



# Scrum for Change Management

Scrum as a change management framework for the  
introduction and sustainable use of Scrum

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# Scrum Beyond Software

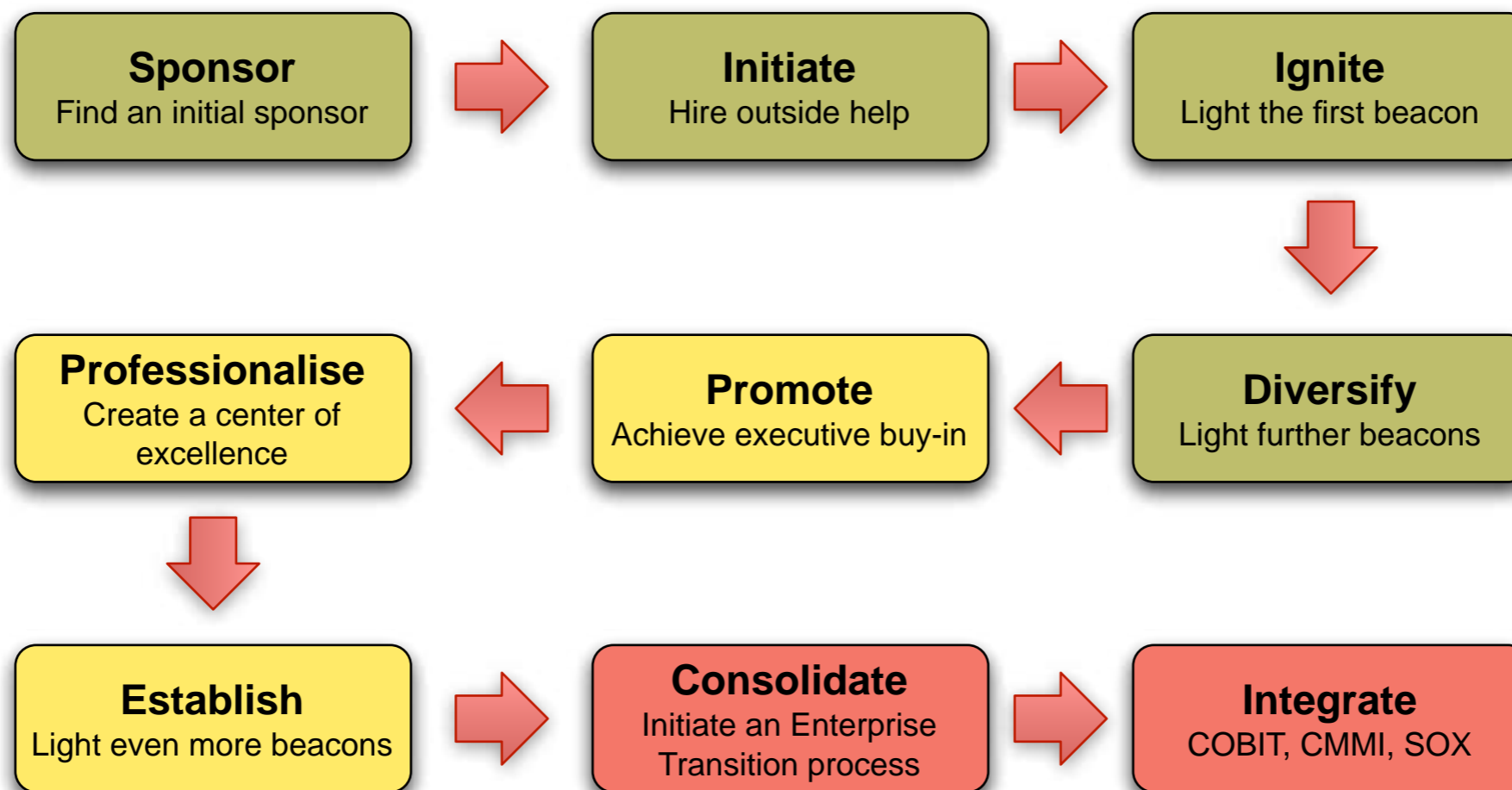
- Scrum is not only for managing software development
- Scrum is suitable for managing many types of work where the environment is complex and creative team-work is required
- Examples
  - Organizing and delivering emergency aid (Oxfam)
  - Producing TV programmes (BBC)
  - Change management (Allianz)



# Scrum for Change Management

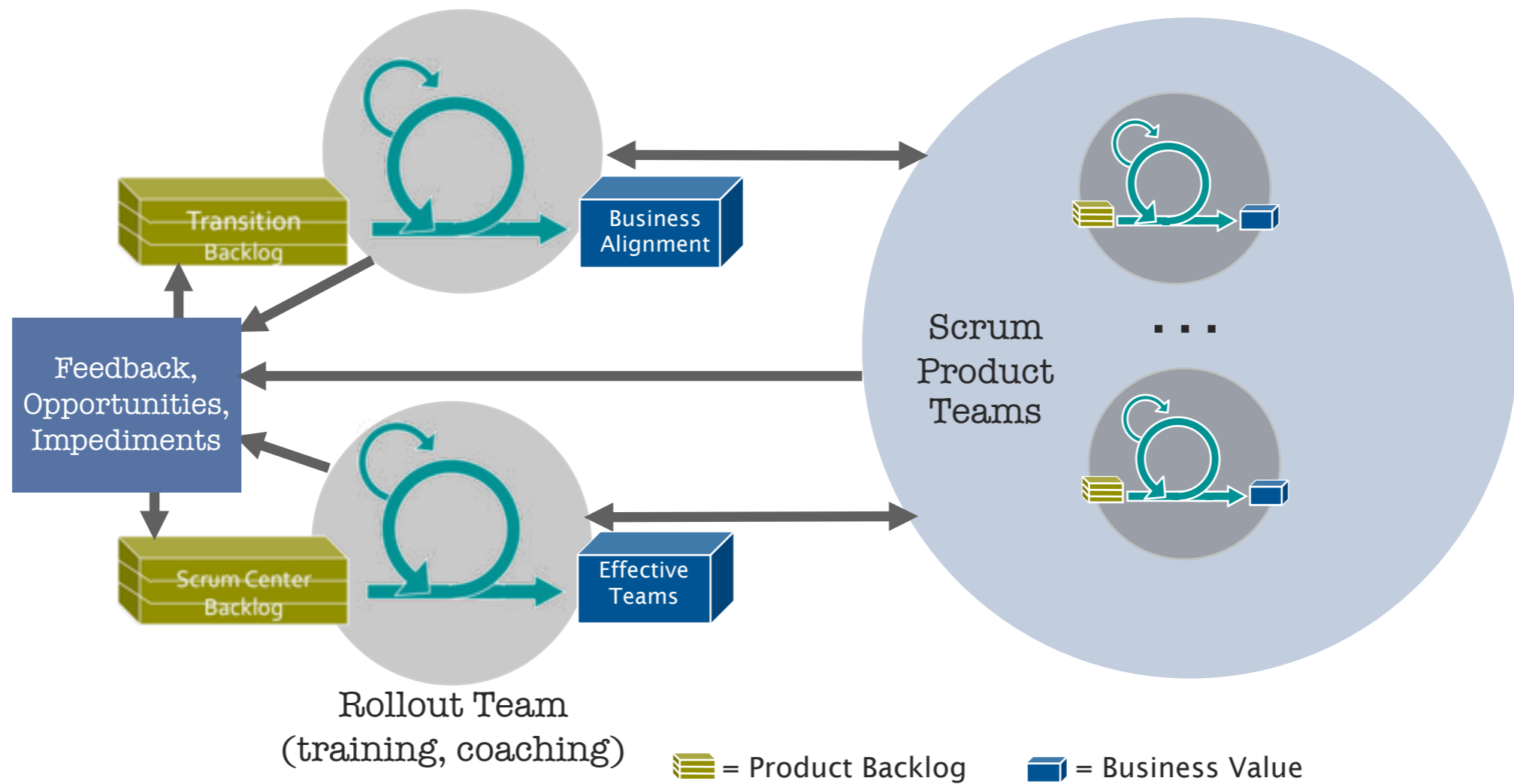
- Scrum can and has been used successfully for managing change within organizations
- Most often used for managing the introduction of agile development methods
- Applicable to other transitions/transformation
- We will use “Scrum for Introducing Scrum” as an example

# Iterating Towards Agility by Lighting Beacons



# Enterprise Transition

Transition Team  
(strategy, organisational impediments)





# 2 Scrum Teams - 2 Backlogs

- Transition Team
  - Strategy
  - Organisational impediments can be escalated to them for removal
  - Transition backlog
- Rollout Team
  - Train product teams
  - Coach product teams
  - Build a community
  - Backlog of teams to be supported



# Enterprise Transition Team - What Should it Do?

- Define the vision and strategy for the change
- Implement the strategy
- Track progress (e.g. customer satisfaction, team satisfaction, ...)
- Act on organisational impediments escalated to it by the product teams



# Enterprise Transition Team

## - What Should it Not Do?

- Coordinate the product teams!
- That should be performed using a Scrum of Scrums/  
Product Owner team



# Building the Transition Backlog

- Epic user stories, derived from vision
- Structure:
  - Loosely based on Kotter's "Reasons Transformations Fail"
- Content / Actions
  - Fearless Change
  - Systems Thinking
  - The Cultural Web
  - ...



# Reasons Why Transformations Fail (John Kotter)

1. Not Establishing a Great Enough Sense of Urgency
2. Not Creating a Powerful Enough Guiding Coalition
3. Lacking a Vision
4. Undercommunicating the Vision by a Factor of Ten
5. Not Removing Obstacles to the New Vision
6. Not Systematically Planning for, and Creating, Short-Term Wins
7. Declaring Victory Too Soon
8. Not Anchoring Changes in the Corporation's Culture



# Checklist (not necessarily in this order)

1. Establish a sense of urgency
2. Create a powerful guiding coalition
3. Define the vision
4. Communicate the vision
5. Remove obstacles
6. Create short-term wins
7. Avoid declaring victory too soon
8. Anchor in the organization's culture (DNA)



# Establishing a Sense of Urgency

- Why is the transition necessary?
- Communicate the urgency
- Ideas for helping people to see the urgency:
  - Create a crisis
  - Eliminate obvious waste if any
  - Measure customer and team satisfaction
  - Communicate future opportunities to staff - to help them realize the potential



# Creating the Guiding Coalition (transition team)

- Position power: key players/main line managers so that those left out cannot easily block
- Expertise: so that the informed and intelligent decisions are made
- Credibility: enough people with good reputations so that its guidance will be credible with others
- Leadership: are there enough proven leaders in the team?



# The Transition Team

- Who should be the product owner?
- Who should be the ScrumMaster?
- Who are the other team members?

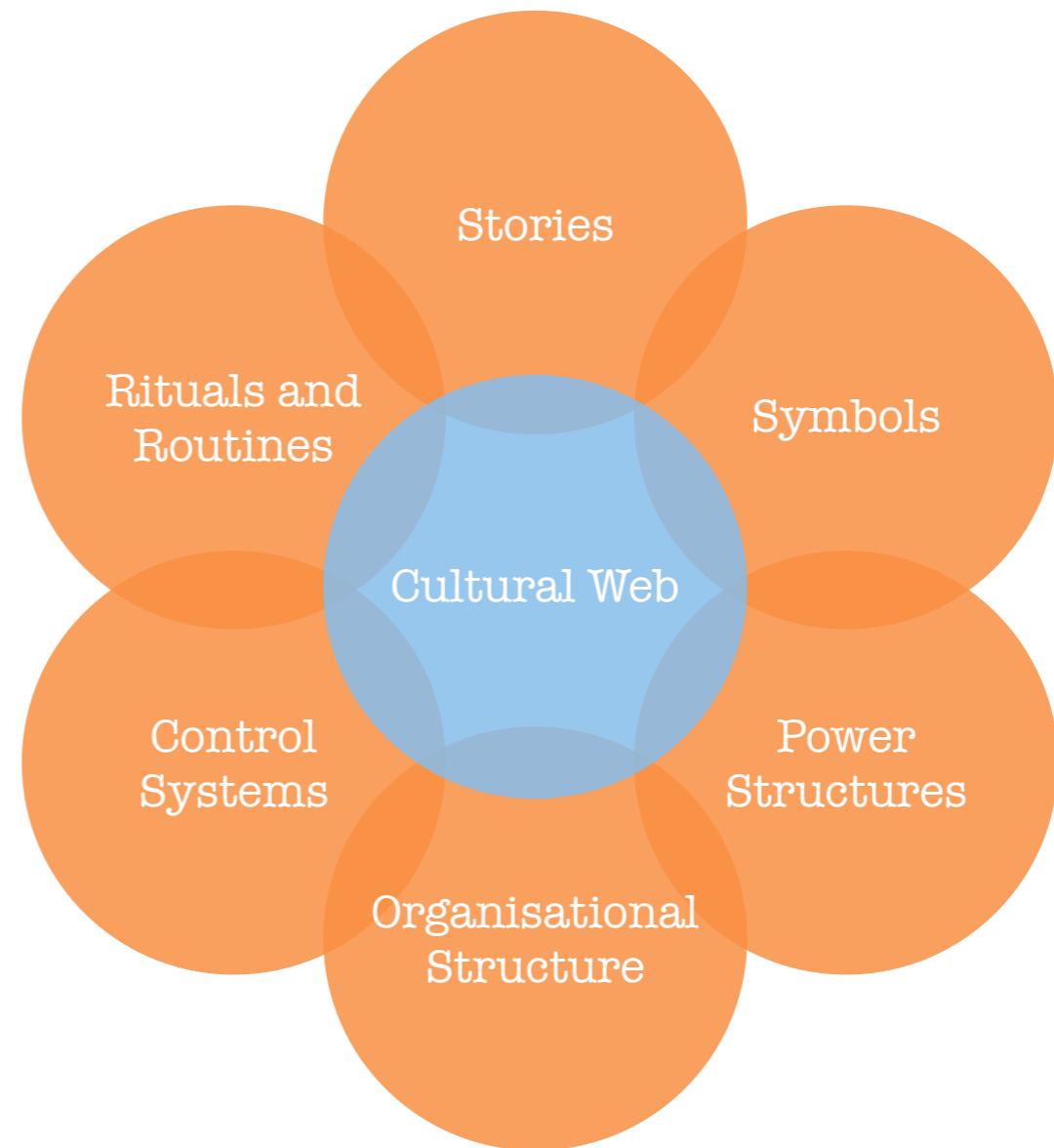


# Creating a Vision

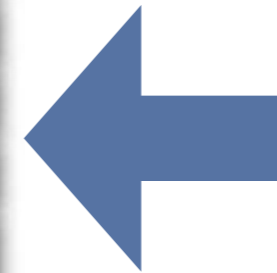
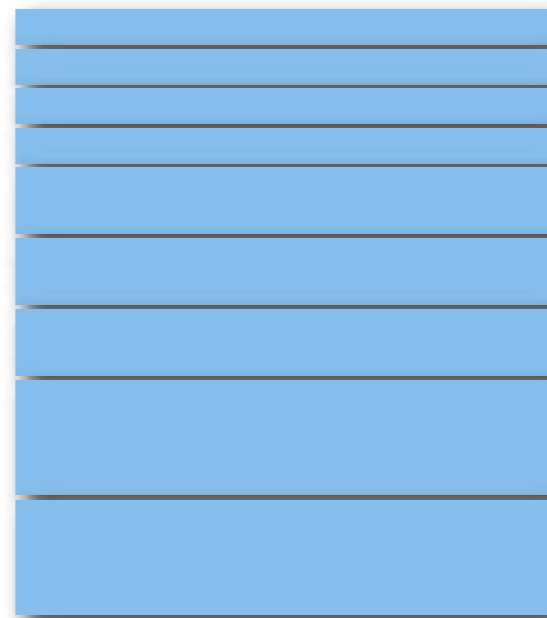
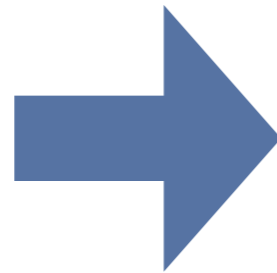
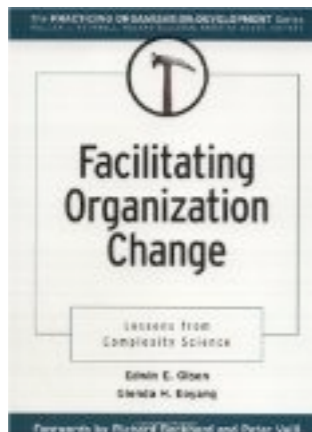
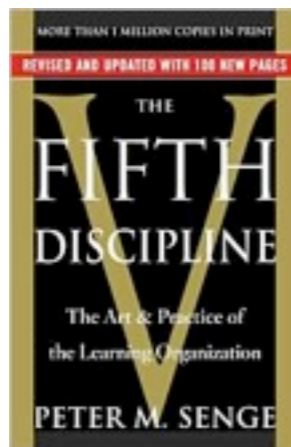
- Suggest basing on Scrum product vision:
  - Who is affected by the change?
  - What needs do they have?
  - What are the attributes/characteristics of the organization necessary to meet these needs (epics)?
  - Desired dates
  - Business case

# The Cultural Web

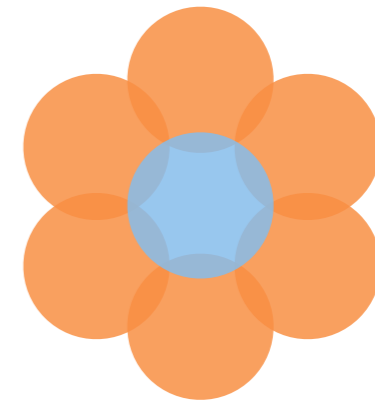
- What do we need to integrate Scrum into our organisation's cultural web?
- Important generator of transition backlog items



# Influences on the Transition Backlog



The Cultural Web



Scrum and XP  
Values,  
Principles  
& Practices

Additional guidance and checklist:  
John Kotter - "Reasons Why Transitions  
Fail"

## **Champion Skeptic**

**Ask for help from strong opinion leaders, who are skeptical of your new idea, to play the role of 'official skeptic.' Use their comments to improve your effort, even if you don't change their minds.**

## **Small Successes**

**To avoid becoming overwhelmed by the challenges and all the things you have to do when you're involved in an organizational change effort, celebrate even small successes.**

## **Do Food**

**Make an ordinary gathering a special event by including food.**




# Examples

Transition Backlog Epic User Stories



Example Epic Stories from a Transition Backlog



As the sponsor for the  
Scrum transition I need  
staff to understand Scrum  
and why it is important for  
us

Example Epic Stories from a Transition Backlog

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As the CIO I need to have  
commitment from senior  
management for the Scrum  
transition

Example Epic Stories from a Transition Backlog



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### Acceptance Criteria

1. All SVPs should visit CSM class by August 2009
2. Nomination from each department for internal Scrum coach trainee
3. Commitment from each SVP to pilot with at least 2 teams

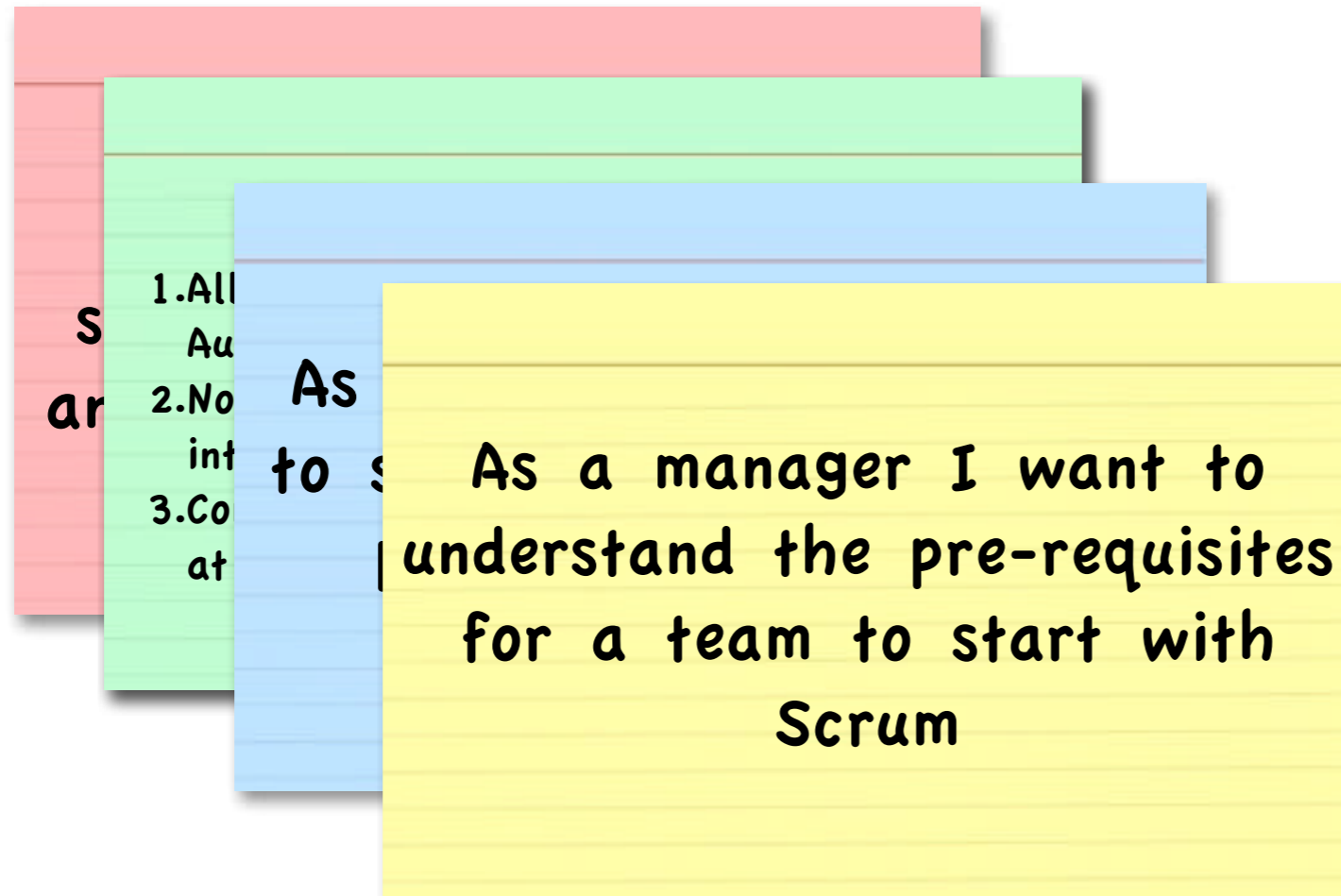
Example Epic Stories from a Transition Backlog

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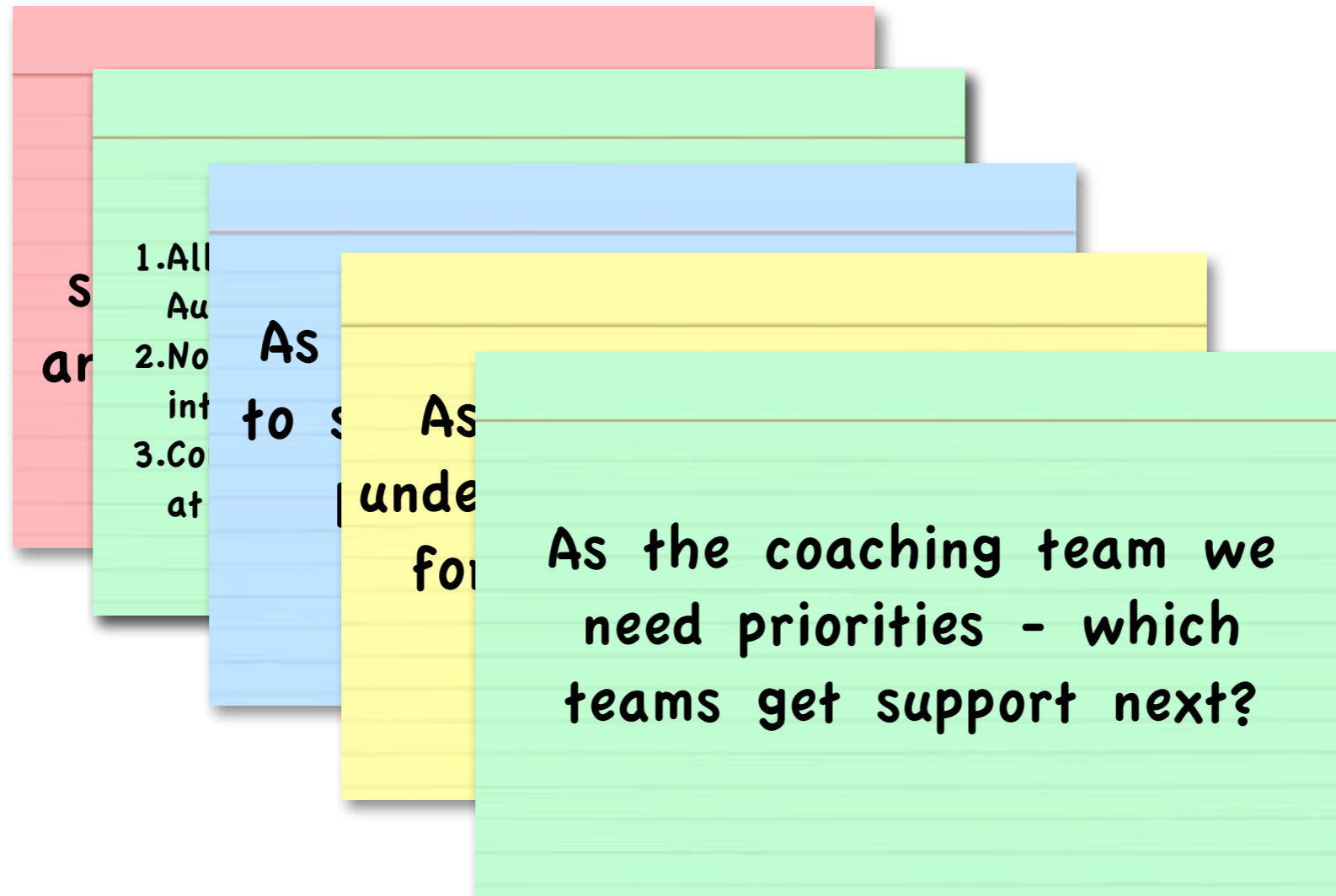
- 1.All
- 2.No
- 3.Co

As a staff member I want to still have a clear career path after the Scrum transition

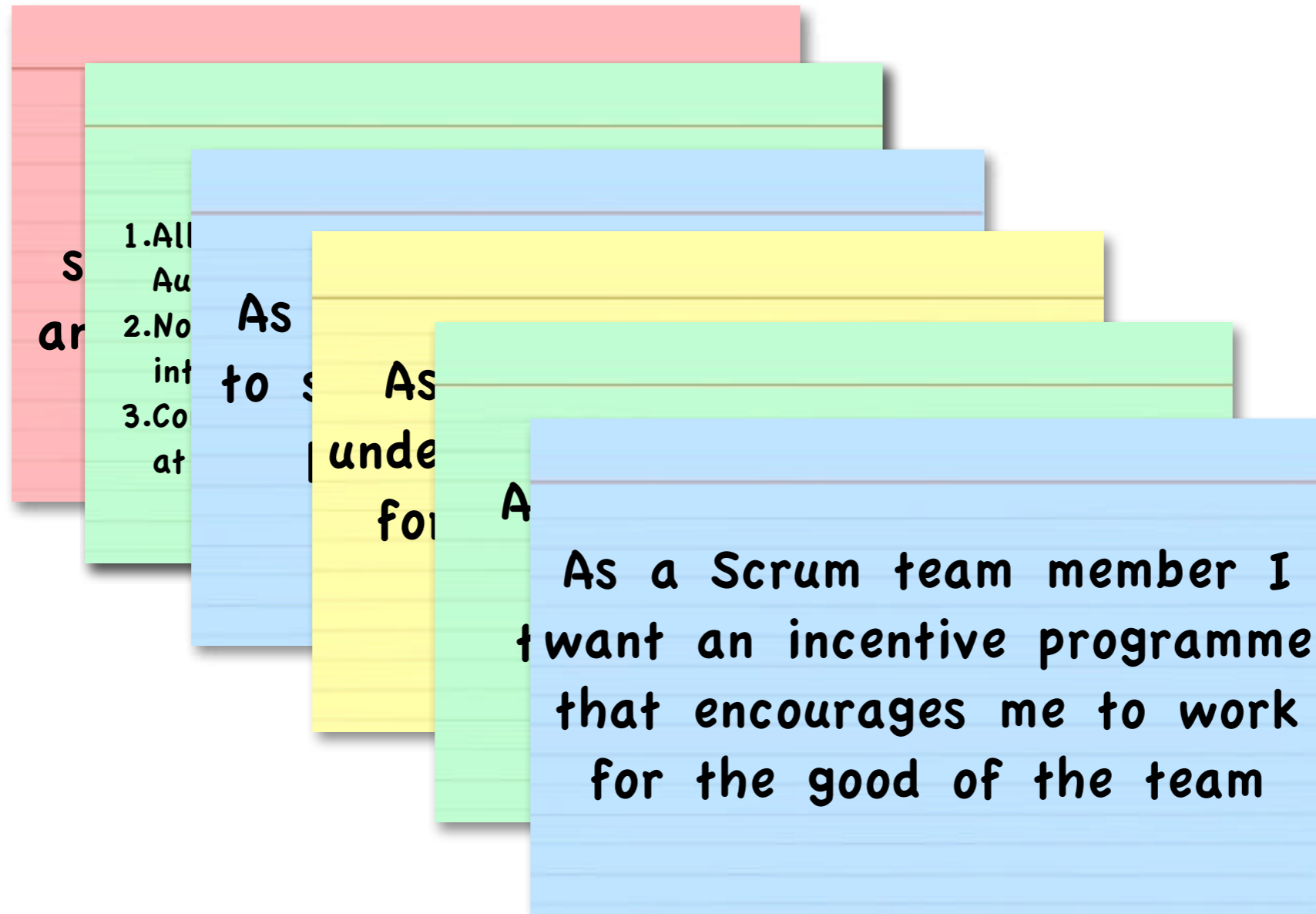
Example Epic Stories from a Transition Backlog



Example Epic Stories from a Transition Backlog



Example Epic Stories from a Transition Backlog



Example Epic Stories from a Transition Backlog





## Roadmap für den Rollout von Scrum

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Als ETT möchten wir eine Roadmap für den Rollout von Scrum nach welche Auswirkungen es auf sie hat weil wir eine nachhaltige Umsetzung erreichen wollen





## Kommunikation Zielbild Scrum

Als Sponsor für Scrum  
möchte ich das Mitarbeiter verstehen, was  
Scrum ist, warum wir es einsetzen und  
welche Auswirkungen es auf sie hat  
weil wir eine nachhaltige Umsetzung erreichen  
wollen

Thanks for  
your  
Attention!

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