

Agile Transformation with Scrum



at Farm Credit Canada

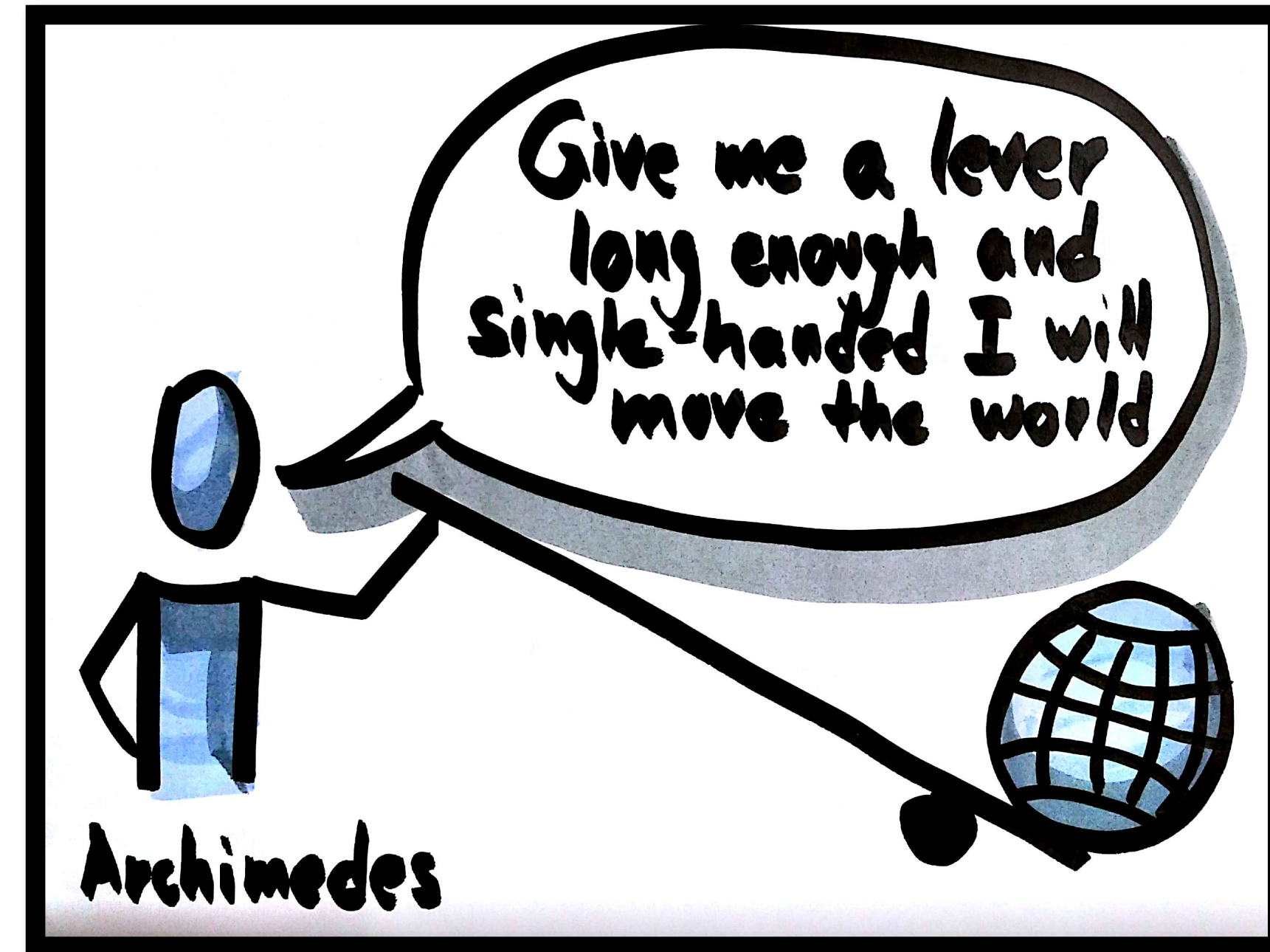
Context

Farm Credit Canada 

- Portfolio: **\$33+ billion**
- **100,000+ customers**
- **~2,000 employees**

Big offshored waterfall project

- 2005-2012 (7 instead of 3 years)
- **Horrendous quality**
- *everybody* unhappy (Developers, Managers, Business, Customers)
- 15 months battling to improve



New Development



Scrum Team



Organizational Change



Change through Scrum

- Organizational Change is complex => Scrum
- “**Eat** your own dog food” (lead by example) => Scrum

The EAT Product Backlog

As Scrum Team that has grown too big
We want to split into smaller teams
So that we have more efficient
communication again

As CIO

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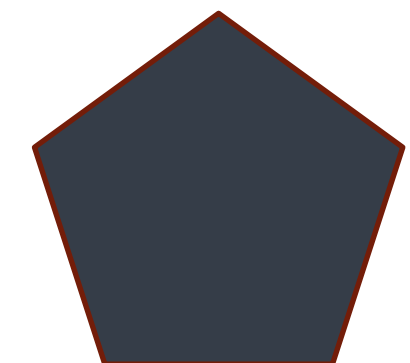
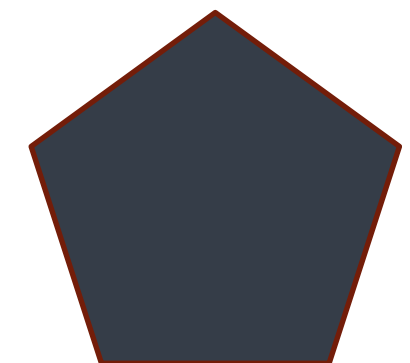
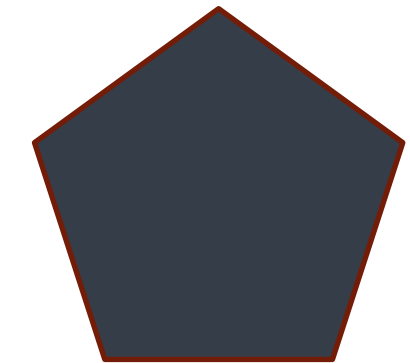
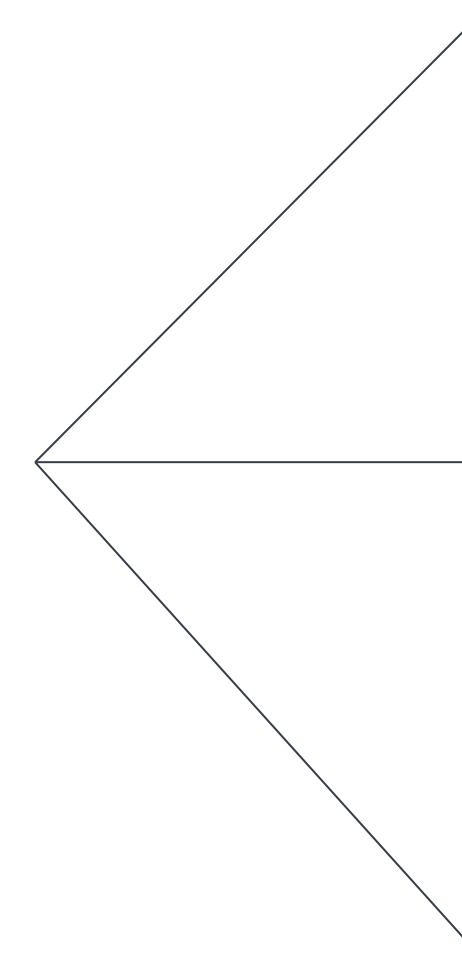
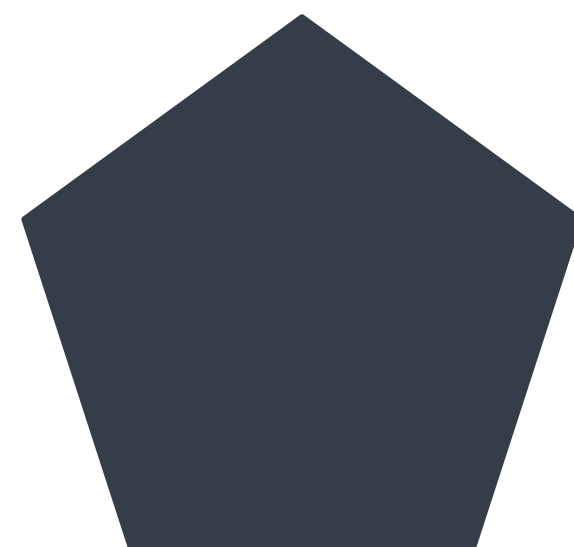
As Project Manager

...

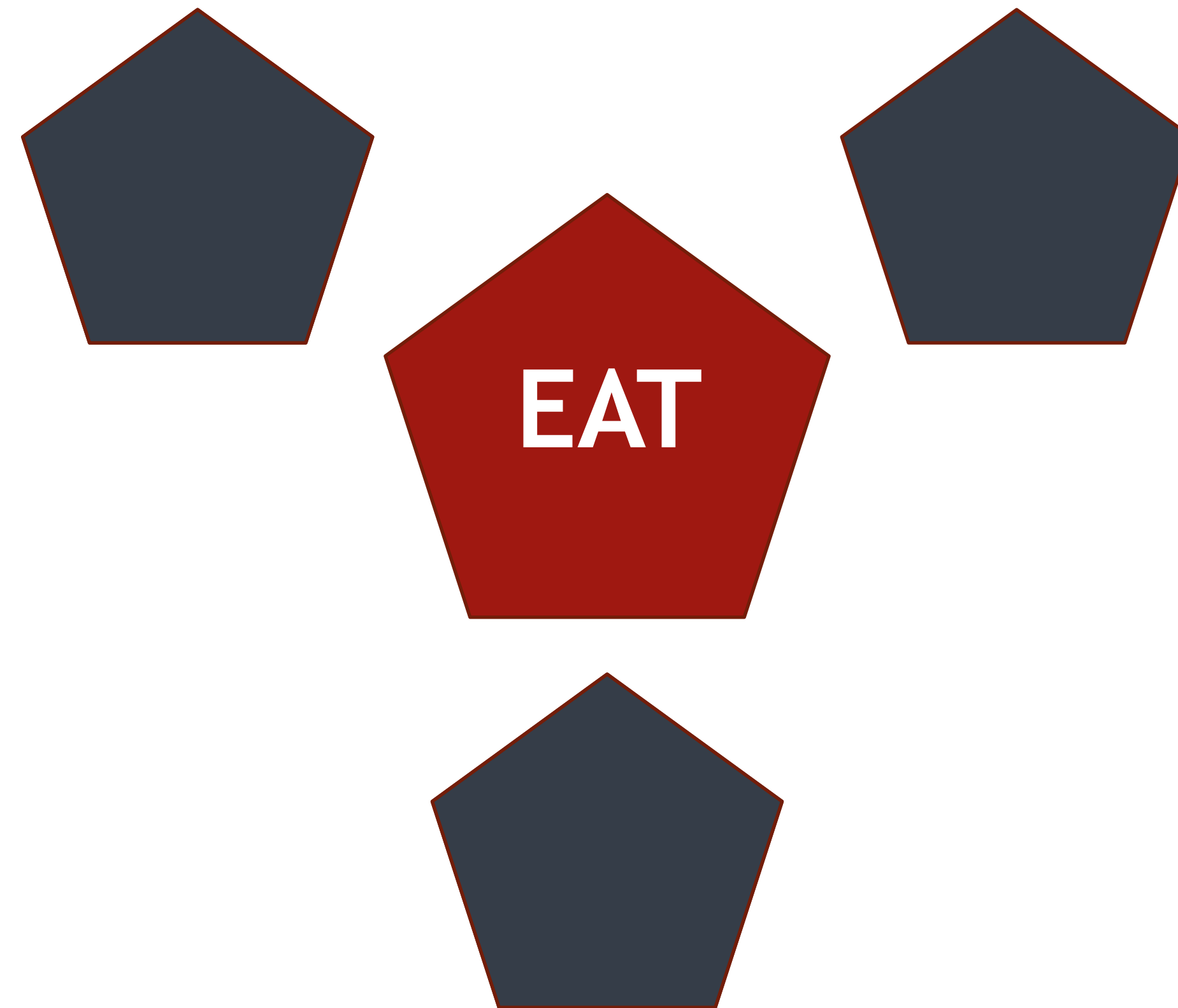
As a Functional Manager

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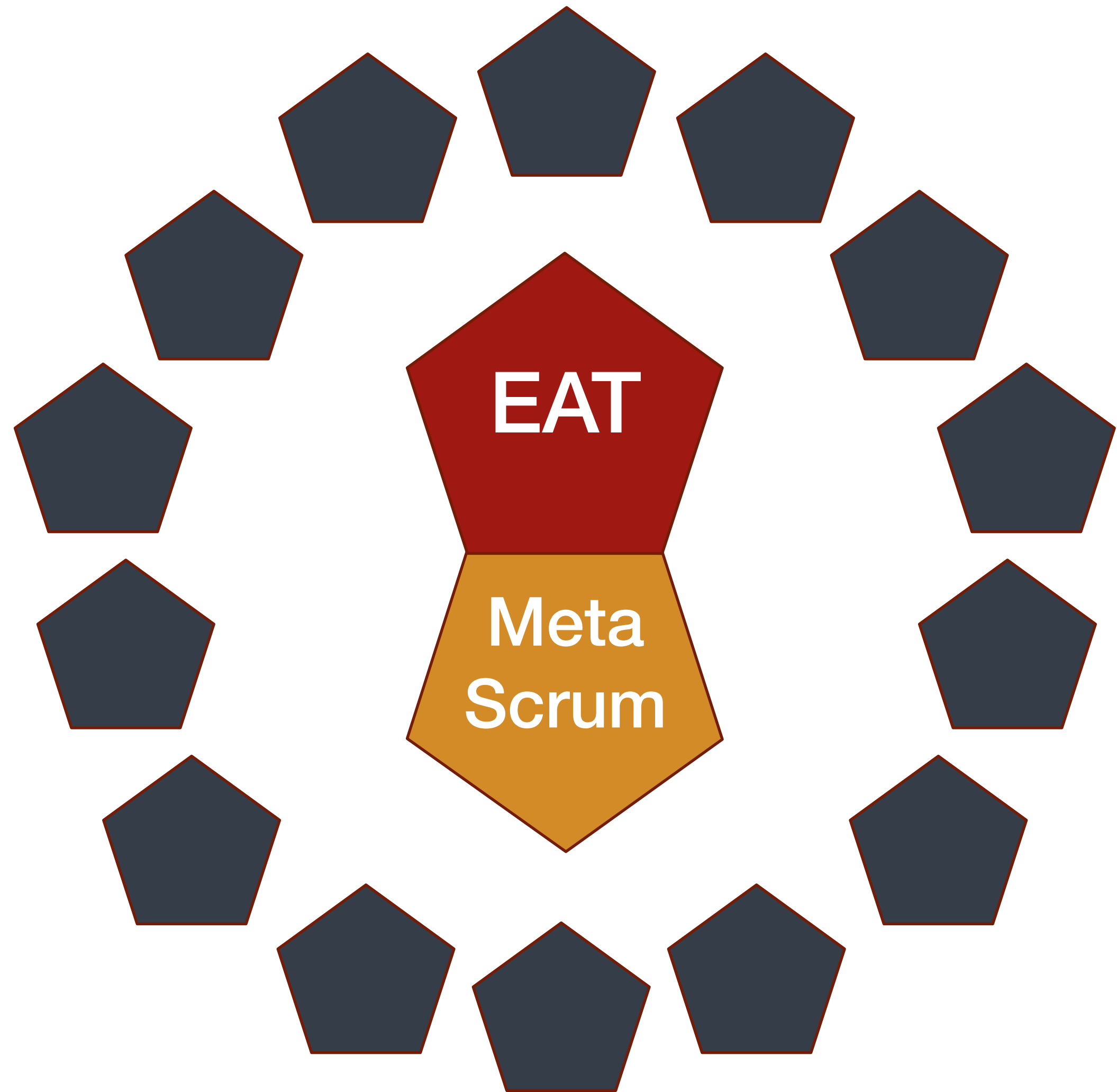
First Cell Division



After another Cell Split



Today




Finance


BPM

Better than any Performance Indicator ...

You guys just made our whole office's day!

Our Partners are extremely thankful

I am the most engaged I have ever been

Yesterday's Sprint demonstration was a WOW for me

Scrum has served us well doing incremental changes on a regular basis: better results, clearly hitting the mark, high value items

Key Learnings

- An agile transformation is **complex**, hence be agile in execution
- Being agile means making **tiny deployable steps**
- Some **prologues** can be helpful (pain, sense of urgency)
- **Scale organically** (i.e. cell splitting)

“Christmas has come early this year!”

— *Stakeholder at a Review in September*