



Scrum.org™  
*The Home of Scrum*

# Stop Pretending to be Agile

## Mary Iqbal



Rebel Scrum

THIS IS THE TRAINING  
YOU'VE BEEN LOOKING FOR.

<http://www.RebelScrum.site>

11/16/2021



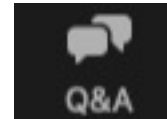
@ScrumDotOrg

©1993 – 2021 Scrum.org All Rights Reserved

1

# 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



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

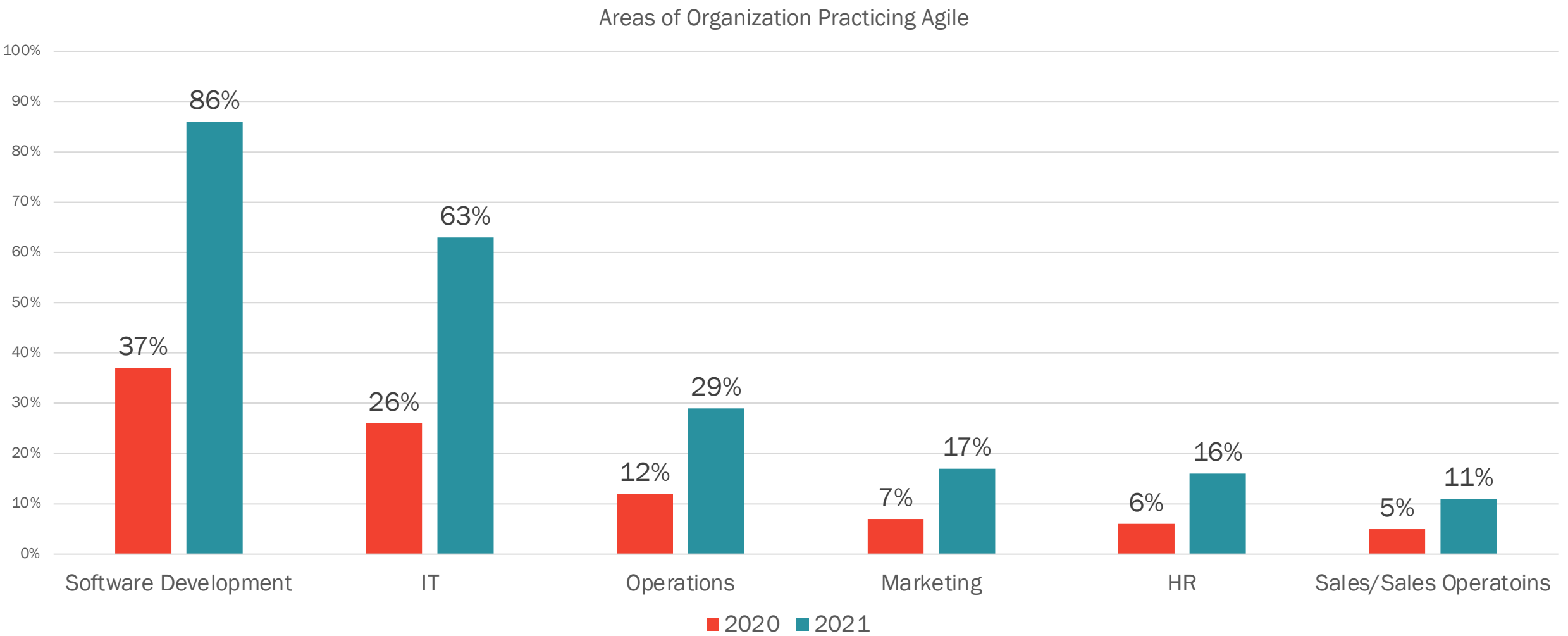


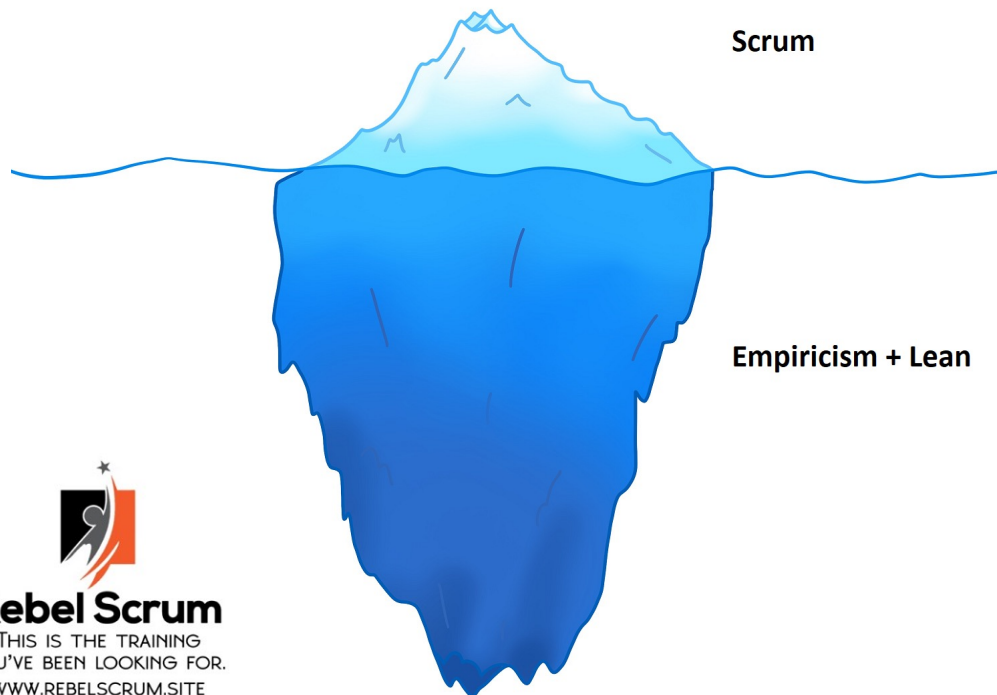
**Mary Iqbal**



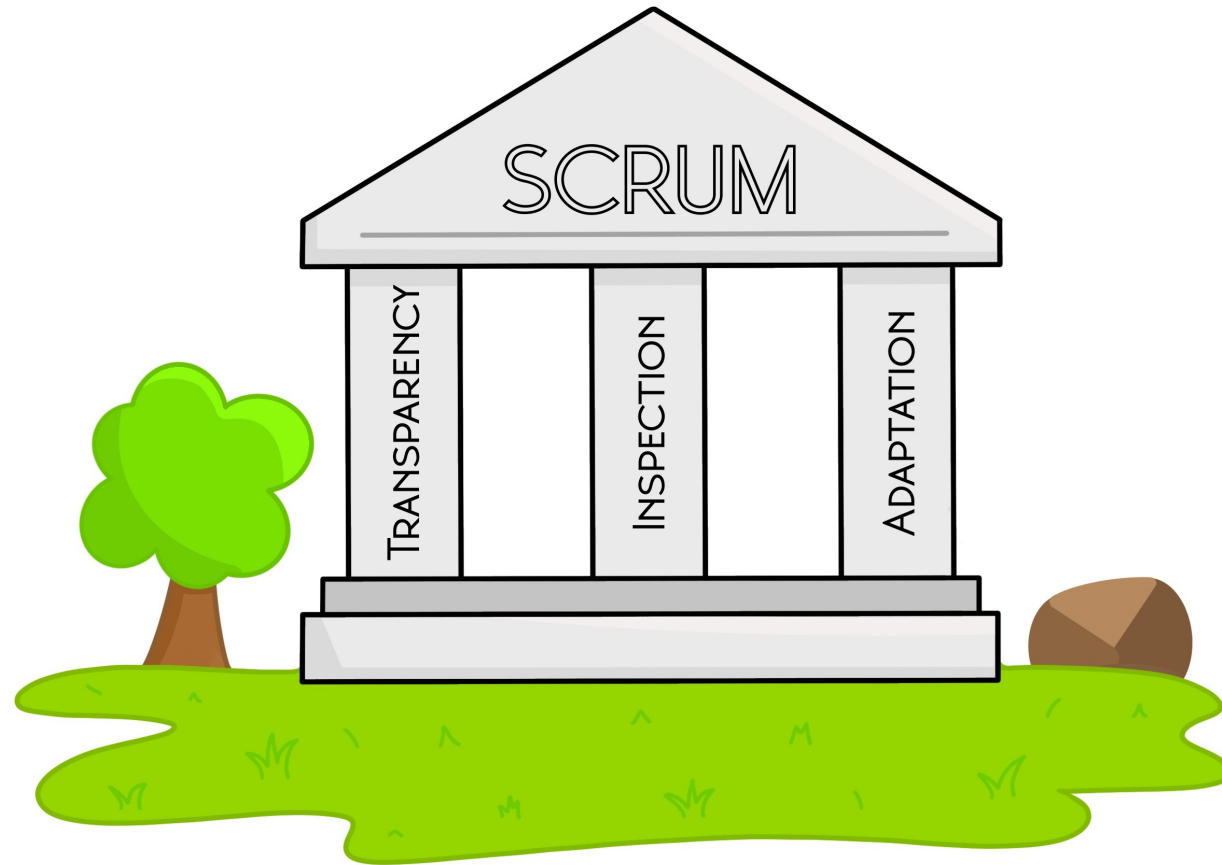
[www.RebelScrum.site](http://www.RebelScrum.site)

# Scrum Adoption Continues to Grow





  
**Rebel Scrum**  
THIS IS THE TRAINING  
YOU'VE BEEN LOOKING FOR.  
[WWW.REBELSCRUM.SITE](http://WWW.REBELSCRUM.SITE)



# Top Signs of Pretending to be Agile

Product not aligned with the customer

Not delivering a Done, usable increment

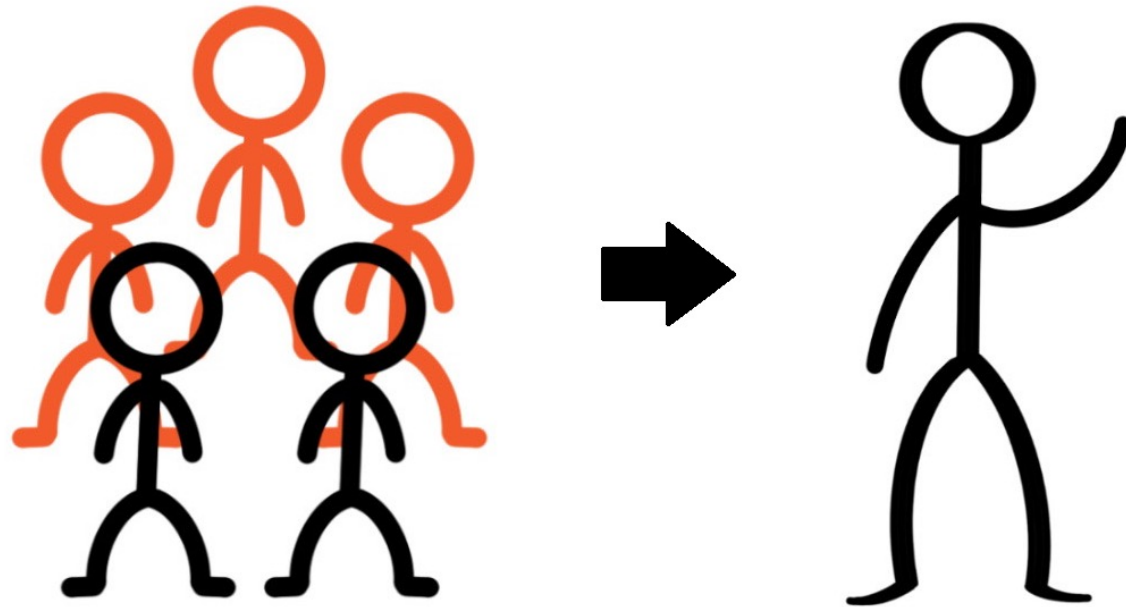
Low predictability / unable to forecast

Events do not result in Adaptation



Scrum is focused on  
Product Delivery. So,  
have you defined your  
Product?

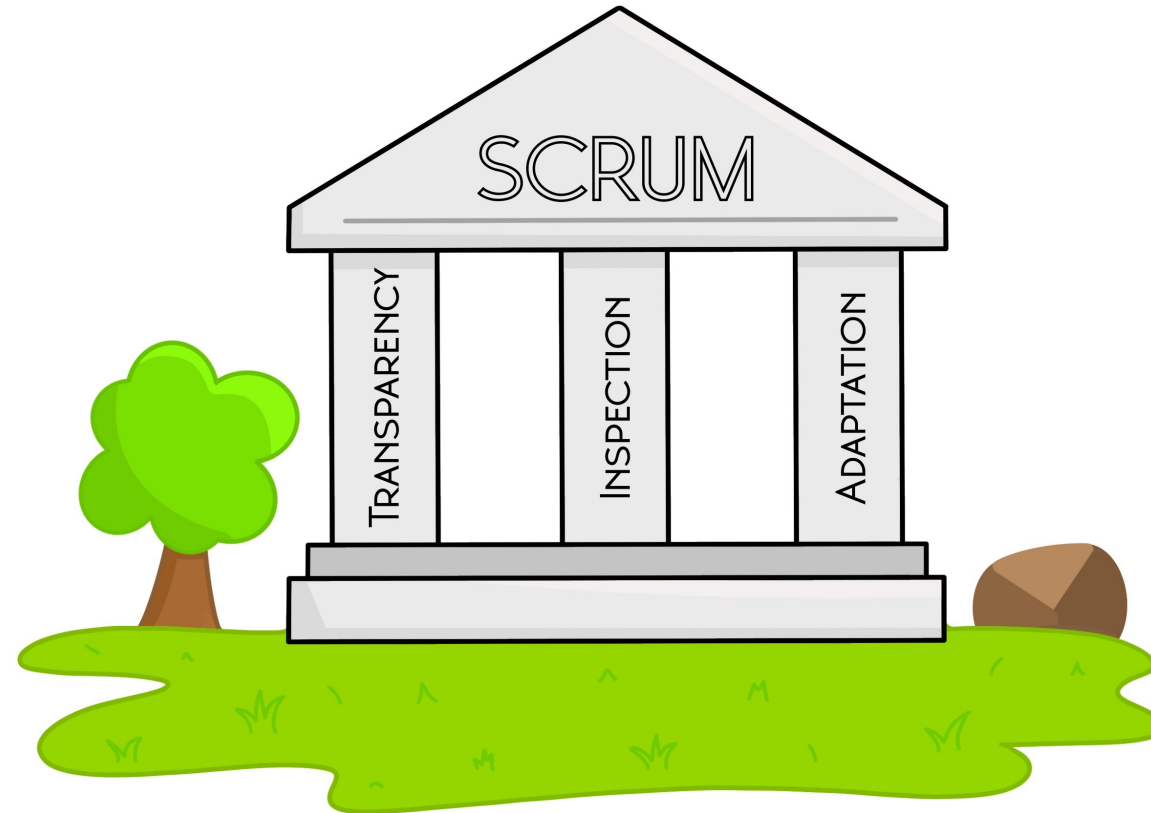


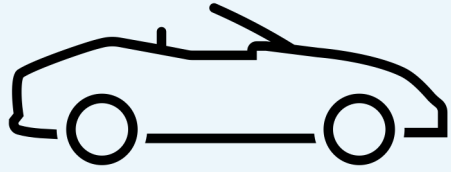


“The most successful Agile teams are the ones that know their customers and are clearly aligned to them.”

- Dave West, CEO of Scrum.org. State of Agile 2021 webinar

# How Product Definition Impacts Empiricism





# When defining a product, start with the customer

If the buyer is....	The product could be...
Car manufacturer	Tires, engine, window or glass
Someone buying a commuter car	The car
New car dealership	Floor plan

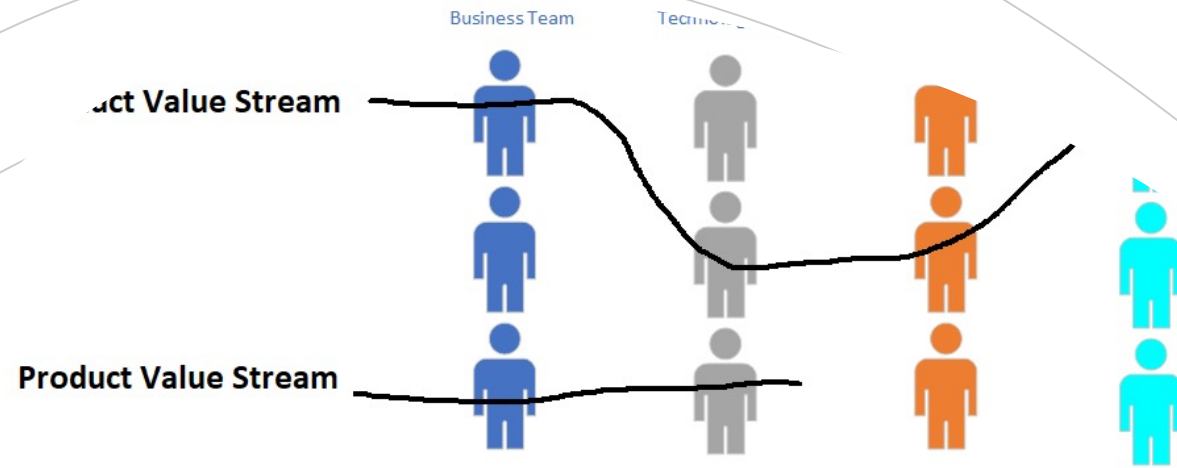
# How do you define your Product?

Value stream mapping

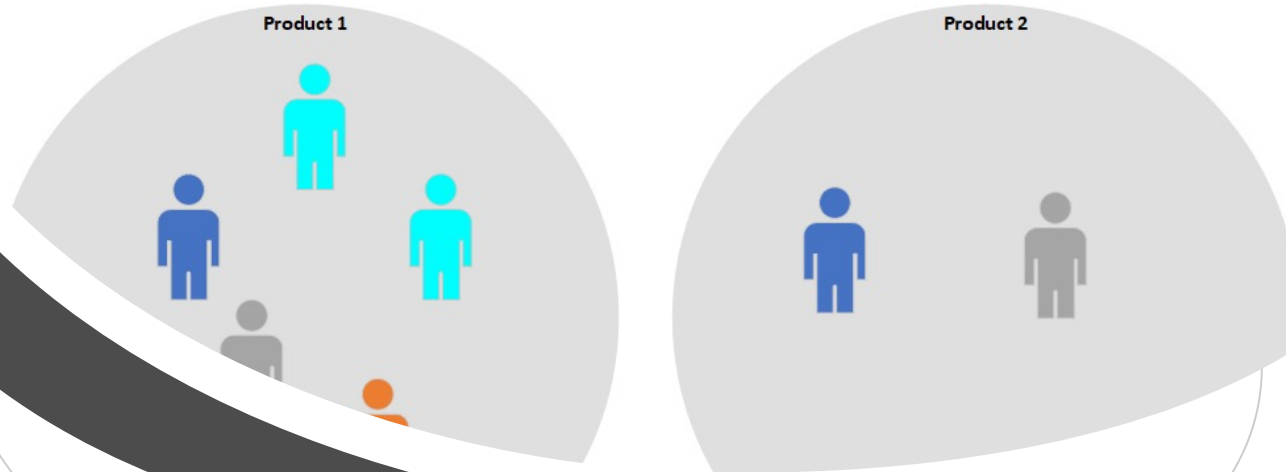
Business capabilities

Business value canvas  
([strategyzer.com](https://strategyzer.com))

Product Vision (elevator pitch,  
cereal box)



# Value Stream Mapping



# Business Capabilities

Product 1	Product 2	Product 3
Capability	Capability	Capability
Capability	Capability	Capability
Capability	Capability	Capability










## The Business Model Canvas

Designed for:

Designed by:


Date:

Version:

Key Partners 	Key Activities 	Value Propositions 	Customer Relationships 	Customer Segments 
	Key Resources 		Channels 	
Cost Structure 		Revenue Streams 		


 This work is licensed under the Creative Commons Attribution-ShareAlike 3.0 Unported License. To view a copy of this license, visit: <http://creativecommons.org/licenses/by-sa/3.0/> or send a letter to Creative Commons, 171 Second Street, Suite 300, San Francisco, California, 94105, USA.

DESIGNED BY: Strategyzer AG  
 The makers of Business Model Generation and Strategyzer


**Strategyzer**  
 strategyzer.com

# Business Value Canvas

The Professional Scrum Product Owner class covers the Product Goal Canvas



- For..... [target audience]
- Who.... [need, want]
- [product name] is a .... [market category]
- That [one key benefit]
- Unlike [competition or current situation]
- Our Product [competitive advantage]

## Create Product Vision



The Professional Scrum Product Owner class covers vision statements

**Poll: Has your  
team defined  
their product?**

## Risks with defining the product

- Unnecessary dependencies
- Working on low-value features
- Handoffs, information scatter and high inventory of Product Backlog items
- Loss of customer and whole-product focus
- Opaque measure of process
- Inventing work
- Bad quality
- Limits self-organization

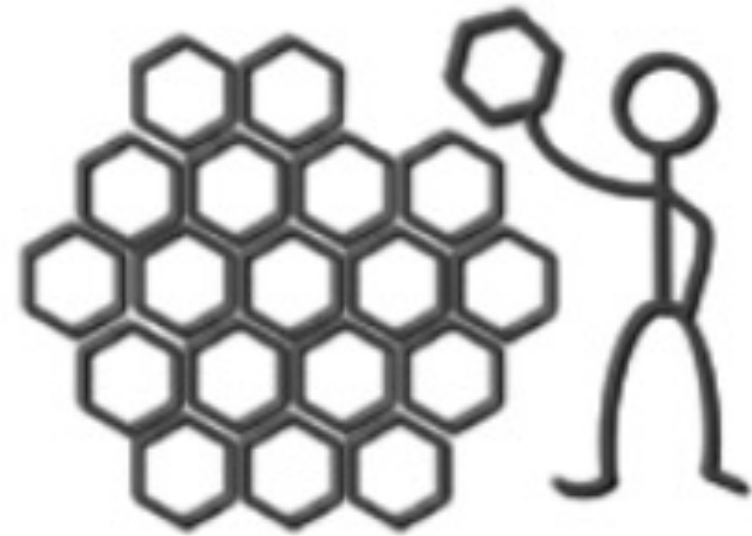
From: *The Professional Product Owner* (McGreal & Jocham)

Are you delivering value frequently and incrementally?

## THE WATERFALL PROCESS

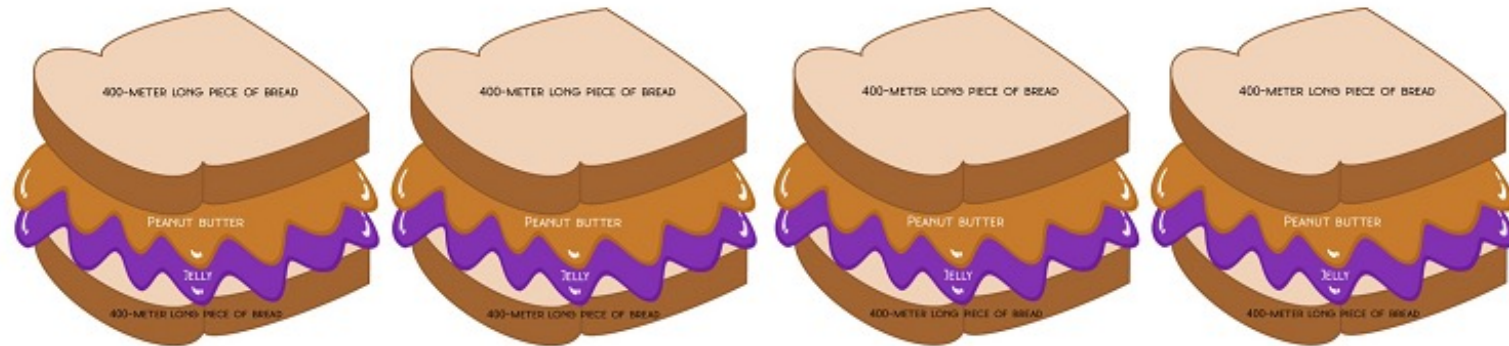
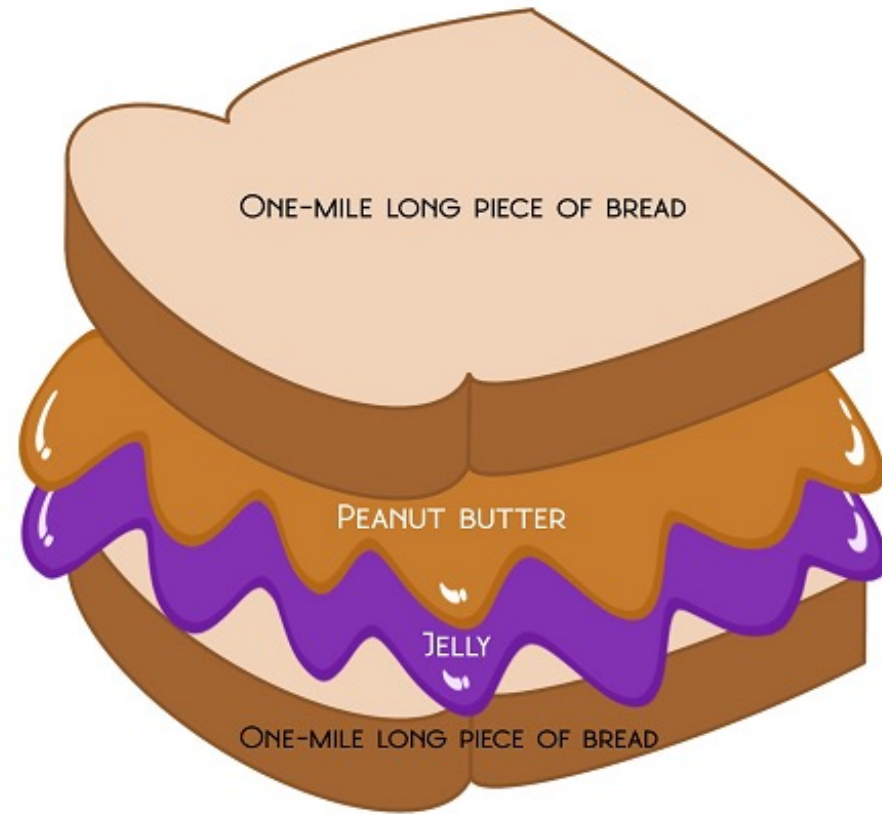


## THE AGILE PROCESS

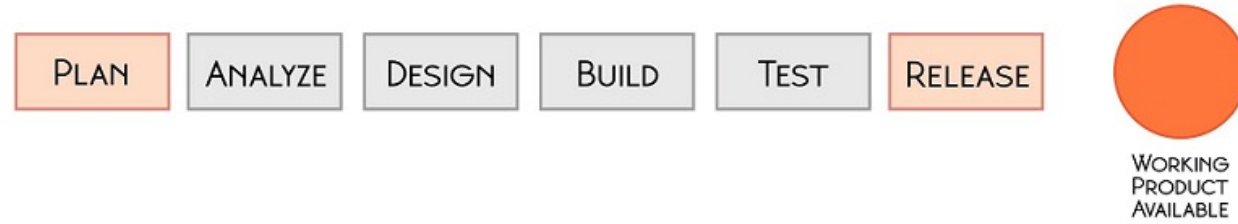


**Rebel Scrum**

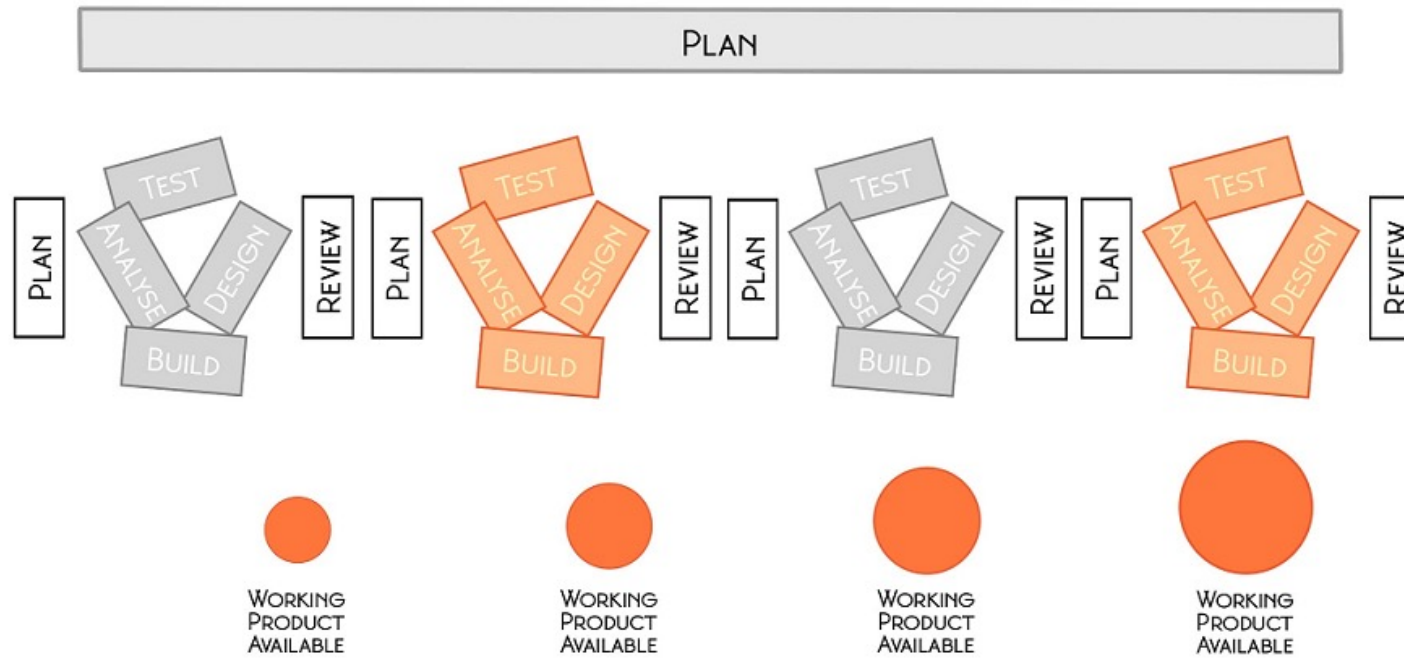
THIS IS THE TRAINING  
YOU'VE BEEN LOOKING FOR.  
[WWW.REBELSCRUM.SITE](http://WWW.REBELSCRUM.SITE)



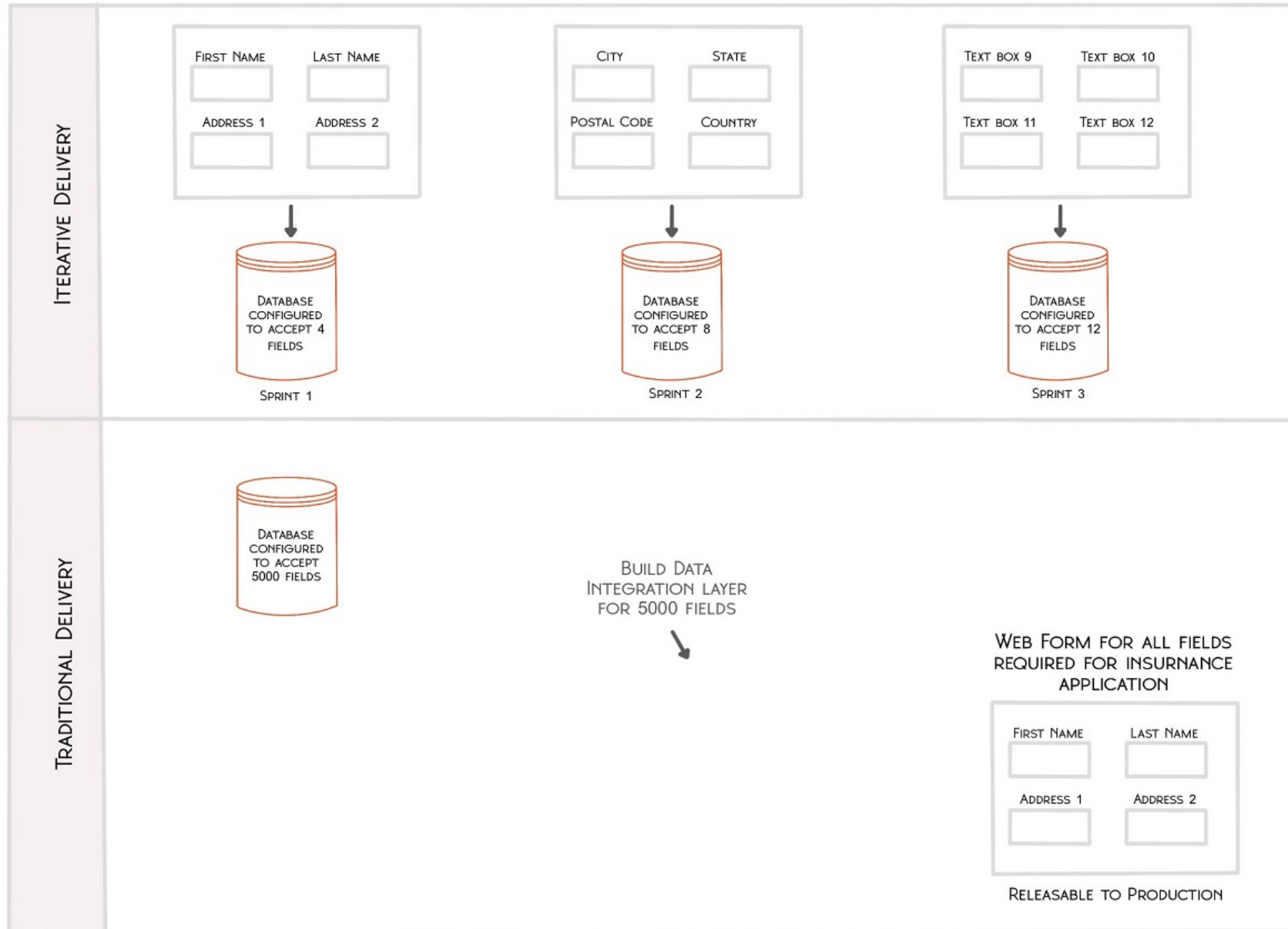
# WATERFALL SOFTWARE DEVELOPMENT LIFECYCLE



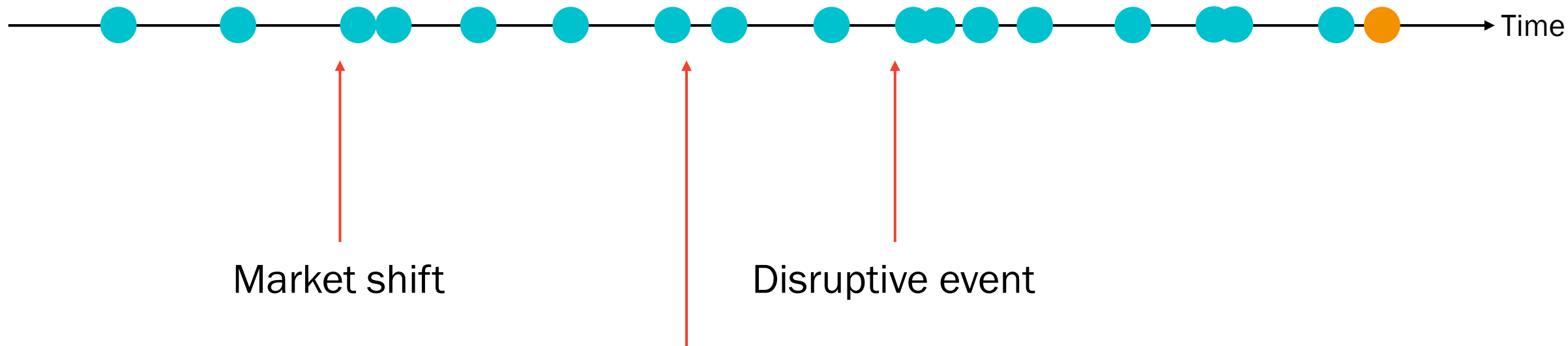
# AGILE PRODUCT DEVELOPMENT



# GOAL: BUILD AN ONLINE APPLICATION FOR INSURANCE







Market shift

Disruptive event

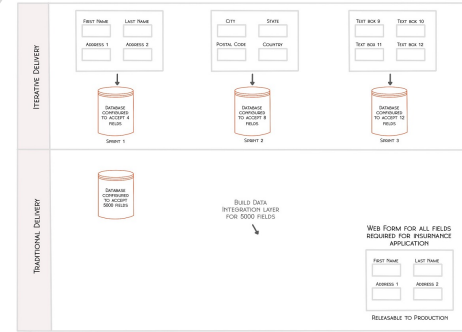
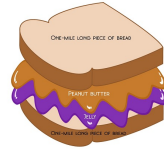
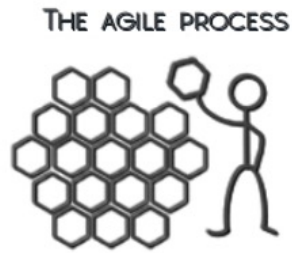
New technique  
or technology  
available

Usable product available at each dot

- Scrum
- Sequential



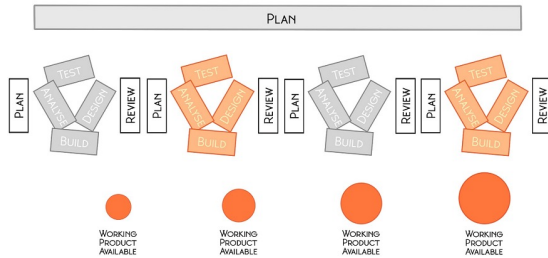




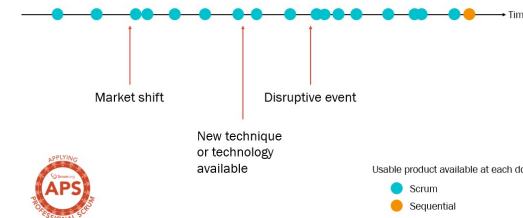
### WATERFALL SOFTWARE DEVELOPMENT LIFECYCLE



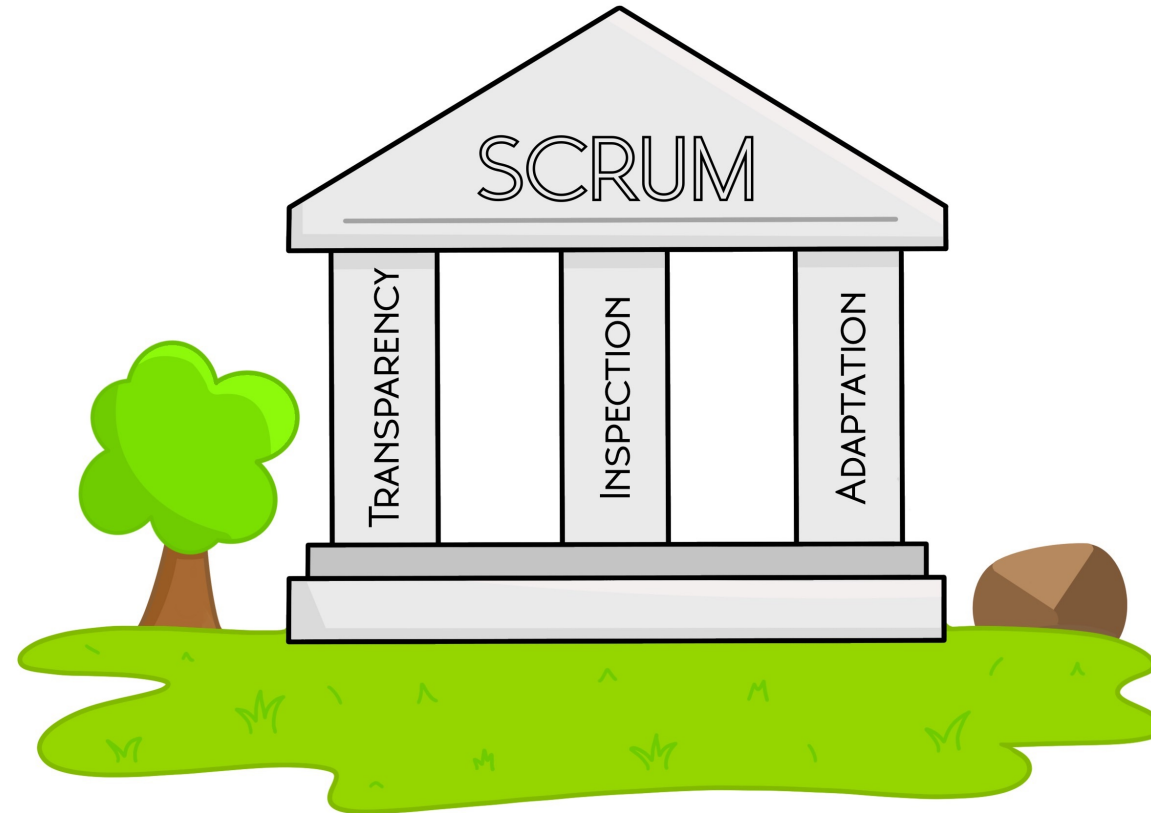
### AGILE PRODUCT DEVELOPMENT



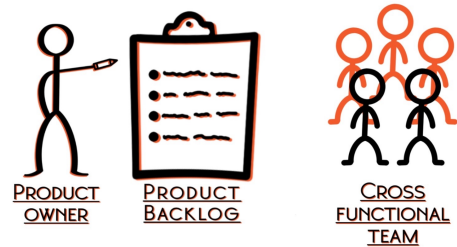
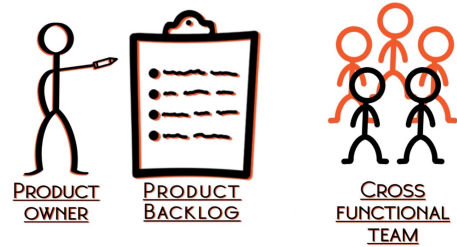
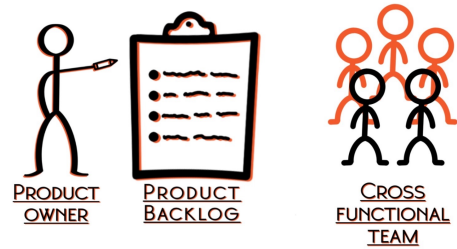
# Which one resonates with you?



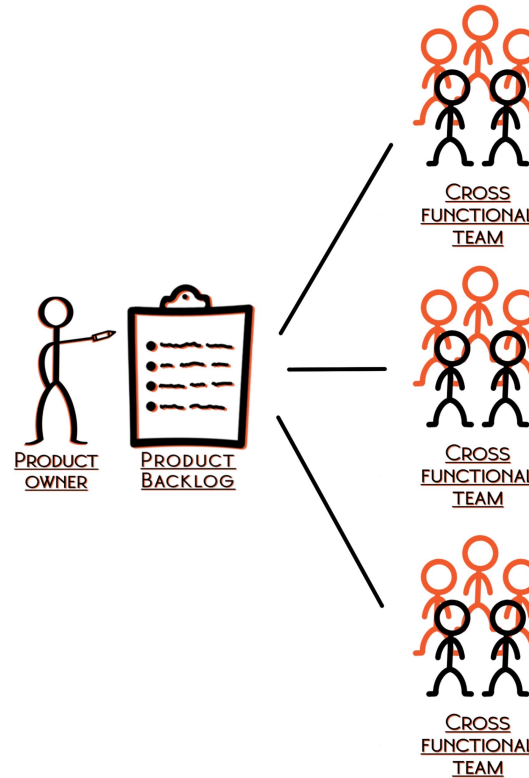
# How Incremental Delivery Impacts Empiricism



## TECHNOLOGY TEAMS



## CROSS-FUNCTIONAL PRODUCT TEAM



**Solution: Build a cross-functional team**

# Are you able to reliably forecast?

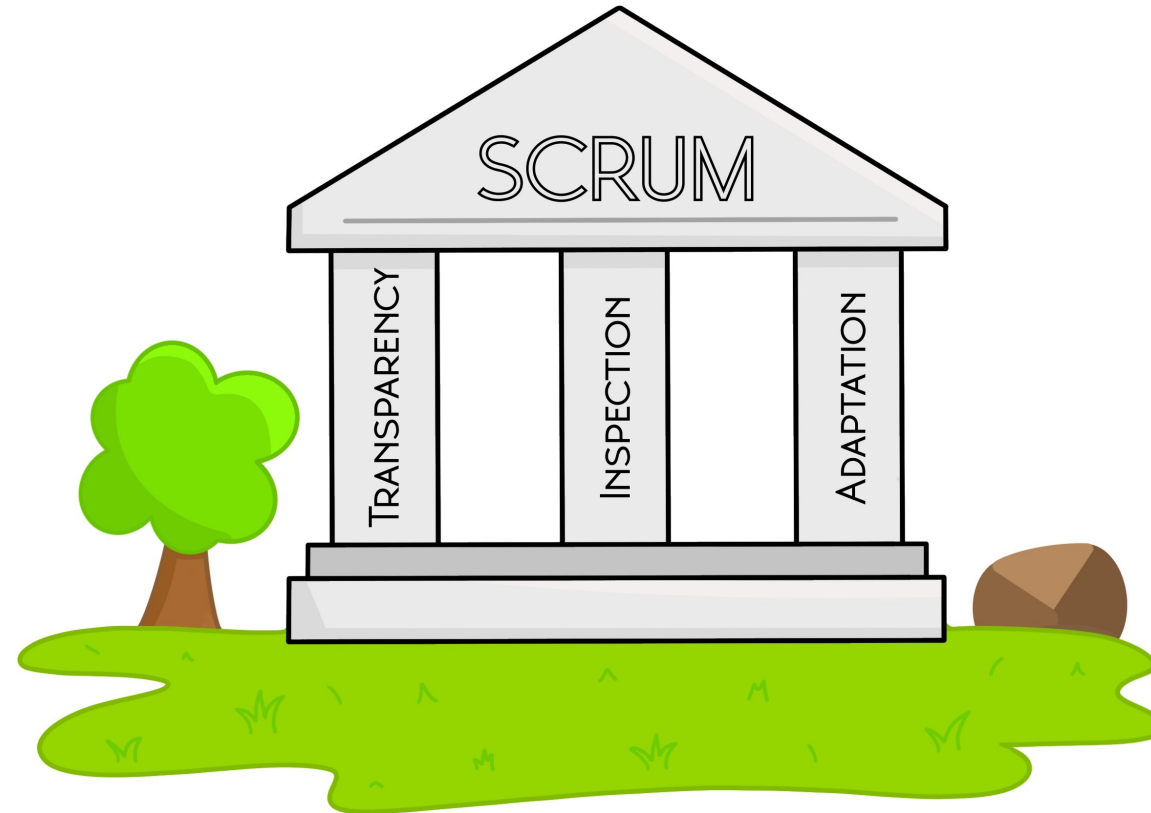


# Forecasting options



The Applying Professional Scrum class covers forecasting

# How Forecasting Delivery impacts Empiricism

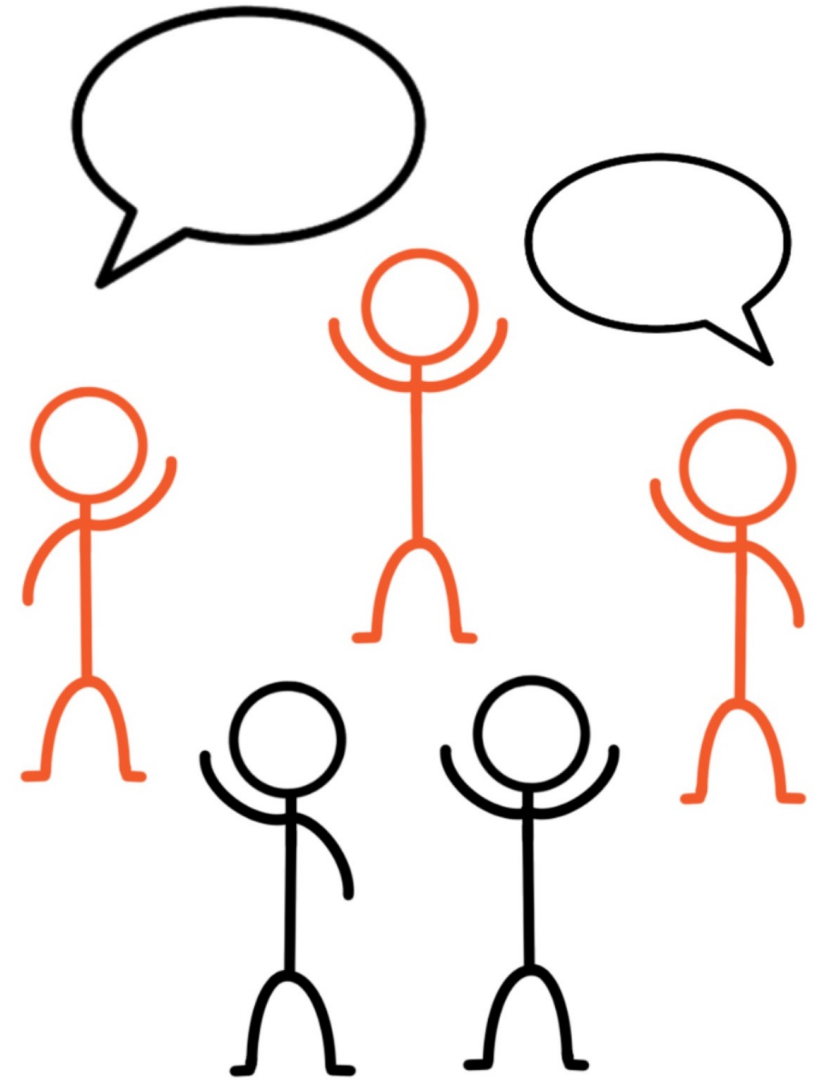


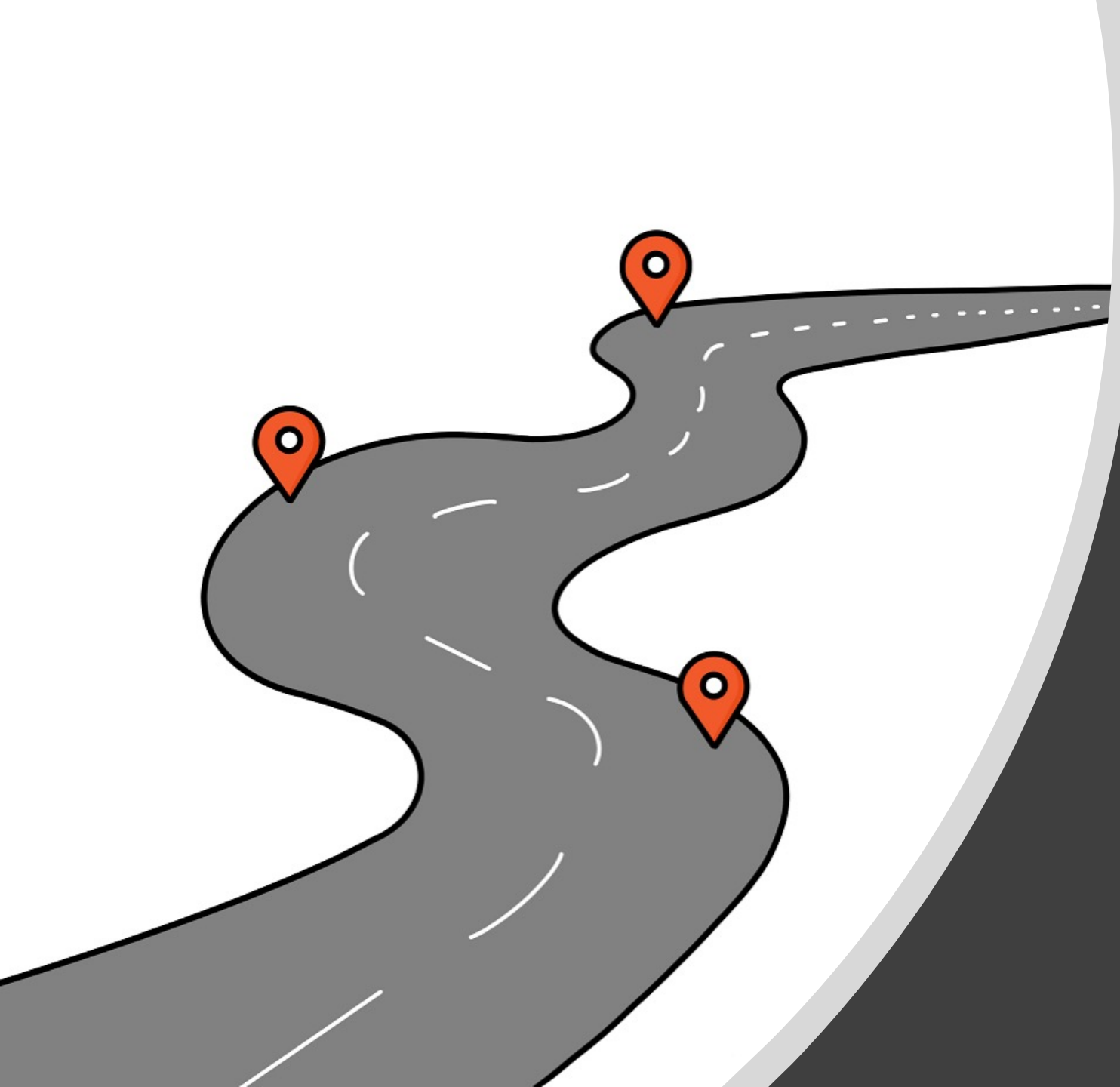


**Poll: Is your  
team creating a  
reliable forecast?**

# Events do not result in Adaptation

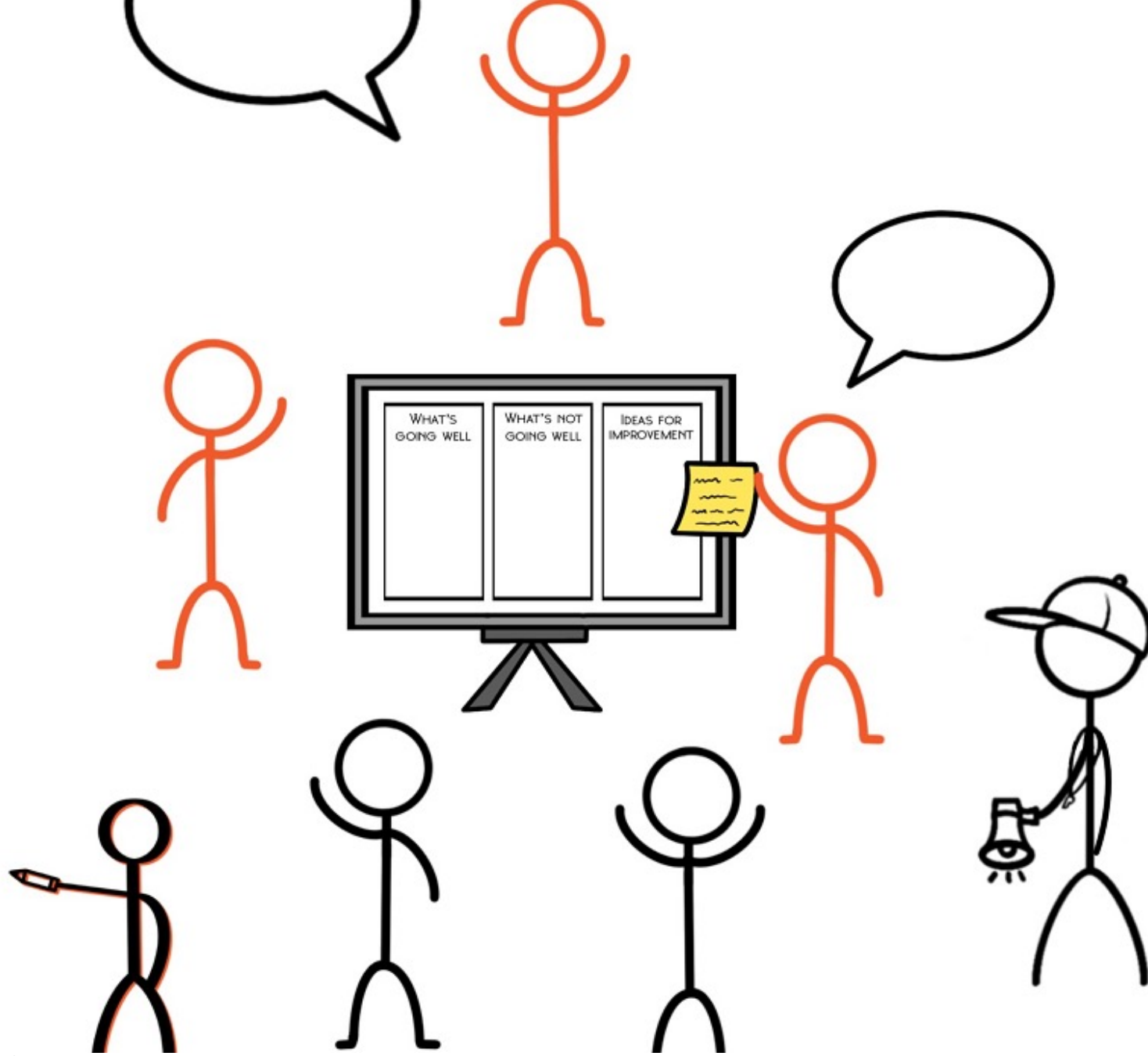
# Daily Scrum





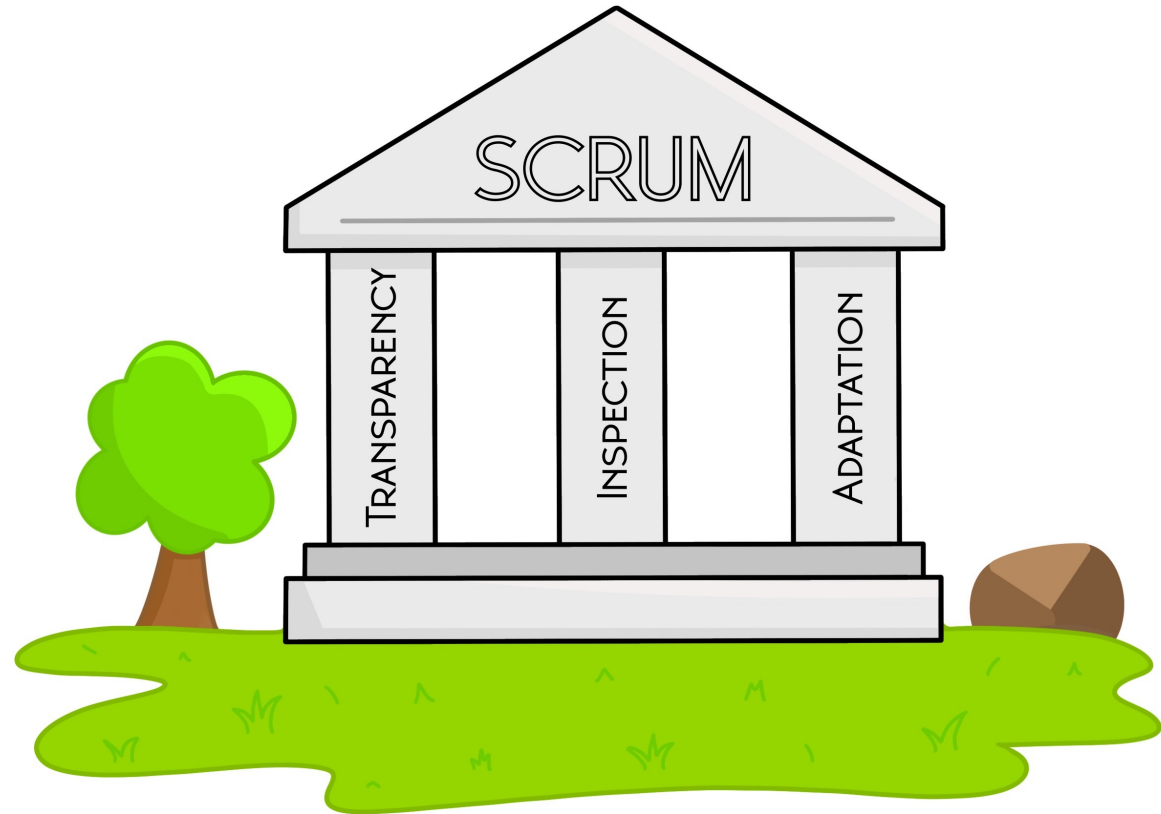
# Sprint Review

# Sprint Retrospective



**Poll: Does your  
Sprint  
Retrospective  
result in actionable  
improvements?**

# How Events Impact Empiricism



**Rebel Scrum**  
THIS IS THE TRAINING  
YOU'VE BEEN LOOKING FOR.  
[WWW.REBELSCRUM.SITE](http://WWW.REBELSCRUM.SITE)

# Questions



# Each accountability has a clear learning path

Product Owner

Developers

Scrum Master

Agile Leaders

## 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>

# Connect with the Scrum.org community



**Forums**  
Scrum.org



**Twitter**  
@scrumdotorg



**LinkedIn**  
LinkedIn.com  
/company/Scrum-  
org



**Facebook**  
Facebook.com  
/Scrum.org



**RSS**  
Scrum.org/RSS



**Scrum.org** | Blog

Insights from Scrum.org's community of experts

## SCRUM PULSE

A free monthly webcast by Scrum.org **Professional Scrum Trainers** addressing common challenges faced by the software profession.

# Thank you!

[mary@rebelscrum.site](mailto:mary@rebelscrum.site)