It’s the Culture Stupid!

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

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
Let’s Begin with the End in mind

**Activity - 5 Minutes**

- Find a pair to work with and introduce to each other. (preferably, some one you don’t know already)
- With the new friend, 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
Agenda

• History
• Introduction to XP Values
• Exercise to learn the Values
• A retrospective technique for your team to self evaluate their values and improve.
• Closing thoughts
"WE HAVE MET THE ENEMY AND HE IS US."

Walt Kelly’s poster for the first Earth Day
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. He was the first who described that article, nor advocated the waterfall model as a working methodology.

Figure 2. Implementation steps to deliver a large computer program to 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
Walker Royce
eXtreme Programming
The technical practices that will complete Scrum.
Or is it?
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!
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%
- Sometimes: 16%
- Rarely: 19%
- Never: 45%

Standish Group Study Reported at XP2002 by Jim Johnson, Chairman
Scrum
Waite a minute.
There is more!
Scrum
Crossing the Chasm: Marketing and Selling High-Tech Products to Mainstream Customers by Geoffrey A. Moore 1999
The Missing Link
Individuals and interactions over processes and tools

Working Software over comprehensive

Customer Collaboration over contract negotiation

Responding to Change over following a plan

Communication
Simplicity
Courage
Feedback
Respect
SCRUM

- Individuals and interactions over processes and tools
- Working Software over comprehensive
- Customer Collaboration over contract negotiation
- Responding to Change over following a plan

Communication, Simplicity, Courage, Feedback, Respect
Values from XP

• Communication
• Simplicity
• Courage
• Feedback
• Respect

http://www.extremeprogramming.org/values.html
A Culture that encourages Collaboration?
A Culture that encourages
Competition?
Now you are a Scrum Team
Go Self Organize!
Go Collaborate!
Impediments to Collaborative teams

- Organizational structure
- Team member’s history
Values from XP

• Communication
• Simplicity
• Courage
• Feedback
• Respect

http://www.extremeprogramming.org/values.html
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
Values from XP

• Communication
• Simplicity
• Courage
• Feedback
• Respect

http://www.extremeprogramming.org/values.html
Courage

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

• Communication
• Simplicity
• Courage
• Feedback
• Respect

http://www.extremeprogramming.org/values.html
Feedback

• Ways we get Feedback
  • Testing
  • Demonstrating to the customer
  • Measuring Progress
  • Retrospective
Feedback

- Giving Feedback
- Receiving Feedback
- Taking actions
Feedback

• What do you do with the feedback?
RESPECT

Treat people as they should be treated.

ARMY VALUES

ARMY STRONG:
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
The Toyota Approach

• Respect for people provide the engine for continuous improvement

Instead of

• System being more important than people

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
XP Values Working Together

- Communication
- Feedback
- Simplicity
- Courage
- Respect
Any other values?
Activity
Discussing these values from your experience
Learning Circle

• Player Pick a card from the deck
• Player read the card & go to the appropriate area
  • The statement indicates a problem? Go to the value that may be missing.
  • The statement is a solution? Go to the value that is aligned with this statement.
• Continue until we have about ~ 5 people in the learning circle.

Game adapted from
http://industriallogic.com/games/valuesquares.html
Learning Circle

- Each Player (3 minutes)
  - Introduction: Name and Role
  - Read the card out loud
  - Explain why you think the statement relate to the value
  - Can you give us a personal experience?
  - How would you solve the problem?
- Suggestions from the floor is welcome!
Learning Circle Debrief
Helping your team

- Teach them
- Let the team evaluate the team at retrospective meetings
- Commit to improve on one value by identifying action items
- Evaluate again in next sprint and compare
Team Radar

Esther Derby and Diana Larsen - Agile Retrospectives: Making Good Teams Great!
Team Radar Exercise

- Need a Volunteer from each table

- Step 1
  - Each member pick up one card and rate the team at your work on each of the values (1= not at all aligned with the value; 10= completely aligned with the value)
    - Yellow Card : Communication
    - Red Card : Courage
    - Blue Card : Simplicity
    - Green Card : Feedback
    - Pink card : Respect

- Step 3
  - Volunteer collect cards and calculate average for each color card

- Step 4
  - Plot the values on a flip chart
Worksheet

• Have you found an answer / pointers to the question / issue you listed on the worksheet?

• Would you like to share those with us?
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 principles and values
• Encourage Scrum Alliance to bring the Principles and Value to the forefront
Thank You!

I would appreciate if you write to me about how your team is using these values

Agile Stories Project

http://agilestoriesproject.org/

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