

# HOW TRUMPF USED SCRUM TO DRIVE ITS AGILE TRANSFORMATION

AND CREATE CONSISTENCY IN ITS SOFTWARE DEVELOPMENT ORGANIZATION



Scrum.org PSD™ Training Class Jump-Starts Agile Transformation

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## CASE STUDY



## THE COMPANY

TRUMPF



[www.trumpf.com](http://www.trumpf.com)

### The Company

TRUMPF was founded in 1923 as a series of mechanical workshops, and has since developed into one of the world's leading companies for machine tools, laser technology, and electronics for industrial applications. In the 2017/18 fiscal year, the company, with its approx. 13,400 employees, generated over 3,566 million euros in revenue.

### The Challenge

10 years ago, TRUMPF started experimenting with the Scrum framework in some of its organizations. When Andreas Witt joined the company as Head of Software Development several years later, the majority of the organization still used traditional processes. Witt's first major initiative was to establish a new mission to transform the entire Software Development organization within TRUMPF to use an agile based approach.

One major challenge they were facing was that its software programs were still being worked on in silos by the teams rather than collaboratively. This lack of collaboration caused extra work, lack of reuse and disconnects across products and teams. Some of the team members had been practicing Scrum a long time, but it wasn't being reinforced and training was not given to team members who were not familiar with Scrum. This caused inconsistency in how Scrum was being used. >

## The Solution

TRUMPF chose to use Scrum as its primary framework to organize work and people across the entire Software Development organization. This was the best choice for them because the Scrum Guide was available with a clear description of the framework and there was plenty of literature and training available. Some of the teams also have had many years of experience using Scrum.

The TRUMPF Software Development organization decided they needed to invest in training to improve their consistency and alignment issues. They contacted Thomas Schissler, Professional Scrum Trainer™ at Scrum.org™, to help them. They sent their 160 developers to Scrum.org Professional Scrum Developer™ Training (PSD) offered by Scrum.org. TRUMPF chose the PSD training course because it is designed for teams in the software development space, including Product Owners and Scrum Masters, and while it teaches the fundamentals of Scrum, it also ties in technical practices.

On this still ongoing journey, one of the most critical decisions they made was to require the entire organization to attend the PSD training. Thomas Schissler, the Professional Scrum Trainer partnered with TRUMPF for Scrum training remembers, "At first, I was not very happy about this arrangement. As a trainer you prefer to have students in your class who are eager to learn and get something out of it; not just attending because their boss asked them to. But in hindsight I must admit, that this was the right way to go for TRUMPF. The motivation and energy levels in these classes was very high."

PSD not only provides a profound understanding of the Scrum framework, but also allows students to experience its power by executing multiple Sprint cycles during the training where they build a real software product. The goal of this training

effort was to have a shared understanding of the mechanics and principles of Scrum.

"This turned out to be the most important action throughout the transformation process", said Andreas Witt, Head of Software Development, TRUMPF. "Not only do people now use the same vocabulary and share the same understanding of terms like "self-organizing teams" or "Done Increment," but the resistance against the changes has decreased significantly. People now realize a difference in how teams work and function after attending the training. More people are now interested in taking the class because of that."

The students quickly understood the difference between "mechanical" Scrum and "professional" Scrum and almost everyone took something out of the class for his or her personal development. "For me maybe one of the biggest praises is when people tell me at the end of the class that they think that this Scrum thing might work after all," explains Schissler. "The motivation of teams to self-organize and start improving the way that they work was so strong after the training that sometimes teams surprised their managers with challenging the managers with some changes they would never have asked for in the past."

Within the first month after the initial Scrum Training, the teams started taking responsibility. The Scrum Teams all established Sprint lengths that worked best for them, ranging from 1 to 4 weeks.

"It was amazing to see how dramatically the teams developed within the 3-day training," said Bernd Heins, Scrum Master, TRUMPF. "Obviously, we could have created a similar impact, but it would have taken us maybe a couple of months. Teams started actively improving their processes and the way they organize their work immediately, the day after the training, and took many learnings into their daily work. Having a shared experience from many realistic situations >

during the training gave teams a great reference for discussions. Even months later you could hear sentences starting with “Do you remember how we did this during the PSD training?”

## Results

The TRUMPF organization which was once very siloed while trying to practice Scrum, is now more collaborative and cross-functional. They have grown from a small group of developers practicing Scrum into an organization of 22 Scrum Teams with 160 Scrum Team members across them. Additionally, they eliminated code ownership, which helped unify the teams. Some of the teams are using Scrum with Kanban, but all teams are following agile principles and have built a strong agile mindset. The teams triggered a change in their team composition enabling better collaboration and helping to drive strategic technical development. Following [Conway's Law](#), the teams organized themselves in a way to support the aspired architecture composition.

The Scrum Teams are now getting to “Done” more frequently and getting things right more often. Many of the teams adopted swarming in their daily practice, a concept where the team is focusing on finishing the most important Product Backlog Item (PBI), instead of everybody just trying to get her or his task finished. This has both strengthened the shared responsibility for various aspects among the team members and has strengthened the drive to think beyond the current task, striving for more systemic improvements necessary to build great products. The teams have adjusted their Sprint Reviews and Sprint Planning meetings to ensure the Product Owner is more involved and is tightly coupled to the teams. They are actively working to get stakeholders more involved during Sprint Reviews. The teams have begun applying the Scrum Values to their work after the PSD training and began to use self-organization to make

the best work environment they could for their team. This has helped enable alignment and consistency. They are now in a situation where the teams are thinking more like a unified team rather than a bunch of individuals and are now able to deliver more products.

By offering Scrum training in their organization and investing in their Scrum efforts, TRUMPF was able to move their agile transformation forward in a consistent way. Previously, only part of their Software Development organization was practicing Scrum and now the entire organization is. TRUMPF is now requiring all new hires in the Software Development organization to participate in the PSD training class as a part of their HR onboarding and they plan to continue doing this while beginning to work on scaling and measurement initiatives as well. They are doing this to promote the consistent use of Scrum in the organization.

Product Owners and Scrum Masters within TRUMPF are also taking Scrum.org Professional Scrum Master (PSM) and Professional Scrum Product Owner (PSPO) training classes to focus on their roles.

“I cannot remember another training we have conducted having such lasting changes to our organization. The largest benefit here is the shared understanding. It is very important to have high consistency in the message and it has helped that all trainings that have been facilitated for TRUMPF were delivered by Scrum.org Professional Scrum Trainers who deliver a consistent experience to students globally,” said Michael Meyer, Chief Agile Manager at TRUMPF. “The PSD training is not only a learning opportunity, but it is also a team-building activity. The relationship between the Product Owner and the Development Team not only grew stronger by attending this class together, but also the empathy for each other’s challenges improved.” ◆

## About Scrum.org

Based on the principles of Scrum and the Agile Manifesto, Scrum.org provides comprehensive training, assessments, and certifications to *improve the profession of software delivery*.

Throughout the world, our solutions and community of Professional Scrum Trainers empower people and organizations to achieve agility through Scrum.

Ken Schwaber, the co-creator of Scrum, founded Scrum.org in 2009 as a global organization, dedicating himself to improving the profession of software delivery by reducing the gaps so the work and work products are dependable.

Read more about the Professional Scrum Developer course here:

[www.scrum.org/PSD](http://www.scrum.org/PSD)

## About Thomas Schissler, PST

Thomas comes from a developer background and joined Scrum.org in 2010 as a PSD Trainer. Since this time he helped numerous individuals and companies to introduce or improve Scrum. He does trainings and works with teams helping to improve their agile skills. For Thomas this not only means to understand and adopt Scrum but to get the best out of agile practices like continuous delivery, test automation, self-organized teams, build-measure-learn and many others.

As one of two Stewards he keeps the curriculum of the PSD training up to date for Scrum.org and the PST community.

Read Thomas' full bio and get in touch with him here:

[www.scrum.org/thomas-schissler](http://www.scrum.org/thomas-schissler)

