





# Agile Entwicklung mit 100+ Mitarbeiter

Herausforderung & Lösungen bei der Skalierung

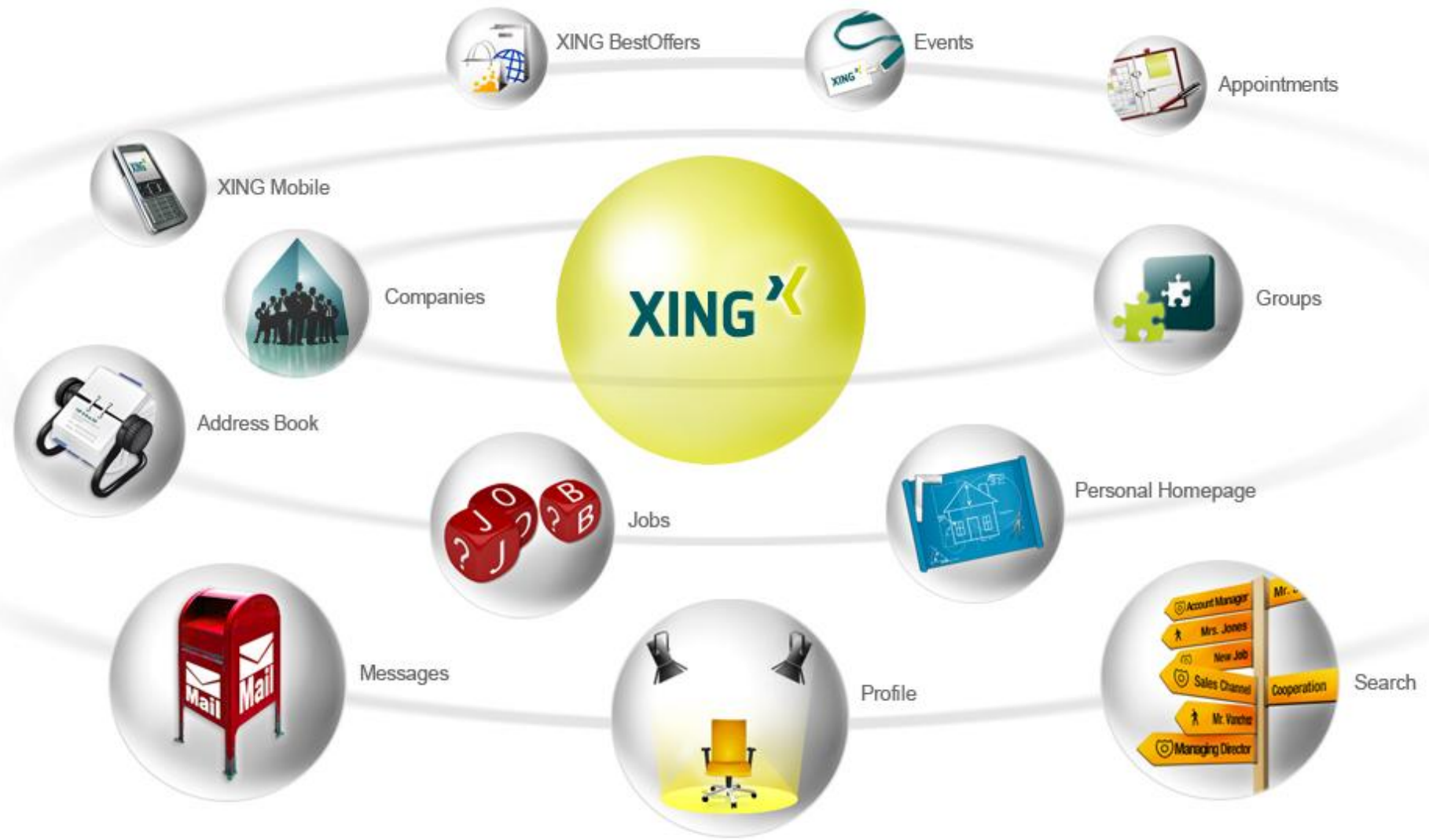


## Traian Kaiser

*Direktor Agiles Projektmanagement & PMO (XING AG)*



13 Jahre Internet-Business  
Firmen: IBM, Yahoo, XING, ...  
Betriebswirt, People Manager





**~150**

**Mitarbeiter in der Produktentwicklung**

**50**

**Releases im Jahr**



# Herausforderung bei der Skalierung von (agilen) Organisationen

**Komplexitätsmanagement**

**Technologiemanagement**

**Führung & Motivation**

## Teil 1:

# Strukturen aufbauen und gleichzeitig agile Praktiken aufrechterhalten



*“As a rule, every time a company growth by 50 percent, you should evaluate whether organizational changes are required, and by the time growth reaches 100 percent, you should already have made changes to accommodate that growth.”*

**Autonome, fraktale Organisationsstrukturen aufbauen. Verantwortung an untere Ebenen delegieren.**

**Anzahl voneinander abhängiger Mitarbeiter auf 150 begrenzen.**



**Permanente, kross-funktionale  
Teams entlang der  
Kommunikations-  
engpässe  
organisieren.**

**XING** 



**Neben einem  
Meta-Team  
können  
Schnellstart-  
und Konvergenz-  
Teams am  
Anfang und am  
Ende großer  
Projekte Sinn  
machen.**



## Teil 2:

# Prozesse und Kommunikation skalieren

**Erwartungsmanagement  
wird in wachsenden  
Organisationen  
wichtiger.**

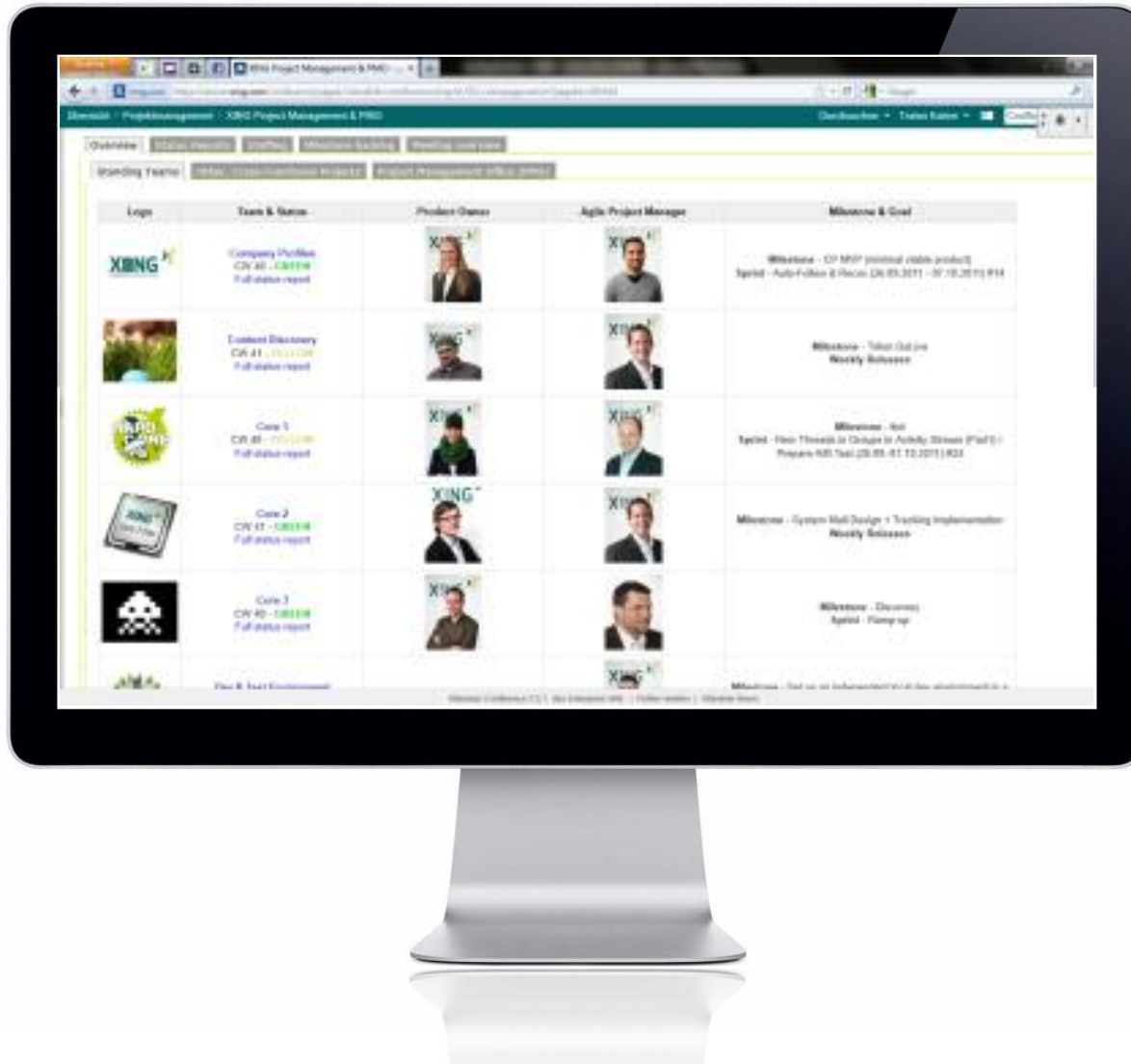
XING 



# Planung erfordert mehr Disziplin:

- Gleiche Planungsprinzipien für alle
- Gleiche (digitale) Werkzeuge nutzen
- Ein "Epic-Board" nutzen
- "Set Based Planning" durchführen
- In Großprojekte eine Vor- und eine Schlußphase einplanen

# Aggregierte, konsistente und schlanke Kommunikation etablieren.





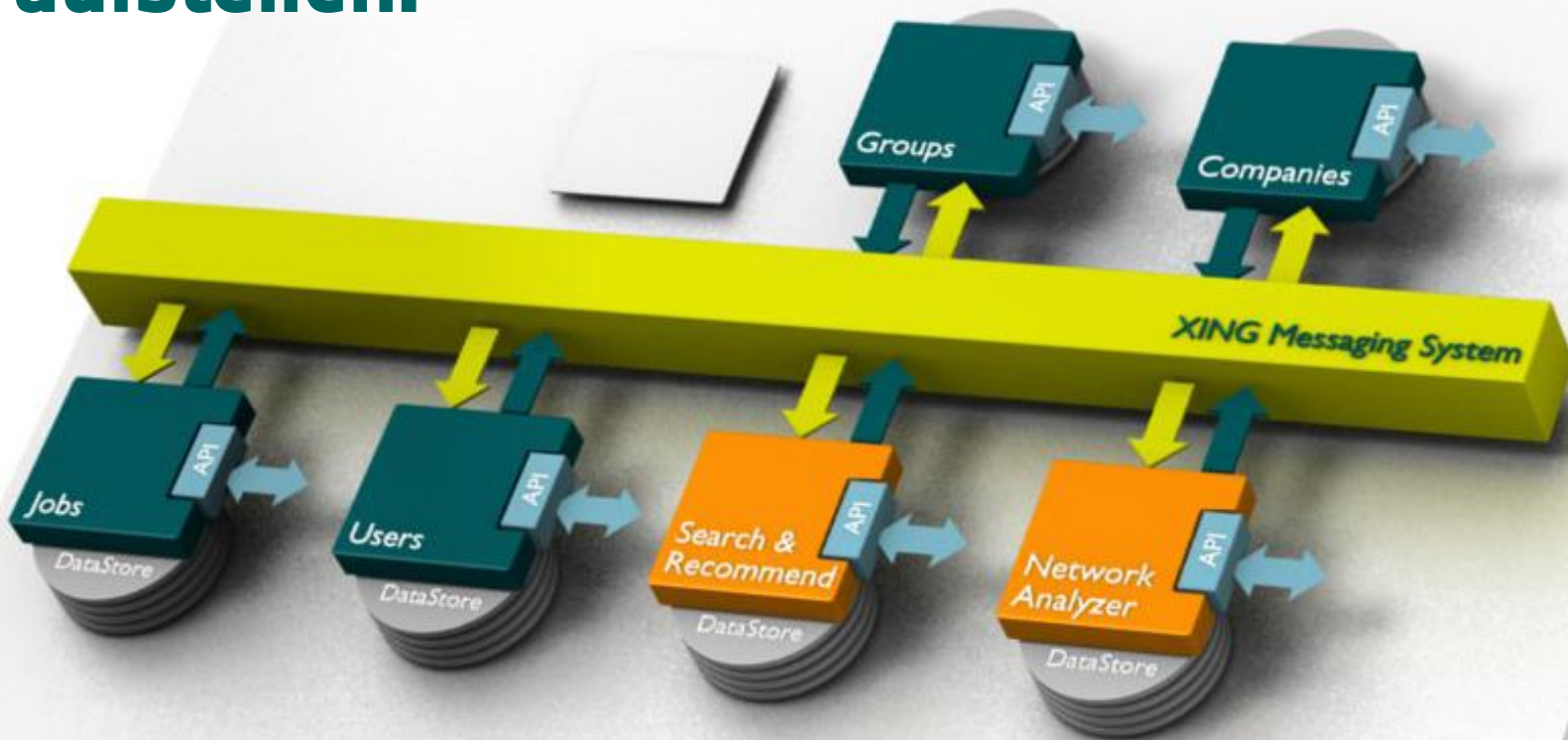
## Teil 3:

# Technologieaspekte bei der Skalierung der Organisation

*“Schedules should be decoupled...  
Decoupled schedules are not really  
practical unless the architecture is also  
decoupled“*

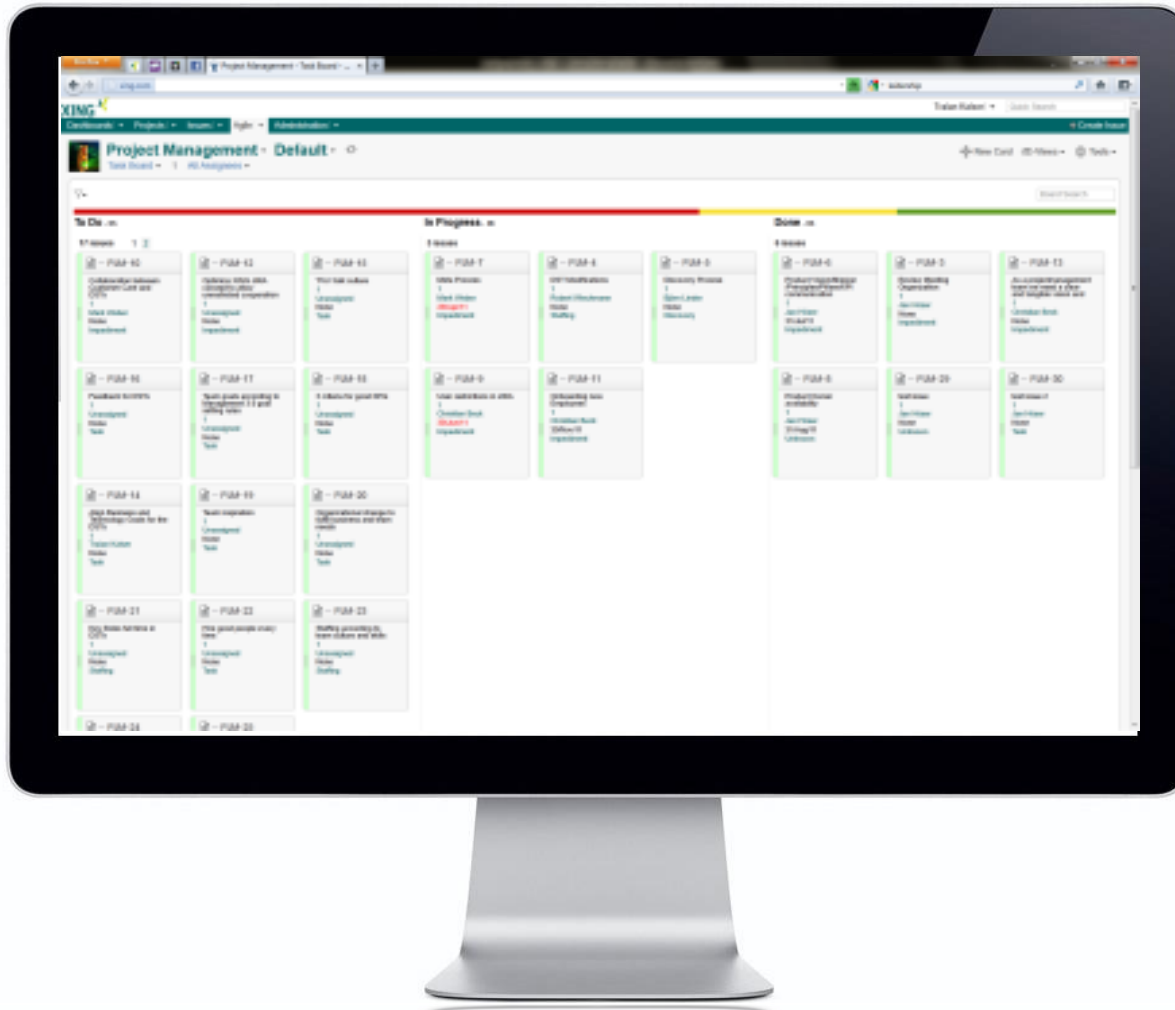
**Modulare Architektur mit weniger Abhängigkeiten zwischen Teams etablieren. Entwicklungsrichtlinien aufstellen.**

**XING** 



**XING** 

# Auf Standardisierung und Reduktion von Werkzeugen und Arbeitsprozessen achten. XING



Allumfassendes und mehrstufiges Test- und Entwicklungssystem aufbauen.



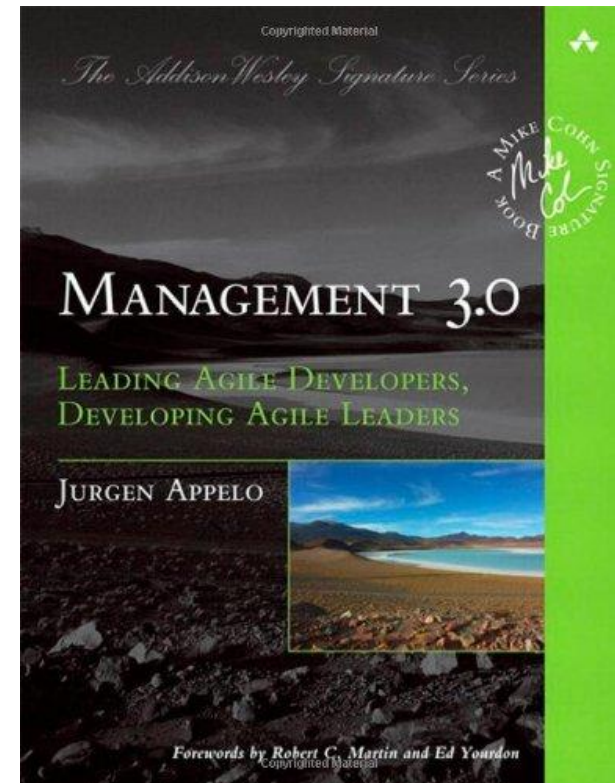
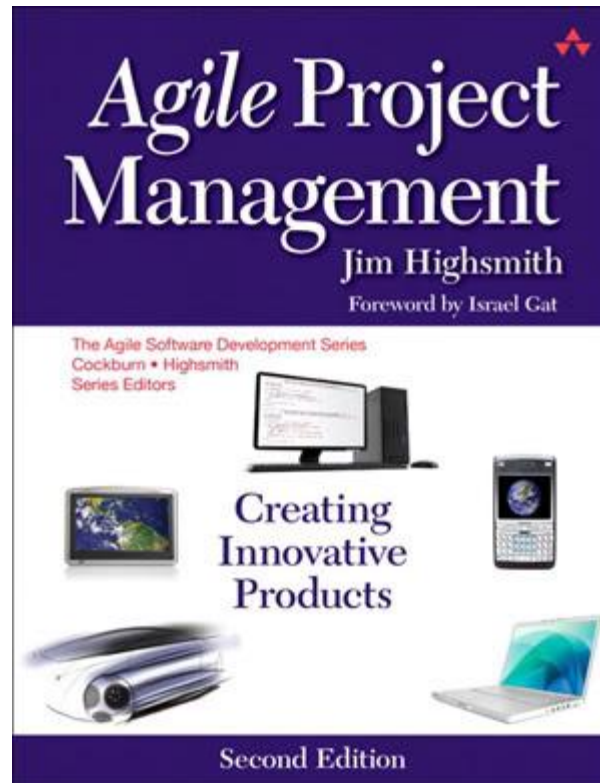
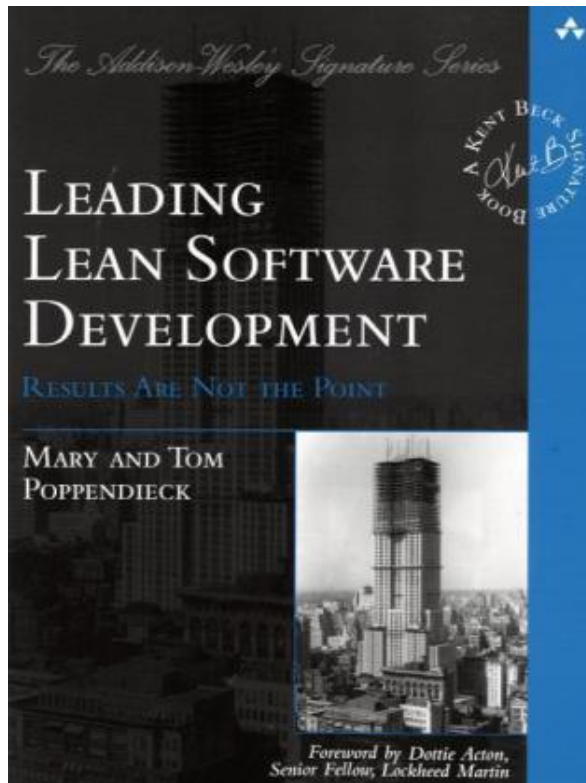
**Streng bleiben bei regelmäßigen  
Veröffentlichungen. Nicht auf lange  
Zyklen einlassen.**

**URGENT**

## Teil 4

# Führung & Motivation bei der Skalierung sicherstellen

# Skalierung = Change Management Erst lernen und Weiterbilden (inklusive des mittleren Managements). Dann skalieren.





**Klare Vision und Ziele aufstellen.  
Eindeutige Prioritäten setzen. Fokus  
behalten. Offen und transparent  
kommunizieren.**

**XING** 



**Wenn Teams nur noch ein Rädchen im Getriebe sind, dann kann die Motivation schnell nachlassen, Misstrauen kann entstehen und Führung wird wichtiger denn je.**



*“A team that is unwilling to work with the established framework disrupts the work the same way that individuals who are unwilling to work within the team framework do“*

## Teil 5:

# Was wir bei XING gelernt haben

**Skalierung ist eine Managementaufgabe**

**Ein guter Zeitpunkt um rauszufinden,  
wie agil Ihr Unternehmen wirklich ist**

**Organisationsentwicklung und gute  
Führung sind essenziell**

# Und: wir brauchen Spitzenmitarbeiter



Wir stellen ein:  
Agile Projektmanager / Coaches  
Quality Manager  
Product Owner  
Interaction Designer  
Frontend Entwickler  
Ruby & Perl Entwickler  
...

<http://karriere.xing.com>

**Danke**  
**Noch Fragen?**



**Traian Kaiser**  
Direktor Agiles Projektmanagement & PMO  
XING-Profil: [xing.to/traian](https://www.xing.com/profile/Traian_Kaiser)

lean software development

Mehr zu dem Thema in unserer „Lean Software Development“ Gruppe:  
<http://www.xing.com/net/leansoftwaredevelopment/>

## Creative Commons Picture Credits

- Page 2: „Fractal“ (<http://www.flickr.com/photos/cuellar/5089984290/sizes/m/in/photostream/>) from cuellar



**DISCLAIMER**

This presentation was produced in May 2010 by XING AG (the "Company") solely for use as an information source for potential business partners and is strictly confidential. It has been made available to you solely for your own information and may not be copied, distributed or otherwise made available to any other person by any recipient. This presentation is not an offer for sale of securities in the United States. The distribution of this presentation to you does not constitute an offer or invitation to subscribe for, or purchase, any shares of the XING AG and neither this presentation nor anything contained herein shall form the basis of, or be relied on in connection with, any offer or commitment whatsoever.

The facts and information contained herein are as up-to-date as is reasonably possible and are subject to revision in the future. Neither the Company nor any of its subsidiaries, any directors, officers, employees, advisors nor any other person makes any representation or warranty, express or implied as to, and no reliance should be placed on, the accuracy or completeness of the information contained in this presentation. Neither the Company nor any of its subsidiaries, any directors, officers, employees, advisors or any other person shall have any liability whatsoever for any loss arising, directly or indirectly, from any use of this presentation. The same applies to information contained in other material made available at the presentation.

While all reasonable care has been taken to ensure the facts stated herein are accurate and that the opinions contained herein are fair and reasonable, this document is selective in nature and is intended to provide an introduction to, and overview of, the business of the Company. Where any information and statistics are quoted from any external source, such information or statistics should not be interpreted as having been adopted or endorsed by the Company as being accurate.

This presentation contains forward-looking statements relating to the business, financial performance and results of the Company and/or the industry in which the Company operates. These statements are generally identified by words such as "believes," "expects," "predicts," "intends," "projects," "plans," "estimates," "aims," "foresees," "anticipates," "targets," and similar expressions. The forward-looking statements, including but not limited to assumptions, opinions and views of the Company or information from third party sources, contained in this presentation are based on current plans, estimates, assumptions and projections and involve uncertainties and risks. Various factors could cause actual future results, performance or events to differ materially from those described in these statements. The Company does not represent or guarantee that the assumptions underlying such forward-looking statements are free from errors nor do they accept any responsibility for the future accuracy of the opinions expressed in this presentation. No obligation is assumed to update any forward-looking statements.