A Scrum-inspired approach for agile project management

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The (very basic) Theory behind Scrum

Empirical Approach to Project Management

Transparency

Inspection

Adaption

requires:
- common ground on terminology
- common definition of "Done"

requires:
- capacity to notice when work deviates outside of acceptable limits

requires:
- early spotting of deviation in progress
- willingness to make large-scale changes

Assets

Product Backlog	Sprint Backlog
• ordered list of everything known to be needed in the product • Product Owner is responsible for backlog • never complete • is adjusted according to new feedback regarding requirements etc.	• set of Product Backlog items selected for the Sprint • also includes a plan for delivering product Increment and realizing Sprint Goal • should include at least one high priority process improvement from previous Retrospective • belongs solely to Development Team

The Scrum Team

The Product Owner

- responsible for maximizing value of resulting product
- concrete implementation of this can vary
- manages **product backlog**

The Development Team

- the ones working on delivering at the end of each Sprint
- organize and manage own work
- no sub-teams!
- accountability belongs to the Development Team as a whole
- size: ideally 3 or more people

The Scrum Master

- reminds of Scrum practices and rules during project
- aides *Product Owner* by communicating goals and scope of project
- aides *Development Team* by facilitating Scrum events as needed and helping with self-organization

Scrum Events

- used to create regularity and minimize need for meetings not defined in Scrum

- time-boxed → fixed maximum duration

  - duration is fixed upon beginning of a Sprint

  - may end ahead of time when goal is achieved

- each event can be considered an opportunity to *inspect* and *adapt* something

  - designed to enable critical transparency and inspection

Scrum Events

The Sprint

- period with the goal of creating a "Done" Increment
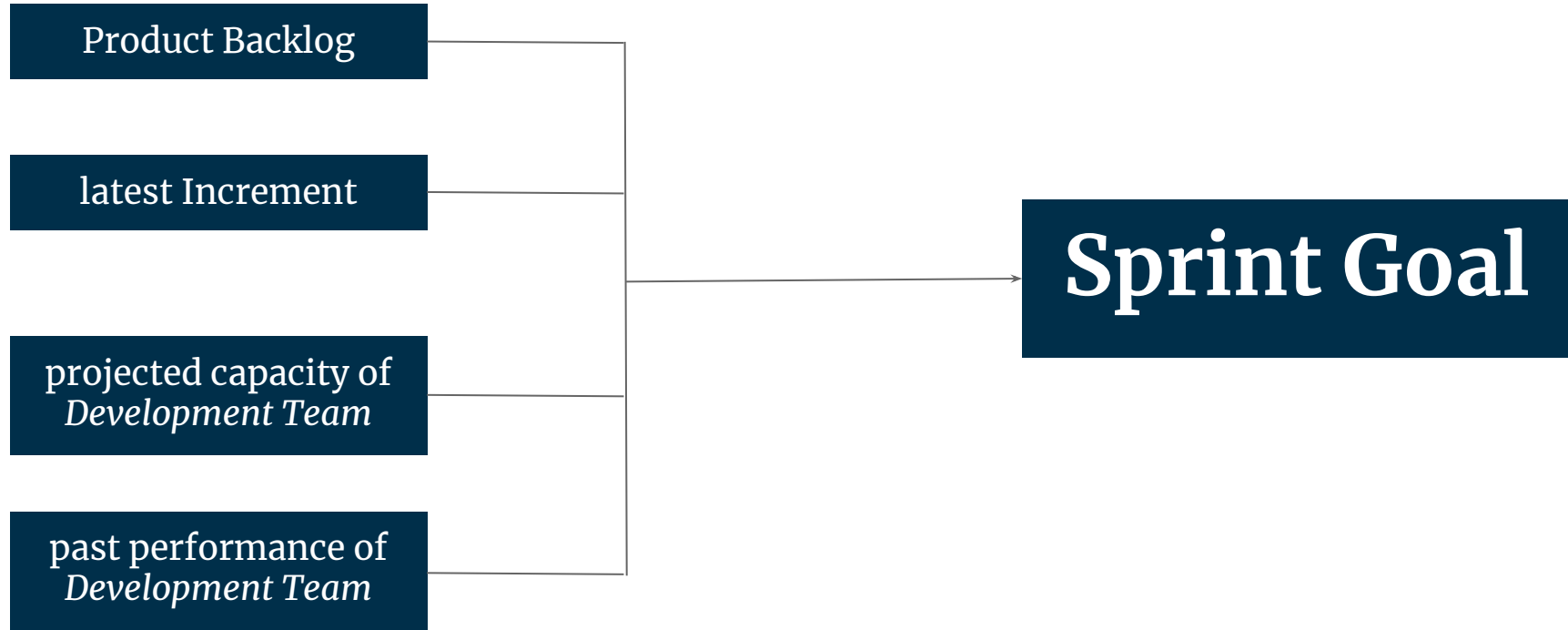- duration may vary between 2 weeks and a month

<u>During Sprint:</u>

- no changes that risk Sprint Goal
- Quality goals do not increase
- Scope can be adjusted between *Product Owner* and *Development Team* in the process

Sprint Planning

- planning which work is to be performed in a Sprint
  - collaborative work of the entire Scrum team
- also time-boxed
- used to answer:
  - "What can be done this Sprint?"
  - "How will the work get done?"

"What can be done this Sprint?"

Product Backlog

latest Increment

projected capacity of *Development Team*

past performance of *Development Team*

Sprint Goal

Scrum Events

Daily Scrum

- time-boxed to 15 minutes

- held at every day of a Sprint

- used to plan work for the next 24 hours

- optimizes team collaboration and performance

- *Development Team* inspects how progress is trending toward completion of work

Sprint Review

- held at the end of a Sprint

- inspect increment and adapt Product Backlog

- 4-hour meeting for a month-long Sprint (shorter review for shorter Sprints)

- *Product Owner* explains what Product Backlog items have been "Done" and what has not been "Done"

- etc.

Scrum Events

Sprint Retrospective

- opportunity for Scrum Team to inspect itself & improve
- occurs after *Sprint Review* and prior to next *Sprint Planning*

Purpose:

- inspect how previous Sprint went with regards to people, process, tools
- identify and order major items that went well; potential improvements
- create plan for implementing improvements

What could/should we adopt for our Exploratory Phase?

Our Requirements for a Project Management Framework

1. Minimal resources for administrative tasks
2. Limited amount of meetings (e.g. no daily meetings)
3. flat/no hierarchies
4. helps us keep track of what we are doing
5. helps us keep track of what we want to do next

Lessons for Philosophy and Team Structure

Adaption of core values: **Transparency**, **Inspection** and **Adaption**

To what extent does it make sense to use the roles proposed by Scrum?

Product Owner

- corresponds closest to Christian's role
- we agreed on no hierarchies → limit responsibilities to management of product backlog?

Development Team

- our two work groups fit the description of Development Teams very well already

Scrum Master

- would only make sense if we decide to employ Scrum events for management

Assets and Events

- **Product Backlog** and **Sprint Backlogs** could prove to be valuable assets in our exploratory phase!
  - unfortunately, neither will be capable of replacing documentation itself → create a synthesis of the Product Backlog and documentation?

- **Daily Scrum Meeting:** not feasible; no need for it in the scope of our project?

- **Sprints:** the time between meetings could be considered a Sprint
  - shorter than Sprints usually are
  - we could also decide for bi-weekly intervals

- meetings could be divided into **Sprint Review** (approx. 1 hour?), **Sprint Retro** (approx. 1 hour?) and **Sprint Planning** (also approx. 1 hour?)
  - format may be adjusted depending on frequency of meetings

What are your thoughts? Should we adopt this?

Sources

1. Schwaber, K. & Sutherland, J. (2017). *The Scrum Guide.* Retrieved December 11, 2019, from https://scrumguides.org/docs/scrumguide/v2017/2017-Scrum-Guide-US.pdf