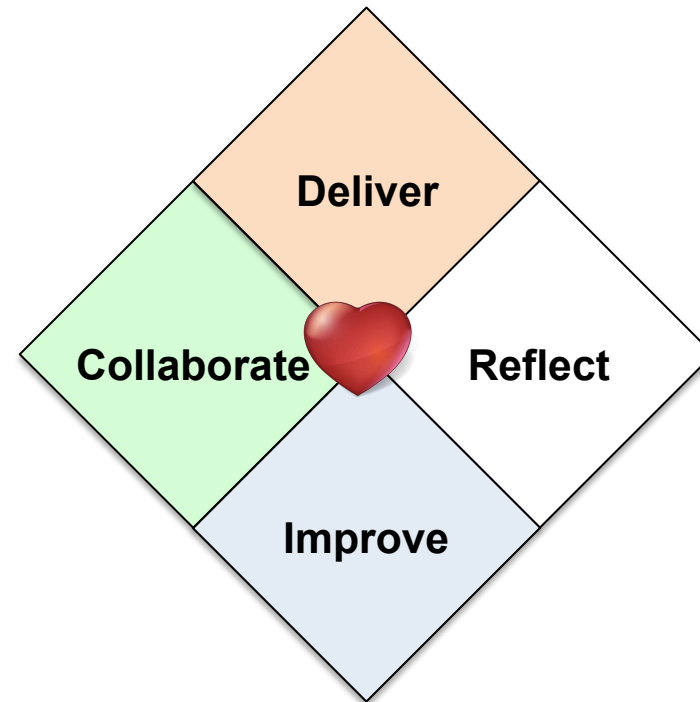


“Agile is for Wimps”

Modern Software Development



Dr. Alistair Cockburn
<http://Alistair.Cockburn.us>



Certified ScrumMaster Training has 104 LOs !

Please save this file to your computer, fill in Columns E and F, and re											
Section	Topic	Subtopic	Learning Objectives								
General Knowledge	Agile Manifesto		Define and describe the Agile Manifesto			Authority	Define and describe the Agile Manifesto		Sprint Review Meeting	For the sprint review	
	Scrum Foundations	Empirical and Defined Processes	Define and describe the Scrum process. Describe the Scrum process.			Constraints	Define the Scrum process.		Sprint Retrospective Meeting	For the sprint retrospective	
		Sprint - Iterative and Incremental	Describe how the Scrum process is incremental			Single Overall Product Owner per Product	Define the Scrum process.				
		Sprint - Protected	Identify in which situations a sprint should be protected			Organizational Respect	Identify who is responsible for the sprint				
		Sprint - Timeboxed	Describe what a sprint is			Responsibilities	Analyze the sprint and its impact on the team				
		Sprint - Timeboxed	Describe the sprint process		The Team				Release Planning Meeting	For the release planning	
		The Significance of "Done"	Define the role of the sprint in order to achieve the product goal								
		The Five Scrum Values	Identify the five Scrum values								
		The Applicability of Scrum	Identify the situations in which Scrum is applicable								
Scrum Roles	Overview of Scrum Roles		Identify the roles in Scrum			Authority	Identify the roles in Scrum				
	ScrumMaster	Responsibilities	Process-Related and coach people in the Scrum process			Teamwork	Describe the journey by Team Success	Scrum Artifacts	Product Backlog	Definition	
			Acts as a Change Agent in the organization			Team Characteristics	Identify the characteristics of a Scrum team			Contents	
			Serves the Product Owner		Impact on Traditional Roles	No Project Manager	Analyze who is responsible for the product				
			Identify how to facilitate the Scrum process			Specialists	Describe the roles of specialists in Scrum			Management and Refinement	
			Removes Impediments							Responsibility and Participation	
			Identify how to remove impediments							Item Readiness	
			Coaches the Product Owner		Scrum Meetings	Sprint Planning Meeting	For the sprint planning			Item Estimation	
			Productivity, velocity, and quality								
			Protects the Team						Product Increment and the Definition of Done	Definition of Product Increment	
			Help ensure the team's success								
			Guides the Team to challenge the status quo								
			Describe how to challenge the status quo								
			Describe how to deliver or scope		Daily Scrum Meeting		For the Daily Scrum			Development of a Product Increment	
	Product Owner	Responsibilities	Drives Product				Who participates				
			guiding the Team				When the meeting				
			Creates the Product Backlog				How long the meeting			Definition of Done (DoD)	
			with a clear goal				Any necessary activities				
			Creates and Maintains the Product Backlog							Understanding the DoD	
			and refine and reprioritize the Product Backlog								
			Collaborates with the Development Team				For the sprint				
								Sprint			

Oversimplified:

SCRUM Certification - \$29 - Cheap Certification, Free Book

Ad www.scrum-institute.org/ ▼

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Highlights: Online Scrum Training Materials, Multiple-Choice Test Questions...





“Shu”



“Ha”

**Not yet Ri
Nor any discipline needed**



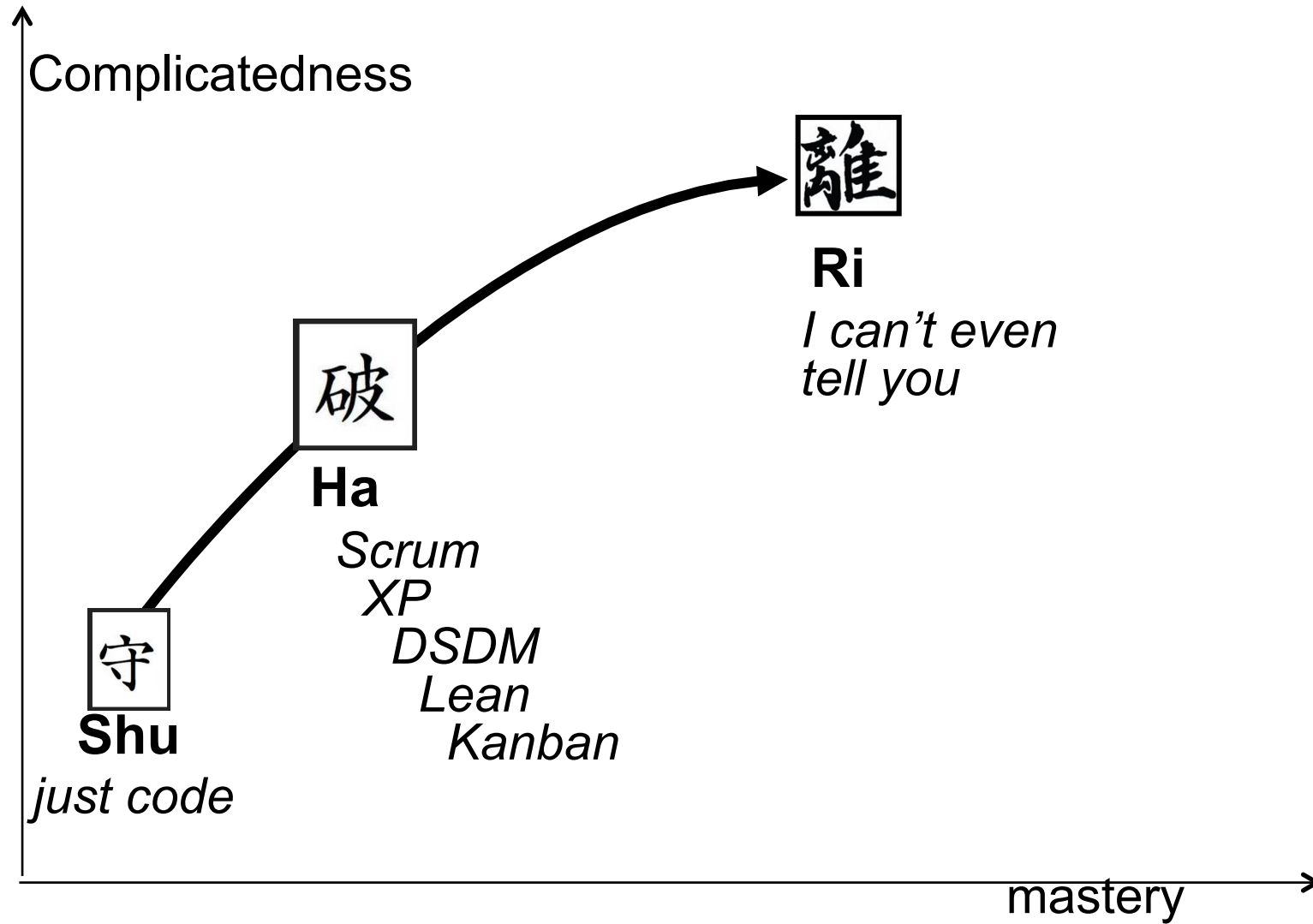
離

“Ri”

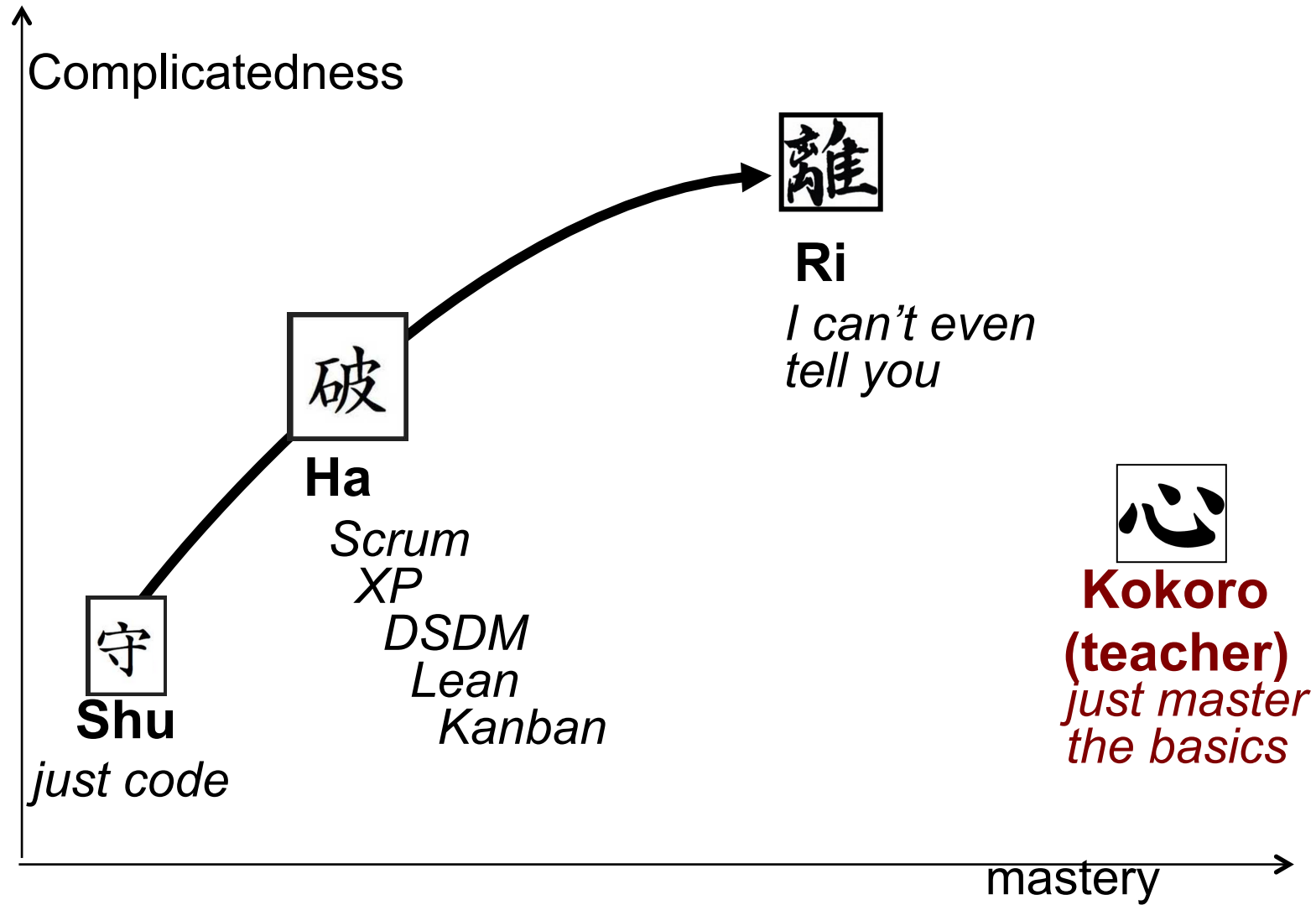
‘Discipline’ not needed yet



Shu - Ha - Ri : skills become more complicated

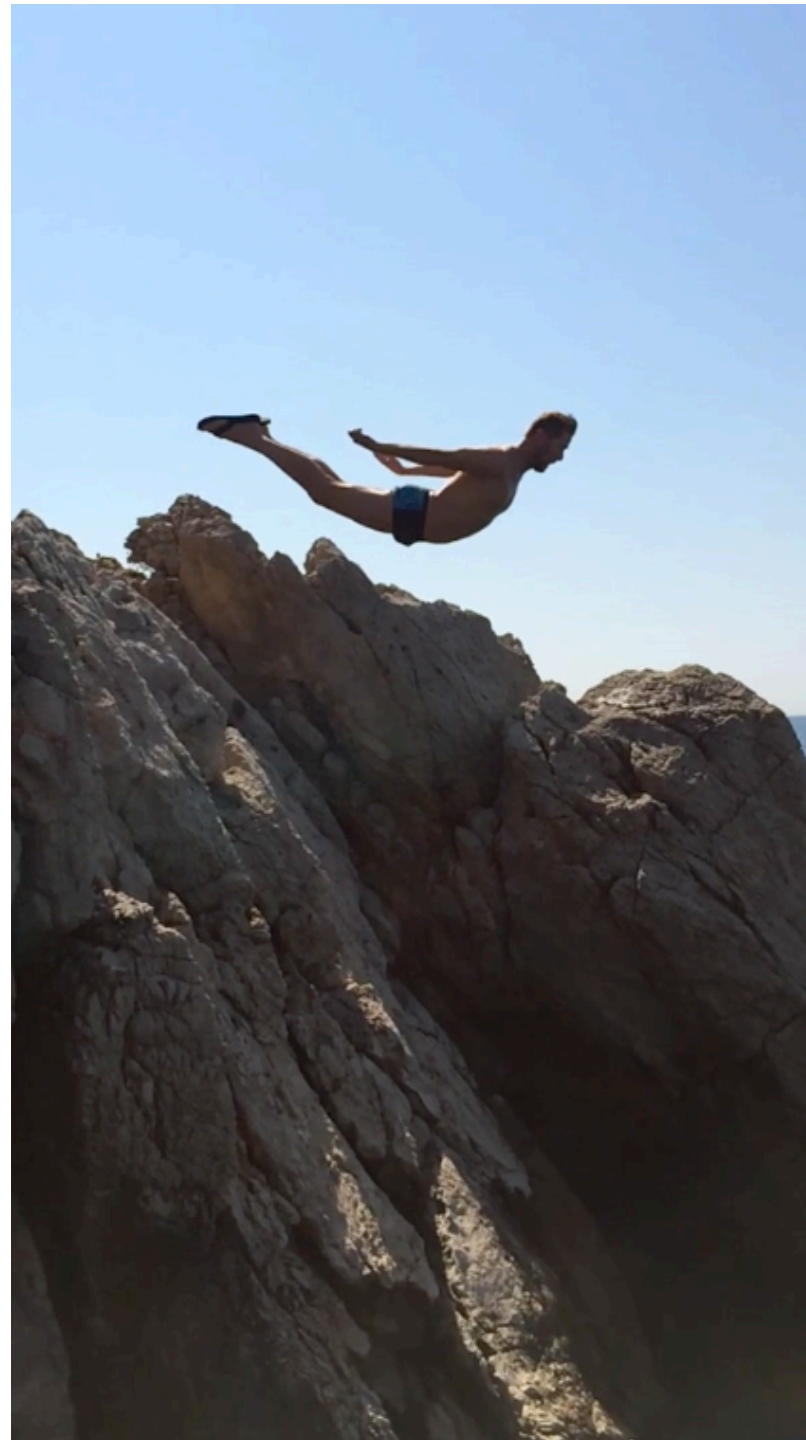


Radical Simplification: Kokoro

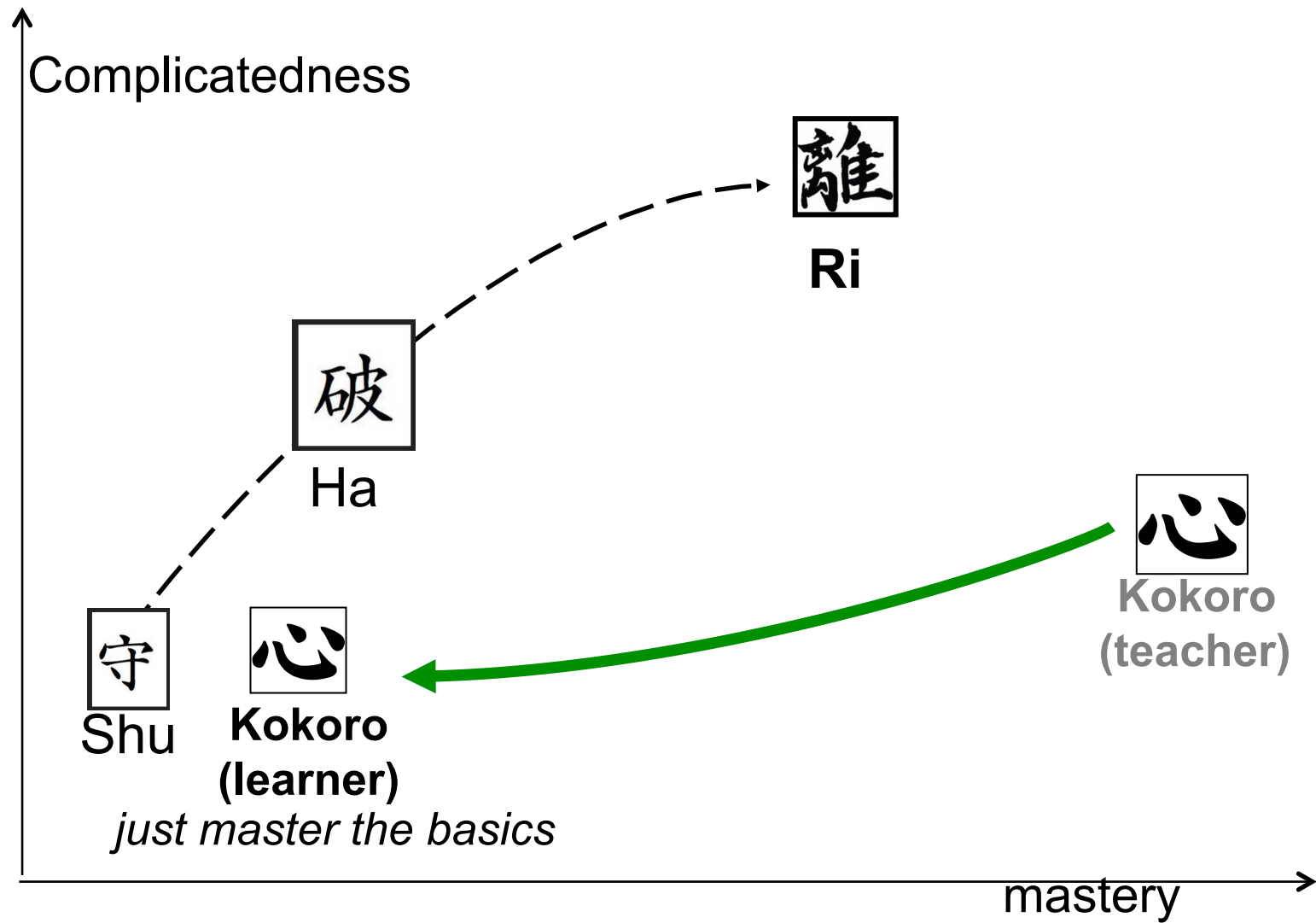




**“Kokoro”
(Simplify)**

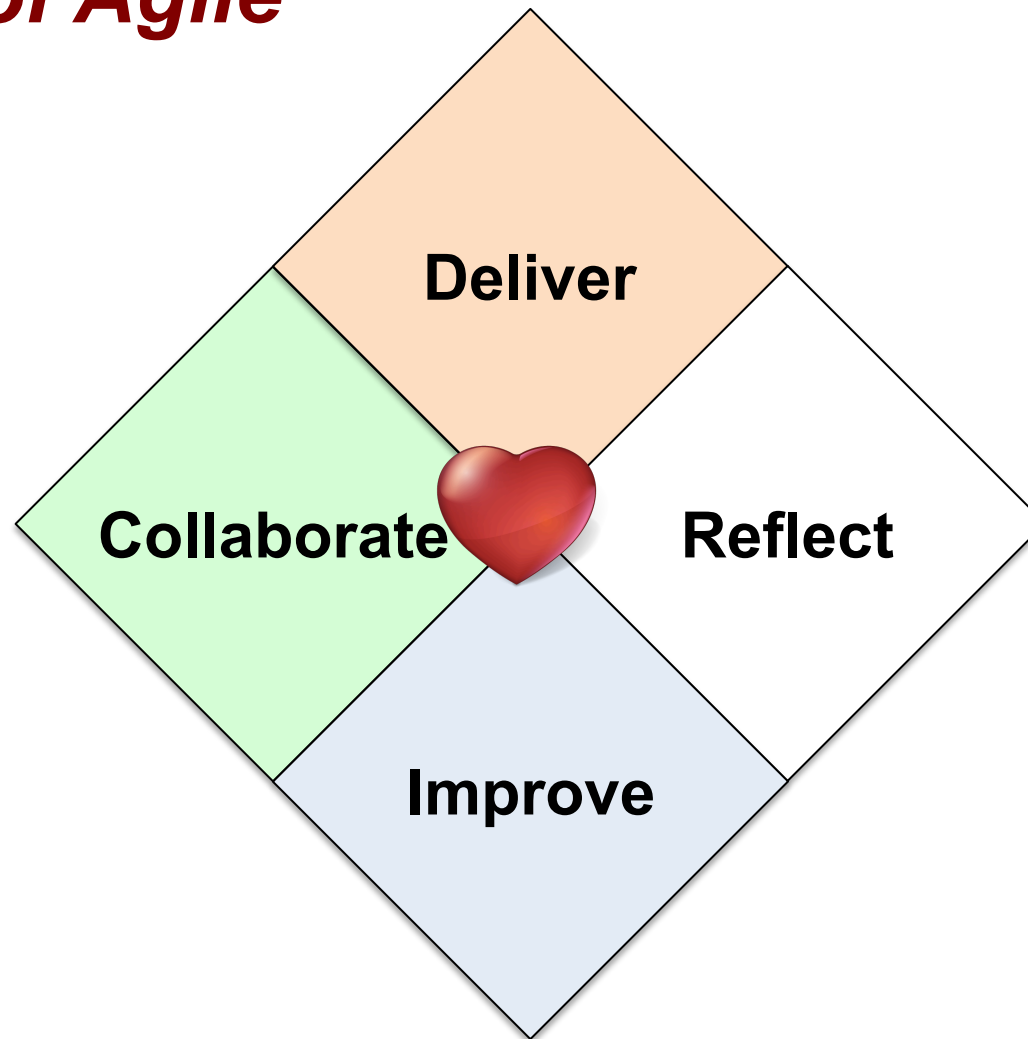


Radical Simplification: Kokoro is a way to start

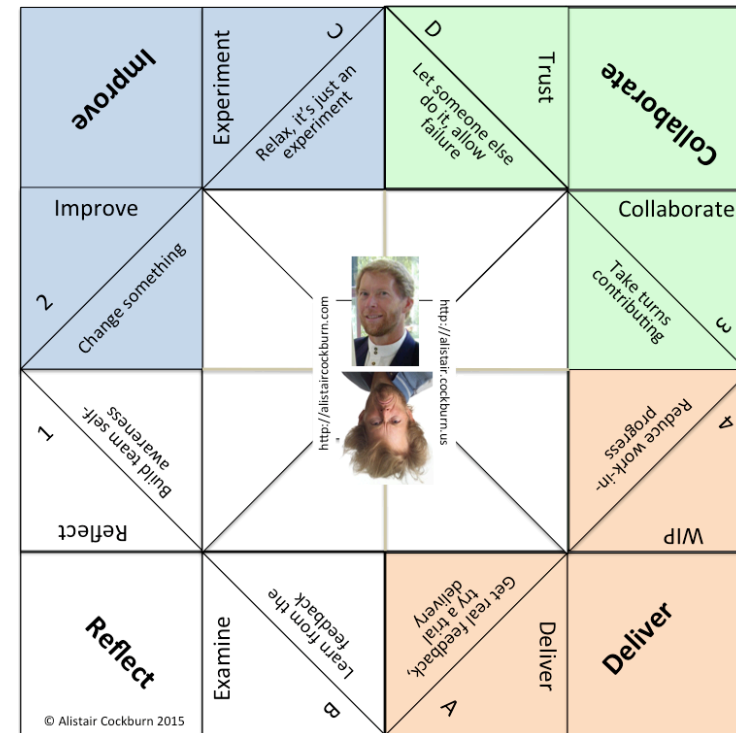
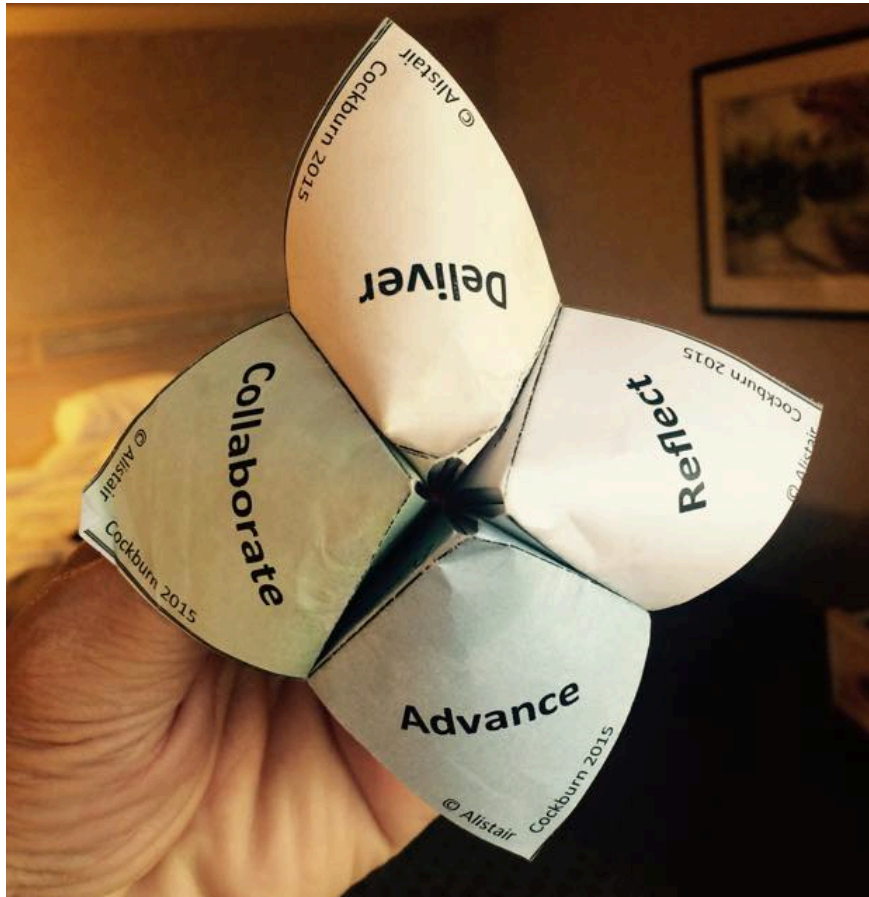


Agile の 心

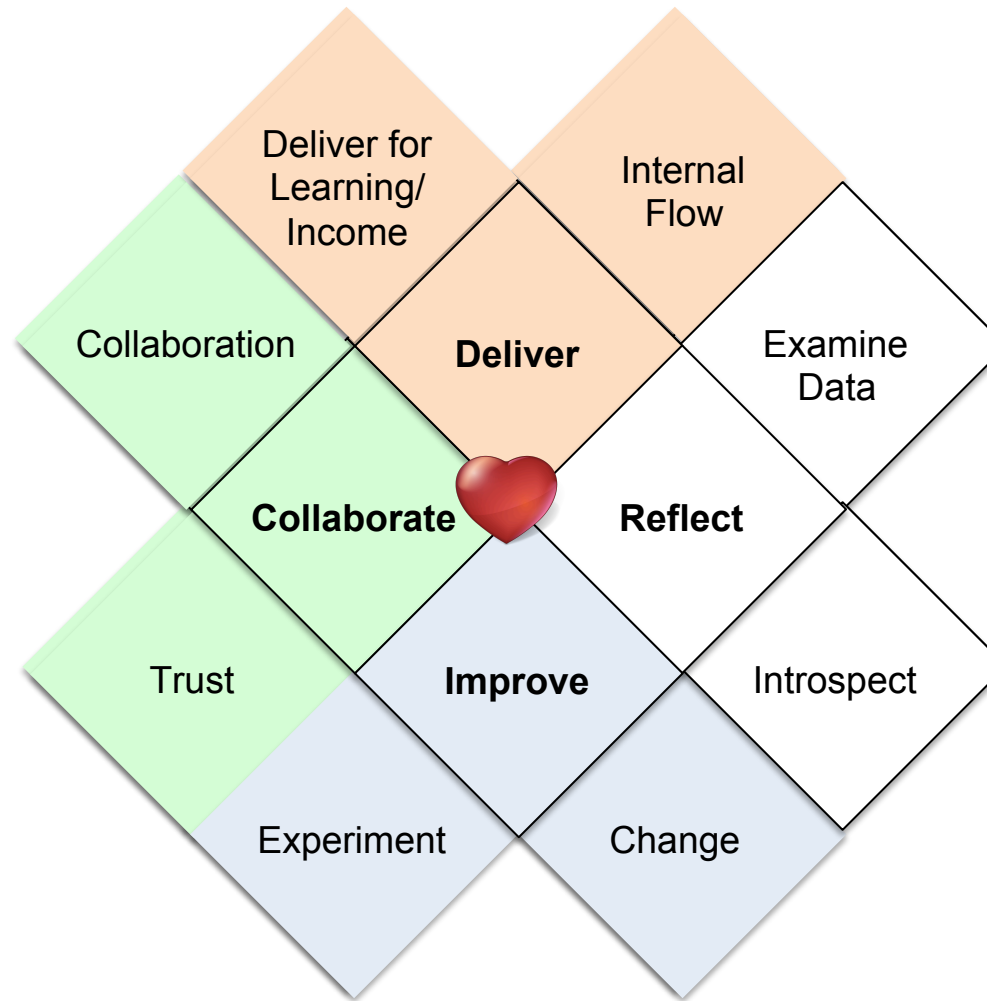
Heart of Agile



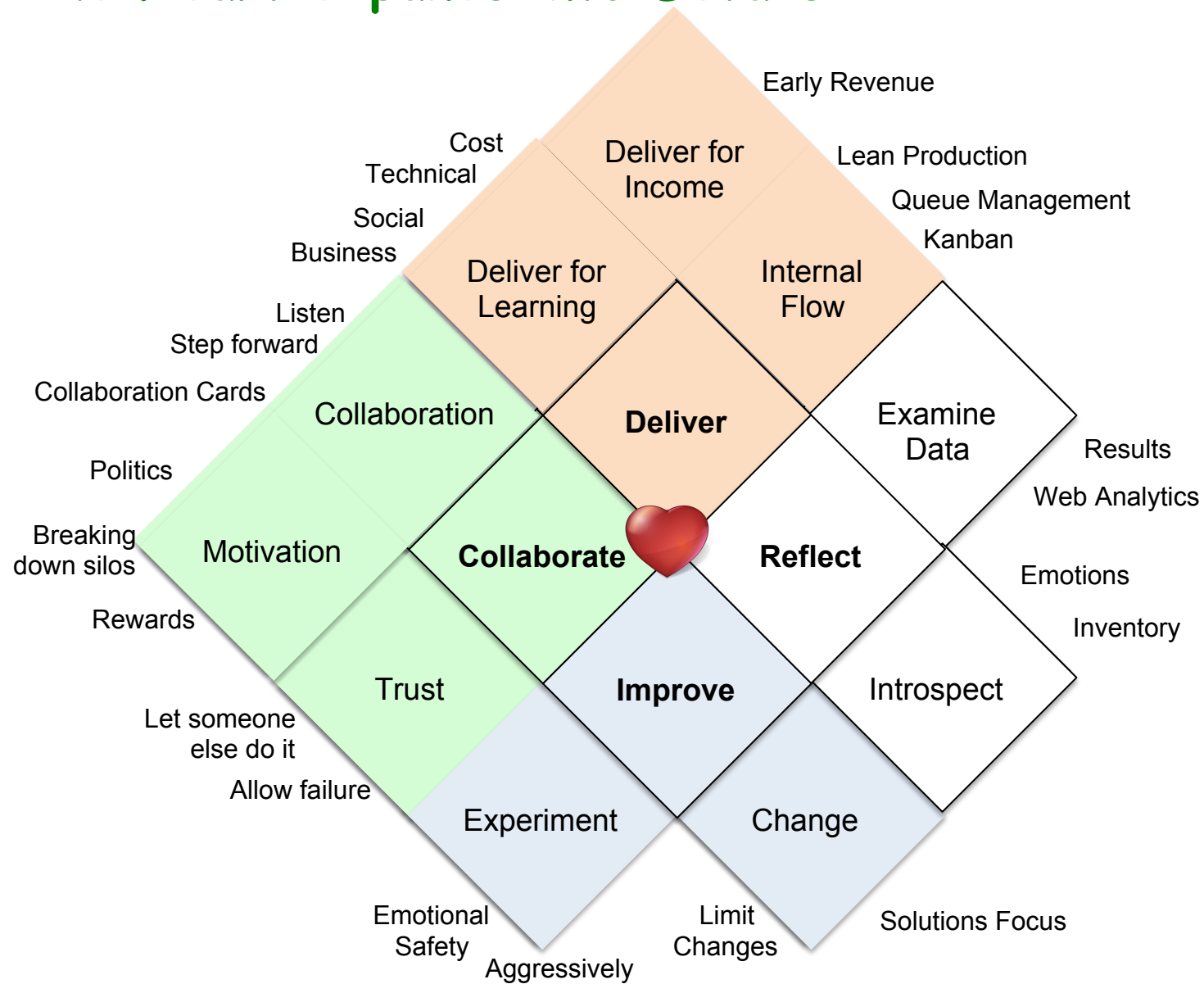
Expanding the Heart of Agile



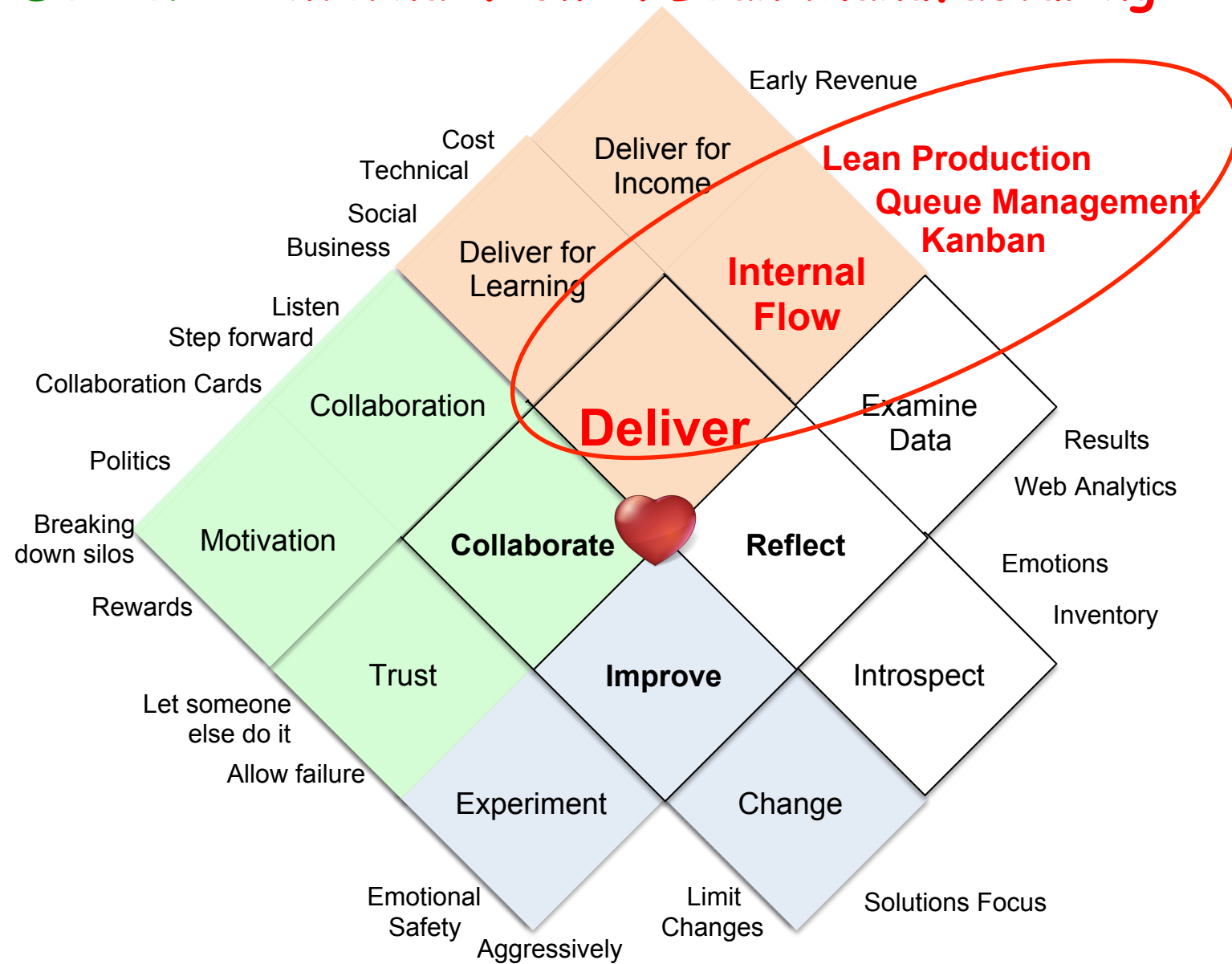
The Heart expands into Details



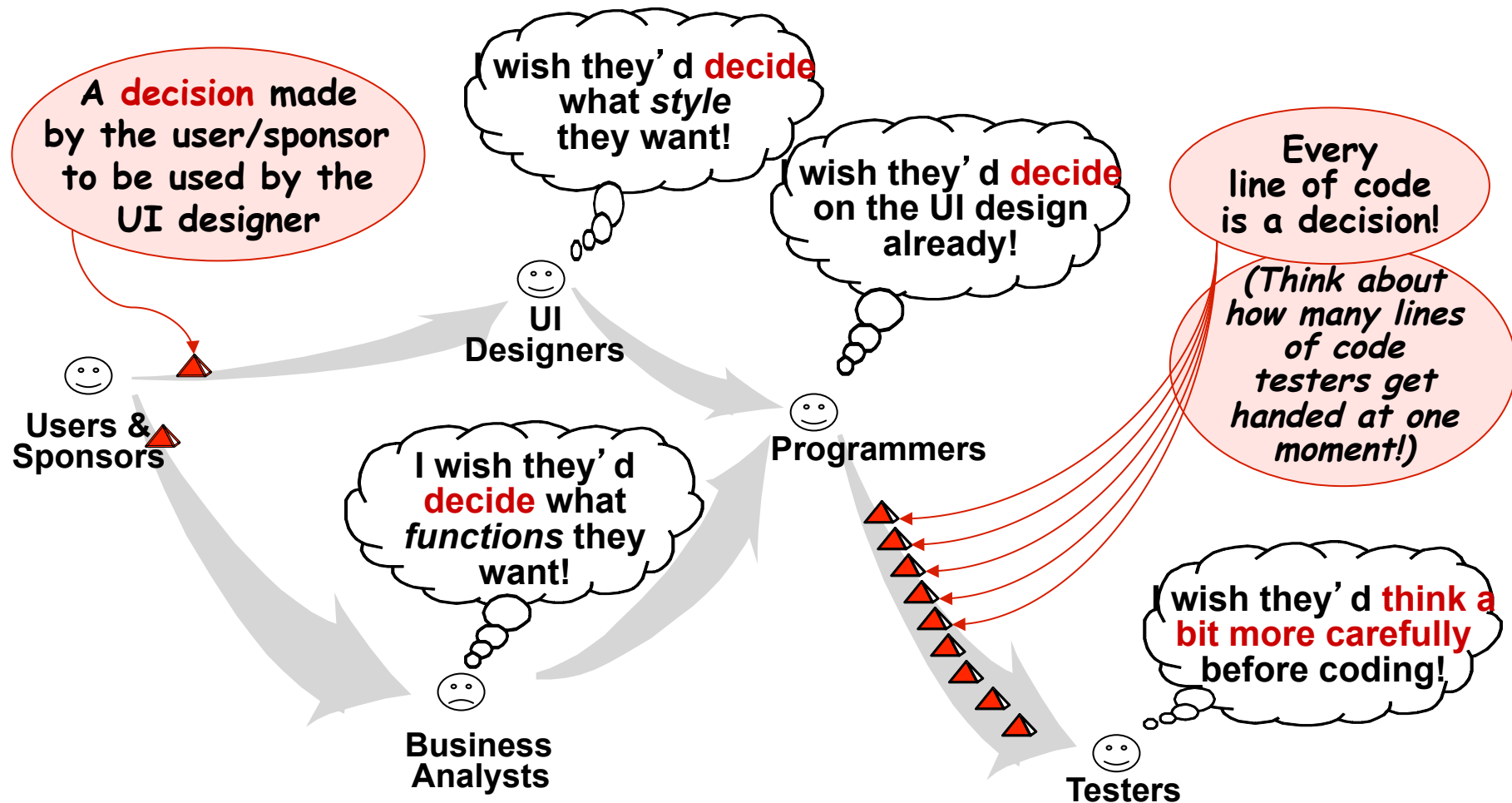
The Heart expands into Details



Deliver : Internal Flow & Lean Manufacturing

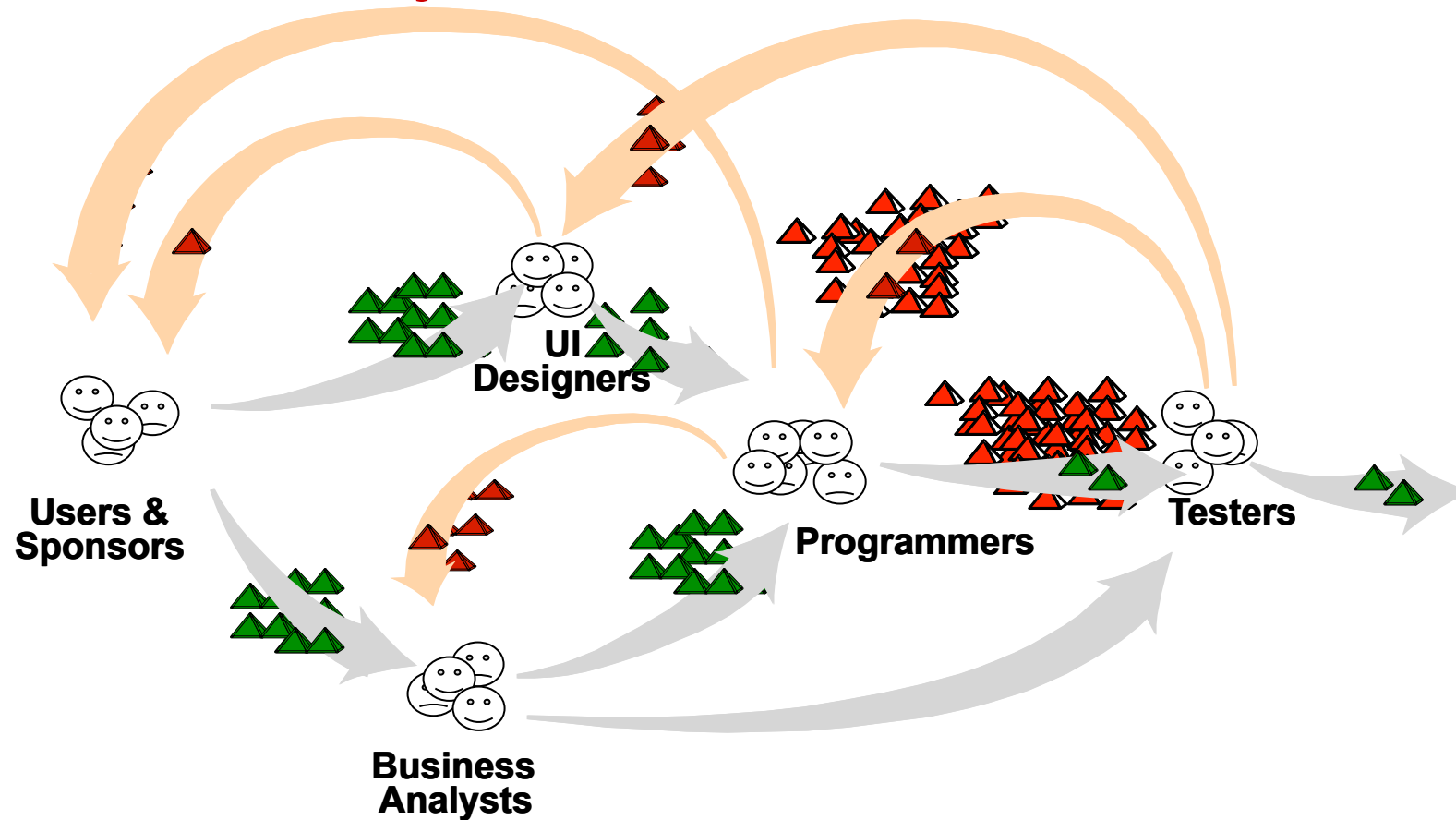


Internal Inventory = Unvalidated Decisions

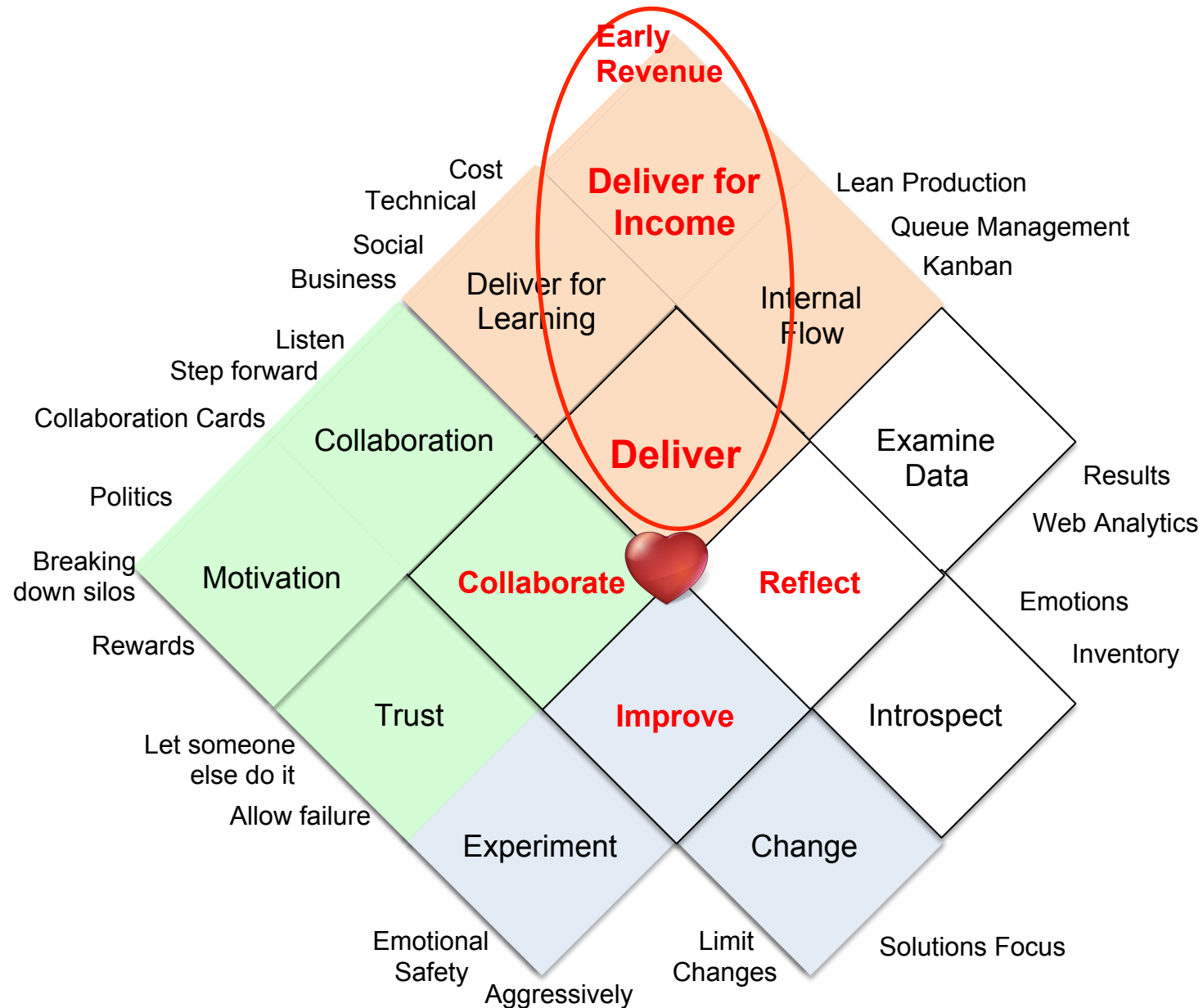


Reduce decisions in motion & balance the flow

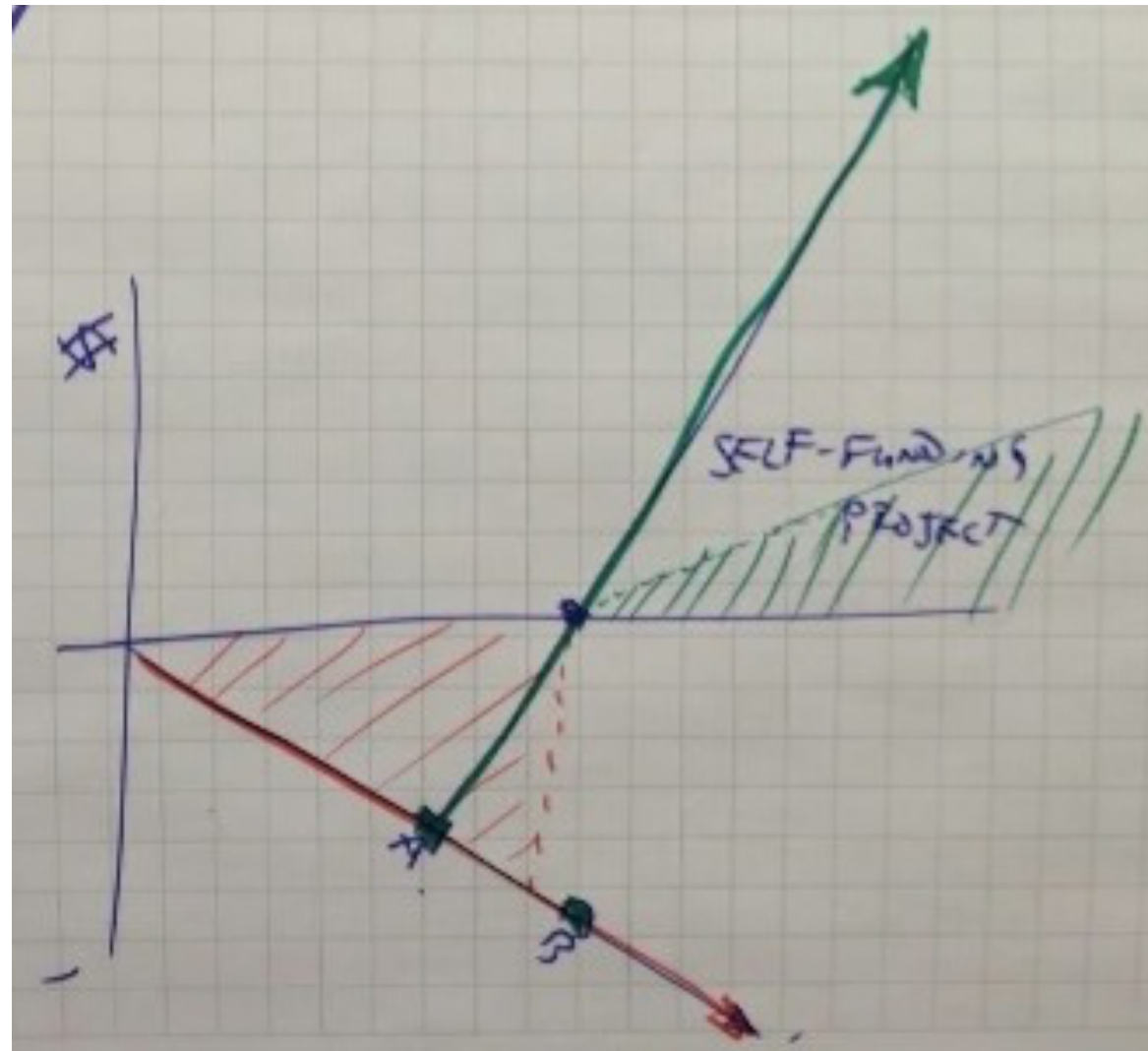
Convert **jam** to continuous flow.



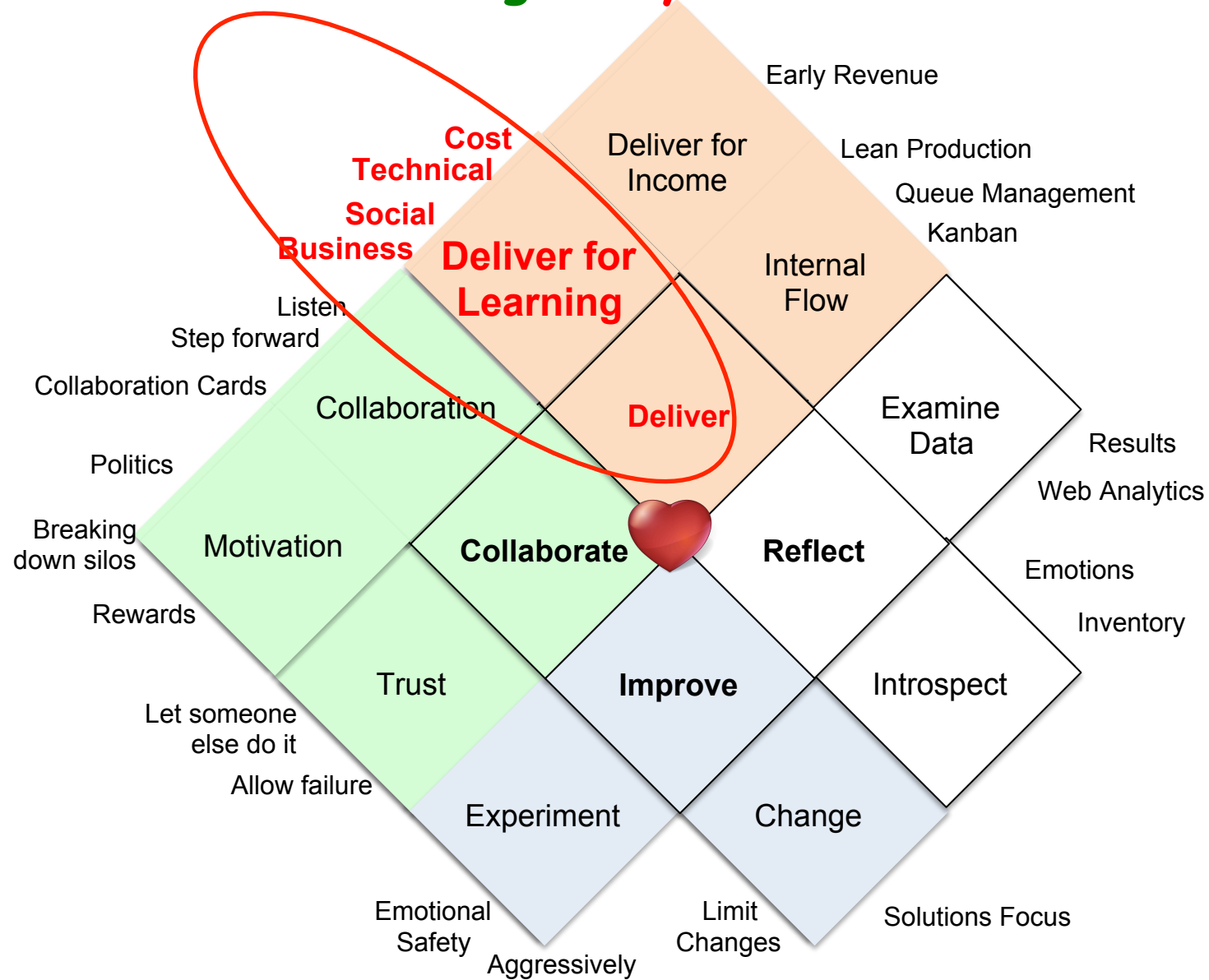
Deliver for Income: Early Revenue



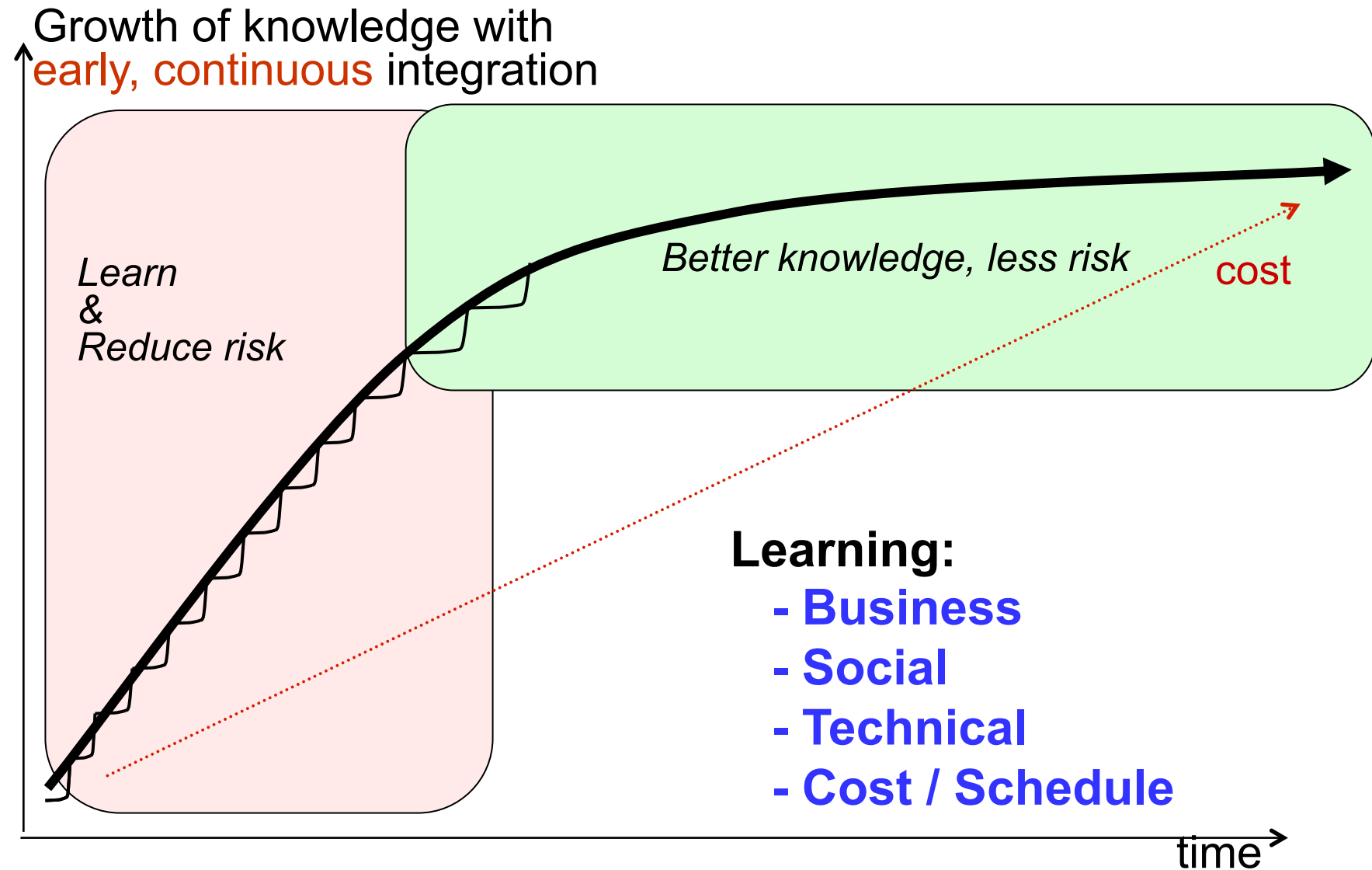
Deliver for Income: Make a self-funding project



Deliver for Learning : Pay to learn



Deliver for Learning: Learn Early, Learn Often



Deliver for learning (not profit)

IMessage
Today 10:46 AM

Brian, your next automated pizza delivery is scheduled for [SATURDAY, FEBRUARY 25 at 12:00pm](#). To confirm txt YES. To decline txt NO. Txt Help 4help.

Thank u Papa John u handsome man. I shall call u the Carbs Vixen

We're sorry, we didn't understand. Please confirm or decline.

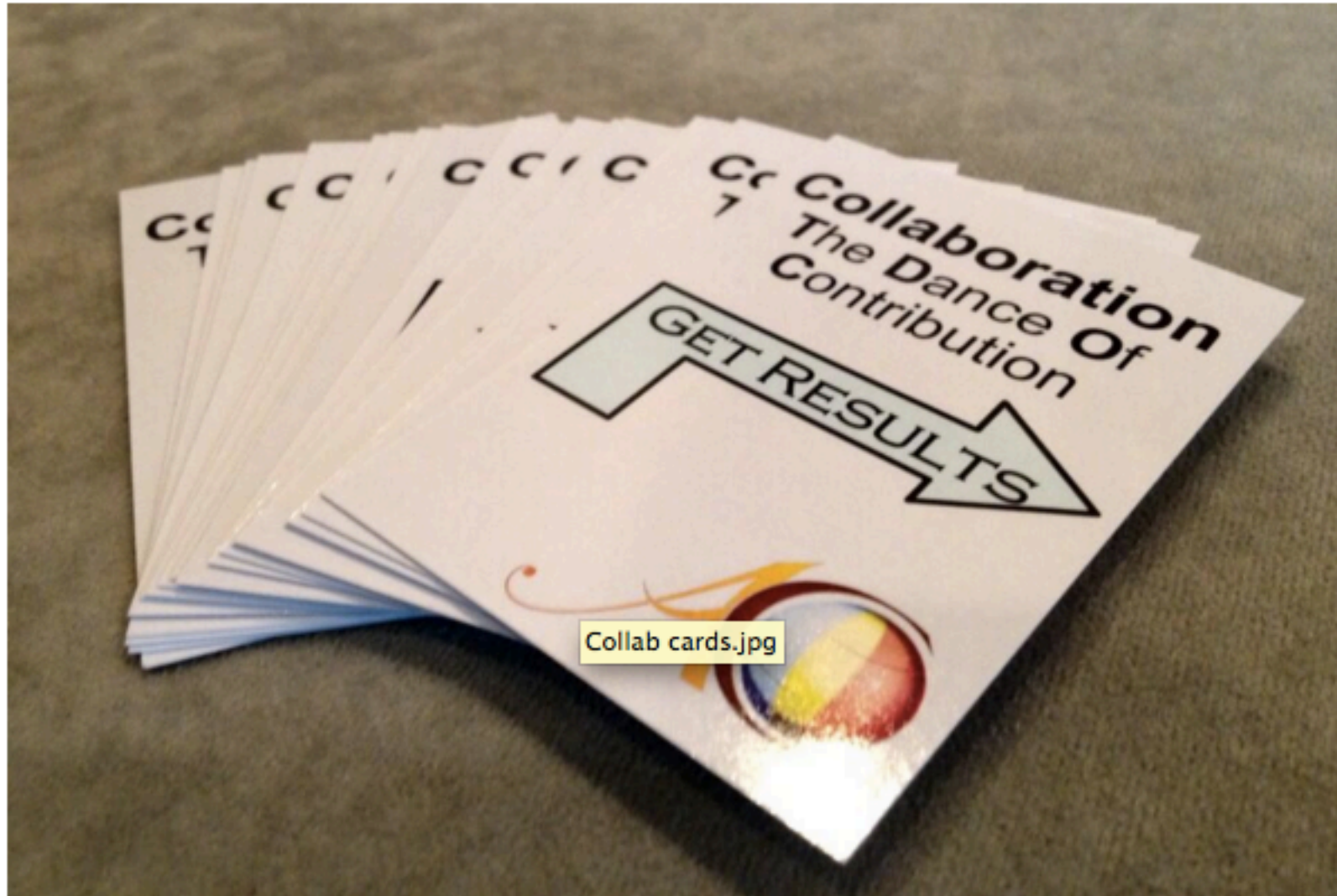
When I make love I imagine you tossing some dough shirtless

Delivered

Dude, our automated system isn't set up yet. This is a real person texting you. I make minimum wage, please just tell me if you want the pizza



“Collaboration Cards” codify moments of collaboration

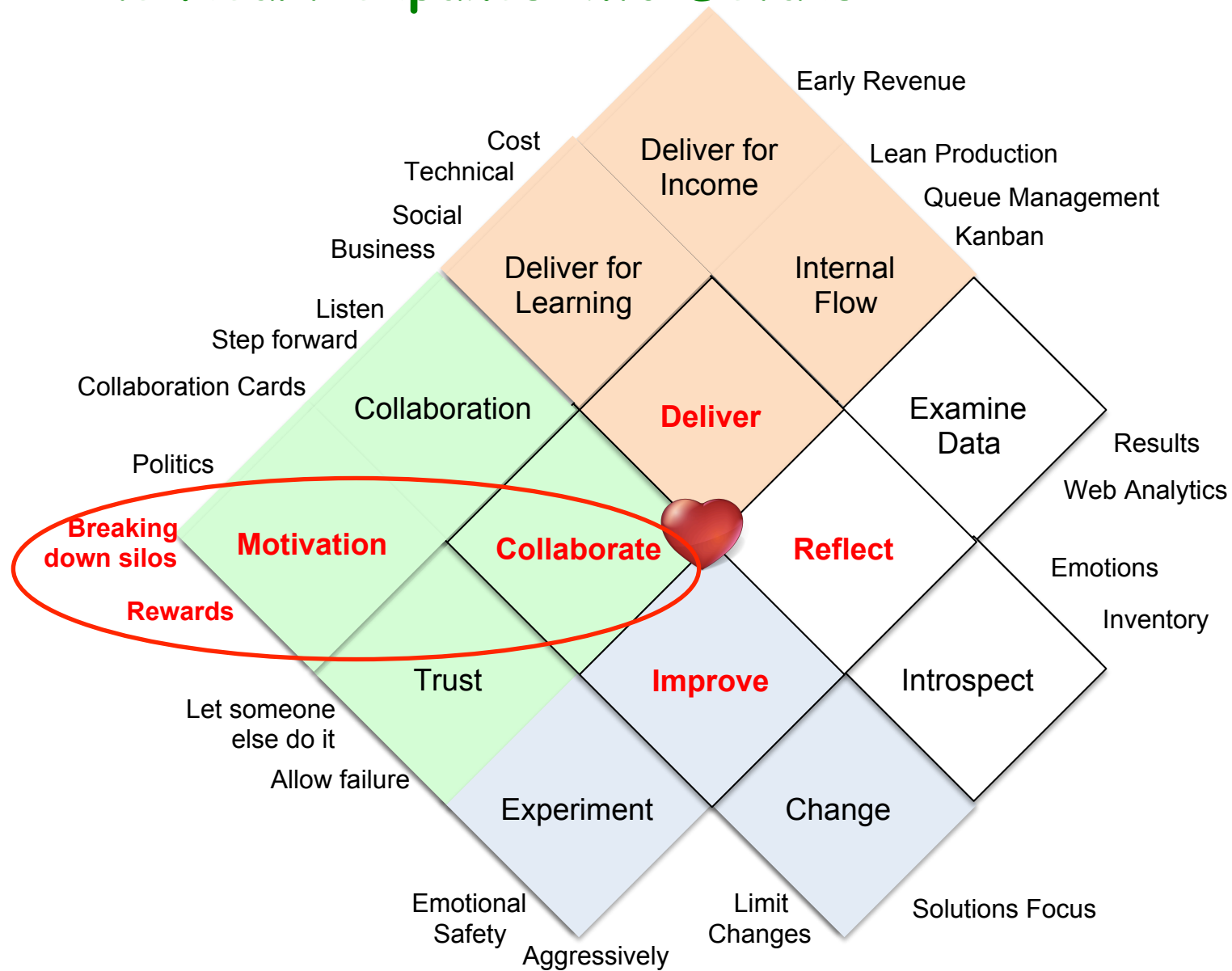


Collaboration at the Shu level

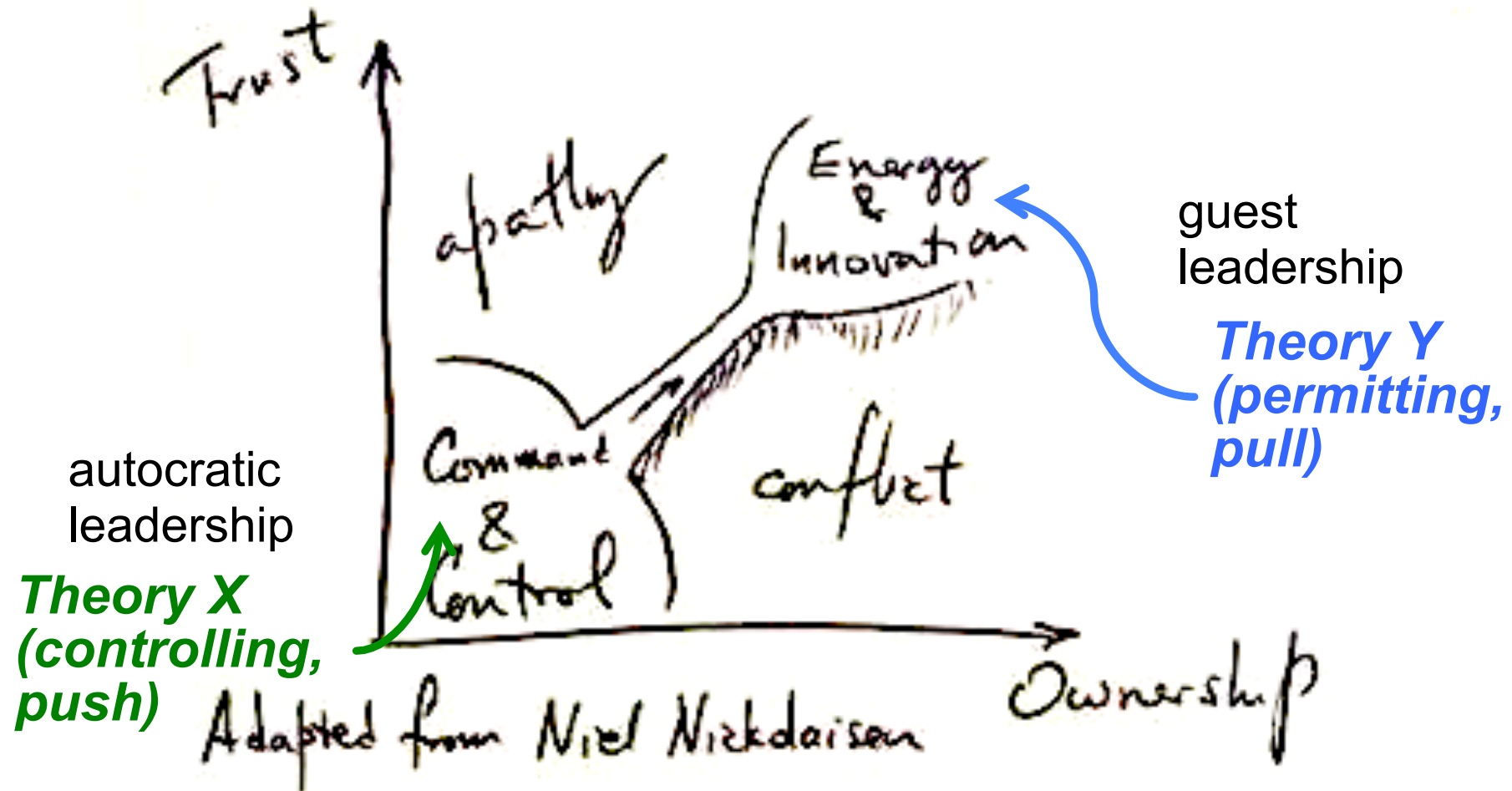
25

<p><i>-Collaboration- the Dance of contribution</i></p>  <p>LIFT OTHERS</p>	<p><i>-Collaboration- the Dance of contribution</i></p>  <p>GET RESULTS</p>	<p><i>-Collaboration- the Dance of contribution</i></p>  <p>INCREASE SAFTY</p>	<p><i>-Collaboration- the Dance of contribution</i></p>  <p>ADD ENERGY</p>
<p>LIFT OTHERS</p> <p>Lower your relative social position</p> <p>By tone of voice and gesture, place the other person at your same level or higher.</p> <p>This includes self-deprecating humor.</p> <p>It does not mean groveling.</p> <p>http://Alistair.Cockburn.us/Collaboration+Cards</p> <p>© Alistair Cockburn, 2008</p>	<p>GET RESULTS</p> <p>Get one result</p> <p>Getting a result is heartening.</p> <p>Good facilitators often generate a victory to help encourage and bind the group.</p> <p>If the session is ending, aim for a small goal, so that the group can end with a victory.</p> <p>http://Alistair.Cockburn.us/Collaboration+Cards</p> <p>© Alistair Cockburn, 2008</p>	<p>INCREASE SAFETY</p> <p>Be yourself</p> <p>People can usually tell if you are being yourself or acting. Being yourself shows there is nothing to be afraid of.</p> <p>Try "being in the bar at 9pm with friends," quite obviously relaxed and your regular self. (This is not an excuse to be crude.)</p> <p>http://Alistair.Cockburn.us/Collaboration+Cards</p> <p>© Alistair Cockburn, 2008</p>	<p>ADD ENERGY</p> <p>Keep your energy high!</p> <p>Avoid being lethargic yourself.</p> <p>Body posture, muscle tone, eye alertness, all communicate your energy level.</p> <p>Even just sitting alert contributes energy to the room. Pay close attention to the speaker, digest what they say, ask a question.</p> <p>http://Alistair.Cockburn.us/Collaboration+Cards</p> <p>© Alistair Cockburn, 2008</p>

The Heart expands into Details



Increase trust & ownership. Everywhere.



Theory X a **push** model; Theory Y a **pull** model

Push / Controlling model

Workers are lazy

Management tells

Physical work
improves under stress

Pull / Permitting model

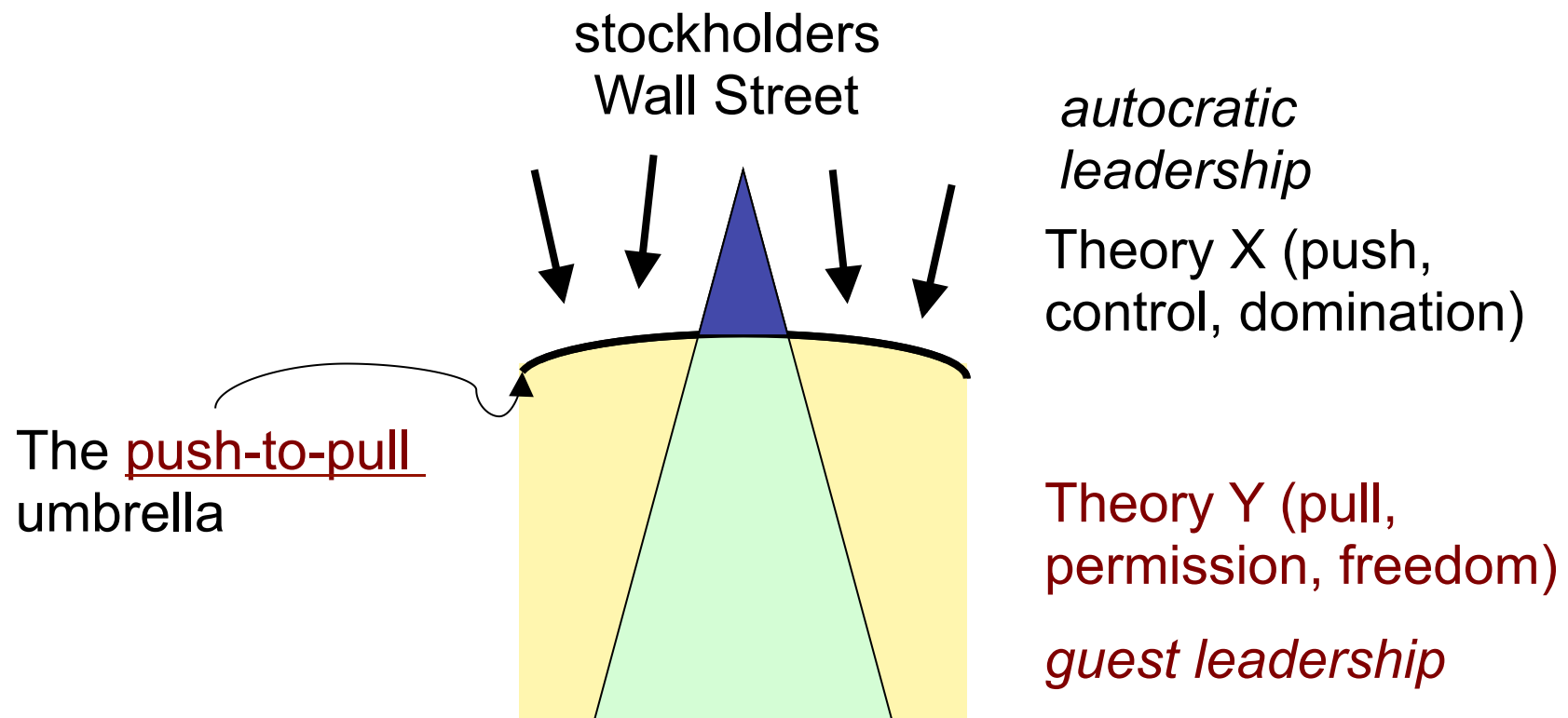
Workers are motivated

Management shares direction,
Workers share insights.

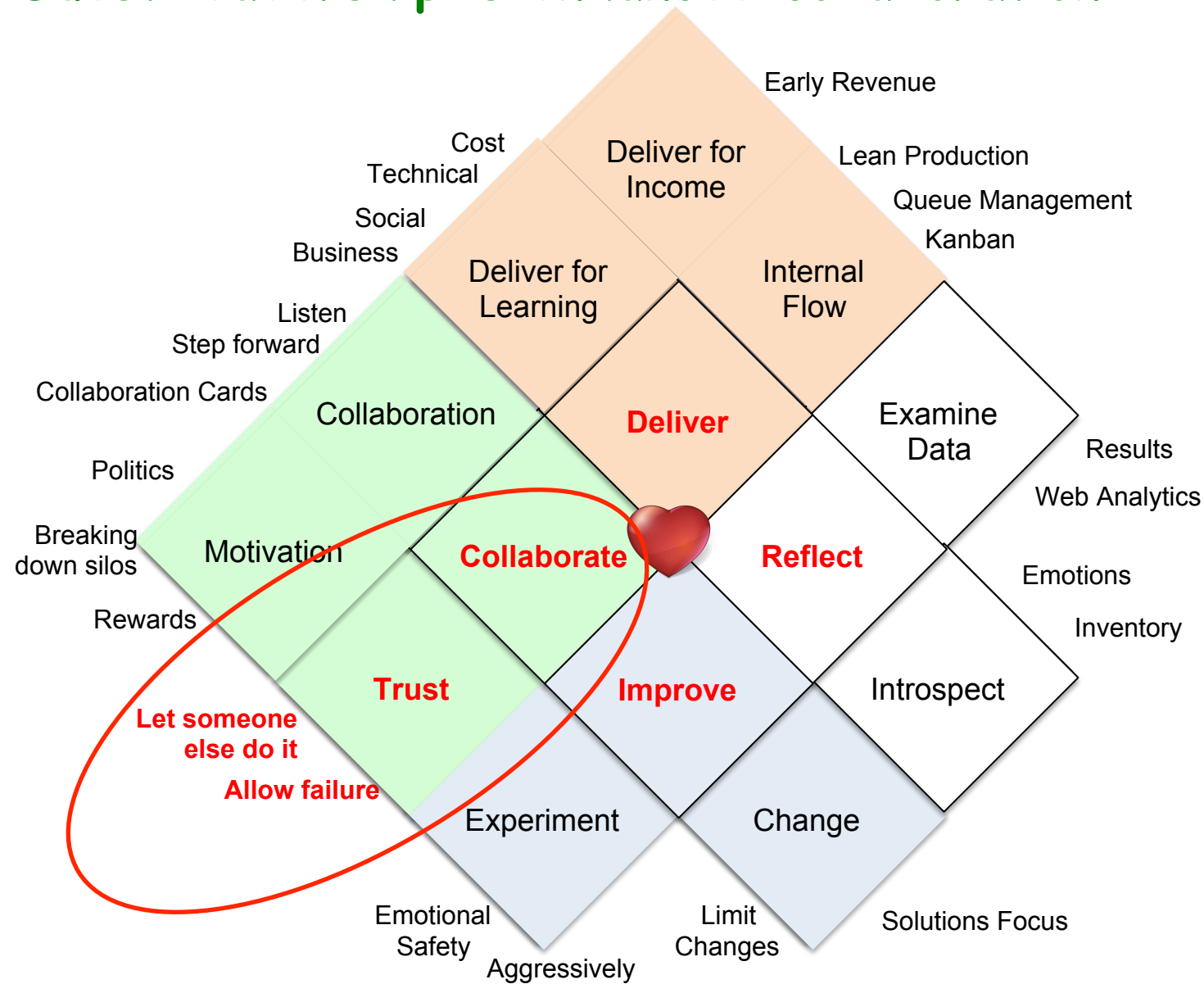
Mental work gets
worse under stress



The assignment for managers:
Theory X above, Theory Y below



Guest leadership is enhanced collaboration



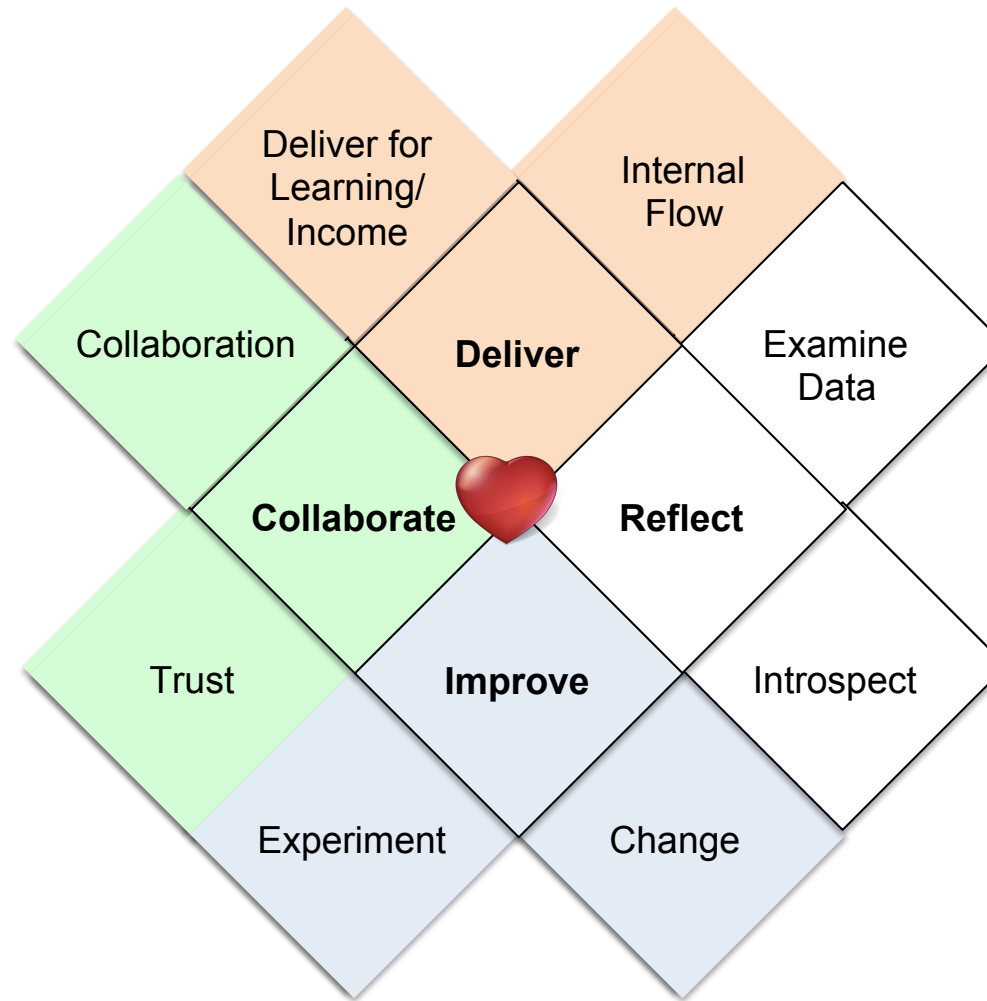
Guest Leadership

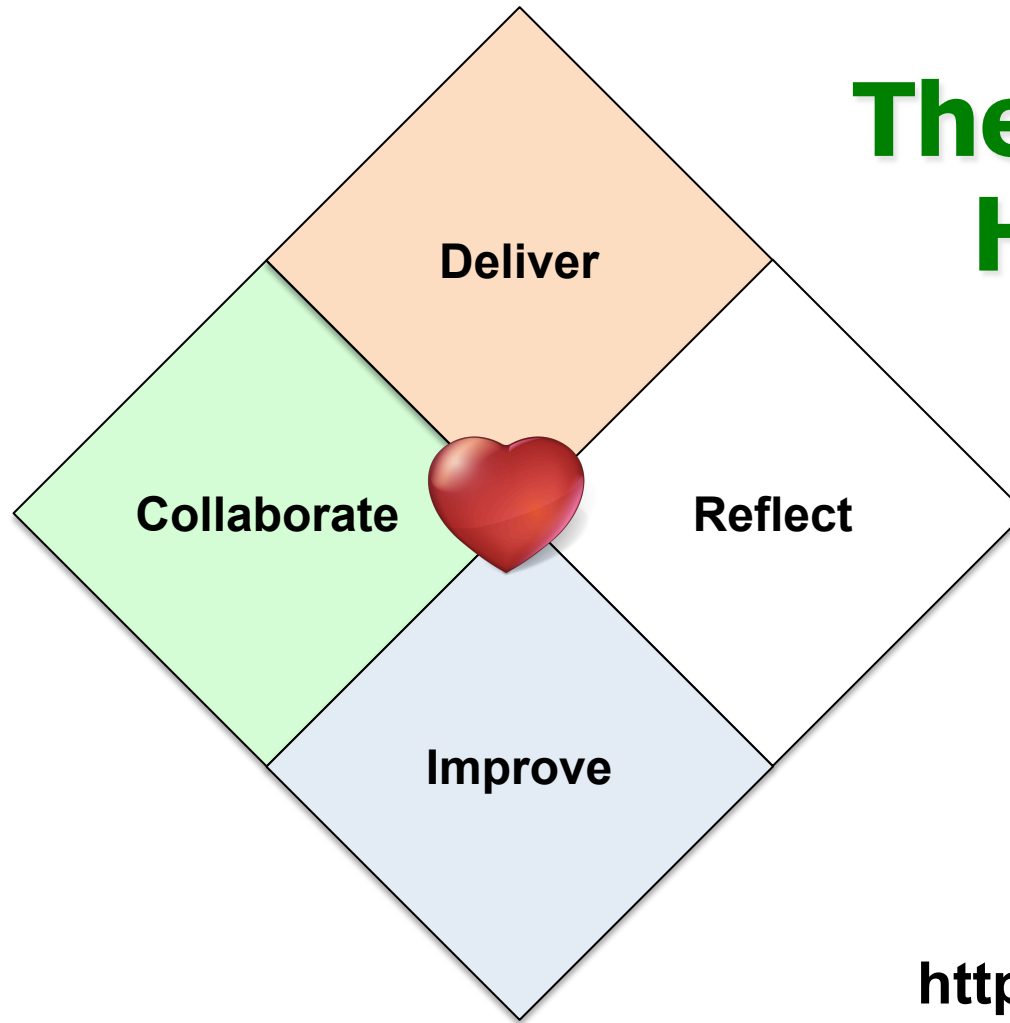
Leader 1: Setting direction

Leader 2: Being a host

Leader 3: Guest as (momentary) leader

Fold it back up: Make it simple again





The Heart of Agile

<http://AlistairCockburn.us>