

TidBIT

Scrum is a framework that provides guidance and rules for success. The Scrum framework does not provide guidance on how to achieve a specific outcome. That's where patterns come in: "A pattern is a careful description of a perennial solution to a recurring problem" (Alexander, et al.). Some say that Scrum is like a game, and to win and truly improve, one must have "the spirit of the game." The book *A Scrum Book: The Spirit of the Game* was created to capture patterns from highly successful Scrum Teams. As part of a Scrum Team, it is helpful to be aware of these patterns and apply them whenever possible.


References


Alexander, C., Ishikawa, S., & Silverstein, M. (1977). *A pattern language: Towns, buildings, construction*. Oxford Univ. Press.

Sutherland, J. & Coplien, J.O. (2019). *A Scrum book: the spirit of the game*. Pragmatic Bookshelf.



Required Resources

Note: A text version with descriptive alt-text for the images in the Module Eight resources is available: [CS 250 Module Eight Resources Alt-Text Word Document](#) 
([course_documents/CS%20250%20Module%20Eight%20Resources%20Alt-Text.docx?isCourseFile=true&ou=2019621](#)).

Textbook: *The Project Manager's Guide to Mastering Agile* 
([https://search.ebscohost.com/login.aspx?direct=true&custid=shapiro&authtype=athens,ip&db=nlebk&AN=937009&site=ehost-live&scope=site](#)), Chapter 12

Chapter 12, Scaling Agile to an Enterprise Level, outlines the challenges inherent in incorporating the agile methodology into an enterprise that may not be ready to do so. As you read, consider the following:

- Why is implementing agile at the enterprise level more challenging?
- Why is there a greater need for tools at an enterprise level?

Textbook: *The Project Manager's Guide to Mastering Agile* 

([https://search.ebscohost.com/login.aspx?](https://search.ebscohost.com/login.aspx?direct=true&custid=shapiro&authtype=athens,ip&db=nlebk&AN=937009&site=ehost-live&scope=site)

[direct=true&custid=shapiro&authtype=athens,ip&db=nlebk&AN=937009&site=ehost-live&scope=site](https://search.ebscohost.com/login.aspx?direct=true&custid=shapiro&authtype=athens,ip&db=nlebk&AN=937009&site=ehost-live&scope=site)), Chapter 15

Chapter 15, Scaled Agile Framework, discusses the SAFe framework, which was developed by Dean Leffingwell. This is one possible way of scaling agile at an enterprise level. In this chapter, you will learn about the three levels of SAFe, including key details about each level.

Website: *SAFe for Lean Enterprises* 

(<https://web.archive.org/web/20250226105105/https://framework.scaledagile.com/safe/>).

Explore this official SAFe website to explore more about the SAFe framework and its application. The main page describes the framework and different possible configurations for SAFe. Two recommended pages on this website describe the key principles of SAFe and an “implementation roadmap” that discusses 12 key steps for implementing SAFe.


- *SAFe Lean-Agile Principles*  (<https://www.scaledagileframework.com/safe-lean-agile-principles/>).
- *SAFe Implementation Roadmap*  (<https://www.scaledagileframework.com/implementation-roadmap/>).


Reading: *The Scrum@Scale Guide*  (<https://www.scrumatscale.com/scrum-at-scale-guide/>).

This is the official Scrum@Scale Guide, which describes the purpose, components, and events of Scrum@Scale. It also briefly describes the Scrum Master and Product Owner cycles, which describe the “how” and “what” of Scrum@Scale. Scrum@Scale was developed by Jeff Sutherland, one of the creators of the Scrum framework. You are not required to read the whole guide in full, but should pay attention to the framework’s purpose and components. As you read, consider the following:

- What are the different components and events of Scrum@Scale?
- What is the importance of the Scrum Master and Product Owner cycles in Scrum@Scale?
- How does Scrum@Scale compare and contrast with the other scaling frameworks?


Video: *Scrum@Scale in Under 15mins Video*  (<https://www.youtube.com/watch?v=-7gZICkXpA>) (14:32)

This video describes the basics of Scrum@Scale, including the basic purpose of scaling Scrum, and the “how” and “what” of the Scrum Master and Product Owner cycles. You will learn how these cycles help coordinate many different Scrum Teams. You will also learn about the Executive Action Team (EAT), its purpose, and its functions in the larger enterprise. A transcription of this video is available here: *CS 250 Scrum@Scale in Under 15mins Transcript Word Document*  (course_documents/CS%20250%20Scrum%40Scale%20in%20Under%2015min%20Transcript.docx?ou=2019621).

Reading: Online Nexus Guide  (https://www.scrum.org/resources/online-nexus-guide?gclid=CjwKCAjw2uf2BRBpEiwA31VZjxCb-35B-daeF1BZVBWOafc3BVzm1M-yQEYq3MllzTqp9997K91jzxoC22kQAvD_BwE)

This official reading from Scrum.org covers the Nexus framework, which was developed by Ken Schwaber, one of the creators of the Scrum framework. This reading covers the purpose of Nexus, as well as its roles, events, and artifacts. As you read, consider the following:

- What are the key roles, artifacts, and events of Nexus?
- How does Nexus compare and contrast with the other scaling frameworks?

Reading: Introduction to Large Scale Scrum (LeSS) 

(<https://less.works/less/framework/introduction#IntroductiontoLeSS>)

This reading provides a simple introduction to the LeSS framework. You will read about the background behind LeSS, its principles, and the difference between LeSS and LeSS Huge, a framework for a larger-scale enterprise. As you read, consider the following:

- What are the LeSS principles? How might they be helpful for a business enterprise?
- What are the roles, artifacts, events, and rules for LeSS?
- How does LeSS compare and contrast with the other scaling frameworks?



Additional Support (Optional)

Website: Believe in the Power of Better With Agile Education  (<https://agileeducation.org/>)

This website provides details, including links, for Agile training and industry certification.