Opponents or Collaborators?

- Working agile
- Complying with standards
- of
- enough to still
- and

Let's make it make sense!
## Agenda

- Introduction
- Contradictions & commonalities of agile frameworks & (ISO) standards
- The Scrum roles
- The Scrum rituals & artefacts
- The structure of the ISO standards
- Resolving the contradictions
- Requirements for a knowledge database
- A dangerous myth
Qualification
- Quality Auditor
- Information Security Officer
- Scrum Master
- Bachelor Degree “International Technology Management”

Available for
- Interim Management Positions
- Introduction, maintenance and enhancement of integrated management systems
- Conduction of 1st and 2nd party audits
- Preparation and hosting of 3rd party audits
- Process modelling
- Performance measuring & KPIs
<table>
<thead>
<tr>
<th><strong>Contradictions &amp; Commonalities</strong></th>
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### (Supposed) Contradictions

- No disciplinary hierarchy in agile teams
- Traceability required by standards vs. flexibility promoted by agile manifesto
- Agile manifesto (allegedly) puts increments over documentation

### Commonalities

- Clear responsibilities (even though not hierarchical)
- Focus on processes & results
- Clear purpose of rituals and artefacts
The Scrum roles

- Product Owner
- Scrum Team
- Scrum Master
- Customers & external stakeholders
- Manage-ment & stakeholders
- Market
- Organization

R&D-Team
The Scrum rituals & artefacts

- **Sprint Planning**
  - Artefact: Product Backlog
  - Result: Sprint Backlog & DoD
  - Responsible: Product Owner

- **Sprint**
  - Artefact: Sprint Backlog
  - Result: Increment
  - Responsible: R&D-Team

- **Daily Scrum**
  - Responsible: Scrum Master
  - Participants: R&D-Team + individually invited persons

- **Sprint Review**
  - Artefact: Increment
  - Responsible: R&D-Team
  - Responsible for artefact: R&D-Team
  - Responsible for artefact approval: Product Owner

- **Sprint Retrospective**
  - Participants: Scrum Team
  - Purpose: Lessons learned
  - Responsible: Scrum Master

Participants:
- Scrum Team
- Individually invited persons

Purpose:
- Lessons learned
<table>
<thead>
<tr>
<th>Standard Chapters</th>
<th>Standard - related</th>
<th>Structure of organization</th>
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<tbody>
<tr>
<td>1. Scope</td>
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<td>2. Normative references</td>
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<td>3. Terms &amp; definitions</td>
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<td>4. Context of the organization</td>
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<td>5. Leadership</td>
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<td>6. Planning</td>
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<td>7. Support</td>
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<td>7.5 Documented information</td>
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<td>8. Operation</td>
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<tr>
<td>8.2 Requirements for products &amp; services</td>
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<tr>
<td>8.3 Design and development of products and services</td>
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<td>9. Performance evaluation</td>
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<td>10. Improvement</td>
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### Resolving contradictions by commonalities & linking agile structures to standard chapters

<table>
<thead>
<tr>
<th>(Supposed) Contradictions</th>
<th>Commonalities</th>
<th>Details</th>
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<tbody>
<tr>
<td>No disciplinary hierarchy</td>
<td>Responsibilities</td>
<td>Scrum roles, Chapters 5, 6 &amp; 7.5</td>
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<tr>
<td>Increments over documentation</td>
<td>Rituals &amp; artefacts</td>
<td>Documentation as part of sprint planning &amp; budgeting, Chapters 7.5, 9, 10</td>
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<tr>
<td>Traceability vs. flexibility</td>
<td>Processes &amp; results</td>
<td>Document results of Review, Link PBIs to sprint review, Chapters 8.2, 8.3</td>
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Requirements for a knowledge database

- Defined document ownership + authorizations
- Traceable document / item control; individual history of changes and releases
- Content creation & release + recipient confirmation, e.g. reading confirmation, training attendance etc.
- Feeding of verification / proof documents and collected data
- Which functionalities does a database need to cover the requirements of an integrated management system?
- Unique identification of content items
- Referencing documents & link to referenced docs
- Automatic notifications about novelties & changes + definition of recipients in different statuses, e.g. work in progress vs. release
- Link to evaluation of collected data for KPI tracking, e.g. widgets to display current status
- Extract content / provide text modules for aided document creation
## A dangerous myth

<table>
<thead>
<tr>
<th>Another commonality</th>
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<tbody>
<tr>
<td><strong>Focus on the right things</strong></td>
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<td><strong>Skip efforts that slow down processes</strong></td>
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<td><strong>Scale your companies performance</strong></td>
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<td><strong>Result will not (necessarily) be less working hours</strong></td>
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<td><strong>Result will be more effective &amp; comprehensive output</strong></td>
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<td><strong>More customer satisfaction,</strong></td>
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<td><strong>Better market position</strong></td>
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<td><strong>More possibilities for employee well-being</strong></td>
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<th>Main benefit</th>
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<td>Help you keep up with increasingly complex requirements by establishing and maintaining an efficient working culture and providing effective tools</td>
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Neither
- agile frameworks
- standards
- knowledge databases
will reduce your workload!
Any thoughts or questions on this?

Thank you for your time!

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