Accidental Adoption
The Story of Scrum at amazon.com
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Once upon a time...
<table>
<thead>
<tr>
<th>teams using scrum</th>
<th>number of developers</th>
<th>other agile flavors</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>?</td>
<td>?</td>
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</table>

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<tr>
<th>individuals on internal scrum mailing list</th>
<th>csm graduates</th>
<th>reputation of scrum</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>~0</td>
<td>unknown</td>
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</tbody>
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Working Backwards….

It’s a development philosophy, not a methodology

It’s good, but not good enough
Working Backwards….

Start with the customer and then…

… work backwards to the project
Press Release, FAQ, User Manual
Code? Oh yes, you should do some of that too.
What happened next, Daddy?
Scrum is a relatively new development methodology that is being adopted worldwide. This short introduction will cover the Agile movement, the basics of the scrum process framework, and the expected benefits of Scrum.

Please forward this to anybody that you think might be interested.

alan

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### Scrum at Amazon.com

**In January 2007…**

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<td>3 teams</td>
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<tr>
<td>Individuals on internal Scrum mailing list</td>
<td>CSM graduates</td>
<td>Reputation of Scrum</td>
</tr>
<tr>
<td>100</td>
<td>150</td>
<td>Slightly positive</td>
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</tbody>
</table>
reputation of scrum

Development teams like it
Slightly positive overall
Significant failure cases
Resistance in many areas
Misunderstanding among management
Confusion with Lean Manufacturing
June 2008: Jackpot!
In January 2009...

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<th>Teams using scrum</th>
<th>Number of developers</th>
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<tr>
<td>50%</td>
<td>100s</td>
<td>3 teams</td>
</tr>
<tr>
<td>Individuals on internal scrum mailing list</td>
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<td>Reputation of scrum</td>
</tr>
<tr>
<td>600</td>
<td>450</td>
<td>Mostly positive</td>
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reputation of scrum

Positive overall

Significant failure cases

Resistance in many areas

Misunderstanding among management

Confusion with Lean Manufacturing
Lessons Learned...
Prime Impediments

Lack of teams
Lack of permission
Lack of knowledge
Community Matters

Email alias (with actual traffic)
In-person events
Outreach (simple communication makes a difference)
Center of gravity (corporate resource)
Coaching Matters

Moral support
Immediate success in lots of cases
Credibility with managers
Better understanding of implementation of Scrum
Reduction of skepticism and resistance
Managers Matter

Middle managers must be a part of things
Can inadvertently kill an adoption via lack of knowledge
Can kill an adoption on purpose
Can be a critical success factor…

… for adoptions that need support / air cover
Bottom-up Is Not Enough

Eventually executive sponsorship is a necessity
Without it, adoption stalls at the team level
Enterprise level change requires it…
  … PMO, Portfolio Management
  … CRM, HR Policies, Etc.
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Ben Carey
Slide and Presentation Design