GOOD

to meet you

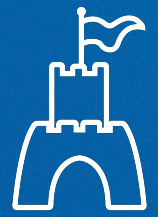
AGILE TRANSITION

THE ART OF LETTING GO

OVERVIEW

FOUNDED IN 2009

by brothers Kai and Christian Wawrzinek & Fabian Ritter



HEADQUARTERS IN HAMBURG

Subsidiaries in Tokyo and Seoul

CORE COMPETENCY

Development and distribution of Free-2-Play mobile and browser games

10 GAMES

300 million registered users

GOOD GAME

WEB DEVELOPMENT

WEB DEVELOPMENT

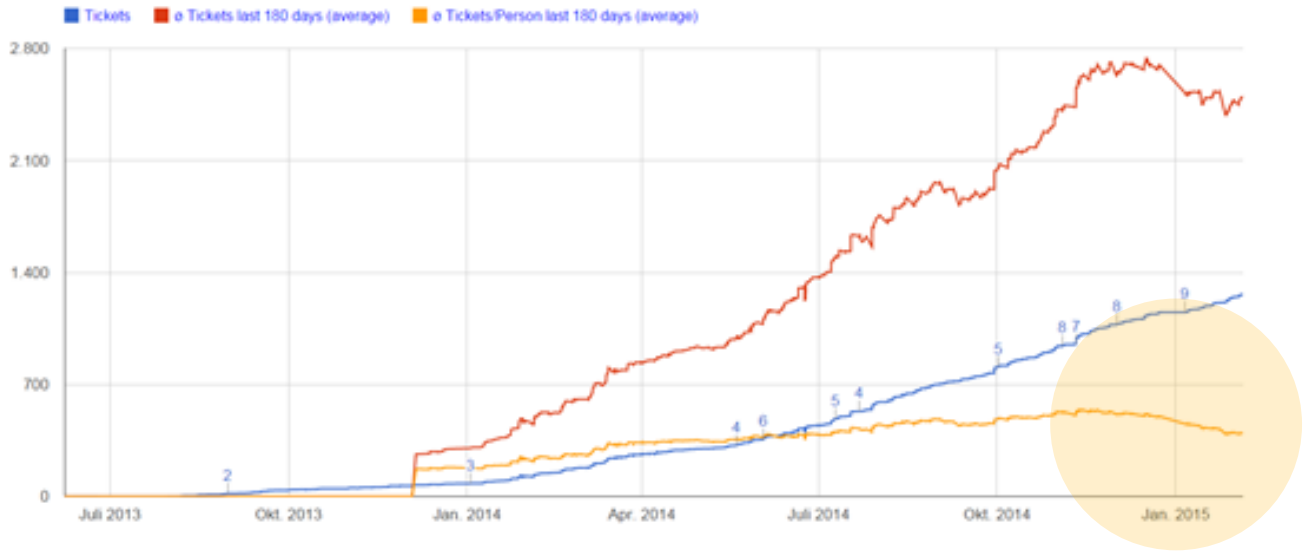
GOOD GAME

WHY?

GOOD GAME

PROBLEMS 2014

- Dropping productivity
  - 40 additional people, but less tickets solved



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PROBLEMS 2014

- Increasing escalations
  - You need a Lead for concerns across teams
  - Teams don’t want to make decisions on their own
- Dropping energy and motivation
  - Unclear vision
  - Unclear and always changing organization
  - Low empowerment
  - Frustration

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HOW?

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PROPOSED SOLUTIONS

- Size teams correctly and allow team building
- Clear responsibilities and constraints
- Transition team
- Vision
- Trainings & Coaching

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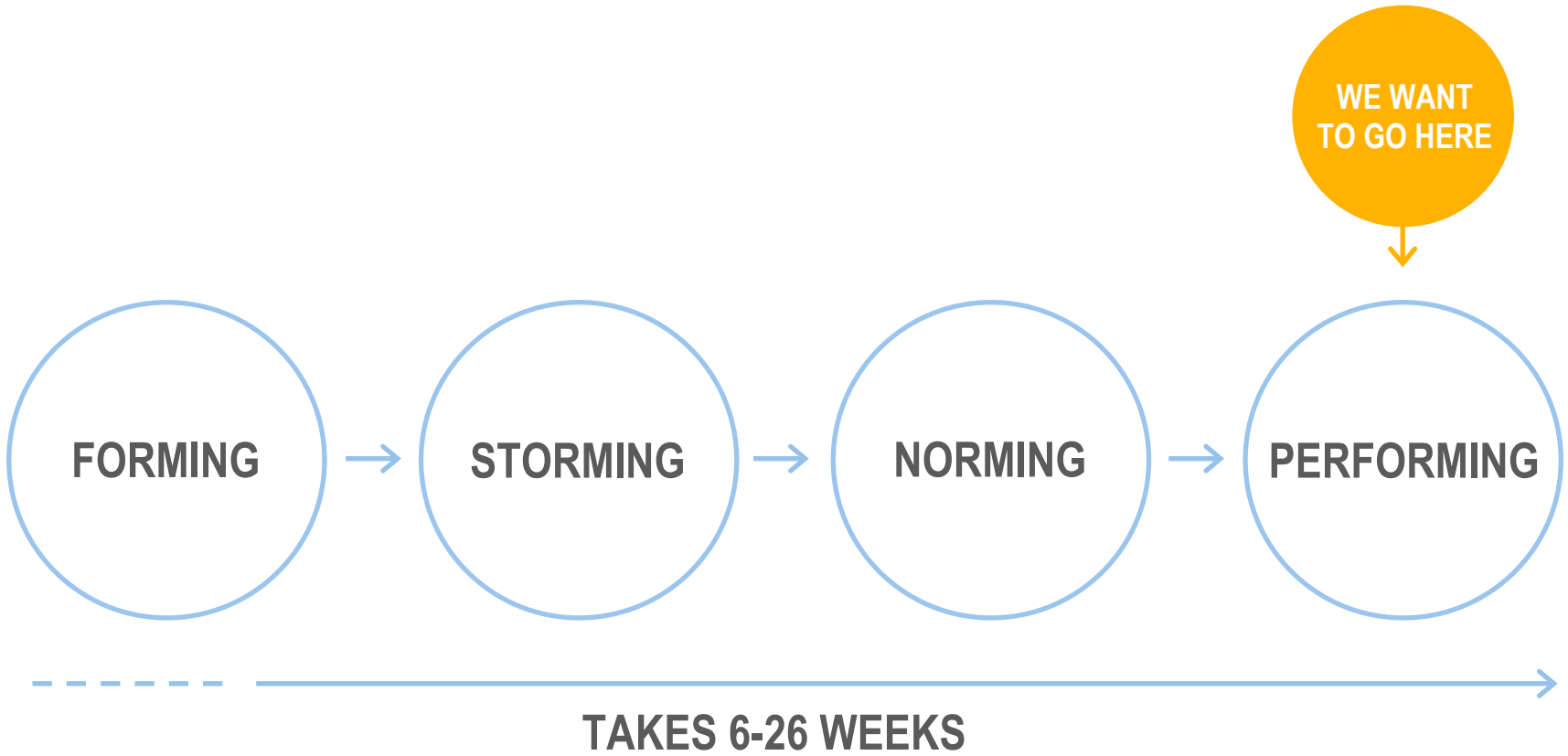
ALLOW TEAM BUILDING TO REGAIN PRODUCTIVITY



Tuckman Model
Tuckman, Bruce (1965)
"Developmental Sequence in Small Groups"

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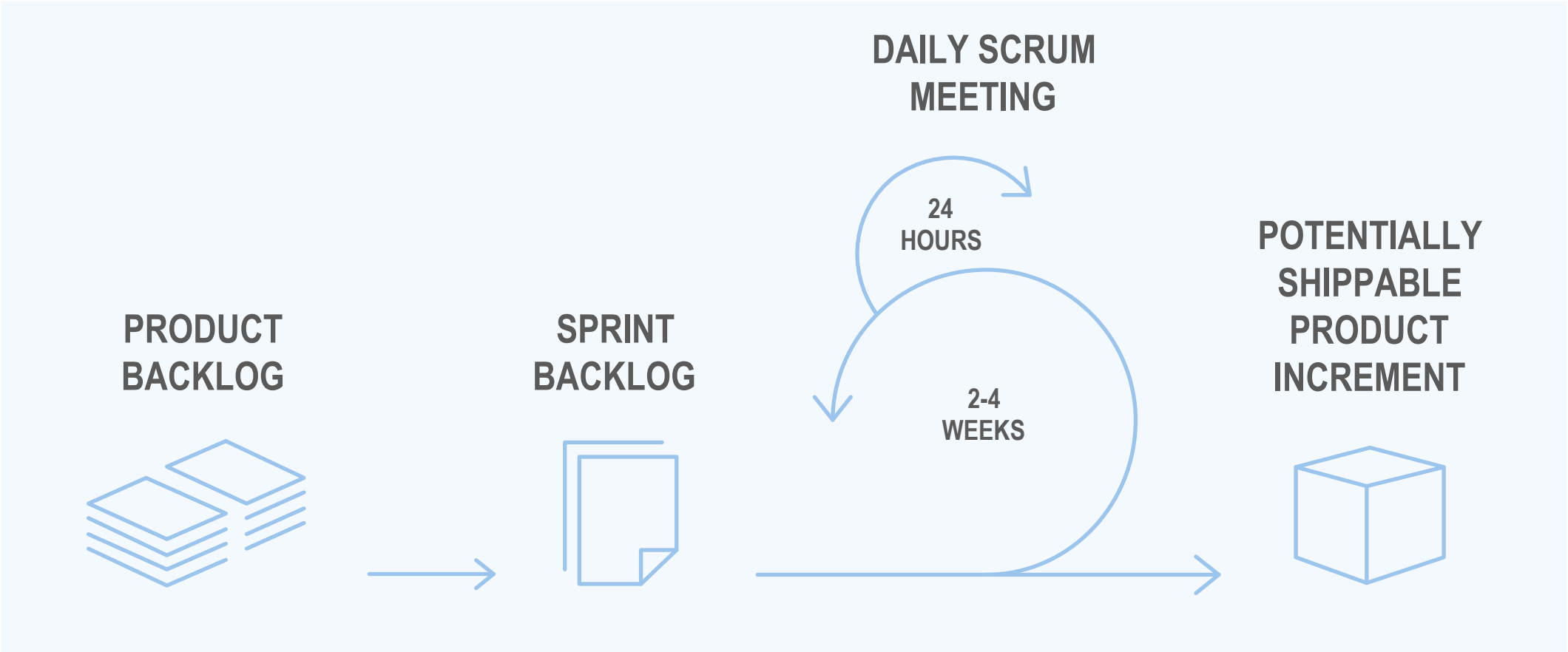
INCREASE PRODUCTIVITY BY PROVIDING CLEAR CONSTRAINTS THAT ALLOW MAXIMUM FLEXIBILITY



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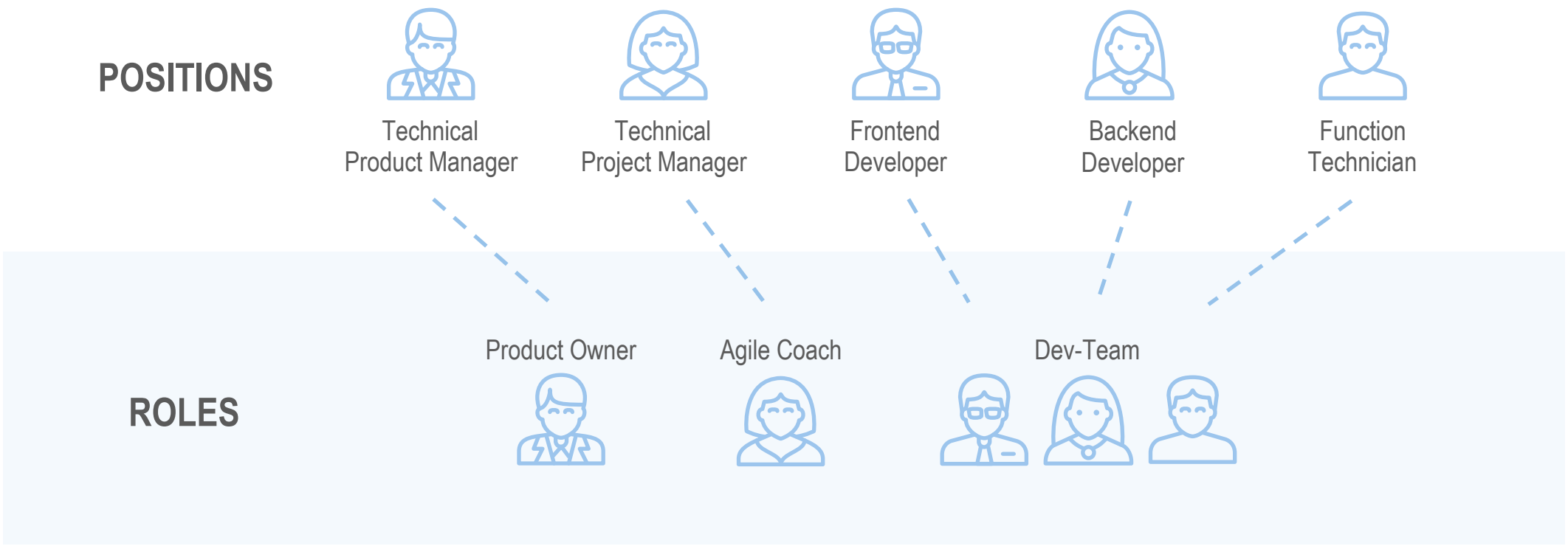
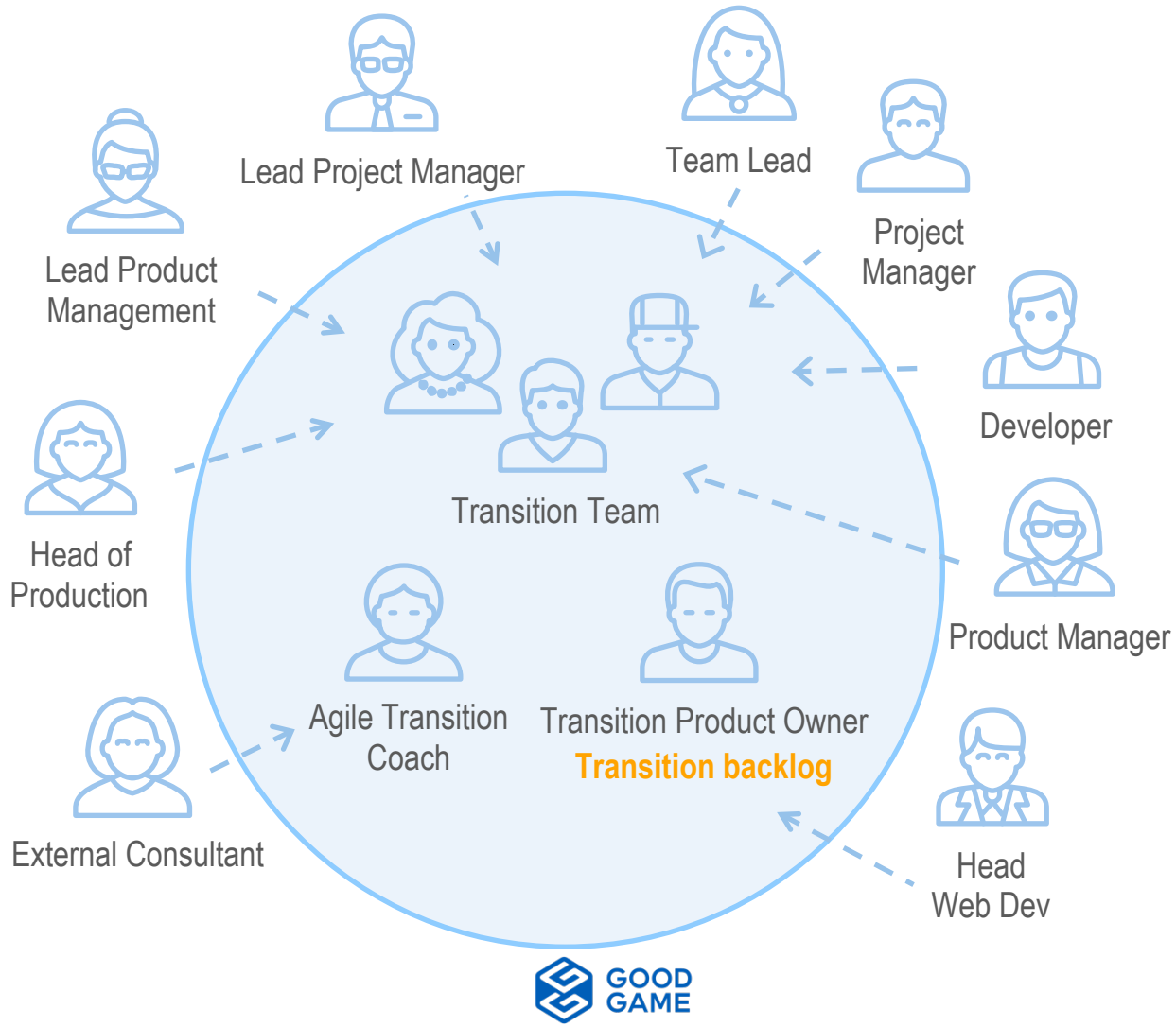
REDUCE ESCALATIONS BY PROVIDING CLEAR RESPONSIBILITIES



GOOD GAME

CREATE A TRANSITION TEAM THAT MANAGES THE TRANSITION



VISION

We want cross-functional software development teams that are able to efficiently develop products and services in a self-organized way to delight our customers and stakeholders.

TRAININGS & COACHING

- ca. 220 colleagues trained in Agile Trainings (whole company)
- ca. 70 certified Scrum Masters & Product Owners (whole company)
- 5 external consultants as Agile Coach and Product Owner (web dev)
- setup of internal training program (Scrum, Kanban, Mgmt3.0, NVC)

MEASURING SUCCESS?

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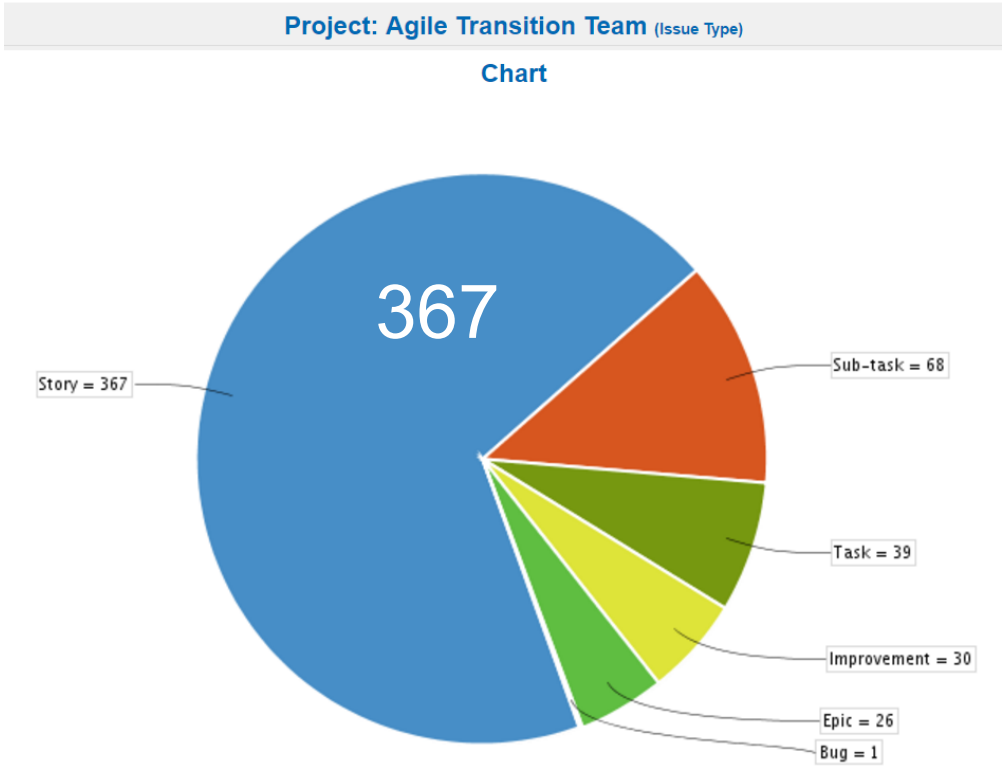
TASKS

- Analyse status quo of Teams
- Improve ATT
- Establish Basic Know-how
- Stakeholder Management
- Objective and Key Results
- Outages
- Training / Career Development
- Tackle staffing challenges
- Find people that can explicitly work as PO or Agile Coach
- Implement process how to agree upon a budget to be spent
- Increase collaboration
- Foster Communication
- Increase business value / cost ratio
- Reduce Lead Time
- Reduce Timespan that is needed for bringing an idea to production
- Kill or feature-freeze products



GOOD GAME

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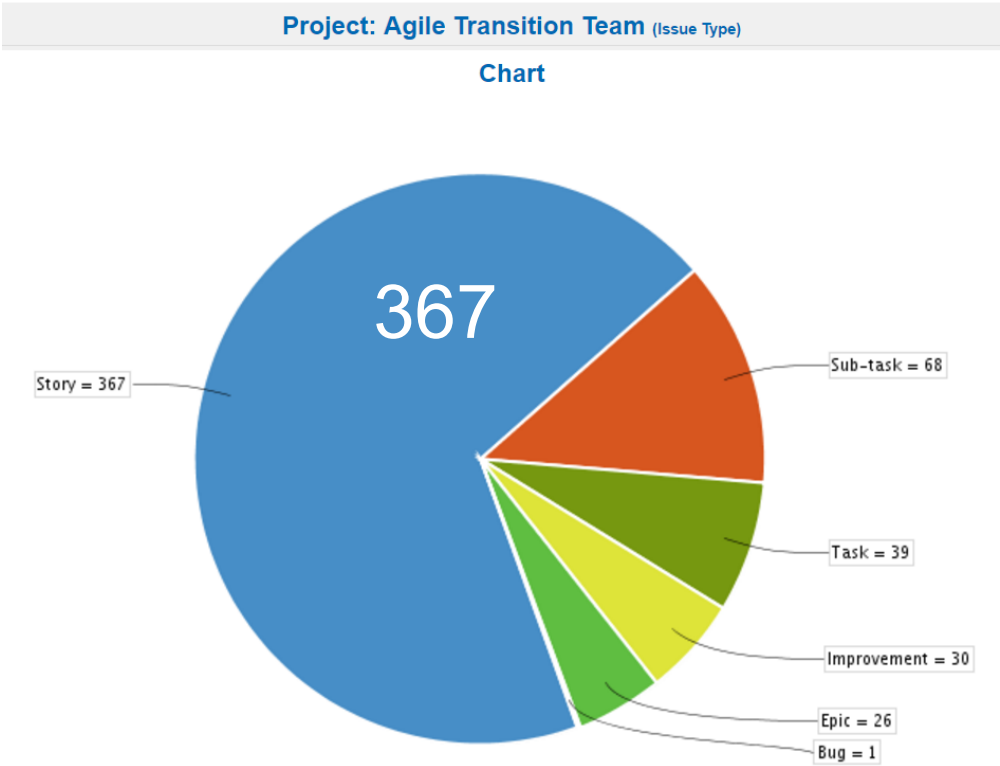


GOOD GAME

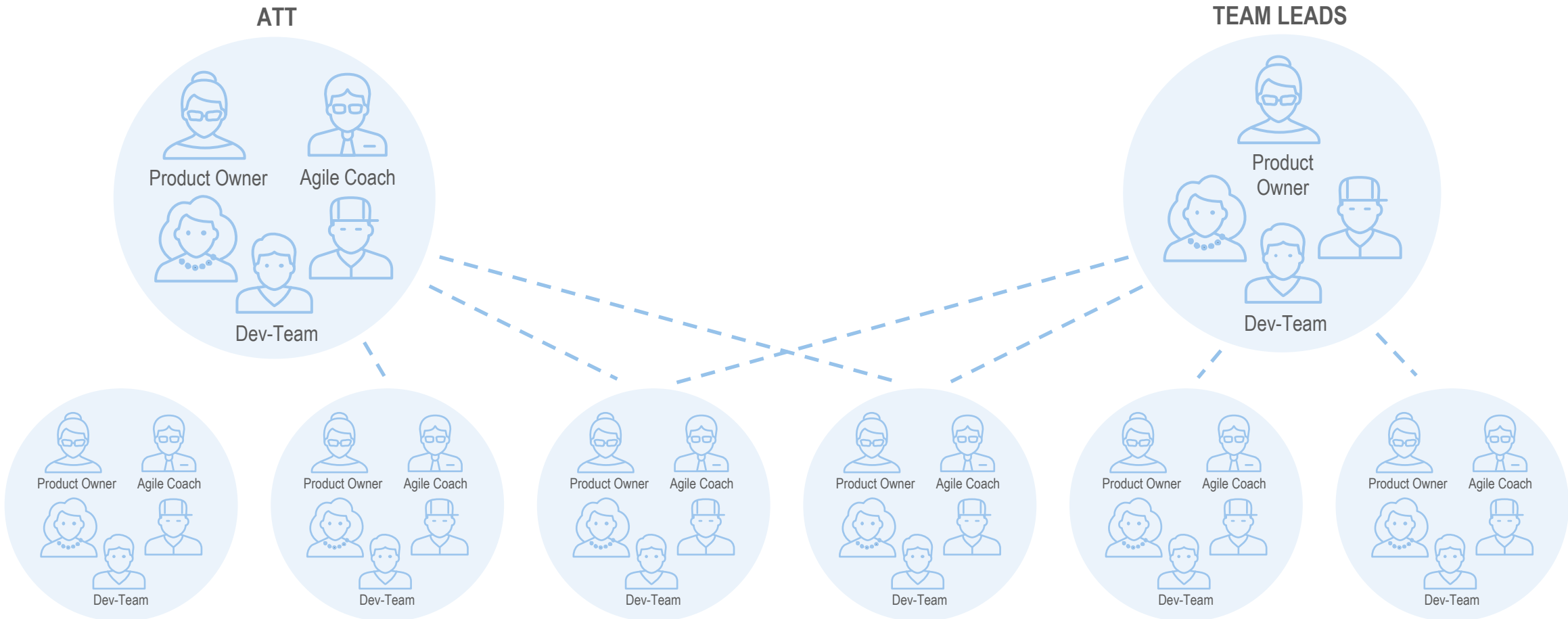
Team	Agile Coach	Product Owner	Developer	cross-functional	efficient development	self-organized	delighted customers/stakeholder
Team 1	Ida	Anna	team shrinking	2 BD + 1 FD + 0 QE T-Shape: Backendler can do frontend, but it does not look perfect. QE would be an initial help, until the team takes full responsibility for quality.	The team suffers from too little personell but can work somewhat efficiently within those borders, though lacking a real vision as well; team is not yet in a stable performing state	The team is self-organized and empowered	According to direct feedback received from Stakeholders as well as PO they are ok with the product
Team 2	Joly	Berta	team shrinking	4-5 BE Cross Functional: We have all knowledge in the team to do our job. But due do oranisational restrictions we have external dependencies with the ITOPS which brings problems with responsibility boundaries and slows us down (to the dismay of our stakeholders) to complete features. We are actively working on it, but because ITOPS has no real need to collaborate with us, this is going slow or maybe even nowhere. T-Shape: The knowledge is widely spread throughout the team. There are no blind spots and every job can be done by at least two members. Support is possible in all areas.	Technical expertise is well established and an efficient process is being followed. Team suffers from distruptions to their sprints caused by ad-hoc assistance requests caused by pending incomplete migrations. UPDATE: Pending/incomplete migrations have been solved and no significant desruptions are occuring any more.	The team is self-organized, empowered and motivated.	Vision and Mission has now been established. Team has started to deliver stories that are better aimed at stakeholder satisfaction. Feedback loop is being established. Stakeholder trust and satisfaction is on the rise but still significant work in the right direction is required due to past work being perceived as a disruption instead of a benefit.
Team 3	Kevin	Carla	team size and composition optimal	4 BD + 0 FD + 1 QE + 1 TL, we are not independent, e.g. regarding Integration depending on team 4, which slows us down every dev is T-Shaped. QE is helpful and no bottleneck. Frontend-Consultant would be cool for the next products.	This is currently a really big problem for us. Scope is not adjustable by the devs, so the team is kinda forced to make some huge technical debts here. Additionally its sometimes hard to switch between different projects. performing state currently not possible, as no freedom to decide.	The team is currently forced to "hack" a solution in order to keep a deadline and to receive follow-up projects. Not yet fully self-organized, team needs to be reminded to focus on goals from time to time. Social Skills could be improved. Not everybody is motivated to work in a self-organized way.	Stakeholders are ok (but not delighted) with the results so far; vision is not really elaborated, it's more like "copy the old tool, but nicer". Expectations are changing. The constraints of the project are not realistic. It is not clear what we would need to do to delight the stakeholder.
Team 4		Dora	5 people	Very T-shaped team. 3 Engineers, specialized, but can help each other out. 1TPM and 1 data scientist. More people needed: statistician or a data scientist plus a performance assurance engineer. Because of the nature of our goal we are inherently not independent of other teams. We feed tasks into other teams backlogs.	Technical expertise is enough, but velocity could be increased with the extra resources. The team reflects on it's working model every week. Environment is fully automated, where the products allow (e.g. shop doesn't have an automated deployment process). Team is now in a performing state.	everything like written above; team is self-organized and empowered	Who is the stakeholder? Game studios? Web. Dev. Teams? "We give valuable information and everybody gets more and more unhappy." Mood of stakeholder is not measured at all.
Cluster A		Bob	POTLAC	all necessary roles included.		team is self-organized and empowered	many stakeholders give positive signals, but is this really transparent?
Cluster B		Jim	POTLAC	all necessary roles included.		team is self-organized and empowered	many stakeholders give positive signals, but is this really transparent?
Cluster C		Tom	POTLAC	all necessary roles included.		team is self-organized and empowered	many stakeholders give positive signals, but is this really transparent?

Objective	Key Result	comment	Team 1	Team 2	Team 3	Team 4	Team 5	Team 6	Team 7	Confidence
Increase value and eliminate waste in the production- related central departm.	100% of the teams follow a measurable process for organizational & technical improvement.	is doing a regular retrospective already a measurable process?	Velocity + BV Measurement	maintance effort reduction	helicopter (closed tickets and storypoints)			Velocity, BV, Lead Time	lead time, cycle time, velocity	0,7
		confidence:	1	1	1	1	1	1	1	
	100% of the teams have a measure to show they keep customers delighted continuously.		Regular Survey, but with declining participation.	Stakeholder Feedback	nope	only one survey until now	Stakeholder Satisfaction Survey	we invite our stakeholders to the reviews and measure their delight by asking - does this count? :)	Regular survey with declining participation was readjusted (now face to face)	0,4
		confidence:	1	1	0	0,5	0	0,5	1	
	100% of the teams improved the automation of their technical environment in a measurable way		code coverage	maintance effort reduction through automation (e.g.)	Team uses every minute of free time to create tools to improve the automation of their work enviroment and come up with ideas of their own. Measure of success: This did not happen at the start of October.	sonarqube to be installed, continuous delivery!		all benefits we created for others apply to ourselves as well (not the same though as this is a DevOps team) but we don't have any links to post unfortunately, our testimony is the working infrastructure	stand-alone modules working out-of-the-box	0,4
		confidence:	1	1	0	1	0	0,5	0	
Increase performance through professiona-lization	100% of the teams improved their cross-functionality in a measurable way.		knowledge matrix	Pers O2 KR4	Backend and Frontend devs collaborate on items. Frontend devs start to work on devops tasks due to sense of urgency, where before they said "Too busy / None of my business."	knowledge matrix similar to shop will be tried out	knowledge matrix similar to shop will be tried out	We are improving our cross-functionality continuously. Have no idea how to measure this though, Knowledge Matrix looks interesting but would expect the Team Lead to be active in this area	cross-functional and T-shaped setup	0,3
		confidence:	1	0,5	0	0,5	0,5	0,5	0	
	100% of the teams improved their self-organization in a measurable way.		Lot's of pair programming, but it is not measured.	Pers O2 KR4 and O3 KR3	Lots of pair programming. Team coordinates with IT themselves. Team comes up with ideas for improvement. Backend and Frontend devs collaborate on items. Whiteboards see active use.	pair programming is done since 1860	pair programming is done since 1860	yes, I am the witness of it and delegation levels have increased. We are not measuring this unless required as the team has already a lot on their head		0,1
		confidence:	0	0,5	0	0	0	0,5	0	
Define a process to decide what to implement next and what to	100% of the teams have a product vision and a product roadmap that cover at least the next 3 month		Link to Roadmap	Link to Roadr	Roadmap invalid due to team change	Link to Roadn	Link to Roadm	Link to Roadmap	roadmap + vision	0,6
		success/confide	1	1	0	1	1	1	1	

Challenge: Transition Team

GOOD GAME

TRANSITION TEAM(S)



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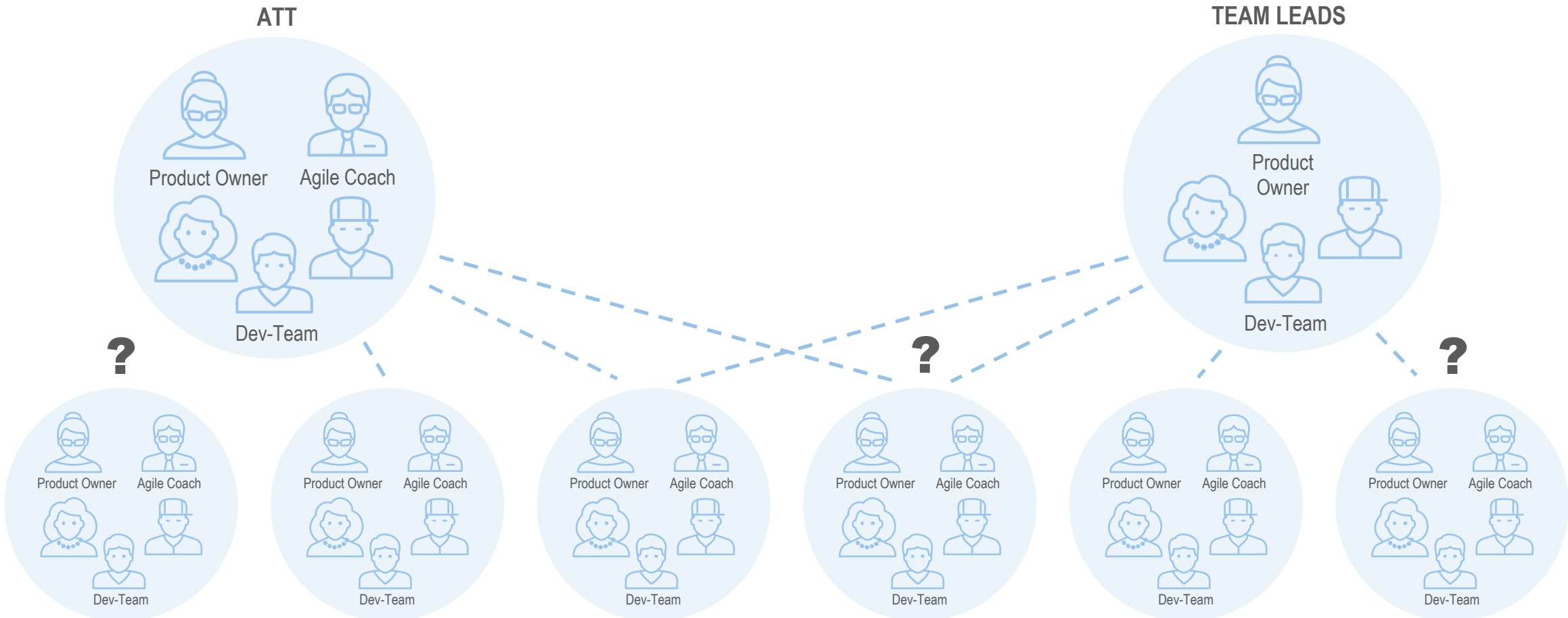
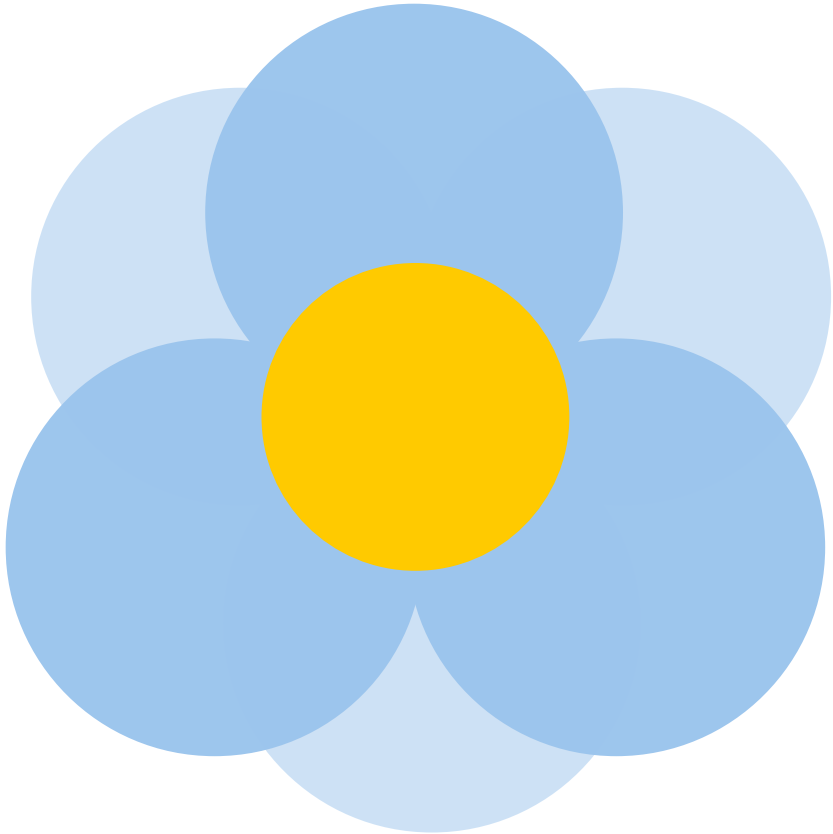


GOOD GAME

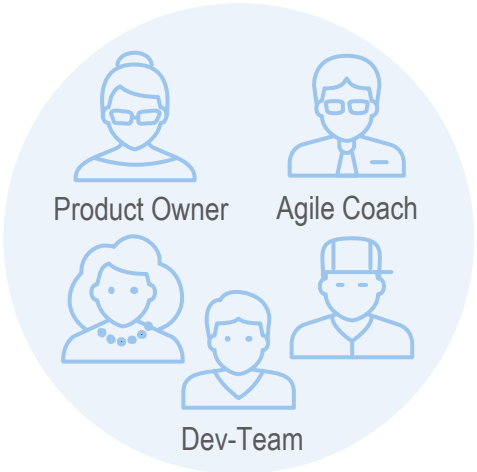
SOLUTION: A BEAUTIFUL FLOWER

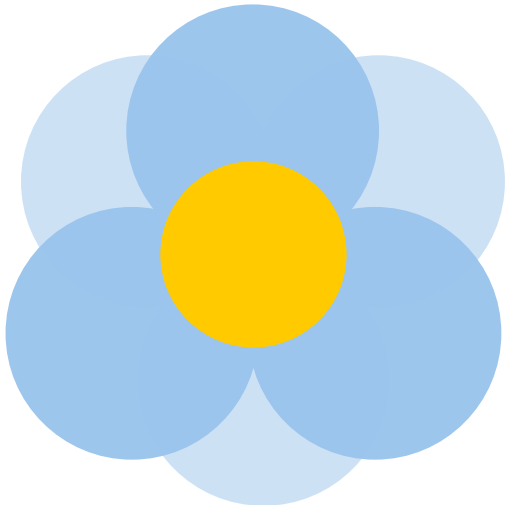


GOOD GAME

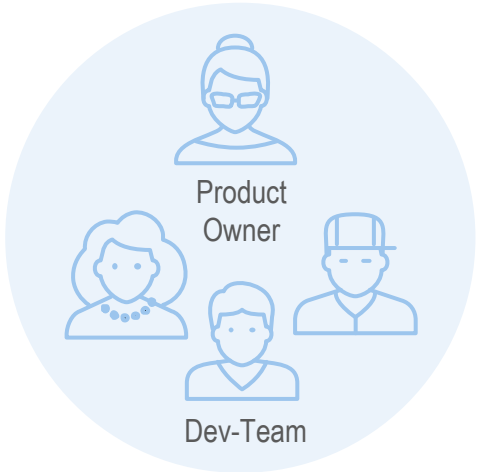
TRANSITION TEAM(S)

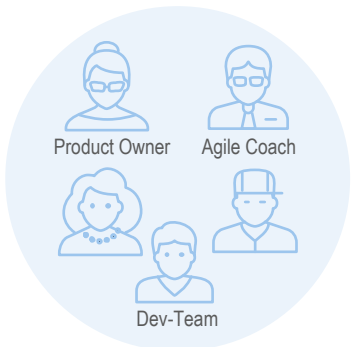
ATT

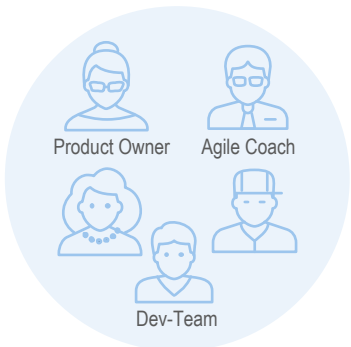


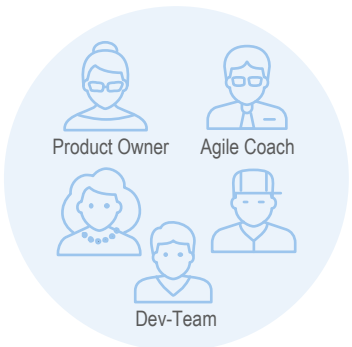


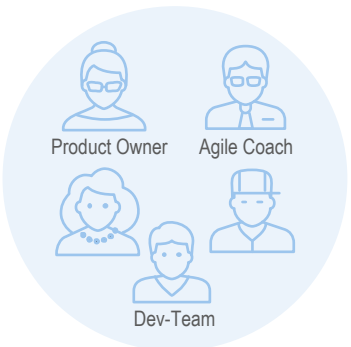
TEAM LEADS











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TRANSITION TEAM(S)

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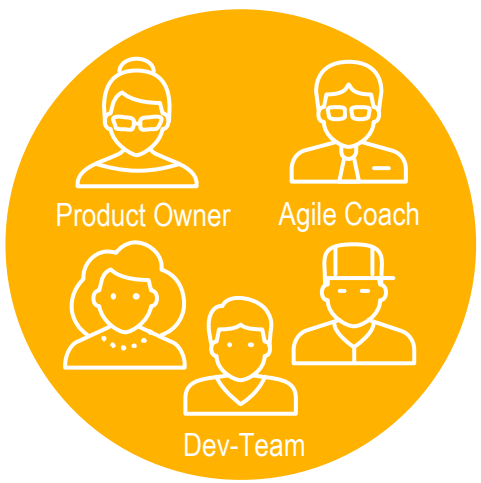

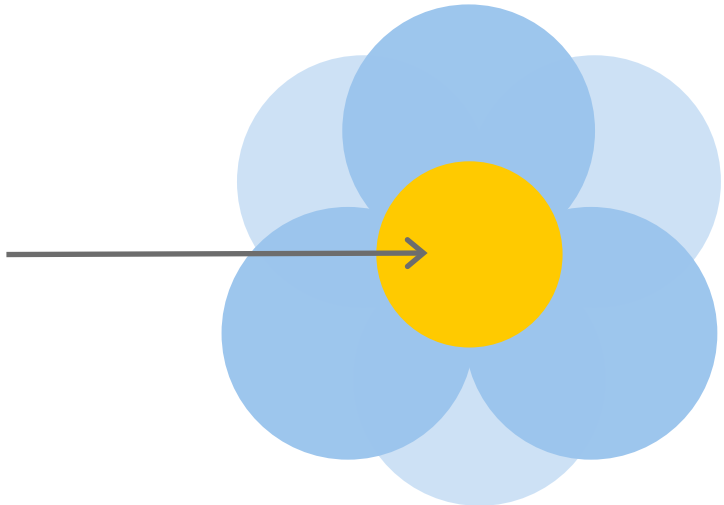

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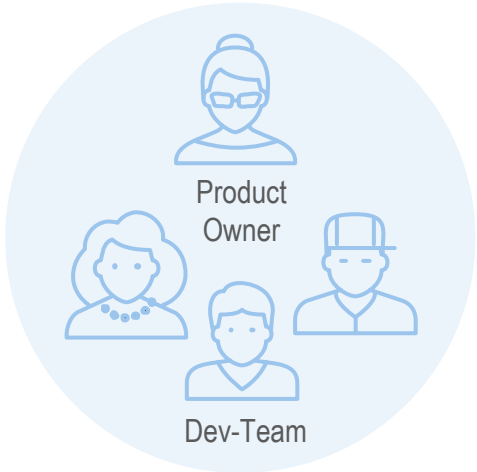

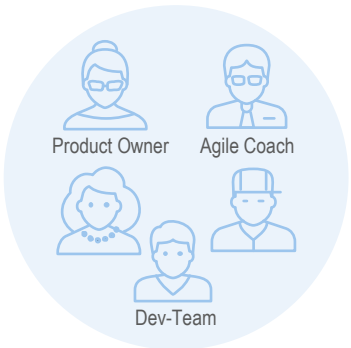

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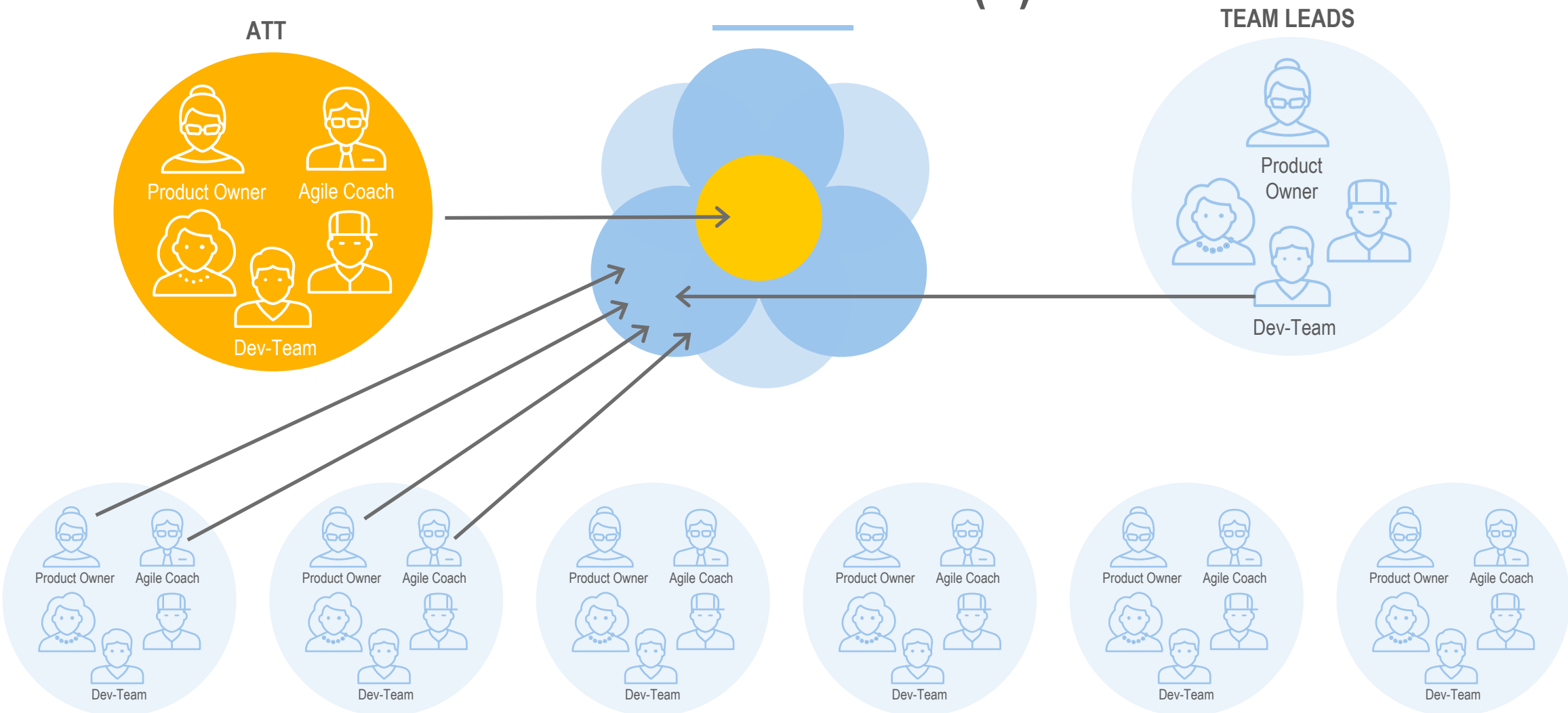

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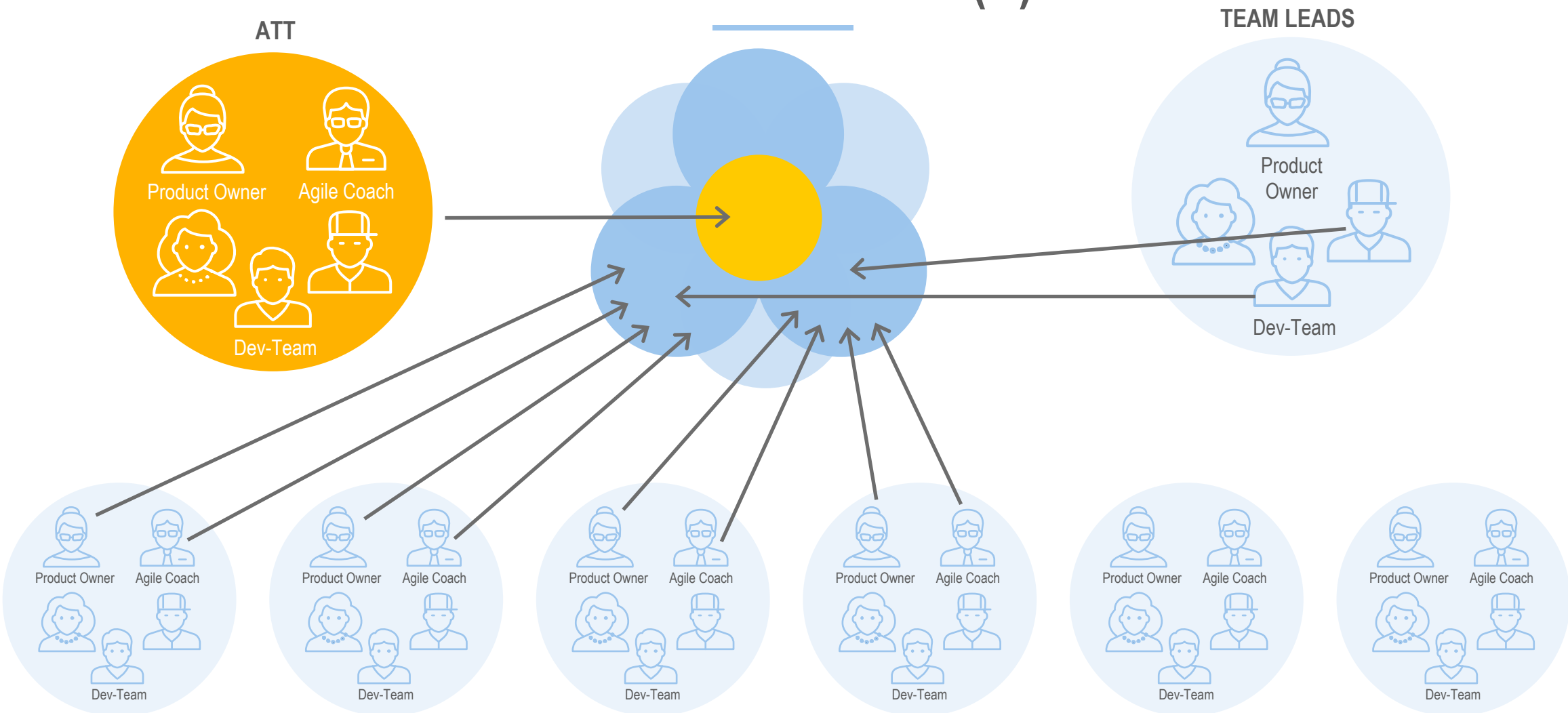

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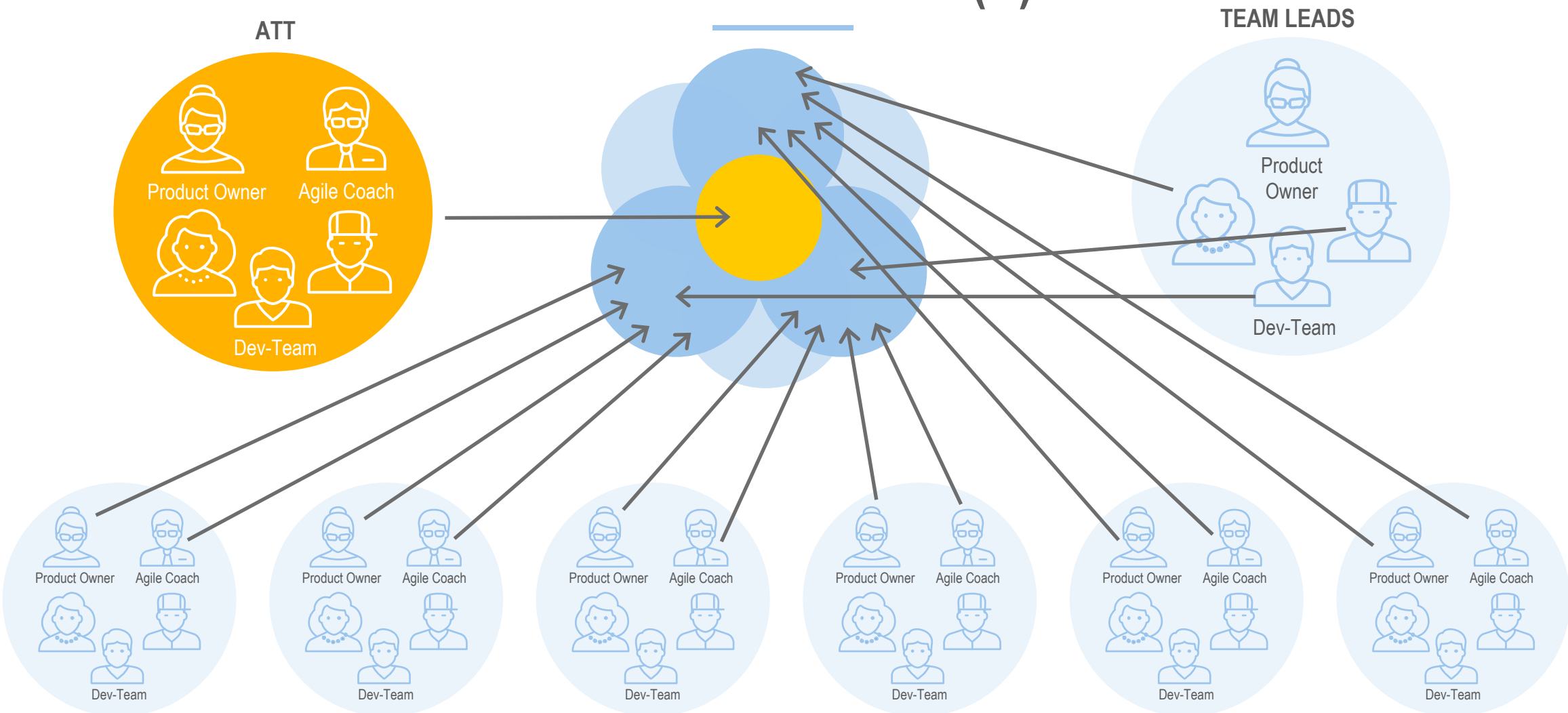

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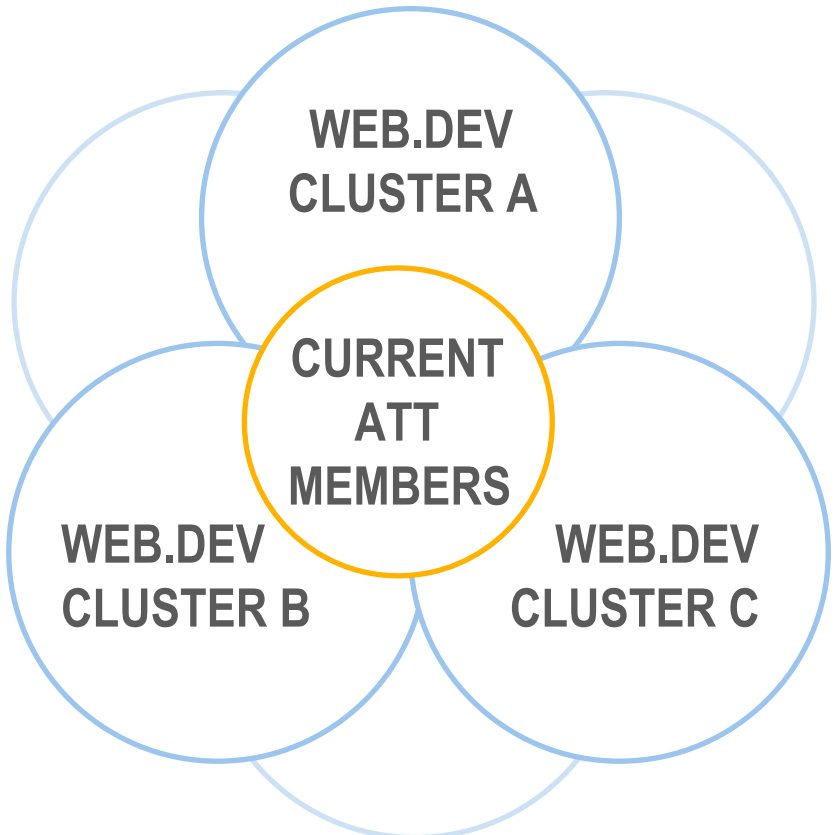
CLUSTERS



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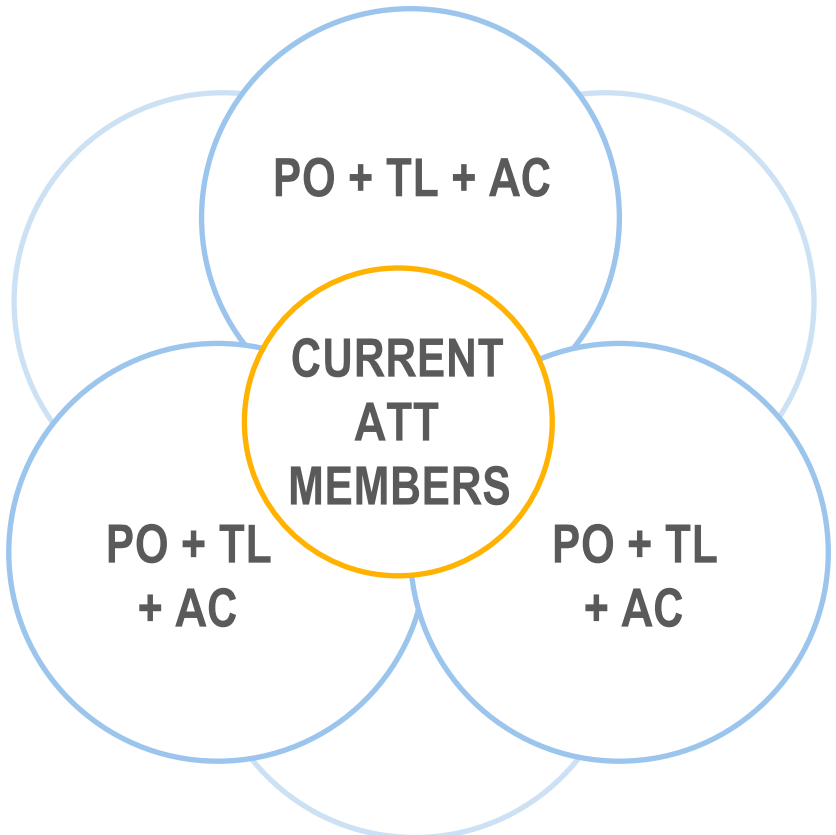
POTLACS



GOOD GAME

ALTERNATING 4-WEEK SCRUM SPRINTS

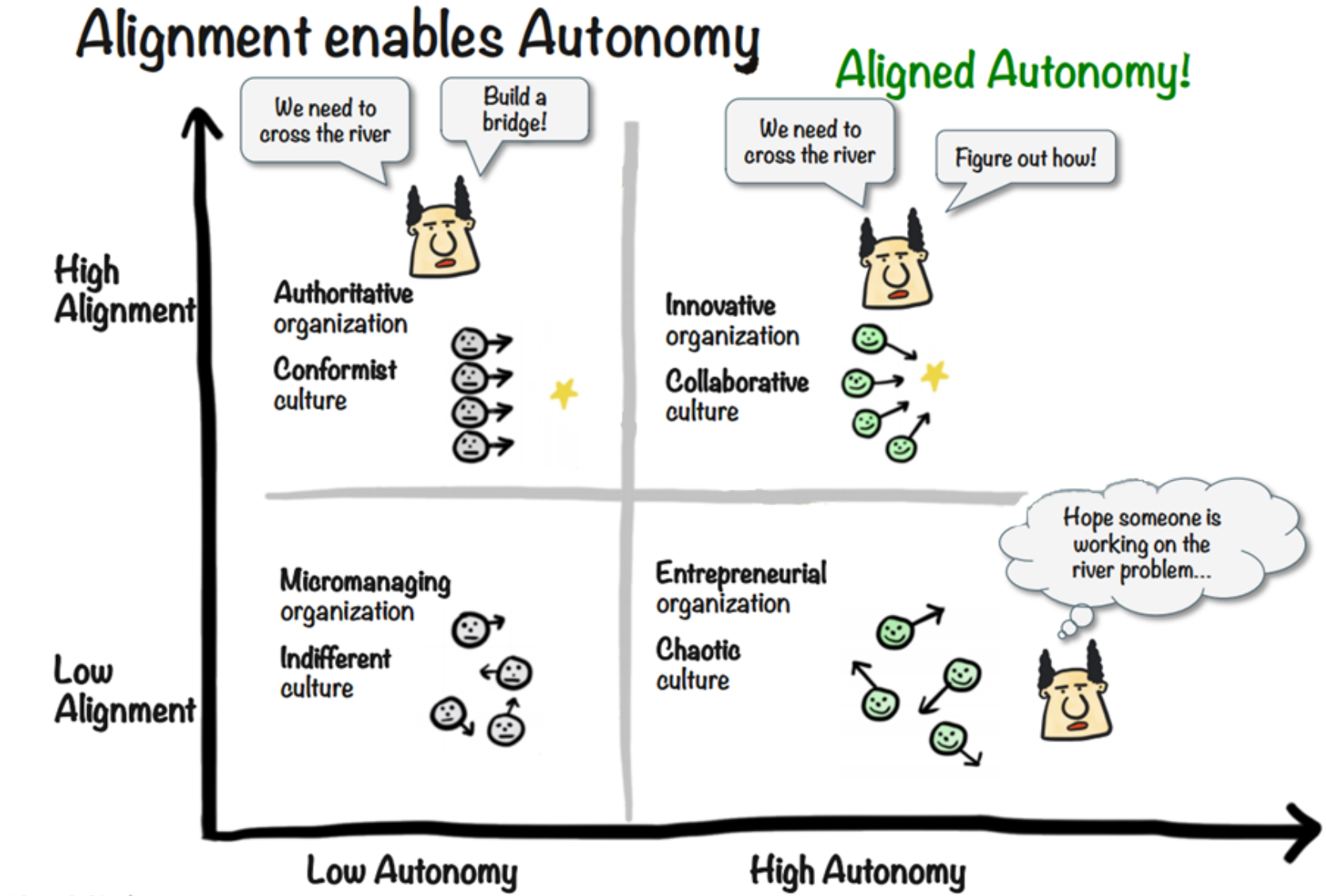
GOOD GAME

ALTERNATING 4-WEEK SCRUM SPRINTS

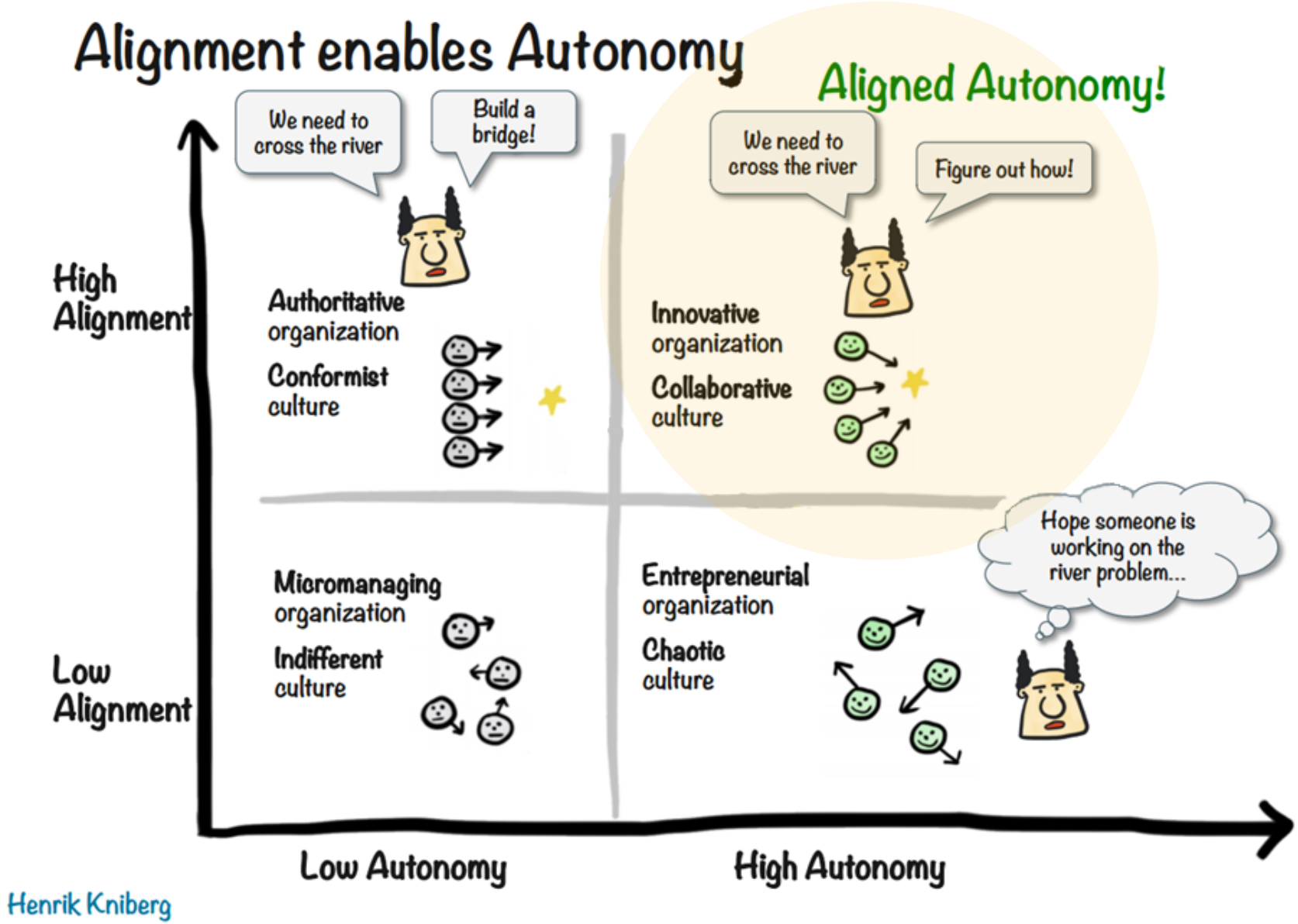
GOOD GAME

Challenge: Alignment

GOOD GAME


Alignment enables Autonomy
Aligned Autonomy!
We need to cross the river
Build a bridge!
We need to cross the river
Figure out how!
High Alignment
Low Alignment
Authoritative organization
Conformist culture
Innovative organization
Collaborative culture
Micromanaging organization
Indifferent culture
Entrepreneurial organization
Chaotic culture
Hope someone is working on the river problem...
Low Autonomy
High Autonomy
Henrik Kniberg

GOOD GAME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Chaotic culture
Hope someone is working on the river problem...
Low Autonomy
High Autonomy
Henrik Kniberg

GOOD GAME

We need to
cross the river

We need to
cross the river

Wrong!

Wrong!
Why?

Wrong!

GOOD GAME

GOOD GAME

THE SEVEN LEVELS OF DELEGATION

1. Tell
make decision as the manager

2. Sell
convince people about decision

3. Consult
get input from team before decision

4. Agree
make decision together with team

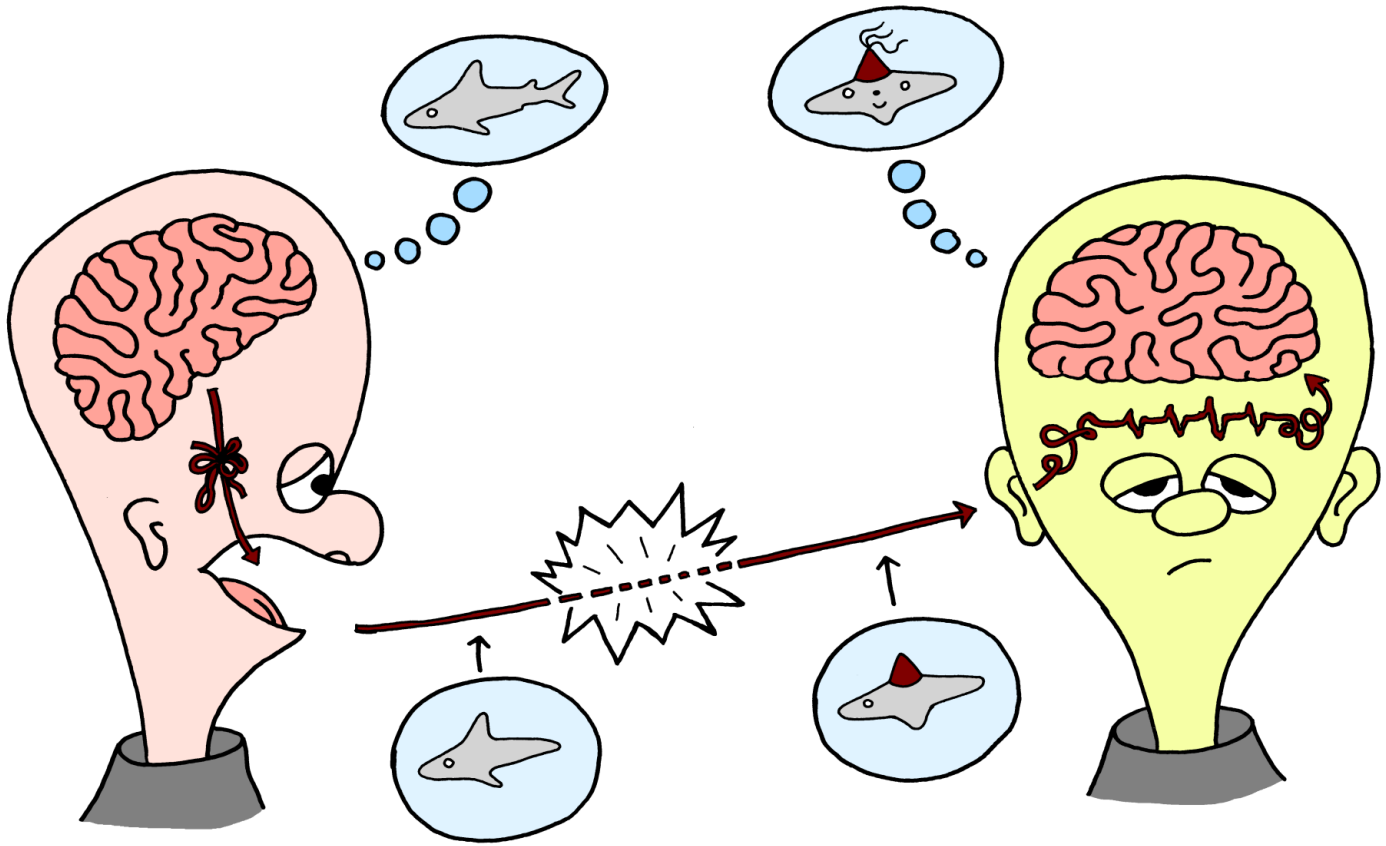
5. Advise
influence decision made by the team

6. Inquire
ask feedback after decision by team

7. Delegate
no influence, let team work it out

GOOD GAME

COMMUNICATION



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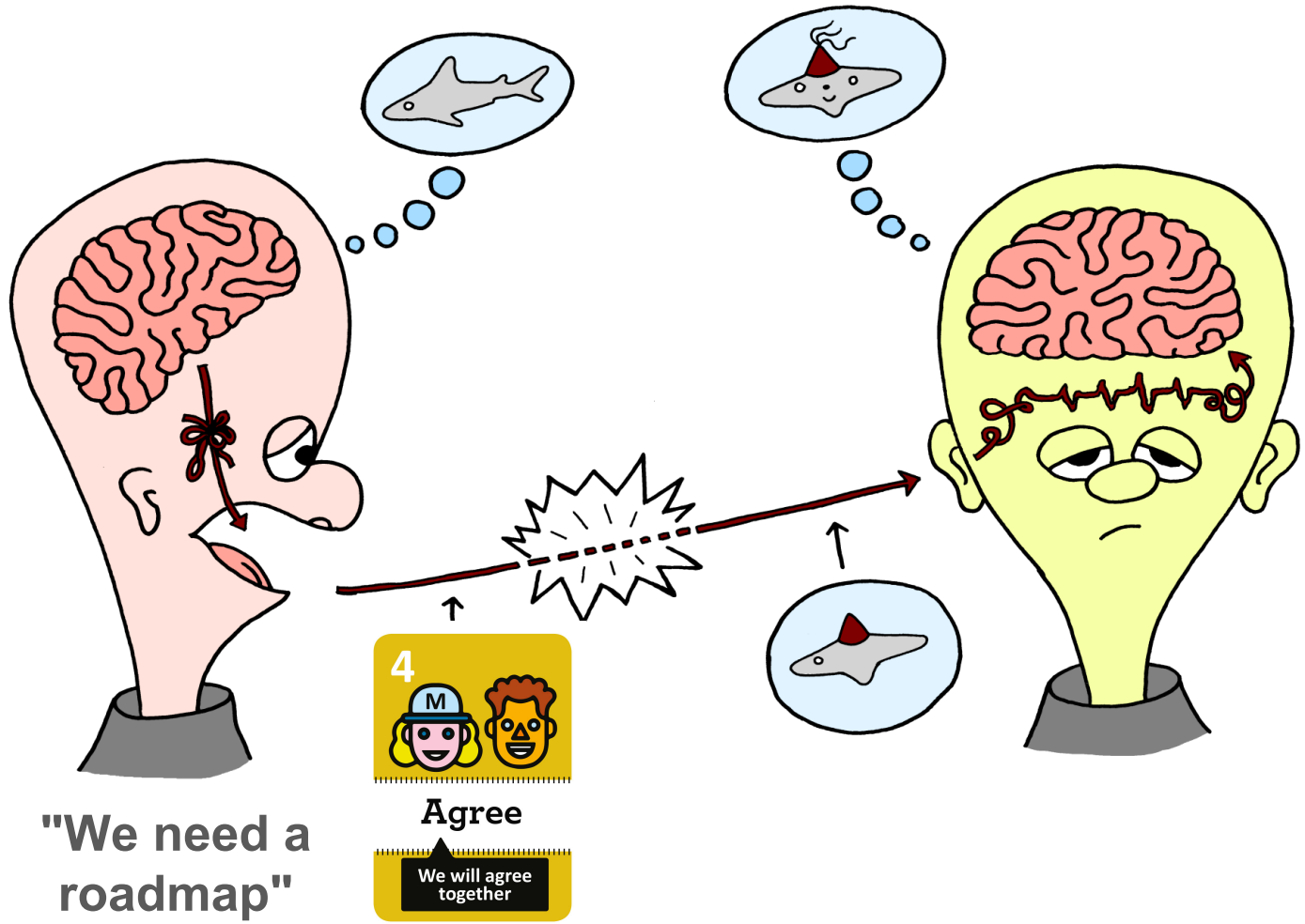

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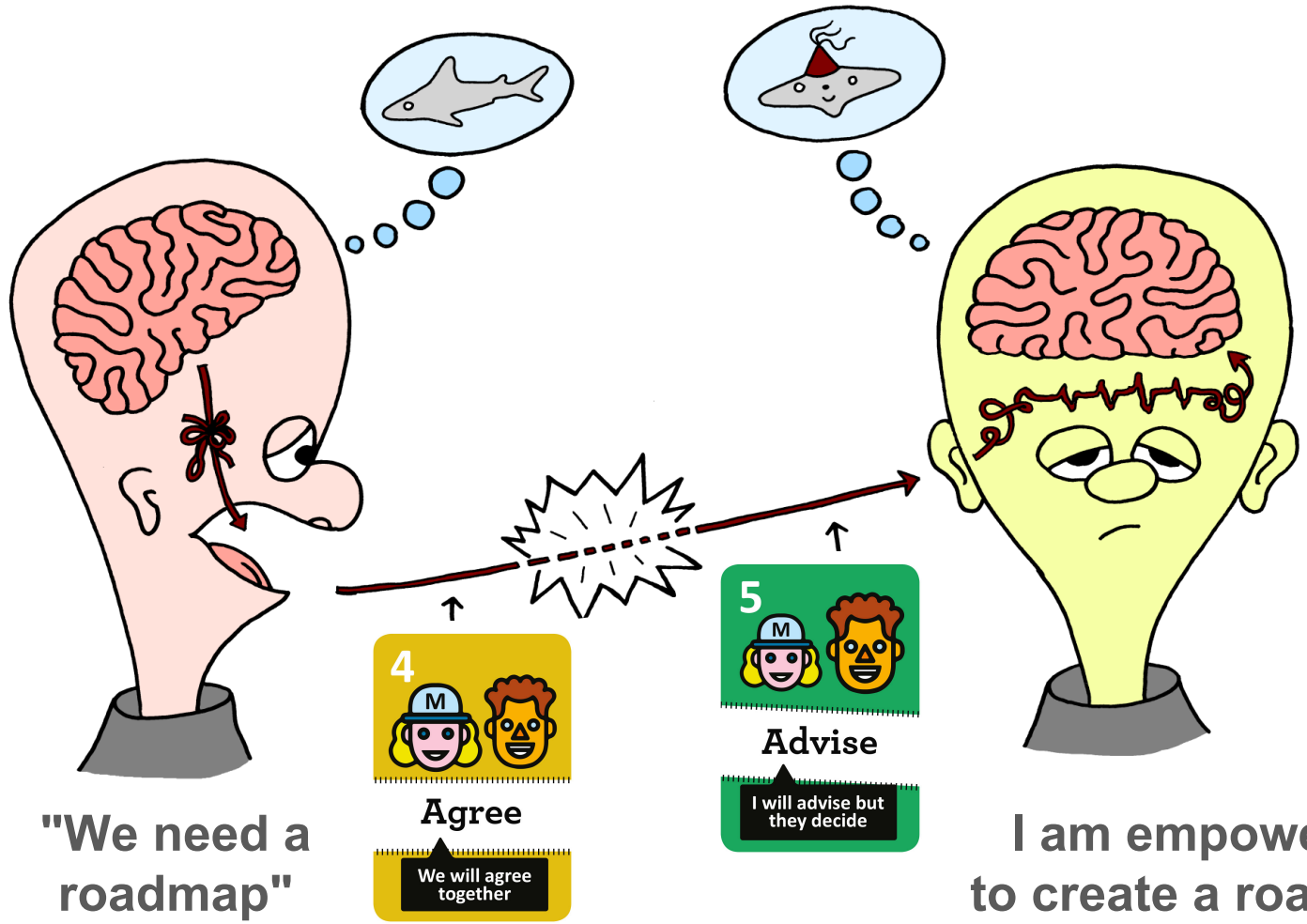

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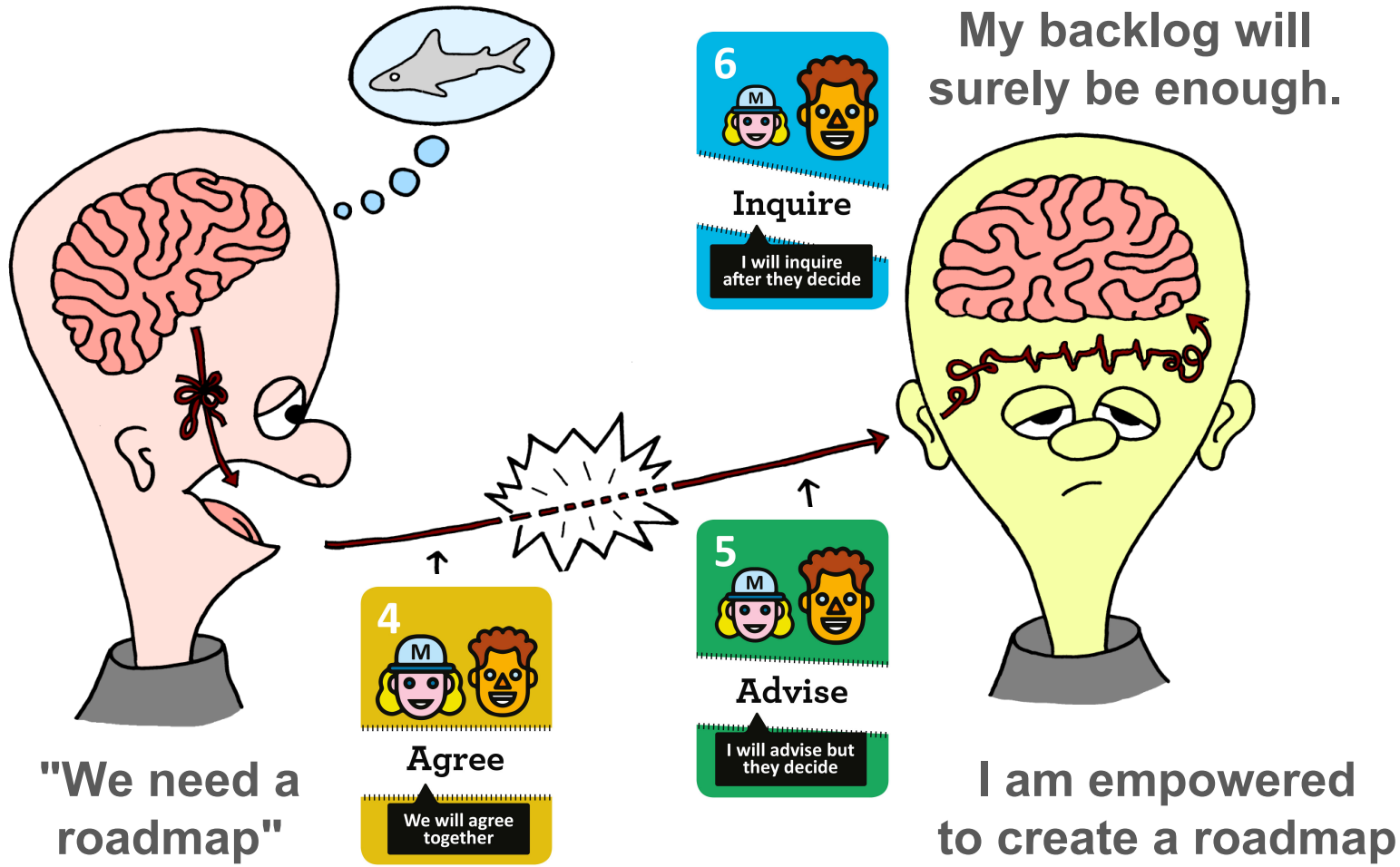
COMMUNICATION

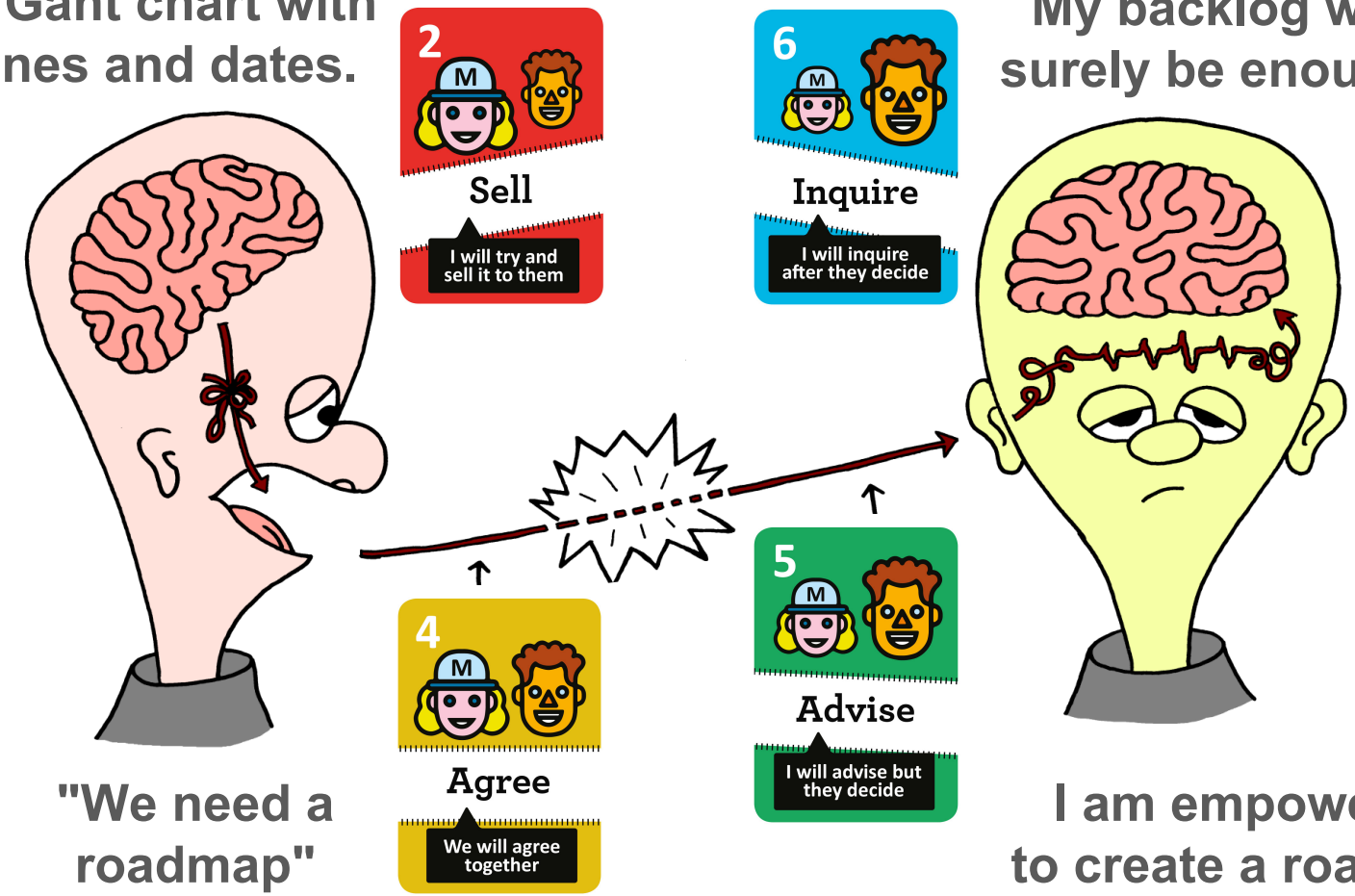


GOOD GAME

COMMUNICATION

I want a Gant chart with milestones and dates.

My backlog will surely be enough.



"We need a roadmap"

I am empowered to create a roadmap

GOOD GAME

OUTCOME...?

GOOD GAME

GOOD GAME

GOOD GAME

GOOD & BAD

POSITIVE	NEGATIVE
Stopping unnecessary hiring stabilized teams for a while	Hiring freeze destabilized teams due to employee turnover

GOOD GAME

GOOD & BAD

POSITIVE	NEGATIVE
Decrease of products, as teams were able to stop support.	Products per team increased due to team mergers

GOOD GAME

GOOD & BAD

POSITIVE	NEGATIVE
Some teams increased productivity	No radical improvements

GOOD GAME

GOOD & BAD

POSITIVE	NEGATIVE
Positive effects of Transition were acknowledged. More understanding from other departments.	Central department was still seen as slow. No commitment to provide frame conditions for sustainable setup.

GOOD GAME

WEB DEVELOPMENT

GOOD GAME

WEB DEVELOPMENT

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GOOD GAME

WEB DEVELOPMENT

BUSINESS INTELLIGENCE

HUMAN RESOURCES

CUSTOMER OPERATIONS

GAME TECH

MARKETING

GAME STUDIO I

GAME STUDIO II

GOOD GAME

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GOOD GAME

THANK YOU

have a

GOOD

day