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GOTO Copenhagen 2023

#GOTOcph



Why everybody hates Agile!

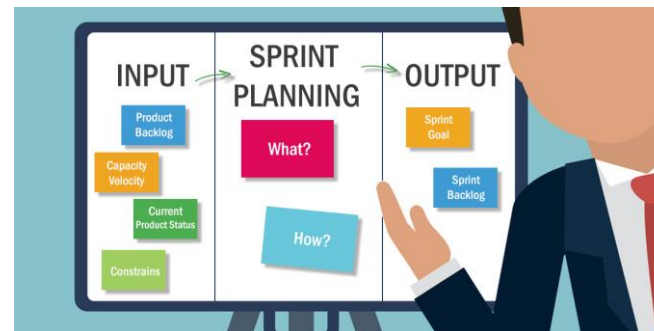
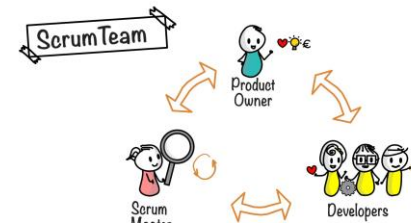
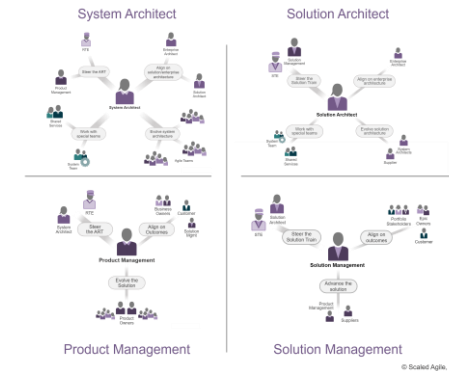
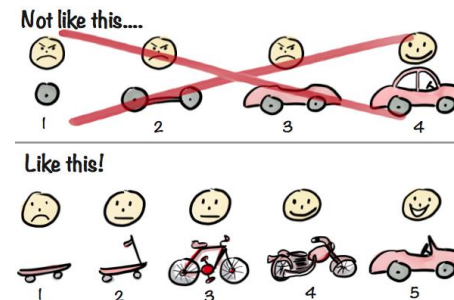
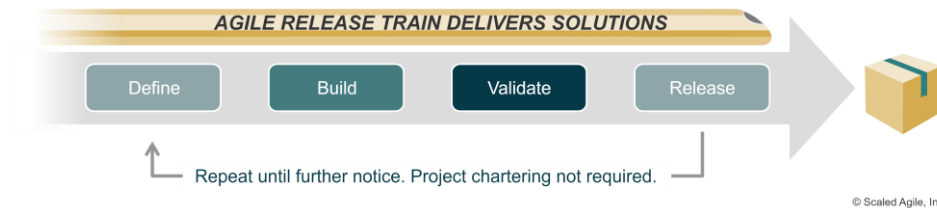
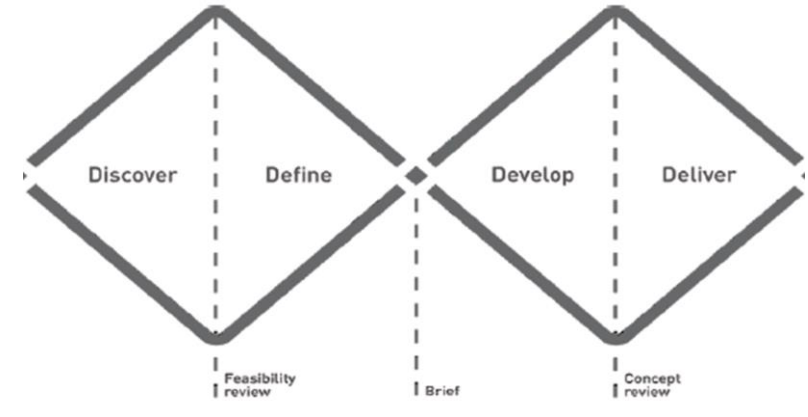
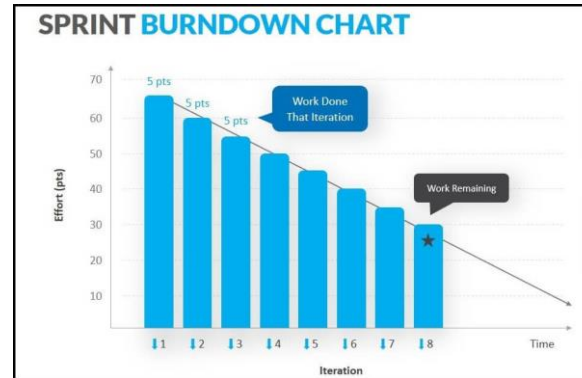
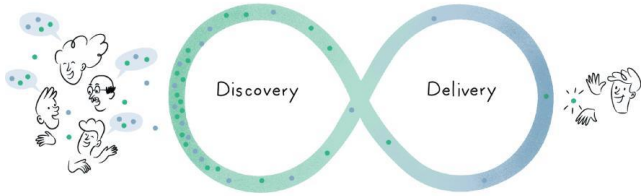
Jesper Boeg, Agile Upgrade, GOTO Cph. 2023

WHO AM I?

-
- During this presentation aspects will purposely be communicated **more black and white than they truly are** - very **few points** apply to **all people**, in **all organizations**, **all the time**



Agile has been reduced to a set of practices



And religious fights over what is right and wrong

- At a too low level of detail and with both parties being wrong most of the time...



What happened to...

- **Context**, individuals and their interactions, experimenting with new approaches and learning from others?



Agile has become a monster

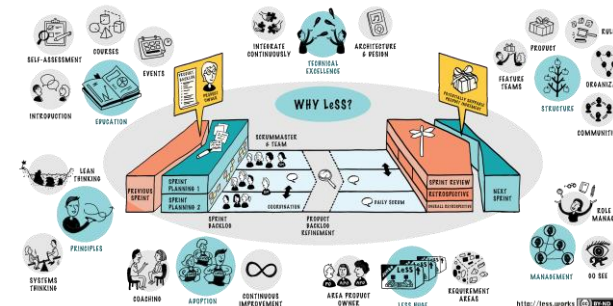
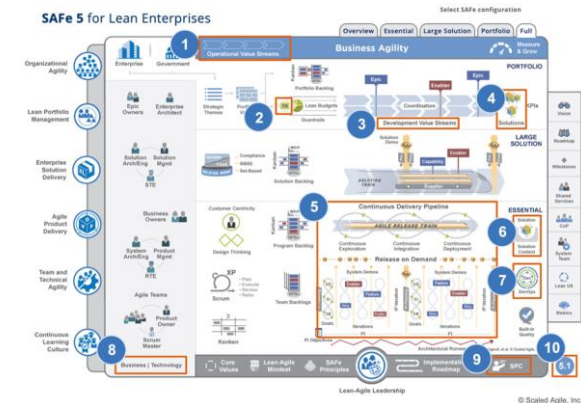
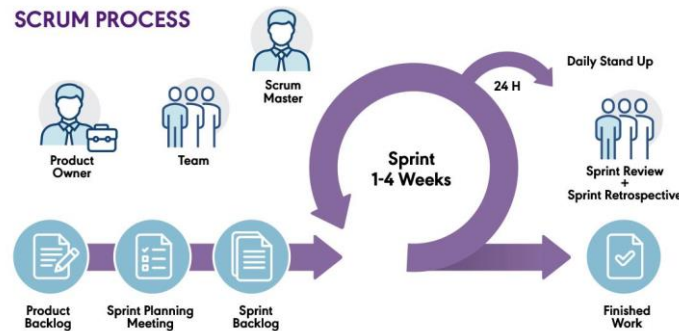
- Subscribing to the exact same level of dogma the original movement was trying to abolish



if you deviate from or fail to celebrate Scrum, Less, SAFe, Kanban, Scrum&Scale, Nexus ... as the only true Agile approach

"Agile" tools, practices, methods and frameworks

- Are not bad – but turning them into a static blueprint of how everybody must do everything all the time, compromises the very essence of Agile and most importantly continuous improvement



No data suggests one method/framework to rule them all



EXCUSES ARE ABUNDANT

People will get confused if they change team



It is a “proven” method



Doing it “by the book” will force you to address the real problems



We cannot share insights if we are not all doing X



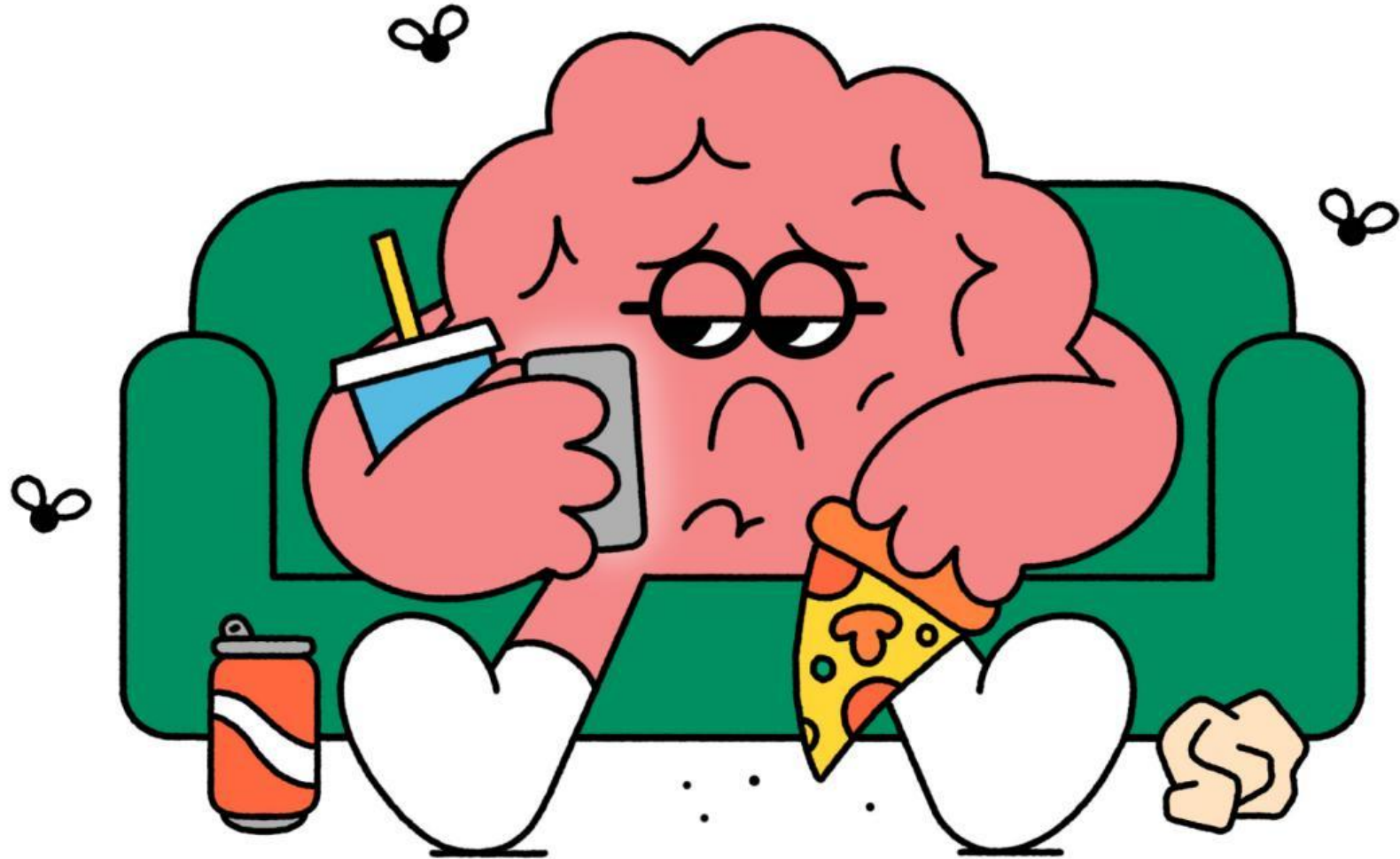
We need clearly defined mandates at all levels

- Thus, we need all roles and responsibilities to be the same....



WE SHOULD NOT BE SURPRISED

The world is complex, and our brains are lazy



**Unfortunately, that does not make the consequences
any less severe**



”AGILE GONE WRONG”

Sprint commitment will ensure effectiveness

➤ Theory



➤ Part of reality



ONLY Working quality software to scale counts

➤ Theory

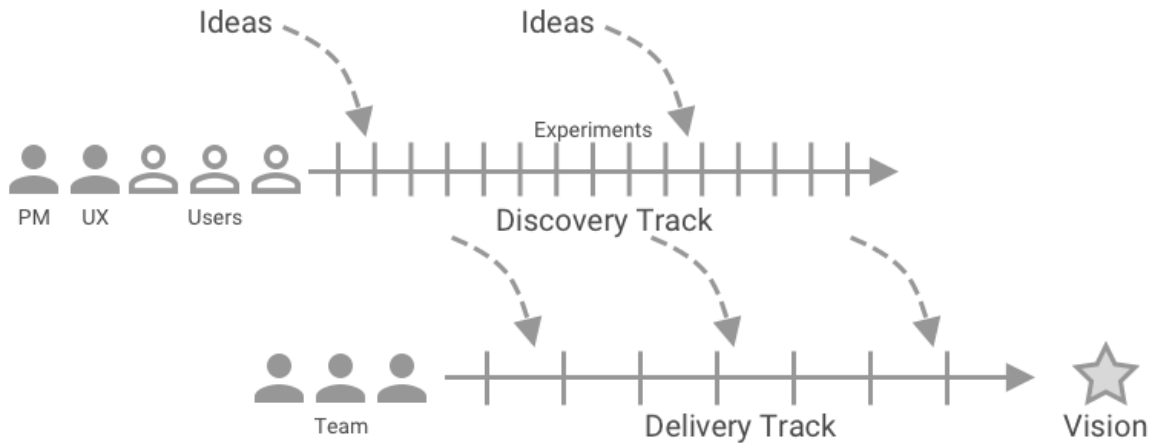


➤ Part of reality

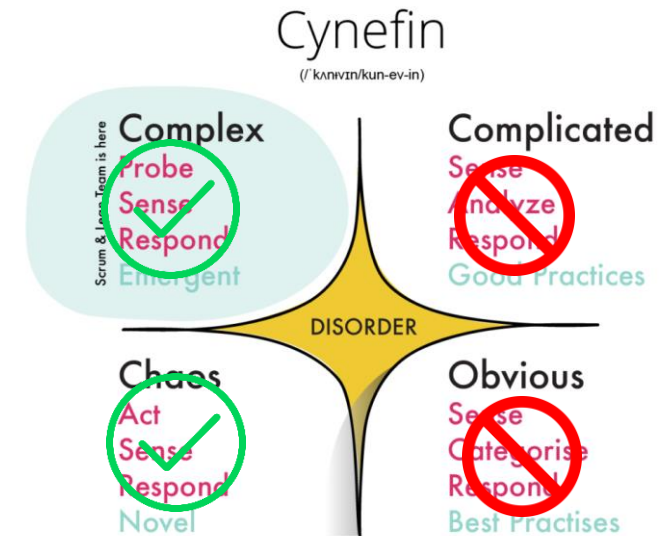


Product Discovery on everything

➤ Theory

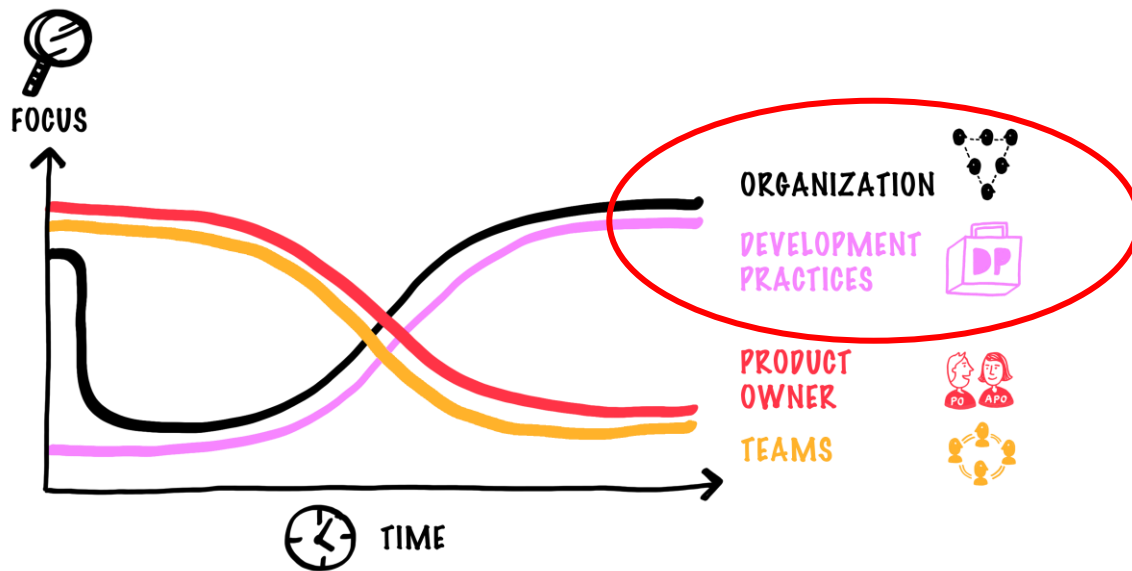


➤ Part of reality



Scrum Master as a full time role

➤ Theory



➤ Part of reality



Sprint Review as the primary feedback loop

➤ Theory



➤ Part of reality



Deadlines are always bad

➤ Theory



➤ Part of reality



You need ALL skillsets to be a cross-functional team

➤ Theory

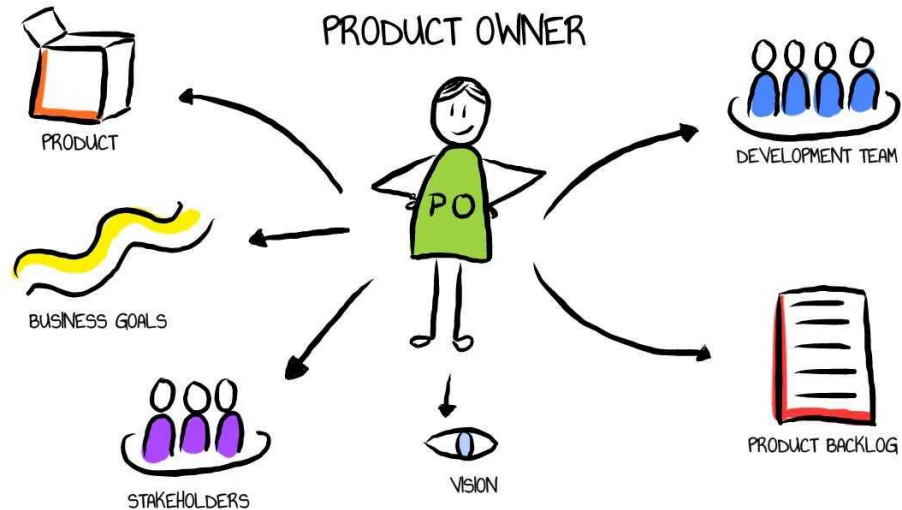


➤ Part of reality



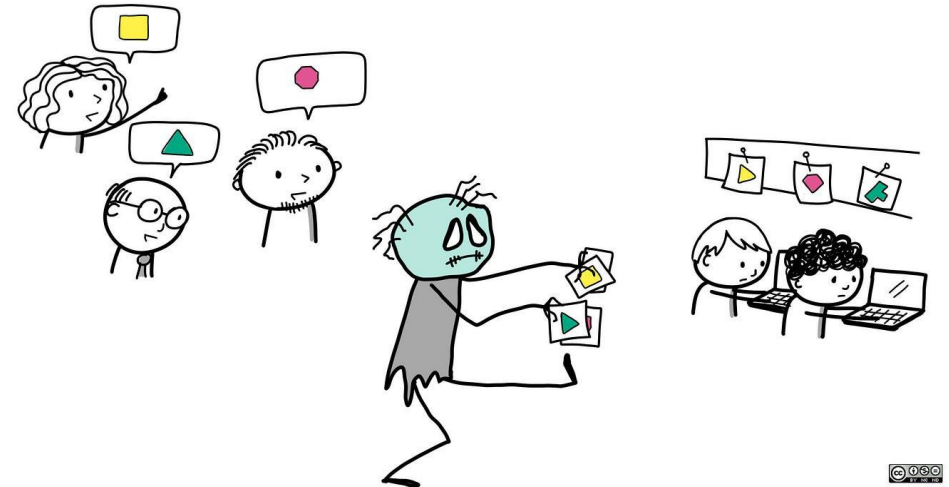
Clear mandates and responsibilities for each role

➤ Theory



R.B.

➤ Part of reality



Created by Thes Schakken for the Zombie Scrum Survival Guide
by Christian Verrips, Johannes Schriber & Barry Ooreem
zombiescrum.org

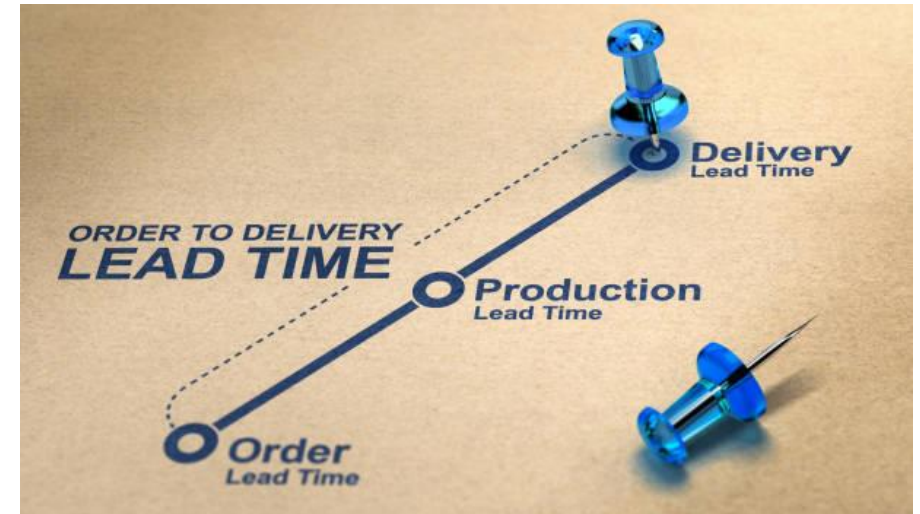


Project Management is never needed

➤ Theory



➤ Part of reality



Sprint planning mania

➤ Theory

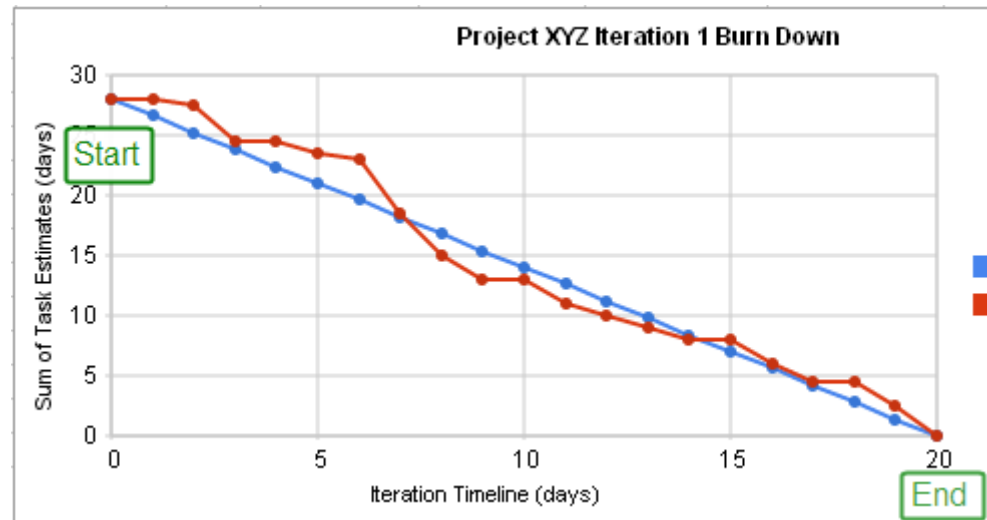


➤ Part of reality

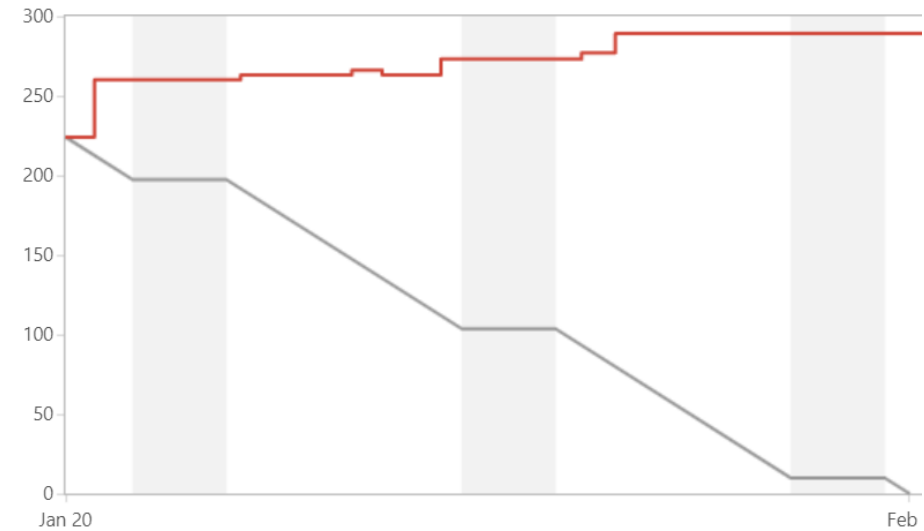


Burndown charts

➤ Theory



➤ Part of reality



Wohoo, a Product Owner

➤ Theory



➤ Part of reality

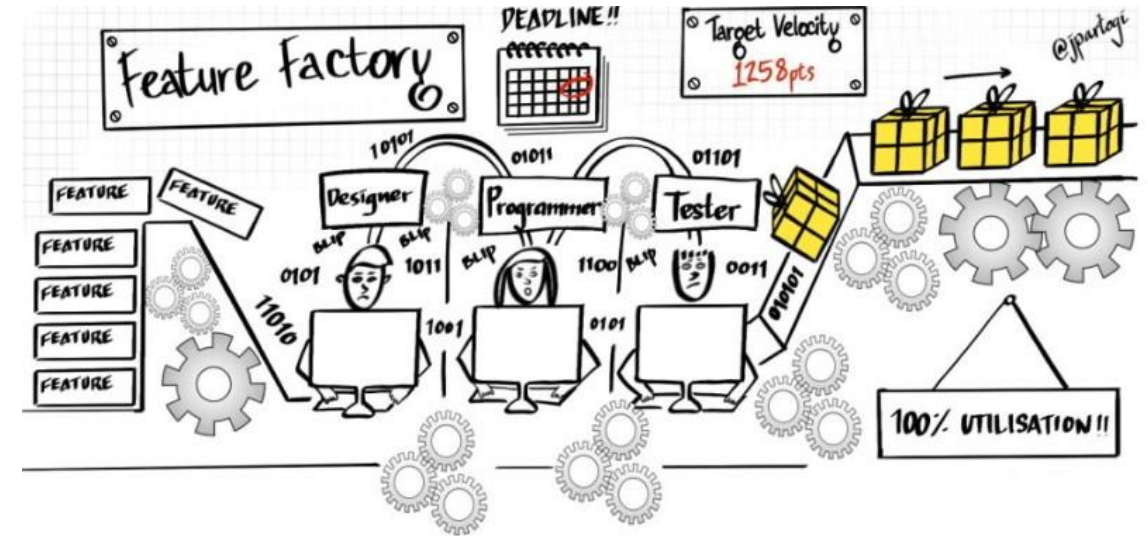


Here comes “the amazing trio” to solve it all

➤ Theory



➤ Part of reality



No constraints

➤ Theory

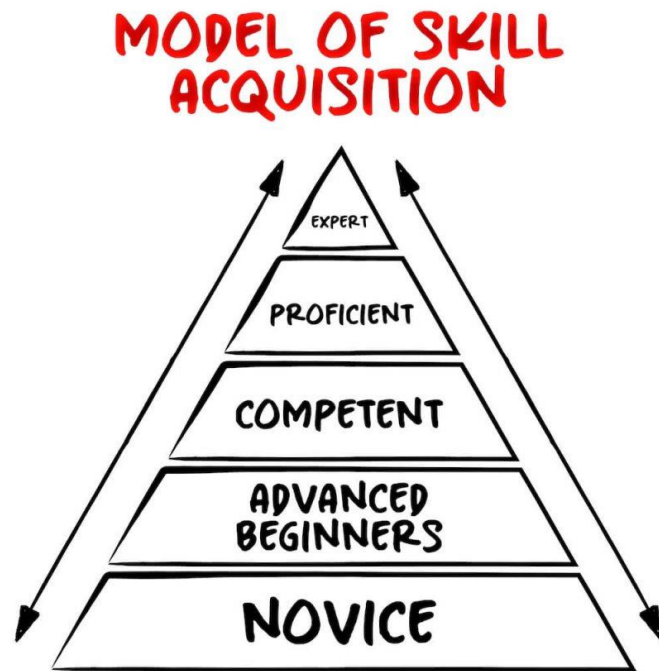


➤ Part of reality

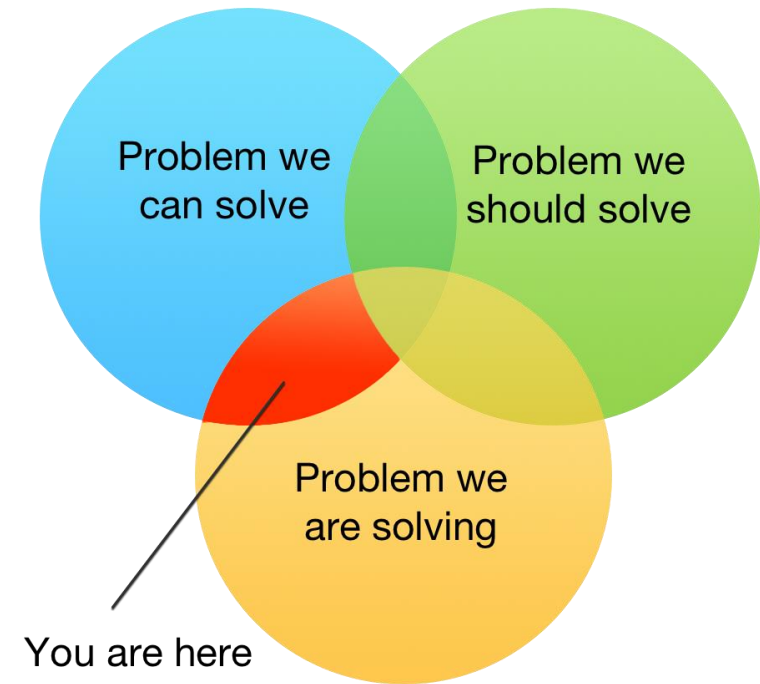


Just do as you are told and you will learn to love it

➤ Theory



➤ Part of reality



Leadership training

➤ Theory

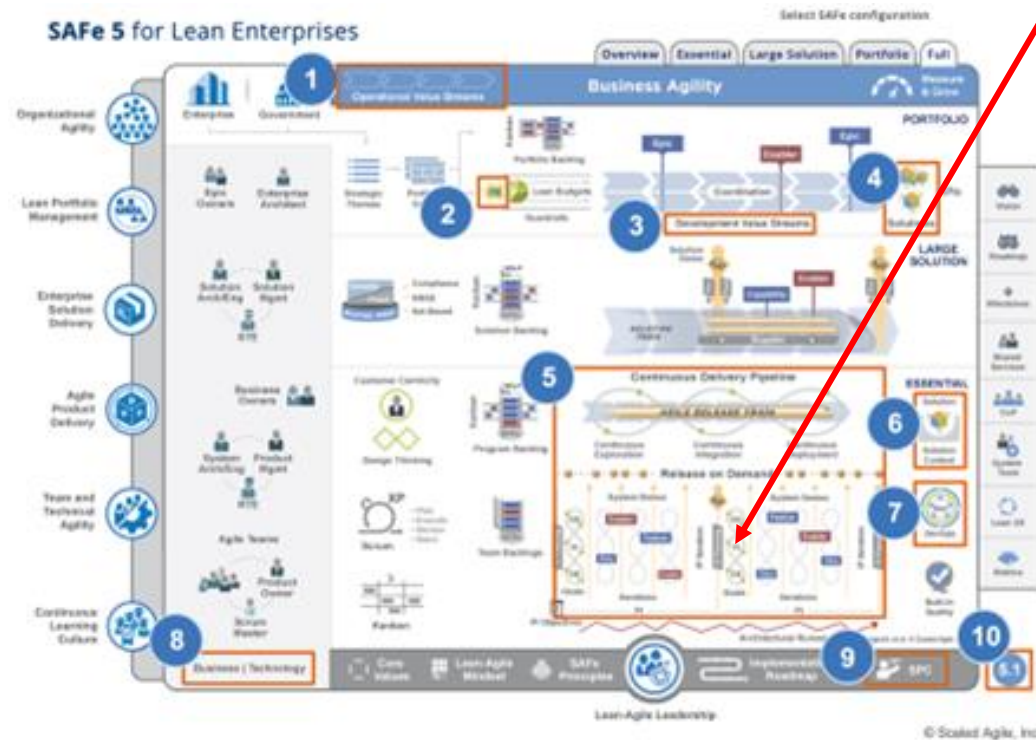


➤ Part of reality

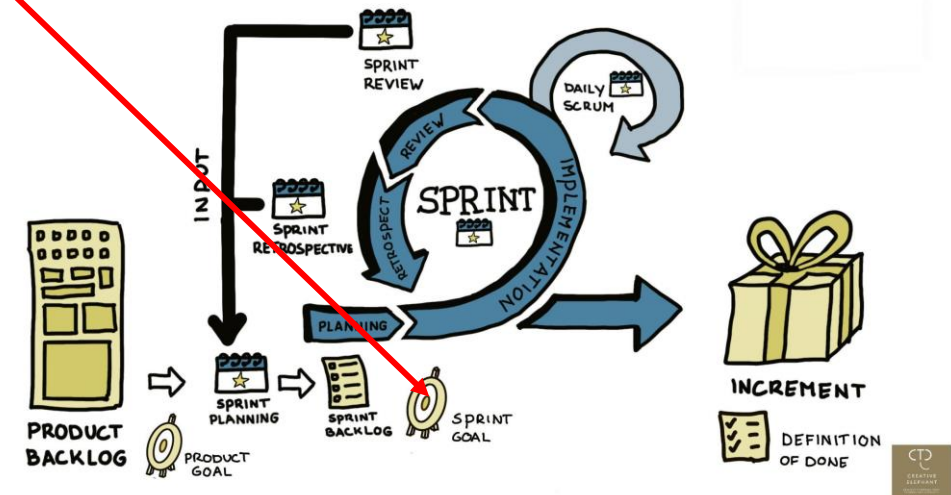
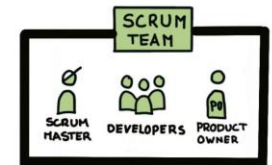


Sooooooo close to a working system

I finally found our problem – we are missing that piece

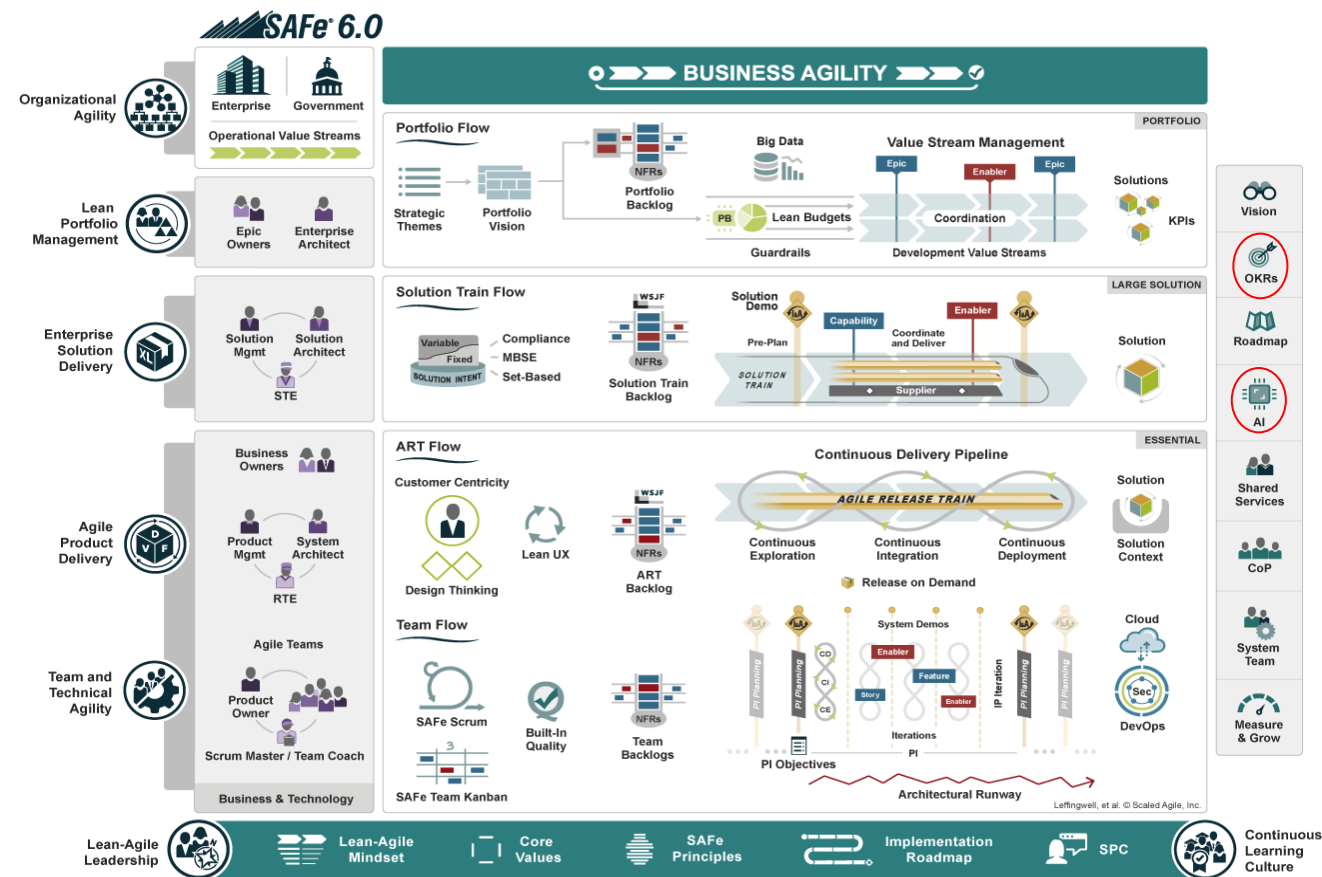


- 3 Artifacts + Commitments
- 3 Roles
- 5 Events



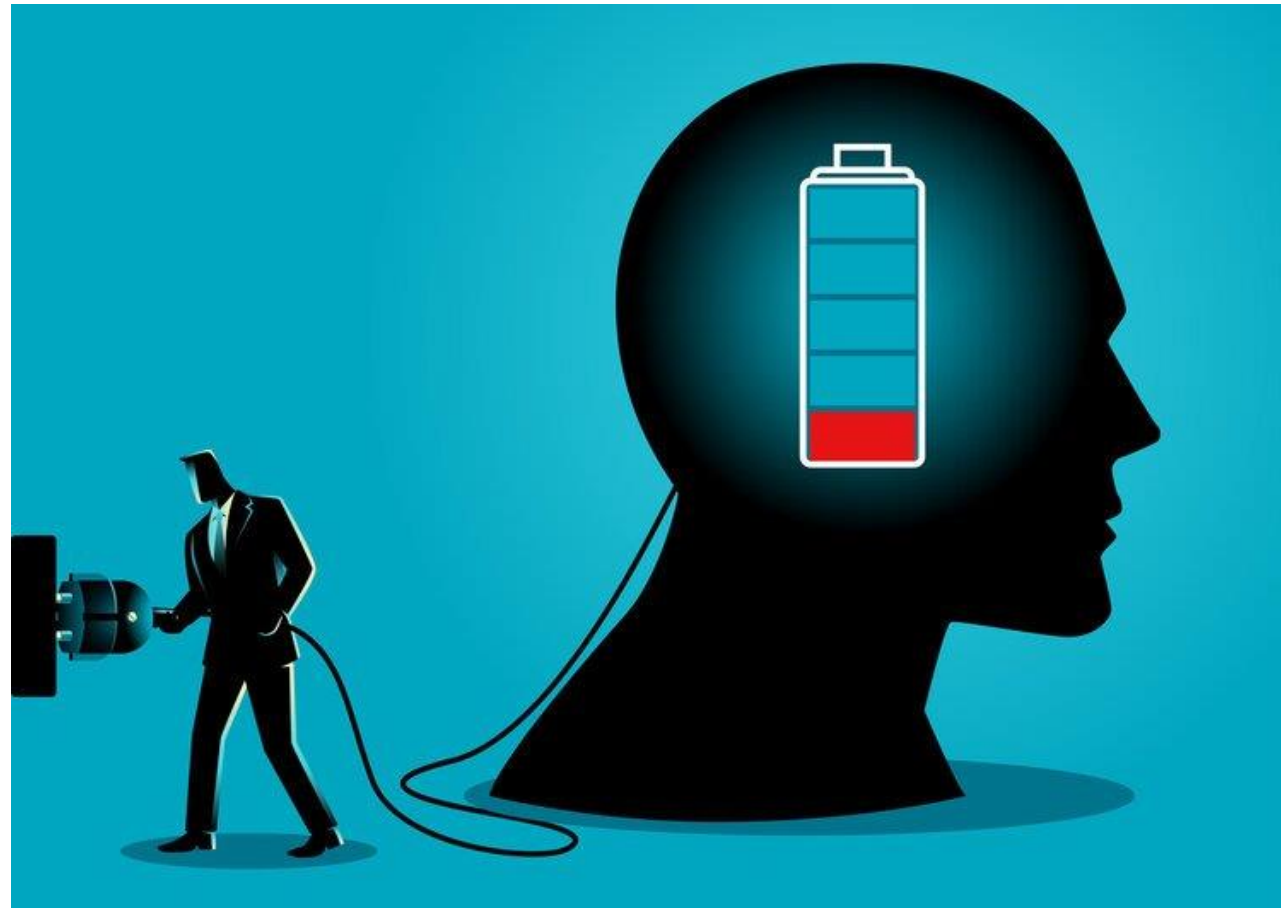
Stay Buzzword compliant!

- Finally, we also get to use AI and OKR's....



SUMMARY AND ADVICE

The bad news



Focus on the underlying value driver

1. A purpose for each team
2. An outside-in organizational structure
3. Teams are empowered, self-organizing and relatively stable
4. Small batches
5. Early and continuous market, customer and end-user validation
6. End-to-end pull system
7. Operational and technical excellence
8. Modern leadership

Structure deserves an extra note

- Simple + business facing



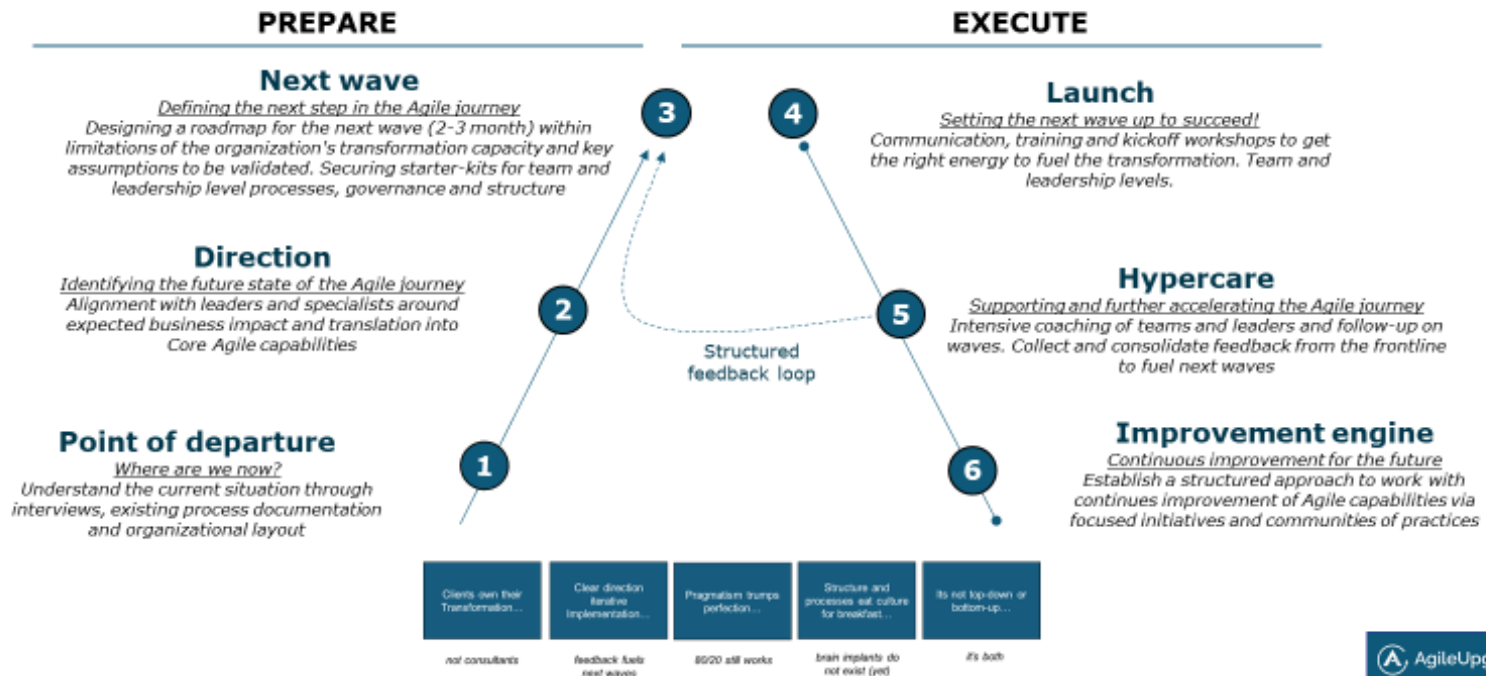
Starter kits are great but use them wisely



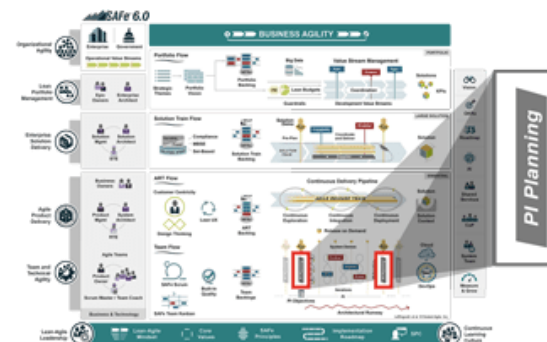
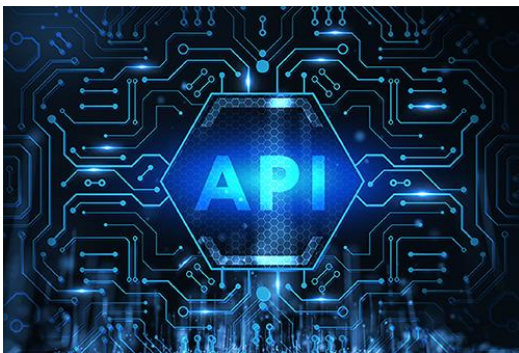
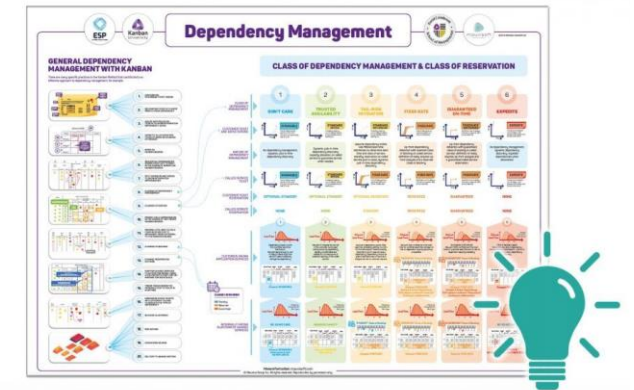
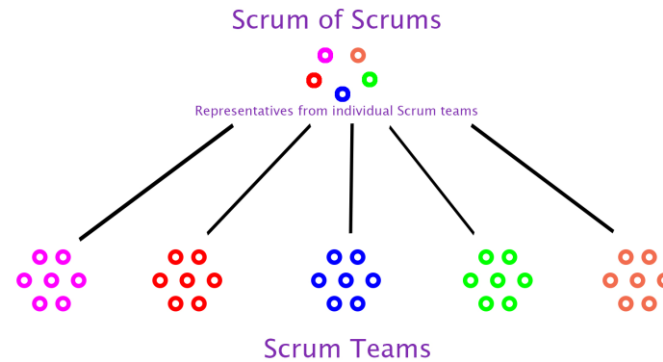
Bring the “why” to the table from day one



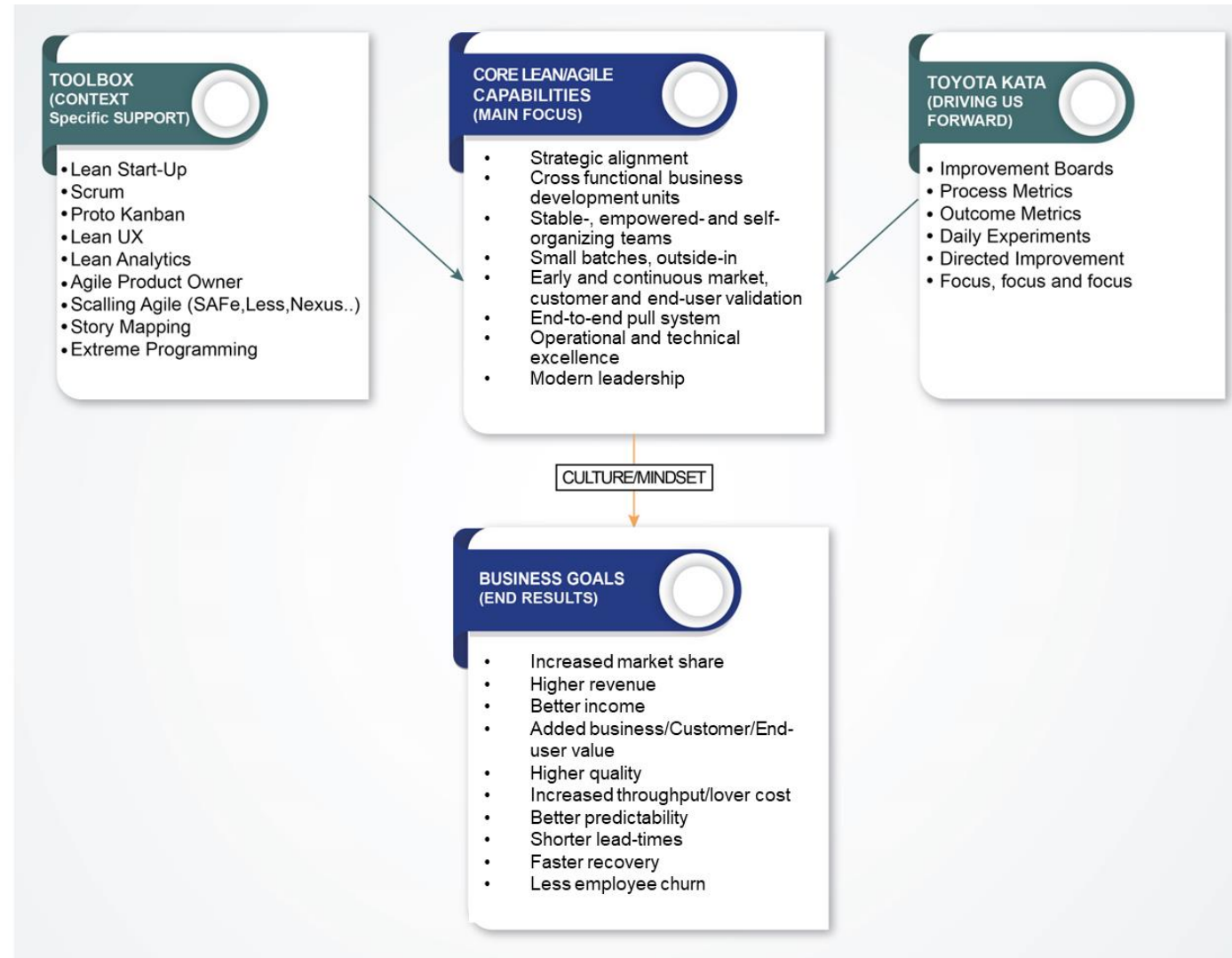
But don't try to do it all at once everywhere



Don't get me wrong. INTERFACES are important



It is much easier if we are discussing the same thing



Take back your freedom

- Don't let practices enslave you, and help create the work patterns of tomorrow



Questions



Don't forget to
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