

Die Evolution deines Unternehmens strategisch gestalten





DAS SCRUMTEAM

Hiroataka Takeuchi and Ikujiro Nonaka
The New New Product Development Game
 1986, Harvard Business Review



„Der traditionell sequenzielle **Staffellaufansatz** zur Entwicklung von Produkten ... kann im Konflikt mit den Zielen der maximalen Geschwindigkeit und Flexibilität stehen. Stattdessen kann ein ganzheitlicher, oder „**Rugby**“-Ansatz – bei dem das Team als Einheit versucht, seinen Weg zu gehen und dabei sich gegenseitig den Ball zuzuspielen – besser den heutigen Wettbewerbsanforderungen entsprechen.“

Hiroataka Takeuchi and Ikujiro Nonaka
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Manifesto for Agile Software Development

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

That is, while there is value in the items on the right, we value the items on the left more.

Kent Beck	James Grenning	Robert C. Martin
Mike Beedle	Jim Highsmith	Svein Mollor
Arie van Bennekum	Andrew Hunt	Ken Schwaber
Alistair Cockburn	Ron Jeffries	Jeff Sutherland
Ward Cunningham	Jon Kern	Dave Thomas
Martin Fowler	Brian Marick	

Twelve Principles of Agile Software

→ scaledprinciples.org

ScALeD Agile Lean Development - The Principles

Agile methods are becoming ever more popular, and a growing number of companies has adopted agile practices on a large scale. But successfully scaling agility is challenging. As companies, projects and teams differ, there is no silver bullet solution to...

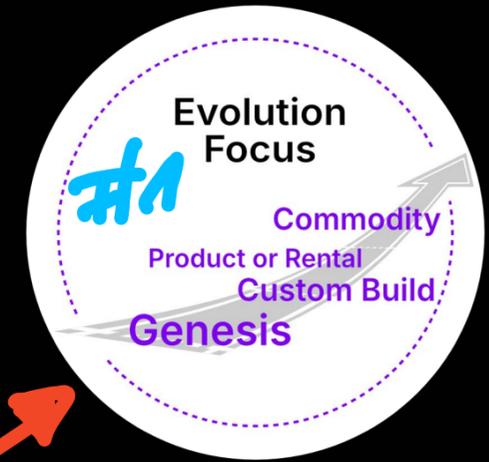
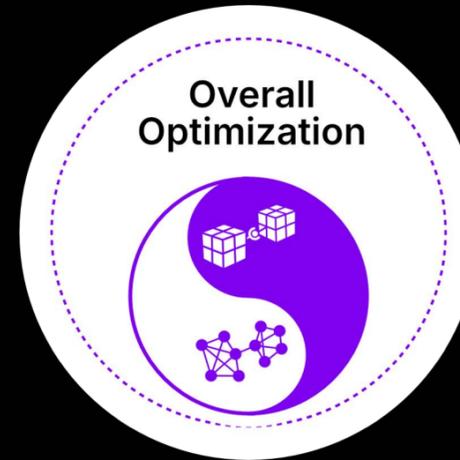
GAME 3



Agenda

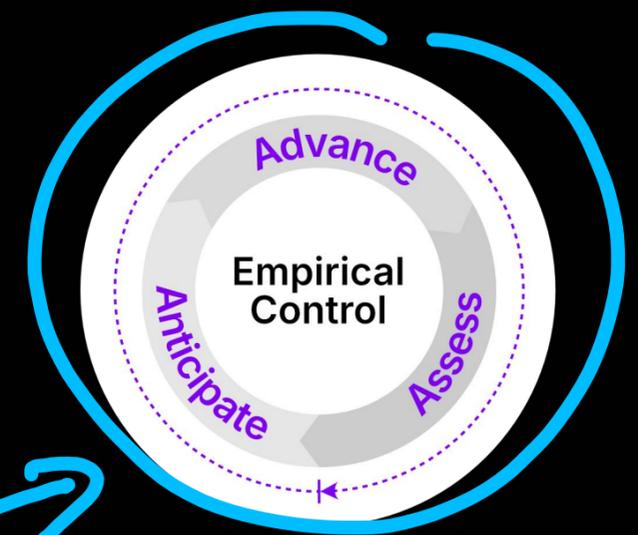
- Was ist Strategie
- Warum Evolution als oberste Doktrin (und nicht Agile)
- #1 Empirische Kontrolle
- #2 Global optimieren

Strategic Doctrines



Wardley's Doctrine (universally useful patterns that a user can apply regardless of context)

	Communication	Development	Operation	Learning	Leading	Structure
IV				Listen to your ecosystem	Exploit the landscape	Design for constant evolution
III			Optimise flow	Bias towards the new	There is no core	No single culture
			Do better with less		Commit to the direction	Provide purpose, mastery & autonomy
			Set exceptional standards		Be the owner	Inspire others
II		Focus on the outcome	Manage inertia	Bias towards action	Move fast	Think small teams
		Think fast, inexpensive, restrained and elegant				
		Use appropriate tools	Manage failure		Distribute power and decision making	
		Be pragmatic	Effectiveness over efficiency			Think aptitude and attitude
Phase I	A bias towards open	Know your users	Know the details	Bias towards data	*STEVE PURKIS VARIATION	
	Common Language					
	Challenge Assumptions	Focus on user needs				
	Understand what is being considered	Remove bias and duplication				
		Use appropriate methods				



Was ist Strategie?

Taktik

1. Eine sorgfältig geplante Aktion oder Strategie, um ein bestimmtes Ziel zu erreichen.
2. Die Kunst, Streitkräfte in Kampfreihenfolge aufzustellen und Operationen zu organisieren, insbesondere während des Kontakts mit einem Feind.

Strategie

1. Ein Aktionsplan, der darauf abzielt, ein langfristiges oder übergeordnetes Ziel zu erreichen.
2. Die Kunst, militärische Operationen und Bewegungen in einem Krieg oder einer Schlacht zu planen und zu leiten.

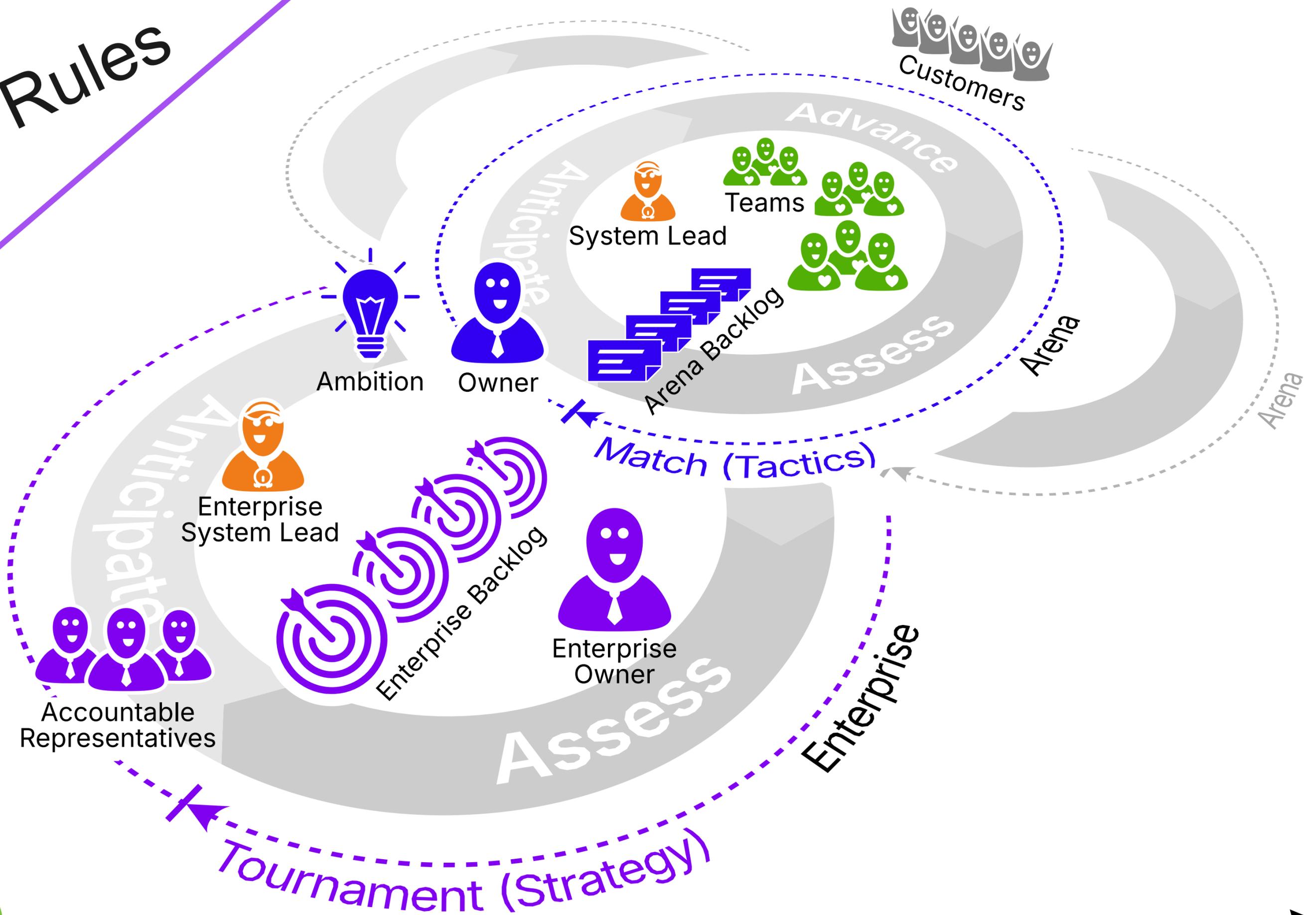
Taktik schießt Tore

Kurzfristige Ziele, Pläne und Handlungsweisen, die der direkten Umsetzung dienen und sich an einer Strategie orientieren.

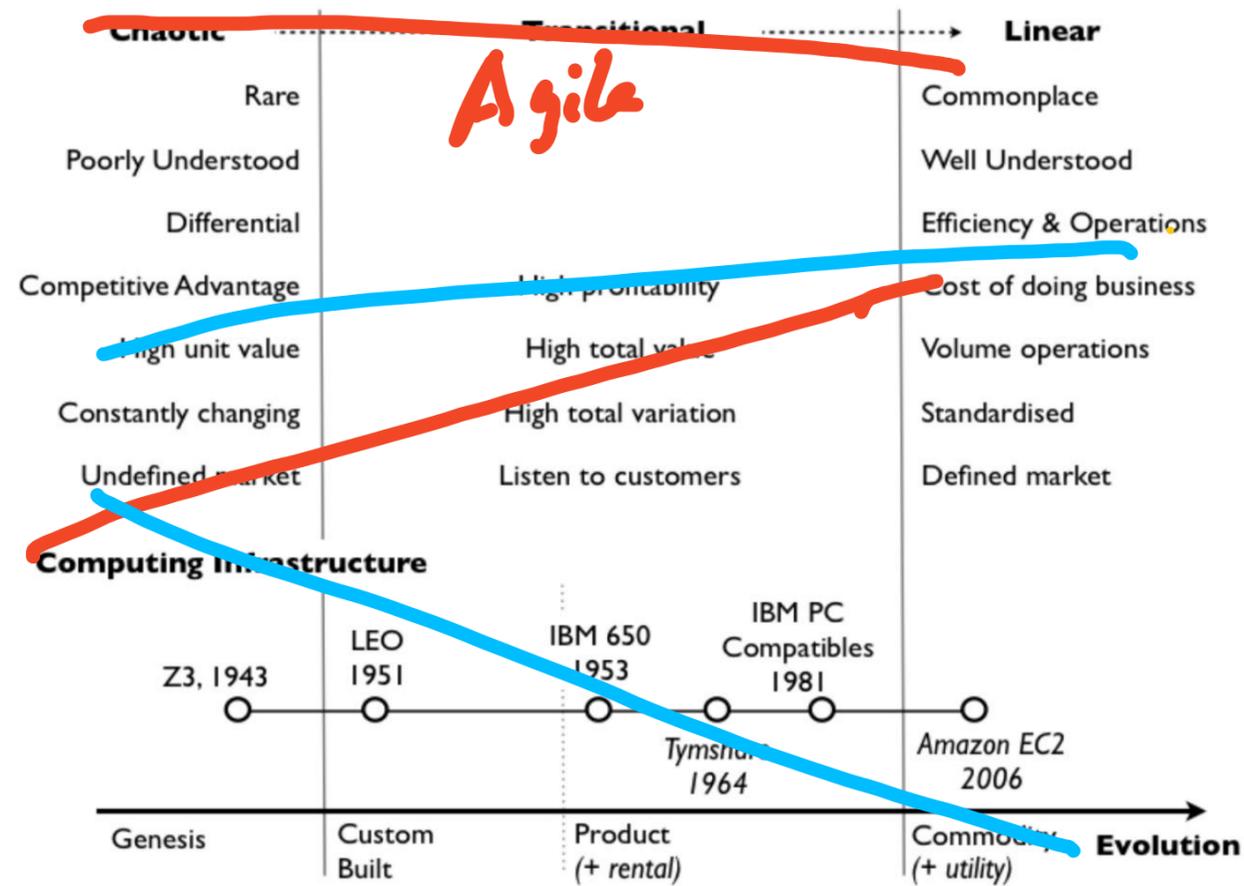
Prinzipien, Doktrins, langfristige Ziele und Pläne um Rahmenbedingungen für detaillierte Entscheidungen vorzugeben

Strategie baut Station

Rules



Warum Evolution?



Book: *Future *is* predictable*, Simon Wardley and others

1. Durch Wettbewerb unterliegt alles der Evolution
2. Die Entscheidungen, die wir heute für unsere Produkte und Dienstleistungen treffen, schaffen die Probleme von morgen.
3. Evolution ist kein konstanter Fluss.
4. Evolution schreitet im Durchschnitt immer schneller voran.
5. Wir können die Evolution nicht aufhalten. Das liegt in der Natur des Menschen. Aber wir können sie **führen**.

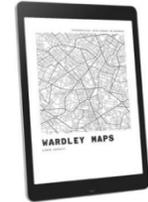
Evolution Focused *First!*

Second:

Agile

Efficiency

Durch Wettbewerb unterliegt alles der Evolution



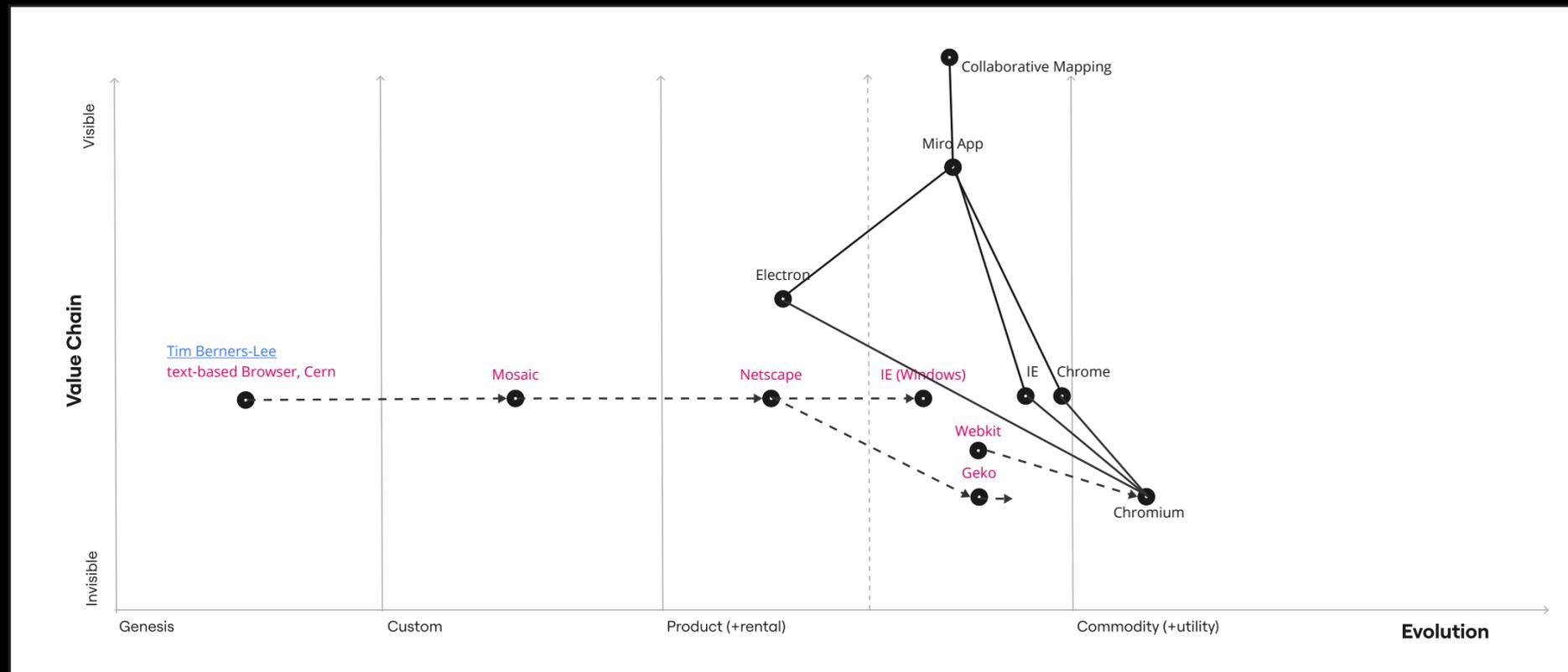
"This is the story of my journey, from a bumbling and confused CEO lost in the headlights of change to having a vague idea of what I was doing."

- Simon Wardley

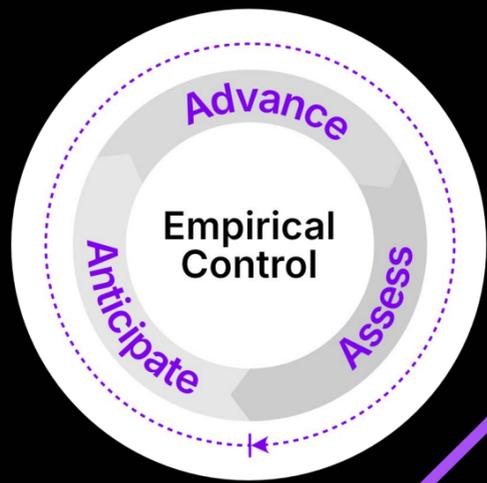
learnwardleymapping.com

The Book

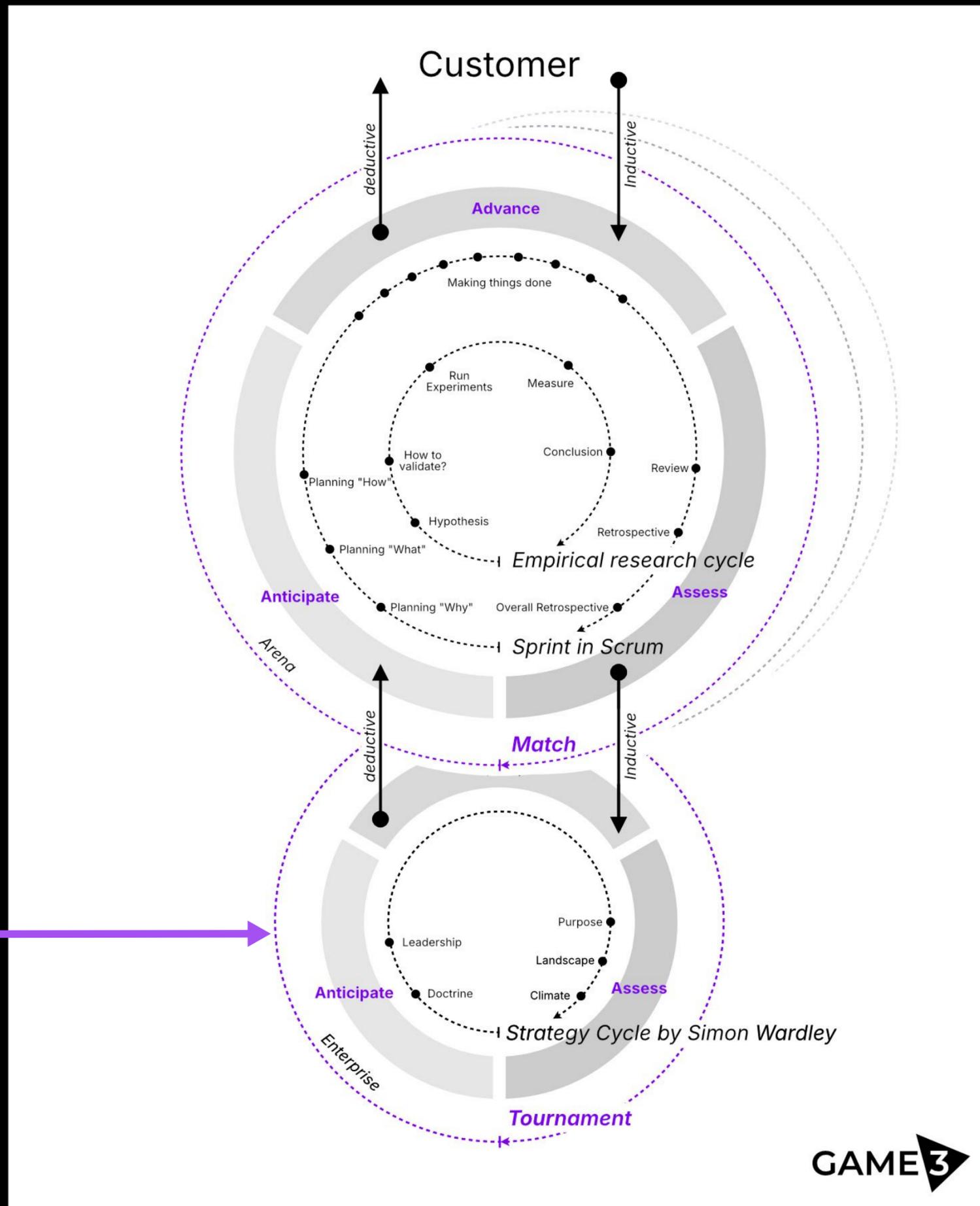
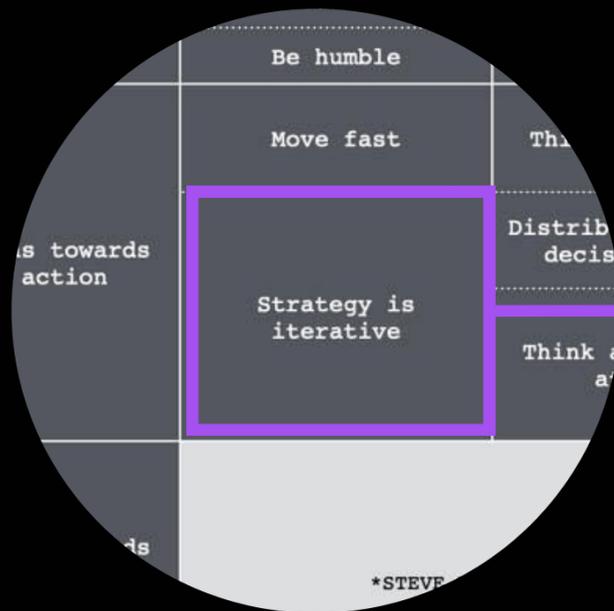
This is the story of Simon Wardley. Follow his journey from bumbling and confused CEO lost in the headlights of change to someone with a vague idea of what they're doing.

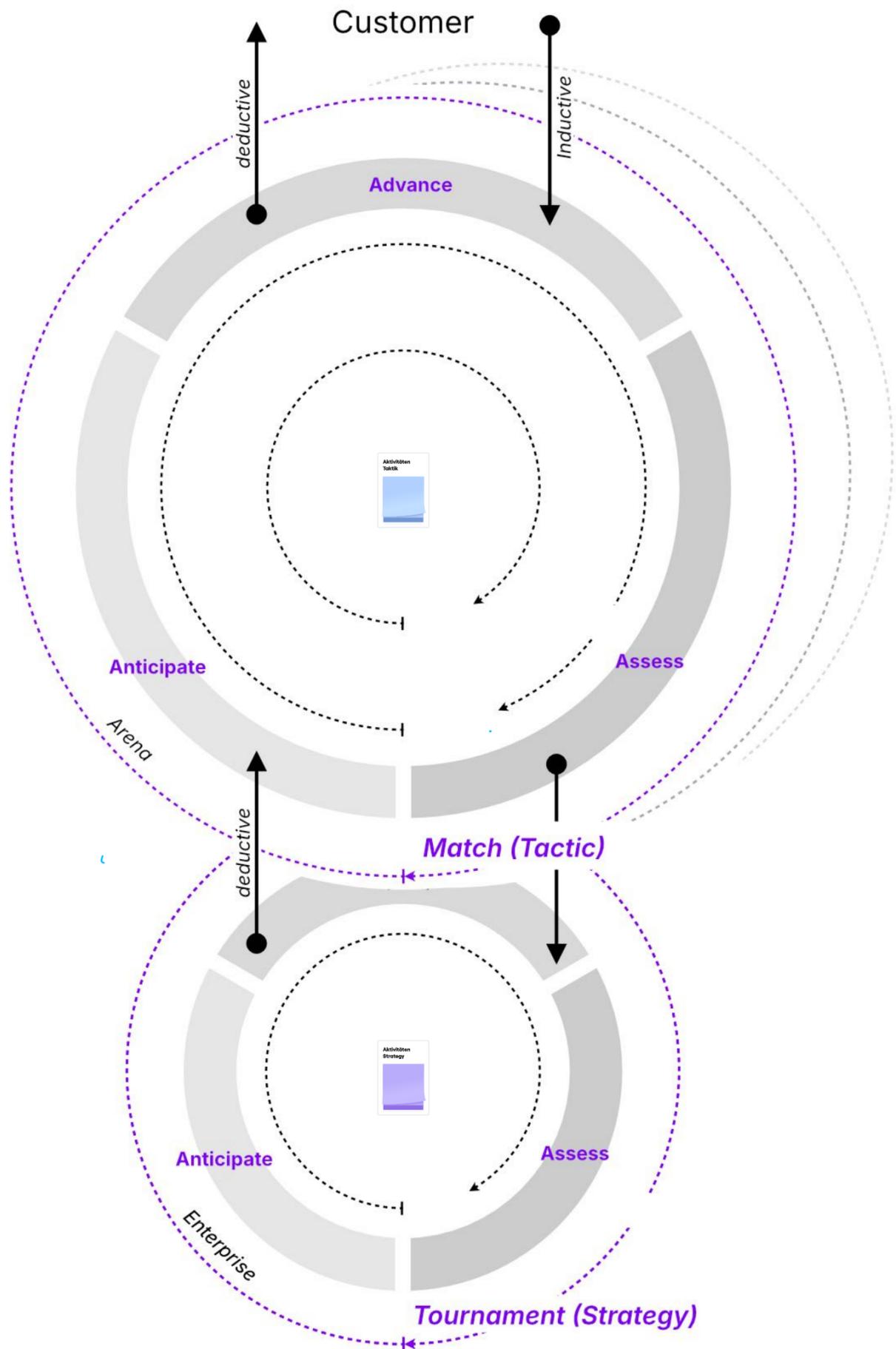


Stage (of activity)	Genesis	Custom	Product (+rental)	Commodity (+utility)
Characteristics				
<i>Ubiquity</i>	Rare	Slowly increasing consumption	Rapidly increasing consumption	Widespread and stabilising
<i>Certainty</i>	Poorly understood	Rapid increases in learning	Rapid increases in use / fit for purpose	Commonly understood (in terms of use)
<i>Publication Types</i>	Normally describe the wonder of the thing	Build / construct / awareness and learning	Maintenance / operations / installation / feature	Focused on use



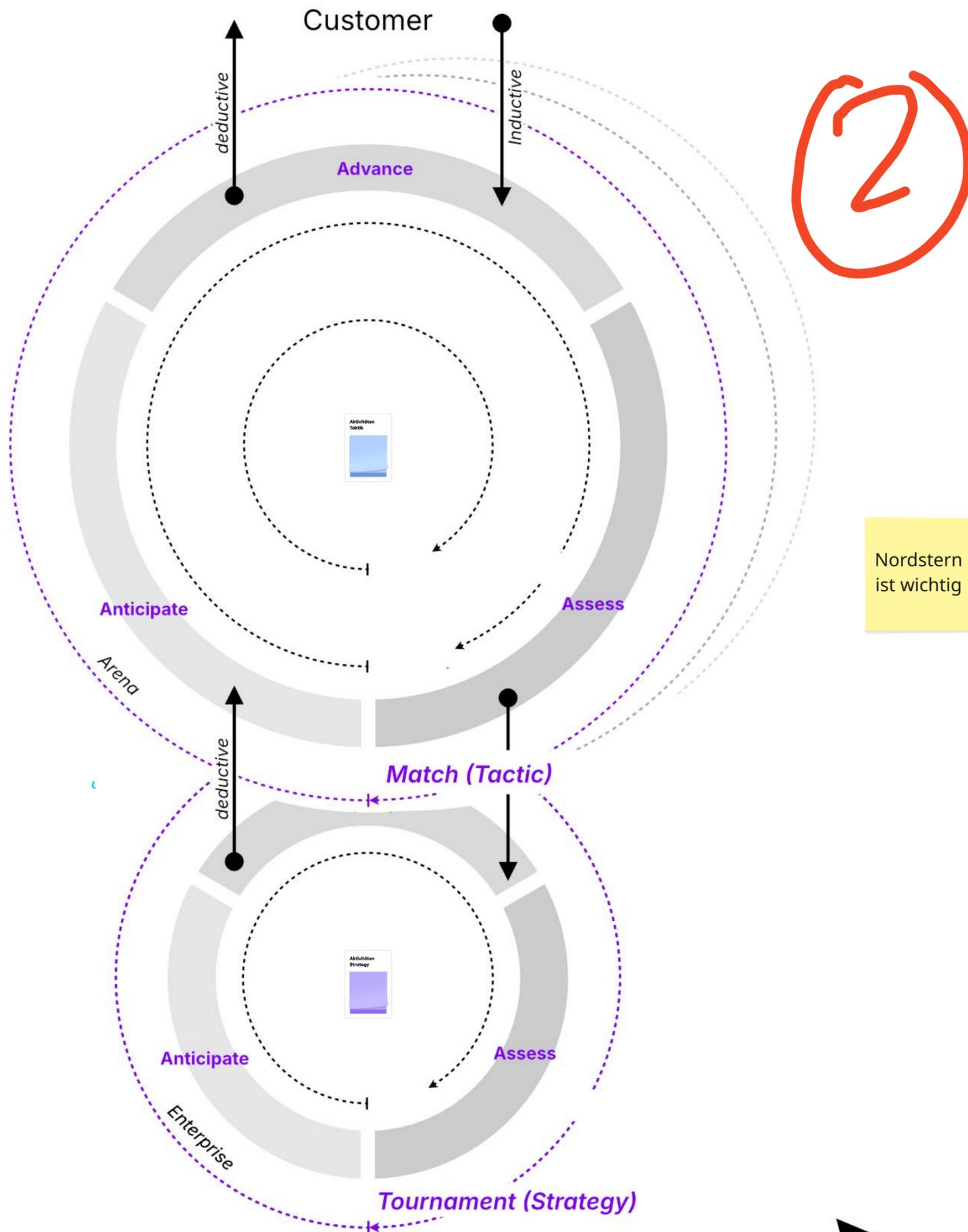
Empirical: Based on what is experienced or seen rather than on theory







1. Wie wird Strategie im Moment bei Euch entwickelt? Zeichnet die Aktivitäten in das *Tournament* ein.
2. Wie geht die Strategie in die Taktik (*Match*) über?
3. Ist das noch Strategie oder schon Taktik bei Euch auf der Ebene *Tournament*?
4. Was müsstet Ihr verändern, um ein echtes *Tournament* zu etablieren.

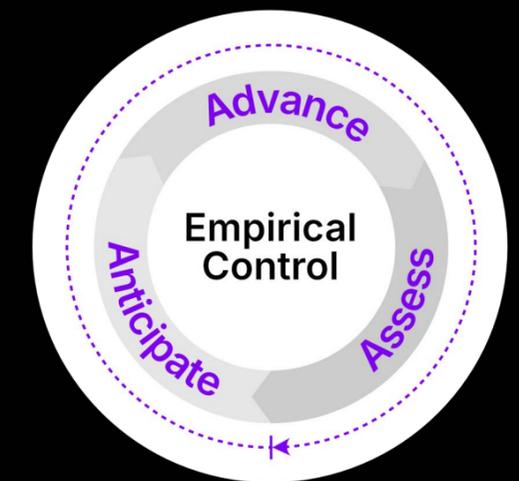
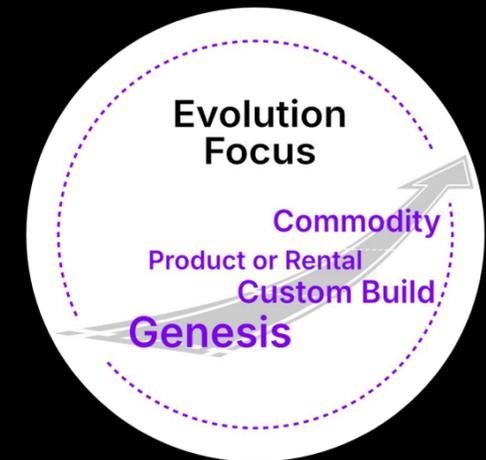


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Herausforderungen

Externe Abhängigkeiten/Verträge

Strategic Doctrines

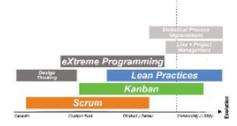
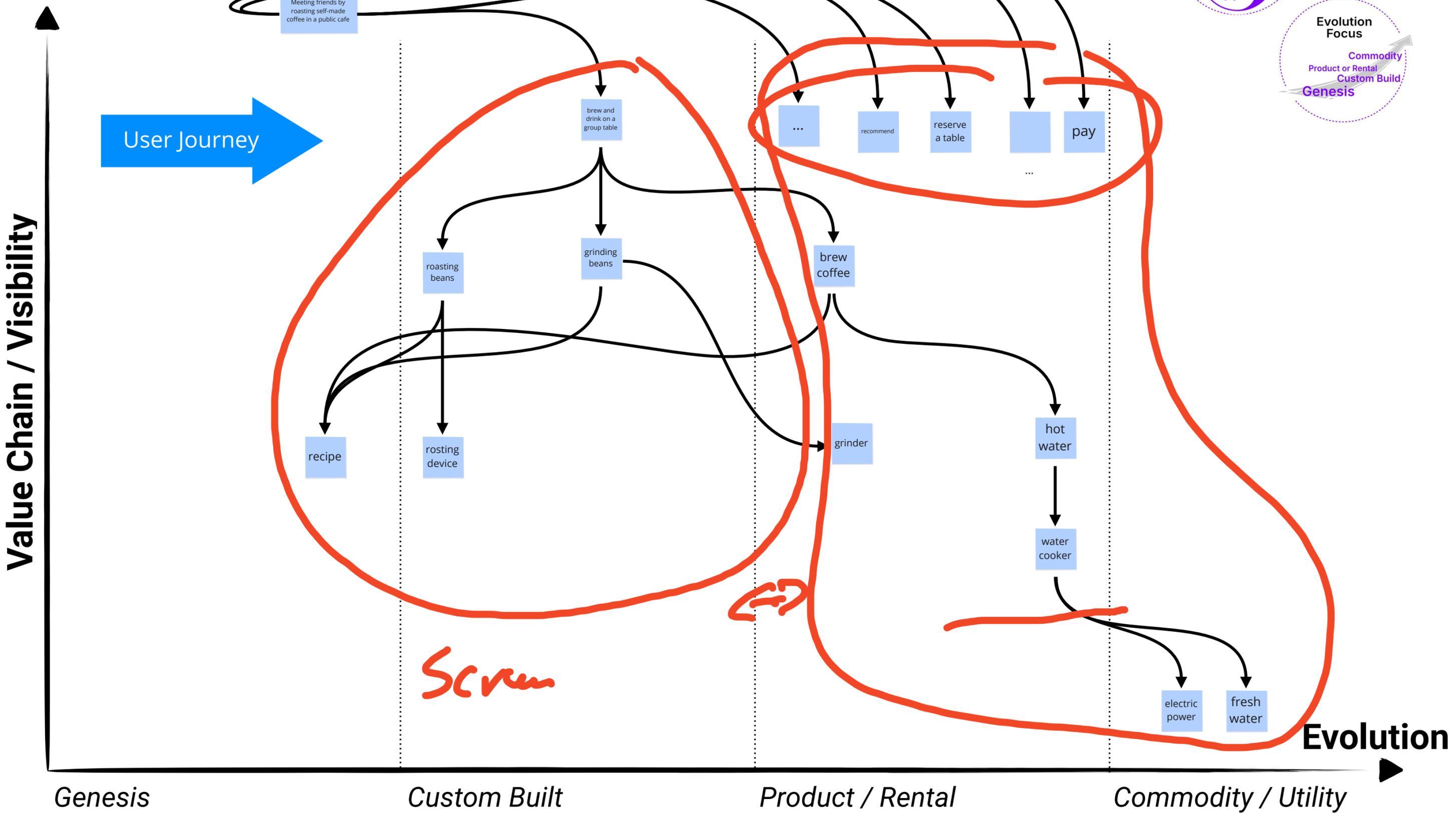
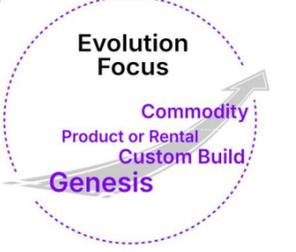
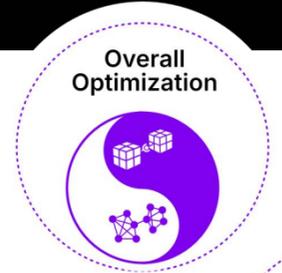


Wardley's Doctrine (universally useful patterns that a user can apply regardless of context)						
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III			Optimise flow	Bias towards the new	Commit to the direction	Provide purpose, mastery & autonomy
			Do better with less		Be the owner	
			Set exceptional standards		Inspire others Embrace uncertainty Be humble	Seek the best
II		Focus on the outcome Think fast, inexpensive, restrained and elegant Use appropriate tools	Manage inertia	Bias towards action	Move fast	Think small teams
		Be pragmatic	Manage failure		Strategy is iterative	Distribute power and decision making
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doctrines.wardleymaps.com

Doctrine assessment

Wardley's Doctrine assessment tool



GAME3

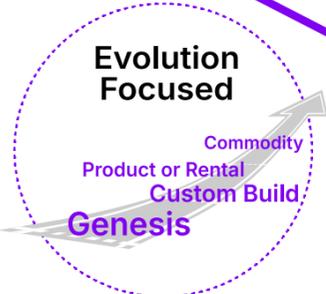
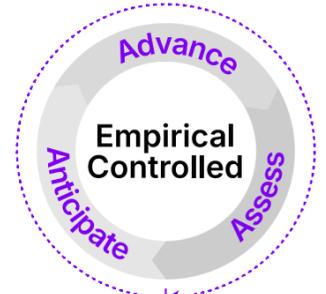
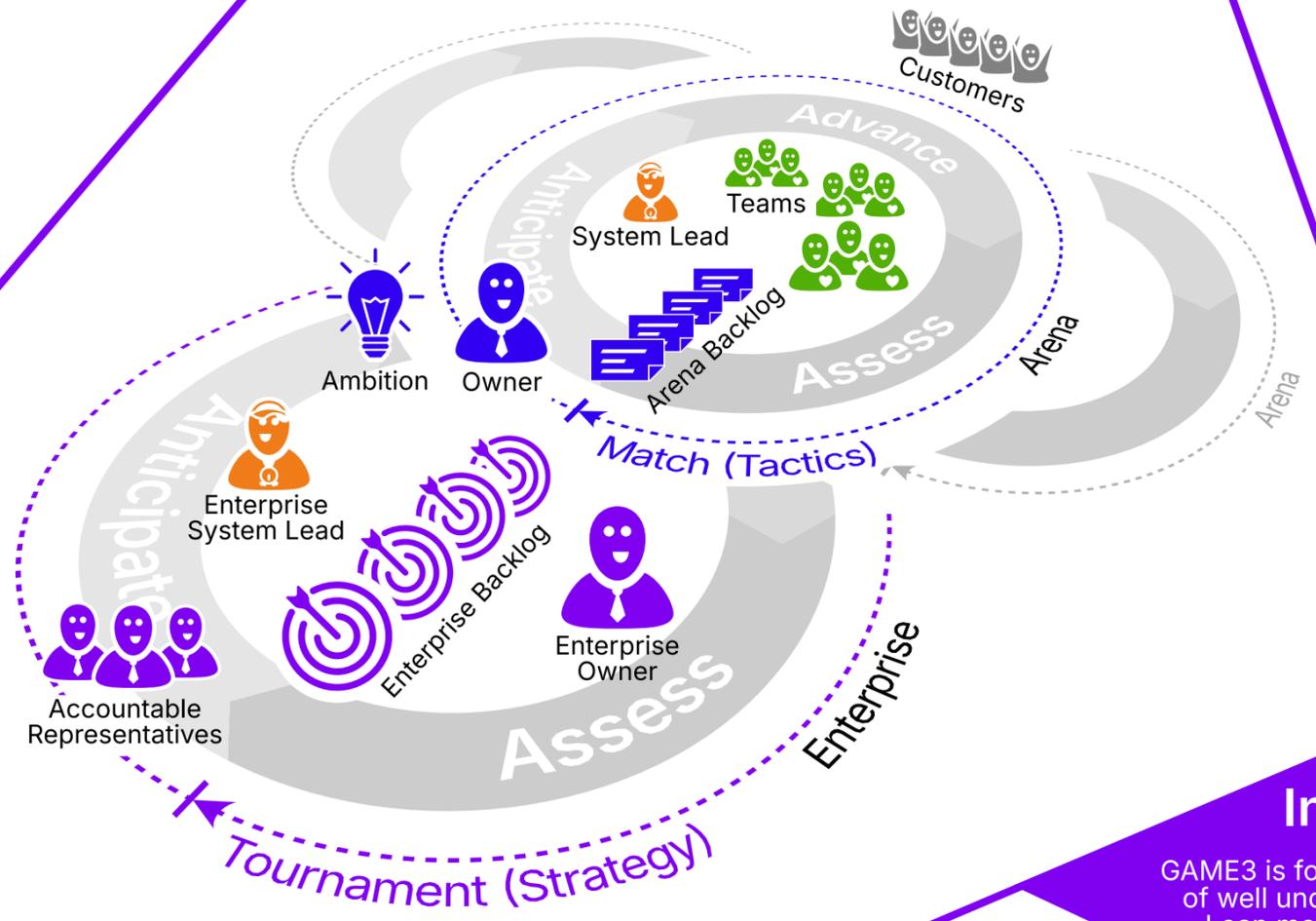
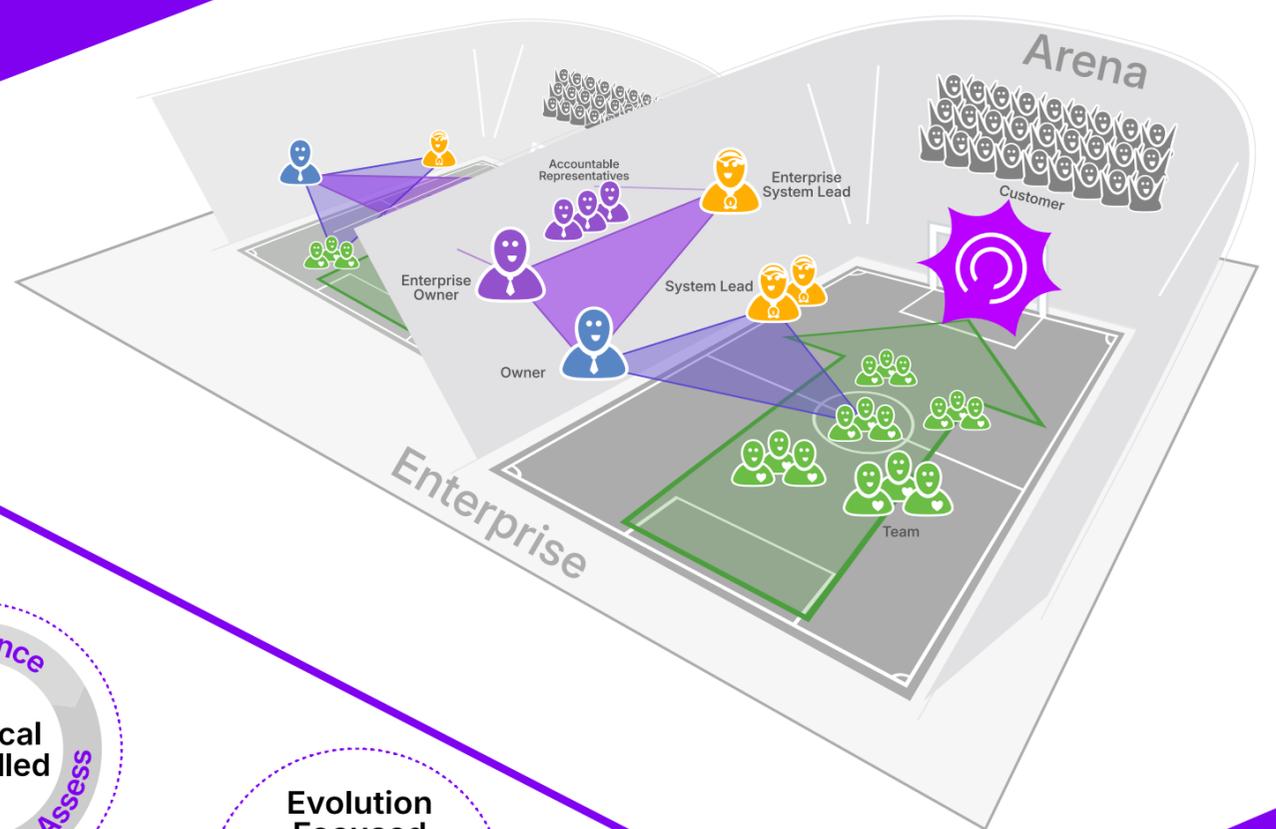
GAME3 is a framework to lead the evolution of products, services, and organization of tomorrow's enterprises.

System
 GAME3 offers a straightforward and streamlined operational system. It is easy to adopt and has proven itself over decades.

Leadership

Rules

Strategy



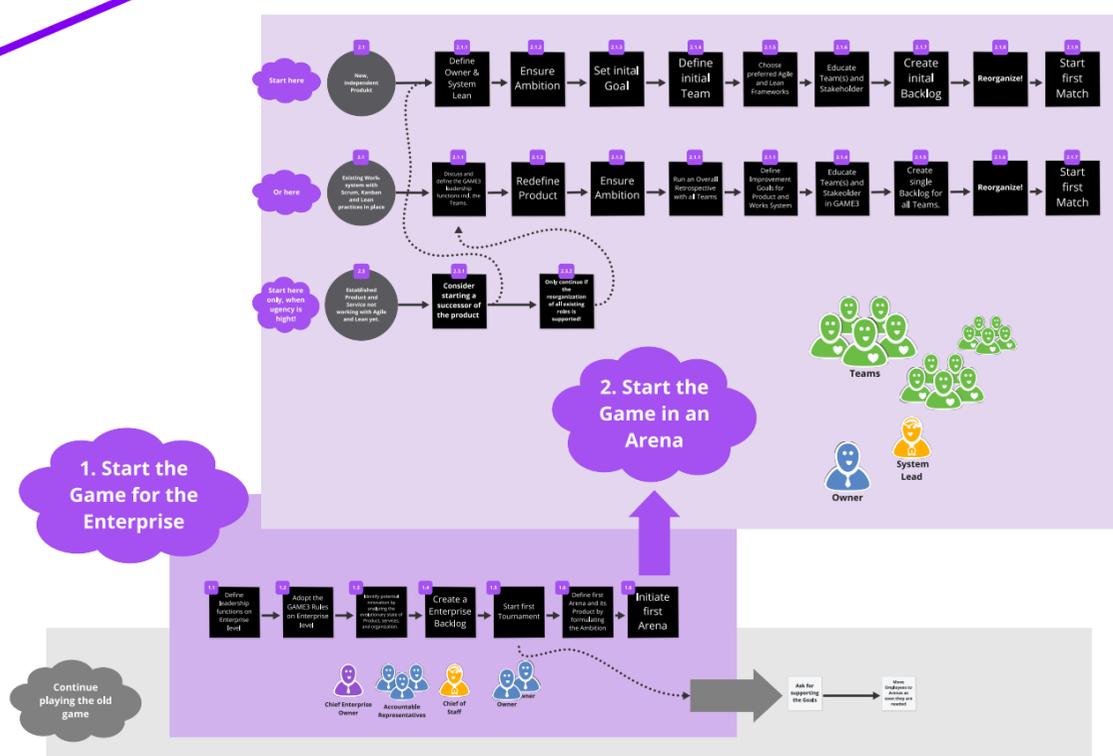
Playbook

GAME3 does not require costly transformation projects. Instead, it establishes continuous innovation on the enterprise level. Start by following the playbook.

Interplay

GAME3 is fostering the use of well understood Agile & Lean methods like Scrum and Kanban. GAME3 gives guidians on when and how to use them.

- Scrum
- LeSS
- Cynefin
- Design Thinking
- Scrum@Scale
- Product Discovery
- Wardley Mapping
- eXtreme Programming
- Kanban



Mitnehmen!

1. Strategie nicht mit Taktik verwechseln
2. Erst empirische Kontrolle auf der Strategie-Ebene nutzen



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