Project Management Institute
Belgium Chapter

Beyond Scrum? Enterprise level Scrum!

May 2nd, 2012

Capgemini
CONSULTING.TECHNOLOGY.OUTSOURCING

Agenda

Topic	Presenter
Word of Welcome PMI	Kris Troukens Michaël Cauchie
Scrum/Agile shaking up your project	Gunther Verheyen
What about Distributed Scrum?	Venkatesh Upadrista
Enterprise Scrum: transformation in action	Henk Kolk
Panel discussion with expert group, starting with 5 min intro on: • Growing to Agile Project Portfolio Management • Scrum Agile Full Lifecycle	Yves Vervloesem Edgar van Buuren
Closing Words PMI	Kris Troukens
Buffet & Networking	

PDU Code Today

02 MAY : Capgemini

PDU: 133-20120502

Upcoming Events

31 MAY : Strand Associates

TOPIC : “Fundamental changes in payments for 2015-2020”
SPEAKER : Leon DHAENE
Location : PLAZA HOTEL BRUSSELS

14 JUNE : Dr. Harold Kerzner

TOPIC : “Project Metrics, KPIs and Dashboards”
Location : DOLCE LA HULPE (morning session)

20 JUNE :

TOPIC : tbc
Location : VOLVO AALST

PMI BeLux Day 2012

- Above and Beyond PMBoK®
- Location will be in **Transinne**

- www.pmibeluxday.org
- 200 participants are expected.
- More volunteers are needed for the 6th of October.

PMI BeLux Day 2012

- PMI Lille will help in the organization.
- Call for Speakers and sponsors is initiated.
- Interested in volunteering, sponsoring or speaking on the 6th of October – Contact Bassam SATER

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Membership

Michaël Cauchie

2012 May 2nd

Membership Evolution

New Members

February 2012

Tim Barbio

Joeri Clijnen

Mr. Joseph E. Cooper, PMP

Mr. Bart GABRIELS, PMP

Polina Gargova

Josephina Haex

Mr. Laurent Lhoir

Geoffrey Meeuws

Mr. Arnaud Mercier

Christian Pintea

Benoit Schmitt

Anna Sigurdsson

Kaat Vandekerckhove

March 2012

Sandra Burvenich

Xavier J Christiaens, PMP

Constantin Doering, PMP

Nikos Giannopoulos, PMP

Olivier Lazar, PMP, PMI-RMP, PMI-SP

Herman Jan MEIJERS

Miguel Muinos-Gutierrez

Els Raemen

Paul Adrian Stanciu, PMP

Florencia Toscano

Christoph Vergult

New PMP

January 2012

Emmanuel Lambert, PMP

Frederik Van Herterijck, PMP

Stijn Verschraegen, PMP

Sofie Declercq, PMP

February 2012

Ling Ou Yang, PMP

Libuse Cappellano, PMP

Catherine Cavalin, PMP

Katelijne Wouters, PMP

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Scrum/Agile shaking up your project

(to shift or not to shift - the software industry paradigm)

Gunther Verheyen
Global Scrum Leader Capgemini

Capgemini
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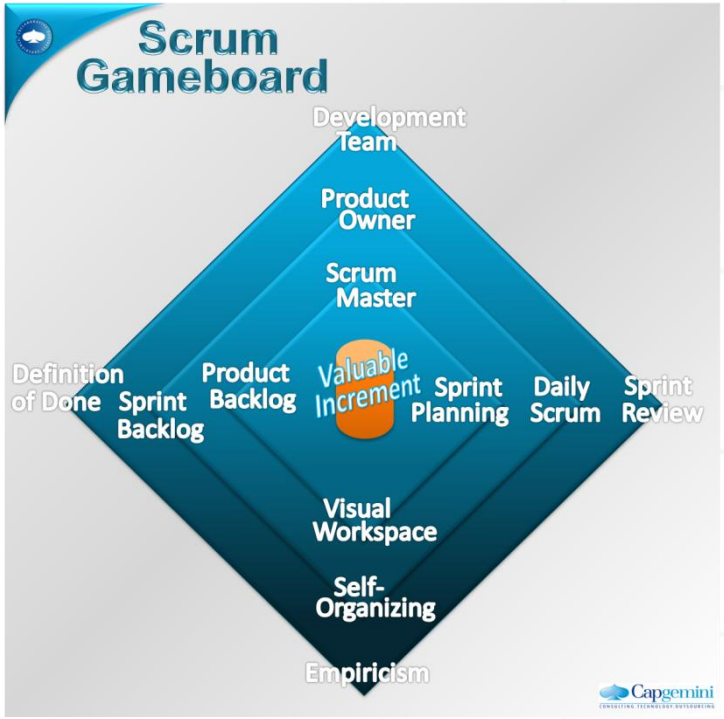
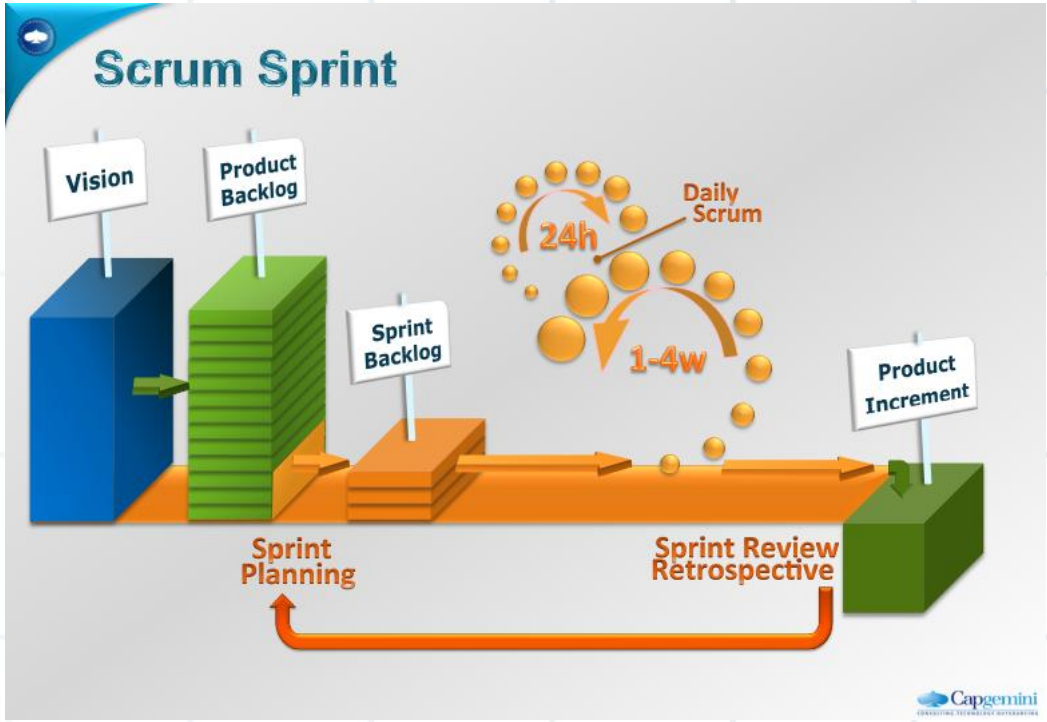
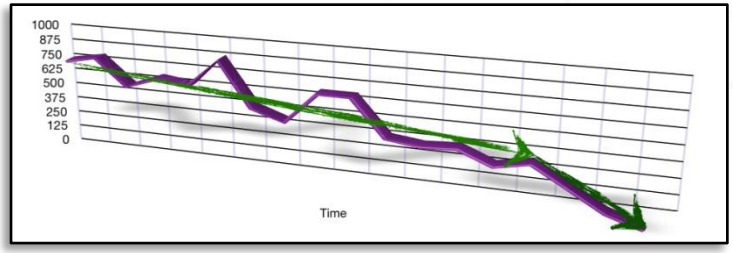
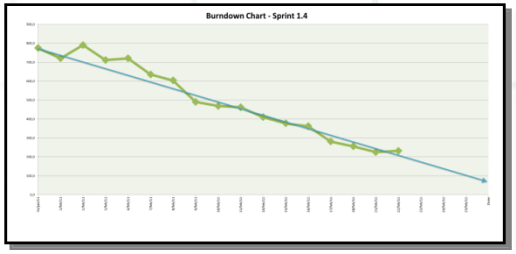
There's a lot to say about Scrum.

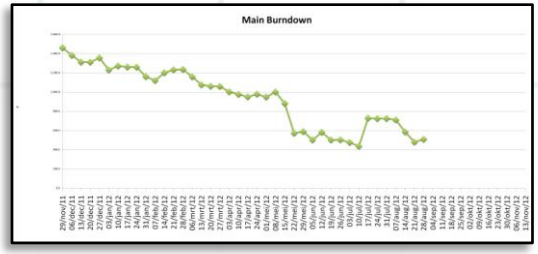
What about some basics?



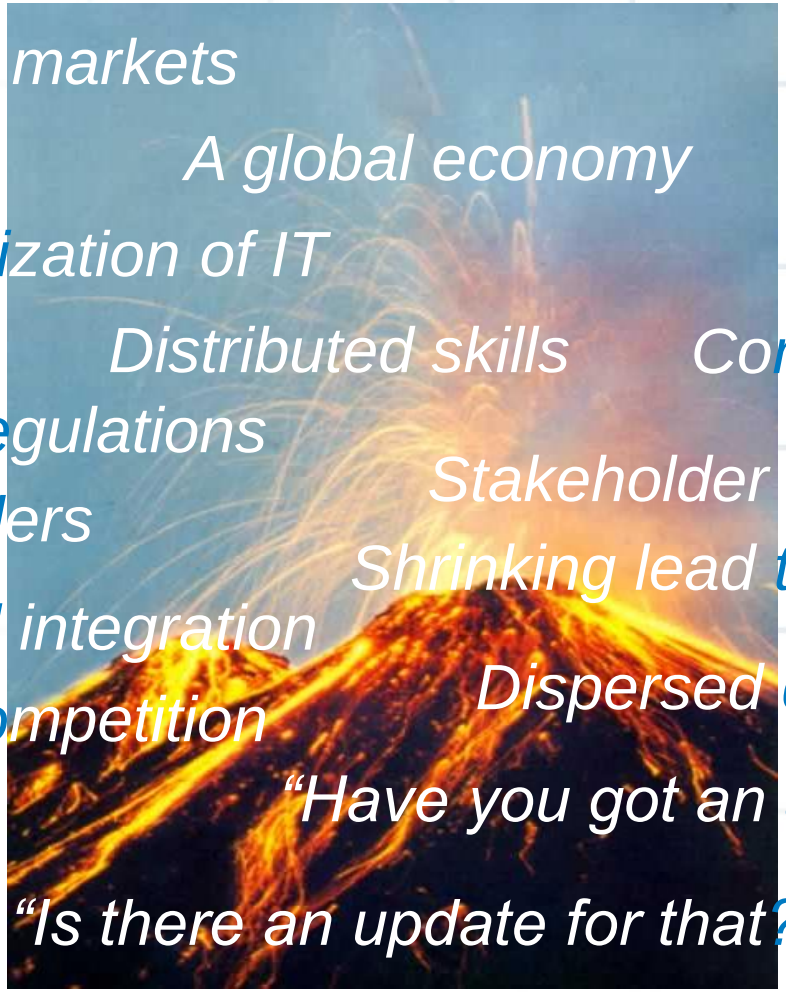








How do you see the world? A VOLCANO of constant and apparently uncontrollable disruptions?



Liberated markets

The age of twitter

Market pressure

A global economy

Fast media coverage

The consumerization of IT

Distributed skills

Competing opinions

Legislations and regulations

Stakeholder impatience

Unstable stakeholders

Shrinking lead times

Technical integration

Dispersed decision taking

Collaborative competition

"Have you got an app for that?"

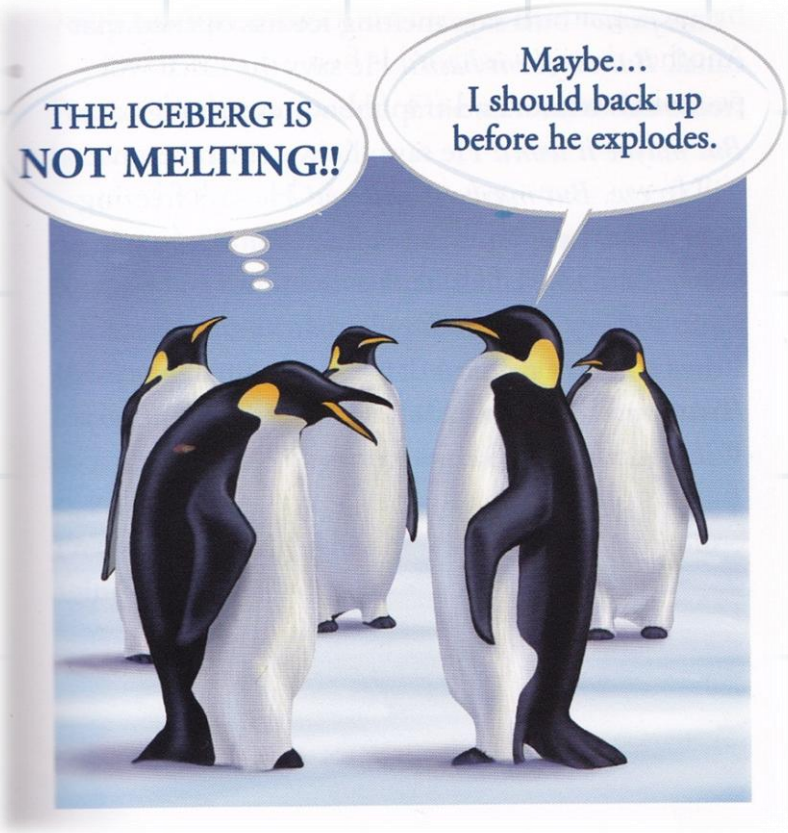
Strategy revisions

"Is there an update for that?"

The must of mobile

It BURNS your PLATFORM. *All the time.*

You can deny it, but you cannot escape it. Your ICEBERG is melting.



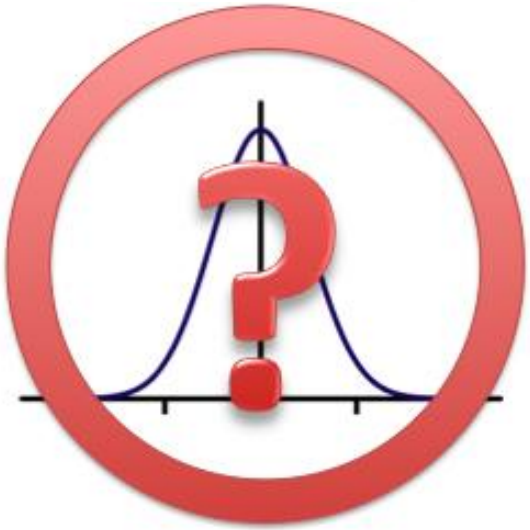
You seek control. You can't manage it all, and become a FIREFIGHTER.

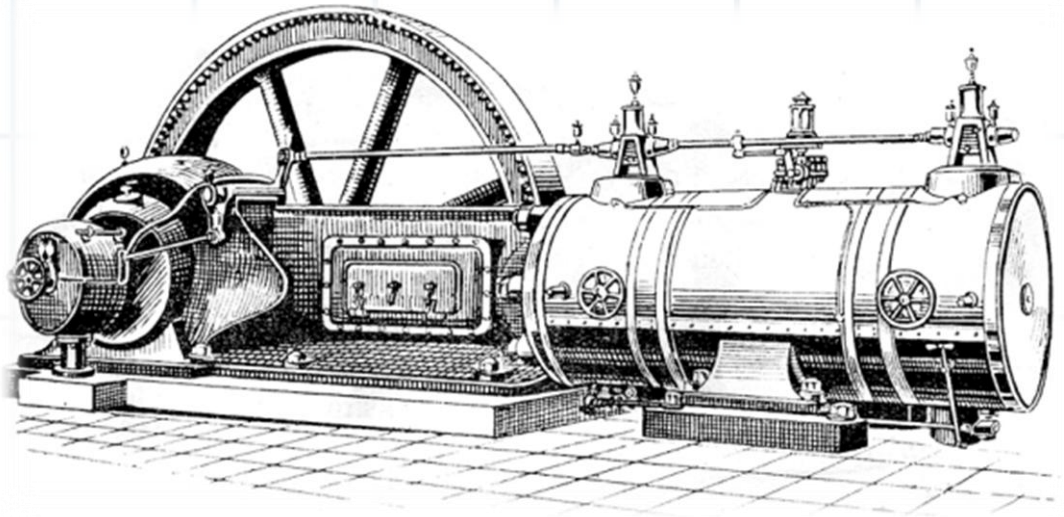
Because every unforeseen event is a CRISIS.

The firefighter act isn't helping. You're still lagging behind. *All the time.*

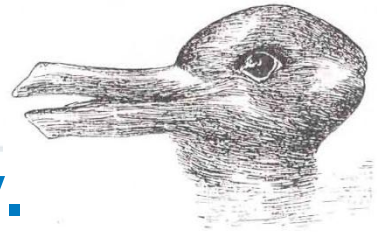
Did you miss the train to EXTREMISTAN?

Do you still hang on to ancient control models?



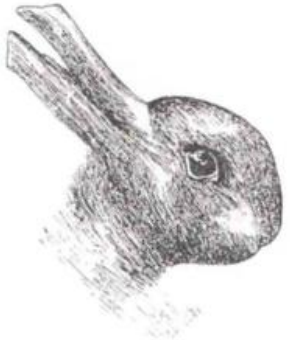


The old models are part of the industrial paradigm that ruled the software industry.

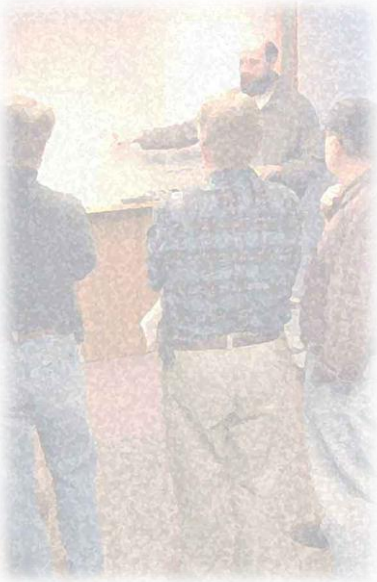


Superior staff designs and plans the executable tasks for workers under hierachical supervision.

In the 90's, finally, the significant anomalies of the old paradigm gave rise to a new one.



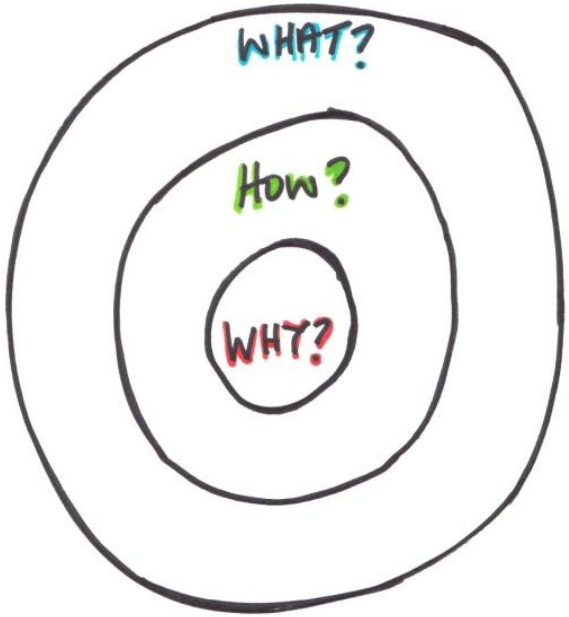
***Agile* software development restored the respect for people and creativity.**

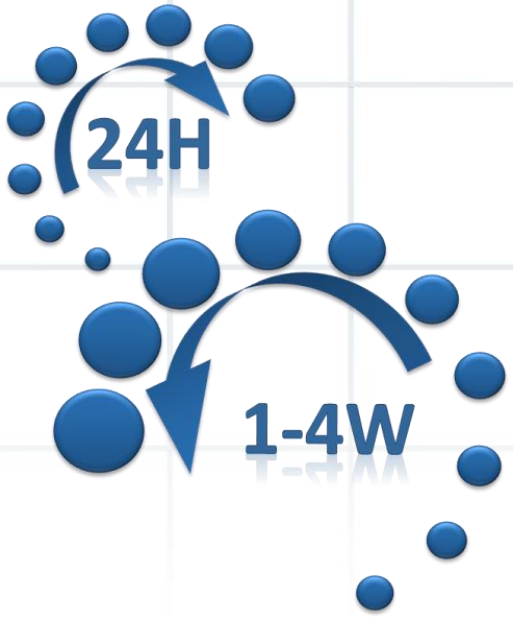


Scrum became the Agile gorilla, the leading Agile framework.

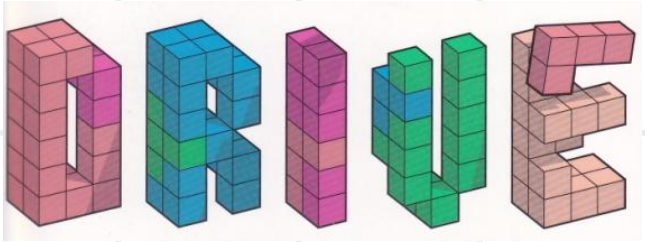
Use Scrum to sense, probe and adapt. At all levels.

To build better software. Faster. In 30 days, or less.

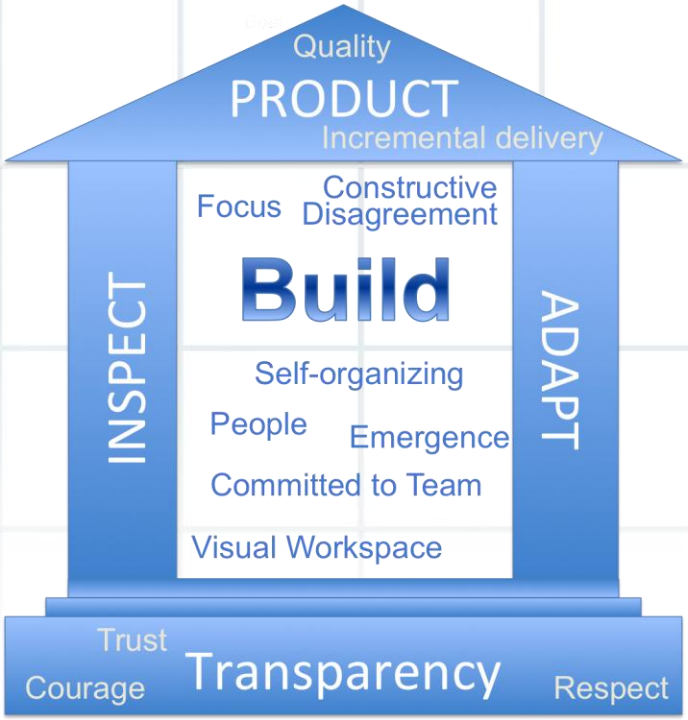




The distinct rules of Scrum help to absorb the new paradigm.



The HOUSE OF Scrum protects us from rigid behavior.

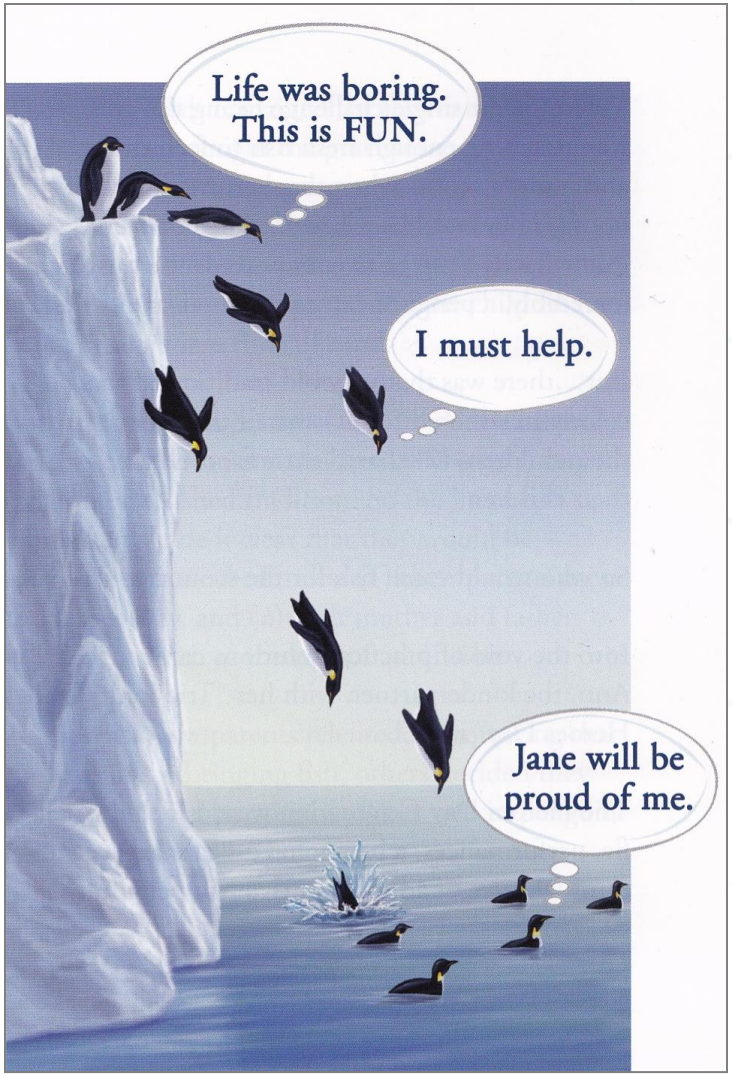


Scrum opens up a world of opportunities:

- Process ⇨ Scrum Master
- Budget / Ordering ⇨ Product Owner
- Technical Tasks & Quality ⇨ Development Team

Move away from	Move towards
Coordinating individuals and individual contributions	Coaching people and teams
Provide answers as a subject-matter expert	Be a servant-leader
Invest in specific outcomes	Facilitate teams into high performance
Measure by deadlines and technical solutions	Focus on the flow of Value
Fixing problems	Take it to the team

Thank you



Gunther Verheyen

- eXtreme Programming and Scrum since 2003
- Capgemini since 2010
  - Financial Services Netherlands-Belgium
  - Global Leader for Agile/Scrum
  - Contributor to Capgemini Technology Blog
- Scrum.org since 2009
  - Professional Scrum Master level II
  - Professional Scrum Product Owner level II
  - Professional Scrum Trainer PSF, PSM, PSPO

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Blog http://ullizee.wordpress.com

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What about Distributed Scrum?

Venkatesh Upadrista
Client Delivery Executive

Capgemini
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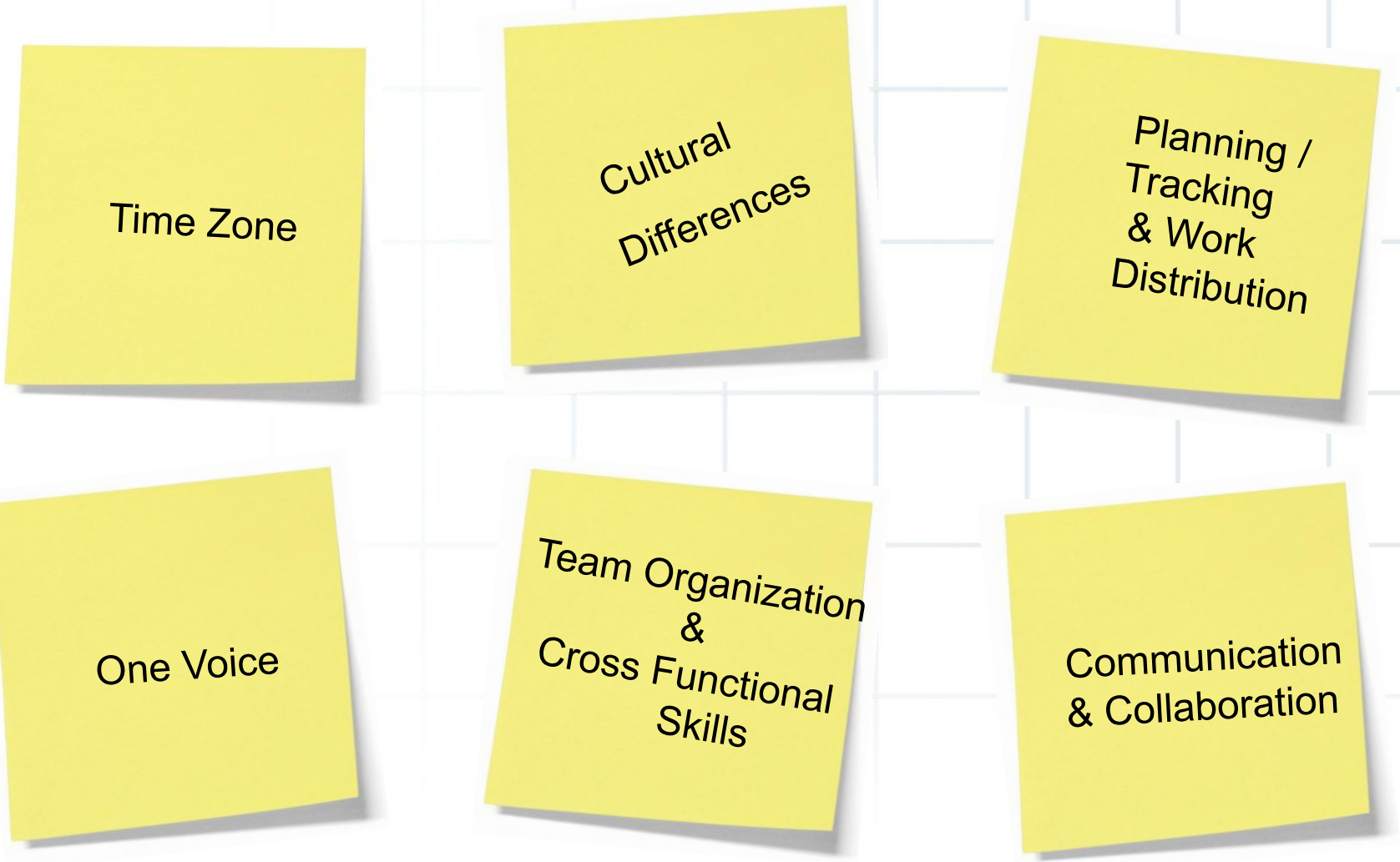
Distributed SCRUM

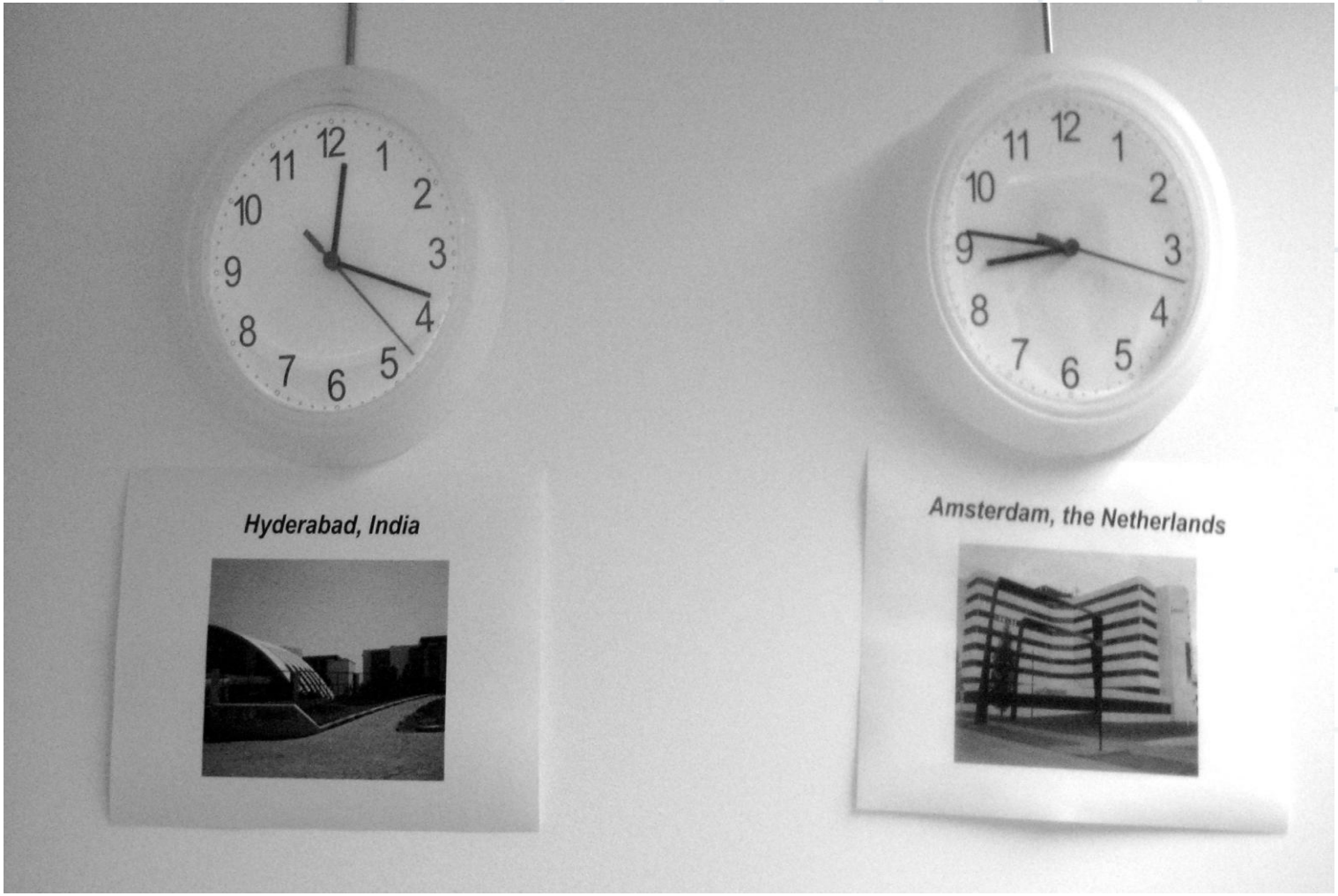
Adopting SCRUM where

- Groups/teams working on a shared-goal but located in different geographies
- The sponsors, end-users and the development teams operating from different locations
- Organizations are involved with multiple vendors across various geographies

What makes Distributed Scrum Challenging

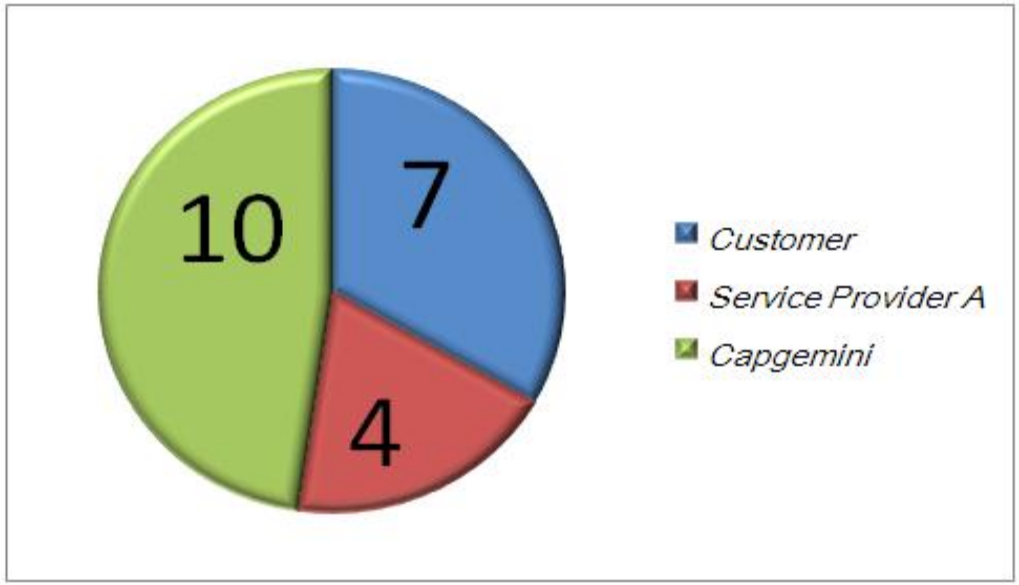


Distributed Scrum best practices



A Large Financial Services Customer in Belgium

- Start of project: January 2012
- All delivery via Scrum Teams:
  - Mixed Teams (Capgemini + Customer resources + Other Service Provider)
  - Two Scrum Masters
  - 21 Team members



Respect & follow values of Scrum

- A Real Scrum Master
- Train & Coach ALL Teams

- Understand Scrum Roles
- Inspect and Adapt

Travel on Both sides

New to: Scrum + Project

- **High Frequent**

Experienced: Scrum + Project

- **Less Frequency**

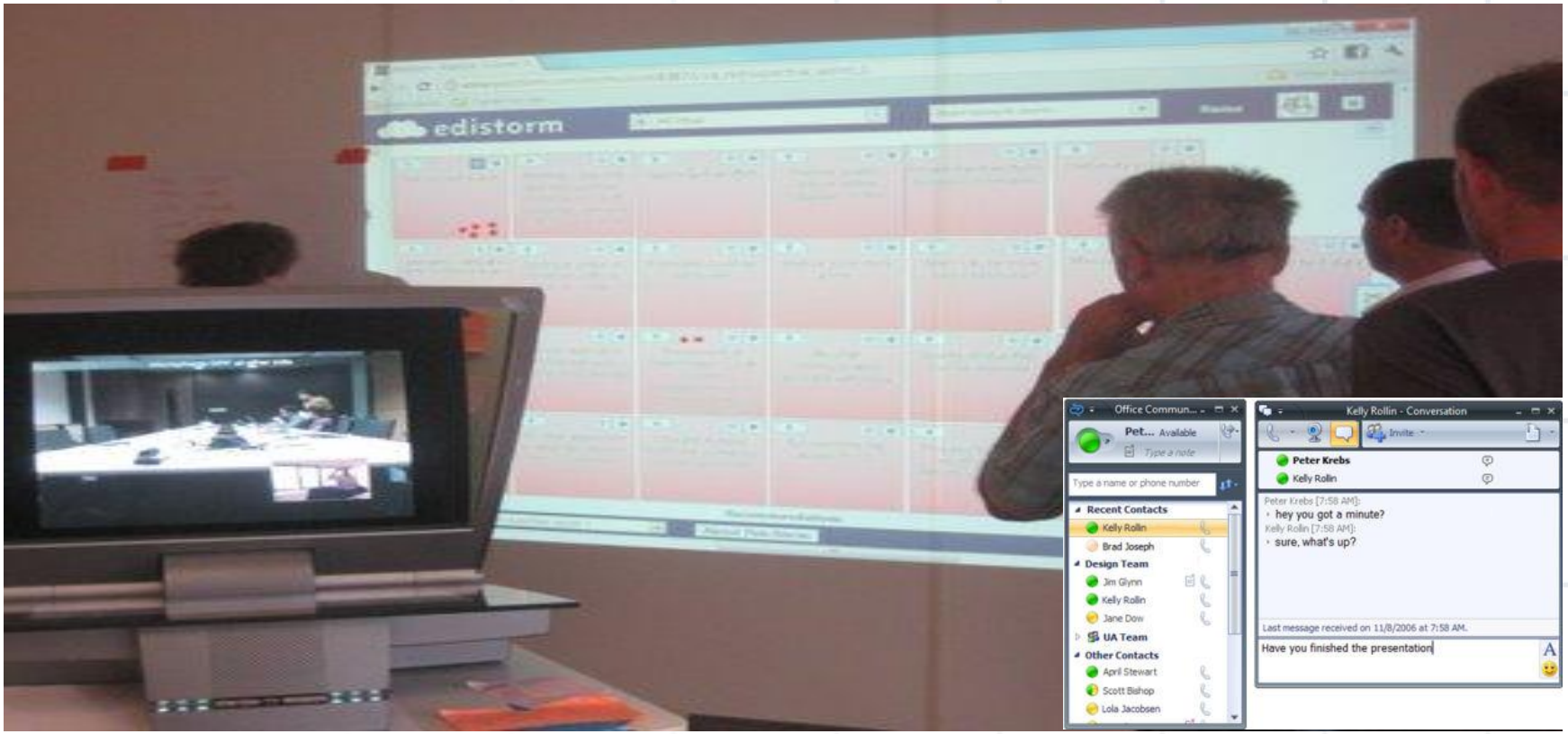
It’s One team

Capgemini One Team Delivery Model

Capgemini fully includes your people in distributed Team delivery. We know how combine low cost offshore delivery with ownership and commitment of your own people.

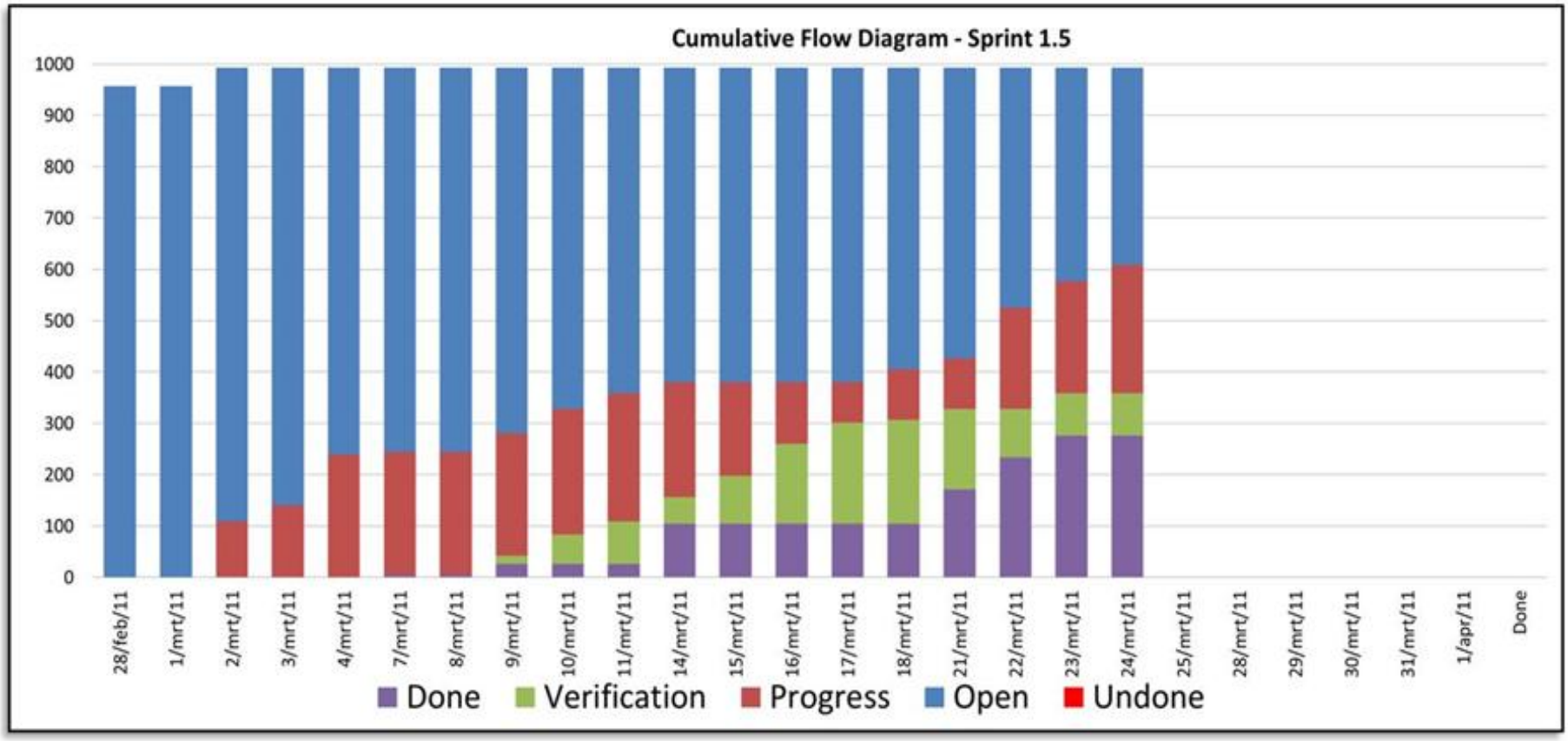
- **Engaging the team who understands and experienced One Team**

Use state of art communication tools



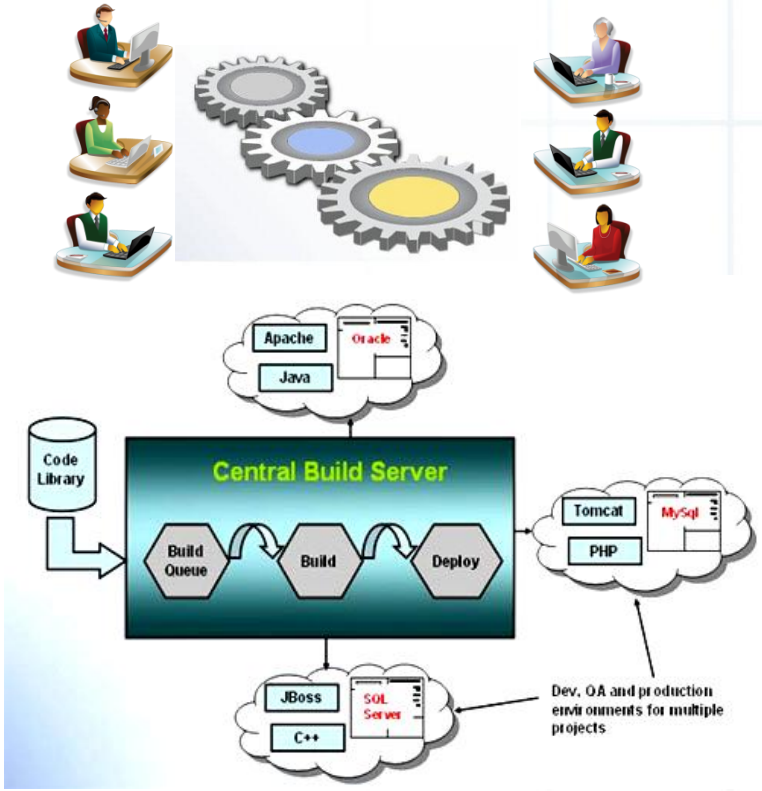
- **As from Sprint 1 :**
  - Video Conference
  - Remote Electronic White Boards (Pilot phase)
  - Instant Messengers always ON
  - Sprint Retrospective

Use simple tracking tools

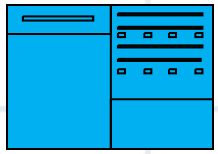


- **Transparent tracking for all team members, regardless role / location**

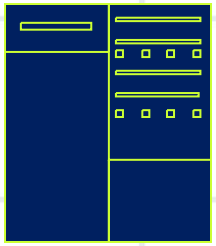
Continuous Integration



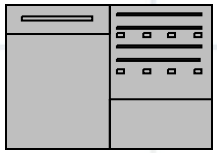
Issue /Defect Tracker



Version Control



Build Engine



Packaging and Release

Deployment Engine

- Commit code as early as possible
- Enable Automated Builds
- Make the build self-testing
- Keep the build fast

CALL TO ACTION

TRAVEL across Distributed Locations

ONE TEAM thinking

State of art **COMMUNICATION** Tools

Simple and transparent **TRACKING**

INSPECT and **ADAPT**

Venkatesh Upadrista

- Distributed Scrum since 2005
- Capgemini since 2011
- Financial Services – Belgium
- Global Leader for Distributed Agile

Books

- Managing Offshore Development Projects – An Agile Way 2009
- Design for Hybrid Agile Adoption 2011
- Managing Virtual Memory: by programs 1999

Mail: venkatesh.upadrista@capgemini.com

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Enterprise Scrum Transformation in action

Henk Kolk

Capgemini
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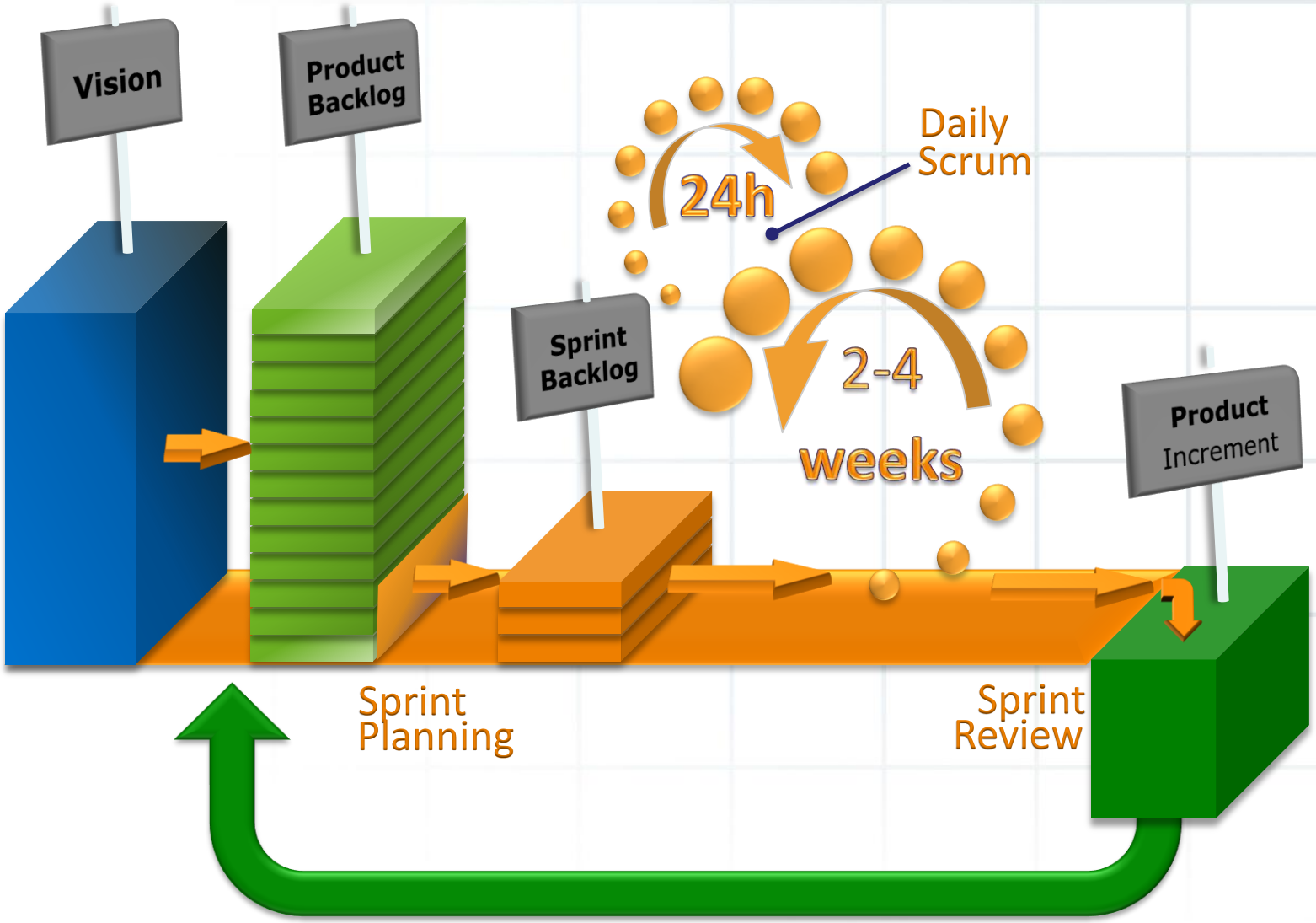
Enterprise Scrum

- What is Agile / Scrum?
- What are the benefits and pitfalls of Scrum for large organizations?
- How do you transform large enterprise to an agile / Scrum delivery framework?

Scrum Process



Scrum Roles

Scrum Master

- Facilitator
- Protector of the team
- Owner of the meetings
- Removes impediments

Product Owner

- Business representative
- Owner of the
  - Vision
  - Product Backlog
  - Priorities
- Tracks progress, value and ROI

Development Team

- Cross-functional team of 5-9 people
- Empowered and self-organizing for the technical realization
- Collective Ownership of the code and ‘Definition of Done’
- Authority over the Sprint Backlog and the People

Benefits of Enterprise Scrum – Large Bank

Cheaper

- 30-50% Cost savings achievable in 2 - 3 years for a fairly large IT organization

Faster

- Radical cycle time reduction, examples of 9 months -> 6 - 9 weeks

Better

- More business value - earlier
- Higher quality of systems and increased transparancy
- High Performance Teams

Case Study (II) Current status

Start Pilot projects: December 2010

- ACT Team formed: Summer 2011
- Over 30 Scrum Teams in Channels
- Over 20 Scrum Teams in Back Office Systems
- Time to market reduced from 9 months to 6 – 9 weeks

First applications live with Scrum:

- Mobile apps, Internet (new architecture)
- Branches application
- Call Center application
- Savings system

Case Study (III) First pilot projects were a big success

- "*In the same timeframe we normally needed to sign off the requirements, we now have finalized the software*"
  Wim van der Zwam, Scrum Master
- "*Excellent coaching and expertise from Capgemini*"
  Harold Wever, head of SoDC Branches
- "*We have removed two walls: One between Business and IT, the other between IT and supplier*"
  Wim van der Zwam, Scrum Master
- "*The change to Scrum was fast and really easy*"
  Wijke Stoker, change manager

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in samenwerking m

Distributed Scrum bij SoDC Branches & Sales Forces

ING OIB Channels en Capgemini leveren eerste software op met Agile/Scrum.

Inleiding
Amir Arooni, hoofd van OIB Channels, heeft eind 2010 alle medewerkers uitgedaagd. Zijn vraag was: Kom met het beste idee om twee keer zoveel waarde te leveren voor dezelfde euro. Vanuit de medewerkers kwam van verschillende kanten een verassend antwoord: Wij willen dat met Agile/Scrum gaan doen.

Wat is Agile/Scrum
Scrum is een veelgebruikte, wendbare softwareontwikkelingsmethodiek. Met minder lange processen en minder dikke documenten. Maar wel met een ijzeren discipline op proces, kwaliteit, continu verbeteren en verantwoordelijkheden van mensen. Scrum dwingt teams om software op te leveren die echt 'af' is, met een ritme van twee tot vier weken.

Scrum legt de verantwoordelijkheden helder neer bij de juiste mensen. Eén Product Owner bepaalt welke functionaliteit prioriteit heeft en wat die functionaliteit is. Het Team van ontwikkelaars bepaalt zelf hoeveel van deze functionaliteit ze in staat zijn om in de volgende periode van een paar weken (een Sprint) te bouwen. De Scrum Master vrijwaart het Team zoveel mogelijk van inmenging van buiten, lost 'Impediments' (hinderpalen) op en coacht Team en Product Owner.

Kijkglas Team
Een van de Scrum-teams in Channels is het Kijkglasteam. Dit is een

"De invoering van Agile/Scrum als nieuwe aanpak ging echt heel snel en gemakkelijk."

Wijke Stoker
Change Manager
Agile/Scrum Implementatie, ING

People matter, results count.

Case Study (IV) Impressive Time to Market Benefits

Before

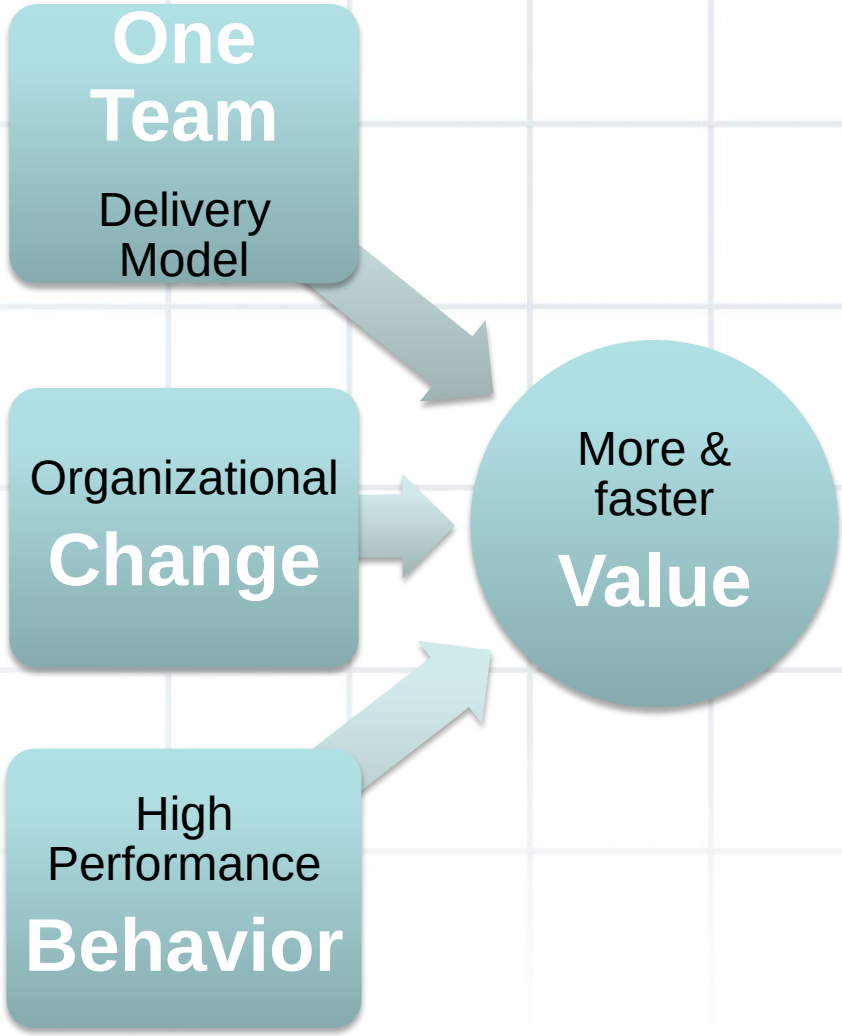
- Project initiation, 8 weeks
- Budgeting cycle, 14 weeks
- 3 x estimation effort, 3-6 weeks
  - 100%, 50% and 25% bandwith estimation
- Requirements Mgmt overhead
  - Rewriting requirements multiple times
- Transition (Testing) – time to market of getting of sign offs – 6 weeks

After

- 3 Sprints – total 9 weeks

Critical Success Factors

- **One Team** delivery model. In working with vendors, create a one team model without hand-overs.
- **Organizational Change**. Scrum Teams will achieve much better when impediments that hamper productivity are removed constantly.
- **High Performance Behavior.** Scrum removes mechanisms that prohibit people from collaborating. Results come faster when teams are coached & trained properly.



Playbook: The 5 Plays of the Game

1. Staging

- ACT team established
- Defined sense of urgency
- ACT team trained
- Metrics established
- 1st Pilot projects decided

2. Pilots

- ACT Sprints
- Scrum Teams
- First impediments resolved

3. Expansion

Expanding

- More Teams

Resolving Impediments

- Organization
- Technology
- Infrastructure
- Career paths
- Structural training
- Consolidated metrics

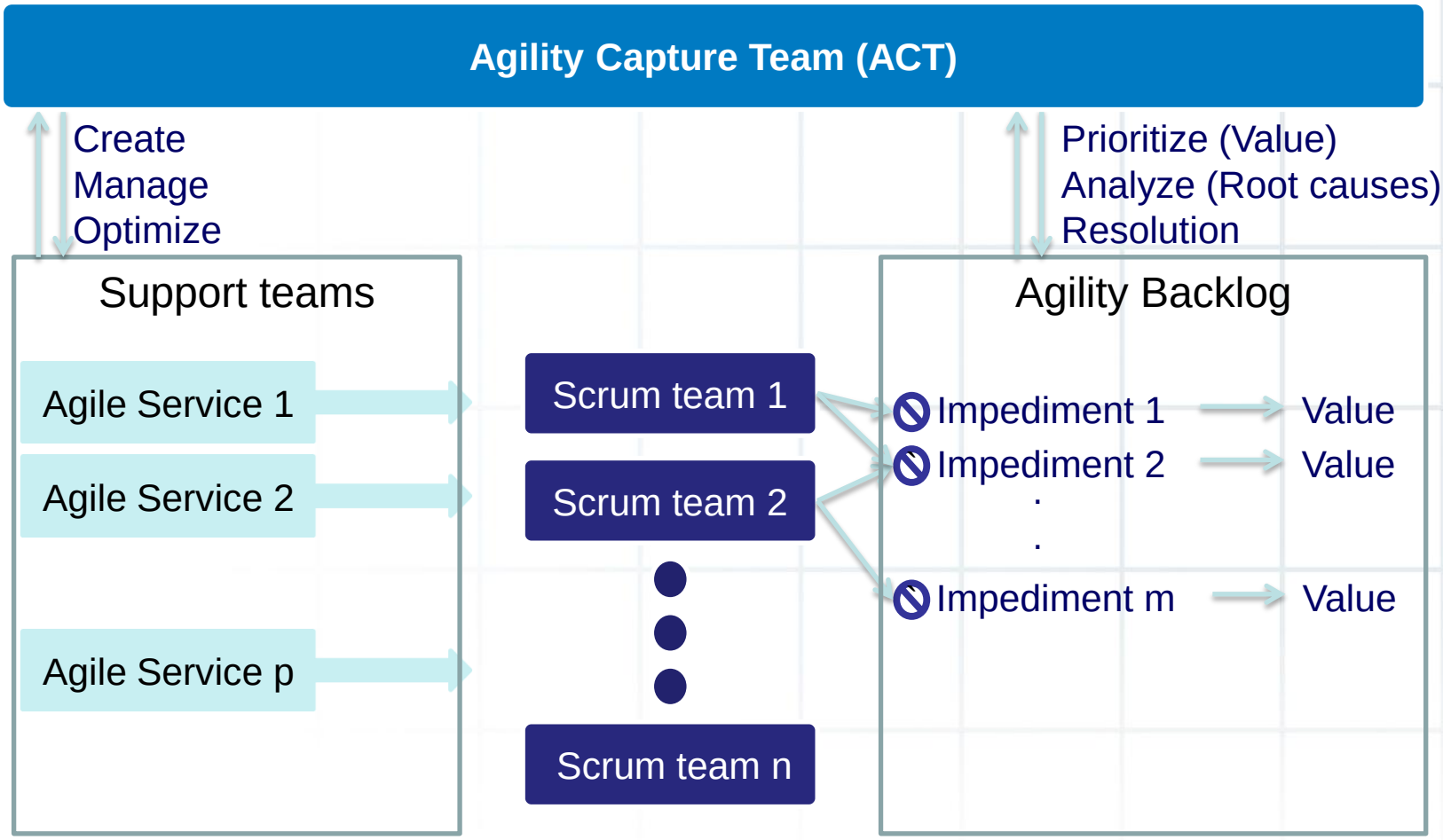
4. Impact

- Communicate results
- Cross fertilization
- Development oriented on applications and platforms
- More teams

5. Anchor

- Agile organization
- Reduced waste
- Manage by corporate objectives
- Embedding in personnel objectives

ACT Team solves impediments



Thank you

Henk Kolk

- Capgemini since 1999
  - Global Software Engineer
  - Practice Manager Accelerated Delivery Services
  - Chief Technology Officer – Financial Services NBS
  - Value Proposition Enterprise Scrum

Mail henk.kolk@capgemini.com

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Panel discussion

Facilitator : Lambert Swillens
Director Operations & Delivery Financial Services NL-BE-CH

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Intro ‘Growing to Agile Project Portfolio Management’

Yves Vervloesem
Project Performance Improvement

Capgemini
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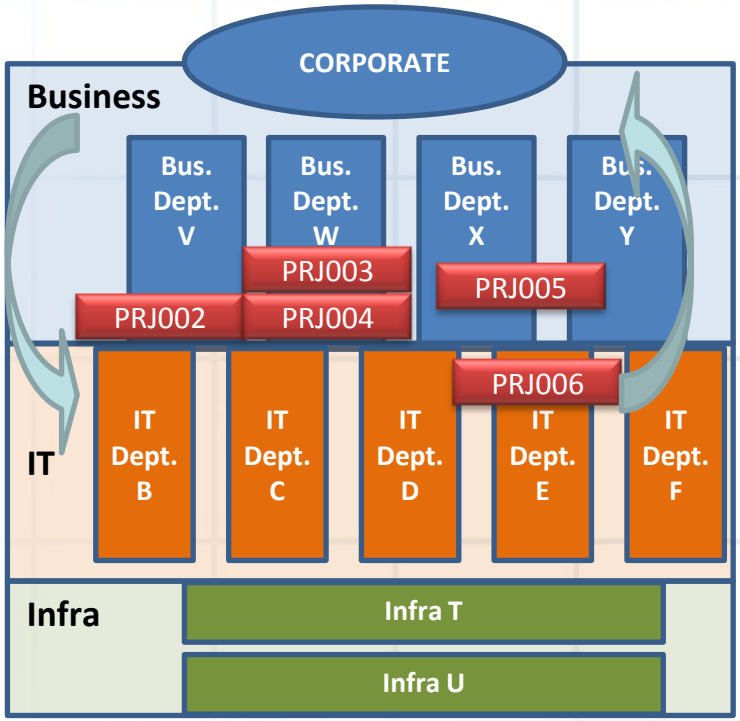
Growing to Agile Project Portfolio Management

Estimating & Scheduling 'sudoku'

Data quality of "reporting up"

Passive Portfolio Monitoring



Lighter metrics based on Value

Portfolios are Ordered "Project Backlog"

Actually *manage* Portfolios more frequently

PPM is a way to translate an enterprise's strategy.
If PPM is more agile, the enterprise is more agile.

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Intro 'Scrum Agile Full Lifecycle'

Edgar van Buuren
Service Delivery Manager

Capgemini
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Front end implementation IB

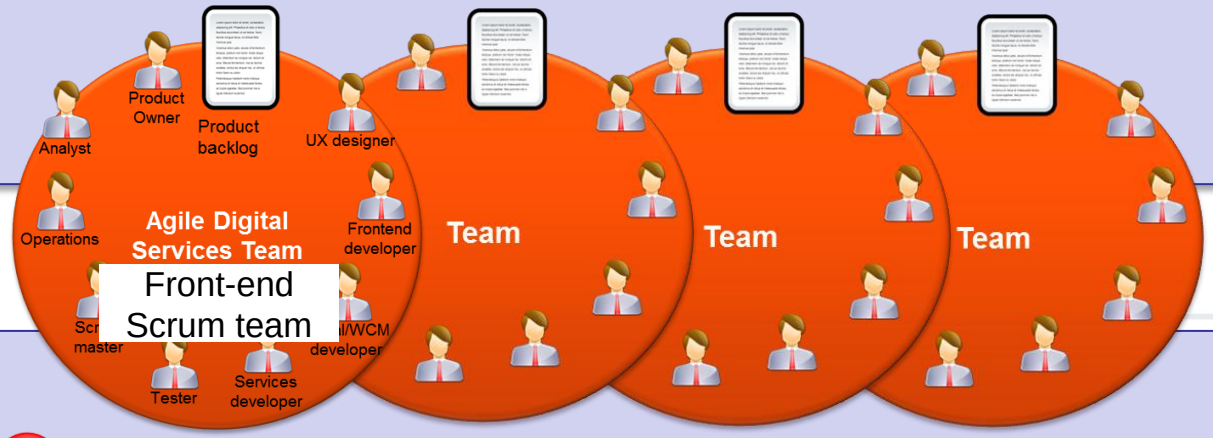
Business demand

- Channel vision and strategy
- Channel roadmap for web, mobile, social
- Product backlogs for generic portals (shops)
- Product backlogs for specific widgets and process

Generic Team: Customer and employee portals

1 Backbase portal, UI library, navigation, personalization, orchestration, content

2 Generic flows & services, process widgets (BPM factory)



3 Change & Configuration Management, integration & Deployment

4 Integration testing, test coordination

5 Support (incident, service, preventive, corrective, functional maintenance)

Generic team: Agile operations

Analytics

- Channel analytics web, mobile, social

Channel Quality & Standards

Experience
- Customer/User Experience, Experience & channel design guidelines
- Segmentation

Content & Data
- Content & data guidelines for all channels
- Content editing

Architecture
- Front-end & enterprise architecture (presentation layer) principles guidelines, tooling

Panel Discussion: Experts at your service …

- Gunther Verheyen
  - Capgemini Global Scrum Leader, Capgemini Belgium
- Venkatesh Upadrista
  - Client Delivery Executive, Financial Services (FS) GBU, Capgemini Belgium
- Henk Kolk
  - Change Agent Financial Services, FS-Capgemini Netherlands
- Yves Vervloesem
  - Project Performance Improvement, FS- Capgemini Belgium
- Edgar van Buuren
  - Service Delivery Manager, FS NBS-Capgemini Netherlands
- Facilitator: Lambert Swillens
  - Director Operations & Delivery Financial Services NL-BE-CH

Upcoming Events :

31 MAY : Strand Associates

TOPIC : “Fundamental changes in payments for 2015-2020”
SPEAKER : Leon DHAENE
Location : PLAZA HOTEL BRUSSELS

14 JUNE : Dr. Harold Kerzner

TOPIC : “Project Metrics, KPIs and Dashboards”
Location : DOLCE LA HULPE (morning session)

20 JUNE :

TOPIC : tbc
Location : VOLVO AALST

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Buffet & Networking
Wintergarden area

Thank you for your presence!

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