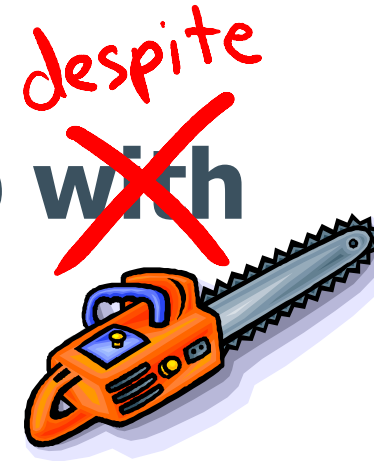


10 ways to screw up with ~~despite~~ Scrum and XP

Agile 2008
Toronto



Henrik Kniberg - Crisp AB

Agile coach & Java guy

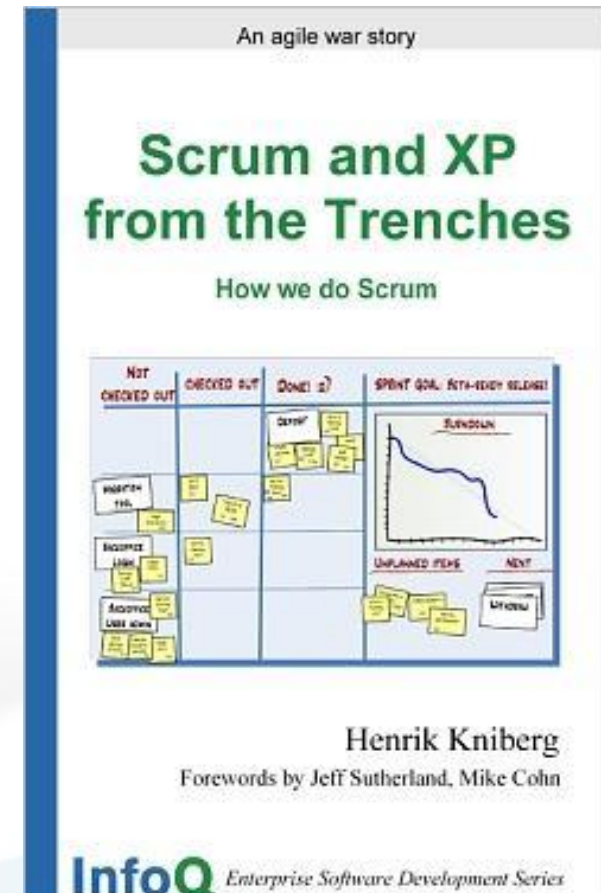
Cofounder / CTO of Goyada (mobile services)
30 developers

Lead architect at Ace Interactive (gaming)
20 developers

Chief of development at Tain (gaming)
40 developers



henrik.kniberg@crisp.se
+46 70 4925284



Any tool can be misused



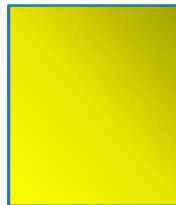
How to use the feedback device

When you see this signal

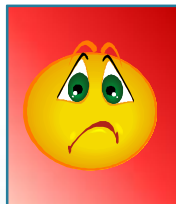
Vote!



= This isn't a problem for us. Honestly.



= We do have some problems with this



= Oh, the pain!

1: Believing the hype

Oh, the pain!

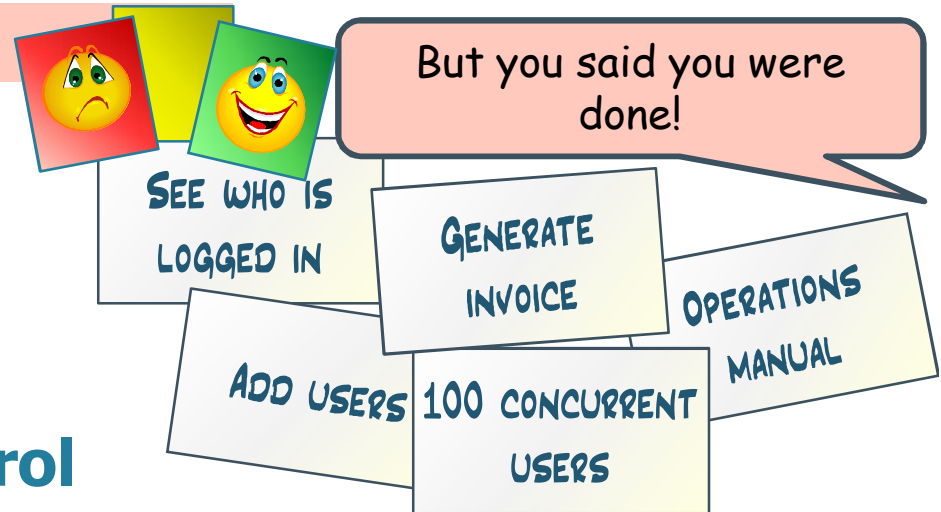
This isn't a problem for us.
Honestly.

Let's go Agile!
Hallelujah!
So where's the
installation CD?

- **Belief in magic**
- **Not willing to change**
- **Throwing out stuff that works**
- **Focusing too much on Process Perfection**
- **Trying to get it all right from start**
- **Blaming the messenger**
- **Tool focus**
- **Focusing on the wrong issues**

2: Definition of Done

- don't have it
- don't obey it
- is outside of team's control



DEFAULT DEFINITION OF DONE

- UNIT/INTEGRATION TESTED
- READY FOR ACCEPTANCE TEST
- DEPLOYED ON DEMO SERVER

DEFAULT DEFINITION OF DONE

- RELEASABLE
 - ACCEPTANCE TESTED
 - RELEASE NOTES WRITTEN
- NO INCREASED TECHNICAL DEBT

= I haven't messed up the codebase

10 ways to screw up with Scrum and XP

3: Velocity

- isn't known
- isn't used
- is misused
- death marches
- cheating
- yo-yo velocity

SEE WHO IS
LOGGED IN 5

GENERATE
INVOICE 3

100 CONCURRENT
USERS 8



What is your velocity?

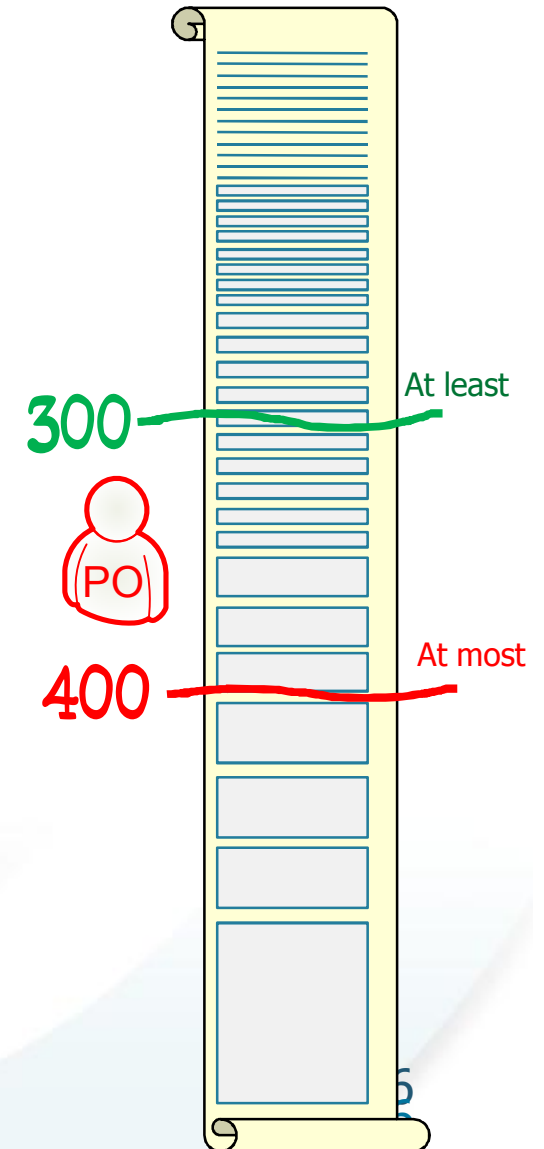
What's my WHAT?

EXAMPLE

- Today is Aug 6
- Sprint length = 2 weeks
- Velocity = 30 - 40

What will be done by X-mas?
(10 sprints)

Henrik Kniberg



Estimating velocity without history

Facts:

- Team size = 6 people
- Sprint length = 2 weeks

Estimate:

- 2 sp = 6 imd
- Focus factor: 50%

Calculation:

- Calendar days in sprint: 10 days
- Man-days in sprint: 60 md
- Ideal man-days in sprint: 60 md x 50% = 30 imd
- Velocity: 30 imd / 3 = 10 sp / sprint

AS A X
I WANT Y
SO THAT Z 8sp

AS A X
I WANT Y
SO THAT Z 2sp

AS A X
I WANT Y
SO THAT Z 3sp

AS A X
I WANT Y
SO THAT Z 5sp

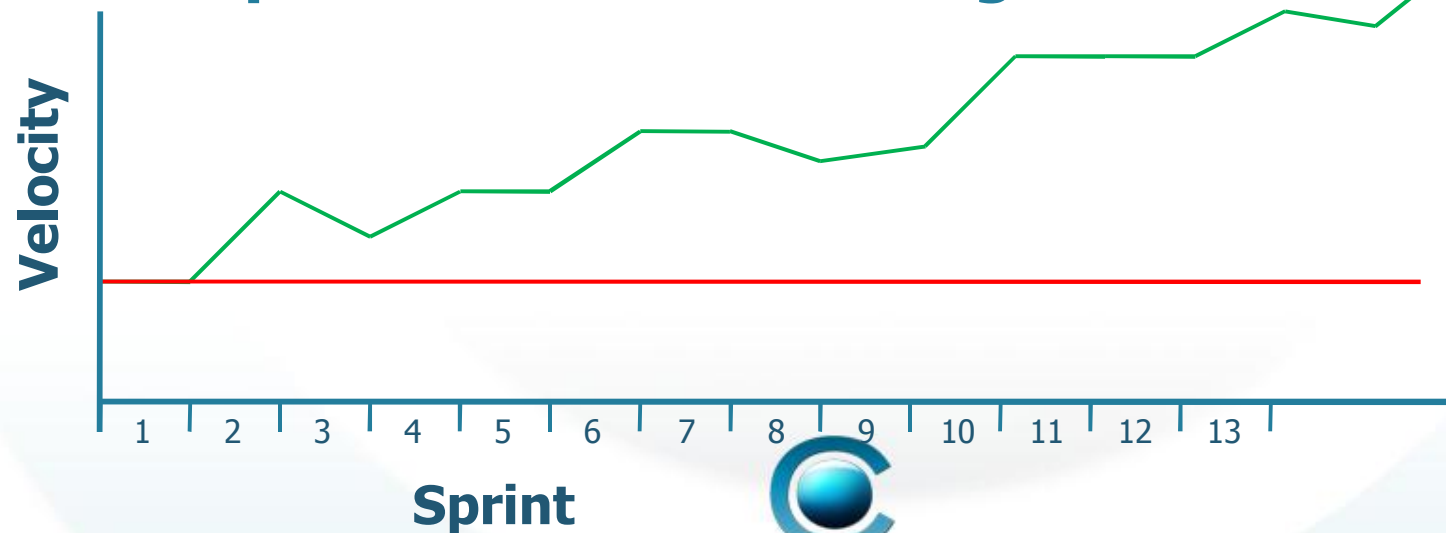
Hmmm.... we think THIS story is about 6 ideal man-days



We're too busy, let's just start the next sprint instead

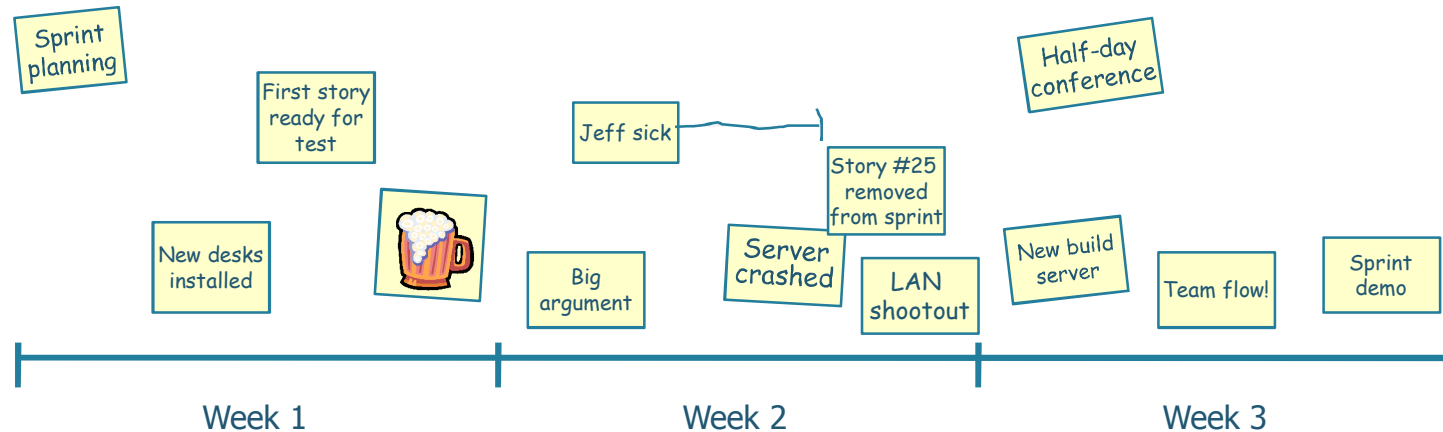
4: Retrospective

- doesn't happen
- doesn't result in concrete improvement proposals
- changes not executed & evaluated
- unwanted people at the meeting
- team members or PO not participating
- team penalized for bad changes



Sprint retrospective

Part 1: What happened?



2008-08-07

Henrik Kniberg



10 ways to screw up with Scrum and XP

Sprint retrospective

Part 2: What do we do differently next sprint?



2008-08-07

Henrik Kniberg





You have to do more!

OK, we'll try.

5: Team commitment

- Team is pressured
- Team isn't sitting together
- Team doesn't track & learn
- Always undercommitting
- Always overcommitting
- Velocity = 0
- No slack

ESTIMATED VELOCITY	ACTUAL VELOCITY
40	30
30	28
30	33
30	30



ESTIMATED	ACTUAL
40	30
40	30
40	30



ESTIMATED	ACTUAL
40	30
50	30
60	30



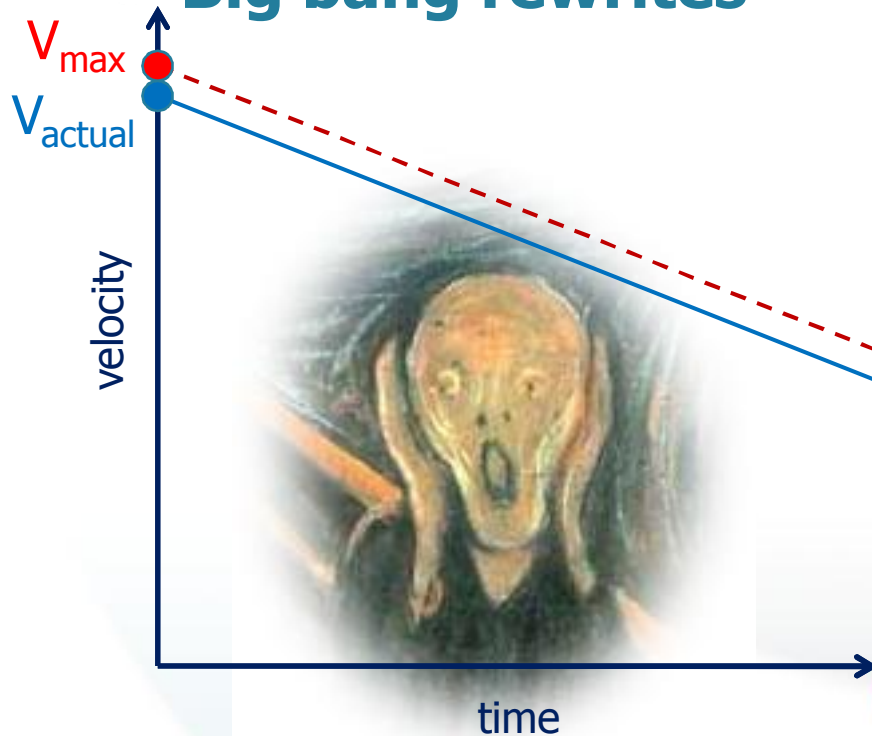


We don't have *time* to write unit tests or refactor code!

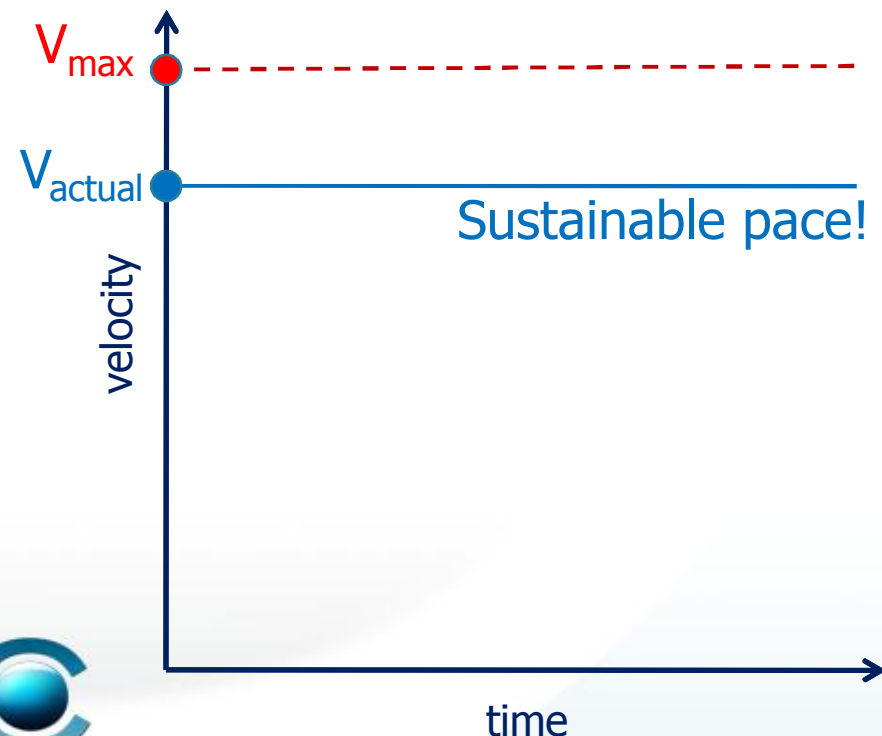
6: Technical debt

- Letting it pile up
- Ignoring it
- Fixing the product but not the process
- Big bang rewrites

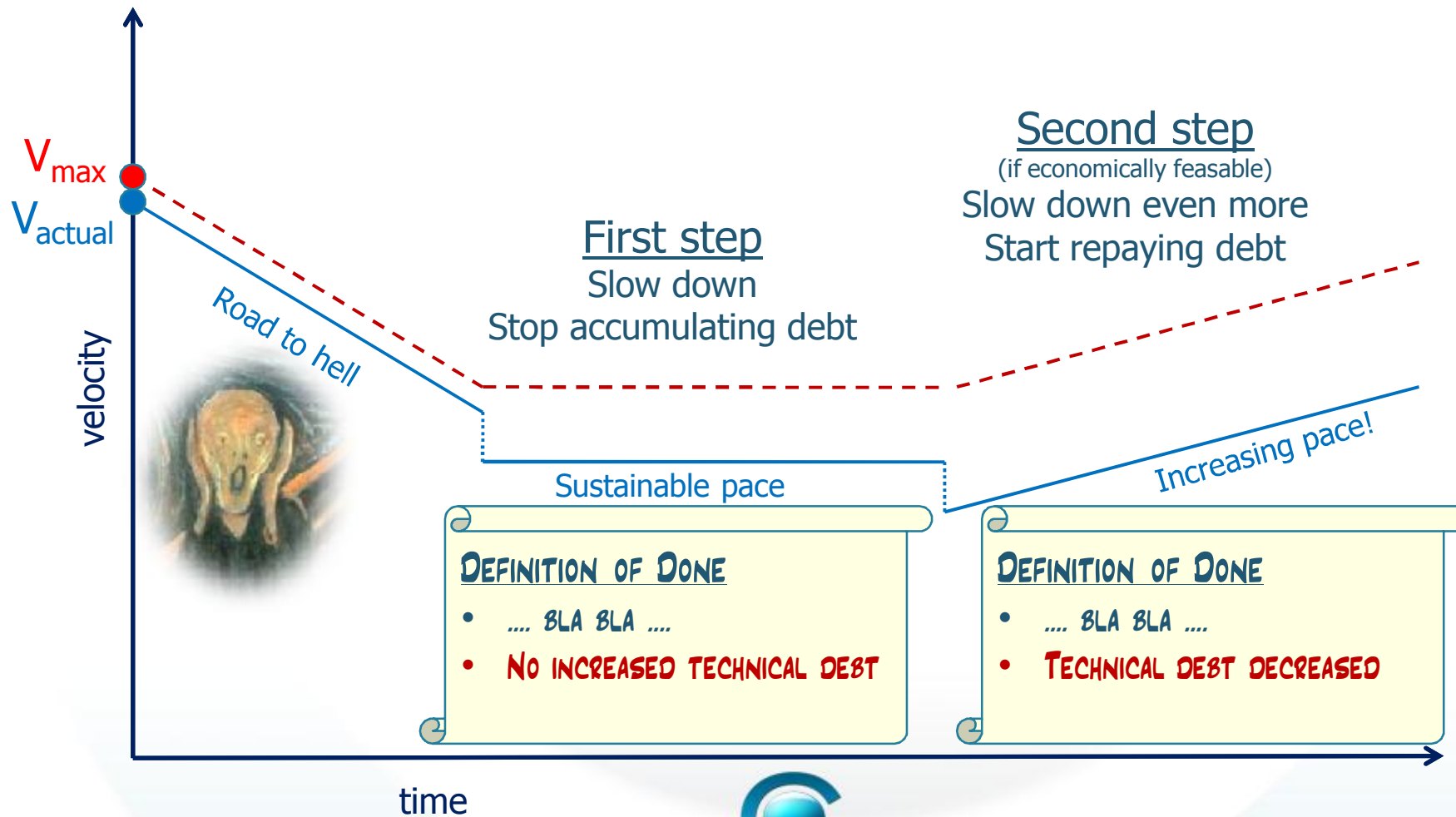
- Duplicated code
- Lack of test coverage
- Unreadable code



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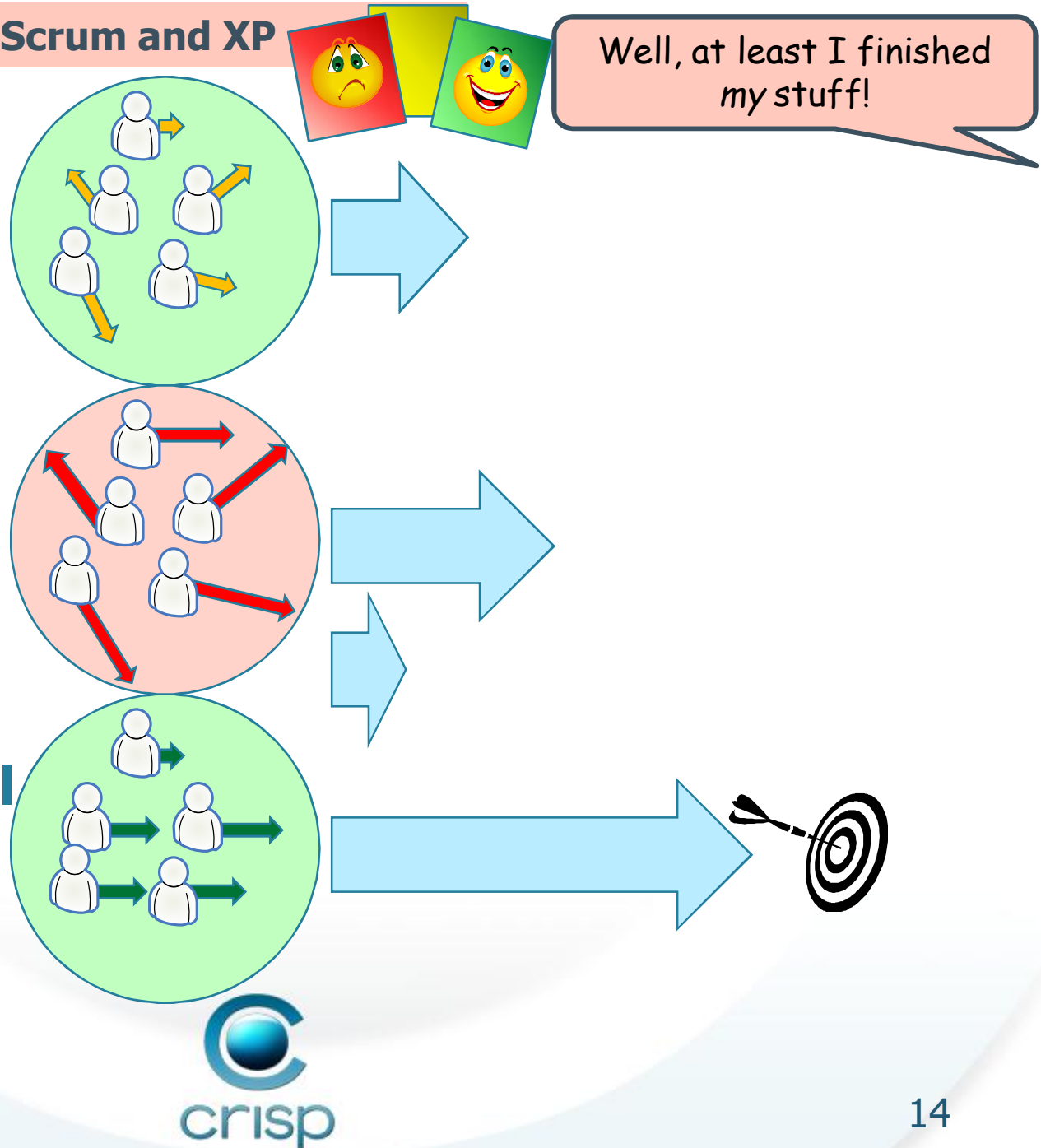


Dealing with technical debt



7: Teamwork

- Fixed roles
- Personal backlogs
- Not helping each other
- Personal incentive models
- Implementing all stories in parallel
- Management interference



8: Product backlog & product owner / customer

- PBL doesn't exist
- PBL not visible
- Big or never-ending stories
- PO without power or domain knowledge
- Multiple conflicting POs
- PBL not maintained by PO
- PO surprised at sprint demo
- PO being a bottleneck
- PO not prioritizing



I don't have time to maintain the damned product backlog!



SEE WHO IS
LOGGED IN 5

GENERATE
INVOICE 3

100 CONCURRENT
USERS 8

Product
Backlog

8

5

5

3

5

5

8

5

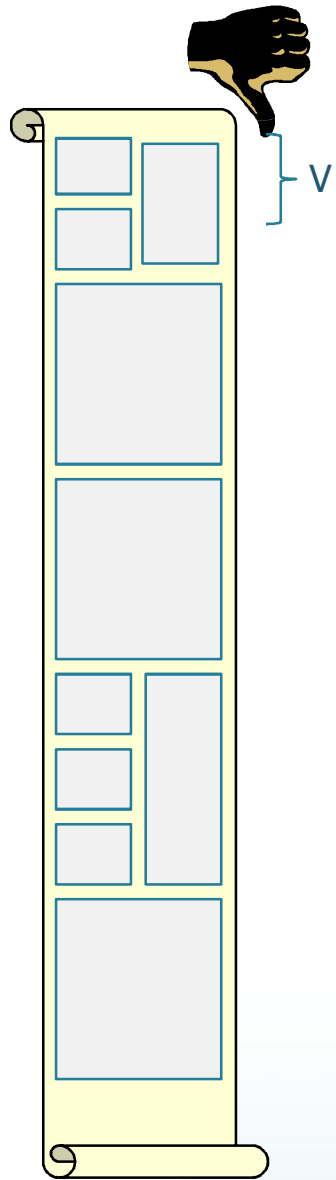
3

5

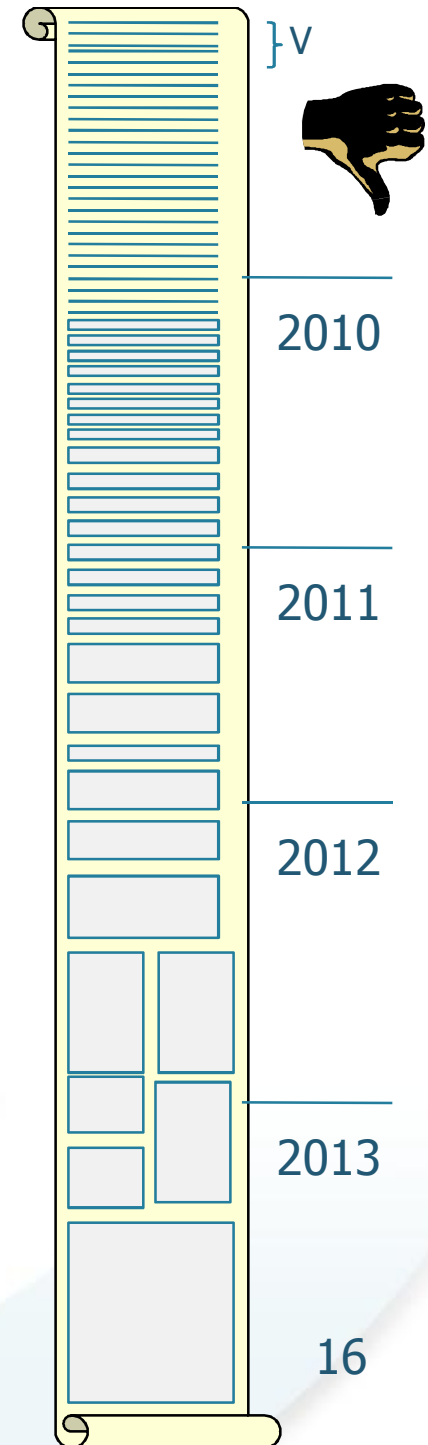
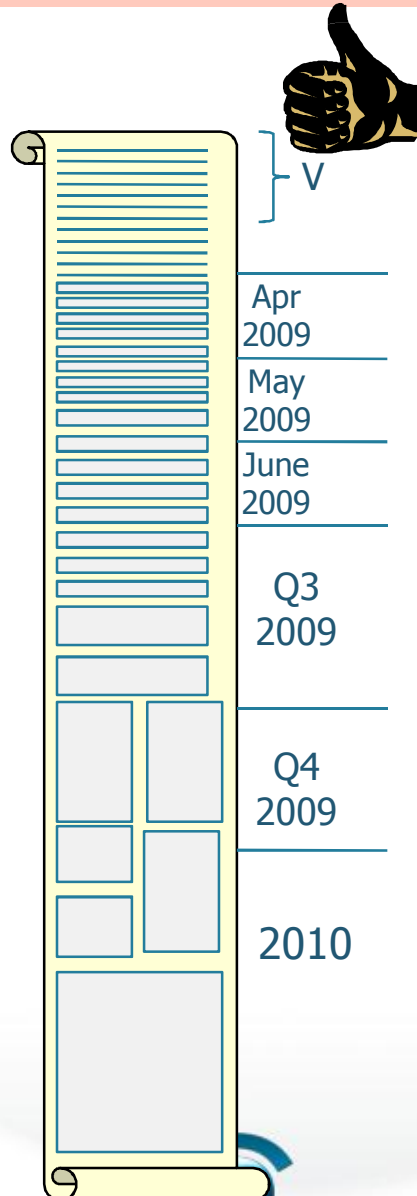
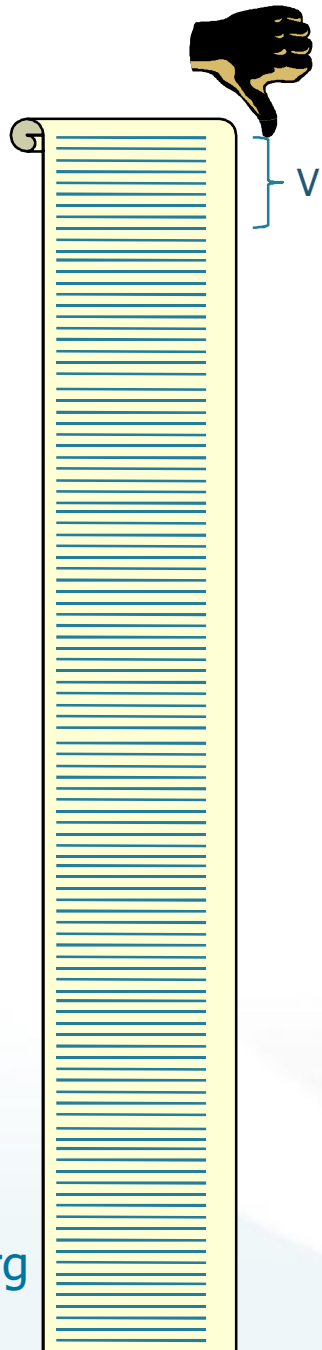
15



10 ways to screw up with Scrum and XP



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Merging is a pain, so we do it as seldom as possible

9: Mergophobia

- No "Done" branch
- No branch policies
- Not integrating early & often
- Not taking responsibility
- Hiding behind branches

SORRY, BUT

YOU CAN'T GET AN **AGILE COMPANY**
WITHOUT **AGILE ENGINEERING PRACTICES**

XP, anyone?

Version control – multiple teams

<http://www.infoq.com/articles/agile-version-control>

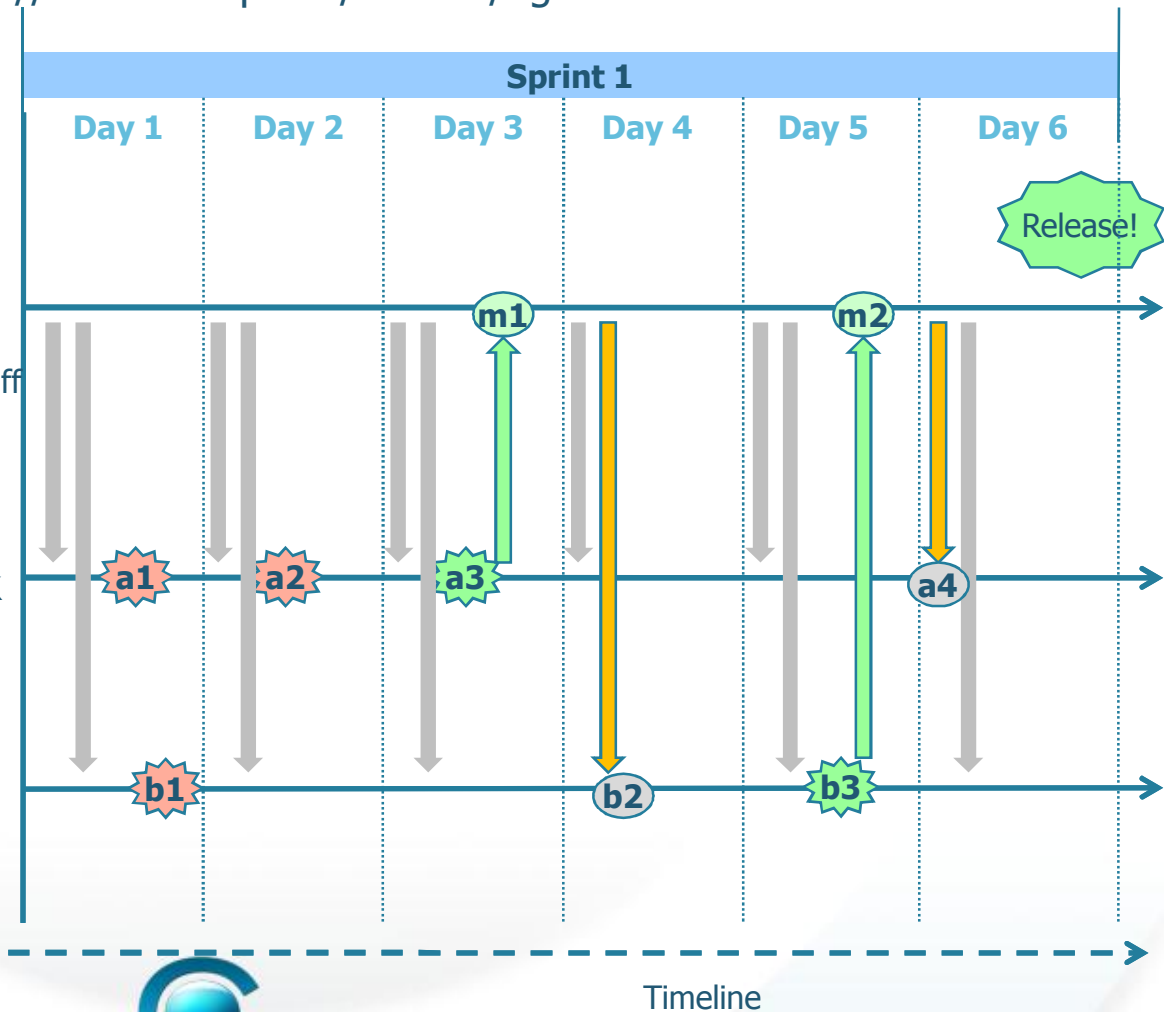
GUIDELINES

- NO JUNK ON THE TRUNK
 - TRUNK ALWAYS RELEASABLE
 - BROKEN TRUNK = STOP THE LINE
- MERGE FROM TRUNK EVERY DAY
- COPY TO TRUNK EACH TIME A STORY IS COMPLETED

Trunk Policy:
Only stuff that is DONE!

Team A work Policy:
Unit tested

Team B work Policy:
Unit tested



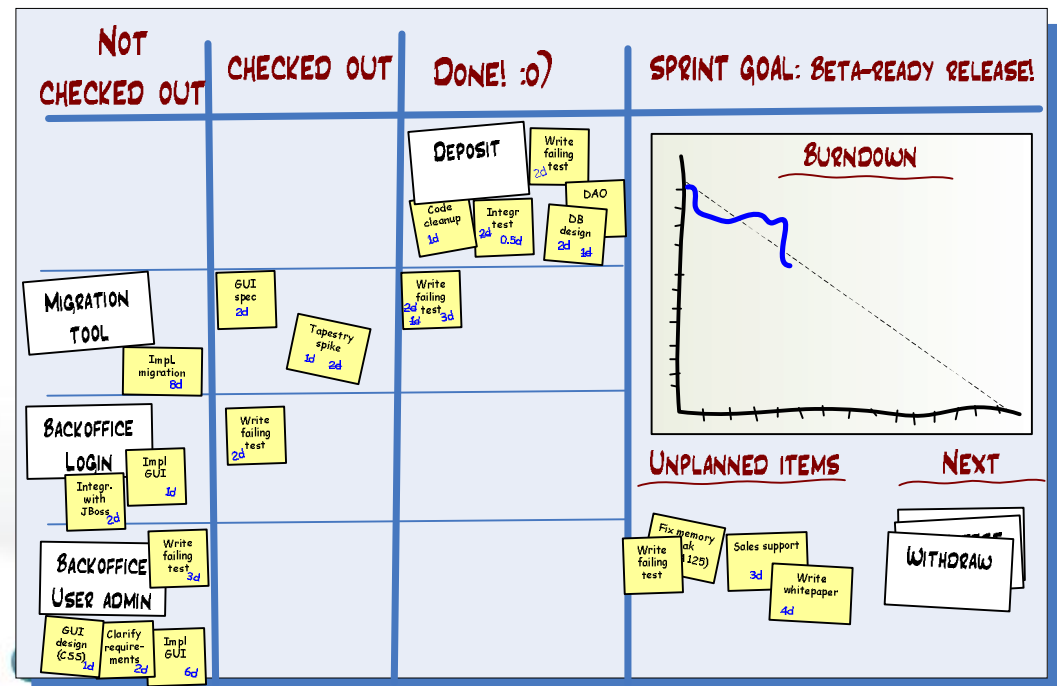
10 ways to screw up with Scrum and XP



Oh you mean that thing that the ScrumMaster fiddles with sometimes?

10: Sprint backlog / taskboard

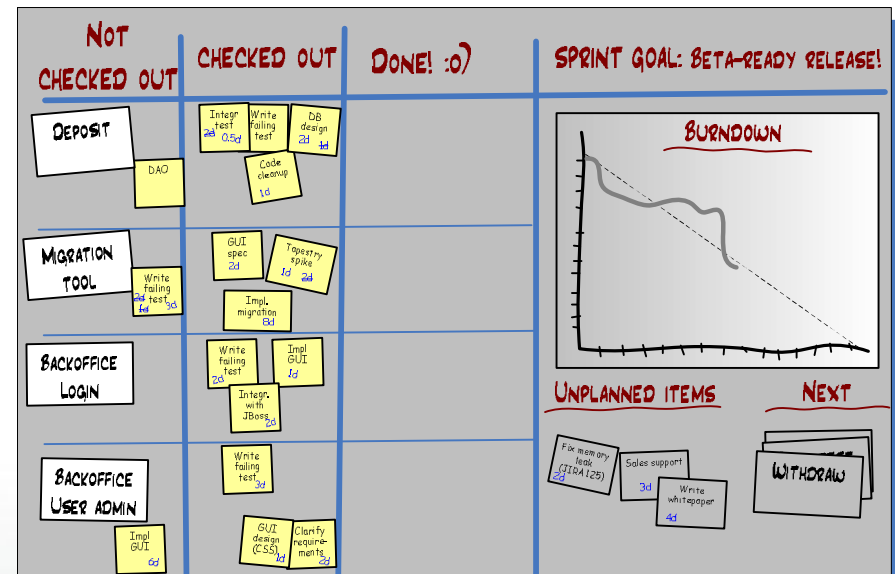
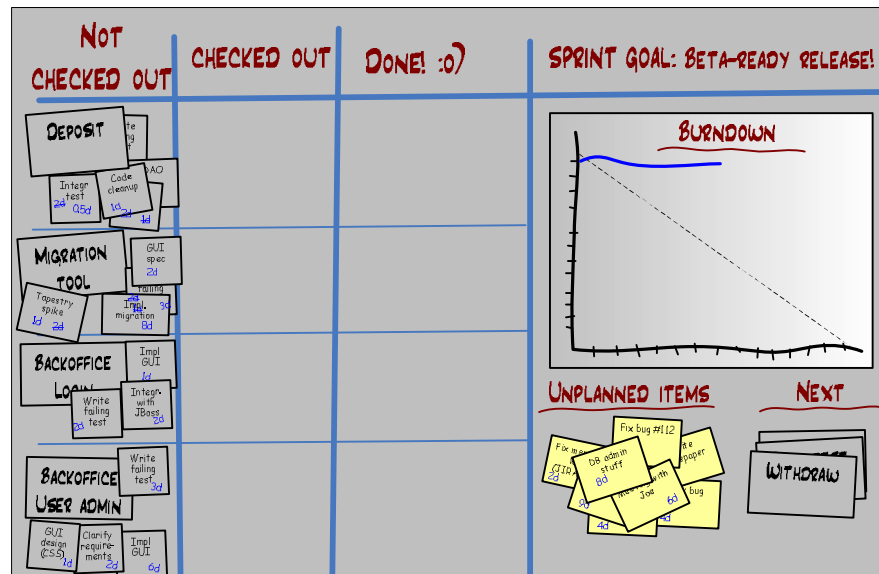
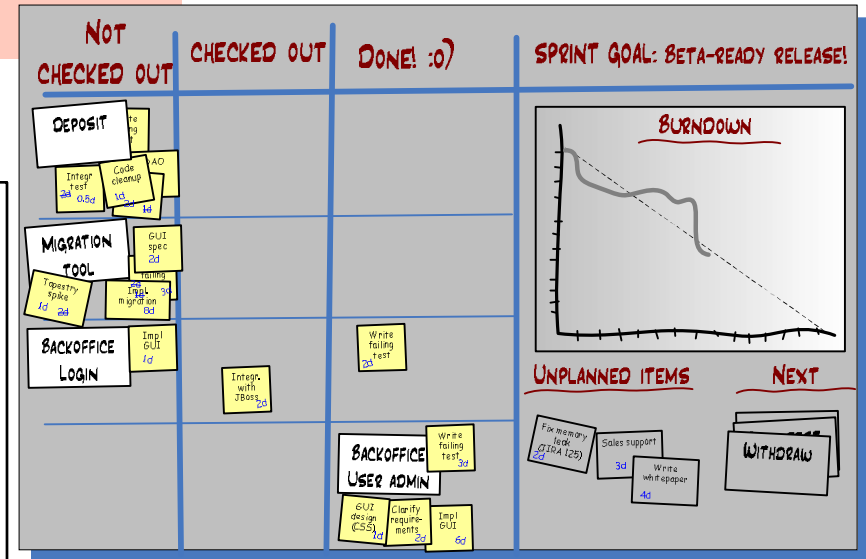
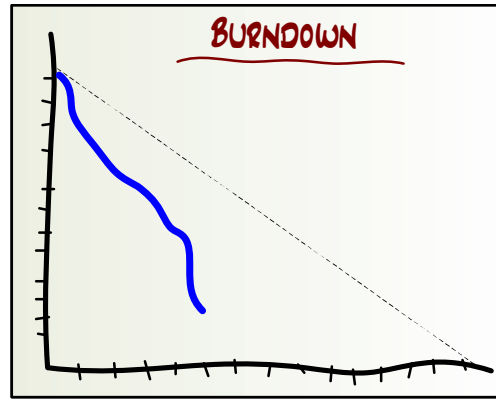
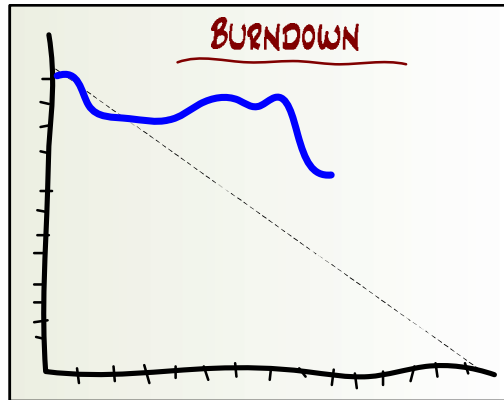
- doesn't exist
- too far from the team
- too complicated
- not used during Daily Scrum
- not owned by the team
- no burndown
- not updated daily
- warning signs ignored



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10 ways to screw up with Scrum and XP

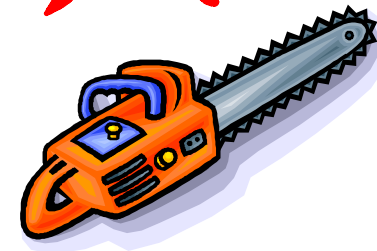
Warning signs



That's it!

10 great ways to screw up ~~with~~ Scrum and XP

despite



Oh wait....

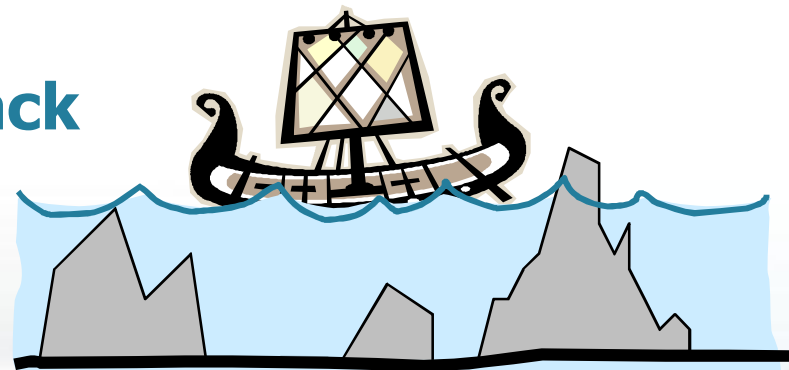
One more...



11: Worrying too much about the other ten

We should stop this agile stuff, since we're obviously doing it all wrong

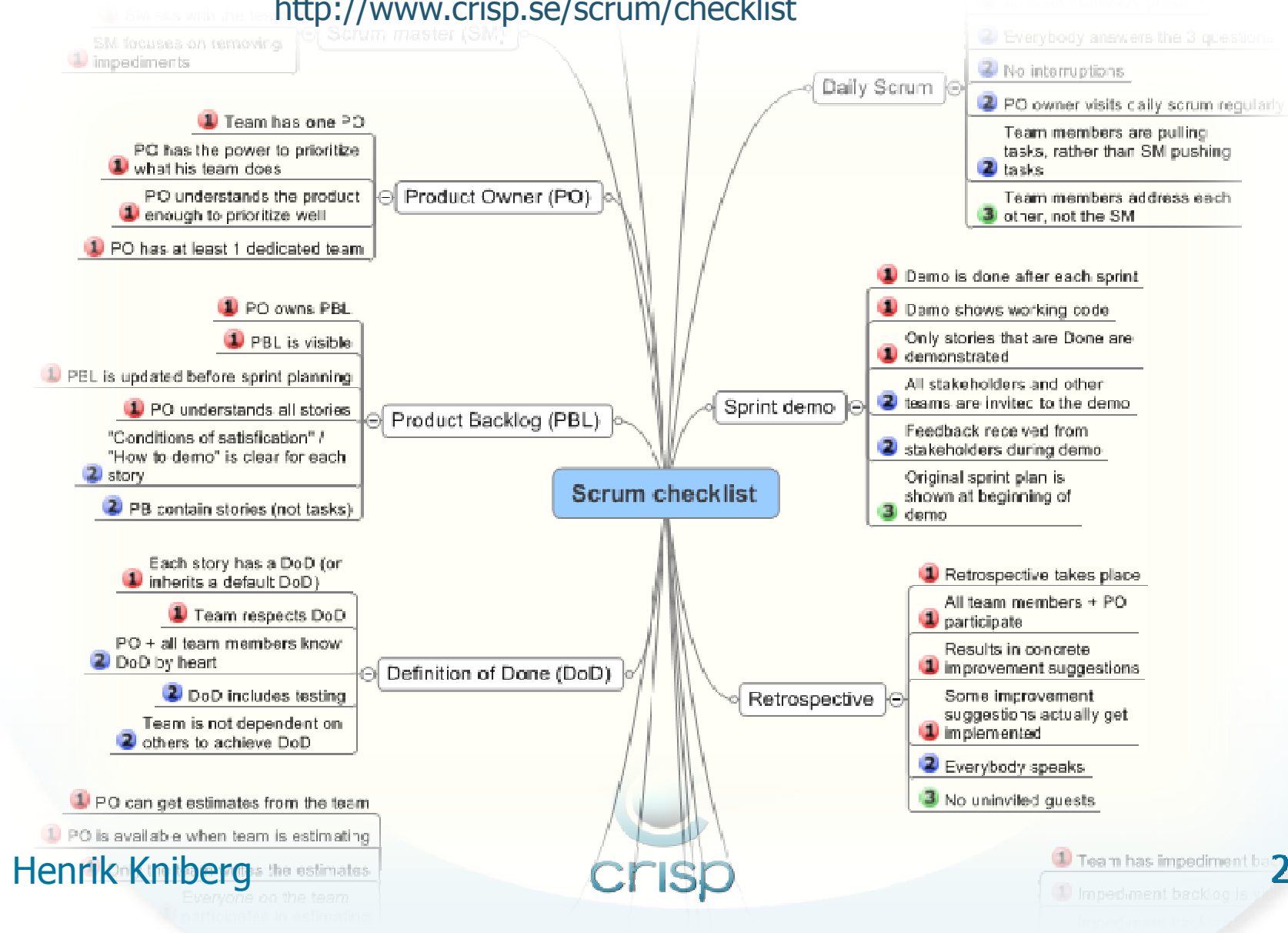
- **Problems are normal**
- **Never stop looking for problems**
- **Don't panic, don't despair**
- **Visible problem = killable problem**
 - = opportunity for improvement!
- **Prioritize and fix problems - one by one!**
- **Look back once in a while and pat yourselves on the back**



10 ways to screw up with Scrum and XP

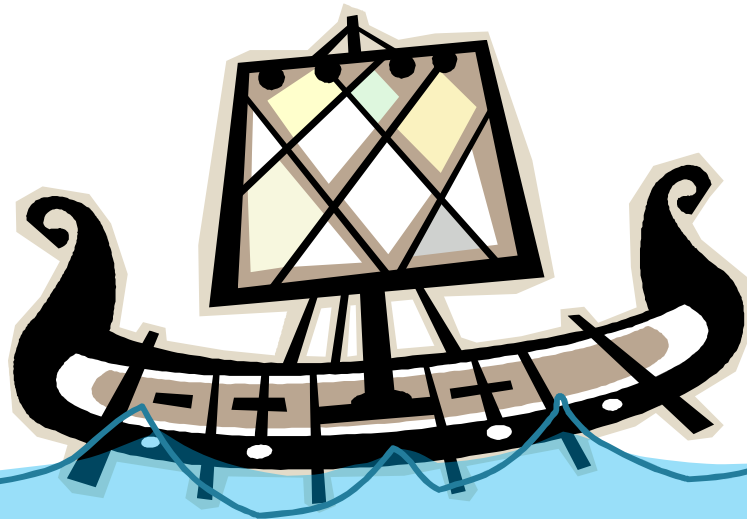
Want more? Try the Scrum Checklist

<http://www.crisp.se/scrum/checklist>



SAIL WITH PLEASURE!

THE ROCKS MAKE IT
MORE EXCITING :o)



crisp

erg