Scrum 21 Years & the Future

by Scrum.org – Improving the Profession of Software Development

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Who am I and what are we going to talk about

Agenda

1. Where are we now?
2. Time to celebrate?
3. Recent innovations?
4. Upcoming innovations

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Our Genesis...

The New New Product Development Game

Experimentation

Manifesto for Agile Software Development

Founded 2001

Scrum.org

Founded 2009

Scrum Alliance

Founded 2004
Improving the profession of software development
<table>
<thead>
<tr>
<th>The Home of Scrum</th>
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<tbody>
<tr>
<td><strong>90%</strong> Agile Teams Use Scrum</td>
</tr>
<tr>
<td><strong>1,088,000+</strong> Assessments Taken</td>
</tr>
<tr>
<td><strong>163</strong> Professional Scrum Trainers</td>
</tr>
<tr>
<td><strong>65,000+</strong> Professional Scrum Masters</td>
</tr>
<tr>
<td>Over 54,000 Taught</td>
</tr>
<tr>
<td><strong>9,100+</strong> Professional Scrum Product Owners</td>
</tr>
<tr>
<td>Americas, Europe, Africa, Oceania &amp; Asia</td>
</tr>
<tr>
<td><strong>2,800+</strong> Professional Scrum Developers</td>
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Because of You – Scrum has Reached the Age of 21

90% Agile Teams Use Scrum

100+ Books with Scrum in the title

Over 500,000 trained on Scrum

Scrum Guide is free to use by anyone

Scrum forms the basis of the majority of Agile approaches
Time to Celebrate?
But Overall Not Such A Great Story…

### Traditional Resolution of All Projects

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Successful</strong></td>
<td>39%</td>
<td>37%</td>
<td>41%</td>
<td>36%</td>
<td>36%</td>
</tr>
<tr>
<td><strong>Challenged</strong></td>
<td>39%</td>
<td>46%</td>
<td>40%</td>
<td>47%</td>
<td>45%</td>
</tr>
<tr>
<td><strong>Failed</strong></td>
<td>22%</td>
<td>17%</td>
<td>19%</td>
<td>17%</td>
<td>19%</td>
</tr>
</tbody>
</table>

*The Traditional Resolution of All Software Projects from FY2011-2015 within the new CHAOS database.*
Cause of Agile Project Failure

**Leading Causes of Failed Agile Projects**

Company culture continues to dominate the top causes of failed agile projects with company philosophy or culture at odds with core agile values at 46%, and lack of management support for cultural transition at 38%.

- Company philosophy or culture at odds with core agile values: 46%
- Lack of experience with agile methods: 41%
- Lack of management support: 38%
- Lack of support for cultural transition: 38%
- Inconsistent agile practices and process: 38%
- External pressure to follow traditional waterfall processes: 36%
- Ineffective management collaboration: 34%
The Reality of Scrum Is...

Water  Scrum  Fall
Enterprise Agility is Disappointing

The need for large scale organizational Agility through Scrum product development is largely unfilled.

Scrum Adoption approaches:
1. Subsume Scrum within the traditional organization
2. Paste an Agile approach on top of the current organization, intermingling cultures.
3. Gradually and incrementally change traditional culture into an Agile organization.

Exceptions are organizations that have done this the hard way, through continuous improvement on their own.
Tower of Babel

- Different Scrums are taught, even within the same organization
- People still argue over what is clearly spelled in Scrum Guide
- Users forget that it is up to them to come up with best practice for the situation
- ScrumStudy perverts Scrum into a methodology
- Every consultant has their own bottle of snake oil ... some work!!
Professionalism is increasingly important
Recent Improvements

Recent Innovations
How can we separate the valuable from the wasteful?

Direct Evidence
Measure Outcomes. Measure Direct Evidence.
One Scrum Team doing work
Scrum Framework

Product Backlog → Sprint Planning → Sprint Backlog → Daily Scrum → Sprint Review → Increment

Sprint Retrospective
Nine Scrum Teams doing work
Introducing the Nexus™
Scrum is a Key Part of ANY Scaling Strategy

- Building on the success of Scrum at the team level
- Adopting methodologies such as SAFe, LeSS
The Scrum Guide Free and Available for Everyone

• Scrum is defined completely in the Scrum Guide by Ken Schwaber and Jeff Sutherland, the originators of Scrum.

• www.scrumguides.org

• 42 Available Translations
Released 7th of July: Values Added...

Professional Scrum is MORE than knowledge

- COURAGE
  we admit we do not know everything
- FOCUS
  on what is the most important
- COMMITMENT
  dedicated to delivering working software
- RESPECT
  cross-functioning, self-organizing team
- OPENNESS
  frequently inspecting through delivering

*Scrum Values* Illustration
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To Be Released Next

Upcoming Innovations
What is your level of Done?

<table>
<thead>
<tr>
<th>DEVELOPMENT</th>
<th>OPERATIONS</th>
<th>BUSINESS AGILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>TODAY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SCRUM + DEV OPS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SCRUM + DEV OPS + EBM</td>
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</table>
Scrum Development Kit™ (SDK)

- Development environment(s)
- Done definition
- Practices, done to ops
- Infrastructure tools
- Architecture tools (API, services)
- Development standards
- Apps and module calls
- Supports complete ALM toolsets
Time for a new approach to enterprise Agility
Time is right for Scrum Studio
### Scrum and Agility Crippled By Shared Culture

<table>
<thead>
<tr>
<th>Traditional Software Development Organization</th>
<th>Agile Software Development</th>
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<tbody>
<tr>
<td>• Traditional hierarchical structure based on:</td>
<td>• Networked structure of products, unique services, and services shared with traditional organization.</td>
</tr>
<tr>
<td>» evolved best practices</td>
<td>• Value based management</td>
</tr>
<tr>
<td>» functional structure</td>
<td>• Rapid delivery of increments of functionality</td>
</tr>
<tr>
<td>• PMO based project initiation, funding,</td>
<td>• Modern software practices and tools</td>
</tr>
<tr>
<td>planning and management</td>
<td>• Scrum based</td>
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Studio Provides An Environment for Agile and Scrum to Grow

• Uses Evidence Based Measurement
• Everyone is a professional with consistent foundations and development path
• Introduces and supports an SDK to help teams deliver on DONE
• Teams use Scrum and Nexus as necessary to deliver amazing software
• SDK sets standard for Professional Software Delivery
Completely Separate from Existing IT organizations

1. Agile Culture
2. Product-oriented
3. Planning through Operations
4. All services and administration provided
5. Onboarding qualified products
6. Value based measurement and management
7. Persistent team and tribal culture
8. Methodology driven development
9. Modern, proven tool sets and infrastructure
10. Professional software
Improving the profession of software DELIVERY
“Success in management requires learning as fast as the world is changing.”

-Warren Bennis
Thank You