

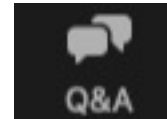
7 Lessons Learned When Scaling and Aligning Outcomes Beyond a Single Nexus

Ravi Verma & Anca Tanase

05/06/2021

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



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



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

smoothapps



Why scale?

- Scale
 - value
 - collaboration
 - structure
- De-scale
 - chaos
 - disconnect
 - waste



VALUE

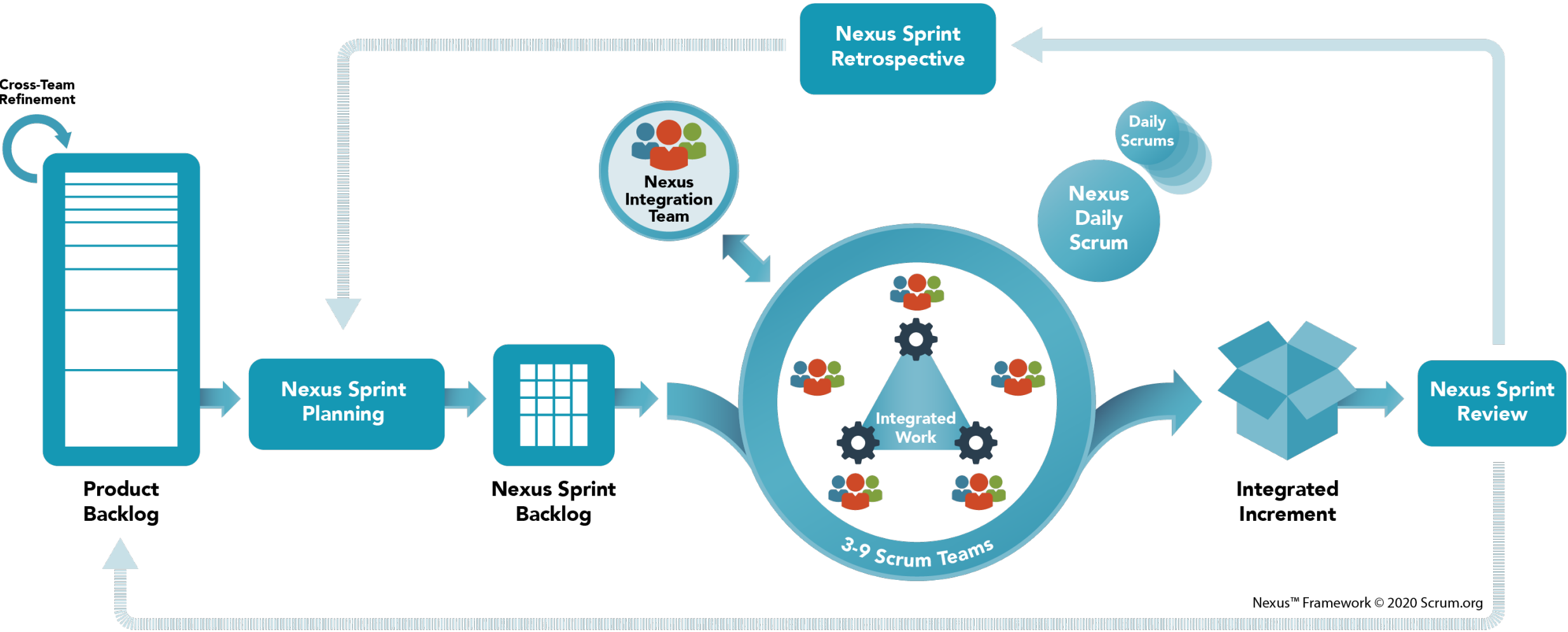


How do you choose a scaling framework?

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



Nexus

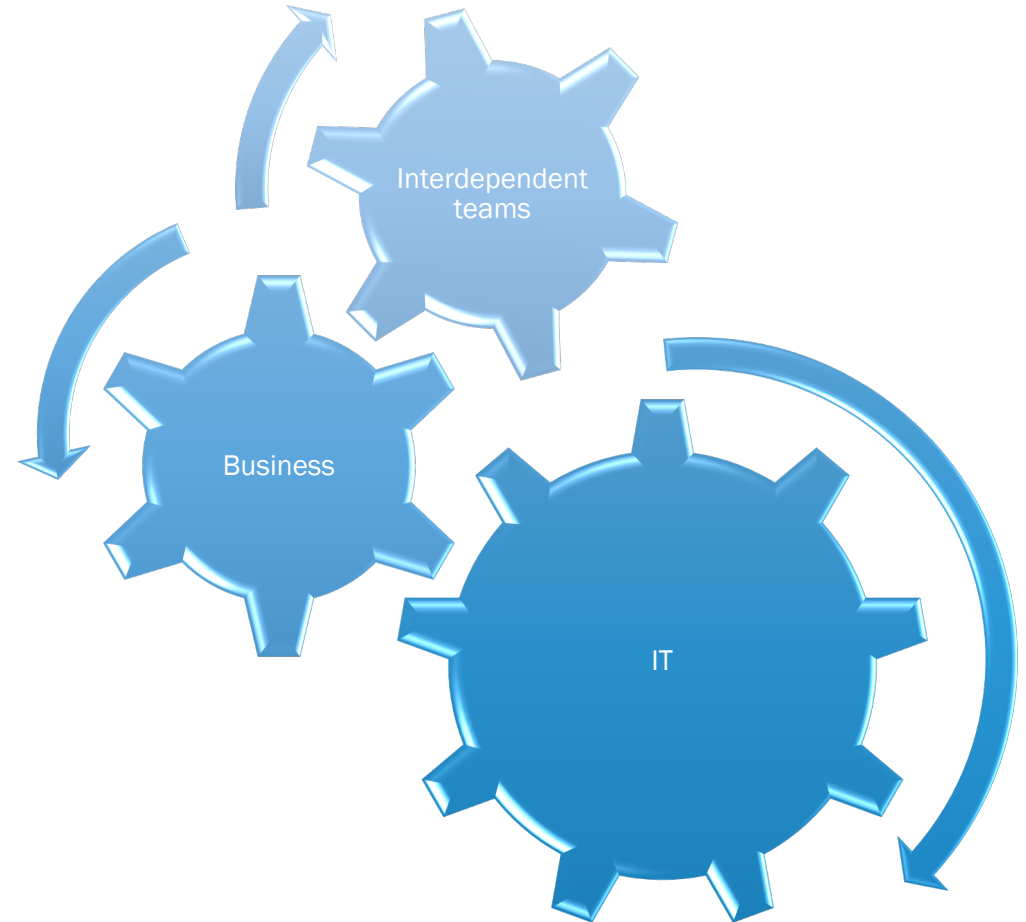


Who should you include in your scaling initiative?

- Compatible goals
- Willing to invest time

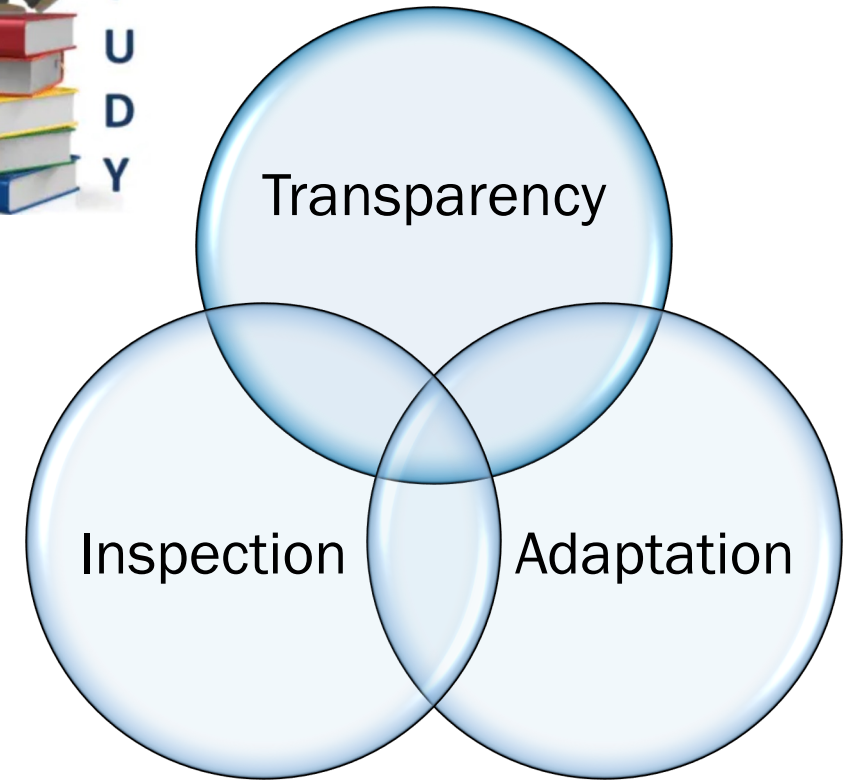


C-Level Advocates



How do you learn about scaling?

- Exploration
- Trainer led/facilitated workshops
- Learning and unlearning by doing



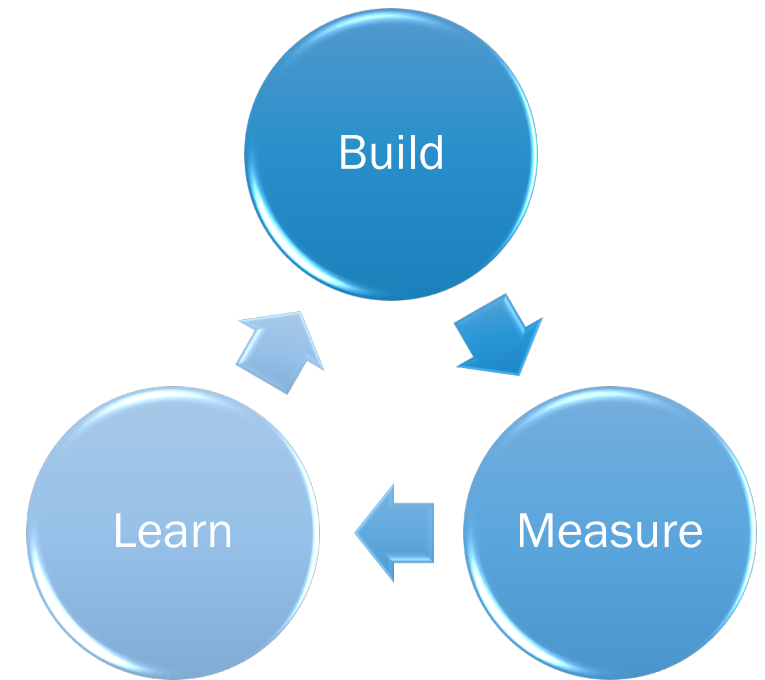
What barriers might impede your scaling initiative?

- 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?

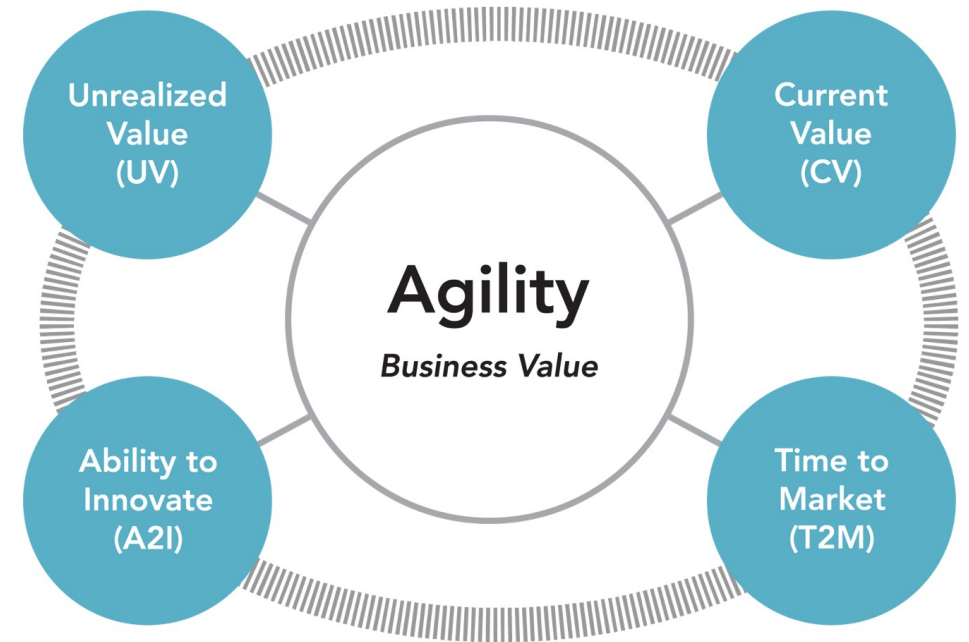
- Think about the problem in your specific **context**
- **Experiment** and be ready to fail and (un)learn
- Create a cadence of **accountability**
- Be as **truthful** as possible

“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>
- Article: <https://smoothapps.com/2017/04/im-not-calling-your-baby-ugly-2-ways-and-25-dimensions-to-compare-agile-scaling-frameworks-less-safe-nexus/>
- 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

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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Insights from Scrum.org's community of experts

SCRUM PULSE

A free monthly webcast by Scrum.org **Professional Scrum Trainers** addressing common challenges faced by the software profession.



Thank you!