

EMC²

EMC – A Year of Agile

Scott Dunn, Certified Enterprise Coach & Certified Scrum Trainer

Adi Ori, Director of Engineering Program Management, EMC

CCR: Strategic & Business Management

@sdunnrocket9

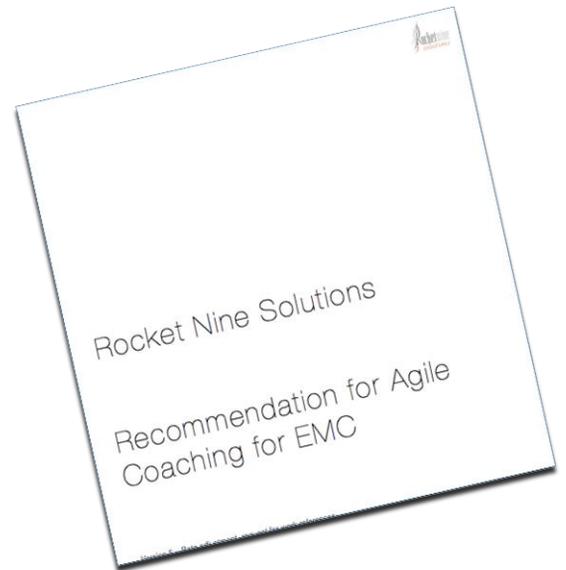


Overview

- Original Proposal
- First Program
- Context
- What Happened
- One Year Later

Original Proposal

- Iterative, Coaches
- Short and Long Term Goals
- Leadership Team's View...



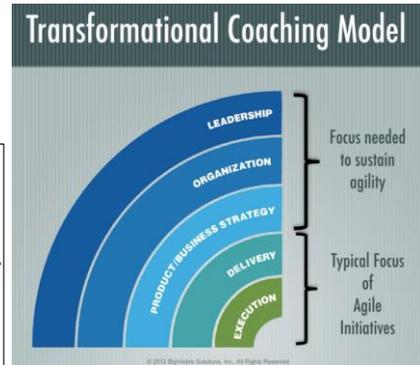
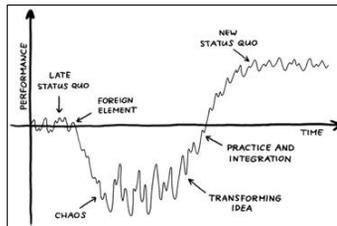
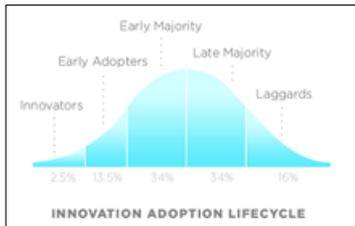
Context

- 25 year old company
- Previous new product attempt failed
- Engineering culture of most knowledgeable promoted up
- Lots of patents, not lots of talking.



Three Frames of Transformation

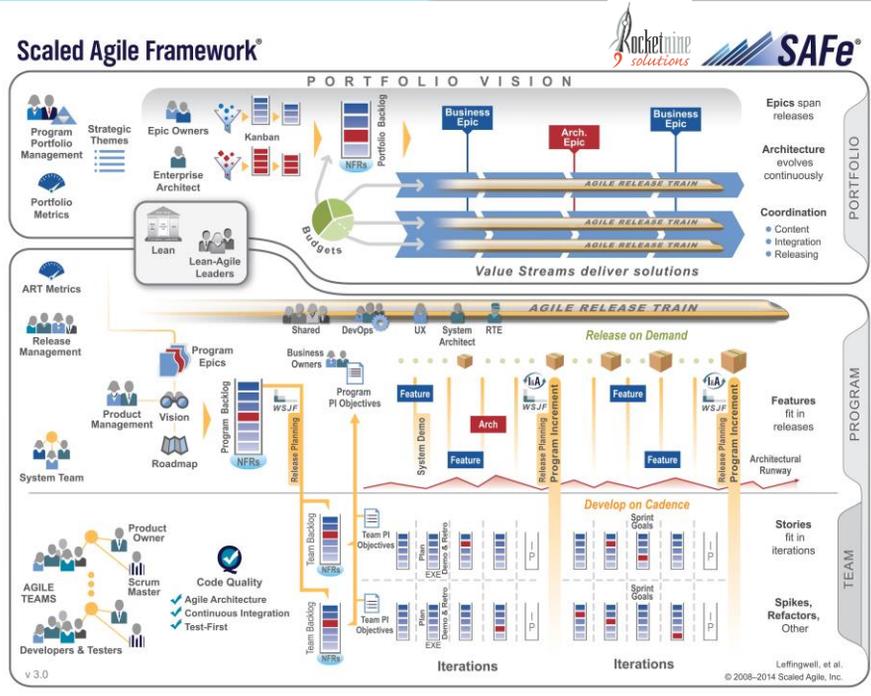
- Innovation Adoption Curve
- Satir Change Curve
- Agile Transformation Rainbow



First Program

- Skyline
- Iterating on Approach – SAFe. Ish.
- 16 Teams, 5 Locations
- Green Field
- Timeline
- (Flexible) Scope





- What we did well
- ...And not so well.



...Not So Well, or also known as, “Areas of Opportunity”

- Clarity for role of manager (accountability, activities).
- Core Scrum for team members: dedicated 100% to one team, not co-located, and changed from team to team.
- Overloaded key roles. ScrumMasters are mostly on several teams, PO's wore multiple hats. Bandwidth for systemic issues?
- No Rock Star teams - who do we look for as an example?
- No local agile champions - eat, sleep, breathe, shout, sell, and bleed agile.
- Pressure for date over learning and getting agile established, and scope - flexing on implementation details of high level commitment scope.
- More budget for travel, training and other needs.



What Happened

- Kicked off four product lines onto SAFe - coordinated program of team-based Scrum planning together in 2-3 month cycles broken down into two week cycles, with ability to report progress real-time.
- Approximately a dozen trained as CSM, CSPO, SAFe and LeSS (Large-Scale Scrum).
- Half dozen Agile Day events for promotion and explanation of agile planning and development practices and community connection.
- Addition of Agile CoE activities to the PMO.
- Creation of Guilds and Chapters for connection and coordination of specific practice areas (QA Automation, ScrumMasters, etc)
- Agile Leadership meetings in Irvine for training and discussion. Draft transformation backlog created.
- Team assessments approximately each quarter.



Appreciations

- Product Summit event
- Product Manager/Chief Product Owner – Engaged with an eye on MVP
- Honesty from teams at site visits
- Willingness to move from three to two week sprints
- Emergent leadership from Manager as PO and ScrumMaster of two teams
- Trying real-time collaborative planning and program boards



EMC Presents at Agile Leadership Summit



Adi Ori @adiori · 6 Nov 2015

Agile leadership summit California. Tim is doing an amazing job presenting. @tim_breedon @Zhu_qing_us @BethPhalen



Agile Days - In Irvine



Scott Dunn @sdunnrocket9 · 10 Dec 2015
Great hearing @Aaron_Griffith - funny & true. #StarWars & the #Agile Manifesto. #EMCisAgile

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Scott Dunn @sdunnrocket9 · 10 Dec 2015
Book giveaways @ EMC #Agile Day. @gilbroza @ChrisSims @krubinagile @jrasmusson @lisacrispin #EMCisAgile #dev

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Agile Days - In Santa Clara



Scott Dunn @sdunnrocket9 · Jan 21

Looking forward to hearing David Nielson of @SolutionsIQ at EMC #Agile Day. #EMCIsAgile



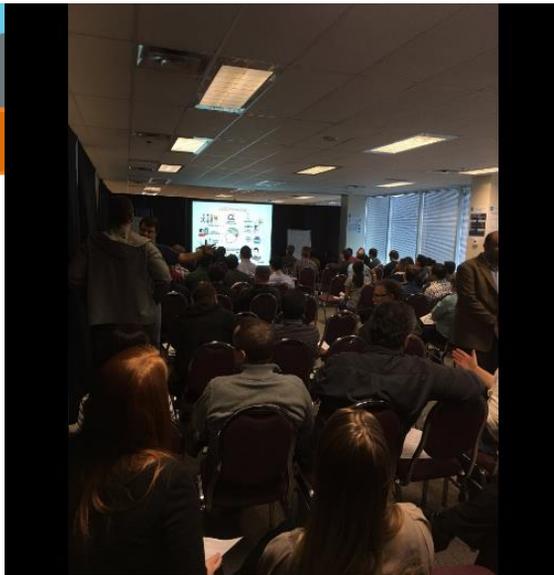
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Agile Days - In Toronto



Scott Dunn @sdunnrocket9 · Feb 25

Playing charades w #LeSS principles... #agile



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Agile Days - In Louisville



Scott Dunn @sdunnrocket9 · Mar 29
Surprise treat to get to hear @AlexYakyma at our #Agile Day. Or is it now #Learn/Agile Day?
#EMCisAgile

3 retweets 3 likes



the Agile Center of Excellence

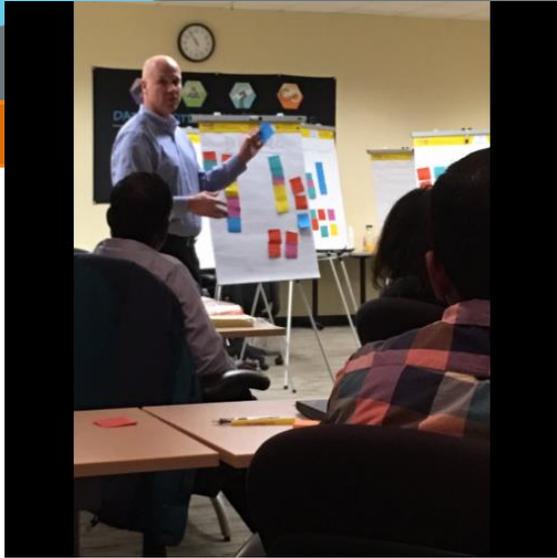


Scott Dunn @sdunnrocket9 · 10 Dec 2015
The PMO's Vision of our #Agile Center of Excellence - awesome! #EMCisAgile #pmot #PMI
@PMIOC @PMI_LA

1 like



Leadership Offsite



Scott Dunn @sdunnrocket9 · Feb 2
"I'll take a prioritized backlog over a 150 page PRD." - Senior leader #pmot #scrum #EMCisAgile



Replacing Cubicles



Scott Dunn @sdunnrocket9 · Feb 10
Making room for new collaborative #agile space – exciting! #EMCisAgile #management



With open, collaborative space

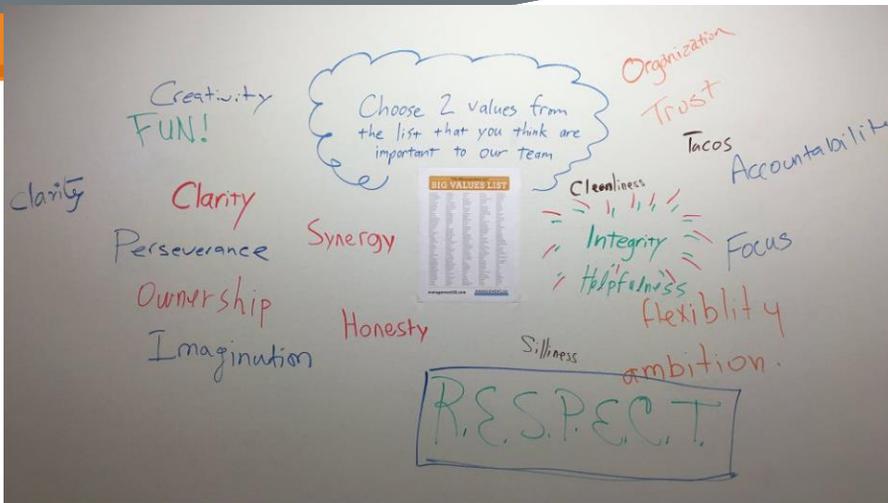


Scott Dunn @sdunnrocket9 · Feb 17
Collaborative #agile area coming along.... #Scrum #EMCIsAgile #management

Retweet, Like (1), Comment, Share, More options icons



With whiteboard walls



Scott Dunn @sdunnrocket9 · Mar 25
Our group's #values as we go thru our #agile transformation. Thx @jurganappelo #EMCIsAgile

Retweet (4), Like (4), Comment, Share, More options icons



And room for Game Days



Scott Dunn @sdunnrocket9 · Apr 22
Game Day! Pandemic this time. #agile #games #boardgames #EMC #teambuilding

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Monthly Prod Mgmt updates



Megha Sood @S2OD_Megha · Feb 11
Monthly Product mgmt updates packed house #EMC #agile @tim_breedon @sdunnrocket9

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Visiting other agile companies



Scott Dunn @sdunnrocket9 · Mar 11
Great experience w @S2OD_Megha & Joe Daily observing Mitchell's PI Demo event. #SAFe #agile

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Hosting Vic Bonacci's Agile Coffee podcast



Scott Dunn @sdunnrocket9 · Mar 21
Excited about our #Agile Coffee intro w/ @agilecoffee #EMCIsAgile

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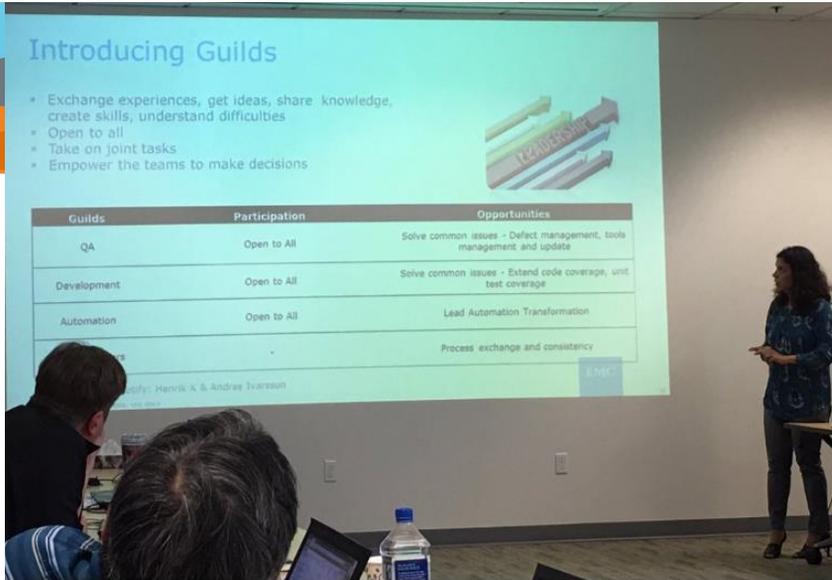
Guilds, per Spotify

Introducing Guilds

- Exchange experiences, get ideas, share knowledge, create skills, understand difficulties
- Open to all
- Take on joint tasks
- Empower the teams to make decisions



Guilds	Participation	Opportunities
QA	Open to All	Solve common issues - Defect management, tools management and update
Development	Open to All	Solve common issues - Extend code coverage, unit test coverage
Automation	Open to All	Lead Automation Transformation
		Process exchange and consistency



Scott Dunn @sdunnrocket9 · Apr 11
 Very excited - @S2OD_Megha kicking off off guilds. Thx @henrikkniberg. #agile #QA #Dev



Coaches – More than one, team vs enterprise?



Victor Bonacci @agilecoffee · Apr 16
 Can they pair-coach?

Find out with @sdunnrocket9 and I at #sgfla (3:30 on Tues)
 #paircoaching



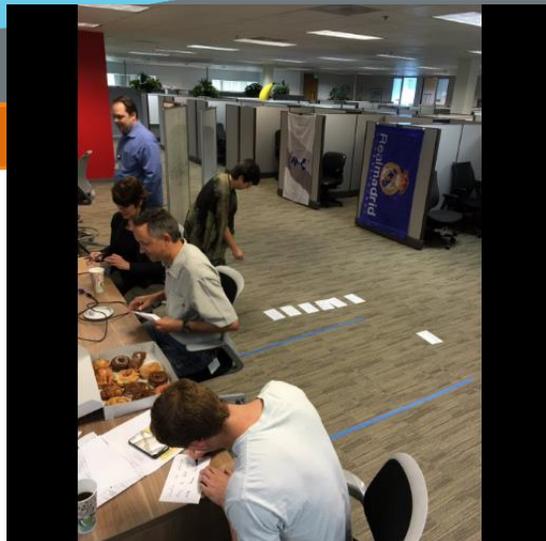
Training: Agile 101, CSM, CSPO, SAFe, & LeSS



Scott Dunn @sdunnrocket9 · May 9
Getting ready for first #LeSS (Large Scale #Scrum) class in SoCal! @ScrumAlliance #agile

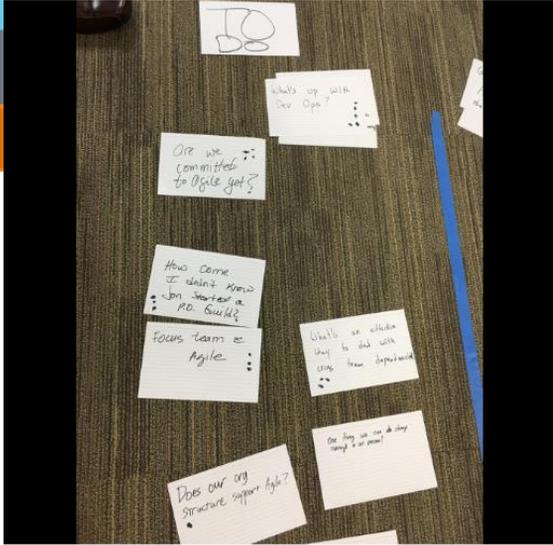


Lean Coffee Meeting



Scott Dunn @sdunnrocket9 · May 20
Donuts, coffee & conversation at #lean coffee this morning at #EMC. #Agile #Scrum #Dev



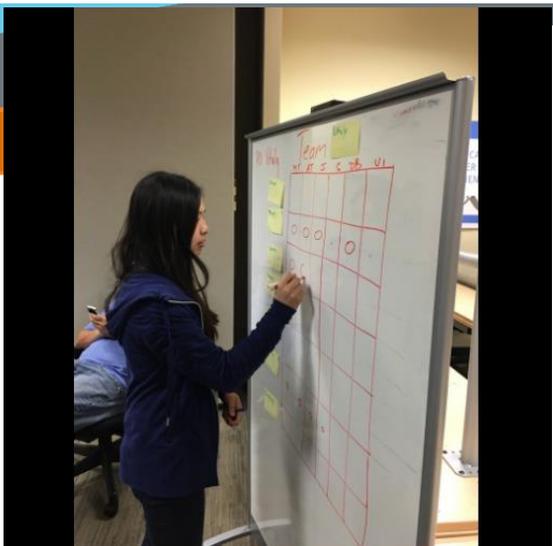


Scott Dunn @sdunnrocket9 · May 20

Top ?'s at our lean coffee for team members: "What's up w #DevOps?", & "Are we committed to #agile yet?" Awesome.



Teams Creating their Teams



Scott Dunn @sdunnrocket9 · Aug 14

#Scrum team mbrs form their own teams re: skills they had, want to learn & gaps. OH: We're REALLY self-organizing!



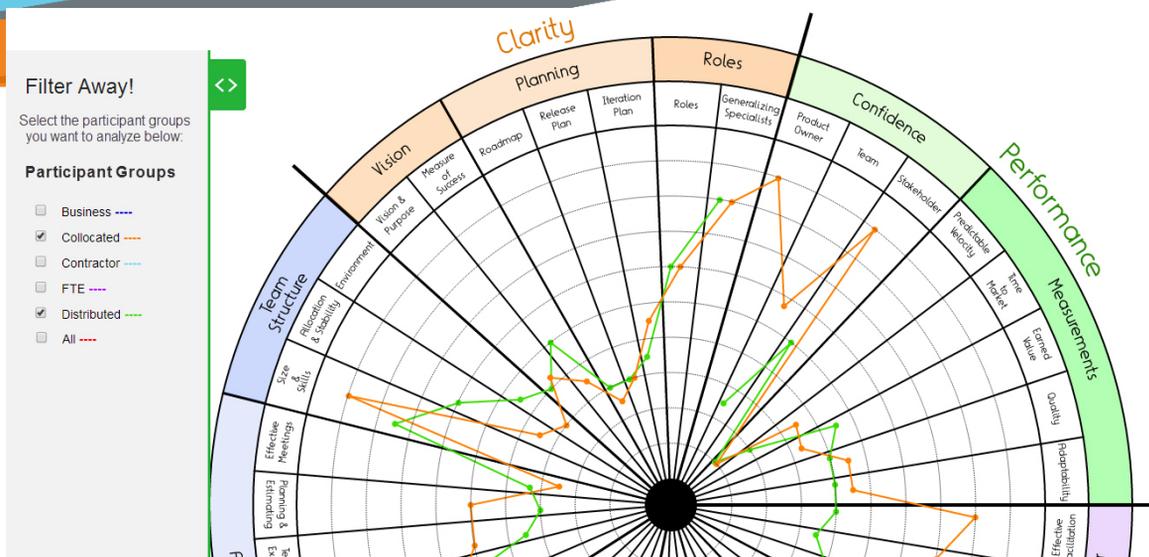
One Year Later

General approach could be:

- Collect **Subjective Feedback**: Obtain names for one-on-one's across leadership, organization, product, execution and delivery areas. Set-up, execute and summarize these conversations/interviews.
- Collect **Objective Feedback**: **Perform formal assessment** on all teams. Review results with teams and key team members. Examples on next slide.
- Based on leadership review of feedback, set **clear, measurable goals** across the areas of leadership, organization, product, execution and delivery areas.



Assessments



Questions?



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Thank You!

