

Scrum Reality Check

Learnings and Pitfalls from adopting Agile at SAP

Daniel Humberg, SAP
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PUBLIC



15 mistakes when |



Sign in

15 mistakes when **making sourdough**

15 mistakes when **making pizza**

15 mistakes **in zootopia**

15 mistakes **in friends**


15 mistakes **in logic**


15 mistakes **to avoid** when **making pizza**

Report inappropriate predictions
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including an estimation of errors by using story point for ...

People also ask

What is the history of Scrum? 

What is Scrum in SAP? 

15 mistakes you should avoid when using Scrum in software development projects

Agenda

Scrum Reality Check - Agenda

- About me
- About my team
- History of Scrum at SAP
- 15 mistakes when doing Scrum
- Q&A



about me

About me

Daniel Humberg

What I did before

- Studied Business Informatics in Siegen and Växjö, Sweden
- Fraunhofer Institute for Applied Information Tech, St. Augustin
- Worked at SAP as Developer, Development Architect, Project Lead, Product Owner, Scrum Master, Scrum Mentor
- Developer and Scrum Master for first Scrum Tool at SAP
- Development Manager since 7 years

What I like

- Efficient software development in a team
- Making the customers happy
- Fighting Corporate Craziness
- Using a simple language

Current Responsibilities

- Member of The Tools Team at SAP
- 4 Scrum Teams
- UX Design support for whole organization
- Investment Area Owner for “Release with Ease”
- Product Ownership for “SAP Jira”

How I work

- Trust & Empowerment
- Pragmatic & Result-oriented
- Creative & Open for new Ideas
- Optimistic

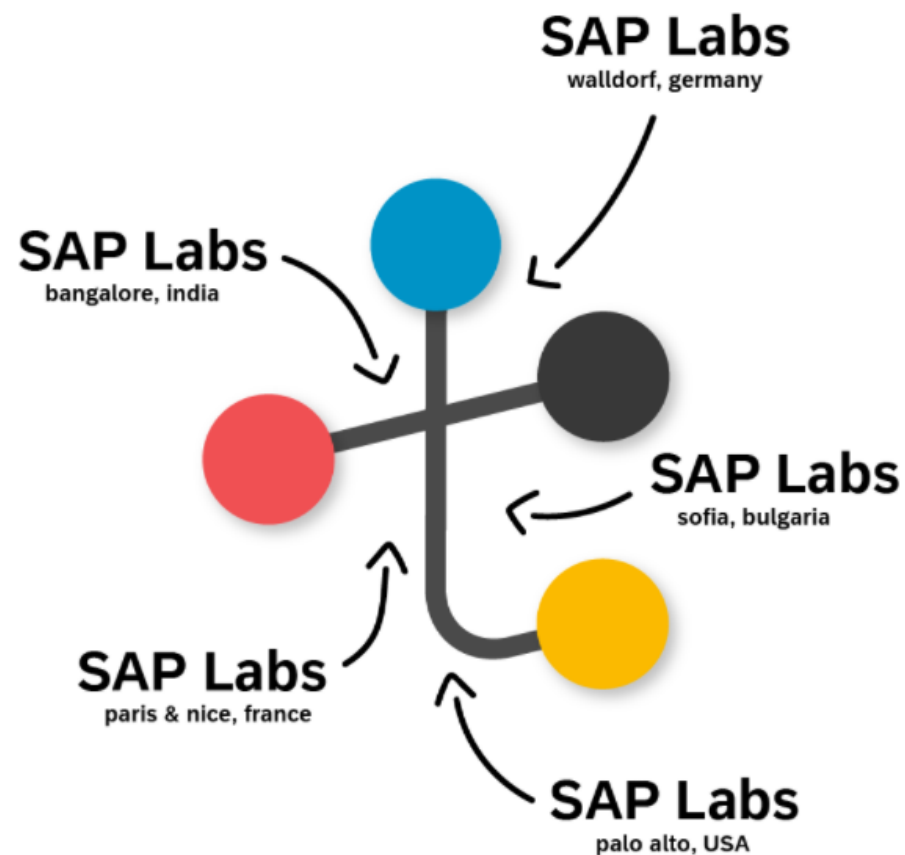
about my team

the tools team.

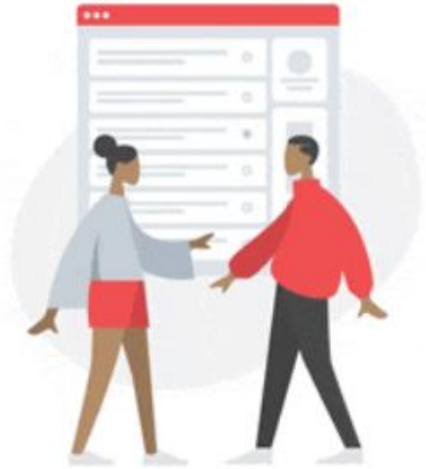
As our name says, we create tools. What kind of tools did you ask? Awesome tools to help people in SAP to get their job done smarter and faster. Some of our main topics are: CI/CD, Corporate Compliance, Portfolio & Capacity and Developer Productivity Tools.

Our Values

- We believe in **solutions** that matter.
- We believe **collaboration** is key for success.
- We believe understanding the bigger picture is necessary to create something **meaningful**.
- We believe that **transparency and openness** are the fundamentals of trust.
- We believe that **together** we are **stronger**.



The Tools Team - Mindset



Product Mindset.

Stable teams working on a product permanently



Agile Mindset.

100% of our teams are doing Scrum. Teams empowered to build and extend the product. Flat hierarchies - fast decision making.



Service Mindset.

Delivering end-to-end service, not only tools. Knowing our user personally.

The Tools Team – Awards



2017 Hasso Plattner Award
SAP Transformation Navigator



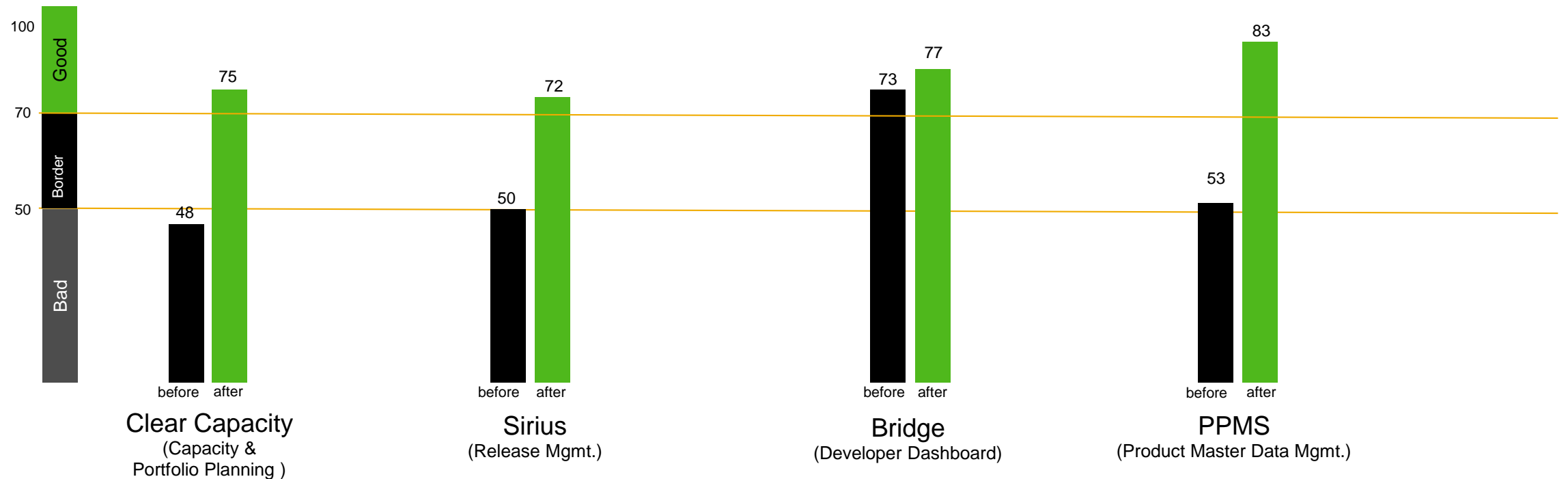
2020 Red Dot Award
SAP Road Map Explorer



2020 German Design Award
SAP Road Map Explorer

The Tools Team – Results

Our investments into user experience are paying off, with amazing results...

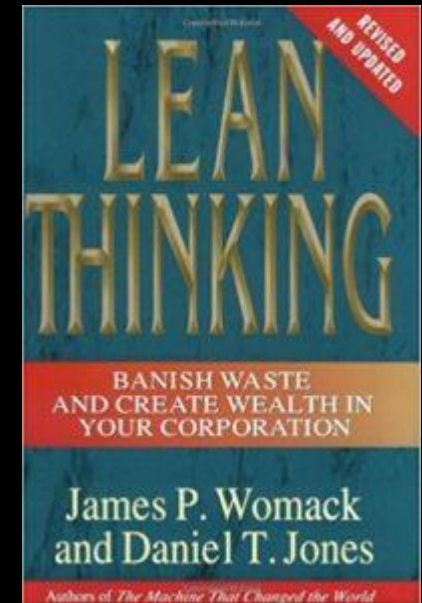
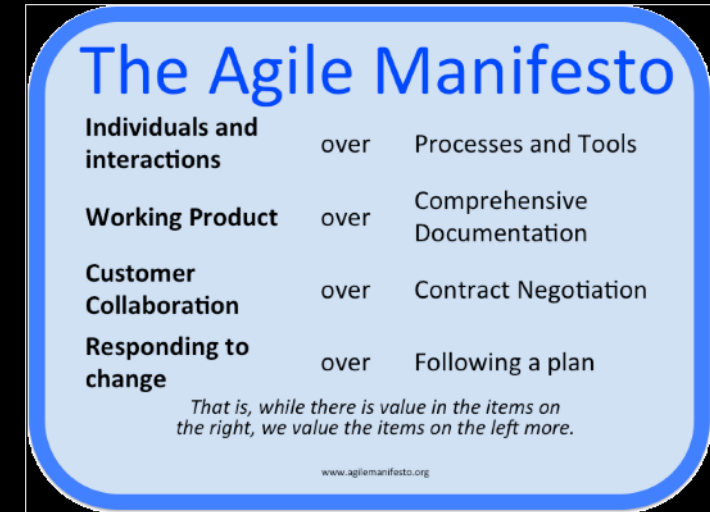


Survey results before and after investment - Standardized Usability Score (SUS) from 0 to 100

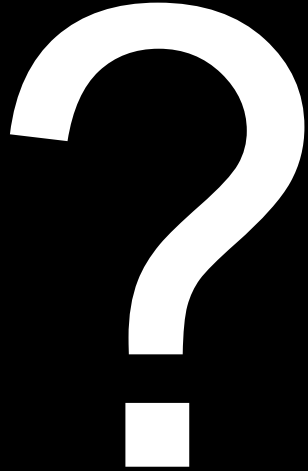
History of Scrum at SAP

Scrum as SAP – History

- Started 2006 as a grassroots initiative
 - small community of Scrum Mentors spreading the idea
- Introduced SAP-wide as part of “LEAN” program in 2009/2010
 - Inspired by Toyota Production System
 - Multi-year transformation program with board attention
- Acquired companies brought their own flavors of Scrum
 - e.g. SuccessFactors (2011), Ariba (2012), Concur (2014), Signavio (2021)
- Introducing Scrum is never “completed”
 - Many business units having their own agile supporting teams
 - e.g. Agile Sounding Board in Intelligent Enterprise Solutions (IES)



Questions so far?



15 mistakes you should avoid when using Scrum in software development projects

Why am I telling this to you...?

?




**You think a little bit
of Scrum is enough**





**You think you do agile,
but somebody up in
the hierarchy promised
more than you can
deliver...**



You are ignoring new insights or sacrificing quality - just to fulfil a commitment

You are giving commitments at all ...

You think Scrum
means no planning ...





You make your sprints longer because your team is inexperienced



**You think story points
can be used to measure
development productivity**

You think 90% is almost done



Ranked Backlog

- 1) Item 1 - size S - in progress
- 2) Item 2 - size S - done ✓
- 3) Item 3 - size M - open
- 4) Item 4 - size L - done ✓
- 5) Item 5 - size S - done ✓

**You don't see the problem
with this sprint result**



A man with a beard and glasses, wearing a striped shirt and a light-colored apron, is watering a variety of lush green plants in a greenhouse. He is holding a large, rustic metal watering can and pouring water onto the foliage. The scene is filled with vibrant green ferns and other tropical-looking plants, creating a dense and healthy environment.

**You do not care about
your backlog enough**

My New Application

X

Create

Edit

Delete

Copy

**You expect superpowers
from your Product Owner
and don't help him/her enough**



A 3D maze with a red circular path leading to a central red circle. The maze is composed of light blue walls and paths, with a single red circular path that starts from the bottom left and leads to a central red circle. The background is a solid light blue color.

**You are not focusing enough,
or you are focusing too much**

“Cognitive Load” - Further Reading

scrum.org/resources/blog/thinking-sprinting-what-cognitive-science-tells-us-about-why...

Scrum.org
The Home of Scrum

February 3, 2020

Thinking By Sprinting: What Cognitive Science Tells Us About Why Scrum Works

Christiaan Verwijs

View profile

★★★★★ 5 from 2 ratings

3 Comments

techbeacon.com/app-dev-testing/forget-monoliths-vs-...

TechBeacon

Our Contributors About [SUBSCRIBE](#) Search

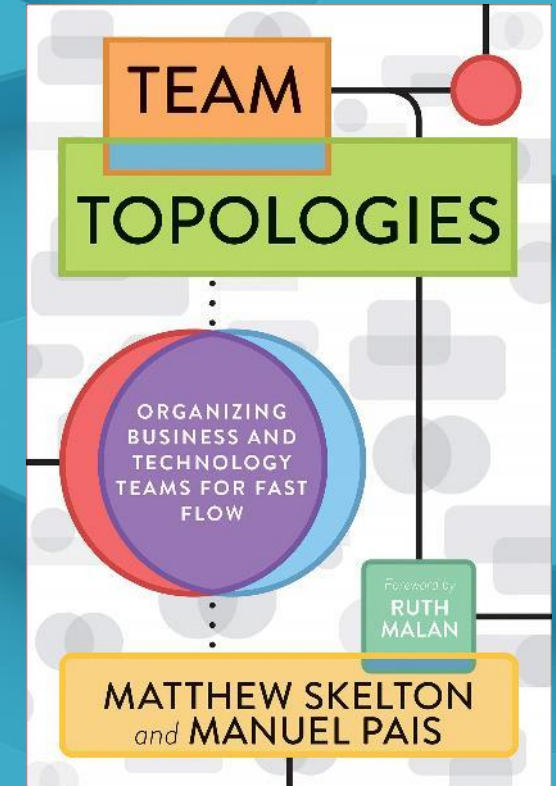
Home / App Dev & Testing / App Dev

Lighten your team's load

Forget monoliths vs. microservices. Cognitive load is what matters.

[Matthew Skelton](#)
Founder and Head of Consulting, Conflux

[Manuel Pais](#)
IT Organizational Consultant, Independent





**You think you will have
more time later to pay
back the technical debt**

**Manage your technical
debt like your other
backlog**

**Or you try to make it
perfect from the beginning**

**Don't start with a
framework. YAGNI !**



You start with 5 developers and expect them all to code from day 1

A person wearing a yellow t-shirt is sitting at a desk in a classroom, viewed from behind. They have their hand on their head, suggesting stress or frustration. The classroom is filled with rows of desks, each with a white sheet of paper and a pencil on it. The person is the only one at their desk.

You apply Scrum to something that is not a team, and think it is as easy...

You use Scrum to micromanage a team



Those were my top 15!

You want a last one?



Your team did not take time to agree on how to do Scrum

Thank You

Q&A

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