



# Acknowledgements

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# Agile / Scrum Concerns...

- What are you hearing and thinking?
- Let's capture these issues and be sure we address them in this class.



# Myths & Misunderstandings

## It is a myth that...Agile:

- Is a silver bullet
- Will solve my resource issues
- Has no planning / documentation / architecture / <insert your favorite discipline – pet peeve>
- Doesn't build on my previous experience & expertise
- Is undisciplined or a license to hack
- Creates quality issues
- Is new and unproven
- Is not being used by industry leaders



# Our First Principles

Reality always wins in the end –  
So get there sooner  
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Pretending to know what you don't know,  
gets in the way of learning  
(and you can't get caught trying to learn it!)  
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The world runs on TRUST  
How do you gain & maintain trust?  
Read the 1<sup>st</sup> two again.  
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Q: History of TRUST between  
management and development teams?  
Why?

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# The Problem

**WHAT:** Software Project Management has a history of self-deception.

**HOW:** Management demands a 'PLAN'. Subordinates give them one. Any reality to it?

**WHY:** A "Myth of Professionalism" in too dynamic a context of changing: Requirements, Technologies & People.

**We are examining and challenging premises!**



# Rugby



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# Scrum Overview

- It's About Common Sense and Reality
- Simplifying too many alternatives
  - **a Minimal Process**  
**contextually appropriate**  
**to the organization**
- Start with a simple to understand model –  
reduce initial complexity



# Easy & Hard – Courage!

## ***Thinking and Courage Required***

- Easy to understand – Hard to do well  
But certainly worth it!
- **Team Safety** – Management Environment

### ***Thinking:***

- Continuously inspect and adjust
- The devil is in the details
- **Independent Thinking = Personal Integrity**

### ***Courage:***

- Make your errors early and often
- Acknowledge your ignorance and errors –  
– to accelerate learning
- Take the risk of making risk visible –  
– with transparent communication





# The bad news...

“Implement Scrum and all of the reasons that an organization has trouble delivering quality software on schedule are thrown up in your face, day after day, month after month – made obvious and critical by Scrum”

*Ken Schwaber*  
*Author and pioneer of Scrum*