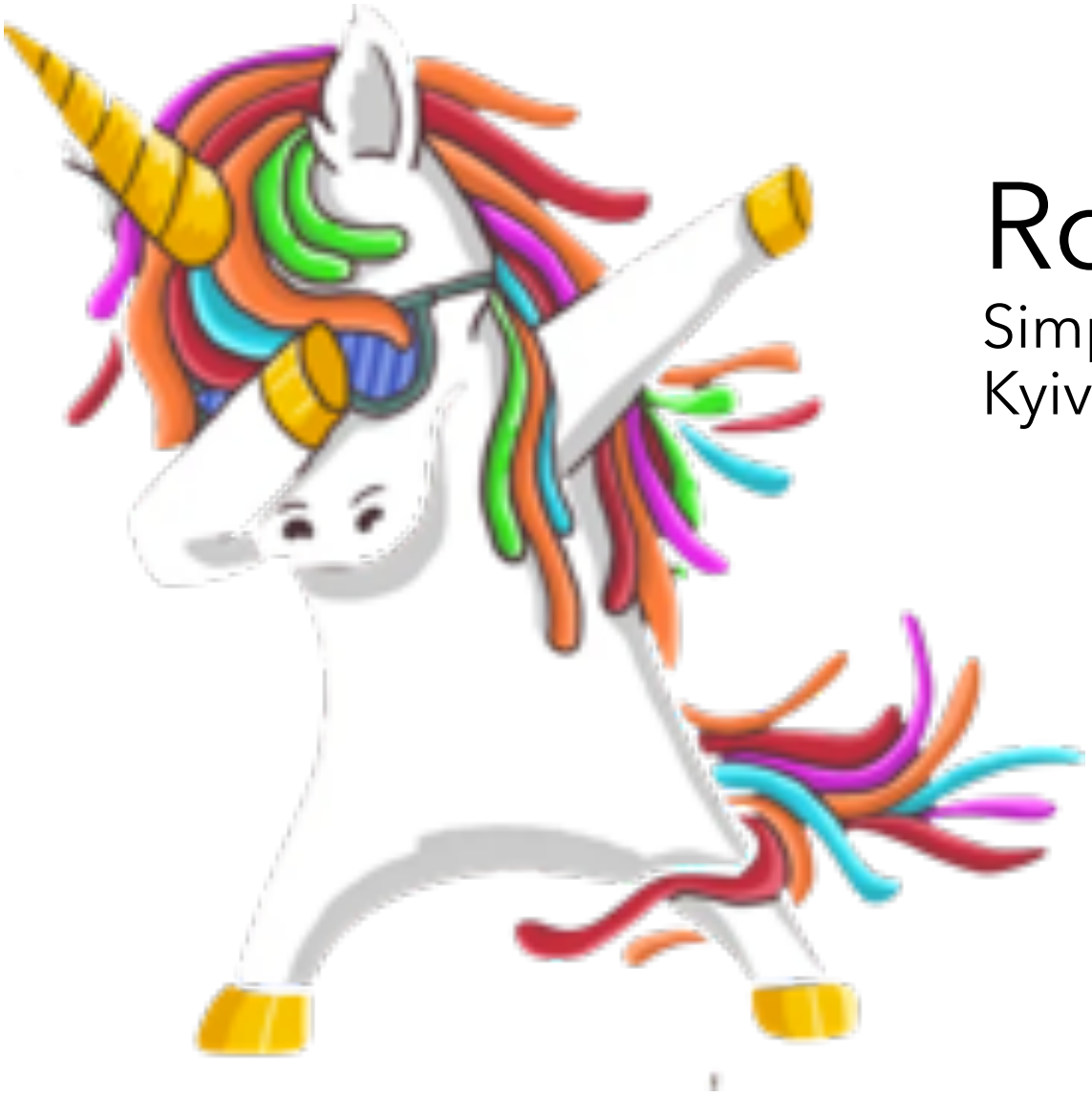

Roland Flemm

Simplicity day
Kyiv - 2020

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Scurm Fails. Now What?

Roland Flemm

Simplicity day 2020

roland flemm

dcme

Professional Scrum Trainer

Scrum.org

Certifications Earned

ScrumCards
Koos Coach
Scrum Master Forum

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EPIC FAIL
TRY AGAIN

Why is Scrum Failing?

ROLAND FLEMM
CC BY NC ND

Disapp[illegible]Scrum/Agile?

disappointment

/dɪsəˈpɔɪntm(ə)nt/

noun

sadness or displeasure caused by the non-fulfilment of one's hopes or expectations.

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Unfortunately, the training *"dealing with dissapointments"* has been cancelled.

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Expectations from Scrum/Agile

- Faster time to market
- More flexibility to beat the competitor
- Customer satisfaction (or customer delight!)
- Increased efficiency of Software Development
- To become a cool employer that attracts new talent
- No expectations. (We adopted Scrum because the boss wanted it.)

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Project companies and near-shoring

- Fixed price contracts
- Customers simply “buy software”
- Customers come here because it is cheap
- We build software for the customers of our customers

You thought it was easy...

- **Roles without mandate**
- **Events without purpose**
- **Artefacts without customers**
- **Unforseen scaling effects**
- **Partial implementation without proper interfacing**

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Scrum is not suitable for all work

Adopting Scrum for the wrong reasons

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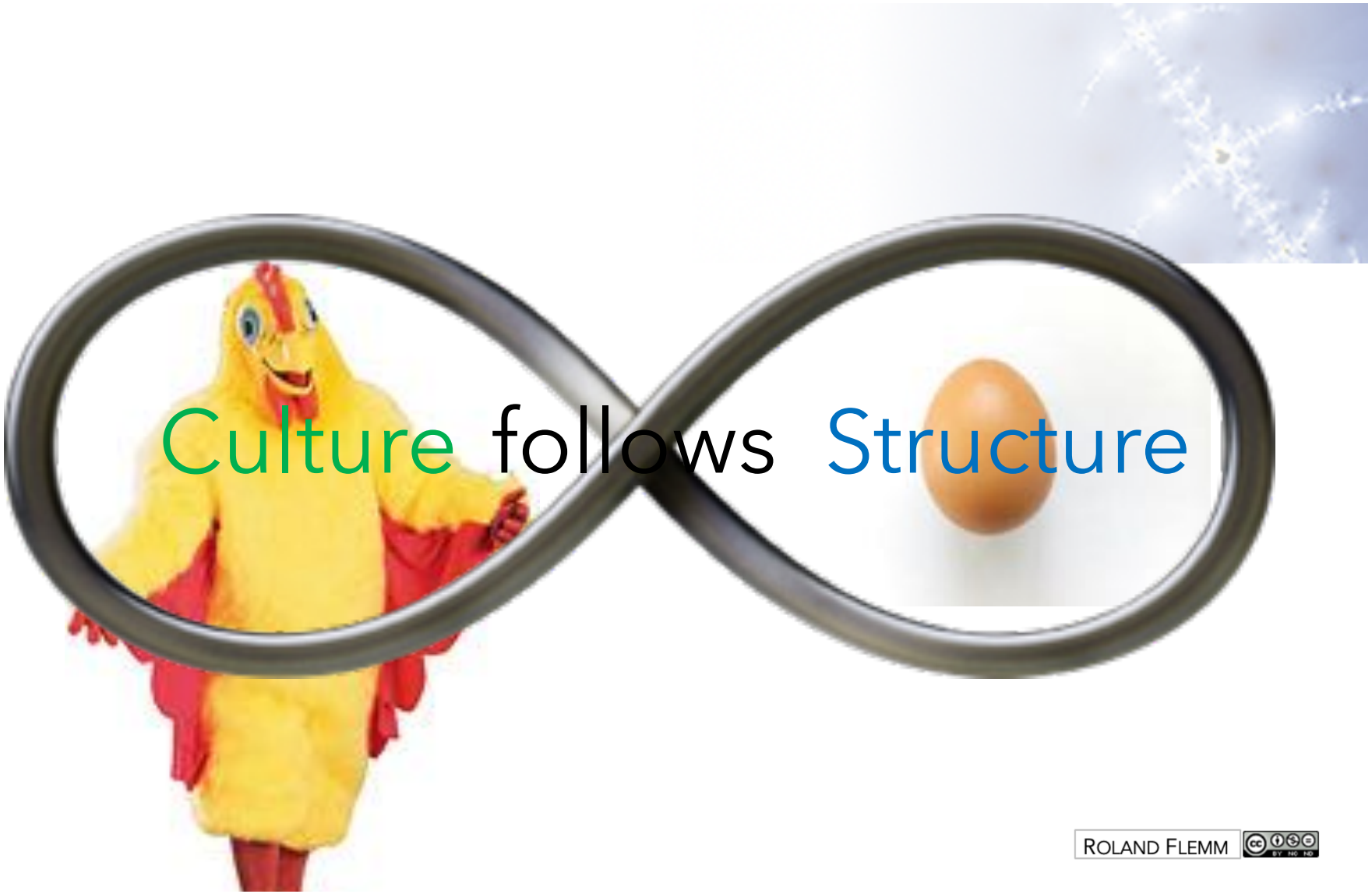

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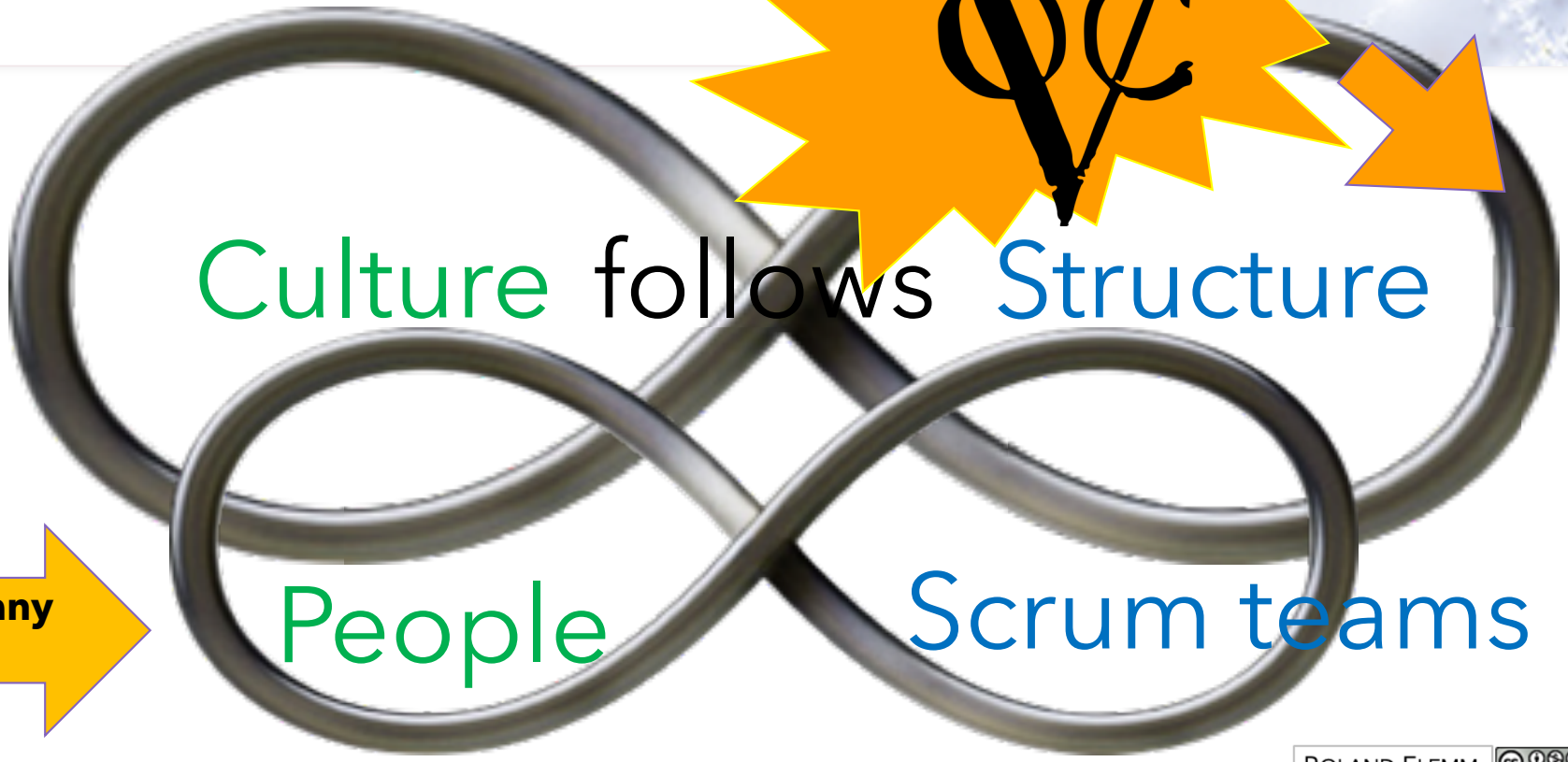
Scrum/Agile in Netherla

Netherlands



Culture follows Structure

People

Scrum teams

Company level

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Result: “Enterpreneural” team culture

ARE ENTREPRENEURS

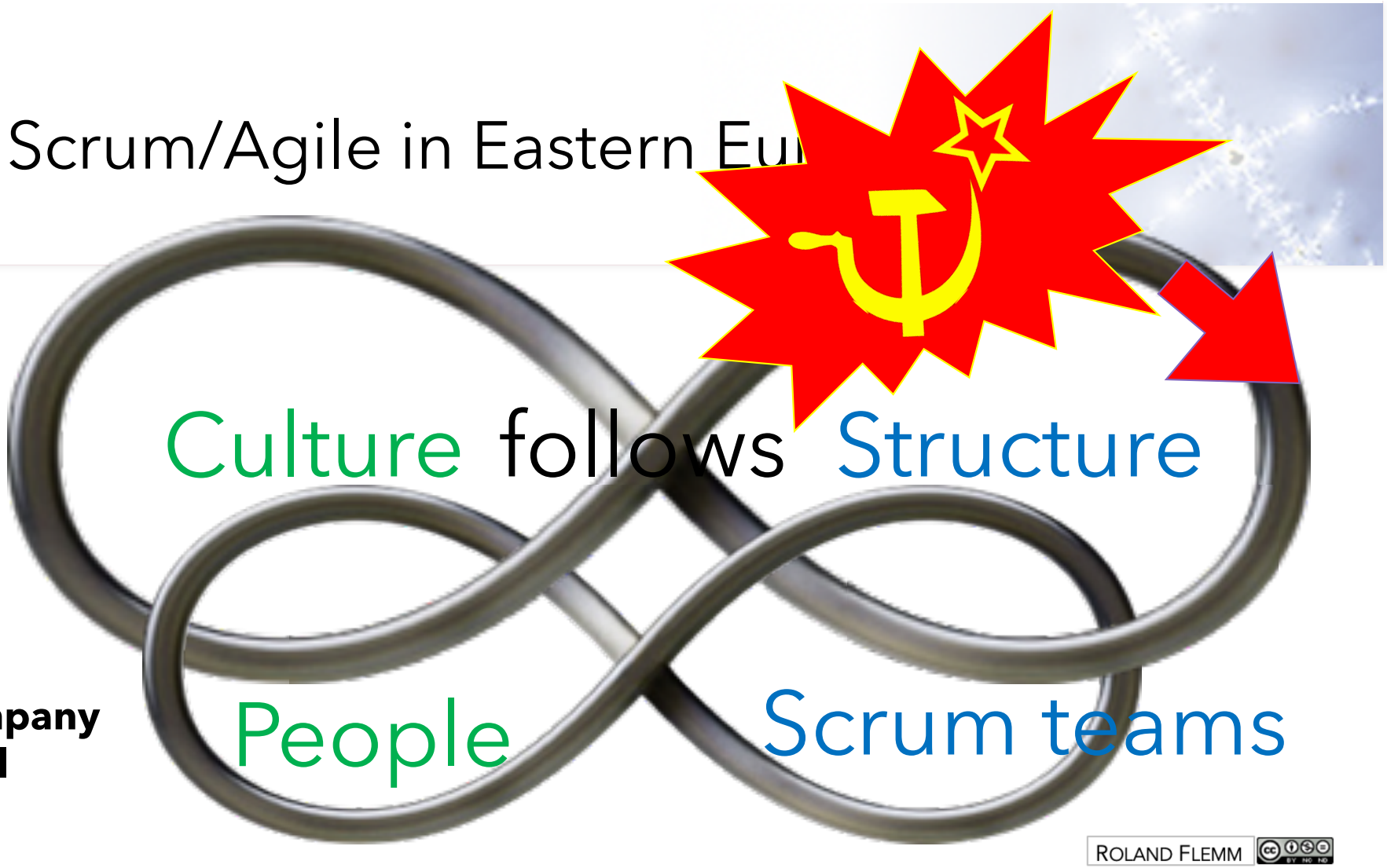
TAKE INITIATIVES

DEMAND MANDATE

THINK SYSTEMICALLY

EMBRACE CHANGE

Scrum/Agile in Eastern Eu



Company level

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Result: “Post-sovjet” team culture

BEHAVE LIKE CIVIL SERVANTS

AVOID TAKING INITIATIVE

AVOID TAKING RESPONSIBILITY

COMPLAIN BUT DON’T ACT

THINK LOCALLY/OR DON’T THINK AT ALL

OPPOSE TO CHANGE

It’s all about mindset...

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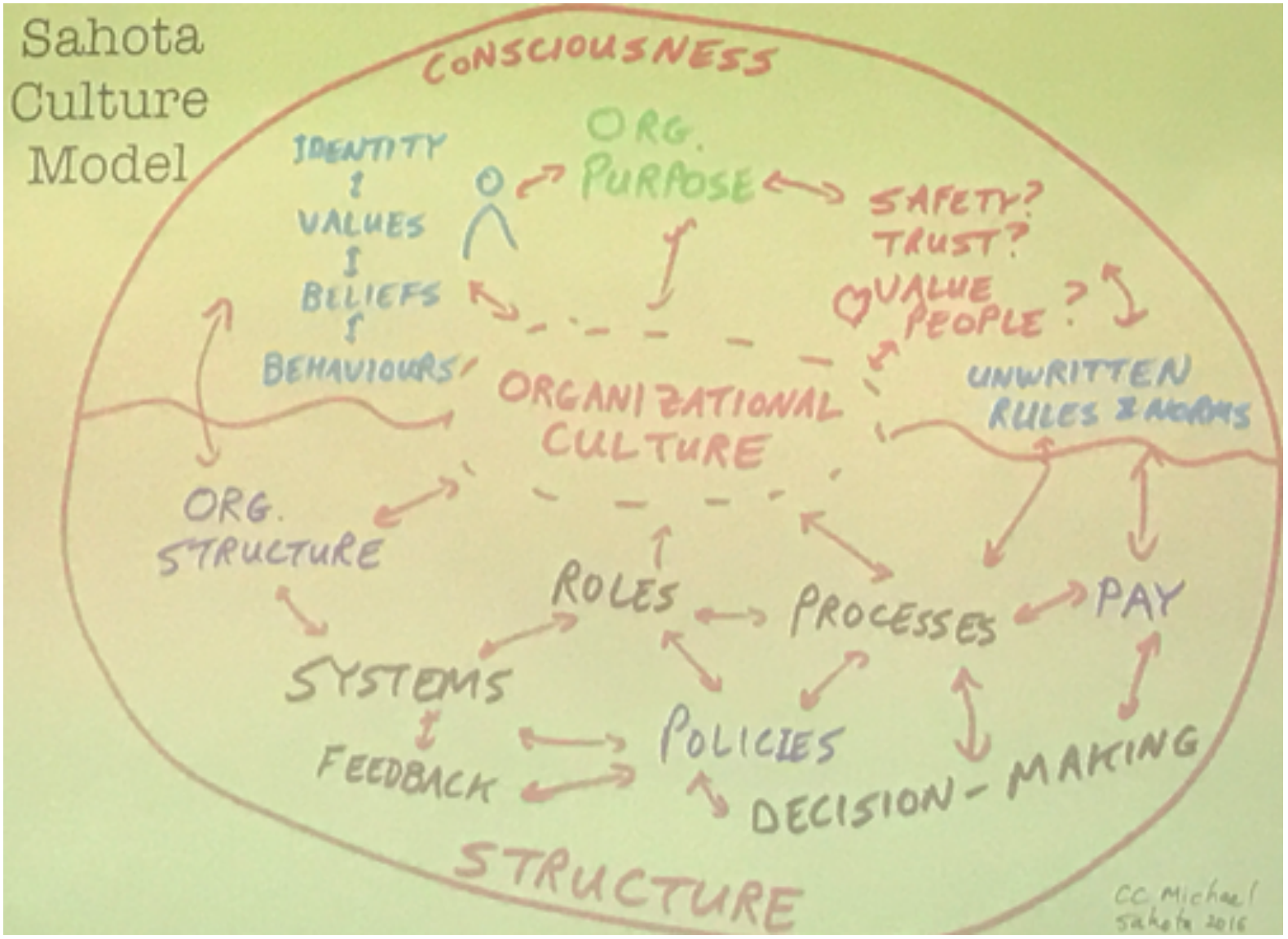
We can change culture by changing the structure



What are our options?

Re-vamp an old method

"PRINCE -III"

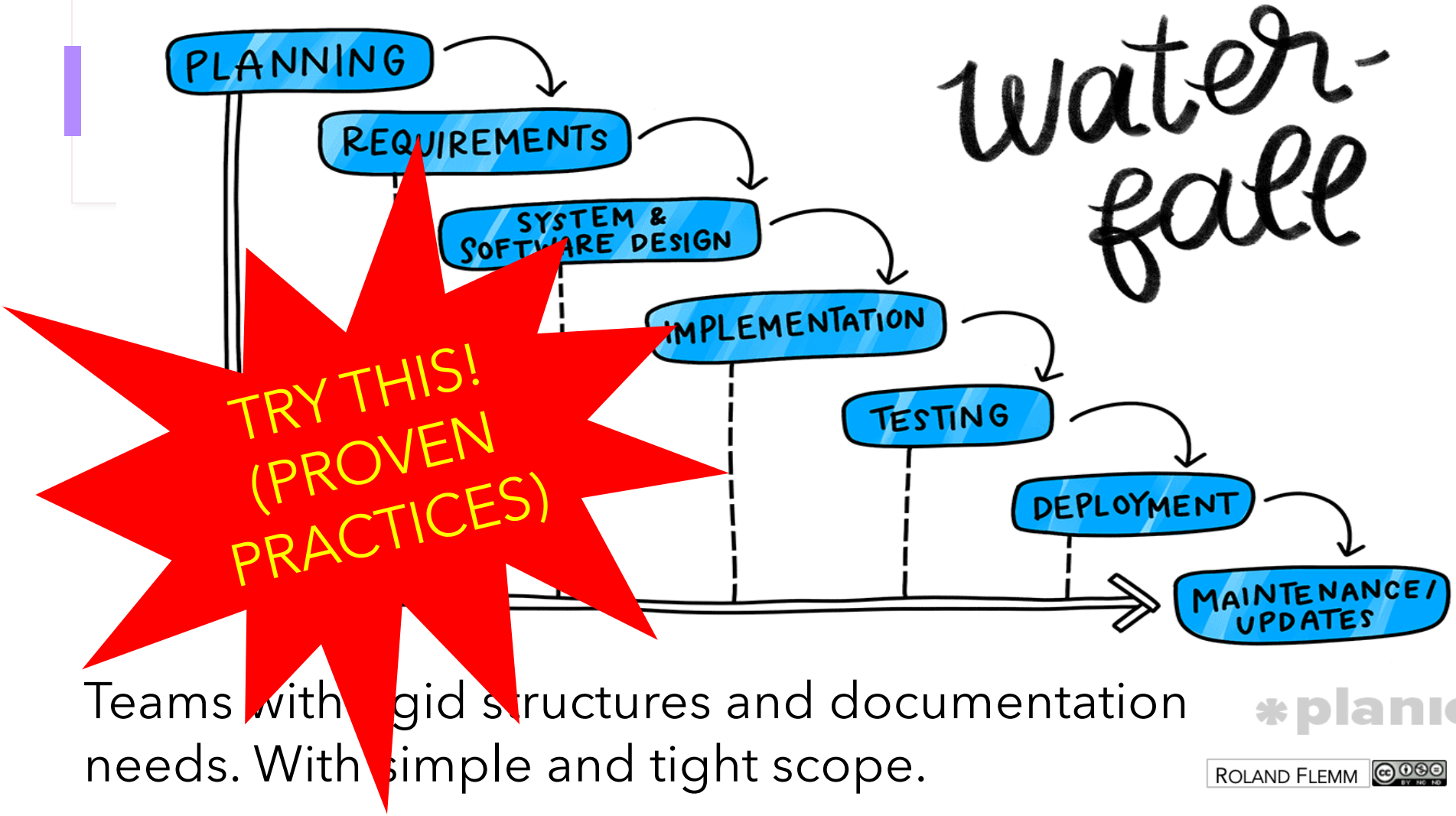
The “Scream-guide”

Adopt the next greatest agile framework

Do you *NEED* Scrum?

The first question is…

Stop Trying!
Maybe you don’t need Scrum/Agile
Experminet to switch to less empirical frameworks



Teams with rigid structures and documentation needs. With simple and tight scope.

planio

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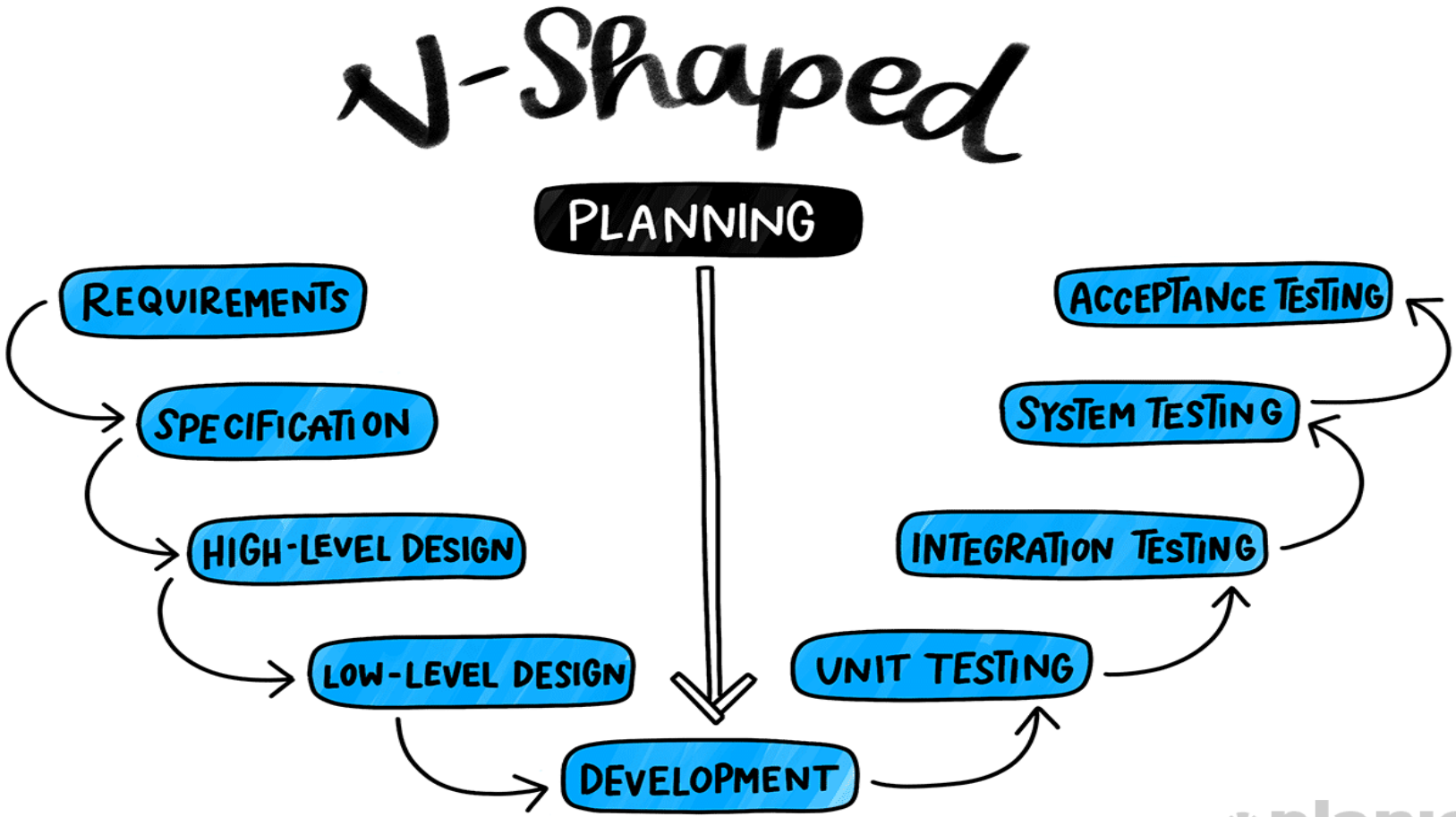

planio

Teams working on smaller projects with a tight scope.

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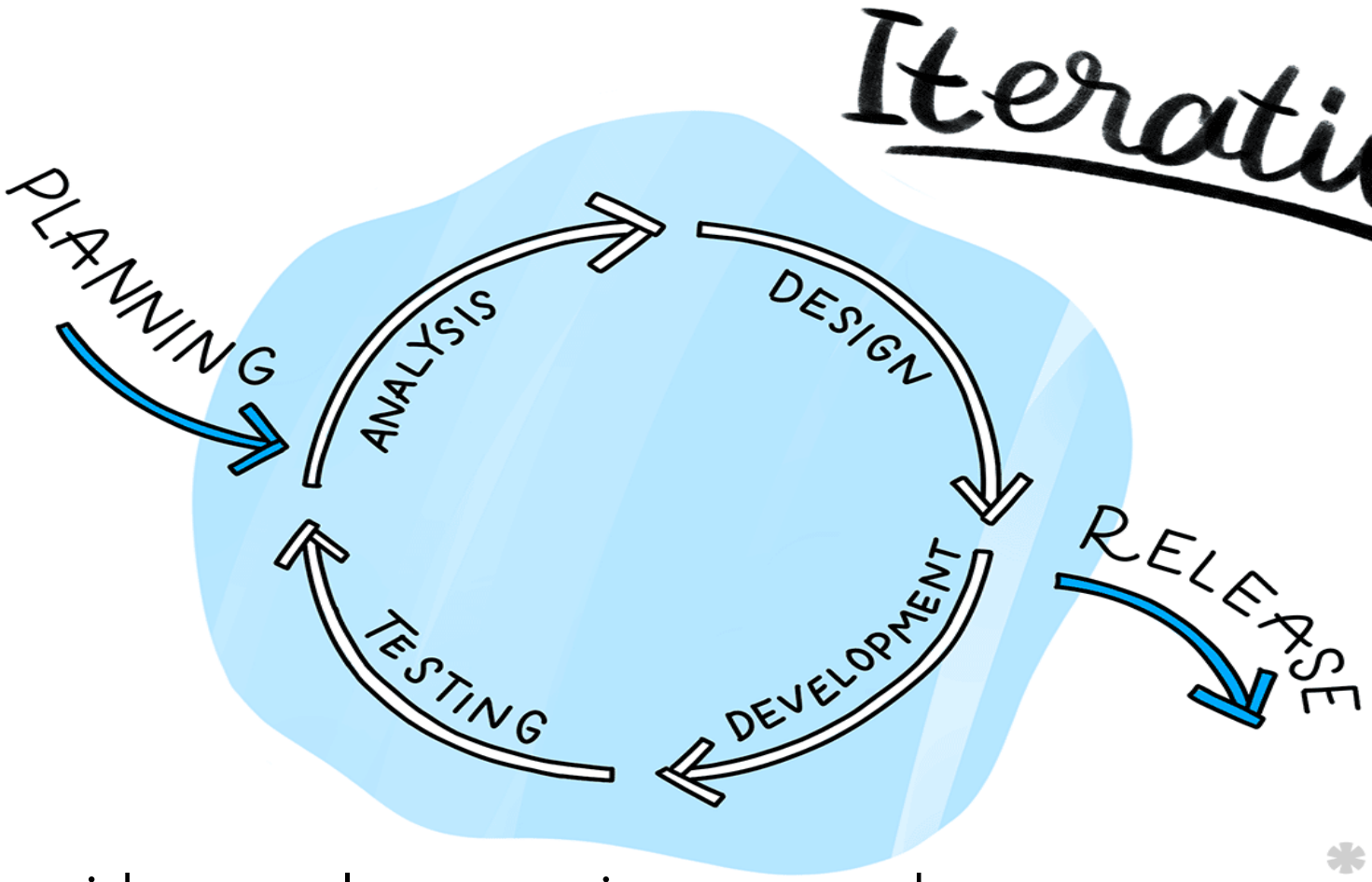
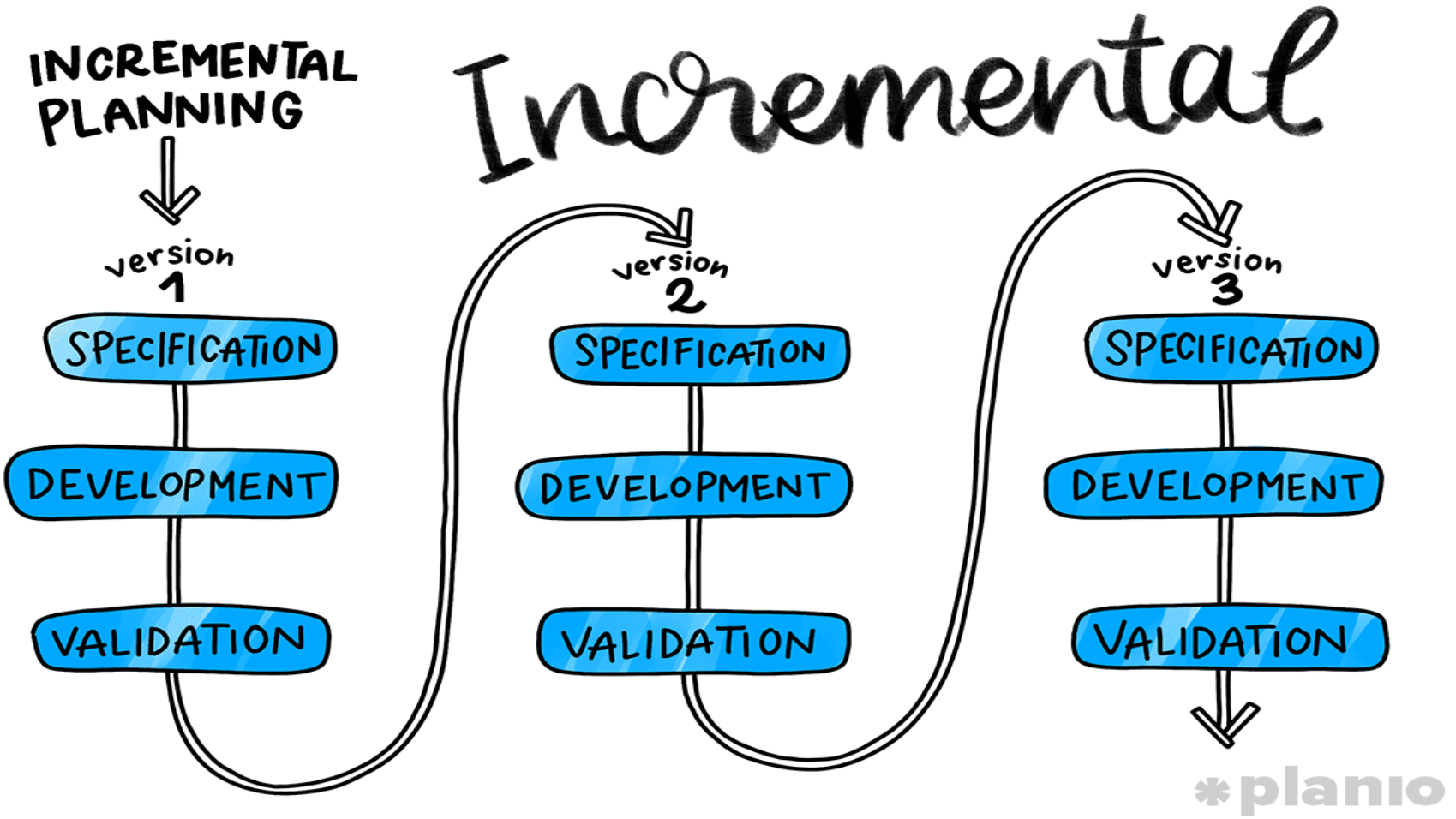
Iterative



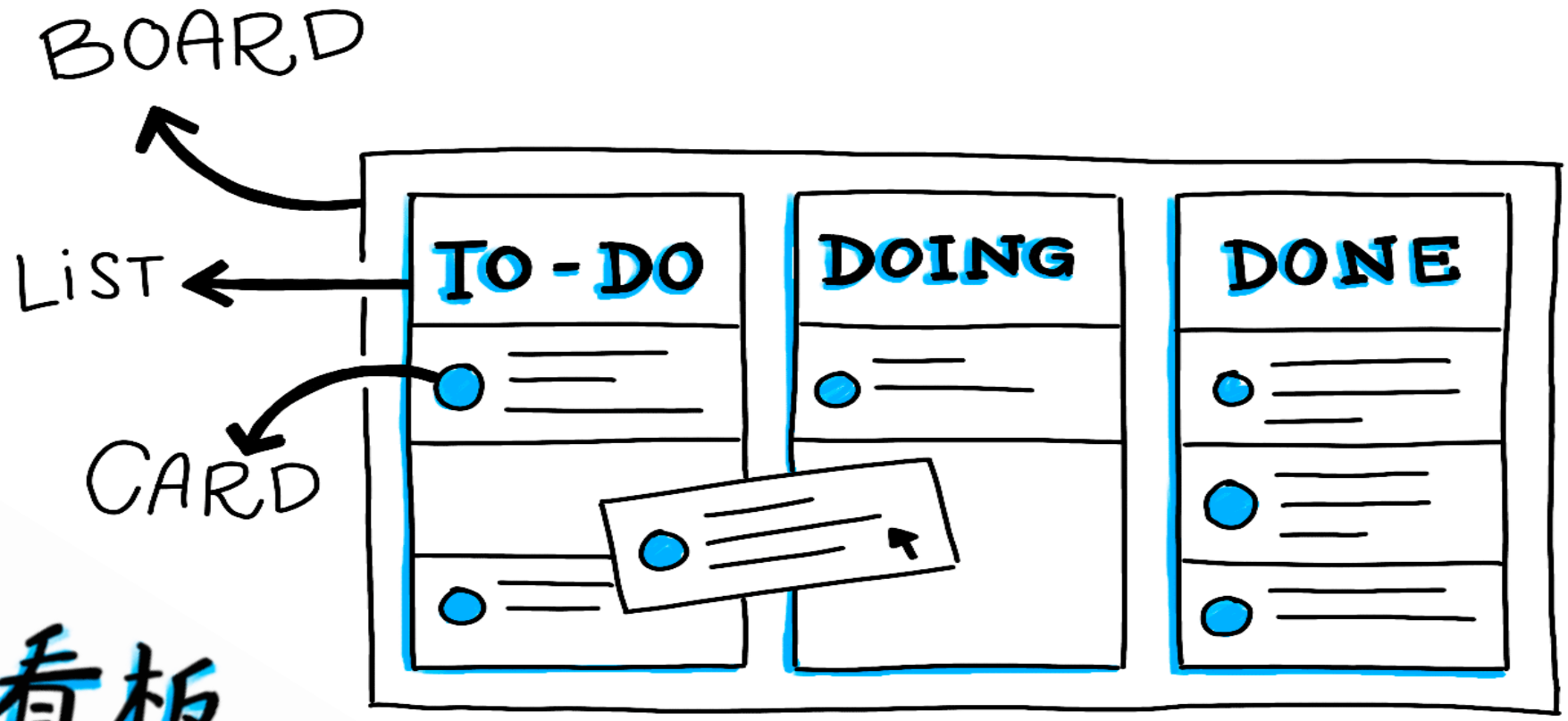
Teams with very clear requirements who want more flexibility than regular Waterfall

planio
ROLAND FLEMM



Teams with pretty clear requirements who want more flexibility than regular Waterfall

ROLAND FLEMM



看板

KANBAN

Teams with a continuous flow of Work, not product development.

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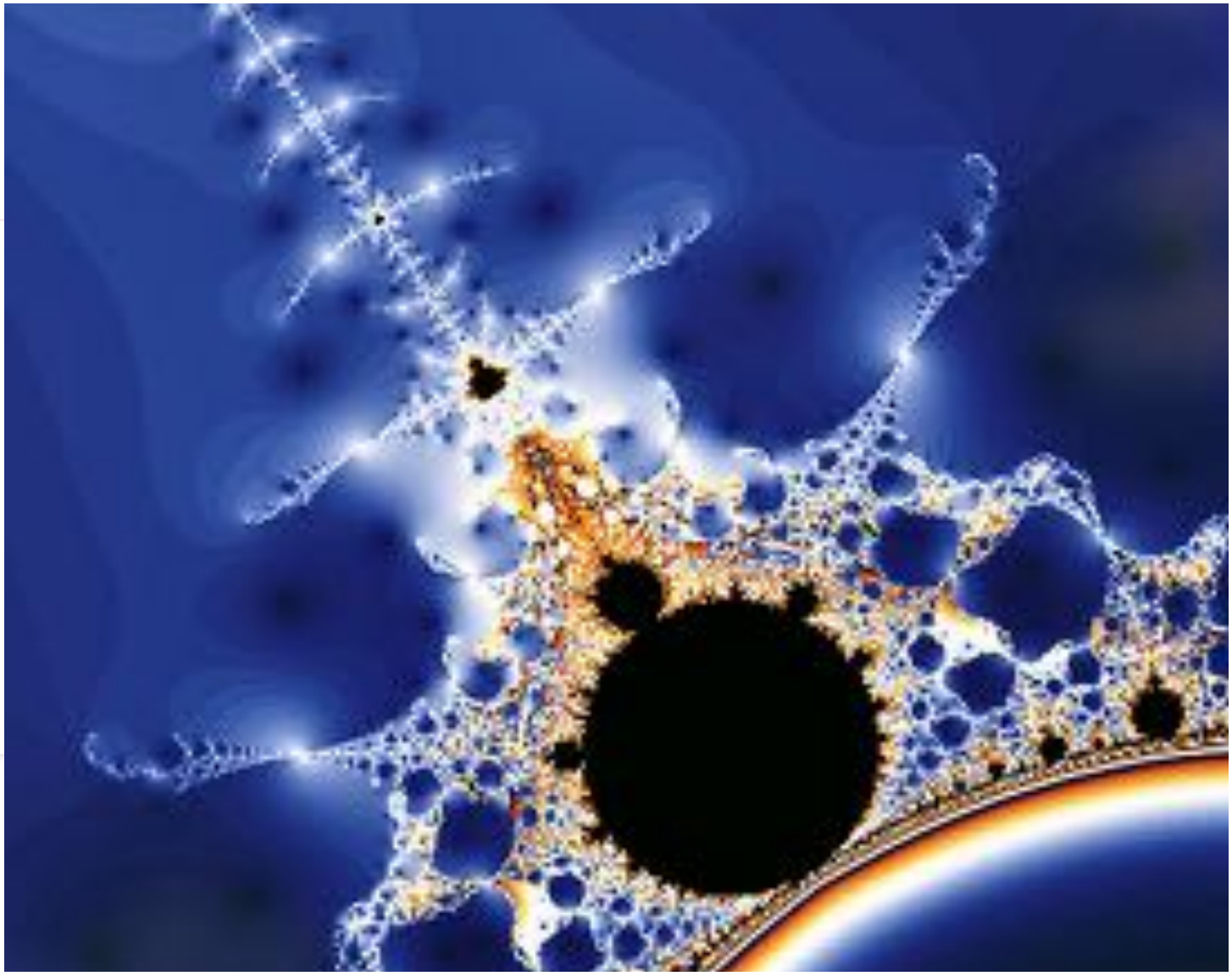
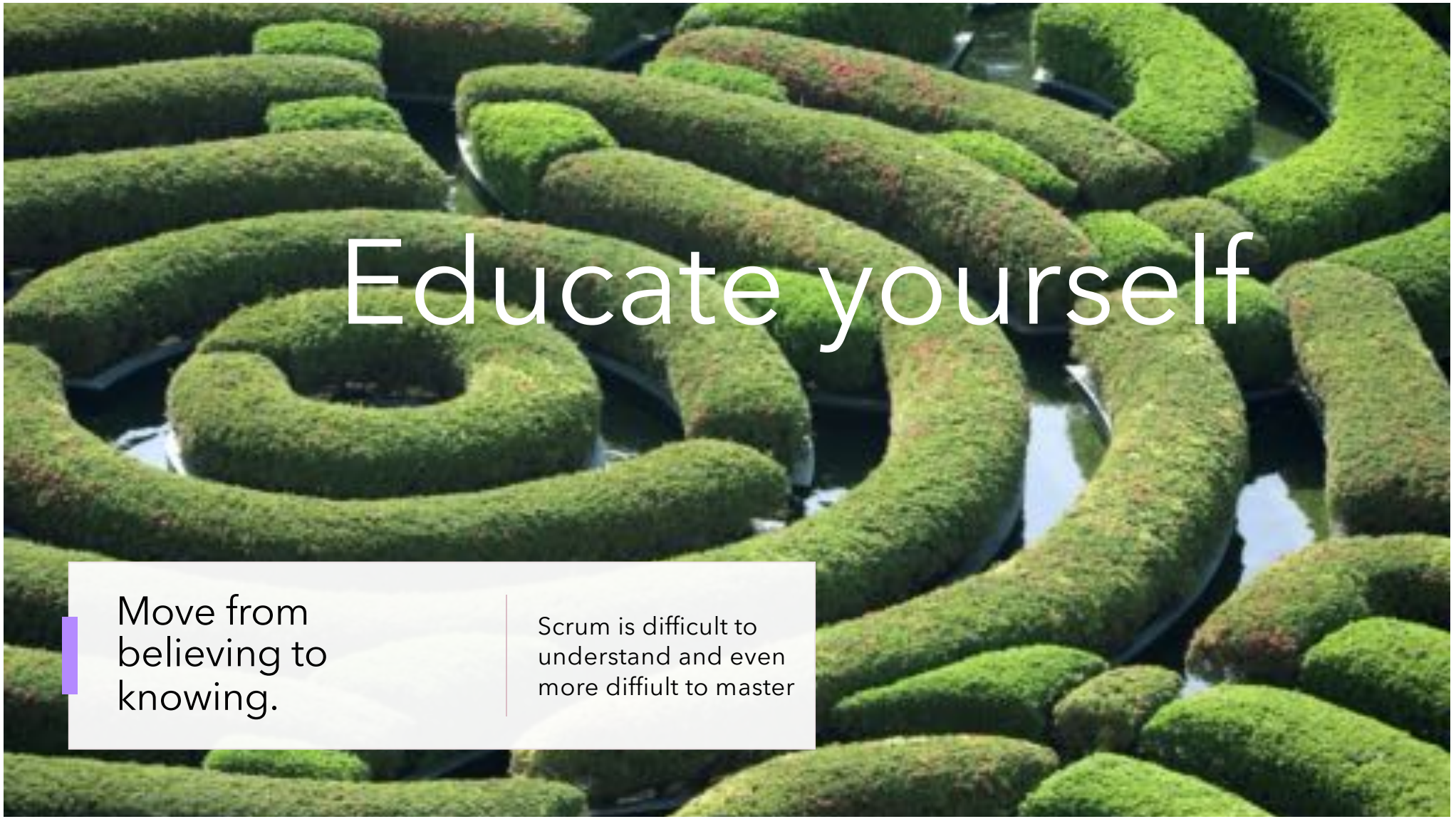
Stick to Scrum and fix your problems …



Do you ***BELIEVE*** in Scrum?

The second question is…


Educate yourself
Move from believing to knowing.
Scrum is difficult to understand and even more diffiult to master

How to fix Srum (v 1.0)

LEARN

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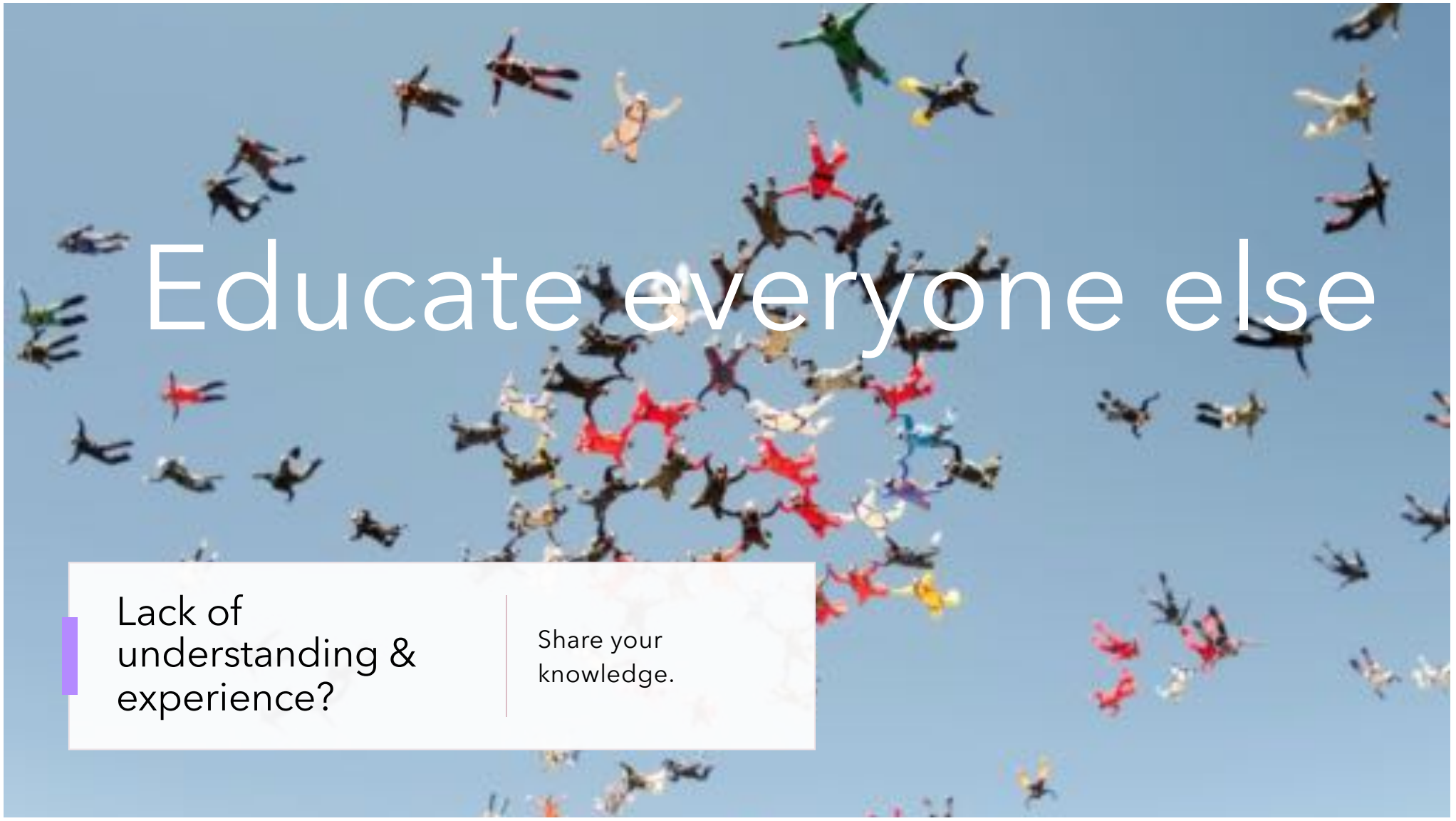
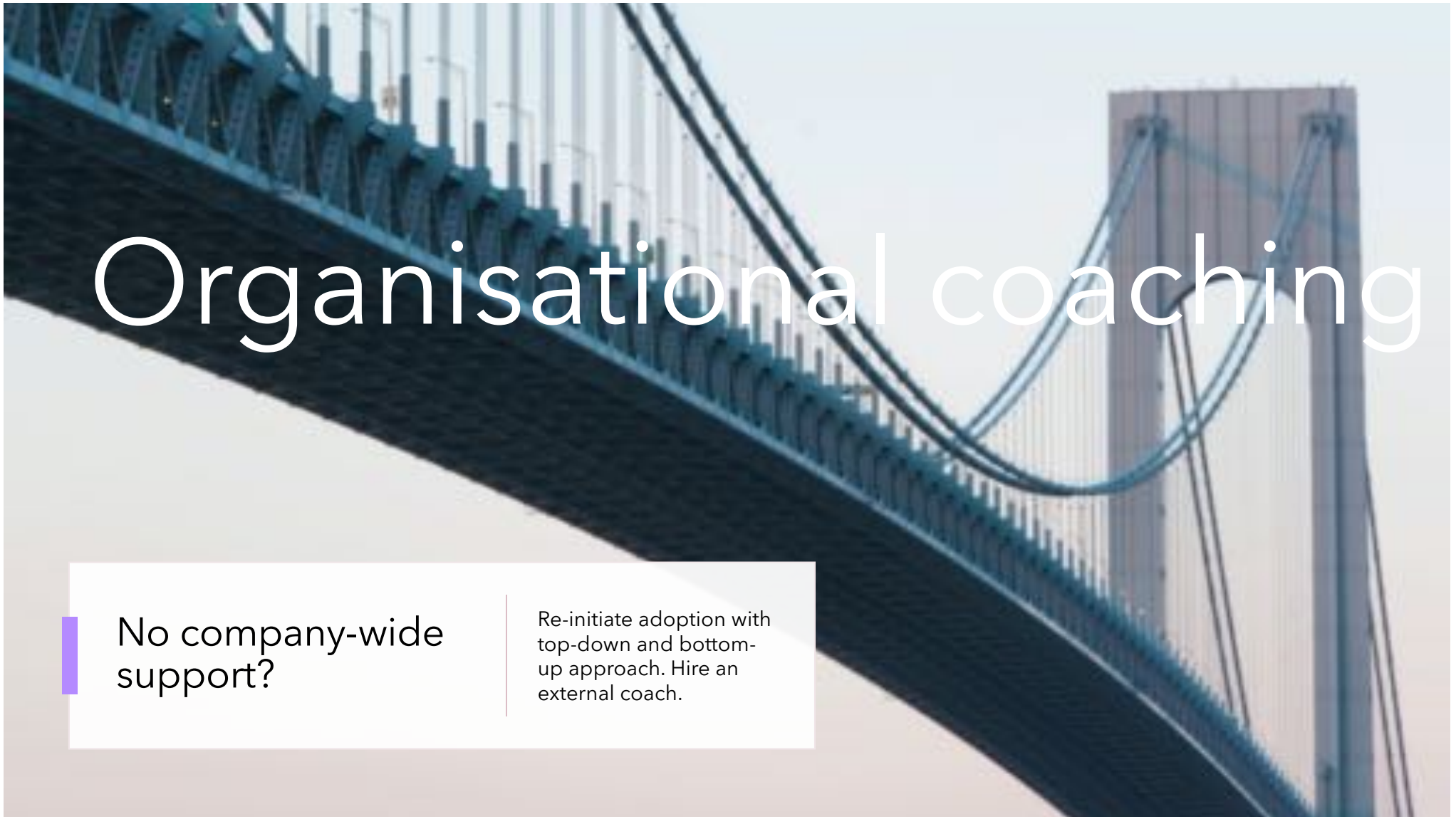
That's me!


Educate everyone else
Lack of understanding & experience?
Share your knowledge.



Organisational coaching

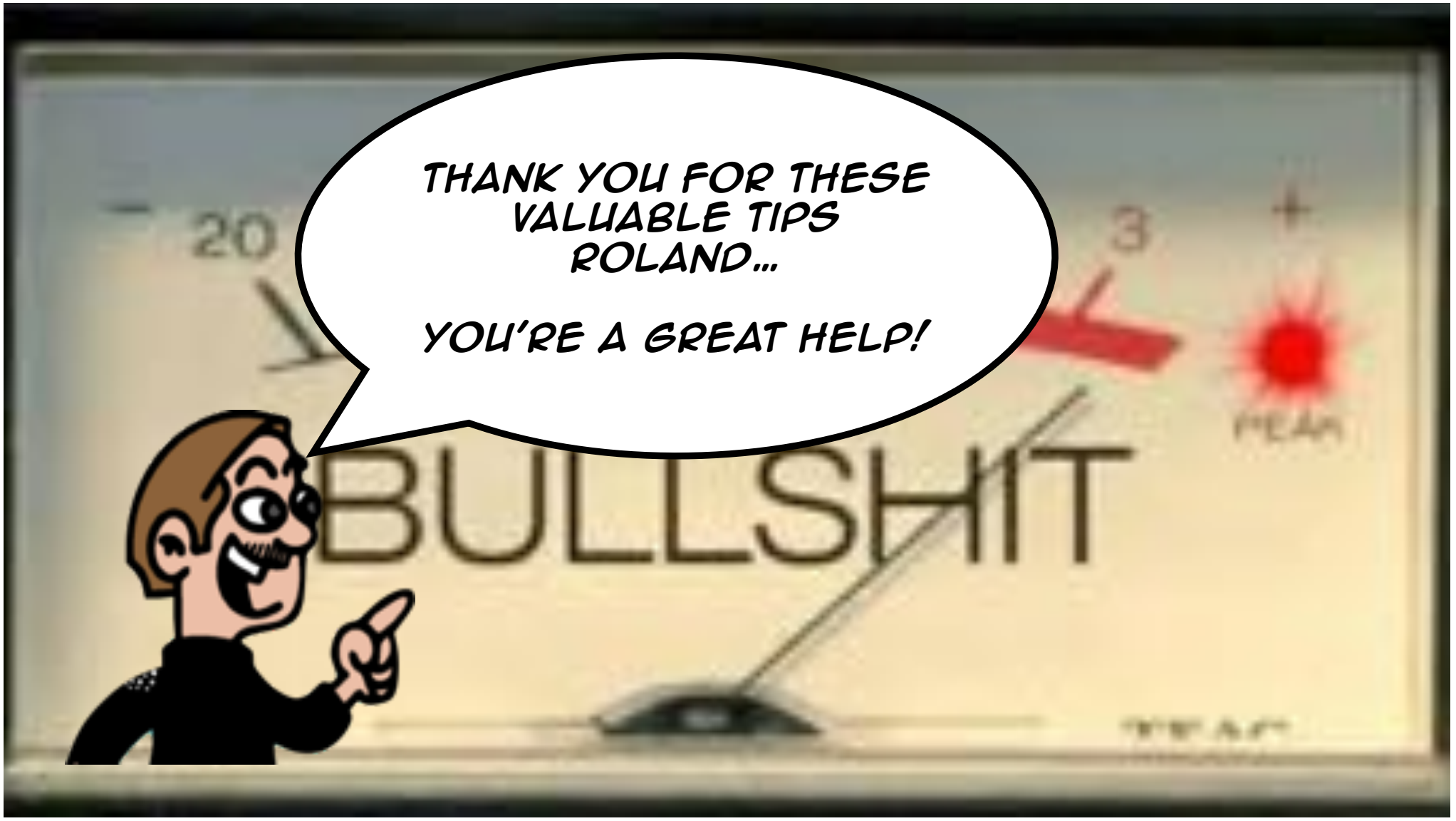
No company-wide support?	Re-initiate adoption with top-down and bottom-up approach. Hire an external coach.

How to fix Srum (v 1.1)

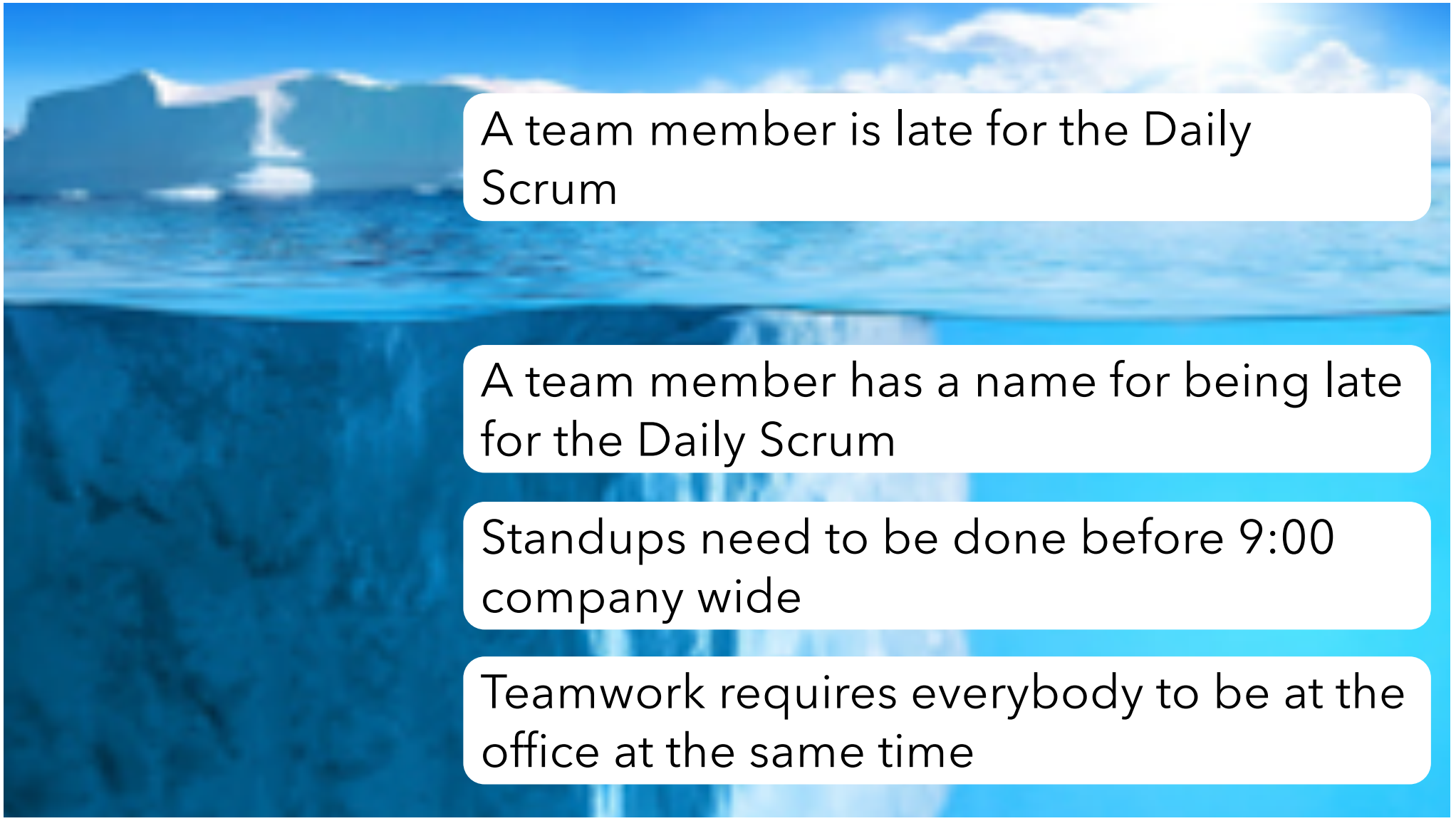
LEARN

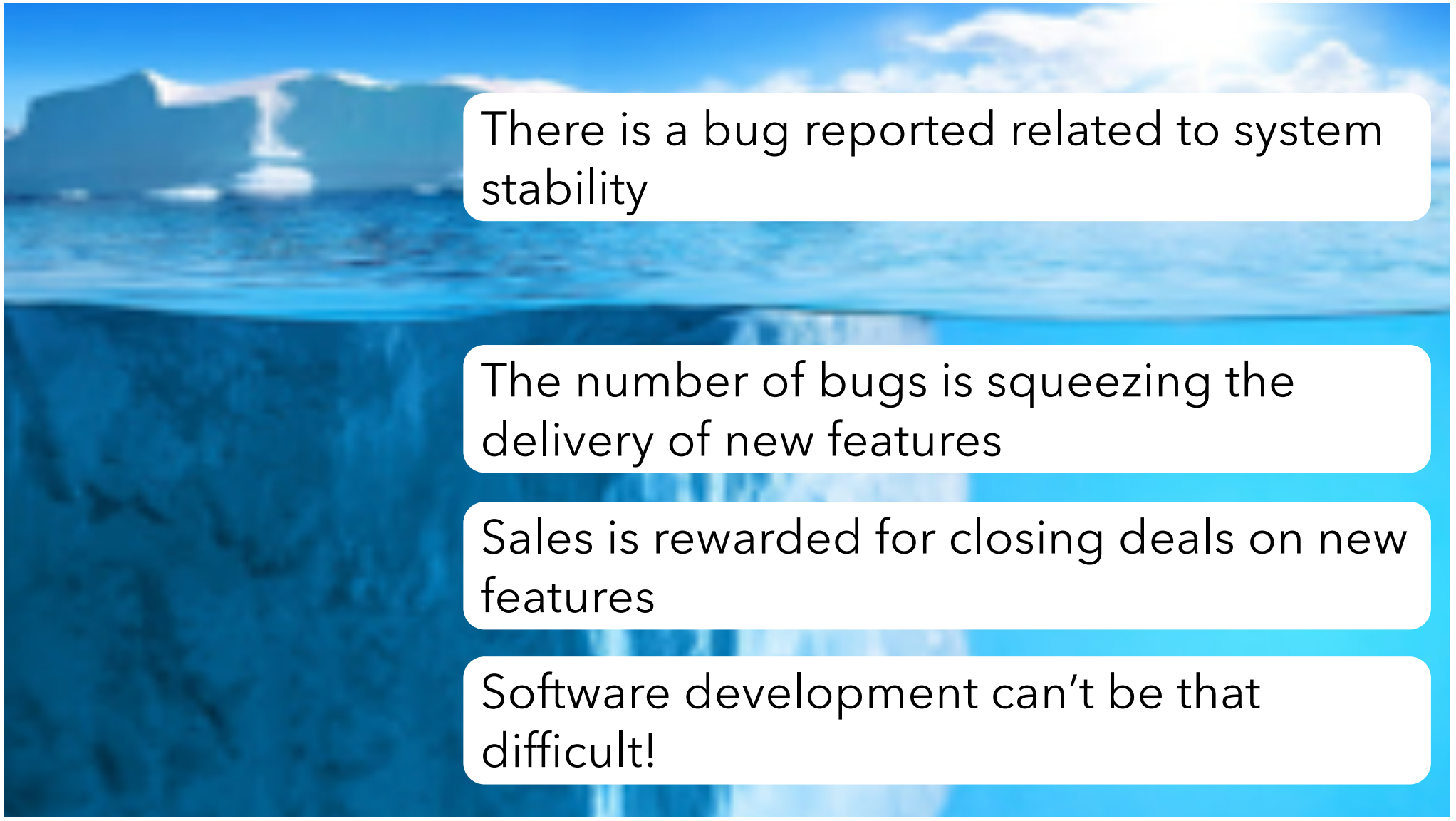
TEACH

COACH


THANK YOU FOR THESE VALUABLE TIPS ROLAND...
YOU'RE A GREAT HELP!
BULLSHIT
20
3
+
PEAK

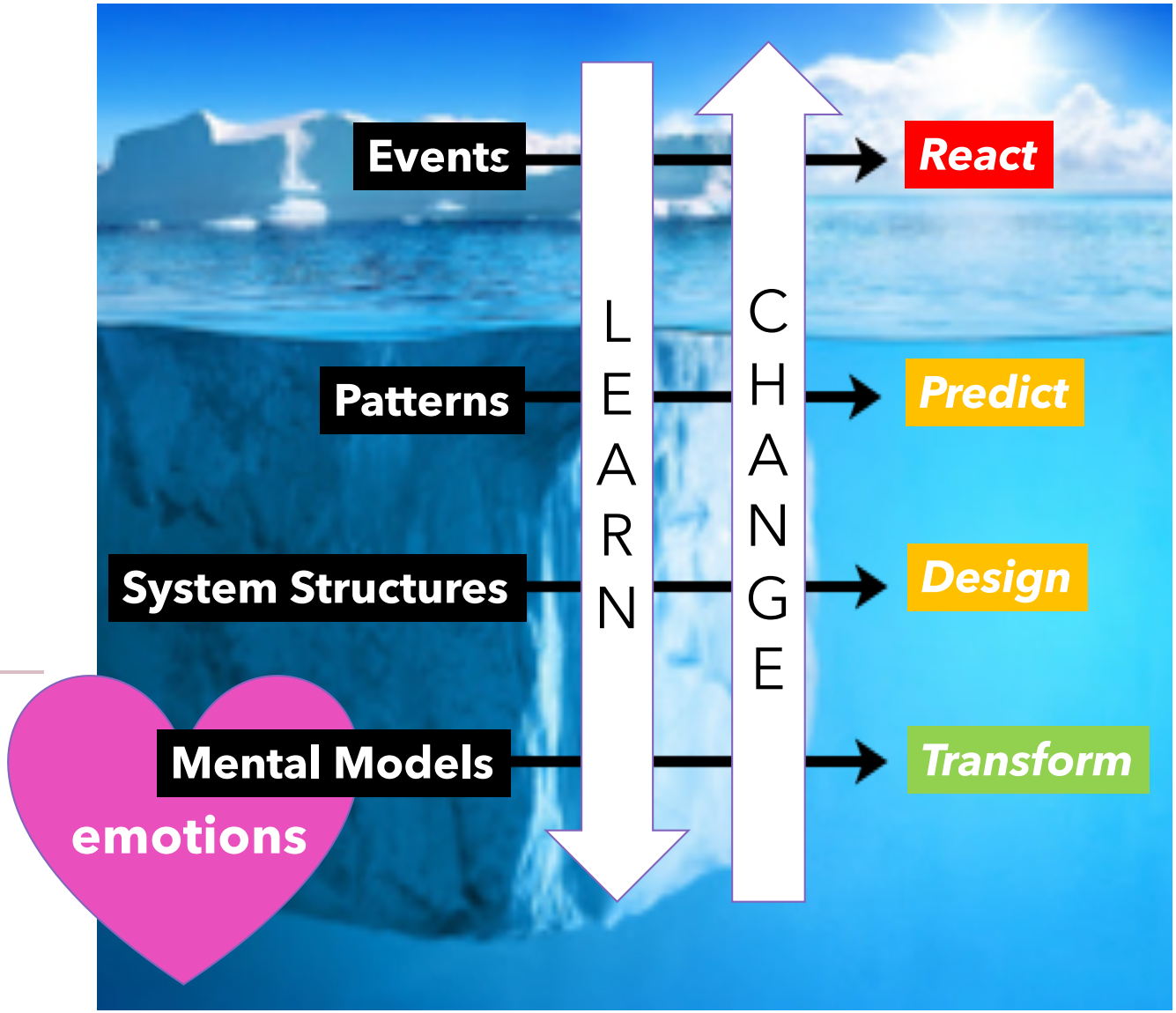
This is what the problem
really feels like.

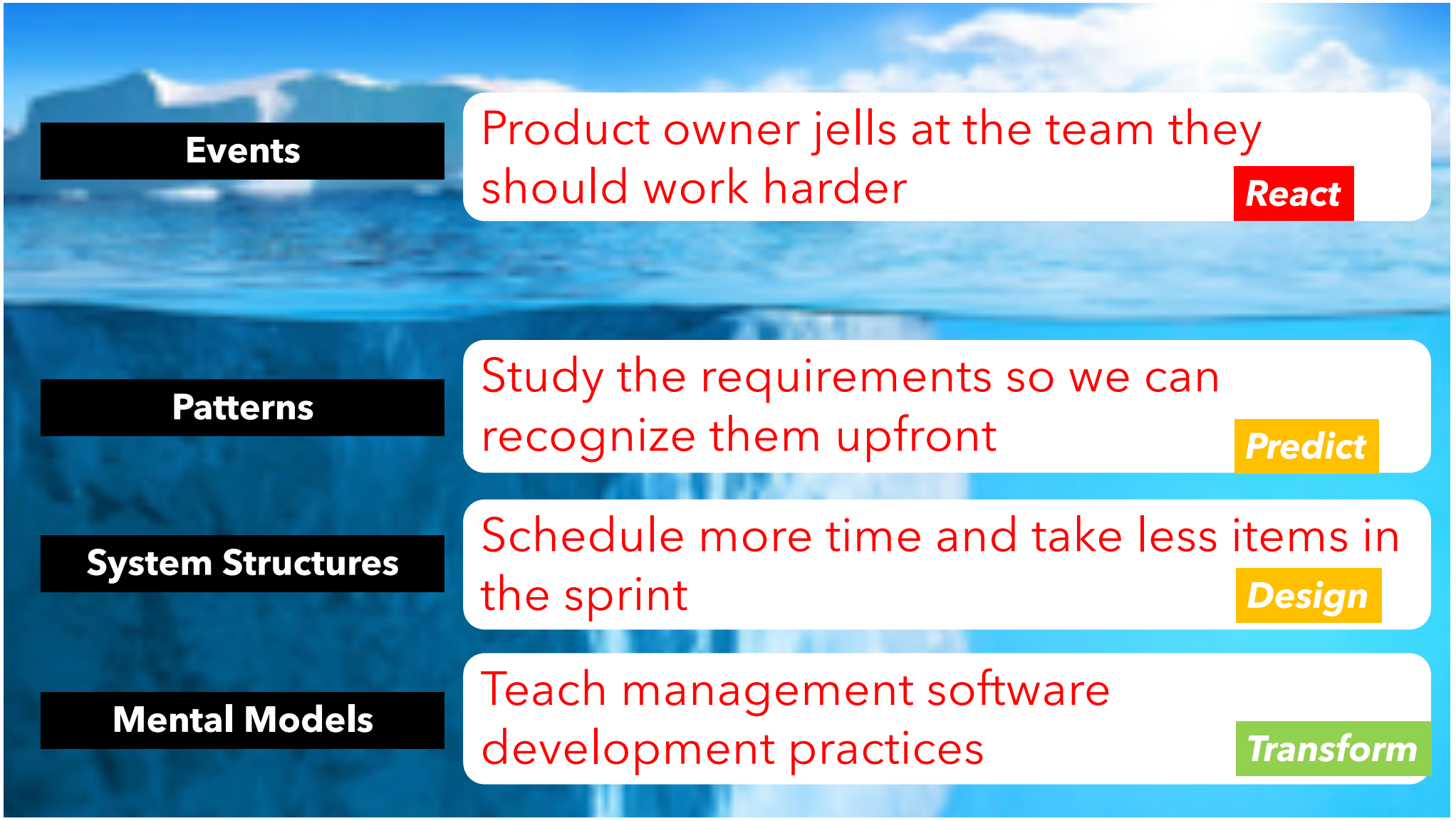

A team member is late for the Daily Scrum
A team member has a name for being late for the Daily Scrum
Standups need to be done before 9:00 company wide
Teamwork requires everybody to be at the office at the same time

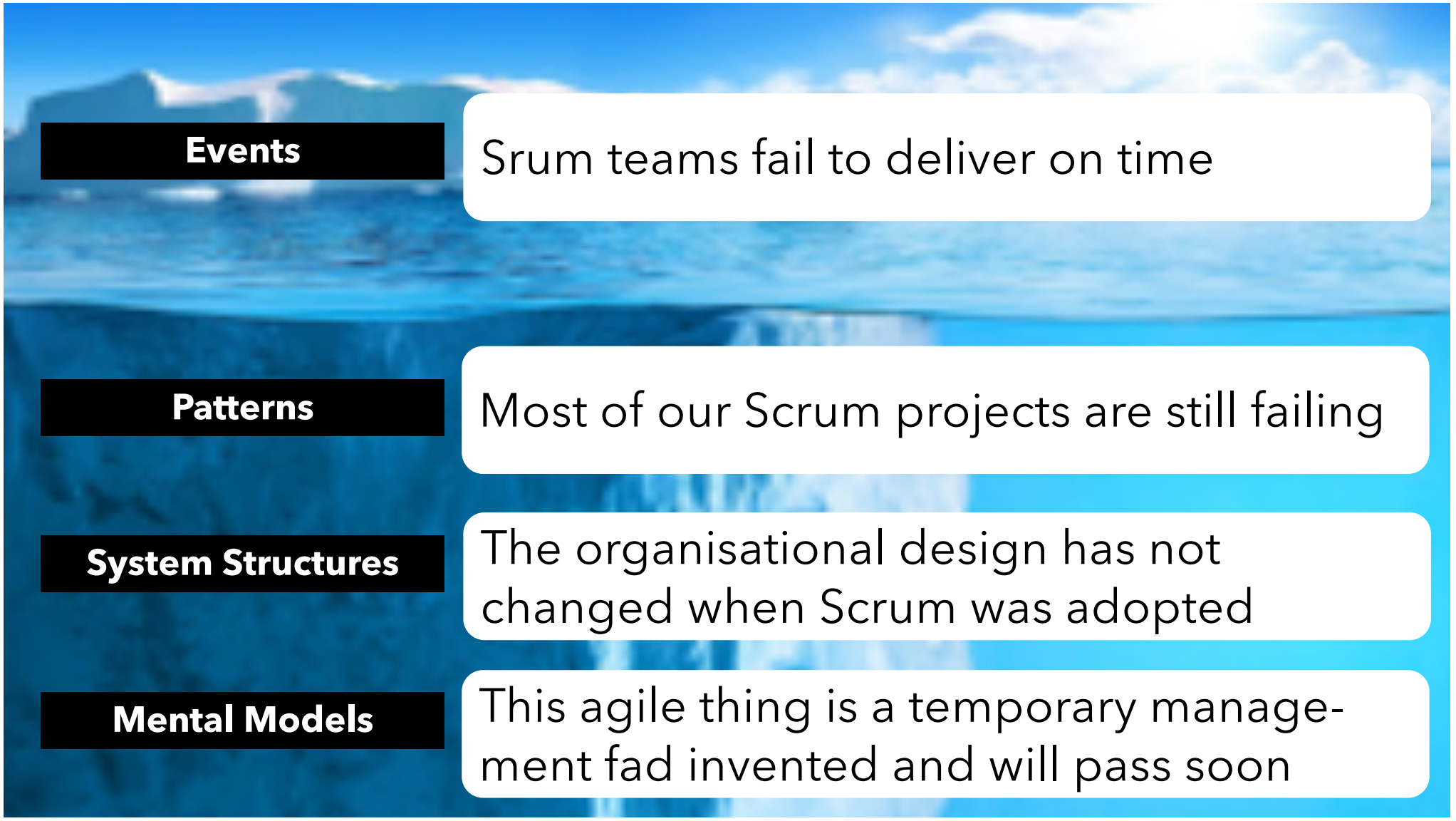

There is a bug reported related to system stability
The number of bugs is squeezing the delivery of new features
Sales is rewarded for closing deals on new features
Software development can’t be that difficult!

Fixing your Scrum

The iceberg model.




Events
Product owner jells at the team they should work harder
React
Patterns
Study the requirements so we can recognize them upfront
Predict
System Structures
Schedule more time and take less items in the sprint
Design
Mental Models
Teach management software development practices
Transform

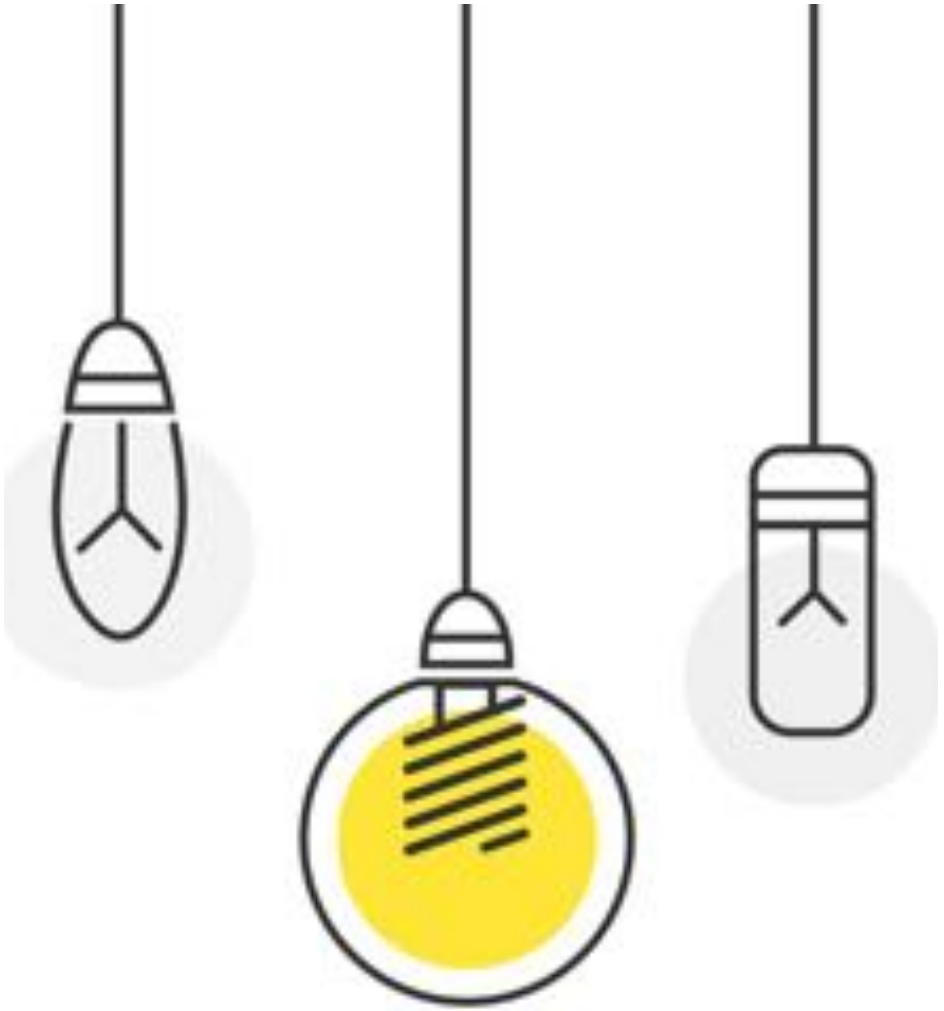

Events
Srum teams fail to deliver on time
Patterns
Most of our Scrum projects are still failing
System Structures
The organisational design has not changed when Scrum was adopted
Mental Models
This agile thing is a temporary manage-ment fad invented and will pass soon

Systems Thinking

Understand your mental model

Understand their mental model

Discuss your mental models



Systems thinking: shaping your mental model

- Do you see how the patterns result from models in a system?
- What are the elements of the system you are looking at?
- What elements of the systems are systems too?
- What relationships do you see?
- What perspectives can you take to look at your system?

How can you improve the behaviour of an element so that the whole system improves?

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Systems thinking: See local optimistations

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Systems thinking: See local optimistations

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How to fix Srum (v 1.2)

LEARN

TEACH

COACH

SYSTEMS THINKING

We cannot ignore the events because we are “busy doing Systems Thinking”…

Improving Scrum is difficult

- Where to start, which problem first?
- How did the Scrum guide intend things?
- How do I know I'm doing a good improvement?

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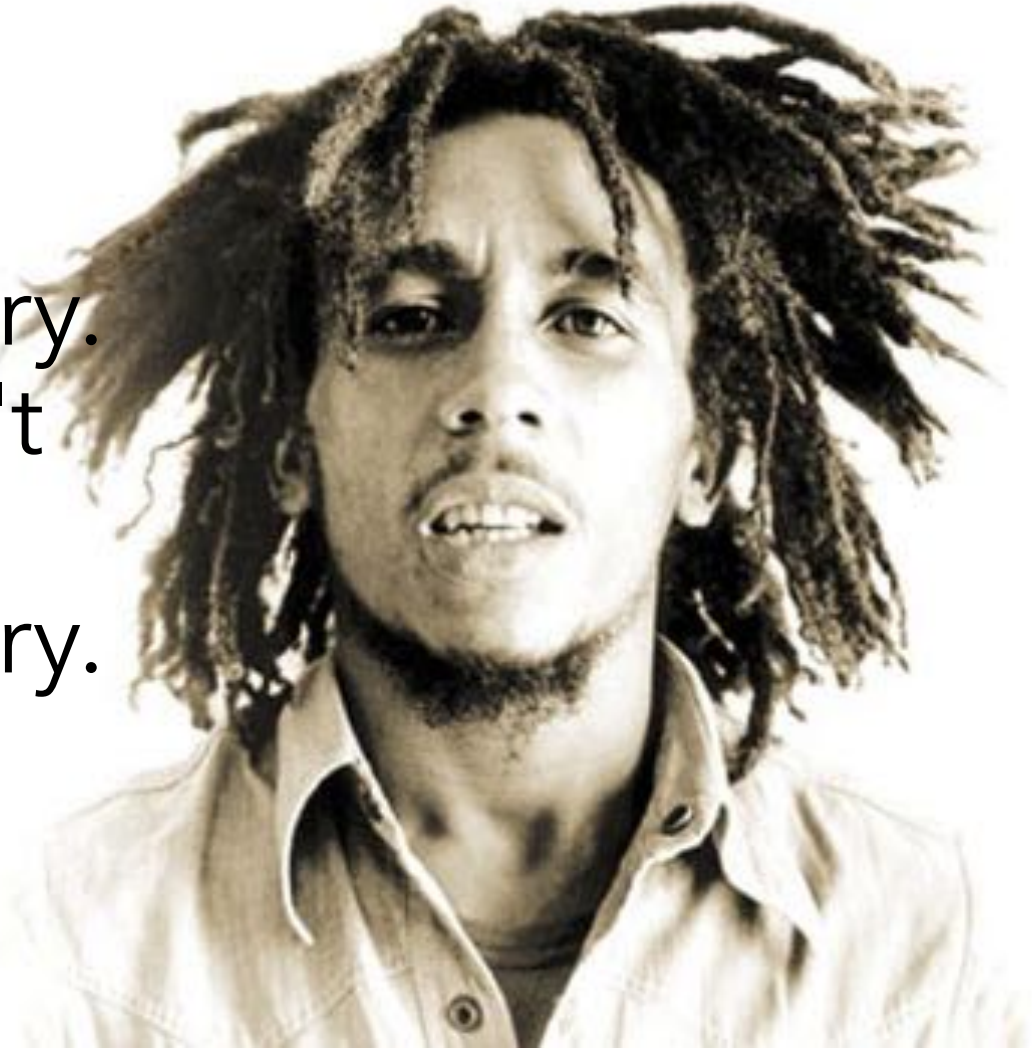
No woman,
No cry.

(…)
No, woman, no cry.
Little darlin’, don't
shed no tears:
No, woman, no cry.
(…)



Content

\+ Structure

= Knowledge

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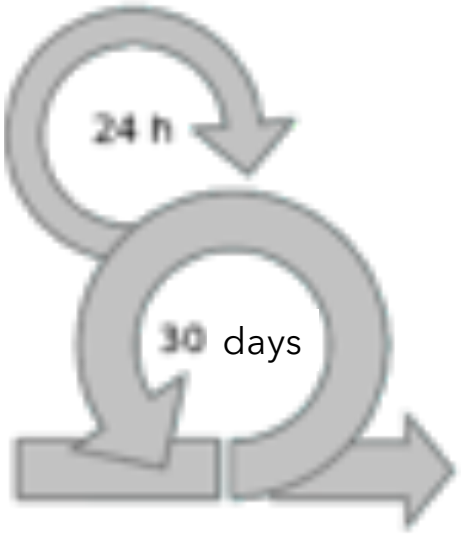
Scrum = Structure and Content



The Scrum process
(The organizational structure)

The product
(The value stream)

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Scrum problems related to the Structure

Zombie scrum

Management acts
Counterproductive
to scrum

Retrospectives are boring

The product owner
Does not own anything

Component
teams

Team composition
changes

No belief in Scrum

There are many
product owners

There is no
scrum master

Poor
Collaboration
Between
Team members

Poor
collaboration
Between teams

We have many
Coordination
meetings

Teams on
Multiple locations

No clear
Team agreements

Teams don't
Care about the
product

Recurring
problems

Our team does not
Have all the knowledge

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Scrum problems related to the Product

Release dates
Are never
realistic

Lack of

We create

are not

No focus in the sprint

Differe
Sprint
rythms

The ch ges we
Wor are too big

There a
Thing

the customer
does not want
to pay for our product

oes not
at to deliver first

Unlear what
Will be delivered
By when

cannot contiune
Due to dependenies

No Progress
tracking

Its impossible
To give a delviery
date

Retro items are
Not executed

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Context is everything

There is no single root cause.

Therefore, Best Practices do not apply.

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Would fixing get easier if...

1

We would focus on recurring problems only (patterns)?

2

We would have an overview of all the scrum problems in their context?

3

What if we could order all the scrum problems?

Example

The scrum master is finding new games for ev… retrospective because the team says the meeting is boring.

Improvements are not implemented because … origins are outside the team. The meeting has no value.

The Scrum Master has no managerial mandate … and some managers do not support Scrum …

Events

Patterns

System Structures

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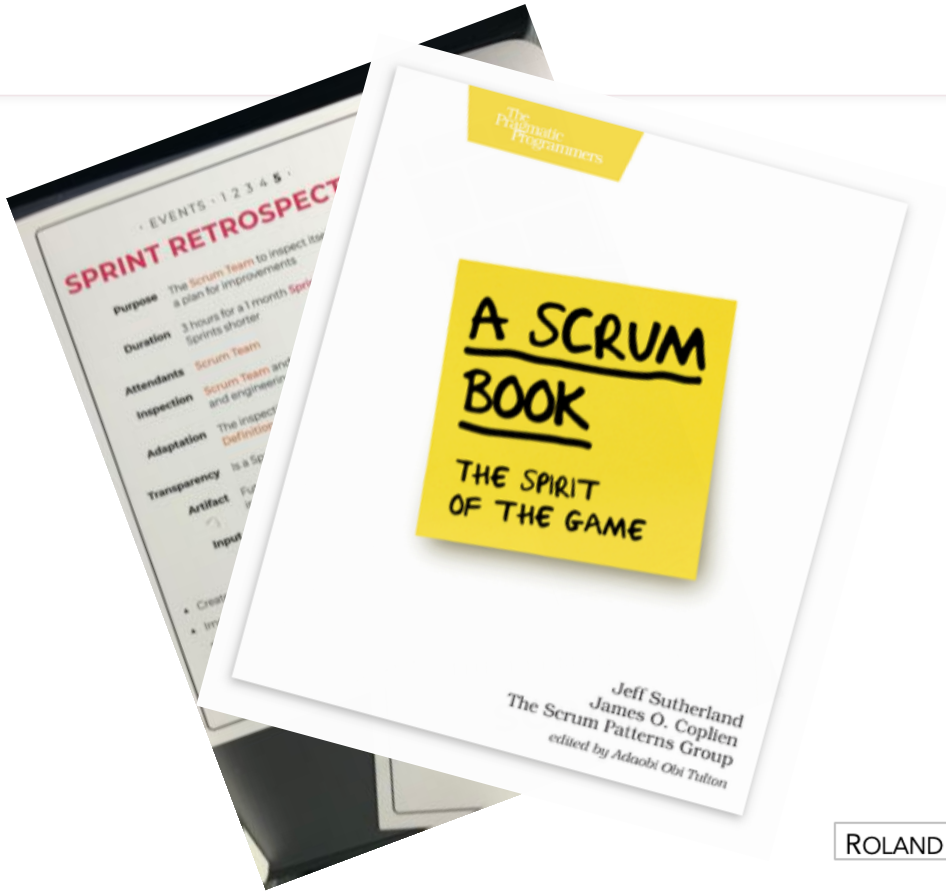
Possible Solutions we could try to fix our retrospective

Let's try....

- Happiness Metric
- Sprint Retrospective
- Scrumming the Scrum
- Scrum master
- Involve the managers
- Meta Scrum
- Conway's law
- Fertile soil



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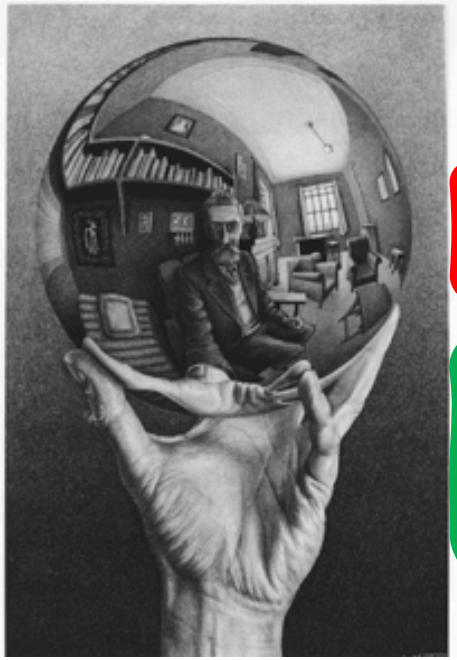
¶36 Sprint Retrospective

Confidence stars: **



... you are reaching the end of a *¶46 Sprint*, and are getting ready for the next one. Naturally, no matter how well it went, you would like to improve.

⁘ ⁘ ⁘

Over time, without explicit attention, processes and discipline tend to decay. People get sloppy. Making isolated process changes without due focus feeds entropy, but without periodic change the team misses opportunities to increase value.

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Therefore:

At the end of each *Sprint* have an event where the *Scrum Team* can assess how it did its work during the *Sprint*.

Priority-order the planned changes in the *¶40 Impediment List*. The pattern *¶88 One Step at a Time* recommends that the team make a single change at a time, so they can understand how each change contributes to improvement; see also ***Scrumming the Scrum***. The pattern *¶91 Happiness Metric* suggests embracing the change that would most increase the team's passion and sense of engagement. Also, be sure that you can measure the benefits and liabilities that the change brings about: its cost, benefits, and disadvantages (see *¶87 Testable Improvements*).

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Two examples

- **¶92 Scrumming the Scrum**
- Scrum is more than just doing work; it's also about improving the way we work. Therefore, resolve the most important impediment by putting one in the Product Backlog every Sprint.
- **¶91 Happiness Metric**
- If a growing list of improvement activities dampens the team's passion for the work, then prioritize the impediment list in order of the team's passion to solve it.

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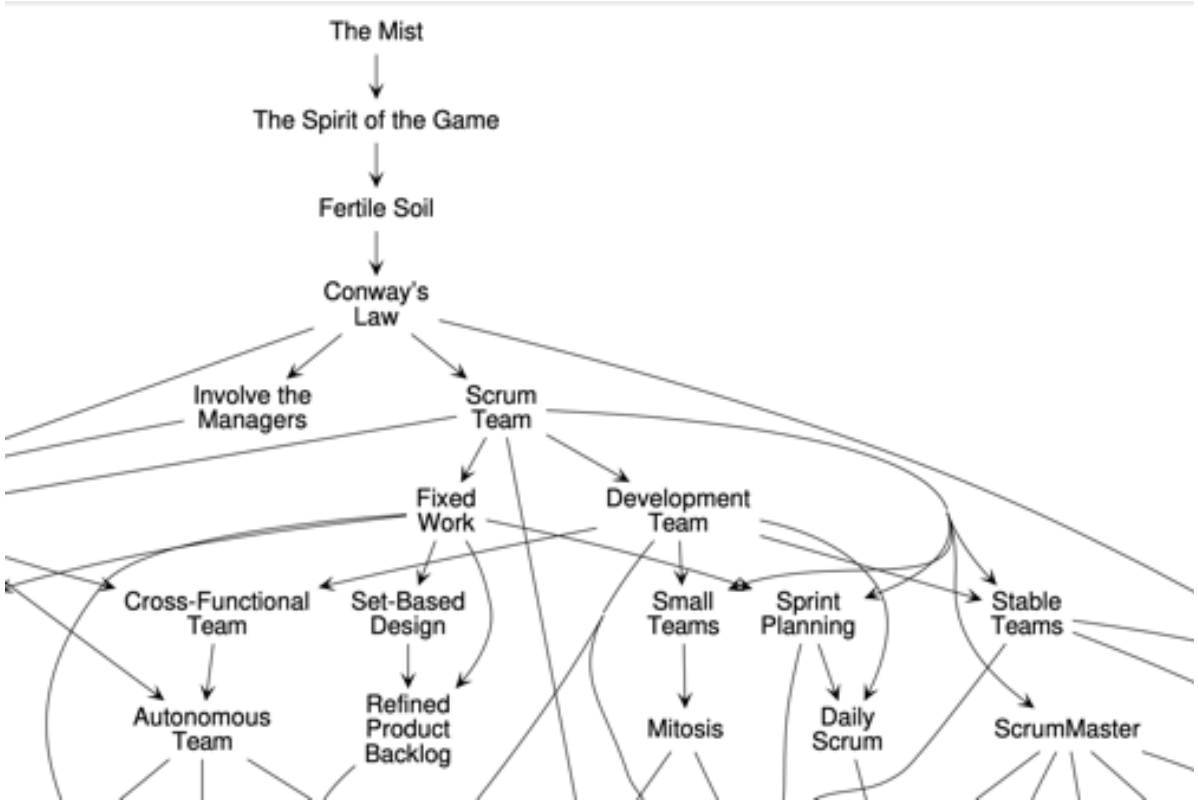
Pattern Sequences

- Higher ranked solutions are deeper under the surface (iceberg)
- Lower ranked solutions make higher solutions more “whole”.
- Patterns at the same level are Interchangeable.
- Trying to fix a lower ranked item if a higher one is not in place is not improving the whole system.



https://sites.google.com/a/scrumplop.org/published-patterns/home

How to fix Scrum (v 1.3)

LEARN

TEACH

COACH

SYSTEMS THINKING

PATTERNS

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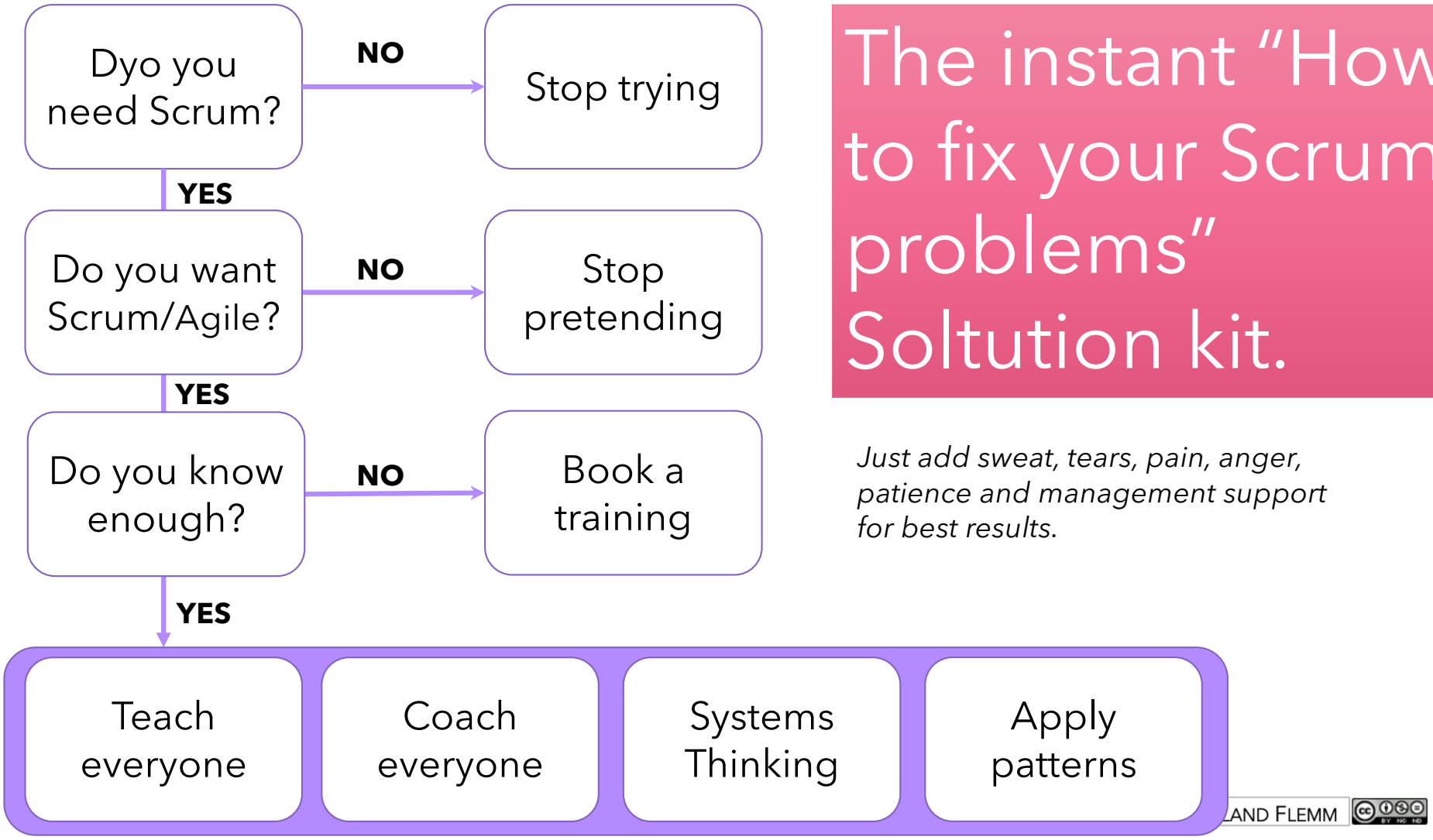

The instant "How to fix your Scrum problems" Soltution kit.

Just add sweat, tears, pain, anger, patience and management support for best results.

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To be continued…

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Training?

AgileLeads

Training, anyone?

Certified LeSS Basics			
Mar 16-17, 2020	Kyiv, Ky… Ukrain…		…aster II
Mar 18-20, 2020	Kyiv, U…	English	Professional Scrum Master
Mar 21-22, 2020	Kharkiv, Ukraine	English	Professional Scrum Product Owner
May 18-20, 2020	Lviv, Lviv oblast, Ukraine	English	Professional Scrum Master

PSM-I SPECIAL 3-DAY EDITIONS (2 days theory + 1 day practice)

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MORE SCRUM COMICS @ KOOSCOACH.NL