

Gunther Verheyen
independent Scrum Caretaker
København, 25 November 2019



Engagement is key

(to unlocking your biggest unused competitive advantage)

Gunther Verheyen, Ullizee-Inc
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“Employees who are engaged
actually care a lot more.”

(about customer outcomes
and profitability)

Gunther Verheyen

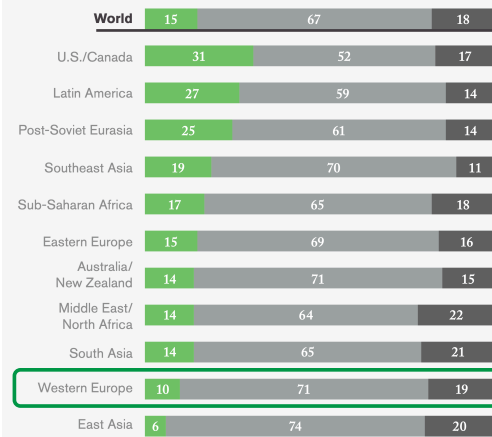


Team engagement, the untapped potential

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



“Businesses that orient performance management systems around basic human needs for psychological engagement get the most out of their employees.”

Denmark: 16% - 73% - 11%

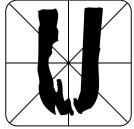
(Belgium: 10% - 73% - 17%)

[Source: Gallup - State of the global workplace, 2017]

The first prerequisite

2"

What is needed first and foremost to establish an environment of engagement and creativity?



The reality of many organizations (disconnectedness)

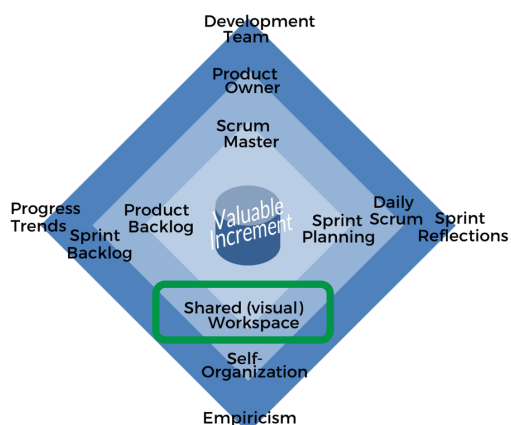


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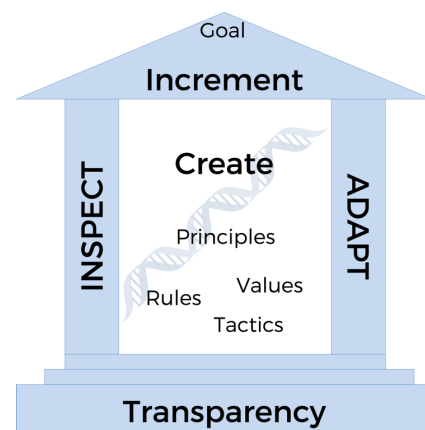
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An environment!

The Scrum gameboard

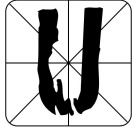


The house of Scrum



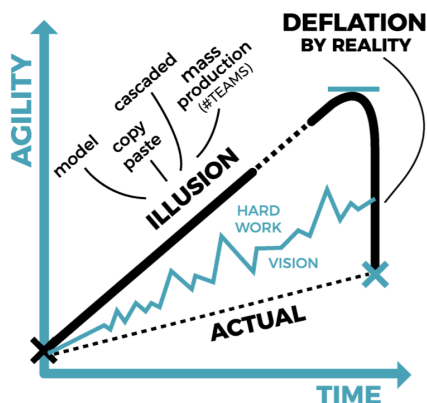
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The reality of many Agile transformations

The illusion of agility



Combined with:

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

Enter... Catastrophy.

"The New New Product Development Game" (1986)



Hirotaka Takeuchi and Ikujiro Nonaka defined 6 characteristics of "Scrum", the product development process that emerges from the constant interaction of a multi-disciplinary team whose members work together from start to finish.

1. Built-in instability

The tension of carrying out strategically important work against challenging goals with a wide measure of freedom.

2. Self-organizing teams

The organization funds the teams like start-ups thriving on autonomy, self-transcendence, and cross-fertilization.

3. Overlapping development phases

The team, with its different disciplines and personalities, works as a unit in a shared workspace to combine all phases.

4. "Multi-learning"

A team becomes more versatile as team members develop skills and accumulate experience in different areas.

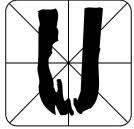
5. Subtle control

Check-points and self-control help find mistakes early and keep instability, ambiguity and tension from turning into chaos.

6. Organizational transfer of learning

Beyond accumulating knowledge across levels and functions, learnings are transferred to other product groups and divisions.

The new approach is a vehicle for introducing creative processes into an old, rigid organization. **Organizations need to adopt a management style that promotes this process.**

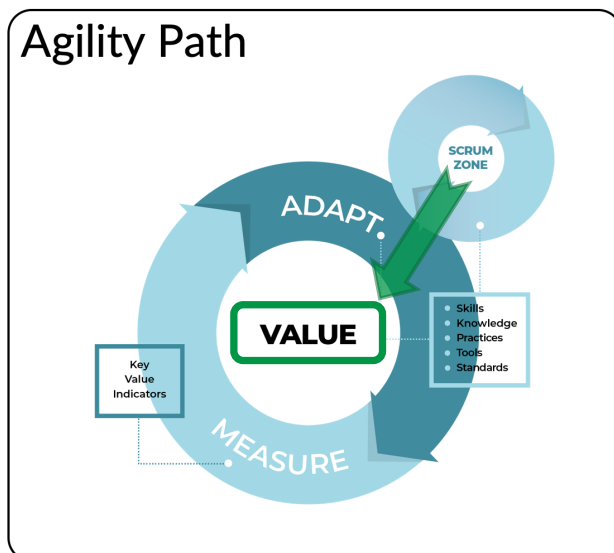


“The biggest impediment to Agile
is our ingrained obsession with
controlling individuals.”

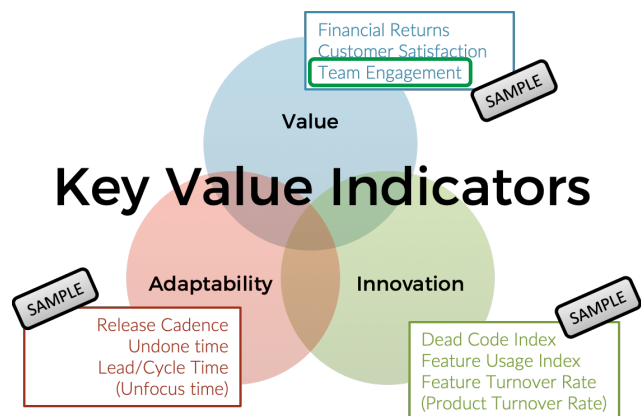
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Exploratory Management (of value)

Agility Path



Key Value Indicators



“How much value has a team (potentially)
created in a **Sprint**?”
(rather than “Did all individual team members
perform their tasks according to their estimates?”)



Exploratory Management (of value)

Agility Pa

Employees who are engaged (15%) actually care a lot more about customer outcomes and profitability.

Financial Returns
Customer Satisfaction
Team Engagement

SAMPLE

Value Indicators

Innovation

Dead Code Index
Feature Usage Index
Feature Turnover Rate
(Product Turnover Rate)

SAMPLE

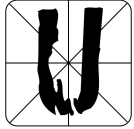
team (potentially)

all individual team members

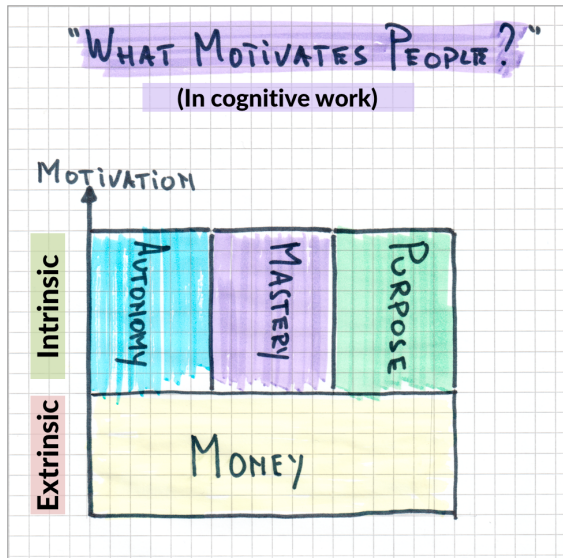
tasks according to their estimates?"

”

People are not ‘resources’
(robots, cogs or replaceable
pieces of machinery).
People are... people.



What truly engages people



External rewards like money (carrot-and-stick) work; for simple, mechanical work.

- It has opposite effects in cognitive, complex or creative work.

Money counts, but the secret to engagement lies beyond it, in:

- Autonomy – organizing my own work (4 Ts)
- Mastery – becoming better at my work
- Purpose – making a contribution

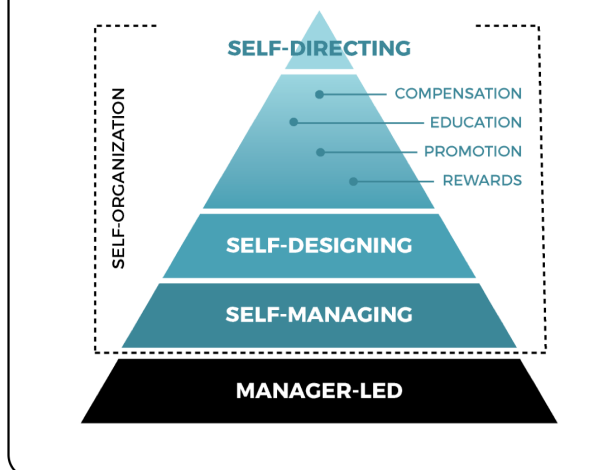
[Source: Daniel Pink - Drive (the surprising truth about what motivates us), 2011]

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Self-organization renders autonomy more effective

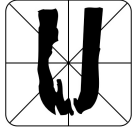
Areas of self-organization



- Self-organization is more constrained by an organization than by people's intrinsic abilities to self-organize
- Scrum provides boundaries for self-organization to be more effective
 - Accountabilities and minimal rules
 - Time-boxing
 - Releasable Increments
- Self-organization works better against goals
 - Organizational purpose and mission
 - Product Vision
 - Sprint Goal

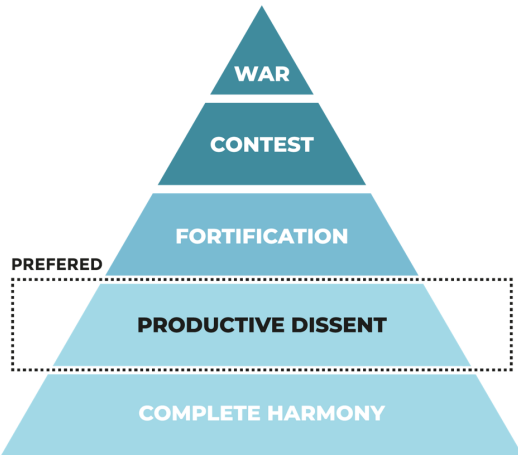
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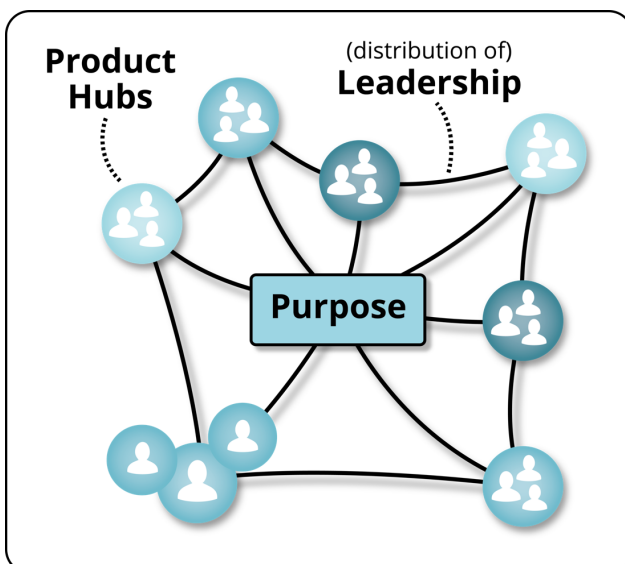
Conflict is engaged interaction

Levels of conflict



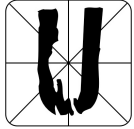
- Complex and cognitive challenges require the intelligence, insights and viewpoints of all involved to be gathered and discussed.
- Self-organizing teams constructively sort out disagreements over ideas, options and relationships.
- Both absence of conflict and conflicts with a destructive orientation are detrimental to progress and performance.

An organizational frame to engagement



Following the findings of "The new new product development game":

- Hubs 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.

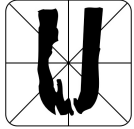


” The future state of Scrum will no longer be called ‘Scrum’. What we now call Scrum will have become the norm, and **organizations have re-emerged around it.**

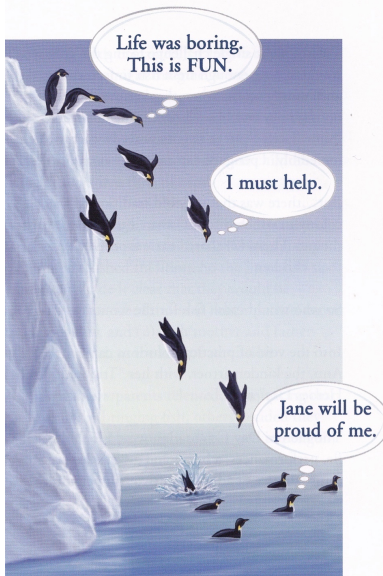
[Source: Gunther Verheyen, “Scrum – A Pocket Guide (A Smart Travel Companion)”, 2nd edition, 2013-2019]

Keep learning.
Keep improving.
Keep... Scrumming.

Gunther Verheyen
independent Scrum Caretaker



About



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", "Scrum – Una Guida Tascabile")



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My Scrum Caretaker 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.

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Opportunities to
deliver value
as an
independent Scrum Caretaker

