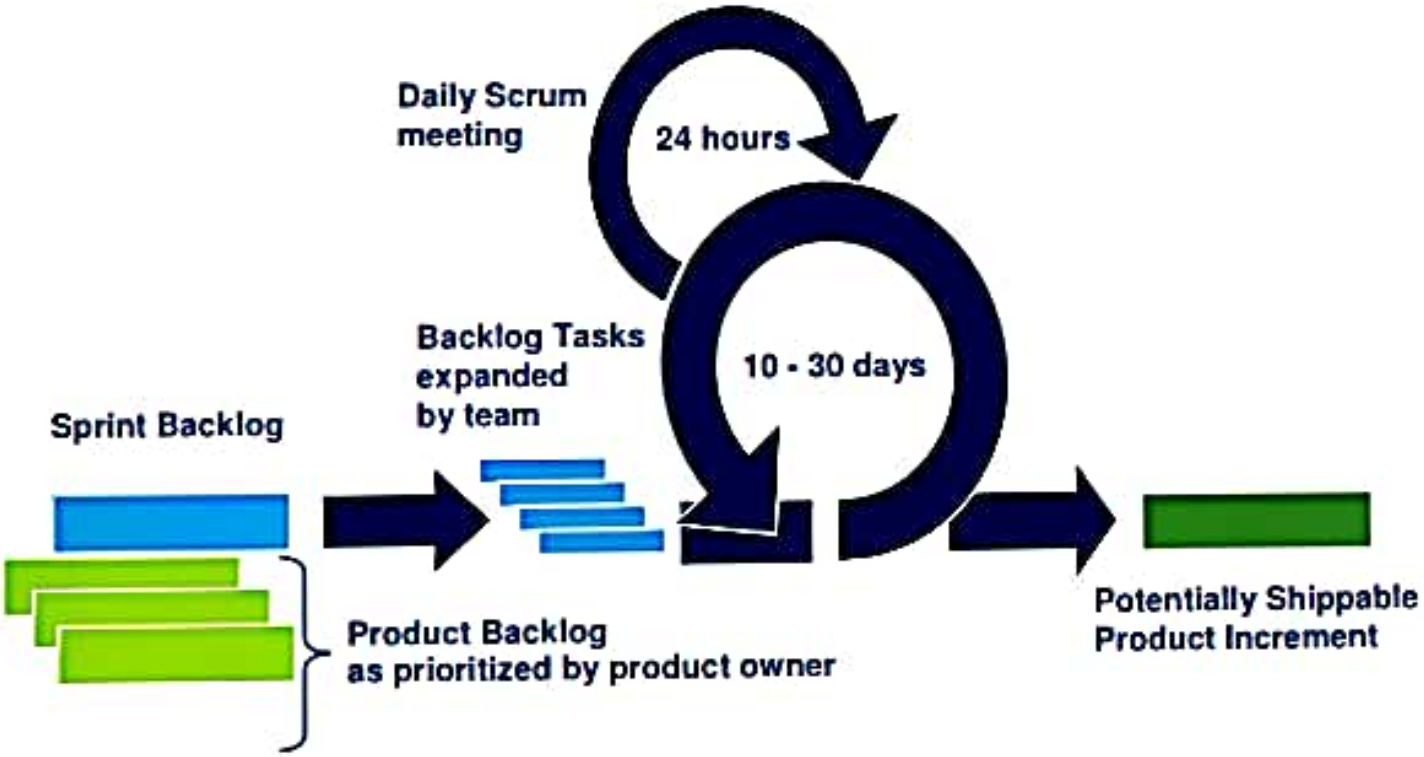
What is Scrum?

- Scrum is an Agile process framework that allows organizations to continuously direct the project toward early delivery of real business value through the frequent and regular delivery of high quality software
- SCRUM is not an acronym. The term Scrum comes from Rugby—a football game, where a close circle of people collaborate as a team to drive the ball towards the goal. This emphasizes agile teamwork that gets its strength from all of the team members working together towards the same goal

Why Scrum?

- Early measurable return on investment
- High visibility and control over the project progress
- Early and continuous customer feedback
- Empowered product owner
- Incremental delivery
- Agile change management is adaptive to changing business needs
- Helps align information technology with the business
- Reduces product and process waste

Scrum: Process overview



Scrum – Initiation phase

In the Initiation phase, the project team develops the business case and vision for each release, assembles the team, and identifies the role of each team member. The initial Product Backlog is also reviewed to determine if enough work is available, and the activities are sequenced to produce the project schedule.

The Scrum Initiation phase is completed with the development of the initial Release Plan.

Key Initiation phase deliverables:

- Scrum Release Charter
- Release Plan (high-level)

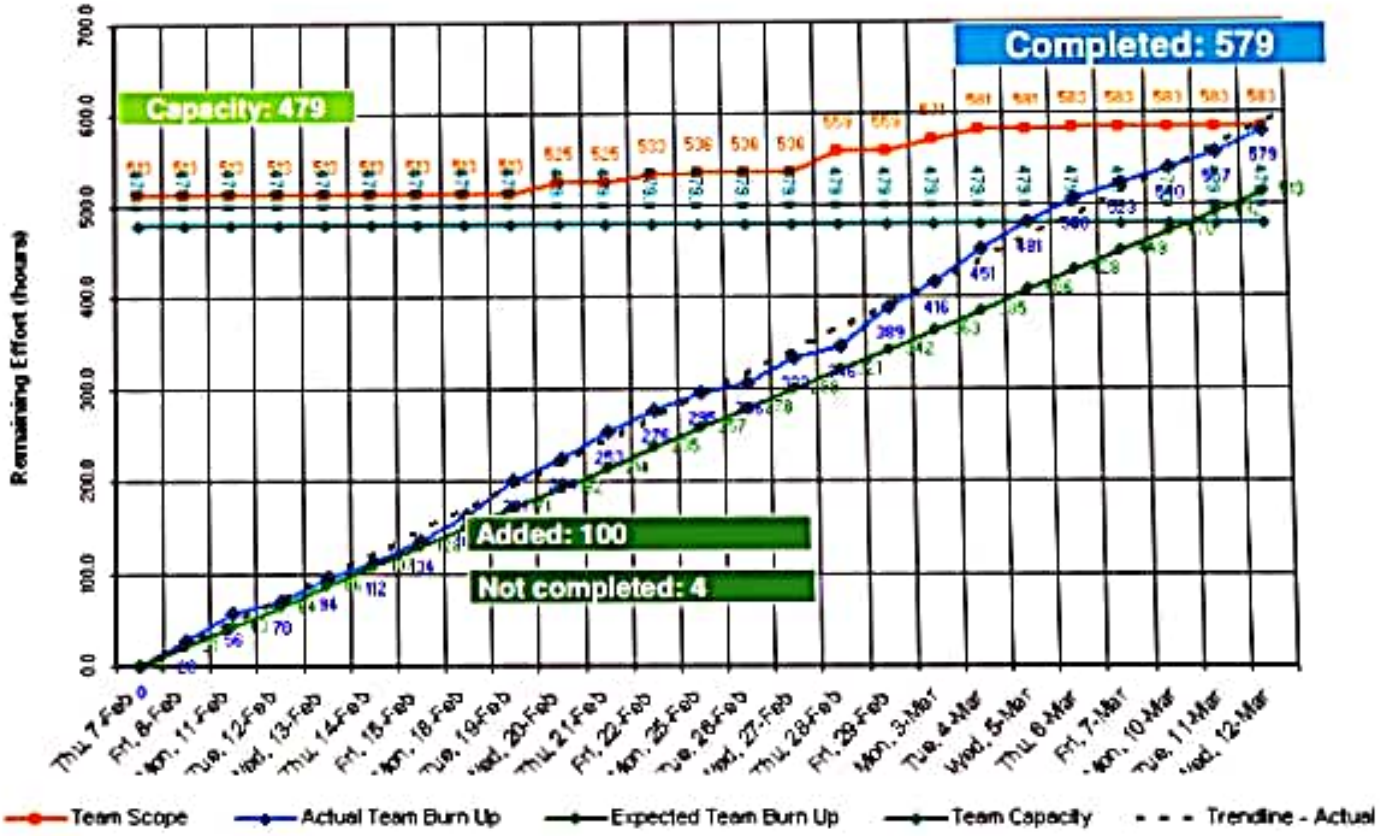
Scrum – Sprint Monitoring phase

In the Sprint Monitoring phase, the Sprint development is monitored on a daily basis to identify any impediments for removal by management. The Sprint and Product Backlog progress is analyzed using the Product Burn-down, Sprint Burn-up/Burn-down, and Progress of Release Backlog charts.

Key sprint monitoring phase deliverable:

•Sprint Backlog – Burn charts (Team, Development, Analysis, Test etc.)

Sprint Burn Chart (sample 1)



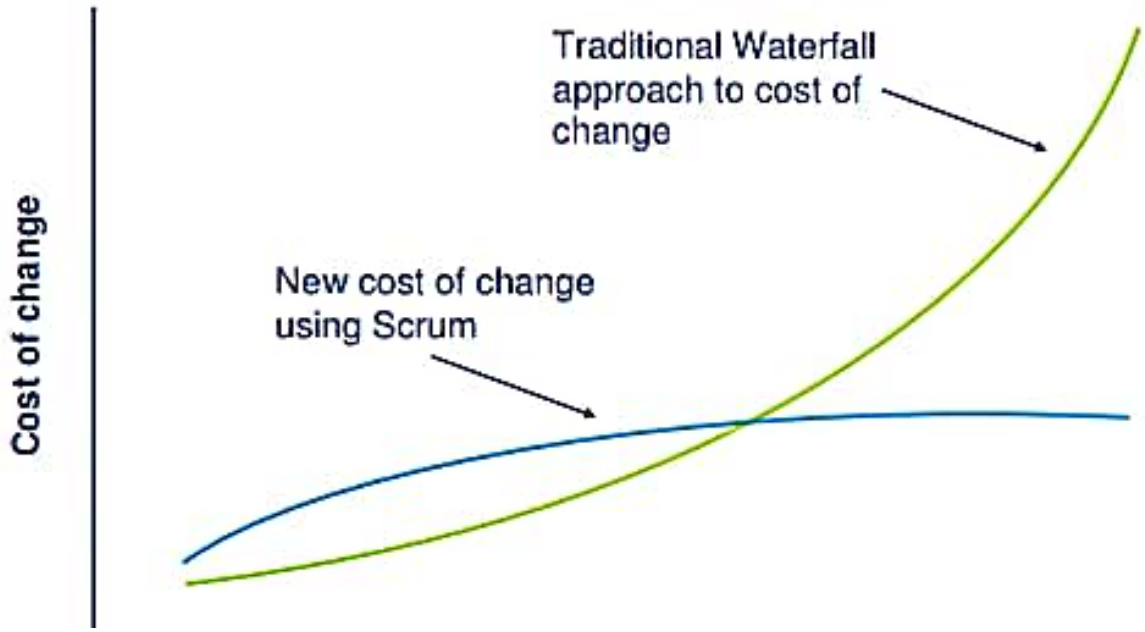
Scrum – Daily meeting

Parameters:
- Daily
- 15 minutes
- Stand-up

Daily stand-up meeting is **not** a problem-solving meeting. Three main questions are answered in these meetings by the product owner, scrum master, and team members:
- What did we do yesterday?
- What will you do today?
- Is there anything in your way?

These meetings are **not** status meetings—they are commitments in front of peers.

Scrum – Cost to manage change



Scrum – Lessons learned

- Preparing for change: Best way to engage the team for change is to communicate the plan to move the team to the Agile model
- Team creation: Have like-minded people with a positive attitude who can boost team morale and focus on attaining the goal set by stakeholders—an agile evangelist on the team can't work alone
- Collaborating with the team: One of the core principles of Agile Methodology is collaboration, so it makes sense that the implementation of this approach would exude its virtues
- Expect some hindrances on the road: Change is never easy—making the transition from the Waterfall to Agile Methodology means leaving behind a certain comfort level among the team members

Scrum – Lessons learned (cont'd.)

- Don't dictate: Stakeholders who are responsible for the project are there to facilitate the team and to help them get around the road blocks that they are facing.

- Automation: The fast-paced development and cross-silo coordination necessary for a successful Agile project requires organizations to visualize the scope of the project and the project schedule, orchestrate the integration and testing process, and enforce adherence to Agile processes. Tools such as TFS (Team Foundation Software) will help the project teams

- Implement, assess, and refine: When the project has to be piloted to use the Agile approach, hold a postmortem, or post-launch review to openly discuss where the process could be improved