

Scrum Fundamentals

Reflect early, reflect often.
Don't be afraid to learn.
Kindergarten skills over technical skills.
Make it visible.
No head works alone.



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About Us



The arena of product development presents a great place for organizations to develop talented, thinking, and enthusiastic people.. Our goal is to help organizations develop groups of those people into "well formed teams".

Our Services:

- ▲ **Transitioning at Scale for Product Development**
- ▲ **Adaptive Strategies for Management**
- ▲ **Certified Scrum Training (CSM CSPO CSD)**
 - ▲ And more
- ▲ **Innovation Games™ for Ideation**
- ▲ **Agile Pathways™ for Organizational and Professional Development**

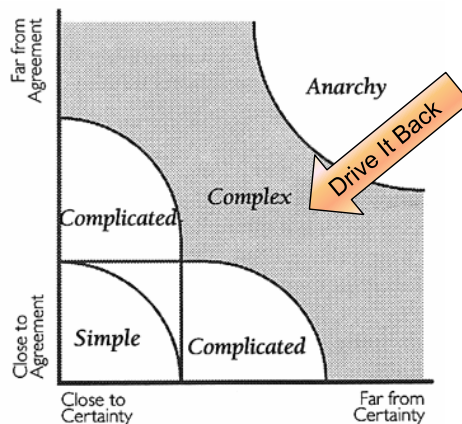
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Warm Up

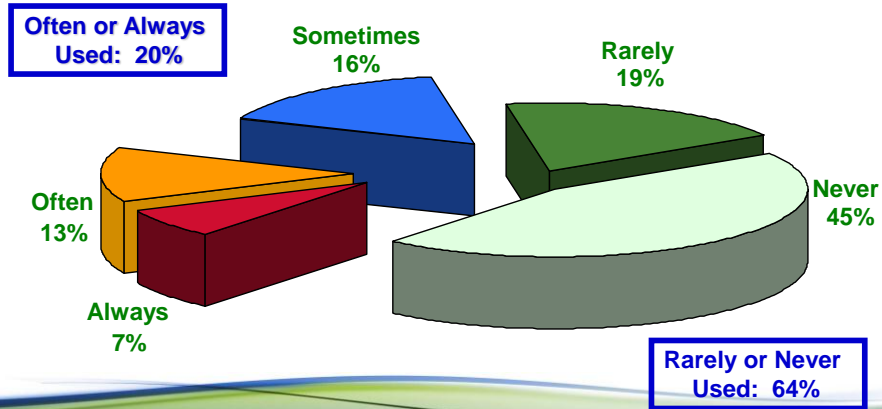
The Stacey Diagram

- ▲ Simple projects don't need the overhead of Agile / Scrum
- ▲ The Complicated area benefits from Agile / Scrum to increase certainty and agreement
- ▲ Product Development and Knowledge Work tend to be Complex Space residents
- ▲ The Anarchy Space requires Agile Analysis and Design Pattern understanding to move parts of the problem in to the Complex Space
- ▲ Scrum returns the biggest process gains in the Complex Space



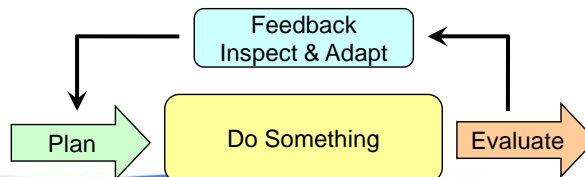
Myth: Early Specification Reduces Waste

Features and Functions Used in a Typical System



scrum = team 1st empirical process

- ▲ “Originating in or based on observation or experience”
- ▲ Empirical is about observation, so an empirical process is one that is in a **perpetual cycle of observation and modification**.
- ▲ Feedback occurs as we move across all levels of our work, coordination and efforts.



A Good Process

“Another aspect of respecting people is the idea that the process that the team uses to generate value is owned by the team. The **process is what the team uses** to achieve its goals. By the time things get formalized, it rapidly morphs into a situation where the **team is a tool that the process uses** to achieve its goals. That’s rather disrespectful of the individuals involved. It doesn’t leverage their capabilities and strengths and insights. Inevitably, it decays into the kinds of results that we’ve seen over the last several decades.”

Tom Poppendieck (Agile '06)

Balance Points / Agile Attractors

Let the Product Lead



My number one reason for failure!

One Bite at a Time

- Classic mistake and I still make it all the time



Get to “Done”

-“Start with the end in mind.”
- attitude

Make it Visible



“...signals pass through brain areas like progressive waves, back and forth..” – 70% Visual Processing

Be empirical

Don’t take our word for it!



Leverage Social Intelligence

Scrum

Scrum is...

- ▶ A **simple framework** that can be understood and implemented in a few days
- ▶ An approach to **managing complexity** that is optimized for new product development
- ▶ A collaborative effort involving developers and customers in **ongoing dialog**
- ▶ A **work management wrapper** around existing engineering practice.
- ▶ “Scrum is not a methodology – it is **a pathway**” (Ken Schwaber)

Scrum Terms / Framework

▶ Roles

- ▶ ScrumMaster
- ▶ Team
- ▶ Product Owner

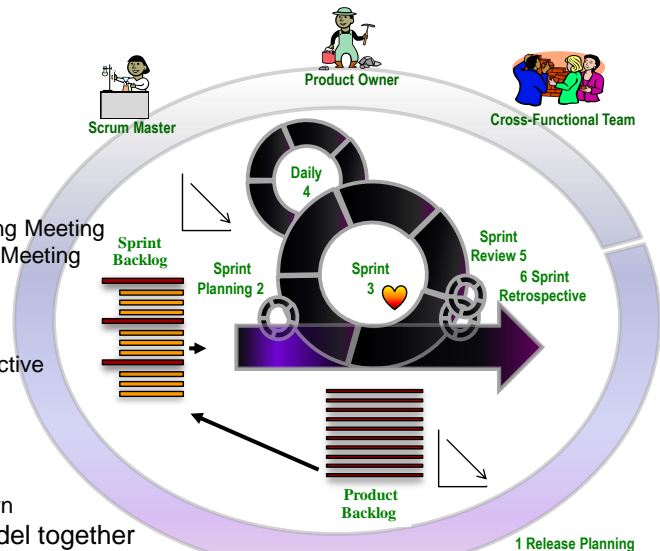
▶ Times Boxes

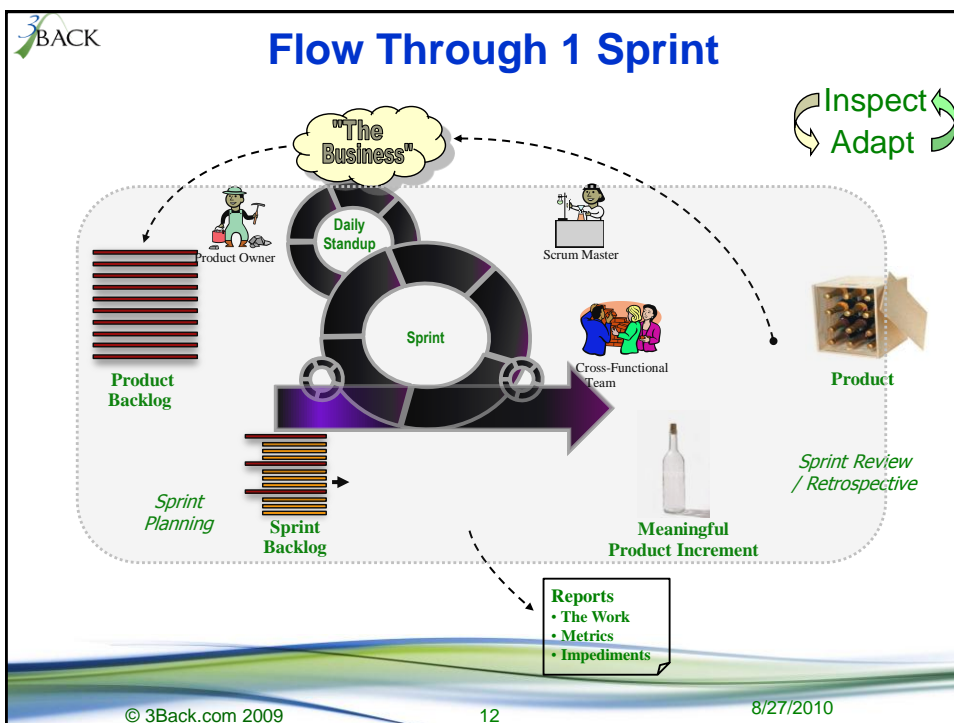
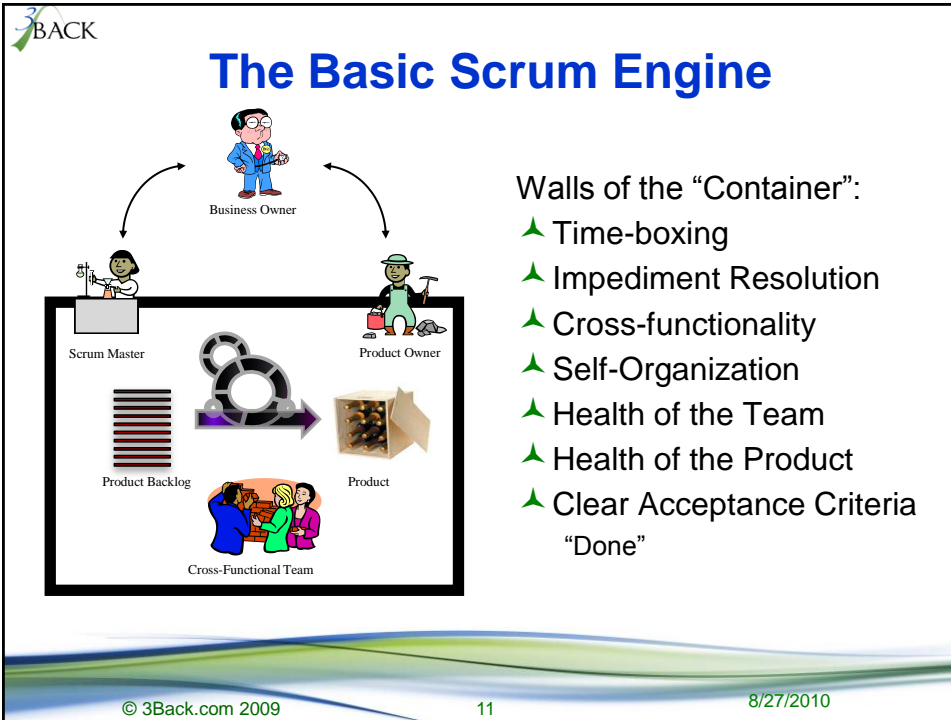
1. Release Planning Meeting
2. Sprint Planning Meeting
3. Sprint
4. Daily Scrum
5. Sprint Review
6. Sprint Retrospective

▶ Artifacts

- ▶ Product Backlog
- ▶ Sprint Backlog
- ▶ Sprint Burndown
- ▶ Release Burndown

▶ Rules bind the model together





Scrum Roles – Responsibilities



Product Owner -- “Health of the Product”

- ▲ Defines features, decides release dates
- ▲ Constantly prioritizes the Product Backlog
- ▲ Can change features / priorities every Sprint
- ▲ Accepts / rejects work results
- ▲ *On the hook* for: profitability of product (R-O-I)



ScrumMaster -- “Health of the Team & Process”

- ▲ Helps resolve impediments, remove barriers, enable cooperation
- ▲ Ensures team is fully functional and productive
- ▲ Shields the Team from external interferences
- ▲ *On the hook* for: Scrum process being followed and adapted



Team -- “Builds the Product”

- ▲ Cross-functional, 7 ± 2 members
- ▲ Organizes itself and its work
- ▲ Negotiates Sprint goal and determines Tasks
- ▲ Can do anything to reach the Sprint goal, w/in project guidelines
- ▲ *On the hook* for: demoing work results to Product Owner

All roles collectively called a “ScrumTeam”

The Backlog

▲ Two Kinds of Backlogs

▲ Sprint Backlog

▲ Product Backlog



▲ We can make this much more structured.

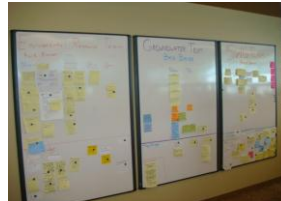
Backlogs On A Wall

Two Kinds of Backlogs

Sprint Backlog

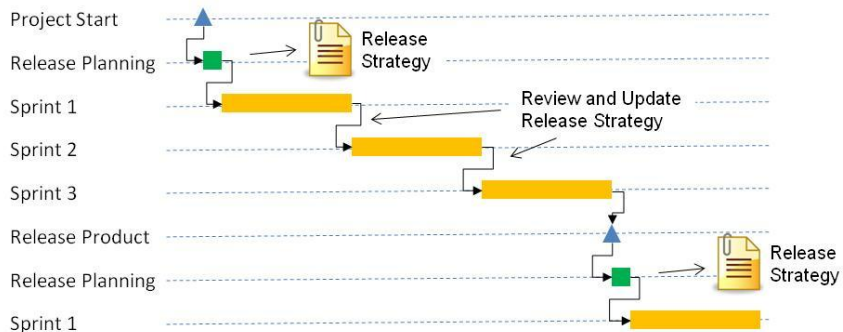


Product Backlog

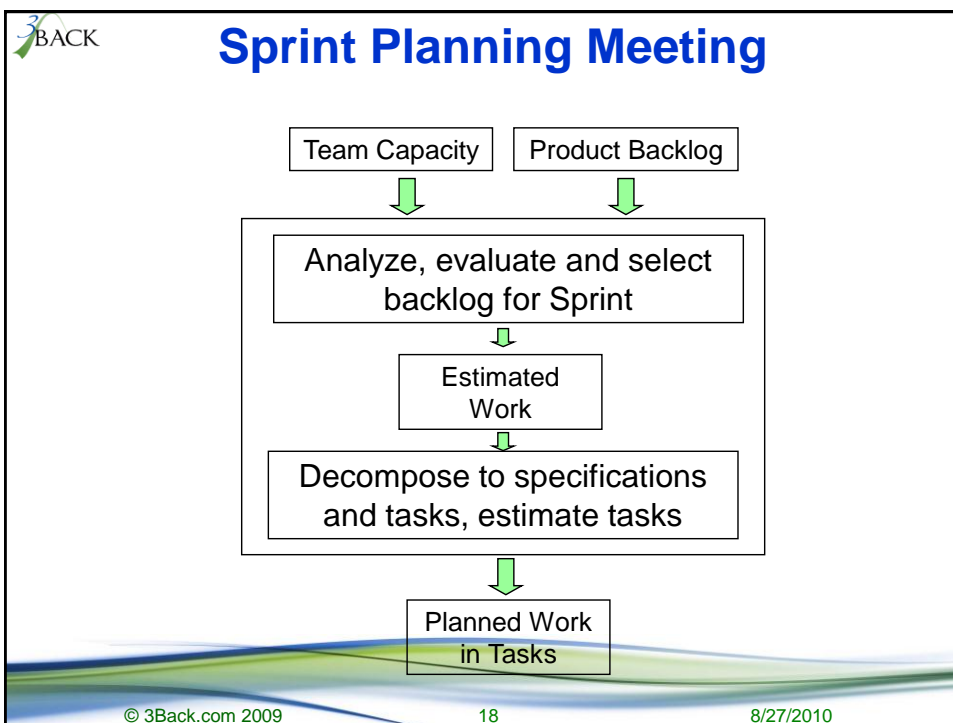
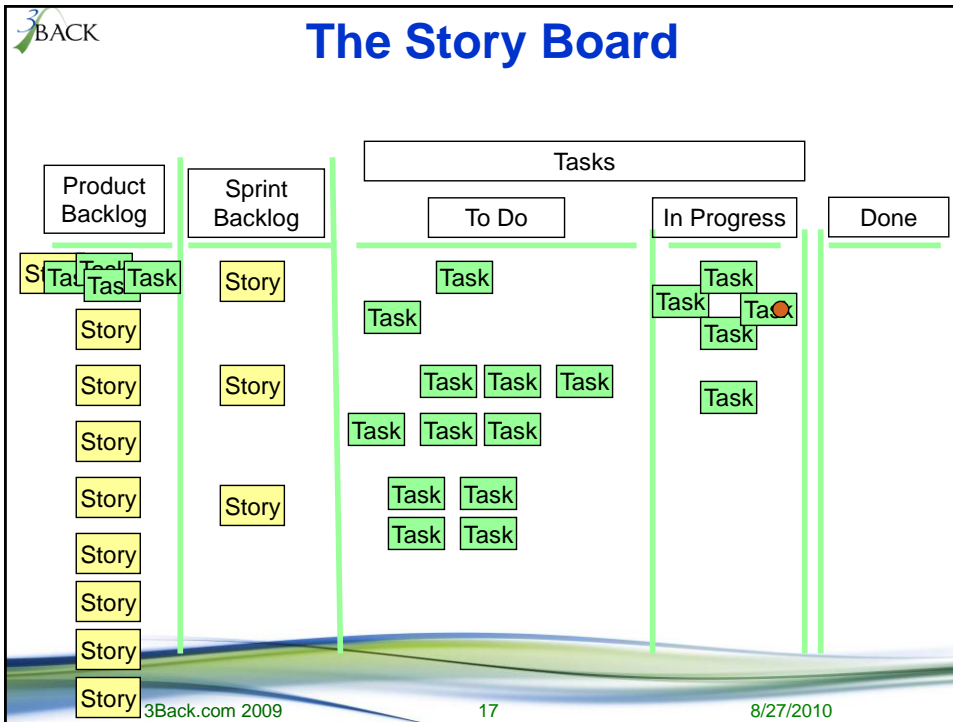


We can make this much more structured.

The Release



Our goal is to produce a valued result. Release is how we measure and understand the success of our effort.



Yesterday's Weather

- ▲ The amount of work that can be done in a Sprint (the velocity) is based on what happened in the previous Sprints
- ▲ Based on fact that best predictor of today's weather is yesterday's weather – it's right 70% of the time (yes, even where you live...)

Planning the Sprint

- ▲ Velocity- Driven
 - ▲ The amount of work that can be done in an Sprint (the velocity) is based on what happened in the previous Sprints
 - ▲ Based on fact that best predictor of today's weather is yesterday's weather – it's right 70% of the time (yes, even where you live...)
- ▲ Commitment-Driven
 - ▲ Add Stories one at a time and commit

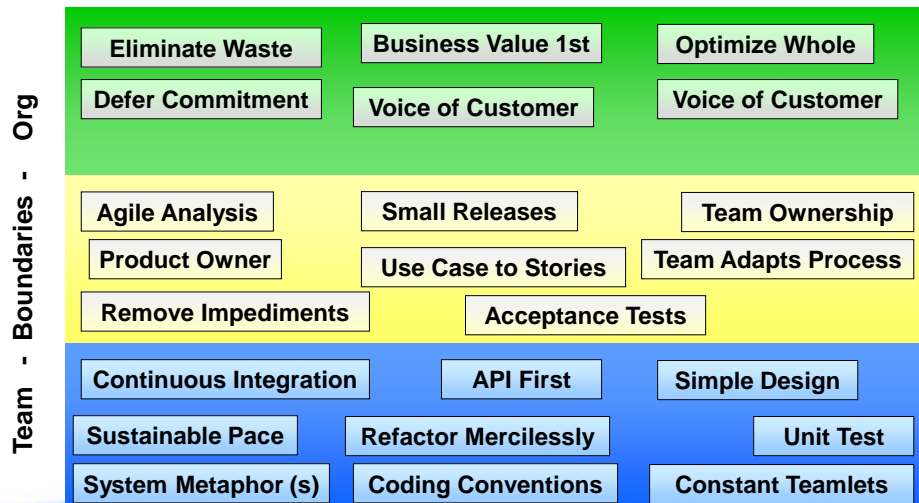
Create Smart Tasks

- ▲ Specific
- ▲ Measurable
- ▲ Achievable
- ▲ Relevant
- ▲ Time-boxed

- ▲ Rule of thumb: less than a day

<http://xp123.com/xplor/xp0308/index.shtml>

Good Practices Found in Agile Development Organizations



Good Scrum Requires

- ▲ Effective Product Owners
 - ▲ Can figure out what is needed and channel the ideas.
 - ▲ Navigate numerous obstacles without losing the vision
 - ▲ Can do agile analysis and not get paralyzed by complexity
- ▲ Effective Teams
 - ▲ Who use modern technical practices based on their domain
 - ▲ Exhibit good collaborative skills
- ▲ Organizational support
 - ▲ See the promises



Implementing Scrum

- ▲ Scrum Requires that a ScrumTeam be set up.
- ▲ The **Organization** and **ScrumTeam** must make some promises to each other
- ▲ **Members** of the **ScrumTeam** must make some promises to each other
- ▲ We will consider two sets of promises as contracts

Contract 1

The ScrumTeam promises the Stakeholders that there is a ProductOwner on the ScrumTeam driving the ScrumTeam based on Stakeholders interests.

The Organization promises the ScrumTeam that there are Stakeholders (including Subject Matter Experts) who will help when needed.

The ScrumTeam promises to use the Stakeholders' time wisely, by focusing on questions that are relevant to the work being done now.

The Organization promises that they will help the ScrumMaster in the removal of impediments to the ScrumTeam's progress.

The ScrumTeam promises that they will do quality work the best way they know how within the constraints set forth by the organization.

The Organization promises the ScrumTeam that they will not change priorities or constraints in the middle of a sprint without ScrumTeam's consent.

The ScrumTeam promises to deliver demonstrable product at the end of every sprint for review and validation by the Stakeholders.

The Organization promises that being on a ScrumTeam will not hurt the members' careers.

Contract 2

The ProductOwner promises the Team to he/she will supply an initial Product Backlog.

The ProductOwner promises the Team that he/she will prioritize the Product Backlog when needed.

The ScrumMaster promises to keep the Team healthy by focusing on the removal of impediments, both internal and external.

The ProductOwner promises that an empowered "voice of the customer" will be provided to answer business domain questions promptly (minutes / hours, not days).

The ScrumTeam promises that its work will be transparent, that it will make decisions and solve problems as a group, and that no individual Team member will be left behind.

Each member of the ScrumTeam promises that they will bring issues, problems, impediments and realities encountered to the ScrumTeam.

Contract Between The Organization And The ScrumTeam

- ▶ The ScrumTeam promises the Stakeholders that there is a ProductOwner on the ScrumTeam driving the ScrumTeam based on Stakeholders interests.
- ▶ The Organization promises the ScrumTeam that there are Stakeholders (including Subject Matter Experts) who will help when needed.
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(Continued) Organization and The ScrumTeam

- ▶ The ScrumTeam promises that they will do quality work the best way they know how within the constraints set forth by the organization.
- ▶ The Organization promises the ScrumTeam that they will not change priorities or constraints in the middle of a sprint without ScrumTeam's consent.
- ▶ The ScrumTeam promises to deliver demonstrable product at the end of every sprint for review and validation by the Stakeholders.
- ▶ The Organization promises that being on a ScrumTeam will not hurt the members' careers.

Contract Between Members of the ScrumTeam

- ▲ The ProductOwner promises the Team to supply an initial Product Backlog.
- ▲ The ProductOwner promises the Team to prioritize the Product Backlog when needed.
- ▲ The ScrumMaster promises to keep the Team healthy by focusing on the removal of impediments, both internal and external.

(Continued) Members of the ScrumTeam

- ▲ The ProductOwner promises that an empowered “voice of the customer” will be provided to answer business domain questions promptly (minutes / hours, not days).
- ▲ The ScrumTeam promises to make decisions and solve problems as a group, make its work transparent, and leave no Team member behind.
- ▲ Each member of the ScrumTeam promises that they will bring issues, problems, impediments and realities encountered to the ScrumTeam

When Promises Are Broken

Common Causes of Failure

1. Lack of an empowered, rapidly-responding ProductOwner
2. Unstable priorities and focus within a sprint
3. Prescriptive direction of the team
4. Lack of Retrospection
5. Failure to build and leverage LocalKnowledge

... and many more

Impact of Broken Promises

- ▲ A promise broken is a organizational/process issue, not a team issue
- ▲ For example, we don't blame a Product Owner for not being able to make decisions
 - ▲ We blame the business for not empowering the Product Owner to make decisions
 - ▲ We blame the business for not allowing the Product Owner to learn enough about the business
 - ▲ Possible Solution: The team calls "time out" and does other stuff while the Product Owner goes off and gets up to speed

Any Questions?



Websites

Scrum Channel Live and Recorded

<http://livestream/scrum>



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Daily Thoughts

http://twitter.com/scrum_coach



Book

<http://exploriningscrum.com>



Company Site

<http://3Back.com>





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