NITOR
DIGITAL ENGINEERING

DEPLOYING AGILE & LEAN PRACTICES IN MULTISITE AND -CULTURE PROJECT

Tampere Goes Agile 2017
Rauno Kosamo

TAMPERE goes AGILE

SETUP AND DISCLAIMER FOR THIS CASE

Product program had four locations (US, Finland, Poland and India) having close to 300 people.

I led and coached the teams in Finland and as I was a member of the R&D management I knew the situation also in a product level.

And as I had a long experience in agile and lean transformation I was a natural member in product transformation team.

These thoughts are from me and me only.

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EXTERNAL CHALLENGES

Telecom operators wants commitments for next one or two years

Some operators wants release bi-weekly, some only once per year and the rest between

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INTERNAL CHALLENGES

Functional silos caused problems like sub-optimized flows, prioritization problems and lack of system competence

Heavy and complex steering structure caused slow decision making and poor visibility

Focus on 100% allocation caused that any sudden delay in team level caused delays in program level and for keeping the schedule the quality was compromised

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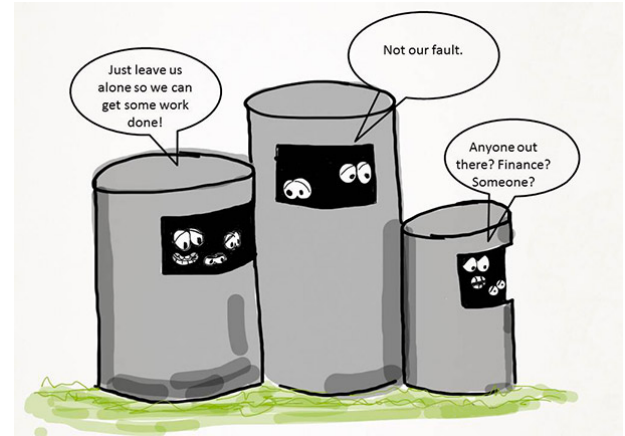
CULTURAL CHALLENGES

Conflict areas:
Commitments: Yes, yes vs. No, no
Requests: Managers / Religion vs. Experts
Decision making: Manager vs. Experts

LINEAR-ACTIVE	MULTI-ACTIVE	REACTIVE
Talks half the time	Talks most of the time	Listens most of the time
Does one thing at a time	Does several things at once	Reacts to partner's action
Plans ahead step by step	Plans grand outline only	Looks at general principles
Polite but direct	Emotional	Polite, indirect
Partly conceals feelings	Displays feelings	Conceals feelings
Confronts with logic	Confronts emotionally	Never confronts
Dislikes losing face	Has good excuses	Must not lose face
Rarely interrupts	Often interrupts	Doesn't interrupt
Job-oriented	People-oriented	Very people-oriented
Sticks to facts	Feelings before facts	Statements are promises
Truth before diplomacy	Flexible truth	Diplomacy over truth
Sometimes impatient	Impatient	Patient
Limited body language	Unlimited body language	Subtle body language
Respects officialdom	Seeks out key person	Uses connections
Separates the social and professional	Mixes the social and professional	Connects the social and professional

Cultural Types: The Lewis Model — Linear-active, multi-active, reactive variations
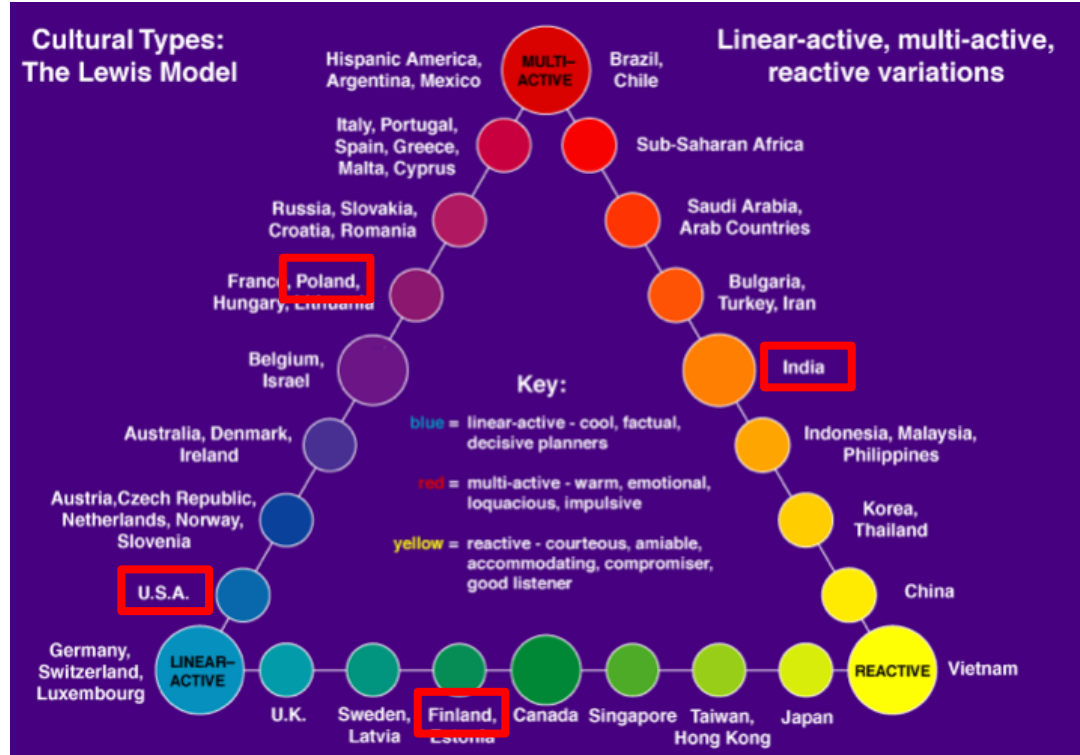
WHY WE FAILED TO IMPROVE THE SITUATION

We got a lot of improvement items from retrospectives and other similar sessions

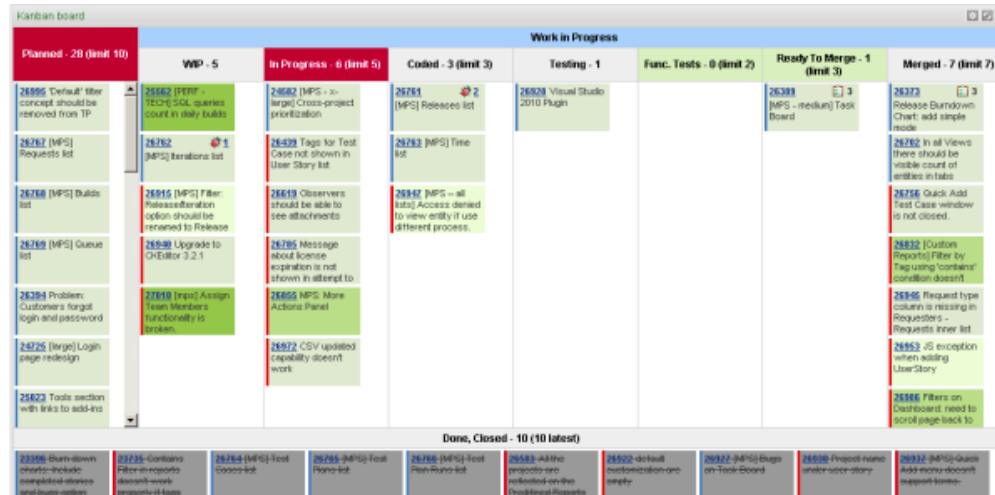improvements

Due the lack of e-2-e priorities we had no common focus

NO FOCUS

NO FOCUS,ANYWHERE

memegenerator.net
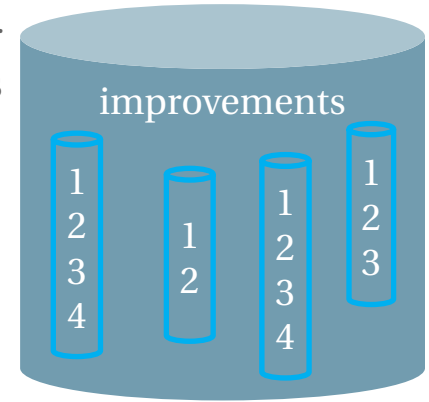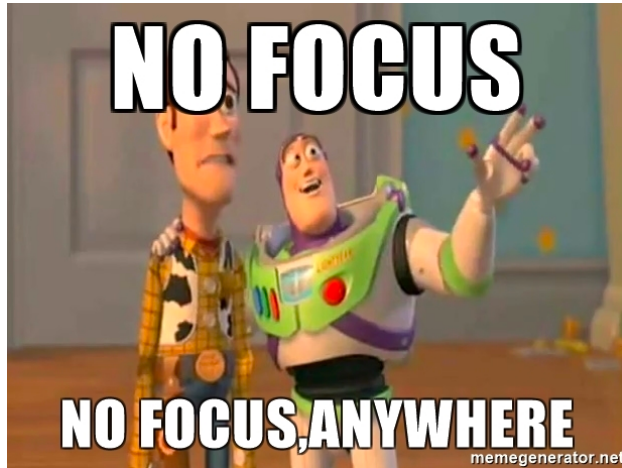
Improvements prioritization was based on the hunch and each silo had own priorities

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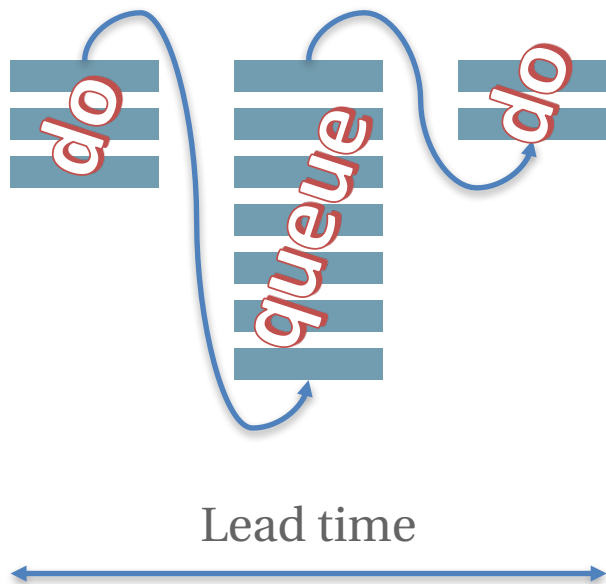DIGITAL ENGINEERING

SO, WHAT WE DID?

WE BUILT PRODUCT LEVEL KANBAN BOARD

And when we understood the big picture we started to see the forest from the trees and the problems in it
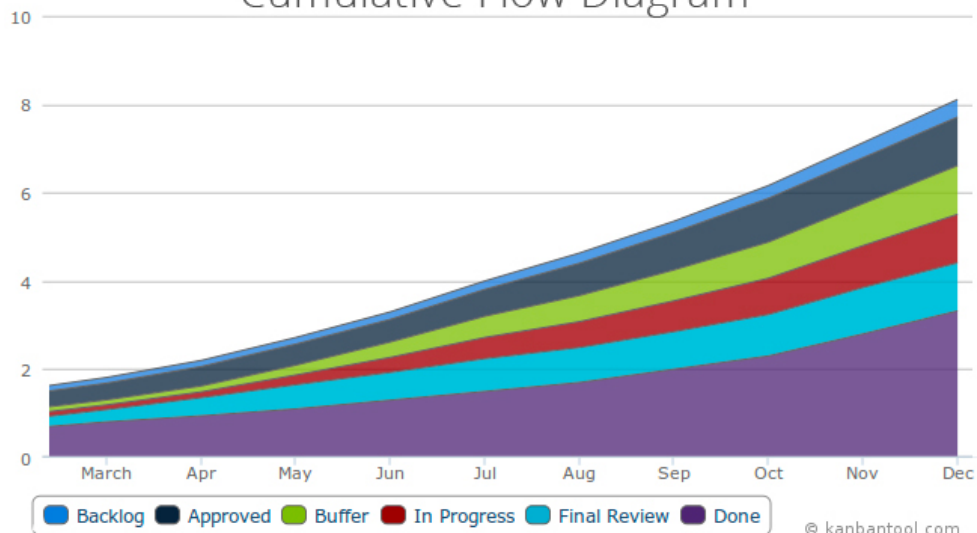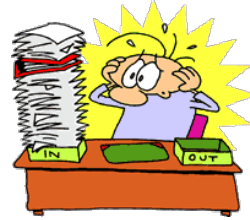
WE STARTED TO MEASURE OUR E-2-E FLOW

WIP and Queues

do

queue

do

Lead time

Cumulative Flow Diagram

Legend: Backlog, Approved, Buffer, In Progress, Final Review, Done

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EXAMPLES OF E-2-E FINDINGS

We had content for 3 years in our backlog
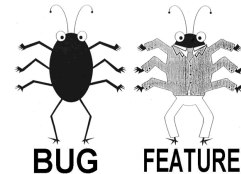
Bottlenecks in product flow

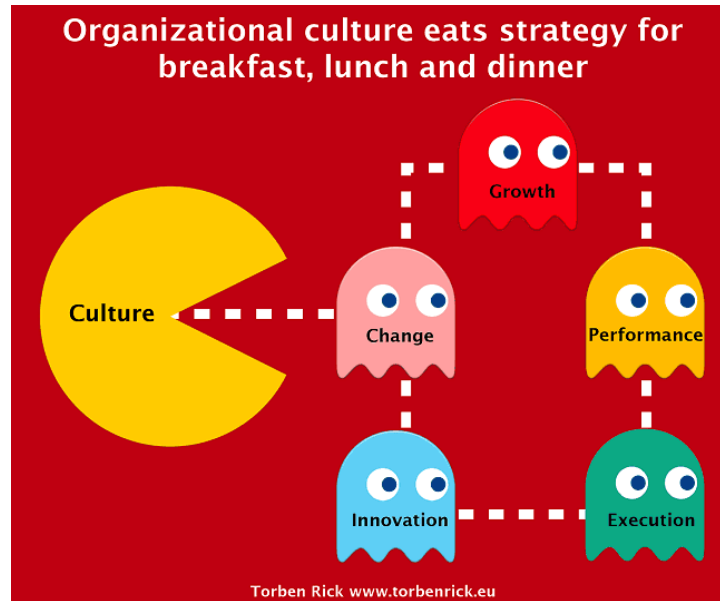Too many features under work at the same time

A lot of waste done in different places
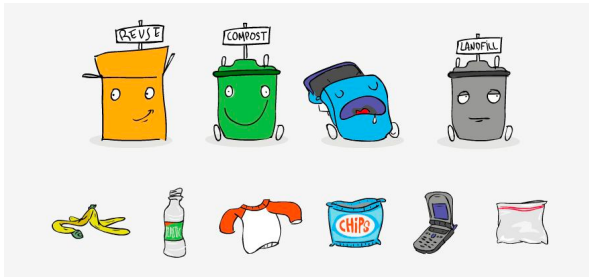
Quality problems

STATUS WHEN I LEFT THE COMPANY

We had prioritized e-2-e improvements backlog and we had a focus

BUT as you know

Organizational culture eats strategy for breakfast, lunch and dinner

Culture — Change — Growth — Performance — Innovation — Execution

Torben Rick www.torbenrick.eu

THANKS! QUESTIONS?

RAUNO KOSAMO

I started at Nitor Delta on 1st of September 2017 as a Senior Lean Agile Coach

I have been agile and lean coach for more than ten years coaching teams and programs.
I have defined and deployed agile and lean practices to the teams, programs and businesses E.g.
- Coached camera team in Ulm, Germany, for Scrum and Kanban
- Defined and executed Solution Release Train having close to one hundred scrum teams
- Build product level Kanban board for close to 300 people product program

I also have long experience in leading SW projects varying from few people to hundreds of people and in leading teams in testing, development, project management and quality areas.

Few years abroad; Sweden (Stockholm) and Germany (Ulm)

Married with 2 kids and 2 cats
M.Sc. Information Technology and B.Sc. Computer Engineering
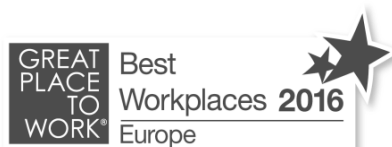I like Mountain biking, gym, floorball, salsa, hiking

NITOR SPECIFICATIONS
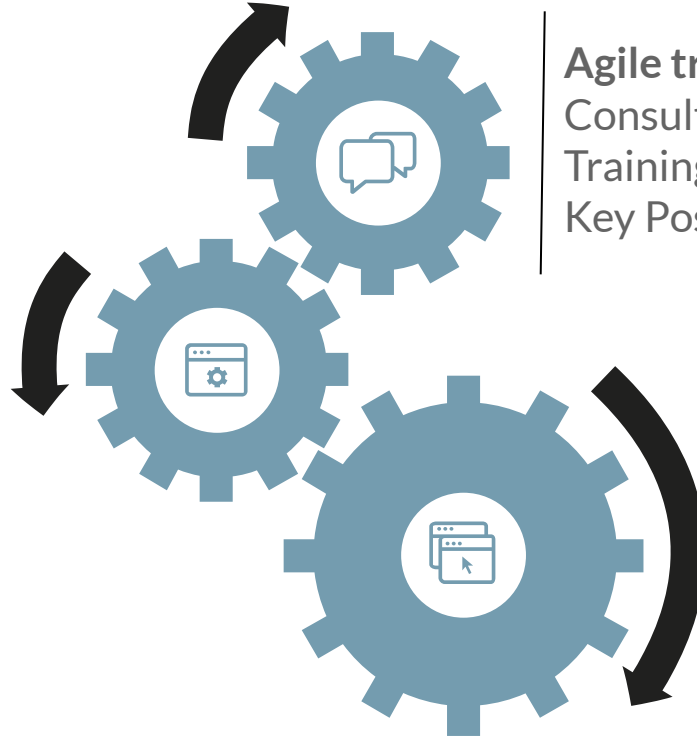
Founded 2007
in Helsinki, Finland

Revenue ~14 M€
(2016)

Employs over
150 professionals

CUSTOMER FOCUSED & ALL-IN-AGILE

Agile transformation
Consulting
Training
Key Position fulfillment

Lean design
Concept Design
Architecture
User Experience
Prototyping

Agile delivery
Development
Test
Maintenance

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