



Transforming the World of Work

# Collaboration at Scale: Problem Types & Strategies

11-Oct-2017

conteneo



# Collaboration at Scale

Designed for Scrum-centric organizations with more than 10 Scrum teams, the **Collaboration at Scale** webinar series provides focused, outcome-driven solutions to collaboration problems faced by Product Owners, ScrumMasters, and Development Teams.

Produced by the Scrum Alliance and Conteneo, Inc., we're proud of the many distinguished experts who share their wisdom in our series.



Luke Hohmann



Harry Max

Partner  
Engagement

# Common Scrum Challenges

Product  
Discovery

Roadmap

Refining

Value-  
Based  
Backlogs

Priorities

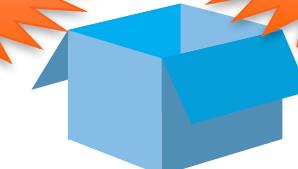
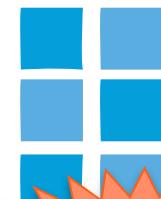
Liftoffs

Release  
PlanningTech  
DebtDepend-  
enciesDone,  
Done2-4 WEEK  
SPRINT

Retros

DAILY SCRUM  
MEETING  
(EVERY 24 HOURS)

CI/CD

POTENTIALLY SHIPABLE  
PRODUCT INCREMENTOct 2017:  
Problem Type Strategies

PRODUCTIVE

SPRINT BACKLOG

## Which kinds of problems are you facing?

- Unclear requirements / bad user stories
- Backlog changing too frequently
- Too much technical debt
- Product isn't accepted in the market
- "Command and Control" Management
- Too many meetings in Scrum

# Agenda

- 1 Problem Types and Strategies
- 2 Strategies, Cynefin and Wickedness
- 3 Scrum-centric Problem Strategies
- 4 How To Use This

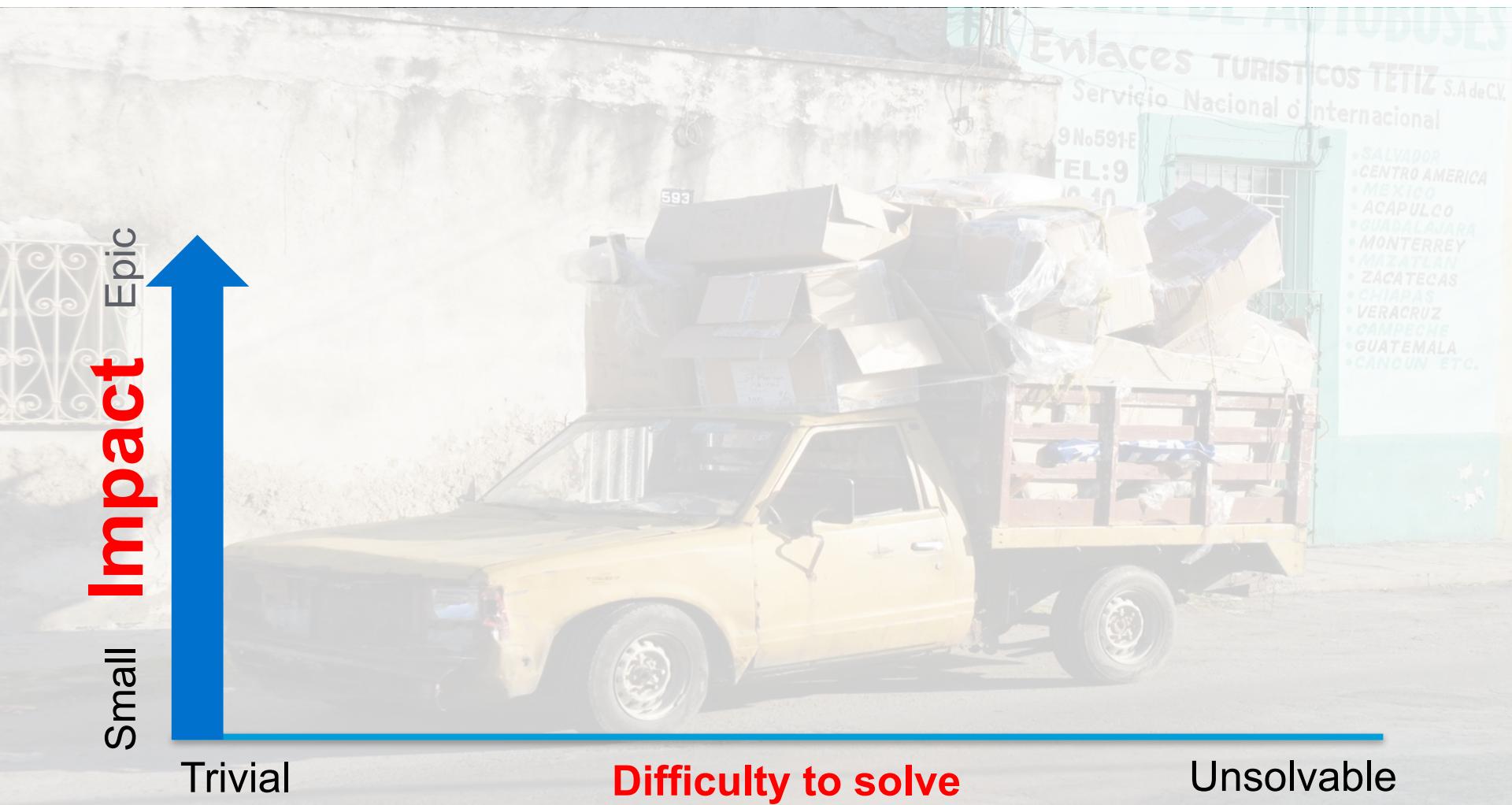
# Let's Explore Some “Problems”



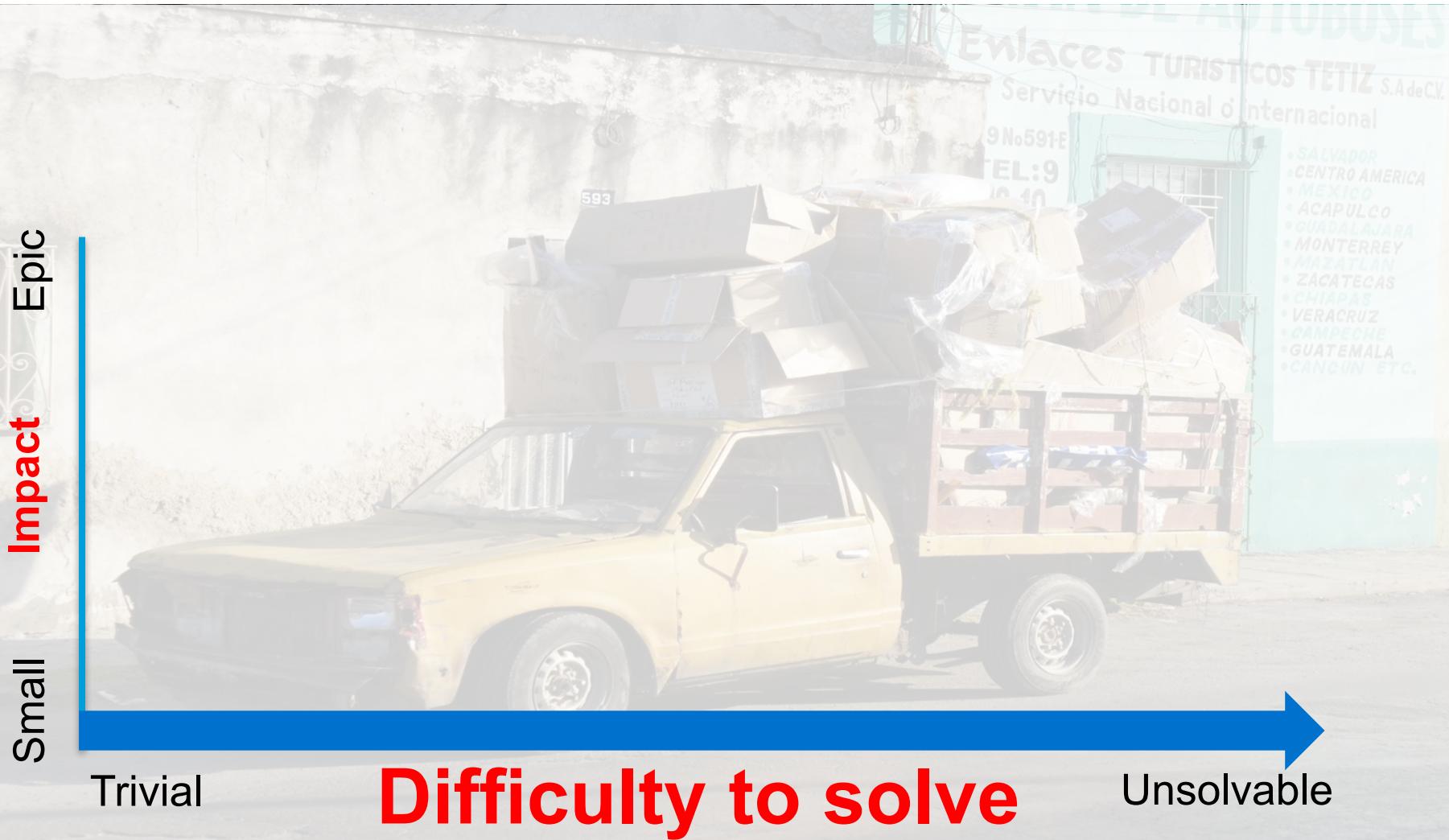
# Problem is an Overloaded Term



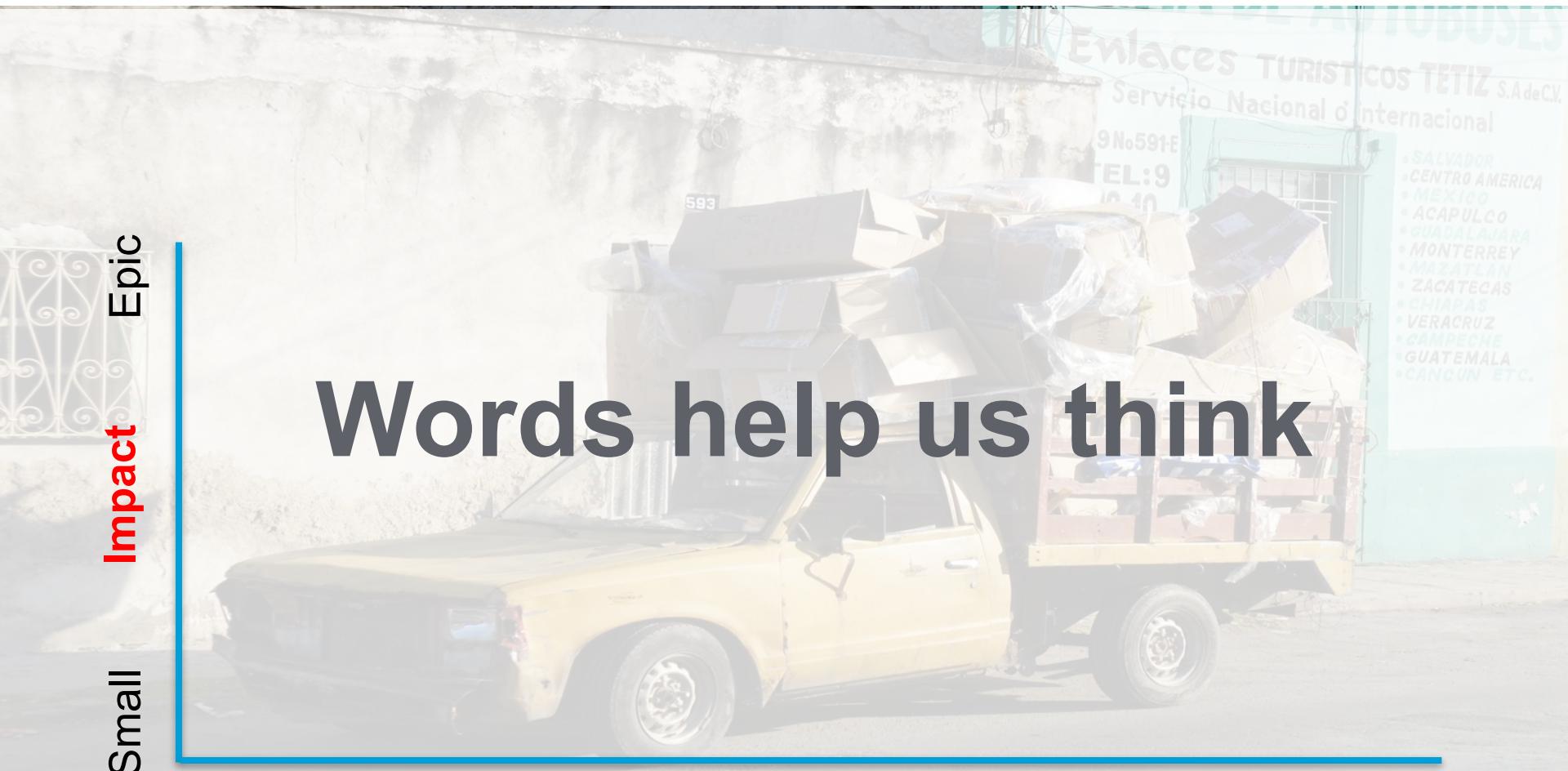
# Potential Impact



# Difficulty to Solve



# The Problem is Not the Problem

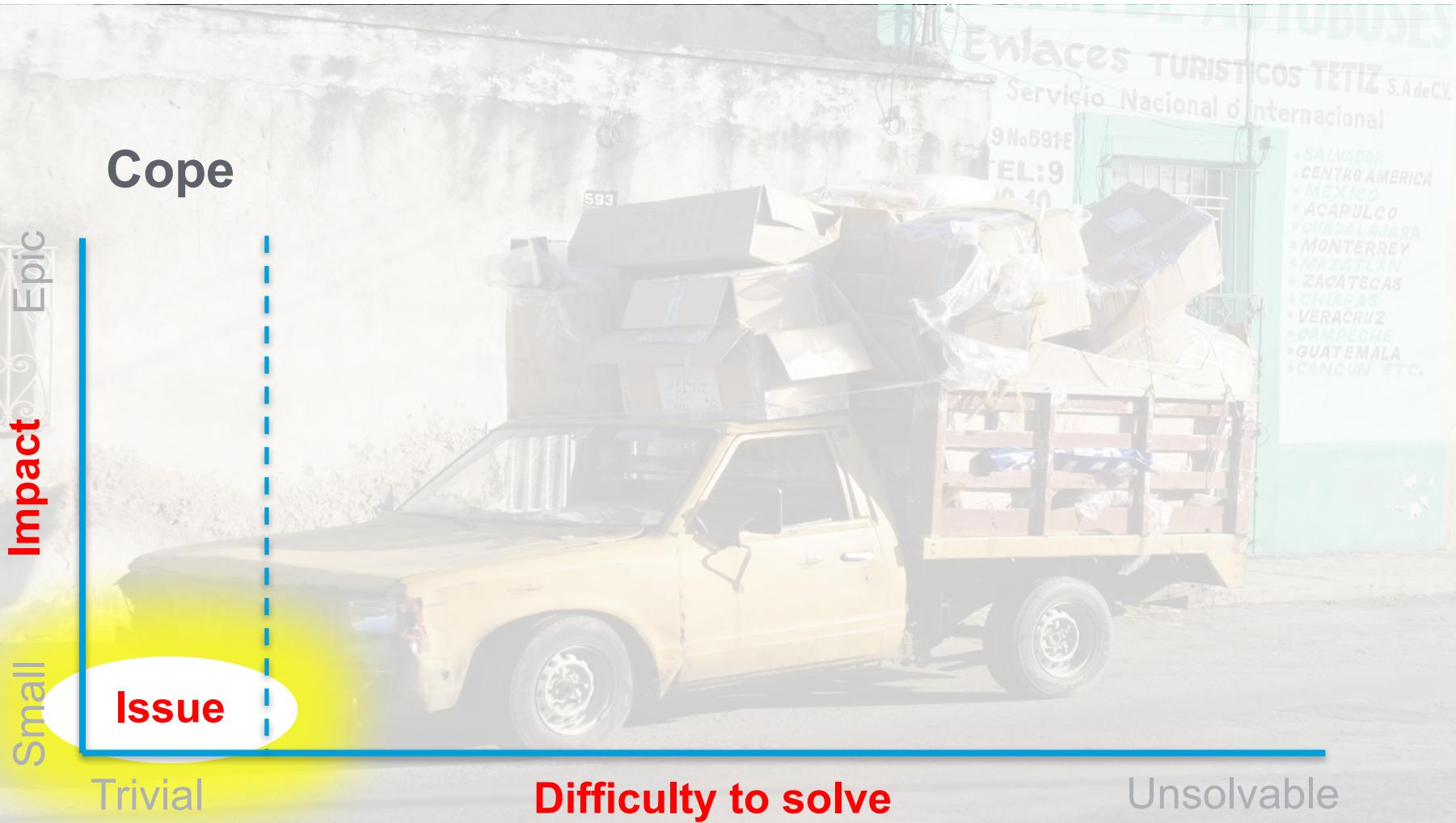


Trivial

Bjoern Lauer

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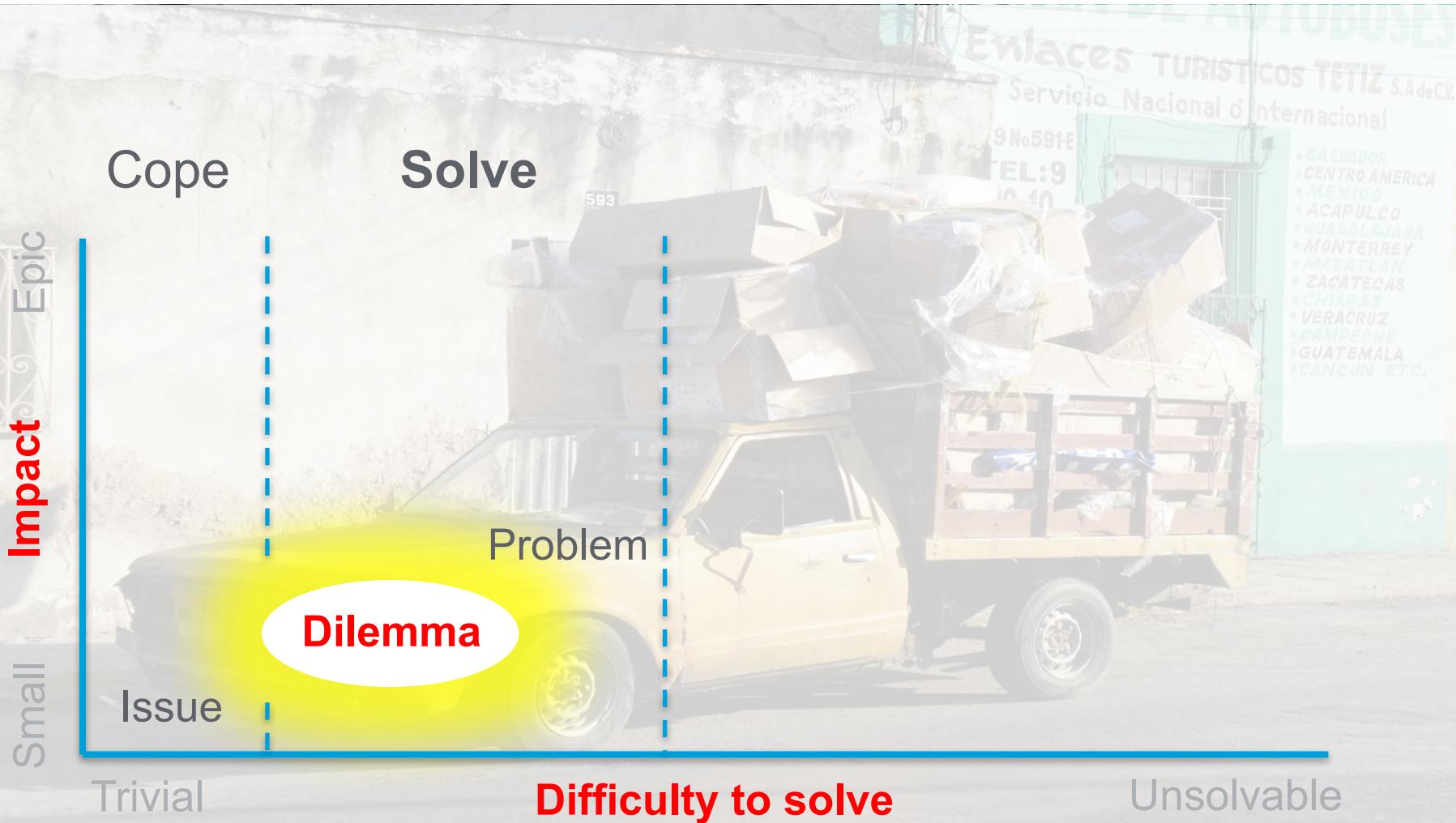
# We Cope with Issues



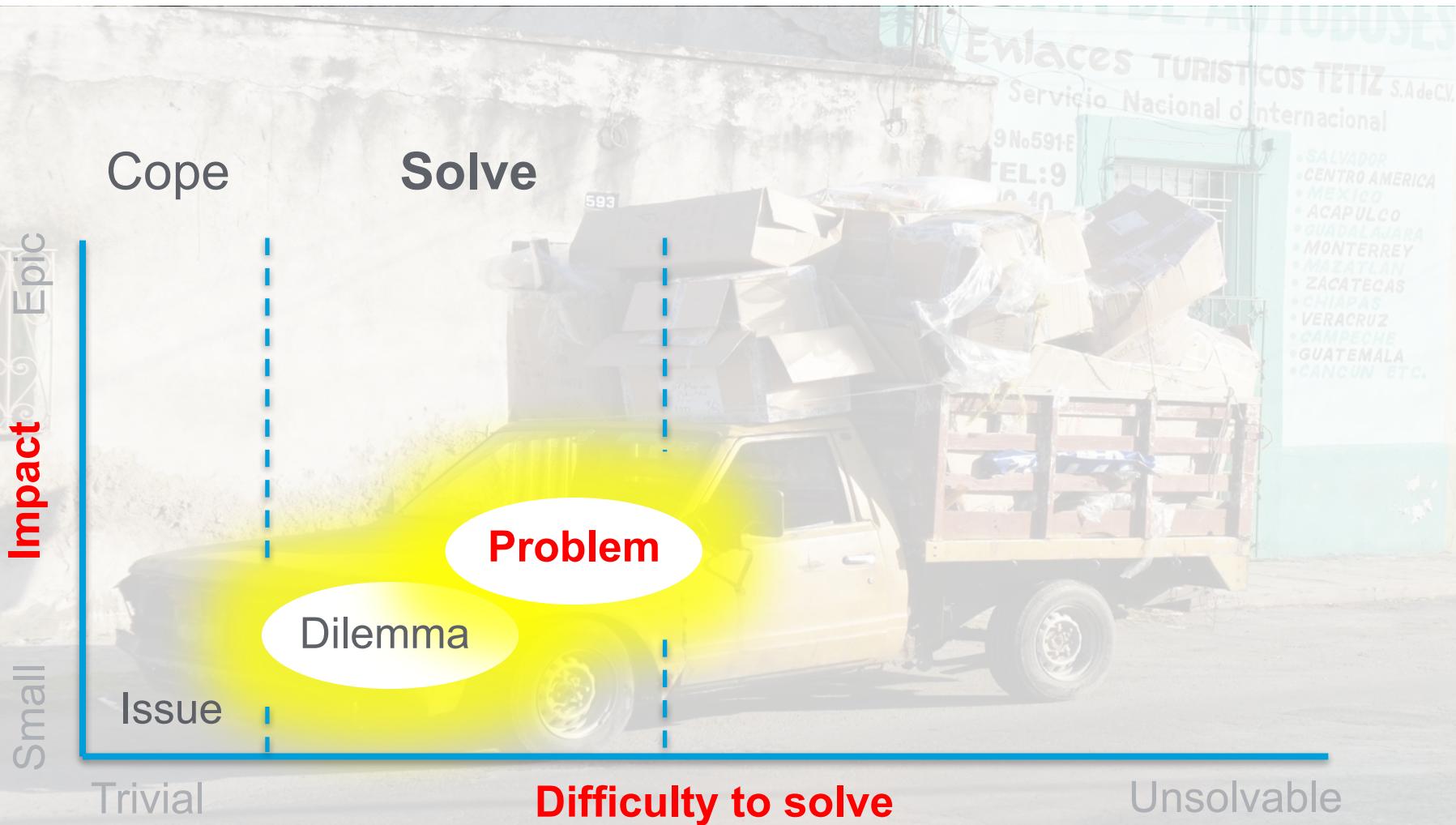
# Sometimes Issues are Quite Adorable



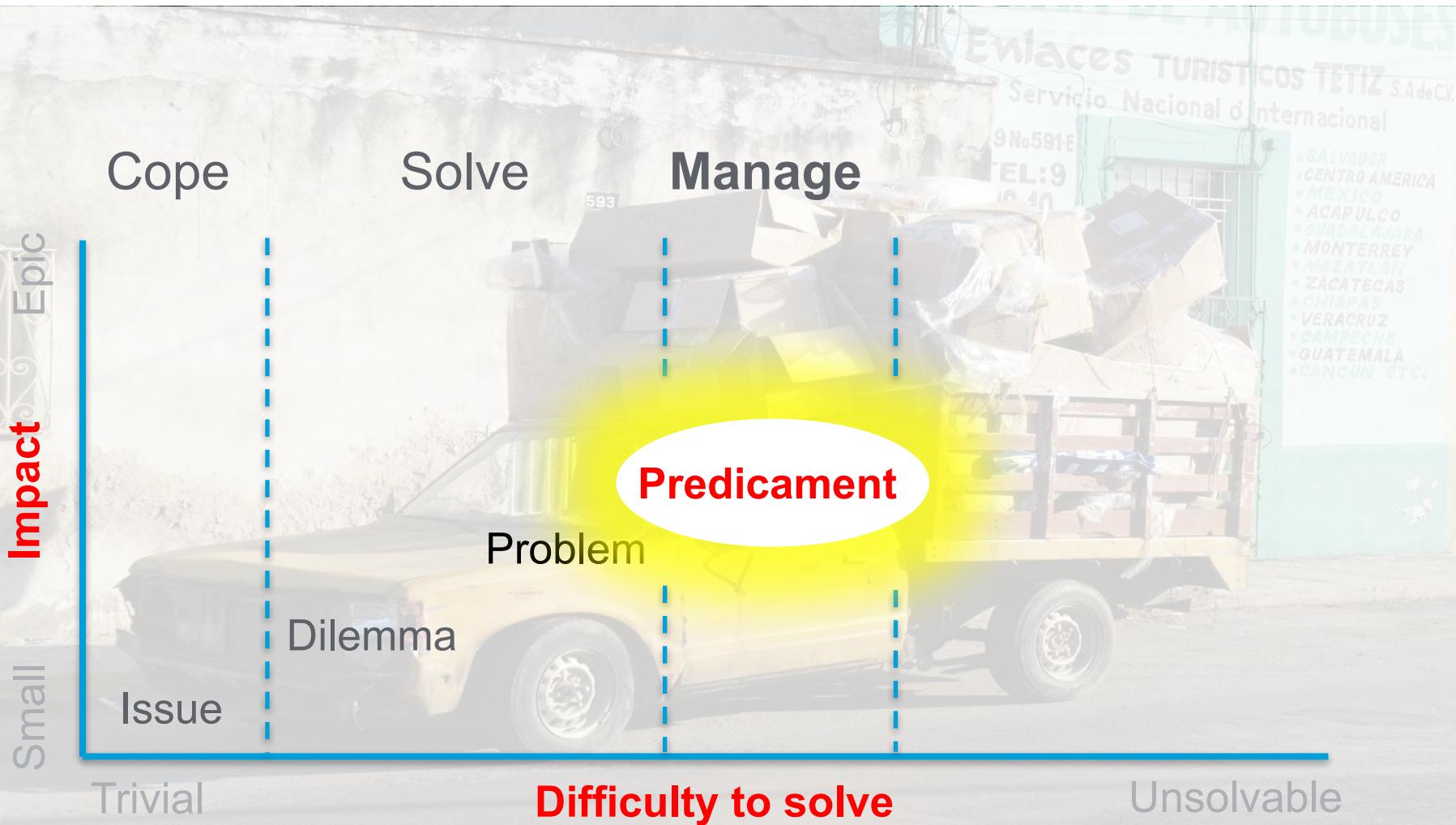
# We Solve Dilemmas



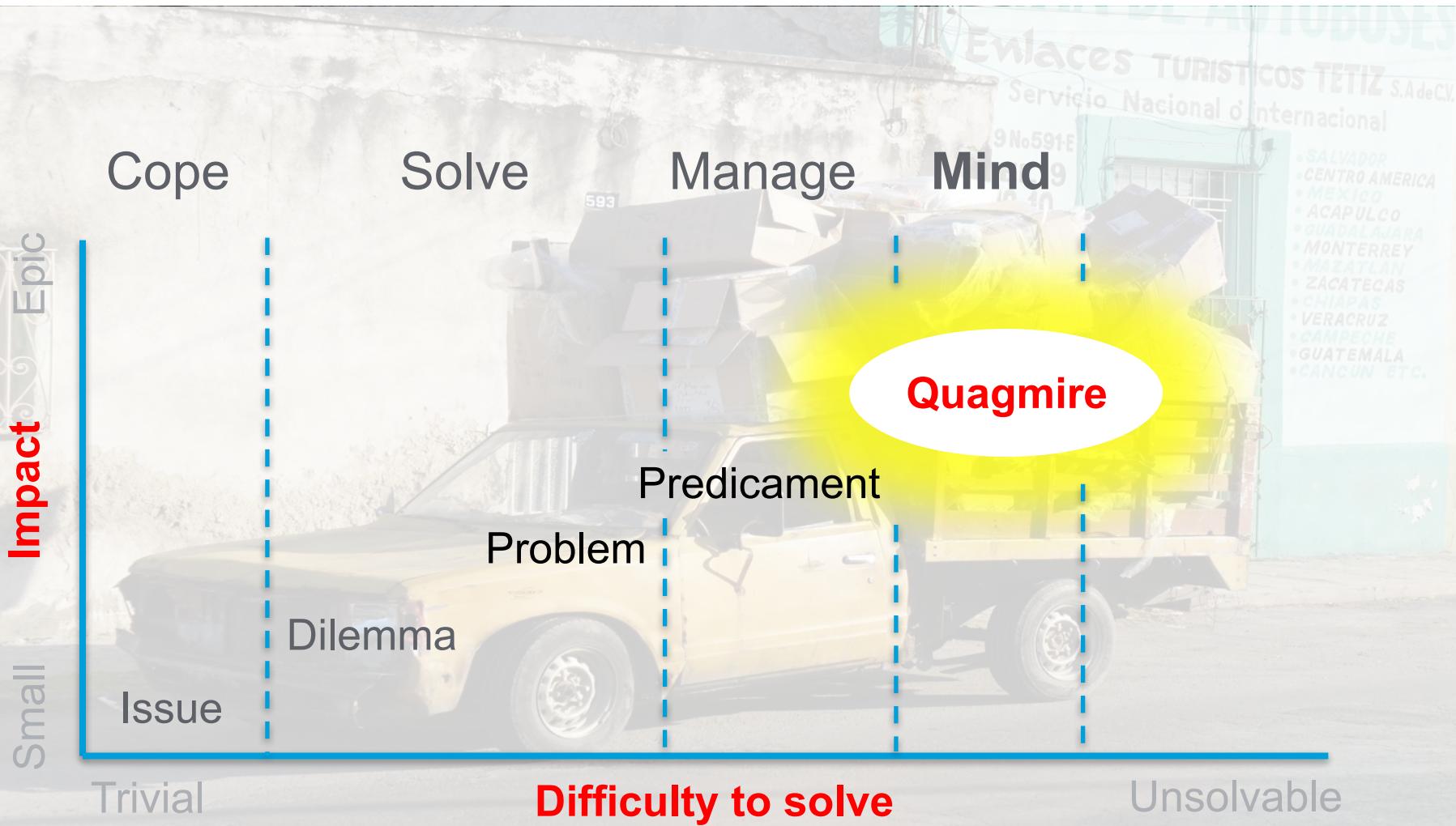
# We Solve Problems



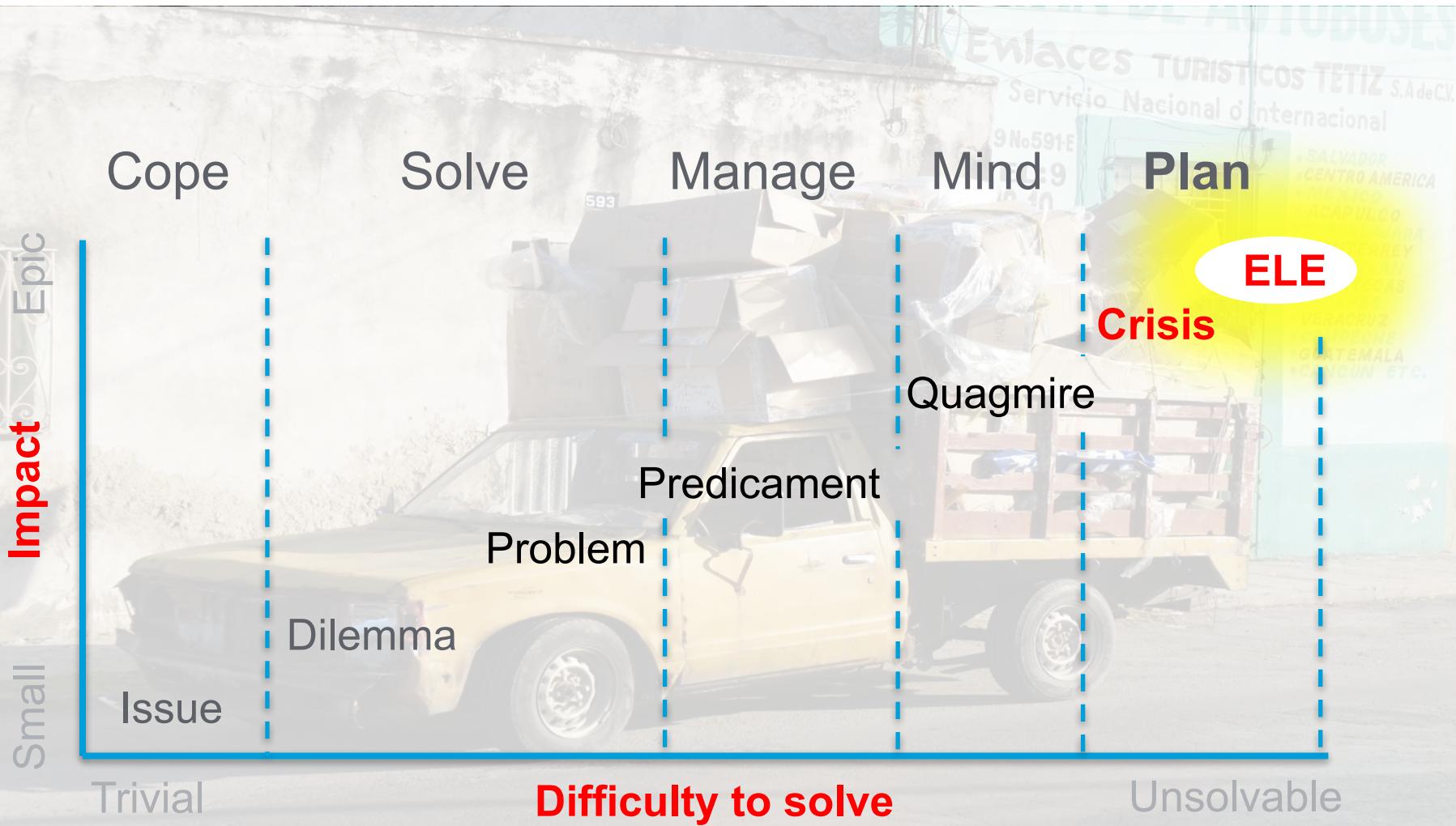
# We Manage Predicaments



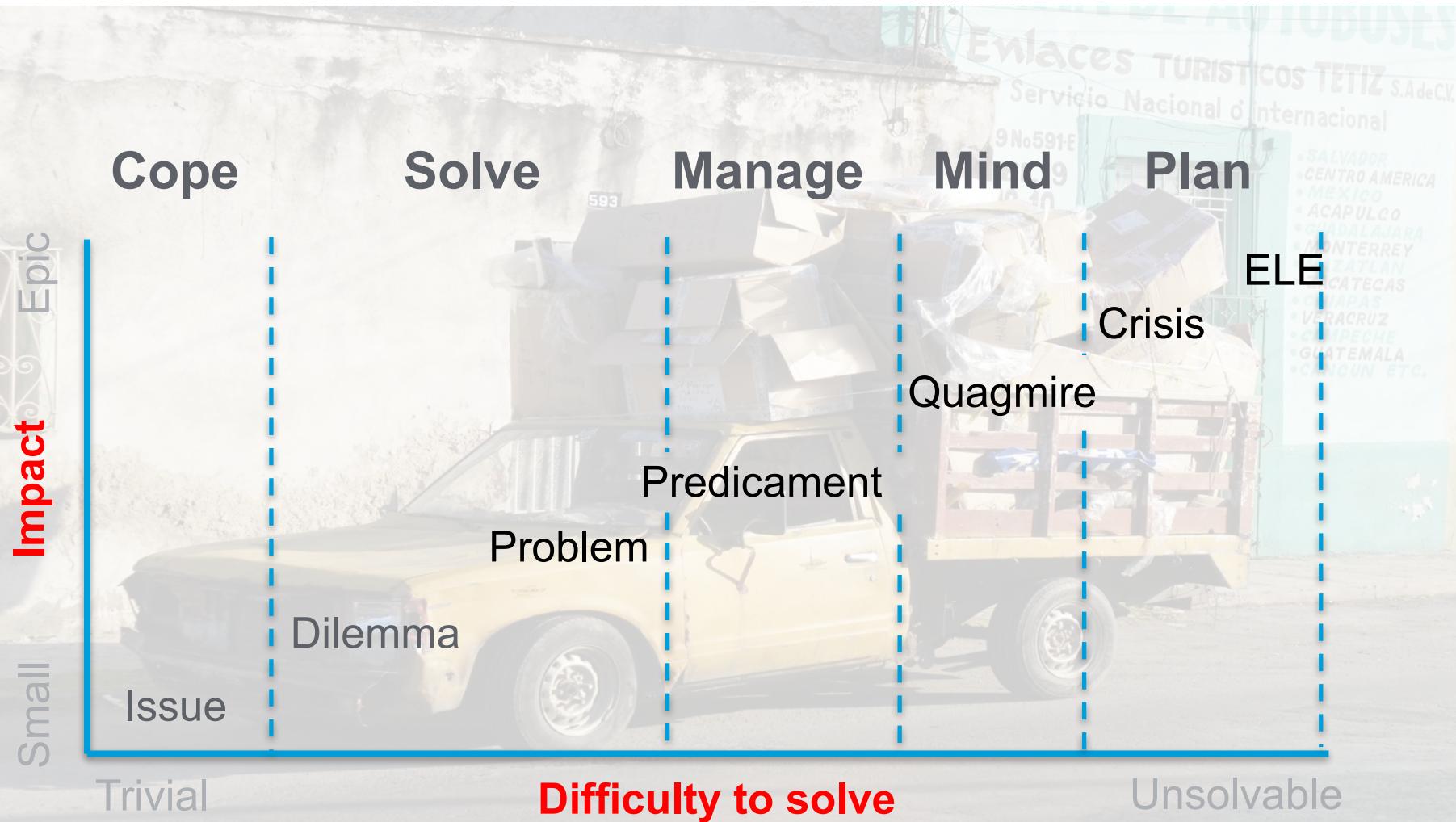
# We Mind Quagmires



# We Plan for Crises



# The Full Spectrum



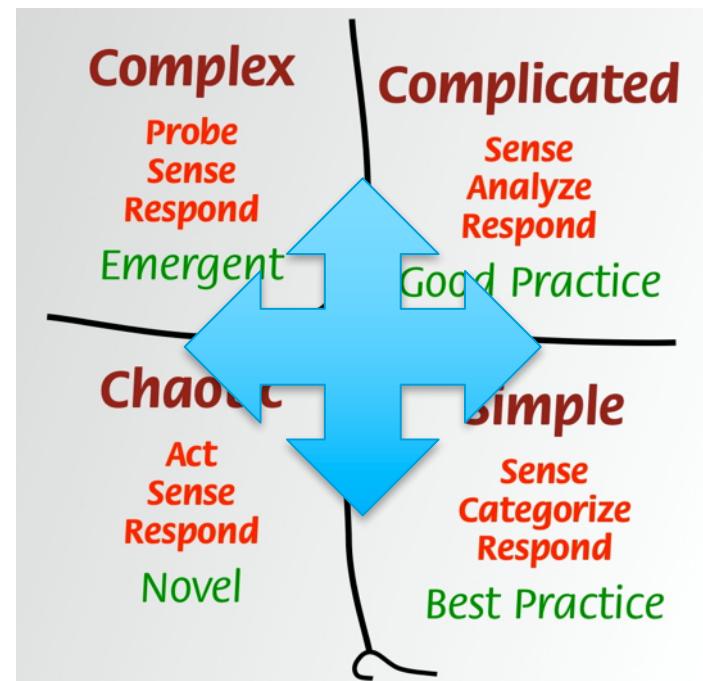
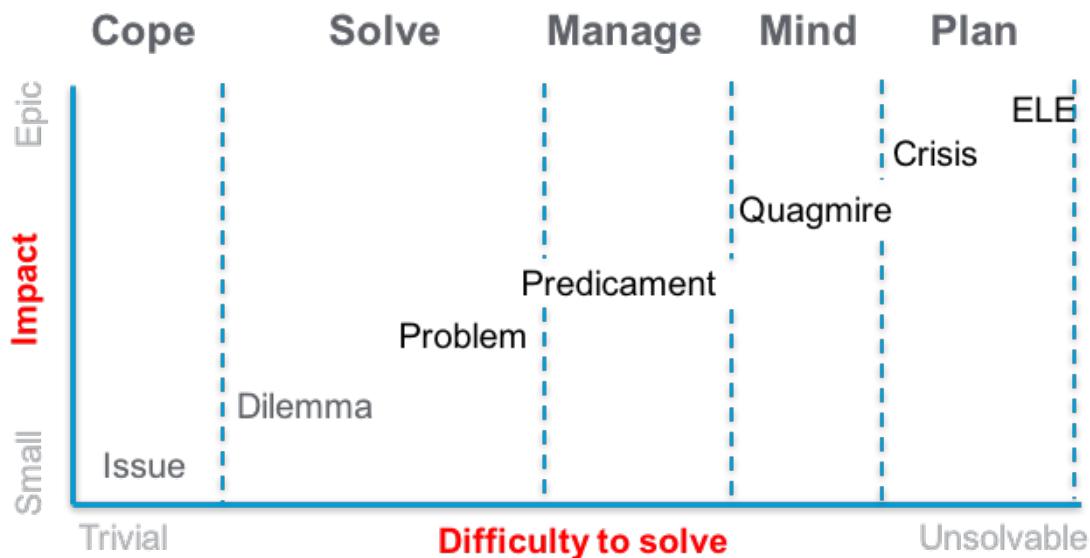
# What has your attention now?

- An Issue
- A Dilemma
- A Problem
- A Predicament
- A Quagmire
- A Crisis
- An End of Life Event

# Strategies, Cynefin and Wickedness



# Problem Taxonomy – Cynefin Behaviors



Strategies

Behaviors

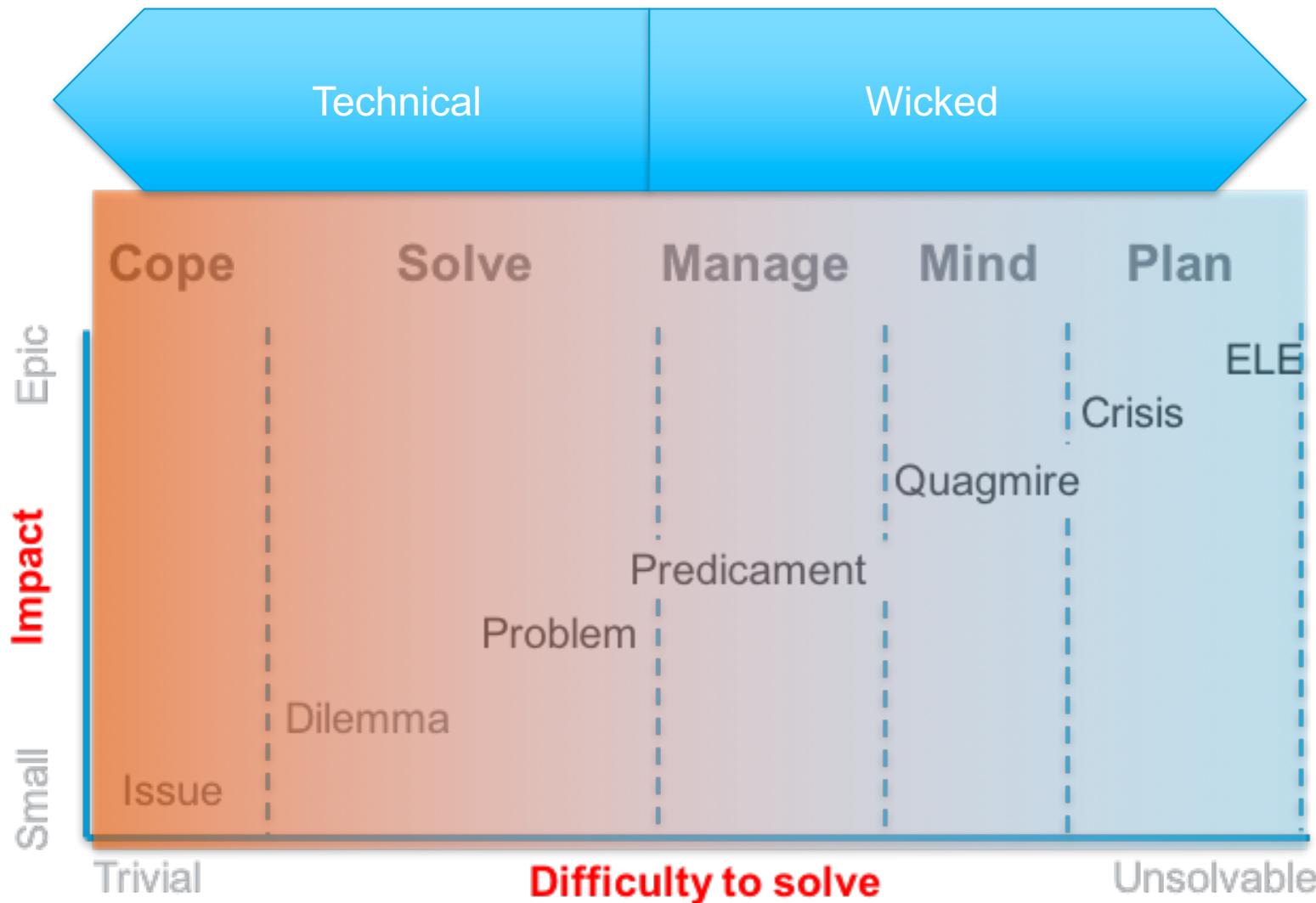
# Technical Problems

- Clearly defined
- Shorter, often repeating time horizon
- “Failure” not catastrophic
- Knowledge / Economics driven



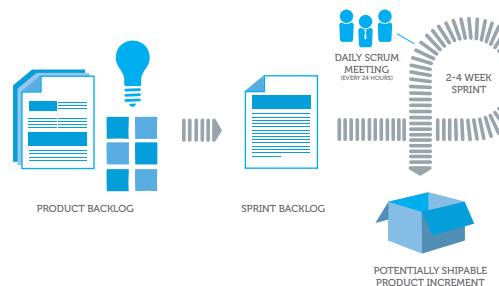
# Wicked Problems

- Long time horizon
- Inertia
- “Failure” is catastrophic
- Multiple actors
- Values

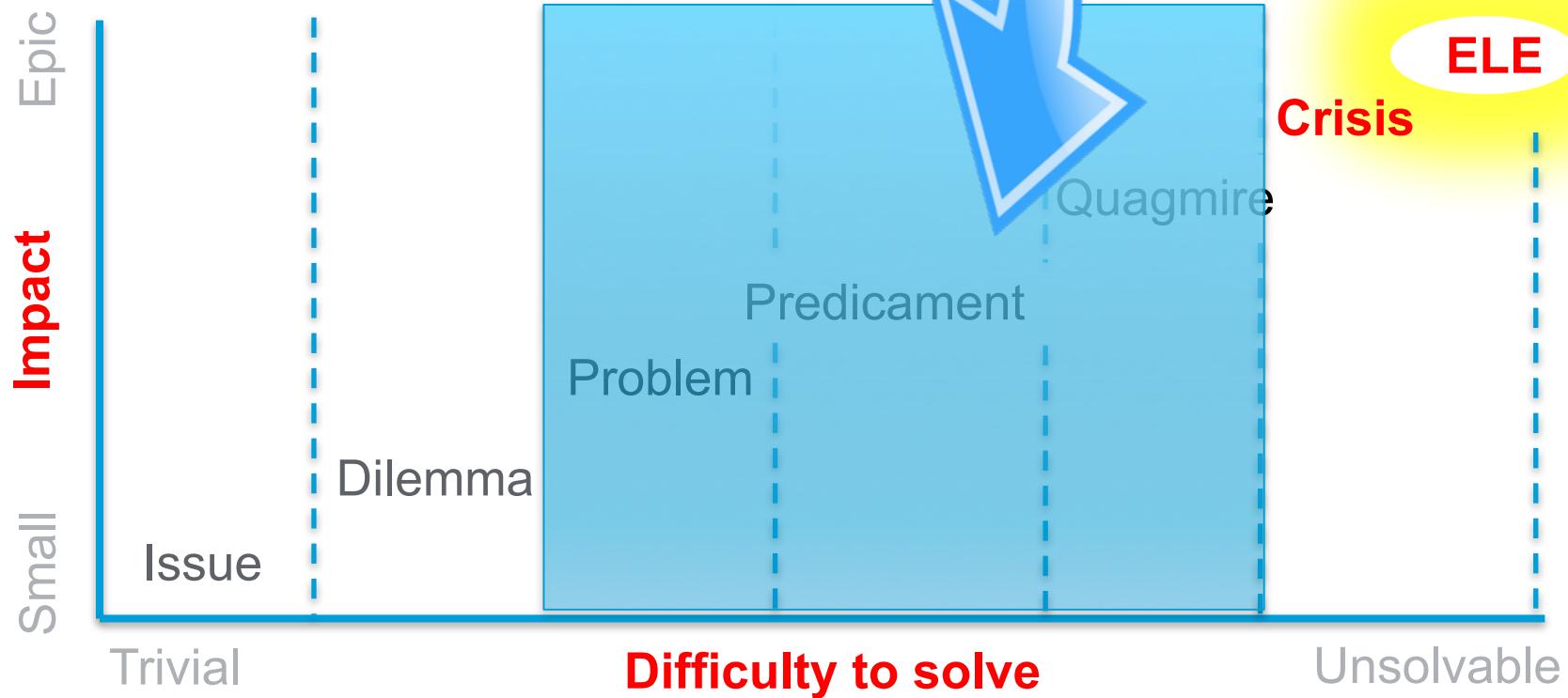


# Scrum-centric Problem Strategies





Cope      Solve      Manage      Mind      Plan



# Summary



## Summary: The Problem is *not the Problem!*

- Claiming everything is a problem is a problem because it suggests that we can approach every “problem” using the same strategy.
- We need to use different strategies when solving problems so that we can maximize our ability to “solve” the problem.

# What do you want for the Dec 2017 webinar?

- Distributed Team Liftoffs / Kickoffs
- Buyer and User Personas
- Synchronizing Short-Term and Long-Term Backlogs
- How to Prioritize a Backlog
- Facilitating Online Meetings
- User Teardowns
- How To Implement Lean Coffee at Scale
- Analyzing Retrospective Data at Scale
- Beyond Budgeting / Agile Portfolio Management
- My desired topic isn't listed – email [luke.hohmann@conteneo.co](mailto:luke.hohmann@conteneo.co)

# Discussions



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Harry Max

Thank you for attending.

Our next webinar is  
**08-Nov-2017 on Budgeting  
and Agile Portfolio  
Management.**