

# Business Agility at Scale

- Case study by **3M** Science. Applied to Life.
- Presented by **CI Agile**
- Available at: <https://ciagile.com>

**T**he 3M Company is an American multinational conglomerate. The company produces over 60,000 products under several brands. In June 2016, 3M was recognized as the "Top Dream Company" for Millennials. It made \$32.8 billion in total sales in 2018 and ranked number 95 in the Fortune 500 list of the largest United States corporations by total revenue.

## Problems

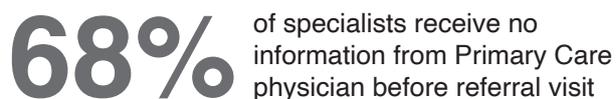
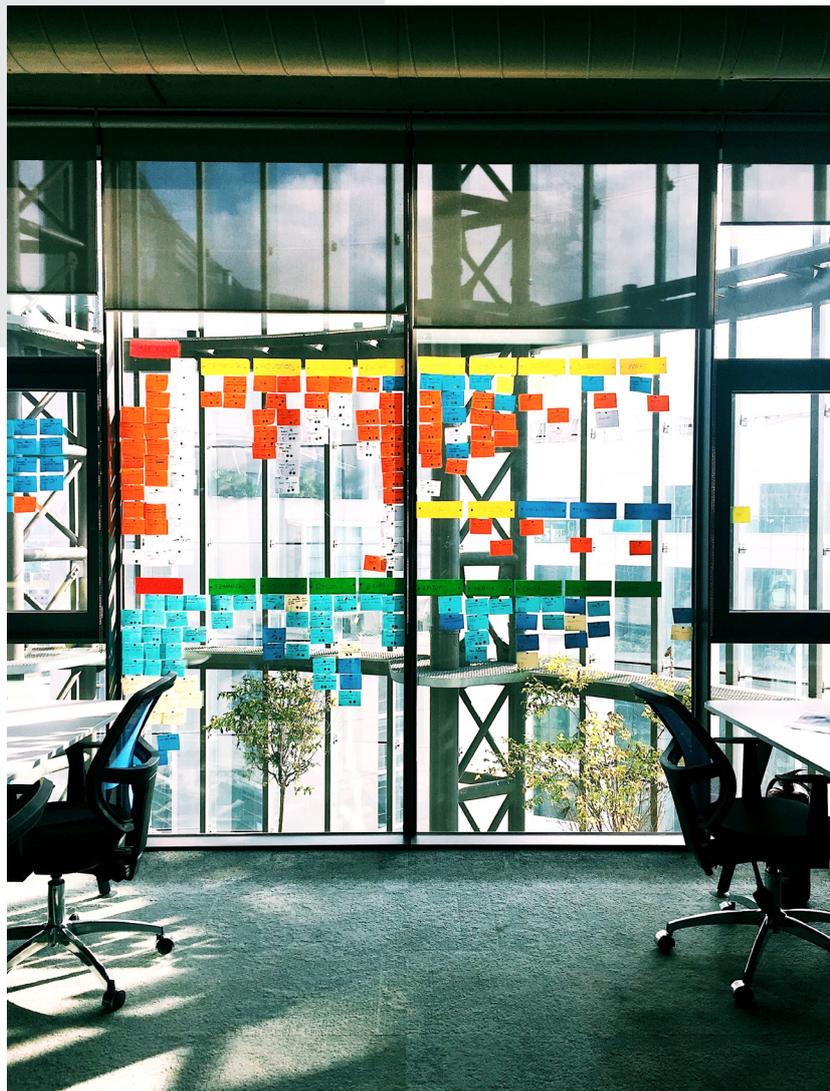
(≈750 B per year in waste in the US healthcare system, 25% of total U.S. healthcare spend )



**3 OUT OF 10**



lab tests are reordered because results are lost



## Actions

<p><b>SCRUM 1.0</b></p>	<ul style="list-style-type: none"> <li>■ May 2015, Scrum Inc selected as HIS Scrum Partner</li> <li>■ '1% agile" – nowhere to go but up</li> <li>■ ICD-10 – The looming crisis</li> <li>■ July – Leadership Kickoff Event – Tammy Sparrow appointed Director, Agile Journey</li> <li>■ Top HIS management trained in the basics</li> <li>■ "You don't know how to prioritize"</li> <li>■ Oct 1, 2015 – the lights did not go out</li> </ul>
<p><b>SCRUM 1.1</b></p>	<ul style="list-style-type: none"> <li>■ ICD-10 (Be able to bring up the team by using Scrum)</li> <li>■ Provide training to everyone in teams</li> <li>■ Using the language of scrum in HIS, backlogs, burndown, sprints, and impediments</li> <li>■ Executive action team rhythm</li> </ul>
<p><b>SCRUM 1.2</b></p>	<ul style="list-style-type: none"> <li>■ Snapshot – end of 2016</li> <li>■ 80+ teams doing development across HIS</li> <li>■ 3M growing its own Scrum coaches</li> <li>■ Several excellent POs, CPOs, and SMs have emerged</li> <li>■ 2017: Scrum 2.0 – Fix the DOC meta scrum – Define Value</li> </ul>

## Results



■ Culture change – People love their job, attrition down by 60%.

■ 2015: 30 individuals nominated, 4 teams.

■ From document-driven design to "Shark Tank" product design.

■ 2016: 12 individuals nominated, 19 teams.

■ Awards Winning Teams (3M CTE & I Award).

■ Team willing to adapt to the new system – Legacy product engineer open and willing to learn new skills.