



**FROM ZERO TO AGILE
IN A YEAR**

EREZ MORABIA
AVAYA

POCKETS OF AGILE



~10 LOCATIONS
~15 PROGRAMS
>100 TEAMS



AGILE CORE TEAM



ORGANIZATIONAL AGILITY



“Begin With the End in Mind”

TAILORING AGILITY



META AGILE

Sprint #3
PO: Eric SM: Owen
2w 5-Apr

Backlog (Nestage)

Story	Backlog Story #	PO	QA	JIRA Dashboard	Build Time	Approved	SM	Req
ToDo								
Doing								
Done								
Accept								

SPs: 81
Velocity

SP	Planned	Actual
1	25	4
2	49	7
3	42	
4		

WIP SPs: Planned 25, Actual 4
WIP SPs: Planned 49, Actual 7

Size	Count
S(1)	
M(2)	
L(5)	
XL(13)	

De-Script

Sprint #1 (2w)
PO: Eric SM: Owen
Wed-Thu 2-3

Backlog (MM)

Story	Backlog Story #	PO	QA	JIRA Dashboard	Build Time	Approved	SM	Req
ToDo								
Doing								
Done								
Accept								

Total SPs: 83

SP	Planned	Actual
1	19	11
2		
3		
4		
5		
6		

Size	Count
S(1)	
M(2)	
L(5)	
XL(13)	

De-Script

Backlog
W: Ken, P: Alex, E: Eric, O: Owen

2w
PO: Eric SM: Owen
Sun-Thur

Sprint #2

Story	Backlog Story #	PO	QA	JIRA Dashboard	Build Time	Approved	SM	Req
ToDo								
Doing								
Done								
Accept								

SP	Planned	Actual	Goal
1	4		

AIM Intro, Sprint Cycle, US Review

Sprint #4 (2w)

PO: Erez

Wed-Tue

SM: ניר

1.5-14.5

UM

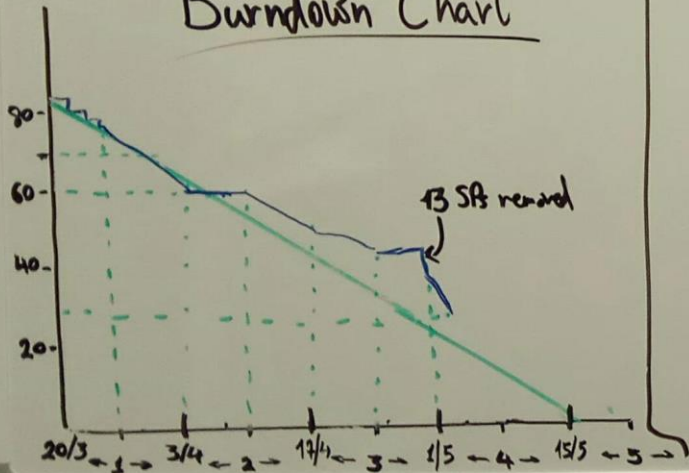
Total SPs: 83

Sprint	Expected	Actual
1	37	24
2	29	6
3	28	2
4	20	8+
5		
6		

18 SPs added mid-sprint

13 SPs de-scoped

Burndown Chart



Backlog

Backlog Creation
13 14

Backlog Sizing
1 SPs 15

Define Velocity
1 SPs 13

Pilot Program
2 SPs 22

Story	JIRA Dashboards	Technical Debt Strategy	JIRA new fields	DoD
Story	5 18	5 16	5 12.5	5 11
ToDo		Estimate SPs		
Doing	Pilot View, Search, ...		Other stuff	
Done	Release Plan, ...	Est, Strategy		
Accepted	AIM Intro Workshops 2 1		Pre-Alpha Alpha Beta 2 19	Automation Strategy 2 24
				Defects Strategy 2 25

S (1)

PO, SM, Team (Trans.)
1 3

Scream Room (Trans.)
1 4

Sprint Length
1 8

Scream Room
1 12

Select SM
1 7

Select PO
1 6

M (2)

Sprint Cycle (Trans.)
2 2

Teams (QA+Dev)
2 5

Sprint Cycle
2 9

L (5)

DoR
5 10

XL (13)

Jira Model
13 17

De-Scoped

Release Alignment with Solution
13 SPs 23

5 WHYS



SPONSORSHIP

“Support of top management is not sufficient... action is required”



Top 5 Tips for Success with Scaling Agile

Respondent indicated the most valuable in helping them scale agile practices were:



1

INTERNAL AGILE COACHES



2

CONSISTENT PRACTICES AND PROCESSES ACROSS TEAMS



3

IMPLEMENTATION OF A COMMON TOOL ACROSS TEAMS



4

EXTERNAL AGILE CONSULTANTS OR TRAINERS



5

EXECUTIVE SPONSORSHIP

SPONSORSHIP
EXECUTIVE

BOTTOM-UP & TOP-DOWN



TEACH – MENTOR – COACH



COACH



MENTOR

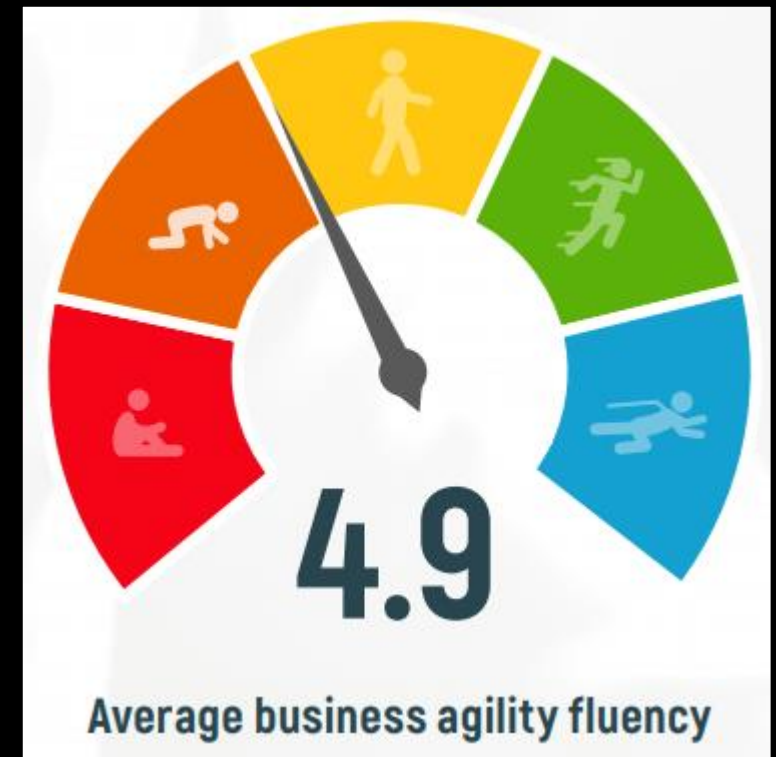


TEACH

**LEAD THE
DIRECTION**



LEAD THE DIRECTION



Walk (5-6) - the business agility basics are in place and more advanced methods are being explored. *E.g. We are aligning teams and their associated KPIs and measures against product goals rather than project goals.*

THE A-TEAM

Sprint #4 (2w) UM
 PO: Erez Wed-Tue
 SM: ppas 1.5-1K.5

Total SP: 83

SP	Expected	Actual	Notes
1	37	24	18 SPs added mid-sprint
2	29	6	
3	28	2	13 SPs de-scoped
4	20	8+	
5			
6			

Burndown Chart

Backlog

Category	Item	Estimate	Priority
To Do	JIRA Defs	5	High
	Technical Debt Story	5	High
	JIRA user Aids	85	High
Doing	Backlog Creation	15	High
	Backlog Story	15	High
Done	Define Vids	15	High
	Plan Program	15	High
Accepted	ATM Java Workshops	2	High
	Pre-Alpha Mock Bkts	2	High
X1.1.2.3	Admission Strategy	5	High
	Defect Strategy	2	High

S(1) M(2) L(5) X1.1.2.3

Category	Item	Estimate	Priority
S(1)	PO, SM, Team (Focus)	1	High
	Screen Run (Focus)	1	High
M(2)	Sprint Cycle (Focus)	2	High
	Team (2x1-2w)	2	High
L(5)	OUR	45	High
	Jira Model	45	High
X1.1.2.3	Release Alignment	15	High
	De-Scoped	25	High



Thank you

FROM ZERO TO AGILE IN A YEAR

AVAYA

EREZ MORABIA

EMORABIA@GMAIL.COM