Leverage Scrum and VSTS to Scale Your Development

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# Organizations want to scale their development

- Great results with small initiatives of one to three teams
- Desire to gain similar benefits from larger initiatives; and,
- Looking for a straightforward approach that builds on their current knowledge and skills.

So, what exactly is scaled development?

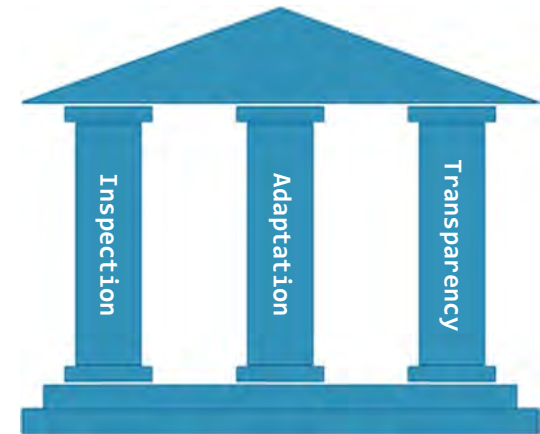|	Number of teams	
Number of Products	**1**	**>1**
>1		
1	Scrum	
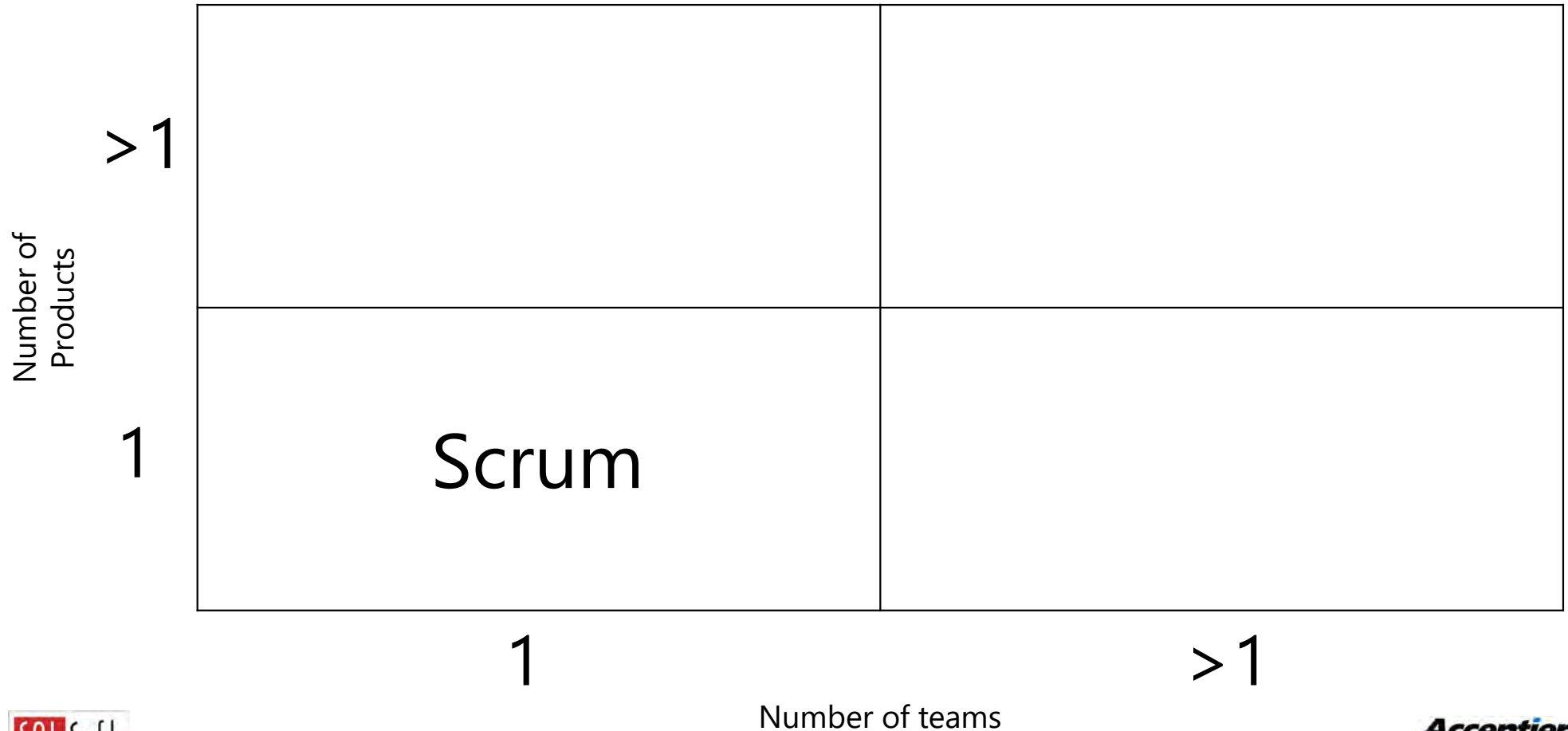
Let's talk about Scrum for a moment ...
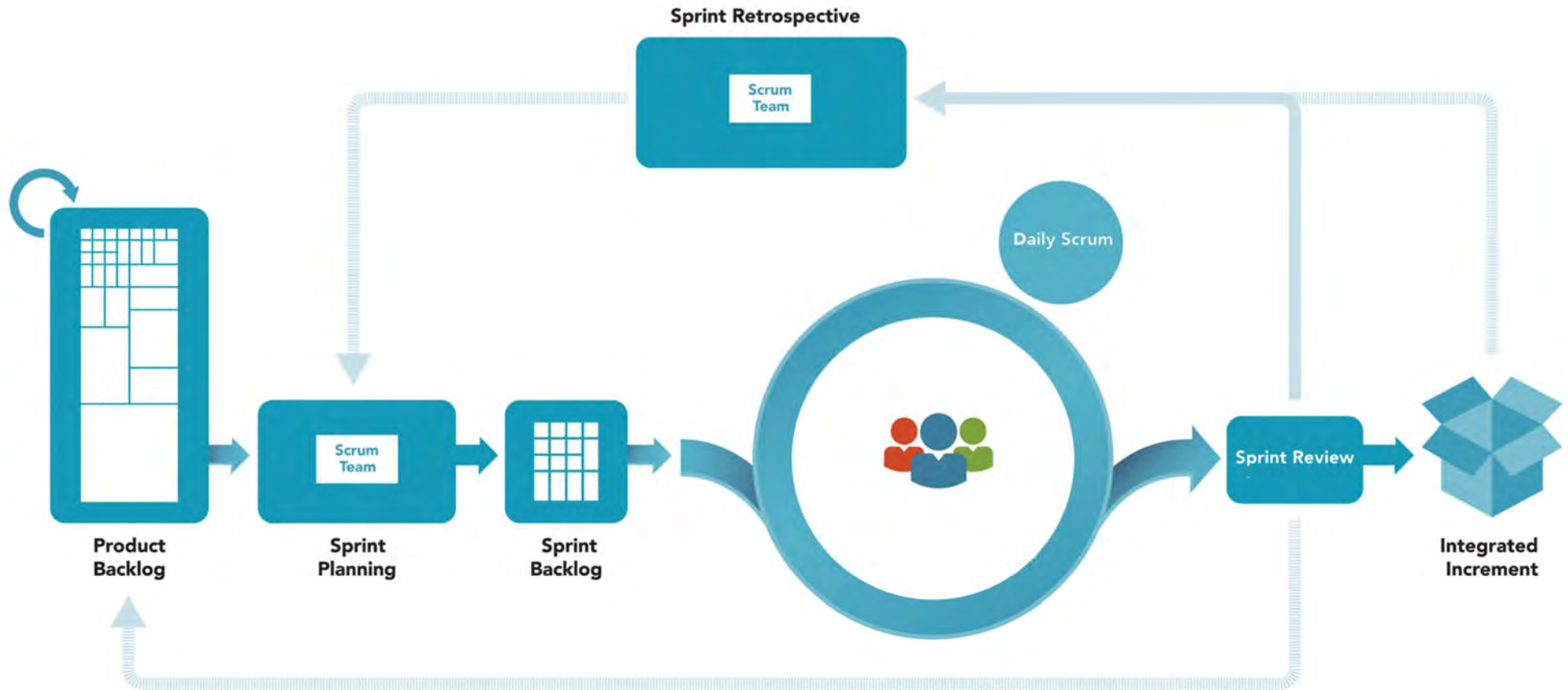
Professional Scrum by Scrum.org

- Professional Scrum is a combination of
  - ✓ Mechanical Scrum (Scrum according to the Scrum Guide)
  - ✓ Continuously applying Scrum's values and principles
  - ✓ Continuously practicing technical excellence

Ensure the Product Backlog ...

- Contains clearly expressed items
- Lists the business value of each item
- Contains the "what" and not the "how"
- Is ordered to best achieve goals/missions
- Shows what the team will work on next
- Is visible, transparent, and clear to all

Valid Product Backlog Items

- There can be many types of items in the product backlog ...
  - Enhancements
  - Features
  - Behaviors
  - User stories
  - User actions
  - Bugs/defects
  - Use cases

But are typically not ...

- Acceptance criteria
- Tasks
- Tests
- Issues
- Impediments

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Sprint Planning

The work to be performed in the Sprint is planned at the Sprint Planning meeting. The plan is created by the collaborative work of the entire team.

The Sprint Backlog is the set of Product Backlog items selected for the Sprint plus a plan for delivering those items.

Create Product Backlog Items as "Thin" as Possible

- Traditionally, the Sprint Backlog consists of selected Product Backlog items for the Sprint, plus a plan, often represented as tasks and these tasks are burned down to track progress
  - Focusing on completing tasks can be suboptimal

- Decompose Product Backlog items along their acceptance criteria as much as possible
  - Focus on completing each PBI rather than just completing a task

Sprinting

- Create and link task/test case work items as needed
- Take ownership of tasks from the Sprint Backlog
  - Update State and Remaining Work estimates at least daily
- Complete work according to your team's DoD
- Create and manage Impediment work items as needed
  - Better to remove impediments than manage them!
- Assess progress (via boards, charts, conversation)
- Refine the Product Backlog when appropriate

Handing Undone Work

- Undone work is a reality
- Handling undone work
  - Don't release or review/demo undone work
  - Move PBIs back to the Product Backlog
- Over time, the Development Team will improve
  - Better estimation and planning will emerge
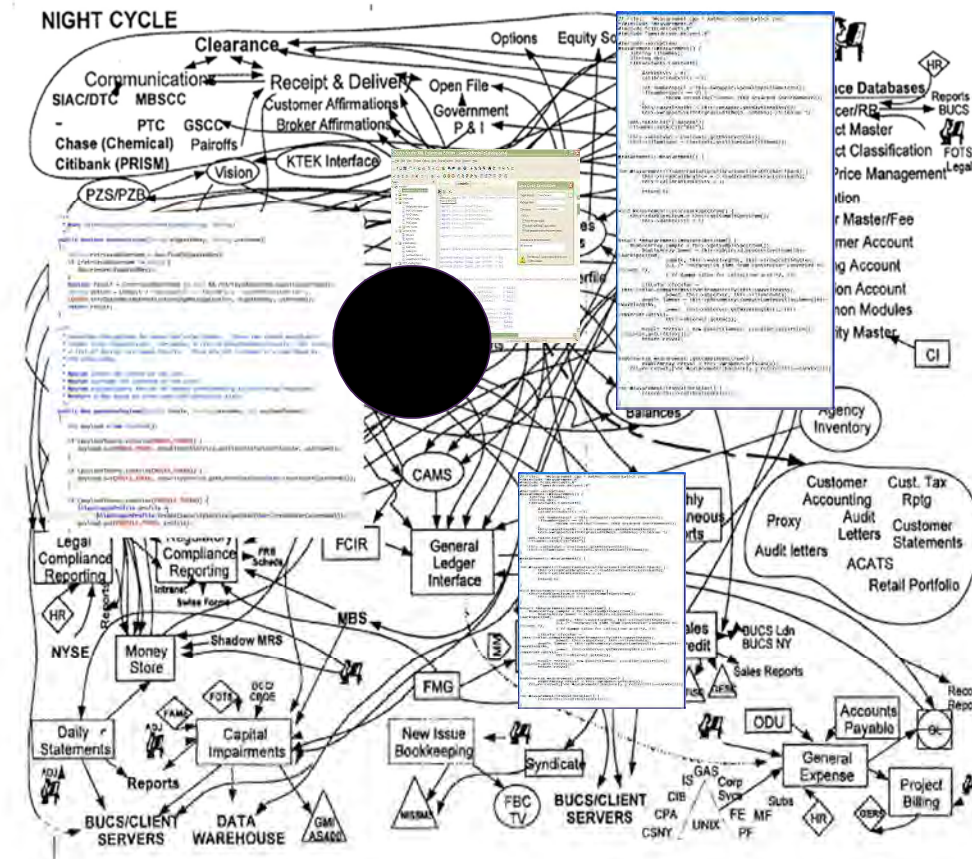- Swarming/single-piece flow can reduce the risk

Back to the topic of scaled development ...

	1	>1
>1	Painful	Portfolio Management
1	Scrum	Scaled Development

Number of Products (vertical axis)

Number of teams (horizontal axis)

One team doing the work ...

Product Backlog

NIGHT CYCLE
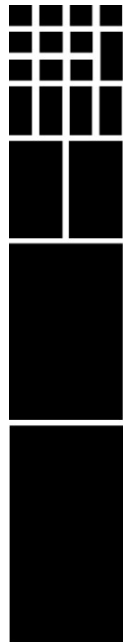
Three teams doing the work …

Product Backlog
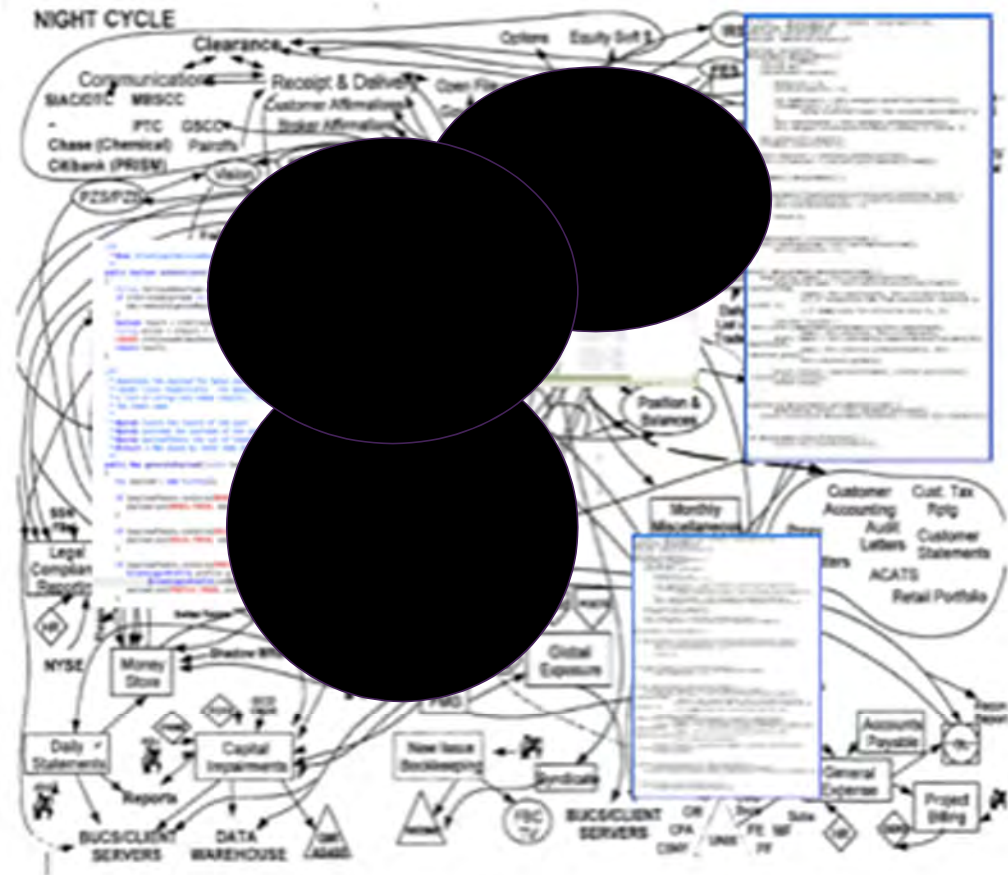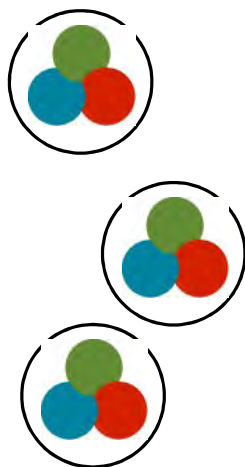
Nine teams doing work

Product Backlog

NIGHT CYCLE
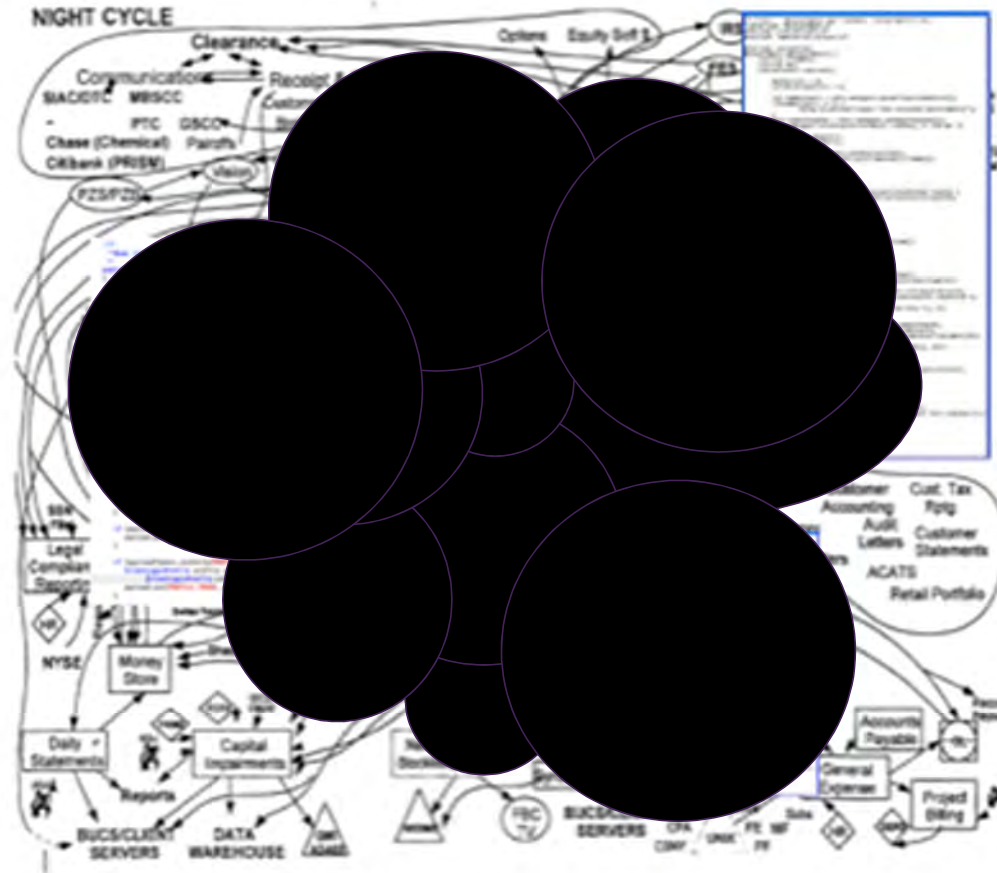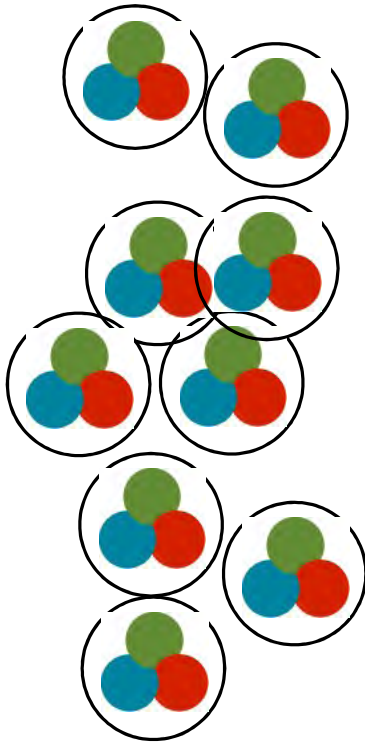
The Nexus Framework from Scrum.org

Read the **Nexus Guide** for more information: http://bit.ly/2z9JmHU
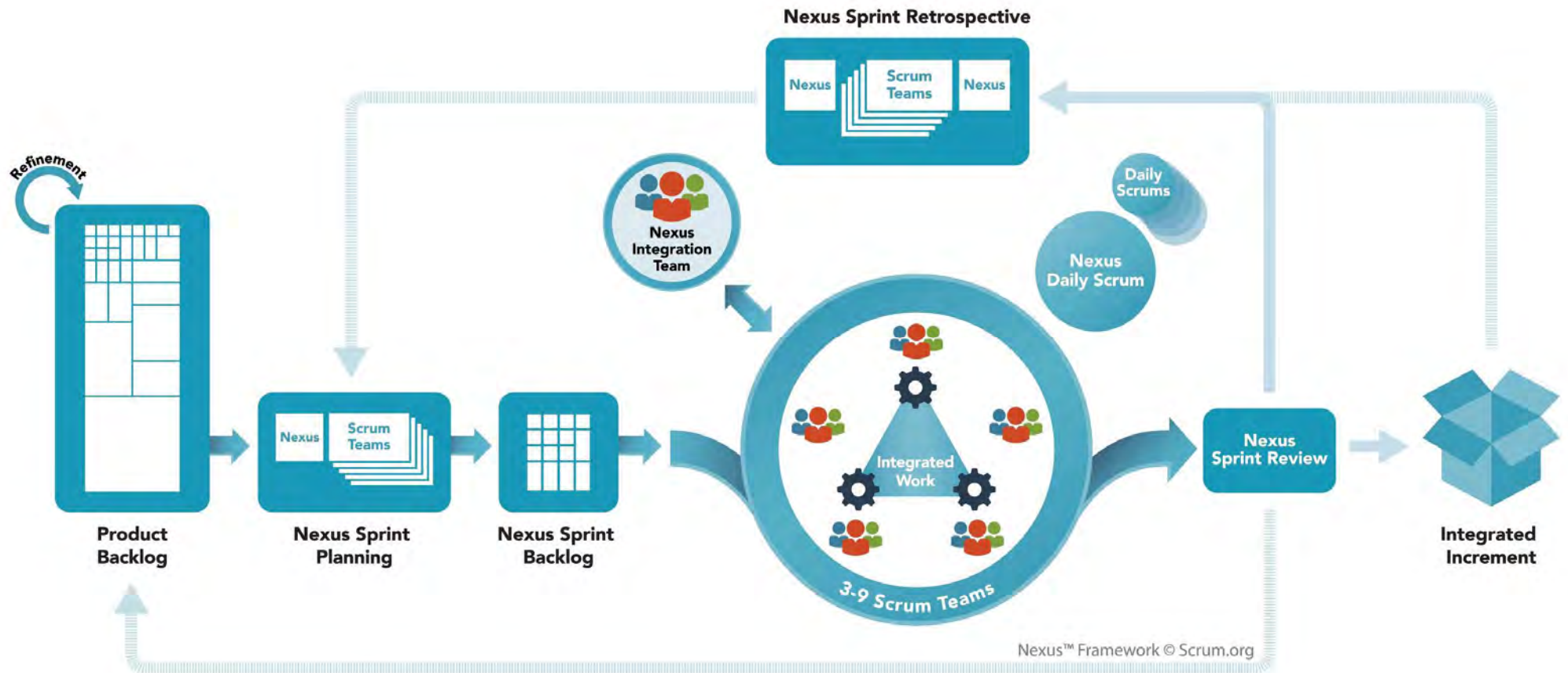
Identify Dependencies in the Product Backlog

- Cross-team dependencies
  - A PBI that requires the work of two or more teams
  - PBIs in the Nexus Sprint Backlog cannot be shared by teams
  - Try decomposing the PBI or reforming the team
- Cross-PBI dependencies
  - A PBI that requires another PBI to be delivered as well
  - These should be identified
  - These should be minimized

Types of Dependencies

- People
- Domain
- Technology
- Software

- Internal vs. External

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Definition of "Done"

- Defines when an increment of product functionality is potentially releasable
- The definition establishes a shared understanding of what it means when the team says "Done" vs. not "Done"

Example Definition of "Done"

- All acceptance criteria has been met
- The Product Owner likes the new feature
- All code compiles without errors or warnings
- All financial-related code written using a test-first approach
- All new code covered by unit tests
- An automated build exists
- A readme exists explaining the new feature

Making it All Work Together

- High-performance Scrum Development Teams must balance many domains
  - A good technology and tools are doomed by a bad process
  - A good process (Scrum) is doomed by a dysfunctional team of people
- "Culture eats process for breakfast"

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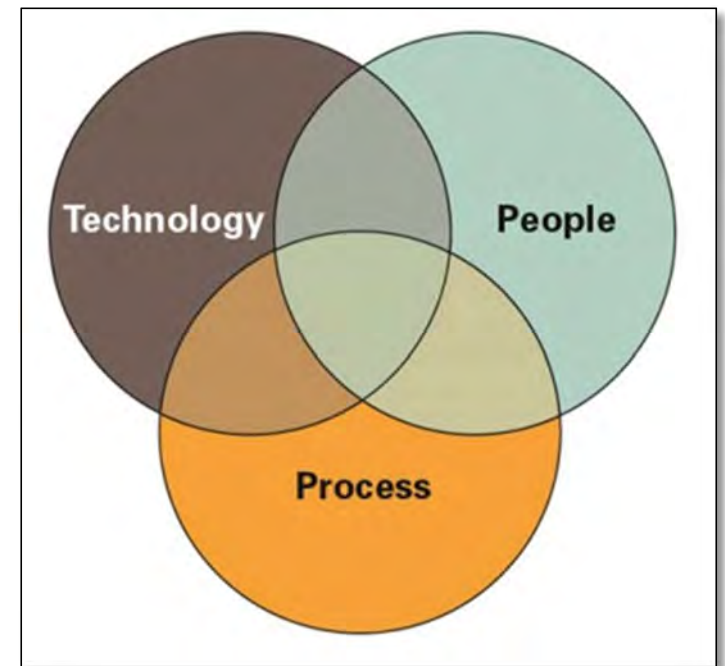
Don't Be Flaccid

- In 2009, Martin Fowler described "flaccid Scrum"
  - http://martinfowler.com/bliki/FlaccidScrum.html
  - a.k.a. "Zombie Scrum", "Mechanical Scrum", "ScrumBut"
  - Teams were using the nouns, but not doing the verbs
- Flaccid Scrum Teams believe in magic
  - And so do their customers
- Scrum is not a "silver bullet"

Don't Change Scrum

- Scrum is just a set of rules put forth in the Scrum Guide
  - This makes it comparable to the game of chess
  - You can use Scrum according to its rules, or you can cheat
  - Cheating only provides short-term "wins"
  - Improving as a team only occurs if you play within Scrum's rules

- Every Scrum role, rule, and event is designed to provide the desired benefits and address predictable recurring problems

A Roadmap to Consider
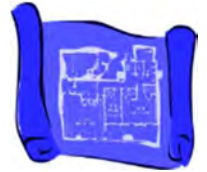
- Adopt Scrum
  - Keep improving how you play the game
- Use VSTS to plan and track your work
- Create/import your Product Backlog
- Refine the Product Backlog regularly
- Build, Release, Profit
- Repeat

Visual Studio Team Services and DevOps Classes

VISUAL STUDIO	DAYS	AUDIENCE
Administering Team Foundation Server	3	Admins, IT Pros
Application Lifecycle Management Using Visual Studio	3	Team
Continuous Delivery Using Visual Studio Team Services	2	Team
Enterprise Development Using Visual Studio	2	Developers
Managing Projects Using Visual Studio and Scrum	3	Team, Stakeholders
Managing Projects Using Visual Studio Team Services	1	Team, Stakeholders
Professional Software Testing Using Visual Studio	3	Team, Testers
Team Foundation Server Developer Foundations or	2	Developers
Test Case Management Using Visual Studio	1	Team, Testers
Unit Testing in Visual Studio	2	Developers
Developing High Quality Databases Using Visual Studio	2	Database Developers, DBAs

Professional Scrum Classes

Professional Scrum Developer

PSD

Architects, Testers, Business Analysts, DB Specialists, Designers, Coders

Professional Scrum Master

PSM

Scrum Masters, Managers, Advanced Practitioners

Professional Scrum Product Owner

PSPO

Product Owners, Product Managers, Advanced Practitioners

Scaled Professional Scrum

SPS

Scrum Masters, Technical leaders, Dev Managers, Advanced Practitioners

Professional Scrum Foundations
Everyone

PSF

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Keep Calm and Scrum On

// thank you

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