Business Agility at Scale

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

The 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)

25%
of appointments are missed

?
TIME

60%-70%
of referrals go unscheduled

68% of specialists receive no information from Primary Care physician before referral visit

3 OUT OF 10

lab tests are reordered because results are lost

Actions

SCRUM 1.0

- May 2015, Scrum Inc selected as HIS Scrum Partner
- '1% agile" – nowhere to go but up
- ICD-10 – The looming crisis
- July – Leadership Kickoff Event – Tammy Sparrow appointed Director, Agile Journey
- Top HIS management trained in the basics
- "You don't know how to prioritize"
- Oct 1, 2015 – the lights did not go out

SCRUM 1.1

- ICD-10 (Be able to bring up the team by using Scrum)
- Provide training to everyone in teams
- Using the language of scrum in HIS, backlogs, burndown, sprints, and impediments
- Executive action team rhythm

SCRUM 1.2

- Snapshot – end of 2016
- 80+ teams doing development across HIS
- 3M growing its own Scrum coaches
- Several excellent POs, CPOs, and SMs have emerged
- 2017: Scrum 2.0 – Fix the DOC meta scrum – Define Value

Results

- Culture change – People love their job, attrition down by 60%.
- From document-driven design to " Shark Tank" product design.
- Awards Winning Teams (3M CTE & I Award).
- 2015: 30 individuals nominated, 4 teams.
- 2016: 12 individuals nominated, 19 teams.
- Team willing to adapt to the new system – Legacy product engineer open and willing to learn new skills.

Frazee,D(2017). *Business Agility at Scale Global Scrum Gathering*
SD. Retrieved from https://www.scrumalliance.org/ScrumRedesignDEVSite/media/ScrumAllianceMedia/Global%20Scrum%20Gatherings/2017%20San%20Diego/Presentations/FrazeeDavid_3M-HIS-April-2017.pdf