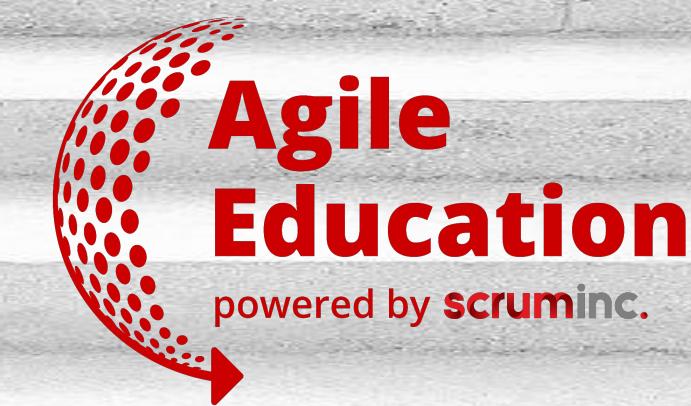


Scrum Startup for Teams (Scrum QuickStart)

by Scrum Inc.

The Scrum Framework for The way Teams work
Scrum架構的團隊工作法

敏捷大師管理顧問
AgileGrandMaster.com



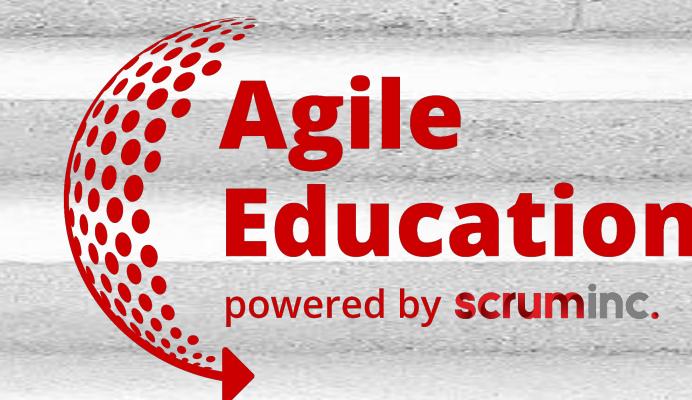
Registered Scrum Master & Product Owner

by Scrum Inc.

Teams That Finish Early Accelerate Faster (Scrum Master)
儘早完成交付的團隊加速更快

To Deliver Twice The Value at Half The Cost (Product Owner)
以一半的成本交付兩倍的價值

敏捷大師管理顧問
AgileGrandMaster.com



Welcome Liteon 光寶科技

2024年



Welcome to Scrum Startup for Teams (Scrum QuickStart)

The goal of this course:

- Gain **foundational Scrum knowledge and practices as a Scrum team members.** 作為Scrum團隊成員獲得基礎Scrum知識與實務作法。
- Understand the **Roles and Accountabilities, Events, Artifacts, Estimation** of Scrum in agile product development. 了解敏捷產品開發中Scrum的角色和職責、事件、產出物、和估算
- Continuously **improving the ways of working, and consistently delivering value.** 不斷改進工作方式，和持續交付價值

Before We Begin...

課程開始之前

We'd love to introduce ourselves
先介紹我們是誰

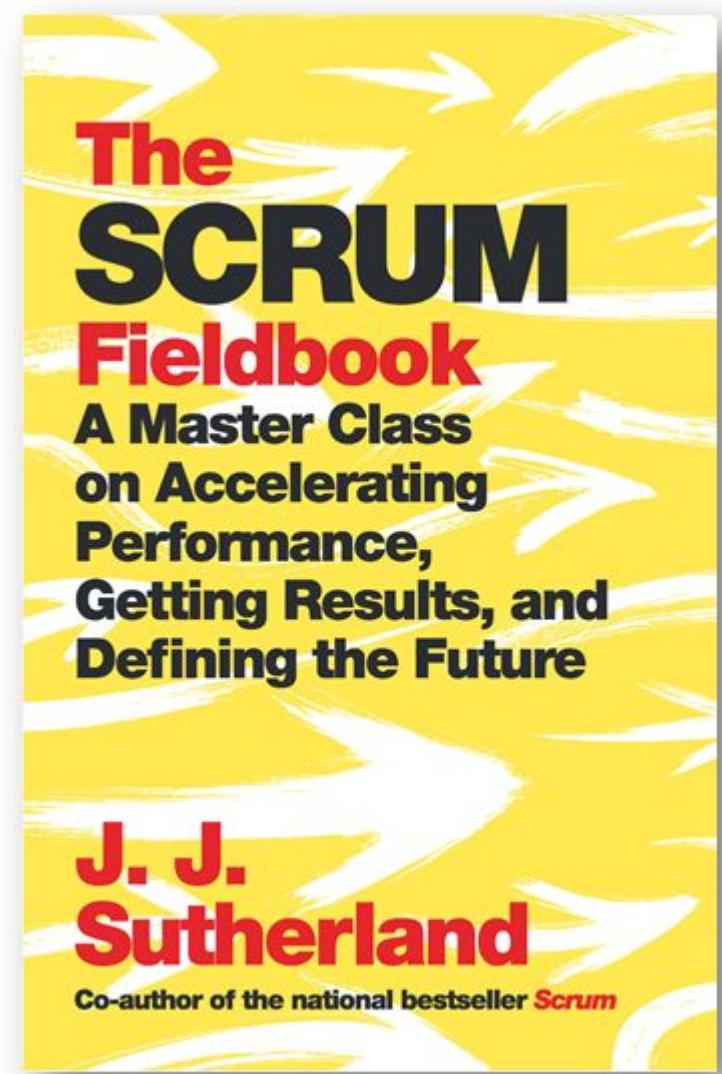
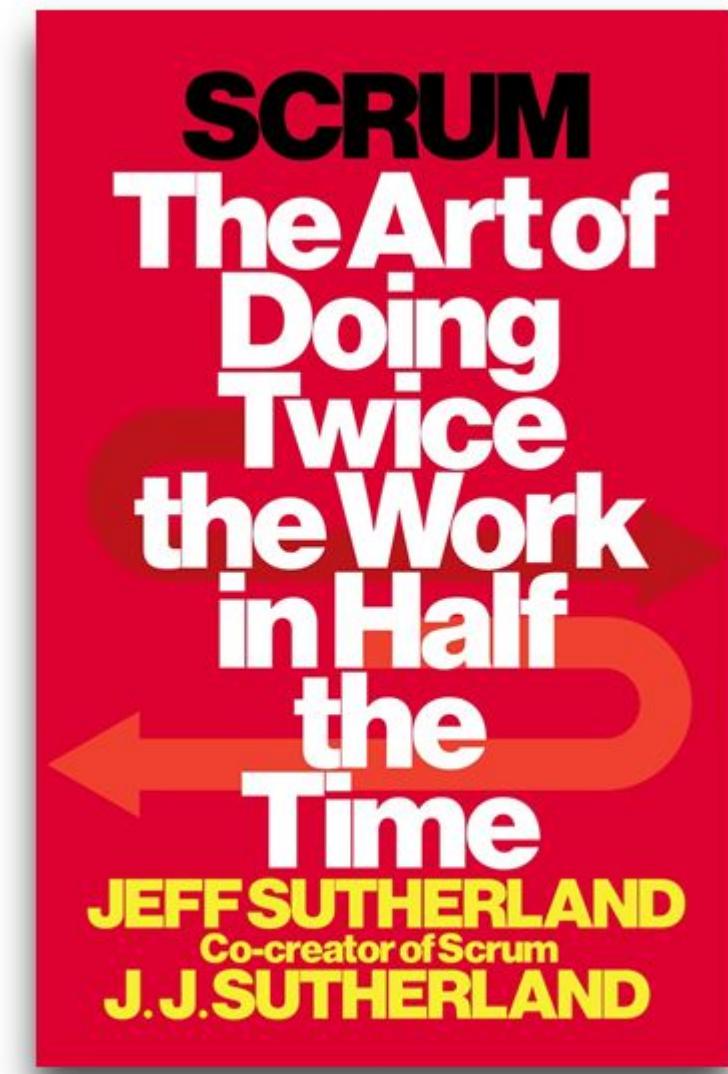


Ken Schwaber & Jeff Sutherland

The Scrum Guide

The Definitive Guide to Scrum: The Rules of the Game

November 2020



Andrew Lin 講師/企業教練/顧問



- Scrum之父 Dr. Jeff Sutherland/Scrum Inc. 親自面試培訓認證
首位華人Scrum/大規模化多團隊Scrum 講師、旗下嫡傳目前唯一台灣背景認證中英文講師Scrum Trainer (Registered Scrum Trainer)
- 大規模化Scrum講師 / 顧問 (Registered Scrum@Scale Trainer)
- Scrum Inc. 聘任專業顧問
- Scrum Inc. 亞洲區以及大中華地區**Train the Trainer**評審
- 旅美近三十年, IT背景, 運用Scrum實戰帶隊演練近二十年, 提供企業敏捷數位轉型之教練顧問諮詢服務
- Scrum授課諮詢導入: 上市電子公司、上市ODM公司、Yahoo、ViewSonic優派國際、Peloton美商派樂騰運動科技、巴黎管顧(法國巴黎保險)、經理人月刊、卡通頻道(Cartoon Network)、和碩科技、無限客製、健行筆記、等等
- 經理人月刊及專案管理雜誌專欄作者



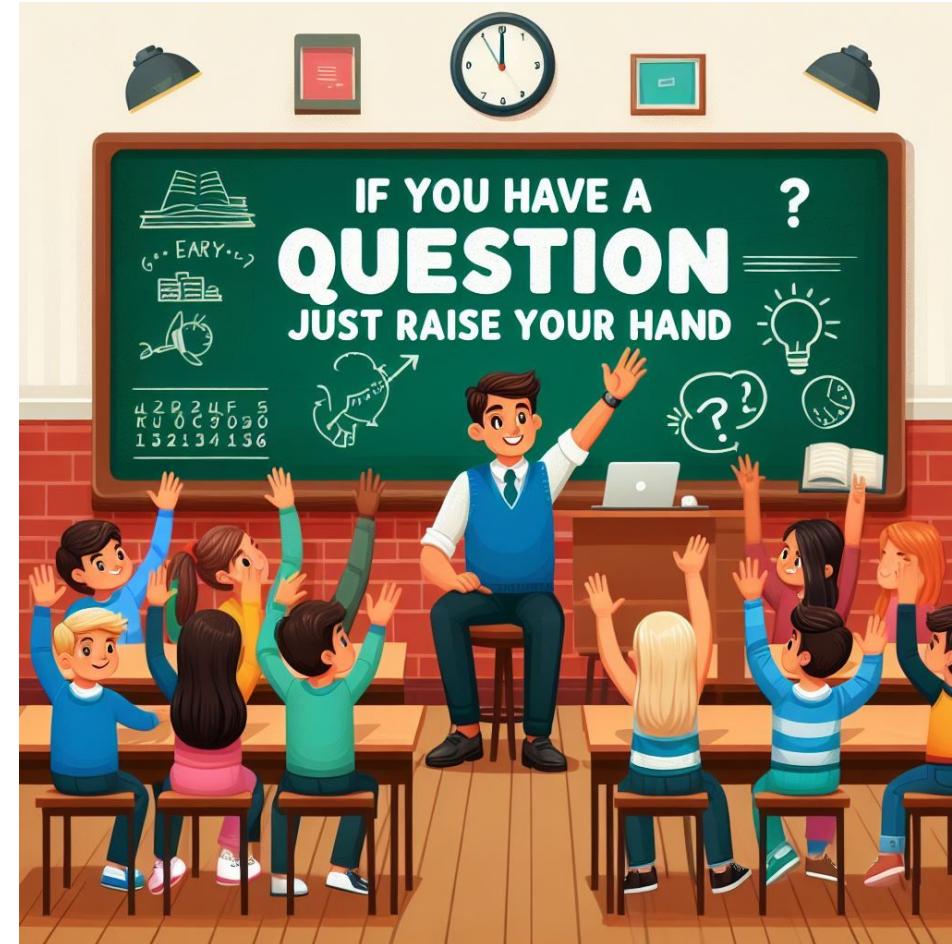
經理人

scruminc.

Our Working Agreement 工作協議



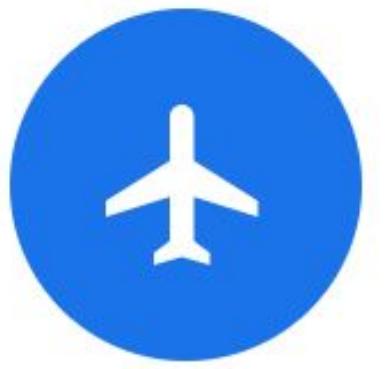
Participates & Collaborates



Raise your hand for question



Respect the Timebox



Airplane mode
Check Out / In



Safe Place



Andrew Lin



Together in Conference Room
and Turn camera ON

What would you like to add?
您想添加什麼？

Class Logistics 課程排定

- We will be together for **3 day**
- The **first 5 hours** are for Scrum Startup for Teams (Scrum QuickStart)
- We will start at **9:00 AM** to 12:00 noon with 15 mins break in betweens, and one hour lunch, don't forget to come back until around 5 PM
- I am always available for any question **before or after** the course



Class Expectations 課程期待

In Scope 課內:

- Using **Agile and Scrum** to address your **Challenges** and provide **Practical and Pragmatic Solutions** 使用敏捷和Scrum來應對您的挑戰並提供實用和務實的解決方案
- **The Rules of Scrum** as defined in the Scrum Guide Scrum遊戲規則
- Learn Scrum **knowledge and leading practices** backed by trainer and Scrum Inc.'s **success experience** making **Scrum work in your teams and organization** 在培訓師和Scrum Inc.的成功經驗下學習Scrum知識和領先作法，使Scrum在您的團隊和組織中發揮作用
- Known **Patterns** for Scrum success and creating hyper-productive teams. 成功Scrum所採用及建立高績效團隊的Pattern模式
- Basic **Lean** Tools & Techniques. 基本精實管理法則
- Foundations of **Scaling** Scrum for multiple teams, departments, and organization. 大規模化多團隊Scrum基本介紹

Out of Scope 課後:

- Specific step-by-step instructions on how Scrum will work best for you (this is your **Playbook**) 最適合您的Scrum運作步驟說明
- How to change your existing processes & procedure 現有流程調整/諮詢討論



Course Table of Contents 課程大綱

Fundamentals (1 hrs)

Welcome 歡迎

Introduction 介紹 / Form the Team 組建團隊

Why Use 為什麼使用 Scrum

What is 什麼是 Scrum?

Case Study 案例 - The App that Scrum Built

Scrum Values 價值 (*)

The Scrum Framework 架構

Agile Rising 敏捷興起 (*)

Roles & Accountabilities and Product Backlog (2 hrs)

The Scrum Roles (Accountabilities) 角色與當責 (*)

Agile Management 敏捷領導

The Product Backlog 產品待辦

Backlog Refinement 產品待辦的優化 (**)

Sizing and Estimation (2 hrs)

Relative Sizing 相對大小 (**)

Estimation 估算 (*)

Scrum Events (2 hrs)

The Sprint 短衝/疊代

Sprint Planning 短衝規劃

The Daily Scrum 每日例會 (*)

The Sprint Review 展示會議

The Sprint Retrospective 回顧會議 (*)

Scrum & Board (3 hrs)

Build Your Scrum 打造你的Scrum (*)

Example Event Schedule 事件時間 (*)

Anatomy of a Sprint Board 看板分析

Sprint Board Warning Signs 看板的警訊

Anatomy of a Scrum Board 看板剖析

Product Owner (4 hrs)

Increment 產品增量 (*)

Sprint Backlog 短衝待辦

Product Vision 產品願景

Visualizing the Customer 消費者的模樣 (*)

Business Value and ROI 商業價值及投資報酬

Ready and Done 準備好以及完成的定義 (*)

Technical Debt 技術債

Product Owner Role in Events Product

Owner在Scrum事件扮演的角色 (*)

Release, Large Scale Estimation & Pattern (3 hrs)

Release Planning 發布計劃

Large Scale Estimation 大規模估算 (*)

Scrum Patterns 模式 (*)

Lean, Scaling, and wrap up (4 hrs)

Lean Tools and Principles 精實管理工具和法則

Scrum Team Situations 團隊的狀況劇 (*)

Descaling 去除惡習

Case Study 案例 - An Agile and Digital Transformation Journey

A Brief Intro of Scrum@Scale 大規模化/多團隊Scrum

Course Wrap-Up & Retro 課程總結&回顧

* means exercise

Green: Scrum Startup for Teams (Scrum QuickStart)



Introduction 介紹/彼此認識 Form the Team 組建團隊

As a group, we need to get to know one another,
so that we can form the team and work together effectively.
我們要認識彼此，才能組建團隊有效地一起工作

Who is in which team? 誰在哪個隊?

Because we will have “Team Practicing/Doing” later, please form two teams for TW and two teams SG 因為稍後我們會有“團隊實做”，所以請組兩隊TW和兩隊SG

Acceptance Criteria: Everyone is in a team

驗收標準：每個人都在一個團隊中



Choose Your Roles and Team Name

選擇您的角色、為團隊命名

- Select a **Product Owner**
- Select a **Scrum Master**

Constraint: If you are a PO or an SM in real life, let someone else play that role here

如果您在實際工作中擔任PO或SM, 請讓其他人在這裡扮演該角色

- Invent a fun, cool, and inclusive **Team Name**
團隊名稱有趣、很酷、包容性/多元共融

Acceptance Criteria: A PO, SM, and Team Name have been chosen

驗收標準: 已選擇 PO、SM 和團隊名稱

Team Info.



Team Name:

Developer(s):

Scrum Master:

Breakout Room: 1

Product Owner:

Why does a
team needs a
SM?

Why does a
team needs a
PO?

Why does a
team needs
Developers?

Scrum Master: Working Agreement 工作協議

Scrum Master 的角色和職責

- **Facilitation 引導**
 - Repeat exercise when in breakout rooms so that all team members understand the exercise 重複練習重點，讓所有成員都能理解該練習
 - Prepare 準備 the Playbook
- **Participation 參與** – ensure participation from all members of the team 確保團隊所有成員的參與
- **Presentation 簡報** - Ensure the **team has selected a representative** to read out their results **OR** be prepared to do it for the team 確認團隊指派代表做報告，或是準備好自己做



Product Owner: Working Agreement 工作協議

Product Owner 的角色和職責

- **Put Learning Topics into Playbook (with everyone)** 與大家列表學習重點
 - Make sure learning topics are entered into your team's Playbook 確保學習重點已輸入團隊的Playbook中
- **Participation 參與** – ensure your own participation and all other members of the team in the class exercises and learning topics creation
確保自己和團隊所有成員參與和學習重點的創建



Question For You: Why Use Scrum?

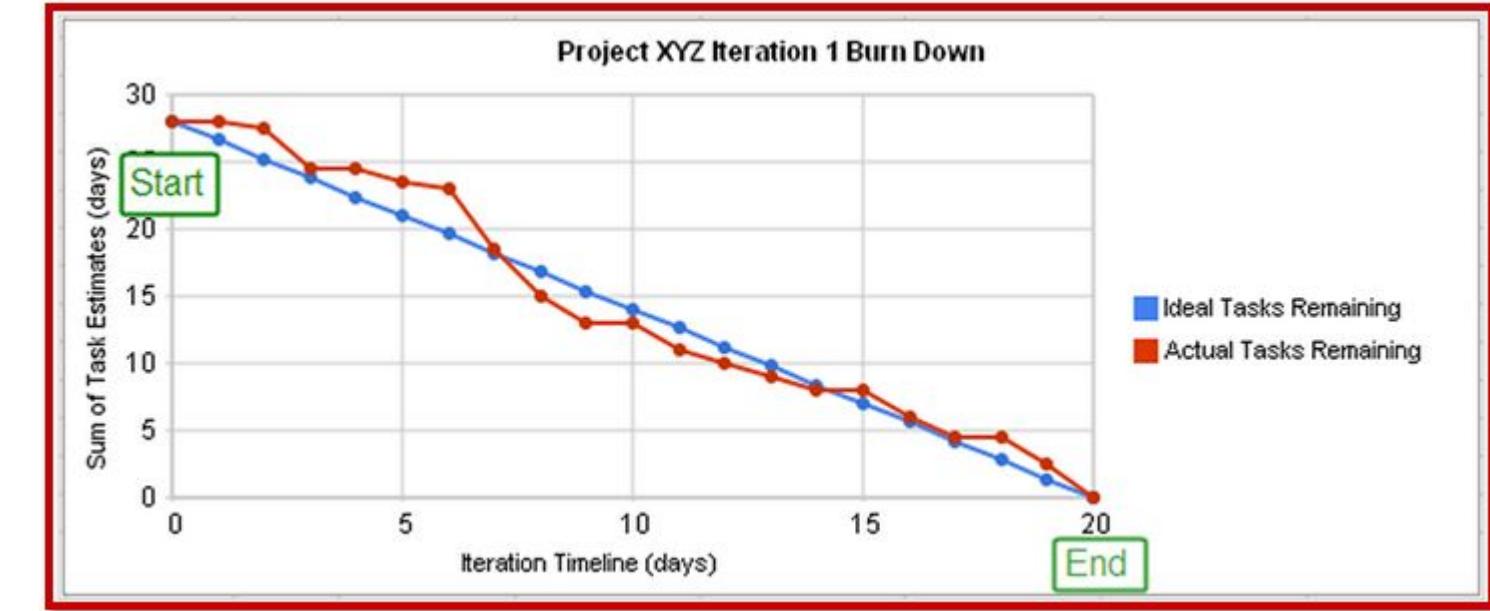
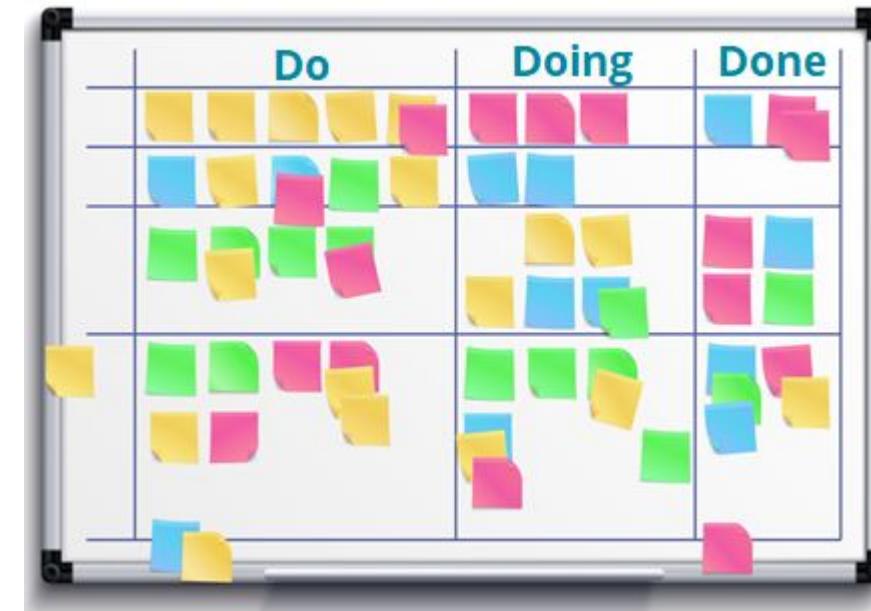
As a **new or existing practitioner** to Scrum, I want to know **why my organization is interested in adopting Scrum and what makes Scrum different and better** so that it can **help my teams and organization thrive** in this modern business environment.

身為Scrum新手或已經使用Scrum，我想知道為什麼我的組織採用 Scrum，以及 Scrum何以有所不同且更好，幫助我的團隊，組織在現代商業環境中蓬勃發展

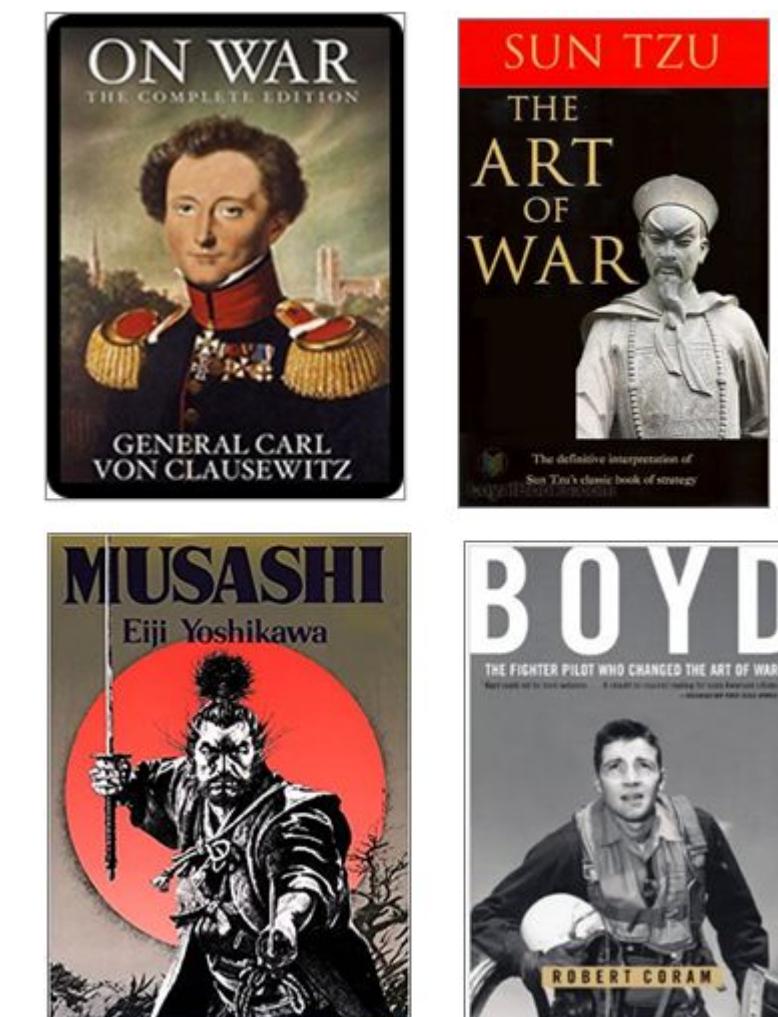
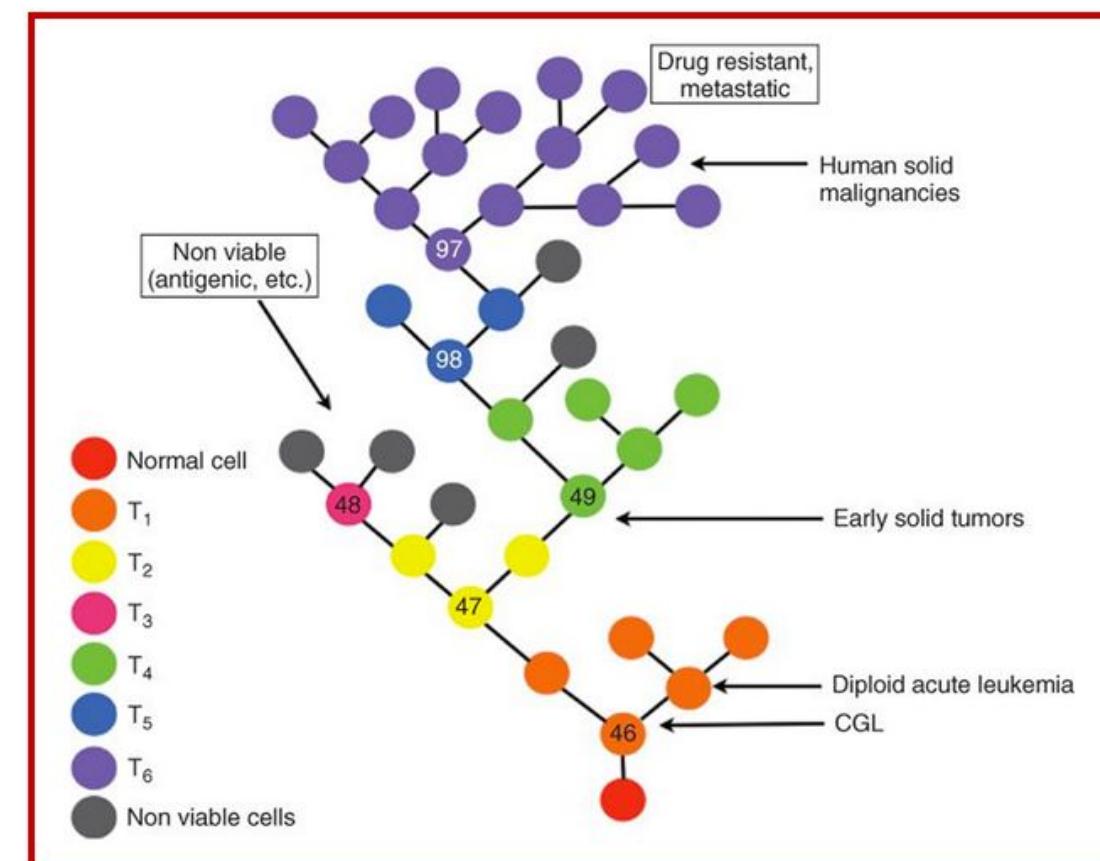
Scrum Operations Based on Military Training

Scrum建構其基礎於軍事訓練 1960-1975

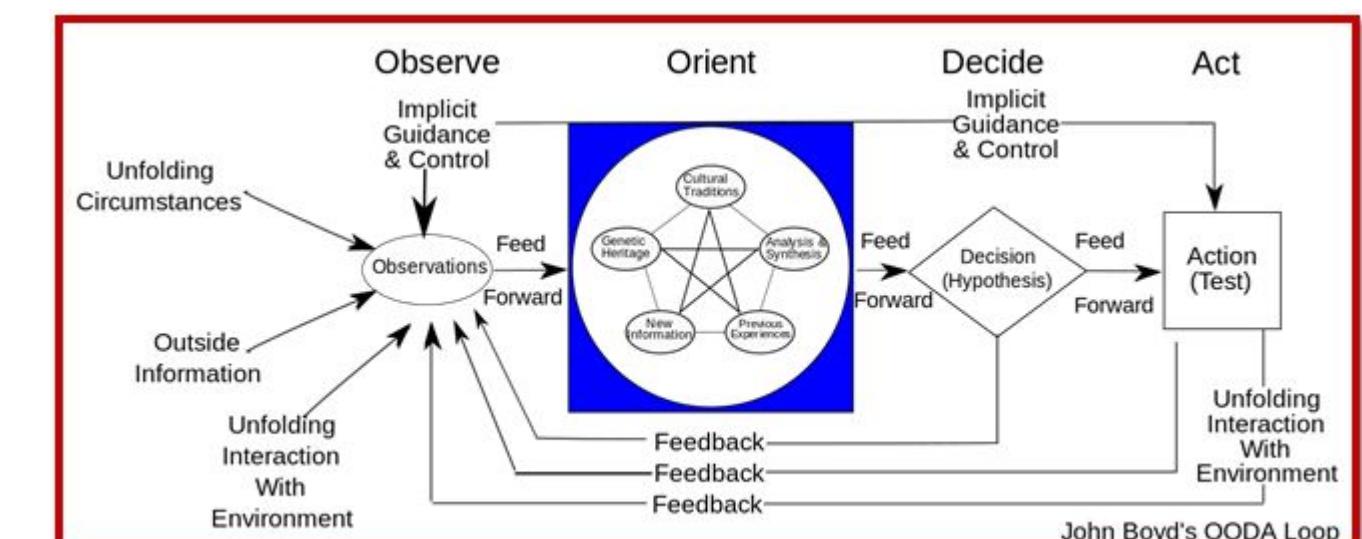
The Root of Scrum:
Making Work Visible
Scrum根基:將工作透明化



Teams, like cells, are Complex Adaptive Systems 團隊就像細胞，是複合式可調適的系統



John Boyd's OODA Loop



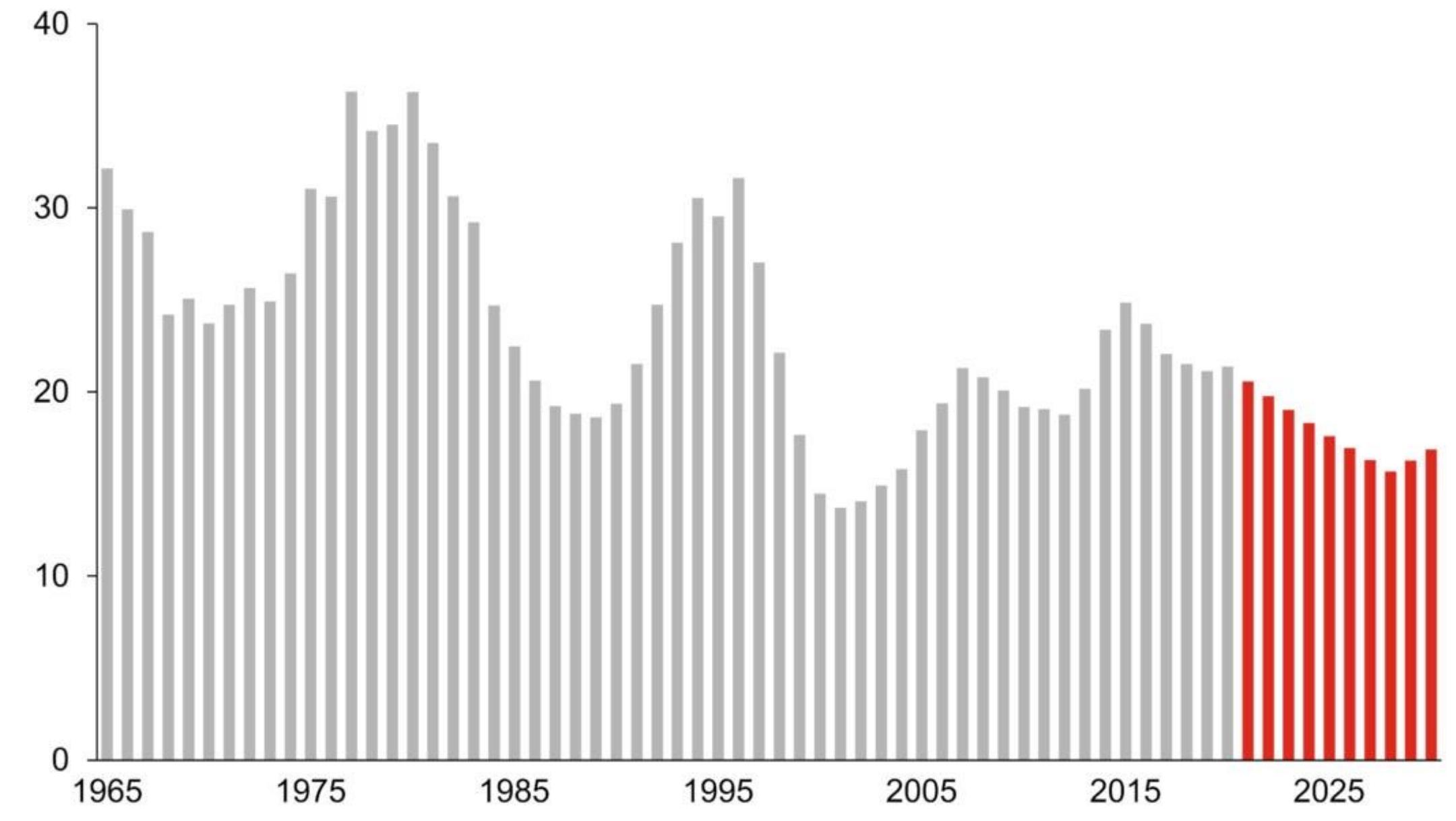
From survive to Thrive 從倖存到成功

- The **world is changing faster** than anyone can predict (look at AI) 世界變化的速度超乎任何人的預測
 - It's Challenges AND **Opportunities** 是挑戰也是機會
 - Harvard Business Review June 2018 and May 2020
 - Being **Agile is not an option anymore** 敏捷不再是一種選擇



Images from HBR June 2018 and May 2020

Chart 1: Average company lifespan on S&P 500 Index in years
(rolling 7-year average)



Data: Standard & Poor's; Innosight analysis based on public S&P 500 data sources. See endnote on methodology.

Company lifespan on S&P 500 are dropping (from 33 years in 1964 to 24 years in 2016, and forecast to 12 years by 2027 標普500的企業壽命下跌中 ~ 從1964:33年、2016:24年、預估2027:12年

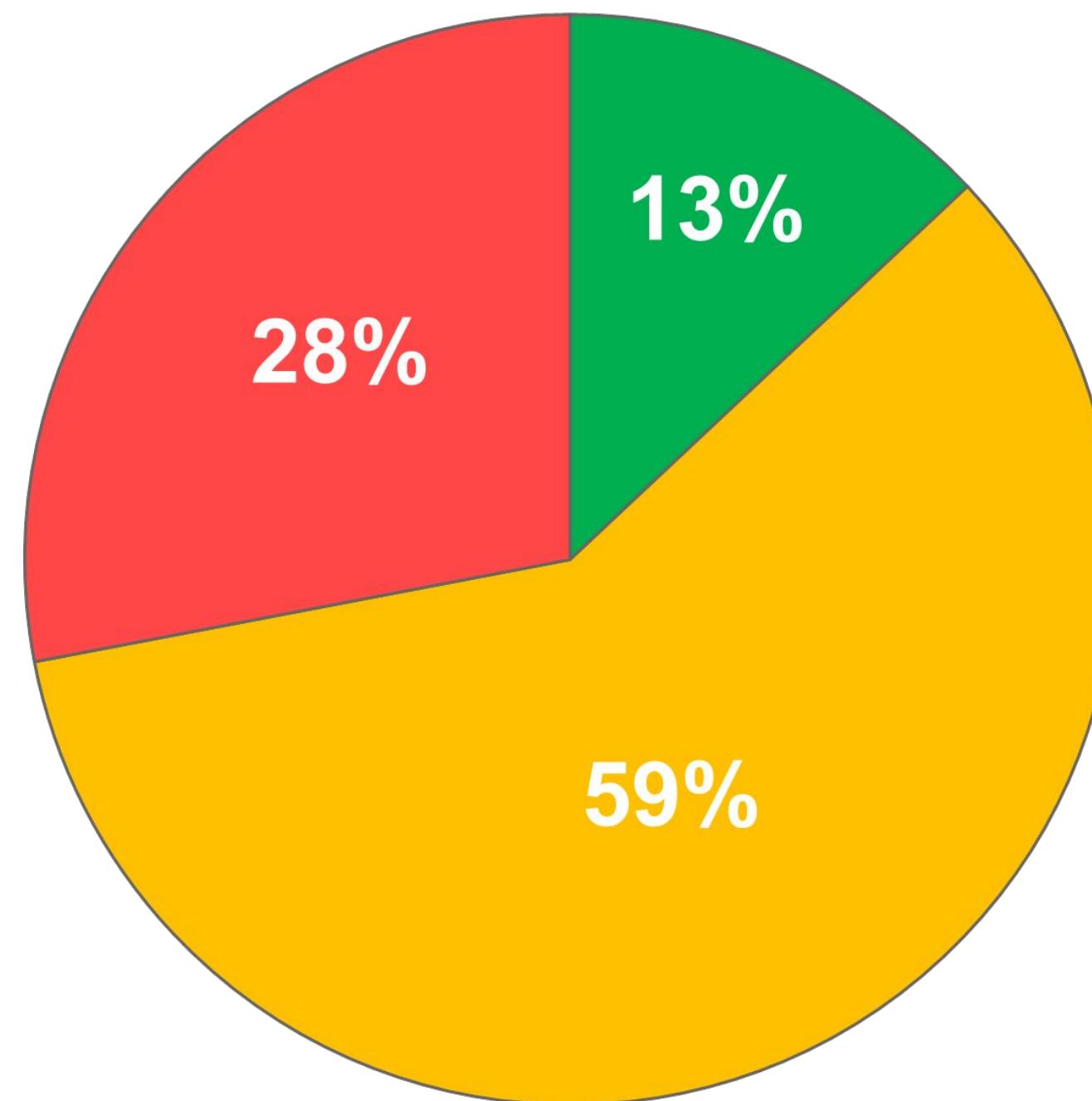
Source from: <https://www.innosight.com/insight/creative-destruction/>

Our Goal: Make All Teams Green & Make the Red goes away

目標: 將所有團隊的專案歸列在成功綠色區、將失敗專案的紅色區歸零

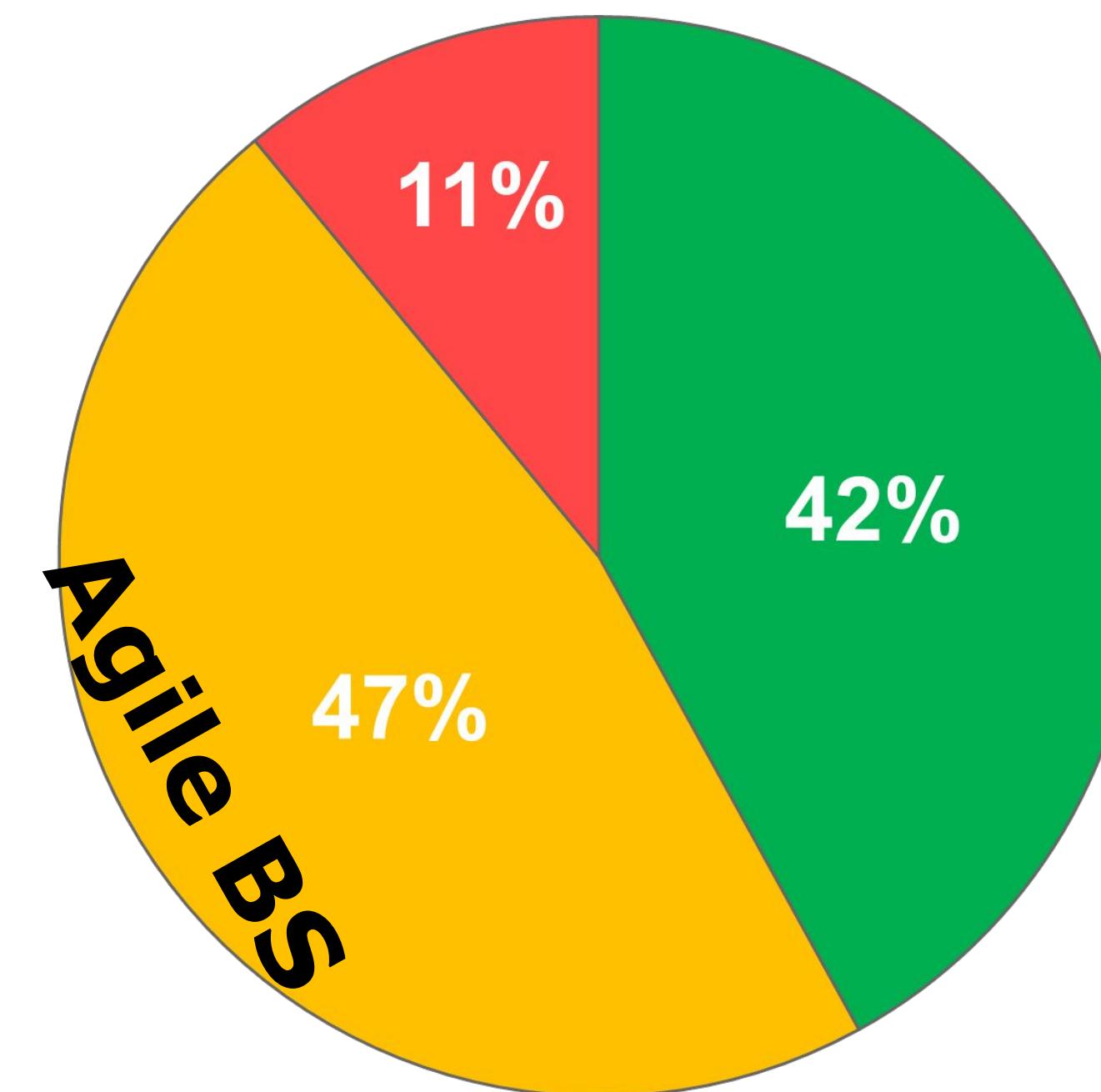
Traditional (Waterfall) Projects

■ Success ■ Challenged ■ Failed



Agile Projects

■ Success ■ Challenged ■ Failed



綠色小方塊 成功

黃色小方塊 充滿挑戰

紅色小方塊 失敗

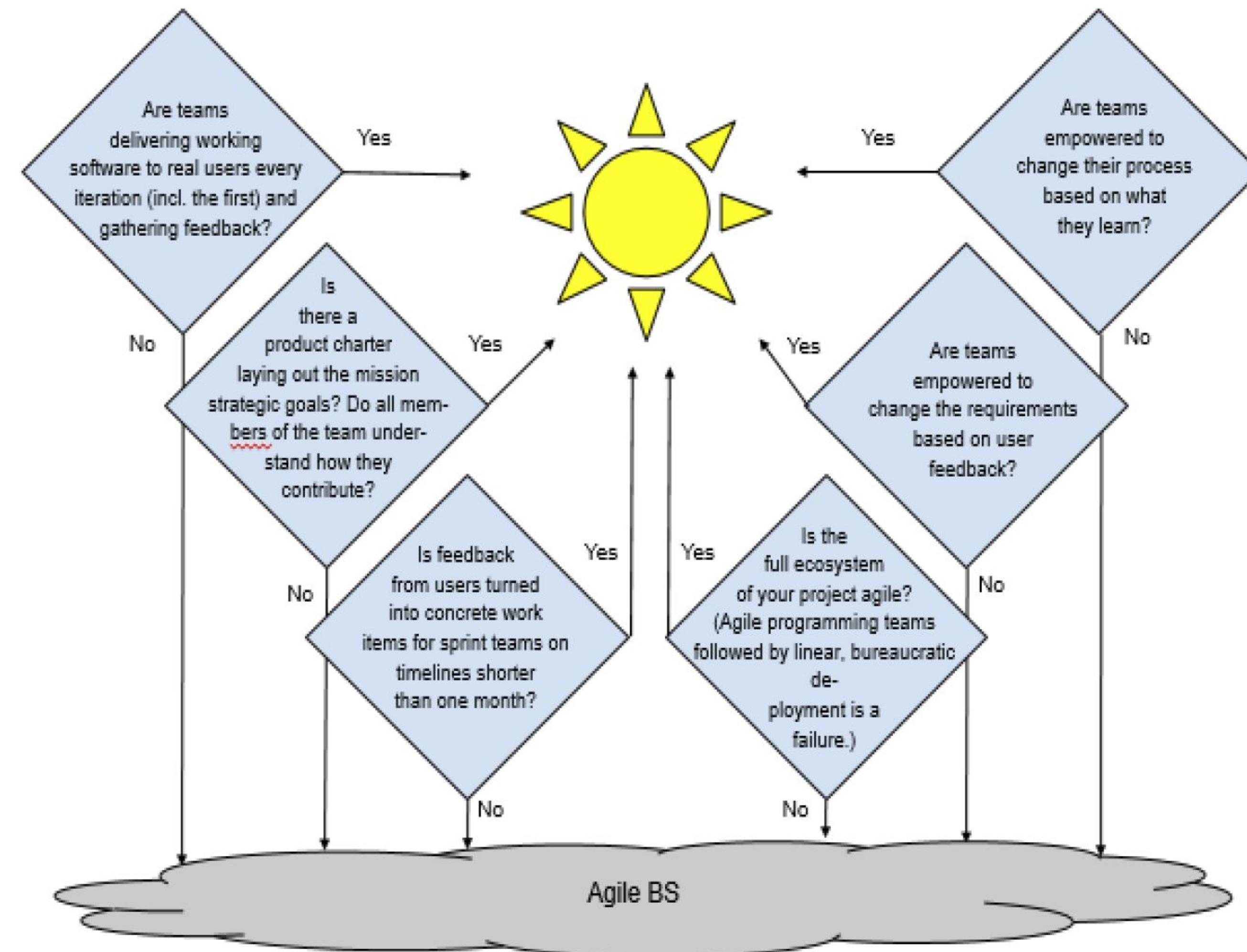
On average Agile Projects have a **42% success rate** compared
to only **13% for traditional projects** from 2013-2020
And **on average 47% of Agile projects are Agile BS**

Source: Jim Johnson, Standish Group, Chaos Report, 2020

Defense Innovation Board Guide: Detecting Agile BS

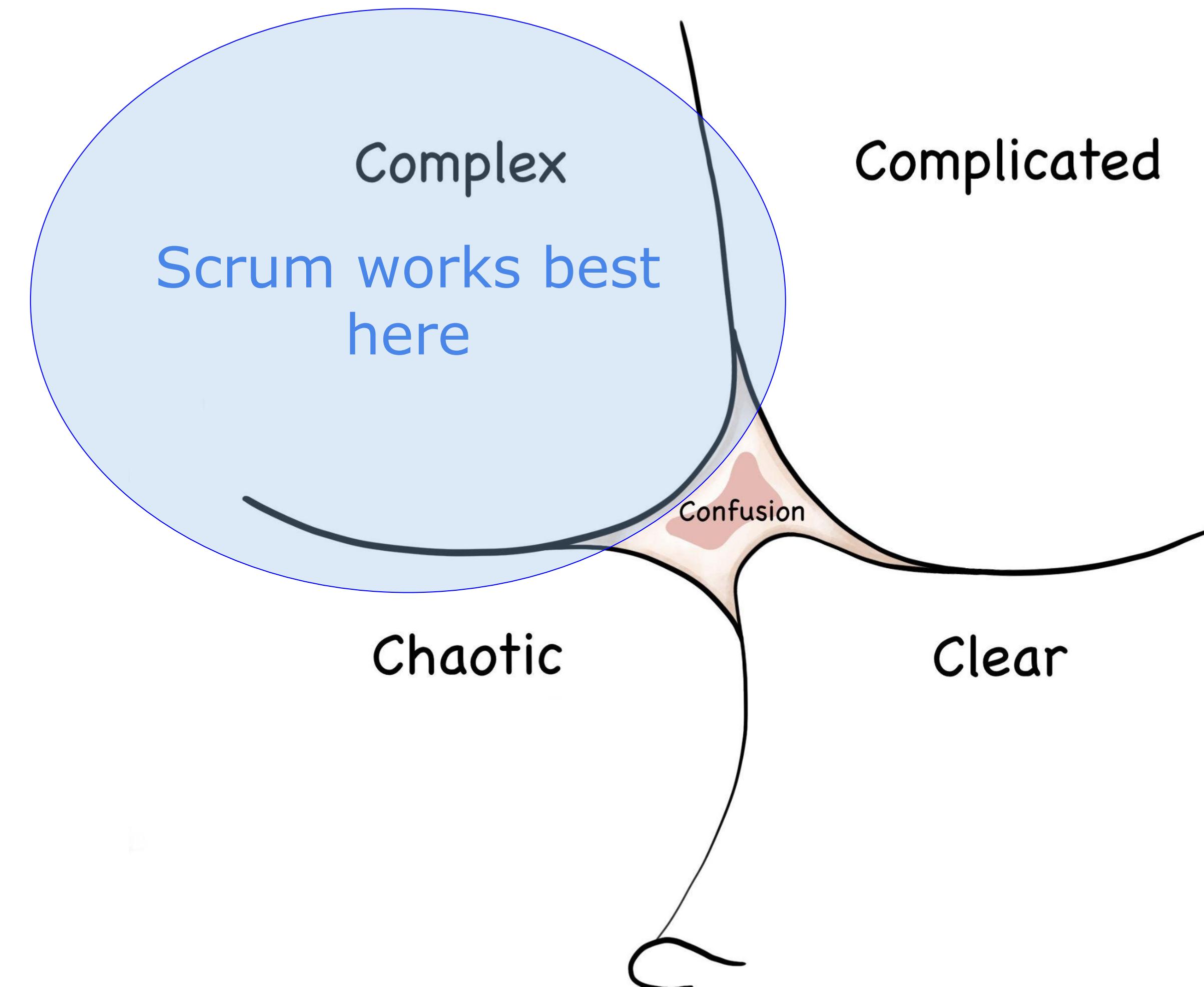
防禦革新看板指南:看穿敏捷狗屁

U.S. Department of Defense, Version 0.4



Source: https://media.defense.gov/2018/Oct/09/2002049591/-1/-1/0/DIB_DETECTING_AGILE_BS_2018.10.05.PDF

There are different kinds of work 有不同種類的工作
and different works need **different way of working**
不同的工作需要不同的工作方式



Credit to Cynefin framework

New Way of Working 新的工作法 vs Traditional Way



... was the **decision speed and the pace at which we moved very very quickly...** 決策速度和我們行動的速度非常非常快...

... NASA didn't have the **agility** that SpaceX enjoys... NASA 不具備 SpaceX 所擁有的**敏捷性**

... honestly **it felt very liberating**老實說, 感覺很自由

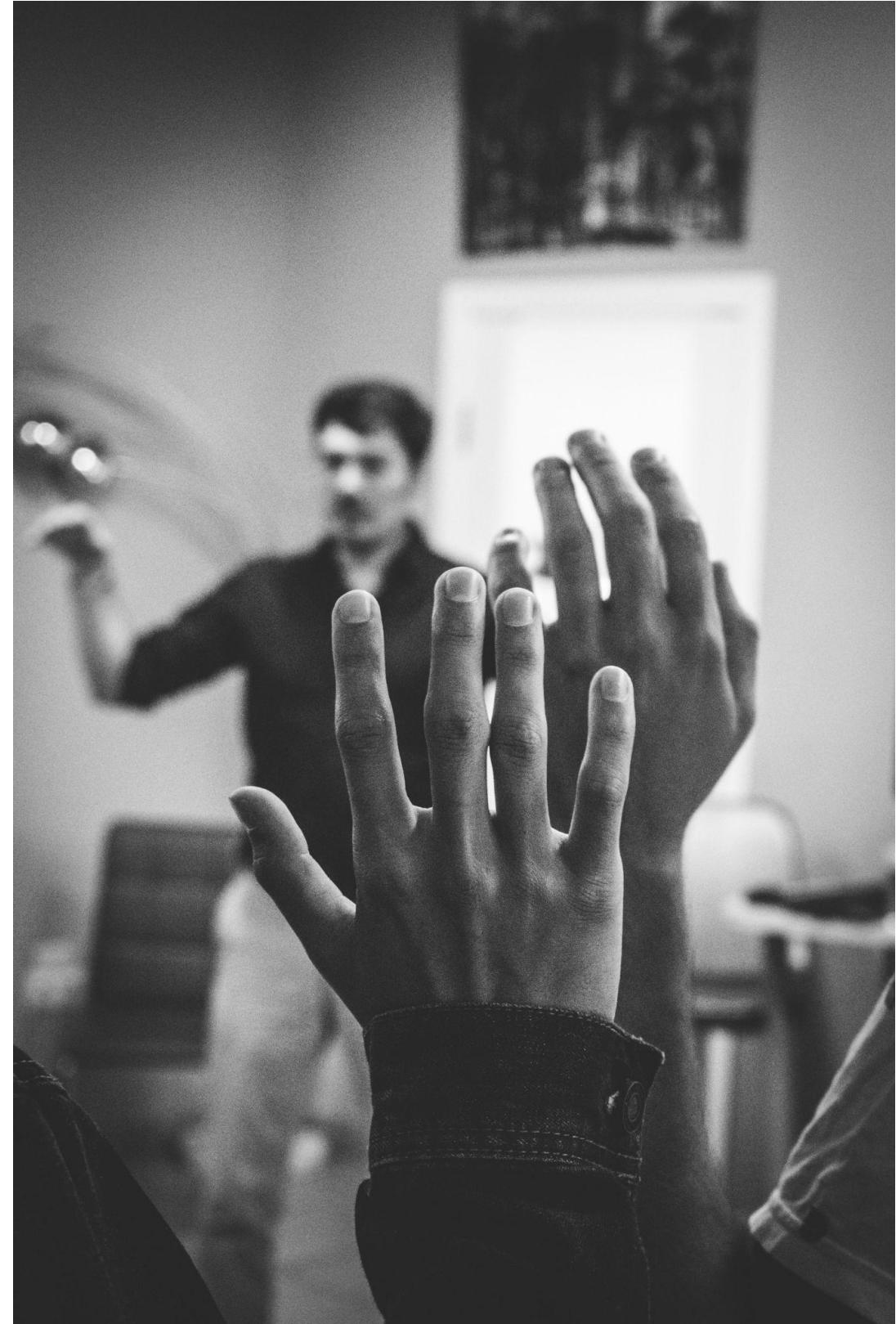
we took very large risks when the consequences of failure were low, so that we could figure all the things that could go wrong, fix them, so that the consequences of failure are high, when my friends are sitting on top of that rocket, the risk was very low

Source: <https://www.youtube.com/watch?v=zMgrPDhhbs&t=73s>

Key Points

- **Change is inevitable.** Scrum helps the teams and organization respond to change / embrace the change / **Leading changes.** 改變是不可避免的。Scrum幫助團隊和組織回應變革/擁抱變革/領導變革
- Projects / Products using an Agile Framework have **higher success rates** than those using traditional Project Management. 使用敏捷的專案/產品比使用傳統專案管理的專案/產品具有更高的成功率
- Scrum **focus on customers** to deliver the business outcome that your customers love. Scrum專注於客戶, 交付客戶喜愛的成果
- **Scrum is the way teams work,** Scrum is a universal framework to accelerate human productivity **in any area or domain.** Scrum是團隊工作的方式, Scrum是一個通用架構, 可以在任何領域加速人類生產力。

Questions?

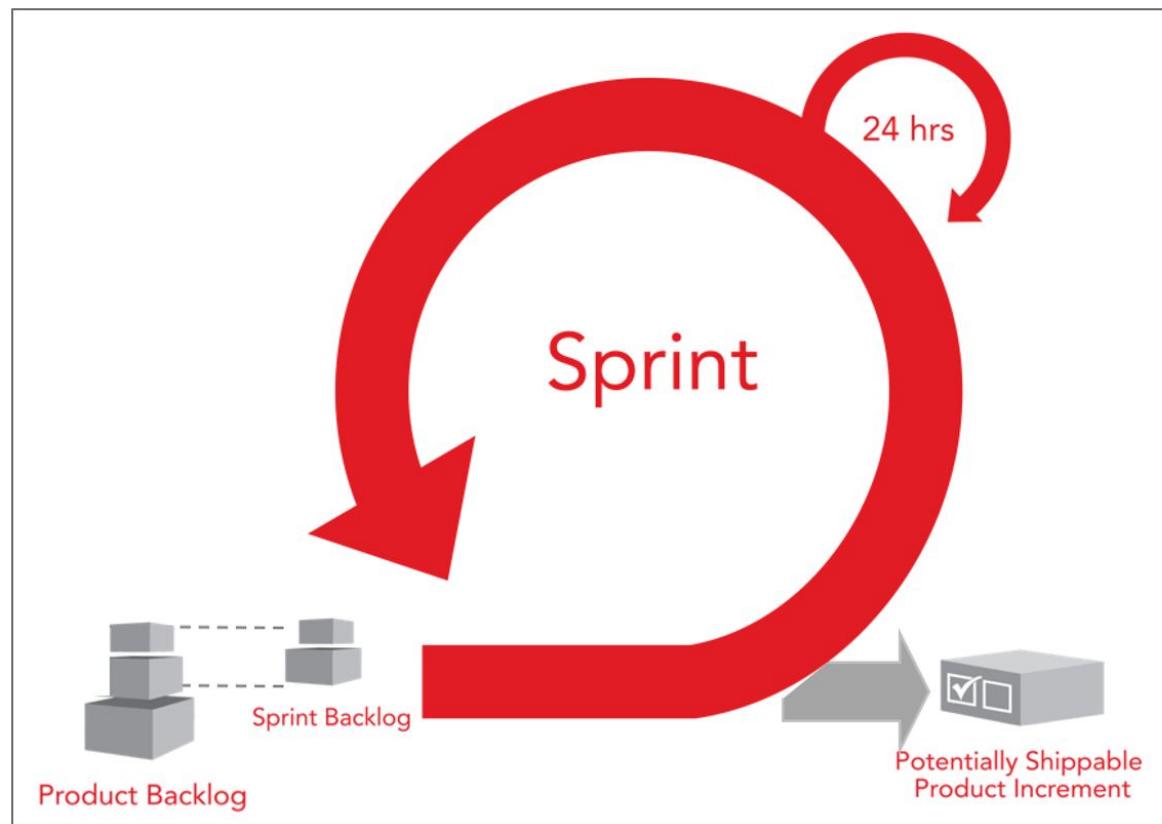


The person asks the question is the person who learns the most
提問的人正是學到最多的人

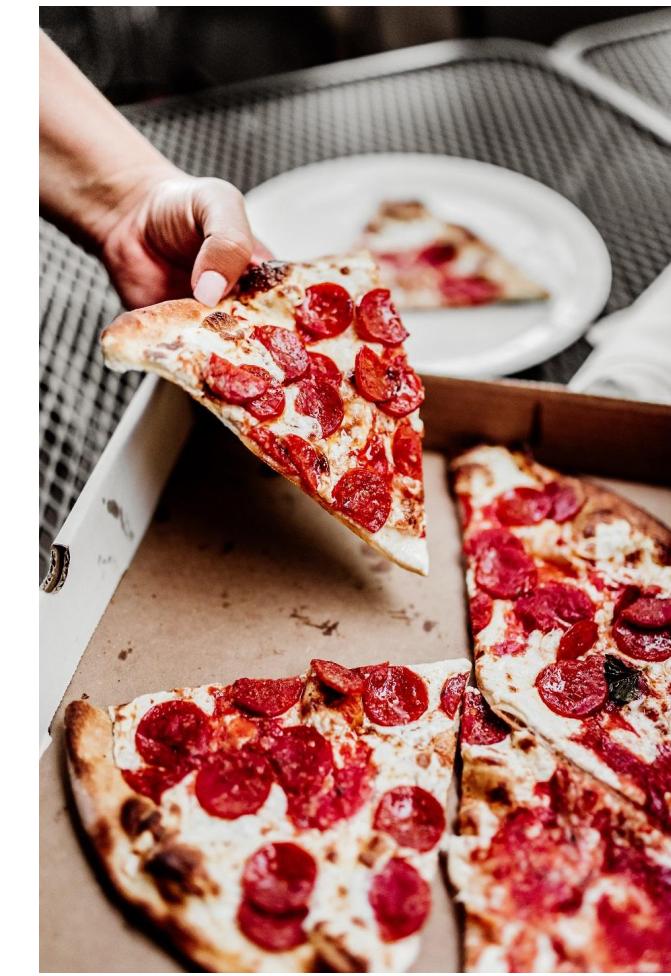
Question For You: What is Scrum?

As a **new or existing practitioner** to Scrum, I need to know what Scrum is, so that I understand the benefits of using Scrum
身為Scrum新手或已經使用Scrum, 我想知道Scrum是什麼, 所以我可以了解使用Scrum的好處

What is Scrum?



**A lightweight framework
and simple to understand**
輕量級的工作架構



**Big -> Small
Divide 分割 and Conquer 征服**

Large work into small deliverables
6 months to 2 weeks
100 people to 5 people X 20

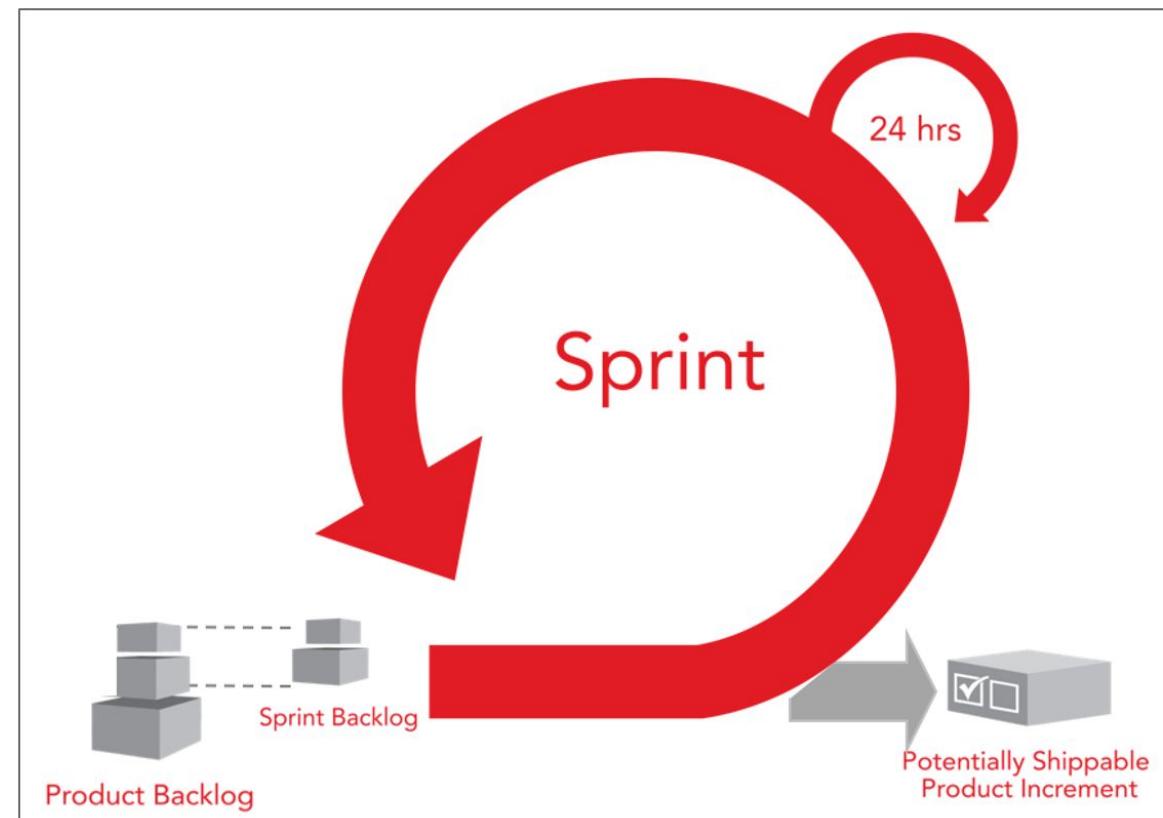


**The Way (any) Teams Work
團隊運行的方式**

Enhance Team Performance
強化團隊的表現/績效

**It's a Delivery Framework
Scrum是交付的工作架構**

What is Scrum?



Helps teams and organizations generate value through adaptive solutions for complex challenges

透過解決複雜的挑戰來幫助團隊和組織創造價值



For good Decision Making
做出明智的決策

Optimizing Value & Reducing Risk
價值最佳化與降低風險



Based on Client/Stakeholder feedback
根據客戶/利益相關者的回饋

Empirical Data
以經驗為依據的數據

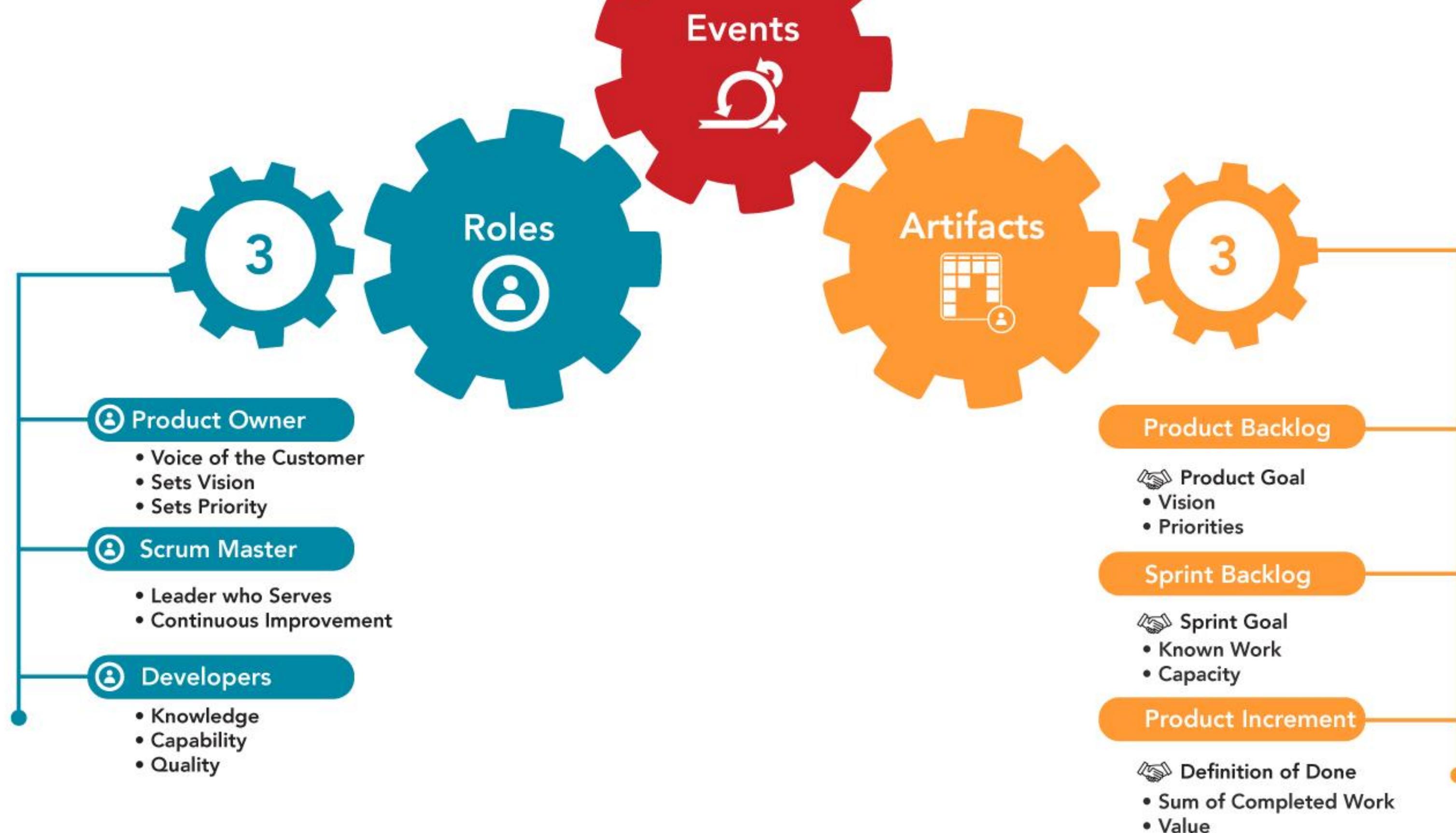
It's a Decision Framework
Scrum是決策的工作架構

Remember that SpaceX interview?

Scrum's Simple Rules

3 Roles • 5 Events • 3 Artifacts

Without embracing the Scrum values and operating according to the 3-5-3, you aren't doing Scrum.



3個角色：

- Scrum Master
- Product Owner
- Developers

5個事件：

- Sprint 短衝
- Sprint Planning 規劃會議
- Daily Scrum 每日例會
- Sprint Review 展示會議
- Sprint Retrospective 回顧會議
- Sprint Refinement* 優化會議*

3個產出物：

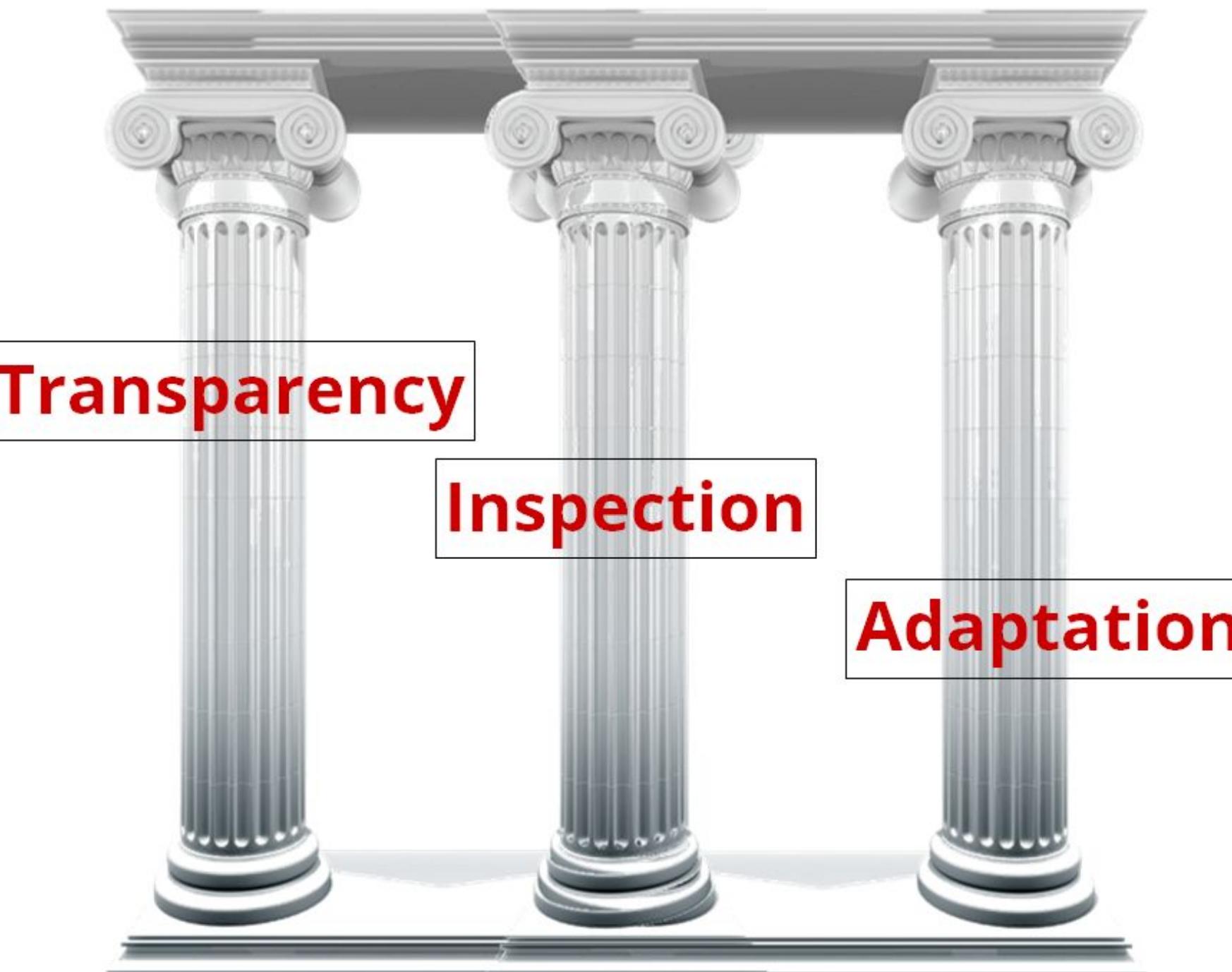
- Product Backlog 產品待辦
- Sprint Backlog 短衝待辦
- Product Increment 產品增量

Scrum was founded on Empirical Process Control Theory

Empirical Process Control Theory 經驗流程控制理論

- **Knowledge comes from Experience** 知識來自經驗
- **Making decision based on what is known** 根據已知資訊來做出決定

And the 3 Pillars of Empirical Process Control, they are: 經驗流程控制的三大支柱是：



透明性、檢視性、調適性

Transparency 透明性

Transparency: The idea of **making all work visible** 讓所有工作可視, this helps:

- **Making better decisions** 做出更好的決策
- A better **clear and concise communication** 更好的清晰簡潔的溝通
- To **build trust** 建立信任
- **Identify challenges early** so that you can **take action** 及早發現挑戰, 以便您採取行動
- And leadership must **share the vision** and direction with the teams and everyone so that everyone knows where we are going and we are **all going in the one direction** 領導階層必須與團隊和每個人分享願景和方向, 以便每個人都知道我們要去哪裡, 並且我們都朝著一個相同的方向前進

Inspection 檢視性

- On the **Product** 檢視產品 (regular feedbacks from the Users, Customers, and Stakeholders) 使用者、客戶和利害關係人的定期回饋)
- And the **Process** 檢視流程 (what works, what doesn't, and what change is needed)(什麼有效、什麼無效、需要進行哪些改善)
- Because of the Inspection, the team can **identify what's getting their way** or slowing them down 透過檢視, 團隊可以知道哪些阻礙了他們的發展或減慢了他們的速度
- And constantly **looking for ways to improve** the way they work 並不斷尋找改善工作方式的方法
- By doing Inspection, it will **help with quality** of the product or service 透過進行檢視, 將有助於提高產品或服務的品質

Adaptation 調適性

- Adaptation is **the ability to change course** as needed 調適是需要改變方向的能力
- Inspection gives you the data 檢視給你數據
- **Adaptation is the ability to act** based on the data you have 調適是根據您擁有的數據採取行動的能力
- The act could be: 該行為可以是
 - **Change a process** to speed up 改善流程以加快速度
 - **Altering a product** to meet the new market demands 改變產品以滿足新的市場需求
 - **Improve the way of working** for the team and organization 改善團隊和組織的工作方式

Use all 3 pillars together

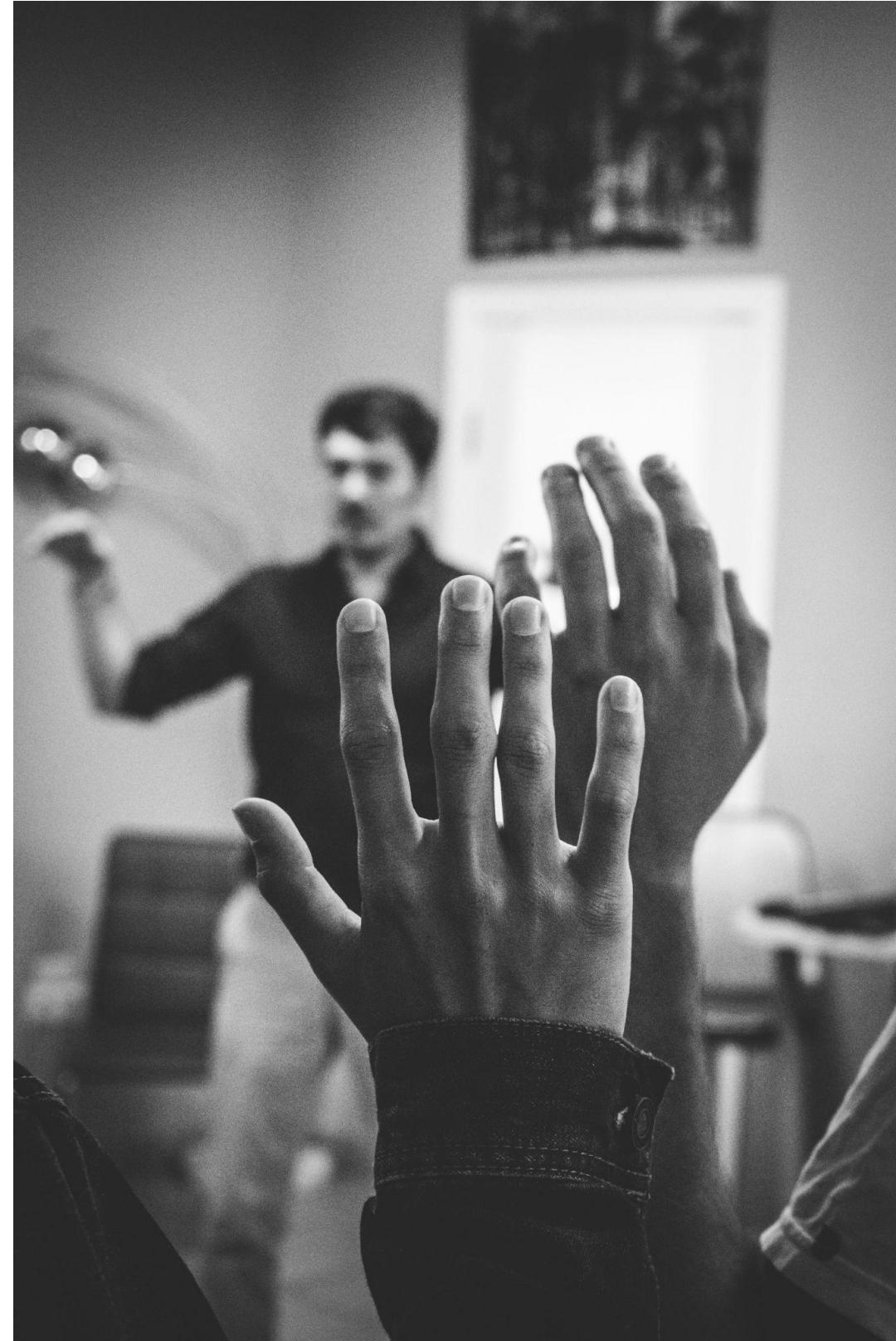
4 Elements of Scrum 四大要素



Key Points

- Scrum is a lightweight framework for the way teams work 團隊工作方式的輕量級架構
- In Scrum, complicated work is divided into smaller pieces, with small team and shorter cycles (Sprint) 在Scrum中，複雜的工作被分成較小的部分，小團隊，週期較短(Sprint短衝)
- Scrum is founded on Empirical Process Control Theory 建立在經驗流程控制理論的基礎上
- Scrum has 3 pillars: Transparency, Inspection, and Adaptation 有 3 個支柱：透明性、檢視性和調適性
- Scrum 四大要素：Scrum Guide指南, Scrum Patterns模式, Fundamental Lean Tools & Principles基本精實工具和原則, and Scaling 大規模化多團隊Scrum

Questions?



The person asks the question is the person who learns the most
提問的人正是學到最多的人



The App That Scrum Built

What happened when an empowered client demanded the development firm to use Scrum?

The Story

- The client, Cartoon Network Taiwan, had an idea for an interactive app for their 2018 summer family outdoor event.
- An app can track, upload to win, and interact with you.
- They asked [Biji](#), one of the biggest sports portal websites in Taiwan, to build the hiking app for them.



The Challenges and Opportunities

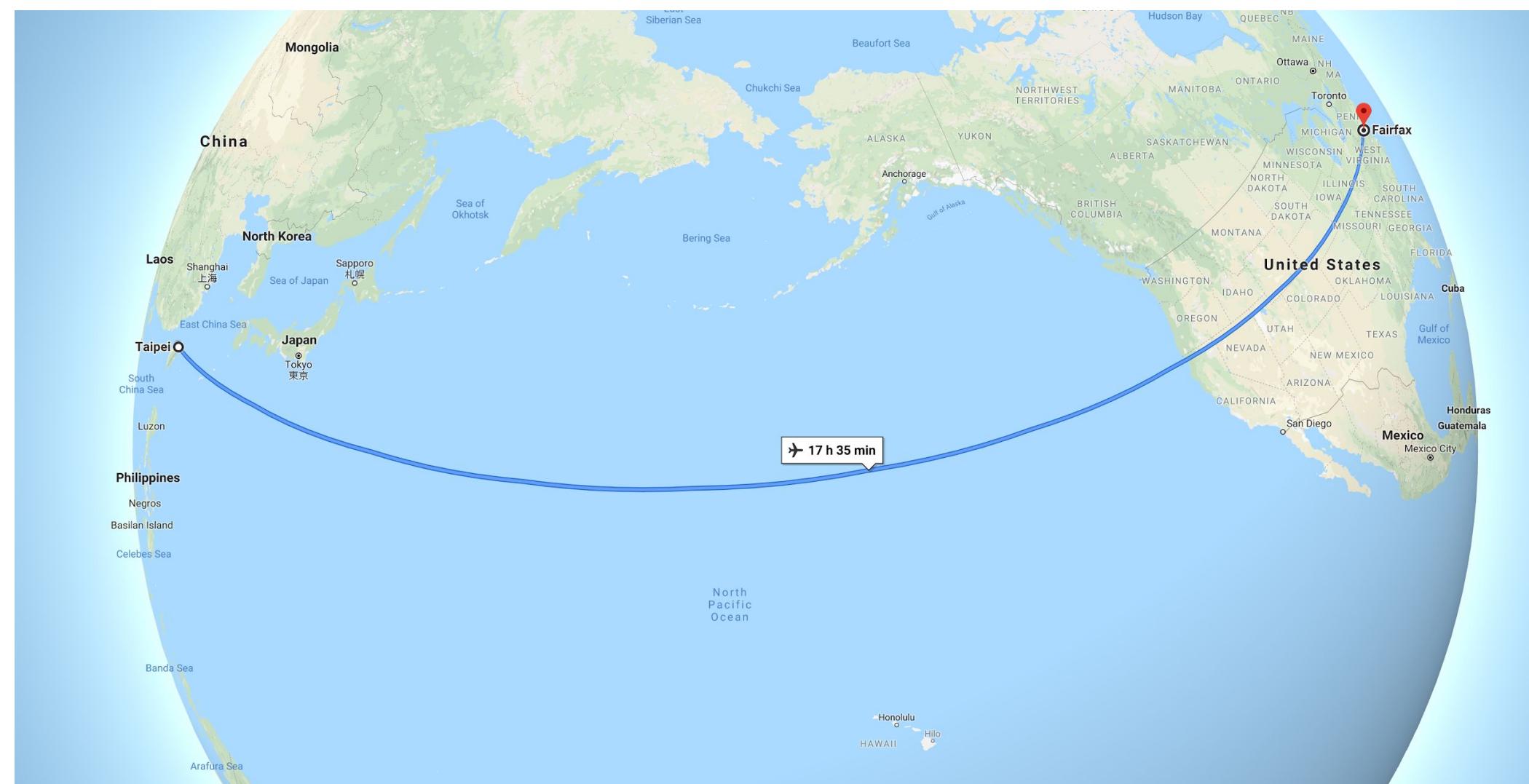
The **Challenges**:

- Everyone has an app, right?
- Houston, we have a two problem(s)
 1. **Time was running out** and the client was anxious. It was busy Christmas with all the decorations and shopping, but the app team is pretty quiet. They didn't know how to start, because:
 2. Biji **never built an app before**. Biji is a portal website with internal web developers, not an app shop.

The Challenges and Opportunities

The Opportunities:

- The client saw an article called "[Scrum — The New Way of Work and Why Traditional Project Management Failed.](#)" (128K viewed)
- Client said: This is how we are going to build the app.
- The author happened to be in Taiwan for Christmas vacation.



Launch the Scrum Team (**Training** and Doing)

Scrum Training in Taiwan:

- Basic Scrum: Framework, origins, 3-5-3, decompose, estimation, setting priorities.
- Now we have a common language to talk to each other.
- Have a working product or be irrelevant.
- Follow the Scrum Guide, or don't call it Scrum.
- A lot to learn and unlearn, we have the best agile coach in Taiwan, you will stop working long hours, you will be happier.
- And we will deliver the app, trust me and trust yourself.

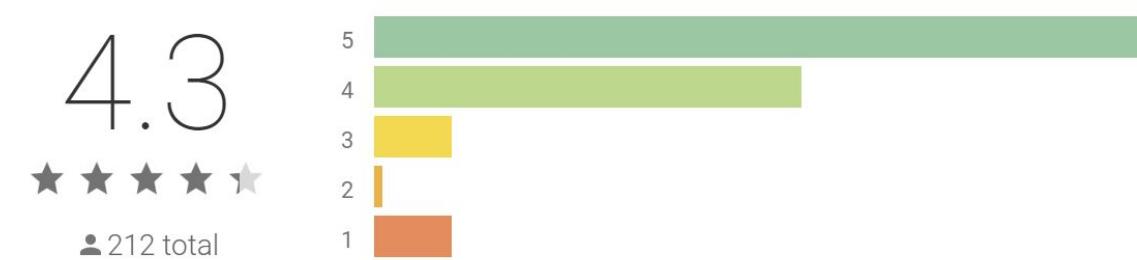
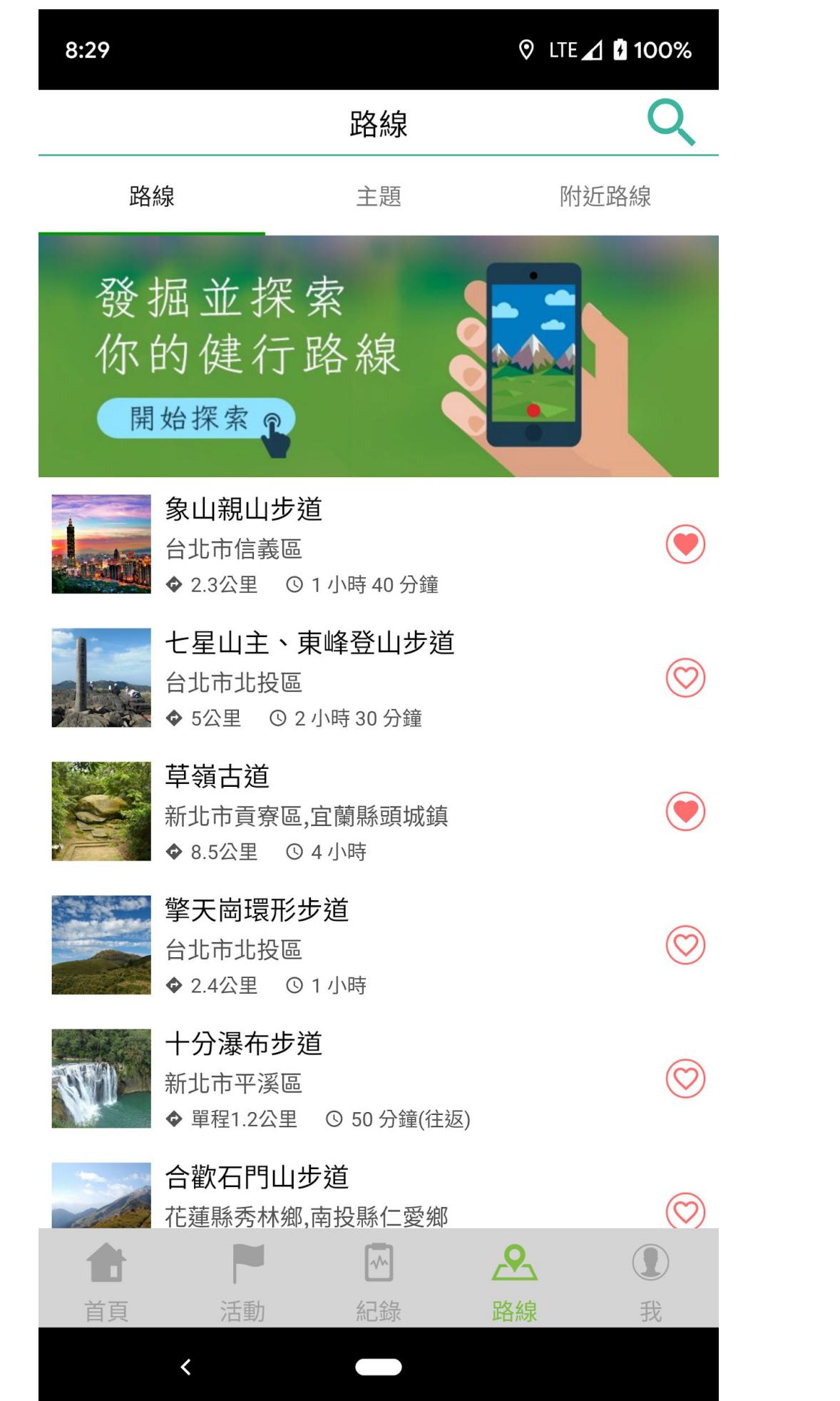
Launch the Scrum Team (Training and Doing)

Doing: Mentoring and Coaching (Remotely):

- 5 Sprints in a Release.
- **Product goal:** Have the working app before the event.
- **Team values:** Change is always good. Fast is always good. Be nice and respectful. Trust each other and help each other. Be passionate about what we are doing.
- **Accountabilities:** Biji CEO is the Product Owner, new Scrum Master, a small Development team, and a very active customer.
- Have the Product Backlog, Sprint length 2 weeks, Daily Scrum (when and where) DoD, DoR...
- We were building the app.

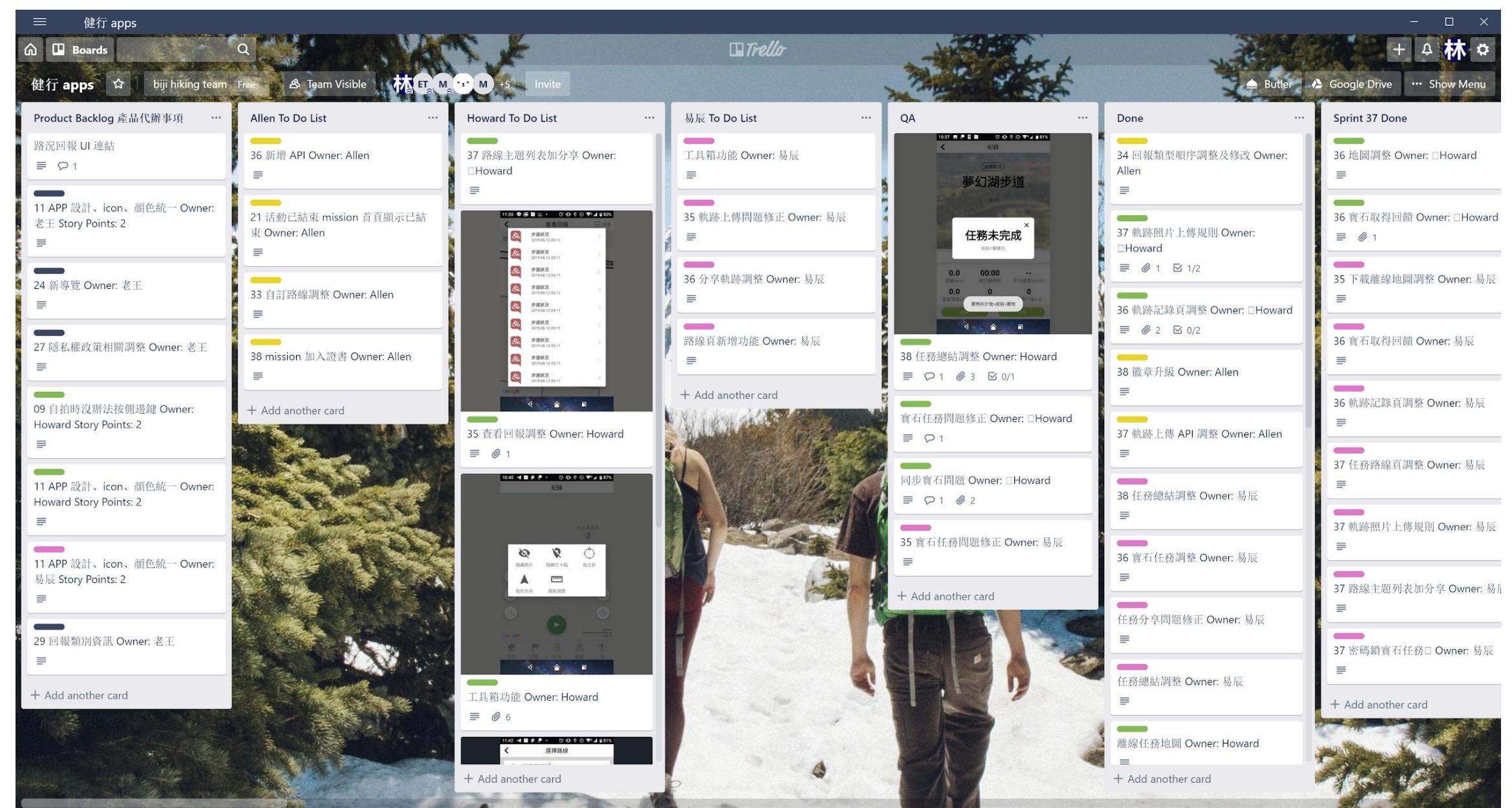
The Results

- **We delivered!**
- The interactive hiking app went live: The original estimate was at least 6 months, but the team did it in about 3 months.
- **The team is still using Scrum!**
 - Sprint 38 as of Sep. 2019.
 - The app is still updated with 10,000 + active users per month.
 - 4.3 out of 5 stars.
 - Biji has new clients.
- You can download the app here ([Android](#) & [iOS](#)).



What have we learned?

- **Management support** is a must.
- **Client participation** provides great value.
- Training and doing = long-lasting impact model.
- Coaching mindset and skills.
- Technology helps with remote services.
- When the client demands the consulting/development firms to use Scrum, **the world is different**.
- **Adapt or someone will eat your lunch.**
- **Scrum is no longer an option, it's The Way Teams Work.**



“We were not sure how to start until we saw Scrum. It was an amazing experience. I witnessed the power of an Agile Coach and Scrum that played vital roles in delivering the product successfully, and we had our app before the event.”

- Sarah, Marketing, Cartoon Network Taiwan -

“There is no silver bullet in the business world, but Scrum helps us to focus and deliver the most valued features first.”

- Miguel, CEO, Biji.co -

“The team has the **Courage** to take on the challenge, they **Focus** on the goal, they are **Committed** to deliver, the client infuses the **Openness**, **Respect** and trust bring us all together”

- Andrew, the Agile Coach -

Scrum Values 價值 (*)

As a **new or existing practitioner** to Scrum, I need to **know the five Scrum Values**, so that I can exercise these values **to create a more creative, productive, and fun environment** for the Scrum team and lead to a **sustainable pace of work**

身為 Scrum 的新實踐者或現有實踐者，我需要了解五個 Scrum 價值，以便我能夠運用這些價值為 Scrum 團隊創造一個更具創造力、生產力和樂趣的環境，並帶來可持續的工作節奏

Scrum Creates a Values-Driven Culture

Scrum能建立價值導向的文化

- Scrum Values anchor our culture (Scrum的價值支撐穩固我們的Scrum文化)

OPENNESS
RESPECT
COURAGE
FOCUS
COMMITMENT

開放、尊重、勇氣、專注、承諾

Openness 開放

- We need to **hear everyone's ideas** 我們需要聽聽大家的想法
- We need **everyone to raise impediments** (and propose a solution)
我們需要每個人提出障礙(並提議解決方案)
- Anyone can put anything on the Product Backlog 任何人都可以將任何內容新增至產品待辦事項清單中
- **Make work visible** 讓工作透明可視
- All meetings are open to everyone. The “Sunshine Law” 所有會議均向所有人開放。“陽光法案”

Sunshine Law:

https://en.wikipedia.org/wiki/Government_in_the_Sunshine_Act

Courage 勇氣

In order for Openness to work, we need Courage from everyone 為了讓開放發揮作用，我們需要每個人的勇氣，the courage to:

- **Speak truth to power, say what is really going on** 向權力說真話，說出到底發生了什麼
- Propose new idea 提出新想法
- **Raise the impediments** 提出障礙
- What is broken must be fixed 損壞的必須修復
- If no one speaks about problems, then "**Anyone who doesn't have a problem is the biggest problem of all**" - Taiichi Ohno 「沒有問題的人就是最大的問題」— 大野耐一

Respect 尊重

- If people are constantly being put down, being criticized, there is no Respect in the workplace 如果人們不斷地被貶低、被批評，那麼工作場所就沒有尊重
- 80% of the problems are **System Problems, not individual person's Problems** 80%的問題是系統問題，不是個人問題
- Blaming on the person is a “**Fundamental Attribution Error**”, our brain works this way and **we need to be trained to correct this** so that we don't blame on people, this way, you will start Respect people. 責怪別人是一種“**基本歸因謬誤**”，我們的大腦就是這樣工作的，我們需要接受訓練來糾正這一點，這樣我們就不會責怪別人，你就會開始尊重別人。
- All these Values are linked and based on research data. 所有這些價值觀都是相互關聯的，並根據研究數據。

Focus 專注

- Once you have **Openness (which only comes with Courage and Respect)**, then we can start to **build on Agreement**, what we should do, and how we should get there. That will **enable the teams to Focus**. 一旦你有了開放性(然後勇氣和尊重才能實現), 那麼我們就可以開始建立共識, 確定我們應該做什麼, 以及我們應該如何實現目標。這將使團隊能夠專注。
- The average team is not a team, it's people running in different directions (Are you a team or just a bunch of people working together? **The difference is on the Focus, the direction** everyone knows where we are going) 一般的團隊不是一個團隊, 而是每個人朝著不同的方向奔跑(你是一個團隊還是一群人在一起工作？差別在於專注, 每個人都知道我們要去的方向)
- This is about **Team Focus** which requires Personal Focus (which is super hard to be a master of it, the Shining Object Syndrome, the Squirrel Syndrome...) 這是關於團隊專注, 它需要個人的專注(非常困難, 閃亮物體綜合症, 松鼠綜合症...)

Commitment 承諾

- Once we have that **Focus**, it's much **easier for the team to Commit** 一旦我們有了專注，團隊就更容易做出承諾
- Commitment is the linchpin (**vital/key**) of **Scrum** 承諾是Scrum的關鍵
- **Until there is Commitment**, the team will be hesitancy, drawing back, ineffectiveness, these will slow down your team 在沒有承諾之前，團隊會猶豫、退縮、低效，這些都會拖慢你的團隊
- **When you are committed, things start to change and start to help you.** For example, your team is committed to delivering this product, other teams or departments when they see this, will start to help you. Things start to flow. 當你承諾全心投入時，事情就會開始改變並開始對你有幫助。例如，你的團隊致力於交付這個產品，當其他團隊或部門看到這一點時，就會開始幫助你。事情開始前進。
- Using Fist of Five is a good technique to show/find out the Commitment (it's not just one person who thinks we can do it) 使用5個手指是一種展示/找出承諾的好技巧(而不僅僅是某一個人認為我們可以做到)
- **The magic of Scrum happens when the Commitment of the team happens** and it only happens when All of Values exist. 當團隊做出承諾時，Scrum的魔力就發生了，而且只有當所有價值觀都存在時，它才會發生。

Scrum Values Exercise

Scrum價值練習

- Andrew is giving **each team \$100 dollars** 每個團隊100美元
- Your team is going to invest the \$100 to the Scrum Values that you like the most 您的團隊將把 100美元投入到您最喜歡的Scrum價值上
- The Rule of the Game: 遊戲規則
 - You must **use all your \$100 dollars** 您必須用完您的100美元
 - You **can't invest equally** 你不能平等投資 (in this case, you can't put \$20 for each)
- You will have 4 mins to discuss 你們將有 4 分鐘的時間討論
- When you are back, you have 4 mins to have **someone on your team** to share 回來後, 您有4分鐘的時間讓團隊中的某個人分享
 - **Which Scrum Value** got the most money invested? 哪個Scrum價值獲得了最多的資金投入？
 - **Why** are you invested on that Scrum Value? 為什麼要投資這個Scrum價值？



Any question before we start? 在我們開始之前有什麼問題嗎？

Key Points

- Openness 開放, Make work visible 讓工作透明可視
- Courage 勇氣 to speak the truth 說真話
- Respect 尊重 avoid “Fundamental Attribution Error” 避免“基本歸因謬誤”
- Focus 專注, 有了開放性, 然後勇氣和尊重才能實現, 這將使團隊能夠專注。
- Commitment 承諾是Scrum的關鍵

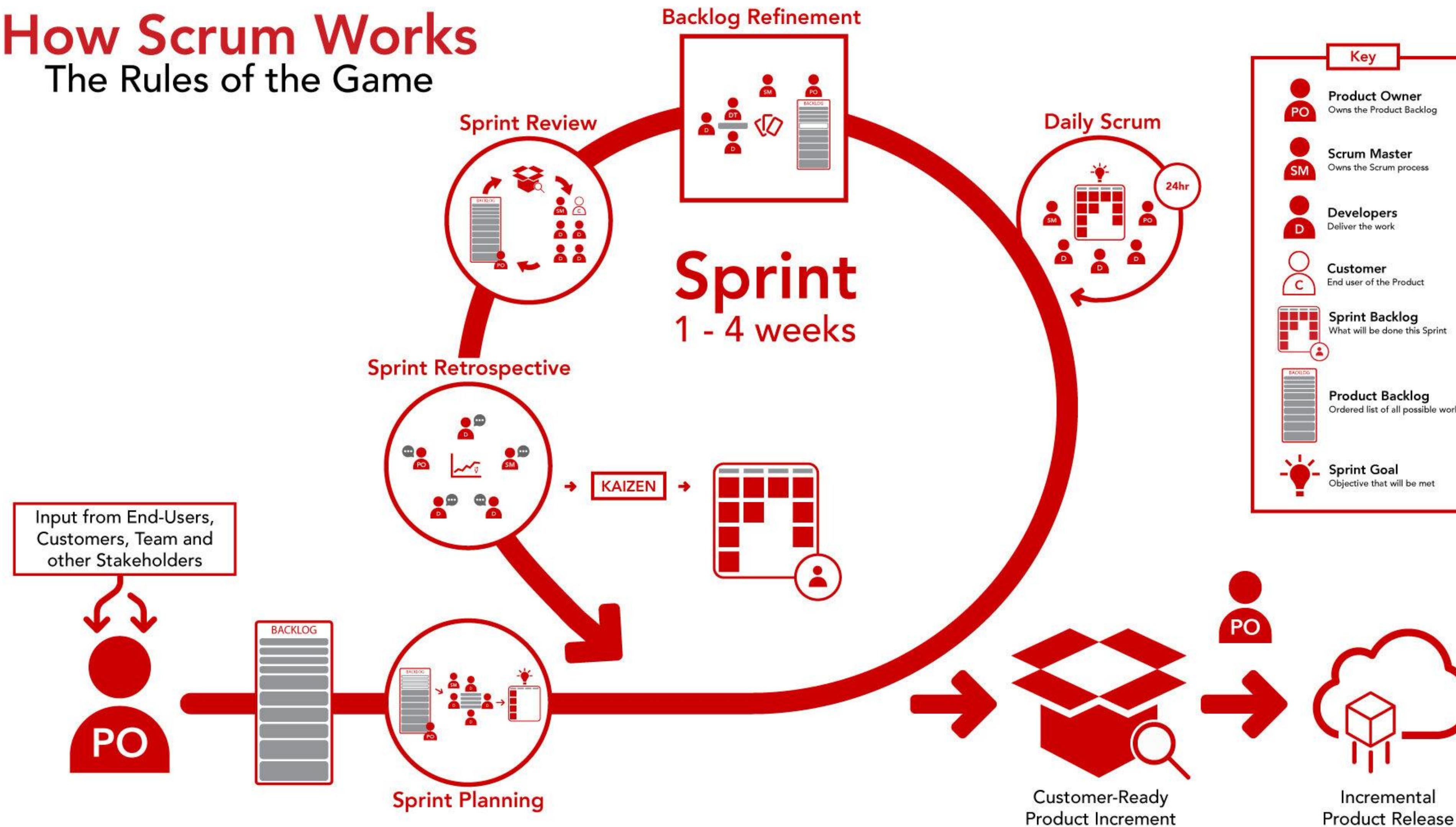
The Scrum Framework

Scrum 架構

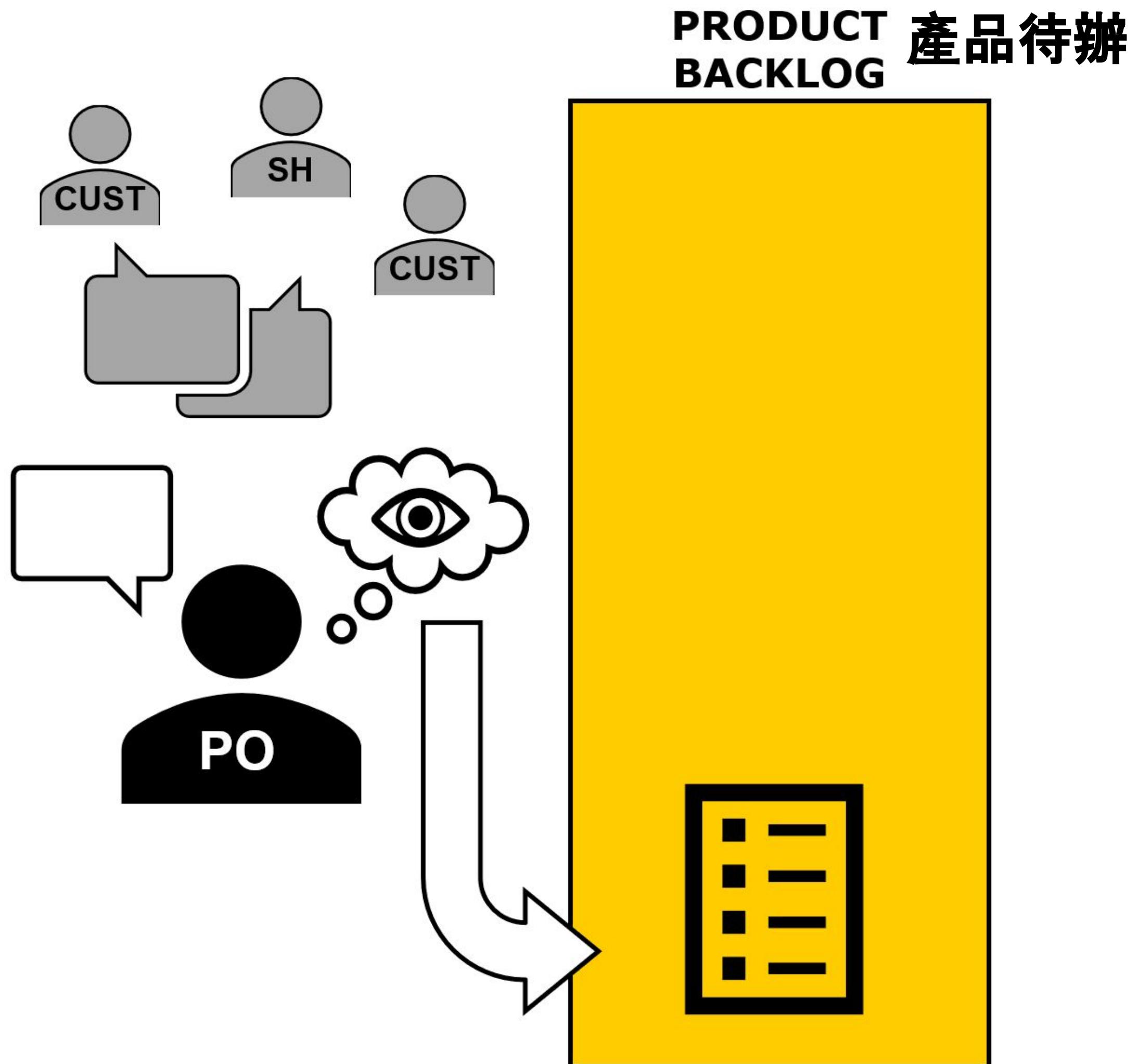
As a member of a Scrum Team, I need to understand the Scrum framework, so that I can help my team implement it properly
身為Scrum團隊的一員，我要了解Scrum工作架構，所以我才能協助我的團隊正確地導入Scrum

How Scrum Works? Scrum: 如何運行?

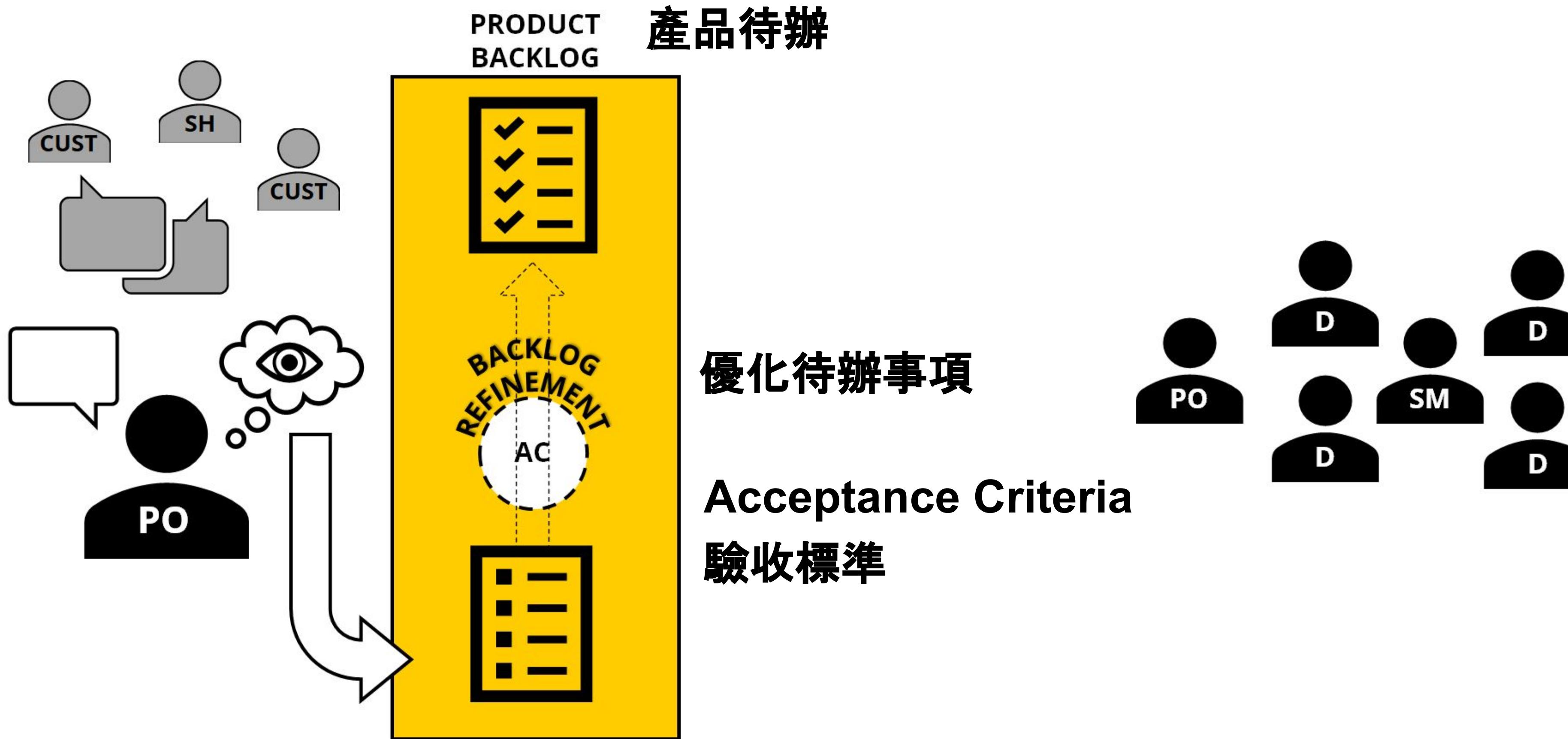
How Scrum Works The Rules of the Game



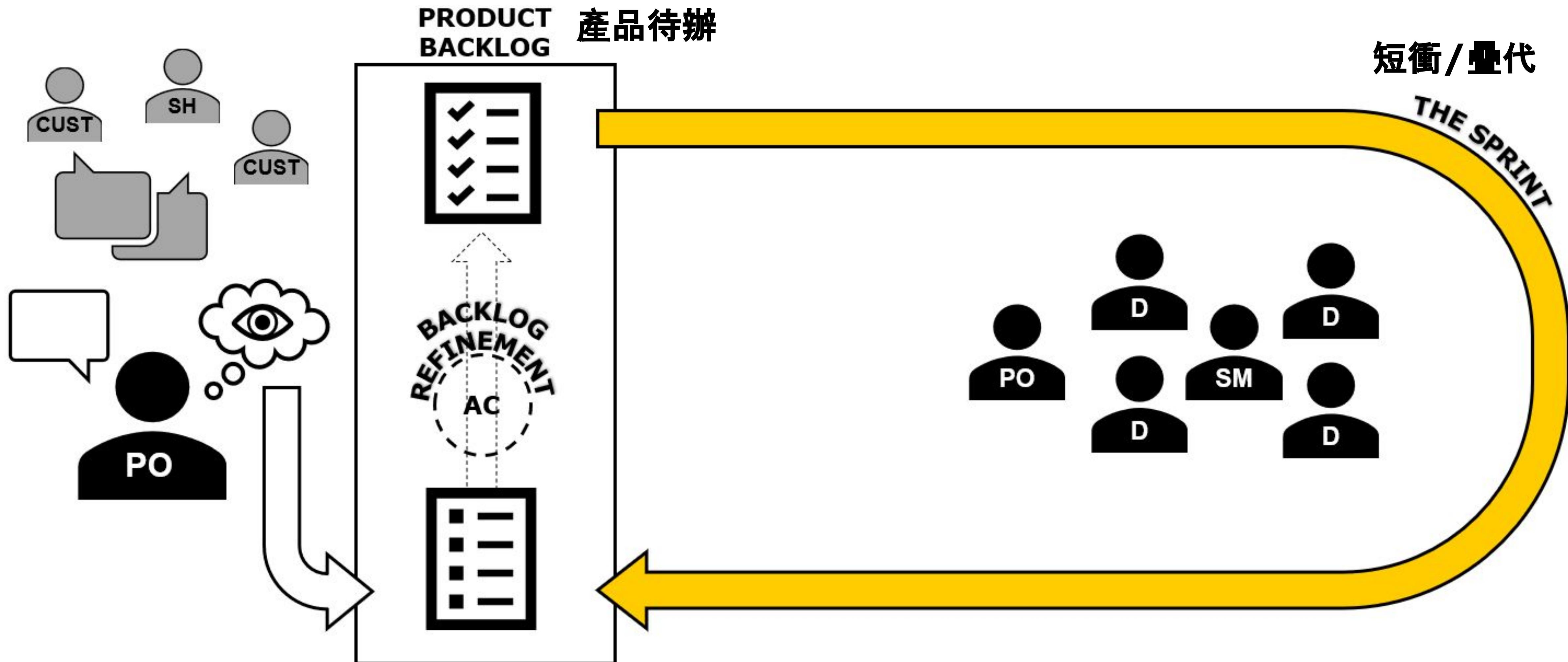
Scrum Framework 工作架構流程



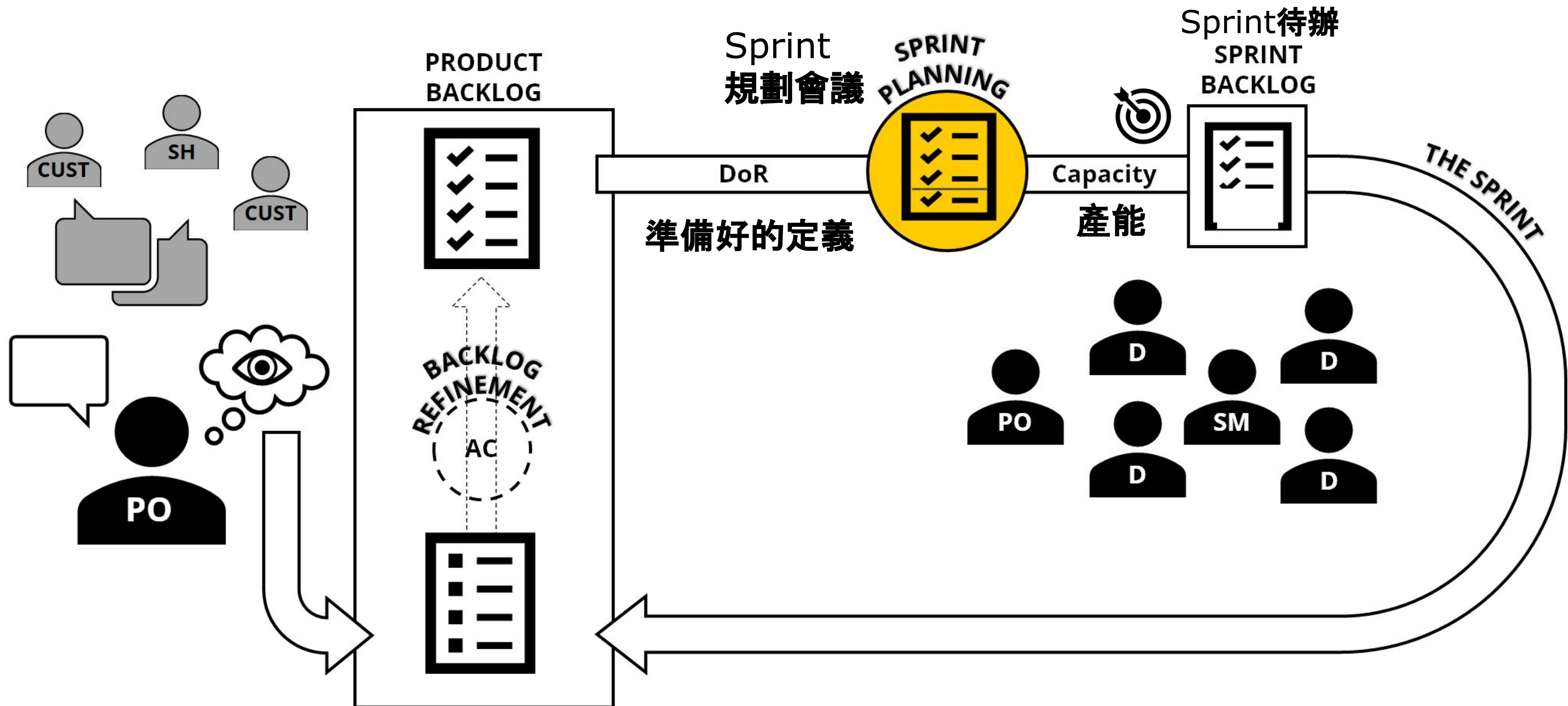
Scrum Framework



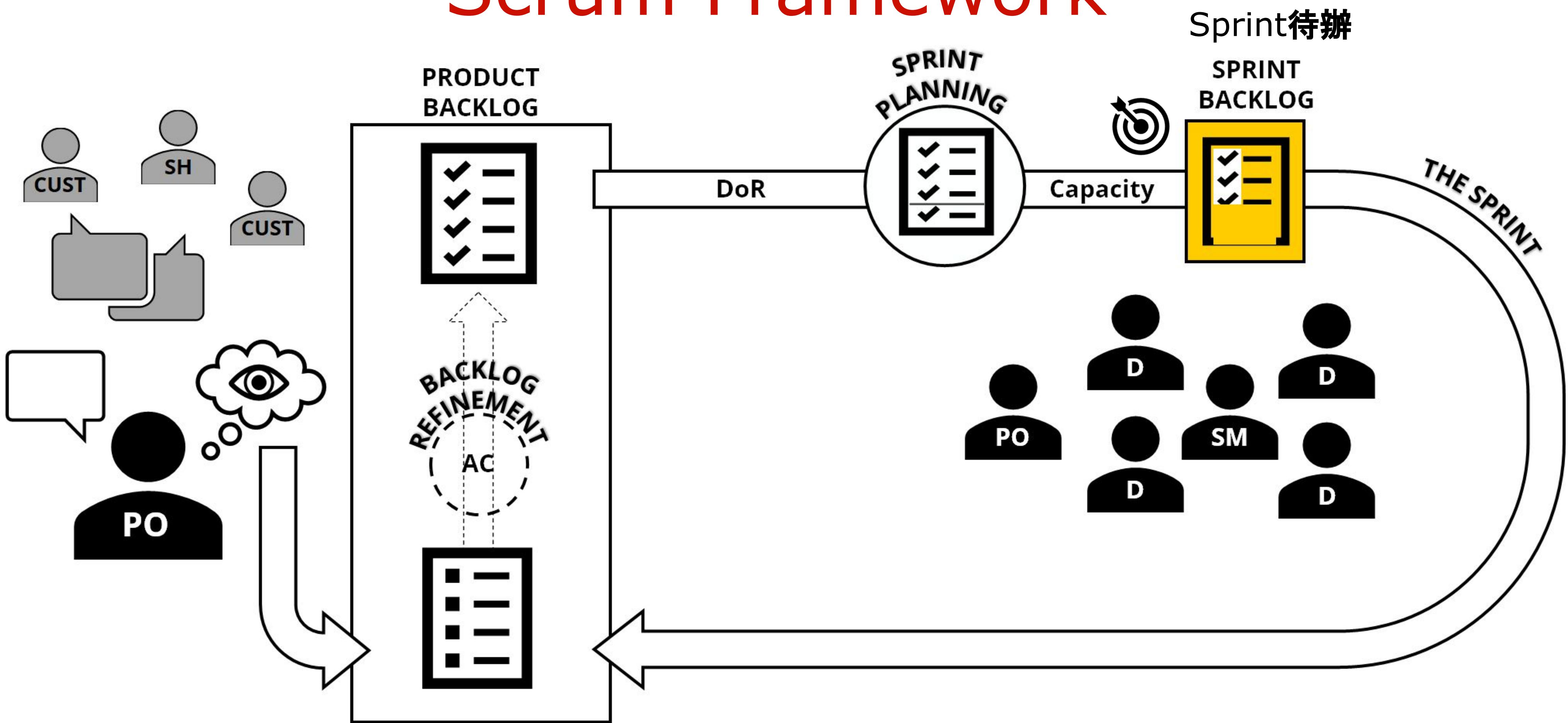
Scrum Framework



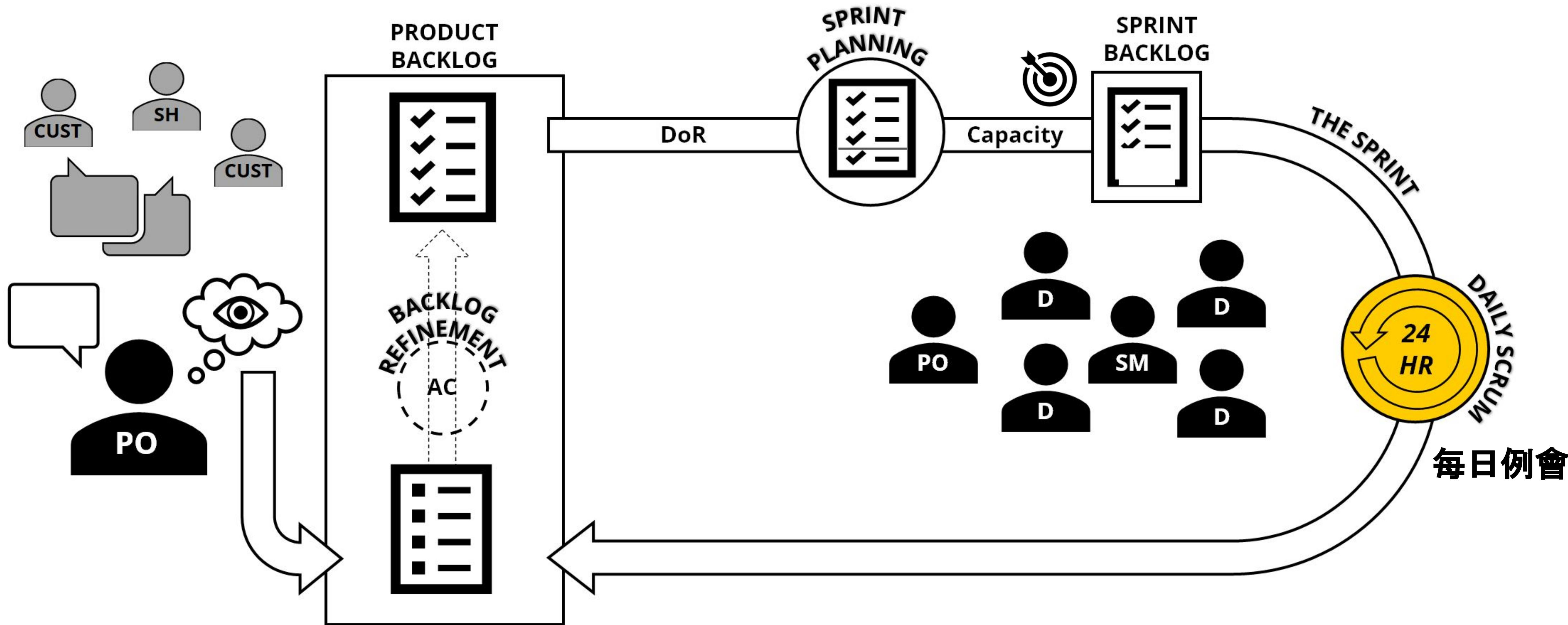
Scrum Framework



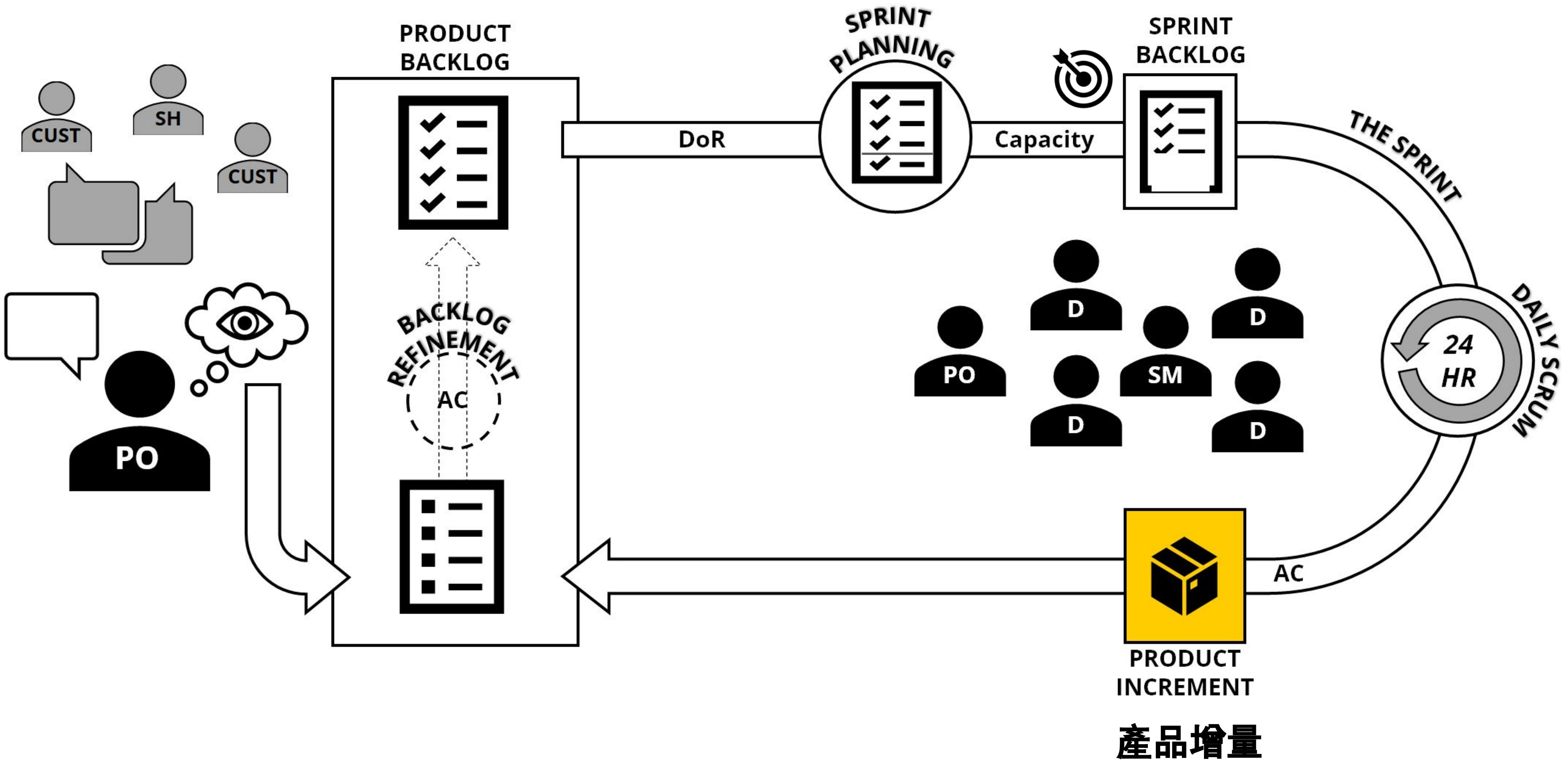
Scrum Framework



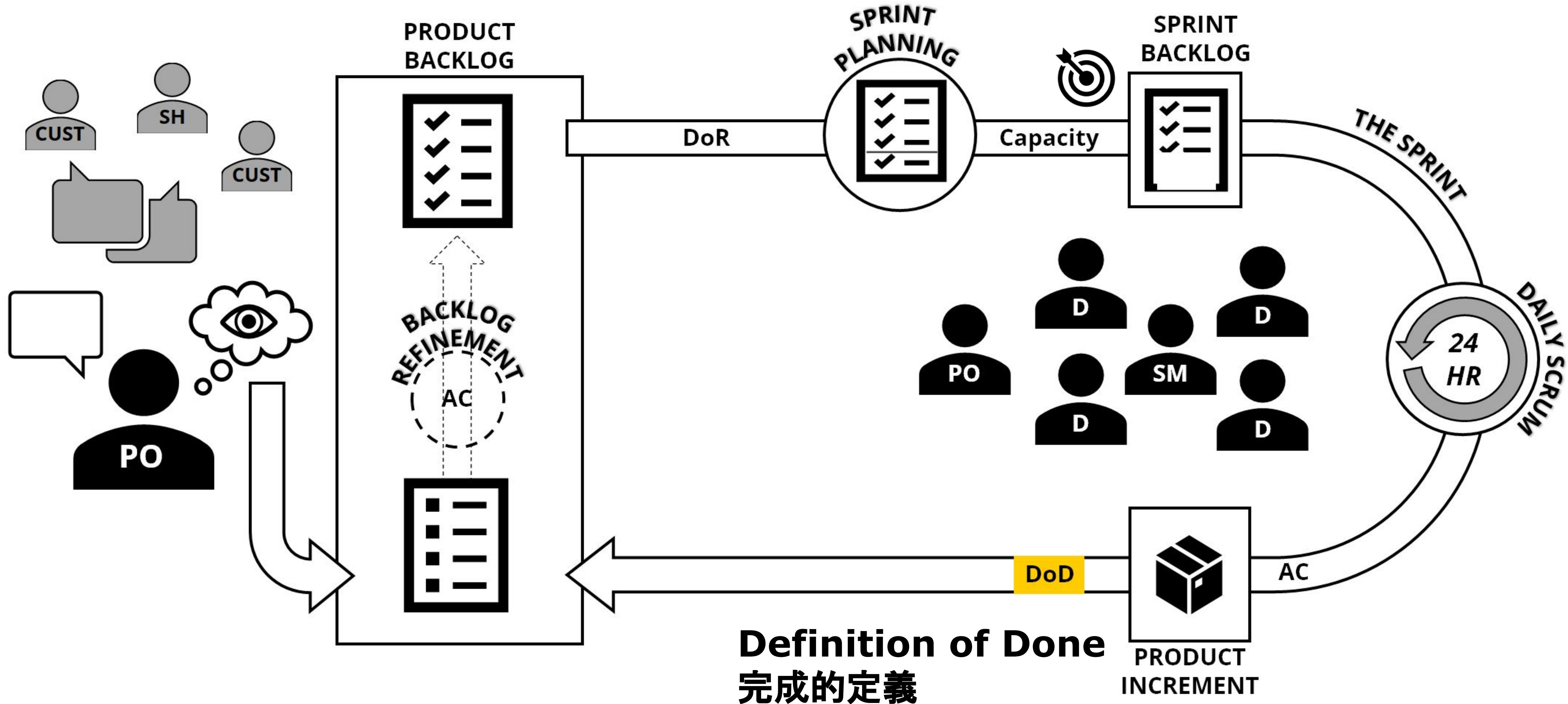
Scrum Framework



Scrum Framework

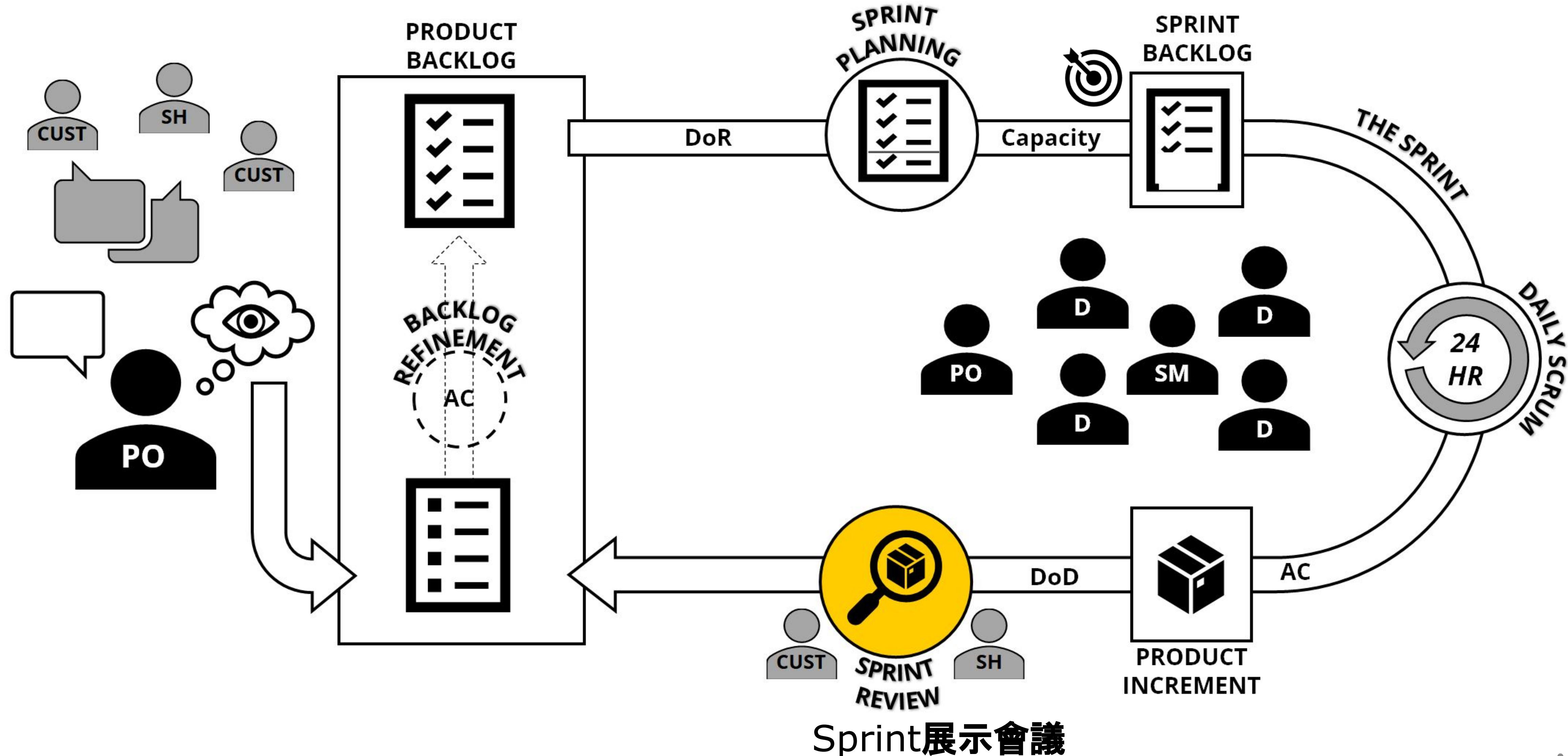


Scrum Framework

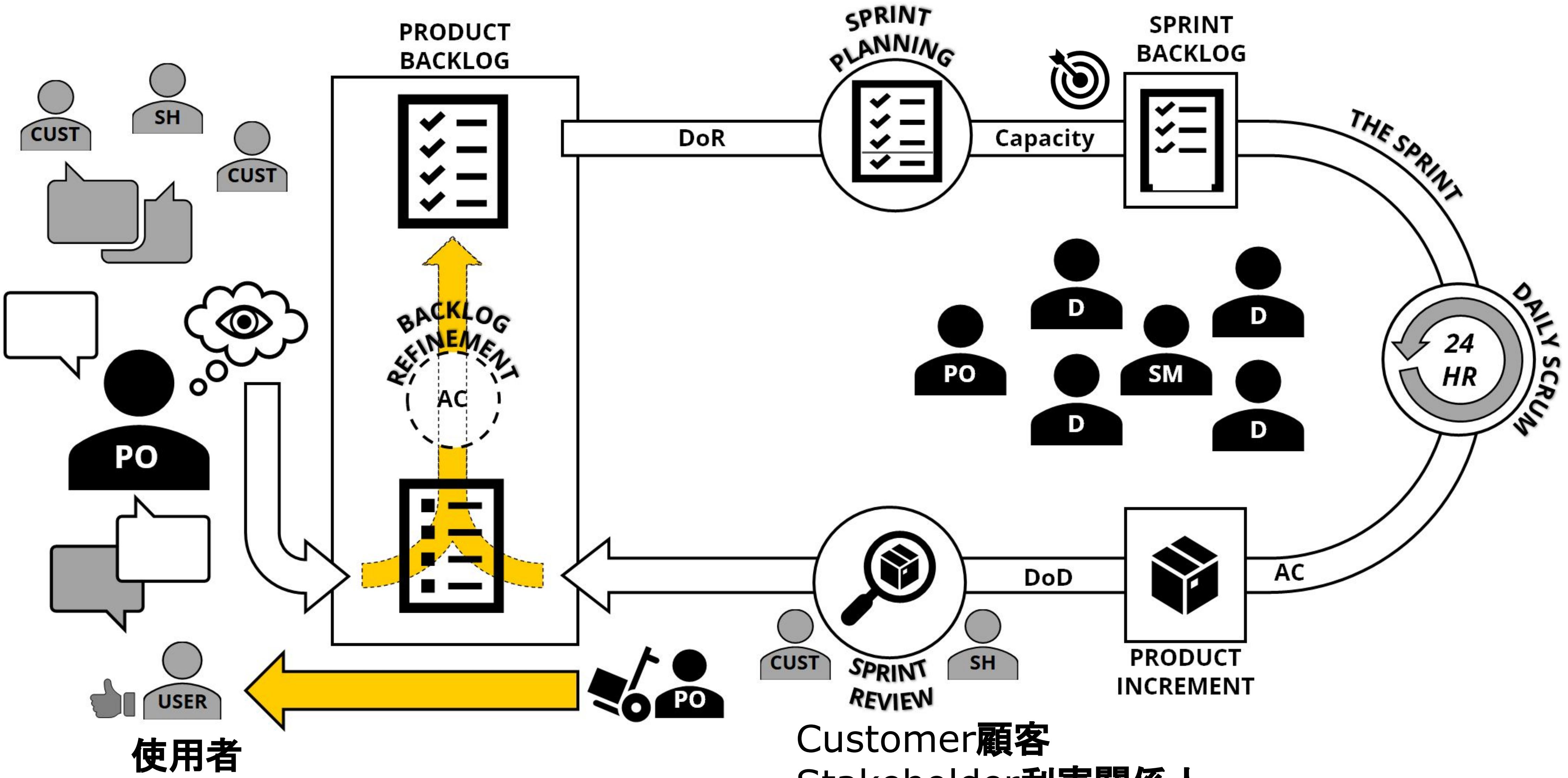


Definition of Done
完成的定義

Scrum Framework



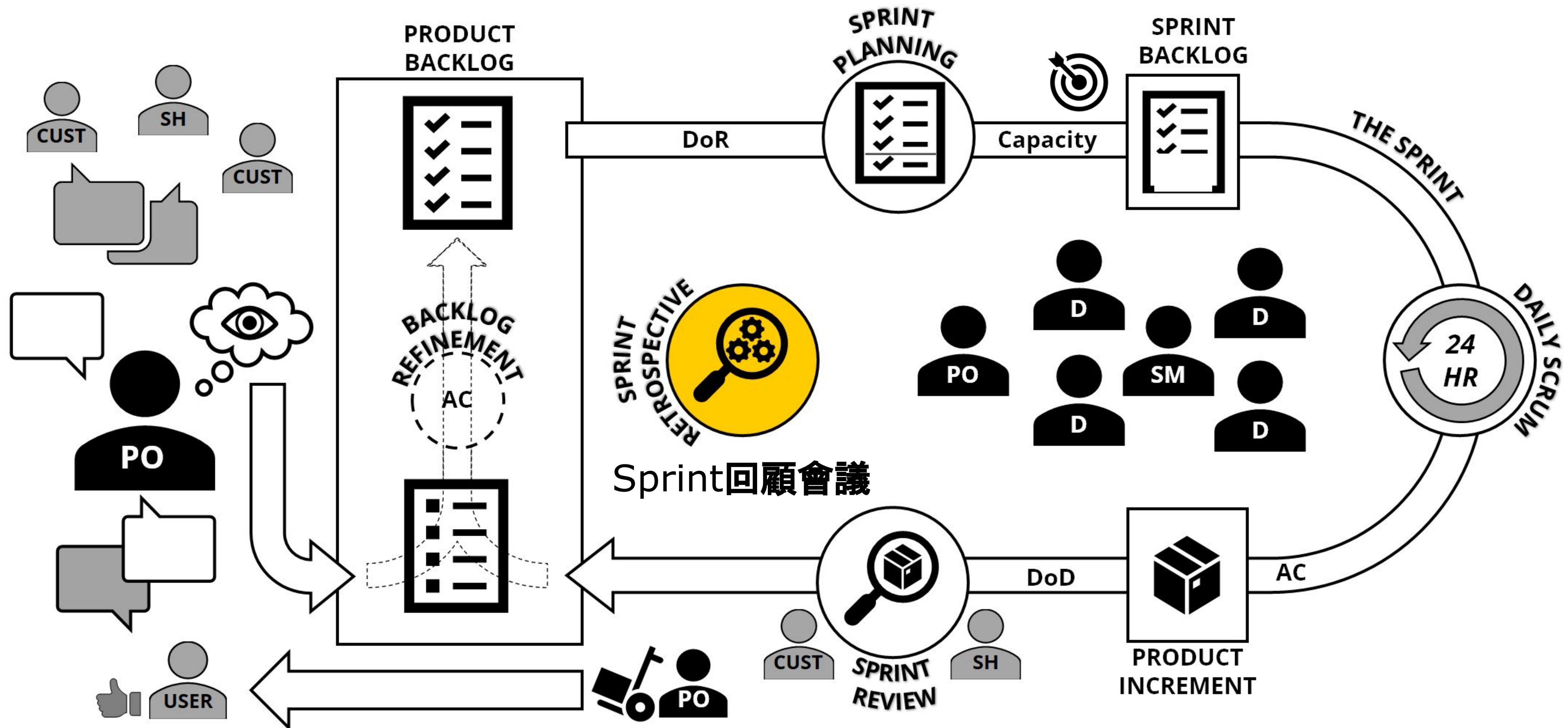
Scrum Framework



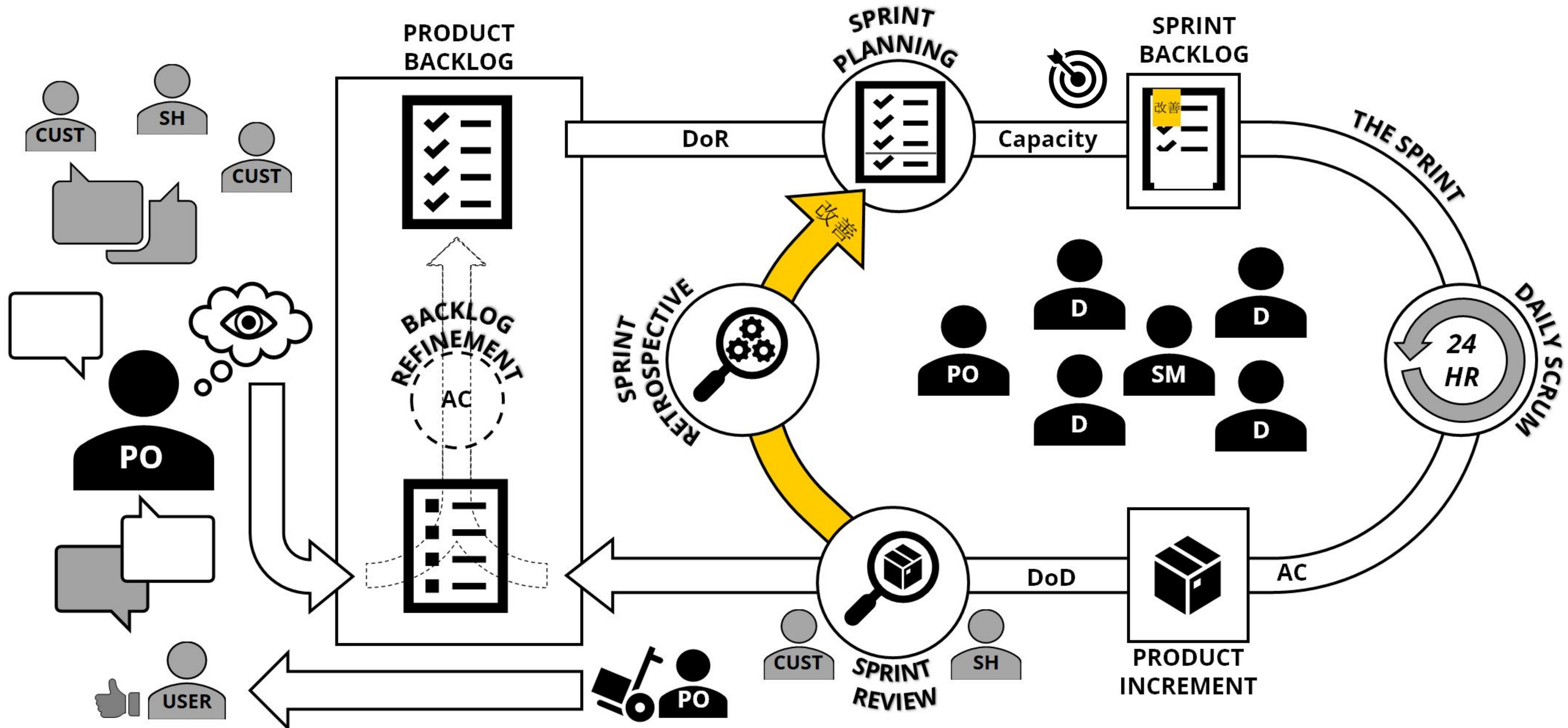
使用者

Customer 顧客
Stakeholder 利害關係人

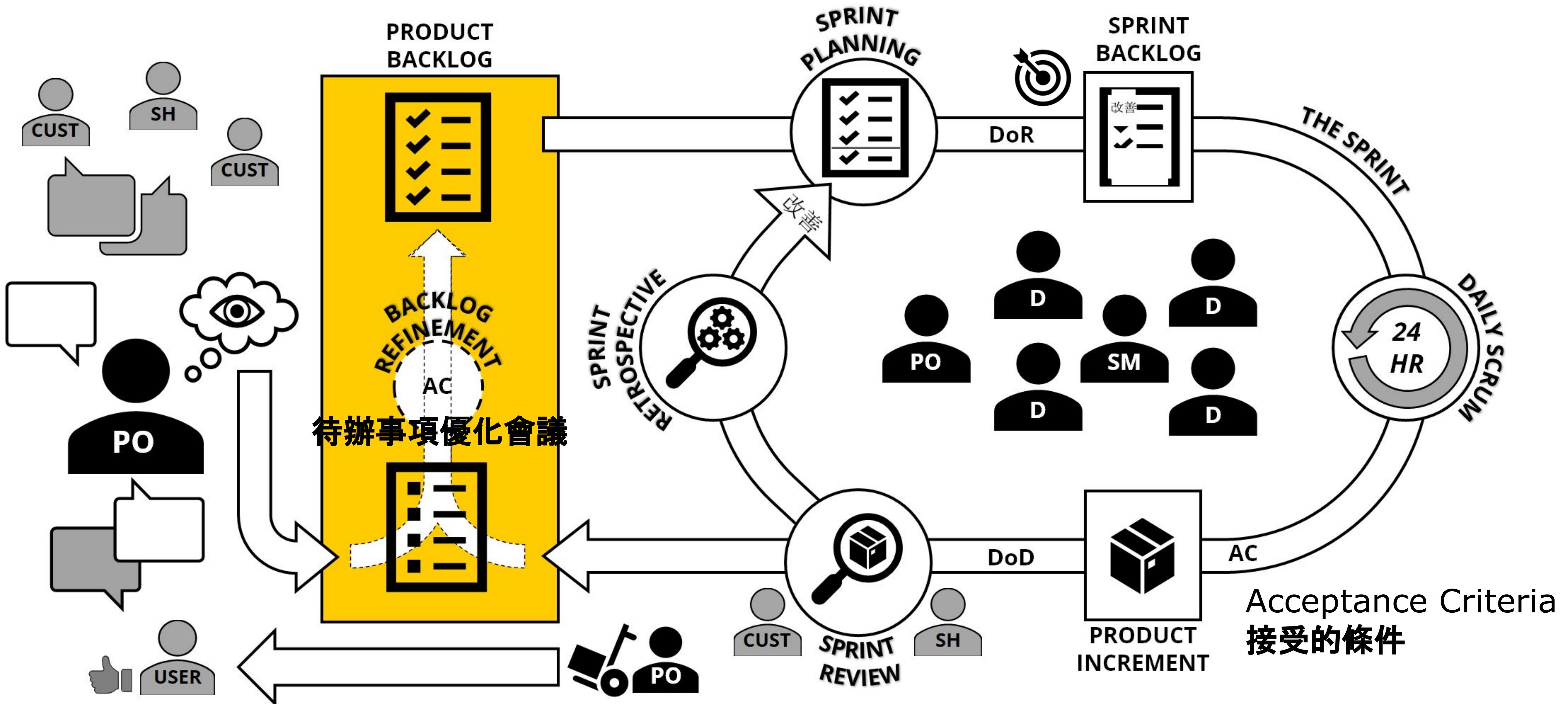
Scrum Framework



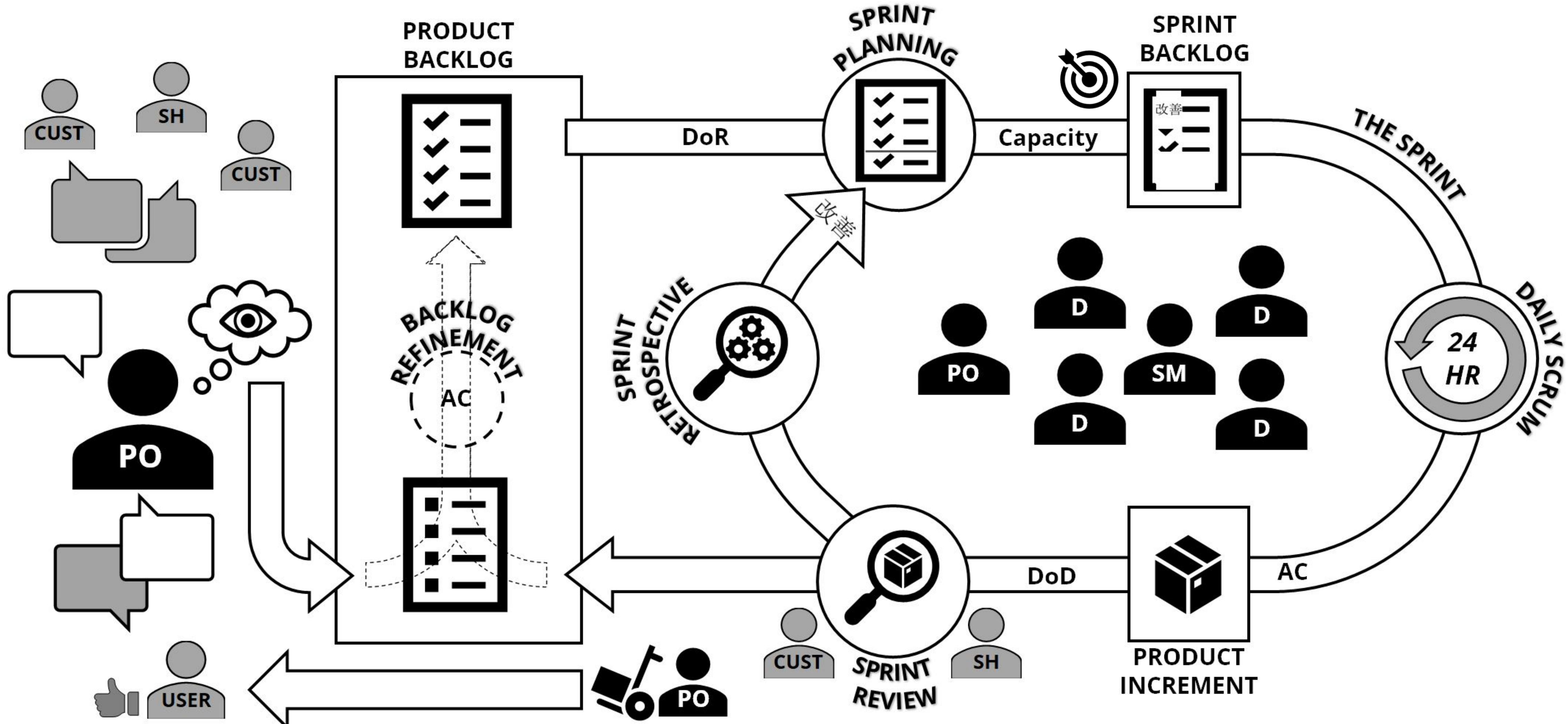
Scrum Framework



Scrum Framework



Scrum Framework 工作架構流程



We will go over each component
in more details later

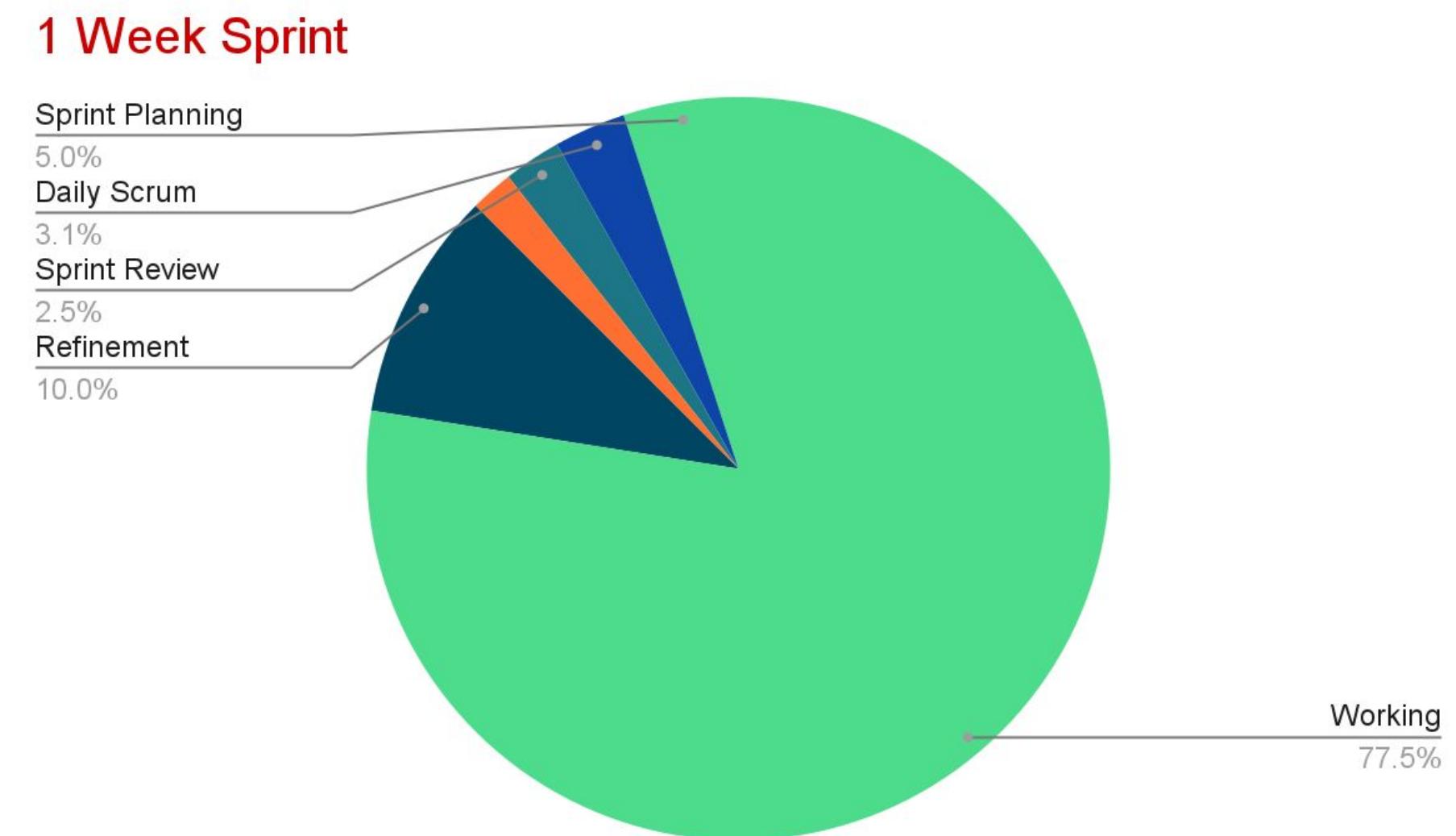
That looks like a lot of meetings to me, right? 看來我會有開不完的會議，對吧？

- One week Sprint has 40 hrs 以一週為周期的Sprint有40小時
 - Sprint Planning is 2 hrs or less
 - Daily Scrum $5 * 15 \text{ mins} \text{ or less} = 75 \text{ mins}$
 - Review is 1 hr or less
 - Retrospective is 45 mins or less
 - Total = 5 hrs + Refinement is up to 10% which will be 4 hrs or less

It's about 20% of "planning, demo, learning" and **80%** (**or more** when the team is more mature) of **doing** the work 所以大約是20%的時間用在規劃、展示、學習, 80%用在產品開發的工作上(當團隊越成熟, 可以用於開發的時間會越多)

Remember, **All these events are designed to reduce other unnecessary meetings** (that you currently have)

提醒 ~ 所有這些會議是為了減少目前不必要的會議



The Rulebook

Ken Schwaber & Jeff Sutherland

The Scrum Guide

The Definitive Guide to Scrum: The Rules of the Game

November 2020

The Playbook

scrum

@

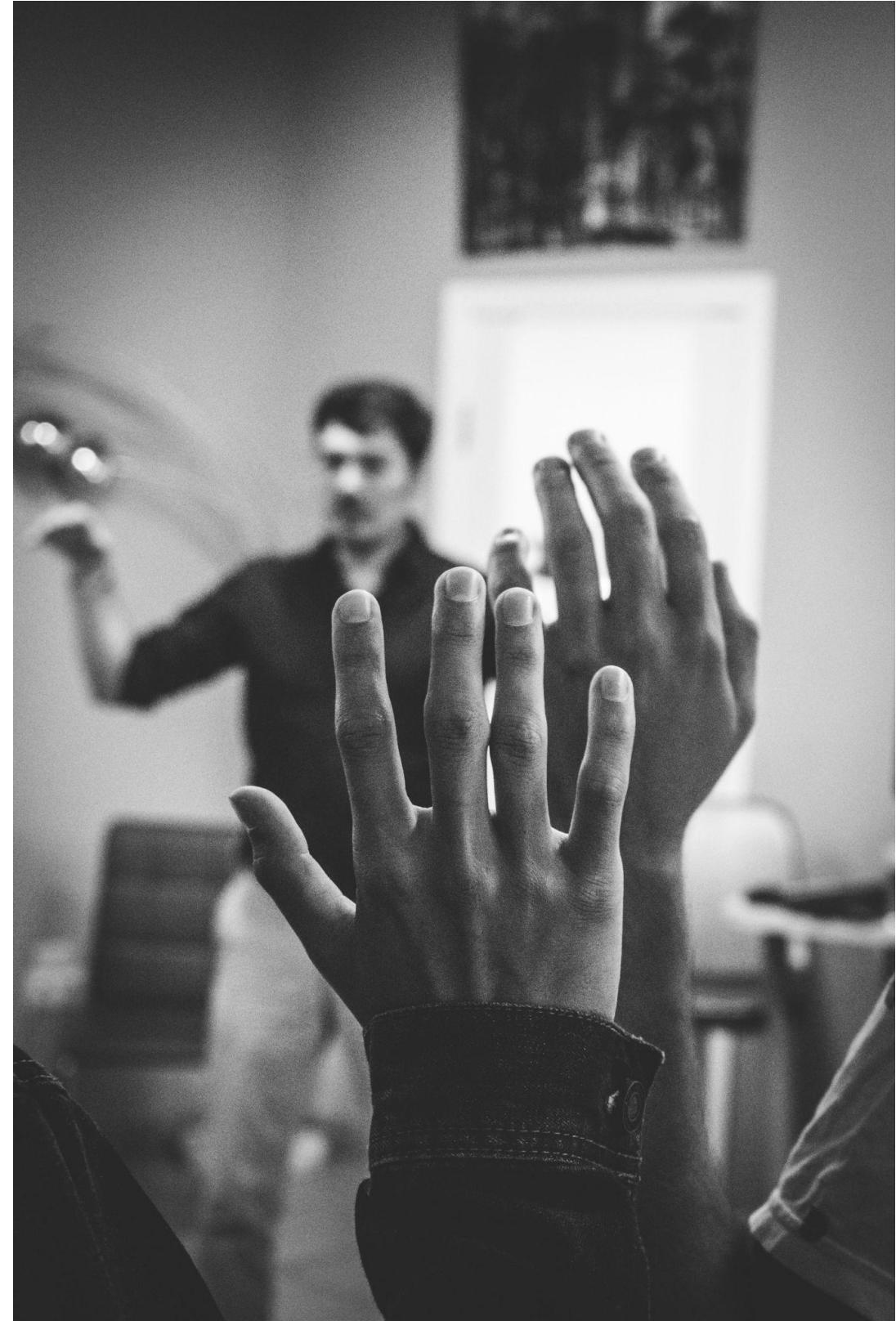
Company ABC



Key Points

- How Scrum Works 工作架構流程
- The 3-5-3
- Scrum is designed to reduce other unnecessary no value meetings. Scrum是為了減少目前不必要的會議
- There is only one way to find out, do it with growth mindset, don't pick and choose 去做就會理解, 不要挑三揀四
- Start create 開始打造 your Playbook

Questions?



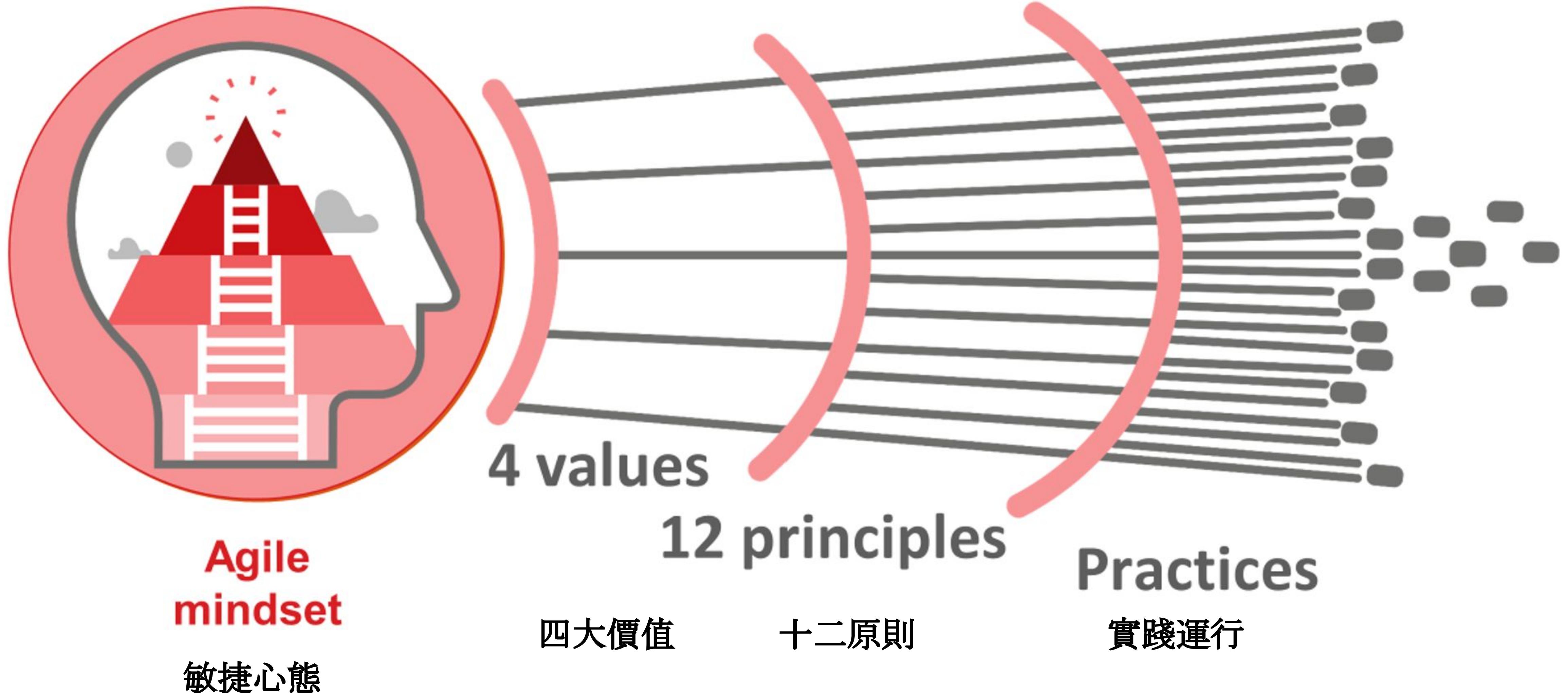
The person asks the question is the person who learns the most
提問的人正是學到最多的人

Agile Rising 敏捷興起 (*)

As a member of a Scrum Team, I need to know the relationship between Scrum and Agile, so that I understand the context and I can do it well.

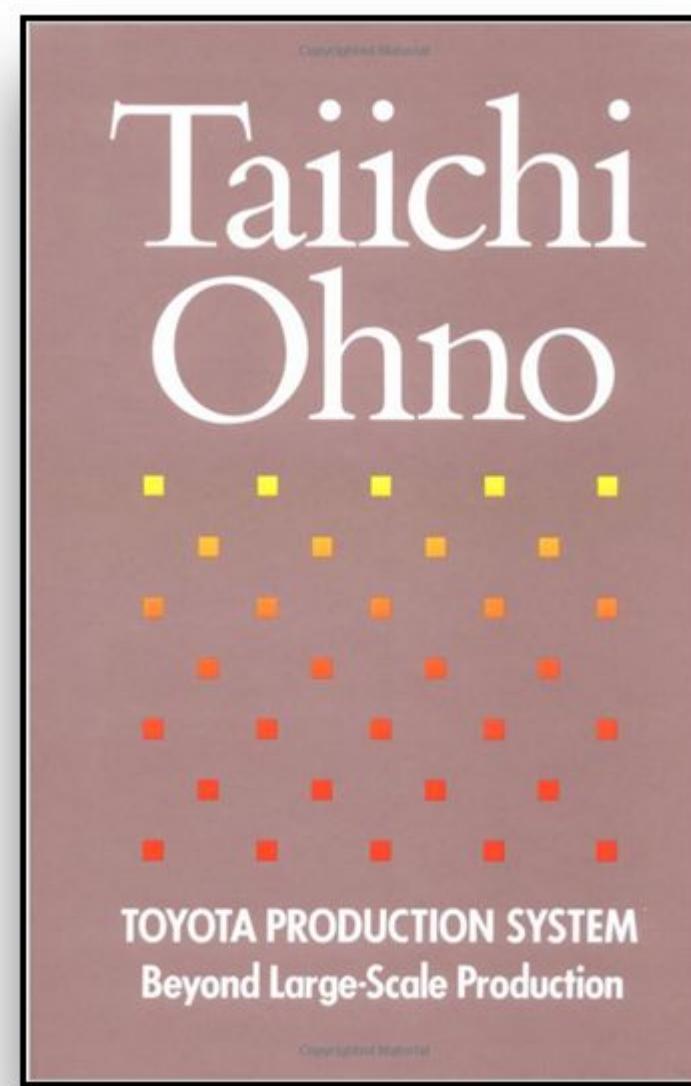
身為Scrum團隊的一員，我要了解Scrum與Agile敏捷的關係，所以我才能明白來龍去脈並且能到位

What is Agile?



Lean, Scrum and Agile: What's the connection? 精實管理、Scrum和敏捷：有什麼關聯？

TPS 1950's



Scrum 1990's

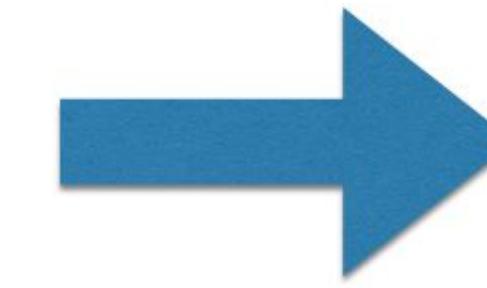
Ken Schwaber & Jeff Sutherland

The Scrum Guide

The Definitive Guide to Scrum: The Rules of the Game

November 2020

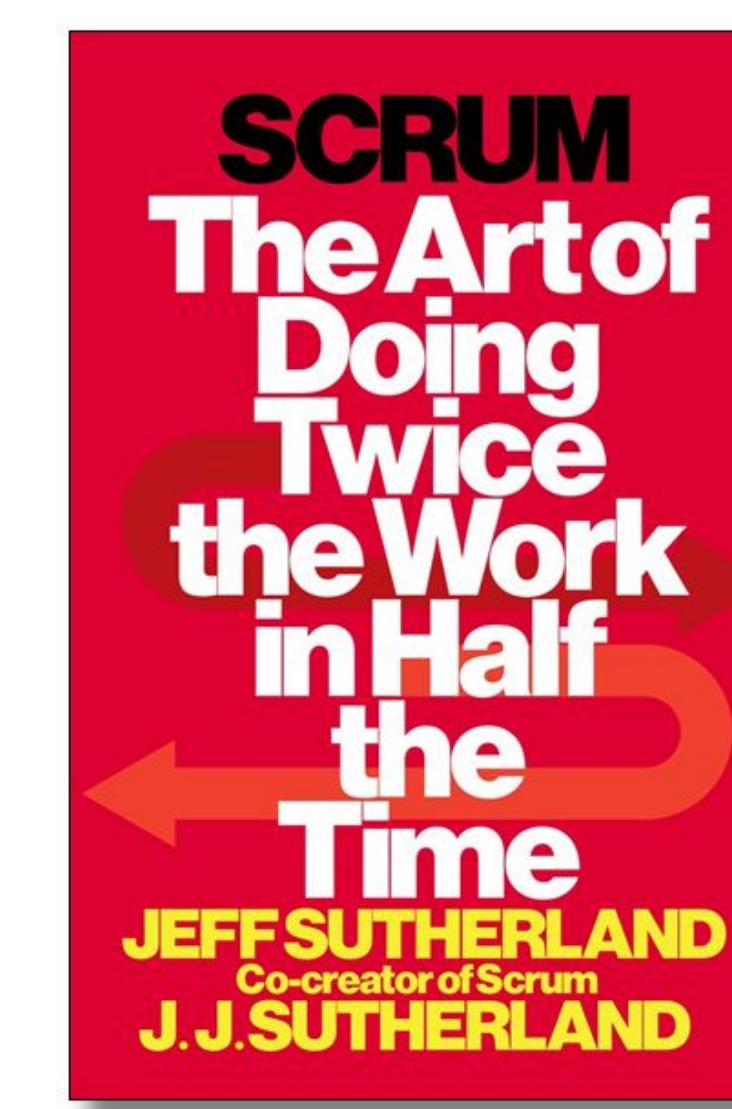
One Parent



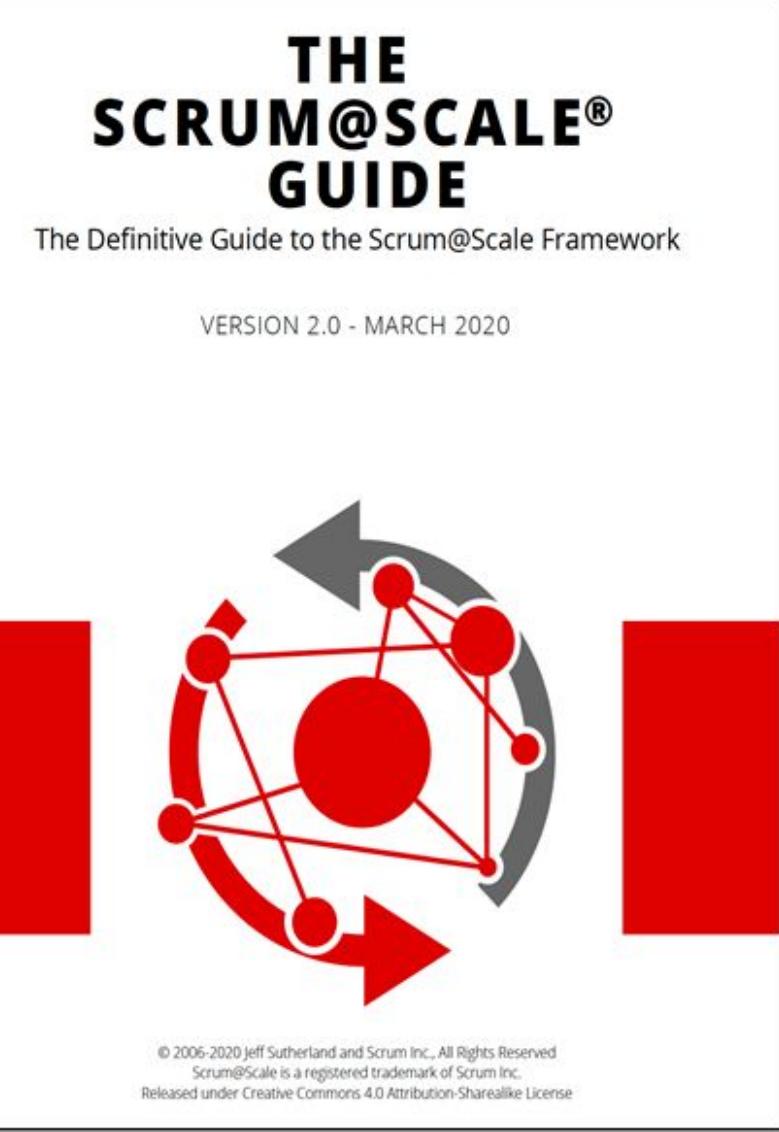
Agile 2001



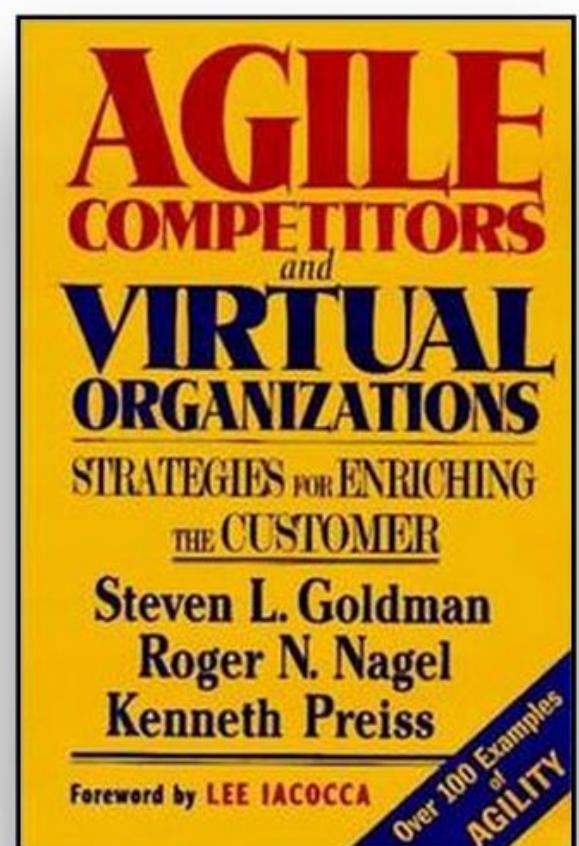
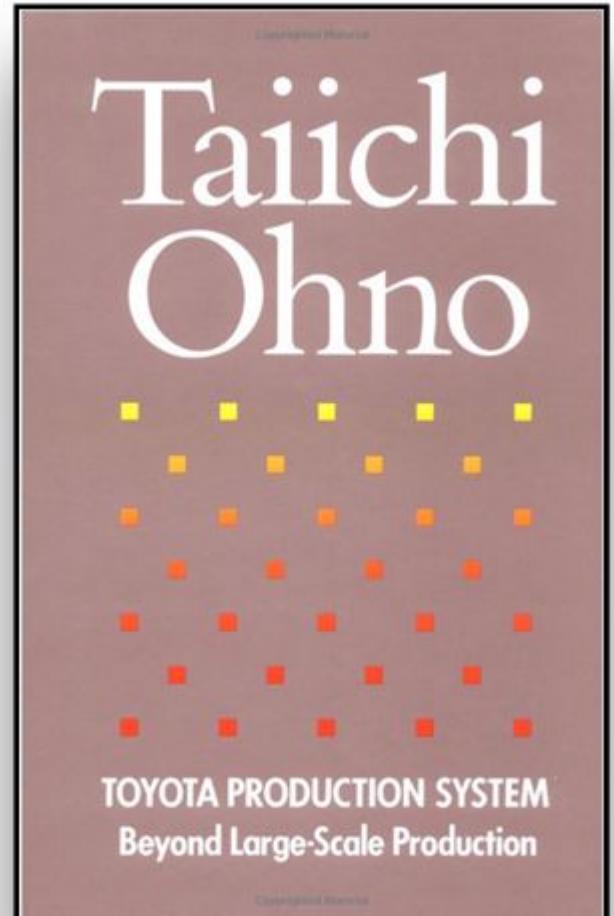
Scrum 2014



S@S 2019



Lean, Scrum and Agile: What's the connection? 有何關聯?



To be Lean, Leadership needs to change focus
要運用精實管理，領導者必須改變關注的焦點：

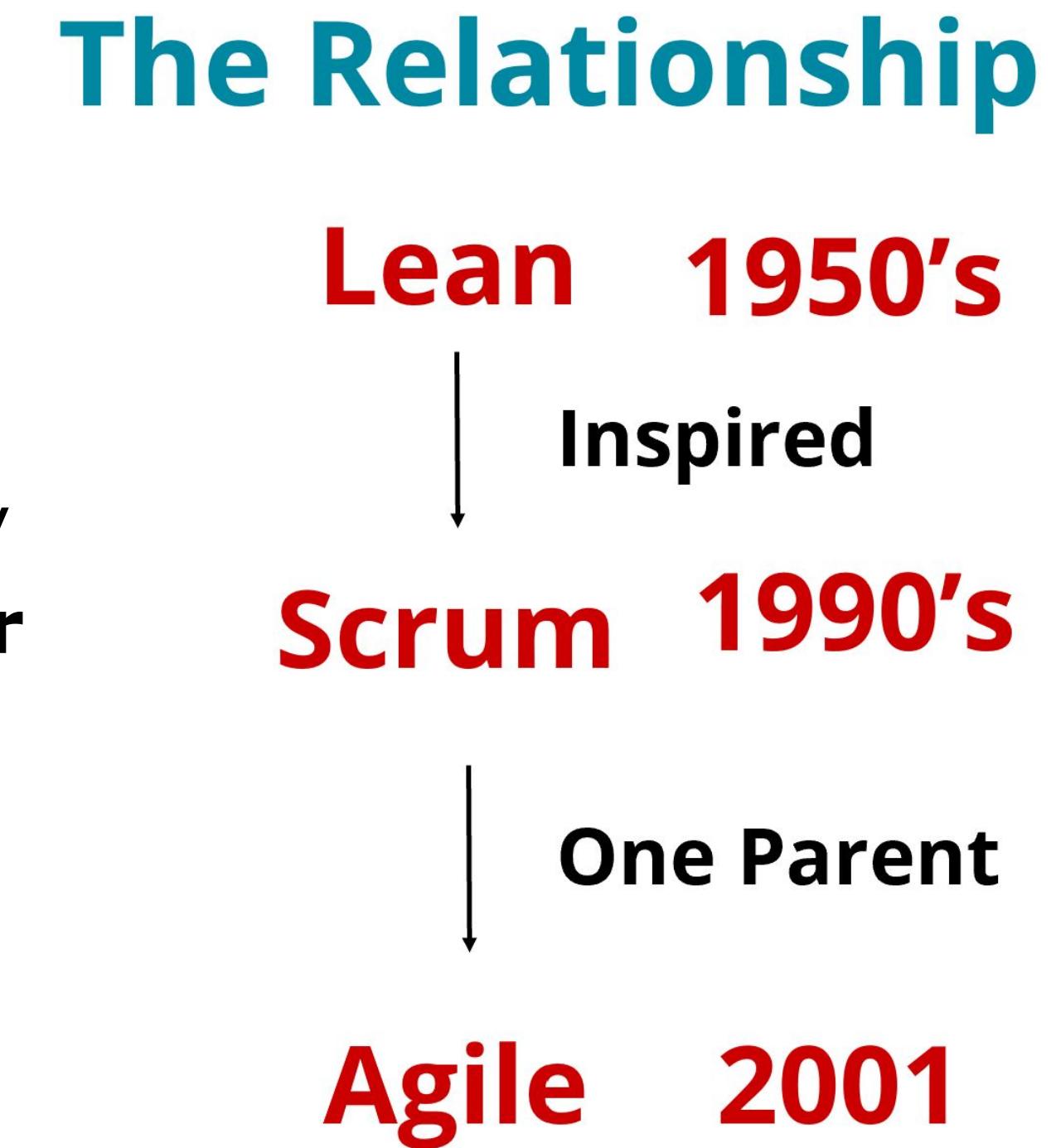
- Eliminate Waste 消除浪費
- Understand Value Stream Analysis 了解價值流分析
- Implement Single Piece Continuous Flow
導入單件連續流

Agile competition goes beyond lean manufacturing by
permitting the customer, jointly with the vendor or provider, to determine what the product will be

允許客戶與供應商共同決定產品為何

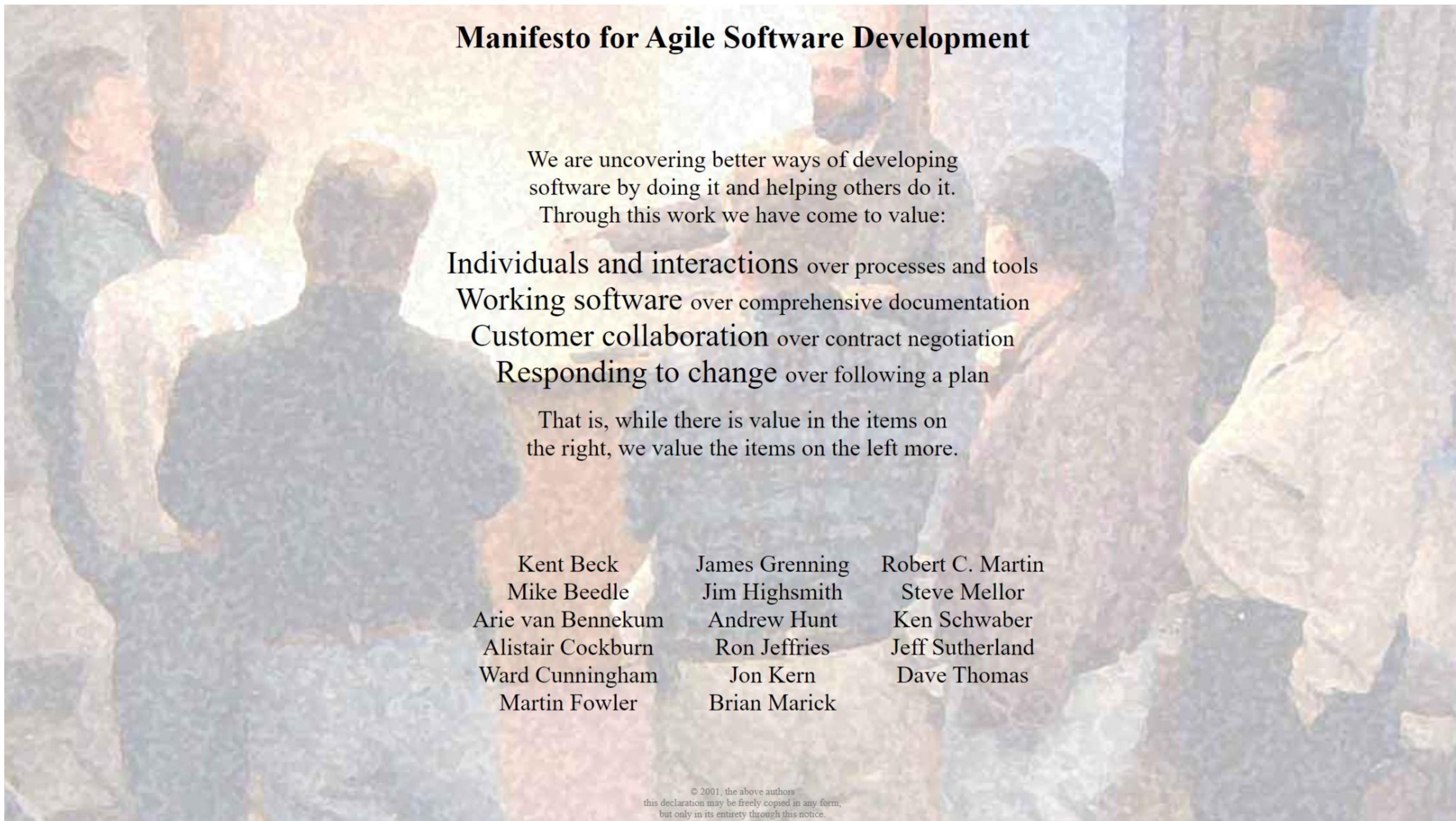
For agile competitors, the ability to individualize products comes at little or no increase in manufacturing cost. It does, however exact a cost:
It requires major changes in organization, management philosophy, and operations

它需要對組織、管理理念和運營進行重大改變



Agile Manifesto 2001: 4 Values

敏捷宣言 2001: 四大價值



Agile Manifesto 2001: 4 Values

敏捷宣言 2001: 四大價值



AgileManifesto.org

Responding to change over following a plan

回應變化 重於 遵循計劃



LSU business professor Leon C. Megginson describing Darwin's observations

Agile Manifesto Principles 敏捷宣言十二原則

- Our highest priority is to **satisfy the customer** through **early and continuous delivery** of valuable software.
我們最優先的任務，是透過及早並持續地交付有價值的軟體來滿足客戶需求。
- Welcome **changing requirements**, even late in development. Agile processes harness change for the customer's competitive advantage.
竭誠歡迎改變需求，甚至已處開發後期亦然。敏捷流程掌控變更，以維護客戶的競爭優勢。
- **Deliver** working software [product] **frequently**, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
經常交付可用的[產品]，頻率可以從數週到數個月，以較短時間間隔為佳。
- **Business** people and **developers** must **work together daily** throughout the project.
商業人員與開發者必須在專案全程中天天一起工作。
- Build projects around **motivated individuals**. Give them the environment and support they need, and **trust them** to get the job done.
以積極的個人來建構專案，給予他們所需的環境與支援，並信任他們可以完成工作。

- The most efficient and effective method of conveying information to and within a development team is **face-to-face conversation**
面對面的溝通，是傳遞資訊給開發團隊及團隊成員之間效率最高且效果最佳的方法。
- **Working software [product] is the primary measure of progress.**
可用的軟體 [產品] 是最主要的進度量測方法
- Agile processes promote sustainable development. The sponsors, developers, and users should be able to **maintain a constant pace indefinitely**.
敏捷程序提倡可持續的開發。贊助者、開發者及使用者應當能不斷地維持穩定的步調。
- Continuous attention to **technical excellence** and **good design** enhances agility.
持續追求優越的技術與優良的設計，以強化敏捷性。
- **Simplicity** -- the art of maximizing the amount of work not done -- is essential.
精簡 - 或最大化未完成工作量之技藝 - 是不可或缺的。
- The best architectures, requirements, and designs emerge from **self-organizing teams**
最佳的架構、需求與設計皆來自於能自我組織的團隊。
- At **regular intervals**, the team **reflects** on how to become more effective, then tunes and **adjusts** its behavior accordingly.
團隊定期自省如何更有效率，並據之適當地調整與修正自己的行為。

Agile Manifesto Principles Exercise

敏捷宣言原則練習

- Andrew is giving **each team \$100 dollars** 每個團隊100美元
- Your team is going to invest the \$100 to the Principle(s) that you like the most 您的團隊將把 100美元投入到您最喜歡的原則(s)上
- The Rule of the Game: 遊戲規則
 - You must **use all your \$100 dollars** 您必須用完您的100美元
 - You **can't invest equally** 你不能平等投資 (in this case, you are not able to)
- You will have 7 mins to discuss 你們將有 7 分鐘的時間討論
- When you are back, you have 5 mins to have **someone on your team** to share 回來後, 您有 5 分鐘的時間讓團隊中的某個人分享
 - **Which Principle** got the most money invested? 哪個原則獲得了最多的資金投入？
 - **Why** are you invested on that Principle? 為什麼要投資這個原則？



Any question before we start? 在我們開始之前有什麼問題嗎？

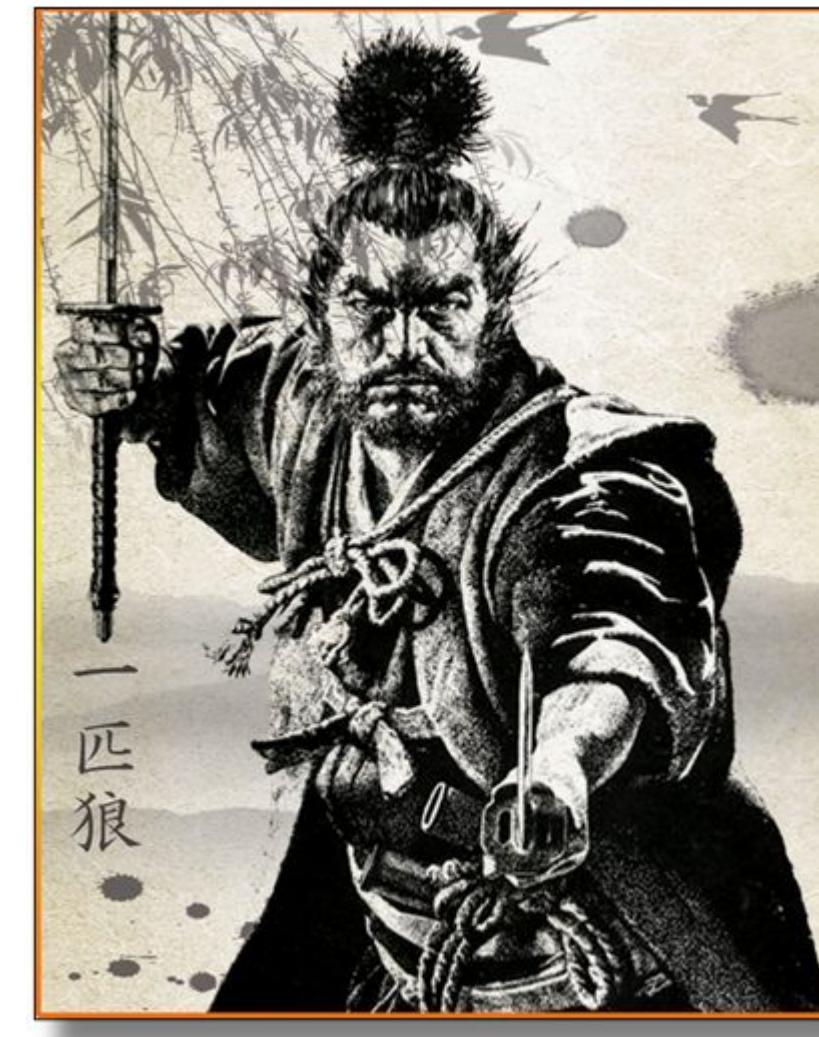
Question: Where can you use the \$100 game?

Other Influences: Creating An Agile Mindset

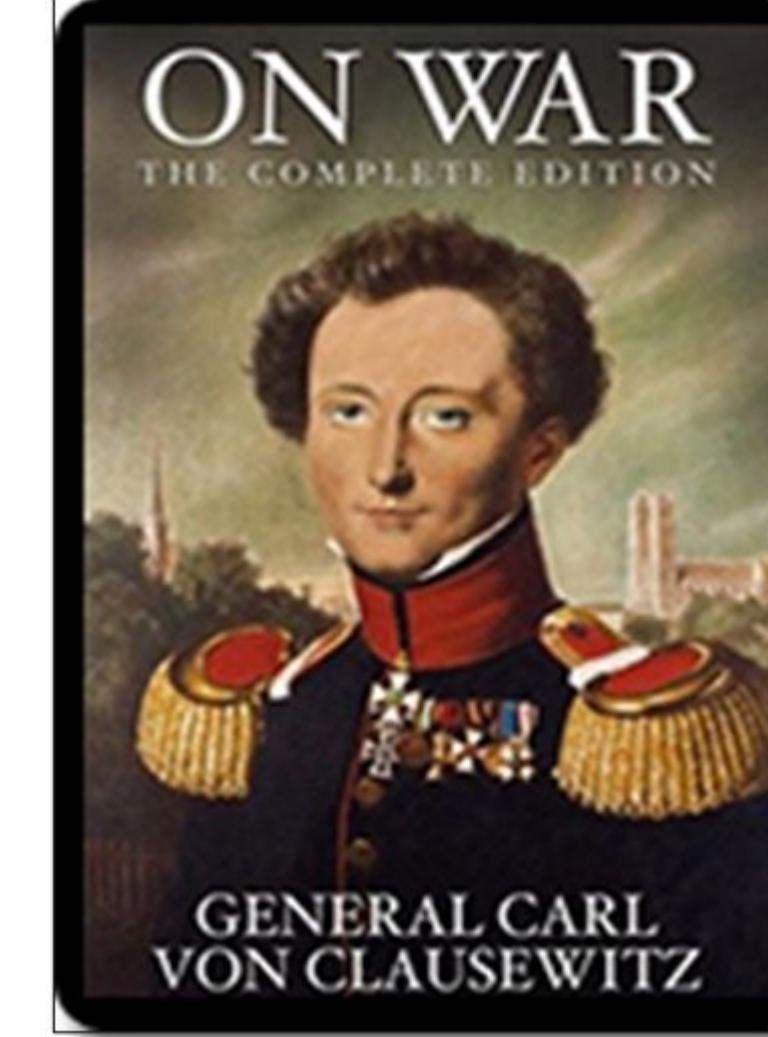
其他影響建立敏捷心態



Sun Tzu
Winning the war
WITHOUT firing a
single shot



Miyamoto Musashi
Creator of the
"Way of Two Swords":
one for long & one for
short range



**General Von
Clausewitz**
Cutting through the
"Fog of War"



Colonel John Boyd
OODA Loop
Situational Awareness

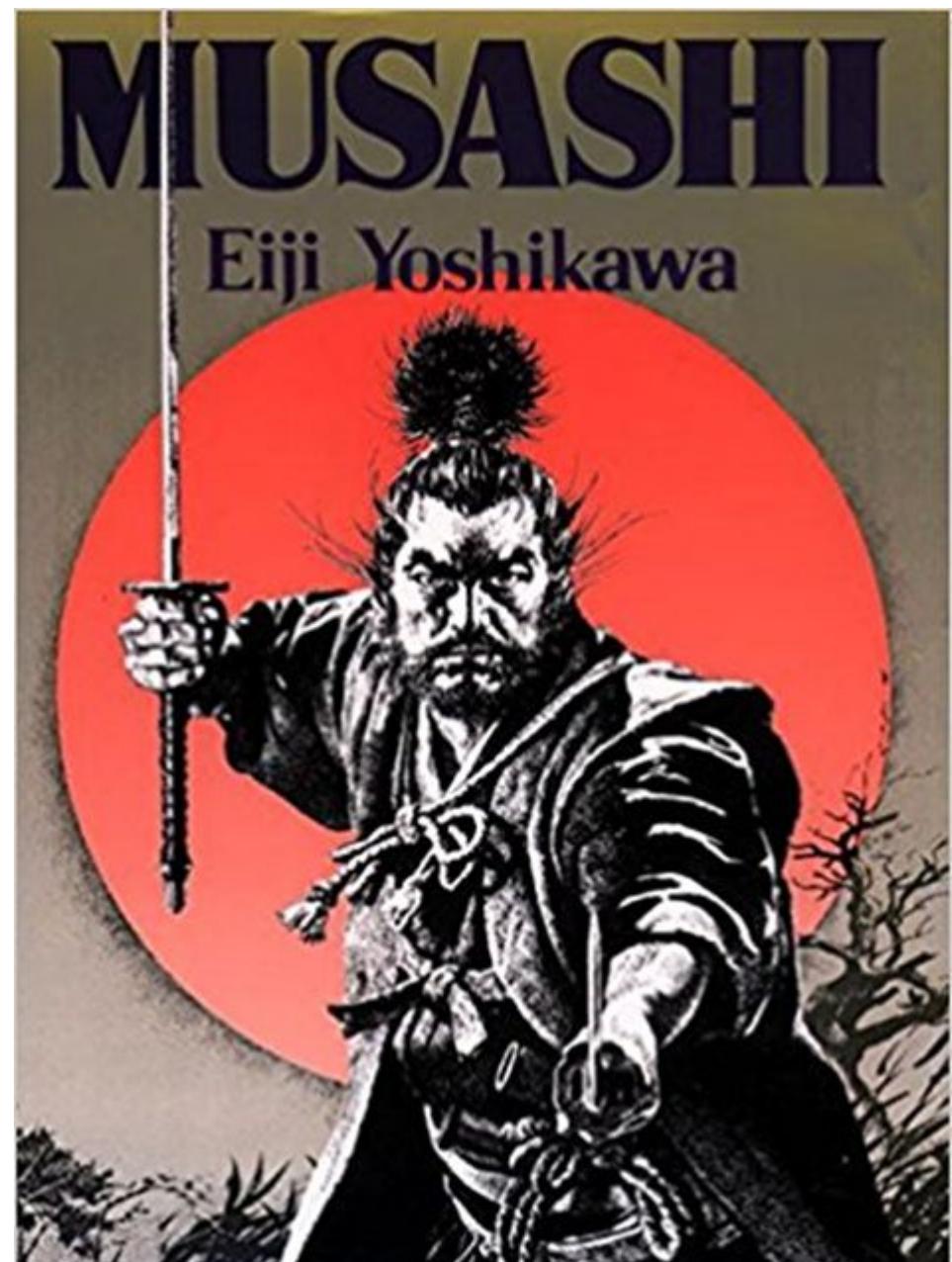
Without Agile Mindset in command, there will be no Agile Execution by the body!
缺乏敏捷心態的貫徹，就無法身體力行敏捷開發

Sun Tzu 孫子: Nonviolent Strategy

- There will always be **resistance** 總會有阻力
- Create a successful reference model
建立成功的參考模型
- Do it in a way that creates pull from other parts of the organization
能從組織各單位產生拉引力/影響力的方式來做
- Roll out Scrum where people want it
在人們想要的地方推出Scrum
- If successful, laggards will feel surrounded and give up without fighting 落後者將不戰而敗
- Real leadership accelerates the process
真正的領導能加快流程



SM and PO Advice from the Master of the Sword “Study hard, win big!” & “Way of Two Swords”



Miyamoto Musashi

宮本武藏

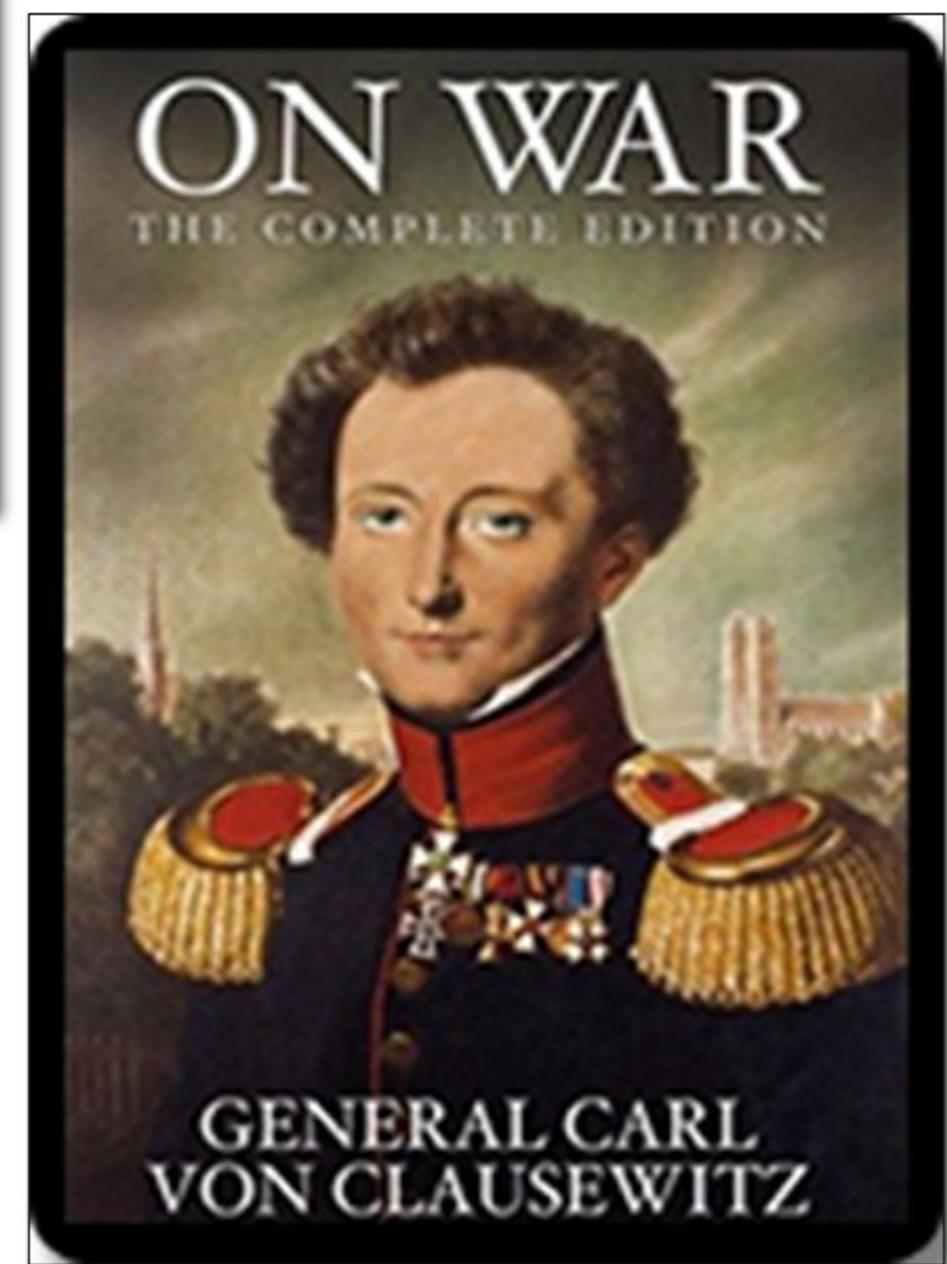
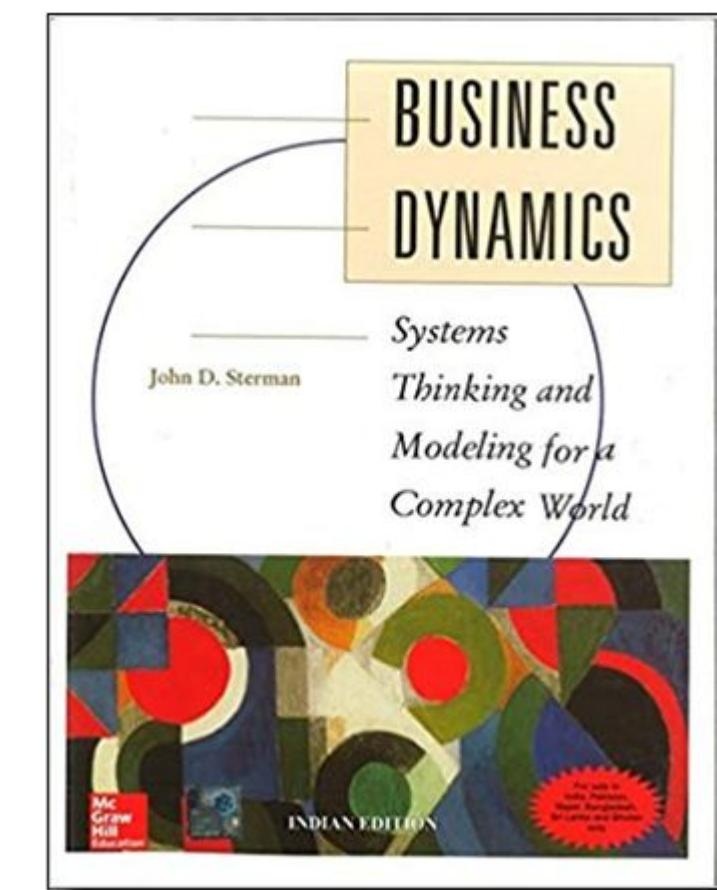
- “You must understand that there is more than one path to the top of the mountain.” “你要了解通往山頂的道路，不止一條”
- “Perceive that which cannot be seen with the eye.” “察覺不能用眼看到的”
- “Do nothing that is of no use.” “沒用的不要做”
- “You can only fight the way you practice.” “你只能用你練習的方法去作戰”
- Secure the customer with **Minimum Viable Product** then excite as new product is delivered 做出**最低可行產品**，然後為新品交付感到興奮
- Delivering the short term solution must use **the same strategy** 相同的策略 and movement as the long-term solution or people will get confused and lose
- **Coach one team to be great.** Use the demand created to involve more teams
先帶出好一個的團隊，再利用創造出的需求來帶動更多團隊
- Scrum@Scale - sell the dual operating system. Expand via success until the waterfall capitulates
雙系統的做法，再經由成功實證來擴展，直到瀑布投降為止



Von Clausewitz: The Fog of War Causes Friction

缺乏明確的資訊引起障礙

- Systems thinking 系統思維 was invented by Jay Forrester. Peter Senge promoted it when Scrum was formed
- Every time you implement something resistant forces try to make it ineffective
抗拒的力量會讓每次的運行無效
- 進攻是最好的防禦等西方軍事理論的基本思想



戰爭論

十八世紀西方軍神
克勞塞維茨

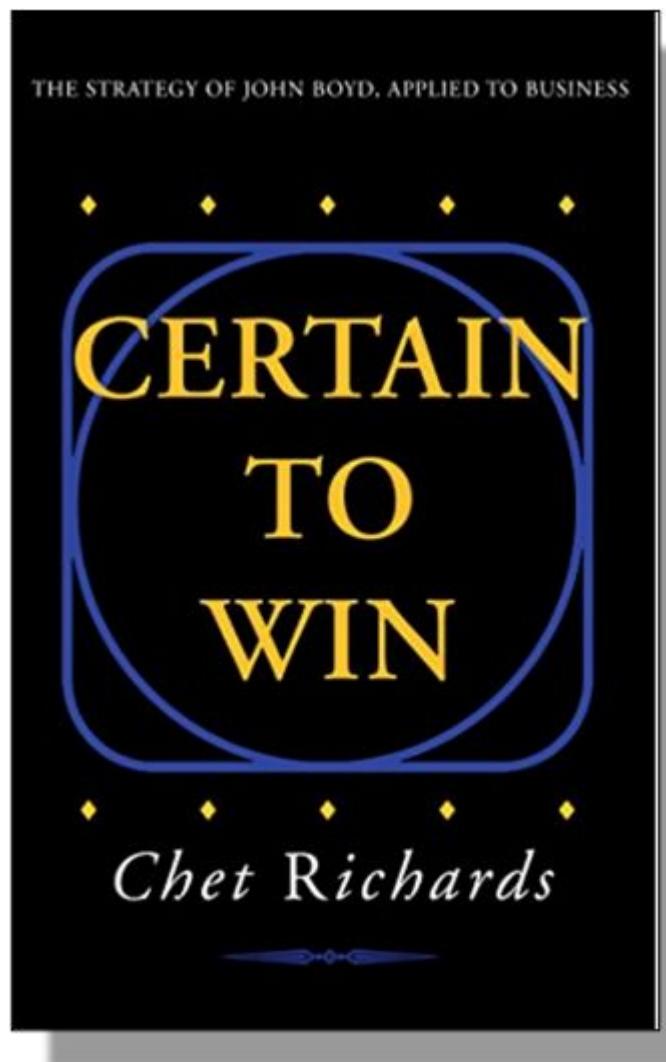
scruminc.

John Boyd's OODA Loop

OODA循環/柏伊德循環

"The Iraqi army collapsed morally and intellectually under the onslaught of American and Coalition forces. John Boyd was an architect of that victory as surely as if he'd commanded a fighter wing or a maneuver division in the desert." Charles Krulak, Commandant of the U.S. Marine Corps, Gulf War I

觀察(Observe):自己本身、對手、周圍環境 -> 理解(Orient):掌握狀況 -> 決定(Decide) -> 行動(Act) 隨著結果與變化, 再次觀察(Observe), 重新循環(Loop)



"Scrum is based on my 11 years experience as a fighter pilot and another 11 years as a medical school professor. The most important thing incorporated into Scrum from the fighter pilot experience is the OODA Loop!" Jeff Sutherland, Co-Creator of Scrum

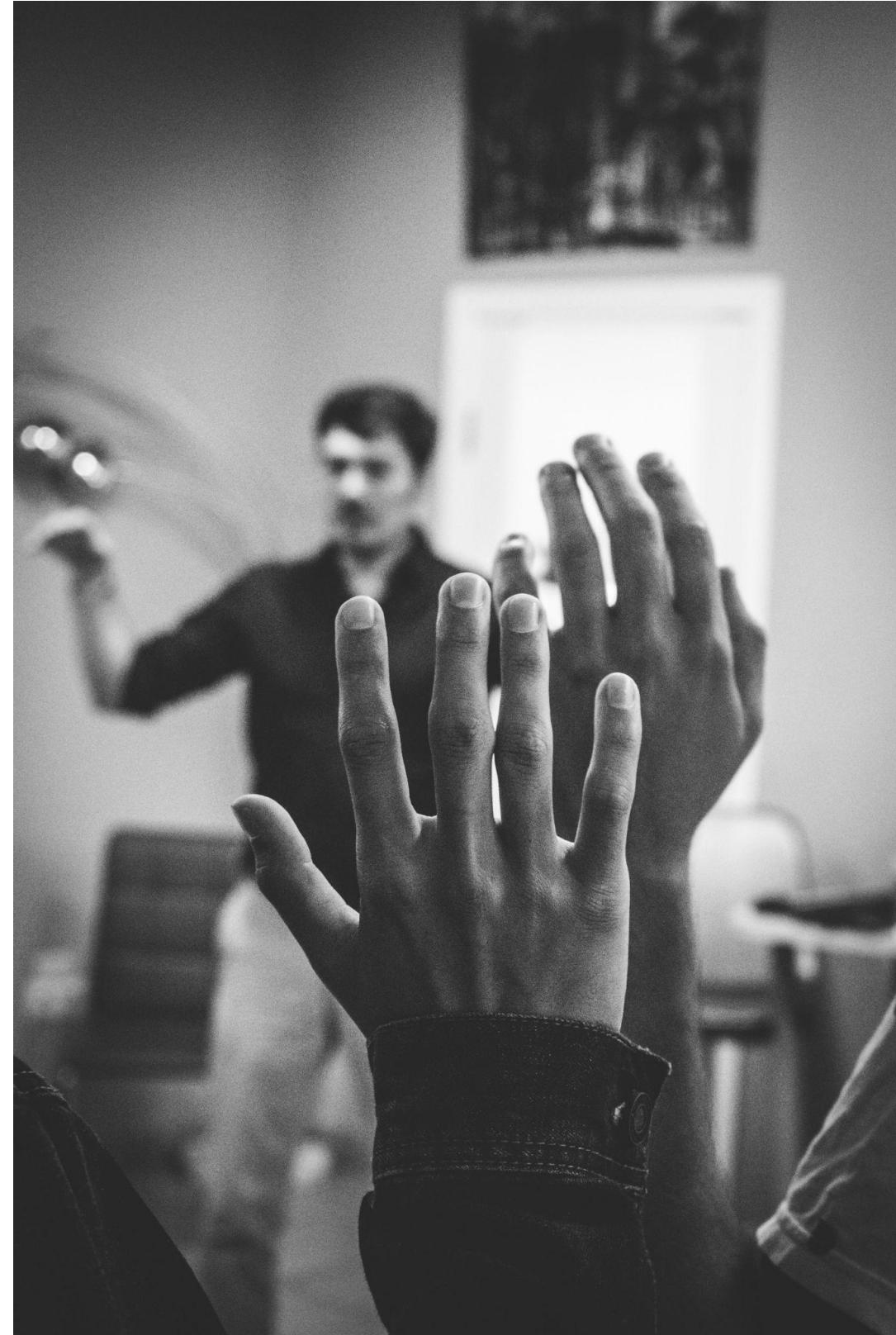
("Scrum是基於我11年的戰鬥機飛行員經驗和11年的醫學院教授經驗, 從戰鬥機飛行員經驗結合於Scrum中最重要的是OODA Loop!")

The OODA loop is more important than the Toyota PDCA cycle."

OODA循環比Toyota PDCA循環更重要

Ikujuro Nonaka writing book on U.S. Marines

Questions?



The person asks the question is the person who learns the most
提問的人正是學到最多的人

The Scrum Roles and Accountabilities

角色當責 (*)

As a member of a Scrum Team, I need a clear understanding of the Scrum Roles and Accountabilities, so that I can help the team to work well together.

身為Scrum團隊的一員，我要清楚了解Scrum團隊成員的角色(當責)，所以我才能協助團隊成功地一起工作

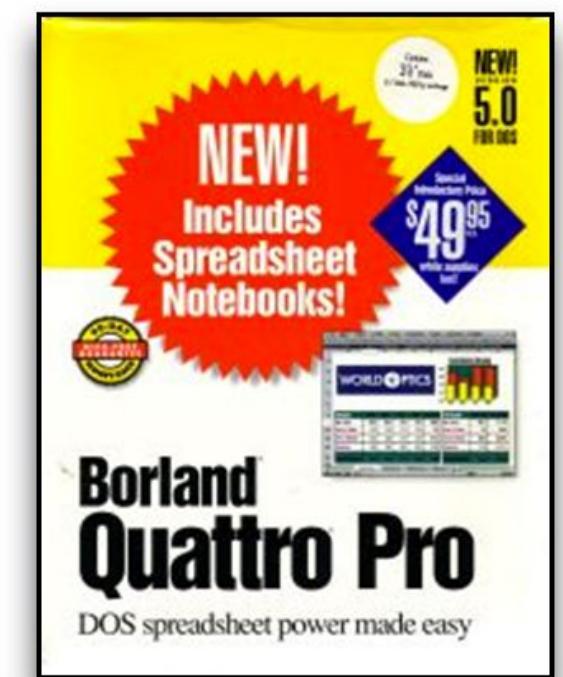
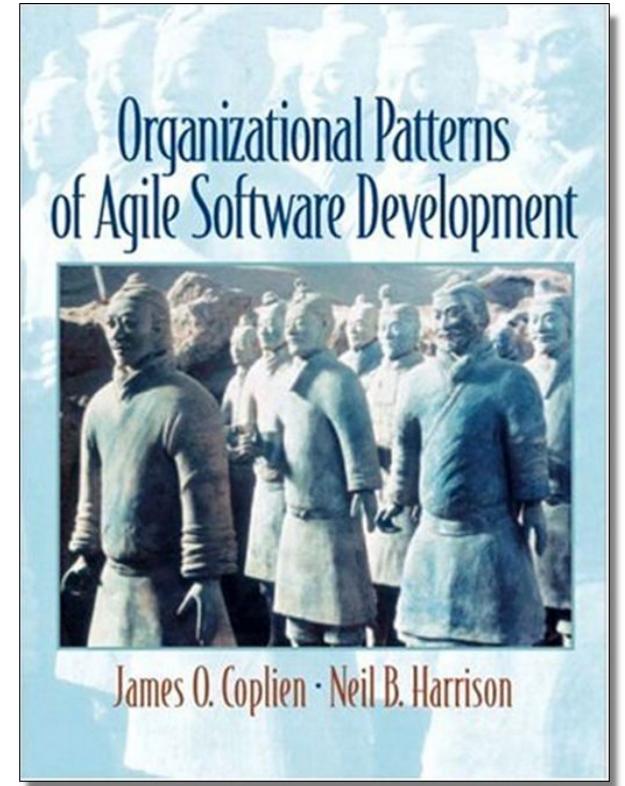
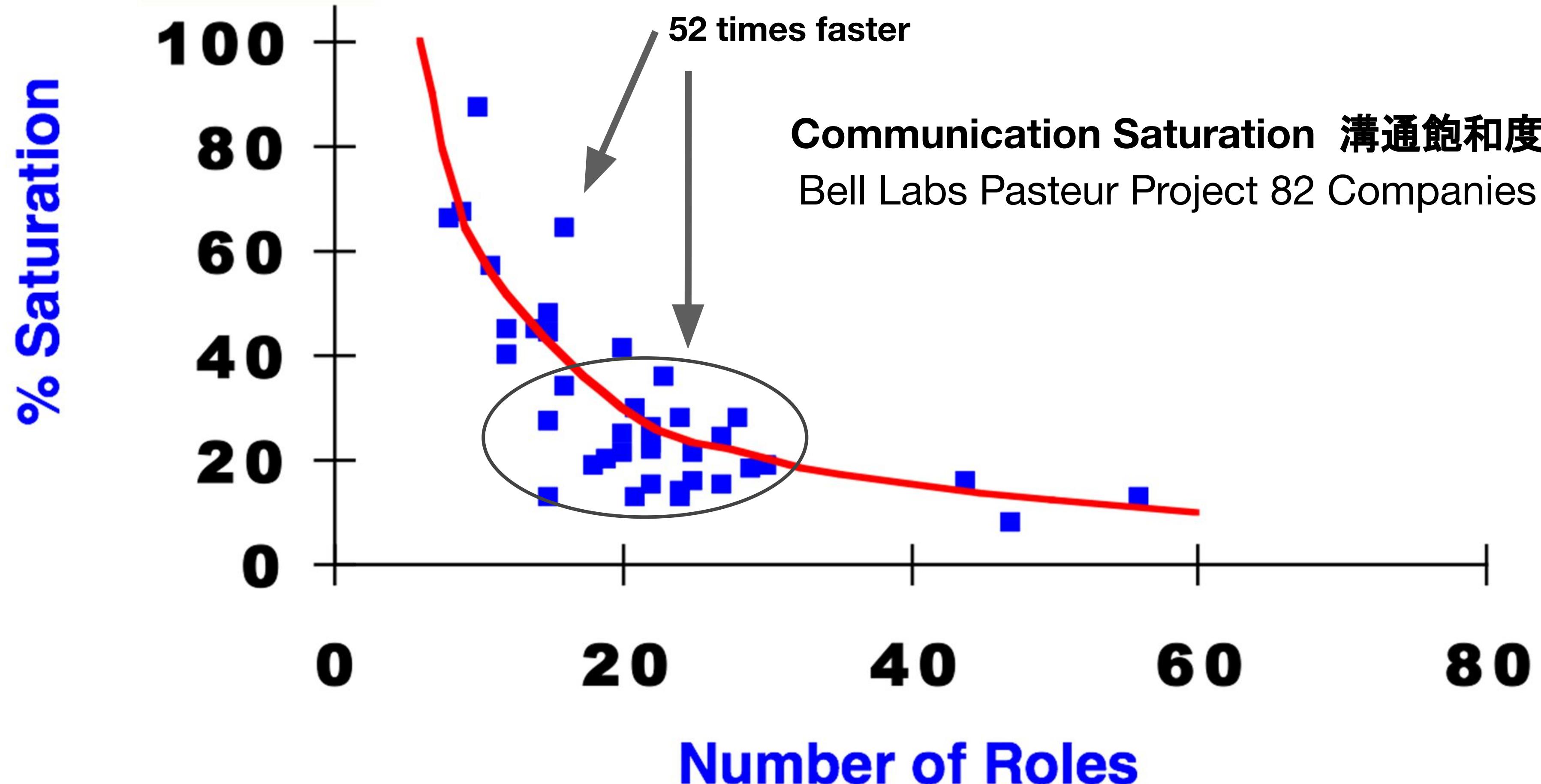
Scrum has three Roles with Distinct Accountabilities

Scrum有三個清楚明確當責的角色

- The **Scrum Team** is accountable for creating a **valuable, useful Increment every Sprint**.
Scrum團隊的所有成員有責任在每個Sprint一起交付有價值、有用的增量
- Scrum defines three specific accountabilities within the Scrum Team: Scrum團隊內的三個具體當責的角色
 - **Developers**
 - **Product Owner**
 - **Scrum Master**



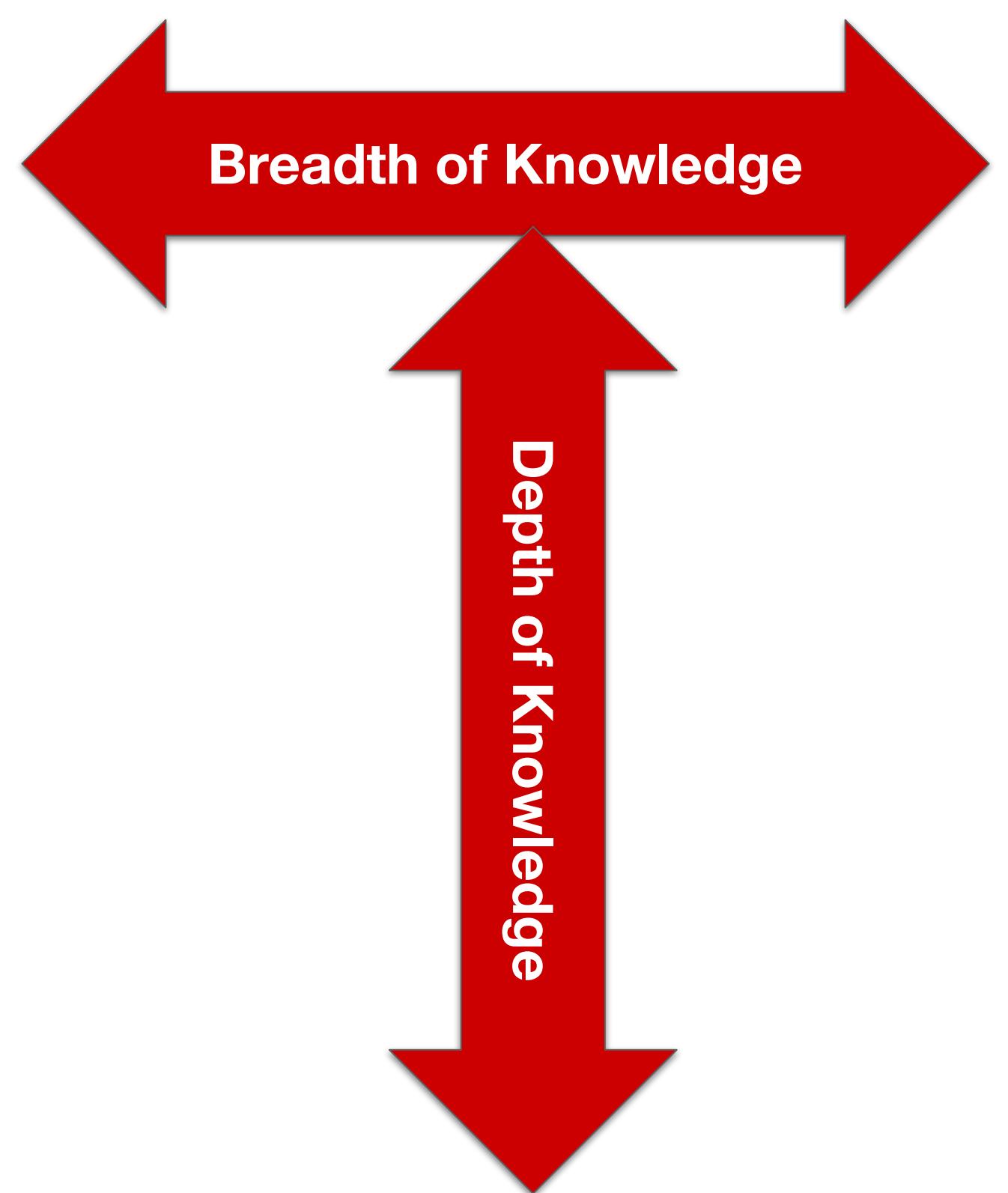
Number of Roles affects the Team performance 角色數目影響團隊績效



The teams with **less roles** have better communication

Developers + SM + PO = the Scrum Team

- **Cross-functional:** members have all the skills necessary to create value each Sprint (**T-shaped: Breadth and Depth**)
跨職能: Scrum團隊成員們擁有完成工作所需的所有技能
- **Self-managing:** meaning they internally decide who does what (from PO), when (in a Sprint), and **how**
自我管理: 團隊決定在Sprint中可以完成多少工作以及如何完成
- **Collaborative:** they work together to **achieve a Sprint Goal**
協同: 團隊共同努力實現Sprint目標
- **Small:** typically **fewer than 10 people including** the Scrum Master and Product Owner
小而美: 通常少於10人, 包括SM和PO



What do Developers do? 開發人員的工作

Leadership

Product
Owner

Scrum
Master

Developers

Waste

About the word “Developers”

As Scrum's use spreads, developers, researchers, analysts, scientists, and other specialists do the work. We use the word “developers” in Scrum not to exclude, but to simplify. If you get value from Scrum, consider yourself included.

隨著 Scrum 的應用範圍逐漸擴大, developers、研究人員、分析師、科學家與其他專家都能以其工作。我們在 Scrum 中使用「developers」一詞不是為了排除其他使用者，而是為了簡化統稱。如果您從 Scrum 當中獲得價值，那麼您可以將自己視為其中一員。

The Developers are accountable for the **HOW**

如何做是開發人員的當責

- **Creating the Sprint Backlog:** including a plan for the Sprint
建立Sprint待辦清單
- **Aligning on the Sprint Goal:** The single objective for the Sprint
- **Instilling quality:** by adhering to a Definition of Done
逐漸完成品質要求:遵循完成的定義
- **Adapting their plan each day as needed:** in order to achieve the Sprint Goal
每日就目標調整計劃:朝著Sprint目標邁進
- **Holding each other accountable:** as professionals
從專業角度為彼此負責



Hyper-productive Team Patterns

高產能團隊的模式

Teams That Finish Early Accelerate Faster 儘早完成交付的團隊加速更快

Published Patterns

41

days since
Scrum PLoP!

[Scrum Tulip PLoP Drafts](#)
[Conference Home](#)
[Published Patterns Home](#)
[Works in Progress Home](#)
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TEAMS THAT FINISH EARLY ACCELERATE FASTER

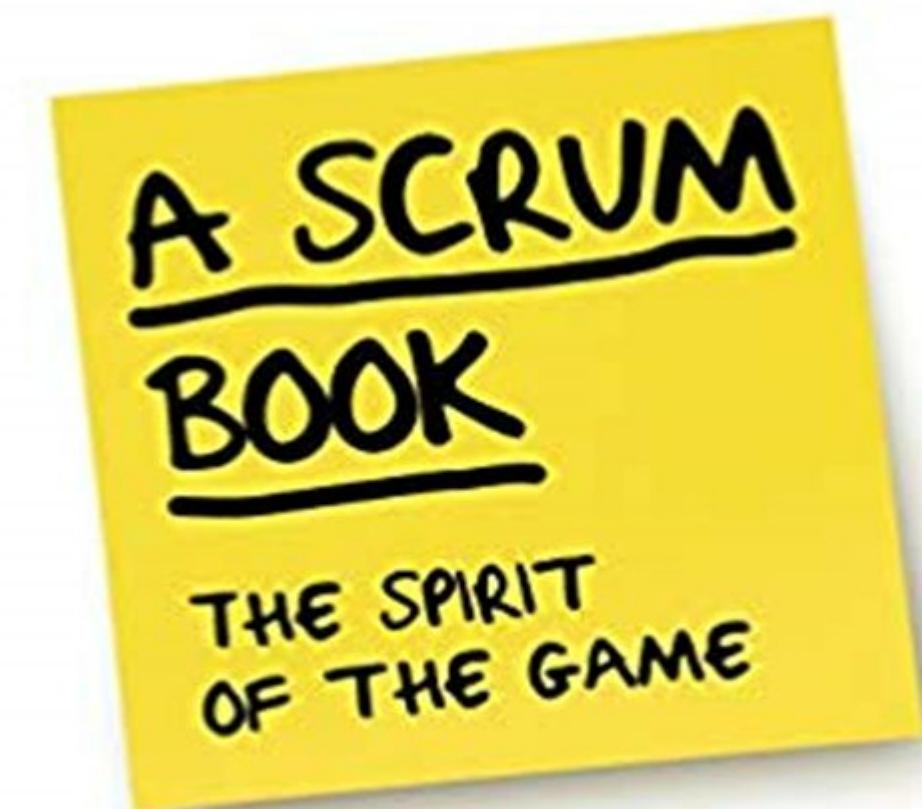
Search this site

...the [DEVELOPMENT TEAM](#) may work together well but struggles every [SPRINT](#) to attain the [SPRINT GOAL](#). In the worst case, the team is feeling demoralized and velocity is low (see [Notes on Velocity](#)).

♦ ♦ ♦

Teams often take too much work into a [SPRINT](#) and cannot finish it. Failure to attain the [SPRINT GOAL](#) prevents the team from improving.

[DEVELOPMENT TEAMS](#) can be optimistic about their ability to finish [PRODUCT BACKLOG ITEMS](#). But in doing so, they fail to give themselves time to reduce technical debt and sharpen their saws. Thus they are doomed to a persistently slow pace.



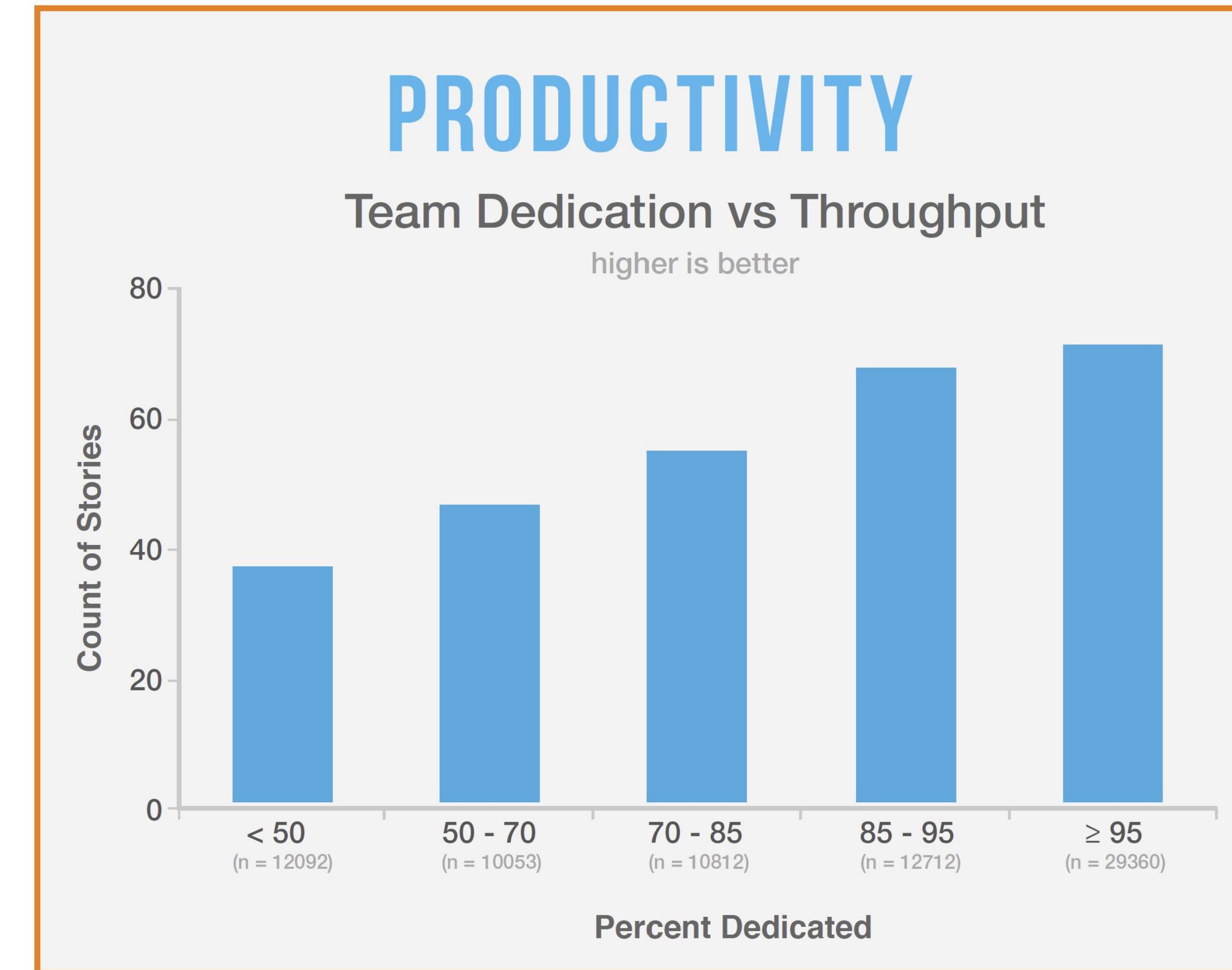
Jeff Sutherland
James O. Coplien
The Scrum Patterns Group
edited by Adaobi Obi Tulloch

<http://www.scrumlop.org/>

<https://sites.google.com/a/scrumlop.org/published-patterns/home>

Scrum Pattern: Stable Teams 穩定的團隊

Dedicated Teams Can Double Productivity 專職團隊可以使生產力提高一倍



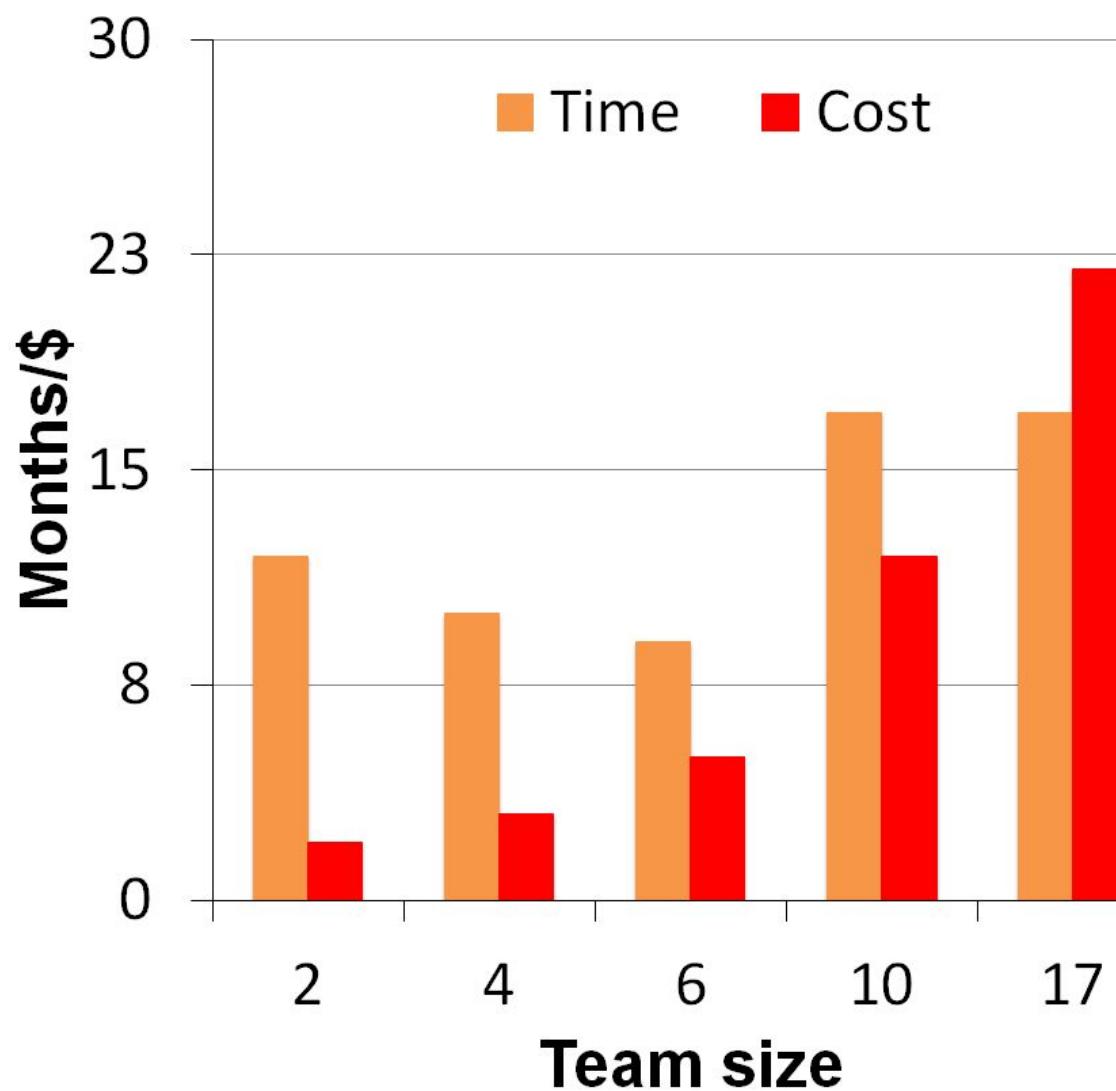
Source: The Impact of Agile Quantified. 2013 Rally Software Development Corp.

Scrum Pattern: Small Teams 小型團隊

Adding People to Late Projects Only Makes them Later

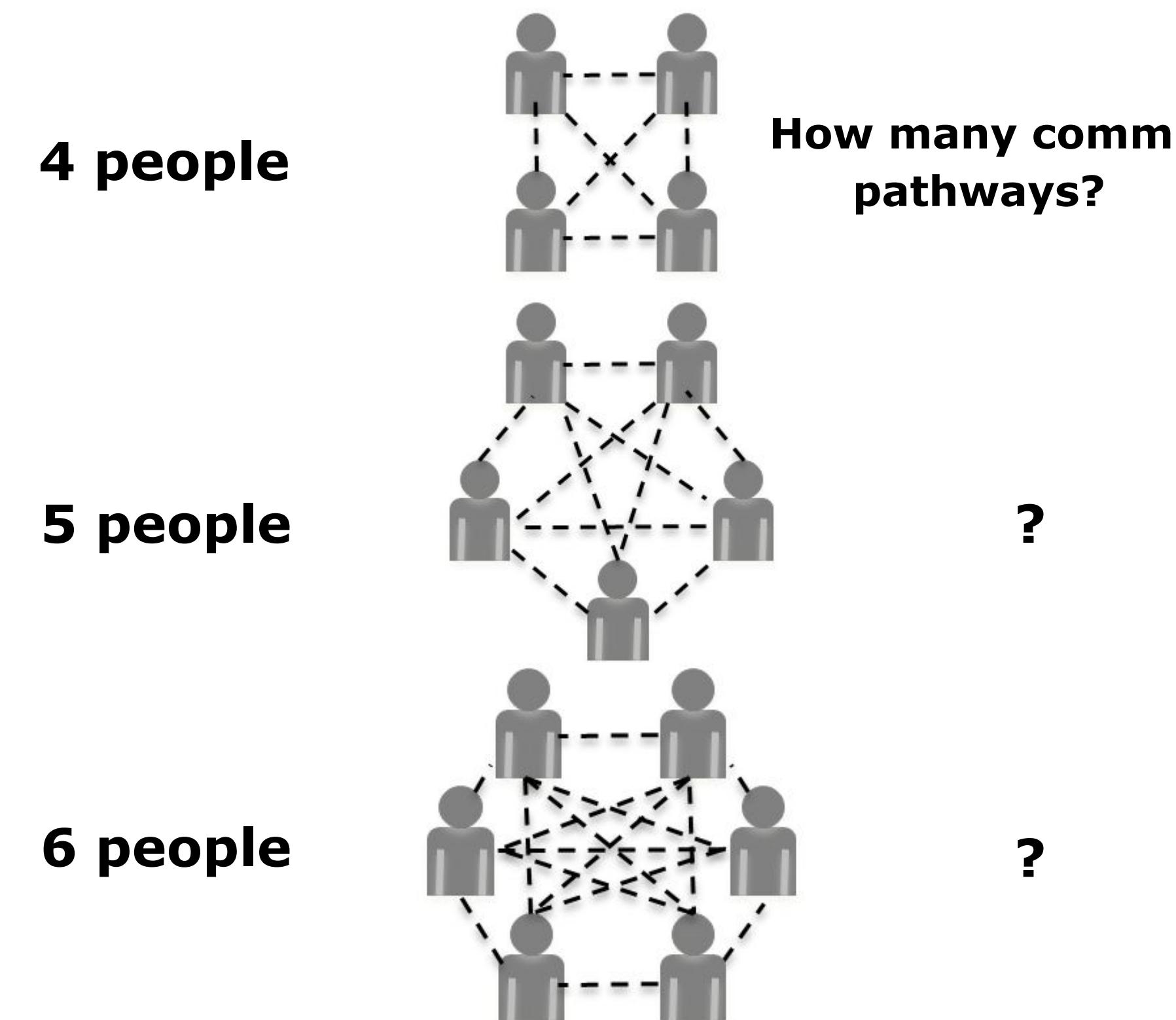
為進度落後的專案增加人手只會讓專案更加拖延落後

This is called
Brooks's Law
布魯克斯法則



Caused by over-saturated team communication
肇因：團隊太多溝通渠道

AND by “Socialization Debt”
肇因：社交債



- On-boarding 報到
- Training 訓練
- Cultural Norms 文化規範
- Team Norms 團隊規範
- Internal Politics 內部政治
- Gaining Trust 獲得信任

Source: http://www.qsm.com/process_01.html (491 projects)

What do Product Owners do? PO的工作



- Product Owner is **one person**, not a committee 產品負責人是一個人，而不是一個委員會
- Product Owner is the **only person accepts the work as complete** at the end of a Sprint 產品負責人是唯一在 Sprint 結束時接受工作已完成的人
- Product Owner has the **final say on the priority** 產品負責人對優先順序擁有最終決定權
- Anything comes in during the Sprint needs to **go through Product Owner** (this makes Product Owner protects the Team from Interruption, so Team can focus on what was planned) 短衝期間發生的任何事情都需要經過產品負責人（產品負責人可以保護團隊免受干擾，因此團隊可以專注於規劃的內容）

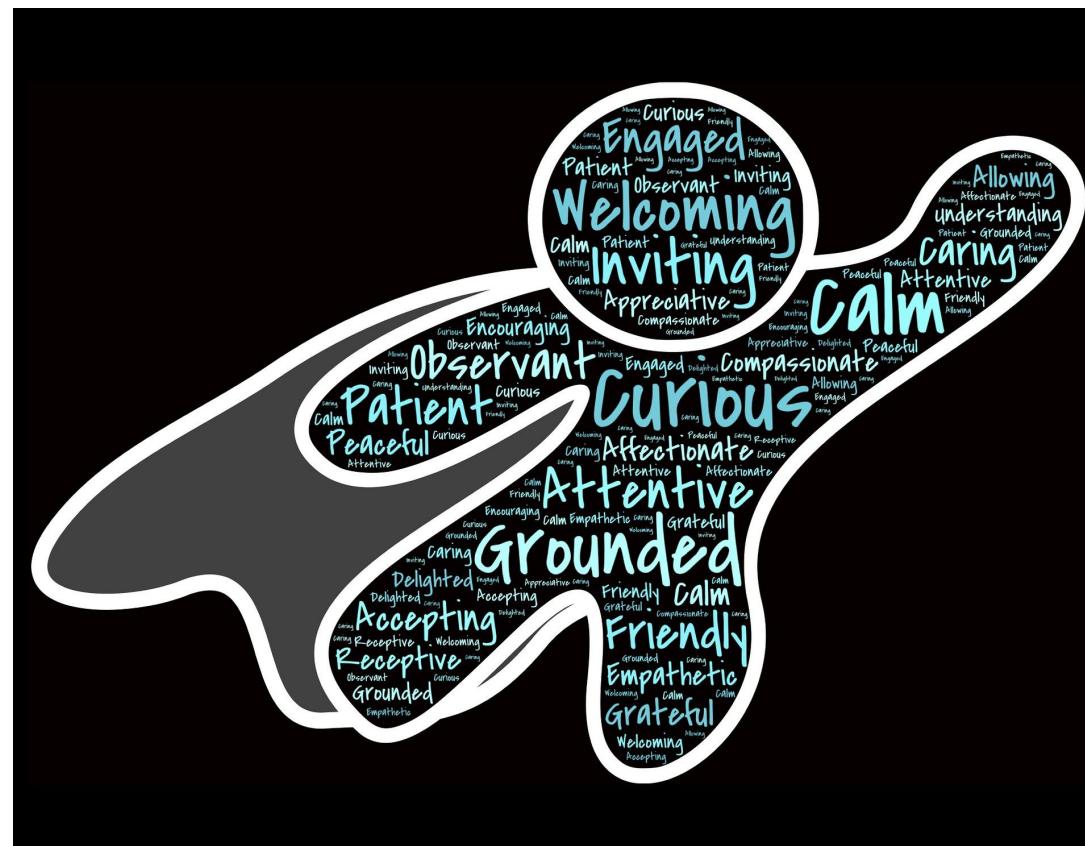
The Product Owner is Accountable for the **WHAT**

做什麼是PO的當責

- Product Owner is accountable for the **maximizing the value of the product delivered to the customer** 交付給客戶的價值 from the work of the Scrum Team.
- Product Owner is the **interface** between the Scrum team and everyone inside and outside of the organization.
- Creates a **compelling Vision** 建立引人入勝的願景 that is executable by achieving **Product Goal(s)**
- **Builds a roadmap aligning everyone's effort towards the Product Goal(s)**

建立產品路線圖，使大家的努力和產品目標一致

- **Formulates the release plan** 掌握發佈計劃 to track the release of value to the customer
- Product Owner maintains and manages the Product Backlog 產品負責人維護及管理產品待辦



"Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity."
- George S. Patton