

Agile XL – Scrum in wirklich großen Projekten

Christoph Schmiedinger
9. PM Symposium, 06.06.2018

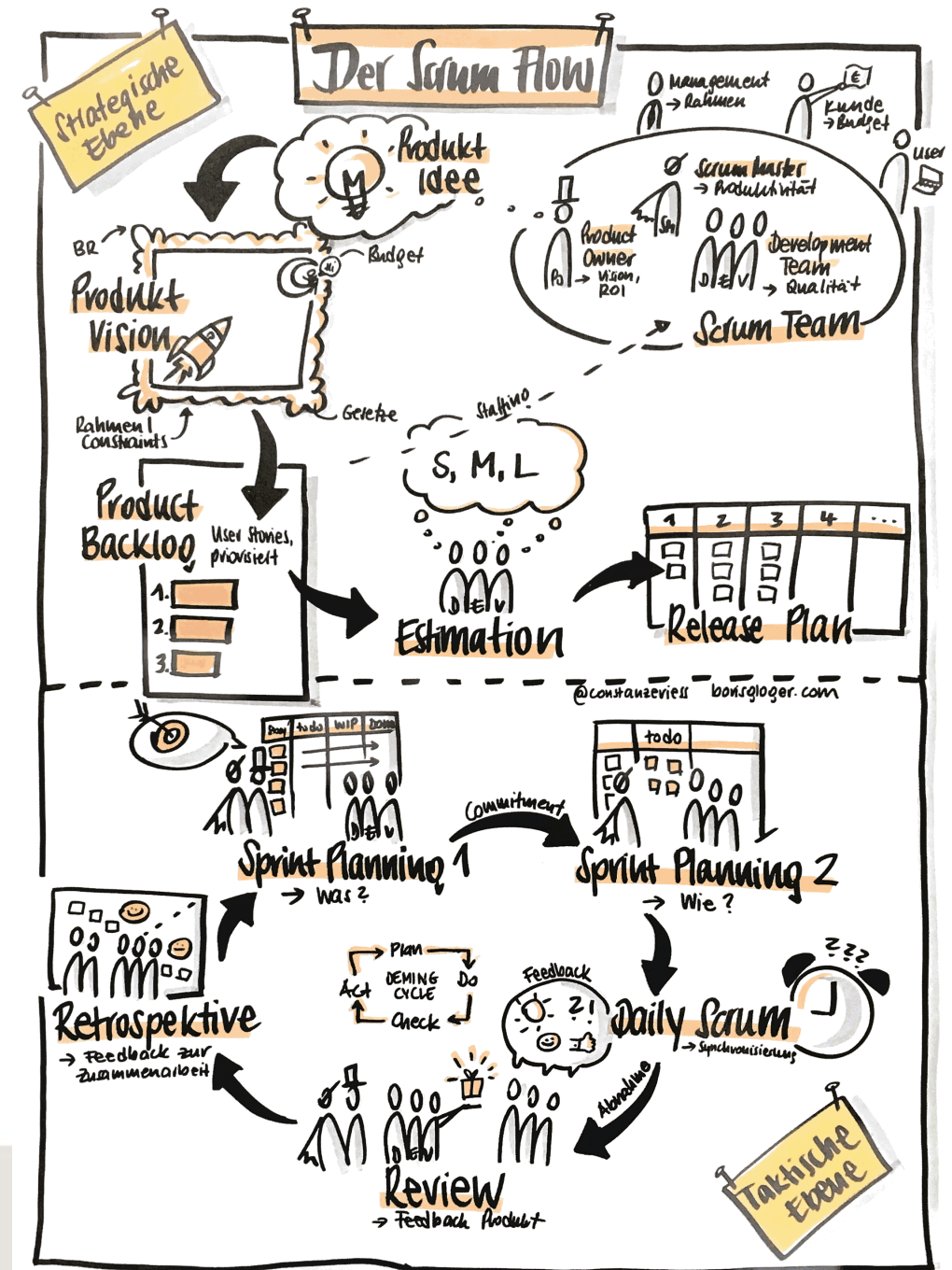
 @cschmiedinger

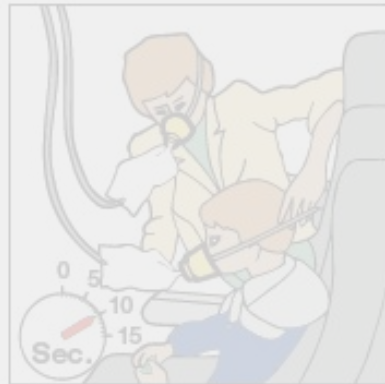
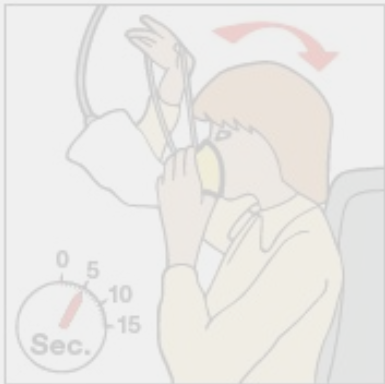
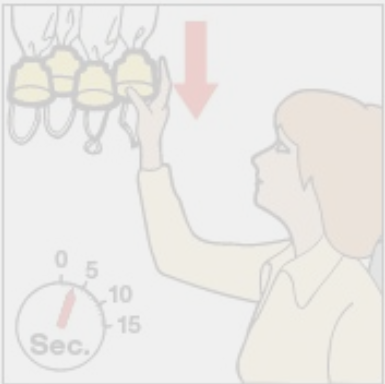
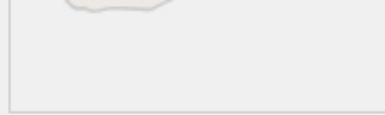
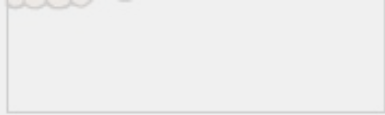


Scrum

1 Team?

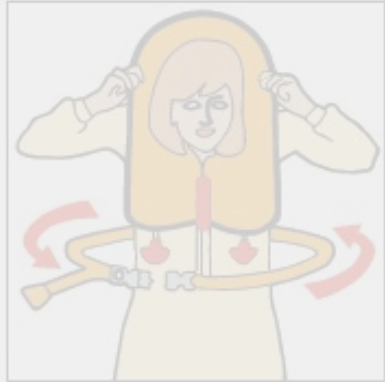
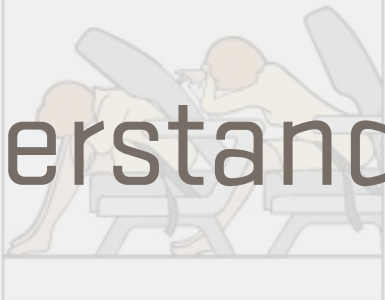
Almost no challenge!





... better wait a second

to understand two important things!



... jedes Modell hat seine Geschichte & Kontext

Inspiration



Copy/Paste



Große Projekte erhöhen die Wahrscheinlichkeit des Scheiterns (Agilität hin oder her)

Size	Method	Successful	Challenged	Failed
All size projects	Agile	39%	52%	9%
	Waterfall	11%	60%	29%
Large size projects (>\$6M)*	Agile	18%	59%	23%
	Waterfall	3%	55%	42%
Medium size projects (\$1M-\$6M)*	Agile	27%	62%	11%
	Waterfall	7%	68%	25%
Small size projects (<\$1M)*	Agile	58%	38%	4%
	Waterfall	44%	45%	11%

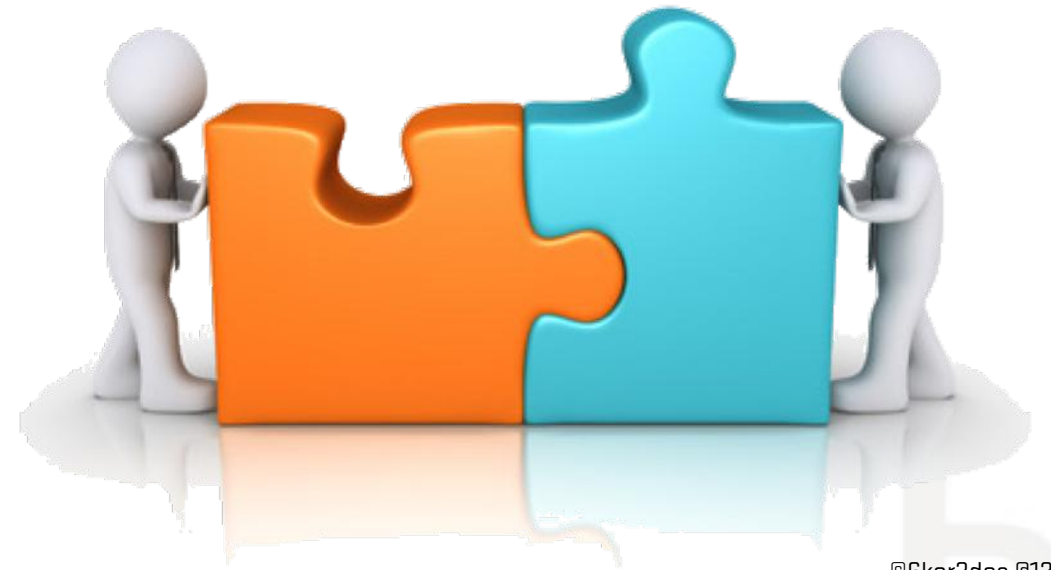
(The Standish Group, 2015, p. 7) & (Lynch, 2015) FY2011-2015, based on over 10,000 projects, *labor cost





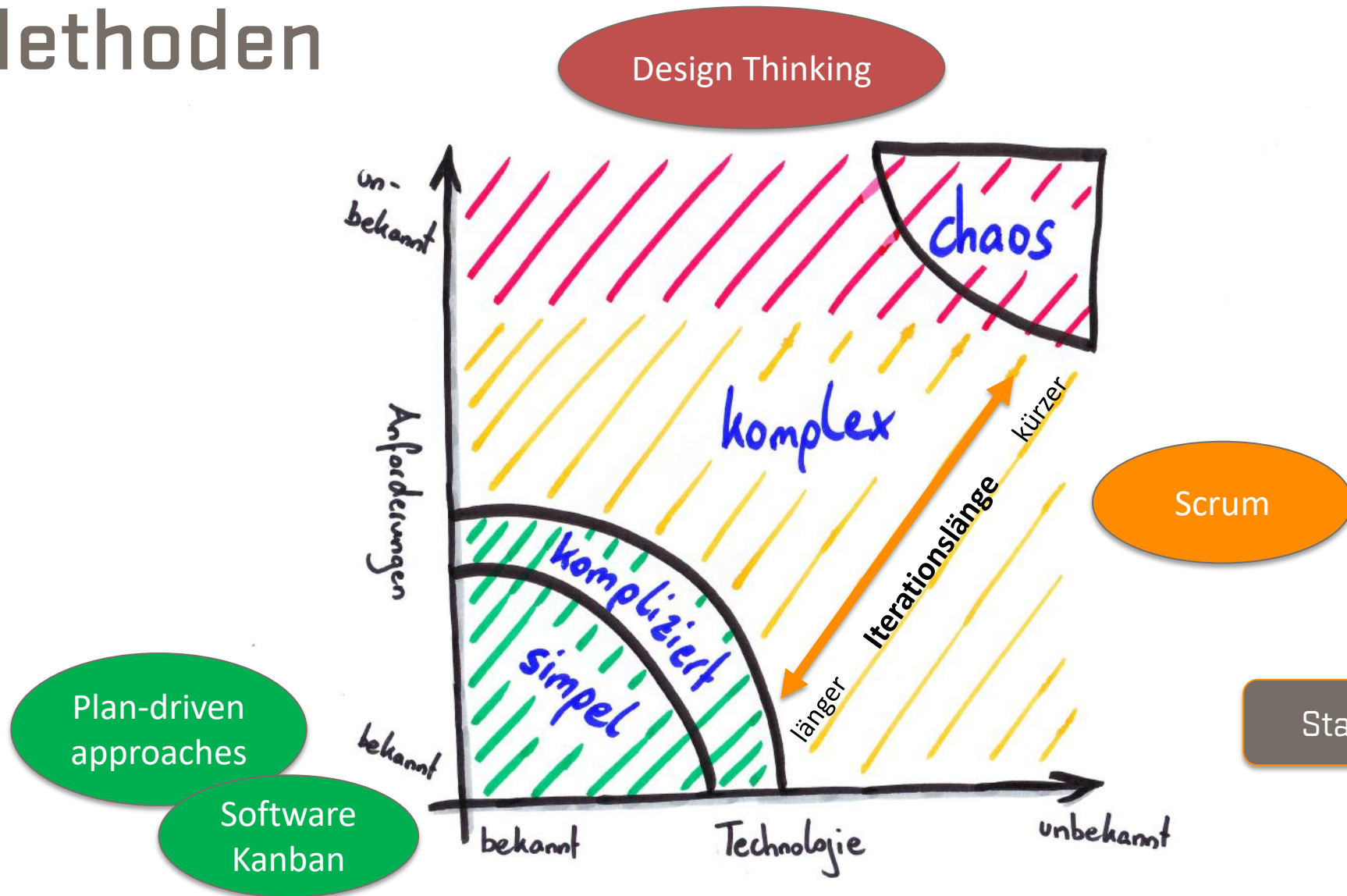
... now ready for take-off

Die richtige **Methode**
für die richtige **Aufgabe**
für die richtige **Phase**

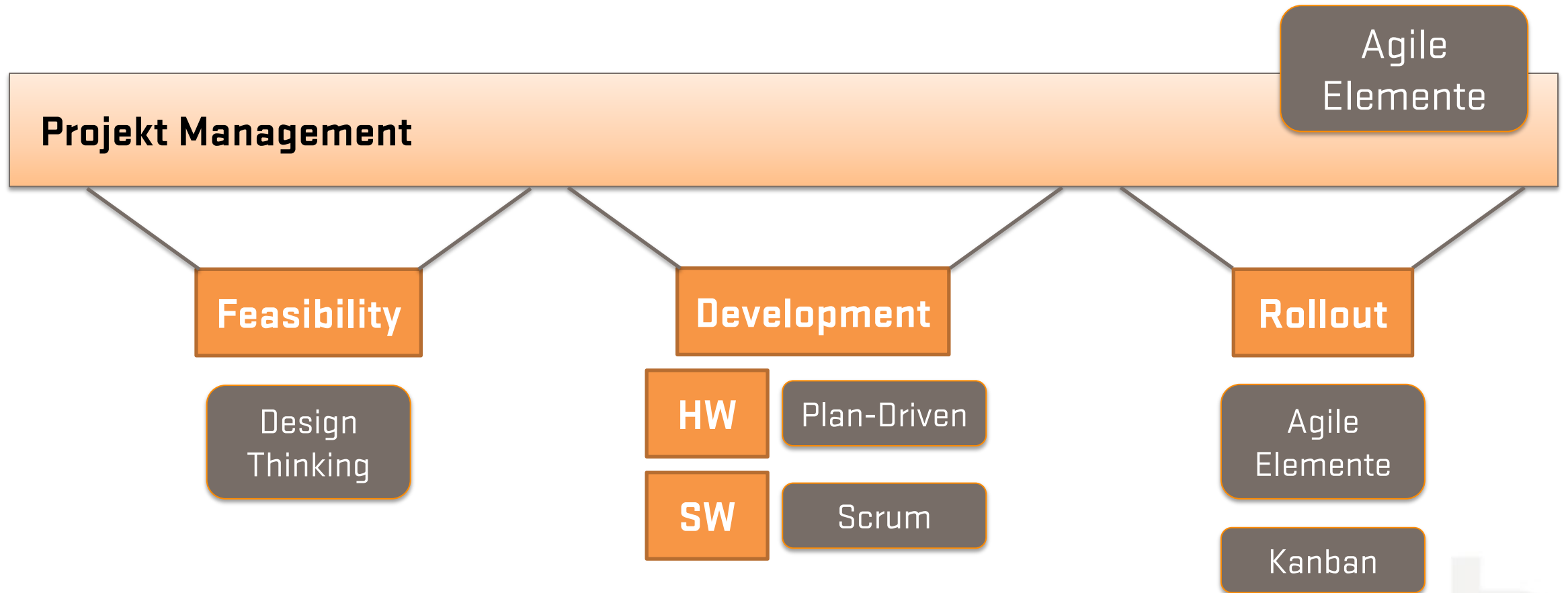


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Die Methoden



Verschiedenste Methoden im Projekt

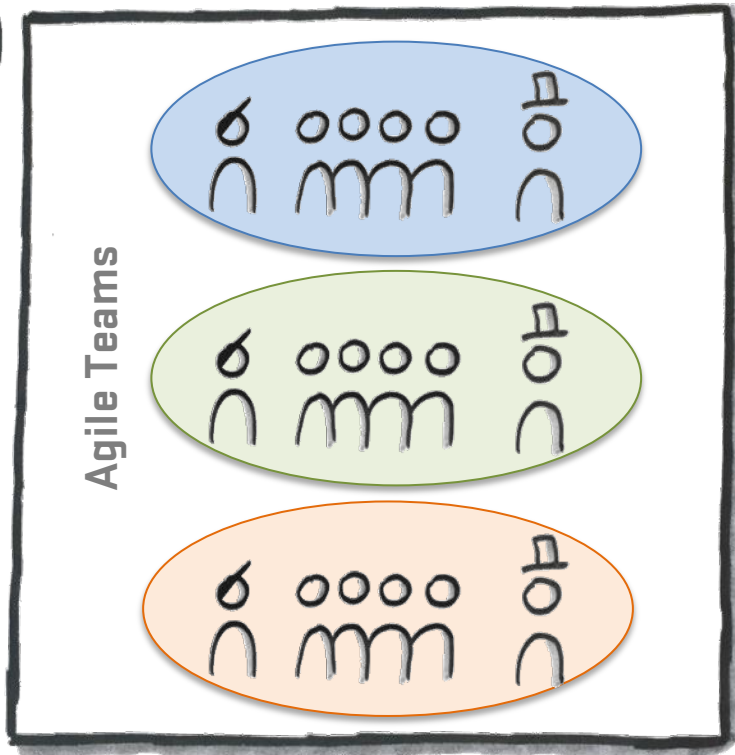


Agile Skalierungsstrukturen

BU Lead

POC

Business Unit

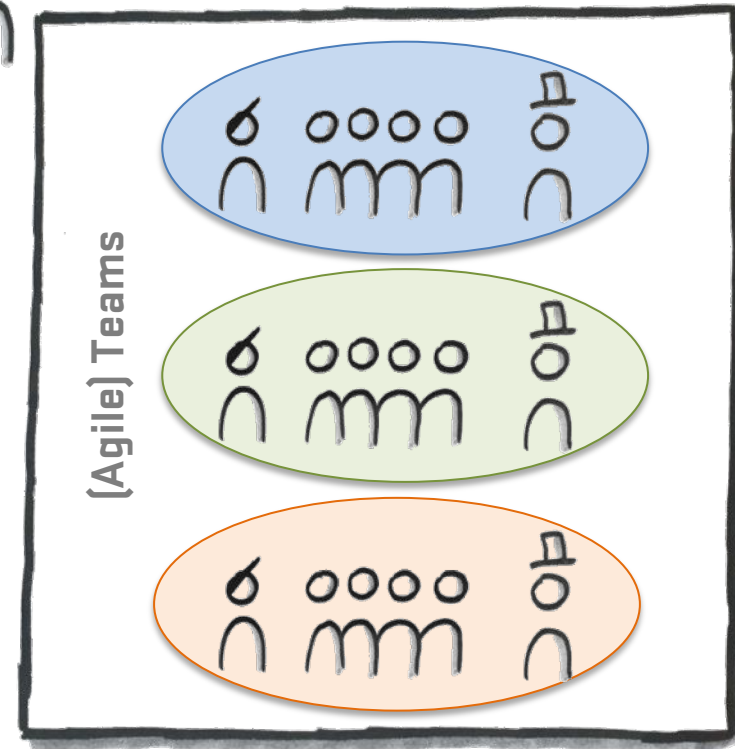


BU Lead

PM

POC

Business Unit
Programm



Egal, welche Methode...

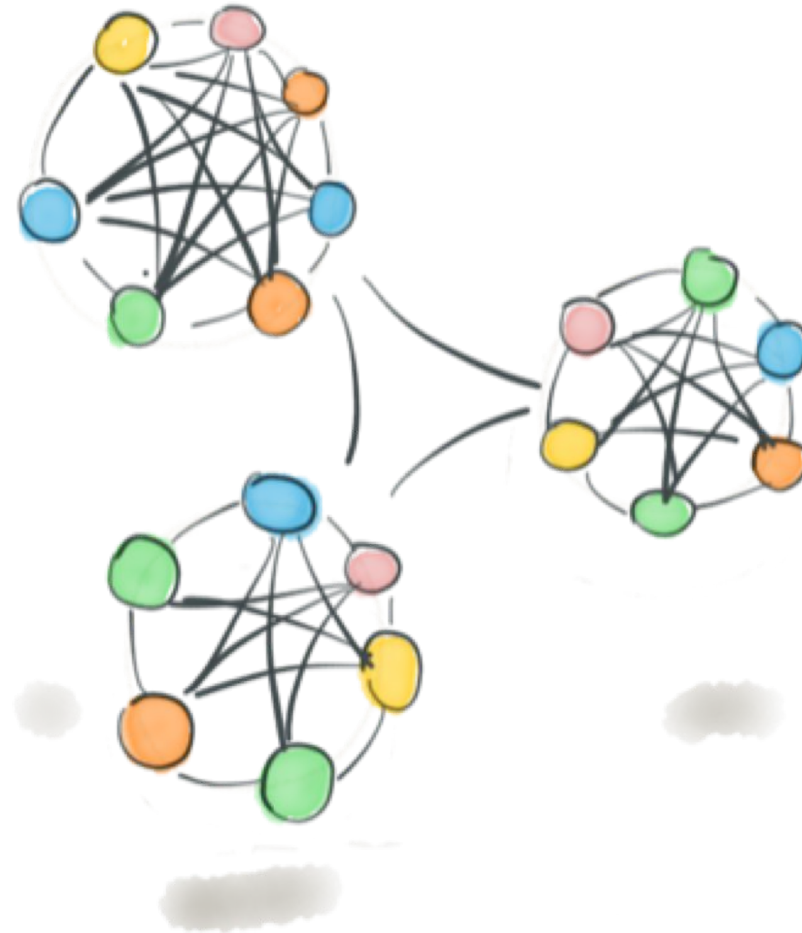
- › „Task-Force“-Modus
 - › Fokussierte Mitarbeiter
 - › Enge Interaktion & Zusammenarbeit
 - › Intensive Synchronisierung
 - › Schnelle Resultate



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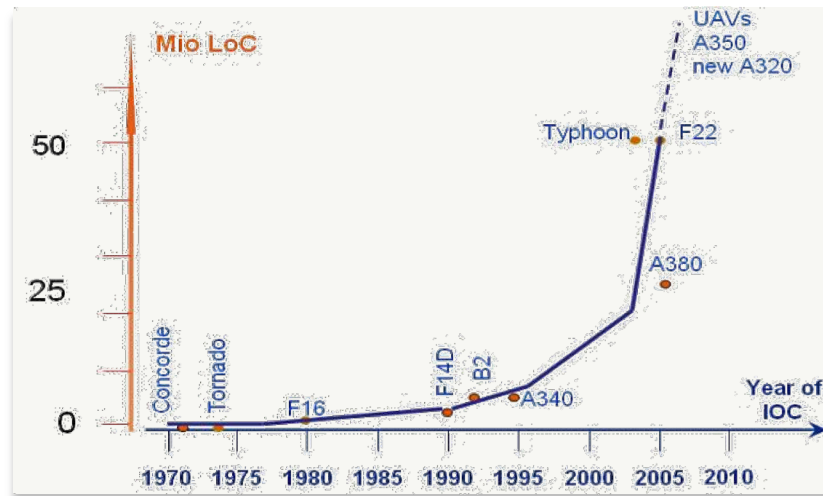
Multi-Projekte und Programme

Betrachtung
als Netzwerke

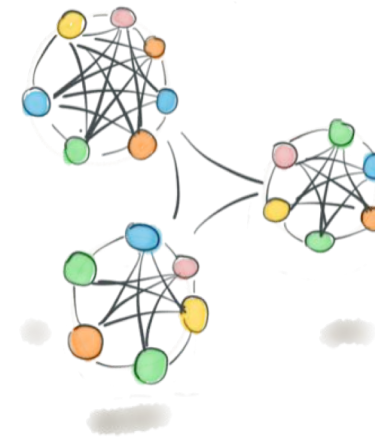


Am Ende hängt in einer **komplexen Domäne** fast **alles** irgendwie miteinander **zusammen**

... und damit wahrscheinlich auch in einem Projekt-Portfolio eines Unternehmens(-bereichs)



Mehr Information: <https://bit.ly/2J2Ttnv>

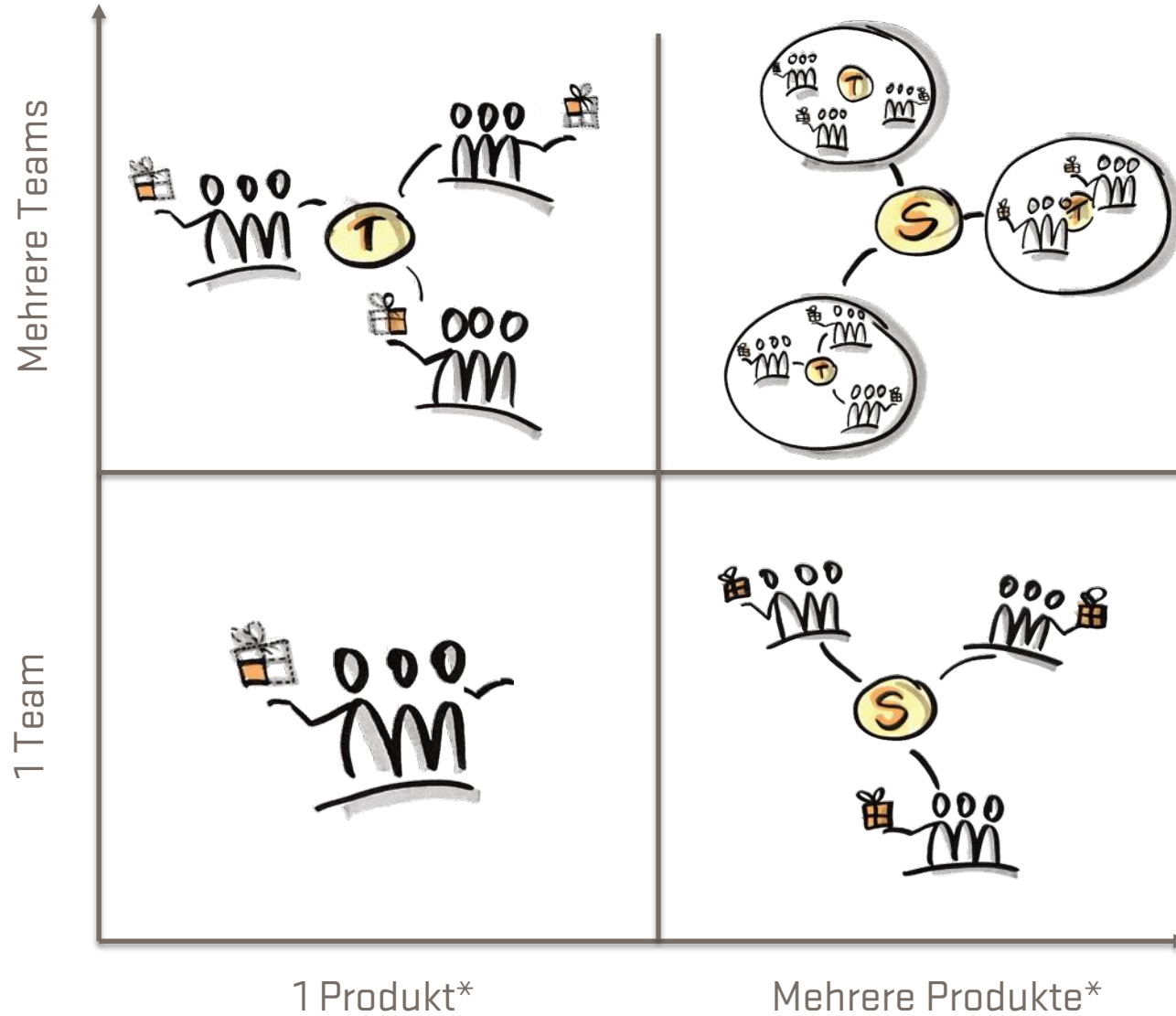


The most important ground principles:

Transparenz & Kommunikation



Personenstärke
(„Projektgröße“)



Taktische/Operative
Abstimmung



Strategische
Abstimmung

Credits to Maik Scheele

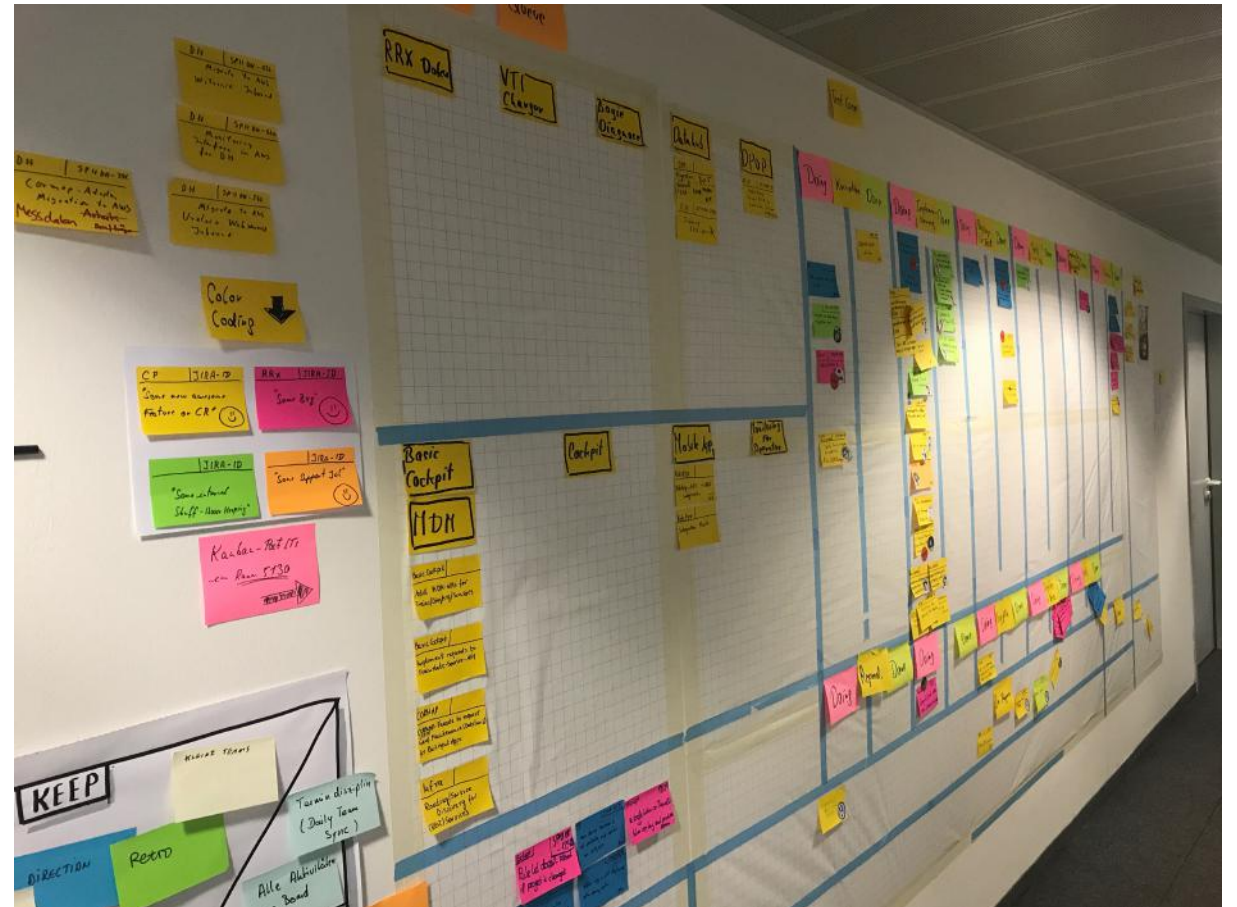
Produktdiversifikation*

* Produkt kann auch durch Service oder Vorhaben ersetzt werden

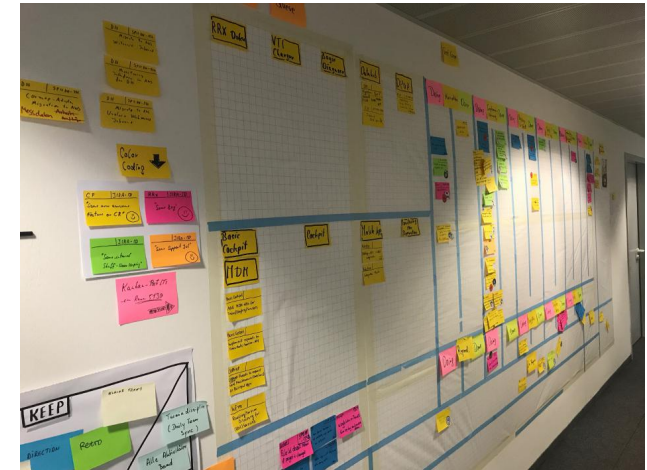
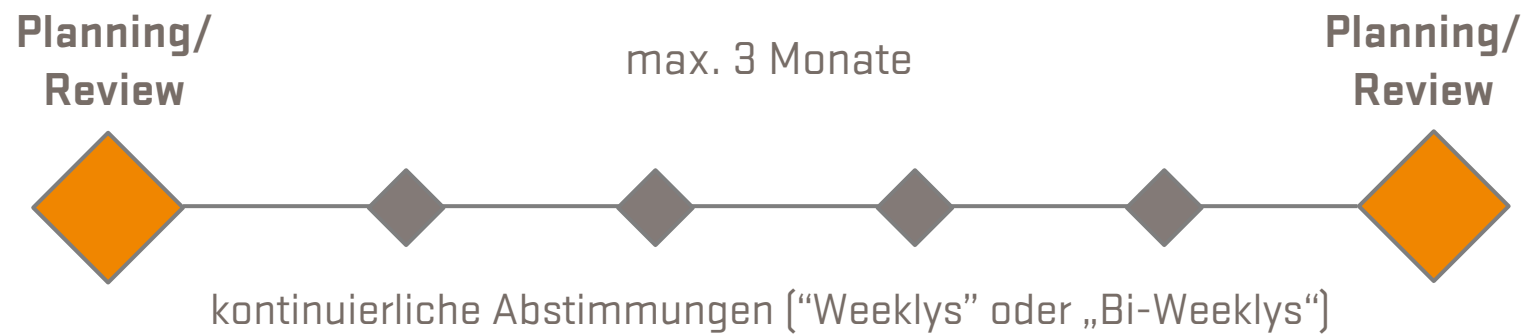
Strategische Abstimmung

War Rooms

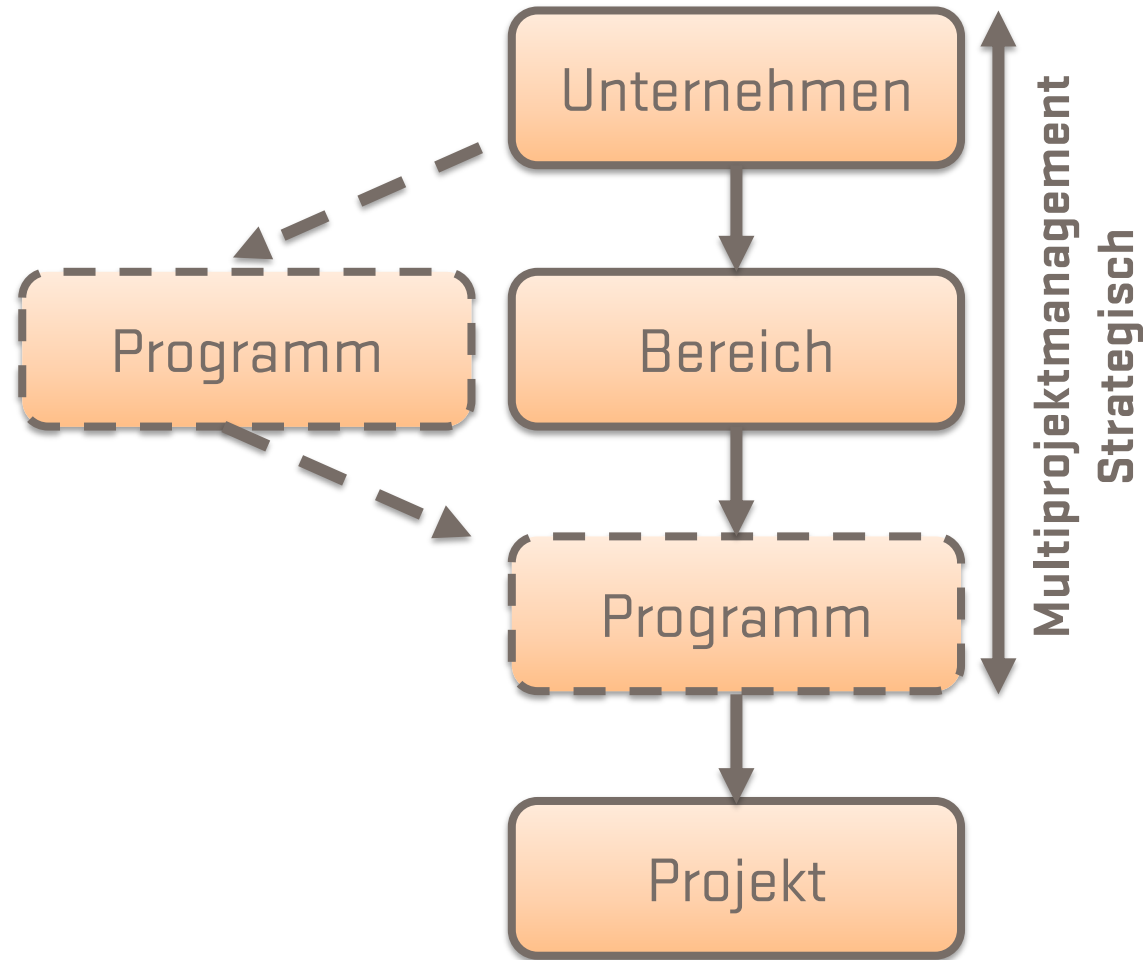
- › Status, Metriken, KPIs
- › Roadmaps / Pläne
- › Impediments
- › Alles, was Sinn macht!



Regelmäßige Abstimmungen durch “Quarterly Business Review“-Ansatz



Auf jedem Level...



Top-down: WAS?

Initiative → Epics → Themes →
Features

Bottom-up: Progress &
Impediments



Taktische Abstimmung

Start simple



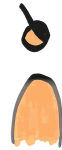
CPO



PO



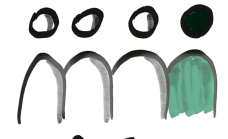
DevTeam



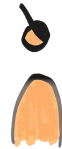
SM



PO



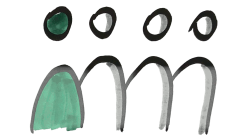
DevTeam



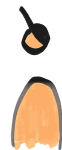
SM



PO



DevTeam



SM

Scrum of Scrums (SoS)

WER?

Ziel?

Artefakt?

POs

Synchronisation Lieferung

Releaseplan/
Roadmap

SMs

Übergreifende Hindernisse

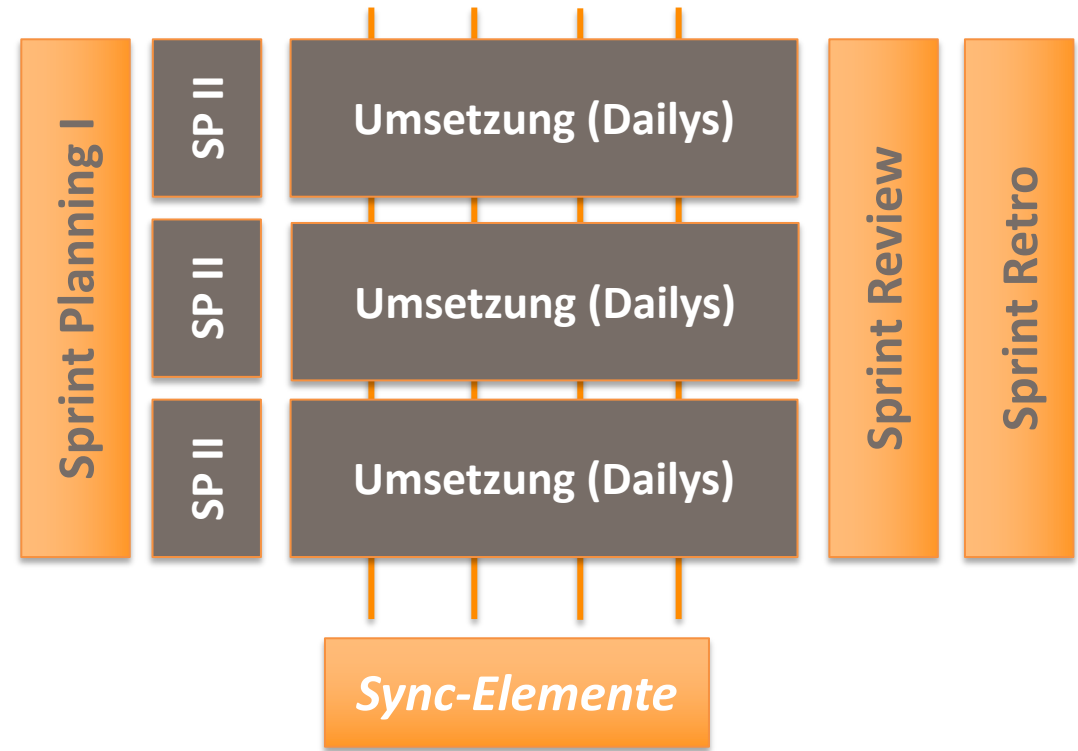
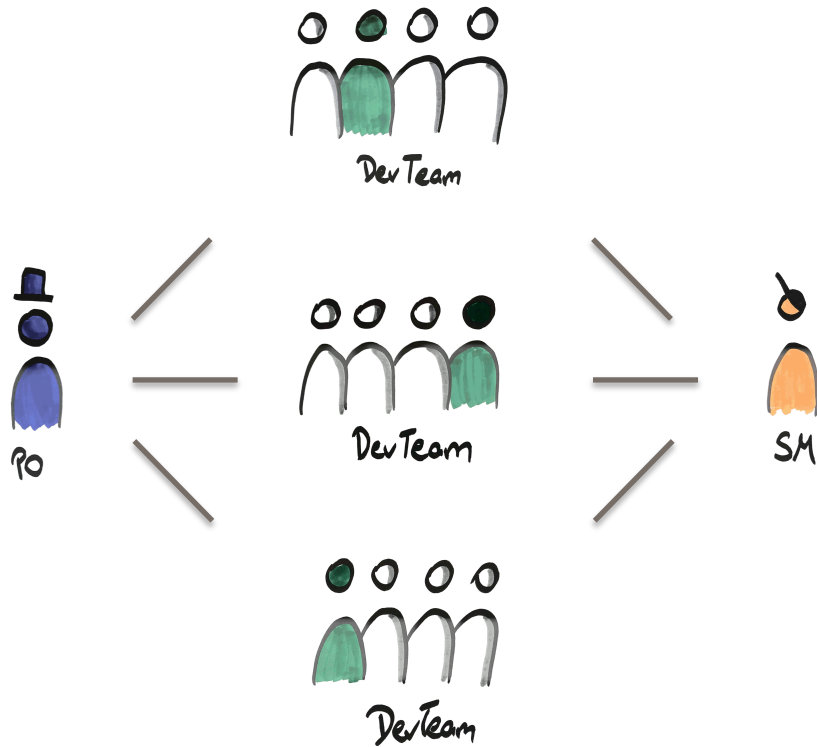
Impediment
Backlogs

**DevTeam
Vertreter**

Klärung technische
Abhängigkeiten

ggf. Taskboard

Grow mature



Warum fokussieren immer alle auf den Prozess?



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Weitere Erfolgsfaktoren

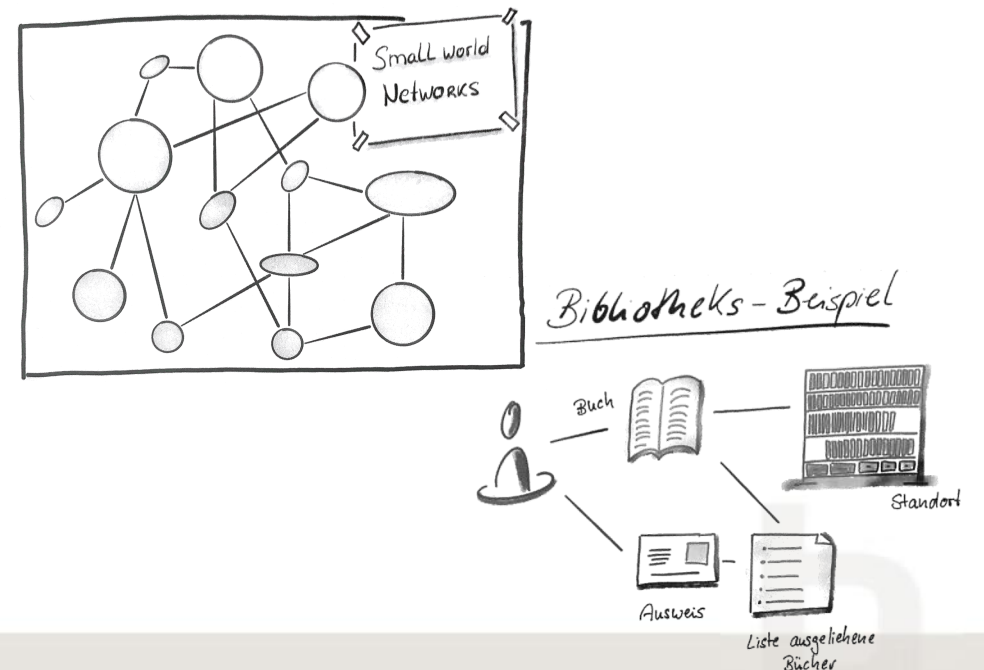


Architektur

- › Produkt- und Organisationsarchitektur
 - › Conway's Law
- › Autonome Teams fördern wenig Abhängigkeiten
- › Modulare Schnittstellen & Contract-driven Designs
 - › Software: Microservices
 - › Hardware: siehe Wikispeed

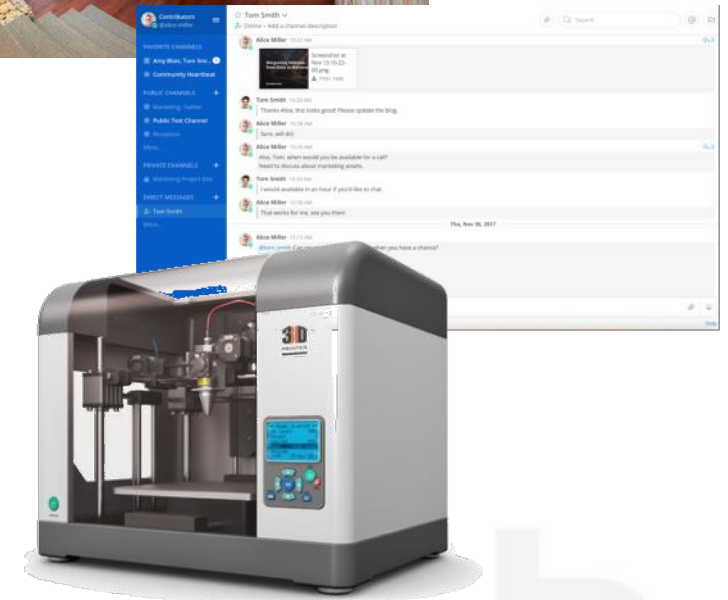
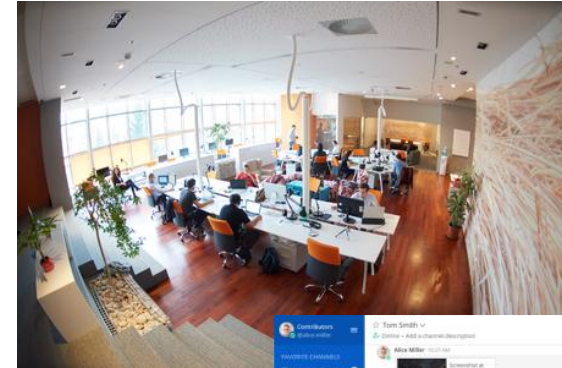
"Organizations which design systems [...] are constrained to produce designs which are copies of the communication structures of these organizations."

Conway 1968



Infrastruktur

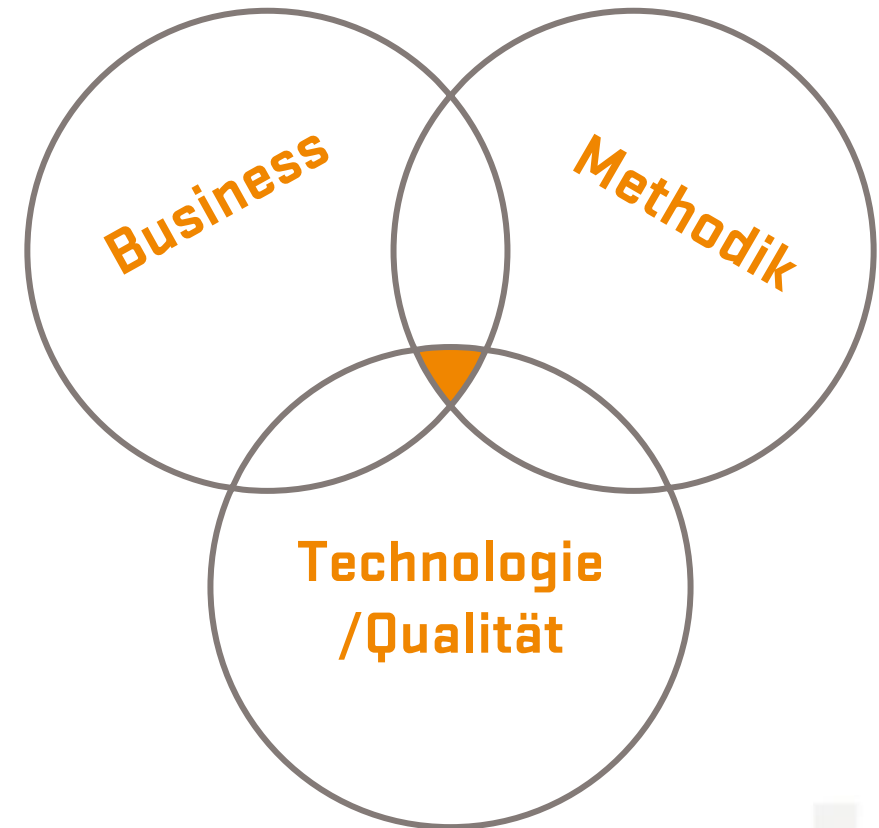
- › Arbeitsräumlichkeiten
- › Leichtgewichtige Chat-Tools
- › Hochautomatisierte Prozesse
 - › Software: Automatisierte Build-Chains, ...
 - › Hardware: Prototyping, Simulationen, ...
 - › Aber auch Dokumentation, usw.



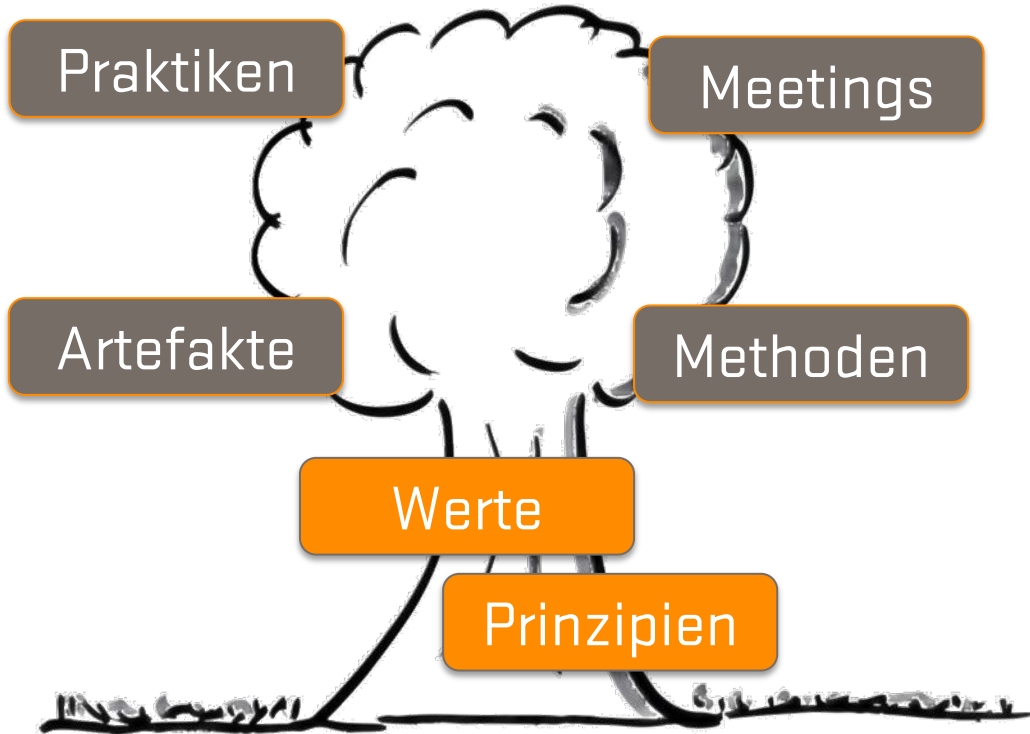
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Skills & Expertise

- > Kompetente Kollegen
- > Erfahrung
- > Widerstände häufig auf Grund von Nicht-Wissen



Werte & Prinzipien





Skalierung - kein leichtes Unterfangen

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