

# Success AFTER Scrum Training: 6 Best Practices

Learn from Industry leaders how to make your training Stick



Presented by:  
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Founder and President  
Guidance Technology, Inc

December 16, 2015

# Guidance Technology, Inc.

- ▶ Formed in 2001 helping Fortune 500 as well as small companies improve efficiencies in software development
- ▶ We provide Agile Training, Coaching and consulting in addition to Technical Staffing services.
- ▶ Focused on helping our clients gain a competitive advantage by staying focused on what is important: Delivering value to the customer and responding to changing requirements.

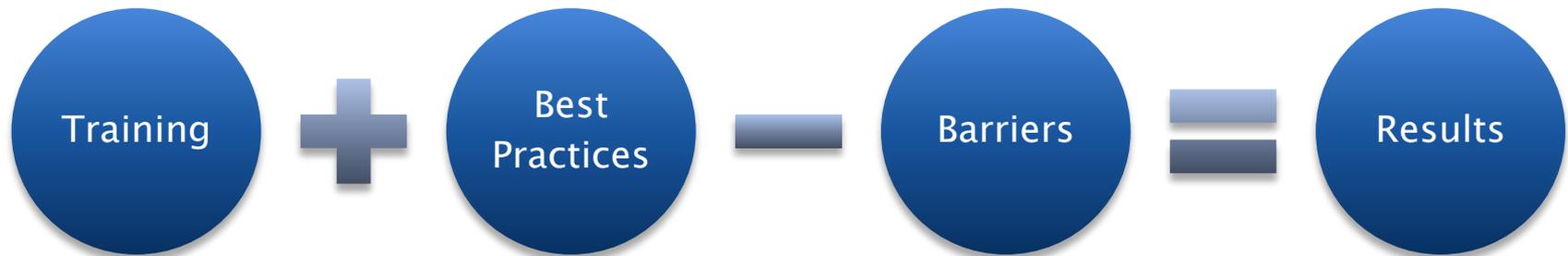
# Todd Kamens, CSM, CSP, PSM

- ▶ Degreed in Operations Management and focused on Agile, Lean and Kanban techniques
- ▶ 20 years of experience providing world class project management for strategic projects including 13 years experience launching and managing Agile teams
- ▶ Combine Project Management, Agile and technical skills to coach software development teams to deliver value to stakeholders
- ▶ Ability to effectively manage technical resources on development activities as well as manage the needs of business stakeholders providing clear transparency of risks
- ▶ Experience training teams on the values of Agile and how to succeed in their company

# Making Training Stick

How do we ensure that the Scrum Training we receive today results in performance improvements tomorrow?

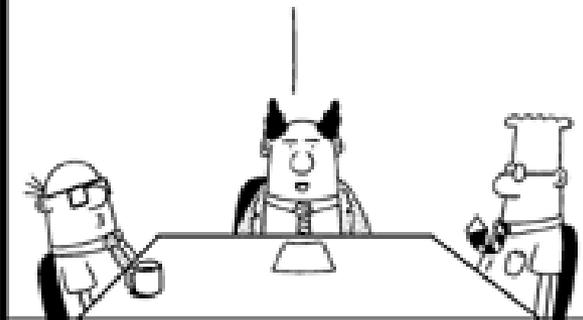
# Making Training Stick



# Making Training Stick

Does this sound familiar?

WE'RE GOING TO TRY SOMETHING CALLED AGILE PROGRAMMING.



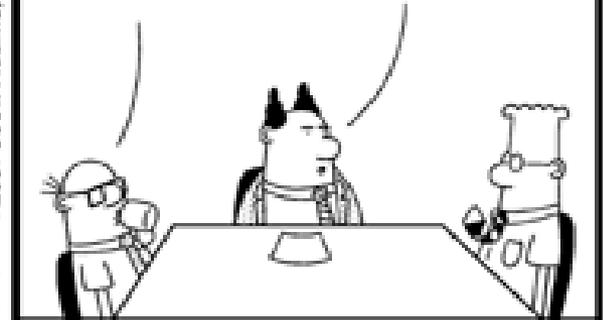
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THAT MEANS NO MORE PLANNING AND NO MORE DOCUMENTATION. JUST START WRITING CODE AND COMPLAINING.



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I'M GLAD IT HAS A NAME.



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# Before we begin...

When looking for Scrum Training, are you looking to educate your employees OR are you seeking to develop new practices that can help your company deliver value?

Clearly, Training alone will not deliver business value!

# Results Driven Mindset



# Understanding the Stages of Learning

守破離

# Shuhari 守破離

A Japanese martial art concept that describes the stages of learning

It roughly translates into:

- Shu – First, learn the fundamentals
- Ha – Then, break with tradition
- Ri – Finally, transcend

When learning, we pass through all three stages.

In Shu, we repeat what we have learned and we don't deviate.

When adopting Scrum...

- ▶ Do not deviate from the framework
- ▶ No Scrumbutts!
- ▶ Focus on the task and not the theory

In ha, once we have mastered the principles we begin to innovate

When adopting Scrum...

- ▶ Now understand the basic theory and framework and see value
- ▶ Learn from others and integrate that learning into your daily practice
- ▶ Begin to build Continuous Integration into daily activities

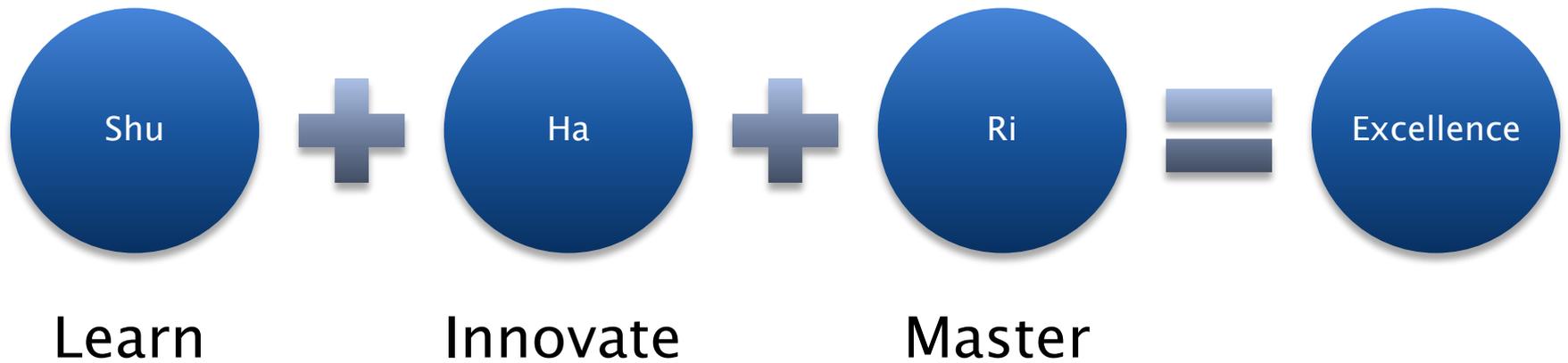
# Shuhari 守破離

In ri, we move beyond learning from others and start to learn from our own practices

When adopting Scrum...

- ▶ Begin to concentrate on developing new behaviors to enhance performance (e.g. Pair Programming)
- ▶ Work won't feel like work any longer, things are easy
- ▶ Focus is on improving the process, not on the process itself
- ▶ Seek training to help improve the collective team

# Putting it together



# From Training to Adoption

If we how we learn is no longer a mystery, then why don't we just adopt Scrum? It's easy!

Can you expect to take one tennis lesson and enter a competition? It sounds silly, but this is what is going on today with many companies.

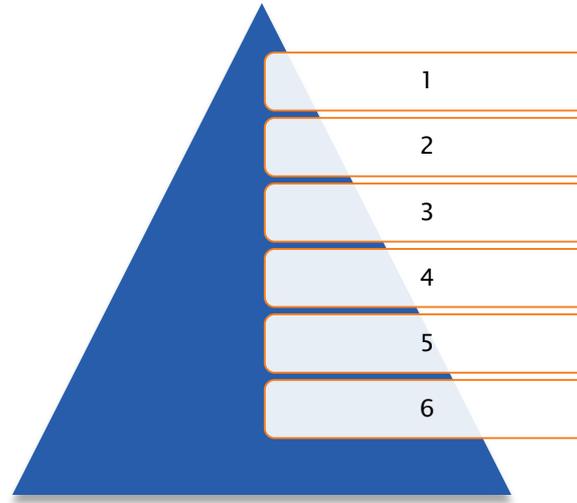
Let's look to the experts and see what they say.

# Wilson Learning

For 50 years, Wilson Learning has partnered with organizations around the world to consult, assess, design, develop, deliver, reinforce, and sustain learning solutions, fueled by our passion and vision for “Helping People and Organizations Achieve Performance with Fulfillment.”

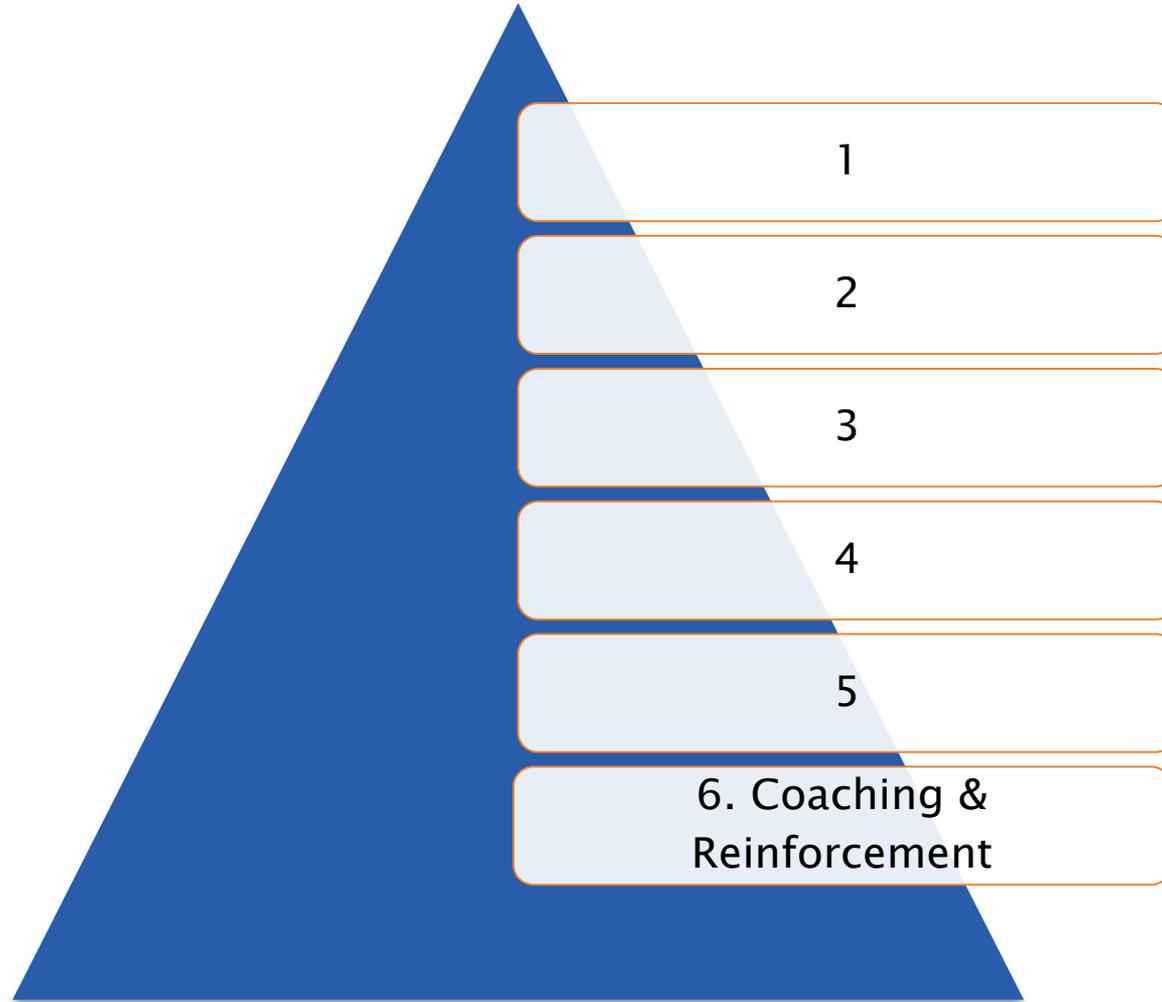
Beyond the Training Event: 6 Best Practices to Ensure Learning Results, Wendy Mack and Carl Eidson

# Implementation Best Practices



Let's examine Wilson Learning's Best Practices and learn how they apply to the adoption of Scrum.

# Implementation Best Practices



# Coaching & Reinforcement

WITHOUT COACHING AND REINFORCEMENT

NEW SKILLS AND BEHAVIORS WONT BE USED  
AND SUSTAINED

# Coaching & Reinforcement

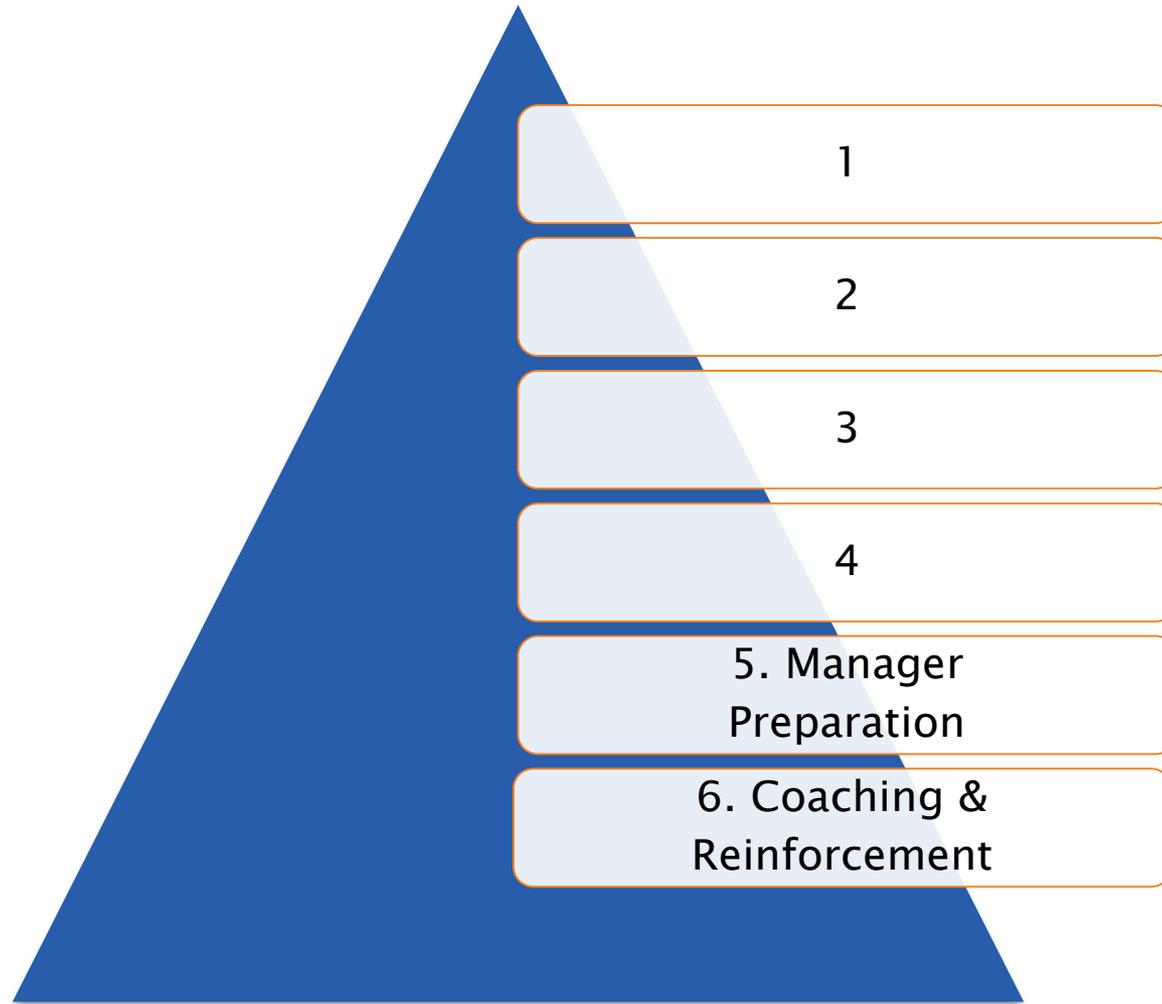
While it's important to engage a Coach with...

- ▶ Deep Knowledge of Agile
- ▶ Broad Experience
- ▶ Strong Technical and Business skills
- ▶ Excellent Facilitation and Training Skills

You will also need someone to ...

- ▶ Lead the Agile Meetings and model Best Practices
- ▶ Reinforce Roles & Responsibilities
- ▶ Assess adoption progress
- ▶ Answer Framework questions and resolve misconceptions and misunderstandings

# Implementation Best Practices



# Coaching & Reinforcement

WITHOUT MANAGER PREPARATION

MANAGERS WON'T BE READY AND ABLE TO  
SUPPORT THE TEAM

# Manager Preparation

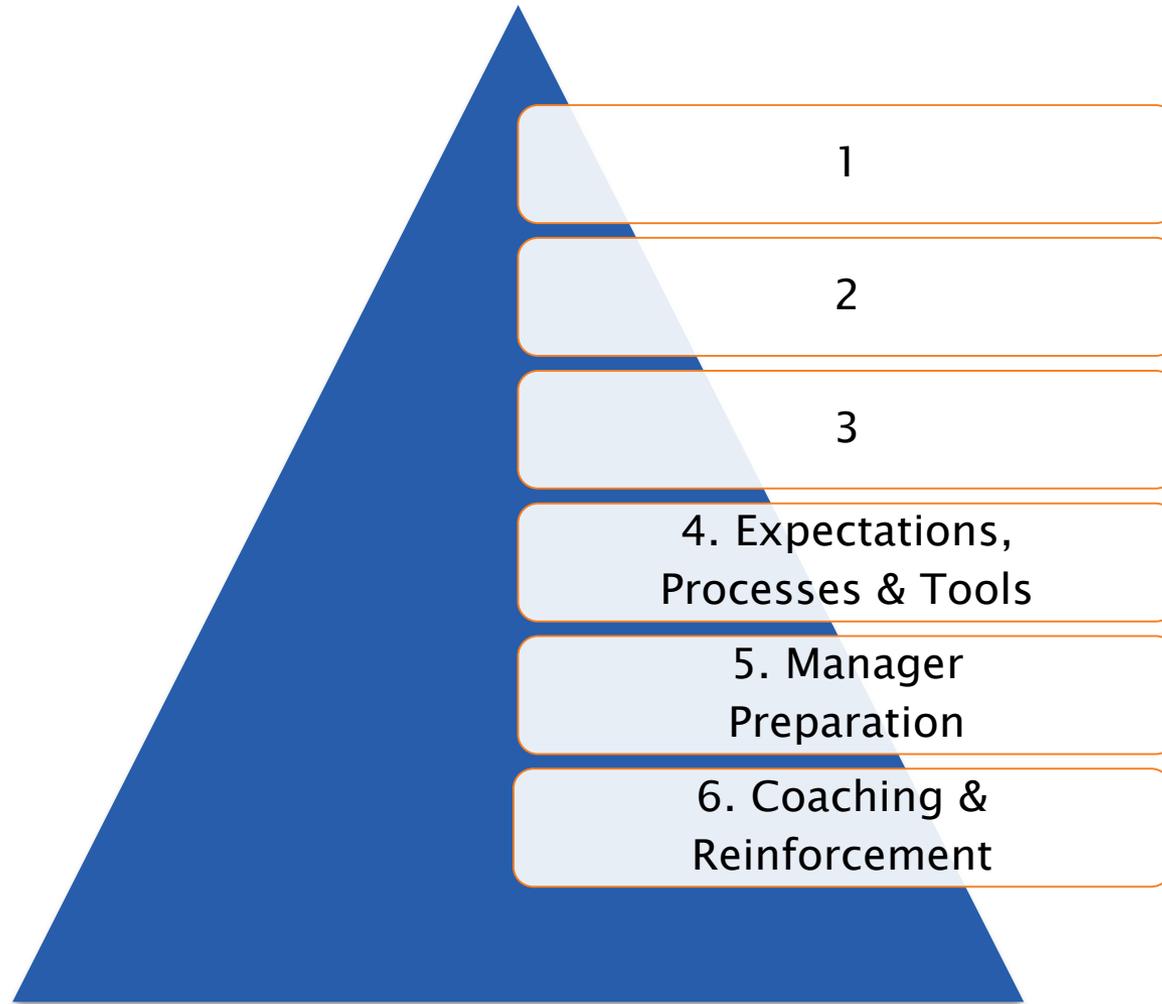
- ▶ Scrum Framework
- ▶ Explain how Roles and Responsibilities change with Scrum
- ▶ Educate Managers how Communications and Planning are handled differently
- ▶ Ensure Managers know how Estimating and Planning differ on Agile Projects



**Agile for Executives**  
Part of the Agile Education Series  
Todd Kamens, PSM, CSM  
June 23, 2014



# Implementation Best Practices



# Expectations, Processes & Tools

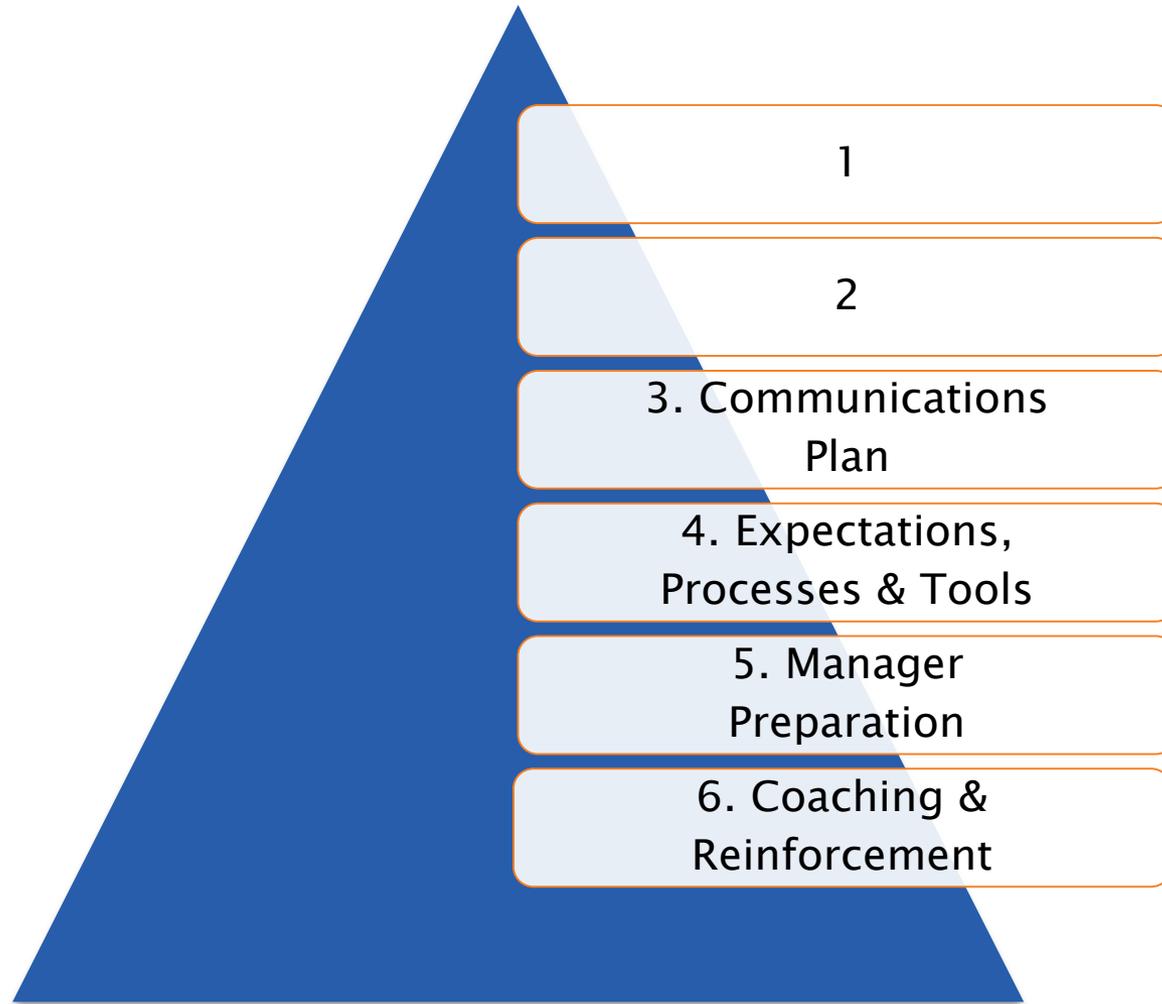
WITHOUT EXPECTATIONS, PROCESSES &  
TOOLS

PEOPLE WON'T APPLY NEW SKILLS TO THEIR  
JOBS

# Expectations, Processes & Tools

- ▶ Ensure the team understands what Success looks like
- ▶ Ensure the team understands the company's processes and communication system
- ▶ Work with Trainers to incorporate the communication system into their training
- ▶ Discuss the tools that will be used and how they will be incorporated into the daily work of the team
- ▶ Build a common definition of what “Done” looks like

# Implementation Best Practices



# Communications Plan

WITHOUT A COMMUNICATIONS PLAN

PEOPLE AND MANAGERS WON'T  
UNDERSTAND THE SCRUM ADOPTION  
INITIATIVE

# Communications Plan

- ▶ First the Team: Does the team know what adopting Scrum means to them and what is expected of them?
- ▶ External to the Team: Have people outside the Scrum Team been told what they are doing and how it will differ from today?
- ▶ Executives: Have the Executives and Stakeholders told their peers and direct reports about the Scrum Adoption and what to expect?

You can't expect to finish training and just start adopting the Scrum Framework in stealth mode.

# Implementation Best Practices



# Executive Sponsorship

WITHOUT EXECUTIVE SPONSORSHIP

PEOPLE AND MANAGERS WILL BELIEVE IT IS  
NOT A PRIORITY

# Executive Sponsorship

- ▶ Executive sponsor needs to know the importance of the Training and how it will enable the company to move forward and succeed
- ▶ Executive sponsor needs to set specific expectations so people know when they have succeeded
- ▶ Executive sponsor needs to be involved and encourage the team as well as help remove barriers to success
- ▶ **Must be willing to allow the change to happen and understand the Values of Agile vs. what may be happening in the company today.**

# Implementation Best Practices



# Link to Business Strategy

WITHOUT A LINK TO BUSINESS STRATEGY

PEOPLE AND MANAGERS WILL BELIEVE IT IS  
NOT IMPORTANT

# Link to Business Strategy

- ▶ People need to understand how their actions directly impact the business' strategy
- ▶ Understand why there is a need to change and what it will feel like once we succeed
- ▶ Understand the consequence if we do nothing

When you empower your team, give them the tools to succeed and communicate why their work directly links to the Business' Strategy, great things occur.

# Implementation Best Practices



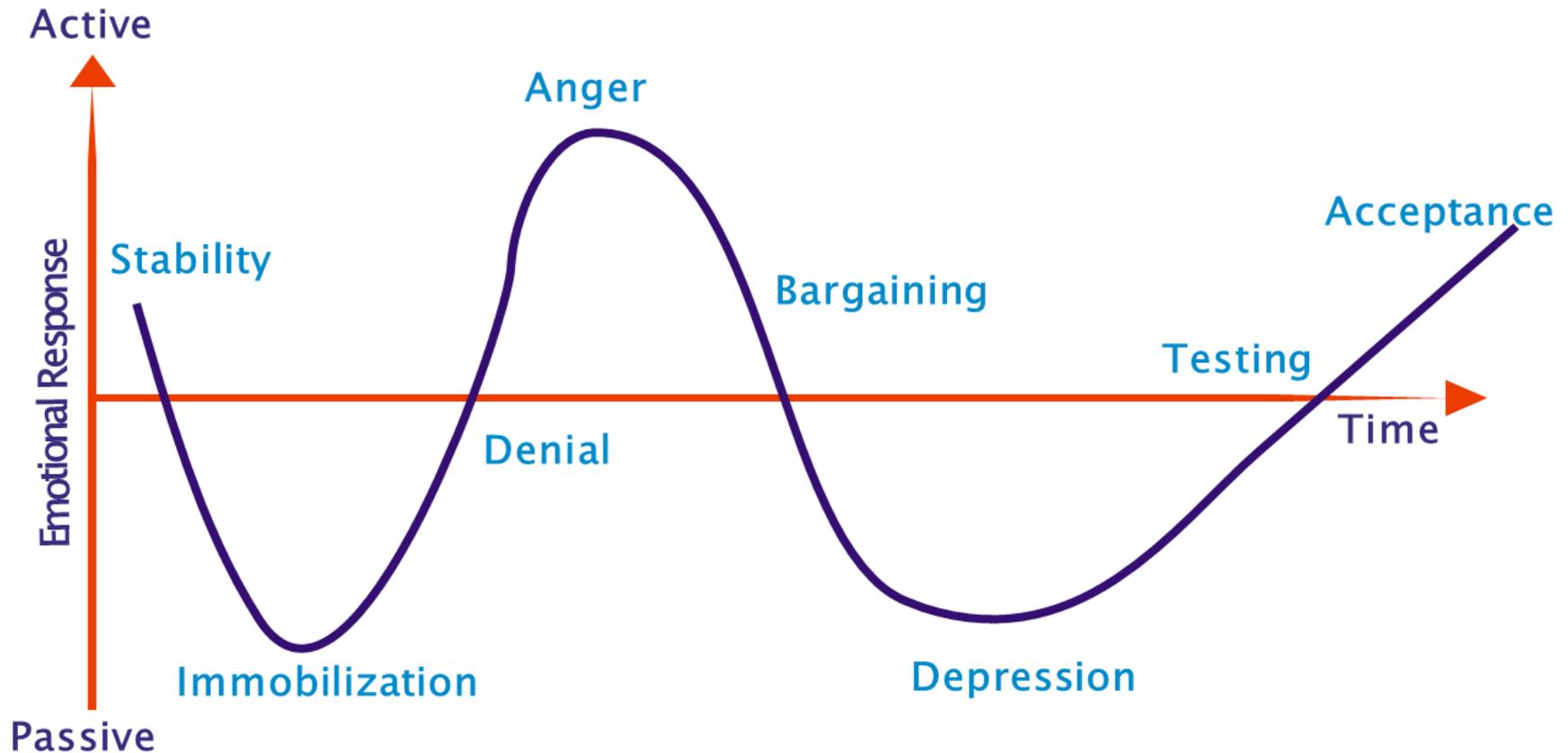
# Ending Thoughts

For any change to happen, the pain of not changing must be greater than what you are doing today.

Don't expect a newly trained Scrum Master to be the solution to all of your company's problems.

Scrum is not a silver bullet on it's own.

# Kübler-Ross model



# Recommended Reading

- ▶ Chip and Dan Heath, *Made to Stick*
  - Why Some Ideas Survive and Others Die
- ▶ Adrian Gostick and Chester Elton, *The Carrot Principle*
  - How the Best Managers use Recognition to Engage Their People, Retain Talent, and Accelerate Performance
- ▶ Stages of Learning – ShuHaRi
- ▶ Malcolm Gladwell, *Outliers*
  - 10,000 hour rule

# For More Information

If you are interested in learning more, or to get a copy of this Presentation, please email:

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Subject: Best Practices

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**Thanks!**

**Q & A**