Scrum.org™
The Home of Scrum

Engaging Stakeholders and Management w/ Evidence-Based Management (EBM)

Todd Miller and Patricia Kong

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Quick Guidelines

- Your microphones will be muted throughout
- This session is recorded. The recording and slides will be available after the webinar within 24 hours.
- Please ask questions!
  - Submit questions by selecting the Q & A icon:

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Who is Scrum.org

Mission:
Helping People and Teams Solve Complex Problems

Ken Schwaber
Scrum.org Founder,
Chairman and
Co-creator of Scrum

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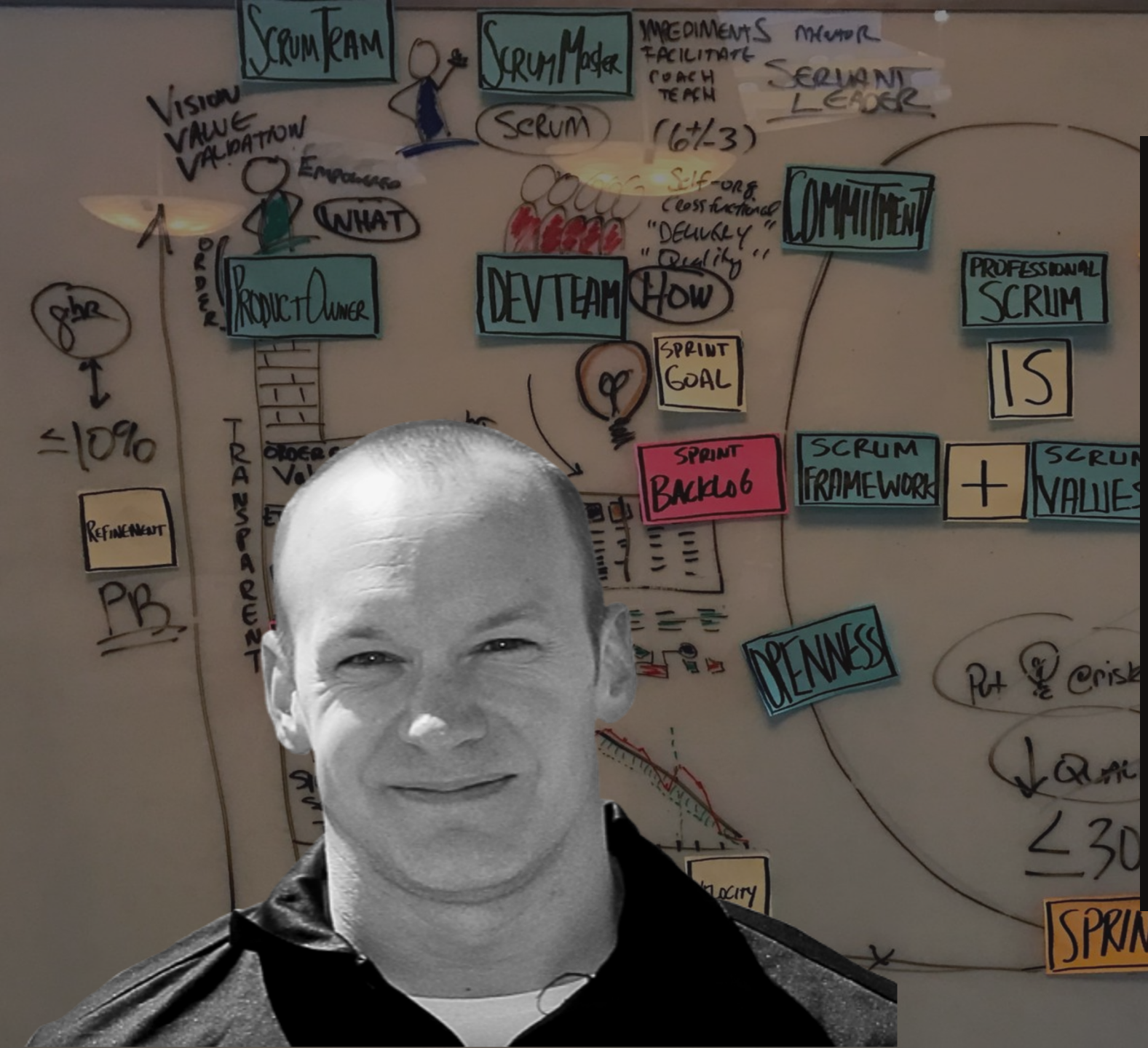

TODD MILLER

- Co-Owner *Agile For Humans, LLC*
- Co-Author *"Fixing Your Scrum"*
- PST 7+ years
- Frequent EBM'er and Thinker of EBM
- Recovering Waterfall Developer
- Loves family, fitness and fishing

Patricia Kong

- Enterprise Agility and Learning Enablement @Scrum.org
- Co-author *"The Nexus Framework for Scaling Scrum"*
- Co-develop *Evidence-Based Management (EBM) framework* at Scrum.org
- Youth mentor bridging the opportunity gap
- 15+ years in organizational behavior
- 14+ years learning agility and Scrum
- Boston - Paris - Boston

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What struggles do you have engaging w/ stakeholders and managers?

- They're not available. They're busy.
- They don't seem interested.
- Bureaucracy in the organization.
- Lack of understanding of agile.
- Their success is based on their previous experiences, which is often "traditional"
- Lack of alignment, everyone understands something different.

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Go to www.menti.com and use code 1285 0182

What questions are you asked by your stakeholders and management?

How is your team doing?

What are you doing to help your team?

What have you achieved with the team?

How did you make your decisions?

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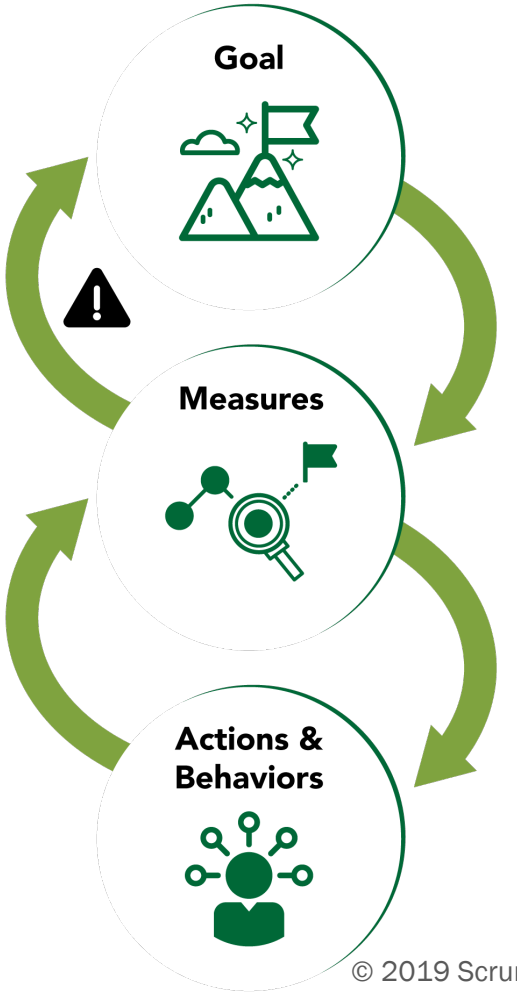
Example 1: WeHelpPeople Forever Consulting Co., LLC

- Management has seen a downturn in revenue in the last 6 months.
  - Decrease in # of hours billed by associates.
  - Current customer base is steady and satisfied (surveys).
  - Low growth in new customer acquisition.
- Chad, the delivery manager creates new goals that he reports to teams and execs.
  - *“Triple the current number of client interactions through email or phone.*
  - *Grow size of bookings with current customers by 3%.”*

Measures and Goals

Measures affect what people perceive as their goal and may cause a misalignment of goals



Derive measures from goals

Measures will drive people's actions and behaviors

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One month later meeting…

Meeting

They want to know:

- How did you make your decisions?
  - *Based off our dashboard data*
- How is each team doing?
  - *We're billing as much as possible… Calling and emailing"*
- How are you helping your team?
  - *Coaching on how to sell this service. Keeping everyone busy -- utilization is up*
- What have you achieved?
  - *Utilization rate. Number of interactions. Billable Hours.*

Dashboard

Name: Chad
Department Overall Status: Green

Billable %:

Jan	Feb	March
71	78	81

New Client Emails:

Jan	Feb	March
151	202	390

People on Bench:

Jan	Feb	March
3	3	2

New Client Calls:

Jan	Feb	March
300	680	1,378

Projects in Flight:

Jan	Feb	March
5	5	6

Number of client meetings:

Jan	Feb	March
7	7	3

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Broadly, Goals Can Fall into 3 Categories

ACTIVITY

- Things that people in the organization do, such as perform work, go to meetings, have discussions, write code, create reports, attend conferences…

OUTPUT

- Things that the organization produces, such as product releases (including features), reports, defect reports, product reviews…

OUTCOME

- Desirable things that a customer or user of a product experiences. They represent some new or improved capability that the customer or user was not able to achieve before. Like.. being able to travel to a destination faster than before, or being able to earn or save more money than before…

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Three Types of Goals in EBM

Duration of goal

STRATEGIC GOALS

- something important that the organization would like to achieve. This goal is so big and far away, with many uncertainties along the journey that the organization must use empiricism.

INTERMEDIATE GOALS

- achievements of which will indicate that the organization is on the path to its Strategic Goal.

IMMEDIATE TACTICAL GOALS

- critical near-term objectives toward which a team or group of teams will work help toward Intermediate Goals

Timeframe

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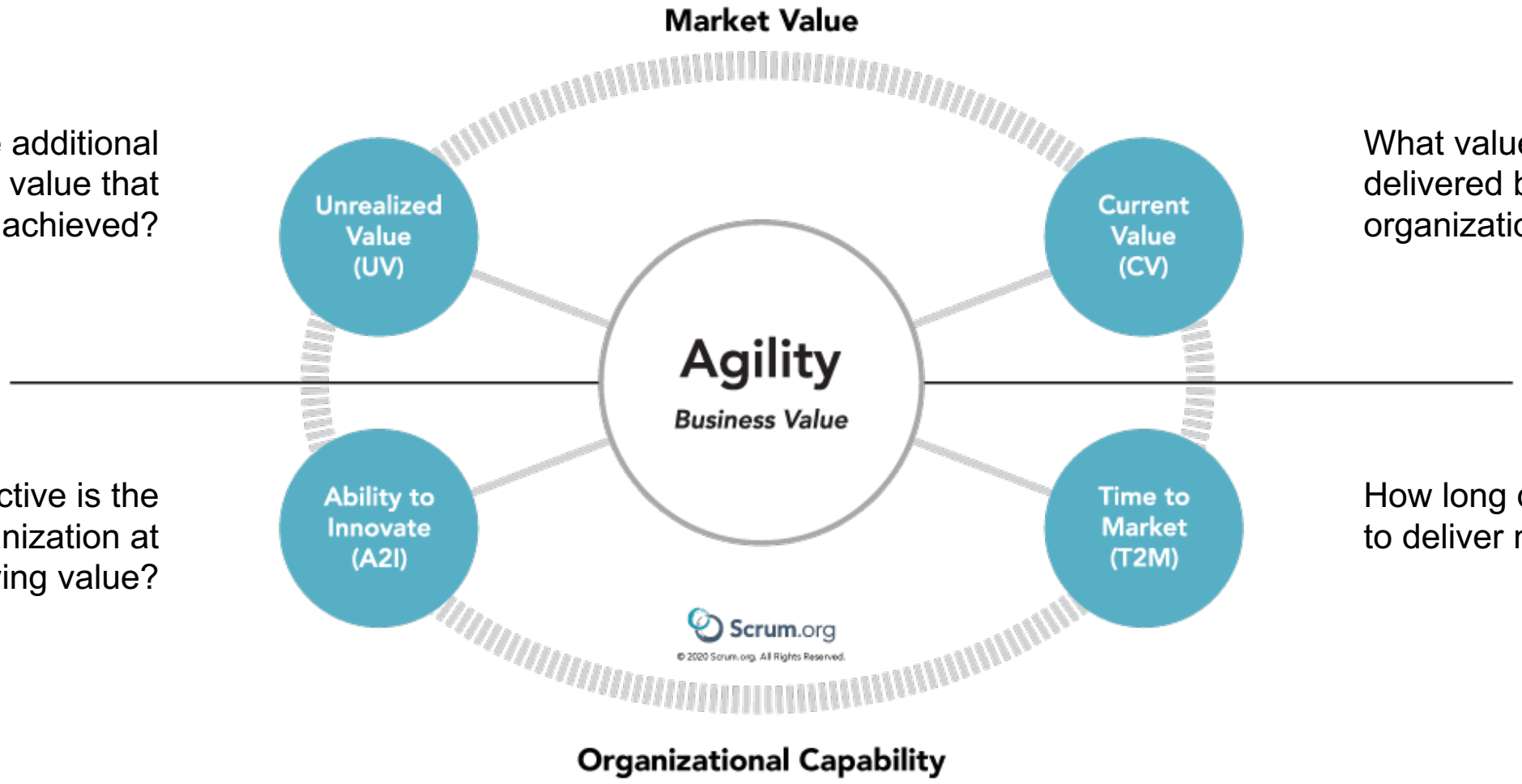
Evidence-Based Management (EBM) and Key Value Areas

What is the additional potential value that could be achieved?

What value is currently delivered by the organization?



How effective is the organization at improving value?

How long does it take to deliver new value?

"Evidence-Based Management Guide" 2019, www.scrum.org/ebm

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Evidence-Based Management™ - Progression in small steps

An empirical approach that helps organizations continuously improve

- customer outcomes,
- organizational capabilities,
- and business results

under conditions of uncertainty.

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Example 2: Seeking Value and Opportunity

Delivery manager Chad attends the management meeting.

He says current customers have been asking if WeHelpPeople Forever can help them with **Modern Management Practices**.

That could be a new service offering for them because their products are geared toward teams increasing project $.

It could open them up to a new segment of customers too.

Rediscovering Purpose

They want to know:

- How did you make your decisions?
  - *Based off our dashboard data and experiments and feedback toward goals*
- How is each team doing?
  - *Each team is working diligently towards the Immediate tactical goal.*
- How are you helping your team?
  - *Identify and remove impediments. Enabling them to be more effective.*
- What have you achieved?
  - *We are oriented around goals and are making progress. You can see… Keep coming back.*

EBM KVA Based Dashboard

Strategic Goal: Help new customers become better modern managers to increase their employee satisfaction through our human centric Modern Management Practice at We Help People Forever!

Active Intermediate Goal: Provide management consulting to more than one existing client that is satisfied by the service.

Immediate Tactical Goal: Develop a white papger on Modern Management Practices

UV

% Market Share (East Coast US):

Jan	Feb	March
1.1%	1.0%	1.1%

Opportunities in Pursuit

Jan	Feb	March
$0	$52,000	$59,000

CV

Current # Mgmt Clients

Jan	Feb	March
0	1	2

Client Employee Satisfaction:

Jan	Feb	March
n/a	7.1 out of 10	7.6 out of 10

A2I

Avg # Projects per employee

Jan	Feb	March
3	3	2

Employee Satisfaction

Jan	Feb	March
8.2	8.4	8.5

T2M

Avg Mgmt Proposal Turnaround (days)

Jan	Feb	March
12	11	7

Time to create client playbook package

Jan	Feb	March
n/a	27	11

Better engagement of stakeholders and management

- Measurement is the inspect and adapt mechanism of goals.
- Drive the EBM conversations. Carefully…
- Classify goals (activity, output, or outcome)
- Choosing outcomes is hard but gets easier and it’s worth it
- Understand if internal behaviors are being exhibited because of our goals and measures
- Us being busy doesn’t mean that customers will be more satisfied. (not a leading indicator)

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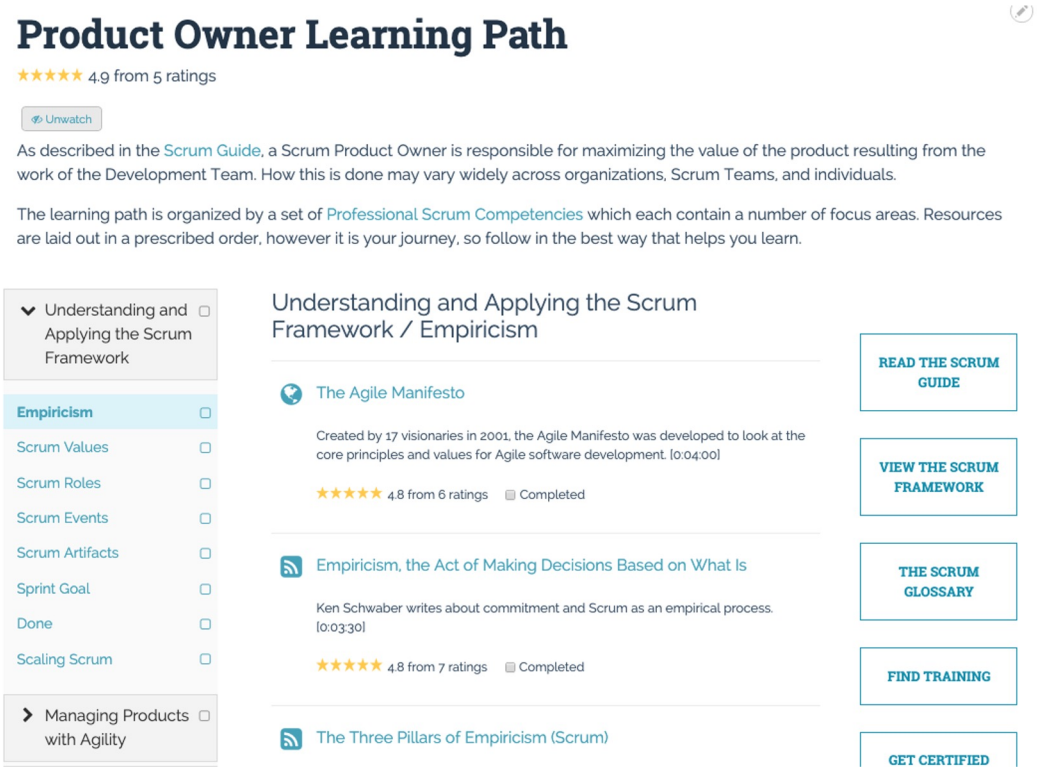
Questions?

Each role has a clear Learning Path



Product Owner Learning Path

4.9 from 5 ratings

Unwatch

As described in the Scrum Guide, a Scrum Product Owner is responsible for maximizing the value of the product resulting from the work of the Development Team. How this is done may vary widely across organizations, Scrum Teams, and individuals.

The learning path is organized by a set of Professional Scrum Competencies which each contain a number of focus areas. Resources are laid out in a prescribed order, however it is your journey, so follow in the best way that helps you learn.

- Understanding and Applying the Scrum Framework
  - Empiricism
  - Scrum Values
  - Scrum Roles
  - Scrum Events
  - Scrum Artifacts
  - Sprint Goal
  - Done
  - Scaling Scrum
- Managing Products with Agility

Understanding and Applying the Scrum Framework / Empiricism

The Agile Manifesto

Created by 17 visionaries in 2001, the Agile Manifesto was developed to look at the core principles and values for Agile software development. [0:04:00]

4.8 from 6 ratings Completed

Empiricism, the Act of Making Decisions Based on What Is

Ken Schwaber writes about commitment and Scrum as an empirical process. [0:03:30]

4.8 from 7 ratings Completed

The Three Pillars of Empiricism (Scrum)

READ THE SCRUM GUIDE

VIEW THE SCRUM FRAMEWORK

THE SCRUM GLOSSARY

FIND TRAINING

GET CERTIFIED

https://www.scrum.org/pathway/scrum-master
https://www.scrum.org/pathway/product-owner-learning-path
https://www.scrum.org/pathway/team-member-learning-path
https://www.scrum.org/pathway/agile-leader-learning-path

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SCRUM PULSE

WEBCAST

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Thank you!