

ciber

Stealth Scrum

- being agile in waterfall organizations



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Thomas Almnes - background

- Senior consultant at CIBER Norway
- Pragmatic Agile practitioner

Agenda

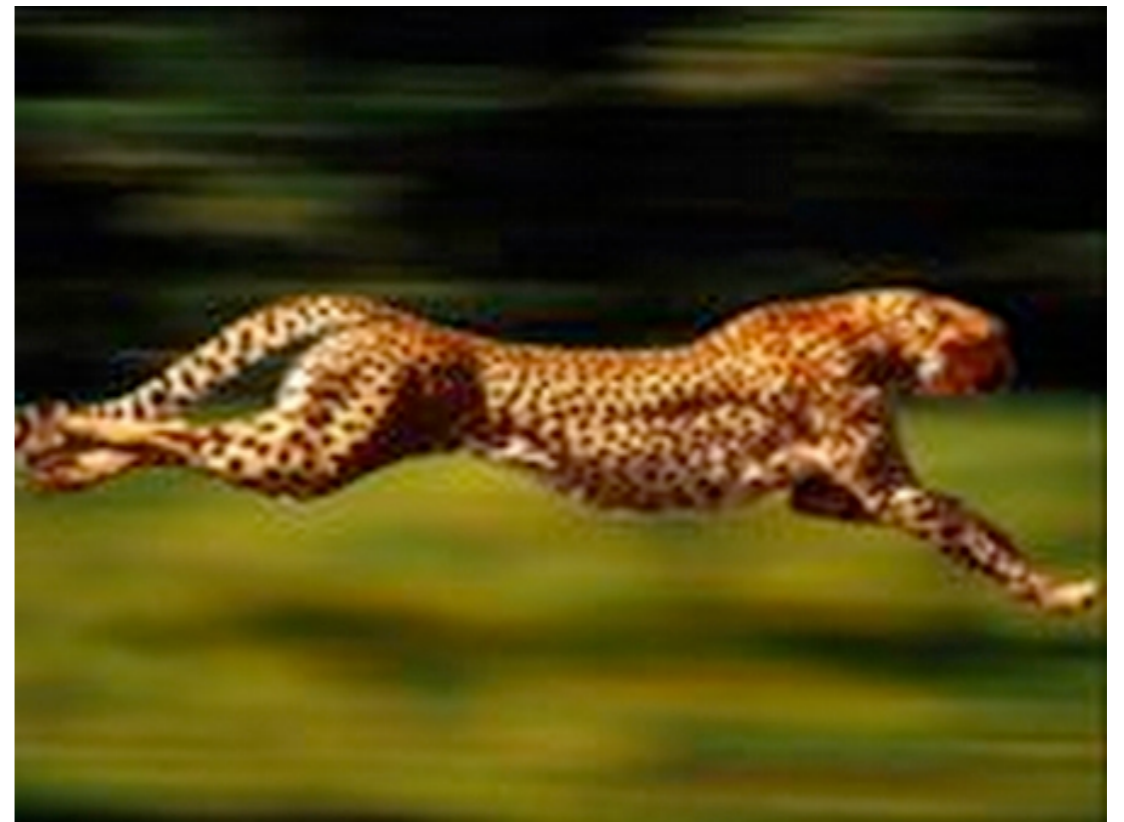
- Being agile in an waterfall-centric organization
- Own experiences in running a stealth operation
- Common pitfalls and some advice

Examples and experiences

- One of the largest projects in a Norwegian directorate (open)
- A medium-sized project in a governmental agency (open)
- A small project in a private firm (stealth)
- A large project in on of the largest banks in Norway (stealth)

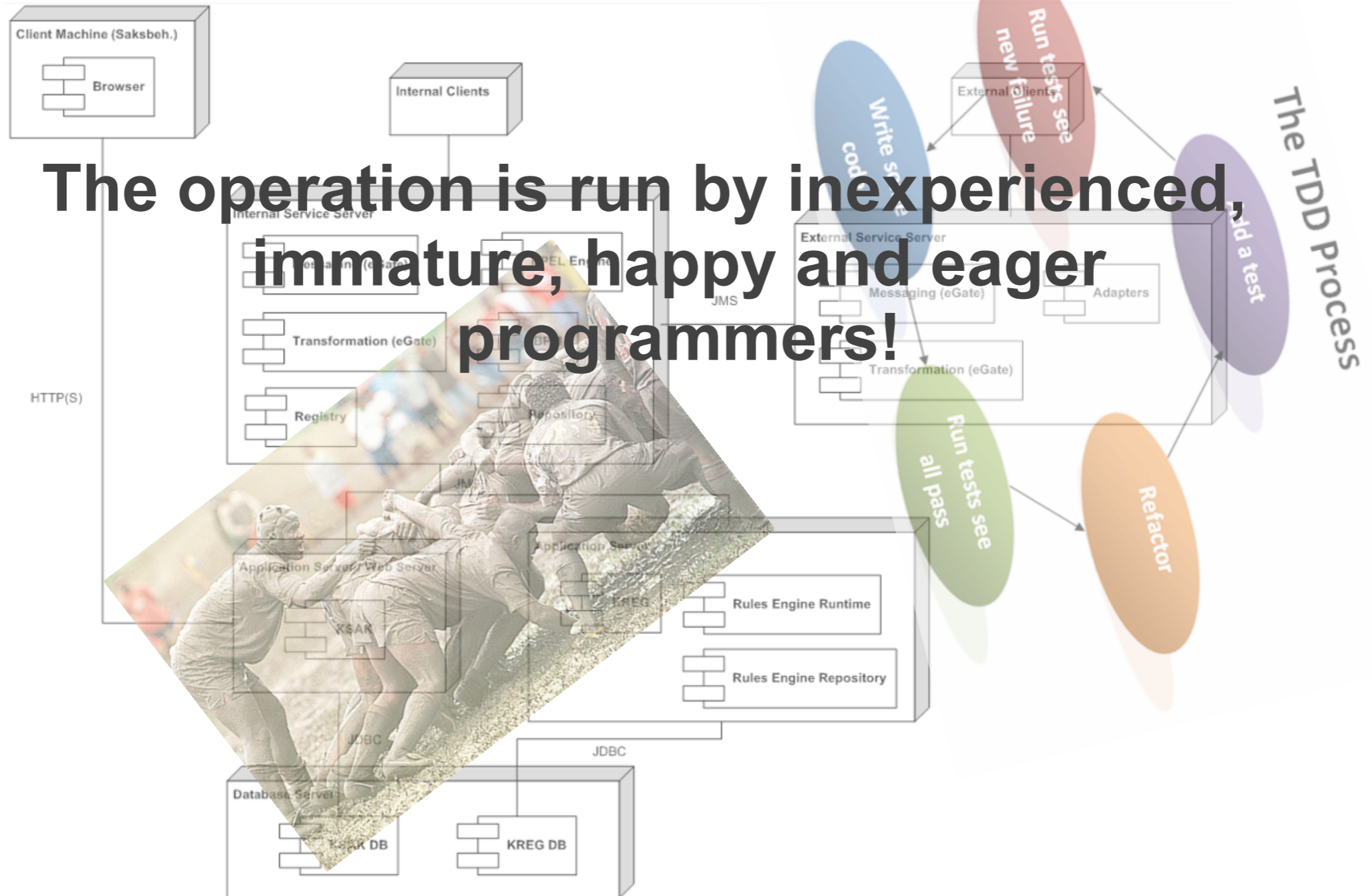
Agile initiatives

- It often starts with eager developers!
- Requires a lot of work
- Needs firm conducting by experienced people
- It's people-work!

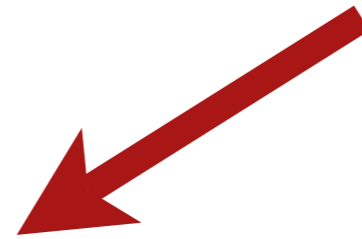


Happy programmers are not enough!

Pitfall



The Agile manifesto



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

agilemanifesto.org

Changing people is hard!

I'll stick
with what I know

Expect resistance!



Why waterfall methods were chosen

- Usually because of historical reasons
 - An employee or consultant produced a strategy paper...
 - Historic directives
 - Hierarchical organizations (report-driven)

Communicate!!!

- Don't expect anybody's understanding
- Gather the closest people first
 - Teach them agile principles and thought
- Use any and every opportunity to talk about the project and how you do it!





Pitfall

**Trying to do it without a project owner or
a “sponsor”**

What you do is most important

- The agile approach is **visual**
- Choose something visual
 - Standup meetings
 - Burndown chart
 - Sprint backlog with notes
 - ...
- Don't fall for the temptation of being **correct**

Pitfall

Too much focus on the correct activities



Dreyfus' Model of Skill Acquisition

■ The stages

- Novice
- Advanced beginner
- Competent
- Proficient
- Expert

- You have to be proficient/expert to do Agile in waterfall organizations
- Why? You need to know what to change and when to change it

Agile cult and cargo cult

- Copying the activities believing that this produces the same result
- Is *could be* if not attended carefully
- The Agile community: A cult?



Other common pitfalls

- Scrum master becomes project leader
- Not freezing sprints
- ...

Final words about going stealth

- It *can* be done!
- Do it when trying to overcome cultural obstacles
- The goal is to emerge with a successful story

The aim of the game

- The primary goal of the game is to deliver useful, working software... Any other activity is secondary

Allistair Cockburn, "A cooperating game of invention and communication"

