

AGILE ON BATTERIES

Agile Transformation
in the Bio/Nano-Tech Industry

ABOUT ME

- Happily married + 4 kids (and a dog)
- Founder of AgileXecutive
- Senior and experienced Agile Coach
- Professional Scrum Trainer (PST) by Scrum.org



HOW THIS JOURNEY STARTED

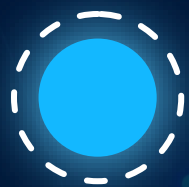
We develop the next generation of fast charging batteries for electric vehicles

We want to work in Agile, can you help us?

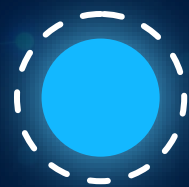
- I have many years of experience as an Agile Coach
- I have been working with many organizations from different culture and size
- Can I help this bunch of super smart PhD people with their working processes?
- How can I help them fit the Scrum Framework for their needs?



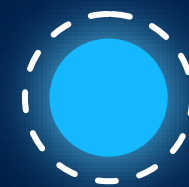
AGILE ON BATTERIES



I will share my experience working with this organization as well as with other organizations I have been working with since



I will talk about the main differences between the Software industry and the Bio/Nano-Tech industry



I will share my insights about the main elements of Agile and Scrum who made the most impact in the Agile transformation for the Bio/Nano-Tech industry

Characteristics of the

BIO-TECH INDUSTRY

VS SOFTWARE INDUSTRY



SOFTWARE STARTUPS:

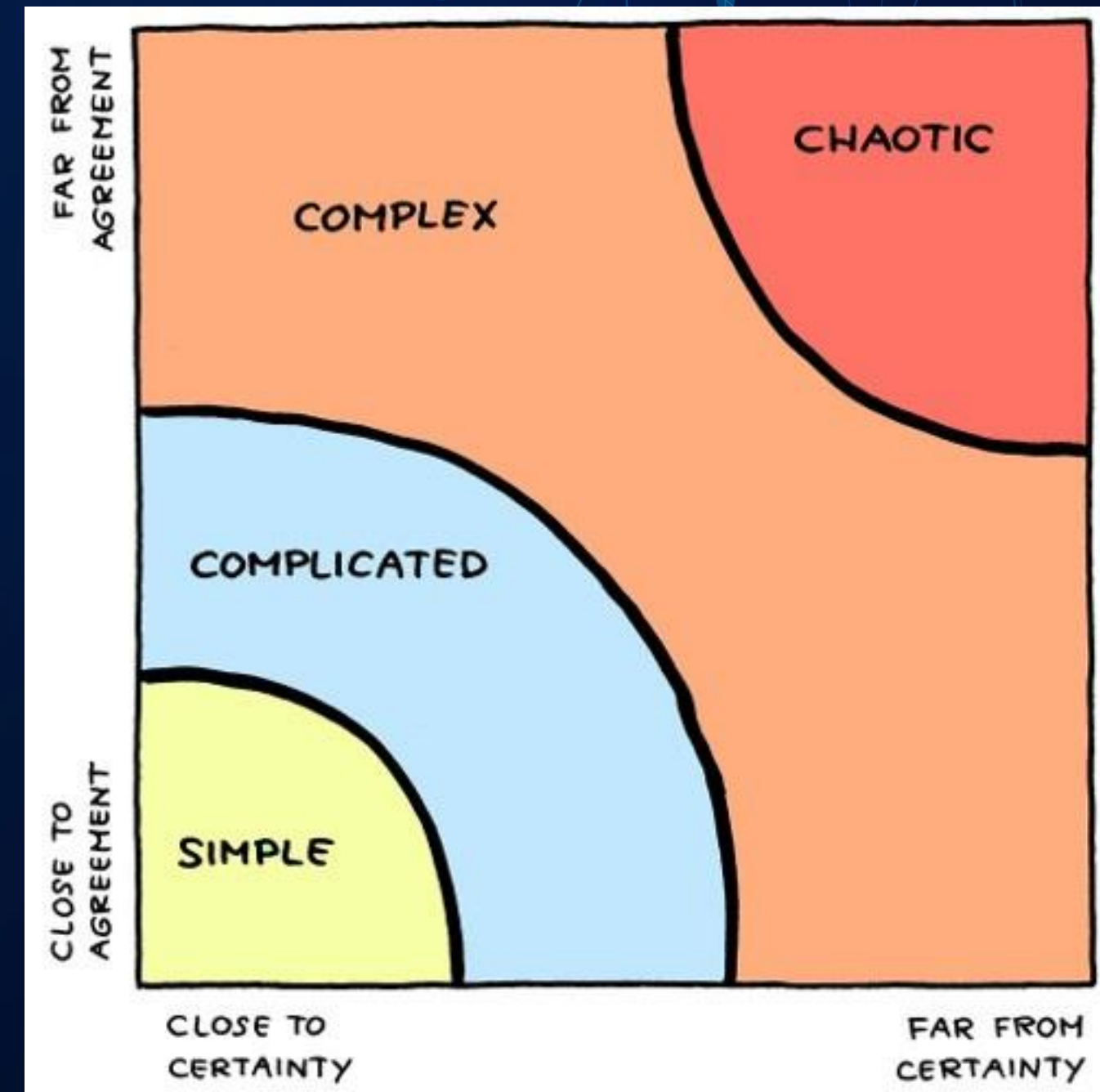
+ We can make it!

✗ Can we sell it?

BIOTECH RESEARCH:

+ We can sell it!

✗ Can we make it?



SOFTWARE STARTUPS:

BROWN FIELD

BIOTECH RESEARCH:

GREEN FIELD





I am looking for people who dare to dream,
NOT for people that will explain what cannot be done

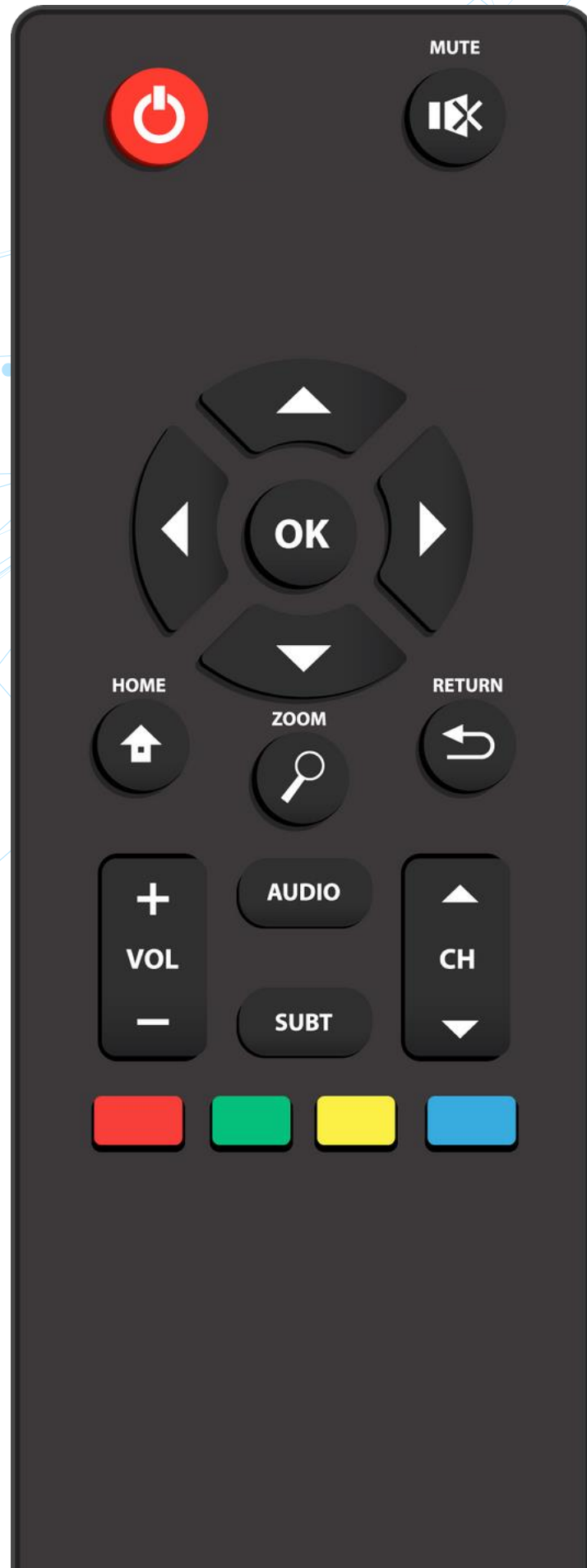
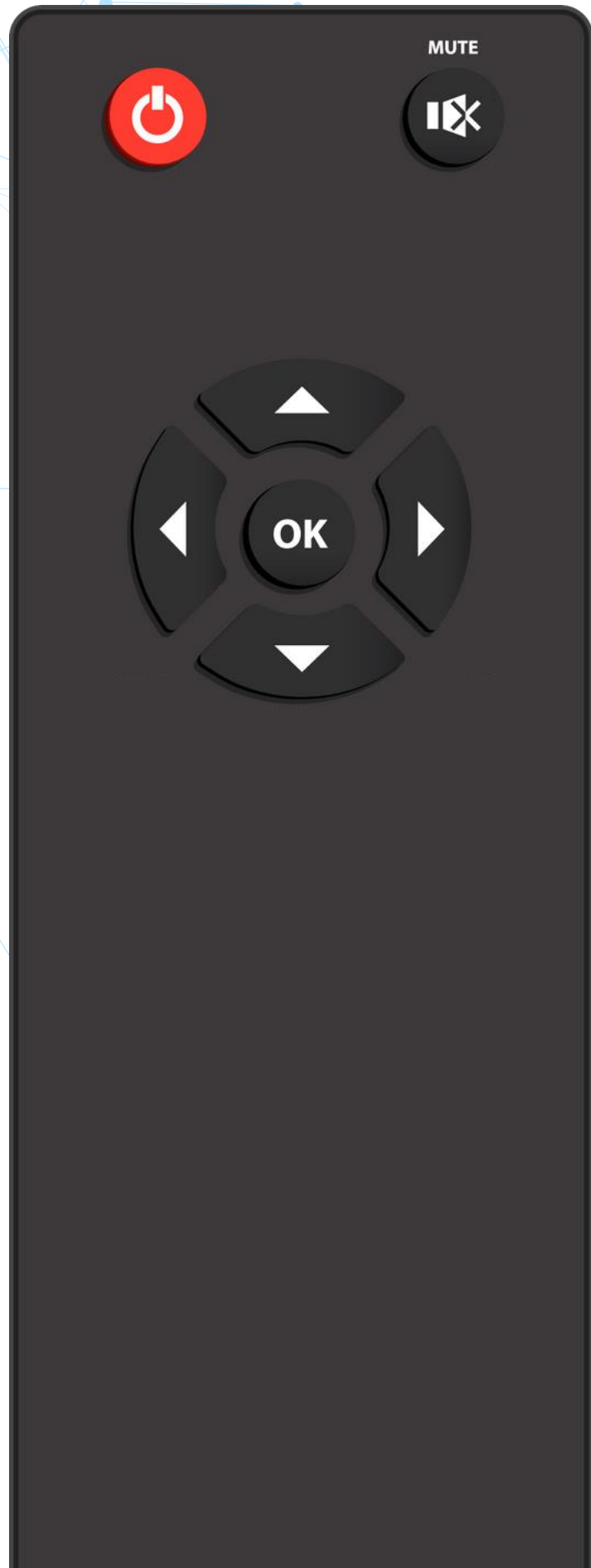


Jack Knott

Former CEO of E-PACK digital printing

WHAT IS THE INCREMENT?







BUILD THE
RIGHT THING

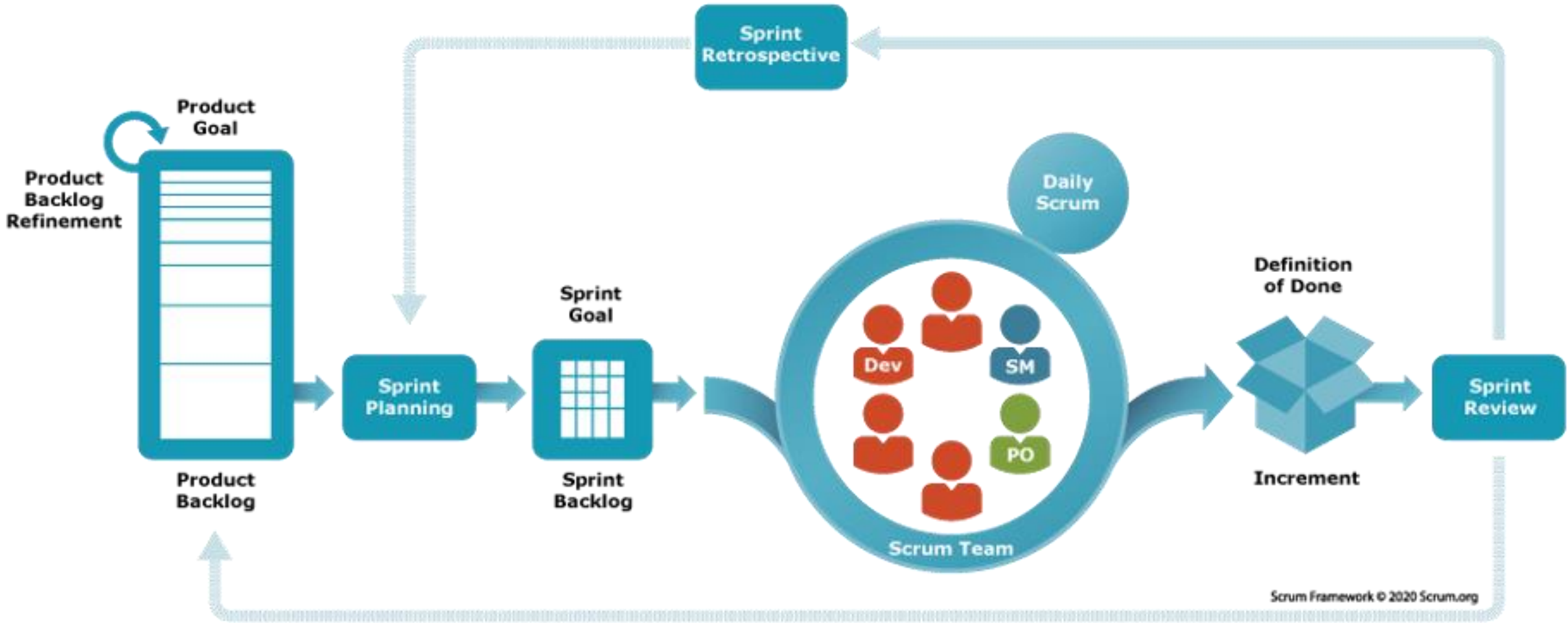
BUILD THE
THING RIGHT

BUILDING A PRODUCT

**COMMON ACADEMIC
APPROACH**

BUILD IT
FAST

THE AGILE TRANSFORMATION PROCESS



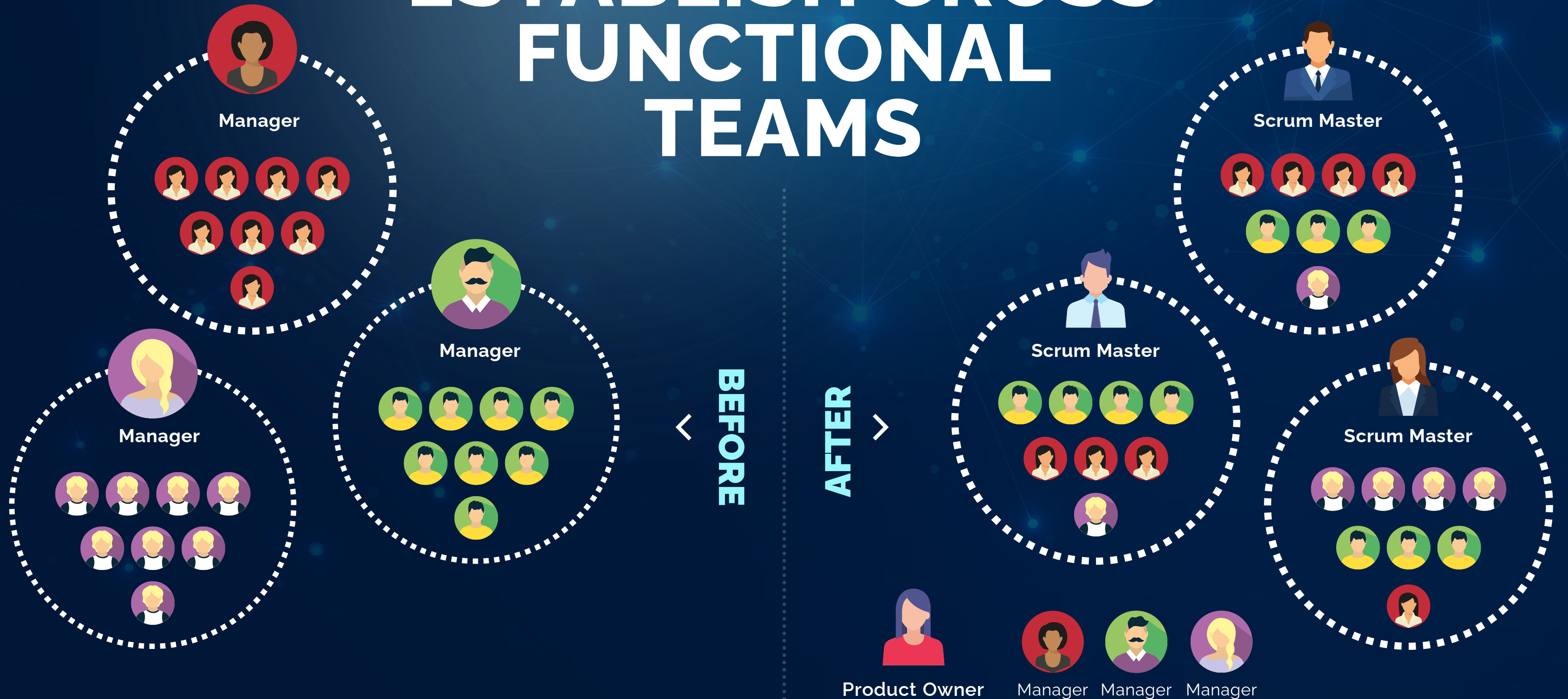


PEOPLE AND TEAMS



FIRST DECISION

ESTABLISH CROSS FUNCTIONAL TEAMS



TWO MAIN CHALLENGES



CHALLENGE 1

DIFFICULT TO ORCHESTRATE

- Science has always been a scholarly pursuit, hard working individuals pushing the boundaries to expand their knowledge
- The entire career of scientific managers is built upon their seniority as domain experts

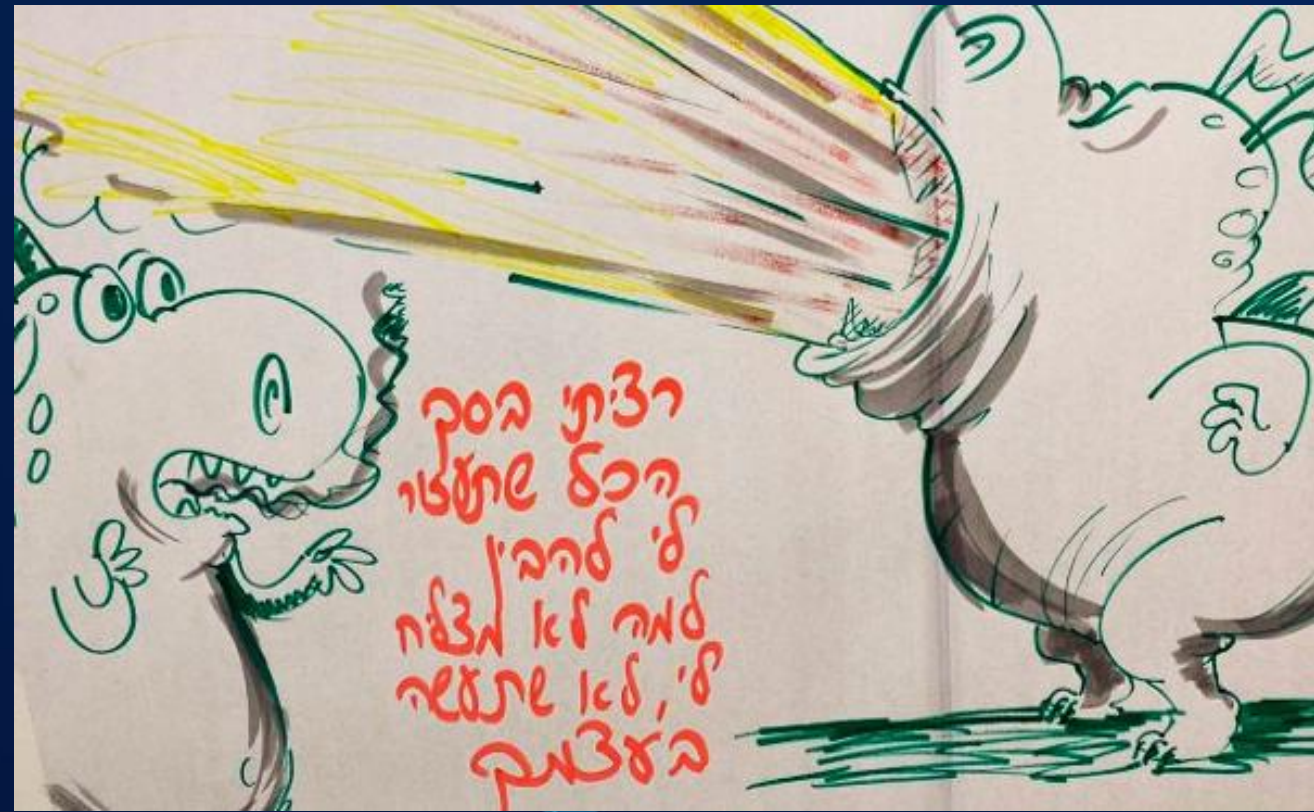
CHALLENGE 2

ROLE PERCEPTION

MANAGERS' MAIN ACCOUNTABILITY MOVED

FROM Decide how to make progress and making
the final decisions

TO Professional advisors and team professional
support



WHAT DID WE DO?



- ✓ Training
- ✓ 1:1 Mentoring
- ✓ Forum groups to discuss daily dilemmas
- ✓ Work closely with HR
- ✓ Dismiss people that did not accept the new approach



MAIN OUTCOMES

- Team members felt the increased level of impact they have on the product development.
- Ability to take better decisions by focusing on the desired product outcome as a whole



TEAM SIZE

From large Scrum Teams of 15-20 ppl
To Scrum Teams of 5-8 ppl

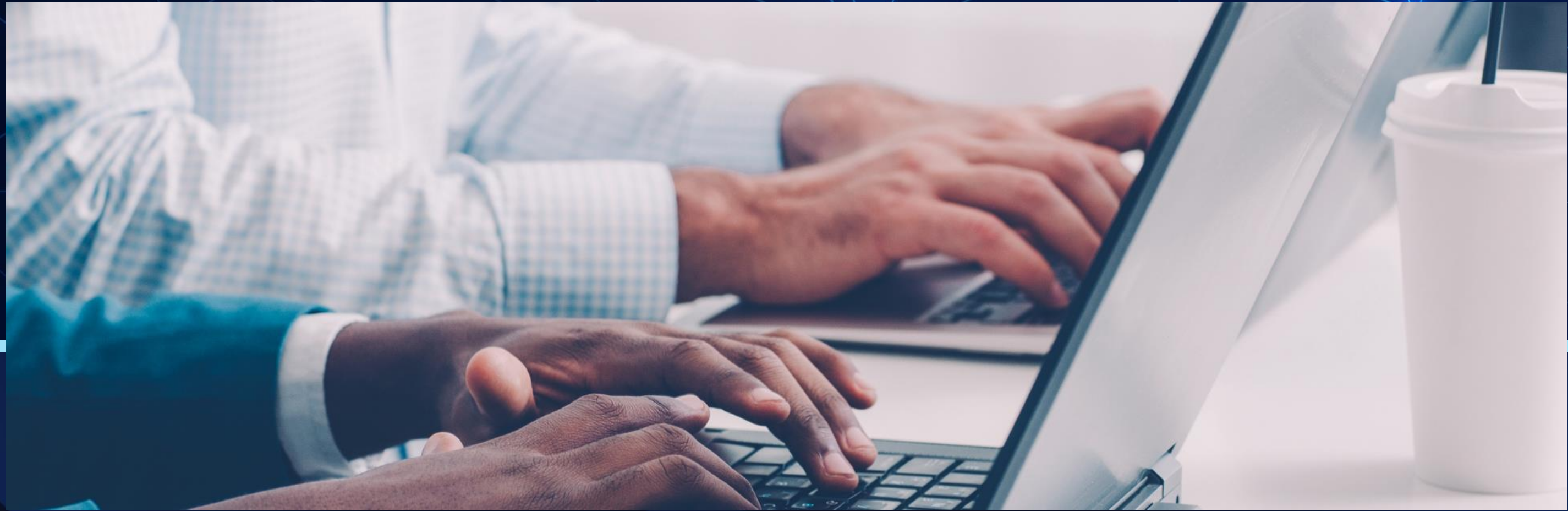
INSPECT & ADAPT

TEAM DYNAMICS – SCARCE RESOURCES

- People with unique skills served several teams in parallel

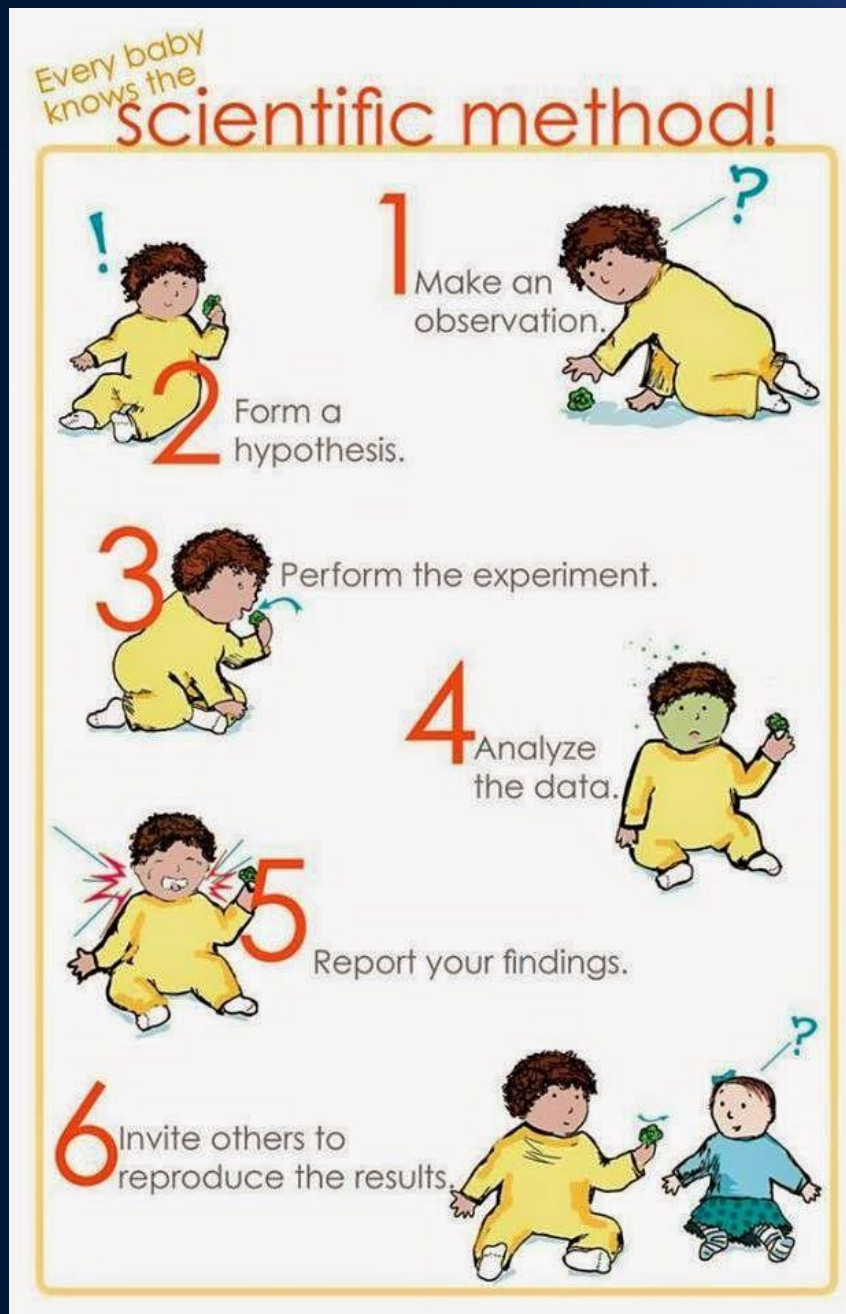
INSPECT & ADAPT





WORKING ROUTINES

SPRINT LENGTH



Research and experiments takes time



Difficult to pursue value in short cycles



Inspection and adaptation for the sprint length



3-4 weeks is a common practice for the industry

LET'S BEGIN WITH THE END

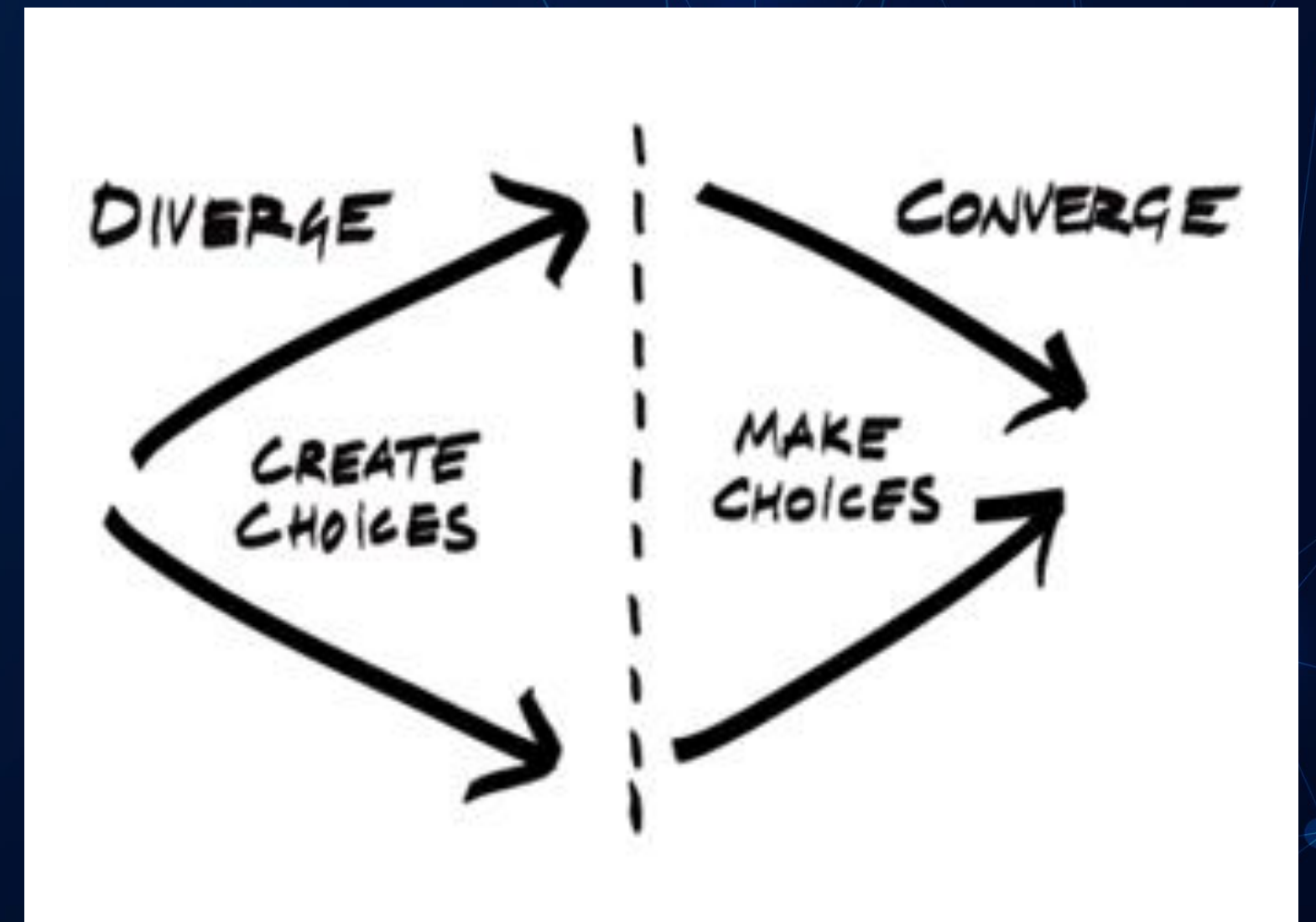
THE SPRINT REVIEW

- The Sprint Review became THE place for demonstrating transparency, inspection and adaptation
- Unlike many examples from the software industry:
 - The Scrum Team demonstrate their work
 - Few stakeholders attend
 - Mostly low impact on the upcoming sprint



THE SPRINT REVIEW

- The Sprint Review is a centric and powerful event.
- It is not only about demonstrating the results, but a true Inspect and adapt event.
- Many stakeholders attend this long and sometimes exhaustive meeting.
- The discussions are extensive and crucial for the next steps to take.
- The outcome of the review is the most important input for the upcoming planning event that takes place right after.
- Sometimes, refinement along the sprint is redundant because the next sprint is tightly dependent on the previous one.



PLANNING



Kickoff the sprint



Together with the PO
they craft a Sprint Goal



The Scrum Team suggest what
they should work on in the next
sprint based on the feedback
from the Sprint Review



The Sprint Planning is tightly
coupled with the Sprint Review
outcomes

THE SPRINT GOAL

FROM

15-20 Goals per Sprint

TO

1-3 Goals per Sprint

INSPECT & ADAPT



DEFINITION OF DONE

- In the software industry the DoD is a commitment for the Increment of a working software.
- In the bio/nano-tech industry the DoD defines the expected work that needs to be done for the purpose of achieving valuable progress and make smarter decisions.



DAILY

- 3 times a week
- Self managed by the developers

RETROSPECTIVE

- Highly creative. Not facilitated in the same patterned way
- Focus on the TEAM. A strong team delivers better

MAIN IMPACT

of the Agile
transformation

Highly Engaged
and motivated
people

Ability to make
smart
decisions

Transparency

Focus

WHAT ENABLED THIS THE MOST?



THANK YOU