



# Global SCRUM GATHERING® Berlin 2014

## SESSION DESCRIPTION

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**Monday, September 22<sup>nd</sup> – PM Sessions**

<b>LUNCH – 12:30 – 13:30</b>			
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<a href="#">the Scrum LEGO airport - Berlin calling</a> Thorsten Oliver Kalnin	Scrum Principles: Changing the Status Quo	Forming	Charlottenburg III
<a href="#">Leadership in Agile Organizations</a> Gary Bamberger	Managing Agility: Bring Down the Wall	Performing	Charlottenburg II
<a href="#">Secrets of an experienced facilitator</a> Sallyann Freudenberg	Successful Scrum Practices: Berlin Never Sleeps	Forming	Tegel
<a href="#">Team Based Business Process Re-engineering with Scrum</a> David Bulkin, Anthony Montgomery	Thinking Outside the box	Performing	Kopenick I/II
<a href="#">Psychological Aspects of Estimating</a> Joseph Pelrine	Successful Scrum Practices: Berlin Never Sleeps	Norming	Bellevue
<a href="#">Chocolate, LEGO and Scrum Jambalaya</a> Dana Pylayeva	Innovating beyond Core Scrum: The Bohemian Bear	Norming	Charlottenburg I
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**Monday, September 22<sup>nd</sup> – PM Sessions (continued)**

<b>BREAK – 15:00 – 15:30</b>			
<b>90 MINUTE SESSIONS - 15:30 – 17:00</b>			
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<a href="#"><u>The Product Owner Board Game</u></a> Dajo Breddels	Scrum Principles: Changing the Status Quo	Norming	Charlottenburg III
<a href="#"><u>Move your product ownership to the next level!</u></a> Björn Jensen	Successful Scrum Practices: Berlin Never Sleeps	Norming	Tegel
<a href="#"><u>The Storytelling Battle</u></a> Oana Juncu	Innovating beyond Core Scrum: The Bohemian Bear	Norming	Postdam III
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<a href="#"><u>Get Agile by forgetting and re-learning how to draw and see.</u></a> Dov Tsal Sela	Thinking Outside the box	Norming	Tiergarten I/II



**Tuesday, September 23<sup>rd</sup> – AM Sessions**

<b>KEYNOTE - 9:00 – 10:30</b>			
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<a href="#"><u>Exploring Uncertainty: Thriving in a Stochastic World</u></a> Don Reinertsen		Potsdam I/II	
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<a href="#"><u>Scrum for Education: Learn how to Groom the Product Backlog to Delight Wikipedia, Khan Academy and Perchance the University</u></a> Jasmina Nikolic, Jelena Gledic	Thinking Outside the box	Performing	Kopenick I/II
<a href="#"><u>SCARF - Why SCRUM transitions fail (and what we could do differently)</u></a> Ralph Miarka, Veronika Kotrba	Successful Scrum Practices: Berlin Never Sleeps	Forming	Bellevue
<a href="#"><u>The Hitchhiker's Guide to Enterprises: your navigator through colorful levels of cultures, maturity and agility.</u></a> Alexey Krivitsky	Managing Agility: Bring Down the Wall	Performing	Postdam III
<a href="#"><u>A New Dojo: The Art of Story Splitting</u></a> Alexander Schwartz	Innovating beyond Core Scrum: The Bohemian Bear	Norming	Charlottenburg I
<a href="#"><u>The Soul of Scrum</u></a> Krishan Mathis, Olaf Lewitz	Scrum Principles: Changing the Status Quo	Performing	Charlottenburg III
<a href="#"><u>Game of Thrones - A Song of Scrum and Product Ownership</u></a> Ian McKenna	Successful Scrum Practices: Berlin Never Sleeps	Norming	Tegel
<a href="#"><u>Leadership As Dialog - A Potent Blend of Brutal Transparency and Compassion</u></a> Ilja Preuß, Sandra Reupke-Sieroux	Managing Agility: Bring Down the Wall	Norming	Charlottenburg II



**Tuesday, September 23<sup>rd</sup> – AM & PM Sessions**

LUNCH – 12:30 – 13:30			
60 MINUTE SESSIONS - 13:30 – 14:30			
SESSION & SPEAKER	TRACK	LEVEL	ROOM
<a href="#">Team responsibility game</a> Markus Wittwer	Managing Agility: Bring Down the Wall	Norming	Postdam III
<a href="#">Product Roadmaps in Scrum</a> Roman Pichler	Successful Scrum Practices: Berlin Never Sleeps	Performing	Bellevue
<a href="#">Will agile work in my embedded development environment?</a> Bent Myllerup	Thinking Outside the box	Forming	Tiergarten I/II
<a href="#">Scrum - successful, but not always by the book - Empirical findings, practical conclusions</a> Ayelt Komus	Applying an Agile Culture in other domains than IT	Norming	Charlottenburg III
<a href="#">How to have "agile" conversations with managers and executives</a> Bob Hartman	Managing Agility: Bring Down the Wall	Performing	Charlottenburg II
<a href="#">Resilient Organizations ready to change</a> Michael Leber, Stefan Haas	Managing Agility: Bring Down the Wall	Norming	Charlottenburg I
<a href="#">Scaling Scrum to Build a Hardware Product or How Cross-Functionality helped Electricians, Mechanics, and (Embedded) Software Engineers turn T-shaped.</a> Stephanie Gasche	Successful Scrum Practices: Berlin Never Sleeps	Norming	Tegel
<a href="#">Initial Release Plan Workshop - Get Going in a Project</a> Petri Heiramo	Successful Scrum Practices: Berlin Never Sleeps	Norming	Tiergarten I/II



Tuesday, September 23<sup>rd</sup> – PM Sessions

PM BREAK – 14:30 – 14:45			
60 MINUTE SESSIONS - 14:45 – 15:45			
SESSION & SPEAKER	TRACK	LEVEL	ROOM
<a href="#">The case against scaling: Back to basics with your enterprise transformation</a> Sami Lilja	Managing Agility: Bring Down the Wall	Norming	Charlottenburg II
<a href="#">The Usual Suspects: Coaching for Engagement</a> Benjamin Cooke	Scrum Principles: Changing the Status Quo	Forming	Charlottenburg III
<a href="#">Scrum and Mental Health</a> Michael Hofmann	Thinking Outside the box	Forming	Kopenick I/II
<a href="#">The Missing Link in Your Organization's Transformation is You</a> Pat Guariglia	Managing Agility: Bring Down the Wall	Norming	Charlottenburg I
<a href="#">Take the Red Pill: How Criteo revamped it's software development process</a> Adrian Perreau De Pinninck	Successful Scrum Practices: Berlin Never Sleeps	Norming	Bellevue
<a href="#">The Failure Quota</a> Lee Allison	Successful Scrum Practices: Berlin Never Sleeps	Norming	Tegel
<a href="#">Case Study: Scaling Agile at American Airlines - AA.com</a> Misty Shafer Sterne	Managing Agility: Bring Down the Wall	Performing	Tiergarten I/II
<a href="#">A Product Owner's road to enterprise prosperity</a> Jo Hannay	Innovating beyond Core Scrum: The Bohemian Bear	Performing	Postdam III



**Tuesday, September 23<sup>rd</sup> – PM Sessions (continued)**

<b>PM BREAK – 15:45 – 16:00</b>			
<b>60 MINUTE SESSIONS - 16:00 – 17:00</b>			
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<a href="#"><u>Distributed Agile Development or: How I Learned to Stop Worrying and Love Remoties</u></a> Arthur Richards	Successful Scrum Practices: Berlin Never Sleeps	Norming	Bellevue
<a href="#"><u>Riding the Rocketship: Optimizely's Agile Journey Blasts Off</u></a> Keith Nottonson	Successful Scrum Practices: Berlin Never Sleeps	Norming	Tiergarten I/II
<a href="#"><u>Game theory and techniques applied to create an agile product vision.</u></a> Luciana Silva	Scrum Principles: Changing the Status Quo	Norming	Charlottenburg III
<a href="#"><u>Agile Gamification: boosting team performance and software development practices using game elements</u></a> Davi Gabriel Da Silva	Managing Agility: Bring Down the Wall	Forming	Charlottenburg II
<a href="#"><u>Slicing User Stories</u></a> Arto Eskelinen	Successful Scrum Practices: Berlin Never Sleeps	Performing	Tegel
<a href="#"><u>The Incredible Machine - Building a Hardware Product with Scrum</u></a> Bernd Krehoff	Thinking Outside the box	Norming	Kopenick I/II
<a href="#"><u>Scrum Newbies: A Fun Ride</u></a> Manuel Ochoa	Successful Scrum Practices: Berlin Never Sleeps	Forming	Postdam III
<a href="#"><u>An Empirical Study into Culture and Self-organizing Teams - control is good, trust is better!</u></a> Hedi Buchner	Managing Agility: Bring Down the Wall	Performing	Charlottenburg I



## KEYNOTE SPEAKERS

### OPENING KEYNOTE

**PROF. DAVE SNOWDEN – “ENABLING THE ORGANISATION AS A COMPLEX ECO-SYSTEM”**

**WHEN:** Monday, September 22<sup>nd</sup> – 9:00 – 10:30

**WHERE:** Potsdam I/III

This presentation will take an ecological approach to understanding how business functions and IT capability can better interact with each other. It will argue for a substantial shift away from the predominantly manufacturing and linear metaphors that underly code development, user requirements capture and project management. Instead we need to see technology provision as a service relationship which can both deliver core needs, but can also joining explorer the rapidly emerging opportunities offered by technology in the modern world. It will focus on how we understand the *Implicit Whys* of customer and employee needs not just the *Explicit Whats*. As such it will challenge some of the common assumptions behind big data and demonstrate how *human sensor networks* (whole of workforce engagement for example) can transform the enterprise. For the Agile community that means developing *pre-Scrum* capability, for the wider business it means understanding how to co-evolve unstated needs with the rapidly changing capabilities of technology.

Dave Snowden is the founder and chief scientific officer of *Cognitive Edge*. His work is international in nature and covers government and industry looking at complex issues relating to strategy, organisational decision making and decision making. He has pioneered a science based approach to organisations drawing on anthropology, neuroscience and complex adaptive systems theory. He is a popular and passionate keynote speaker on a range of subjects, and is well known for his pragmatic cynicism and iconoclastic style.

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## **TUESDAY KEYNOTE**

### **DON REINERTSEN – “EXPLOITING UNCERTAINTY: THRIVING IN A STOCHASTIC WORLD”**

**WHEN:** Tuesday, September 23<sup>rd</sup> – 9:00 – 10:30

**WHERE:** Potsdam I/III

Early attempts to use Lean methods in product development simplistically copied the ideas of Lean Manufacturing. They assumed that variability should be eliminated. Unfortunately, this is neither feasible nor desirable in product development. In development, where innovation adds value, uncertainty is the perpetual traveling companion of innovation – therefore, we can't eliminate uncertainty without eliminating innovation. Fortunately, another approach is available.

Don is the President of Reinertsen & Associates, a consulting firm specialized in the management of product development. He has worked with leading product development organizations for over 30 years, and taught executive courses at Caltech for 14 years. He is the author/co-author of three best-selling books on product development, and is considered one of the leading thinkers in the emerging field of lean product development. His latest award winning book, *The Principles of Product Development Flow: Second Generation Lean Product Development*, has been praised as "... quite simply the most advanced product development book you can buy."

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## **CLOSING KEYNOTE**

### **RICHARD SHERIDAN – “THE BUSINESS VALUE OF JOY”**

**WHEN:** Wednesday, September 24<sup>th</sup> – 15:30 – 17:00

**WHERE:** Potsdam I/III

Joy in the context of business sounds ridiculous, and would be except for one important glaring fact: it produces measurable, repeatable, and sustainable results. Learn why from the founder, CEO, and Chief Storyteller and author Richard Sheridan.

Within an industry known for missed deadlines, poor quality, "death march" processes and user experiences that require *Dummies* books to explain, this talk will deliver the hope of a better way. Attendees who attend agile and scrum conferences are searching for tangible examples from which to sample and learn. This talk will deliver inspiration and practical takeaways.

Agile methodologies practiced The Menlo Way™ since 2001 are both joyful and disciplined. In this session, Sheridan will share from his personal experiences about the effects of physical space on team energy and engagement, the benefit of simple paper-based project management tools to foster better sponsor relationships, the power of systematic pairing in creating a learning organization that render towers of knowledge and Brooks' Law quaint challenges of the past.

Sheridan will discuss the cultural norms that remove fear and encourage experimentation; you'll hear about the elimination of meetings and the rituals and ceremonies that replace them. Learning Objectives: 1) Design a culture with the right team and leadership in a learning environment; 2) create client involvement; 3) define your environment by joy in an open and collaborative culture and 4) create delightful user experiences.

From kid programmer in 1971 to Forbes cover story in 2003, author, CEO and Chief Storyteller Richard Sheridan has never shied from challenges, opportunities nor the limelight. While his focus has always been around technology, his passion is actually process, teamwork and organization design, with one inordinately popular goal: *the business value of joy!* Sheridan is an avid reader and historian, and his software design and developmental team at Menlo Innovations didn't invent a new culture, but copied an old one ... Edison's Menlo Park New Jersey lab. Henry Ford's recreation of the Menlo Park Lab in Greenfield Village was a childhood inspiration!

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Monday, September 22<sup>nd</sup> – AM Sessions – 90 MINUTE SESSIONS - 11:00 – 12:30

### Effectively Coaching Agile Teams

*Andrea Tomasini, Bent Myllerup*

**Track:** Managing Agility: Bring Down the Wall

**Room:** Tegel

**Type:** Workshop

**Level:** PERFORMING

You call yourself an agile coach, but are you really acting as a coach rather than an advisor or a subject matter expert? What are the benefits of using coaching techniques known from life-coaching when working with self-organizing teams, ScrumMasters, Product Owners and stakeholders? Will you be able to learn such skills?

Well, come and try it out!

In this session we will take a brief journey into professional coaching from a systemic point of view. You will learn about the mindset behind coaching, the flow in a coaching conversation and try out different types of questions that can be useful. We will also sharpen your awareness about the differences and similarities between Professional Coaching and Agile Coaching plus introduce you to the Team Coaching Framework that we have developed.

### Temenos - Build Trust in Yourself, Your Team, Your Organisation

*Christine Neidhardt, Olaf Lewitz*

**Track:** Successful Scrum Practices: Berlin Never Sleeps

**Room:** Bellevue

**Type:** Workshop

**Level:** NORMING

Temenos is a learning environment for a new kind of culture and communication. It builds trust and helps us let go of old habits and expectations. In agile transitions, people are asked to adopt many new ideas and behaviours, to make fundamental changes in their approach to work. As Temenos helps us let go of old beliefs, new roles, perspectives and principles are adopted more easily and change has more sustainable impact.

As Temenos is a group activity it's perfectly fit to get teams off the ground and help them work together in new ways. We share stories about our past, present and future. We reflect how past influences shaped our habits and expectations in the workplace. We analyse how our current way of doing Scrum doesn't quite fit yet — what we don't bring to work and what our current environment is lacking for us to fully thrive and for Scrum to bring the expected benefits. Starting from this clean slate, we identify who and how we really want to be — individually and as a team.

Temenos is modular and flexible in terms of time constraints and number of people. Each of the three parts can be used independently. You may be inspired to try this at home.

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## A Curious Mindset: basic coaching skills for managers and other aliens

*Deborah Hartmann Preuss,  
Steve Holyer*

**Track:** Managing Agility: Bring Down the Wall

**Room:** Charlottenburg II

**Type:** Workshop

**Level:** NORMING

Scrum highlights organisational dysfunctions and challenges us in uncomfortable ways. This is natural: it's a paradigm shift, and Scrum offers software teams a powerful learning approach to support that shift. But the shift also radiates outward, impacting managers and others with no clear "Scrum role," who may feel threatened, or unsure how to contribute without disempowering their newly self-organizing teams.

This workshop invites Scrum Masters, managers, technical leads, architects and other non-developer roles to practice critical skills that bring your wisdom back into play when engaging with self-organizing teams - and really, with anyone.

With little guidance available, you may choose to continue with your traditional practices, feeling ever more out-of-tune with the "embrace change" zeitgeist. Or you may choose to hand full control over to your teams - and then struggle with how to responsibly ensure their success. The fact is that both options stifle the flow of information and meaning. How, then, do leaders constructively contribute value within a self-organizing workplace? In this workshop we'll introduce an alternate approach that enables leaders and teams to work together to grow shared leadership and shared success.

All of us have an operating system — a mindset — that drives our behavior, of which we are usually quite unaware. Research shows that, despite espoused collaboration values, most businesses actually run on a "unilateral control model" - an approach taught in business schools and rewarded on the job, but which actually limits team performance. As Scrum surfaces the problems of unilateral control, managers may be dismayed to hear that the methods they've applied in good faith are now considered "impediments" to be overcome! Stress and uncertainty then make this shift all the more complex.

We'll briefly introduce the "mutual learning model" in which the wisdom and guidance of formal leaders is still contributed, while also growing shared leadership - an approach described in Roger Schwarz's book "Smart Leaders, Smarter Teams," which has led to increased performance, stronger working relationships, and greater well-being in workplaces applying it. Then you'll participate in two culture-shifting exercises that raise awareness of your own leadership style and teach new thinking models - exercises you can take back to your own organisation to build more successful and satisfying shared leadership.

## Building Creative Teams: Ideas, Motivation and Retrospectives

*Cara Turner*

**Track:** Innovating beyond Core Scrum: The Bohemian Bear

**Room:** Charlottenburg I

**Type:** Workshop

**Level:** PERFORMING

How do software teams become creative? If you're not a start-up, should creativity even feature in your development process?

No matter how challenging or mundane our product, idea generation is the basis of all our work - making creativity the basic tool we have for addressing our many challenges. Yet breakthrough ideas are rare.

In a journey through the neuroscience of idea-generation, theories of motivation and the evolution of the retrospective, this talk explores practical ways for ordinary software teams to develop the creative thinking skills required for breakthrough ideas.

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## Building Metaphors for Retrospectives

*Helen Meek, Mark Summers*

**Track:** Scrum Principles: Changing the Status Quo

**Room:** Tiergarten I/II

**Type:** Workshop

**Level:** FORMING

Retrospectives can be challenging to facilitate, making sure your team get value out of them. In this session attendees will create and test out ideas around using Metaphors to drive retrospectives. Metaphors can be a powerful way to get your team to detach themselves from their situation just enough to be able to see their problems and opportunities in different ways.

We will need a context in which to devise and test our metaphors, that context will be retrospective facilitation. For examples, maybe you are on a sailboat navigating your way through your teams retrospectives trying to guide them to higher quality and performance. As you steer your ship you feel the drag of some anchors that are holding you back, they are the problems with your environment, skills not yet mastered and actions not carried out. As you gaze into the distance you can see where the team could be, but there are rocks that could hole your ship they represent risks, that could sink your teams retrospective. However there are opportune winds that you always take advantage of, allowing you to fill your sails as you steer your team around the various rocks that could trip you up in the retrospective, these are tools and techniques that you have acquired.

In teams you will devise your own metaphor, but the context will allow you to learn about yourself as a facilitator and it will allow ideas and techniques to be shared amongst the attendees.

We will share some of our favourite retrospective metaphors, and then we will give you a context and a metaphor which you will use to design and run your own retrospective.

## My Agile Suitcase

*Martin Heider*

**Track:** Scrum Principles: Changing the Status Quo

**Room:** Charlottenburg III

**Type:** Workshop

**Level:** FORMING

Imagine you are a Scrum consultant or coach. You are called by the inhabitants from waterfall island, who haven't heard about agility before and want to benefit from your advice. Which practices, principles and values would you pack in your agile suitcase for providing them guidance? What would you leave at home?

In this session experienced Agilists will deliver insights in their Agile suitcases. Their short, concise and entertaining Pecha Kuchas may give you hints for your own suitcase. Afterwards you will work on your own Agile suitcases. This may help you to travel lighter next time.

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## Game, Set, Match: Playing Games to accelerate Agile Teams

*Robert Misch*

**Track:** Thinking Outside the box

**Room:** KopenickI/II

**Type:** Workshop

**Level:** FORMING

We do expect a lot from our agile teams: excelling in self-organisation, delivering high quality code frequently and – on top – improving from iteration to iteration. Sometimes teams feel overextended without efficient training to master all these expectations. Remember: Even Olympic gold medalists work out continuously throughout their career, although they are already the best in their field. Same with Agile: It's about continuous learning and improving. Agile Games are great to a) initially learn the key values and principles of Agile and b) repeat and „re-learn“ them continuously while having lots of fun. During this session we will be playing selected games focusing on agile principles and values. After each game we will do a short debrief to summarise our learning. I will provide a picture protocol after the session (including my slides) with more detailed info as to all of the games played (blog posts, articles, videos). As there are lots of games out there I will additionally give an overview of what games can help you to bring specific agile principles forward with your team. This should help you to bring the learning back to your teams and help you becoming a better coach, ScrumMaster, Agile Leader, ...

## Let's Invent the Future of Agile!

*Nigel Baker*

**Track:** Innovating beyond Core  
Scrum: The Bohemian Bear

**Room:** Postdam III

**Type:** Workshop

**Level:** PERFORMING

Scrum has evolved over the years. In this workshop we are going to look at some of those advances and project forward to imagine a possible future state of Agile. But beware! Because we are also going to journey to the dark side of the Scrum and imagine a future shape – carved out by metholodolgists, snake oil salesmen and large evil corporations. Forget “half assed” ([www.halfarsedagilemanifesto.org](http://www.halfarsedagilemanifesto.org))– This is the dystopian nightmare of Agile! Through both thought experiments we will have fun and gain much learning on how our movement is evolving and perhaps generate one or two good ideas... and bear traps to avoid today!

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Monday, September 22<sup>nd</sup> – PM Sessions - 90 MINUTE SESSIONS - 13:30 – 15:00

## The Lean Startup and Agile Development: Full Circle

*Stephen Forte*

**Track:** Thinking Outside the box

**Room:** Postdam III

**Type:** Lecture

**Level:** FORMING

In the beginning there was Agile, which influenced the Lean Startup movement. Now today the concept of the Lean Startup is no longer just for startups, but rather represents a new way of doing business at large companies, small companies, government agencies, the enterprise, and even at non-profits. Lean has come full circle and is starting to influence Agile to be more--well, Agile. It is not impossible to do a "lean startup" with being Agile and pretty soon it will be impossible to be agile without doing the lean startup methodologies. They are truly a match made in heaven.

## the Scrum LEGO airport - Berlin calling

*Thorsten Oliver Kalnin*

**Track:** Scrum Principles: Changing the Status Quo

**Room:** Charlottenburg III

**Type:** Workshop

**Level:** FORMING

the Scrum LEGO airport is an highly interactive Scrum simulation with LEGO. Depending on the count of participants we will form 1-x teams with approx. 7 People. Each Team represents a Scrum Team with 5 TeamMembers, 1 ScrumMaster and 1 ProductOwner

We have prepared Requirements like 'terminals', 'gates', 'tower', 'landing field', 'sports airplane', 'helicopter', 'airliner', 'runway', 'catering vehicle', 'Follow me car', 'pushback vehicle/airplane tractor' etc.

We will simulate the Scrum Workflow by estimating the requirements, sprintplanning, sprint – building the Requirements with LEGO, Review and doing a Retrospective.

We will have 2-3 Sprints. If there is just one Team, we will build the Requirements in iterative sprints including re-estimations for requirements which were not finished and changing requirements.

Having several Teams available we'll build a whole airport doing Scrum of Scrums. Each Team will sit on an own table and having LEGO and PlanningPoker Cards available. In addition there is a table where the ProductOwners share their vision and prioritize the Requirements during each Sprint. If questions occur by the team during the sprint the ScrumMaster can fetch their PO from the PO Table. Every Team has a StoryBoard with two sites available. On the front-Site the Team put their requirements during the sprint. On the back-site the PO can organize his requirements in prioritized order. For the Estimation Meeting and SprintPlanning the Storyboard needs to be reversed.

At the PO Table the PO's can create their Airport Vision depending on the prepared Requirements. The customer is available as well.

Teams can be organized as special Teams for Aircrafts, Buildings, Vehicles, support Systems, Road- & Field constructions or as feature teams.

## Leadership in Agile Organizations

*Gary Bamberger*

**Track:** Managing Agility: Bring Down the Wall

**Room:** Charlottenburg II

**Type:** Workshop

**Level:** PERFORMING

The Agile Manifesto principles inform us that we "Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done." For many people in formal leadership roles, this is a shift in thinking. The purpose of this session is to provide leaders in organizations some skills to "bring down the wall" in order to support teams using Agile and Scrum.

To inform our overall discussion, we begin this session with a small-group exercise to brainstorm on the characteristics of great leaders that we know of or encountered.

We will provide information about Servant Leadership as defined by Stuart Greenleaf and Level 5 Leaders from the book Good to Great by Jim Collin. We will discuss how these leadership concepts supports Agile teams. In addition, we will discuss examples of controlling vs. empowering leaders.

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## Secrets of an experienced facilitator

*Sallyann Freudenberg*

**Track:** Successful Scrum  
**Practices:** Berlin Never Sleeps

**Room:** Tegel

**Type:** Workshop

**Level:** FORMING

This very hands-on workshop looks at why we use the techniques we do when we facilitate. What is a good way to get lots of ideas? How do we make sure everyone's voice is heard? How can I input from a large group with a limited timebox?

We will take a number of techniques, including brain-writing, round-robin, shout-out, divide and conquer, and group-and-merge. We will 'go meta' on them, using the technique to discuss why we would use the technique. For example, we will have a round robin about the benefits and costs of using round robin, we will brain-write about brain-writing, we will shout-out about shouting out. You will leave having both practically used each technique and discussed why and when it might be useful.

I will also offer up some of the tools of the trade that I have picked up along the way over the last 14 years or so. I will discuss which ones I always use when I facilitate and which I pick and choose.

## Psychological Aspects of Estimating

*Joseph Pelrine*

**Track:** Successful Scrum  
**Practices:** Berlin Never Sleeps

**Room:** Bellevue

**Type:** Lecture

**Level:** NORMING

Stumped by story points? Paralyzed by planning poker? How about trying something new? Estimation is a necessary but often unenjoyable part of software development. Although much has been written about methods and heuristics for estimating, there is very little information available about what happens psychologically when we estimate.

This session examines the cognitive and social psychological and aspects of estimation, and discusses some theories (such as Baumeister's Ego Depletion Theory), which explain why, despite the best of intentions, our estimates are often not correct, and what we can do about it. We will also look at a number of new approaches, based on modern research in cognitive psychology and chronobiology, and tested with world-class agile teams, aimed at addressing the age-old problems of estimating and prioritizing work. From quattro stagioni to speed poker to multi-attribute utility analysis, you're sure to find new ideas to take back to your team.

## Chocolate, LEGO and Scrum Jambalaya

*Dana Pylayeva*

**Track:** Innovating beyond Core  
**Scrum:** The Bohemian Bear

**Room:** Charlottenburg I

**Type:** Workshop

**Level:** NORMING

Coding dojos are pretty well known nowadays and became very effective tools to transfer knowledge and to improve your kung fu.

Why we should not use this approach to practice other skills as well? In this dojo we focus on working with User Stories rather than coding exercises.

First we practice in a group exercise to cover stories with acceptance criteria using the GIVEN-WHEN-ZEN.

Afterwards we focus on the challenge how to slice big stories into smaller pieces. In the group we will practice the kung fu to slice stories into pieces. Maybe your group will learn to come closer to the Yoda level in this martial art, that is, all your slices are deployable and releasable tiny features, minimal marketable features using the terminology the Lean Startup movement.

This dojo will be useful for testers, developers and product owners as we believe all of those roles should be involved in creating user stories. Joining this dojo will create a boost of your awareness for this topic, a boot of your skills, and maybe you are going to teach this yourself to increase the skills of your team.

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## The Tulming Travel Game

*Zuzi Sochova*

**Track:** Scrum Principles: Changing the Status Quo

**Room:** Tiergarten I/II

**Type:** Workshop

**Level:** NORMING

Have you already read everything about implementation of iterative development methodologies, such as Agile and Scrum? Do you need to get a different perspective on the most common practices and try the Agile and Scrum principles in a safe environment outside of Software Engineering? Here is your unique chance to achieve all of this in one session.

Join us at brand new board game and and build railroads, airports, harbours and much more during our newly designed, interactive Tulming Travel Game. Use your knowledge and the basic Agile principles to satisfy your customer, overcome various acts of God and become the master of Travel.

## Team Based Business Process Re-engineering with Scrum

*David Bulkin, Anthony Montgomery*

**Track:** Emerging Agile Culture

**Room:** Kopenick I/II

**Type:** Workshop

**Level:** PERFORMING

Scrum has proven itself for product development efforts in software, especially when uncertainty is high. Can the Scrum framework also work at the other end of the spectrum, to manage and improve a repeatable, highly certain, operational business process? The answer is a resounding yes.

The ceremonies, artifacts, and roles defined in Scrum can guide a transition from a group executing in silos, to a collaborative team assisting each other on a day-to-day basis while engendering continuous improvement.

We will take a practical look at how to apply ceremonies, roles and artifacts of Scrum to a business process. We will provide guidance on basic questions such as who is the ScrumMaster, who is the Product Owner, and what does our task board look like?

In some cases, the mapping is direct. For example, the Daily Scrum can still be time boxed to 15 minutes and the team can still answer the same three questions. However, in other instances the mapping is less direct.

For example, if our team processes 1,000 work items (forms, applications, etc.) a week, do we have 1,000 cards on the wall? Probably not; so what do we do? Get thoughts on these and other areas, such as using a retrospective to drive continual, iterative, process improvement from the bottom up.



Monday, September 22<sup>nd</sup> – PM Sessions - 90 MINUTE SESSIONS - 15:30 – 17:00

### Back to the future, (re)learn Smalltalk

*Stephan Eggermont*

**Track:** Innovating beyond Core  
Scrum: The Bohemian Bear

**Room:** Charlottenburg I

**Type:** Workshop

**Level:** PERFORMING

A lot of the things in software engineering we take for granted these days are rooted in Smalltalk. But most people do not program in Smalltalk. Do you wonder if there are more pieces of brilliance in Smalltalk waiting to be picked up by the general computing community? Come and experience yourself. We'll work with you through a series of exercises showing Seaside – the web framework that handles state, so you can code as if you're working on a desktop app – and other little known treasures (e.g. Debugger Driven Development, SUnit – the original TDD framework, Seaside fast and scalable data persistence without a line of database mapping code), fully exploiting the 'objects-all-the-way' attitude visible in the Pharo open source Smalltalk environment. Validated learning benefits from fast iteration on ideas. The Smalltalk Integrated development environment is still second to none when it comes to coding at the speed of thought. And you can modify it to taste :)

### The Product Owner Board Game

*Dajo Breddels*

**Track:** Scrum Principles: Changing the Status Quo

**Room:** Charlottenburg III

**Type:** Workshop

**Level:** NORMING

The role of Product Owner is tough. You have to make a lot of hard decisions like: Do I spend today with the team or with my stakeholders? Do I focus at this moment on more Product Backlog refinement or updating the Product Vision and Roadmap? The Product Owner game is designed to experience these kinds of trade-offs and in showing the consequences of these choices. This game is not only intended for future Product Owners, but also for persons who need to know more about the daily tasks and challenges of a Product Owner like management and key-stakeholders. Join this session if you are a Product Owner and want more insight in the role of PO or if you are a Coach who wants to use this game to teach others about the Product Owner role. All attendees of this session will get a link so they can download the materials to create their own copy of the game for free, so you can play it when you're back at the office.

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## Move your product ownership to the next level!

*Björn Jensen*

**Track:** Successful Scrum  
Practices: Berlin Never Sleeps

**Room:** Tegel

**Type:** Workshop

**Level:** NORMING

Product Ownership is key to products success. And it's our Product Owners job to do it! Really? Wouldn't it be good to have a collective ownership instead of a single ownership? As a Product Owner you should know some kind of tools which will support you in order to achieve some kind of collective ownership. As a Scrum Master you should know them as well in order to enrich your coaching for Product Owners.

In order to create a collective ownership a shared understanding of our product, its purpose and the related impacts and activities has to be in place which should be reviewed and updated frequently.

In this sessions we're applying parts of the Business Model Canvas in order to get a deeper and shared understand of our product and its purpose. We take a closer look to our customer segments and learn some techniques to prioritize them in order to validate the right things the right time.

As a Product Owner you must be able to articulate the underlying vision to different audiences. Explore some new templates to state your vision differently regarding different audiences.

Finally we're going to create some kind of journey from our end users perspective - using techniques coming from lean & agile UX design.

Joins this session to explore valuable techniques to get more insights about your product and how to use them in order to create a collective ownership.

## The Storytelling Battle

*Oana Juncu*

**Track:** Innovating beyond Core  
Scrum: The Bohemian Bear

**Room:** Postdam III

**Type:** Workshop

**Level:** NORMING

Einstein said : "If you cannot tell it simply, it means you don't understand it. I like to re-phrase this great quote and say If you cannot tell it to children, so they understand you, you didn't get t yet yourself. Neuro-science studies found out that 70% of what we learn, comes from stories we heard. Human brain reacts to stories far better that to linear presentation of facts. People like to hear and tell stories where they recognize themselves in, not only as heroes of fiction wonder novels, but also in day-to-day business life. When someone asks a business case for a given approach/topic/implementation, the real demand is for a true story about that theoretical stuff.

Sometimes people may get out of lectures and if they are asked 'What was the presentation was about actually?' the best answer they can give is 'It was about 60 slides'. Storytelling (or Business Narrative) is a powerful way to help organizations and teams embrace change, and change agents are good storytellers. This workshop proposes a set-up to learn some narrative techniques that will empower participants willing to become ( Agile) change Agents or simply allow them to effectively send the messages they want.

The workshop help participants to master the description of a chosen topic linked to SCRUM and Agile, via a story built in the session, using story construction telling techniques. It aims to help participants learn storytelling as an improvement technique to build messages that matter. At the end of the workshop , who will have the best story ?

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## Principles and Dynamics of Scrum Coaching: A practical framework to help coaches and clients get the most from the coaching relationship, and understand how it changes over time

*Ken Power*

**Track:** Managing Agility: Bring Down the Wall

**Room:** Charlottenburg II

**Type:** Workshop

**Level:** NORMING

The terms 'Scrum coach' and 'agile coach' have grown in popularity over the past decade. There are at least four challenges with describing what we mean by 'agile coaching'. First, it can be difficult for prospective clients to understand what a coach can offer. Not all coaches have the same background, skills, strengths and experience. Sometimes it makes sense to engage multiple coaches, each with complimentary skills. Second, many organizations and teams do not effectively engage the services of a Scrum coach. They lack a framework through which to articulate the intersection between the needs of the client and the abilities of the coach. As a result the engagement does not meet its potential. Third, coaches need an effective way to articulate how they can help a prospective client. Finally, both coach and client are on a journey. Each has needs and skills that they bring to an engagement, and each is constantly growing and changing.

The framework gives coaches a way to explain to clients how they can help, and helps them to be clear about where they can't help. The framework gives prospective clients a language through which to engage coaches, and to be clear on expectations and outcomes.

The framework is useful for internal coaches, external coaches, consultants, Scrum coaches, Scrum Masters, team leaders, project managers, managers, or anyone else with a responsibility to help others grow and succeed.

## Creating children book in 45 minutes thanks to Scrum

*Vladimirs Ivanovs*

**Track:** Thinking Outside the box

**Room:** Kopenick I/II

**Type:** Workshop

**Level:** NORMING

Creating a book is not a simple project however applying Agile principles to the process might make it much more easier to manage and give you better results. During the workshop we will create a children's book by using Scrum techniques. You will get familiar with Product Backlog, Sprint Planning, Daily Scrum, Sprint Review, Sprint Retrospective. You will also stay awake as workshop requires your active participation, gives ability to have fun and engage your creativity.

I have done interactive workshops on IPMA congress in Croatia, Agile conference in Lithuania, business school in Moscow etc and these always were perceived very well, as at conferences there are always some people who prefer "learning by doing".

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## Coaching Teams to Self Organization

*Arne Ahlander*

**Track:** Successful Scrum

**Practices:** Berlin Never Sleeps

**Room:** Bellevue

**Type:** Workshop

**Level:** NORMING

Have you seen teams go through phases in their development and maturity as a team? Have you had trouble how to best support a team in different situations?

A great ScrumMaster needs to be able to handle situations like the above. This is often done by observing the team and deciding how to best coach it to become self organized.

In this session we will take a look at different approaches to the coaching of a team dependent on which development phase the team is in.

In this session we will explore how a ScrumMaster by understanding group dynamics and aspects of team work better can support the team through it's different phases.

We will take a look at three different group dynamic models: FIRO (The theory of Fundamental Interpersonal Relationship Orientation), Evolution of Team Dynamics (Tuckman's Forming-Storming-Norming-Performing) and Wheelan's Integrated Model of Group Development.

For each model we will make a short presentation and the audience will then get the opportunity to select a model and analyse how it is possible to support a team based on the knowledge of the model.

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**Get Agile by forgetting and re-learning how to draw and see.**

*Dov Tsal Sela*

**Track:** Thinking Outside the box

**Room:** Tiergarten I/II

**Type:** Workshop

**Level:** NORMING

Many teams are struggling with problem of applying agile approach in maintenance projects. Project mainly concentrated on fault fixing, ad hoc customer support and relatively small part of R&D won't fit into time boxed iterations. It is also difficult to maintain the backlog consisting only of fault reports. Scrum doesn't provide clear guidance on how to work with maintenance projects.

There are various approaches how to adapt Scrum to maintenance such as making few developers from team "on duty" of fault fixing or reserving part of capacity for ad hoc tasks. Practice shows that none of above approaches is efficient. Does it mean that there is no place for maintenance in agile world?

Usually agile projects are supported with Kanban Board for visualizing work flow. While we were searching for most efficient way of processing maintenance tasks in our project we focused on developing Kanban Board and rules regarding it. David Anderson in his book "Kanban - Successful Evolutionary Change for your Technology Business" identifies 5 core principles that are observed to be present in each successful implementation of Kanban. Interpretation of these rules in terms of maintenance project and aligning them seems to be the key to the success with agile approach in maintenance projects.

During lecture the way of evolution of agile approach in maintenance project will be presented. The bumpy road from try-outs of fitting Scrum to maintenance, through hybrid Scrum-ban approach to Kanban Method will be discussed. During presentation 5 principles provided by David Anderson will be elaborated in terms of maintenance projects. Focus will be laid on visualising the flow of tasks and transparency, limiting work in progress and its benefits, improving team collaboration and making process policies explicit. Additionally ways of collecting data and measuring project effectiveness will be presented. Examples and analysis of Cumulative Flow Diagram will be elaborated for full understanding of Kanban Method. All that for continuous increasing of project efficiency and conducive work environment.

Presented material is based on authors' professional experience in leading both agile maintenance and R&D projects. It allows avoiding failures while searching for agile way of running maintenance project. Presentation provides clear and complex explanation of agile mechanisms that are the most suitable for mentioned type of projects. Listeners to the lecture will become acquainted with knowledge what steps to perform to run projects with majority of fault fixing in agile mode of operation and increase their efficiency.

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Tuesday, September 23<sup>rd</sup> – AM Sessions - 90 MINUTE SESSIONS - 11:00 – 12:30

## Tuning up Scrum to manage down your Risk

*Rowan Bunning*

**Track:** Innovating beyond Core  
Scrum: The Bohemian Bear

**Room:** Postdam III

**Type:** Workshop

**Level:** NORMING

The contexts we work in vary widely and the primary risks we are dealing likewise vary. For a green fields date-driven release, the primary risk may be cost and schedule related. For teams designing a new product for an emerging market, the primary risks may be business risk. For teams doing cutting-edge R&D, the primary risk may be technical risk. For a young team in a new technical or business domain, the primary risk may be social risk.

The bad news is that we will never entirely remove risk from product development. The good news is that there are many powerful risk management techniques both in Scrum and available as ScrumAnd additions. The question is: which ones are most appropriate for the type of risk you are facing? In this workshop we answer that question.

To be successful in the face of risk, it is imperative that you tune the way you work to the nature of that risk. What is the primary type of risk that you face? Given that, what techniques are likely to be most effective in dealing with that risk?

In this workshop, you will identify the primary type of risk that you face and from this, identify that most likely techniques to help you address that risk effectively. Some of these techniques involve emphasising or extending what is already in the Scrum framework.



## Scrum for Education: Learn how to Groom the Product Backlog to Delight Wikipedia, Khan Academy and Perchance the University

*Jasmina Nikolic, Jelena Gledic*

**Track:** Thinking Outside the box

**Room:** Kopenick I/II

**Type:** Lecture

**Level:** PERFORMING

In this session we demonstrate hands-on how Scrum can bring joy to students, their potential future employers, and teachers within and beyond the formal educational setting. While doing each step of the approach we propose, attendees will learn about the results obtained, challenges faced and important questions raised in a project where Scrum was used by teachers and more than 180 students in over 25 Scrum teams to produce articles for Wikipedia and the Education System as clients.

The presented initiative was launched at the University of Belgrade by four teachers of Chinese, Japanese, Spanish, and Swedish Studies, who have a long track of either implementing or supporting disruptive and innovative pedagogy. In line with the set scope of the curriculum, four regular university courses were adapted to include the production of Wikipedia articles through Scrum as part of the learning outcome and course requirements. In the determination of key principles, roles and processes to be implemented, we tackled the challenges of marrying the agile nature of Scrum and the rigid nature of the university, and of introducing non-traditional stakeholders as clients of the education system. One of the key issues was developing a solid Product Backlog (PB) that would reflect the principles of Scrum, meet the waterfall-prone set scope of the education system, lead to a good product that will delight the client, and at the same time be easily used by students. Overall, the implementation of Scrum was very successful. The products delighted the clients, while also giving them the opportunity to work in an agile setting using Kanban to provide feedback and follow the work progress. Students learned new skills and developed those they already had, while finding a new, hands-on joy and sense of ownership in reaching the goal of the learning process. A close collaboration with the Serbian Wikipedia was established, which provided excellent results in the process of grooming the PBs and Sprint Reviews. In this session, we invite the attendees to groom the PB based on the same set of requirements that we had at the beginning of our initiative. Groups (sized depending on the number of attendees) are asked to (1) clarify and decompose the higher priority PB items (PBIs) and create PBIs that are independent, negotiable, valuable, small and testable in a prioritized order, (2) define the acceptance criteria and the definition of done. We then compare the PBIs written by the attendees with those produced in the course of our project. An important aim of this session is to get invaluable input and feedback from Wikipedians, especially on the PB. We identify and discuss the general differences and item variations of the PBs.

Finally, we present our results and open the space for discussing the results obtained, challenges faced and question raised. Several important issues raised in our project are presented - e.g. evaluating success within the educational framework and the grading system (the relative value of: speed, rhythm, teamwork, number of products, higher-than-required product quality etc.), implementing an iterative process in a scope with fixed content and timelines (one of the teachers did not follow through using Scrum, but rather reverted to the old teaching method), balancing traditional requirements with new skills and intangible knowledge. We hope to provoke interest and encourage the attendees to attack some of the problems posed, while at the same time inviting them to lend us their expertise so that we can improve our initiative in the next iteration.

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## SCARF - Why SCRUM transitions fail (and what we could do differently)

*Ralph Miarka, Veronika Kotrba*

**Track:** Thinking Outside the box

**Room:** Bellevue

**Type:** Workshop

**Level:** FORMING

You want to start a SCRUM transition or you are in the middle of a seemingly failing transition project? Please join us to gain new insights on how to make your transition more likely to succeed.

Our insights are based on the SCARF model by David Rock. It is a brain-based model aimed at improving collaboration and influencing others. The attendees will learn about SCARF and the effect of threat or reward to each aspect of the model. Together we will look at agile transitions and how the domains of SCARF are typically threatened for many people in an organization. Thus, SCARF helps us to explain why people become resistant in these situations.

On the positive side, SCARF can also help us to uncover necessary steps to make it more likely for an agile transition to be successful. First, stop threatening any of the SCARF domains and second, find even ways to reward people appropriately. We will provide some tools from our professional coaching experience and we look forward to gather even more ideas with the participants.

The session is aimed at people that start agile transitions and at ScrumMasters and Agile Coaches. We don't assume prior knowledge.

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## The Hitchhiker's Guide to Enterprises: your navigator through colorful levels of cultures, maturity and agility.

*Alexey Krivitsky*

**Track:** Successful Scrum  
Practices: Berlin Never Sleeps

**Room:** Postdam III

**Type:** Workshop

**Level:** PERFORMING

This session is for organizational coaches, transformation agents, culture revolutionaries and other enterprise hitchhiker's who have found themselves thinking about the following questions:

Why some companies are progressing so nicely through their agile transformation? And why others are lagging behind struggling to adopt basic practices?

Why in some teams the Agile spirit is self-sustaining and fast-driving? Whereas others need full-time onsite coaching and baby-sitting scrum-mastership?

There are lots of answers to these questions, and in different dimensions.

One of the dimensions is the CULTURE MATURITY.

Have you heard the saying: "Culture eats strategy for breakfast"?

In this session (that is a good mix of theory and workshops) we will look at the Spiral Dynamics - a rich model of human development and culture maturity levels.

We will use the model with its 8 levels and map it to the organizations and teams we work with. This will help us get a deeper look at WHY our teams behave like they do. And WHAT drives our organizations to sustain their status quo.

We will make a longer stop at the three most seen levels of the Spiral Dynamics that interest us, enterprise coaches: BLUE, ORANGE, and GREEN.

We will look at a typical journey of an agile adoption at these levels: what challenges to expect; which principles to live by; which fights to pick; and which games to win.

You will leave this session with clearer understanding of the dominating company's culture you work in, insights into the teams' maturity you work with, and the next levels to strive for.

This session will help you build a map to guide your organizational cultural development and will give you handy tools to make the journey a rich and successful experience.

## A New Dojo: The Art of Story Splitting

*Alexander Schwartz*

**Track:** Innovating beyond Core  
Scrum: The Bohemian Bear

**Room:** Charlottenburg I

**Type:** Workshop

**Level:** NORMING

Coding dojos are well known and effective tools for transferring knowledge and improving your kung fu. Why not use this approach to practice other skills as well? In this dojo, we'll focus on working with User Stories rather than coding exercises.

First we practice in a group exercise to cover stories with acceptance criteria using the GIVEN-WHEN-ZEN. Afterwards we focus on the art of slicing stories into pieces. Your group may come closer to the Yoda level in this martial art, where all your slices are deployable and releasable tiny features — or "minimum marketable features" in the terminology of the Lean Startup movement.

This dojo will be useful for testers, developers and product owners, as we believe all of these roles should be involved in creating user stories. Joining this dojo will boost your awareness for this topic, hone your own skills, and prepare you to teach this method to increase the skills of your team.



## The Soul of Scrum

*Krishan Mathis, Olaf Lewitz*

**Track:** Scrum Principles: Changing the Status Quo

**Room:** Charlottenburg III

**Type:** Workshop

**Level:** PERFORMING

In our experience, more and more organisations try to use Scrum as “the new process”. Implementations fail or don’t reap expected benefits because the “people and interactions” are not focused on first.

We want to re-base to the Soul of Scrum:

- \* Focus,
- \* Alignment,
- \* Artful Making,
- \* Self-Organisation, and
- \* Rhythm.

In a playful presentation with interactive parts we will share our understanding of Scrum. We want to help unleash people's creative potential to develop great products, together. We want to get back to the heart of Scrum, and Agile.

We will then focus on the importance of learning and the role of Scrum as a catalyst for continuous improvement and learning and we will outline some consequences for adequate steps in implementing Scrum.

Participants will share positive transformational experiences and from these build concrete next steps for them to use at work immediately after the conference.

The ideas presented will be based on Tobias' book The People's Scrum.

## Game of Thrones - A Song of Scrum and Product Ownership

*Iain McKenna*

**Track:** Successful Scrum Practices: Berlin Never Sleeps

**Room:** Tegel

**Type:** Workshop

**Level:** NORMING

King Robert is dead and now war rages between the 5 self-proclaimed kings of Westeros. Joffrey sits on the Iron Throne but his claim to the throne is disputed by Stannis Baratheon and Renly Baratheon. Meanwhile Rob Stark, the self-proclaimed King of the North refuses to bend the knee to Joffrey after Joffrey ordered the execution of his father, Ned Stark. Whilst all this is happening, the exiled Daenerys Targaryen is building an army to retake the Iron Throne that was taken from the Targaryen's by King Robert.

In this interactive session we will explore both desirable and undesirable traits that we could experience in a Product Owner. We will then see which traits apply to each of the self-proclaimed Kings of Westeros and by doing so determine who should sit the Iron Throne as Product Owner and King of the Seven Kingdoms.

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## Leadership As Dialog - A Potent Blend of Brutal Transparency and Compassion

*Ilja Preuß*

**Track:** Emerging Agile Culture

**Room:** Charlottenburg II

**Type:** Workshop

**Level:** NORMING

Are you frustrated about what self-organization is doing to your team? Are you disappointed with the decisions made by your team and the results delivered? Are team members complaining that you only pay lip service to self-organization? Sometimes it seems that self-organization just doesn't live up to its promises. When you start to work with self-organizing teams from a leadership position, you typically understand that you need to change your behavior. You are no longer allowed to control your subordinates. The usual reaction of giving up control and letting them figure it out by themselves leads to other dysfunctions, though. You have just replaced one form of oppression by another - oppression as defined by Augusto Boal: the presence of monologue where there should be dialogue. This leads to a vicious cycle of wanting to give up control and the need to gain back control to ensure results.

In this workshop, leaders at all levels - from Product Owner and Scrum Master to CEO - will learn about and experience the problems that are created by simply "letting go of control". You will learn an alternative model that resolves the tension of leading without controlling: the Mutual Learning Model as presented by Roger Schwarz. It asks us to combine transparency with curiosity, and free and informed choice with accountability. When we act on these values with compassion, we create productive dialog as equals. As leaders we need to recognize that we, too, only see part of the picture. We will understand violated expectations as a communication problem instead of a lack of goodwill or competence; we can turn conflicts into learning opportunities.

During the workshop you will try out different behaviors in staged scenarios. You can bring your own scenarios; we will also bring prepared ones. The focus will be on practicing new behavior in a safe role-play setting. In the process, we will also take a look at 10 ground rules, and a number of concrete practices that come with the model.

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Tuesday, September 23<sup>rd</sup> – PM Sessions – 60 MINUTE SESSIONS - 13:30 – 14:30

## Team responsibility game

*Markus Wittwer*

**Track:** Managing Agility: Bring Down the Wall

**Room:** Postdam III

**Type:** Workshop

**Level:** NORMING

Are you an agile coach or a scrum master who often hears complaints like: "Honestly, Alice and me do most of the work, and we can't fully rely on Eve." or "I feel a bit left out, Alice and Bob decide most of the stuff on their own and then simply present me the results."

Are you a team member where you are a part of this dynamic?

When we want to work together in a healthy team, we need healthy working relationships between the team members.

Often teams get out of balance, some team members describe themselves as carrying 130% of the load and see others as only carrying 70%. In a private conversation with a scrum master or agile coach these "70%" team members often describe themselves as not being fully part of the team because the "130%" members simply do or decide stuff without asking.

The reasons for this are manifold and is not always easy to have good conversations and root cause analysis about this.

The team responsibility game offers a felt experience of this concept that can then in a team conversation be mapped onto the real team dynamics. So it serves as very powerful conversation starter (usually in a retrospective) to explore if there are imbalances in the team, to have the team openly discuss them and to take actions to bring balance back to the team.

The exercise shows clearly the human system dynamics, that if one person claims a bit more than his own power and responsibility it is also because some else gives up a bit of his own power and responsibility. So the exercises makes it possible to talk about this without blaming anyone because it explains the behaviour of team member as a natural effect of the human system dynamics and not a personal fault.

We will run the exercise, debrief it, and I will present and discuss how to apply this exercise in your teams. And we will have lots of fun!

## Product Roadmaps in Scrum

*Roman Pichler*

**Track:** Successful Scrum  
Practices: Berlin Never Sleeps

**Room:** Bellevue

**Type:** Lecture

**Level:** PERFORMING

A product roadmap is a high-level plan that shows how a product is likely to grow over time. This creates a continuity of purpose, aligns stakeholders, and facilitates prioritisation. While roadmaps are a great tool, applying them in Scrum creates a number of challenges:

How can we create a realistic roadmap when markets and technologies change frequently and unexpectedly? How can we build a longer-term plan when Scrum teams commit to no more than four weeks? How do the product roadmap and the product backlog relate? Do they compete with or complement each other? And how can we avoid that management regards a roadmap as a commitment?

This talk shares my insights on leveraging agile roadmaps successfully. It answers the questions above and introduces a new goal-oriented, agile product roadmap, which combines shared goals and key features into a strategic plan, and provides an umbrella for major releases.

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## Will agile work in my embedded development environment?

*Bent Myllerup*

**Track:** Thinking Outside the box

**Room:** Tiergarten I/II

**Type:** Workshop

**Level:** FORMING

Agile approaches like Scrum is designed for software development, but will it also work when we add electronics development and mechanical construction to the practices?

Come and get insights from the experiences of a Certified Scrum Trainer who actually did this kind of work himself - and succeeded!

You will learn about setting up teams that have the combined skill-set of software, electronics and mechanical engineers, how to address potential shippable products sprint by sprint, how to challenge or cope with long lead times for physical components and how you can have a Minimal Viable Product (MVP) even early in the project.

## Scrum - successful, but not always by the book - Empirical findings, practical conclusions

*Ayelt Komus*

**Track:** Scrum Principles: Changing the Status Quo

**Room:** Charlottenburg III

**Type:** Lecture

**Level:** NORMING

One of the strengths of Scrum is an internally coherent method describing artifacts, roles and ceremonies. Often the discussion on Scrum circles around perfecting and further developing the existing Scrum-framework.

On the other hand, practical experience and empirical data (State of Scrum, Status Quo Agile 2012) show an approach of the majority of Scrum-users that either adopts only individual parts of the methodology (State of Scrum, Status Quo Agile) or applies the Scrum-approach only selectively or in combination with classical big-design-up-front project management ("Water-Scrum-Fall").

At the same time data the findings of Status Quo Agile show that pure-play Scrum-users are more successful by their own assessment than those organizations that use a selective or hybrid approach. While those groups are still even more successful than users of classical project management.

In the second quarter of 2014 the empirical study "Status Quo Agile" was conducted a second time and went into more detail concerning the hybrid and selective approaches as well as the different tools and practices that are in use versus the tools and practices that are not. The analysis of the data of the study form far more than 400 companies from all over the world is ongoing and will be completed by end of July. A first glimpse at the data shows one more time that the practice of Scrum "by the book" is the exception rather than the rule.

The presentation hereby proposed shows how companies are combining or mixing classical project management with agile techniques, especially Scrum. It is shown which aspects of the Scrum-frameworks are common practice and which are used only by a smaller group of Scrum-users. Also the correlation between success of the activities and the companies altogether is made transparent. Other aspects like the industry, size of the company etc. are also taken into consideration.

Based on these findings, empirical data and other existing frameworks (i.e. Stacey Portfolio) a framework of how to combine methods and elements of methods depending on the environment and in different task-contexts is being introduced.

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## How to have "agile" conversations with managers and executives

*Bob Hartman*

**Track:** Managing Agility: Bring Down the Wall

**Room:** Charlottenburg II

**Type:** Workshop

**Level:** PERFORMING

Does speaking to your manager or executives in your company scare you half to death? If so, you aren't alone, especially when speaking about agile topics. This interactive workshop is designed to expose the most common scenarios you have to face. Then we will dive into those scenarios so you walk away with tools and insights into how to have an effective conversation with managers or executives. At the conclusion of the session you will not only have knowledge about how to handle specific situations, but you will also get knowledge of good things to do and bad things to avoid during any high level conversation. If you want to learn how managers and executives think, and how to better speak with them, don't miss this session!

Attendees will leave this session understanding some basic techniques for having any sort of difficult conversation with managers and executives. Attendees will also have a better understanding of the manager/executive mindset and how it affects thinking during conversations. Come and have fun learning to have meaning conversations at all levels!

## Resilient Organizations ready to change

*Michael Leber, Stefan Haas*

**Track:** Managing Agility: Bring Down the Wall

**Room:** Charlottenburg I

**Type:** Lecture

**Level:** NORMING

Change at ever increasing speed is a constant factor, especially for IT-related organizations. While we try to adopt methods and practices, we are aware that research shows a failure rate of around 70% of change projects for various reasons. A very important, but still underestimated factor seems to be the human one. People are not as comfortable with change as process work is. Change initiatives loose people in the early phases. Change also induces fear and we see employees breaking down due to overburdening working conditions.

This session not only outlines the issue, but comes up with a concept contributing to change resilience for individuals and teams. Participants learn about the preventions for stress and burnout, about the 7 pillars of resilience and how they can be applied for teams and organizations. Practical examples and advise help to transfer the concept of "Resilient Teams" immediately into their own daily business.

Target audience: Scrum Masters, Product Owners, managers, team leads

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## Scrum to Build a Hardware Product or How Cross-Functionality helped Electricians, Mechanics, and (Embedded) Software Engineers turn T-shaped.

*Stephanie Gasche*

**Track:** Successful Scrum  
**Practices:** Berlin Never Sleeps

**Room:** Tegel

**Type:** Lecture

**Level:** NORMING

For the past year now, we have assisted in building a highly innovative hardware product in a medical technology company by implementing Scrum. In order to reach technical feasibility, we scaled Scrum by simply dividing the project team of about 25 persons into the four disciplinary teams of electronics, mechanics, firmware, and software. As the end of feasibility came into sight, more and more impediments led us towards realizing that cross-functional teams would be the only stable way forward: while we needed to shift our focus towards finding a solution for the user (less focus on the technical requirements), our know-how was limited to few (and many external) resources. System integration tests became increasingly tedious, while the team was trying hard to uphold the technical quality. At the same time, our product began growing to a point of complexity, where one small change could affect all other disciplines and their every design decision. Having planted the idea of cross-functionality into different people's minds, we used the change in momentum at the reaching of feasibility to stop, breathe and re-align.

These were the four vital steps towards building cross-functional teams:

- 1) Properly scale Scrum. That meant we not only had to build a ScrumMaster team that cooperated on a meta level, but also form a team of Product Owners by integrating their many ideas and different personalities into one product backlog and one voice towards the development team. For that, we introduced my role of the Scaled ScrumMaster, whose job it was to assist, form and lead these two scaled team towards productivity.
- 2) Build a product backlog with functional user stories out of 200 pages of requirements, each linking towards long paragraphs of strict safety regulations on the healthcare market. Here, I would like to show you how we went about dissecting the informational overload and turn it into something that the development teams could work with.
- 3) Allow time for three chaotic sprints to foster the inspect and adapt mindset as well as to buy the Product Owners some time to set up their backlog. The first "creative sprint" was followed by two sprints, where an ad hoc backlog was written during Sprint Planning 1 and the team division executed during Sprint Planning 2.
- 4) Let the people build stable, cross-functional teams by themselves. Having trialled and erred in the three sprints before, the team members self-organized by deciding which persons they wished to work with and what a stable team constellation could actually look like.

In this presentation, I would like to tell you stories along the path towards forming interdisciplinary teams and building a cross-functional backlog. Who were the key players and why? What were the largest impediments that we had to overcome? How did these changes affect the teams and their work? What was the role of the management in all of this? What pitfalls would I try to avoid next time and what success stories may we celebrate? I look forward to taking you down memory lane and share my teams' experiences of developing a highly complex and innovative hardware product by using Scrum.

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## Initial Release Plan Workshop - Get Going in a Project

*Petri Heiramo*

**Track:** Successful Scrum  
**Practices:** Berlin Never Sleeps

**Room:** Tiergarten I/II

**Type:** Workshop

**Level:** NORMING

Among the very first things in a project, the PO and the Team need to be aligned towards the same goal. They need to share the same understanding of the work to be done, and the relative importance of the stories in the Product Backlog. As a ScrumMaster, you also want the Team to start jelling and get the communication and trust between the PO and Team started effectively.

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Tuesday, September 23<sup>rd</sup> – PM Sessions – 60 MINUTE SESSIONS - 14:45 – 15:45

### The case against scaling: Back to basics with your enterprise transformation

*Sami Lilja*

**Track:** Managing Agility: Bring Down the Wall

**Room:** Charlottenburg II

**Type:** Lecture

**Level:** NORMING

Scaling Agile methods has become a hot topic recently. Several alternatives are available and large organizations are keen to see how they could make groups of 100+ or 1000+ to be more agile and deliver as forecasted. But what if we are solving the wrong problem? What if it is not about scaling Agile to fit large projects? What if the problem is not lack of Agile method for large organisations? What if the problem is that projects and organisations are too big? What if we systematically create too large projects and then start putting our energy management of such dysfunction? Trying to fix problems that were created by a wrong solution is like driving on a wrong way and trying fix it by driving faster. This talk shows why the real problem is large scale, not the lack of scaled Agile approach. The talk also shows what are the key reasons for having (too) large organisations and projects. All of them are avoidable and the talk will show some tips and tools to keep organization (or projects) small.

The talk presents work-in-progress and failure demand as the major sources of unnecessary large scale. Both of those are result of thinking.

I will show Systems Thinking approach to handle problems. Instead of finding a solution, we should look at the system and re-design it in such a way that problem is avoided altogether. Traditionally we look for solutions; something that maximizes the outcome in the current system. The talk will challenge this approach and look beyond that: instead of solving problems we should always try to dissolve the problems and change the system so that the problem no longer exists. Redesigning and changing the system is often the more painful way, but it produces much more sustainable outcome.

This is not a case against Agile in large organizations! This talk is about becoming too large and how to avoid it.

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## The Usual Suspects: Coaching for Engagement

*Benjamin Cooke*

**Track:** Scrum Principles: Changing the Status Quo

**Room:** Charlottenburg III

**Type:** Workshop

**Level:** FORMING

“In a world where nothing is what it seems, you’ve got to look beyond.”

Retrospectives can be hard work, especially for teams in those Forming and Storming stages where it might not take a lot to throw things off balance or bring down everyone's engagement.

What will be covered?

The workshop will use a fun mix of video, audience interaction and voting. We will identify a few of the common characters or behaviours that crop up from time to time during retrospectives or other key ceremonies. These “Usual Suspects” can easily sap the impact of a team discussion. As a group we will discuss the various needs of these characters and consider steps we could take to accommodate them better and help to diffuse potential situations that might otherwise occur.

What are the principles?

Although tempting, simply shutting down some of the disruptive elements that can crop up in team ceremonies will only ever be a short term fix. You might be able to bring a discussion back on track the first time but unless we delve a little deeper we could be sowing seeds of dissent and risk the team never achieving their full potential.

Rather than write them off it is far better to try to understand these characters and to think of ways we can work to their strengths or amend our facilitation style to encourage positive change. This is much more in the collaborative spirit of Scrum.

Who is the target audience and why should they come?

The session is aimed at anyone with novice to intermediate experience as a ScrumMaster, Coach or Product Owner interested in a different approach to dealing with some of the curveballs we encounter when using Scrum.

Through group contribution, attendees will gain a fresh perspective on facilitation for their own teams as well as a few hints and tips for dealing with trickier customers. Overall, everyone should leave with something new to add to their Scrum toolkits!

## Scrum and Mental Health

*Michael Hofmann*

**Track:** Thinking Outside the box

**Room:** Kopenick I/II

**Type:** Lecture

**Level:** FORMING

A scientific study has been conducted at the Bergische Universität Wuppertal in order to investigate the influence of a Scrum-like job design on mental health. Results of this study are presented: Scrum correlates with stronger mental health of team members.

By investigating modern models of job design - like e.g. autonomous working groups (i.e. Scrum teams) - one might conclude, that they lead to a job environment, which fosters physical as well as mental health of the team members. On the other hand, current media reportings suggest a higher risk of self-exploitation and burnout when working in a Scrum team (stern magazin 35/2012).

Thus, a scientific study has been made, to investigate if there are differences in psychological inattention, mood and self efficacy between Scrum teams and Non-Scrum teams. This lecture talk presents the findings of this study.

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## The Missing Link in Your Organization's Transformation is You

*Pat Guariglia*

**Track:** Managing Agility: Bring Down the Wall

**Room:** Charlottenburg I

**Type:** Lecture

**Level:** NORMING

It doesn't matter how big or small the organization is, its leader needs to foster an environment where the growth, creativity and transformation can happen.

We focus a lot on agile practices on Scrum teams and the methodology of transformation at the organization, but when will the focus include a hard look at our leaders? The agile principles include many statements about team behavior and customer-centric goals, all with a focus on collaboration and trust. These concepts are beautiful and work well when the right conditions exist. They are practical and tactical for the most part, and focus on those who do the work as opposed to those in a "leadership" role.

Servant leadership isn't just a nice term used for management overseeing and empowering an agile project or agile organization, it needs to be a term a leader believes in and intrinsically understand at their core.

In this talk we will look at the behavior patterns of leaders who truly are servant leaders and enable agile and Scrum transformation (agile executives), and those who hurt agile transformations directly or indirectly (suppressors).

Are you a leader who allows agile to happen at the team level, at the customer-interaction level, at the cross-functional level? Do you believe in the people in your organization? Do you trust them? Are you allowing teams the ability to tell you what needs to be changed in their environment? Do you ever ask for feedback about your leadership?

We will explore behavior and management styles of leaders who are agile suppressors and those who are true agile executives (the servant leaders). The talk will showcase what you can do as a leader to move away from being an agile suppressor to a servant leader.

The talk will reveal what happens to organizational growth, team creativity and morale when you are an "agile suppressor" and what happens when you are an agile executive. Examples will be given for each.

Agile executives (servant leaders) will allow teams to fail without consequence, while supporting an environment for rapid learning and continuous improvement. What does this look like in a truly agile organization, and what does it look like under the watch of a suppressor?

Lastly, the question of "why does it matter?" will be addressed, and why it does matter to morale, creativity, loyalty and dedication.

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## Take the Red Pill: How Criteo revamped it's software development process

*Adrian Perreau De Pinninck*

**Track:** Successful Scrum  
**Practices:** Berlin Never Sleeps

**Room:** Bellevue

**Type:** Lecture

**Level:** NORMING

Criteo's R&D department was in an uncomfortable position. Their release process, manageable when the department was 20 engineers big, had been blocked once the department hit 160 engineers in less than 5 years. The development workflow was not scaling. Some applications were taking months to release. Furthermore, a lack of a test harness in place made it very risky to change the architecture of the platform. Nonetheless, some risky technical decisions were implemented to try to improve the process and the lack of engagement of the whole department made things worse.

With the arrival of a new VP of Engineering, a big push was made to fix the development process that would allow Criteo to regain control of it's release pipeline. This was done through a painfully orchestrated project in which the department was asked to "Take the Red Pill" in order to see the same reality, no matter how painful it was, and win the battle against the unruly machines. Average integration times went down from 22 days to 1 day, the average age of commits in prod went down from 35 working days to 15, test coverage went up from 15% to 50%, and the percentage of failed releases went down from 50 to 38. During this presentation the audience will be guided through how some change management patterns were used to nudge the department into changing how software was produced. During 12 months, a self-organised team of 10 courageous engineers used Scrum to craft the tools that would allow all engineers to have quick feedback about the code they were producing, and they aligned the whole department to go in the same direction. Some of the tools introduced were: a build system to remove the difficulty of building the platform, a continuous integration pipeline for the 160 code repositories with 7 million lines of code giving feedback in large screens positioned throughout the R&D areas, a code review tool to instil an internal open-source sort of culture, and a sandbox to run end to end tests. The audience will be shown how the different changes to the development process were implemented, which were the largest impediments (both technical and human) and how were these handled, and what metrics were used to show improvements and justify the whole endeavour.

Development managers, change agents, and senior engineers are encouraged to come to this session, since they will benefit the most from the experience Criteo went through. These types of situations are common throughout the software industry, yet the scale and speed at which they happened at Criteo will help managers, change agents and engineers to better understand problems they might be experiencing. This audience will also get a glimpse of where they might be headed, the problems they might find, and some techniques they will surely find useful if they do. Also these are the people that sense the problem first and Criteo's experience will give them tools to convince others of the benefits of such a project.

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## The Failure Quota

*Lee Allison*

**Track:** Successful Scrum  
Practices: Berlin Never Sleeps

**Room:** Tegel

**Type:** Lecture

**Level:** NORMING

Creative workers require an environment where they are free to make creative errors. This is how they learn, how they grow and how they become better workers. In this day and age all companies SAY that they have a workplace that encourages learning by creative errors, but how do you go about ACTUALLY setting such a thing up?

In this discussion I'll talk about the differences between procedural and creative errors. I'll talk about how to not only encourage but enable your builder teams to fail and in so doing poise both the team and the company for success. Attendees will be presented with a guide to doing more than just saying, but actually rewarding creative failure and keeping the hard-earned lessons in the corporate culture.

## Case Study: Scaling Agile at American Airlines - AA.com

*Misty Shafer Sterne*

**Track:** Managing Agility: Bring  
Down the Wall

**Room:** Tiergarten I/II

**Type:** Lecture

**Level:** PERFORMING

This case study will walk you through the journey to enlightenment taken by the AA.com development organization. You'll hear what steps they took to scale agile from a 5 team program to a 25 team program. You'll hear how their organization went from delivering 5-10 waterfall projects per year to delivering a peak of 76 features in 2013. This presentation will highlight key obstacles, their resolution as well as key takeaways to consider for your own agile journey.

You'll hear what steps the organization took to improve predictability and increase quality along the path to delivering more business value. You'll also see key examples of how they were able convince their business partners to release business value incrementally.

The key message of my presentation is summed up in the following quote - There is no path; The path is made by walking.

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## A Product Owner's road to enterprise prosperity

*Jo Hannay*

**Track:** Innovating beyond Core  
**Scrum:** The Bohemian Bear

**Room:** Postdam III

**Type:** Lecture

**Level:** PERFORMING

The Product Owner has an enormous responsibility in agile development: He or she has a key role in establishing the business case, managing and maintaining the product backlog, verifying and validating deliverables, and enabling benefits for the enterprise. To optimize delivered business value, the backlog must be prioritized in a way that accounts for both benefit and cost. To be able to make the business case for continued investments and development, the Product Owner must monitor how much assumed benefit and cost has been realized, and how much benefit and cost is left in the backlog. In short, at the end of a successfully managed project, the cost of any product feature delivered should be no larger than its value!

To achieve this, we need a coherent and simple model linking the Epics to the business objectives, and we need a scheme to account for both financially oriented business objectives, and qualitative ("soft") business objectives. We present the approach MISHRI (Model for Integrating Soft and Hard Return on Investment) to deal with financial and non-financial impacts in a coherent way.

This presentation shows how Epics can be linked to business objectives in a natural way by introducing Benefit Points (BP) in partnership with Story Points (SP). The concept of Benefit Points is similar to the concept of "Relative Value Points" presented in Larman & Vodde (2010), but we have followed up on this concept and cultivated it further. A group of business experts, led by the Product Owner, assigns Benefit Points to Epics in the product backlog, according to their contribution to business objectives, leading to a simple and accountable way to prioritize the product backlog. The sum of Benefit Points assigned to Epics represents the total assumed benefit for the project – the "benefit budget". The Product Owner and the team distribute Benefit Points assigned to Epics, further down to the User Stories in the course of developments. Here we advocate other techniques to be applied. Uncertainty, disagreement and noise in experts' assessment of business value are controlled by empirically validated techniques, such as group estimation ("value poker") and pairwise comparisons.

We proceed by introducing Earned Business Value, so that the projects velocity can be monitored not only by how much functionality has been realized, but also by how much quality (business value) has been realized. You can now show exactly how much assumed business value the project has delivered at any point of time, relative to cost.

We present a case study from a major international telecom operator, showing the feasibility, usefulness, and caveats, of the approach. Key success factors were found to include availability of business experts, training and apt tool support. In this talk, we present the conceptual fundament, techniques and tools applied in this case. We show how the approach presented was well suited to the actual needs of the Product Owner for release planning, prioritization and monitoring. Our approach is simple and opts for "sufficing" rather than "optimizing". The approach enables you to implement "value for customer" explicitly and coherently. There is no such thing as perfect estimates for neither cost nor benefit, and you should not spend time attempting to obtain them; we will guide you past the Pareto traps. The talk is relevant for everyone dealing with Scrum, but is especially targeted to those who are responsible for product management, value creation and flow.

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Tuesday, September 23<sup>rd</sup> – PM Sessions – 60 MINUTE SESSIONS - 16:00 – 17:00

## Distributed Agile Development or: How I Learned to Stop Worrying and Love Remoties

*Arthur Richards*

**Track:** Successful Scrum  
**Practices:** Berlin Never Sleeps

**Room:** Bellevue

**Type:** Lecture

**Level:** NORMING

We are all remote\* – whether we realize it or not. Yet managers tend to build entirely collocated teams. Particularly in the agile world, many point to the agile principle ‘the most efficient and effective method of conveying information to and within a development team is face-to-face conversation’ to enforce collocation. This approach, however, rejects the reality that we can’t ALWAYS be collocated (travel, illness, working from home, etc), and further it causes teams to miss out on the tremendous benefits of embracing remoteness (increased freedom/autonomy, larger hiring pool, etc).

While many point to the difficulty of communication on a remote team as the primary barrier to embracing distribution, the mobile web engineering team at the Wikimedia Foundation decided to embrace this challenge as an opportunity – both to make the aforementioned benefits available to us, but also to fine tune our practices. Coupled with our agile approach to software development, this ultimately enabled us to become an incredibly high-performing team.

Drawing upon my experiences as a remote worker and scrummaster for distributed agile development teams at the Wikimedia Foundation, this session explores how we’ve pushed the envelope of the agile principle and shares the best practices we’ve discovered that empower successful semi or fully distributed agile teams. Spoiler alert: these best practices are also the key ingredients for success of ANY development team – co-located or distributed.

This session is aimed at folks working on an agile development teams, but the subject matter is appropriate for anyone involved in a software development team.

\*Hat tip to Jon O’Duinn, who I believe coined this phrase.

## Riding the Rocketship: Optimizely's Agile Journey Blasts Off

*Keith Nottanson*

**Track:** Successful Scrum  
**Practices:** Berlin Never Sleeps

**Room:** Tiergarten I/II

**Type:** Lecture

**Level:** NORMING

When did a fast growing startup decide to become Agile? Why did they use Scrum as the launch vehicle? How did they achieve a fast liftoff and were they able to attain orbit? Through pictures we will hear the story of how one startup - Optimizely - undertook this voyage.

This session will present the history of Optimizely’s rocket ride from no process to a lightweight agile one. Learn how Optimizely kickstarted this journey, what they learned along the way, and where they want to explore tomorrow.

Optimizely agile lift-off began with a one day retrospective called the "Symposium." All the members of the product, engineering and design teams focused on three themes: team cohesion and individual mobility, roles and responsibilities, and shared component ownership. This was followed by a Hack Week in which people could work on any product ideas they like. Next, buy-in was generated by encouraging teams to self-select and join the team and focus area they wished to work on. A two day Scrum workshop was held and all the teams started doing Scrum immediately following the first release planning event. And along the way we formed communities of practice to unite it altogether. Optimizely is a website optimization platform whose first product makes A/B testing easy. In 4 years Optimizely has grown to become #1 in the category with with 8,500+ paying customers including Disney and Salesforce.com. Optimizely has raised \$88 million to grow internationally and has offices in San Francisco and Amsterdam.



## Game theory and techniques applied to create an agile product vision.

*Luciana Silva, Charles Pinon*

**Track:** Scrum Principles: Changing the Status Quo

**Room:** Charlottenburg III

**Type:** Workshop

**Level:** NORMING

This workshop is featured for who aims to create new products from zero and has the challenge to discover how to move from a foggy scenario into a clear and effective product vision. That work does not only involve Product Owners, but customers, business staff, development team and Scrum Masters too.

Commonly, at this initial stage of a project, people can only count with vague requirements or disconnected ideas as existing assets. Based on the authors work experience with Scrum teams and insights contained on the book "Game Storming – a

Playbook for Innovators, Rulerbreakers and Changemakers" by Dave Gray, Sunni Brown and James Macanufo, this workshop brings some of the knowledge inside the universe of games and agility to help creating a vision through collaboration.

The main goal is to give the attendee tools and a guide of relevant techniques to facilitate sessions that will conceive an effective product vision. The person will have the opportunity to experience theoretical explanation and hands-on exercises.

## Agile Gamification: boosting team performance and software development practices using game elements

*Davi Gabriel Da Silva*

**Track:** Managing Agility: Bring Down the Wall

**Room:** Charlottenburg II

**Type:** Lecture

**Level:** FORMING

Gamification is the use of game mechanics in a non-game setting to drive desired behaviors and increase user engagement. Few people know about it, but gamification can be used inside an agile software development context to improve performance and boost technical practices. This lecture is about using it as a tool for Scrum Masters and other agile practitioners who want an innovative self-improvement approach. The participants will learn about the gamification core strategies, motivation, game elements, player types, agile gamification, and how it was used to solve some problems of a particular team.

## Slicing User Stories

*Arto Eskelinen*

**Track:** Successful Scrum Practices: Berlin Never Sleeps

**Room:** Tegel

**Type:** Workshop

**Level:** PERFORMING

One of the key challenges of Scrum is to get something valuable done within a limited timebox. Far too often teams end their sprints with unfinished features. Ability to define small implementable features that fit into a sprint is one of key practices in order to succeed with Scrum.

In this workshop you will learn and practice hands-on a technique called "user story slicing" and learn how to create valuable, but small increments of a bigger story.

You will also discover a new way of thinking and managing the backlog. You might even get a new insight of what the product design is about

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## The Incredible Machine - Building a Hardware Product with Scrum

*Bernd Krehoff, Katja Keller*

**Track:** Thinking Outside the box

**Room:** Kopenick I/II

**Type:** Lecture

**Level:** NORMING

These days, nobody really questions that software can be developed with Scrum. But what about building hardware?

How can you present product increments every 14 days when you have nothing but a CAD construction?

How in the world are you supposed to manage one Product Backlog when the increments are divided into hardware, software, firmware, and electronics?

How does a cross-functional team look like?

How can you involve the customer to understand when the product is good enough (featurewise) to be released?

And, perhaps most importantly: How do you use Scrum as a framework for introducing gradual changes that are both ambitious and realistic?

We, Katja and Bernd, are two ScrumMasters who have worked in the project for almost a year now. We examine these and other questions and explain how we dealt with them in the development of pre-analytical systems for laboratory automation at a large healthcare company.

The presentation is for everyone working in product development beyond pure IT. Are you considering the possibility of using Scrum? Do you already have some experience with Scrum or other agile methods? We are keen to share our learnings with you!

## Scrum Newbies: A Fun Ride

*Manuel Ochoa*

**Track:** Successful Scrum  
Practices: Berlin Never Sleeps

**Room:** Postdam III

**Type:** Lecture

**Level:** FORMING

As a team that started from zero and got up to speed in less than three months we have an interesting story to tell, not just because of the technical practices that we embraced but on how as individuals we connected and jelled into a fun and energized team.

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## An Empirical Study into Culture and Self-organizing Teams - control is good, trust is better!

*Hedi Buchner, Daniel Zappold*

**Track:** Managing Agility: Bring Down the Wall

**Room:** Charlottenburg I

**Type:** Lecture

**Level:** PERFORMING

When introducing agile ways of working, proven practices and beliefs that are embedded in the corporate culture are called into question. The Agile Manifesto is often used as a reference point as, at first sight, this appears to provide clear direction on how to address the questions and challenges that arise. But is this consistent with reality? What do successful agile companies actually do in practice? Do they simply adopt and live the Agile Manifesto principles? Do they do "Scrum by the book"? How did they come to their values and beliefs that make them so successful?

I have researched these issues through an empirical study into agile corporate culture and self-organized teams. In this lecture I shall present my results and what implications they have in practice.

Through interviews carried out with executives, product owners, scrum masters and team members I have looked into the question of what characterizes agile company culture. In the first part of the talk I shall present my findings.

Unfortunately, with this knowledge alone, it is not possible to determine where a company or customer, who wishes to introduce agile, actually stands. Perhaps we can see the formal structures and relationships within a company, but what are the power drivers between them? What is the company history? Are the values that are presented to the outside world actually lived?

In the second part of the talk I shall introduce practical methods from Organizational Development that help facilitate a better understanding of corporate culture from the outside. These methods will be exercised in an interactive format.

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