

Yes! Scrum did wonders
beyond IT

Padma Satyamurthy

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Thank you!



Padma Satyamurthy is an enthusiastic IT professional, aspiring to create & implement meaningful process management frameworks which can enable project delivery excellence. She has 14+ years of experience in the IT Industry with expertise in Consulting, Project Management, People Management, Coaching, Mentoring & Training and Solution Design. This experience is coupled with strong leadership, communication, analytical, problem solving, and customer service skills.

Padma has worked in various domains like BFSI, Engineering, Aerospace, Healthcare, Retail and E-commerce

Methodologies and techniques

Agile - Scrum, Kanban, Lean, FDD, TDD, Scaled Agile Framework

Domains

Retail, BFSI, Telecom, Healthcare

Core Competency

Enterprise Agile Transformation; Executive coaching; Scaling agile

Certifications

Certified Scrum Master, SAFe Agilist, SAFe Program Consultant

Agile Tools

Rally, TFS, Jira, Bamboo

Training Competency

Leading SAFe, Agile, Scrum (trained over 600+ project managers, architects, developers and testers among others; training customized to suit senior management and leadership teams)

Content

- ✓ HR
- ✓ Finance
- ✓ Business (Sales & Marketing)
- ✓ IT Operations

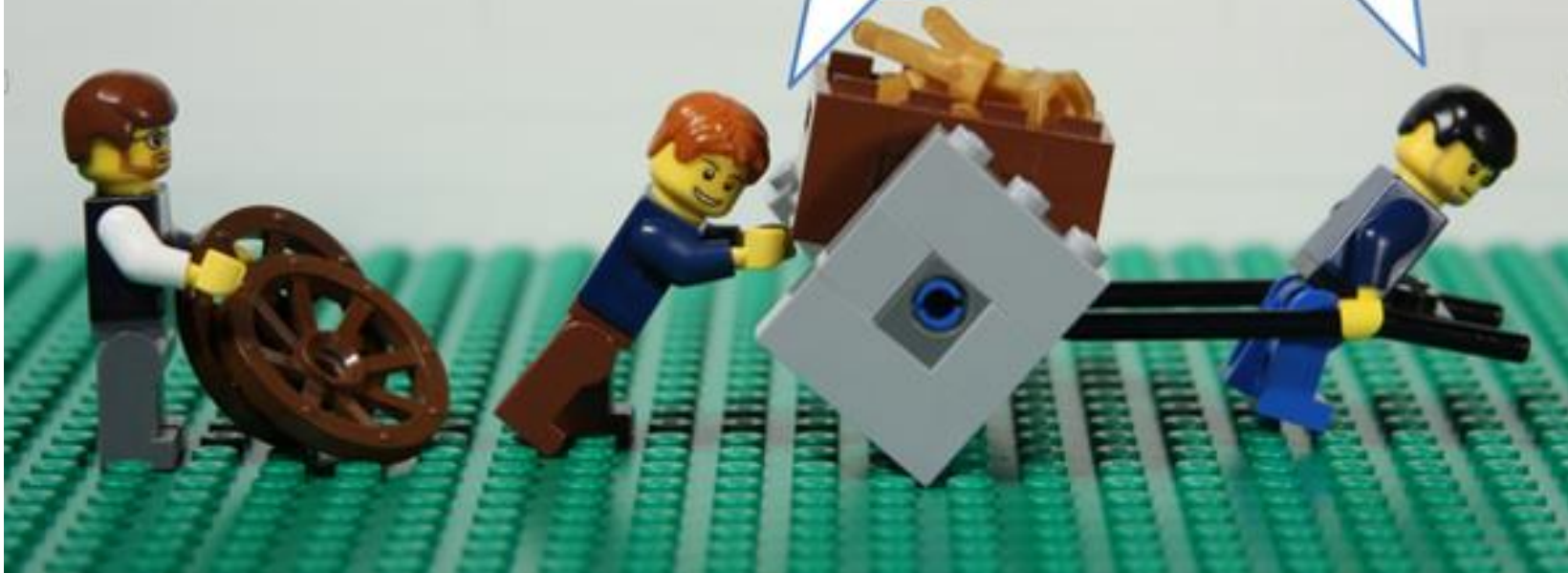
At OpenView, we've found that Scrum can double the production of anything – it doesn't matter whether it's sales, marketing, software, finance". "It works everywhere."



Are you too busy to improve?

No
thanks!

We are
too busy



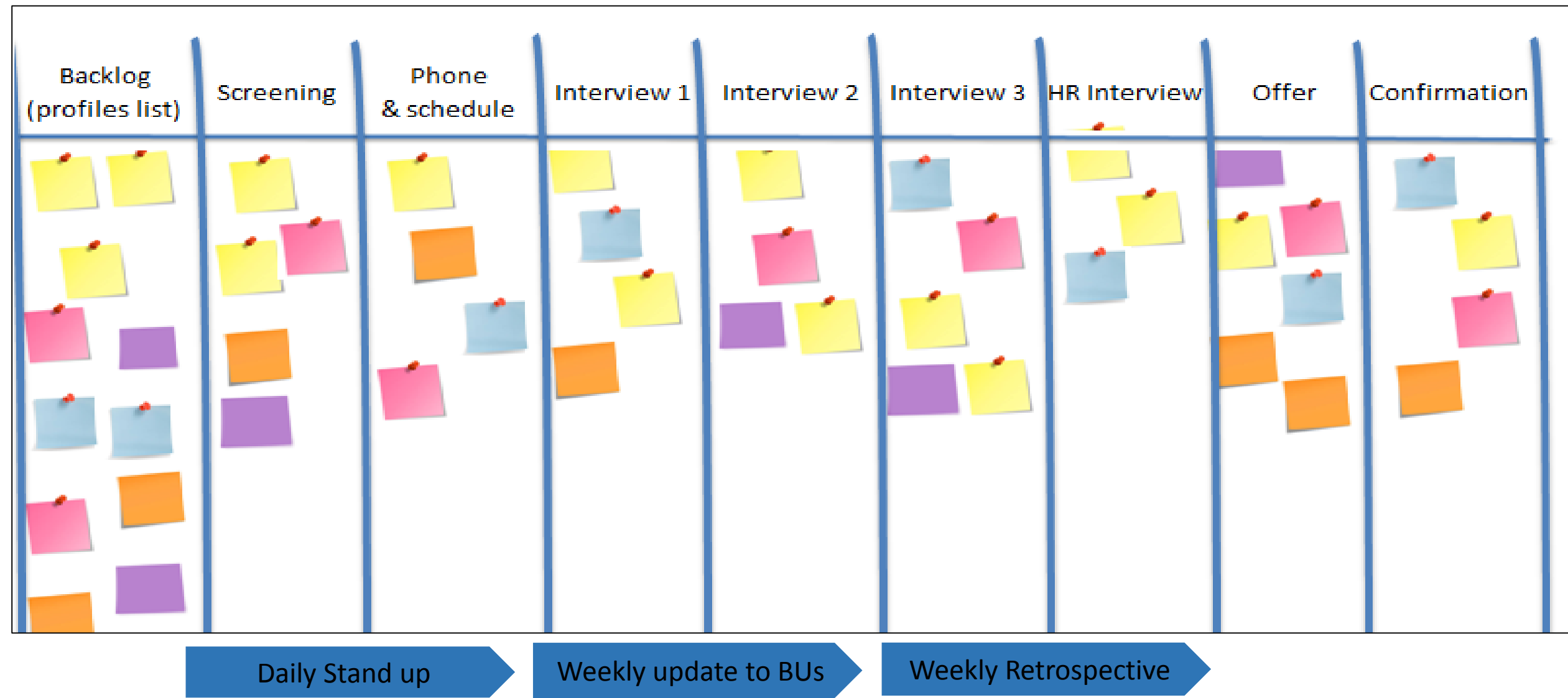
“The... ‘relay race’ approach to product development...may conflict with the goals of maximum speed and flexibility. Instead a holistic or ‘rugby’ approach—where a team tries to go the distance as a unit, passing the ball back and forth—may better serve today’s competitive requirements.”

Hiroataka Takeuchi and Ikujiro Nonaka, “The New New Product Development Game”, Harvard Business Review, January 1986.

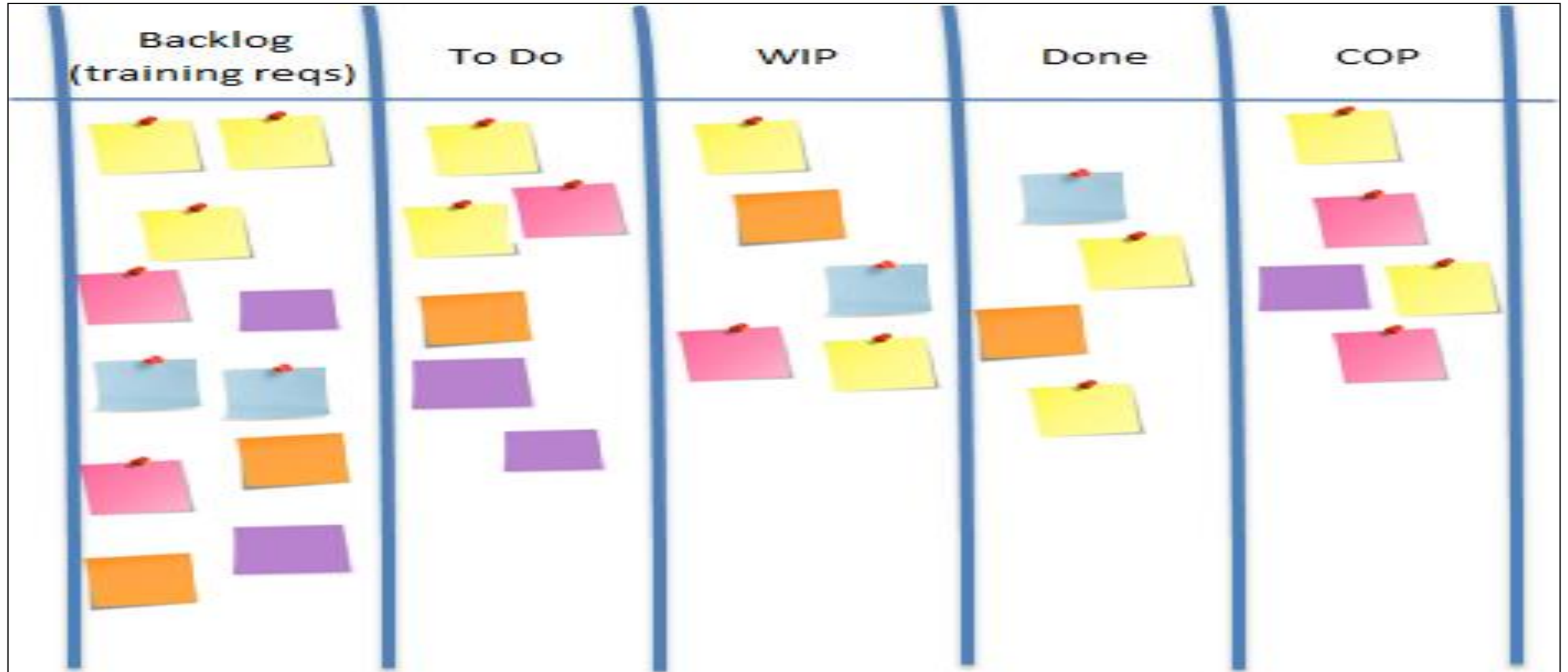
Human Resources



Team Board – (Talent Acquisition)



Team Board – (L&D)



Alternate day Stand up

Bi-Weekly update to BUs

Bi-Weekly Retrospective

Final Results

Impressive
Results!

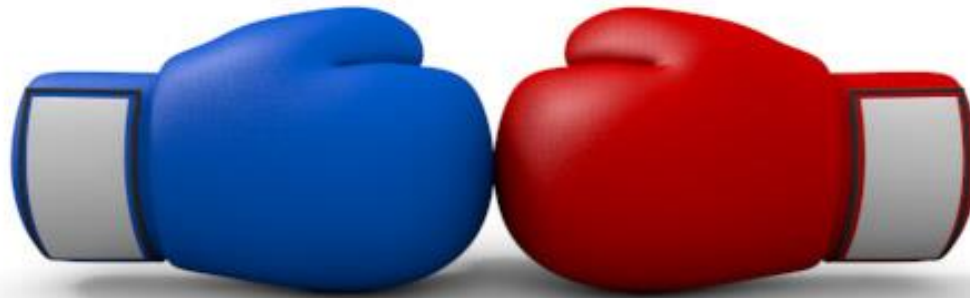
- Talent Acquisition efficiency increased by 30 – 40%
 - Joining formalities made hassle free for new employees
 - Losing good candidates due to lag in recruitment process decreased significantly
- Learning & Development under one umbrella
 - Easy identification of trainers and trainees
 - Easier to measure effectiveness of training and outcome
 - Right training for right team member based on career interests

Finance



Capitalization and Operational Expenditure

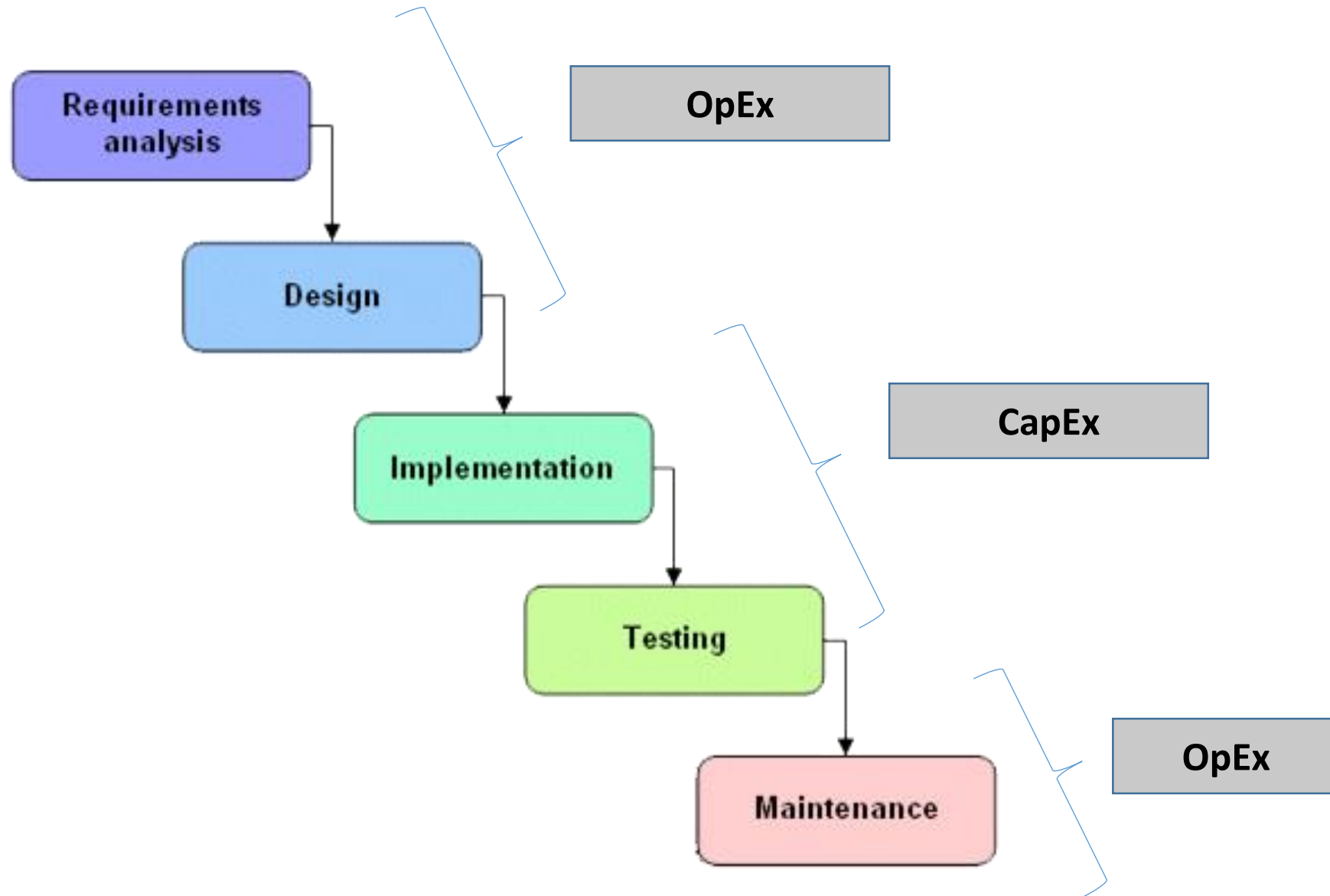
- Assets (plant, property, equipment)
- Extrinsic Value
- Pushes out expenses incurred today to subsequent years (e.g. Licensing cost)



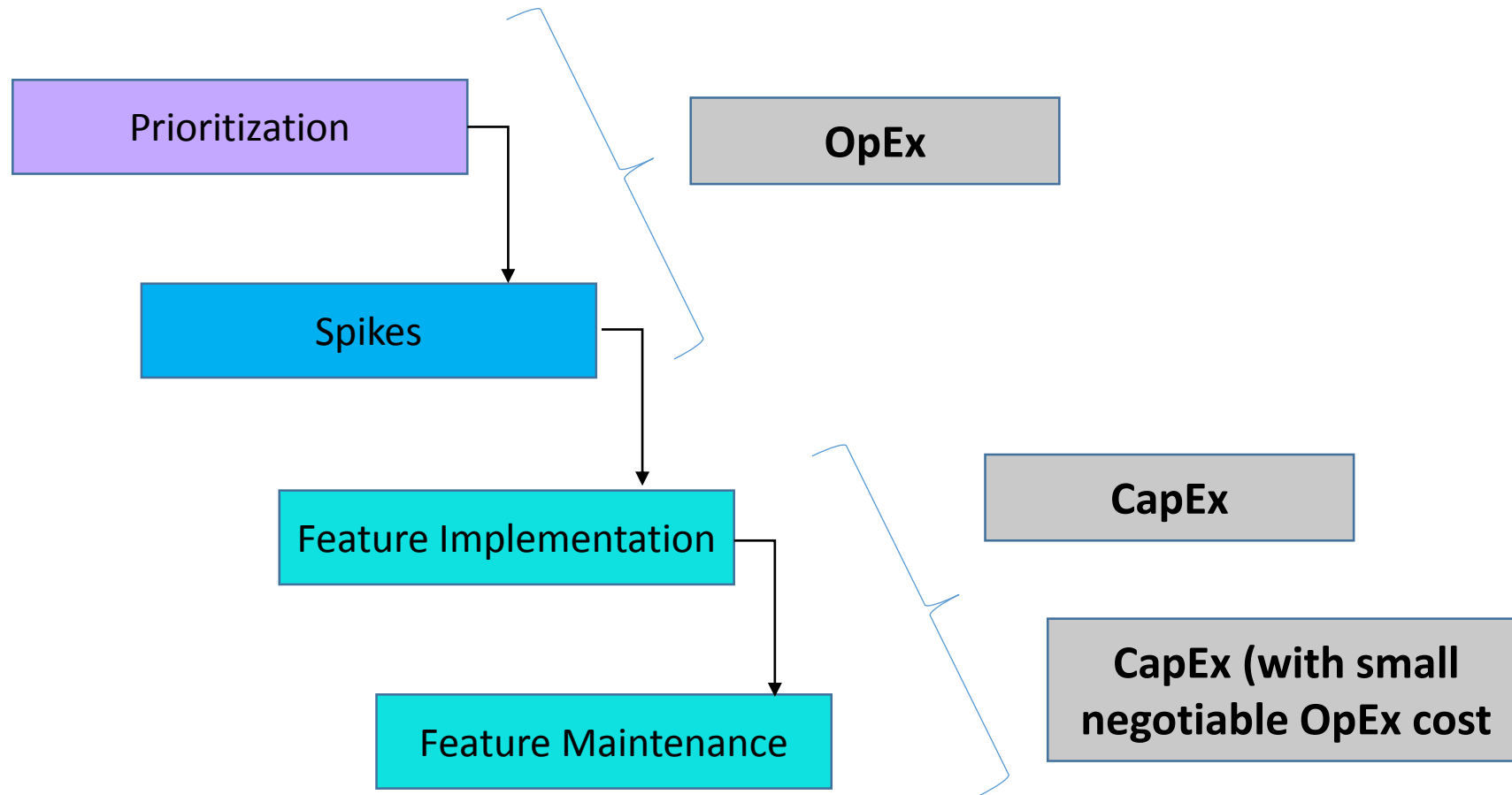
CapEx vs. OpEx

- Cost of running day-to-day operations (resources, license renewal costs)
- Intrinsic value
- One-time expense that can be measured in a time frame

Capitalization in waterfall

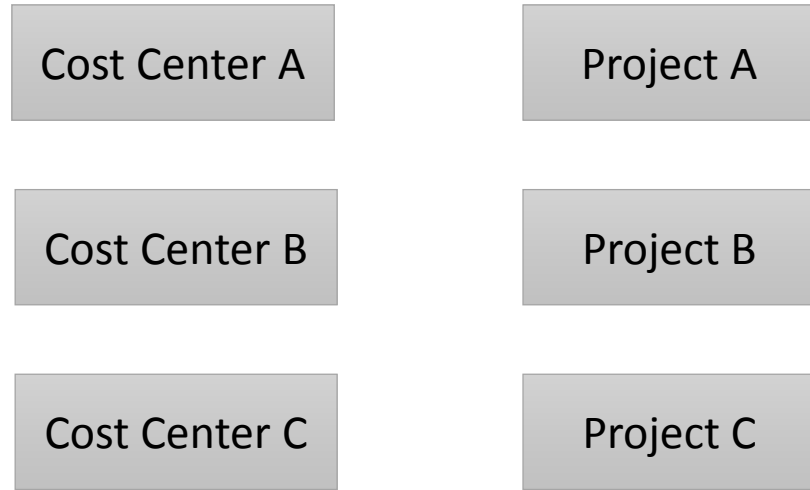


Capitalization in waterfall

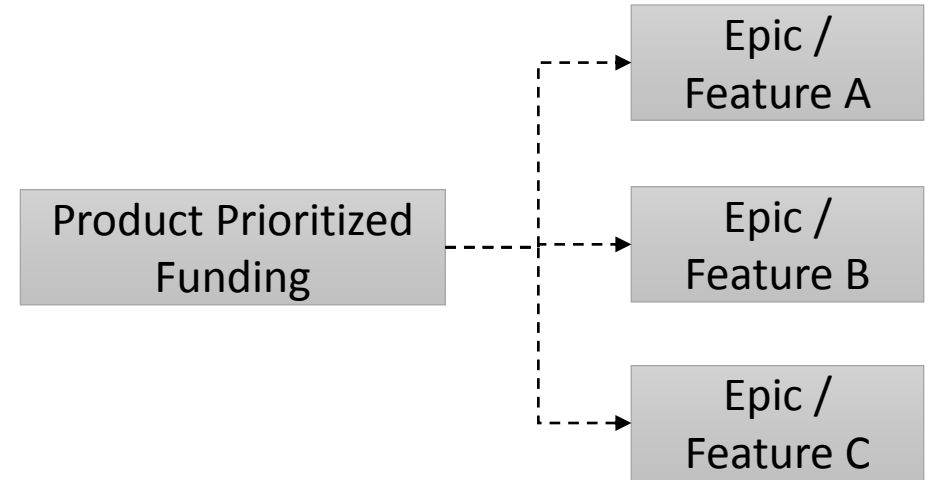


Funding

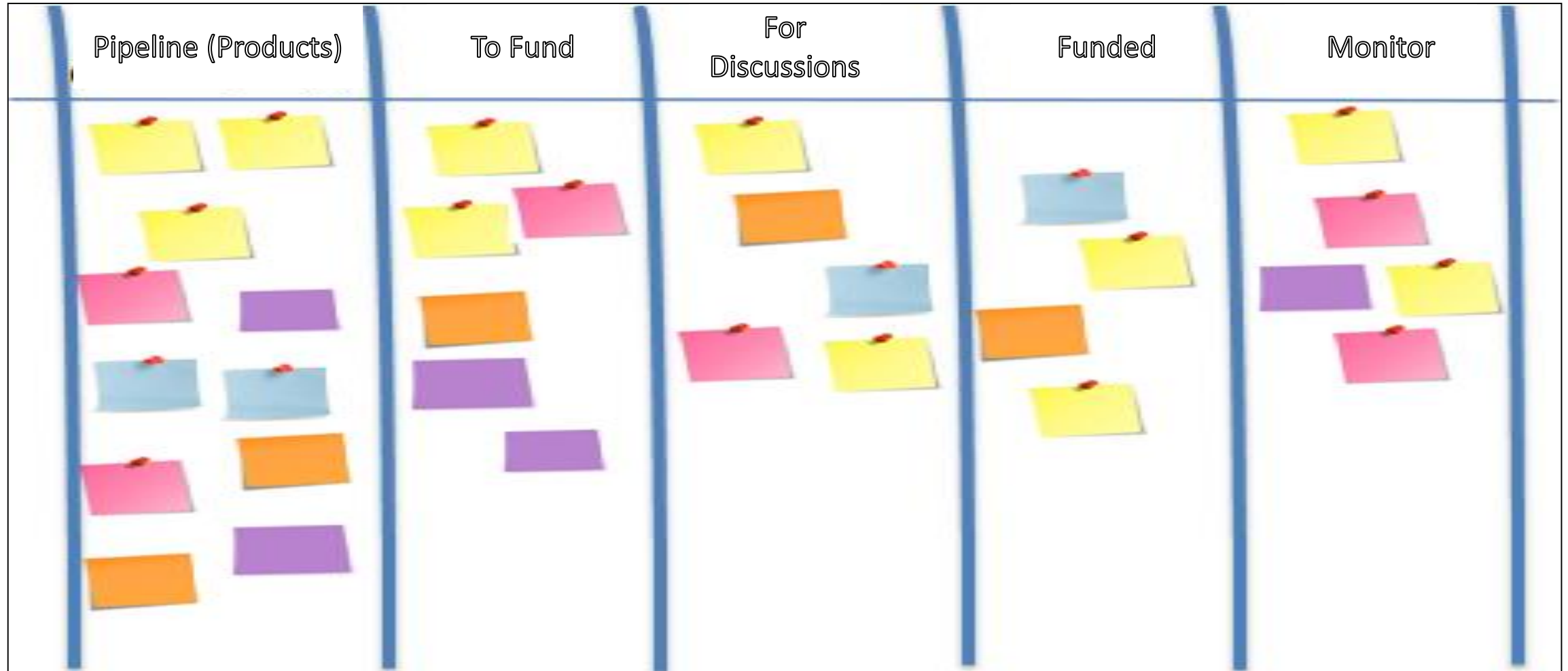
Waterfall



Agile



Sample Board



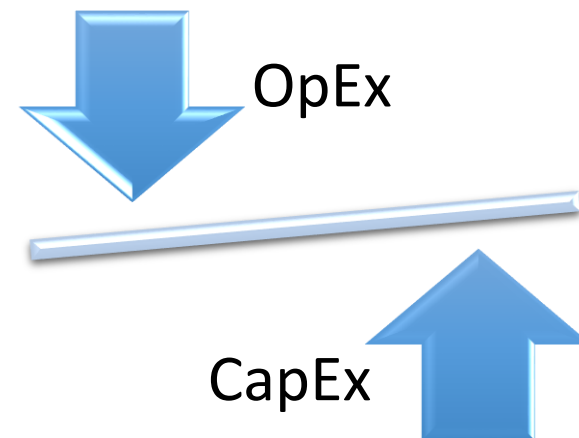
Once a week stand up

Monthly update to BUs

Monthly retrospectives



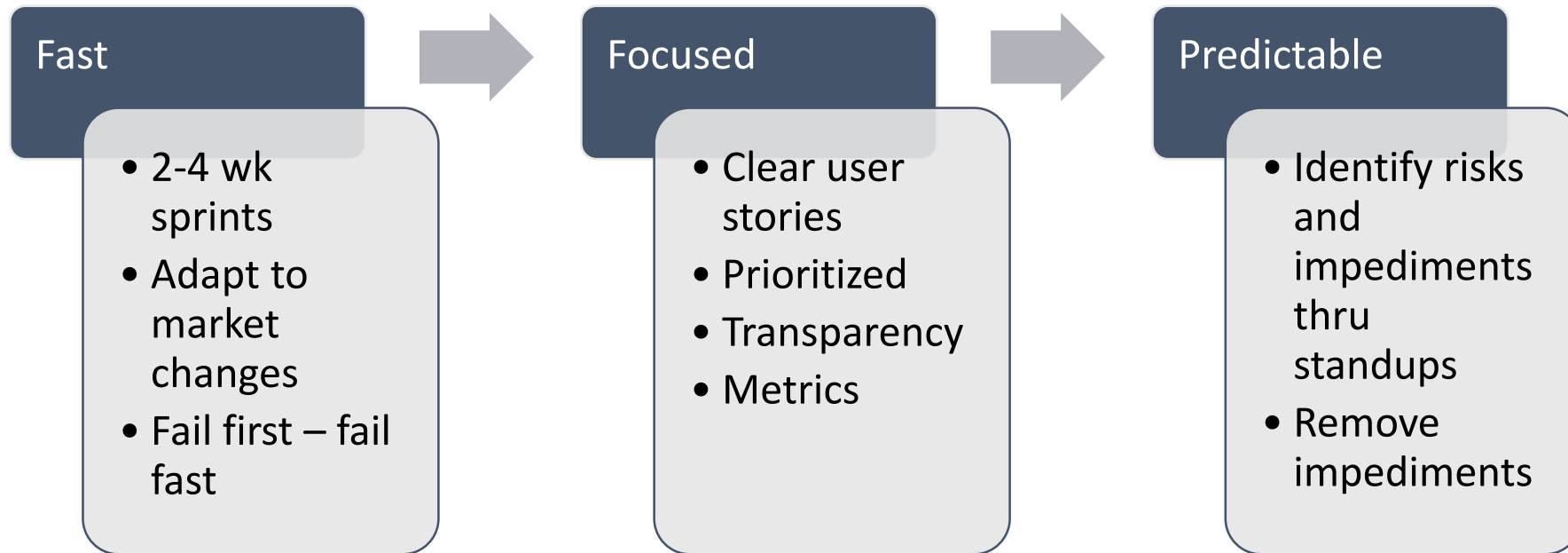
- Clear identification of priority funding
- Dates and Resources are fixed and hence easy to track
- Exact information on which teams did the work
- Day-by-day task burndown (from the team boards)
- Stories, Features and Epics easily traceable through tools
- Reduces waste by reducing non-value added activities impacting positively on the P&L



Business

MS
Marketing
UP

Why Scrum for Sales & Marketing



Applying agile values and principles

- **Responding to change over following a plan** – This doesn't mean that marketing and sales team don't have any plans however the teams respond to changes in the marketplace and makes constant adjustments the plan and reprioritize on a weekly or bi-weekly basis as needed rather than following quarterly or semi-annual plans
- **Small iterations over big bang campaigns** – Many a times, the marketing teams may not get their campaigns right for the first time. Agile marketing done in iterations helps teams to try things quickly and fine-tune as they move forward.
- **Collaboration for increased customer satisfaction** – Since iterations are small and frequent, the teams get to have more customer collaboration and better understanding of the requirements
- **Improved Internal Communication and alignment**– SAFe expects business teams to participate actively in Release Planning events and also be part of the System Demos to provide frequent feedback. Also, business teams provide business value to the Team Program Increment Objectives which improves the alignment between development and business teams

Examples for mapping agile terminology

Backlog

- What deals do we need to close for the quarter
- What deals need to be developed in the coming quarter/s

Story

- High level goals that needs to be completed to close the goal

Task

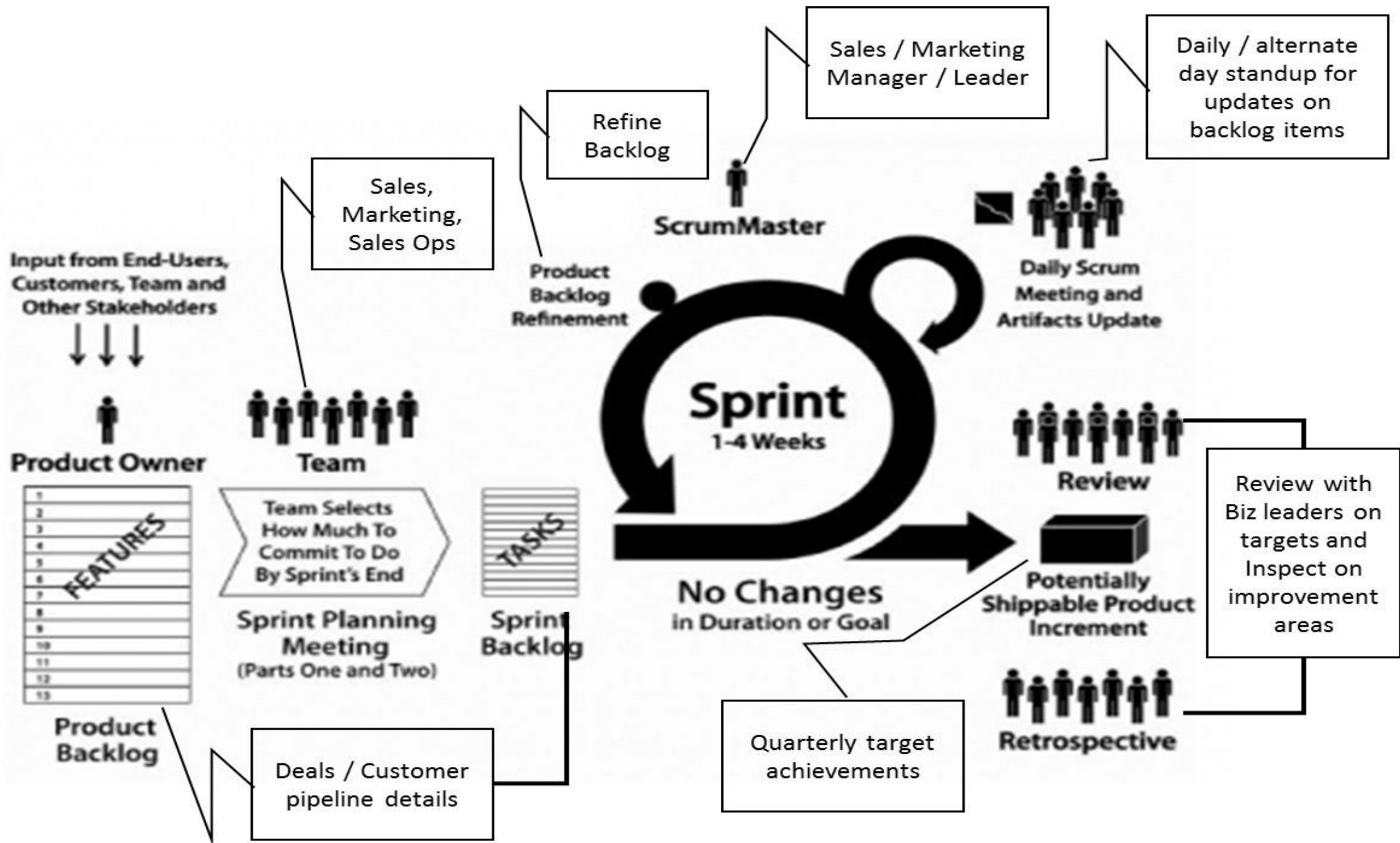
- List of activities to achieve the story

Impediment

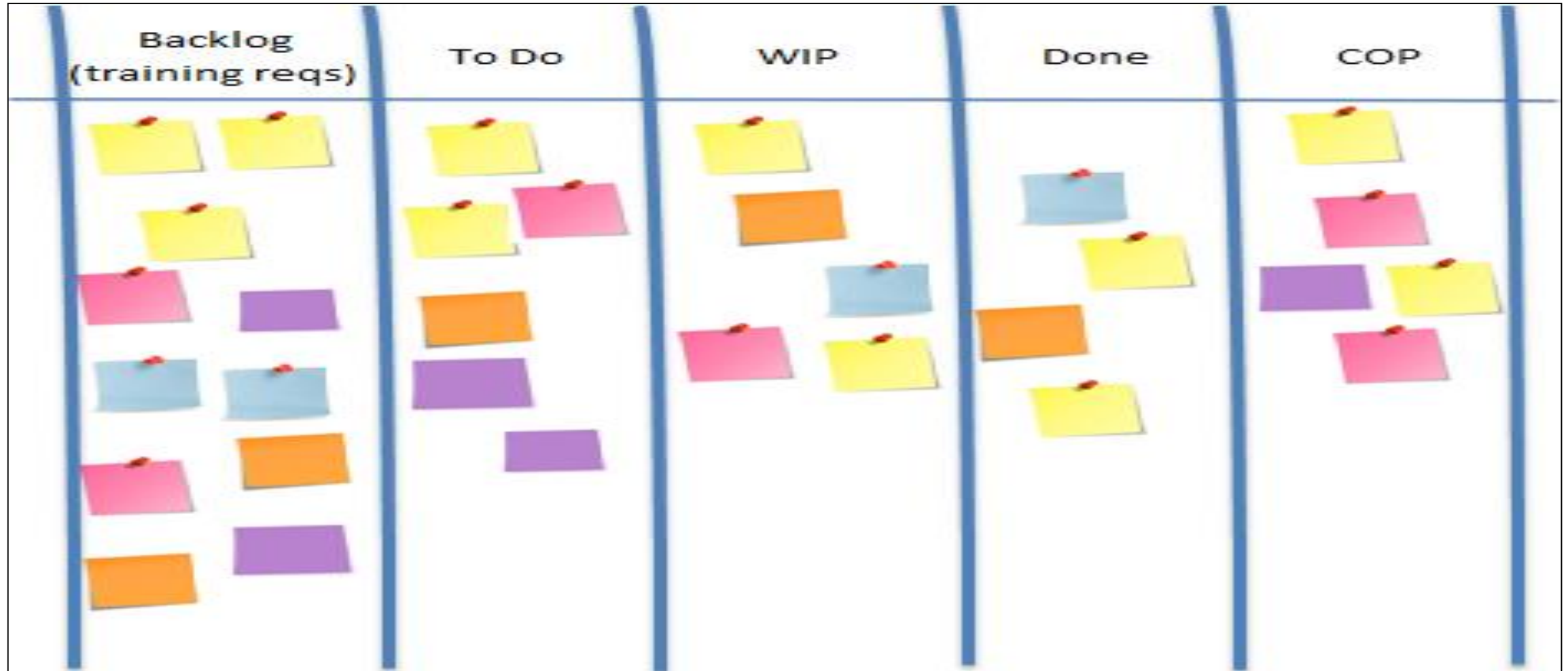
- Issues that will blocks achieving the target

Release

- Final numbers delivered to the business (target achieved)



Sample Board



Alternate day stand up

Bi-weekly update to BUs

Bi-weekly retrospectives

Results on the way...



- Transparency around customer details
- All customer details including geographic details available in one snapshot
- Multiple enquiries with same customers are certainly avoided
- Better tie back with development team and to the filed
- Involved in release plans and better visibility around milestones

IT Operations



Scrum for IT Operations

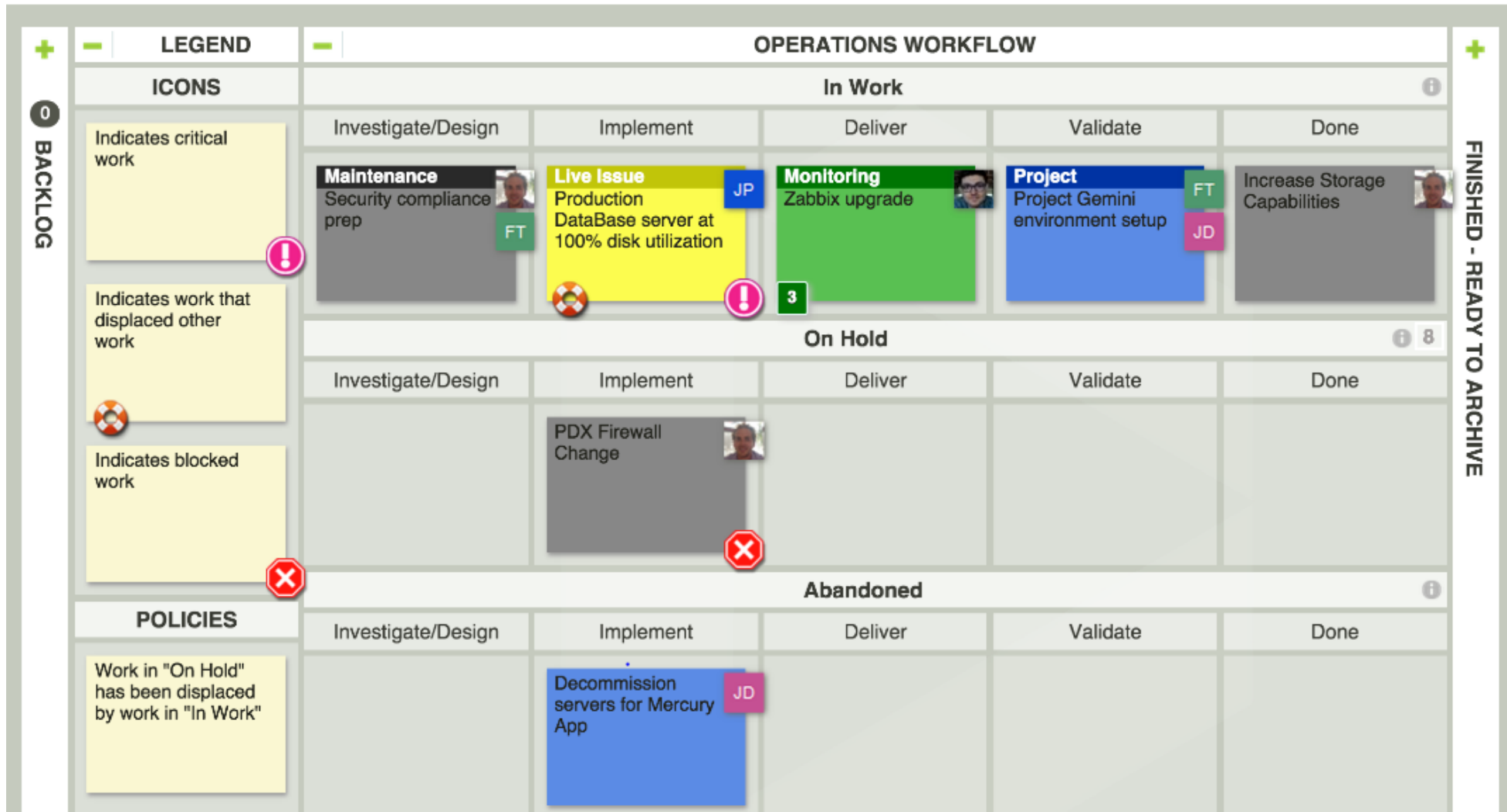
- IT Operations teams work on SLAs and time is a key factor in their day-to-day activity
- There are few key questions IT Ops teams have to answer
 - How much time is spent on what type of work
 - How to categorize our work for easy prioritization
 - Where do jobs come from (proactive or reactive)
 - How to share knowledge within the team
 - How to lower the context switching that is common in IT Ops team

Keep it simple

- 3 – 5 columns to track the work (To do; WIP and Done are basics)
- Minimal sizing and estimation for the stories
- Use visuals for effectiveness
- Take time for innovations



Sample board for IT Operations team



Daily Stand up

Work on priority

Bi-Weekly Retrospective

Q

&

A

