

Product Owners and Large Teams

Scrum@Scale Case Study on team sizes and the effects it has on the organization

The Client

Industry: Financial/Accounting

Size of the overall company: 236,000

Locations: 743 Locations in 158 countries

Initial Size of Scrum Team– Web Application: 15-20 people

The Before

Velocity:

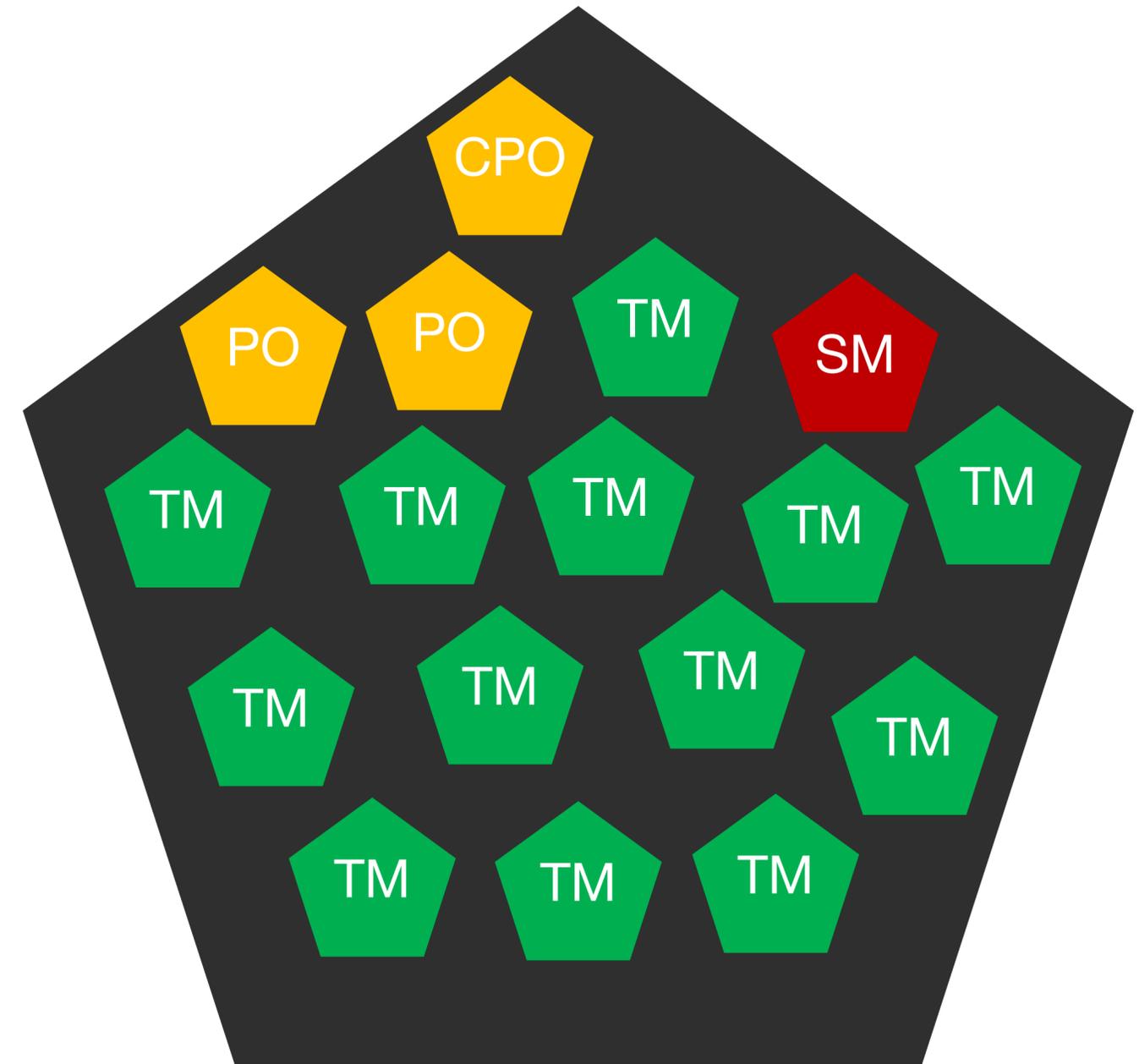
- Velocity ~50-60 Points (3 Week Sprints)

The Pros:

- Had a Vision
- Excited to use Scrum
- Business was participating daily

The Cons:

- Had a committee style for Product Ownership
- Scrum Events took too long
- No Roadmap, No idea of the work needed



Transition Progress

Velocity:

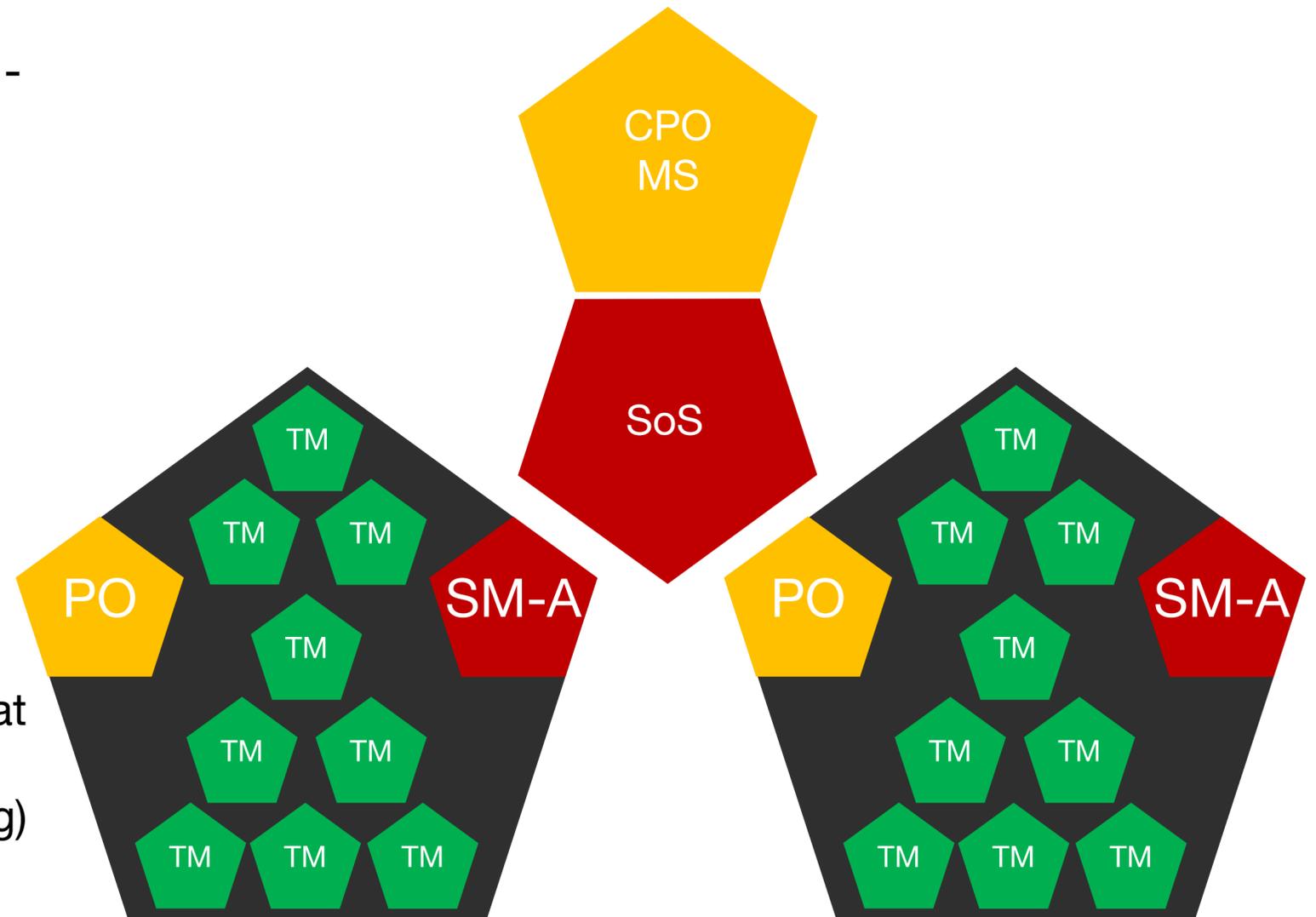
- Initial New Velocity ~60-80 Points (3 Week Sprints) - 40% increase.
- Velocity for two teams 4 sprints later ~180-200 – 280% increase!

The Pros:

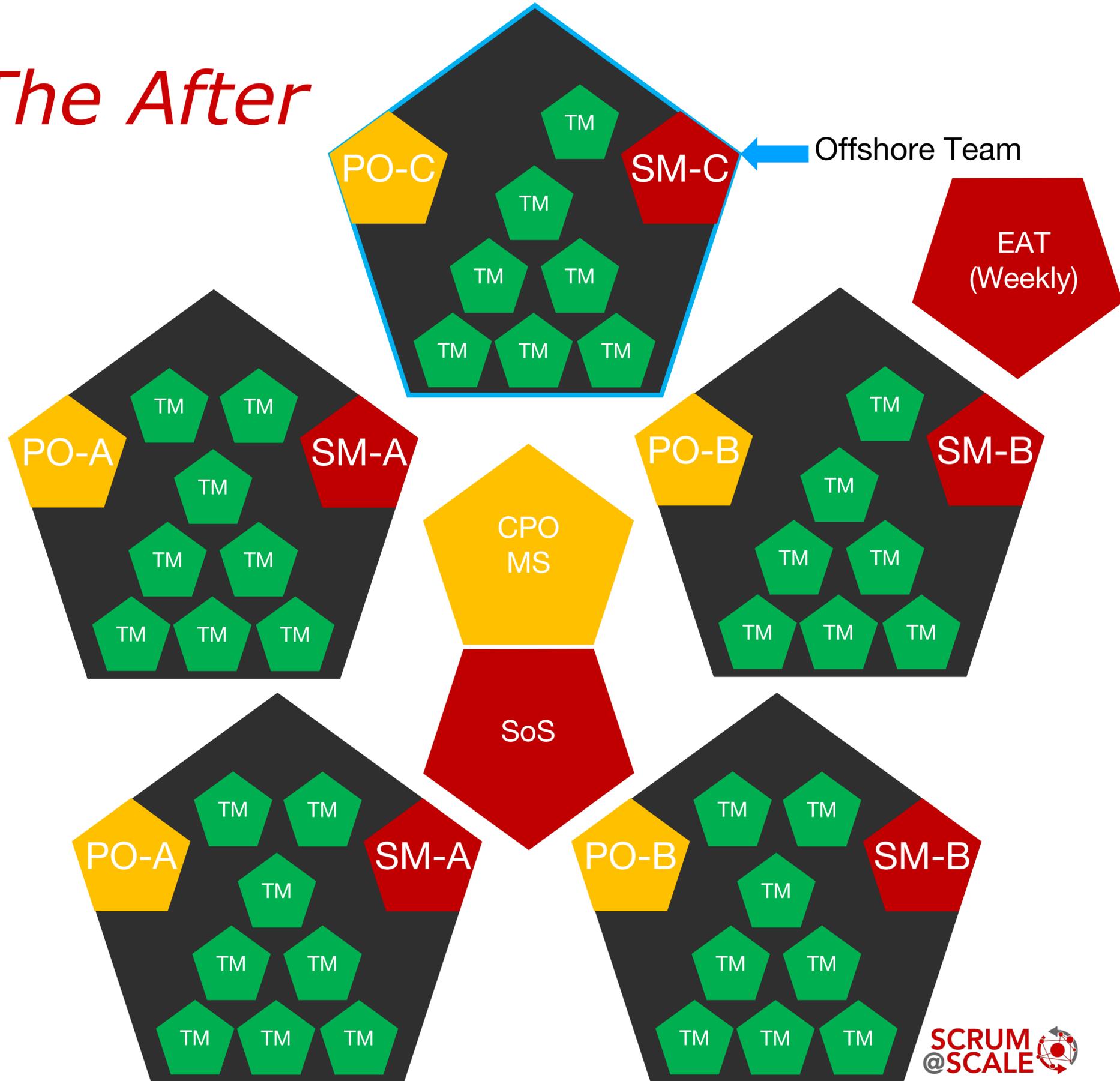
- Teams output increased to where they ran out of PBI's ready to be worked on
- Team members sat with each other now
- Scrum Events fit within their timeboxes

The Cons:

- PO's couldn't keep up with the teams (evidence that maybe we need three teams)
- 4-5 months behind schedule (After a Story Mapping)
- No EAT



The After



Team Dynamic:

- Offshore Scrum
- Teams not Maxed out

The Pros:

- Team brought in the delivery date by 4 months
- Over 400% savings on business processes
- Super happy customers!

The Cons:

- Each Product Owner needed help from two Business Analysts just to keep up with the output

Less is More

In over eighty studies cited in the Harvard Business Review, research shows that any team size smaller than four felt too small to be effective and anything larger than five became ineffective.

The research shows that the most effective team size is between 4 & 5

The Future Hope

Outlines – Future State, In Progress

