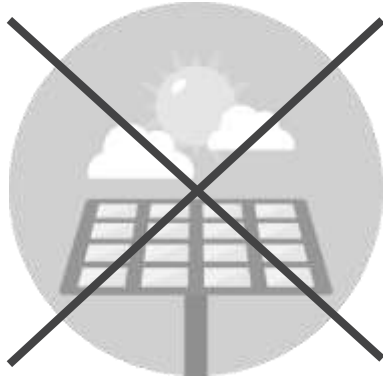




SolarWinds Orion Core Case Study

Robert Batusek, agile coach





Monitoring Software That Technology Professionals Love

SIMPLE

POWERFUL

AFFORDABLE

More than marketing speak, these three elements are the foundation of our business model

- Over 250,000 customers in 170 countries. From SMB to Fortune 500®
- More than 85% (425) of the Fortune 500 are customers
- #1 in network monitoring market share
- Over 800 R&D engineers building the future of monitoring



Network and
Systems
Management



Applications
Performance
Management



General
Network
Monitoring
Tool



Bandwidth/
Traffic
Monitoring



SQL Tool



Virtual
Management/
Optimization

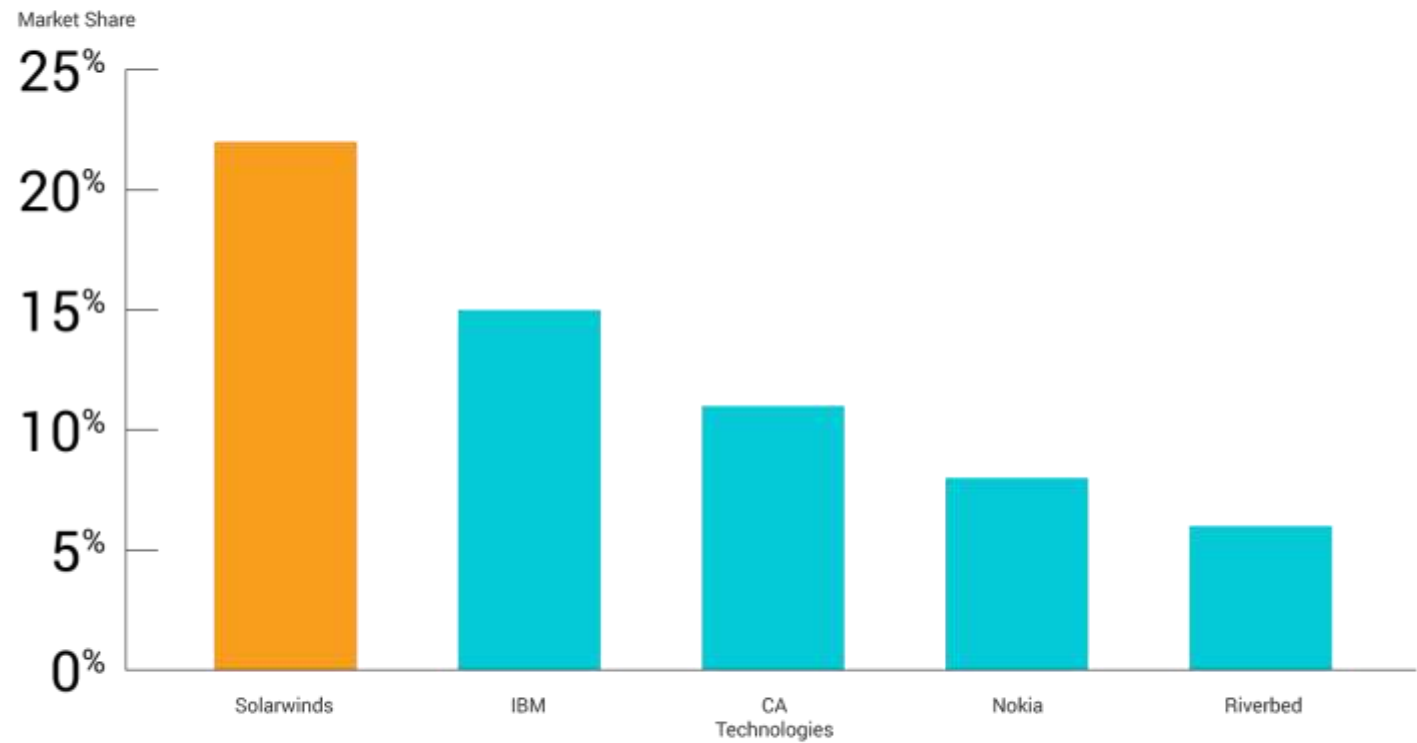


THE STATE OF
MONITORING



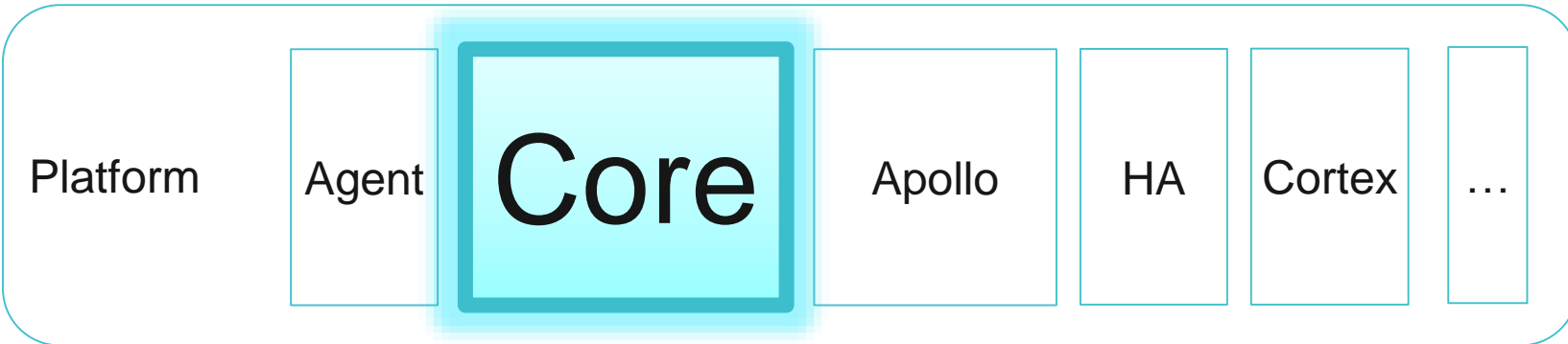
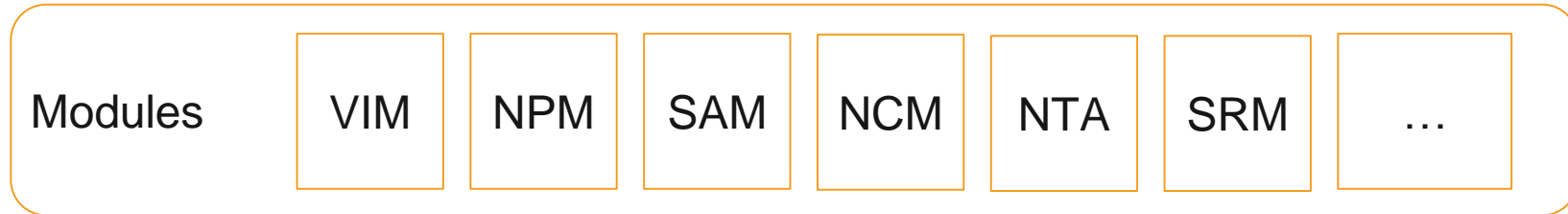
Top 5 Network Management Software Vendors

Market share measured by vendor revenue



Source: IDC Worldwide Semiannual Software Tracker, 2H 2016

Vendors not listed in this graphic are collectively included in an "Others" category that represents 38% of the Network Management Software market



- 6 Scrum teams

- 3 teams  + 3 teams  + Stakeholders 

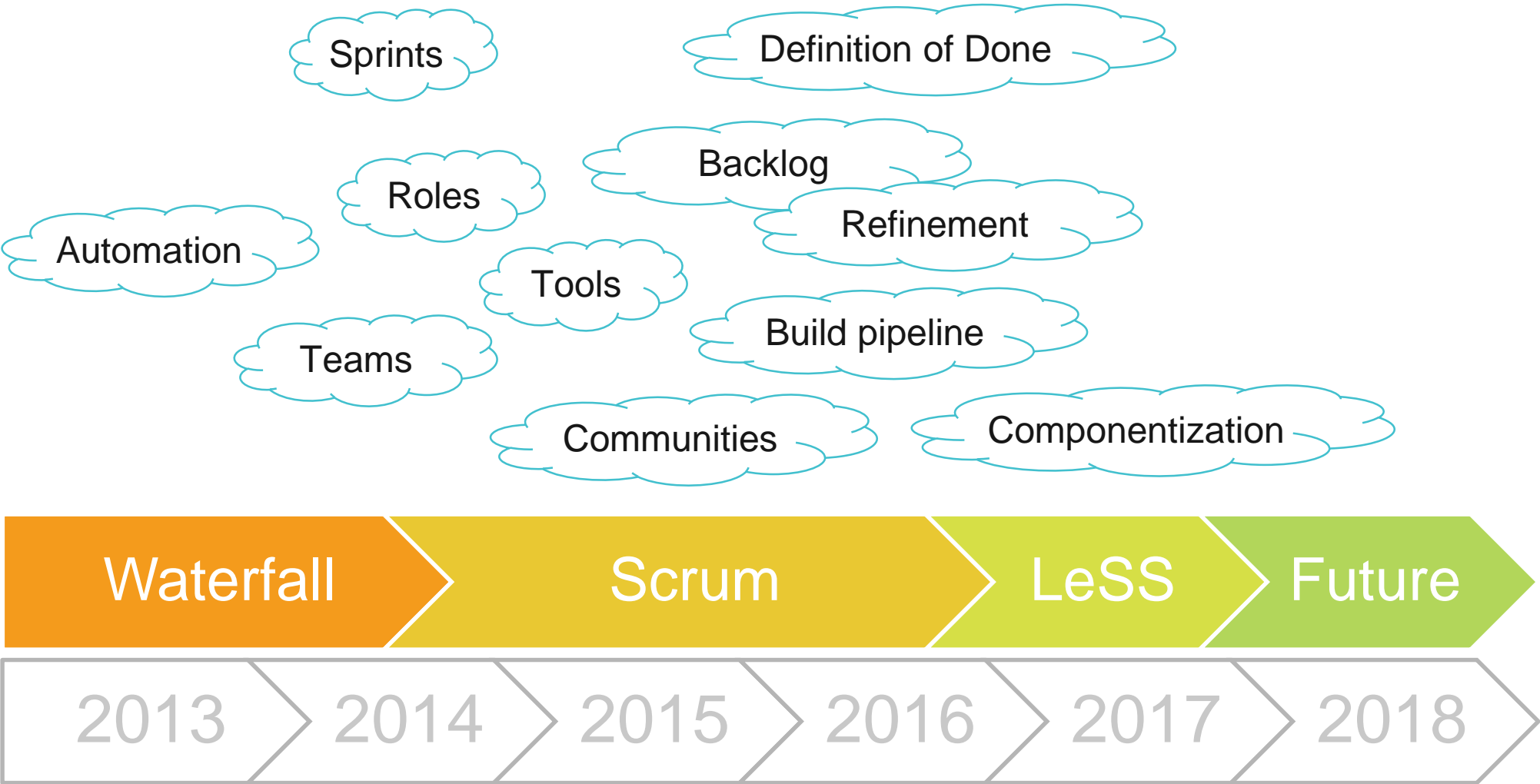


- Monday, Week 1
 - **Petr (Dev):** Hi David, do you already know what I will be doing in the next weeks?
 - **David (Dev Lead):** Yes. I planned the iteration for you. Here is the task list.
 - **Petr:** Okay, it seems reasonable. How long is the iteration?
 - **David:** It's planned for four weeks.
 - **Petr:** Okay, so I have full four weeks to finish my tasks?
 - **David:** Of course not. The QA team needs your code a week in advance so that they can properly test it.
 - **Petr:** That would be a problem. I don't think it's possible to finish the coding in three weeks.
 - **David:** That's why Steve from the Austin office will join you. I've already identified some tasks for him. The whole feature's SWAG was 100 hours so you should be fine.
 - **Petr:** Okay, I'll start then.



- Wednesday, Week 4, last week of the iteration
 - **Petr:** David, I don't think we can finish this in this iteration.
 - **David:** Why not?
 - **Petr:** QA started testing this week and found 10 bugs. I need at least a couple of days to fix them.
 - **David:** Ooph. Okay, we will prolong the iteration by two days. The feature is really important because it has been committed for the Q1 release.
 - **Petr:** I will do my best.
 - **David:** Please also keep in mind that you only implement a platform part. Modules need some time to implement their plugins later. And by the way, there is an urgent customer issue that needs to be taken care of. Can you look into it today?







Multi-team Scrum events

“I planned the iteration for you”





UX Review



Tech Review



Bug Jury





Experiment: Showed everything in sprint demo

Assessment: Very diverse set of stakeholders, annoyed most of the time.



Experiment: Showed everything in sprint demo

Assessment: Very diverse set of stakeholders, annoyed most of them

Experiment: Selected only user-centric items for sprint demo

Assessment: Very few presentable items, looked like the team did nothing valuable



Experiment: Showed everything in sprint demo

Assessment: Very diverse set of stakeholders, annoyed most of them

Experiment: Selected only user-centric items for sprint demo

Assessment: Very few presentable items, looked like the team did nothing valuable



Experiment: Internal and public sprint review

Assessment: Internal review turned into status reporting. Still too little to show on public review. Using phone conference limited communication.





Experiment: Management retrospectives – 20 people in four groups.

Assessment: Scope too broad (included Core and Initiatives), not too many common topics. Died slowly.

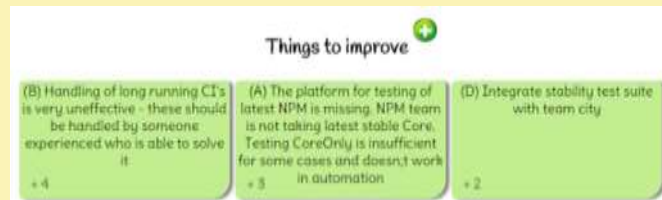


Experiment: Management retrospectives – 20 people in four groups.



Assessment: Score too broad (included Core Initiatives), not common top

Experiment: Topics coming from team retrospectives. Voting.



Assessment: Did not identify systemic issues.



Experiment: Management retrospectives – 20 people in four groups.

Assessment: Scrum tool based (included Co Initiatives), no common top



Experiment: Topics coming from team retrospectives. Voting.



Assessment: Did not identify systemic issues.



Experiment: Used mind mapping tool to record ideas during retrospectives



Assessment: Visualization helps drive the discussion.



Experiment: Management retrospectives – 20 people in four groups.

Assessment: Scrum tool based (included Core Initiatives), no common topics



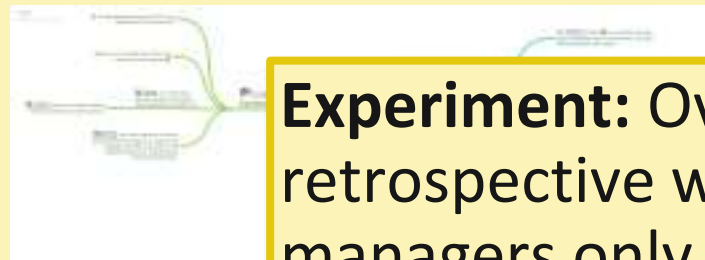
Experiment: Topics coming from team retrospectives. Voting.



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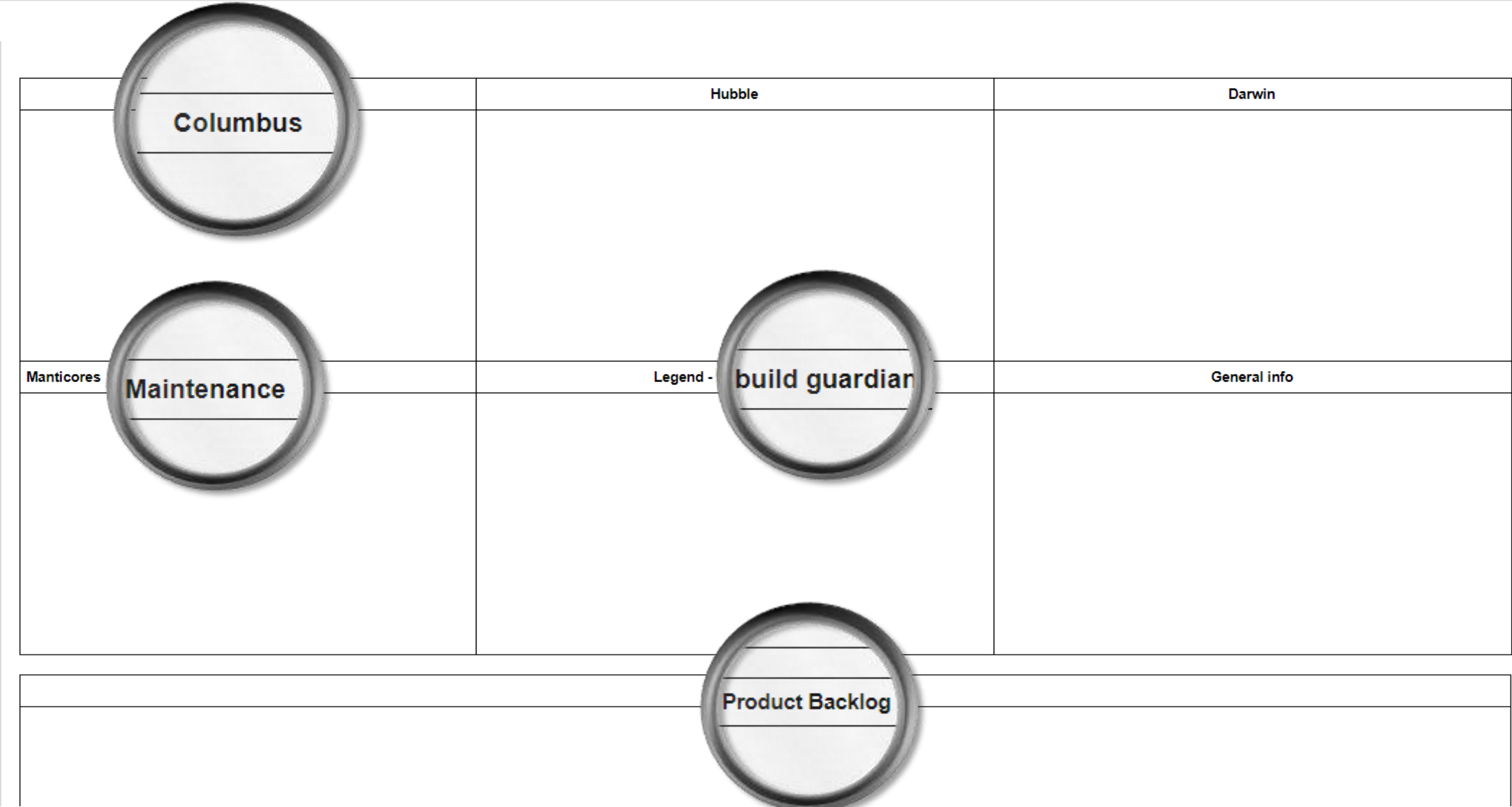


Assessment: drive the discussion

Experiment: Overall retrospective with SMs and managers only.

Assessment: Better focus on systemic issues. Still felt like an artificial meeting.

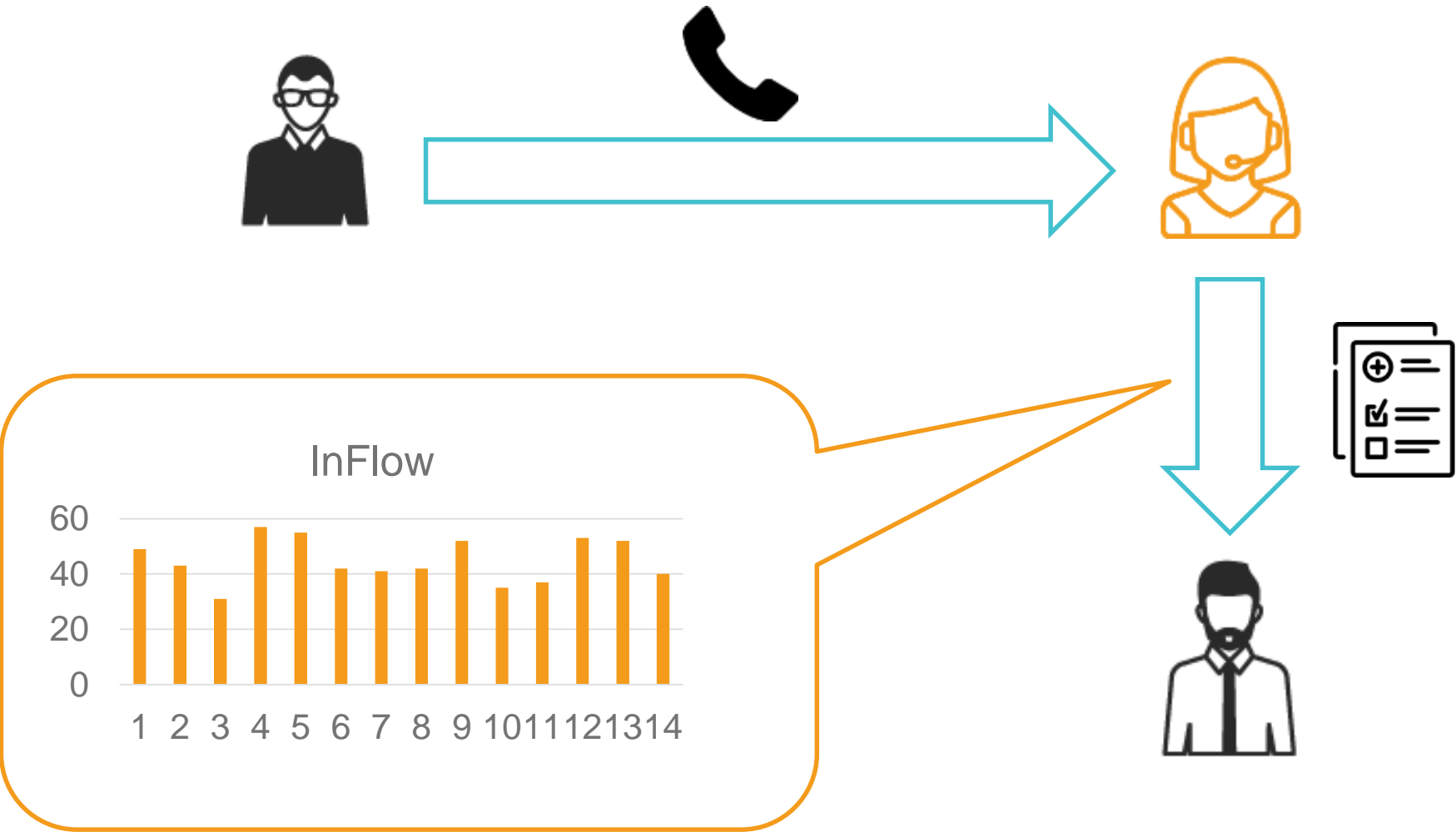


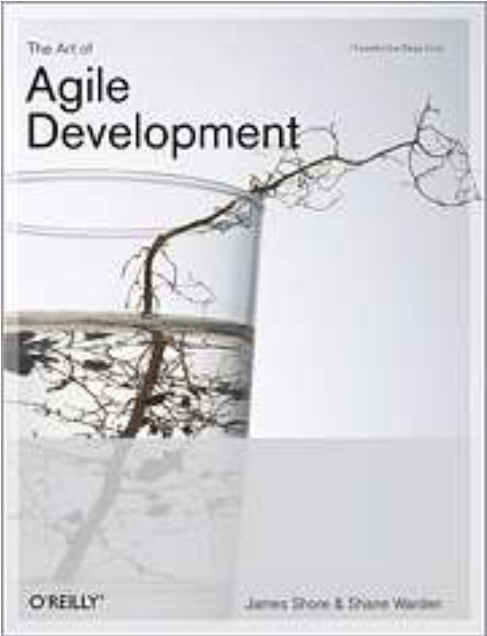


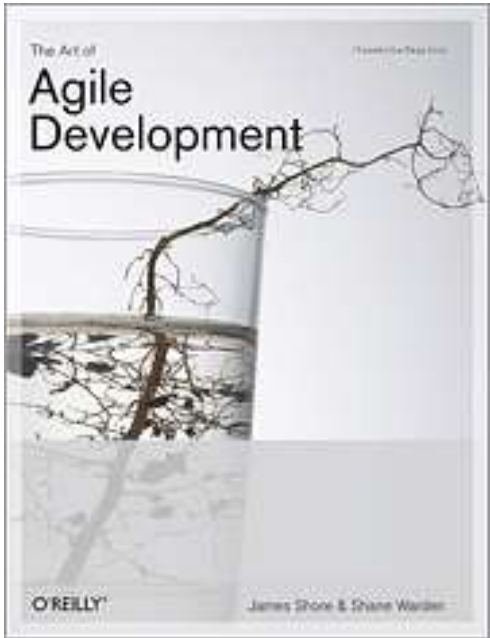


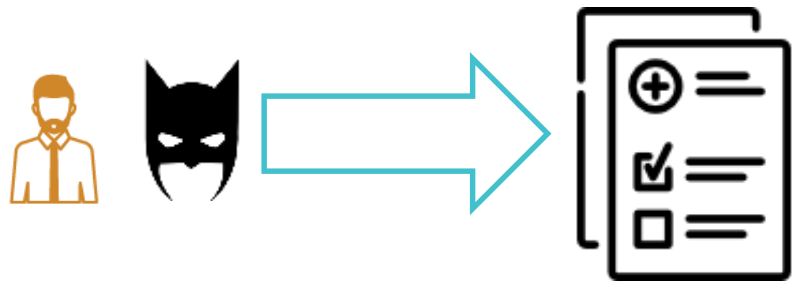
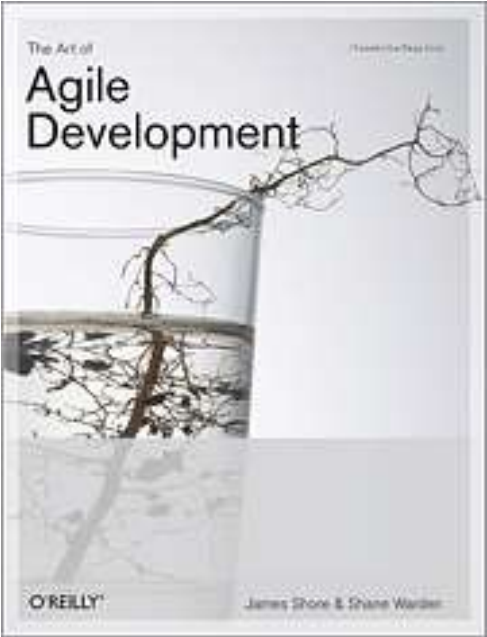
Handling Maintenance Load

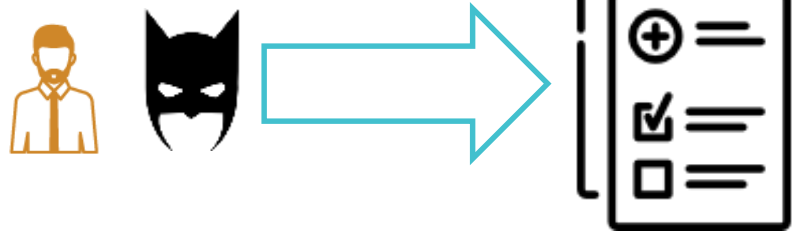
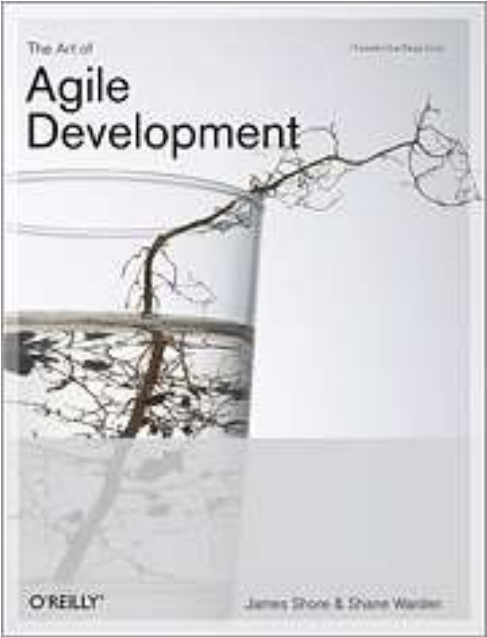
“There is an urgent customer issue that needs to be taken care of”

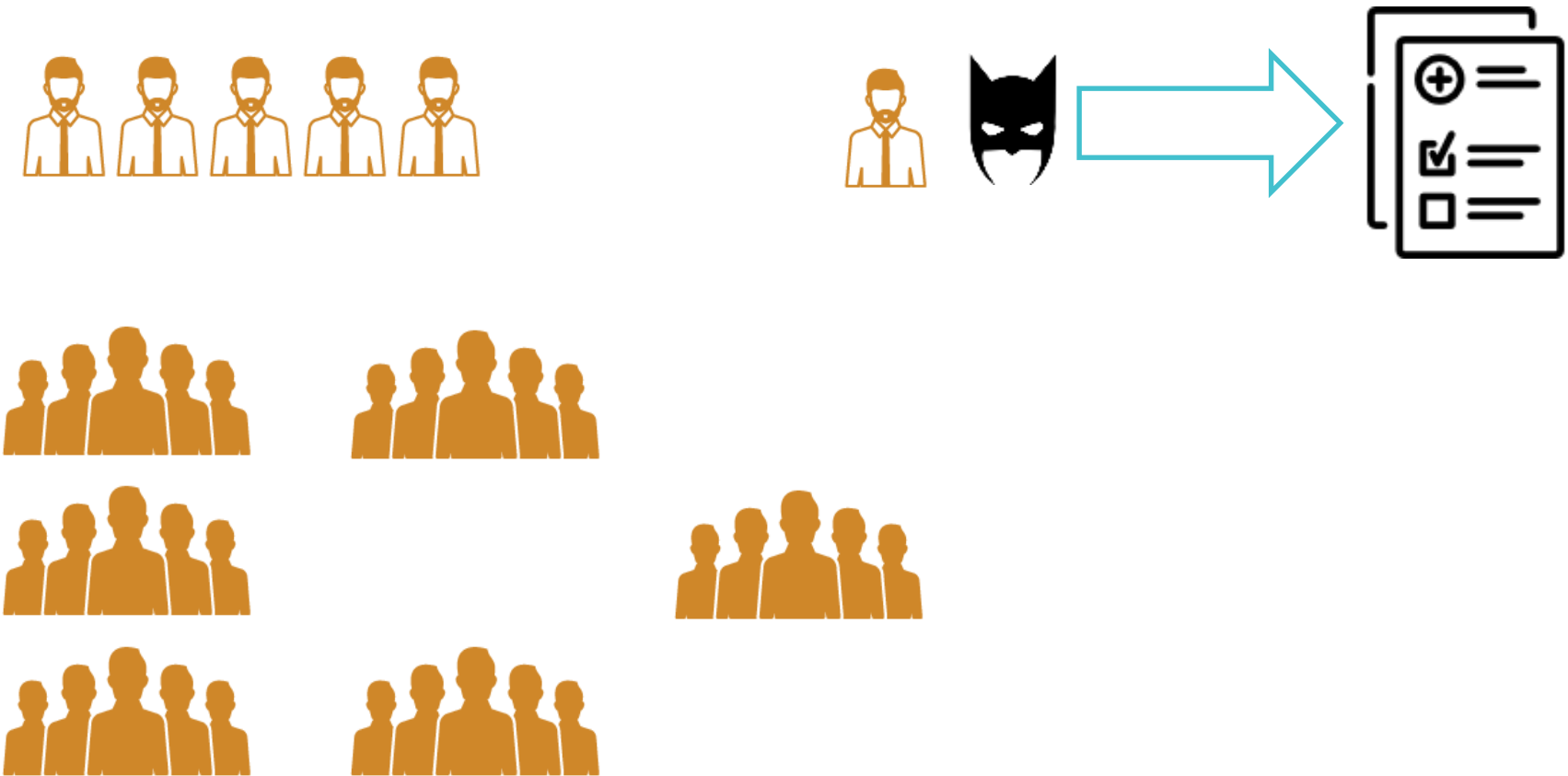
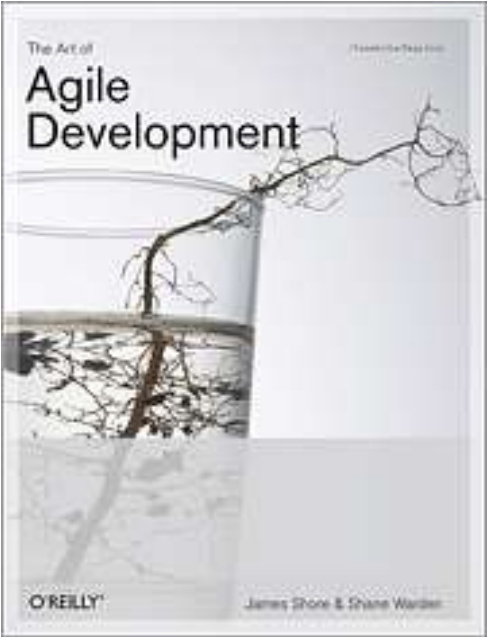


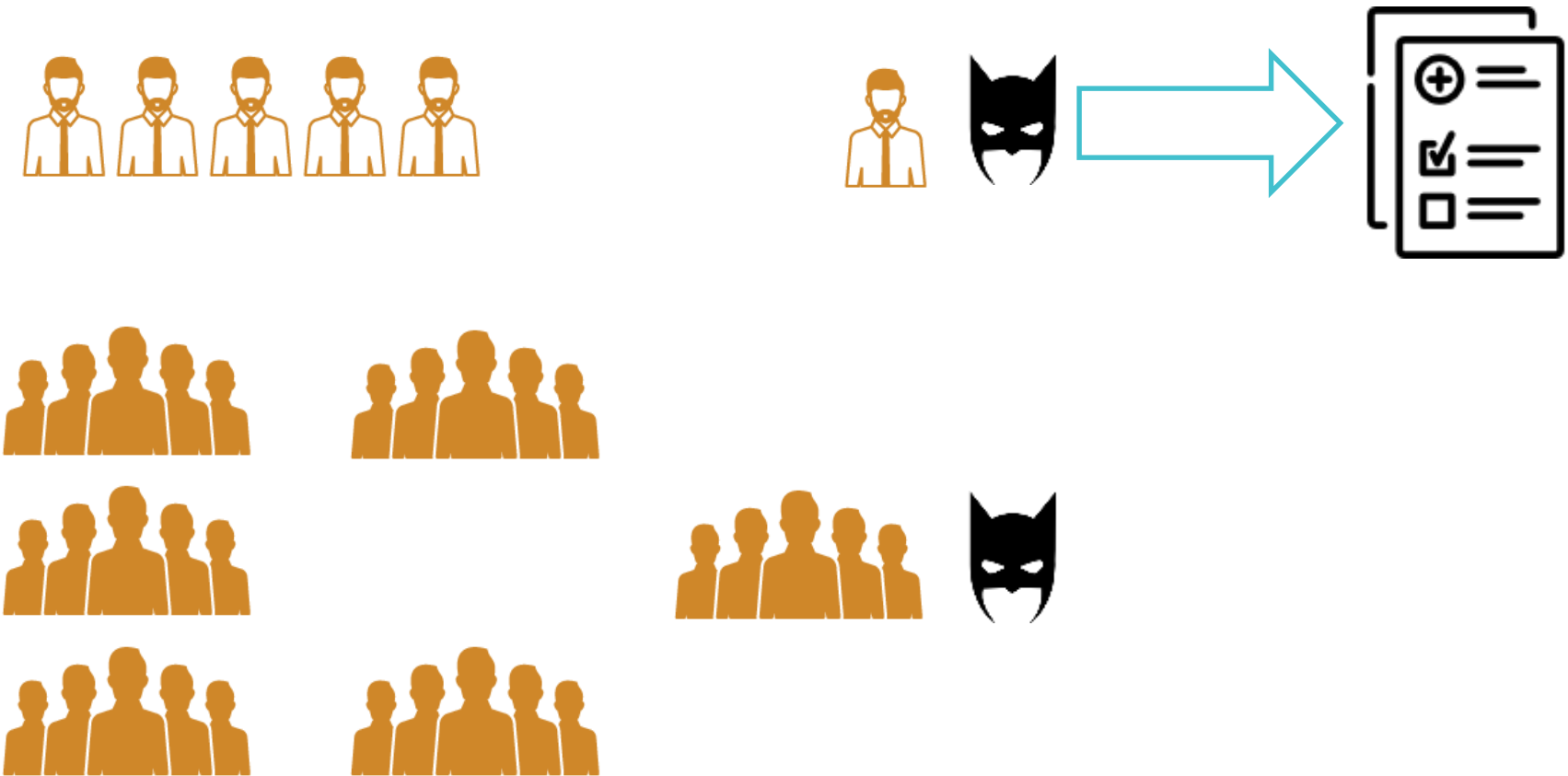
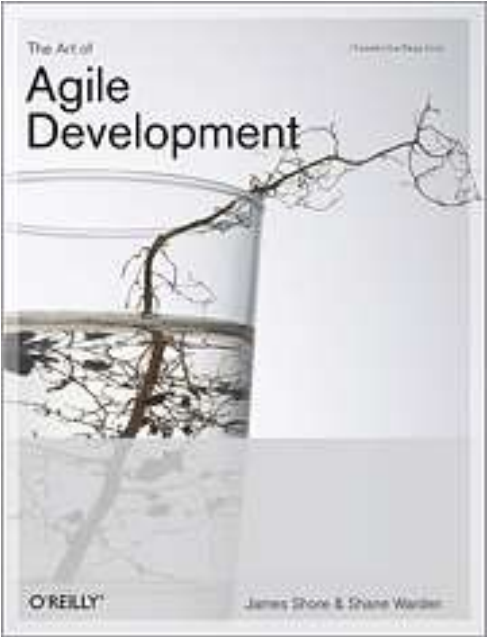


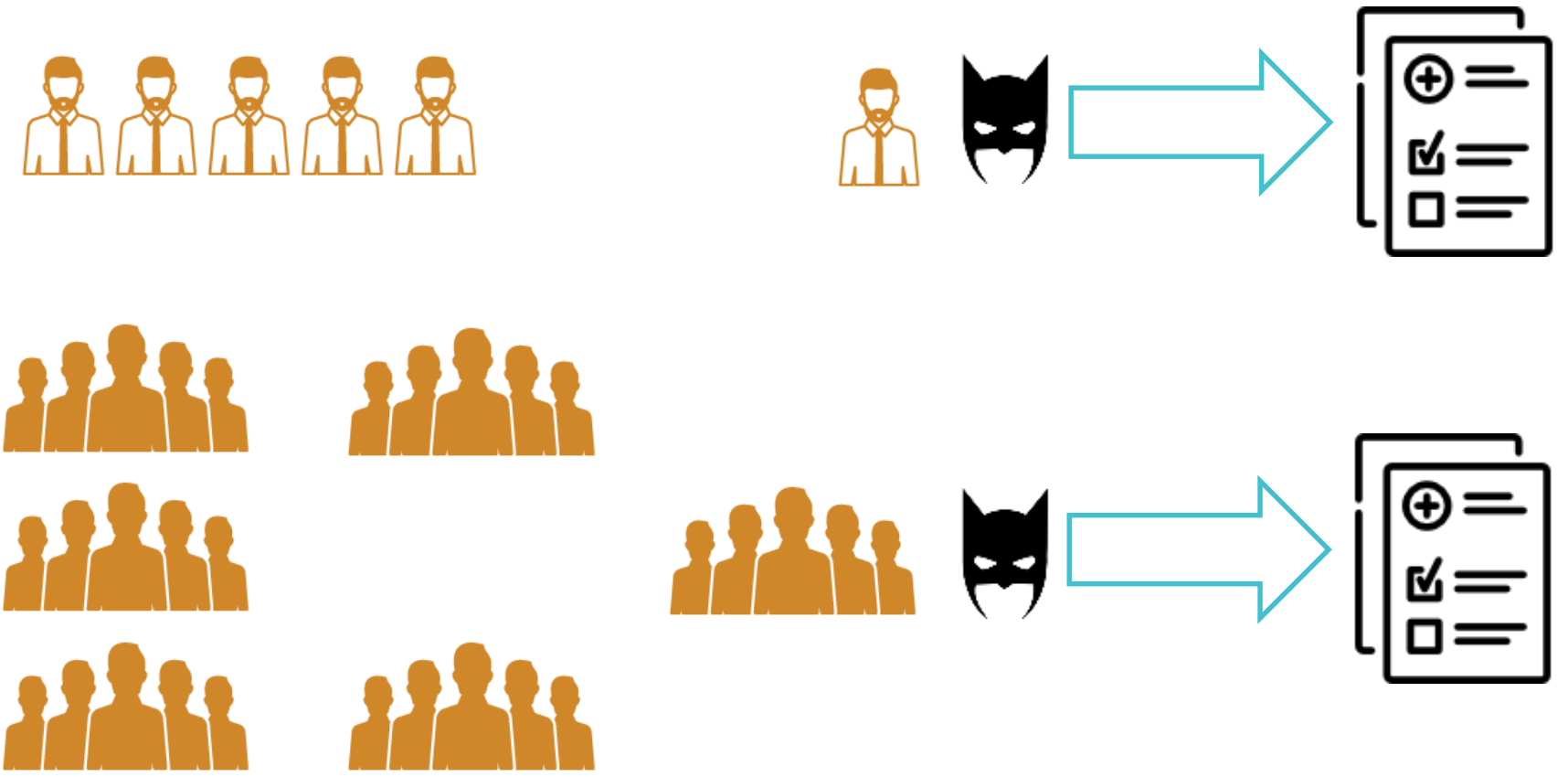
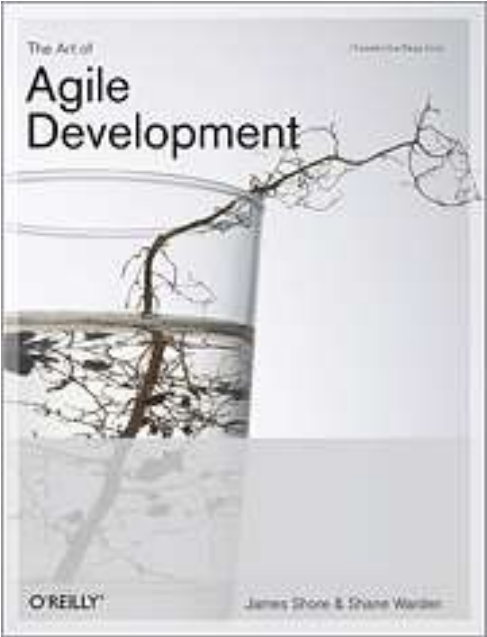
















Experiment: Fill template
before hand over.





Experiment: Fill template before hand over.

Experiment: Supportability team





Experiment: Avengers



Experiment: Fill
before hand over.

Experiment: Supportability
team





Experiment: Avengers



Experiment: Fill
before hand over.

Experiment: Supportability
team



Experiment: Initiatives
involved in maintenance.





Experiment: Avengers



Experiment: Fill
before hand over.

Experiment: Supportability
team


Experiment: Handover
some areas to other teams.




Experiment: Initiatives
involved in maintenance.







Experiment: Avengers 

Experiment: Fill before hand over.

Experiment: Pushback on support 

Experiment: Supportability team

Experiment: Initiatives maintenance. 

Experiment: Handover some areas to other teams. 





Experiment: Avengers



Experiment: Regular hotfixes each month



Experiment: Fill before hand over.

Experiment: Pu support



Experiment: Initiatives maintenance.



Experiment: Supportability team

Experiment: Handover some areas to other teams.





Experiment: Avengers



Experiment: Regular hotfixes each month



Experiment: Fill before hand over.

Experiment: Supportability team

Experiment: Pu support



Initiatives maintenance.



Experiment: Supportability team v2



Experiment: Handover some areas to other teams.





Experiment: Avengers



Experiment: Regular hotfixes each month



Experiment: Fill before hand over.

Experiment: Supportability team

Experiment: Pu support

Experiment: Training Application Engineers



Experiment: Supportability team v2

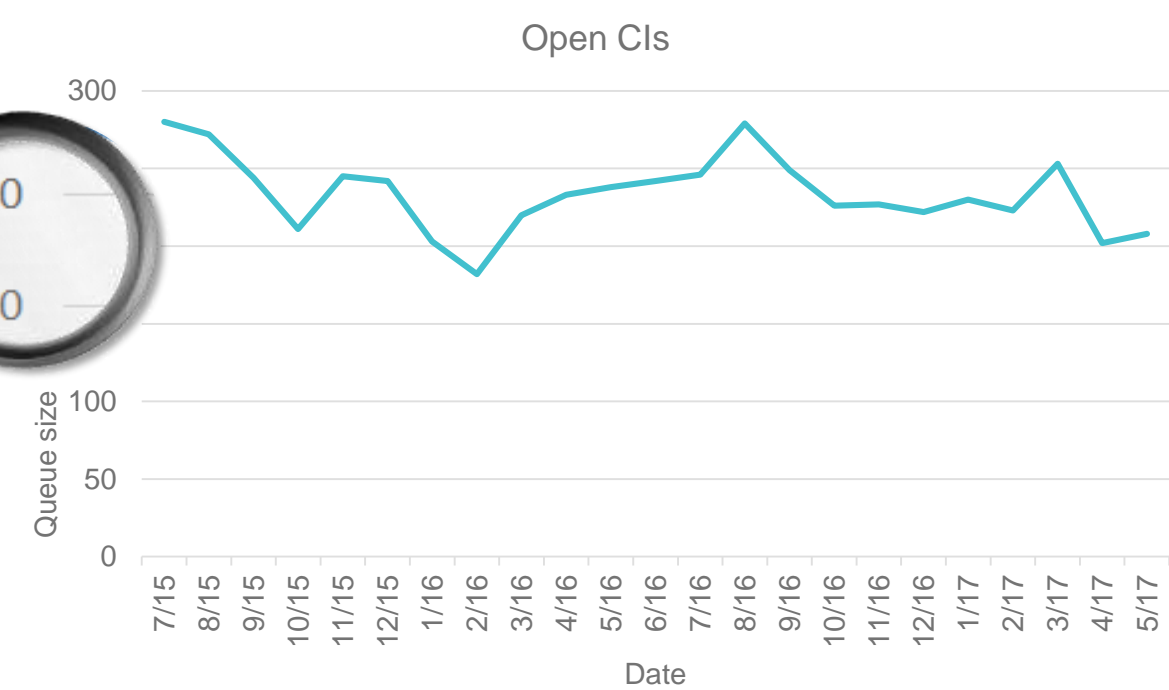


Experiment: Hand some areas to other teams.





Experiment: Avengers



Experiment: Regular each month

Experiment:
before hand over

Experiment:
team

Experiment: Su
team v2

Experiment: Training
on Engineers







Experiment: Stop rotating maintenance

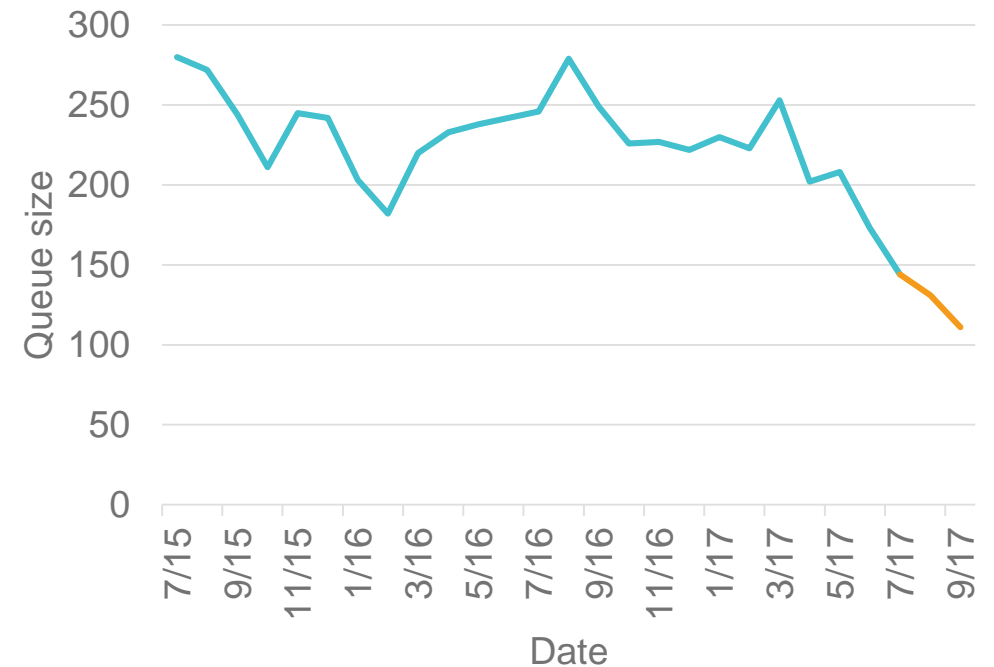
Assessment: Teams came up with their own proposal and defended it. Metrics indicate that the situation is improving.





Experiment: Stop rotating maintenance

Assessment: Teams came up with their own proposal and defended it. Metrics indicate that the situation is improving.





Estimates

“The whole feature’s SWAG was 100 hours”



Separate Dev and
QA estimates

Estimate in hours +-
20%

SWAG in days +-
50%

Feature	Source	Status	Owners (Dev/QA)	T-shirt Size	SWAG (Dev/QA) in days	Estimate (Dev/QA) in hours	Last review	Comment
• Ruckus Wireless (AP&Controller) (Titan)	PM	Feature understood	@Pecenka, Michal / @Teslya, Elena	S	2 / 3	15/20	2013/08/23	device kit
• Motorola Wireless (Titan)	PM	Feature understood	@Holub, Lubomir / @Teslya, Elena	S	3 / 3	15/20	2013/08/15	device kit, blocker:needs MIBs to fully understand relationships, missing asutonomous AP walk



Experiment: Calibrated team estimates with known backlog items.

Assessment: Troubles with finding representative items.





Experiment: Calibrated team estimates with known backlog items.

Assessment: Troubled finding representative

Experiment: Did not estimate bugs.

Assessment: Bugs represent more than 50% of the backlog. Velocity distorted.





Experiment: Calibrated team estimates with known backlog items.

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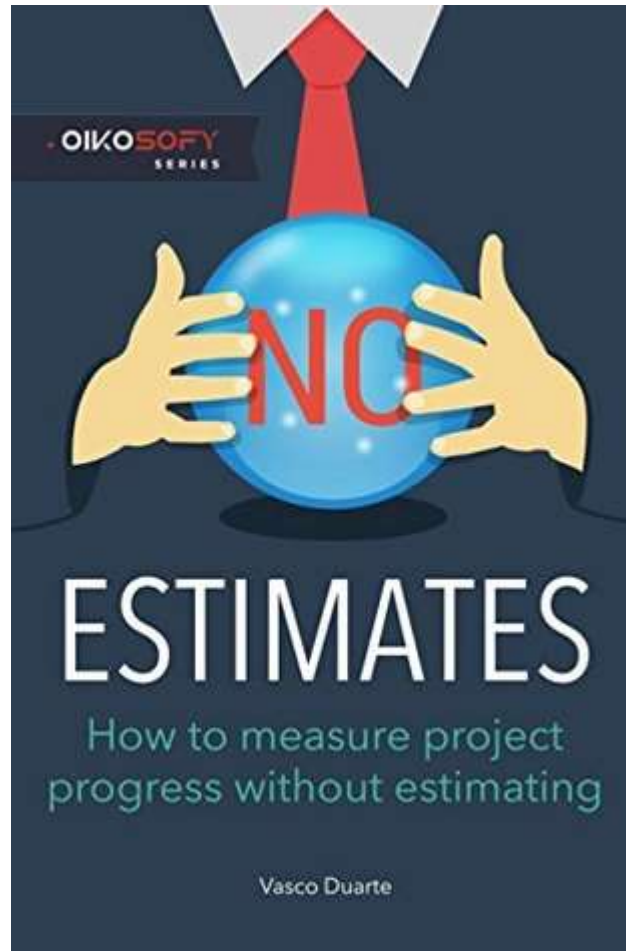
Assessment: Bugs represent more than 50% of the backlog. Velocity distorted.

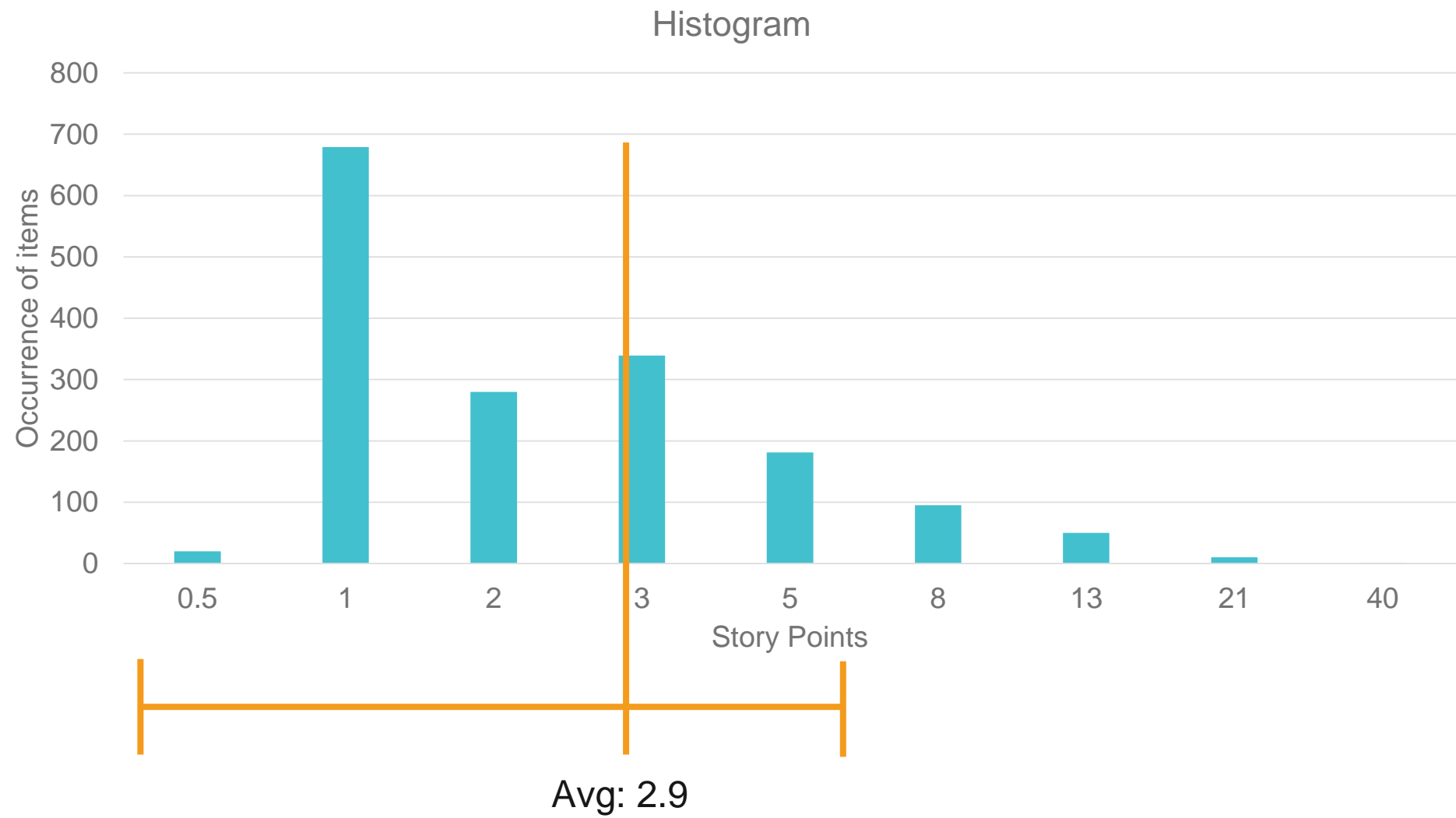


Experiment: Used reduced scale for bugs
0.5,1,2,3,<needs grooming>

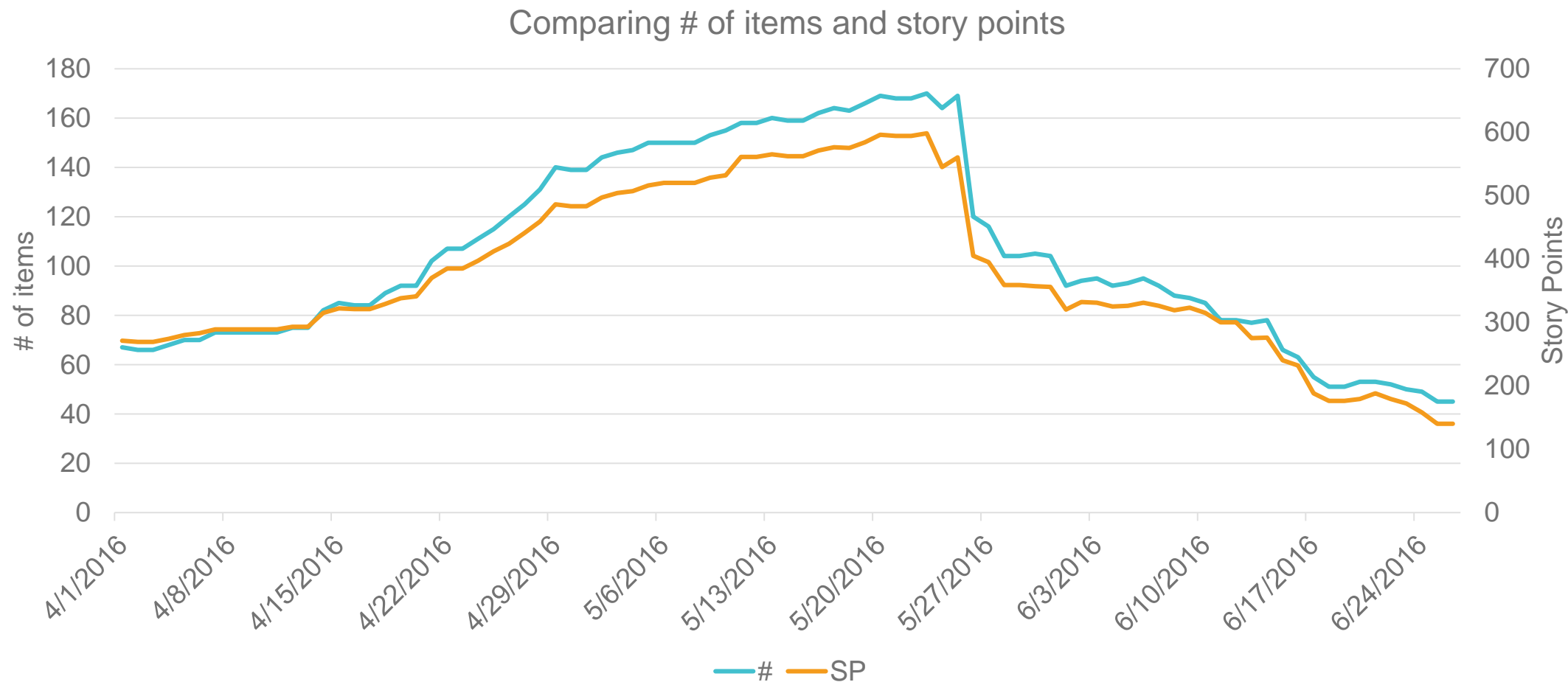
Assessment: Estimates not calibrated.



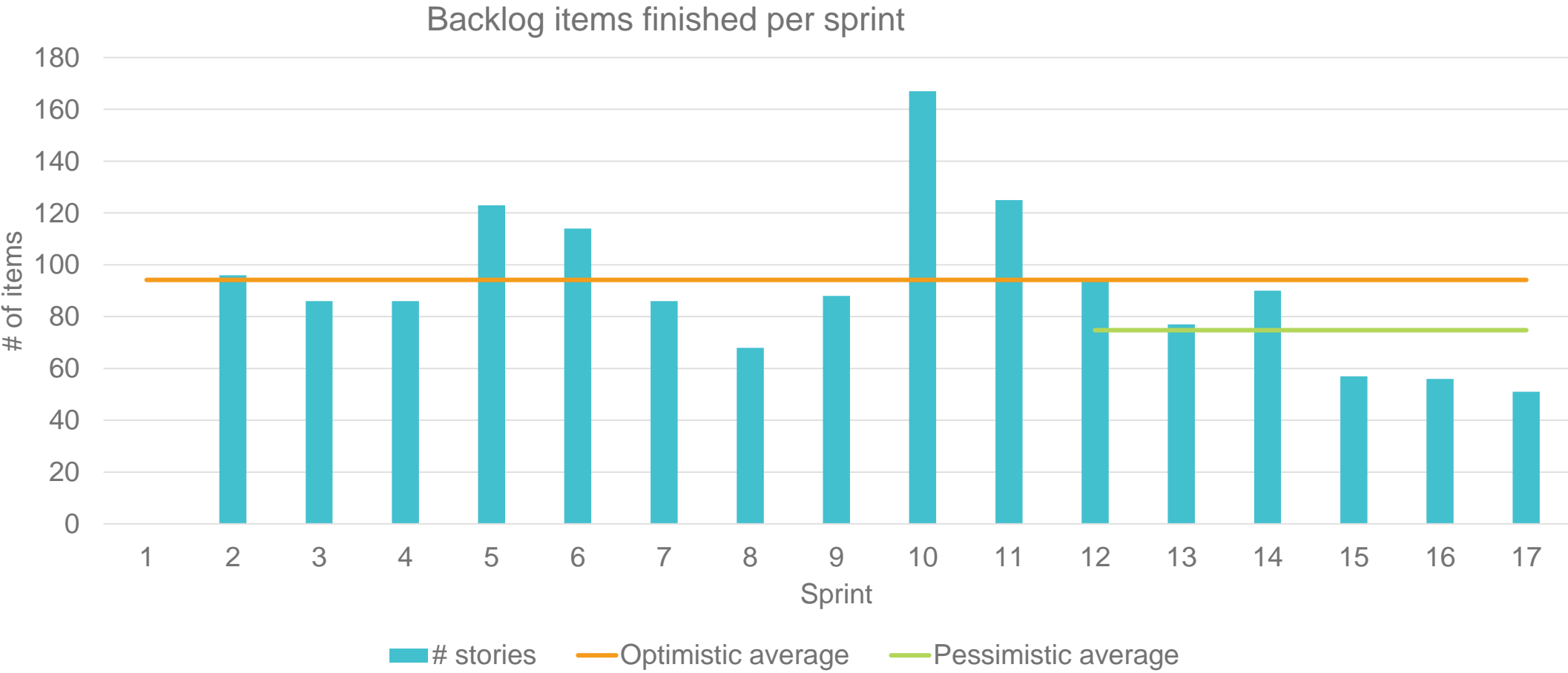


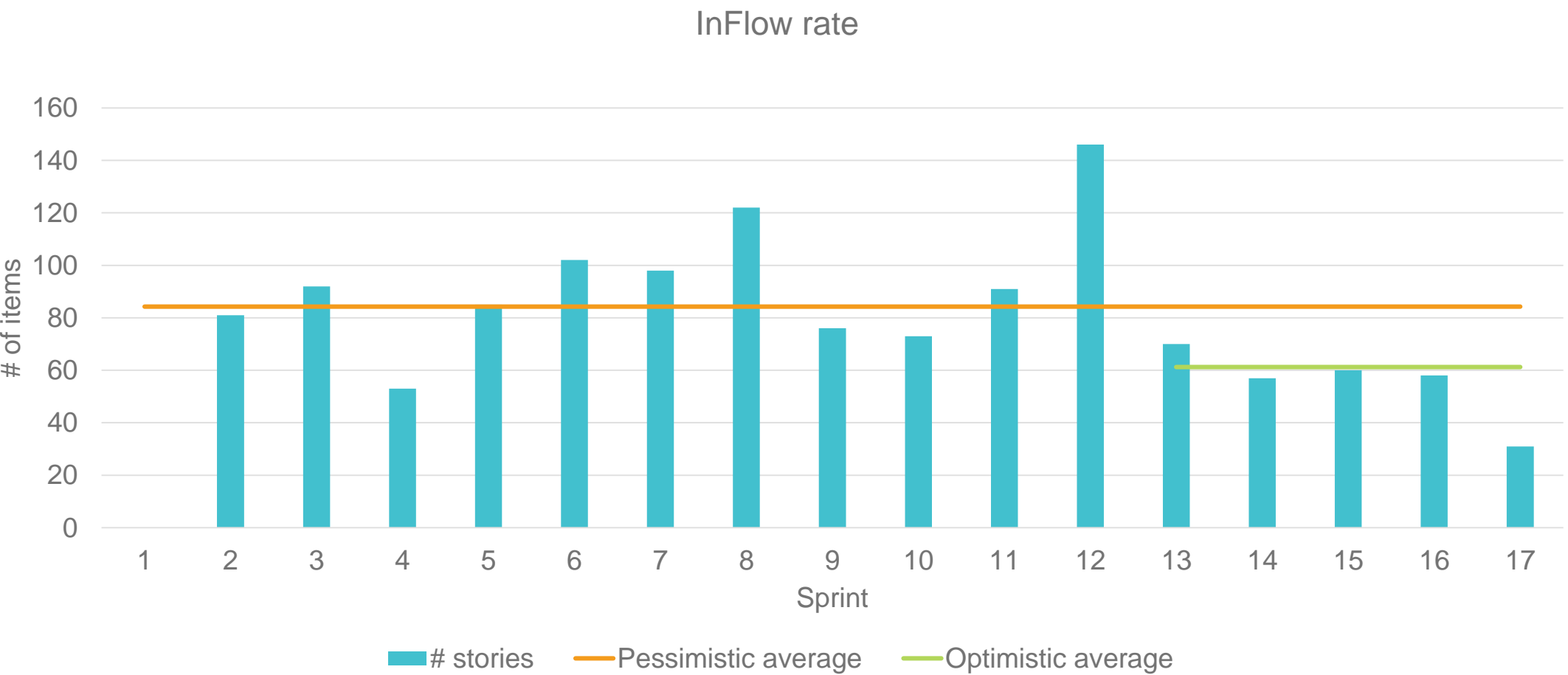


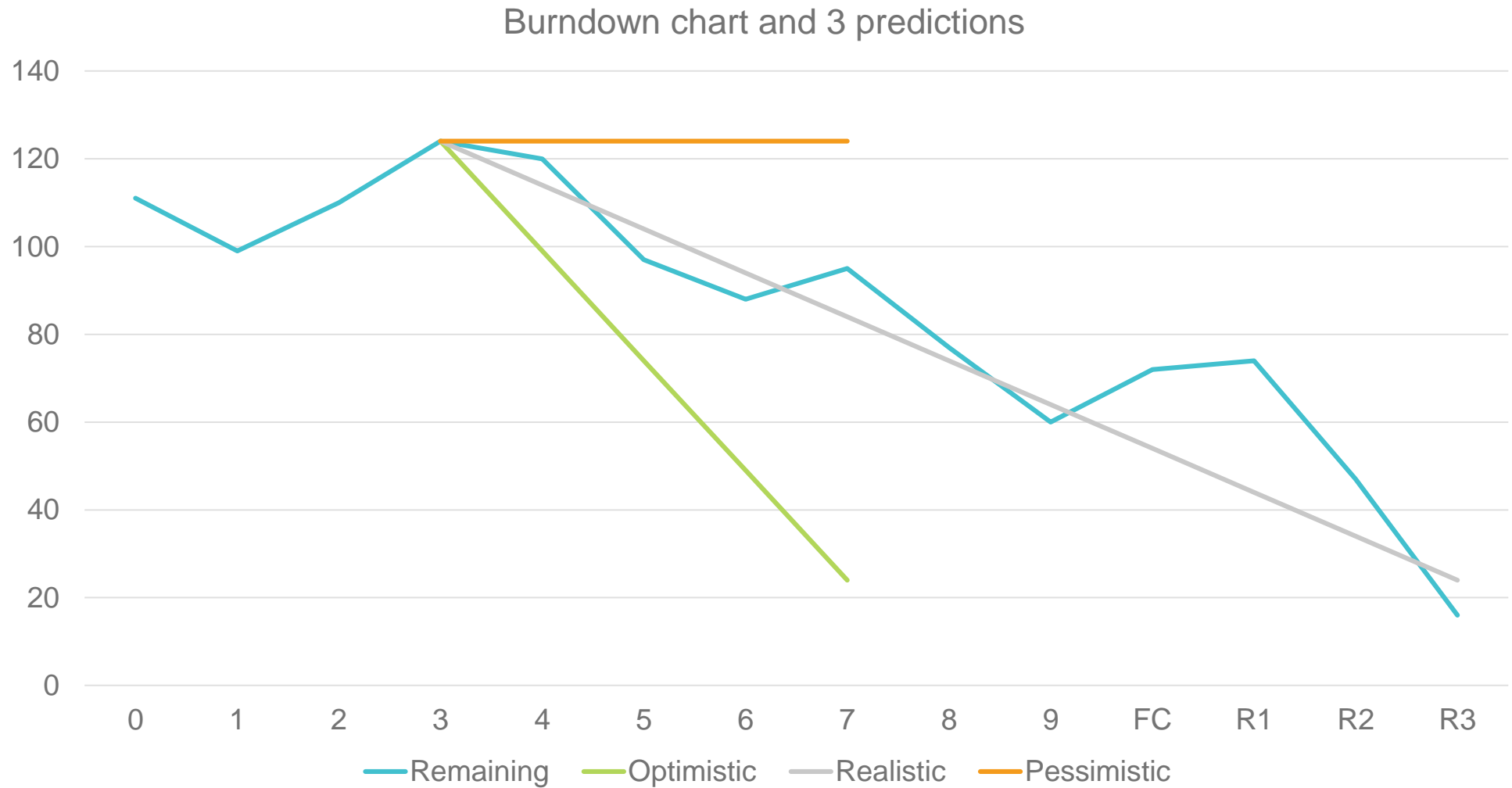
NoEstimates – Health check – all charts look the same

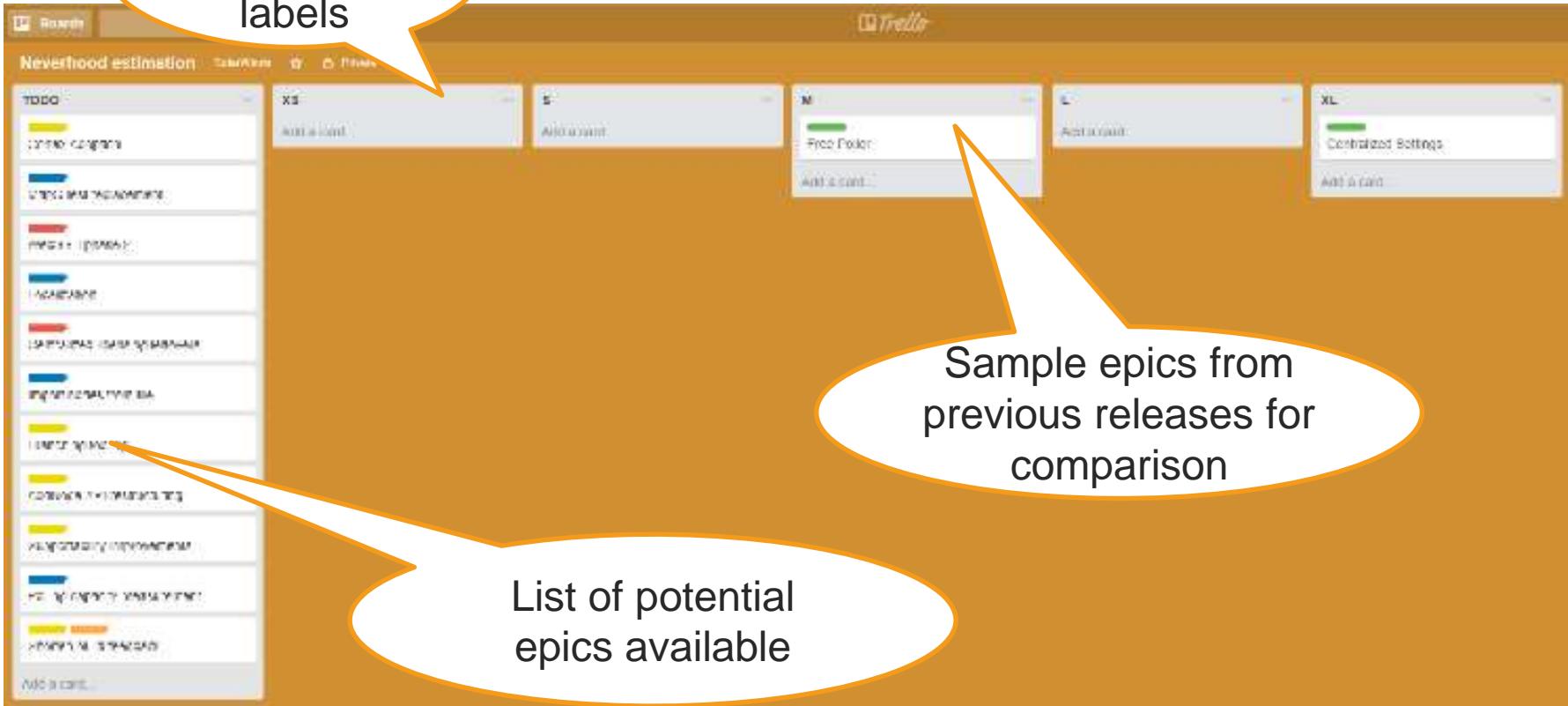


NoEstimates – Calculate velocity in backlog items





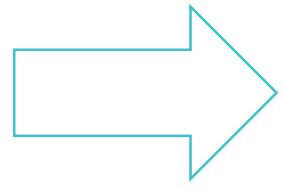




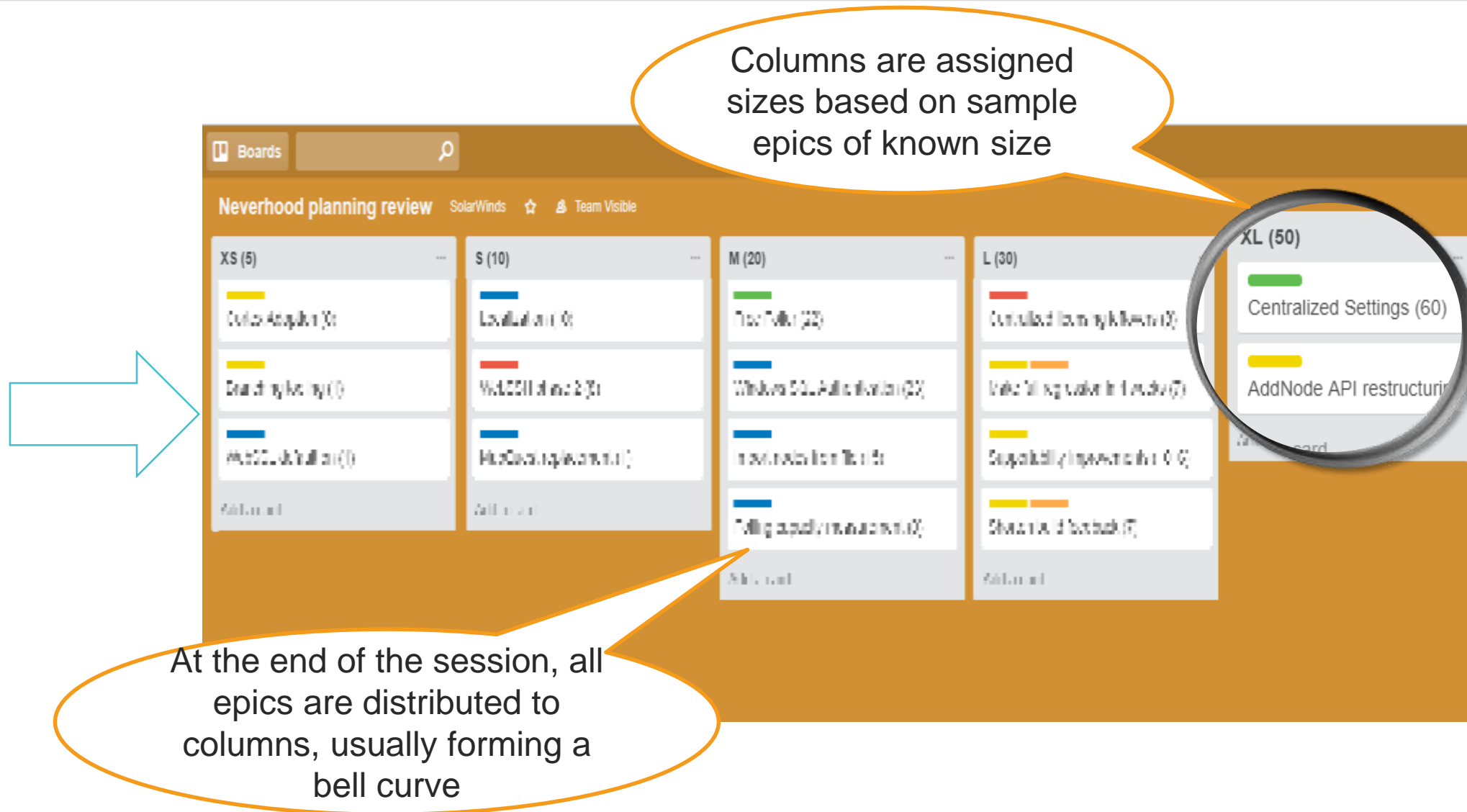
Columns with T-shirt labels

Sample epics from previous releases for comparison

List of potential epics available



Estimates – estimating epics





 Robert.Batusek@solarwinds.com

 <https://www.linkedin.com/in/robert-batusek-4996394/>

 @RobertBatusek



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