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Cultivating Scrum Practices and Standardizing Scrum Methodology for Enterprise-wide Adoption

→ *Consistent Scrum practices reap noticeable benefits for development teams.* ←

Background

An international hospitality company headquartered in the Southeast has been slow to implement the Scrum methodology effectively across all development teams. Many of the teams are using Scrum, but they are all using it differently and only to a certain degree. Most team members are only lightly educated in Scrum and may only use a few elements of the process versus implementing the framework. Although some are certified Scrum Masters, the teams are not utilizing the methodology in the same way or talking the same Scrum language. This poses a significant challenge for many Product Owners serving on multiple Scrum teams that are all using Scrum differently. The implementers of the Scrum process need to be educated.

The Vision

The client wants to develop a standardized Scrum methodology to be adopted and implemented across all development teams. Once all teams are accurately executing the same Scrum processes, the teams can better manage expectations amongst each other and will be working on similar Scrum events and deliverables. They will also gain better insight into project progress and productivity. Product Owners working across multiple Scrum teams will have an easier time communicating between the teams and managing expectations. The standardized methodology will start with an initial development team and then be rolled out to the other development teams across all business units.

Step By Step

Lunch and Learn. The client's IT Director is a strong Agile/Scrum advocate and wanted his teams to learn more about the Scrum process and its benefits. MATRIX offered to host a Scrum lunch and learn session for the client's IT managers, business owners, and project managers. MATRIX Agile Coach, Sunita Arora helped to lead this educational session and shared stories of Agile/Scrum successes. The client attendees were genuinely interested in the Scrum process. Still, they were hesitant to jump on board and move away from traditional waterfall methods without having seen Scrum work successfully in their organization.

Coaching. The lunch and learn session led to an Agile/Scrum coaching engagement with a MATRIX Agile Coach working hand-in-hand with the client's project managers on development projects to walk them through the Scrum process. Teams started to use Scrum processes more and more; and the coaching helped to reinforce Scrum for team members who were certified but may not have "seen Scrum in action" before.

MATRIX also provided a Scrum Master to work on a high profile development project to further educate the teams on executing Scrum processes. The team lead by this Scrum Master consistently earns recognition for the least defects and highest code coverage across all client development teams.

The successful application of Scrum by this team, along with the Scrum coaching, garnered the attention of client Executives who have now endorsed the Scrum process. The client sees the key benefits with Scrum; still, the process has yet to be adopted enterprise-wide.
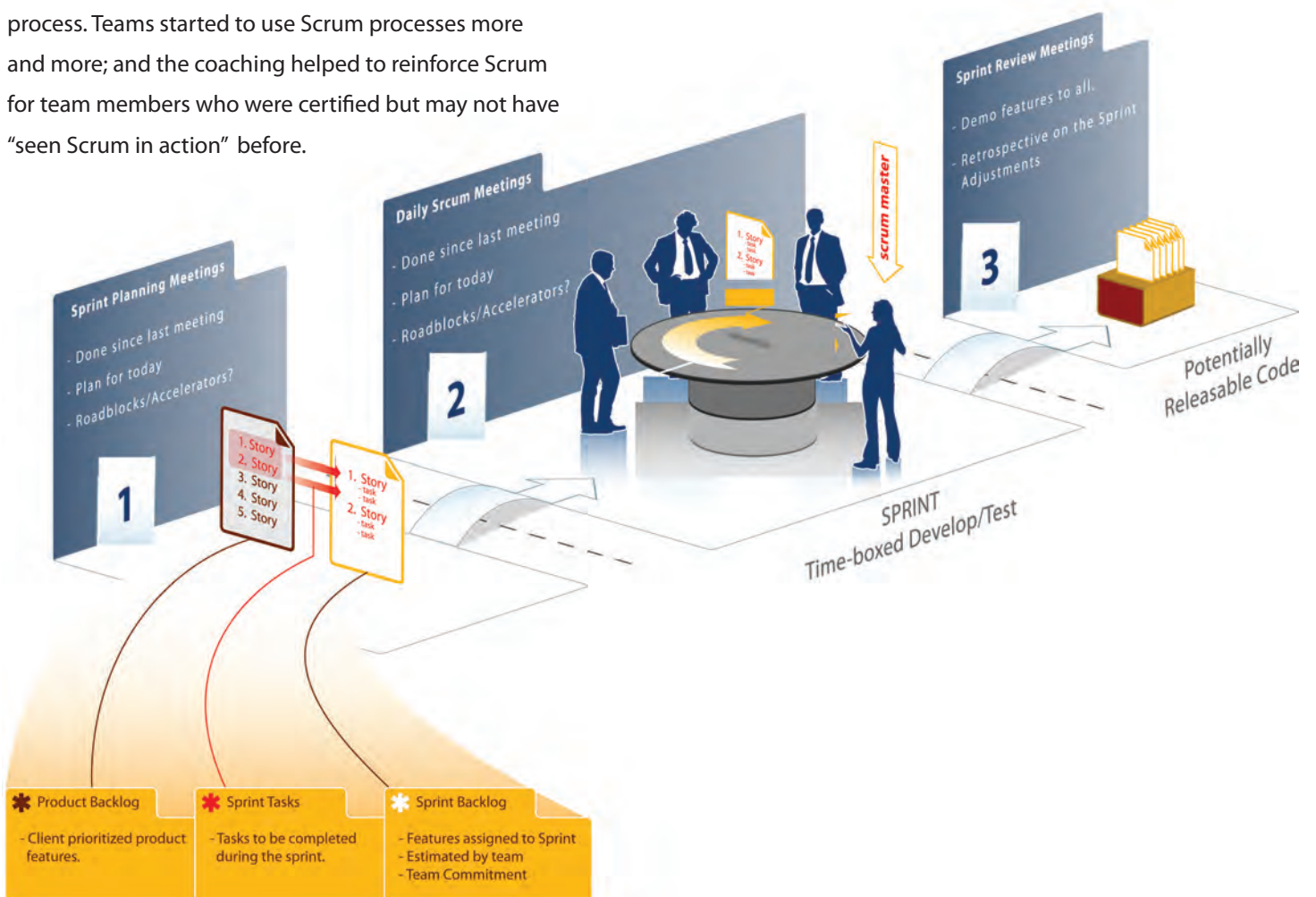
The client Director of Web Delivery realized the various development teams he manages are all using Scrum differently because they are only lightly educated in Scrum or have not seen it used correctly. He decided to bring in MATRIX Agile Coach Sunita Arora to standardize their Scrum methodology.

Arora started by attending the team's Scrum events and observing their current Scrum processes. She pointed out about 15 different things the team was doing differently related to Scrum and areas they were weak in regarding their Scrum knowledge and management of the team.

Arora remarked, "The team took very positively to my being there to observe. They all wanted to improve and do Scrum the right way. This really helped anchor me with the team and gave me support."

Standardized Methodology. The client knew it was very important to create a standard methodology so that all teams will use Scrum consistently. This would greatly alleviate challenges from the Product Owners working on multiple Scrum teams and help manage expectations across teams.

Arora started documenting a standardized Scrum methodology which would then be reviewed and finalized with the client. The next step is to deliver the documented methodology through a training session to the team and ensure all questions about the methodology are answered. Once the methodology has been implemented within the Web Delivery team, Arora will review it with the other development teams and go through the same implementation process.

PMO Alignment. The final phase is for MATRIX to demonstrate how Scrum aligns with the traditional governance model based on Project Management Institute (PMI) processes currently being used by the client.

According to Arora, "our goal is to come up with a mapping that shows how the Scrum process addresses all PMO requirements. I want to help them understand that Scrum is a new method but not a new governance model that overrides what they already have. I believe that showing how Scrum is a supplemental methodology that enhances their governance structure rather than replaces it will help alleviate any issues in its adoption."

About MATRIX

Founded in 1983, MATRIX is a leading IT Solutions provider with a national footprint. MATRIX meets the evolving IT services needs of our clients through our Professional Services Division. MATRIX is ranked among the top IT services firms in the U.S. according to IT Services Business Report/Staffing Industry Analysts.

Benefits of Scrum

Throughout this process, the client has gained substantial benefits from Scrum with quicker releases, higher productivity, and more engagement from the business owners in the entire software development lifecycle. With intensive education and implementations of Scrum underway, the client is on a strong path to adopting a standardized Scrum methodology across its enterprise.

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