

A FAST-GROWING SOFTWARE START-UP

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SCALING AGILE TO MULTIPLE TEAMS AND PRODUCTS

The company was seeing rapid growth in their customer base that brought new requirements and expansion to the product needed scaling of teams.

CHALLENGE

Rapid growth in team size and new customer demands created various misalignments that were hindering the company's ability to quickly respond to new customers' needs.

SPECIFIC ISSUES

Prioritization & Planning Chaos

Constant changes in priorities and lack of clear planning led to unfinished work, demotivated teams, and low visibility into what was being worked on.

Tech Debt Accumulation

Growing technical debt and lack of automated testing were slowing down development.

Lack of Alignment

Teams lacked clear documentation and agreed-upon processes, which led to inconsistent quality and difficulty managing the development lifecycle.

Team Lead Dependency

There was a high dependency on team leads for decision-making and task execution. This reduced ownership among team members and increased waiting times.

Development in Silos

QA and development were not working in sync. The hand-off process between these teams led to misaligned priorities and rework.

OUTCOMES

More Predictable and Consistent Delivery

Built more structured workflows. Stakeholders became aligned on delivery expectations. Fewer interruptions and clearer expectations lead to higher delivery consistency.

Faster Development Cycles

Tech debt was identified, prioritized, and incorporated into sprints, leading to fewer issues down the line and improved development speed.

Easily Scalable Processes

With better alignment across the board around processes and goals, the company was able to easily split the teams and introduce new teams without negatively impacting productivity.

Reduced Dependencies

Thanks to better knowledge transfer and overall alignment, the risk associated with siloed information has been greatly reduced.

SOLUTION

Improvement objective

Create clarity around progress and forecasts and prepare the company to introduce new teams and products while maintaining delivery consistent.

Actions taken

- **Prioritization Process:** Established prioritization guidelines to prevent random reordering of tasks. Created a roadmap to align work across teams.
- **Tech Debt Documentation & Reduction:** Introduced a tech debt backlog and plan for addressing it on a regular basis. Solidified testing automation to increase efficiency and reduce errors.
- **Process Alignment:** Introduced a clear Definition of Done, documented workflow from inception to completion, and streamlined the release candidate process to ensure alignment between QA and development.
- **Team Empowerment:** Created cross-training and knowledge transfer plans to increase team ownership and reduce reliance on team leads.
- **QA and Dev Alignment:** Rebuilt the teams to be cross-functional to include both QA and development work, ensuring that all teams shared the same sprint goals and cadence.