



**Scrum.org**

*The Home of Scrum*

# Enterprise Agility

*The Journey not the destination*

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**Daily Mail**  
WEDNESDAY, MAY 11, 2022 £1 80p to subscribers

**We started dating women - after we had STOPPED taking the Pill**  
SEE PAGES 18-19

# A.I. 'COULD WIPE OUT HUMANITY'

Threat 'as bad as nuclear war' MUST be tackled, say tech leaders warned yesterday

By Victoria Allen Science Editor

ARTIFICIAL intelligence could wipe out humanity, industry leaders warned yesterday. They said the threat was a global one, and that AI could be used to create a pandemic, control the world's energy supply, or even to take over the world. The warning came from a group of leading AI experts, including OpenAI's CEO Sam Altman, who said that AI could be used to create a pandemic, control the world's energy supply, or even to take over the world. The warning came from a group of leading AI experts, including OpenAI's CEO Sam Altman, who said that AI could be used to create a pandemic, control the world's energy supply, or even to take over the world.



DAILY NEWSPAPER OF THE YEAR

# THE TIMES

Thursday November 7 2021 | thetimes.com | No 24550

## Trump promises golden age after sweeping Harris aside

Victor returning to White House more powerful than ever • World braced for radical agenda on migration and trade

Donald Trump, who won the presidential election in a landslide victory, promised a "golden age" for America after his victory over Joe Biden. He said that he would bring back the economy, create jobs, and make America great again. He also promised to bring back the wall and to get rid of the "radical" agenda on migration and trade.



will lead a new government efficiency department and has vowed to cut at least \$2 trillion from the federal budget.

Last night the four GOP members of the first cabinet to speak to Trump and congratulate him, his earlier choice for the treasury secretary, "broke to cheer" in 2016. Trump has a long history of making promises that he does not keep.

# The New York Times

## U.S. DEATHS NEAR 100,000, AN INCALCULABLE LOSS

How Many 'No Vacancies' Notices are a Lot? They Mean So.

The New York Times reported that the number of deaths in the United States has reached nearly 100,000. This is a staggering loss, and it is a result of the COVID-19 pandemic. The pandemic has caused a global health crisis, and it has taken a toll on lives around the world.

# THE TIMES

## Brexit for Britain

Face it, liberals, this is what millions wanted

Stand by for West's betrayal of Ukraine

His return is a journey into the unknown

Career and Corbyn face calls to quit

The article discusses the political situation in the UK, including Brexit and the upcoming general election. It also mentions the situation in Ukraine and the role of the West.



President Biden announced a "social agenda" and said that "America stands up to bullies."

Prime Minister Boris Johnson said that the government will continue to support Ukraine and will not be deterred by Russia's actions.

# The New York Times

## WAR IN UKR

RUSSIANS PUSH INTO OUTSKIRTS AS DEATHS RISE AND THOUSANDS FLEE

The New York Times reported that Russian forces have pushed into the outskirts of Kyiv, Ukraine. This is a major development in the conflict, and it has caused thousands of people to flee the city. The situation is dire, and the world is watching.

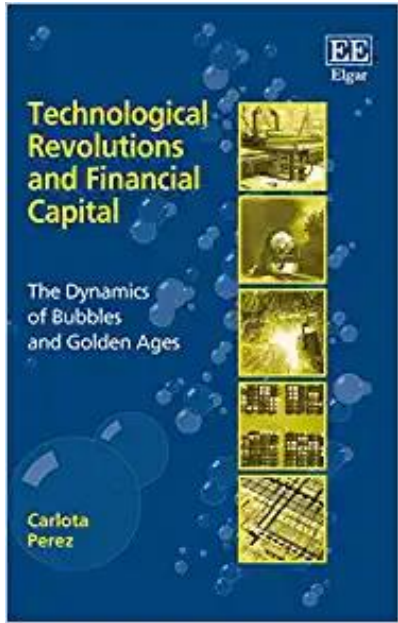


**Big Explosion Is Seen Over Kyiv; Zelensky Says He's 'Target No. 1'**

The article reports on a major explosion in Kyiv, Ukraine, and President Zelensky's statement that he is the "number one target" of the Russian invasion. It also discusses the impact of the war on the Ukrainian people.

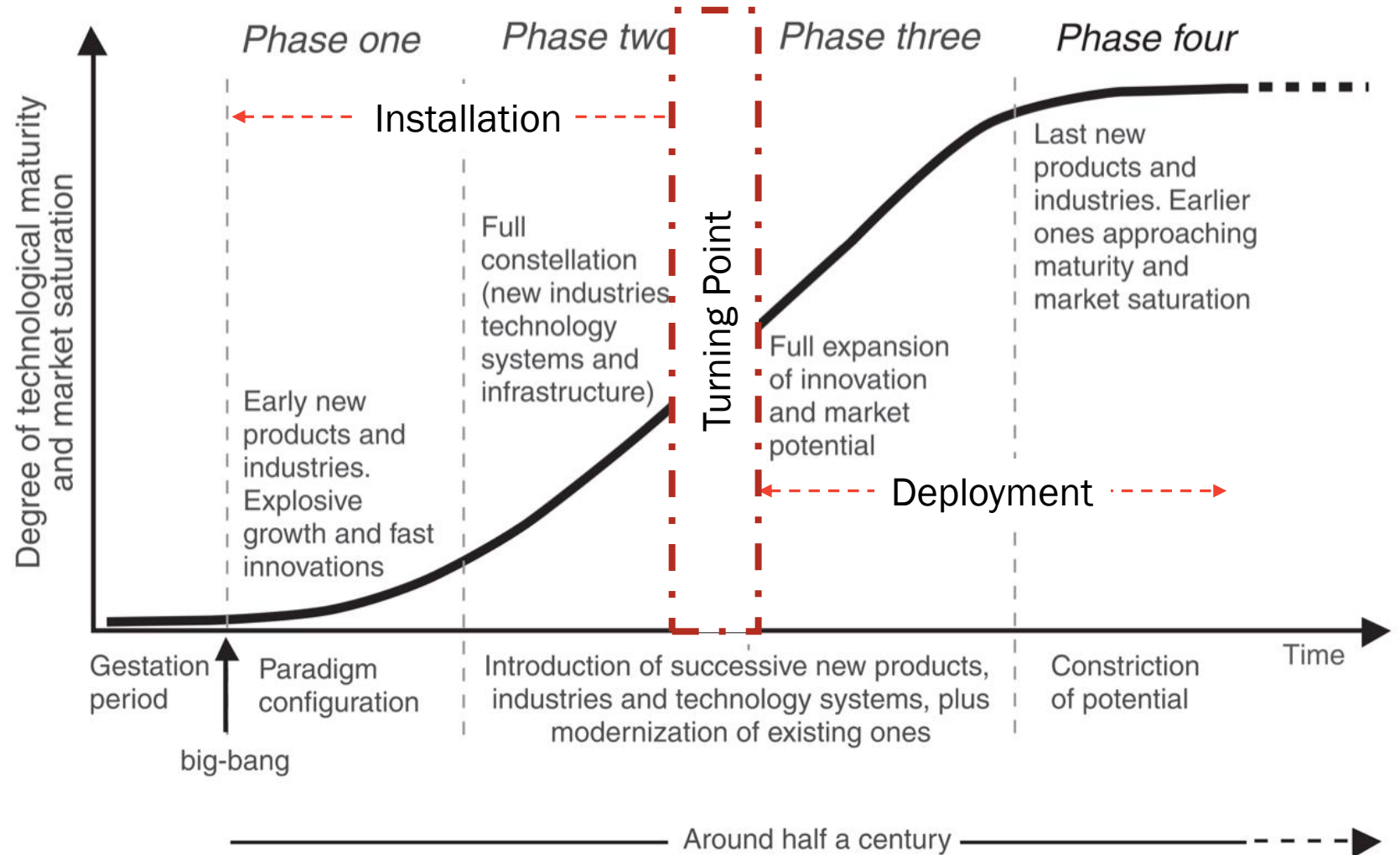
# May you live in interesting times

# 3<sup>rd</sup> Phase of The Digital Age?



The Work of Carlota Perez

Figure 3.1 The life cycle of a technological revolution

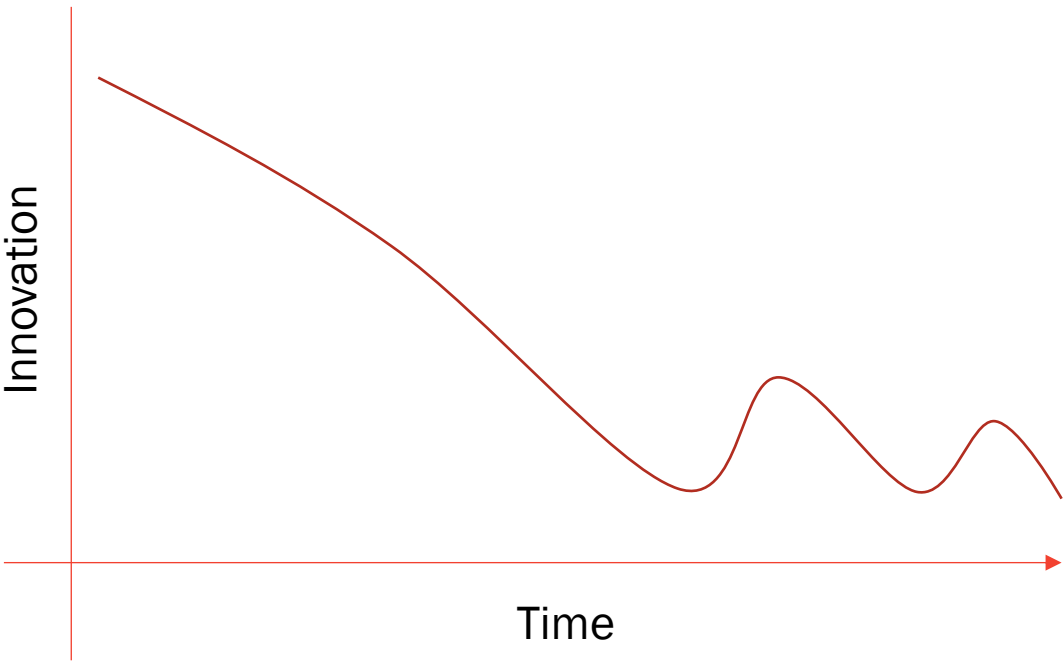


From <https://stratechery.com/2021/the-death-and-birth-of-technological-revolutions/>

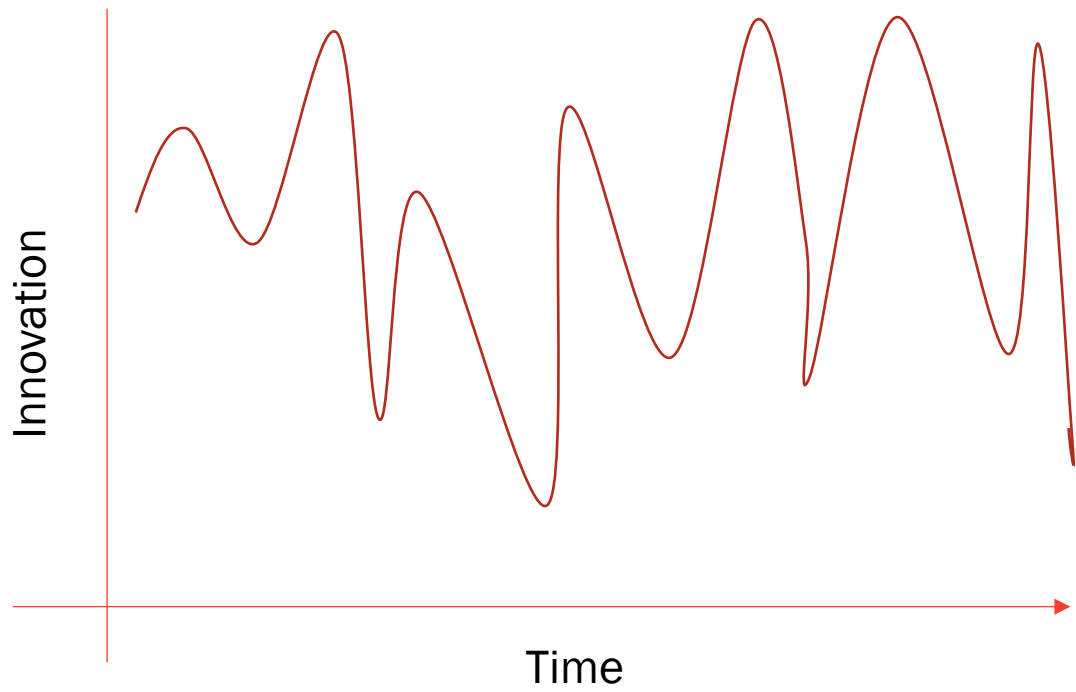
# And That Would Mean Change...

Age of Oil and Mass Production		Age of Software and Digital
Long term investment planning horizons	VS	Short term investment planning horizons
Short term profit		Mission and Impact
Efficiency (Scarcity)		Innovation and opportunity (abundance)
Specialism of labor		Cross functional teams
Process control		Self organization and decentralization
Management is king		Rise of the creator

# Digital Age Has Changed The Innovation Cycle



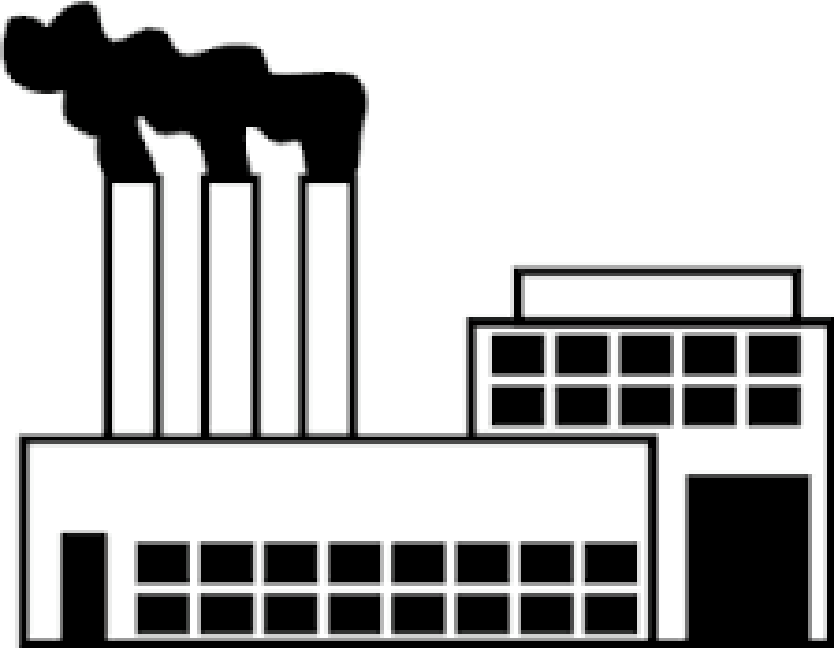
Traditional Product Development



Digital Product Development



# How Do We Navigate This Change?



VS





Spotify®

**NETFLIX**

**amazon**



**TESLA**



# Common Patterns

- Focused on a mission
- Outcome, customer centric
- Software Centric
- Deliver Frequently
- Strong engineering culture
- Make LOTS of mistakes

But there is lots different

HR Practices

Organizational Models

Incentives

Culture

Leadership Style

People

# But We Have Learned A Few Things..

**Scrum.org**  
The Scrum Framework

**CASE STUDY**

**THE COMPANY**  
Pentacomp designs innovative IT solutions, maintains and services IT systems, and provides consultancy for companies in various industries.

**The Company**  
Pentacomp designs innovative IT solutions, maintains and services IT systems, and provides consultancy for companies in various industries. By carrying out strategic projects, the Pentacomp team has been supporting the largest organizations and firms in achieving success and gaining a market advantage for 25 years. This case study talks about its work with the Ministry of Health in Poland.

**The Challenge**  
Pentacomp has been working with its client, The Ministry of Health in Poland, on developing several software products including an e-prescription platform they refer to as e-health. The Ministry of Health had been working on these products for a decade and they needed a new solution to help them deliver their complex systems.

**The Solution**  
The Ministry of Health tested different approaches for the development of e-health and decided Scrum was the best fit for them and initially worked with 5 separate Scrum Teams. As subsequent orders came from the client, 2 other teams were also added, one of which was from a second supplier, making a total of 7 Scrum Teams, and again they added another 2 teams, totaling nearly 100 Developers across 9 Scrum Teams to support the growing e-health system.

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**CASE STUDY**

**THE COMPANY**  
Home Credit Indonesia is a technology-based financing company with a vision to transform the way the world shops by bringing people closer to the things that matter in their lives.

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**The Challenge**  
Established in 2015, Home Credit Indonesia serves more than 4.8 million clients and has more than 13,000 point of sales. Home Credit Indonesia's existing partnership includes trusted and well-known leading manufacturers and retailers, both online and offline, and the company continues to expand these strategic partnerships in order to serve their customers better and make it easier for them to shop.

**The Solution**  
Akhil Bahakr Malik, CEO Digital Transformation, Home Credit Indonesia  
Johns Perry, Professional Scrum Trainer, Scrum.org

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**Scrum.org**  
The Scrum Framework

**CASE STUDY**

**THE COMPANY**  
Lola Tech, is a mature software company which provides highly custom cross-functional teams to customers without the hassle and cost of new hires, onboarding and training.

**The Company**  
In this case study, you will learn how a major US Airline used the Nexus framework scaled across more than 18 teams in what is considered Nexus+ to kick start their agile transformation with globally distributed teams resulting in astronomical increases in revenue and ROI. The company featured in this case study is a US budget airline with over 4000 employees.

**The Challenge**  
For many years, the airline used waterfall development methods for the creation and maintenance of their software products. It took months, sometimes years to deliver products to a single feature to market. There were products in which months of work were invested never to be released because the finished product was not what the company originally envisioned. Although waterfall was the method they used, the company incorporated some methodology from the Scrum framework such as Sprints, Sprint Reviews and Daily Scrums into their work. They had a few transitions that they were doing Scrum and were agile solely based on terminology and not how they actually worked.

**The Solution**  
For many years they worked with this partial agile approach. Lola Tech was one of the main vendors delivering software capabilities for the company and when the IT leadership decided to kick off an agile transformation in 2016, they saw a perfect match for Lola Tech's Head of Delivery Anca Taran, who is also an agile coach, to step in and offer support in this initiative. The agile transformation started with the desired company impacts to increase revenue.

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**CASE STUDY**

**THE COMPANY**  
LogMeIn, Inc. simplifies how people connect with each other and the world around them to drive meaningful interactions, deepen relationships, and create better outcomes for individuals and businesses. One of the world's top 100 public SaaS companies, and a market leader in unified communications and collaboration, identity and access, and customer engagement and support solutions, LogMeIn has millions of customers operating virtually every country across the globe. LogMeIn is headquartered in Boston, Massachusetts with additional locations in North America, South America, Europe, Asia and Australia.

**The Challenge**  
GoToConnect is a communication platform for businesses combining the power and reliability of Jitsi's cloud WebRTC phone systems with GoToMeeting's web, audio and video conferencing into one simple, reliable and flexible solution. It enables team members to meet, talk, share, text and collaborate seamlessly through a single application, keeping them productive and frustration-free.

**The Solution**  
The GoToConnect team at LogMeIn were practicing Scrum for about 2 and a half years, and had grown to a single Scrum Team.

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Etc...

# Build Sustainable Agile Culture

## The Big Three

1. Support and protect Agile values with strong leadership
2. Build People Centric Organizations
3. Manage your portfolio with Outcomes (not Output)



*“Whether you think you can,  
or you think you can’t,  
you’re right!”  
- Henry Ford*

1

**Support and protect Agile values with strong  
leadership**

# Agile Leadership



- Servant Leadership
  - Put the needs of others first in pursuit of a goal
- Uses the right stance
  - Mentor, Coach, Teacher, Facilitation
- Listens and asks questions first
  - Does not jump into a solution
- Demonstrates vulnerability
  - Makes mistakes, is honest

Style varies with situation and person



# What Shapes Culture?

What people *do*  
is more important than  
What people *say*



[https://si.wsj.net/public/resources/images/RV-AN417\\_CUBICL\\_P\\_20140509201519.jpg](https://si.wsj.net/public/resources/images/RV-AN417_CUBICL_P_20140509201519.jpg)





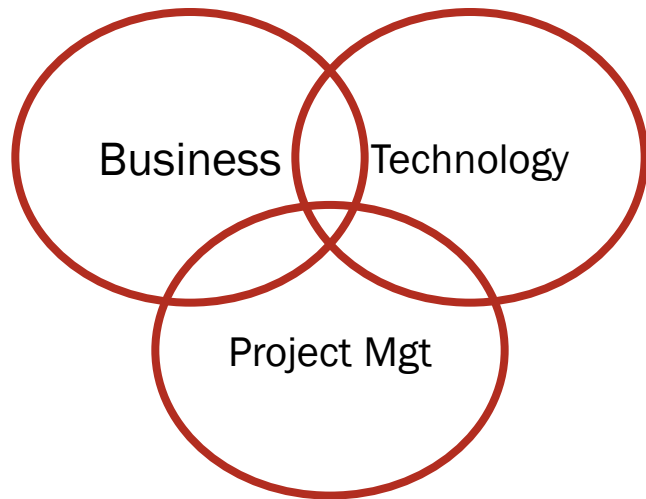
# Leaders make the difference

Leaders help **steer** toward shared goals

Leaders make it **safe** to change

Leaders **model** the change

# Product Ownership – The Intersection of Business and Technology



Where does your Product Owner Come From?

- Who performs the accountabilities will impact what you get
- Business People
  - Business ideas, customer focus
  - Stuck in existing models
- Technology People
  - Tech Ideas, technology focus
  - Disconnect from the business
- Project People
  - Done focused, works with others
  - Limited vision and innovation

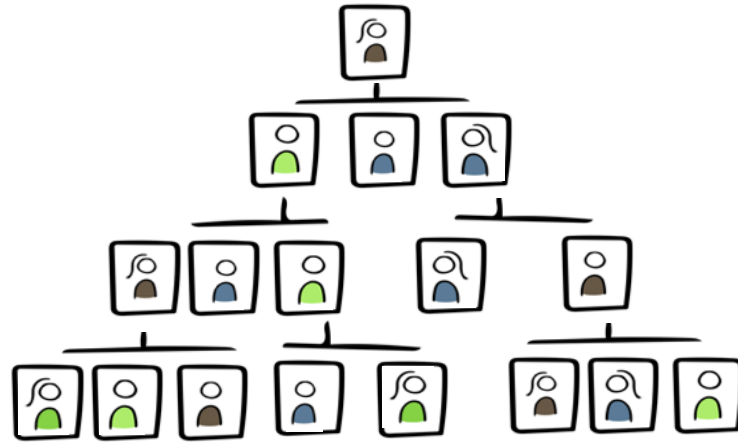
*"If one does not know to which port one is sailing, no wind is favorable."*

*- Seneca*

2

## **Build People Centric Organization**





*“The organizational structure we use today is over 100 years old. It was not built to be fast and agile.”*

*“To succeed both in today’s world and into the future, we need to think – and act – differently.”*

<https://www.youtube.com/watch?v=Pc7EVXnF2aI>

*- Dr. John Kotter*

# Teams of Creators With Purpose



What motivates people?

1. Autonomy
2. Mastery
3. Purpose

Source: Daniel H. Pink, *Drive: The Surprising Truth About What Motivates Us*, Riverhead Hardcover, 2009

## Form teams naturally with:

- Team members who want change (**opt-in**)
- Team members who want to work together (**self-organization**)
- Mutually-agreed commitments and decision processes (**self-direction**)

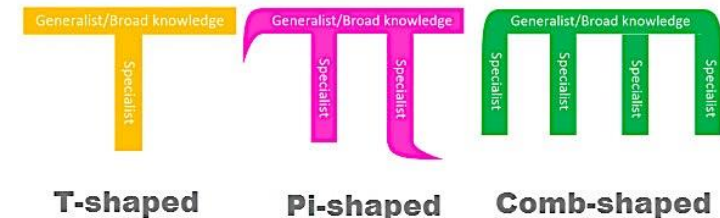
## Guided by business goals

# Customer / Business + Skills = Magic!

Good Understanding of the Context /  
Business

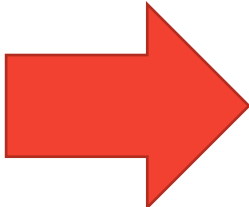
Specialist Skills

- Everyone needs to know the customer / context / business
- Individuals bring specialist skills and experience to the mix
- Specialist skills are supported by community (inside and outside of the organization)

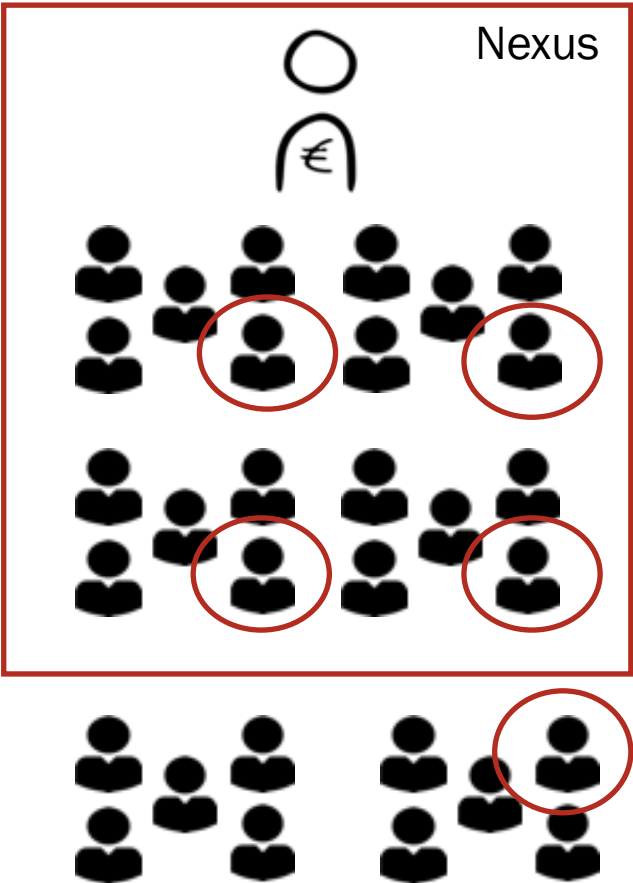




# People Centric

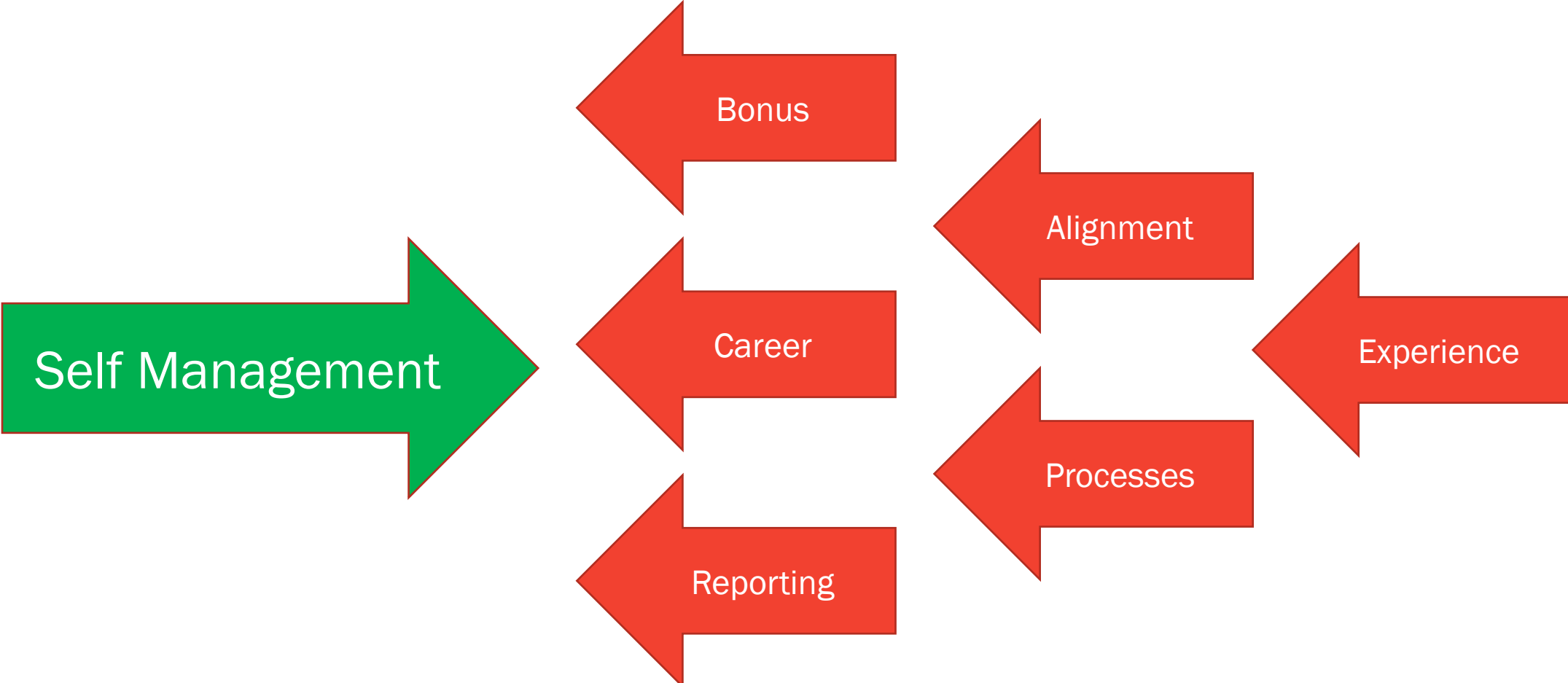


Customer Value Stream



- Separate Talent Mgt from Work Mgt
- Promotion and development can be achieved by mastery and mentorship
- Ask not what I have done, but who have I helped
- Provide time, space money to develop technical and skill based community

# Lots of Forces That Stop Self Management



*“One must, from time to time, attempt things that are beyond one’s capacity.”*

*= Pierre-August Renoir*

3

**Manage your portfolio with Outcomes (not Output)**



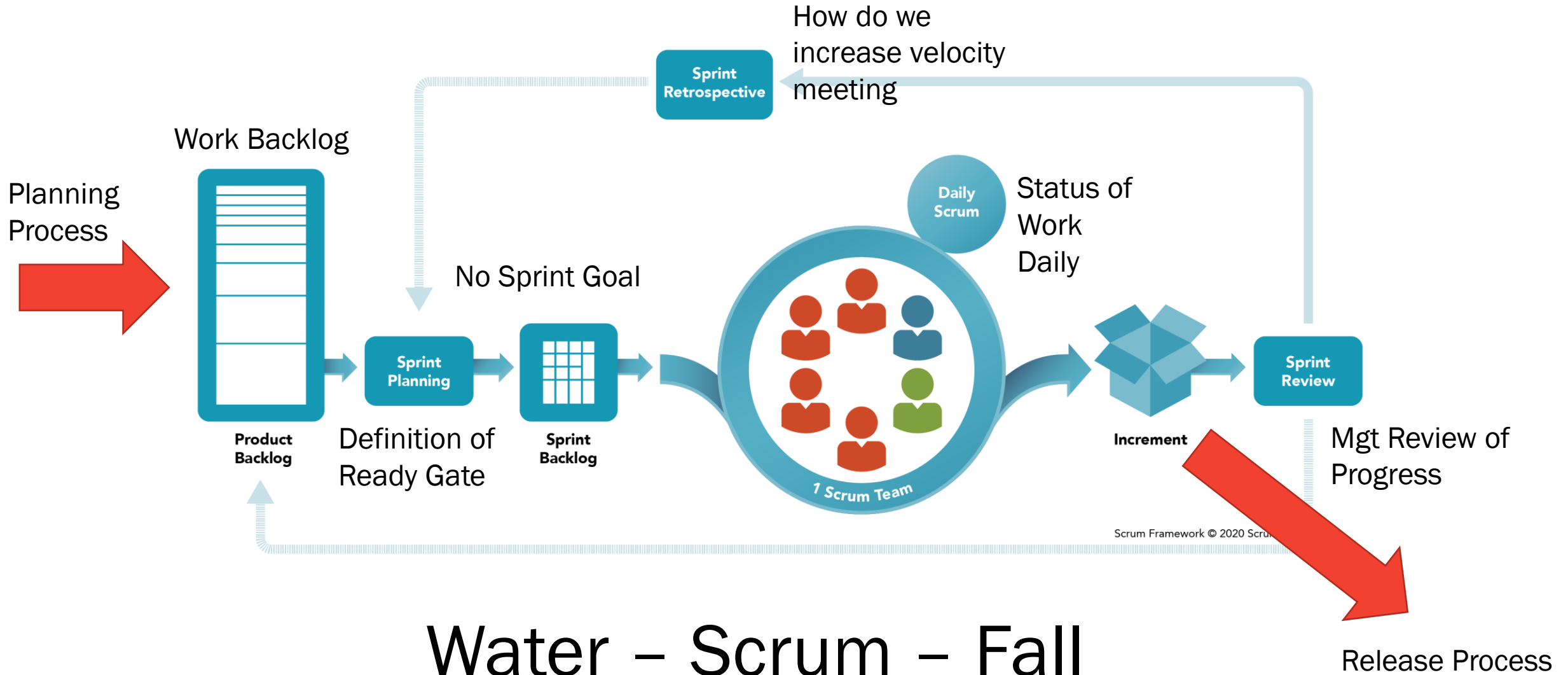


Isn't that  
what I  
have been  
doing?

# Yes.... But...

- Then why does everyone involved have a different measure of success?
- Why are there no customer personas on the walls?
- Why is status measured by task complete?
- Why are only a small group allowed to spend time with the customer?
- Why do backlogs include tasks?
- Why is velocity rather than value reported on?
- Why are there no customers at Sprint Reviews?
- Why is it so hard to define a Sprint Goal?
- Why....

# And that is even true for Scrum Projects



## Water – Scrum – Fall

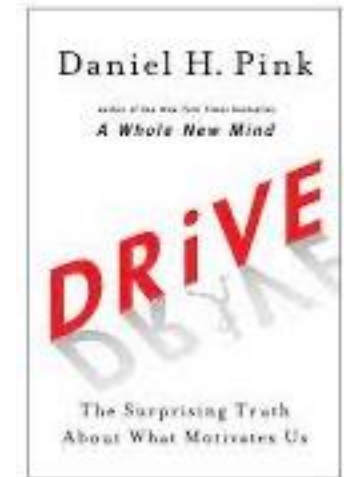
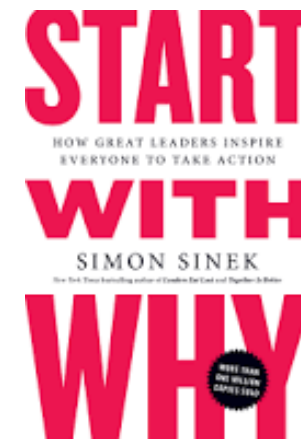


# What's an Outcome?

*An Outcome is some state experienced by the user of a Product.*

# Why is Working To Value So Important?

- Provides an environment where Self-Management can happen
- Gives team flexibility to deliver different solutions
- Space for innovation
- Extrinsic Motivation – Autonomy, Mastery, Purpose
- Improves customer relationship with team
- Leads to better outcomes



# At The Organization Level

- Fund based on customers value streams
- Align teams to the value streams
- Put in place measures that are value rather than work based
- Set direction with a vision and goal(s)
- Build cross functional teams that include/align with the customer
- Allow and encourage transparency between the work and the customer



# At The Team Level

- Refine backlog items to answer the why
- Spend time creating personas for your work
- Invite customers to Sprint Reviews
- Engage customers during a Sprint to provide feedback
- Learn more about the customer at every opportunity
- Ask questions like ‘How does this help XXXXX ?’

# Build Sustainable Agile Culture

## The Big Three

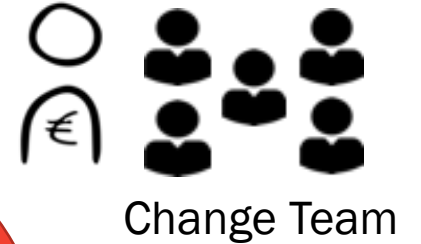
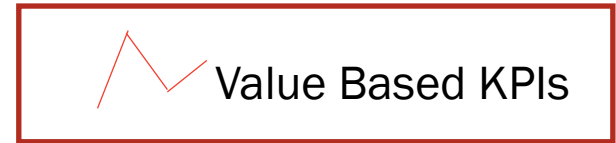
1. Support and protect Agile values with strong leadership
2. Build People Centric Organizations
3. Manage your portfolio with Outcomes (not Output)

# And Don't Adopt Agile in a Waterfall Manner

*By the end of the Sprint Retrospective, the Scrum Team should have **identified improvements** that it will implement in the next Sprint. Implementing these improvements **in the next Sprint** is the adaptation to the inspection of the Scrum Team itself. Although improvements may be implemented at any time, the Sprint Retrospective provides a formal opportunity to **focus on inspection and adaptation**.*

Scrum Guide

Scrum is focused on getting better



Enterprise Change Should Be  
Managed In an Agile Way

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/Community



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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.



Questions?



**Thank you!**