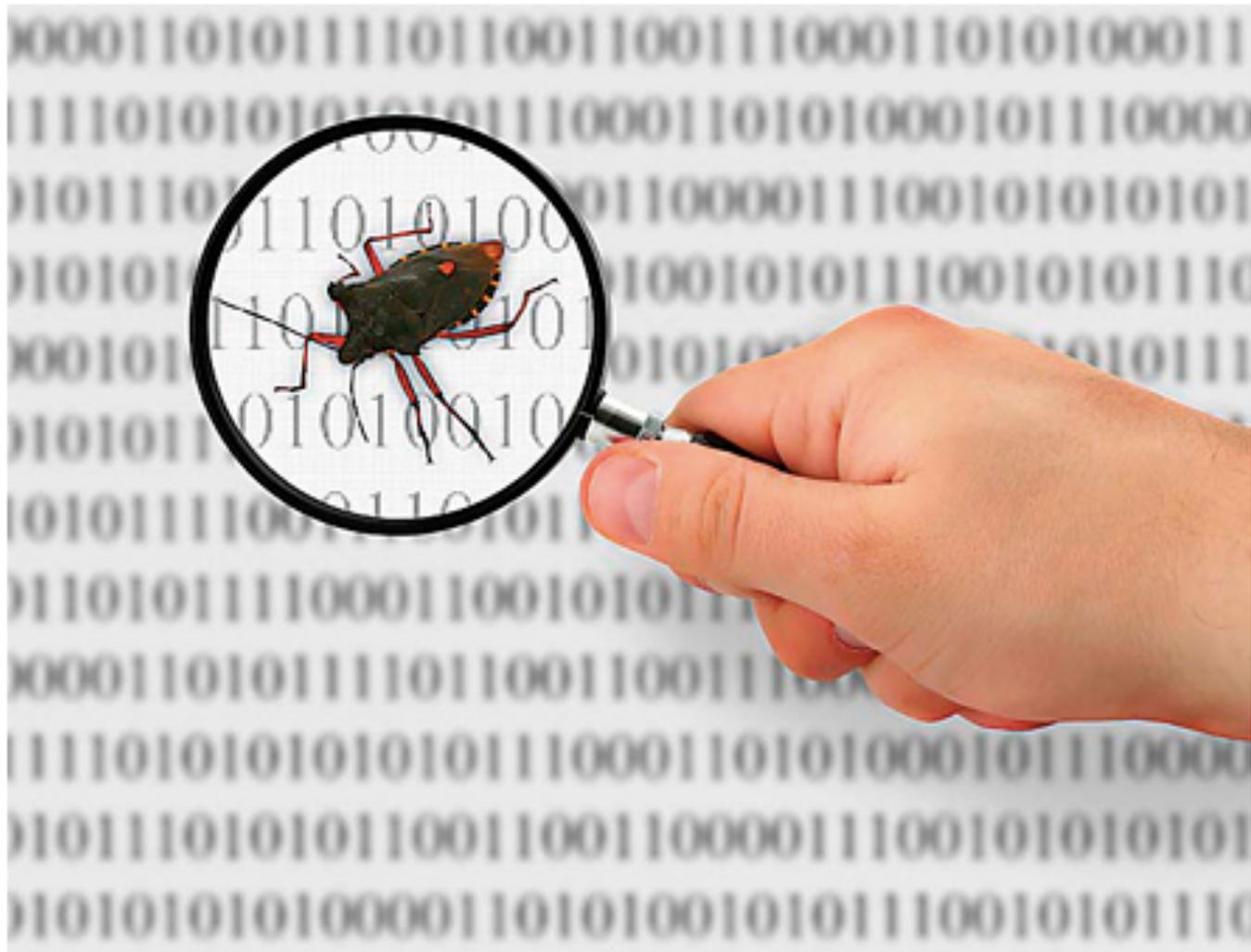


Debugging the organisation with Scrum

Geir Amsjø
@gamsjo





A software bug
is an error, flaw, failure, or fault in a
computer program or system that causes it
to produce an incorrect or unexpected
result, or to behave in unintended ways

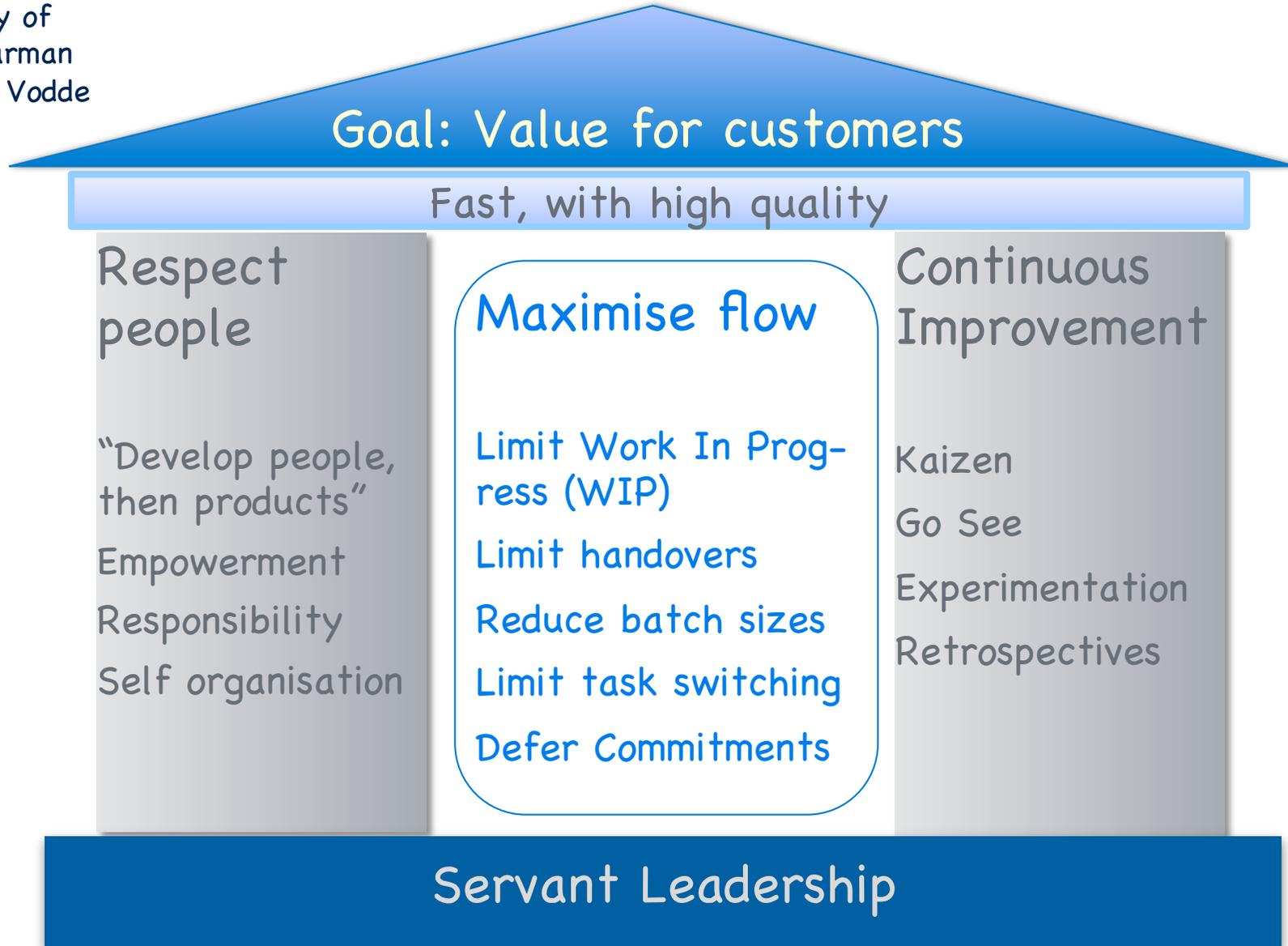


What behavior do we want from our organization?

What is impeding that behavior?

The Lean Thinking House

Courtesy of
Craig Larman
and Bas Vodde



An organisational bug
is an error, flaw, failure, or fault in the
system that creates friction and restrict the
flow of work

Or...

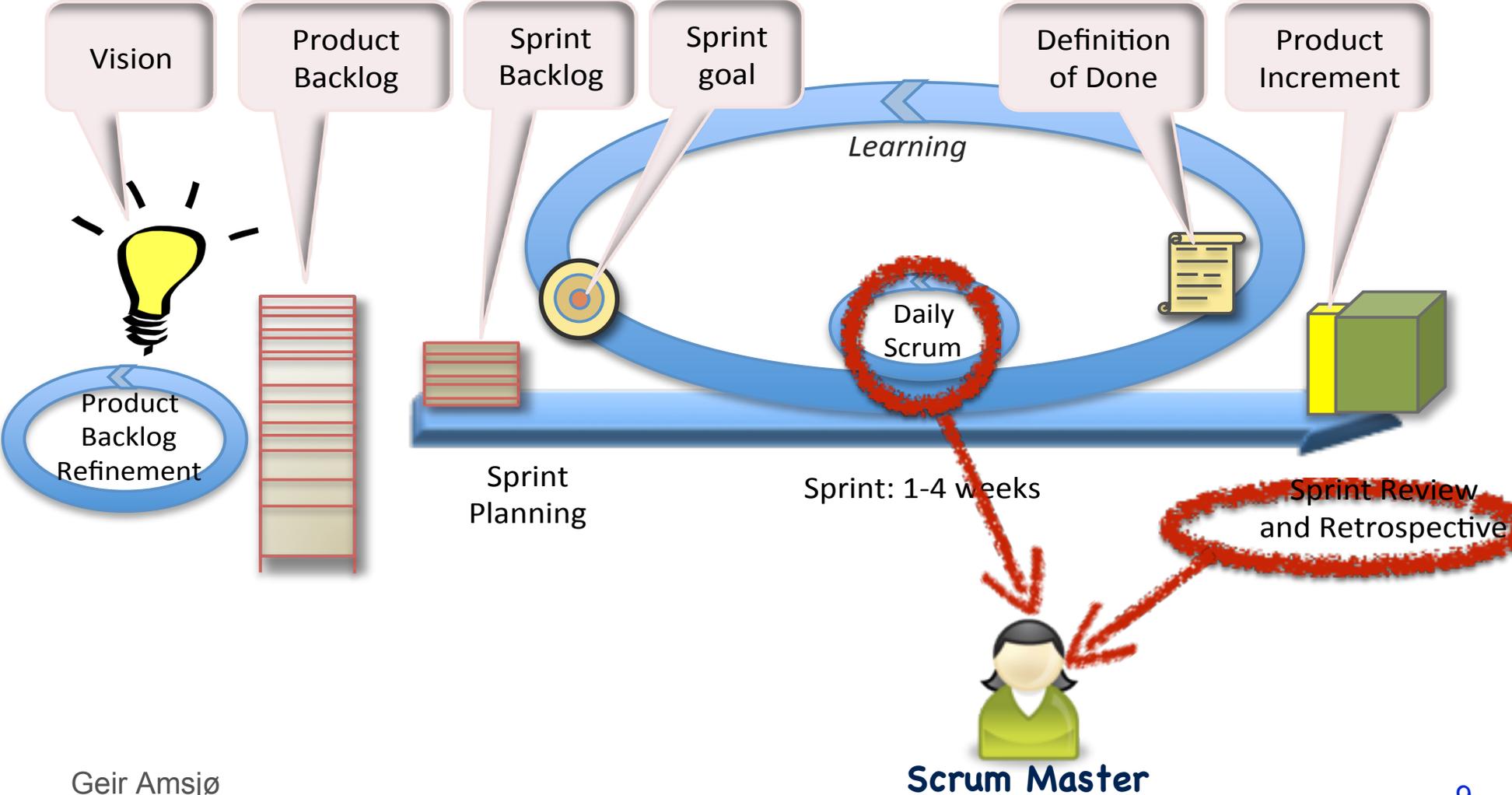
An organisational bug
is an error, flaw, failure, or fault in the
system that make it hard to get reliable
feedback

Scrum



"An Impediment is
anything that keeps the
Team from getting work
Done and that slows
Velocity"

Scrum

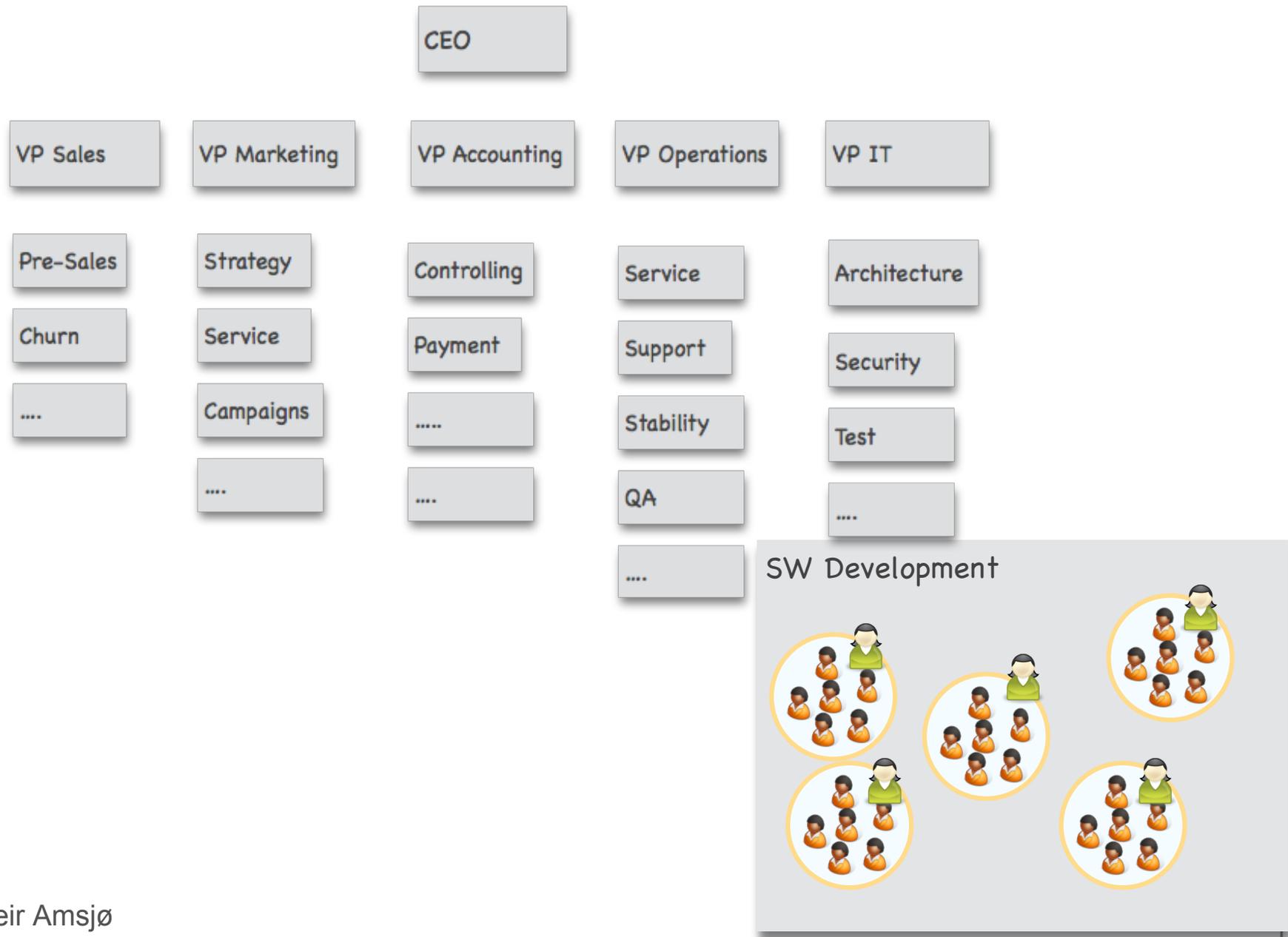


A traditional organisation



.. with a traditional, role oriented culture

Let's go agile!





Larman's law

1. Organizations are implicitly optimized to avoid changing the status quo middle- and first-level manager and “specialist” positions & power structures.
2. As a corollary to (1), any change initiative will be reduced to redefining or overloading the new terminology to mean basically the same as status quo.
3. As a corollary to (1), any change initiative will be derided as “purist”, “theoretical”, “revolutionary”, "religion", and “needing pragmatic customization for local concerns” — which deflects from addressing weaknesses and manager/specialist status quo.

4. Culture follows structure.

Geir Amsjø

Organizational impediments

Lack of common understanding

"Dear CEO, can we please provide Scrum training to all stakeholders? Right now we are not aligned with the same understanding of what we want"



Organizational impediments

Lack of team spirit

“Dear HR manager, do you think we could sit down and discuss how we can get the cross functional teams to work better? Right now the individual reward system destroys the team spirit”



Organizational impediments

Slowed down by architecture

“Dear Chief Architect, do you think we could have a discussion about collaboration? Right now we are not able to work fast enough”



Organizational impediments

Budgeting

"Dear CFO, do you think we could sit down and discuss budgeting? Right now we are committing too early which make it difficult for us to make changes when we need to"



Organizational impediments

Friction between development and operations

"Dear Operations Manager, do you think we could sit down and discuss how we can collaborate better and deploy more often to get faster feedback?"



Organizational impediments

Lack of automation

"Dear Test Manager, do you think we could sit down and discuss how we can automate regression tests so that we safely can deploy more often?"



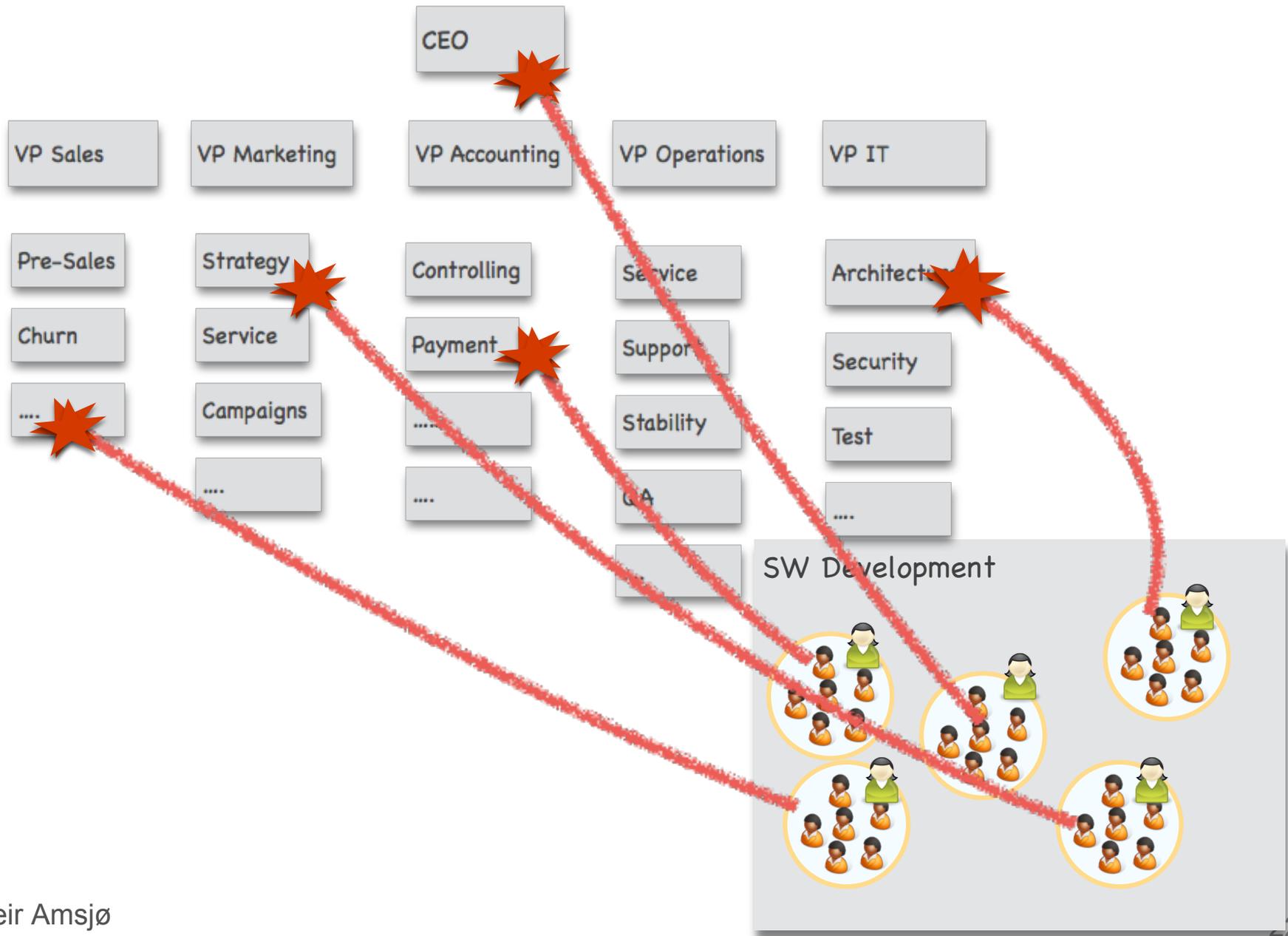
Organizational impediments

Project time pressure

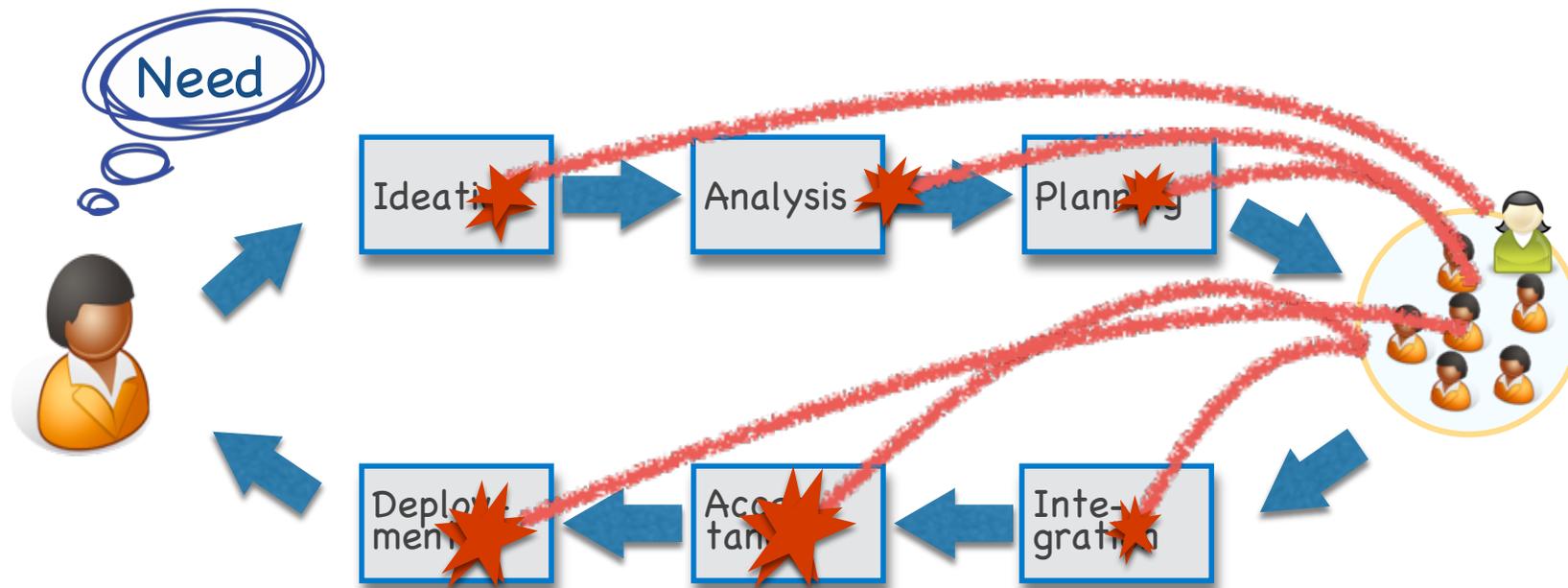
“Dear Project Manager, do you think we could sit down and discuss how we can get enough time available to nurture proper craftsmanship in order to avoid technical debt?”



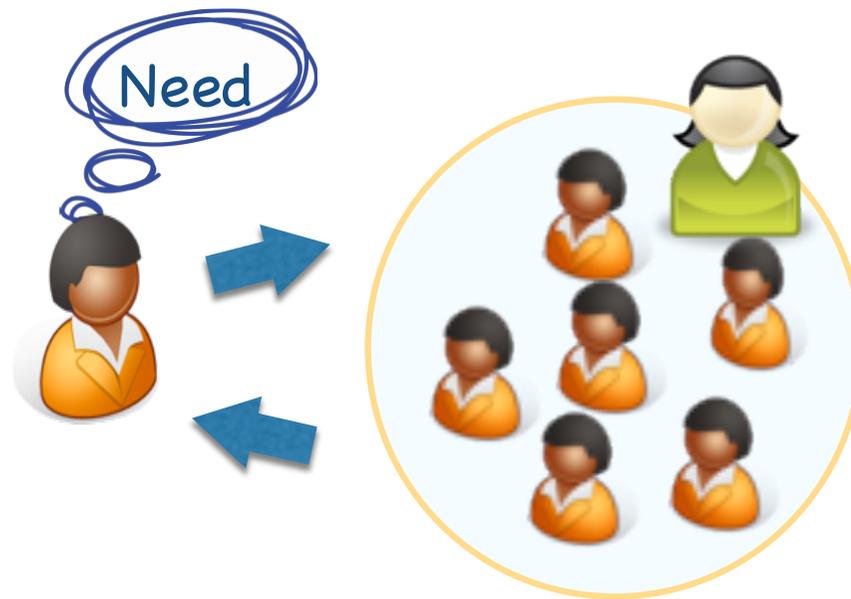
Let's go agile!



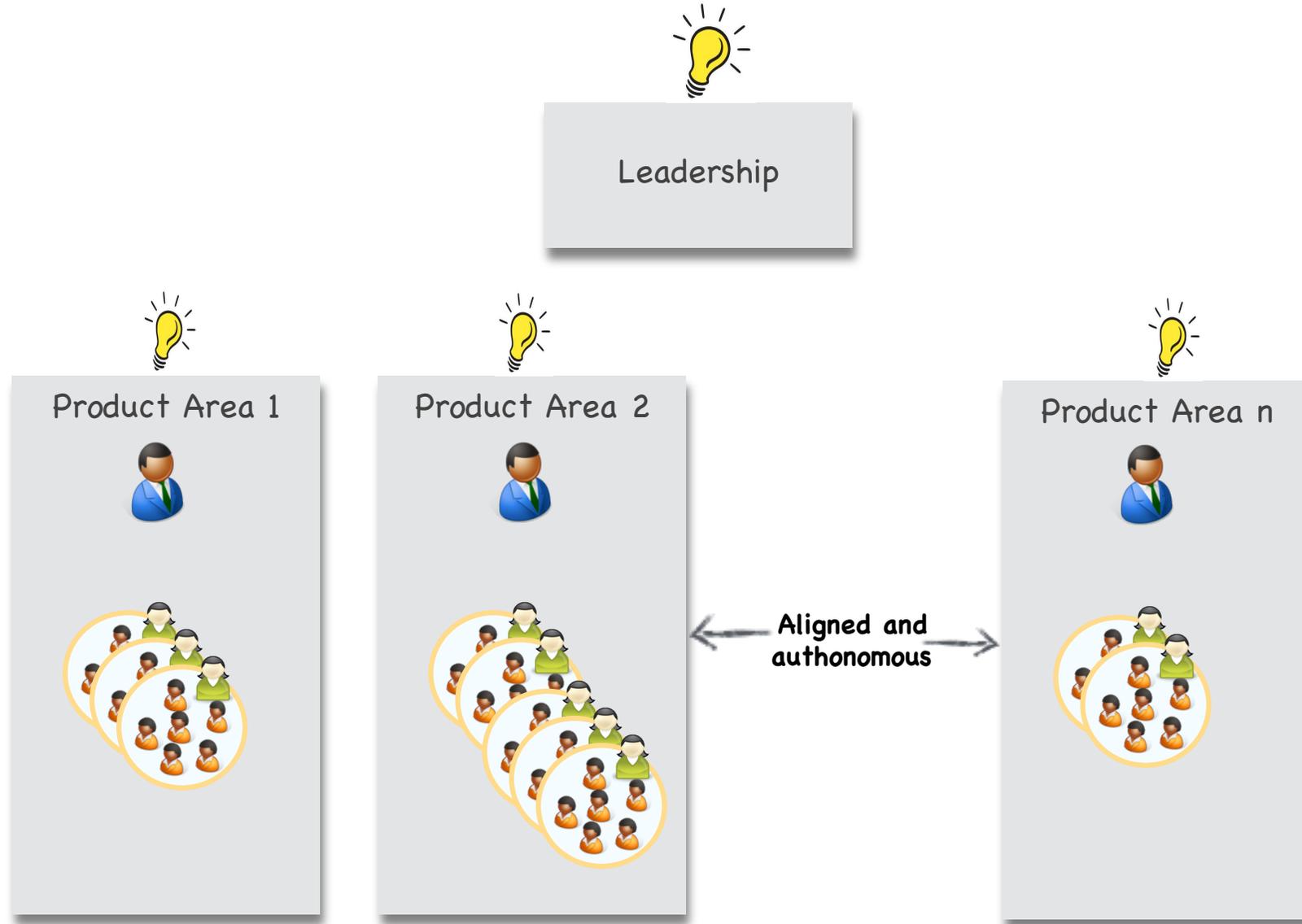
Debugging the Water-Scrum-Fall



Tada !



A low friction product organisation



Great Scrum values !

Focus

Respect

Courage

Openness

Commitment

Summary

Use the transparency provided by Scrum to
analyse the system and find bugs

Dare to challenge the system

“De-nicify” the Scrum Master!



Thank You!

Questions?
@gamsjo