Part I

The Scrum Culture

Scrum Culture Definition

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1.1   Why a Scrum Culture is Important

Even though not every project is conducted in an agile way, the numbers are increasing considerably. "In 2002, agile projects made up less than 2 % of overall projects and less than 5 % of new application development projects. Today, agile projects account for almost 9 % of all projects and 29 % of new application development projects [...]" (Standish 2011, p. 1). The most popular member of the agile family is Scrum. According to a Forrester survey (2012, p. 15), 81.5 % of the respondents are using Scrum. VersionOne (2013, p. 5) is backing this tendency by stating that 72 % of their respondents are using Scrum at least partially. Other agile methods play a minor role (cf. VersionOne 2011, 2013; Standish 2011; Forrester 2012).

Scrum is defined as "a framework within which people can address complex adaptive problems, while productively and creatively delivering products of the highest possible value" (Schwaber and Sutherland 2016, p. 3). This does not explain the nature of Scrum or agile product development in depth. However, the ability to manage changing priorities, increased productivity, improved project visibility, improved team morale (cf. VersionOne 2013, p. 10), higher effectiveness, quality, and business stakeholder satisfaction (cf. Ambler 2008) with this approach speak for themselves. The Standish Chaos Manifesto even goes so far as to state: "The increase in project success rates can directly tie back to projects resolved through the agile process" (Standish 2011, p. 1).

Looking at the tremendous success numbers presented by all these sources, the question arises why more projects are not conducted using the Scrum approach. One reason is, that "becoming agile is hard" (Cohn 2009, p. 17). Cohn also stated, "It is harder than most other organizational change efforts I've witnessed or been part of". Forrester supports this: "The future of Agile is bright, but only if you deal with the change management required to introduce it in your organization. Initial adoption is one thing, scaling it through the enterprise another" (Forrester 2012, p. 26). Analyzing failed agile projects highlights the same issue. The leading cause

for these failures is the "company philosophy or culture at odds with agile values" (VersionOne 2013, p. 6). If other culture related reasons are included, they even account for more than half of all failed agile projects.

In order to manage these issues and raise the project success rates even higher, Scrum has to be understood from a "corporate culture" point of view. Only if this dimension is understood, the compatibility and impact on existing corporate cultures can be anticipated and potentially resolved.

1.2   A Brief Definition of Organizational Culture

There are a multitude of authors who talk about organizational culture. Personally, I prefer Schneider's definition: "Organizational culture is the way we do things in order to succeed" (1999, p. 128). Ed Schein went into more detail and specified three levels at which culture manifests (cf. Schein 2009, pp. 39–40):

1. External Survival Issues
2. Internal Integration Issues
3. Deeper Underlying Assumptions

The external survival issues are everything an external visitor can observe in the enterprise: Company mission and vision, strategy, goals, and the means to implement them. This involves organizational structure, the systems and processes used, including error-detection and correction.

Internal integration issues cover the parts of a culture only an employee of the company can perceive after some time in the organization. External visitors will most likely not be able to identify these aspects. They include the usage of a common language and common concepts as well as the answer to the question who is an "insider" and who is an "outsider". Essentially, group boundaries and identity are defined on this level. The internal integration issues also describe how status and rewards are allocated, how authority is distributed, and how work relationships are established between people. For example, authority could be distributed based on technical knowledge (the one most knowledgeable on the issue at hand is followed) or based on position (the one with the most stripes on the shoulder has the last say).

The deeper underlying assumptions are difficult to name, even for people who have been with the company for many years. They contain basic assumptions about what makes the world go round, including questions like:

- What is the relationship of humans to nature like?
- What is reality?
- How is truth defined?
- What comprises the human nature?
- What defines human relationships?
- What is the nature of time and space?
- What do we believe about the unknowable and uncontrollable?

These questions are rather more philosophical than economic. In a business context, you only encounter them on rare occasions. However, they do have a huge impact on our everyday actions. Imagine two people coming from different cultures: One person believes it to be absolutely true that time is absolute and static. Once gone, it's over and lost. The other person is absolutely sure that time is elastic, moving relatively compared to the situation. A sentence like: "The project must be finished by date X", will be interpreted in a significantly different way by these two people...

The following chapter applies the findings of a scientific study to this specific concept of organizational culture. If you want to learn more about organizational culture in general, take a look at Part V of this book.

1.3   Scrum Culture Elements

Having reviewed literature and analyzed the findings from the Scrum Culture Survey, a pattern becomes apparent. All findings point in the same direction, in that there is no fundamental gap between literature and the expectations of individuals (cf. Sect. 23.5). While it was not clear at the beginning of this study if something such as a "Scrum culture" existed, it is now obvious that indeed people expect Scrum to work and succeed in conjunction with certain circumstances, values, and rules. Since people tend to project their expectations onto organizations and shape them accordingly, an impact on organizations has to be expected. This impact will be similar across a multitude of enterprises, therefore it can be said that Scrum has inherent cultural characteristics. A Scrum culture does exist.

This Scrum culture can be described with existing cultural models such as the Competing Values Framework, measured by the OCAI (see Parts V and VI of this book for further information). Such analyses are ideal to gain a first impression of what one is dealing with. However, if a more in-depth analysis is sought for, such models are not sufficient. As of today, I do not know of any cultural model that would thoroughly describe all aspects of Scrum. Therefore, a new model has to be created from the findings. I call this model "Scrum Culture".

The Scrum Culture's jargon revolves around teams, empirical process control, products, planning, business, IT, leadership, and Scrum. In addition, some predictive process modeling jargon is used, but usually not in an appreciative way. "Waterfall" is the adversary of Scrum, because Scrum practitioners believe that complex problems cannot be solved with predictive methods; but in the past, they were forced to do so and punished for the resulting failure. This leads in a strong rejection of everything that has to do with waterfall thinking: Authoritarian leadership, top-down management, micromanagement, predictive planning, power struggles, information hiding, and so on. People seemingly showing attributes of that kind of thinking—no matter if they really do think in this way—will be turned down and confronted with sarcasm in the form of pointed jokes. This is also true for people "not getting Scrum" or violating its rules. They even run the risk of being considered an "outsider" and consequently being excluded from interaction, teamwork, and information flow. This is noteworthy since, in general, nobody is excluded from the Scrum Culture. It does not matter which department somebody

is working in, where the person comes from, what the person's background is, and so on. The only thing that matters is that this person fully participates as a member of the team and contributes something valuable to the overarching goals.

When one enters an organization living the Scrum Culture, a couple of things become visible. Firstly, people do not wear any sort of uniform but rather dress very casually. This ranges from T-shirts to sportswear or leather jackets to shirts and blazers, everything is possible and usually all occur at the same time. The only things one will not see are suits and ties. Those are implicitly forbidden unless important visitors (e.g. customers or sponsors) are expected. This is true for everybody in the Scrum Culture, not just the developers.

The next thing that is visible is the nature of the working space. It does not exhibit uniformity but is very individual. Sizes, shapes, and arrangements will vary widely throughout the company. Some desks might be adjustable to allow for working while standing or some people may sit on special chairs or inflatable balls. All desks are arranged in team rooms, bringing together everybody who has a role to play in the task the team is currently working on. This should usually not exceed 20 people. These team rooms are very communicative and spacious areas, supplemented with meeting rooms, quiet areas for individual work, and lounge areas with comfortable sofas, a coffee machine, and maybe even games in the form of table soccer, video games, or something similar. Friendly, comfortable, motivating, spacious, bright, creativity promoting, and inspiring are the words best used to describe these team rooms. The walls are plastered with information. Some is directly related to the work at hand, some connects the day-to-day business to the larger goals. Some information does not have anything in the slightest to do with the job at hand but is meaningful to the team working there. Whiteboards, flipcharts, and hundreds of colored sticky notes can be found everywhere. The whole workspace is constantly changing since the team owns and adjusts it according to their needs whenever it seems appropriate. This could even happen several times a day. While this might appear chaotic to an outsider, it is not for the team. Everything is always clean and structured in a way to support the work at hand. If some team members are not located in the same room—which is rarely the case in the Scrum Culture since face-to-face communication is highly valued— huge video-conferencing monitors will be visible in the team room with cameras and headphones available to ensure open communications at all times. Most team members use this equipment every single day. Due to the work being performed, one encounters a constant buzz in the team room. As in a beehive, there is a steady humming in the air, but never too loud to inhibit others from continuing to work. Heated discussions pop up from time to time and are quickly moved to a place where others are not disturbed, such as a meeting room.

People address each other on a first name or nickname basis and value each other equally in discussions. This is valid for everybody, not just the team members. In meetings, everybody is collaborating to find the best solution. These discussions are facilitated (often by a Scrum Master) and thus stay very goal oriented and focused. The communication is very open, no power struggles or politics exist. People treat each other with respect, even when discussions get heated, which often happens

during creative collaboration. Everyone participates, everybody is engaged. All opinions have equal weight even though on specific topics such as the product requirements or the Scrum process, the Product Owner or the Scrum Master respectively has the final say. Everybody has the opportunity to be heard and the person with the greatest knowledge or the most experience is valued most highly. Ranks and titles do not exist. In the end, the best thought out idea wins and is chosen via consensus or vote, not by top-down decision.

If somebody disagrees with anything, it is immediately and openly voiced. Since this is done in a respectful manner, even the manager can be criticized in front of a wider audience. People in the Scrum Culture prefer knowing the painful truth immediately rather than living comfortably but unsuccessfully, oblivious to reality. Since they constantly learn about their own shortcomings and those of their processes, they constantly develop themselves and adapt all processes to support their needs. The Scrum Culture is a place of constant change.

People are rewarded for their openness, alongside teamwork, supportive behavior, individual improvement, and active, engaging participation. Punishments are rare but do exist for behavior that degrades performance or productivity of the team, for example uncooperative, competitive, and antagonistic behavior. Lone wolves are hunted down, as is everybody who violates the rules or values of Scrum. This is a natural cultural defense mechanism since such antagonistic behavior would directly attack the Scrum Culture and therefore must be contained. Every deed worthy of reward or punishment is immediately communicated to the responsible person. Usually the people affected by the deed make sure the originator knows. On some occasions, it is the Scrum Master or Product Owner who talks to the person; but this is usually done in addition to and after the direct team feedback. Management is not the primary source of feedback to the individual employee.

If an employee is rewarded, this is usually not done in the form of a promotion. In fact, there is no ladder to climb in a Scrum culture. One can change roles, receive a salary increase, or be assigned to more important projects. It is important to realize that promotion means personal development rather than getting the corner office, a bigger company car, a better parking lot, or an important sounding title. If an employee gets a new title, it is usually one invented by the team to call out a novel aspect of their role like "chief motivation artist" or "senior build breaker". It is not connected to privileges or power. Such team "gaming" is quite common in the Scrum Culture. Hierarchies are extremely flat since the teams organize themselves and everybody is actively collaborating with each other. There is no need for formal information hubs or centralized decision-making. Therefore, few management positions exist, let alone aligned in a pyramidal way.

Accordingly, what is expected from management is not the same as in traditional enterprises. In a Scrum Culture, management believes that people want to work and do not have to be closely monitored. So management refrains from closely controlling and instead focuses on forging the strategy and removing impediments to the teams' success. They see themselves as serving their teams, not as being their superiors. Decisions are made at the position where the best experts for the issue are located. This is usually decentralized and closest to the work at hand. Generally,
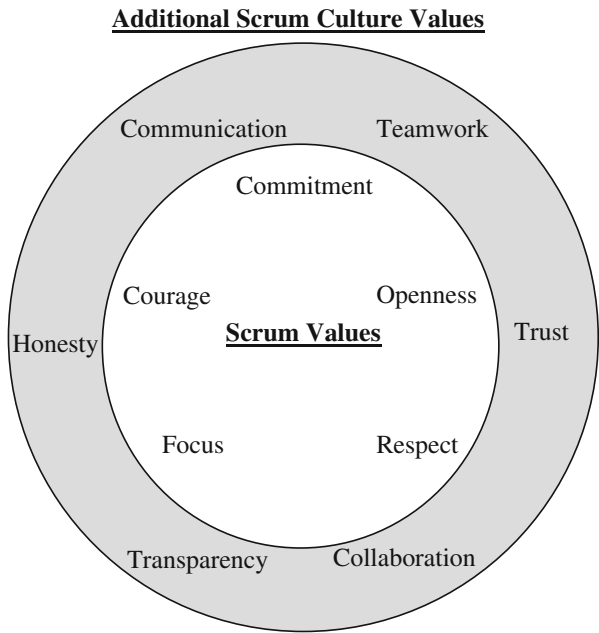
decisions are not made alone in a closed room, but the "wisdom of the crowds" (cf. Surowiecki 2005) is facilitated, resulting in democratic decisions with strong and mutual commitment. All decisions are aligned with the corporate and product visions, which of course have to be well prepared and communicated by management. Leaders in a Scrum Culture see themselves as growing and nurturing their teams so that they can be or become self-managing and mature. To achieve this, managers take care of their individual employees in frequent mutual feedback loops, for example on a weekly basis. Annual appraisals might still happen, but are just useful to wrap up all the individual talks that happened throughout the year. Thus, managers have a very close connection to their employees and can coach or mentor them in improving their personal and professional skills. The development of the team is managed by the Scrum Master, who is also a servant leader who mentors the team to grow and mature. Of course, the teams do not work completely unmonitored. In fact, they closely monitor themselves on a daily basis. Every single team member is able to explain to anybody within minutes what the exact status of the work is and how the team is planning to reach the goal at the end of the iteration. While these explanations can be very technical, the Product Owners can easily explain the essentials to outsiders at any time in their own language. However, the Sprint Review meeting is an event specifically designed to allow for outside monitoring and close collaboration with stakeholders. So full transparency into the real status reduces the urge of management to control adherence to a predictive plan.

Both managers and team members despise working overtime since it diminishes the value of the work created (quality decreases once the performance peak is reached) and reduces the creative potential of the people involved. Scrum Teams create increments of releasable product every iteration and thus replace the traditional notion of "being late" with iterative-incremental progress. So instead of working overtime, a sustainable pace of work is aspired. Teams decide themselves if overtime makes sense, provide it at their own discretion, and then balance out their total working hours as quickly as possible. This is sometimes difficult because team members look forward to coming to work and feel very good about being there. They sometimes tend to overwork themselves and must be supported by their Scrum Master who sends them home before they are completely exhausted.

Whenever a team encounters something unknowable or uncontrollable, it quickly faces and deals with it. The Scrum Culture sees the whole world as a complex place that is, to a large extent, unknowable and uncontrollable. Meeting such uncertainty is normal and is accepted if not embraced. Working in small timeboxes reduces complexity, experiments are run, and the outcomes are used as a basis for learning. A Scrum Culture breaks down large chunks of uncertainty into smaller portions and deals with them empirically.

In everything they do, people working in a Scrum Culture focus on continuous improvement, both for themselves and for their products. Customer delight is reached via teamwork and happy employees are paramount since only happy developers can generate happy customers. Success is measured in value provided to the customer rather than presence at the desk.

Fig. 1.1   Scrum culture values

Additional Scrum Culture Values

Communication   Teamwork

Commitment

Courage   Openness

Honesty   **Scrum Values**   Trust

Focus   Respect

Transparency   Collaboration

The espoused values of the Scrum Culture support this focus. Openness, trust, teamwork, respect, transparency, honesty, courage, commitment, communication, goal orientation/focus, and collaboration govern every single action of each employee. This is noteworthy since this extends the values espoused as "Scrum values" by the creators of Scrum (cf. Fig. 1.1).

The roles, artifacts, meetings, and rules connected to Scrum support these values. They are the soul of the Scrum Culture.

This Scrum Culture, introduced into a company with another culture that is at odds with the Scrum Culture, can have both a tremendous positive or negative impact on the organization.

1.4   Consequences for Enterprises

Talking in terms of the Competing Values Framework, the more pronounced the hierarchy of an existing organizational culture, the bigger the problems when introducing Scrum. A hierarchy culture is trying to control every single process, make it stable, and adhere to it. This is not compatible with the worldview of the Scrum Culture, which sees the whole world as complex and changing all the times. In their eyes, no process can be perfectly planned, so process adherence does not make sense either. Instead, common sense and empirical methods (trying things out, then learning, and drawing conclusions) rule—which are fundamentally at

odds with a hierarchy culture. Different perceptions of the world are hitting each other head on and lead to a cultural clash of epic dimensions.

The same is true for an intense market culture. Here, similarly huge conflicts arise when Scrum is introduced. A market culture believes that the external environment is hostile and the primary goal is winning in the marketplace. Leaders are driving their employees quite hard, which often leads to strong competition between individuals. While a Scrum Culture also has a goal to win in the marketplace, it does not perceive the world as hostile and does not allow people to compete with each other at the cost of company success. Working in partnership with customers at a sustainable pace, nurturing employees, and fostering innovation are the chosen focus.

The first question for every enterprise considering Scrum is whether Scrum is appropriate for the task at hand. The Scrum Culture fits perfectly into a complex environment such as research or development. It does not fit as well into a production environment. The Scrum Culture can either be introduced throughout the whole enterprise or within a specific department or business unit. Accordingly, either the department or the whole organization is affected by the changes. These changes are largely the same, but if the core culture of the company differs too much, constant cultural battles have to be expected.

Derived from the findings described above, there are eight organizational areas in which the Scrum Culture has special demands that might influence, contradict or change the corporate culture into which it is merged:

(1) Management style and leadership
(2) Decision making
(3) Cadence and speed
(4) Planning
(5) Focus on productivity
(6) Soft factors
(7) Hierarchy
(8) Organizational structure

The Scrum Culture demands a very high degree of involvement and hence a democratic management style. Management is expected to provide leadership by providing a clear vision and strategy, being a role model in living the values, and by acting as a partner of the employees. Authoritarian styles are despised and lead to conflict. Managers are change champions of the Scrum Culture and have to shape the organization in a way that allows the culture to unfold and blossom. They live and protect the spirit of the Scrum Culture.

Decisions are not made by a central authority but rather by the people who are affected by the issue at hand. This usually means that it is not management but rather regular employees who make the decisions. This is not done by individual heroes but rather by whole teams that are empowered by the organization. What they decide stands. Of course, if new aspects arise and a better decision can be

made, the team will re-assess their earlier arbitration. The decision process is a democratic one, but not always based on consensus.

The cadence in the Scrum Culture is speedy and cyclic. Work is performed in short iterations; the same is expected from all processes in the affected part of the company (or the whole company). This means that within a standard iteration (1–4 weeks; usually it is 2 or 3 weeks), all issues have to be solved. Somebody needs a new laptop? A decision has to be made? A call for proposals has to go out? A new employee is sought and a job advertisement has to go live? It is all expected to happen within a single iteration. In each iteration all aspects of change can happen in order to improve the overall results. This change is welcomed. Of course, interaction with one's manager also happens in short cadences, on a weekly, bi-weekly or monthly basis. This is the heartbeat of the Scrum Culture and every part of the organism that is supplied with blood will need to follow this rhythm.

This cadence also applies to the planning process, which might have to fundamentally change. The Scrum Culture expects different kinds of problems, for which individual tools are needed to solve them. If the issue is complex, meaning that a lot of uncertainty is involved, the solution can only be found empirically by trial and error. For such problems, for example software development, no long-term predictive plans can be adhered to. Due to the highly unstable nature of the issue, the exact solution, required effort, and so on will evolve and cannot be perfectly predicted. Certainty is impossible for complex situations—otherwise they would not be complex. This means that fix-price contracts are difficult (if not impossible), especially if that means that scope and time are also fixed. It also means that budgeting processes might have to be rethought—the teams might discover new aspects, which could lead to an expense that has not been planned for at the beginning of the year. As long as the opportunity is sound, organizational processes may still support this. So budgeting and planning processes also have to follow the cadence of the Scrum Culture.

The next fundamental change is about the company's focus on productivity. In many of today's enterprises, the focus clearly is on efficiency.[1] This leads management to make sure every employee is busy with a 100 % workload. Experts are developed to make sure every task is performed with the highest possible skill. The Scrum Culture has a different approach since it is not individual tasks but rather the overall system that has to be optimized. So people plan themselves for a load of 70–80 % and have the rest of their time to decide on the spot where their help is needed most. They are also expected to be generalists rather than experts and should be able to lend a hand wherever needed. This leads to people not performing as seasoned experts for every task, but still pushing the whole solution forward in a way that optimizes effectiveness rather than efficiency. By doing that, risk of sickness, quitting, change of roles, holidays, etc. is also minimized. This does not mean however, that efficiency is neglected. It just takes a back seat to effectiveness.

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[1] Simply speaking, "effectiveness" is about doing the right things while "efficiency" is about doing things right.

All these changes come together with a strong focus on people. In the Scrum Culture, people are never described as "resources" because they are not seen as easily interchangeable. Instead, the organization realizes that team performance very much depends on soft factors. So it is made certain that people sit in the same room, are empowered to shape their environment, teams are kept as constant as possible, and managers look out for the emotional well-being of their employees. Changes are discussed before they are introduced, coffee corners are communication hubs, and facilitators (or even mediators) are always available to solve conflicts before they erupt into explosions. People are key. They are like erythrocytes: they transport oxygen (e.g. work results) to all parts of the organizational body and take carbon dioxide (e.g. organizational problems) back out. People make the organization breathe.

Since every single employee is that important and teams are empowered to solve their own problems, hierarchies become largely obsolete. People talk to each other and think for themselves. They do not need a "boss" who does that for them, like Taylor described in 1911. Of course, there are still line managers who care for their individual employees. However, there are not several levels of hierarchy competing for power. "Career" does not mean rising in the ranks but rather evolving one's personality and trying something new or being part of a more important project. On the team level (e.g. a software development team), there is no "tester" who is less important than a "programmer" who is less important than an "architect". They are all "developers", striving to achieve the same goal, hand in hand, as equals.

Since hierarchies change, so does the organizational structure. There is no pyramid of people and pillars of functions. Rather, there are bubbles, or cells, of products including all functions and people necessary to be successful. The organization consists of many cells, each nurturing their own product. These cells are largely independent. While central support functions might exist, they are just responsible for supporting and not for dictating. All cells are constantly communicating and collaborating with each other in order to fulfill the overarching company vision and strategy. If one cell fails, the people are distributed across the other parts of the organizational body. If new opportunities arise, people throughout different parts of the organization form a new cell. Since everybody should know each other on a first name basis, each cell will usually not exceed 150 people[2] and often be much smaller. A Scrum cell's purpose is not purely product development, but rather wraps around everything relevant for the product or product line. This involves sales, operations, production, development, finance, and anything else that is necessary in operating the business.

Such a Scrum Culture cell structure consists of an enveloping "meta-organization" containing the managers and "benches" of all departments or "job families" (cf. Sect. 19.3). The members of the meta-organization are responsible for crafting the company strategy and managing the corporate culture. The managers are also disciplinarily responsible for their employees, spread across the Development

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[2] This is called "Dunbar's number", described for example in Sutcliffe et al. (2012).

Teams. The meta-organization is like a cell wall, enveloping the nucleus, protecting it from harmful influence but letting everything that is healthy transmit through. The cross-functional Development Teams form this cell nucleus. All necessary members from all relevant functional areas are assembled in these teams. Figure 1.2 shows what such a cell could look like.

The interaction of all Scrum Culture cells is not restricted in any way. Instead, it is facilitated and encouraged. After all, every cell belongs to the same body—if the body fails at large, so does every cell. Therefore, management makes sure that vision and strategy are known and understood at all times. In addition, constant communication across cells guarantees that individual deviations stay within necessary and acceptable limits. Management does not perform this communication on behalf of the teams. Instead every individual team communicates as needed. An illustration of a Scrum Culture body, consisting of many cells as shown above, can be found below. Arrows indicate communication lines (Fig. 1.3).

The changes in the eight dimensions mentioned are fundamental and disruptive. Of course, not every organization that implements Scrum will change all aspects.
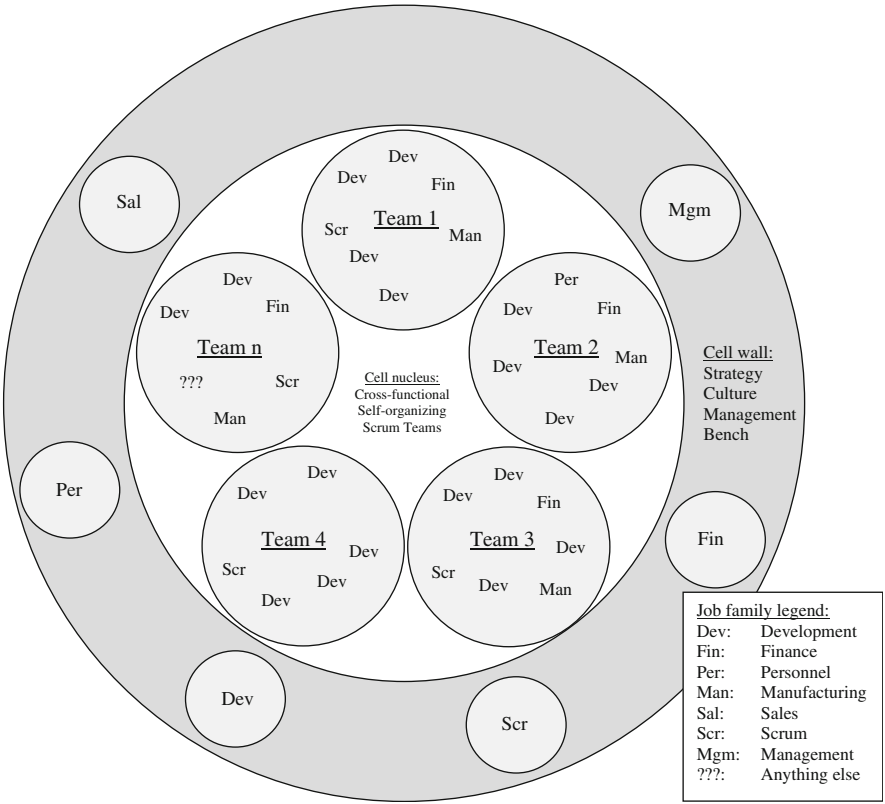
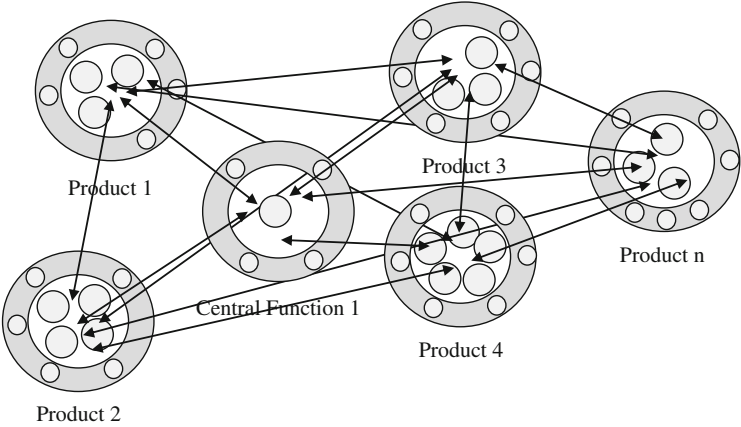**Fig. 1.2** Individual Scrum culture cell

Fig. 1.3 Scrum culture body

Table 1.1 Organizational impact categories

Impact category	Required change
Management style and leadership	– Involving and democratic – Management provides clear vision and strategy – They are a role model in living the values – Management acts as partner of the employees – They champion change necessary for the Scrum Culture – Leaders live and protect the spirit of the Scrum Culture
Decision making	– People who are affected make decisions – Broad empowerment – Teams decide, not individuals – What they decide stands – Decisions can be re-assessed with new information – Democratic process – Consensus is not always needed
Cadence and speed	– Speedy and circular – Constant change is welcomed – Short iterations in all processes – One standard iteration has to be enough – Interaction with one's boss every iteration – This is the heartbeat of the Scrum Culture
Planning	– Only solutions to simple problems can be planned – Solutions to complex problems cannot be planned – Solutions evolve empirically – No long-term predictive plans can be adhered to – Certainty is impossible – Fix-price projects should be avoided – Budgeting for iterations, not years

(continued)

Table 1.1 (continued)

Impact category	Required change
Focus on productivity	– Effectiveness is more important than efficiency – Productivity of the whole system is more important than individual productivity – It is never planned for a 100 % workload. 70–80 % is enough – Generalists with special expertise are preferred to one-topic experts – Minimize risk of absence
Soft factors	– Strong focus on people – People and resources are two different things – Collocation – Teams are empowered to shape their environment – Teams are kept constant – The emotional well-being of employees is cared for – Changes are discussed prior to introduction – Facilitators are always available – People make the organization breathe
Hierarchy	– Hierarchies are largely obsolete – People talk and think for themselves – Line management cares for their individual employees – Career means personal development, not rising through the ranks – Career might also mean participating in a more important project – Everybody on a team is equal
Organizational structure	– No pyramid of people – No pillars of functions – Small (<150 people) cells of product-focused cross-functional teams work closely together – Management protects the teams like a cell wall – Communication and collaboration happens directly between the teams of different cells – All cells pursue the same organizational vision – Central functions may exist but do not dictate decisions

However, each aspect that is not changed will potentially lead to costs in terms of conflicts, lower productivity, and reduced employee satisfaction. That is, the Scrum Culture and non-Scrum culture will struggle with each other for survival. If only one part of the organization, e.g. the development department, is changed the fight will continue at the borders. In this example, central functions such as controlling, sales, purchasing, quality management, and finance might be in constant struggle with the Scrum Culture. Either they develop a mutual understanding and a way of peaceful coexistence, or one will have to be eliminated sooner or later. There cannot be two competing corporate core cultures at the same time.

For quick reference, Table 1.1 shows the organizational impact categories.

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