



Overcoming Agile Skepticism

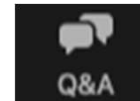
Speaker: Mary Iqbal



JANUARY 18, 2023

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:



WHO IS SCRUM.ORG

Mission:
*Helping People and
Teams Solve
Complex Problems*



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



RECOGNIZED TECHNOLOGY LEADER

MARY IQBAL



- AGILE TRANSFORMATION FOR 60+ TEAMS
- SCRUM.ORG PROFESSIONAL SCRUM TRAINER
- TRAINED OVER 1,000+ IN AGILE FRAMEWORKS
- 20+ YEARS IN PROGRAM MANAGEMENT
- ORGANIZER FOR [SCRUMDAY.ORG](https://ScrumDay.org)



PURPOSE

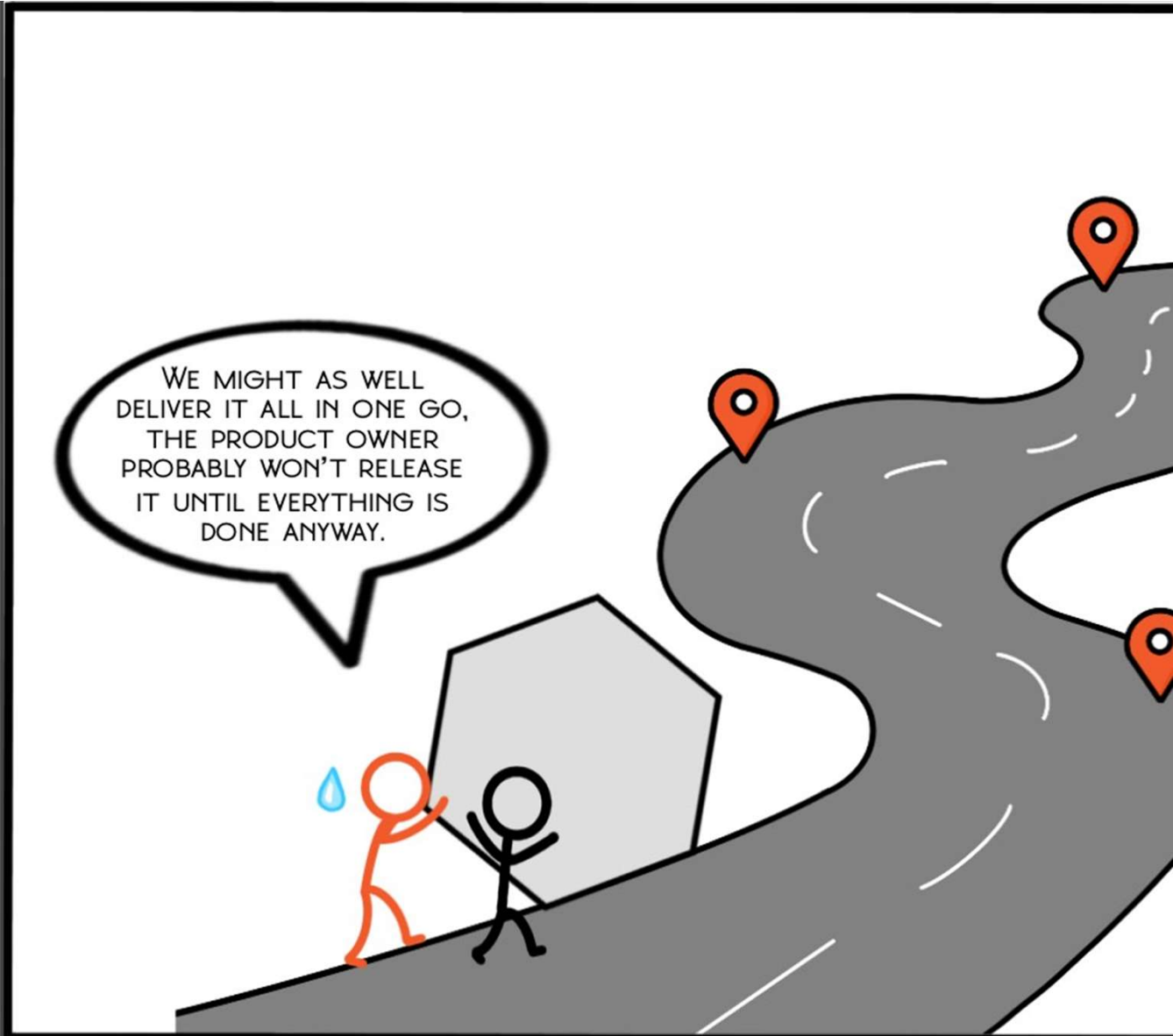
DISCUSS SOME OF THE MISCONCEPTIONS WHICH CAN HOLD BACK SUCCESSFUL AGILE ADOPTION.

AGENDA

- WHAT IS AGILE
- CHOOSE YOUR OWN SCRUM-VENTURE
- WRAP-UP

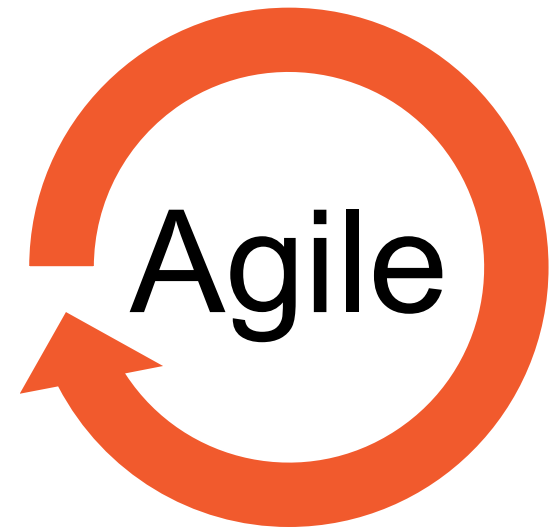


Rebel Scrum



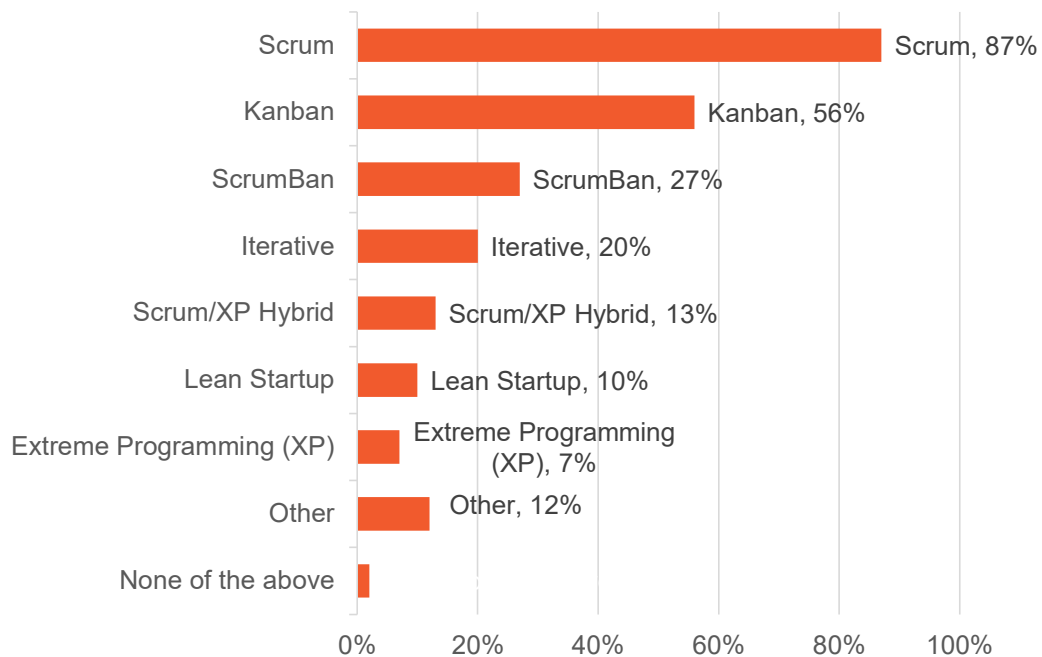
MY DEFINITION

- AGILE IS AN UMBRELLA TERM USED TO REFER TO AN UNLIMITED NUMBER OF FRAMEWORKS AND PRACTICES WHICH ENACT THE PRINCIPLES AND VALUES IN THE AGILE MANIFESTO
- AGILE IS USED IN COMPLEX ENVIRONMENTS WHERE LESS IS KNOWN THAN UNKNOWN



WHAT IS AGILE?

Benefit	Individuals and interactions over processes and tools Working software over comprehensive documentation Customer collaboration over contract negotiation Responding to change over following a plan	Sustainable development	Scrum	User stories
		Changing requirements	Kanban	Acceptance criteria
		Satisfy the customer	Extreme Programming	Epics
		Working software	Nexus	Features
		Frequent delivery	LeSS	Gherkin
		Self-organizing teams	SAFe	Definition of Ready
		Business & developers together	Iterative Development	Team Agreements
		Simplicity	Scrumban	Work in Progress
		Face-to-face conversation is best	Lean	Lead Time
		Technical excellence	Spotify	Forecasts
		Continuous improvement	Disciplined Agile	Roadmaps
		Motivated individuals	Agile Portfolio Management	Burn-down
		Lean Management	Design Thinking	
MINDSET	4 VALUES	12 PRINCIPLES	FRAMEWORKS	UNLIMITED PRACTICES



87% OF AGILE TEAMS USE SCRUM

Reference: Digital.ai
16th Annual “State of Agile” report

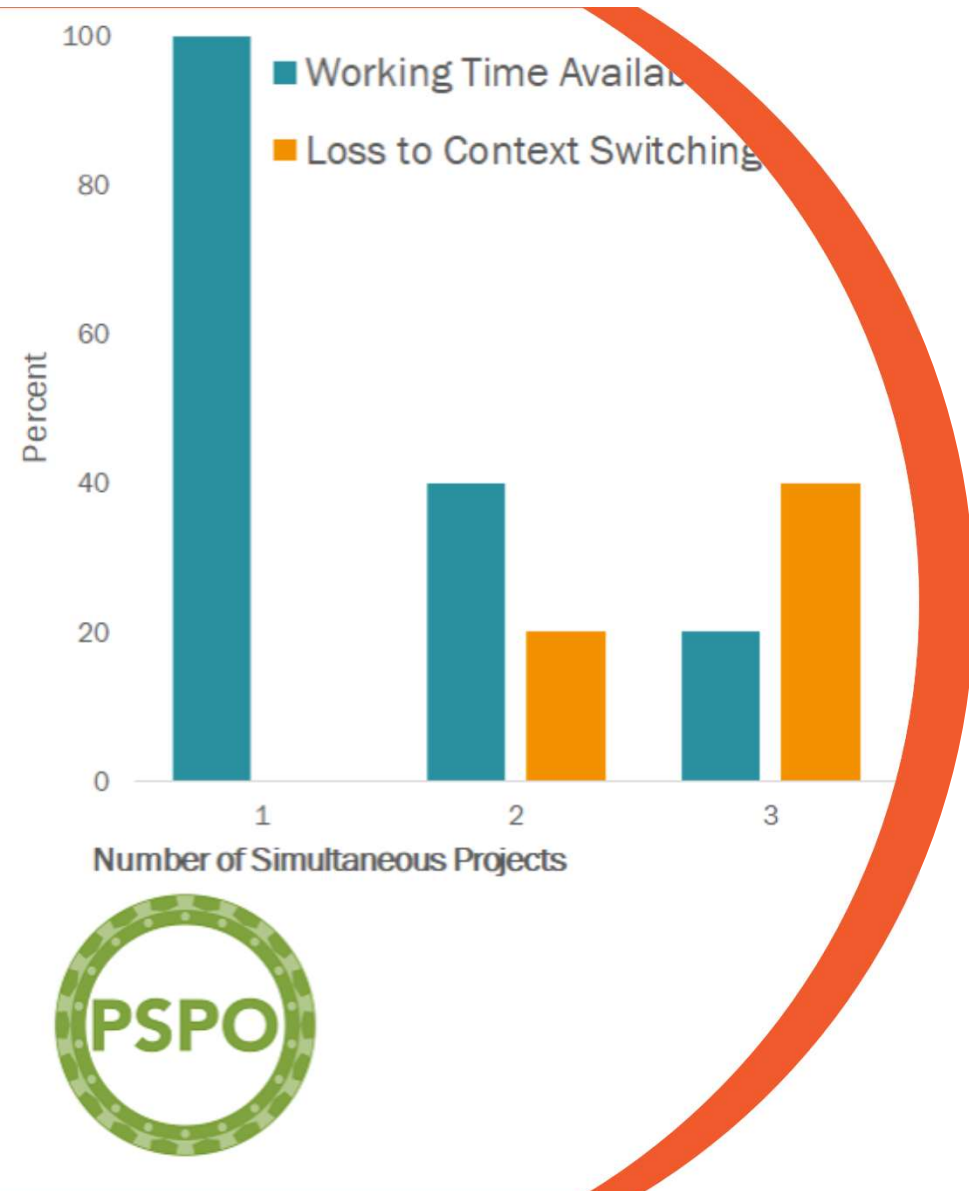


Rebel Scrum

CHOOSE
YOUR OWN
SCRUM-
VENTURE...

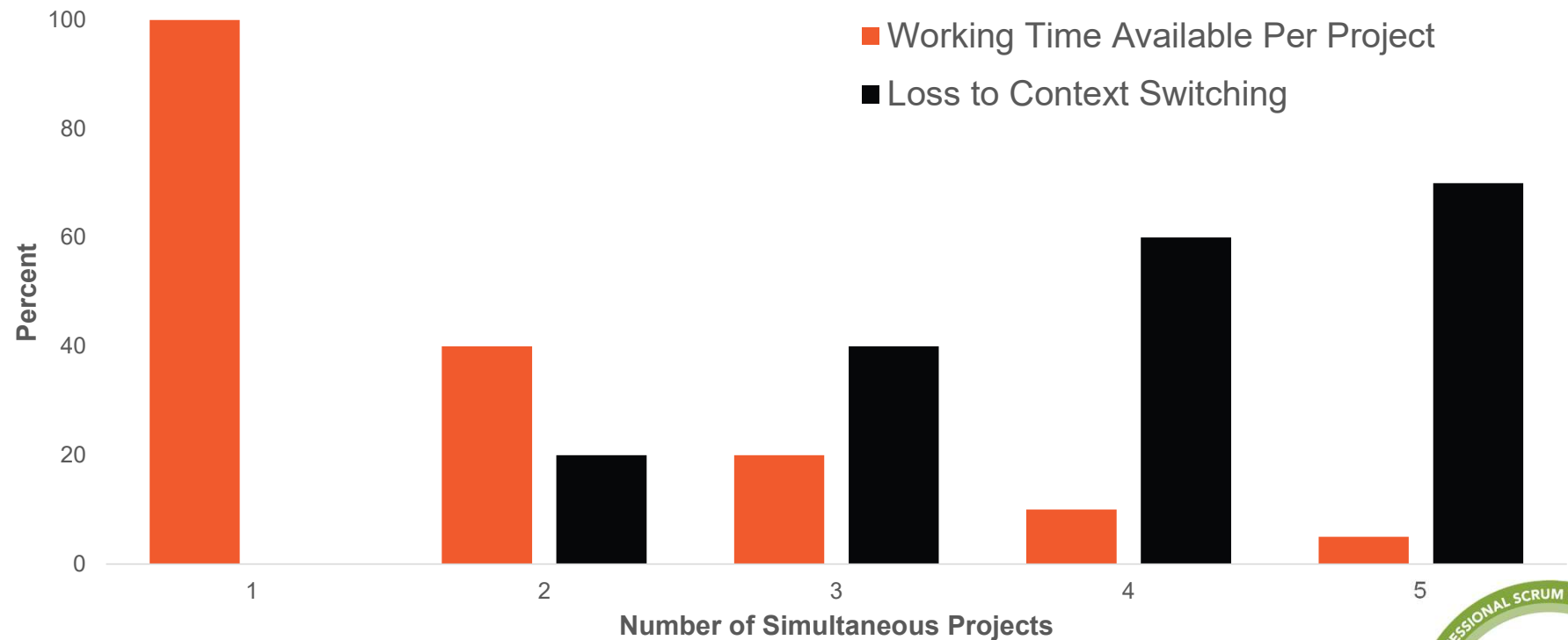
CHOOSE YOUR OWN SCRUM-VENTURE

1. WE CAN'T USE SCRUM BECAUSE WE MUST HIT A DATE!
2. WE CAN'T USE SCRUM; IT'S TOO RISKY!
3. THIS IS TOO IMPORTANT! WE NEED A REAL PLAN TO GET THERE!
4. MANAGEMENT WILL NEVER GO FOR IT
5. WE CAN'T DELIVER WORKING SOFTWARE IN LESS THAN ONE MONTH
6. AGILE IS HARD TO ADOPT
7. TOO MANY MEETINGS – WE DON'T HAVE THE TIME!
8. WE WORK ON MULTIPLE PROJECTS AT THE SAME TIME
9. THERE IS A LOT OF REWORK IN AGILE
10. SCRUM WON'T WORK FOR US; WE CUSTOMIZE IT TO OUR ENVIRONMENT



WE WORK ON
MULTIPLE PROJECTS
AT THE SAME TIME

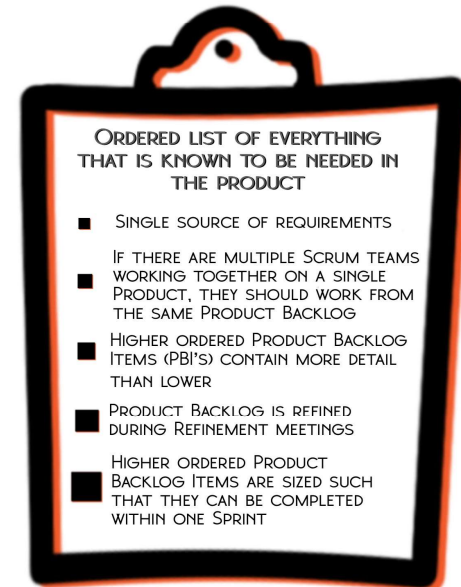
TIME LOST TO CONTEXT SWITCHING





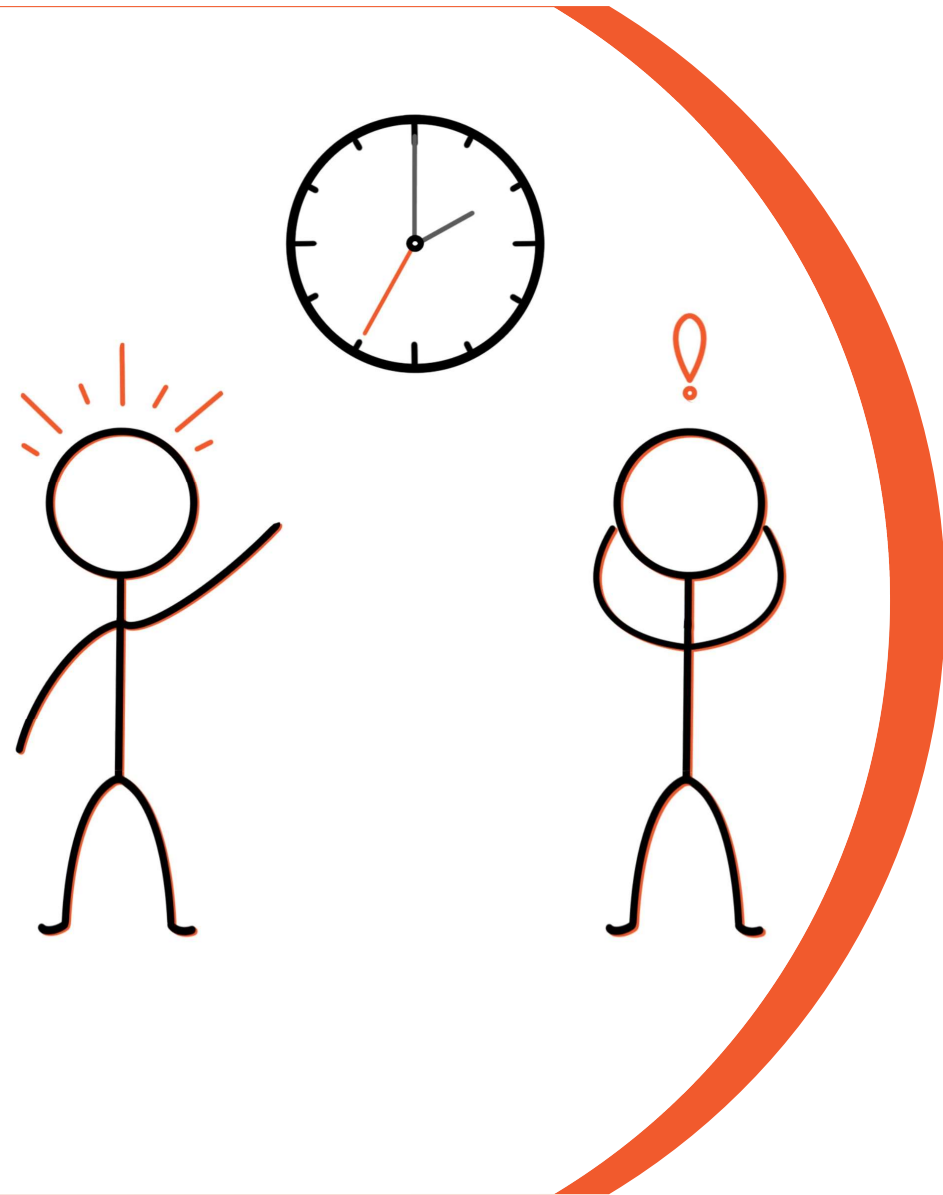
CREATE ONE LIST... THE PRODUCT BACKLOG

THE PRODUCT BACKLOG
CONTAINS THE PRODUCT GOAL
AND PRODUCT BACKLOG ITEMS



PRODUCT
BACKLOG

QUESTIONS?



TOO MANY
MEETINGS... WE
DON'T HAVE THE
TIME!

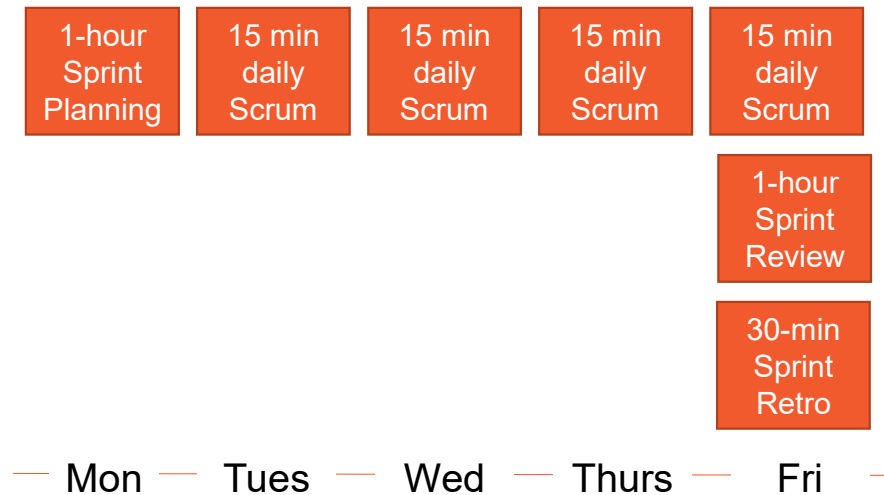
ALL EVENTS IN SCRUM ARE TIME BOXED

TIME BOXES FOR THE 5 SCRUM EVENTS

EVENT:	PURPOSE:	TIMEBOX:	FREQUENCY:	HOW THIS REDUCES MEETINGS
SPRINT	DELIVER A DONE, USABLE INCREMENT WHICH MEETS THE SPRINT GOAL	1 MONTH OR LESS	N/A	LIMITS THE TIME HORIZON FOR DELIVERY TO ONE MONTH
SPRINT PLANNING	PLAN THE WORK FOR THE UPCOMING SPRINT	EIGHT HOURS. FOR SHORTER SPRINTS, THE EVENT IS USUALLY SHORTER.	ONCE AT THE BEGINNING OF THE SPRINT	PLANNING TOGETHER SAVES TIME
DAILY SCRUM	INCREASE THE LIKELIHOOD OF DELIVERING A DONE, USABLE INCREMENT WHICH MEETS THE SPRINT GOAL	15 MINUTES	DAILY	IMPROVED COMMUNICATION, QUICK DECISION-MAKING AND EARLY IDENTIFICATION OF IMPEDIMENTS
SPRINT REVIEW	DISCUSS WHAT WAS DONE DURING THE SPRINT AND TO COLLABORATE ON WHAT TO DO NEXT	4 HOURS. FOR SHORTER SPRINTS, THE EVENT IS USUALLY SHORTER.	ONCE AT THE END OF THE SPRINT	FEEDBACK FROM STAKEHOLDERS FREQUENTLY ALLOWS THE TEAM TO ADJUST DIRECTION EARLY
SPRINT RETROSPECTIVE	IMPROVE THE SCRUM TEAM'S EFFECTIVENESS	3 HOURS. FOR SHORTER SPRINTS, THE EVENT IS USUALLY SHORTER.	ONCE AT THE END OF THE SPRINT	OPPORTUNITY TO ACTIVELY BRAINSTORM WAYS TO IMPROVE PROCESSES AND INTERACTIONS

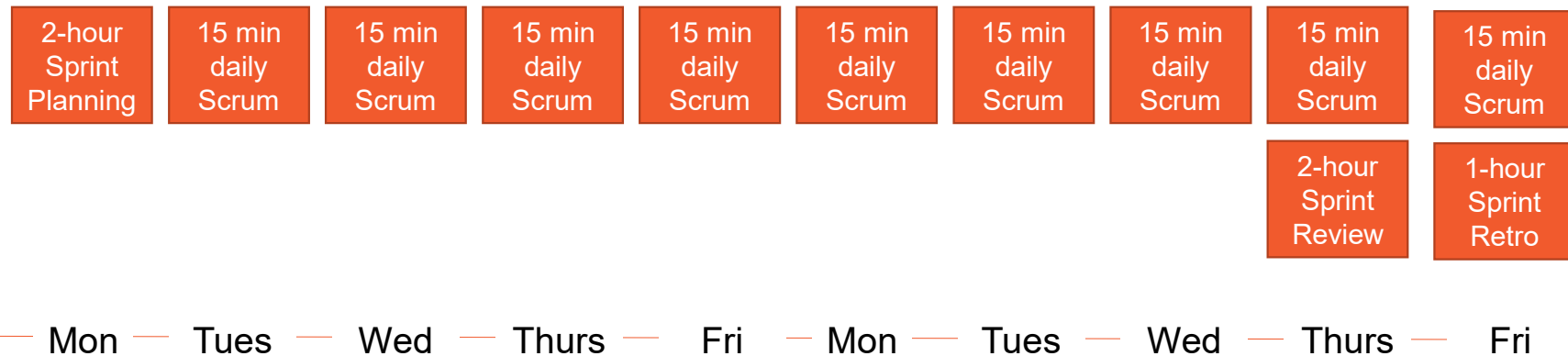
TYPICAL CALENDAR FOR A ONE-WEEK SPRINT

~ about 3.5 hours in one week



TYPICAL CALENDAR FOR A TWO-WEEK SPRINT

~ about 7 hours in two weeks!



SCRUM EVENTS ELIMINATE THE NEED FOR OTHER MEETINGS!

- IDENTIFY IMPEDIMENTS SOONER



- DON'T SUFFER IN SILENCE!

- CREATE A PLAN FOR THE UPCOMING SPRINT



- FIGURE OUT THE "HOW" CLOSER TO WHEN THE WORK WILL BE COMPLETED!

- GET FEEDBACK SOONER



- ADJUST COURSE IF NEEDED

QUESTIONS?



MANAGEMENT WILL
NEVER GO FOR IT!



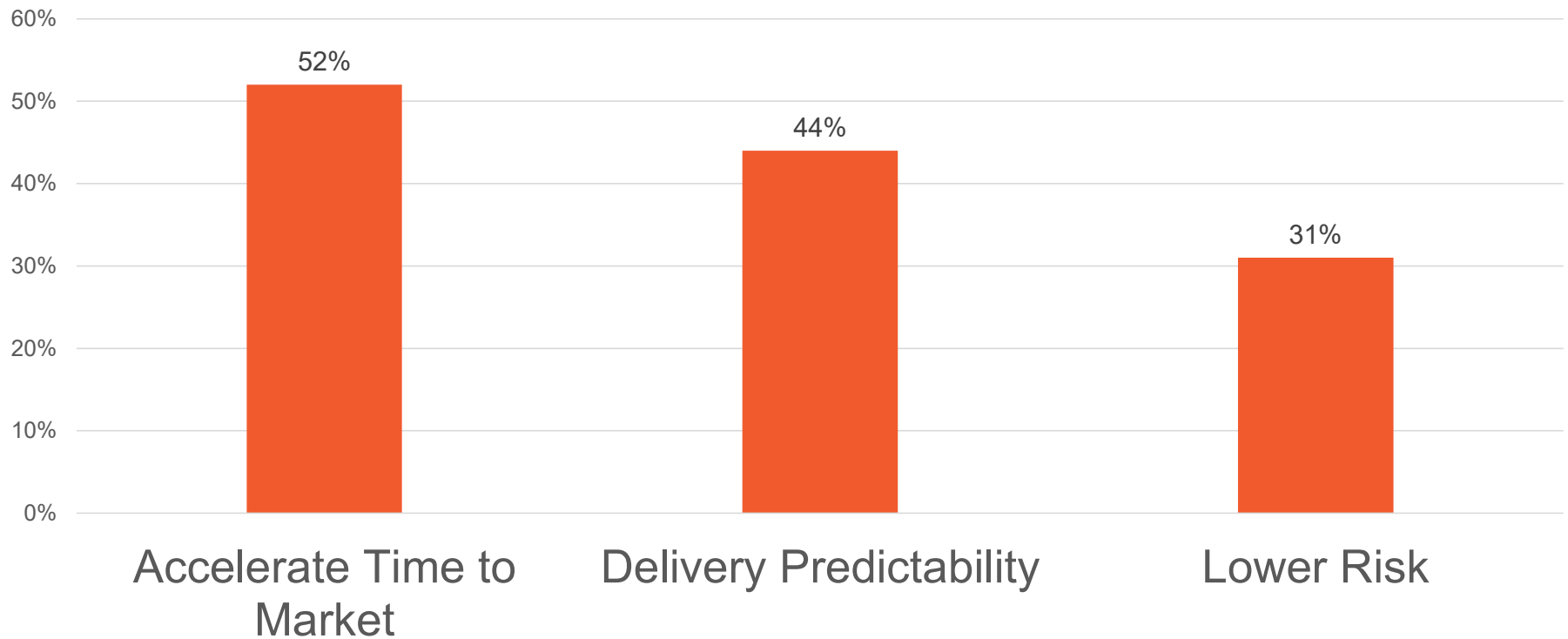
WHEN ENGAGING LEADERSHIP...

- FOCUS ON WHAT AGILE DOES BEST: DELIVERY OF VALUE IN SMALLER INCREMENTS, SOONER.
- GET TRAINING FOR LEADERSHIP (E.G., PROFESSIONAL AGILE LEADERSHIP)
- FOCUS ON PROMOTING SELF-MANAGEMENT WITHIN GUARDRAILS

AGILE ADOPTION IS A CHANGE INITIATIVE

- IDENTIFY AND COMMUNICATE WHY AGILE
- IDENTIFY AND COMMUNICATE WHAT'S IN IT FOR ME
- FOCUS ON CHANGE MANAGEMENT
- EMPOWER TEAMS WITH TRAINING AND COACHING

WHY AGILE?



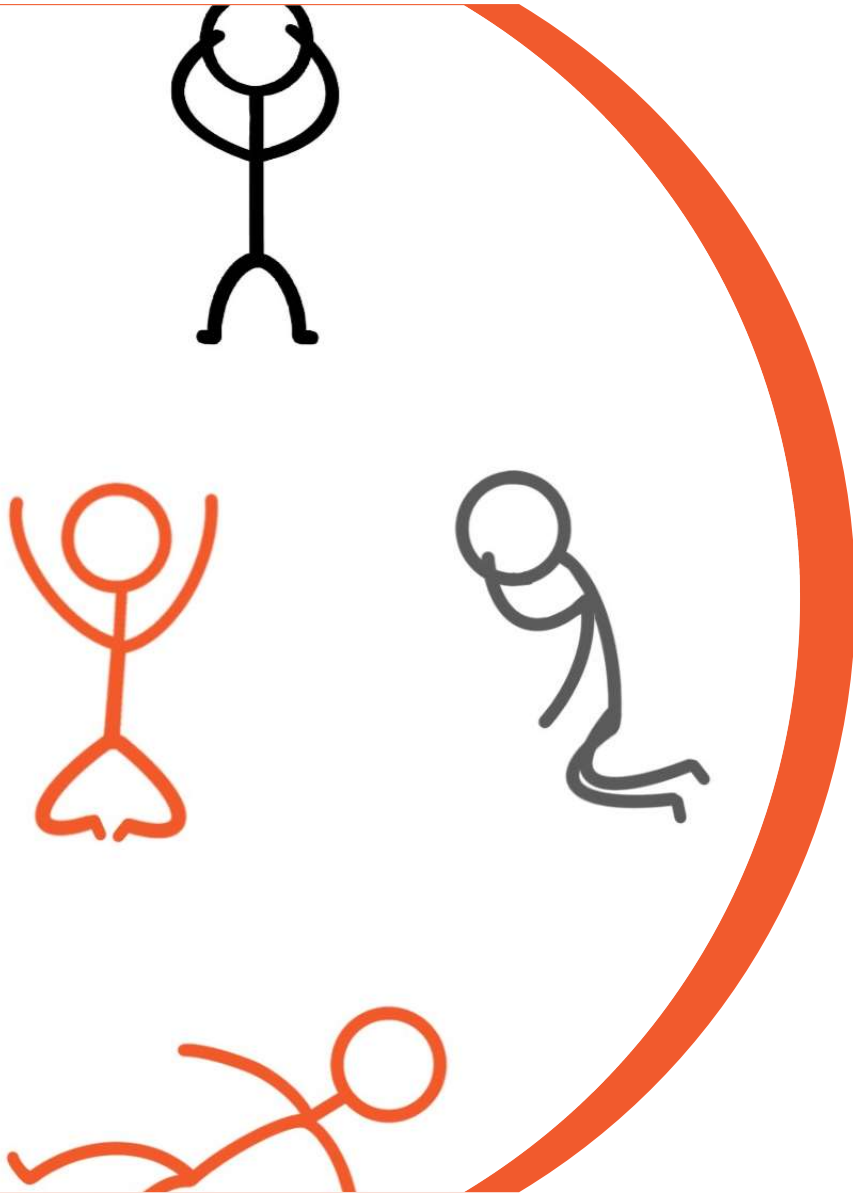
MANAGERS IN SCRUM



- ✓ PROMOTE SELF-MANAGEMENT
- ✓ REINFORCE CLEAR ACCOUNTABILITIES
- ✓ CREATING A CULTURE OF TRUST SUPPORTED BY THE SCRUM VALUES
- ✓ FOSTERING COLLABORATIVE, PROBLEM-SOLVING AND SOLUTION DEVELOPMENT CAPABILITIES
- ✓ ENSURING THAT SCRUM TEAM MEMBERS ARE ABLE TO WORK EFFECTIVELY IN A TEAM ENVIRONMENT
- ✓ ELIMINATING CHALLENGES AND ROADBLOCKS WHICH ARE ESCALATED TO THE RESOURCE MANAGER
- ✓ ENSURING THAT TEAM MEMBERS HAVE THE RIGHT RESOURCES AND TRAINING
- ✓ FOSTERING INNOVATION WITHIN THE SCRUM TEAM

QUESTIONS?

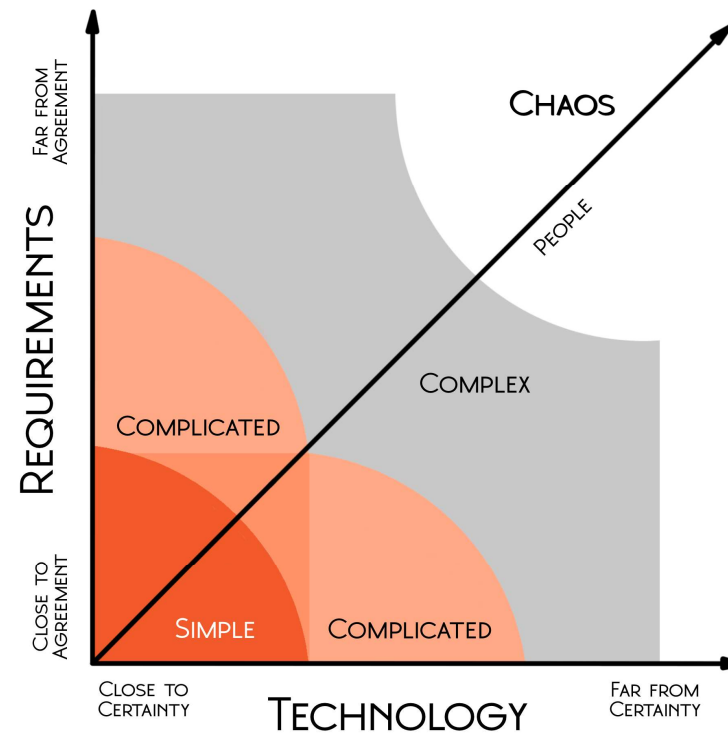
AGILE IS HARD TO
ADOPT



AGILE TRANSFORMATION

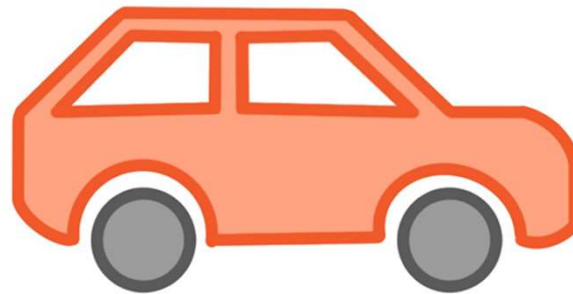
- IS SCRUM THE RIGHT FIT FOR YOUR BUSINESS PROBLEM?
- DEFINE YOUR PRODUCT(S)
- IDENTIFY RESOURCES
- PREPARE TO ALLOW THE PRODUCT TEAM TO SELF-ORGANIZE BY SETTING GUARDRAILS
- SCRUM TRAINING FOR EVERYONE!
- SELF-ORGANIZE
- START SPRINTING!

IS AGILE THE RIGHT FIT?



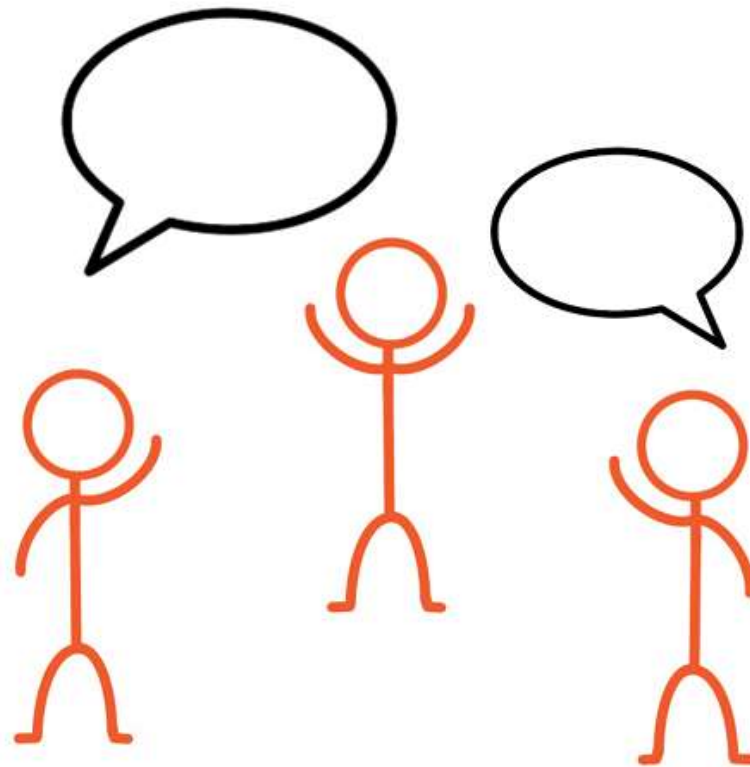
DEFINE YOUR PRODUCT

TO DEFINE A PRODUCT, START WITH THE CUSTOMER



IF THE BUYER IS...	THEN THE PRODUCT IS...
CAR MANUFACTURER	TIRE, ENGINE, WINDOW GLASS
COMMUTER	THE CAR
NEW CAR DEALERSHIP	A SET OF CARS

IDENTIFY RESOURCES




SET GUARDRAILS


All Scrum Teams supporting this product must work from the same Product Backlog.



Each team must be cross-functional and have all the skills needed to deliver a done increment of valuable product at least once per Sprint.



Each team should have no more than ten members.



The Product Owner will have a budget of \$xx.xx for the product.

SCRUM TRAINING FOR EVERYONE!

www.scrum.org/courses



Scrum Team Members
Agile Leaders
Stakeholders



Scrum Masters
Scrum Team Members



Product Owners
Scrum Masters



Agile Leaders
Scrum Masters
Product Owners



Scrum Masters
Scrum Team Members



Scrum Masters
Scrum Team Members
Agile Leaders



Scrum Team Members
Developing Software



Experienced Scrum
Masters



Experienced Product
Owners



Experienced
Practitioners
Product Owners
Agile Leaders



Product Owners
Scrum Masters
UX Professionals

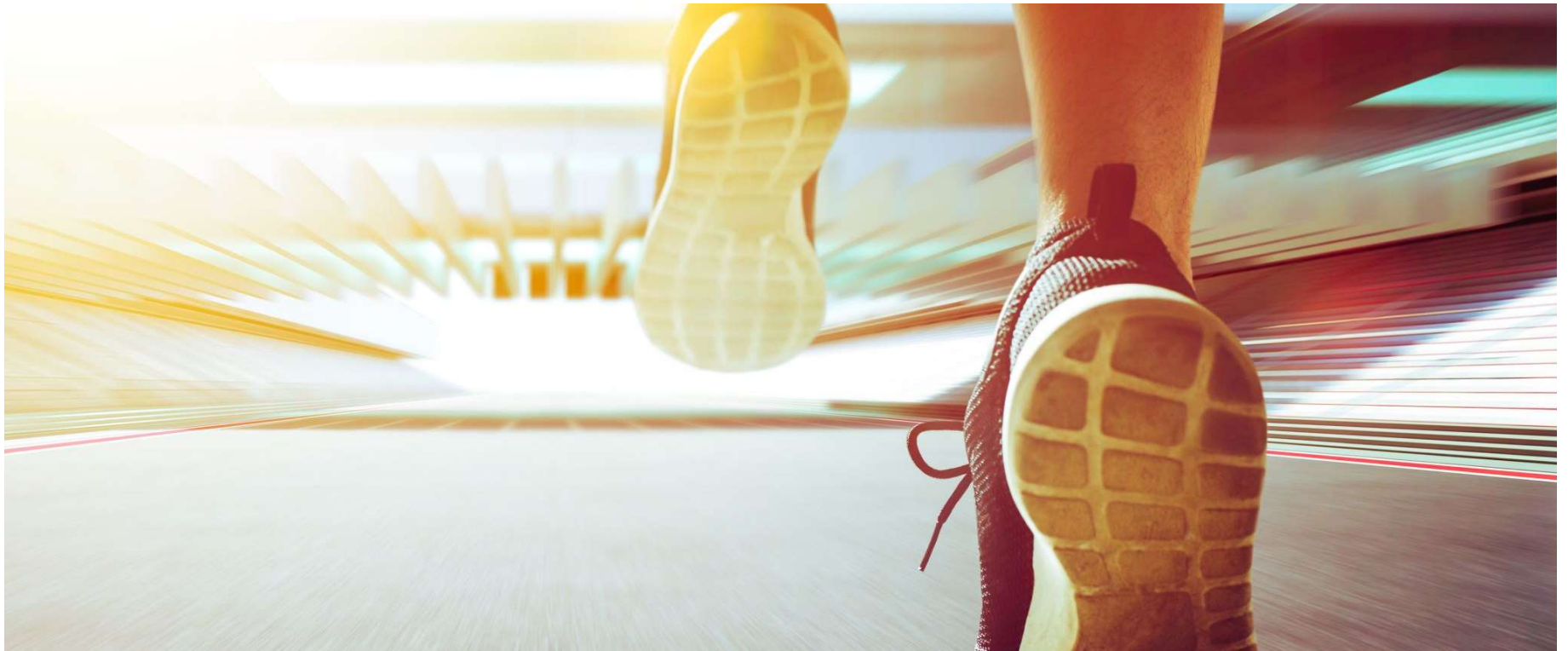


Scrum Masters
Scrum Team Members
Agile Leaders

SELF-ORGANIZE

- REVIEW PRODUCT VISION, PRODUCT GOAL AND INITIAL PRODUCT BACKLOG (IF AVAILABLE)
- ASK TEAM MEMBERS TO INTRODUCE THEMSELVES AND THEIR SKILLS
- REVIEW MANAGEMENT'S GUARDRAILS
- HAVE TEAMS DETERMINE THEIR STRUCTURE (E.G. HOW MANY TEAMS, HOW MANY PER TEAM, WHETHER THEY WILL BE FEATURE TEAMS)
- HAVE TEAMS IDENTIFY AND REMEDIATE WEAKNESSES WITH THEIR PLANNED STRUCTURE
- ENGAGE TEAMS IN CHOOSING TEAM NAMES
- TEAMS IDENTIFY THEIR SCRUM MASTERS
- PRESENT PROPOSED ORGANIZATION TO MANAGERS
- MANAGERS ASK QUESTIONS

START SPRINTING!



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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RSS
Scrum.org/RSS



Insights from the Scrum.org Community of experts



WEBCAST



THANK YOU!

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www.ScrumDay.org