DEPLOYING AGILE & LEAN PRACTICES IN MULTISITE AND -CULTURE PROJECT

<u>DIGITAL ENGINEE</u>

Tampere Goes Agile 2017 Rauño Kosamo



SETUP AND DISCLAIMER FOR THIS CASE

Product program had four locations (US, Finland, Poland and India) having close to 300 people.

I led and coached the teams in Finland and as I was a member of the R&D management I knew the situation also in a product level.

And as I had a long experience in agile and lean transformation I was a natural member in product transformation team.

These thoughts are from me and me only.

EXTERNAL CHALLENGES



Telecom operators wants commitments for

next one or two years









Some operators wants release bi-weekly, some only once per year and the rest between



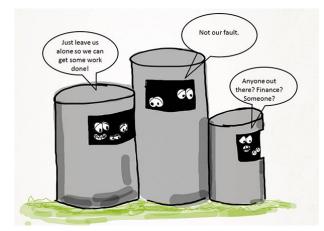


INTERNAL CHALLENGES

Functional silos caused problems like sub-optimized flows, prioritization problems and lack of system competence

Heavy and complex steering structure caused slow decision making and poor visibility

Focus on 100% allocation caused that any sudden delay in team level caused delays in program level and for keeping the schedule the quality was compromised





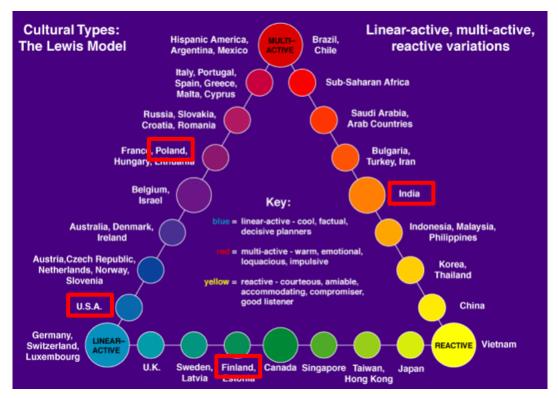


CULTURAL CHALLENGES

Conflict areas:

Commitments: Yes, yes vs. No, no Requests: Managers / Religion vs. Experts Decision making: Manager vs. Experts

LINEAR-ACTIVE	MULTI-ACTIVE	REACTIVE
Talks half the time	Talks most of the time	Listens most of the time
Does one thing at a time	Does several things at once	Reacts to partner's action
Plans ahead step by step	Plans grand outline only	Looks at general principles
Polite but direct	Emotional	Polite, indirect
Partly conceals feelings	Displays feelings	Conceals feelings
Confronts with logic	Confronts emotionally	Never confronts
Dislikes losing face	Has good excuses	Must not lose face
Rarely interrupts	Often interrupts	Doesn't interrupt
Job-oriented	People-oriented	Very people-oriented
Sticks to facts	Feelings before facts	Statements are promises
Truth before diplomacy	Flexible truth	Diplomacy over truth
Sometimes impatient	Impatient	Patient
Limited body language	Unlimited body language	Subtle body language
Respects officialdom	Seeks out key person	Uses connections
Separates the social and professional	Mixes the social and professional	Connects the social and professional





WHY WE FAILED TO IMPROVE THE SITUATION

We got a lot of improvement items from retrospectives and other similar sessions

Due the lack of e-2-e priorities we had no common focus



Improvements prioritization was based on the hunch and each silo had own priorities



DIGITAL ENBINEERING

SO, WHAT WE DID?

7

28.10.2017 CONFIDENTIAL

WE BUILT PRODUCT LEVEL KANBAN BOARD

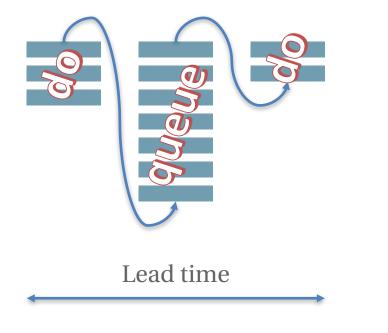
And when we understood the big picture we started to see the forest from the trees and the problems in it

Canban board				Mark In Processo			02	4
Planned - 28 (limit 10)	WIP-5	In Progress - 6 (limit 5)	Coded - 3 (limit 3)	Work in Progress Testing - 1	Func. Tests - 0 (limit 2)	Ready To Merge - 1 (limit 3)	Merged - 7 (limit 7	n
26595 'Default' filter concept should be removed from TP	25562 (PERF - TECH) SQL queries count in dely builds	24682 (MPS - 22- harge) Cross-project prioritization	26761 Ø 2 (MPS) Releases list	26920 Visual Studio 2010 Plugin		26309 E 3 (MPS - medium) Task Beard	26373 3 Release Burndown Chart: add simple mode	
28/29/2 [MPS] Requests list	28282 Ø1 [MPS] Benational Int	26429 Tags for Test Case not shown in User Story list	28763 (MPS) Time 8st				26202 In all Views there should be visible count of entities in tabs	
26768 (MPS) Builds list	25915 [MPS] Filter: Release fiteration option should be renamed to Release	26619 Observers should be able to see attachments	25347 JMPS – all tats) Access denied to view entity if use different process.				26756 Guick Add Test Case window is not closed.	
26769 [MPS] Gueue Ist	26940 Upgrade to CHEditor 3.2.1	26/785 Message about license expiration is not shown in attempt to					26632 (Ouston Reports) Filter by Tag using 'contains' constition doesn't	
26394 Problem: Customers forgot login and password	22010 [mpx] Assign Team Members functionality is broken.	25855 MPS: More Actions: Panel					26945 Request type column is missing in Requesters - Requests inner list	
24725 (Inrge) Login page redesign		26972 CSV updated capability doesn't work					26953 JS exception when adding UperStory	
25823 Tools section with links to add-ins							25585 Filters on Deshboard: need to scroll page look to	
			Done, Closed	i - 10 (10 latest)				
phorto-include Filts completed-stories dee	Contains Costs In		Plan Runo-list		22-dotault tomization-are My		Add monu docont oupport forma-	ĺ



WE STARTED TO MEASURE OUR E-2-E FLOW

WIP and Queues



Cumulative Flow Diagram 10 0 1úL Oct March Apr May Jun Aua Sep Nov Dec 🛑 Backlog 🛑 Approved 🥮 Buffer 🛑 In Progress 🛑 Final Review 🛑 Done © kanbantool com



EXAMPLES OF E-2-E FINDINGS



We had content for 3 years in our backlog



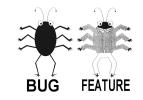
Bottlenecks in product flow

Too many features under work at the same time

A lot of waste done in different places



Quality problems





www.shutterstock.com · 6634887



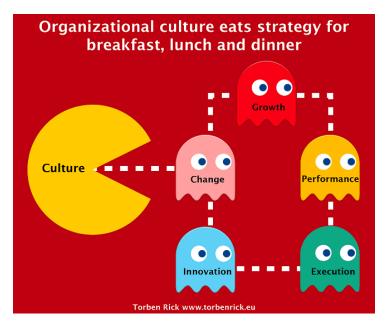


NITOR

STATUS WHEN I LEFT THE COMPANY

We had prioritized e-2-e improvements backlog and we had a focus

BUT as you know





DIGITAL ENGINEERING

THANKS! QUESTIONS?

28.10.2017 CONFIDENTIAL

RAUNO KOSAMO



I started at Nitor Delta on 1st of September 2017 as a Senior Lean Agile Coach

I have been agile and lean coach for more than ten years coaching teams and programs. I have defined and deployed agile and lean practices to the teams, programs and businesses E.g.

- Coached camera team in Ulm, Germany, for Scrum and Kanban
- Defined and executed Solution Release Train having close to one hundred scrum teams
- Build product level Kanban board for close to 300 people product program

I also have long experience in leading SW projects varying from few people to hundreds of people and in leading teams in testing, development, project management and quality areas.

Few years abroad; Sweden (Stockholm) and Germany (Ulm)

Married with 2 kids and 2 cats M.Sc. Information Technology and B.Sc. Computer Engineering I like Mountain biking, gym, floorball, salsa, hiking



NITOR SPECIFICATIONS





CUSTOMER FOCUSED & ALL-IN-AGILE

<u>....</u>

····

Lean design Concept Design Architecture User Experience Prototyping **Agile transformation** Consulting Training Key Position fulfillment

> Agile delivery Development Test Maintenance



CONTACT INFORMATION, NITOR DELTA OY



RAMI SIRKIÄ

Managing Director <u>Rami.Sirkiä@nitor.com</u> Tel. +358 40 731 9602



RAUNO KOSAMO Senior Lean-Agile Coach Rauno.Kosamo@nitor.com

Tel. +358 50 375 2049

