# Scrum

The Essence

What is Scrum?

Scrum is a framework that allows you to create your own lightweight process for developing new products.

Scrum is simple.
It can be understood and implemented in a few days.
It takes a lifetime to master.

"Scrum is not a methodology – it is a pathway"

– Ken Schwaber (Boulder, Co, Nov. 2005)

The Empirical Process

Plan

Execute

Reflect

The Core of Scrum

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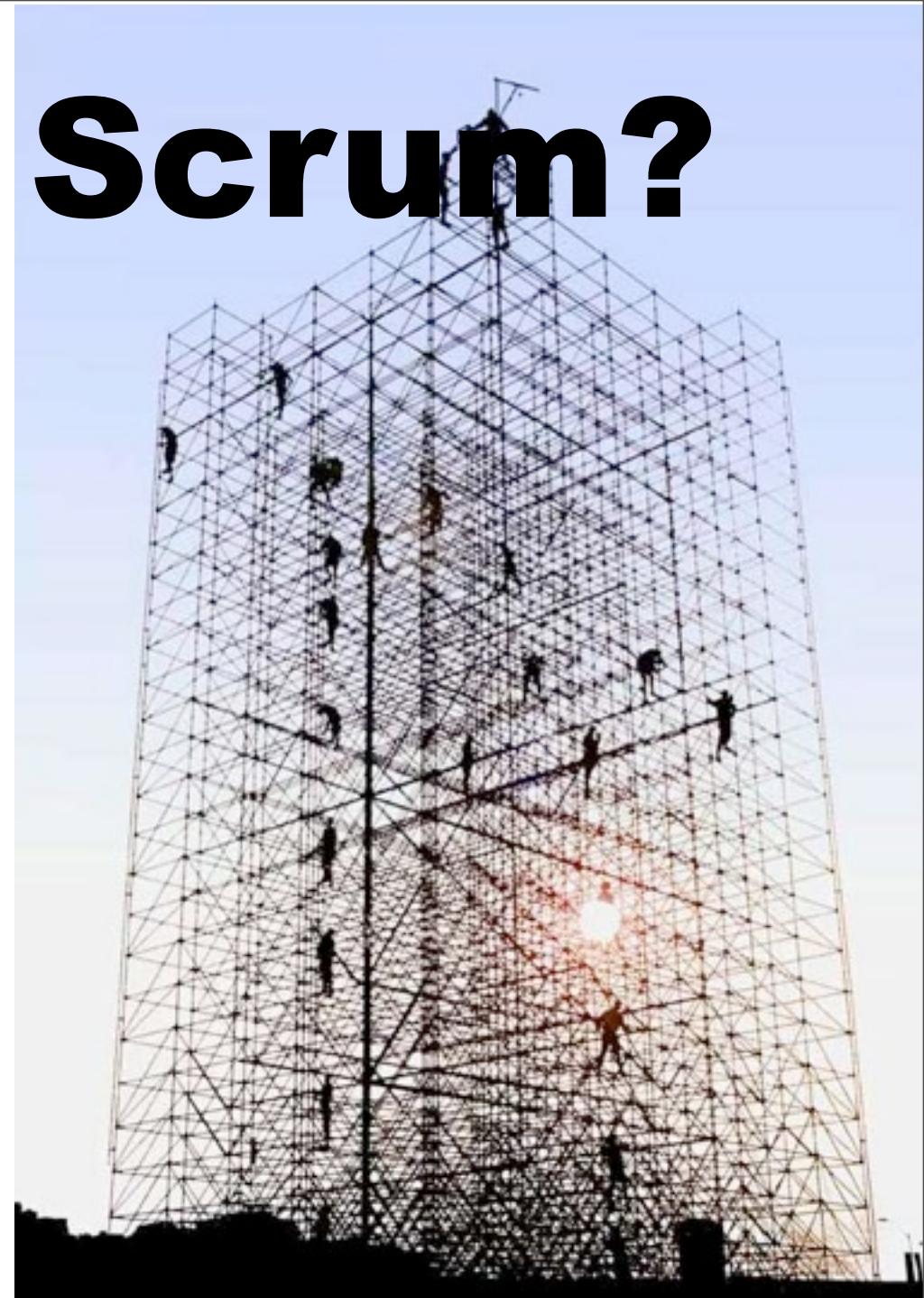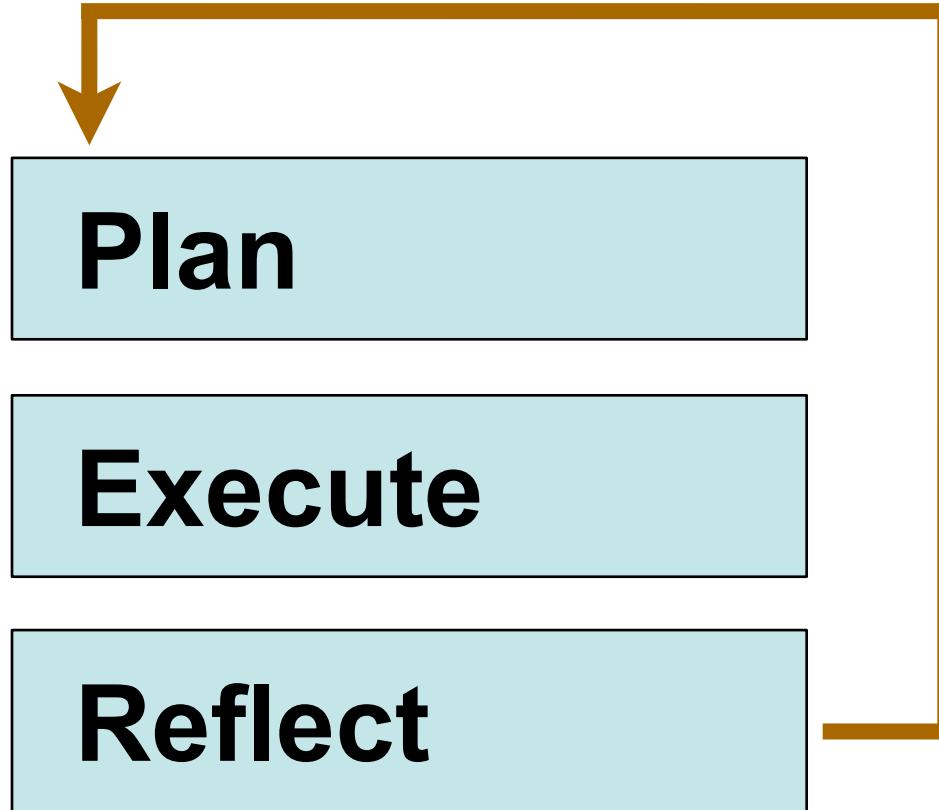
When is Scrum Appropriate?
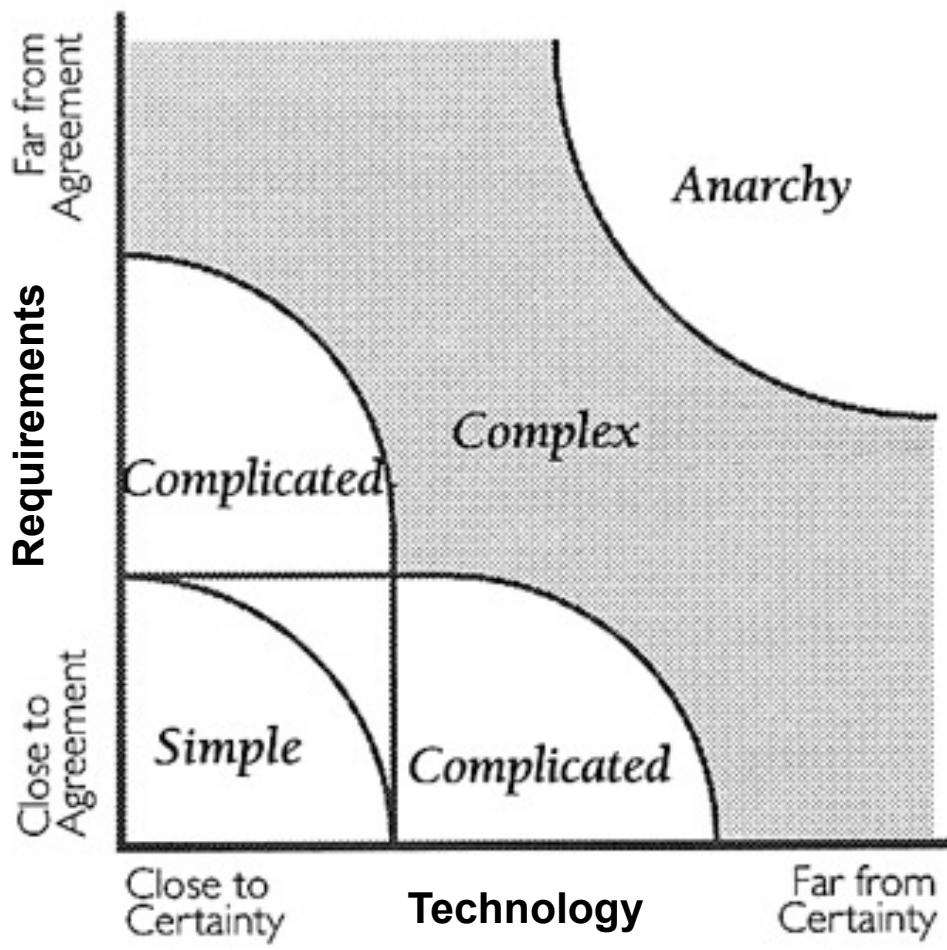
- Scrum works best when the problems to be solved lie in the Complex Space.

- New Product Development Work and Knowledge Work both tend to exist in the Complex Space.

- Research lies in the Anarchy space

- Maintenance lies in the Simple Space

The Curve of Change

the Virginia Satir Change Process Model
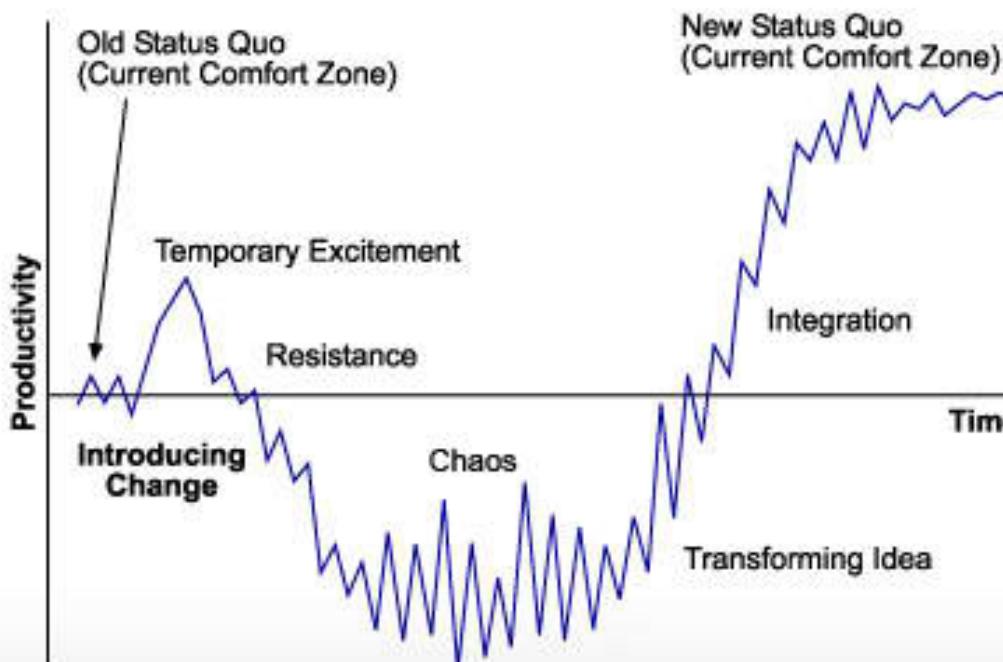
The situation sometimes gets worse before it gets better

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The Scrum Space

Play
Explore
Enquire
Discover
Communicate
Collaborate
Push Your Edge
Take Risks

Dare to Fail

Scrum is a Dance

Follow the rules and discover your team's innate creativity

Break the rules and watch it all fall apart

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Scrum will help you fail in 30 days or less

-- Ken Schwaber, c2001

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Scrum Values

Courage
Trust
Transparency
Congruence
Humility

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The Scrum Foundation

- **Empiricism**
- **Self-organization**
- **Collaboration**
- **Prioritization**
- **Rhythm**

Empiricism

Detailed up-front planning and defined processes are replaced by just-in-time inspect and adapt cycles

Self-organization

Small teams manage their own workload and organize themselves around clear goals and constraints

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Collaboration

Scrum leaders, product visionaries and customers collaborate with developers – they do not manage or direct them

Prioritization

Work on the most important thing – do not waste time focusing on work that does not add immediate value

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Rhythm

Timeboxing creates the rhythm that drives development

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With a solid foundation...

**your process, your design and your product will emerge in the way most appropriate to your context**

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Emergence

The beauty of letting go, and trusting

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Scrum

People

Scrum Relationships
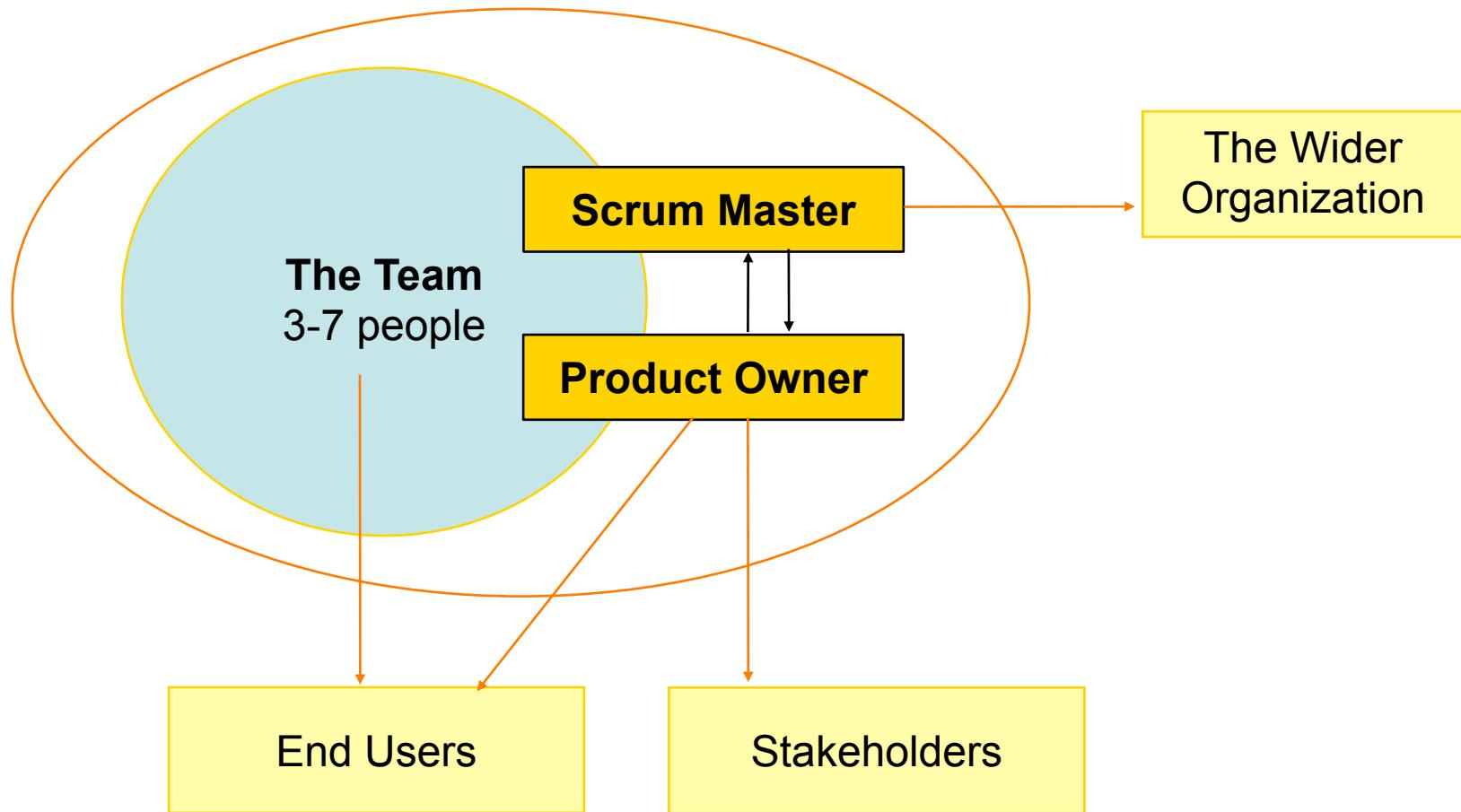
The Team
3-7 people

Scrum Master

Product Owner

The Wider Organization

End Users

Stakeholders

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Product Owner

Thought Leader & Visionary

Drives the Product Vision
Maintains the Product Backlog
Prioritizes the Requirements
Accepts the Working Software

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Scrum Master

Trouble Shooter & Servant Leader

- **Manages the Process**
- **Supports the Team**
- **Removes Organizational Impediments**
- **Socializes Scrum to Management**

Tobias Mayer, http://agilethinking.net

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The Team

5-8 Members
Cross-Functional
Self-Managing
Autonomous
Accountable for
Meeting Commitments

Team Size

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Planning

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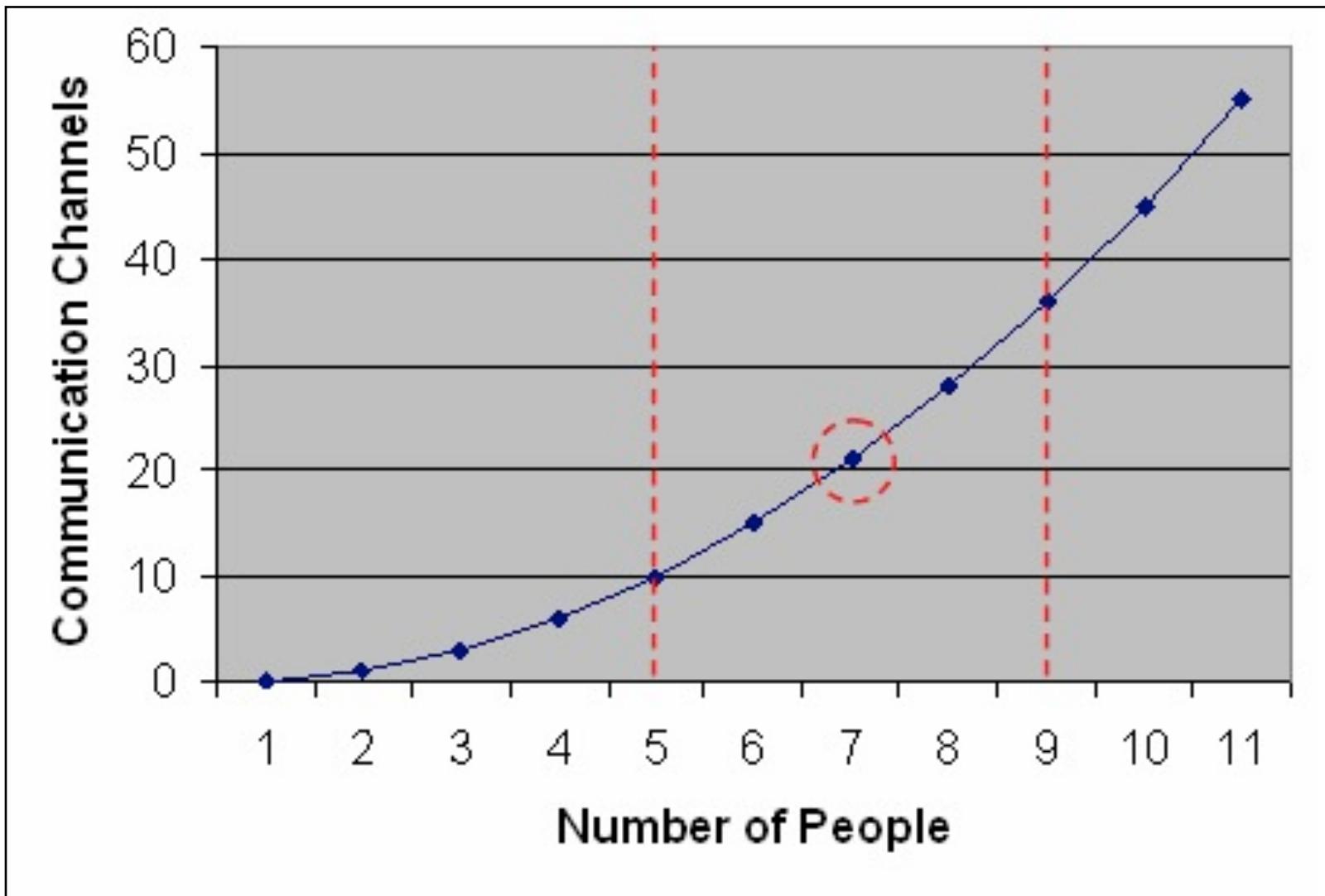
Vision Statement

A short statement of intent

A goal to aspire to

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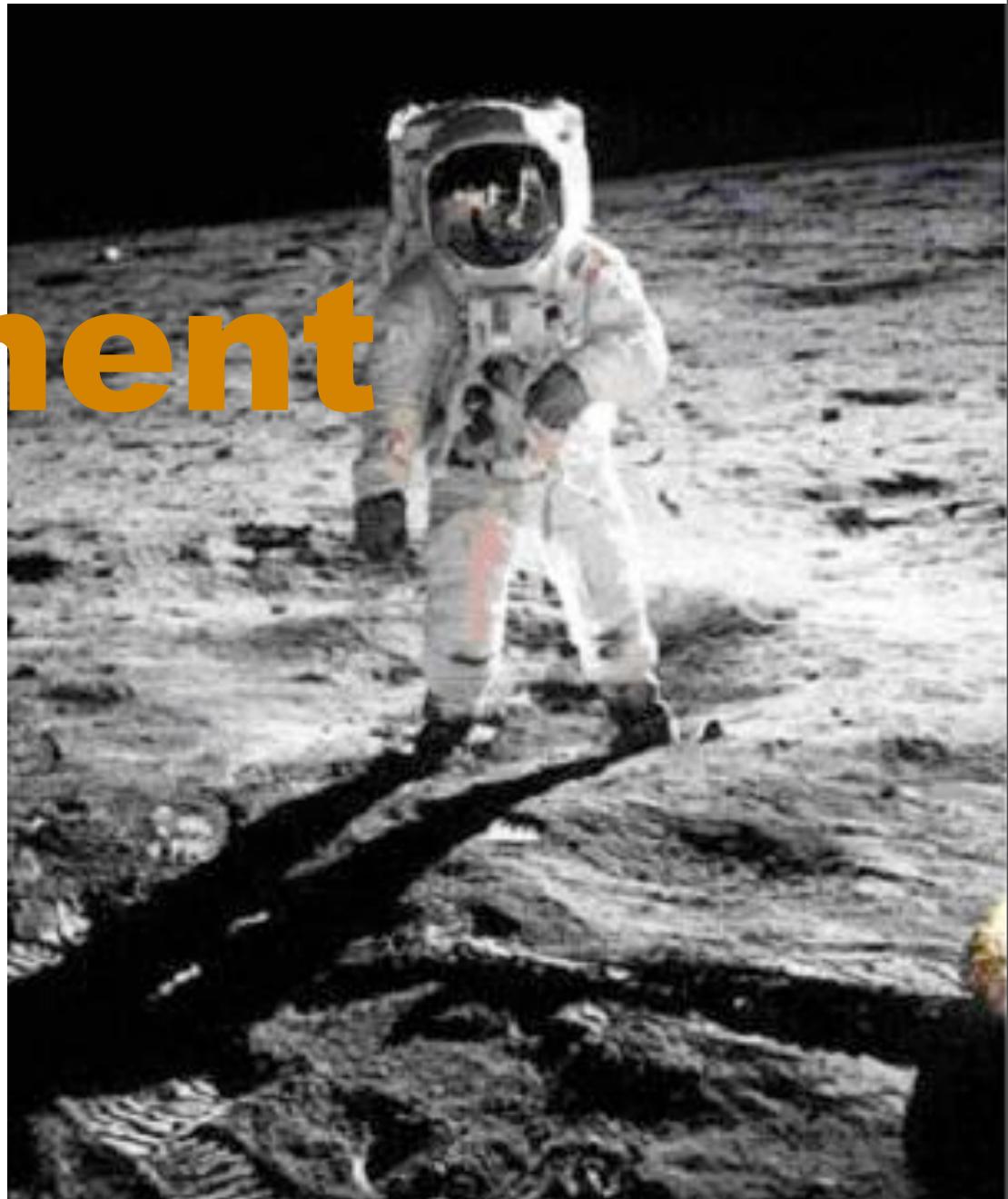
Product Backlog

A living list of requirements

The Product Backlog represents the WHAT of the system

Prioritization is essential!

Request/Response Model

Requester

WHO
The group or person
we are serving

WHY
The reason.
The desired value.

The Collaboration Space

WHAT
The suggested solution, arrived at
through requester/responder
dialog and collaboration

Responder/s

HOW
The tools, techniques and
methods the team will use
to meet the request
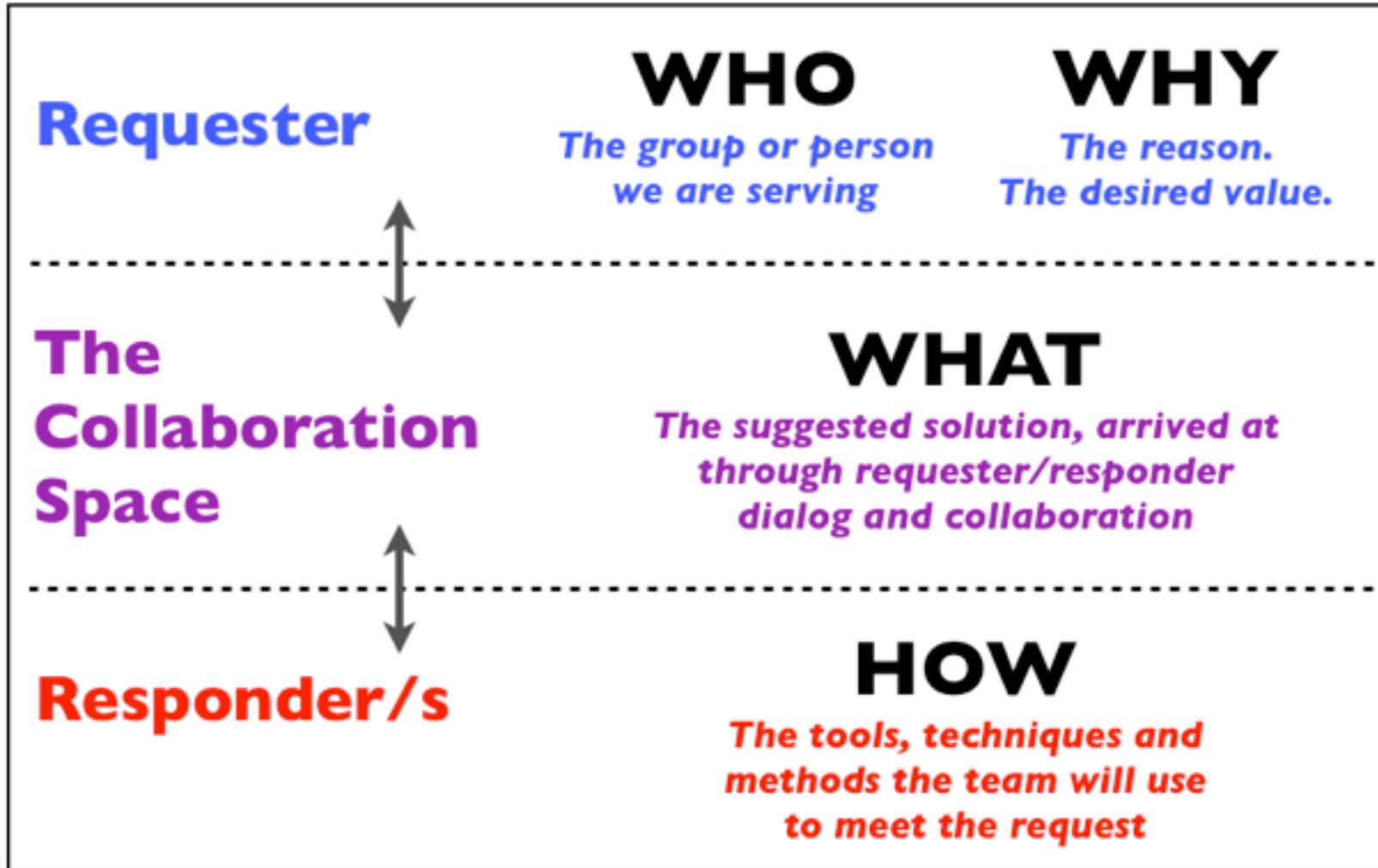
Planning 1

The team meets with the PO to discuss priorities, refine the stories, and determine acceptance criteria.

This happens initially *before* development and then iteratively, every sprint.

Feature Prioritization

- Deliver the highest value early on

- But don't neglect the bigger picture

Planning 2

Occurs at the start of each sprint. Team and PO negotiate the commitment, then the team members begin the design process and generate tasks

Sprint Goal

The vision for the sprint

The Sprint Goal is a negotiated agreement between Product Owner and Team

Scrum

Execution

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Sprint Backlog
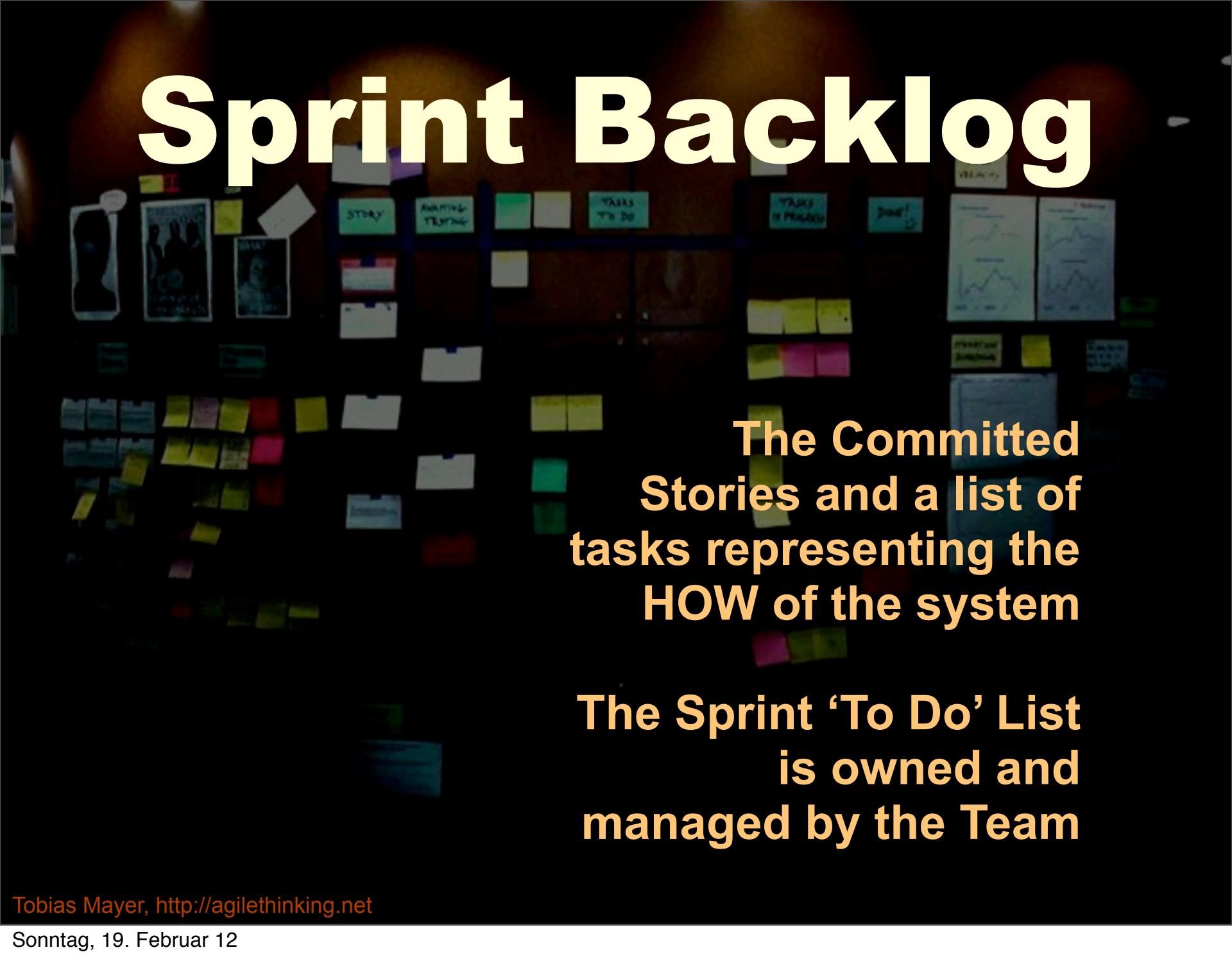
The Committed Stories and a list of tasks representing the HOW of the system

The Sprint 'To Do' List is owned and managed by the Team

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Daily Scrum

15 Minutes | 3 Questions

1. What did I complete in the past 24 hours?

2. What do I commit to in the next 24 hours?

3. What is getting in my way?

Impediment List

A list of organizational and team impediments – *with suggested solutions*

This list is maintained by the Scrum Master

Story Burndown

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Team Task Board

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Example Task Board

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"Done"

Example checklist for working software

– Unit tests pass

– Customer Acceptance tests pass

– User docs written

– UI design approved by PO

– Integrated into existing system

– Regression test/s pass

– Deployed on staging server

– …

Working Software

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Reflection

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Review

Occurs at the end of each sprint.

Inspect and Adapt the product.

The team meets with the Product Owner and the Stakeholders to demonstrate the *working software* from the sprint.

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Retrospective

Occurs at the end of each sprint.

Inspect and Adapt the process.

The team meets with the Scrum Master to look at what went well and what can be improved.

Retrospectives must conclude with individual commitments to action.
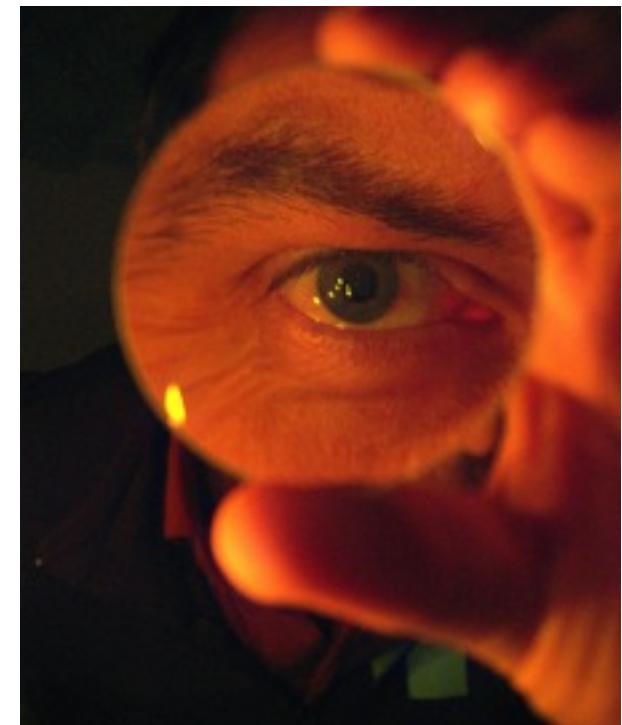
Velocity Graph

Velocity: Points Completed Per Iteration

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Scrum

In More Detail

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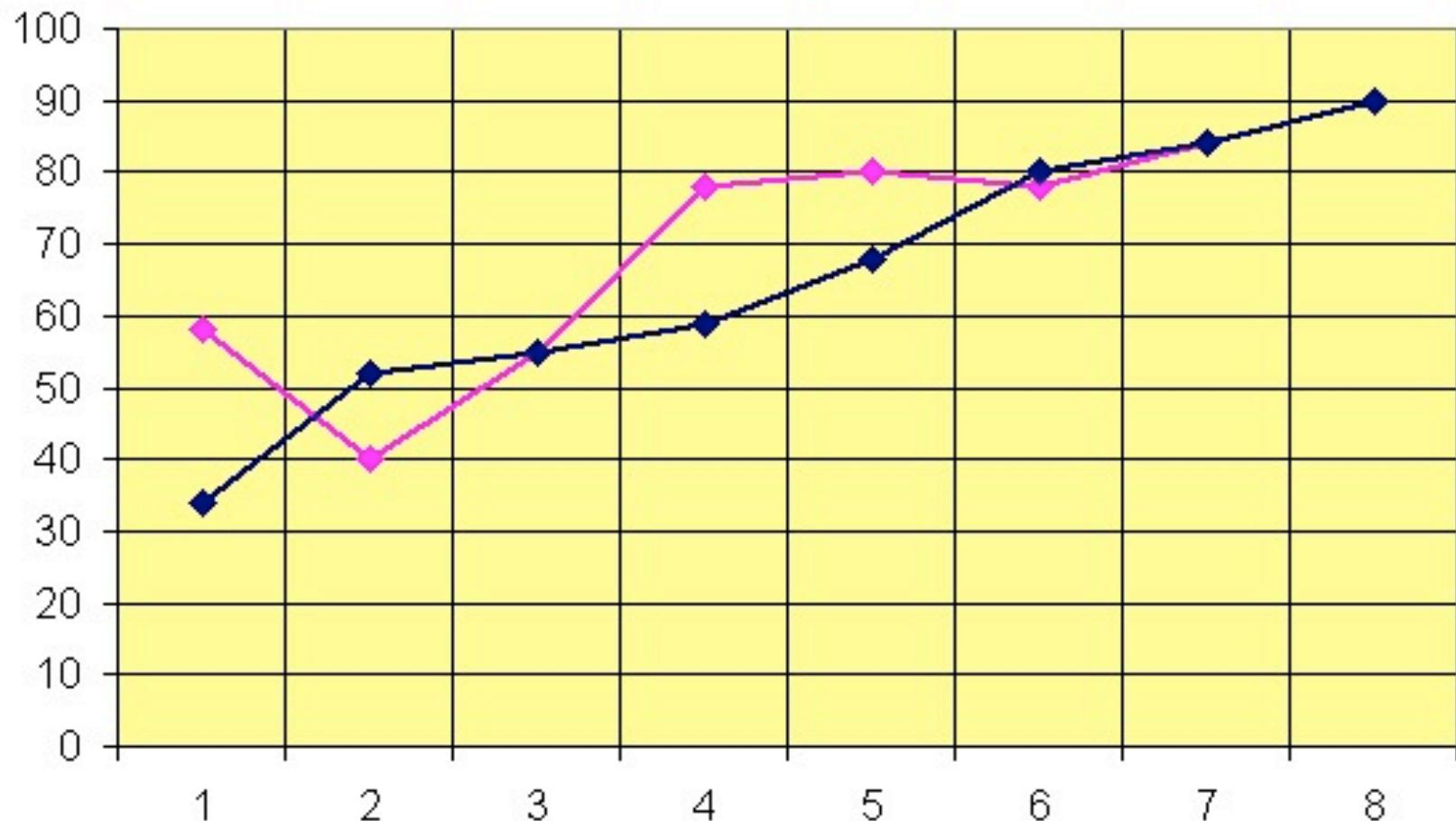
The Scrum Flow

Planning 1 in detail...

Product Backlog →

Vague Stories →

Planning 1

Product Owner

Team

Stake-holders

End Users

Scrum Master

Pruned Backlog →

Refined Stories →

Estimations →

Planning 2 in detail...

Product Backlog →

Prioritized Stories →

Theme... →

Planning 2

Product Owner

Team

Scrum Master

Committed Stories →

Task List (sprint backlog) →

Sprint Goal →

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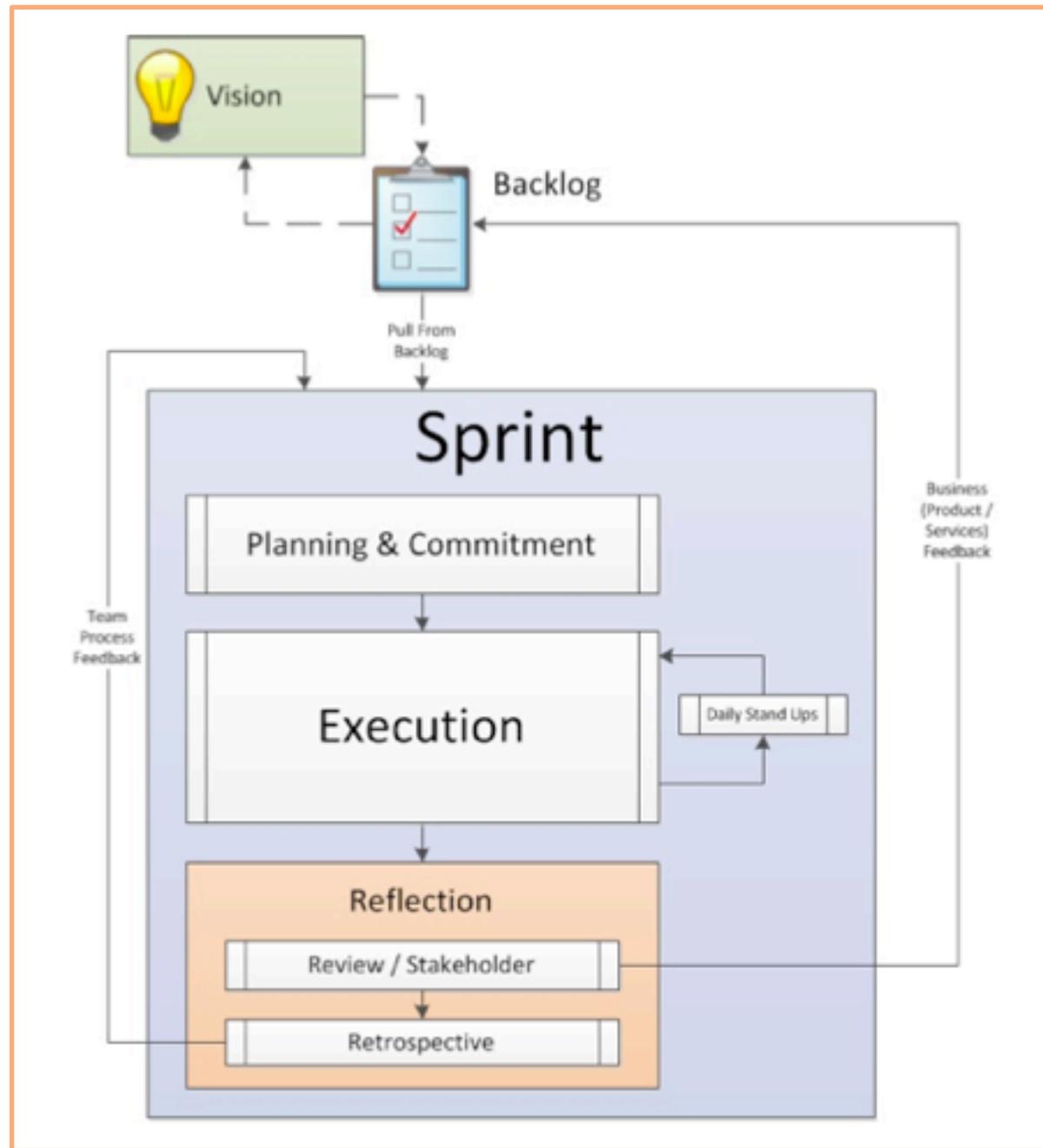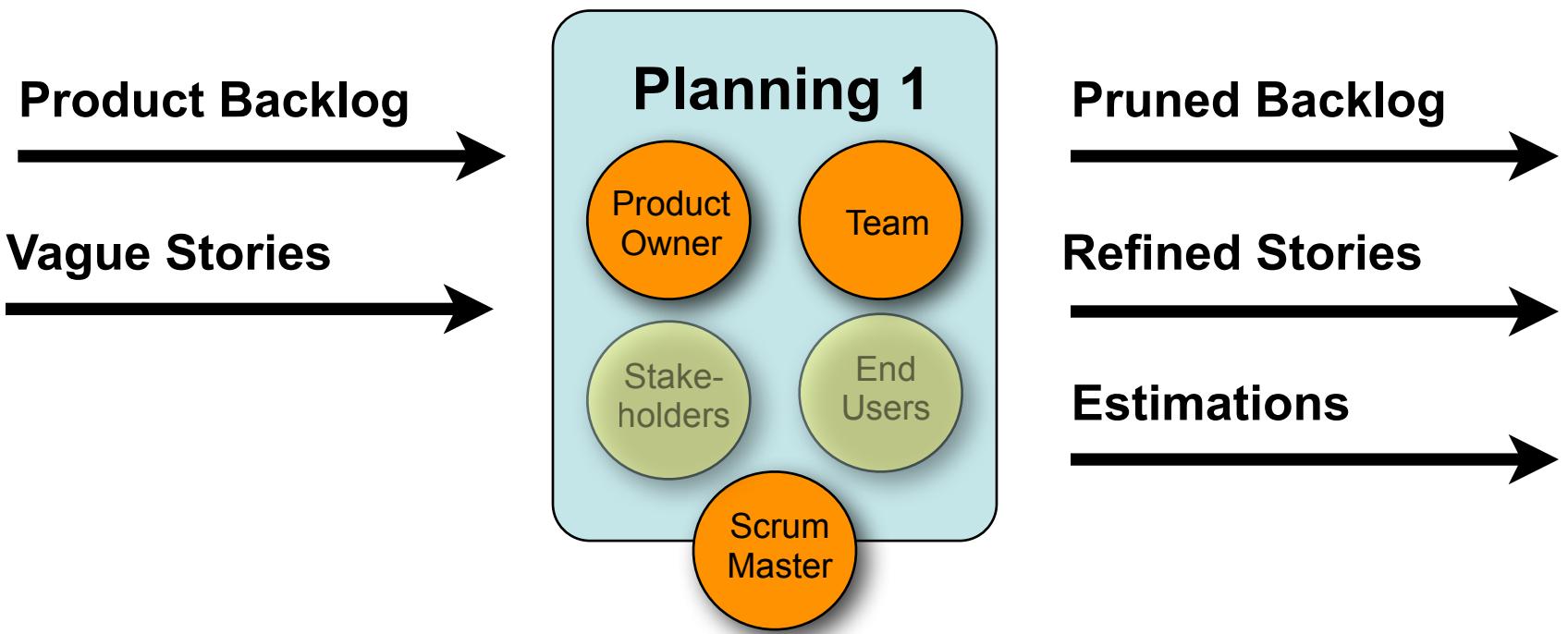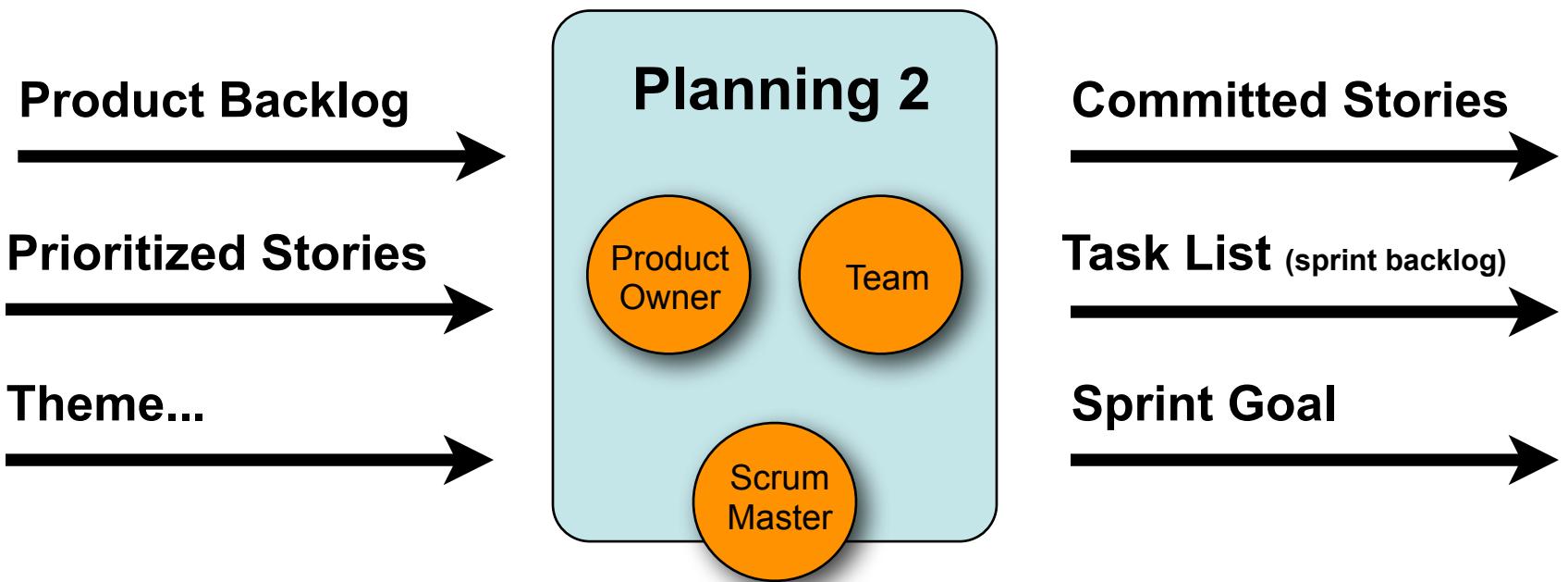
Daily Scrum in detail...

Problems...

⟶

Completed Tasks

⟶

Daily Scrum

Scrum Master

Team

Product Owner
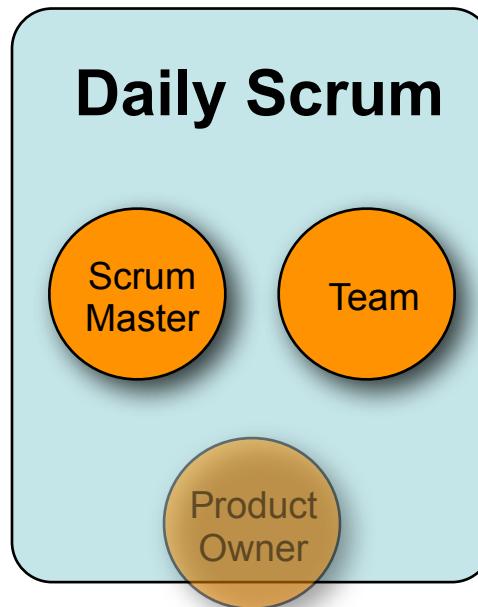
Impediment List

⟶

Commitments

⟶

Additional Meetings

⟶

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Review in detail...

Committed Stories →

Working Software →

Vision Statement →

Review

Product Owner

Team

Stake-holders

End Users

Scrum Master

New Stories →

Accepted Software →

(Updated Vision) →

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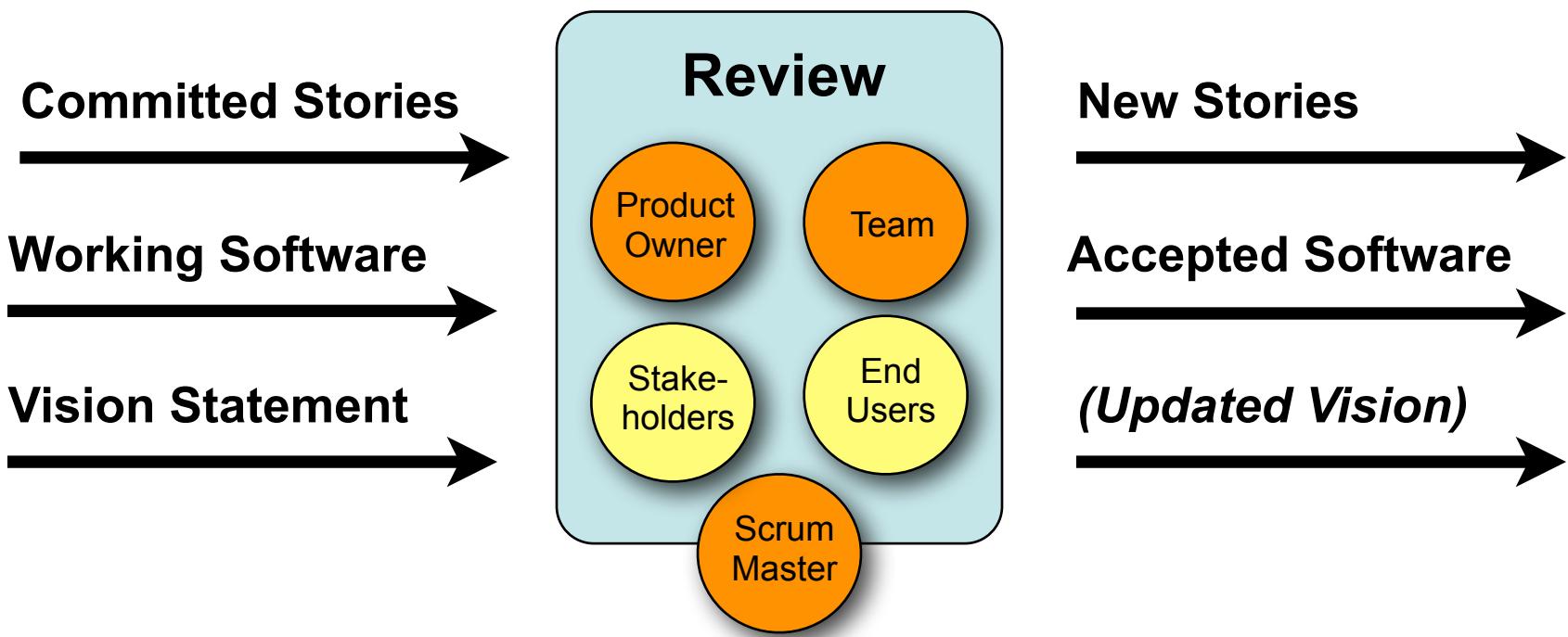
Retrospective in detail...

Metrics →

Impediments →

Reflections →

Retrospective

Scrum Master

Team

Ideas for Change →

Commitments →

Improved Process →

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Scrum

What next?
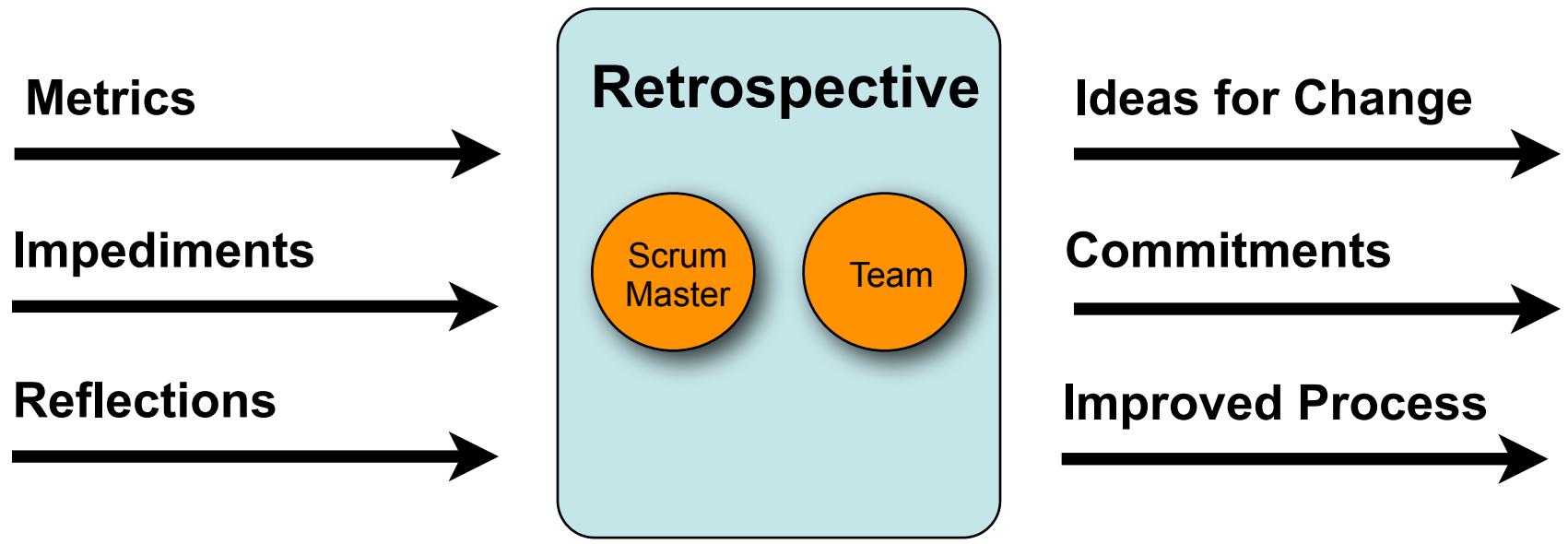
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Change

...Nothing of him that doth fade
But doth suffer a sea-change
Into something rich and strange...

William Shakespeare, "The Tempest"

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Take Action

What will you do on your first day back at work to initiate change?

Make a commitment to someone on this course

Write it down, sign it, exchange emails

Follow up!

Top Five...

- **Five books that I recommend to cultivate the Agile Mindset**

    - **Surfing the Edge of Chaos**
      Pascale, Milleman & Gioja

    - **Slack**
      Tom De Marco

    - **Artful Making:**
      Rob Austin and Lee Devin

    - **User Stories Applied**
      Mike Cohn

    - **Scrum & XP from the Trenches**
      Henrik Kniberg

Top five chairs made out of trash: something from nothing

where to now?

Start here:

**Bay Area Agile Project Leadership Network
http://bayAPLN.org**