



CONNECTING PRACTICES TO PRINCIPLES

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Agenda

- Connect Scrum ceremonies to values and principles
- When and how to break the rules
- Identify anti-patterns

Beyond “Doing”

Agile Is A Mindset, Not A Methodology

- “The highest priority,” as the Agile Manifesto states, “is to satisfy the customer.”
- Agile is therefore at odds with “the biggest idea in business”—shareholder value.

Source: Forbes, “HBR’s Embrace of Agile”

What's the Connection?

- Rules vs values and principles
- How scrum ceremonies connect to scrum values and agile principles
- What's wrong with following the rules?

What Are Rules?

- Rule(s) = A set of explicit or understood regulations governing conduct within a particular activity
 - *Un-bendable*
 - *Not situational*
 - *Simple solutions for simple situations*
 - *Not effective for knowledge workers*

How Values Are Different

- *Values = The principles or standards of behavior; one's internalized judgment of what is important*
- *Values*
 - *...set boundaries for decisions*
 - *...set a standard for behavior but don't define or dictate behavior*
 - *... are internalized and guide ways of being*

Principles Guide

- *Principles = A fundamental truth or proposition that serves as the foundation for a system of belief or behavior or chain of reasoning*
- *Principles*
 - *...are pragmatic*
 - *...help guide practical application of values*
 - *...provide a framework for decision making*

Agile Values

“We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:”

Individuals and Interactions	Over	Processes and Tools
Working Software	Over	Comprehensive Documentation
Customer Collaboration	Over	Contract Negotiation
Responding to Change	Over	Following a Plan

“While there is value in the items on the right, we value the items on the left more.”

Agilemanifesto.org

Agile Principles

1. We follow these principles: Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
7. Working software is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
9. Continuous attention to technical excellence and good design enhances agility.
10. Simplicity—the art of maximizing the amount of work not done—is essential.
11. The best architectures, requirements, and designs emerge from self-organizing teams.
12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Scrum Values

Focus

Courage

Openness

Commitment

Respect

Inspection ~ Adaptation ~ Empirical Process

Making Connections

- *Daily Scrum*
 - *Rules*
 - *15 minutes*
 - *3 questions*
 - *Everyone participates*

 - *What values / principles does this ceremony support?*

Making Connections

- *At your tables work together in pairs to identify the rules of each ceremony or practice*
- *Identify the VALUES OR PRINCIPLES THE CEREMONIES AND PRACTICES SUPPORT*

Rules are a starting point

- *Rules can be a pattern followed to better understand values/principles*
- *It is more important to understand the reason the rule is in place than it is to actually follow the rule*
- *Understanding the reasons behind the rules enables us to modify the rules in healthy ways*

Shu – A Time To Follow

- *SHU – martial arts concept meaning protect & obey traditional wisdom. Learn fundamentals and techniques.*
 - *First level of maturity*
 - *Follow THE RULES*
 - *UNDERSTAND the "why"*
 - *build second nature muscle memory through repetitive action*

Ha – A Time To Explore

- *Ha – martial arts concept meaning detach or digress from tradition. Break from the illusion that what you know is the only way.*
 - *Second level of maturity*
 - *Explore variations of the rules to create better results*
 - *Adhere to the values or principles behind the rules and create intentional change within those boundaries*
 - *Can explain the strategic why behind the change*

Ri – A Time To Create

- *Ri – martial arts concept meaning to leave, separate, and transcend current knowledge. Become one with the spirit.*
 - *Highest level of maturity*
 - *The values & principles become a part of who you are and impact every decision*
 - *Create new reality, techniques, practices*
 - *Become the new rule for others to follow*

How To Break The Rules

- *People often break the rules because it is easier to change the rules **than to address the real problem***
- *Don't mistake laziness for exploration*
- *Don't break rules to solve a problem – break rules to increase ability*
- *Break rules when things are going well – not when they are going bad*

Anti-patterns

What is an Anti-Pattern?

- Actions and decisions that seem helpful on the surface
- Violate a value or principle
- Are damaging to the long term success of the team

Anti-patterns: “No Retro for YOU”

A Scrum team starts complaining the Retrospective is a waste of time. In response, they decide to stop doing Retrospectives

The Anti-pattern game

- Review the scenarios
- Identify the anti-patterns
- Identify the values or principles violated
- Propose a better solution for the solution

The Anti-pattern game: “The Masked Burndown”

A team has a product owner that is very demanding and gets angry if the team isn't progressing as expected and very stressed if there are problems.

In response the team holds 2 daily scrums and has two different burndown charts – 1 for the product owner where everything is perfect and the burndown is right on trajectory.

After the product owner leaves, the team looks at the real burndown and has the real daily scrum where they discuss the actual progress and impediments to make the real plan for the day.

The Anti-pattern game: “The Safety Zone”

The lead Tester has worked with his team for years and spots a problem with the a particular piece of functionality.

He's brought this up to the lead developer before but was accused of 'harping' on the same issue when the team is trying to get a product out the door and to a customer.

He doesn't want to be an impediment but the issue is not getting fixed and he has a concern that putting this code out could be risky to the business's reputation. He says nothing for fear of being put down.

The Anti-pattern game: “The Missing Demo”

The team is working in a start up environment and time is always of the essence.

They had a product owner that was more like a tech lead and now, since that person has left, the head of the company is standing in as the product owner.

Because the head of the company is more focused on getting the product to market, they eliminate many of the ceremonies. Instead of doing a Sprint Review at the end of the Sprint, he does “drive-bys” (he stops at people’s cubes , one off) to see how things are going and give feedback.

Summary

- Doing
- Connections
- Rules, Values, Principles
- Anti-Patterns
- Exploration

Learnings

- What did you learn?
- What will you do differently when you leave?

Connect!

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