Coordinating multiple Scrum Teams in times of remote working

We will start in a couple of minutes

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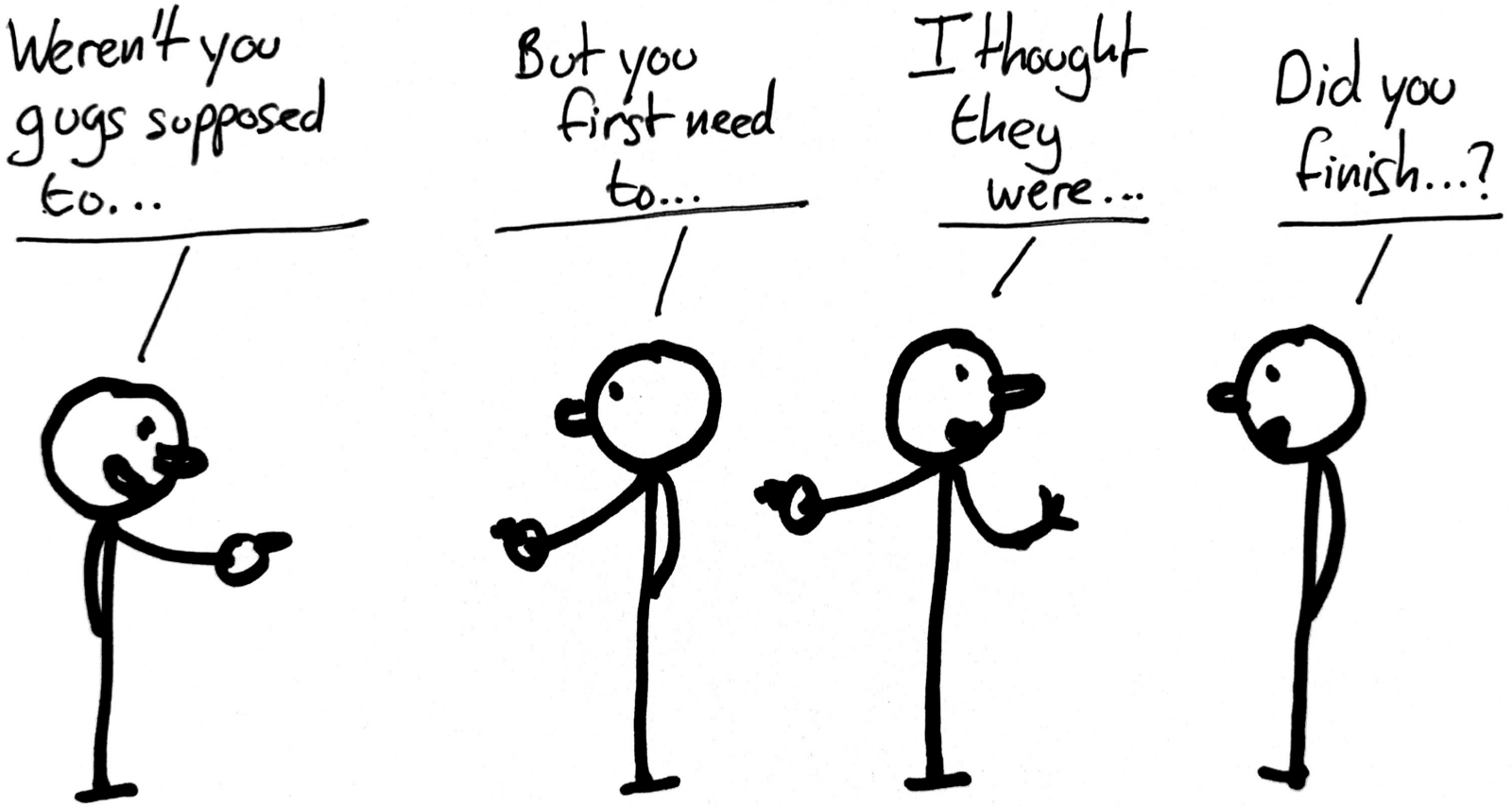
Serge Beaumont, 08-05-2020

What we will discuss today

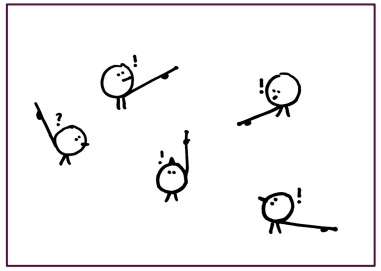
- The Challenge
- Common Goals
- Coordination
- Personal Autonomy
- Tools

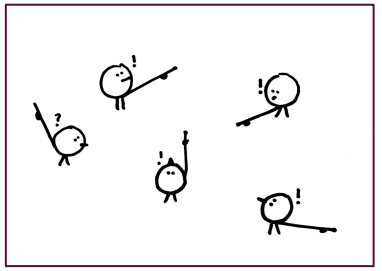
The Challenge

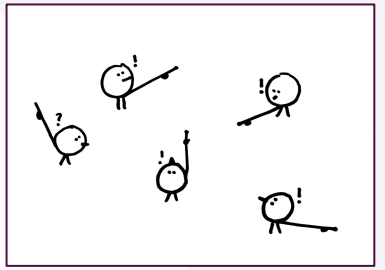
Coordination is already hard in the best of times..

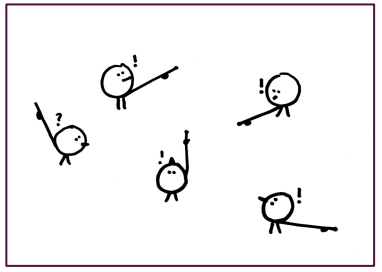


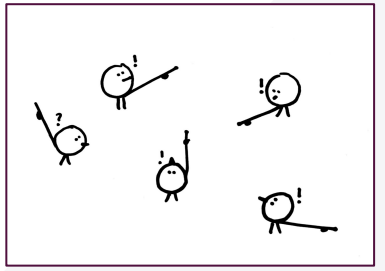
…and it's even more challenging when scaling…



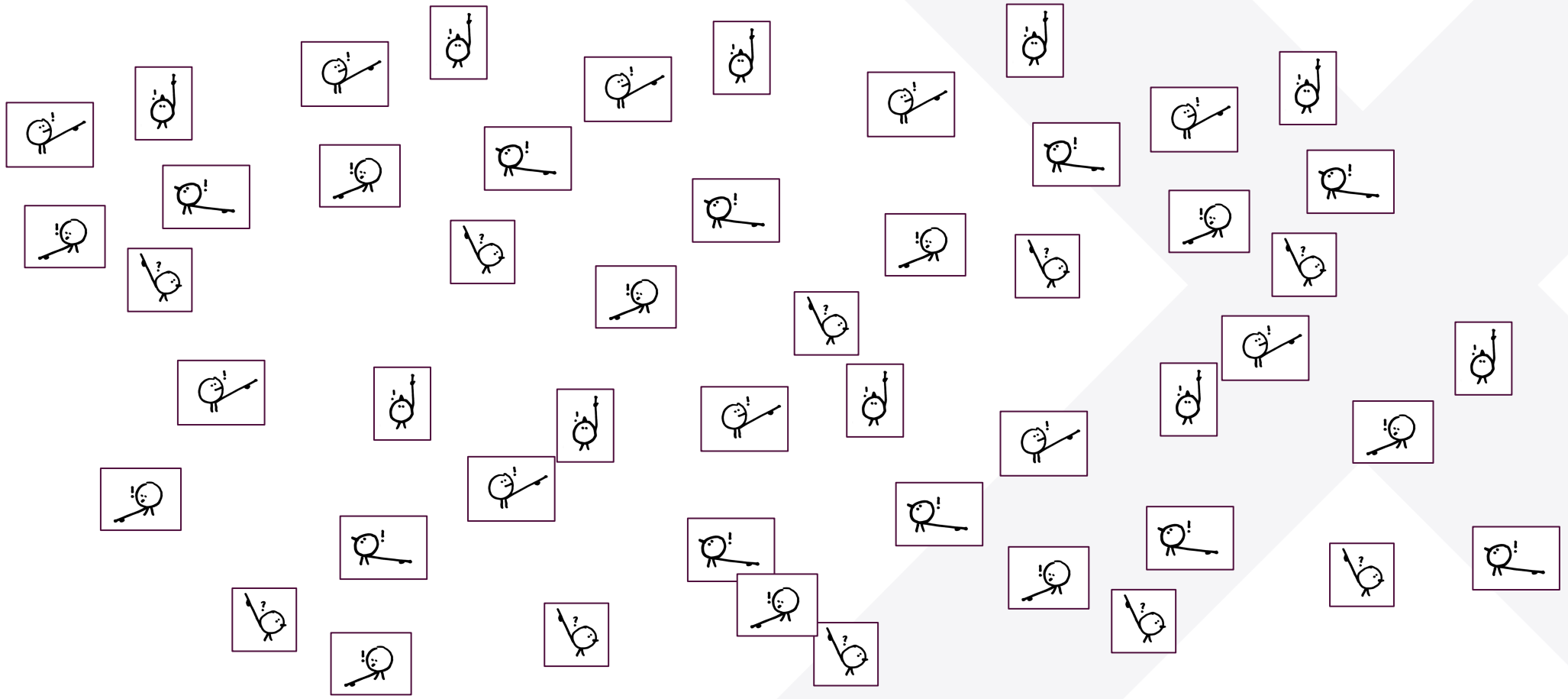




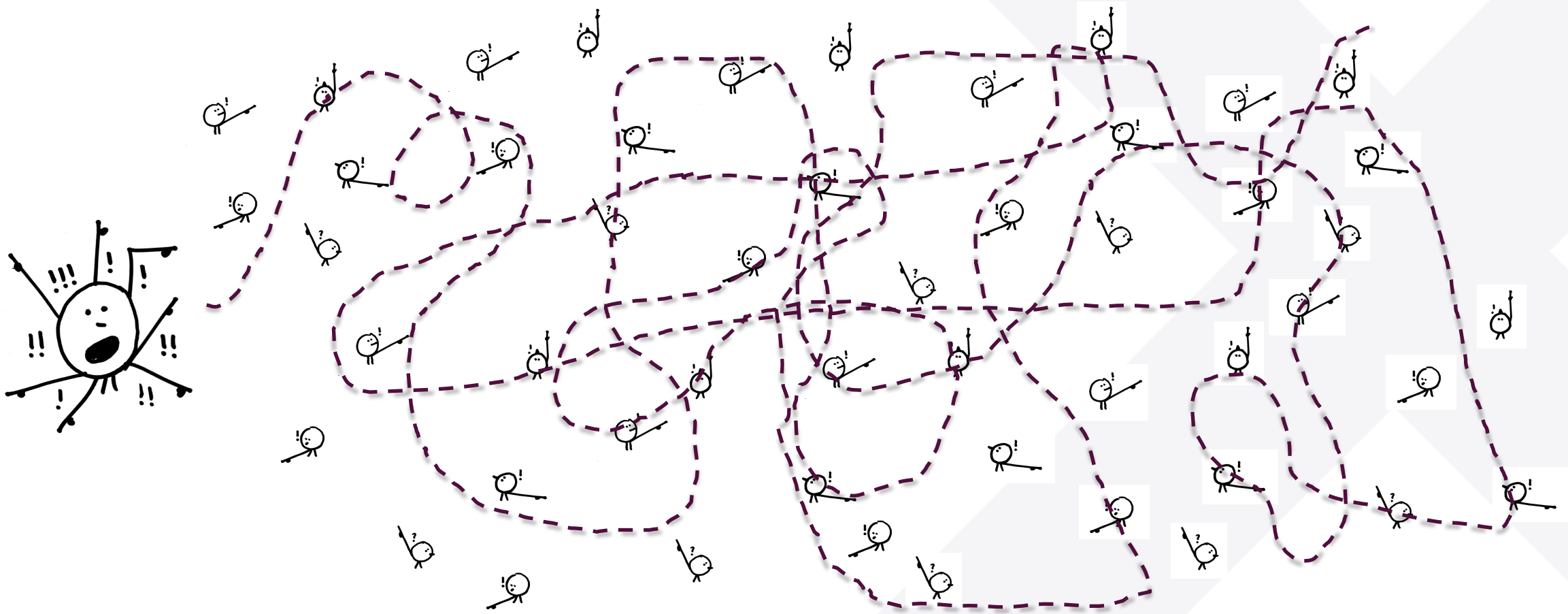




…let alone in an all-remote situation.



Micromanagement does not scale – *especially* remotely

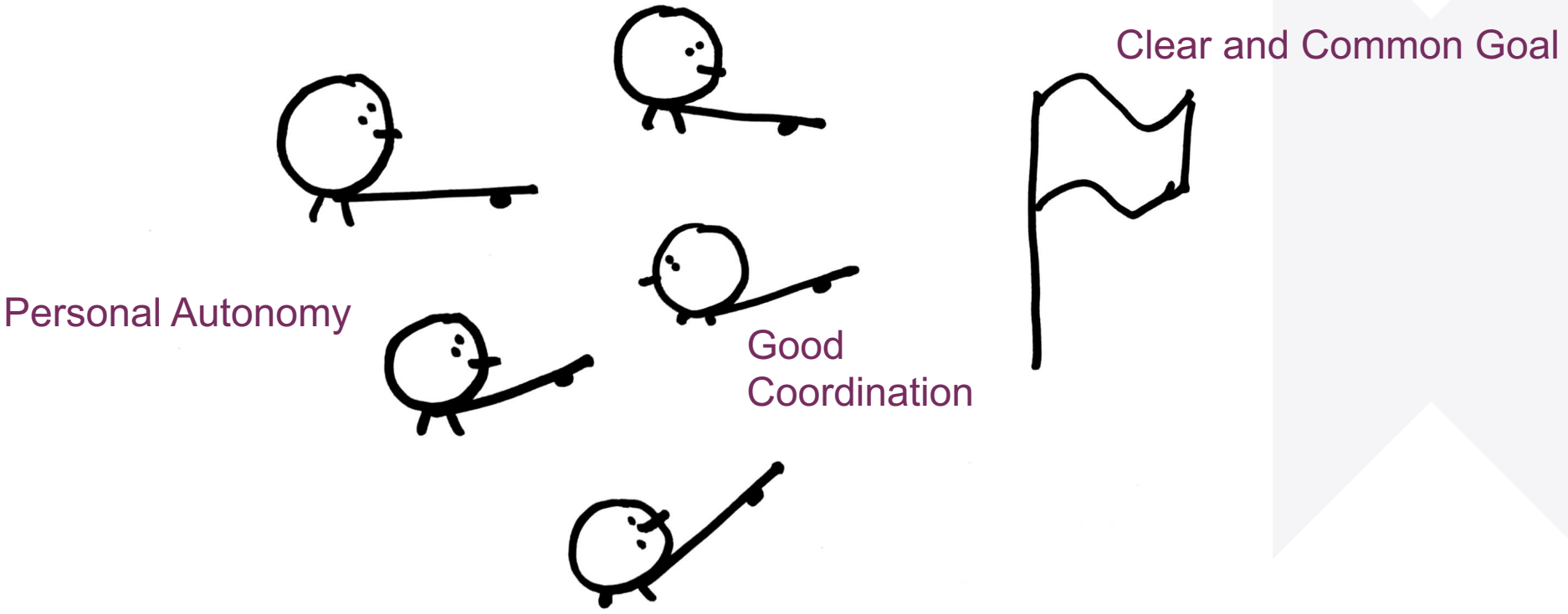


You might recognize some of these problems

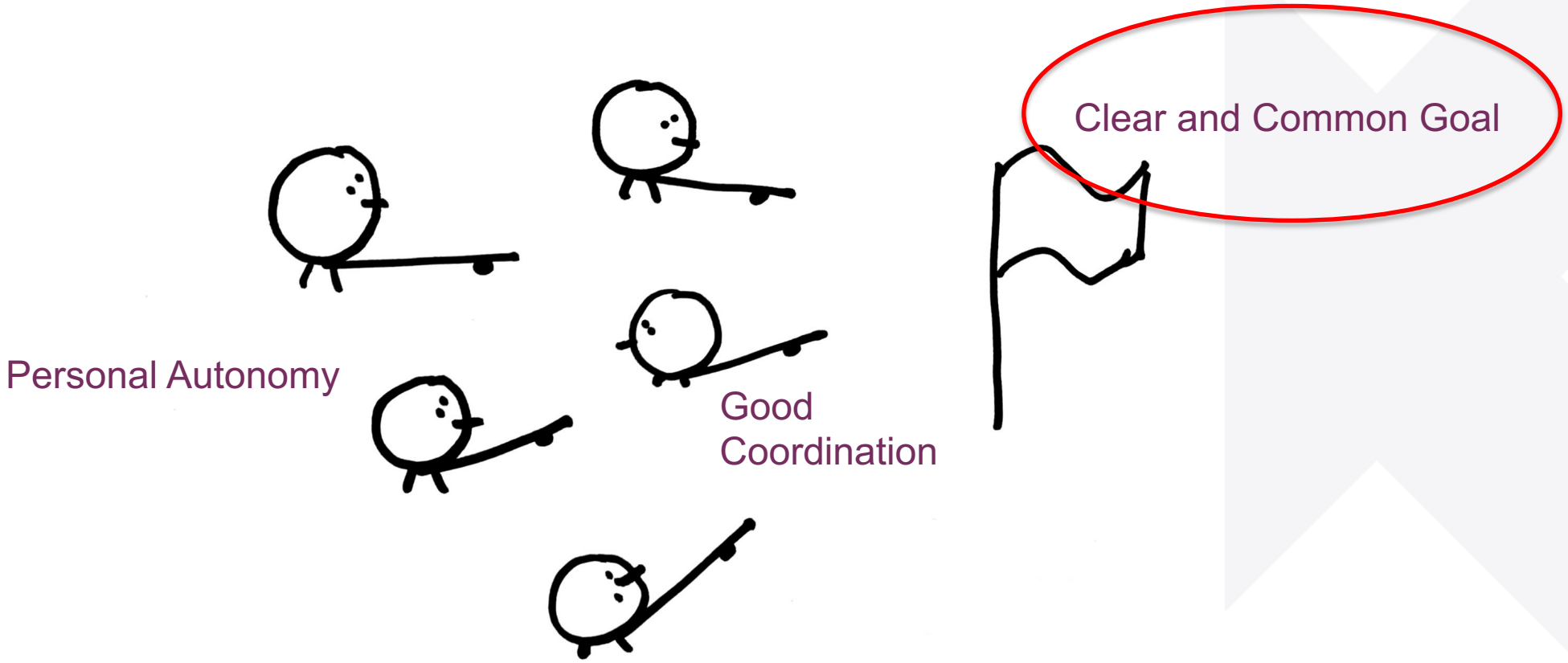
- Team members feel alone and isolated
- Turnaround of discussions takes days instead of minutes
- What teams deliver is not what stakeholders expected
- Team members are not clear on what needs to be done
- Team members do double work
- Team work gets picked up by no-one
- Team members in constant alignment meetings; lots of overhead
- Impediments do not get resolved quickly
- Teams do not improve or speed up

Remote work highlights what is already broken,
don't miss this opportunity!

“Crowdsource” your leadership and self-organization



“Crowdsource” your leadership and self-organization



A Team is A Common Goal

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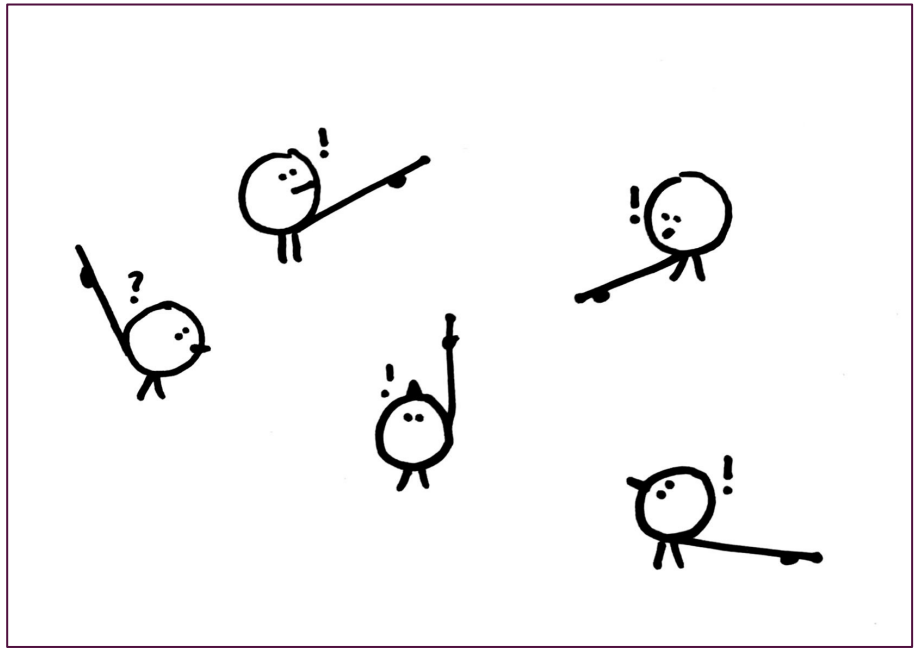
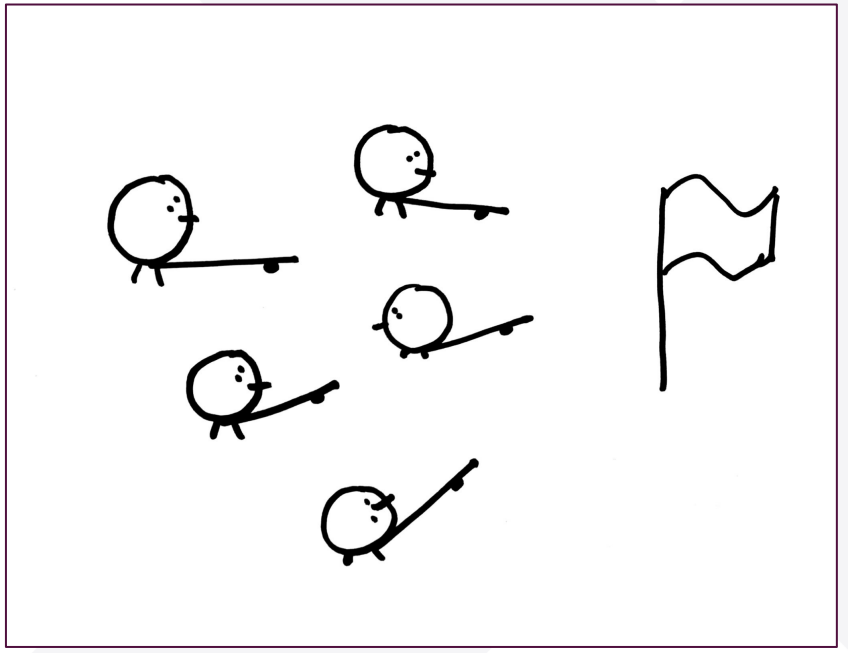
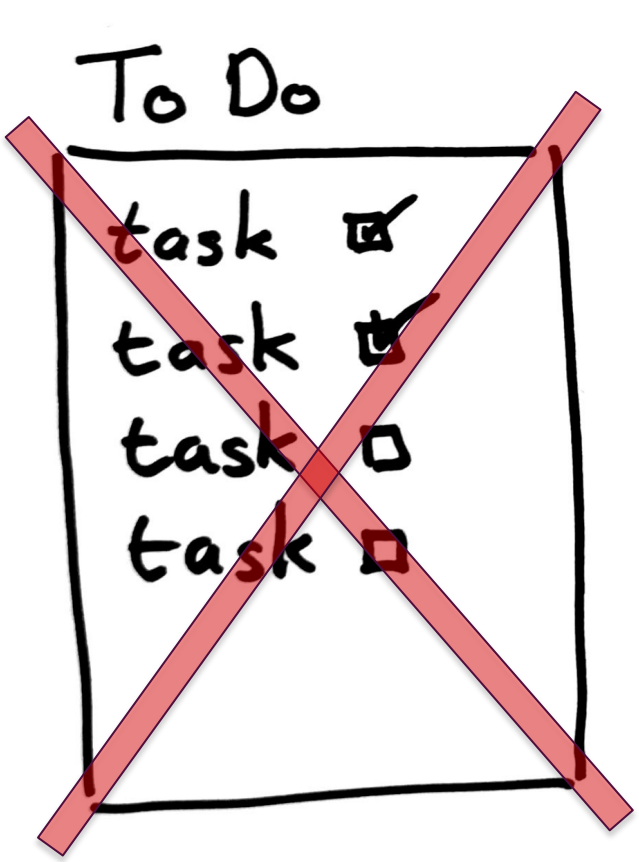
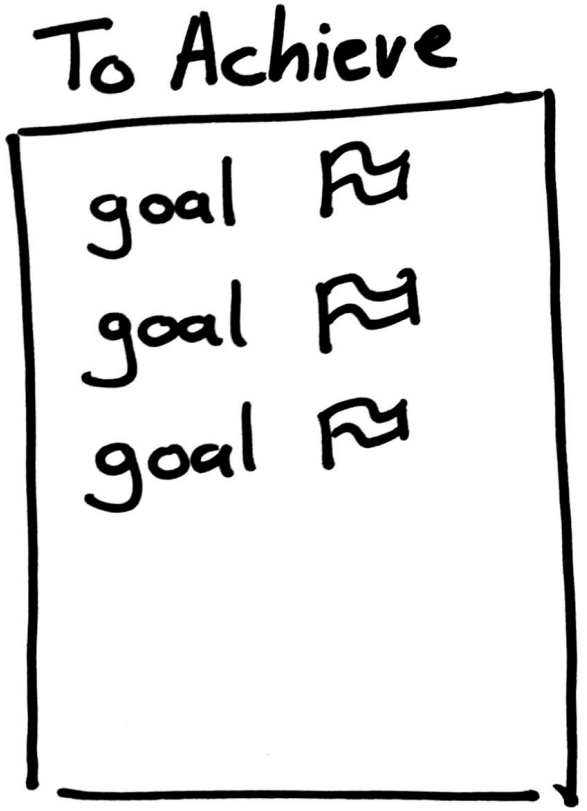
A team is a team because of a common goal



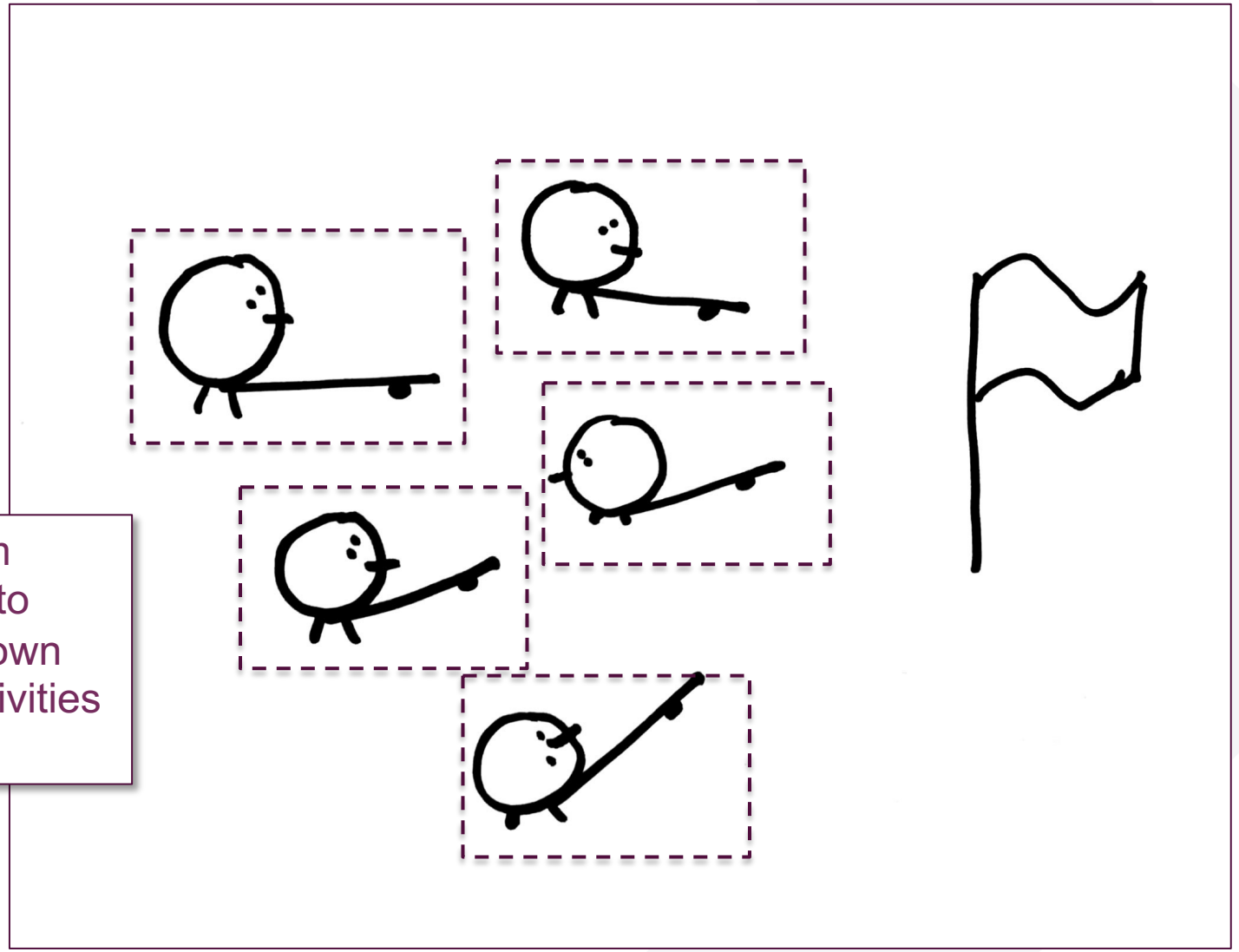


Goals over Activities: a subtle but important distinction



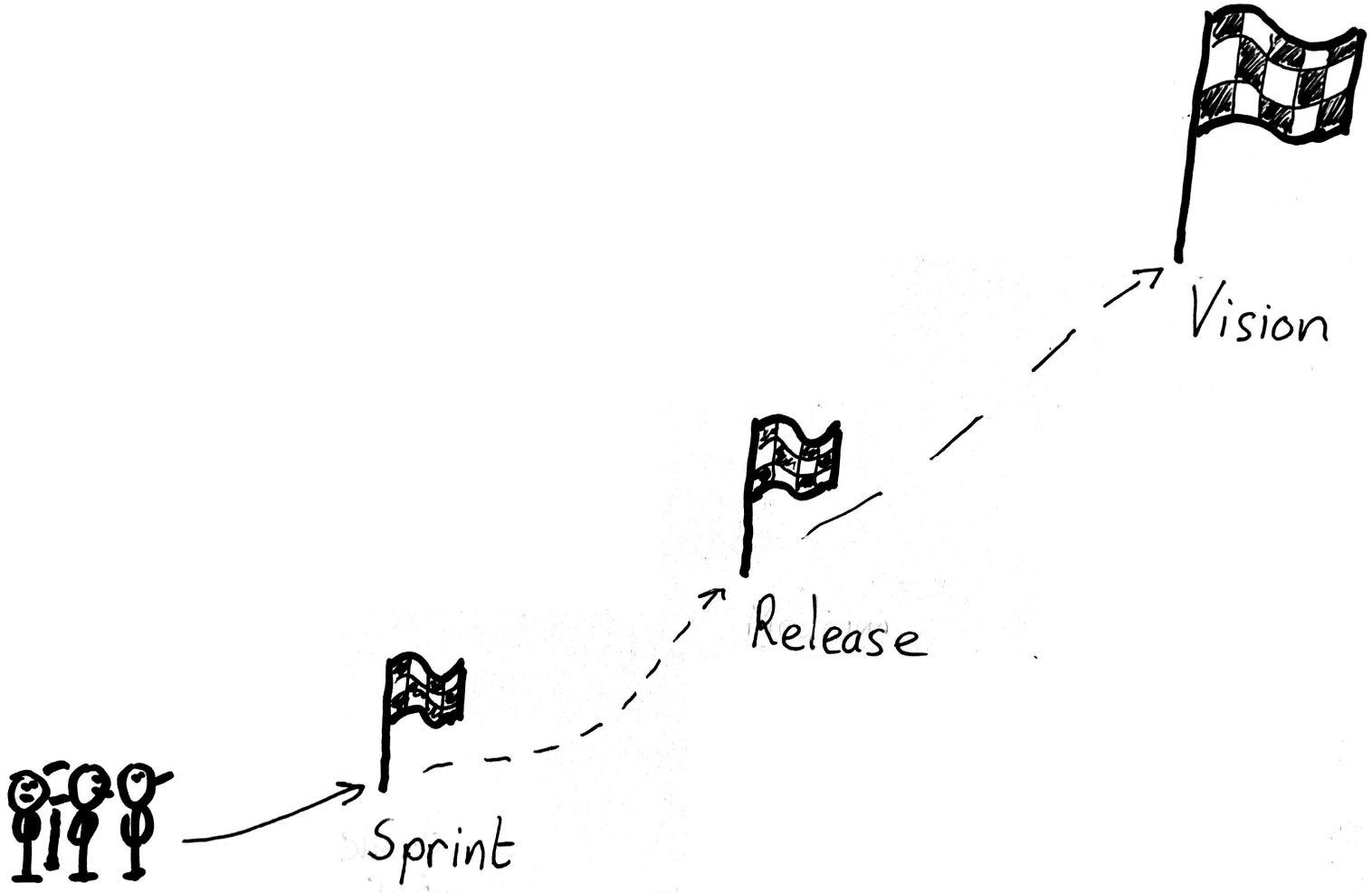


Clear and common goals are a prerequesite with all-remote



…because team members have to figure out their own working day activities at home

Large goals are decomposed into smaller goals (not activities)



A simple telco example

Family Plan XL
One Plan for All Your Needs

Add Your Kid
1 subscription,
multiple phone numbers

Phone the Family
Discount within subscription

Family Music
Connected streaming service

Parents in Control
Set limits on child accounts

Now
1 subscription,
1 phone number

Deliver end-to-end process slices

Add Your Kid
1 subscription,
multiple phone numbers

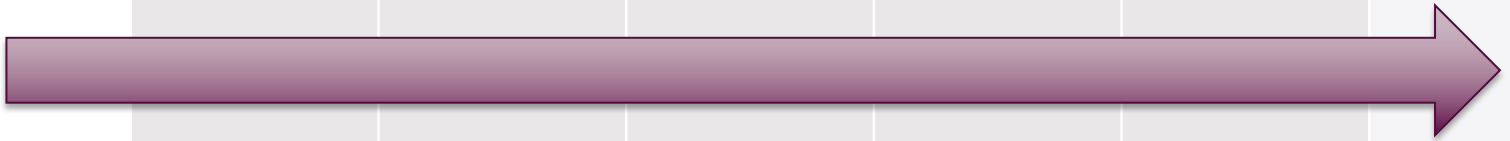
Parents in Control
Set limits on child accounts

Phone the Family
Discount within subscription

Family Music
Connected streaming service

Onboarding

Choose subscription	Choose Phone	Enter Personal Details	Accept and Pay	Provision Phone



What is needed in each step to achieve the end-to-end goal?

Add Your Kid
1 subscription,
multiple phone numbers

Onboarding

Choose subscription	Choose Phone	Enter Personal Details	Accept and Pay	Provision Phone
Choose existing subscription			Change existing subscription	Add number to subscription
Child Subscription				
Log in as current customer				

We've created a Hierarchy of Goals

- **Family Plan XL**
  - Add Your Kid Plan
    - *Choose existing subscription*
    - *New Child Subscription Type*
    - *Log in as existing user*
    - *Change existing subscription*
    - *Add number to existing subscription*
  - Parents in Control
    - …
  - Family Music
    - …
  - Phone the Family
    - …

A Team of Teams is a Common Goal

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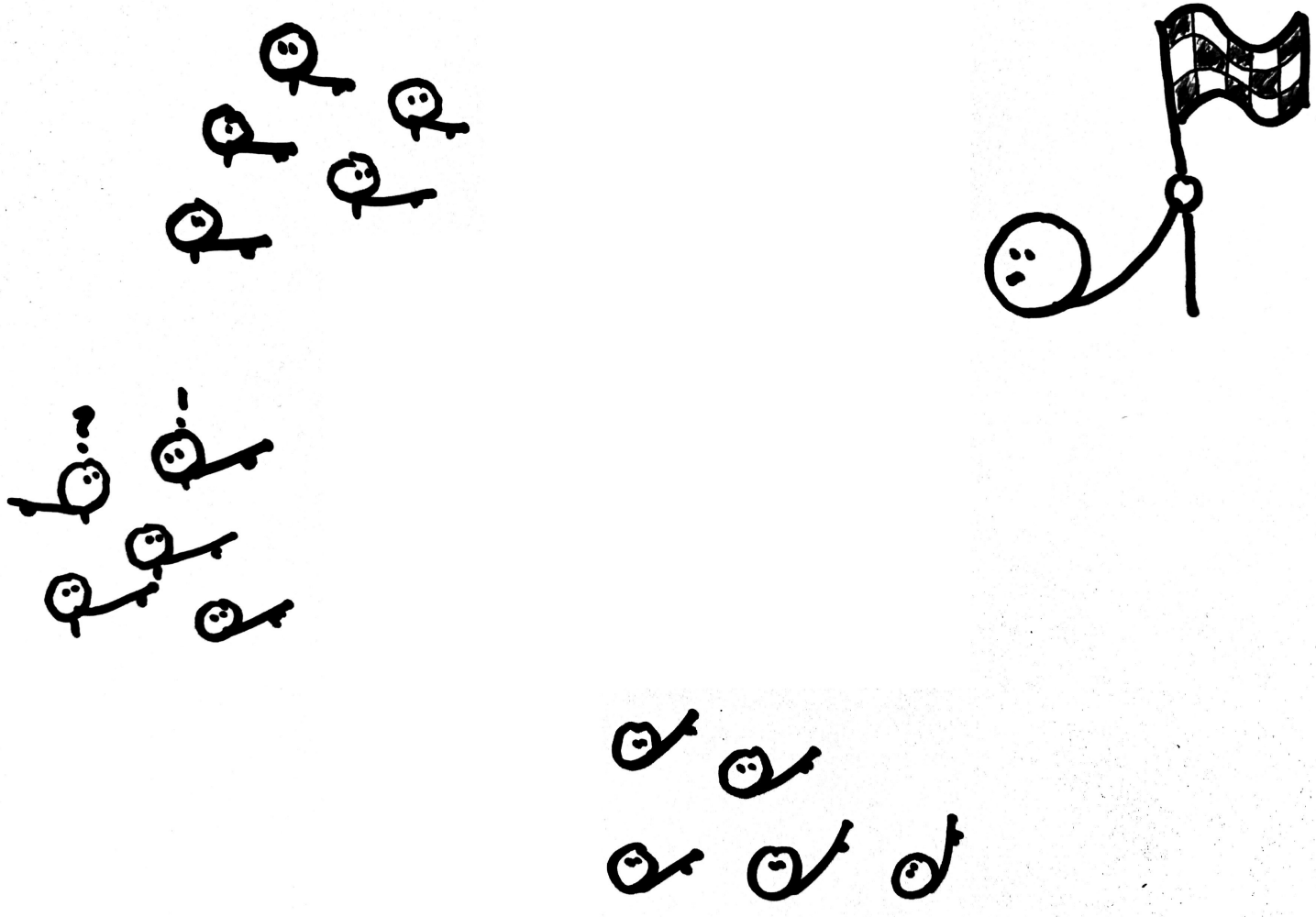
A team of teams is… a team!



A simple telco example - two teams

Onboarding

Choose subscription	Choose Phone	Enter Personal Details	Accept and Pay	Provision Phone

Invoicing

Collect CDRs	Calculate Costs	Generate Invoices	Send Invoices

What is needed in each step to achieve the end-to-end goal?

Add Your Kid
1 subscription,
multiple phone numbers

Onboarding

Choose subscription	Choose Phone	Enter Personal Details	Accept and Pay	Provision Phone
Choose existing subscription			Change existing subscription	Add number to subscription
Child Subscription				
Log in as current customer				

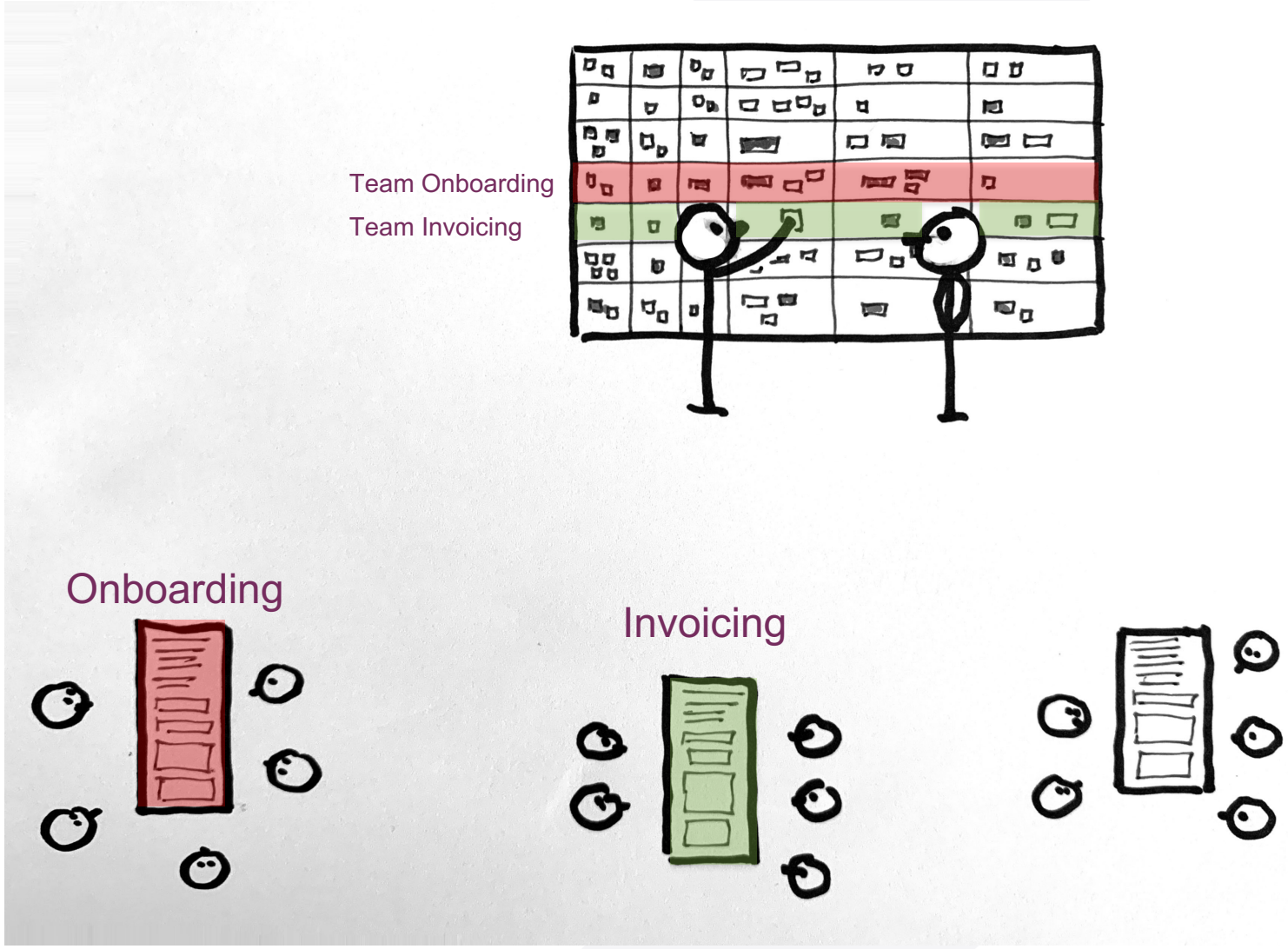
Invoicing

Collect CDRs	Calculate Costs	Generate Invoices	Send Invoices
		Add child costs to parent invoice	

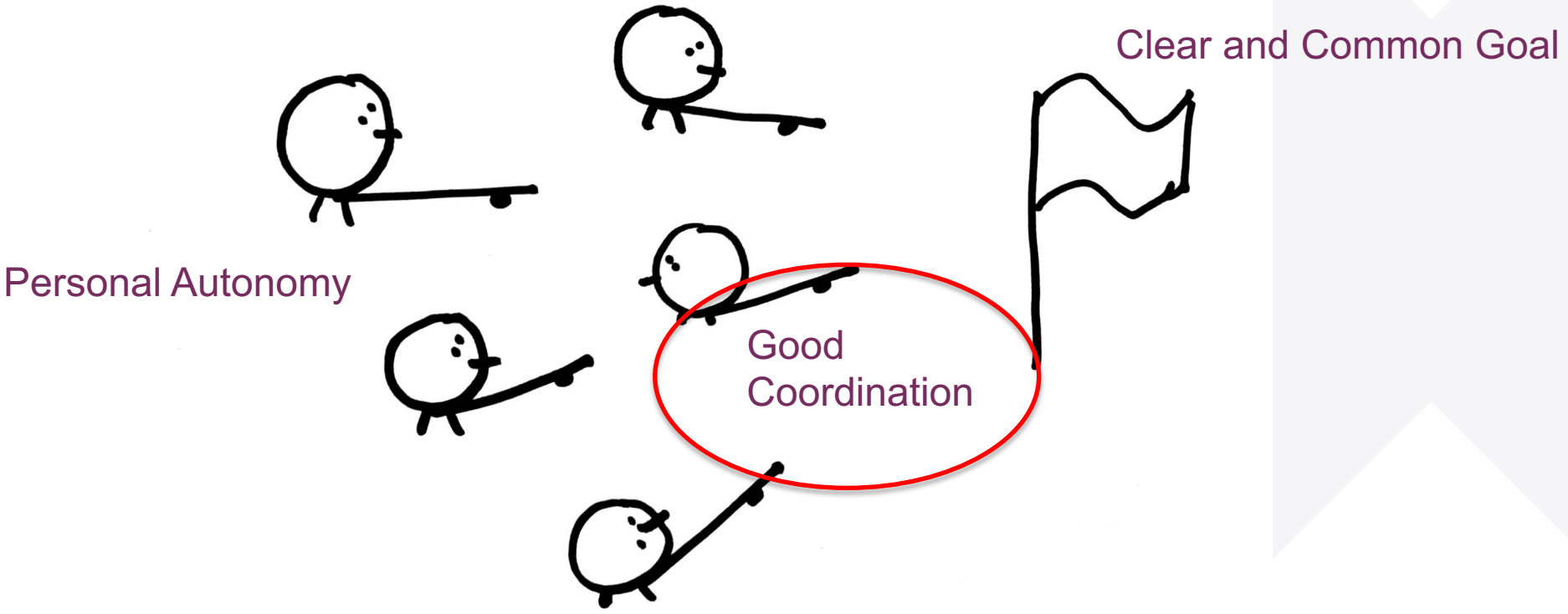
We've created a Hierarchy of Goals

- **Family Plan XL**
  - Add Your Kid Plan
    - *Choose existing subscription (Onboarding)*
    - *New Child Subscription Type (Onboarding)*
    - *Log in as existing user (Onboarding)*
    - *Change existing subscription (Onboarding)*
    - *Add number to existing subscription (Onboarding)*
    - ***Add child costs to parent invoice (Invoicing)***
  - Parents in Control
    - …
  - Family Music
    - …
  - Phone the Family
    - …

Coordinate Product Backlogs with Big Room Planning



Crowdsource your leadership with self-organization



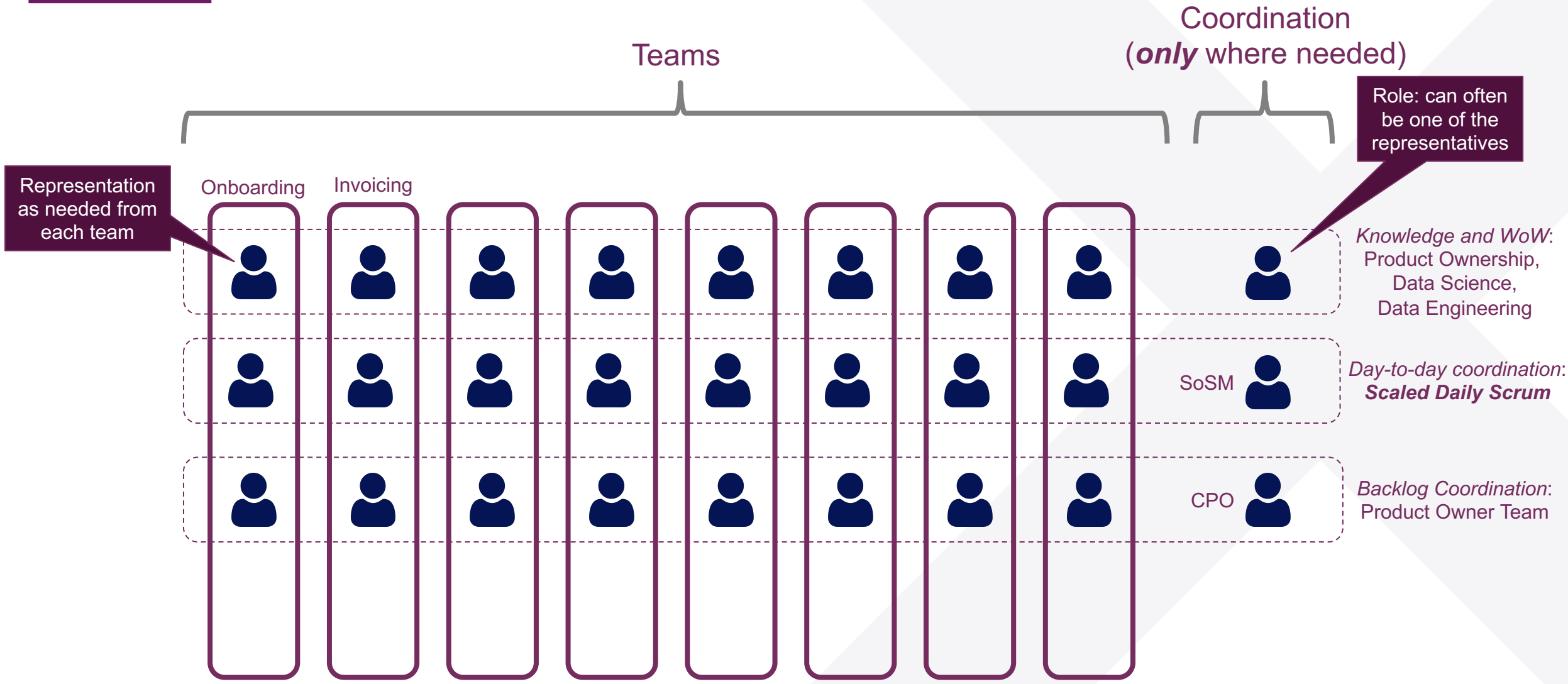
Coordination

Every meeting needs to be made explicit: can't rely on informal

Monday	Tuesday	Wednesday	Thursday	Friday
Sprint Boundary Morning - Review (1h) - Retrospective (1h) ========== - Planning (1-2hrs)	9:00 Daily Scrum	9:00 Daily Scrum 13:00 Refinement	9:00 Daily Scrum	9:00 Daily Scrum 16:00 Happy Hour!

Monday	Tuesday	Wednesday	Thursday	Friday
9:00 Daily Scrum	9:00 Daily Scrum	9:00 Daily Scrum 13:00 Refinement	9:00 Daily Scrum	9:00 Daily Scrum 16:00 Happy Hour!

Add Minimum Viable Bureaucracy



Synchronized cadence helps team coordination

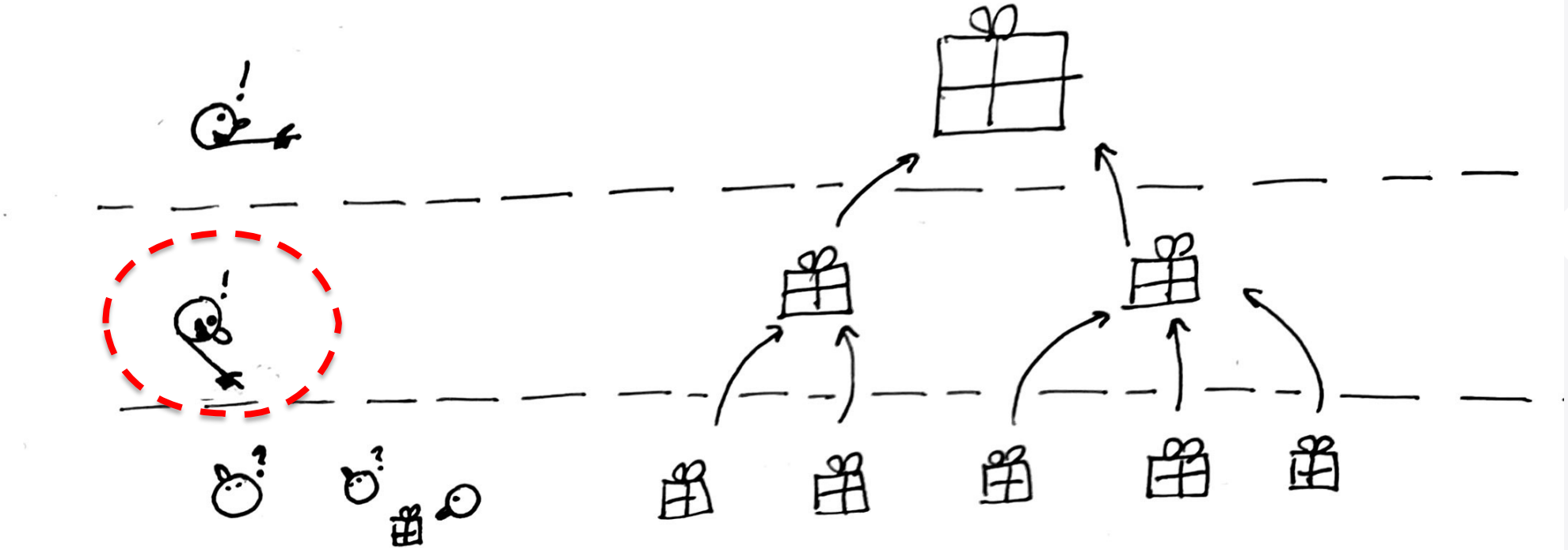
Monday	Tuesday	Wednesday	Thursday	Friday
9:45 Onboarding Daily Scrum				
10:15 Invoicing Daily Scrum				
10:45 … Daily Scrum				
11:00 Scaled Daily Scrum				
	Common Testing Sync			
Product Owner Team Meeting	Data Engineering Guild			
Onboarding Sprint Boundary Afternoon - Review - Retrospective - Planning	Invoicing Sprint Boundary Afternoon - Review - Retrospective - Planning	… Sprint Boundary Afternoon - Review - Retrospective - Planning		

Personal Autonomy

Hierarchy is not the problem, it's micro-management

Hierarchy as power relation

Hierarchy as part-whole relation



Personal Autonomy in a remote situation

- Give trust: create a self-service environment
  - Clear sense of direction
  - Provide access to tools and information
  - Reward pro-activeness
  - Provide psychological safety. Fear is the great killer. *What would you do if you were not afraid?*

- Explicitly invest in social connection
  - Planned happy hours, coffee meetings (Slack Donut)
  - Do 1-on-1's often
  - See GitLab's allremote website

Tools

The big issue with tools is *licenses*

- Mural, Miro, Nureva Span all work fine
  - Mural somewhat better for moderators
  - Miro best online UX
  - Nureva Span best for touchscreens
- Zoom, Teams all work fine
  - Zoom better for trainers and webinars
  - Teams better for internal walk-in conferences
- Big Room Planning
  - https://articles.xebia.com/big-room-planning-what-do-you-need
  - https://articles.xebia.com/remote-big-room-planning-part-2-a-practical-guide
- Scrum Events (5 part series)
  - https://articles.xebia.com/dont-have-a-meeting-have-an-event

What we discussed today

- The Challenge
- Common Goals
- Coordination
- Personal Autonomy
- Tools

Thank You

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