

If your team were to deliver twice as much in the next sprint,  
what do you think you would need to do,  
and would that make you more happy or unhappy?

## Going from Good to Great

Are you Ready to be Done

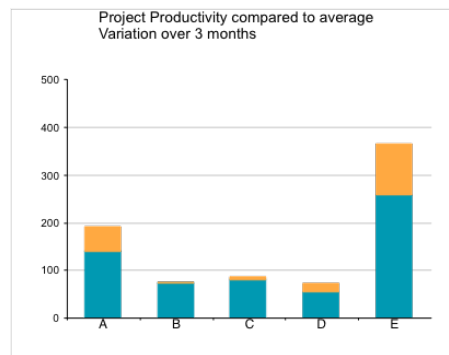
# Systematic Facts

- **Robust software and systems integrator**
- **Five core business areas: Public Sector, Healthcare, Defence, Intelligence & National Security, Library & Learning**
- **Solutions sold to customers in 50 countries**
- **Over 1.000.000 users world wide**
- **High level of customer satisfaction and long-term working relationships**
- **Partners in 15 countries**
- **Turnover: EUR 150.6 million**
- **Profit before tax: EUR 50.4 million**
- **Cash holdings of EUR 59.5 million and no bank debt**
- **Solvency of 53% and an AAA credit rating**

- **Certified to CMMI Level 5**

# Definition of Ready at Systematic 2009

| Project | Productivity (Fp/h)<br>Average=100% |
|---------|-------------------------------------|
| A       | 140-192%                            |
| B       | 74-76%                              |
| C       | 81-86%                              |
| D       | 54-70%                              |
| E       | 258-365%                            |



**Performance data from pilot on use of function points. Data are subject to high variance and uncertainty, because it is a new technology used for the first time – However ...**

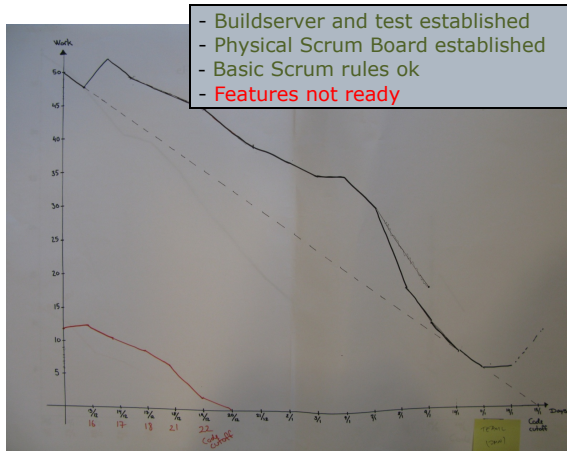
**Data could indicate that A and E have a great performance, which is also the gut feeling by senior management.**

## **Actions:**

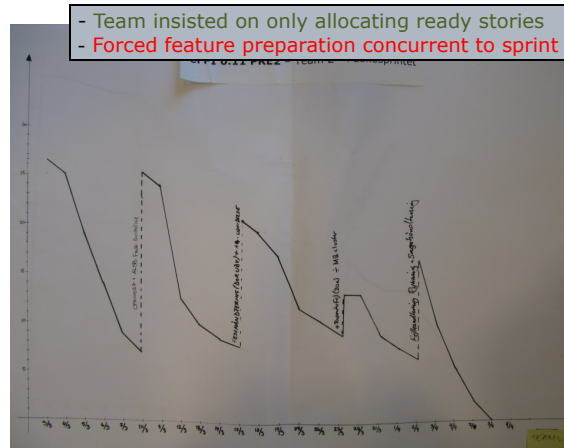
- 1. Investigate possible success and practices behind observations**
- 2. Interview people from project A and E**
- 3. Combine quantitative data with solid qualitative information**

# The change in Project A

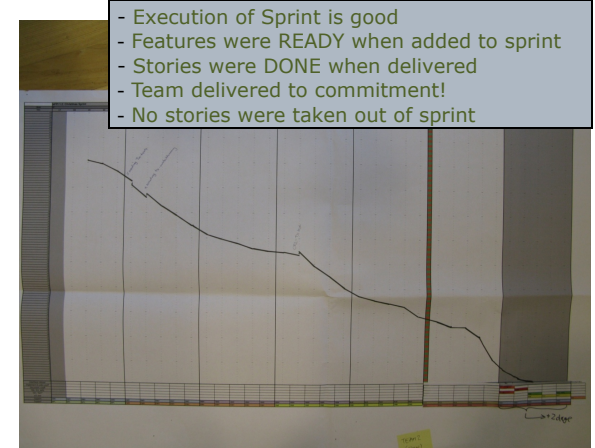
Indication that READY sprintplan and "Flow of story implementation" are related



Flow of story implementation: 23%

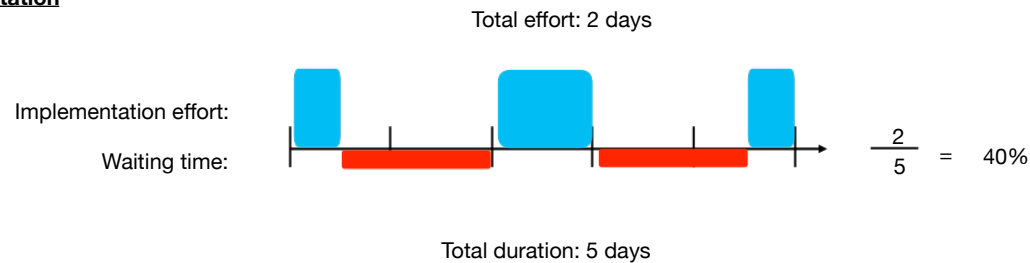


Flow of story implementation: 57%



Flow of story implementation: 54%

## Definition of: Flow of story implementation



# What did we discover

## Questions for project A and E:

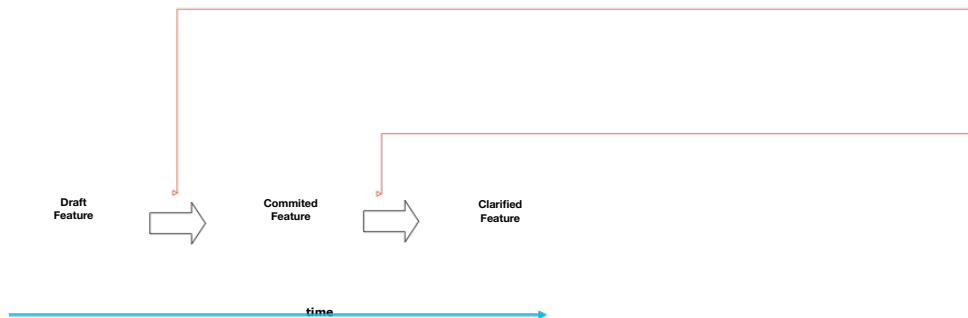
Why high performance?

- We spent time to prepare and refine product backlog, and have agreed on the team who do what in the process
- We ensure sprint tasks are READY – this gives high focus

How can other projects copy your succes?

- We document our practice in a READY checklist

This ensures features are prepared properly, before they are decomposed into stories that are committed to a sprint.



### Ready for Implementation Checklist

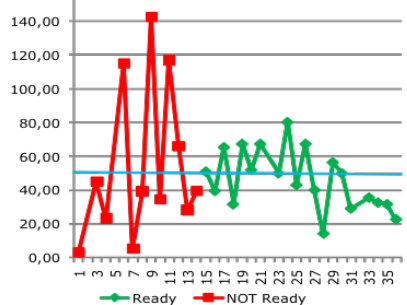
Feature: \_\_\_\_\_  
 Product Owner: \_\_\_\_\_  
 Architect: \_\_\_\_\_  
 Lead Developer: \_\_\_\_\_

| Procedure / Primary role                            | Activity   | Work Product(s) | Completed                |
|---|--|-----------------|--------------------------|
|   | Customer requirements approved and baselined                   | PMA-095         | <input type="checkbox"/> |
| Prepare Feature for Commitment / Product Owner      | Customer requirements assigned to the feature                  | PMA-098, FDD    | <input type="checkbox"/> |
|   | Customer requirements sufficiently understood                  | FDD             | <input type="checkbox"/> |
|   | Technical design drafted (focus – feasibility)                 | FDD, EST        | <input type="checkbox"/> |
|   | Risks identified   | FDD, EST        | <input type="checkbox"/> |
|   | Test design drafted (focus testability)                        | FDD, EST        | <input type="checkbox"/> |
|   | Unknowns, assumptions, constraints, concerns identified        | FDD, EST        | <input type="checkbox"/> |
|   | ROM (effort, size) established                                 | EST             | <input type="checkbox"/> |
|   | Concept review conducted                                       | RER             | <input type="checkbox"/> |
|   | FDD approved   | DTS             | <input type="checkbox"/> |
| Clarify Feature for Development / Architect         | Fit into sprint considered                                     | FDD             | <input type="checkbox"/> |
|   | Feature decomposed into fit-to-sprint-features                 | FDD             | <input type="checkbox"/> |
|   | Plan for unknowns/assumptions/concerns/constraints established | FDD, EST        | <input type="checkbox"/> |
|   | Estimates (effort & size) updated                              | EST             | <input type="checkbox"/> |
|   | Concept review conducted                                       | RER             | <input type="checkbox"/> |
| Prepare Feature for Implementation / Lead Developer | Unknowns, assumptions, concerns resolved                       | FDD             | <input type="checkbox"/> |
|   | Product requirements developed                                 | PMA-098, FDD    | <input type="checkbox"/> |
|   | Test design drafted (no uncertainties)                         | FDD             | <input type="checkbox"/> |
|   | Technical design drafted (no uncertainties)                    | FDD             | <input type="checkbox"/> |
|   | Decomposition into stories performed                           | FDD             | <input type="checkbox"/> |
|   | Stories estimated (effort)                                     | EST             | <input type="checkbox"/> |
|   | Concept review conducted                                       | RER             | <input type="checkbox"/> |
|   | FDD approved   | DTS             | <input type="checkbox"/> |

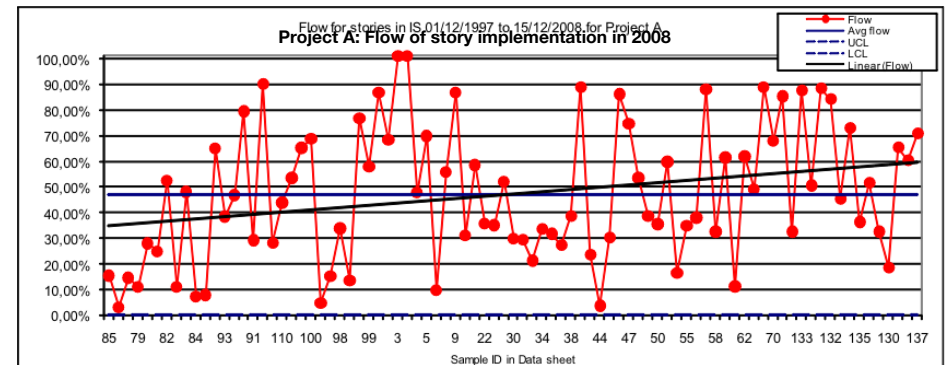
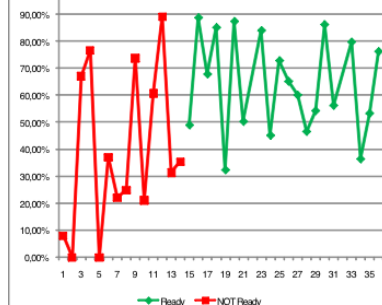
SSE:06574:CHK:007 \$Revision: 1.1 \$ \$Date: 24 Sep 2008 \$

# Learnings and results

Project A: Actual effort of Story Implementation

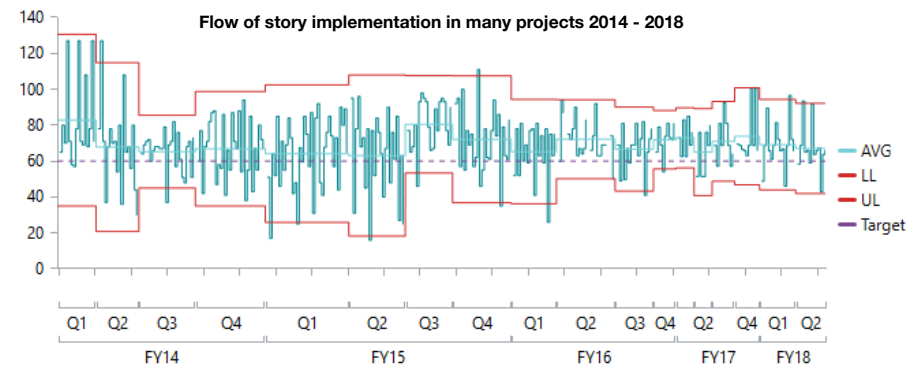


Project A: Flow of Story Implementation

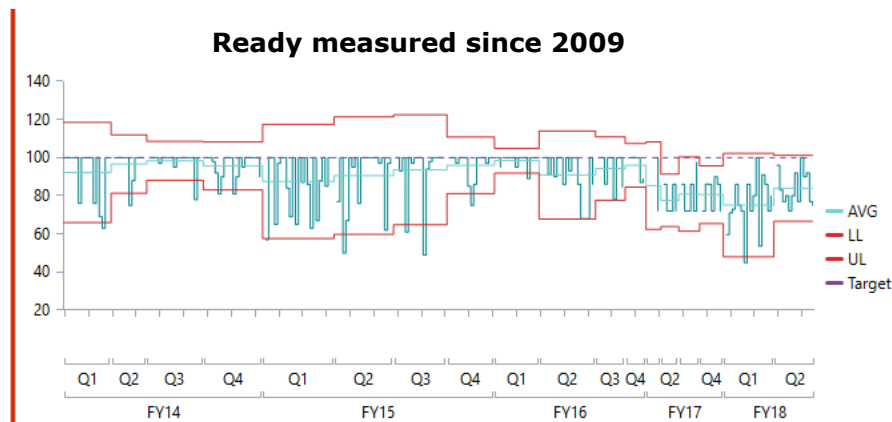


- READY drives
- Stability
- High flow (Focus)
- High productivity

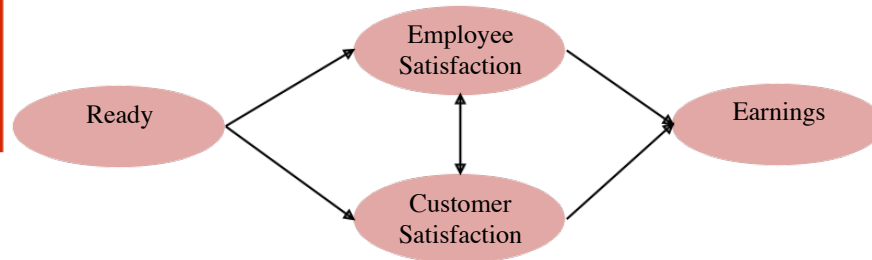
Because making a story Ready ensures, I know, exactly what is expected in relation to the story when taken into the sprint.



# Analysis of Ready 2018



Different analysis in Systematic show the relations below



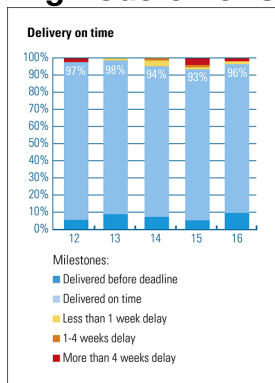
## Indication that Ready drives high Customer and Employee Satisfaction.

Parameters influencing Customer Satisfaction:

- Delivery on time (shown in earlier work at Systematic)
  - High quality, including few customer reported defects
1. Correlation analysis show "Ready" leads to a stable "product burndown ratio", which is assumed to lead to better "delivery on time".
  2. Preliminary analysis on release data, indicates that the amount of Customer Reported Defects are related to the Employee Satisfaction Question "I know exactly what is expected of me". We assume that one of the sources contributing to this clarity is Ready stories. Therefore the DefectModel seems to confirm that *Ready leads to a decrease in customer reported defects*. Because high quality is important to customers satisfaction, we believe that **Ready drives customer satisfaction**.
  3. Correlation of Ready and overall employee satisfaction is 0,67 in average. Some customer faced projects have a higher correlation up to 0,88. Therefore we believe **Ready drives employee satisfaction**.

# New perspective on READY

High Delivery on time: (>95%)  
High Customer Satisfaction (NPS > 60)



**Customer comment from survey:**  
"Professional, delivers on time, high quality, pleasant people"



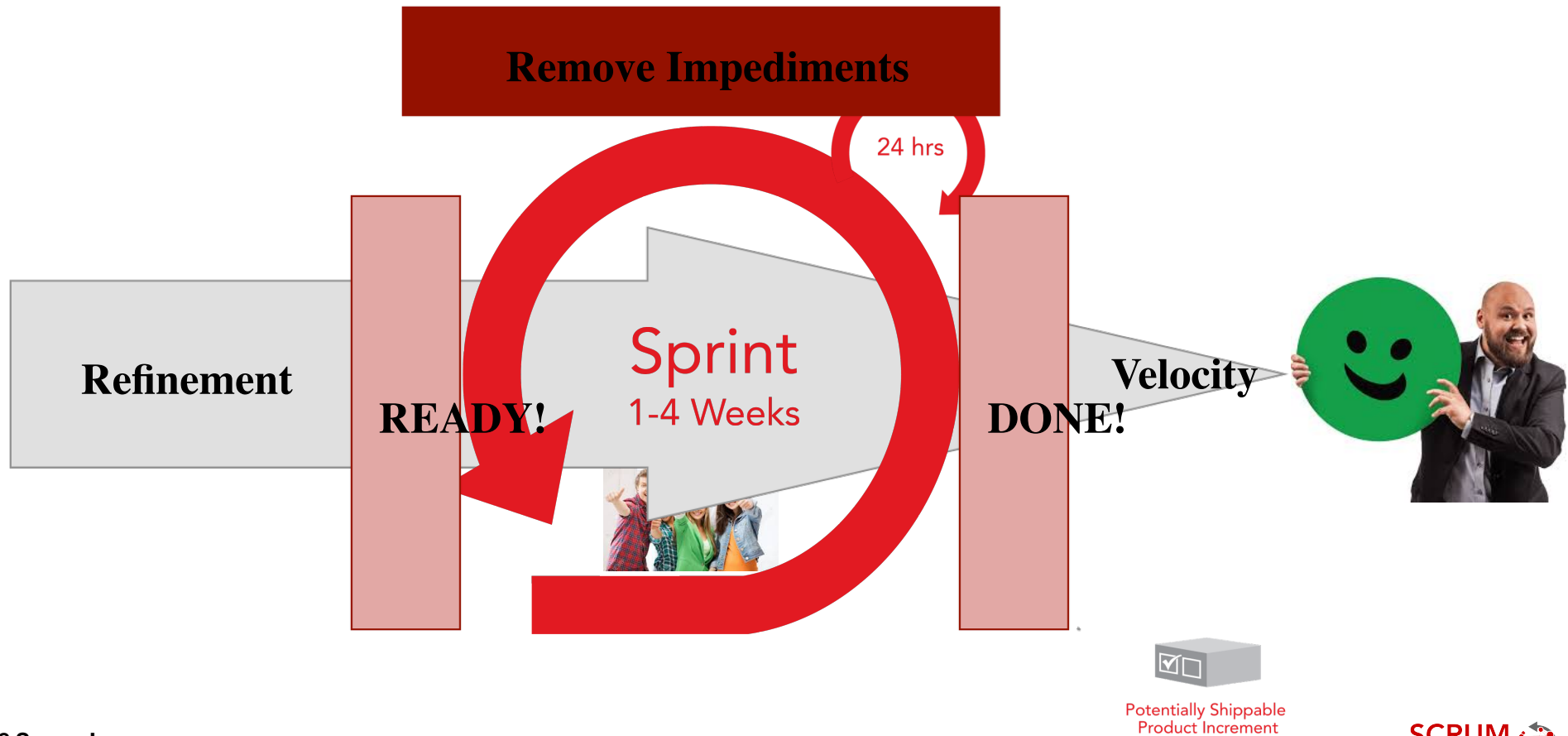
- When Systematic introduced Ready, we found that Ready drives:
  - Stability
  - High flow (focus)
  - High productivity

New analysis in 2018 indicates that Ready, also drives:

- Employee Satisfaction
- Customer Satisfaction



# Ready drives high productivity and satisfaction



# Importance of Refinement and READY

Scrum has always described the intentions for both

