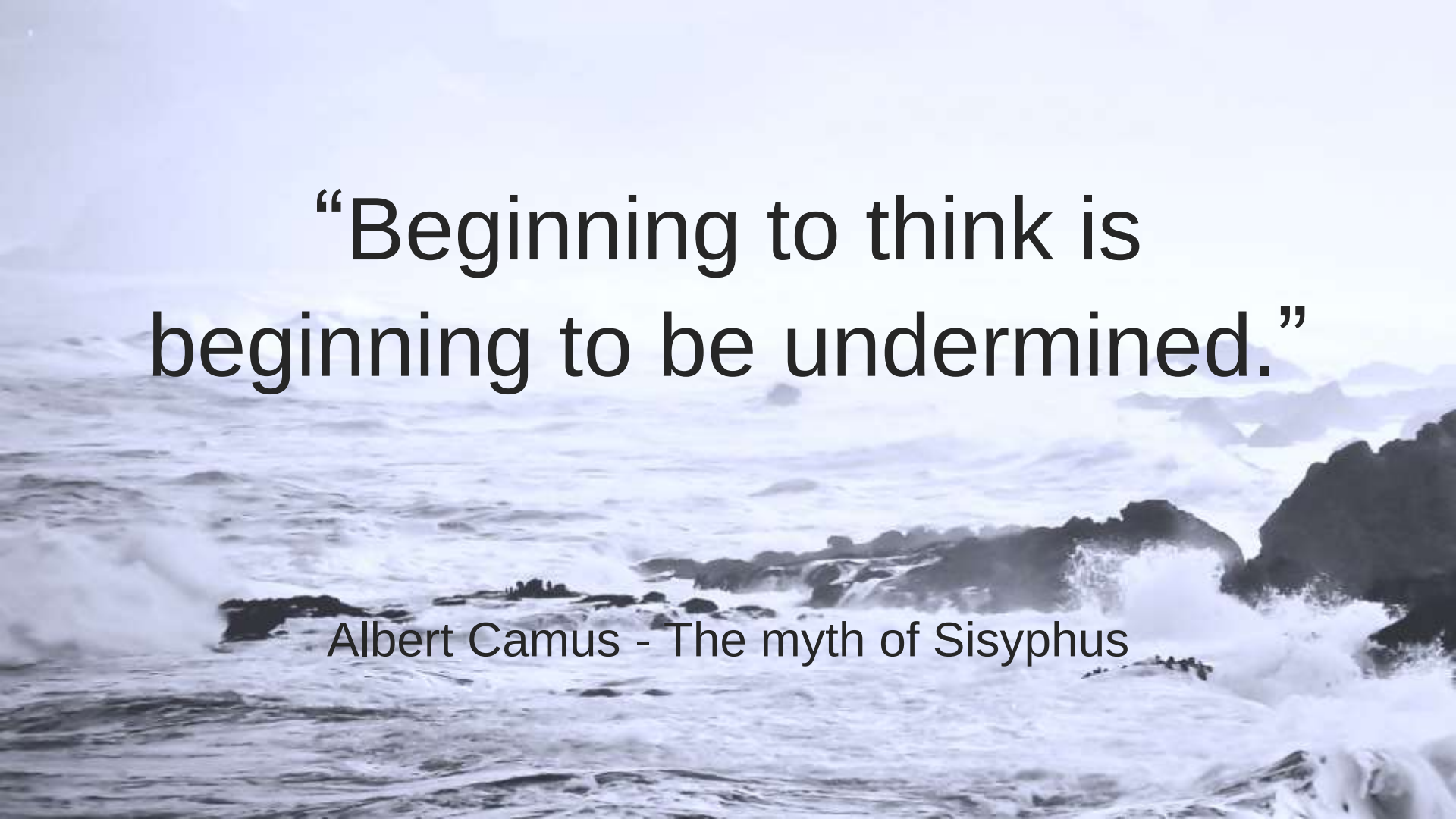


A black and white photograph of a rocky coastline. The foreground shows the turbulent surface of the ocean with white foam from breaking waves. In the middle ground, dark, jagged rock formations protrude from the water. The background is a bright, hazy sky where the sun is visible, creating a strong backlighting effect. The overall mood is dramatic and powerful.

“Beginning to think is
beginning to be undermined.”

Albert Camus - The myth of Sisyphus



My personal compass

Throughout the years I have discovered I
prefer ideas and ideals *over*
positions and titles.

It helped me realize I value independence and
freedom of thought *over* corporate and
commercial structures.

Rather than regretting or mourning the consequences, I
aspire embracing them. I don't expect this to change in the
foreseeable future.

GUNTHER VERHEYEN - ULLIZEE-INC

Opportunities to
deliver value
as an
independent Scrum Caretaker



The illusion of Agility

An invitation to re-imagine your Scrum



Gunther Verheyen
Scrum Day India
20 July 2019

Gunther Verheyen, Ullizee-Ind
Scrum. Connector, writer, speaker, humaniser.



The illusion of agility

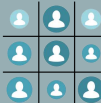
Opening of Scrum Day India



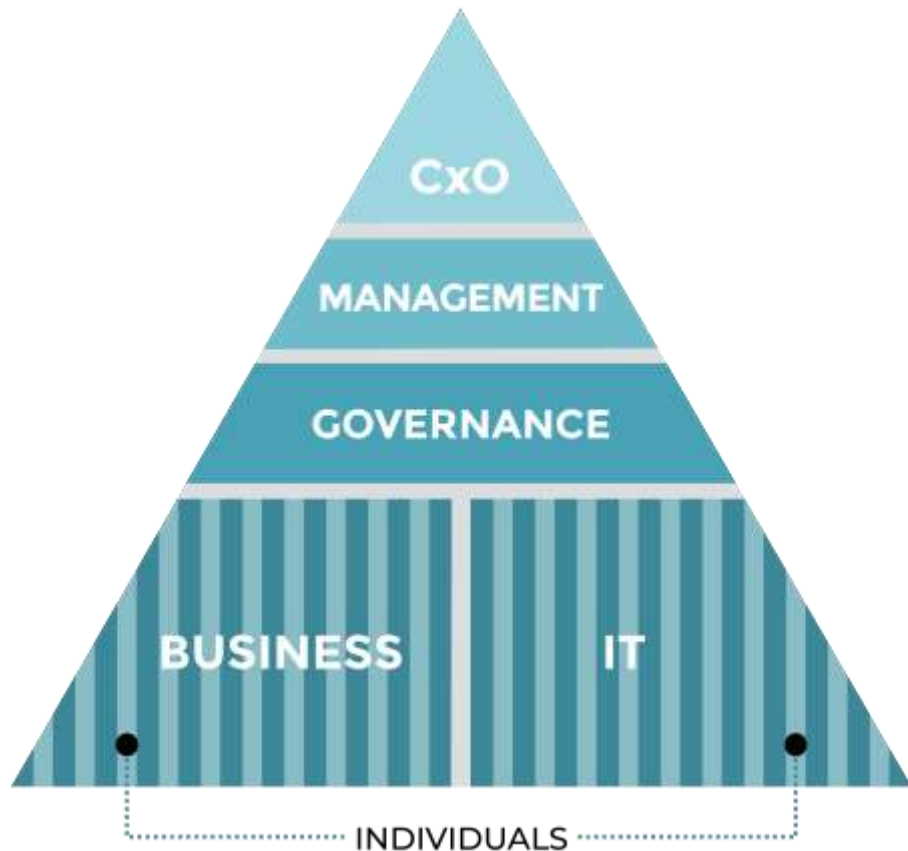
Gunther Verheyen
Scrum Day India
20 July 2019

The reality of many organizations (a dysfunctional mess)





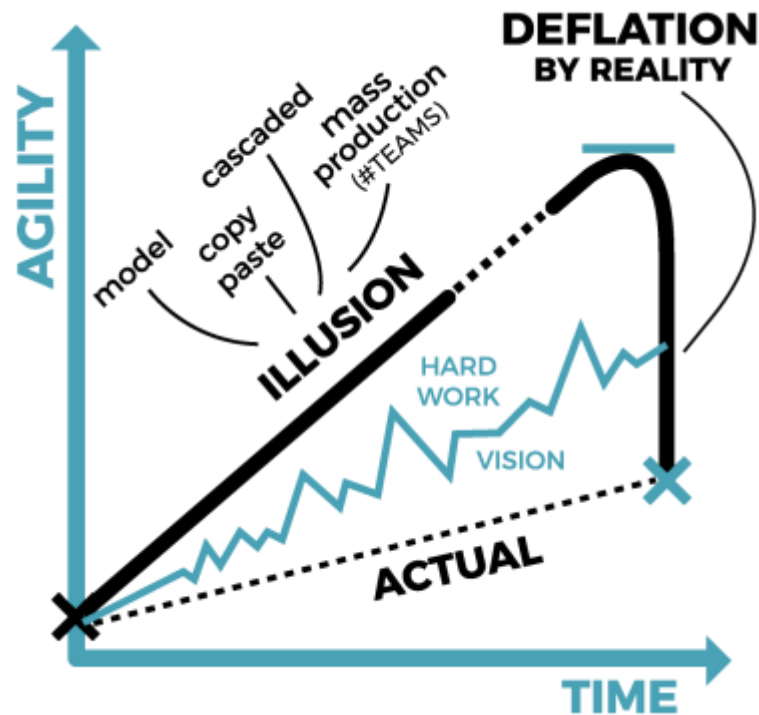
We were (are) not organized for complexity



When waking up to the complexity, fierce competitiveness and unpredictability of today's markets:

“We need an Agile transformation !”

The reality of many Agile transformations

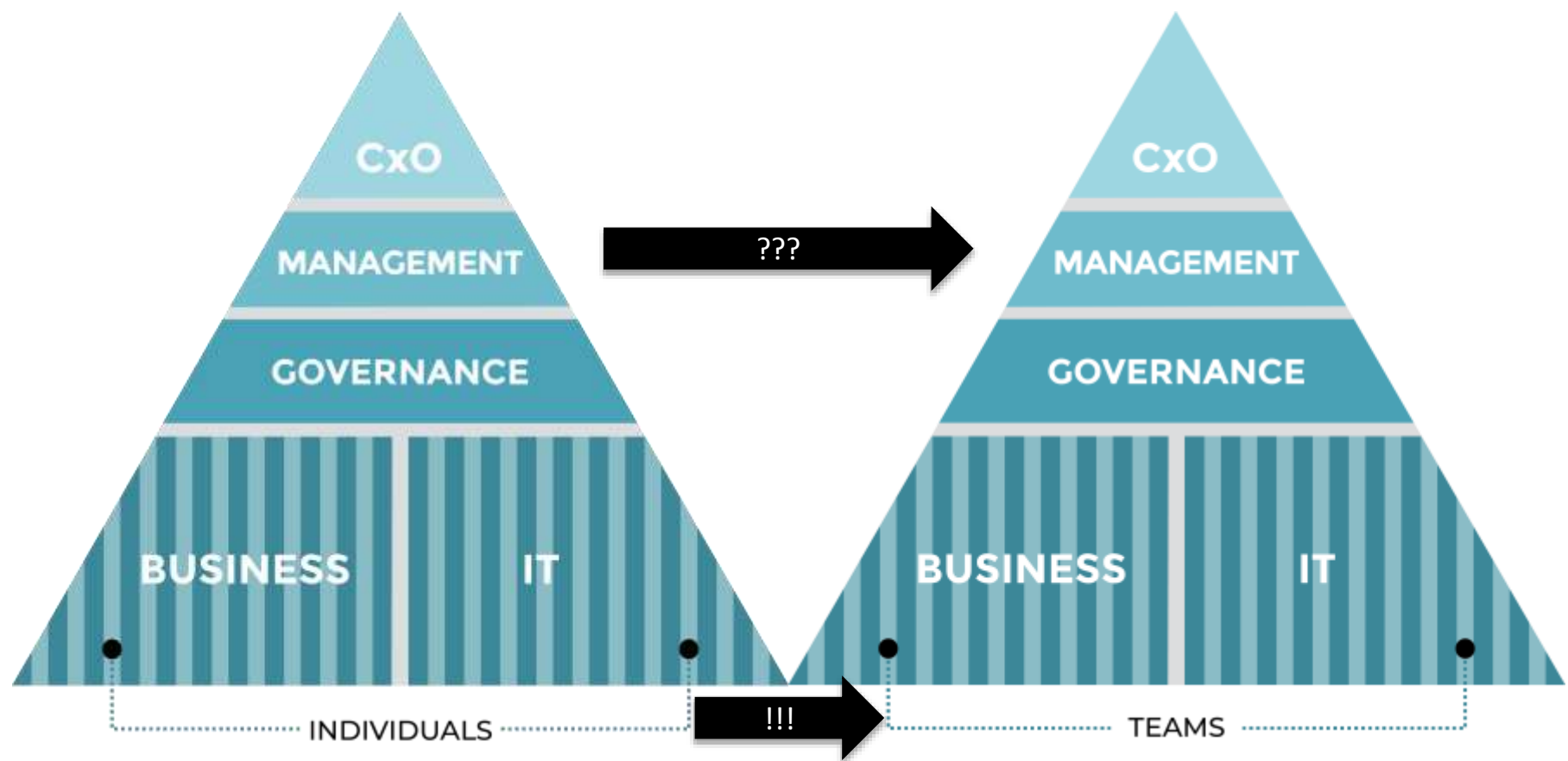


Combined with:

- Lack of team spaces
- Team instability
- Meeting culture
- Delivery / deadline pressure
- Regular waves of lay-offs

A gateway into the domain of...
“Catastrophy”.

More Agile teams does not make a more Agile organization



Three indicators to detect the illusion of agility

It is not a transformation if it doesn't change how you work.

It is not an Agile transformation if it doesn't simplify how you work.

It is not an Agile transformation with Scrum if people don't collaborate.

However...

“Inspection without adaptation is pointless in Scrum. An act of futility.”

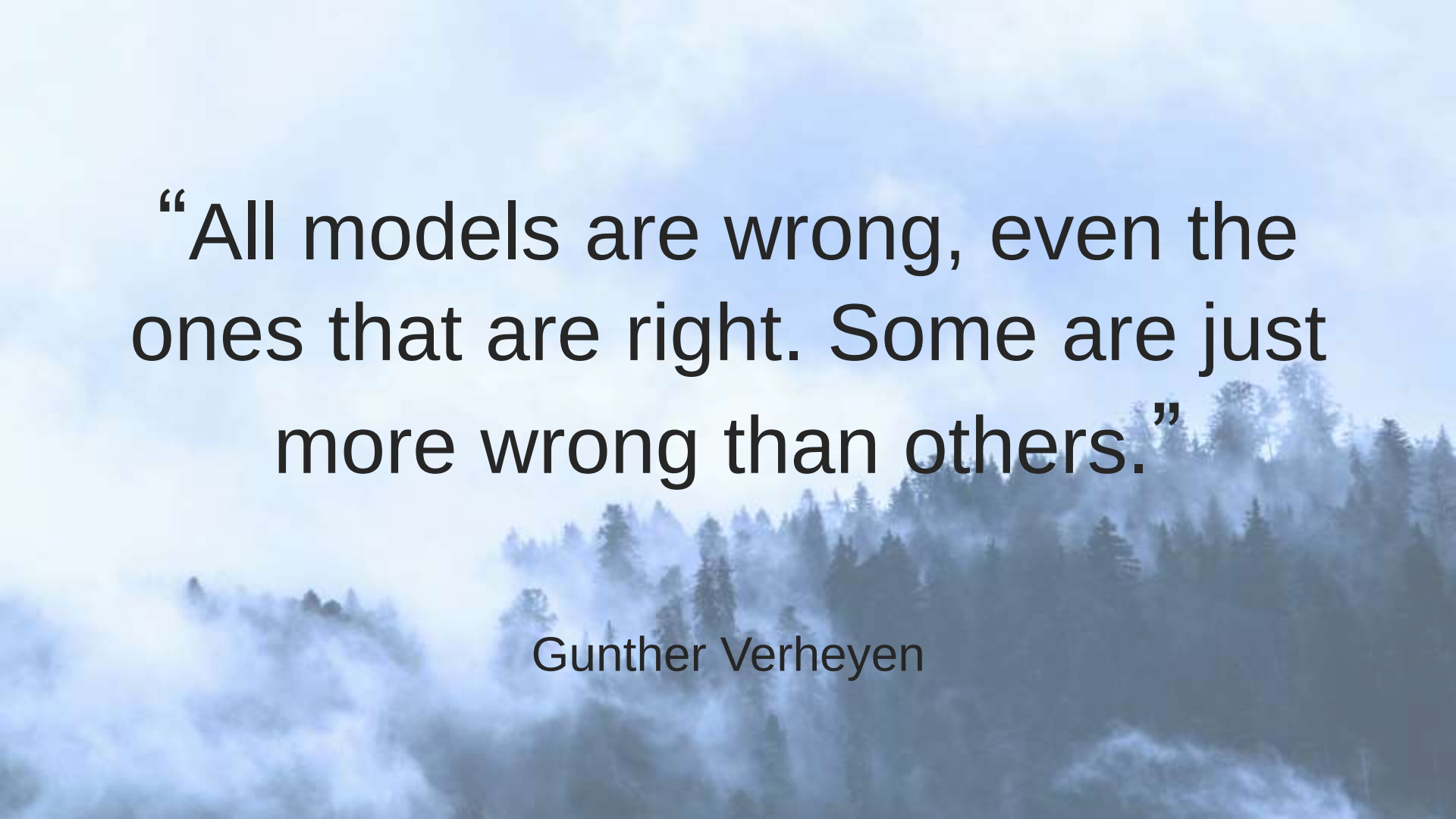
“Build projects around
motivated **individuals**.
Give them the
environment and **support**
they need, and **trust** them
to get the job done.”

All things ‘Agile’
start and end
with...
people.

People are naturally Agile (adaptive).

Process follows people's natural agility.

Structure follows process.

A background image of a misty forest landscape. The scene features a dense forest of evergreen trees, with a thick layer of white mist or fog partially obscuring the lower parts of the trees. The sky above is a pale, hazy blue. The overall mood is serene and atmospheric.

“All models are wrong, even the ones that are right. Some are just more wrong than others.”

Gunther Verheyen

Re-imagine your Scrum

- Define your product (or select another meaningful initiative)
 - Slice if too BIG
- Re-imagine your Scrum for the selected initiative/slice:
 - Use Product Backlog as the single plan
 - Reset your accountabilities:
 - Product Owner
 - Scrum Master
 - Development Team(s)
 - Facilitate with tools, infrastructure and a team zone
- Create sashimi releases
 - Through a controlled and automated deployment pipeline

Repeat



Re-imagine your Scrum

- Define your product (or select another meaningful initiative)
 - Slice if too BIG
- Re-imagine your Scrum for the selected initiative/slice:
 - Use Product Backlog as the single plan
 - Reset your accountabilities:
 - Product Owner
 - Scrum Master
 - Development Team(s)
 - Facilitate with tools, infrastructure and a
- Create sashimi releases
 - Through a controlled and automated dep

Repeat

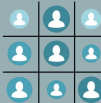
Warning!

Expect the need to repair:

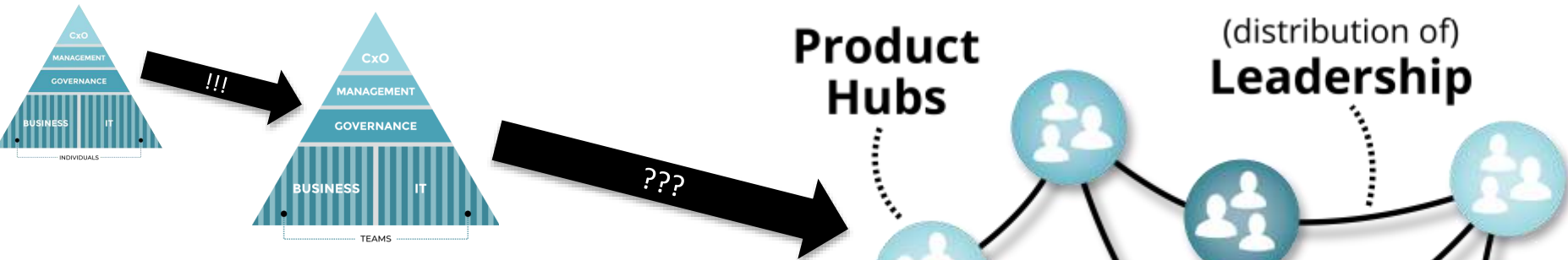
- Funding & finance
- Resource allocation
- HR procedures
- Relationships with product management
- ...

as you progress.





Firm up your agility



Following the findings of "The new new product development game":
Teams operate like start-ups, setting their own agenda and taking their own initiatives.
Management acts as a venture capitalist, not intervening on a daily base but rather providing guidance, money, and moral support at the outset.

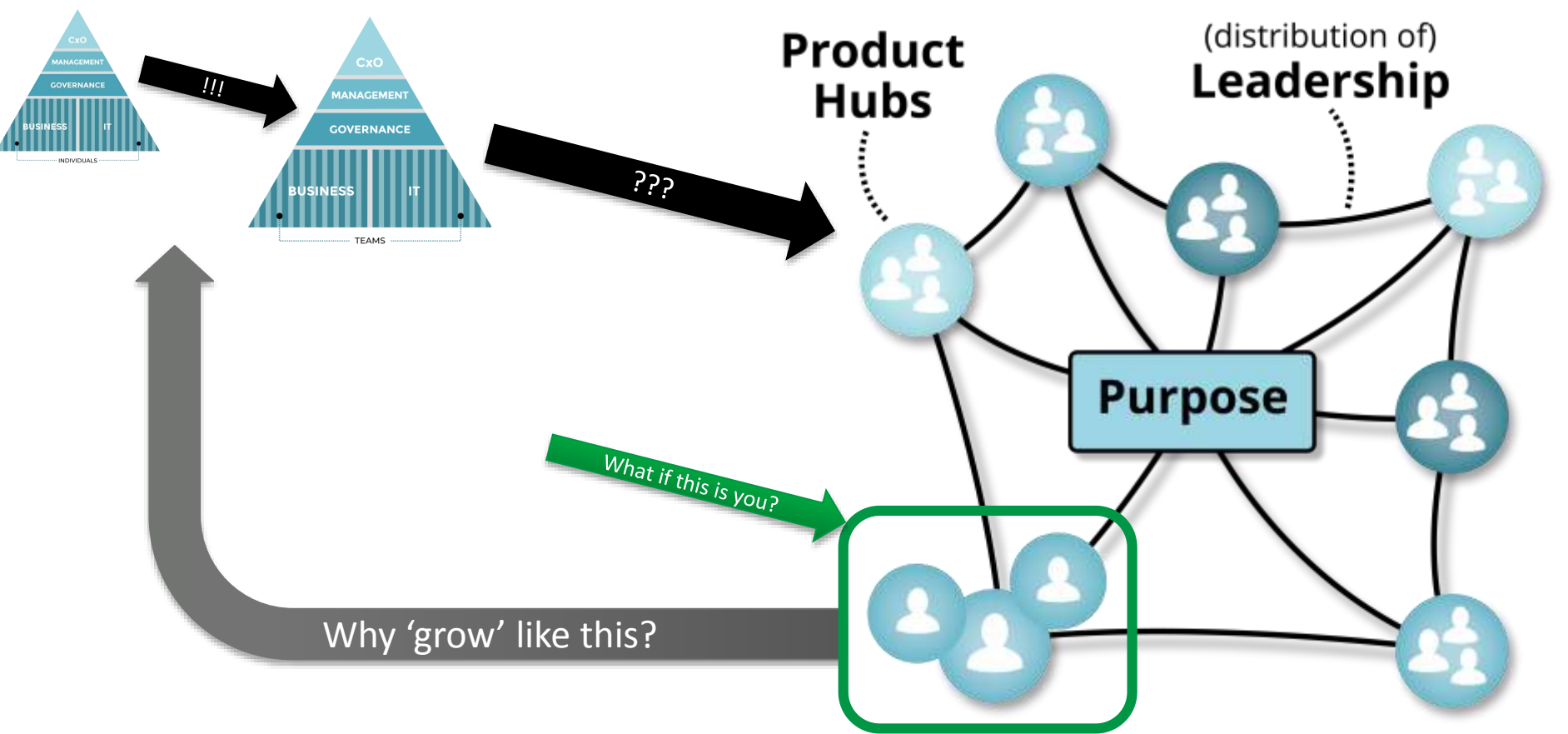
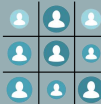
Engagement is key

Closing of Scrum Day India



Gunther Verheyen
Scrum Day India
20 July 2019

A trap for start-ups

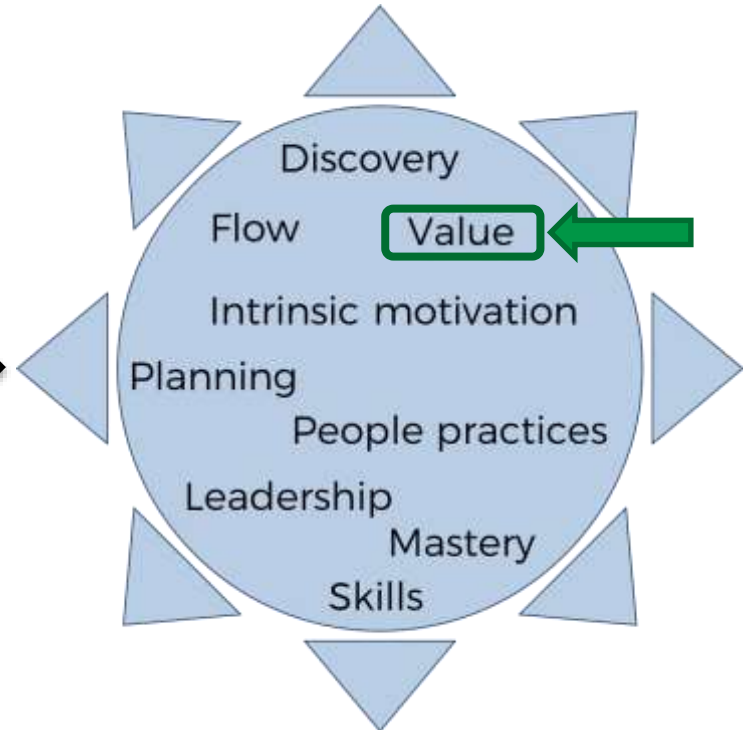


The shift that is happening

The industrial paradigm

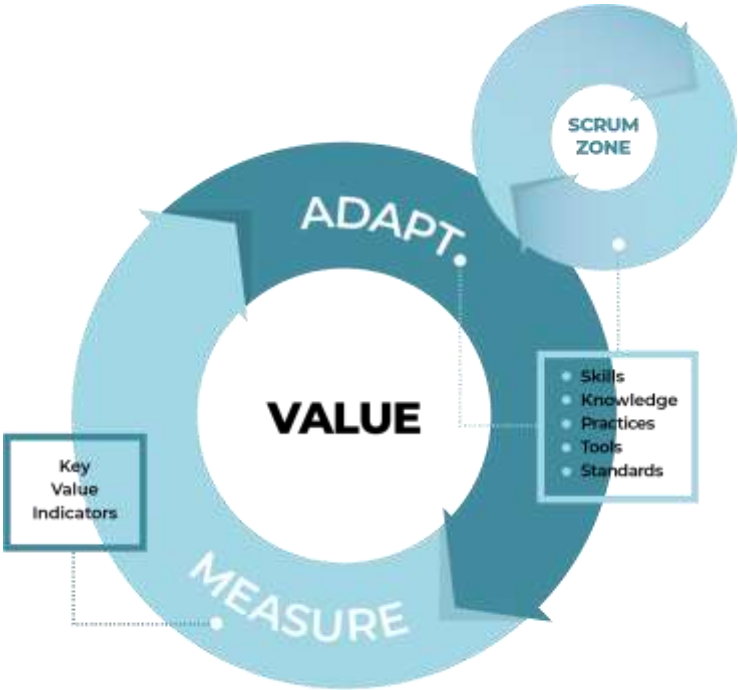


The Agile paradigm

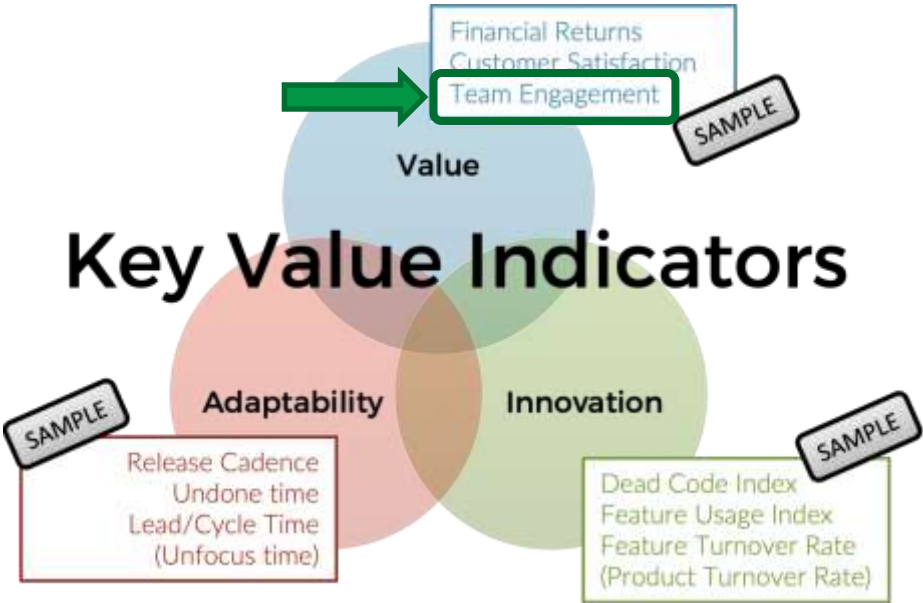


'Empirical Management'

Agility Path



Value

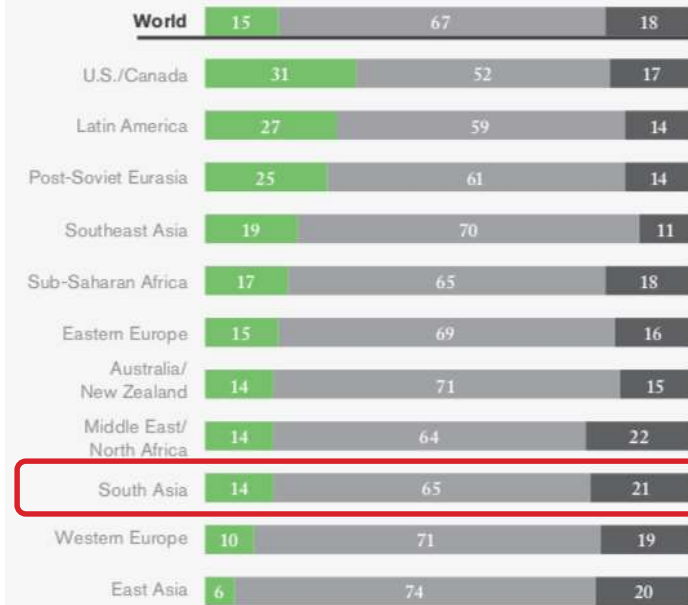


Team engagement, the untapped potential

EMPLOYEE ENGAGEMENT RESULTS AMONG RESIDENTS WHO ARE EMPLOYED FOR AN EMPLOYER

Based on data aggregated from 2014-2016 Gallup World Polls*

■ % Engaged ■ % Not engaged ■ % Actively disengaged

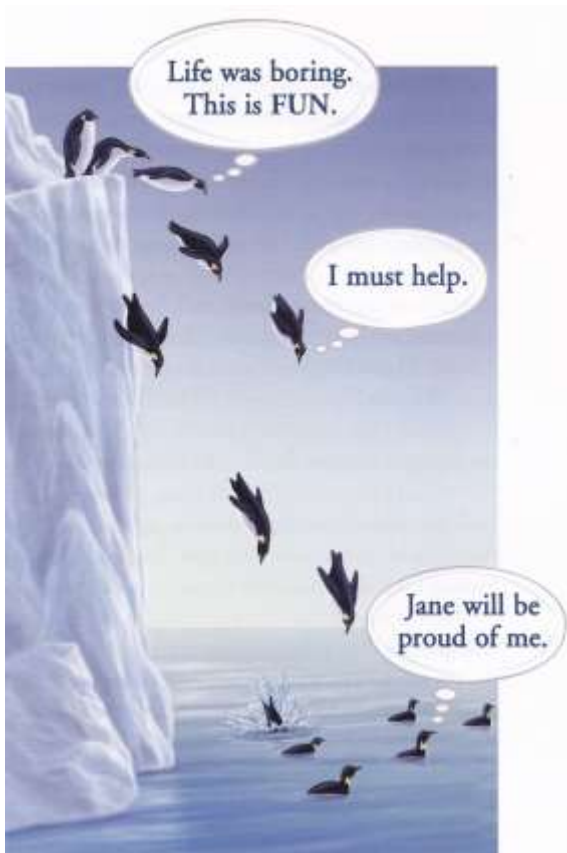


Employees who are engaged actually care a lot more about customer outcomes and profitability.

India: 13 % - 65% - 22%

(Source: Gallup – State of the global workplace (2017))

“The future state of Scrum will no longer be called ‘Scrum’. What we now call Scrum will have become the norm, and organizations have re-emerged around it.”



Gunther Verheyen

independent Scrum Caretaker

- eXtreme Programming and Scrum since 2003
- Professional Scrum Trainer since 2011
- Shepherded Professional Scrum at Scrum.org and co-created Agility Path, EBMgt, the Nexus framework for Scaled Professional Scrum (2013-2016)
- Author of “Scrum – A Pocket Guide” (“Scrum Wegwijzer”, “Scrum Taschenbuch”, “Scrum – Um Guia de Bolso”)



Mail gunther.verheyen@mac.com

Twitter [@Ullizee](https://twitter.com/Ullizee)

Blog <http://guntherverheyen.com>