

scrum day 2009

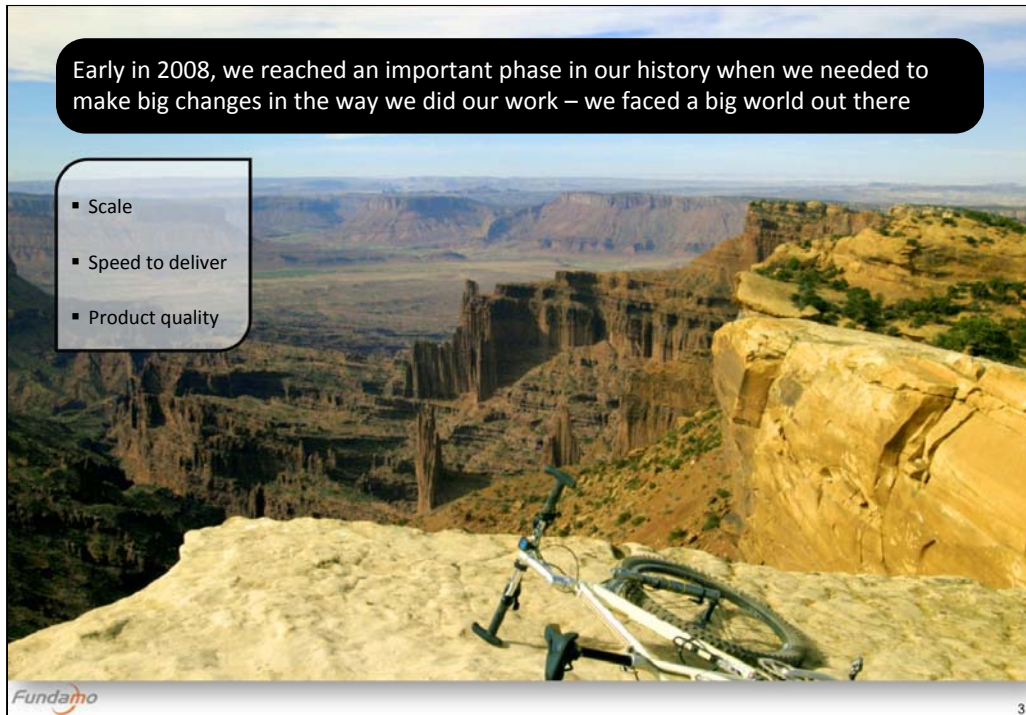
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- It is a complex industry though (much like yours - otherwise everyone would be doing it)
 - Challenge - Blend real-time of mobile telephony with the security of banking
 - Integrated (Mobile and Finance)
- The product is now very well respected internationally, both in the industry and by clients in the installed base
 - We have a large number of client installations
 - We are leading the industry
- In many respects, Fundamo was ahead of its time
 - Understanding the opportunity for mobile payments and mobile financial services
 - Developing some of the early technologies that are now still central to securing and accounting for transactions
 - We have made mistakes
 - We have been able to learn



- The scale of our work changed
 - Working with big telecoms groups on complex programs
 - We have had to think about global support
 - Multinational clients
- We expanded rapidly
 - New offices supporting Latin America, Pakistan, South-East Asia
 - More than doubling in size over a year
- Our ability to deliver quickly was challenged
 - Mobile Financial Services was coming of age (we cheered!)
- Our product was challenged
 - Adding more people to our engineering teams did not seem to help
 - Our technology did not support a System Integrator deployment model – it needed more configurability
 - Our software quality came under pressure
 - Our underlying architecture and technology probably needed a refresh
- We decided to re-write large portions of our core enterprise mobile banking platform

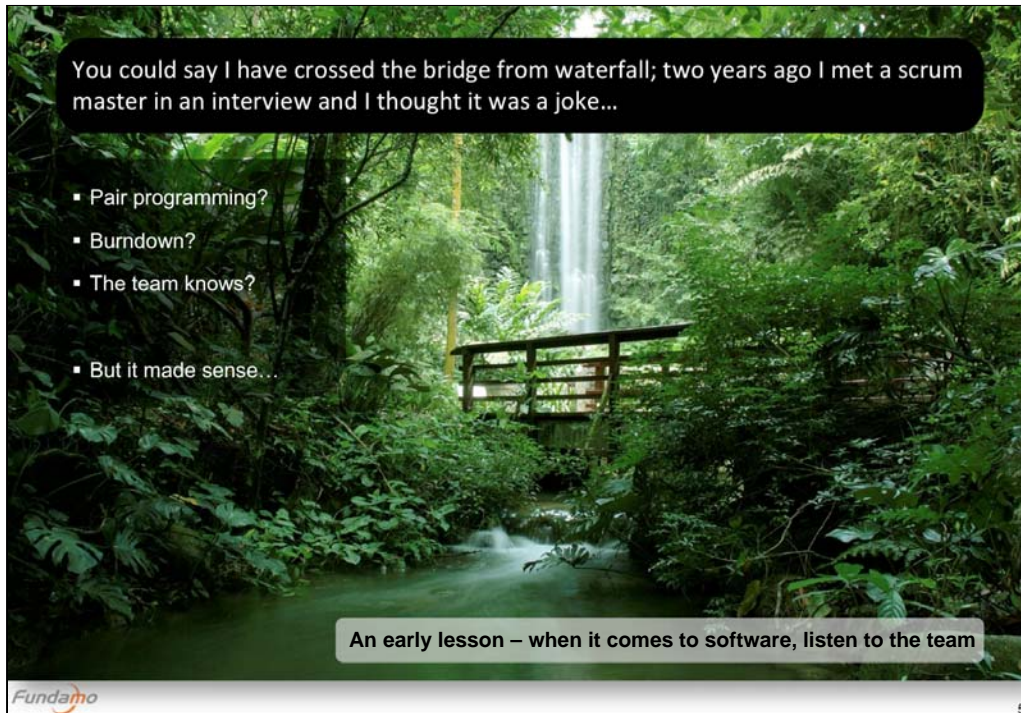
Using scrum we have transformed the way we develop our product; but as we play this new team game are learning some very important lessons

- January 2009 - one team of eight individuals
- September 2009 - five scrum teams
 - Excited business stakeholders
 - Engineering process on a high
 - Amazing team morale
 - A beta product release

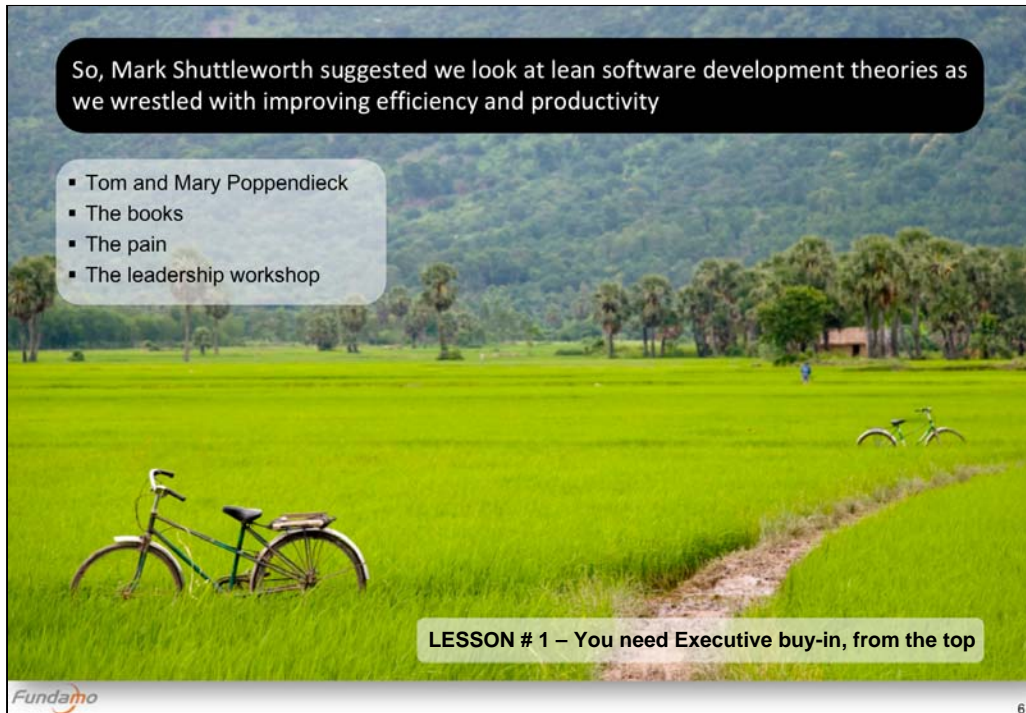
Fundamo

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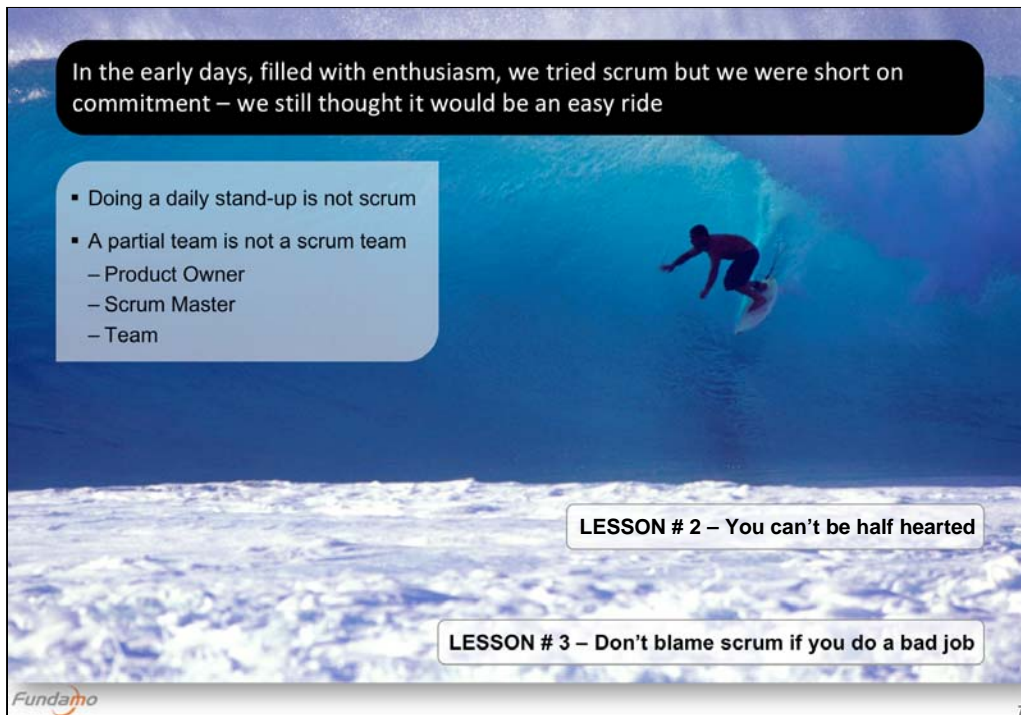
- In January 2009, we had a single team of 8 individuals
 - Never worked together
 - Some sceptical, some worn out
 - Strong desire to succeed
- We have 5 scrum teams
 - 3 onshore, 2 in India
- We expect to largely complete our complete re-write in 15 months
- We are predictable
- Our business stakeholders are supportive
 - We have a demo almost every week
- Our engineering process is at an all time high
 - 9 out of 12 Joel test
 - Continuous integration
 - Daily builds (Maven & Hudson)
 - Automated testing (75% coverage on unit tests)
- Our staff morale is amazing (although no-one has had much leave since January)
 - People tell me they could not work any other way
 - They are 100% more productive (getting through requirements/ stories/ RTF)
- Our quality is improved
 - The product runs, every week
- We take a brand new enterprise banking product into Beta end Sept 2009



- I had worked in a big 5 consulting firm
 - People are resources
 - The scope and the timeline stay put
 - The people burn (and sometimes the quality)
 - The cost spirals
- I scoffed at pair programming
- But I listened and it made sense
 - It seemed natural
 - We talk every day
 - We know the status every day – what still needs to be done
 - We ask the people who know best, how to solve the problem
- I'm sorry we frustrated you
- So I started to read – a lot
 - Web sites (www.methodsandtools.com); (www.agilesoftwaredevelopment.com)
 - Agile, XP
- I did not have a lot of support in the business
 - We were very busy and I was a new upstart (and an ex-consultant)



- I called Tom and Mary Poppendieck
- I described some of the things I was thinking about
 - Mary said “every fibre of my body says what you are doing is wrong”
- We asked them to come out and spend time with us
- I read their books about lean and agile
 - They came to South Africa on holiday and tore us apart
 - We broke queuing theory
 - We broke QA practice – muck
 - They suggested we start with QA
 - They ran a leadership day for our senior leadership team and BD folks
 - But they got a listening ear (CEO)
 - Incremental delivery
- LESSON #1 – You need executive buy-in, from the top



We tried some of the easy stuff

- Cross-functional teams
- Boards
- Stand-up

We did not have the building blocks

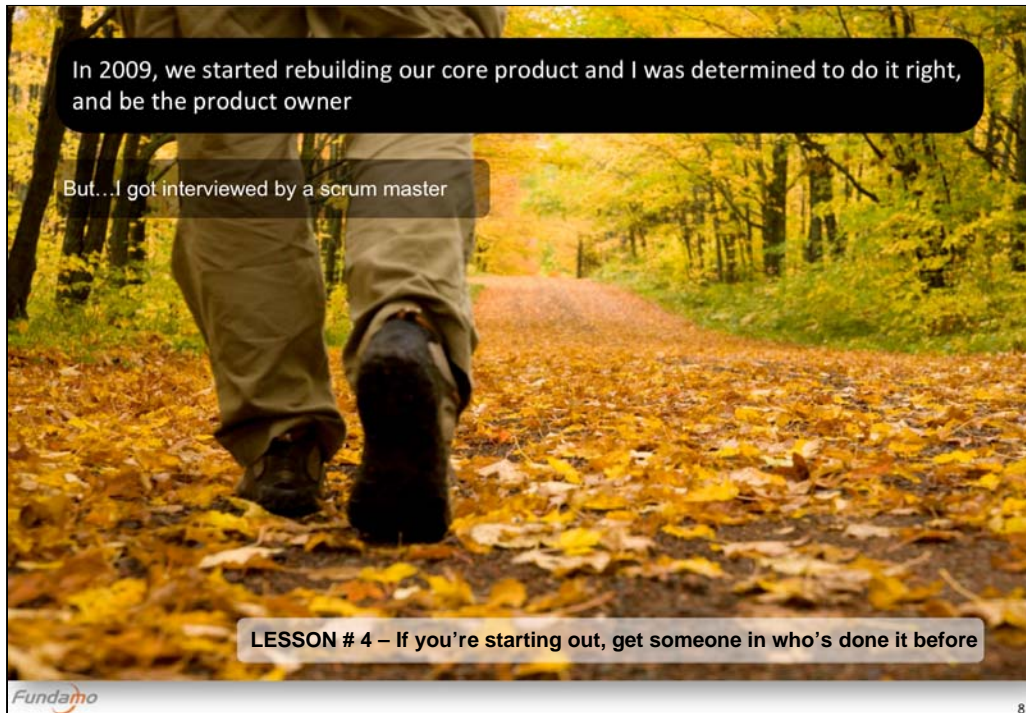
- We still broke queuing theories
- We did not have a controlled backlog
- We did not engage all our stakeholders in the value chain
 - Customers, Business development
 - I did not appreciate how much work had to go in to the big picture
- We had no product owner
- No Scrum master
- A fragmented team

Egg on face

We did not say scrum failed – In my heart I knew we were short on commitment

LESSON #2 You can't be half hearted about it

LESSON #3 Don't blame Scrum if you do a bad job of it



- I thought I could be the product owner
 - I had the vision – we would make this agile thing work
 - I had the motivation – we had to get this product edition right, no second chance
 - I was the evangelist – I could talk about the value of agile
 - We were building a team
 - I was planning to off-shore
 - I was planning to recruit
 - I was an Exco member, so I could make decisions
- I asked the business for budget to recruit a project manager
 - And hired a scrum master
 - The Scrum Master said I couldn't do it
 - "Do you really understand what it takes to be a product owner?"
 - I thought I did, but I started learning that day
- And when he started, I realised what a babe I was
 - The vision needs practical application
 - Don't underestimate the value of coaching – it's a big mind set shift

LESSON #4 If you're starting out, get someone in who's done it before



The scrum master dude was right – I was not able to focus

LESSON #5 – the team will starve if you don't have a dedicated product owner

- I was negotiating off-shore development deals
- The product strategy was still only 70% complete
- I had to meet with clients and manage expectations about our new product
- We were getting behind on our development schedule
- We need to hire people – we only had one team
- We had no QA team and no QA manager
- We had to beat the market
- I had Exco stakeholders to manage
- But I ran SP1 a few times
 - I was late
 - It was hard
 - The development team was patient

LESSON #5 – the team will starve if you don't have a dedicated product owner who only thinks about the product and the impact on your business model



- He has the right qualifications
 - Very experienced in the industry and domain
 - A technical, software development background
 - Has worked enough with clients and in the domain to represent customers
 - Started producing feature lists and product overview
 - Statement of direction
- Our new product owner needed to learn quickly
 - Sharing knowledge
 - Taking full accountability
 - Trusting a scrum team
 - Trusting the process
 - Thinking carefully about the business value
 - Working on it all the time
 - Shower moments
 - Wake up in the night moments
 - Only because he knows, if we deliver the wrong stuff, it's his fault. Period



- Find a partner that shares values
 - Entrepreneurial
 - Experienced in South Africa
 - Willing to adapt
- Move the teams to SA first
 - Entrench the process and methods
 - Disciplined in the team
 - Use the scrum board religiously before using a tool
 - ScrumWorks Pro
 - Put in place the tools and test them
- Find a proxy PO and test him out
 - Involve in visioning
 - Storywriting
- Accept there will be some pain
 - Communication (obvious)
 - Mitigate the risk (3 weeks)
 - Time difference
- Understand the benefits
 - Disciplined work ethic
 - Quality
 - Hard value (testing, retrospectives, experience, innovation)
 - Resource



Off-shoring Scrum can work

- Partner
- Discipline
- Product Vision

Build it right

- **Sponsor** it from the top
- Get some **help** early on
- Don't be **half hearted** – embrace all the disciplines
- Be more **disciplined** than you think
- **Stick** to your guns
- **Staff** it right
- Find the right **partners**

Scrum will add significant benefit

- **Predictable** outputs
- **Responsive** feedback loops
- Improved **productivity**
- **Value** lead delivery
- Improved **engineering** processes
- Happier **people**

Thank You

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