

Your Activity

As you settle down at your seat

Activity - 5 Minutes

- Find a pair to work with and introduce to each other. (preferably, some one you don't already know)
- With your partner, briefly discuss “The major problem that is slowing your team down”
 - Note that down as the answer to the first question on the worksheet.
- Our goal is to relate this issue to one or more Scrum Values later during this workshop.

It's the Culture Stupid!

Why Scrum is not just a few Roles, Artifacts, &
Ceremonies

Manoj Vadakkan



manoj@vadakkan.org

<http://manoj.vadakkan.org/>

Twitter: @ManojVp

Enter what you want to calculate or know about:

culture



Examples Random

Assuming "culture" is a word | Use as a [general topic](#) or a [movie](#) instead

Input interpretation:

culture (English word)

Definitions:

Show examples

- 1 noun a particular society at a particular time and place
- 2 noun the tastes in art and manners that are favored by a social group
- 3 noun all the knowledge and values shared by a society
- 4 noun (biology) the growing of microorganisms in a nutrient medium (such as gelatin or agar)
- 5 noun a highly developed state of perfection; having a flawless or impeccable quality
- 6 noun the attitudes and behavior that are characteristic of a particular social group or organization
- 7 noun the raising of plants or animals
- 8 verb grow in a special preparation

(8 meanings)

6 noun the attitudes and behavior that are characteristic of a particular social group or organization

7 noun the raising of plants or animals

About the Facilitator

Manoj Vadakkan

I am speaking at



Organizations



About the Facilitator

Manoj Vadakkan

<http://manoj.vadakkan.org/>

- About two decades of IT Experience in various roles including Software Developer, Project Manager, Agile Coach.
- Currently: Independent Consultant
- Agile Coach and Agile Trainer

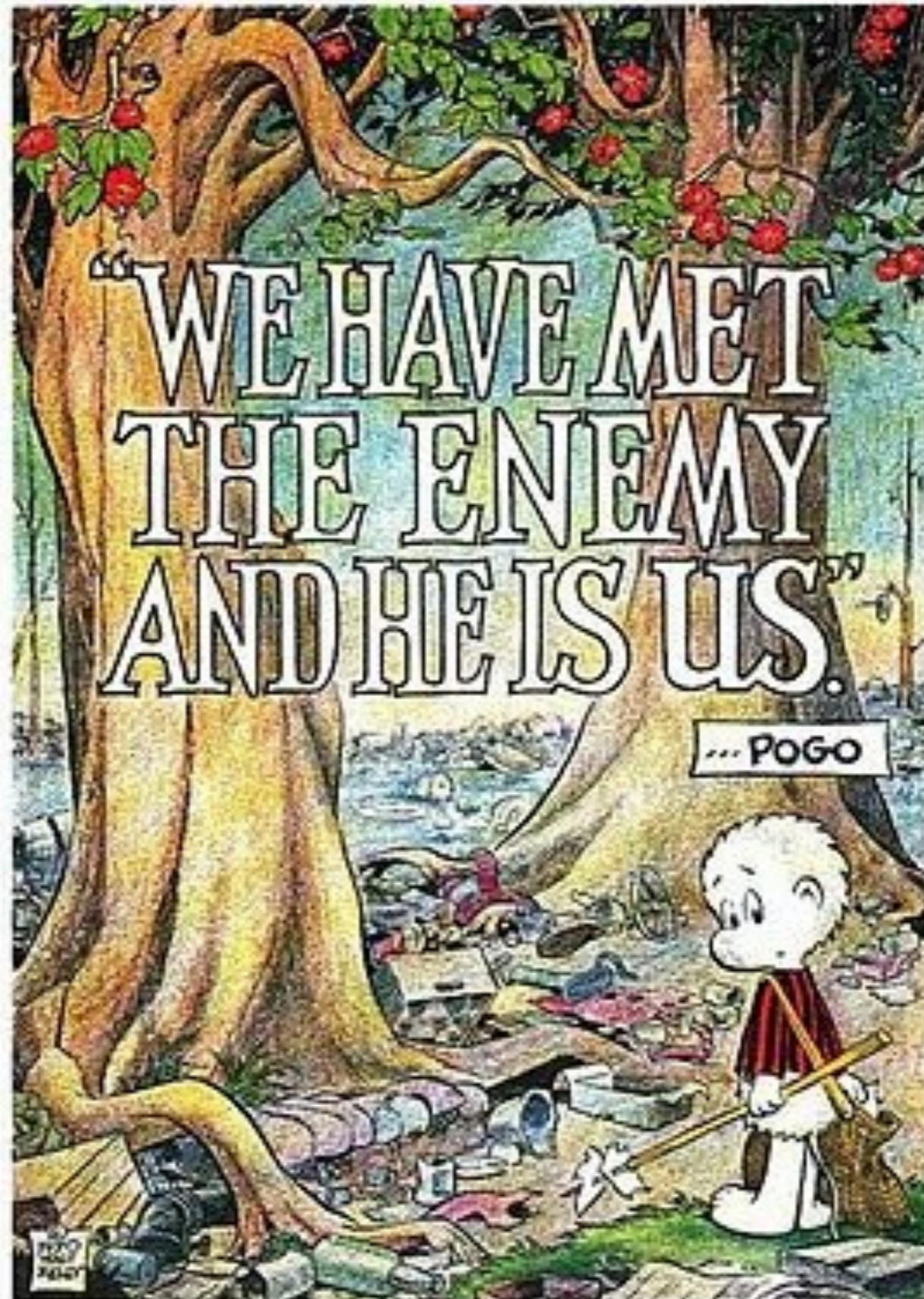


Agenda

- History
- Scrum : Framework and Values
- Activity: Constallation
- A retrospective technique for your team to self evaluate their values and improve.
- Closing thoughts

It's the culture!

Pogo



Walt Kelly's poster for the first Earth Day



WIKIPEDIA
The Free Encyclopedia

[Main page](#)

[Contents](#)

[Featured content](#)

[Article](#) [Discussion](#)

Winston W. Royce

From Wikipedia, the free encyclopedia

Winston W. Royce (1929 – 1995) was an American [computer scientist](#), director of [development](#) in the second half of the 20th century.^[1] He was the first who described that article,^[2] nor advocated the waterfall model as a working [methodology](#).^[3]

MANAGING THE DEVELOPMENT OF LARGE SOFTWARE SYSTEMS

Dr. Winston W. Royce

INTRODUCTION

I am going to describe my personal views about managing large software developments. I have had various assignments during the past nine years, mostly concerned with the development of software packages

1970. Royce, Winston (1970), "Managing the Development of Large Software Systems", *Proceedings of IEEE WESCON 26* (August): 1–9.

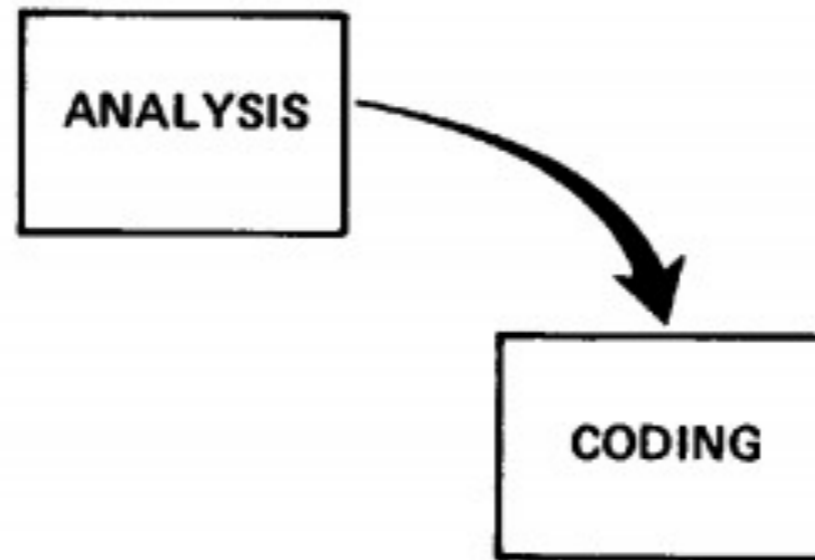


Figure 1. Implementation steps to deliver a small computer program for internal operations.

1970. Royce, Winston (1970), "Managing the Development of Large Software Systems", *Proceedings of IEEE WESCON 26* (August): 1–9.

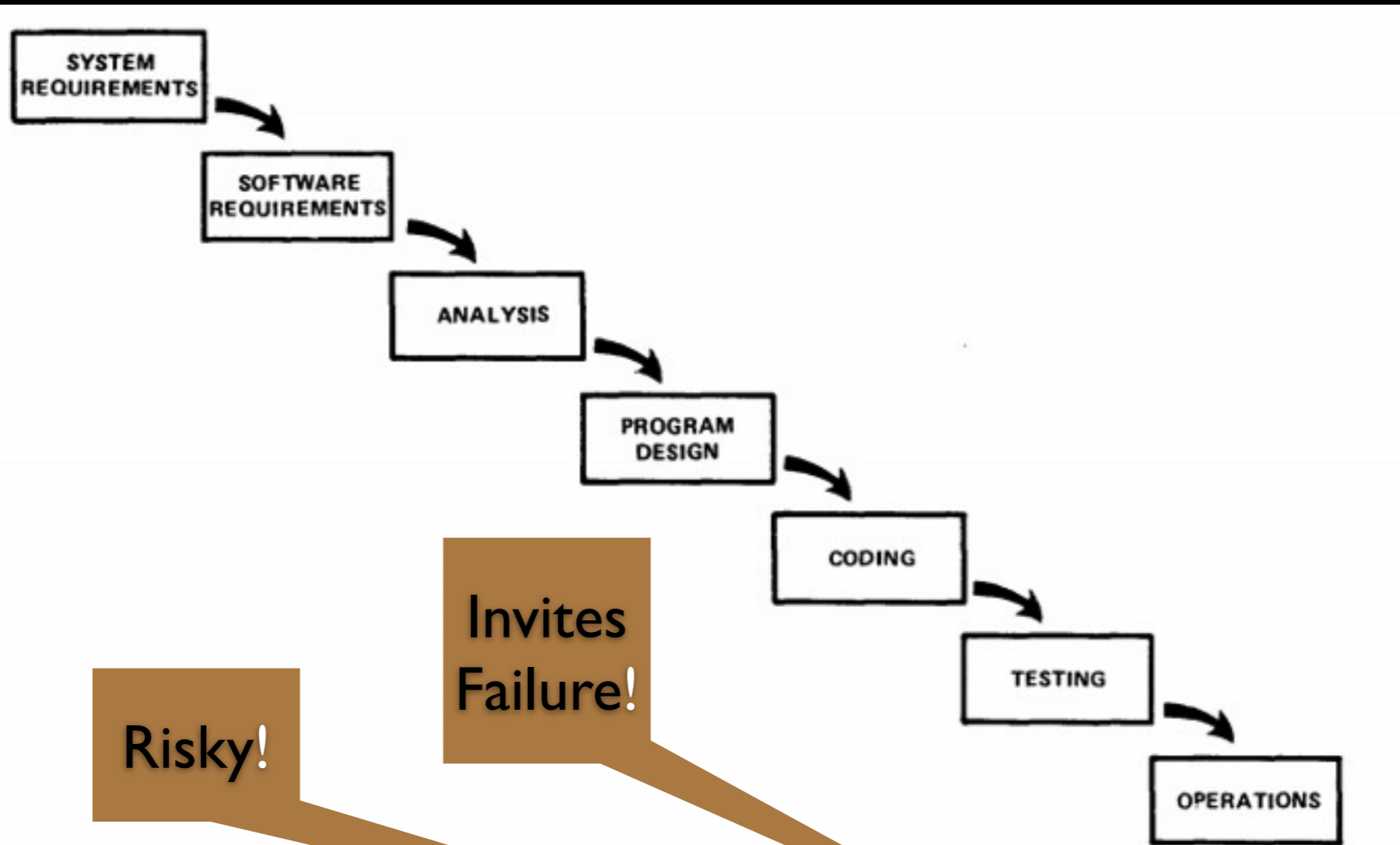
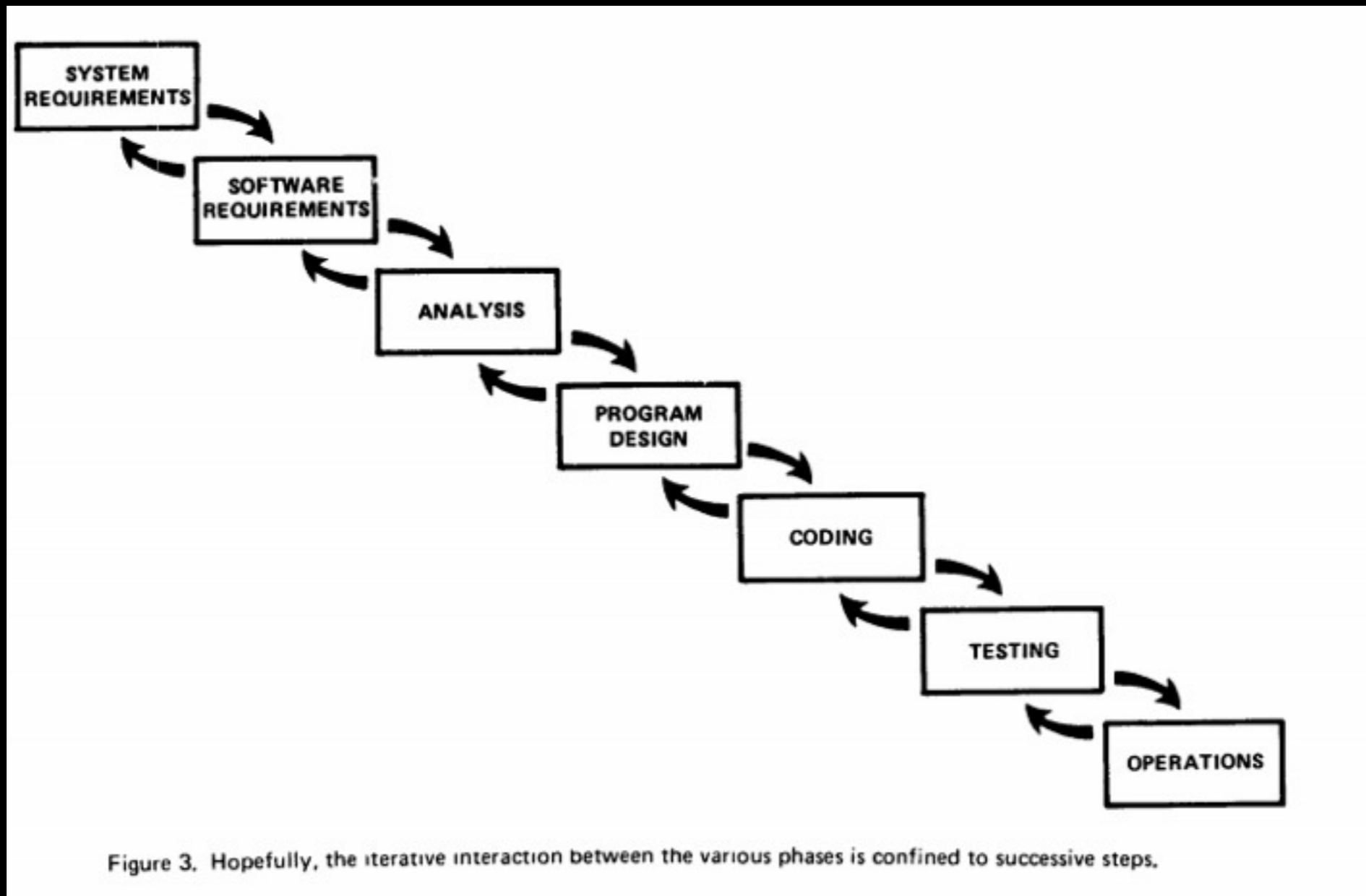


Figure 2. Implementation steps to develop a large computer program for delivery to a customer.

I believe in this concept, but the implementation described above is risky and invites failure. The problem is illustrated in Figure 4. The testing phase which occurs at the end of the development cycle is the first event for which timing, storage, input/output transfers, etc., are experienced as distinguished from analyzed. These phenomena are not precisely analyzable. They are not the solutions to the standard partial

1970. Royce, Winston (1970), "Managing the Development of Large Software Systems", *Proceedings of IEEE WESCON 26* (August): 1-9.



1970. Royce, Winston (1970), "Managing the Development of Large Software Systems", *Proceedings of IEEE WESCON 26* (August): 1–9.

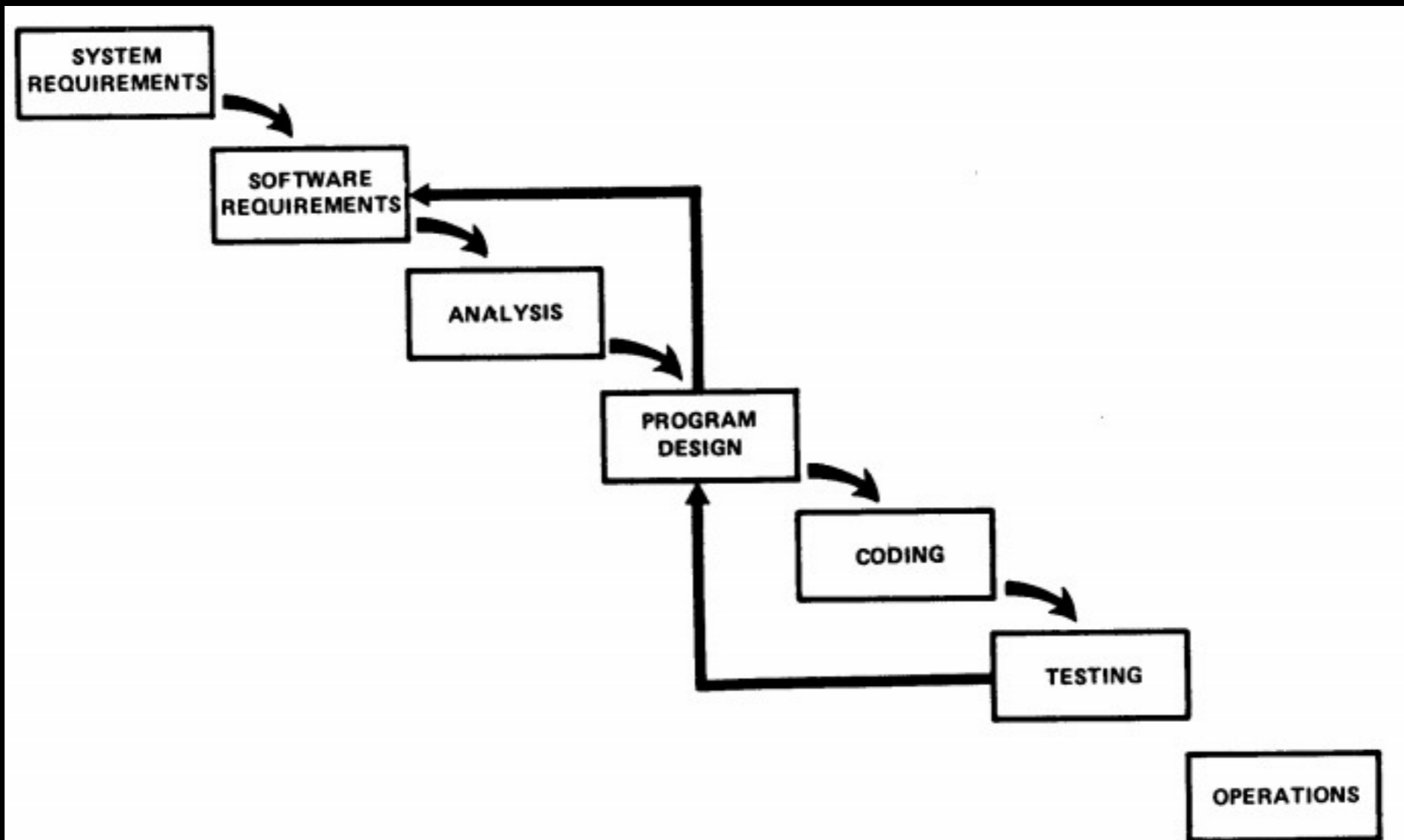
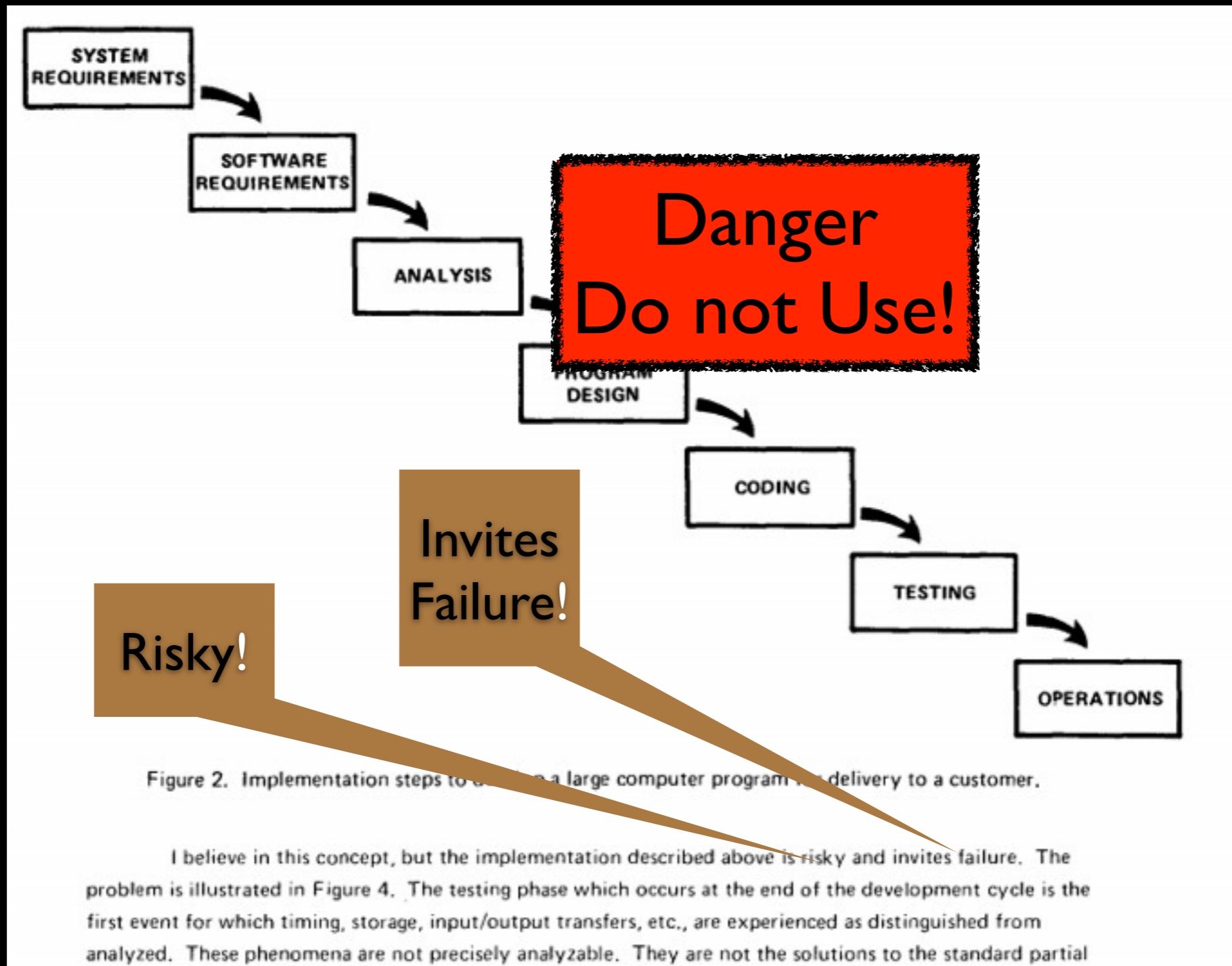


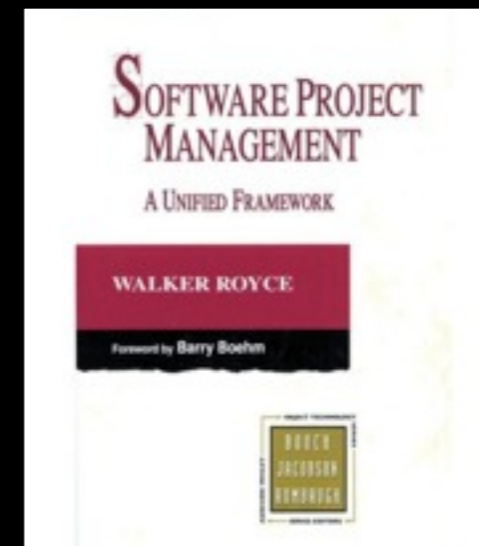
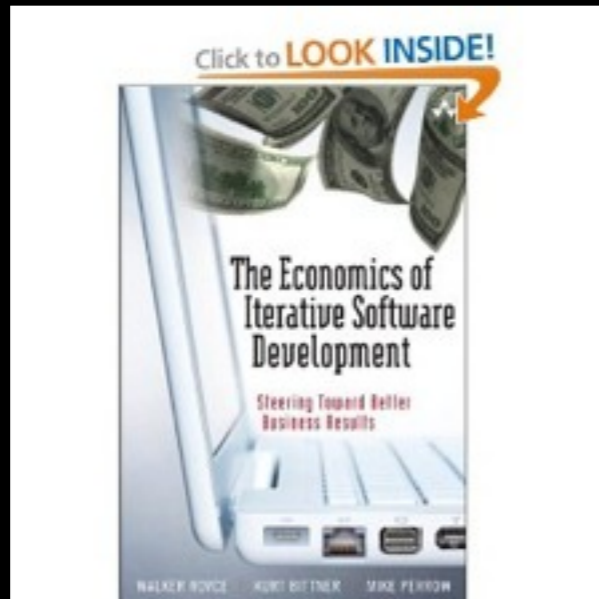
Figure 4. Unfortunately, for the process illustrated, the design iterations are never confined to the successive steps.

1970. Royce, Winston (1970), *"Managing the Development of Large Software Systems"*, *Proceedings of IEEE WESCON 26* (August): 1–9.



1970. Royce, Winston (1970), "Managing the Development of Large Software Systems", *Proceedings of IEEE WESCON 26* (August): 1–9.

Walker Royce



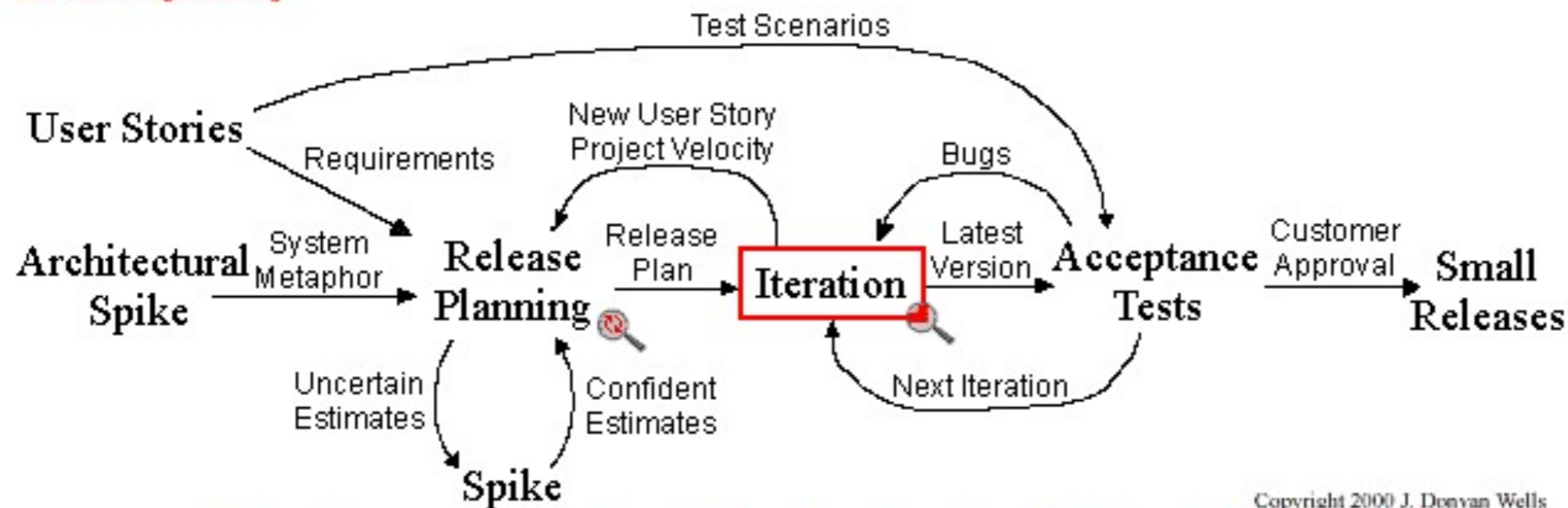
eXtreme Programming

The technical practices that will complete Scrum.

Or is it?



Extreme Programming Project



Copyright 2000 J. Donovan Wells

[ExtremeProgramming.org home](http://ExtremeProgramming.org) | [Zoom in on Iteration.](#) | [Starting with XP](#) | [Email the webmaster](#)

XPlorations

Wiki Wiki
The Portland
Pattern Repository

XP
rogramming.com

Copyright 2000 Don Wells all rights reserved

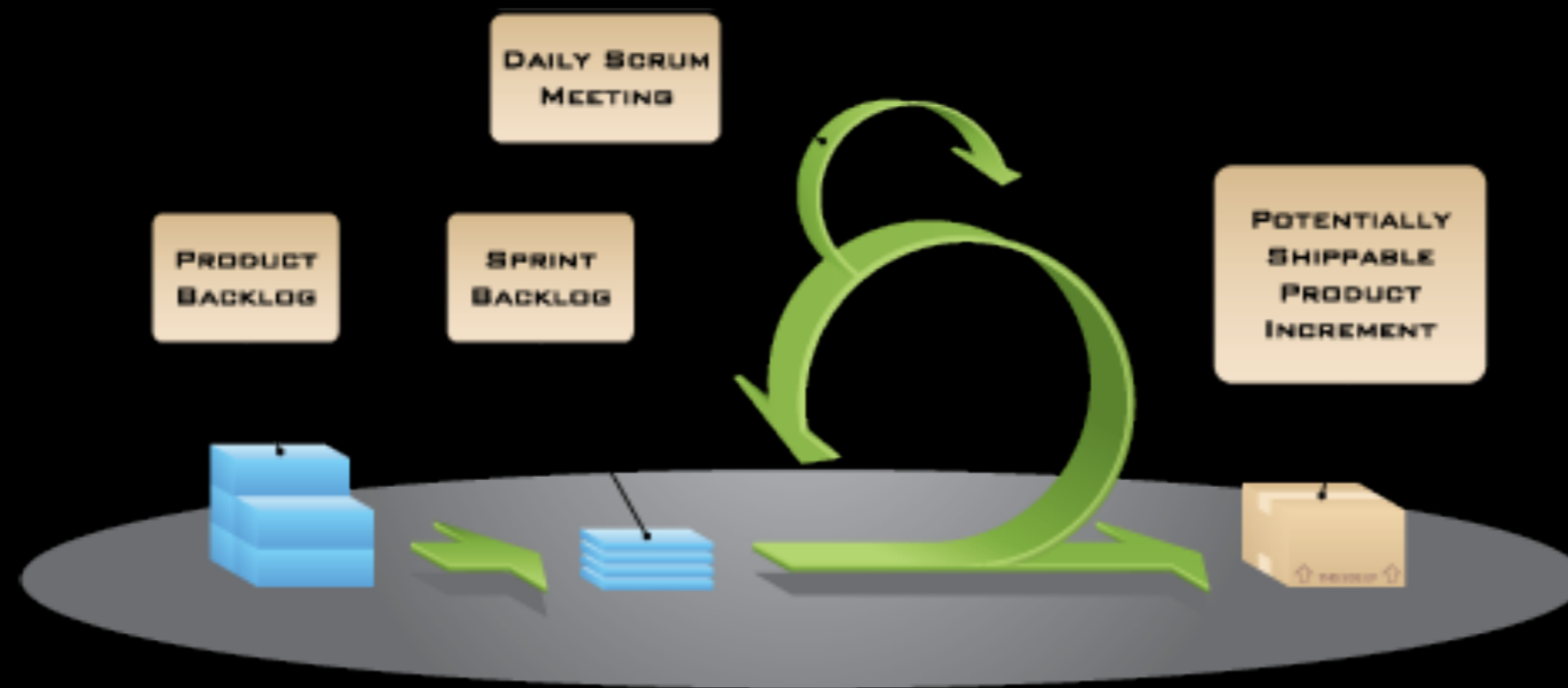
We are not the only
one!

The Toyota Way vs The Toyota Production System

Reference: The leader's guide to Radical Management

Steven Denning

Enter the Scrum Era!

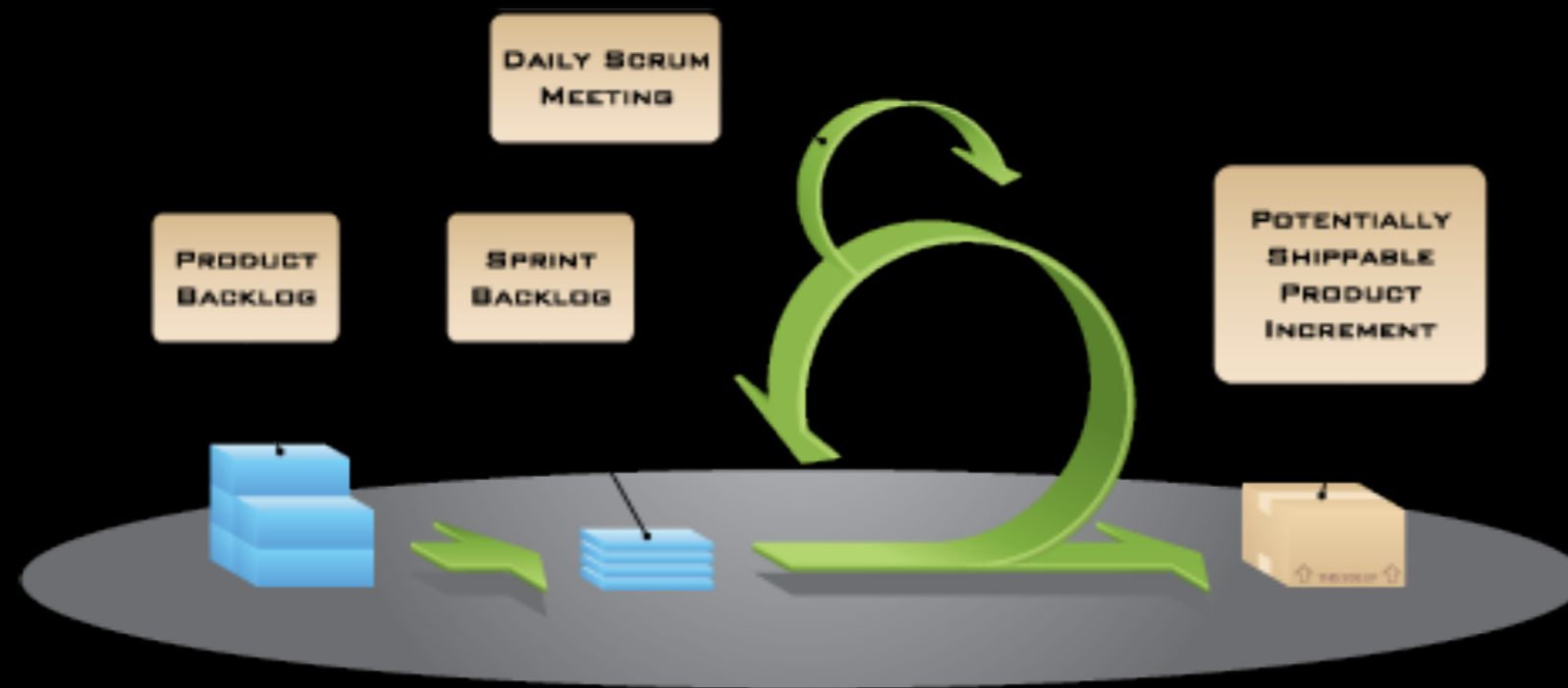


Copyright Mountain Goat Software

Show of Hands

How many of you practice Scrum?

The Scrum Framework



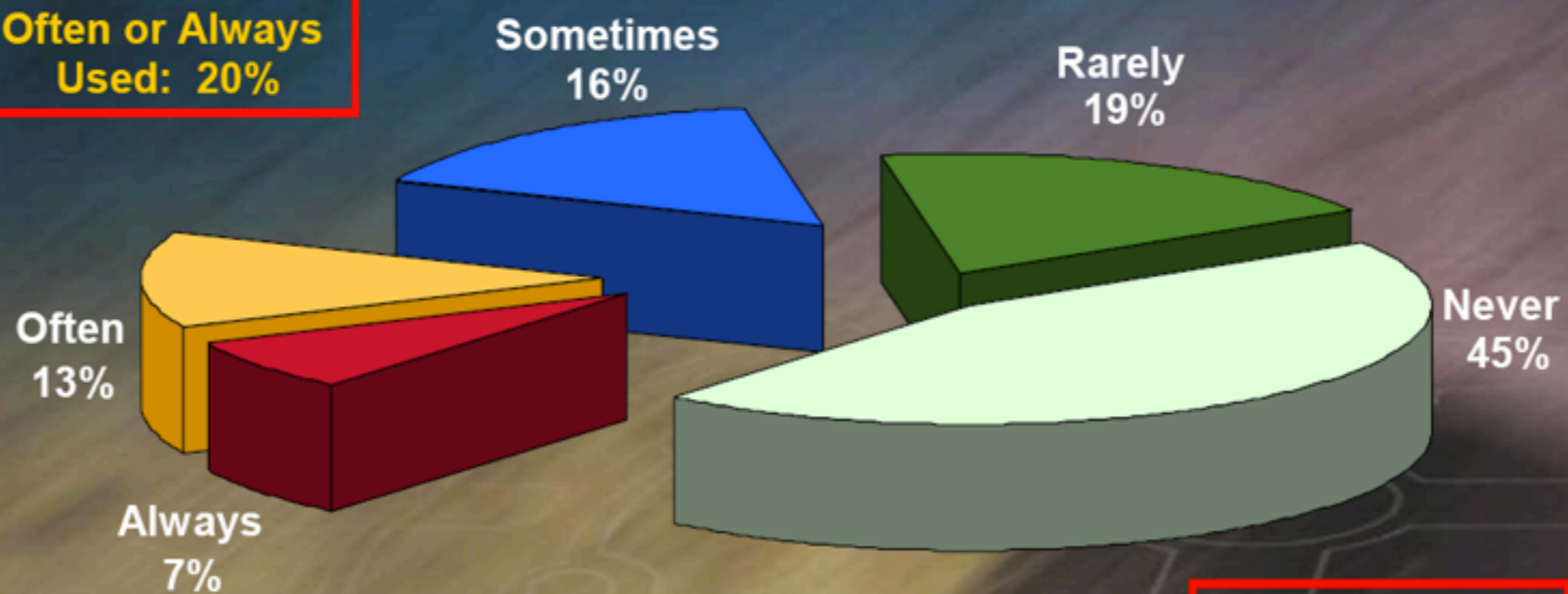
Copyright Mountain Goat Software

Scrum the Simple Framework

- Just a few Roles
- Just a few Artifacts
- Just a few Ceremonies
- Just a few Rules

Features and Functions Used in a Typical System

**Often or Always
Used: 20%**



Standish Group Study Reported at XP2002 by Jim Johnson, Chairman

**Rarely or Never
Used: 64%**

Scrum

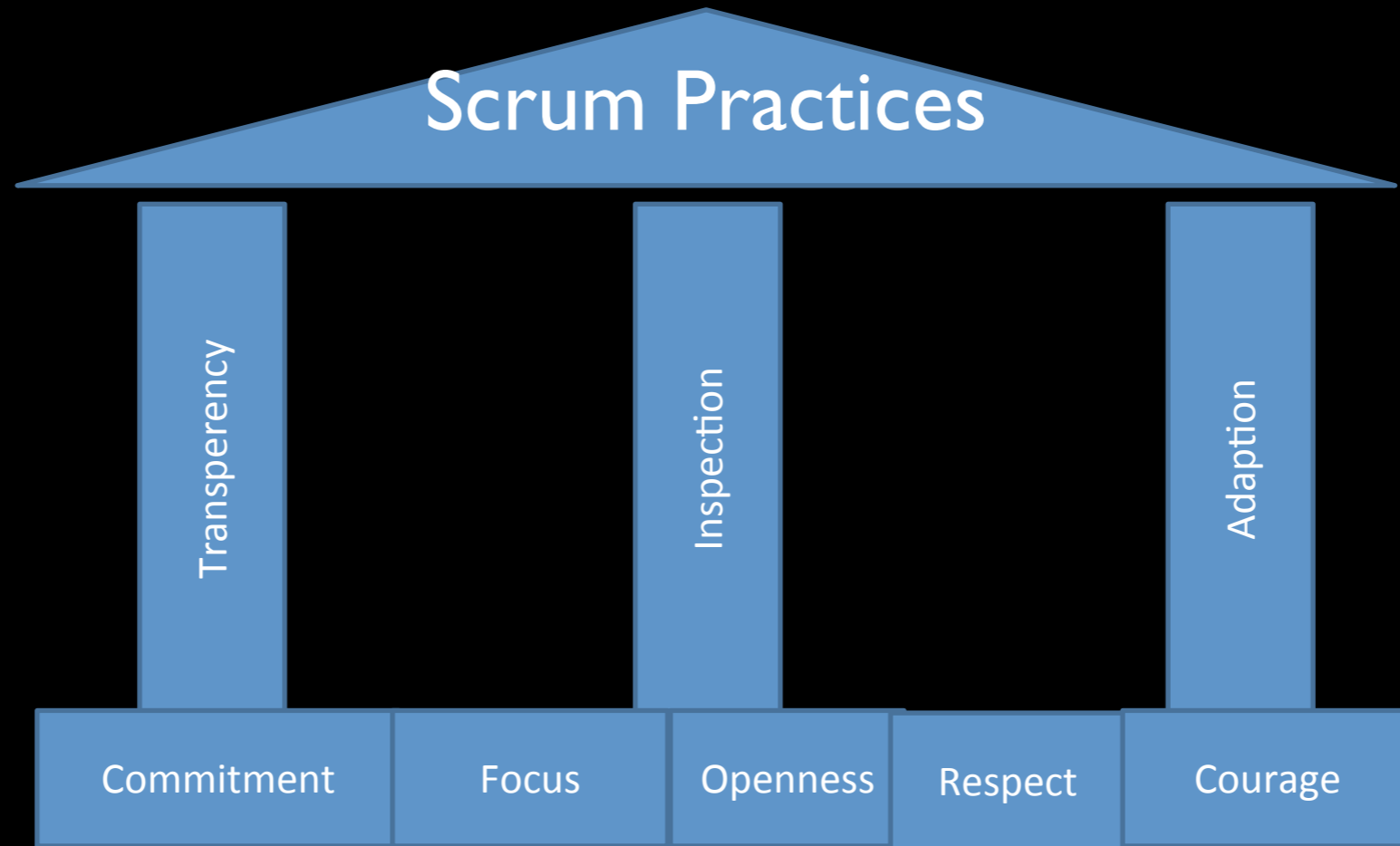


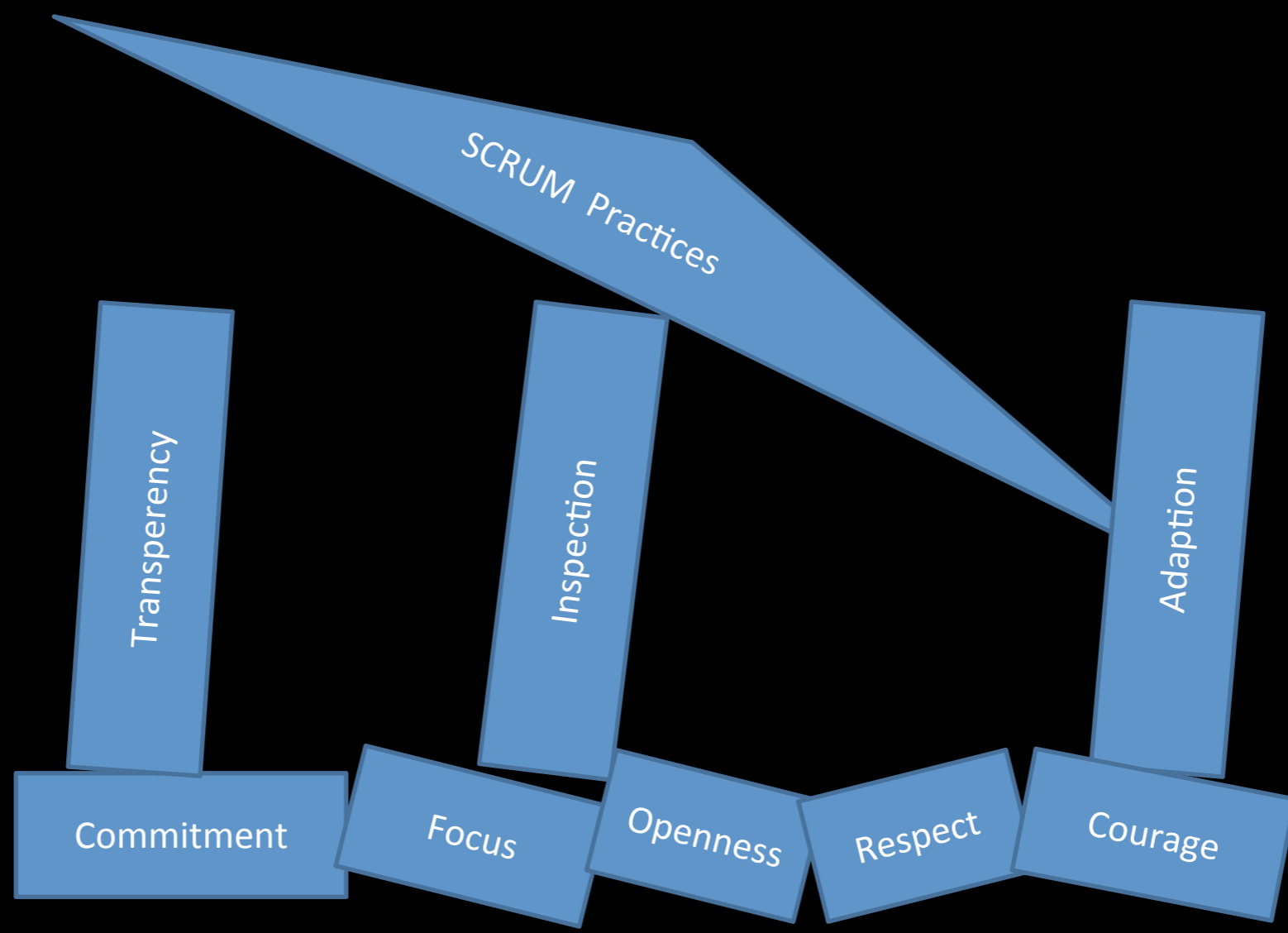
If we want to make relatively minor changes to our lives, we should concentrate on our behaviors and attitudes. But if we want to make significant, quantum change, we need to concentrate on our basic paradigm.

Steven Covey - 7 Habits of highly effective people

The Scrum Paradigm

Scrum uses an empirical process control which depends on transparency, inspection, and adaptation.





Scrum Values

- Commitment
- Focus
- Courage
- Openness
- Respect

Commitment

- Team's commitment to the goal
- Organization's commitment to stay out of the way

Scrum Values

- Commitment
- Focus
- Courage
- Openness
- Respect

Focus

- Who helps the team focus?
- What Mechanism exists to help us focus?
- What are some of the typical impediments to Focus?

Simplicity



ANAND JADHAV
PHOTOGRAPHY

Simplicity

- XP Mantra : Do the Simplest thing that could possibly work
- Do what is needed - not more; not less
- It is about not to look towards the things you may need to implement next month or next year

Scrum Values

- Commitment
- Focus
- **Courage**
- Openness
- Respect



Courage

- We will tell the truth about progress and estimates
- We don't document excuses for failure because we plan to succeed.

Scrum Values

- Commitment
- Focus
- Courage
- **Openness**
- Respect

Openness

Openness is synonymous with transparency,
and this requires candid and frank
communication.

Openness

Honesty is infectious

Openness

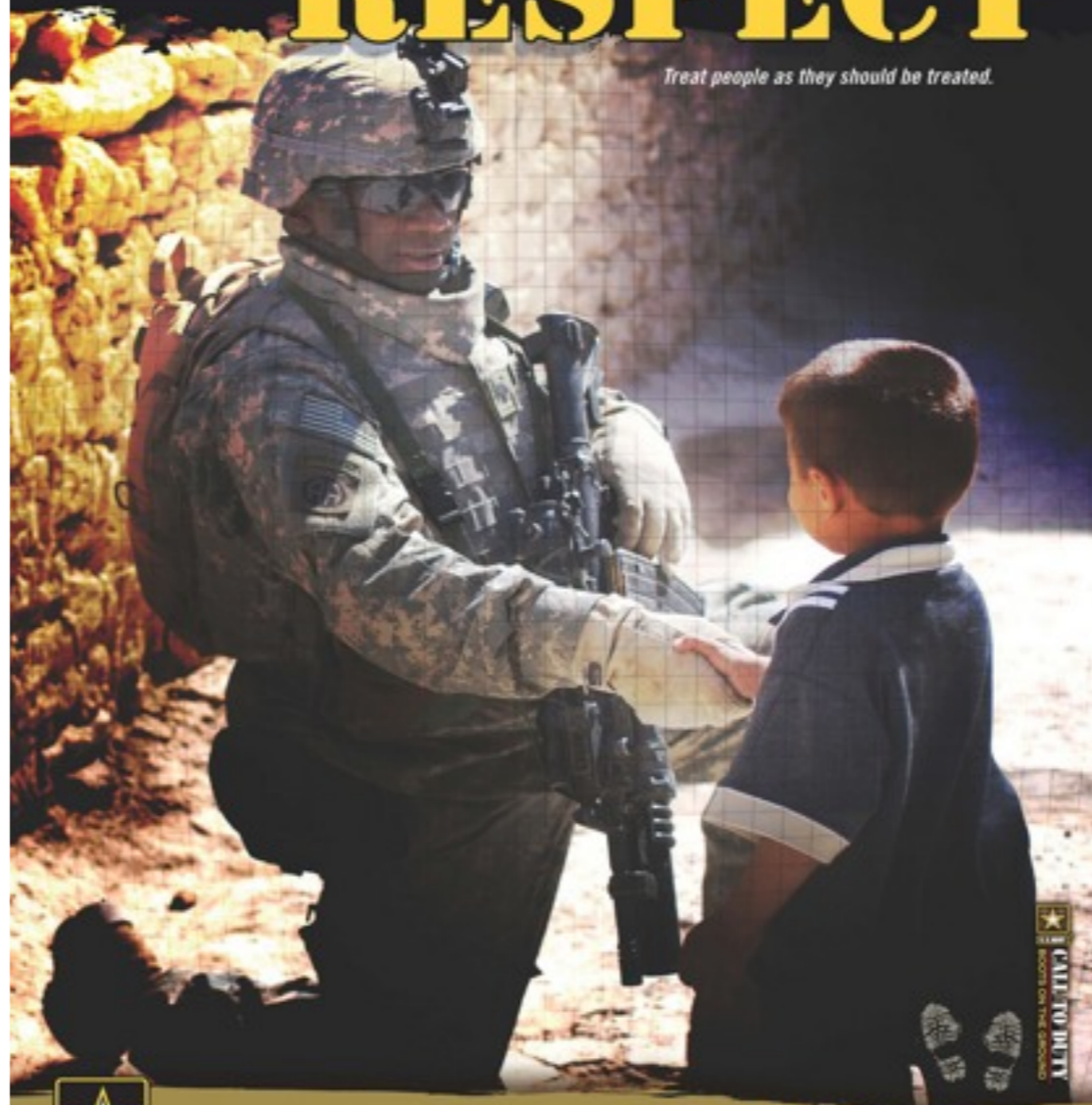
What do you do with the information?

Scrum Values

- Commitment
- Focus
- Courage
- Openness
- **Respect**

RESPECT

Treat people as they should be treated.



CALL TO DUTY
ROOTS ON THE GROUND



U.S. ARMY

ARMY STRONG.™

ARMY VALUES

Respect

- Developers respect the expertise of the Customers and vice versa
- Management respects our right to accept responsibility and receive authority over our own work



The Toyota Way vs The Toyota Production System

Reference: The leader's guide to Radical Management

Steven Denning

What do you see when you look thru the Spectacle of Traditional Management?

Reference: The leader's guide to Radical Management

Steven Denning

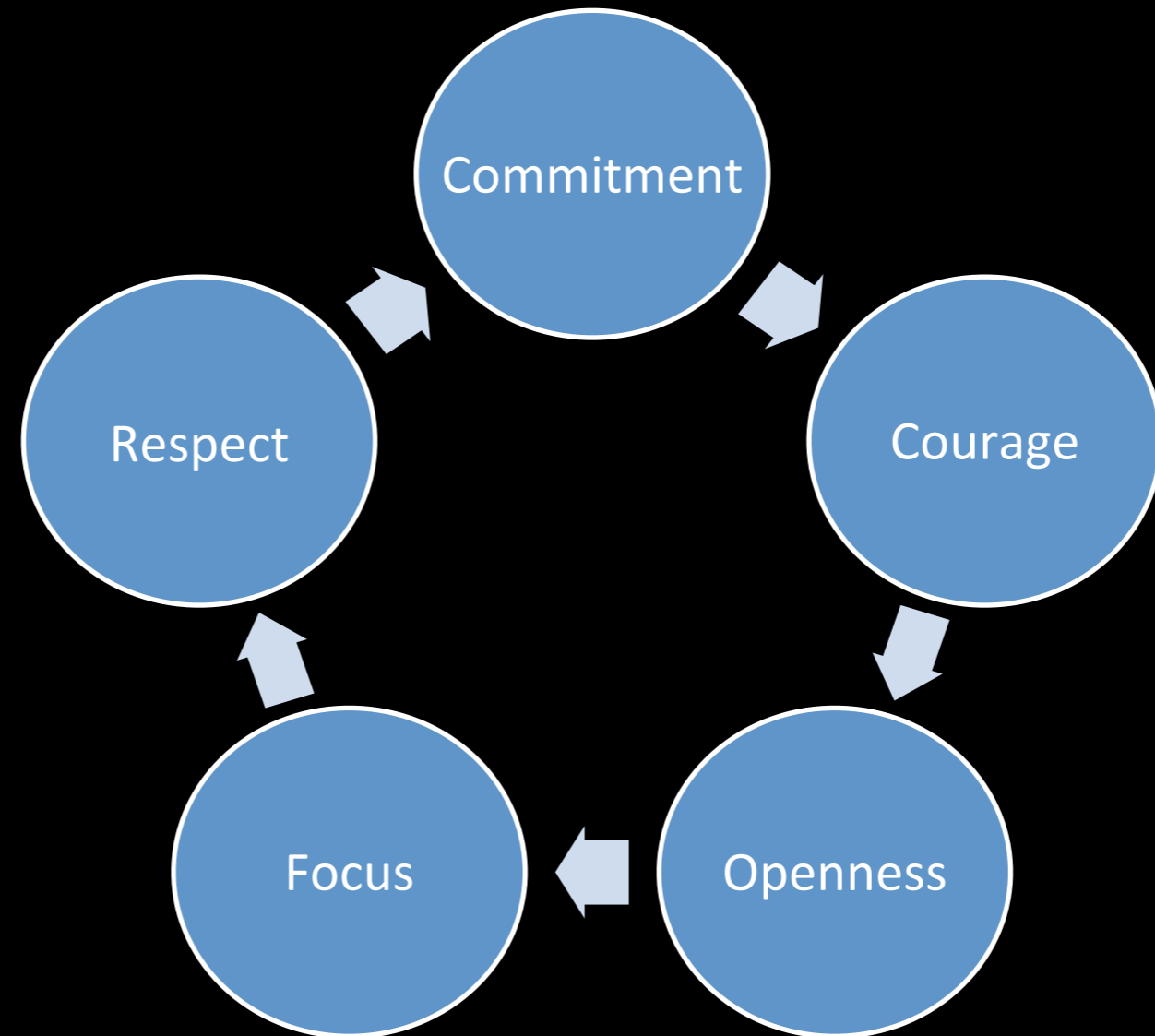
The Toyota Approach

It's the way they treat people.

Reference: The leader's guide to Radical Management

Steven Denning

Values Working Together



Any other values?

Activity

Discussing these values
from your experience

Activity

Constellation

- We will look at instances / scenarios
- Move towards the poster that best represents the scenario (usually lacking that value)
- Tell us why you think the scenario is related to that value.

Activity Warmup

- Stand up and form two groups
 - One - Practicing Scrum
 - Two - not Practicing Scrum at this time

Activity Warmup

- Find YOUR most important Scrum Value:
- Go towards One Scrum Value (Poster) that YOU think is the most important

Move towards the missing value in this scenario

Team is told: No, lets not tell the customer that we are late now. We should be catching up in the next two sprints

Move towards the missing value in this scenario

Our Daily meeting is taking 45 minutes every day since we have a lot to talk about

Move towards the missing value in this scenario

Team Says: Let's skip the retrospective meeting since it doesn't matter anyway

Move towards the missing value in this scenario

Team Says: We will have to do testing for the stories of this sprint in the next sprint

Move towards the missing value in this scenario

ScrumMaster Says: We need to commit to more stories because, our manager asked us to increase the velocity to match with the other team

Move towards the missing value in this scenario

At the Daily Scrum, Team Member says: Hello ScrumMaster, I am done with task you assigned me yesterday, what shall I work on today?

Move towards the missing value in this scenario

Team Member says: Why estimate anyway? We have been told how many stories to commit to every sprint.

Move towards the missing value in this scenario

Team's Observation: Team members are not talking to each other than during daily stand up

Move towards the missing value in this scenario

Team's Observation: Product Owner is not available to the team during the Sprint

Activity Constellation Debrief

Complete Your Worksheet

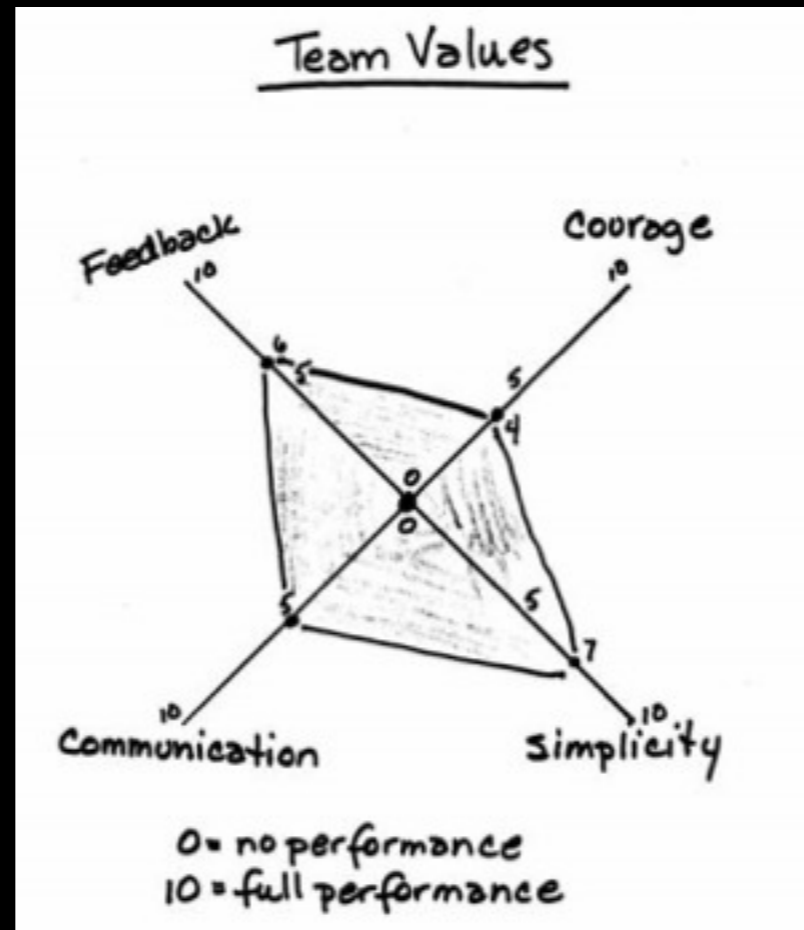
- Go back to the issue you listed on the worksheet?
- Discuss with your pair:
 - Which value (s) is missing in your case?
 - How would the value (s) help?
- Fill in the rest of the worksheet

Help your team

Helping your team

- Teach them
- Let the team evaluate the team at retrospective meetings
- Commit to improve on one value at a time
- Evaluate again in next sprint and compare

Team Radar



Esther Derby and Diana Larsen - Agile Retrospectives: Making Good Teams Great!
http://agile2007.agilealliance.org/downloads/handouts/Larsen_448.pdf

Closing Thoughts

- Scrum Practices without the values.
 - Not useful and even dangerous
 - You might be starting a death march from the beginning

Closing Thoughts

- Practices are essential
- They need to be based on values

Closing Thoughts

- Lets communicate the values better
- Lets make sure our teams are familiar with the Scrum values

Thank You!

Please write to me how your team is using
these values

Ask me about
**One-day workshop on
Agile & Scrum for your team**