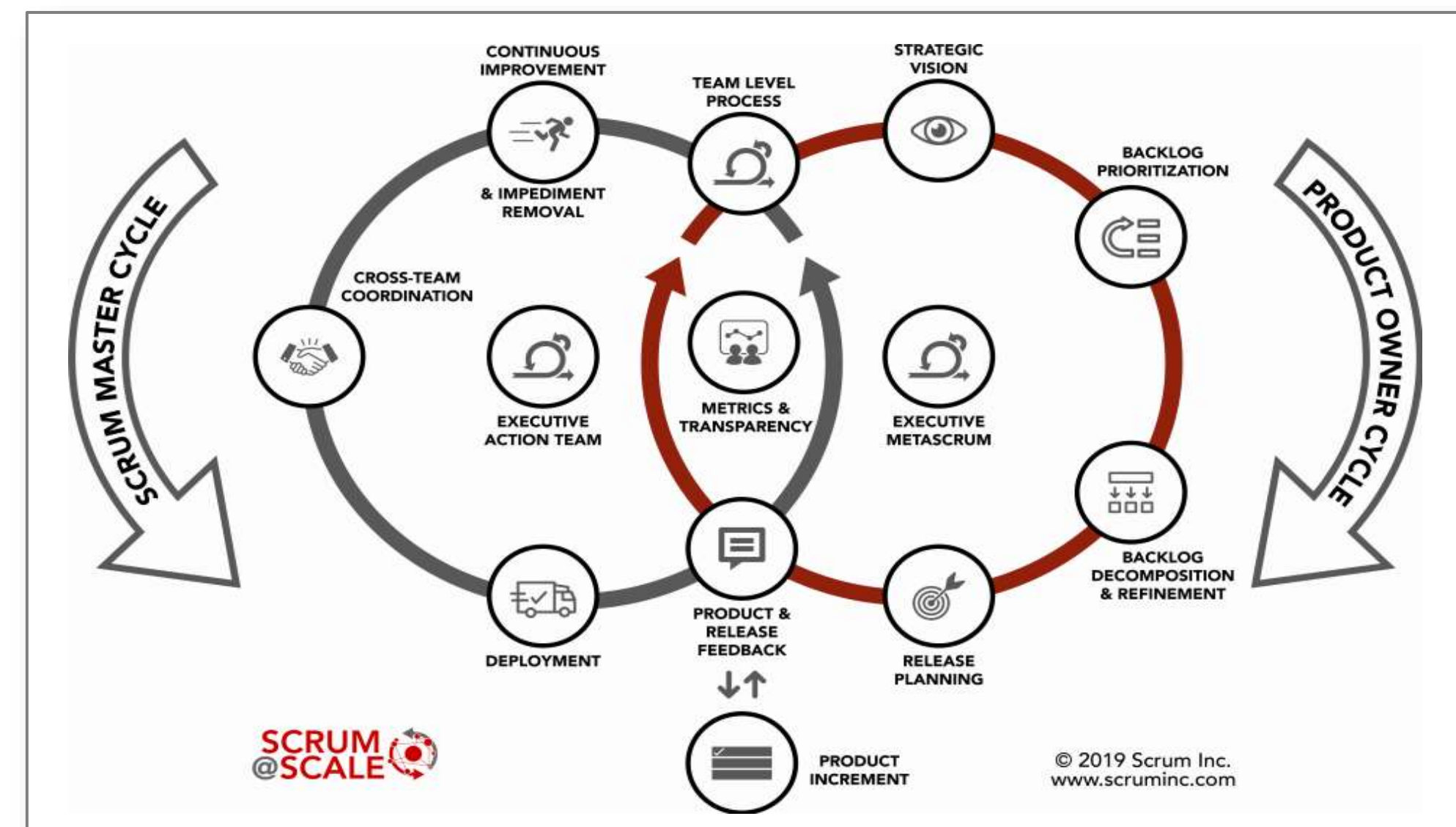
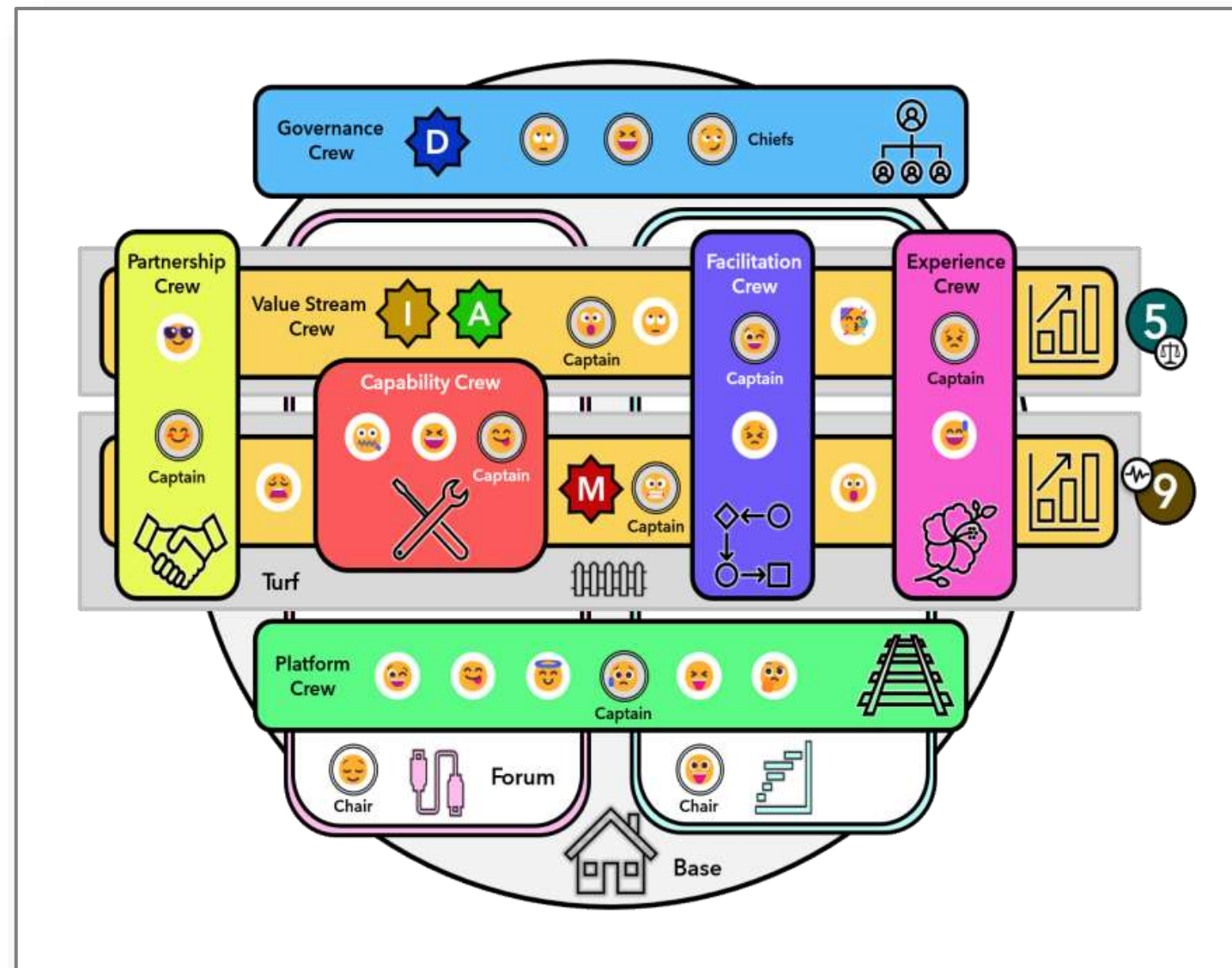


unFIX and Scrum@Scale – a perfect complement for the development of agile organizations



unFIXcon

29th of September 2022

Presented by
Jürgen Dittmar



Who is talking?

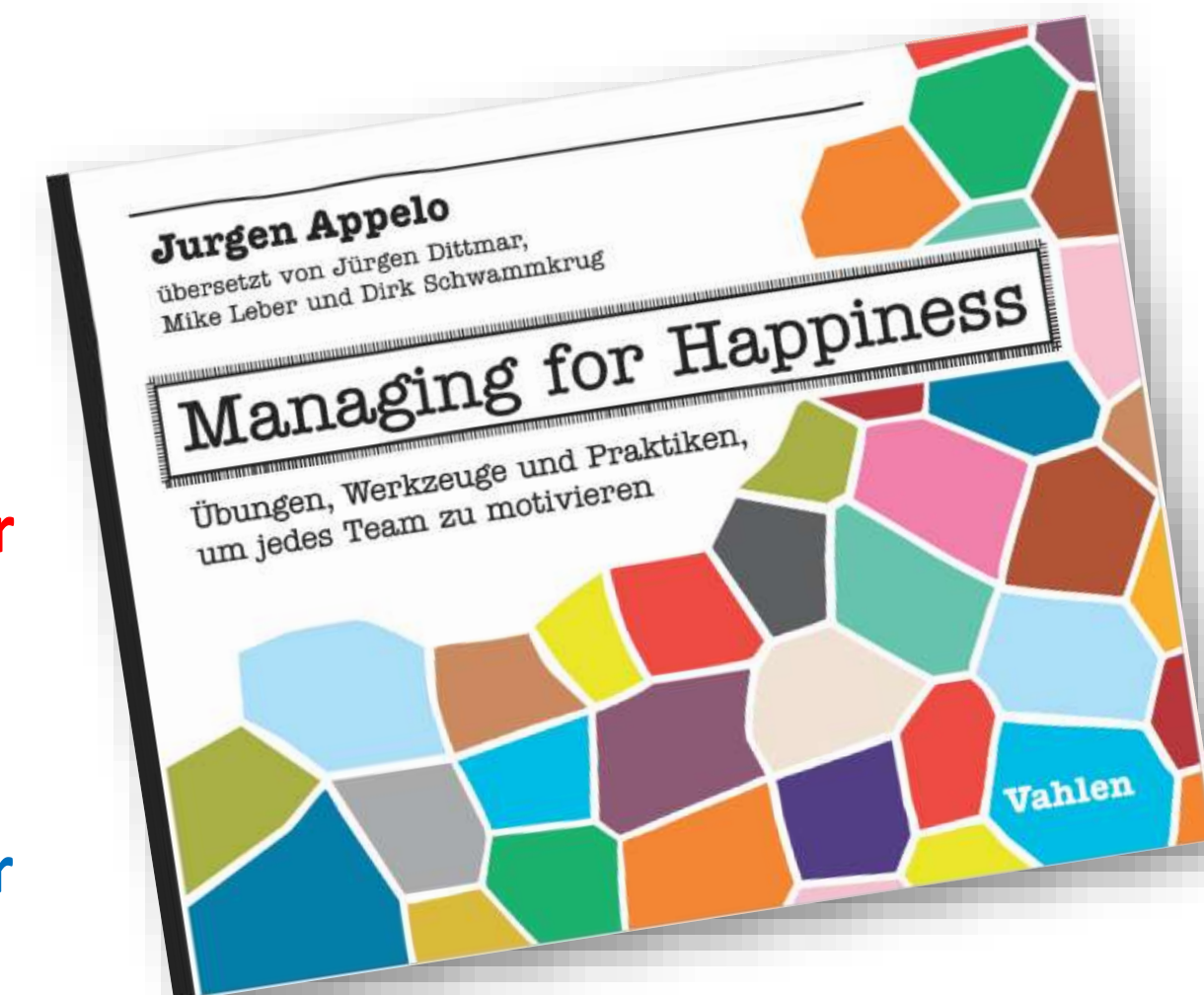


Jürgen Dittmar

- >30 Years in IT, >10 Years as Line Manager
- Master Organizational Psychology
- Systemic Coach & Consultant
- Independent Consultant and Trainer
- **AGILE LEADERSHIP**
- **SYSTEMIC & AGILE ORGANIZATIONAL DESIGN**
- Coaching Agile Transformations
- Agile Training and Coaching (Executive Level)
- Focus on Management 3.0, unFIX, Scrum@Scale



Partnering with:

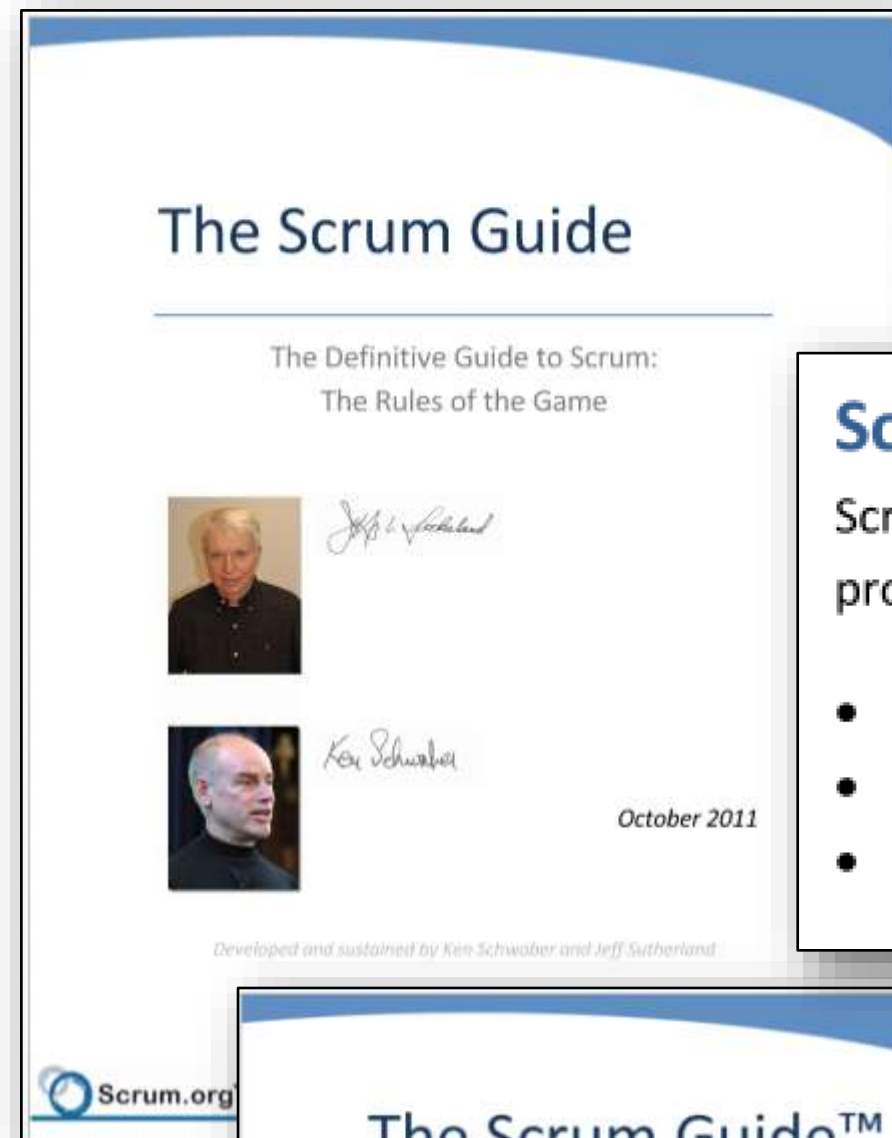




Wanna be AGILE?

Just Jump on the Bandwagon!

Good news: Scrum is getting easier!



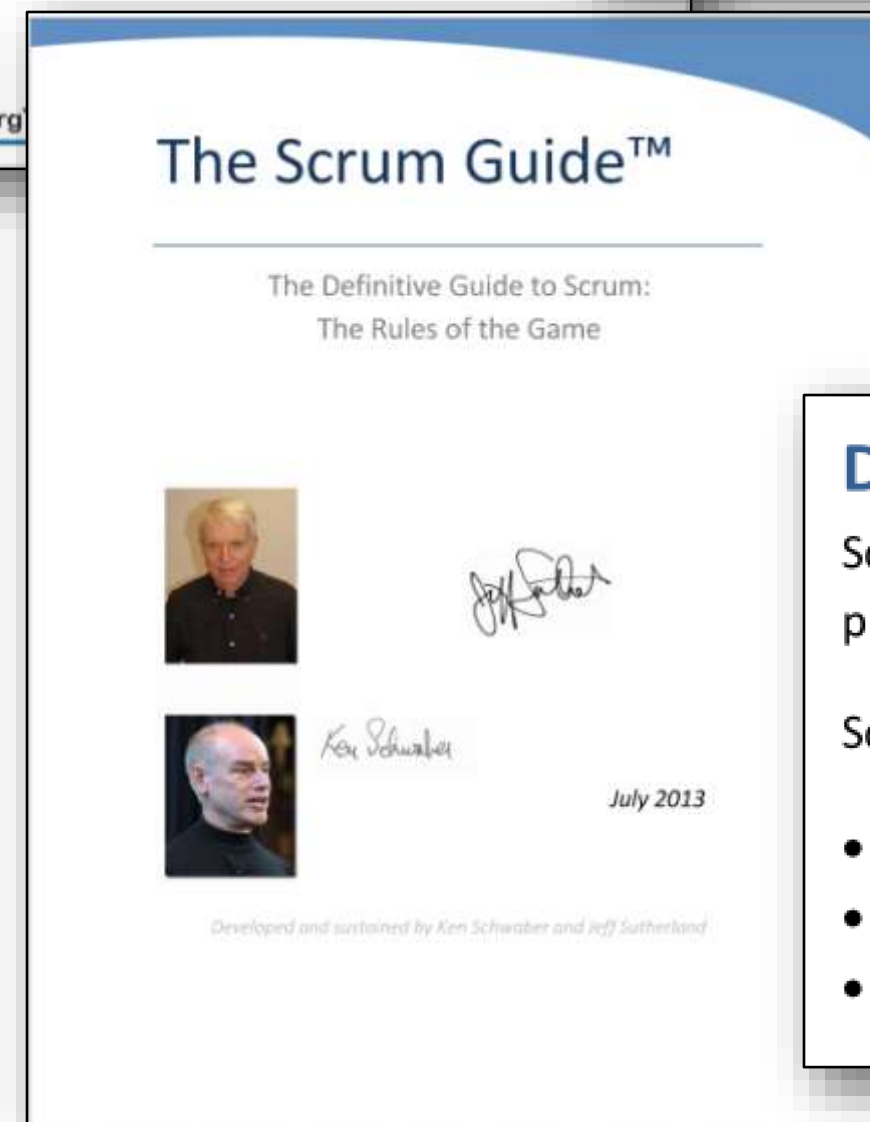
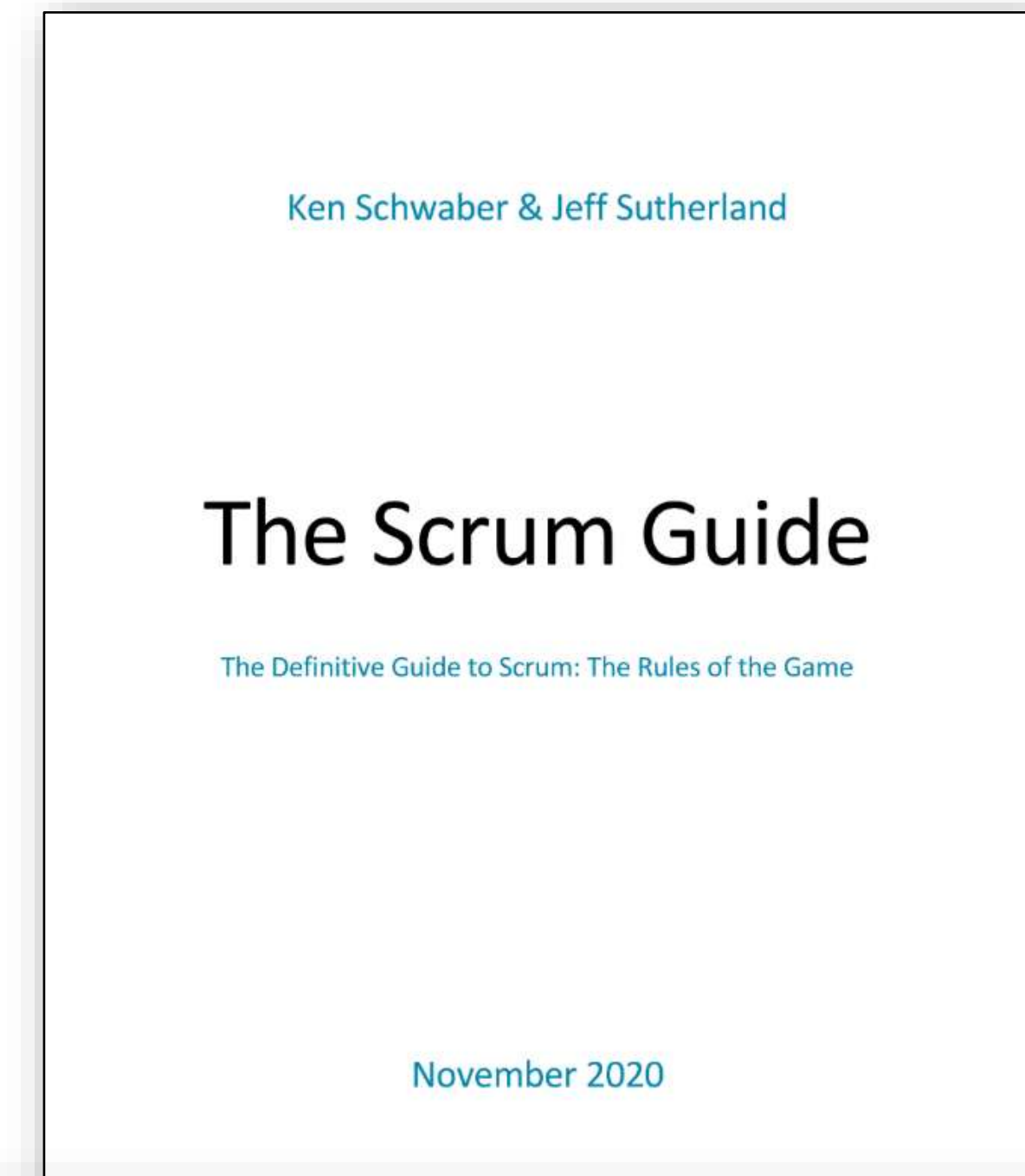
2011

Scrum Overview

Scrum (n): A framework within which people can address complex adaptive problems, while productively and creatively delivering products of the highest possible value. Scrum is:

- Lightweight
- Simple to understand
- **Extremely difficult to master**

2020



2013

Definition of Scrum

Scrum (n): A framework within which people can address complex adaptive problems, while productively and creatively delivering products of the highest possible value.

Scrum is:

- Lightweight
- Simple to understand
- **Difficult to master**

Scrum Definition

Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems.

In a nutshell, Scrum requires a Scrum Master to foster an environment where:

1. A Product Owner orders the work for a complex problem into a Product Backlog.
2. The Scrum Team turns a selection of the work into an Increment of value during a Sprint.
3. The Scrum Team and its stakeholders inspect the results and adjust for the next Sprint.
4. *Repeat*

Scrum is simple. Try it as is and determine if its philosophy, theory, and structure help to achieve goals and create value. The Scrum framework is purposefully incomplete, only defining the parts required to implement Scrum theory. Scrum is built upon by the collective intelligence of the people using it. Rather than provide people with detailed instructions, the rules of Scrum guide their relationships and interactions.

Still we have a lot of problems! Sounds familiar?

There is an **„Agile Transformation Project“** with limited timeline and budget

Management is too busy to drive organizational change

Agile applies only to the working level, **no real change for top management**

Our **agile transformation is not delivering the expected results** or even stuck

„Agility“ is ordered by management, but we have the feeling that they don't really know, what this means

We have **trainings for „the Agile Mindset“**

We **still need to deliver waterfall reports** and serve „old“ controlling processes

We deliver the **agile transformation on top of our existing commitments**

The purpose of **Agile Coaches and Scrum Masters is questioned/challenged**

Procurement buys **cost-effective quantities of agile trainings** and agile coaches

Middle management is not really supporting the agile transformation

There's no clear role and position for **existing managers**

We see **growing impatience and pressure** to finally deliver results

Our impediment list is growing, but **nobody really takes care about organizational impediments**





But what is
the reason for that?

Three important questions the Scrum Guide leaves unanswered

Ken Schwaber & Jeff Sutherland

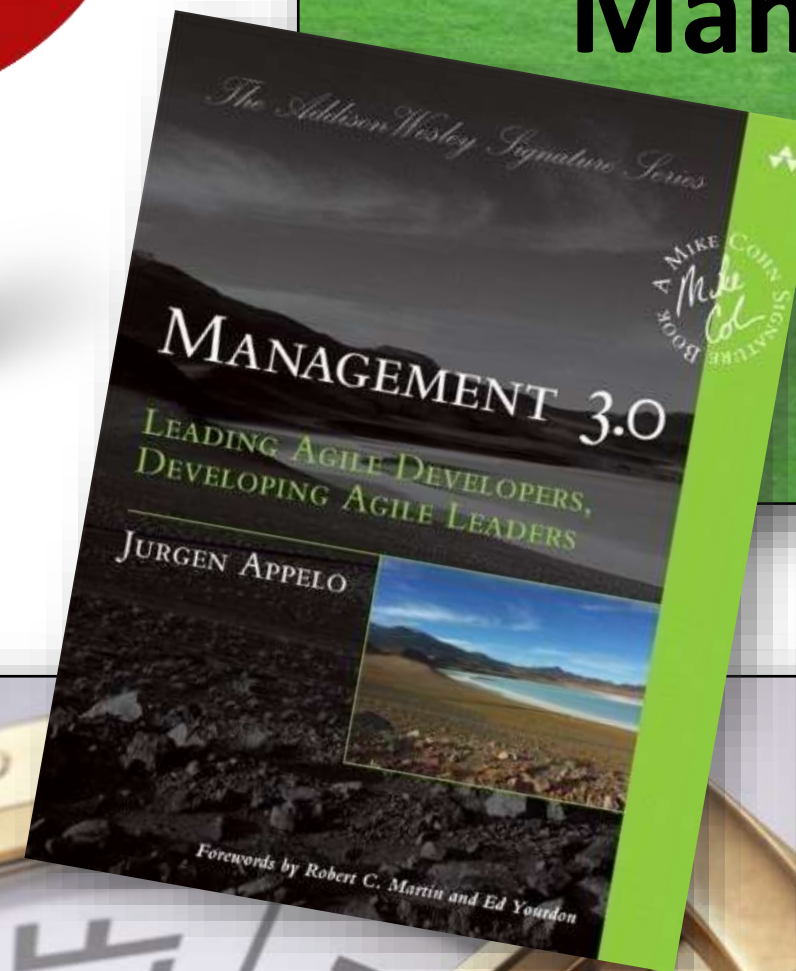
The Scrum Guide

The Definitive Guide to Scrum: The Rules of the Game

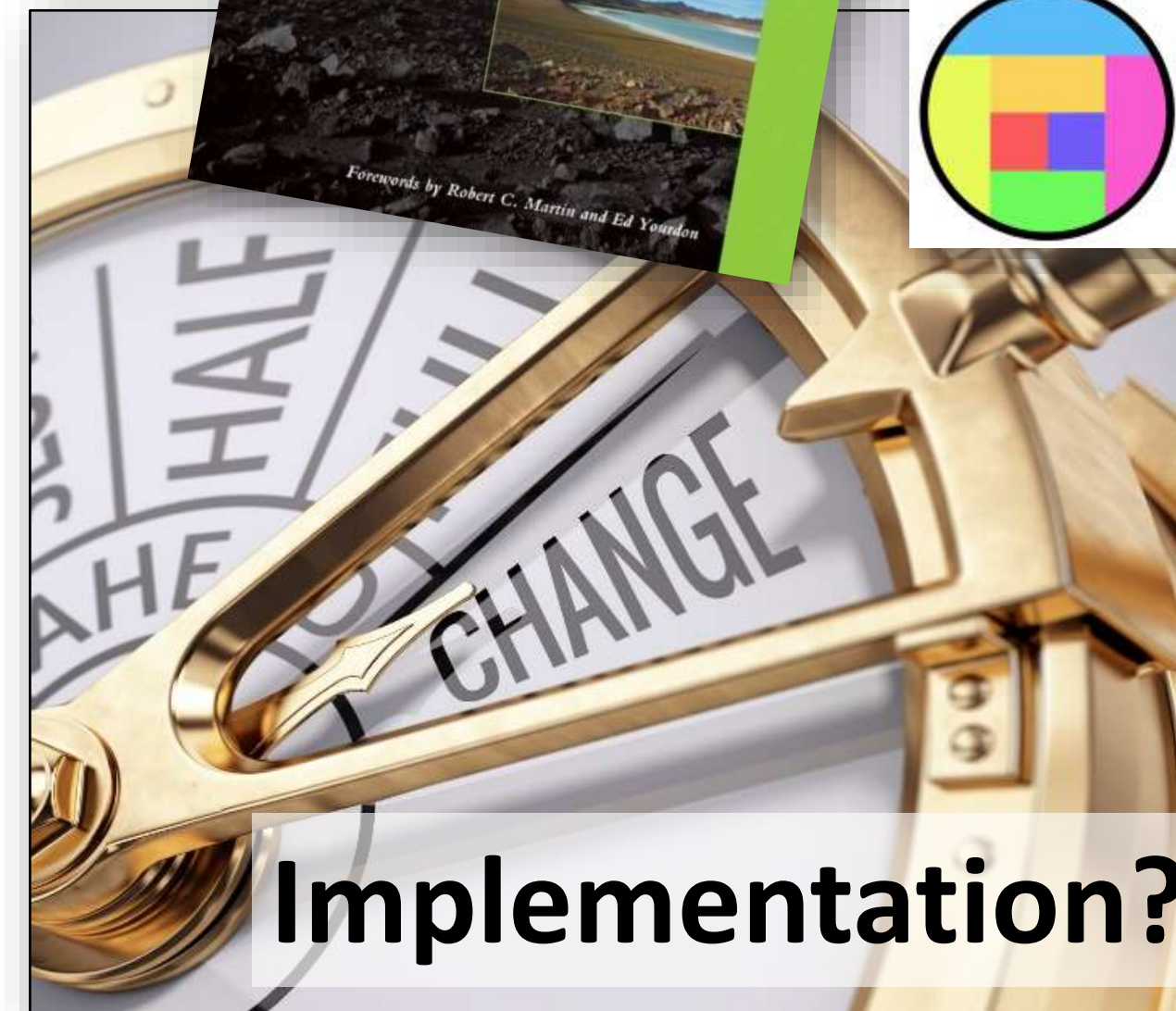
November 2020



Management ?



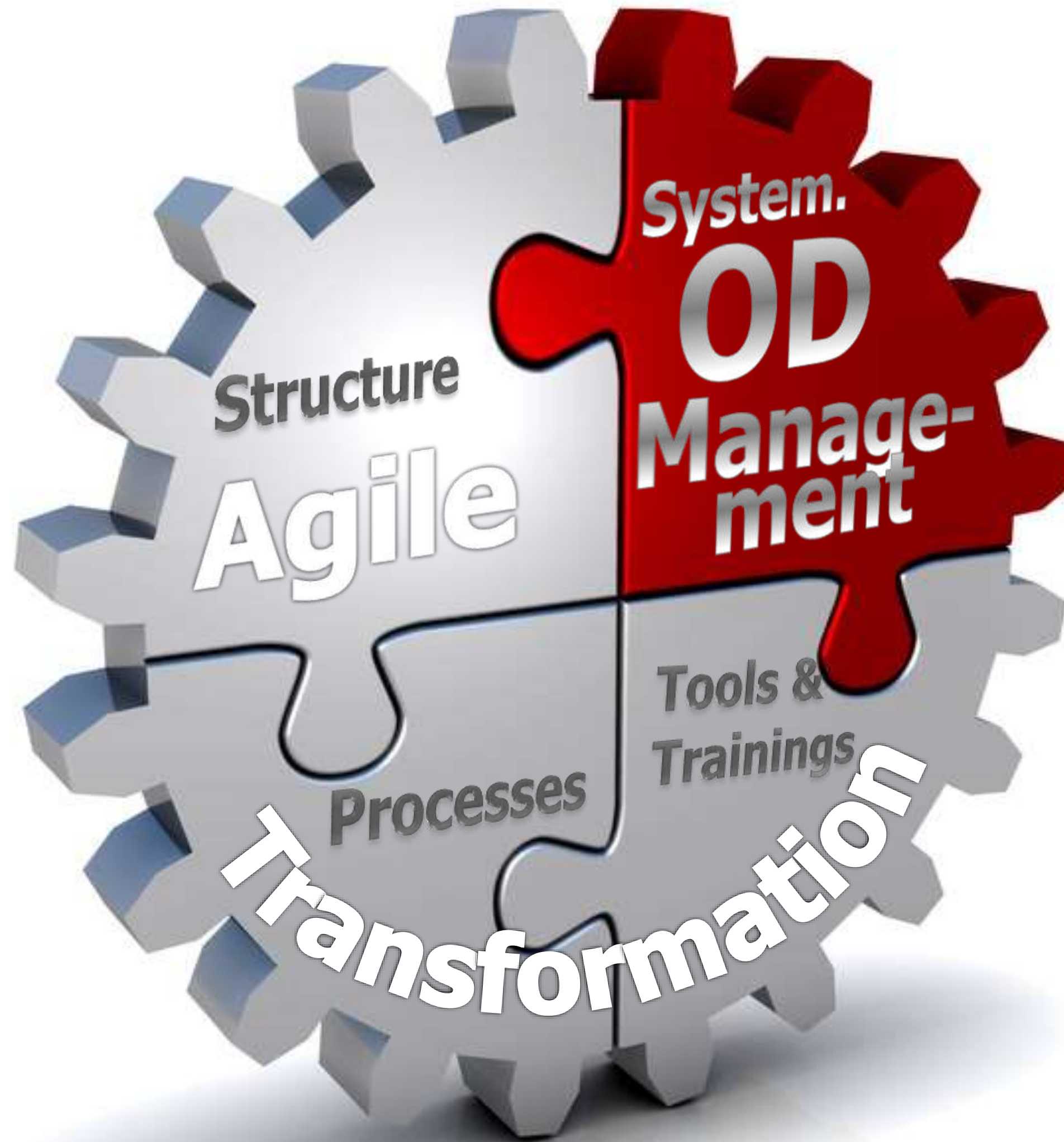
Scaling?



Implementation?



What often is missing



OD = Organizational Development or Design

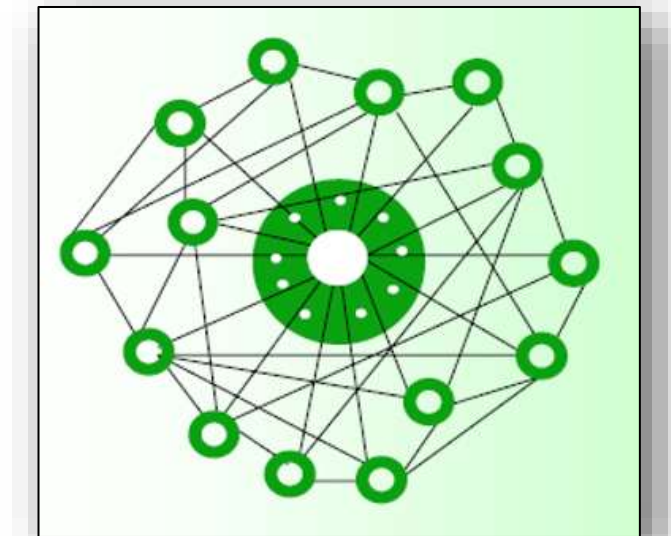
Basic "mistakes" when introducing agile methods

- **Lack of understanding of Agile Principles especially at top management levels**
- The “**Management Question**” is not addressed and solved
- The **magnitude and nature of the required (cultural) change is underestimated**
- We typically **don't have the knowledge and skills to understand and develop complex social systems and to drive social change**
- Therefore, we often use **tools and approaches we know from traditional management and like to ...**

... implement frameworks & best practices



Mechanistic and Systemic Worldview in Organizations

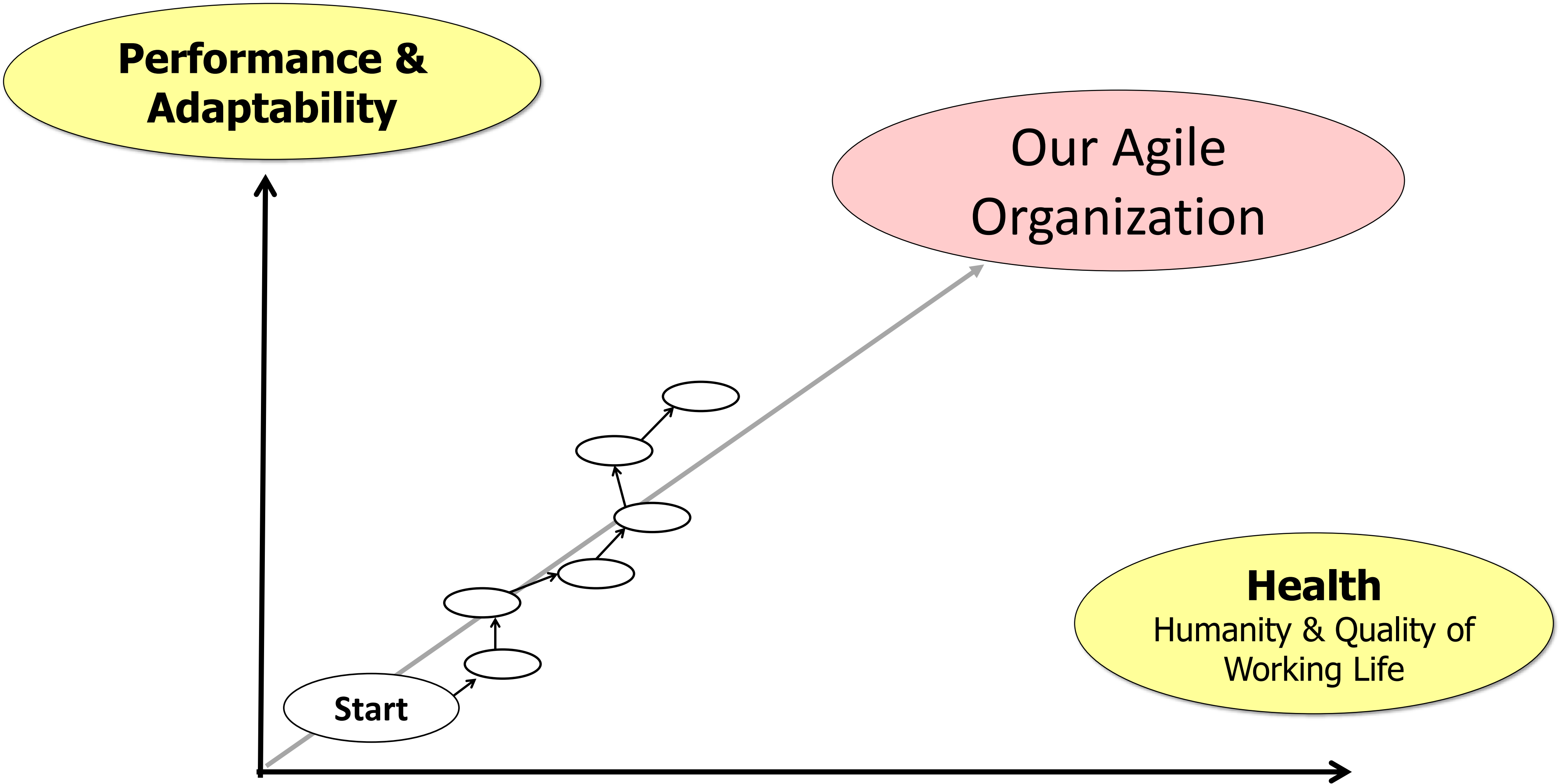


**Complicated
World**

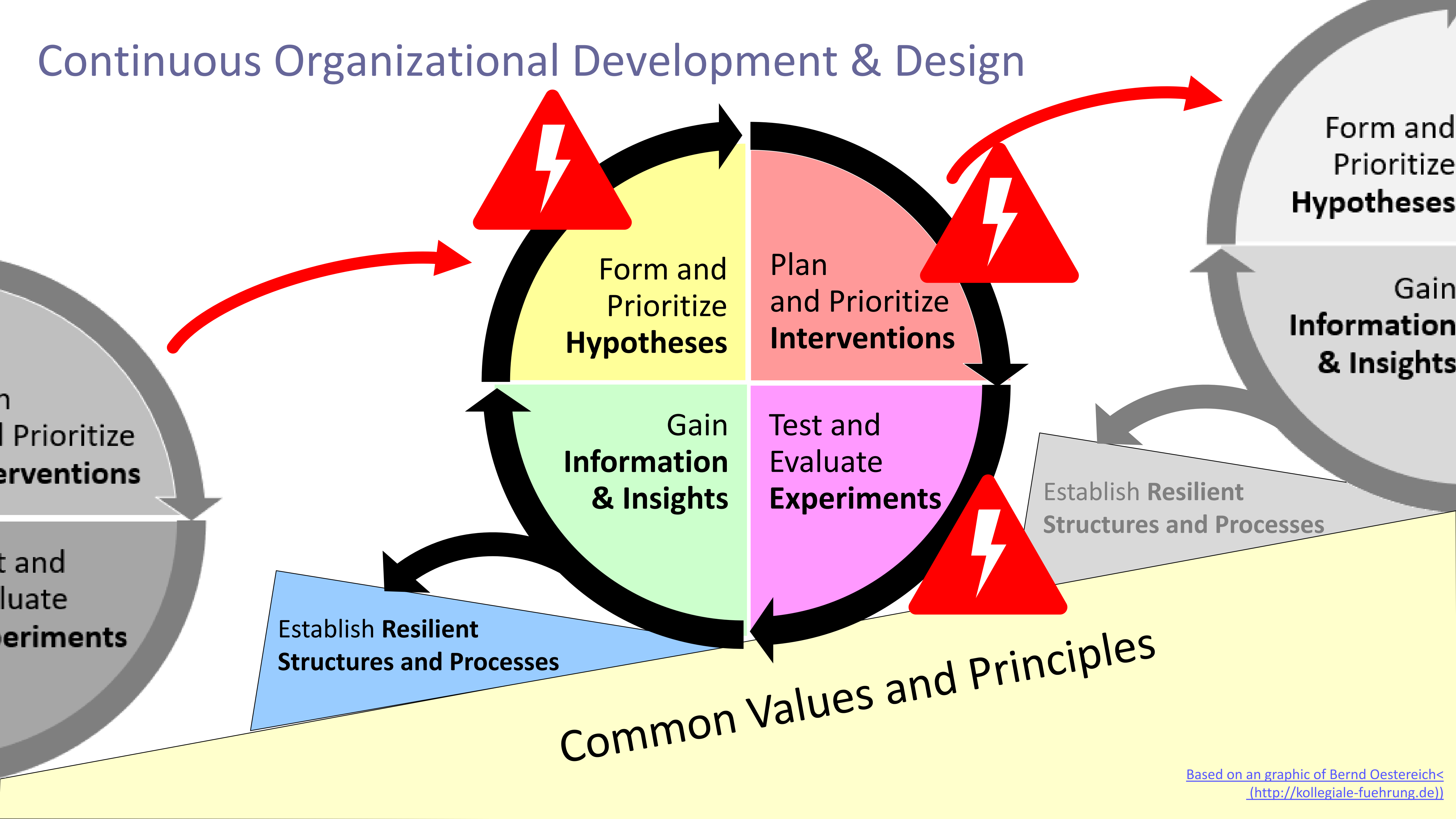
**Complex
World**

Mechanistic World View	Systemic World View
objectivity, one truth, immutable laws	reality construction, many "truths", theses
(external) control	self-control, self-organization
linear causal chains	multiple interactions, feedback loops
linear progress, change	development, changing and preserving, deblocking
formal logic, non-contradiction, exclusion	integration of contradictions, inclusion
hard facts, rational relations	integration of hard and soft factors (emotions, intuitions, communication processes)
Roles: Doers, leaders and led, manipulation	Roles: Impulse provider, enabler, development facilitator, coach
Methods: Instruction, order, command, learning by trial and error	Methods: Listening, questioning, dialogue, discussion, reflection, learning to learn.

Organizational Development and Design as a Sustainable Development Process



Continuous Organizational Development & Design



Based on an graphic of Bernd Oestereich
(<http://kollegiale-fuehrung.de>)

The Modelling Problem

Implicit mental models and cognitive biases shape the perception and the actions of decision makers



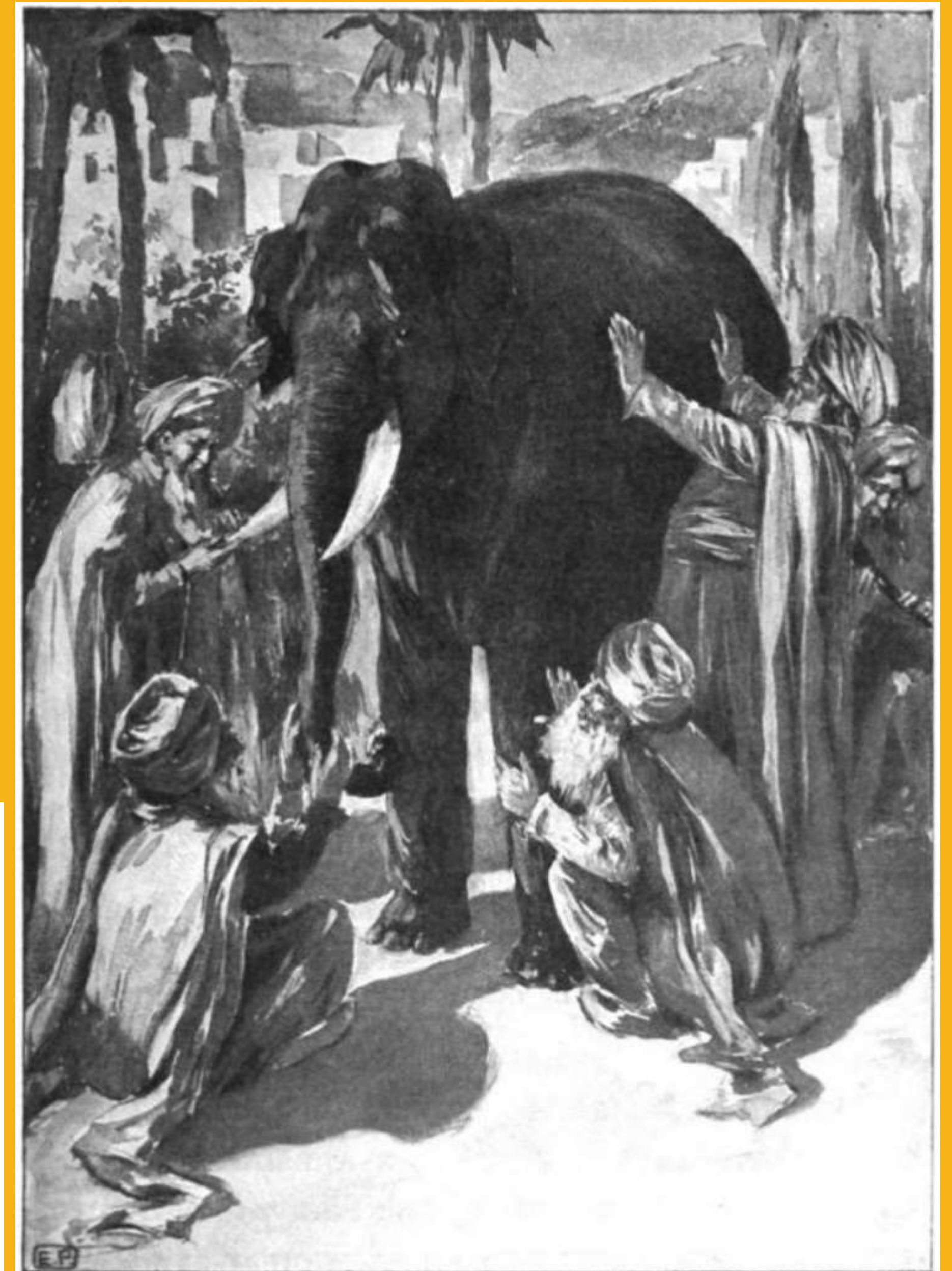
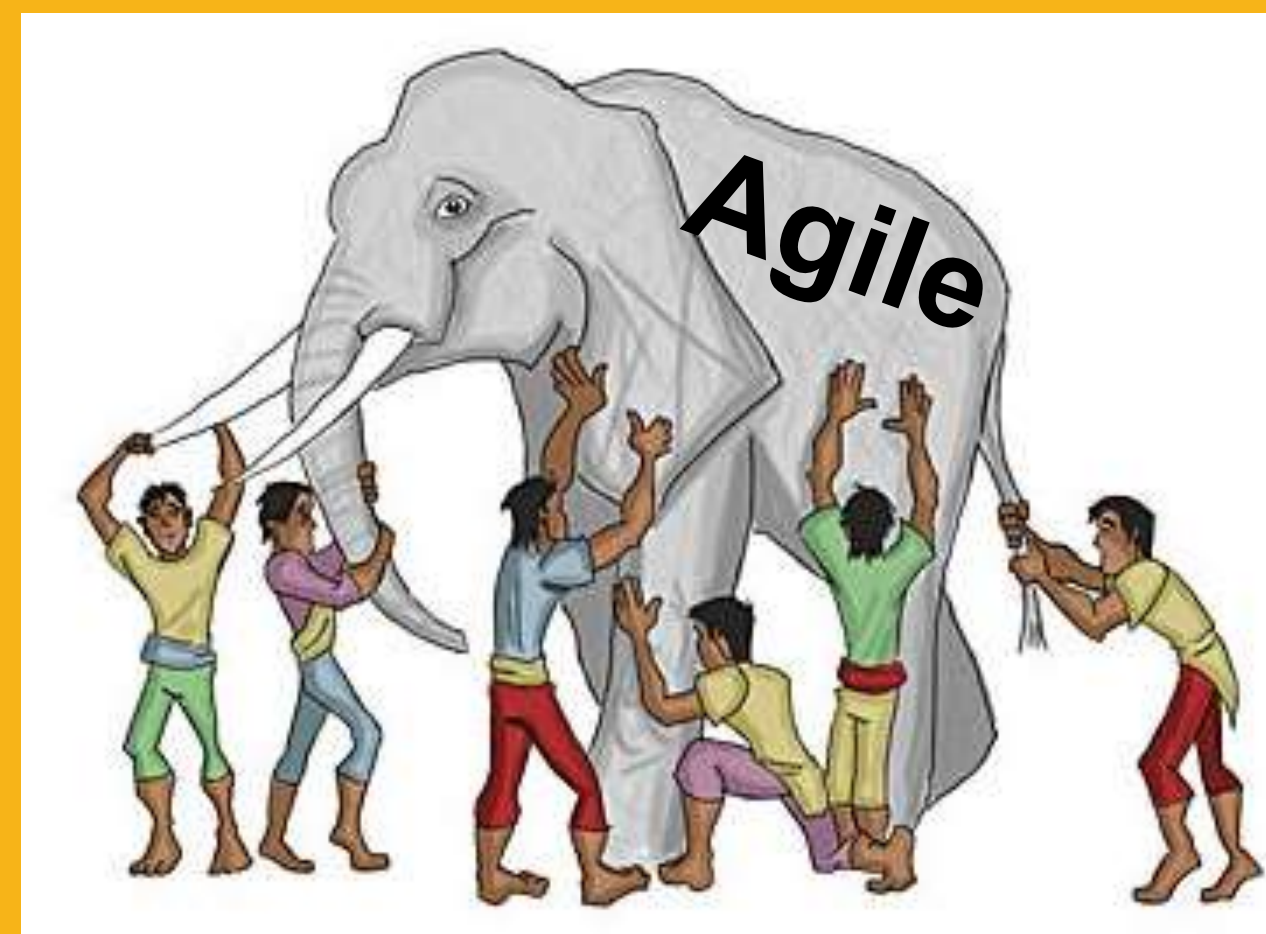
An example: The Blind men and the elephant

- Tree-trunk?
- Fan?
- Thick snake?
- Wall?
- Rope?
- Spear?

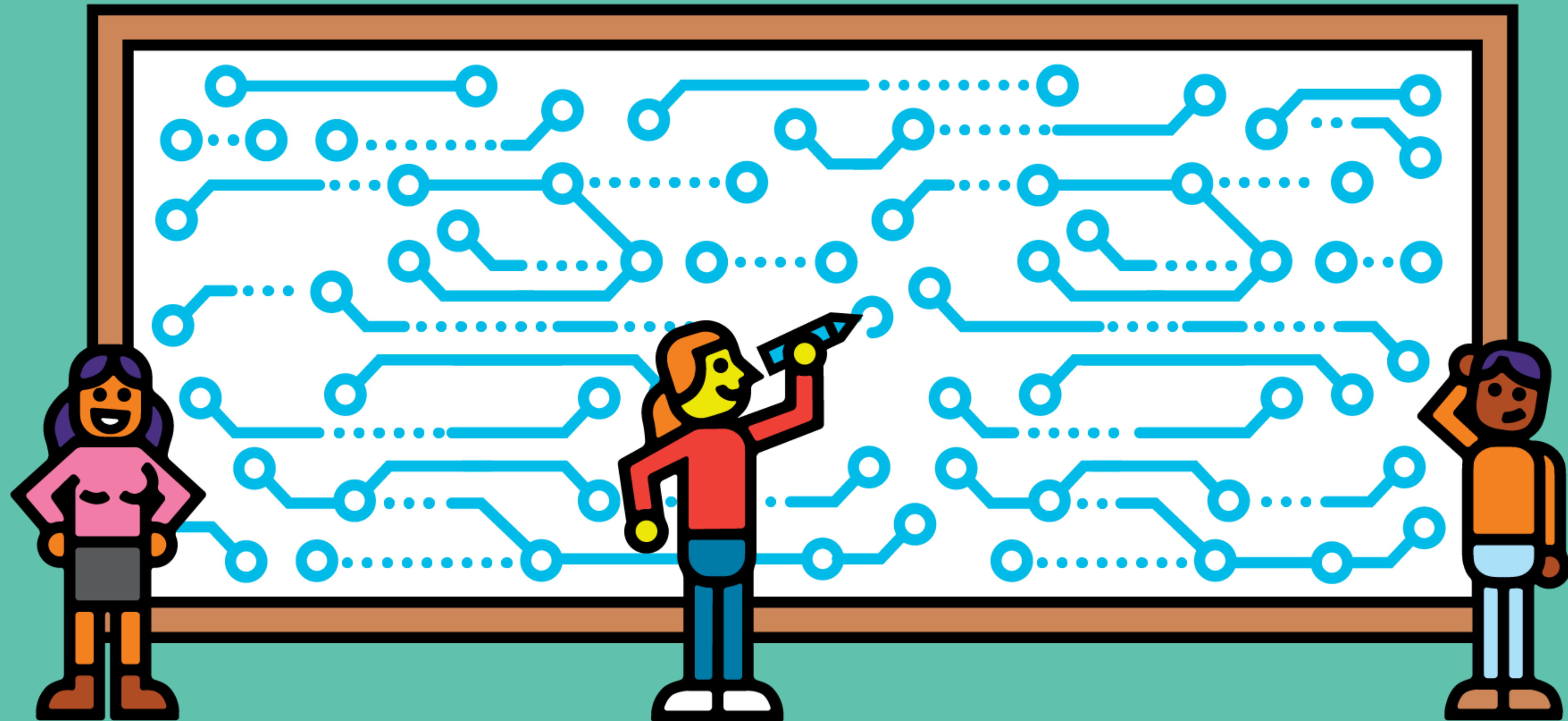
Who is right?

Agility in your Organization?

- Performance?
- Humanization?
- Happiness?
- Control?
- Cheaper & Faster?
- System first?
- Democratization?



**To improve the system,
we need to improve our common understanding of it
through co-creative modelling**

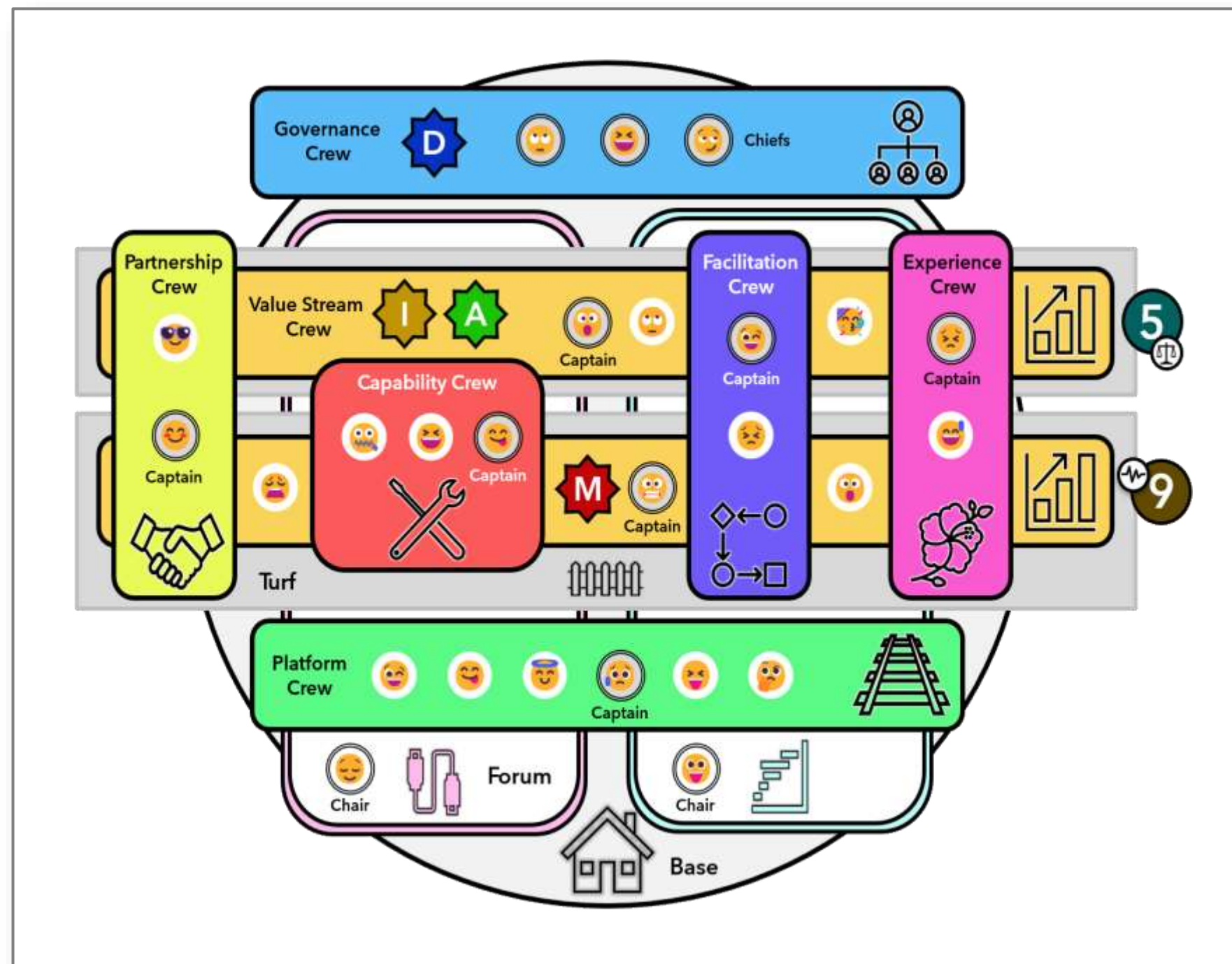




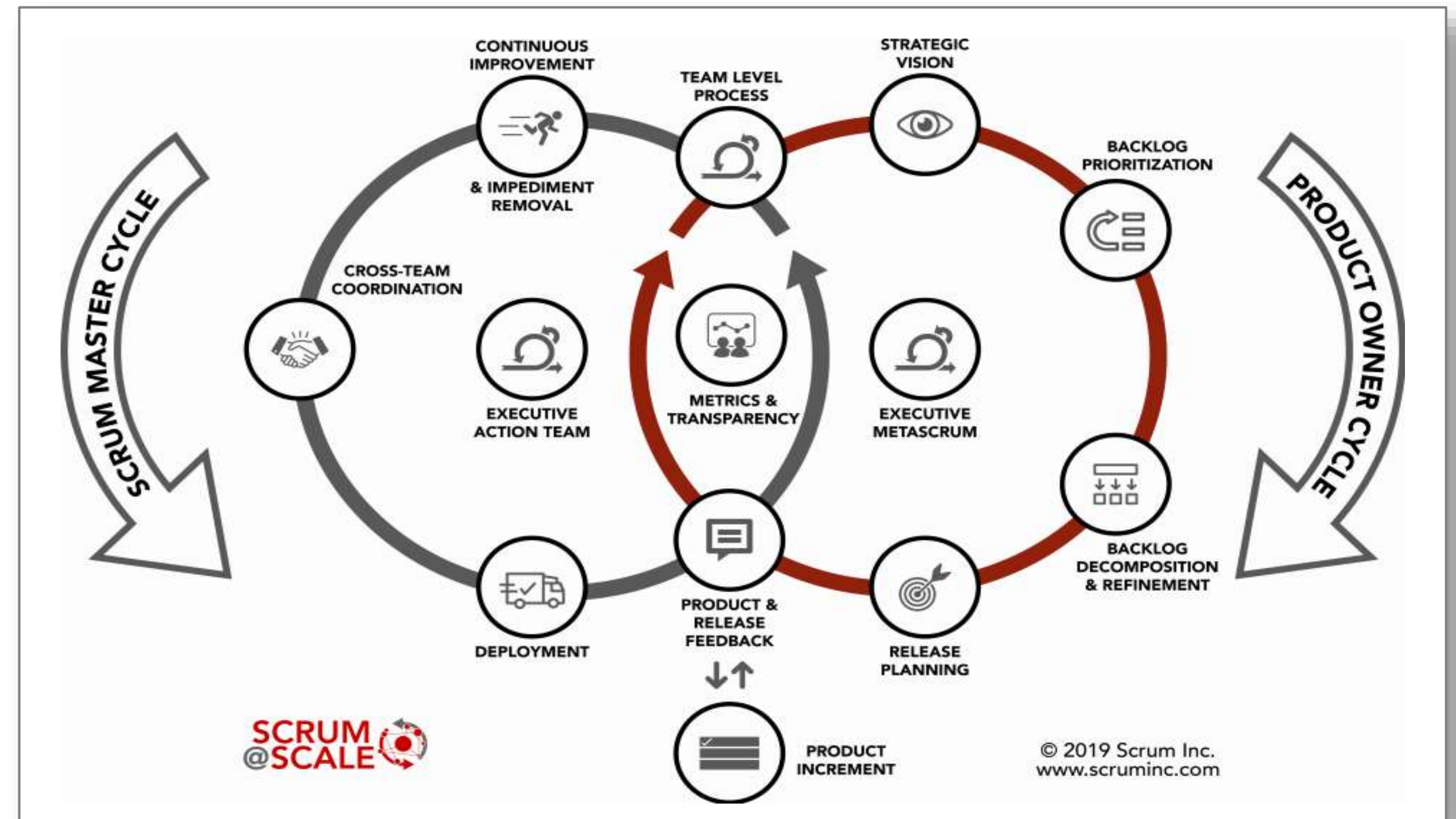
Instead of frameworks we need specific **tools**, new **perspectives** and a **common language** to facilitate co-creative change and organizational experiments

unFIX and Scrum@Scale:

a perfect complement for the development of agile organizations?



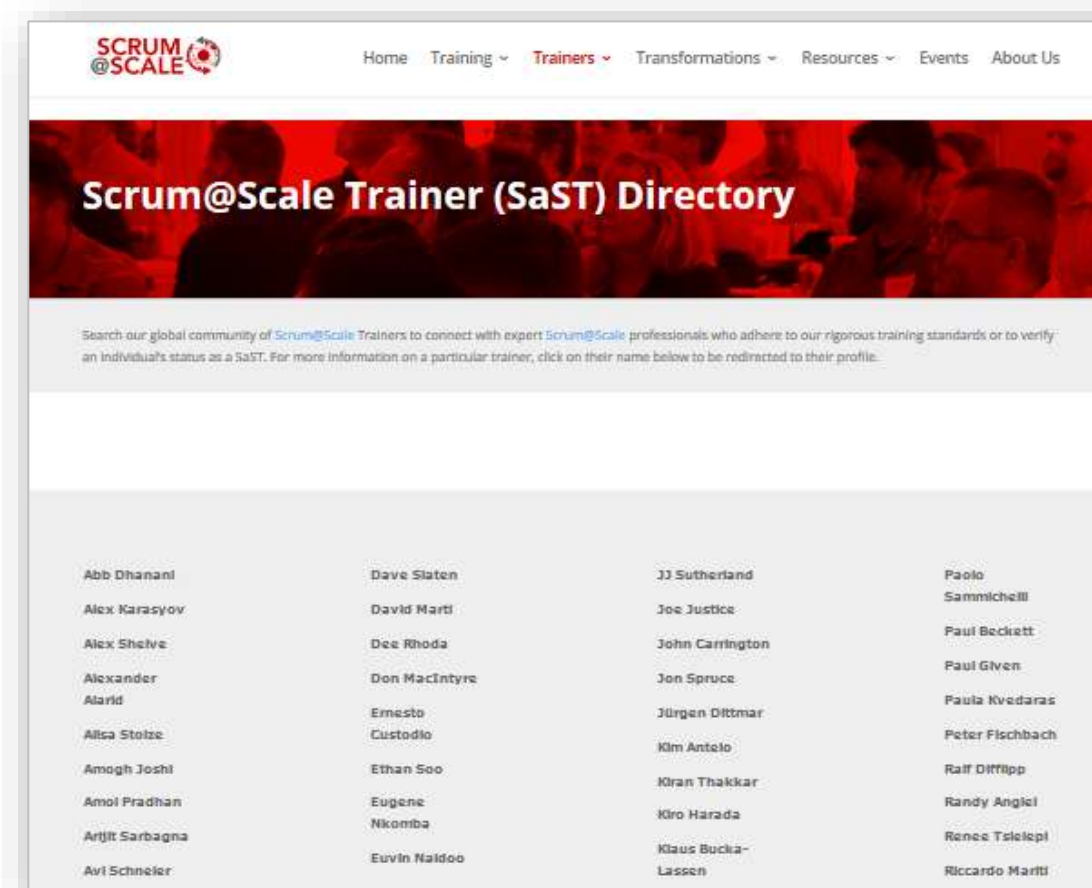
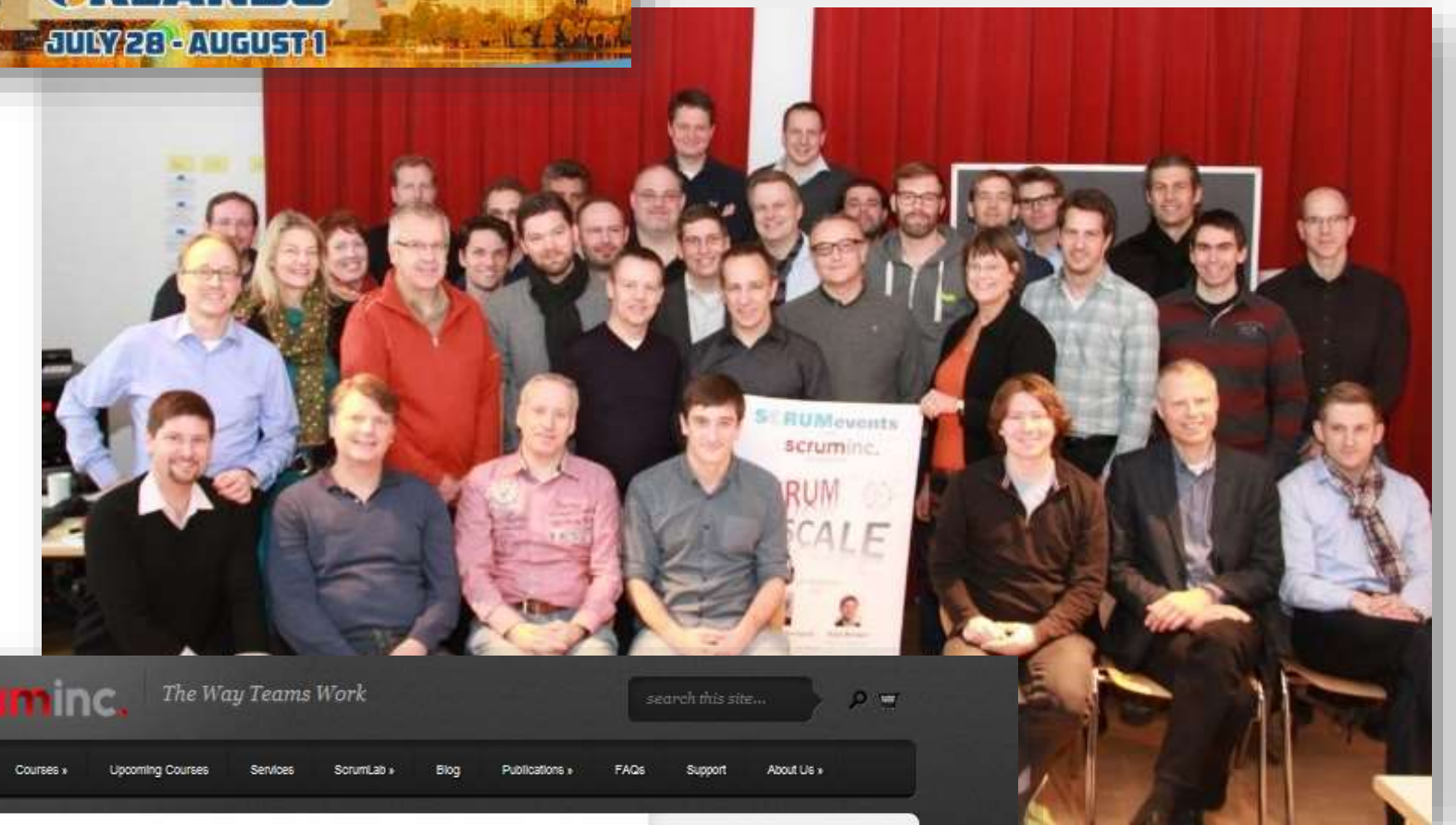
You know this, I guess!



Let's talk about that!

Scrum@Scale – the History

- Presented for the first time in July 2014 at Agile2014
- First workshop in December 2014 in Munich
- From 2015: workshops especially in USA, Sweden and Germany.
- 2017: Certificate and exam to become a Certified Scrum@Scale Practitioner.
- 2018: Foundation of Scrum@Scale LLC as a joint venture between Scrum Alliance and Scrum Inc.
- February 2018: Official Train the Trainer courses started. First version of the Scrum@Scale Guide released
- Early 2020: Over 100 Scrum@Scale trainers active
- 2020: Split of Scrum@Scale LLC, Scrum Inc. remains the only licensing institution



Scrum at Scale Guide

The Definitive Guide to Scrum@Scale

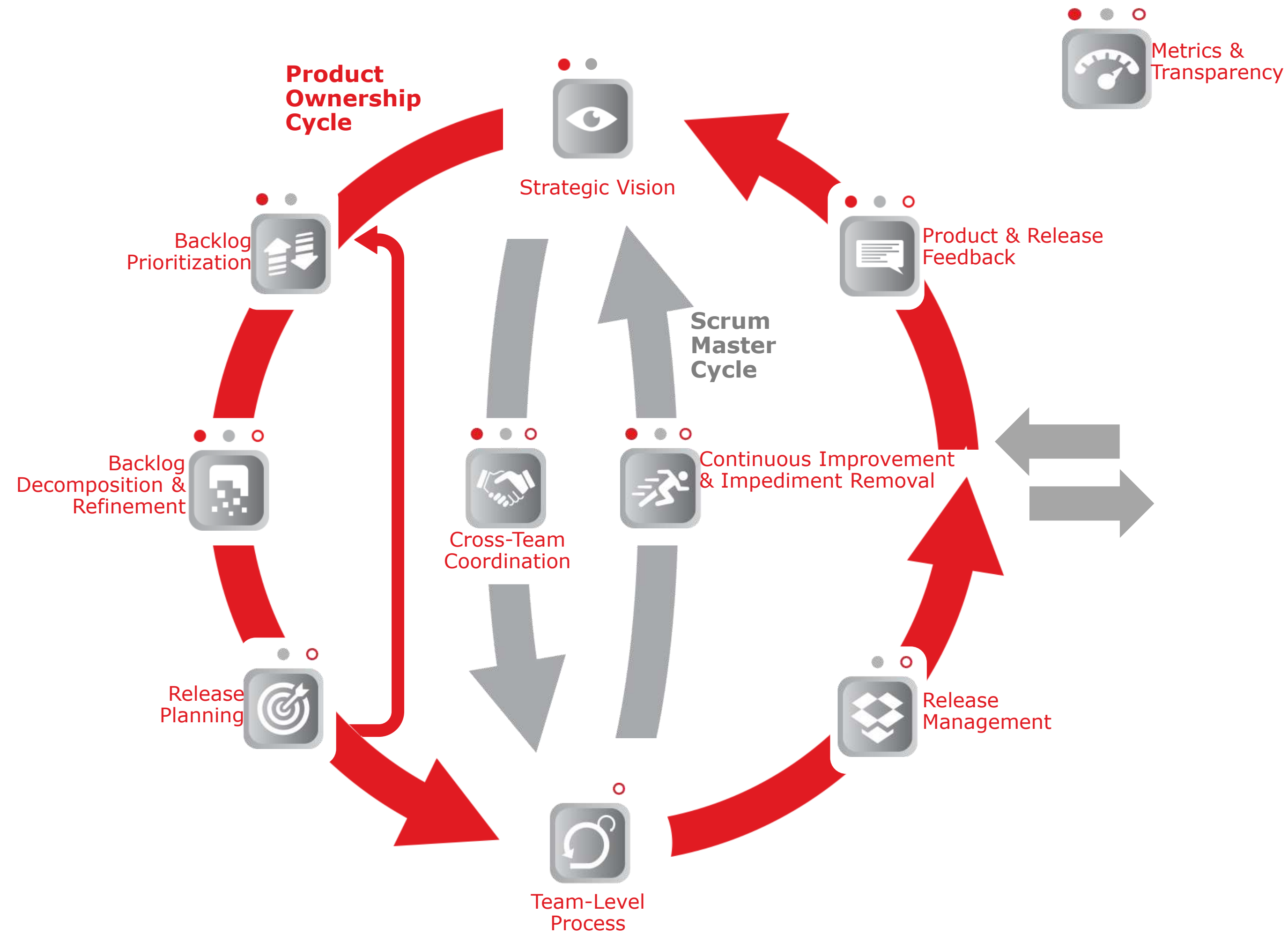
Download the S@S Guide

Read Online

<https://www.scrumatscale.com/>

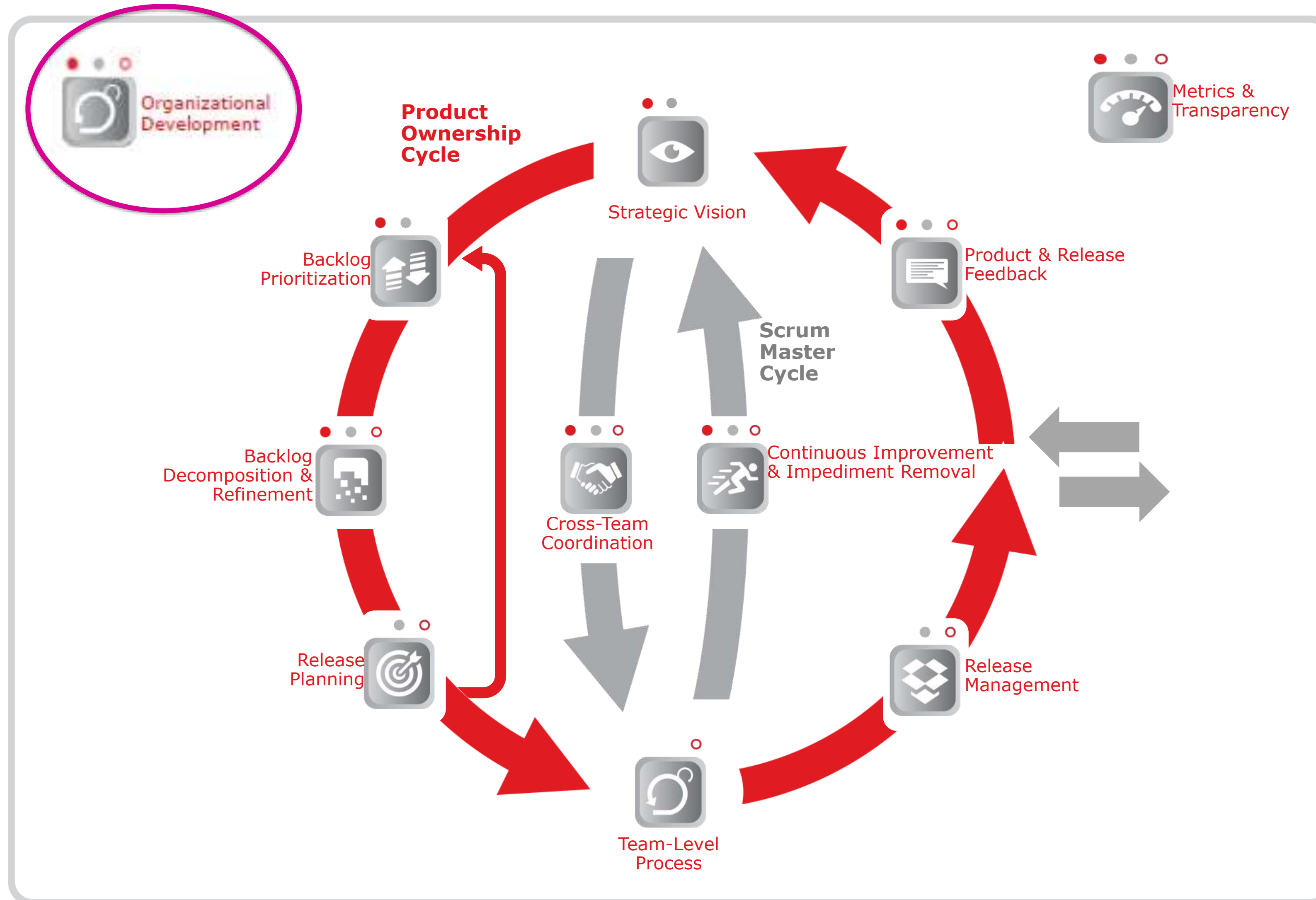
Modular Framework for Scaling Scrum

Version 1 & 2 (2014/15)



Modular Framework for Scaling Scrum

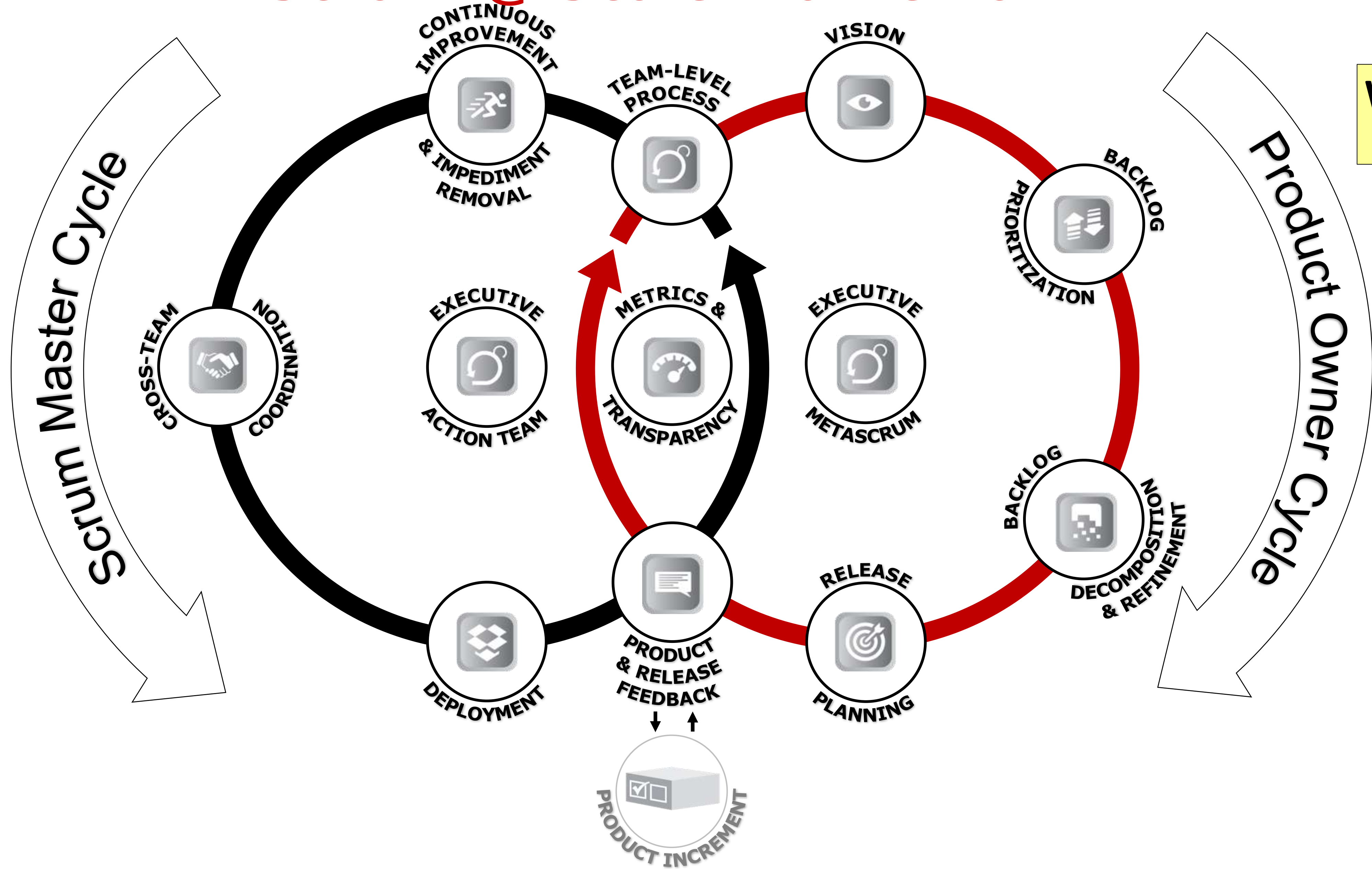
Version 3 - 2015



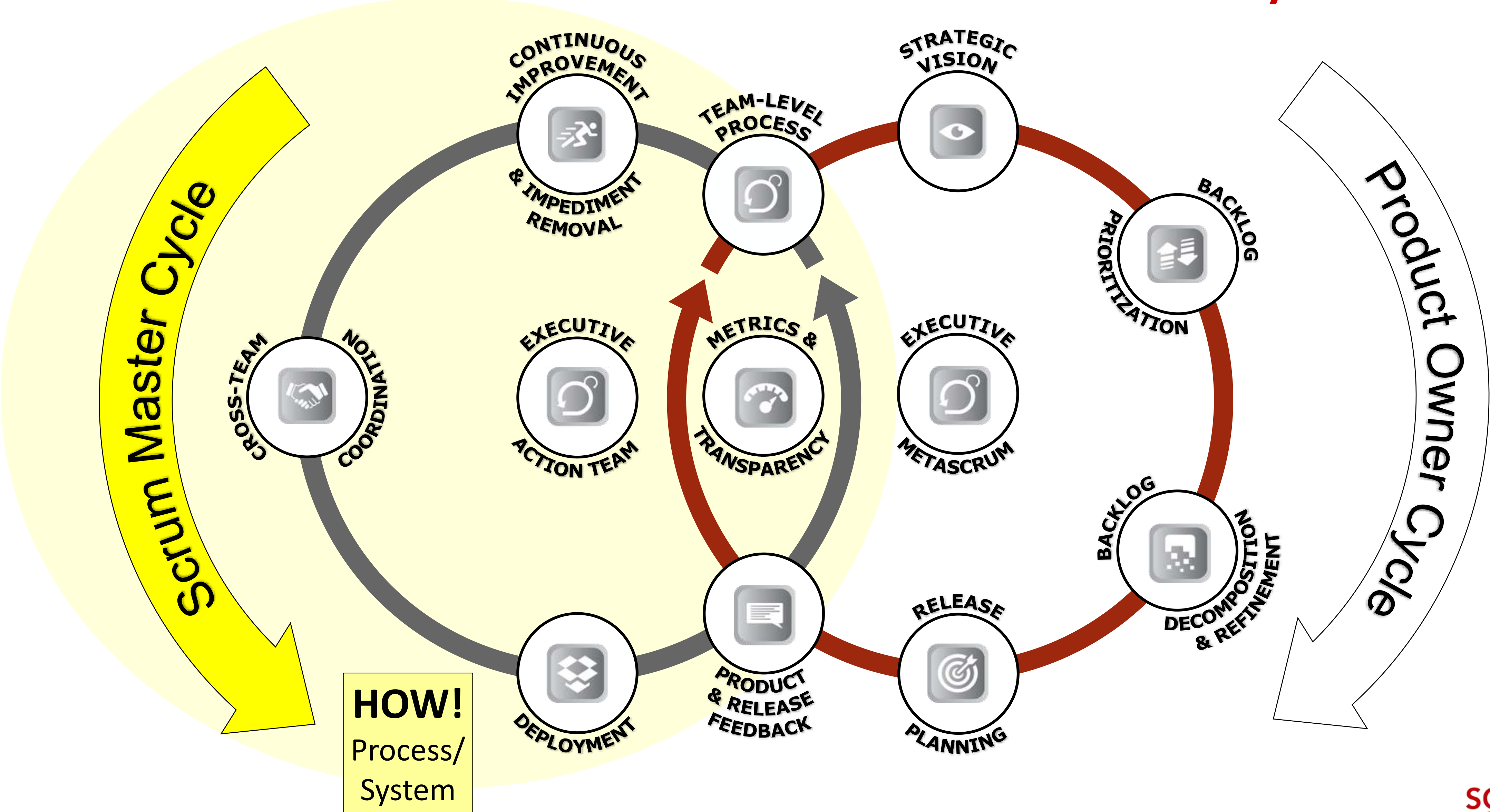
Scrum @ Scale Framework

HOW!
Process/
System

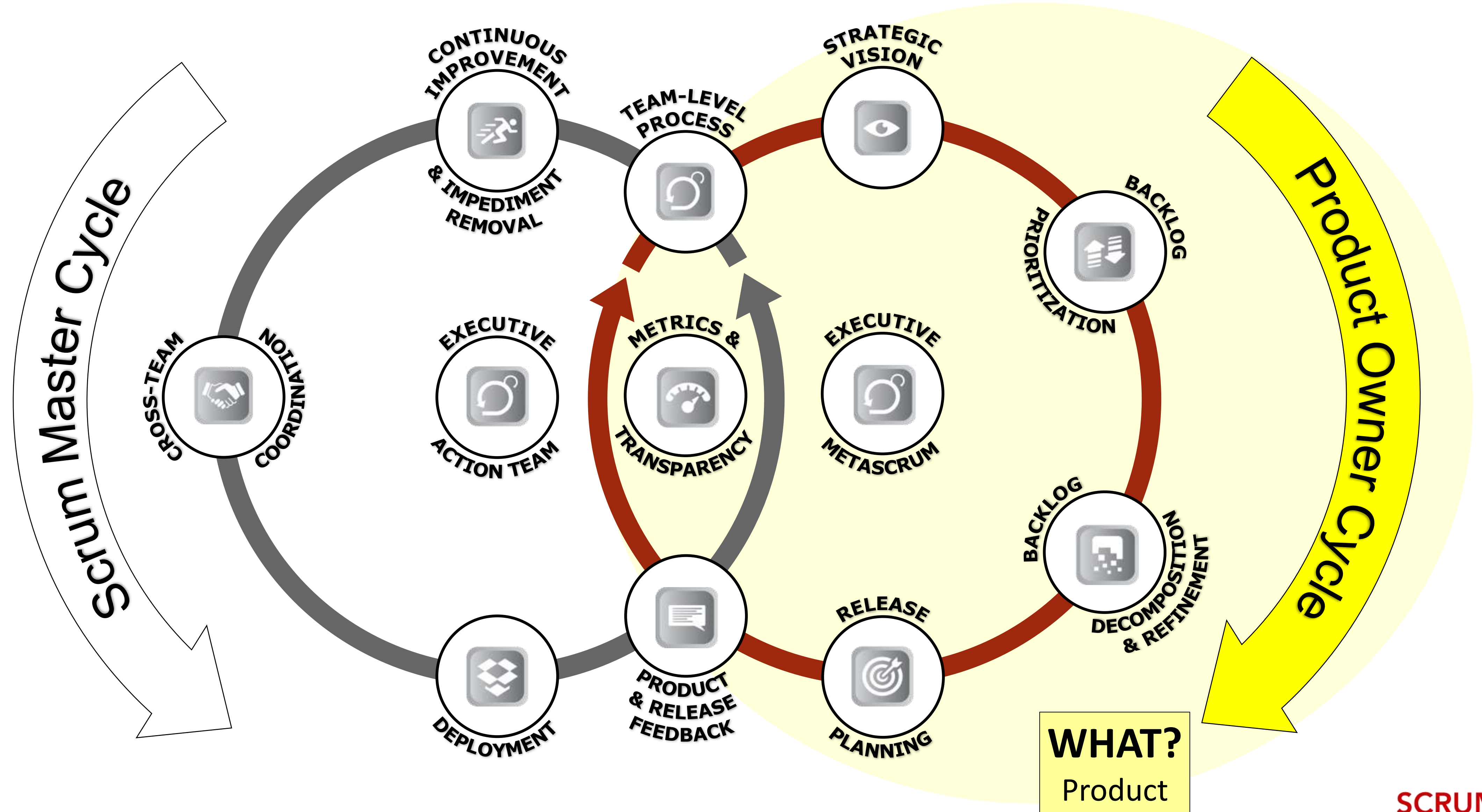
WHAT?
Product



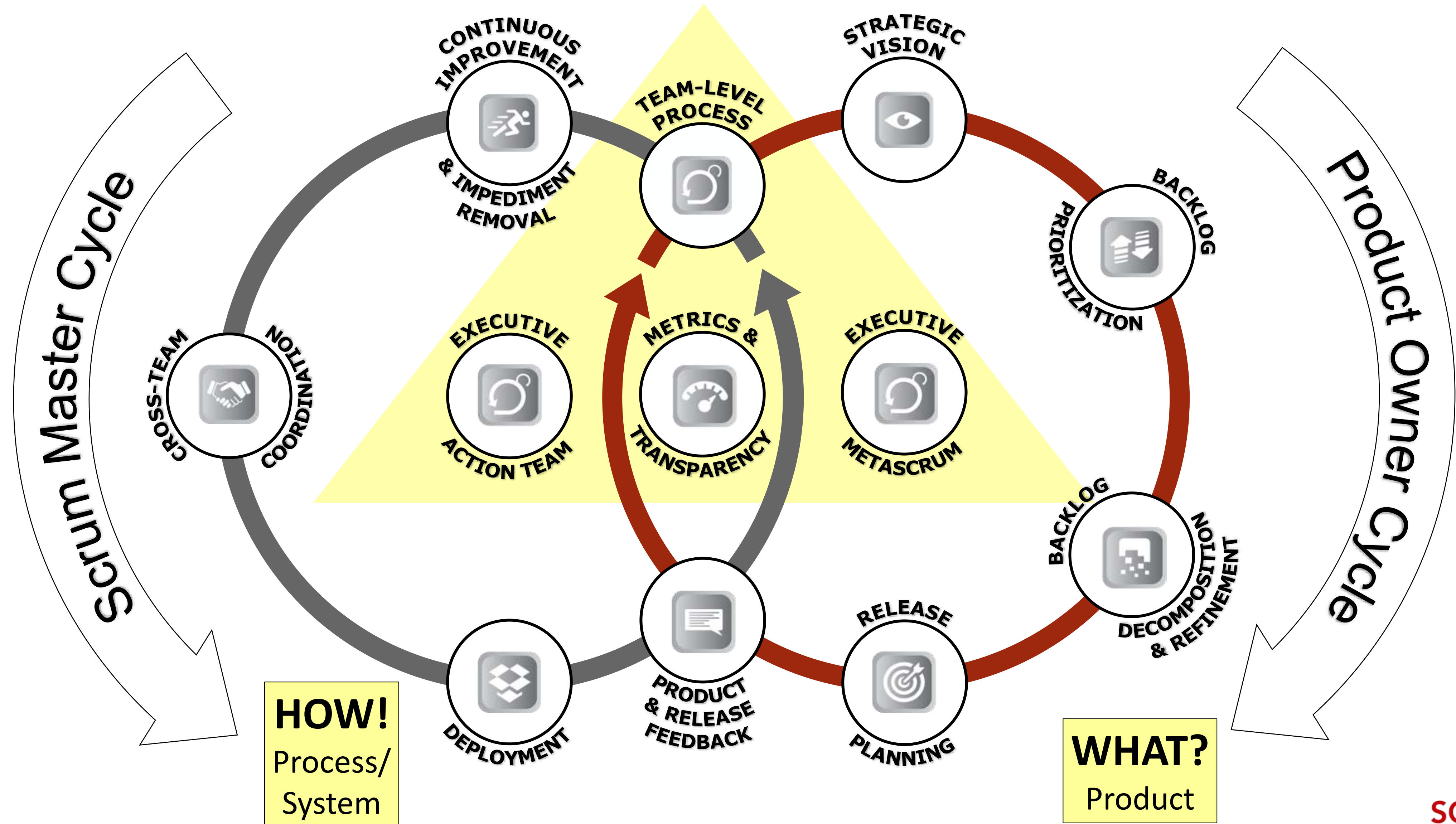
Scrum @ Scale Framework: SM Cycle



Scrum @ Scale Framework: PO Cycle

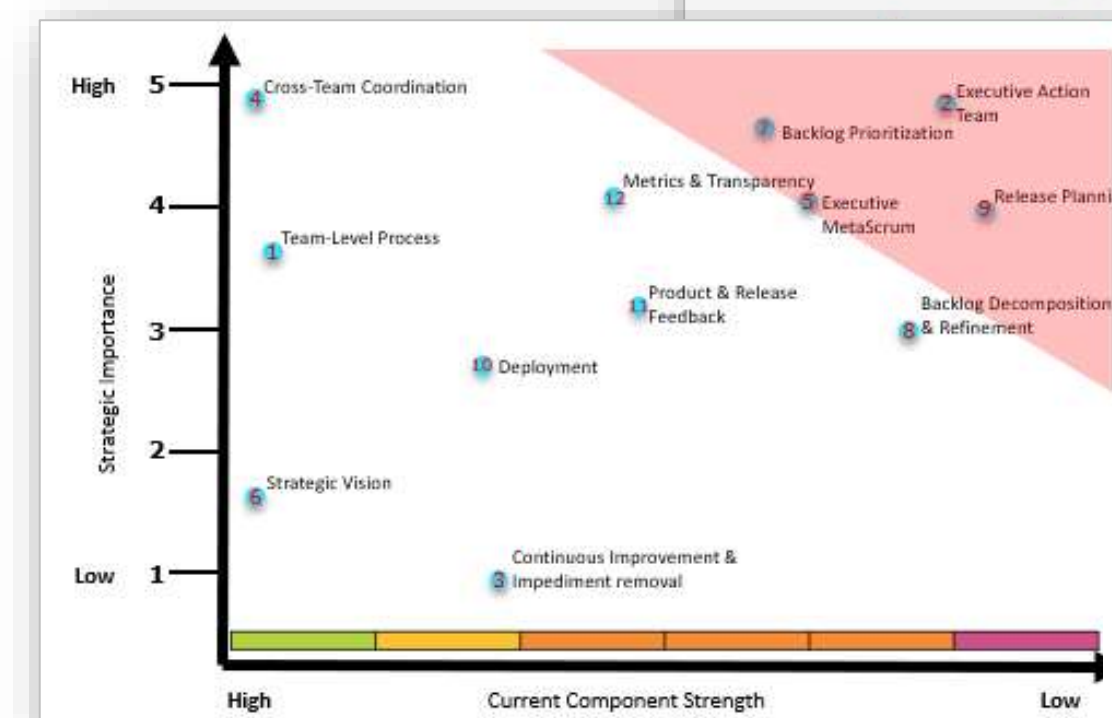
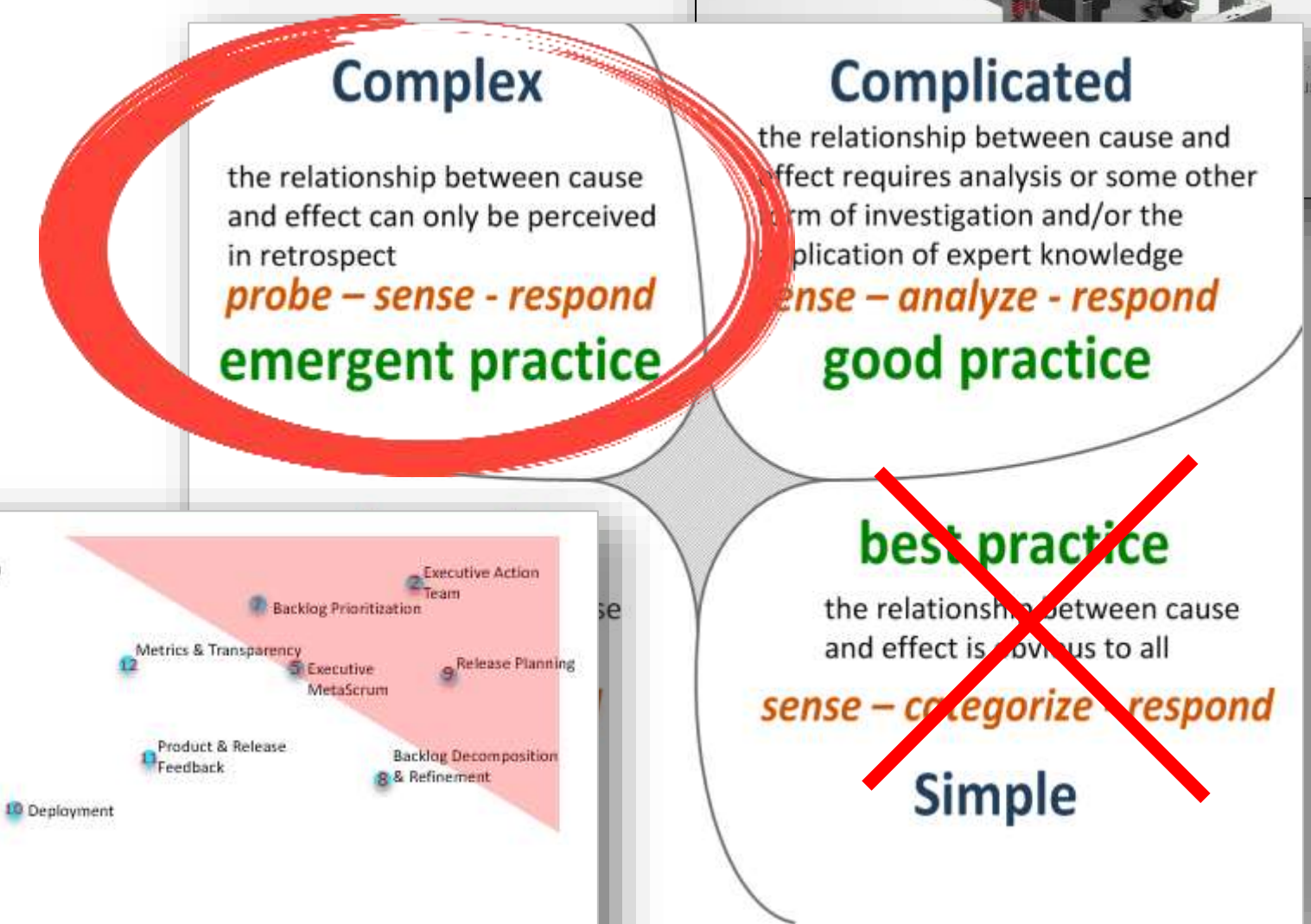
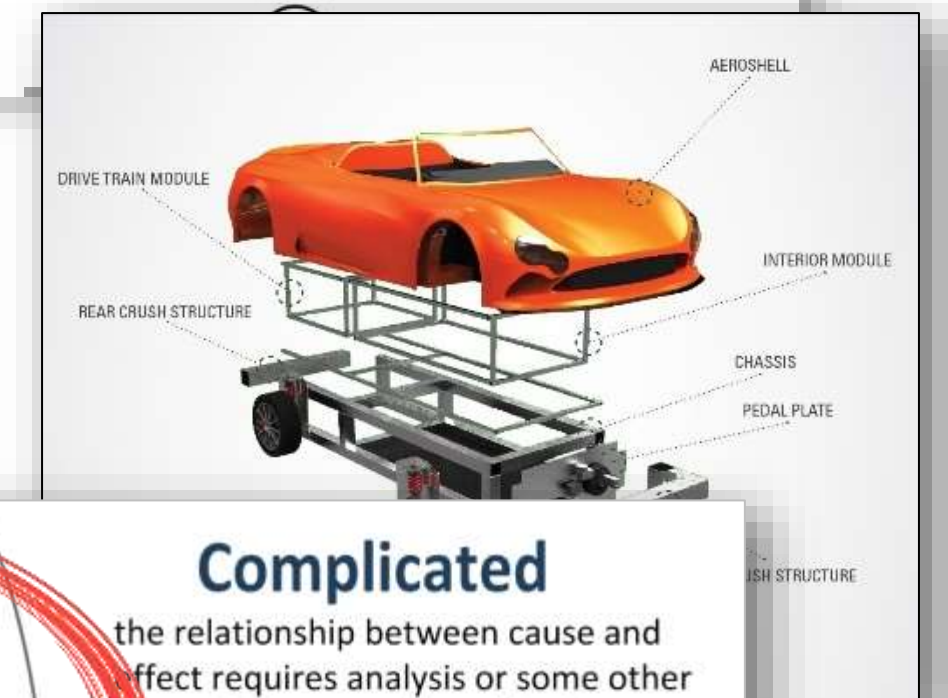
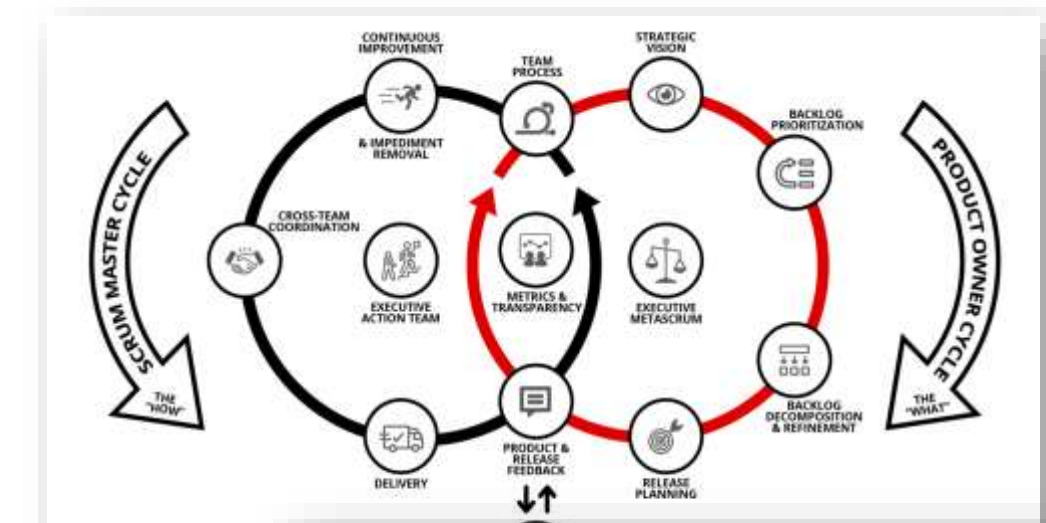


Scrum @ Scale Framework: The Heart



Characteristics of the Scrum@Scale Perspective

- **Systemic view of the organization with the goal of achieving an optimum for the overall system.**
- **Modular approach with functional components as a basis**
- **Individual needs and development status are taken into account**
- **No "best practices" with detailed templates and roles**
- **Allows for multiple expressions and truths**
- **Emergent approach based on successful patterns**
- **Serves as an analysis and development model for sustainable organization design**
- **You can get started right away!**

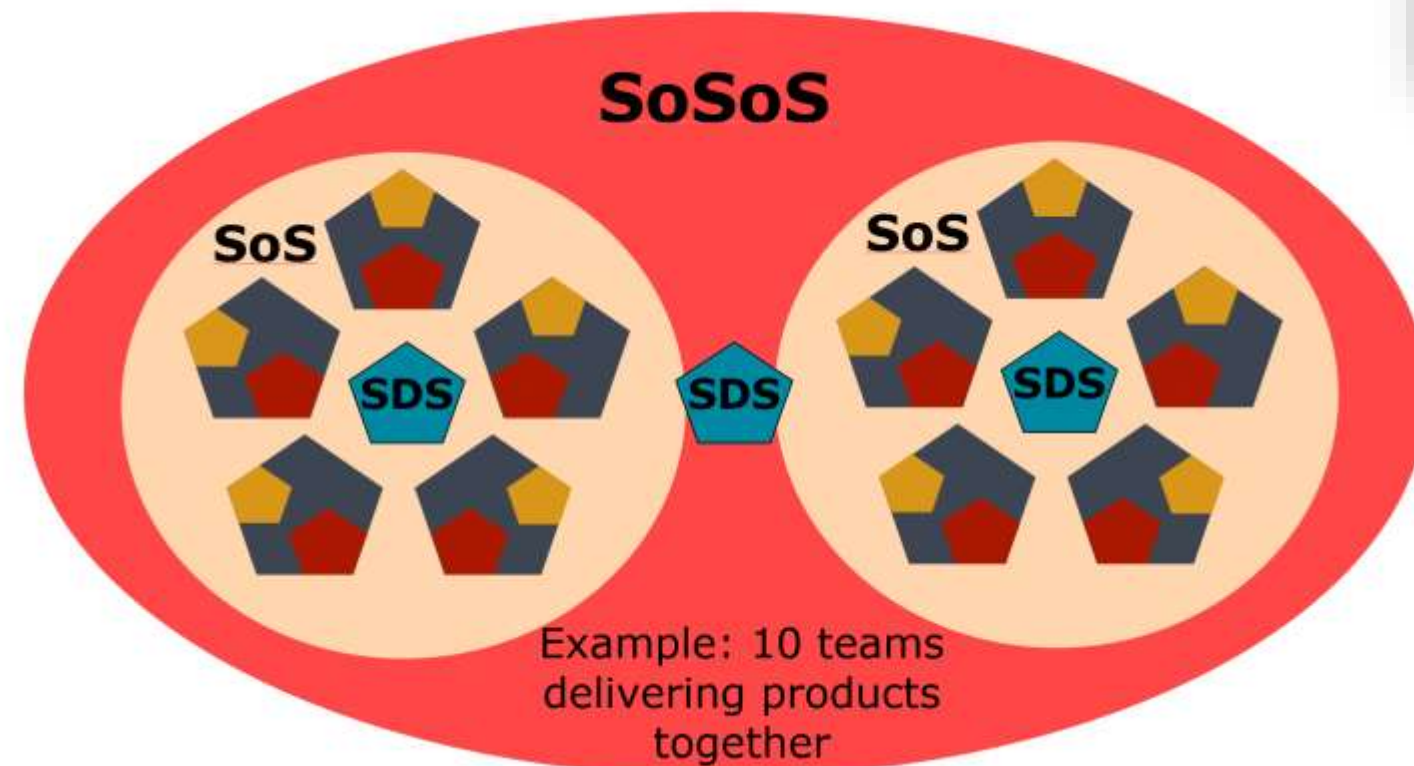
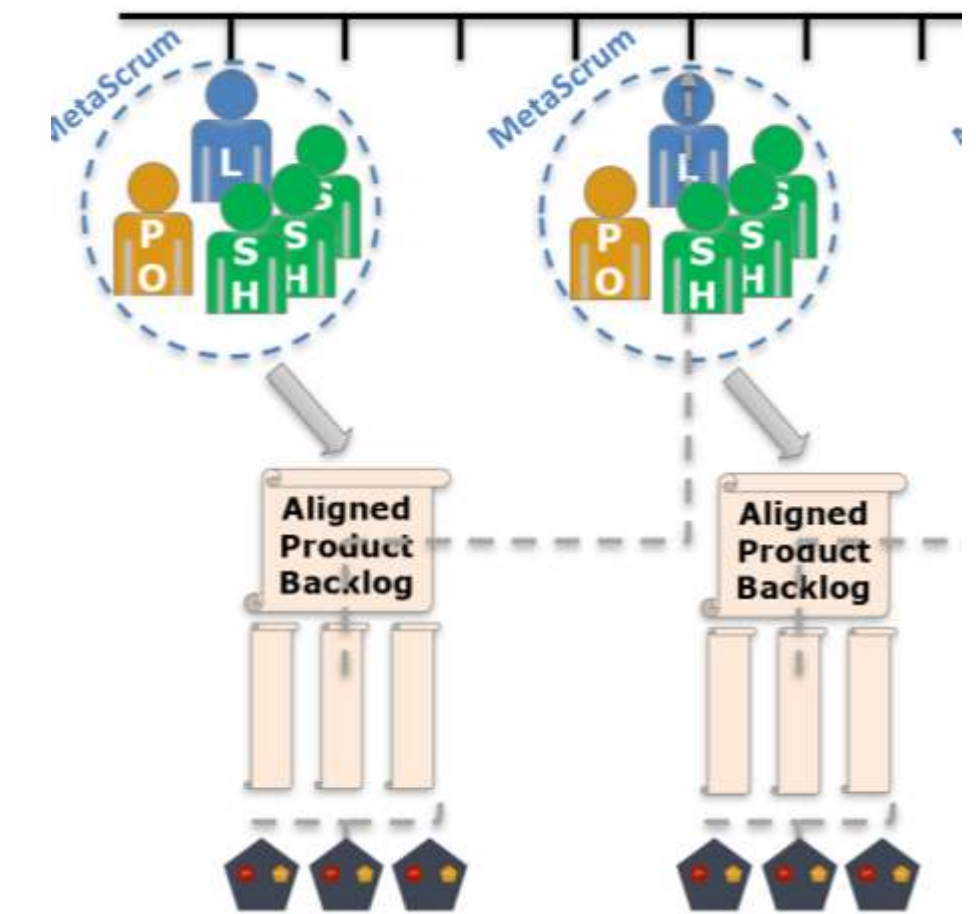
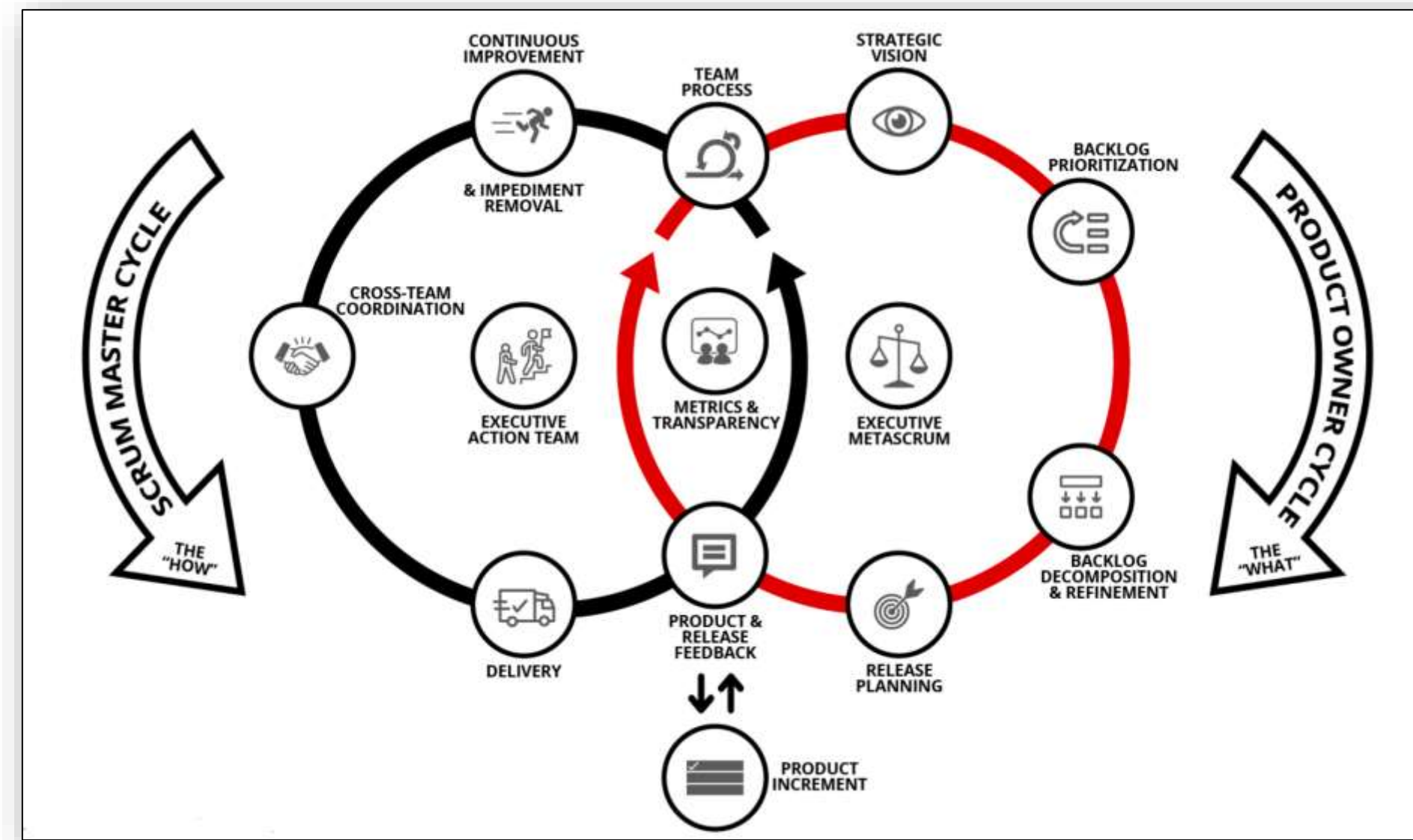


There is NO Prescription

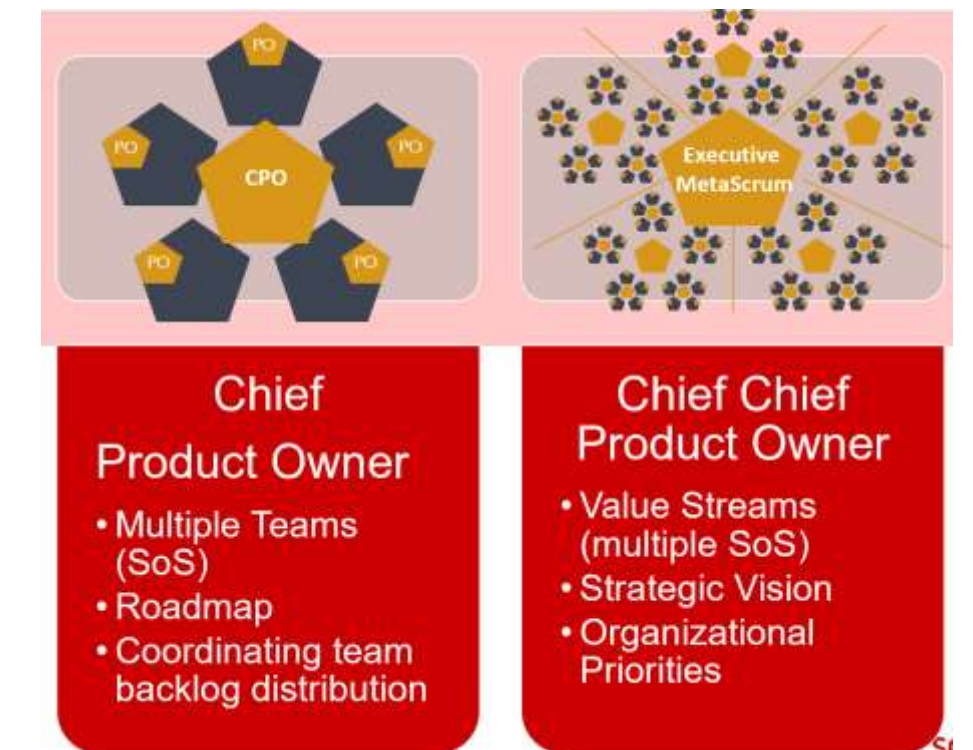
- Because every company context, culture, and environment is different, there is no “one-size fits all” solution
- Multiple tools and methods exist to address dysfunctions and optimize the system
- Identify them and then you can scale provided you do not constrain expansion in a preconceived way
- The goal is organic growth at a sustainable pace of change that can be better accepted by the individuals involved



DISCLAIMER: Things were added

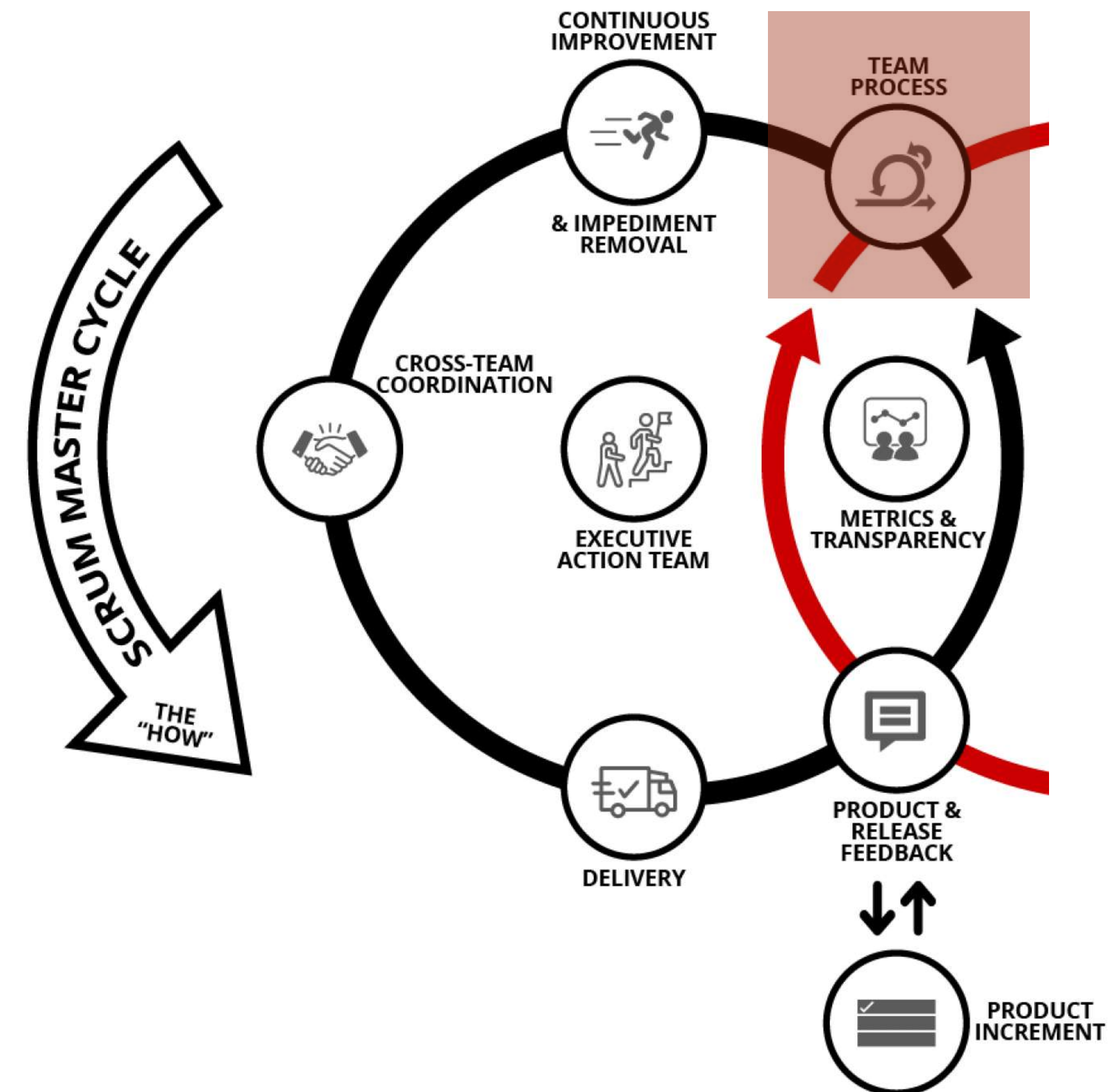


- Scrum of Scrums as a TEAM
- Scaled Daily Scrum as an EVENT
- Scrum of Scrums Master as a ROLE
- EAT Scaled Daily Scrum as an EVENT
- MetaScrum as a TEAM/EVENT
- The Product Owner TEAM
- The Chief – Chief (– Chief) Product Owner

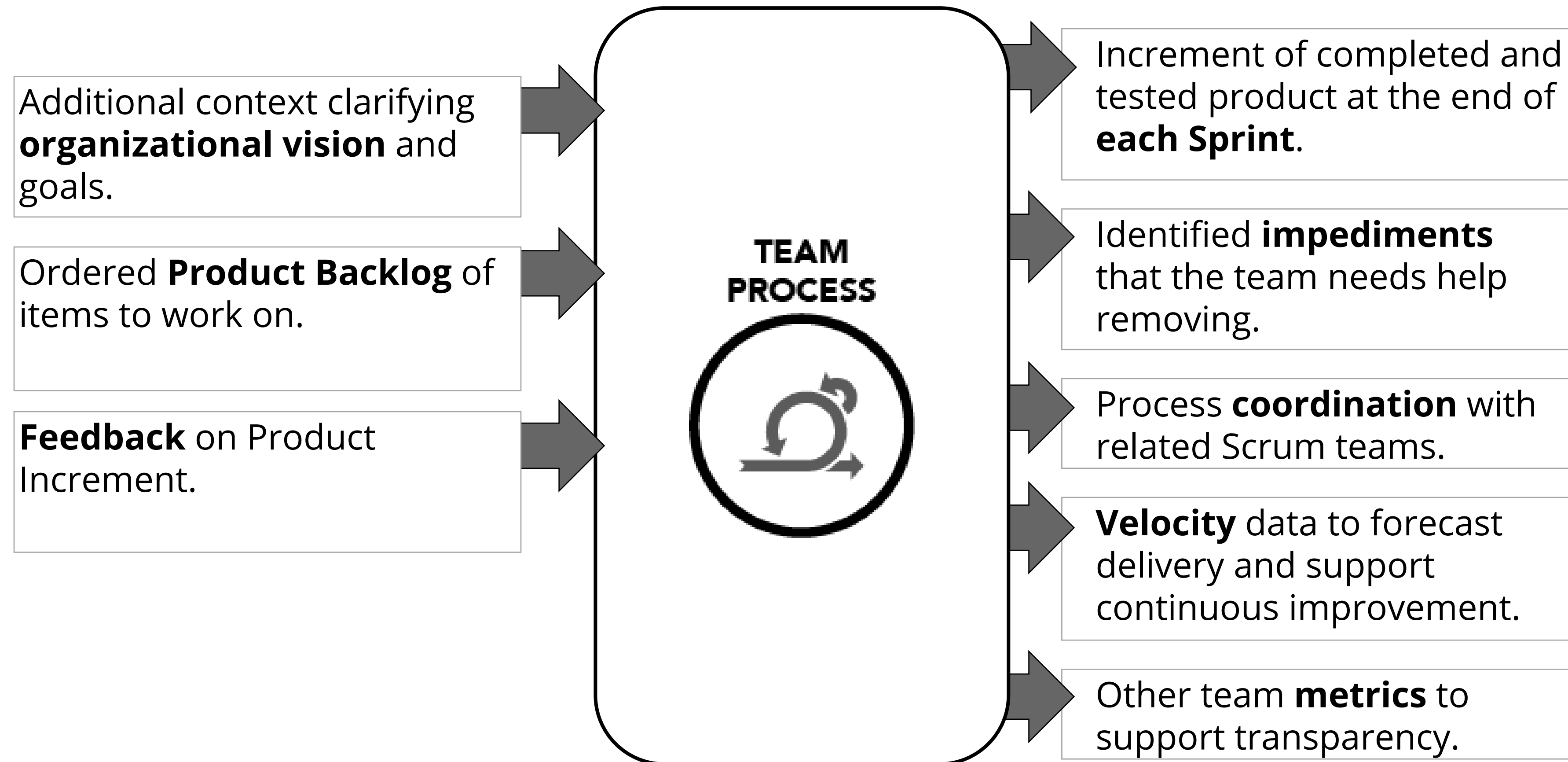


Team Process Goals

- Maximize the flow of completed and quality tested work
- Strive to increase velocity a little each sprint
- Operate in a way that is sustainable and enriching in the long run

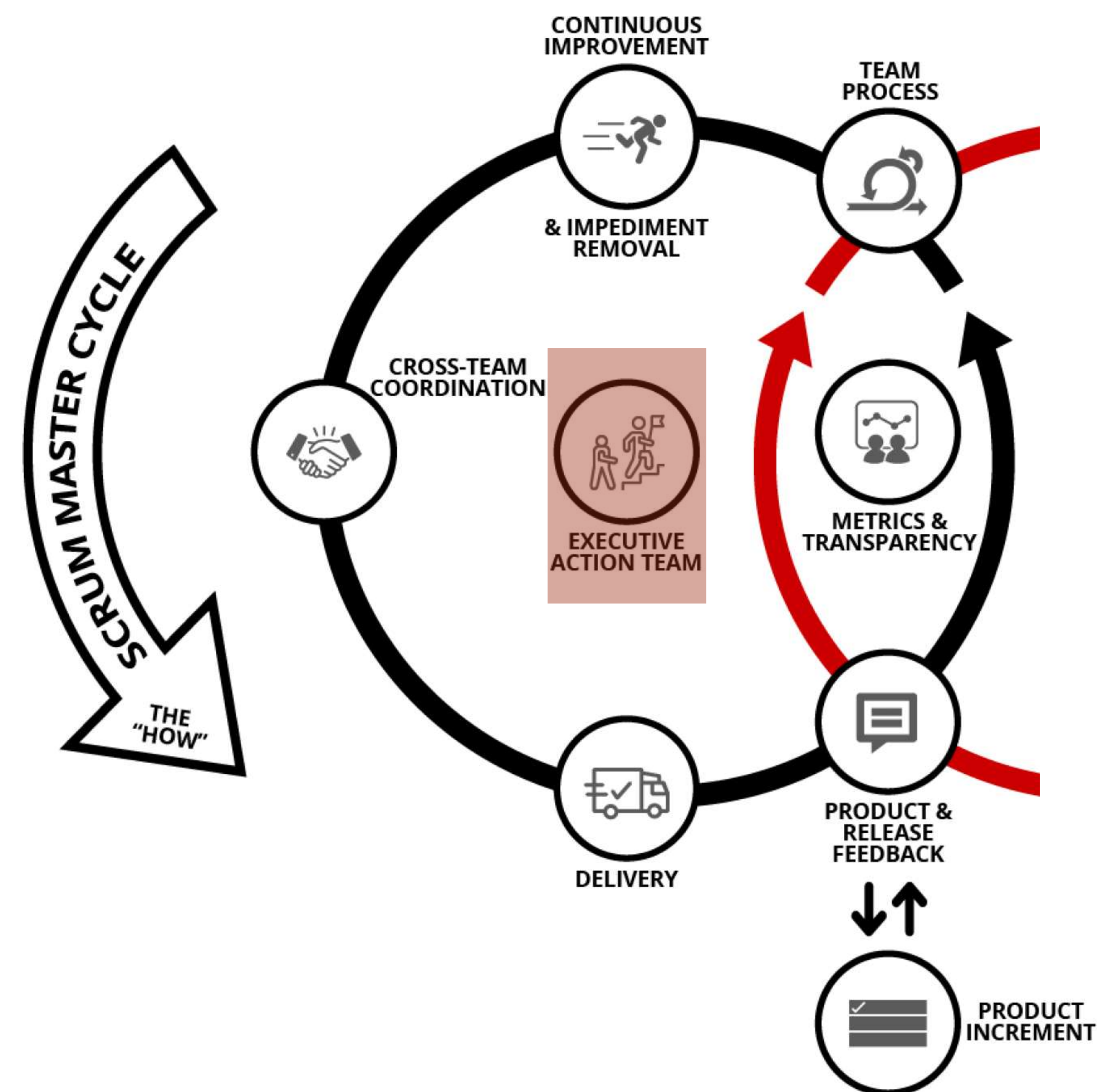


Team Process: Inputs & Outputs

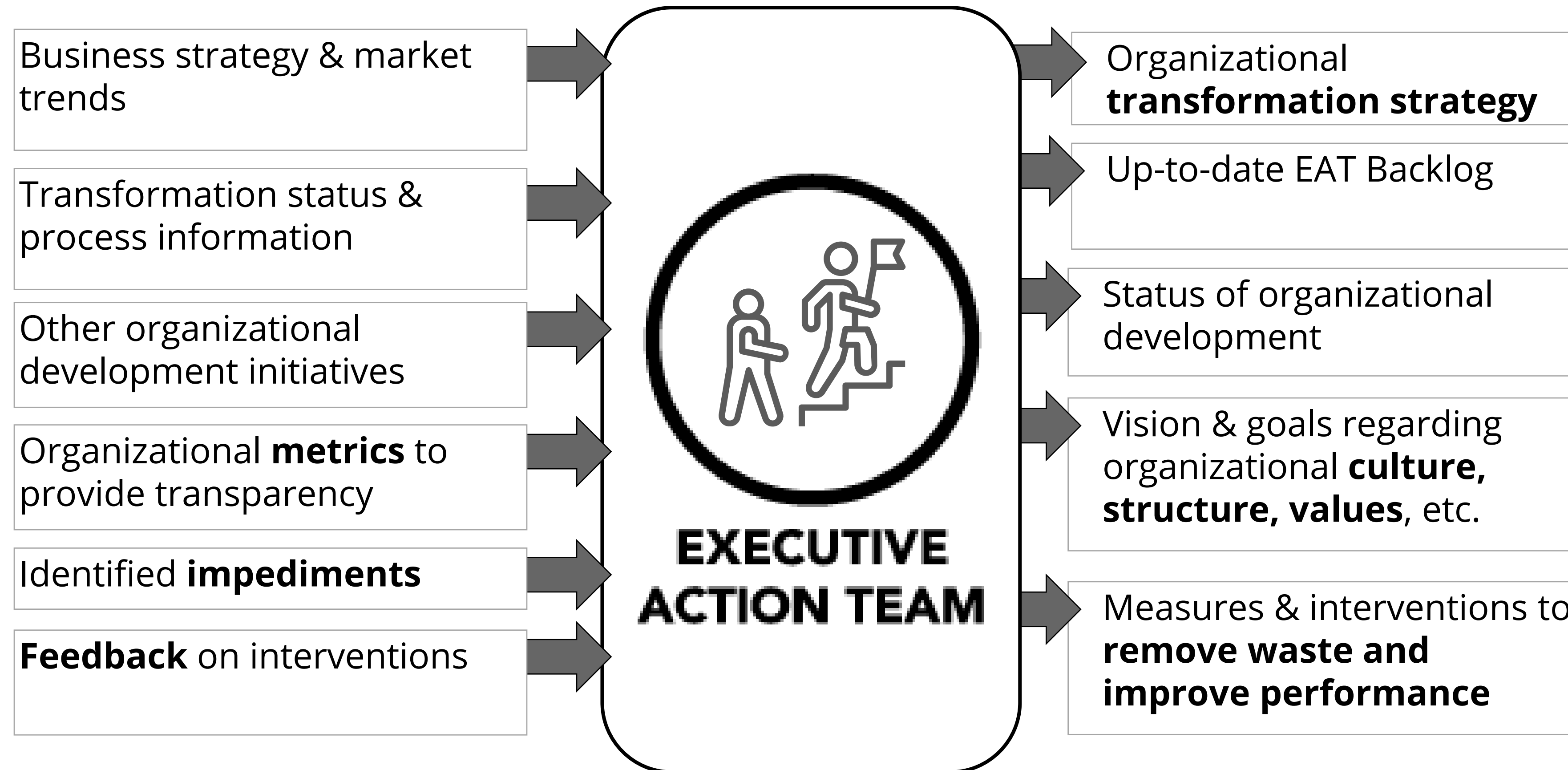


Executive Action Team: Goals

- Align the organization along a shared and transparent **transformation strategy** and ensure that a prioritized transformation backlog exists to execute that vision
- **Continuously observe metrics** tracking product delivery throughput while removing the inhibiting impediments.
- Enable execution of the high-level transformation processes with a primary **focus on removing waste**
- **Support the PO and SM cycles** of the Scrum@Scale framework through mentoring, coaching, and challenging the organization to iteratively evolve

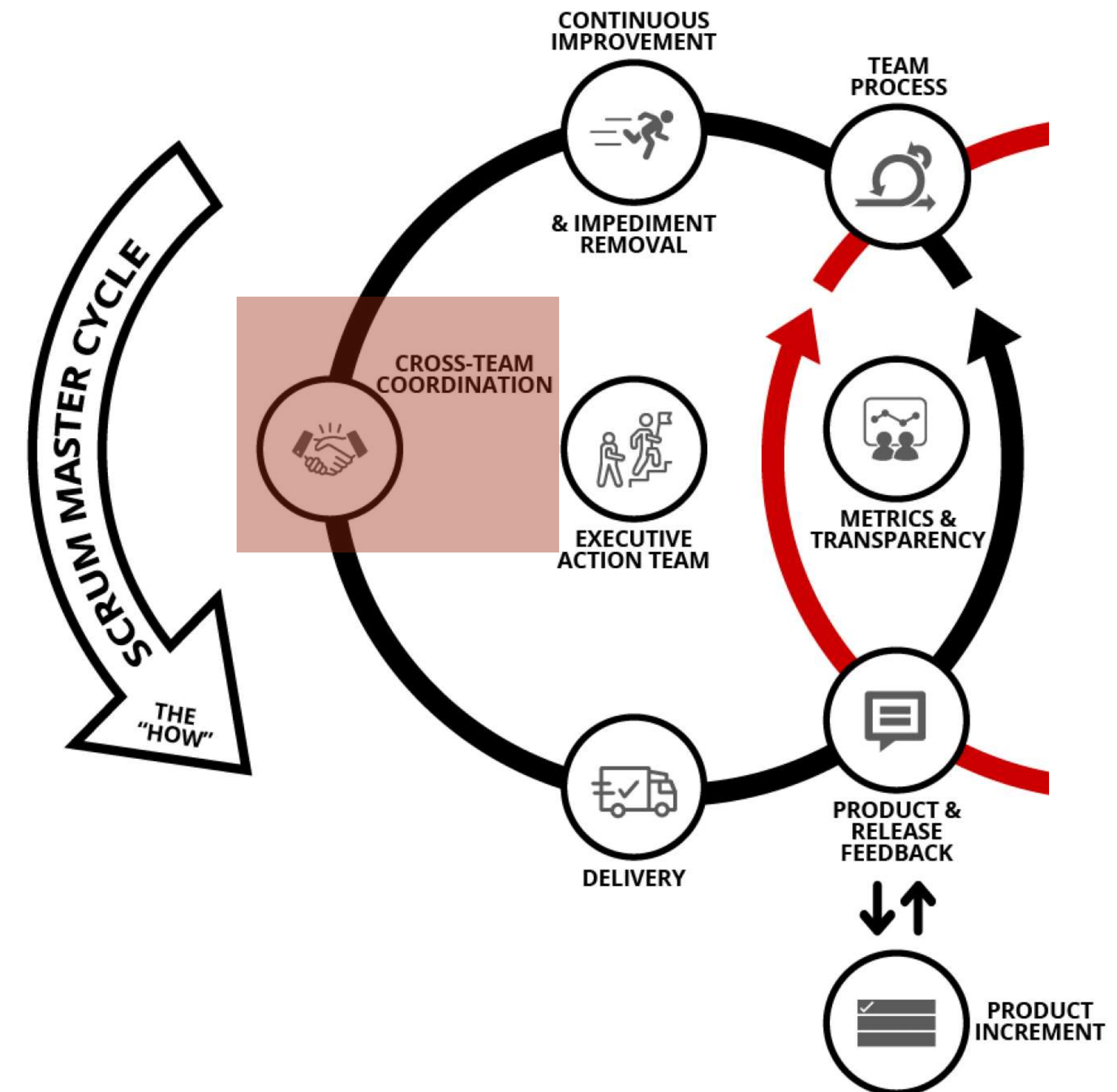


Executive Action Team: Inputs & Outputs

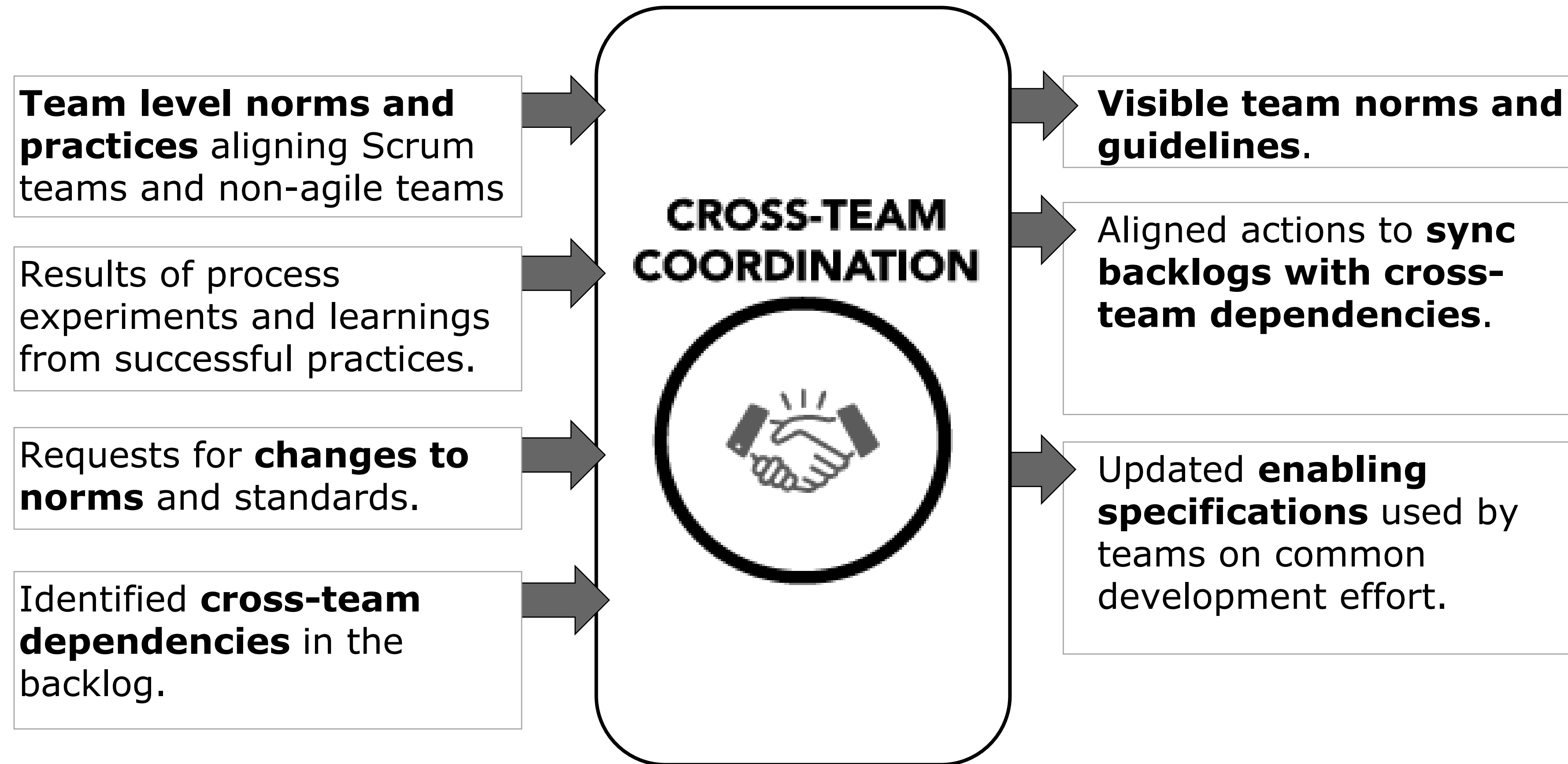


Cross-Team Coordination: Goals

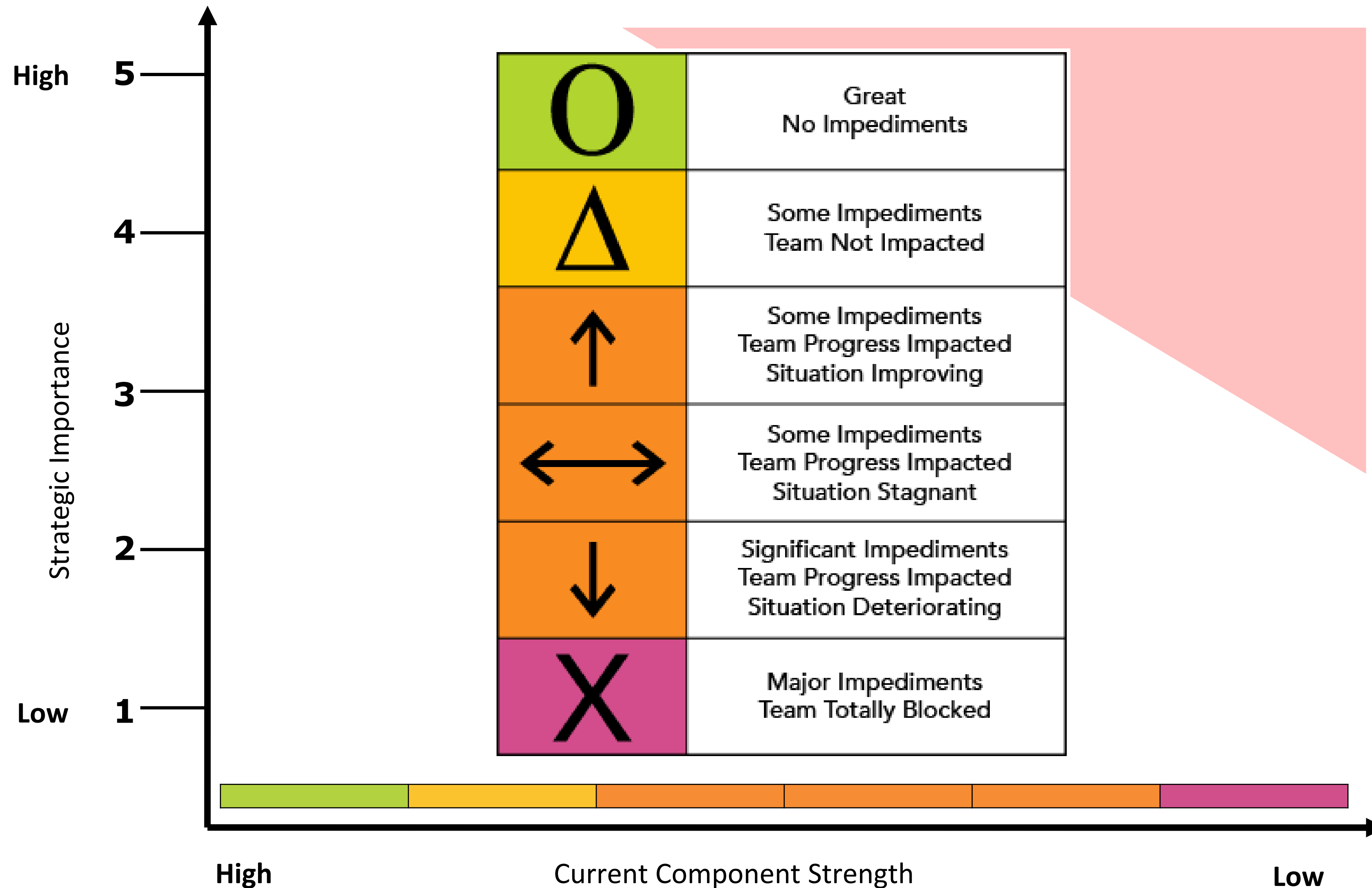
- Coordinate similar processes across multiple related teams
- Identify cross-team dependencies and make them visible to the PO loop to ensure they don't become impediments
- Maintain alignment of team norms and guidelines for consistent output



Cross-Team Coordination: Inputs & Outputs

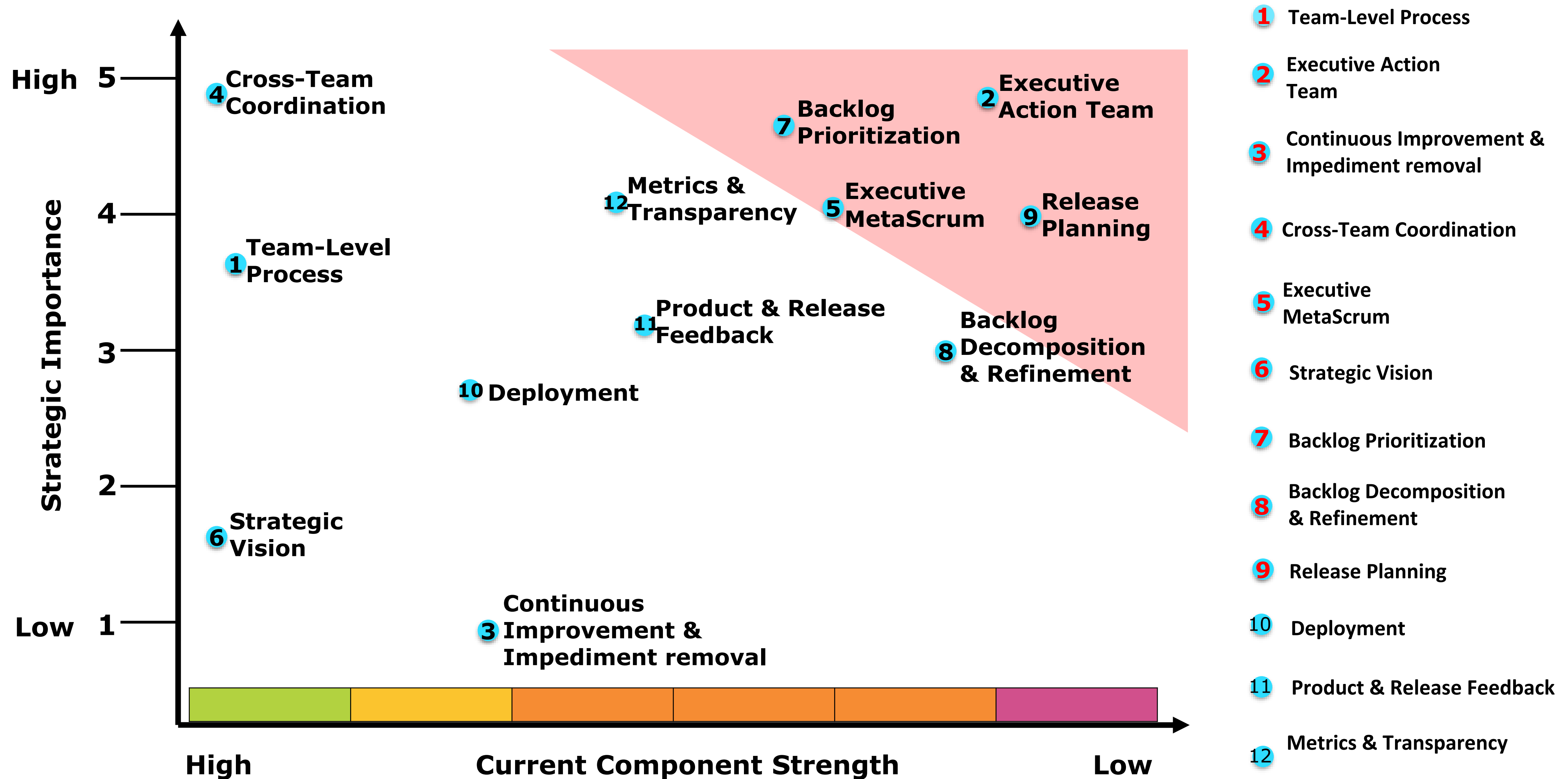


Scrum@Scale Component Assessment



- 1 Team-Level Process
- 2 Executive Action Team
- 3 Continuous Improvement & Impediment removal
- 4 Cross-Team Coordination
- 5 Executive MetaScrum
- 6 Strategic Vision
- 7 Backlog Prioritization
- 8 Backlog Decomposition & Refinement
- 9 Release Planning
- 10 Deployment
- 11 Product & Release Feedback
- 12 Metrics & Transparency

Example Component Assessment Summary



A Scaling Map for Your Organization



Scrum@Scale Assessment – Example SAFe Implementation

Workshop Bac...

Heatmap ALL

Scrum@Scale Framew...

Abschluss Feed...

Heatmap ART

Assessment Summ...

Heatmap ART 4

Assessment Summ...

Heatmap ART 2

Assessment Summ...

Heatmap ART 5

Assessment

Heatmap - ART 3

Assessment Summ...

Heatmap ART 6

Assessment

Final Feedback

Scrum@Scale Komponente	TEAM				ART				Platform
	PO Cycle	SM Cycle	PO+SM		PO Cycle	SM Cycle	PO+SM		
Team-Level Process	↑	↔	△	△	↑	↔	↑	↑	↑
Executive MetaScrum	↑	↓	↑	↓	↑	↔	?	↔	↔
Strategic Vision	↑	↔	↑	↓	↔	↔	↔	↓	↑
Backlog Prioritisation	△	↓	↑	↔	↑	↑	↔	↔	↑
Backlog Decomposition & Refinement	↔	↑	△	↑	↑	?	?	↑	↑
Release Planning	○	△	↑		○	↑			↔
Executive Action Team	↓	↔	↓	↔	↓	↔	↔	↔	↓
Continuous Improvement	↑	↔	↑	↑	↑	↔	↔	↑	↔
Cross-Team Coordination	△	△	↑	↔	△	△	↑	↑	△
Deployment - Delivery	↑	↔	△	△	↑	↔		?	↔
Feedback	↔	↑	↔	↑	↔	↑	↑	↑	↔
Metrics & Transparenc	△	↔	↔	↔	↑	↑	↑	↑	↔

Problembereiche Nummer 1 und 2

Top 1 Problem	Top 1 Problem
Top 2 Problem	Top 2 Problem
Top 3 Problem	
Top 1 Problem	Top 1 Problem
Top 2 Problem	Top 2 Problem

Scrum@Scale as an Assessment Tool for Organizational Change

Measure and Manage Progress in an Agile Transition

Context of the Assessment

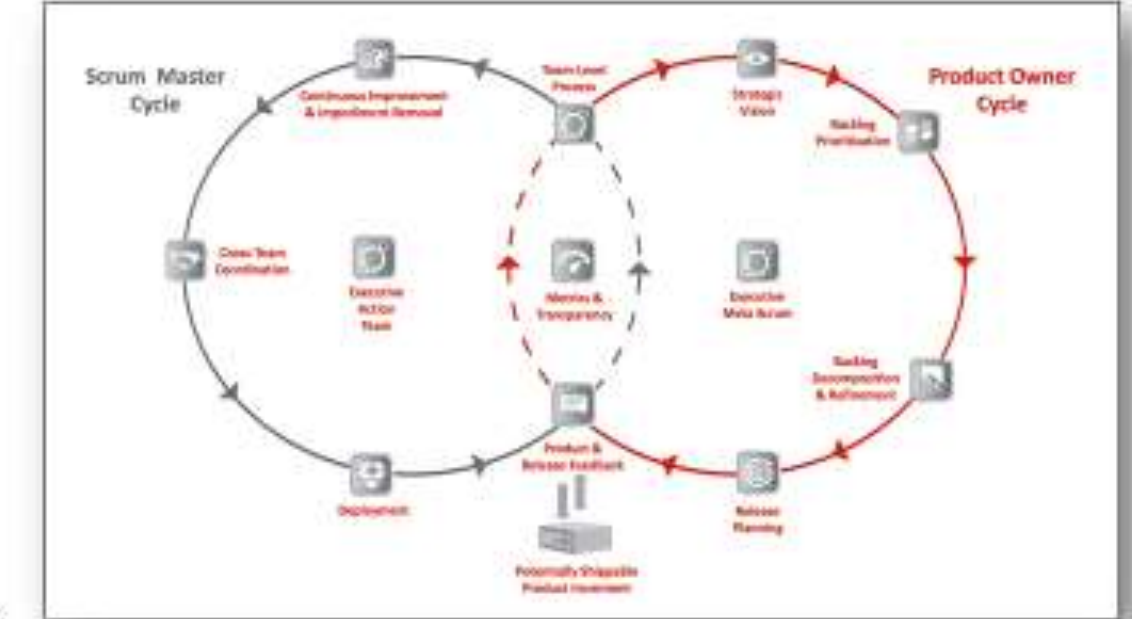
- German international corporate
- Segment: mobility – traffic solutions
- Hard- and software integration
- Unstable organizational environment
- Area headcount: 100+
- 10+ teams distributed over 3+ locations in Germany and EU
- Start of the agile implementation: 2015



Results of the 2nd Scrum@Scale Assessment (Status January 2016 vs. Sept. 2017)



Next focus areas



Communalities between the Models



Scrum@Scale & unFIX

Simple tool that helps you with **versatile organization design**

focus on **continuous innovation** and the **human experience**

It **facilitates gradual change**, dynamic teams,
and an **important role to play for managers**

The model offers NO processes and NO “best practices” *

NOT for IT only.

NOT (*only*) top-down.

The model is NOT a replacement

Modular approach, scale free architecture

Open to individual context and needs,
allows for multiple expressions and truths

You can get started right away!



* see disclaimer

Some major differences between the models

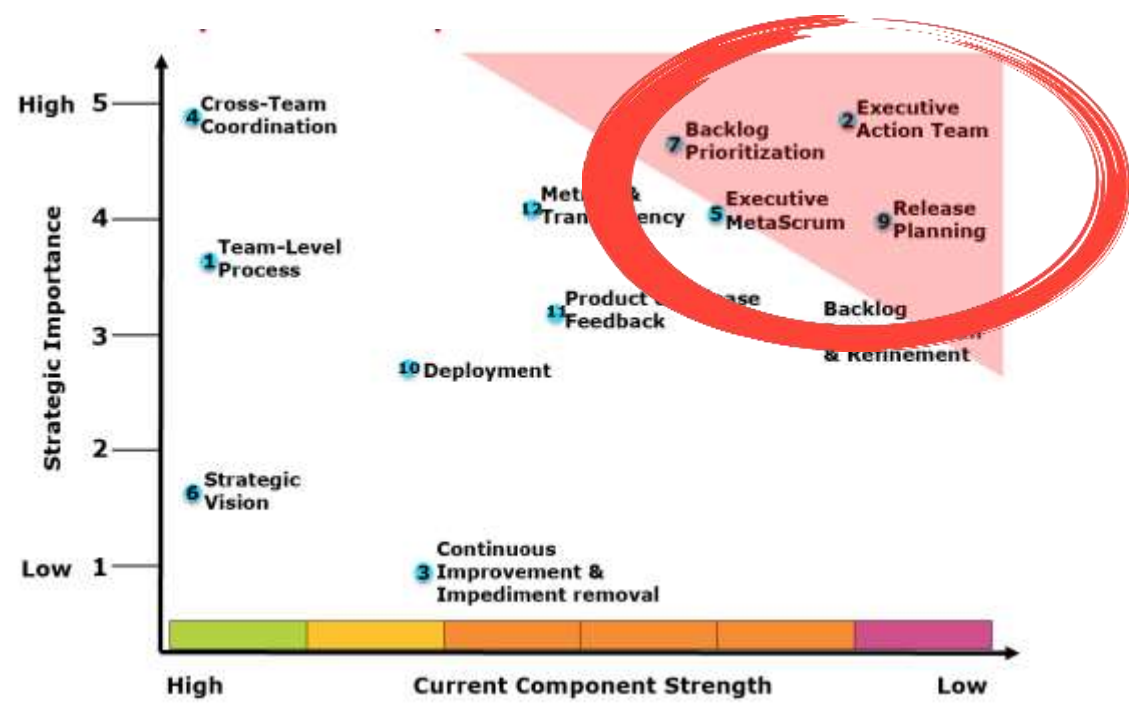
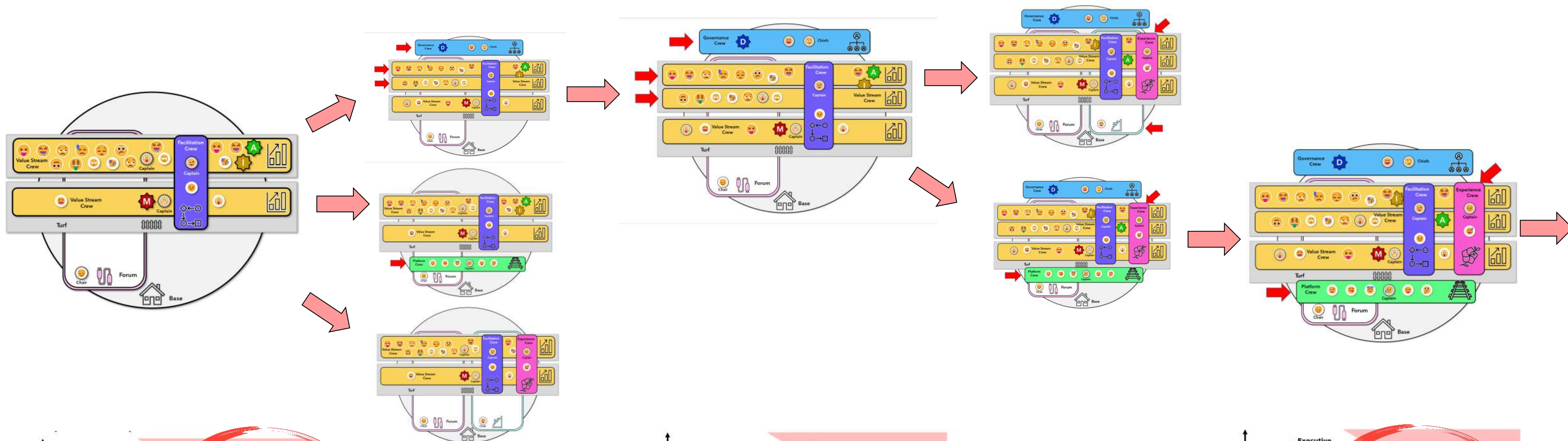


Scrum@Scale	unFIX
Very generic No patterns included *	Offering a pattern library
Focus on largely independent business components with pre-defined interfaces (inputs & outputs)	Focus on organization design patterns and organizational structure
Evaluation of the quality of outcome of components and system	No evaluation intended
Very generic	Generic, but restricted to a number of structural components
Full set of system components	No claim to completeness
abstract	Very visual
Identifying impediments to the system and evaluation of changes	Great for scenario planning and discussing organizational patterns
Top down and bottom-up approach possible	suggests a bottom-up approach



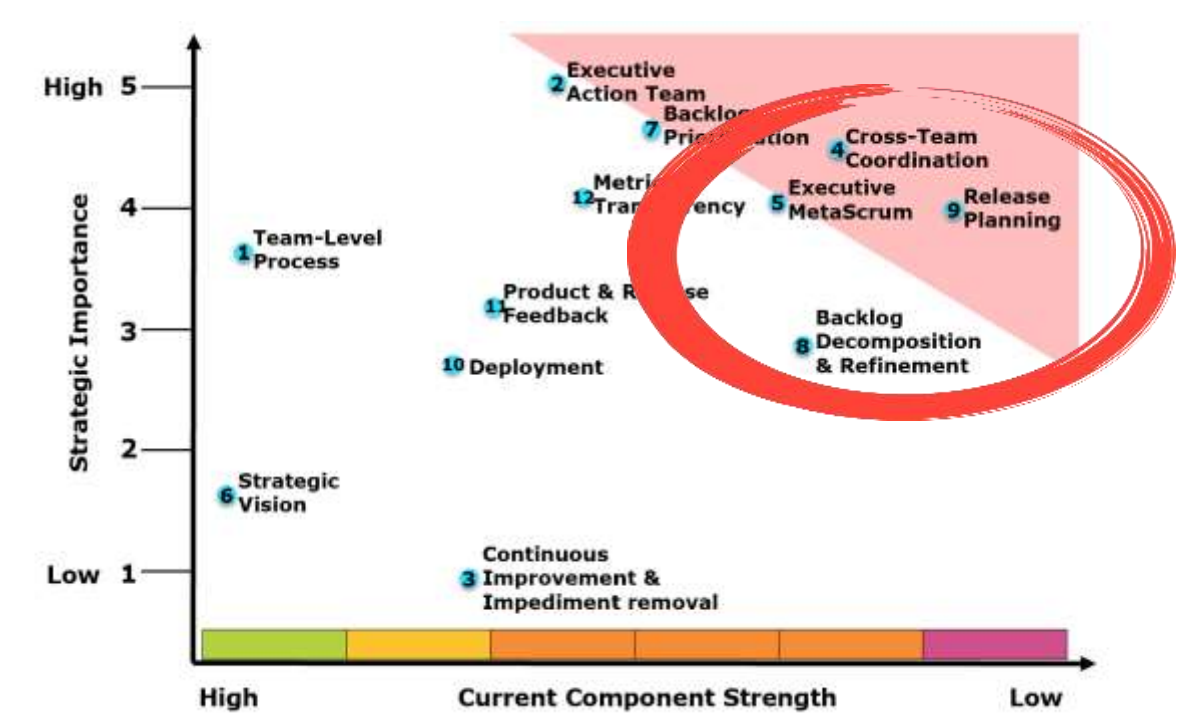
* see disclaimer

Working with unFIX and Scrum@Scale – an example



Evaluate the Status Quo

Develop scenarios and select



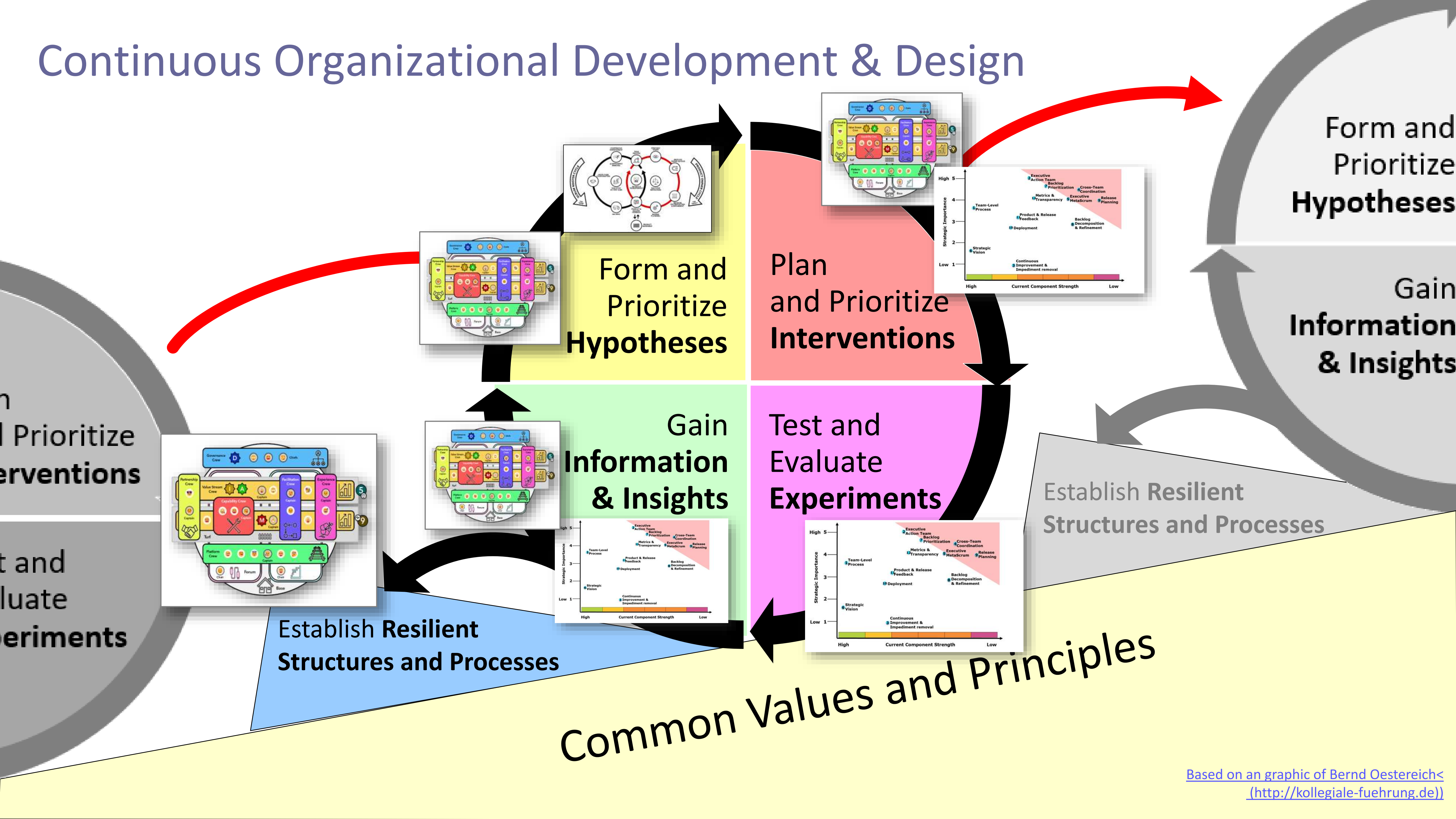
Implement, evaluate and improve

Develop scenarios and select



Implement, evaluate and improve

Continuous Organizational Development & Design



Form and
Prioritize
Hypotheses

Plan
and Prioritize
Interventions

Gain
Information
& Insights

Test and
Evaluate
Experiments

Form and
Prioritize
Hypotheses

Gain
Information
& Insights

Establish Resilient
Structures and Processes

Establish Resilient
Structures and Processes

Common Values and Principles

Based on an graphic of Bernd Oestereich
(<http://kollegiale-fuehrung.de>)



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Web <http://www.cocondi.de/>

Thank You for Your Attention!

Now, let's discuss!