Transforming a Waterfall team into an Agile *Juggernaut*
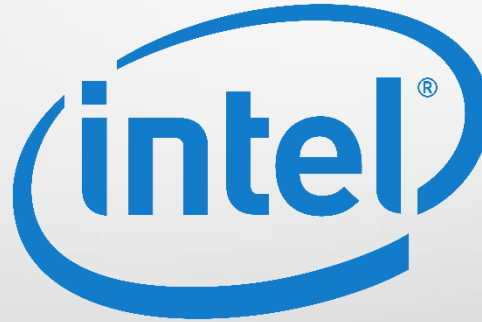
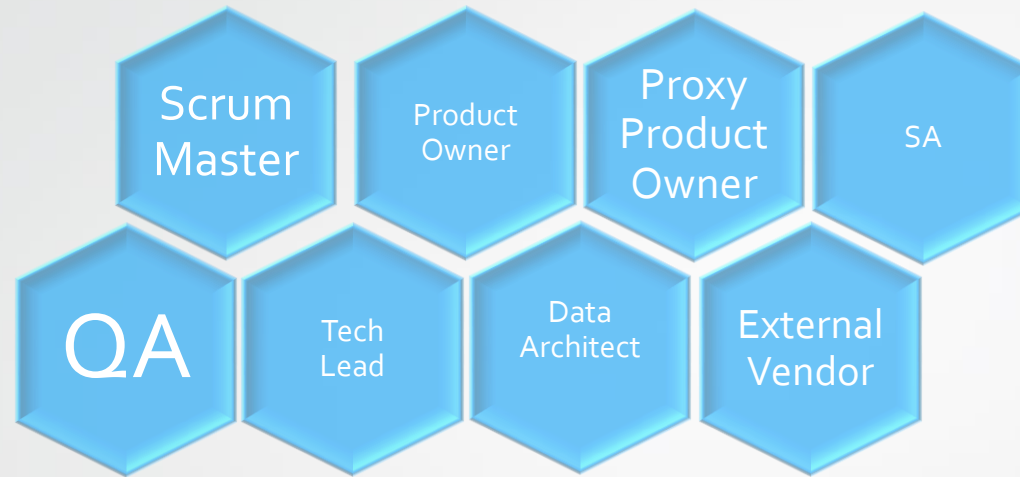Michael Giard
Intel

Agenda

- Who Am I?
- My Team
- Our Journey
- Common Obstacles to Adoption
- Follow the Ceremonies
- My Dirty Little Secret

Who Am I?

- Technical Project Manager / Operations Manger
- 16 Years of experience in IT, PM, PMO and Customer Engagements
- PMP Certified
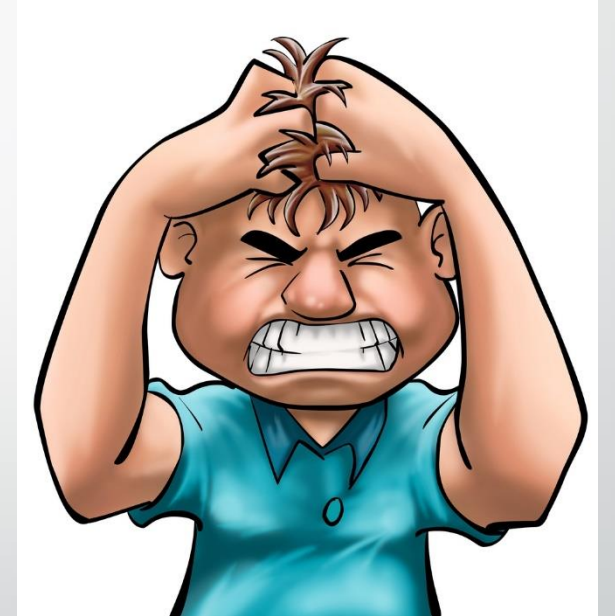- Certified SCRUM Master and Product Owner

My Team

- We are a Cross Functional and Multi-Geo team
- We employ a 3rd Party Vendor
- We work across Multiple Organizations within Intel

Our Journey

- 70% HC turnover in 2015 and 2016
- Running Waterfall with "tribal knowledge"
- Historically projects would run up to 1 year late
- Customer Confidence was very low
- Vendor viability was questionable

Our Solution?

- Engaged with Customer to institute Agile
- Held intact trainings with the customer
- Instituted Regular Product Demos and Retrospectives
- Defined a proxy Product Owner
- Daily Standups held **DAILY**

Common Obstacles to Adoption

- *"My Manager doesn't believe in 'Agile', thinks it's a buzz-word"*
- *"Our organizational structure doesn't align with Agile"*
- *"Not all team members are co-located"*
- Your organization is project centered vs team centered
- **PROJECT MILESTONES** are the norm
- *"I don't have time for all these meetings"*
- Following Agile by the book
- *"There is no 'Plan' in Agile"*

Follow the Ceremony

Sprint Planning

- Involve the Product Owner
- Prioritize the Backlog
- Sprint Ahead
- Be conscientious of the Product Owners time

DSU

- SIMPLIFY, SIMPLIFY, SIMPLIFY!
- Use the time for team building
- Have the team run the DSU*
- Utilize Lync to organize Parking Lots
- Give them back their time!

Product Demo

- Record these sessions
- Be Loud, Be Proud
- KPI's
- Brief and inclusive

Retrospectives

- Maintain the list of feedback in a shared location
- Involve your stakeholders
- Be Transparent
- Focus only on the issues

*Courtesy of Mike Cohn of Mountain Goat Software

My Dirty Little Secret

Tag it – don't ignore it