Product Adoption Curve

the state of scrum...
Level of agile maturity

While agile development has been around for some time, this data shows that many organizations are still in the adoption process or at the very beginning of their agile transition. This likely foreshadows the need for more Scrum Masters in the near future, considering only 10 percent of participants work in organizations with a mature agile practice.
The vast majority of respondents (84%) said their organization was at or below a “still maturing” level.

- **2%**: No agile initiatives
- **19%**: Experimenting with agile in pockets
- **4%**: Considering an agile initiative
- **59%**: Use agile practices but still maturing
- **12%**: High level of competency with agile practices across the organization
- **4%**: Agile practices are enabling greater adaptability to market conditions

(published 2018)
Waterfall
(the Taylor heritage)
good old project management
Scrum Master

Team

Process

Scope
(Features, Deadlines, Functionality)

Quality

Resources
(People, Budget)

Fixed

Schedule
(Deadlines, Estimates)

Product Owner
<table>
<thead>
<tr>
<th>Emotion: supressed</th>
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</thead>
<tbody>
<tr>
<td>Focus: transparency</td>
</tr>
<tr>
<td>Scrum: experiment</td>
</tr>
<tr>
<td>Method</td>
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<tr>
<td>Percent</td>
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</table>

Discoveries

predictive planning fails

empiricism

people matter
<table>
<thead>
<tr>
<th>Method</th>
<th>Waterfall</th>
<th>Early</th>
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Early
(everything stays the same)
FINALLY WE'RE AGILE!
"I am a tester and I start testing when development is done."
"Our scrum master was sick..."
localhost

\_(ツ)_/\

IT WORKS on my machine
“Promise?”

“Promise.”
my team
Scrum Master Challenges / Time

Focus
Emotion: optimism
Focus: self & team
Scrum: doing Scrum
Discoveries
Done
X-functional
Continuous learning
<table>
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Growing
(everything stays the same)
scrum teams
As a developer, I want to finalize the database table changes and additions for the release so that we don’t have to make changes to the model later.
"Another perfect sprint! All items are done."
“We’ve got dependencies!”
we sit across each other all day so we align continuously it is a waste of time, no improvements get implemented

devote this sprint will be three days longer so we can release estimating takes too long, our team-lead will assign tasks during the sprint

we will have a Sprint Review when we have something interesting to show

roland flemm 2019 - Iterating towards Professional Scrum
my team

other team

other team

other team
Scrum Master?

- Scrum Police
- Hero
- Scribe
- Secretary
- Coffee Clerk
- Chairman
- Admin
- Team Boss
Scrum Master Challenges over time

My team and me

Focus
Emotion: pessimism
Focus: multiple teams
Scrum: Scrum-but
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Discoveries
Scaling
Optimisation goals
Empowerment
Stalled
(and now it’s a mess)
my team — other team — other team — my team
Water scrum fall
Feature teams
Sorry, I've just got too much on my plate!
impediment\ remover
facilitator
coach
teacher

SCRUN MASTER!

servant leader
manager
change agent
mentor
OK, LET'S DO A DIRTY HACK. BUT TOMORROW WE'LL FIX THAT.

YEP, AND IMMEDIATELY AFTER THAT WE'LL DOCUMENT THE REST OF THE CODE.
I Blame You
accepting more work than can be done

working to meet deadlines in unpaid overtime

being ready for ad-hoc status meetings

accepting new work whenever asked

not complaining to managers
Typical organizational focus during transformations

- Process & tools
- Organizational design
- Values
- Principles
- Culture

Without changing these, benefits from Scrum will be small.
Say Agile one more time
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<tbody>
<tr>
<td>Emotion: pain</td>
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<tr>
<td>Focus: organisation</td>
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<td>Scrum: Scrum?</td>
<td>2019</td>
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**Discoveries**

Feature teams

Scrum values

Cultural change
### Maturity

(Professional Scrum)

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<tr>
<td>Setting overall direction</td>
<td>Management Responsibility</td>
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<td>---------------------------</td>
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<tr>
<td>Designing the team and its organizational context</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitoring and managing work process and progress</td>
<td>Team's Own Responsibility</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Executing the team task</td>
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<tr>
<th>Manager-led teams</th>
<th>Self-Managing teams</th>
<th>Self-Designing teams</th>
<th>Self-Governing teams</th>
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Richard Hackman
Servant Leadership
Scrum Master Challenges (time)

[Diagram: Organisational structure with circles labeled 'Organisation', 'Other Teams', 'My Team', 'Me', and an arrow indicating 'focus'].

Roland Flemm
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Emotion: enlightenment
Focus: the world
Scrum: professional Scrum
Discoveries
Business Agility
Co-creation
Self-governing teams
Scrum can be replaced or superseded by anything that also supports its underlying principles:

1. Self-organization
2. Bottom-up intelligence
3. Empiricism
4. Transparency

#NoFramework
Summary
Scrum Master Challenges/Time

The world outside our organisation
Other teams
My team
Me

Focus

roland flemm 2019 - Iterating towards Professional Scrum
Scrum Master Challenges / time

- world
- organisation
- other teams
- my team
- me
- time

Roland Flemm
## Iterating towards Professional Scrum

### Waterfall

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### Early

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### Growing

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### Stalled

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<th>Scrum Values</th>
<th>Cultural Change</th>
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### Mature

|       | Business Agility | Co-Creation | Self-Governing Teams | NoFramework |

### Emotion

- Optimism
- Pessimism
- Pain
- Enlightenment

### Focus

- Self/Team
- Multiple Teams
- Organisation
- The World

### Scrum

- Professional Scrum
- Scrum But
- Doing Scrum
- Experiment

### Discovery

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### Transparency

- Suppressed
- Early
- Growing
- Stalled
- Mature

### Experiment

- Waterfall
- Early
- Growing
- Stalled
- Mature

### Done

- X-Functional
- Continuous Learning
- Scaling
- Empowerment
- Optimisation Goals
- Feature Teams
- Scrum Values
- Cultural Change
- Business Agility
- Co-Creation
- Self-Governing Teams
- NoFramework
Dunning - Kruger Effect

- Ignorance
- Mt. Stupid
- Valley of Despair
- Wisdom
- Slope of Enlightenment
- Guru

confidence

knowledge / skills

ignorence
dispair
wisdom
enlightment
Iterating towards professional scrum

- waterfall
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- emotion
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  - self-governing teams
  - #noframework
Scrum is
Simple to understand,
Difficult to master
Scrum is designed to show the relative efficacy of our development effort
Professional Scrum is a perfection vision and therefore, all Scrum implementations are imperfect by nature
PSM-I TRAINING
APRIL 12 & 13
KHARKIV

PROFESSIONAL SCRUM MASTER CERTIFICATION
Дякую