7 Lessons Learned When Scaling and Aligning Outcomes Beyond a Single Nexus

Ravi Verma & Anca Tanase
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:
Who is Scrum.org

Consistent Global Community

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

Helping people and teams solve complex problems
Bios

PST Ravi Verma

• Founder and Org Whisperer at SmoothApps
• Scrum.org Professional Scrum Trainer
• 20+ years in SW Delivery & Consulting
• Agile Enablement for companies ranging from 10 people to 10,000 people
• Creator of the Sabotagile Manifesto and Principles and
• Co-creator of the Software Code of Ethics, Scrum.org Scrum Pulse Webcast and Scrum Tapas Video Series

Anca Tanase

• Head of Delivery at Lola Tech
• 15 years of Software Delivery experience
• Worked for companies in the travel, health, education and finance industries and has her fair share of scale-up experience
• Passionate about Agile & Scrum and is currently a candidate to become a Scrum.org Professional Scrum Trainer
Why scale?

- Scale
  - value
  - collaboration
  - structure

- De-scale
  - chaos
  - disconnect
  - waste
How do you choose a scaling framework?

- Be clear about what you are trying to scale:
  - Control OR
  - Self-management & bottom-up innovation

- Simplicity
- Consistency
- Honesty
Who should you include in your scaling initiative?

- Compatible goals
- Willing to invest time
How do you learn about scaling?

- Exploration
- Trainer led/facilitated workshops
- Learning and unlearning by doing
What barriers might impede your scaling initiative?

- Culture
  - organizational culture
  - geographical culture
- Old wounds, fears, resentments, distrust
- Creating fortifications and barriers to avoid past hurts
- Chasing fast results
How do you overcome these barriers?

• Think about the problem in your specific **context**
• **Experiment** and be ready to fail and (un)learn
• Create a cadence of **accountability**
• Be as **truthful** as possible

“Trust is very hard if you don’t know what you’re trusting.”
Marianne Williamson
How do you measure the benefits of scaling?

• Qualitative
  • Engagement from involved communities
  • Employee/Customer Satisfaction – NPS
  • Regular conversations/feedback

• Quantitative
  • ROI
  • Release Frequency
  • Customer Cycle Time
  • Innovation Rate
  • Defect Trends
Takeaways

• Scale value, self-management, collaboration and bottom-up innovation
• Choose a framework for its simplicity, consistency and honesty
• Identify and work closely with advocates willing to invest not only budget but also time in supporting the scaling efforts
• Study, get trained, experiment, learn and unlearn by doing
• Understand and accept the past to build a better future
• Timebox experiments, measure results and be always ready for course correction
References

- Scrum Guide: https://www.scrum.org/resources/scrum-guide
- Nexus Guide: https://www.scrum.org/resources/nexus-guide
- EBM Guide: https://www.scrum.org/resources/evidence-based-management
- Case Study: https://www.scrum.org/resources/how-lola-tech-leveraged-nexus-increase-roi-and-cut-costs-client
- Ravi Verma: ravi.verma@smoothapps.com
- Anca Tanase: anca.tanase@lola.tech
Questions
Each role has a clear Learning Path

Product Owner

Developers

Scrum Master

Agile Leaders

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
Thank you!