RSA

The Security Division of EMC

Agile SCRUM
The good, the bad and the ugly
RSA Case Study

Amit Monovich

Agile Israel 2011

Agenda

Core Agile

Process Implementation

Enterprise Deployment

Core Agile

- **Roles and Responsibilities**
  - The role of TLs (Dev, QA, PMO)
  - TL as SM - The easy (but sometime wrong) way out…

- **"We will do that in Scrum"**
  - subtext: we found a new way to give no requirements and not to plan beforehand

- **Value stream**
  - Someone needs to own it. You don't want to set a process for something that is really unneeded to begin with

Core Agile - II

- **Who is the one to say "no" to the PO**
  - "But the PO told us we have 50 more features to work on and we are a week before the final release"

- **Decision making and Mgm visibility(professional)**
  - The team decided…
  - Fast is not always good
  - Forgot that the process might require refactoring

- **Infrastructure work**
  - Is that a new product?
  - How familiar are you with the technology stack? With the tools?
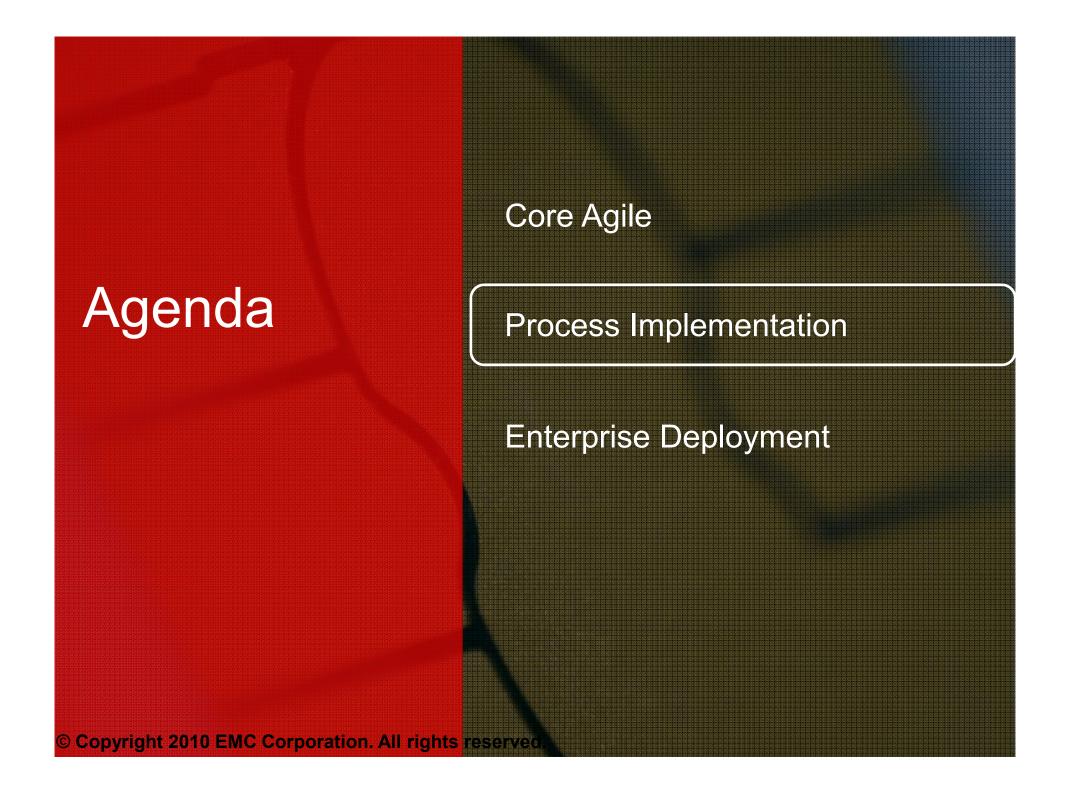 - Can the PO handle that? Who is the PO anyway?

RSA
The Security Division of EMC

Agenda

Core Agile

Process Implementation

Enterprise Deployment

Process implementation

- **Management attention**
  - Having successful POC is not a big deal
  - This is a marathon. Not a sprint…

- **"Its easy – lets do that"**
  - People start to use SCRUM/Kanban by themselves
  - Then comes the "it's not working"

- **It's a constant and iterative process**
  - Its *A* change. Stay alert. Don't let people retreat to past (bad) habits. Requires constant attention.

RSA
The Security Division of EMC

Agenda

Core Agile

Process Implementation

Enterprise Deployment

Enterprise deployment

- **Release planning**
  - Roadmap, customer commitments, release date, content

- **Distributed teams**
  - Common for big companies
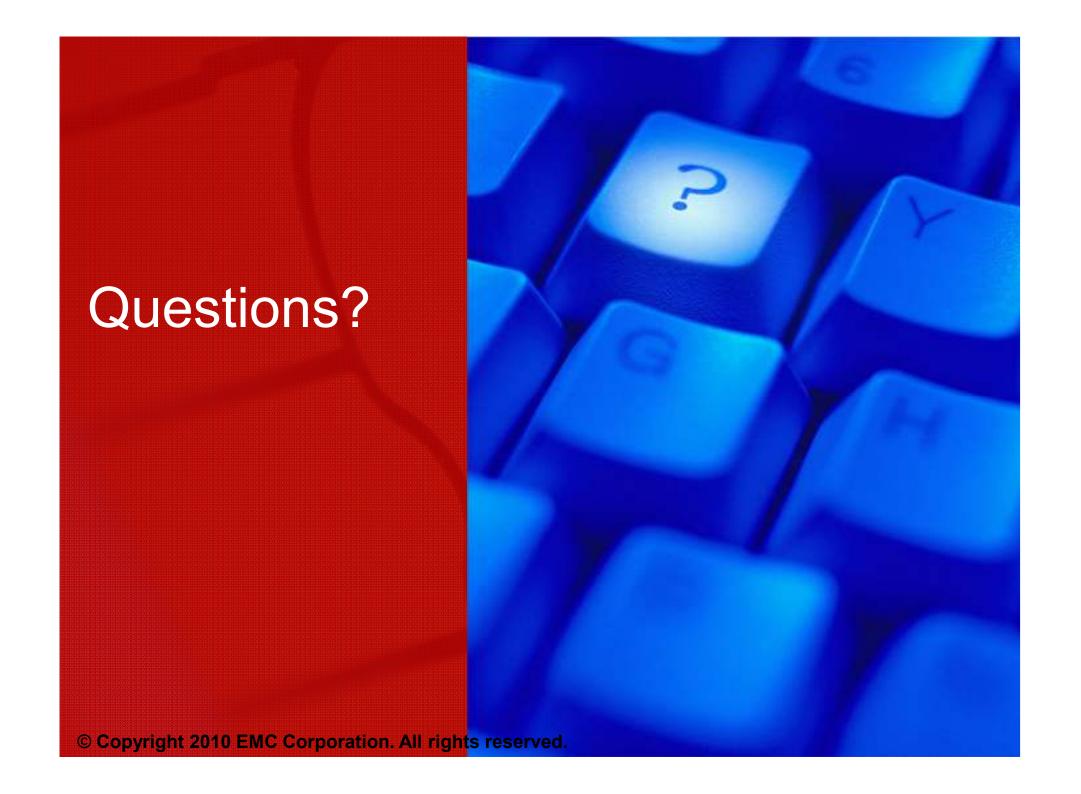 - Interdependencies, daily meetings, diff' time zones

- **# + type of stakeholders**
  - Impact on a lot of functional units. More then you think
  - Different agenda/motivation for each

- **Scalability**
  - Time consumption, good for 1,2,3 teams…

Questions?

Thank you!

Amit.Monovich@rsa.com