



Going Agile at Siemens Communications UK – Making Scrum and XP Work

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SIEMENS

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Who we are



www.siemens.com/communications

www.siemenscomms.co.uk

Our IP Phone Products



optiPoint 410



optiPoint 420



optiPoint 600

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Agile vs. Conventional Product Development

Focus / Paradigm	Agile	Conventional
<i>Financial</i>	Value creation	Cost control
<i>Operational</i>	Small batches Frequent deliveries	Large batches One large delivery
<i>Project Management</i>	Schedule Road map, inspect and adapt	Scope Detailed upfront plan
<i>People Management</i>	Self-organizing teams Generalists	Command – control Specialists

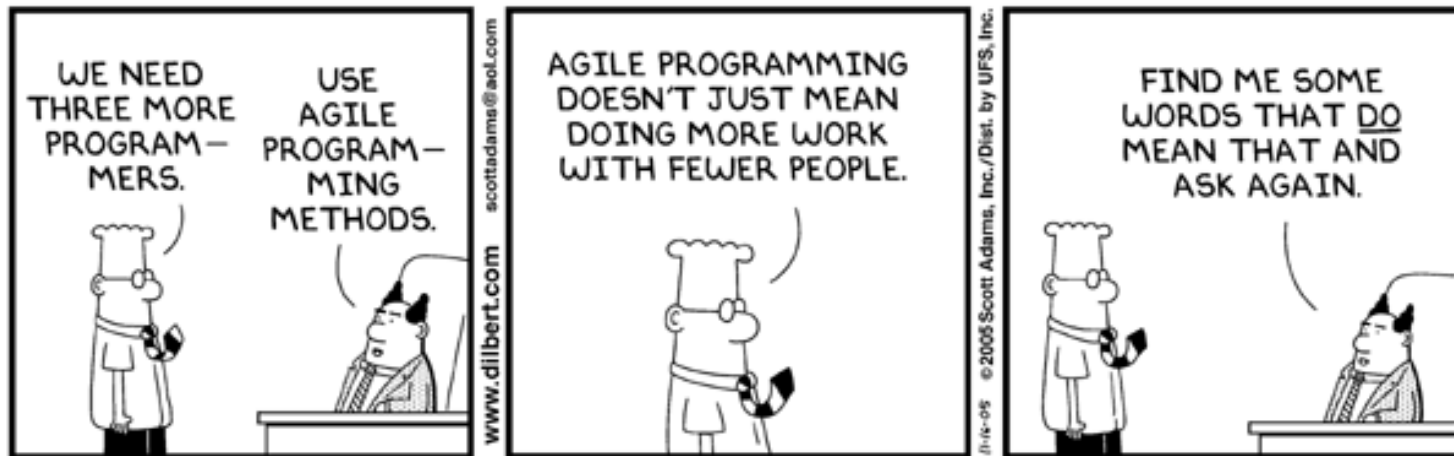
“Lean”

“Mass Production”

Our Motivation for Using Agile

- Reduce development time, improve on-time delivery
- Increase product quality
- Increase productivity
- Improve employee morale
- Gain a competitive advantage as a development site in a high-cost country

Silver Bullet?

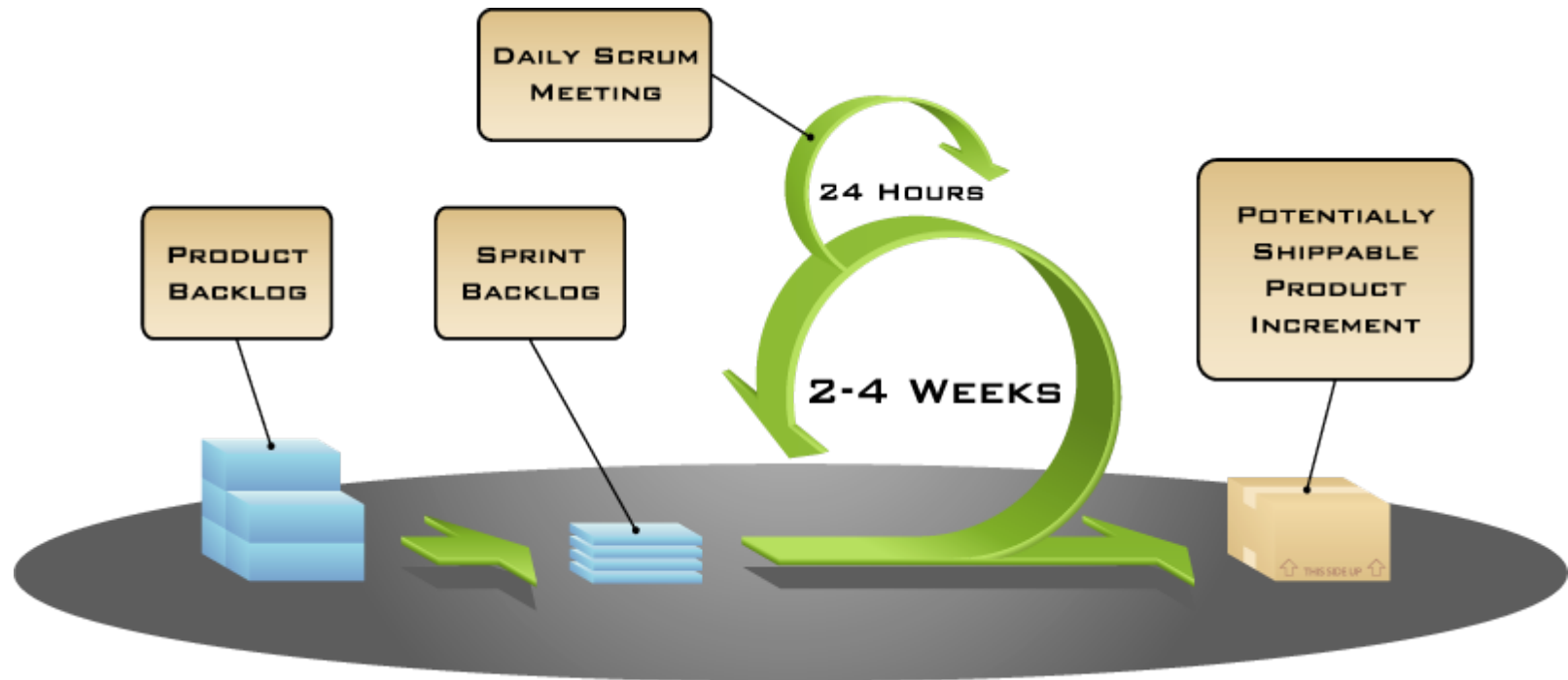


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Scrum!

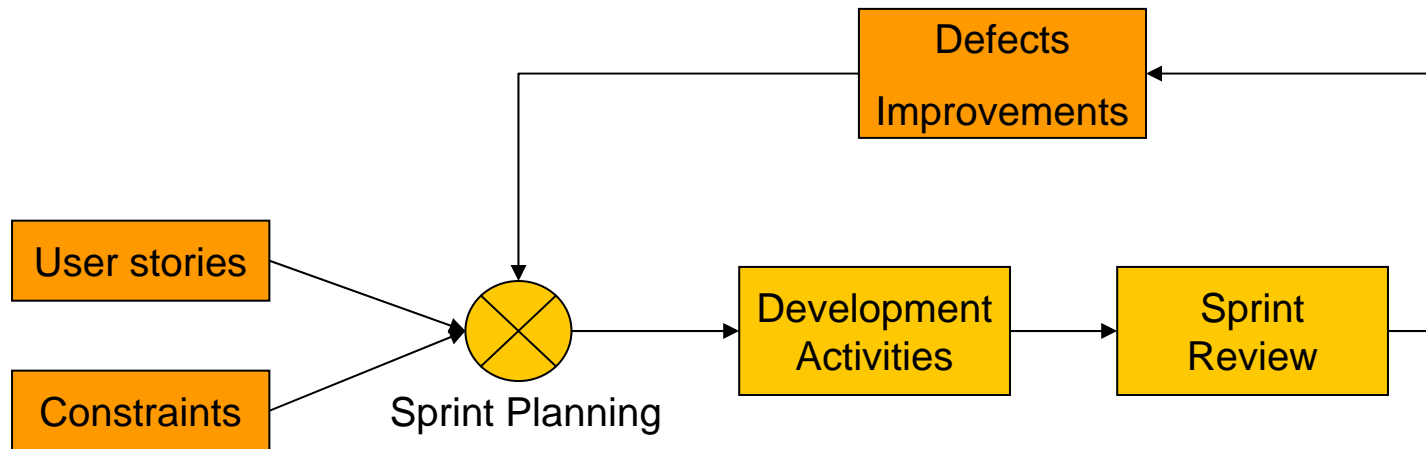


Scrum Flow

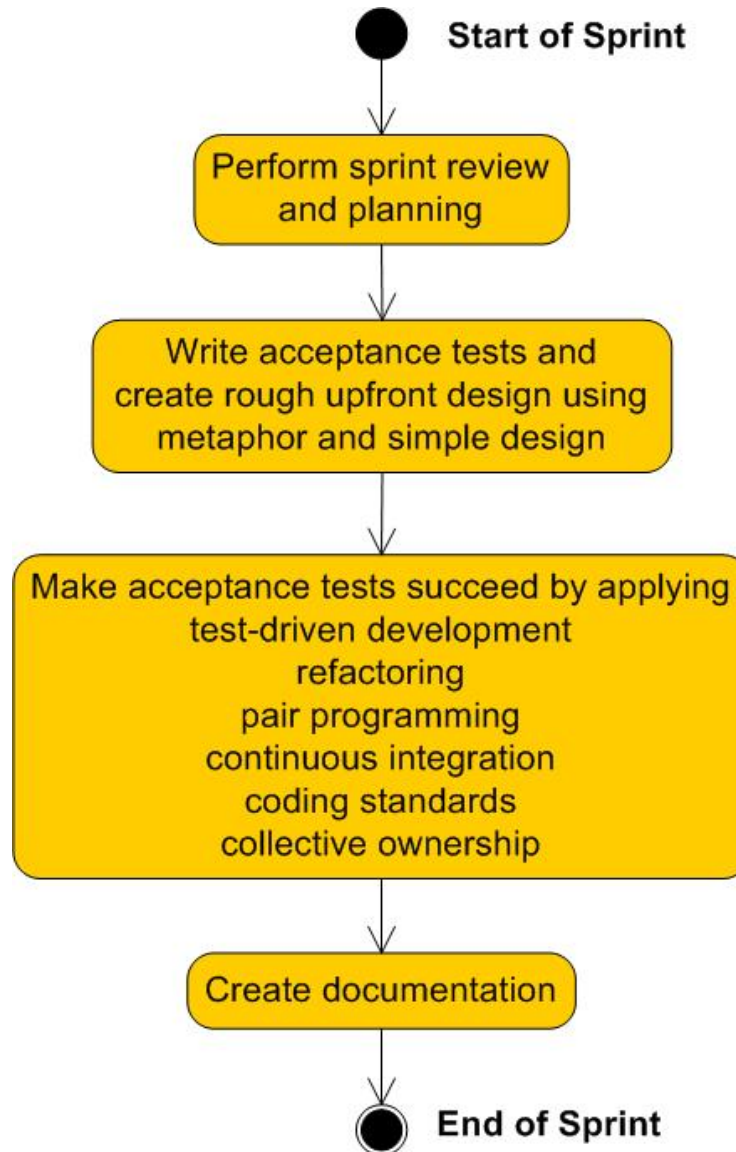


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IP Phones Sprint Process: Overview



IP Phones Sprint Process: Details



Agile at Work: Review



Agile at Work: Retrospective



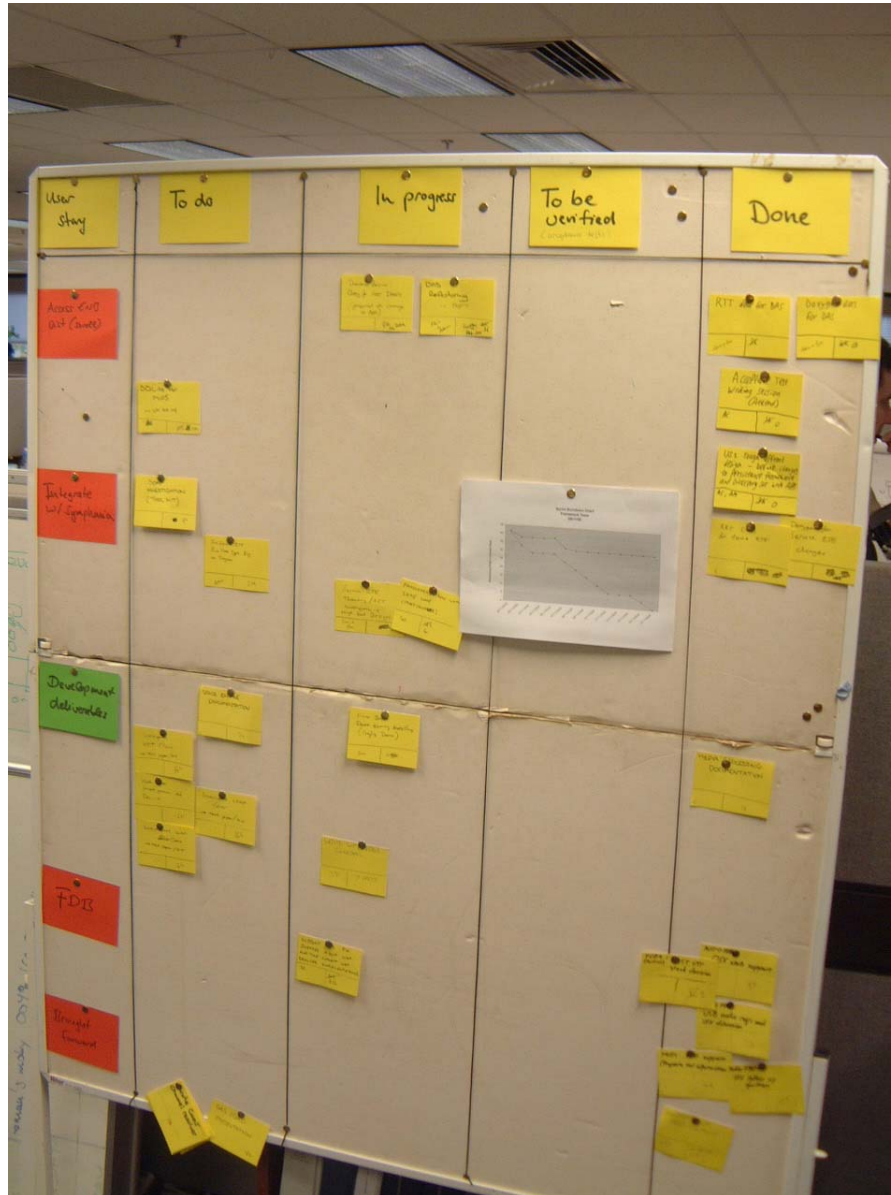
Agile at Work: Goal Selection



Agile at Work: Task Identification



Agile at Work: Sprint Backlog



Agile at Work: Pair Programming and Cross-team Collaboration



Agile at Work: Daily Scrum



Challenges

Sustainable pace

- Team members tended to over-commit in the early sprints and work long hours

User stories

- Getting the granularity right
- Linking user stories consistently with constraints (NFRs and UI requirements)
- Specifying conditions of satisfaction prior to sprint planning

Challenges Cont.

Release planning

- Story point-based planning: Forecasting velocity on an innovative new product development project is challenging
- Prioritizing user stories to optimize flow, anticipating capacity can be difficult

Test-driven development

- Becoming fully test-infected is a process that takes time
- Difficult to apply to legacy and third-party code and driver/OS-related development work

Challenges Cont.

Build environment and continuous integration

- Attaining stable fully automated build environment using CruiseControl
- Ensuring everybody makes micro code changes and waits for the next integration build to succeed before new coding takes place

Suppliers and partners

- Understand our new way of working, improve turn-around time

Benefits Gained

- Rapid project progress
- High morale, great commitment and hard work
- High visibility of the project progress
- High visibility of impediments and issues
- Continuous improvement (inspect and adapt)

Summary

Going agile has been pleasure and pain

We are very happy to have embarked on the journey
to become fully agile



Questions?