

Implementing Scrum in a hostile environment as a Success

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Baseline

Focus on Values

- Cooperation
- Transparency
- Responsibility
- Trust
- Discipline

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Contracts between Roles

Approches 2 Introduce Scrum (I know)

User Centric Approach

Consulting Approach

Contract Model Approach

My View

User Centric Approach

Consulting Approach

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My View

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Consulting Approach (classic ;-)

- Identify Stakeholder (Management) Requirements
- Setup Templates, Meetings, Roles, Team Setup
- Generate Results
- Show how Scrum makes everybody happy

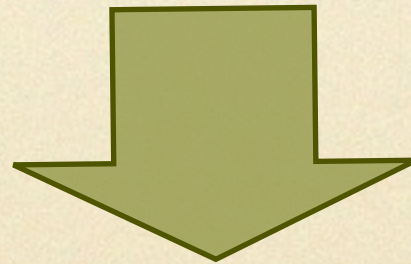
Greenfield Strategy

User Centric Approach

Contract Model Approach

My View

User Centric Approach



Contract Model Approach

User Centric Approach

1. Vision
2. Market Analysis
3. Personas
4. User Experience / Requirements based on
Personas
5. Backlog

Contract Model Approach

- Explain Competencies and Responsibilities in IT Project (within and outside of Scrum)
- Setup Roles: Product Owner, Team and Scrum Master
 - Explain Interaction between Roles
 - Formalize Interaction
- Setup Meeting, Templates, Rules and Tools after the “Know Your Swamp”-Model (by courtesy of Alistair Cockburn)

Friendly Environment

- Common Understanding (Vision)
- People are open to discuss new / other Ideas
- Able to solve Conflicts
- No (deep) mistrust in
 - Environment
 - Management

Why Hostages are
taken?

IDEAS?

FEAR!

FEAR!

Acceptance

Job

FEAR!

Acceptance

Influence Job

FEAR!

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Acceptance

??

How to take Hostages

within

SCRUM

How to shoot a Sprintlog

(Management Compliant)

**Put each Story to another
Product Owner**

(Shared Responsibility, Better Quality due to
Expert Involvement, Support Matrix- /xy-
Organization within Scrum,...something new)

How to own Prioritization

(Management Compliant)

**Deliver very little more
Stories than Capacity
allows**

(Great, the team has work to do, Makes
Prioritization easy, we work hard on your top prio
input,...something new)

How to own Prioritization

(Management Compliant)

**Define KPIs that report
Situation on running...**

(Ok, let's work on three very logical sounding KPIs and you can idle for years without getting to the risky stuff, ...wait, ...celebrate your success on another job)

How to prison a Team

(Management Compliant)

**We are all one Team,
support ..!**

(Nevertheless, details can always be worked out during the sprint, just commit!)

How to degrade Quality

(Management Compliant)

**FAST: Commit, BUT make
Integration / Releasing
another Story!**

(Works for me?)

How to degrade Quality

(Management Compliant)

SLOW: Support Ignorance
- You are welcome, almost
everywhere

(Enjoy it!)

How to make only the Best to Stay (Management Driven ;-)

**I / We know that this
sounds like a Compro-
mise, but we have to be
flexible in this Case**

(For the x-time we ignore the problems and
prefer to lie, fraud and put responsibility to xy)

Stop being fooled

- Identify that you are getting fooled
- Decide what to do
 - Discuss
 - Solve
 - Leave

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 - **Solve**
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Stop being fooled

- Identify that you are getting fooled
- Decide what to do
 - **Discuss**
 - **Solve**
 - Who said quitting is not an option?

Influence Job

FEAR!

Acceptance

??

How to free
hostages AND
establish values?

SO ???

What the Pros do

- Analogical to Scrum!
- Discipline in
 - Focus - Goals
 - Roles / Responsibilities
 - Communication
 - Rules

Who the Pros are

Decision Maker

Final Decision, Defines
“Corridor” - never “involved”,
Holds ultimate power

Commander

Pairs with Negotiator as support,
second pair of ears and brains

Negotiator

Talks, Offers, Listens

- and can be exchanged -

How the Pros **act**

Values/Ethics

No lies, be honest & reliable

Craftsmanship

Clear responsibilities, Listen,
Ask, Control Negotiation rythm,
List of must, maybe and filler
positions

Conflict

Don't be afraid of Dead End
streets, just control when to get
in and out

Tools the Pros use

Negotiation Goals

List of must reach, optional and filler goals (ZOPA)

Control Rythm

Agenda setting, Control communication, Define when to go into “dead end streets”

Leading by Learning

Formulate positions as Thesis, Ask for feedback, Keep in the flow

What to
learn from
this?

Who are You?

Decision Maker

Top Management with ultra powers?

Commander

Program or Project Manager supporting Scrum implementation?

Negotiator

PM acting as Scrum Master,
Product Manager acting as PO?

How do you **act**?

Values/Ethics

No lies, be honest & reliable

Craftsmanship

Do you know your stuff?
Where are your deltas?

Conflict

You and others can handle
transparency?
Can you still listen if you're
really pissed?

Tools we can use

Negotiation Goals

Release Plan, Methodology,
Reporting, Efficiency,
Athmosphere

Control Rythm

Sprint length, When to release,
Long line vs. short leash?

Leading by Learning

What impediments we have?
Review results, Retrospectives,...

Cardinal!

Error?!!

Decision maker becomes involved

- Negotiator (PM or Scrum Master) loses face and becomes a post man
- Decision Maker becomes the negotiator and loses overview and can be attacked
- Decision Maker gets involved emotionally
- Opponents define escalation scenario and controls when to speak to whom

Decision maker becomes involved

Negotiation bandwidth gets wider according
position of the negotiator

Decision maker becomes involved

Negotiation bandwidth gets wider according
position of the negotiator

**Thesis: CEO will be more open for
compromising than a head of product
management or head of program
management**

Wrap up

Establish Values

- Cooperation
- Transparency
- Responsibility
- Trust

Wrap up

People may be anxious and act paradox

- Reduce pressure
- Give them something for their trust
- Follow your strategy
- Reach your goal

How to
establish
those values?



Friday, June 10, 2011

Discourse Ethics

- Jürgen Habermas, German Philosopher
- References:
http://en.wikipedia.org/wiki/J%C3%BCrgen_Habermas
- http://en.wikipedia.org/wiki/Discourse_ethics

References

- Ken Schwaber Scrum et al. @ google:
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Thank you!