We’re Creating a Better Form of Commerce

We connect millions of buyers and sellers around the world, empowering people and creating economic opportunity for all.
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who is our customer?</td>
<td>Do we know what value is?</td>
</tr>
<tr>
<td>Do we have small releases defined to get to value quickly?</td>
<td>Do we build the right thing, and do we build it right?</td>
</tr>
<tr>
<td>Are we able to improve effectiveness on an ongoing basis?</td>
<td>What’s the one thing stopping us from shipping frequently?</td>
</tr>
</tbody>
</table>

**We Are Agile**

*We ask these questions every day...*
Arc of eBay’s Agile Journey

- Passage 1: eBay Way: Lean Change Canvases
  - Adoption: Team Coaching Scaling Across 300+ Teams
  - Process Focus: Scrum Teams
  - Agile Initiative Introduced

- Passage 2: Modern Agile Principles, Technical Excellence

- Passage 3: All Leaders and Managers ‘own’ transformation as coaches and mentors

- Passage 4: Leadership Learning Circles

- Passage 5: Scaling throughout Enterprise via key initiative support

- Passage 6: Rolling Wave Planning; Agile HR

- Passage 7: Continuous Innovation for Business Agility

Begin → Pursue goal → End
AGILE IS A MINDSET

GROUNDED IN 4 MODERN AGILE PRINCIPLES

MANIFESTED THROUGH UNLIMITED NUMBER OF PRACTICES

Adapted from Ahmed Sidky, iCAgile
http://modernagile.org/

BEING AGILE

Grounded in 4 Modern Agile Principles

- Make People Awesome
- Deliver Value Continuously
- Make Safety a Prerequisite
- Experiment & Learn Rapidly

MANIFESTED THROUGH UNLIMITED NUMBER OF PRACTICES

Scrum
Kanban
XP
Custom

DOING AGILE

Accelerating.
Scaling.
Sustaining.
From Day 1.

eBay
Arc of eBay’s Agile Journey

Agile Transformation @ eBay: Removing impediments

Each Leadership Circle is accountable for their team:
- identify impediments
- manage improvement backlog
- run and evaluate experiments
- apply learning to daily work

Discovery Labs:
- deep dive into each impediment to find root causes and define ideal future state

Agile Leaders create additional discovery and learning opportunities and as-needed support across all teams

Learning Labs:
- Code Katas and workshops provide best practice tools and techniques for team skill improvement

Play 1

Discovering your WHY
The Lean Change Canvas

What problems are you trying to solve with the agile transformation?  
Top 3-5 problems

What is your vision for the transformation?  
Sample Text

What experiments will you run to meet your success criteria?  What help do you need?  
Top 3-5

What does success look like?  
Key activities you measure

What commitments are you making to support the transformation?

What Wins / Benefits are you realizing from the transformation?
### What problems are you trying to solve with the agile transformation?
Top 3-5 problems

- RTB prod tickets accelerating
- Not enough capacity beyond RTB
- Teams set up for failure, high attrition, Low Morale
- Finger pointing that we are slow, when we are already working 70-80 hours a week

### What is your vision for the transformation?

Optimize the flow of value for our customers with a sustainable pace for our teams!

### What are your commitments to support the transformation?

- Realistic capacity constraints
- Empower the team to say NO and listen!
- Learn real time to see how we are doing
- Act on our learnings: What are we going to do about it?
- Celebrate & have fun!

### What experiments will you run to meet your success criteria? What help do you need?
Top 3-5

- Send a note to all customers on the new workflow so that we protect the team from any interrupts
- Implement a functioning discovery lab to test assumptions and ideas
- Implement rolling wave funding for 2019

### What does success look like?
Key activities you measure

- Working and aligned value matrix
- We choose the work we will not do!
- We make work visible and get rid of it fearlessly

### What Wins / Benefits are you realizing from the transformation?

- Reduce tech debt by X%
- Cycle time reduced from 20 days to 4 days
- Reduce risk by on time delivery for migrations
- 3 Point increase in NPS
- Increase predictability for Holiday capacity

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**Example:**

Our Phoenix Project

- Empower the team to say NO and listen!
- Learn real time to see how we are doing
- Act on our learnings: What are we going to do about it?
- Celebrate & have fun!
Play 2
Every team is empowered and self-directed with clear goals.
Team Formation & Value Streaming
Play 3
How do we know we got there?
Inspiration for every day.
Keep it Real. Simple.

<table>
<thead>
<tr>
<th>C3 TEAM &amp; CLOUD</th>
<th>CURRENT MONTH TO BE MIGRATED (JAN - JUN)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Includes accumulated backlog</td>
</tr>
</tbody>
</table>

Migrations for "Converter" and "C3 amendments" dependent on supported VMs & Completion of migrations

<table>
<thead>
<tr>
<th>Category</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
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</thead>
<tbody>
<tr>
<td>Current Migrated</td>
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<td>Escalated Support</td>
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<td>48</td>
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</tbody>
</table>
First Principles for Scaling
<table>
<thead>
<tr>
<th>Team Focus on Ownership and Reduced Cycle Time</th>
<th>Team Pulse Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scale Mindset before Practices and Tools</td>
<td>Rapid Decision Making for Issues Blocking Teams</td>
</tr>
<tr>
<td>Move from Estimates to Investments</td>
<td>Hold Leaders Accountable to Transformative Results and Focus</td>
</tr>
<tr>
<td>Adapt Reward System</td>
<td>Scale Learning through Beta Launches</td>
</tr>
</tbody>
</table>
Thank You

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