Opening the scope, step by step:

How we managed to convince our customers to embrace an agile approach

Mário Melo

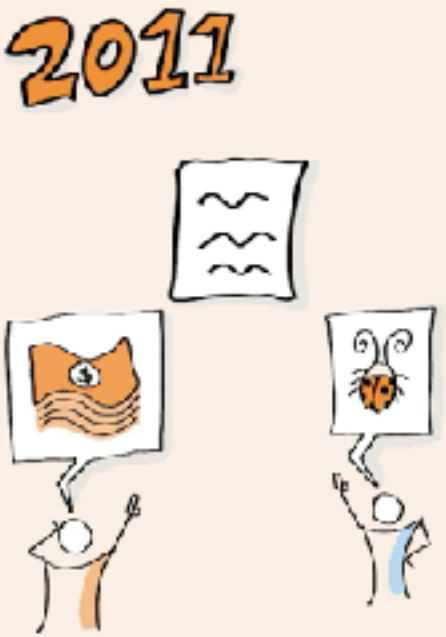
Agenda

- The problem
- Fixed Scope vs Open Scope
- Building Trust
- Contracts, step by step
- What I've learned
- Who am I

The Problem

I started to have some heated debates with my customer

I took a CSM course and I thought I had found a solution



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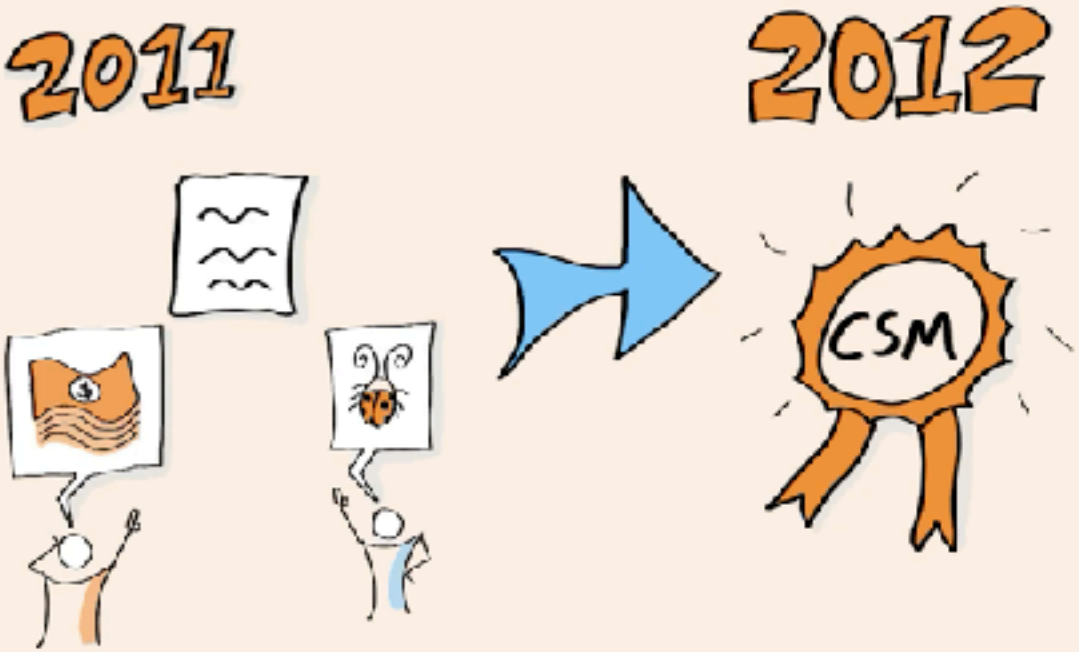

The customer didn’t like my solution :-(

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Fixed Scope vs Open Scope

Fixed Scope vs Open Scope: a dichotomy (wrong!)

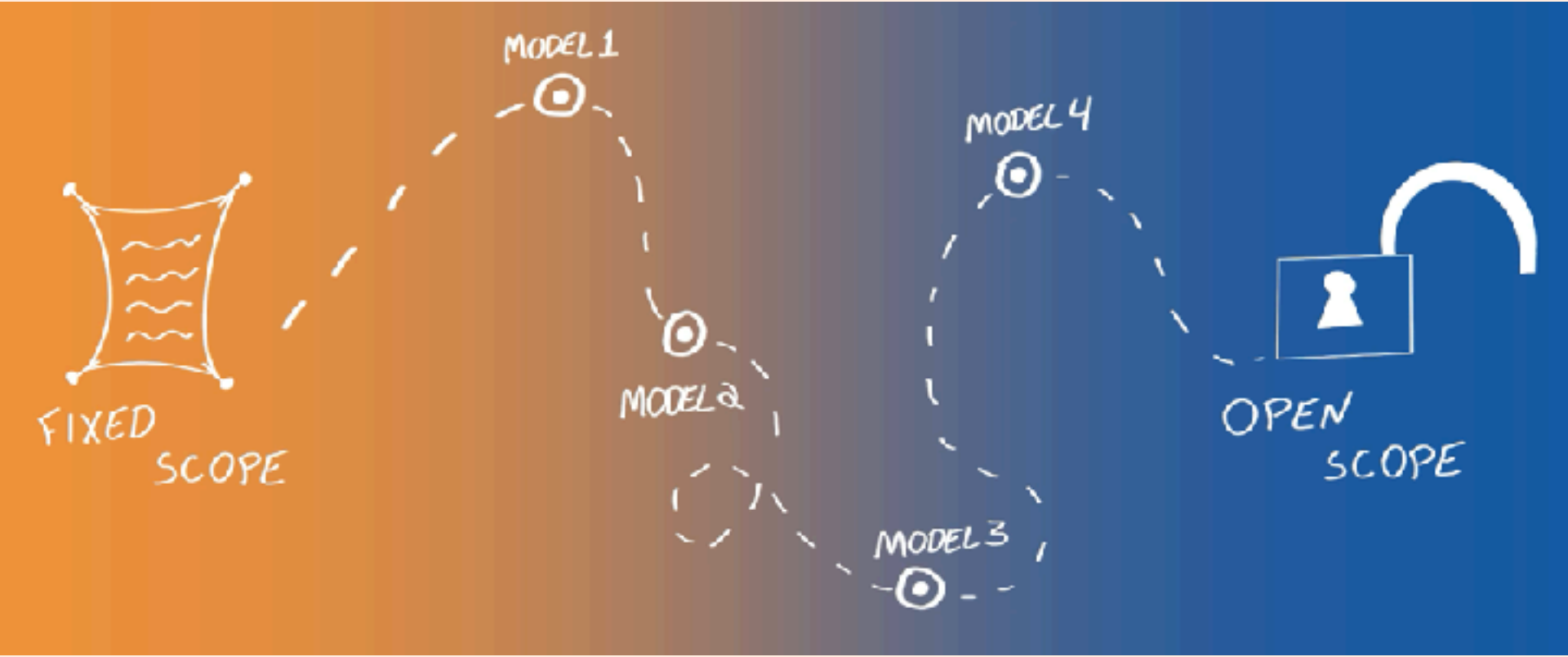
Fixed Scope vs Open Scope: a gradient!

The Big Picture: Fixed Scope vs Open Scope

FIXED SCOPE

OPEN SCOPE

The Big Picture: Fixed Scope vs Open Scope



Building Trust

We can’t ask those who are paying to take the first step towards flexibility

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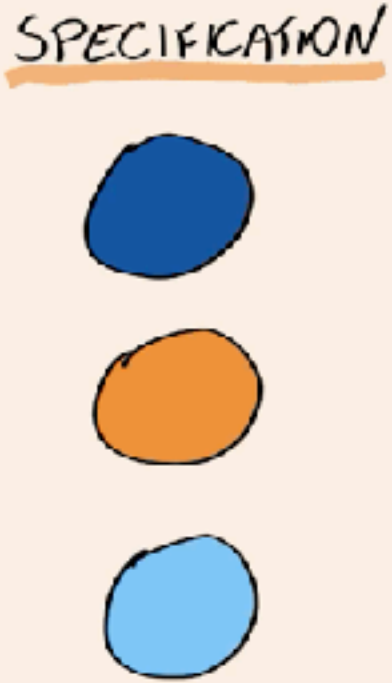

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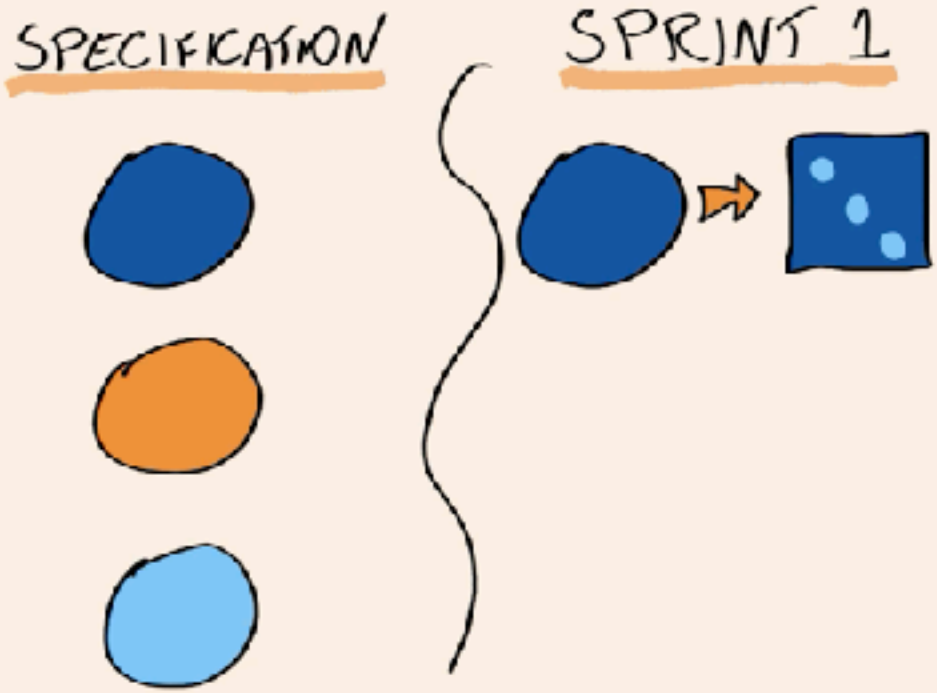

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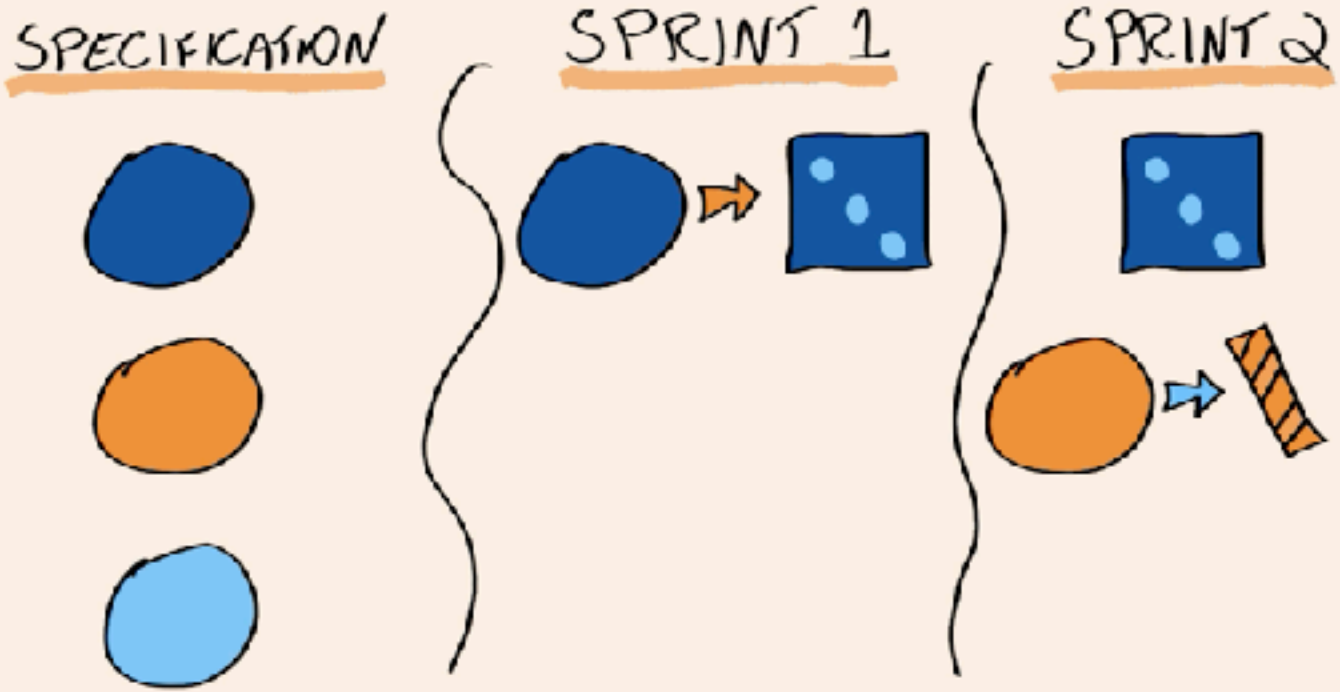

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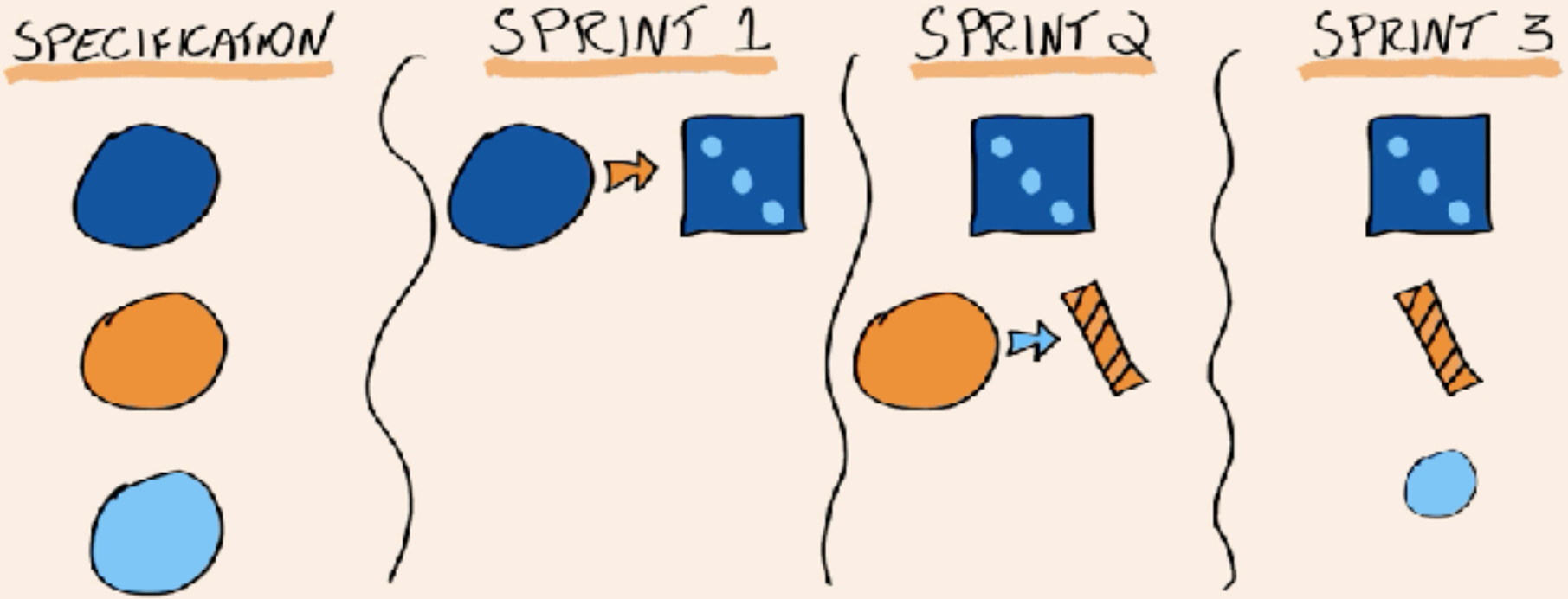
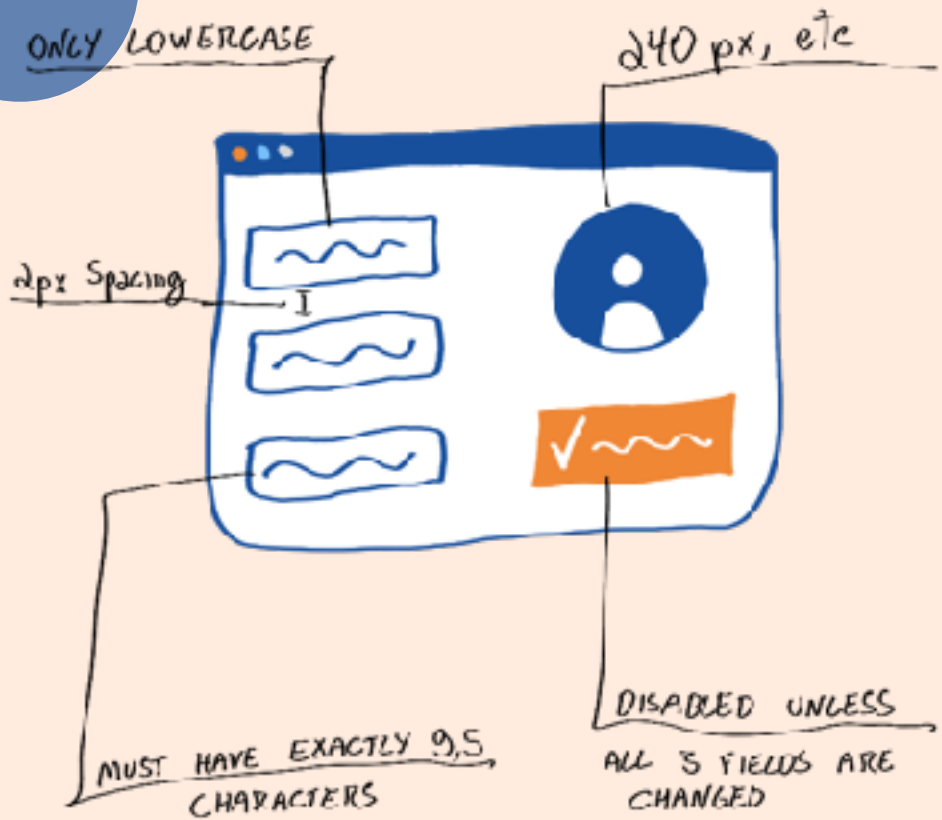


Contracts, step by step

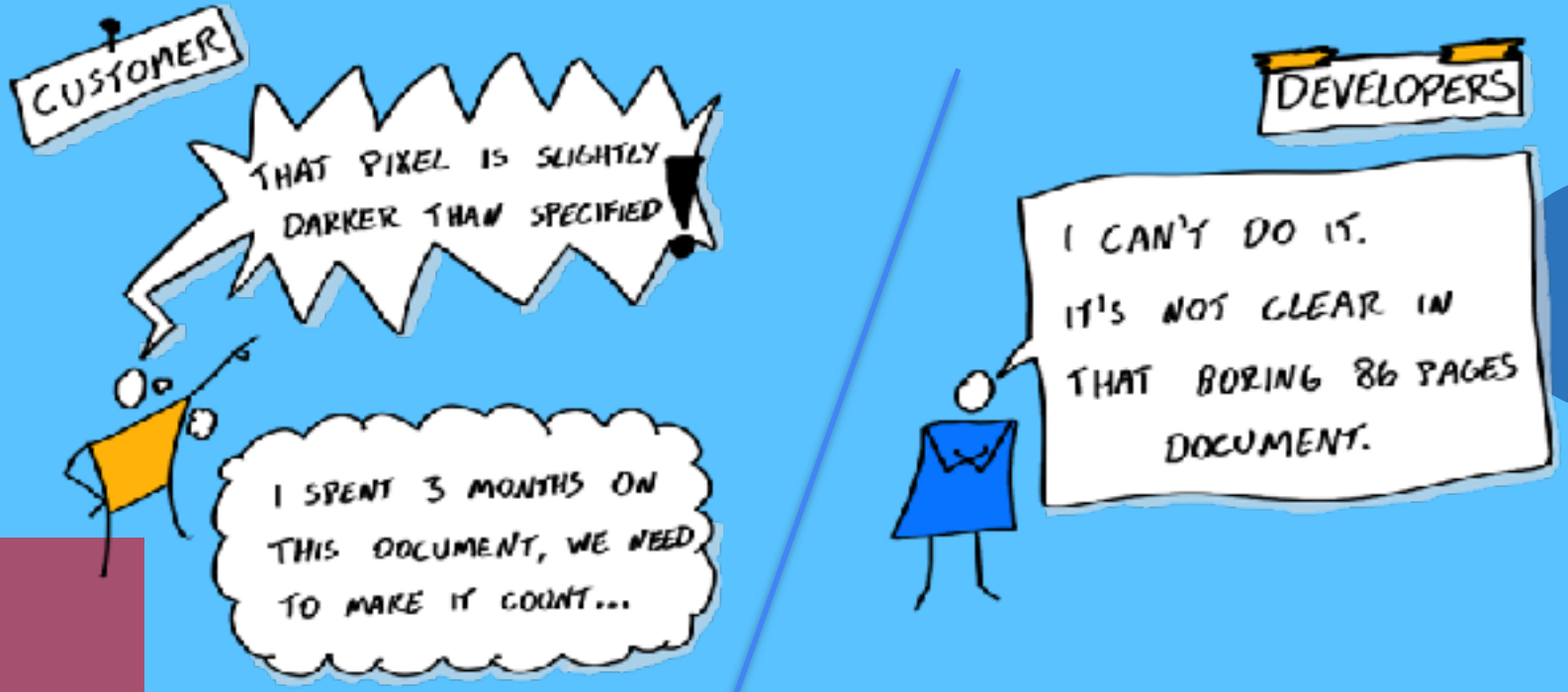


Initial Model

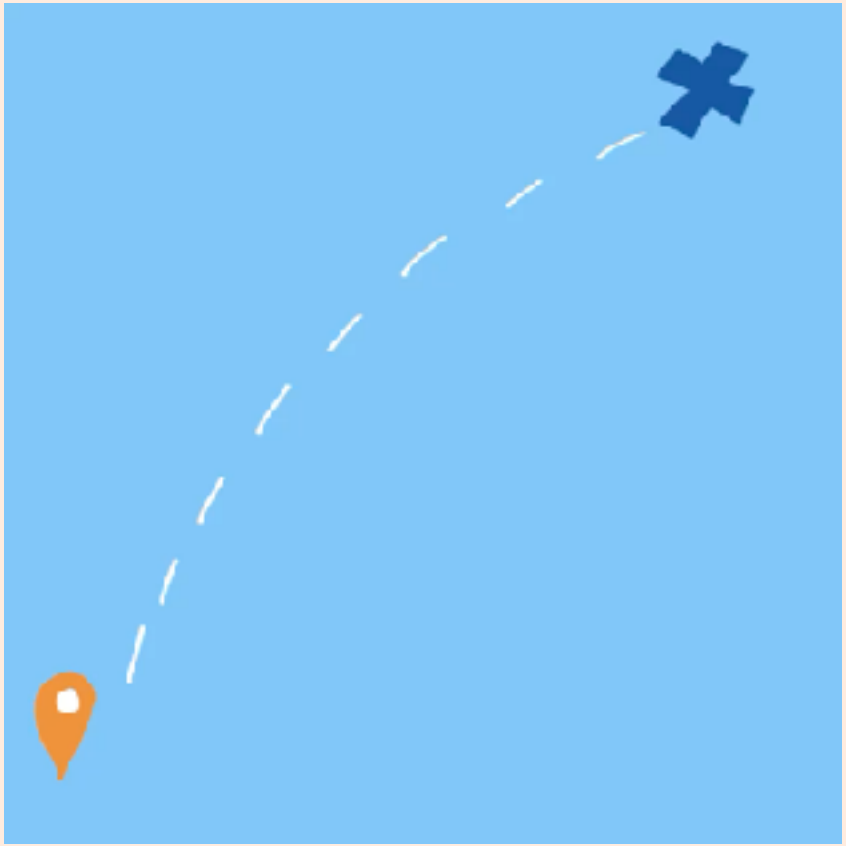
Focused on **HOW**

The customer looked for **safety**,
and the developers were **miserable**

Model 1: Fostered behaviour



Model 1: Expectation



Model 1: Reality

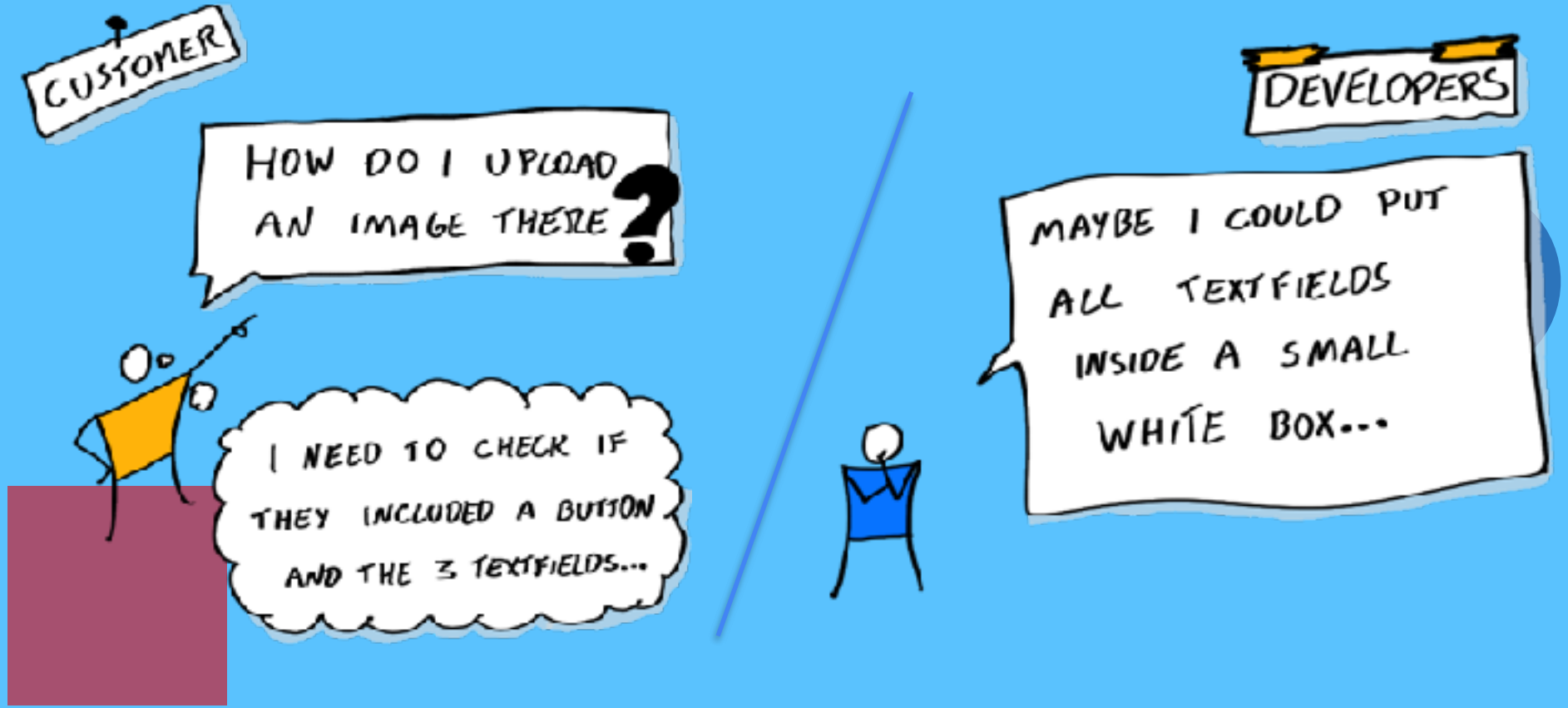
- 3 TEXT FIELDS
- 1 BUTTON
- 1 IMAGE
- 1 WAY TO UPLOAD AN IMAGE
- PASSWORD MUST BE SAFE

Second Model

Still focused on **HOW**, but lighter

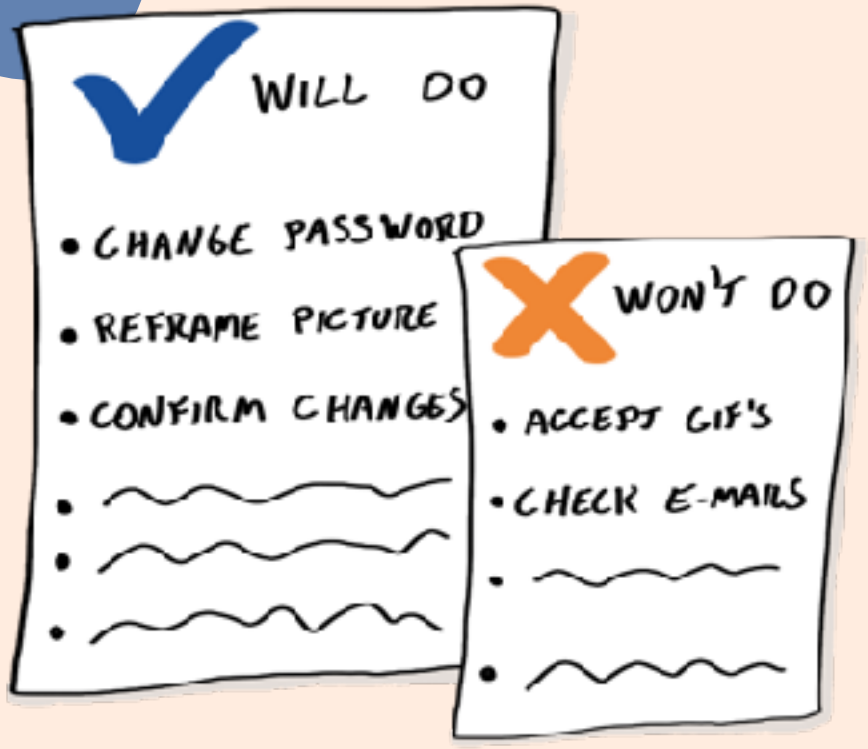
The customer still felt **safe**, and the developers had some **freedom**

Model 2: Fostered behaviour



Model 2: Expectation

Model 2: Reality

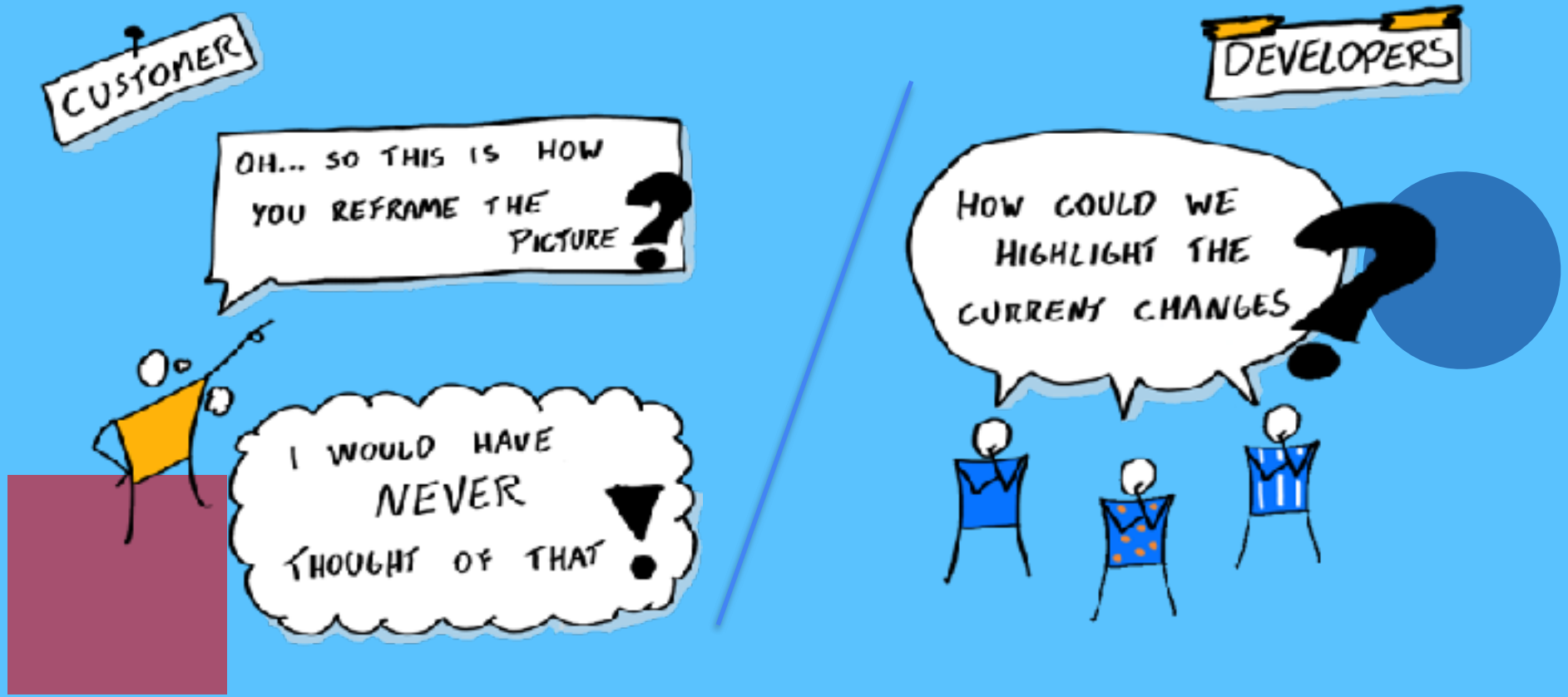


Third Model

Focused on **WHAT**

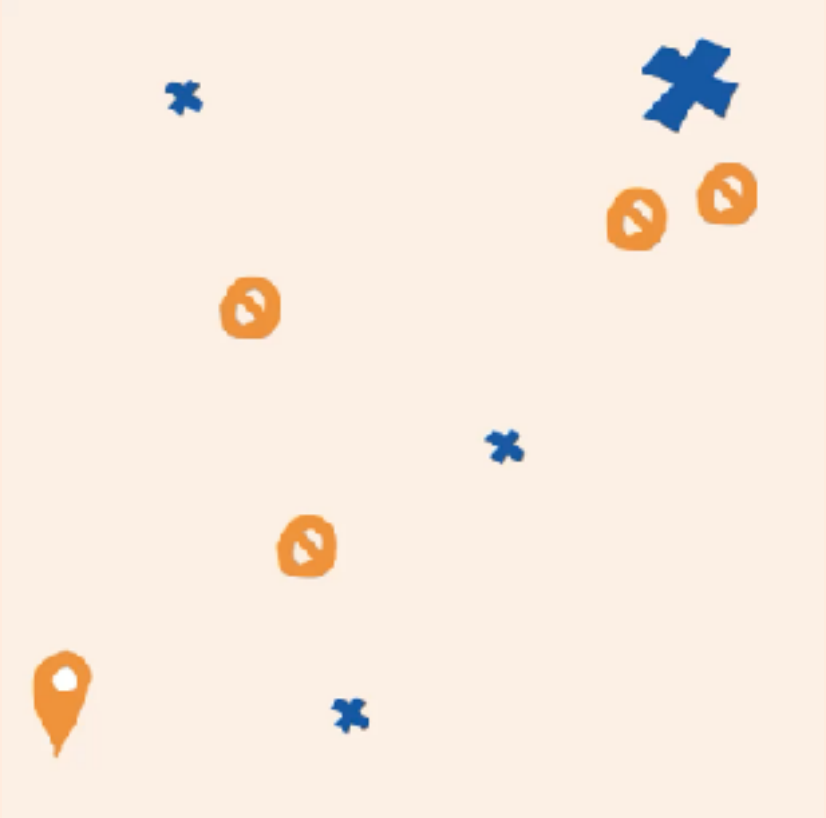
The customer was **excited**, and the developers were **challenged**

Model 3: Fostered behaviour



Model 3: Expectation

Model 3: Reality



Model 3: Reality

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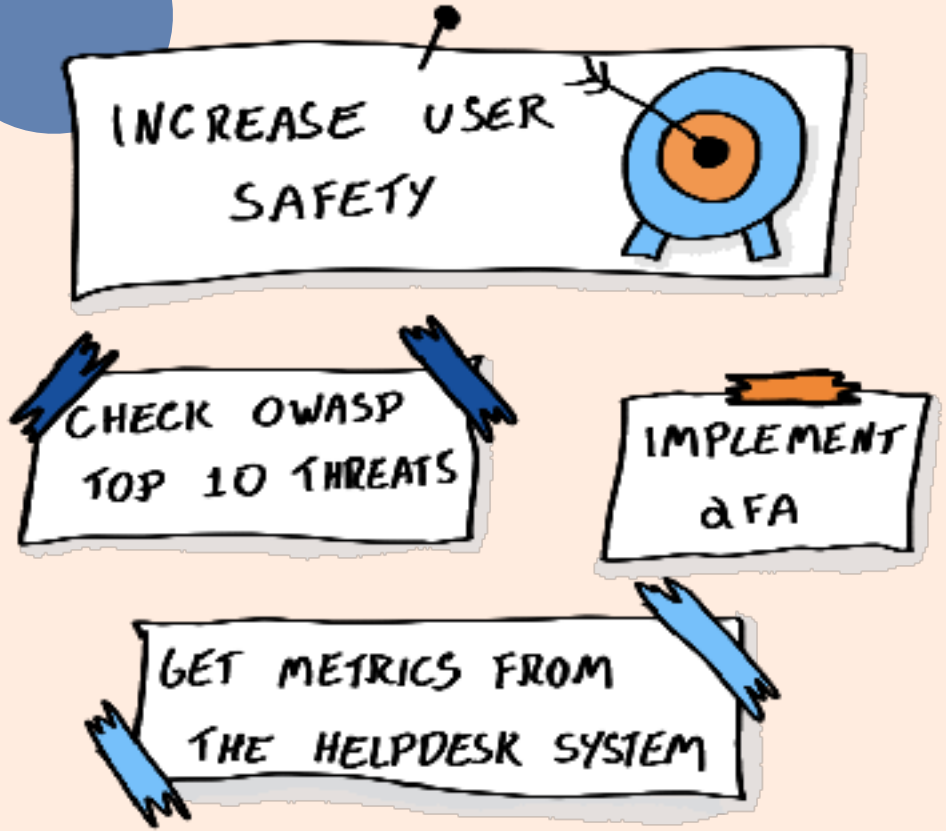
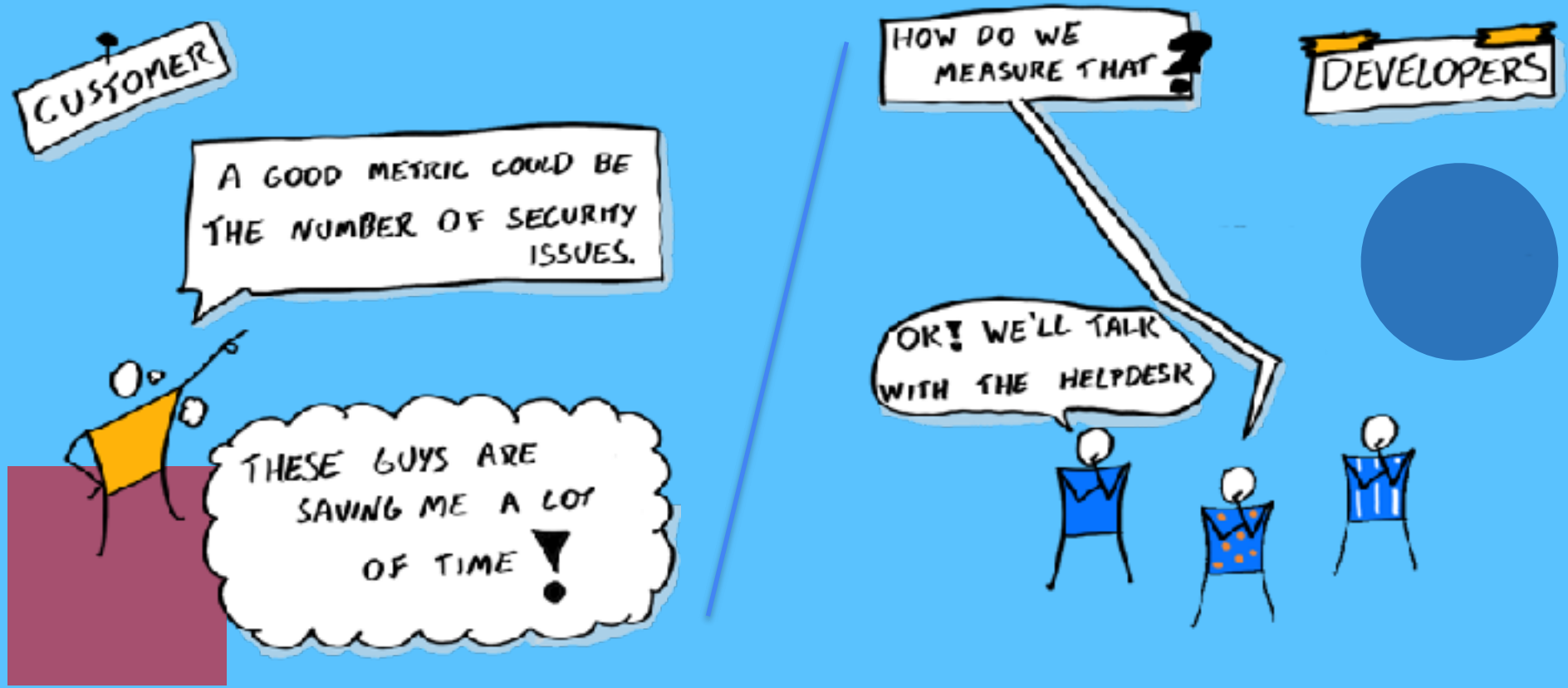


Fourth Model

Focused on **WHY**

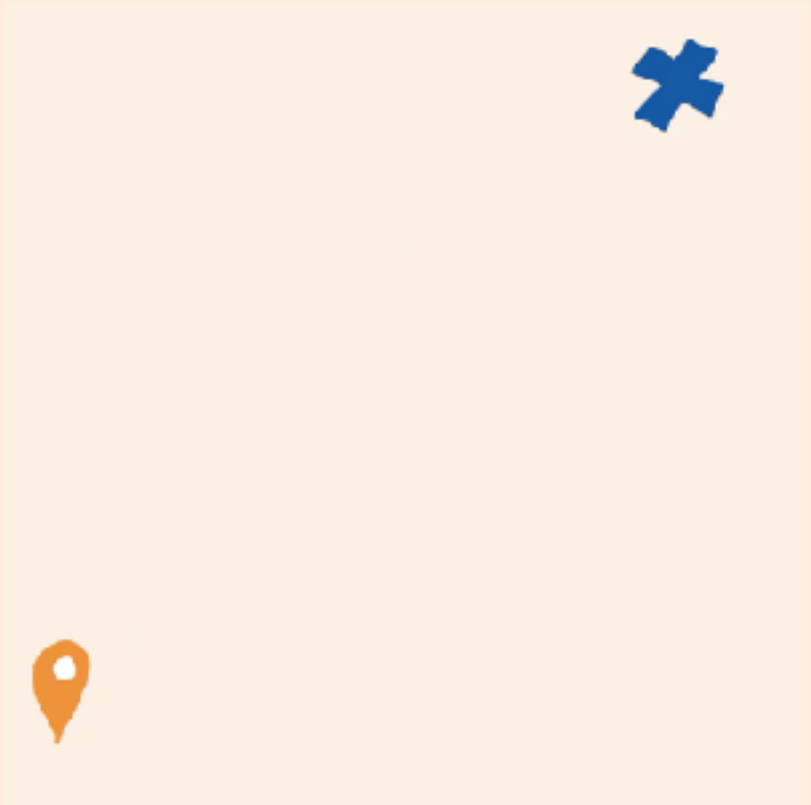
The customer felt **relieved**, and the developers felt **safe**

Model 4: Fostered behaviour



Model 4: Fostered behaviour

Model 4: A Summary



Model 4: A Summary

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What I’ve learned

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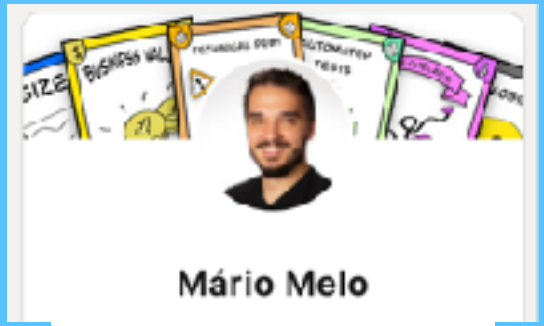
- “Fixed Scope” and “Open Scope” are just the edges of a gradient
- You can and should take baby steps while walking this gradient
- There’s no definitive model. It will always depend on the problem you’re trying to solve
- Each step will depend on the trust built between you and your customer
- Be patient. Don’t rush it.

Mário Melo

- Software Developer since 2004
- Certified Scrum Trainer ®
- Brazilian, living in Bologna
- Soccer Player (amateur)
- Vegan Cook (novice)
- Musician (journeyman)
- Vim and Elixir user
- https://mastodon.social/@melomario

I hope you learned something valuable :)



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