Scrum Introduction in complex environment

A case study, Nokia

NOKIA
Connecting People

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Agenda

- Introduction
- Background
  - The Environment (Products/Solutions)
  - Complexity (PO Teams, Development Teams)
  - Pressure to deliver
- How to handle this?
  - In Theory...
  - In Practice...
- Lesson Learned, a clear path?

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Introduction

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Social Location

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Navigation and Route Planning

Route Planning

Pedestrian Navigation

Car Navigation

We bring you to your destination at any time, on any terrain with any chosen transportation

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Adopting Scrum?

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Adopting Scrum?

- **How it started?**
  - bottom-up... after some successful pilot projects, also top-down

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- **Who decided?**
  - it started bottom-up, Team Leaders and Product Managers... than it rolled...
- **What expectations?**
  - Order: clear responsibilities, roles, deadlines and the “certainty” to have running software at regular intervals

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Choosing the right partner...

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  - Experience in coaching large and distributed teams

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Background

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Dependencies & Priorities

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Dependencies & Priorities

- Each Service is depending on many components

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- Prioritization involves often various loops and escalations are not seldom
- Components integrate with different components on different platform
- QA and UX are often a bottleneck and slow down the release process

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What kind of Service and why?

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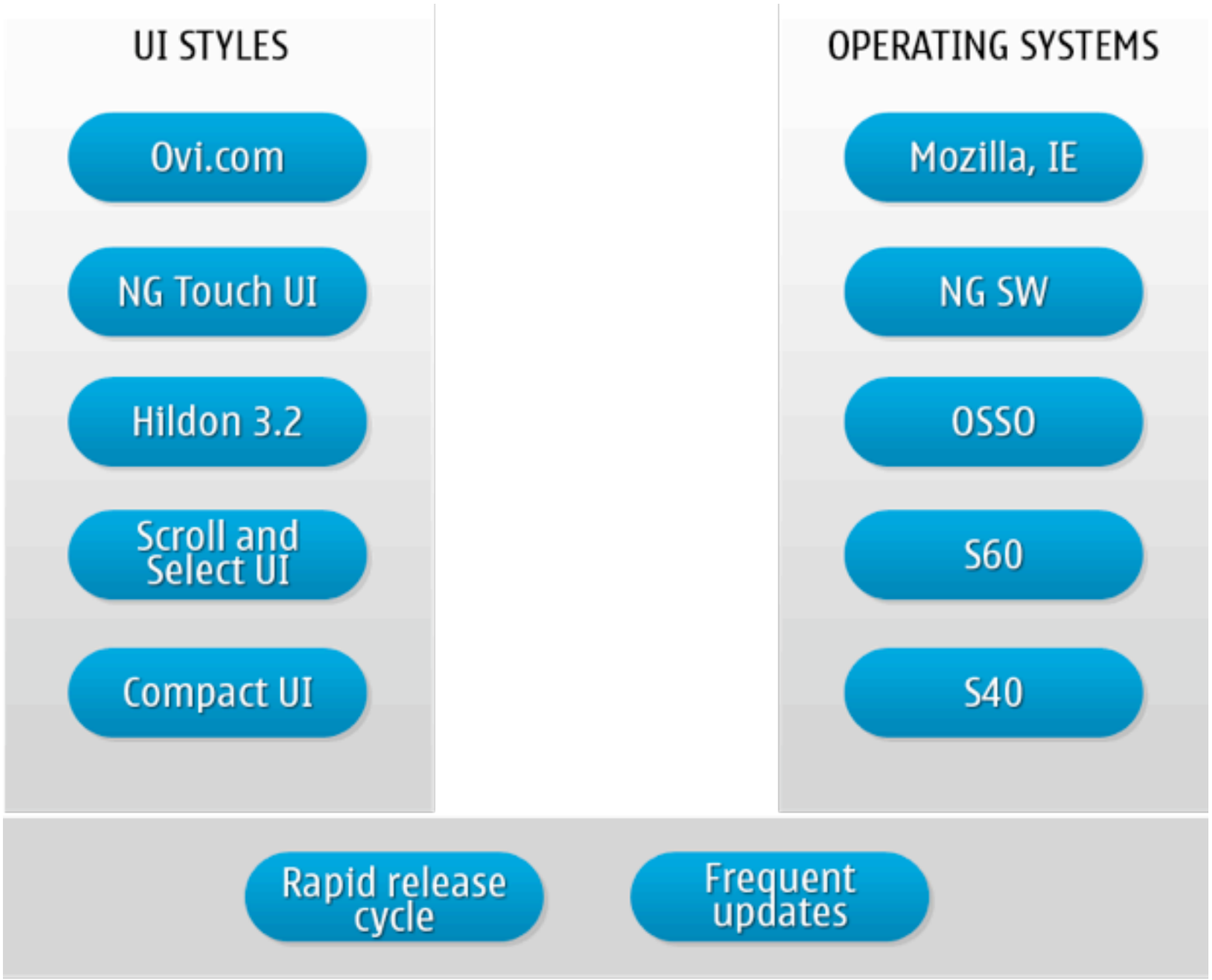

Internet distribution models

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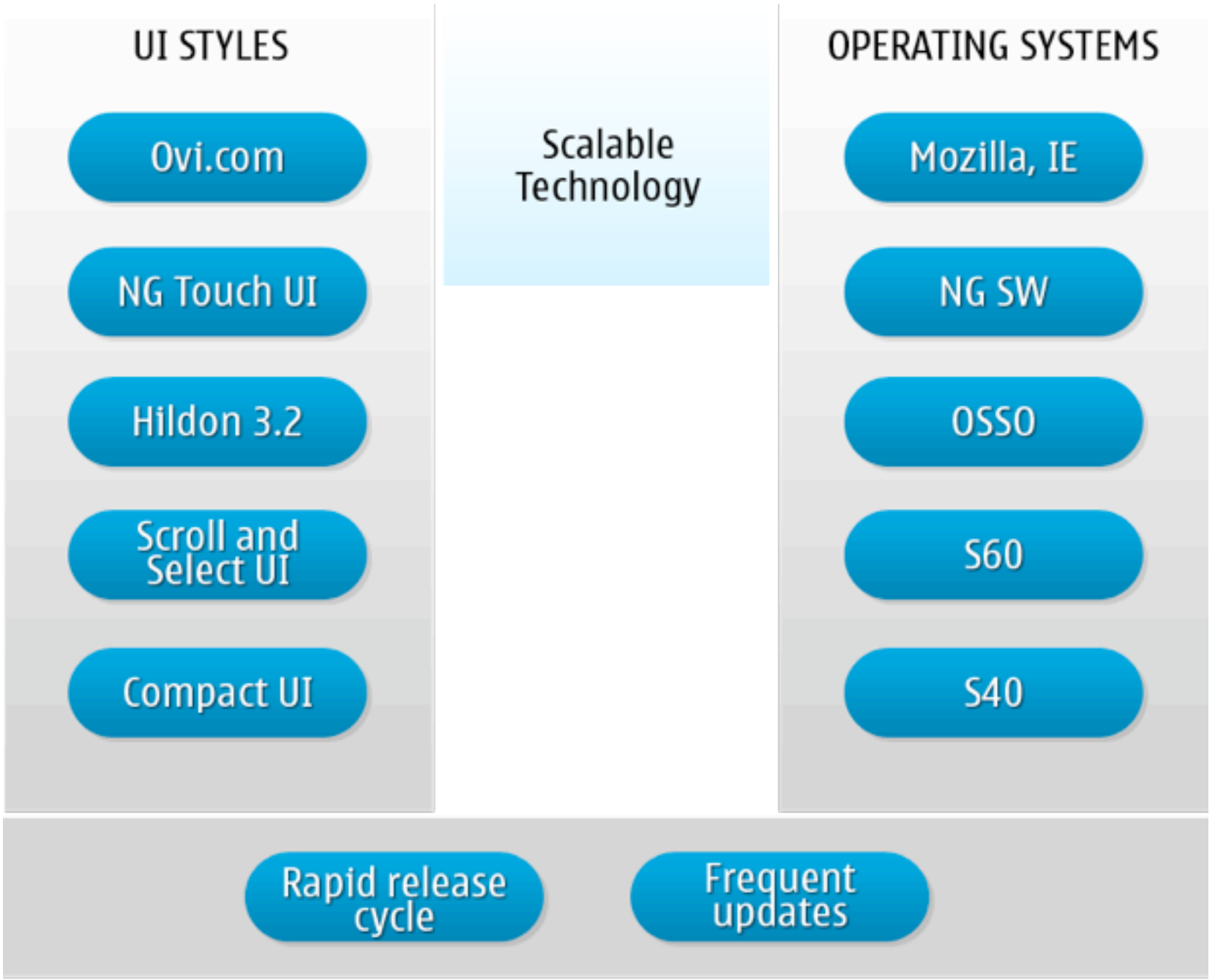

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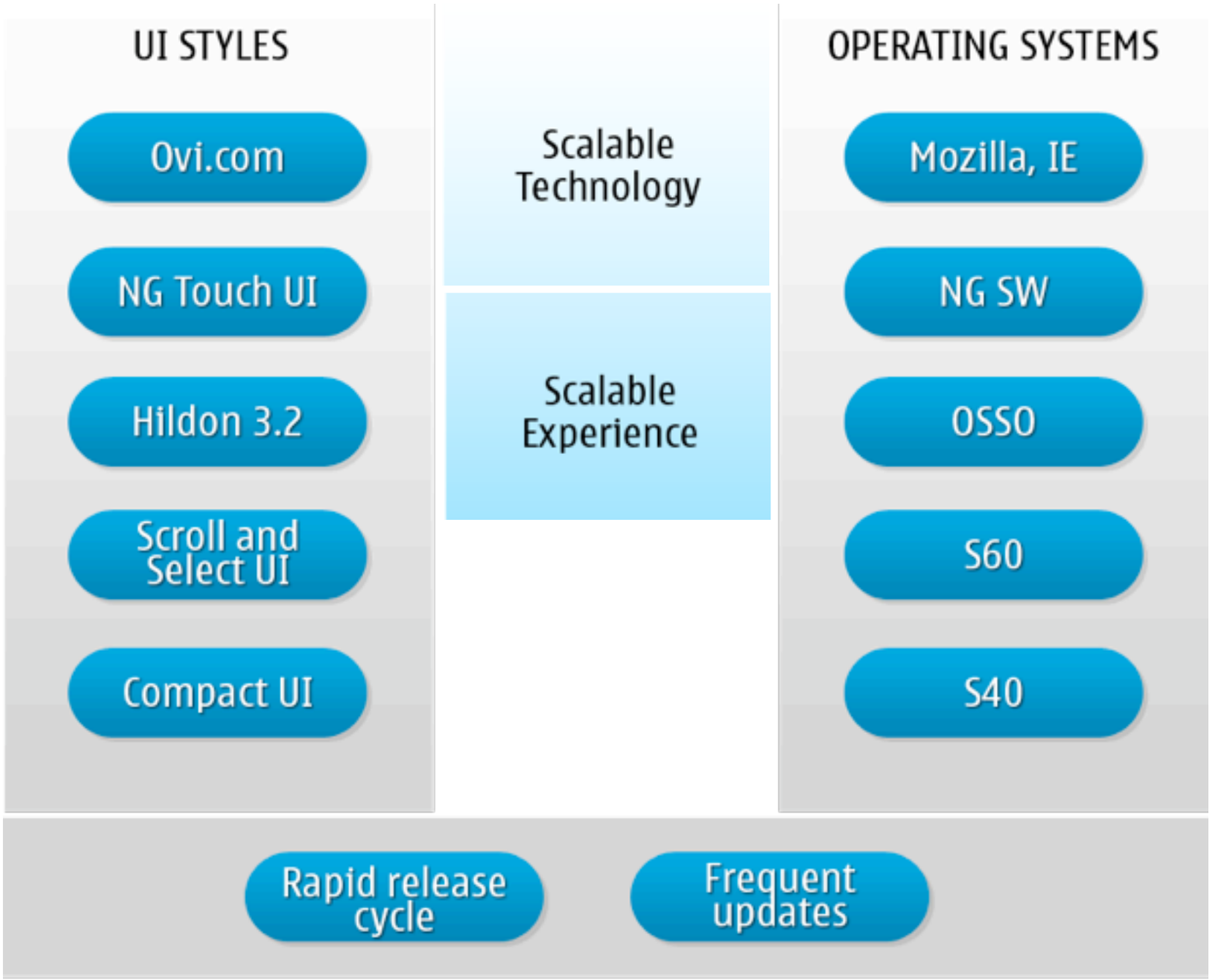

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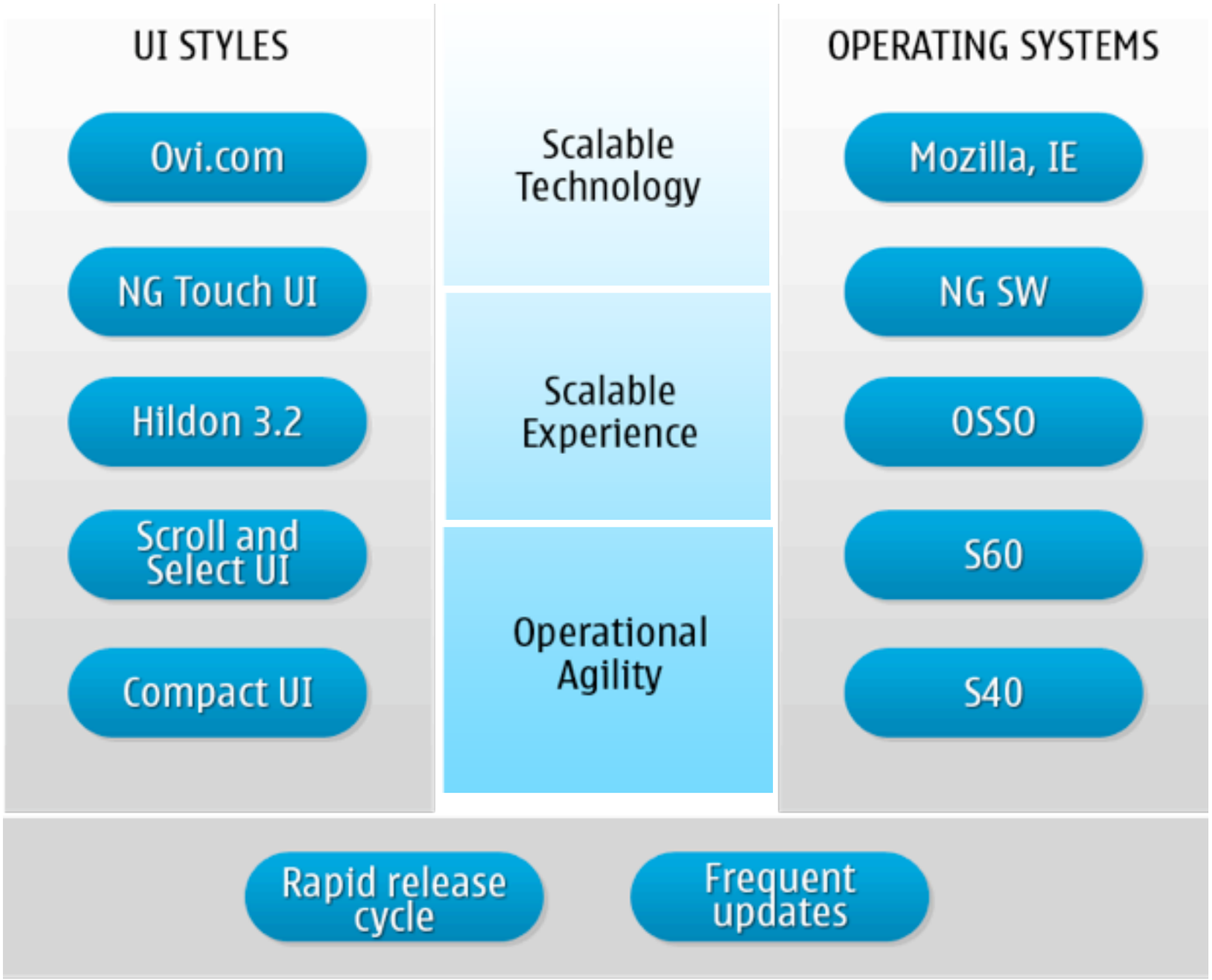
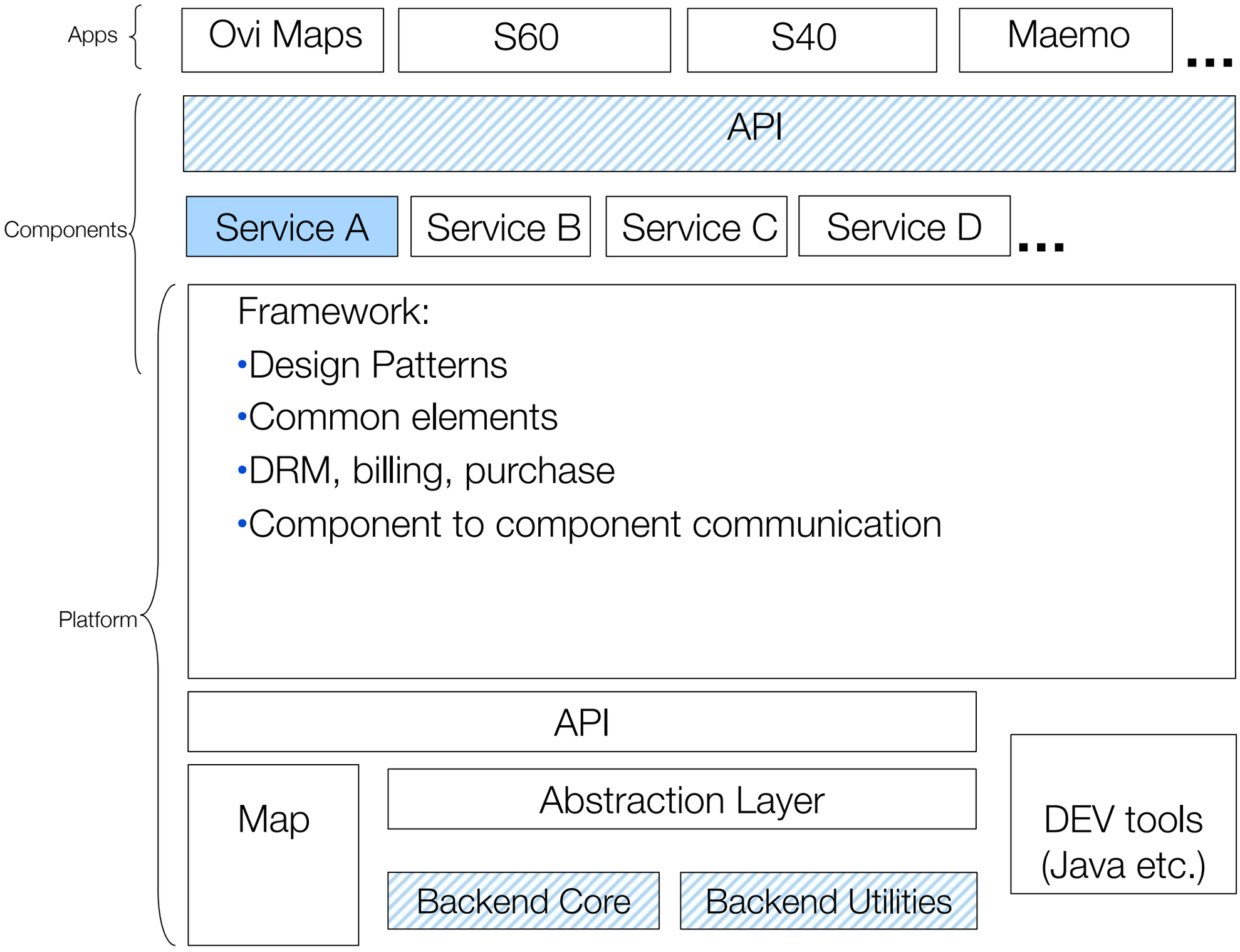


Internet distribution models

Translation

(Architecture, simplified)



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Alignment problems!?!

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How to handle this?

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Global Release Planning

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Global Release Planning

- There are many “Products” that need to be integrated into many “Solutions”

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Global Release Planning

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- Teams periodically integrating to improve components’ quality
- Service (“Solutions”) Release content is broken down into Component (“Products”) related User Stories

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What to do?

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What to do?

Solutions

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What to do?

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What to do?

Solution Owner

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What to do?

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Product Owner

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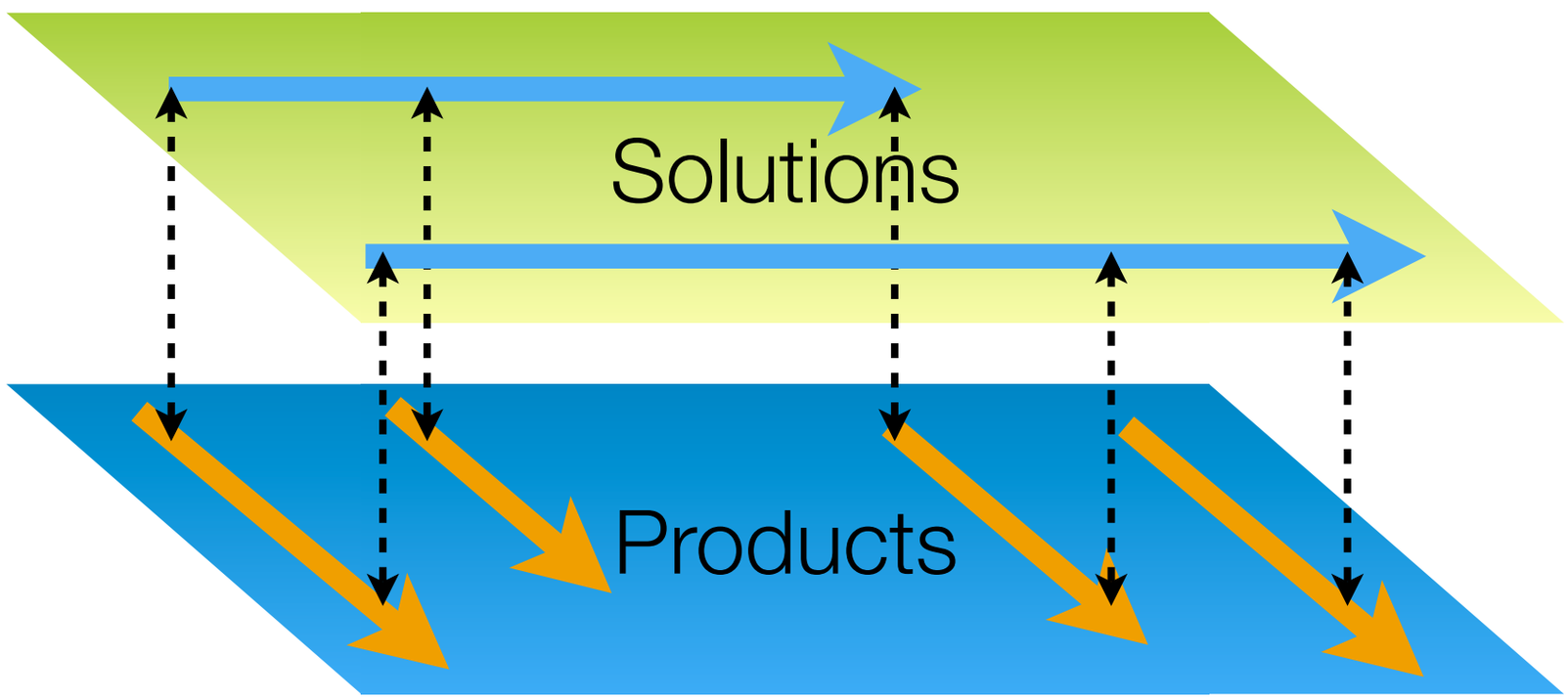
Solution Owner



Product Owner

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What to do?

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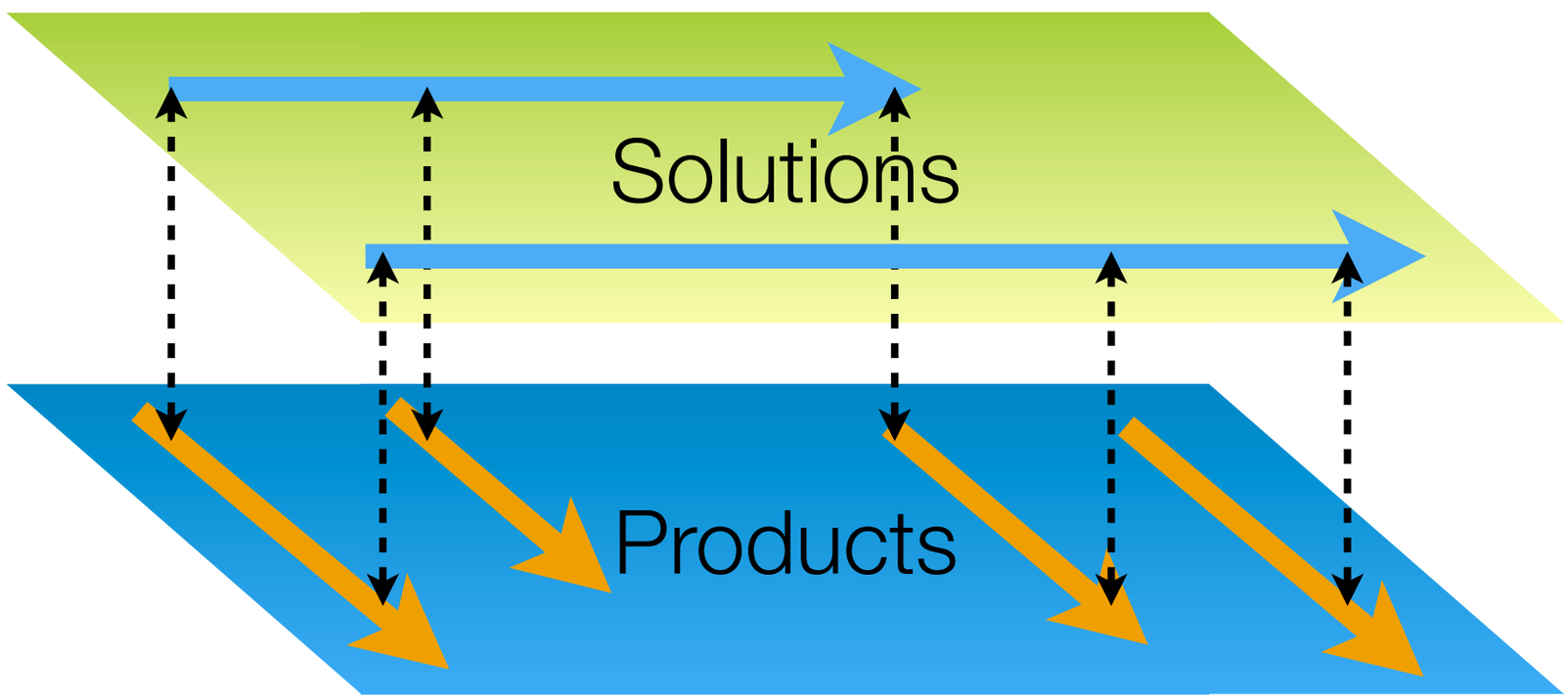

Product Owner

- Solutions and Products are on different layers

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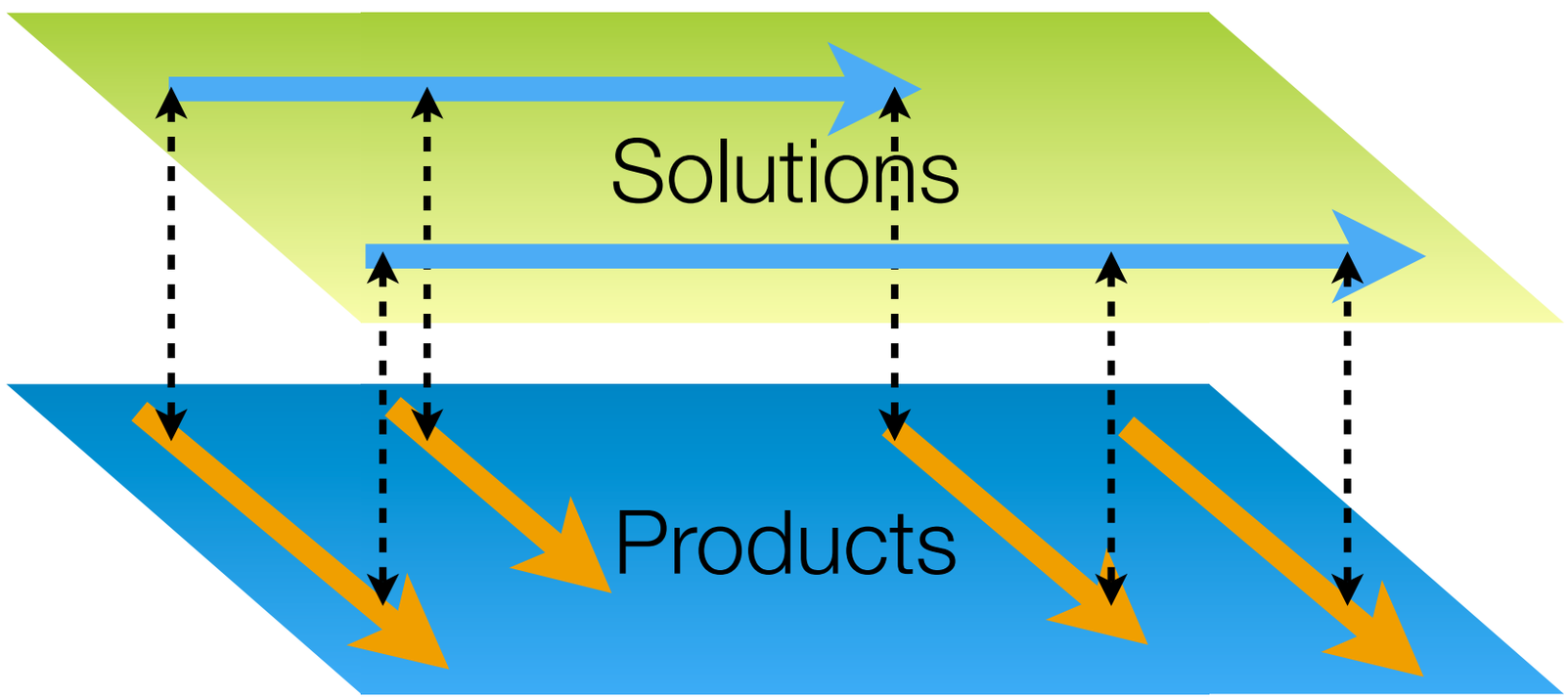
What to do?

Solution Owner



Product Owner

- Solutions and Products are on different layers
- Priorities are set at a Program Management level, but *Just-Enough* and *Just-In-Time*

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Building Cross-Functional Teams

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Building Cross-Functional Teams

- We need to come to a “Potentially Shippable Product” at the end of a Sprint

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Building Cross-Functional Teams

- We need to come to a “Potentially Shippable Product” at the end of a Sprint
- Departmental borders can be an impediment
- Front-End & Back-End vs. End-To-End teams
- Product Owner must own a whole Product that entails measurable value

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Solutions & Products

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Solutions & Products

Solution Owner

Product Owner

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Solutions & Products

Solution Owner

Solution Backlog

- *Sed ut perspiciatis, unde*
- *omnis iste natus error sit*
- *voluptatem accusantium*
- *doloremque laudantium,*
- *totam rem aperiam eaque*
- *ipsa, quae ab illo inventore*

Product Owner

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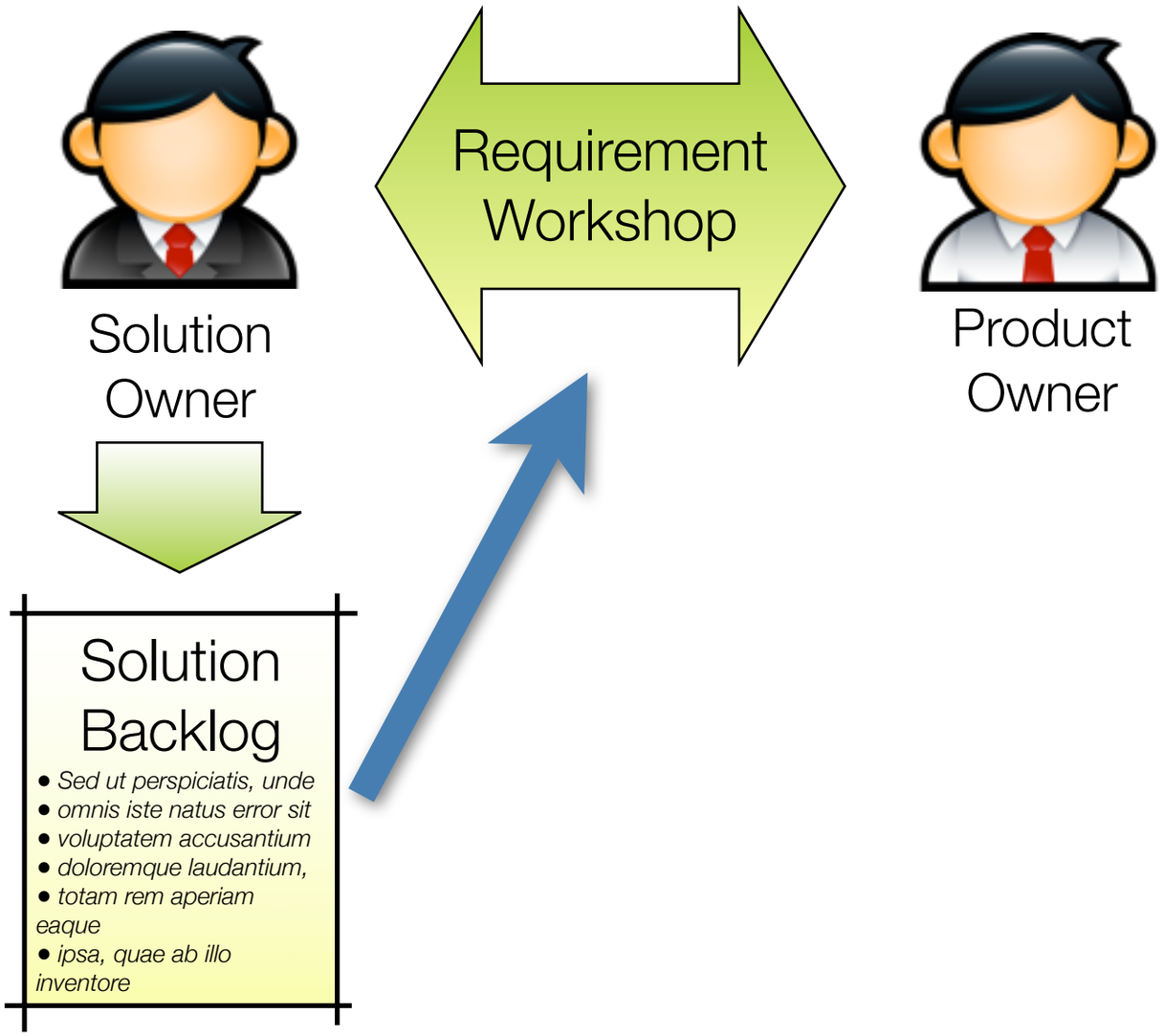

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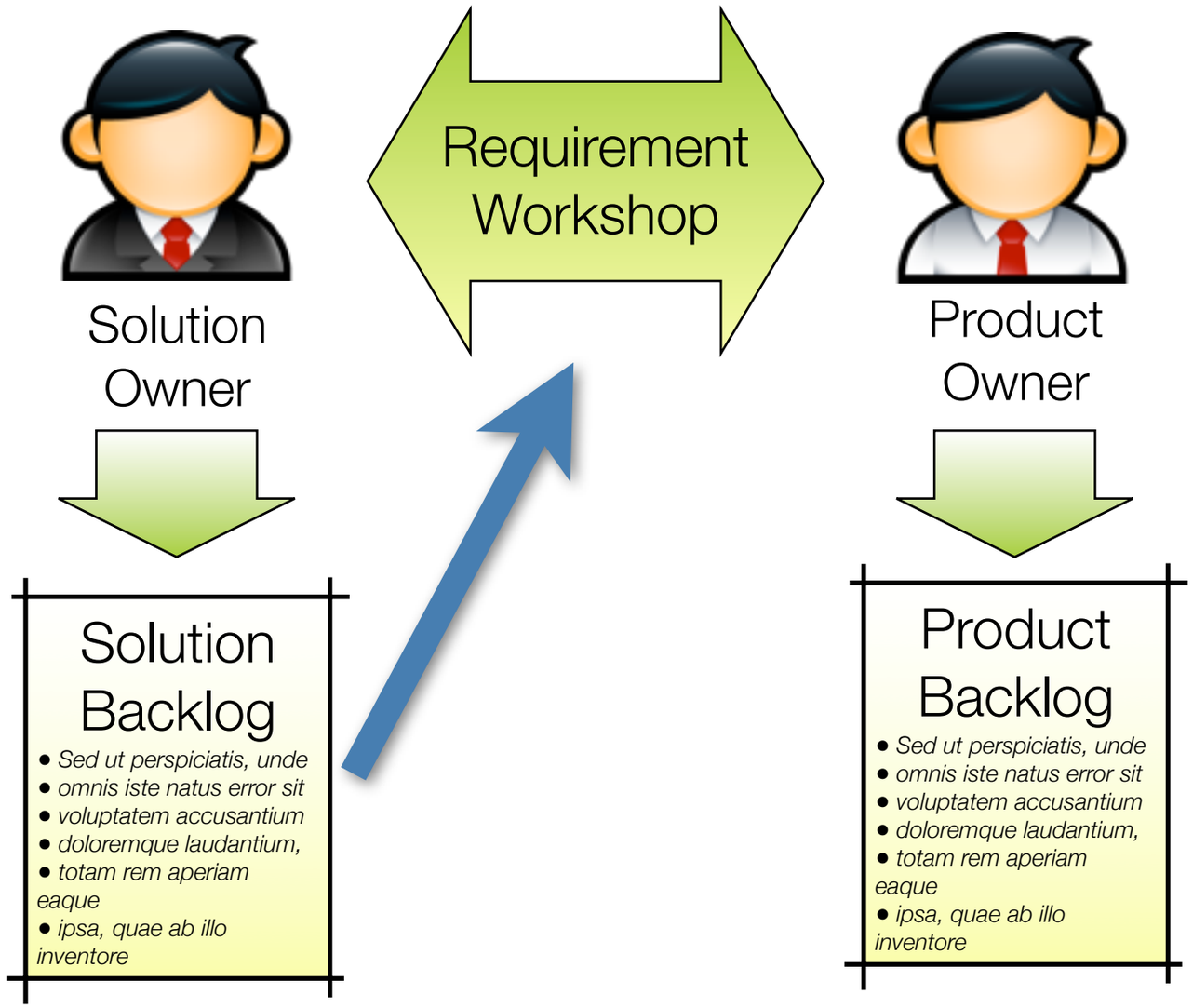

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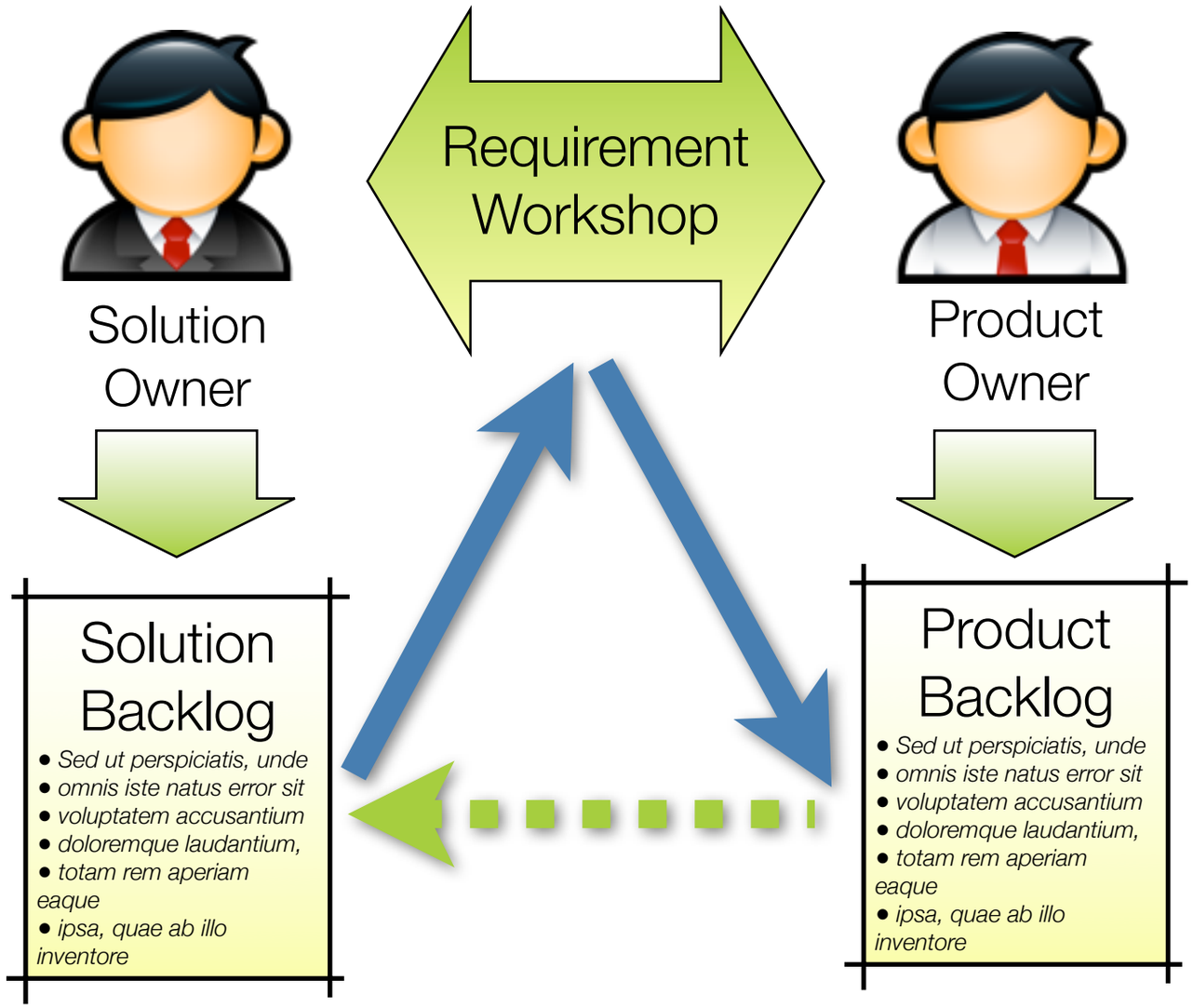

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Solutions & Products

Solution Owner

Requirement Workshop

Product Owner

Team

Solution Backlog

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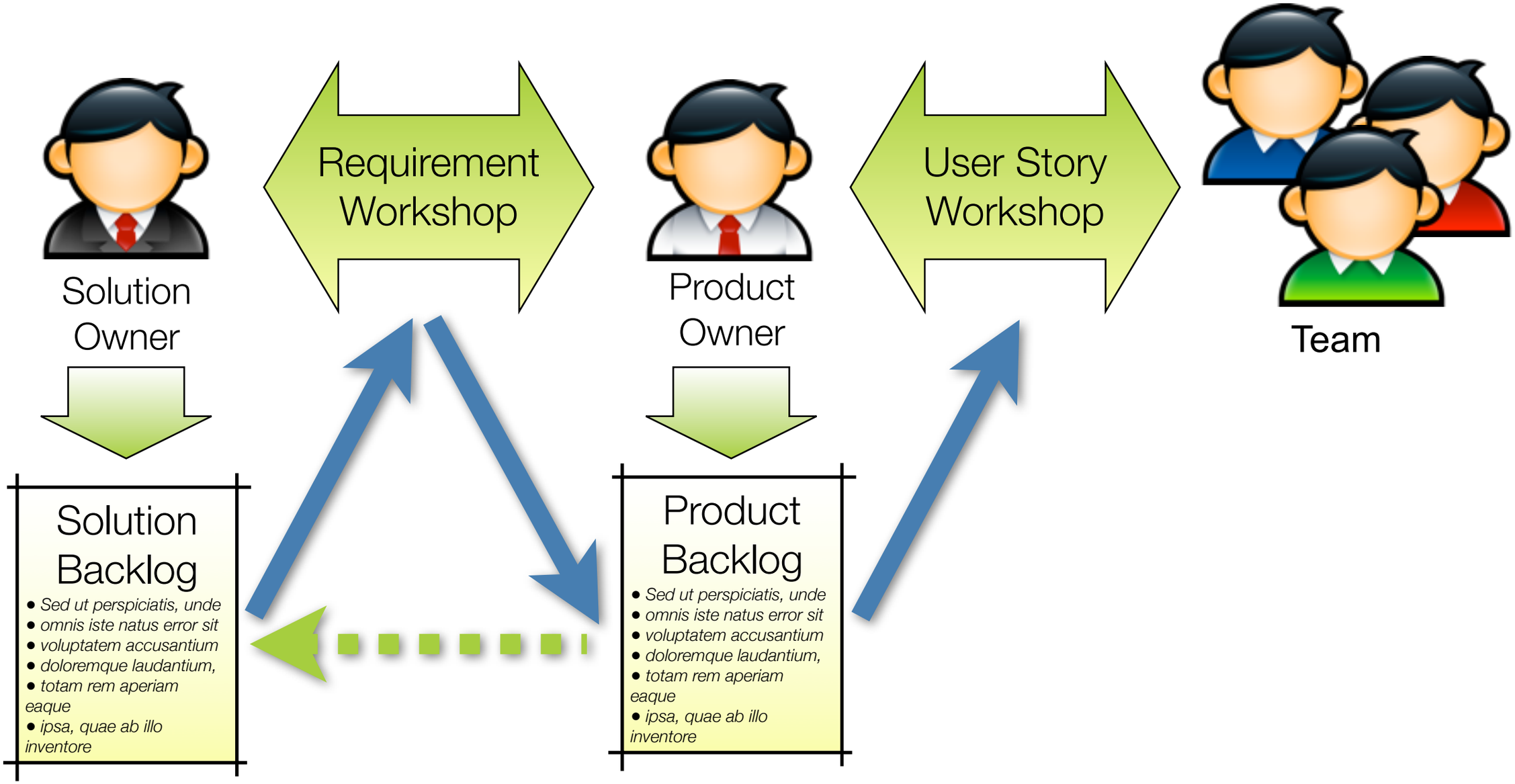

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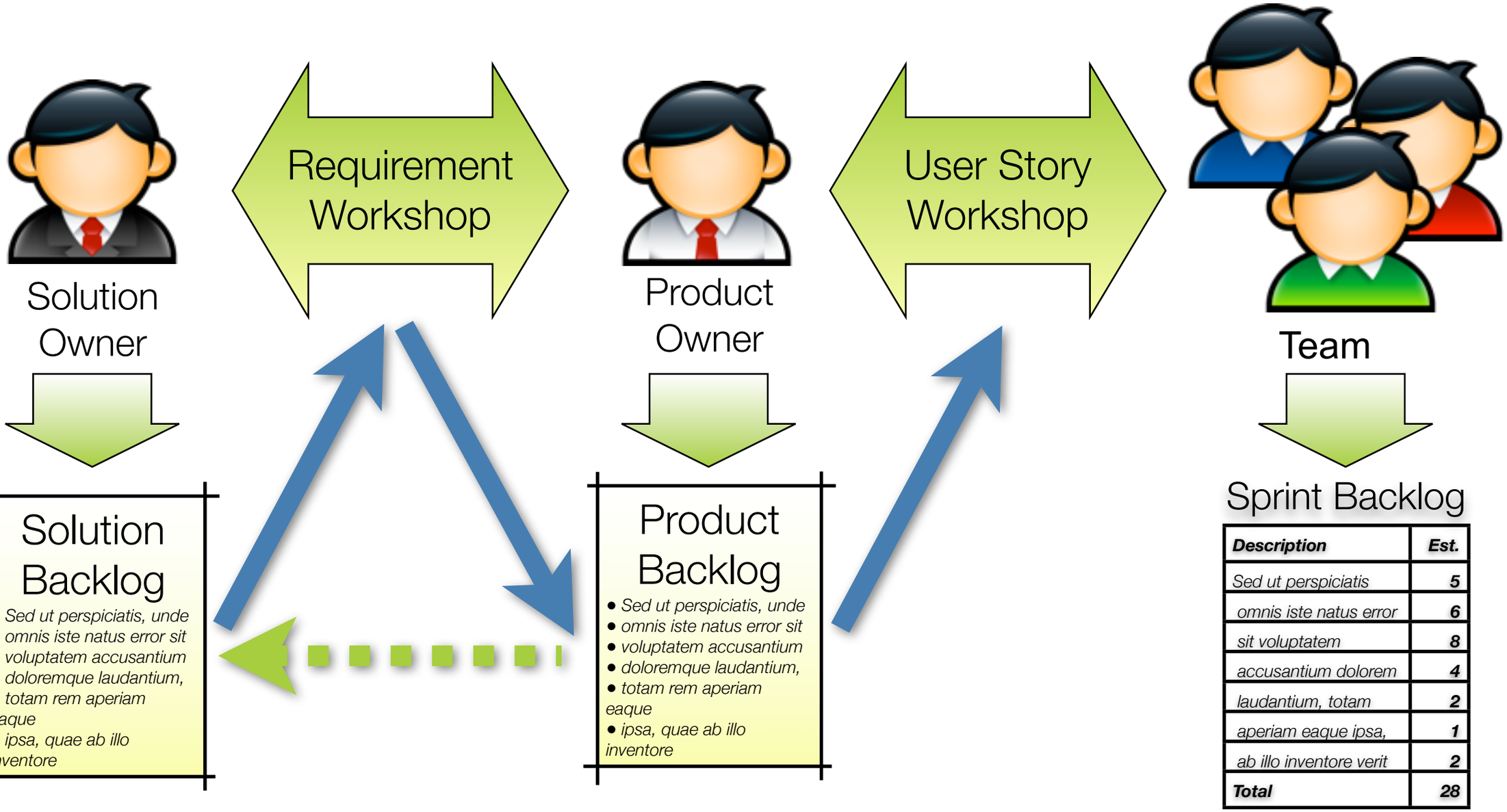

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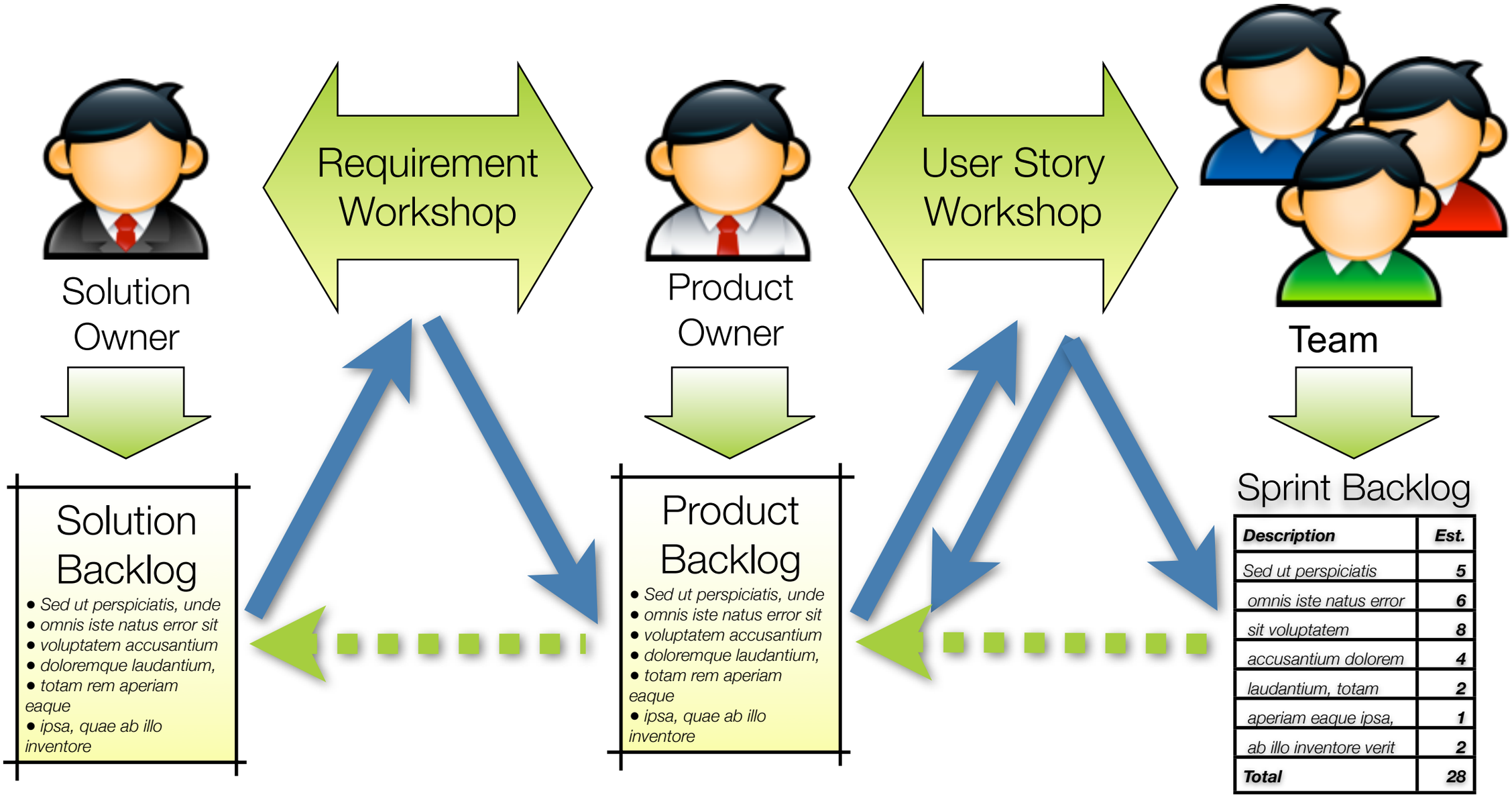

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Solution Release Planning

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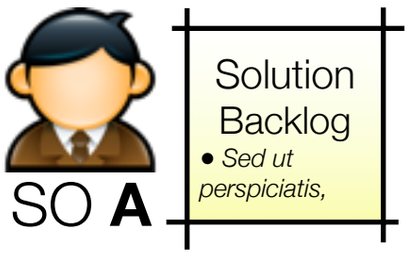

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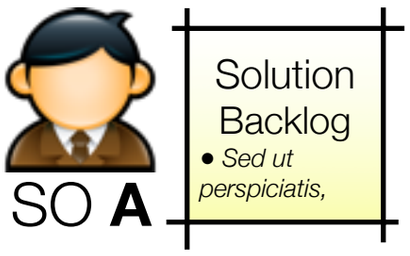

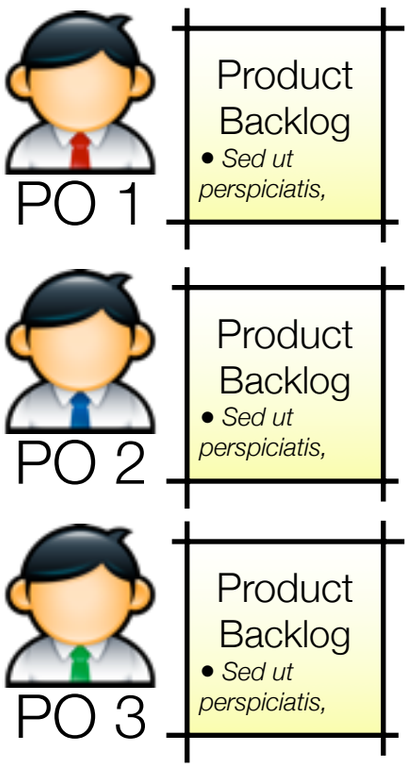

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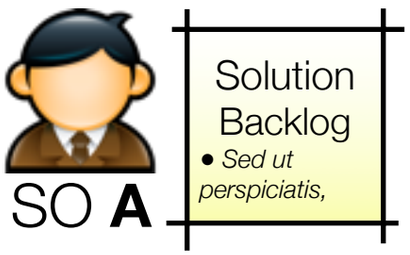
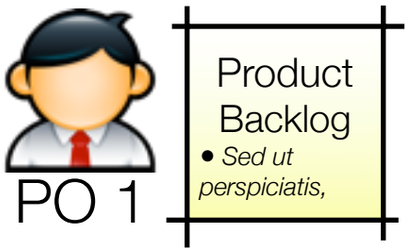
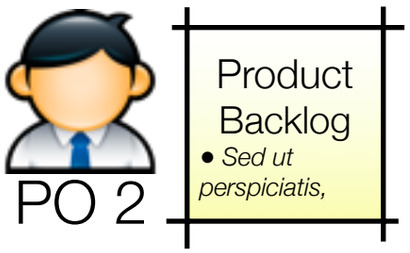
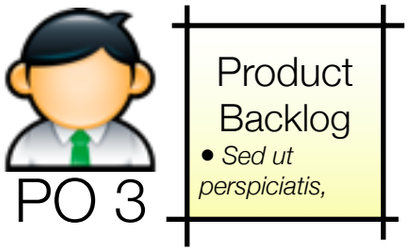


Solution **A**







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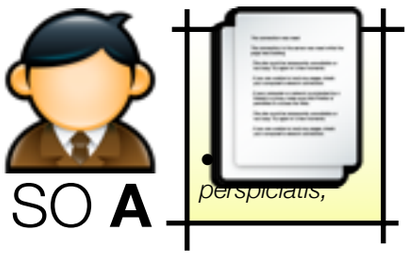

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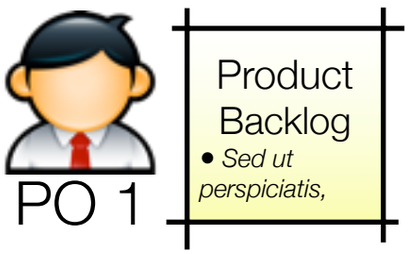

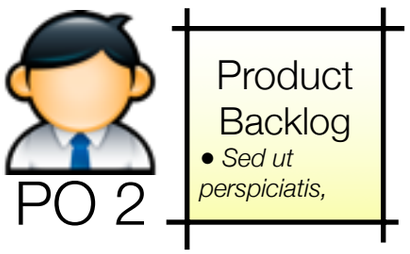

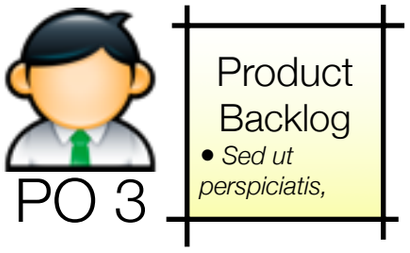

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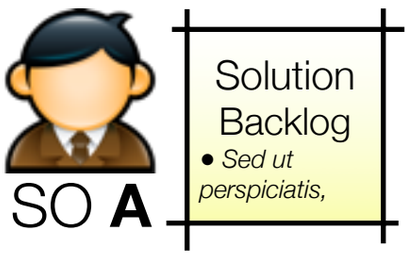

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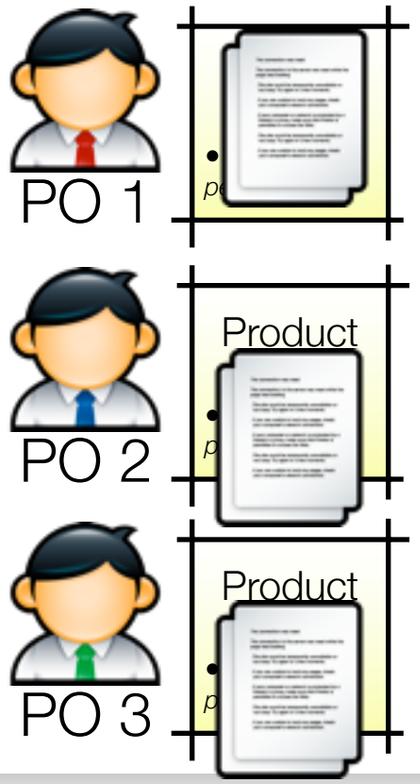

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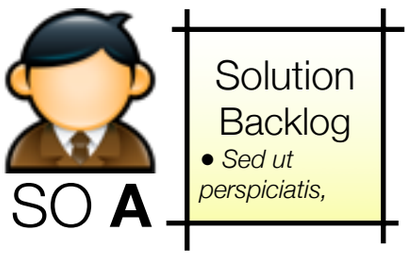

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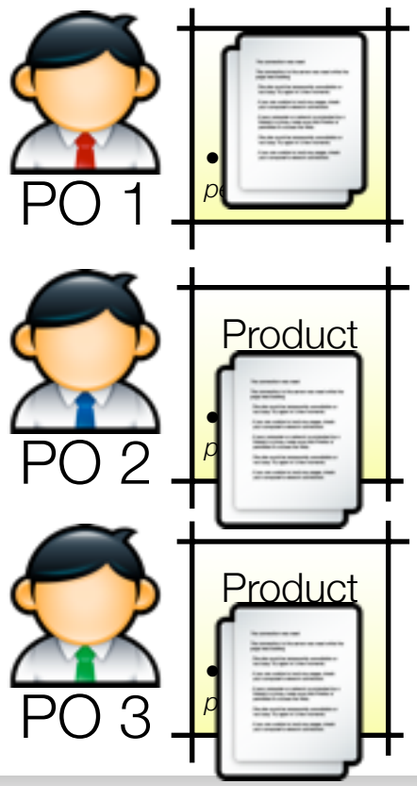

Sprint 1.1 Sprint 1.2 Sprint 1.3

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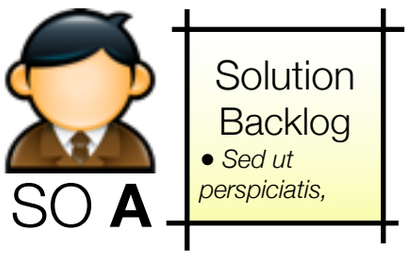
Solution Release Planning



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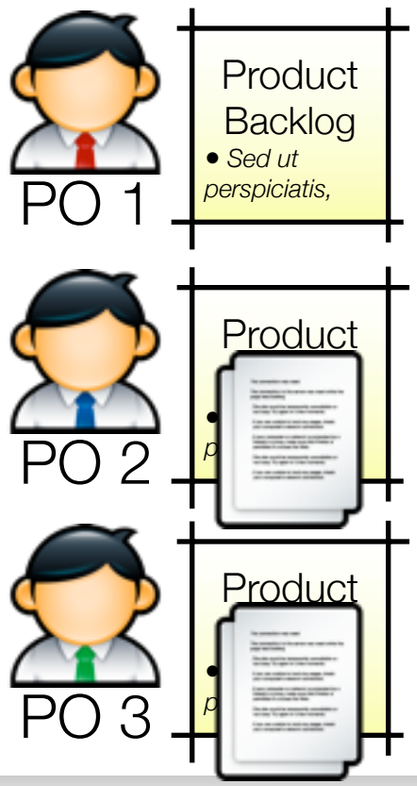

Sprint 1.1 print 1.2 Sprint 1.3

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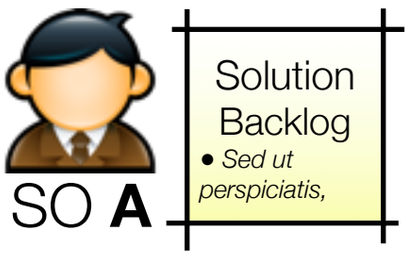

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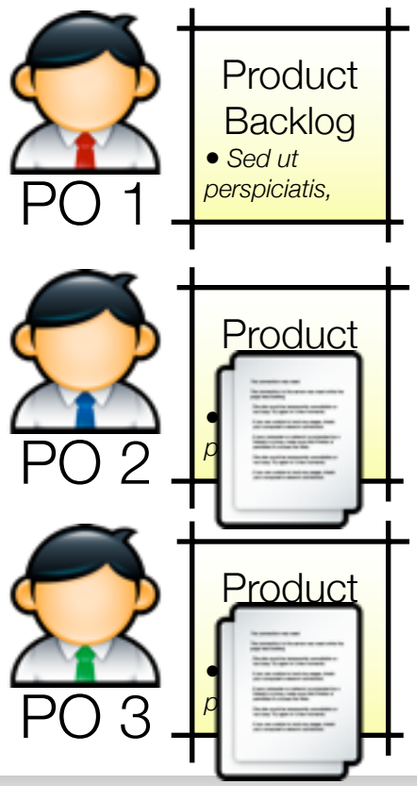

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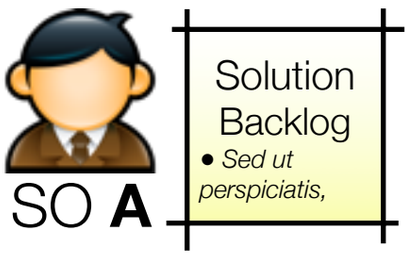

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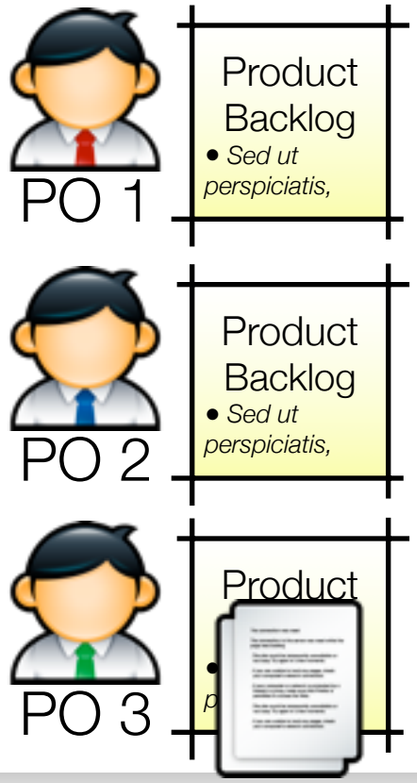

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Sprint 2.1 Sprint 2.2 Sprint 2.3

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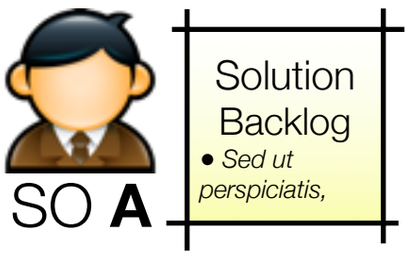

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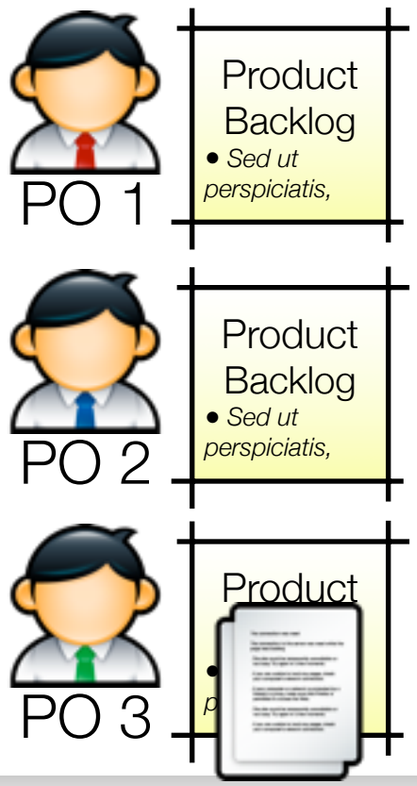

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Sprint 3.1 Sprint 3.2 Sprint 3.3

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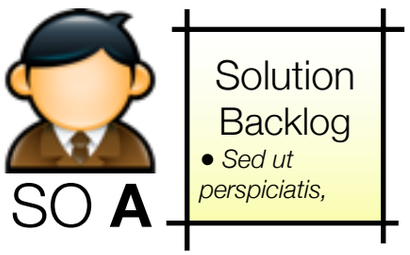

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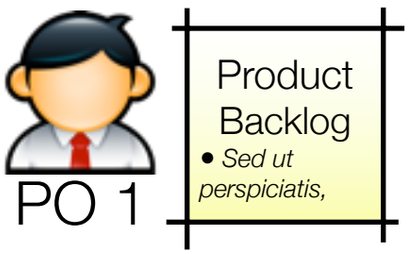

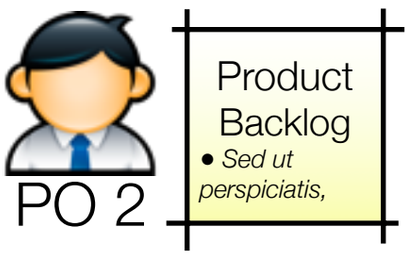

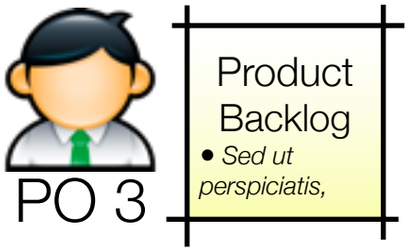

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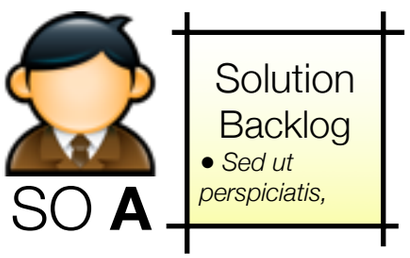
Solution Release Planning



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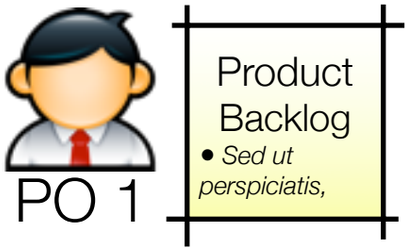

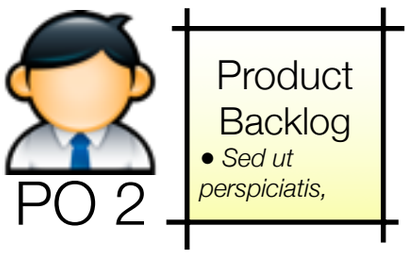

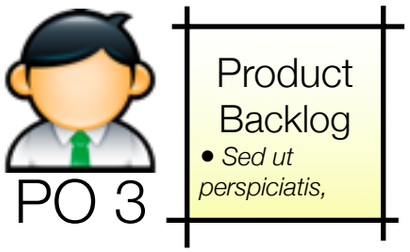

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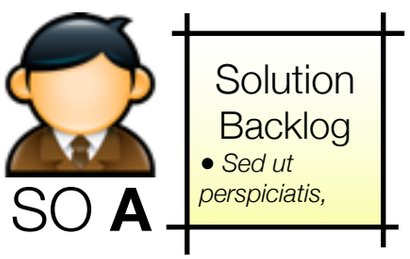

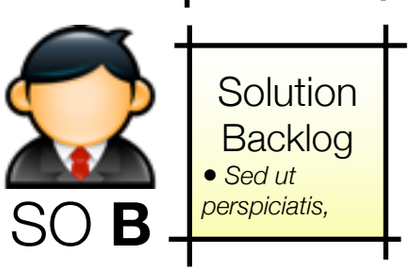

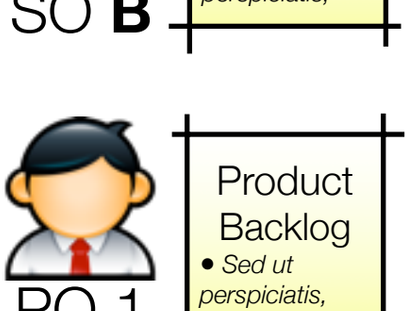

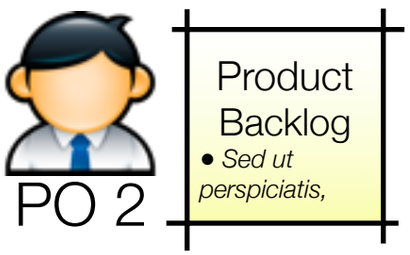

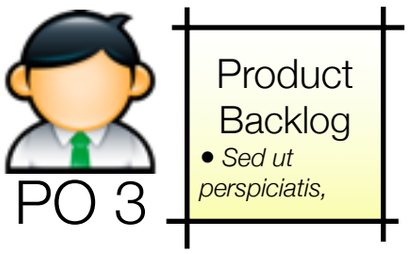

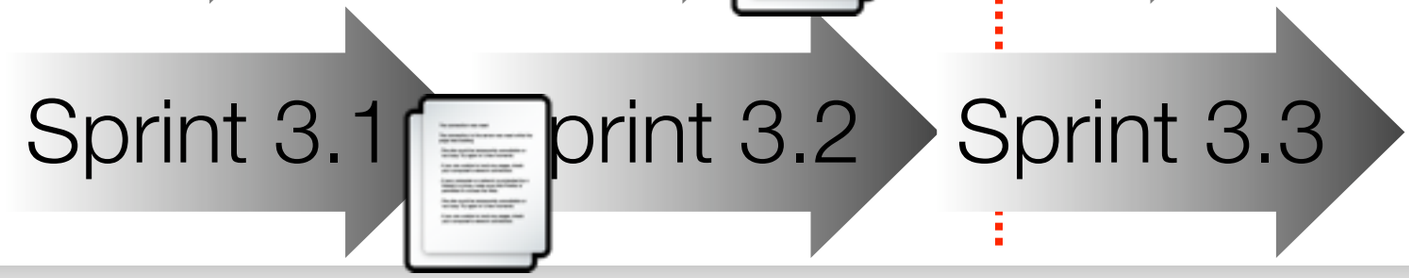

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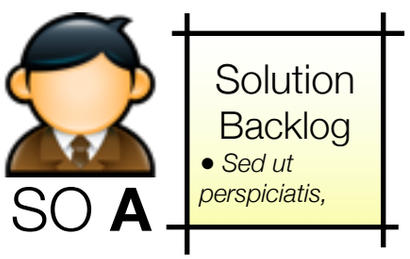

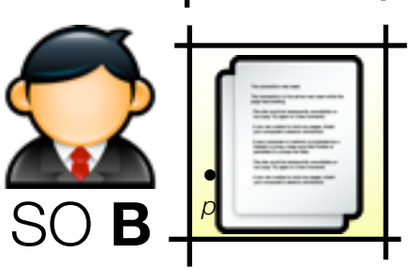

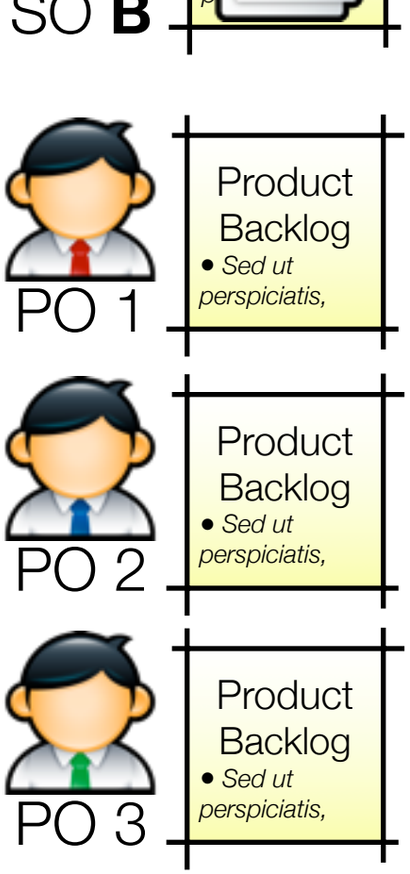

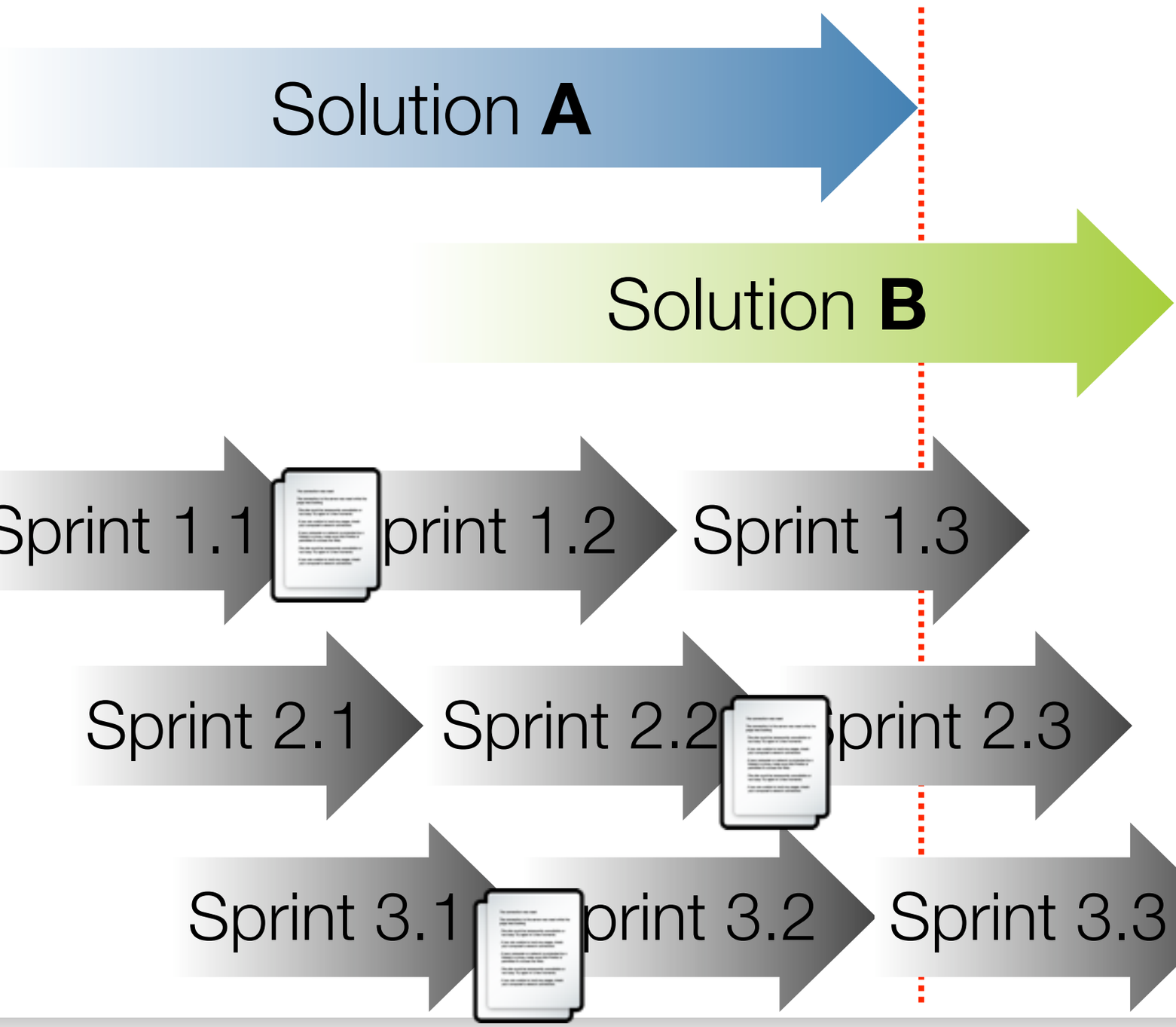

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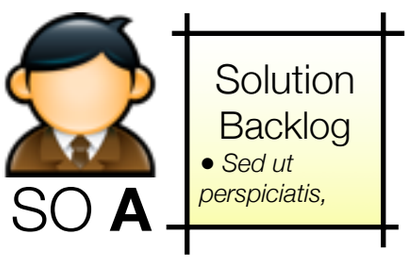

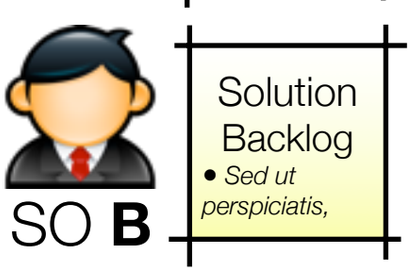

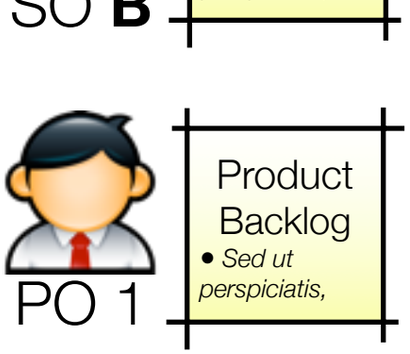

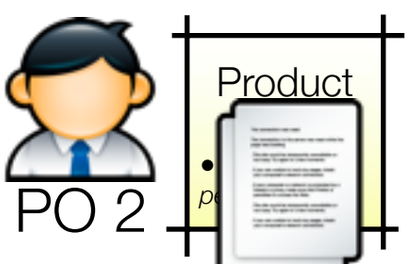

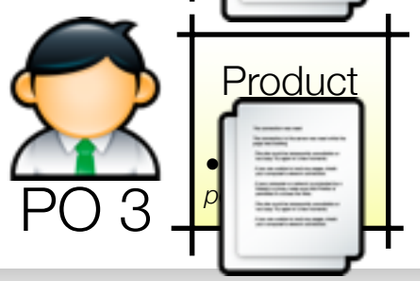

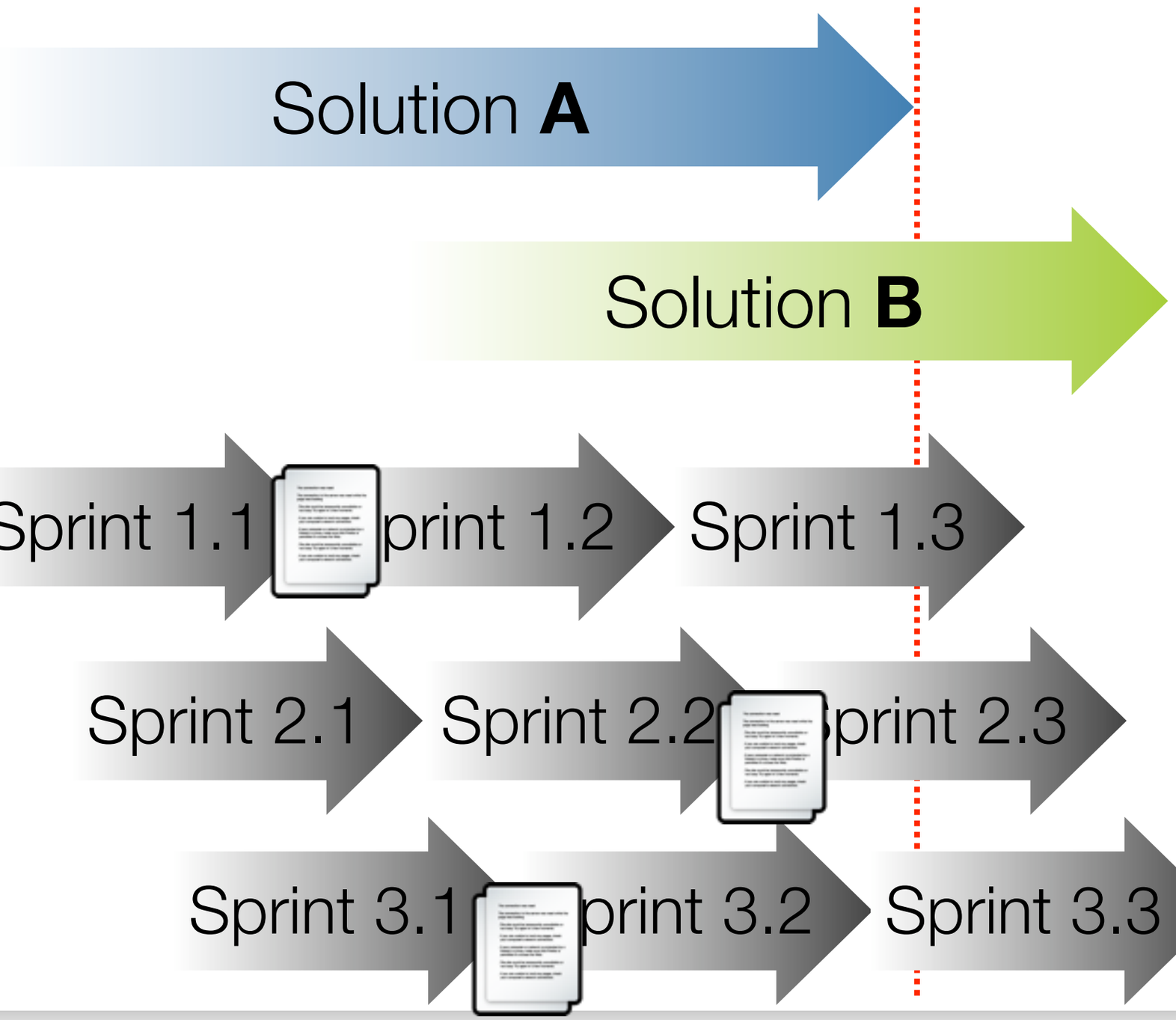

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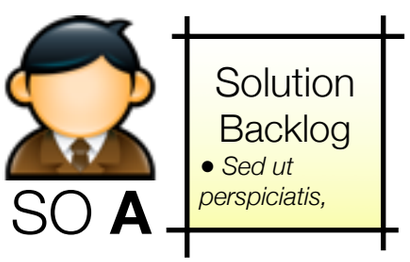

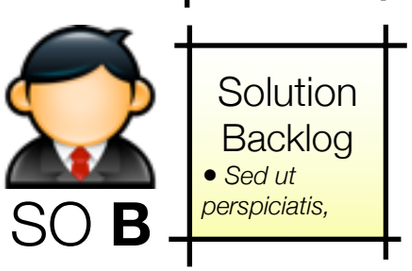

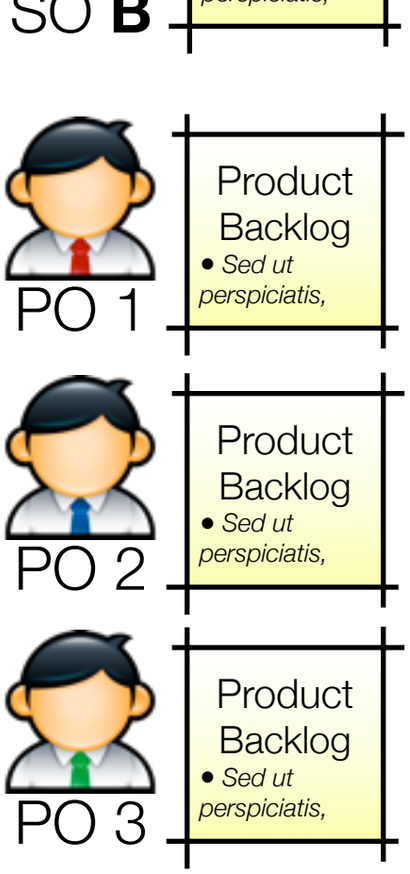

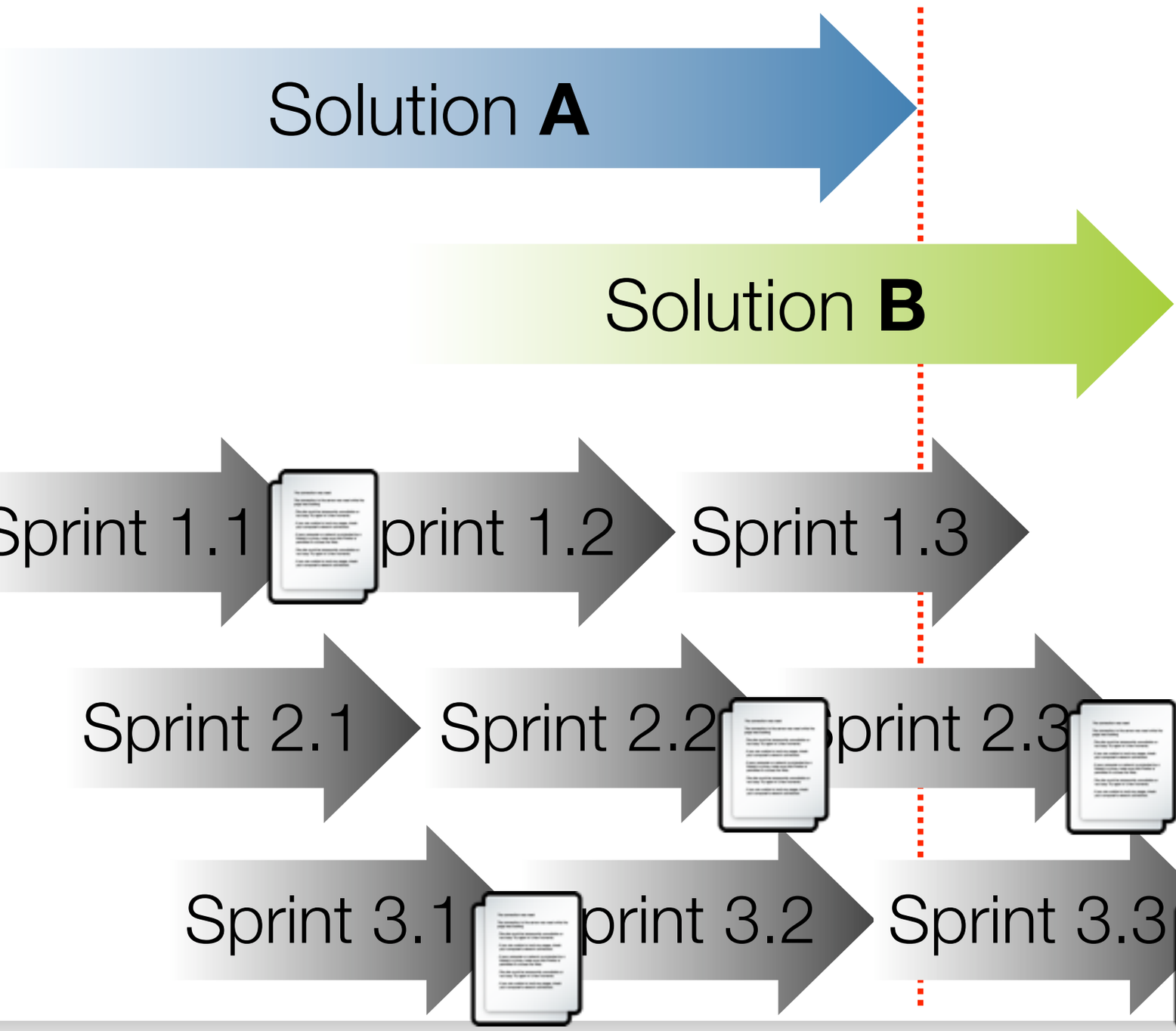

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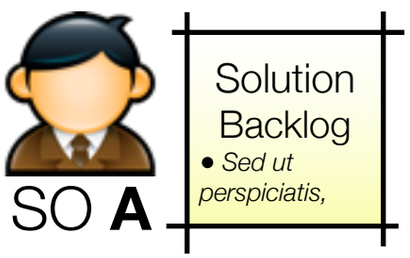

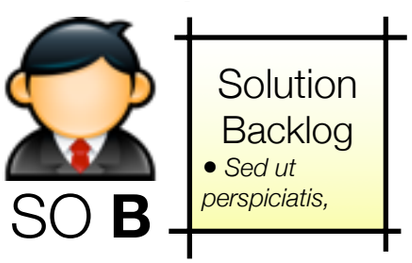

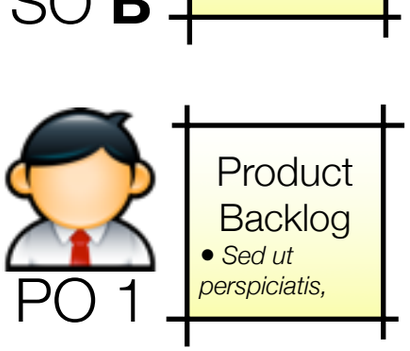

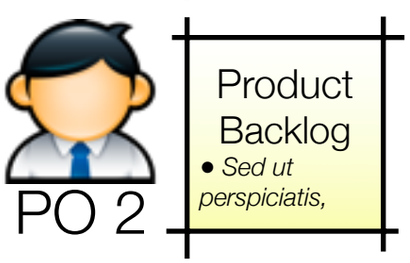

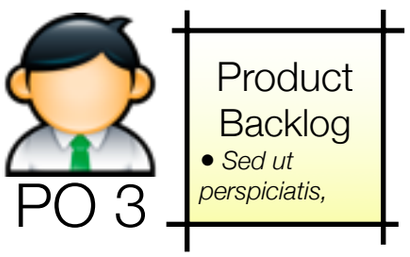

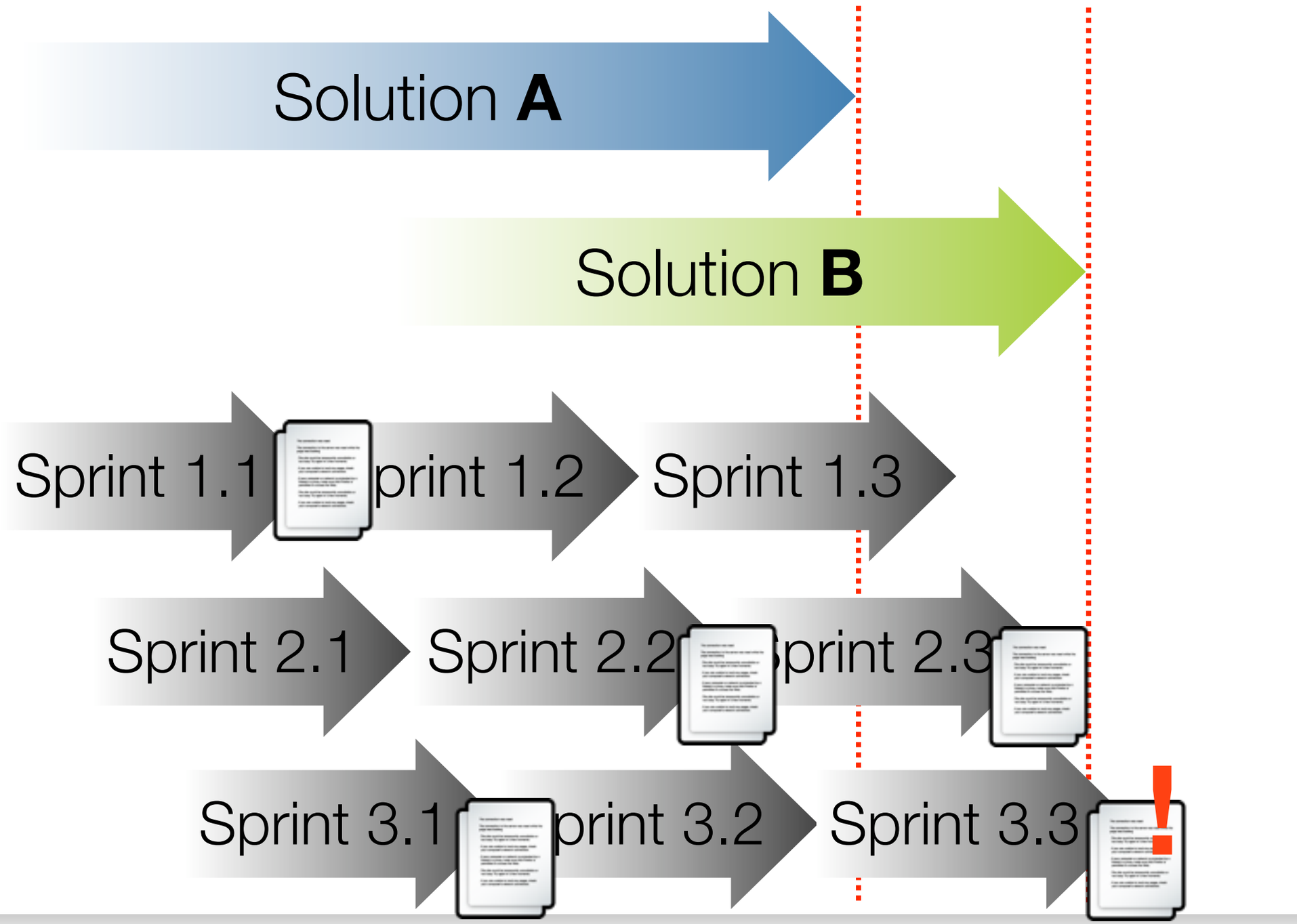

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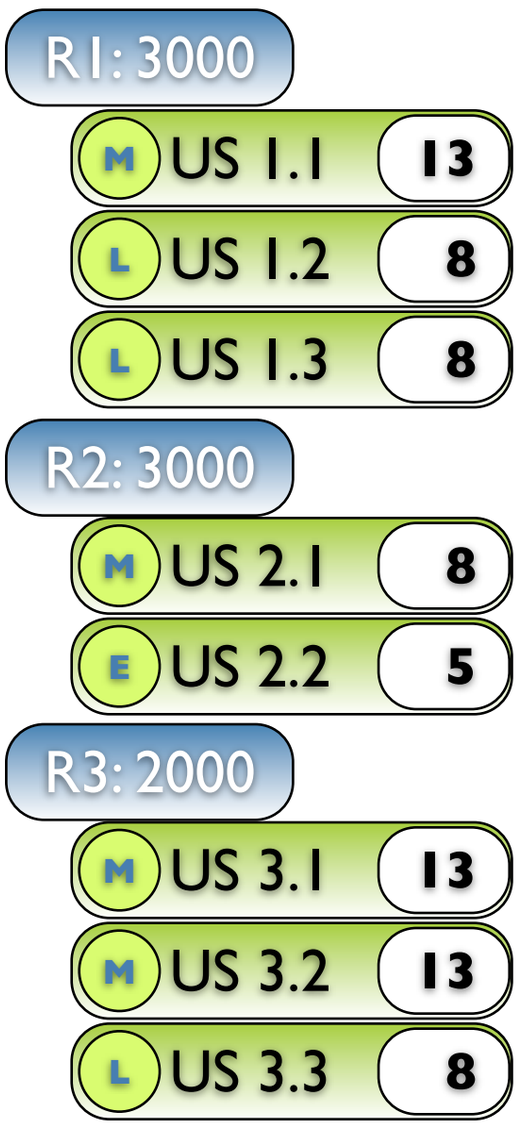
Product Backlog



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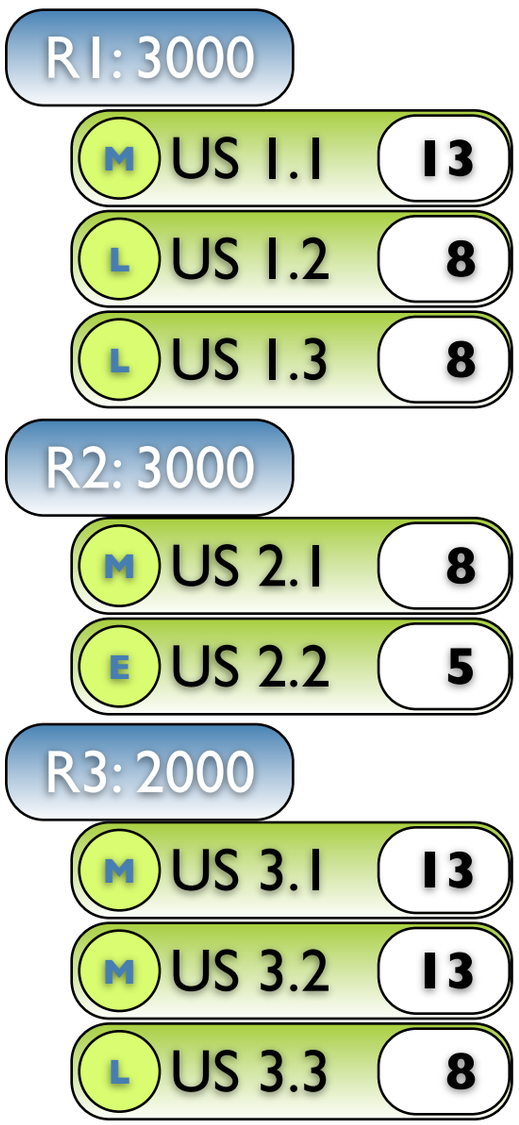
Product Backlog



Selected Product Backlog

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Product Release Planning

Product Backlog

R1: 3000

- L US 1.2 8
- L US 1.3 8

R2: 3000

- E US 2.2 5

R3: 2000

- M US 3.1 13
- M US 3.2 13
- L US 3.3 8

Selected Product Backlog

- M US 1.1 13
- M US 2.1 8

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Product Release Planning

Product Backlog

R1: 3000

- L US 1.2 — 8
- L US 1.3 — 8

R2: 3000

- E US 2.2 — 5

R3: 2000

- M US 3.1 — 13
- M US 3.2 — 13
- L US 3.3 — 8

Selected Product Backlog

- M US 1.1 — 13
- M US 2.1 — 8

Velocity: **21**

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Product Release Planning

Product Backlog

R1: 3000

- L US 1.2 8
- L US 1.3 8

R2: 3000

- E US 2.2 5

R3: 2000

- M US 3.1 13
- M US 3.2 13
- L US 3.3 8

Selected Product Backlog

- M US 1.1 13
- M US 2.1 8

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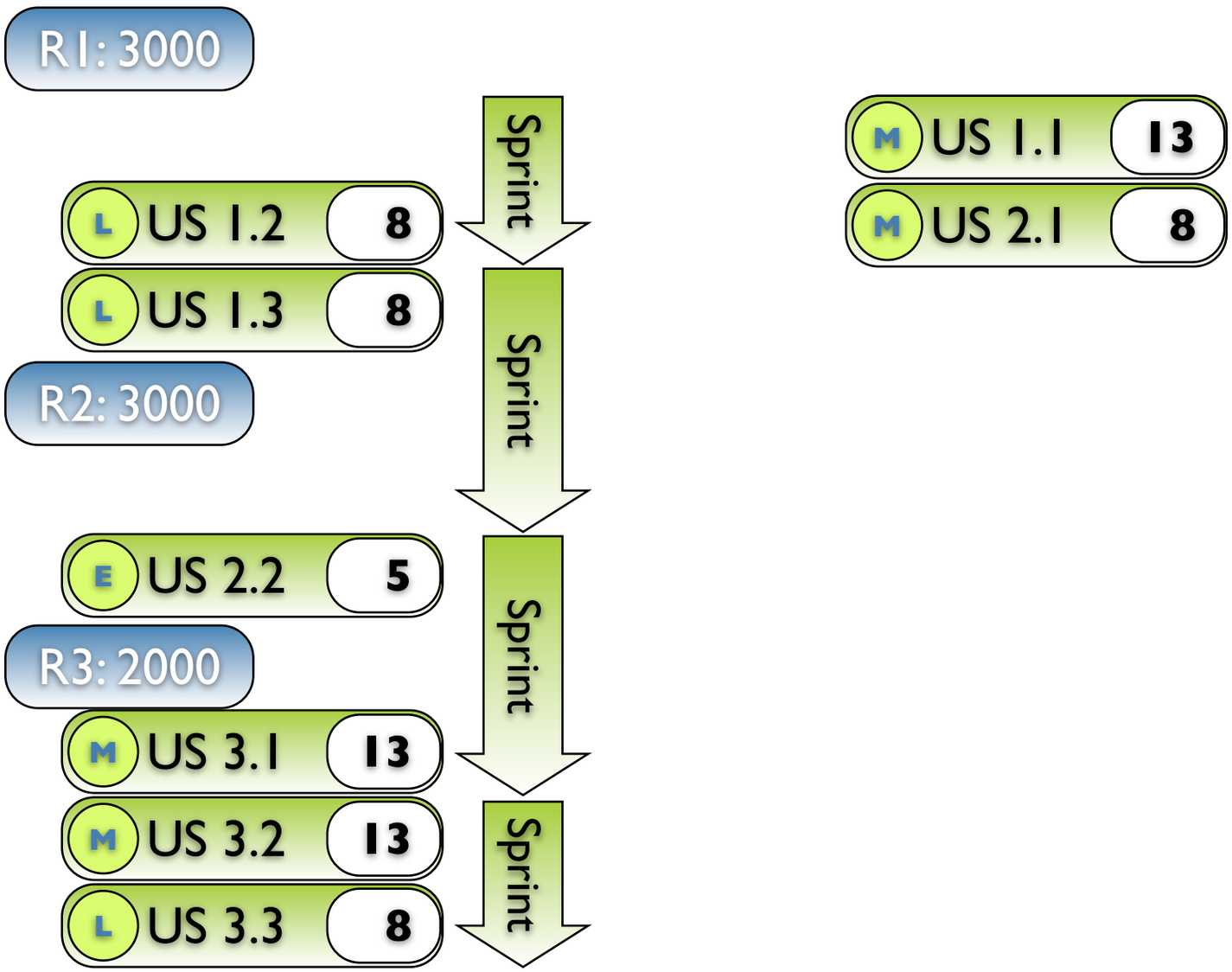

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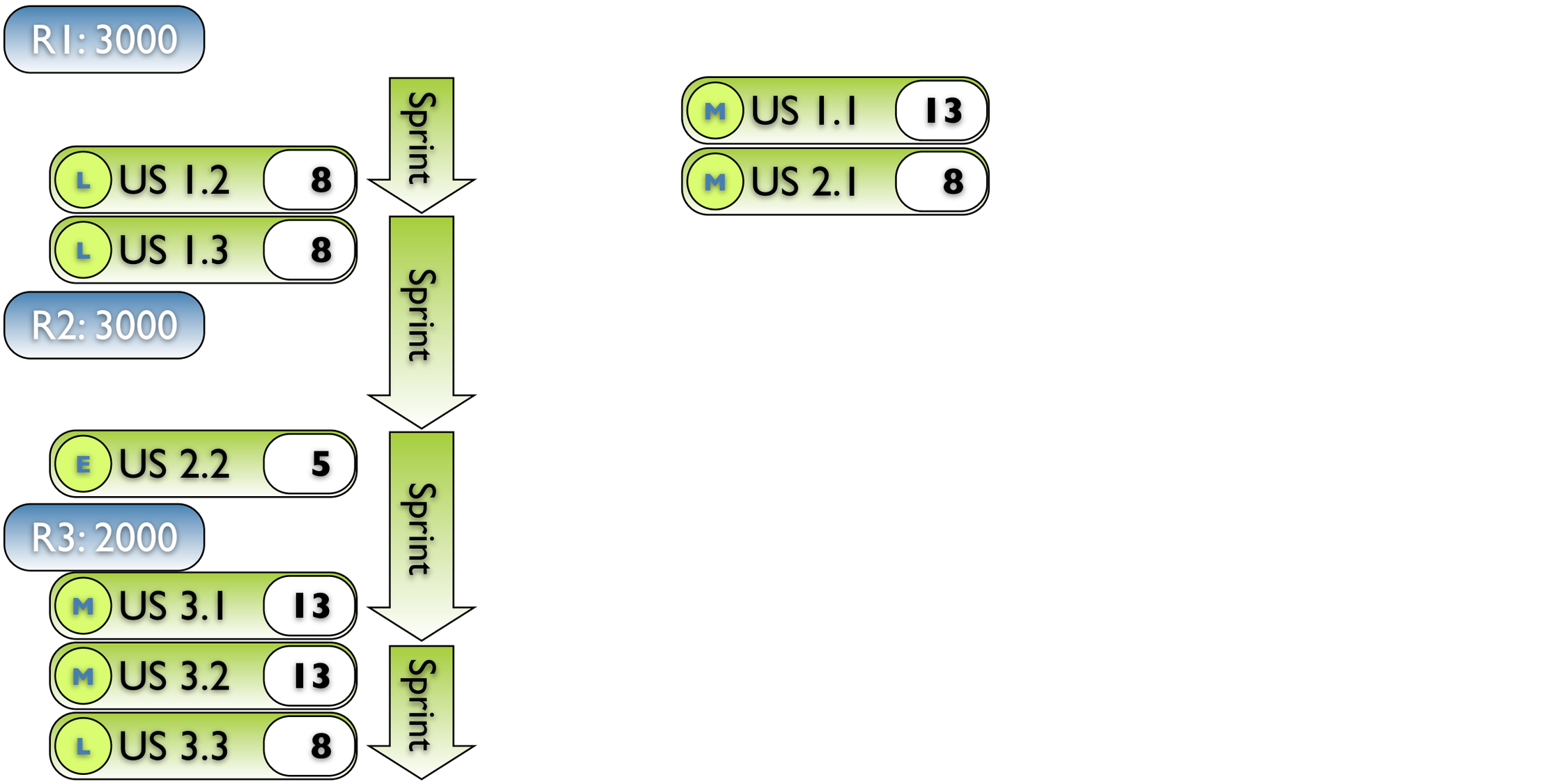

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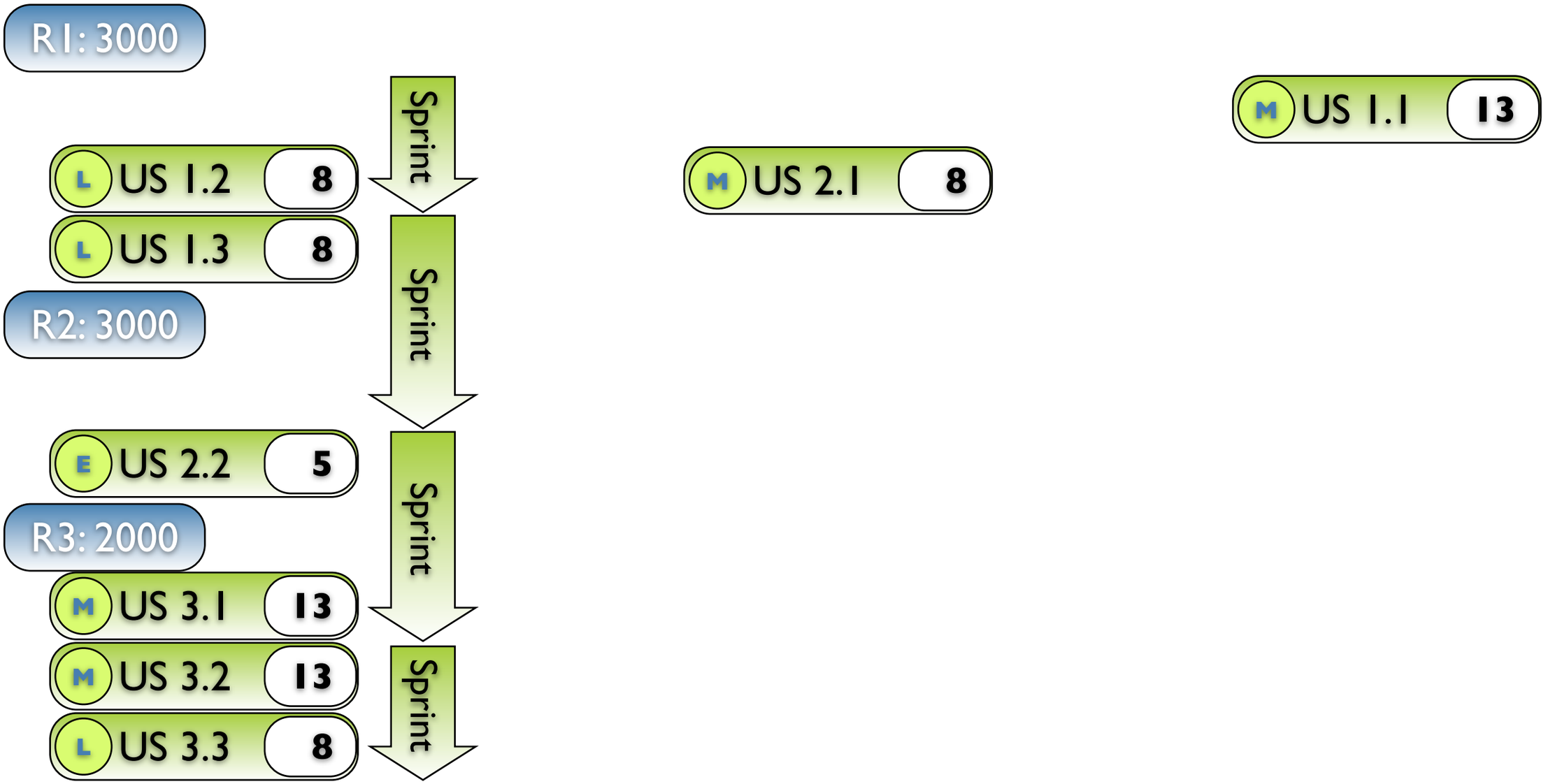

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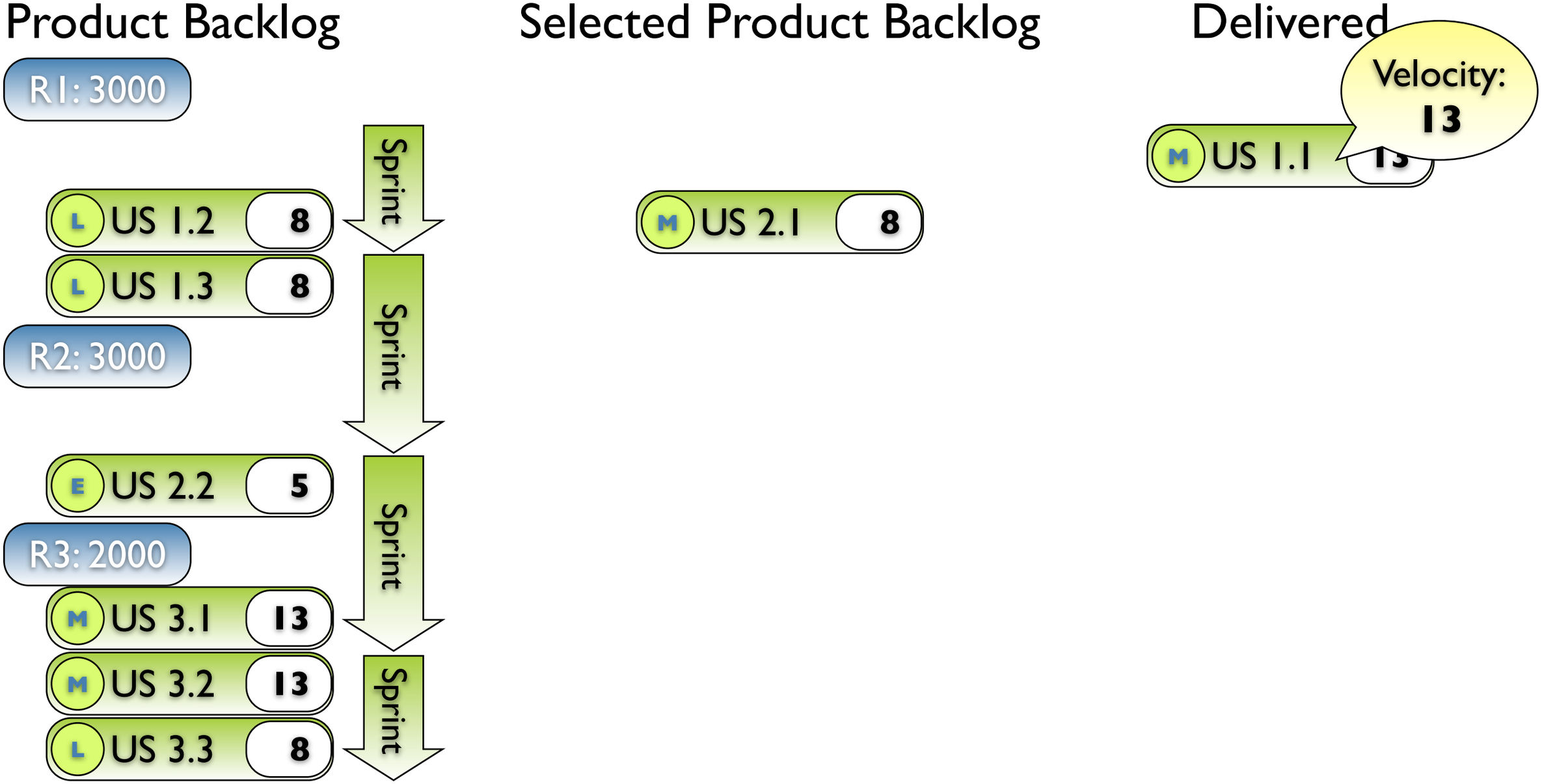
Product Release Planning



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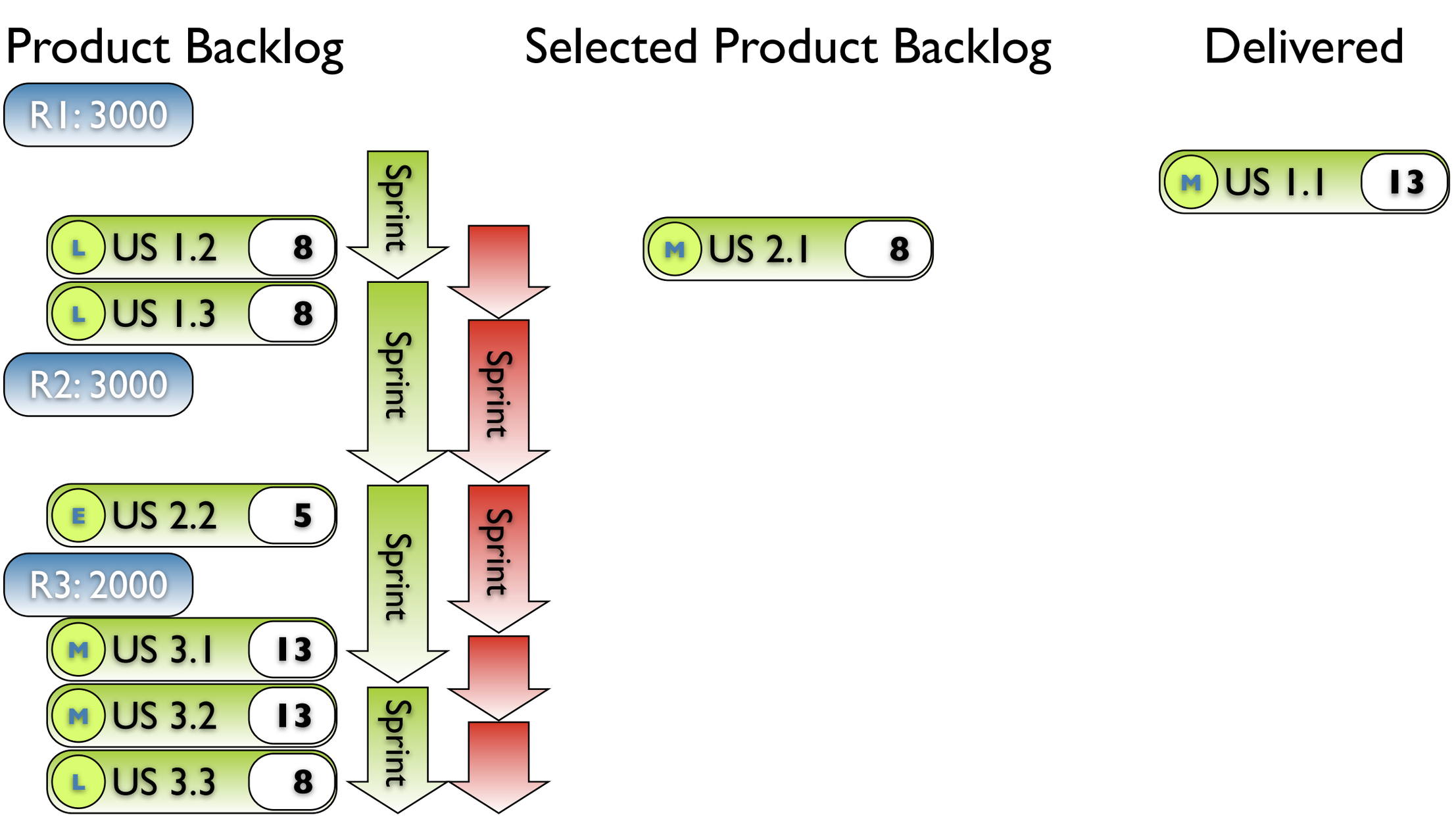
Product Release Planning



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UX and QA are part of Development Teams

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UX and QA are part of Development Teams

- UX Managers and UI Designer are joining the team forces

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UX and QA are part of Development Teams

- UX Managers and UI Designer are joining the team forces
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- Scrum of Scrums by “function” helps in keeping UX and QA synchronized on evolution of frameworks and technologies

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- UX Managers and UI Designer are joining the team forces
- QA Engineers work with the Teams, prepare test plans that are handed over to QA at the end of every Sprint
- Scrum of Scrums by “function” helps in keeping UX and QA synchronized on evolution of frameworks and technologies
- Design is done... *Just-Enough... Just-In-Time*

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UX

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UX

Usability

Utility

Social value

Enjoyment

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UX

Usability **Utility** **Social value** **Enjoyment**

Traditional development

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UX

Usability Utility Social value Enjoyment

Traditional development

Agile development

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Lesson Learned

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Where we are now...

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Where we are now...

- Tangible advantages

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Where we are now...

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Where we are now...

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  - Teams & People commitment, working makes fun :-)
  - Transparency: no information hiding!

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What we achieved so far...

- Clear responsibilities are important - An architect is part of the development team or s/he is a PO and outside the development team

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- Prepare the meetings - a lot of people get bored by 200 mins review sessions ;-)
- Separate the meetings - No stakeholder discussions in sprint meetings
- Rather vary the sprint length than the scope of the sprint - don't try to fill 3 weeks if 2 would make your feature complete. Use a week for a release sprint

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Next Steps...

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Next Steps...

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Next Steps...

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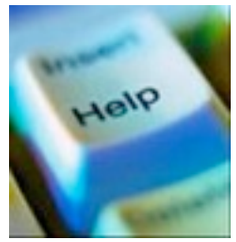

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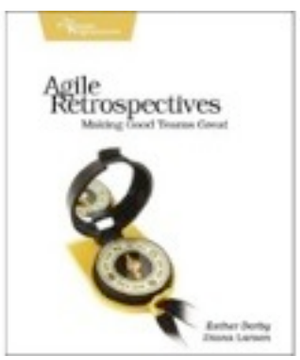

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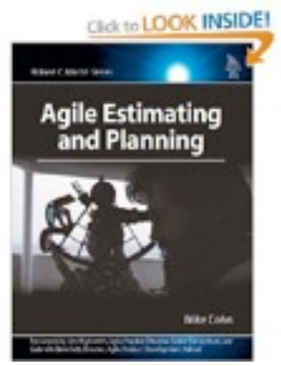

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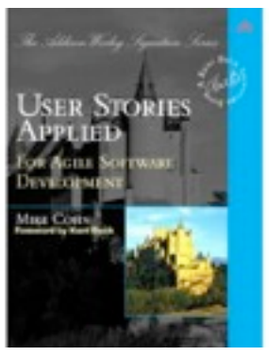

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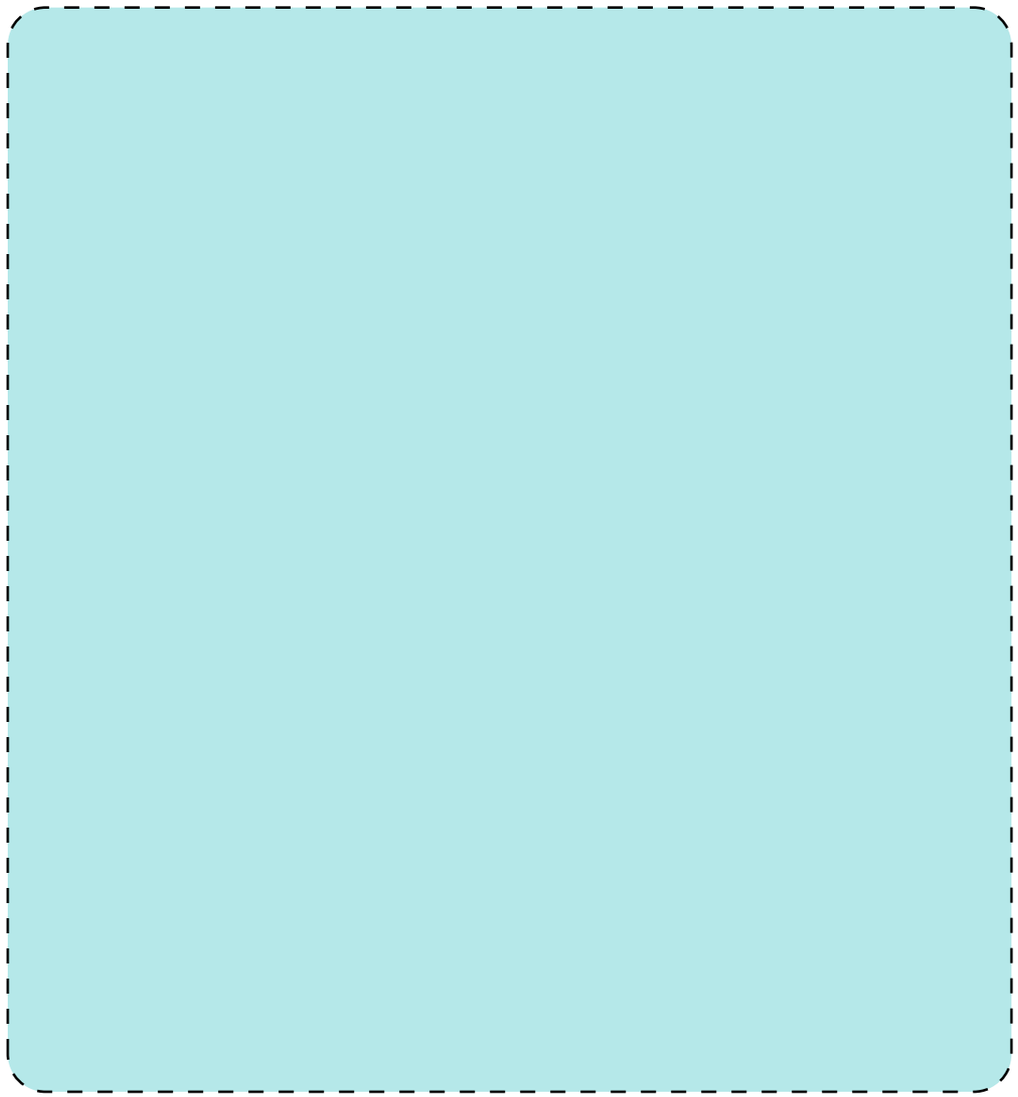

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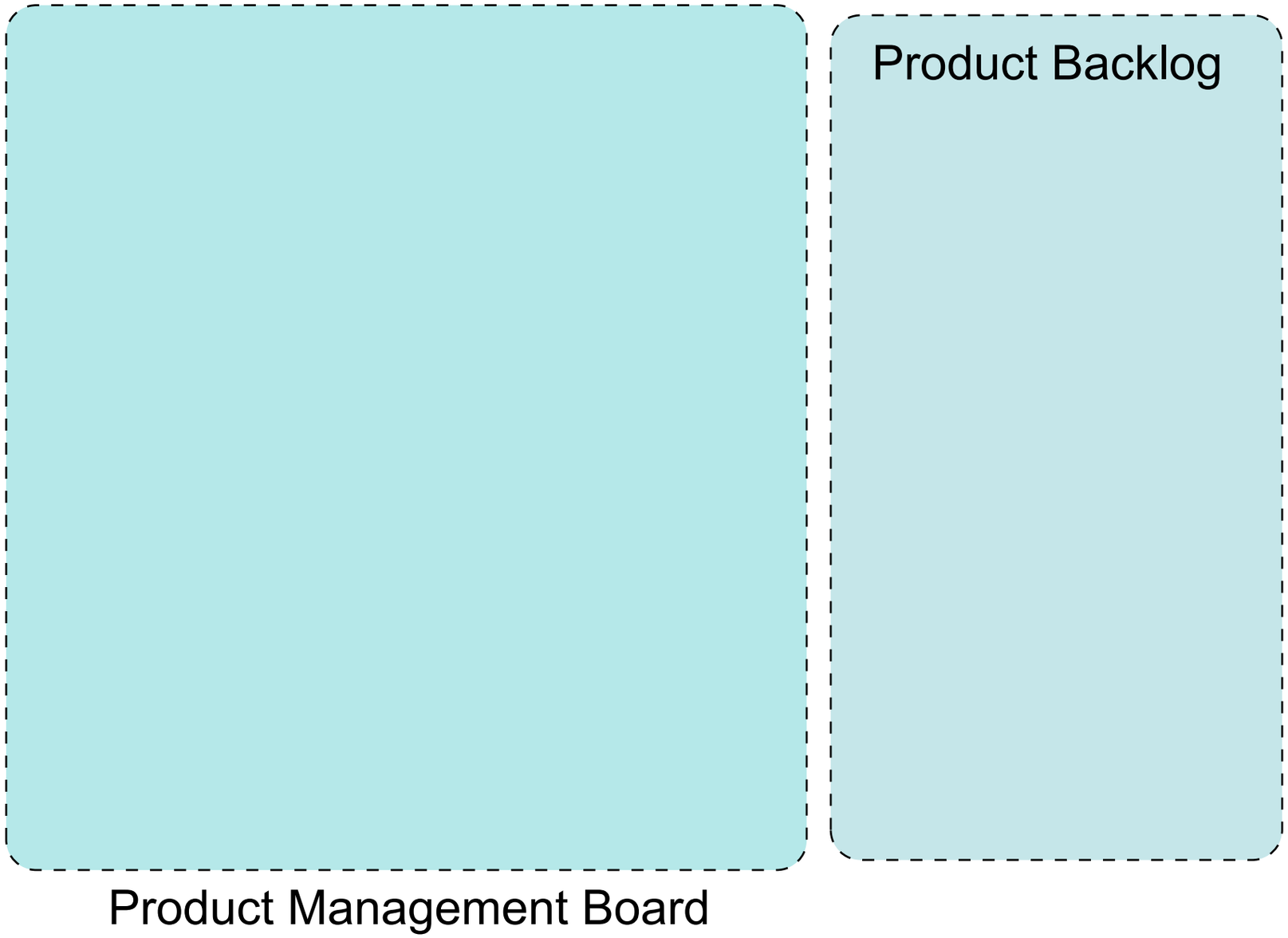

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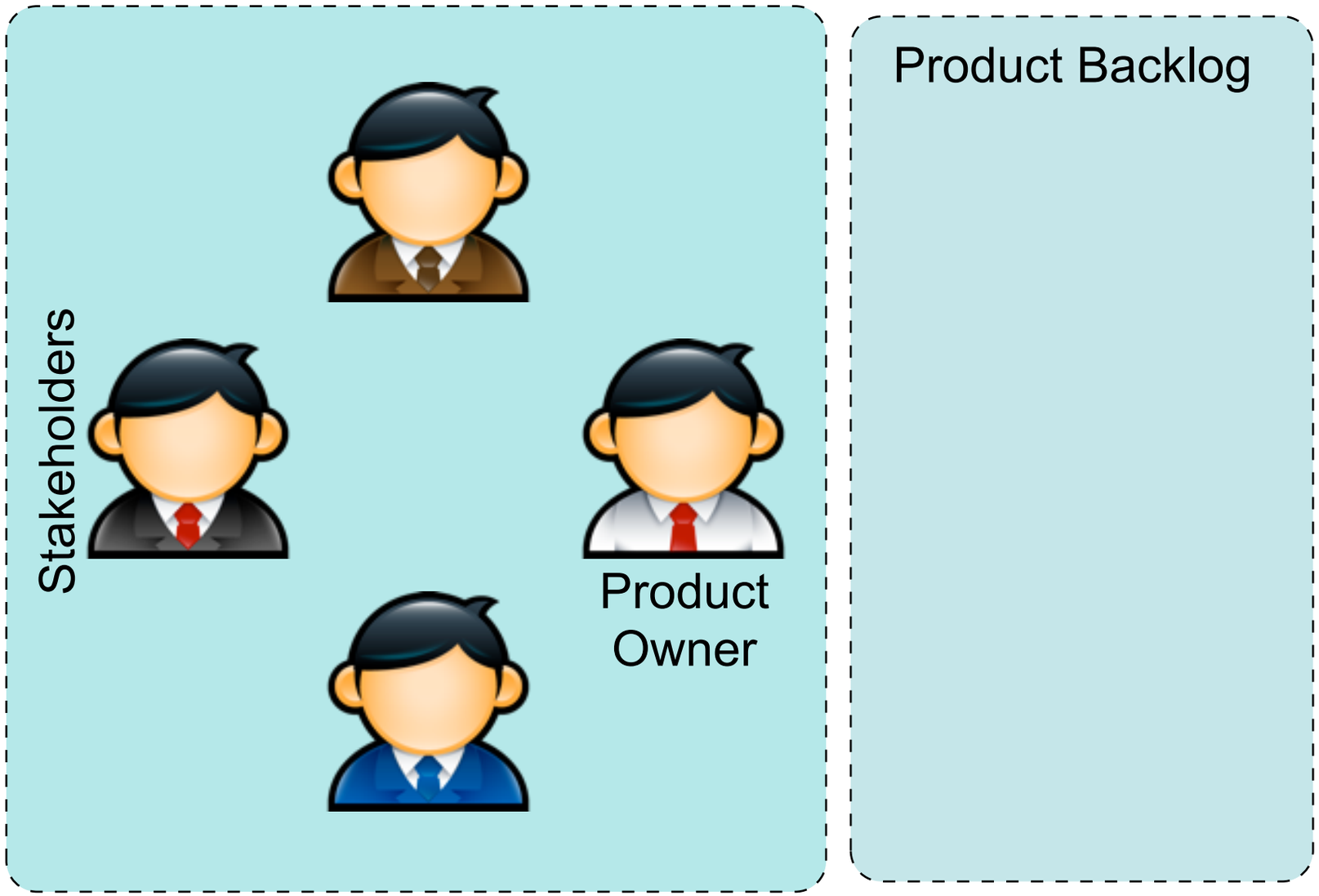

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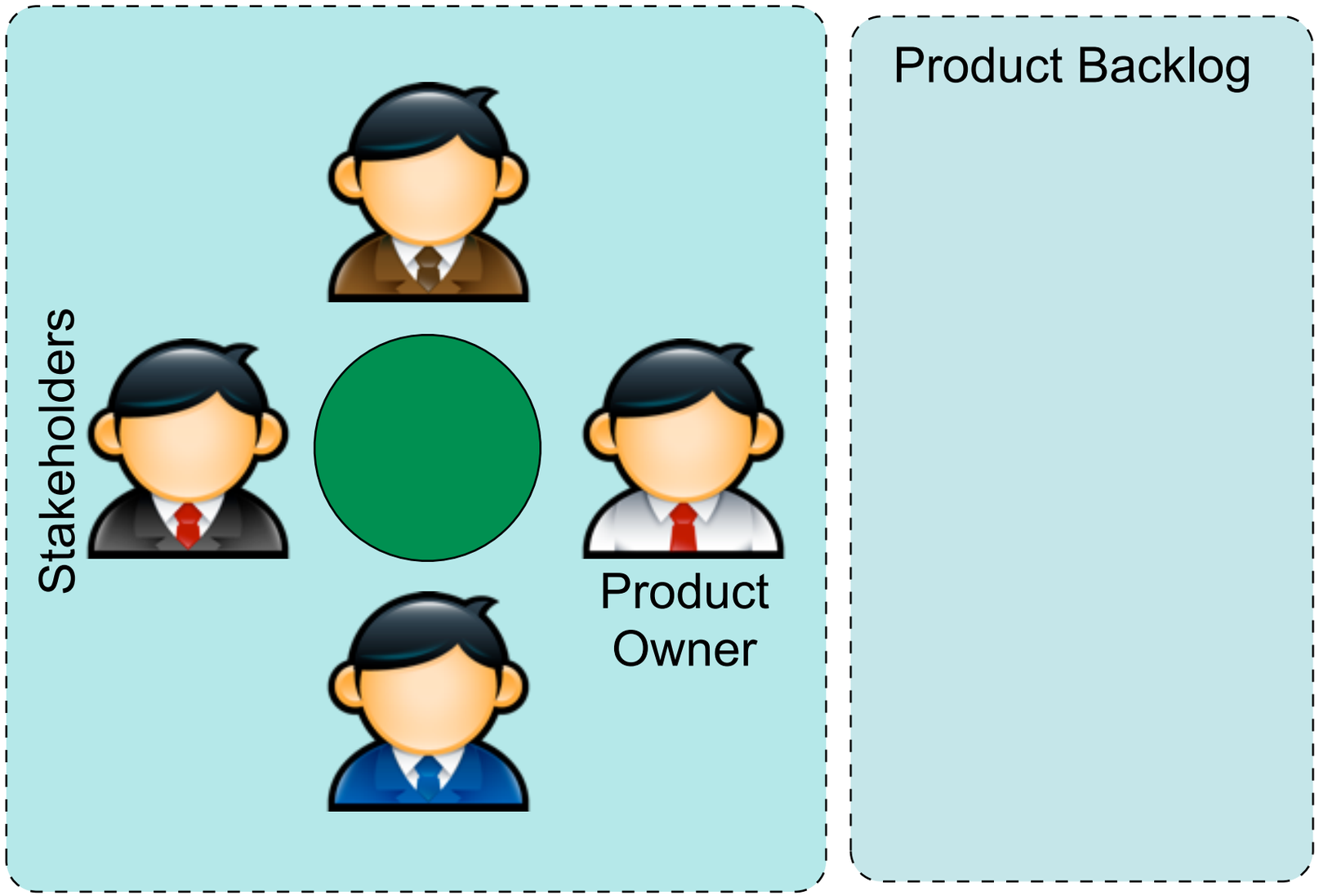

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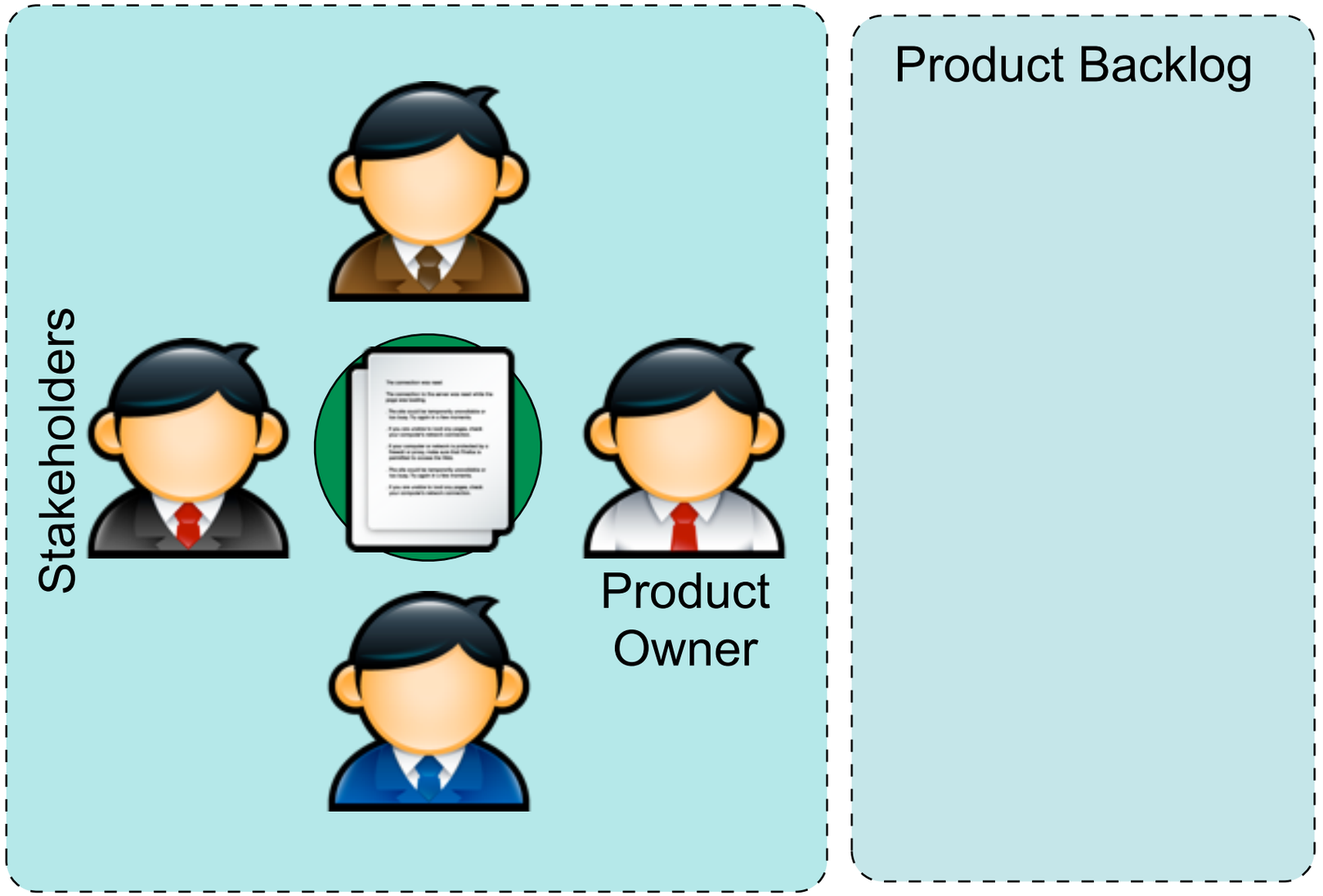

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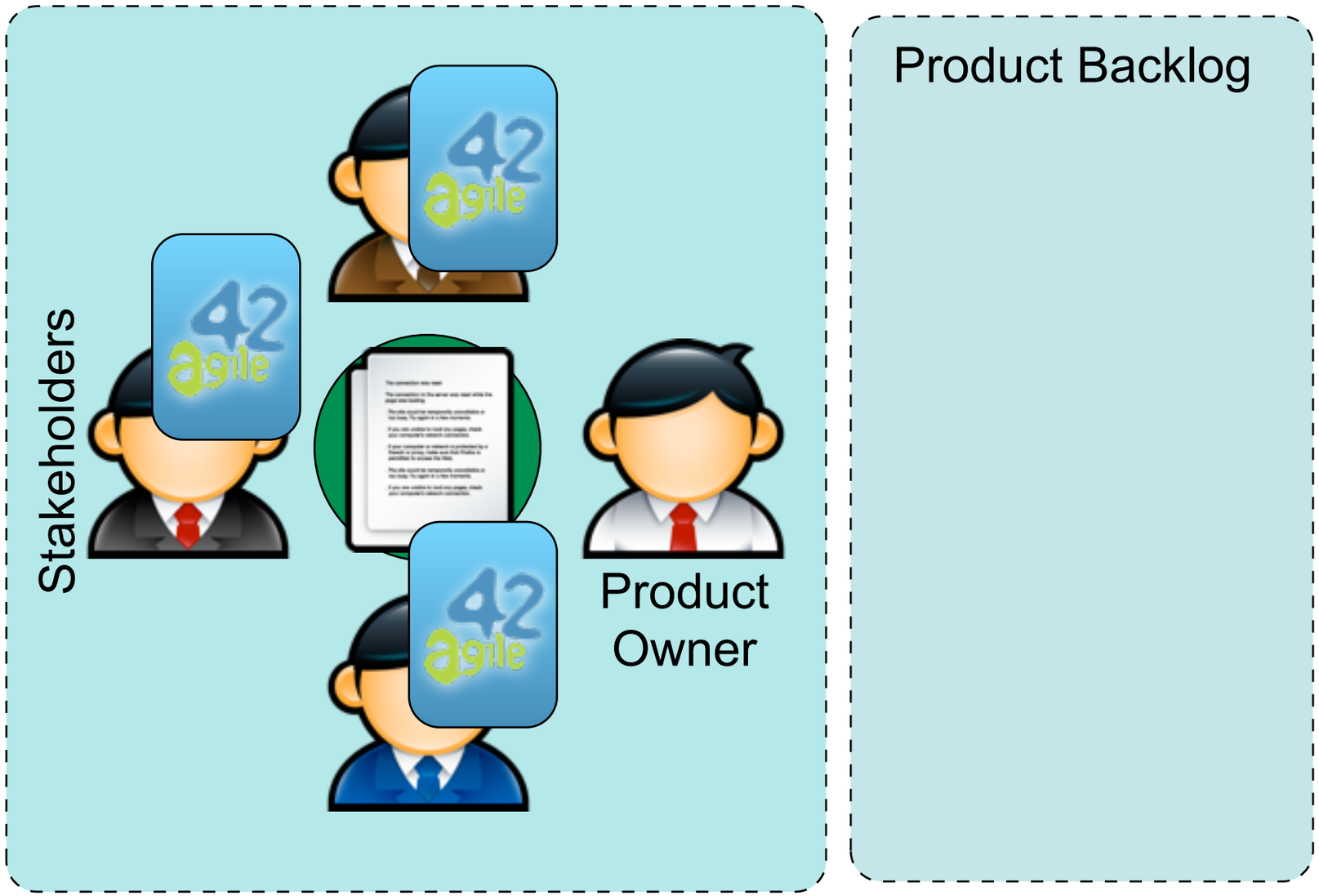

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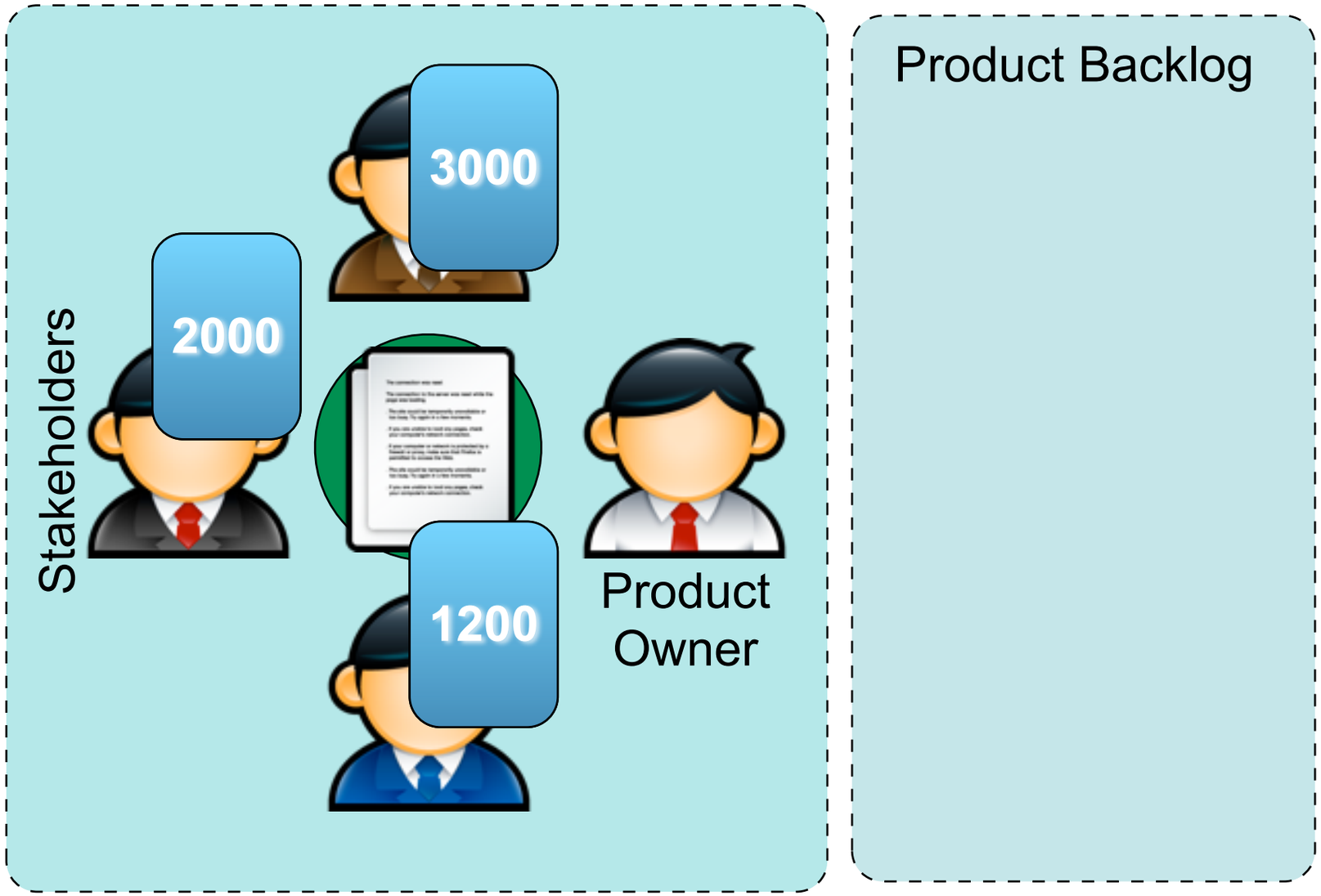

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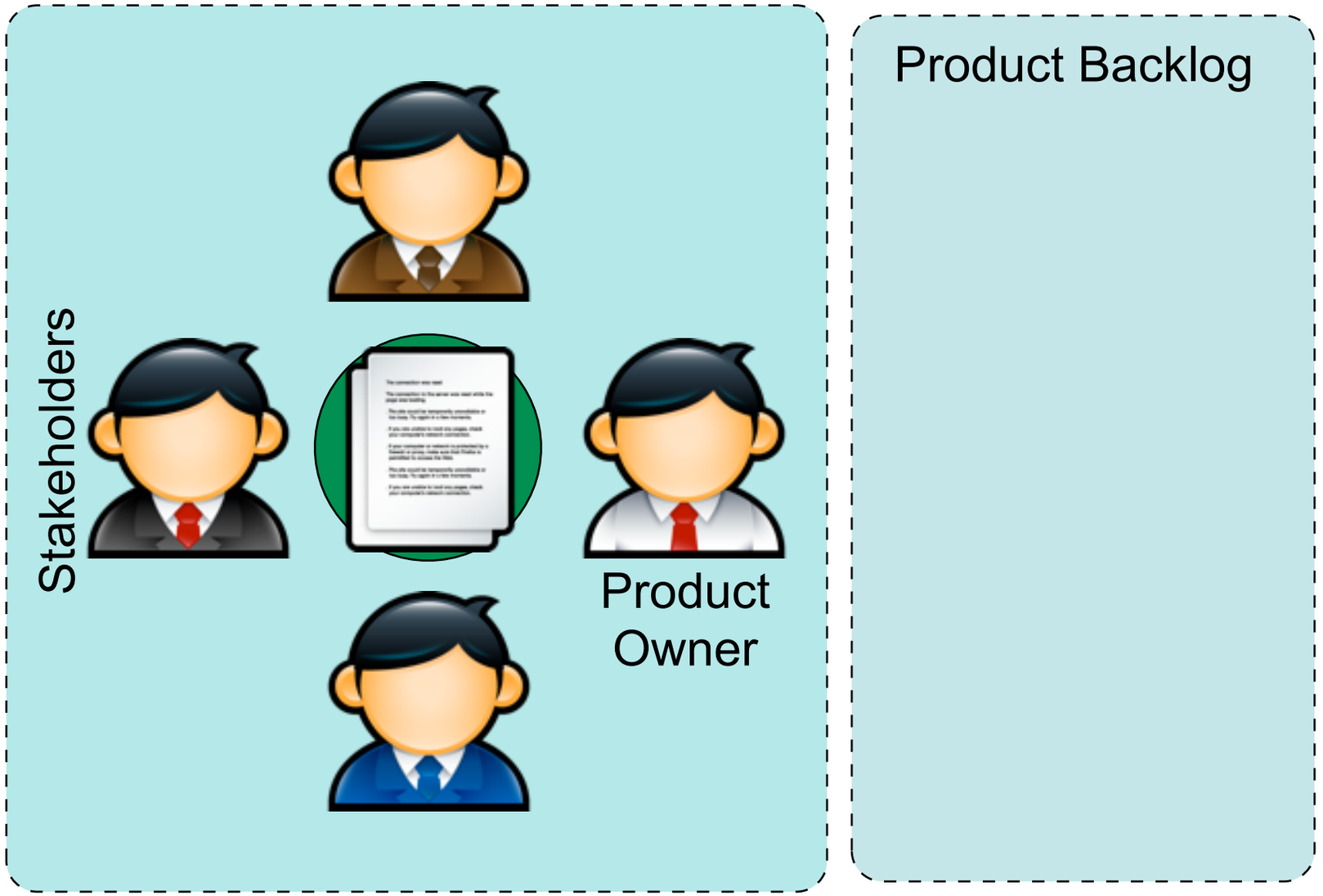

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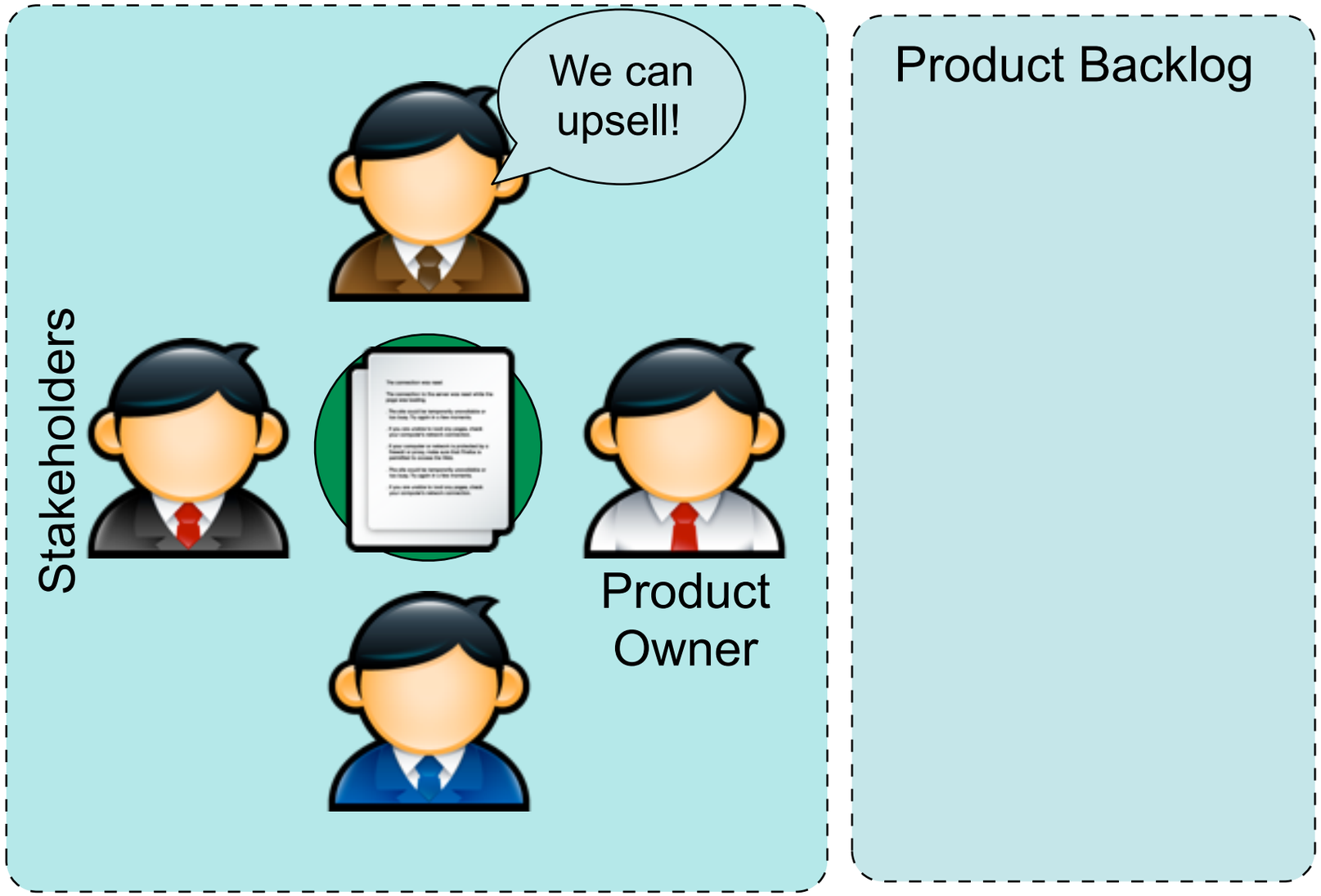

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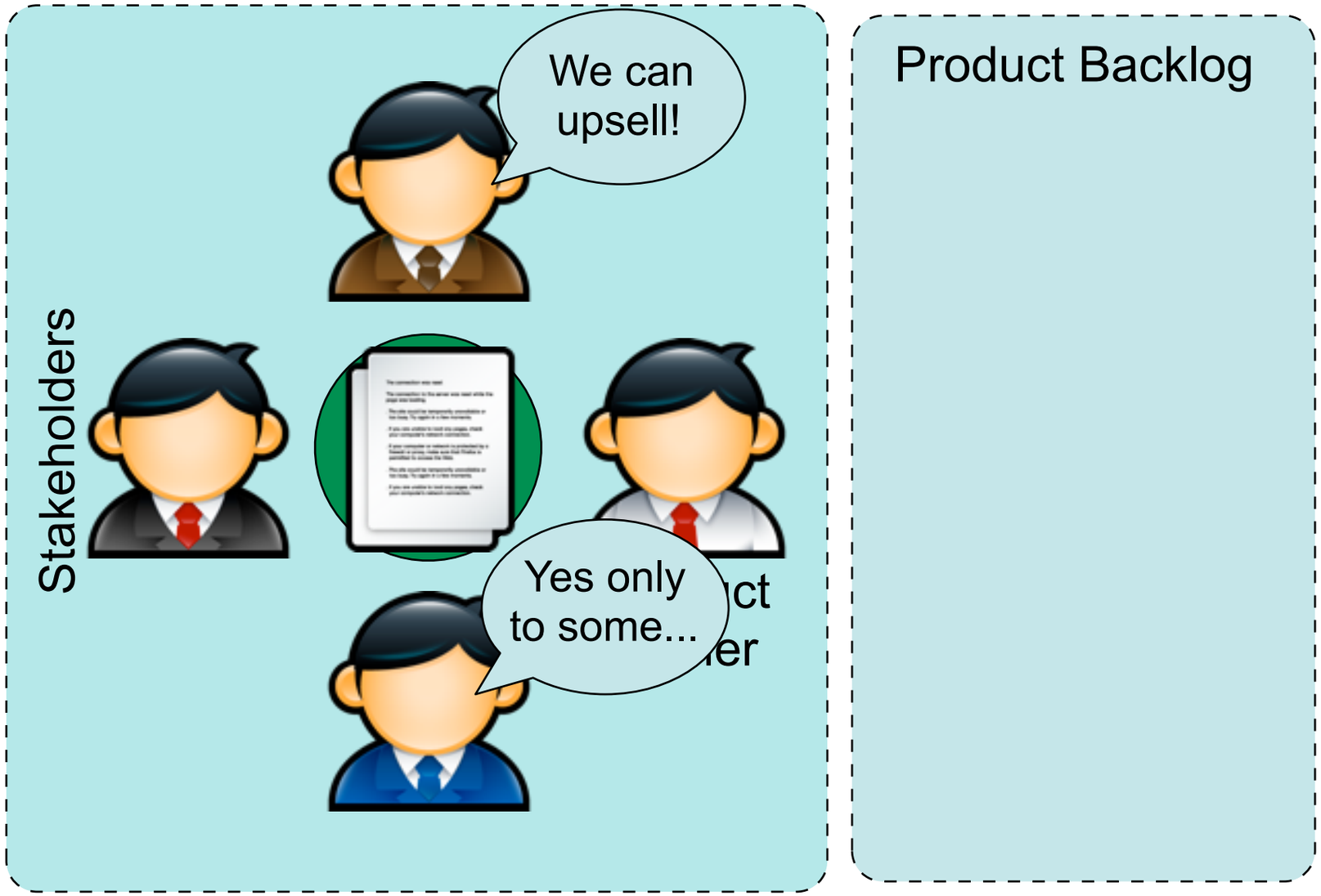

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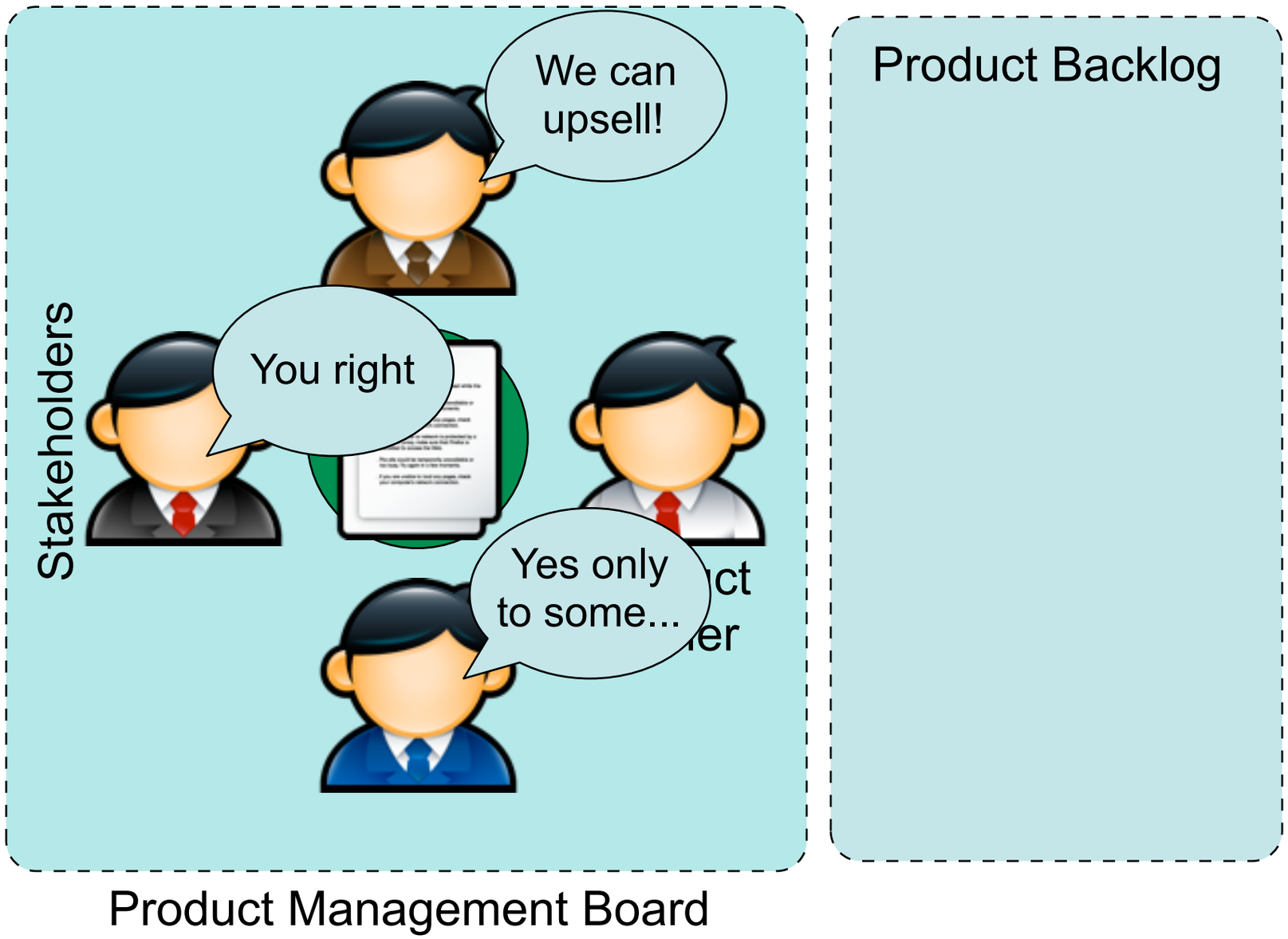

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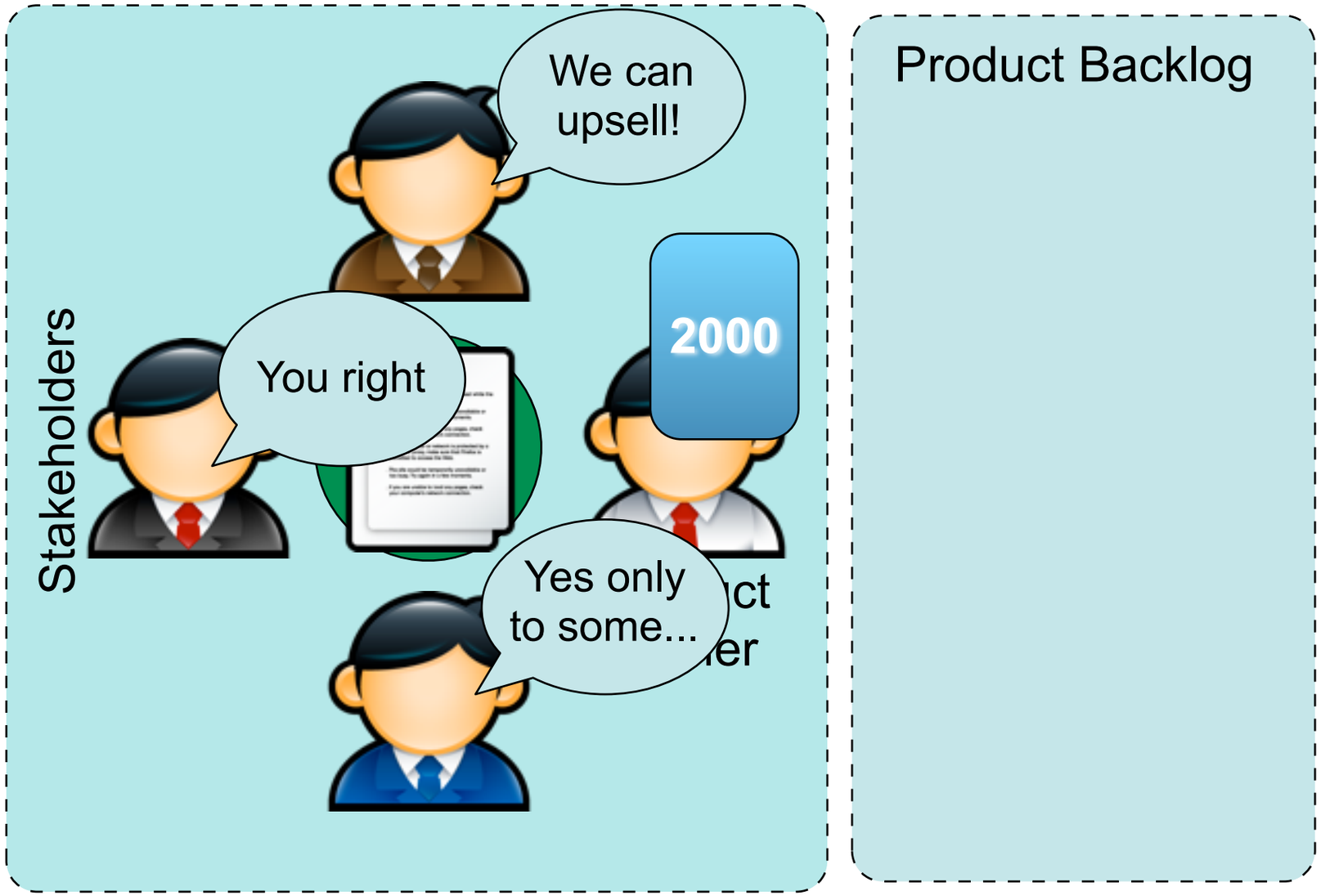

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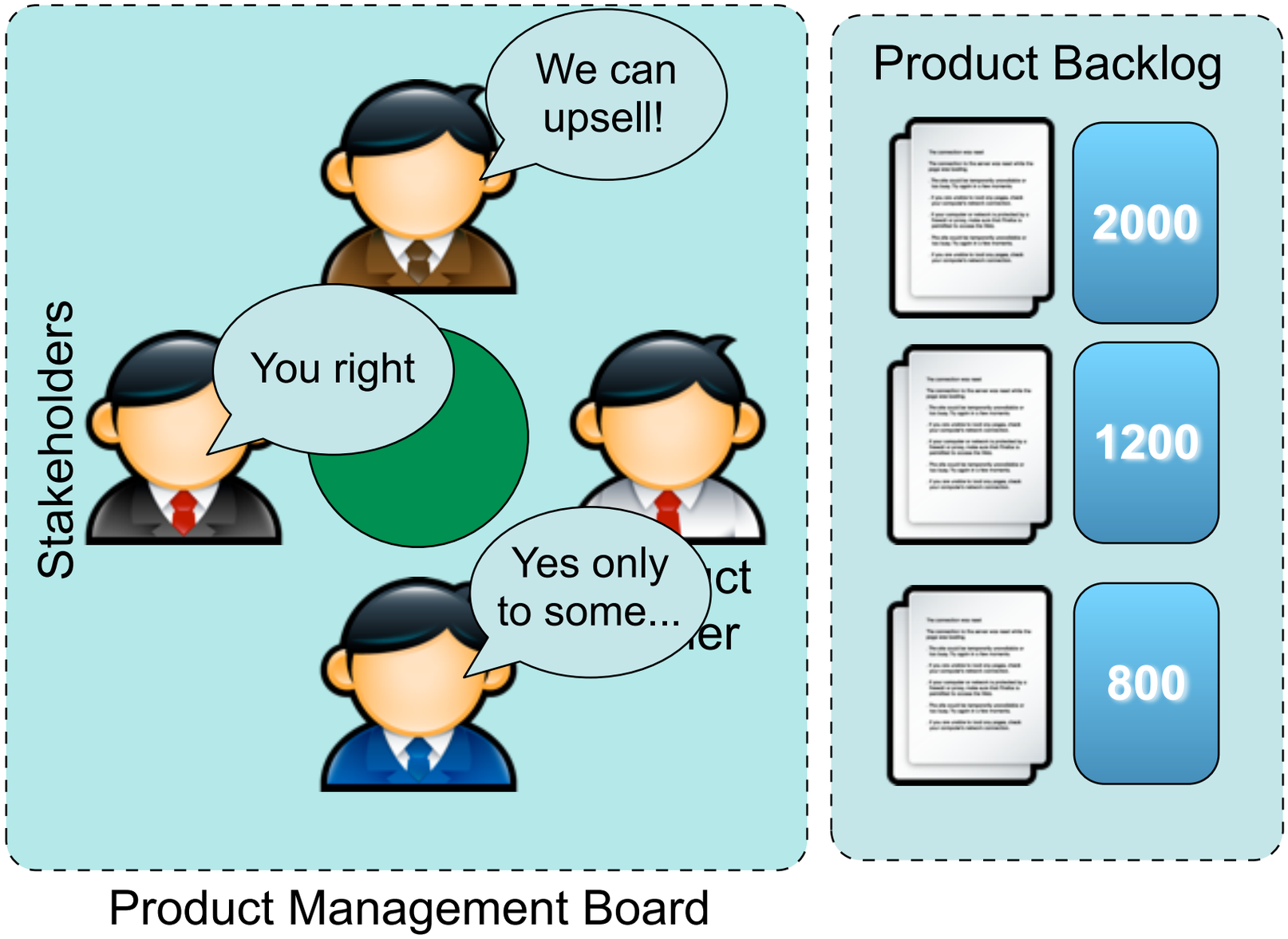

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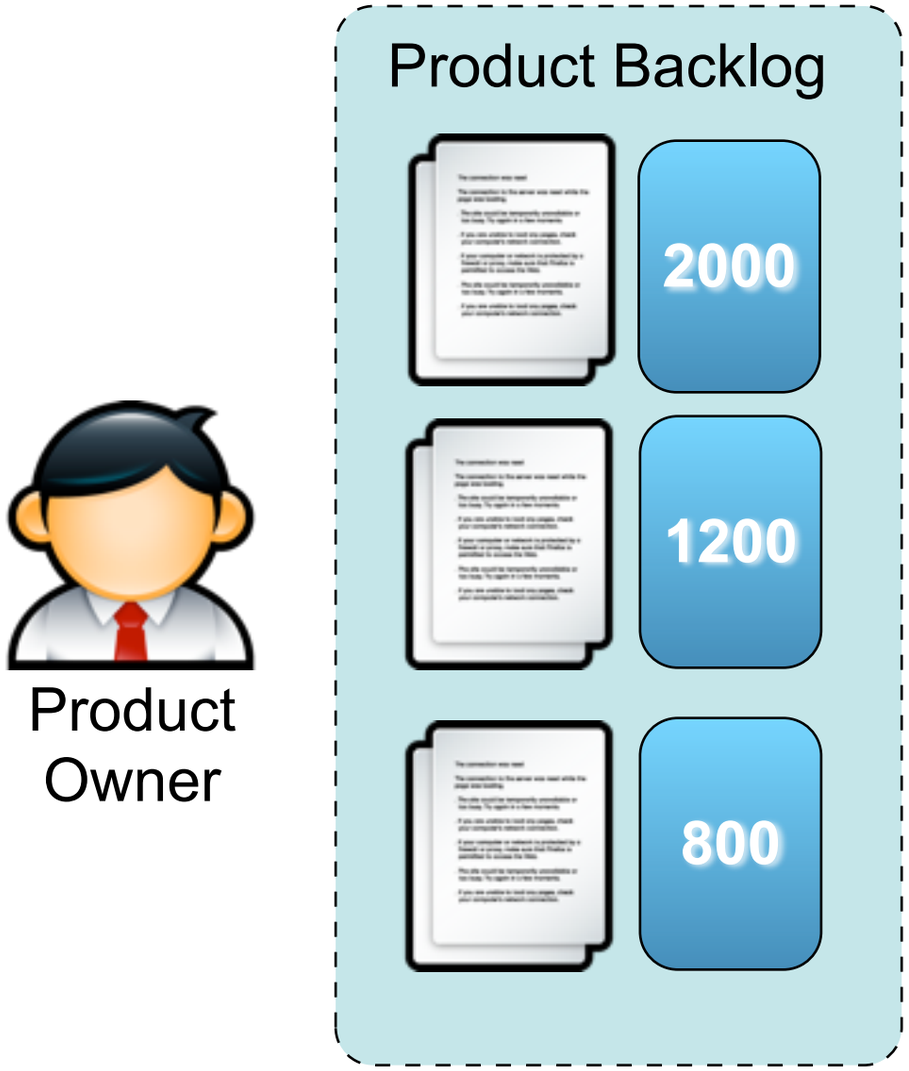

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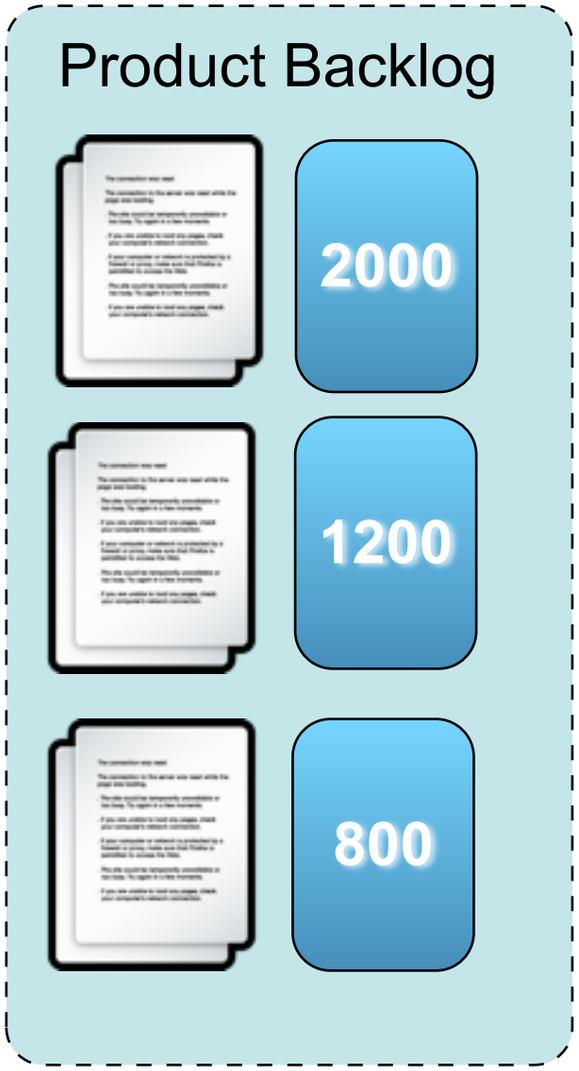

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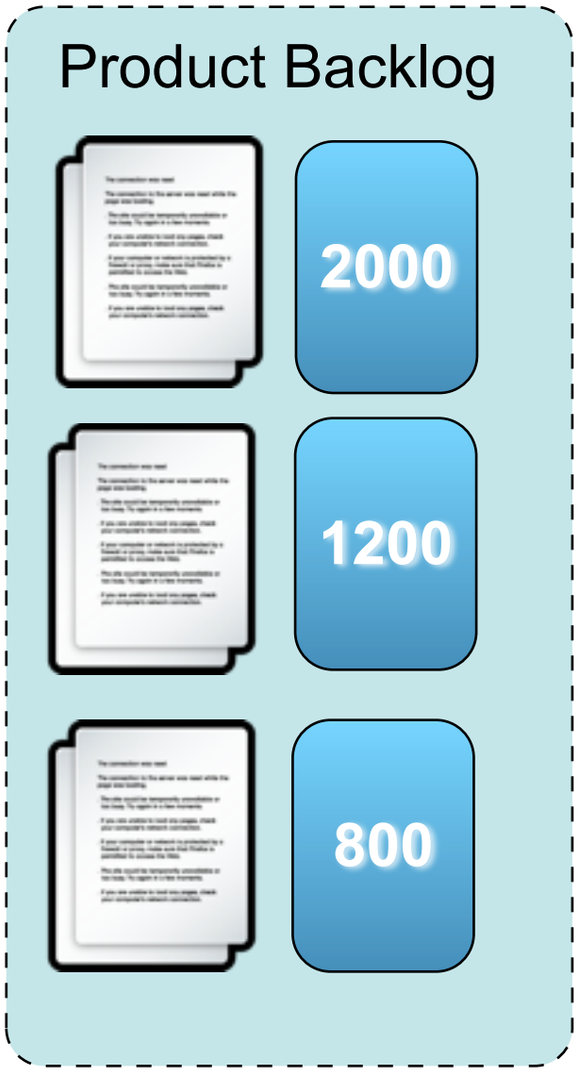

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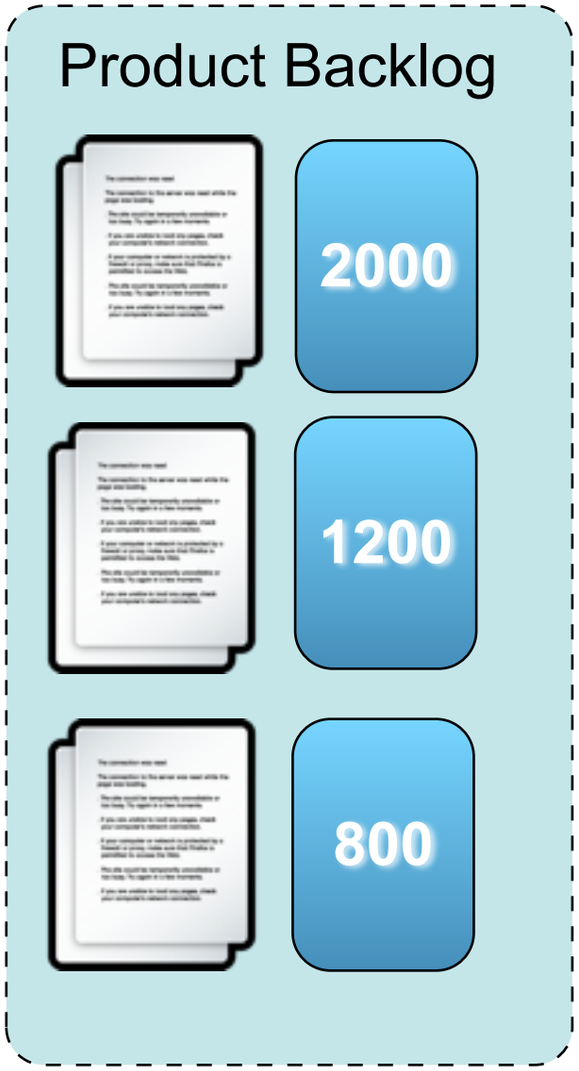

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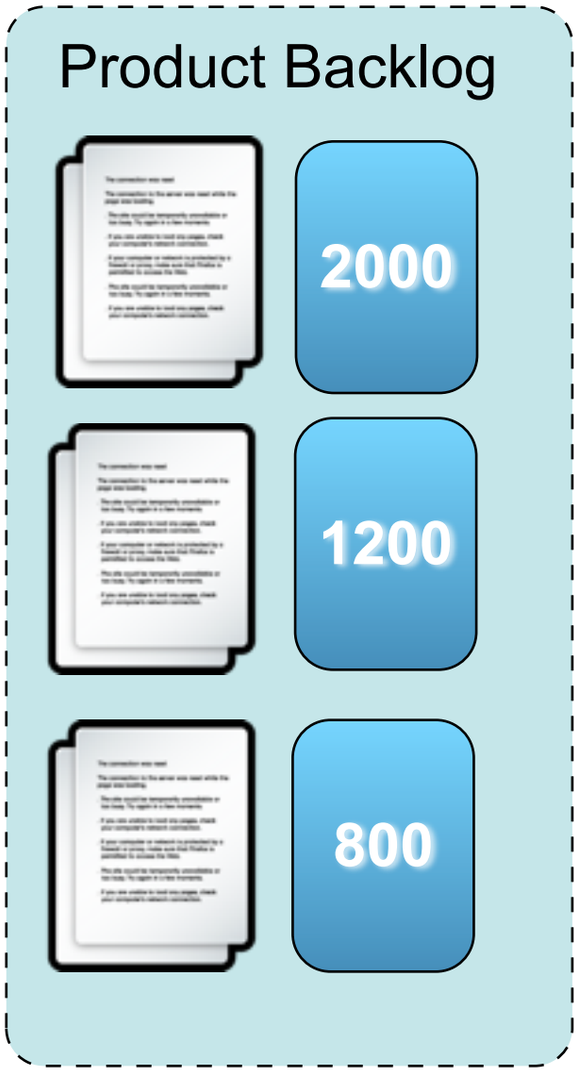

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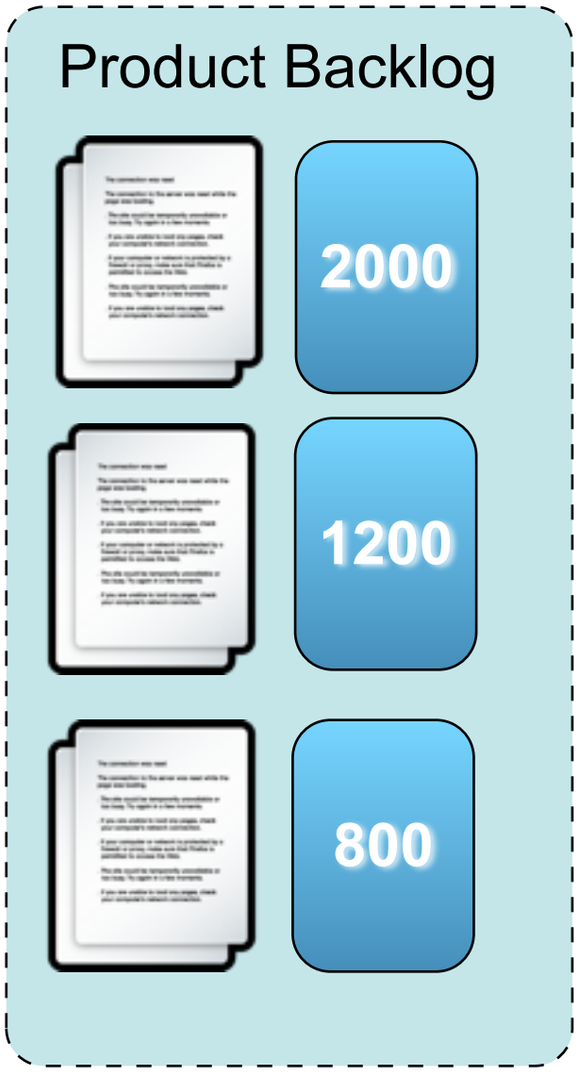

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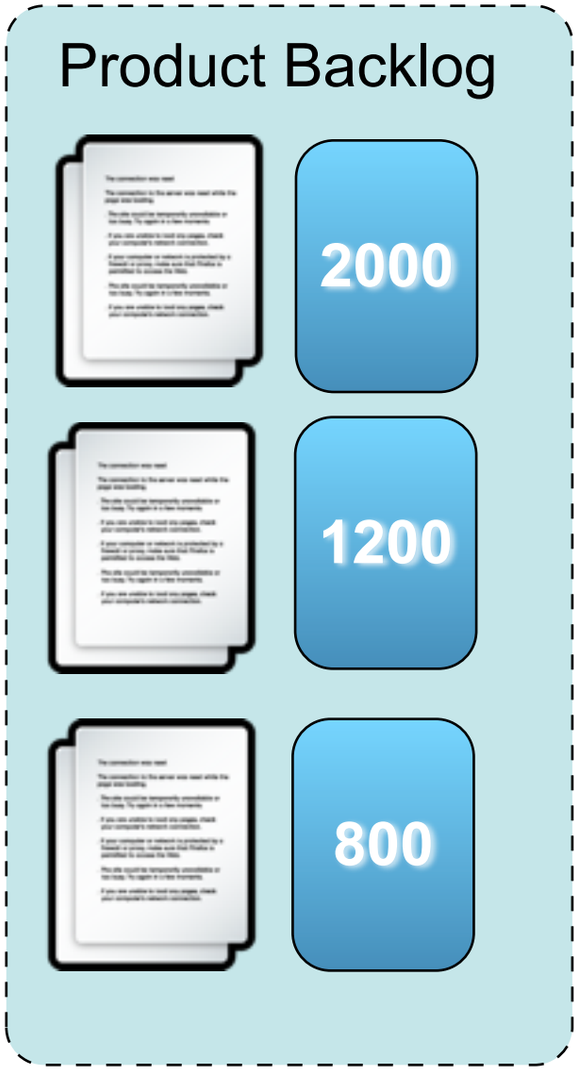

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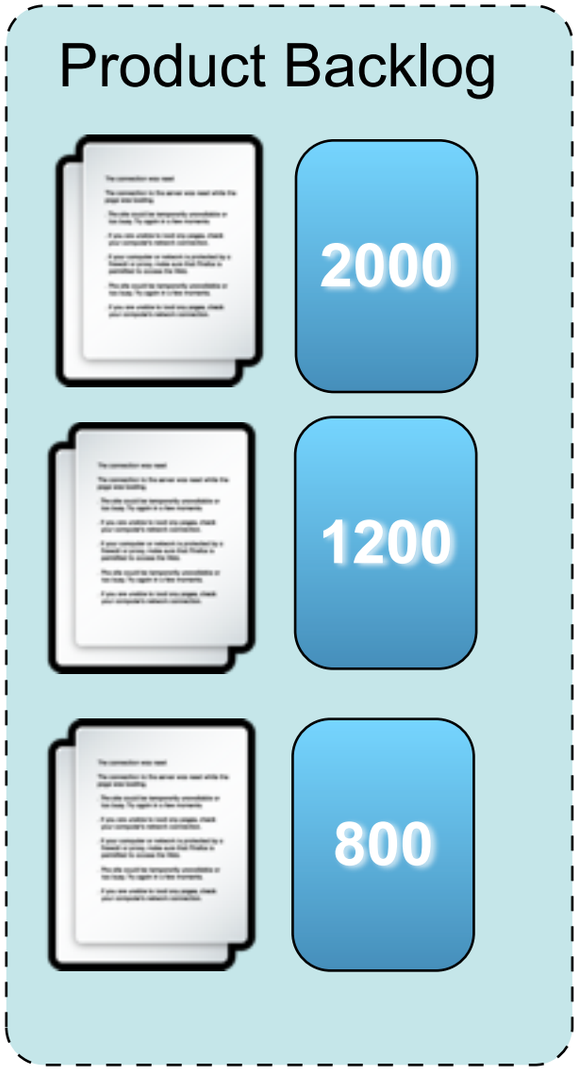

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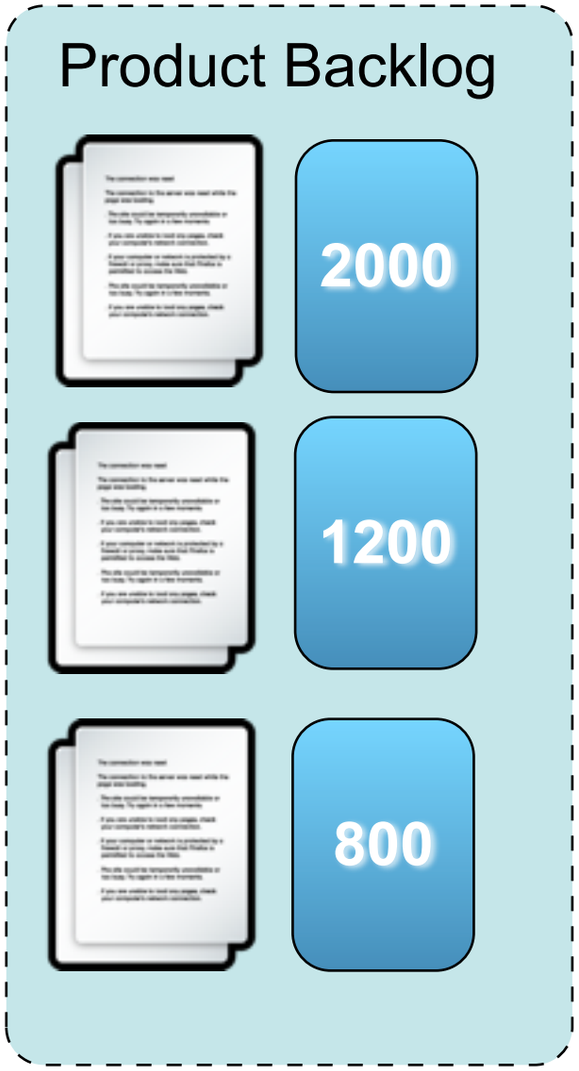

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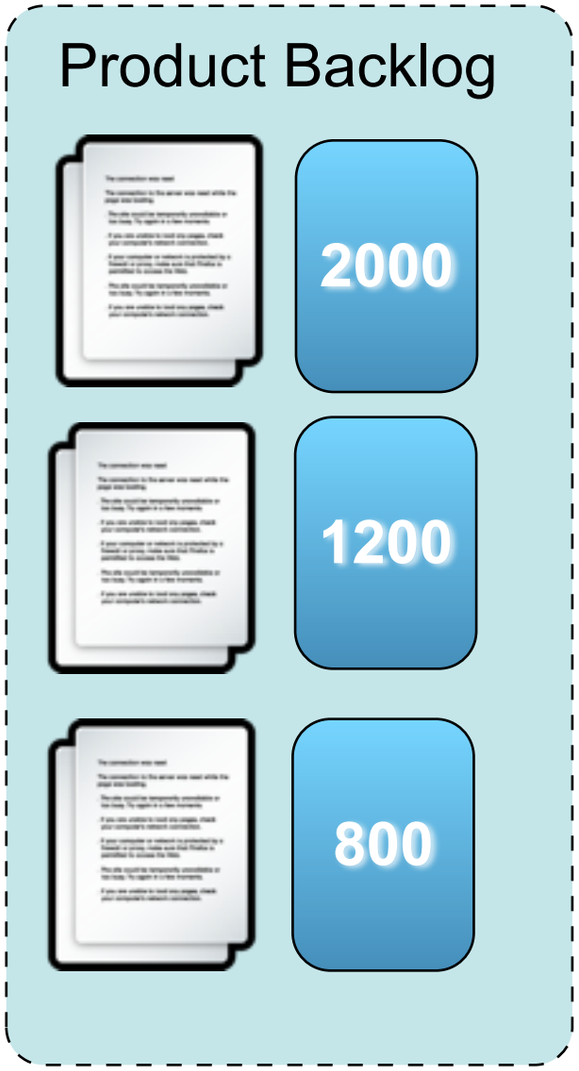

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The Business Value Game (2/2)

- Every stakeholder has a deck of cards, every round every card can be played again

- 100, 200, 300, 500, 800, 1200, 2000, 3000

- Cards are played covered, when everyone played, cards are turned

- The highest and the lowest justify the assigned value

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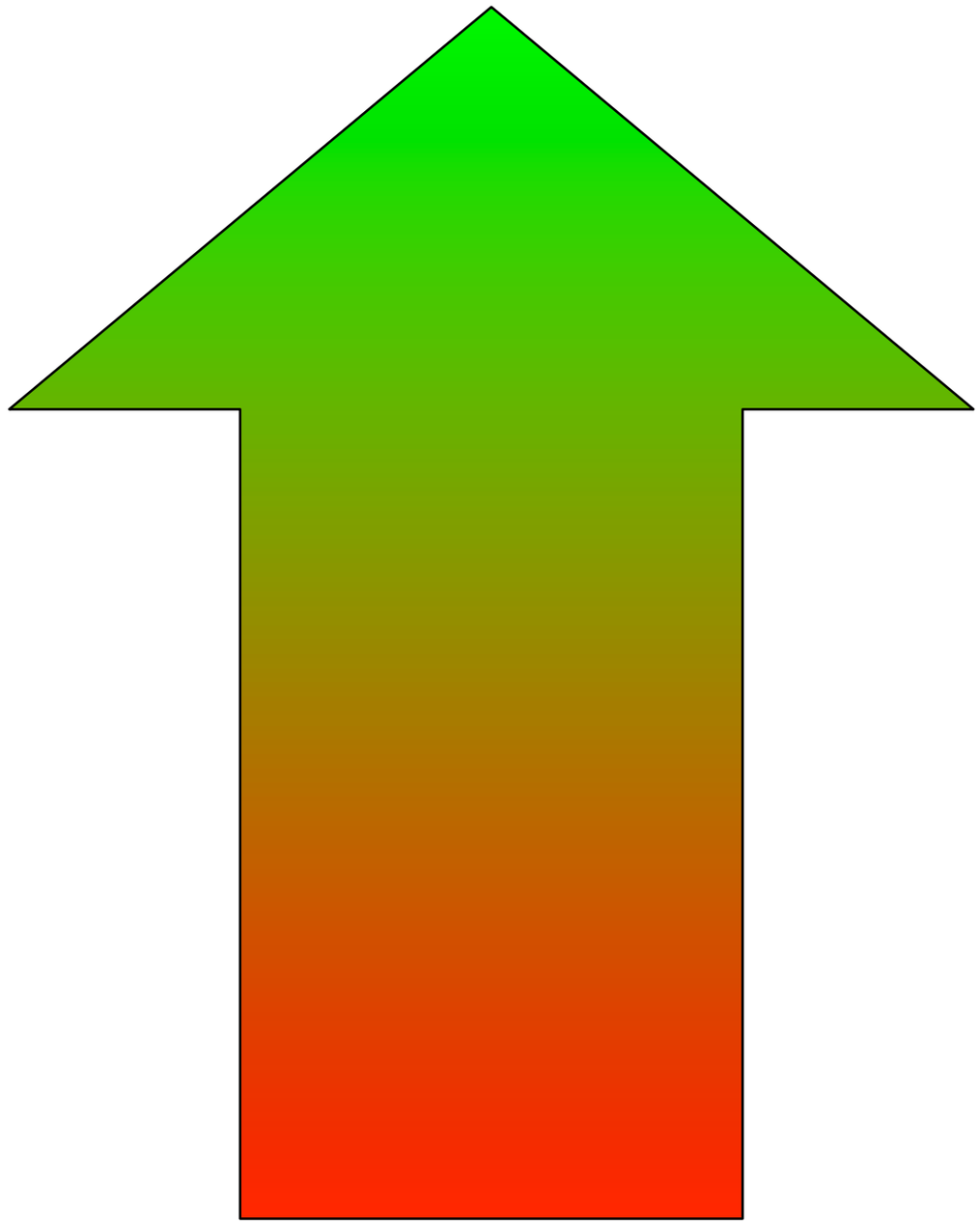

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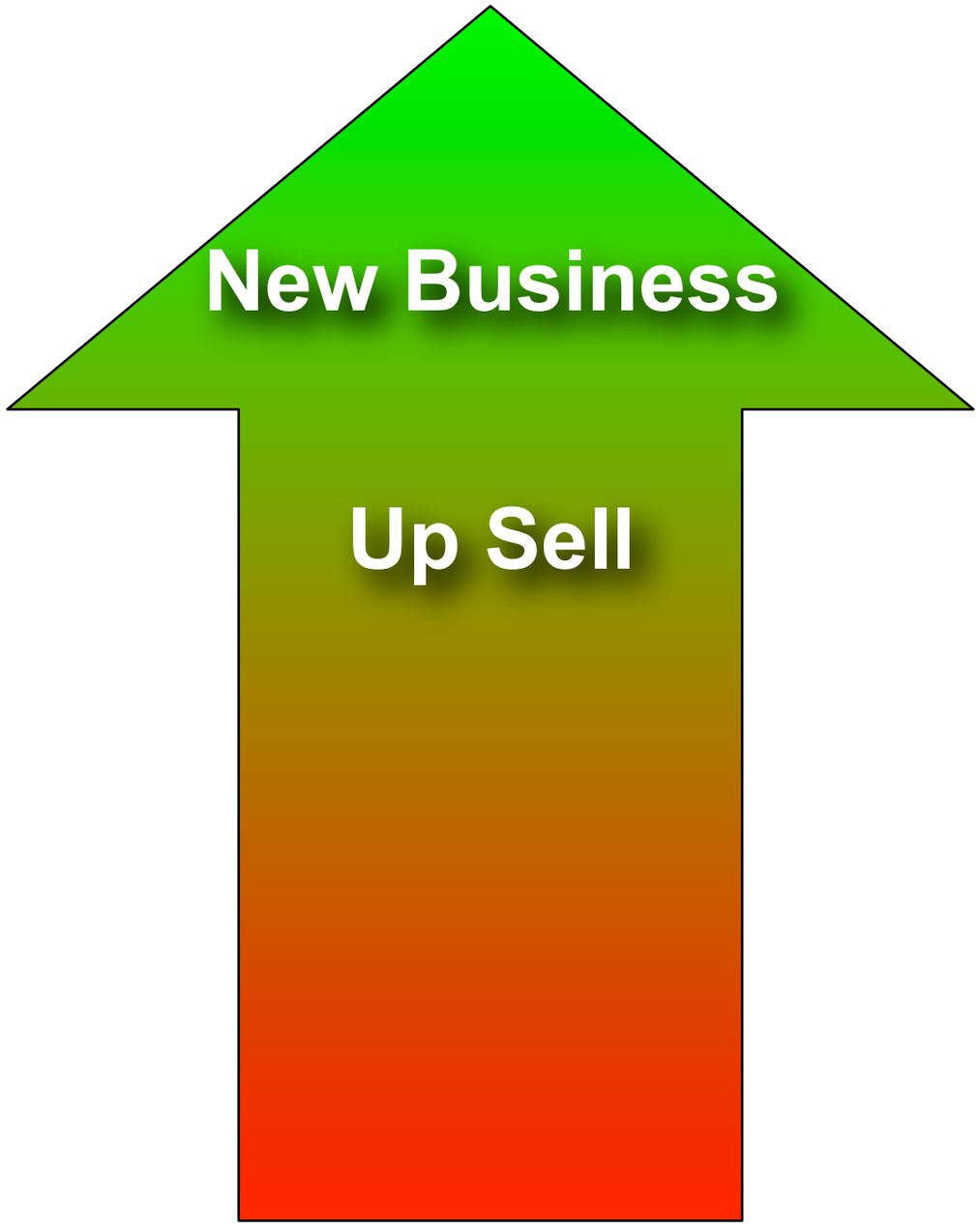

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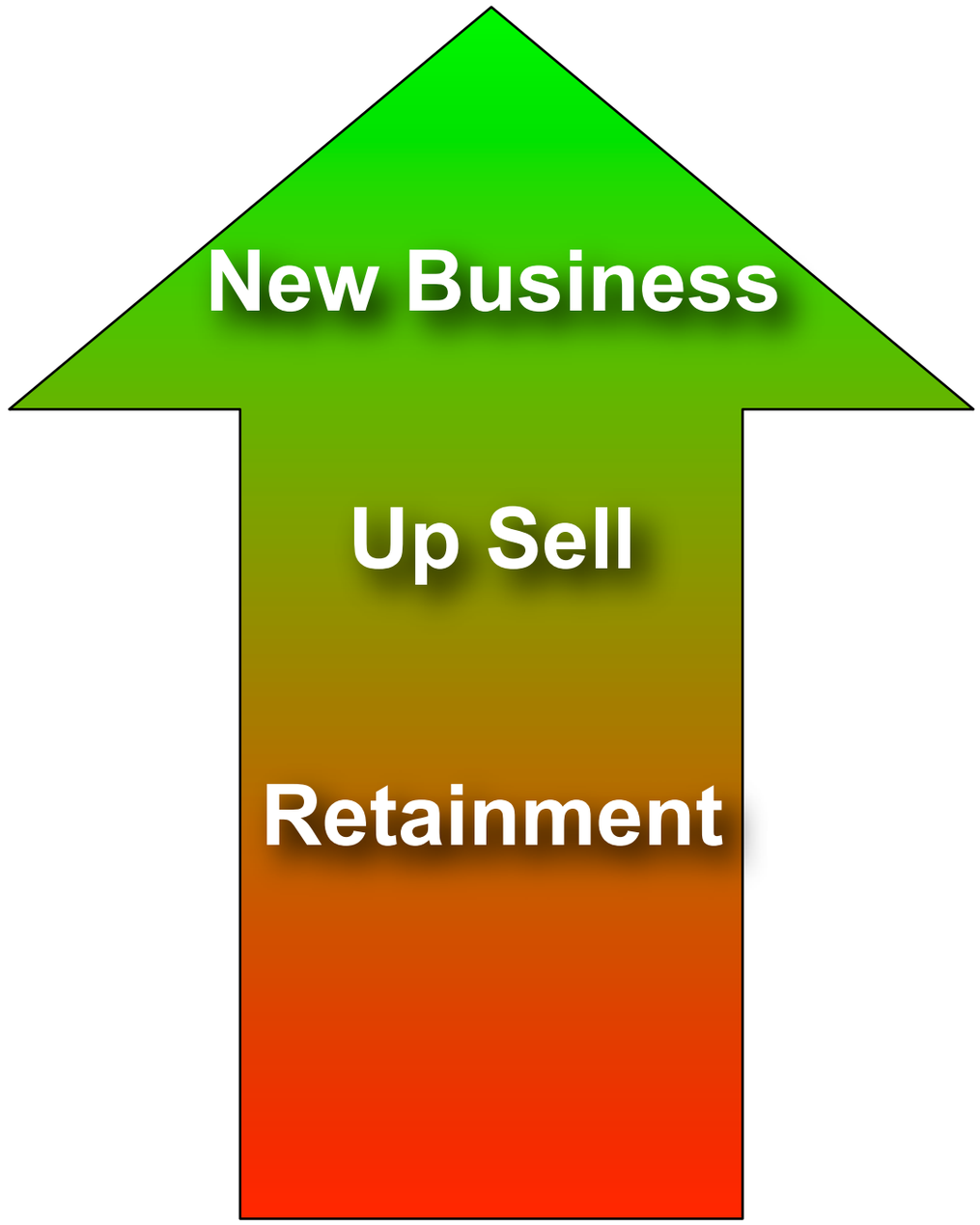

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