Five Lessons by C.S. Lewis' Narnia, Discovered for Agile Teams

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Abstract

People could learn from stories. In this article, the question is asked: What can people working in an agile way learn from "The Chronicles of Narnia"? With this goal in mind, five scenes are explained and the lessons are worked out. Since there are a large number lot of ways of working agile, this article is focused on the Kanban Method and Scrum as agile ideas.

Keywords: C.S. Lewis, Narnia, Agile, Kanban Method, Scrum.

1. INTRODUCTION

Over two decades, people all over the world have been working agile and teaching others, how to work in this way. One option to teach is through stories. In this text, I analyze the scenes of the teams described in "The Chronicles of Narnia" in order to inspect what could be learned from their behavior for real-life teams. I focus on agile teams, because there are some connections between the lessons from Narnia and the guidelines for agile teams, especially for teams working with the Kanban Method or the Scrum framework. Maybe the lessons could also be useful for any kind of team.

The article is a reflective practitioner report, as I have personal experience in working agile. The article describes situations in and with agile teams I have experienced through the years. First, there is a very brief section about agile. Then, there will be a short section giving the background to "The Chronicles of Narnia". In the longest section, the five lessons are described. Finally, there is a brief conclusion.

Before we start, there is a short clarification necessary. "Some folks use agile and agility interchangeably as adjective and noun. Others treat them as different concepts" (Schoor, 2022). Therefore, some use "agile" also as noun (Mahlberg, 2022; Schoor, 2022). In his paper, Schoor write agile is "for single teams" (Schoor, 2022) and describes agility as "the ability of a business as a whole to respond quickly to changes, especially external changes" (Schoor, 2022). In the meaning, I also see a difference between agile and agility. Therefore, I use the word agile as an adjective as well as a noun.

2. A BRIEF OVERVIEW ABOUT TEAMWORK IN AN AGILE WAY

This section is just a very brief overview about agile, the Kanban Method and the framework Scrum. It includes what is necessary to understand the lessons described later. It does not include a complete version of the Kanban Method or Scrum. For further introductory information, I recommend Anderson and Carmichael (2016) for the Kanban Method or Schwaber and Sutherland (2020) for Scrum.

2.1   The "Birth" of Agile

"Agile project management goes back to agile software development" (Kessler, 2019, p.165). Trying to define a "birth year" for agile brings us back to the "Manifesto for Agile Software Development" (Beck *et al.*, 2001). The manifesto and the principles behind it were written down

and published in 2001 by seventeen men (Beck *et al.*, 2001; *Principles behind the Agile Manifesto*). Yet, this birth date is questionable. "The first books about agile software development were published in the 90s" (Kessler, 2019, p.165). In those days, these methods were not yet summarized under the term agile (Wolf and Roock, 2021, p.v), but under "lightweight" (Beck, 1999, p.xv).

The values and the principles could be seen as a kind of contemporary document. Since Mike Beedle, one of the authors, was killed in 2018 (Eckstein, 2021), there can't be an update from the same group of authors. "Some people just read the manifesto and ignore the principles. But both belong together" (Kessler, 2019, p.167).

The first sentence of the manifesto, the preamble so to speak, is "We are uncovering better ways of developing software by doing it and helping others do it" (Beck *et al.*, 2001). That was what they wanted to reach. Nowadays, some agile teams do not develop, and some others do not even work on a specific software. Nevertheless, they consider themselves to be agile teams and follow methods, frameworks and ideas that have been summarized under the term agile.

The manifesto values "Individuals and interactions over processes and tools" (Beck *et al.*, 2001). But if people try to describe how they work together, they describe a process. Maybe the huge, and still growing number of variants is a result from this statement in the manifesto. Since there is a large variety of methods, frameworks and ideas labeled as agile, an article must be focused to a specific selection. Focusing on the Kanban Method and Scrum, I selected two ideas that are not limited to software. Additionally, the Kanban Method and Scrum are two well-known representatives of agile working (even if some people wish they were not). In their articles, Lambers (2018) and Pein (2018) even mentioned Scrum and Kanban as pars pro toto for agile project management. To not prefer one over the other, I sort them alphabetically.

2.2 Kanban Method

Kanban is a word from Japanese and could be translated as "signboard". The Kanban Method is best known for the sticky notes used, yet the Kanban Method contains a lot more. There is the "Kanban Method" (Anderson and Carmichael, 2016, p.1), there is a "kanban board" (Anderson and Carmichael, 2016, p.18) as well as a "kanban system" (Anderson and Carmichael, 2016, p.18). Sometimes all are shortened as "Kanban", but I try to use the full qualified names. In their book, Anderson and Carmichael decided to capitalize Kanban, when writing about the Kanban Method, and not to capitalize kanban, when writing about the kanban systems or kanban boards (Anderson and Carmichael, 2016, p.xi). I behave accordingly.

> **Kanban** is a method for defining, managing, and improving **services** that deliver **knowledge work**, such as professional services, creative endeavors, and the design of both physical and software products. (Anderson and Carmichael, 2016, p.1)

The Kanban Method includes six practices. They are "Visualize.", "Limit work in progress.", "Manage flow.", "Make policies explicit.", "Implement feedback loops." and "Improve collaboratively, evolve experimentally" (Anderson and Carmichael, 2016, p.17).

"Visualize" (Anderson and Carmichael, 2016, p.17) is the practice most well-known from the Kanban Method. It is the practice of using sticky notes, either paper or electronic, for visualizing their work. The added value of using sticky notes is that new information can be added and that a sticky note can be moved easily. So, a kanban board is a board, where the people visualize their work and their process (see Anderson and Carmichael, 2016, p.18). A kanban system is "a delivery **flow system** that limits the amount of **work in progress** (WiP) by using visual signals" (Anderson and Carmichael, 2016, p.1) and should be seen at the kanban board. The teams could and should also visualize their problems, the bottlenecks, the team members, the rules – everything that they need visualized. Of course, "Visualize" has a purpose.

> The act of making work and policies visible—whether on a wall board, in electronic displays, or other means—is the result of an important journey of collaboration to understand the current system and find potential areas for improvement. (Anderson and Carmichael, 2016, p.18)

The six practices combined help the people to work better and more effectively. Because of "Improve collaboratively, evolve experimentally" (Anderson and Carmichael, 2016, p.17), they will explore several ideas. Maybe some teams will try ideas from the Scrum framework.

2.3 Scrum

Two authors of the manifesto, Ken Schwaber and Jeff Sutherland, created the framework Scrum.

> [They] developed Scrum in the early 1990s. [They] wrote the first version of the Scrum Guide in 2010 to help people worldwide understand Scrum. [They] have evolved the Guide since then through small, functional updates. (Schwaber and Sutherland, 2020, p.1)

The current update is from 2020. "Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems" (Schwaber and Sutherland, 2020, p.3). The framework contains three accountabilities, five events and three artifacts (see Schwaber and Sutherland, 2020, pp.5-12).

> Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value each Sprint. They are also self-managing, meaning they internally decide who does what, when, and how. (Schwaber and Sutherland, 2020, p.5)

"Scrum defines three specific accountabilities within the Scrum Team: the Developers, the Product Owner, and the Scrum Master" (Schwaber and Sutherland, 2020, p.5). "Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint" (Schwaber and Sutherland, 2020, p.5). "The specific skills needed by the Developers are often broad and will vary with the domain of work" (Schwaber and Sutherland, 2020, p.5). "The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team" (Schwaber and Sutherland, 2020, p.5). "The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide" (Schwaber and Sutherland, 2020, p.6). Describing the events: There is one event containing the other ones: the Sprint. "Sprints are the heartbeat of Scrum, where ideas are turned into value" (Schwaber and Sutherland, 2020, p.7). The Sprint includes the events "Sprint Planning", "Daily Scrum", "Sprint Review" and "Sprint Retrospective" (Schwaber and Sutherland, 2020, pp.8-10). "A new Sprint starts immediately after the conclusion of the previous Sprint" (Schwaber and Sutherland, 2020, p.7). At the "Sprint Planning" (Schwaber and Sutherland, 2020, p.8) the work for this Sprint is planned and at the "Sprint Review" (Schwaber and Sutherland, 2020, p.9), the outcome of a Sprint is inspected. "The purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness" (Schwaber and Sutherland, 2020, p.10). "The Daily Scrum is a 15-minute event for the Developers" (Schwaber and Sutherland, 2020, p.9) to inspect their progress daily. Since this article does not go deeper within the artifacts, they are not explained here.

2.4 Limitations

Working in an agile way, people need to be responsible. Being responsible is a learning process, like anything else. If the people do not learn to be responsible, agile work could even stop them. As an example, a study about the Kanban Method identified:

> On the pro side problems and bottlenecks become visible quite early, but on the con side, if nobody feels responsible and the bottleneck is not resolved, the WIP limit stops the whole development process. (Harzl, 2017, p.10)

It could be questioned if in this case they really work agile or if it is just a kind of Cargo Cult. I use Cargo Cult as Nobel Prize winner Richard Feynman defined it.

> Feynman called things that looked like science but are not, 'Cargo Cult Science', after the cults that emerged on some South Pacific islands after the Second World War. The islanders had watched planes coming into land, and noticed that this was often accompanied by the appearance of valuable commodities from the outside world. So they built runways, control towers even, out of sticks and stones. (Hanlon, 2013, p.52)

Another limitation could be reality itself. While the descriptions of working agile assume an ideal environment, the reality is often not ideal. Even in trying to change what is possible, there could hardly be changeable limitations because of the project, the environment, the company or even the law.

> A team's goal should be to be as agile as possible given the context in which the team works. All projects have constraints. A project for which the team has seven people and the team cannot be expanded needs to be agile within that context. A team that is told it must deliver by a certain date needs to be agile within that context. (Cohn, 2021)

Nevertheless, it could be frustrating to read all the ideal books and papers about agile compared with the personal environment. We live and work in changeable reality, not in a fictional world – neither in an agile wonderland nor in Narnia.

3. THE CHRONICLES OF NARNIA

What is summed up as "The Chronicles of Narnia" nowadays, are seven books, written by C.S. Lewis and first published between 1950 and 1956 (Coren, 1998, pp.125-126). Narnia is also a world that humans visited in "The Chronicles of Narnia". Narnia is also a country in the world of Narnia. I will focus mainly on the world of Narnia, in separation to our real-life world. When referring to the books, I will use the term "The Chronicles of Narnia".

3.1 C.S. Lewis, Author of "The Chronicles of Narnia"

C.S. Lewis, author of "The Chronicles of Narnia", was born in 1898 in Ireland (McGrath, 2014, p.23). Lewis "grew up under oppressive schoolmasters, fought on the front lines of a world war, and was a prominent voice of optimism during a second world war" (Hurd, 2012, p.2). He was part of the Inklings and a friend of J. R. R. Tolkien (Mühling, 2005, p.11). Lewis was author of the book "MERE CHRISTIANITY". The content of that book was aired before on the radio (Lewis, 2019, position 79). He wrote several theological articles and books. Also, he wrote some fantastic novels, like the "Chronicles of Narnia". He died in 1963 (McGrath, 2014, p.416). Nearly five decades later, Hurd stated about him: "Lewis deepened the faith and the intellect of many and for this he has *truly* become a transformational leader" (Hurd, 2012, p.8).

3.2 About the Books

"The Chronicles of Narnia" were published in the 1950s. Lewis wrote them as children's books. The books were written in a different order than published, and the internal chronology also has a third order (McGrath, 2014, p.321). In addition to purchasing each individual book, complete

editions of "The Chronicles of Narnia" are also available. "In total the Narnia books have sold more than 100 million copies and been translated in more than 47 languages worldwide" (Andreeva, 2018). Since their publication, some books were adapted for TV (in the twentieth century) and cinema (in the twenty-first century).

> Their highest-profile [...] adaptation was the series of three Sony movies, *The Lion, the Witch and the Wardrobe* (2005), *Prince Caspian* (2008) and *The Voyage of the Dawn Treader* (2010), which combined have grossed over $1.5 billion worldwide. (Andreeva, 2018)

In 2018, "Netflix has closed a multi-year deal with The C.S. Lewis Company to develop new series and film projects based on Lewis' popular *The Chronicles of Narnia* books" (Andreeva, 2018). To sum up, "C.S. Lewis continues to entrance generations of readers by leading them through the mystical wardrobe into his magical kingdom of Narnia, ruled by the magnificent kingly lion Aslan" (Shober, 2019, p.1).

3.3   Aslan and the World of Narnia
The world of Narnia is a medieval world, filled with mystical and fantasy creatures. We find talking beasts, dwarfs, centaurs, unicorns and also Father Christmas. And – there is the lion Aslan.

> Aslan, in his leonine form, characterised many of the spiritual elements Lewis intended to weave into his Narnian series, portraying as he did the multiple figures of Creator, Saviour, Deliverer and Ruler. (Shober, 2019, p.1)

When asked if he is also in our world, Aslan confirmed and added "But there I have another name" (Lewis, 2001, p.541).

> Thus, by selecting a lion – a magnificent creature already associated with power and nobility – to portray his biblical Christ-figure Aslan in The Chronicles of Narnia, Lewis seeks to project the divine in a recognisable and understandable form. (Shober, 2019, pp.4-5)

The world Narnia was created in the book "The Magician's Nephew" and was destroyed in the book "The Last Battle". The other five books tell stories that happened between creation and destruction. In six of seven books, people from our world came to the world of Narnia, sometimes with an (unknown) mission. The story of one book takes place entirely in the world Narnia.

3.4   The Country of Narnia
The country of Narnia is one of many countries in the world of Narnia. It is a kingdom ruled (mostly) by a human being. When people went from our world into this world, they either went to the country of Narnia or met inhabitants of this country.

4. LESSONS FROM NARNIA
"The Chronicles of Narnia" were often analyzed, mostly with a theological view (see Mühling, 2005; Smith, 2005; Shober, 2019). Being aware of this theological view, I will not fully ignore it – especially, when Aslan is an important part of a scene. In this article I add another view, focusing on what agile teams could learn from them. That may seem unusual, but it is not unusual. There are other fictional stories that were interpreted from a management perspective. For example, Roberts and Ross wrote about the fictional TV character Jean-Luc Picard (from the series "Star Trek: The Next Generation") and what can be learned from him (see Roberts and Ross, 1996).

The selected scenes have a (maybe quite hidden) connection to Kanban Method as well to Scrum. This article uses selected scenes to explain and illustrate the important points. Since some scenes are not understandable without at least a little background, this background is given in the paper. I selected three books for this article: "The Lion, the Witch and the Wardrobe", "Prince Caspian" and "The Voyage of the *Dawn Treader*". These were the first books written by Lewis and also the three in which the siblings Lucy and Edmund are the main characters.

4.1 The Lion, the Witch and the Wardrobe (1950)

In the book "The Lion, the Witch and the Wardrobe" the four siblings Peter, Susan, Edmund and Lucy were introduced. They were evacuated from London to a Professors house because of World War II. There they came to Narnia by the eponymous wardrobe.

4.1.1 Trust Is Built by Past

Lucy, the youngest child, was the first one of her family who visited Narnia. Her siblings did not believe what she told them about her magical adventure. On her second trip Edmund also came to Narnia and experienced that Lucy's story was right. Back in our world he lied to Peter and Susan by saying that they "have been playing" (Lewis, 2001, p.129). Peter and Susan, the older ones, asked the Professor for advice, fearing Lucy had become mad. He reacted with a question: "For instance – if you will excuse me for asking this question – does your experience lead you to regard your brother or your sister as the more reliable? I mean, which is the more truthful?" (Lewis, 2001, p.131) What Lucy told them seemed unbelievable. The professor reminded the children about the past. For him, the behavior before this unbelievable story was important. For him, trust is built by the past.

Sometimes, I hear people say or even write: "Now we work agile, so you should trust us." What I miss is a look back in history: Has something happened that made it nearly impossible to trust these people? Should they change their behavior so that they can claim to be trustworthy? (Hopefully, not spoiling a more than seventy-year-old book: Later, Edmund did change his behavior. At the end of the book, he "was called King Edmund the Just". (Lewis, 2001, p.194)).

Lack of trustworthiness could be a problem inside the team as well between a team and other people. A team working with Scrum has the "Sprint Retrospective" (Schwaber and Sutherland, 2020, p.10). There, the "Scrum Team discusses what went well during the Sprint, what problems it encountered, and how those problems were (or were not) solved" (Schwaber and Sutherland, 2020, p.10). If the lack of trustworthiness is inside the team, they could start to work at this problem using the "Sprint Retrospective" (Schwaber and Sutherland, 2020, p.10). If the problem does not appear in a "Sprint Retrospective" (Schwaber and Sutherland, 2020, p.10), which is the most obvious place for it, they need to find another way to handle it.

Maybe, the people that are not able to trust the team, are outside the team. So, they are not in the group of participants of the retrospective. Fortunately, the "Scrum framework is purposefully incomplete" (Schwaber and Sutherland, 2020, p.3). Maybe, the team could have a meeting with these people, similar to a retrospective, but with other participants and a bit different focus.

4.2 Prince Caspian (1951)

Time flows differently in Narnia than in our world. At the beginning of "Prince Caspian", from the view of the four siblings one year passed. In Narnia, "hundred of years have gone past". (Lewis, 2001, p.330) The adventures in "The Lion, the Witch and the Wardrobe" became myths in Narnia. Some also believed they never happened. At the same time, the land Narnia was divided. There were the ones calling themselves Old Narnia, and the Telmarines. Caspian was by birth a Telmarine, and, while growing up, interested in Old Narnia. Since he was the son of the last king, he was to become the next king. His uncle Miraz, who led government business, wanted to claim the crown for his own son. Caspian escaped, found Old Narnia and became part of it. They tried to fight against Miraz.

4.2.1 Make Discussion Steps Explicit

Since they were unsuccessful, they tried to get some help. Therefore, they wanted to blow a magical horn to get help from Aslan or someone Aslan would send. They did not know where their help would be found. So, they needed to send some people to the most likely places. At this very moment, the dwarf Trumpkin signed up for use. Caspian was confused, knowing that Trumpkin does not believe in magic and the old stories. Trumpkin reacted with "You are my King. I know the difference between giving advice and taking orders. You've had my advice, and now it's the time for orders" (Lewis, 2001, p.360).

Trumpkin made clear that for him the aim of the discussion has been changed. By saying it, he made it explicit (Remember "Make policies explicit." (Anderson and Carmichael, 2016, p.17) in the Kanban Method). Of course, this was actually the king's duty. As well in our time, a leader or a moderator of a discussion should be explicit. If that does not happen, every participant could offer his interpretation, like Trumpkin.

Again, we look at the "Sprint Retrospective" (Schwaber and Sutherland, 2020, p.10). The guide does not include an agenda, but still a good set of five phases exists. These phases are "Set the stage", "Gather data", "Generate insights", "Decide what to do" and lastly, "Closing" (Esther Derby and Diana Larsen, referenced in Wolf and Roock, 2021, p.135). Of course, the retrospective including every phase must be moderated. In Scrum, this is a job for the Scrum Master (Wolf and Roock, 2021, p.139). If a team has retrospectives without using Scrum, it probably has no Scrum Master. In this case, another person should moderate. I have experienced that it is easier for all participants if the moderation always makes clear, at which phase of the retrospective they are at any given moment.

4.2.2 Everyone Has a Say

Trumpkin found the four children. After he was convinced that they could help, they were on the way to Caspian and his army. At one point, there was a fork in the road. They had to decide which way they should go. Lucy told the others that she had seen Aslan at one of the ways, Trumpkin argued that she maybe had seen just a normal lion (Lewis, 2001, p.373). Yet, they were five individuals and each of them was asked to say which way he or she preferred. There was no kind of "Trumpkin is none of us, he is not allowed" or the other way around. After everyone spoke, they counted and went the way that had more votes (Lewis, 2001, p.374). And yet, from a theological point, the wrong decision was made. Aslan wanted them to follow Lucy (or at least, Lucy should go alone) (Lewis, 2001, p.380). Even if we have good human like ways to decide, in a theological situation we should be open minded for God to use those ways – or not.

There are several ways to include every person. The simplest way (yet maybe not the best) is, as in the book, just to ask everyone one by one. There are also some methods to help people to answer with their individual, non-influenced point of view, and one is described in Kessler (2020).
A point could be to identify "everyone". Who should be involved? In Scrum, the answer could be: the Scrum Team. "The Scrum Team consists of one Scrum Master, one Product Owner, and Developers" (Schwaber and Sutherland, 2020, p.5). "Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value each Sprint" (Schwaber and Sutherland, 2020, p.5). That does not mean that a Scrum Team has every skill that ever existed in the company. Sometimes, they have to ask others for help. In this moment, these persons could become part of "everyone". It is important to ask the question so that the Scrum Team and the persons think about it and decide explicitly rather than without thinking.

Using the Kanban Method, there is the practice "Manage flow" (Anderson and Carmichael, 2016, p.17). All people that are working at the flow, are included, in theory. Some time may be needed until everyone accepts this point of view and the theory becomes practice.

4.3 The Voyage of the *Dawn Treader* (1952)

At the end of "Prince Caspian", Caspian became the new king of Narnia and the four siblings returned home. Peter and Susan were told by Aslan that they will not come back to Narnia (Lewis, 2001, p.418). Edmund and Lucy hoped for another adventure. When visiting their cousin Eustace, their hope was fulfilled. With Eustace they came to the ship *Dawn Treader*. It was a ship from Narnia and Caspian was there, too. Together, they experienced some very episodic adventures.

4.3.1 Try to Be Understandable for Uninitiated

For this point, we have to understand Eustace's point of view. This is quite complicated, because Eustace (at the beginning) is not a character that Lewis wanted us to like. Eustace's introduction was: "There was a boy called Eustace Clarence Scrubb, and he almost deserved it" (Lewis, 2001, p.425). Eustace came to what for him was a new world about which he heard and had made jokes in the past. In Narnia, he felt uncomfortable and superior over every other being. Eustace wrote a diary on board. This is what he wrote about Caspian: "They call him a king. I said I was a republican but he had to ask me what that meant!" (Lewis, 2001, p.437) This is a sentence from a (British) republican child from the 50s, not from a member from today's Republican Party of America. Obviously, Eustace and the others could not understand each other. And maybe, Eustace did not even want to understand them. Still, Lucy and Edmund, knowing both worlds, could try to explain Narnia to him better. (From a theological point, the change of Eustace's behavior is mostly understood as a conversion (see Ortlund, 2016, p.8). He met Aslan (Lewis, 2001, pp.473-475). So, we do not know if Lucy and Edmund would be more successful when explaining more and better.)

Some teams working agile speak in a secret language. They understand each other very well, but non team members are not able to follow. Mostly this happens for efficiency. It would be a bold claim to say that some use this secret language to hide their own miss- or non-understanding. And maybe some use this secret language as a sacred language to separate those who know from those who do not know. Let us remember "helping others do it" (Beck *et al.*, 2001), as written down at the preamble of the manifesto. In the spirit of this preamble teams working agile should be able to speak in a way that others can understand. This includes the explanation of the used formulations and abbreviations. Unfortunately, some different agile currents behave the same of dealing with each other as they do with non working in an agile way people. They use their secret formulations and abbreviations and expect that everyone can and has to understand them. This complicates communication.

People working with Scrum or the Kanban Method should be aware of this lesson. One of the "empirical Scrum pillars" (Schwaber and Sutherland, 2020, p.3) is "Transparency" (Schwaber and Sutherland, 2020, p.3). "*Transparency*" is also one value in Kanban (Anderson and Carmichael, 2016, p.3). There it is defined as the "belief that sharing information openly improves the flow of business value." (Anderson and Carmichael, 2016, p.3) Anderson and Carmichael wrote that "Using clear and straightforward vocabulary is part of this value" (Anderson and Carmichael, 2016, p.3).

4.3.2 Be Open Minded for Unexpected Ideas

A character that I left out until now, is "Reepicheep, the most valiant of all the Talking Beasts of Narnia, and the Chief Mouse" (Lewis, 2001, p.430). He fought in Caspian's army and was also onboard in the *Dawn Treader*. "His mind was full of forlorn hopes, death-or-glory charges, and last stands" (Lewis, 2001, p.455). This is important information for the next scene:

When the *Dawn Treader* was attacked by "the great Sea Serpent" (Lewis, 2001, p.478), he was the one calling: "Don't fight! Push!" (Lewis, 2001, p.479) No one followed his advice. Then, he himself started to push the Sea Serpent from the ship. Of course, a mouse was not able to fulfill

this action, but his example helped the crew to understand and follow. It was Reepicheep's example that saved the ship on that day.

Reepicheep's idea was quite a surprise for everyone. Yet, this idea was necessary for them. In his behavior, we see a demonstration of "Encourage acts of leadership at every level" (Anderson and Carmichael, 2016, p.10), one of the change management principles at the Kanban Method. And we also see an example for voicing an unexpected idea. The challenge might be to create a place and time for people to voice new ideas. To find and to validate ideas, the Kanban Method has the practices "Implement feedback loops." and "Improve collaboratively, evolve experimentally" (Anderson and Carmichael, 2016, p.17). The feedback loops can provide ideas and these can be tested with experiments. It is important to decide when the idea is validated or falsified before running the experiment. With measure points, even an unusual idea can be checked. "Kanban is fundamentally an improvement method" (Anderson and Carmichael, 2016, p.26). Thus, it is important to find ideas that improve the team, the product and the environment.
A Scrum Team can use the same techniques. "The Scrum framework is purposefully incomplete" (Schwaber and Sutherland, 2020, p.3). If one idea is to discard one Scrum artifact or event, then please be aware, that "Scrum exists only in its entirety" (Schwaber and Sutherland, 2020, p.13). Of course, a team can decide to discard an element of the Scrum Guide and become a team that just uses Scrum events and artifacts without being a Scrum Team. Most teams were paid to do their work, not to follow a framework.

5. CONCLUSION

These five examples, taken from "The Chronicles of Narnia" each contain a lesson for teams working agile. I showed that these lessons are not in contradiction, but in addition to what agile teams had learned. If there is a need in a team to speak about one of these points, the corresponding scene from "The Chronicles of Narnia" is useful as a conversation starter or as a learning unit. In this way, these old children's books could help agile teams to fulfill their work even a bit better.

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