



Gunther Verheyen, independent Scrum Caretaker
(partial) Scrum Pocket Class “Scrum in the Large”
29 October 2024 | RSG Belgrade | In-person



Scrum Alliance
REGIONAL SCRUM GATHERING™
28-29 OCTOBER 2024 | BELGRADE

[SPC-XL1]
A guided discovery of
Scrum in the Large
Module 1/2: Multi-team Scrum

A SCRUM POCKET CLASS
[SPC-XL1]
Scrum in the Large
1/2
[Multi-team Scrum]
ENABLING YOUR MODULAR LEARNING

Scrum in the Large
A (partial) Scrum Pocket Class
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Gunther Verheyen, Ullizee-Inc
independent Scrum Caretaker

call myself a
Scrum Caretaker.

“The rules to play the game of Scrum remain consistent at and are independent of scale.”

Gunther Verheyen

Welcome!

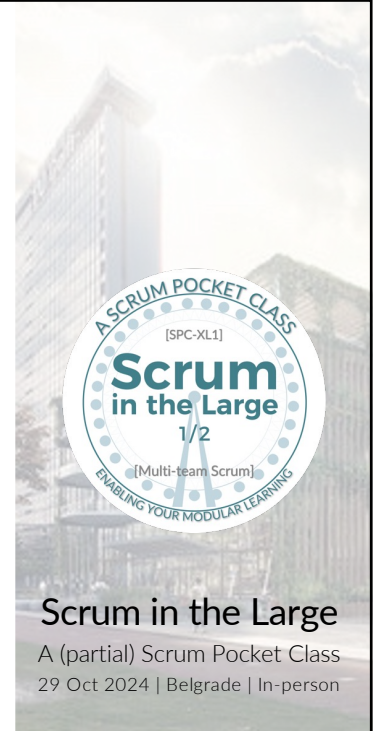


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Growing and expanding

A guided discovery of Scrum in the Large



A successful MVP (situation)

Your company wants to capitalize on the results of your amazing, high-performing team of 10 Developers to enter a completely new business/market with the creation of a brand new online (family) streaming platform, called “Family Movies Online”.



...

The product manager who launched the idea is the Product Owner of the Scrum Team that successfully creates and releases an MVP of this platform in three Sprints of three weeks (taking about two months, Jan-Feb). This MVP has limited functionality for a limited audience with limited performance.

Yet, market reception is amazing. Customer reviews are great. Specialized magazines praise the new platform. The company’s owners and shareholders are extremely excited.



A decision to expand

10

Upon the (rather unexpected) success, your company seizes the opportunity.

Funding is secured for development, support and marketing of a commercial release in October, i.e. after 14 Sprints of two weeks. As this requires more resources, the hiring process is immediately initiated.

Despite the longer timeline, the Product Owner wants the opportunity to potentially go live sooner than only after the projected 14 Sprints.

You seem to be very attractive on the job market. In no time 17 great new hires are done. All 27 people (10+17) need to be formed into teams.

What is the best way to expand to multiple teams? How will the 27 people be divided into teams? How many teams will there have to be? Who should be involved in this process?

A decision to expand (options)

10

Which options best describe who should be involved in what way?

- A. HR, in consultation with line management, forms the teams based on a skills matrix and the information about the technical skills and seniority of all developers.
- B. The Scrum Master, in consultation with line management, forms the teams based on a skills matrix and the information to be provided by HR about everybody's technical skills and seniority.
- C. The Product Owner expresses and clarifies product information like the envisioned value, the ambitions and market challenges to the developers as boundaries for them to self-form into teams.
- D. The Product Owner decides how many teams there will be based on the available funding.
- E. The Scrum Master assures that the developers understand the Scrum process, the importance of making the ultimate deadline of 14 Sprints and other delivery expectations where applicable.
- F. The Scrum Master works with the developers to establish a time-box for them to start self-forming into teams, with the option of taking a few iterations to do so.
- G. The developers self-organize into teams, potentially in a few iterations.
- H. The developers decide how many teams there will be.
- I. Regardless of who forms the teams and how many teams there will be, HR must give a final approval over the teams' composition to make sure the result aligns with people's function description, envisioned performance reviews and salary or career ambitions as managed by HR.
- J. Regardless of who forms the teams and how many teams there will be, line management needs to approve the teams' composition as a final 'go'.



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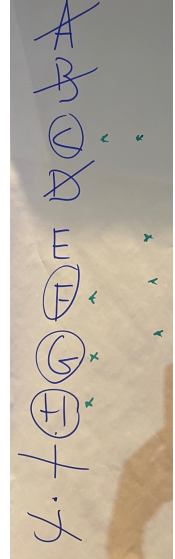


A decision to expand (solution)



Which options best describe who should be involved in what way?

- A. HR, in consultation with line management, forms the teams based on a skills matrix and the information about the technical skills and seniority of all developers.
- B. The Scrum Master, in consultation with line management, forms the teams based on a skills matrix and the information to be provided by HR about everybody's technical skills and seniority.
- C. **The Product Owner expresses and clarifies product information like the envisioned value, the ambitions and market challenges to the developers as boundaries for them to self-form into teams.**
- D. The Product Owner decides how many teams there will be based on the available funding.
- E. The Scrum Master assures that the developers understand the Scrum process, the importance of making the ultimate deadline of 14 Sprints and other delivery expectations where applicable.
- F. **The Scrum Master works with the developers to establish a time-box for them to start self-forming into teams, with the option of taking a few iterations to do so.**
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Before scaling...

You expressed your preference to grow and expand more gradually (*iterative-incrementally, so to speak*); in scope, people and teams. You explain it as a way to “maximize your Scrum” first while retaining the start-up spirit.

Executives and investors said they understand that you wished that the existing team, supported by HR and its Scrum Master, would have had the final say in the hiring process.

However, they wanted to keep up the pace, if not move even faster. Bottom-line: 27 people needed to be divided into teams.



Many ways to maximize “Single-team Scrum”

- Committed, focused, engaged people
- Team effectiveness (collaboration, autonomy & self-organization)
- Skills & professional development (training)
- Development practices & standards
- Infrastructure, tooling & automation
- Quality standards & guidelines
- Elimination of low value
- Removal of Impediments
- A definition of “Done” that reflects valuable (beyond releasable)

The foundations of Scrum in addressing complex challenges

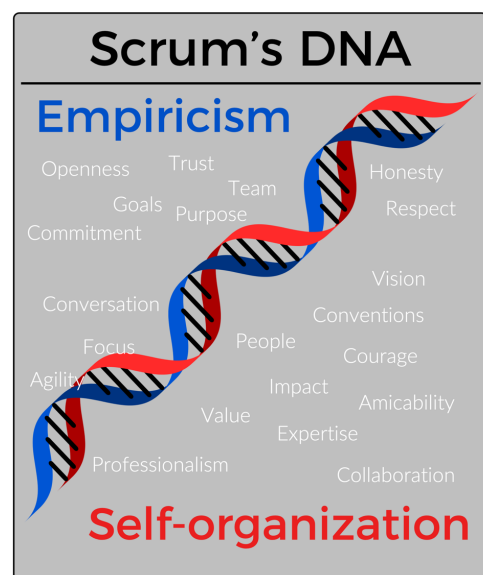
A manager-led approach like distributing tasks and imposing exact time-based instructions limits agility and other benefits of Scrum.

Scrum provides minimal boundaries for self-organization to be most effective:

- Empiricism and time-boxing.
- Accountabilities and rules.
- Goals.

Constraints to self-organization are often set by the organization. Rather, manage from the outset and re-enforce self-organization by providing:

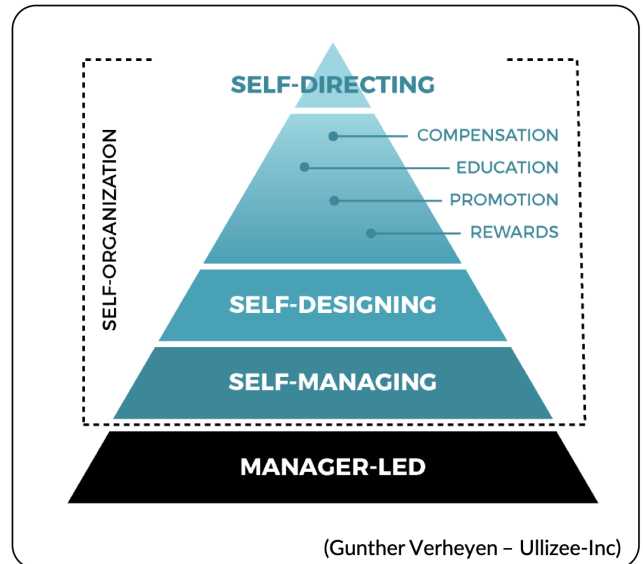
- Organizational mission, vision and strategies.
- Product Vision.





Scrum starts with self-managing teams

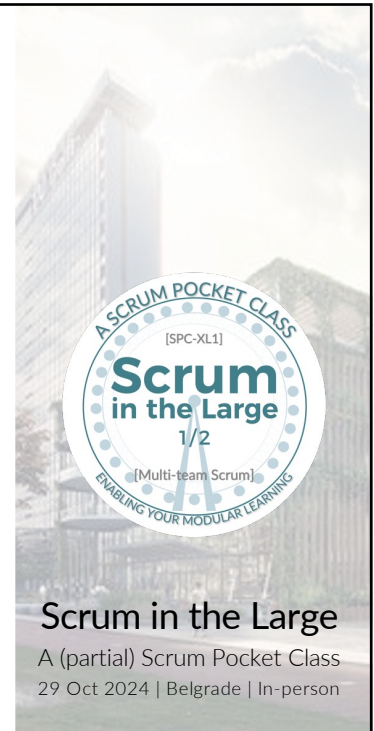
- Manager-led work limits agility and other benefits of Scrum.
- Constraints are often set by the organization.
- Scrum provides boundaries and accountabilities for self-organization to be more effective.
- Self-organization works better against goals.
- Many areas of self-organization are possible.



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Multi-team Scrum

A guided discovery of Scrum in the Large



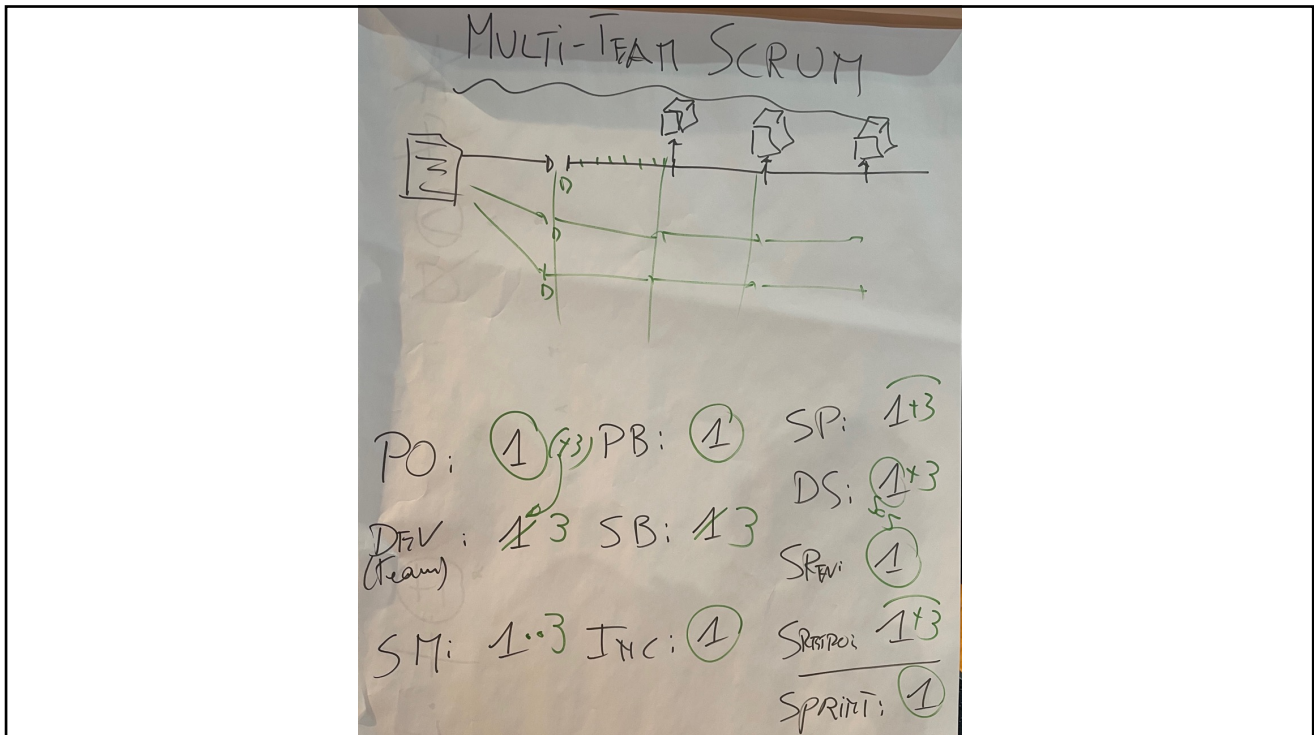


Scrum after the teams have been formed

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Imagine that the Developers self-form into three teams.
 How will their Scrum look like?

Roles		Artefacts		Events	
Product Owner:	1 -> ?	Product Backlog:	1 -> ?	Sprint Planning:	1 -> ?
(Teams of) Developers:	1 -> ?	Sprint Backlog:	1 -> ?	Daily Scrum:	1 -> ?
Scrum Master:	1 -> ?	Increment:	1 -> ?	Sprint Review:	1 -> ?
				Sprint Retrospective:	1 -> ?
				Sprint:	1 -> ?



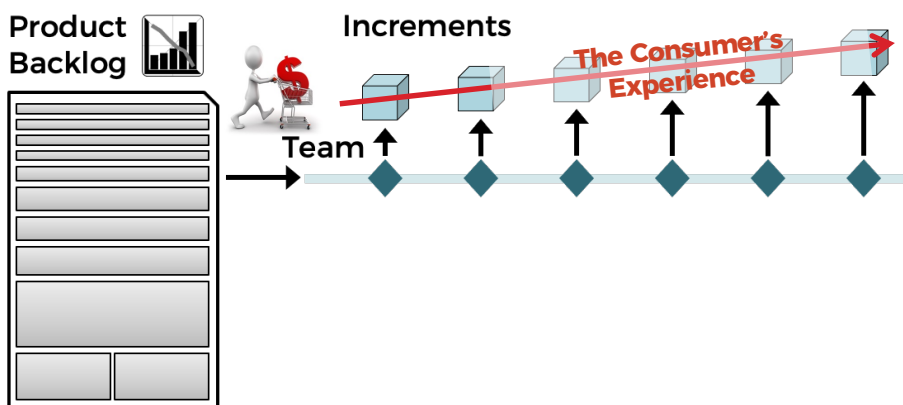


For n teams working on one product

And having a shared Sprint cadence:

Roles		Artefacts		Events	
Product Owner:	1 (+n)	Product Backlog:	1	Sprint Planning:	1+n
(Teams of) Developers:	n	Sprint Backlog:	n	Daily Scrum:	1+n
Scrum Master:	1..n	Increment:	1	Sprint Review:	1
				Sprint Retrospective:	1+n
				Sprint:	1

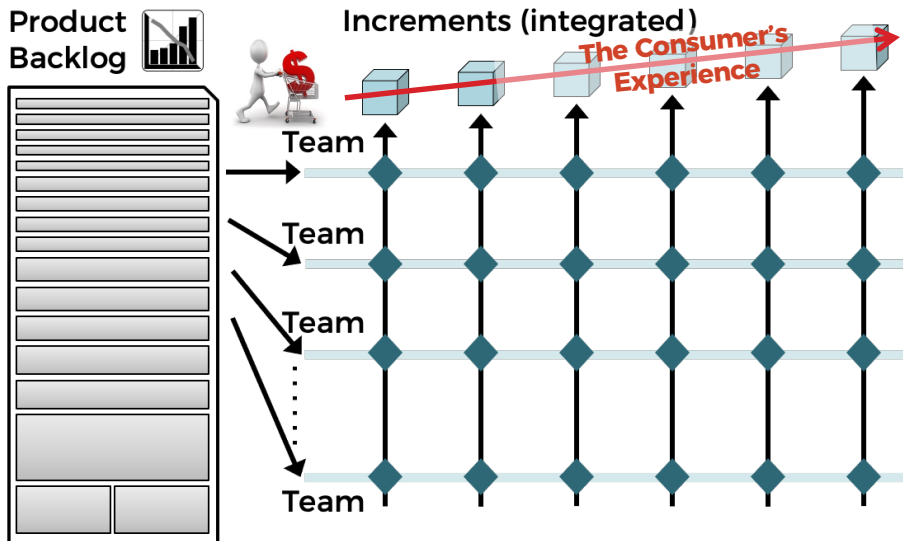
Single-team Scrum (a feature team)



1. The Product Backlog is managed by the Product Owner.
2. The team creates releasable Increments.



Multi-team Scrum (a feature system)



1. A product has one Product Backlog.
2. Multiple teams create integrated Increments of product.

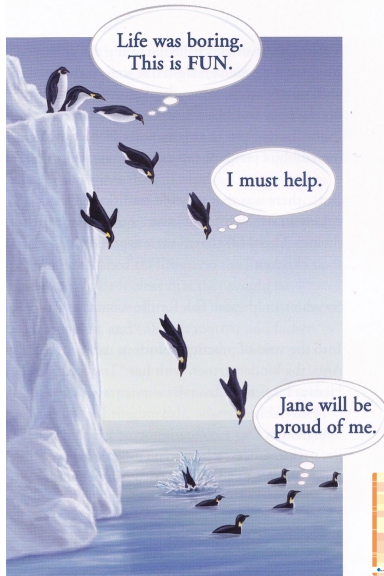
THANK YOU



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About Gunther Verheyen



independent Scrum Caretaker for Ullizee-Inc (on a journey of humanizing the workplace with Scrum)

- eXtreme Programming and Scrum since 2003
- Professional Scrum Trainer since 2011
- Shepherded Professional Scrum at Scrum.org and co-created Agility Path, EBMgt, the Nexus framework for Scaled Professional Scrum (2013-2016)
- Author of “Scrum – A Pocket Guide” and “97 Things Every Scrum Practitioner Should Know”



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