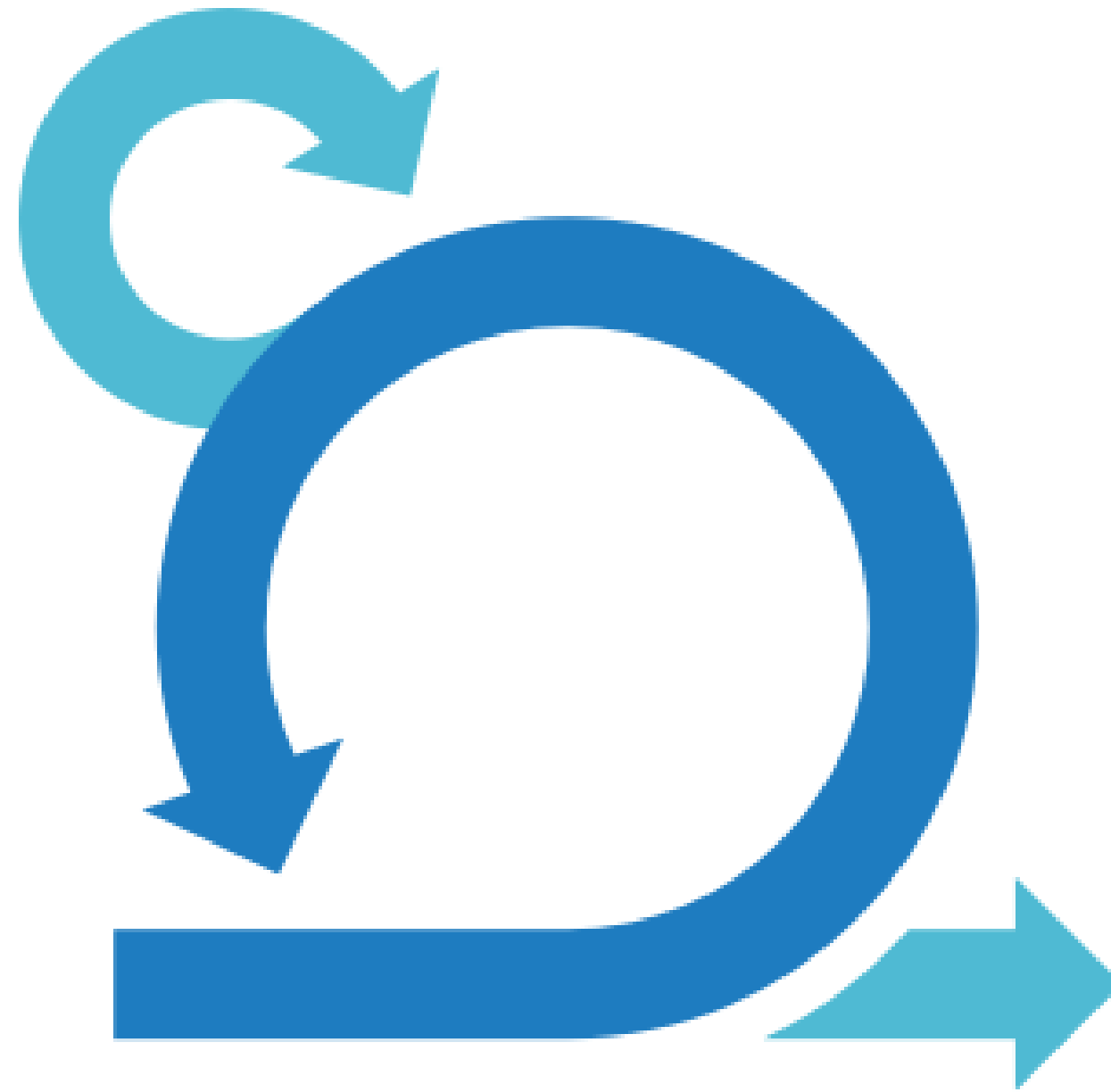


| *Scrum*



| Onde tudo começou



Harvard
Business
Review

LEADING TEAMS

The New New Product Development Game

by Hirotaka Takeuchi and Ikujiro Nonaka

FROM THE JANUARY 1986 ISSUE

In today's fast-paced, fiercely competitive world of commercial new product development, speed and flexibility are essential. Companies are increasingly realizing that the old, sequential approach to developing new products simply won't get the job done. Instead, companies in Japan and the United States are using a holistic method—as in rugby, the ball gets passed within the team as it moves as a unit up the field.

This holistic approach has six characteristics: built-in instability, self-organizing project teams, overlapping development phases, "multilearning," subtle control, and organizational transfer of learning. The six pieces fit together like a jigsaw puzzle, forming a fast flexible process for new product development. Just as important, the new approach can act as a change agent: it is a vehicle for introducing creative, market-driven ideas and processes into an old, rigid organization.

The rules of the game in new product development are changing. Many companies have discovered that it takes more than the accepted basics of high quality, low cost, and differentiation to excel in today's competitive market. It also takes speed and flexibility.

This change is reflected in the emphasis companies are placing on new products as a source of new sales and profits. At 3M, for example, products less than five years old account for 25% of sales. A 1981 survey of 700 U.S. companies indicated that new products would account for one-third of all profits in the 1980s, an increase from one-fifth in the 1970s.¹



| Principais instituições



<https://www.scrumalliance.org/>



<https://www.agilealliance.org/>



<https://www.scrum.org/>



<https://www.pmi.org/>



<https://www.lean.org/>



<https://www.scaledagileframework.com/>

| ***The “Scrum”***



| Valores *Scrum*

coragem

O time *Scrum* precisa ter coragem para fazer a coisa certa e trabalhar em problemas difíceis.

foco

Todos focam o trabalho da *sprint* e os objetivos do time *Scrum*.

comprometimento

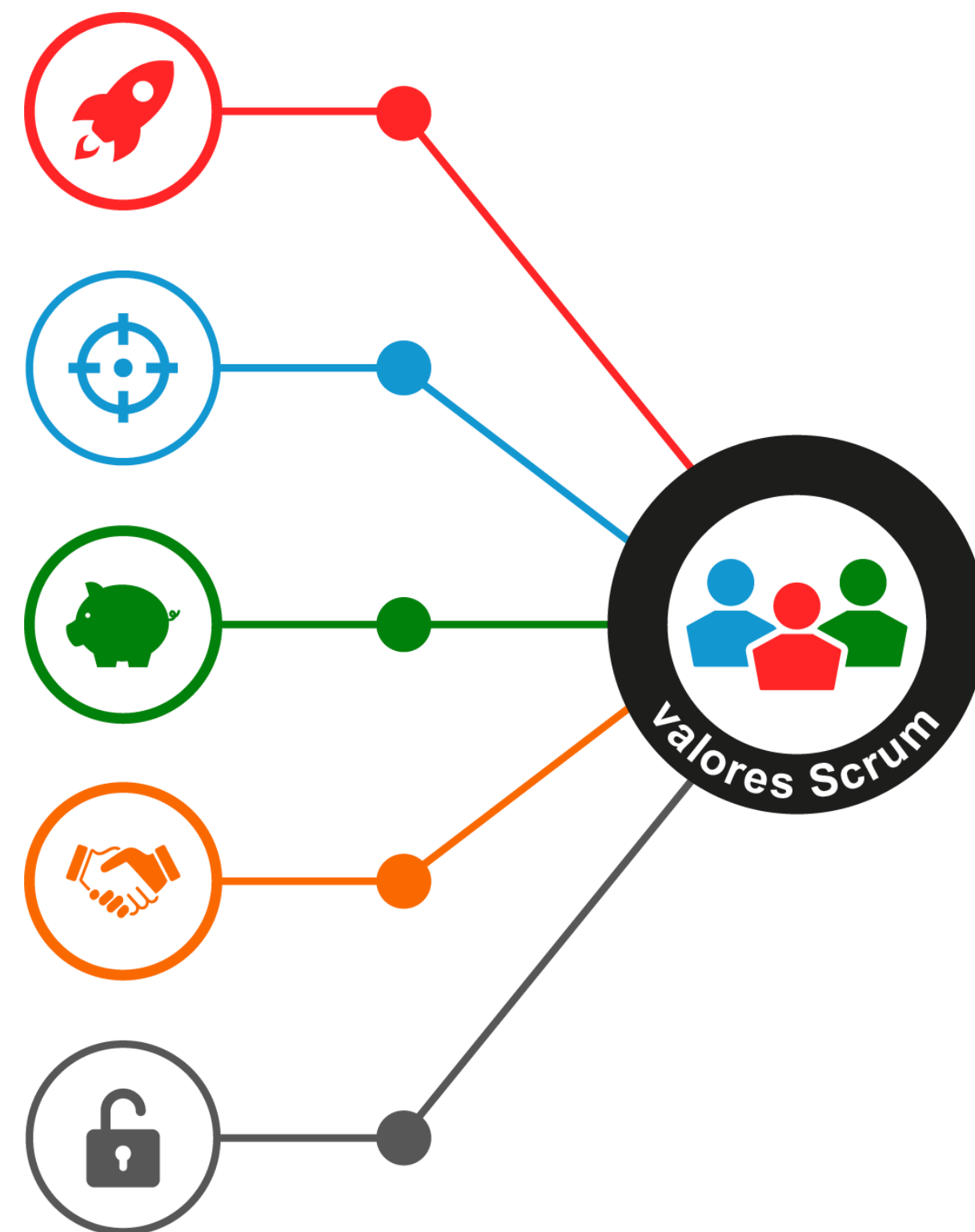
As pessoas se comprometem pessoalmente a alcançar os objetivos do time *Scrum*.

respeito

Os membros do time *Scrum* respeitam uns aos outros para serem pessoas capazes e independentes.

abertura

O time *Scrum* e os seus *stakeholders* concordam em estarem abertos a todo o trabalho e aos desafios com a execução dos trabalhos.

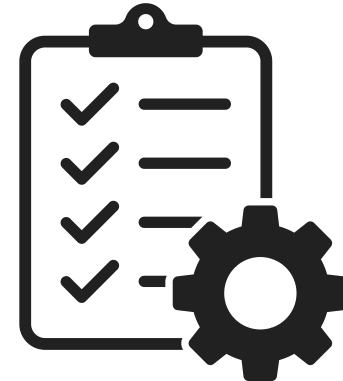


Fonte: Disponível em: <https://www.scrumalliance.org>. Acesso em: ago. 2021.

Bases do *Scrum*



**comunicação
frequente**



inspeção



“timebox”



geração de valor



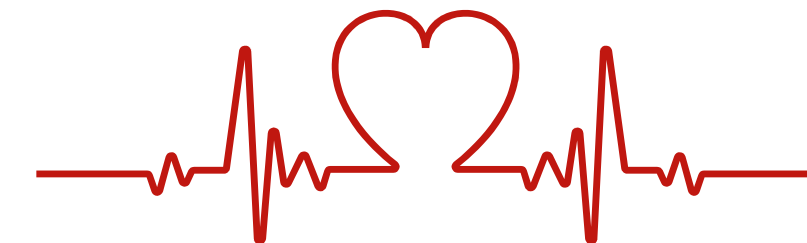
**gestão visual e
transparência**



**times pequenos
auto-
organizados**



**planejamento
contínuo
e adaptação**



**ritmo
sustentável**





TODOS OS DIREITOS RESERVADOS.