

Scrum  
what's  
up with  
that?

A large red question mark is positioned to the right of the word 'that'. The text is arranged in a staggered, overlapping fashion on various colored rectangular backgrounds: 'Scrum' on blue, 'what's' on red, 'up' on orange, 'with' on green, and 'that?' on light blue.

Pat Guariglia  
Elegant Agile, Inc.

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# WHAT BRINGS ME HERE

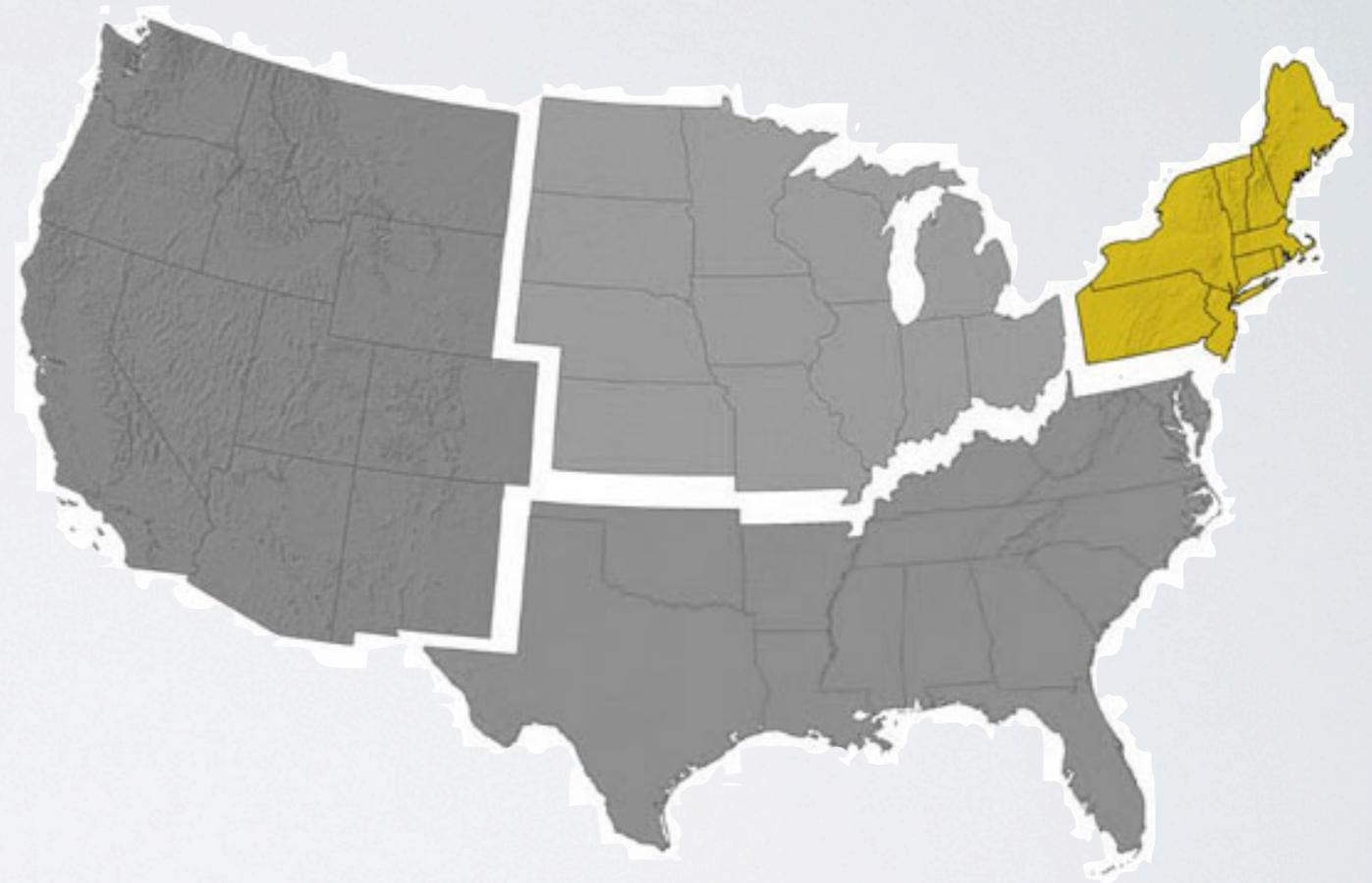
- Discover why I get asked “Scrum, what’s up with that?”
- Challenge you to make a difference

# WHERE AM I FROM?

New York (USA)

Clients are mostly in the Northeast

Finance and Government



**Scrum**  
**what's**  
**up with**  
**that?**

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ONE OF MY BIGGEST COACHING  
CHALLENGES IS THE

IMPROPER SELLING AND  
MISREPRESENTATION OF SCRUM

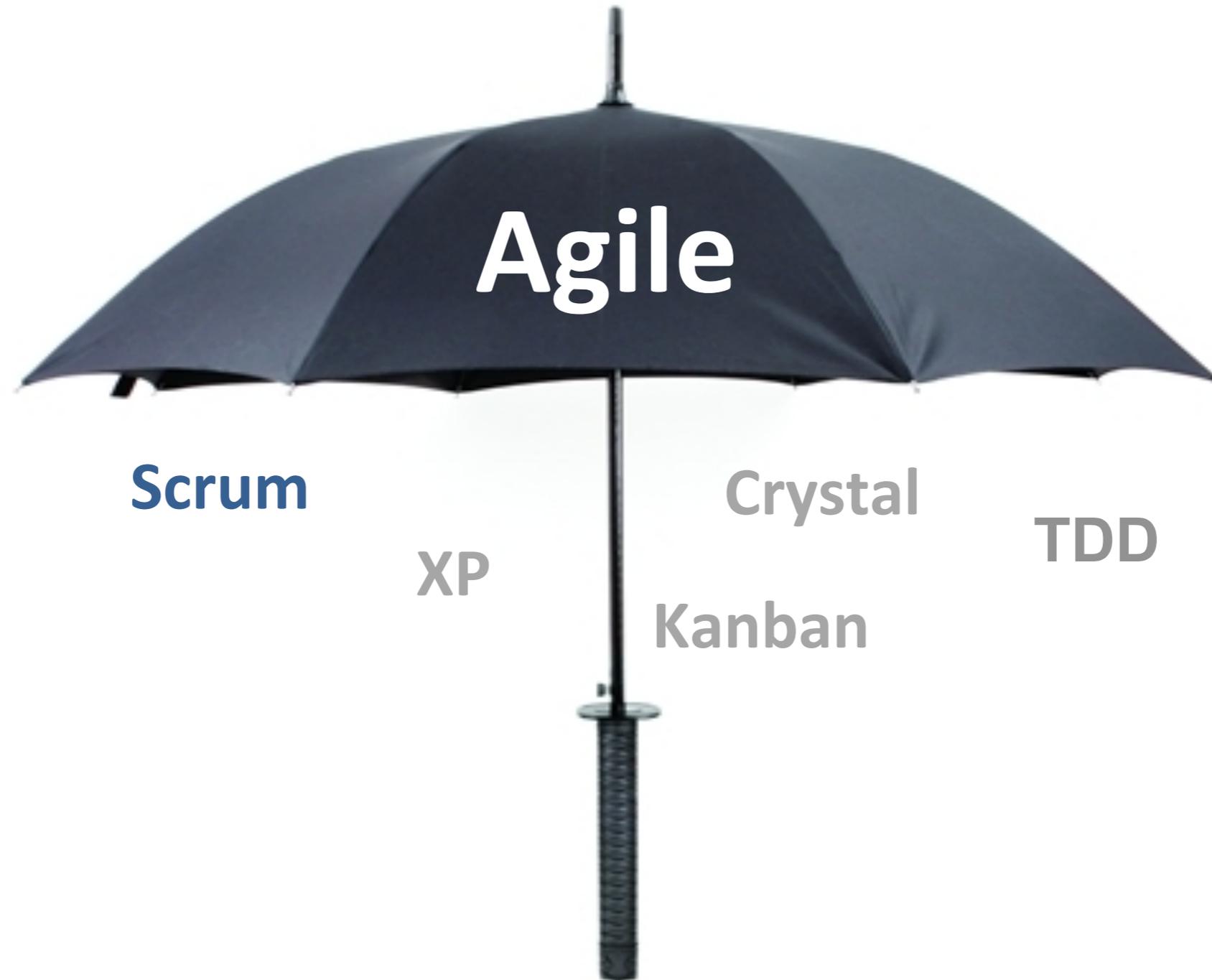
DISCLAIMER:

THIS IS NOT AN EPIDEMIC

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# SCRUM WORKS.

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# WHAT DO I MEAN BY “IMPROPER SELLING”?

When it is marketed as the whole “**solution**”

- ★ Scrum is part of the project lifecycle
- ★ It's not clear what's beyond the “Scrum” part



# SCRUM IS PART OF THE PROJECT LIFECYCLE



Project Lifecycle



Typical Waterfall

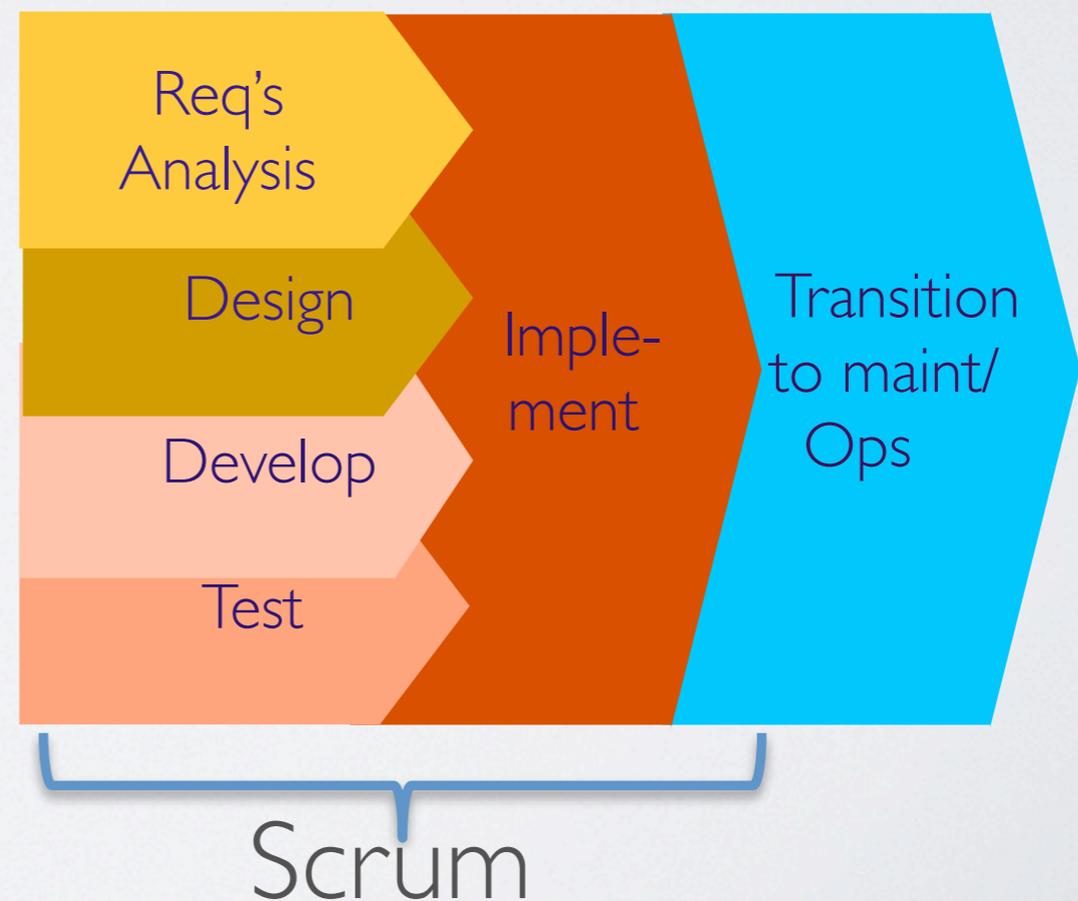
# SCRUM IS PART OF THE PROJECT LIFECYCLE



Project Lifecycle

?

?

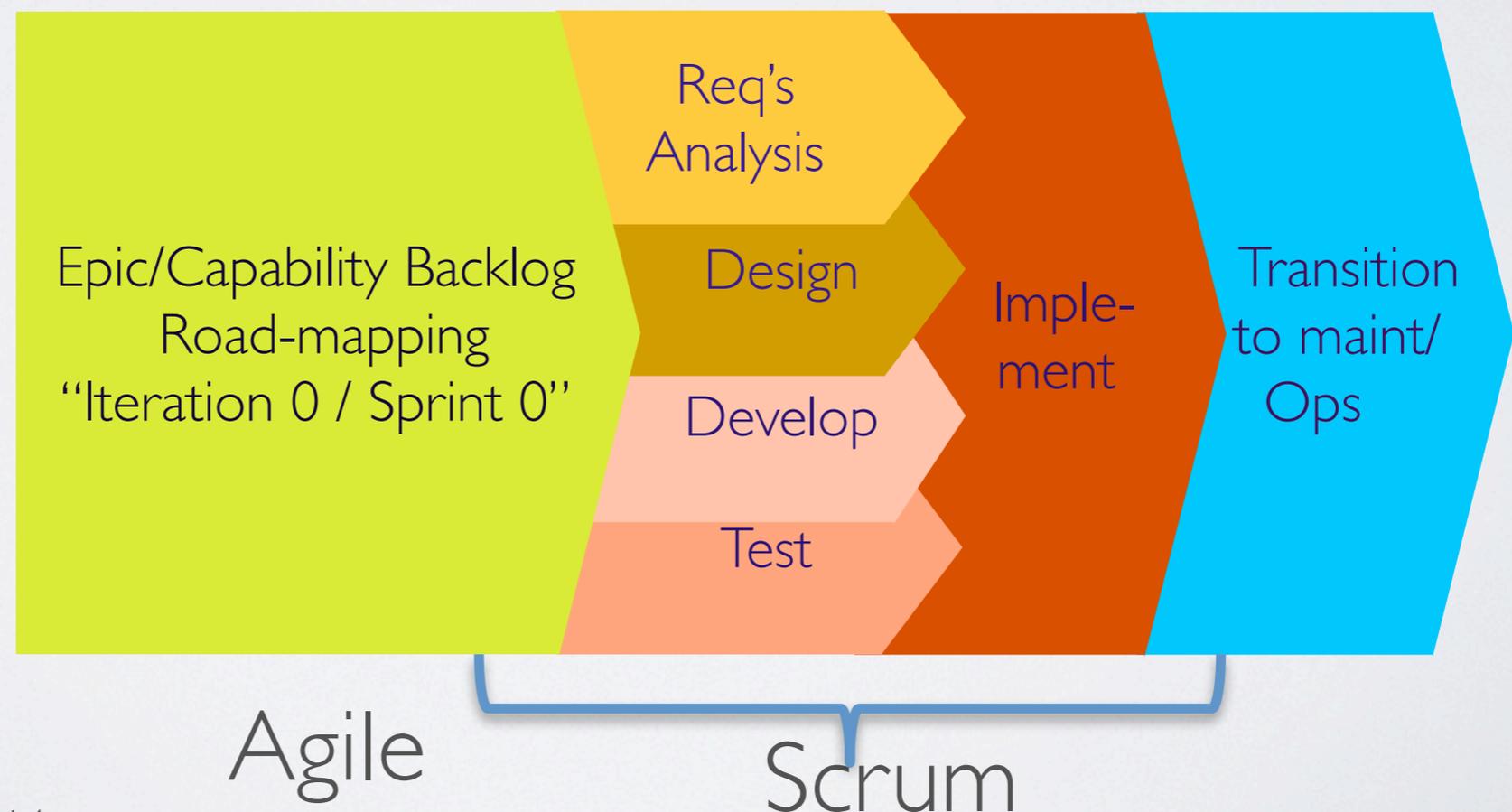


# SCRUM IS PART OF THE PROJECT LIFECYCLE



Project Lifecycle

?



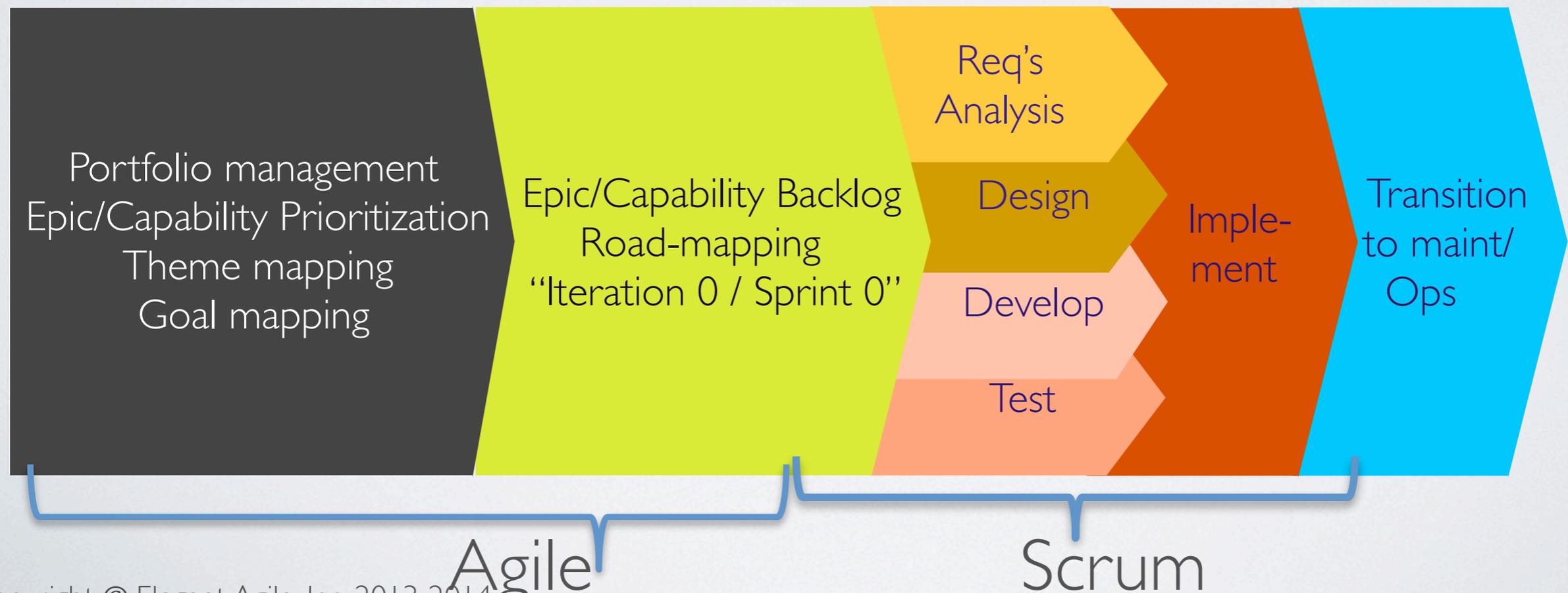
Agile

Scrum

# SCRUM IS PART OF THE PROJECT LIFECYCLE



Project Lifecycle



# THERE ARE EFFECTS OF IMPROPER “SELLING”

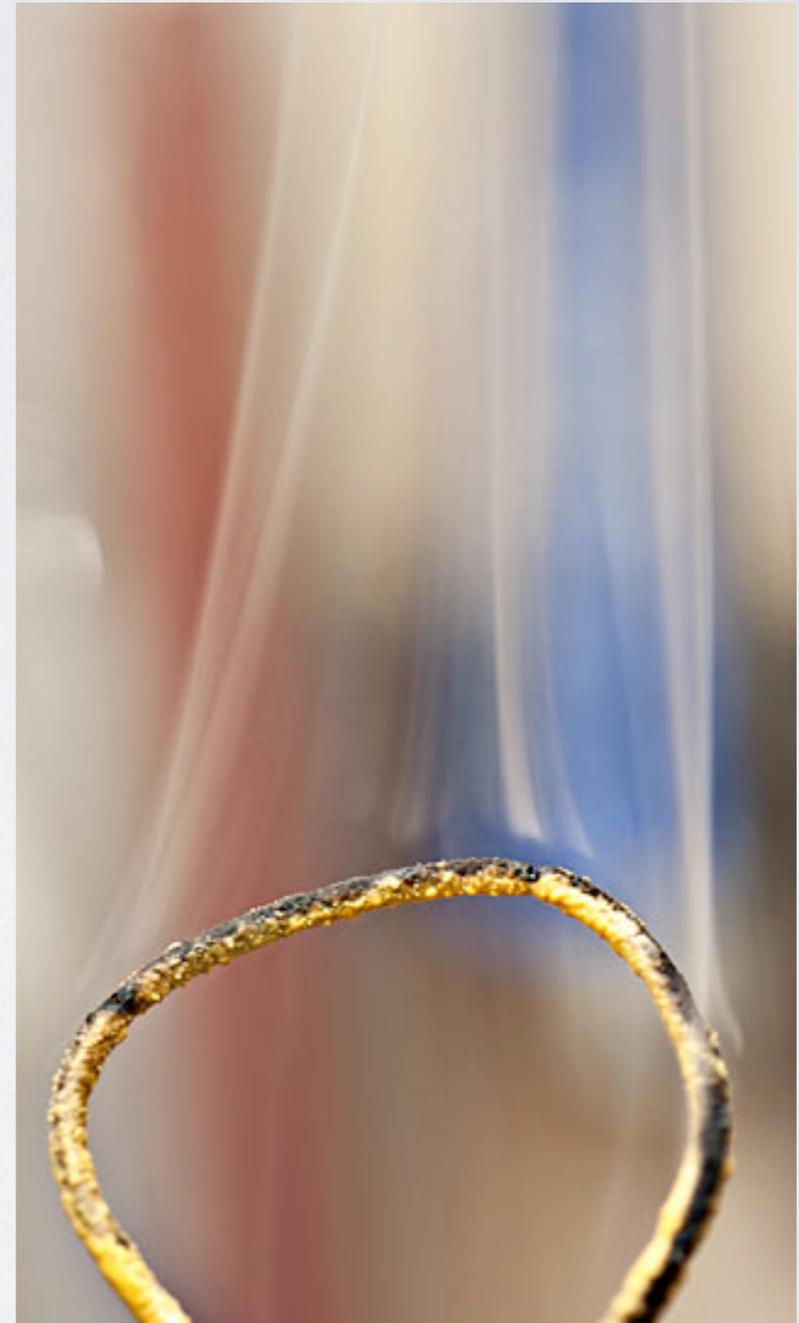
- Leadership misunderstands the differences between training teams and training organizations
- Lack of understanding where Scrum fits in
- Coaching support is needed :)

# WHAT DO I MEAN BY “MISREPRESENTED?”

- Scrum is sometimes marketed as "**the fix**"
- People get trained and are expected to **fix** the project lifecycle issues existing in Waterfall

# EFFECTS OF MISREPRESENTATION

- Introducing Scrum exposes bad wiring
- It makes you see there is more needed



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# WHAT IS THE DANGER OF MISREPRESENTATION

- Disconnect between Scrum and an agile transformation
- If it's not applied correctly, then Agile can get a bad name

IF SCRUM IS NOT  
SUCCESSFUL, WHO CARES?

I Do!  
You should too!

# WHO CARES IF IT'S MISREPRESENTED?

- As agile enthusiasts, we must care, because it is a disservice to Agile and degrades its efficacy as a whole
- Some may give up because they don't understand transformations... that's where agile coaches play a key part

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HERE ARE SOME SITUATIONS  
I COME ACROSS

# SCENARIO # 1

## The Scrum Vacuum



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# THE SCRUM VACUUM

- The team is alone and efficient
- Not experimenting with scaling
- The organization is not looking at the team
- No inspection process for broader application



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# SCENARIO #2

Someone gets trained

# ALRIGHT

*Let's do this  
Scrum thing!*



# SOMEONE GETS TRAINED

- They “infect” the organization
- They jump without looking
- They myopically think it’s an end-to-end solution

ALRIGHT



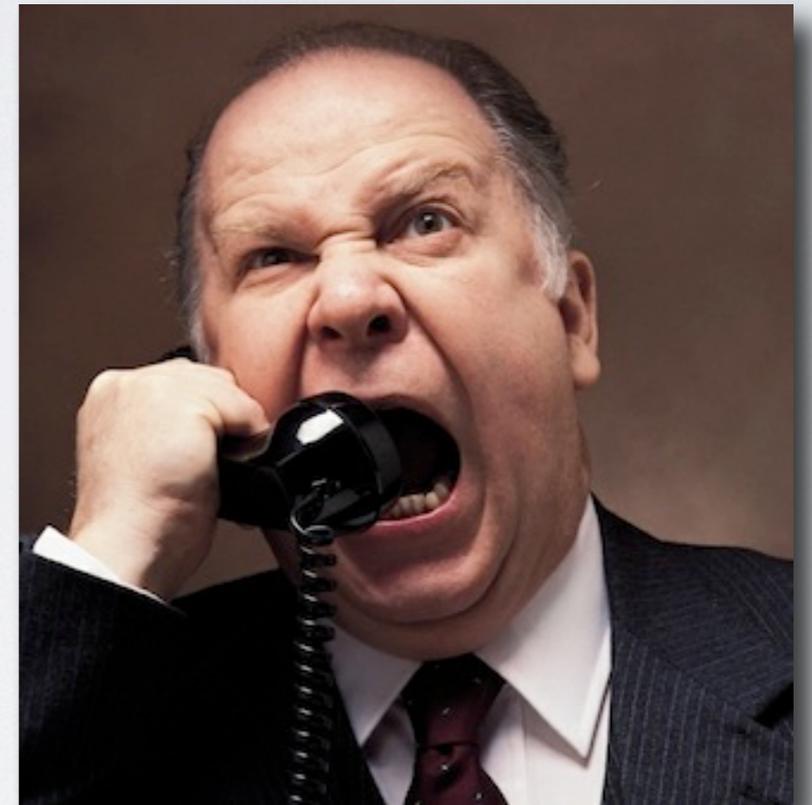
# SCENARIO #3

Management makes a  
“gentle” recommendation to  
use Scrum



# MANAGEMENT MAKES A GENTLE RECOMMENDATION

- Sometimes... they attend the training... or seminar...
- They get “amped” up about it
- Scrum is sold as a one-stop shop
- They are naive about their own process





AND WHEN THINGS DON'T  
GO SO WELL...

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# 2 EXAMPLES

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# #1 “STATE GOVERNMENT”

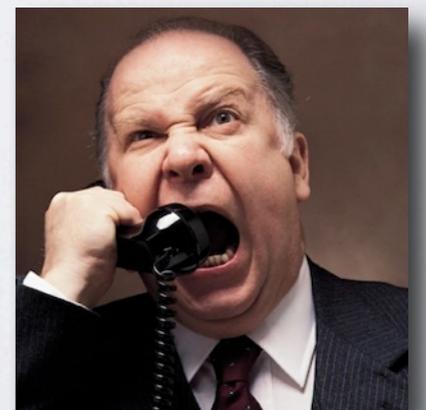
- Big important project... executives clear the way, the team gets trained... get great results... try it on another project.. fails... no executive support any longer. What happened? they never looked at the lifecycle of the project... **they couldn't connect the origination and support to the Scrum process.**



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# #2 “BIG INSURANCE”

- Big important project... executives demand Scrum... the team gets trained... they are successful early on.. they scale up the project... no agile coaches... the project starts impacting other business areas that were unprepared... Scrum started getting a bad name... even though it was actually doing a good job at producing work and getting customer feedback... **agile never takes off and the project is terminated.**



# COMMON THREADS

- It worked in a vacuum
- Bad wiring exposed
- Disconnect between Scrum and an agile project approach
- Inability to communicate beyond the team
- Inability to connect with internal functional units
- Scrum was misunderstood

# SO WHY DOES IT GET MISREPRESENTED?

- Lack of understanding of the bigger agile picture
- Little organization and formality with agile enterprise
- Mis-selling of Scrum at the leadership level
- The success of Scrum training

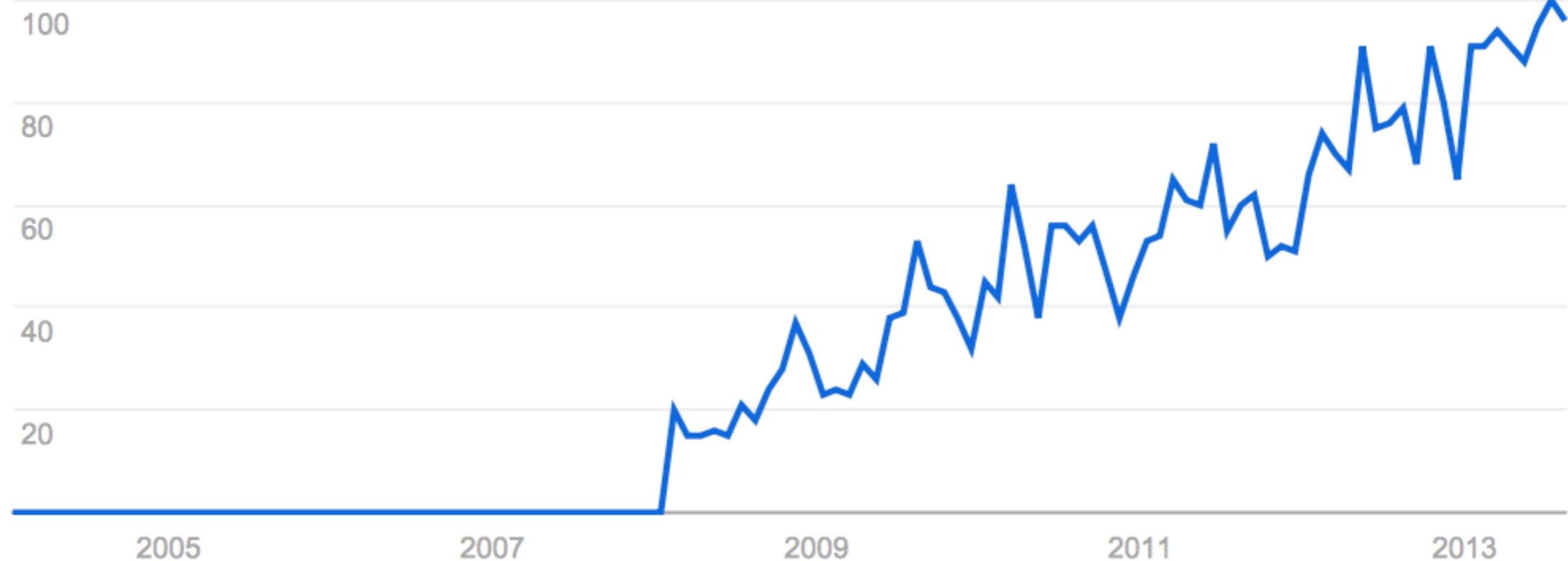
# SCRUM TRAINING

- Companies pushing Certified Scrum Master (CSM) training
- The spread of staff members with CSMs
- The popularity of Scrum
- It works so well
- Many think that it's all they need

# ANNUAL CSM CERTIFICATIONS ARE A DECENT METRIC

Interest over time. Web Search. Worldwide, 2004 - present.

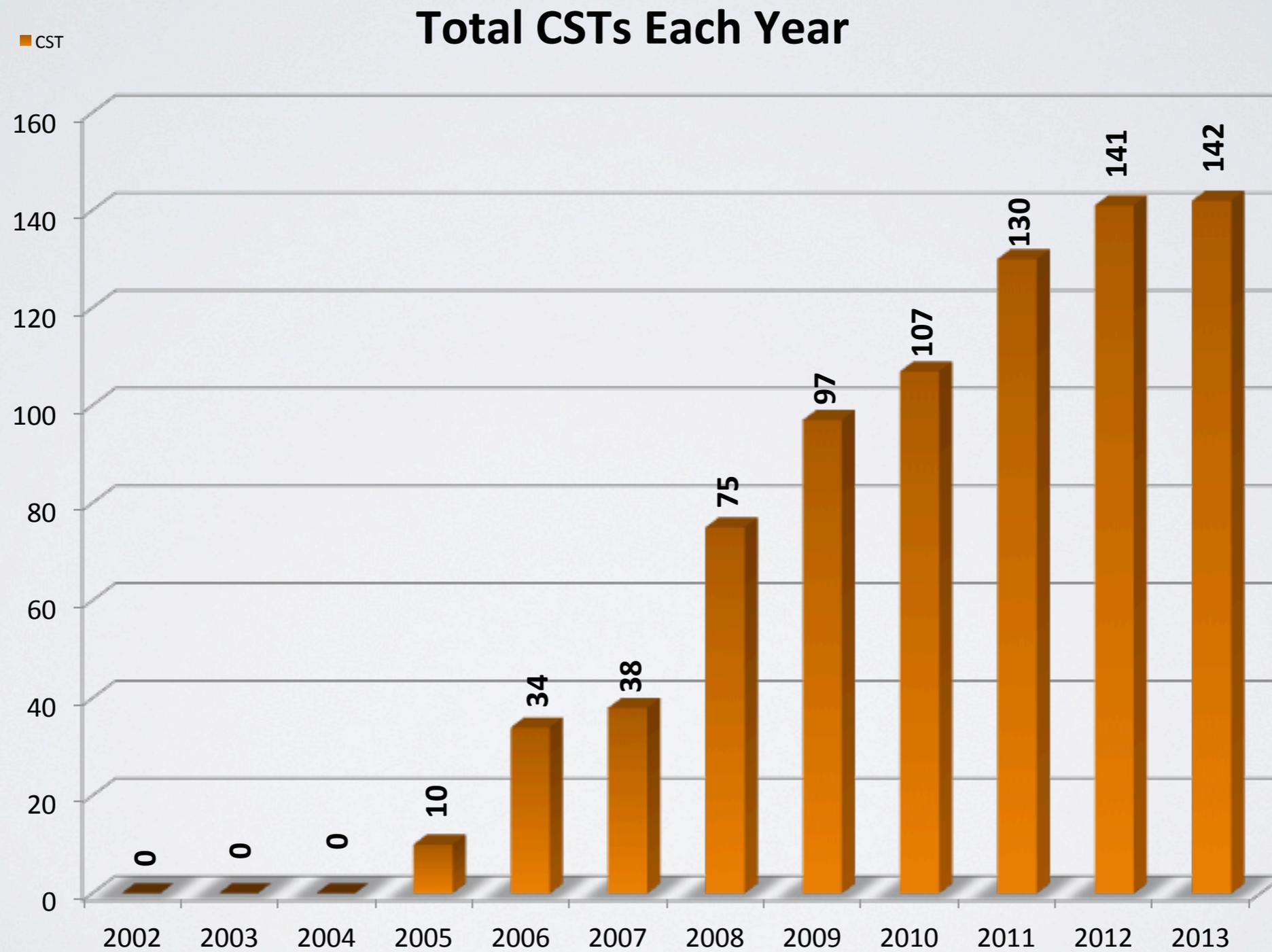
■ scrum master certification



View full report in [Google Trends](#)

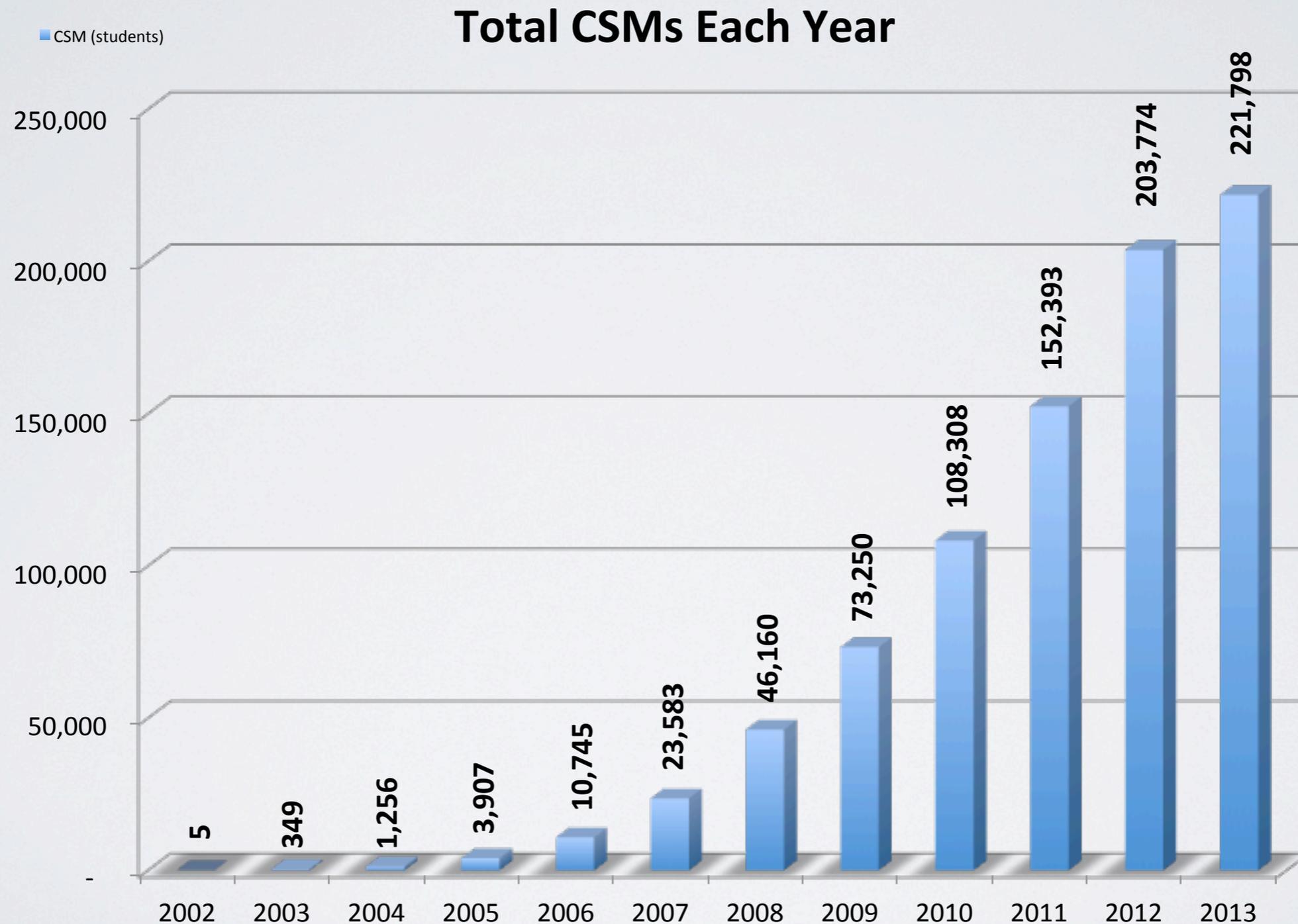
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# RISE IN CST CERTIFICATIONS



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# RISE IN CSM CERTIFICATIONS



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# THE PROS

- Awareness is up
- Demand is steady
- So what's the problem?





# SCRUM PARADOX

Training is so good, that it could be bad... huh?

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# THE RISK

- **More and more people are trained in Scrum**  
**and I don't see wide expansion of agile training**  
**for leaders to complement it**
- We need to be careful of the Scrum tipping point



# THE TIPPING POINT

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# DEMAND VS LEADERSHIP

- The demand for Scrum training is up
- Not enough leaders understanding Scrum
- Leadership training vs. employee training is not balanced

# EVIDENCE OF A CHANGE IN ATTITUDES

- Ken Schwaber's (Scrum.org) "Agility Path"
- Many Coaching companies have their own Agile Frameworks
- Executive Agile Challenges

WHAT CAN WE DO?

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# CHALLENGE

- Be honest about how you sell Scrum
- Think about your organization... is there more than just Scrum?
- Investigate broader agile concepts in your project lifecycles
- It's all about about customer relationships, product awareness, being lean, and knowing how to adapt

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**that?**

The graphic consists of several overlapping rectangular blocks of different colors. At the top is a blue block with the word 'Scrum' in white. Below it is a red block with 'what's' in white. To the left of the next line is an orange block with 'up' in yellow. In the center is a green block with 'with' in white. At the bottom is a light blue block with 'that' in yellow. To the right of these blocks is a purple block containing a large red question mark.

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**If you are interested in contacting me**

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