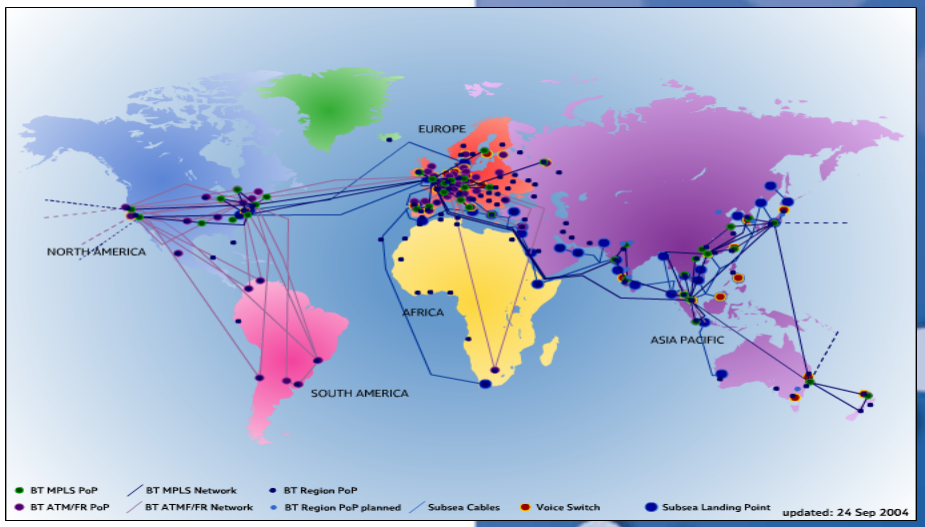
Scrum at BT

Geoff Watts
Roger Leaton

About BT

- Global provider of network-centric solutions, services & products
- (2006/07) 40% of revenues from "new-wave revenues"
- 6m Broadband users
- **Company Stats:**
  - 100,000 staff globally (25,000 outside UK)
  - 20 million (Residential & Business Customers)
  - Annual Turnover ~ £20 Billion (2007)
  - £2.3 Billion NHS contract (2004)
- **IT Organisation – BT Design**
  - 8000 People
  - 4000 on customer facing IT
  - 6000 subcontract staff in India



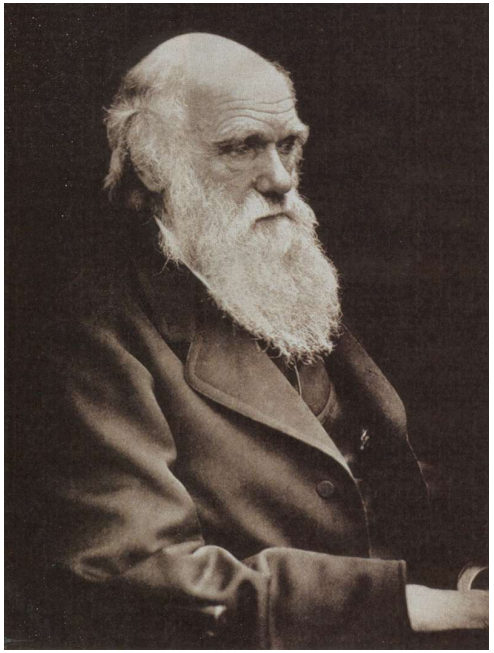
How it was before?

Efficiency & Adaptability

Business does not want "technical success"

Why Agile?

"It is not the strongest of the species that survives, nor the most intelligent, it is the one most adaptable to change"



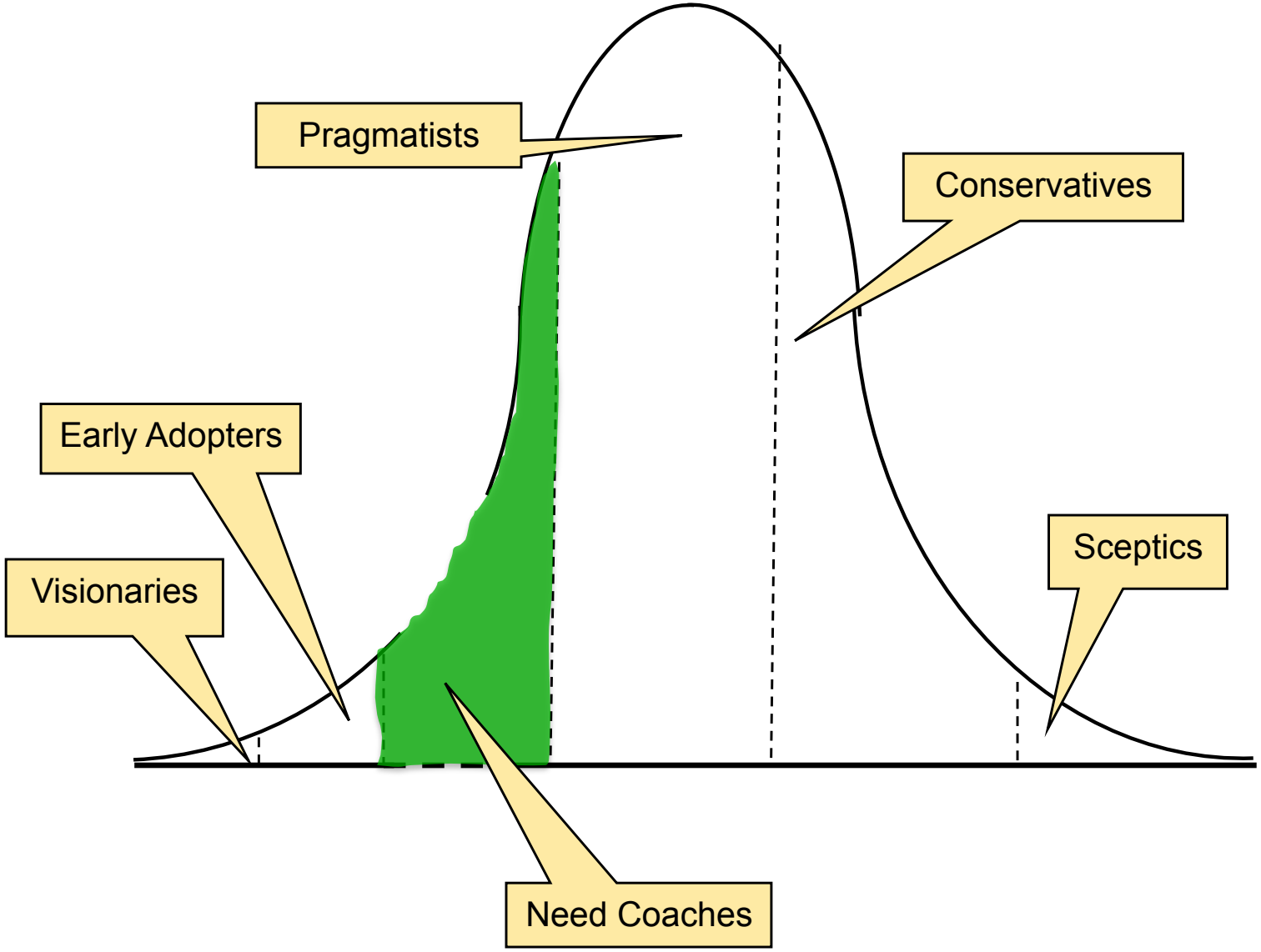
- Charles Darwin

Challenges at BT

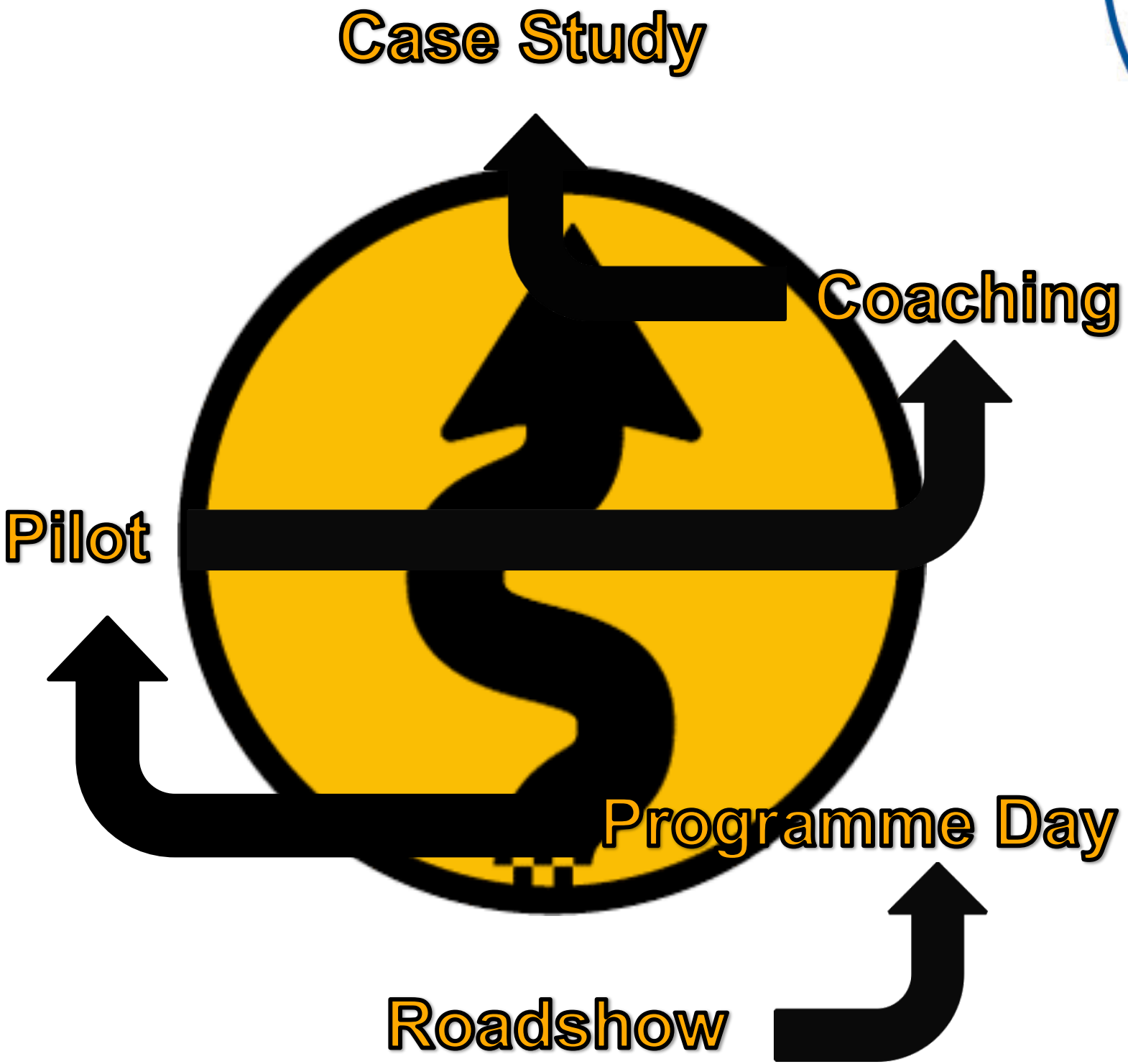
"Of all the places to try agile, why would anyone choose [BT]"

- JP Rangaswami
BT Global Services CIO

Crossing the Chasm



Crossing the Chasm, Geoffrey A. Moore, 2002.


Case Study
Coaching
Pilot
Programme Day
Roadshow

The Coaching Team

Education

Community

LUNCH
COMMUNITY BULLETIN BOARD
SECOND SESSION
THIRD SESSION
FOURTH SESSION

BT Agile Awards

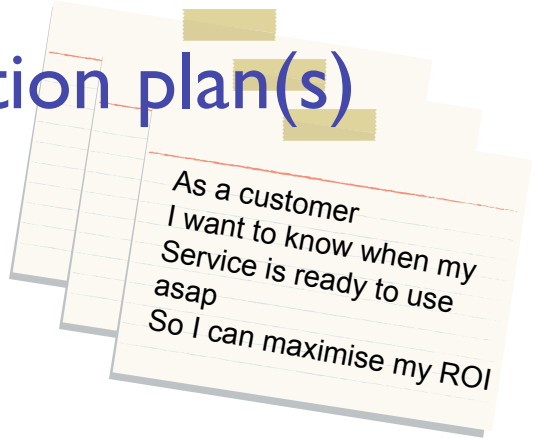
Prove it

Agile Planning

Planning is continuous

Release planning

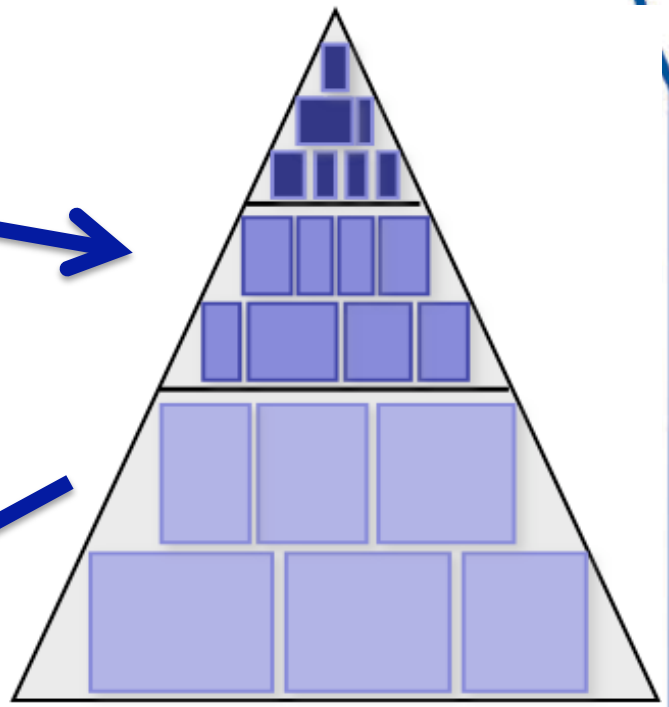
- Backlog
- Prioritise
- Estimate (points)
- Acceptance criteria
- Validation
- Iteration plan(s)



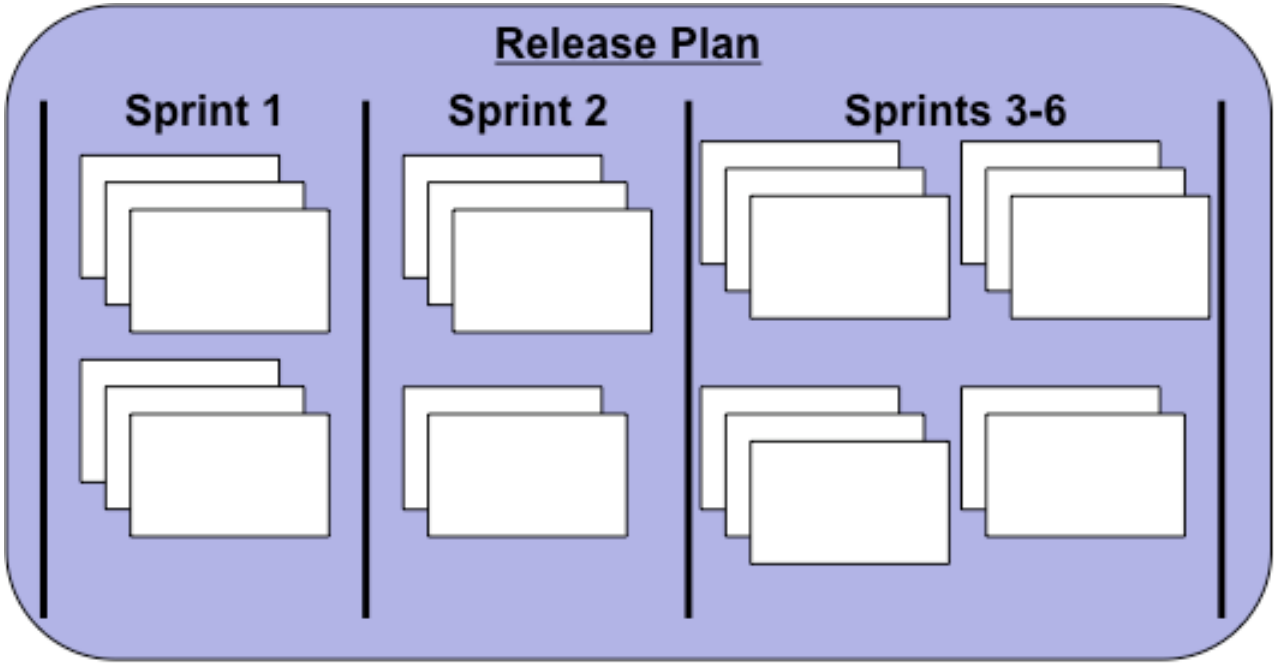
Iteration planning

- Iteration plan
- Learn
- Prioritise
- Estimate (points)
- Tasks and Tests
- Re-plan

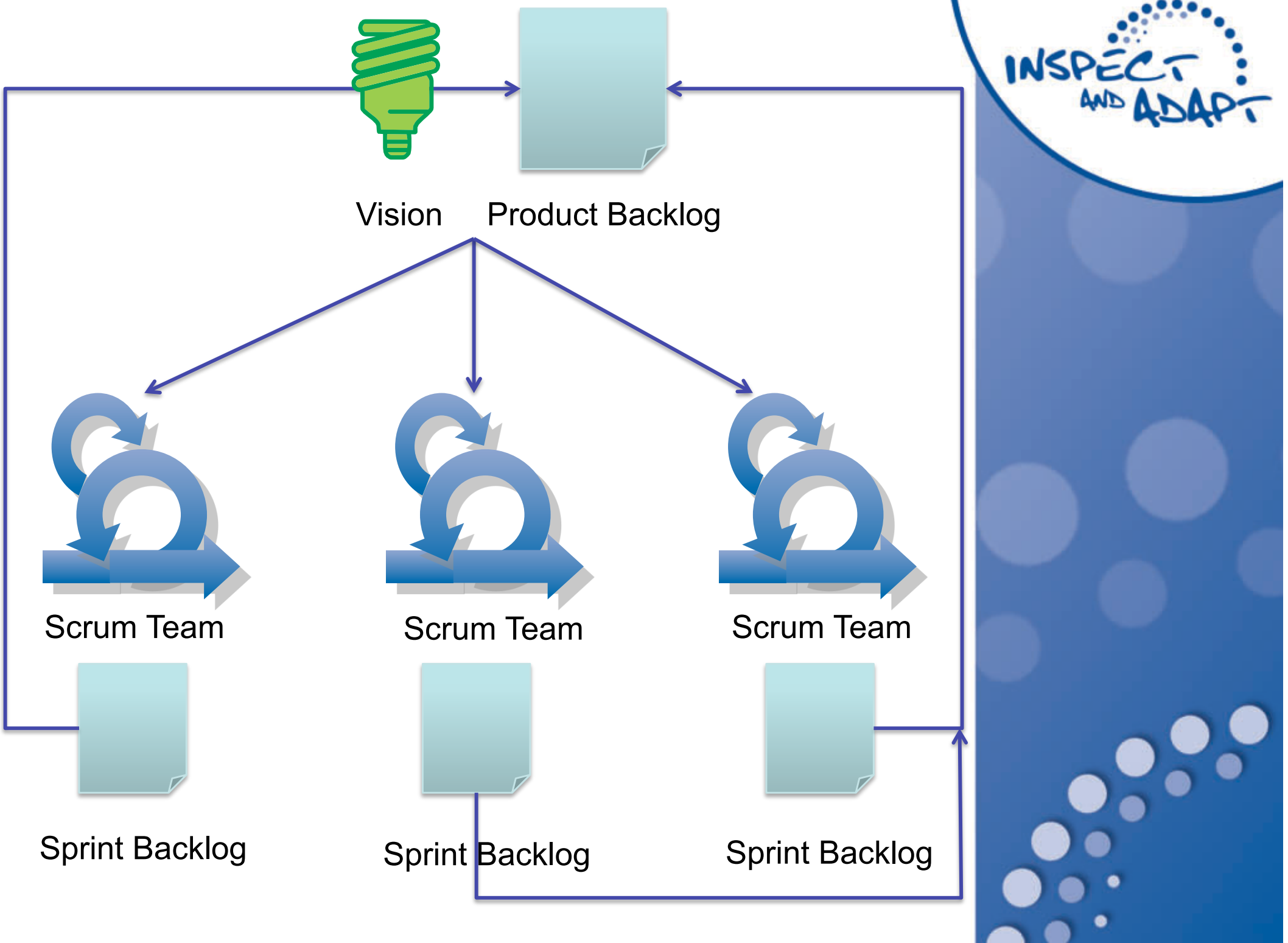
Vision



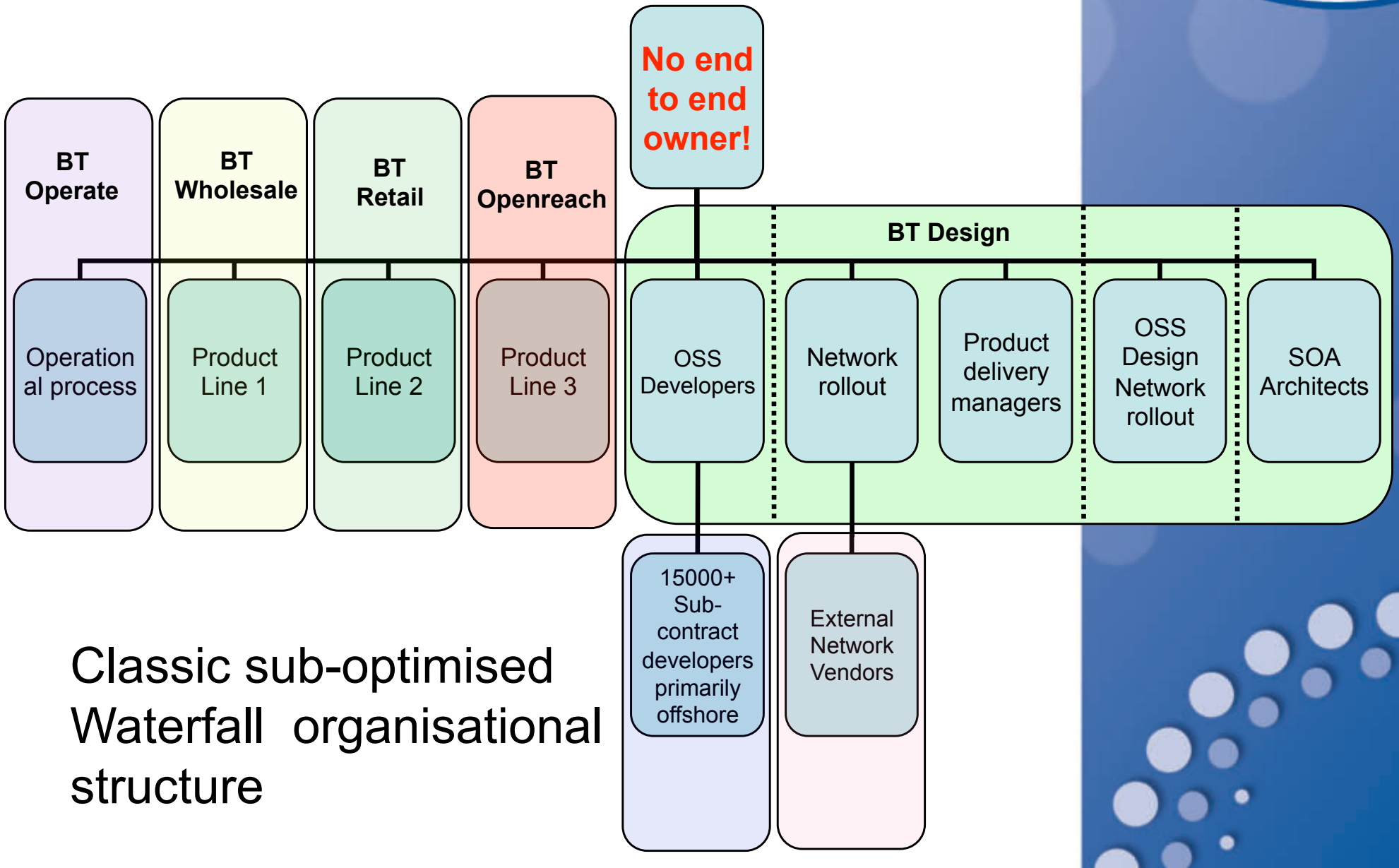
Product Backlog



INSPECT AND ADAPT


INSPECT AND ADAPT
Vision
Product Backlog
Scrum Team
Scrum Team
Scrum Team
Sprint Backlog
Sprint Backlog
Sprint Backlog

21C - The Starting Point

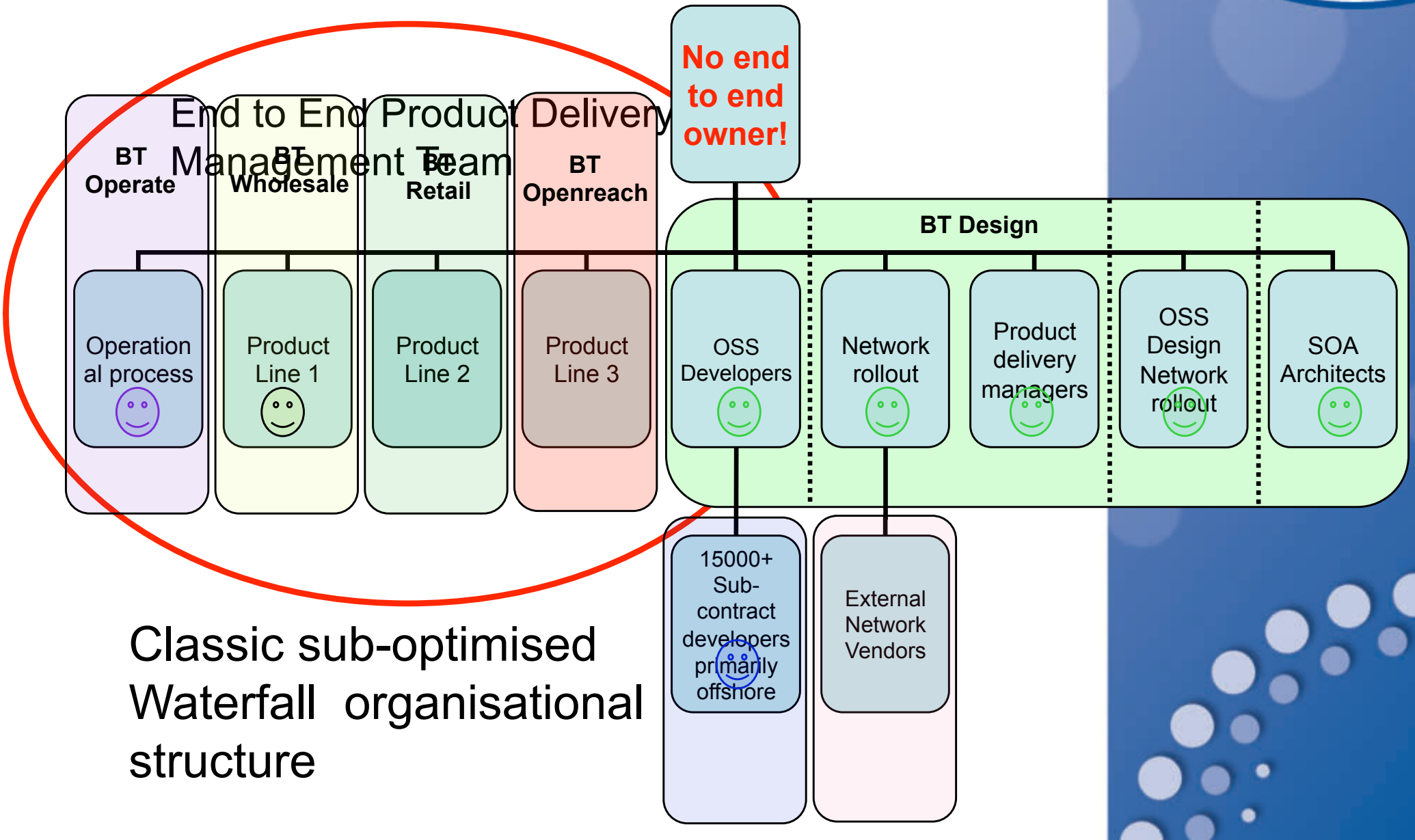


Classic sub-optimised Waterfall organisational structure

Kick-Off

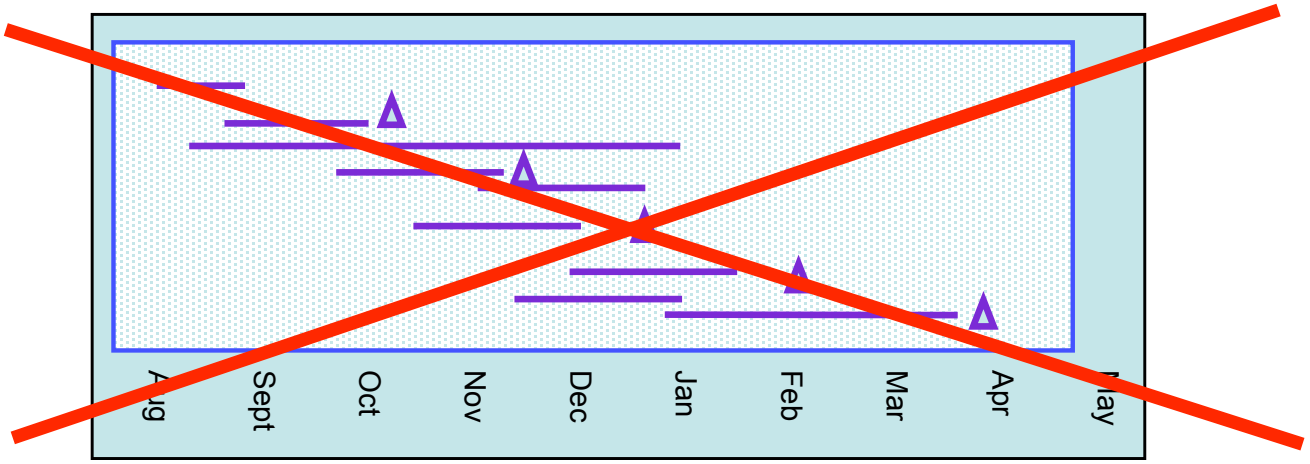
- Initial event for management team
  - Essential to get buy-in for top-down support
  - Lean Analysis workshop
  - External consultants
- Major Team Event
  - Large scale Agile simulation
  - Focus on end to end delivery
- Product and team selection for initial target

The New "Team"



Classic sub-optimised Waterfall organisational structure

Planning

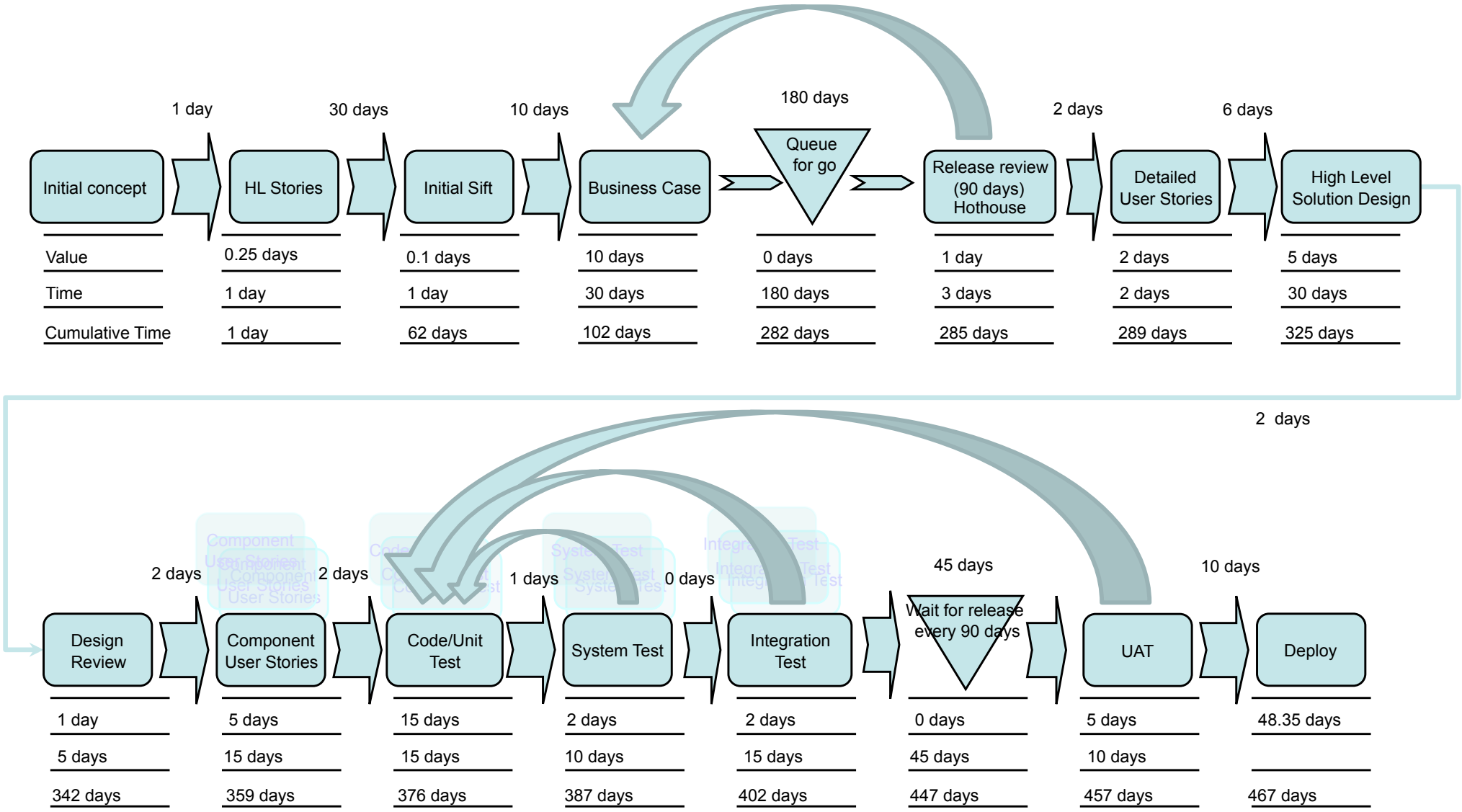


- Dumped 8 month Milestone plan
- Prioritised backlog of stories, 2 week iterations and 8 week release cycles
- Focus on 1 real customer working
- Delivered in 4 customers in 8 weeks
- Speed exposed the targets for follow-up transformation activities

Follow-up

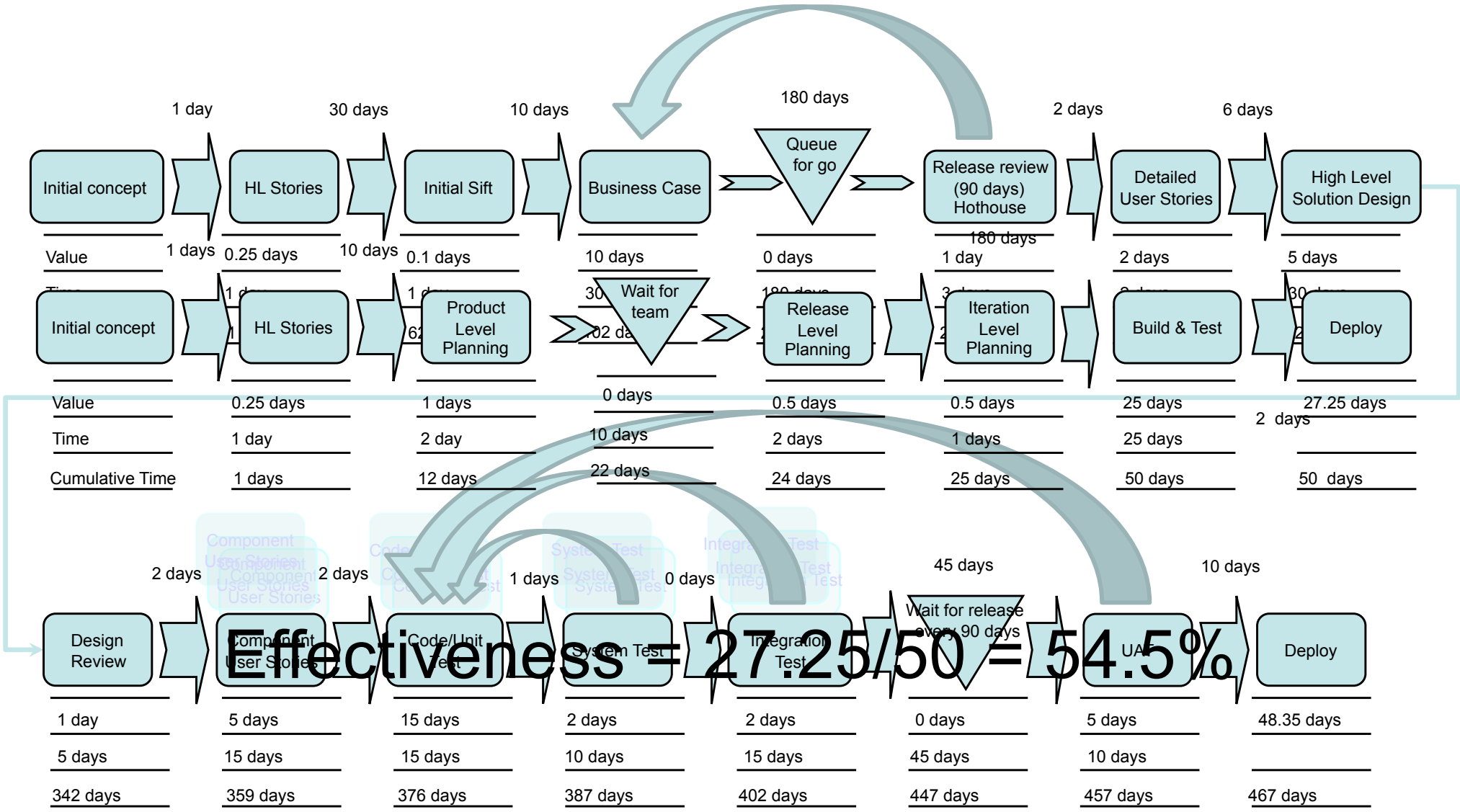
- Heavy coaching activity
  - Extending approach to other teams
  - Based on business priority products
  - Extending learning
- Operating continuous improvement initiative
  - Fixing core issues raised bottom up

Typical BT Value Stream



Effectiveness = 48.35/467 = 10.3%

Agile Value Stream



Effectiveness = 27.25/50 = 54.5%

Effectiveness = 48.35/467 = 10.3%

Automated Testing

- Not for legacy?
- It's too big and complex to think about
- But we have distributed teams
- Slow across the network?
- Dev is separate from SYS/INT

What next?

"Success is not final, failure is not fatal: it is the courage to continue that counts."

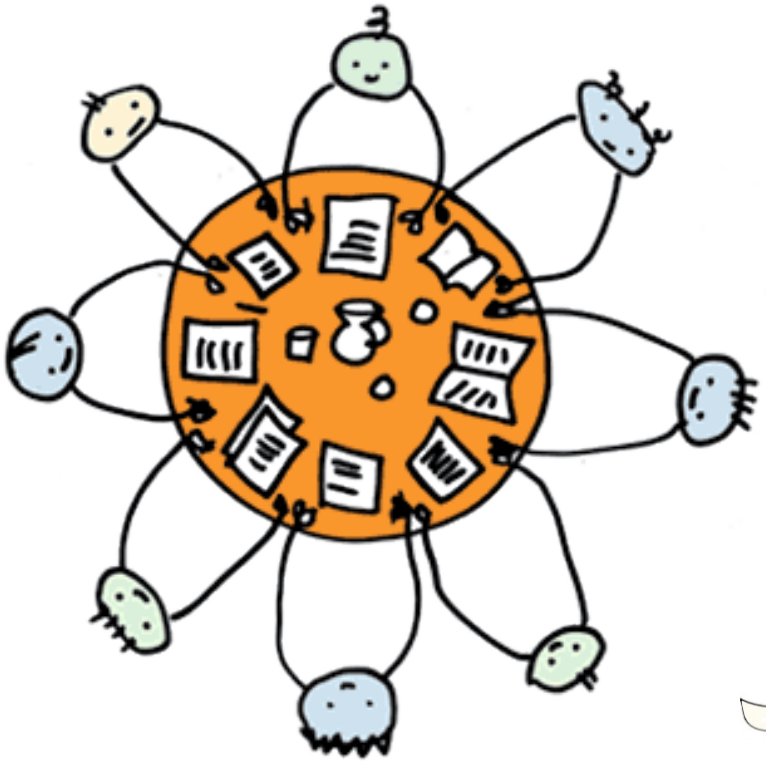
- Winston Churchill

Customers & Suppliers

Brendan Kennedy

10th May 2007

Round Tables



Agile Heartbeat

- *establish a vision*
- *change always happens*
- *so prioritise your activity*
- *do something small*
- *get feedback*
- *decide next steps*

Dedicated to helping customers thrive in a changing world. Here's how:

Our Values:

Trustworthy: We do what we say we will
Helpful: We work as one team
Inspiring: We create new possibilities
Straightforward: We make things clear
Heart: We believe in what we do

We are committed to contributing positively to society and to a sustainable future. This is part of the heart of BT.

Contact

- Questions
- Further Information
- Training
- Consultancy
- Coaching

Please contact geoff@inspectandadapt.com
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