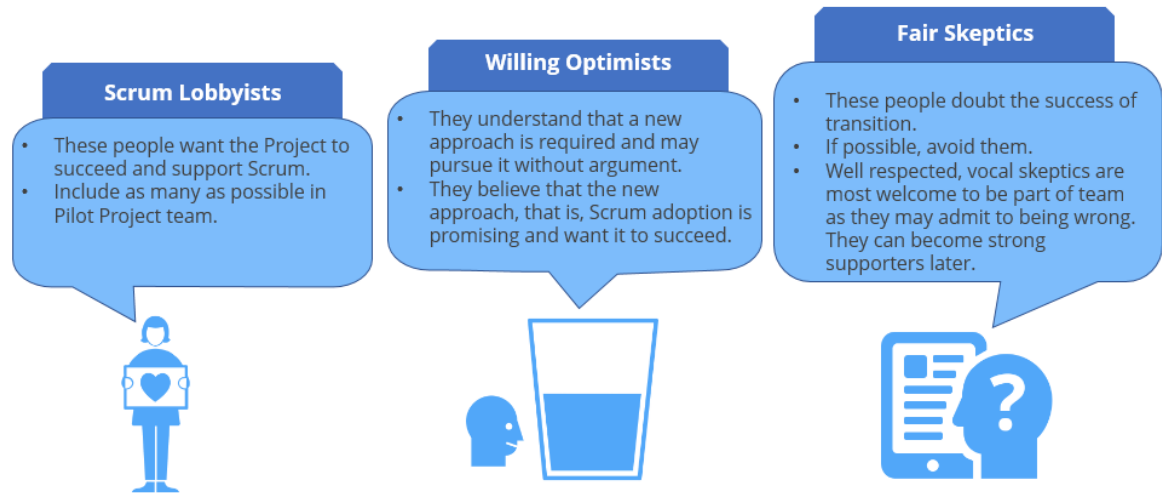
- New Projects
 - It is recommended that you start the Agile transition and Scrum adoption on the first day of the Project itself. From the day the project begins, it should be done using Scrum.
 - The only disadvantage is that in some cases new projects may start after some time. So, the organization has to wait to initiate the transition.
- Existing Projects
 - Any project that is already underway can be done using Scrum without waiting for anything.
 - There could be some projects that are facing **Impending Doom**, that is, projects heading toward disaster (For example, most organizations use color coding for Project status. **Green** means it is on track, **Yellow** means it is off the track, but can be recovered. **Red** means it is in deep trouble. These Red projects may be heading toward **Impending Doom**). These existing projects are ideal candidates for Scrum adoption.

Selecting the Pilot Team

- The initial team that is going to work on the pilot project should be chosen keeping in mind compatibility, willingness and ability to learn and adapt, communication and technical skills, and self-organizing capabilities.



- In the following graphic, we look at the ideal type of individuals to be part of pilot project team.



- Ideally, these team members should have worked together in the past.

Failure of pilot project:

- There is a possibility that the pilot may fail. For this reason, run multiple pilots.
- Please remember that pilot projects show the way for other projects. Even if they fail, the organization can gain knowledge of **what went well** and **what went wrong**.
- If the pilot project fails to deliver on customer expectations, that project must be assessed to check if the initial expectations were realistic or not.
- Never compare a Scrum Project with a Waterfall Project. Both have different methodologies and have different expectations.

Setting and Managing Expectations

- Setting and managing expectations is very important at the start of an Agile transition.
- While initiating a transition to Scrum, you must set and manage expectations for four aspects: progress, predictability, attitudes, and involvement.

Expectations about Progress

- At the beginning of transition, due to the early and frequent releases paradigm, most teams and organizations think that teams make rapid progress using Scrum.
- In this context, the following statements are universally true of teams during the start of a transition to Scrum:
- **Most teams will overestimate how much they will achieve in the first sprint**

- Initially, most team members think that they can work faster in few weeks' sprints and may commit to more than they can deliver.
- At the end of the sprint, most teams realize that there is a difference in their actual time versus planned time.
- **Most teams will be more useful, that is, productive**
 - Most teams will do more useful work (not wasting time on unimportant features now) shortly after adopting Scrum.
 - In each sprint, the team focuses its attention on what can be done in the sprint rather than focusing on longer duration.

Expectations about Predictability

- Predicting project progress is a norm in many organizations.
- Scrum provides **velocity**—a measure of work that will be completed in each sprint.
- Team velocity might be volatile during the initial 3 to 4 sprints as the team discovers Scrum.
- It is important to set correct stakeholder expectations with respect to initial velocity. For example, they may think the team is not delivering anything valuable as velocity might be low during initial sprints.
- Sufficient historic data must be gathered and available to make predictions on velocity.

Expectations about attitude toward Scrum

- A few common objections raised by team members during the initial stages of transition are:
 - Daily scrum is a waste of time.
 - When we know that we are not going to deploy the product increment at the end of the sprint, why should we test it?
 - There is no sufficient documentation and the production support fails due to this.
- Organization should anticipate such resistive comments about changes introduced and must talk to the relevant teams well in advance to set their expectations right at the beginning itself.

Expectations about Involvement

- This is the most important expectation to set.
- Business users playing the role of Product Owners must be able to spend required time with teams and attend scrum meetings. They can't work part-time. So, this expectation must be set with them initially for correct alignment.



- Other business users and stakeholders also must be clear about their expected involvement in the project, during scrum meetings and events, etc.

