

Including WS-results
Global Scrum Gathering
Sept 2014, Berlin

– Scrum –

Successful, but not always by the book
Empirical findings, practical conclusions



Global Scrum Gathering Berlin
September 2014
Prof. Dr. Ayelt Komus
University of Applied Sciences Koblenz

www.komus.de

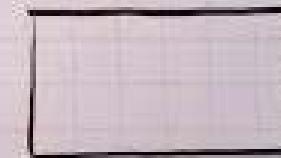
www.status-quo-agile.net



EnteringThe Room

How would you describe your organization's agile approach?

- Pure Play
("by the book")
- Hybrid
(Mixing WF/agile)
- Selective
(Sometimes WF, sometimes agile)
- Waterfall
(Big Design Up Front)



My Personal Agile Journey (So Far)

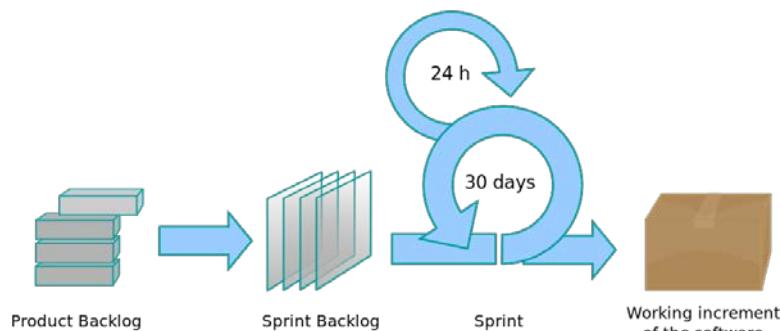
- Business Background (BPM, SAP)
- Scrum: First idea: Solves BPM-/SAP-Problems!
- Admiration: How do they do it?
- Doubts in audiences:
Sounds great – but not in my organization
- Status Quo Agile 2012:
`pure play` is exception rather than the rule!
- What's an appropriate approach to become more agile?



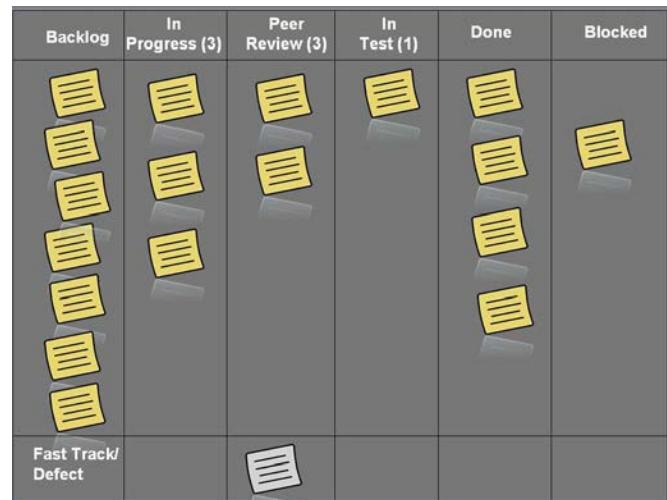
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Revolution Or Evolution?

Scrum



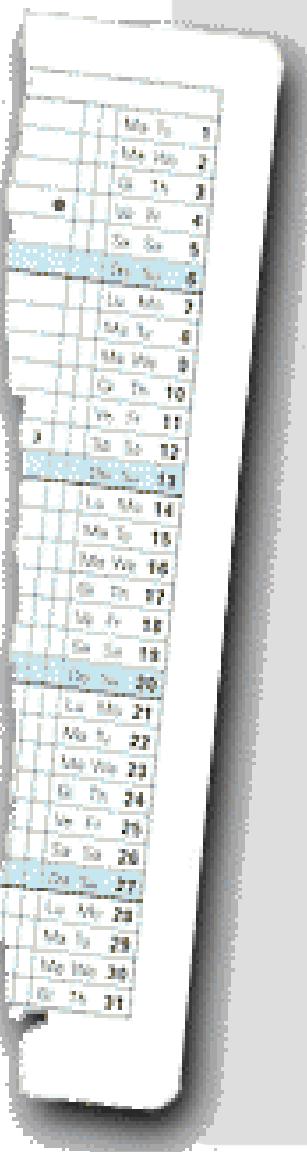
Kanban



Fully described new organizational system
with roles, artefacts and ceremonies

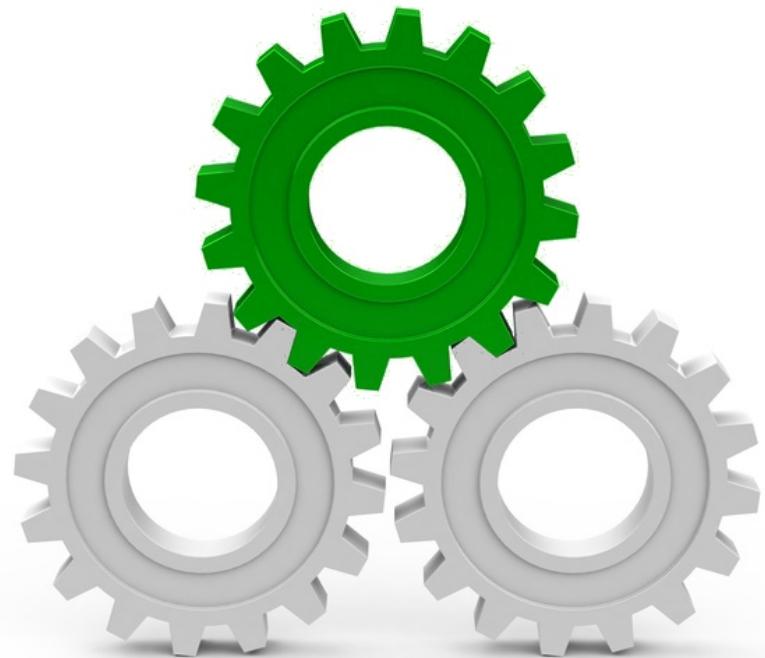
Incremental, evolutionary process.

AGENDA

- 
- Revolution Or Evolution?
 - Empirical Results: Status Quo Agile 2014
 - Decision Criteria For Agile Approach
 - Hybrid / Selective Approaches
 - Personal Conclusion

Studie „Status Quo Agile“ - 2014

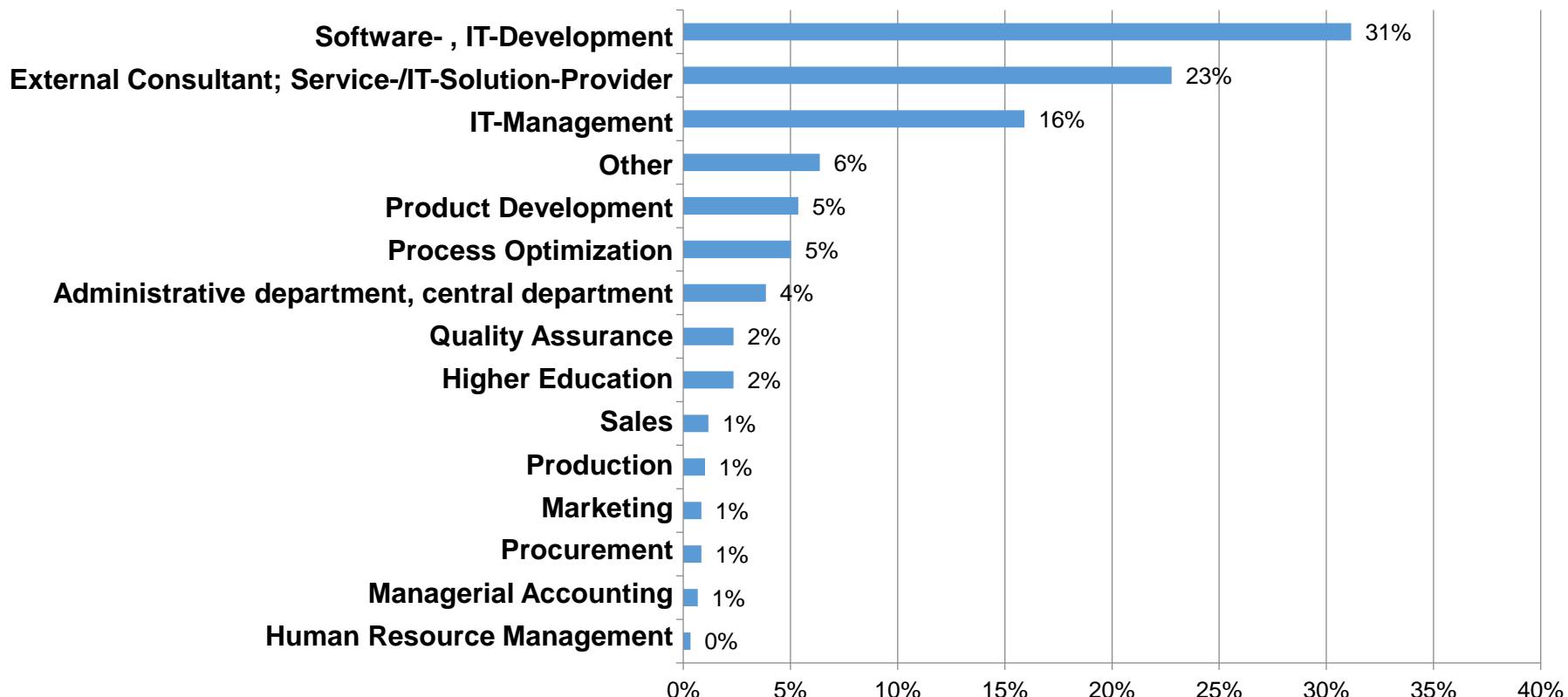
- Study on success and forms of usage of agile methods
- First study in 2012
- Online-Survey in Q2 2014
- English and German
- Cooperation with GPM and IPMA
- 600 + participants, 30+ countries
- High level of media response



© beermedia via Fotolia.com

600+ Participants From 30+ Countries

In which field are you working?



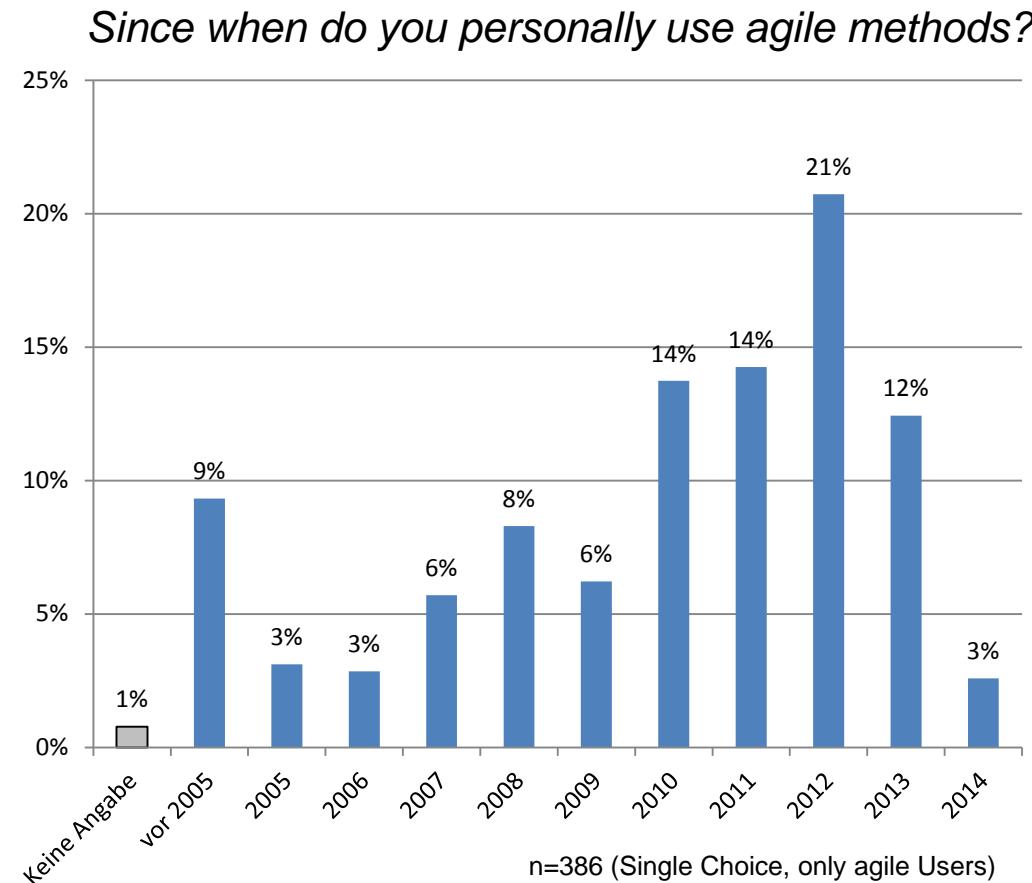
Source: Status Quo Agile 2014

When did people start to use
agile methods?



Timeline

Most users started using agile methods during the last 4 years.



Source: Status Quo Agile 2014

www.status-quo-agile.net

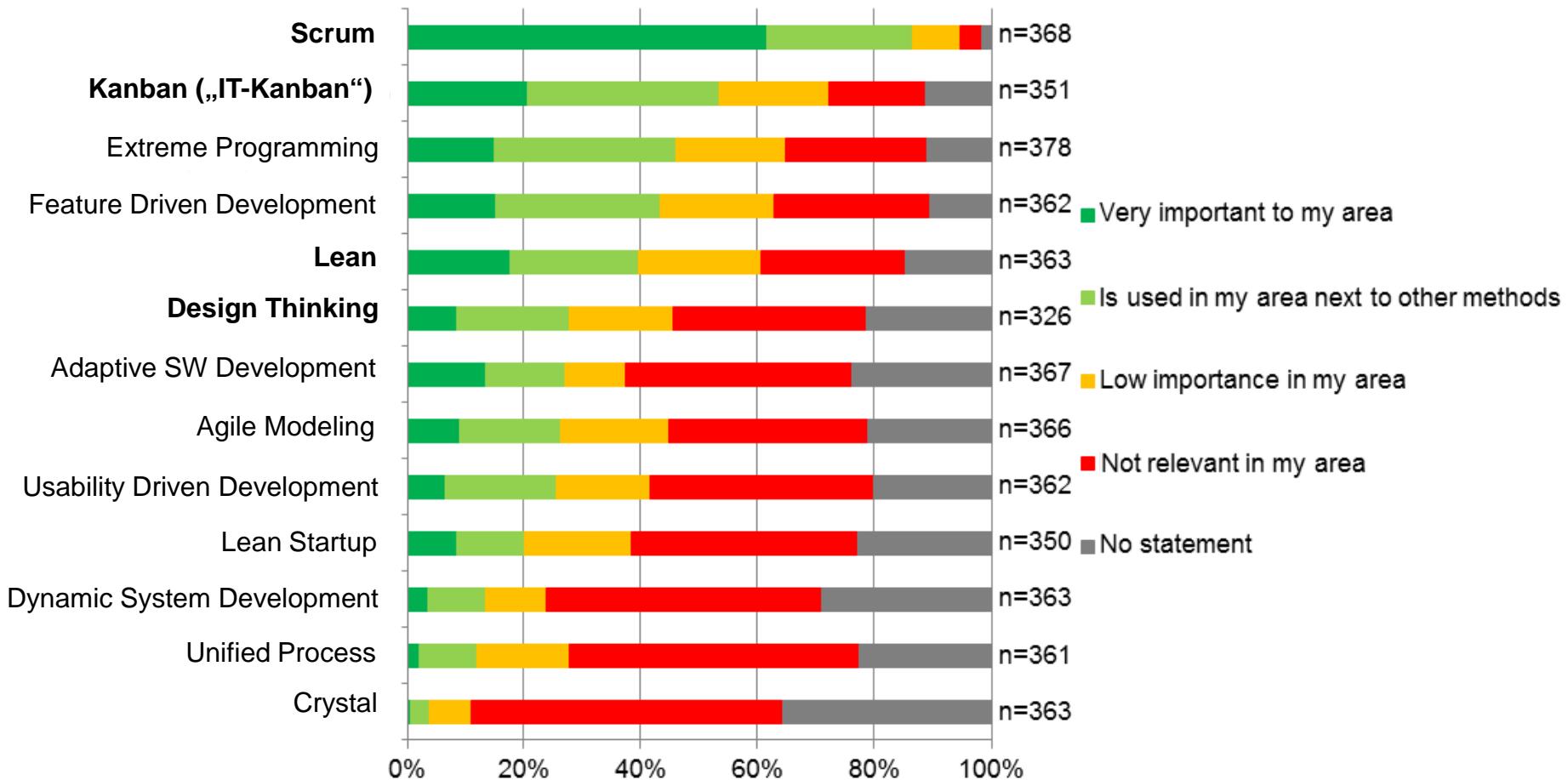
Which methods are
most popular?



Relevance Of Specific Agile Methods

Scrum and IT-Kanban are the most popular methods

How important are the following methods in your area?



Source: Status Quo Agile 2014

only users of agile methods

www.status-quo-agile.net

Other Popular Methods For Scrum-Users

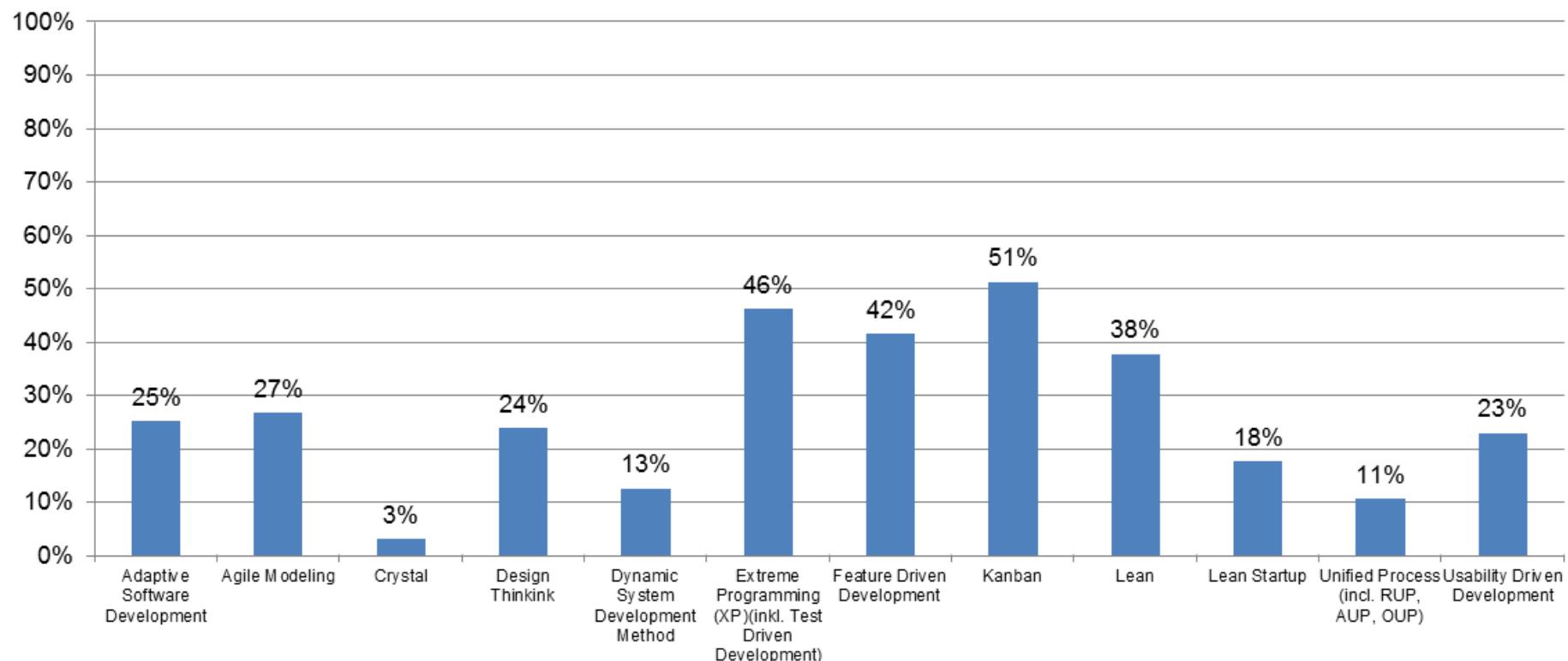
Kanban, XP and FDD are the most important methods for Scrum-users

Participants who rated **Scrum** as follows:^{*}

A = very important to my area

B = is used in my area next to other methods

also rated the following methods with A or B



* Compare: "Importance Of Agile Methods For The Own Field" n=318(multiple choice)

Source: Status Quo Agile 2014

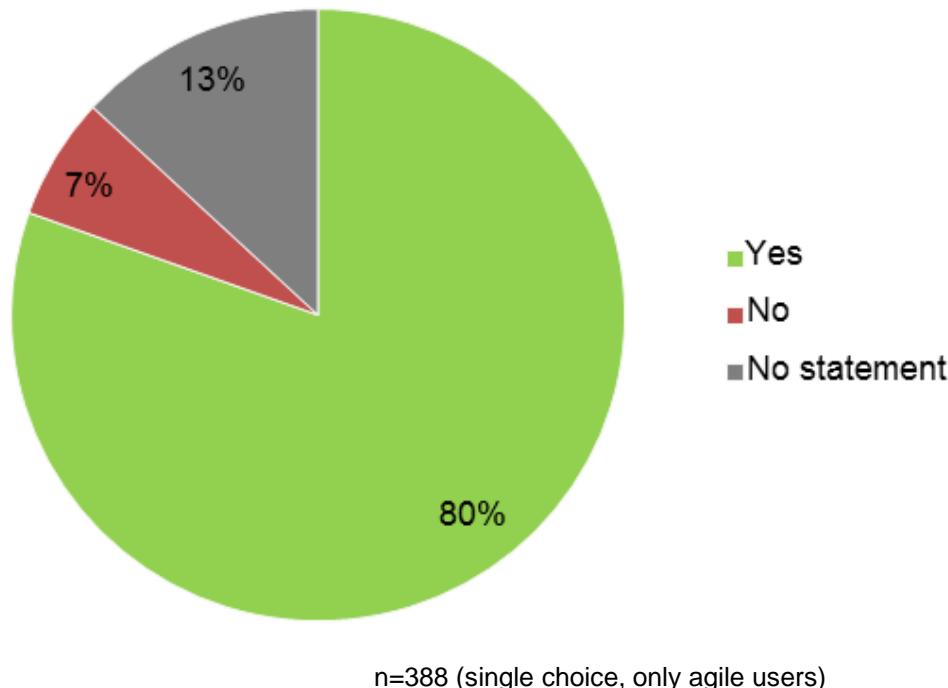
**How successful are
agile methods?**



Improvements Due To Agile Methods

A great majority experienced improvements with the use of agile methods

Did the usage of agile methods lead to improved results and efficiency?



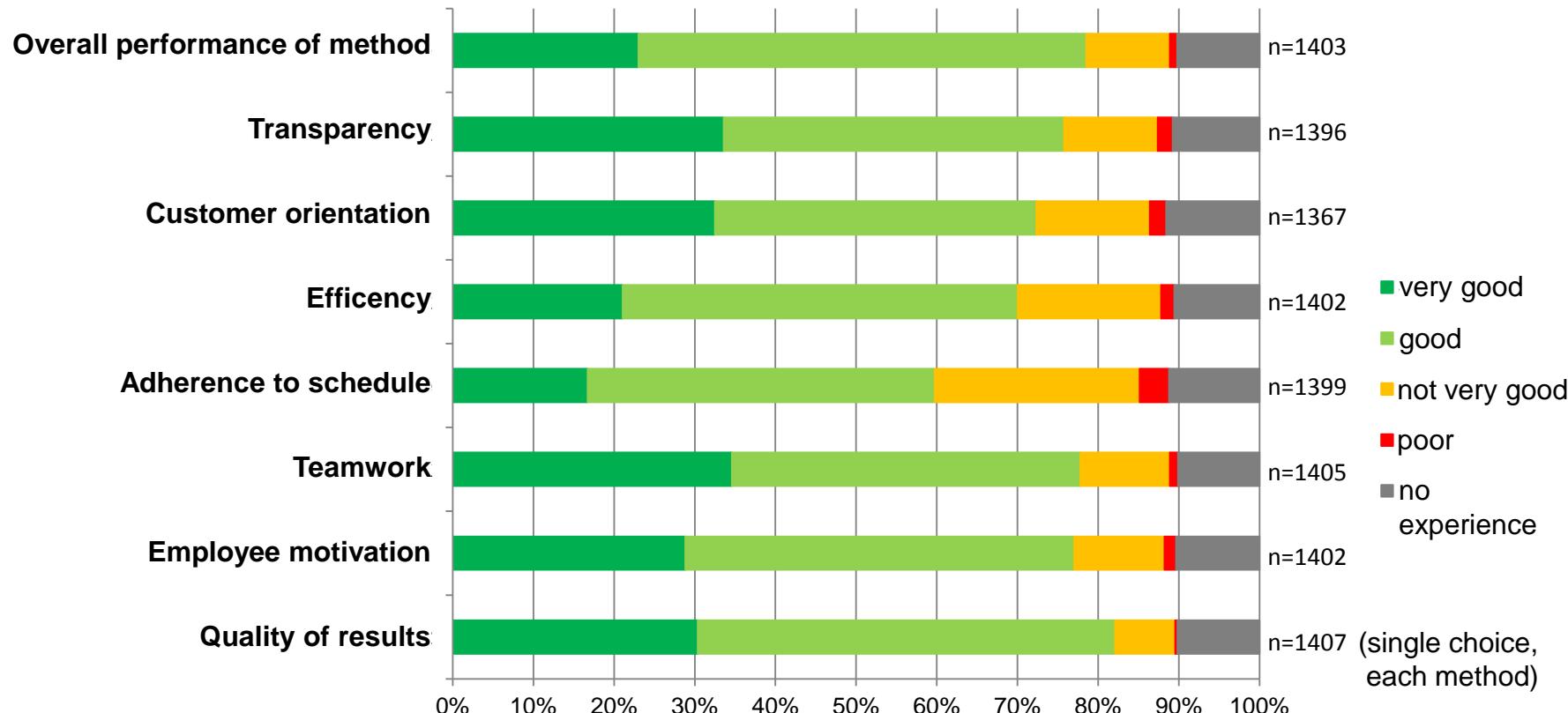
Source: Status Quo Agile 2014

www.status-quo-agile.net

Evaluation Of Practiced Agile Methods

Agile users: mostly good or very good results

Evaluation of the entire practiced agile methods based on the following criteria.



All agile users

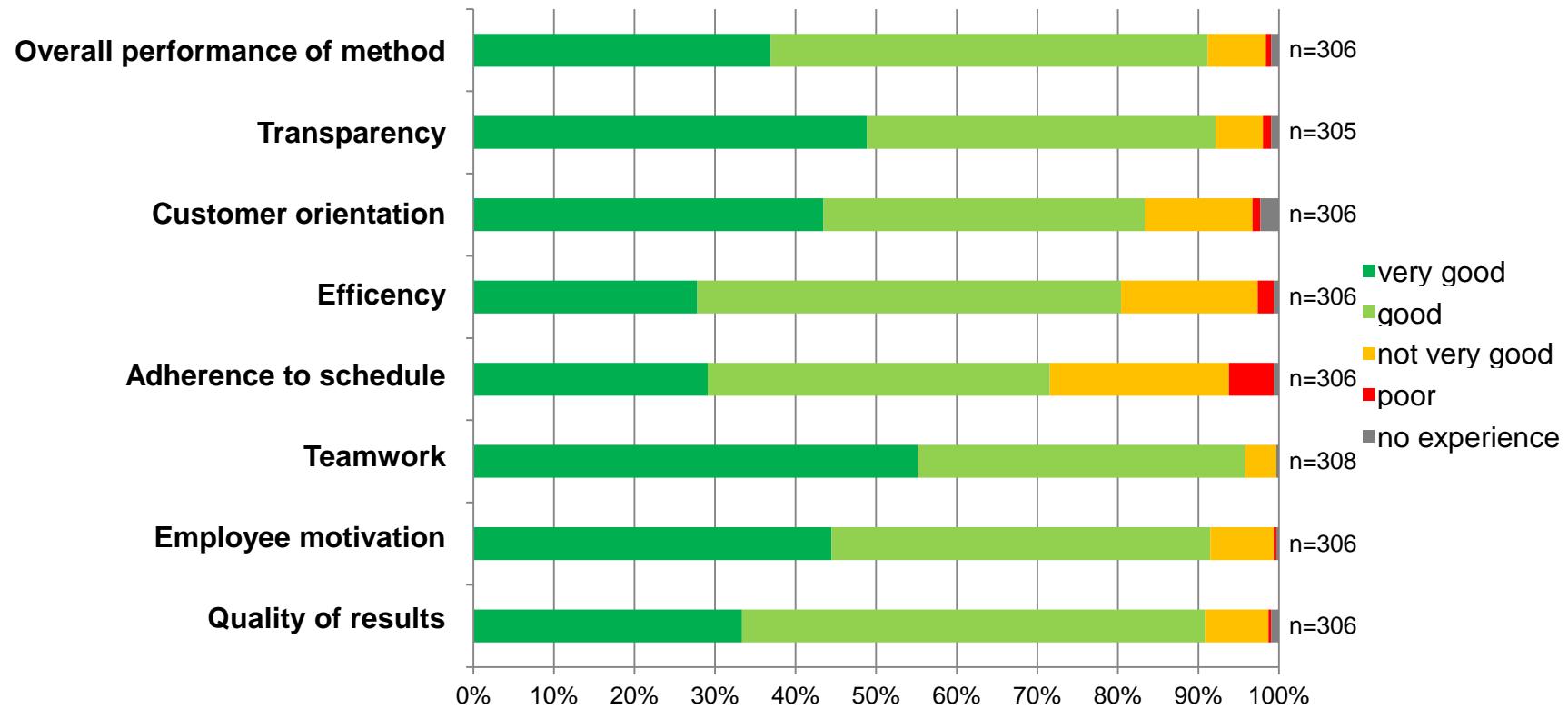
The number of answers is larger than the number of respondents because many participants evaluated more than one method (all methods rated "A" or "B").

Source: Status Quo Agile 2014

Evaluation Of Scrum

In every single aspect the rating of **Scrum** is better than the average of agile methods altogether

*Please evaluate **Scrum** with the characteristics stated below according to your experiences in your area of the company*



Participants who rated method as follows:

“A” = very important to my area or “B” = is used in my area next to other methods

Single choice for each success criterion

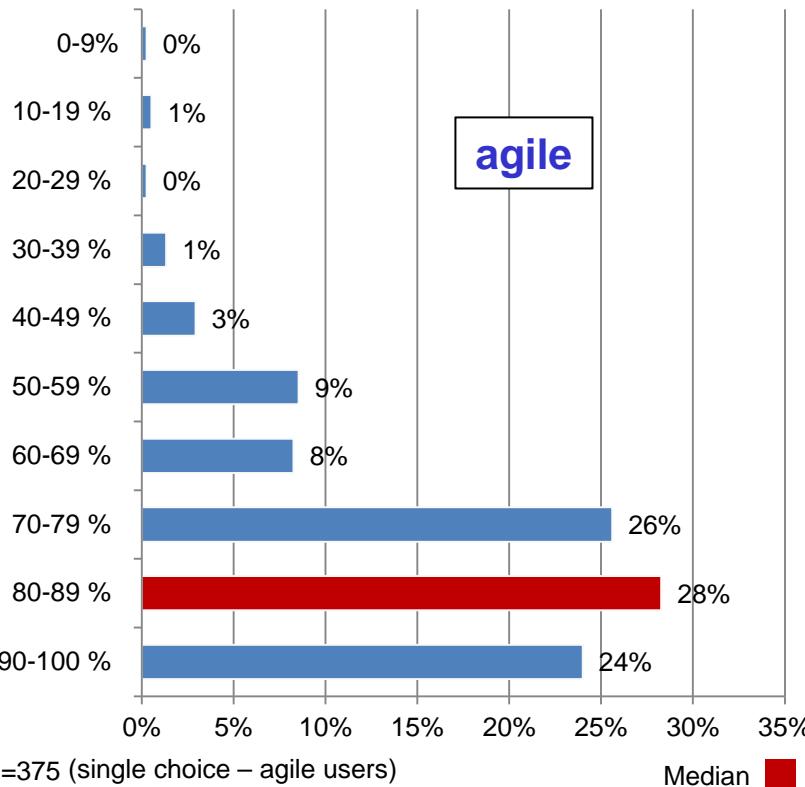
Source: Status Quo Agile 2014

Success Rate Agile Vs. Classic Methods

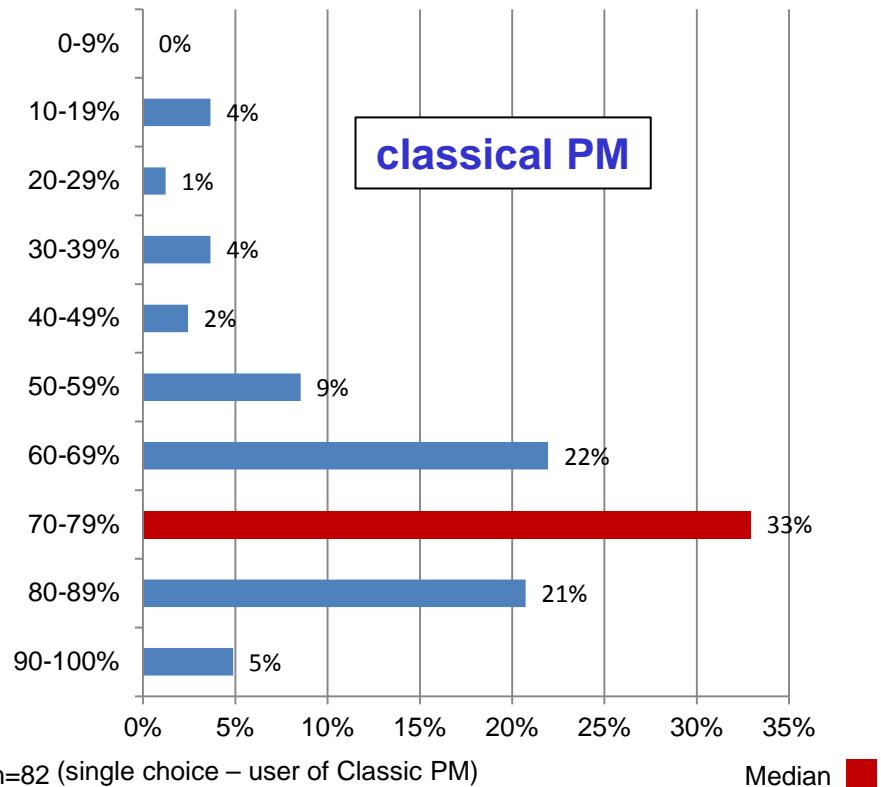
The evaluation of the success rate of agile processes is significantly better

The success rate of classic project management, rated by the classic user is significantly worse than the success rate of agile methods, rated by agile user (t-Test: $p<0.001$).

How would you estimate the success rate of projects/development processes performed with agile methods?



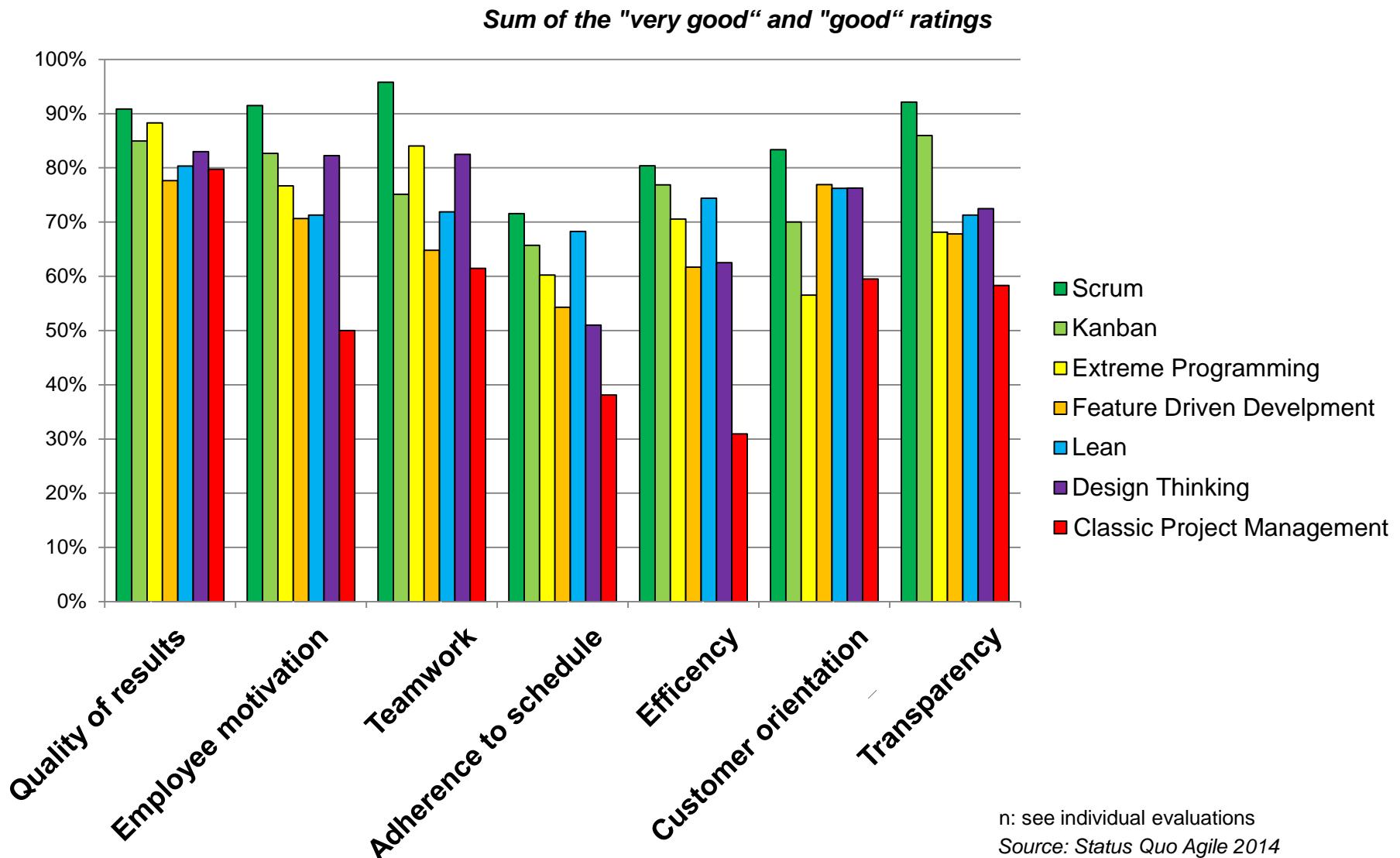
How would you estimate the success rate of projects/development processes performed with classic methods?



Source: Status Quo Agile 2014

Comparison - Evaluation

Summary – all groups



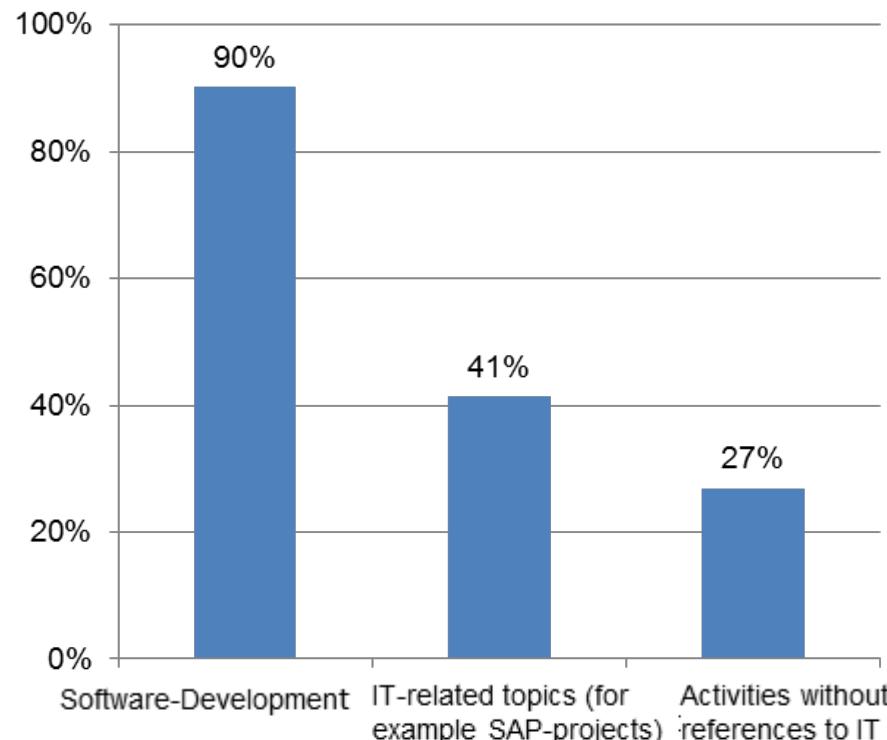
In which fields and how
are agile methods applied?



Fields Of Application

The use of agile methods is not limited to software development

In which areas do you use agile methods/project management?



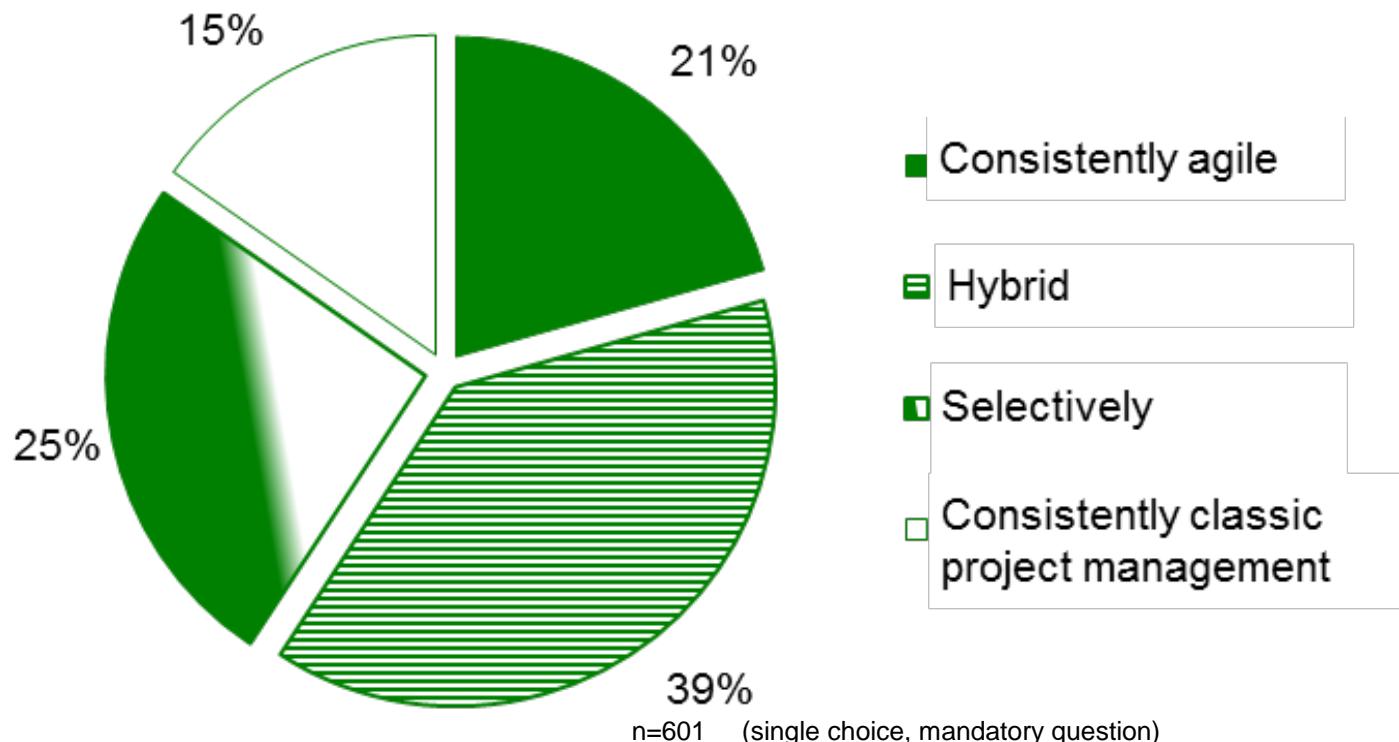
Source: Status Quo Agile 2014

www.status-quo-agile.net

Forms of Usage (2014)

- Scrum `by the book` is the exception rather than the rule
- Hybrid and selective usage add up to 64% of the sample

Projects / development processes are controlled and managed...



Source: Status Quo Agile 2014

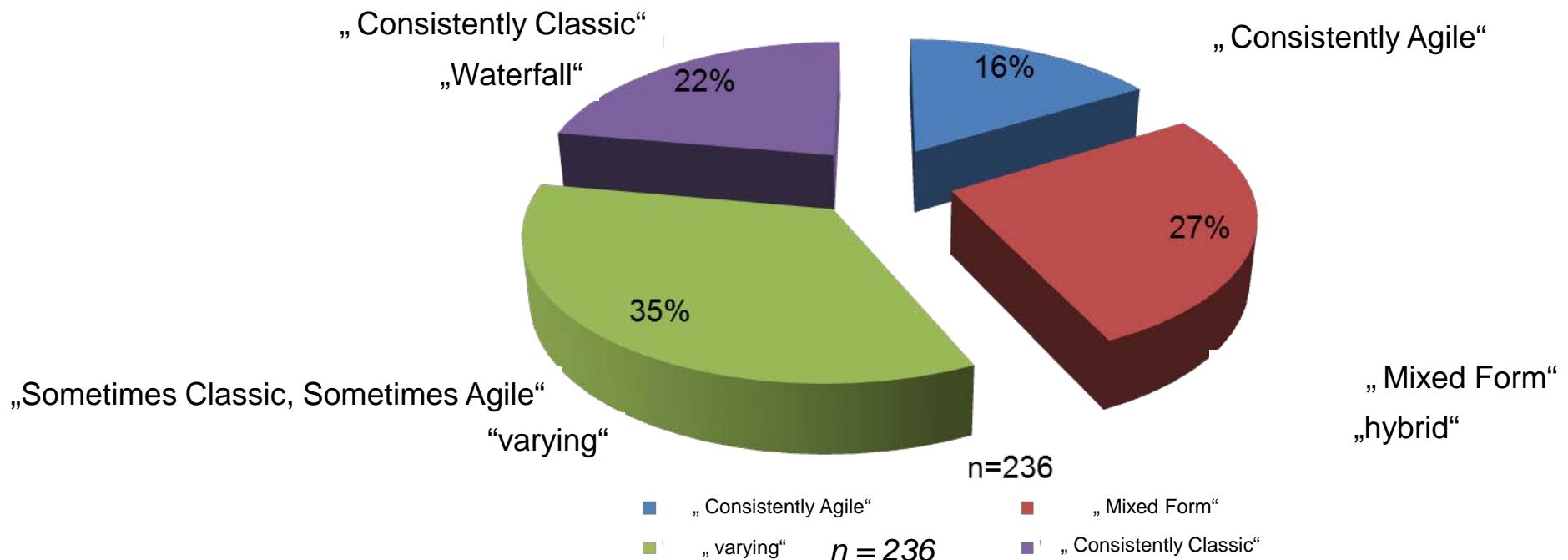
www.status-quo-agile.net

Variants Of Agile Methods

SQA 2012

- The consistent use of agile methods is the exception
- Hybrid and selective use represent 62% of the sample

How are you using agile methods?



Source: Status Quo Agile 2012

www.status-quo-agile.net

mmmmhhh....

Only about 1 quarter of agile users are `pure play'-agile users

Doesn't that mean?

Most agile users have to / want to
combine agile methods with waterfall methods

Not to mention...

... many of them are living in a waterfall-environment

How do they do that?

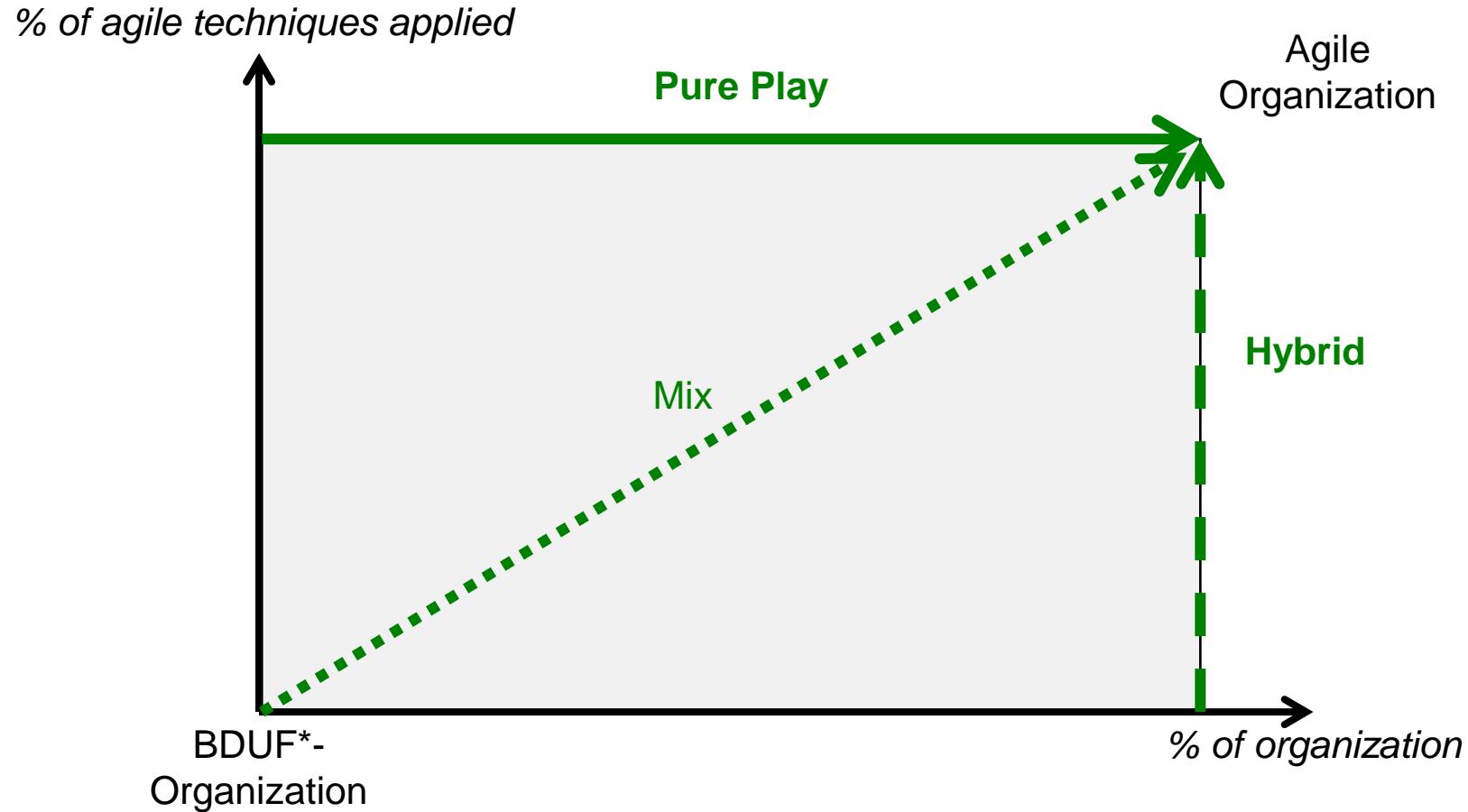


Path of agilization



Simplified Approach Of Agile Transition

There are several possible ways to become “agile”

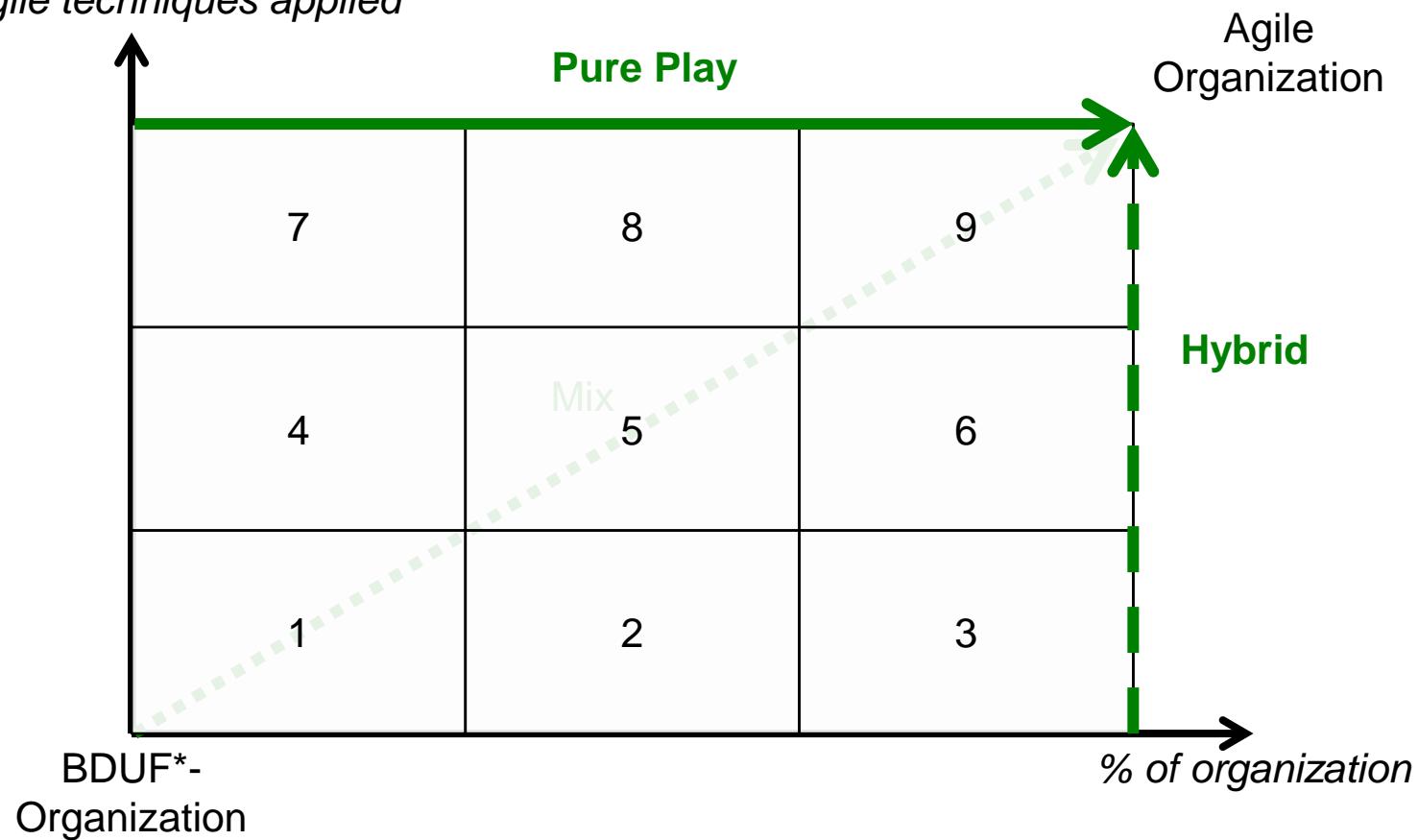


*BDUF – Big Design Up Front ~ Waterfall

Where Is Your Organization?

Which field describes the state of **your** organization?

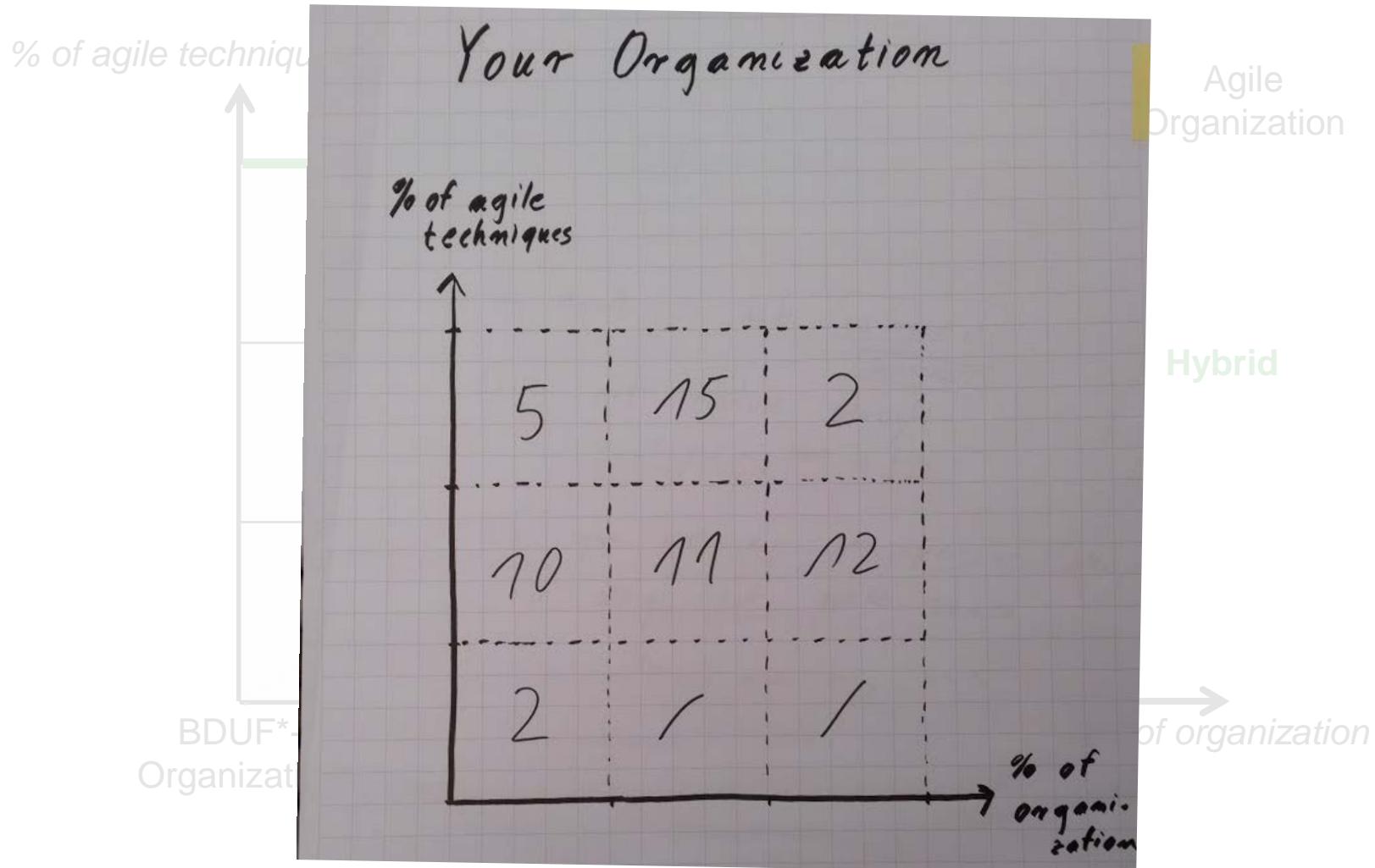
% of agile techniques applied



*BDUF – Big Design Up Front ~ Waterfall

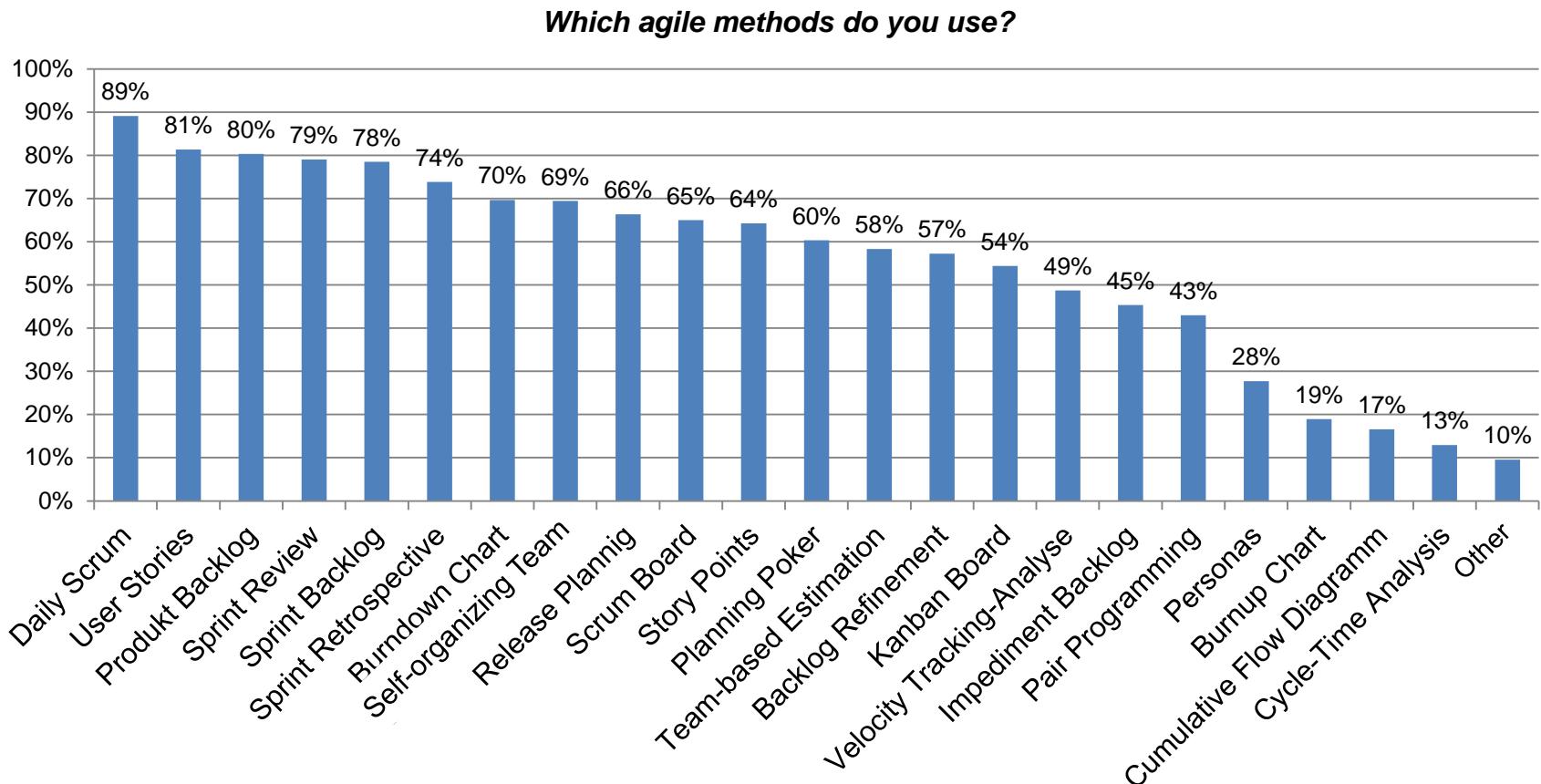
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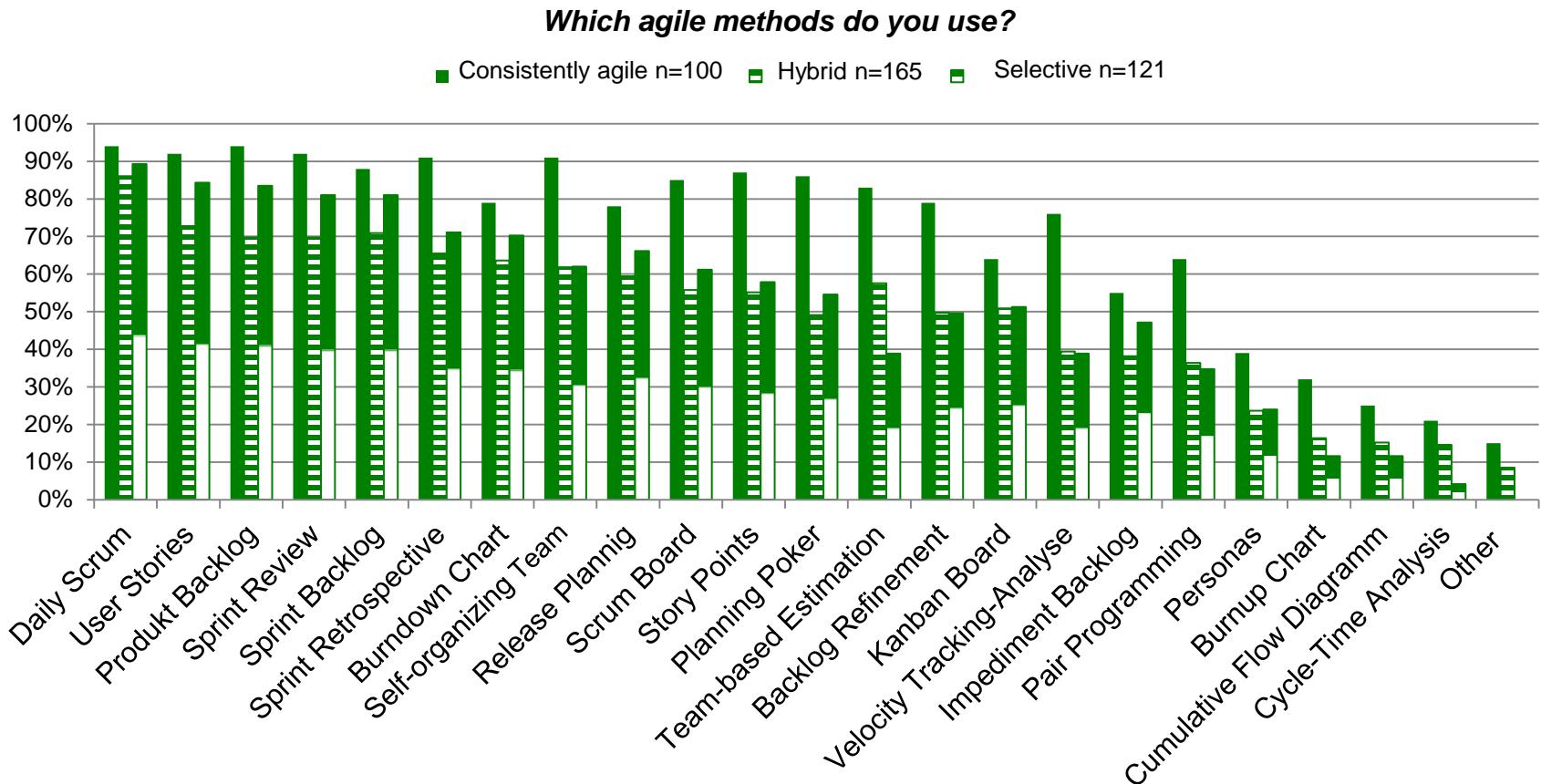
Agile Techniques Used – All Agile User



n=386 – number of users who stated at least one technique – all agile users, multiple choice

Source: Status Quo Agile 2014

Agile Techniques Used – By Form Of Agile Usage



n = Number of participants who tagged at least one technique

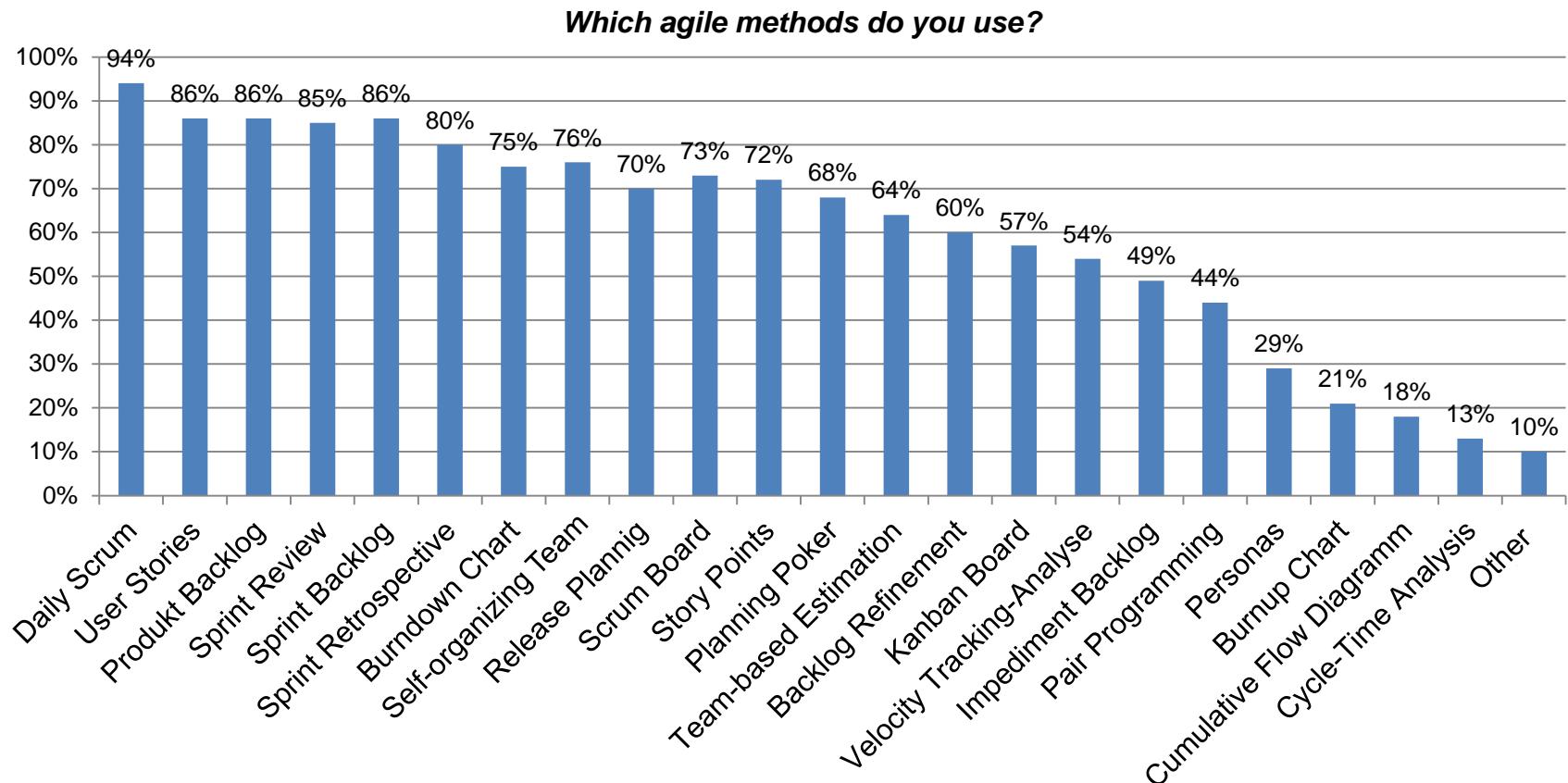
Source: Status Quo Agile 2014

Agile Techniques Used – Scrum Users

Only Participants who rated Scrum as follows:^{*}

A = very important to my area

B = is used in my area next to other methods



n=318 (multiple choice)

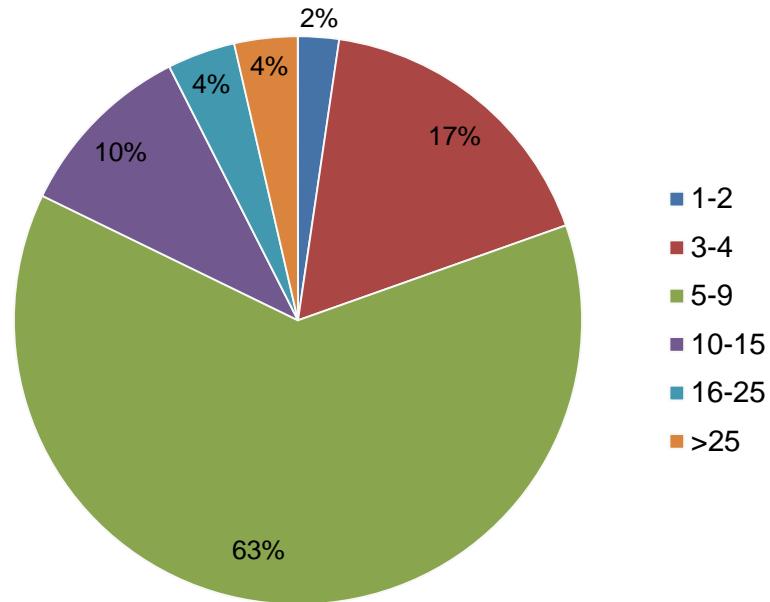
Source: Status Quo Agile 2014

Size Of Teams

7 plus/minus 2 people is common – in Classic PM, too!

Agile Users

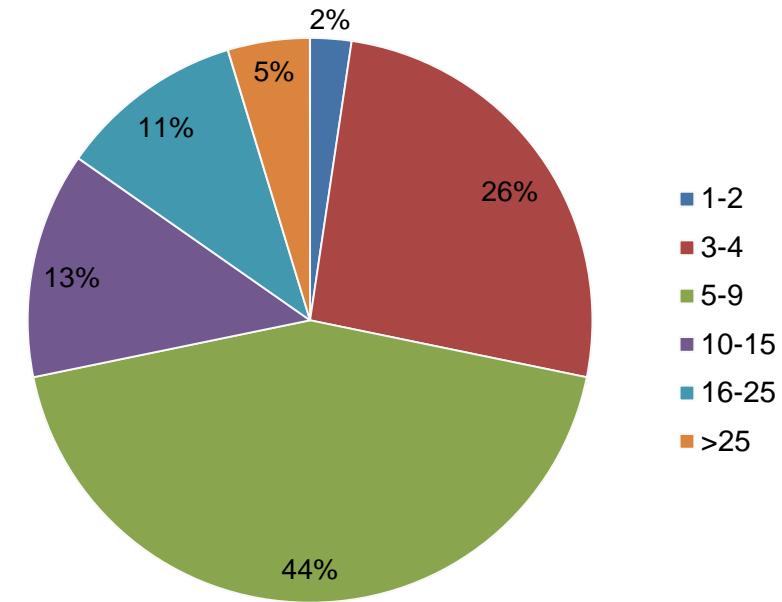
How many people are typically on a team in your area?



n=388 (single choice)

Classic PM-Users

How many people are typically on a team in your area?

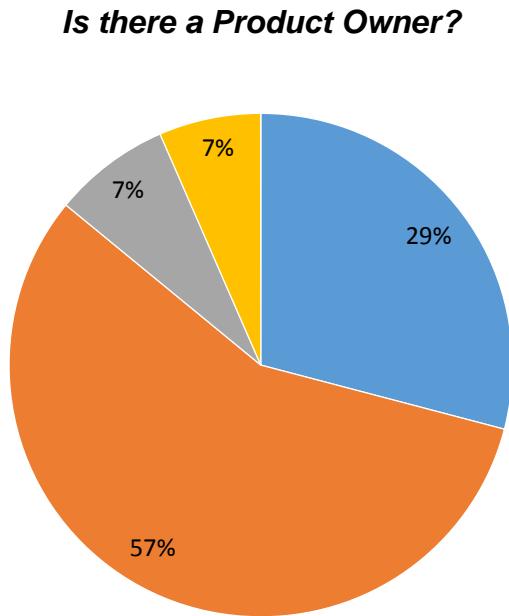


n=85 (single choice)

Source: Status Quo Agile 2014

Product Owner

Only 7% of the Scrum teams have no product owner at all



- Yes, there is a Product Owner, he defines the Sprint Backlog
- Yes, there is a Product Owner, together with the team defines out the Sprint Backlog
- No, there is no Product Owner
- The team does the job of the Product Owner

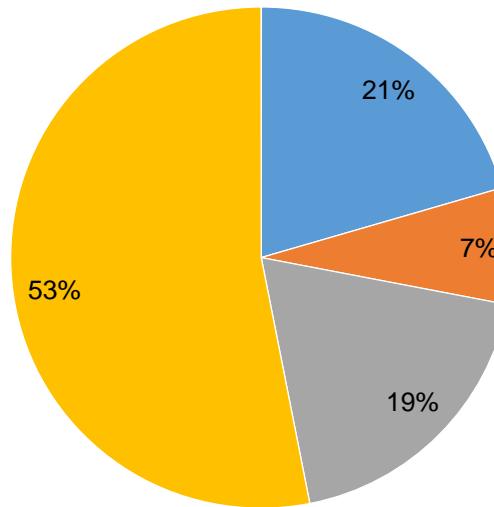
n=306 (Scrum users, single choice)

Source: Status Quo Agile 2014

Scrum Master

About half the teams rely only on a dedicated Scrum Master; 7% have no Scrum Master at all

How would you describe the role of the Scrum Master?



- There is a Scrum Master who acts like a traditional project manager
- There is no Scrum Master
- There is a Scrum Master and a traditional project manager
- There is a dedicated Scrum Master role

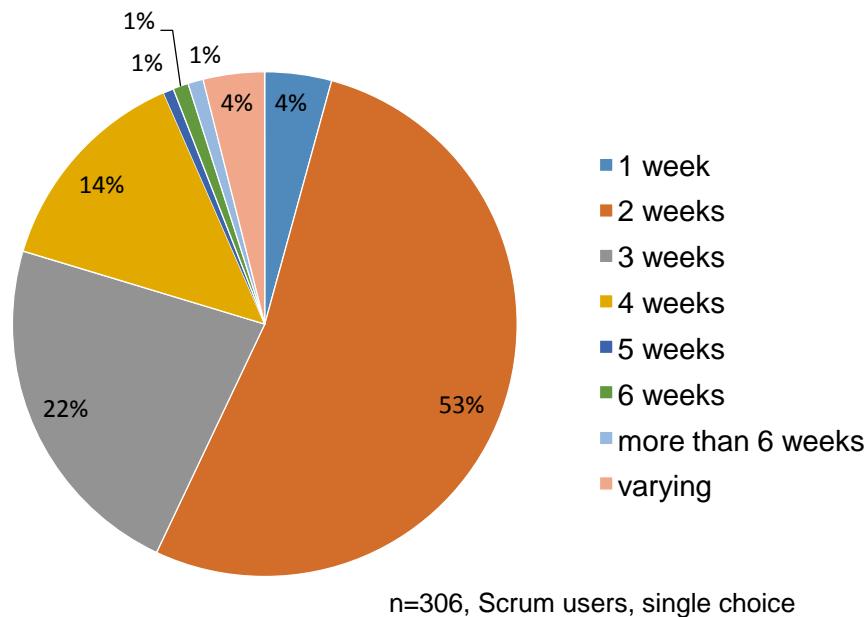
Source: Status Quo Agile 2014

n=307, Scrum users, single choice

Duration Of Sprints

More than 50% of the Scrum teams have 2-week-sprints

How long do your Sprints typically run?



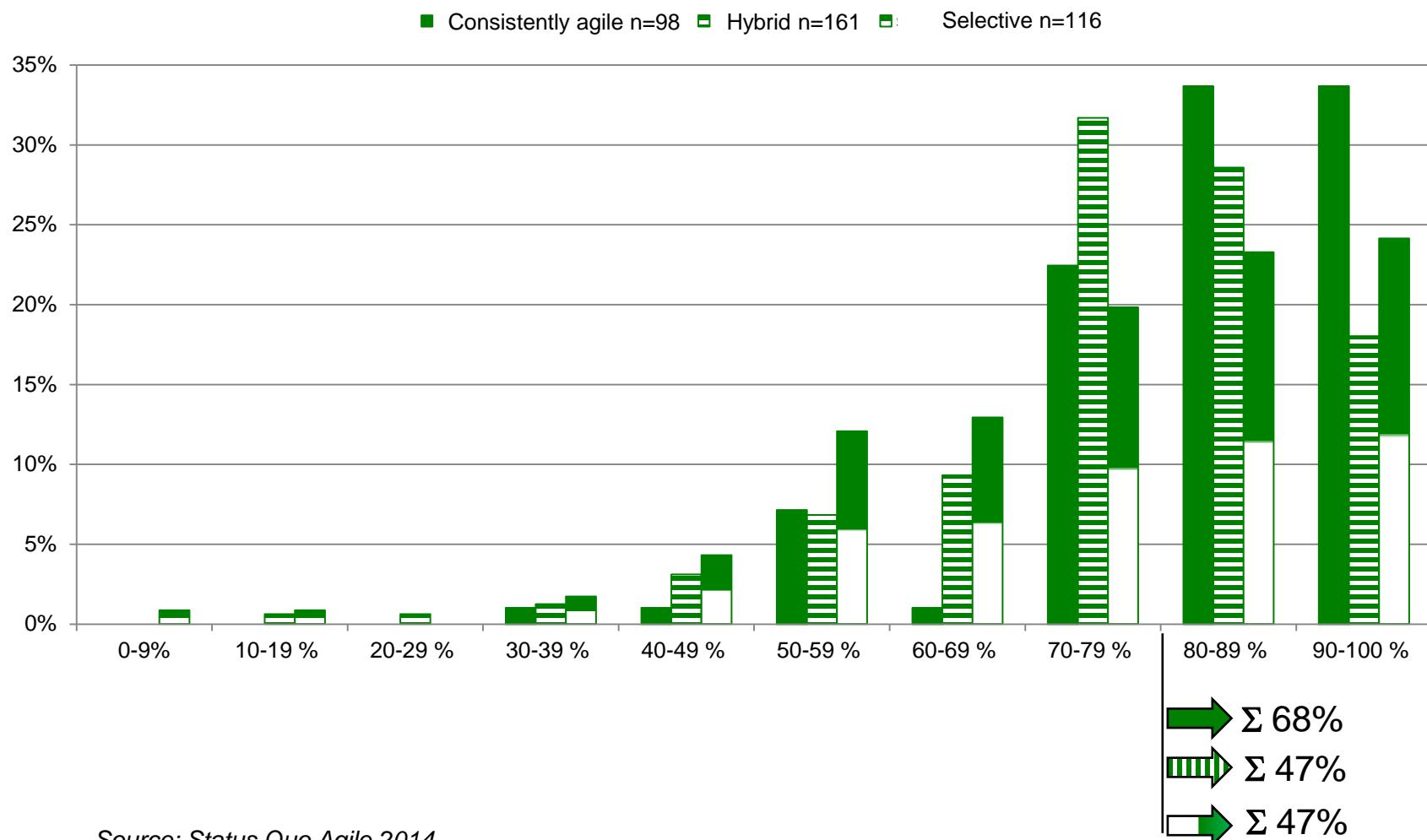
Source: Status Quo Agile 2014

How successful are those
hybrid / selective agile users?



'Pure Play' Agile Users Are Even More Successful

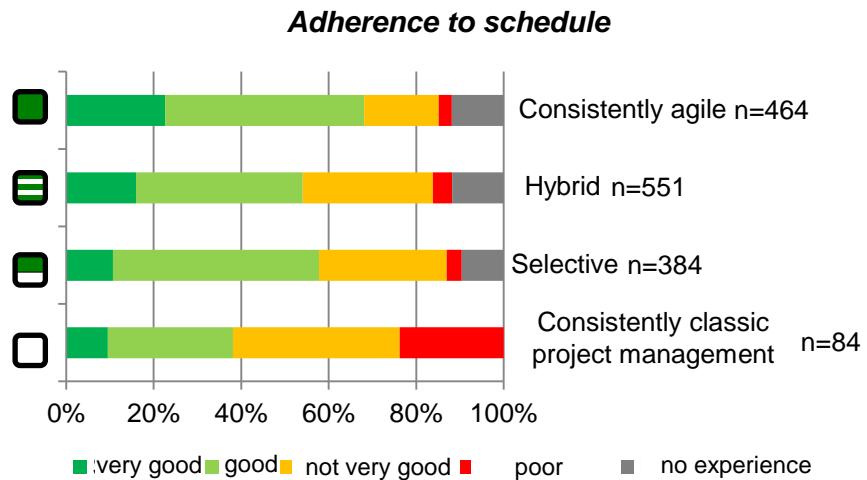
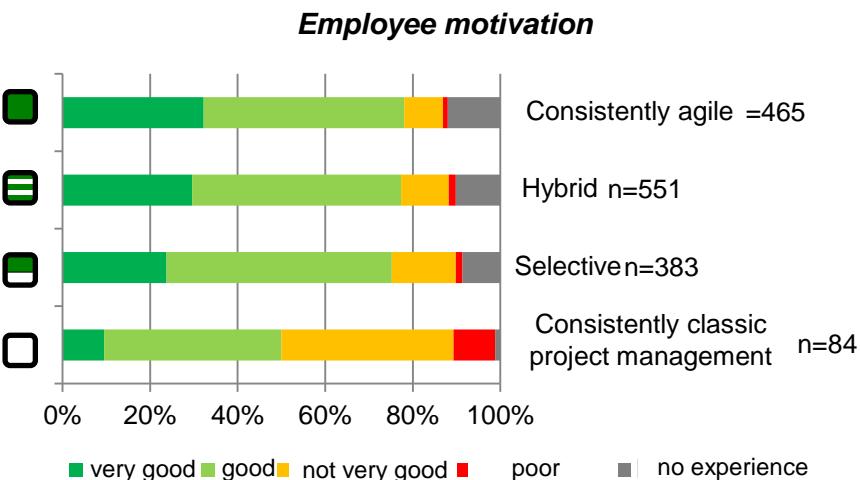
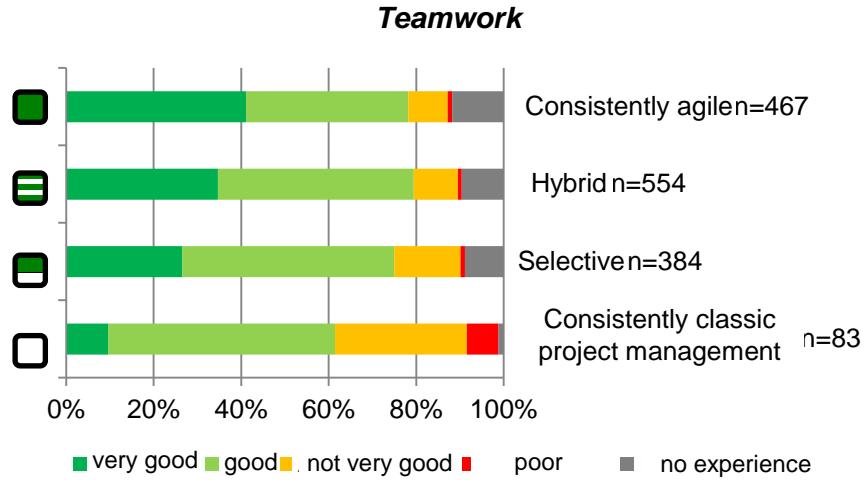
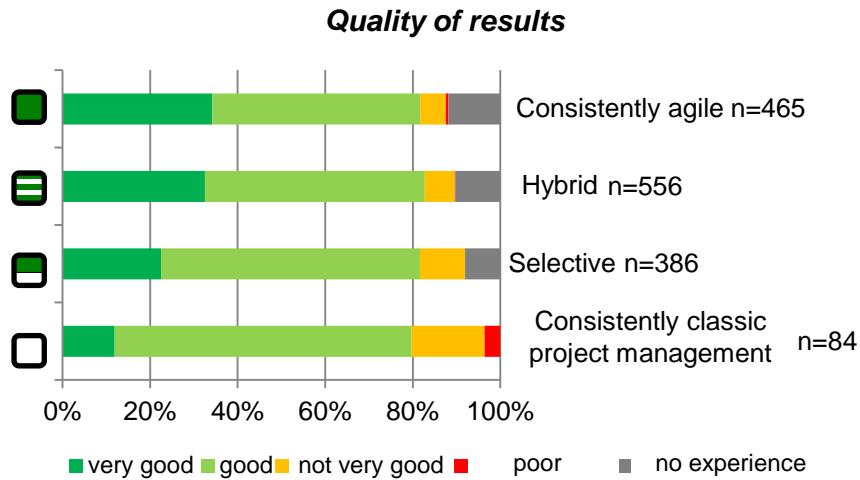
How would you estimate the success rate of projects/development processes performed with agile methods? (2014)



Source: Status Quo Agile 2014

Evaluation – Practiced Agile Methods (1/2)

Pure play agile users are the most content in most aspect

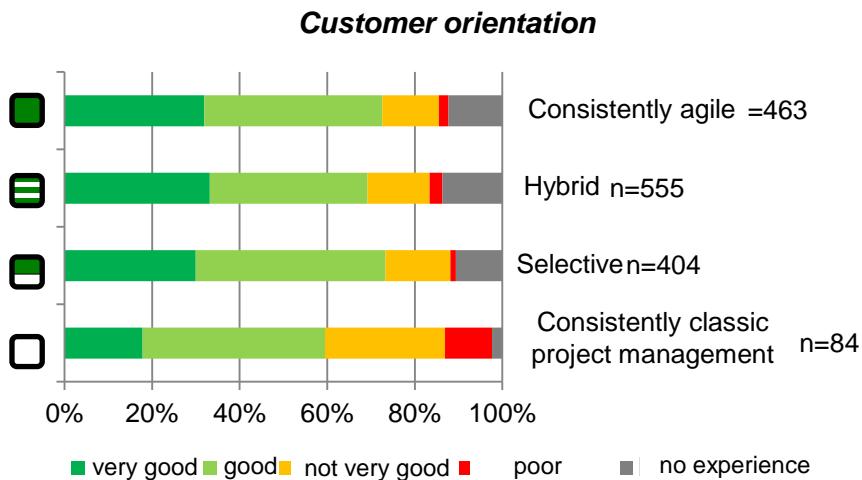
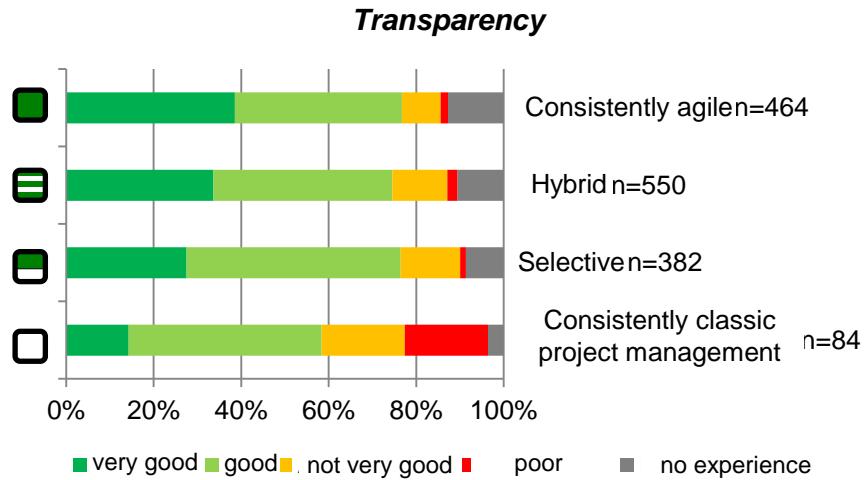
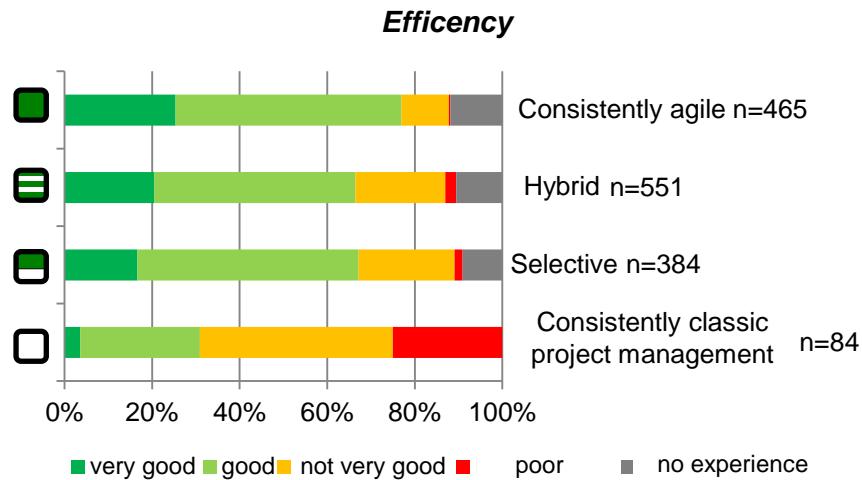


The difference between all agile groups / "consistently classic" and the groups "consistently agile" / "consistently classic" are significant for each criterion (chi-square-test: $p<0,001$).

Source: Status Quo Agile 2014

Evaluation – Practiced Agile Methods (2/2)

Pure play agile users are the most content in most aspect

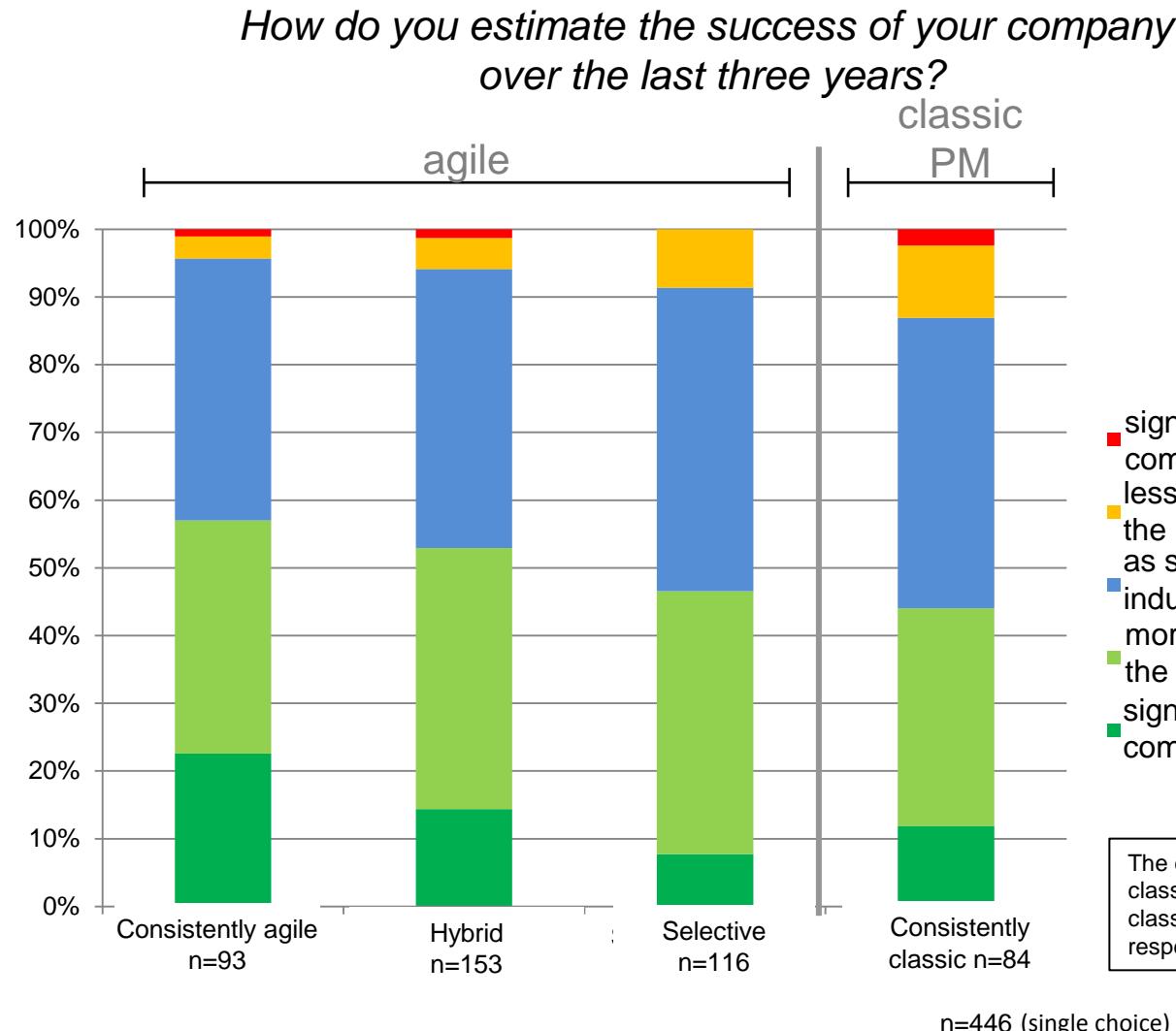


The difference between all agile groups / "consistently classic" and the groups "consistently agile" / "consistently classic" are significant for each criterion (chi-square-test: $p < 0,001$).

Source: Status Quo Agile 2014

Company's Success – Agile Vs. Classic PM

Success in general correlates with agility (statistically not significant)



- significantly less successful than other companies in the industry
- less successful than other companies in the industry
- as successful as other companies in the industry
- more successful than other companies in the industry
- significantly more successful than other companies in the industry

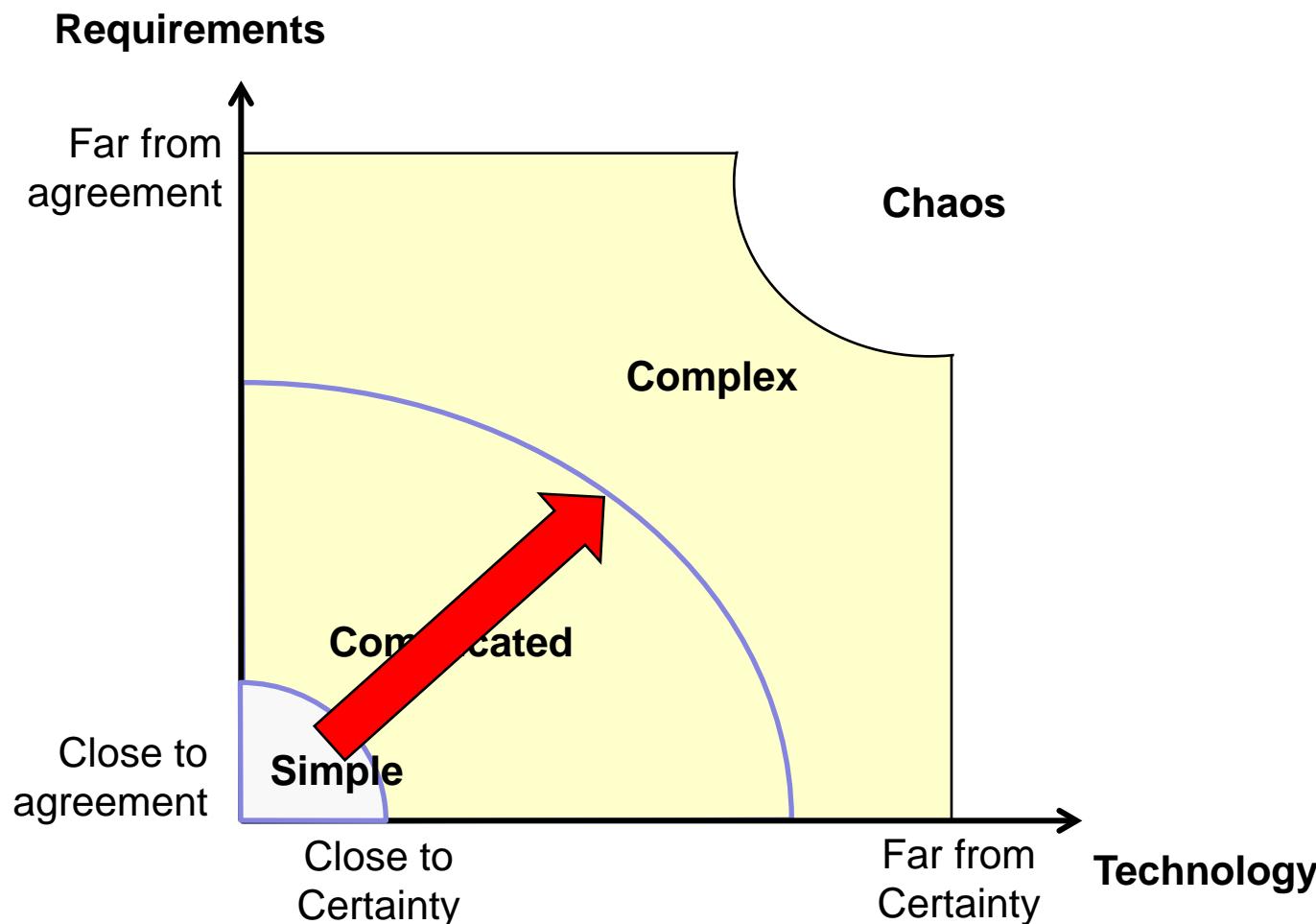
The difference between all agile groups / "consistently classic" and the groups "consistently agile" / "consistently classic" are **not** significant (chi-square-test: p<0,272 respectively p<0,125).

Source: Status Quo Agile 2014

Any hints
when to use which agile elements
or when to use agile at all?



Focusing On Tasks: Complicated And Complex Challenges



Source: Ralph D. Stacey: Strategic Management And Organisational Dynamics: The Challenge of Complexity

Complicated, Complex?



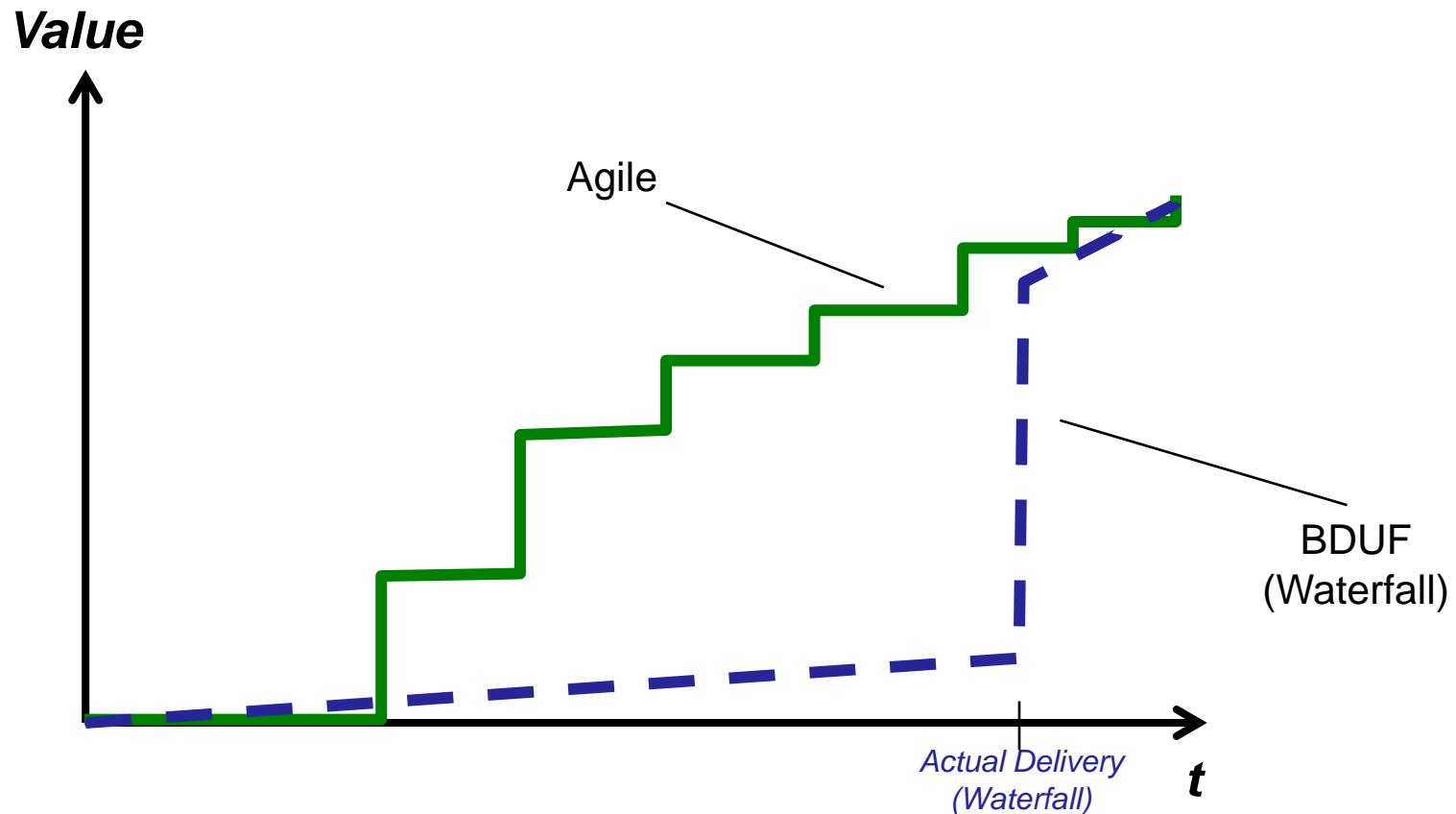
Focusing On The Single Person/Team: Shu-Ha-Ri

- **Shu:** Follow precisely
- **Ha:** Understand principle. Learn from other master. Integrate.
- **Ri:** Learn from own practice. Adapt and extend.

The image displays three large, bold, black Chinese characters arranged horizontally. From left to right, they represent the concepts of 'Shu' (守), 'Ha' (破), and 'Ri' (離). These characters are rendered in a thick, artistic font style, likely calligraphy, with some internal strokes highlighted in blue.

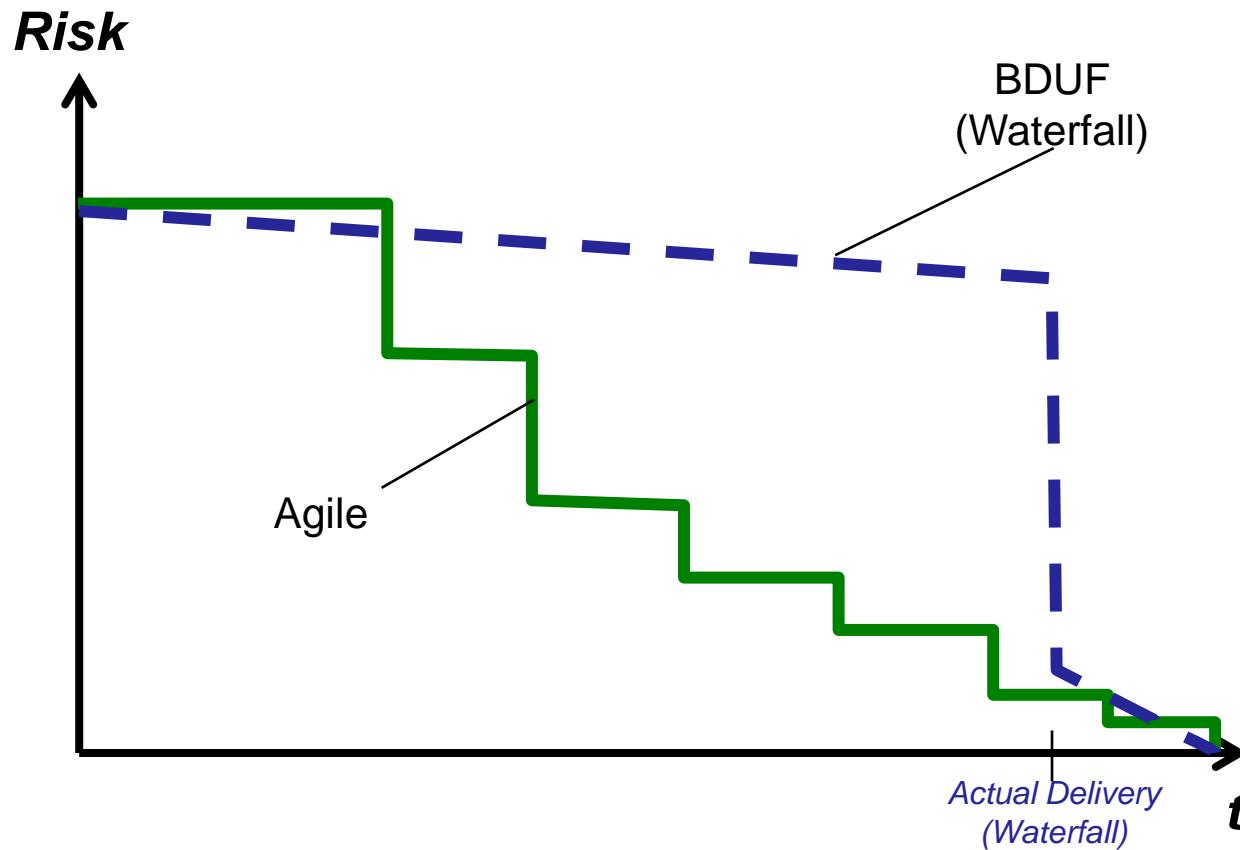
Business Value – As A Factor To Decide For / Against Agile

How valuable are the incrementals delivered while activities are still running?



Risk – As A Factor To Decide For / Against Agile

How valuable are the incrementals delivered while activities are still running?



Your Point Of View? – Criteria Agile / Classical PM

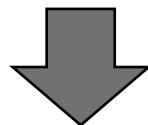
- Which criteria do you use?
- Which criteria should be used?
- Which critieria have proven to be important?



Factors Supporting Agile

Pro Agile

- Deficits of BDUF are felt (Waterfall-Pains)
- Importance of results
- Focus on results
- Highly motivated teams
- Transparency
- Product structure supports small increments (value, breakdown of task to match team size)
- Team Culture
- Users willing to participate

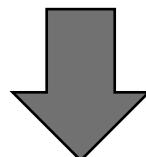


Pure Play

Factors Contradicting Agile

Contra Agile

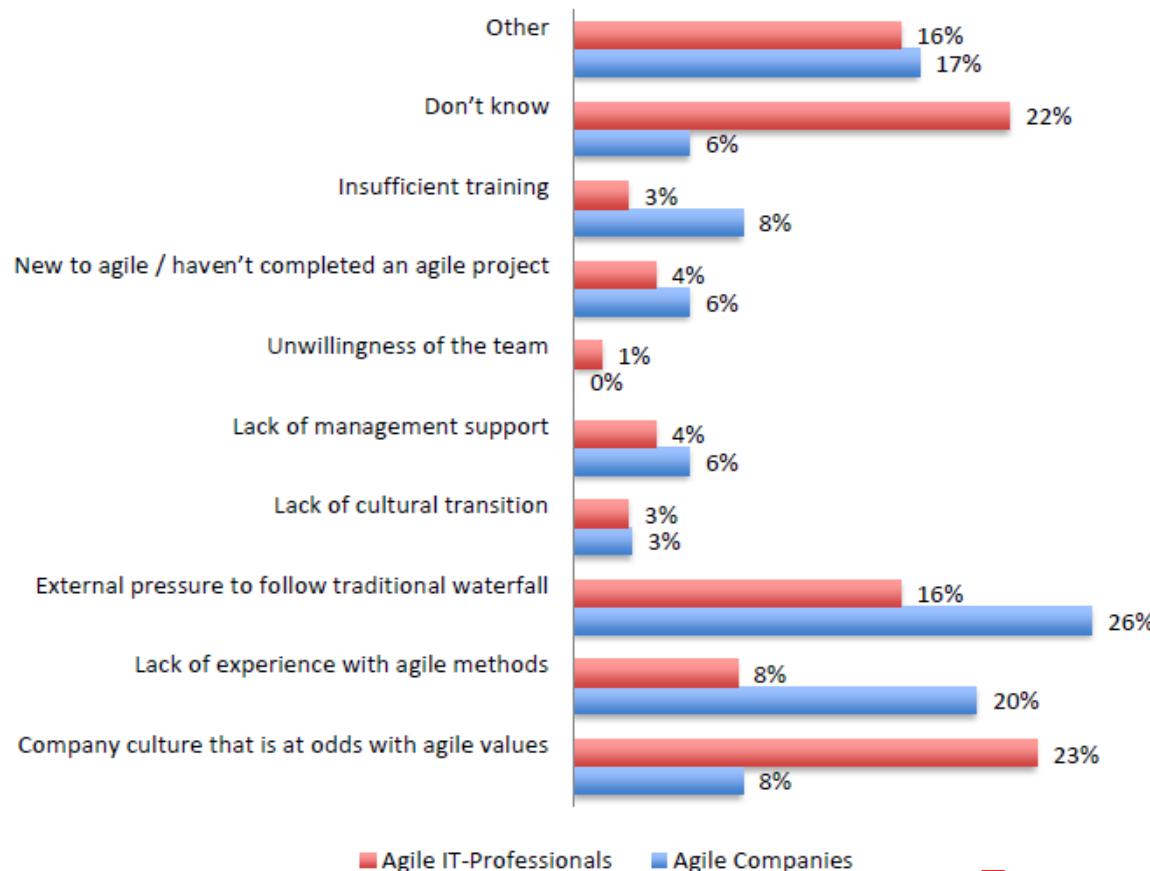
- Fix Price
- Culture/system demands precise plans
- 9-to-5 culture
- Status is important
- Part-time task
- Just ‘one shot’ at a certain date
(no real-life learning possible)
- Labor law makes subcontracting difficult
if product isn’t defined beforehand
- Industrialization is regarded desireable
by overall strategy



Hybrid
(Cherry Picking)

Reasons For Failure

*Have any of your recent agile projects failed?
If so, what was the main reason?*



Source: Swiss Agile Study 2012 - <http://www.swissagilestudy.ch>



Situational Parameters Suitable For Agile Methods

*In which situation do you consider agile methods particularly **suitable**?*

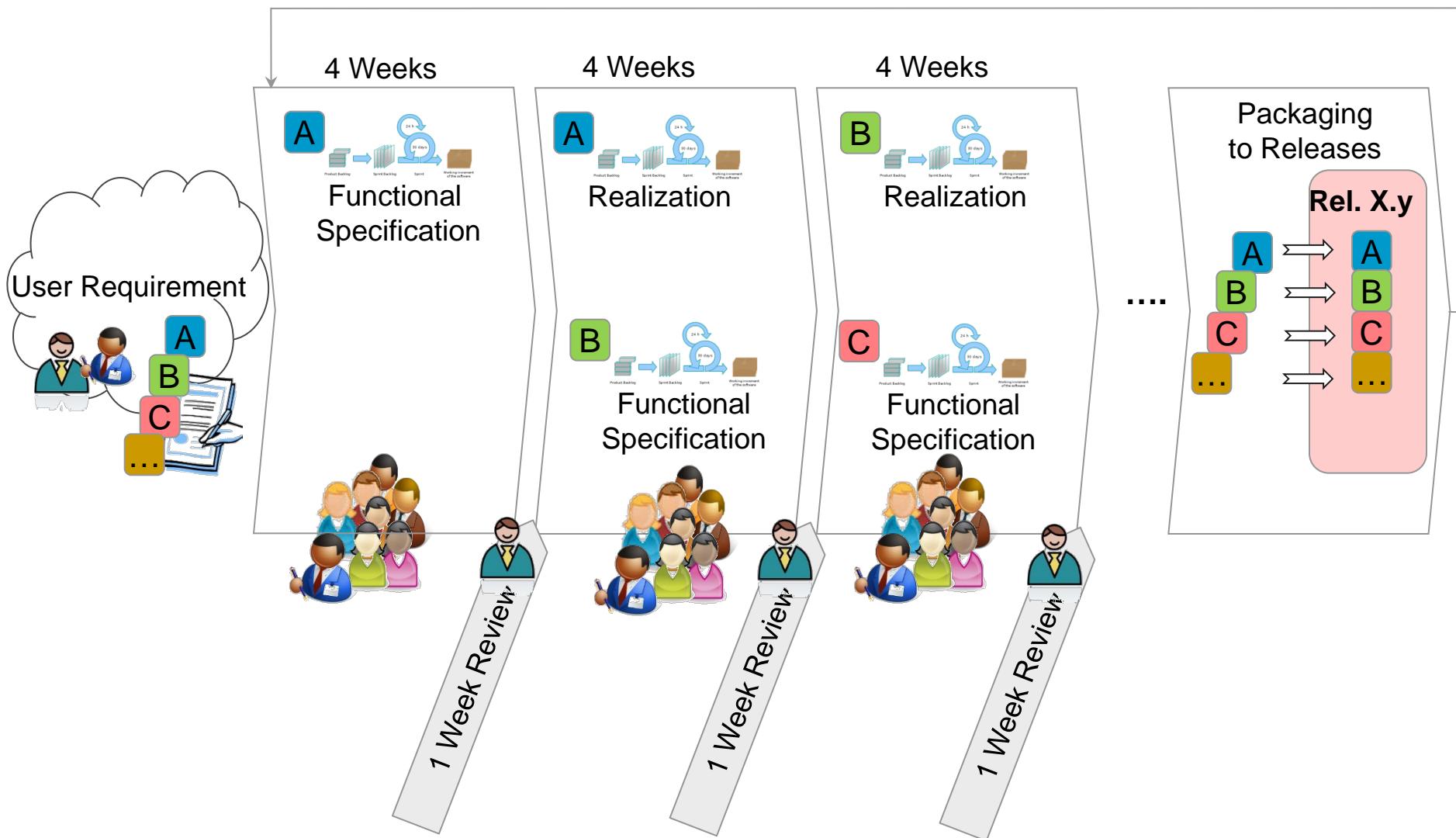
- internal orientation
- budget of less than 1 million Euro
- project team of 5-9 people
- often to constantly recurring activities
- only roughly defined budgets
- results required that are not described in very much detail
- duration of 3-9 month

Source: Status Quo Agile 2014 (answers picked most often and in the median)

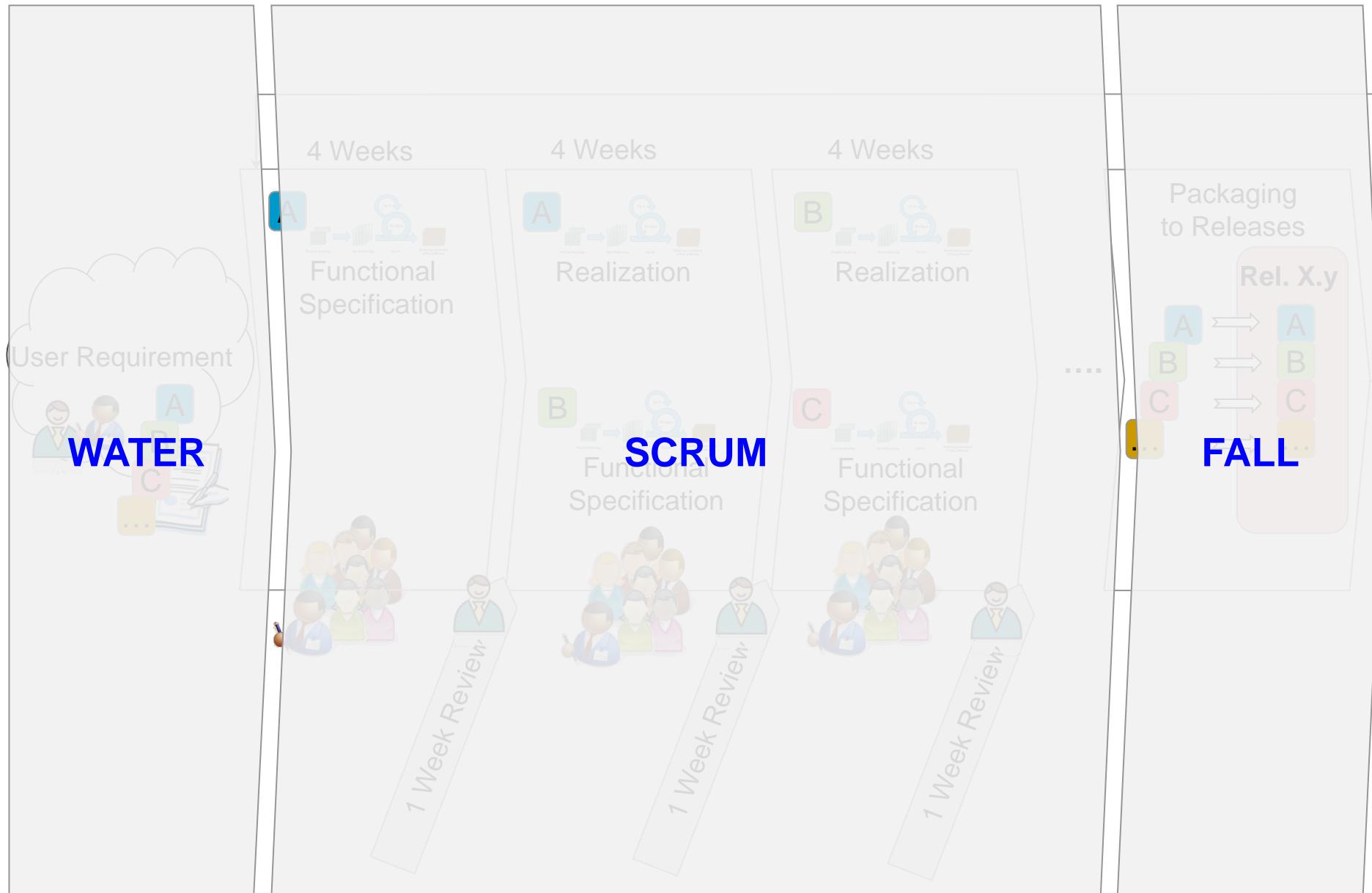
What could that look like
in real life?



Water-Scrum-Fall Is Common



Water-Scrum-Fall Is Common



Agile Techniques For Hybrid Approaches

- Reduce size of deliverables, increase number of deliveries
- Real-life testing
- Time Boxing
- Install product ownership
- Check development priorities on a regular basis
- Improve estimation methods
- Impediment orientation – impediment backlog
- Diversity in teams
- Daily Scrum
- Kanban Boards (overall / team perspective)
- Retrospectives
- Definition of Done
- ...

What's The Starting Point Of Your Agile Transition?

“Most of our customer’s are patients that are very sick; they are in severe pain.”

“My senior management won’t have it. But I see the advantages...”

“We don’t do that kind of stuff: We just talk and use our heads”

“We’ve got 50 Scrum teams up and running. But we have to change the whole organization fundamentally or we won’t be able to master the challenges of the future”

“Just another bandwagon to jump on”

What's The Starting Point Of Your Agile Transition?

"Most of our customer's are patients that are very sick; they are in severe pain."

"We've got 50 Scrum teams up and running. But we have to change the whole organization fundamentally or we won't

"My senior management won't have it. But I see the advantages of being able to master the challenges of change"

**Every organization,
every task has its own story
and needs its own approach**

"We don't do that kind of stuff: We just talk and use our heads"

"Just another bandwagon to jump on"

More Often Than Not Agile Elements Can Be Included

Agile Element

Situational Parameter (Cultural, Task, Resources...)

Parameter Element \	Nicht- Entwicklungs- Projekt	Bewährtes Standard- verfahren	Projektziele scharf umrissen	Change Requests nicht zu erwarten	Großes, unselbst- ständiges Projekteam	Starre Projektkultur des Auftraggebers	Externe Lieferanten & Dienstleister vorhanden	Wenige Stakeholder	Hohe Anforderungen an Compliance / Dokumentation
Iterative & geschlossene Entwicklungs- zyklen	Selektiver Einsatz in div. Phasen möglich	Tendenziell Standard beibehalten	Ohne Widerspruch	Ohne Widerspruch	Wahrscheinlich problematisch	Selektiver Einsatz in div. Phasen möglich	Wahrscheinlich problematisch	Ohne Widerspruch	Kompatibel, da stets aktuelle Dokumentation
Auslieferung von Produkt- Inkrementen	Abhängig von der Art möglicher Zwischen- ergebnissen	Nicht notwendig	Ohne Widerspruch	Ohne Widerspruch	Ohne Widerspruch	Wahrscheinlich problematisch	Ohne Widerspruch	Ohne Widerspruch	Kompatibel, da somit final dokumentiert
Narrative Anforderungs- analyse	Ohne Widerspruch	Ergänzend möglich	Ohne Widerspruch	Ohne Widerspruch	Ohne Widerspruch	Ohne Widerspruch	Ohne Widerspruch	Ohne Widerspruch	Ohne Widerspruch
Fortlaufende Anforderungs- priorisierung	Ohne Widerspruch	Ohne Widerspruch	Ohne Widerspruch	Ohne Widerspruch	Ohne Widerspruch	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Ohne Widerspruch	Ohne Widerspruch
Fortlaufende Arbeitspaket- priorisierung	Ohne Widerspruch	Ohne Widerspruch	Ohne Widerspruch	Ohne Widerspruch	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Ohne Widerspruch	Ohne Widerspruch
Einbindung von Kunden- Feedback	Ohne Widerspruch	Ergänzend möglich	Ohne Widerspruch	Ohne Widerspruch	Hoher Aufwand	Wahrscheinlich problematisch	Hoher Aufwand	Ohne Widerspruch	Ohne Widerspruch
Tägliche Team- steuerungs- treffen	Ohne Widerspruch	Ergänzend möglich	Ohne Widerspruch	Ohne Widerspruch	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Ohne Widerspruch	Ohne Widerspruch

Table: Source Master Thesis Andreas Baulig

More Often Than Not Agile Elements Can Be Included

Situational Parameter (Cultural, Task, Resources...)

Agile Element

Parameter Element	Nicht- Entwicklungs- Projekt	Bewährtes Standard- verfahren	Projektziele scharf umrissen	Change Requests nicht zu erwarten	Großes, unselbst- ständiges Projektkteam	Starre Projektkultur des Auftraggebers	Externe Lieferanten & Dienstleister vorhanden	Wenige Stakeholder	Hohe Anforderungen an Compliance / Dokumentation					
Iterative & geschlossene Entwicklungszyklen	Selektiver Einsatz in div. Phasen möglich	Tendenziell Standard beibehalten	Ohne Widerspruch	Ohne Widerspruch	Wahrscheinlich problematisch	Selektiver Einsatz in div. Phasen möglich	Wahrscheinlich problematisch	Ohne Widerspruch	Kompatibel, da stets aktuelle Dokumentation					
Auslieferung von Produkt-Inkrementen	Abhängig von der Art möglicher Zwischenergebnissen	Nicht notwendig	Ohne Widerspruch	Ohne Widerspruch	Ohne Widerspruch	Wahrscheinlich problematisch	Ohne Widerspruch	Ohne Widerspruch	Kompatibel, da somit final dokumentiert					
Narrative Anforderungsanalyse	Ohne Widerspruch	Ergänzend möglich	Parameter Element	Nicht- Entwicklungs- Projekt	Bewährtes Standard- verfahren	Projektziele scharf umrissen	Change Requests nicht zu erwarten	Großes, unselbst- ständiges Projektkteam	Starre Projektkultur des Auftraggebers	Externe Lieferanten & Dienstleister vorhanden	Wenige Stakeholder	Hohe Anforderungen an Compliance / Dokumentation		
Fortlaufende Anforderungspriorisierung	Ohne Widerspruch	Ohne Wiss.	Kontinuierlicher Evaluierungsprozess	Ohne Widerspruch	Ergänzend möglich	Ohne Widerspruch	Ohne Widerspruch	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Ohne Widerspruch	Kompatibel, da qualitätssteigernd		
Fortlaufende Arbeitspaketspriorisierung	Ohne Widerspruch	Ohne Wiss.	Auftraggeber in Kontakt zum Projektkteam	Ohne Widerspruch	Ohne Widerspruch	Ohne Widerspruch	Ohne Widerspruch	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Ohne Widerspruch	Ohne Widerspruch	Ohne Widerspruch		
Einbindung von Kunden-Feedback	Ohne Widerspruch	Ergänzend möglich	Moderatoren- & Mediatorrollen	Ohne Widerspruch	Ohne Widerspruch	Ohne Widerspruch	Ohne Widerspruch	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Ohne Widerspruch	Ohne Widerspruch	Ohne Widerspruch		
Tägliche Teamsteuerungstreffen	Ohne Widerspruch	Ergänzend möglich	Schätzungs-heuristiken	Ohne Widerspruch	Ergänzend möglich	Ohne Widerspruch	Ohne Widerspruch	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Ohne Widerspruch	Ohne Widerspruch	Ohne Widerspruch		
			Planungs-heuristiken	Ohne Widerspruch	Ergänzend	Ohne Widerspruch	Ohne Widerspruch	Wahrscheinlich	Wahrscheinlich	Ohne Widerspruch	Ohne Widerspruch	Ohne Widerspruch		
			Visualisierung des Projektfortschritts	Ohne Widerspruch	Parameter Element	Nicht- Entwicklungs- Projekt	Bewährtes Standard- verfahren	Projektziele scharf umrissen	Change Requests nicht zu erwarten	Großes, unselbst- ständiges Projektkteam	Starre Projektkultur des Auftraggebers	Externe Lieferanten & Dienstleister vorhanden	Wenige Stakeholder	Hohe Anforderungen an Compliance / Dokumentation
			Prinzip der Minimallösung	Ohne Widerspruch	Paarweise Taskbearbeitung	Ohne Widerspruch	Ergänzend möglich	Ohne Widerspruch	Ohne Widerspruch	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Ohne Widerspruch	Ohne Widerspruch
					Kollektive Einflussnahme auf Tasks	Ohne Widerspruch	Ergänzend möglich	Ohne Widerspruch	Ohne Widerspruch	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Ohne Widerspruch	Ohne Widerspruch
					Einheitliche Projekt sprache & Dokumentation	Ohne Widerspruch	Ohne Widerspruch	Ohne Widerspruch	Ohne Widerspruch	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Ohne Widerspruch	Voraussetzung

Table: Source Master Thesis Andreas Baulig

More Often Than Not Agile Elements Can Be Included

Situational Parameter
(Cultural, Task, Resources...)

For reasons of acceptance
and feasibility

Parameter Element	Nicht-Entwicklungs-Projekt	Bewährtes Standardverfahren	Projektziele scharf umrissen	Change Requests nicht zu erwarten	Großes unselbstständigendes Projekt	Starre Projektkultur des Auftraggebers	Externe Lieferanten & Dienstleister mit hoher Anforderung	Wenige Stakeholder	Hohe Anforderungen an Compliance / Dokumentation			
Iterative & geschlossene Entwicklungszyklen	Selektiver Einsatz in die Phasen möglich	Tendenziell Standard beizubehalten	Ohne Widerspruch	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Wahrscheinlich, da stets aktuelle Dokumentation	Wahrscheinlich			
Auslieferung von Produkt-Inkrementen	Abhängig von der Sicherheit der Anforderungen	Abhängig von der Sicherheit der Anforderungen	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Wahrscheinlich, da Qualität steigend	Wahrscheinlich			
Narrative Anforderungsanalyse	Ohne Widerspruch	Eigentlich möglich	Parameter Element	Nicht-Entwicklungs-Projekt	Bewährtes Standardverfahren	Projektziele scharf umrissen	Change Requests nicht zu erwarten	Großes, unselbstständigendes Projekt	Starre Projektkultur des Auftraggebers	Externe Lieferanten & Dienstleister mit hoher Anforderung	Hohe Anforderungen an Compliance / Dokumentation	
Fortlaufende Anforderungs-priorisierung	Ohne Widerspruch	Abhängig von der Sicherheit des Evaluierungsprozesses	Wahrscheinlich	Wahrscheinlich	Wahrscheinlich	Wahrscheinlich	Wahrscheinlich	Wahrscheinlich	Wahrscheinlich			
Fortlaufende Arbeitsspek-zipriorisierung	Ohne Widerspruch	Abhängig von der Sicherheit der Anforderungen	Wahrscheinlich	Wahrscheinlich	Wahrscheinlich	Wahrscheinlich	Wahrscheinlich	Wahrscheinlich	Wahrscheinlich			
Einbindung von Kunden-Feedback	Ohne Widerspruch	Eigentlich möglich	Moderatoren- & Mediatorrollen	Ohne Widerspruch	Ohne Widerspruch	Ohne Widerspruch	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Wahrscheinlich	Wahrscheinlich		
Tägliche Teamsteuerungs-treffen	Ohne Widerspruch	Eigentlich möglich	Sitzungs-Neuerungen	Ohne Widerspruch	Eigentlich möglich	Ohne Widerspruch	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Ohne Widerspruch	Wahrscheinlich		
Visualisierung des Projekt-Verlaufs	Wahrscheinlich	Abhängig von der Sicherheit der Dokumentation	Parameter Element	Nicht-Entwicklungs-Projekt	Bewährtes Standardverfahren	Projektziele scharf umrissen	Change Requests nicht zu erwarten	Großes, unselbstständigendes Projekt	Starre Projektkultur des Auftraggebers	Externe Lieferanten & Dienstleister mit hoher Anforderung	Wenige Stakeholder	Hohe Anforderungen an Compliance / Dokumentation
Kollektive Einflussnahme auf Tasks	Wahrscheinlich	Wahrscheinlich möglich	Wahrscheinlich	Wahrscheinlich	Wahrscheinlich	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Wahrscheinlich	Wahrscheinlich		
Einheitliche Projektsprache & Dokumentation	Wahrscheinlich	Wahrscheinlich	Wahrscheinlich	Wahrscheinlich	Wahrscheinlich	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Wahrscheinlich problematisch	Wahrscheinlich	Voraussetzung		

Sometimes it's a good idea
not to mention "agile" at all!

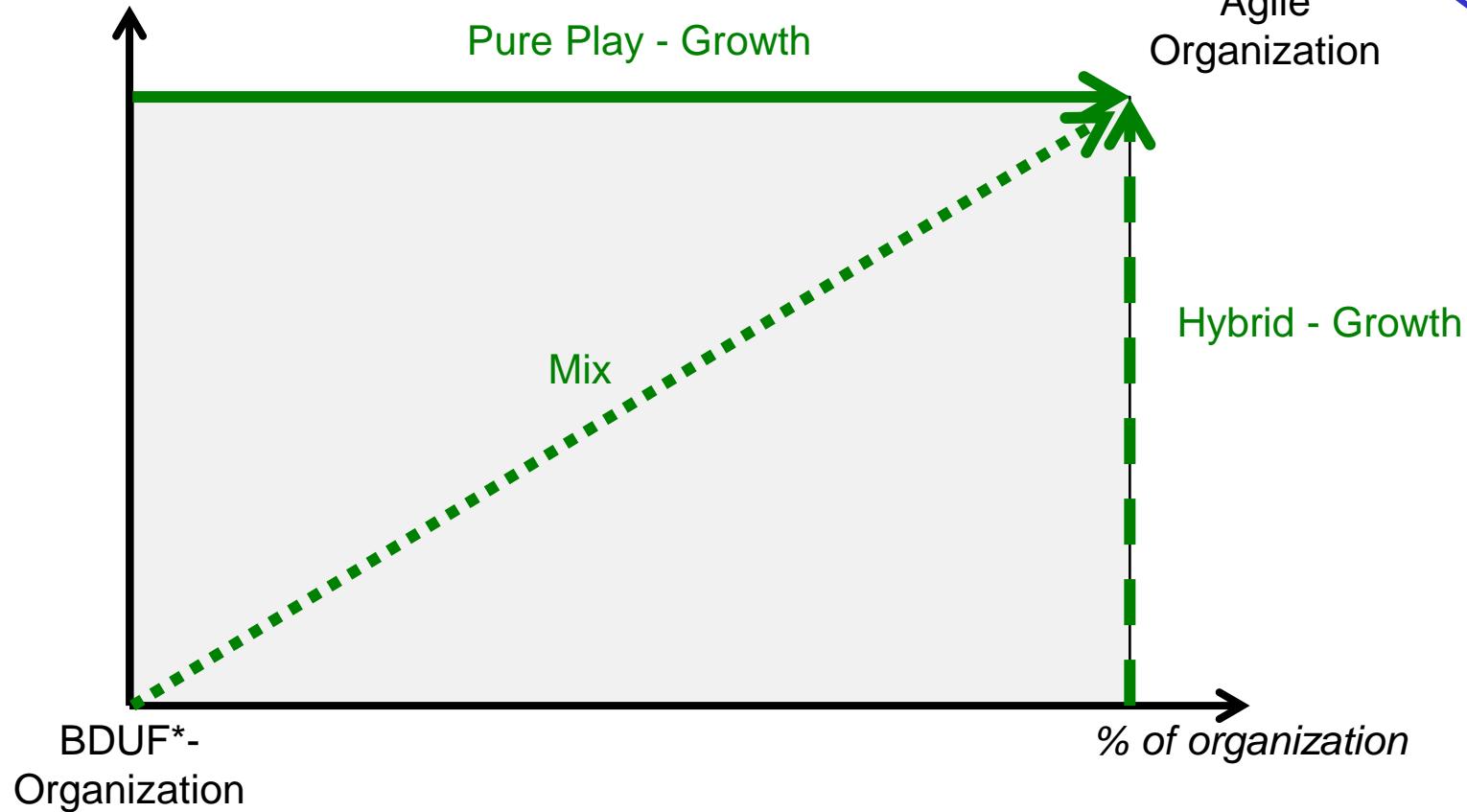
Tabelle 3 - Nutzenpotenzial agiler Kernelemente unter nicht-agilen Parametern

Simplified Approach Of Agile Transition

There are several possible ways to become “agile”

Find your
individual
path

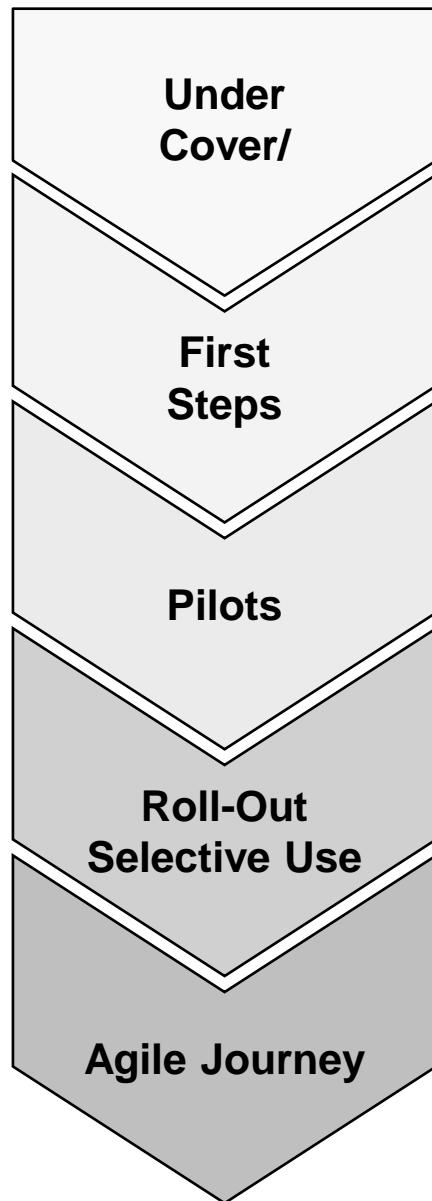
% of agile techniques applied



BDUF*-
Organization

*BDUF – Big Design Up Front ~ Waterfall

Procedural Model – To Be Adapted During Realization



- Single agile elements
- Training of single techniques, Coaching, Retrospectives
- No “agile” wording

- Elements like PO, Backlog, Dailies, Visualization
- Training of Scrum, Kanban, Coaching, Retrospectives

- First pilots running in Scrum-/Kanban-mode
- Training, Coaching, Retrospectives

- Roll-out for appropriate tasks
- Initialization of activities combining several agile teams
- Training, Coaching, Retrospectives

- Training, Coaching, Retrospectives
- ?????? (*Your own agile path*)

Example

My Personal Conclusion

- Hybrid or selective approaches are common
- Every organization, every task has it's own story and needs its own approach
- Good News:
Many agile elements can be combined and used separately
(Cafeteria approach)
- Actively strive for a good **fit** between the
 - organization/task and
 - the right portfolio (and language) of agile elements as a critical success factor

Questions?

Thank you for
your attention



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