SCRUM
Einführung von SCRUM bei Infineon Technologies
Just three questions ...

- Who is using Scrum at work?

- Who was actively involved during the introduction?

- Who is not working in SW-development?
Innovative semiconductor solutions for energy efficiency, mobility and security

Infineon Technologies

Bereich Chip Card & Security ICs
Divisions

- Automotive
- Industrial Power Control
- Power Management & Multimarket
- Chipcard & Security
Anwendungen in Chip Card & Security ICs

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<th>Application</th>
<th>Examples</th>
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<td>Credit/debit, E-Purse</td>
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<tr>
<td>Communication</td>
<td>Mobile, NFC, Machine-to-machine, Public telephone</td>
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<td>Transport, Access &amp; Object ID</td>
<td>Public transport, Access, ticketing &amp; loyalty, Libraries/documents, Laundry/pharma.factory</td>
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<td>Secure eGovernment</td>
<td>ePassport, National eID, eHealth/eSocial card, eDriving license</td>
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<td>Platform Security</td>
<td>Trusted commuting, NFC, Smart Metering, Brand Protection</td>
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<td>Entertainment</td>
<td>Pay TV, Gaming</td>
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Scrum as Change
Introduction @ Chip Card & Security
Introducing Scrum is a transformation, and **organizational change process**

<table>
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<th>What did or are going to change @ SWT</th>
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<td>Cooperation</td>
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</table>
| Mind-set     | Motivation, compensation  
People are motivated and compensated differently  
Self Organisation |
| Roles        | New organizational roles |
| Values       | New values, ethics etc. |
| Behaviour    | New practices |
Introduction of SCRUM

History @ Chip Card & Security (CCS)
Due to the highly dynamic market, the PC SW team in Agb got forced to change their process.

18 month

**February 2010**
Tools Team & FW Team started almost parallel

**March 2010**

**July 2010**
Decision to integrate SCRUM into the whole SWT organisation

**August 2010**
SCRUM survey of the PC SW team 18 month after introduction based on the same questionnaire of Yahoo

**September 2010**
Introduced SCRUM in Bangalore

**October 2010**
Founded IFX Scrum community

Due to some major knowledge gaps and different usage of Scrum in SWT, decided to get professional help from an external company.
SCRUM History in CCS (01/2011 -> )

Company evaluation done together with Purchase
Improuv was chosen

February 2011
Founded Scrum Transition Team

March 2011

April 2011
Created our Vision

Introducing new planning concept, fulfilling SDHB, Scrum, Pipeline balancing, ...

June 2011
Certified Scrum Product Owner Training

August 2011
TDD and XP training

September'11
Start of coaching, Pilot scrum team, focus on continuous delivery

Improuv started with: Analysis, Healthchecks, training and documentation

1. phase

2. phase

December 2011

February'12
2nd Healthcheck HR got involved
Artefacts on the way

- Scrum Transition Team
- Vision
- Scrum Community in Infineon
- Health-check
- Continuous Delivery
- Scrum of Scrum
- Communication
- Questionnaire
Setting up a Scrum Transition Team

- We created a **Scrum Transition Team** which steered cooperatively the Scrum deployment

- It was very important that:
  - The group had enough power to lead the change
  - Key people of the organization
  - Used Scrum to introduce Scrum
Vision

Team and Management
SCRUM Vision & Goals

- Created 5 Visions
  - Scrum Transition Team
  - SCRUM Team
  - Customer
  - Cooperation with Development Partners
  - IFX Management

Scrum Transition Team

Goals 2012

1. Implement the Continuous Delivery concept within SWT
2. Establish Scrum within SWT organisation
3. Establish agile Portfolio Management with Scrum
4. Foster and extend Scrum Community in SWT

Common Success & Team Spirit
Scrum Community
Scrum Community across Infineon

- Internal Scrum webpage
  - Information
  - Introduction slides
  - Team-Listing

- Community organization
  - Training across orgs
    - Best practice sharing
    - Workshops (e.g. PO)
  - Discussion Forum
Healthcheck
Nokia Questionnaire
„Healthcheck“: >50 Teilnehmer

Score 0 = poor performance 10 = excellent performance
Comparison 2011 vs. 2012

![Comparison Graph]
Scrum – A first story of success
Scrum – A first story of success

- SW PC team started with Scrum early 2009
- 18 month later we did a survey: Scrum vs. Previous Approach
- Questions were same as in Yahoo survey
- Results were impressive and really striking

→ Scrum is seen as an improvement
Scrum vs. Previous Approach: Team morale?

13% (9%)  
Scrumb WORSE or MUCH WORSE

53% (52%)  
Scrumb BETTER or MUCH BETTER
Scrum vs. Previous Approach:
Productivity/How much team got done

- **13% (5%)** Scrum WORSE or MUCH WORSE
- **47% (68%)** Scrum BETTER or MUCH BETTER
Scrum vs. Previous Approach: Target orientation / Clear targets set?

- Scrum WORSE or MUCH WORSE: 7% (6%)
- Scrum BETTER or MUCH BETTER: 80% (80%)
Scrum vs. Previous Approach:
Collaboration and cooperation in the team?

Scrum WORSE or MUCH WORSE
- 0% (1%)

Scrum BETTER or MUCH BETTER
- 87% (81%)
Do you think Scrum is an effective approach for software development?

Yes 87%

Not Sure 13%
Continuous Delivery
Continuous delivery - principles

- Repeatable, reliable process for releasing software

- Automate almost everything: build, test, deployment

- Keep everything you need to build, test, deploy in version control

- Continuous integration: if integration hurts, do it more frequently, bring the pain forward

- Use humans for high-value stuff, not routine work
Outlook ... ongoing

SCRAM History in CCS ( -> 12/2010)

- Due to the highly dynamic market
- Big SW team in Asia not focused on their process

- 16 month

- SCRAM survey of the PC SW team 18 month after introduction based on the same questionnaire of Yahoo

- Introduced SCRAM in Bangalore

- Founded IPX Scrum community

- Tool Team & FW started almost parallel

- Decision to integrate SCRAM into the whole SWT organisation

- Due to some major knowledge gaps and different usage of Scrum in SWT

- Decided to set professional role model

SCRAM History in CCS (01/2011 -> )

- Company evaluation done together with Purchace
- Improva was chosen

- Founded Scrum Transition Team

- Introduced new planning concepts, facilitating AGM, Scrum, pipeline balancing

- Certified Scrum Product Owner Training

- TDD and XP training

- Start of coaching Pilot Scrum team, focus on continuous delivery

- Interim started analysis,

- 1 phase

- 2 phase

- 2nd health check
- HR got involved
HR Topics

- Scope of Scrum in IFX
- Recruiting
- Appraisal Interview
- Job Description
- Work Council
- Career Path
- Training Development
- Organization

40 Topics

HR
Impediments
Top Ten Organizational Impediments

1. Silver bullet thinking and superficial adoption
2. Assuming Agile Is All About Developers
3. Unrealistic Promises
4. Individual Performance Evaluation and Reward
5. Assumption that Book Learning is Enough
6. Local vs Global Optimization
7. Single-Function Groups
8. Lack of Training
9. Misguided Cost Savings and Synergy Efforts
10. Failure to Remove Organizational Impediments

- Article in Scrum Alliance from Craig Larman and Bas Vodde
- The first impediment we have uncovered is a **culture of individual workers** rather than real teams and teamwork
Problems during the introduction

- No Scrum-Training
  - Bad User-Stories, Release Plans
  - Rolls & Responsibility (Tasks)
- More interrupts for „lone fighter“
- Top Down decision
  - Too late involvement of the people
- Rest of organization
  - Conflict due to lack of knowledge
  - New Terms, new Rolls, new communication pathes, more transparence

- Planning: integration in Org-Plans
- HR-topics:
  - Organization: Team/SM/PO
  - Appraisal Review, Job description, career planning,
  - Early integration of HR
- Team Setup
  - Scrum experienced person should support setting up the teams
- Team Mind set & culture change
Positiv experience during the introduction

- Know-How: 1xWeek: SCRUM in 10 minutes
- Scrum-Master Training
- Scrum Training for the team
- Workshop with focus on hands-on
- Org.: Team/SM/PO
- Positive Scrum-Practices
  - Phy. Board
  - Estimation with Story-points
- Agile SW Development
  - Health Check
  - Continuous Delivery
- Scrum Transition Team
- Ext. Consultants