Scrum.org *Whitepapers*

Türkiye Finans Goes For Higher Benefits From Change

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Introduction

Our customer, Türkiye Finans having around 300 branches within the country and abroad, provides services to more than 3 million customers with around 4500 employees.

Türkiye Finans is focused mainly on increasing its revenue and market share, and in line with these challenging financial objectives, decided to increase the speed of software delivery and services into the market by adopting the Agile as the efficient and innovative approaches in its IT Organization. As a result, the efforts to increase the IT Organization's ability of adaptation and rapid responsiveness have been started.

Before the transformation, the projects were being developed by the classical Waterfall method, and the organizational structure has been formed according to this way of doing business. The Analysis, Development and Test teams were working hierarchically each under one manager. This situation was limiting the collaboration, information transparency and communication, making the manageability difficult and decreasing efficiency. Also, different units' working on the same project

might cause a decrease in the awareness of the individuals and job involvement levels. Project management and planning activities took up time, and the changing requirements during the project were causing severe costs and time deviations in the projects. In large scale and long-term projects, since the participation of business units were only in the scope and analysis section at the beginning and in the user acceptance test stage in the end, the project progress could not be monitored at the desired level of transparency for the business units, and modifications and additional requests that might radically change the project set-up might come up at the acceptance test stages. This was causing failure to comply with the budget and time targets for the projects.

		Duration	Performance unit
1	Vision	Years	Future state
2	Roadmap	Months	Major milestone
3	Iteration Plan	Weeks	Iterations
4	Iteration	Days	Tasks
5	Daily Plan	Hours	Task activity

Agile Transformation vision: is determined as improving the IT Organization's responsiveness and adaptation ability,

learning the Agile principles and software development engineering practices, ensuring a transparent environment to carry out quality observations, creating a bottom to top mind and increasing the value orientation.

Improving the IT organization's ability to adapt and respond faster by;

- Adopting Agile Software Development principles and Engineering practices
- Creating a transparent ground for frequent inspection
- Enabling bottom-up intelligence and empowerment
- Proactive workers with strong value and goal orientation

Value Driven Development

The IT Organization encountered many obstacles when getting rid of the conventional concept and adopting the change and human-oriented new concept. The main obstacles were: The complex nature of software development and the interdependency of systems were increasing the level of complexity. Implementation of the conventional project management approach in such an environment where complexity is high decreases, the output rate and makes the management of the production difficult.

The conventional project management approach and unmet deadlines were decreasing the employee motivation in the field of software where individuals' problem solving skills and desires are crucial.

Türkiye Finans got in contact with our consulting and training unit in March 2014 for Agile Transformation of IT Organizations. 6 months have passed since the commencement of the process up to now, and the Agile Transformation of the IT Organization led by our team has been continuing as an exemplary transformation in the World.

This document includes how to benefit from the Scrum Framework in development of the areas of complex control, enhancing production with less bureaucracy and ensuring continuous learning. Additionally, it includes the experiences for use of Agile Processes and Agile Project Management in coordination of IT teams.

I. Installation

Beginning of Transformation

"Scrum" was preferred as the Agile way of doing software delivery. The process encompassing the entire IT Organization was started by training more than 200 employees and the relevant business units in a short period of 3 months, and since the management's being unaware of these elements might impair the Agile transformation, all C-Level managers' awareness were enhanced by trainings on Agile approach and Scrum dynamics.
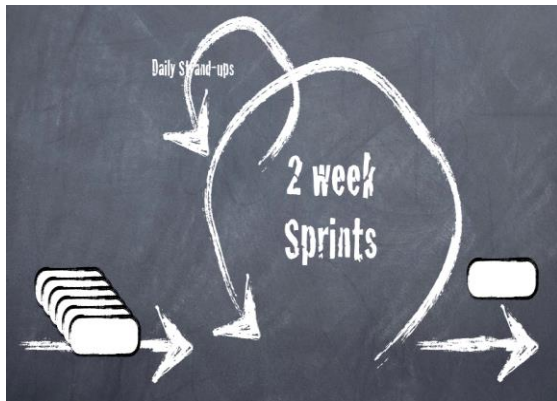
Primarily, the IT Organization was rapidly re-organized so as to consist of cross-functional Agile teams that can provide rapid service to the business families. Instead of Analysis, Development and Test directorates, a leaner organizational structure was adopted, which is composed of Agile teams containing qualifications from every profiles within itself and where there isn't any hierarchical Manager layer in between. Thus, self-managing Agile teams that can organize itself according to works were created. The service Scrum Teams that will deal with small requests, small projects and problem records, and the project Scrum Teams that will work on master plan projects and where the Product Owner role is taken on by the business units, thus where the business units are physically participated in the project were formed within these directorates.

45 Scrum Teams were formed where the number of team members varies between 3 and 9. While the Scrum Masters are the former project managers working in the Project Management Office in some of the teams, they are those persons selected within the Team and having Scrum Master skills and qualifications in some other teams.

In the teams formed on project basis, the Product Owners were selected from the business units, in the service Scrum Teams however, the ones who has deeper business know-how about the system were determined as the Product Owner.

After the teams were determined, the training process was started. All team members participated in the Internationally Certified Trainings provided only by ACM in the region in order to obtain the PSM I certificate which is one of the World's most important certificates in the area of Scrum, and almost all of the team members obtained their certificates.

After the training, the certificate examinations were encouraged, and the awareness and knowledge level of individuals in the organization were enhanced without being limited to the trainings.

Team Standards

The cross-functional and self-organizing Scrum Teams placed their own cork boards where the Sprint Backlogs, Impediment Lists, Sprint Burn down Charts and Retrospective results will be located on.

While some Scrum Teams thought that 2-week Sprints were suitable for them, some Scrum Teams decided that 3-week Scrum Sprints were ideal for them. After kick-off, each Product Owner shared with the team the requirements that would create the highest value. All teams determined their DoDs (Definition of Done) and they gave commitment to the Sprint Goals that they could achieve.

II. Implementation of Scrum

Each group received the training started to implement Scrum with support from an Agile Coach. The Teams are planning their day with Daily Stand-up Meetings and starting to work. After running an entire Sprint, they present the running software that they developed at the Sprint Review to the business units, and many business units are leaving contently from these meetings. While it had taken several years for them to get the IT complete a work beforehand, now getting the work completion notification within

several weeks significantly increased the customer satisfaction. At this point, the IT Organization gained support from the other business units including C-level.

The Delivered/Committed rates vary around 70% in the first 5 teams running Sprint 4 and higher, and the Innovation rates vary between 65% and 100% again in the first 5 teams running Sprint 4 and higher.

In retrospect, the number of problem records opened for service Scrum Teams first received the Scrum and Agile training within the transformation plan were decreased by 50%.

The people in the same service Scrum Team and working on the same project creates a common mind. The following changes were observed after the people not working on the same project though they are in the same

service Scrum Teams started to work on the same project.

- Having good command of subject within the team is no more individual based.

- They complete the work together; therefore job involvement and collective ownership is increased among the team members.

- Obtaining successful results in the challenging parts of the project strengthens the sense of being a team and ensures the trust among the individuals.

- The team members have a better chance to evaluate the areas requiring improvement in themselves and their team mates, and by virtue of the trust created they pay extra attention to make up for one another's deficiencies and to help one another reach the better.

View from the board of a team working on how to enhance the efficiency by observing the daily modes of the team members.

In order to ensure the cultural transformation and persistence, the Agile Transformation Management Team including the IT senior management, and the Agile Studio Team were set-up by the support of the PMO. These teams give directions to the process by the weekly Planning, Review and Retrospective meetings in order to perform organizational and sub-structural changes required for sustaining the implementation and increasing the efficiency. These teams ensure that the necessary arrangements are made by discussing the issues such as ensuring the COBIT and internal audit process compatibility, arranging the performance system according to the Agile methods, optimizing the demand management processes, selection of the tools suitable for the Agile method and Agile master planning.
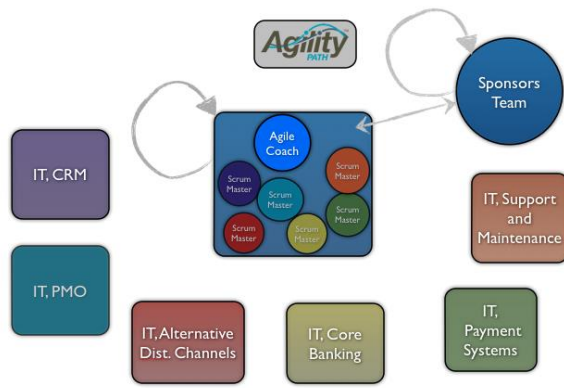

Teams better manage daily work and take responsibility as they see the work to be done on the Sprint Backlog and the remaining work on the Burndown Chart. Thus, there is no need for the Product Owner or any other person to put pressure on the team members to get the work done.

By virtue of the Agile transformation;

• The projects were started to be delivered within weeks, the delivery of which used to require months beforehand,

• Projects that were completed before the deadlines,

• Better communication with the internal customer was ensured, and customers' involvement and participation in the projects were increased,

• It was observed that the employee satisfaction and motivation were increased significantly.

III.Problems & Obstacles

Scrum Teams encountered many problems both at the internal and organizational levels.

One of these obstacles was that the reports which were requested from the institutions such as BDDK (Banking Regulation and Supervision Agency), COBIT, TBB (The Banks Association of Turkey), BKM (Interbank Card

Center) etc. and the request date of which were not known in advance damaged the corporal Agility; various scenarios are being developed about how to prepare these reports in the fastest way without impairing the corporal Agility.

The fact that the internal audit mechanism had been developed according to Waterfall and the heavy burden of document confronted the team members as another major problem. In the projects developed by Agile, there isn't any heavy burden of documents which is the case in Waterfall; instead, the focus in on the working software.

The problem/bug reports from the projects developed before the transformation caused to prolong the Sprint 0 (unofficial preparation period to Scrum) periods of many teams. In the beginning and continuation of the transformation, these problem records are continued to be resolved. The problem records seem to be the major barrier in front of the Teams for creating value. The Team members solve the urgent problem records by turns, thus the business units are pleased.

IV. Next Steps

The next steps to be taken by the people who understood the value of the Scrum Framework for the software development teams and the importance of Agility for a big organization were towards maintaining the continuation of the transformation. And for this reason, a unit called Agile Studio was set-up in order to make the Agile transformation and improvement perpetual within the

organization. The Agile Studio ensures that the transparency is not deteriorated, the information is disseminated from bottom to top, and the new teams to be formed are cross-functional and self-organized. The Agile Studio, besides fulfilling these responsibilities, continues to explain the IT Organization's new way of doing business to all business units within the corporation, and continues to teach them how to work with the IT Organization and that also they should participate physically in the projects.

The IT organization is taking firm steps towards making the Agility and continuous improvement an important part of its culture by the Agile methods.

About ACM

As the first and leading provider in Agility services in Turkey, ACM assists numerous local and international companies to become further adaptable. ACM collaborates with public and private sector companies of all sizes to help them; be more value driven, deliver their services or products faster, manage changing demands, reduce costs, increase productivity, bring their creativity out and be more innovative through it's training, coaching, consulting, and outsourcing services. So far, ACM guided over 100 Agile teams mainly within IT, and also in marketing, sales, customer care, C-level management and cross-functional business units. Over 4.000 professionals from more than 200 companies across 10 industries have been trained in ACM's courses. Furthermore, ACM provides Agile team and

team member outsourcing services such as Scrum Team, Software Developer, Scrum Master, Product Owner, and other numerous capabilities.

For more information:

Web: www.acm-software.com/en

Youtube: www.youtube.com/ACMAgileLabs

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About Scrum.org

Scrum.org leads the evolution and maturity of Scrum to improve the profession of software development, up to the level of the enterprise agility of organizations.

Scrum.org strives to provide all of the tools and resources needed by Scrum practitioners and experts in agility to deliver value using Scrum. Scrum.org provides Scrum assessments to allow people to evaluate themselves and improve, hosts community forums and webcasts to foster discussion and knowledge transfer, and defines industry-leading Scrum training for practitioners at all levels. Scrum.org, together with the Scrum Alliance and Scrum Inc., maintains the Scrum Guide in 30 languages.