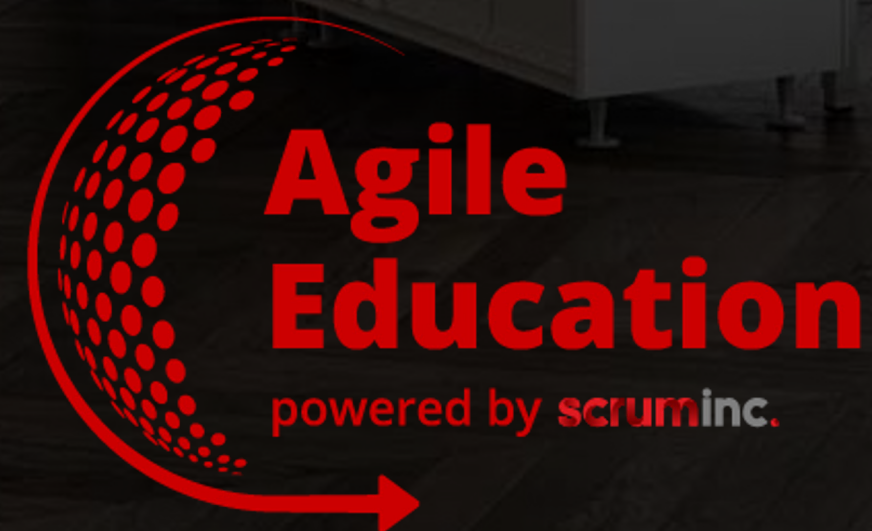


Scrum@Scale: Scaling the Product Owner

March 2024

Giovanna Berry



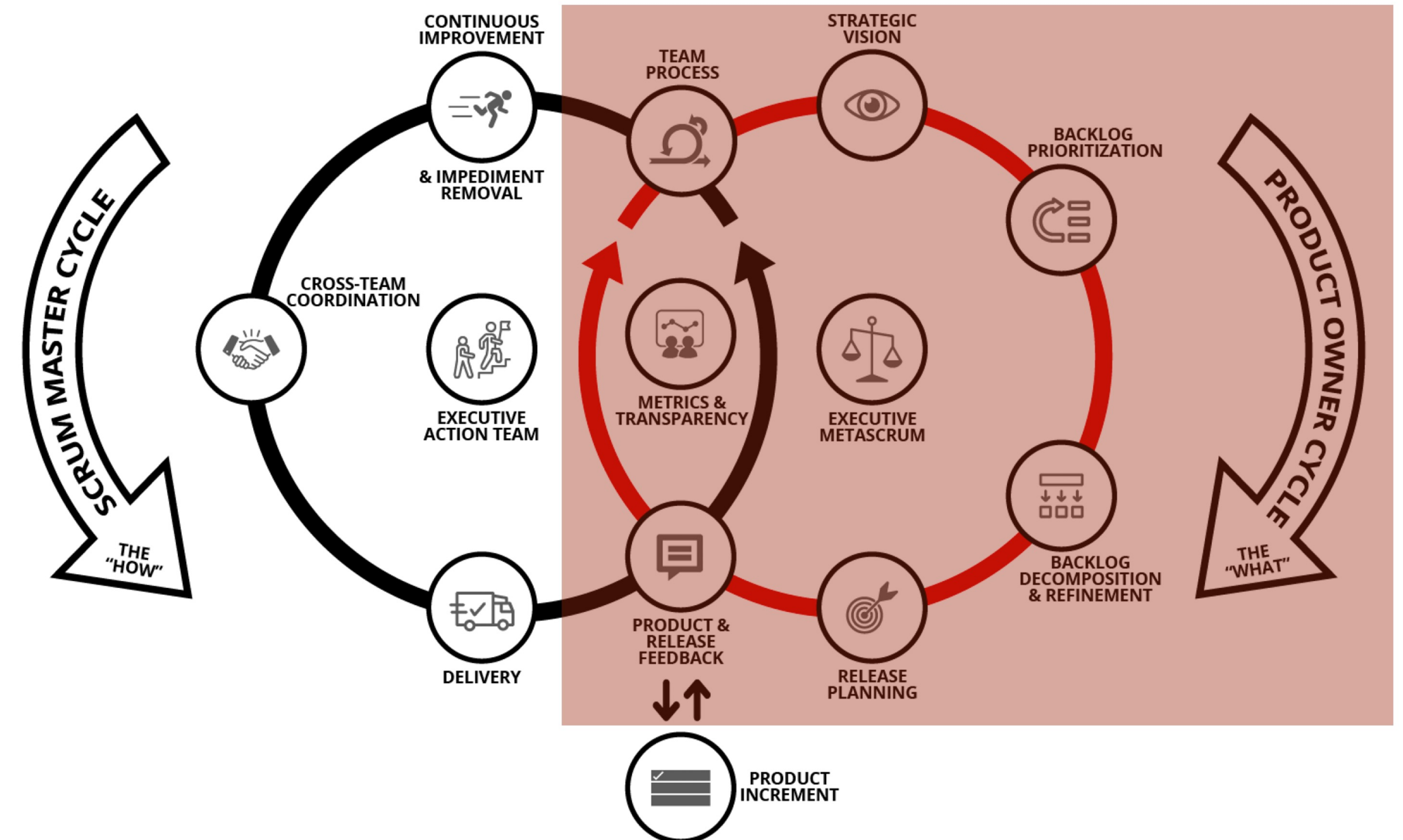
Background

Large non-profit health insurance provider

- ~8,000+ employees
- 4 million+ members

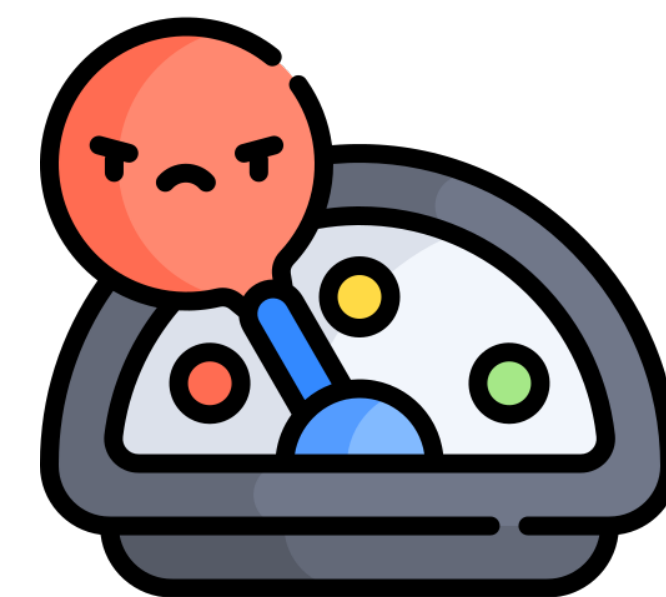
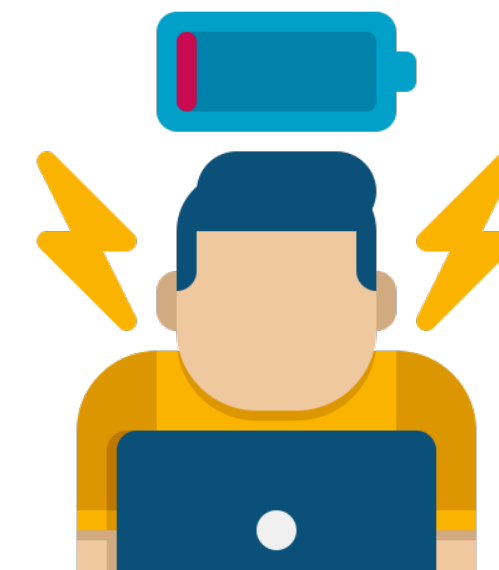
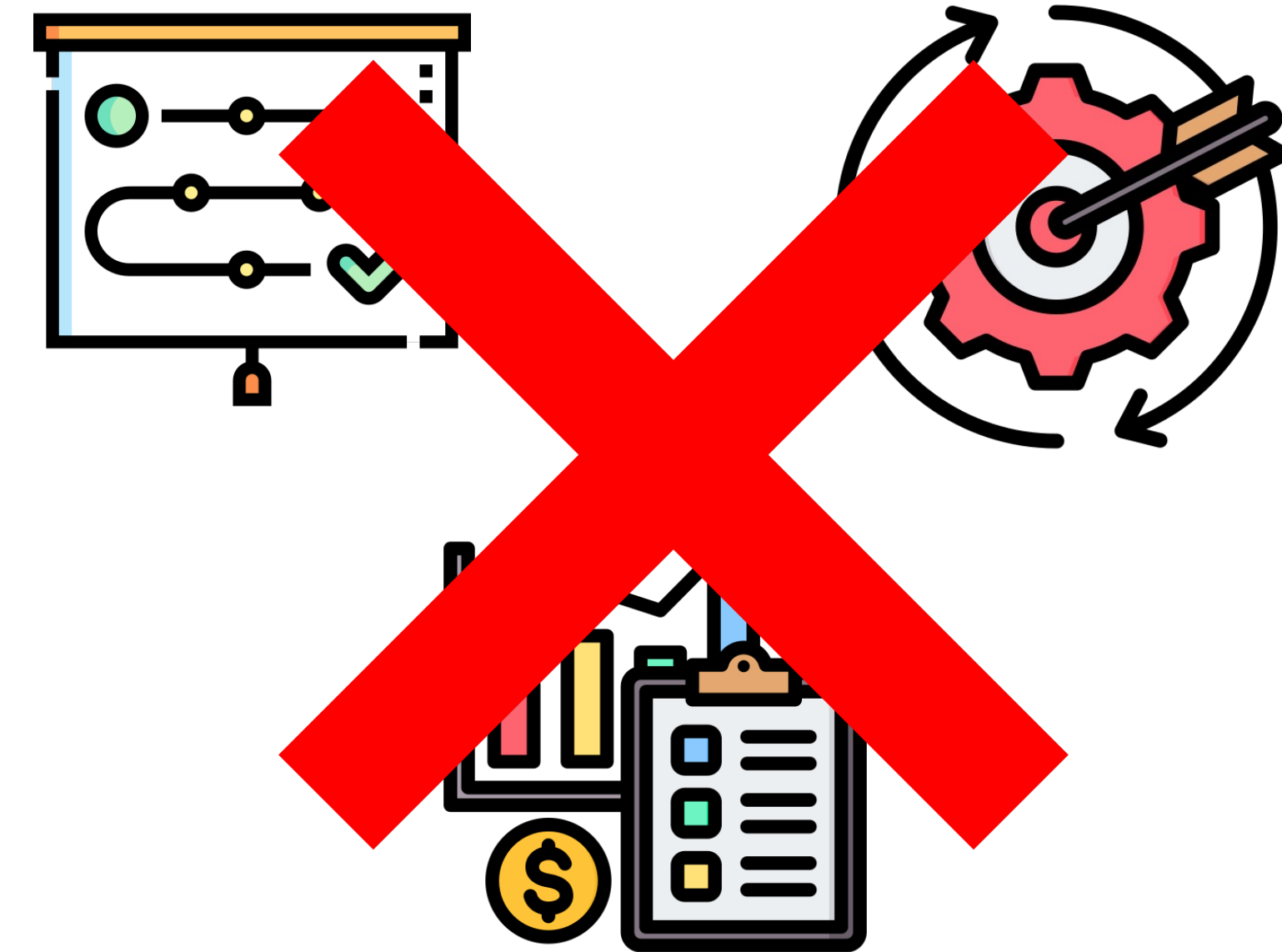
\$20 million digital product portfolio

- 16 Scrum teams organized in 4 SoSMs
- 2 Agile Coaches
- Success in scaling development teams
- Lack of PO cycle



Problems

- Limited visibility of roadmaps and release plans
- Inaccurate delivery forecasts
- Inability to forecast team capacity needs
- Missed goals
- Low team morale
- Unhappy customers

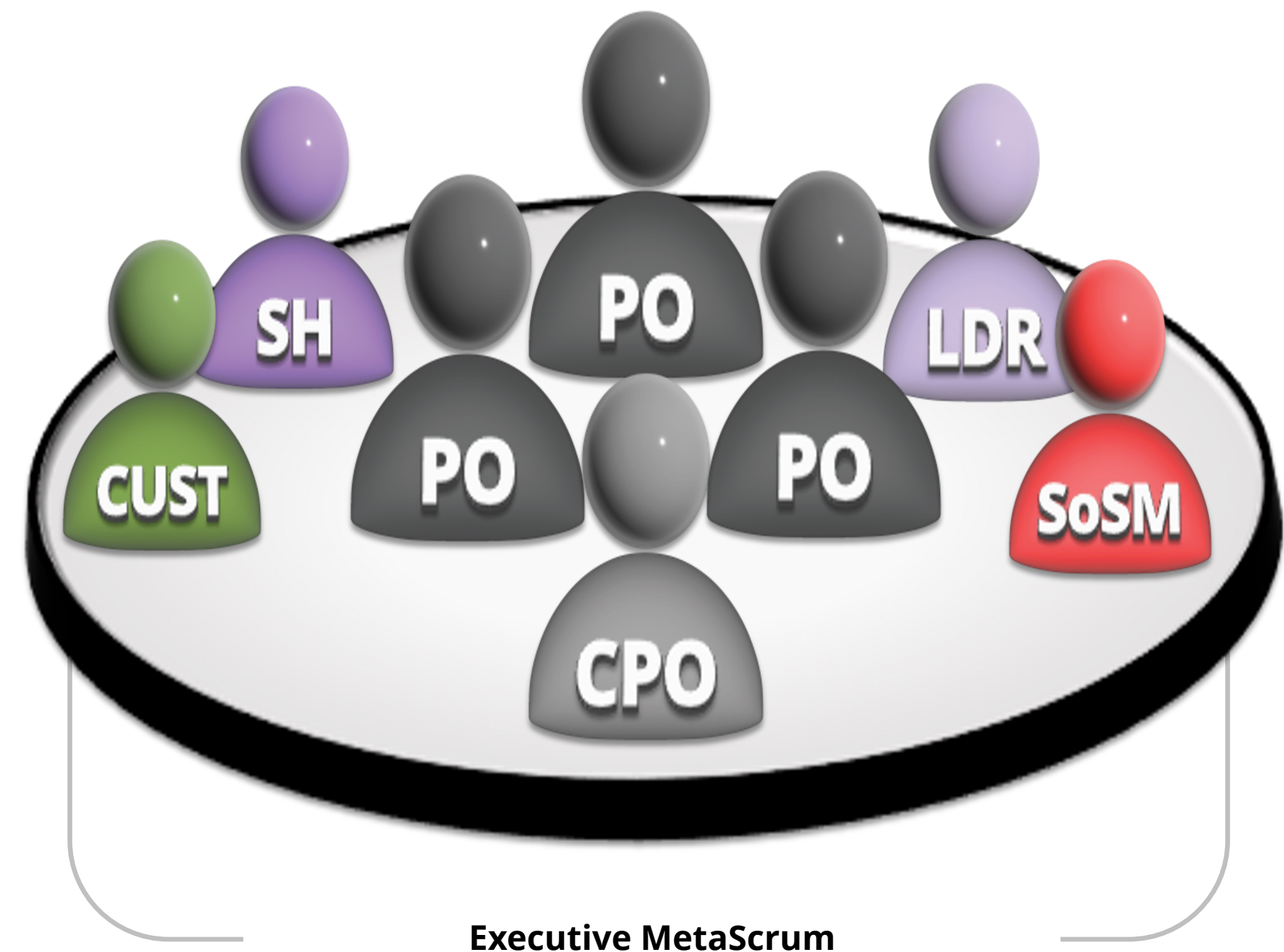


Our Experiment

- Executive Metascrum Reference Model
- Leverage workstreams with seasoned POs
- 2-Week Sprints
- First, monthly Executive MetaScrum (EMS) Events
 - Then, bi-weekly Executive MetaScrum Events
- Develop and maintain release plans

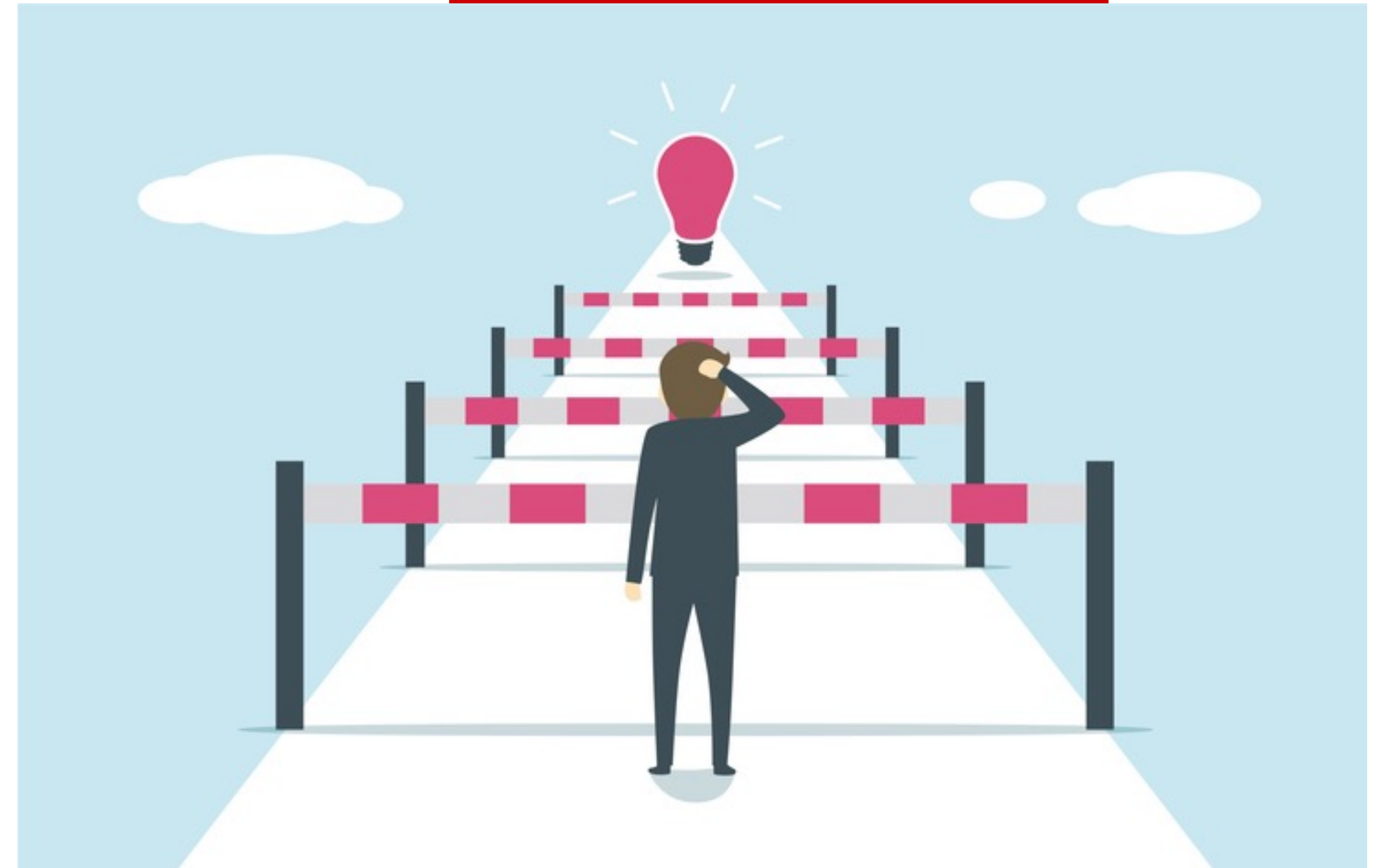
Hypothesis: If we implement an Executive MetaScrum Reference model, then we will forecast timelines [of related Features] with 80% accuracy.

*over a 6-month period

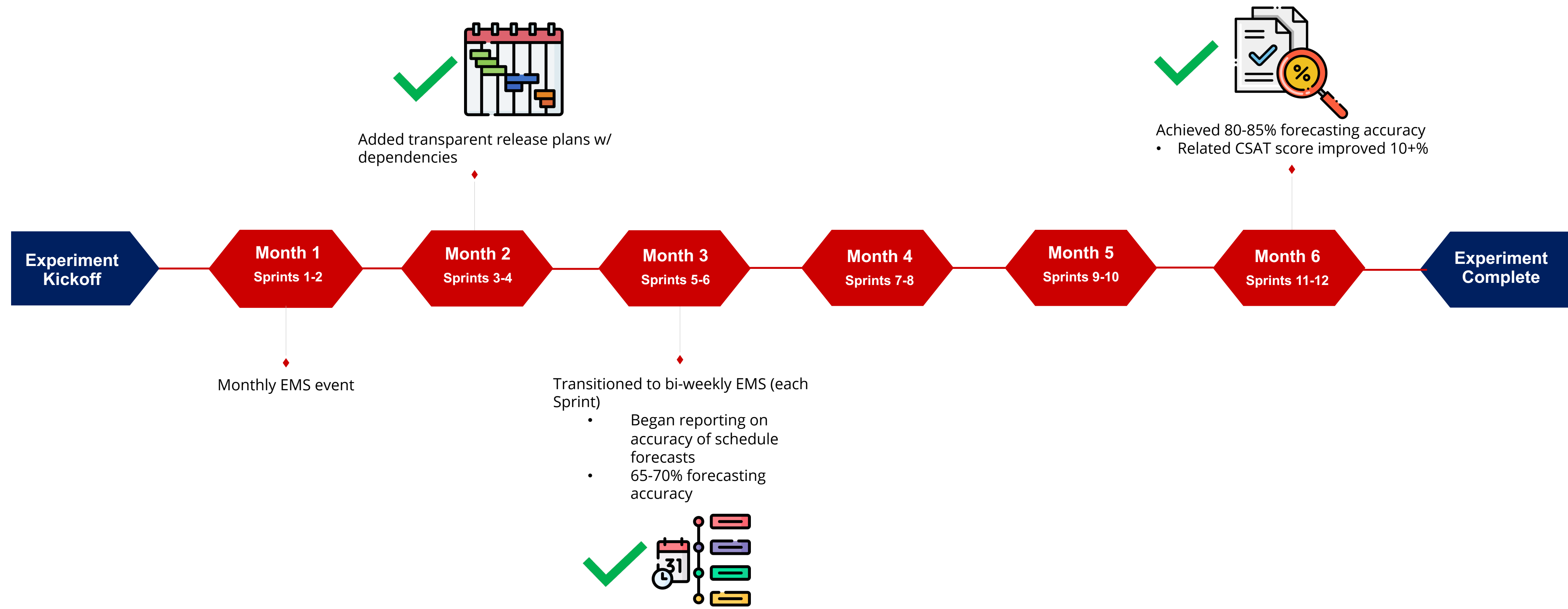


Challenges

- Resistance to adapt and increase transparency via planning
- Engagement from participants in Executive MetaScrum



Key Results



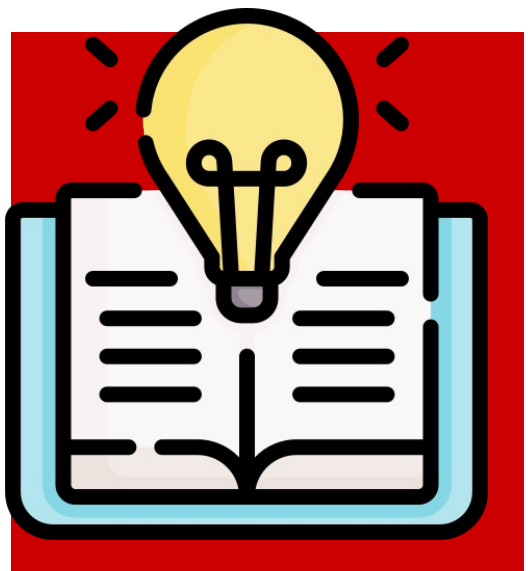
Key Learnings



- Change agents and champions helping with buy-in



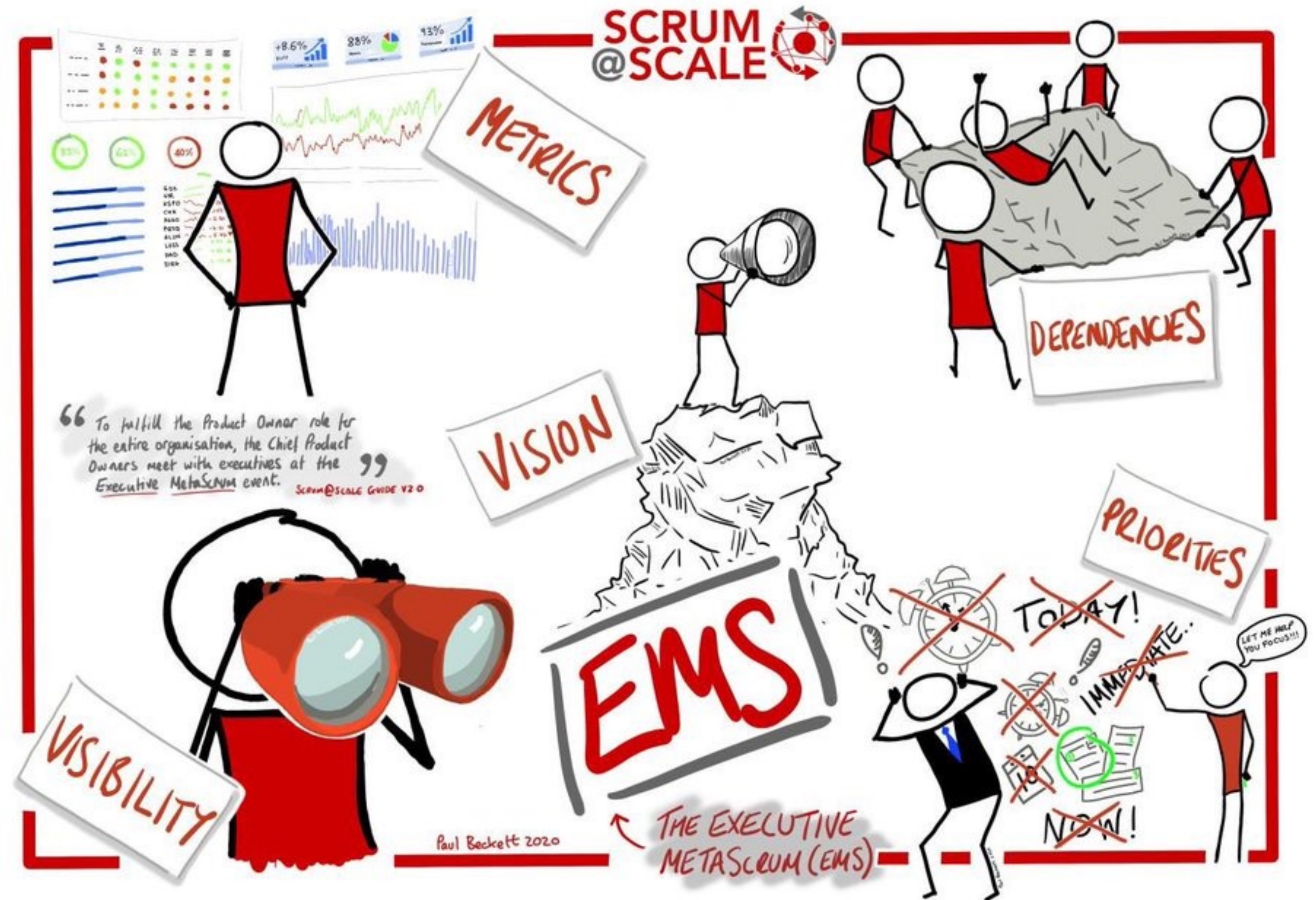
- Team autonomy on process

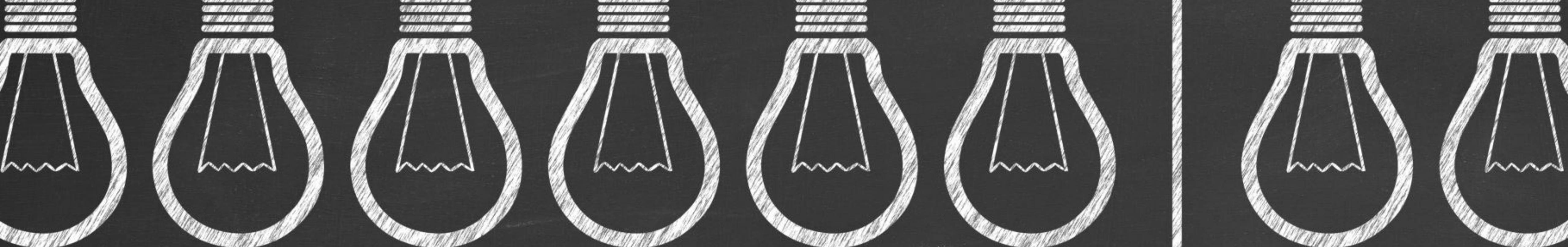


- Self-organizing teams are more engaged and successful

Next Steps

- Leverage success to increase buy-in to include broader representation in the Executive MetaScrum
- Expand metrics to gage ongoing performance





It doesn't make sense to hire smart people and **tell them** what to do; we hire smart people so they can **tell us** what to do.

- *Steve Jobs*