

Zombie Scrum

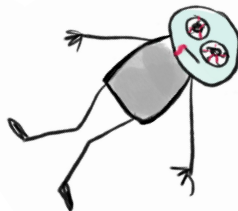
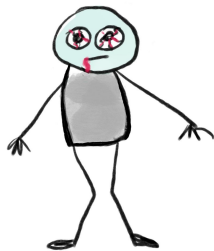
The #1 strategy to prevent or fix it

Scrum Day India, Online Event
July 19, 2020

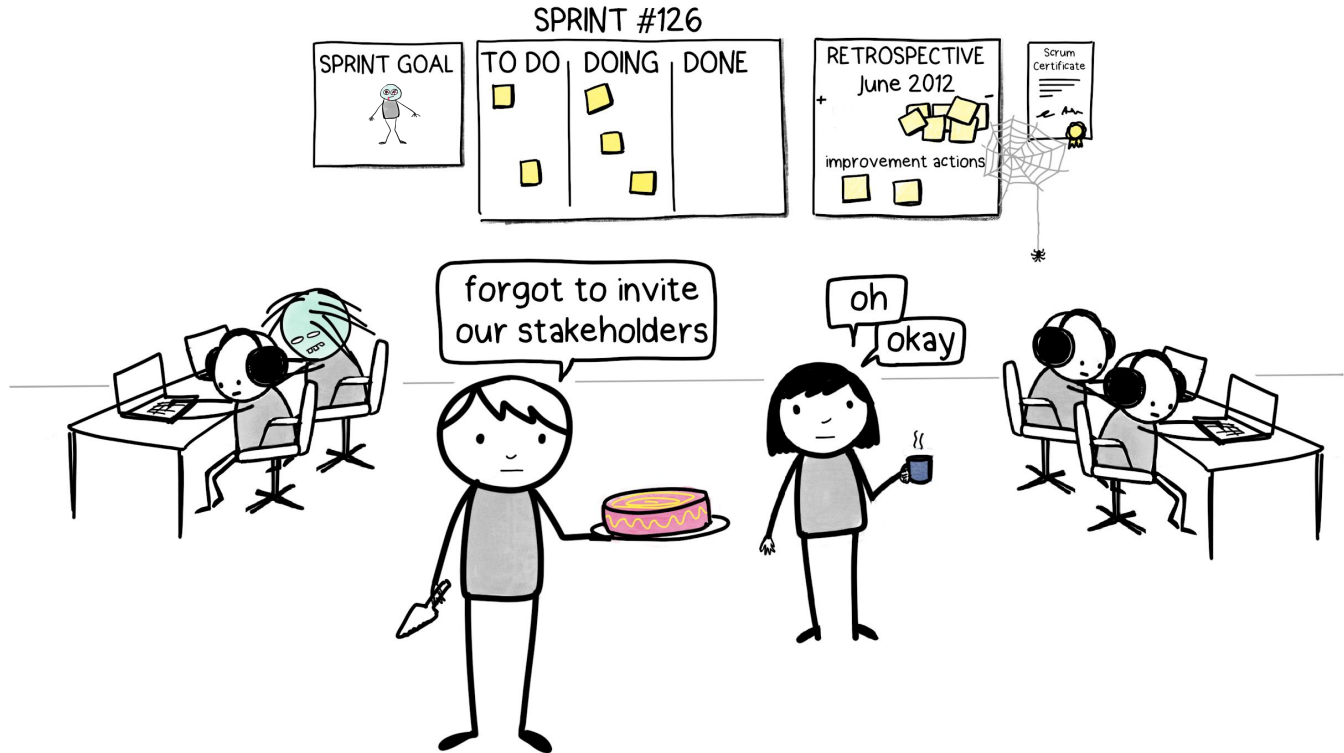


Purpose of my talk

- Create awareness about Zombie Scrum
- Share our findings while writing the book
- Introduce Strategy Knotworking



Zombie Scrum!



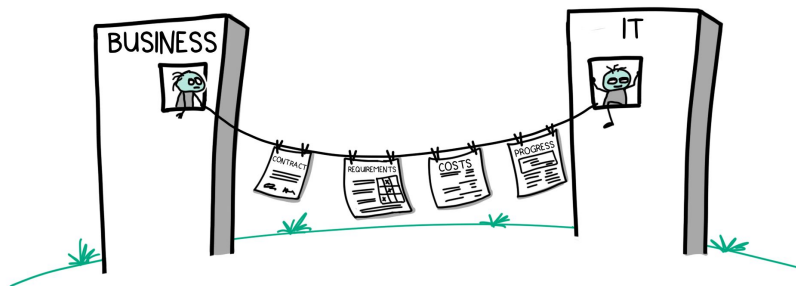
The core symptoms of Zombie Scrum

1. No desire for contact with the outside world
2. No working product
3. No drive to improve
4. No autonomy, no ownership



Some causes of Zombie Scrum

- Teams don't have clue WHY they are doing Scrum (65%)
- Gap between "Business" and "IT" (65%)
- Teams are not cross-functional or lack the safety for it (65%)
- Teams can't or don't interact with actual stakeholders (62%)
- Teams don't or can't self-organize around Sprint Goals (49%)
- Sprint Retrospectives don't result in tangible improvements (44%)
- Teams don't break-down work for coming Sprints (43%)



The percentage represents the number of teams (from 1.764) that responded with "rarely" or "never" to the various categories. These are preliminary results.

Meet the Zombie Scrum Research Team



Barry Overeem
-
Doctor Stubble

Christiaan Verwijns
-
Captain Curly

Johannes Schartau
-
Lord Red Beard

Zombie Scrum Ecosystem

- The book “[Zombie Scrum Survival Guide](#)”
- A survey “[Zombie Scrum Symptom Checker](#)”
- [Blog posts](#) with completely new material
- A Zombie Scrum workshop
- A map to find other members of the Zombie Scrum community
- A “newsletter” with fresh stories, insights, and experiments
- The Zombie Scrum Resistance App
- An online database with experiments
- The Zombie Scrum First Aid Kit
- Stickers, banners, posters
- And many more ideas are emerging continuously!

Zombie Scrum Symptoms Checker

Diagnose your team

Is your team suffering from Zombie Scrum? Something that looks like Scrum from a distance, but is missing a beating heart of valuable software. Find out with our symptom tracker.

To date, 2412
teams have
participated

Start

Why you should try

1. Its 100% free. No registration required.
2. Created and refined with ongoing input from the global Scrum community.
3. As private and anonymous as you want.
4. Afterwards, you receive a report with your results and suggestions for things to try.
5. Invite your team to see if they feel the same.
6. We use scientifically validated metrics.
7. We don't sell your data or send you spam.



Christian Verwijze



Johannes Schartau



Barry Overseem

Need more help?

We are currently writing a book to help Scrum Teams in need. Addison-Wesley has scheduled the release for Q2 2020. Want to receive an autographed copy? [Sign up here.](#)

Infection Tracker

■ Average

□ Most teams

Ship Fast



Improve Continuously



Build What Stakeholders Need



Self-Organize



Valuable Outcomes



Team Report

Team Report



Scrum exists to help organisations reduce the risk of complex work by shipping small increments of software to stakeholders as quickly as possible. The faster we can do this, the faster we can learn.



Delivering working software to stakeholders is hard work. It makes all sorts of impediments visible, from missing skills to incorrect assumptions. It is vital for effective Scrum to find opportunities to improve, and do so continuously.



You can ship fast and improve all you want, but what's the point if you don't deliver anything of value to your stakeholders?

Badges Earned



You Rock (4x)

Thank you for participating in the extended survey. Not only is your feedback more accurate, your data will help our on-going research.



Craftsmanship (3x)

This team takes pride in their craftsmanship, making sure software is tested and of high quality.

Badges Almost Earned



Stronger Together (1x)

This team collaborates well with others to overcome challenges.



Fast Learning (1x)

Scrum is all about learning, and this team totally gets that.



Like A Band (1x)

Working in this team is like being in an excellent band; people are finely tuned to each other and working together.



Feedback on the results

Self-Organize: Your team scores comparable to other teams

The ability of your team to self-organize around challenges they face is comparable to that of other teams. That is great news, and a good foundation for Scrum.

What can you do to improve? If you're not already doing so, work with Sprint Goals - a rule in Scrum that is not optional. And for good reason; a Sprint Goal gives a single, unifying purpose to a Sprint and explains why it exists other than "completing all the work". It promotes collaboration over working on your own. It also makes it easier for the Development Team to [change the Sprint Backlog](#) during the Sprint as new insights emerge - which always happens. Crafting Sprint Goals may be very hard, but it is the single best way to promote collaboration and self-organization, as well as turn a group of people into an actual team. And exploring the reasons for why this is so hard can illuminate a lot of impediments in your organisation.

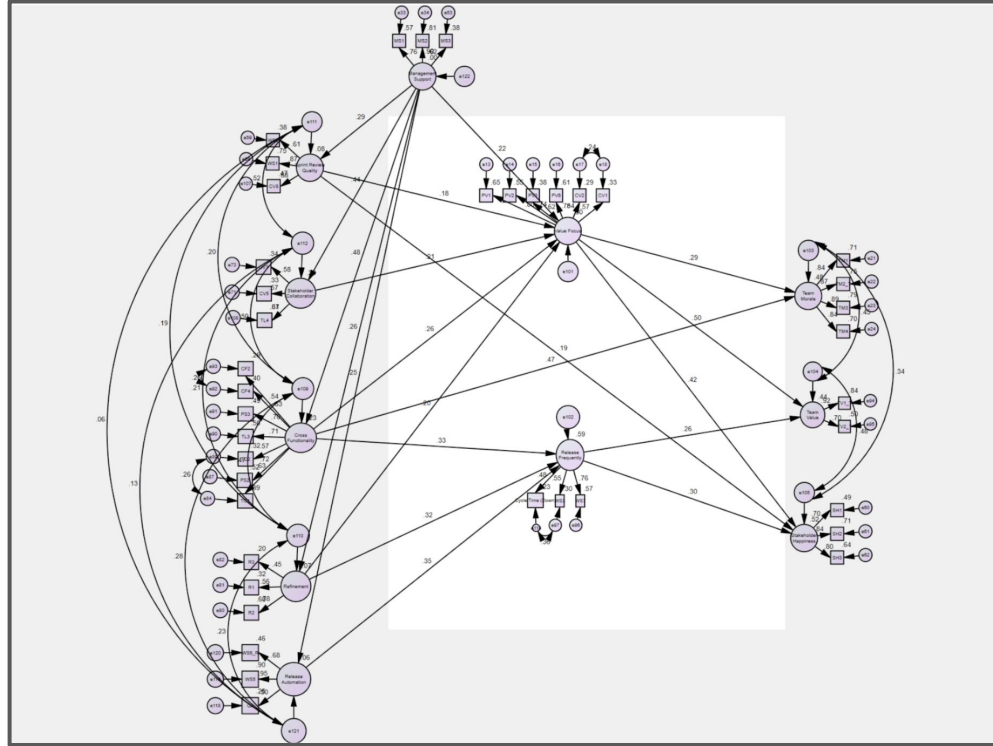
Another area for improvement is to identify which skills, technologies and tools the team is currently missing that can help them become more effective with Scrum. A simple approach is outlined [here](#).

Finally, it can be helpful to create a team manifesto for how members want to work together instead of on their own items. Most people greatly enjoy working as a team, but often struggle to model the kind of behavior needed for this. You can use a Liberating Structure called [TRIZ](#) to playfully explore the opposite of what the team needs, and then identify work agreements with [Min Specs](#).

Additional resources

- [The 8 Stances of a Scrum Master \(whitepaper\)](#)
- [Scrum Mythbusters: The Sprint Backlog can't change during the Sprint \(podcast\)](#)
- [10 Powerful Questions to Create Better Sprint Goals \(podcast\)](#)
- [How to get started with development & deployment automation tomorrow \(blogpost\)](#)

We are currently analyzing the results



Based on 1.195 Scrum Teams

And are including our findings in the book

With the data we gathered, the book is structured around 5 themes:

1. (Zombie) Scrum
2. Build what stakeholders need
3. Ship it fast
4. Improve continuously
5. Self-organize





**So what if Zombie Scrum is something
you recognize?**

How to prevent or fix it?





**In our book, we offer 40+ experiments,
but if I had to pick one...**

Do a Strategy Knotworking workshop!



**The #1
Strategy!**

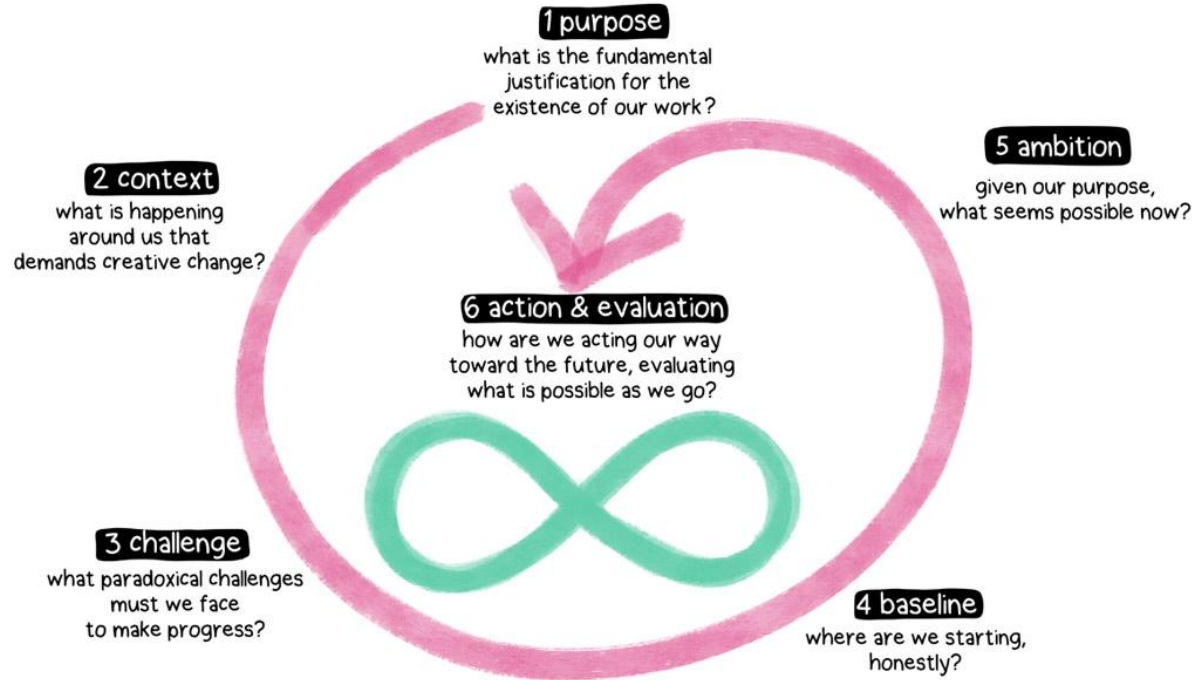


**“Strategy Knotworking is an approach
for shaping the future while creatively
adapting in the moment”**

- Keith McCandless and Johannes Schartau



The 6 Core Questions



Created by Keith McCandless & Johannes Schartau

Who should participate

Strategy Knotworking works best when as many different perspectives from your organization are included.

So preferable, participants are:

- C-level management
- Management
- Product Owners
- Scrum Masters
- Development Teams
- Supporting departments



How to answer these questions?

With Liberating Structures, of course! The possibilities are endless!

Purpose				
Context				
Challenge				
Baseline				
Ambition				
Action & Evaluation				



Nice!

**But how does this help prevent
or fix Zombie Scrum?**





**Because with Strategy Knotworking everyone
is involved and engaged in developing and
evolving strategies to make Scrum
successful on all levels in the organization!**



Read more about Strategy Knotworking

If you want more information about Strategy Knotworking, check...

- The article: "[Turn ideas and ambitions into reality](#)"
- The article: "[Strategy Knotworking, a vital skill to quickly respond to change](#)"
- The article: "[Moving forward in a new and uncertain world](#)"
- The paper: "[Liberating Strategy](#)"



Stay
Tuned!

Zombie Scrum Survival Guide

A Journey to Recovery

Johannes Schartau, Barry Overeem, Christiaan Verwijns



Release: Q1-2021 Publisher: Addison-Wesley Powered by Scrum.org



Created by Thea Schukken for the Zombie Scrum Survival Guide
by Christiaan Verwijns, Johannes Schartau & Barry Overeem
zombiescrum.org

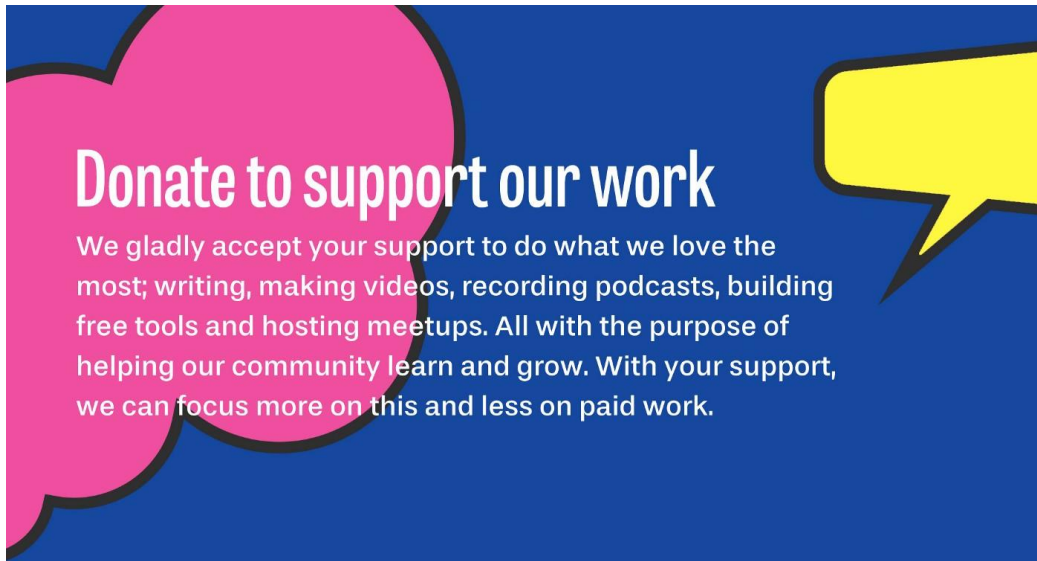
Join The Liberators Network

As The Liberators, we aim to unleash organisational superpowers with Scrum and/or Liberating Structures. If this purpose inspires you, this [The Liberators Network](#) is for you. You're also welcome if you use other methods to achieve that purpose.

This meetup is our way to help you support you in your professional journey towards mastery. Our meetups focus on peer-to-peer coaching, building networks and the sharing of experiences, lessons learned and useful practices.



Like what we do?



<https://bit.ly/supporttheliberators>