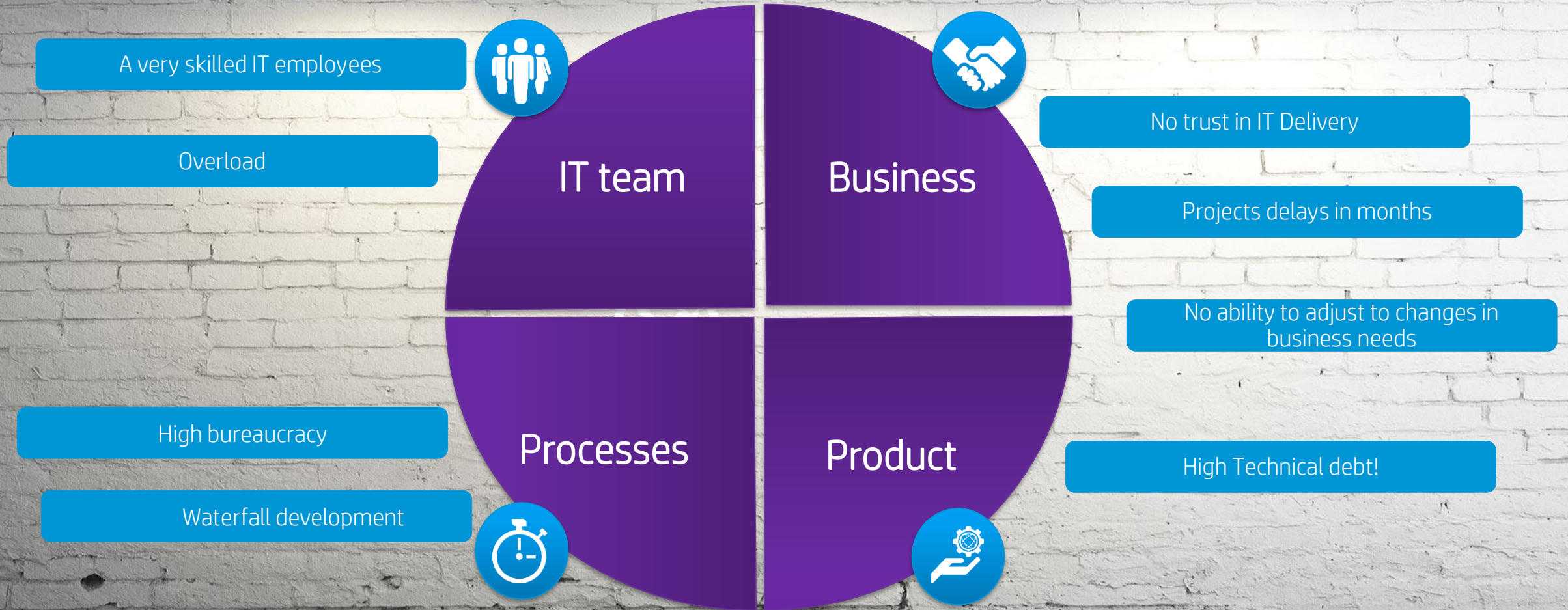




HP Indigo IT –
6 Months Agile Transformation!



Indigo IT – Starting Point





Waterfall IT

Agile Business

HOW THE JOURNEY

BEGAN

finding our path

Agile culture with Scrum framework



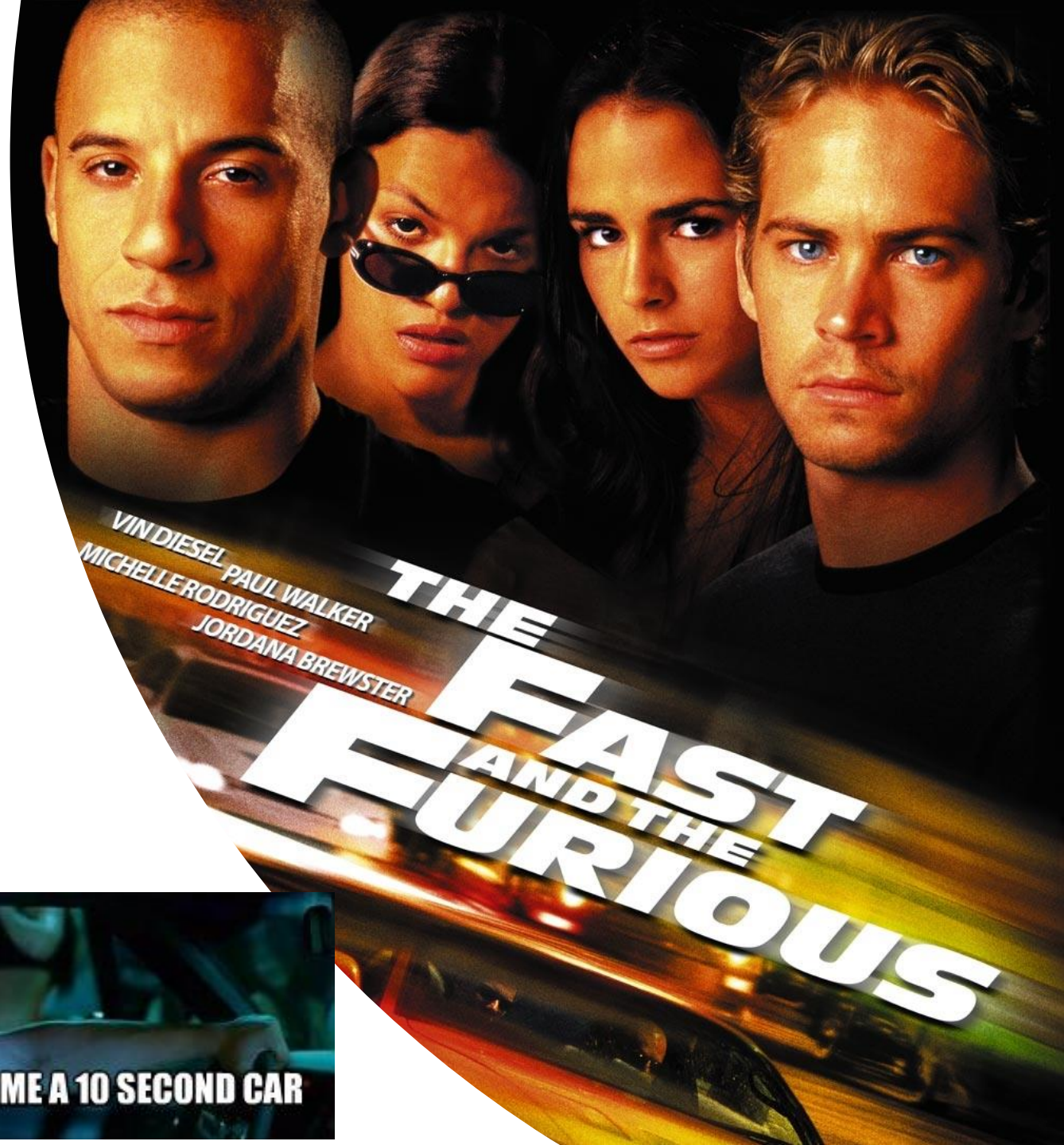
**“The possession of anything
begins with the mind.”**

-Bruce Lee

Agile Mindset

IT is all about Flow

- Empower the managers to take decisions!
- Allow and encourage to take calculated risks
- Remove "IT" bureaucracy
- **Dare!**





Reduce boundaries





Moving to Scrum

“We are ok to do ‘scrum’ as long as we do waterfall development”

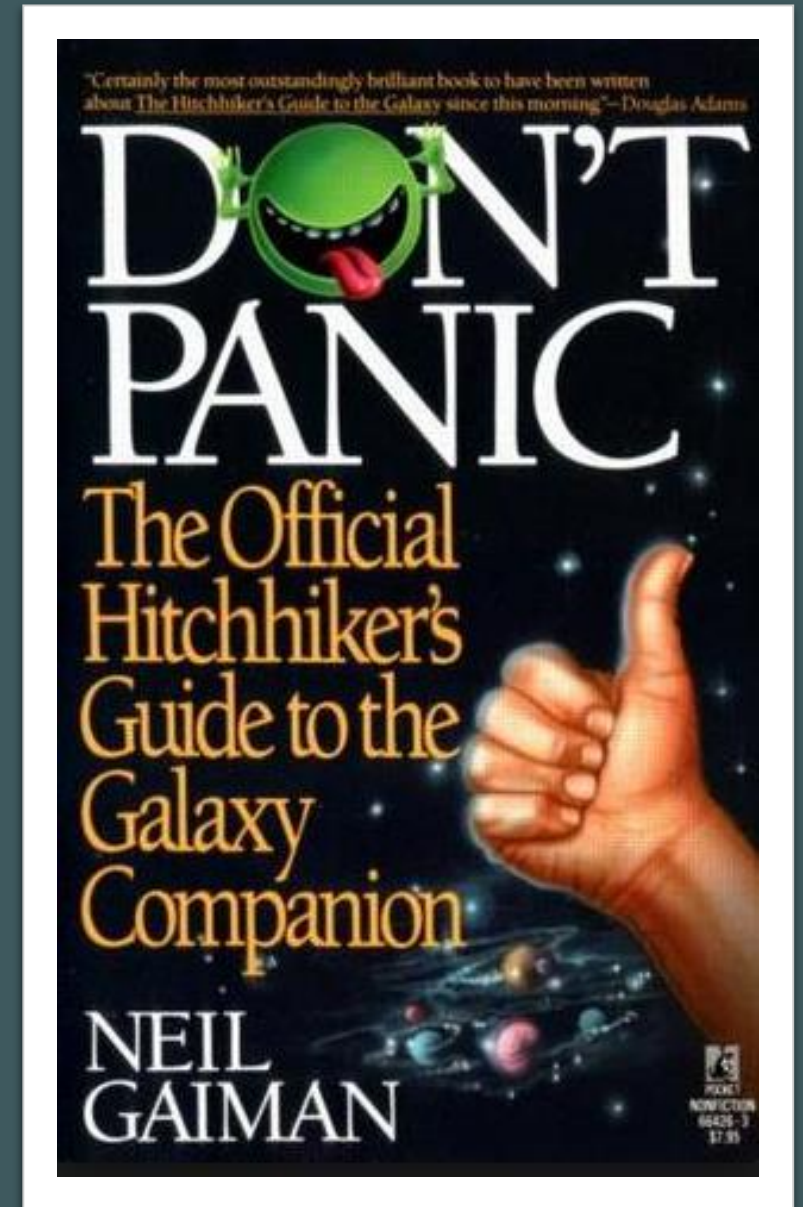
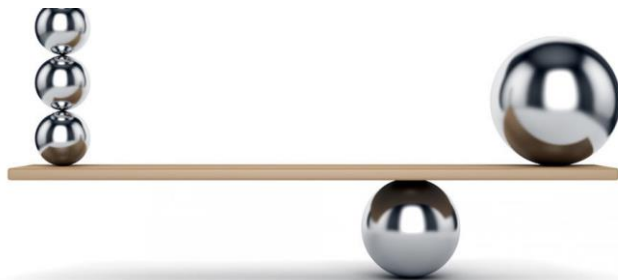
- Our programmer don't want to be expose to the business
- It is not for IT
- We want but it can't work on ERP
- We want but we really can't break the project to stories
- Our programmers can't work without detailed design to any step they do
- We need UAT for every story



Houston we have a problem!

3rd Sprint - “It is Down!!!”

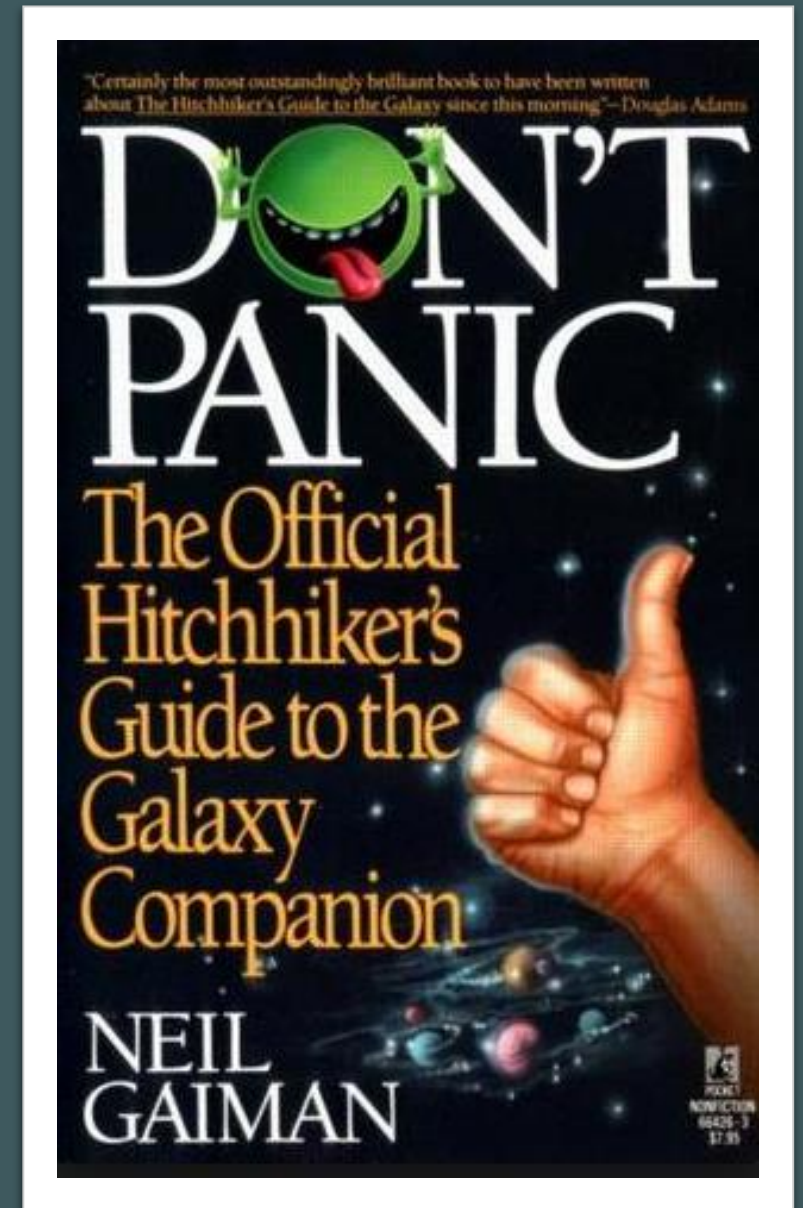
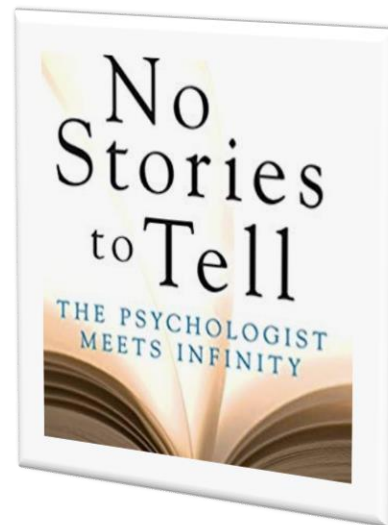
- Sprint 1 & 2 going very well
- 3rd sprint – all environment is down!!!
 - The process is not good, no quality, we need to change
 - It is not fit to us
 - Too risky
 - Are You sure we are doing the right move
 - The business can't work in this way



Houston we have a problem!

Sprint 3 - PO won't agree to shift to Stories

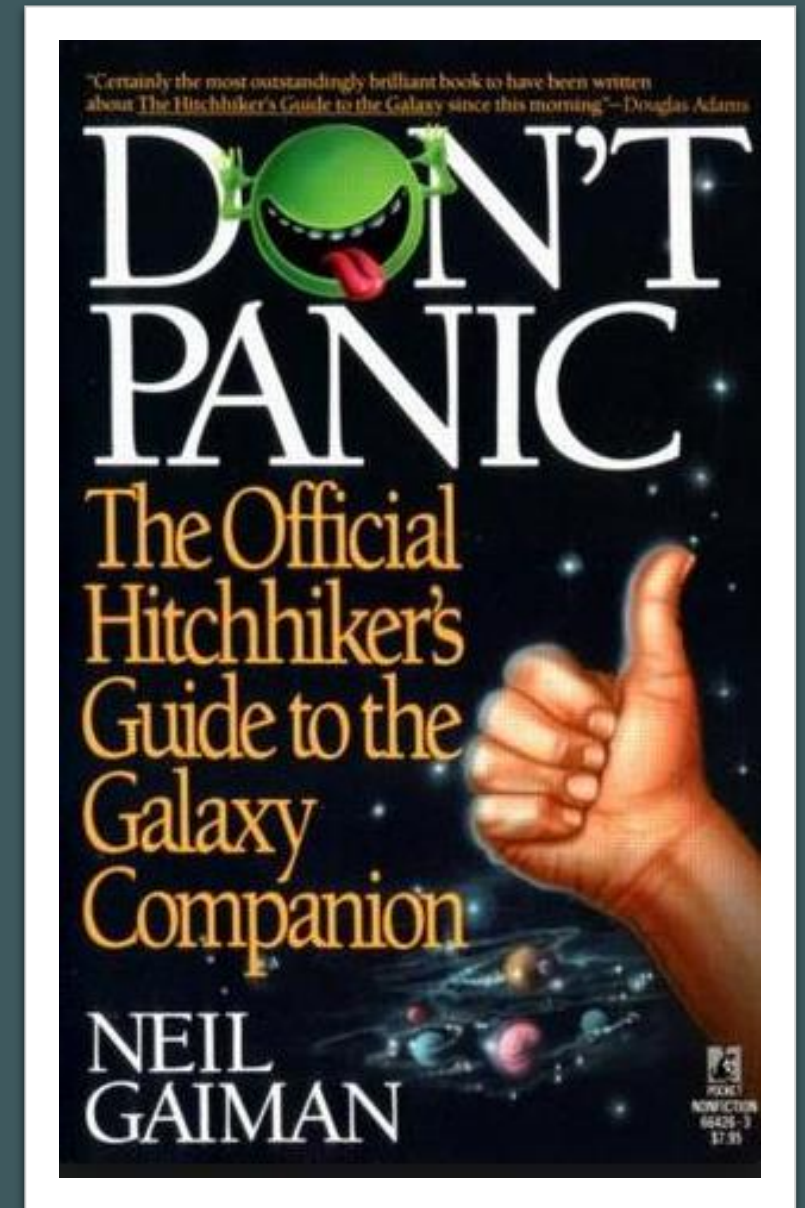
- We can't break the requirement documentation
- No time to create stories and agree on long term plan in parallel
- We can't create project with no full architecture
- I don't have time for this
- This is not my job....



Houston we have a problem!


Key manager leave the IT

- Can't adjust to the new way
- I don't think it will work
- Team confidence is impact – “are we doing the right thing?”



A close-up photograph of a dandelion seed head. The seeds are blowing away from the base, creating a sense of movement and dispersal. The background is a soft, out-of-focus green. The text "Wind of Change" is overlaid in a black, serif font across the middle of the image.

Wind of Change



2 months from start -
Speeeeeeed

- Service team finished all backlog work in half the time it was expected
- It is a new pace!

2 months
from start



- One on one with a developer (hard one) seems as big opposition -
“I like the new way - I meet the business and know what they want. I don't need additional layer to translate it to me.”

3 months from start - Demo

- The business joining for the first time to sprint Demo – “this is not what I want!!”
- We lost 2 weeks and not 6 months of development...



4 month from start - Sprint time

- Scrum muster that insisted to work with month Sprint. “It is not working, too big”. I want to move to 2 weeks sprint.





5 months from start

Purim party – half the team dress as “Scrum”



5 months from Start

- Meeting with senior management of the factories.
- Factory management ask to move to be-weekly meeting to set priorities. “We want short loop with IT and be able to adjust on time”
- All my managers say – Agile 😊



5 month from
start

”There is no more ‘We’ and ‘Them’
(Business Vs IT) there is only ‘Us’



6 month from start – Short loop

Create close loop with one business unit
that allow to deliver new mobile capabilities
every sprint

What Next?

- Automation!
 - CI/CD
 - Test automation
- “Kill” the “phases” in new product development – avoid the scrumfall
- MVP first – experiment and adapt
- Reduce story size – way too big...
- Shippable code every sprint (or 2) – it is a different mindset
- Agile Measurement – velocity, burndown chart, etc.





Thank you!

