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Leveling the field for success through agility.

Tana Linback

Background focused on the people and organizational culture that are the foundation of business and agility. Unique combination of work in software development and human resources leadership.

Chris Daily

Experiences across multiple industries focused in agile transformations and software development. Led teams in start-ups to Fortune 500 companies in executive-level positions.

Agenda

01 Agile Intro

02 Scrum Theory & Framework

03 Scrum Foundation Element #1: Roles

04 Scrum Foundation Element #2: Product Backlog

05 Scrum Foundation Element #3: The Sprint

06 Starting a Sprint

07 Working in a Sprint

08 Ending a Sprint

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What will you gain from this class?

Exposure
to real scrum and agile experiences

Process knowledge
scrum roles, ceremonies, artifacts

Questions
leaving with more questions than before class

Starting the journey
welcome to the agile journey

Scrum Class Team Rules

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Waterfall

A traditional approach to project management.

History of Waterfall Project Management

Photo Courtesy of thwapschoolyard.com

Project management processes were developed based on step-by-step manufacturing models the United States military used during World War II.

Photo Courtesy of flintgm100.com

Waterfall process developed from highly structured physical environments where after-the-fact changes are prohibitively costly, if not impossible.

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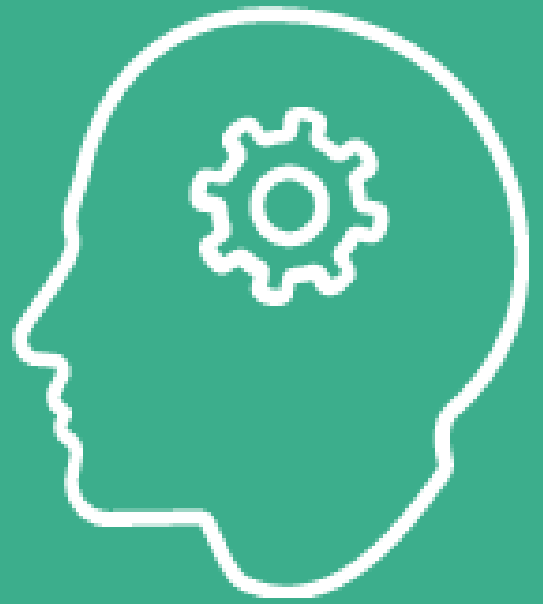
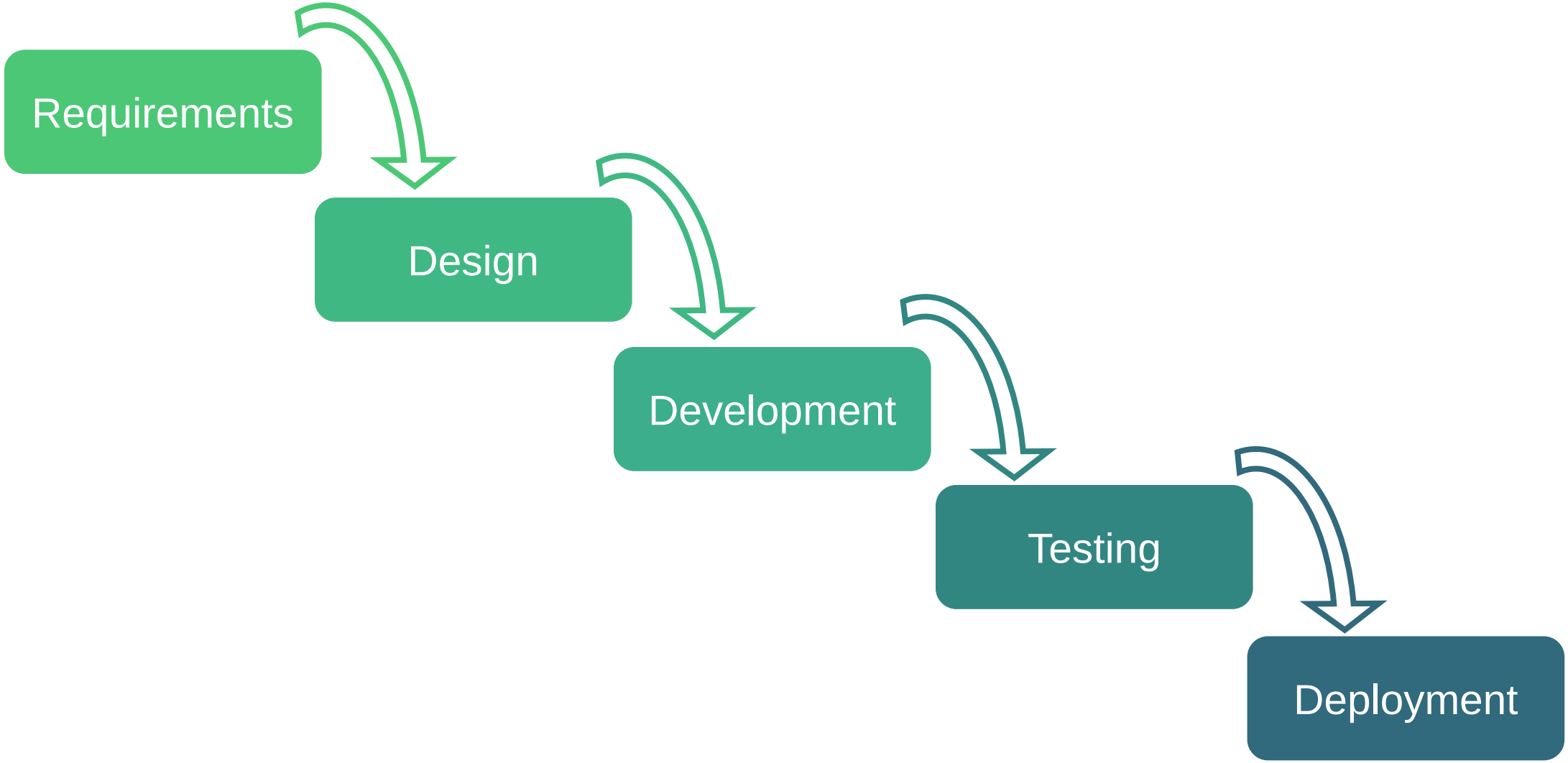
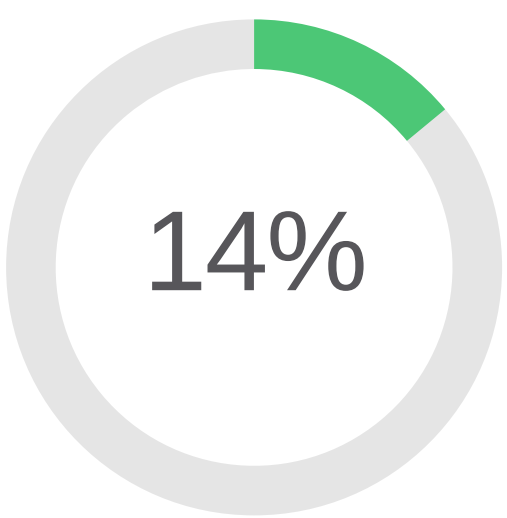
But now we’re in the age of the knowledge worker.

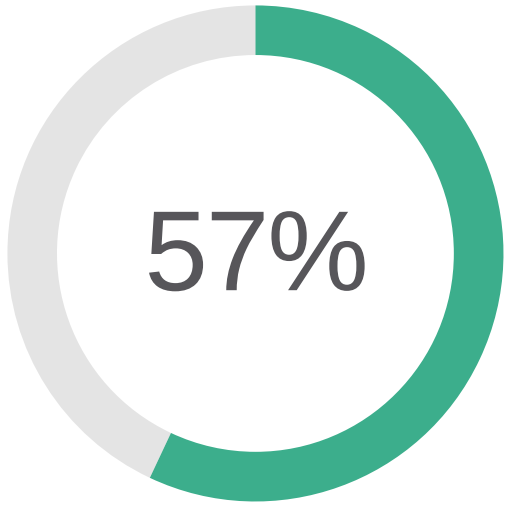




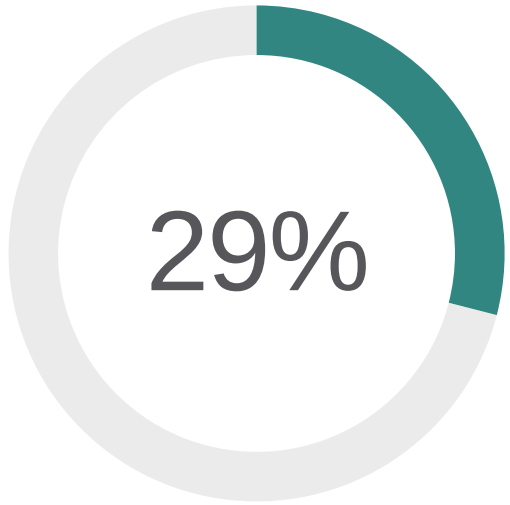
Waterfall Project Stats



Successful



Challenged



Failed

The Standish Group defines project success as on time, on budget, and with all planned features. They do not report how many projects are in their database but say that the results are from projects conducted from 2002 through 2010.
- Mike Cohn, Mountain Goat Software on the CHAOS Manifesto 2012 Report

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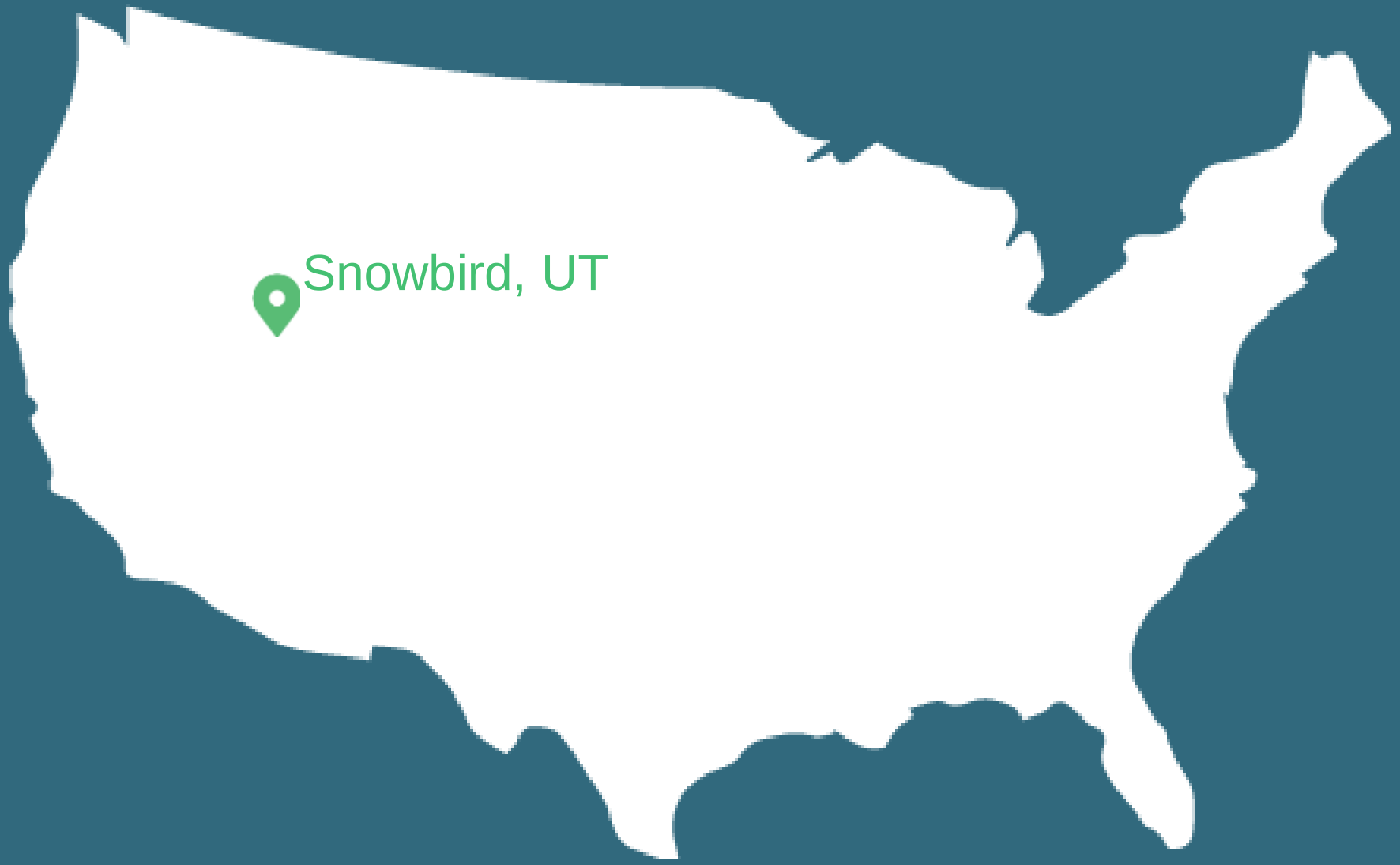
“Insanity: doing the same thing over and over and expecting different results.”

- Albert Einstein


Snowbird, UT

Agile is a Mindset....

Individuals and Interactions

OVER PROCESS AND TOOLS

Working Software

OVER COMPREHENSIVE DOCUMENTATION

Customer Collaboration

OVER CONTRACT NEGOTIATION

Responding to Change

OVER FOLLOWING A PLAN

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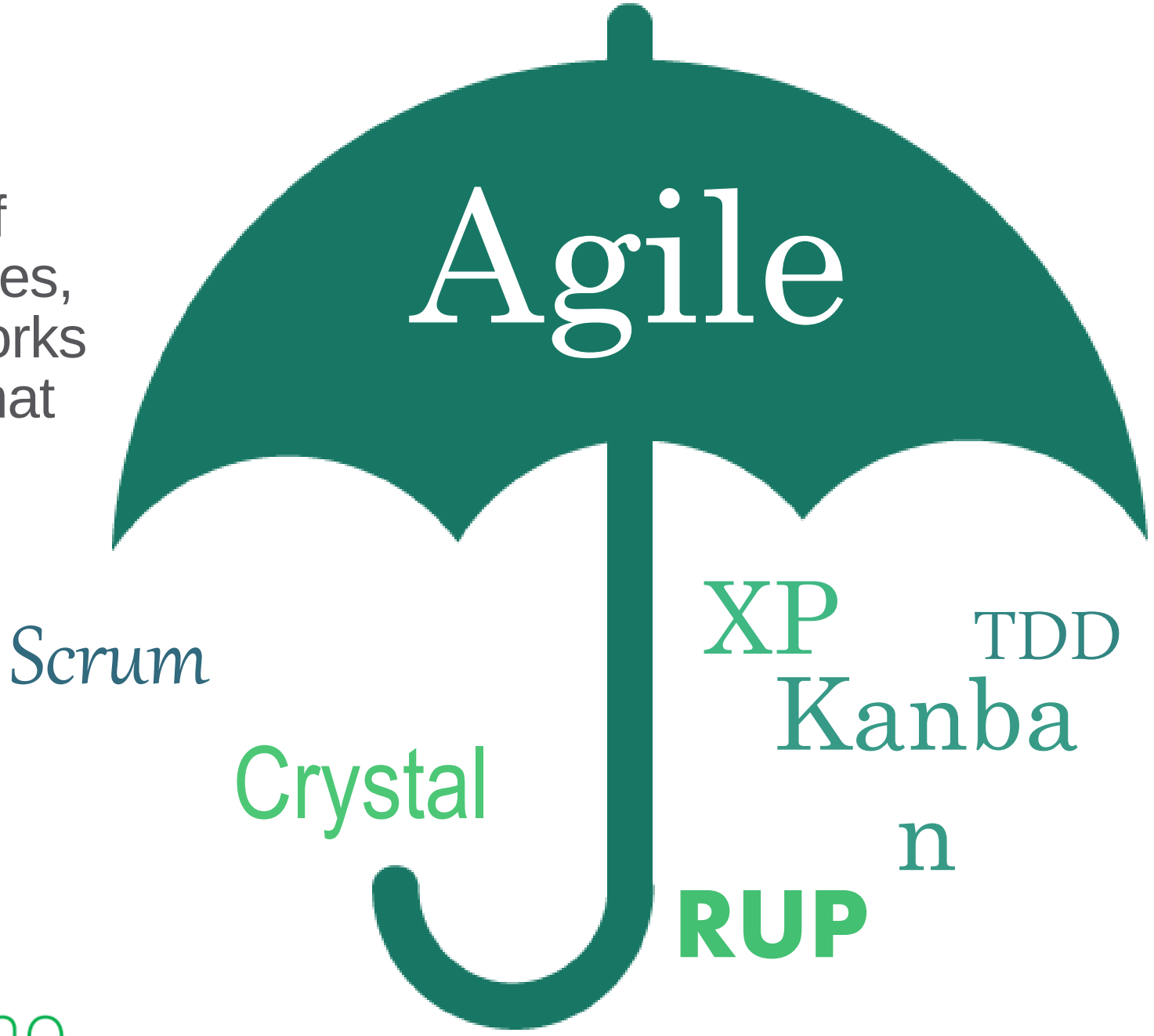
Agile is a Mindset....

...With lots of tools, practices, and frameworks to help put that mindset into action



and a few more...

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Intro to Scrum

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Large Companies that use Scrum
…and lots of local guys, too

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Scrum is

simple to understand.

Scrum is

lightweight.

Definition of Scrum (n):

A framework within which people can address complex adaptive problems, while productively and creatively delivering products of the highest possible value.

Scrum is

difficult to master.

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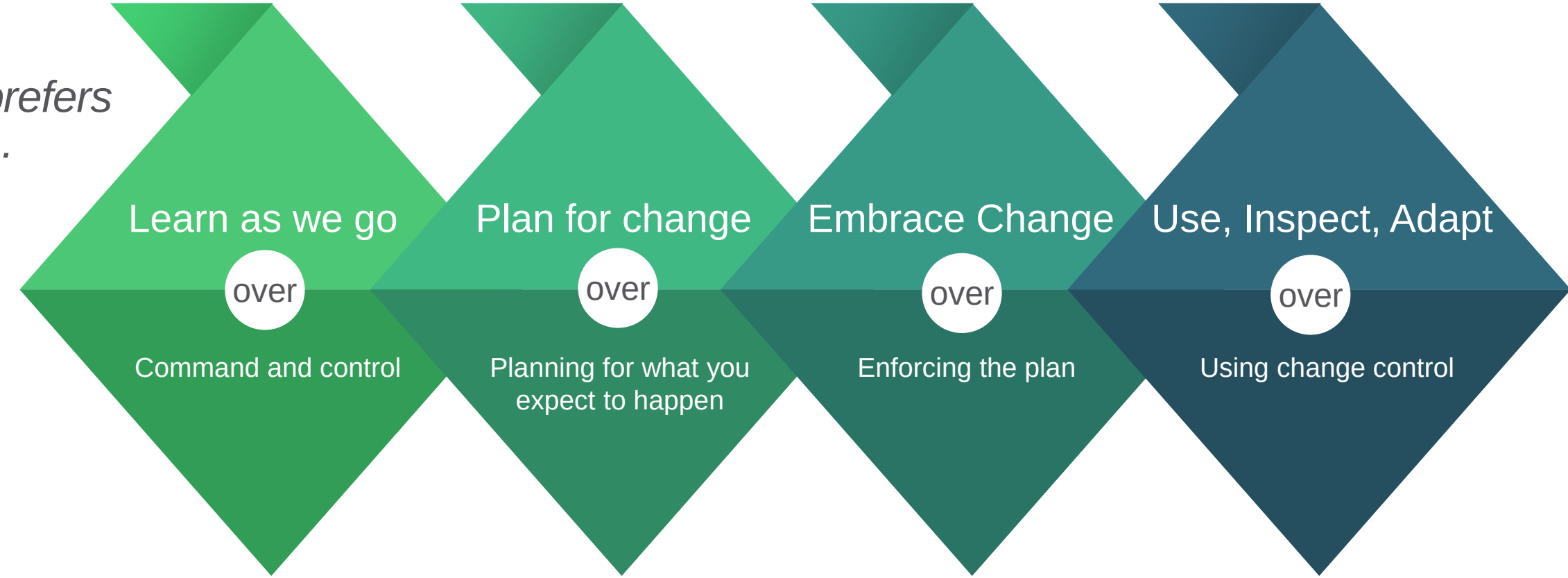
Scrum Theory: Empirical vs. Theoretical

Scrum prefers to...



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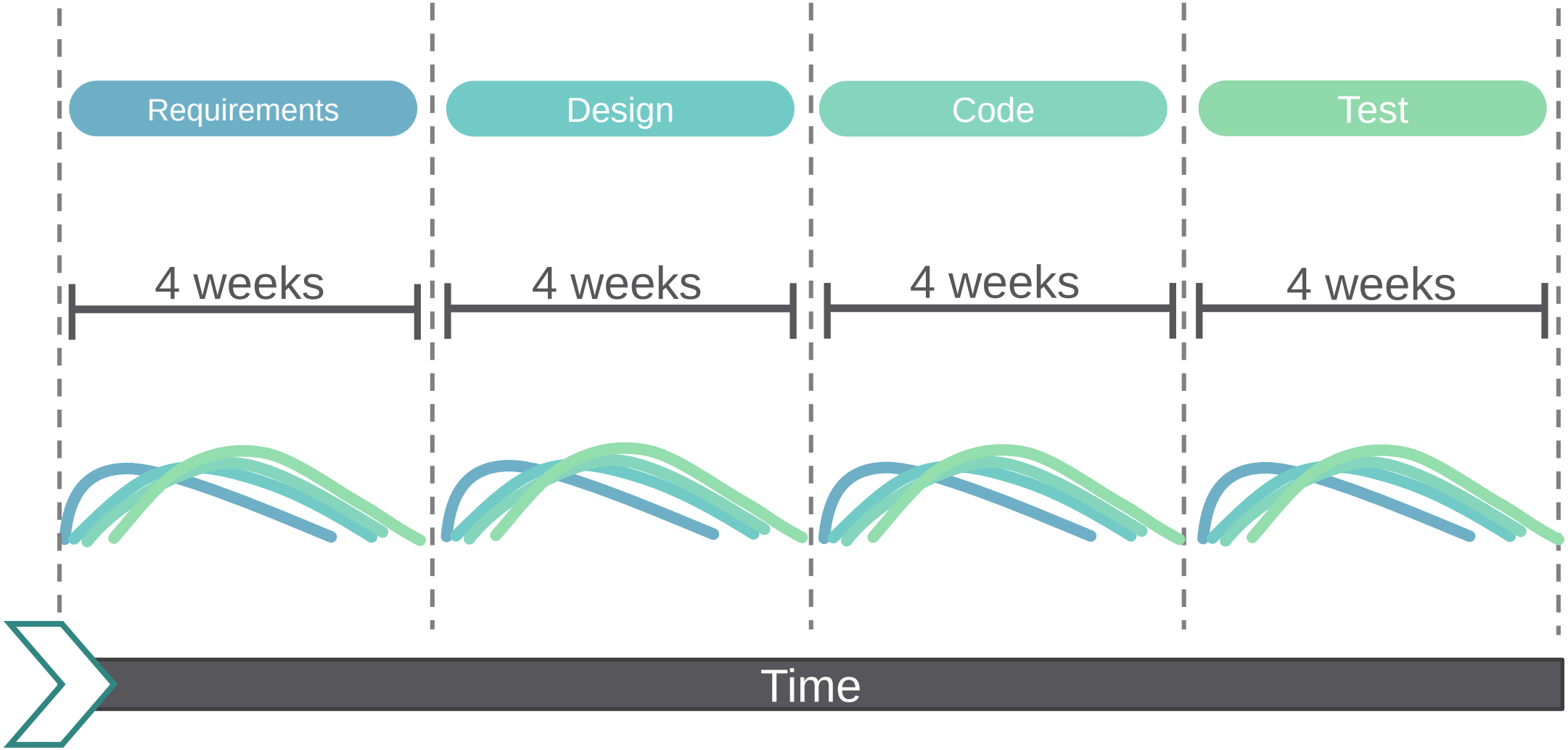
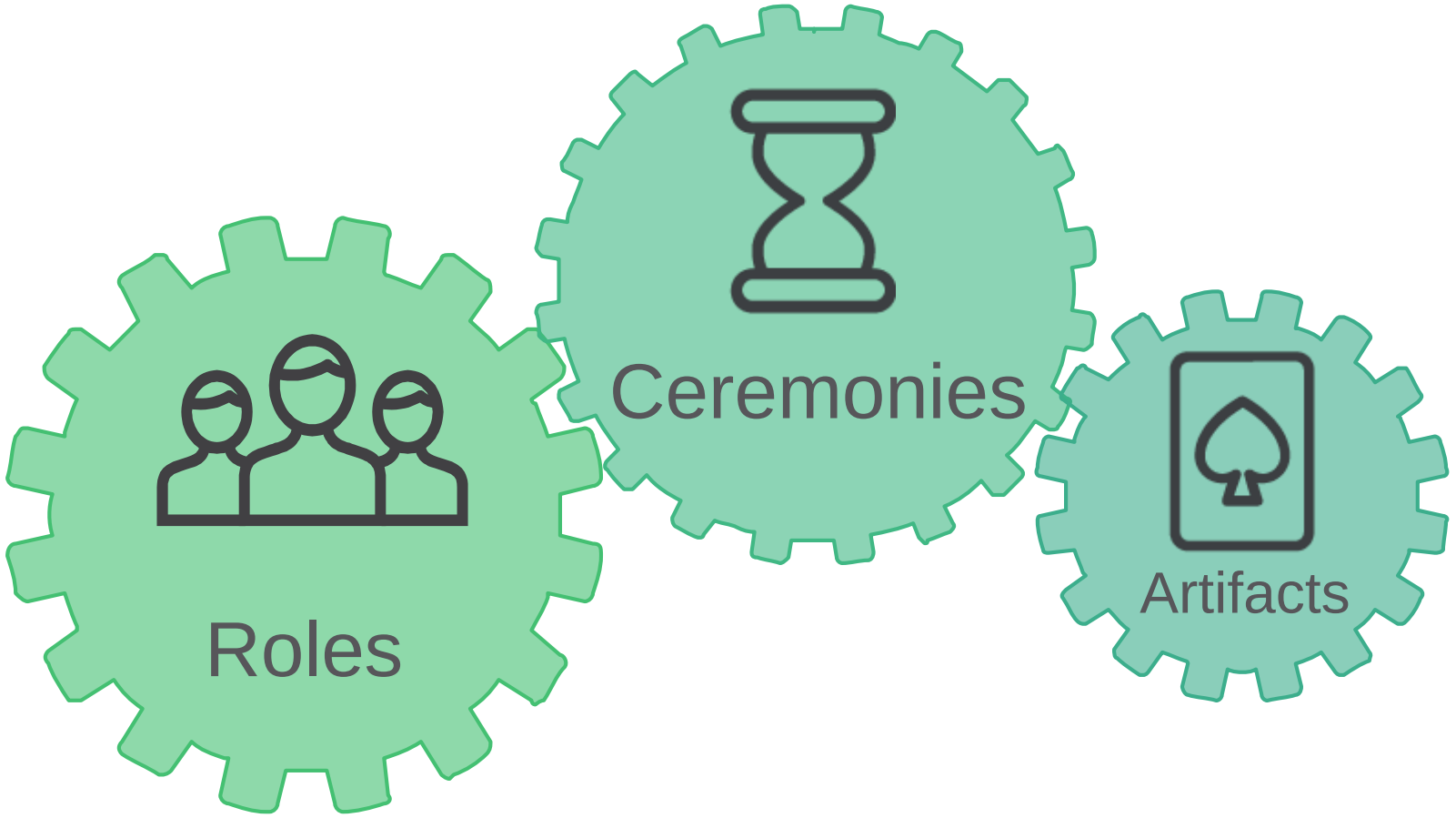
Sequential vs. Overlapping Work



Parts of the Scrum Framework

Each component within the framework serves a specific purpose and is essential to Scrum's success and usage



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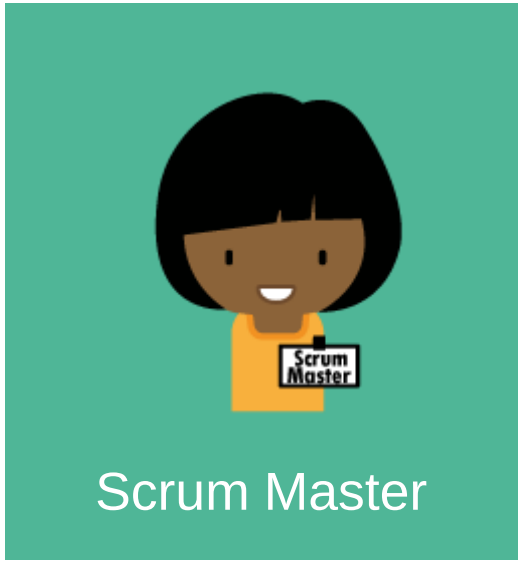
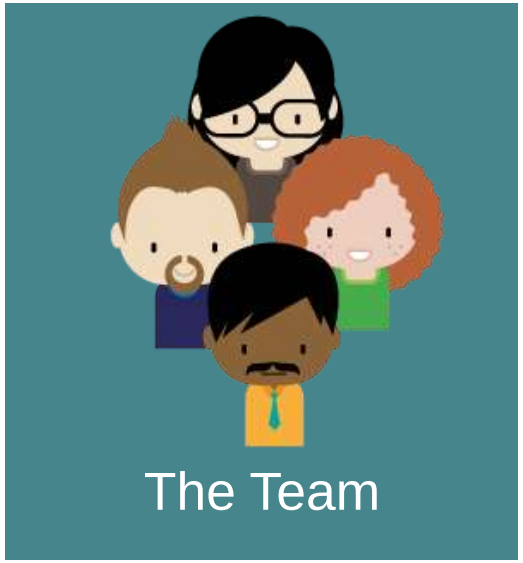
Roles: The People

Product Owner

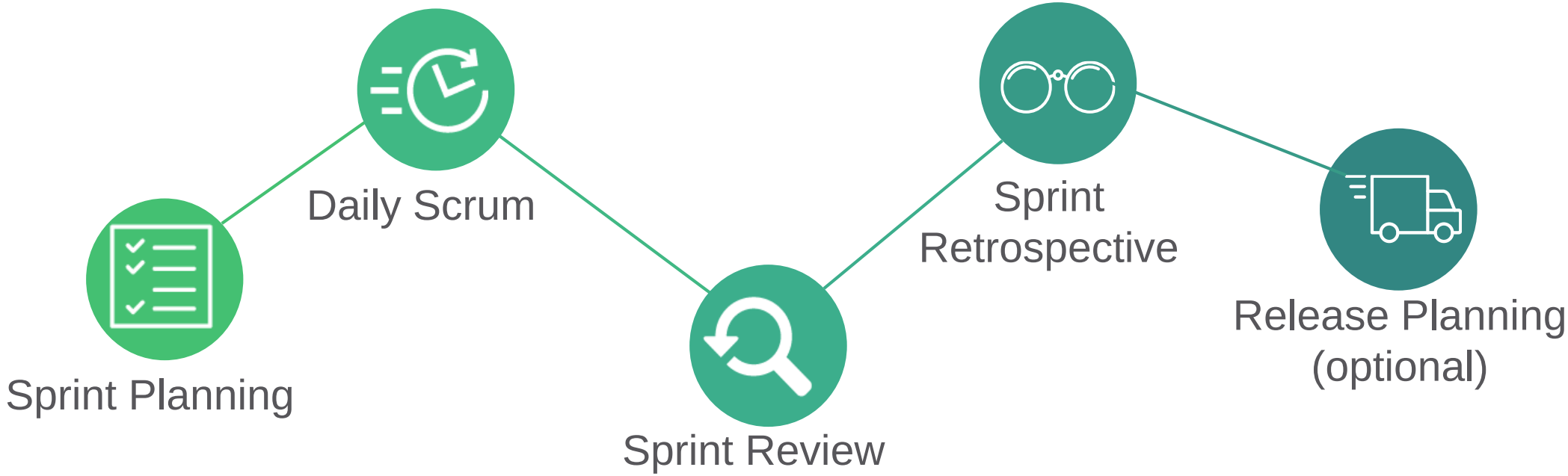


Scrum Master



The Team

Ceremonies: The Meetings



- Create regularity
- Minimize the need for meetings not defined in Scrum
- Are timeboxed
- Designed to enable transparency and inspection

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Artifacts: The Tangibles

1

Product Backlog

2

Sprint Backlog

3

Potentially Shippable Product Increment

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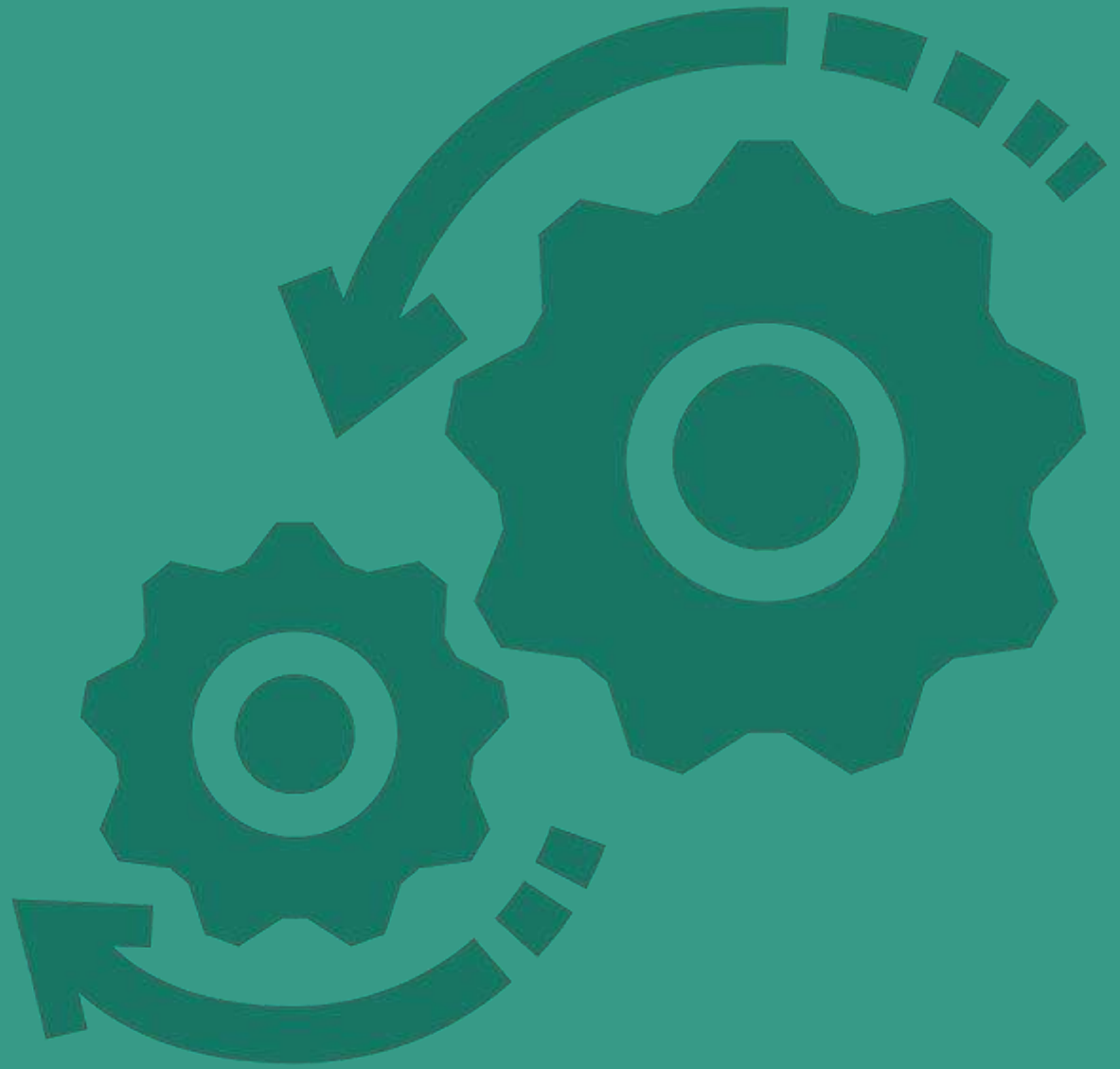
Scrum Roles



Scrum Master

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Scrum Master

The Scrum Master is responsible for ensuring Scrum is understood and enacted while supporting the Team. Scrum Masters do this by acting as a coach, ensuring that the Scrum Team adheres to Scrum theory, practices, and rules.

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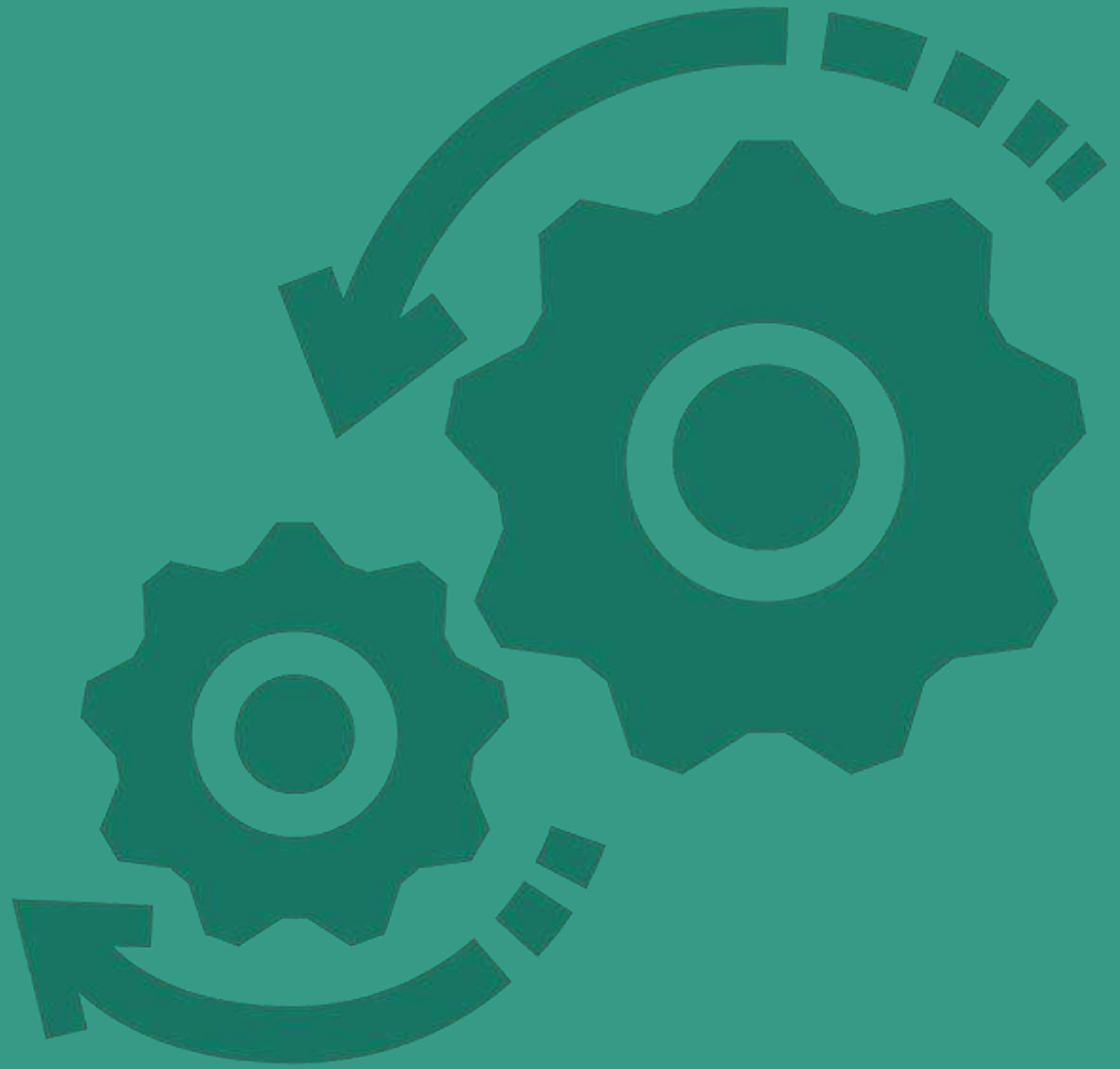

Product Owner

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Product Owner

The single wringable neck, the PO is responsible for the project and driving product success. Represents and speaks for the business needs of the project by creating and sharing the vision of the product.

Member of the Scrum team

Bridges gaps between customer, stakeholders, and the Scrum Team

Works daily with the Scrum team to clarify requirements

Decides what the project/product does and does not include

Creates shared vision

Product Owner's Responsibilities

- **Product**
  - Develops product vision, strategy, and direction
  - Sets short- and long-term goals for the product
  - Takes responsibility for the product's budget and profitability
  - Provides or has access to product expertise
  - Decides on the release date for completed functionality
- **Backlog**
  - Owns the product backlog
  - Gathers, prioritizes, and manages product requirements
- **Work with Team**
  - Works with the team on a daily basis to answer questions and make decisions
  - Conveys product needs to the team
  - Accepts or rejects completed work during the sprint

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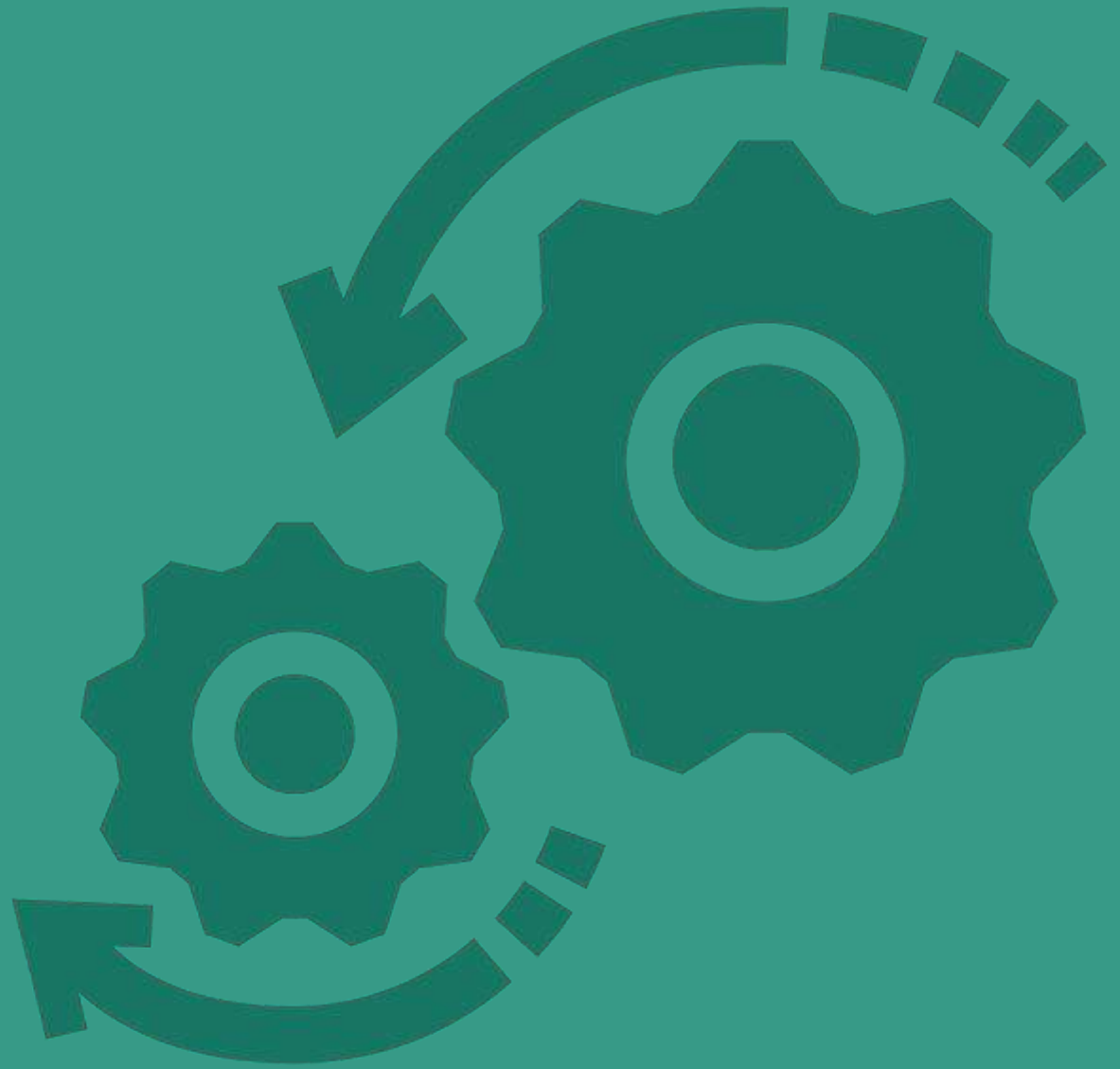

The Team

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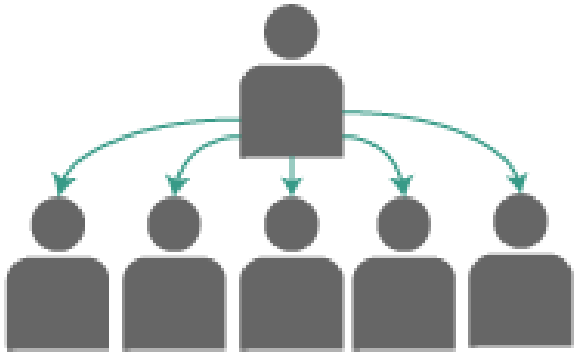
Scrum Team Key Feature #1

The team model in Scrum is designed to optimize flexibility, creativity, and productivity



Traditional

Team's tasks and work being directed by a manager

Self-Organizing

Self-organizing teams choose how to best accomplish their work, rather than being directed by others outside the team

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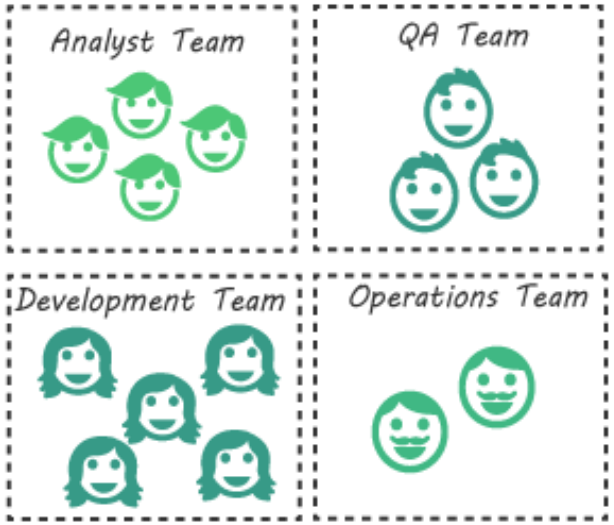
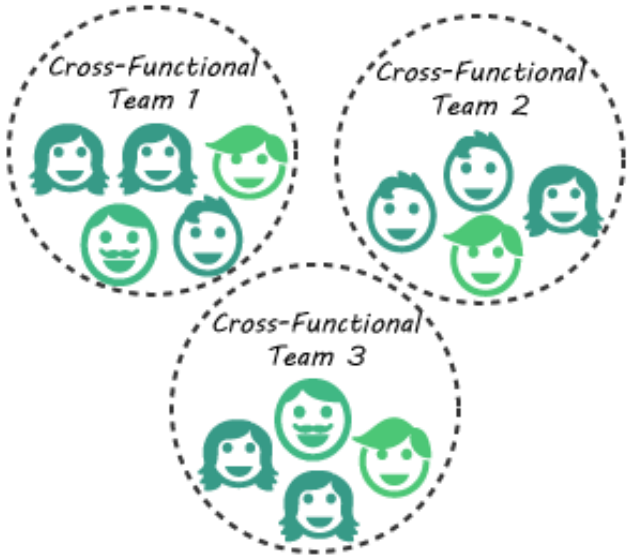
Scrum Team Key Feature #2

The team model in Scrum is designed to optimize flexibility, creativity, and productivity





Traditional

Traditional teams are formed by function

Cross Functional

Cross functional teams have all the competencies needed to accomplish the work without depending on others not part of the team

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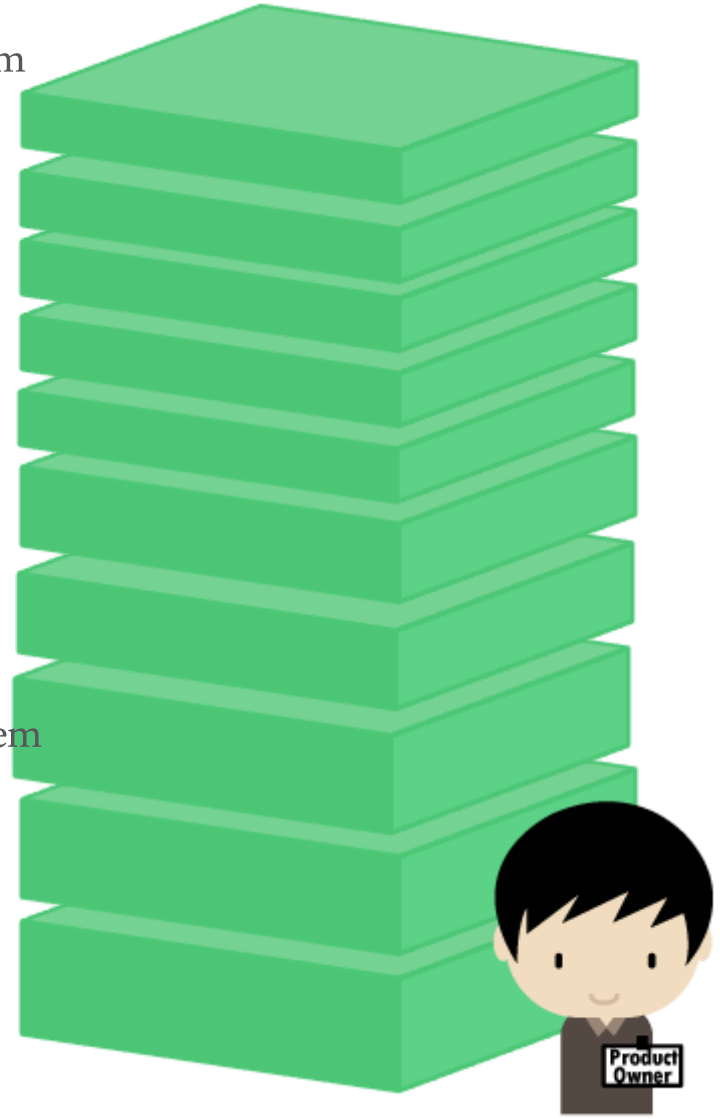
Product Backlog

Product Backlog

Our “to do” List

Add an item



Delete an item

- Backlog lists all of the work on a project
- The Product Owner is responsible for the product backlog, including its content, availability, and priority ordering
- A product backlog is never complete and evolves along with the product and the environment in which it will be used

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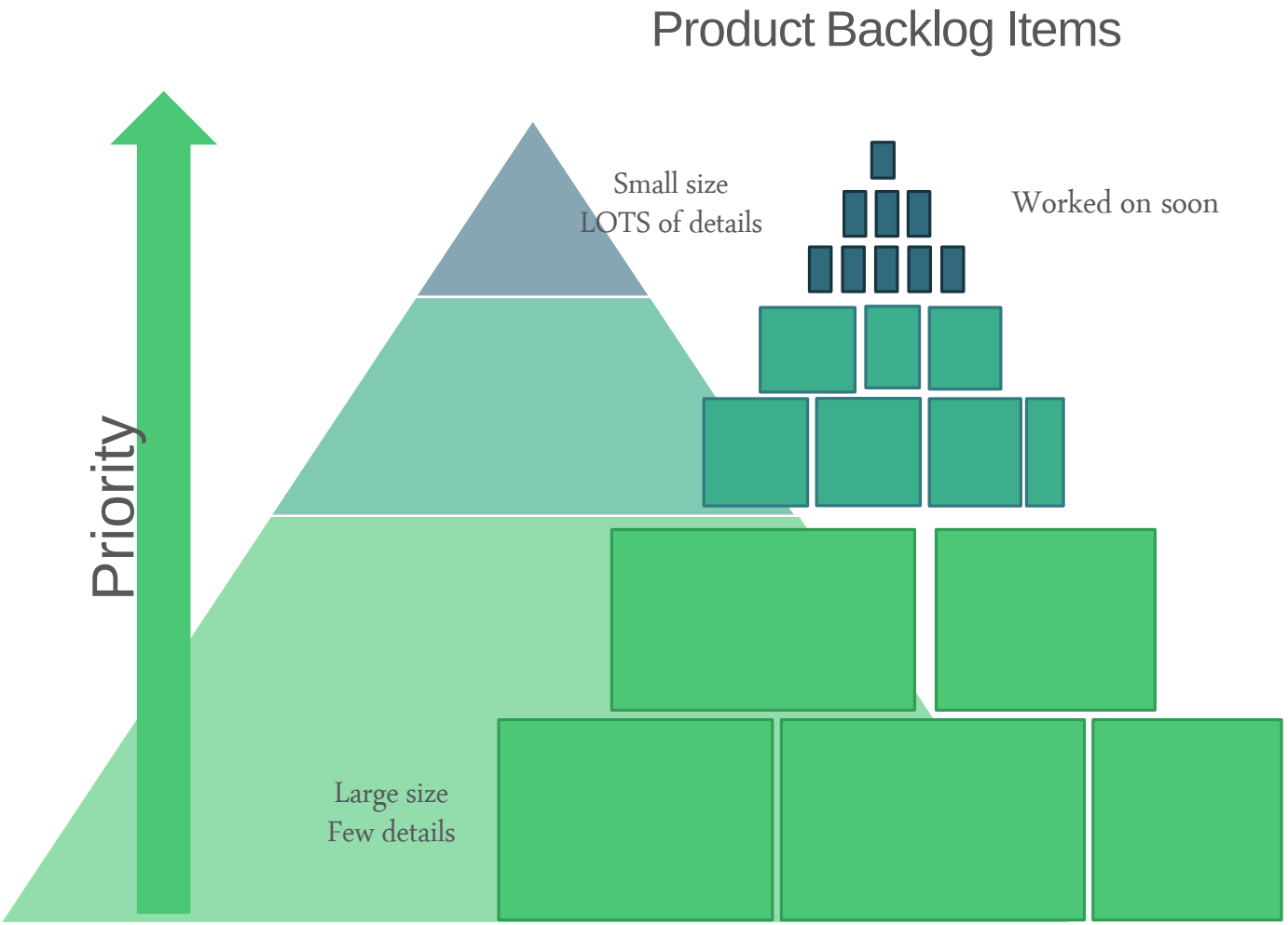
Product Backlog



Higher ordered product backlog items:

- clearer and more detailed than lower ordered ones
- need to be of size and clarity so the team can consume them in one sprint

Product Backlog Items

As a team, we estimate the t-shirt size of this item as a small.

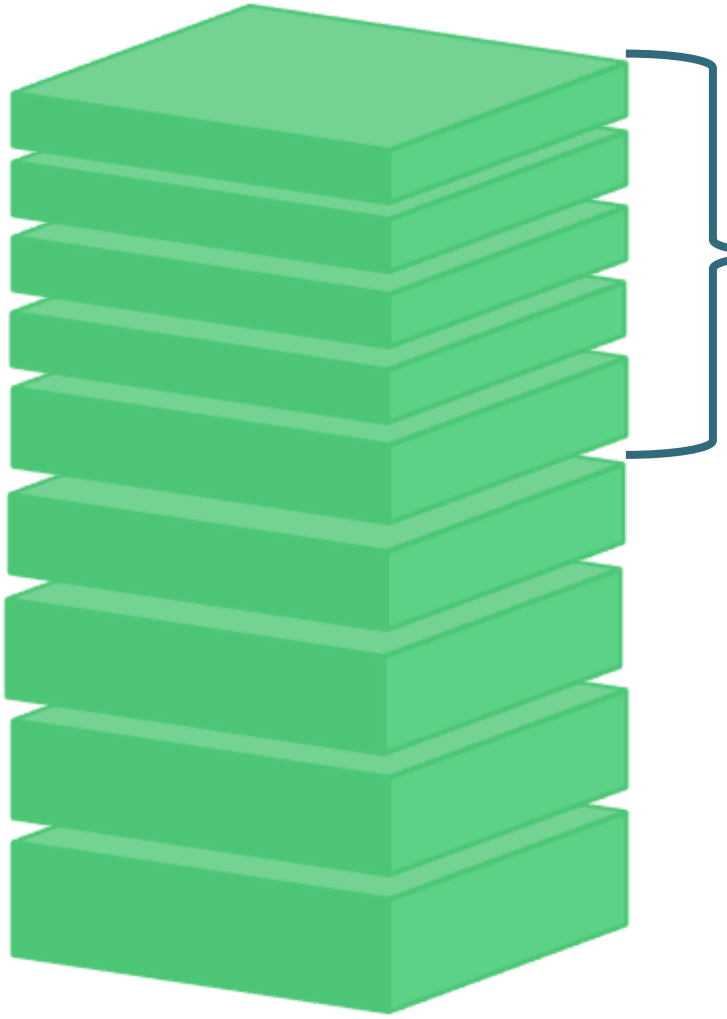
Here are the steps we will take to implement this item...

The team determines the complexity of each product backlog item

The team determines how the backlog item will be achieved

Product Backlog Item	Backlog Order: 1
	Estimate: Small
Description:	As a hotel guest, I want to reserve a room online.

Hotel Software System
Product Backlog



Product Backlog Item	Complexity
Allow a guest to reserve a room	Small
Allow a guest to cancel a reservation	XS
Allow a guest to change the date of a reservation	Medium
Allow a hotel manager to run revenue reports	Medium
Improve exception handling	Largee

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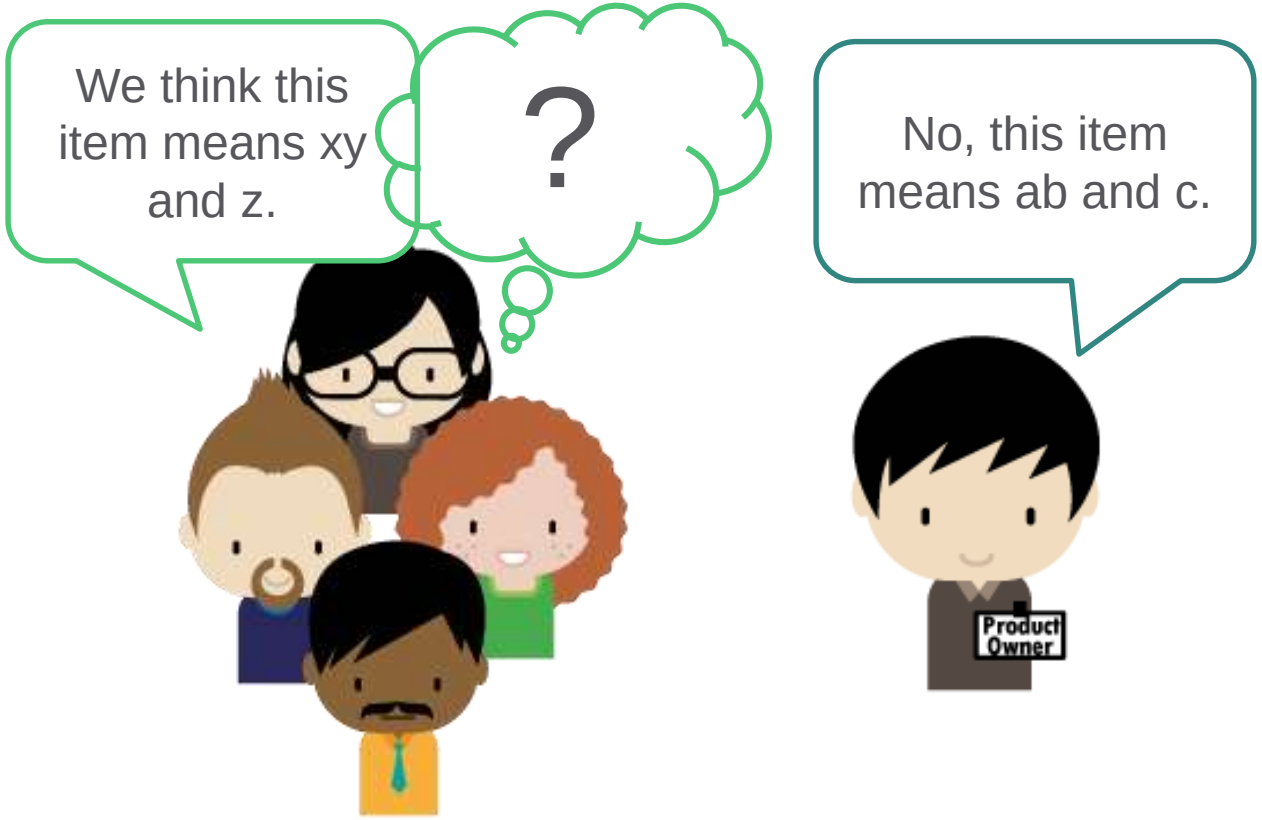
Product Backlog Grooming

Grooming is an ongoing process in which the Product Owner and the team collaborate on the details of the product backlog Items, coming to a shared understanding of what is to be accomplished.



Product Backlog Item	Backlog Order:	Estimate:
Description: As a hotel guest, I want to reserve a room online.	1	S
Description: As a hotel manager, I want to view my revenue for the month.	2	S
Description: As a hotel guest, I want to change the date of my current reservation.	3	L

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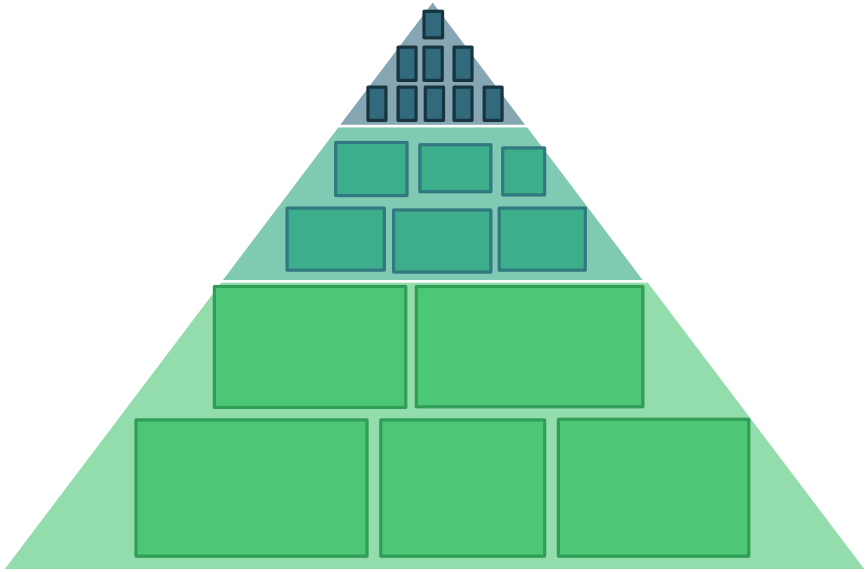
Product Backlog Grooming

If you remember nothing else, remember the following two key points:



Product Owner must get stories to a consumable state

Stories going into the next sprint need to be sufficiently refined to be understood and sized by the team. If it can't be sized, it's not ready.

Product Backlog is a living thing

The Product Backlog is constantly reprioritized. It is dynamic – always changing to identify what the product needs to be appropriate, competitive, and useful.

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The Sprint

Sprint Basics

At the heart of Scrum is the Sprint

Consistent iteration of time (timebox) where the team completes a specific group of tasks from start to finish.

Timebox duration is consistent from sprint to sprint. Timeboxes vary from team to team between 2 to 4 weeks.

Each Sprint can be thought of as a project. Like projects, Sprints are used to accomplish something.

Each Sprint builds incrementally on the work of prior Sprints.

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Elements of a Sprint

01 Sprint Planning
We plan the work.

02 The Work
We do the work.

03 Daily Scrum
We coordinate the work.

04 Sprint Review & Retrospective
We review the work.

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Changes During the Sprint

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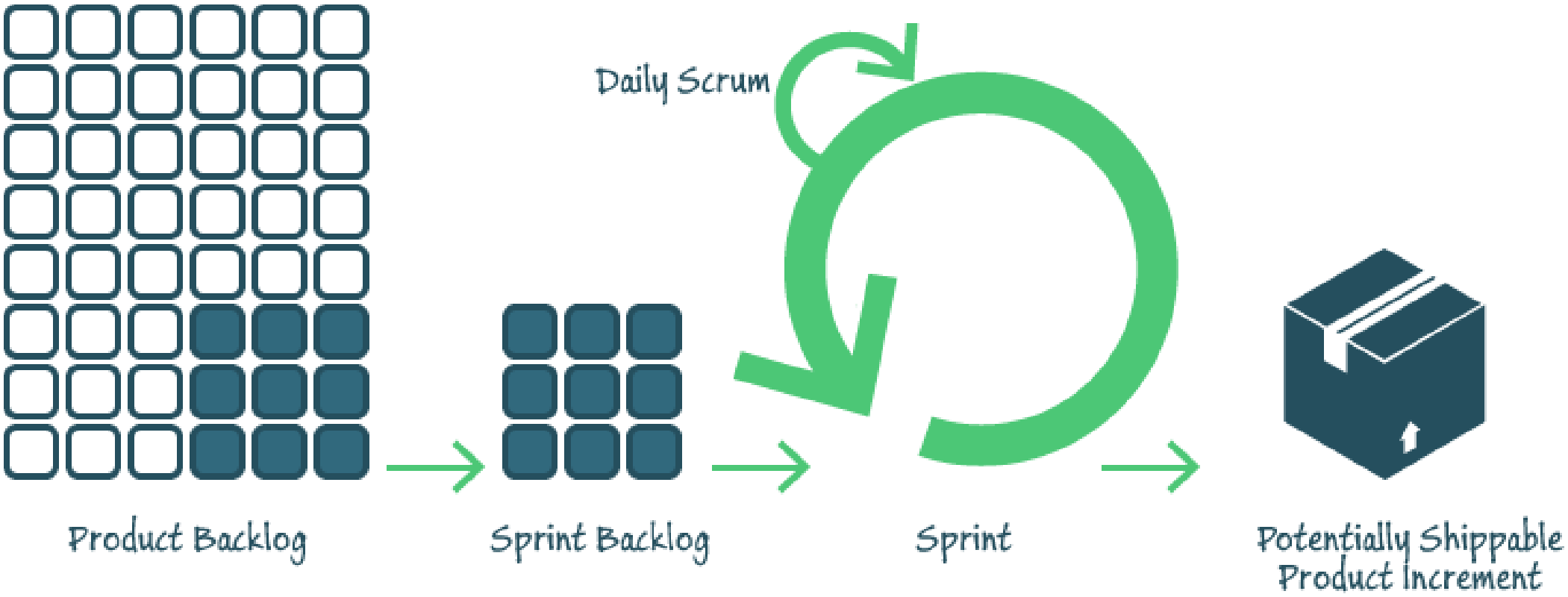
Starting a Sprint

Scrum Process



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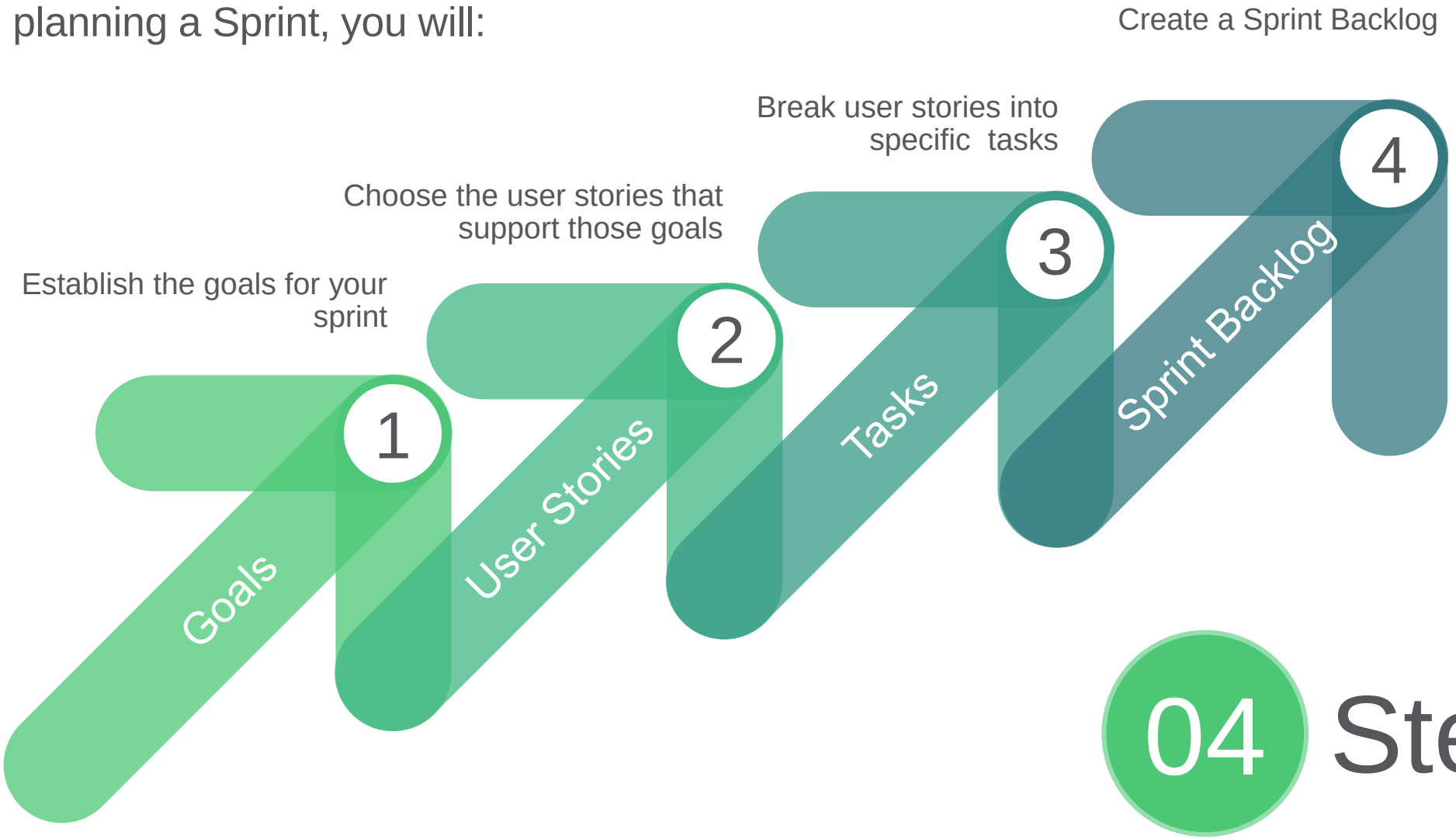
Overview: Starting a Sprint

When planning a Sprint, you will:



04 Steps

The Artifact: Sprint Backlog

Step 01

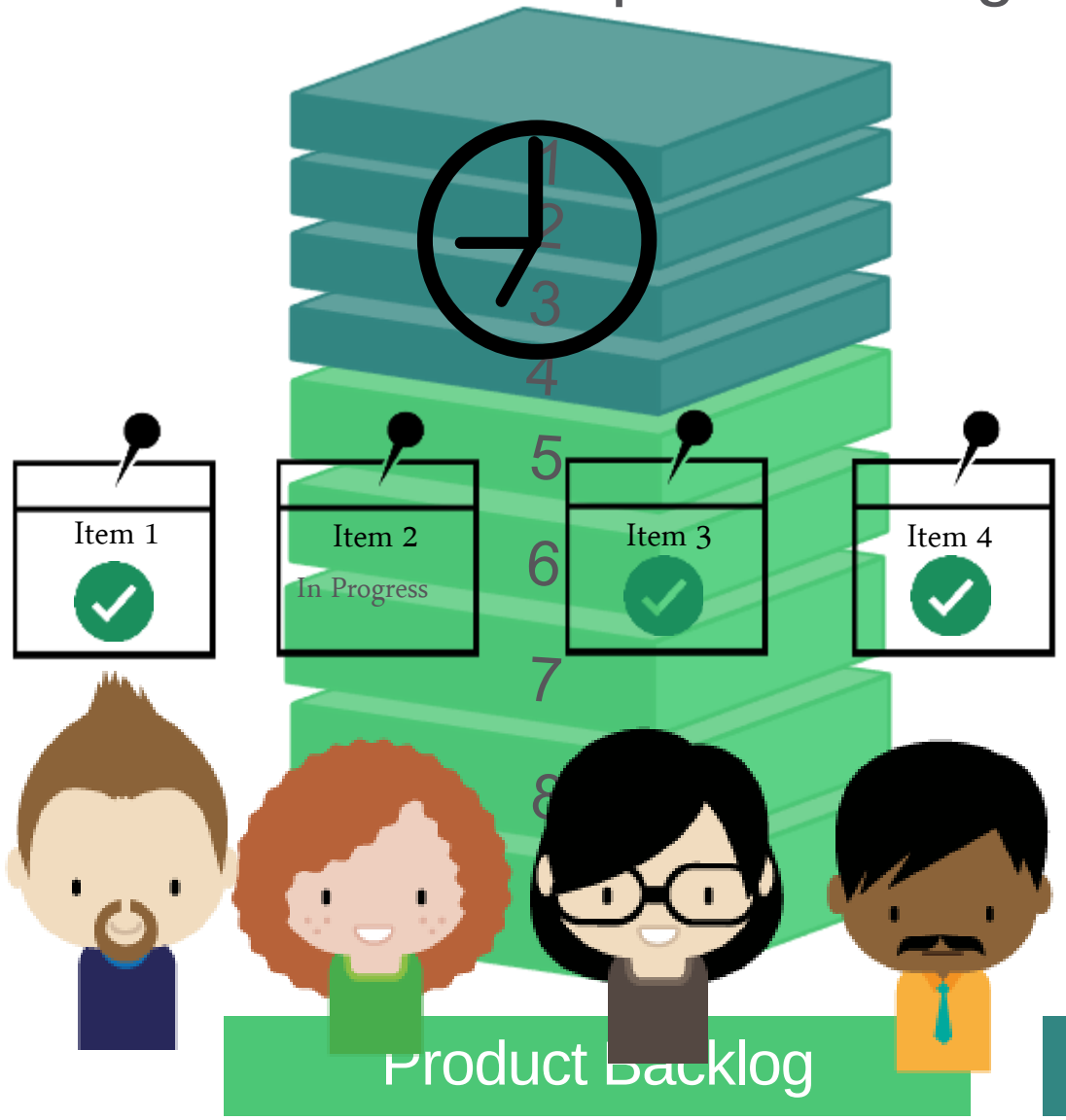
Sprint backlog work is pulled from the product backlog in order of business value.

Step 02

Individuals sign up for work of their own choosing. Work is never assigned.

Step 03

Completed and remaining work is updated daily.



Product Backlog

Sprint Backlog

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Sprint Backlog: Tasks

Tasks in agile projects should take a day or less to complete for two reasons:

1 People are motivated to get to the finish line. If you have a task that you know you can complete quickly, you are more likely to finish on time.

2 One-day tasks can provide early red flags that a project might be veering off course.

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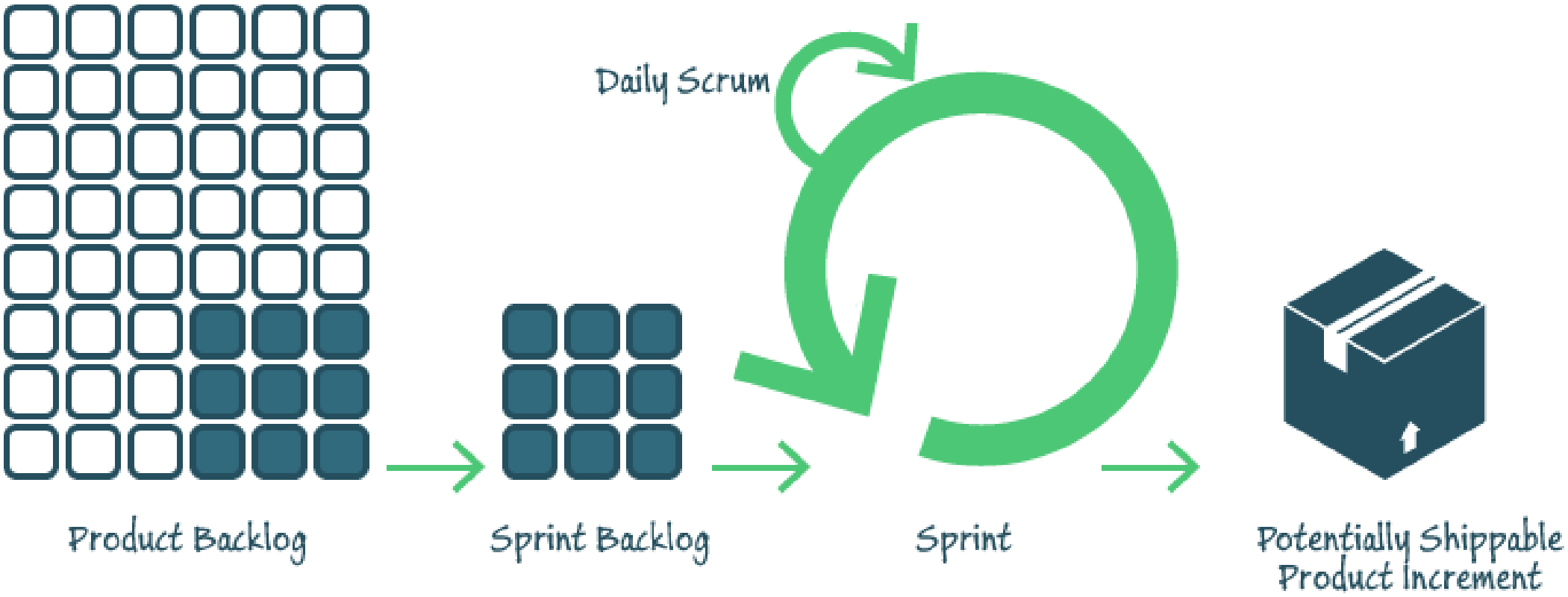
Working in a Sprint

Scrum Process



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Doing the Work through the Sprint Backlog

Once a story starts, work should continue until the story meets the sprint definition of done

Any team member can add, delete, or change the sprint backlog

Additional work for the sprint can emerge from existing stories in the sprint

The team wins and loses together

Scrum Master is responsible for the resolution of impediments

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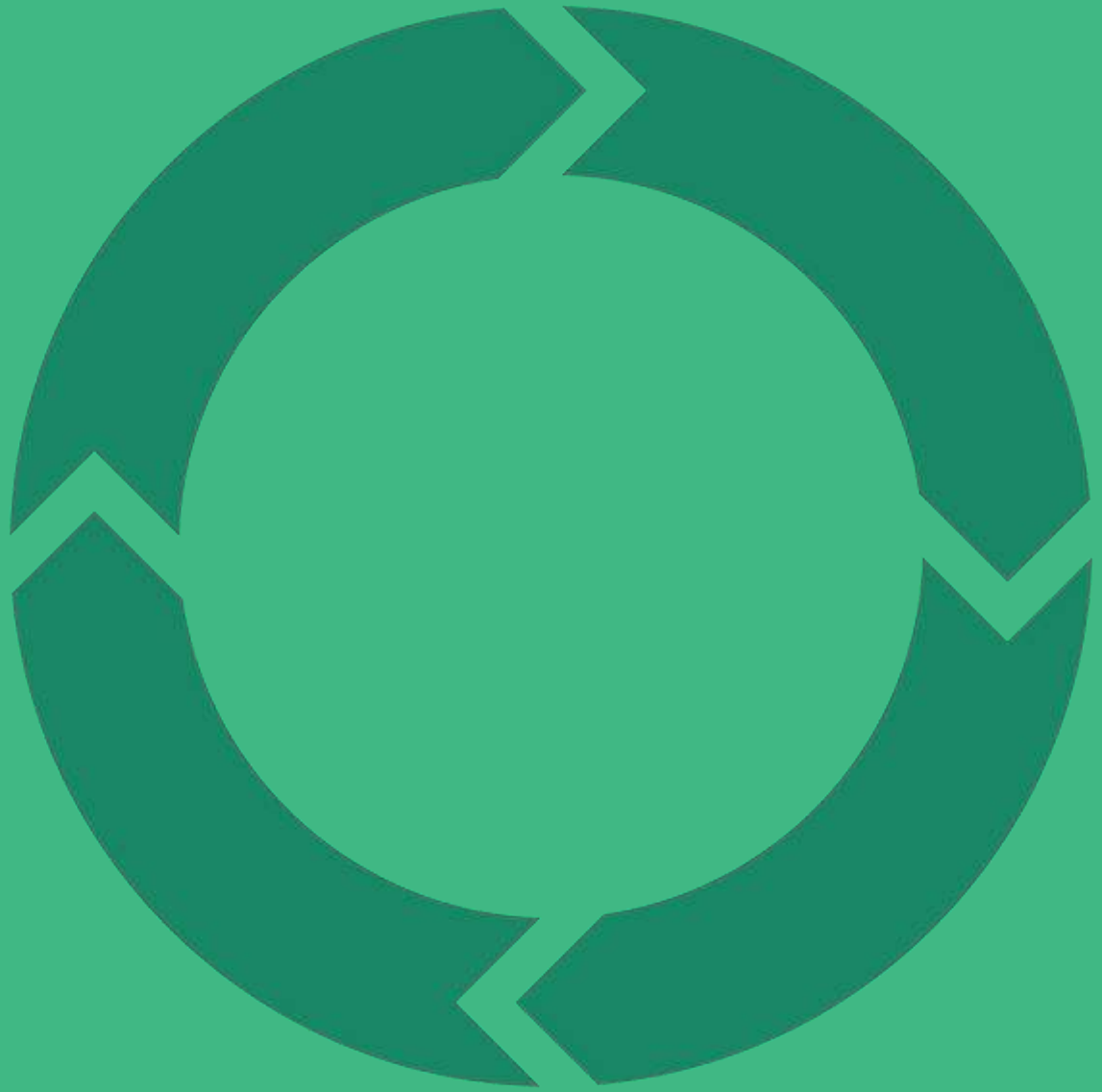

Daily Scrum

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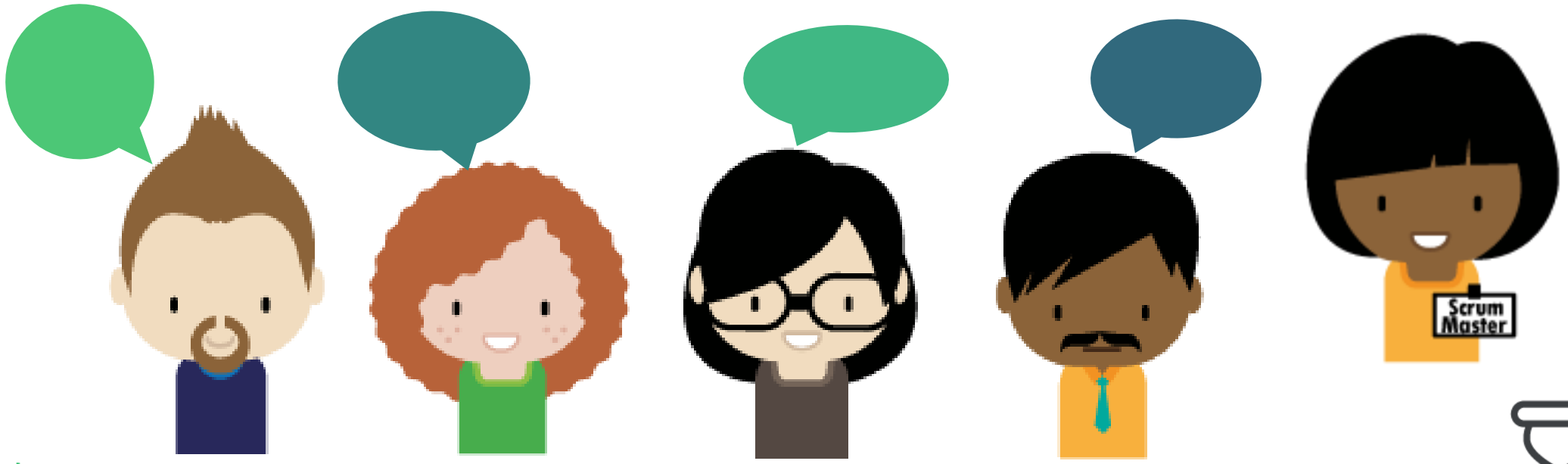
Daily Scrum Meeting

The answers three questions

What did you do yesterday?

What will you do today?

Is there anything in your way?



Daily Scrum Meeting

aka “daily standup” or “daily huddle”

Meeting must last 15 minutes or less

Anyone may attend but only the team & Scrum Master may talk

Focus on status of current work, priorities, and impediments

Daily Scrum Meetings are for coordination, not problem solving

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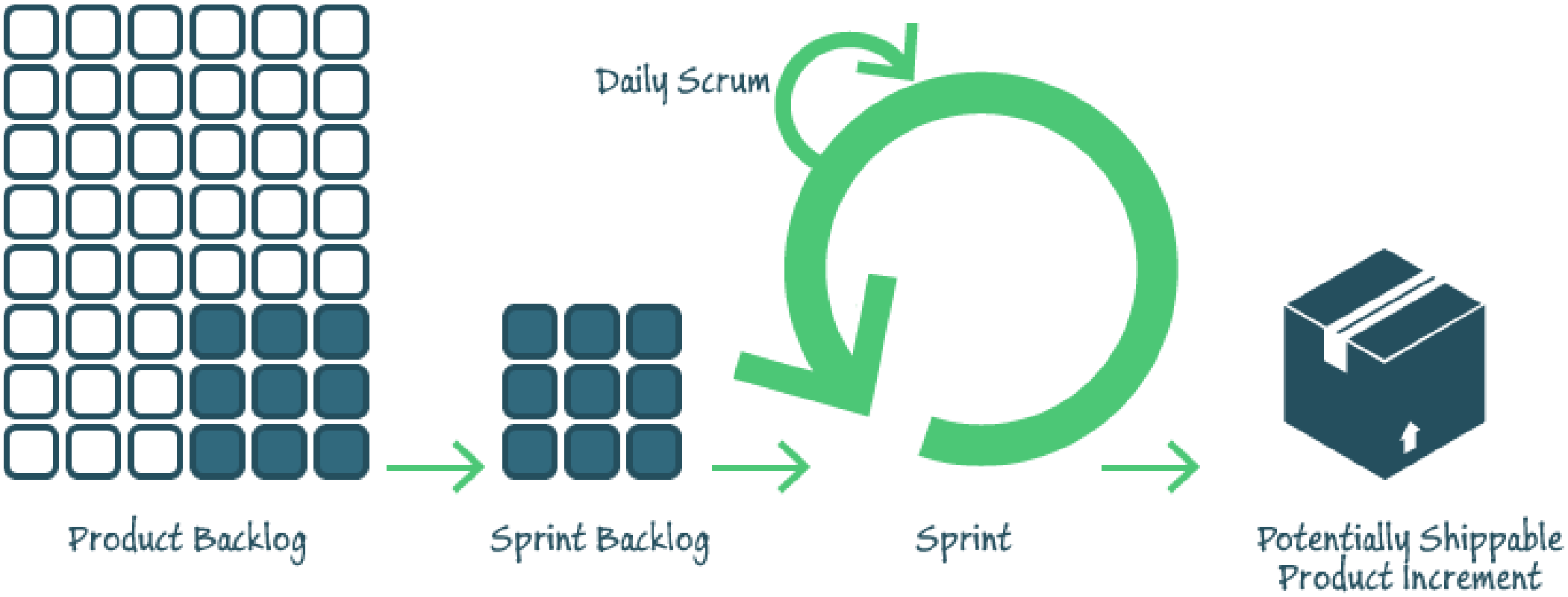
Ending a Sprint

Scrum Process



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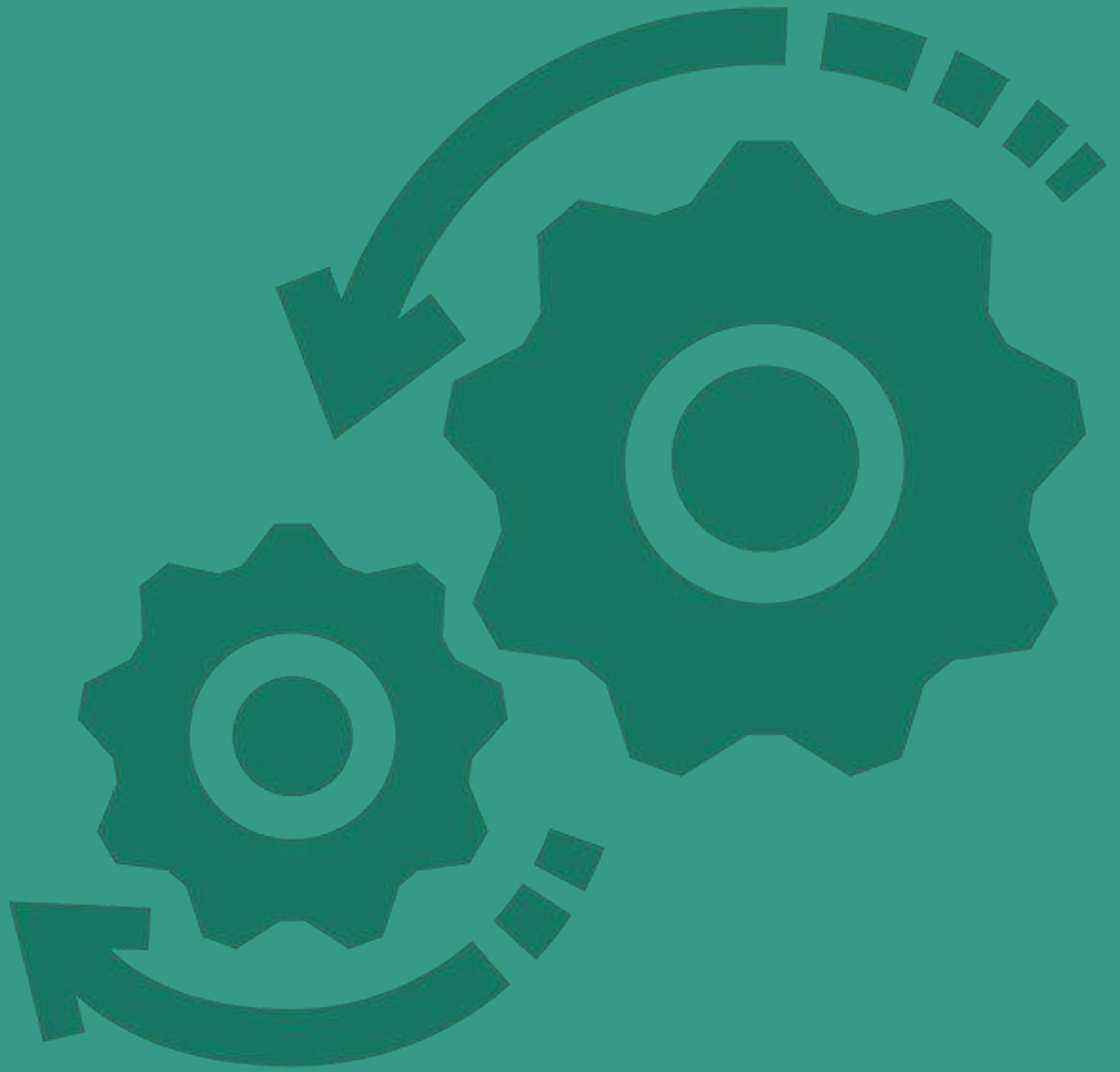

Sprint Review

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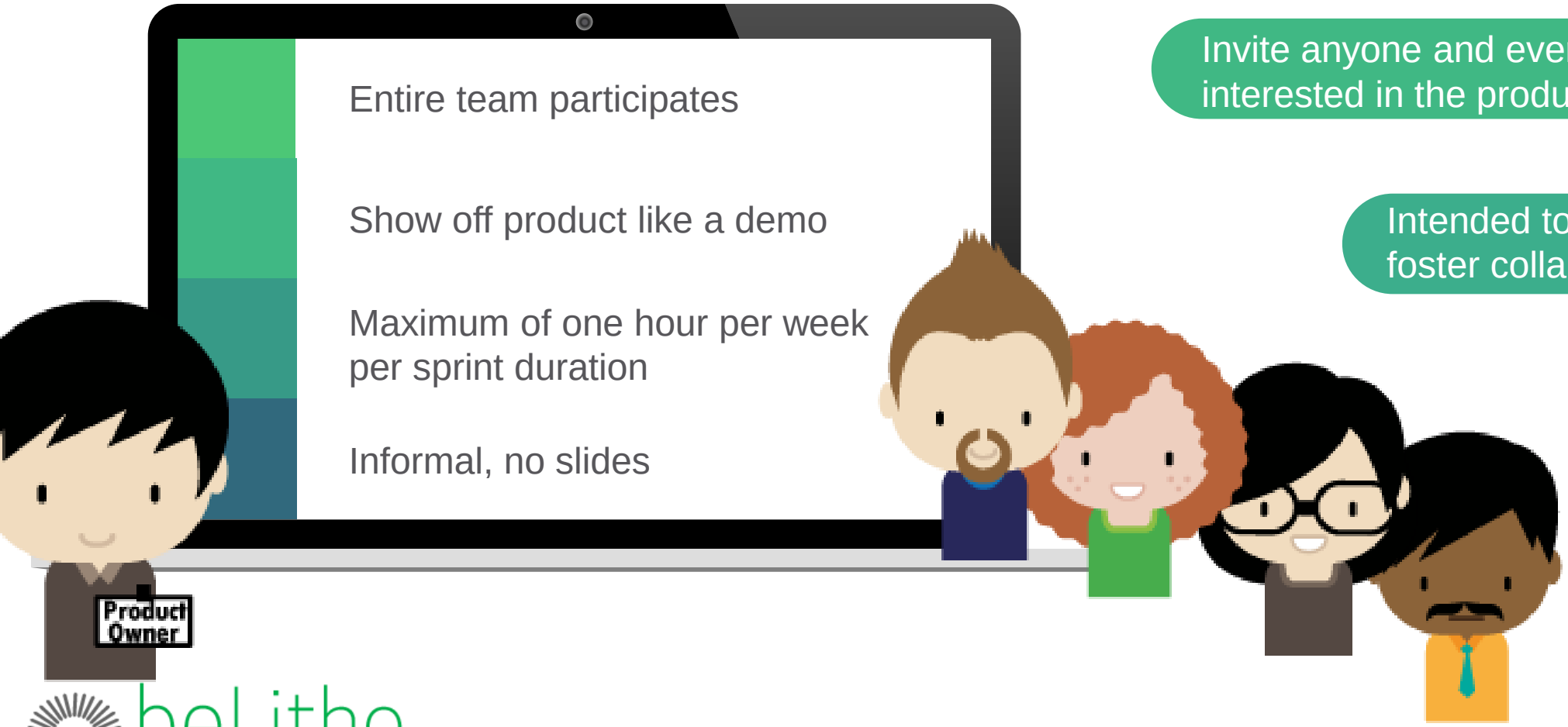
Sprint Review

Team presents what they accomplished during the sprint to the Product Owner



Invite anyone and everyone who may be interested in the product

Intended to elicit feedback and foster collaboration

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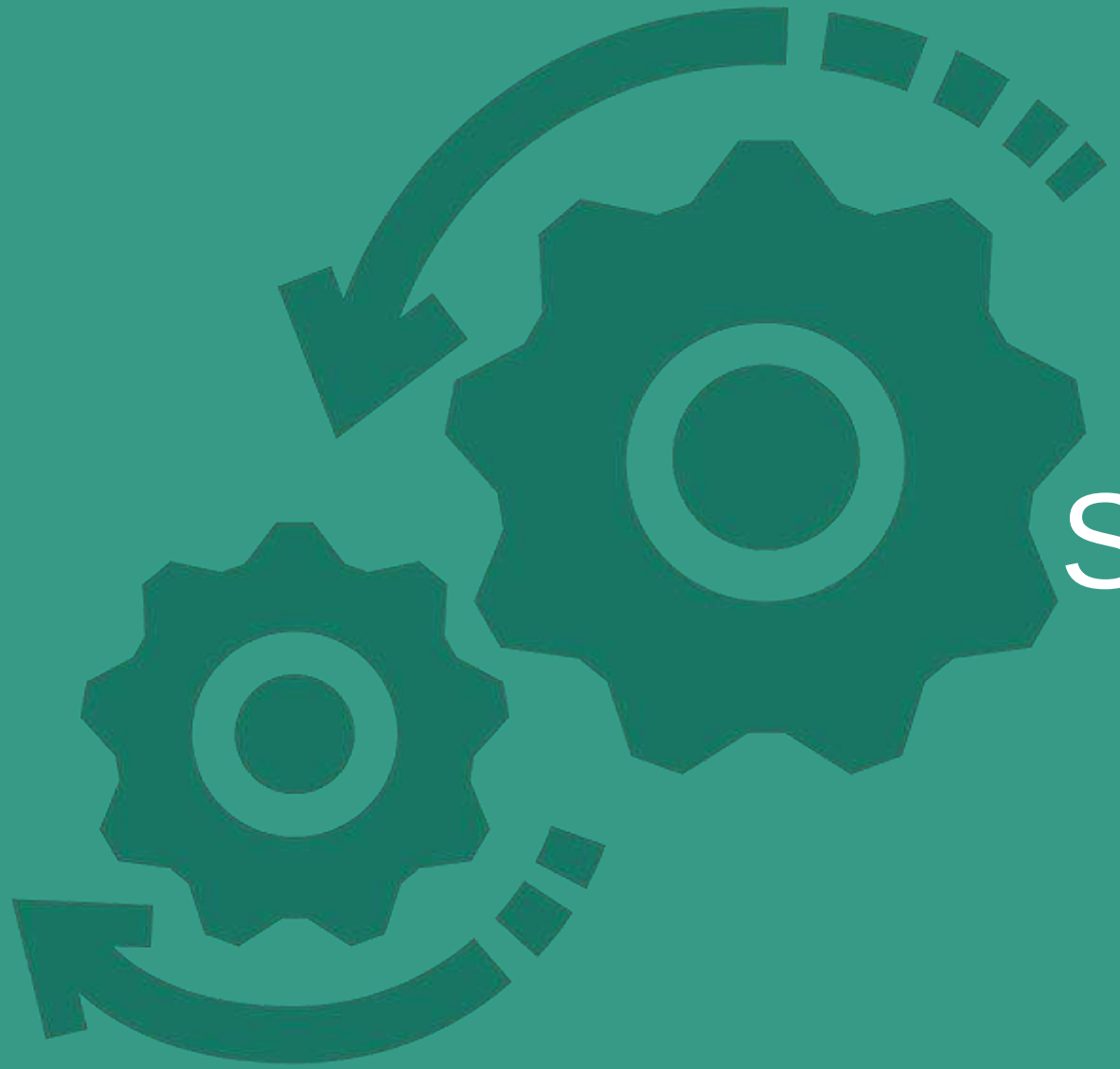

Sprint Retrospective

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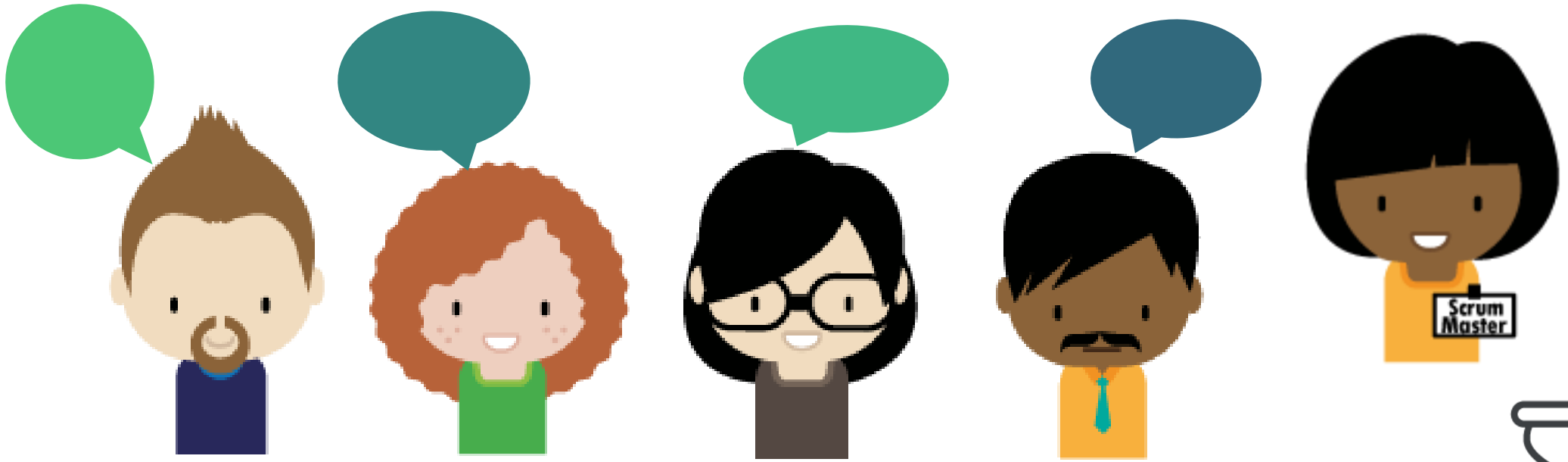
Sprint Retrospective

The answers three questions

What did we do well?

What didn't go well?

What actions do we need to take moving forward to fix #2?



Sprint Retrospective

01 Done at the end of every sprint

02 The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next sprint

03 The results should be inputs (stories) into the backlog

04 All Scrum team members participate except for Product Owner (unless asked to participate)

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Retrospective Item to Review: Team Rules

Team Rules

These are the guidelines the team members agree to conduct themselves under in the Sprint as defined by the Scrum team.

Team Rules

1. Stories will be granular enough (when possible) to deliver within 1-2 days.

2. We will have nightly builds to integration.

3. Any team member can assist in completing any work item.

4. Any blocks should be addressed when they are encountered and mentioned in standup is not already removed.

5. Instant messaging open to teammates during the sprint.

6. Don't be late to meetings.

7. Use the "sneaker net" whenever possible and email only when necessary.

8. Don't kill the Scrum Master.

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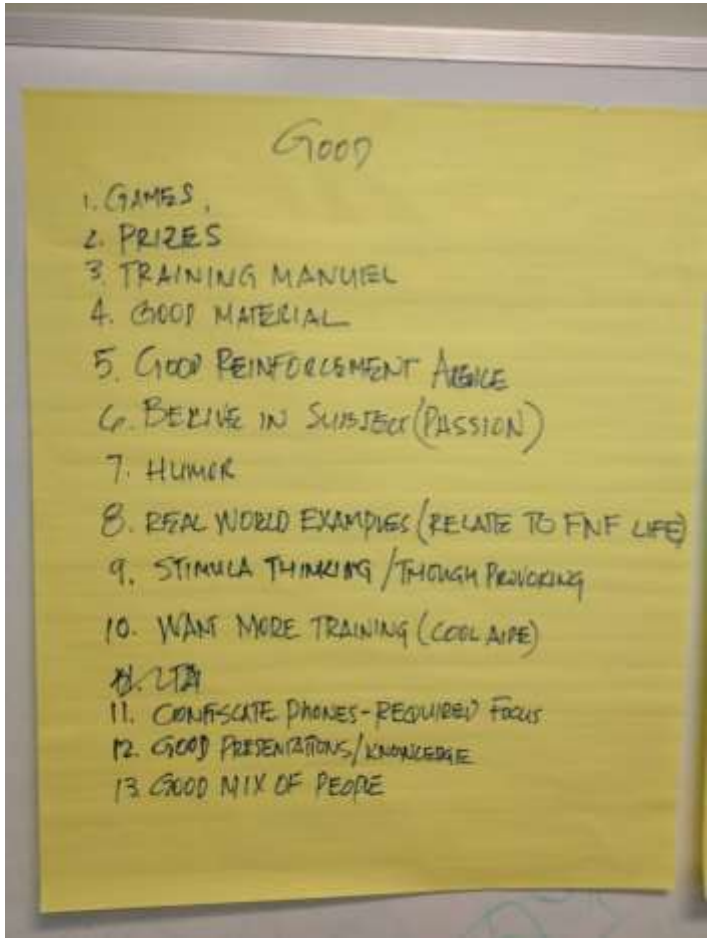
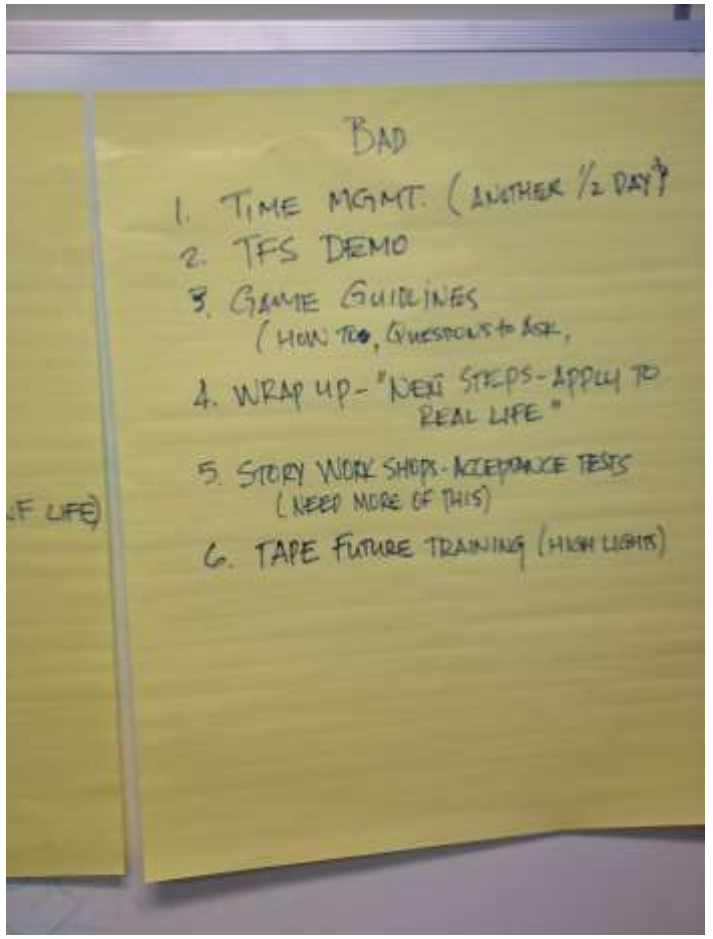
Sprint Retrospective

What should we continue to do in training?



What should we change or stop doing?



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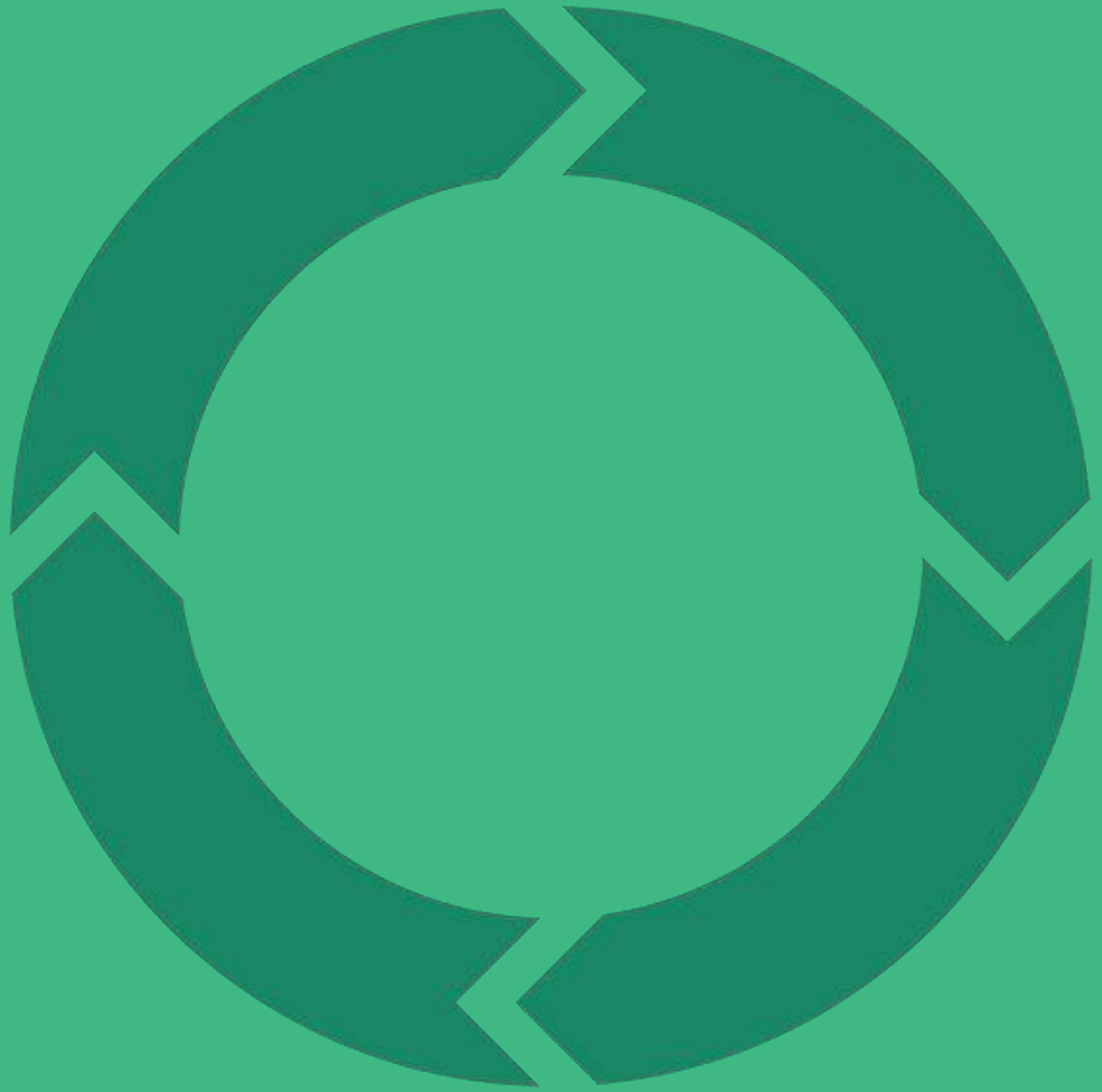

Wrap-Up

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Helpful Reference Material

Sites & Organizations

Scrum Alliance
www.scrumalliance.org

Scrum.org
www.scrum.org

Agile Alliance
www.agilealliance.org

Mountain Goat Software
www.mountaingoatsoftware.com

Leading Agile
www.leadingagile.com

beLithe
www.beLithe.com

Text

Scrum: A Breathtakingly Brief and Agile Introduction

Scrum: The Art of Doing Twice the Work in Half the Time

Succeeding with Agile: Software development Using Scrum

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Wrap Up

Changing Methodologies

Retrospective & Survey

Staying in Touch

Leveling the field for success through agility.