A ‘Creole Cottage’ Pattern
for building a Scrum Master community

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About Myself

Ni Sun (Sunny) 孙妮, Agile Coach @EF Labs

CSM, CSPO, 8 years telecommunication and internet software development experience. Took part in Nokia Siemens Network Agile transformation from 2007. Worked as software engineer, Scrum Master, R&D manager in SONY and Nokia. Now is working as Agile Coach in EF Labs.
Barriers between Scrum teams

- Black boxes
- Project delays again and again
- Complaints from customer support
- Lack of visibility of product defects
- Weak Continuous Improvement awareness

Brand new Scrum Masters

Deeply rooted waterfall culture
Agile Coach as a newcomer

1. Develop Scrum Master competence
2. Solve company-wide problems
Bill Fisher
EF Labs CEO

EF Labs Off-site @ Jeju Island, Korea

Business goals
1. Break down barriers
2. Decrease defects

HOW DO WE GET M1 TO GO UP?
Everything starts with first impressions

We need to be more obsessive and intelligent about...

- DEFECTS
- SPEED
- FTV SUCCESS
Problems

1. How to develop Scrum Master competence?
2. How to decrease defects and defect cycle time?
3. How to improve cross-team collaboration?
Project Mentorship

Solve company-wide problems

Scrum Master competence development
Experience Sharing
Foundation: Align with all stakeholders

Understand the current situation
1-on-1 in-depth discussion
Identify the key stakeholders
Extract common interests

Net-Map

Fig 1. Influence-Interest diagram
Creating projects

**Project 1:**
Defect flow improvement

- Average open days by 20%
- Monthly defects by 25%

**Project 2:**
Cross-team collaboration enhancement

- Delayed cross-team projects by 20%
Root Cause Analysis

- Cause-effect diagram

Agile Methodology

- Scrum

Deming Improvement Cycle

- Plan-Do-Check-Act

System Thinking
How Step 1 Project kick-off meeting
Step 2  Learn Problem Solving
Step 3  Apply Root Cause Analysis
Step 4: Plan Experiments

How to Experience sharing
Sprint 1
04/23~05/28
Planning
Kick-off
02/22
Sprint 2
06/17~07/30
Sprint 3
08/05~09/10
Demo to the whole company
Experience sharing
Demo to Whole company

Generating Short-term Win
What

Defect flow improvement

1. Standardized Live Defect Process

2. Defcon system
   (defect severity calculation system)

3. Live defect reports in JIRA
Results

1. Average open days decreased by 23%, from 47 days to 36 days.

2. Monthly open defect number decreased by 38% from 81 to 50.

Business Goal Achieved
Project 2
Cross-team collaboration enhancement

1. Cross-team project workflow
2. Team portal

a. Electronic Floor Maps
b. EF Labs team structure
c. Scrum teams development flow

Make Info Transparent
Build Social Relationship
2013 EFLabs Badminton Rallies
Result

• Cross-team collaboration awareness and culture established initially

• Less project delays
Feedback from EF Labs people

**Rose Karon, Program Manager**

A strong Scrum Master community has been created!

**Jed Li, Release Manager**

Scrum masters now have clear understanding when we’re talking about process enhancement.

**Sherry Wan, Scrum Master**

I learned a lot of tools and techniques for problem solving. By getting the Agile mindset, I feel much more confident to lead my team and improve our internal process.
Emerging ‘Creole Cottage’ pattern
Creole cottage @ French quarter, New Orleans
Creole Cottage pattern

1. Solve company-wide problems systematically
2. Increase Scrum Master competence
Creole Cottage pattern: EF Labs instance

**Business goals:**
1. Decrease defects
2. Break down barriers

**Problems:**
1. How to develop Scrum Master competence?
2. How to decrease defect cycle time and number?
3. How to improve cross-team collaboration?

**Continuous Improvement Project:**
1. Defect flow improvement
2. Cross-team collaboration enhancement

**Tools:**
1. Scrum methodology
2. Cause-effect diagram
3. Deming improvement cycle
4. System thinking

**Foundation:**
Align with all stakeholders
Summary
Summary 1

**Alignment** with all stakeholders matters
Summary 2

Kill two birds with one stone

1. Solve company-wide problems systematically
2. Increase Scrum Master competence
Q&A

Thanks for your time!