Scrum and Agility
Enjoying the journey

Scrum.org
People · Agility · Value

Ralph Jocham, Gunther Verheyen
Scrum.org
Agile Tour Bucharest 2013
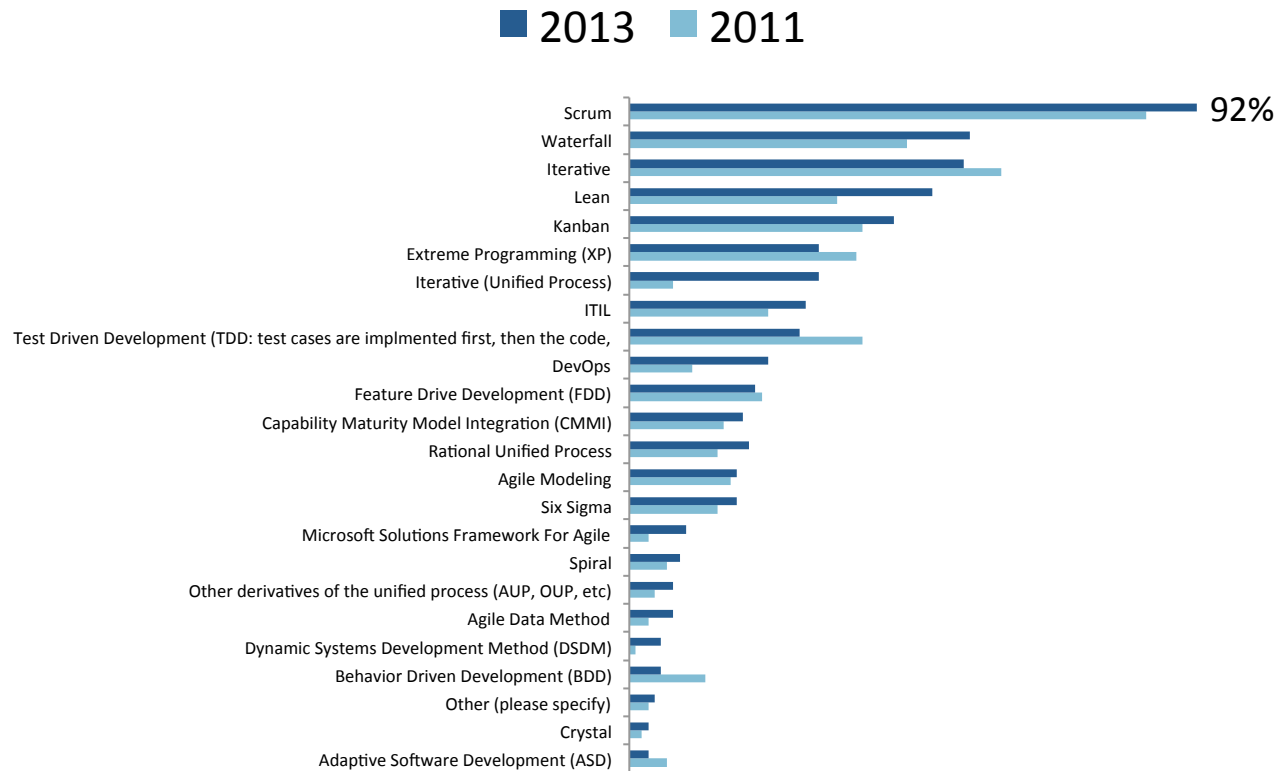
agile tour
2013

Warming-up Poll

3 MIN

1. Who is doing Scrum?
   – Who is combining this with eXtreme Programming (or similar)?

2. Does Scrum make you and your organization 'Agile'?
   – Yes?
   – No?

3. What is so important about being 'Agile'?

Remember: 'Agile' refers to the mindset, the values and the principles expressed in the "Manifesto for Agile Software Development". *Now, that was a focus.*

Fact (1): The Ubiquitous Scrum

2013 **2011**

Scrum — 92%
Waterfall
Iterative
Lean
Kanban
Extreme Programming (XP)
Iterative (Unified Process)
ITIL
Test Driven Development (TDD: test cases are implmented first, then the code,
DevOps
Feature Drive Development (FDD)
Capability Maturity Model Integration (CMMI)
Rational Unified Process
Agile Modeling
Six Sigma
Microsoft Solutions Framework For Agile
Spiral
Other derivatives of the unified process (AUP, OUP, etc)
Agile Data Method
Dynamic Systems Development Method (DSDM)
Behavior Driven Development (BDD)
Other (please specify)
Crystal
Adaptive Software Development (ASD)

Source: Forrester November 2011-2013 Global Agile Software Application Development Online Survey

"Another finding compared to 2011 is that fewer teams are doing water-scrum-fall."

Scrum Is A Journey

Scrum thrives on discovery, experimentation-based learning and collaboration via:

- Short, high value iterations.
- Self-organizing, cross-functional teams.
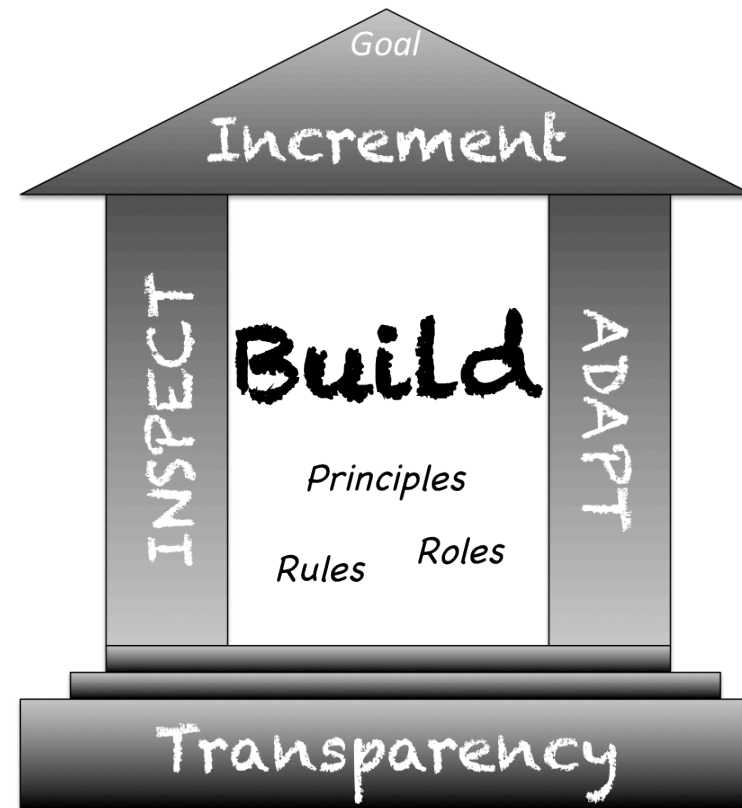- High visibility.

With its distinct rules, Scrum is an actionable way to adopt the Agile paradigm in software development.
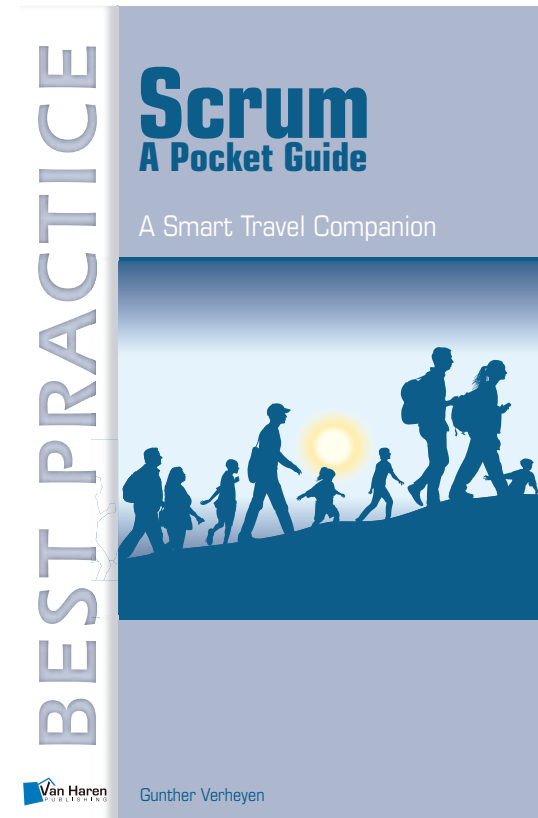
The House Of Scrum

- The house of Scrum is a warm house.
- It's a house where people are W E L C O M E.
- The house of Scrum is an inclusive house.

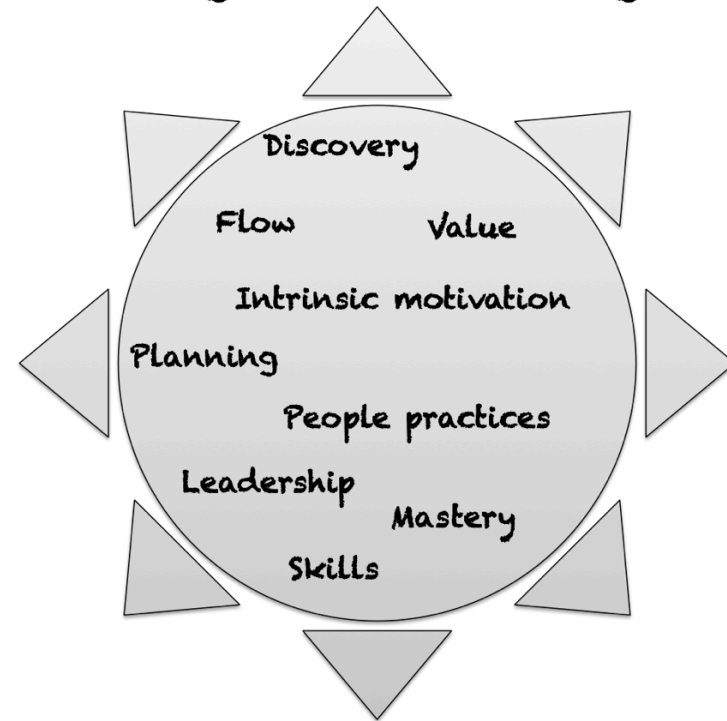But… are we forgetting about management?

Burning Challenges

Share with your neighbor some experiences on Agile:

- The most burning challenges you run into at your company with the Agile transformation.

- Did you have a manager that stood out in understanding Agile and its mindset?

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Some Thoughts On Scrum And Management

- People are NOT impediments.
- Prefer managing over managers.
- Prefer goal-oriented empiricism over predictive control attempts.
- Prefer learning over delivery.
- Prefer value over scope.

The Agile Paradigm

Discovery
Flow   Value
Intrinsic motivation
Planning
People practices
Leadership
Mastery
Skills

Where Are You On Your Journey?

3

Raise your hand if:

- You are agile?

- Becoming Agile?

- Have been told to be Agile and are going to start soon?

- Agile is not in your immediate horizon?

Fact (2): There Is Importance in Agility

In your view, how important is agility to your organisation's overall business success?

(% respondents)

Extremely important — it is a core differentiator for us

| | 40 |

Somewhat important — it contributes to our business success

| | 48 |

Neutral — many factors shape our business success

| | 10 |

Somewhat unimportant — other factors play a more significant role

| 2 |

Not at all important — agility is not a relevant criterion for our business

0

Source: The Economist 2011, Organizational agility:
How business can survive and thrive in turbulent times.

Definition of Agility (n.)

- Agility is the organizational state envisioned by moving to Agile processes; a state of constant change, evolution, innovation, improvement and re-invention.
- Agility is an enterprise's capability to respond to challenges, change direction, take advantage of opportunities; to be quick and nimble.
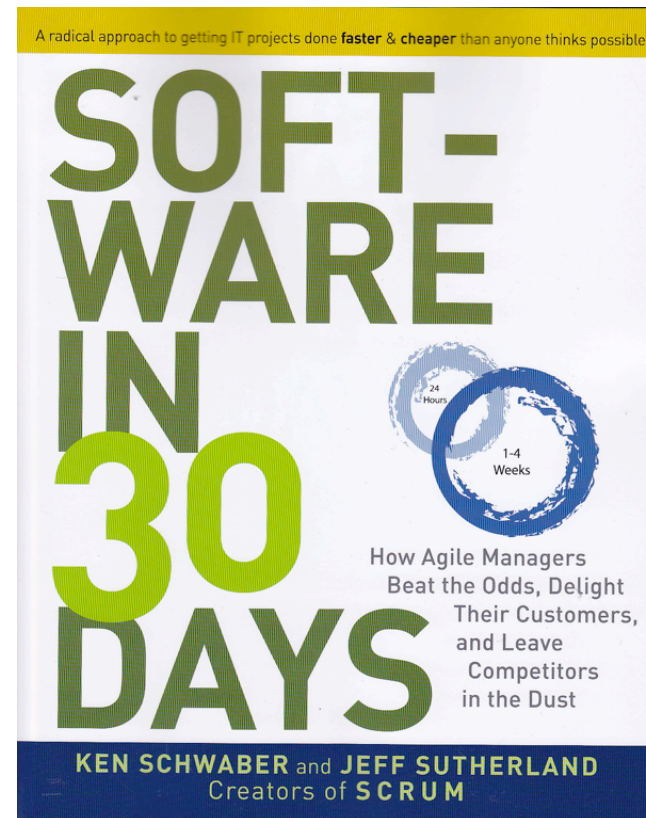
React	Explore (options)	Lead
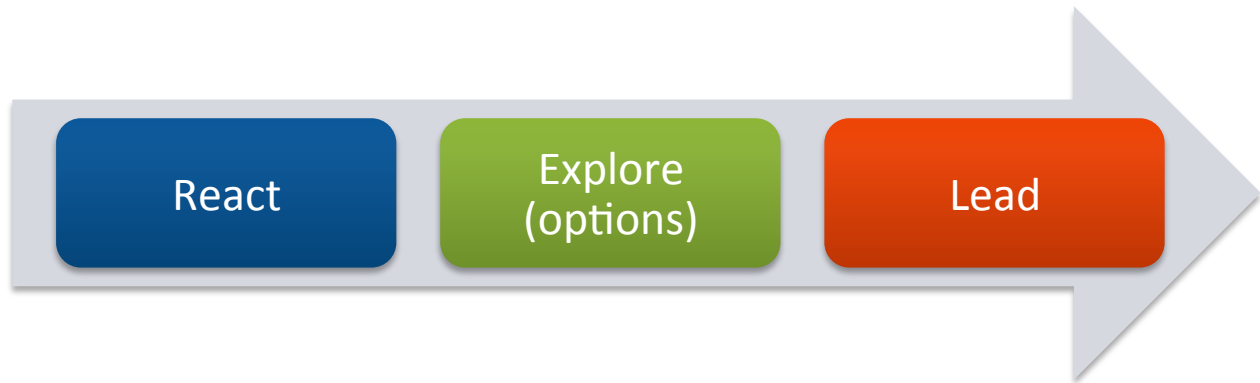
Scrum Adoption Models

- Bottom up & stealth
- Critical project or release: PRN* Scrum

- -

- Contained area of organization: the Scrum (software) Studio
- Profound and persistent change: Enterprise adoption
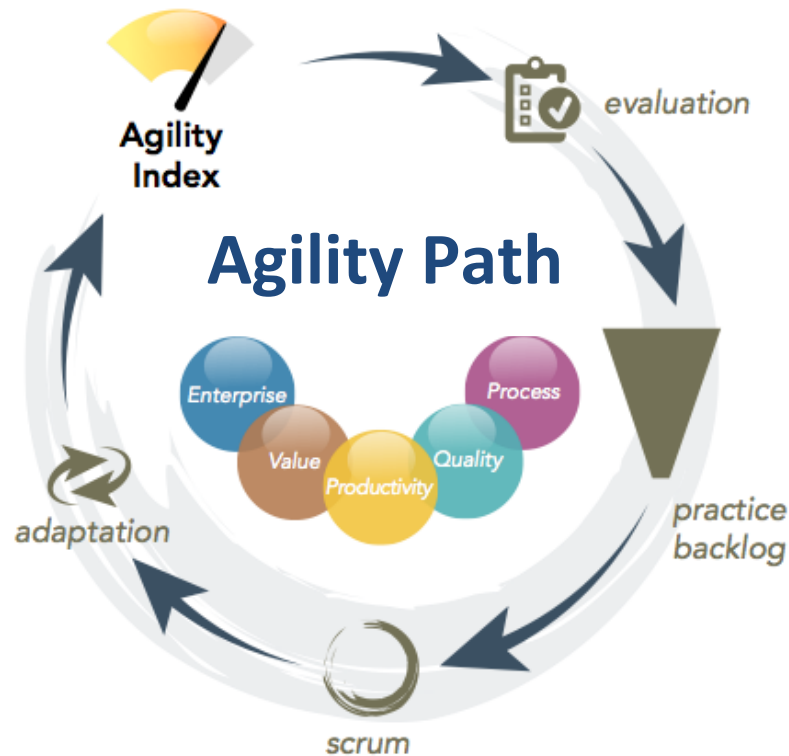
Pro Re Nata, or 'Take as needed'

11

Assertions

- Organizations are desperate to *be Agile*.
- Scrum is a *foundation* for Agility.
- Agility is a *path*:
  - Agility can't be planned.
  - Agility can't be dictated.
  - Agility has no end-state.

Organizations can gain more Agility by progressively refocusing their business functions.
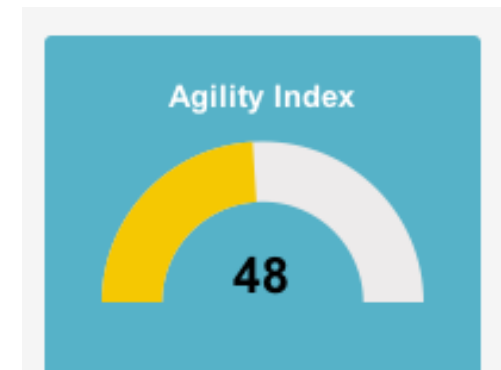
Agility Is A Path (Of Continuous Improvement)

Organizations can gain more Agility by progressively refocusing their business functions.

- It implies organizational and cultural change.
- An organization's core operating system needs a complementary operating system to address the change.
- Scrum is a great fit to manage this change.
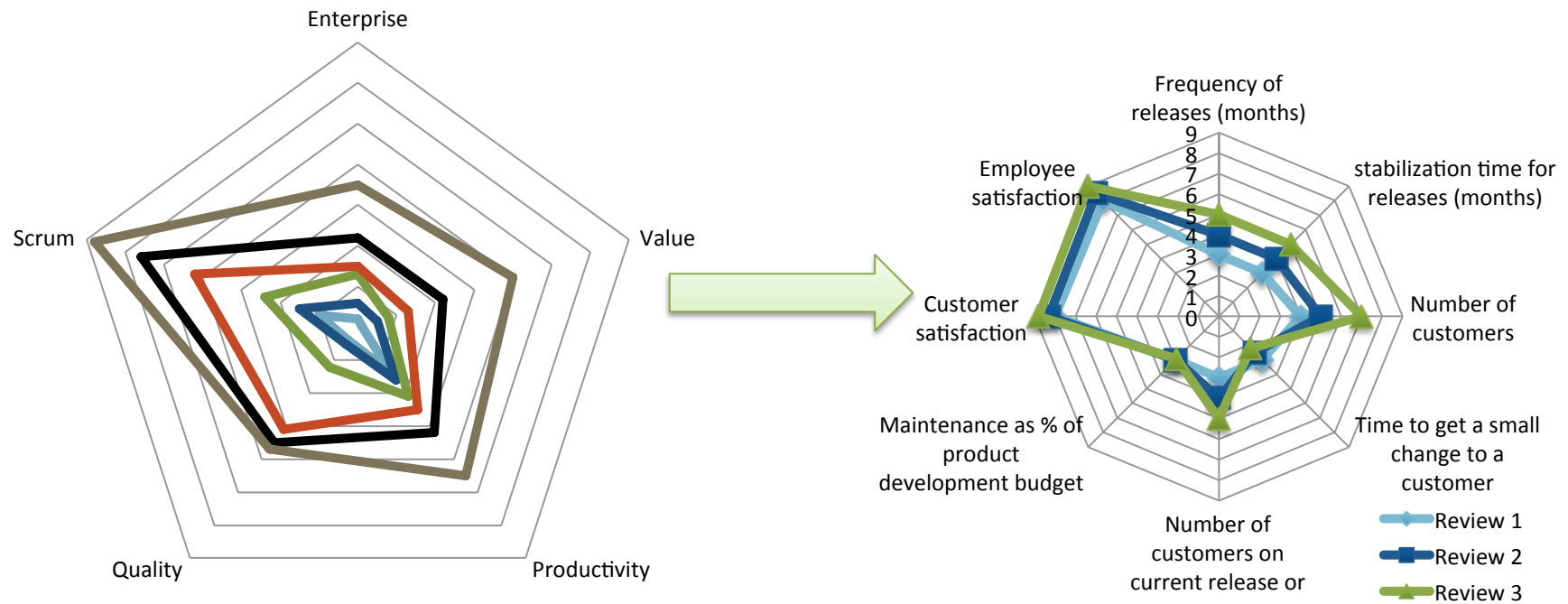- Management inspects progress in groupings of business functions toward agility.
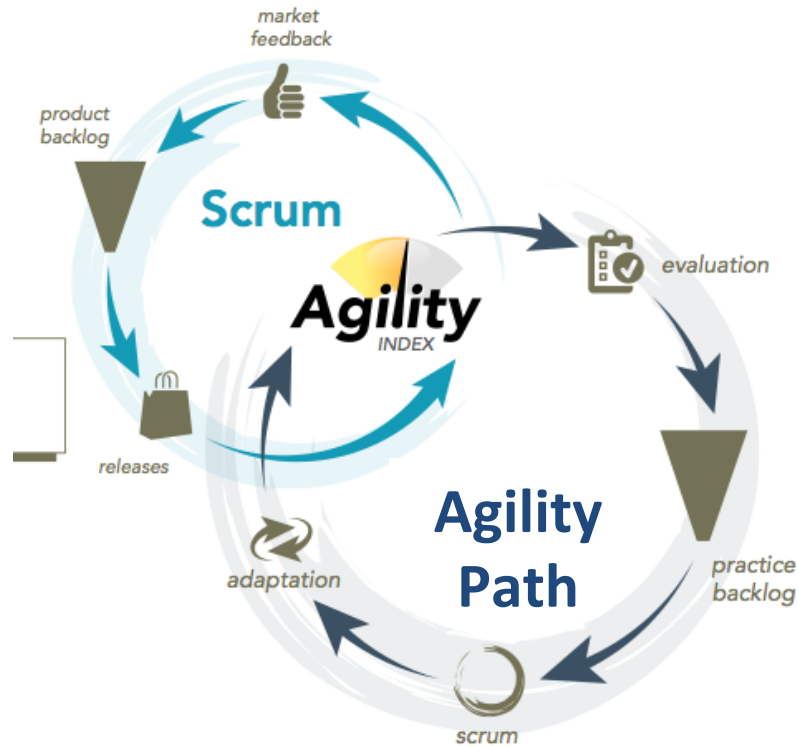
Improvement Becomes Transparent Through Measurements

- Agility Index summarizes progress towards more Agility.
- Agility Index reflects the outcome from improved operational and development practices.

Adapting Practices Should Improve Domain Performance

Agility Path Provides Guidance, Not Prescriptions

Thank you

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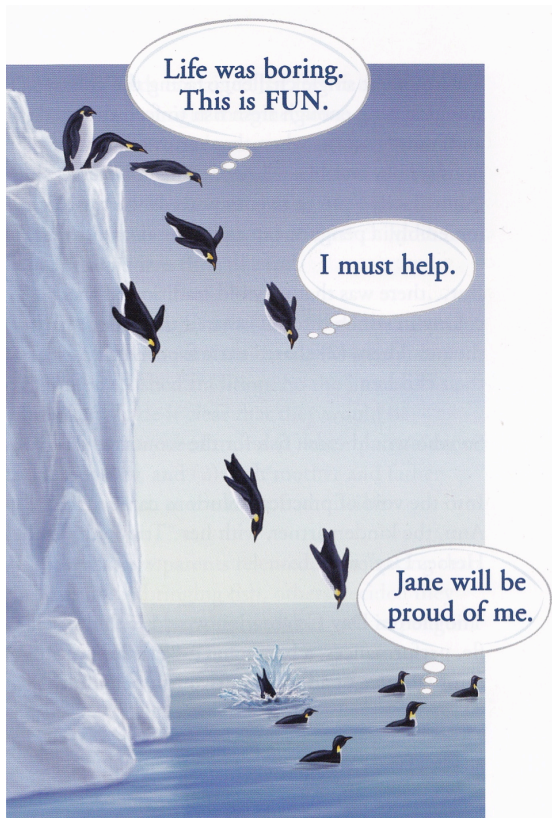LinkedIn.com
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About

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- Directing the Professional series at Scrum.org
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