



# Large-scale Agile at Ericsson

January 20, 2016

Webinar will start 3 minutes after the hour



# Who is presenting today?

- Paul Madden is Head of Product Development, OSS-RC & SON” in Ericsson Athlone, Ireland. Paul hosted the site visit of the Learning Consortium to Athlone in July 2015.
- Steve Denning is a board member of Scrum Alliance. He led the Learning Consortium in 2015. He writes for Forbes.com and is the author of eight books, including *The Leader’s Guide To Radical Management* (2010) and *The Leader’s Guide To Storytelling* (2010).

## The full report of the Learning Consortium

The full report of the Learning Consortium is available on the Scrum Alliance website at: <https://www.scrumalliance.org/SALC15>

Or just search in Google for “Scrum Alliance” and “Learning Consortium report.”

## The videos of the Drucker Forum and the Learning Consortium

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## Poll

**I have either read the report of the Learning Consortium or seen the video of the session of the Learning Consortium at the Drucker Forum**

Yes

No



# Learning Consortium for the Creative Economy

Nine firms went on mutual site visits :

Ericsson	Europe	Networks/telecom
Microsoft	US	Software/electronics
Riot Games	US	Gaming
Menlo Innovations	US	Technology consultant
CH Robinson	US	Transportation brokerage
Magna International	Europe	Auto parts
Brillio	<b>India</b>	Software design
Agile42	US	Agile enterprise solutions
SolutionsIQ	Europe	Agile coaching/training

# Pervasive beliefs among general managers

:

- “Agile is only for software”
- “Agile doesn’t scale”
- “Agile can’t handle complexity”
- “Agile isn’t reliable”
- “Agile doesn’t last

# Findings of the Learning Consortium:

- “Agile is only for software”
- “Agile doesn’t scale”
- “Agile can’t handle complexity”
- “Agile isn’t reliable”
- “Agile doesn’t endure”

Agile is spreading to everything

Agile scales without sclerosis

Agile handles complexity

Agile can be fail-safe

Some examples: 10-15 years

Paul Madden

Head of Product Development Group

OSS-RC & SON

Ericsson

Athlone, Ireland



@paul\_madden

What we're doing in Ericsson









ERICSSON



# Challenges - Scale



# Challenges - Scale



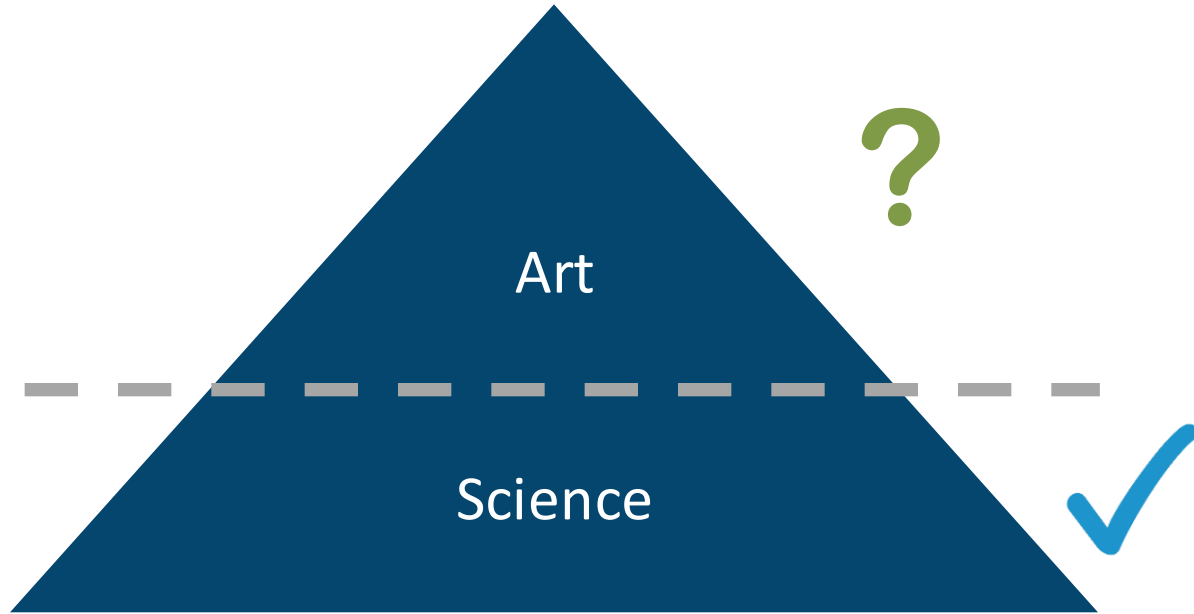
Autonomy



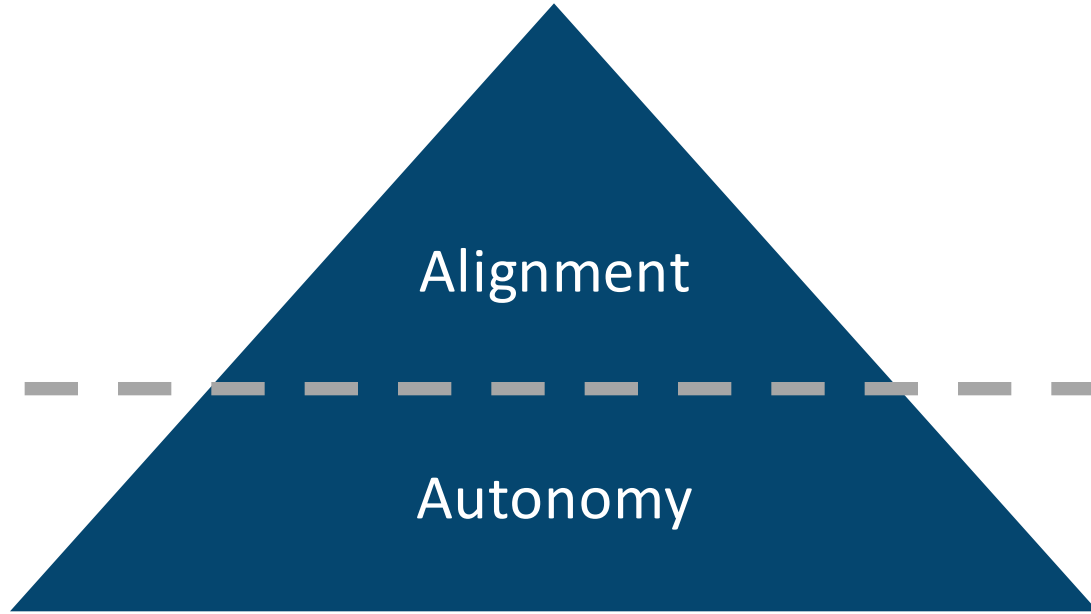
Alignment



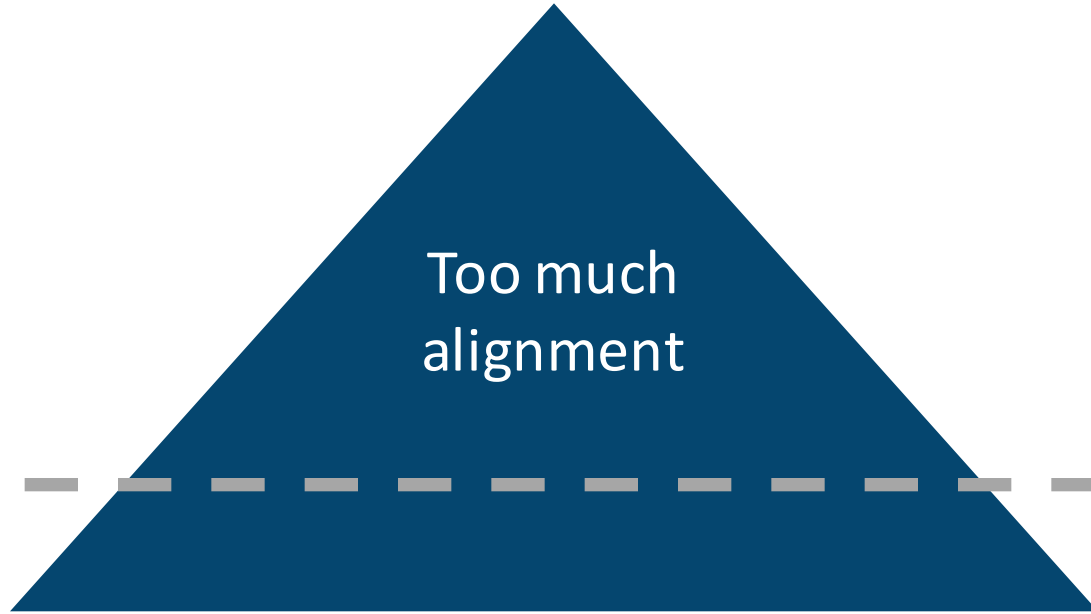
# Why is scaling difficult?



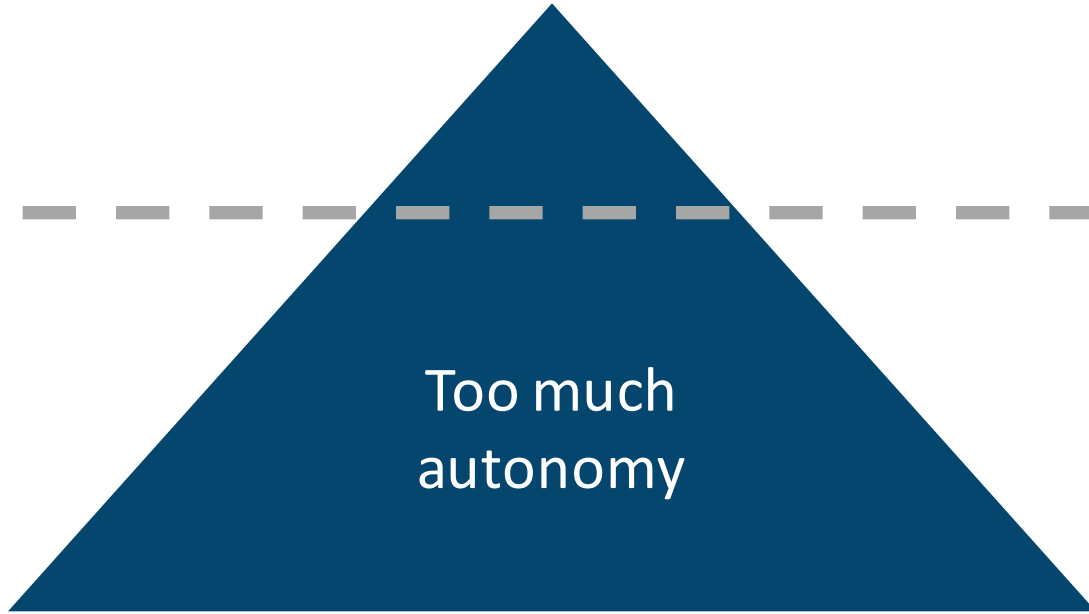
# This is the goal



# Nothing gets done!



# Chaos!!



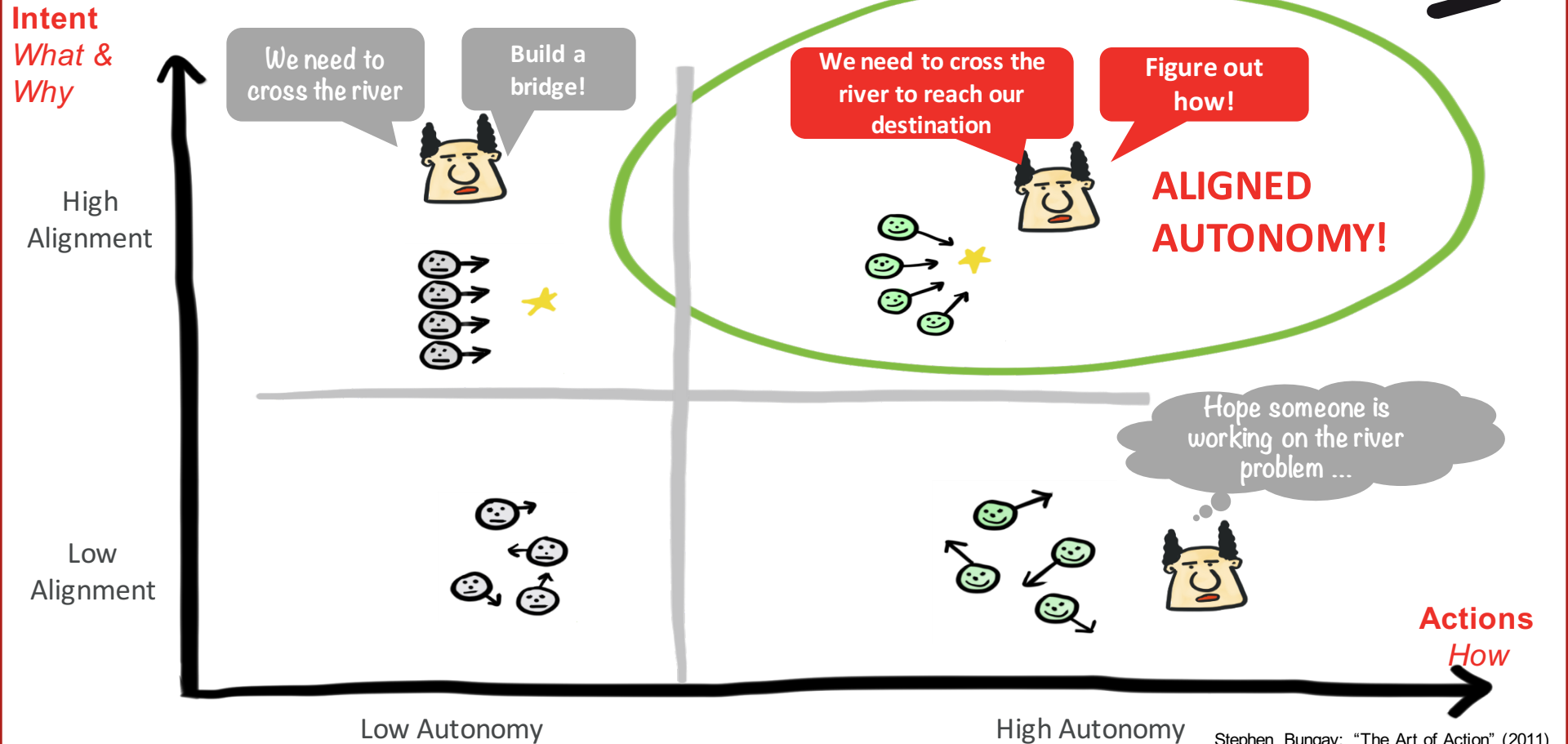




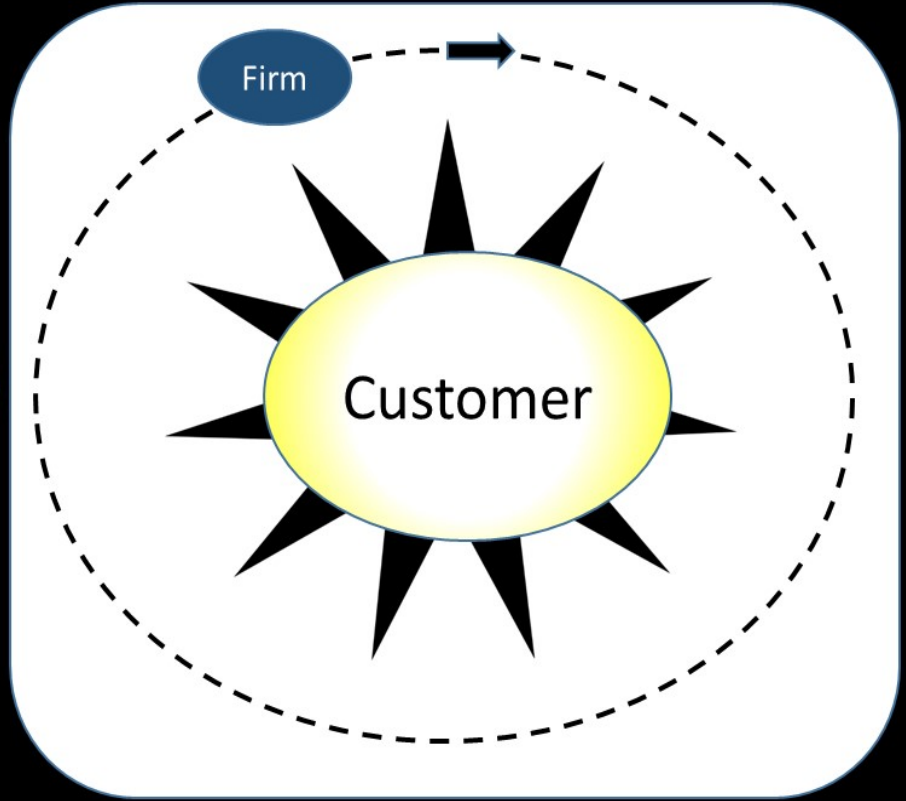
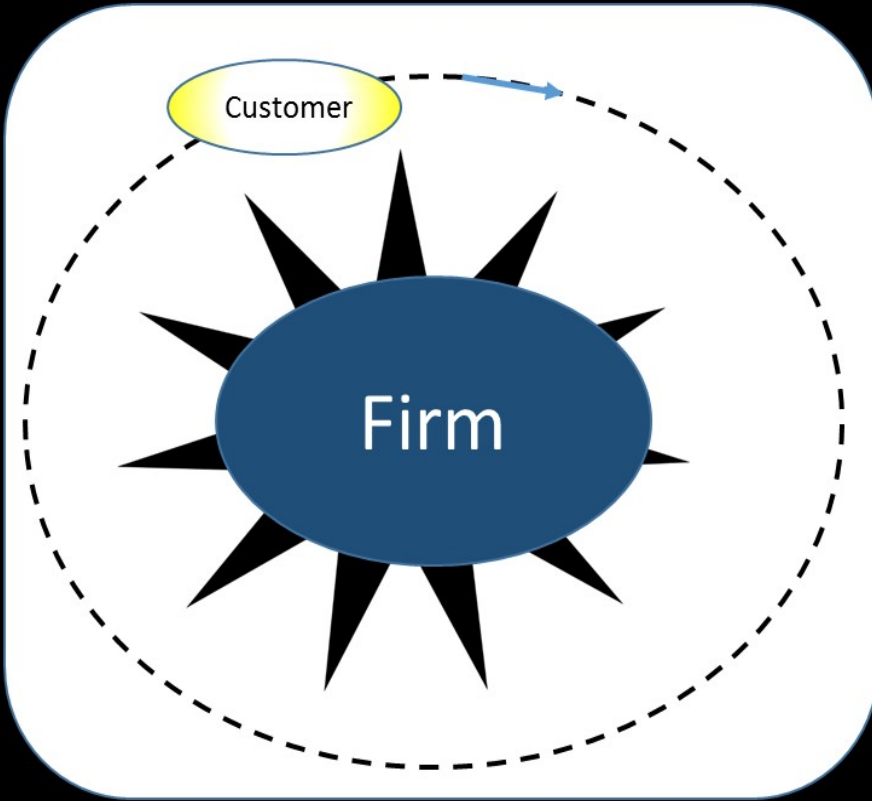
Balance



# Alignment + Autonomy → Results



# The Copernican Revolution in management



# Challenges – Competence Sharing



MENLO  
innovations







# Pairing Experiment

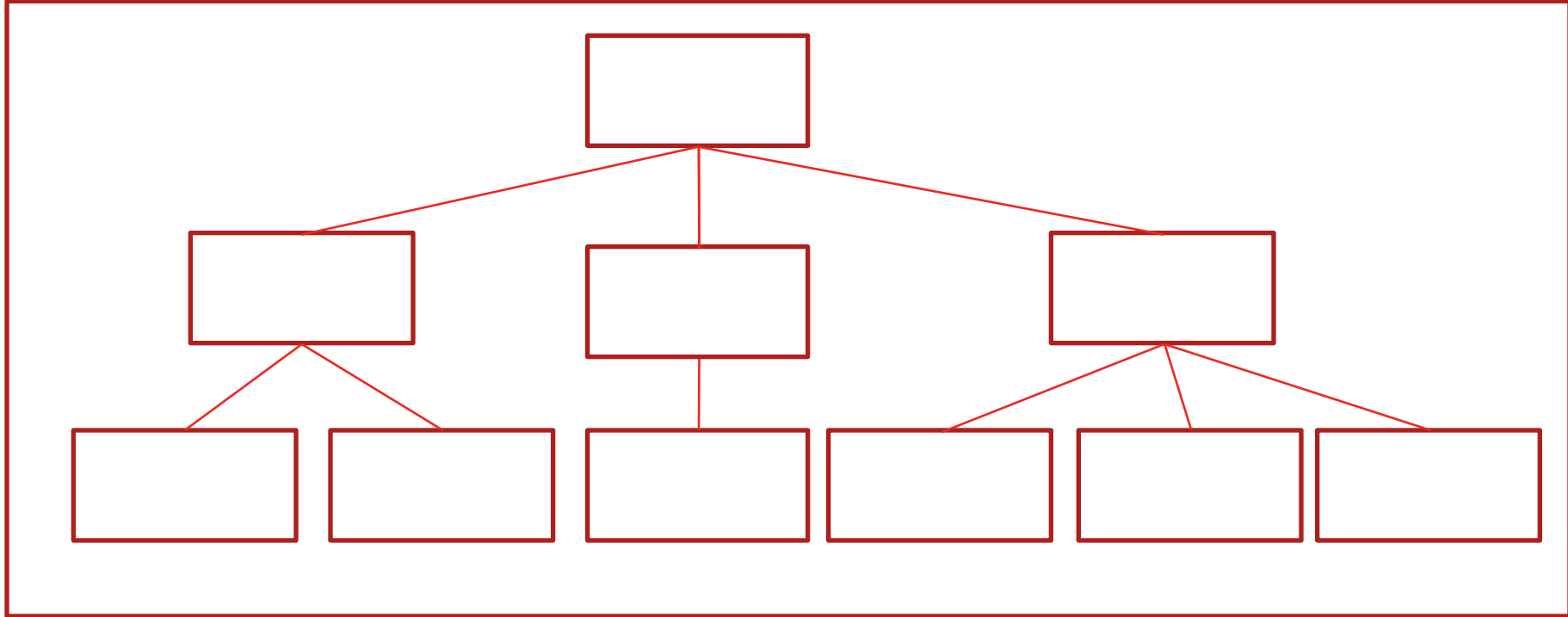
- ▶ 2 Volunteer teams – 3 month duration
- ▶ Interventions required
- ▶ Result
  - ▼ More of a team ethic
  - ▼ De-throne the go to guy, remove bottlenecks
  - ▼ Better burndown, staircase removed
  - ▼ Super competence development
- ▶ Next Step
  - ▼ Roll out to next 15 teams

## Poll:

Where I work, there is tension between way teams are run and the way the rest of the organization is managed.

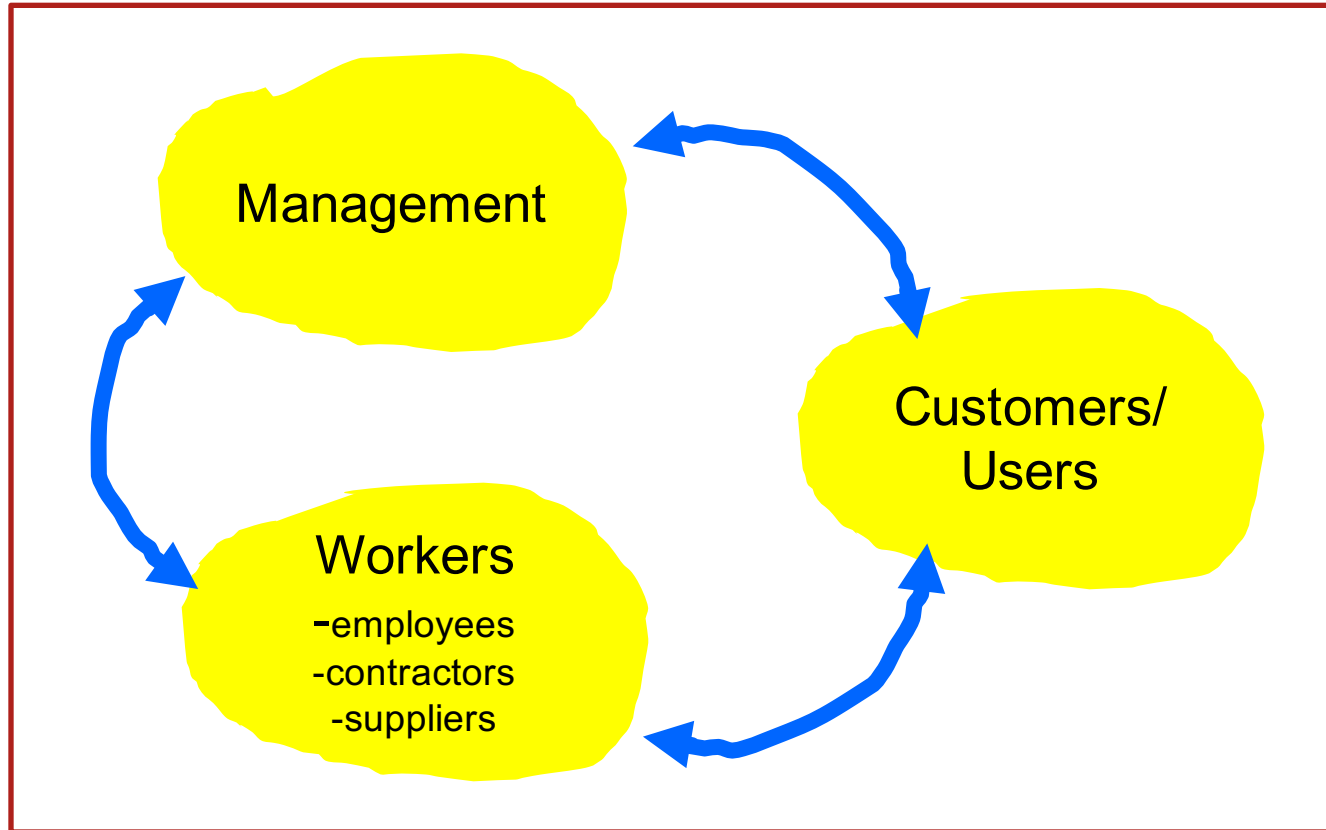
Yes  No  To some extent  Not sure  Not relevant to my firm

# The Traditional Organization

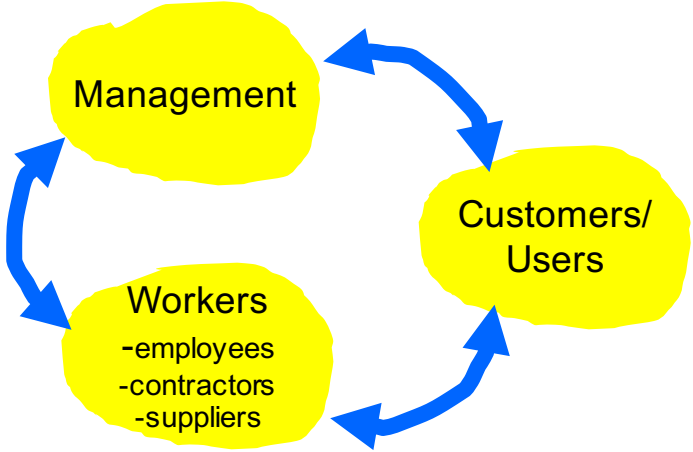
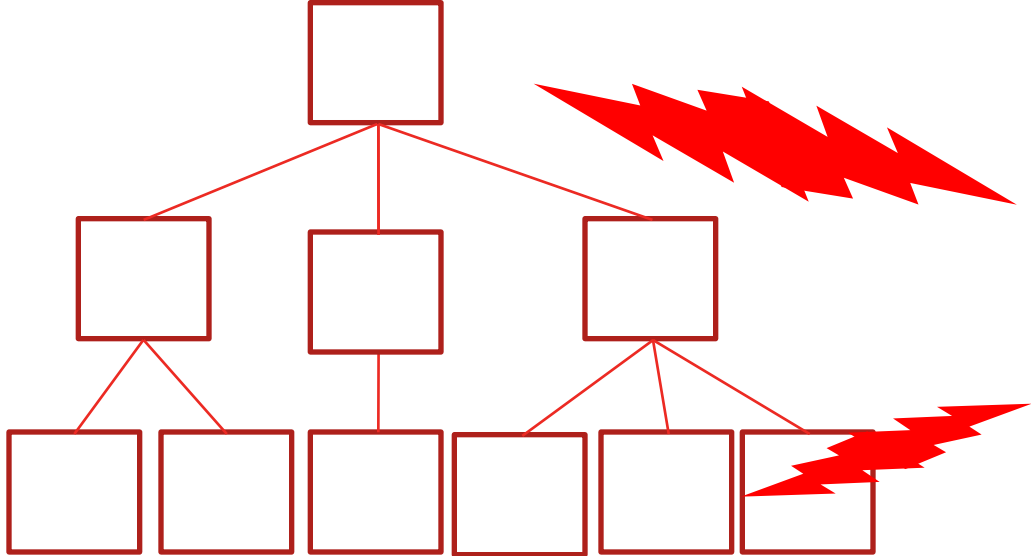




# The Agile Organization



# The Traditional Organization vs The Agile Organization



Questions?

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Thank you!

