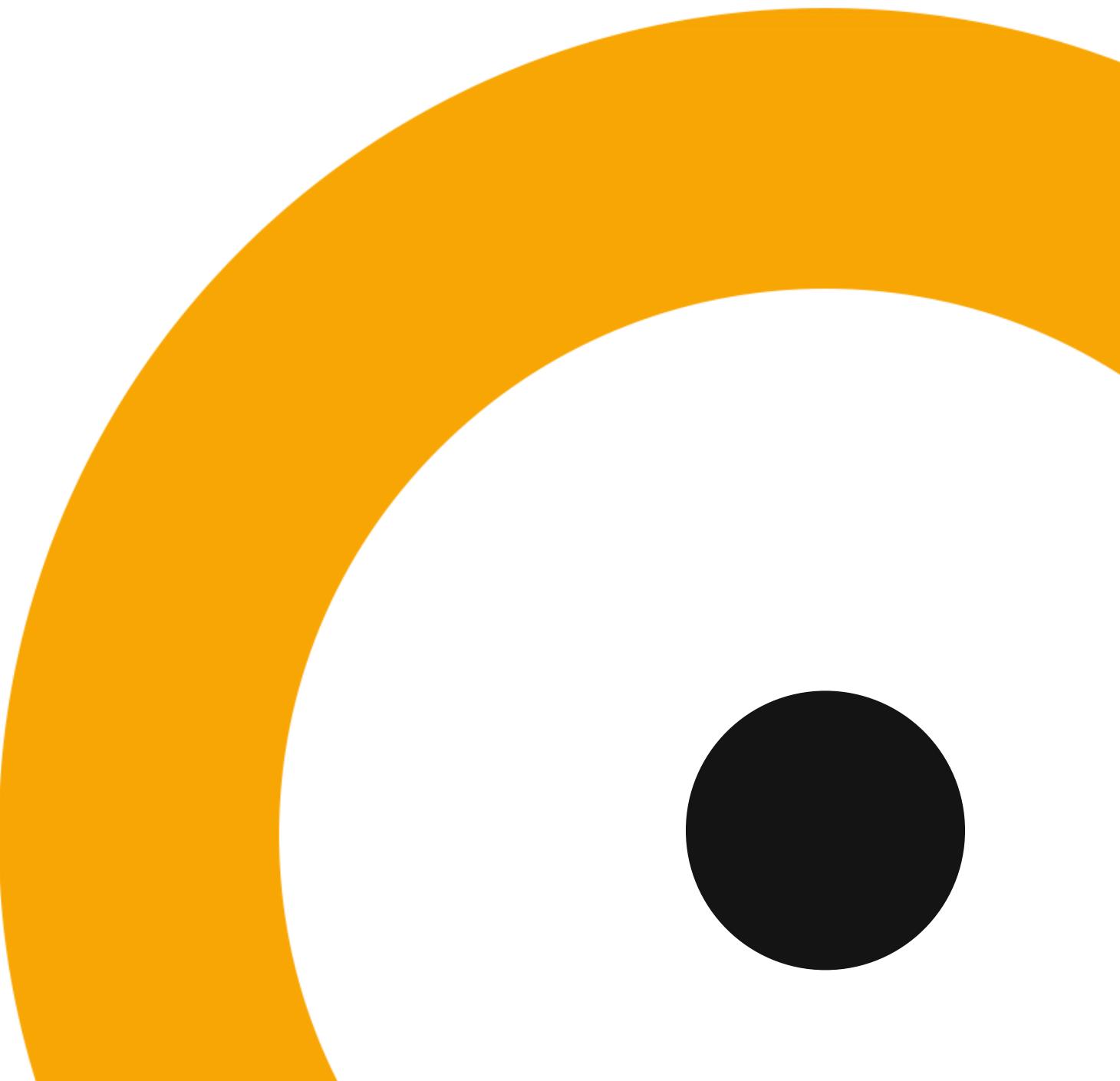


# Agile Management





# Bruno Terra Porley

Scrum Master @ Haufe Group

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I've been focused on agile methodologies and practices for the past 6 years, achieving high-performance teams have been one of my greatest challenges. Some may feel that understanding a framework as Scrum is enough but the reality is that you need Batman's belt full of tools and utilities, not only related to methodologies, frameworks, practices, etc. But to understand how we are wired as human beings, how to exploit motivations and handle fears.

My biggest challenge and achievement was this:  
in the end it is all about the people.

# Agile Management

Our goal is to be capable of consolidating teams and companies when designing and creating a digital product. In this minor you will learn the necessary tools to turn Agile Management into a pathway for great leadership.

## 01 Agile & Product Design

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## 02 Agile Frameworks

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## 03 Agile & Culture

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## 04 Agile Rollout

# 1 - Agile & Product Design

We are going to see how Agility match the Digital Product world and some of the tools we have to navigate in it.

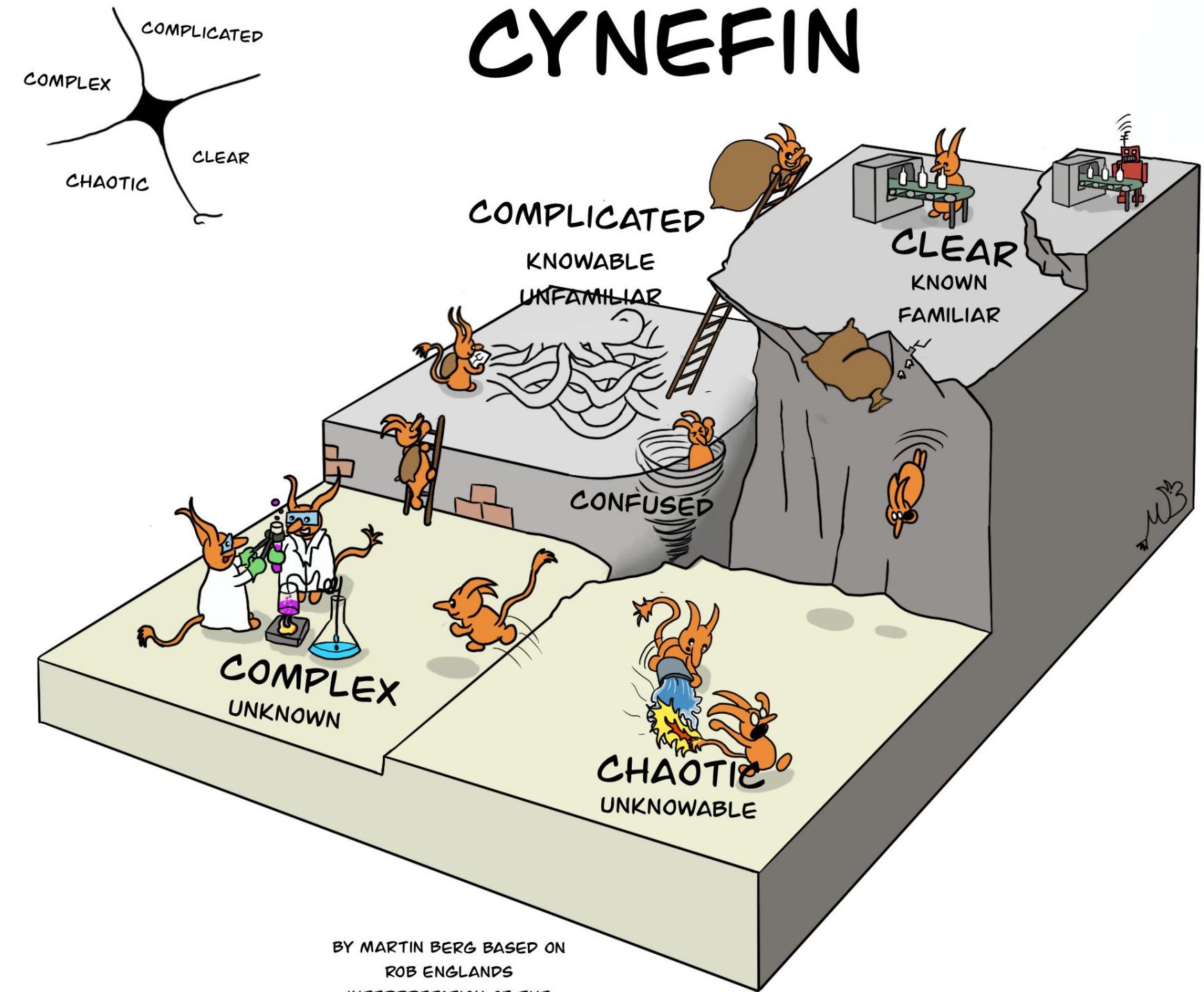
- 01 **Agility: A tool for Digital Products Context**
- 02 **Design Thinking**
- 03 **The Design Sprint**

01

# Agility: A tool for Digital Products Context

The first thing we need to do is understand our context. Only then we will have a stepping stone to decide how to act.

Let's use Cynefin framework to shape this intangible concept a little bit more.



# Working with Complexity

## Approach it correctly

Complex contexts are often unpredictable, and the best approach here is to "Probe – Sense – Respond."

## Fail Learn

It is helpful to conduct business experiments in these situations and accept failure not as such but as part of the learning process.

$$1+1 = 3$$

Communication is essential here. Gather a diverse group of people to produce innovative, creative solutions to complex problems.

## 2 - Design

### Thinking

A way of thinking of products that is well aligned with their context that have a lot in common with Agility but in a more structured way.

01

**Agility: A tool for Digital Products Context**

02

**Design Thinking**

03

**The Design Sprint**

02

## Design Thinking

While **Agility** helps steer you toward the **right solution**, it doesn't guarantee that you're pursuing the right problem.

The **Design Thinking** approach is a human-centered technique to **identify and solve** problems in an innovative way.

Design Thinking and Agility have considerable overlap in their principles and are seen as complementary approaches to problem solving.

### Definition

“Human-centered design thinking—especially when it includes research based on direct observation—will capture unexpected insights and produce innovation that more precisely reflects what consumers want.”

- Tim Brown -

### Where it comes from?

In the book “The Sciences of Artificial” written by Herbert Simmons is where we can find the first mentions of the Design Thinking concept around 1969

# Design Thinking in a nutshell

## Ideology & “Process”

For resolving complex issues

## Adopted by innovators

From all kind of industries

## Fosters core ideas

Empathizing with users, challenging assumptions, developing new ideas



### Empathize

Understanding people



### Ideate

Generating your ideas



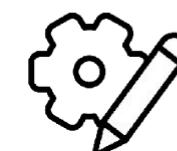
### Define

Figuring out the problem



### Test

Refining the product



### Prototype

Creation and experimentation



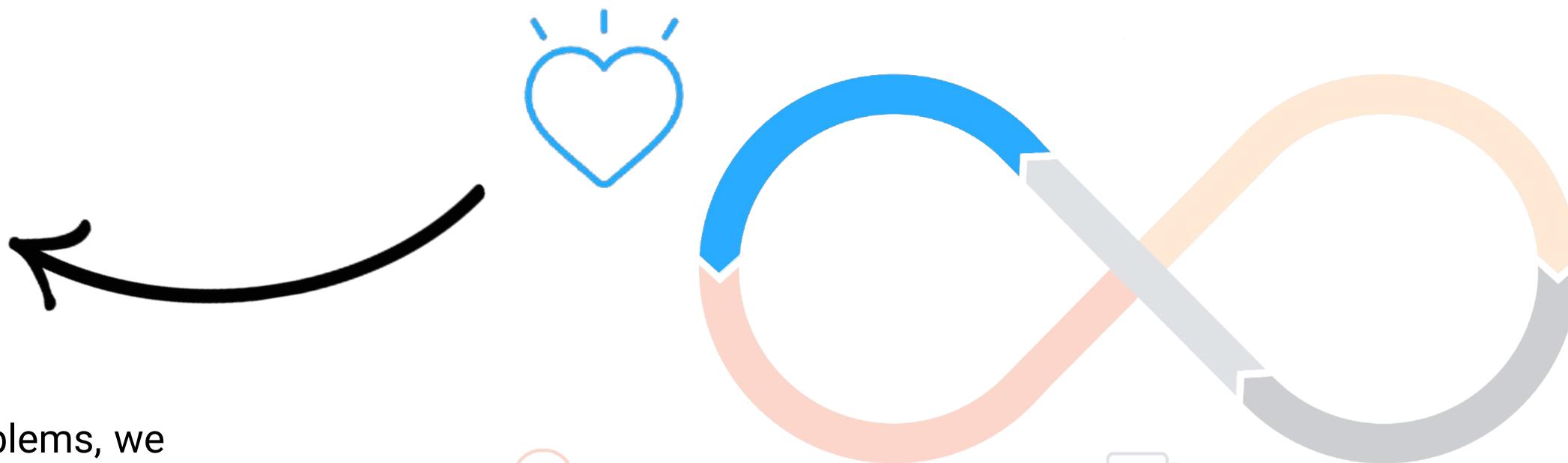
# Design Thinking Phases

## Empathize

To focus the solution around people's problems, we have to understand them well first.

Design thinking departs from the research of the problems of people and is not finished until the product is tested on them and thus proves to have solved the initial problem.

Engage with and observe your target audience, and try to empathize with their experience.

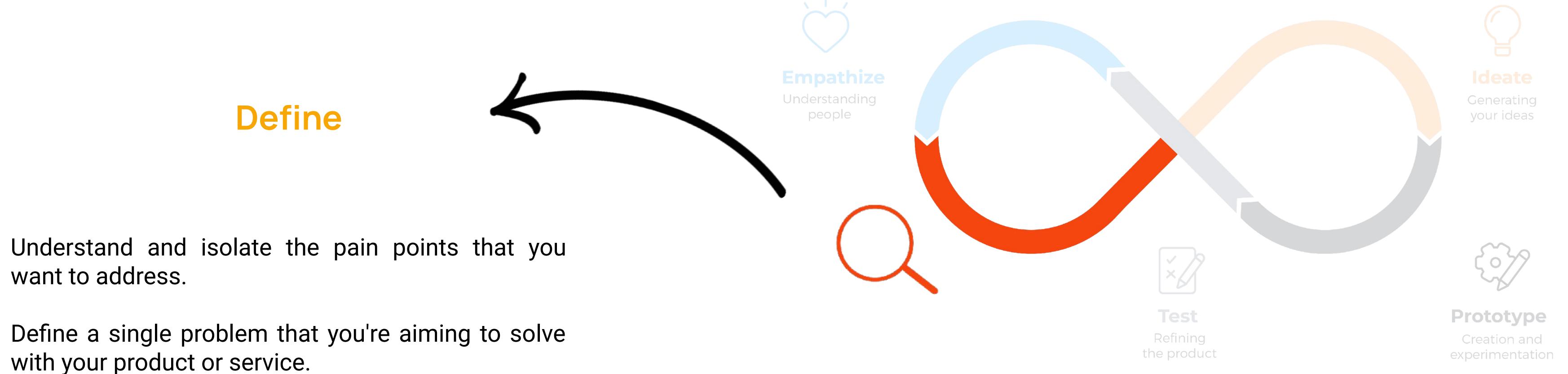


**Ideate**  
Generating  
your ideas

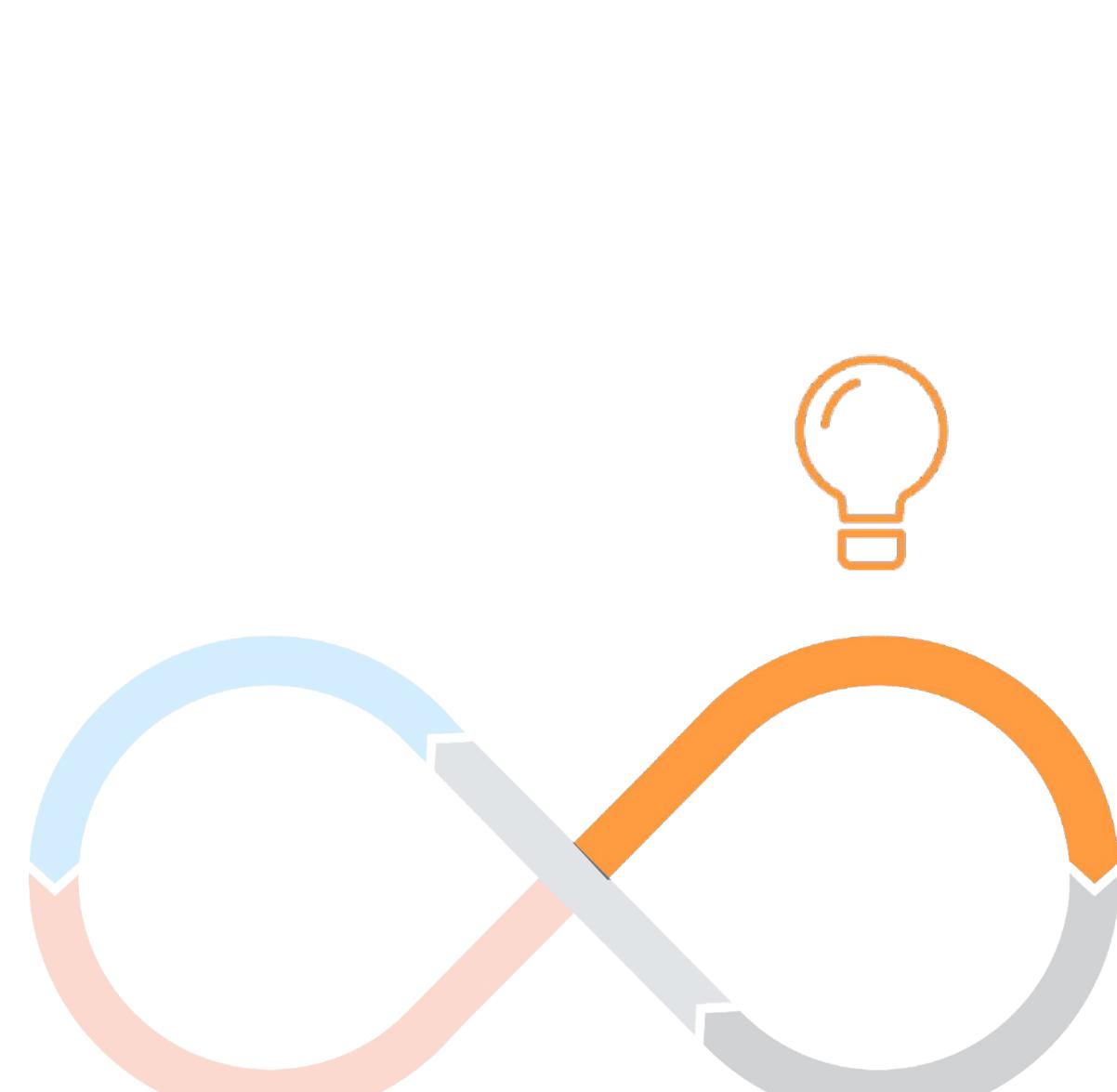


**Prototype**  
Creation and  
experimentation

# Design Thinking Phases



# Design Thinking Phases



## Ideate

Brainstorm all possible angles and solutions.

Record any and all ideas.

Don't overthink about the feasibility of an idea.

This phase is more about quantity, so there are no bad ideas.



## Empathize

Understanding people



## Define

Figuring out the problem



## Test

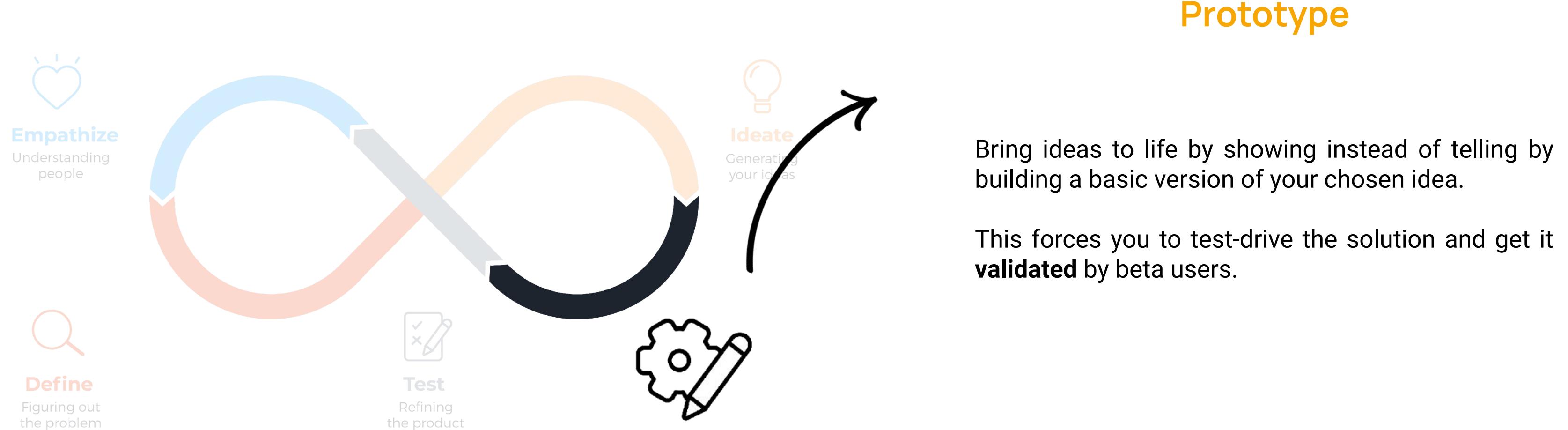
Refining the product



## Prototype

Creation and experimentation

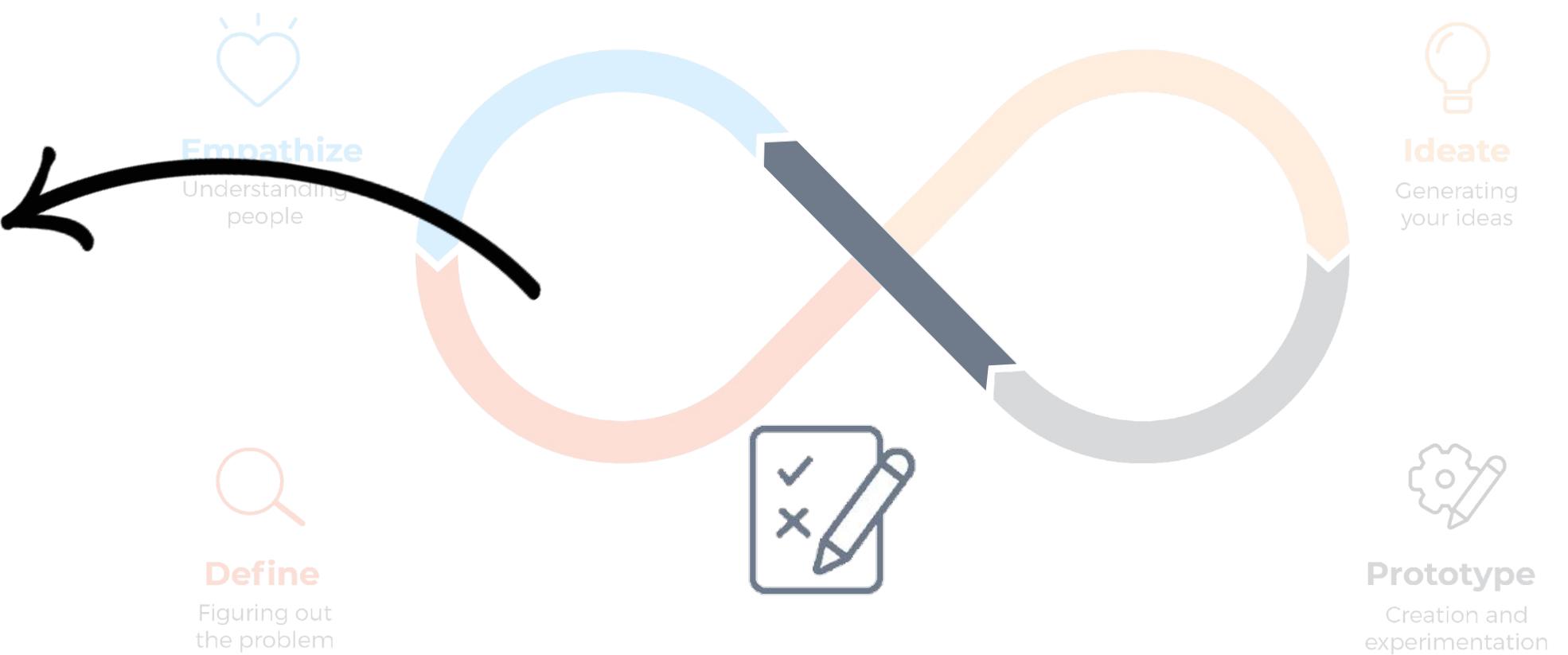
# Design Thinking Phases



# Design Thinking Phases

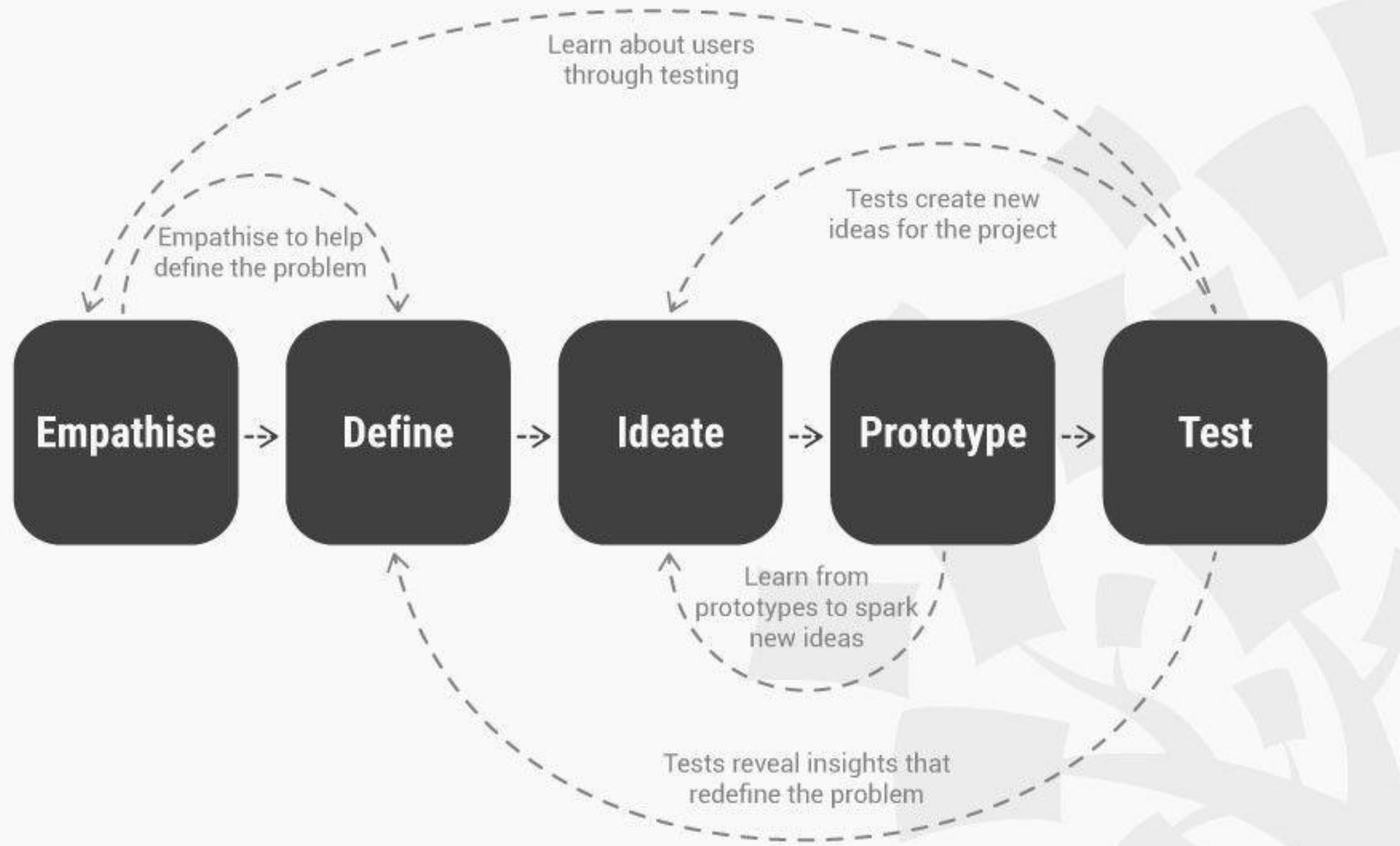
## Test

Here we can test the complete product, using the best solutions identified during the prototyping phase.



This is the final stage of the 5 stage-model

# DESIGN THINKING: A NON-LINEAR PROCESS



# 3 - The Design

## Sprint

Here we will look at a defined Method that will help you put in practice Design Thinking.

01

~~Agility: A tool for Digital Products Context~~

02

~~Design Thinking~~

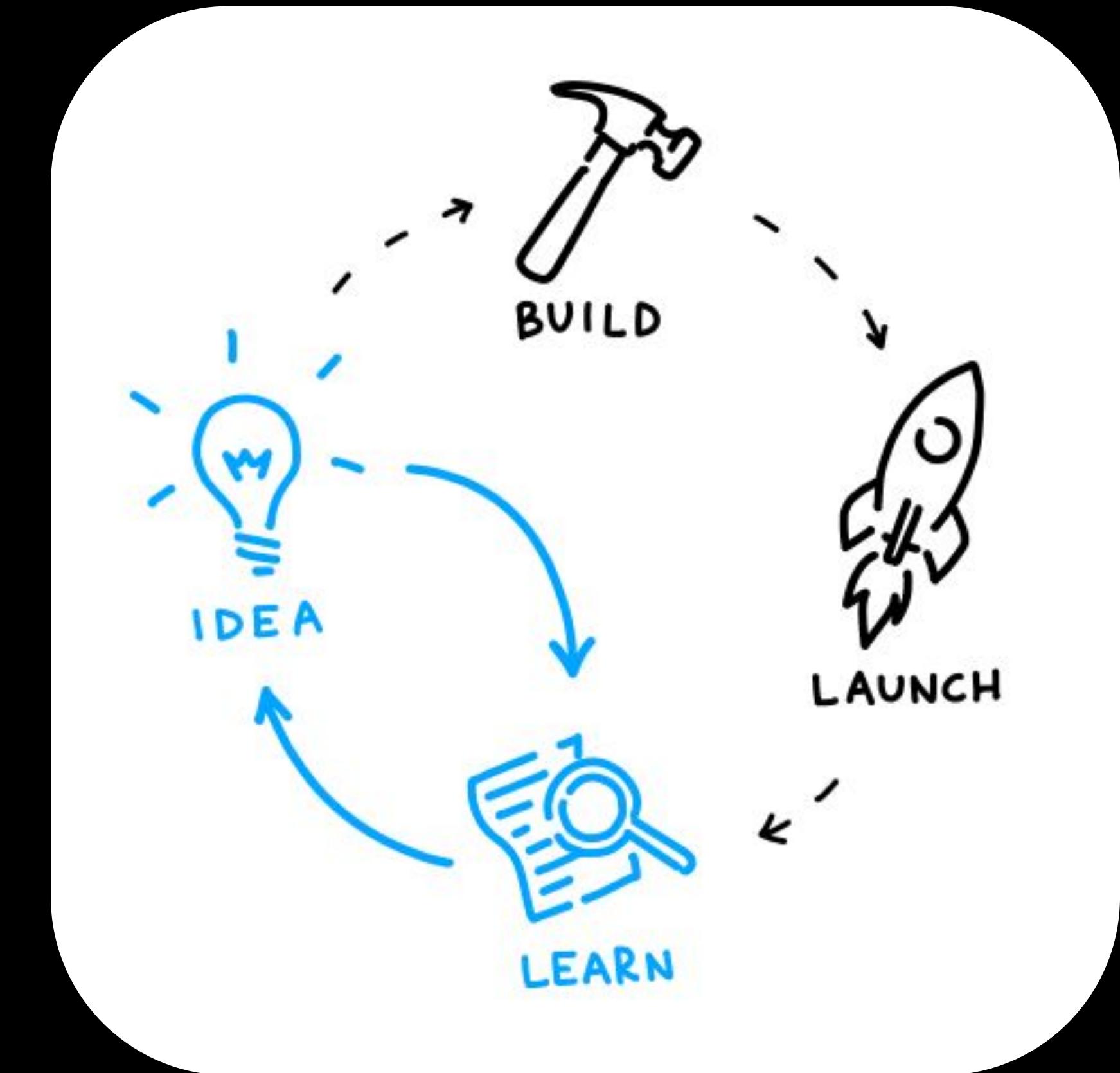
03

**The Design Sprint**

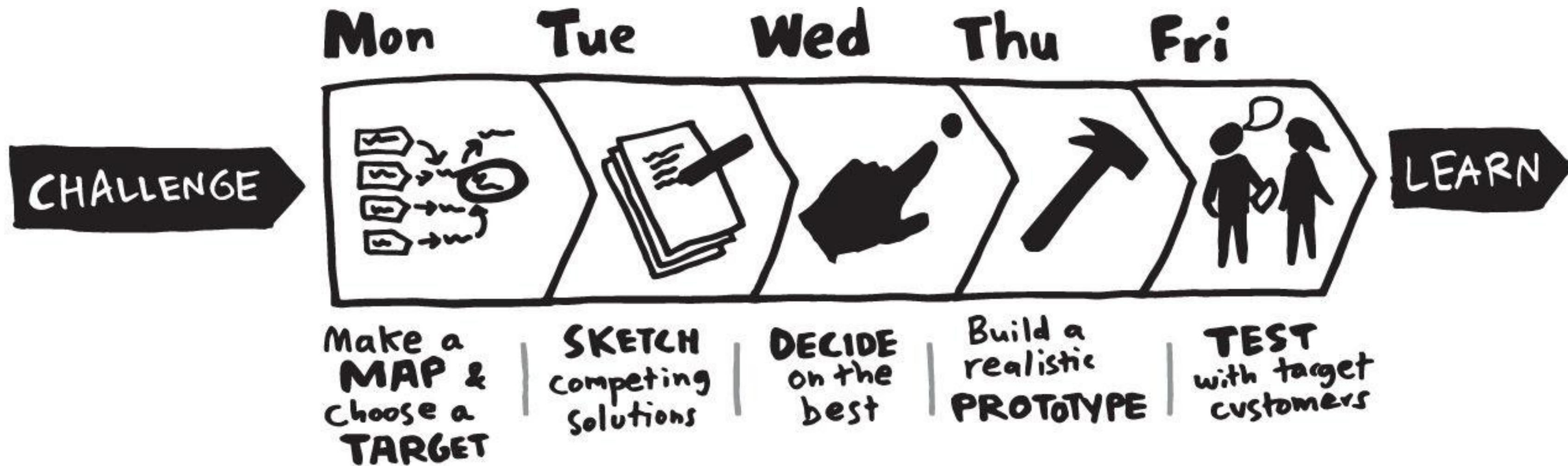
03

## The Design Sprint

The Design Sprint is a five-day process for answering critical business questions through design, prototyping, and testing ideas with **customers**. Developed at Google Ventures, it's a "great hit" on business strategy, innovation, behaviour science, design thinking, and more.



# How is it structured?



# How it match Design Thinking?

 **Empathize**  
Understanding people

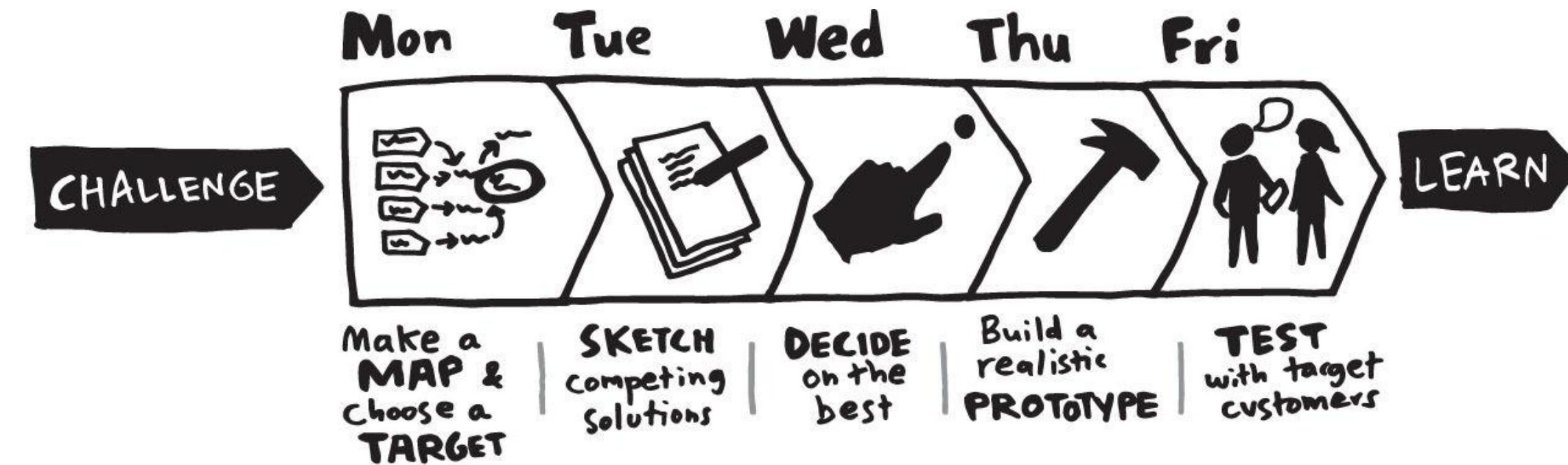


 **Ideate**  
Generating your ideas

 **Define**  
Figuring out the problem

 **Test**  
Refining the product

 **Prototype**  
Creation and experimentation



# But before we start

We need to set up the stage! We'll need to have the right challenge and the right team. We'll also need time and space to conduct your sprint.

## The challenge

The bigger the challenge, the better the sprint. Possible challenges:

- High stakes
- Not enough time
- Just plain stuck

Solve the surface first, where your product or service meets customers. Focusing on the surface allows you to move fast and answer big questions before you commit to execution

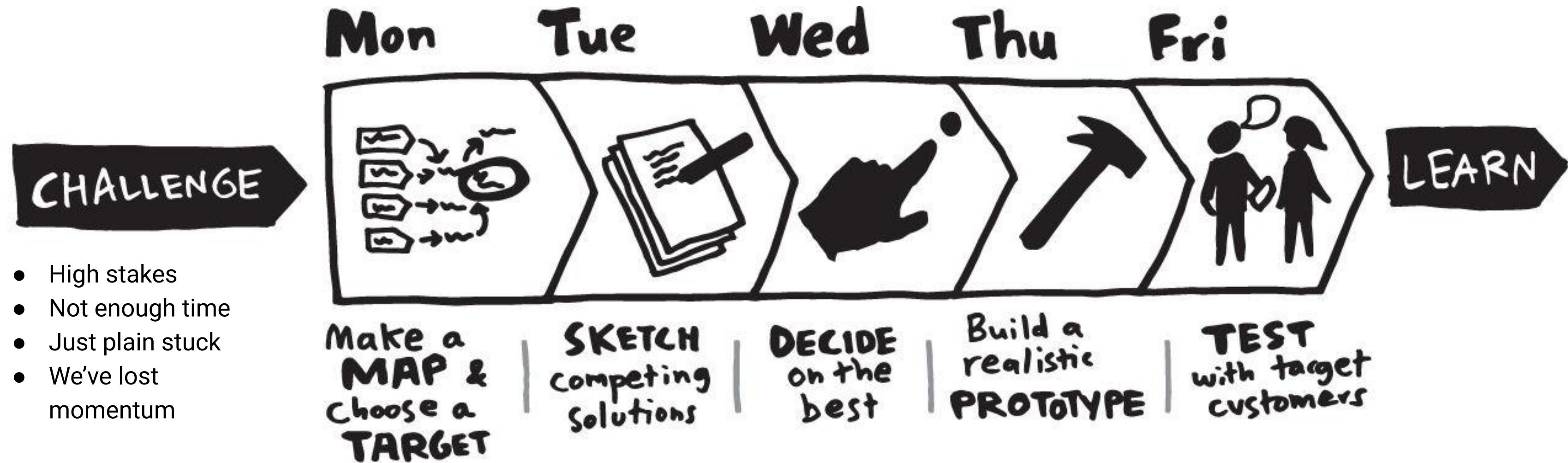
## The Team

- Recruit a team of seven (or fewer)
- Find the experts: Finance / Marketing / Customer / Tech / Design
- The Decider
- Bring the troublemaker
- Schedule extra experts for Monday
- Pick a Facilitator

## Time and Space

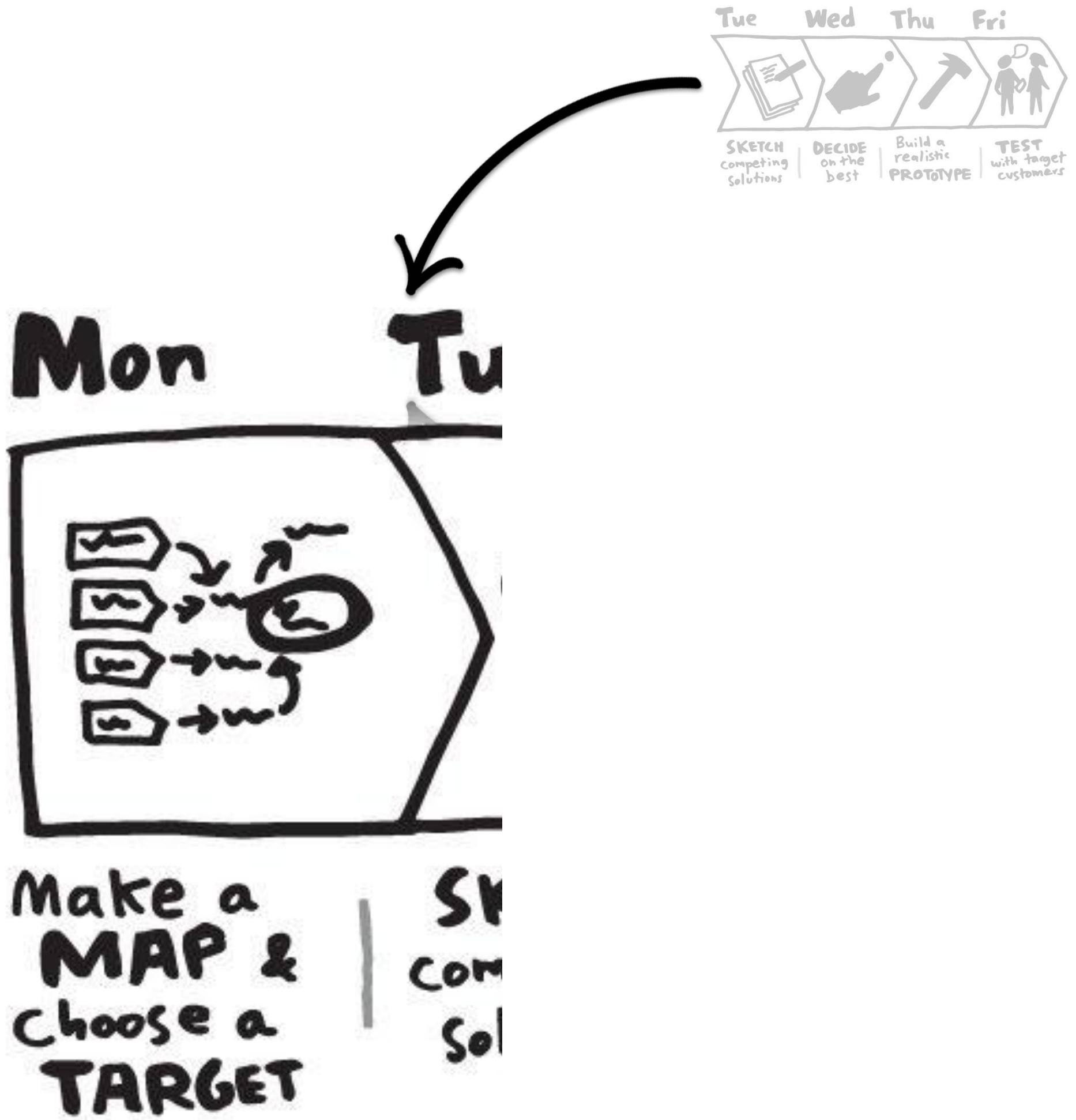
- Block five full days on the calendar
- The no-device rule
- Whiteboards make you smarter
- Stock up on the right supplies

# The Design Sprint



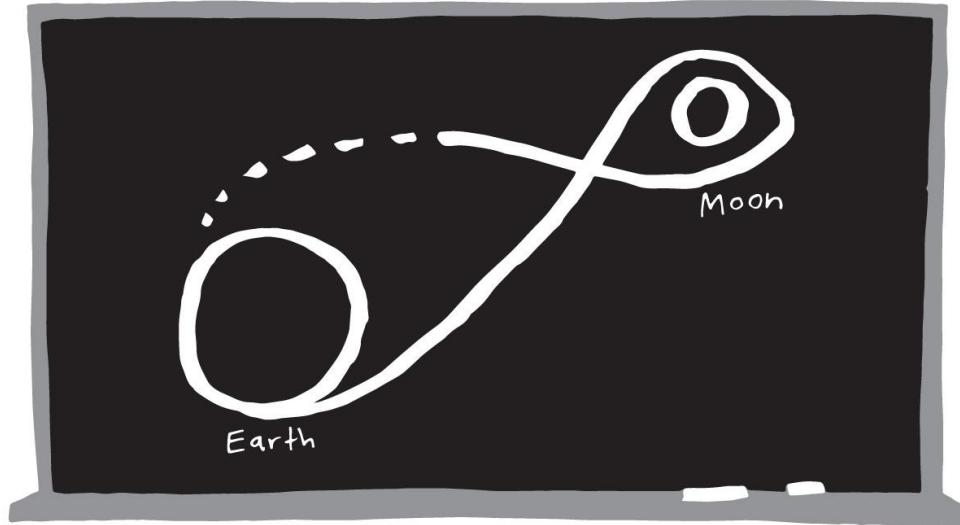
# Day 1: Monday

In the morning, you'll start at the end and agree to a **long-term goal**. Next, you'll make a map of the **challenge**. In the afternoon, you'll ask the experts at your company to share what they know. Finally, you'll **pick a target**: an ambitious but manageable piece of the problem that you can solve in one week.



# Start at the end

Monday begins with an exercise we call Start at the End: a look ahead—to the end of the sprint week and beyond



## Set a long-term goal

"Why are we doing this project? Where do we want to be six months, a year, or even five years from now?"

Your **goal** should **reflect** your **team's principles and aspirations**.

Don't worry about overreaching. The sprint process will help you find a good place to start and make real progress toward even the biggest goal.

**Write it** at the top of the whiteboard & keep it there for the whole sprint.

## List sprint questions

- What questions do we want to answer in this sprint?
- To *meet our long-term goal*, what has to be true?
- Imagine we travel into the future and our project failed. What might have caused that?

Rephrase assumptions and obstacles into questions.

Uncertainty -> **Curiosity**

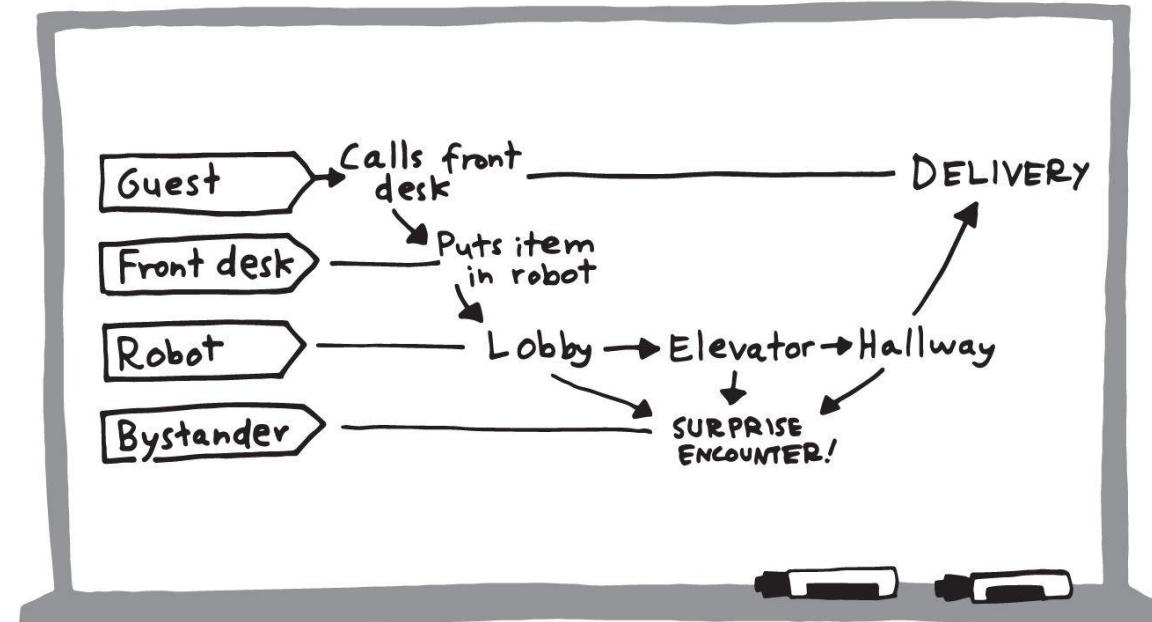
**Write them down** and put them near your long-term goal. You'll feel relieved to see them all listed in one place. You'll know where you're headed and what you're up against.

# The Map

The map you'll create on Monday will be a simple diagram representing lots of complexity. Your map will show **customers moving through your service or product.**

It helps you keep track of how everything fits together, and it eases the burden on each person's short-term memory.

At the end of the day on Monday, you'll use the map to **narrow** your broad challenge into a specific target for the sprint.



## List the actors

**(on the left)** The “actors” are all the important characters in your story

## Write the ending

**(on the right)** It's usually a lot easier to figure out the end than the middle of the story.

## Words and arrows in between

The map should be functional, not a work of art.  
**Words and arrows** and the occasional **box** should be enough.

## Keep it simple

Your map should have from five to around fifteen steps. If there are **more than twenty steps**, it's probably too **complicated**.

## Ask for help

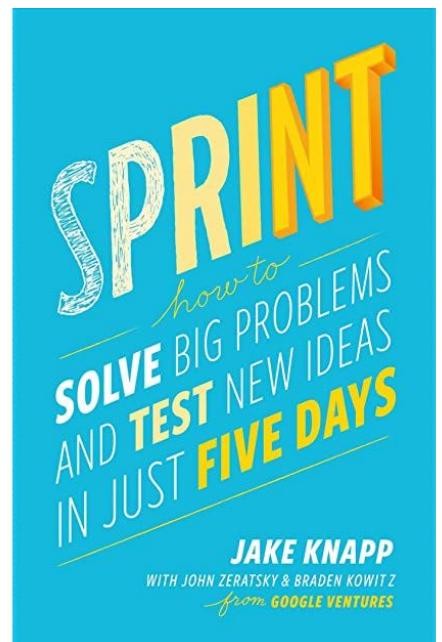
Keep asking: “Does this map look right?” We never get ours right the first time, but you have to start somewhere.

LONG TERM GOAL: More patients enrolled in trials.

### SPRINT QUESTIONS

- Can we find matches fast enough?
- Will clinics change their workflow?

Flatiron Health's long-term goal and sprint questions.



**Side note:** All the cool images of this chapter are from the Design Sprint Book itself



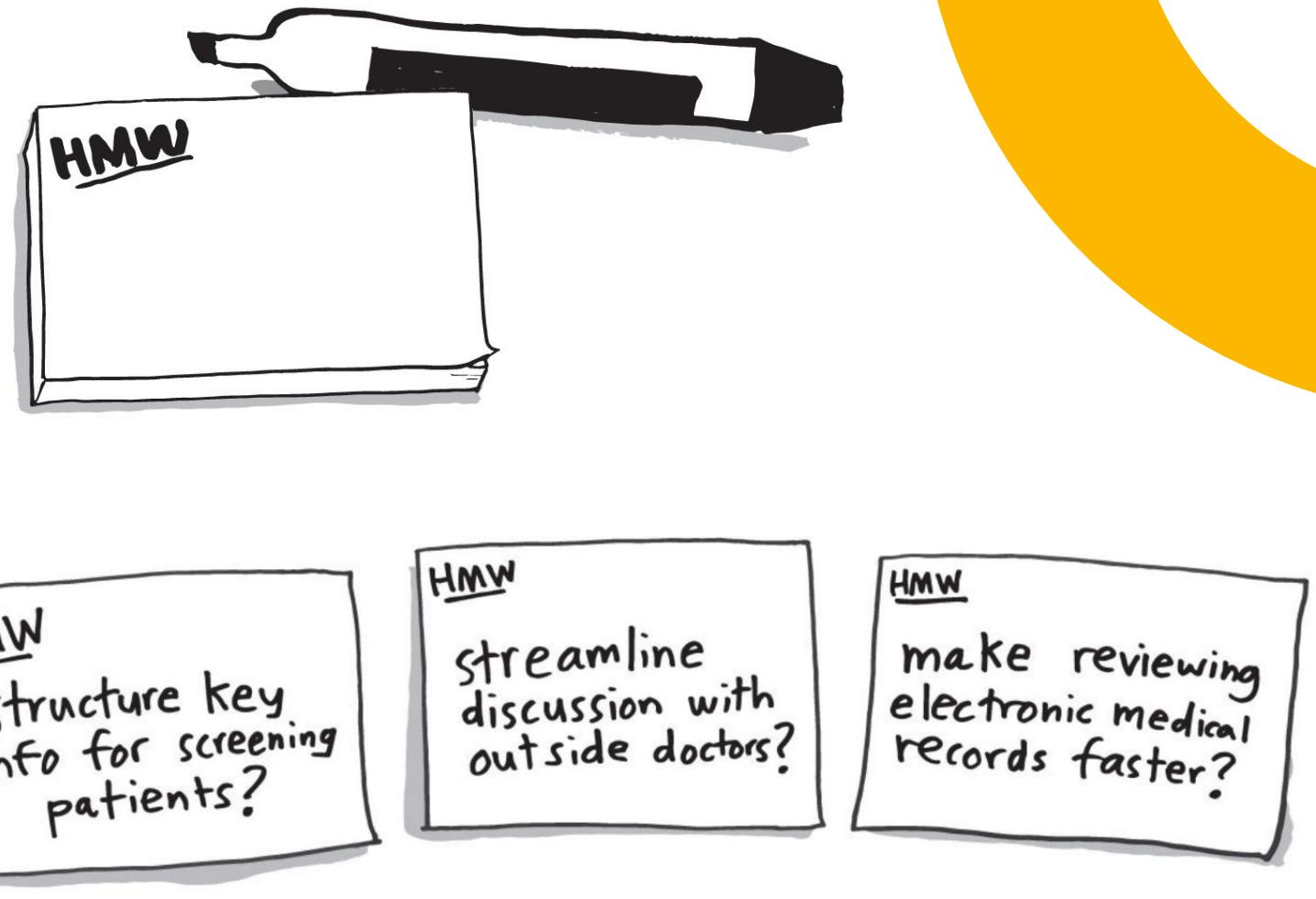
Flatiron Health's clinical trial enrollment map.

# Ask the experts

Most of Monday afternoon is devoted to an exercise we call **Ask the Experts**: a series of **one-at-a-time interviews** with people from your sprint team, from around your company, and possibly even an outsider or two with special knowledge.

As you go, **each member** of your team will **take notes individually**.

You'll be gathering the information you need to choose the target of your sprint, while gathering fuel for the solutions you sketch on Tuesday.



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## Nobody knows everything

- Strategy
- Voice of the customer
- How things work
- Previous efforts

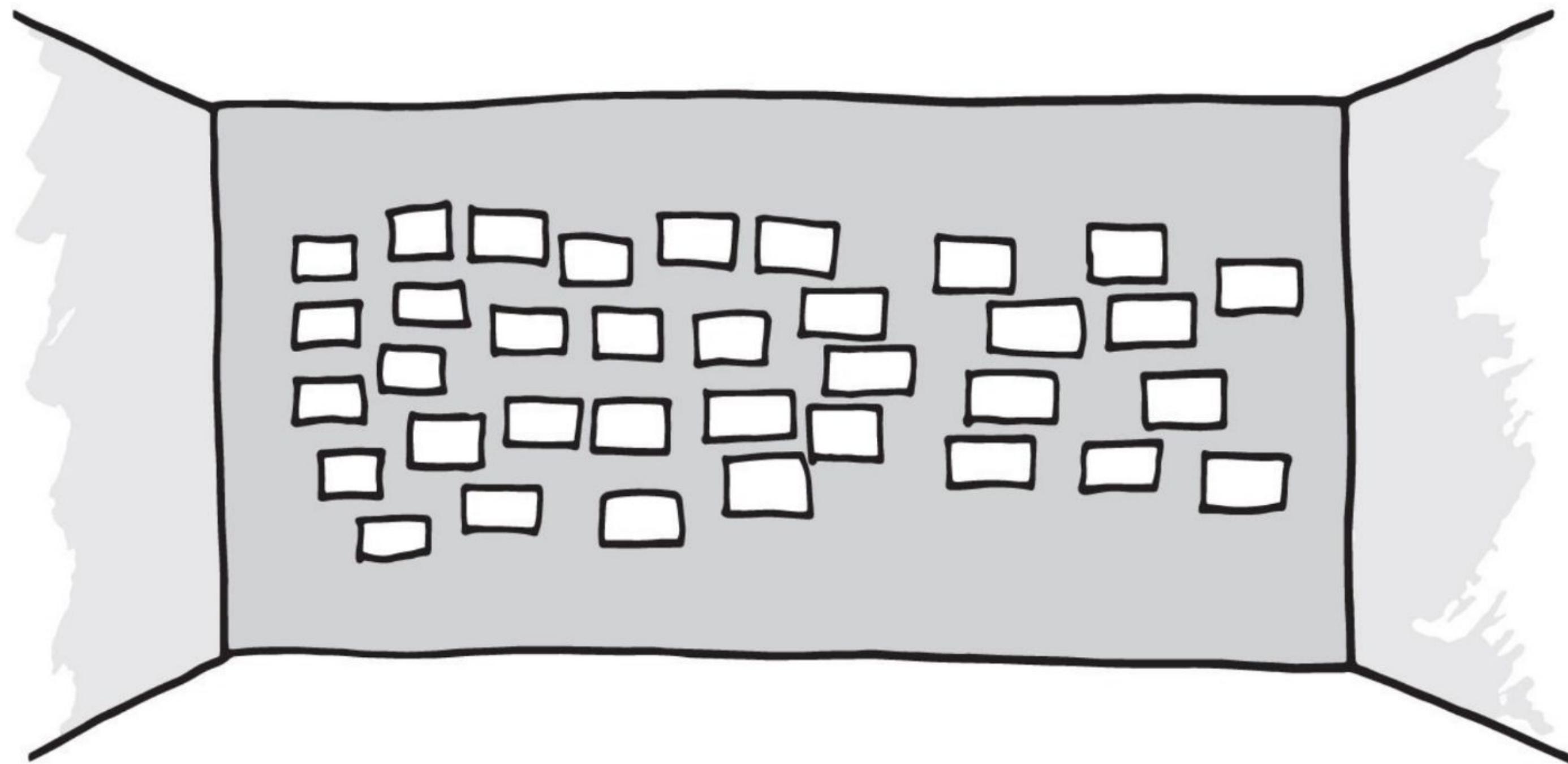
## Ask the Experts

- Introduce the sprint
- Review the whiteboards
- Open the door
- Ask questions (*Useful phrases are "Why?" and "Tell me more about that."*)
- **Take notes (HMW)**
- Fix the whiteboards

## The How Might We notes

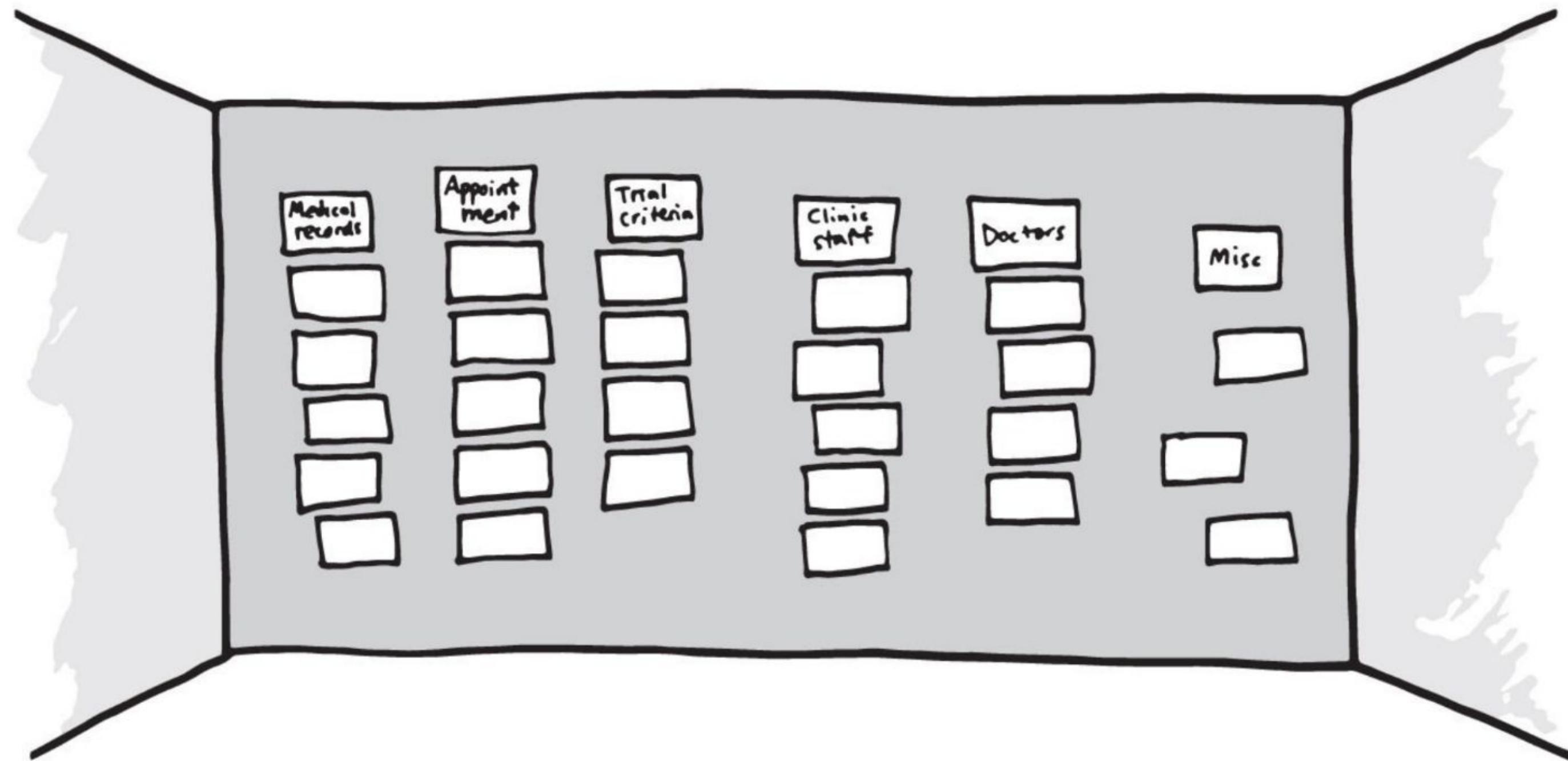
- Take How Might We notes
- Organize How Might We notes
- Vote on How Might We notes

# Organize HMW



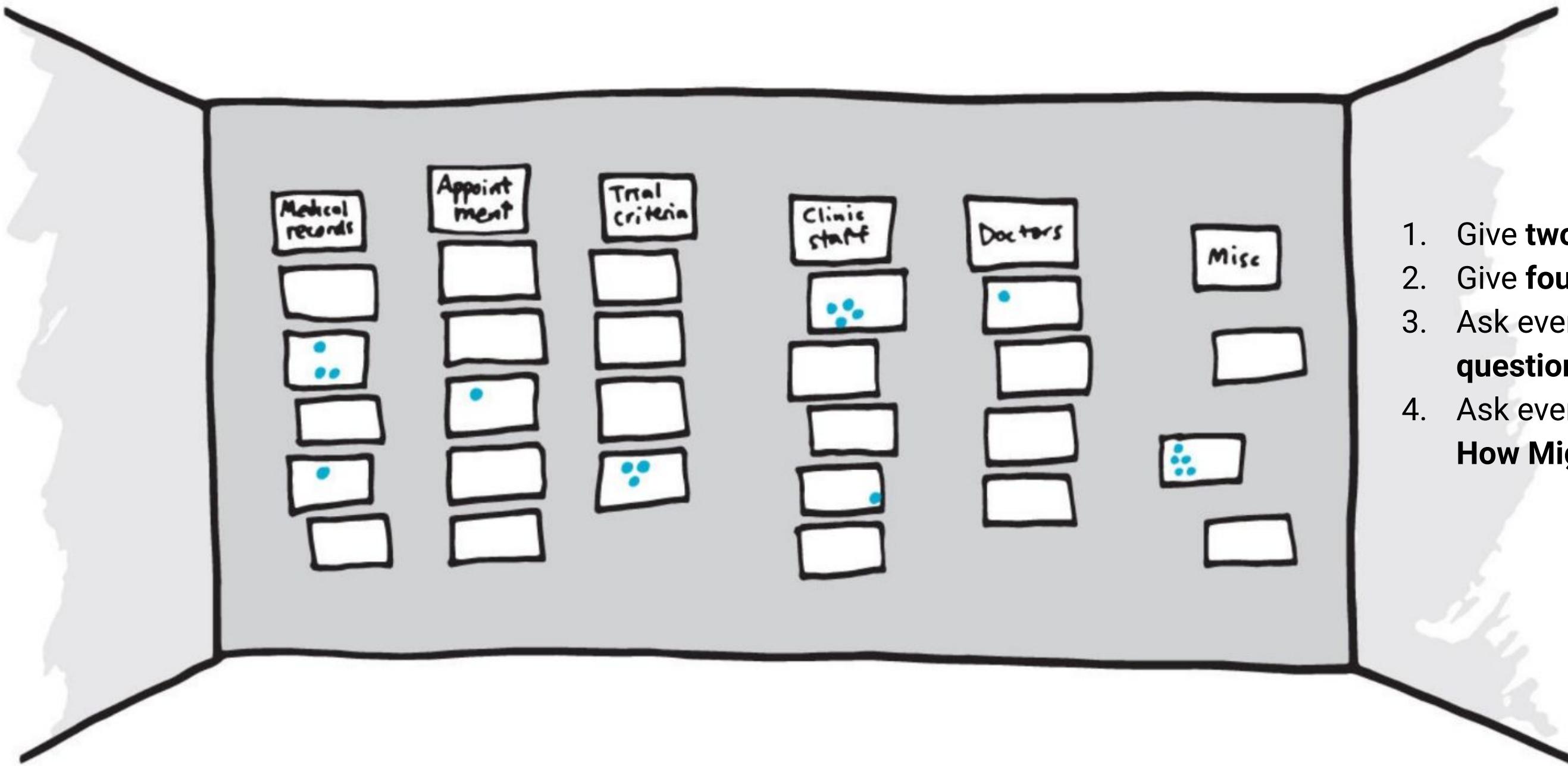
*First, put up the How Might We notes without any organization.*

# Organize HMW



*Organize into groups, and give each group a label.*

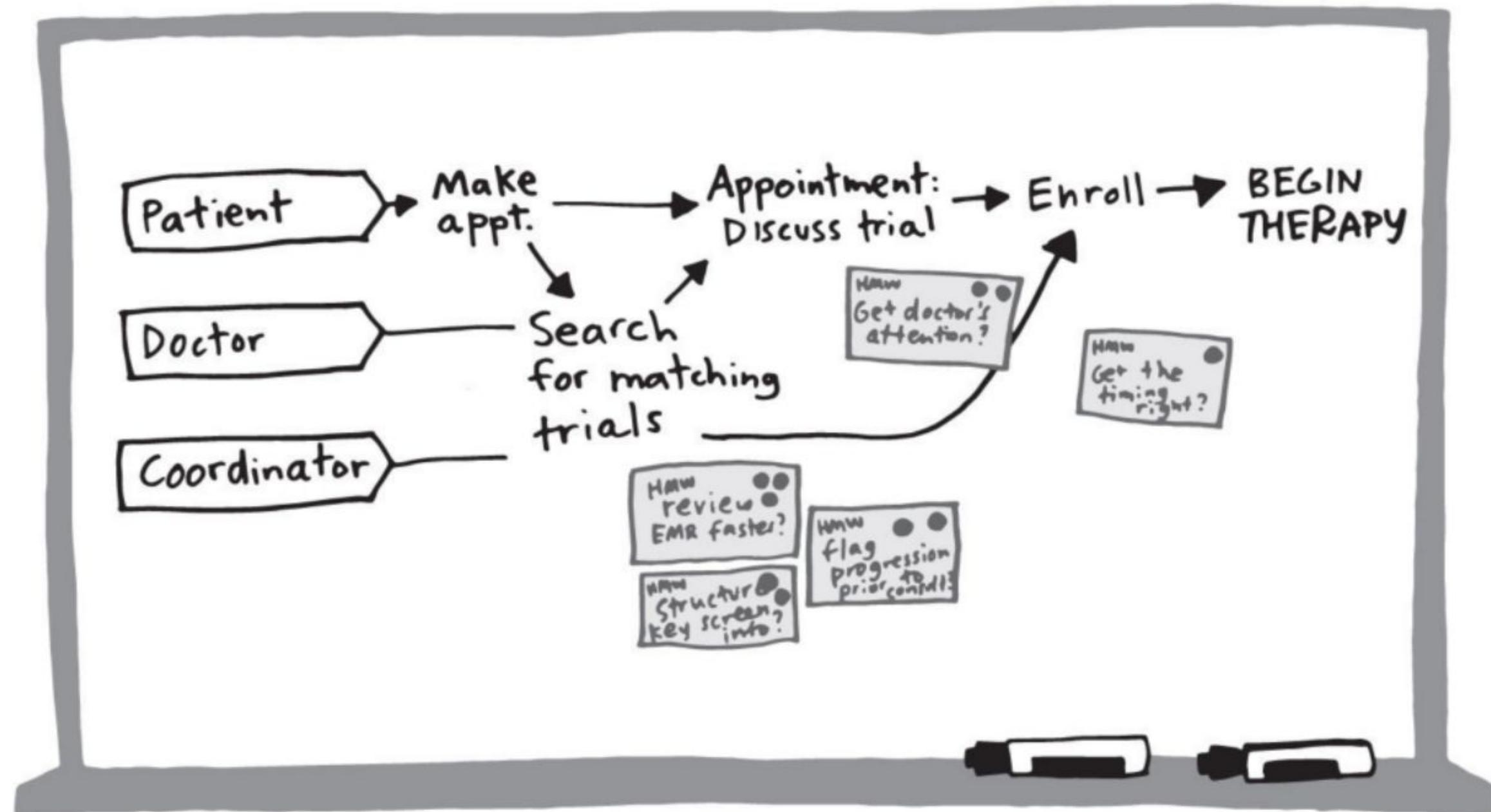
# Vote on HMW



1. Give **two votes** to each person.
  2. Give **four votes** to the Decider because.
  3. Ask everyone to **review the goal and sprint questions**.
  4. Ask everyone to vote **in silence** for the **most useful How Might We** questions.

*Use dots to vote for the most promising questions.*

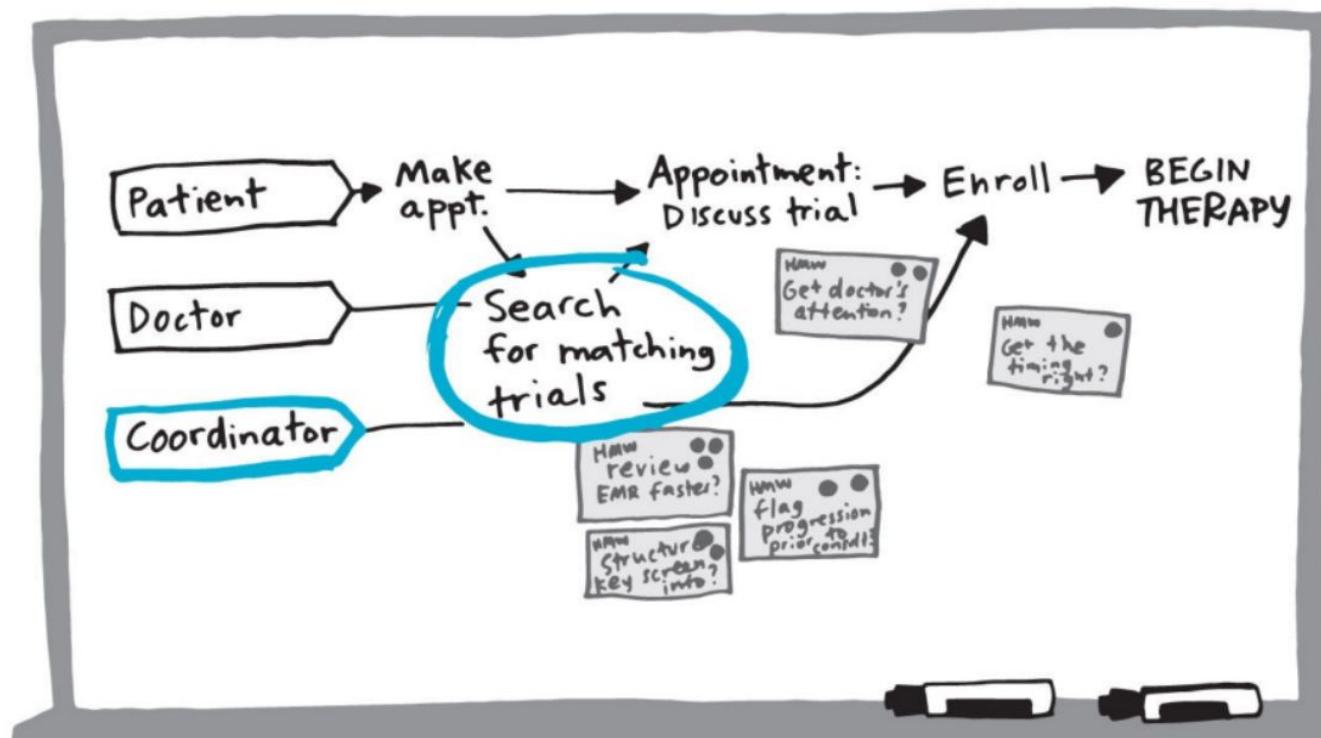
# Update Map with HMW



Flatiron Health's map with top How Might We notes.

# Target

After interviewing the experts and organizing your notes, the most **important** part of your project should **jump right out of your map**, almost like a crack in the earth.



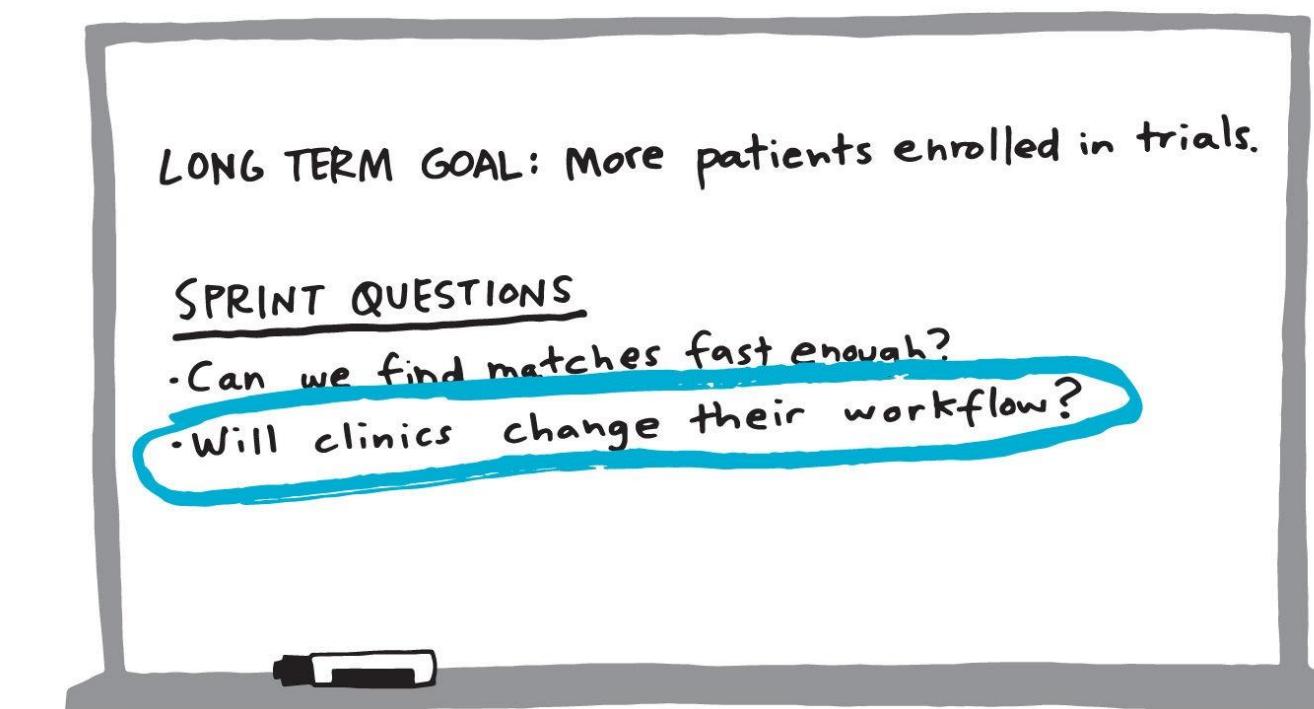
Flatiron Health's map, with target customer and target moment.

## Pick a target

- Ask the decider to make the call
- Straw poll (if decider wants help)

## Pick a Sprint question

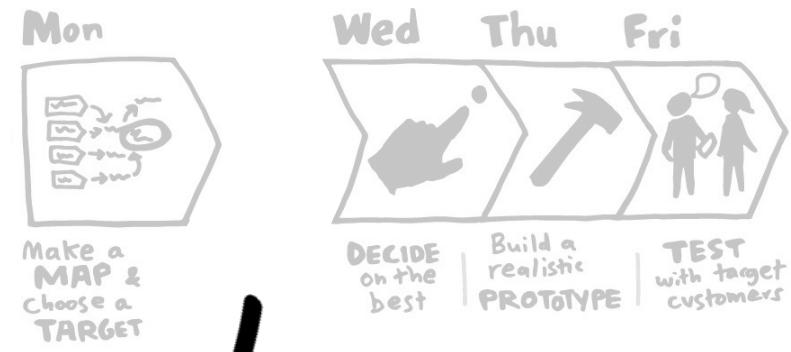
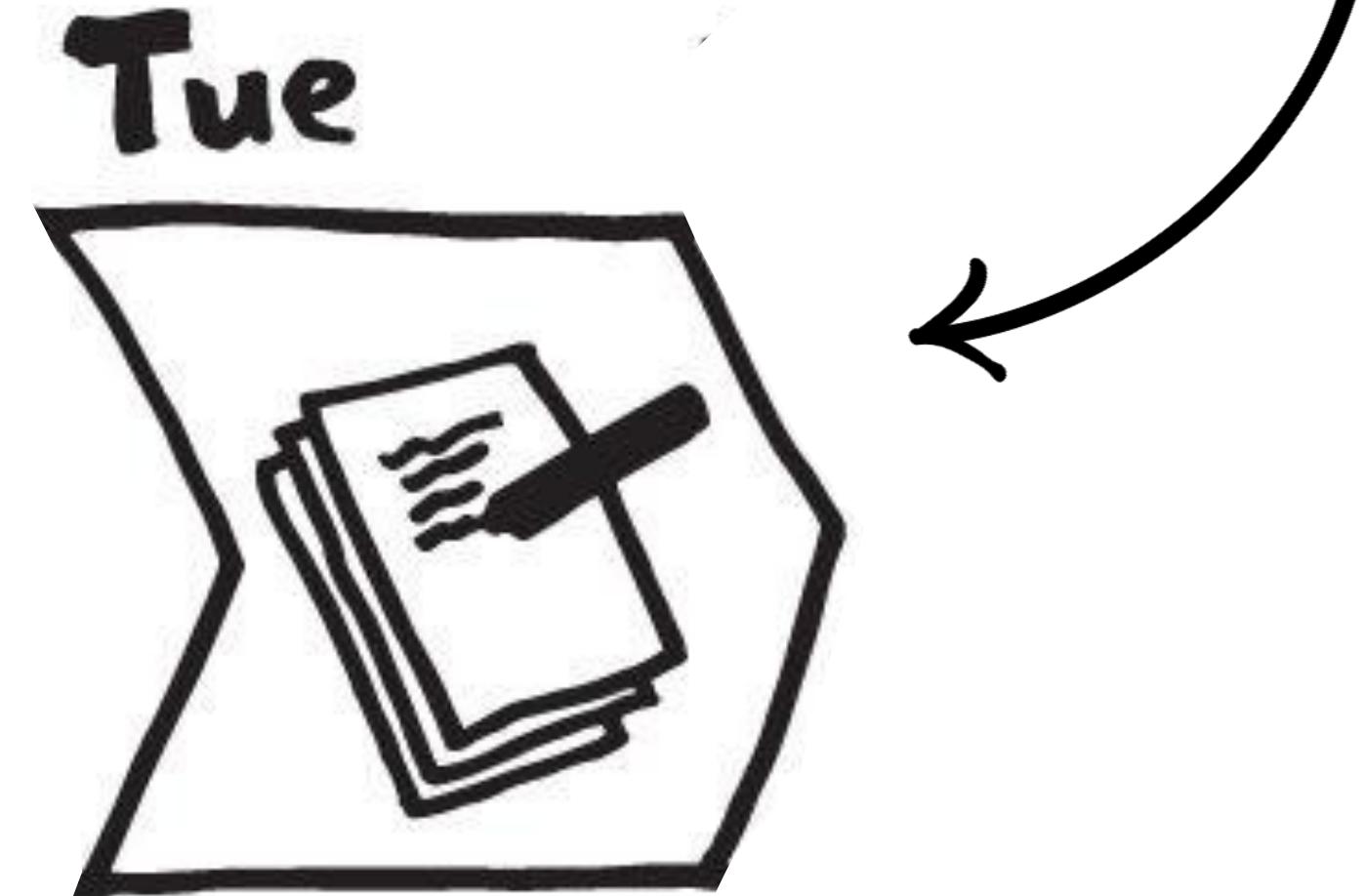
You usually can't answer all those questions in one sprint, but one or more should line up with the target.



By Monday afternoon, you've identified a long-term goal and the questions to answer along the way. You've made a map and circled the target for your sprint.

# Day 2: Tuesday

"On Monday, you and your team defined the challenge and chose a target. On Tuesday, you'll come up with **solutions**. The day starts with inspiration: a review of existing ideas to **remix and improve**. Then, in the afternoon, each person will **sketch**, following a four-step process that emphasizes critical thinking over artistry."



# Remix and Improve

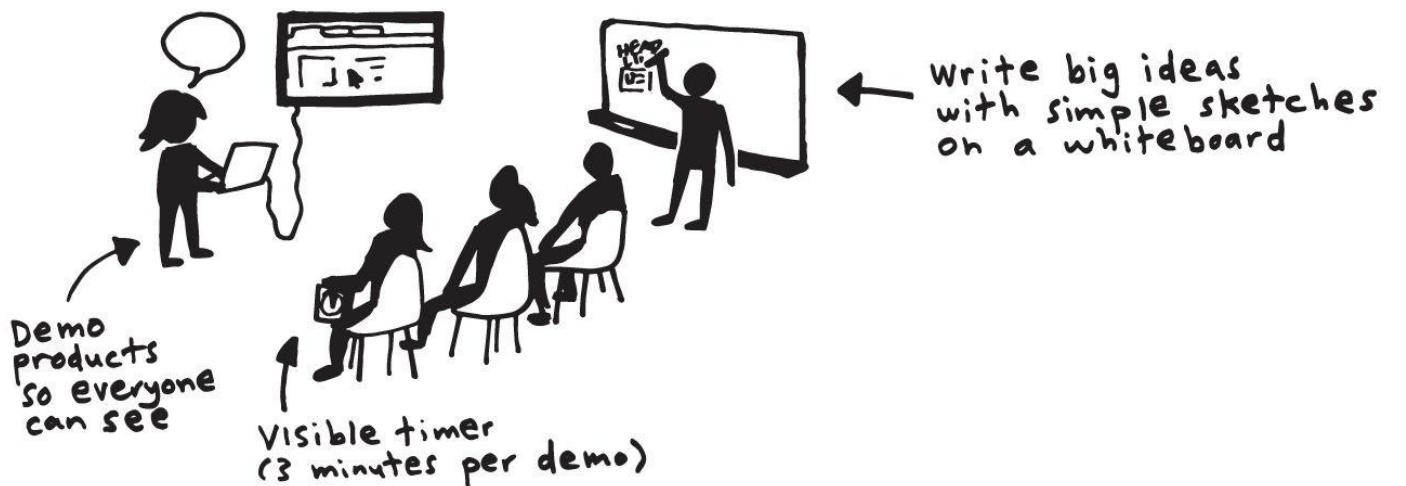
You'll begin Tuesday morning by **searching for existing ideas** you can use in the afternoon to inform your solution. It's like playing with Lego bricks: first gather useful components, then convert them into something original and new.

## Lightning Demos

"Your team will take turns giving **three-minute** tours of their favorite solutions: from **other products**, from **different domains**, and from within your own company. This exercise is about finding **raw materials**, not about copying your competitors."

The biggest **innovative ideas** come from **outside our domain**, looking at our direct competitors will not give much value. We will need to look for inspiration somewhere else.

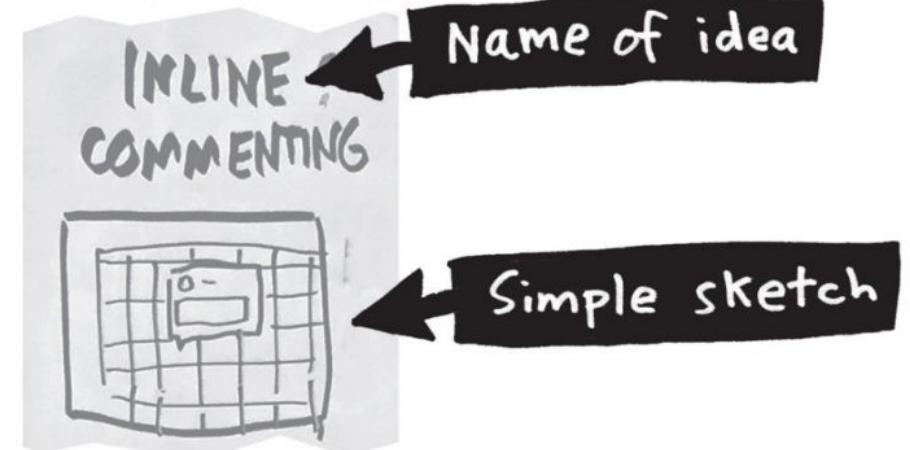
Ask: "What's the big idea here that might be useful?" and **sketch it** on a board.



what we saw:

	A	B	C	D	E
1	1026	Jake Knapp			
2	1102				
3	802				
4	211				
5		Do these numbers look right?			
6		<input type="button" value="Comment"/>	<input type="button" value="Cancel"/>		
7					
8					
9					
10					
11					
12					

what we drew:



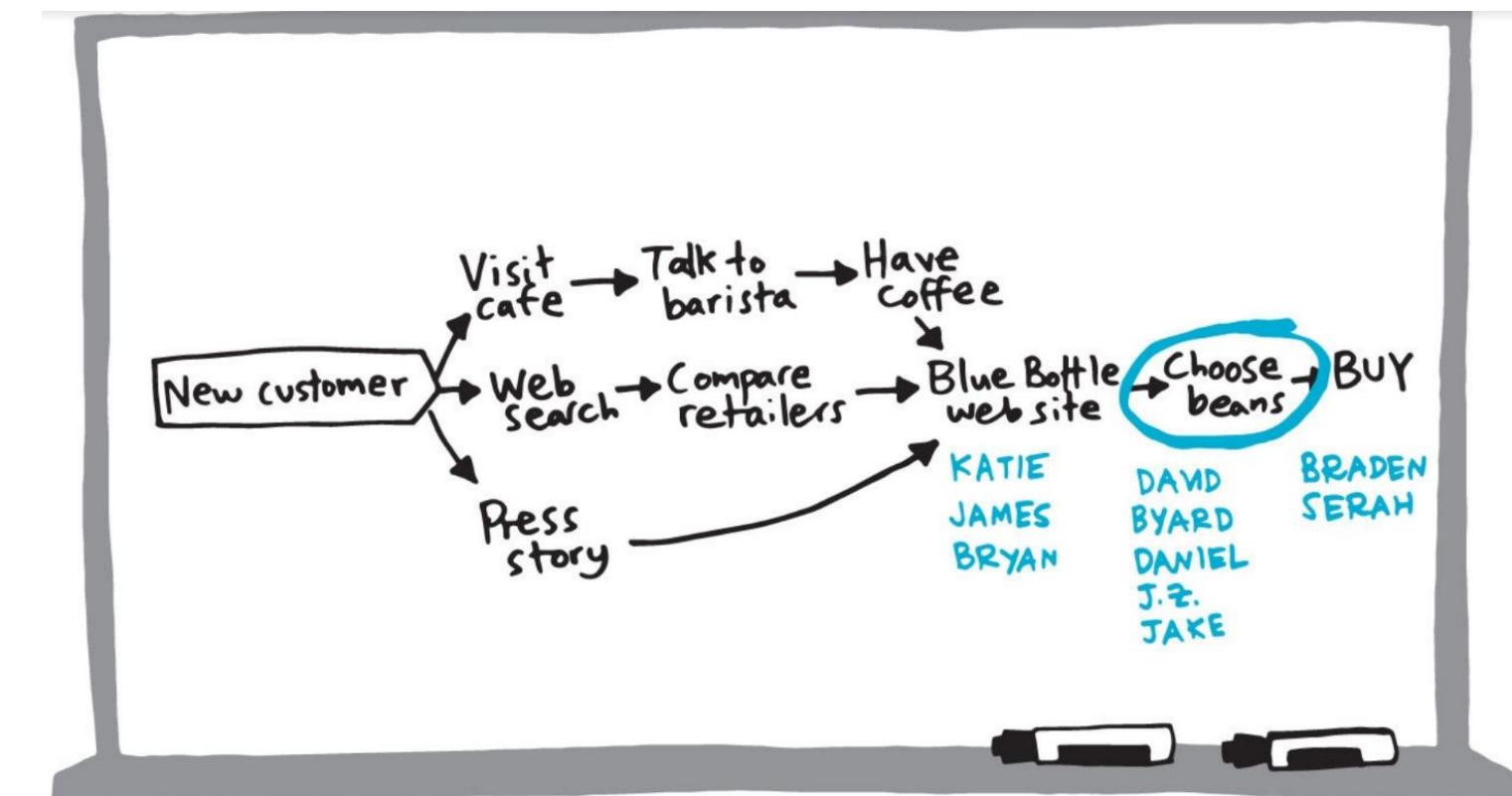
# Divide or Swarm?

"When you **combine** the ideas you just captured with **Monday's map**, your **sprint questions**, and your **How Might We** notes, you've got a wealth of raw material."

We are about to use all the insights we have to **sketch possible solutions**. But should we all sketch the same or should we divide and conquer?

## We need to align on a Strategy

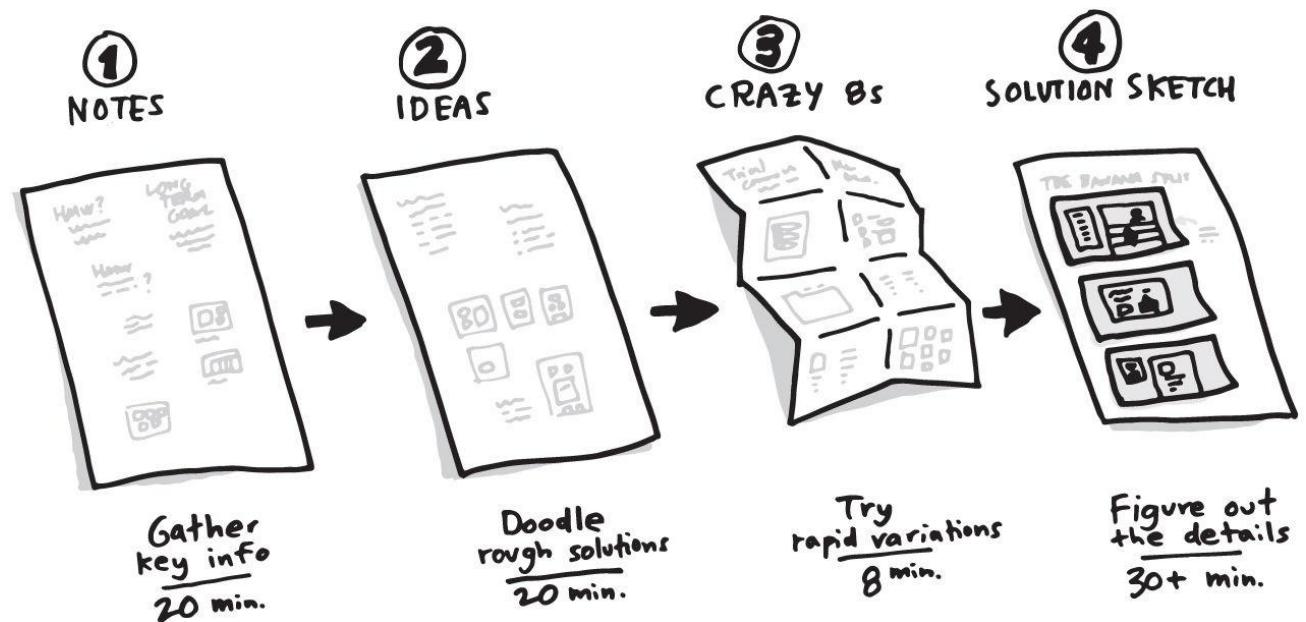
"Should you divide the problem? Take a good look at your map and have a quick team discussion."



Let people decide where they want to focus. The idea is that we have **enough pieces to build a prototype**.

# Sketch

"On Tuesday afternoon, it's time to come up with **solutions**. But there will be no brainstorming; no shouting over one another; no deferring judgment so wacky ideas can flourish. Instead, you'll work individually, take your time, and **sketch**."



## The power of sketching

Sketch is the fastest and easiest way to transform abstract ideas into concrete solutions.

## The four-step sketch

1. Notes
2. Ideas
3. Crazy 8's
4. Solution sketch

1

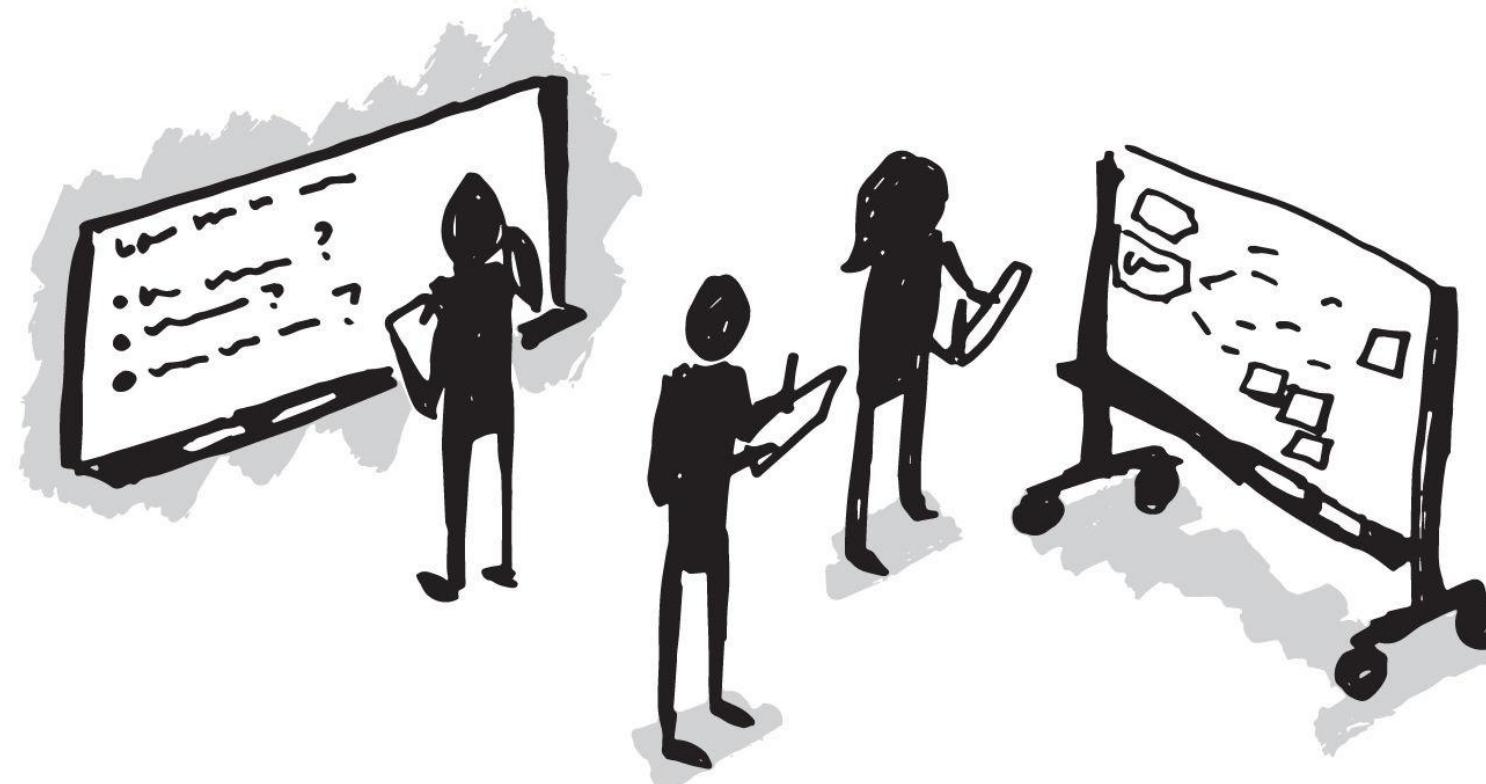
# Notes

"This first step is super-easy. You and your team will walk around the room, look at the whiteboards, and **take notes**. These notes are a "**greatest hits**" from the past twenty-four hours of the sprint. They're a way to **refresh your memory** before you commit to a solution."

## 1 NOTES



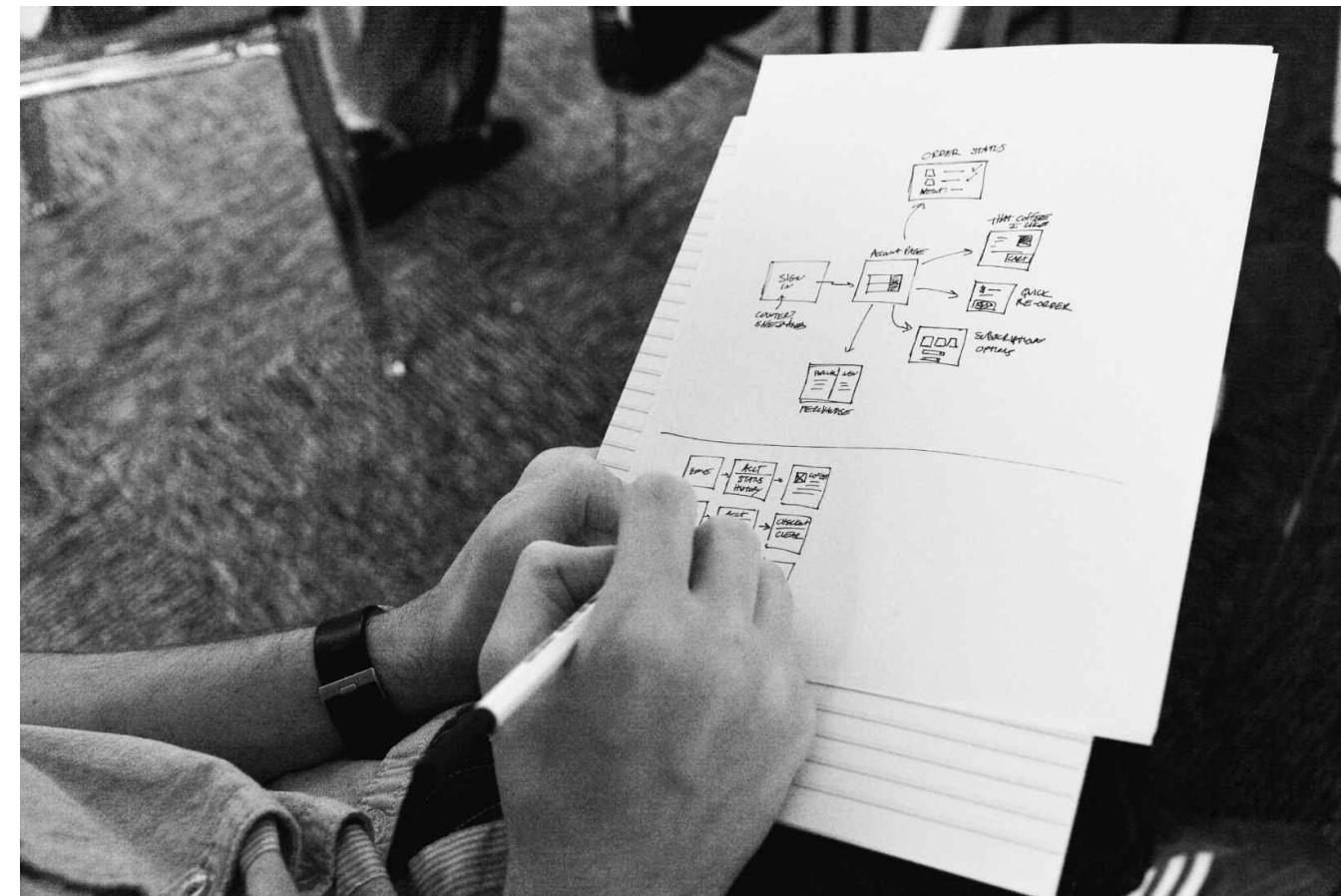
Gather  
key info  
20 min.



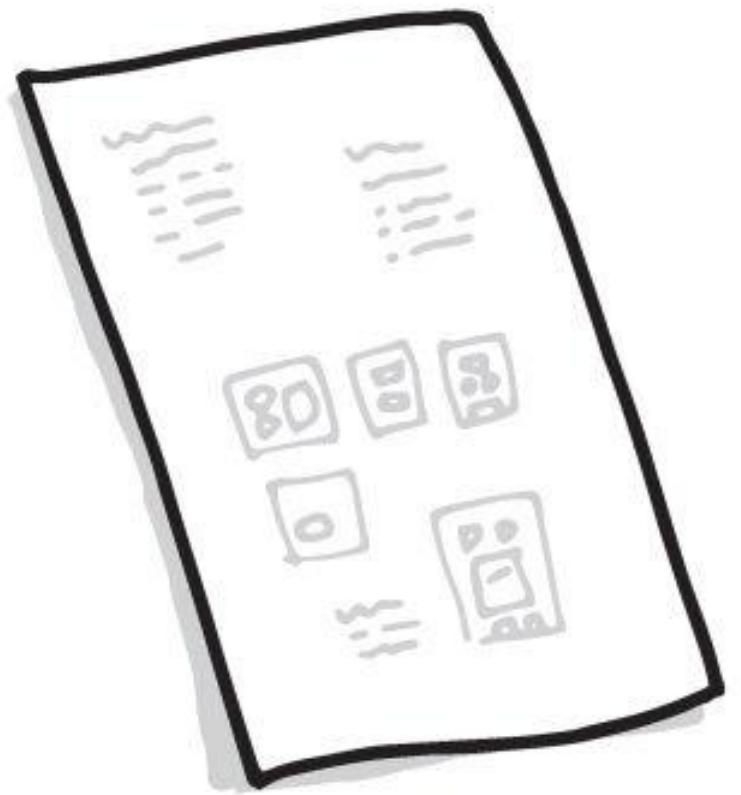
2

## Ideas

"Now that everyone has a pile of notes, it's time to **switch into idea mode**. In this step, each person will jot down rough ideas, filling a sheet of paper with **doodles**, sample headlines, diagrams, stick figures doing stuff—anything that gives form to his or her thoughts."



②  
IDEAS



Doodle  
rough solutions  
20 min.

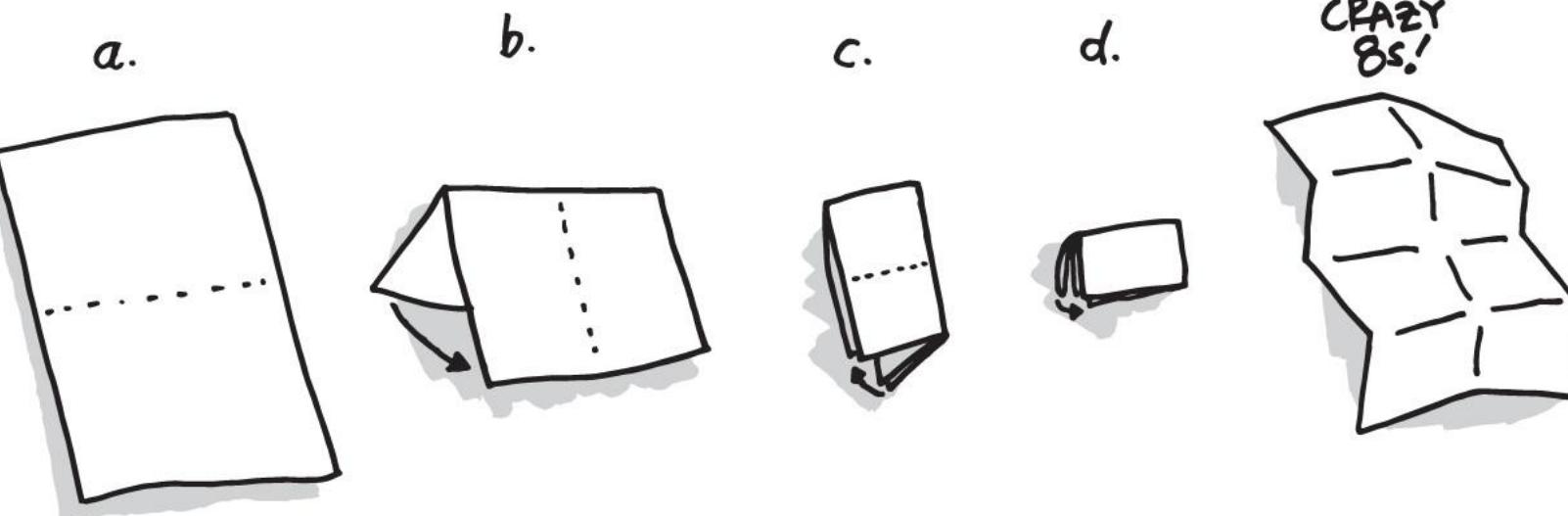
3

## Crazy 8s

"Crazy 8s is a **fast-paced exercise**. Each person takes his or her **strongest ideas** and **rapidly sketches** eight variations in eight minutes. Crazy 8s forces you to push past your first reasonable solutions and make them better, or at least consider **alternatives**."



Try  
rapid variations  
8 min.



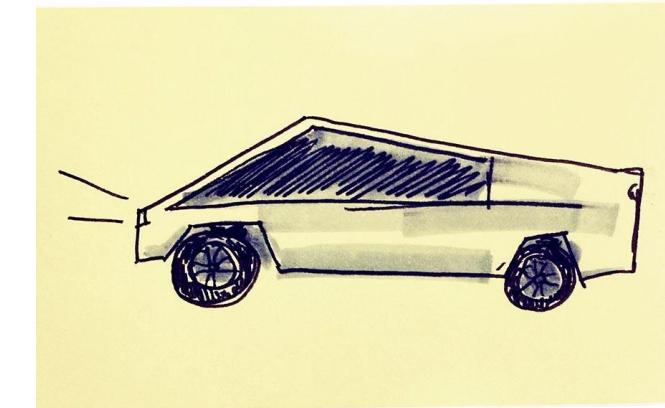
# 4

## Solution Sketch

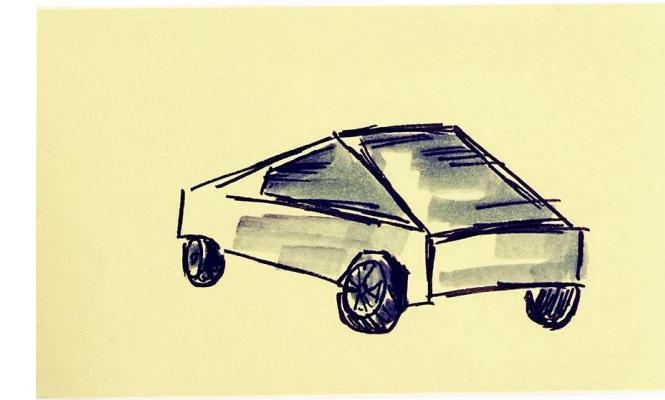
"The **solution sketch** is each person's best idea, put down on paper in detail. Each one is an opinionated hypothesis for how to **solve the challenge** at hand. These sketches will be looked at—and judged!—by the rest of the team. They need to be detailed, thought-out, and easy to understand."

1. Make it self-explanatory
2. Keep it anonymous
3. Ugly is okay
4. Words matter
5. Give it a catchy title

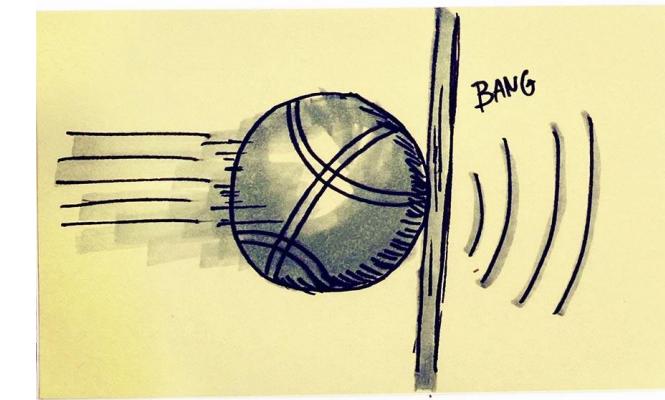
### THE CYBER TRUCK



THE NEW TESLA  
CYBERTRUCK LOOKS  
BADASS. IT'S STRAIGHT  
OUT OF TERMINATOR OR  
MAD MAX. IT IS THE  
FUTURE!

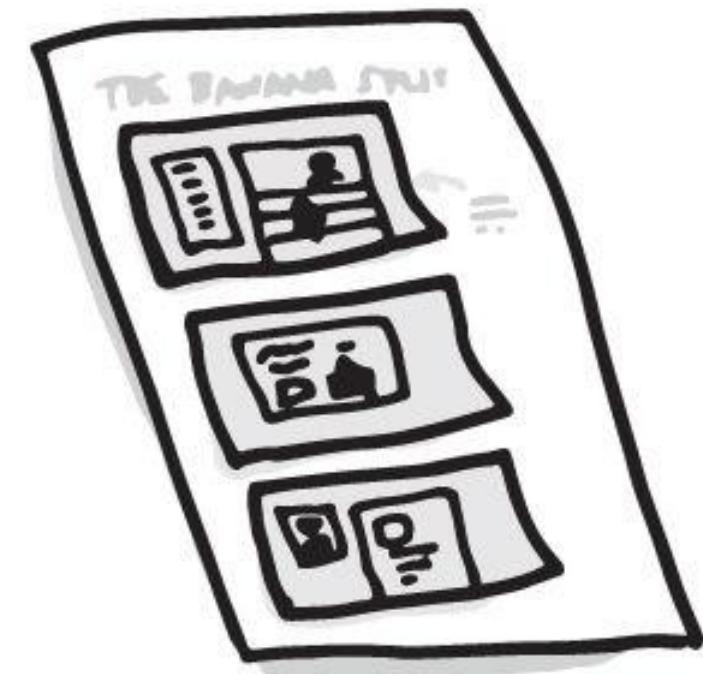


THE CYBERTUCK IS ALSO  
INSANELY CHEAP.  
\$39'000 THE PRICE OF  
A VOLVO! BECAUSE IT'S  
BUILT WITH FLAT STEEL  
SHEETS ALL OVER.



WINDOWS ARE MADE WITH  
"ARMOR GLASS": INDESTRUCTIBLE  
THROW A METAL BALL  
AND IT WON'T LEAVE  
A SCRATCH!

### 4 SOLUTION SKETCH



**Figure out  
the details  
30+ min.**

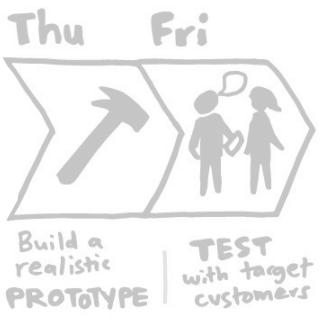
# Day: Wednesday

"In the morning, you'll **critique each solution**, and decide which ones have the **best chance of achieving your long-term goal**. Then, in the afternoon, you'll take the winning scenes from your sketches and weave them into a **Storyboard**: a step-by-step plan for your **prototype**."

## Wed

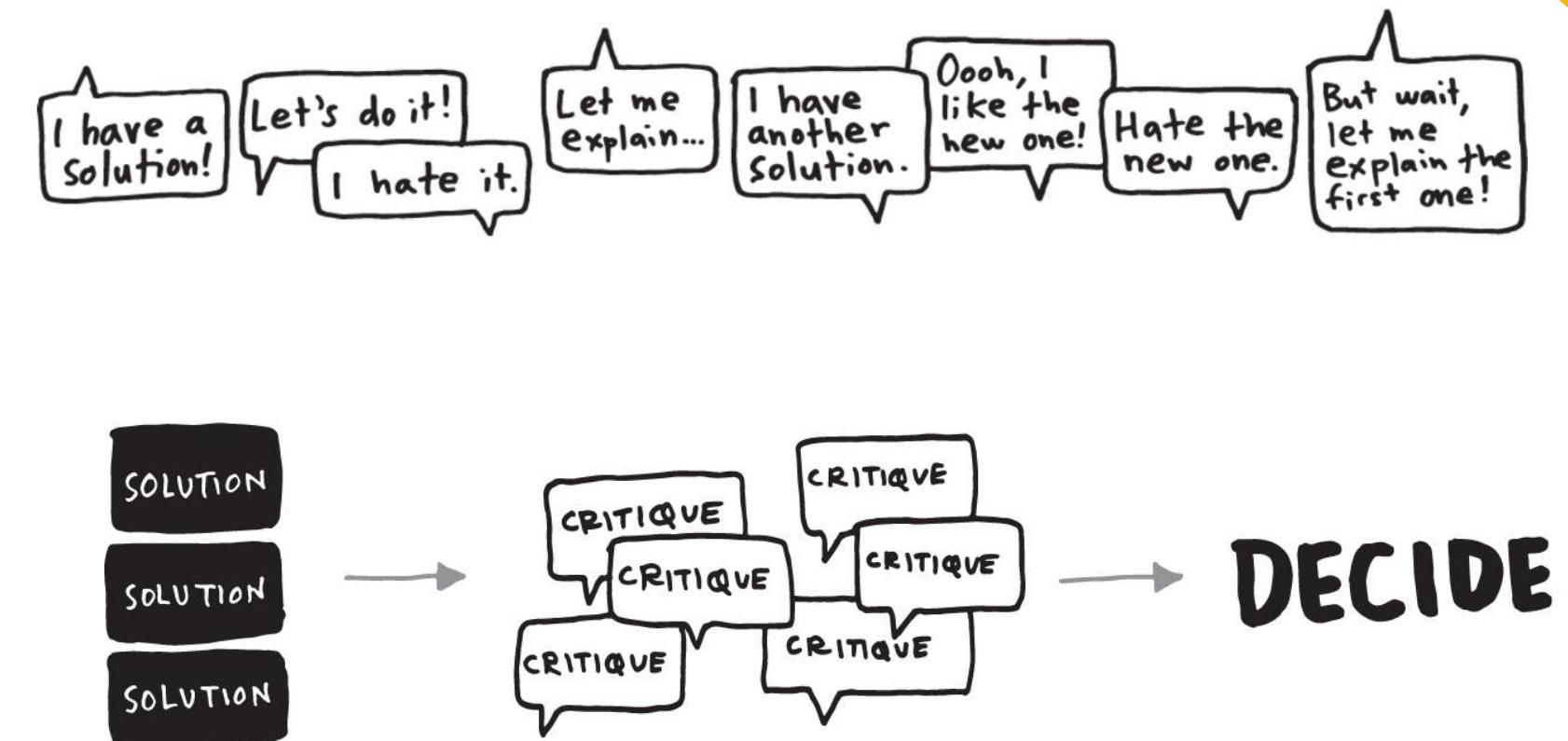


**DECIDE**  
on the  
best



# Decide

"Your goal for Wednesday morning is to **decide which solutions to prototype**. Instead of meandering, your team's conversations will follow a script. This structure is socially awkward, but logical. It's all designed to get the most out of the team's expertise, accommodate for our human strengths and shortcomings, and make it as easy as possible to come to a **great decision**."



## The sticky decision

1. Art museum
2. Heat map
3. Speed critique
4. Straw poll
5. Supervote

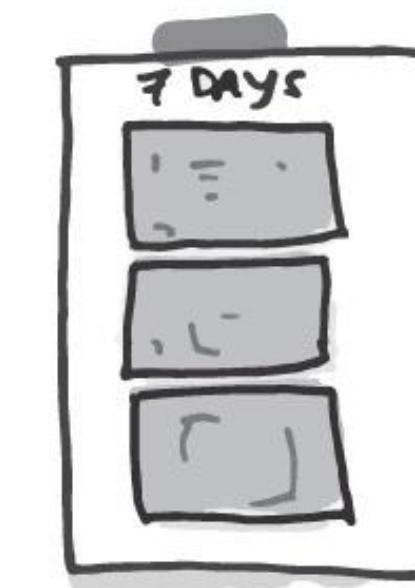
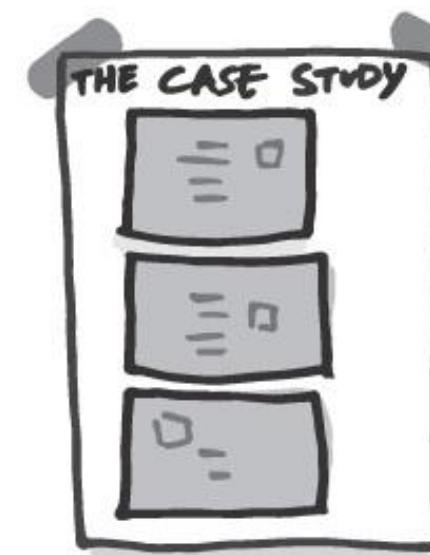
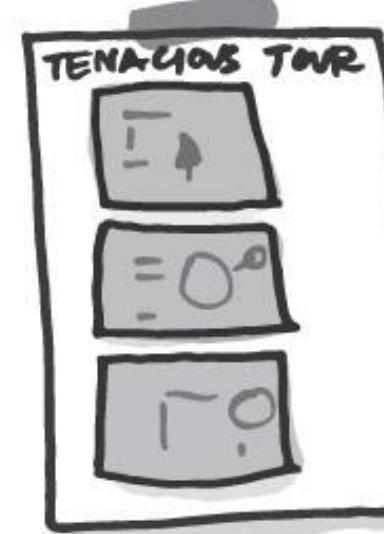
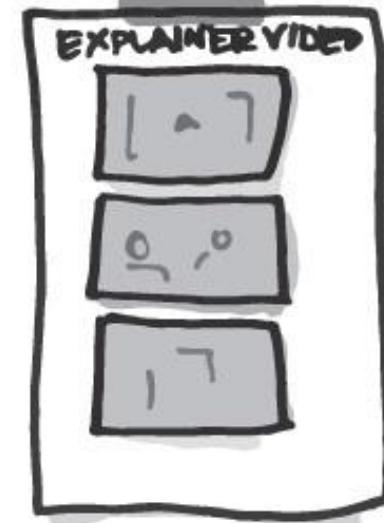
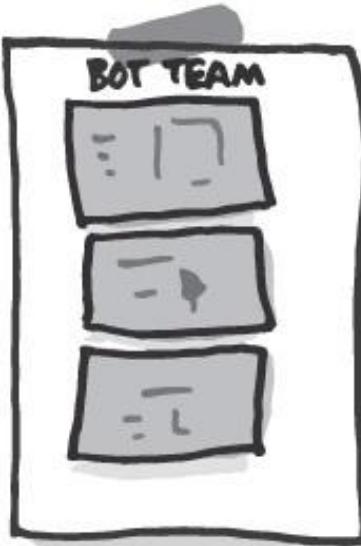
## Storyboard

1. Draw the grid
2. Choose an opening scene
3. Fill out the storyboard

# 1

## Art museum

"The first step is simple. When you arrive on Wednesday morning, **nobody has seen the solution sketches** yet. We want everybody to take a good long look at each one, so **hang them on the wall.**"



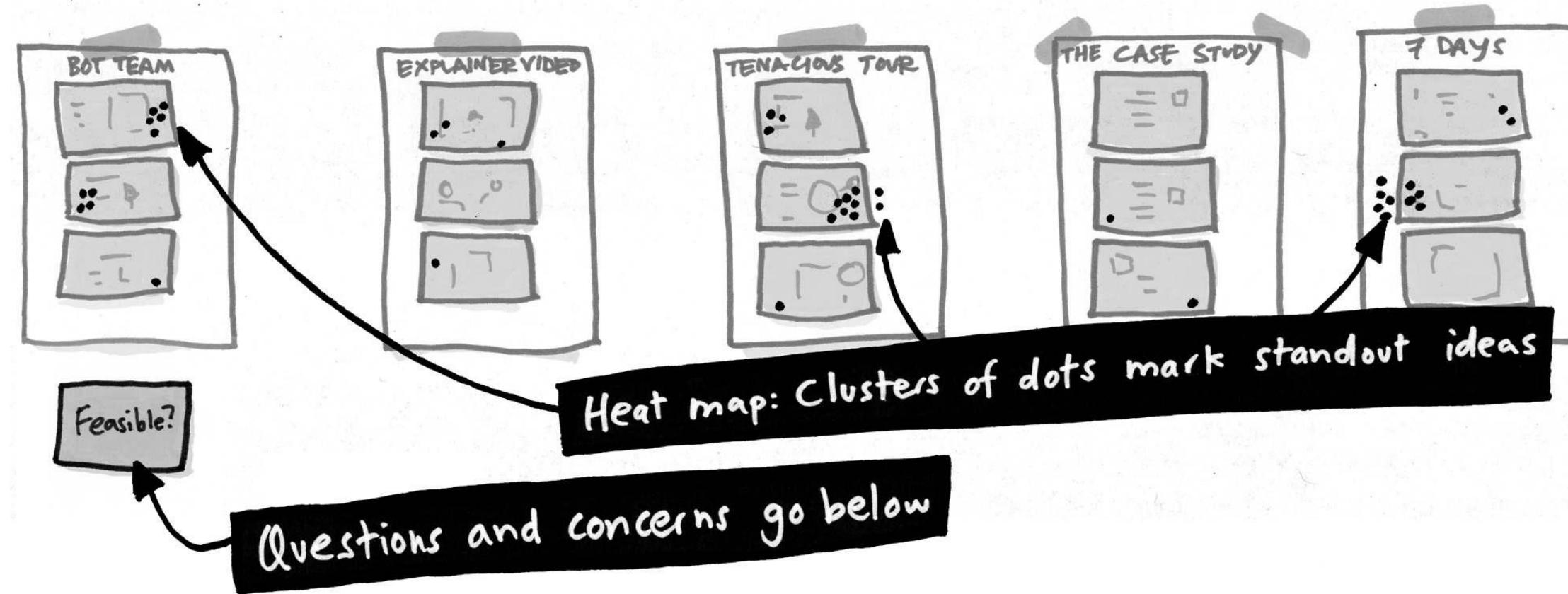
# 2

## Heat map

"The heat map exercise ensures you make the **most of your first, uninformed look at the sketches**. So before the team begins looking, hand everyone a bunch of small dot stickers (twenty to thirty dots each)."

Each person follows these steps:

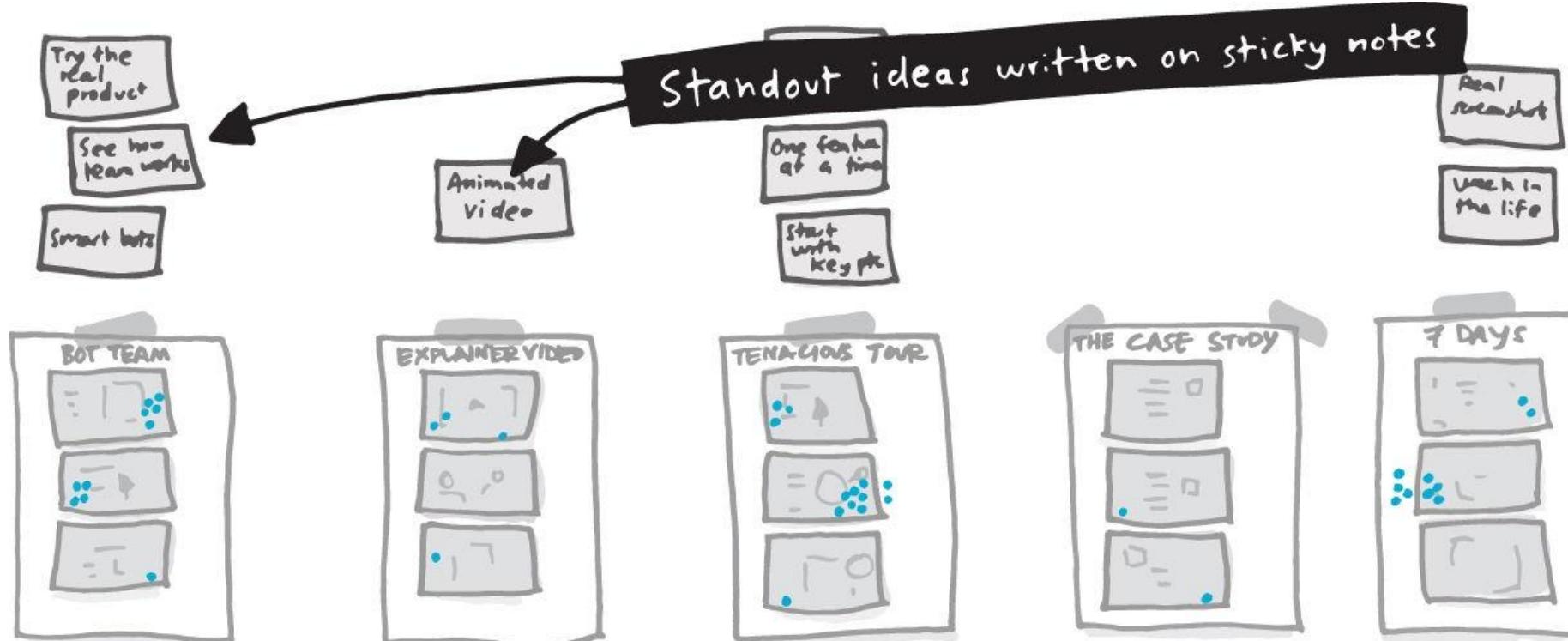
- **Don't talk.**
- Look at a solution sketch.
- Put dot stickers beside the parts you like (if any).
- Put two or three dots on the most exciting ideas.
- If you have a concern or question, write it on a sticky note and place it below the sketch.



# 3

## Speed critique

"In the speed critique, you and your team will discuss each **solution sketch** and make note of **standout ideas**. The conversation will follow a structure—and a time limit."



Gather around a solution sketch

- Set a timer for **three minutes**.
- The **Facilitator** narrates the sketch.
- The **Facilitator** calls out standout ideas that have clusters of stickers by them.
- The team calls out standout ideas that the Facilitator missed.
- The Scribe writes standout ideas on sticky notes and sticks them above the sketch.
- Review concerns and questions.
- **The creator of the sketch remains silent until the end.**
- The creator explains any missed ideas that the team failed to spot, and **answers any questions**.
- Move to the **next sketch and repeat**.

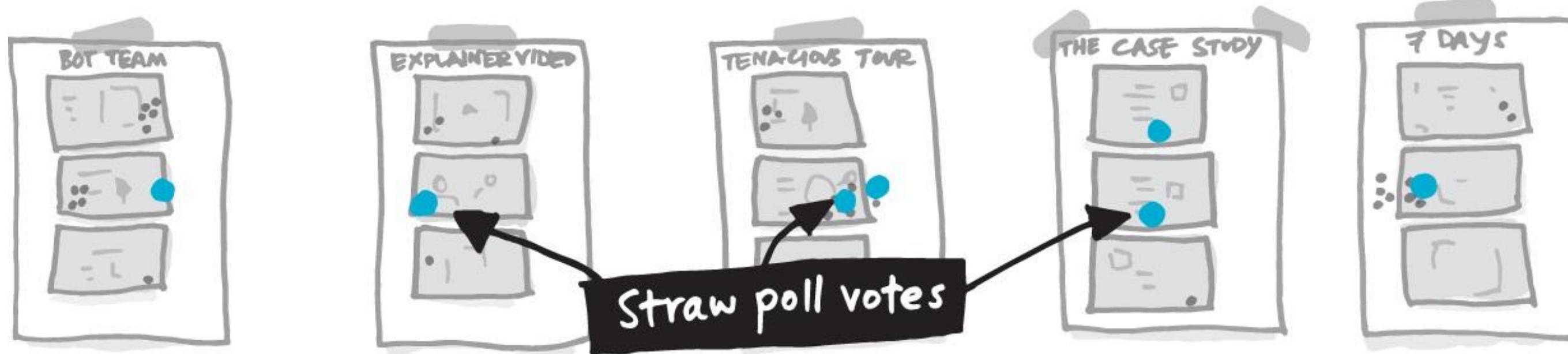
# 4

## Straw poll

"A straw poll is a **non-binding vote** used to gauge a **group's opinion**. In your sprint, the straw poll serves the same purpose."

How to do it:

- Give everyone **one vote**
- Remind everyone of the **long-term goal and sprint questions**.
- Remind everyone to err on the side of **risky ideas with big potential**.
- Set a timer for **ten minutes**.
- Each person privately writes down his or her choice. It could be a whole sketch, or just one idea in a sketch.
- When time is up, or when everyone is finished, place the votes on the sketches.
- Each person briefly explains his or her vote (only spend about one minute per person).

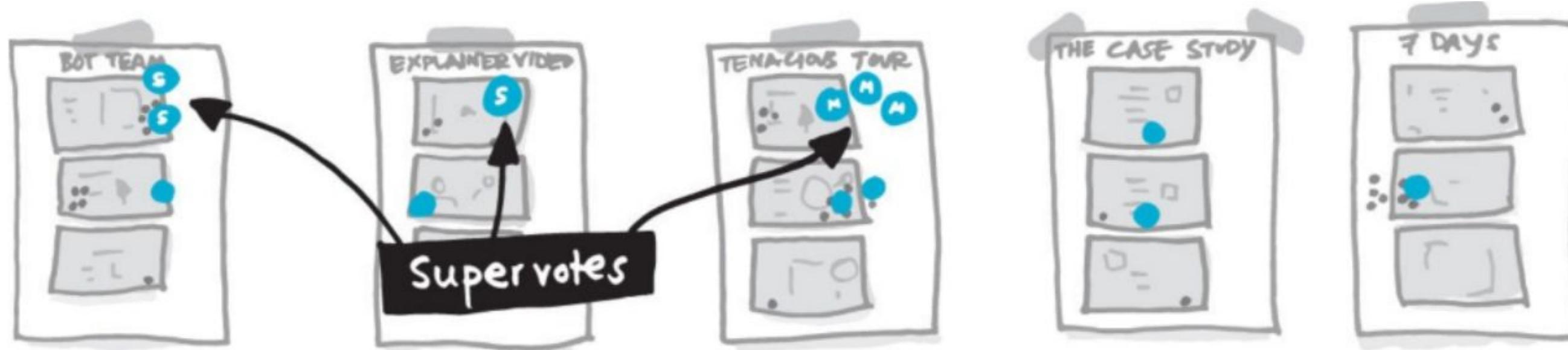


# 4

## Supervote

"The **Decider** makes the **final decision**, with—you guessed it—more stickers."

The ideas that have a supervote are the **foundation** for your prototype!



The Decider's supervote stickers



What everybody else gets



# Storyboard

"By Wednesday afternoon, you'll be able to **feel Friday's test with customers** looming ahead. Because of the short timeline, it's tempting to jump into prototyping as soon as you've selected your winning ideas.

If you start **prototyping without a plan**, you'll get bogged down by small, unanswered questions. Pieces won't fit together, and your prototype **could fall apart**."

## Draw a grid

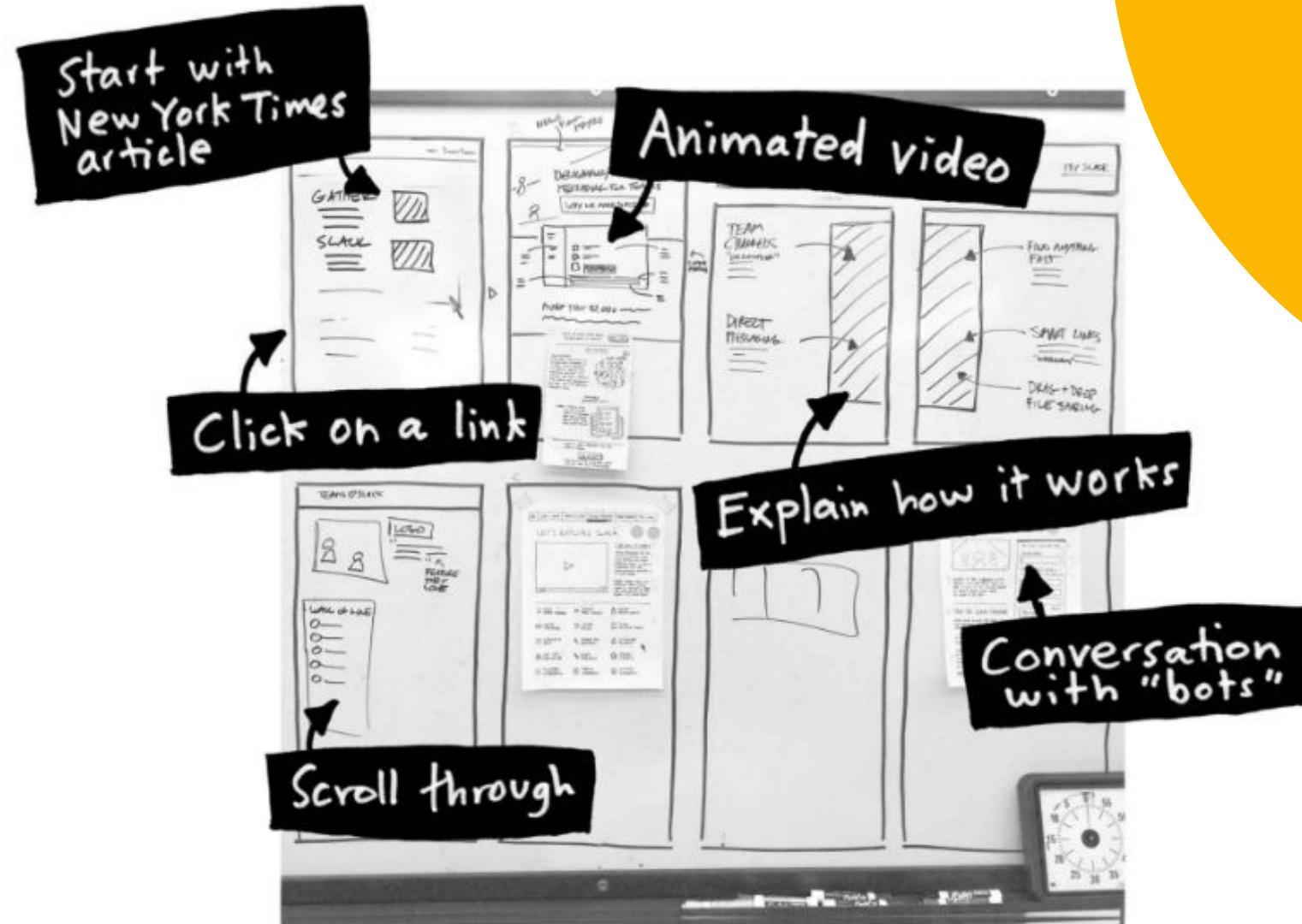
First, you need a **big grid** with around **fifteen frames**. Draw a bunch of boxes on an empty whiteboard, each about the size of two sheets of paper.

## Choose an opening scene

How do customers find out your company exists? Where are they and what are they doing just before they use your product?

## Fill out the storyboard

From there, you'll **build out your story**, one frame at a time, just like a comic book. As you go, you'll discuss each step as a team.



# Day: Thursday

"On Thursday, you'll adopt a **"fake it"** philosophy to turn that **Storyboard** into a **realistic prototype**.

Let's talk about the mindset, strategy, and tools that make it possible to build that prototype in just seven hours."



Build a  
realistic  
**PROTOTYPE**



# Fake it

"Thursday is about **illusion**. You've got an **idea** for a **great solution**. Instead of taking weeks, months, or, heck, even years building that solution, you're going to **fake it**. In one day, you'll make a **prototype** that **appears real**."

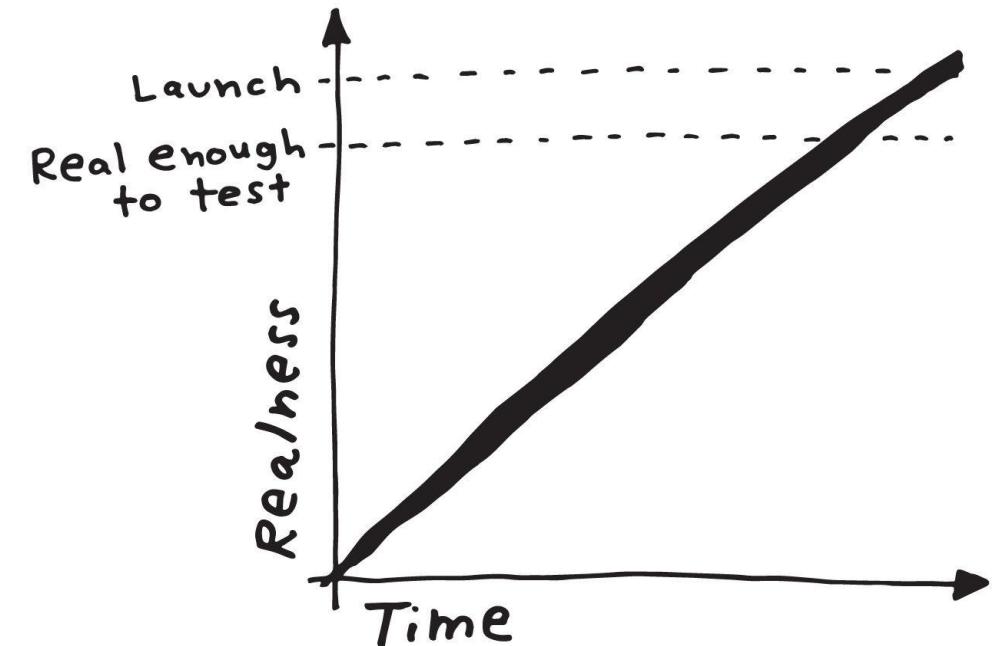
**Not every idea is a winner.** Better find out if this one is as soon as possible.

"But perhaps the biggest problem is that **the longer you spend working on something**—whether it's a prototype or a real product—**the more attached you'll become**, and the less likely you'll be to take negative test results to heart."

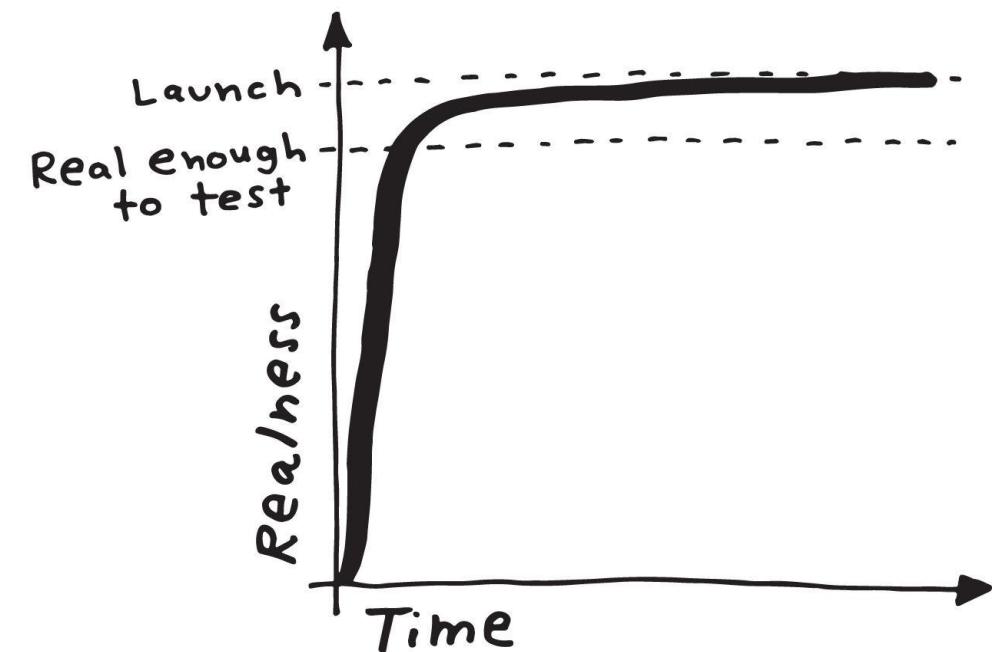
## The prototype mindset

- You Can Prototype Anything
- Prototypes are disposable
- Build just enough to learn but no more
- The prototype must appear real

**Building a real thing**



**Building a façade**





# Prototype

## 1. Pick the right tools

- Screen = **Keynote, PowerPoint, Squarespace.**
- Paper = **Keynote, PowerPoint, Microsoft Word.**
- Service = **script & acting.**
- Physical space = **Existing space**
- Object = **existing object, 3D print a prototype, or prototype the marketing**

## 2. Divide and conquer

- Maker = **create the individual components**
- Writer = **write the text**
- Asset collector = **photos, icons, sample content**
- Stitcher = **combining all in a seamless fashion**
- Interviewer = **write an interview script**

## 3. Stitch it together

Your Stitcher will make sure dates, times, names, and other fake content are consistent throughout the prototype.

## 4. Do a trial run

**Double-check against the storyboard** to make sure everything made it into the prototype.

You've finished the day with your **prototype ready to be tested.**

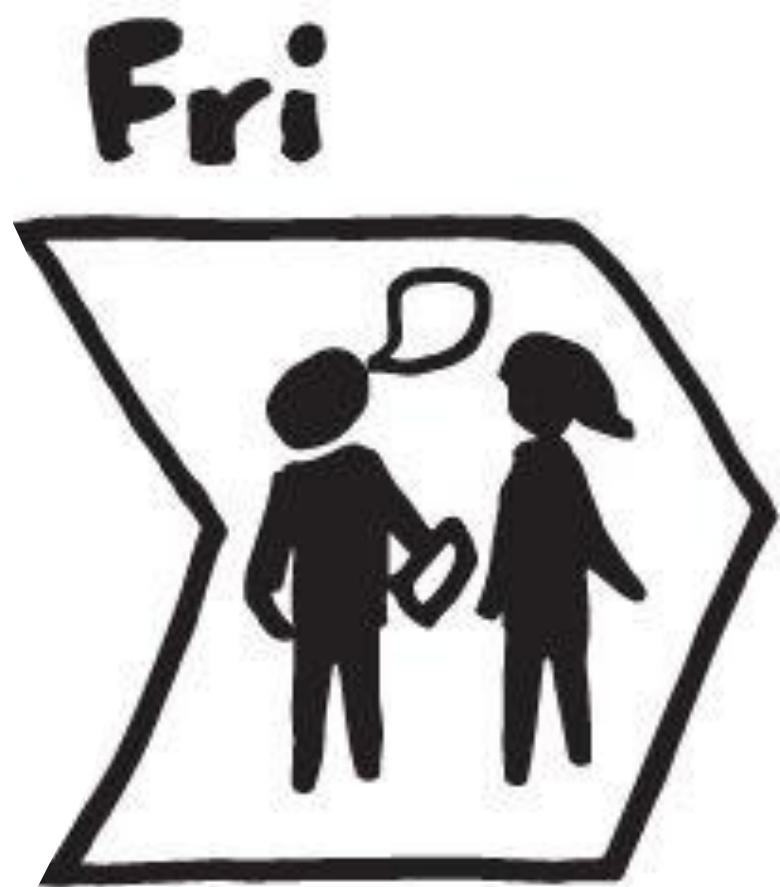
# Day: Friday

"Sprints begin with a **big challenge, an excellent team**—and not much else. **By Friday** of your sprint week, you've created promising solutions, chosen the best, and built a **realistic prototype**.

That alone would make for an **impressively productive week**.

But Friday, you'll take it one step further as you interview customers and **learn by watching them react to your prototype**.

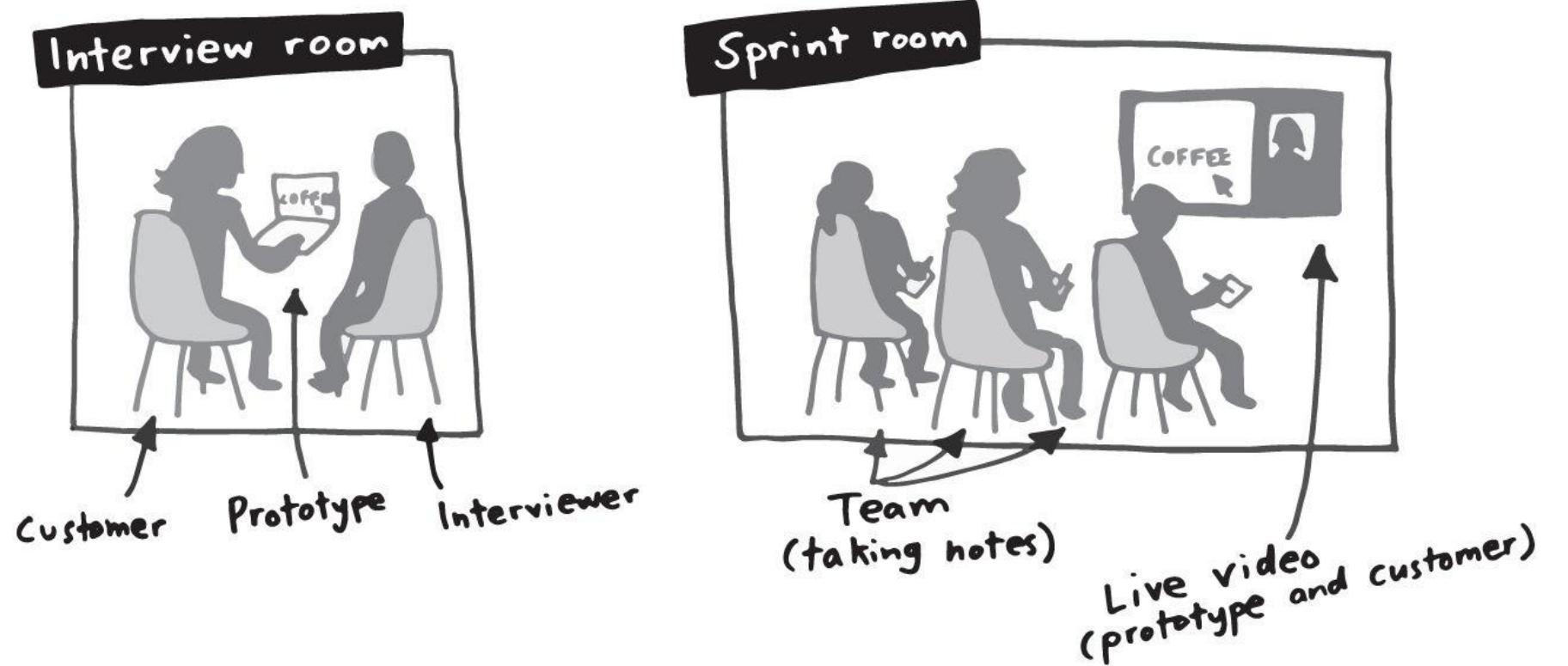
This test makes the entire sprint worthwhile: At the end of the day, you'll know how far you have to go, and you'll know **just what to do next.**"



**TEST**  
**with target**  
**customers**

# Interview

"These interviews can **teach you** about the people who use your product, **reveal hidden problems** with your solutions, and uncover **the "why" behind it all.**"



## The Five-Act interview

- **A friendly welcome**
- Context questions **about the customer**
- **Introduction** to the prototype
- Detailed tasks to get the customer **reacting to the prototype**
- Quick debrief to capture the **customer's overarching thoughts** and impressions

9:00 a.m.	Interview #1
10:00	Break
10:30	Interview #2
11:30	Early lunch
12:30 p.m.	Interview #3
1:30	Break
2:00	Interview #4
3:00	Break
3:30	Interview #5
4:30	Debrief

# Learn

“Friday feels like one long mystery. Throughout the day, you’ll collect clues. Some of those clues help you crack the case, but some lead you in the wrong direction. It’s only at the end of the day that everything ties together and the answers become clear.”

	Tish	Gene	Holly	Luke	Flynn
Marketing page					
Sign up					
First experience					

1. Watch together, learn together

2. Take interview notes as a group

3. Look for patterns

4. Back to the future

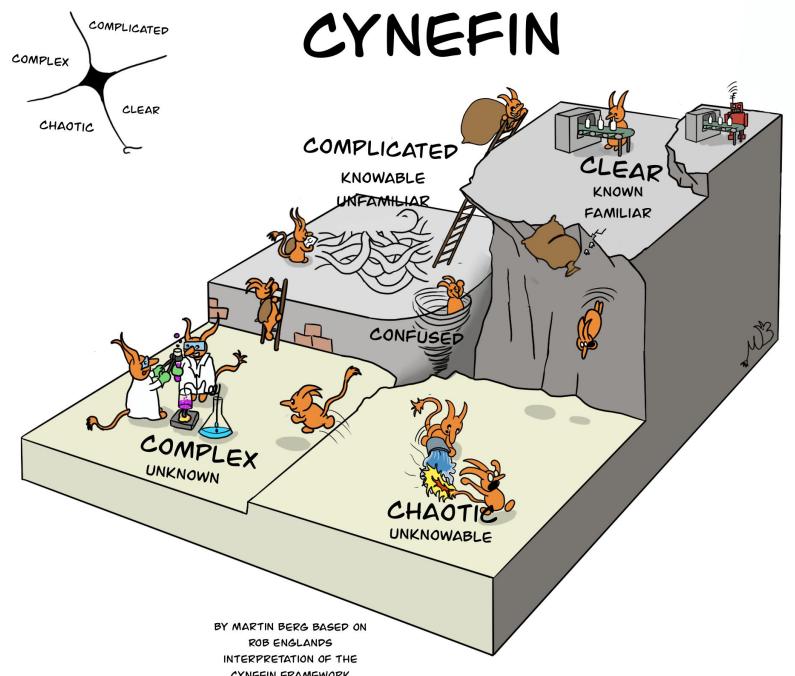


# Design Sprint Summary

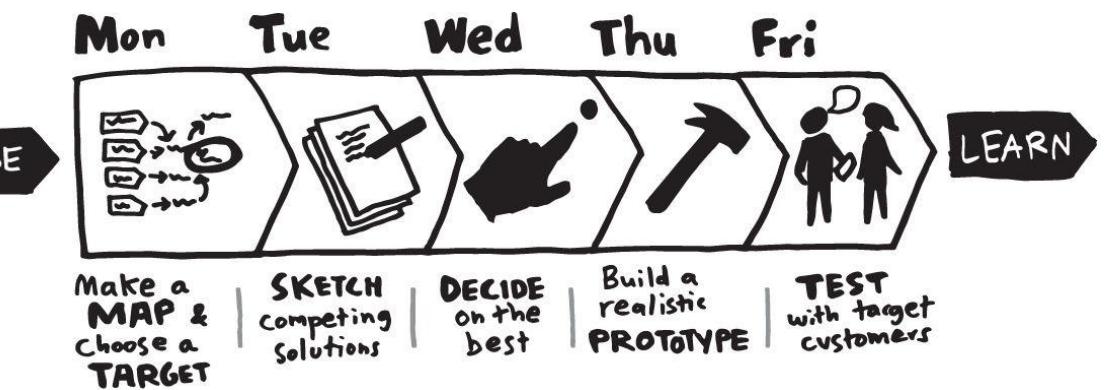
- Instead of jumping right into solutions, take your time to map out the problem and agree on an initial target.  
**Start slow so you can go fast.**
- Instead of shouting out ideas, **work independently to make detailed sketches of possible solutions**. Group brainstorming is broken, but there is a better way.
- Instead of abstract debate and endless meetings, **use voting and a Decider to make crisp decisions that reflect your team's priorities**. It's the wisdom of the crowd without the groupthink.
- Instead of getting all the details right before testing your solution, create a façade. **Adopt the “prototype mindset”** so you can learn quickly.
- And instead of guessing and hoping you're on the right track—all the while investing piles of money and months of time into your ideas—**test your prototype with target customers and get their honest reactions**.

# Product Design Chapter Summary

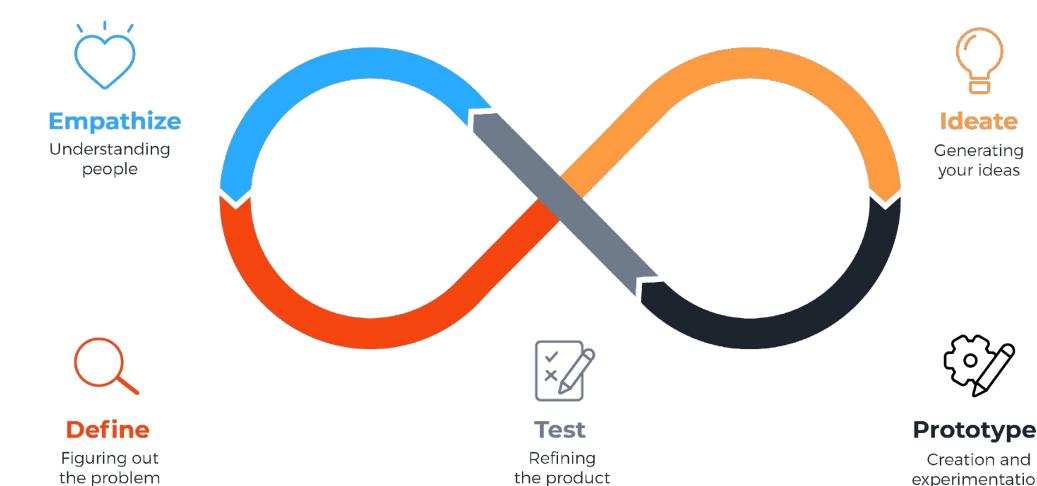
## The Context



## The Practice



## The Ideology



# Agile Management

Our goal is to be capable of consolidating teams and companies when designing and creating a digital product. In this minor you will learn the necessary tools to turn Agile Management into a pathway for great leadership.

01

**Agile & Product Design**

---

02

**Agile Frameworks**

---

03

**Agile & Culture**

---

04

**Agile Rollout**

## 2 - Agile

### Frameworks

Here we are going to learn what Agility is and what are the most common methodologies and frameworks used to apply Agility in digital product development.

01

**The world: Expectations vs Reality**

---

02

**Should I use Agile?**

---

03

**Scrum**

---

04

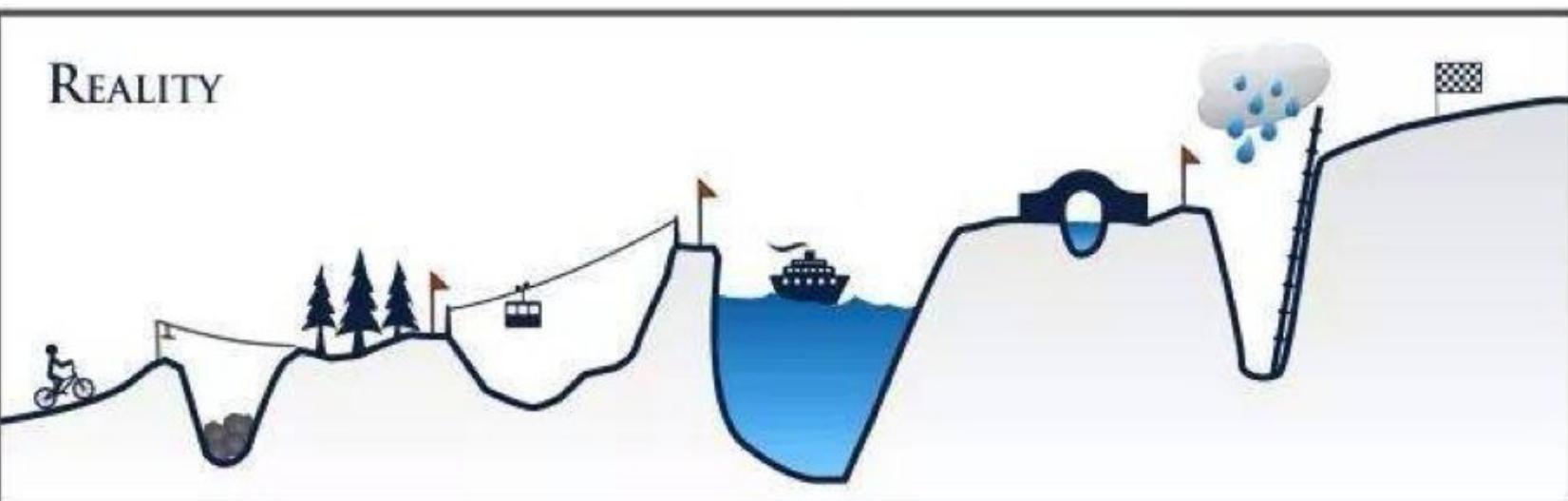
**Kanban**

01

# The world: Expectations vs reality

"Plans are worthless but planning is everything." A common phrase a lot of people can relate to.

It's **OK** to **think ahead and be prepared** to what could come. But **more important** is to have the **flexibility** and capacity to adapt to those unavoidable changes.

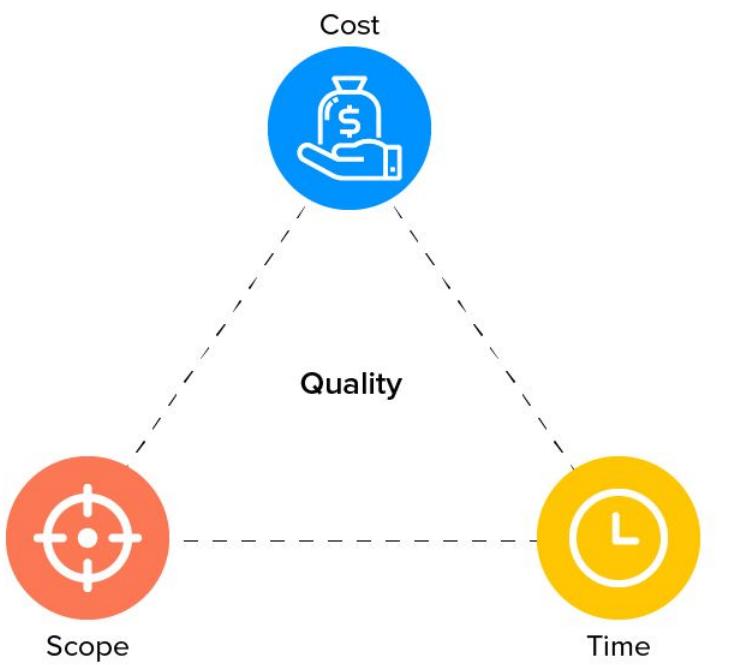


# Waterfall

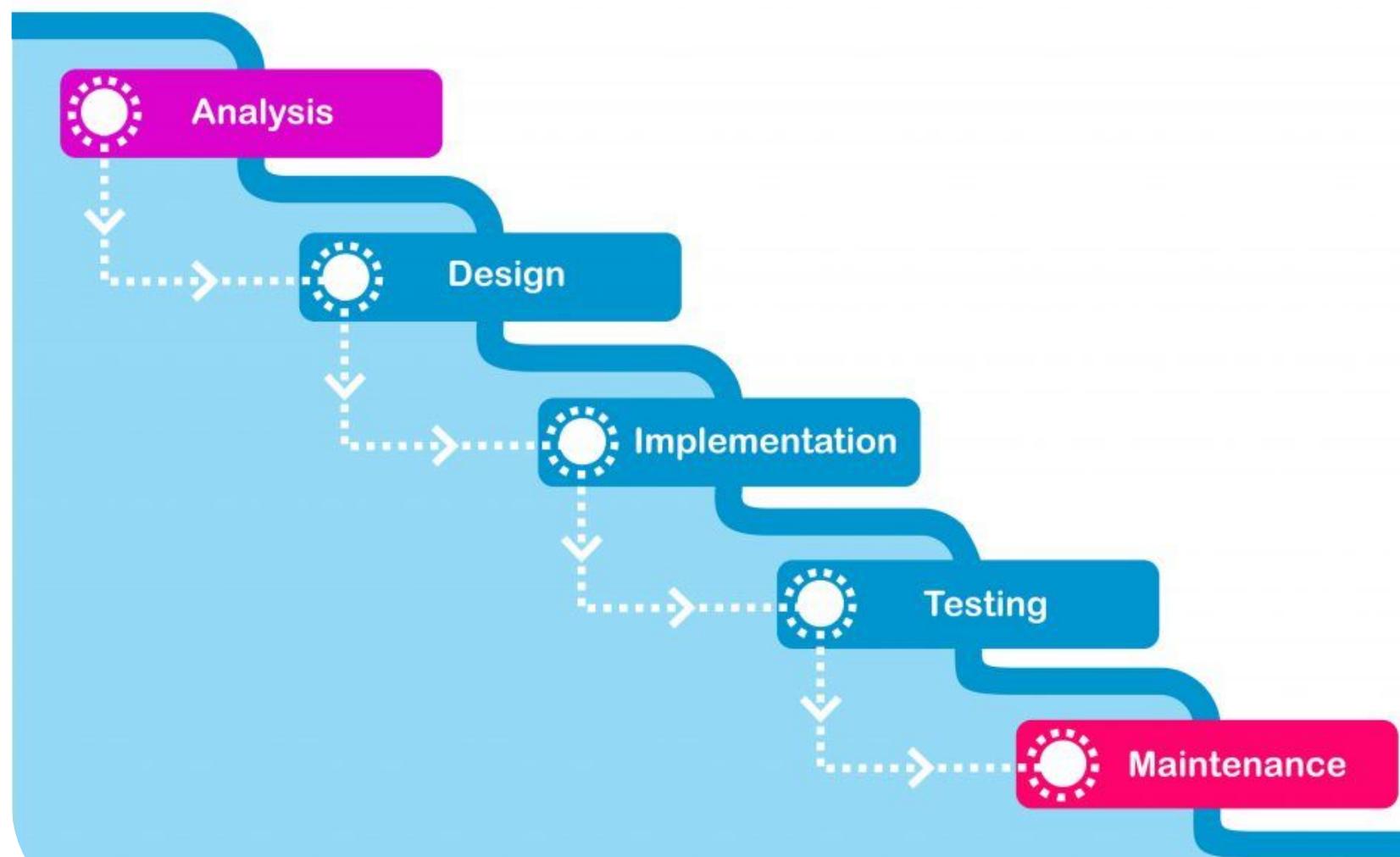
First introduced around 1970 was the main methodology used for software development.

It served well as an stepping stone for software project development but has lost value due its **rigidity**.

It was **easy to run** from a management perspective **but ineffective** if we look at the value delivered.



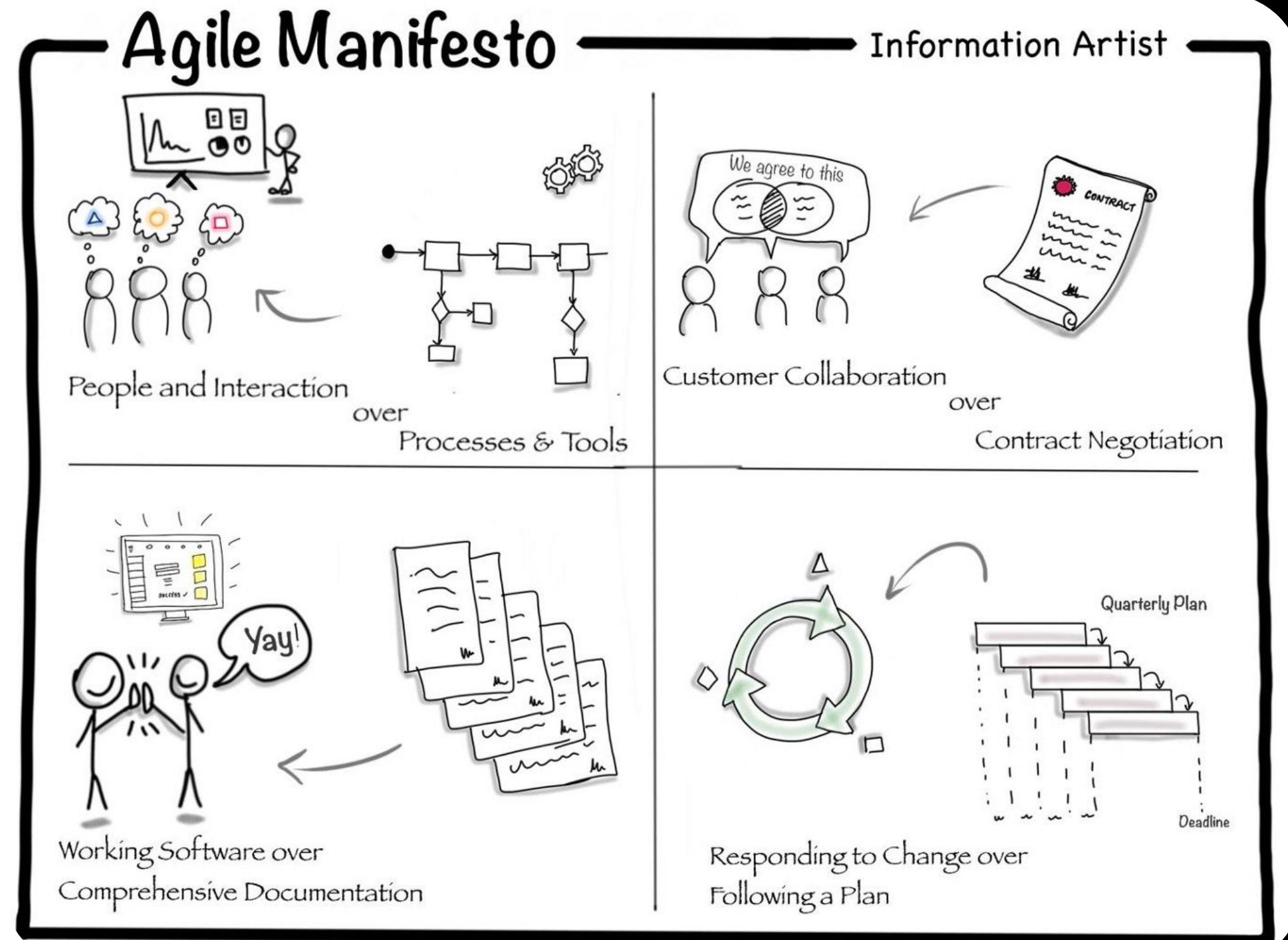
## WATERFALL



# Agile Manifesto

It solved a certain pain from a certain industry in a certain era and still, the essence of it can (and has been) extended to any industry nowadays.

**Always focus on what brings value.**

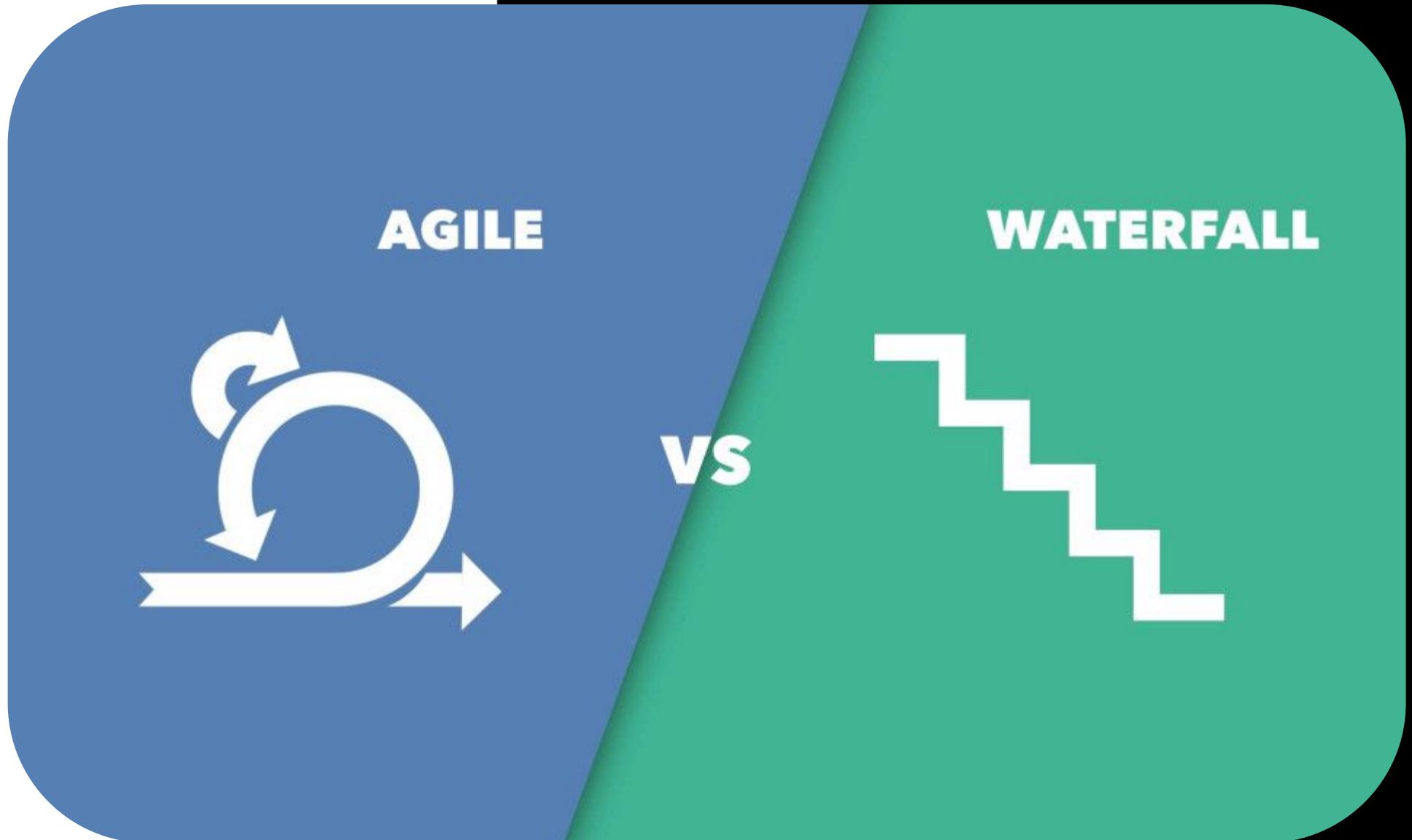


02

## Should I use Agile?

Well ... yes!

Agility is a **mindset** that shifts the focus from fulfilling a rigid process to the things that bring real value. In this context, **working software that satisfy the needs of our customers**.



## 2 - Agile

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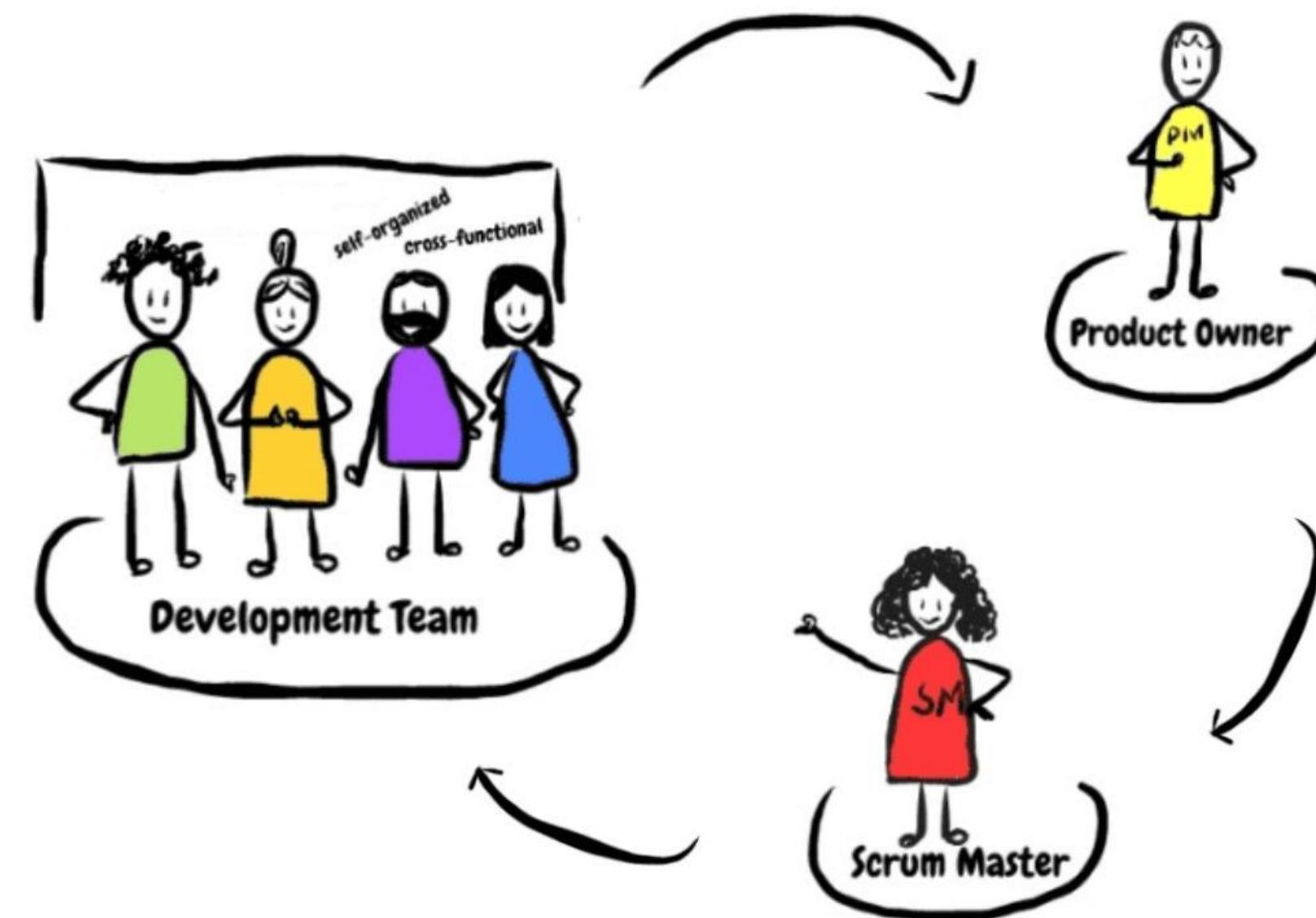
03

**Scrum**

04

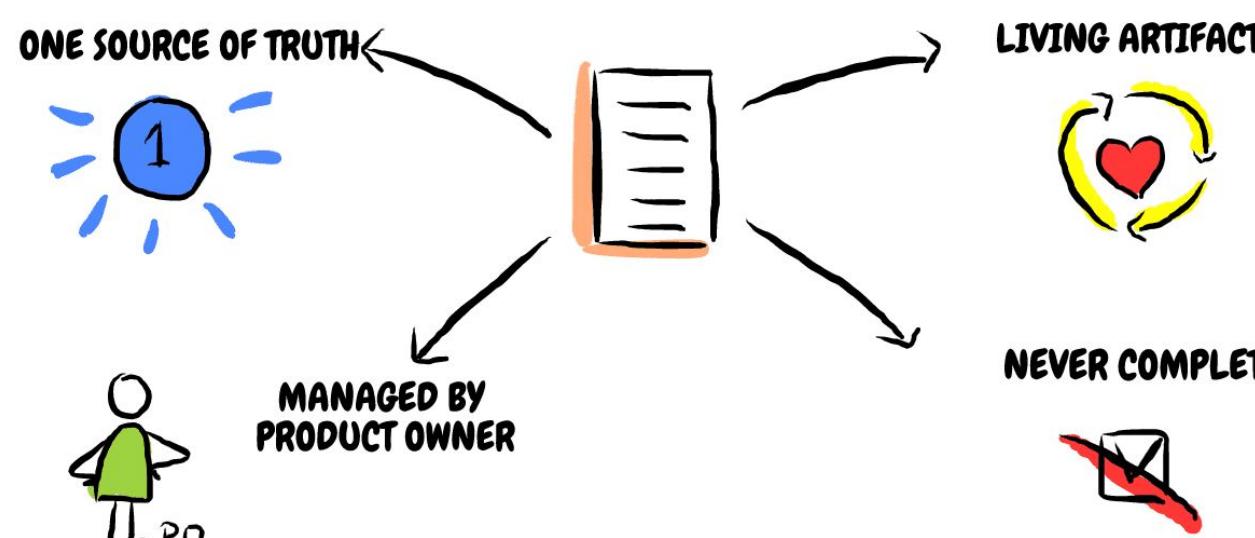
**Kanban**

# Scrum Team

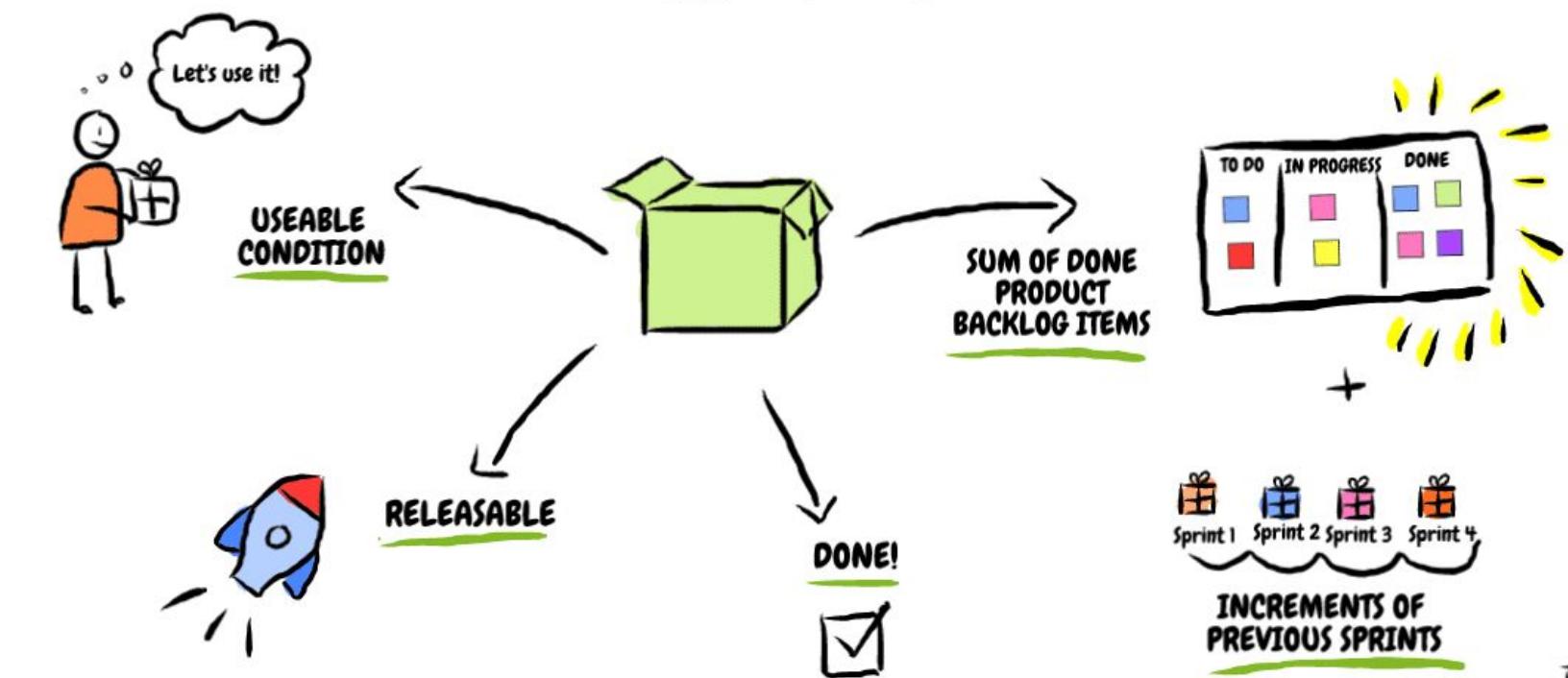


# Scrum artifacts

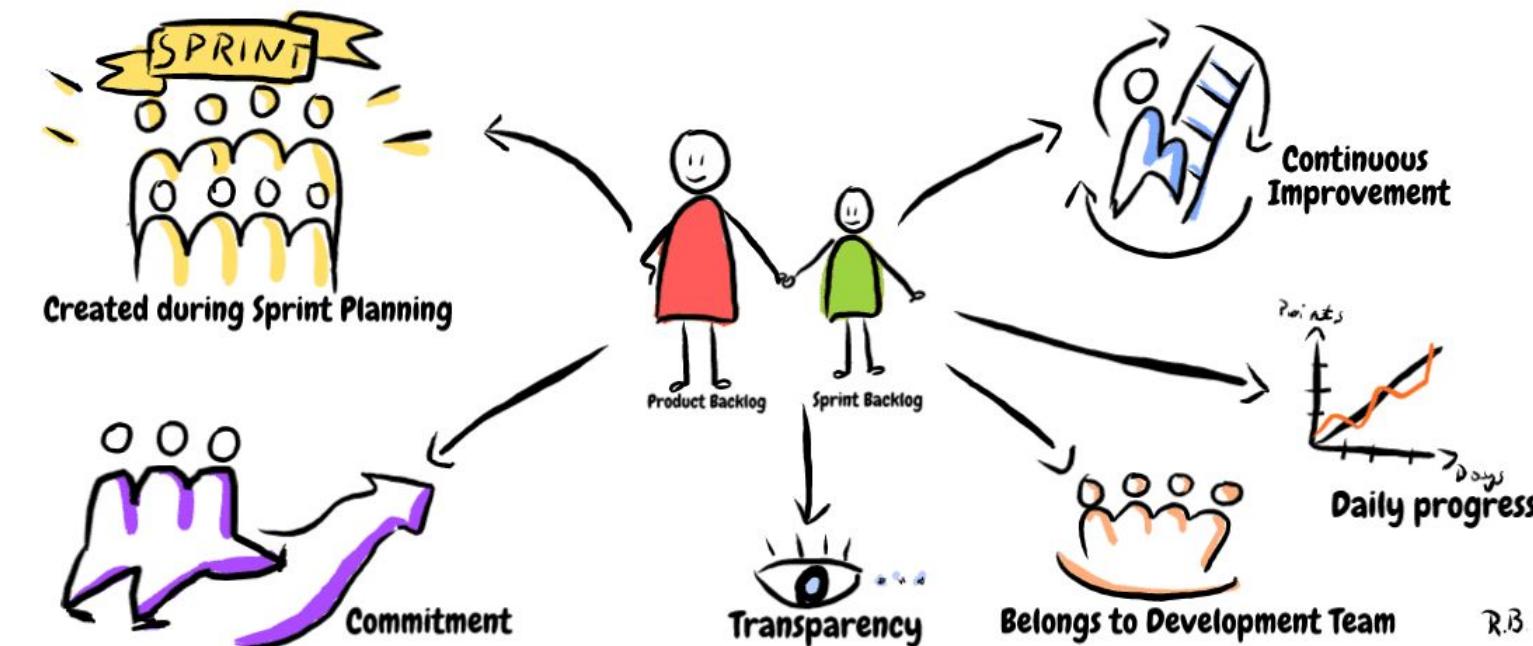
## PRODUCT BACKLOG



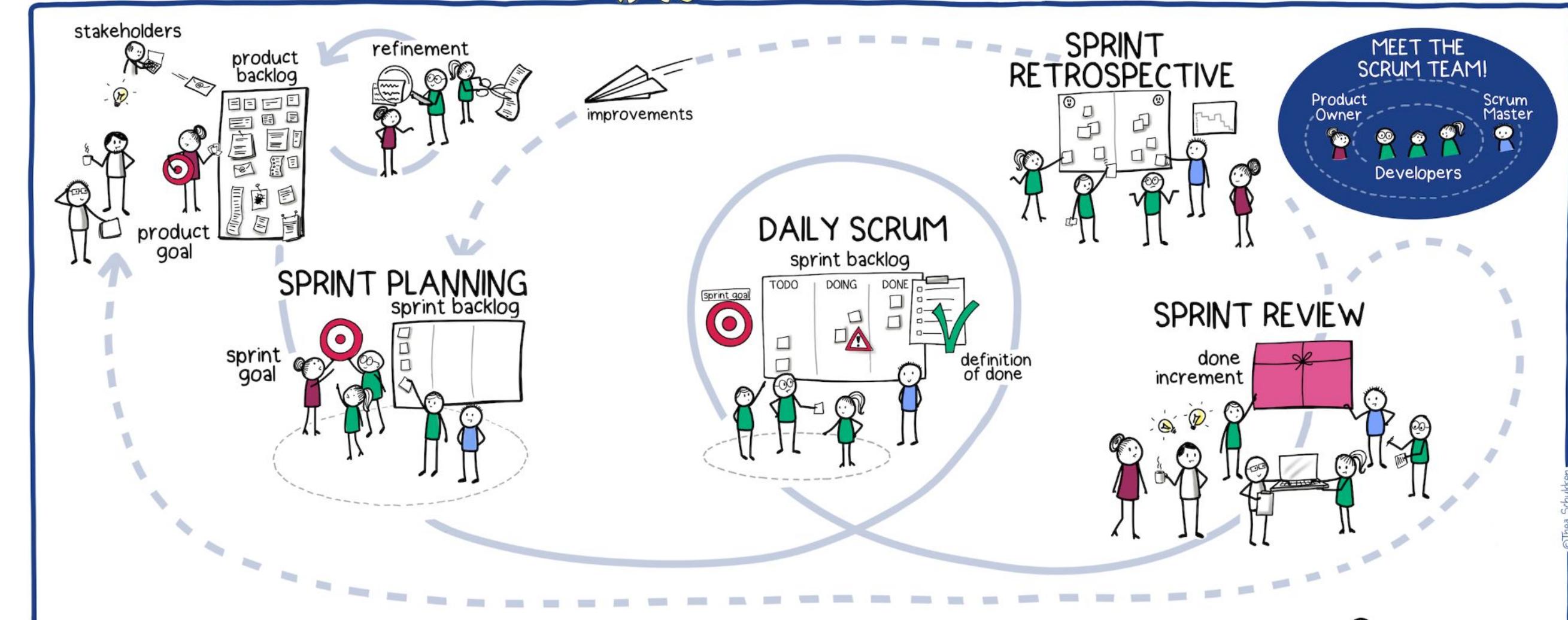
## INCREMENT



## SPRINT BACKLOG

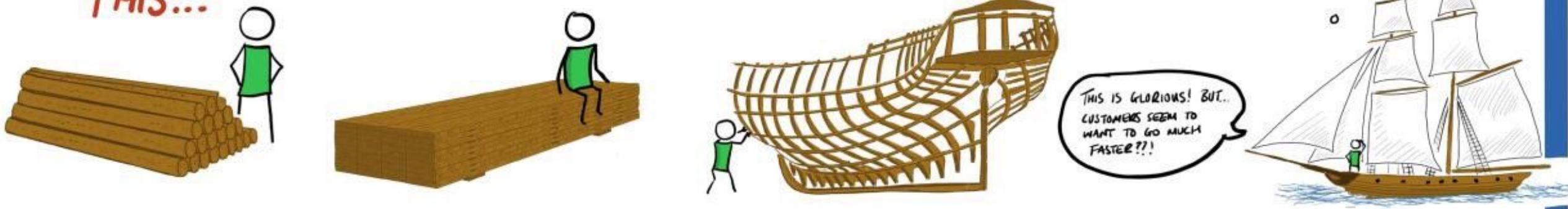


# THE SCRUM FRAMEWORK

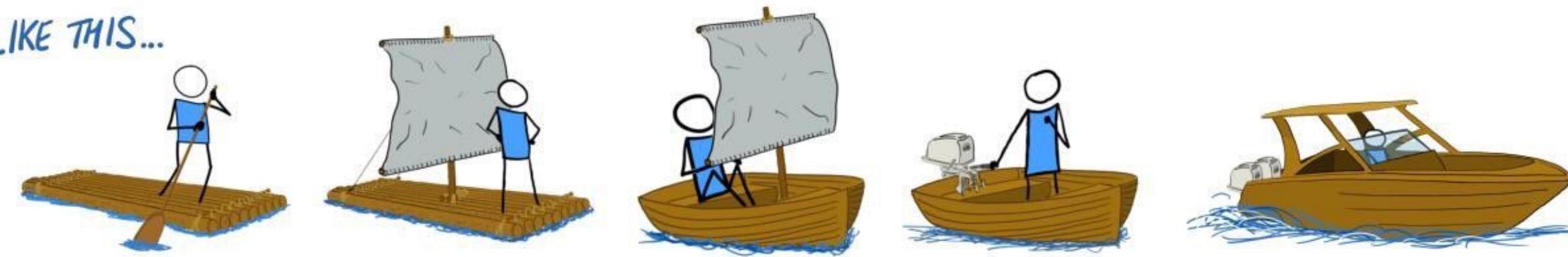


# ITERATIVE-INCREMENTAL DELIVERY

NOT  
LIKE  
THIS...



LIKE THIS...



@beckettpauln Paul Beckett 2020

THE  
SCRUM TEAM

# Pitfalls to avoid

## You need a cross - functional team

Your team should be capable of delivering value by themselves. Reduce dependencies as much as possible. Otherwise, it will be a path towards frustration.

## Ensure you are delivering value

In the end of the Sprint you should have a product increment that brings value. Having finish just a piece of the thing that can't be used will bring no value at all.

## Measure what is important

It's easy to fall on the trap of measuring Sprint velocity and get obsessed with it. Never forget that delivering more items or story points will never mean that you are delivering more value. Measure the right thing.



## 2 - Agile

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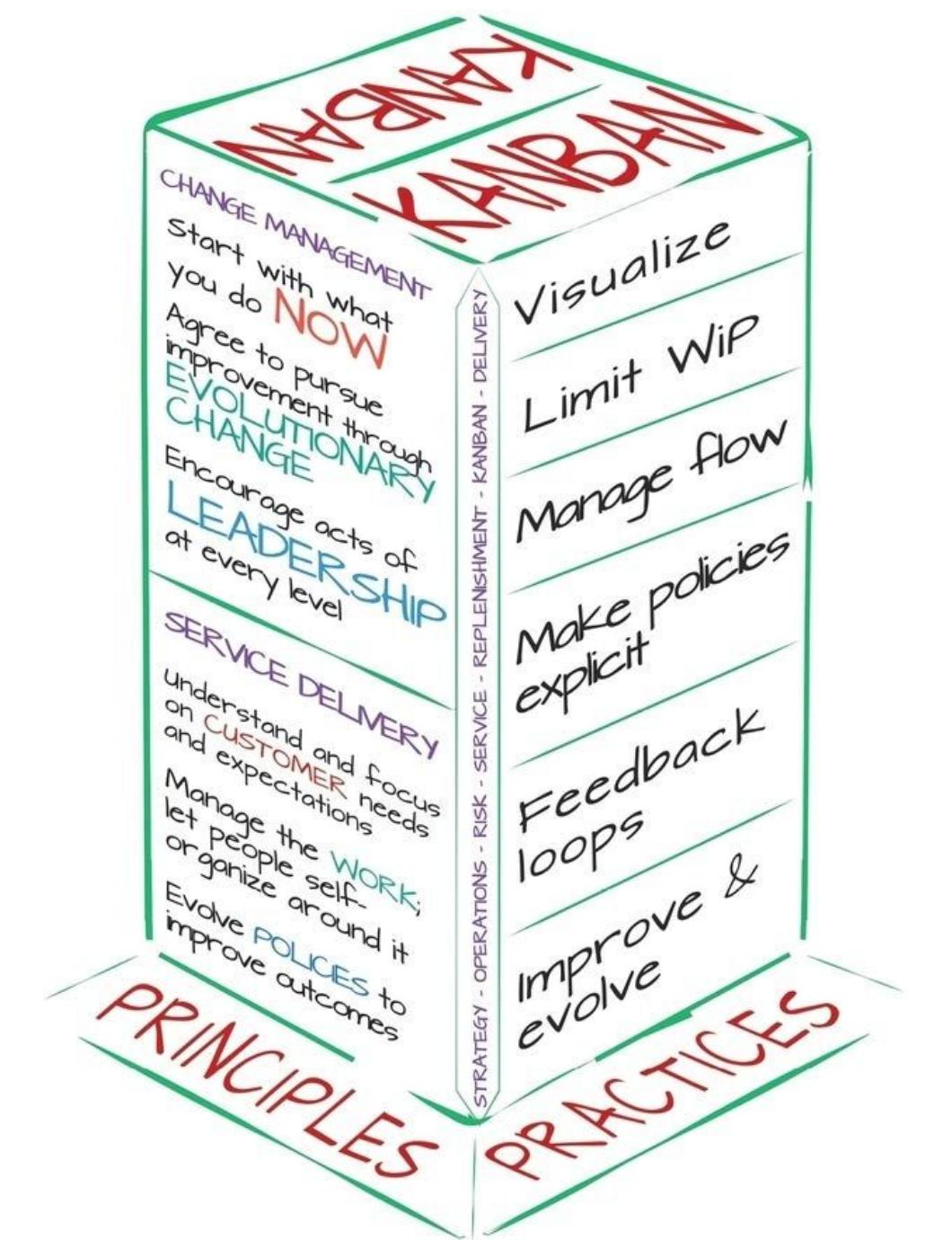
03

**Serum**

04

**Kanban**

# ESSENTIAL KANBAN CONDENSED



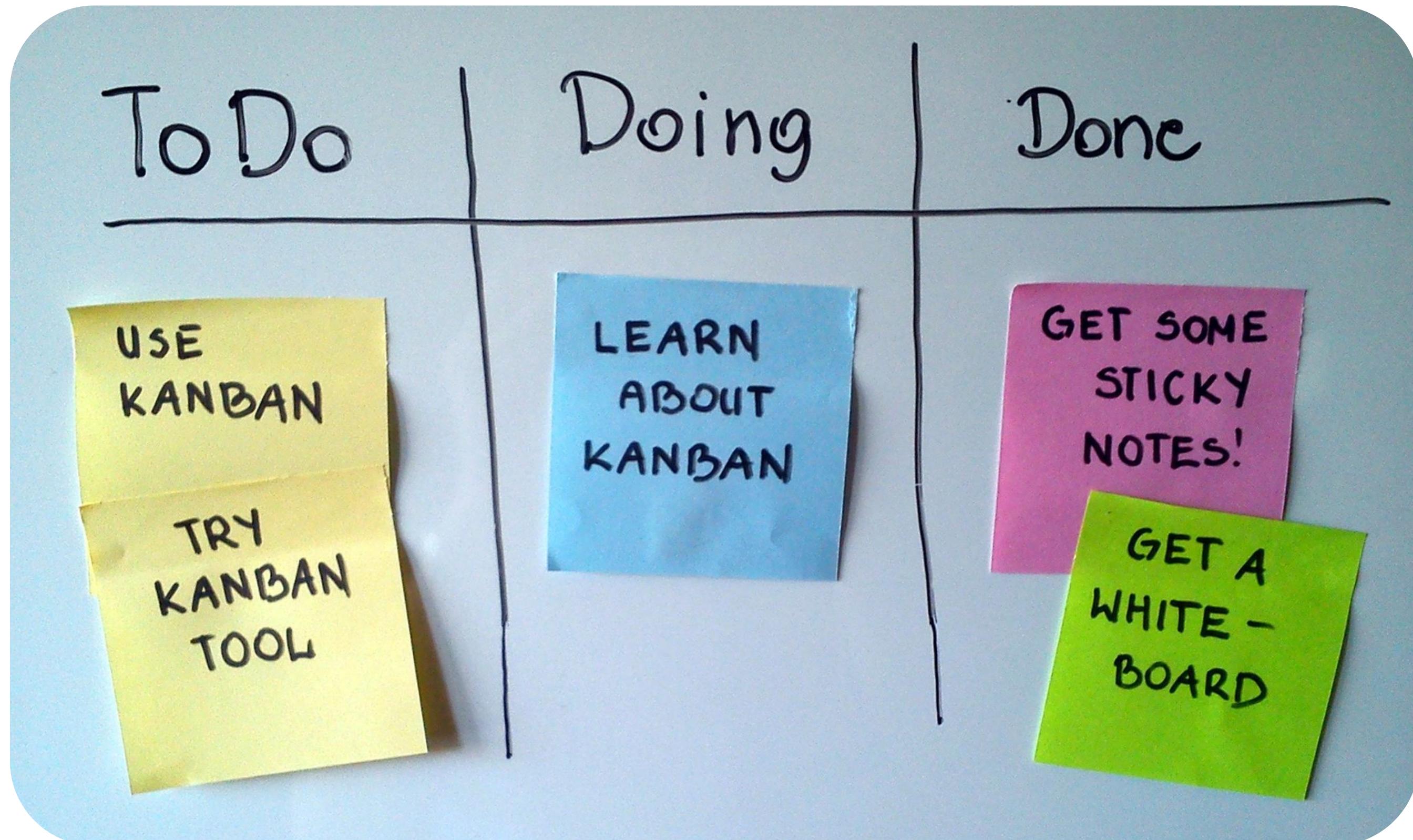
DAVID J ANDERSON

ANDY CARMICHAEL

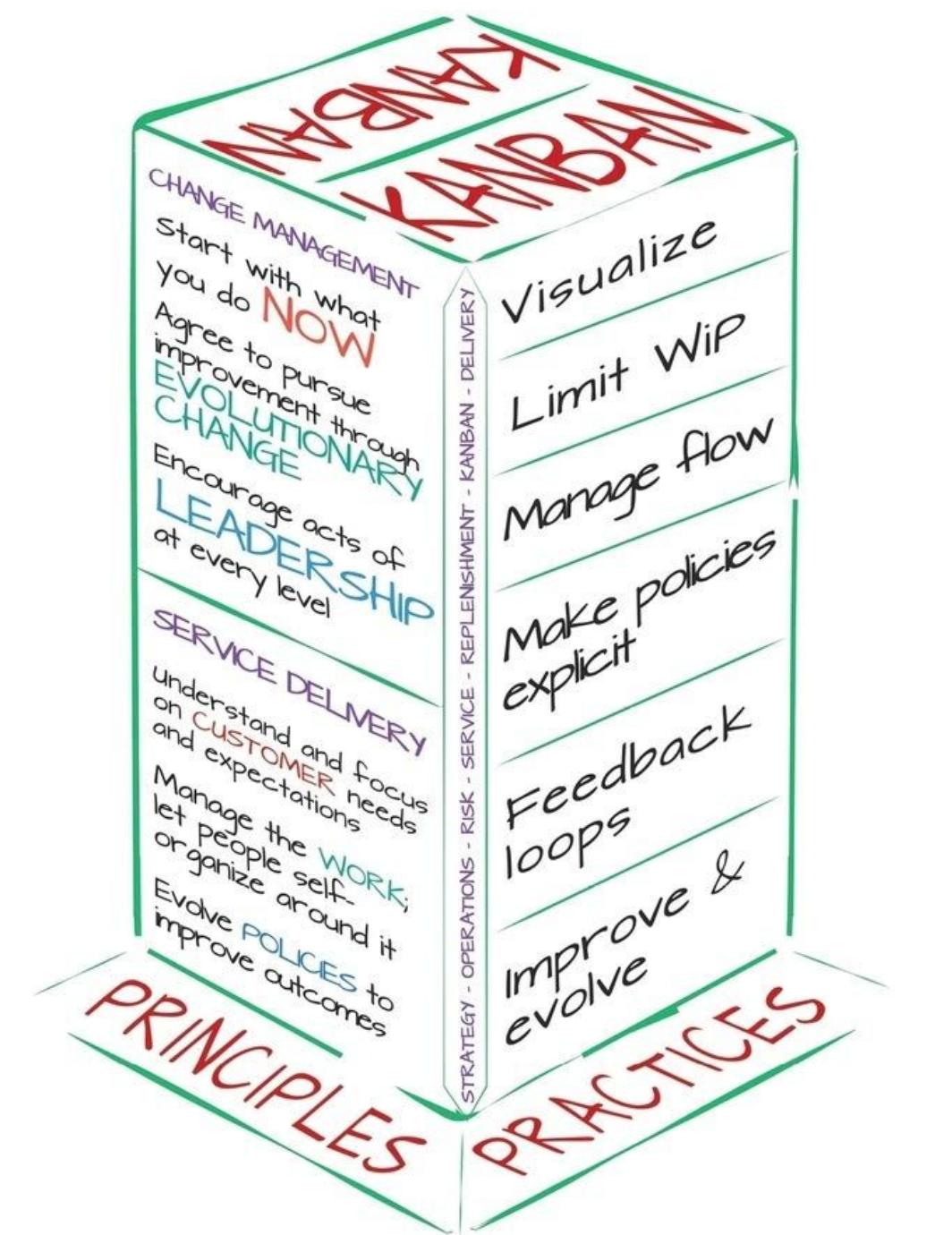
# Visualize your work



# Visualize your work



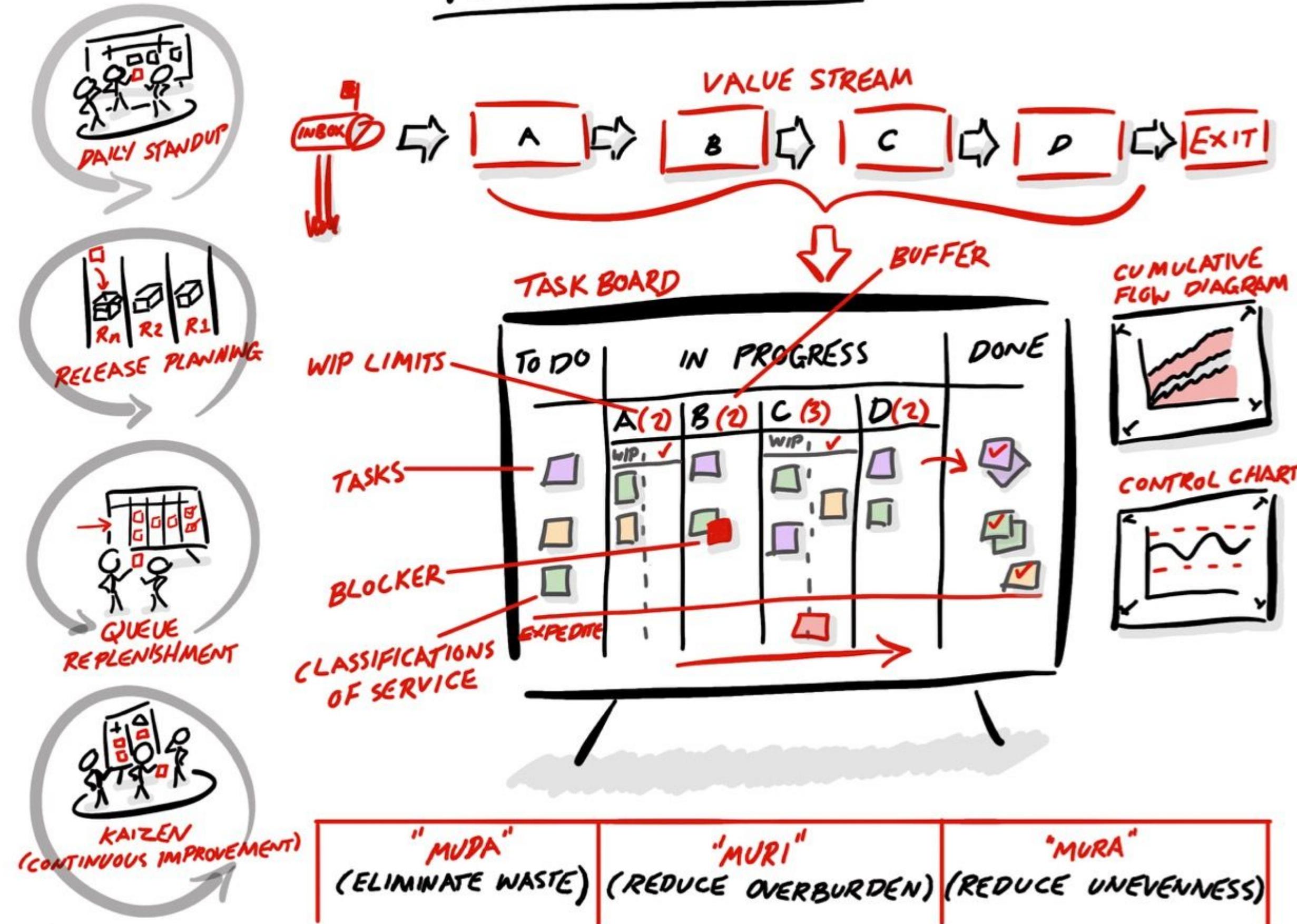
# ESSENTIAL KANBAN CONDENSED



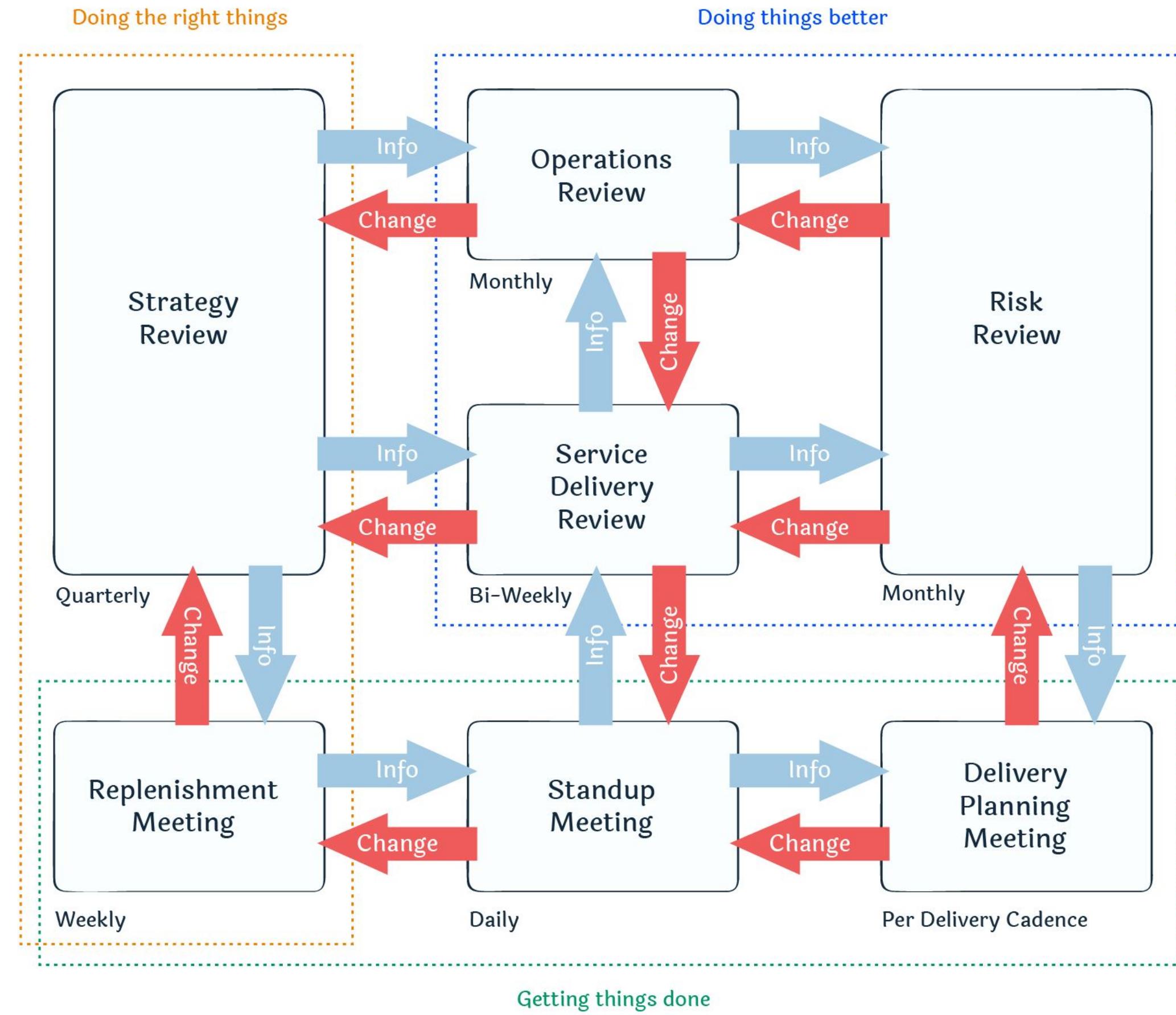
DAVID J ANDERSON

ANDY CARMICHAEL

## KANBAN FRAMEWORK



# Kanban Ceremonies



# Pitfalls to avoid

## Policies are not explicit

You work in a certain way, but you have not explicitly shared that with the team so everyone knows what to expect and how to react in certain situations.

## Workflow not matching reality

Having a workflow that does not properly reflect reality, it's almost impossible to see what is going on within the system, where do you have possible bottlenecks or risks, and what's your value stream.

## Not improving your system

As things can work fluently, you could feel that there is no need to improve things or change your way of working. Even if things "are working" never stop looking for improvements.

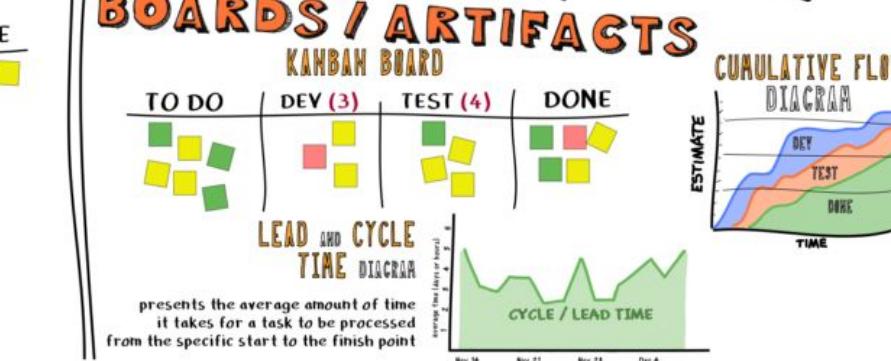
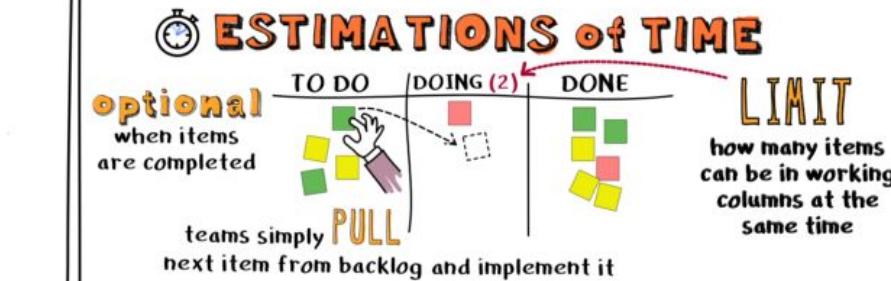
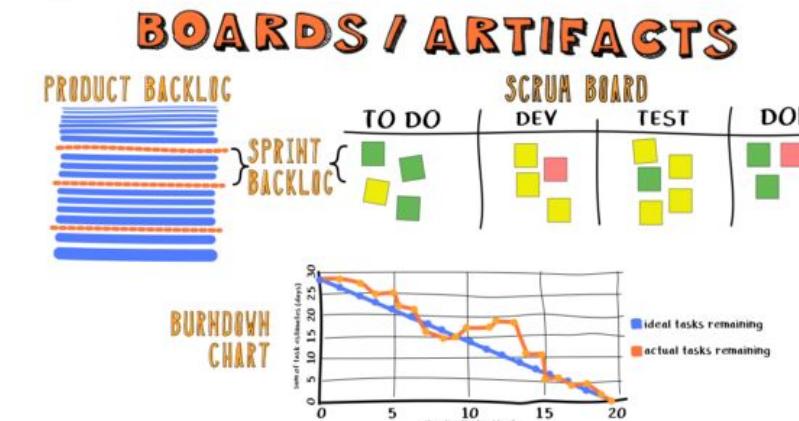
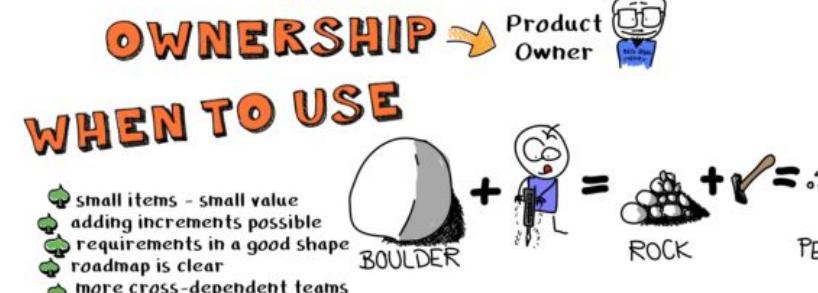
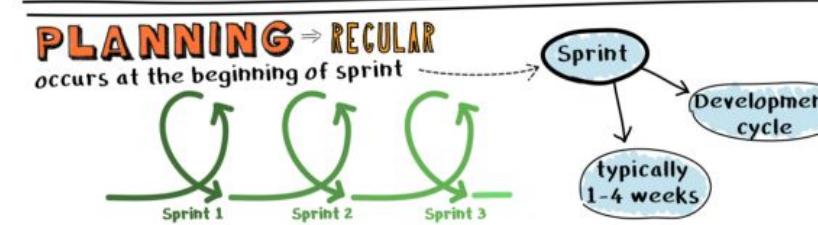


# Which one should I use?

## SCRUM

## VS

## KANBAN

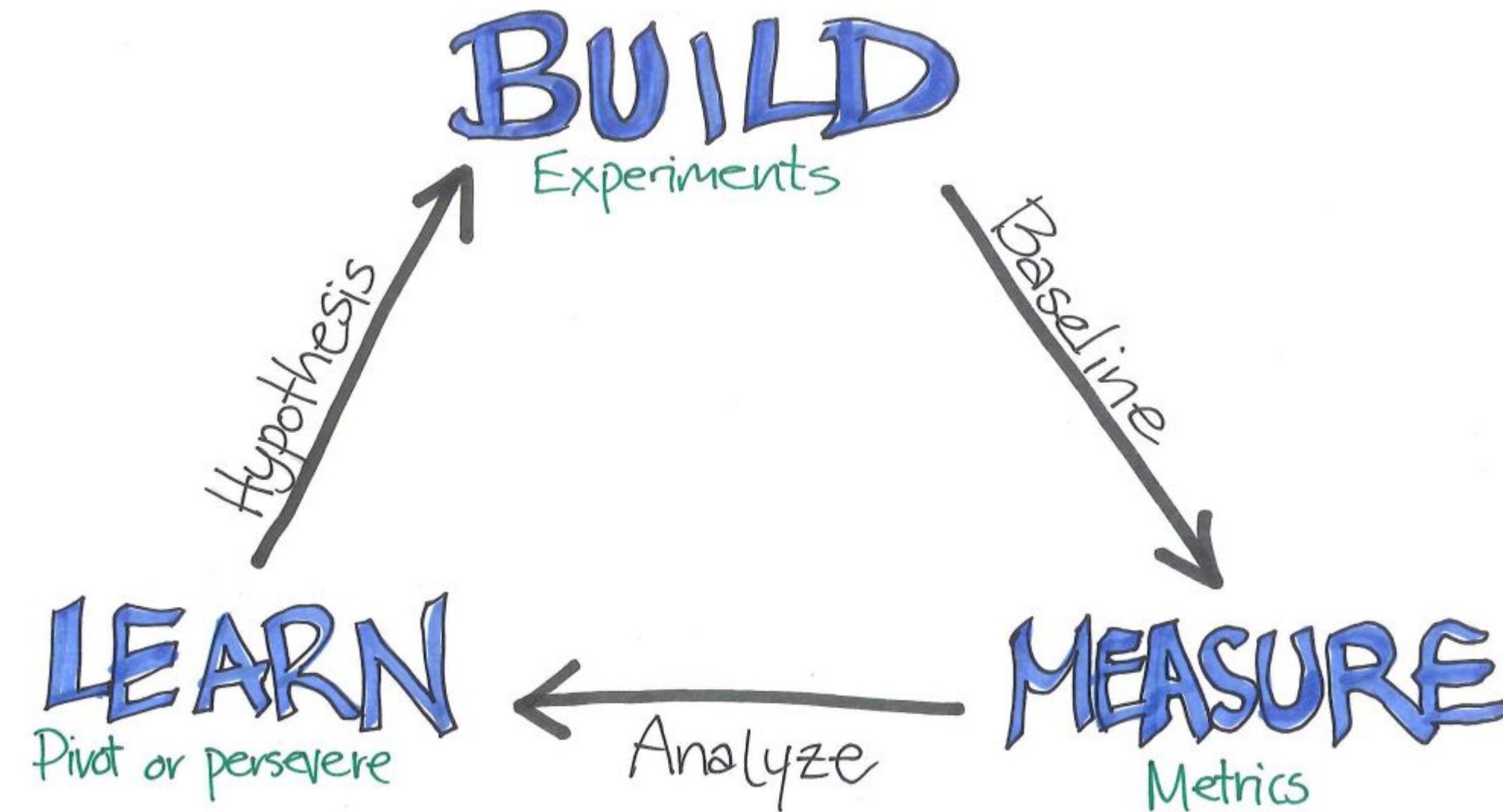


## Did you see the patter?

Even if there are different practices behind them, there is a common pattern of what each framework promotes.

Let's check more frameworks ...

# Lean Startup



# The Toyota Kata



# What is really important

## Iterate & learn FAST

One of the most important things is that the feedback loops are as short as possible so you can learn from them and take decisions quickly.

## Use the practices you need

All this methodologies and frameworks are full of practices, don't focus your efforts on following one methodology by the book but sense what practices fit your context and focus on them while you continue evolving.

## Think of failures as part of the learning process

Running experiments means that sometimes your hypothesis will be right and more often the will not. Instead of perceiving it as a failure, be aware that thanks to that you've learned something.



# Failed products

1993 — Apple Newton



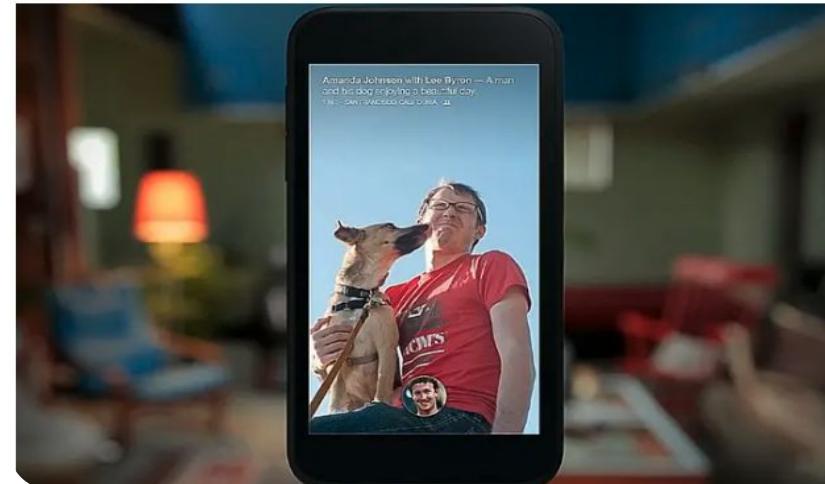
1995 — Nintendo's Virtual Boy



2006 — Microsoft Zune



2013 — Facebook Home



2014 — Amazon's Fire Phone



“  
If you think that's a big failure, we're working on much bigger failures right now – and I am not kidding. Some of them are going to make the Fire Phone look like a tiny little blip.

”

Jeff Bezos - Executive Chairman of  
Amazon

# Agile Management

Our goal is to be capable of consolidating teams and companies when designing and creating a digital product. In this minor you will learn the necessary tools to turn Agile Management into a pathway for great leadership.

01

**Agile & Product Design**

---

02

**Agile Frameworks**

---

03

**Agile & Culture**

---

04

**Agile Rollout**

# 3 - Agile & Culture

Here we are going to look at what culture means, how do we foster the right one and why do we even care about this.

01

**What've changed in the industry?**

---

02

**Values & Culture**

---

03

**Leadership and it's true meaning**

# Management of the past

## One person runs the show

There was a single drive for a complex machine. The decisions were made by this person and everything else was considered as interchangeable pieces. **Command & Control.**

## Did it work?

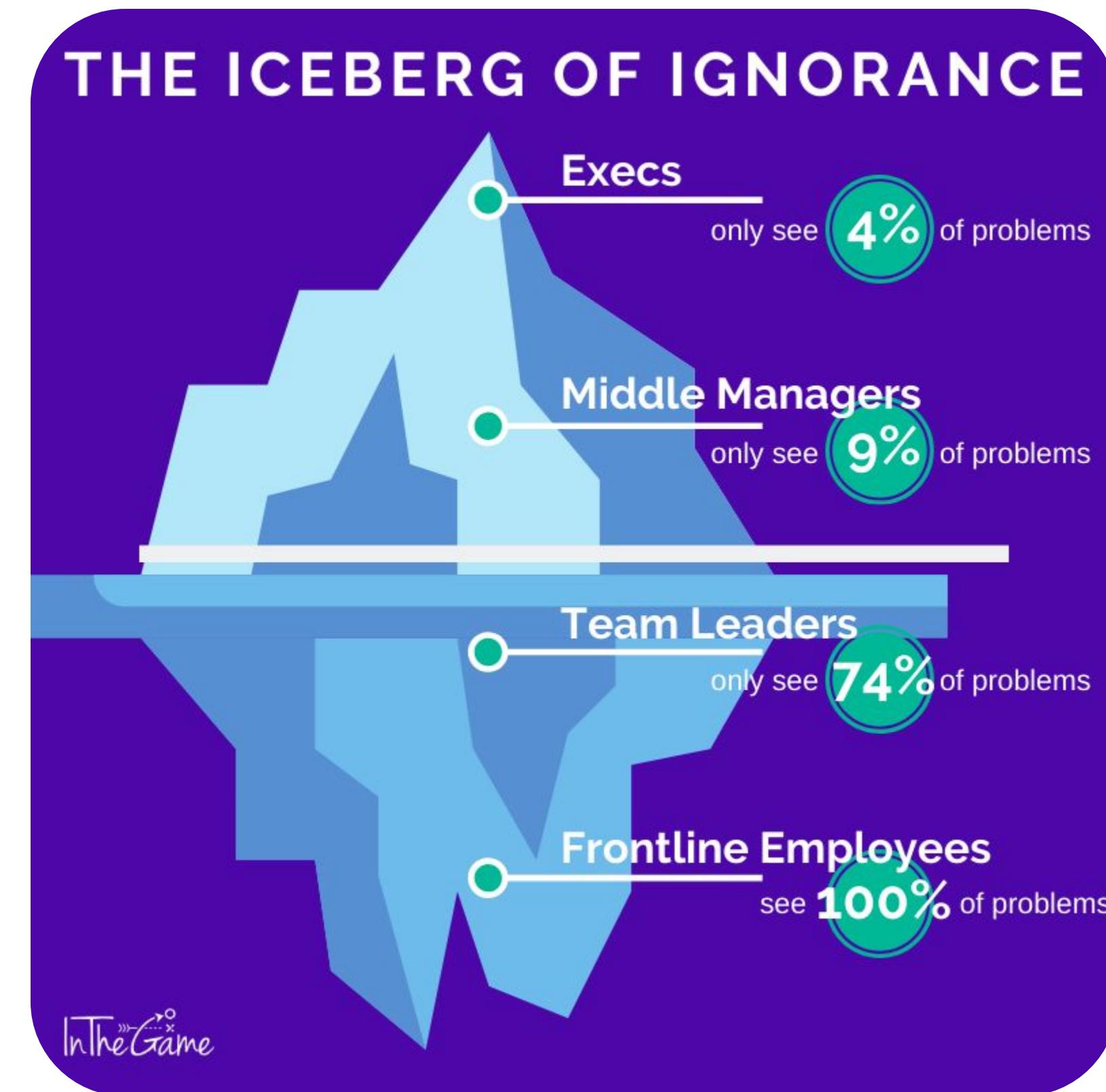
For **predictable & repeatable** tasks, yes! Are all those tasks that today are being performed by real machines.

## Then why do we want to change it?

Those frameworks do not fit the creative and innovative context. The kind of problems needed to be solved today are not predictable nor repeatable. The command & control approach is not only **ineffective but also a liability** for our industry.



# Why do we want to change?



# Management of the future

## Leadership at all levels

There is no longer a task of one single person to run the show. **It's on every individual in the system** to do their best to refine the process and seek for improvements. Emp

## We are a network

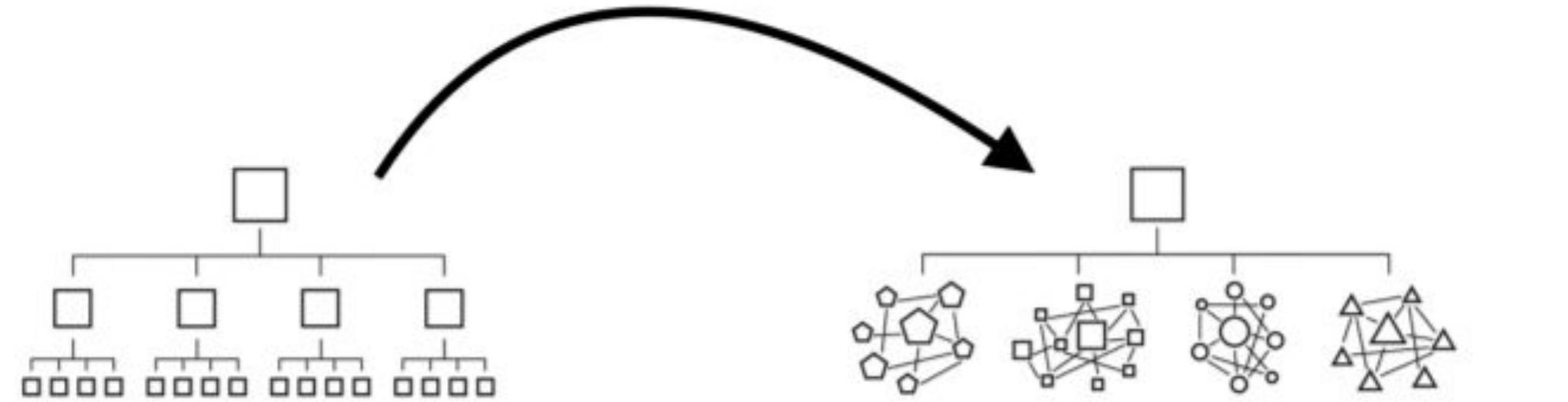
Each individual is a node in the network and the result of our work is the result of the interactions of all the different pieces that are part of this net. It's the same as how our brains work. **We will be as good as the interactions that we have with one another.**

## We are not interchangeable pieces but humans

We are complex beings and as such each one of us have different needs. Is important to understand that what works for us might not work for someone else. **Shaping the network** to adapt to this is key.



# The changes we are living today

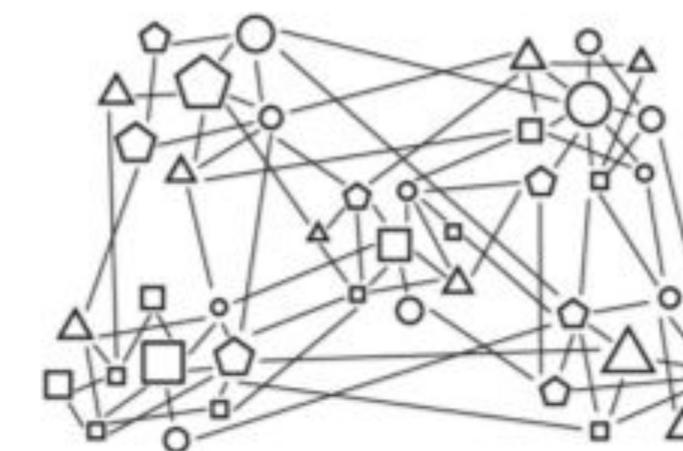


**Command**

*A traditional top-down structure. The connections that matter are between workers and their managers.*

**Command of Teams**

*Small teams operate independently but still within a more rigid superstructure*



**Team of Teams**

*The relationship among teams resembles the closeness among individuals on those teams.*

# 3 - Agile & Culture

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**Leadership and it's true meaning**

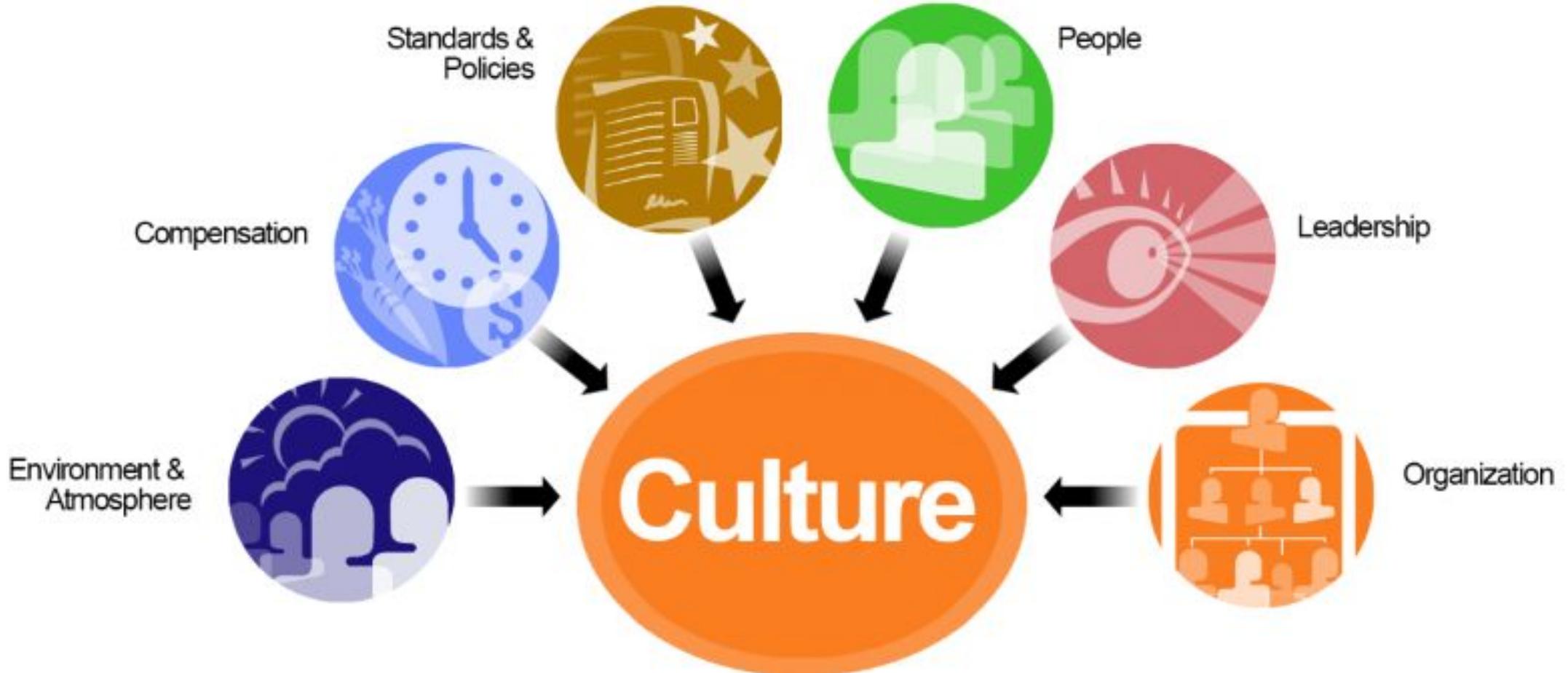
# What is Organizational Culture?

Is the soul of the organization - the beliefs and values, **and how they are manifested**.

It gives stability to the organization itself and give the employees a clear **understanding of "how things are done around here"**.

It shows the tone of how the organization operates and how the individuals within it interact.

It's not something that you are, is something that you **do**.

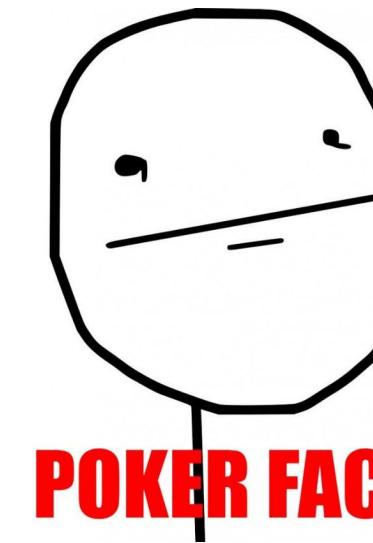


# We need much more than just words



The values they displayed at their lobby

- Integrity
- Communication
- Respect
- Excellence



# How we end up doing it



“

You don't create a culture. It happens. This is why new companies don't have a culture. Culture is the by-product of consistent behavior.

”

Jason Fried - ReWork

# How do we foster the right culture then?

## First pick your values

From all the universe of possibilities, pick the values that you **want to see and foster** in your organization. Those are going to be the fuel and baseline of everything.

## Look at the practices

Once you have them detected, see what practices are you following today. **Do they reflect** properly those **values**? Or are they working against them?

## Change the behaviour

Is by changing the way we do things that we change our culture. Our **culture is the consequence of how we work**, not the other way around.

The Management 3.0

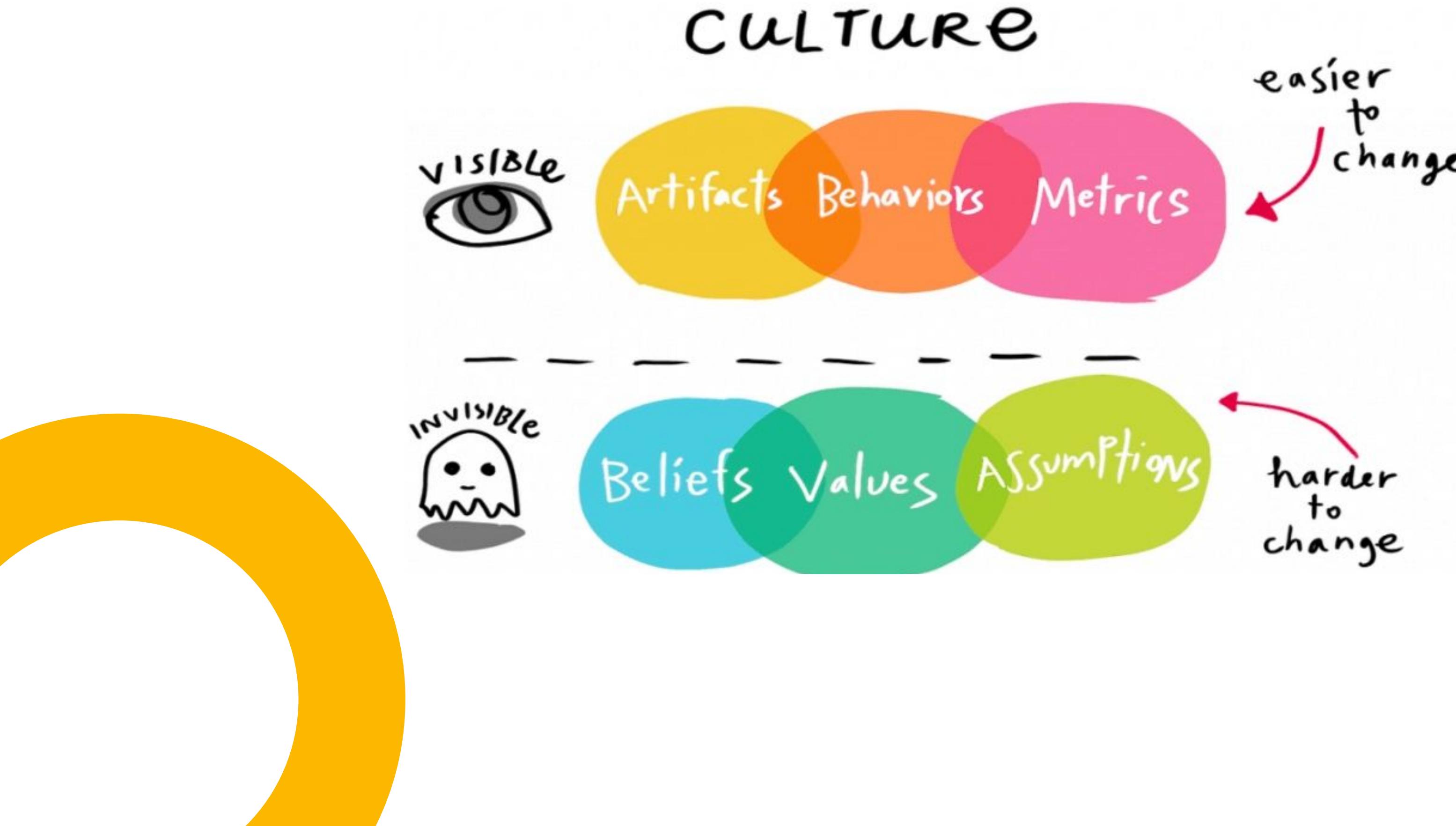
## BIG VALUES LIST

Acceptance	Creativity	Flexibility	Modesty	Self-control
Accessibility	Credibility	Fluency	Motivation	Self-discipline
Accomplishment	Cunning	Focus	Neatness	Self-reliance
Accountability	Curiosity	Frankness	Open-mindedness	Sensitivity
Accuracy	Daring	Freedom	Openness	Serenity
Achievement	Decisiveness	Friendliness	Optimism	Service
Activeness	Dedication	Friendship	Order	Sharing
Adaptability	Dependability	Fun	Orderliness	Silliness
Adventure	Determination	Generosity	Organization	Simplicity
Aesthetics	Devotion	Gratitude	Originality	Sincerity
Agility	Dignity	Growth	Outlandishness	Skill
Alertness	Diligence	Happiness	Outrageousness	Solidarity
Ambition	Directness	Harmony	Passion	Speed
Appreciation	Discipline	Health	Patience	Spirituality
Approachability	Discovery	Helpfulness	Peace	Spontaneity
Assertiveness	Discretion	Heroism	Perceptiveness	Stability
Attentiveness	Diversity	Honesty	Perfection	Status
Availability	Drive	Honor	Perseverance	Stealth
Awareness	Duty	Hopefulness	Persistence	Stewardship
Balance	Dynamism	Hospitality	Persuasiveness	Strength
Beauty	Eagerness	Humility	Philanthropy	Success
Benevolence	Education	Humor	Playfulness	Support
Boldness	Effectiveness	Imagination	Pleasure	Sympathy
Bravery	Efficiency	Impartiality	Power	Synergy
Brilliance	Elegance	Independence	Pragmatism	Teamwork
Calmness	Empathy	Ingenuity	Precision	Thankfulness
Camaraderie	Encouragement	Initiative	Preparedness	Thoroughness
Candor	Endurance	Innovation	Privacy	Thoughtfulness
Capability	Energy	Inquisitiveness	Proactivity	Thrift
Carefulness	Enjoyment	Insightfulness	Professionalism	Timeliness
Caution	Entertainment	Inspiration	Prudence	Tolerance
Change	Enthusiasm	Integrity	Punctuality	Tranquility
Charity	Equality	Intelligence	Purposefulness	Transcendence
Cheerfulness	Excellence	Introversion	Rationality	Trust
Clarity	Excitement	Intuitiveness	Realism	Trustworthiness
Cleanliness	Experience	Inventiveness	Reason	Truth
Cleverness	Expertise	Joy	Reflection	Understanding
Collaboration	Exploration	Justice	Regularity	Uniqueness
Commitment	Expressiveness	Kindness	Reliability	Unity
Compassion	Extroversion	Knowledge	Resilience	Valor
Competence	Exuberance	Leadership	Resolution	Variety
Concentration	Fairness	Learning	Resolve	Vigor
Confidence	Faith	Liberty	Resourcefulness	Vision
Conformity	Faithfulness	Logic	Respect	Vitality
Consistency	Family	Love	Responsibility	Warmth
Contentment	Fearlessness	Loyalty	Responsiveness	Willfulness
Cooperation	Ferocity	Mastery	Restraint	Wisdom
Courage	Fidelity	Maturity	Rigor	Wittiness
Courtesy	Fierceness	Meticulousness	Sacrifice	Wonder
Craftiness	Fitness	Mindfulness	Security	Zeal

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# Where should we focus on?



# Examples of values and practices not being aligned

- We are constantly improving **but** our annual reviews is the time when we give feedback.
- We foster teamwork **but** we set bonuses based on individual achievements.
- We value feedback **but** your superiors only give it, they never ask for it.
- We foster experimentation **but** the initiatives go through a screening process of 3 to 6 months.
- We promote transparency **but** never share with customers our mistakes or delays.
- We face our challenges as a team **but** the first question asked if something goes wrong is “who did it?”.
- We are a flat organization **but** the “bosses” have closed private offices.

# The importance of the right culture



# Agile Manifesto Values

## TOP 4 AGILE VALUES



INDIVIDUAL  
INTERACTIONS



WORKING  
SOFTWARE



COLLABORATION  
WITH  
CUSTOMERS



RESPOND TO  
CHANGE

OVER

PROCESS AND TOOLS



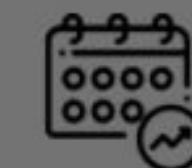
THOROUGH  
DOCUMENTATIONS



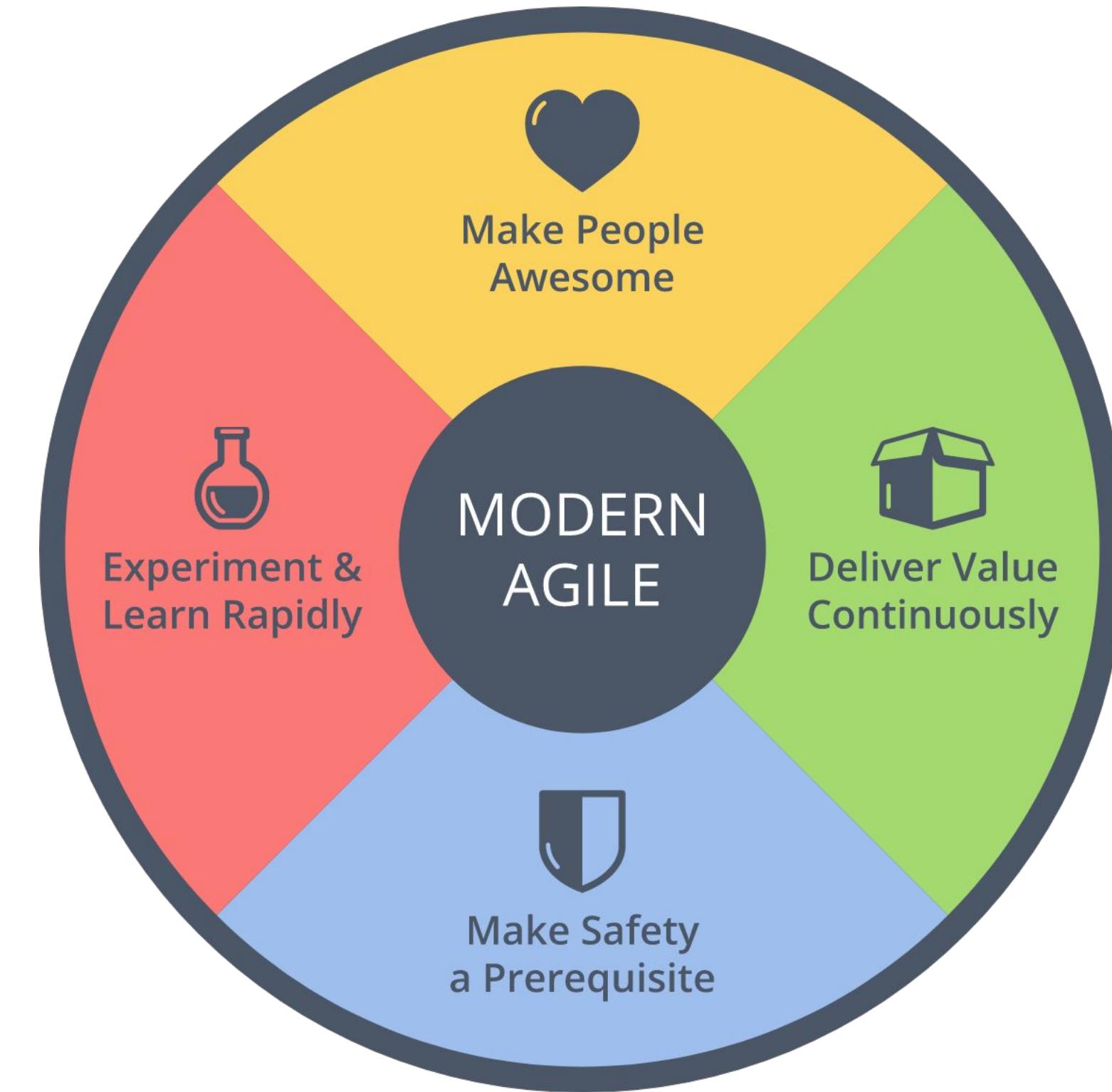
CONTRACT  
NEGOTIATIONS



FOLLOWING  
A PLAN



# More values ...



# Even more values ...

The infographic features a large teal tag at the top left with the number '8' and the text 'CHARACTERISTICS OF A HIGH-PERFORMING TEAM'. To the right is the DBOS logo with the tagline 'BUSINESS OUTSOURCING SOLUTIONS'. Below the tag, the text '#DBOS #HighPerformingTeam' is displayed. The main content consists of eight numbered items, each with an icon and a descriptive title:

Characteristic	Description
1   🔐 → ➔	Sense of Purpose
2   💬 💬	Open Communication
3   🤝	Trust and Mutual Respect
4   🧑	Shared Leadership
5   ➡ ➡ ➡	Effective Working Procedures
6   ○ ◇ ▲	Building on Differences
7   🛡	Flexibility and Adaptability
8   📚	Continuous Learning

[www.dbos.com.au](http://www.dbos.com.au)

# Scrum Values - My personal pick



# Psychological Safety

Psychological safety is the **belief** that you **won't be punished** or humiliated **for speaking up** with ideas, questions, concerns, or mistakes.

Is being able to **show and employ one's self without fear** of negative consequences of self-image, status or career. It can be defined as a **shared belief** that the team is **safe for interpersonal risk taking**. In psychologically safe teams, team members feel **accepted and respected**.





# Creating workplaces that are Psychologically Safe

Safe Environment	Fear Environment
	<b>Changing</b> how one shows up in fear of not being socially accepted.
	Fear of learning through doing due to <b>repercussions</b> from mistakes & not adequate.
	 Contributions <b>don't feel seen, valued or heard</b> in group in meaningful way.
	 <b>Not speaking up</b> , challenging ideas or questioning norms out of fear of personal repercussion.

# Improve Psychological Safety

5 WAYS TO HELP

## CREATE PSYCHOLOGICAL SAFETY



- 1. MAKE**  
it an explicit priority.



- 2. FACILITATE**  
everyone speaking up.



- 3. ESTABLISH**  
norms for how  
failure is handled.



- 4. CREATE**  
space for new ideas  
(even wild ones).



- 5. EMBRACE**  
productive  
conflict.



Center for Creative Leadership

# 3 - Agile & Culture

Here we are going to look at what culture means, how do we foster the right one and why do we even care about this.

01

~~What've changed in the industry?~~

02

~~Values & Culture~~

03

**Leadership and it's true meaning**

# How does Servant Leadership looks like?



# How does Servant Leadership looks like?



# Key differences from Servant leadership and traditional ones

## Shift main focus

Traditional leadership focus is to thrive their organization. A servant leader shares power, **puts the needs of the employees first** and helps people develop and perform as highly as possible.

## Key tools to achieve this

Instead of a command & control approach, **empowerment and trust** is what Servant Leaders are constantly promoting inside their organizations.

## Change of mindset

By helping employees grow, the **organization will grow with them**. It's a more scalable approach to organizational growth.

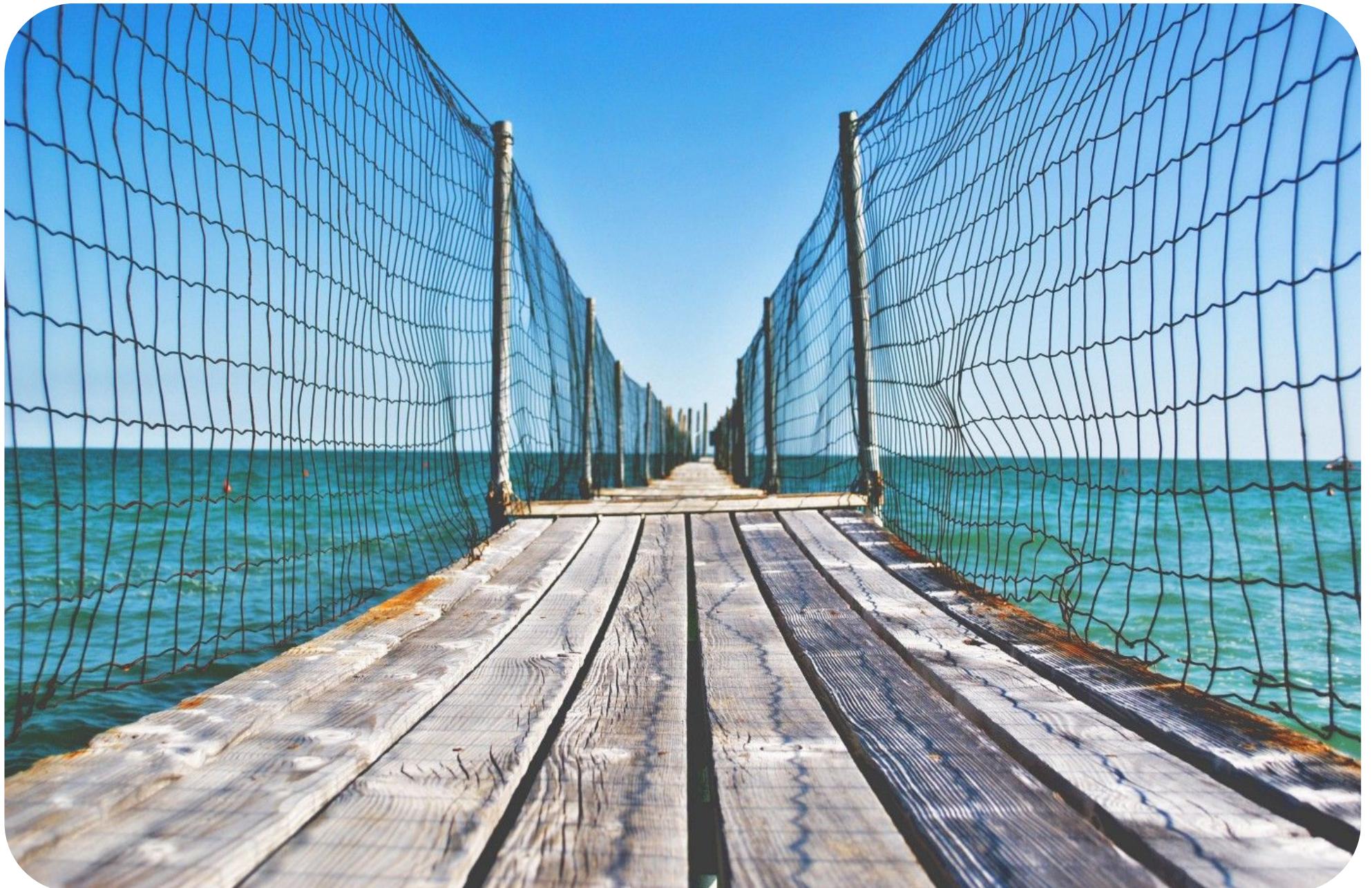


# Clear boundaries

We are looking to **empower people** inside the organization. This **does not mean** that everyone will **do what they want**. That's plain anarchy and is not what we are looking for.

Instead, to ensure we are not stepping on each other and that we all move in the same direction, we need a **clear set of boundaries** for everyone to **understand the playfield**.

Having clear boundaries **eases the pain** for employees when thinking "is this something I should take care of?".

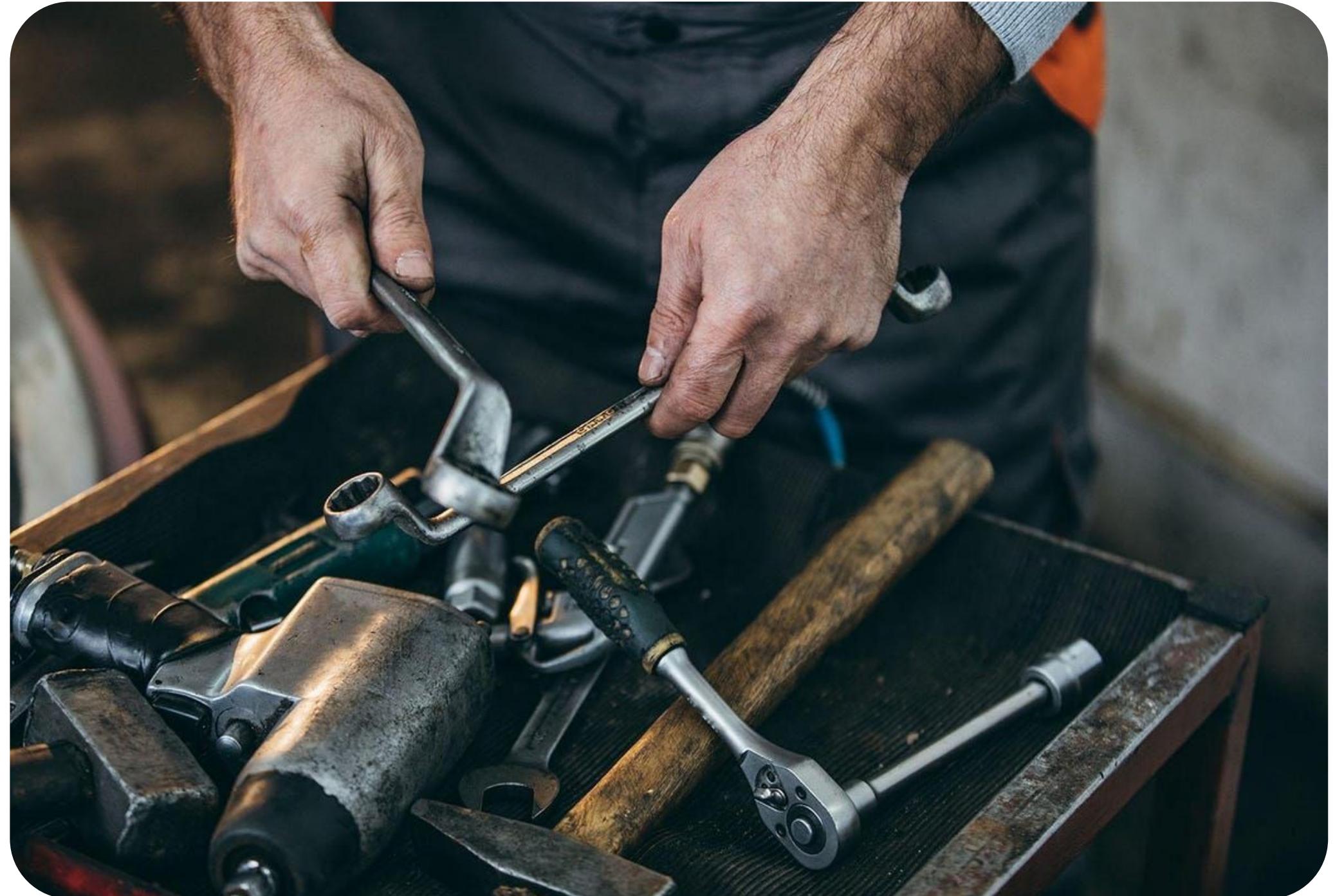


# The right tools

Empower people **does not mean throwing them to the lions.**

Once the **boundaries are set**, another thing that we need to ensure as leaders is that everyone **have the tools and knowledge needed** to be really empowered.

By giving someone the authority to do something but not the skills to fulfill it properly, **is not real empowerment**. It will be a ticking bomb for **overburden and frustration**.



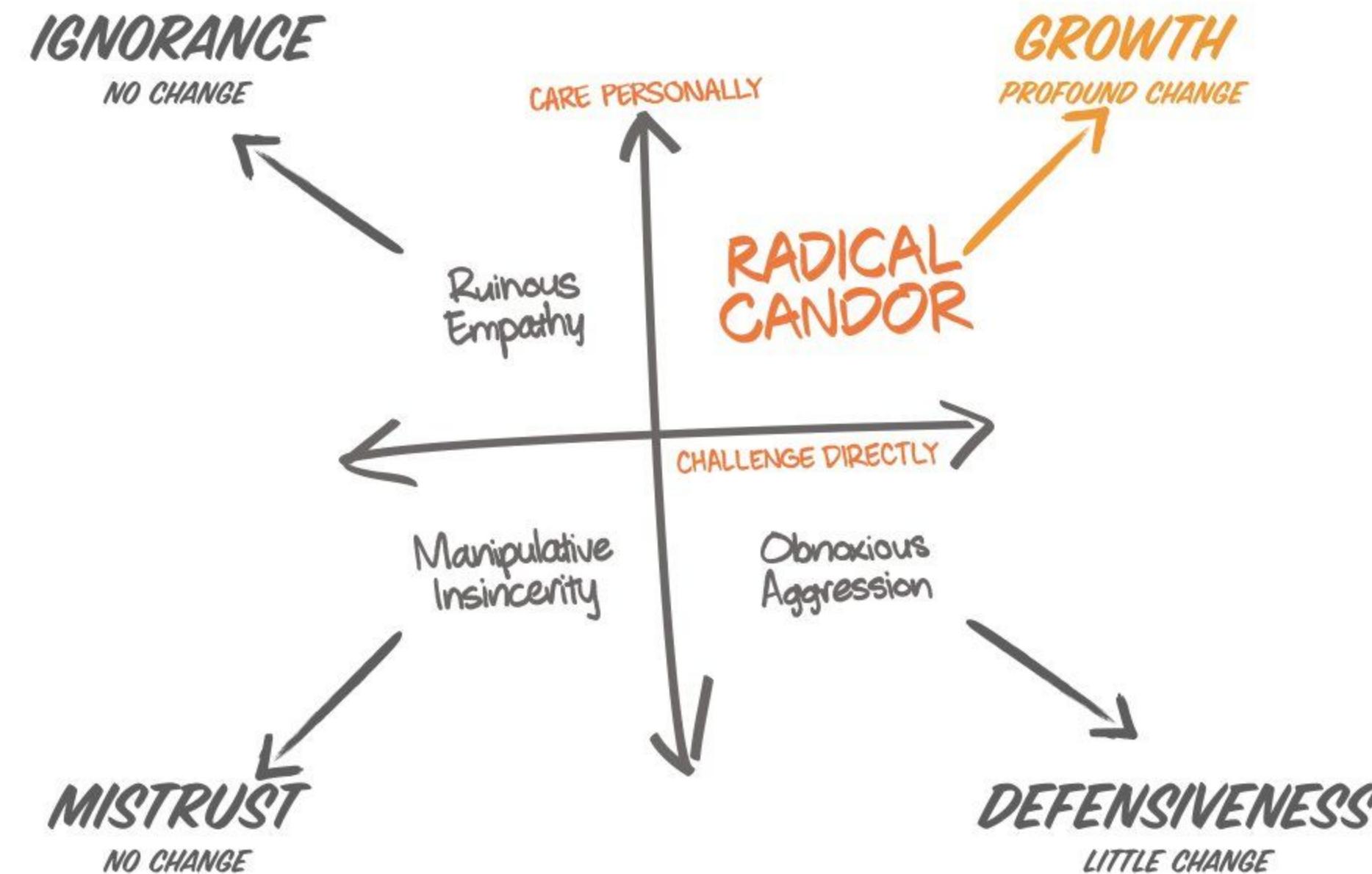
# Management 3.0 - 7 levels of delegation



# Management 3.0 - Moving motivators



# Feedback framework - Radical Candor



# Tips when **GIVING** feedback

## Check your motives

Before giving feedback, check **why** you want to do it. Is the objective to **help someone grow**? Or it is a way to release some steam?. Hint: It shouldn't be the 2nd one.

## Timing is everything

A proper feedback requires **proper timing**. It doesn't make sense to give it after a year has passed when no one would be able to **remember the facts accurately** or when things happened more than once.

## Make it regular

Nope, **once a year is not enough**. With recurrent informal feedback you ensure that it wont come as a surprise nor that is a special event that can be loaded with more emotions than needed. **It should be a natural thing** that surprises no one.



# Tips when **GIVING** feedback

## Prepare yourself

Scripts are not necessary but **knowing what you want to say** is key to ensure that it ends up being a **valuable** interaction.

## Be specific & narrow your scope

Examples of **real situations** are key to follow the conversation. **Vague** references could **jeopardize** everything as it will be harder for others to connect with what you are saying. Plus, keep it under a reasonable scope, feedback that is too **broad could make it difficult to actionate** on.

## Stick to what you know

Stick to the things you've perceived by yourself. You'll quickly find yourself on **shaky ground** if you start giving feedback **based on other people's views**.



# Tips when **GIVING** feedback

## Criticize in Private

Public recognitions are great! But **public scrutiny is not**. Setting a **safe environment** to have the talk is mandatory for it to work.

## Use "I" Statements

Feedback should be **based on your perspective**. Always.

Say, "I was angry and hurt when you criticized my report in front of my boss" rather than "You were insensitive yesterday."

## Talk About Positives Too

A good rule of thumb is to **start with something positive**, then talk about the topic to improve and **finish** with another **positive** comment.

That way things will be **well received** and you end up with a high state.



# Tips when RECEIVING feedback

## Listen to the feedback given

Listen carefully, do not interrupt and **don't justify yourself**. Let others talk while you are concentrating on getting the most out of the feedback.

## Be open

Be open to **receive different ideas and opinions**, with it you ensure that you are giving yourself the chance to **improve**.

## Ask questions to understand the message

Make sure you **understand** what is being said to you, especially before responding to the feedback. **Ask questions for clarification** if necessary.

Listen actively by **repeating key points** so that you know you have interpreted the feedback correctly.



# Tips when RECEIVING feedback

## Reflect and decide what to do

Assess the **value of the feedback**, the consequences of using it or ignoring it, and then **decide what to do** because of it.

**Your response is your choice.**

If you disagree with the feedback, consider asking for a **second opinion** from someone else.

## Follow up

There are many ways to follow up on feedback. Sometimes, your follow-up will simply involve implementing the suggestions given to you.

In other situations, you might want to set up **another meeting** to discuss the feedback and to see if things are better now.



# Fight against the confirmation bias

Confirmation bias is the tendency to **search for**, interpret, favor, and recall information in a way that **confirms or supports one's prior beliefs** or values.

We need to be aware of this when feedback is given or being received. How much is our brain playing against us? If it's **too obvious** for you to link things, **be careful** that is not your bias talking.

## CONFIRMATION BIAS

SEEKING EVIDENCE THAT CONFIRMS OUR BELIEFS

THEY'RE AT IT  
AGAIN. I KNEW IT.

WHAT RUBBISH ARE  
THEY SAYING NOW?



...AND IGNORING INFORMATION THAT CONTRADICTS

sketchplanations

# For great servant leadership, ironically, you need to start with yourself first

To **become a great leader** is essential to focus on ourselves to be able to serve others. These are key things done by great leaders.

## Self-reflection

Take the time to think about, meditate on, evaluate, and give serious thought to your behaviors, thoughts, attitudes, motivations, and desires.

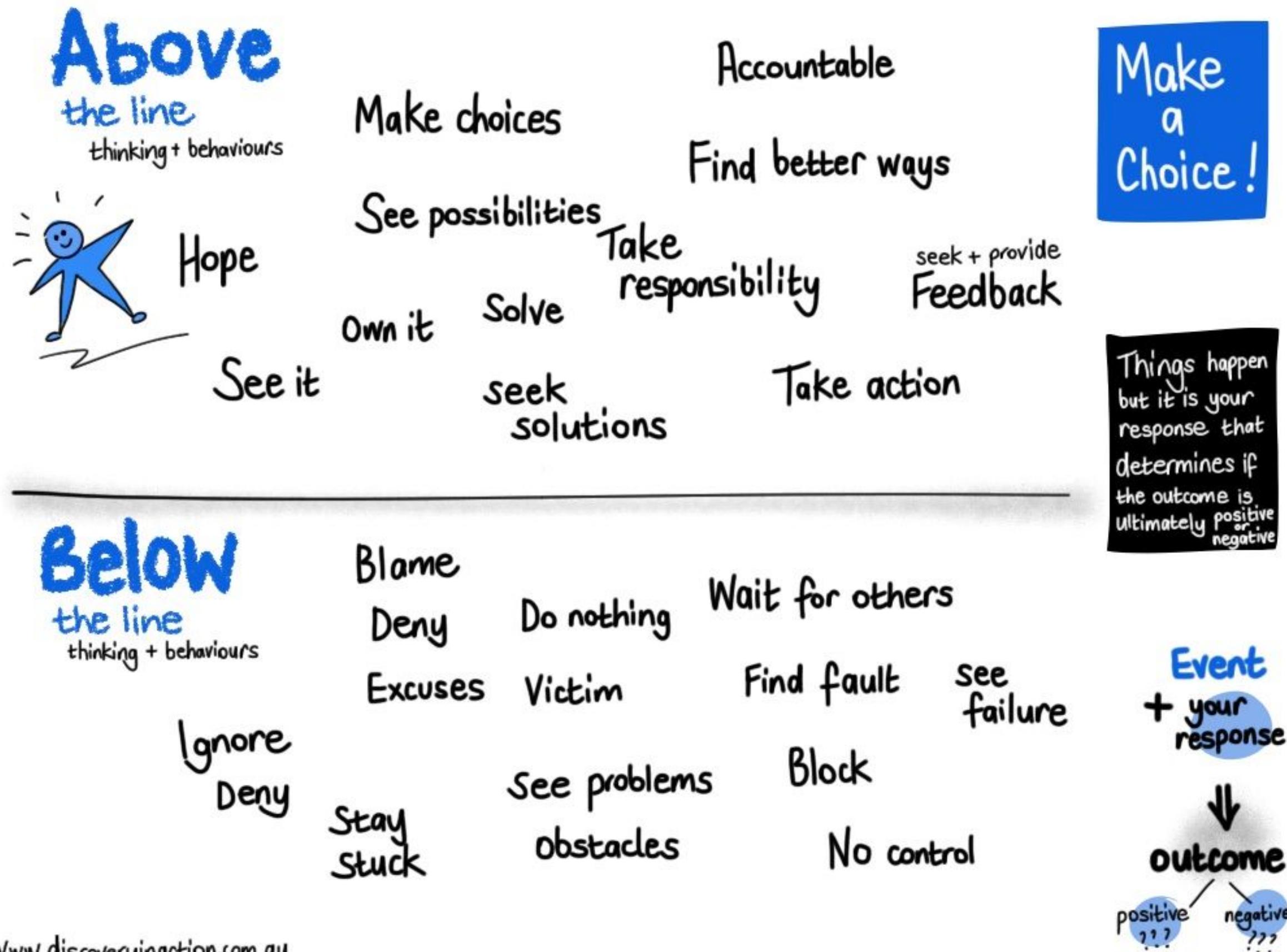
## Self-awareness

Know your impact. Be aware of yourself and the reach you have to your surroundings. Notice yourself as if you were an external viewer.

## Self-care

Build your resilience. To be able to help others you need to be the best possible version of you. For that, you need to take care of yourself.

# Where to start?



# Agile Management

Our goal is to be capable of consolidating teams and companies when designing and creating a digital product. In this minor you will learn the necessary tools to turn Agile Management into a pathway for great leadership.

01

**Agile & Product Design**

---

02

**Agile Frameworks**

---

03

**Agile & Culture**

---

04

**Agile Rollout**

# 4 - Agile Rollout

The time has come, you see the need for change. Your context pushes you to move towards agility. Here we will talk about how do we make this happen and what are the things to consider when running an Agile Rollout.

01

**Finding the Why!**

---

02

**How should we structure it?**

---

03

**The key to succeed**

The Only Constant is

**C H A N G E**

# Finding the Why!

## Where does it hurt?

First thing is to look at **what is hurting** your organization.

**What is getting in the way of you giving more value** to your users or customers?

## Find the root cause

Once you've narrowed the universe of possibilities of what would need your attention, **look at the possible factors** that might be **causing this**. Treating the symptoms without fixing the source will never truly work.

## Make explicit what you want to change

Now that you have the pieces, make explicit what you would like to change and **why**. After that look for possible solutions, one of them could be moving towards Agility, but it might not. **Agility is not a goal per se**, is a tool.



## 4 - Agile Rollout

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**Finding the Why!**

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02

**How should we structure it?**

---

03

**The key to succeed**

# Management the change

## Change is scary

The fear of change is one of the most common fears that people face. Change is difficult for everyone; there are few people that don't feel somewhat anxious at the prospect of a major upheaval in their lives. **We need to be aware of that.**

## We need to do it right

To ensure that it will stick and, most importantly, we achieve the expected outcome with the change, we need to **take our time and do it right.**

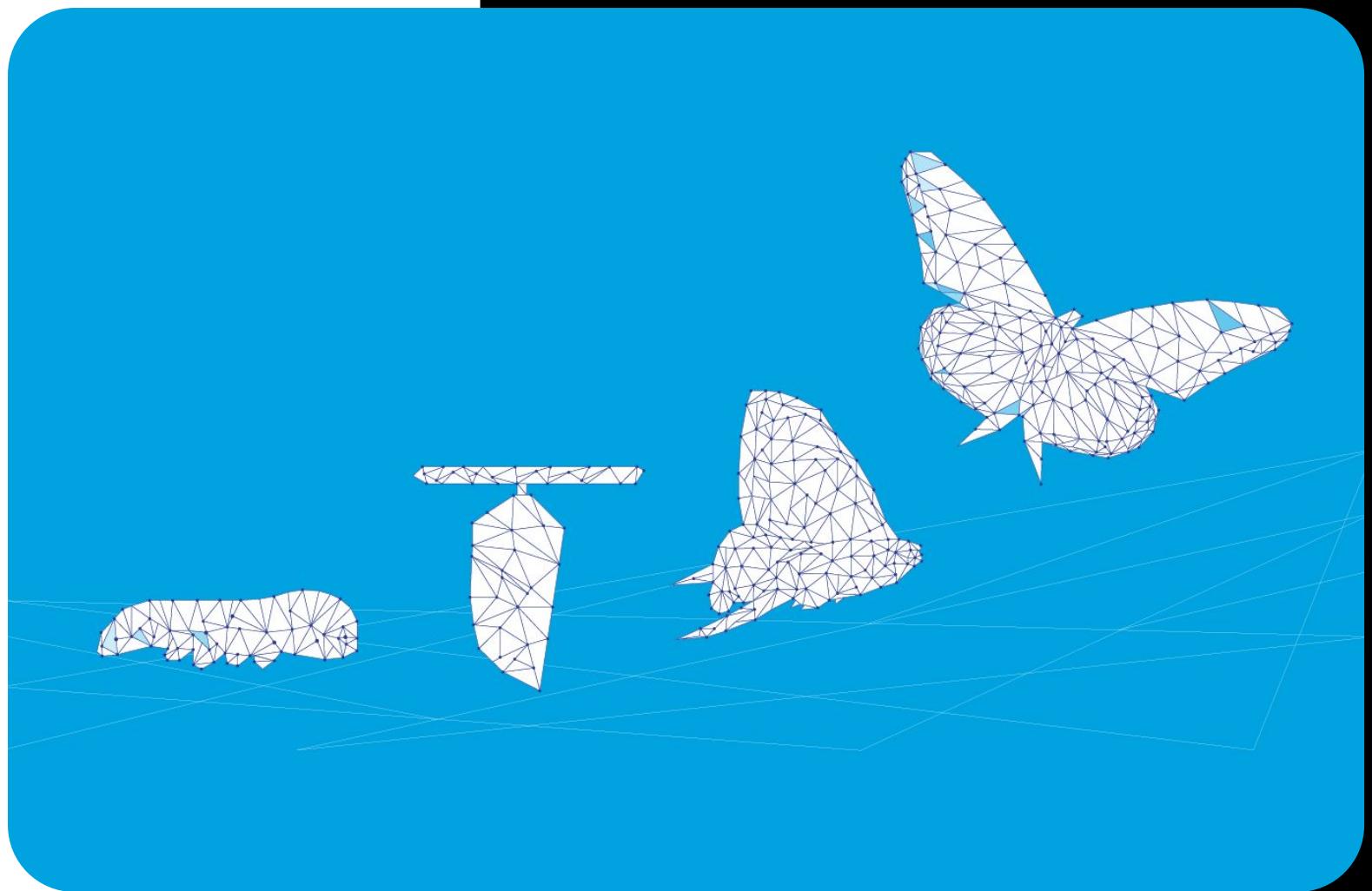
## How?

There are many many frameworks that can help us with this.

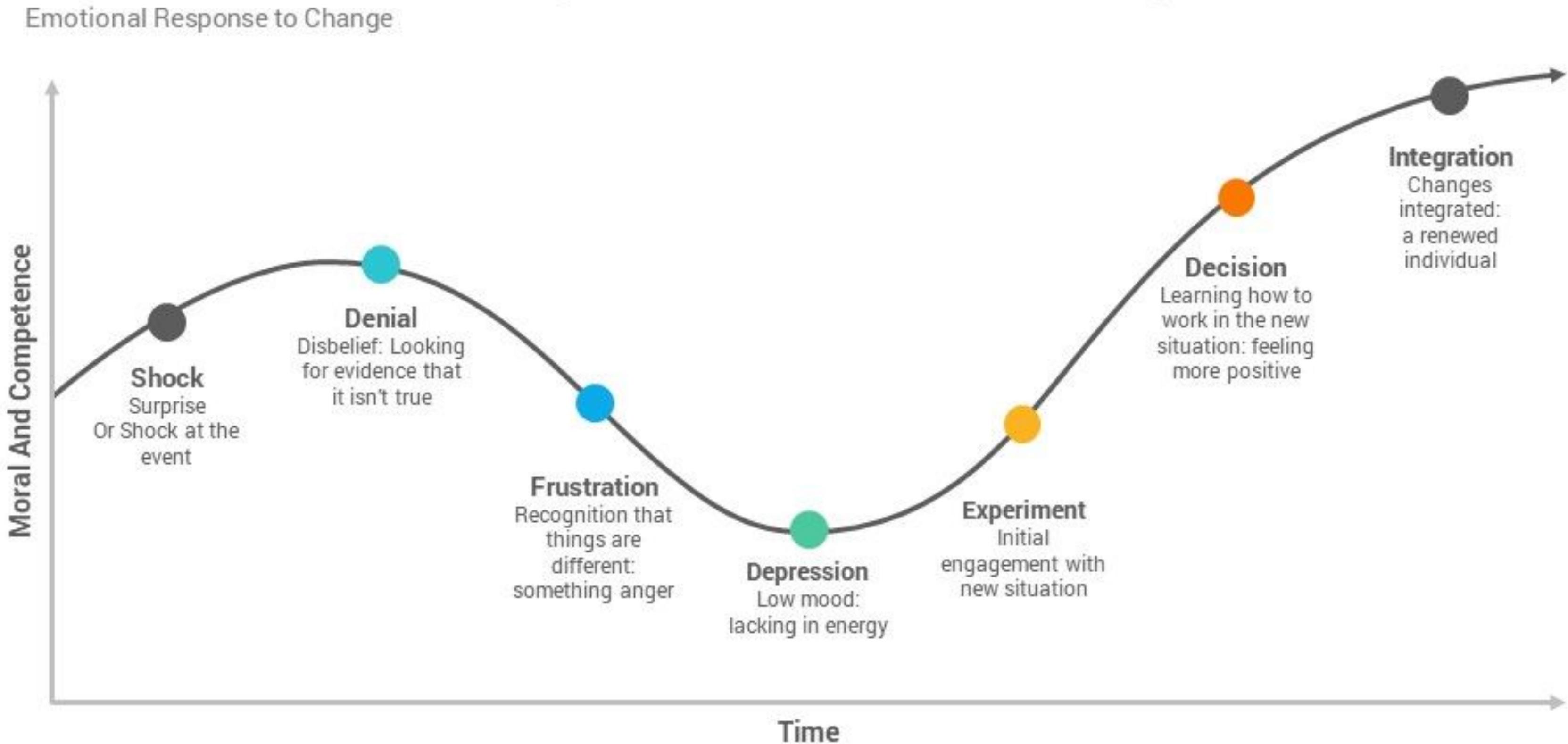
To name a few:

- ADKAR
- Lewin
- McKinsey 7-S
- The Kübler-Ross Model
- Satir Change Management Model
- William Bridges' Transition Model

**Let's take advantage of them.**



# Kübler-Ross Model



# Advantages of Kübler-Ross Model

## Unbiased

The stages are **not influenced** by any specific industry or organization.

## Objective

Since it focuses **solely on people's natural reactions to change**, managers can be confident that their teams will respond in a consistent manner.

## Applicable

The stages can be **applied to any type of change**, making them very flexible. They are straightforward and easy for managers to understand.

## Empathic

It can also help people within organizations who are not familiar with the change curve to better **understand how their colleagues may be feeling**.



# Disadvantages of Kübler-Ross Model

The model does not take into account that individuals will respond differently

Some employees will adapt faster than others, which could cause issues when it comes to **planning and time management.**

The model is based on observations

There may **not be enough scientific evidence** for it to be taken as a reliable model by some people, especially those in the medical profession who rely on empirical data when making decisions.

It is not clear how the stages are affected by each other

Will someone who reacts in anger go on to feel depressed?  
Some people may not even go through all the stages.



# Lewin Change Model



Unfreeze



Change



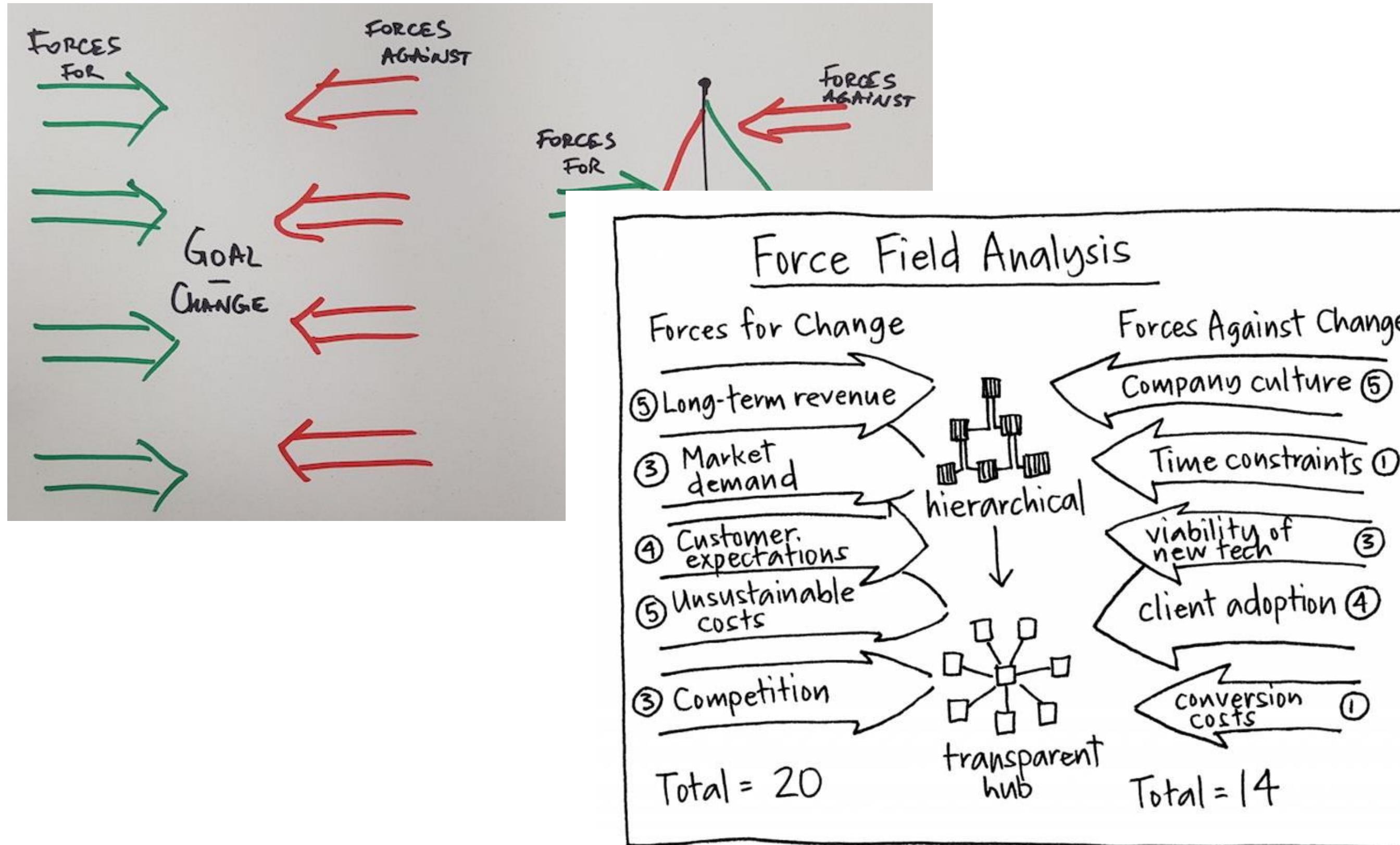
Refreeze

- **Recognize** the need for change
- **Determine** what needs to change
- **Encourage** the replacement of old behaviors and attitudes
- Ensure there is **strong support** from management
- Manage and **understand** the doubts and concerns

- **Plan** the change
- **Implement** the changes
- Help employees to **learn new concepts** or points of view

- Change are **reinforced and stabilized**
- Integrate changes into the **normal way of doing things**
- Develop ways to **sustain** the changes
- **Celebrate success**

# Lewin's Force Field Analysis



# Advantages of Lewin Change Model

## It's Easy to Understand

With three main stages to follow and a few steps within each one. The Force Field Analysis is also a simple concept that **people can catch onto easily and begin using right away.**

## The Model Makes Sense

The Unfreeze, Change, Freeze logic **makes sense to many people**. Its simplicity helps people get a **better understanding of change management** as a whole without getting lost in a lot of industry jargon or complicated steps.

## It Focuses on Behaviors

It's based upon sound behavioral psychology. It is **designed to understand why people resist change** and put the forces in place to drive people to change acceptance and support.



# Disadvantages of Lewin Change Model

## Can be seen as combative, rather than nurturing

With the emphasis on breaking up the equilibrium during the Unfreezing process, and basically “shaking things up”, some say it puts **too much focus on the two opposing forces fighting to gain the advantage.**

## Is not detailed enough

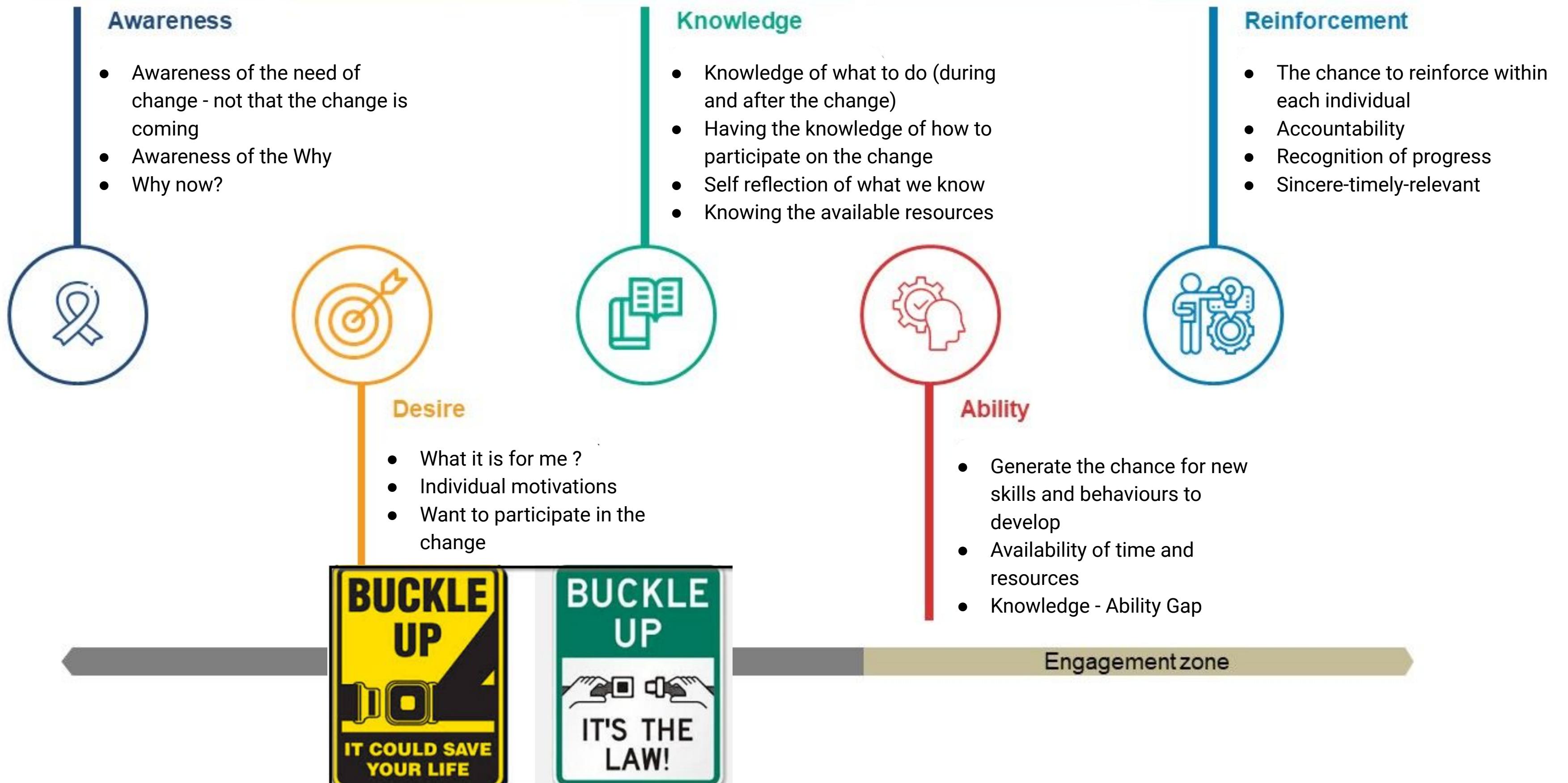
Some think that it is a little “too simple”. The steps within each phase can be interpreted in different ways, and it’s **often necessary to “fill in the blanks”** using another change management model.

## Can be seen as too rigid for modern times

The freeze stage sometimes comes under scrutiny by those that say it’s too rigid because it “freezes” behaviors that will only need to be unfrozen again in the near future due to how fast technology advances and causes companies to constantly change to keep up. **The last stage should be more flexible.**

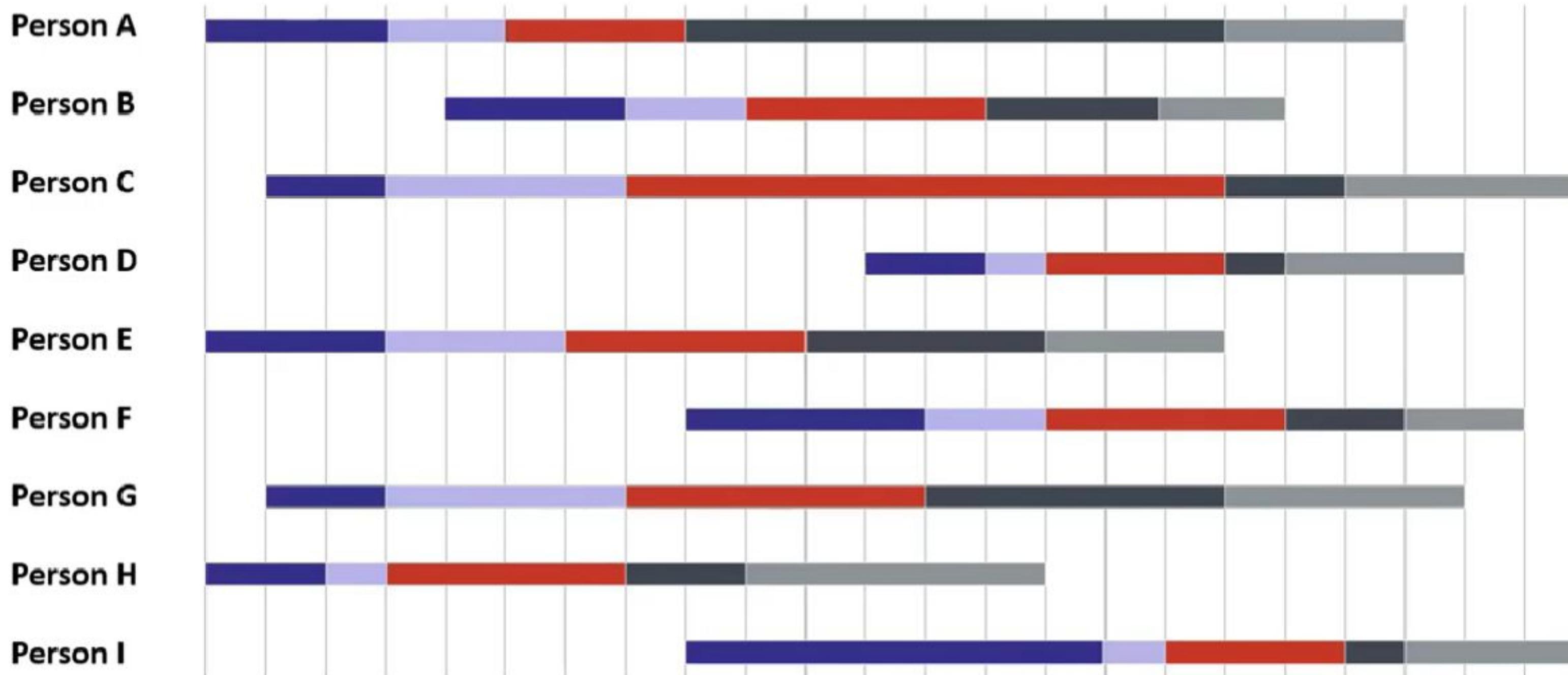


# ADKAR Change Model



# ADKAR Personal Journey

Awareness      Desire      Knowledge      Ability      Reinforcement



# Advantages of ADKAR Change Model

**It provides a practical – not a theoretical – approach to change management.**

Some change frameworks merely describe group psychology or organizational change. These theoretical approaches can be useful, **but they are difficult to apply directly.**

**It is an out-of-the-box solution**

ADKAR is an excellent choice for companies that want **ready-made recipes for change.**

**It has been extensively field-tested.**

It is **one of the most popular and widely used change models.**



# Disadvantages of ADKAR Change Model

## Just the surface of Change Management theory

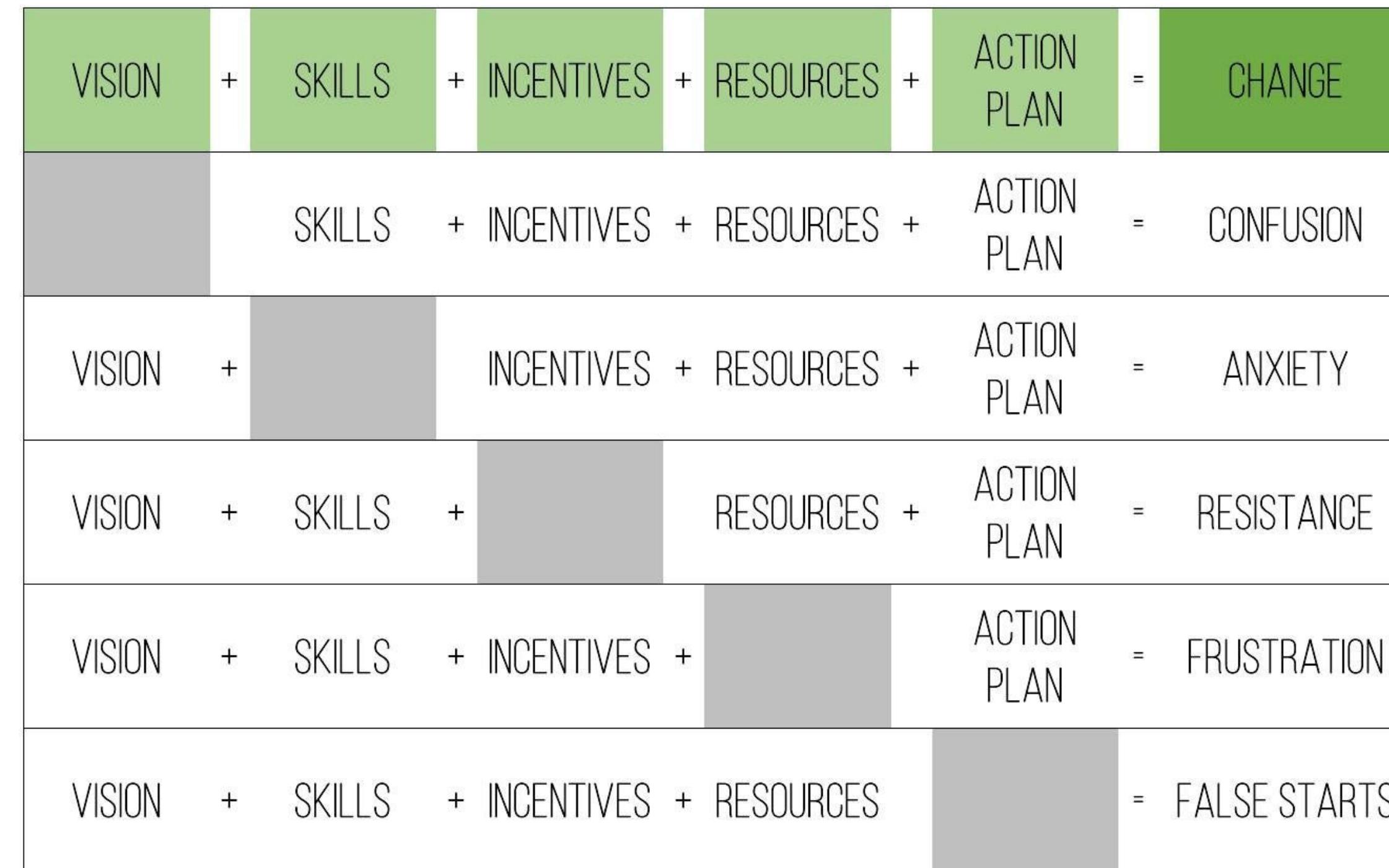
ADKAR comes ready-made. This can be beneficial if you want something you can apply right away. But it can be a drawback if your business wants to gain a **deeper understanding of the field**.

## It is better suited for "Small Changes"

As it is a more people centric method, sometimes **it falls short for big changes that requires more a long term vision and planned steps.**



# Managing Complex Change



(M. Lippitt, 1987; T. Knoster, 1991)

This version of the graphic is from [www.septembergerety.com](http://www.septembergerety.com)

# 4 - Agile Rollout

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01

~~Finding the Why!~~

---

02

~~How should we structure it?~~

---

03

**The key to succeed**

# Sponsorship strategy

The two most common concepts are the “Bottom-up” & “Top-down”. Regardless of which one you end up using, having a clear sponsorship strategy is essential to succeed with the rollout.

## Top-down

From upper management, there is a strategic plan for a change that is cascaded down to the team. **Is based on proper communication & support.**

## Bottom-up

The initiative is promoted from within a team looking to improve their reality towards upper management. **Is based on trust and experimentation culture.**

# Top-down - Keys for success

## Clear vision & communication

The main factor to succeed with this approach is how well are we sharing the problems & needs for change, the vision that we have, and how often, clearly and effectively we communicate it.

## Constant support

From training to emotional support. The change can't be something that is thrown to the people, but a journey we walk together.

## Clear boundaries

Clear limits and level of decision will help the process to move smoothly. Taking always into account the fundamentals of trust and self-organization.



# Bottom-up - Keys for success

## Find proper support

There should be at least one manager supporting this change. Minimum hierarchical support is key to ensure we will count with the **resources and disposition to make thing happen.**

## Keep with the results

Full **transparency and metrics** of how are we **improving** with the change is fundamental. **Managing expectations** and keeping good results is something mandatory to ensure that the change is the right way to go.

## Extend the change

Once we have a success story, **start promoting new practices and changes beyond the starting team.** The idea is to spread the change across the organization with the first team as a reference.



# Reach strategy

There are different approaches in terms of how “big” the rollout is planned from the beginning. Picking the right one for your context might be the difference between succeeding or failing.

## Organic

We will introduce new practices to solve **specific problems**. Focus first on priorities and alignment between teams and later on processes and tools. The change will grow as the mindset of the organization changes.

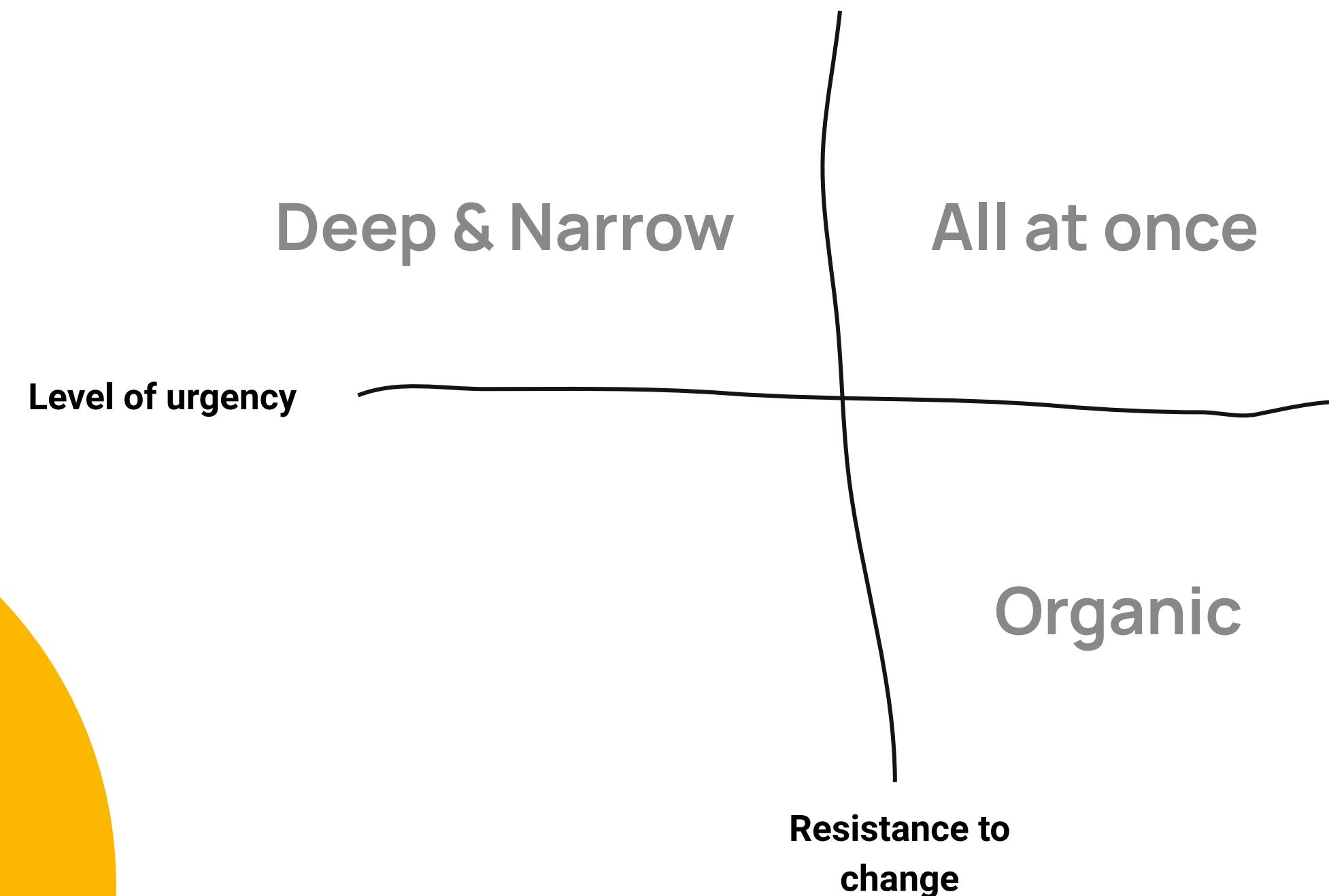
## Deep & Narrow

**Create and consolidate value centers.** Internal spin-offs for strategic initiatives and will be replicated over and over until the new ways are the predominant ones.

## All at once

Normally executed in small organizations, is a big bang approach. We all change at the same time. You’ll need a **dedicated team to manage the change and constant coaching and over communication**.

# Which one should I use?



“  
That's nice but it will not work here. We  
are not a small start-up.

That's for small companies, we are a big  
organization.

”

Any chairman from a big corporation

# The bigger the ~~problem~~ organization the harder it gets

The good part is that **we don't need to move the pieces all at once**. We can divide the problem into smaller pieces and work towards our way up.

**All transformations require time and effort.** The bigger it is the more exhausted you will get. Breaking it down will increase the chances of success.

**Some parts of the company don't need to be changed, yet.** Don't focus on them at the moment. There is part of the organization more eager to try new ways of working, start there!

"Look for the smallest piece that you can move that will bring value and start from there."

Sounds familiar?



Do not forget the “Why”

# The Golden Circle

## WHAT

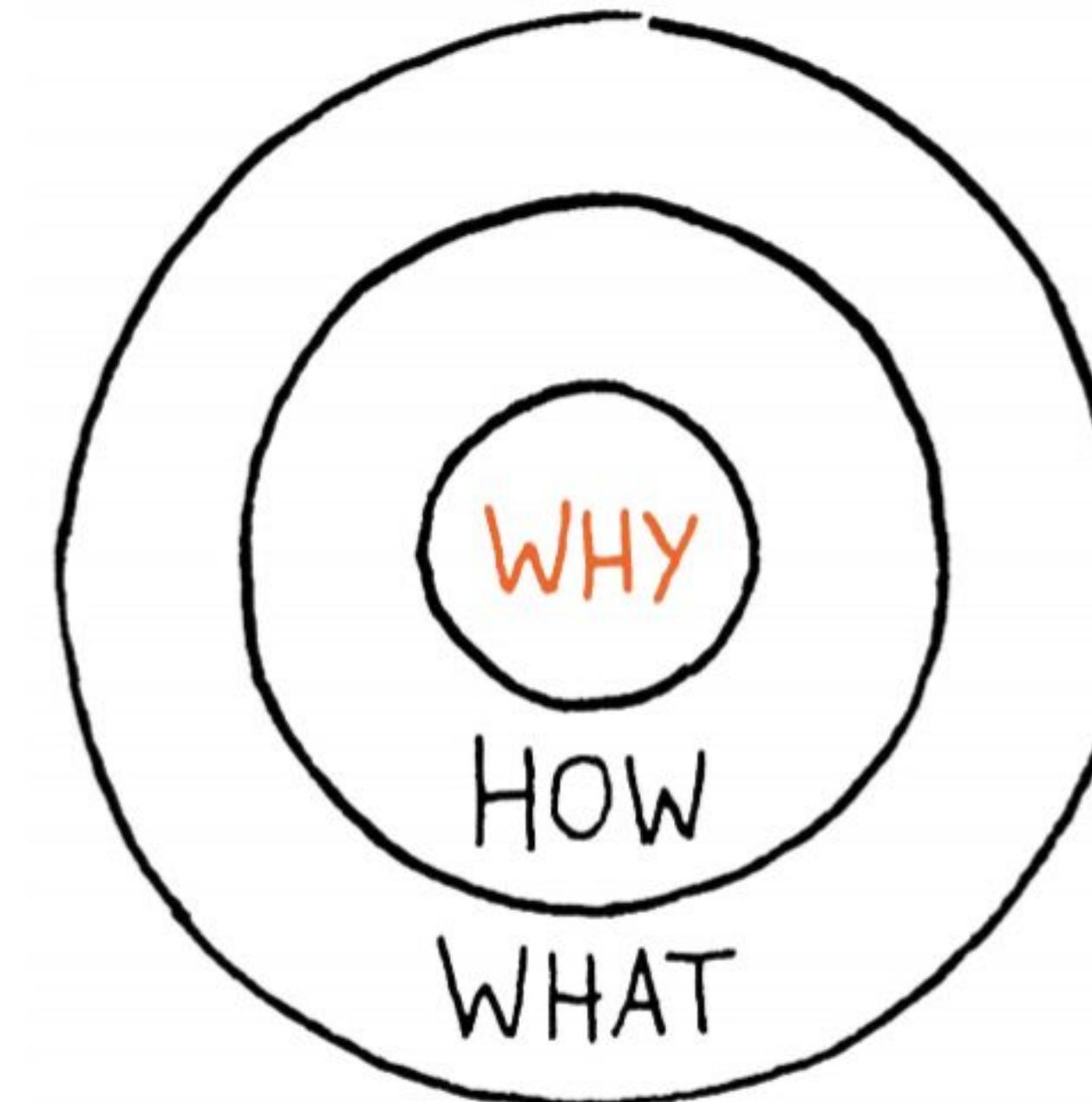
Every organization on the planet knows WHAT they do. These are products they sell or the services they offer.

## HOW

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

## WHY

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. WHY is a purpose, cause or belief. It's the very reason your organization exists.



# Change with a higher purpose

We've talked about changes focused to help the organization adapt to the always-evolving environment.

We shouldn't ignore deeper meanings for change.

**Sustainability** should **become** part of the reasons **Why**.





**FRIENDLY REMINDER:  
LEGALITY ISN'T A GUIDE TO MORALITY**

# Agile Contracts

Contracts must **clarify the collaboration rules**. It's an **agreement** between the parties on the expectations of the relationship.

This is something that can take many forms. We will take a look at how we can structure them **for an agile environment** so we adapt them as well to match the specificities of this way of working.



# Traditional contracts

## 1 - Define the scope

First there is a big investment on defining what would be the scope of the interaction. What are the needs and final results expected from the client.

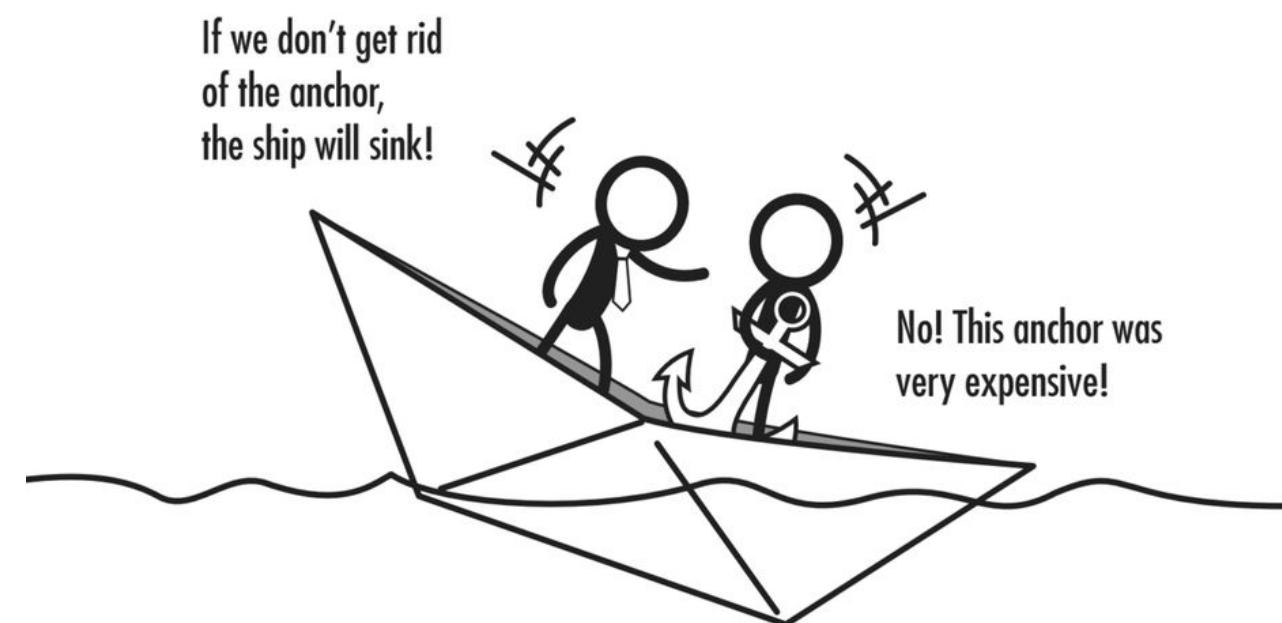
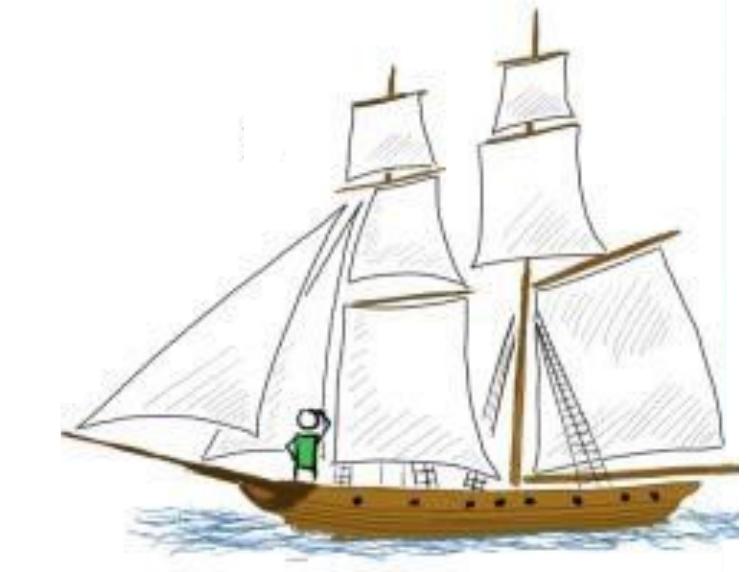
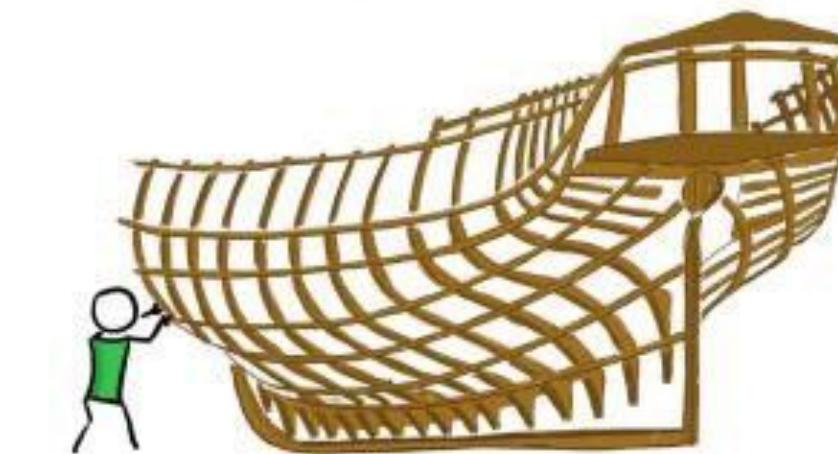
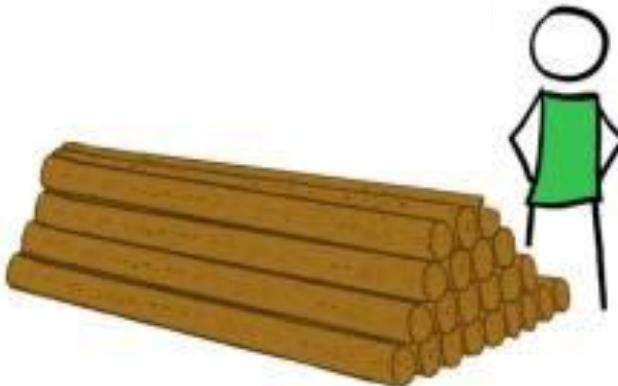
## 2 - Define the needed resources

With the agreed scope, the provider look at the requirements, defines the resources it will need to fulfill the task and with it a negotiation of time and costs take place. With this final negotiation we end up agreeing on the 3 variables. **Time, Scope and Budget.**

## 3 - Change request management

Part of the agreement requires a set of rules of how changes will be adequate. In here lies the flexibility of the agreement, always giving some space for small alignment that **will not have relevant impact on the agreed variables.**

# Traditional contracts



## Sunken cost fallacy

# Traditional contracts

## Full scope - all or nothing

Commonly, traditional contracts are based on the deliverable of a final scope as a whole. The success of the project is measured on the level of deviation of time and cost from the first agreement to fulfill the scope. The consequent strategy is based on the final state, while the process to get there is less important in the agreement.

**If the contract is terminated, you could end up with nothing of real value.**

## Restrictive

Any change needed from the original agreement will be reviewed intensely. It will require a study of how it will affect the cost, scope, and time variables that were agreed upon in the first place.

It creates a **heavy process** that ends up being an investment of time that **bring no real value** to any party.





# Agile contracts

## 1 -Understand the needs

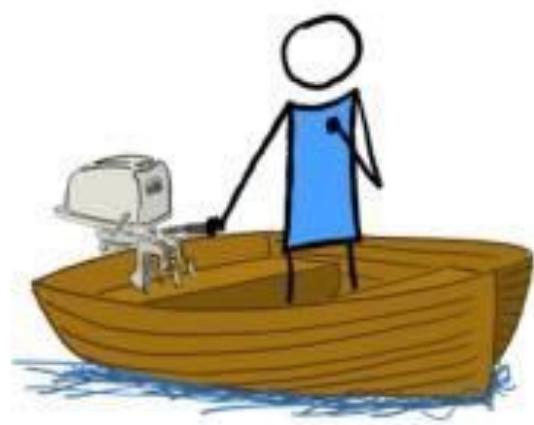
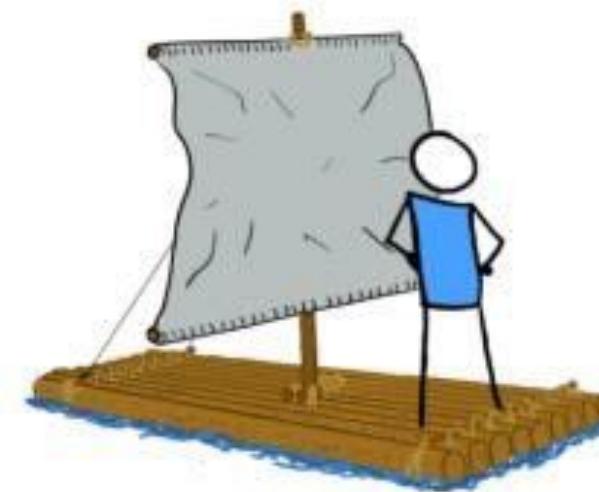
Understand the context and the needs of the clients, what is what they are trying to achieve and with what constraints.

## 2 - Pick a collaboration model

Based on those needs propose a different kind of collaboration that makes more sense for the context.

## 3 - Iterate

Break the collaboration in small iterations and revisit it when needed to evaluate the ways to proceed. If any change needs to be done on the model, if we want to stop or if we continue as it is.



# Traditional contracts

## Foster Win - Win situation

These contracts are **based on trust** between the client and the provider. What we look for is to generate a space where **risks are shared** between the parties as well as success. “**We are on the same boat**” spirit is what enables the contract.

## Flexibility is key

What we want to ensure is that we break as much as possible the iron triangle that rules traditional contracts. For this we have multiple approaches to adapt to different levels of trust and maturity.

**Fix Price - Variable Scope; Variable Price - Fix Scope;**  
**Variable Price - Variable Scope.**

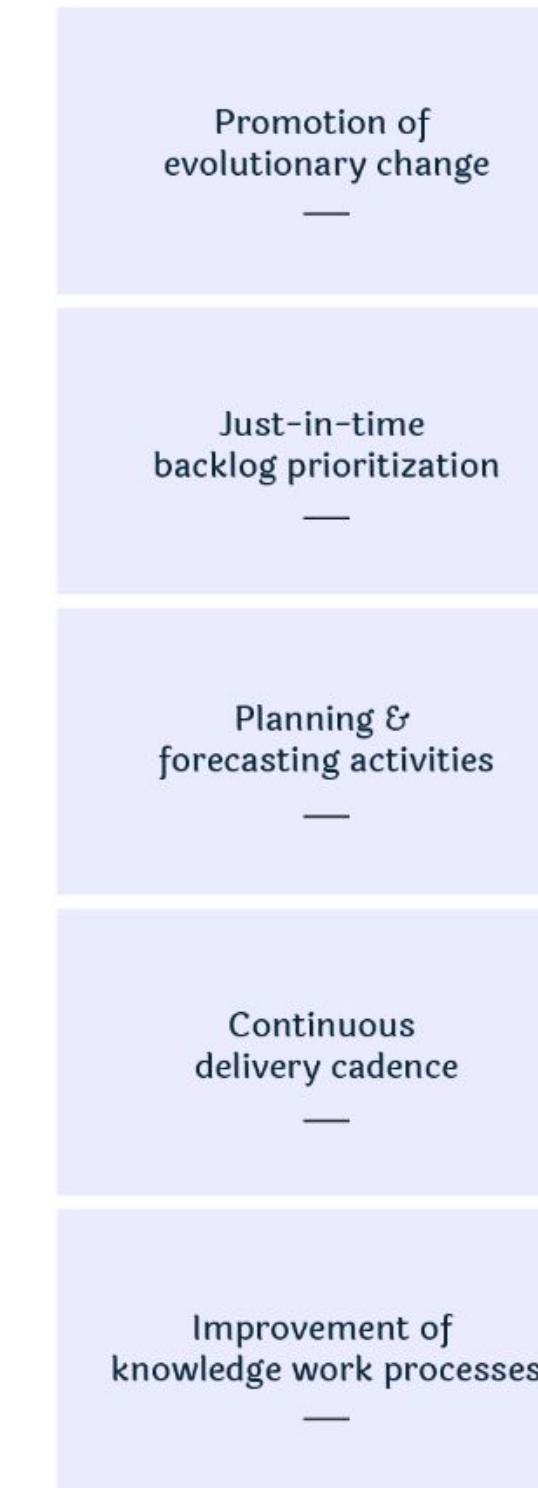
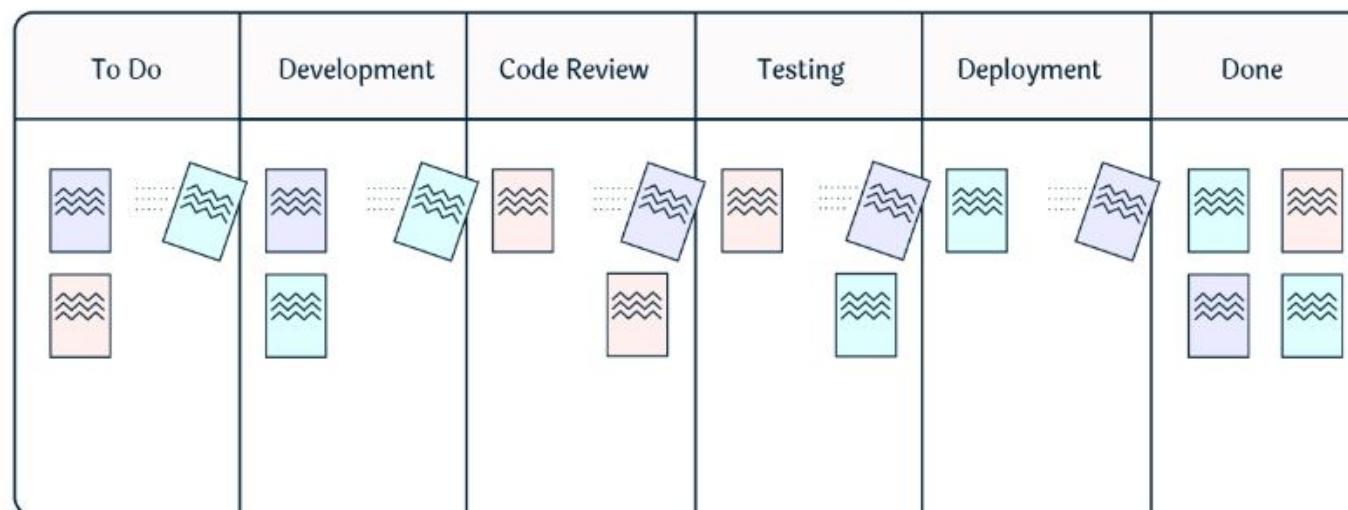
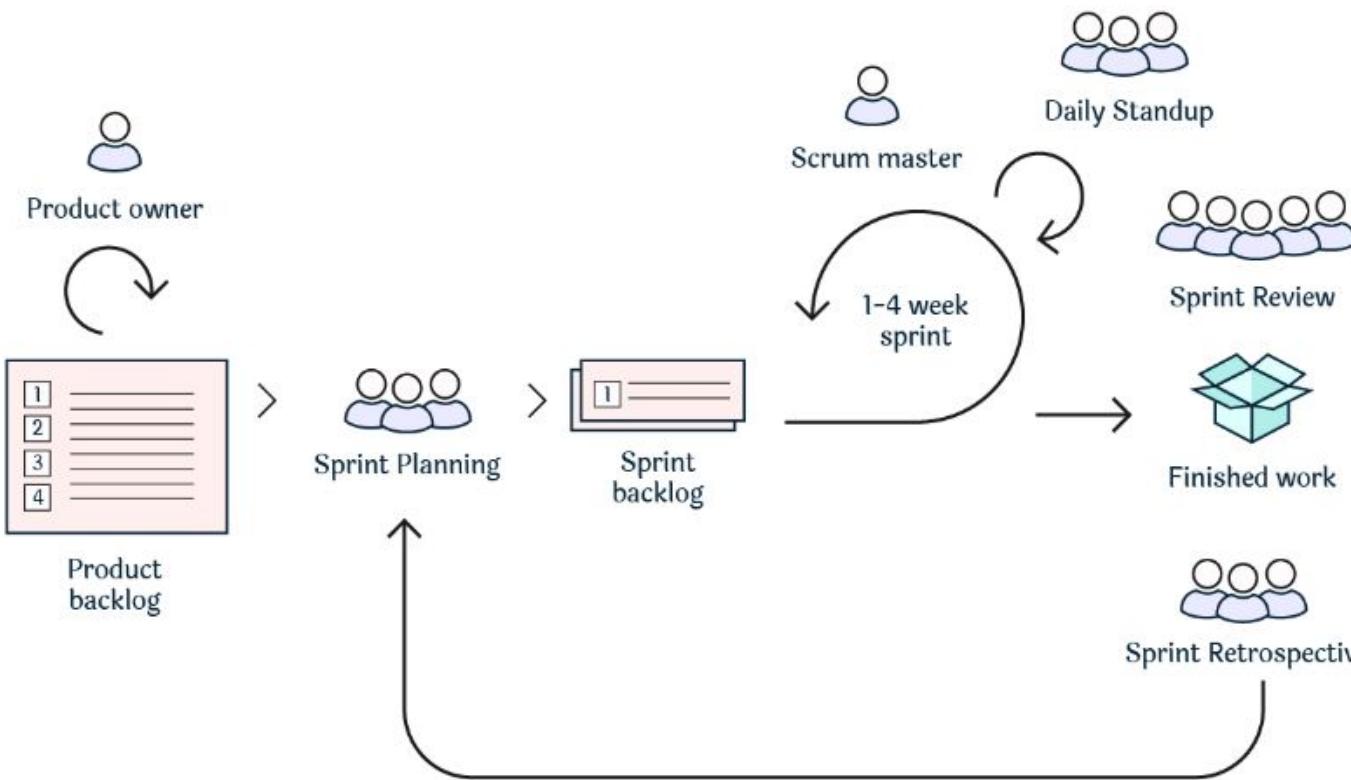
## Visibility and transparency

To avoid having to bring the contract back constantly, it is mandatory to have **full transparency on progress, issues, changes and needs** so we can react and adapt properly to these things and enhance the **healthy relationship with our customers.**

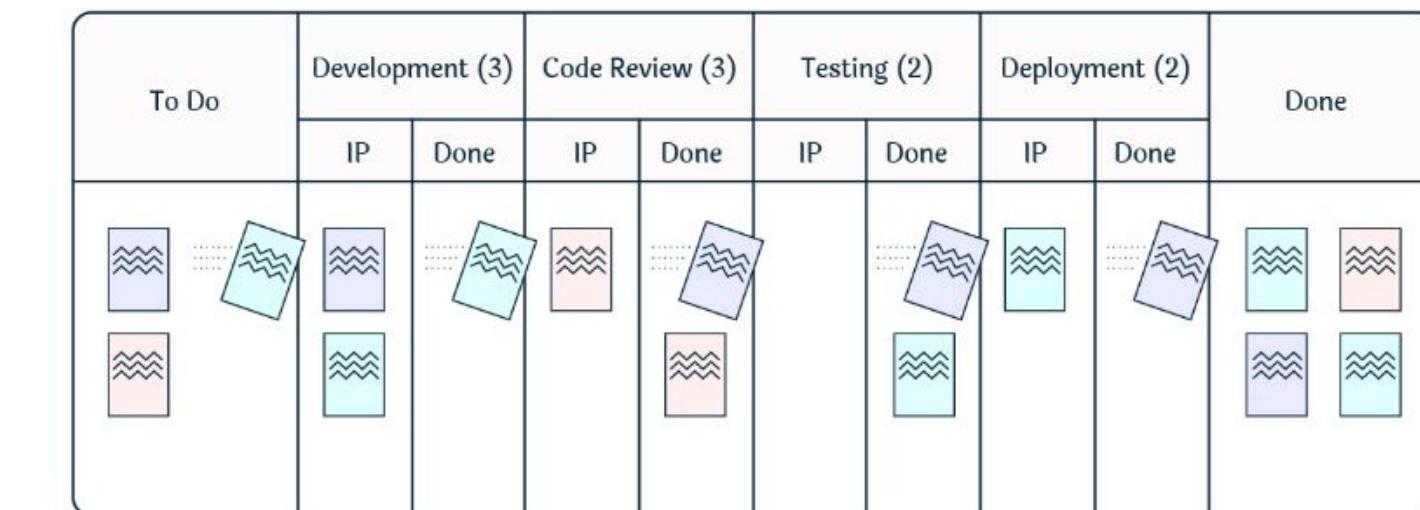
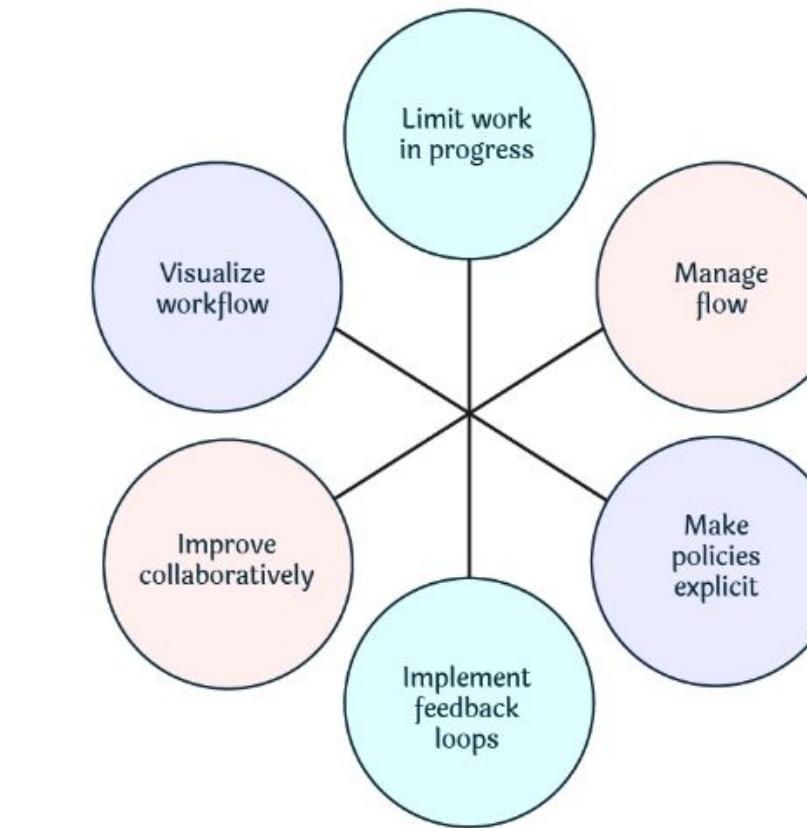


# Think about the kind of change you want to foster

## Scrum



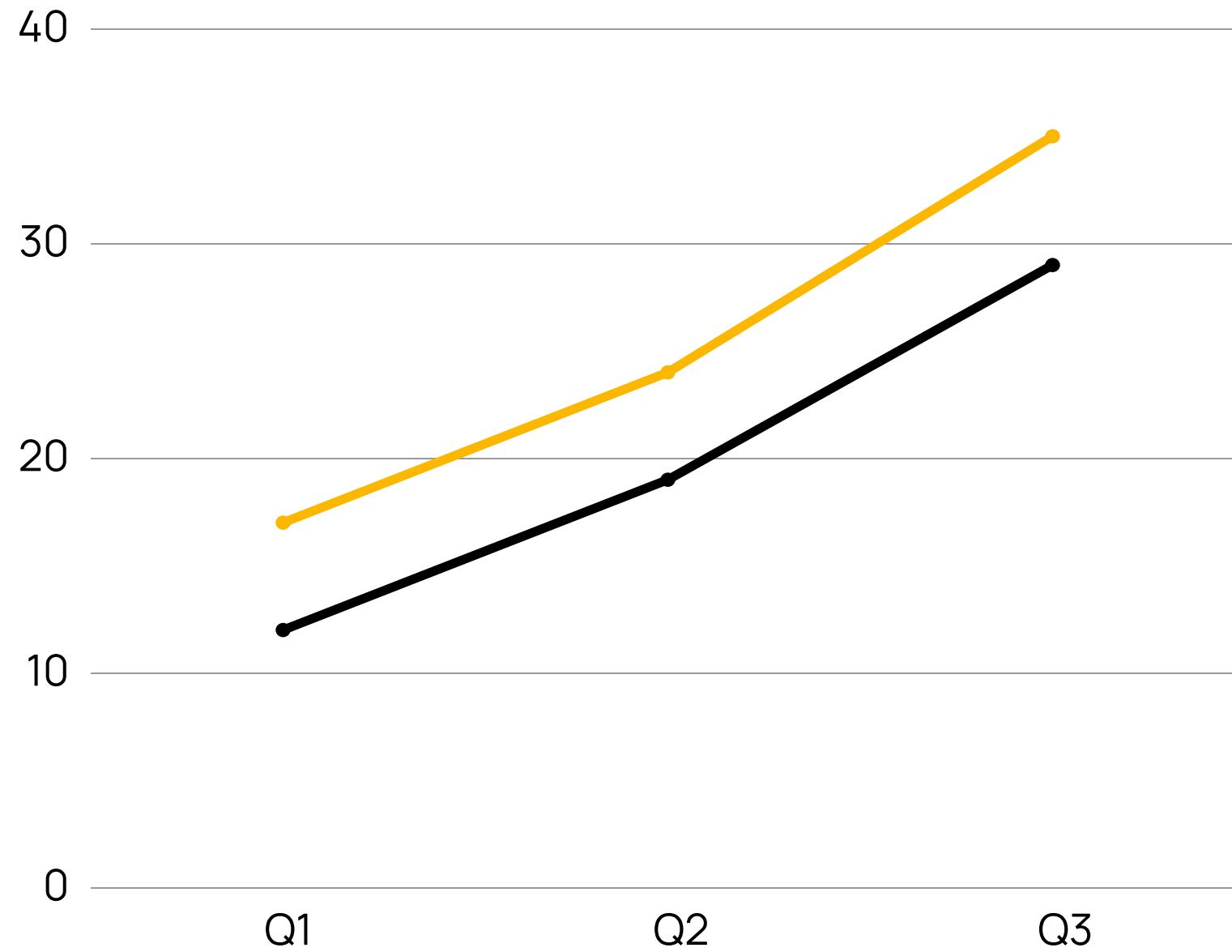
## Kanban



02

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### Punto 3

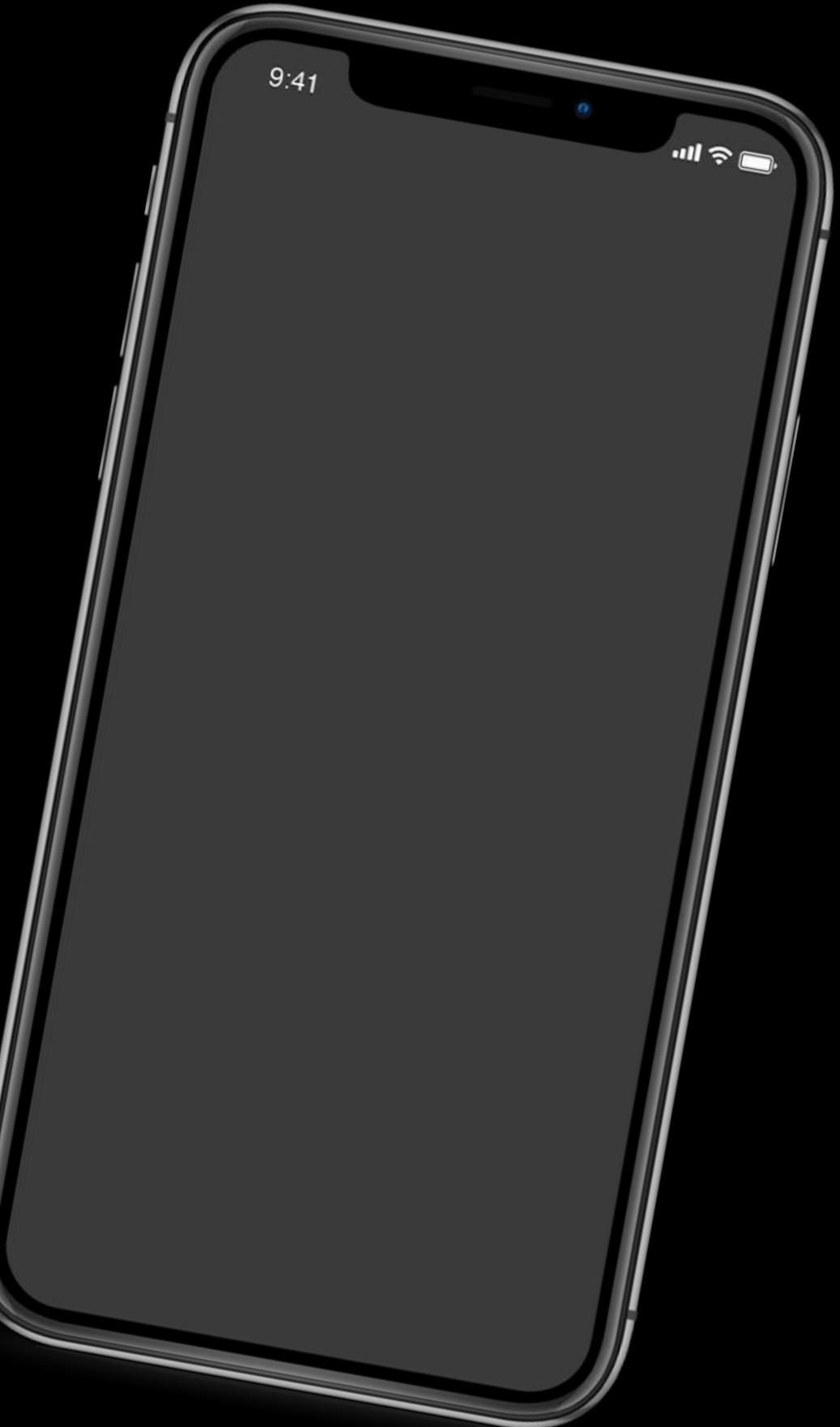
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“ El buen diseño es una actitud renacentista que combina tecnología, ciencia cognitiva, necesidad humana y belleza para producir algo que el mundo no sabía que faltaba ”

Nombre del autor o autora

**Thanks a lot!  
See you in the next  
one.**

**Bruno Terra Porley**

Scrum Master @Haufe Group

<https://www.linkedin.com/in/bruno-terra-porley-4ba31643/>



# Recursos

En las siguientes diapositivas os dejamos recursos para utilizar en vuestra presentación.

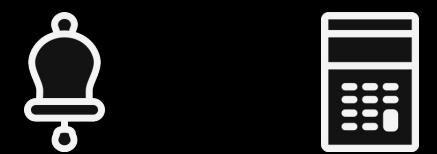


# Iconos

Podéis encontrar más en esta web:

<https://www.flaticon.es/>





# Iconos

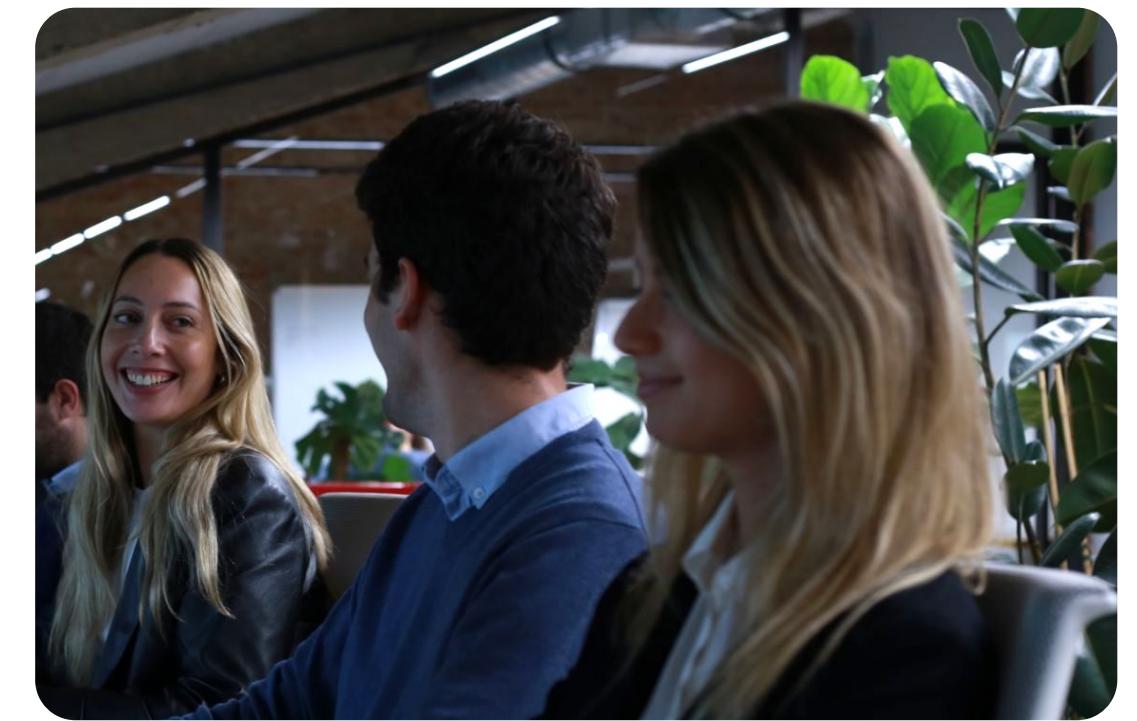
Podéis encontrar más en esta web:

<https://www.flaticon.es/>

# Imágenes

Os facilitamos algunas fotografías de la escuela en caso de que os sirvan. Si necesitáis otro tipo de imágenes, podéis buscarlas aquí:

<https://www.pexels.com/es-es/>



Para **redondear los bordes**, podéis insertar la forma “rectángulo redondeado”, y en la pestaña “Formato de forma” añadir vuestra imagen en “Relleno de forma”.

