

## **Agile Manifesto: worauf wird besonders wert gelegt?**

- Individuals and interactions
- Working software
- Customer collaboration
- Responding to change

## **Definieren Sie die SCRUM-Methode zur Software-Entwicklung.**

It is designed for teams of three to nine developers who break their work into actions that can be completed within fixed duration cycles (called "sprints"), track progress and re-plan in daily 15-minute stand-up meetings, and collaborate to deliver workable software every sprint.

## **Warum wird SCRUM zur Software-Entwicklung verwendet?**

- customers will change their minds
- maximize the team's ability
  - to deliver quickly,
  - to respond to emerging requirements, and
  - to adapt to evolving technologies and changes in market conditions.

aus: <https://www.scrumguides.org/scrum-guide.html>

## **Product Owner**

The Product Owner is the sole person responsible for managing the Product Backlog. Product Backlog management includes:

- Clearly expressing Product Backlog items;
- Ordering the items in the Product Backlog to best achieve goals and missions;
- Optimizing the value of the work the Development Team performs;
- Ensuring that the Product Backlog is visible, transparent, and clear to all, and shows what the Scrum Team will work on next; and,
- Ensuring the Development Team understands items in the Product Backlog to the level needed.

## **The Development Team**

The Development Team consists of professionals who do the work of delivering a potentially releasable Increment of "Done" product at the end of each Sprint. A "Done" increment is required at the Sprint Review. Only members of the Development Team create the Increment.

Development Teams have the following characteristics:

- They are self-organizing. No one (not even the Scrum Master) tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality;
- Development Teams are cross-functional, with all the skills as a team necessary to create a product Increment;
- Scrum recognizes no titles for Development Team members, regardless of the work being performed by the person;
- Individual Development Team members may have specialized skills and areas of focus, but accountability belongs to the Development Team as a whole.

## **The Scrum Master**

The Scrum Master is responsible for promoting and supporting Scrum as defined in the Scrum Guide. Scrum Masters do this by helping everyone understand Scrum theory, practices, rules, and values.

The Scrum Master is a servant-leader for the Scrum Team. The Scrum Master helps those outside the Scrum Team understand which of their interactions with the Scrum Team are helpful and which aren't.

### **Scrum Master Service to the Product Owner**

The Scrum Master serves the Product Owner in several ways, including:

- Ensuring that goals, scope, and product domain are understood by everyone on the Scrum Team as well as possible;
- Finding techniques for effective Product Backlog management;
- Facilitating Scrum events as requested or needed.

### **Scrum Master Service to the Development Team**

The Scrum Master serves the Development Team in several ways, including:

- Removing impediments to the Development Team's progress;
- Facilitating Scrum events as requested or needed; and,
- adaptation to organizational environments in which Scrum is not yet fully adopted and understood.

### **Scrum Events**

Prescribed events are used in Scrum to create regularity and to minimize the need for meetings not defined in Scrum. All events are time-boxed events, such that every event has a maximum duration. Once a Sprint begins, its duration is fixed and cannot be shortened or lengthened. The remaining events may end whenever the purpose of the event is achieved, ensuring an appropriate amount of time is spent without allowing waste in the process.

### **The Sprint**

The heart of Scrum is a Sprint, a time-box of typically two weeks during which a "Done", useable, potentially releasable product Increment is created. Sprints have consistent durations throughout a development effort. A new Sprint starts immediately after the conclusion of the previous Sprint.

Sprints contain and consist of the

- Sprint Planning,
- Daily Scrums,
- the development work,
- the Sprint Review, and the
- Sprint Retrospective.

During the Sprint:

- Scope may be clarified and re-negotiated between the Product Owner and Development Team as more is learned.

### **Sprint Planning**

The work to be performed in the Sprint is planned at the Sprint Planning. This plan is created by the collaborative work of the entire Scrum Team.

Sprint Planning answers the following:

- What can be delivered in the Increment resulting from the upcoming Sprint?

By the end of the Sprint Planning, the Development Team should be able to explain to the Product Owner and Scrum Master how it intends to work as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment.

### **Daily Scrum**

The Daily Scrum

- is a 15-minute time-boxed event for the Development Team.
- is held every day of the Sprint.
- is held at the same time and place each day to reduce complexity.

questions to be answered by each team member:

- What did I do yesterday that helped the Development Team meet the Sprint Goal?
  - What will I do today to help the Development Team meet the Sprint Goal?
  - Do I see any impediment that prevents me or the Development Team from meeting the Sprint Goal?
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### **Name examples of latest management fads in combination with 'Agile'**

- Lego Serious Play (LSP)
- Ball Point Game

### **What has become 'dangerous' about 'Agile'?**

That it is applied to companies/organizations, in particular big ones that should become more flexible nimble.

### **Stilblüten im Agile-Kontext, die von einem Kult zeugen**

Agile ambassador, Agile Evangelist, Agilists, Agile Practice Leader, Scrum-of-scrums, Kombination Scrum + Kanban = Scumban