



Starting Agile and Scrum at Deutsche Telekom

Agile Prague, 30/09/2011

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About Deutsche Telekom AG



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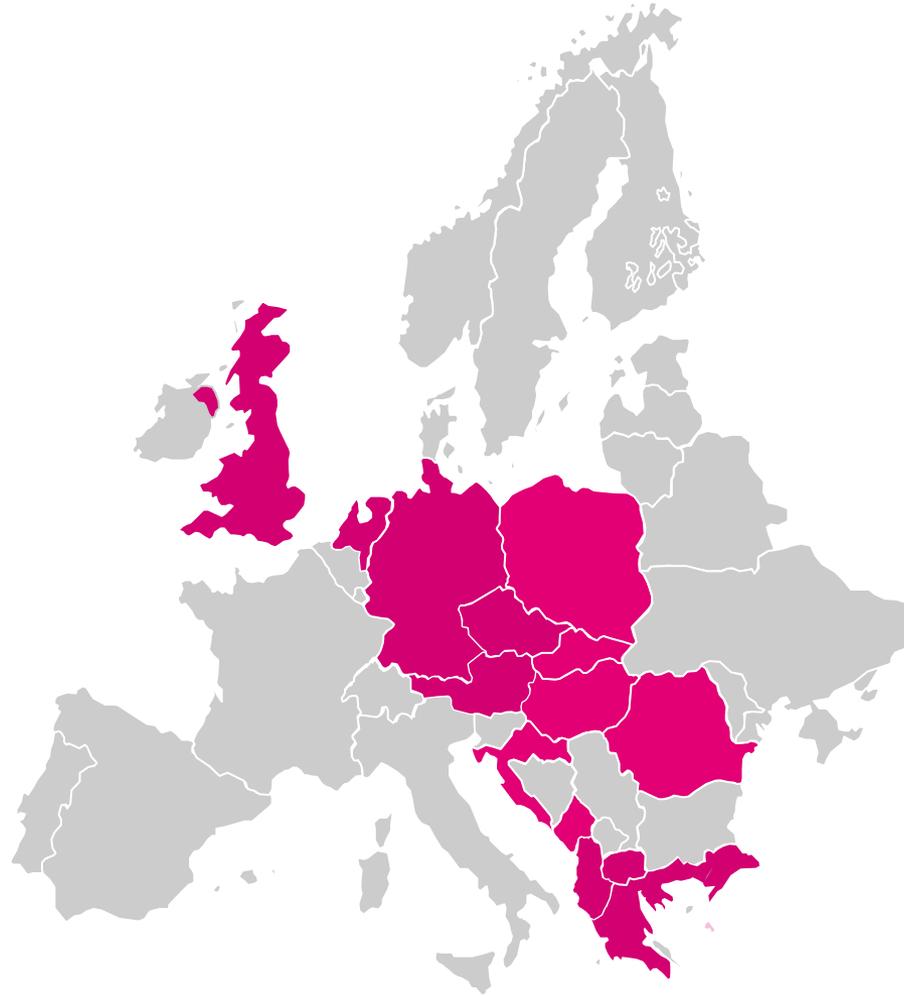
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Consulting
DETECON



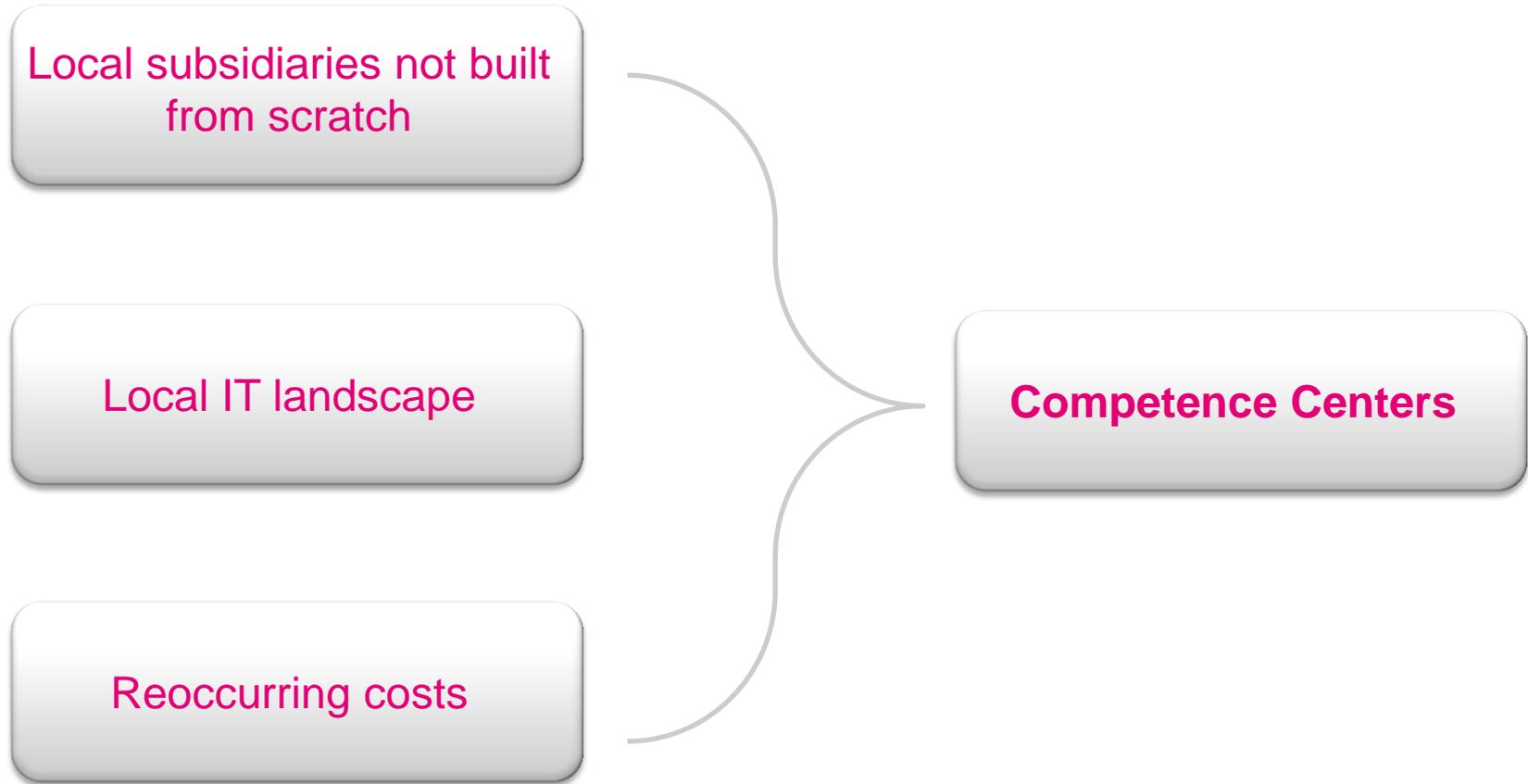
Deutsche Telekom presence



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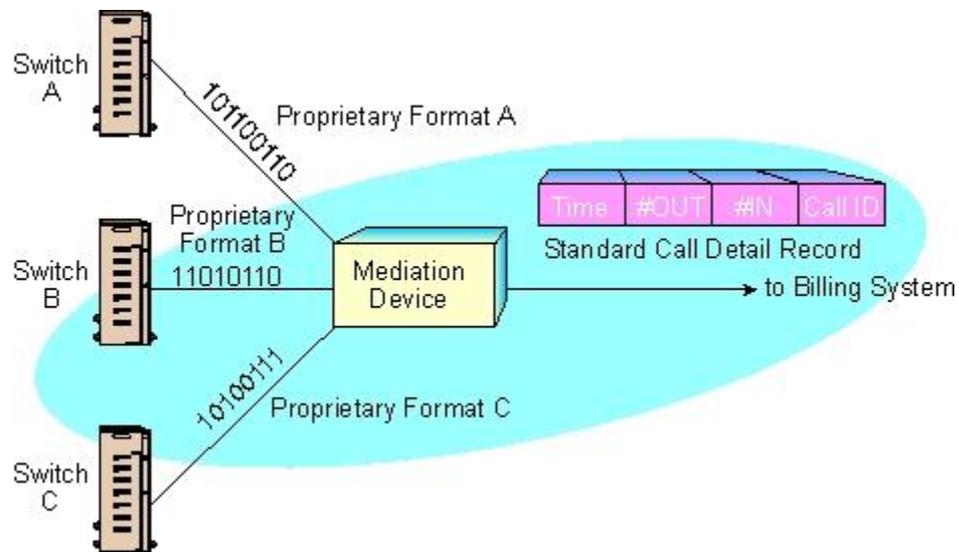


Building Competence Centers



Billing Mediation Competence Centre in Prague

Billing Mediation

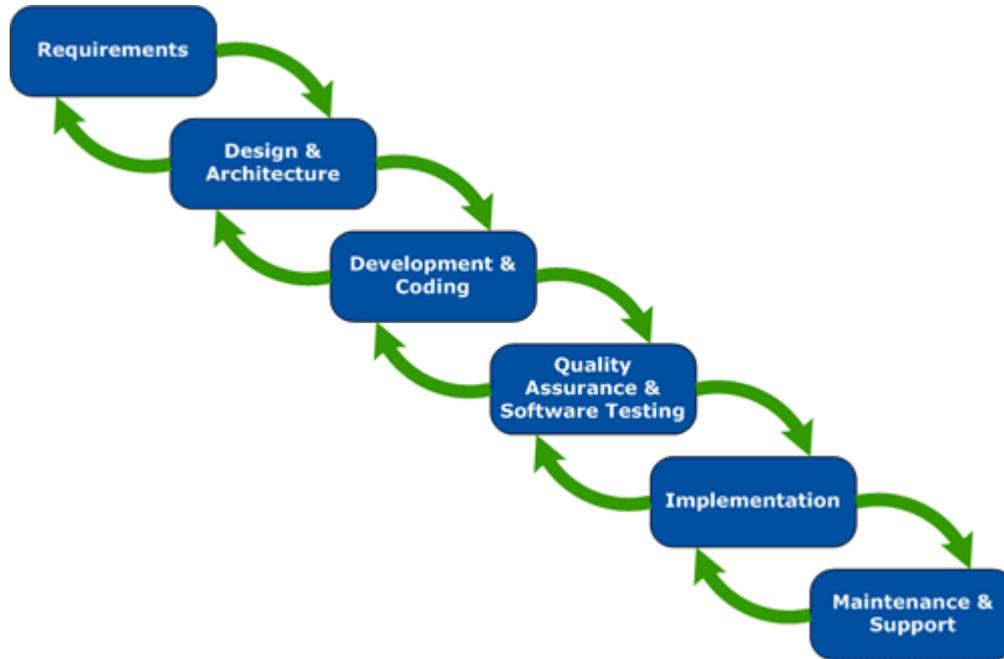


Competence Centre

- Fully managed service
 - Development
 - Operation



Software Delivery Process



Classic waterfall software delivery process



Starting position

3 dedicated teams for software development

Business Analysis

Development

Testing

Project managers

Maintenance



Motivation for change

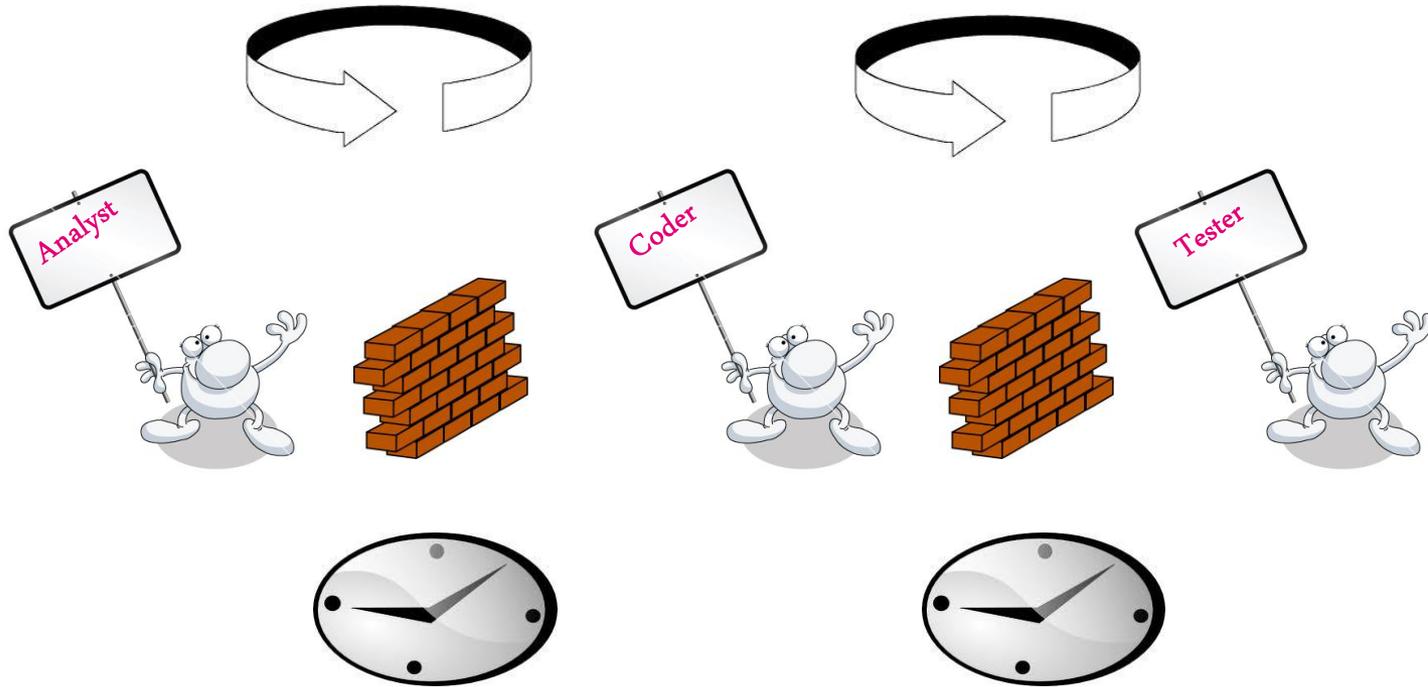


Challenges

- People working in between the walls
- Hot Spots in expertise
- People not feeling connected to the final product
- Waterfall process overhead
- Need for more interesting job for the people



Motivation for change



Expectations

- All employees on will feel direct responsibility for the whole result
- Removing walls between teams -> reduction of overhead
- New content of the job -> employees get wider knowledge
- All 3 specialist in one team -> better design
- Reduction of knowledge hotspots
- Easy extension of capacity



Running the change



Decision to move from waterfall to SCRUM

Communication of planned change to employees

Feb->May 2011 – 1st pilot team using SCRUM – successful

Jun 2011 – communication of final decision to employees

Jul-Dec 2011 – building of remaining 5 teams

Competence Centre Billing Mediation running SCRUM



Learning from SCRUM implantation

IT IS NOT JUST A PROCESS CHANGE

- It's a working style change
- Do a pilot to prove the SCRUM in your organization
- Go smooth way, no big bang
- Use a 3rd party consultancy for the implantation
- Spend enough time on communication to the employees
- Whole team in one office



And that's it!

