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How A World-Leading Company in Secure Communications Used Scrum to Restore its Competitive Advantage

Fabio Panzavolta – Gunther Verheyen

9th of March 2021

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HOW A WORLD-LEADING COMPANY IN SECURE COMMUNICATION USED SCRUM TO RESTORE ITS COMPETITIVE ADVANTAGE

Fabio Panzavolta
Gunther Verheyen

Webinar, 9 March 2021

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Quick Guidelines

- Your microphones will be muted throughout
- This session is recorded. The recording and slides will be available after the webinar within 24 hours.
- Please ask questions!
  - Submit questions by selecting the Q & A icon:

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Who is Scrum.org

Ken Schwaber
Scrum.org Founder,
Chairman and
Co-creator of Scrum

Consistent **Global** **Community**

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Connect with your Professional Scrum Trainer

Fabio Panzavolta

I started my professional journey as a software engineer in 2001 and for several years I developed software products.
The following step was to work as a project and program manager using (and often hacking) traditional waterfall methodologies until I discovered, embraced and started practicing Scrum in 2013.
I love and I'm used to work with different cultures, thanks to my international experience. I'm trilingual (Italian, French and English) and always open to new challenging opportunities!
In 2010 I founded Collective Genius, in a mission to help people and companies to deliver complex products with Scrum. We provide Professional Scrum training and coaching in Europe.
Some of my "public" work includes:

- Contributing to the Italian translation of Gunther Verheyen's book "Scrum - A Pocket Guide" ("Scrum – Una Guida Tascabile", 2019)
- Publishing a case study on organizational design "A World-Leading Company in Secure Communications Uses Scrum to Restore its Competitive Advantage" (2019)
- Contributing an article about the case study on organizational design to Gunther Verheyen's book "97 Things Every Scrum Practitioner Should Know" (2020)

Scrum On!

Fabio on LinkedIn

Fabio on Twitter

PST Professional Scrum Trainer Scrum.org

Fabio on Scrum.org

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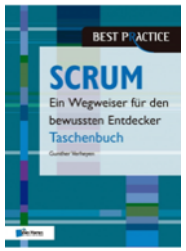
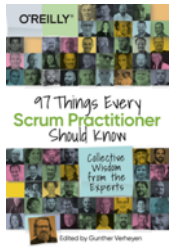
Who is Gunther Verheyen?

Gunther Verheyen

independent Scrum Caretaker for Ullizee-Inc

- eXtreme Programming and Scrum since 2003
- Professional Scrum Trainer since 2011
- Shepherded Professional Scrum at Scrum.org and co-created Agility Path, EBMgt, the Nexus framework for Scaled Professional Scrum (2013-2016)
- Author of “Scrum – A Pocket Guide” and “97 Things Every Scrum Practitioner Should Know”





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The problem

- Staying competitive in new, fast changing, markets
- Improving product quality
- Reducing time to market
- Increasing customers' satisfaction
- Attracting/keeping talents

The company

The company offers communication devices for the military, police, and firefighters. These devices are required to be very robust and to offer fully secure communication. *Lives are at stake!*

Their market was stable for several decades. But the market started rapidly evolving toward new innovative hardware and software solutions as soon as they showed the stability and robustness required. *An evolution that will not stop.*

The company's legacy products perform reasonably well and provide an important source of revenues. Still, they are expected to disappear in 10 years time.

Since this wake-up call, the investments in new and more innovative products have not paid off. The company realized that the legacy was not just in their products, but also in the organization's structures and thinking.

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The approach: re-imagining Scrum

1. Select one meaningful initiative
2. Use the product backlog as a single plan
3. Establish an ecosystem with end to end accountabilities
4. Create sashimi releases, valuable slices of product
5. Repeat with new initiatives, while improving the existing ones

Meeting the (CxO) team

Despite some pockets of Scrum within the organization, the company agreed that a more serious attempt was needed to change toward increased agility.

Regardless, nobody felt the need, nor did they have the ambition, to try to change the whole system in one large "Agile transformation." A company that has been around for more than 30 years, with all its organizational habits and practices that were built up over that time, is much too complex of a system to change as a whole over too short of a time span.

At an afternoon of workshops with the international CxO team we decided on an iterative-incremental approach. The ambition was to help the organization re-imagine its Scrum in order to firm up its agility. Gradually.

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1. A meaningful initiative

- The focal point of Scrum is a Product
- Help the organization to re-focus around a Product and evolve from the project to the product mindset
- Can be an existing product, suggest a greenfield or just started development
- Promote the experimentation and ask for a team of volunteers for experimenting Scrum

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2. Using Product Backlog as the single plan

- An industrial mindset is organized in silos, for department efficiency
- The consequence is to have multiple backlogs (usually business and technical)
- One product requires one Product Backlog, for transparency and also inspection and adaptation
- It takes time, from understanding and accepting this concept and actually make it actionable

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3. Evolving towards end-to-end accountabilities

- From flaccid accountabilities to clear and simple Scrum accountabilities

- Product Owner and Scrum Master accountabilities descriptions
- Continuous improvement
- Reduce the distance between the CEO and the Scrum Team
- Create a safe environment for experimentation
- Help support functions understand the impact of Scrum

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4. Creating sashimi releases (tasty, valuable slices of product)

- From industrial way of selling to customer collaboration

- Value release versus quantity

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5. Repeat

Expanding with new initiatives

- Beware of the temptation to go fast, and start many initiatives too early

While improving the existing initiatives.

- The first initiatives are the ones who removes impediments for the others

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Scrum Master role

- Making sure that Scrum is correctly understood and enacted
- Removes impediments

- Serving the Scrum Team
- Serving the Organization

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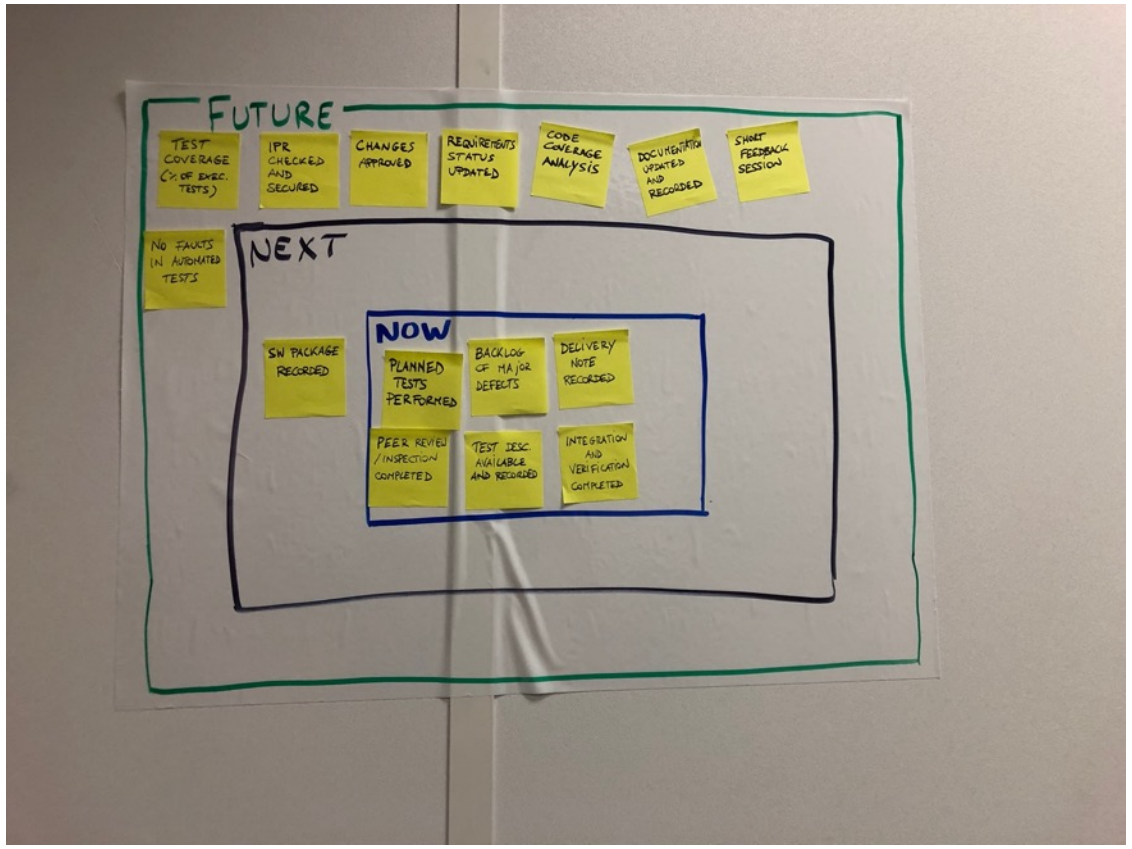

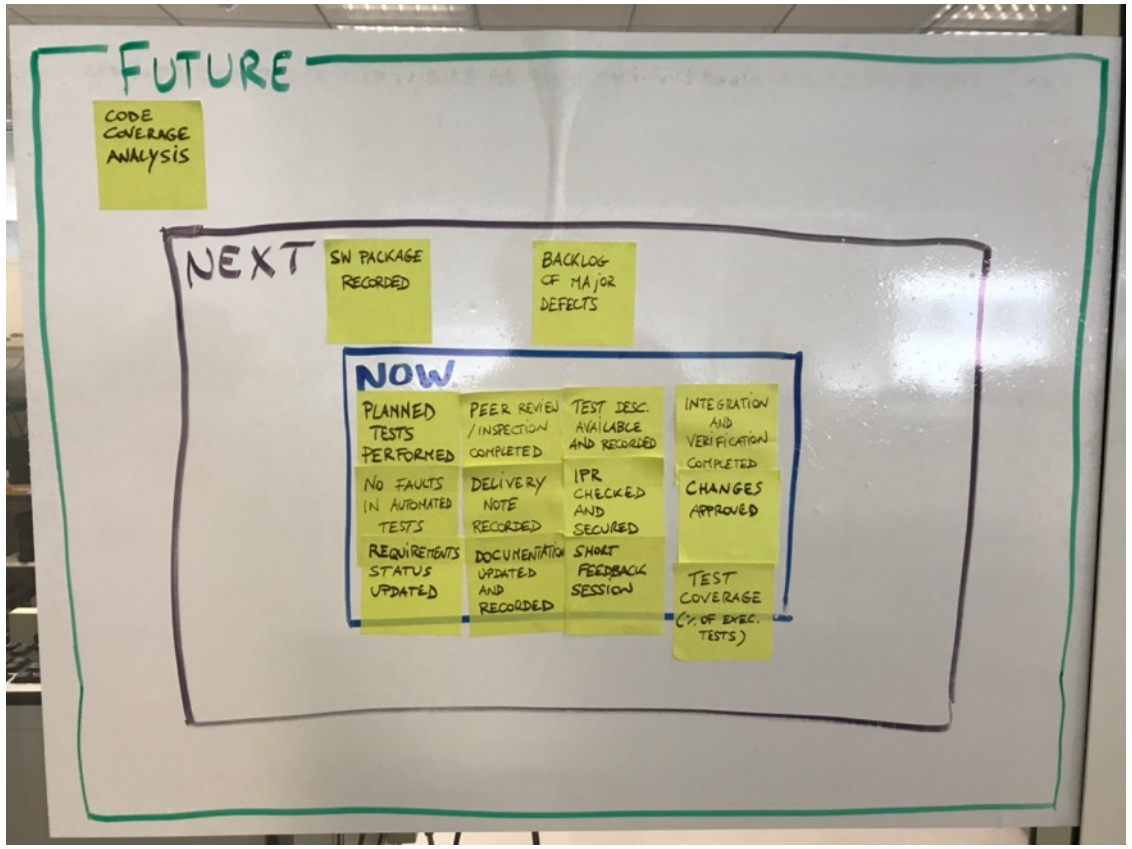

Definition of Done

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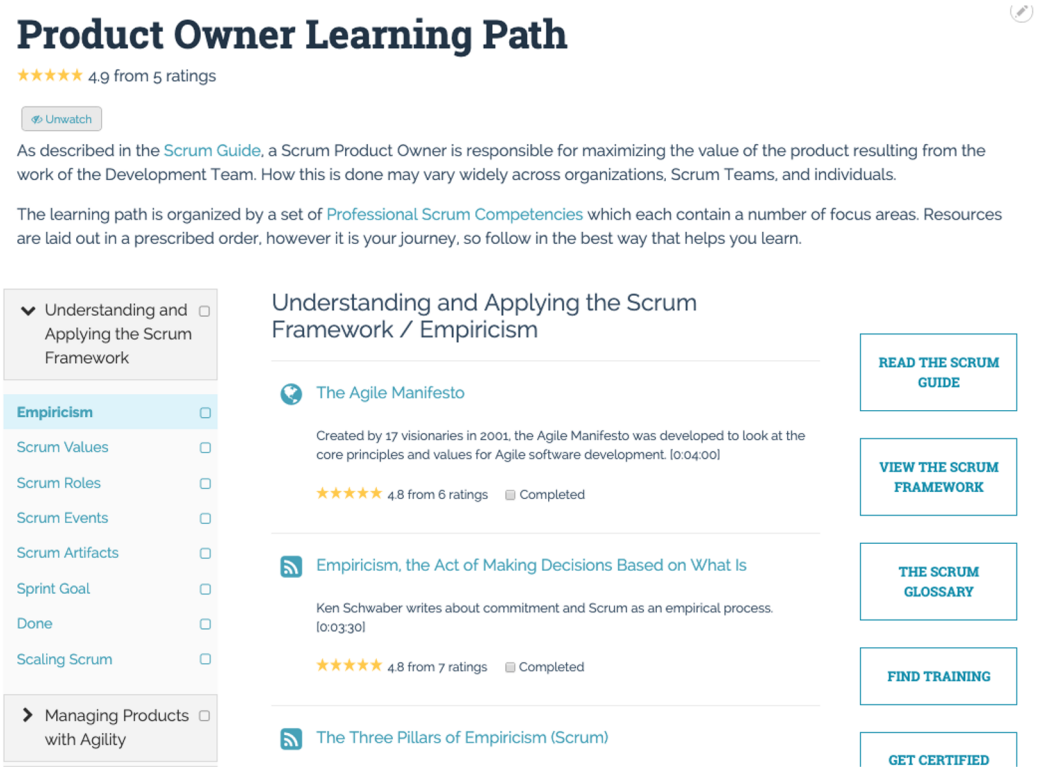
Questions

Each role has a clear Learning Path



Product Owner Learning Path

★★★★★ 4.9 from 5 ratings

Unwatch

As described in the Scrum Guide, a Scrum Product Owner is responsible for maximizing the value of the product resulting from the work of the Development Team. How this is done may vary widely across organizations, Scrum Teams, and individuals.

The learning path is organized by a set of Professional Scrum Competencies which each contain a number of focus areas. Resources are laid out in a prescribed order, however it is your journey, so follow in the best way that helps you learn.

- Understanding and Applying the Scrum Framework
  - Empiricism
  - Scrum Values
  - Scrum Roles
  - Scrum Events
  - Scrum Artifacts
  - Sprint Goal
  - Done
  - Scaling Scrum
- Managing Products with Agility

Understanding and Applying the Scrum Framework / Empiricism

The Agile Manifesto

Created by 17 visionaries in 2001, the Agile Manifesto was developed to look at the core principles and values for Agile software development. [0:04:00]

★★★★★ 4.8 from 6 ratings Completed

Empiricism, the Act of Making Decisions Based on What Is

Ken Schwaber writes about commitment and Scrum as an empirical process. [0:03:30]

★★★★★ 4.8 from 7 ratings Completed

The Three Pillars of Empiricism (Scrum)

READ THE SCRUM GUIDE

VIEW THE SCRUM FRAMEWORK

THE SCRUM GLOSSARY

FIND TRAINING

GET CERTIFIED

https://www.scrum.org/pathway/scrum-master
https://www.scrum.org/pathway/product-owner-learning-path
https://www.scrum.org/pathway/team-member-learning-path
https://www.scrum.org/pathway/agile-leader-learning-path

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Thank you!