

# Get a grip on your agile transformation

## Alexey Krivitsky and Roland Flemm

20.06.2023

# 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





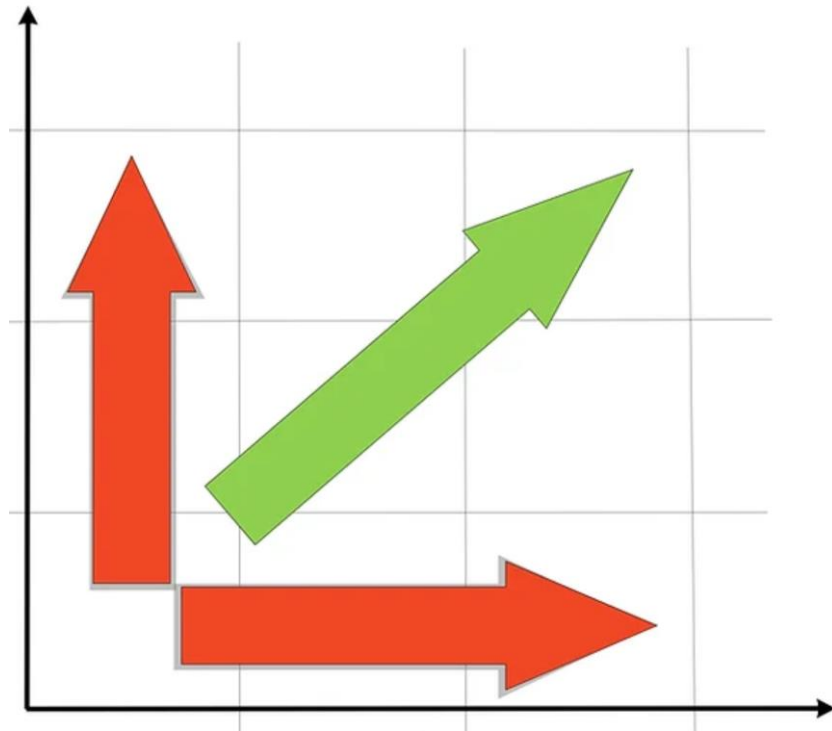
Roland Flemm



Alexey Krivitsky

Scrum Trainers & Consultants  
more than 40 years of combined experience

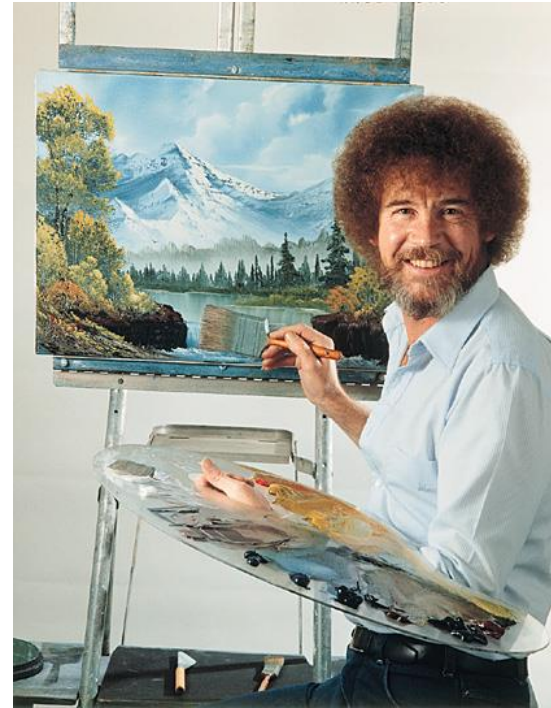
# Get a grip on your Agile transformation with **Organizational Topologies**



# WHY

# We created Org Topologies...

## Because we want to make Org Design approachable for everybody (management)



Bob Ross

# WHAT



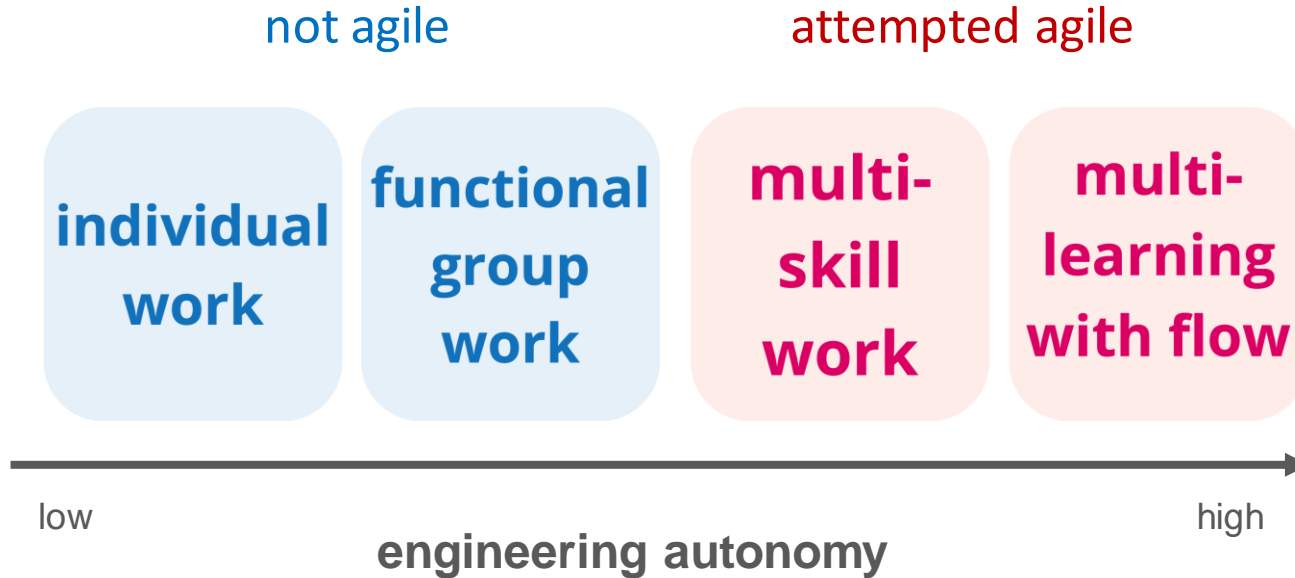
# The **First** Wave of the Agile Revolution



**narrowly specializing teams**

**long-living cross-functional teams**

# The **First** Wave of the Agile Revolution



## Moving the Scrum Downfield

From interviews with organization members from the CEO to young engineers, we learned that leading companies show six characteristics in managing their new product development processes:

1. Built-in instability
2. Self-organizing project teams
3. Overlapping development phases
4. “Multilearning”
5. Subtle control
6. Organizational transfer of learning

These characteristics are like pieces of a jigsaw puzzle. Each element, by itself, does not bring about speed and flexibility. But taken as a whole, the characteristics can produce a powerful new set of dynamics that will make a difference.

<https://hbr.org/1986/01/the-new-new-product-development-game>



A day of Mob Programming

www.MobProgramming.org

1:00 PM

Watch later



MORE VIDEOS



1:58 / 3:15

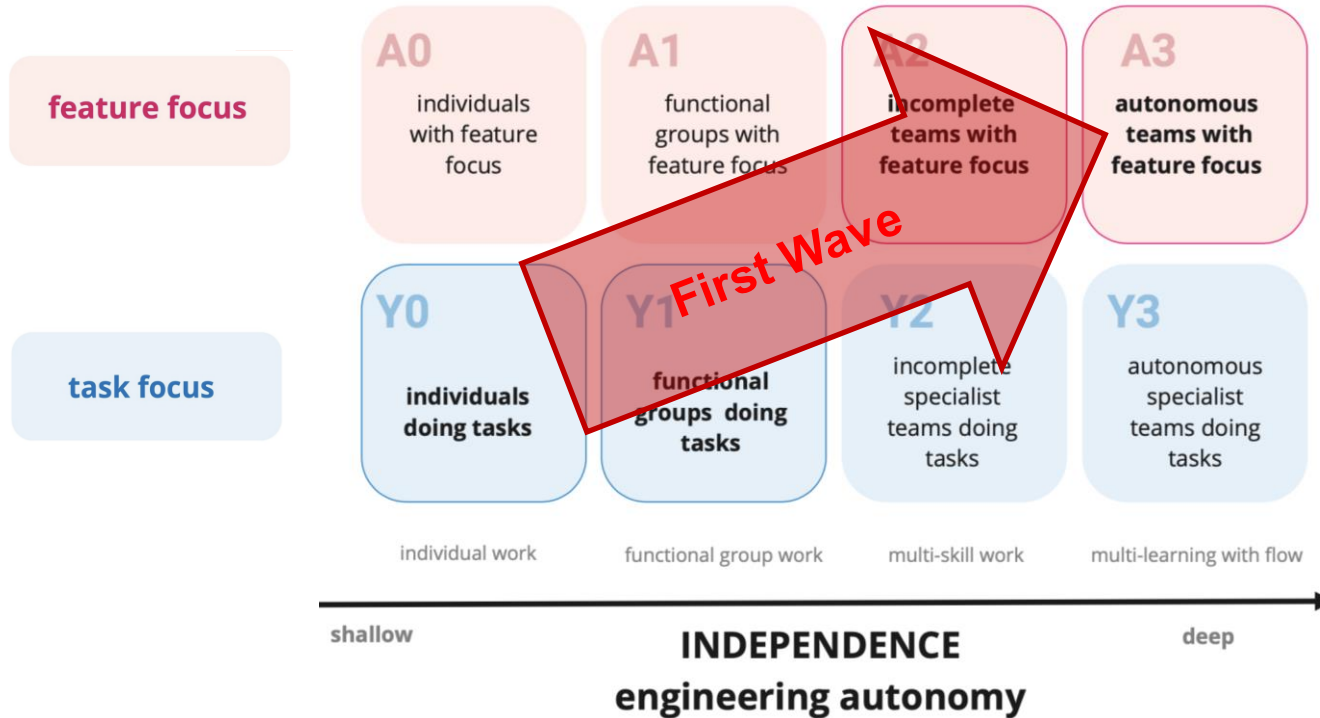


YouTube



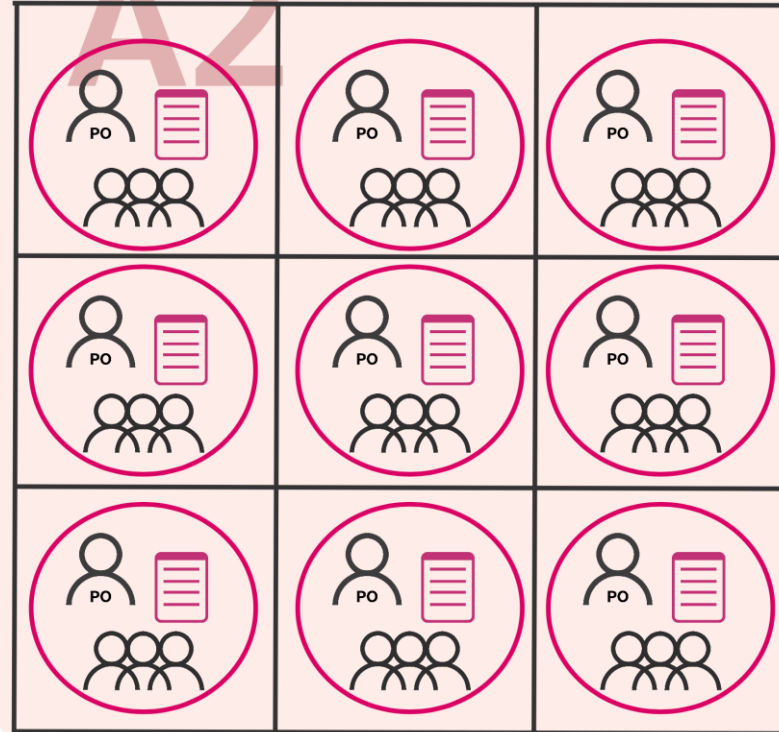
[https://www.youtube.com/watch?v=p\\_pvslS4gEI&ab\\_channel=WoodyZuill](https://www.youtube.com/watch?v=p_pvslS4gEI&ab_channel=WoodyZuill)

# The **First** Wave of the Agile Revolution

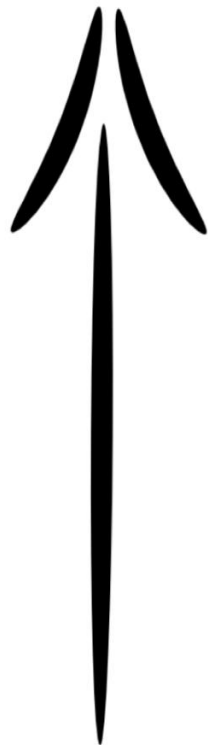


# Caged Agile

## Caged Cheetah



# The **Second** Wave of the Agile Revolution

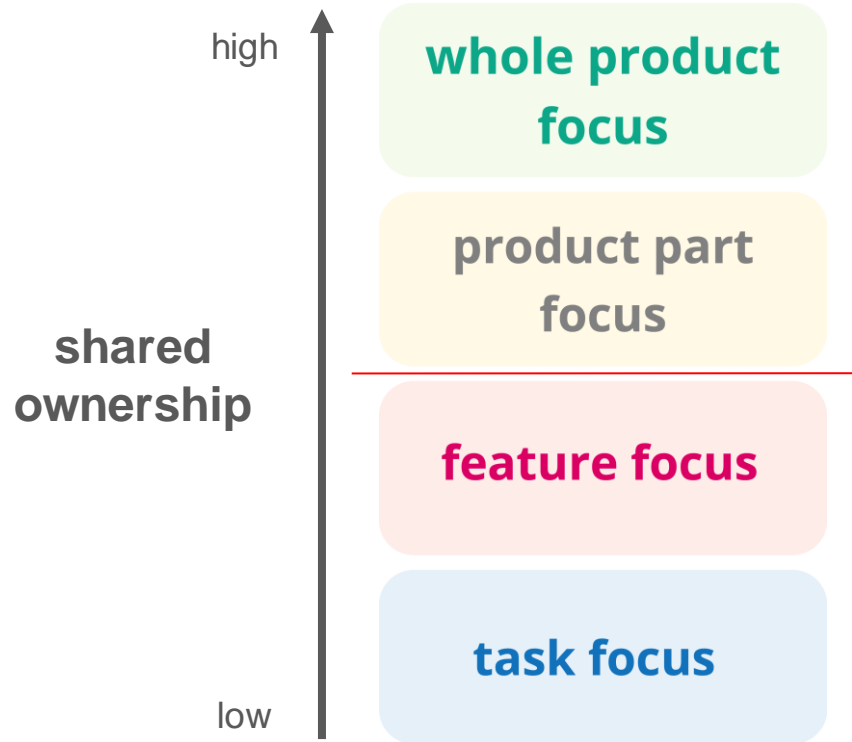


**Whole product co-ownership**



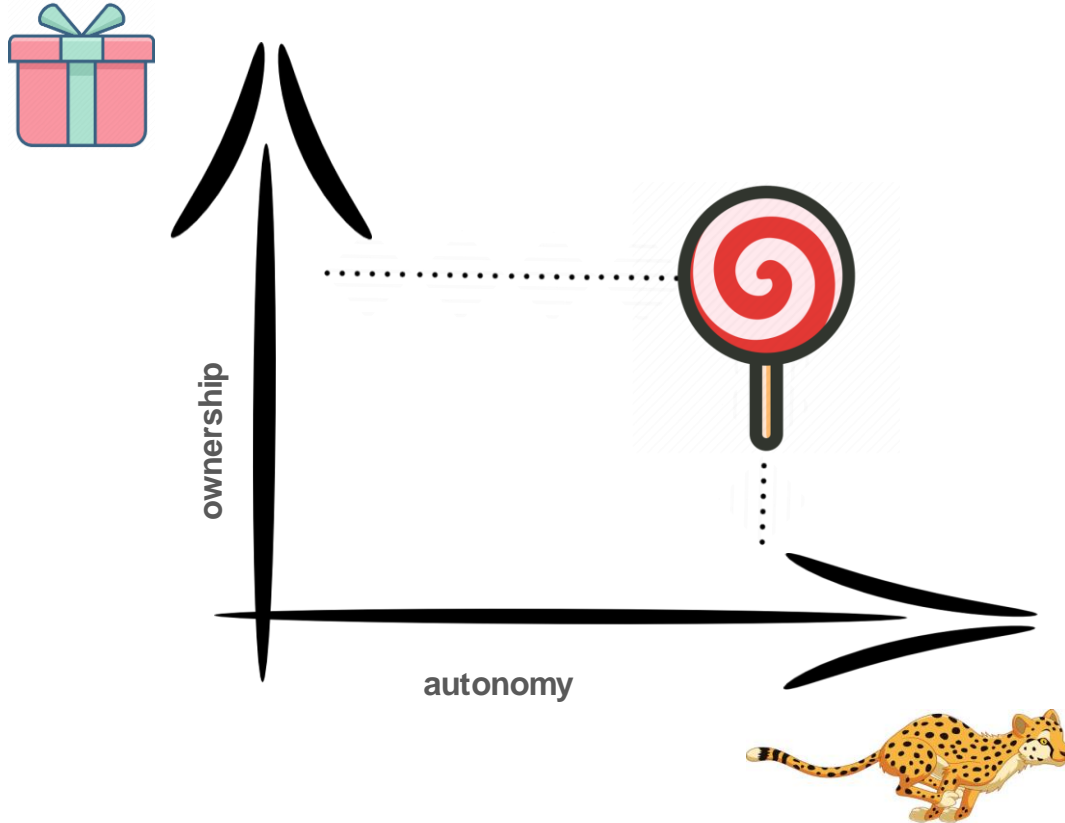
**Narrow ownership at team level  
(features, channels, sub-products)**

# The **Second** Wave of the Agile Revolution





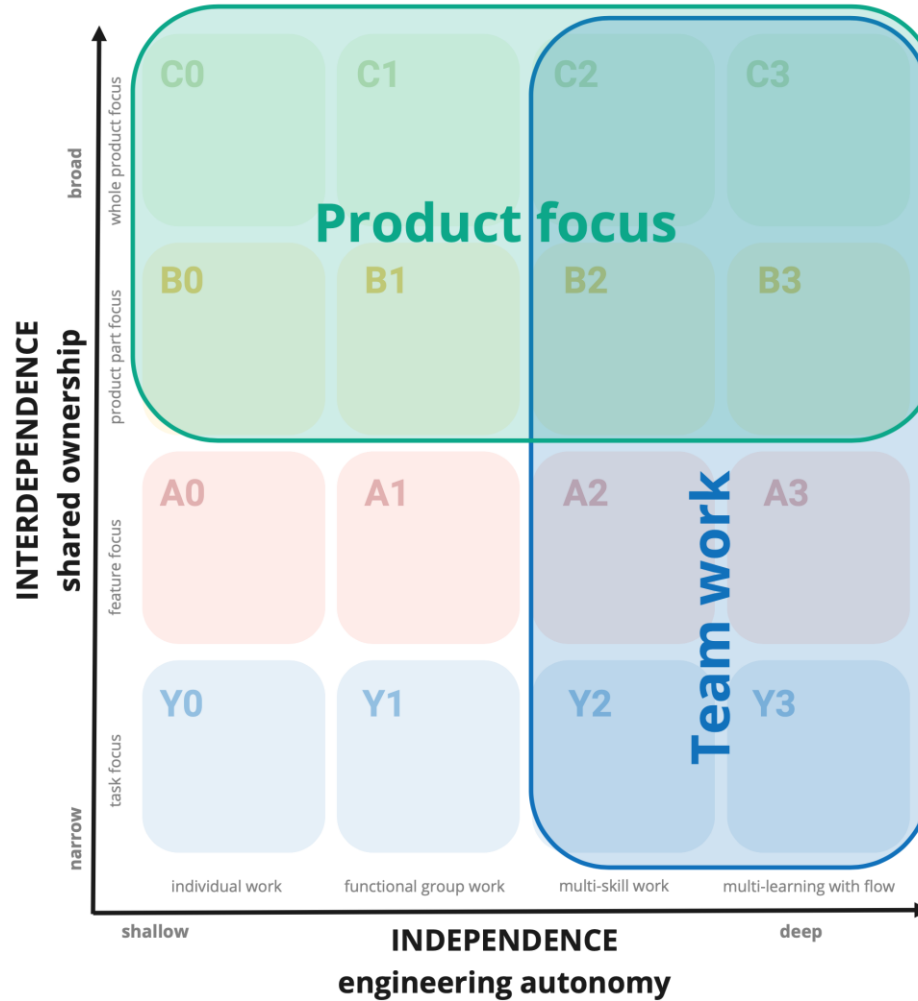
# The **Second** Wave of the Agile Revolution



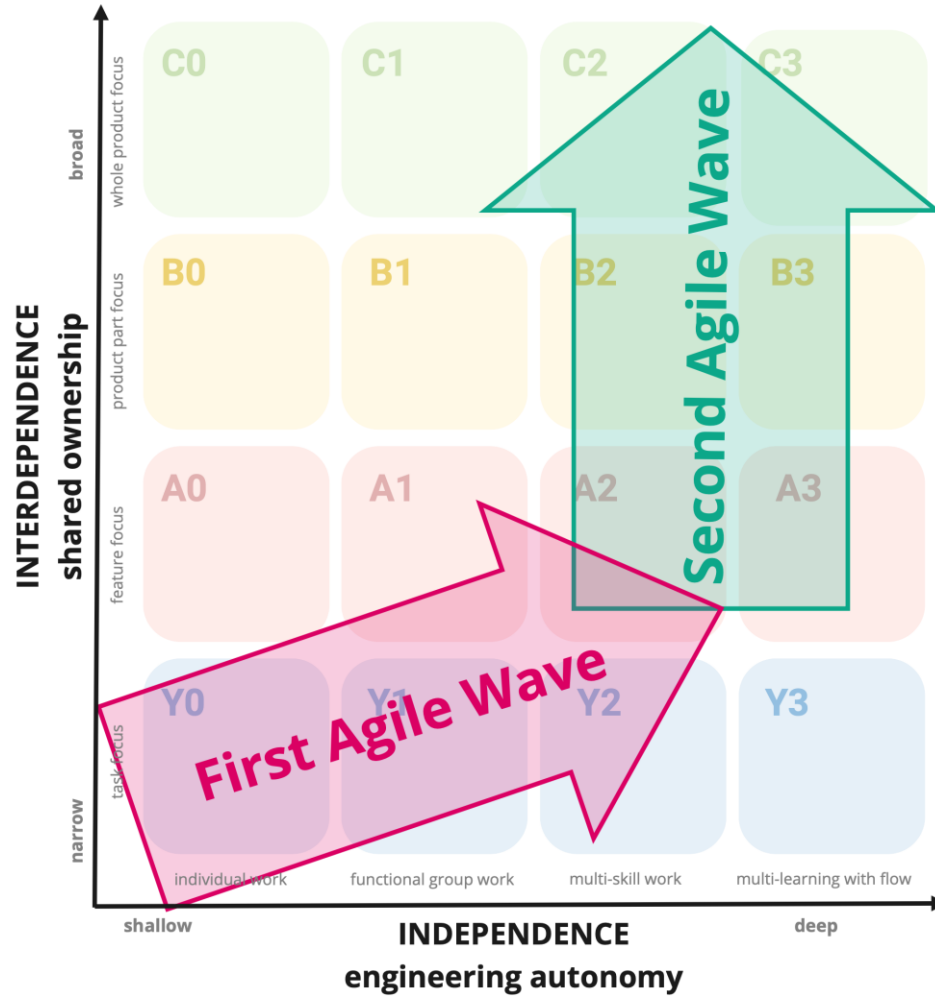
# Product Ownership Matters (from narrow to broad)



# Team Work & Product Focus



# Transformation Waves

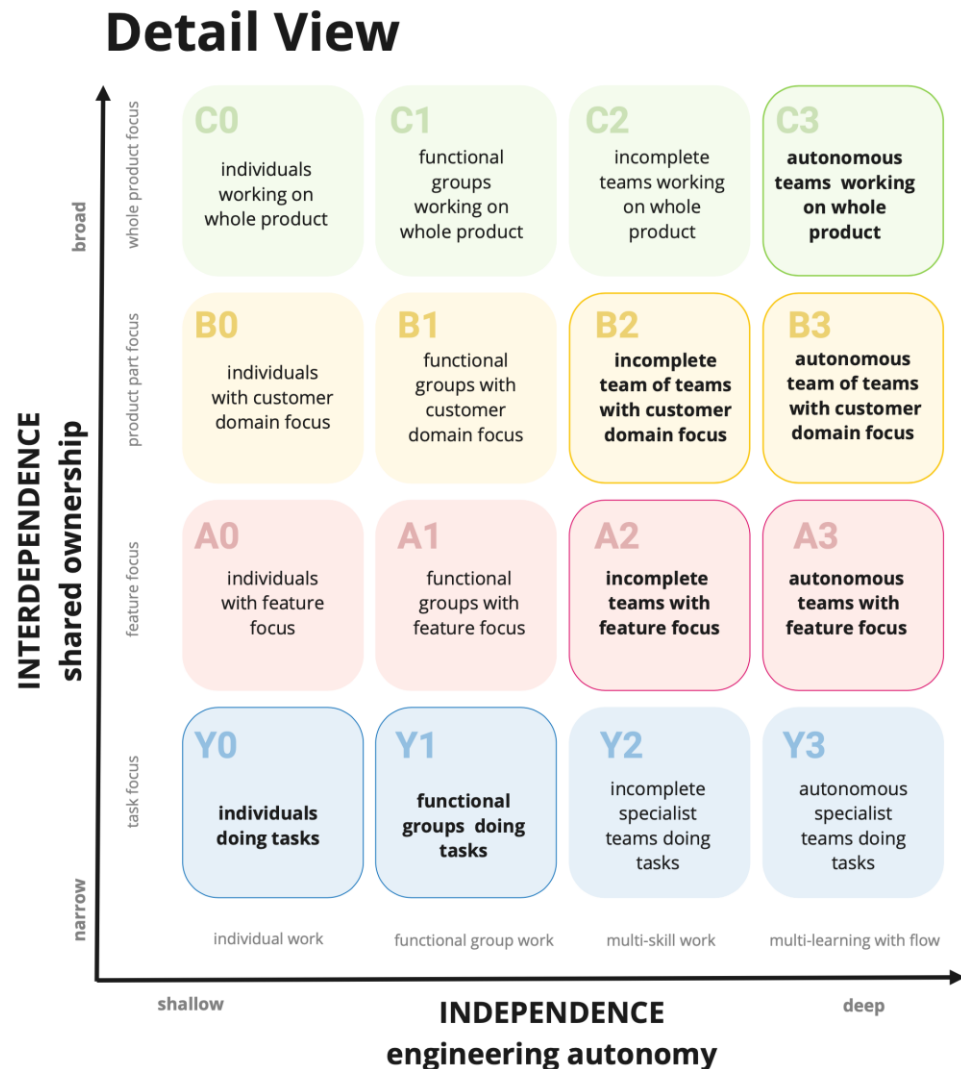


# HOW

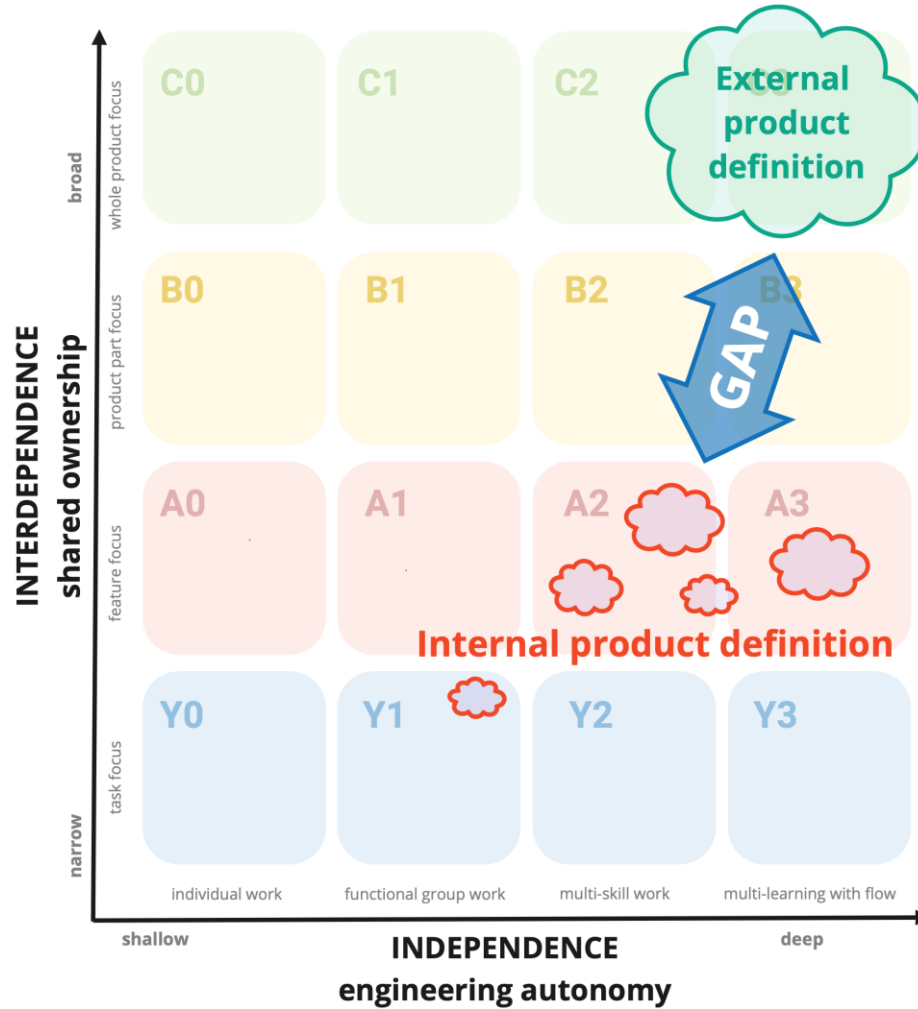
**(Wait, there is a map for that!)**

# Putting It All Together

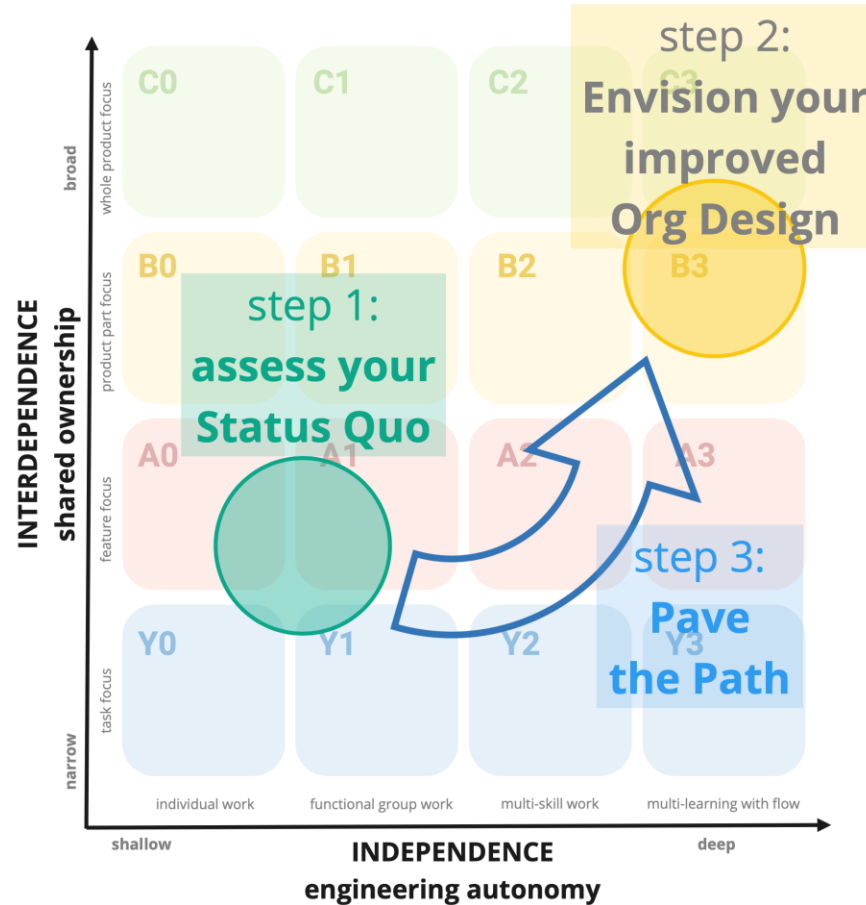
- Seven prevalent **Organizational Archetypes**
- Ordered in relation to high **Adaptability**
- Categorized by **Autonomy** and **Ownership**
- Making **org design** discussions approachable



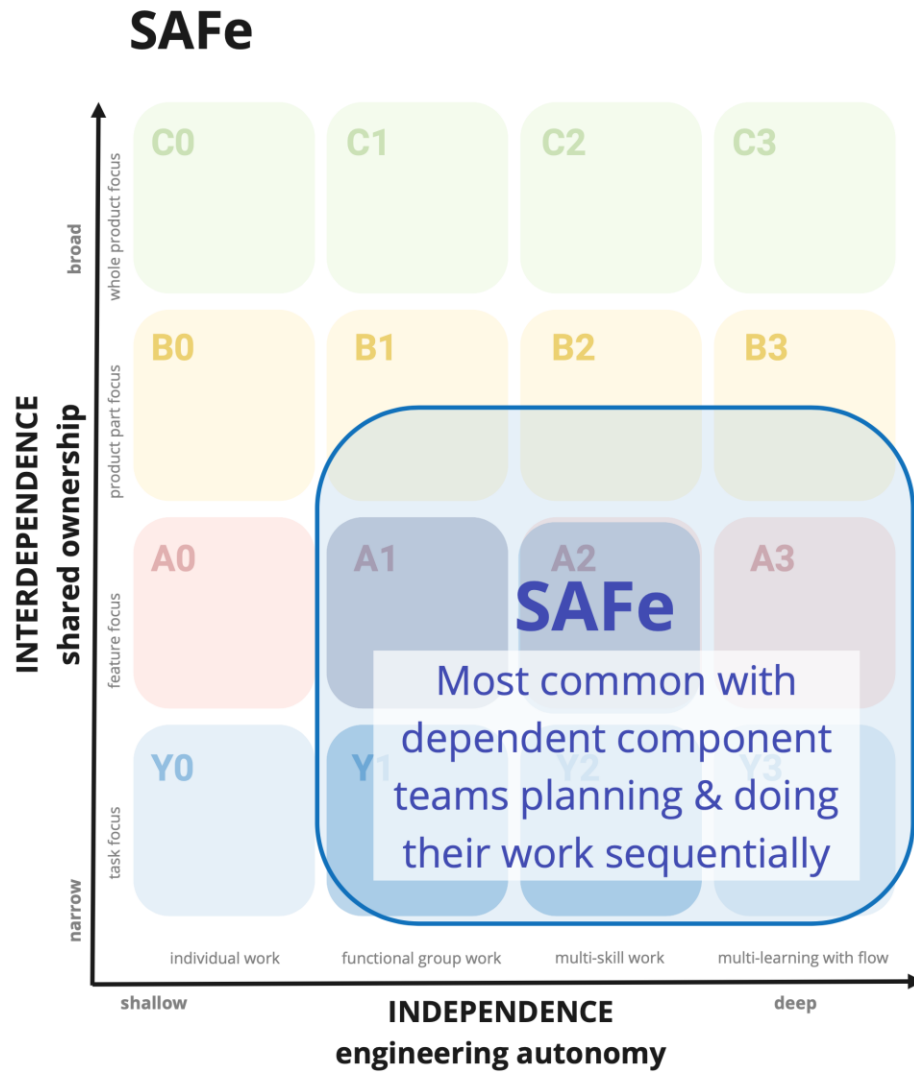
# Product Gap



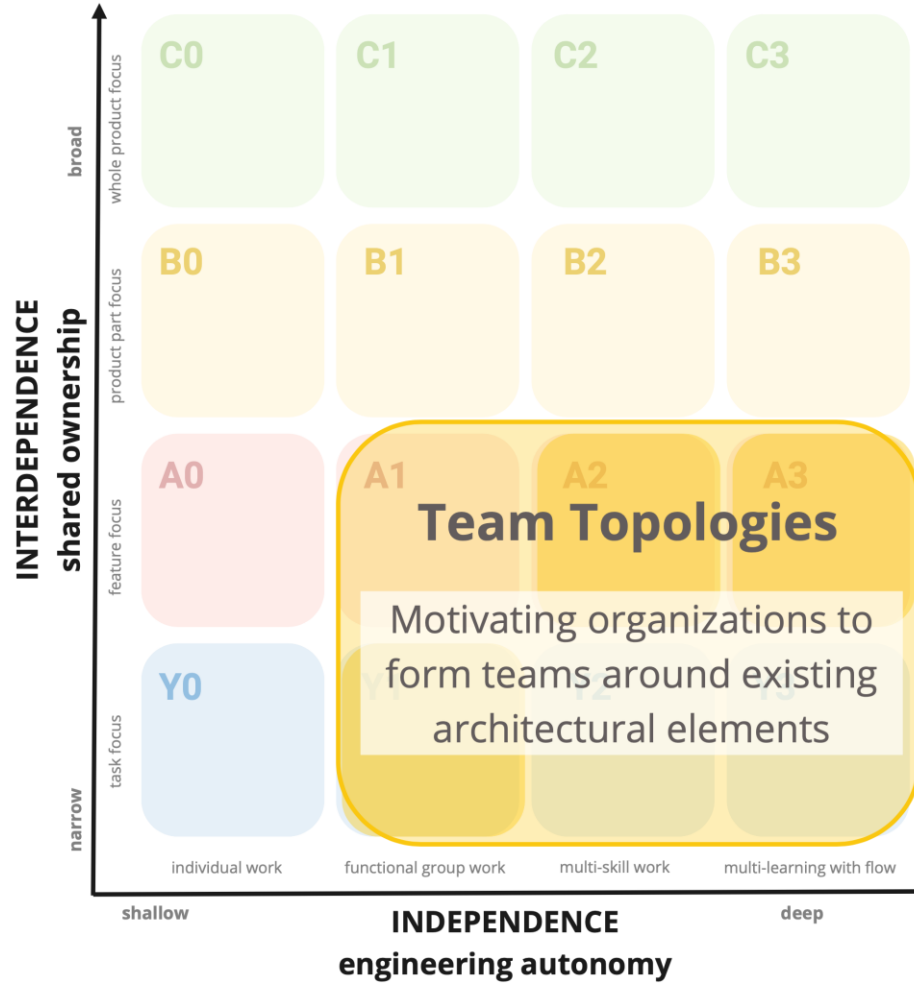
# Navigate with the Map



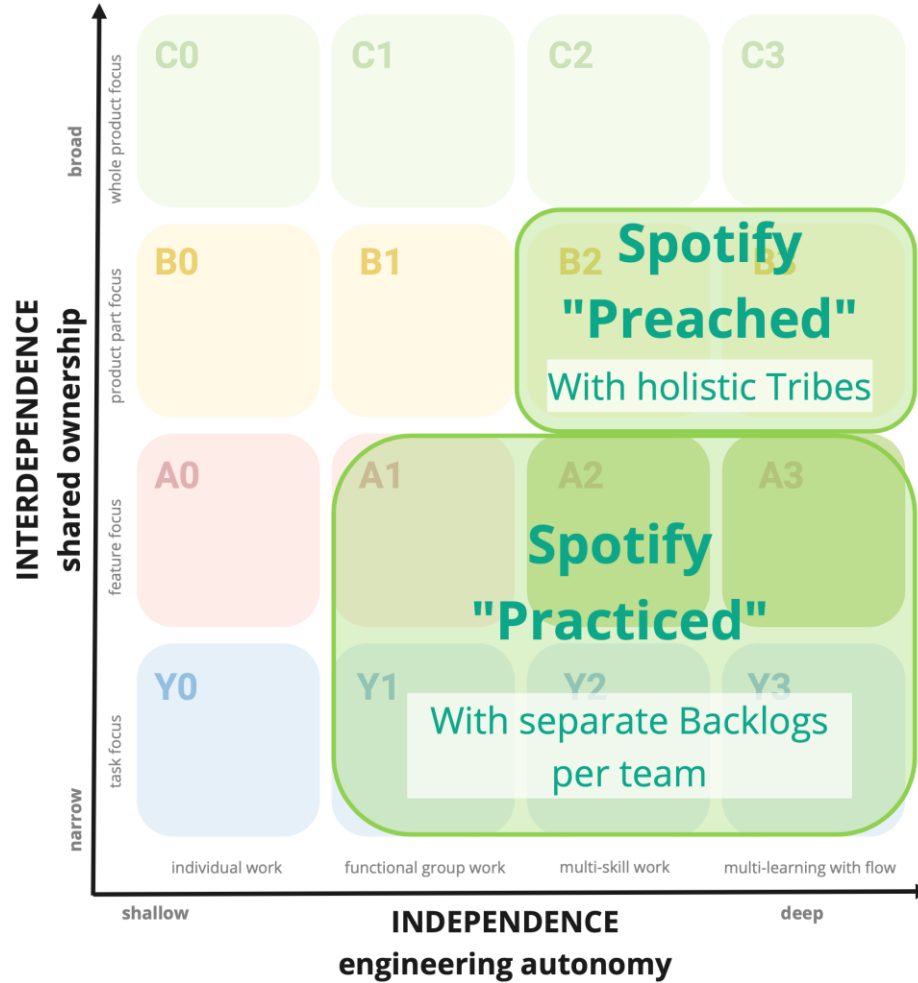




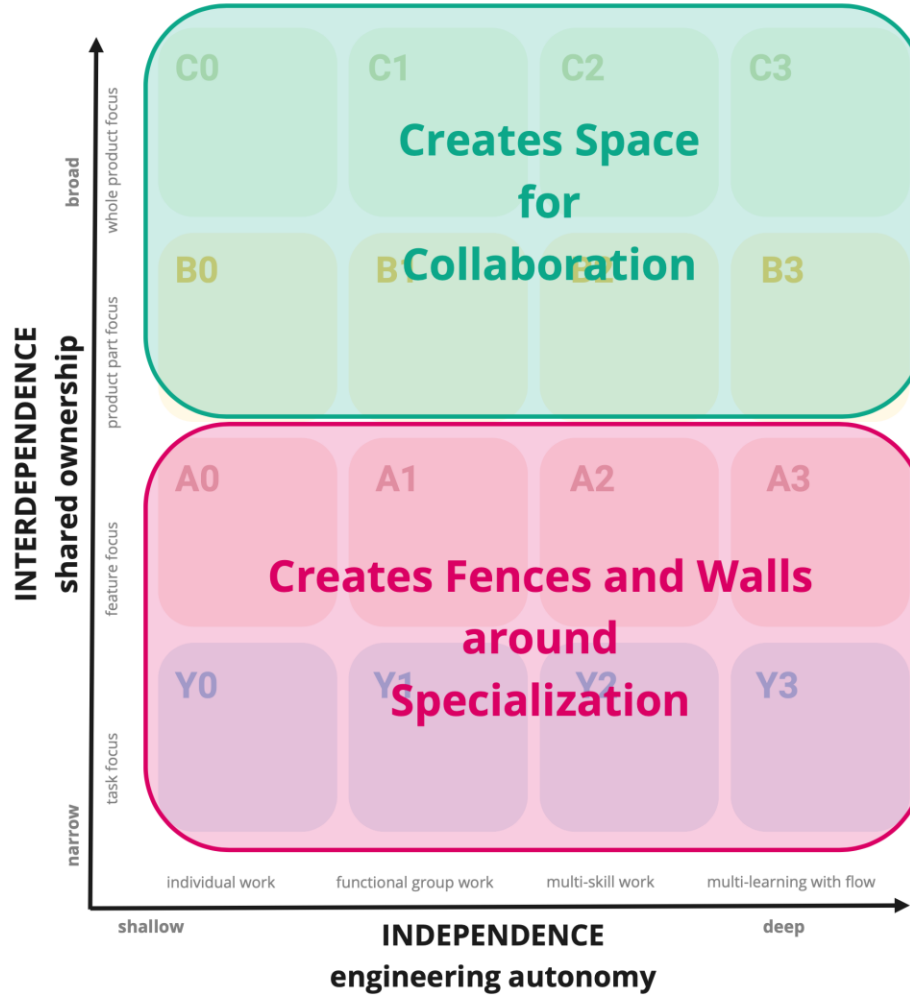
# Team Topologies



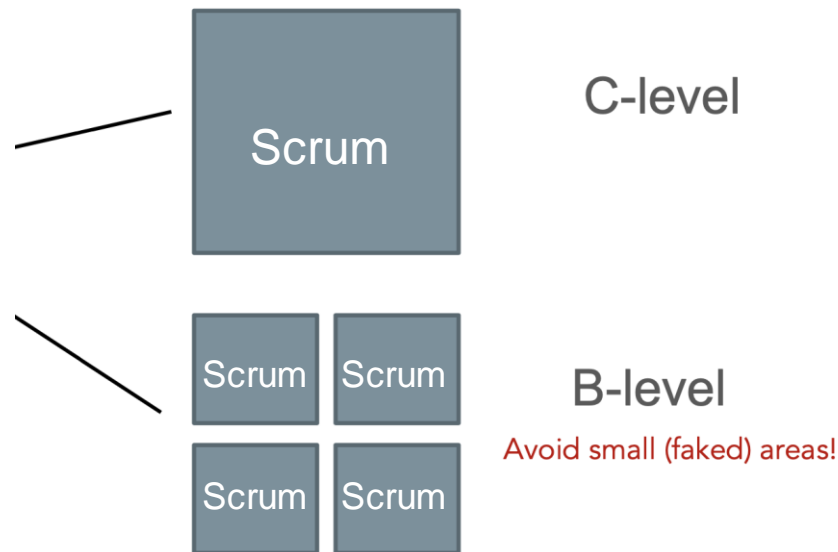
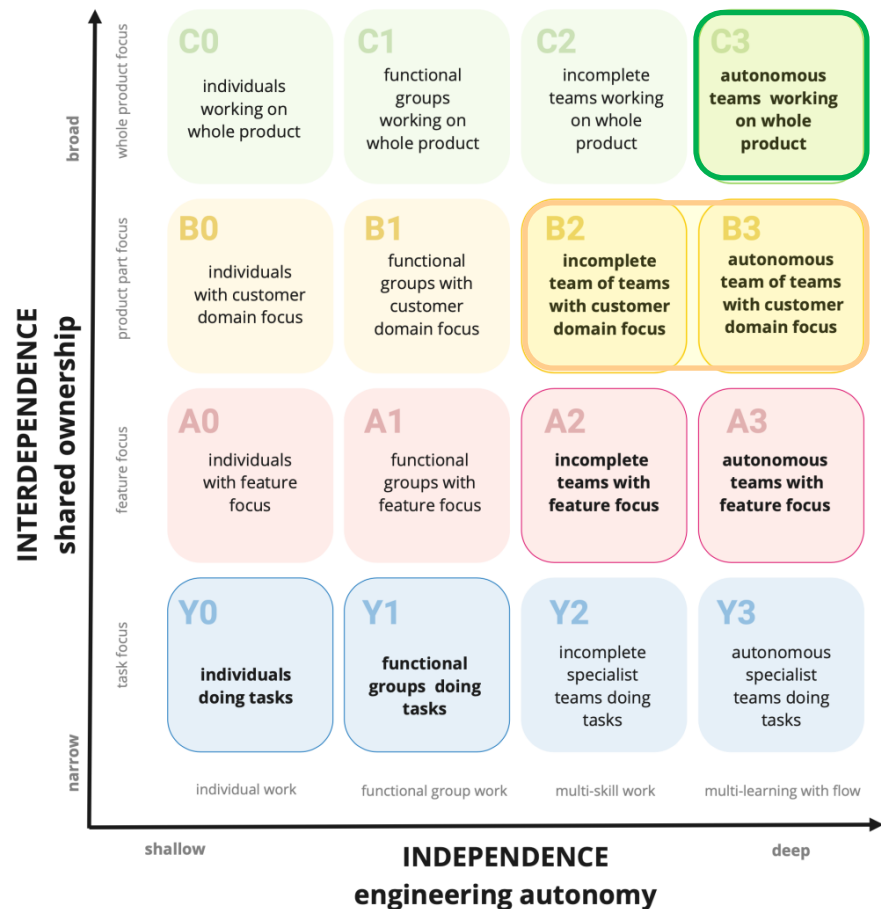
# Spotify Approach



# Collaboration & Specialization

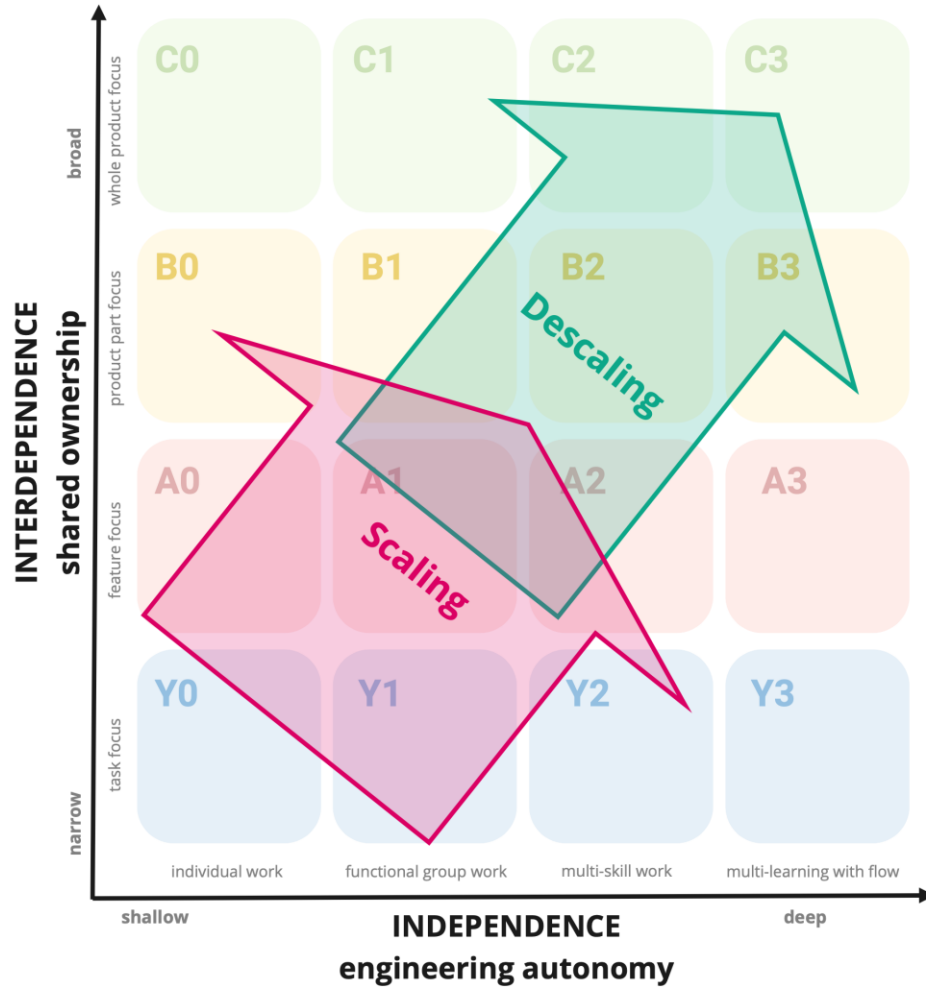


# B & C Level Ecosystems

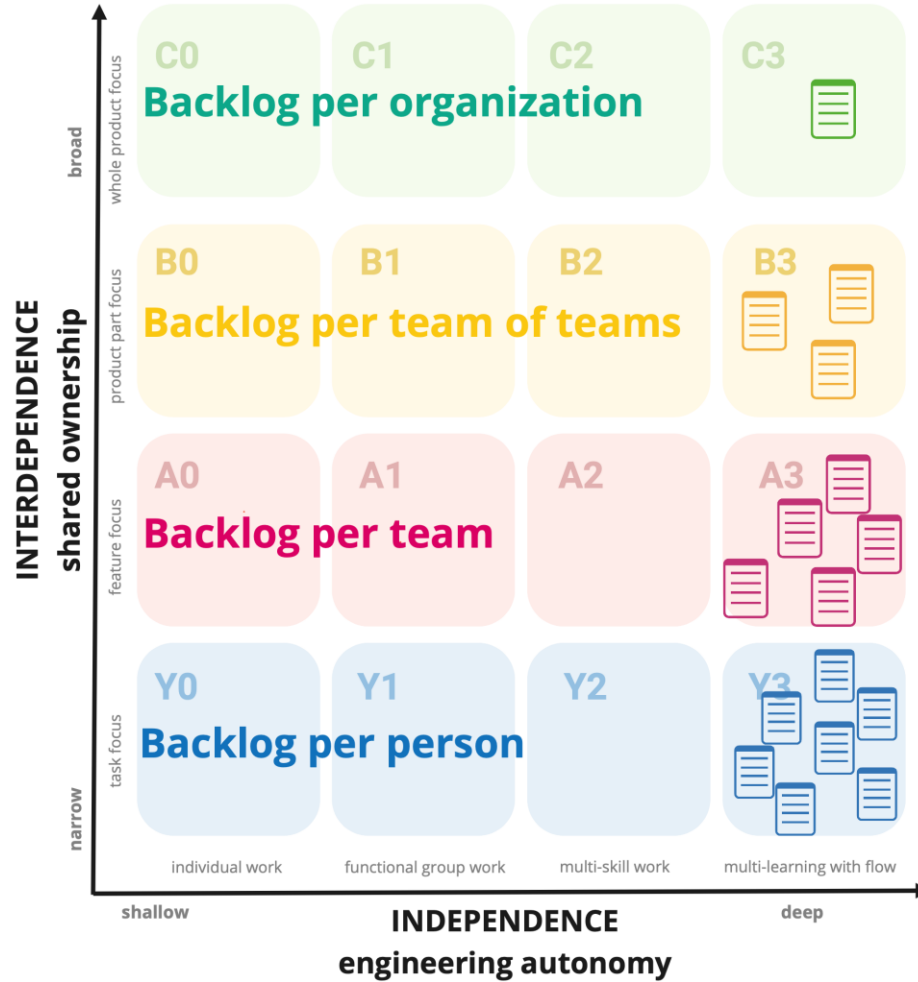


There will always be some level of specialization (value silos).  
But customer needs are not siloed, they cut across.  
So the broader you re-specialize, the longer you stay relevant.

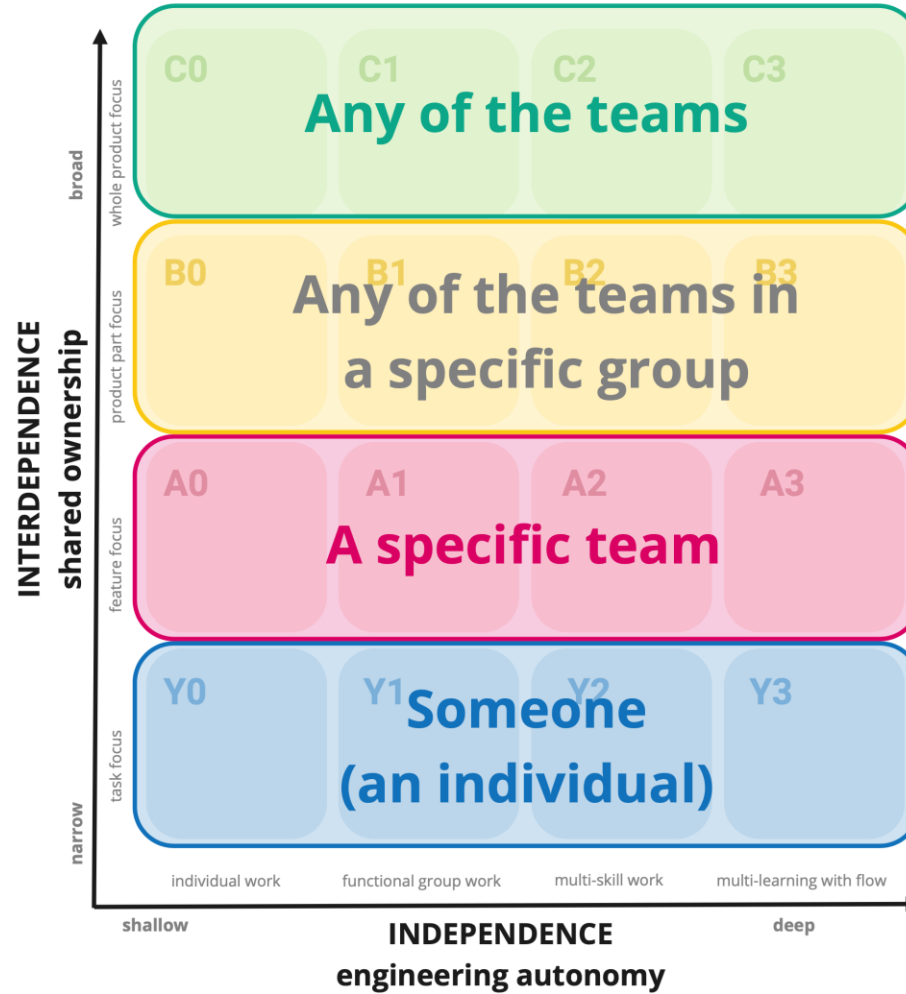
# Transformation Direction



# # of Product Backlogs

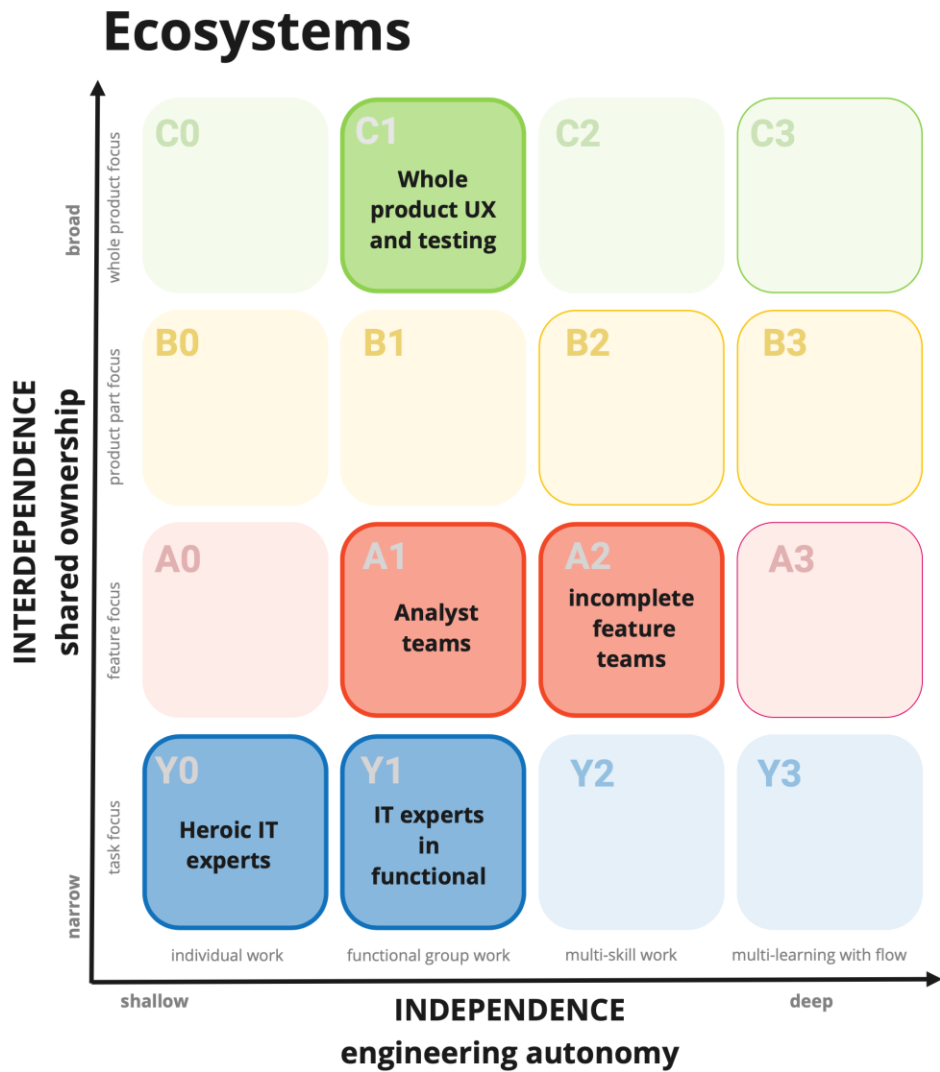


# Who does the work?

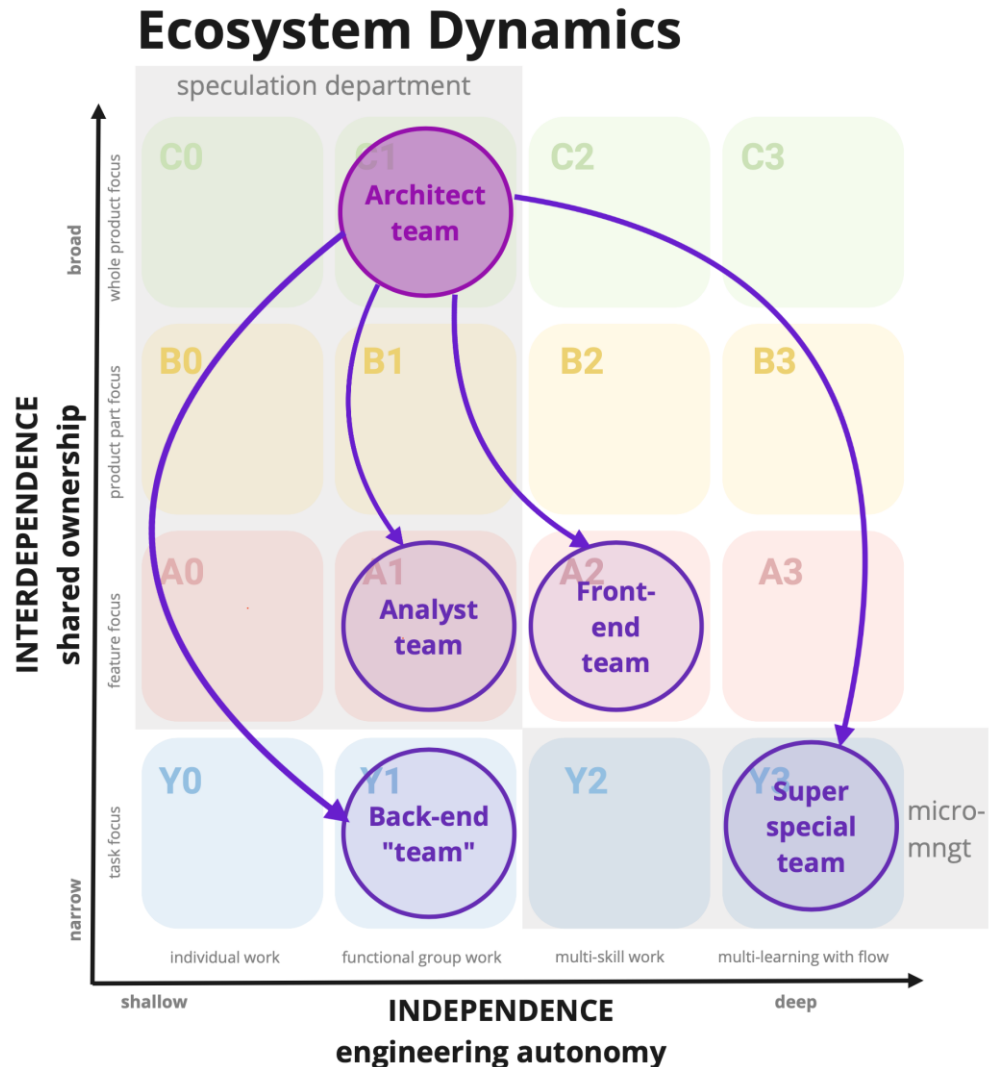




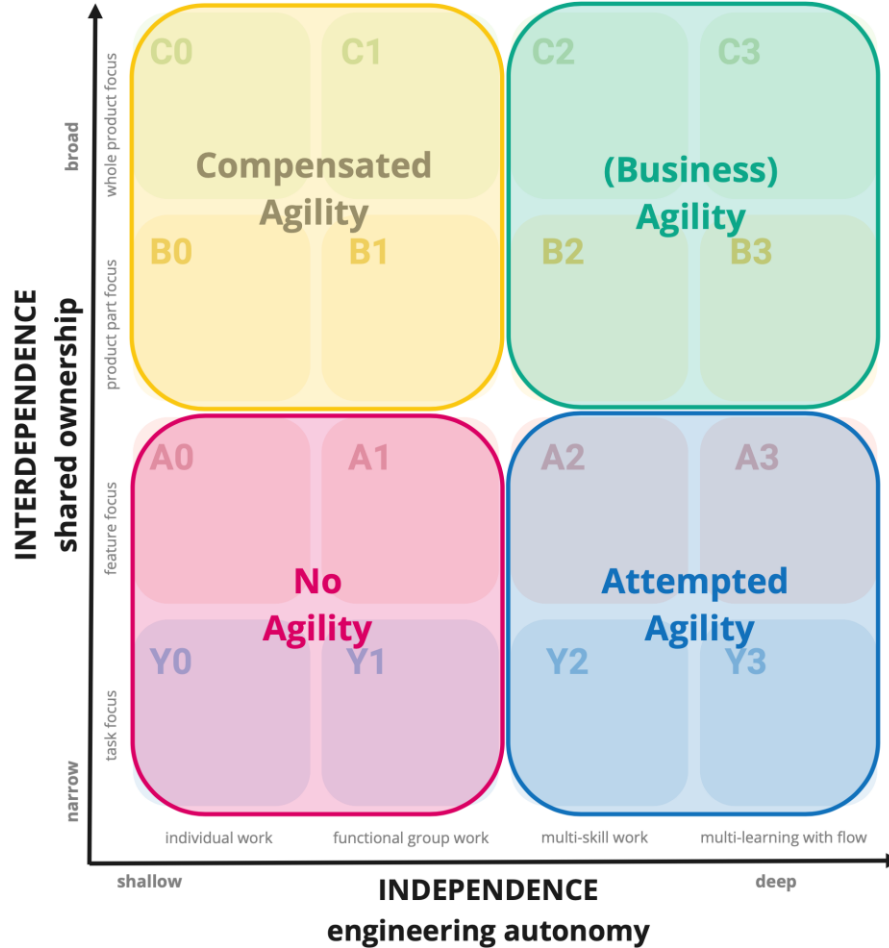
In most organizations, an ecosystem of Archetype-configurations is required to deliver (parts of) a Product.

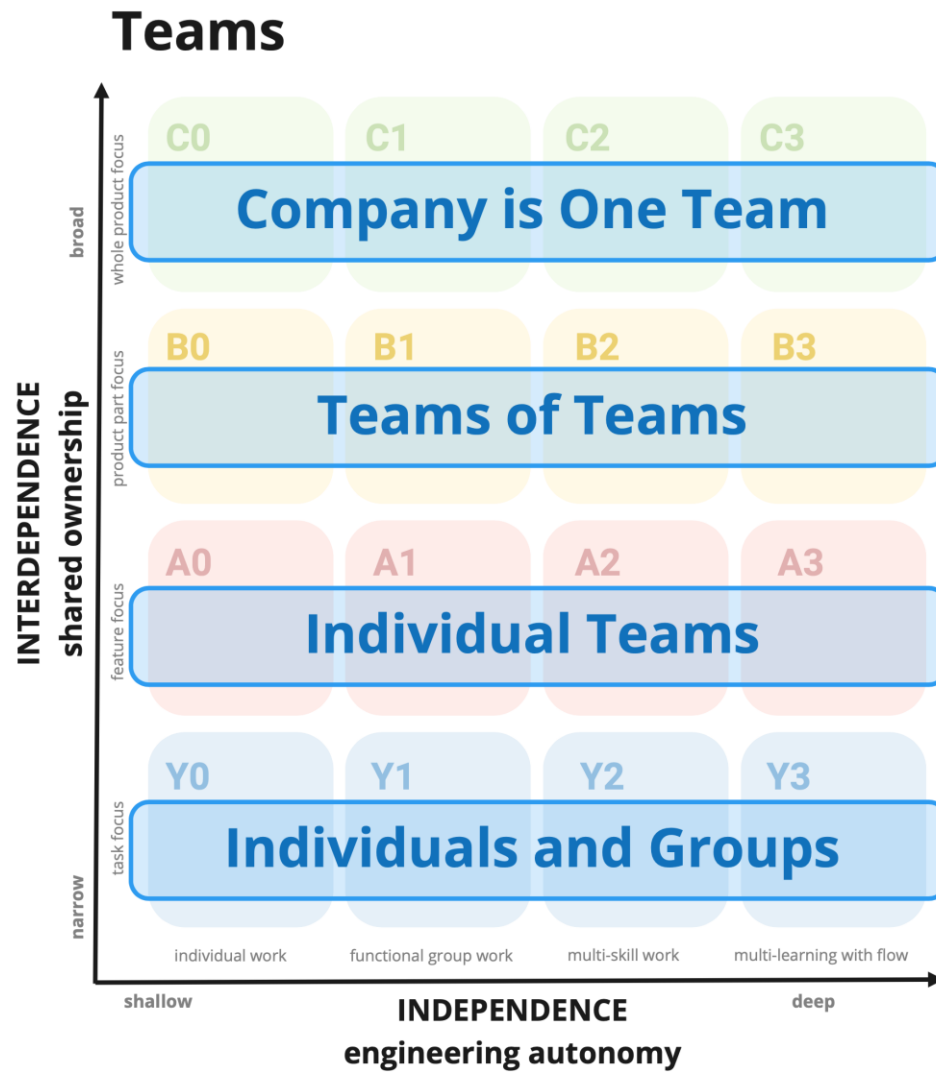


To arrive at a higher-level archetype, organizations need to re-think the ecosystem, not just process for individual teams.

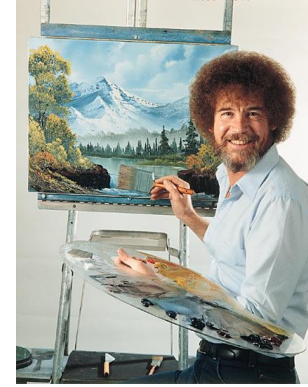
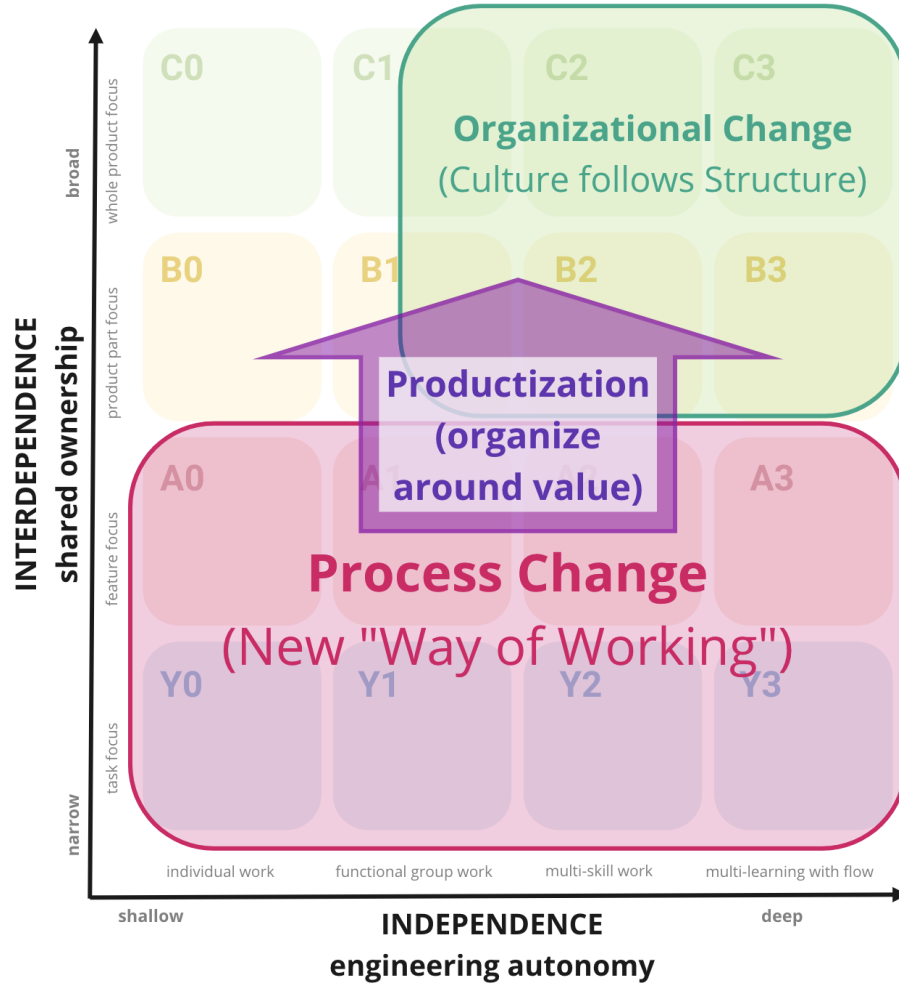


# Ecosystem Agility





# Driving Real Change



# 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 12 visionaries in 2001, the Agile Manifesto was developed to look at the core principles and values for Agile software development. (2014-01)

★★★★★ 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. (2013-01)

★★★★★ 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**  
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# Thank you!