

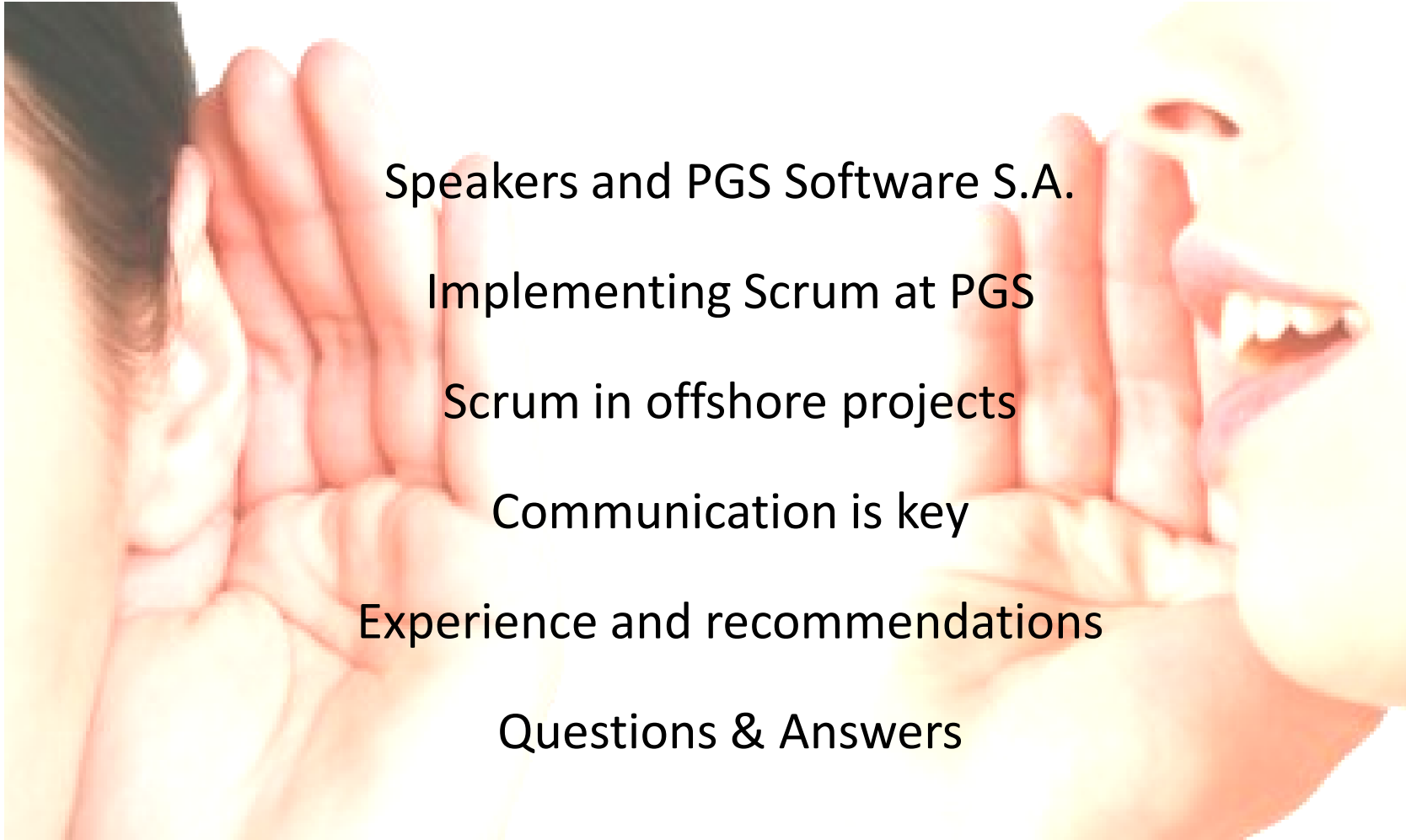
Communication is key

The inside story from over 200 near- and off-
shore projects

Scrum Day 2011 – 28.09.2011

Krzysztof Rolak
Pawel Gurgul

Agenda



Speakers and PGS Software S.A.

Implementing Scrum at PGS

Scrum in offshore projects

Communication is key

Experience and recommendations

Questions & Answers

Speakers: Krzysztof and Pawel



- Studies in computer science at the **Politechnika Wroclaw**
- Working for over **6 years** as a **Program manager** at the PGS Software
- Responsible for **introducing Scrum** as the standard project methodology for Near- and Offshoring at the PGS Software in 2006
- **ScrumMaster (CSM)** and **Scrum Professional (CSP)** in 2007 resp. 2008
- Worked for clients from various industries based in Germany, UK, USA, Norway, Denmark and many other countries
- Started to manage off-shore and near-shore software projects in 2005
- Applying and fine-tuning an agile approach to software development in distributed scenarios became his professional passion



- **Co-founder** and one of two main shareholders of **PGS Software S.A.**
- Studied software engineering at **Politechnika Wroclawska**
- Working for many years in **German software companies** on different management positions
- Pawel Gurgul is proud father of 3 sons and a passionate listener of opera music

PGS Software S.A. – remote service company

- 2005 founded by Pawel and Wojtek Gurgul
- Headquarters in **Wroclaw**, subsidiary in **Rzeszow**
- Today **more than 130** excellent qualified employees
- 2008 **IPO** at the NewConnect in Warsaw
- 2011 – Acquisition of company **Testbenefit**
- **More than 90%** of projects for customers abroad
- Several subsequent years Microsoft Gold Partner



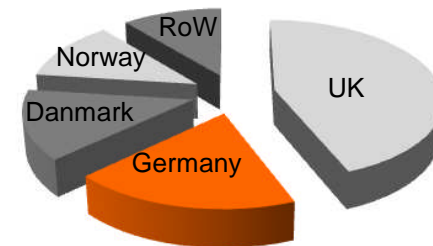
Our success means **reliability** for our clients

Our customers profit from our success

- Continuous growth and success from the start means **reliability** for our customers
- Germany is with **19% of revenue** one of our most important markets with increasing tendency
- More than 130 employees means for our customers **competence and experience** at their availability
- **High client satisfaction** – most customers stay with us for a longtime cooperation!

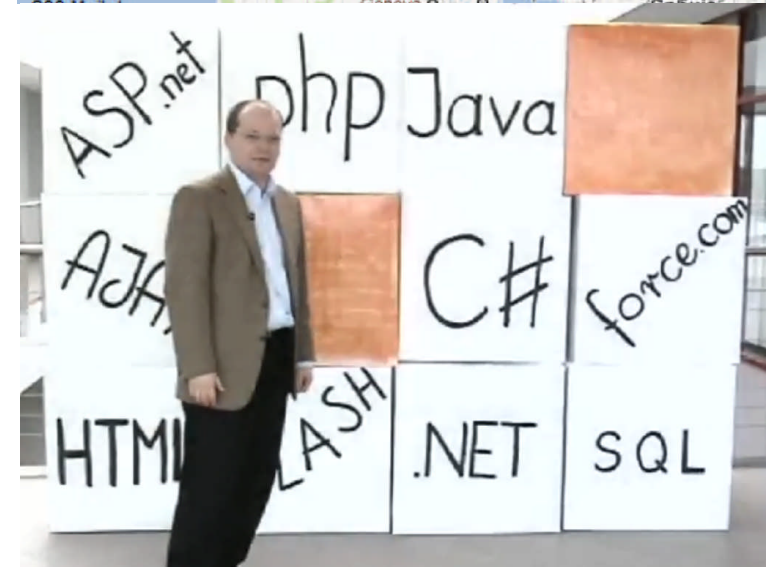


Revenue distribution



Introduction

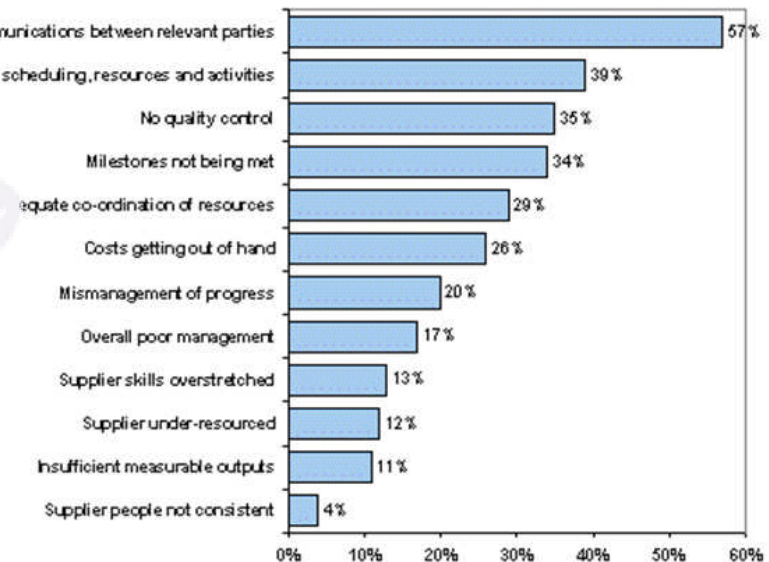
- We'll talk from experience:
 - PM and SM on > 30 projects
 - Over 200 offshore and nearshore projects delivered since 2005
 - Various fields, technologies and project sizes
 - Using Scrum and Agile from 2006



Why communication is key?

- Key to successful project management in any field
- Even more important in the IT:
 - Business environment and technology change quickly
 - Frontier where business and technology meet
- Bad communication is the main reason behind many IT project failures
 - The Bull Survey (1998)

Major Causes Of Project Failure



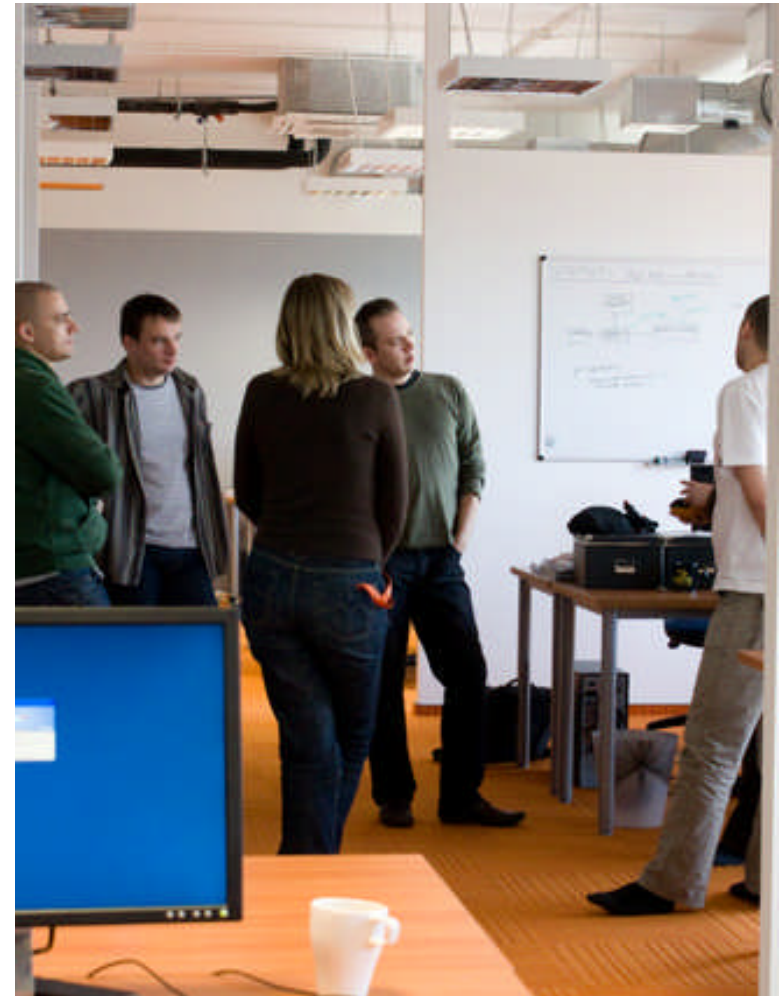
Communication in off-shoring

- Inherent communication challenges
 - Language, culture and time-zone differences make frequent and open communication much less likely to happen
 - Lack of „osmotic communication”
- Limited visibility into the project status for stakeholders



Scrum as a communication tool

- Scrum promotes good communication:
 - Frequent communication happening during scrum ceremonies
 - Focused communication by well-defined structure and scope and duration of meetings
 - Tight feedback loop – sprints
 - Project status updated daily and visible to all stakeholders

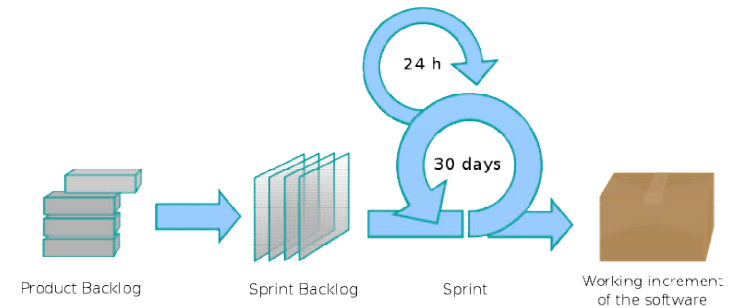


Does Scrum work in offshore projects?

- Scrum roots are in collocated teams
- Collocation has been shown to have major impact on productivity [Teasley 2000]
- There are documented cases of hyper-productive distributed teams working in Scrum
- Outsourcing in a waterfall model has been proven to be ineffective

Implementing Scrum at PGS

- Off- and near-shore projects
- Three distribution levels
 - Distributed team
 - Collocated team with remote Product Owner
 - Collocated team and PO with remote stakeholders
- Goals
 - Achieving hyper-productive state in distributed teams
 - Making projects completely transparent for all stakeholders



Integrate with the offshore team

- It's all about people
- Research [Plotnick 2008] shows that in most cases distributed subgroups function independently and cause conflicts
- Key to success – emergence of larger team identity
- Specific for outsourcing:
 - Offshore team usually has a higher bar
 - Onshore developers might feel that their jobs are at risk
- Invest in building and maintaining good relationships on the personal level



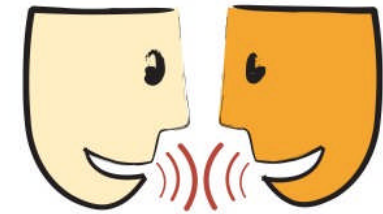
Get the offshore team to know you

- Start collocated to
 - let the offshore team learn your business and goals
 - establish personal relationships
- Get most from what you are paying for:
 - Share your goals to get cathedral builders instead of stonecutters
 - Empower the team and let it self-organize
 - Encourage critical thinking when discussing requirements
- If possible, meet the team often to keep them engaged



Emulate collocation

- Use hot communication channels
 - Emails are slow and lose all non-verbal communication
 - Phone, VoIP and video conferences are much better
 - Make information persistent by writing minutes
- Make sure that everybody has a chance to speak up during meetings – it's much harder for remote participants
- Reduce middlemen, encourage direct communication
- Make environments and processes consistent
- Create virtual workplaces



Questions?



References

- [Plotnick 2008] Plotnick, L., Hiltz, S. R., Ocker, R.J., Rosson, M.R. (2008). "Leadership Roles and Communication Issues in Partially Distributed Emergency Response Software Development Teams: A Pilot Study", Proceedings, Forty-First Hawaii International Conference on System Sciences, CD ROM.
- [Teasley 2000] Teasley, S., Covi, L., Krishnan, M. S., & Olson, J.S. (2000). How Does Radical Collocation Help a Team Succeed? Proceedings of the 2000 ACM Conference on Computer Supported Cooperative Work (pp. 339 - 346). New York: ACM.

PGS – your reliable partner in Poland

Services we offer:

- ✓ Nearshore Software Development
- ✓ Custom Application Development
- ✓ Legacy Application Re-engineering
- ✓ Database Application Development
- ✓ Applications for mobile devices

Competences:

- ✓ PHP, LAMP Stack
- ✓ .NET, ASP.NET, MVC
- ✓ Java, J2EE, Spring, Seam, Vaadin
- ✓ iPad, iPhone, Android
- ✓ Web Services
- ✓ Azure, AWS, Salesforce

Contact us:

Pawel Gurgul

Managing director

pgurgul@pgs-soft-com

Tel.: +48.71.7982692



In Germany:

Markus Bisanz

Business Development

mbisanz@pgs-soft.com

Tel.: +49.711.8388130

