

Gunther Verheyen, Independent Scrum Caretaker
18 Sep 2017, Scrum Day Denmark 2017 (The Sequel)





Agility in the face of perplexity

Ideas-in-progress

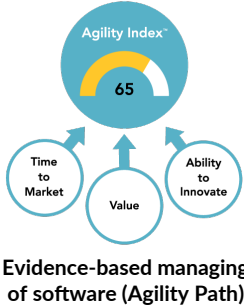
Scrum Day Denmark (sequel)
18 September 2017
Copenhagen (Denmark)

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




Thank you, Denmark!

2014




Evidence-based managing of software (Agility Path)

2015




SPS-Nexus

2016



Scrum.
Are we Done yet?

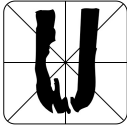
2017



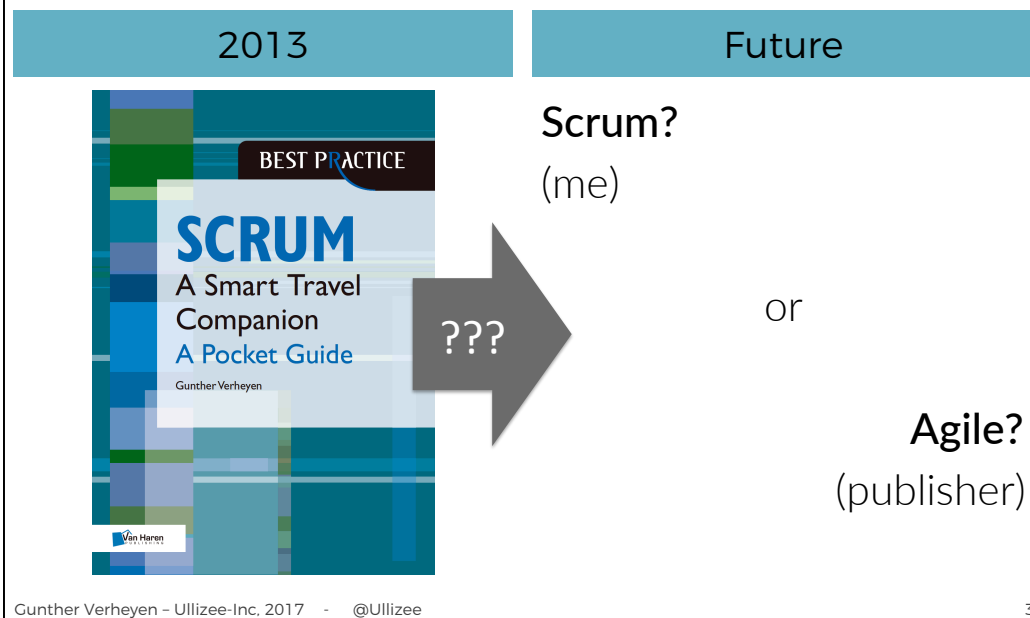
Re-vers-ify

Gunther Verheyen – Ullizee-Inc, 2017 - @Ullizee

2



A new book. Seriously? Seriously.



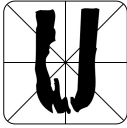
Wait a minute. Do we even still need 'Agile'?



'Agile' dates from 2001. *Is it therefore outdated?*

Raise your hand if you feel that today (2017):

- 'Agile' is still worthwhile.
- 'Agile' is more needed than ever.
- 'Agile' doesn't need to be renamed.
- 'Agile' applies to software development only.



How do you then explain what 'Agile' is about?

2"

You are invited to come enlighten your CEO and the MT.

- How do you define 'Agile'?
- How do you relate 'Agile' to Scrum?

My typical approach (so far)

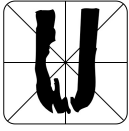
Agile

- The mind-set expressed through the value statements and the principles of the Agile Manifesto,
<http://agilemanifesto.org>

Scrum

- A simple method for complex product delivery,
<http://www.scrumguides.org>

More: Gunther Verheyen, "Agile and Scrum, actually (2015)"



What it generally boils down to

„ **agility** (noun)

/ə'dʒɪlɪti/

- 1. To be quick and nimble;
The ability to move quickly and easily;
The ability to think and understand quickly.*
- 2. A state of constant flux, evolution,
innovation, improvement and re-invention.
The capability to swiftly address
challenges, to explore and change direction,
to take advantage of opportunities.*

Gunther Verheyen – Ullizee-Inc, 2017 - @Ullizee

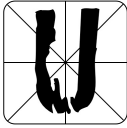
7

New Ways

am creating
“ I ~~created~~ this book for the purpose of clarity over the essence of ‘Agile’, to disentangle the clew that ‘Agile’ turned into. Rather than questioning, doubting and scorning, I **aspire** uncovering new ways, better ways, of showing the value and the originality of ‘Agile’. ”

Gunther Verheyen – Ullizee-Inc, 2017 - @Ullizee

8



Exploring the value of 'Agile'

"COMPLEXITY IS OUR
WORLD. SIMPLICITY
IS OUR PATH."

Gunther Verheyen

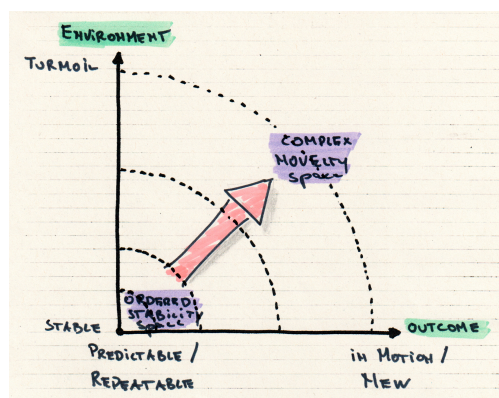
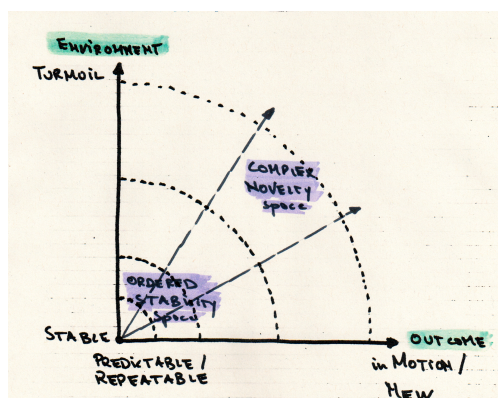


Gunther Verheyen - Ullizee-Inc, 2017 - @Ullizee

Picture created by Code Sprinters - Andy Brandt

9

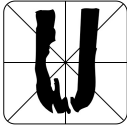
The Complex Novelty Space



"Our iceberg is melting and your cheese is being moved. At lightspeed. The balance of society has rapidly shifted from industrial, often physical, labor to digital, often virtual, work. Hence, the value of the Agile paradigm."

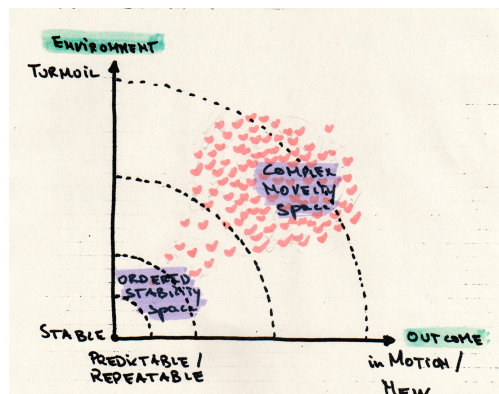
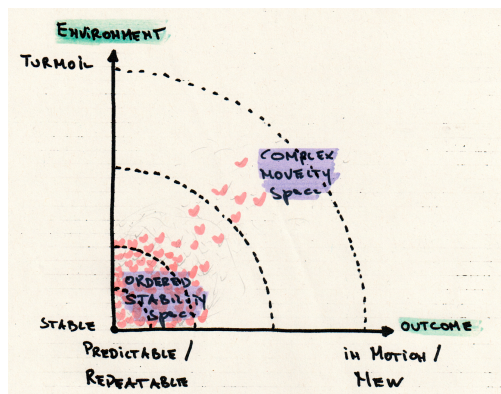
Gunther Verheyen - Ullizee-Inc, 2017 - @Ullizee

10



The Complex Novelty Space

“Our iceberg is melting and your cheese is being moved. At lightspeed. The balance of society has rapidly shifted from industrial, often physical, labor to digital, often virtual, work. Hence, the value of the Agile paradigm.”



Gunther Verheyen - Ullizee-Inc, 2017 - @Ullizee

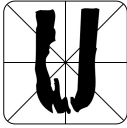
11

Perplexity

- There is no doubt that the world of human beings has always been complex; in terms of businesses, economical trade, power, relationships. However, **the scale at which the ruling complexity impacts us is unprecedented.**
- Technological evolutions are not slowing down and technology invades ever more aspects of life, **changing the fabric of society and of our social systems.**
- The Agile paradigm defines the new thinking and behavioral tools to navigate through the perplexity, **to avoid perplexity turning into an inability to act.**

Gunther Verheyen - Ullizee-Inc, 2017 - @Ullizee

12



Perplexity (definition)

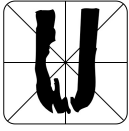
„ **Perplexity** (noun)

/pə'pleksɪtɪ/

- 1. Inability to deal with or understand something.
An entangled state; a complicated or baffling situation or thing.*
- 2. The perceived state of the age of information and technology, either mind-blocking either an invitation to agility.*

Chapter 1: Agility in the face of complexity

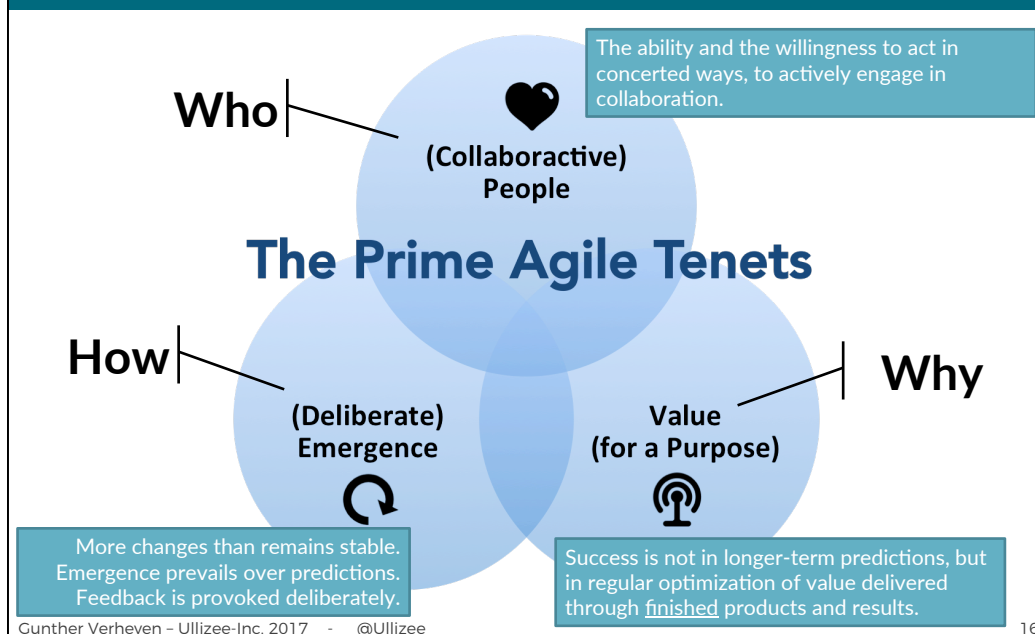
- Complexity
- Simplicity (not: simplistic)
- The Agile Paradigm
- Agility

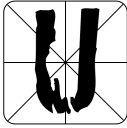


Burning questions for a positive definition of 'Agile'

What is that makes Scrum work? What is that makes Agile work? What is it that makes sure complexity turns into manageable perplexity?

The Prime Agile Tenets





Perspectives to the Prime Agile Tenets

- Chapter 2: Collaborative People
 - Accountability
 - Professionalism
 - Teamware
- Chapter 3: Deliberate Emergence
 - (Time-boxing)
 - (The iterative-incremental continuum)
- Chapter 4: Value for a Purpose
 - (Measuring progress, measuring agility)
 - (The value in valuation)

(under consideration)

Perspectives to the Prime Agile Tenets

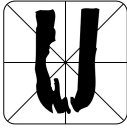
2"

- Chapter 2: Collaborative People
 - Accountability
 - **Professionalism**
 - Teamware
- Chapter 3: Deliberate Emergence
 - (Time-boxing)
 - (The iterative-incremental continuum)
- Chapter 4: Value for a Purpose
 - (Measuring progress, measuring agility)
 - (The value in valuation)

What does
'professionalism'
mean for you?

How is it important
in the complex
novelty space?

(under consideration)



Professionals in the Agile space (some thoughts)

Professionals operating in the complex novelty space:

- Are craftspersonalities demonstrating appropriate behavior (collaborative, willing to act in concerted ways).
- Don't represent complexity as ordered and predictable.
- Do not promise certainty where there is none.
- Do not pretend being able to predict the inherently unpredictable.
- Do not mix up the path with a destination.
- Present simple rules, not misrepresent the problem as simple (which is simplistic).

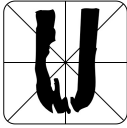
More topics

- Chapter 5: Growth.
Benign or malign. Consider how to balance energy and resources.
 - (Servant Management)
 - (In the Agile zone)
 - The extreme org



- Chapter 6: Scrum, a tool for agility.
- Publication date: unknown.

(under consideration)



More topics (your opinion counts)



- Chapter 5: Growth.
Benign or malign. Consider how to balance energy and resources.
 - (Servant Management)
 - (In the Agile zone)
 - The extreme org
- Chapter 6: Scrum, a tool for agility.
 - Raise your hand if you feel a chapter on Scrum should be in.
- Publication date: unknown. (under consideration)

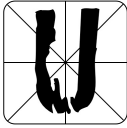


Agile (definition)

„ agile (adjective)

/ˈædʒəl/

1. *Adaptive, nimble, lively;
Able to think and understand quickly;
Quick and well-coordinated in movement.*
2. *The mind-set expressed through the value
statements and principles of the Agile
Manifesto.
People in a continual state of collaboration
provoking the emergence of potential
value for a purpose.*



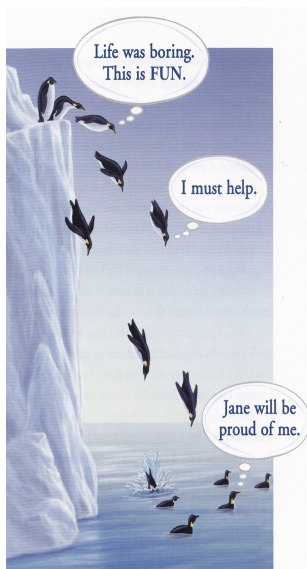
Scrum (definition)

„ Scrum

/skrʌm/

- 1. (noun) An ordered formation of players, used to restart play.
(verb) Form or take part in a Scrum.*
- 2. A framework within which people can address complex adaptive problems.
A simple framework for complex product delivery.
A simple framework for complex problem management.*

About



Gunther Verheyen

Independent Scrum Caretaker

- eXtreme Programming and Scrum since 2003
- Professional Scrum Trainer
- Shepherd Professional Scrum and co-created Agility Path, EBMgt, the Nexus framework for Scaled Professional Scrum
- Author of “Scrum – A Pocket Guide” (“Scrum Wegwijzer”, “Scrum Taschenbuch”)



Mail gunther.verheyen@mac.com

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

Blog <http://guntherverheyen.com>