

Organizational Change Models

Classical Mechanics

- Top down control
- Follows predictable stages of development
- Clear goals and structures
- Build consensus
- Different levels (individual, group, organization)
- Closing the gap with a preferred future

Complex Adaptive System

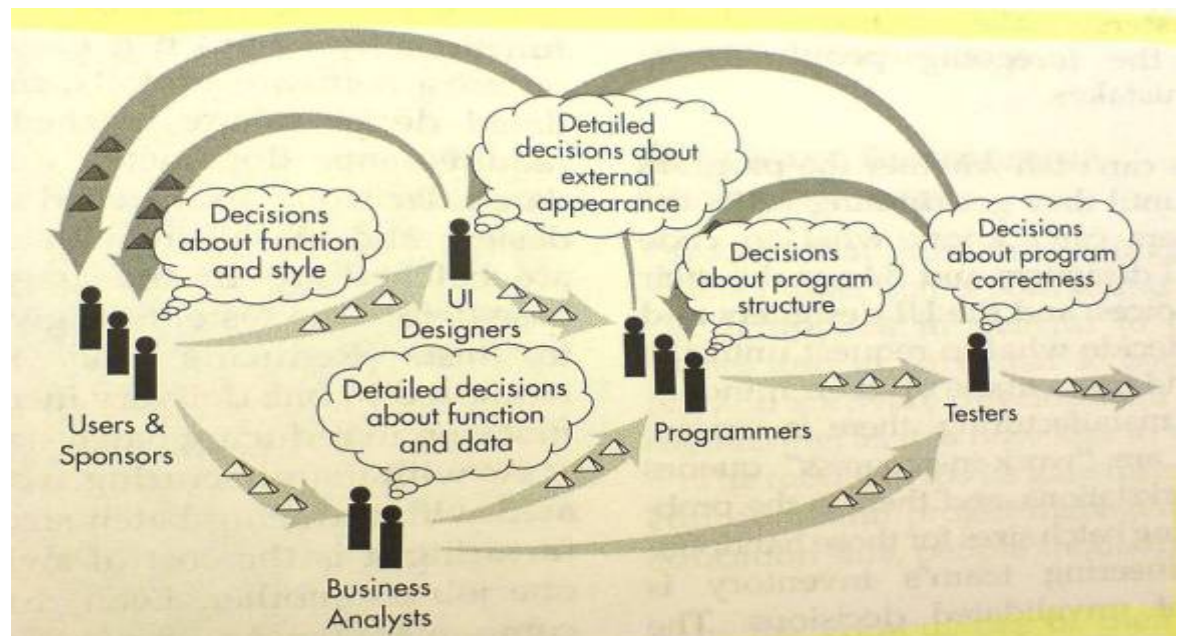
- Connections among system agents
- System agents adapt to uncertainty
- Emerging goals, plans and structures
- Amplify difference
- Self-similarity across system
- Success as fit with environment



Developing (and using) IT-solutions means merging

→ complicated but trivial technical systems

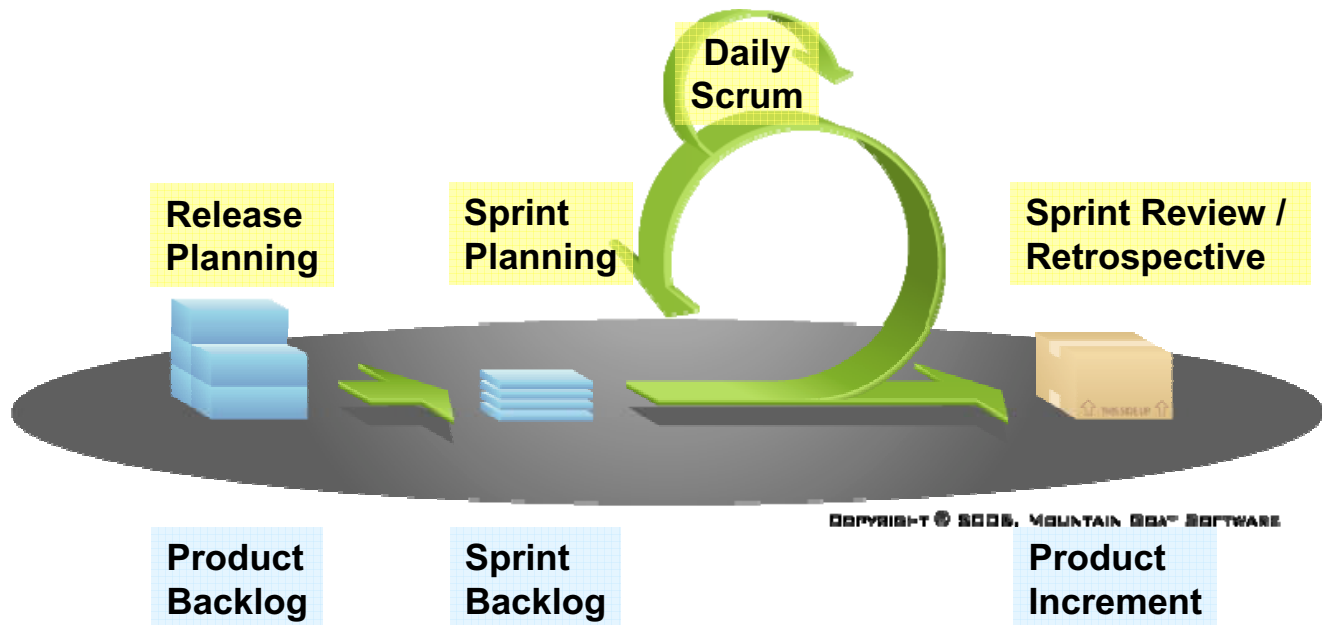
→ with complex and not trivial social systems



→ → forming a complicated AND complex sociotechnical system:



Scrum Flow (Meetings & Artifacts)



Scrum Roles



Product Owner

- Represents customer needs and requirements, optimizes ROI

Cross-functional, co-located Team

- Develops solution within time boxed iterations, called Sprints

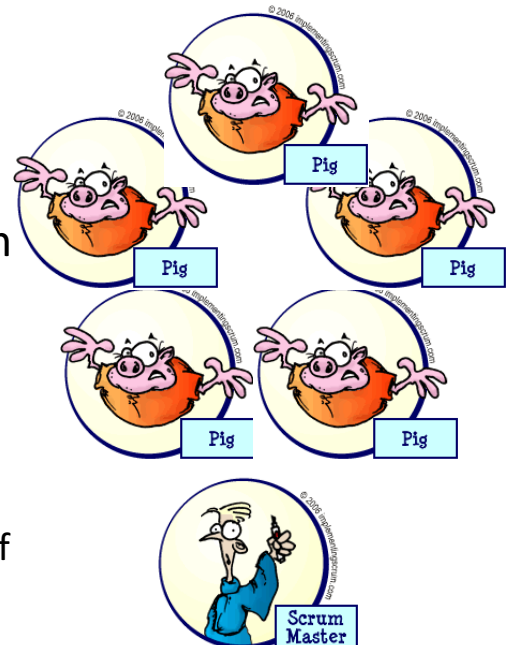
ScrumMaster

- Moderates Scrum meetings, leads and coaches to optimize the use of Scrum



Other Stakeholders

- aka Scrum chickens, managed by the Product Owner



Backlog for: The(name of comedy group).... at the SOL Cabaret

Prio	Theme	User Story	Conditions of Satisfaction
1	comedy group	As the comedy group, we have a name available.	An attractive new comedy group name is available. The name should represent the comedy group's style and be able to grow into a powerful brand.
2	comedy group	As the comedy group, we have a logo available that represents us so that our fans can recognise us.	A comedy group logo is available. The logo should be colourful. It should represent the comedy group.
3	performance	As the comedy group, we have the performance details available.	The cabaret venue, price, date, start and end time, minimum age are available.
4	performance	As a performance visitor, I can see the performance advertised on a poster.	The poster must exhibit the following information: comedy group name, date, location, start time, entrance fee, comedy group logo, minimum age, names & logos of the sponsors. The poster should be of size Din A3. The poster must be colourful. All information must be easily readable.
5	Merchandising	As a performance visitor, I can purchase a merchandising mug.	The mug must show the comedy group name and logo. It should be made of paper and have a handle.
6	performance	As a performance visitor I can access all information about the comedy group in one brochure.	The brochure must show the following information: comedy group name, comedy group history, comedy group members, comedy group member portraits. It may display key information about the performance. As a visitor, I am able to open up the brochure. It should be folded. It should also be colourful. It must advertise the sponsors.
7	performance	As a performance visitor, I can purchase and keep a memorable ticket.	The ticket must state the following information: Date, location, start time, entrance fee, comedy group logo, minimum age. It must advertise all sponsors at the back side of the ticket.
8	Merchandising	As a performance visitor, I can purchase inflated big balloons.	5 balloons must be inflated to a circumference of 40 cm and must be tied with a knot. Each balloon must bear the comedy group name.
9	Merchandising	As a performance visitor, I can purchase comedy group t-shirts.	A paper t-shirt design/cut in size S is available. The design must show the comedy group name, logo and tour dates.
10	Merchandising	As a performance visitor, I can purchase fan hats.	5 paper hats; the hats must display the comedy group logo.
11	performance	As a performance organiser, I get feedback from the visitors so that I can improve the organization of performances.	A feedback form is available that query the visitor's satisfaction with the comedy group performance, the performance venue, the ticket price, the ease of buying a ticket.
12	comedy group	As a fan, I can look up and comedy group information on the web.	A design for the comedy group's homepage is available. The design must contain: comedy group name, logo, tour dates, website navigation, art work, advertisements from the sponsors

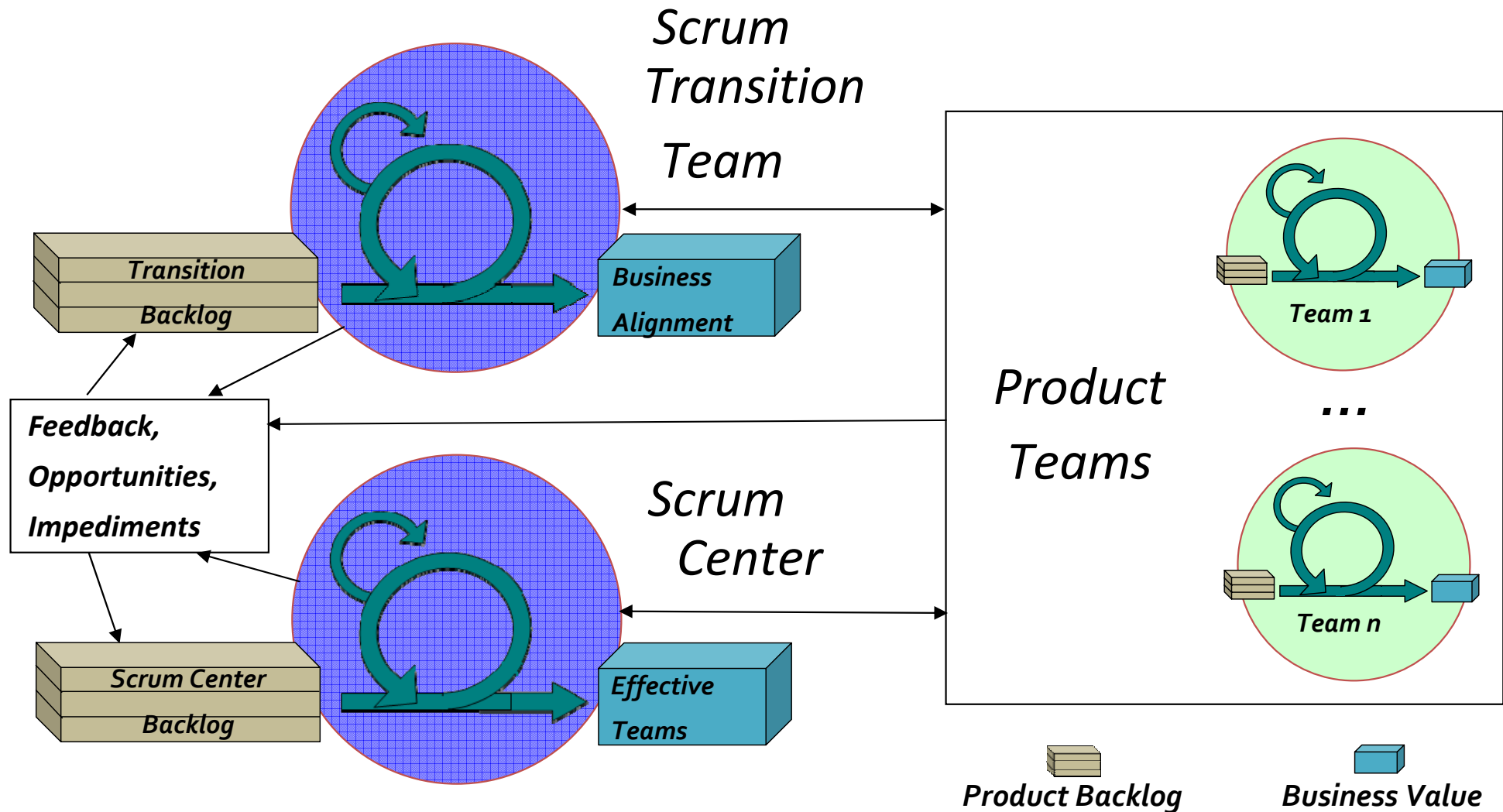
Task Board:

Planning work & showing progress from day to day.

Product Backlog Items | <== Tasks within Backlog Items ==>



Enterprise Scrum Transition



Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others do it.
Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

<http://agilemanifesto.org>

Agile Project Management

- Close collaboration among customers and development team
- Cross-functional, self-organizing development team
- Small releases, early ROI (every 2-3 month)
- Short iterations (2–4 weeks)
- Iterative refinement and reprioritization of requirements
- Emergent requirements and designs
- Review of extended increment at the end of each iteration
- At regular intervals, the development team reflects on how to become more effective

based on: <http://agilemanifesto.org/principles.html>

Scrum Values

Transparency

Empiricism

Self-Organization

Integrity

Delivery

Scrum Practice

Ask the Team

Inspect and Adapt

Deliver every 30 Days

Treat People as Adults

Scrum

Empirical process for managing the development and deployment of complex products.

Empiricism is dependent on frequent **inspection and adaptation** to reach goal.

Inspection is dependent on **transparency**.

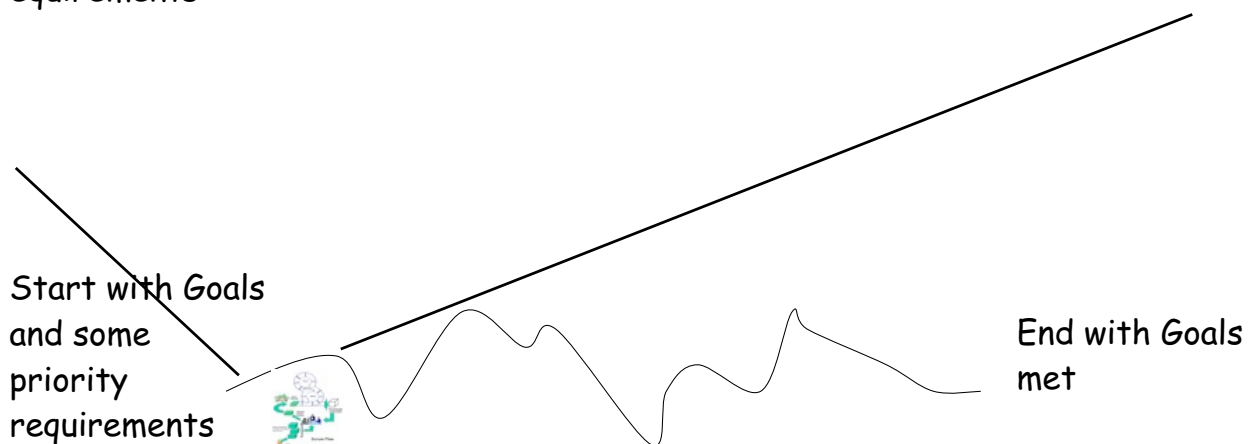
Scrum rests on the four legs of **iterative** development that generates done **increments** of functionality using **self-managing teams** that are **cross-functional**.

Wednesday, April 29, 2009

Defined, Predictive

Start with Plan
and all
requirements

End with all requirements
completed

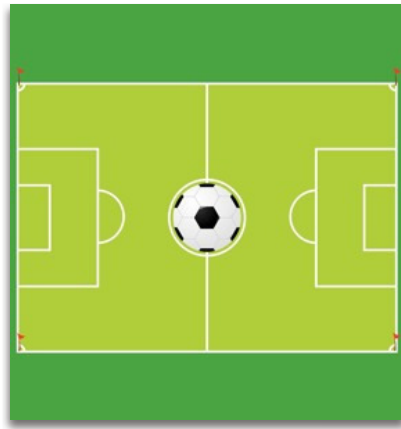


Scrum - Empirical

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Scrum is not a methodology that will make you develop better products. Scrum does not provide the answers to how to build quality software faster.

9



Scrum is a tool you can use to find out what you need to do to build quality software faster.

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10/05/08

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Scrum

SCRUM GUIDE

This guide explains how to use Scrum to build products. In doing so, it will describe how the framework and its artifacts, time-boxes, roles and rules work together. Scrum does not include techniques and processes for building products; however, it will point out the efficacy and flaws of these techniques and processes.

Scrum is a framework for developing complex products and systems. It is grounded in empirical process control theory*. Scrum employs an iterative, incremental approach to optimize predictability and control risk. Within each iteration, Scrum employs self-organizing, cross-functional Teams to optimize flexibility and productivity.

The heart of Scrum is a ***Sprint***. A Sprint is one iteration of a month or less that is of consistent length throughout a development effort. All Sprints use the same Scrum framework, and all Sprints end with an increment of the end product that is potentially releasable. The increment is a complete slice, or piece, of the finished product or system that is developed by the end of an iteration, or Sprint. One Sprint starts immediately after the prior Sprint ends.

<http://www.scrumalliance.org/resources/>

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<http://solworld.ning.com/group/karlstadgroup>



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[Solution Focused Agility in Projects and Management](#)

This in first instance is a place to collect interesting documents about "Agility" and how it fits to SF and how Agility and SF may profi...

Started by Hans-Peter Korn

34

31 Mar

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[Complexity - meeting with Prof Ralph Stacey](#)

Notes on meeting with Prof Ralph Stacey, Professor of Management and Director of the Complexity and Management

2

21 Feb

[Reply by Mark McKergow](#)

An Introduction to Scrum



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