Help!! My Scrum Team is Ineffective

Supercharging your teams with Agility Lessons from the Battlefield
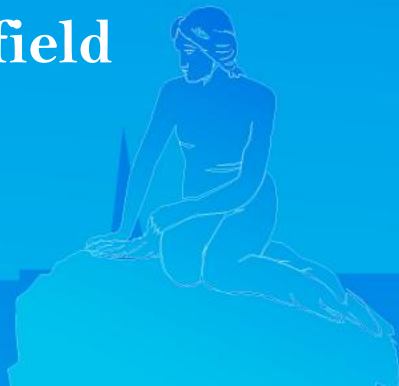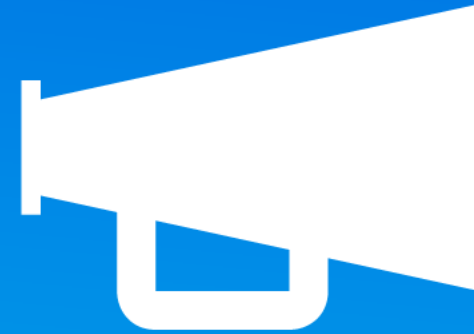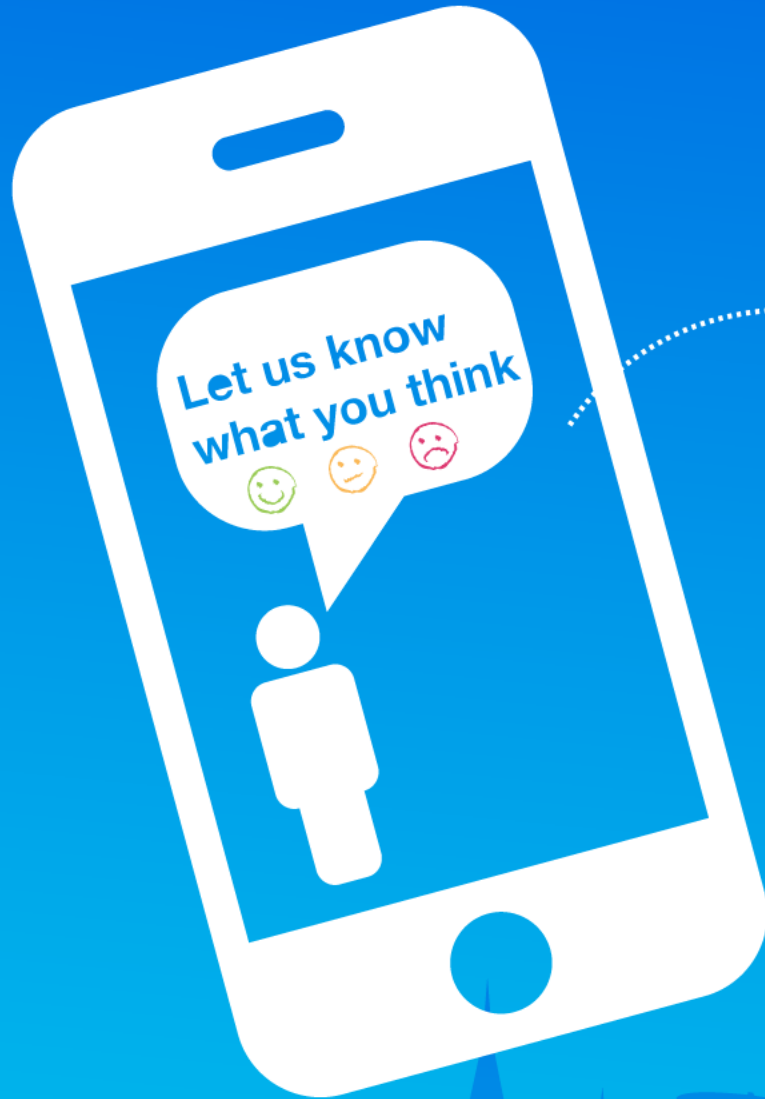
[Accidental Agile Coach, Status-quo Disruptor, Transformation freak, Behavioral mystic, nomad, INDIAN]

Let's go back to the basics

- Why do we use Scrum ?

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Respond to Change

Eliminate Waste

Continuous Improvement
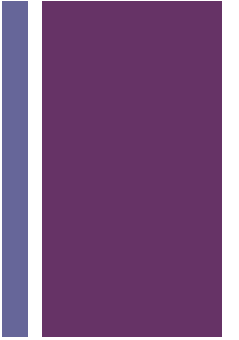
Increase Quality

Maximize Business value

Faster deliveries

Have Fun !!
☺ ☺

Is Scrum enough?

- Works very well when the backlog is relatively stable

- Need at least 2 weeks of workflow without changing priorities to be most effective

- Can be used in distributed team with a few tweaks

- May not work in highly , dynamic environments

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Let's Work

- Collect 20 1 Kr coins from team members

- Write 1st name of 20 team members in the room on a piece of paper

- Click Selfies with 10 team members who aren't wearing anything black

- Walk and count 200 steps collectively

- Each team facilitator notes down the progress every minutes and prepares a burn up chart for each of the items
- All tasks run parallel
- Split into smaller groups within the team as necessary
- Report back progress to facilitator after every minute

Burnup Chart
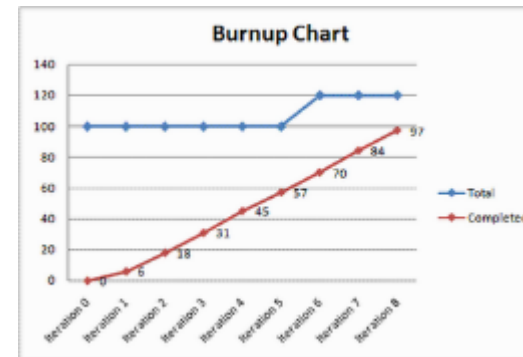
Total: 3 minutes
- 1 minute brainstorming
- 2 minutes of action

Battlefield Agility

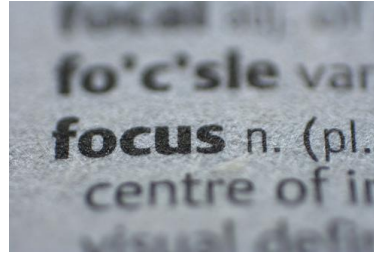- A methodology designed to make teams efficient and goal driven through use of humane principles and team work

The Key Principles and values

Trust

Focus

Team Spirit

Sense of urgency

Success ! The only measure

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The guidance for Battlefield Agility

改善

KAIZEN

The Generic Agile Concept

FiSH!
BE THERE • PLAY
MAKE THEIR DAY
CHOOSE YOUR ATTITUDE

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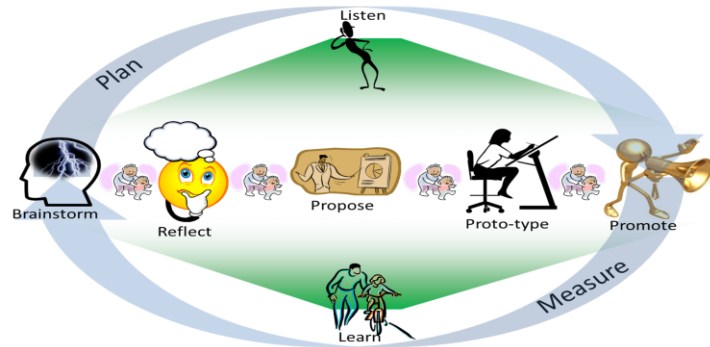
Going Lean…

Kaizen

- Good Change

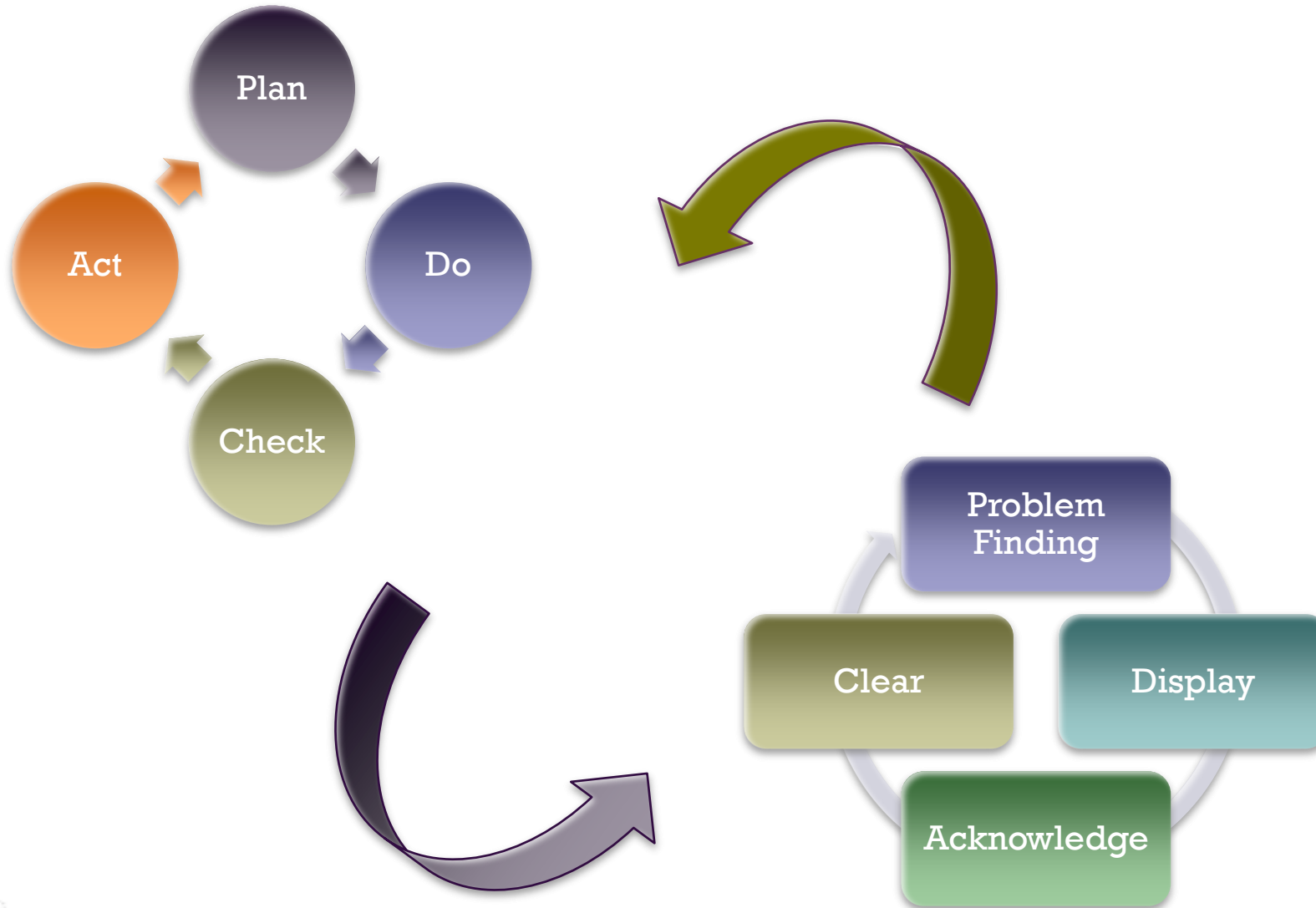- Continuous Improvement

- "Eliminate Waste to get more efficiencies"

The Kaizen Cycle

Battlefield Agility- for Small Teams
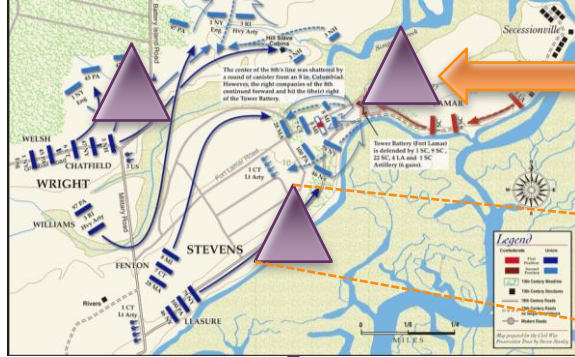
Features

Project War Map

Continuous
Update
based on
Field Inputs

Design
Deploy
Develop
Integrate
Test
2-3 days

Daily
Stand-up

Weekly
Retrospective

Looking Back
& Moving Forward

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Battle Platoon®

Project
Commander
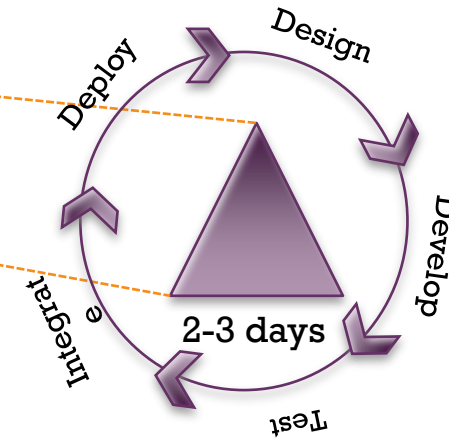
Recce
Team

Project
Troops

Battlefield Agility- for Large Teams

All Features

Project War Map

Continuous Update based on Field Inputs

Sector Battle Map

Sector Features

Daily Stand-up

Weekly Retrospective

Looking Back
& Moving Forward

Continuous Update based on Field Inputs

Sector Battle Map

Sector Features

Daily Stand-up

Weekly Retrospective

Looking Back
& Moving Forward

Continuous Update based on Field Inputs

Design

Develop

Test

Integrate

Deploy

2-3 days

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Project Platoon®

Project Commander

Sector Commander

Project and Sector Recce Teams

Project Troops

Project Platoon

Project Commander

Project and Sector Recce Teams

Sector Commander

Project Troops

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The Project Commander

- The overall project responsible

- The mentor and guide for the team for scope and technology

- Owns the Project War Map and the Battlefield Feature Map

- Prioritizes the features and defines the scope along with Recce team

- Has the final say in priority and scope matters

- Is the bridge between stakeholders and team

The Project Commander does not COMMAND,
She GUIDES and MENTORS the team to success

The Sector Commander

- Responsible for her Sector

- The mentor and guide for the team for scope and technology

- Owns the Battlefield Feature Map for her Sector

- Prioritizes the features and defines the scope along with Recce team for the Sector

- Works closely with the Project Commander and Project Recce team to align the sector work with overall project

- Has the final say in priority and scope matters

- Is the bridge between stakeholders and team

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The Recce team

- Helps the Project Commander in Continuous planning

- Looks into the aspects of analysis and design for the work the team is expected to take up in next few weeks

- Guides the attack parties before and during attack on a feature

- Is readily available to attack parties when needed

- Preferably co-located with Attack parties

- Maximum of 3 members per project/ sector

- The membership of this can change based on project/ rotation
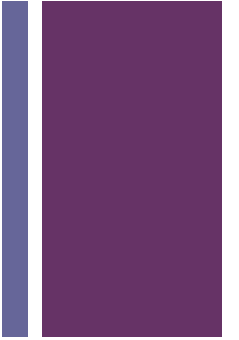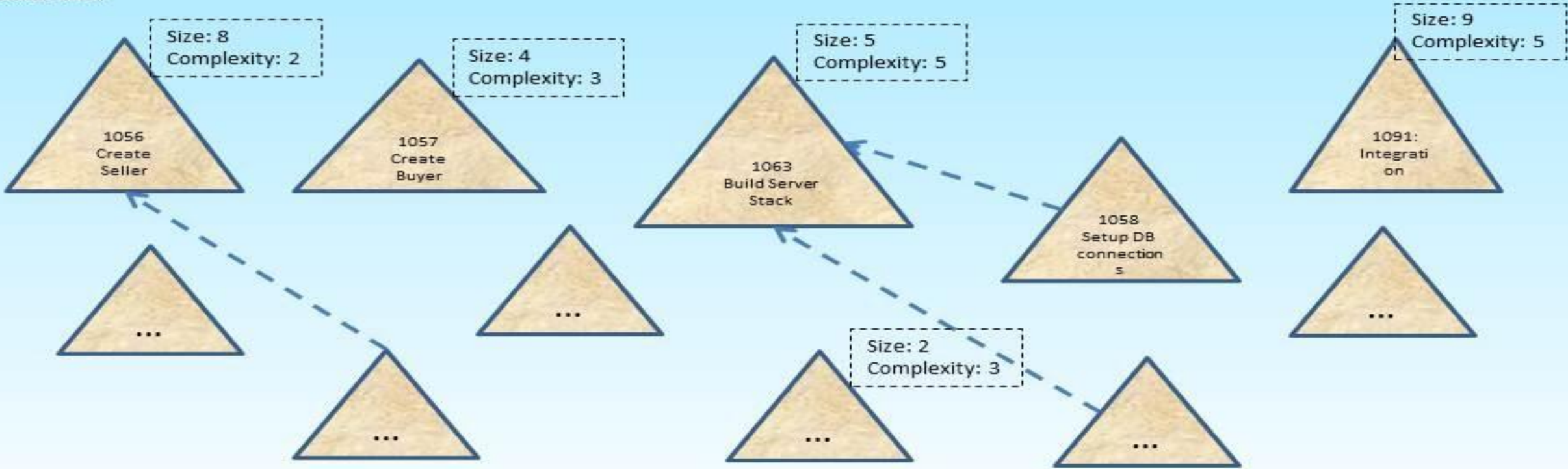
The Attack parties
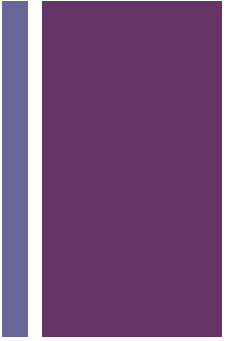
- Dynamically assembled small teams made up of Developers/testers/ UI engineers etc.

- Focused on attacking and completing features

- Possess all the required skills collectively to conquer features

- Attack parties can be formed/ re-formed based on the feature needs

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Artifacts

Features:

Size: 8
Complexity: 2

1056
Create
Seller

Size: 4
Complexity: 3

1057
Create
Buyer

Size: 5
Complexity: 5

1063
Build Server
Stack

1058
Setup DB
connections

Size: 9
Complexity: 5

1091:
Integrati
on

...

...

...

Size: 2
Complexity: 3

...

...

Project Platoon®:

Attack Parties:

Recce Party:

Development
(Java)

Testing

Development
(UI)

Architecture

Project Ammunition®:

Development   Testing   Production

RALLY
SOFTWARE

skype

Project War Map®

Battlefield Feature Map®

Front Line

Size: 8
Complexity: 2

1056
Create
Seller

Size: 4
Complexity: 3

1057
Create
Buyer

Hem   Neeraj   Savita

Size: 5
Complexity: 5

1063
Build Server
Stack

Sharad   Savita

Size: 9
Complexity: 5

1091:
Integrati
on

1058
Setup DB
connection
s

Back Line

...

...
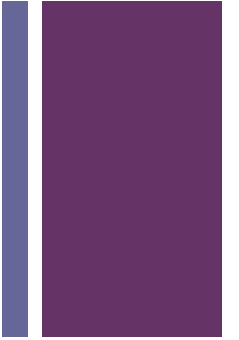
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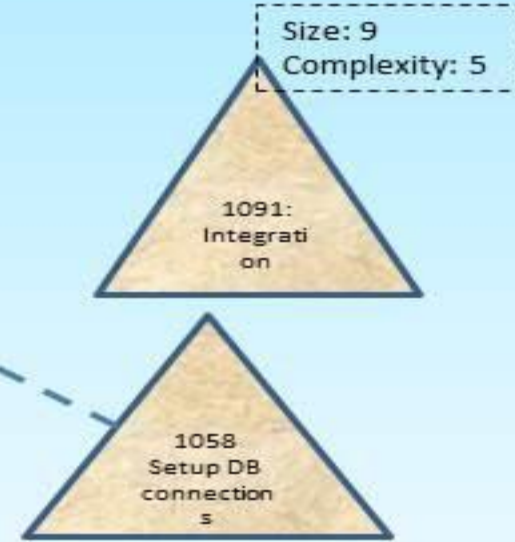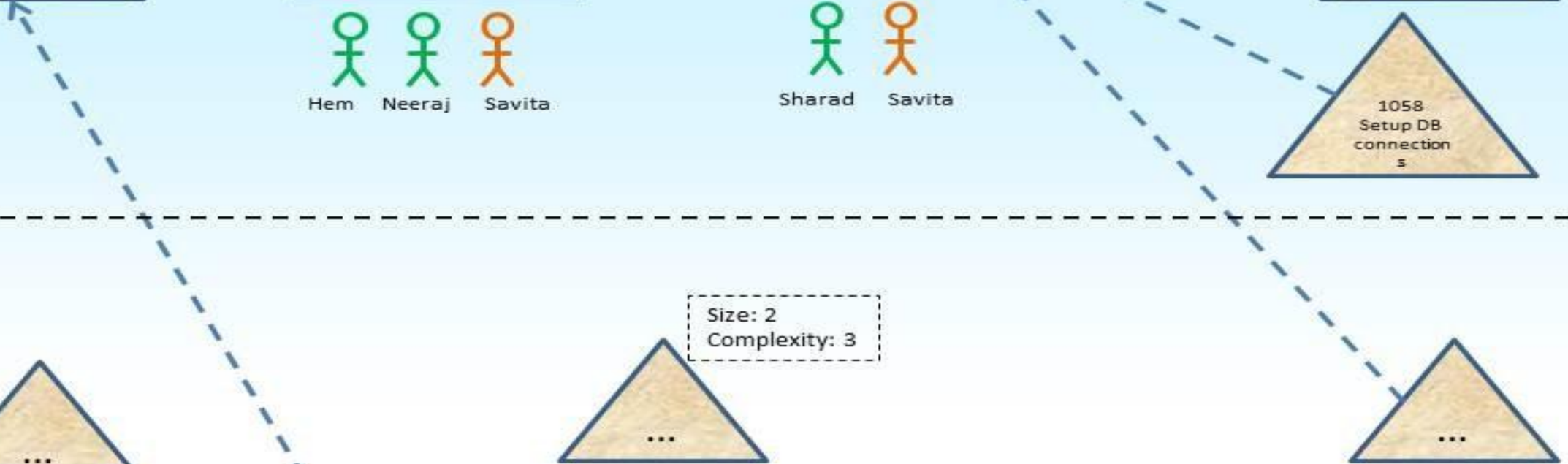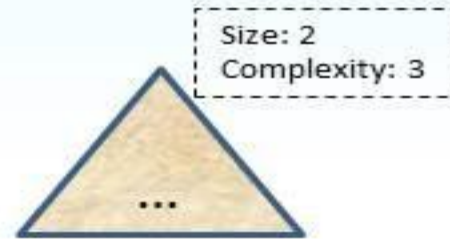
War Rules

- **Find your mate:** No troop works on a feature alone. Have at least one mate with you

- **Not > 2:** No troop fights more than 2 battles at a time.

- **Flag if Stuck:** If you are not able to move forward on a feature, report to Project Commander® immediately.

- **Not > 3:** Each attack party should not have more than 3 troops at a time.

- **Feature <=4:** Each Feature should not take more than 3 work days to win.

- **Stop not till win:** Don't withdraw from a feature unless you have won.

- **Minimize Loss:** Not > 2 Lost features in a month.

Key Benefits reported

- A focused approach to software development as development proceeds through small battles to be won

- Reduced multitasking and better efficiency of team members

- Faster deliveries as the work is divided to right sized battles to be won

- Parallel efforts by team members ensure the time to market is significantly lesser

- Less process overhead as the collaboration is real time and more time is spent on the ground than on meetings

- Small teams ensure close camaraderie and collaboration among team member

- The team can even work on disparate work areas (if required) in order to make best us of their expertise
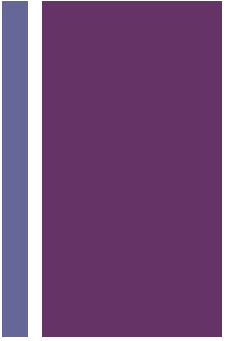
Field Data available till now

- 16 successful adoptions (12 months)
  - 22 Project Platoons (Total size:246 troops)
  - Reduction in time to market -30% (Average)
  - Improvement in Quality – 28% (Average)
  - Reduction in Feature throughput time- 43%

- More results awaited…
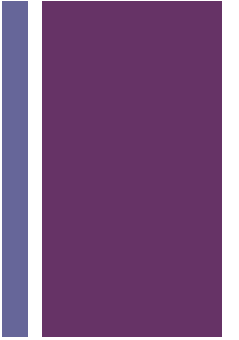
Case Study: A Digital Media conglomerate with 36 products portfolio

- Security team with main task of Security testing for all product releases

- Started using Scrum in 2012

- The work included updating the security test framework as well as handling any specific requests from products

- Were adding only 3 features in entire month

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www.madhurkathuria.com/introducingbattlefieldagilityforefficientteams