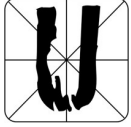# Moving (your) Scrum Downfield

The full picture

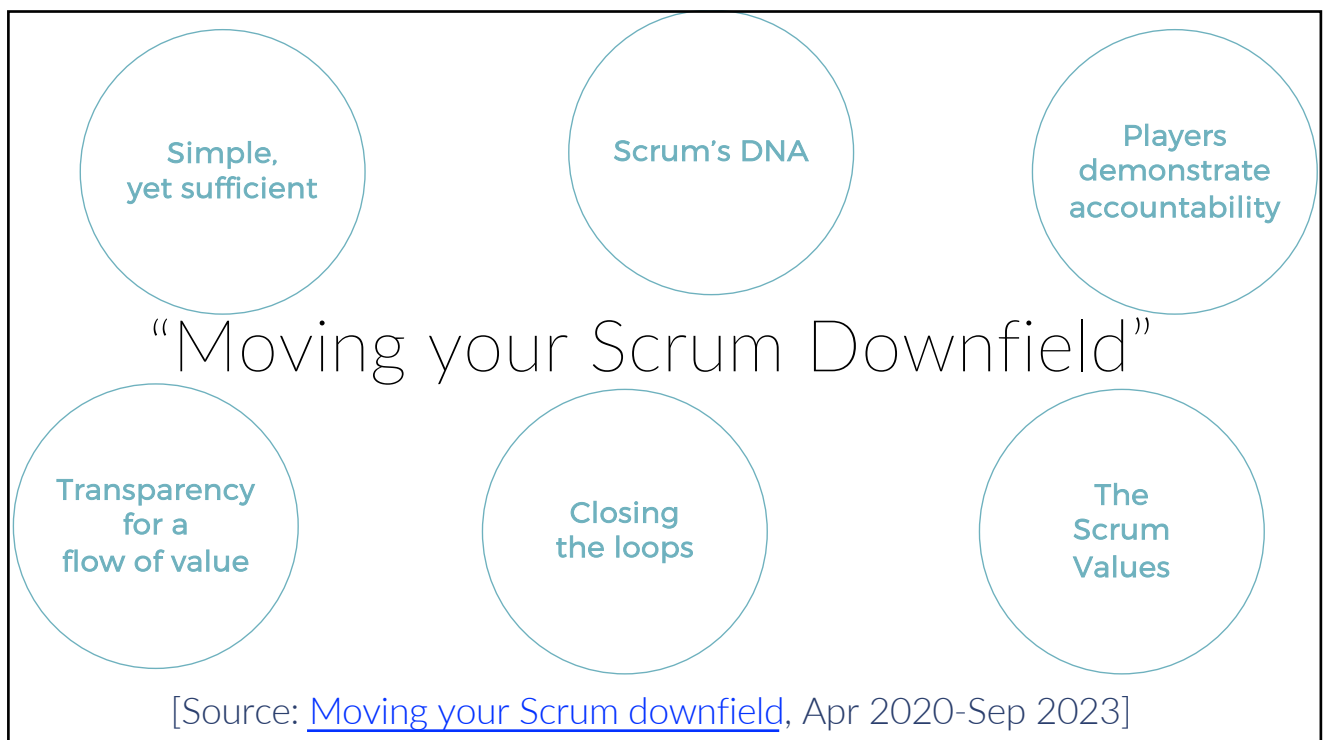**Scrum Day Denmark**
København, DK | 24 Oct 2023

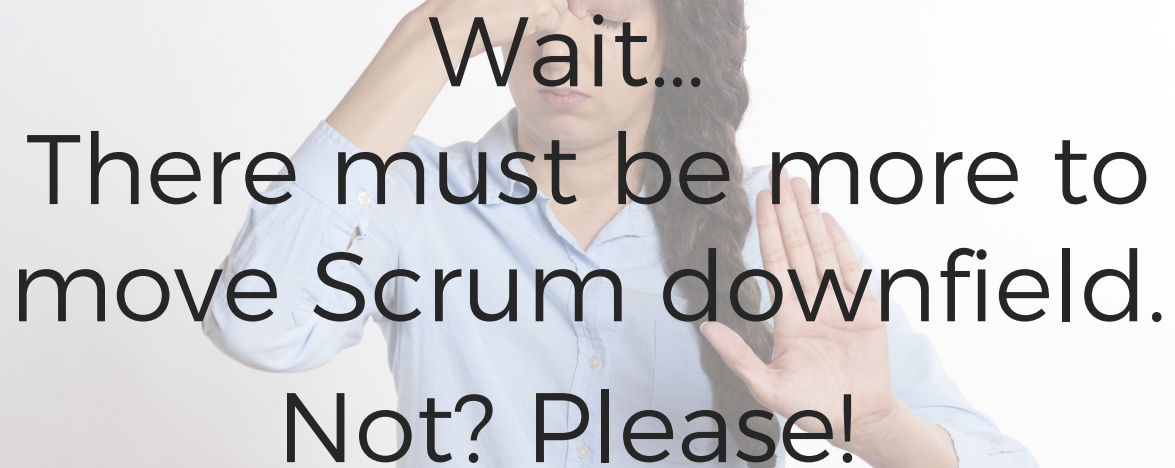**Gunther Verheyen**, Ullizee-Inc
independent Scrum Caretaker

An

independent Scrum Caretaker

on a journey of

humanizing the workplace

with Scrum.

Don't sit around waiting for Scrum to happen. Go out to shape your Scrum yourself.

Simple, yet sufficient

Scrum's DNA

Players demonstrate accountability

"Moving your Scrum Downfield"

Transparency for a flow of value

Closing the loops

The Scrum Values

[Source: Moving your Scrum downfield, Apr 2020-Sep 2023]

Wait... There must be more to move Scrum downfield. Not? Please!

Re·vers·ify (verb) /ˌriːˈvəːsɪfʌɪ/

1. (dictionary) To formulate anew in verse;
   To turn into verse again;
   To rework (a piece of verse) into a different form.

2. (Scrum) To restore organizational <u>harmony</u>;
   To <u>re·imagine</u> an organization's <u>Scrum</u> in order to <u>re·emerge the structures</u> around it.

To re·vers·ify an organization

- **Re·imagine your Scrum** (one product at a time)
    1. Know your product (the vehicle of value)
    2. Reboot your Scrum (to optimally serve your product)
    3. Release tasty sashimi product slices (regularly)
    Repeat
- **Re·emerge the structures around Scrum** (to optimize for value)
    1. ARM for value
    2. ADAPT your Scrum Zone for value
    3. ADAPT your organization for value
    Repeat

To re·vers·ify an organization

- Re·imagine your ~~(one product at a~~ time)
    1. Know
    2. Reb
    3. Re
    Repeat
- Re·eme ~~value)~~
    1. ARM
    2. ADAPT y
    3. ADAPT your
    Repeat

Moving (your) Scrum downfield

To re·vers·ify an organization

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    Repeat

"Scrum cannot be
the purpose of Scrum."

Gunther Verheyen

Scrum	/skrʌm/

1. (dictionary | noun) An ordered formation of players, used to restart play;
(dictionary | verb) Form or take part in a Scrum.

2. (Scrum) An empirical framework that enables people to derive value from complex challenges.
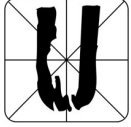
Scrum	/skrʌm/

1. (dictio...   ...tion of players... (dictio... ...in a Scrum

2. (Scrum... ...t enables people... challen...

VALUE.
PERIOD.

[Source: beta-version of PSPO class, April 2011]

Our highest priority is to satisfy the **customer** through early and continuous delivery of **valuable** software.

[Source: The Agile Manifesto, February 2001]

How to "ARM" for value?

To "ARM" for value:

- **A**ssume value (Product Backlog)
- **R**elease (Output, Increments)
- **M**easure (Outcome, impact)

Repeat

To measure your ability to deliver value

Consider the beneficiaries of value...

For the **CONSUMERS** of a product or service, value is often represented in terms of **SATISFACTION**, **RETENTION**, **VISITS**, etc.

For the **SPONSORS** of a product or service, value is often represented in terms of **MONEY** and in indicators like **REVENUES**, **PROFIT**, **SALES**, etc.

For the **CREATORS** of a product or service, value is often represented in terms of **ENGAGEMENT**, **TURNOVER**, **ABSENTEEISM**, etc.

What do you mean, a special beneficiary of value?

To measure your ability to deliver value

Consider the beneficiaries of value...

For the **CONSUMERS** of a product or service, value is often represented in terms of **SATISFACTION**, **RETENTION**, **VISITS**, etc.

For the **SPONSORS** of a product or service, value is often represented in terms of **MONEY** and in indicators like **REVENUES**, **PROFIT**, **SALES**, etc.

For the **CREATORS** of a product or service, value is often represented in terms of **ENGAGEMENT**, **TURNOVER**, **ABSENTEEISM**, etc.

For the **ENVIRONMENT**, the value of the creation and use of a product or service can be represented in **SUSTAINABILITY** indicators like **POWER CONSUMPTION** or **CARBON EFFICIENCY**.

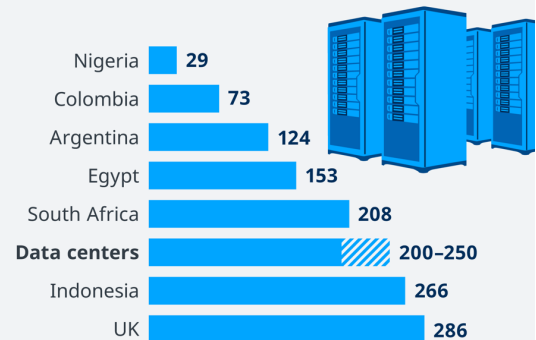## The environmental impact of the IT sector

It is estimated that:

- Data centers use 1% of global electricity (and growing).
- The entire footprint of the IT sector is 4% (and growing).

Read more:
- "Raising Climate Awareness in Scrum Teams - a Scrum Master's Journey" (Scrum.org, Dave West & Marjolein Pilon, 22 March 2023)
- "The Planet as a Stakeholder' Retrospective" & "Planet Check-in" (The Agile Playground | Growing Green, Marjolein Pilon, 2022-2023)

Data centers use more eletricity than entire countries

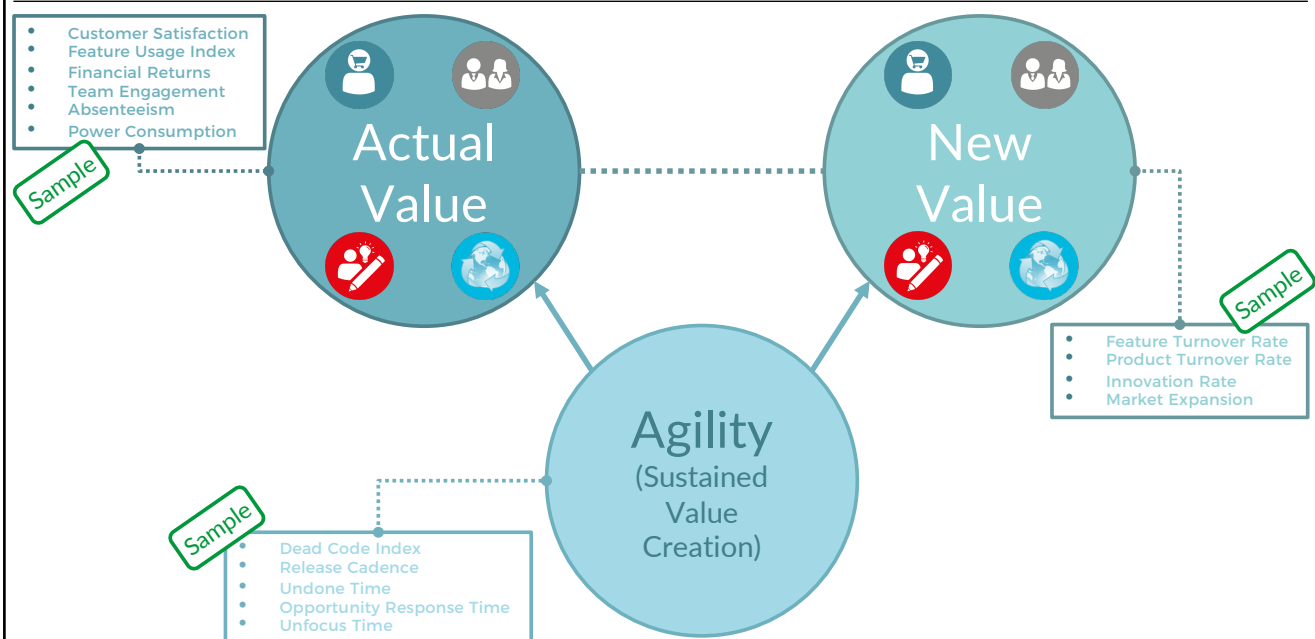Domestic eletricity consumption of selected countries vs. data centers in 2020 in TWh

Country	TWh
Nigeria	29
Colombia	73
Argentina	124
Egypt	153
South Africa	208
Data centers	200–250
Indonesia	266
UK	286

Source: Enerdata, IEA   [Source: DW.com, 24 Jan 2022]

(potential) Indicators of your value creation

Sample
- Customer Satisfaction
- Feature Usage Index
- Financial Returns
- Team Engagement
- Absenteeism
- Power Consumption

Actual Value

New Value

Sample
- Feature Turnover Rate
- Product Turnover Rate
- Innovation Rate
- Market Expansion

Agility (Sustained Value Creation)

Sample
- Dead Code Index
- Release Cadence
- Undone Time
- Opportunity Response Time
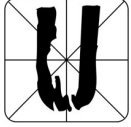- Unfocus Time

Warning!

- Measurements are **not targets**.
- **Trends** prevail over singular data points.
- A **set** of indicators may be needed to know whether value is being created.
- The definition of value is likely to **evolve over time**.

Wait… there is more?

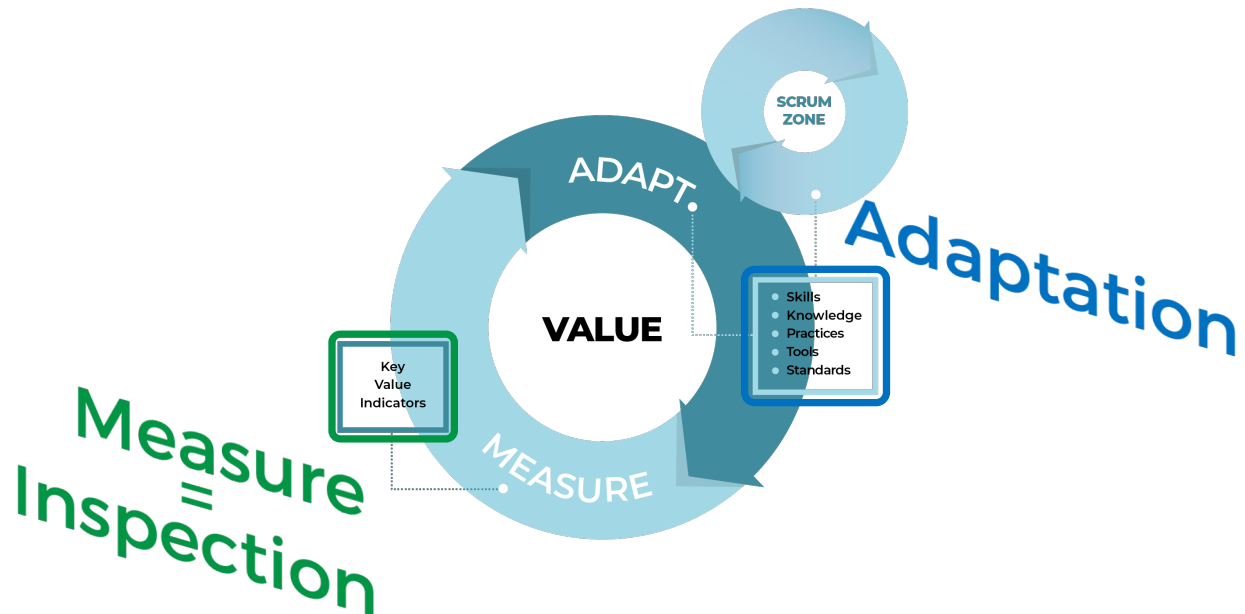"Inspection without adaptation is pointless in Scrum. An act of futility."

Gunther Verheyen

An "ARMADA" of value!

- Assume value (Product Backlog)
- Release (Output, Increments)
- Measure (Outcome, impact)

- **ADA**pt (to optimize for value)

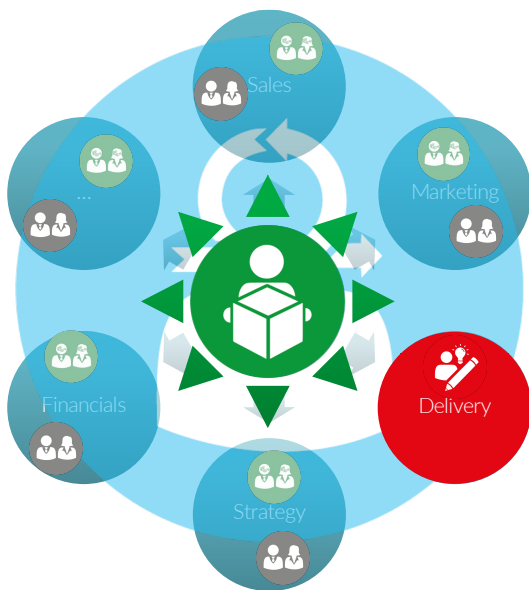*Repeat*

Optimize your Scrum Zone (for value)

Many ways to optimize your Scrum

- Committed, focused, engaged people
- Team effectiveness (collaboration, autonomy & self-organization)
- Skills & professional development (training)
- Development practices & standards
- Infrastructure, tooling & automation
- Quality standards & guidelines
- Elimination of low value
- Removal of Impediments
- A definition of "Done" that reflects valuable (beyond releasable)

Ultimately, adapt the organization for success...

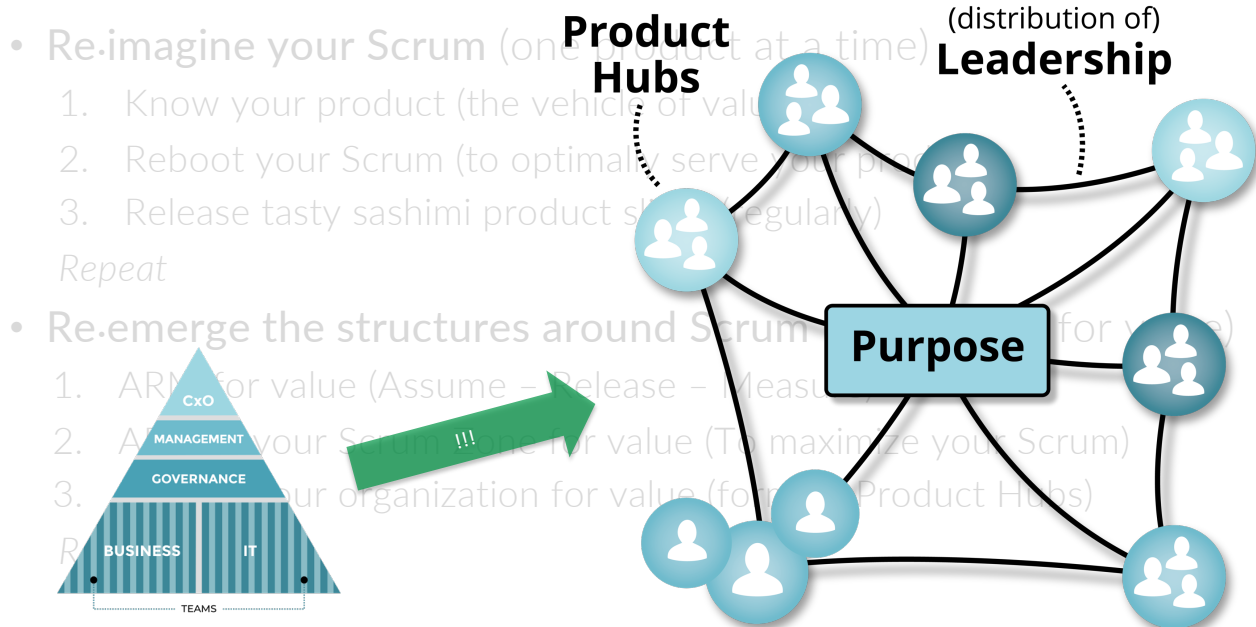## Optimize your organization (forming Product Hubs)

A **product hub** operates like a start-up, setting its own agenda and taking its own initiatives.

- Management acts as an **investor**, not intervening on a daily base but rather providing guidance, money and moral support at the outset.

- Leadership becomes a **distributed** quality instead of an expression of individual assertiveness and dominance.
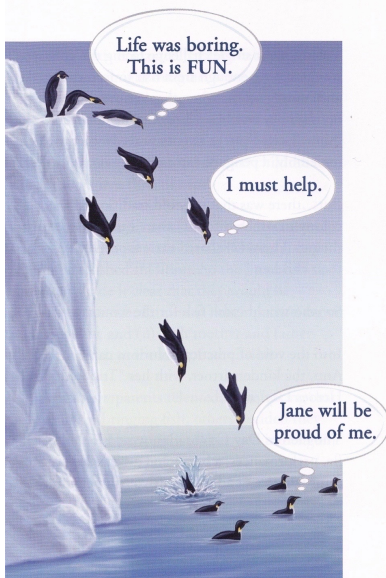
To re·vers·ify an organization

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  1. Know your product (the vehicle of value)
  2. Reboot your Scrum (to optimally serve your product)
  3. Release tasty sashimi product slices (regularly)
  Repeat
- Re·emerge the structures around Scrum (for value)
  1. ARM for value (Assume – Release – Measure)
  2. Align your Scrum one for value (To maximize your Scrum)
  3. Re-structure your organization for value (form Product Hubs)

Product Hubs

(distribution of) Leadership

Purpose

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

About...

Gunther Verheyen

independent Scrum Caretaker for Ullizee-Inc (on a journey of humanizing the workplace with Scrum)

- 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" and "97 Things Every Scrum Practitioner Should Know"

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