

Scrum Myths & Misconceptions



"Myths which are believed in tend to become true."
– George Orwell

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About Me

- From Boise, Idaho, USA
- President of Accentient
- Microsoft Regional Director
- Microsoft MVP (Visual Studio ALM)
- Professional Scrum Developer
- Professional Scrum Trainer
- Co-creator of the Nexus (scaled Scrum Fx)
- richard@accentient.com



@rhundhausen



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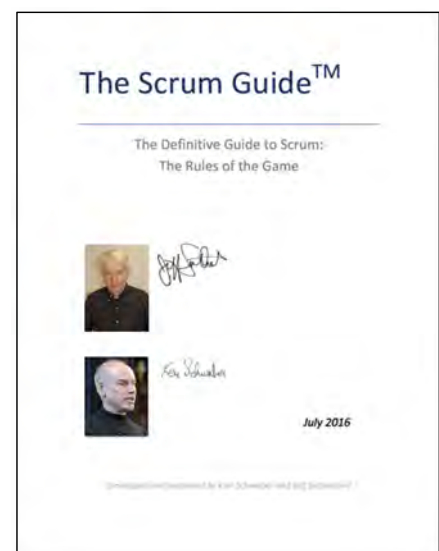
This is a collaborative session

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Scrum

Scrum is a framework within which people can address complex problems, and productively and creatively deliver products of the highest possible value.

Scrum is defined in the Scrum Guide.
<http://scrumguides.org>



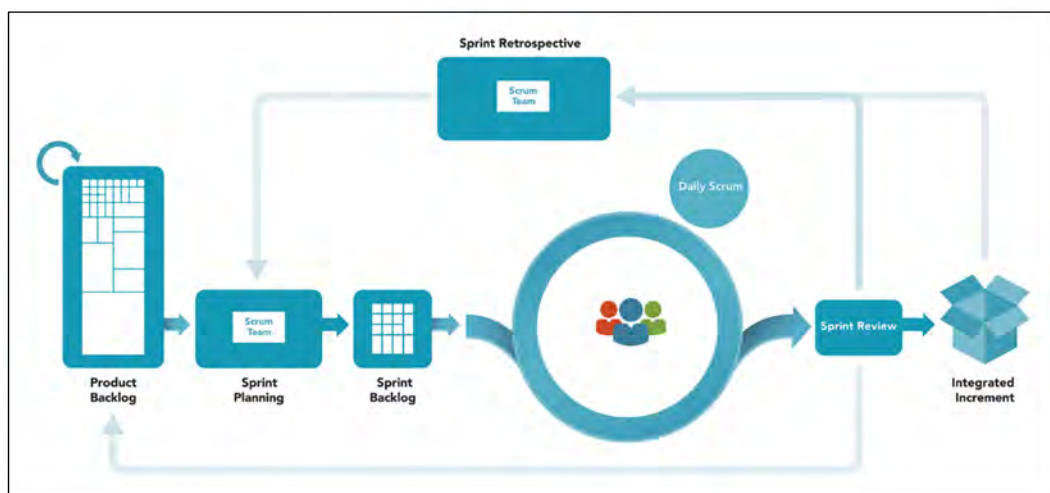
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Can you fill in the blanks?

Scrum Roles	Scrum Events	Scrum Artifact
1.	1.	1.
2.	2.	2.
3.	3.	3.
	4.	
	5.	

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Scrum



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Myths

- Many myths and misconceptions exist
 - Example: “If we stand up for 15 minutes a day we’re doing Scrum”
 - We’re not doing Scrum, we’re doing Agile

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Scrum is a process or a method[ology]



Scrum is a framework within which your process or methodology can be implemented.

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Agile and Scrum are the same thing



Agile is something you are.

Scrum is something you do (to be agile).

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Scrum is difficult to master



Scrum is lightweight, simple to understand,
but difficult to master.

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Scrum can be used for all kinds of work



Scrum is best suited for team-based, plannable, complex* work developing an increment.

* Where more is unknown than is known about “what” is being requested, and “how” to develop it.

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Scrum projects are always on time



In Scrum, every Sprint is a “project”.

The Sprint may not deliver the originally planned scope.

You can use date-driven or feature-driven planning, but trying to fix both the date and the features is a trap.

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Scrum Teams need tools to practice Scrum



3M makes the best tool.

"Individuals and interactions over processes and tools"

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Development Teams don't document their work



If the Product Owner requires *product* documentation,
the Development Team develops it.

The Development Team decides how much
process documentation it needs, if any.

"Working software over comprehensive documentation"

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There are no testers in Scrum



There are testers in Scrum, but we call them Developers.

Also, there is no sub-teams (e.g. QA).

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There are no project managers in Scrum



Scrum Teams are self-organizing and don't need the "guidance" of a project manager.

Avoid the reflex to "convert" them to Scrum Masters.

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There are no managers at all on a Scrum Team



Scrum has two management positions:

The *Product Owner* manages (optimizes) the value of the product that is being developed.

The *Scrum Master* manages (optimizes) the process.

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Business analysts have no place in Scrum



BAs can be the key to understanding complex systems.

BAs can play a Development Team role, the Product Owner role, or simply assist the Scrum Team.

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We can use Scrum with two people



Minimum *Development Team* size is 3. Maximum is 9.

Since a Developer can also be the Product Owner and Scrum Master, the minimum *Scrum Team* size is also 3.
The maximum size is 11.

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The Product Owner can't also be a Developer



Ideally, the Product Owner is able to focus 100% of his/her time maximizing the value of the product.

Smaller, startup teams may have their Product Owner wear an additional hat.

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All Development Team members are equal



There are no roles on the Development Team other than "Developer".

There are no leads, seniors, juniors, or managers.
The Development Team collectively owns everything.

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The Scrum Master's job is to remove impediments



The Scrum Master is responsible for ensuring Scrum is understood and enacted.

If possible, individuals should remove their own impediments.

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Myth: There Is No Planning In Scrum



In Scrum, planning is an activity, not a document.

Recognize, embrace, and support change
rather than trying to control it.

"Responding to change over following a plan"

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Sprint 0 is where you do your planning and setup



The first Sprint is Sprint 1. You must deliver value each Sprint.

There are no architecture, infrastructure, hardening,
innovation, integration, or release sprints.

There is a time before your team is practicing Scrum.

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A Sprint can be 6 weeks



A Sprint is 30 days or less.

The most popular Sprint length is 2 weeks.

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A Sprint can be 3 days



Sprints can be very short, but must contain all of the events so there is a higher percentage of overhead.

Question: Why do you need to change direction so often?

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You can achieve more in longer sprints



Sprint length is orthogonal to productivity and should be based on business decisions (e.g. risk).

Ironically, you can get *more* done in shorter sprints.

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The full plan (tasks) are identified in Sprint Planning



The plan can change right after the meeting.

Over time, the Development Team will improve at creating the plan for delivering the forecasted items.

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You have to stand at the Daily Scrum



It's called the Daily Scrum, not the daily standup.

Developers are free to stand, sit, kneel, plank, etc.

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The Daily Scrum is about answering the 3 questions



It's about synchronizing and creating
a plan for the next 24 hours.

The three questions are a shu-level practice for the above.

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The Product Owner can't participate in the Daily Scrum



It's a meeting for/by the Development Team.

The Product Owner may attend, but may not participate.

If he/she does, transparency may drop and the Daily Scrum may become a status meeting.

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Scrum doesn't say what to do the other 7 hrs 45 min



Remember, Scrum is just a framework within which the team can experiment with different practices and process.

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Impediments are raised at the Daily Scrum



Impediments should be removed by the observer.

If they cannot be removed for technical or political reasons, don't wait until the next Daily Scrum to raise the impediment.

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User-acceptance testing is a risk



Development is only done by the Development Team.

Development includes testing.

Users are an external dependency that aren't on your team, work for your boss, or have the same level of urgency.

The Sprint Review is their opportunity to give feedback.

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Outcome is more important than output



It's better to get one thing done, according to the definition of "Done", than to get many things started.

Does management value output over outcome?

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Scrum requires user stories



The Product Backlog contains *Product Backlog Items*.

You can think of them as a box. Inside that box can be whatever your team/org wants to call them.

(stories, requirements, bugs, defects, issues, journeys, etc.)

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There Are No Requirements In Scrum



The Product Backlog is full of requirements.
(although we like the term “desirements”)

Desirements are refined as late as responsible.

Desirements are less wasteful than specifications.

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PBIs are estimated/sized using story points



How PBIs are sized is up to the Development Team.

Abstract units of measure (e.g. story points)
are preferred to *temporal* ones (e.g. hours).

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The Product Owner sizes the PBIs



The people who will perform the work
(the Development Team) size the PBIs.

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Scrum Teams Don't Document Their Work



Scrum Teams value *working software*
over comprehensive documentation.

If the Product Owner requires *product* documentation,
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process documentation it needs, if any.

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Myth: More Analysis Means More Accurate Estimates



With more analysis and effort,
estimates do not get *significantly* more accurate.

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Myth: Our Culture Must Change In Order To Adopt Scrum



An organization must *allow* Scrum to be adopted.

An organization's culture is finely tuned to produce its current conditions & problems. Agility is an entirely new state.

"Culture eats process for breakfast"

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Myth: You Need Smart People To Do Scrum



You need smart people to develop software.

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Terminology refactoring homework

Stop saying ...	Start saying ...
Resource/Resources	Person/People
QA/Tester	Developer
Sprint 0	Sprint 1
Done Done	Done
Commit/Commitment	Forecast
Best practice	Preferred/proven practice
Daily standup	Daily Scrum
Groom/grooming	Refine/refining/refinement

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Vollendet();  
// thank you
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richard@accentient.com | @rhundhausen

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