MICHAEL HERMAN

*Agilize Anything (even City Government)
with Enterprise Scrum*

*Questions, comments, collaborate?*
mailto:michael@michaelherman.com

Mike Beedle

A Giant in the Agile Community

- Physics, Finance, Software, Management and Leadership

- Led first non-Sutherland use of Scrum

- Co-Authored the first book on Scrum

- Co-Authored the Agile Manifesto

- Founded/Led three Scrum-managed firms

- Pioneered Enterprise Scrum for Business Agility

- "His vision is still the future of Scrum"
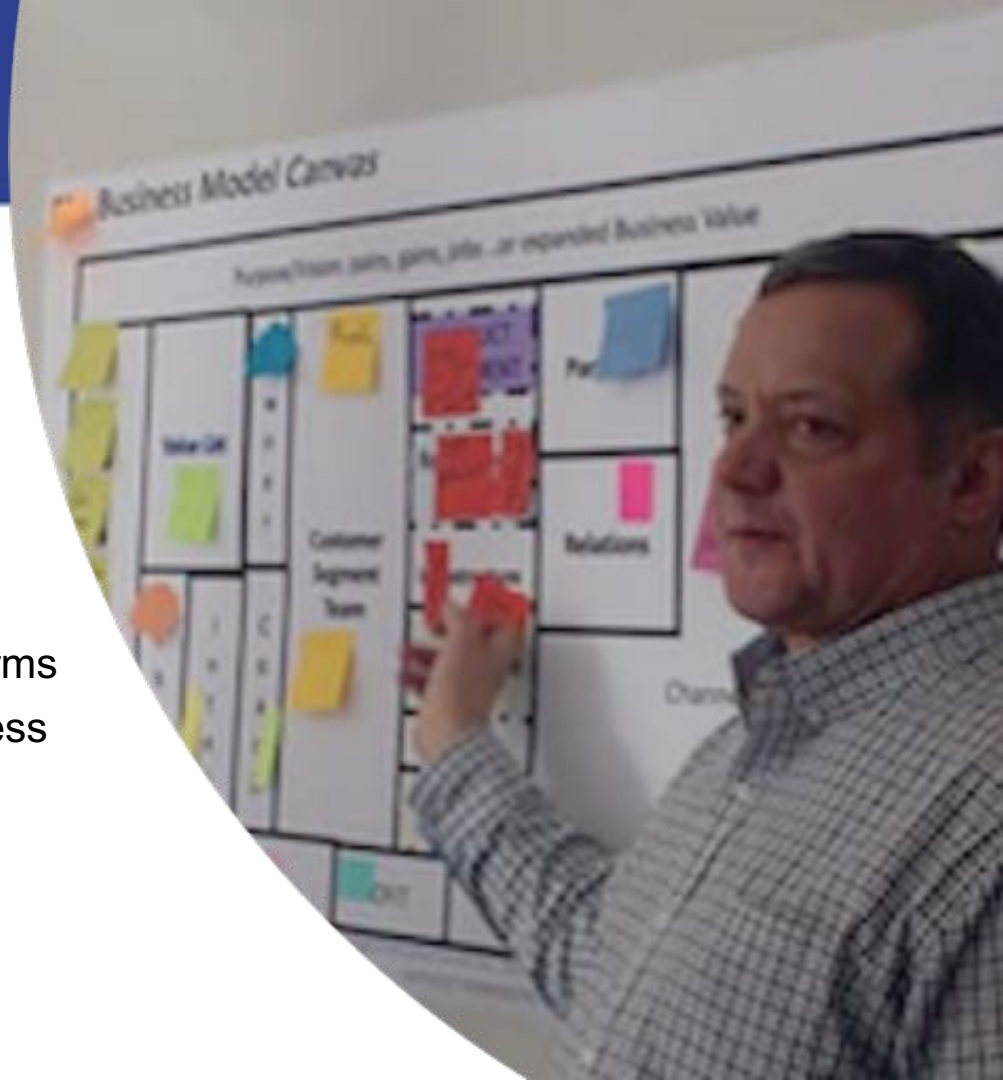
Michael Herman

How I got here…

- Project Mgmt and Experiential Educ since 1989
- Team Building and Org Development since 1991
- Supporting Self-Org work groups since 1995
- Facilitating and Teaching Open Space since 1996
- Introduced Open Space to Agile Community 2002
- Agile Coaching (software and others) since 2015
- Enterprise Scrum for Business Agility since 2017
- Contributor to at least five Agile books
- Based in Boise ID since last week

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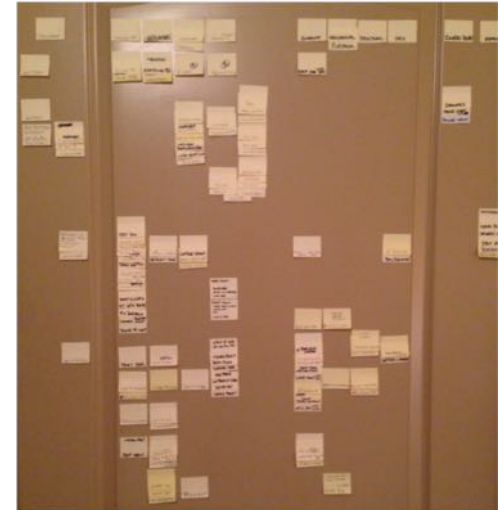
Brian Reilly

Client Partner

- 25+ years in economic development in cities
- Led the redevelopment of Milwaukee's Menomonee River Valley
- Cabinet-level director of Economic Development in Cleveland, Buffalo
- Consulted nationally with New York-based Living Cities Foundation
- Enterprise Scrum champion in Albuquerque
- Currently pioneering Incremental Development with Enterprise Scrum

Before We Begin

PURPOSE/VALUE: Have a conversation that will invite and support your skillful experiments to Explain Initiate and Use ES, Connect Teams, Invite Leaders, Change Culture, Transform Experience – *Agilize Anything*

CONTEXT/ GOVERNANCE:
- Austin
- 75 mins slot
- Template
- Evaluation
- Slides submit
- Reimburse

TEAM:
- M Herman
- B Reilly
- (M Beedle)
- Others w/ ES experience

RESOURCES:
- Tables/AV
- Links/Papers
- Canvases on Tables

PRACTICE STORIES

ES THEORY

YOUR CANVAS (questions)

STAKEHOLD'S:
- Participants
- (Organizers)

CHANNELS:
- Slide Deck
- Conversation
- Canvasing at Tables
- Open Space
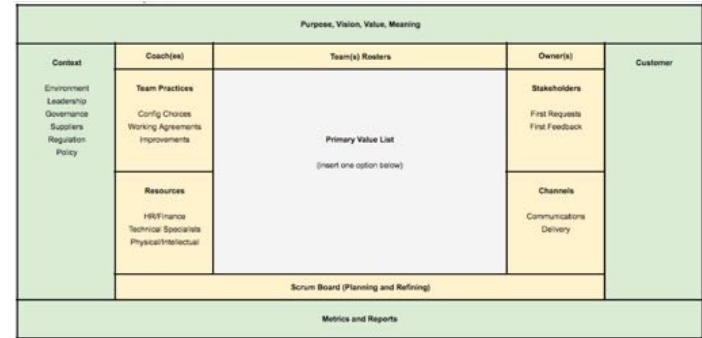
CUSTOMERS:
- Teams
- Organizations
- Leaders
- Clients

METRICS/REPORTS:
Hands, # Questions, Evaluation, # Downloads, # Emails/Experiments, # My Experience Rating…

Getting Started

"It's Just a Canvas!"

- Get some first thoughts into a canvas
- Take notes in your local language, work and organization.
- Ask questions that will help you fill in your own canvas (and might be helpful to others!).
- Advance your own real work situation
- Take something interesting home ~~for the fridge~~ to discuss with colleagues.

ENTERPRISE SCRUM

Agilize Anything

Business Agility is…

…the ability to adapt quickly and effectively, to all forms of change and disruption, to deliver maximum value and the greatest satisfaction, for customers and everyone else involved in an organization's work.
                                        – *Mike Beedle and Friends*

Enterprise Scrum is…

…a highly configurable management framework

for inviting, supporting and evolving true business agility

to improve any kind of work and organization.
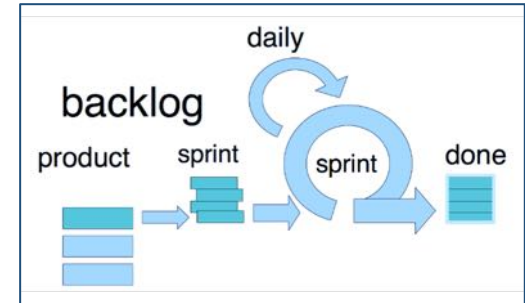
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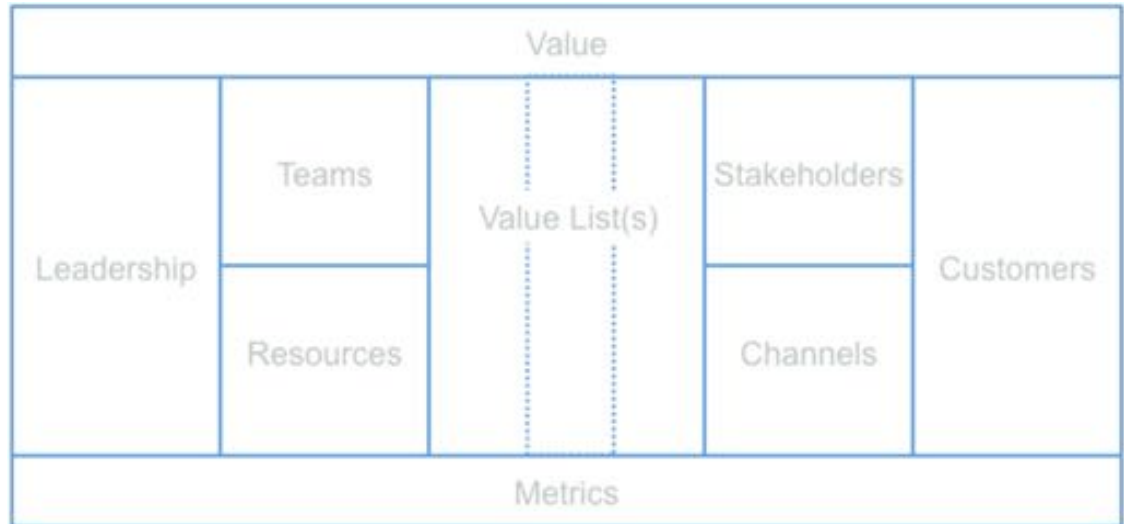*"Agilize Anything with Enterprise Scrum" – Mike Beedle*

ES is Scrum…

- Artifacts, Roles, Rhythm

- Visualization, Transparency and Autonomy

- Value Focus and Prioritization

- Cross-functional Collaboration

- Definitions of Ready and Done

- Experimentation and Empirical Learning

- Forecasting and Budgeting Support

- Roadmap and Release Planning

And More…

- Cleaner Language

- More Visualization

- Scaling Practices

- Infinitely Adaptable

- Multi-Optimization

Value

Teams

Value List(s)

Stakeholders

Leadership

Customers

Resources

Channels

Metrics

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Key ES Innovations

- Backlog as Multi-Dimensional Canvas

- ES ScrumBoard as Only "Required" Artifact

- Organization as Network of Linked Boards
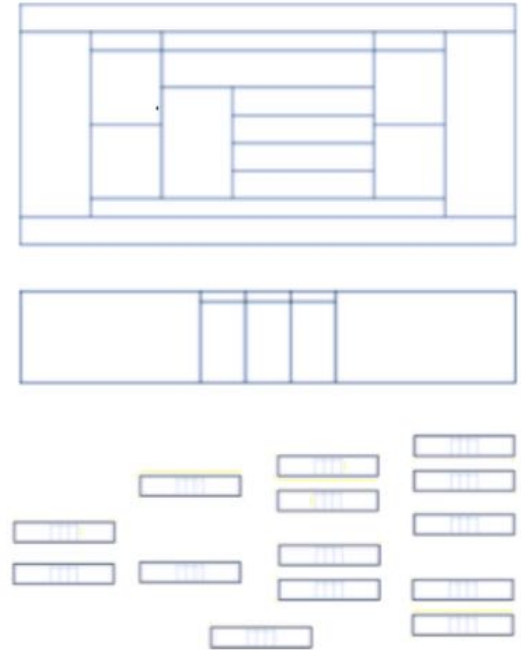
ES Adaptations

Original Scrum	Enterprise Scrum
Product Backlog (Items)	Value List (Items)
Product Owner	Business Owner
Scrum Master	Coach
Review and Retrospective	Review and Improve
Ceremonies or Events	Meetings
Sprints	Cycles
Single Teams	Multiple Teams
	Many more adaptations...

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ES Options

Organize Around	Systems, Products, Functions, or Customers/Segments
Management Style	Centralized, Delegation Collaborative, or Adaptive
Scrum Style	Experimental, Strict (by-the-book), or Advanced/Adapted
Delivery/Deployment	Individual Cycles, Coincident Cycles Continuous Delivery, or Continuous Deployment
Contract Types	Time & Materials, Fixed Price Fixed Date, or Cost+
Cycles	Any length, Recursive (cycles w/in cycles)
Roles	Fixed, Floating, or Shared
Metrics	Velocity, Cost, Revenue UX, CX, and EX Impact in the World

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ES Invites and Supports

- **Better Scrum** – single, more robust software teams, by supporting all the things we do that aren't in the Scrum Guide.

- **Business Scrum** – single teams working within and across non-software business domains, including projects and start-ups, by generalizing terms.

- **Scaled Scrum** – complex products, programs, and portfolios, to support software, hardware, architecture, business agility, and organization evolution, by linking teams and boards.

ES in Practice

1. **Visualize** – Everything and Everyone who Matters on the Canvas
2. **Prioritize** – Focus on Customer Segments and Value
3. **Commit** – Work in Cycles, Pull Work across the ES ScrumBoard
4. **Deliver** – Meet your Definition(s) of Done
5. **Review and Improve** – Everything, Every Cycle
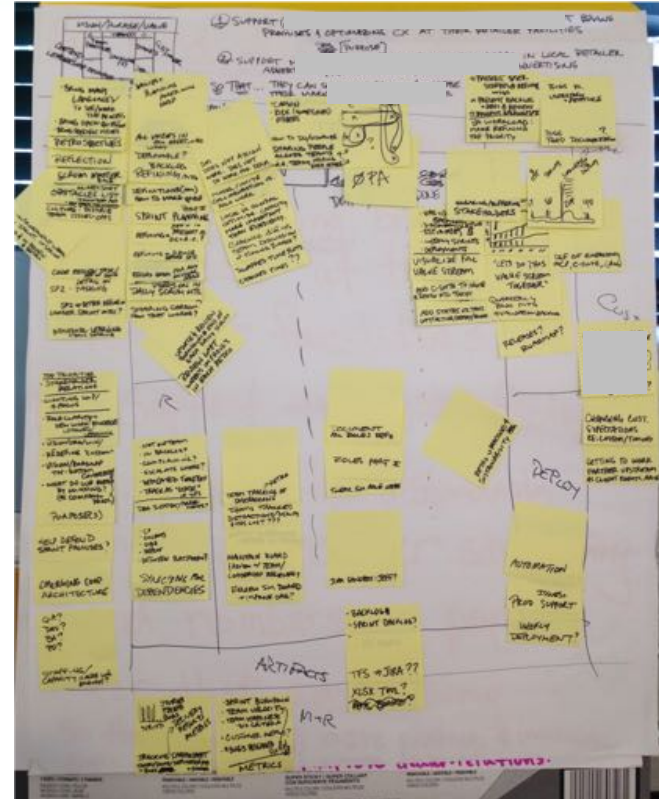
➔ *"All-at-Once" Management of Anything!*

ENTERPRISE SCRUM

Learning Journey ➔ Possibilities

Single Software Teams

Community Art Center

Citywide Summit

Shaping the Future of Urban Albuquerque

Summit Experience

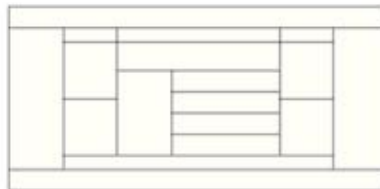**Learned that community people working with the ES Canvas could…**

1. Be briefed/coached in many (15) groups simultaneously (one coach)
2. Understand and connect implications of their ideas
3. Understand each other's ideas better
4. Get beyond bullet points to refine-able pieces of work
5. Wrestle directly with the full complexity of issue, getting things done
6. Do best work when community and city staffers worked together
7. NOT make the leap from suggestions to action plans without support

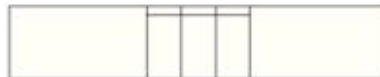**AND… the city staff coach learned his way into the canvas game**

Enterprise Scrum for Business Agility

Invite

Iterate

Evolve
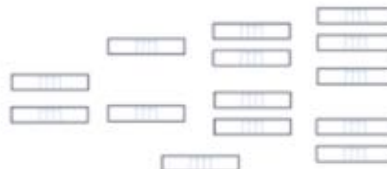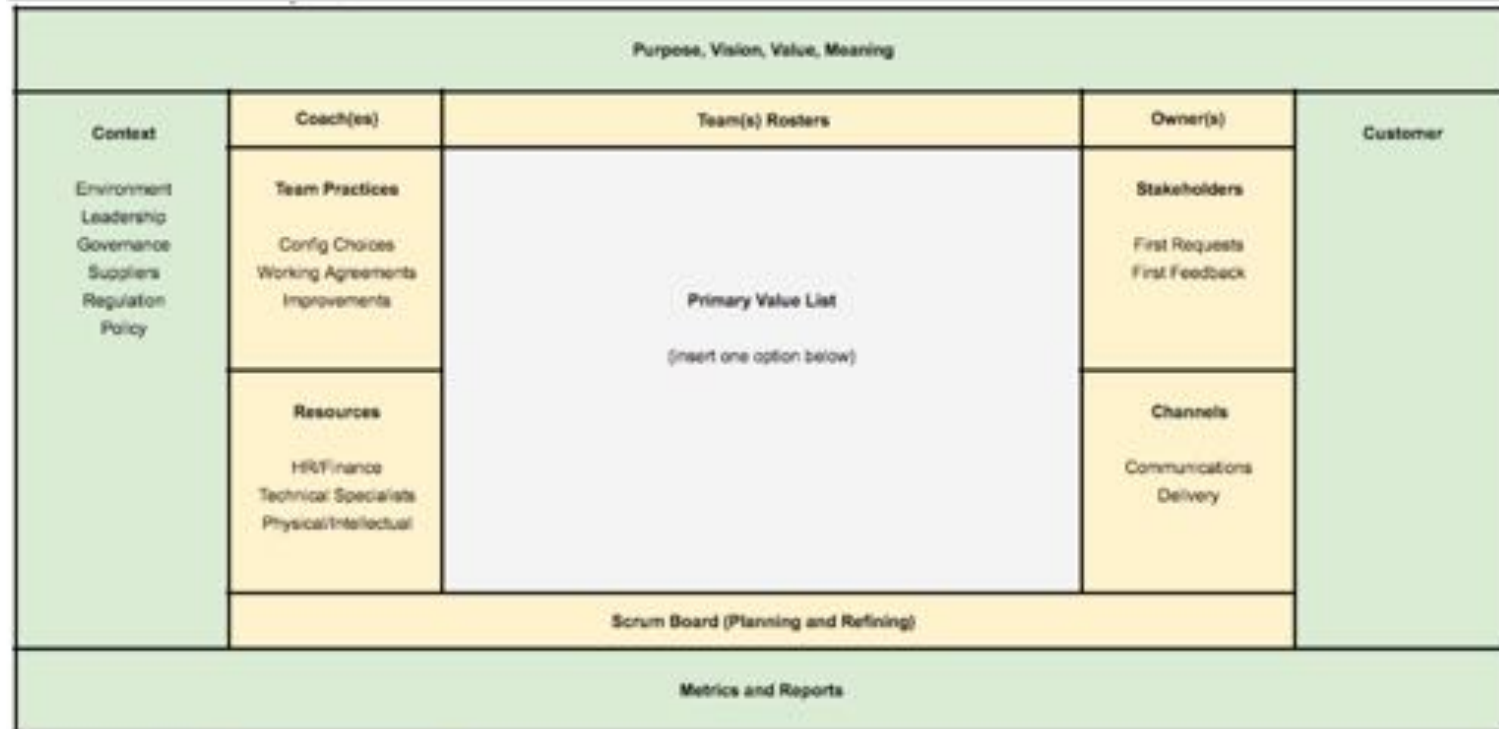
One User's Practice Guide v1.0 • May 2018

The ES Stem Canvas

Enterprise Scrum canvas by Mike Beedle, adapted by Michael Herman

The Primary Value List

(the core work, main value delivery, "day job")

Portfolio Model/Structure

Portfolio Story

Strategy
Research

Portfolio Unit #1

Portfolio Unit #2

Portfolio Unit #3

Portfolio Unit #4

Primary Value List
Mulitple Team Scaling

Specialized

HR
Marketing
Compliance
Finance
Others

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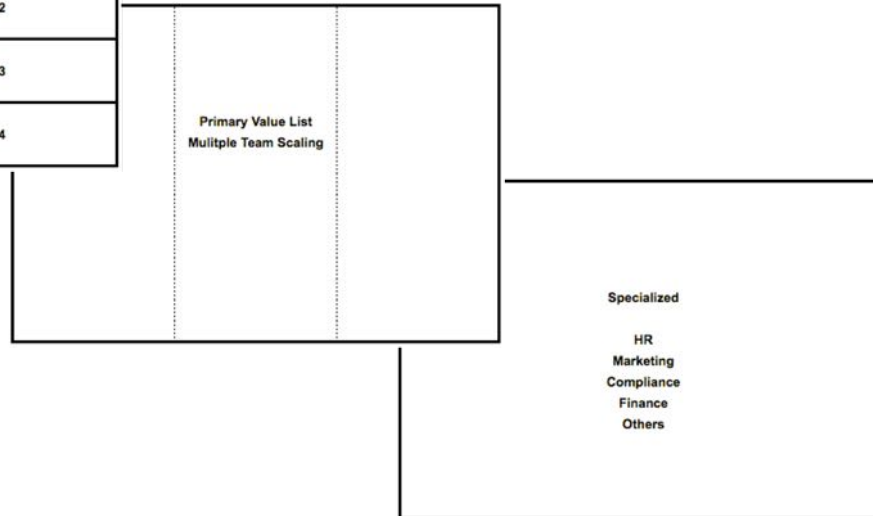
Bus Rapid Transit

- Largest bus rapid transit construction project in city's history

- Transit everywhere is notoriously command-and-control, rigid system, deeply invested in waterfall

- Also at play… central city corridor, years of community resistance, charge of social justice, raft of city and transit depts involved

- City staff coach was new to Scrum, with tenuous connection to transit agency

- Right. Let's try Enterprise Scrum!

New Transit Ridership

Increase NEW ridership w/ new bus rapid transit launch, make launch successful, make transit part of people's lives

➔ "INCREASE MOBILITY"

Managed by City COO Established civil service evaluation and reward systems Small scrum pilot within huge project	Coaches: Local+Remote	Team: Agency Staff	Owner: Transit Agency Director	New Riders -Students -Workers -Patients/Visitors Employers -Pass Programs
	-Two-week cycles -Physical board -Weak co-location -Part-time staffing -Co-working sessions	Policy and behavior changes across multiple departments, organizations, populations => Scaling Problem – interdependent existing and new intitiatives? OR => Portfolio of independent inits? (never resolved)	-Education orgs -Medical orgs -Other large Employers -Community Orgs	
	-Agency support -Agency resources -Agency bureaucracy -Youth?		Existing transit mktg channels ➔ Library, other city services ➔ Scooters/bikes other partners	
	Maintain ES ScrumBoard			

Metrics and Reports

Transit Experience

Over five months, a mixed bag…

1. Purpose shifted from increase ridership to increase mobility
2. Sparked unprecedented shifts in mindset from inputs to outcome, team accountability, and growth over stasis
3. Profound resistance around teams, lack of leadership support
4. Low/mid-levels energized early, then turned off, shut down, reverted
5. Youth Pass initiative did develop their own sub-canvas and cadence
6. Open Space w/ Owner as observer made good reset
7. City staff coach learned the game – ScrumBoard, cycles

The ES ScrumBoard

ES Initial Canvas (To Do)

Team(s) Work for this Cycle (Doing)

ES Delivery Canvas (Done)

Review and Improve Everything

Economic Development

Enterprise Scrum in ABQ Economic Development Department

- Started with Done Canvas, Visualizing *prior* 6 months of work
- Chose 3 of 8 ED "teams"
- Career ED team people with a new Director appointed by Mayor
- Onsite Coach with Remote Training (2 hours) and Support
- Established a ScrumBoard and two-week cadence (sort of!)
- Struggled to visualize piles of new and existing work, different types
- Obvious differences between political and career/expert views of ED
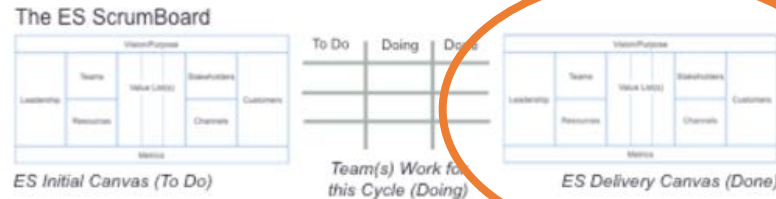
Economic Development

New Mayor's Vision: "Do business differently, to create an economy that works for everyone"
=> how to refine and integrate that with existing work and expert Econ Dev views inside dept?

Leadership: Owner reports to Mayor and CAO, weekly meeting

Context: 8 Teams
+Attraction
+Retention
+Entrepreneurship
+Workforce
+Film Office
+Other Initiatives

Coach(es): Local +Remote Trng/Support

Practices:
Loosely Co-located
Mix Physical board and GoogleSheet
2wk => 1wk cycles
4-hour Cycle Mtg

Resources:
Businesses
City Agencies
Community Partners

Team: Agency Staff

Started with portfolio of 3 of 8 "teams"
Portfolio + 3 Team Canvases
Integrated Entrepreneurship (incl. network of community orgs) w/ Attraction, Retention, Expansion
Worked to visualize ALL existing work (projects and recurring) plus flood of new ideas/requests – while doing the work
Shift to one team/canvas with 3 value props => scaling canvas, prioritize across 3 columns

Owner: Econ Dev Director

Stakeholders:
+City Council
+Community Orgs
+Businesses

Channels:
e.g. News Media, Program Partners, Training Programs

Customer:

From Business to Residents...

How to support best use and max value for local people, skills, assets, resources?

Maintain ES ScrumBoard: Initialize Board/Sheet, 3 Teams to 1 team, Reorg PVL to Mayor's 6 Points, Shift from "buckets" to "tags", add colors for types of work

Metrics: Taxes/Income, Experience Ratings (Team, Partners, Stakeholders), +/- News Stories, Program Evals, Annual Perf Goals
Reports: Weekly Memo to CAO, (+ScrumBoard)

Economic Development

Some Big Shifts in about 5 months:
- Quickly oriented new ED Director to past and present work, skills
- Defragmentation of "teams," unifying around larger customer goals
- Residents as Customers – NOT Mayor, NOT Businesses
- Better alignment of career ED views and Mayor's stated priorities
- Integrated team cycle with Leadership cycle
- Longer-term scope AND shorter-term focus on action steps
- Owner/Director extends practice to Film Office team/canvas

Economic Development

Team after about 5 months:
- Self-assessed teamwork increased from 3 to 6-9
- "We're getting overloaded, we need to visualize!"
- "We're rowing in the same direction."
- "Life doesn't suck anymore."

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More General Learnings

**Some of the things we've learned and come to believe:**

- Look back first to understand and validate structure in Done Canvas
- Can start quickly with Stem Canvas, but expect to iterate, churn a bit
- Take on Canvas boxes at Team's pace, as they discover the need
- Try anything, anywhere because we learn something every time
- Work to establish/protect the cadence. It's worth insisting on.
- Get to team ownership (ignition!) ASAP – might mean doing less as coach
- Share the canvas – it's the best way to grow the practice

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The Agile Organization

The Org Chart of the 21st Century

The Organization of the 21st Century will be defined by a focus on teams, networks and customers.
– *Steve Denning*
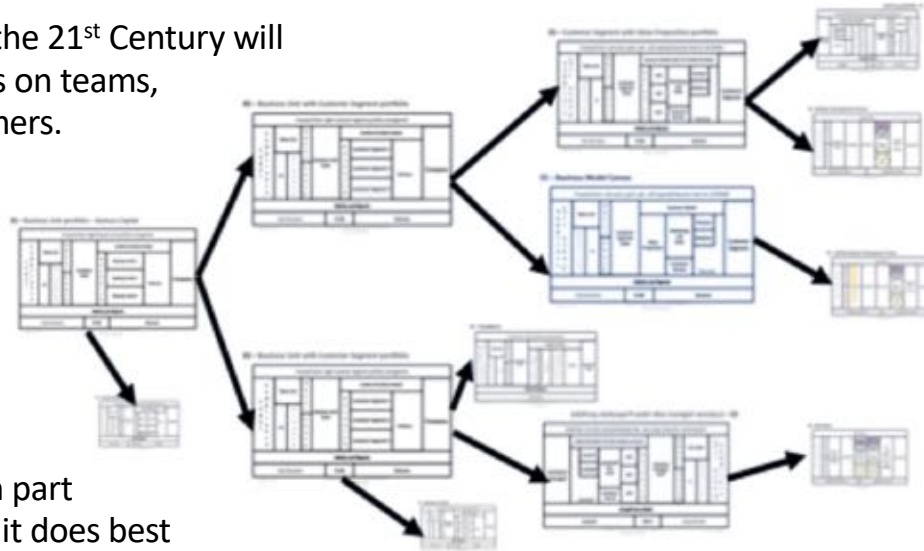
Working in SUBSUMPTION: Each part doing the local thing it does best with the information and support it needs to serve the purpose of the whole

Linked Portfolios...

- ✓ Whole Company
- ✓ Business Units
- ✓ Customer Segments
- ✓ Products/Services
- ✓ Software/Hardware
- ✓ Marketing/Sales
- ✓ Human Resources
- ✓ Compliance
- ✓ Governance
- ✓ Finance
- ✓ Innovation

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Out of the (City Gov't) Box

**The Incremental Development Alliance**

- Cultivating 1000 small developers with cities that support them
- An alliance of doers dedicated to their neighborhoods across North America
- Training and coaching for small-scale developers
- Policy, practices, and pilot-program guidance for city staff champions and local partner organizations
- Rebuilding the "missing middle" that makes cities livable

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Incremental Development

IncDev Alliance
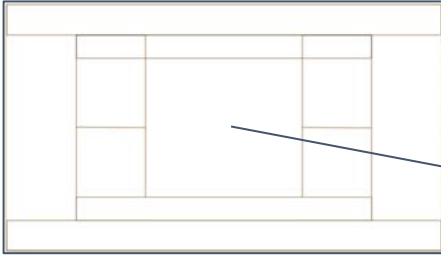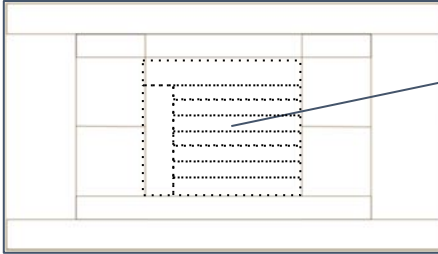
Primary Work = Manage/Grow the Porfolio*

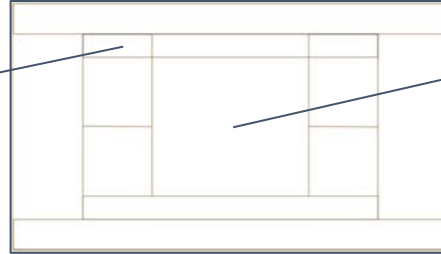| PORTFOLIO MODEL: Communities of Practice, managed with Enterprise Scrum Canvases and Cycles	
RESEARCH AND GROWTH	PORTFOLIO OF CITIES...

* ...where work within similarly-defined units doesn't depend on others.

Incremental Development

IncDev Alliance

City EcoSystem

Primary Work = Scaling Problem*

Improve Processes	Support Small Developers	Support Community	Support Financing
~ Zoning ~ Permitting ~ Econ Dev ~ Others?	~ Educate ~ Organize ~ Expedite	~ Educate ~ Organize ~ Others?	

The Primary Work of the Alliance is to support (train and coach) the work of City EcoSystem teams.

The main work of a City Ecosystem team is to initiate and then support Incremental Development in the City.

* Multi-team, multi-specialty, synchronized delivery.

Scrum Alliance®

Incremental Development

IncDev Alliance

City EcoSystem

Portfolio of Processes/Improvements

Portfolio of Small Developers/Projects

Individual Dev/Farm/Project

The Primary Work of the Alliance is to support (train and coach) the work of City EcoSystem teams.
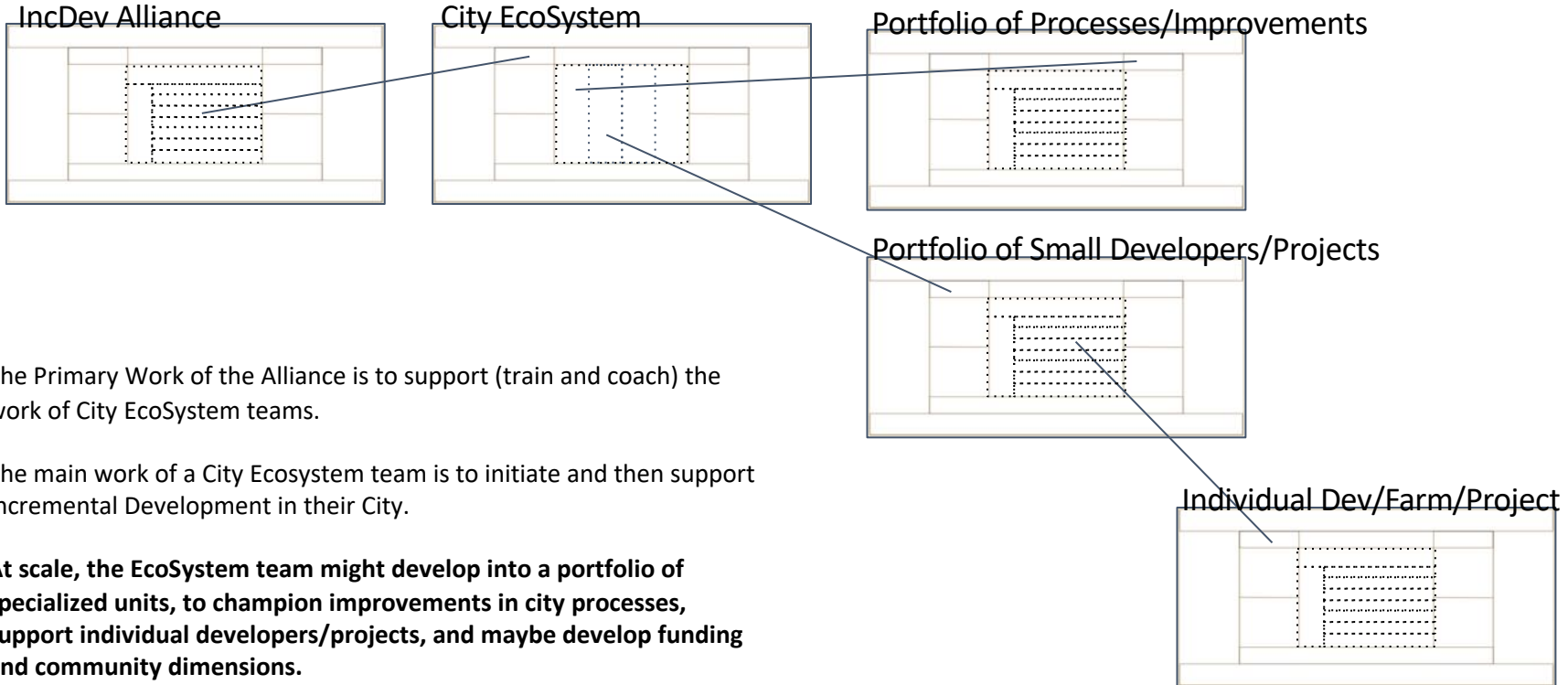
The main work of a City Ecosystem team is to initiate and then support Incremental Development in their City.

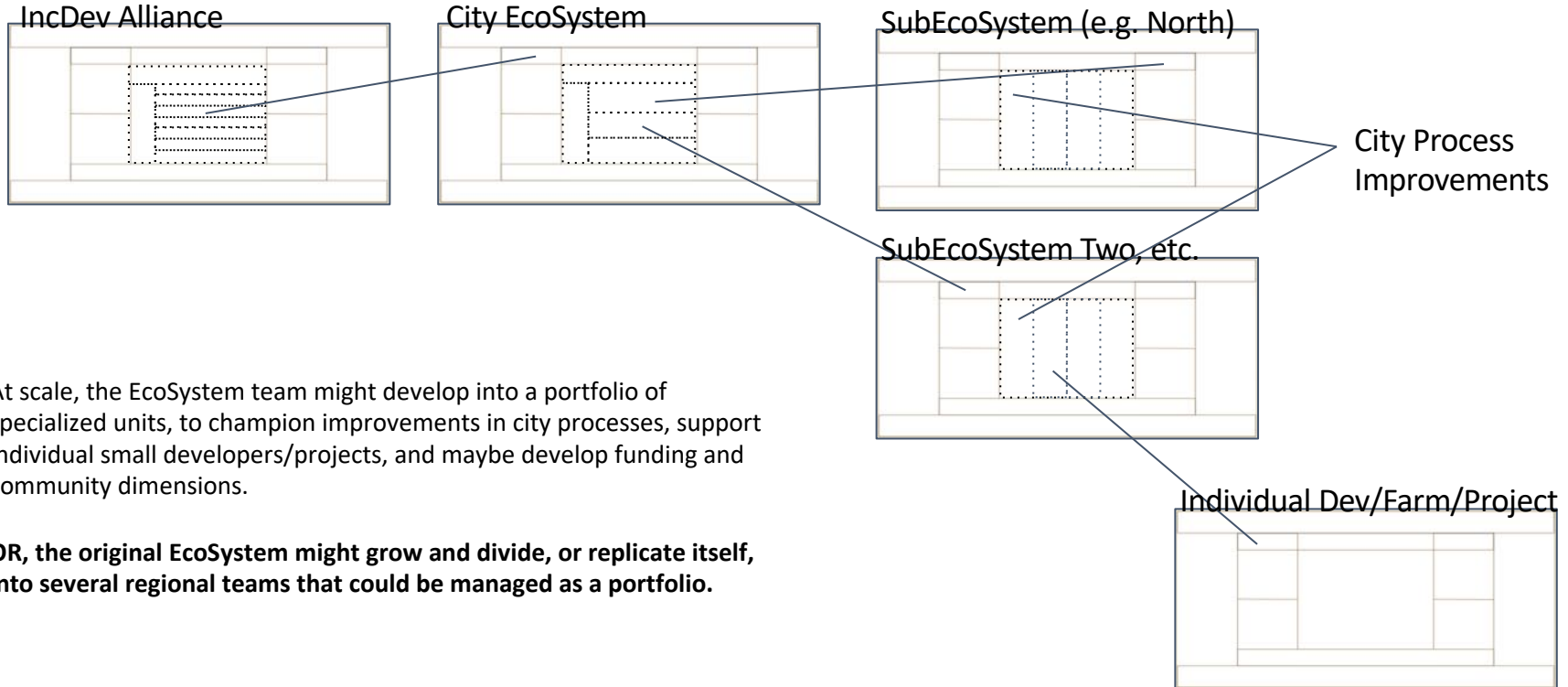**At scale, the EcoSystem team might develop into a portfolio of specialized units, to champion improvements in city processes, support individual developers/projects, and maybe develop funding and community dimensions.**

Incremental Development

IncDev Alliance

City EcoSystem

SubEcoSystem (e.g. North)

City Process Improvements

SubEcoSystem Two, etc.

At scale, the EcoSystem team might develop into a portfolio of specialized units, to champion improvements in city processes, support individual small developers/projects, and maybe develop funding and community dimensions.

OR, the original EcoSystem might grow and divide, or replicate itself, into several regional teams that could be managed as a portfolio.

Individual Dev/Farm/Project

Incremental Development

Emily in Detroit @ Neighborhood and Project Level
- Lowest end of dev't spectrum, low rents, poor communities
- Rehabbing and improving n'hood incrementally
- Cash economy: can't appraise, can't finance
- Always investing more in than appraisals justify
- Dealing with land banks and grants for support
- Informal economy, on the cheap, i.e. hiring guys from the nearby drug house for clean-up work
- Working from physical canvas and Trello cycle board
- Each finished project raises value of all

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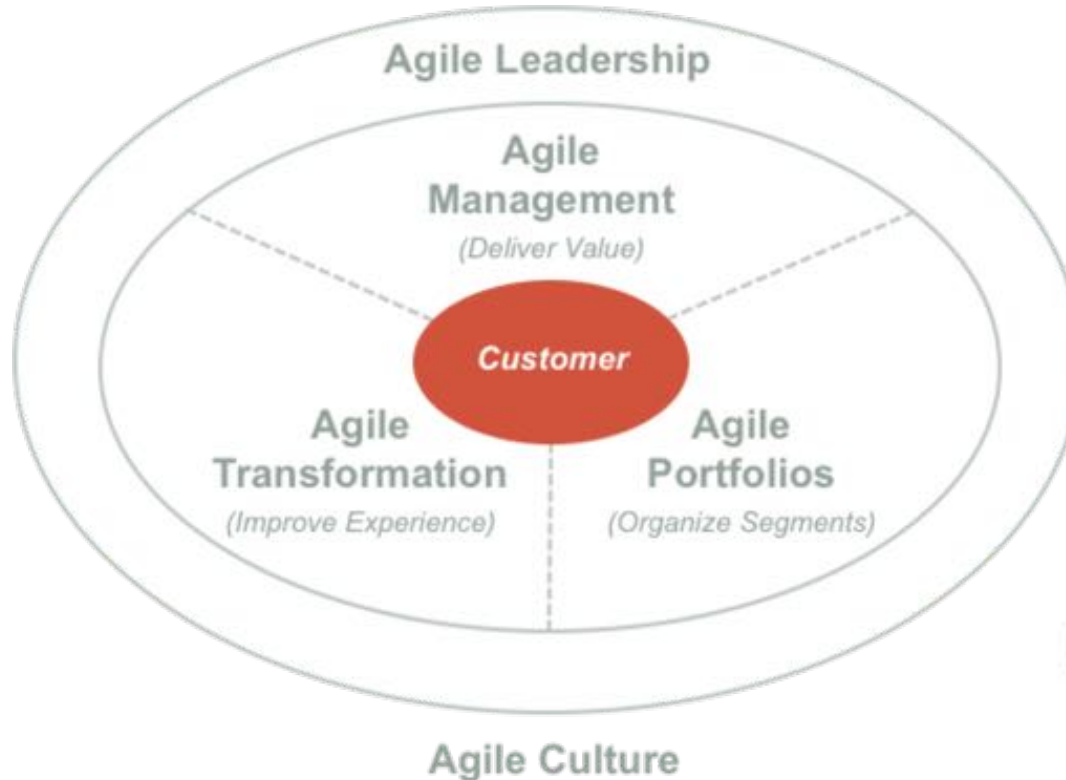
Incremental Development
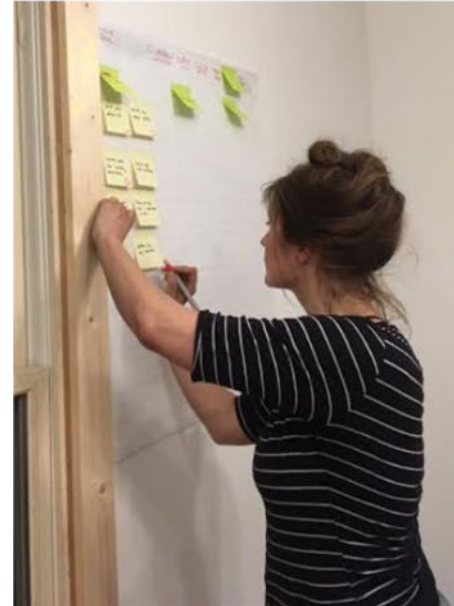
ENTERPRISE SCRUM

Agilize Everything

The Agile Organization

Getting Started

1. Leaders go first.

2. Use what you already have.
- Use existing team(s) and meeting cadences
- Visualize everything and work from that canvas
- Include at least one customer-facing metric
- Review and Improve everything (on the canvas), every cycle

3. AND… Leaders are just another Team. Transformation is just another Portfolio. Culture follows Practice.

Coaching View

A Series of Working Conversations:

1. Visualization – Everything goes on the Canvas
2. Prioritization – Refine the Canvas (Add Details, Make Choices)
3. Commitment – Establish Cadence (and Pull)
4. Delivery – Remove Obstacles (a new canvas?)
5. Review and Improve – Measure, Adapt, Learn… Evolve

Take the Shot

I've missed more than 9,000 shots in my career. I've lost almost 300 games. Twenty-six times I've been trusted to take the game-winning shot and missed.

I've failed over and over and over again. And that is why I succeed.

– Michael Jordan

Resources

MichaelHerman.com/Publications

- [Enterprise Scrum for Business Agility: One User's Practice Guide](#)– this 30-page guide will walk you through the basics of canvasing, delivering value, and evolving toward business agility with Enterprise Scrum.
- [Introducing Enterprise Scrum for Business Agility](#) – how ES scales Scrum from single teams to whole organizations
- [EnterpriseScrumCanvases](#) – GoogleSheet with many different ES canvas templates (view only – contact me if you need to download your own copy)
- [Enterprise Scrum in One Page](#) – an overview and practice reference piece (formatted to print 11x17in.)
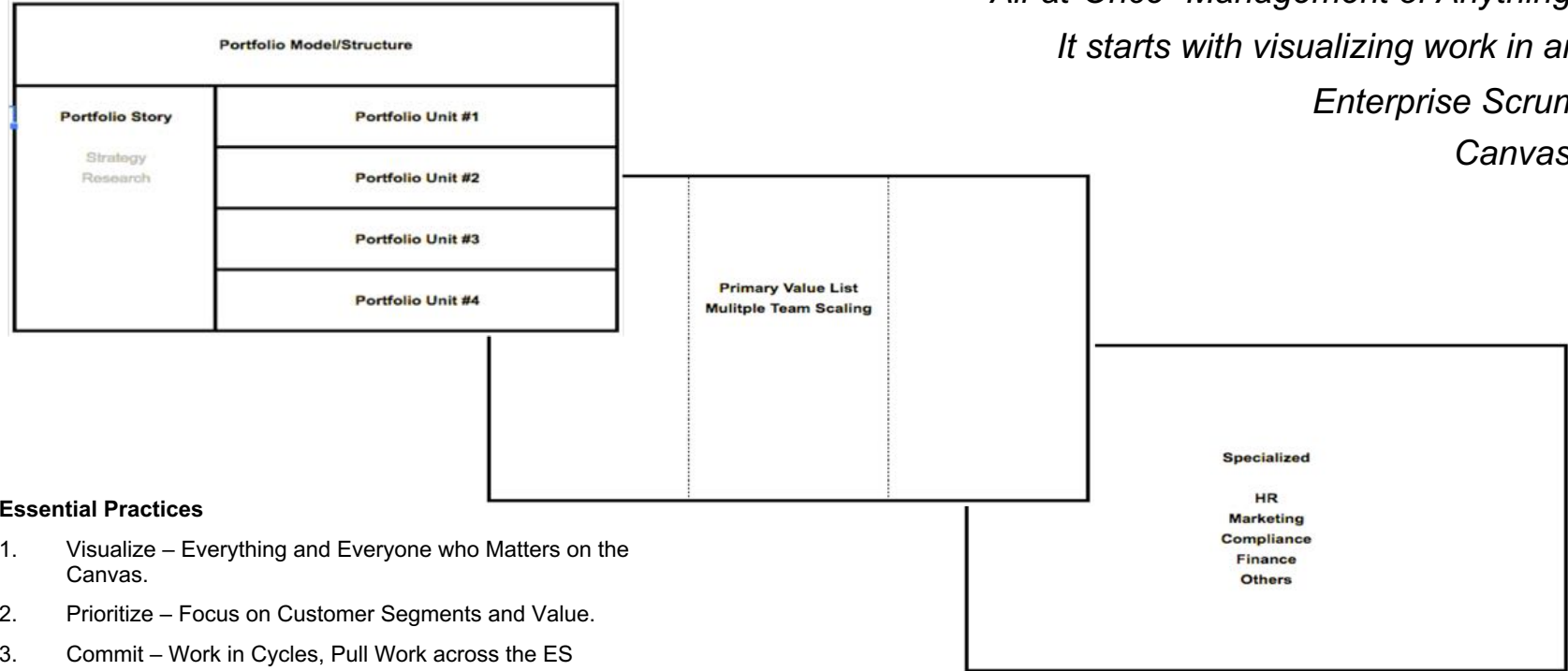
EnterpriseScrum.com

Contact me with practice questions: michael@michaelherman.com

Purpose, Vision, Value, Meaning

[handout]

	Coach(es)	**Teams(s) Roster**	**Owner(s)**	
Context Environment Leadership Governance Suppliers Regulation Policy	**Team Practices** Config Choices Working Agreements Improvements	**Primary Value List** Insert Portfolio, Scaling or Hybrid Template for core delivery work (see reverse)	**Stakeholders** First Requests First Feedback	**Customers/ Beneficiaries**
	Resources HR/Finance Technical Specilaists Physical/Intellectual		**Channels** Communications Delivery	

ES ScrumBoard (Planning and Refining)

Metrics and Reports

Enterprise Scrum invites and supports
"All-at-Once" Management of Anything!
It starts with visualizing work in an
Enterprise Scrum
Canvas.

Primary Value List Options
(core work, center of canvas)

Portfolio Model/Structure

Portfolio Story

Strategy
Research

Portfolio Unit #1

Portfolio Unit #2

Portfolio Unit #3

Portfolio Unit #4

Primary Value List
Mulitple Team Scaling

Specialized

HR
Marketing
Compliance
Finance
Others

Essential Practices

1. Visualize – Everything and Everyone who Matters on the Canvas.

2. Prioritize – Focus on Customer Segments and Value.

3. Commit – Work in Cycles, Pull Work across the ES ScrumBoard.

4. Deliver – Meet your Definition(s) of Done.

5. Review and Improve – Everything, Every Cycle => Update #1.

Questions, comments, collaborate?
mailto:michael@michaelherman.com