

# 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?

# Agenda

- Introduction
  - Infineon Technologies
  - Scrum as a change
  - History
- Artefacts in the transition
- Outlook
- Impediments

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

## Application

### Payment



- Credit/debit
- E-Purse



### Communication



- Mobile
- NFC
- Machine-to-machine
- Public telephone



### Transport, Access & Object ID



- Public transport
- Access, ticketing & loyalty
- Libraries/documents
- Laundry/pharma/factory



### Secure eGovernment



- ePassport
- National eID
- eHealth/eSocial card
- eDriving license



### Platform Security



- Trusted computing
- NFC
- Smart Metering
- Brand Protection



### Entertainment

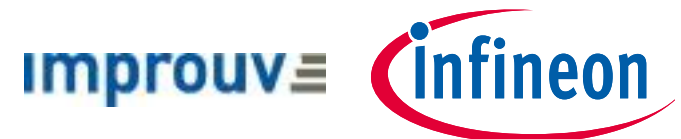


- Pay TV
- Gaming



# Scrum as Change

Introduction @ Chip Card & Security



# Introducing Scrum is a transformation, and **organizational change process**



## What did or are going to change @ SWT



Cooperation	People cooperate differently
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)



# SCRUM History in CCS ( -> 12/2010)

## Info Trainings

Due to the highly dynamic market the **PC SW** team in Agb got forced to change their process

← 18 month →

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

Introduced SCRUM in Bangalore

January 2009

January 2010

July 2010

September 2010

Founded IFX Scrum community

February 2010

March 2010

August 2010

October 2010

Tools Team & FW Team started almost parallel

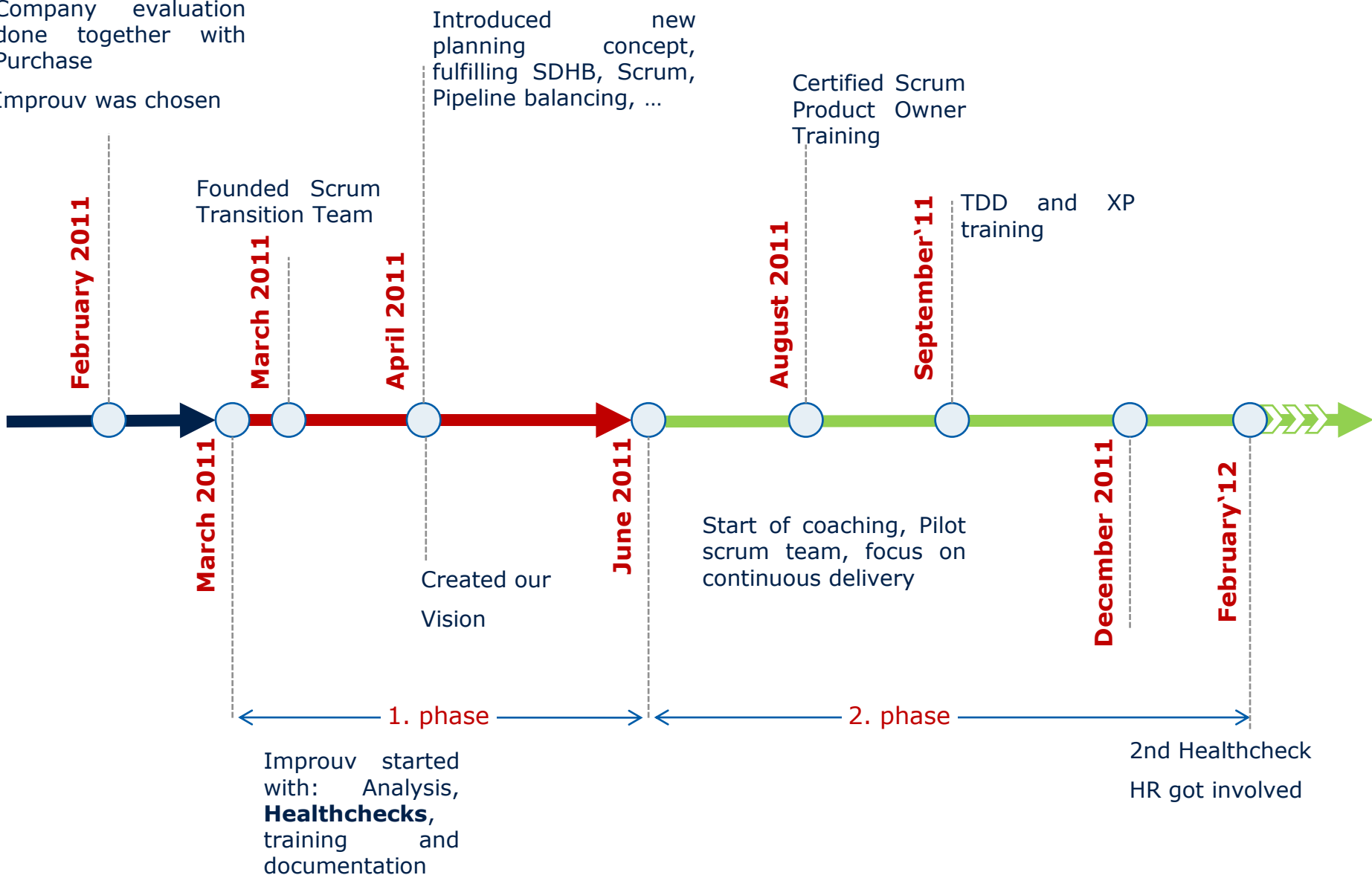
Decision to integrate SCRUM into the whole SWT organisation

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

Decided to get professional help from ext company

# SCRUM History in CCS (01/2011 -> )

Company evaluation done together with Purchase  
 Improv was chosen



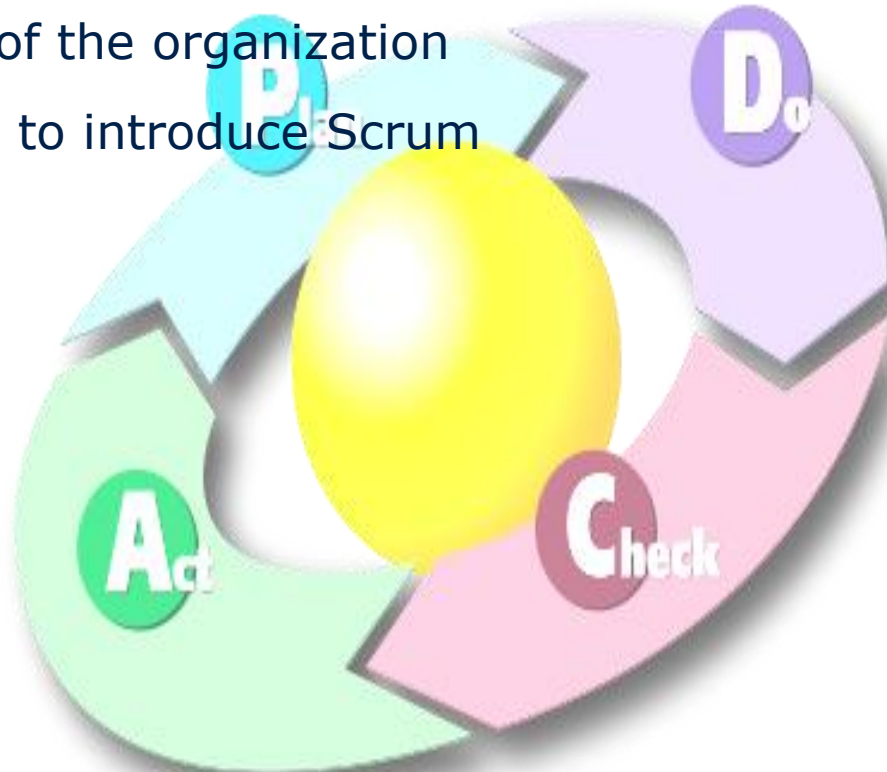
# Artefacts on the way

- **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

### 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**



# Scrum Community





# Scrum Community across Infineon

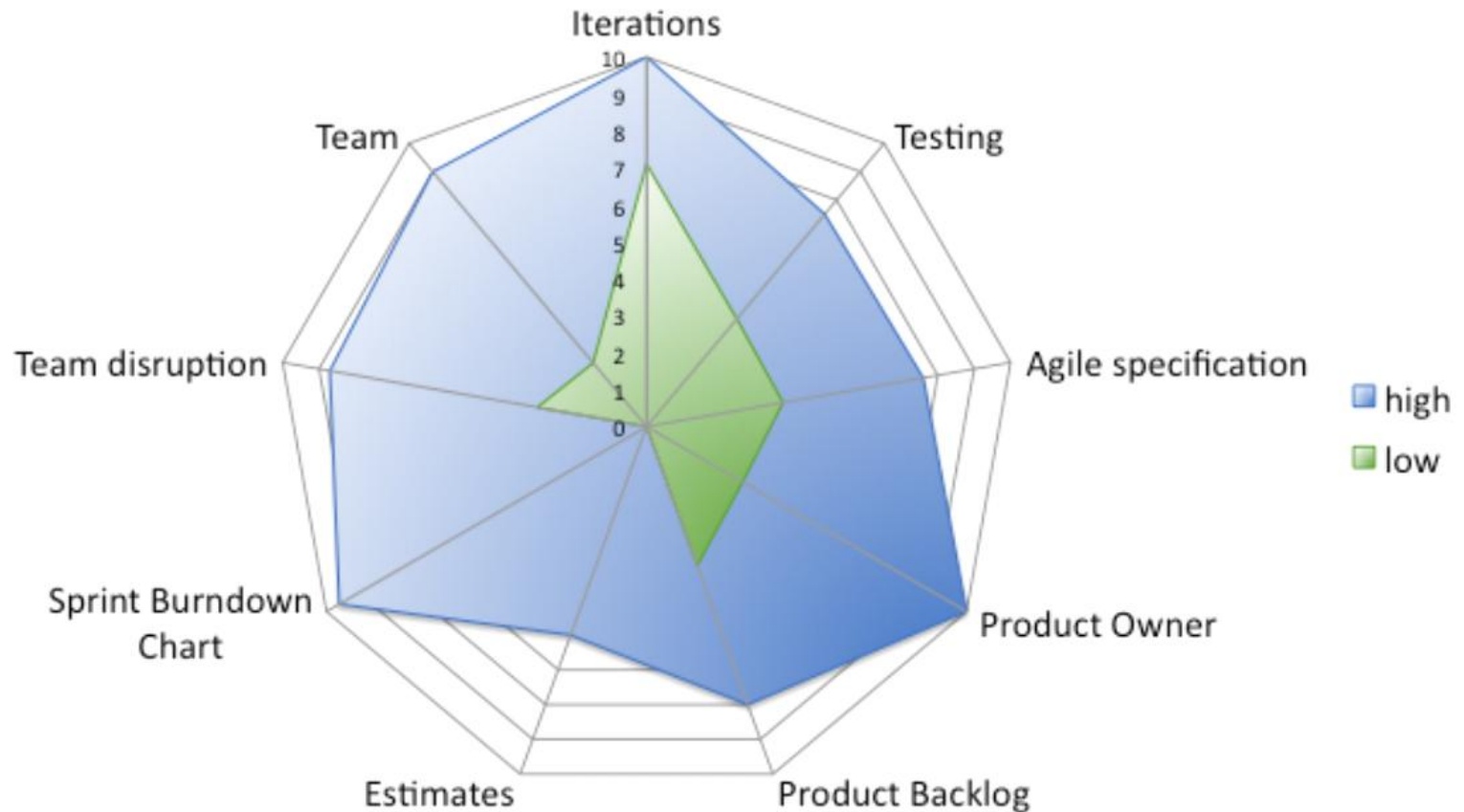
- Internal Scrum webpage
  - Information
  - Introduction slides
  - Team-Listing
- Community organization
  - Training across orgs
    - Best practice sharing
    - Workshops (e.g. PO)
  - Discussion Forum

# Healthcheck

## Nokia Questionnaire

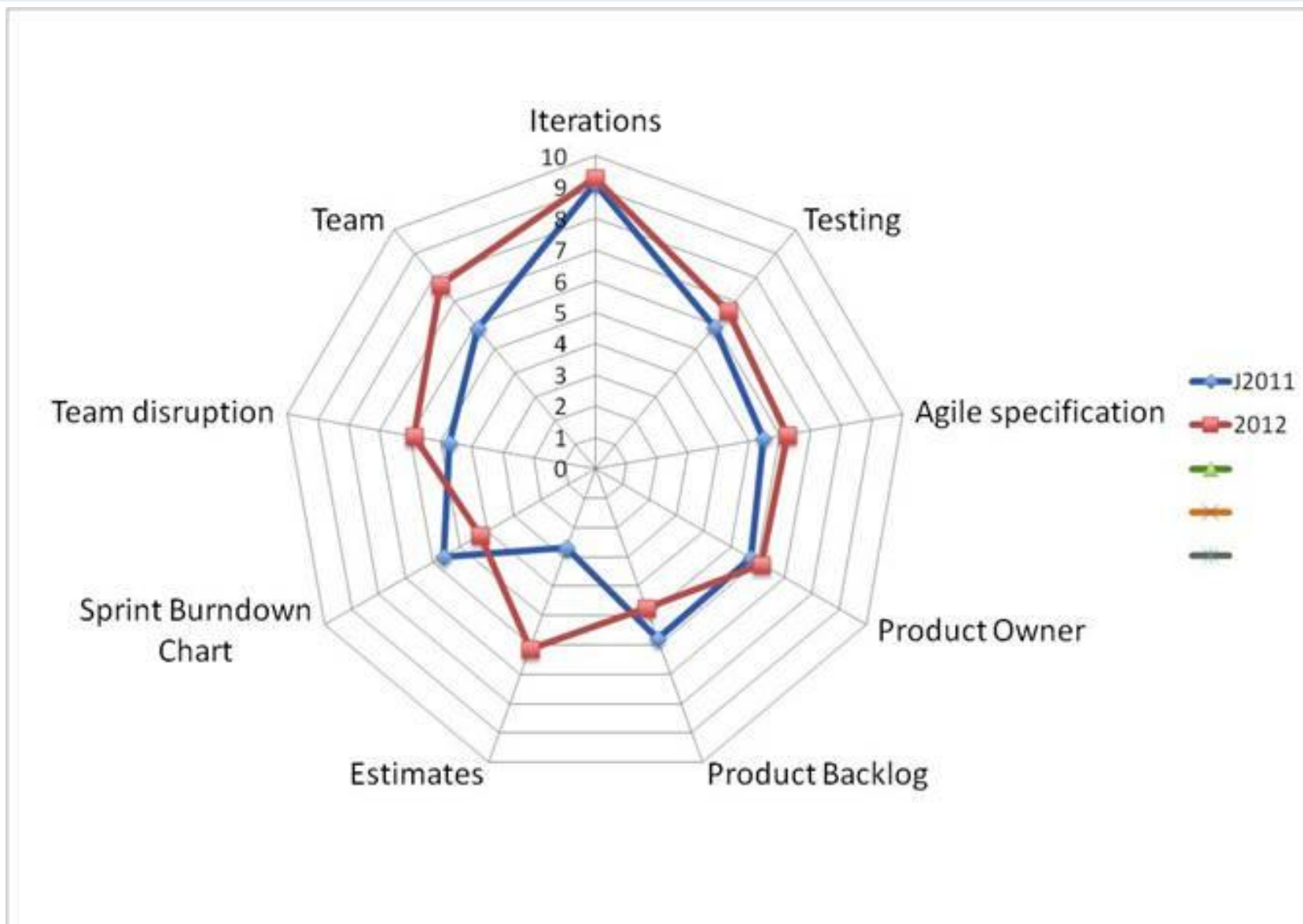


# „Healthcheck“: >50 Teilnehmer



Score 0 = poor performance 10 = excellent performance

# Comparison 2011 vs. 2012



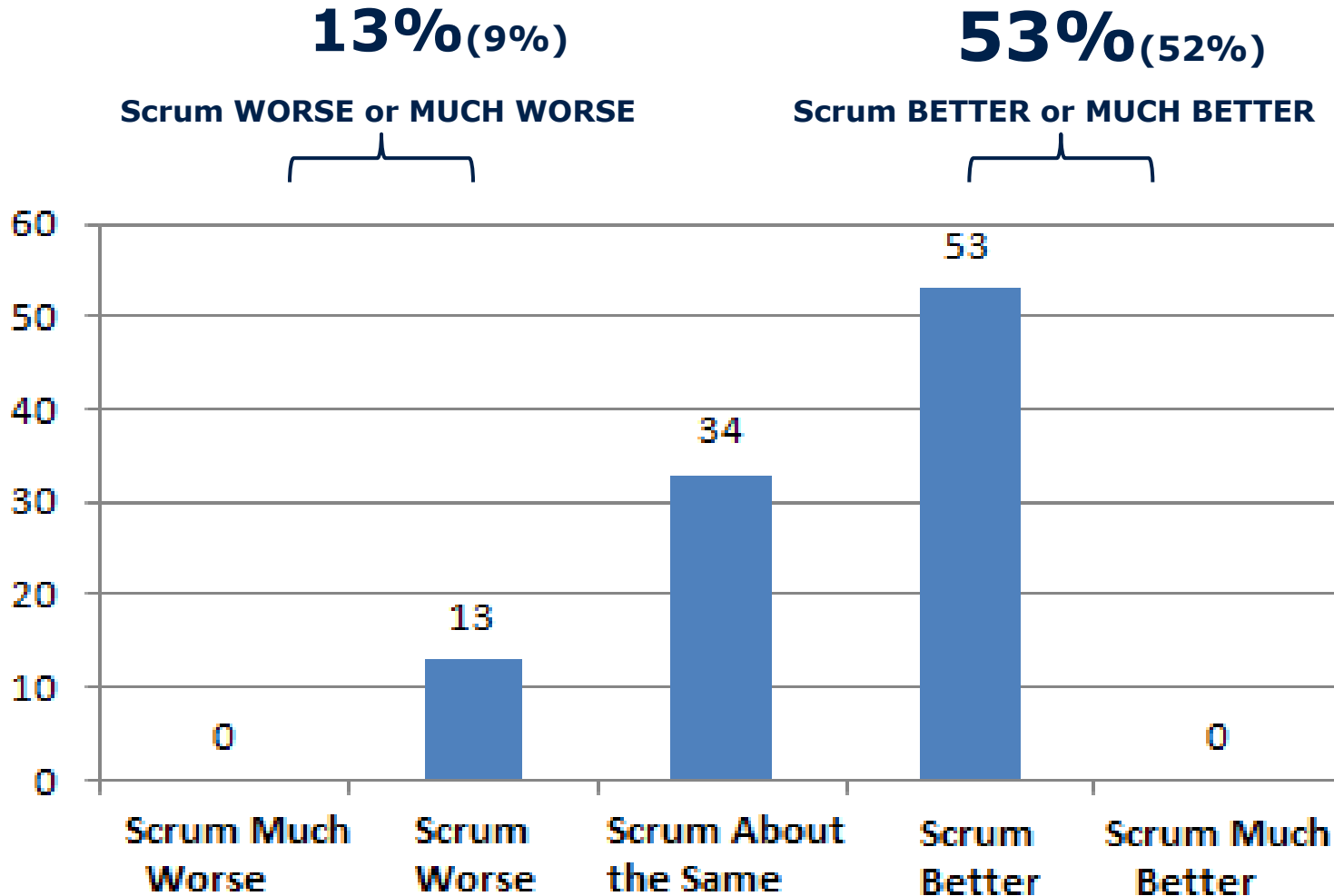
# Scrum – A first story of success



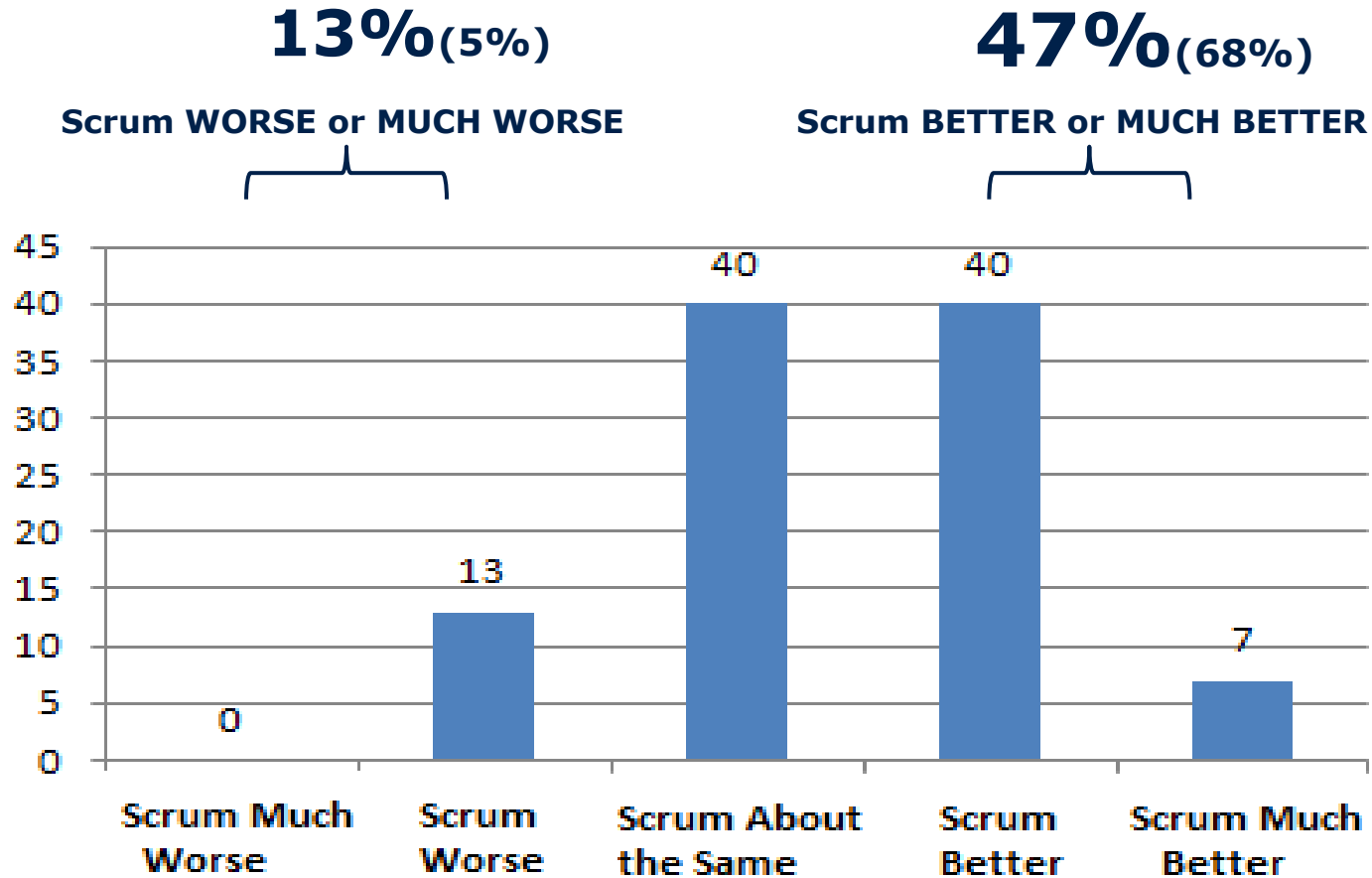
# Scrum – A first story of success

- 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?

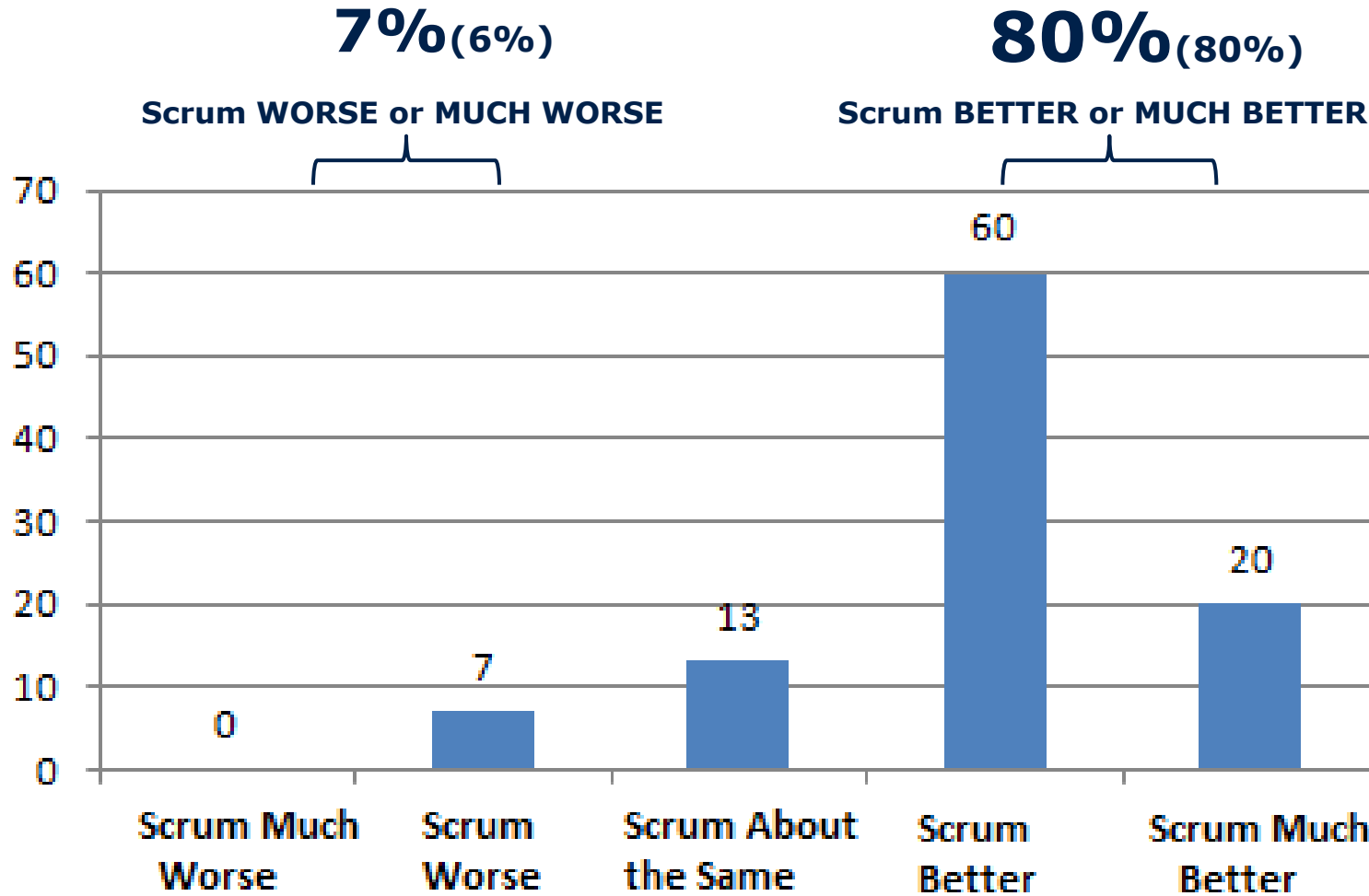


# Scrum vs. Previous Approach: Productivity/How much team got done

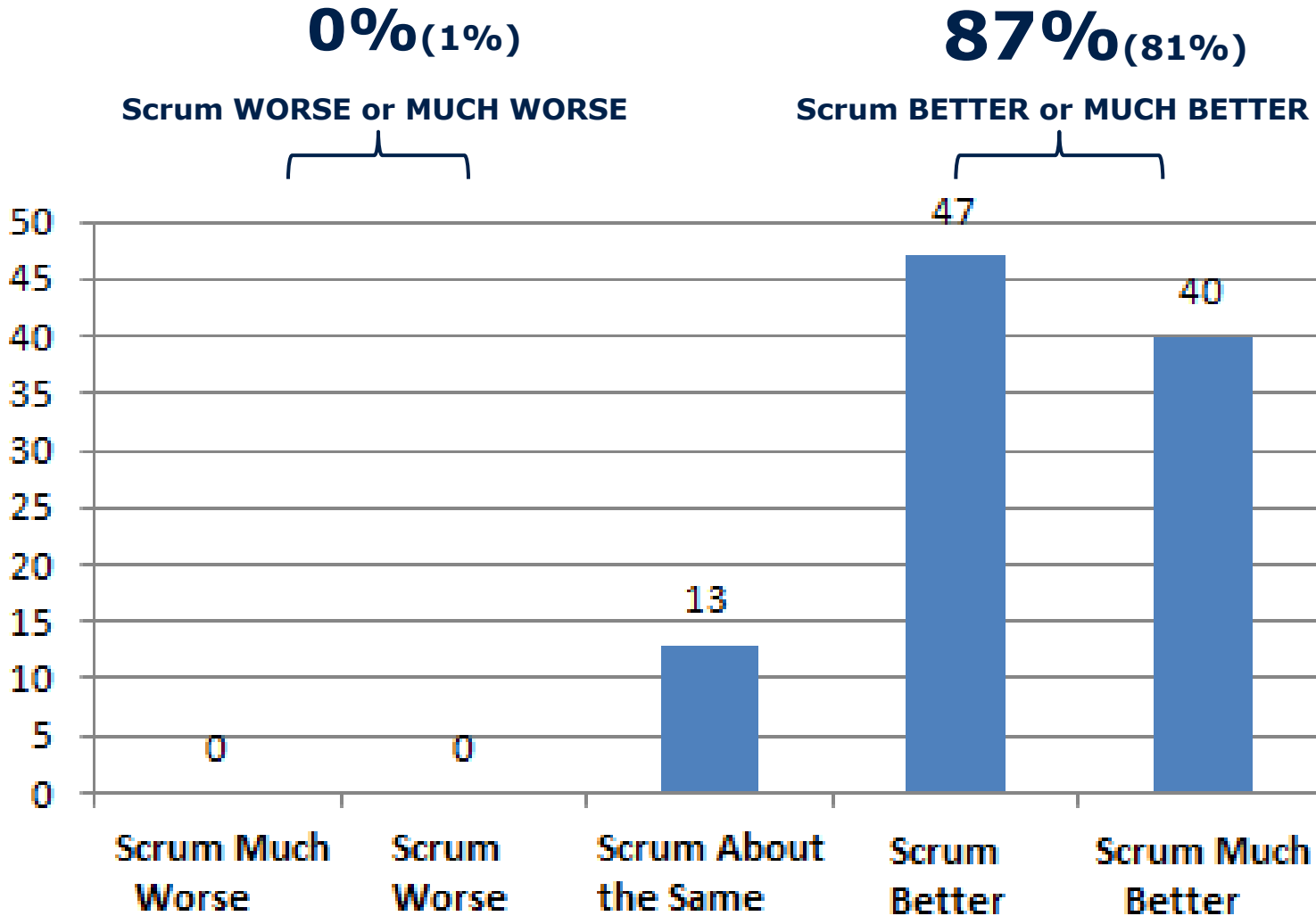




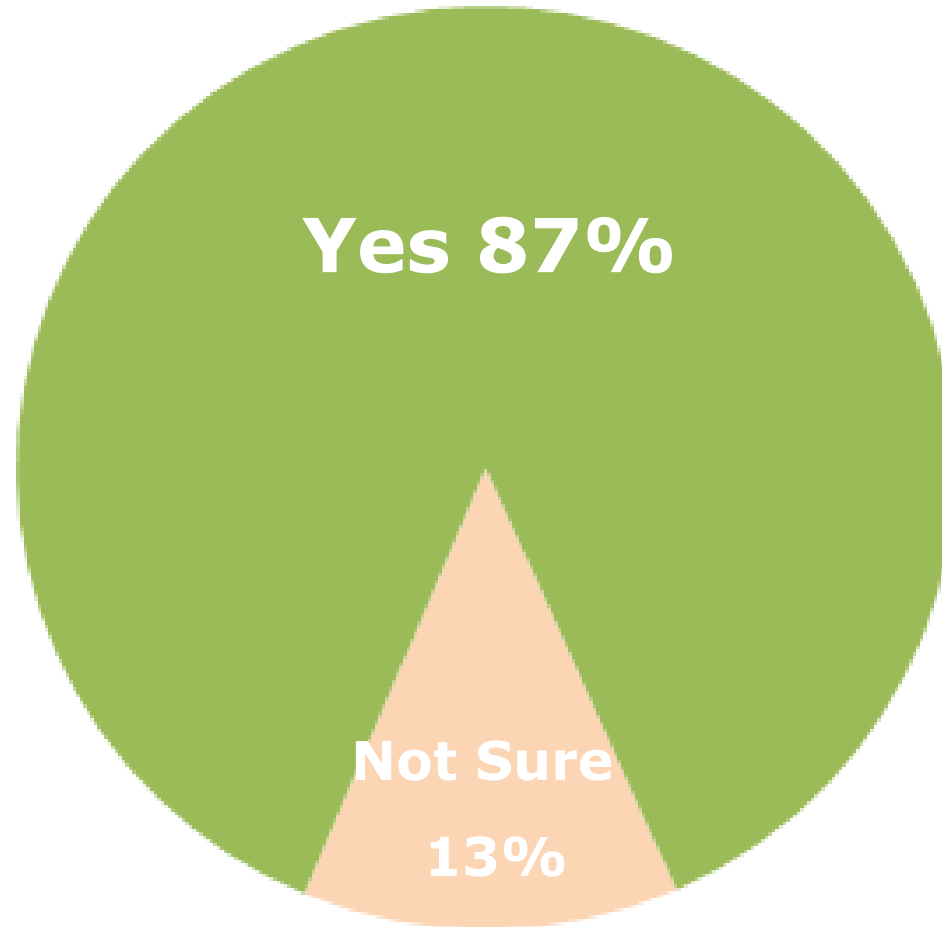
# Scrum vs. Previous Approach: Target orientation / Clear targets set?



# Scrum vs. Previous Approach: Collaboration and cooperation in the team?



# Do you think Scrum is an effective approach for software development?



# Continuous Delivery

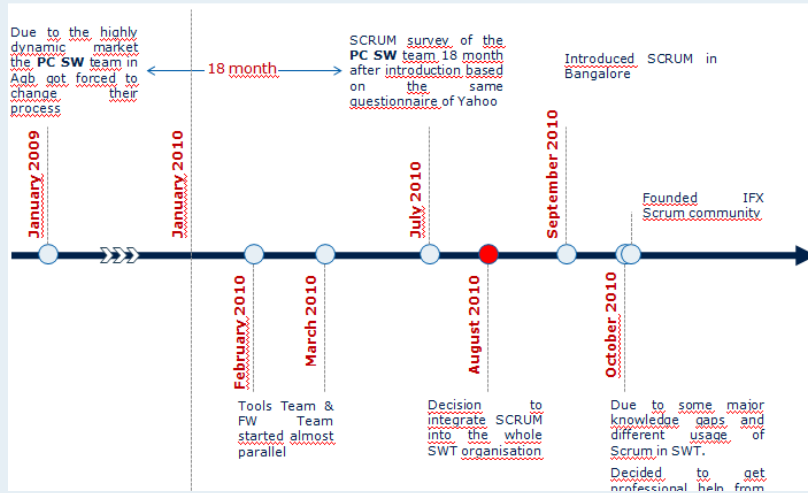


# Continuous delivery - principles

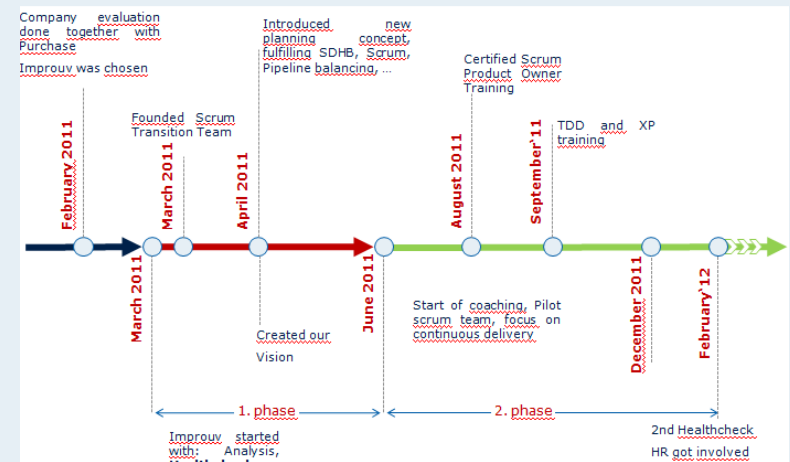
- **Repeatable, reliable process for releasing software**
- Automate almost everything: build, test, deployment
- Keep everything you need to build, test, deploy in version control
- Continuous integration: if integration hurts, do it more frequently, bring the pain forward
- Use humans for high-value stuff, not routine work

# Outlook ... ongoing

SCRUM History in CCS ( -> 12/2010)



SCRUM History in CCS (01/2011 -> )





# 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

# Positive 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

