

REVISION

- Backlog
- Backlog is beautifully simple
- Backlog is DEEP
- Scrum Values
- Fundamental Attribution Error



SCRUM PRINCIPLES

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SCRUM HAS 6 PRINCIPLES

Empirical
Process
control

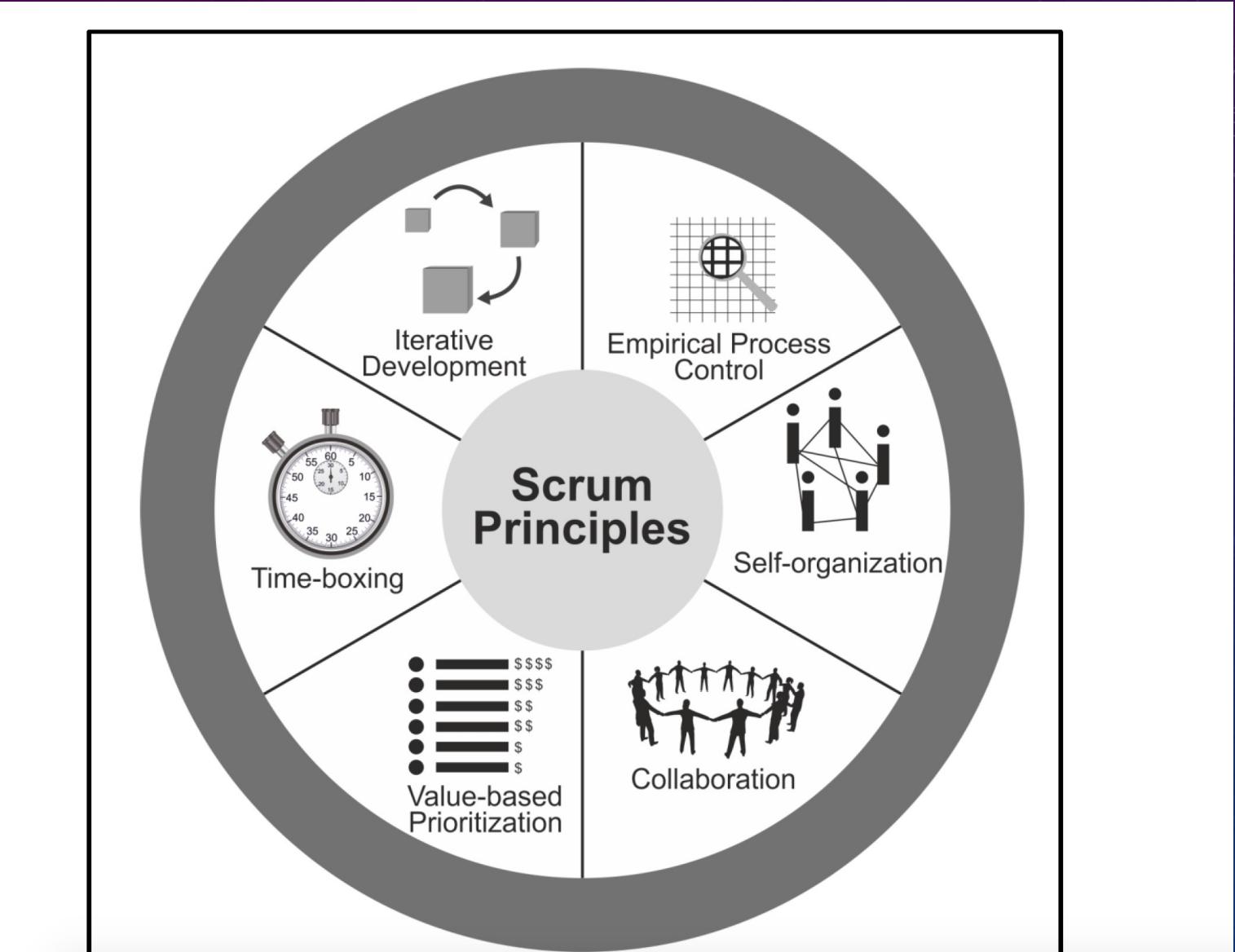
Self
organization

Collaboration

Value based
prioritization

Time boxing

Iterative
development



1) EMPIRICAL PROCESS CONTROL

Scrum is founded on *empirical* process control theory, or *empiricism*. Empiricism asserts that

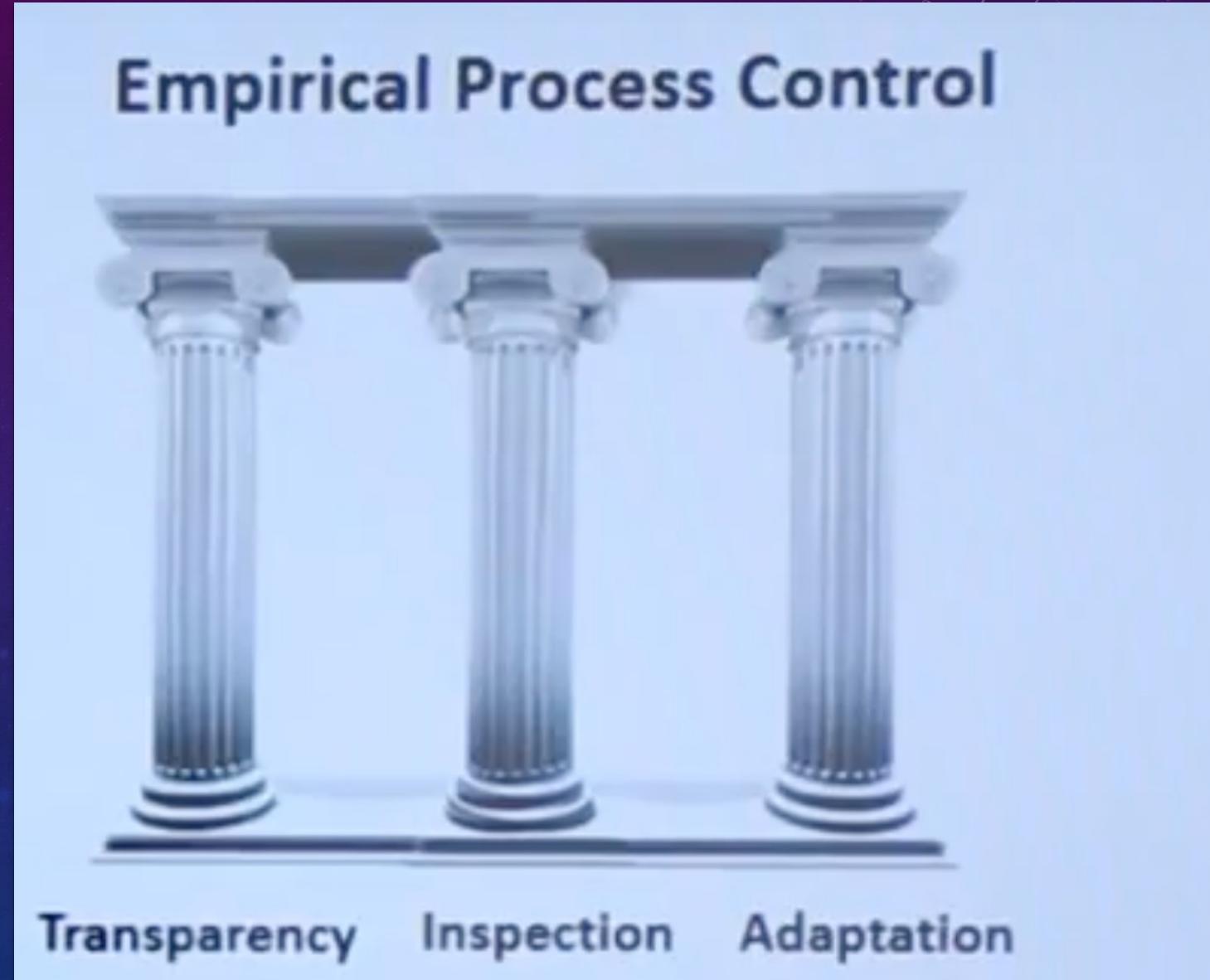
“Knowledge comes from experience and making decisions based on what is known”

In Scrum, decisions are made based on observation and experimentation rather than on detailed upfront planning

1) EMPIRICAL PROCESS CONTROL

Based on Three Pillars

1. Transparency
2. Adaption
3. Inspection



TRANSPARENCY

Processes are visible to *all*.

By all means,
all *team members*

Increases Trust

Balancing of WorkLoad

Credit given where due

Progress is clearly Visible

TRANSPARENCY

Comes from
Openness

- Information is visible
- Credit is given where due
- Artifacts are visible

Information
Radiators

- Burn Down Charts
- Scrum Boards
- Daily Scrum

TRANSPARENCY

Comes from
Openness

- Project Vision is Visible
- BackLog is Visible
- Visibility into team Progress

Opennes

- Sprint Review
- Release Planning

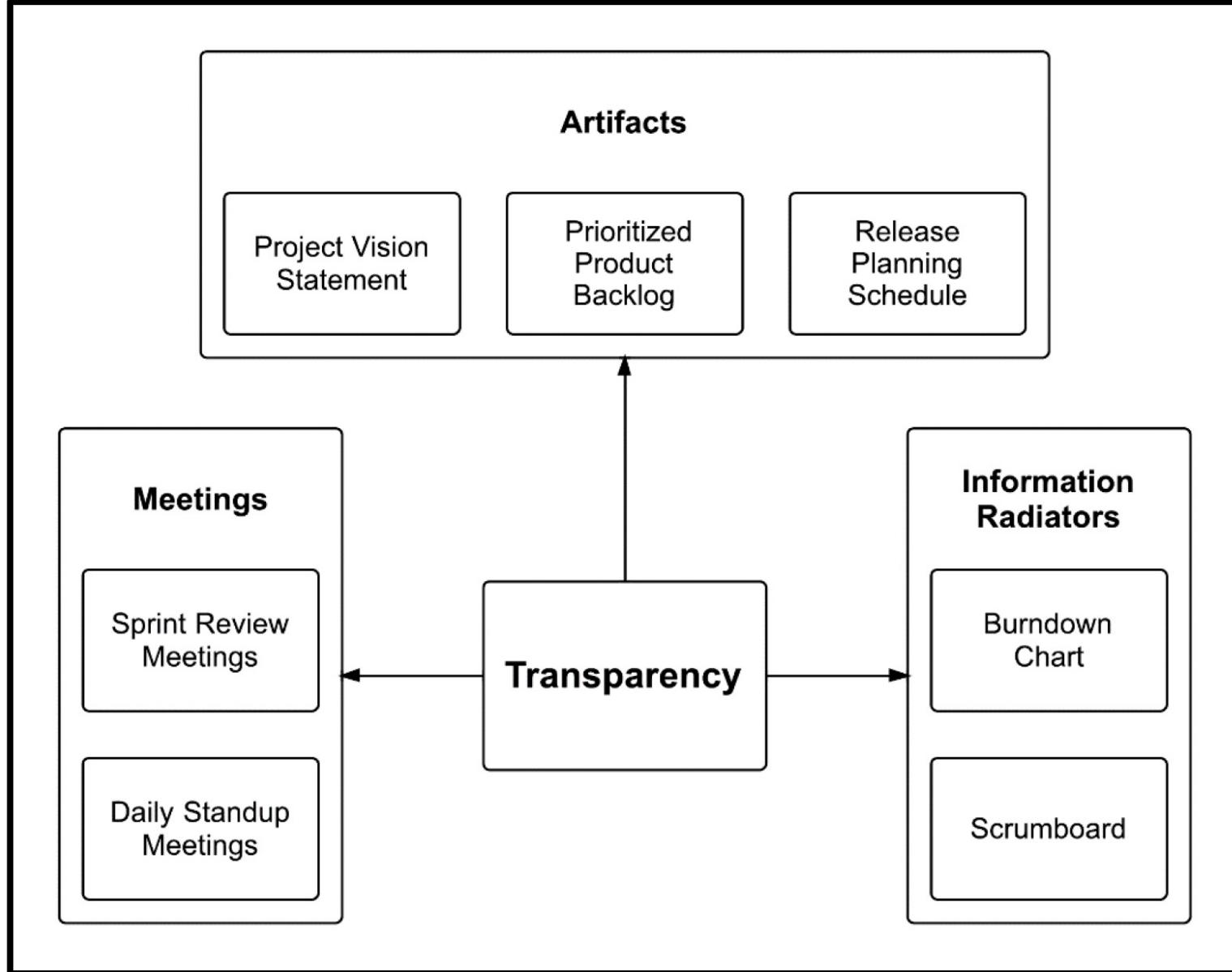


Figure 2-1: Transparency in Scrum

INSPECTION

Important to get feedback at every possible level

That's why, after every sprint, there are sprint review meetings

Improve of things if there is a deviation

ADAPTION

Transparency

Inspection

Adaption

ADAPTION

Team works on Inspection and Transparency to achieve desire level of adaptation

How does this happens? – Process is Transparent, Progress is inspected, and if we are deviating from the decided goal, we can make changes and adapt to those changes.

Lets say in Sprint meetings or demos something wasn't right, we can improve on those items.



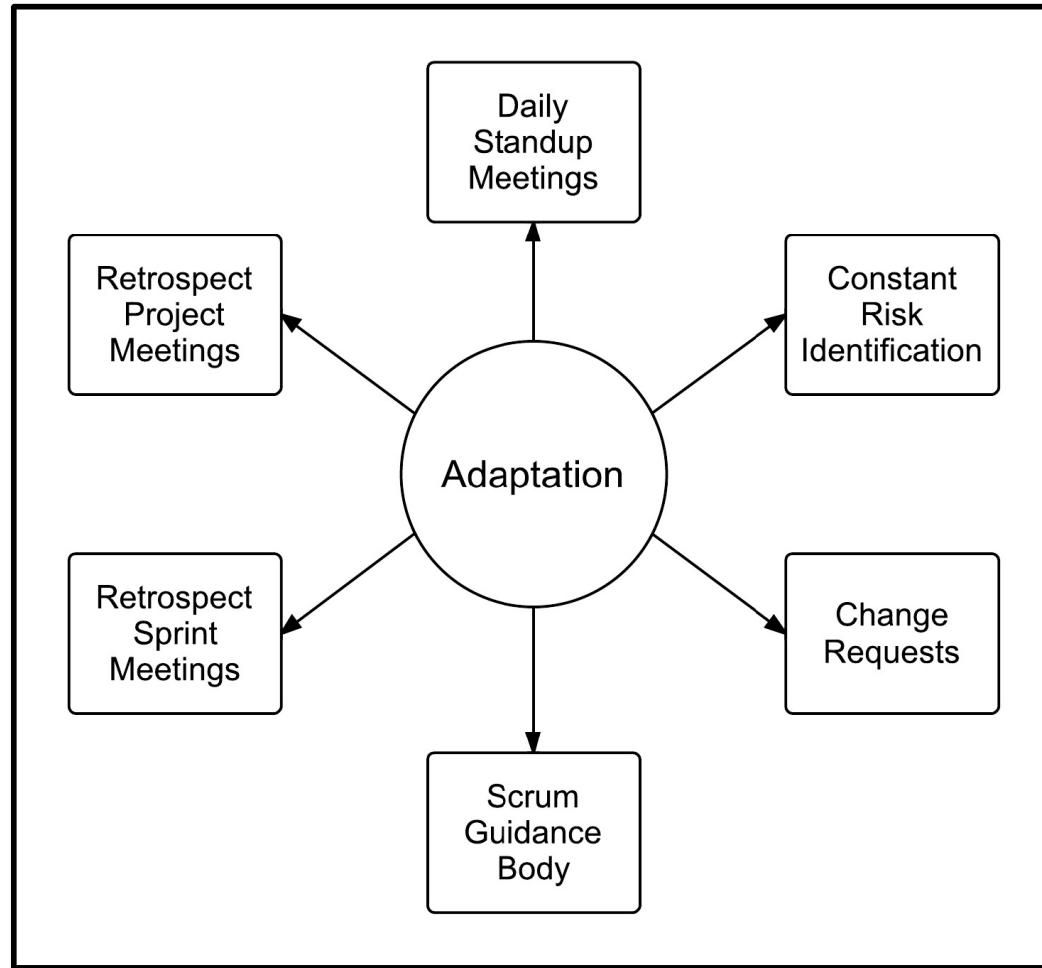


Figure 2-3: Adaptation in Scrum

SELF ORGANIZATION

PRINCIPLE NUMBER 2 IS SELF ORGANIZATION.

Figure 2-5 illustrates the goals of a self-organizing team.

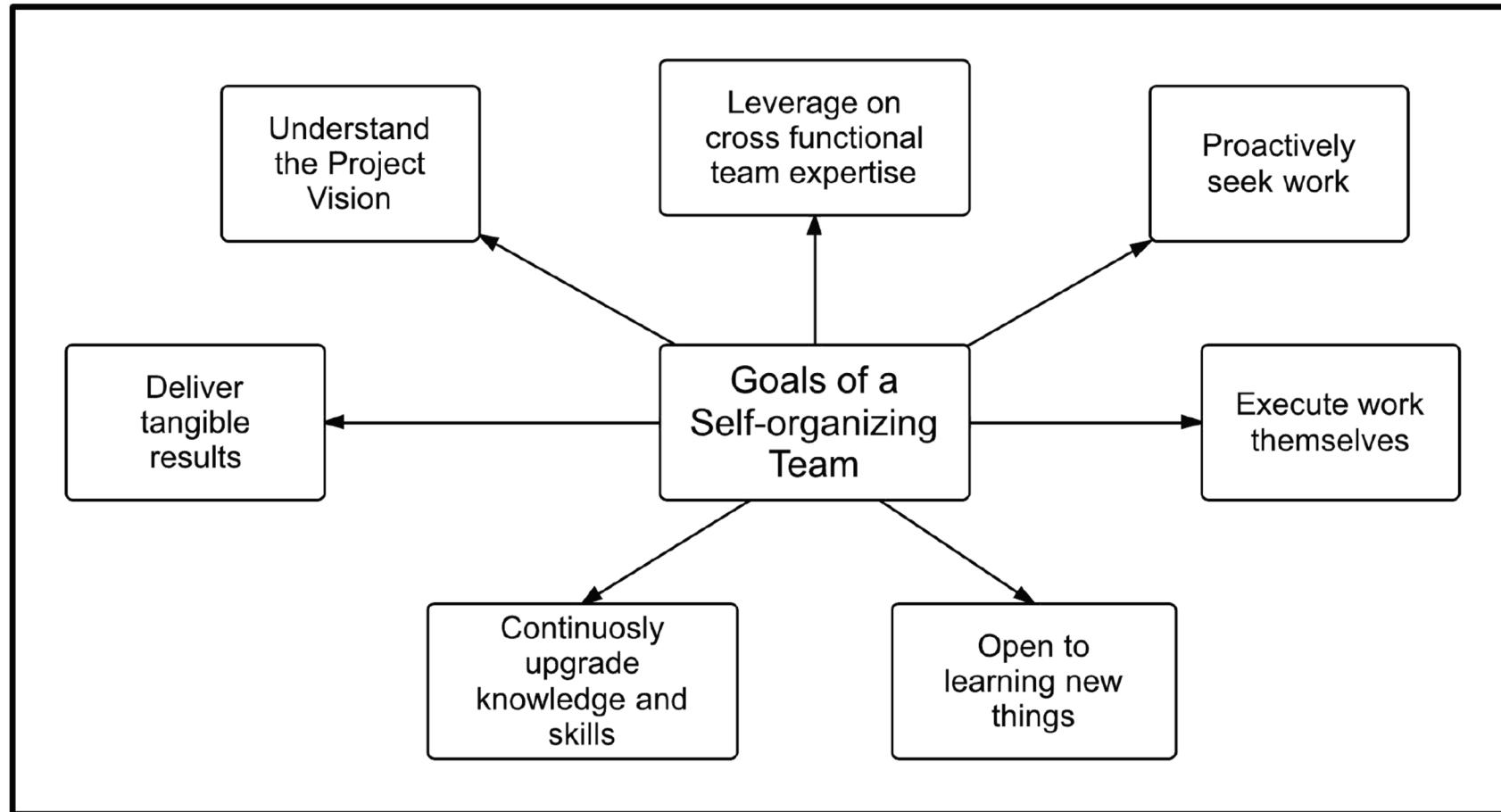


Figure 2-5: Goals of a Self-Organizing Team

2) SELF ORGANIZATION

- SBOK Says, self organization means, every team member is responsible for each others success.
- They are also responsible for their own organization skills.
- Doesn't mean to do whatever you want
- Upgrade knowledge and skill on a continuous basis through regular interactions within the team
- Don't micromanage !
- What is MicroManagement? | Any Volunteers?



REVISION

Grooming the BackLog

Scrum Principles

Empiricism

Three Pillars

Self Organization

Cross Functional

MicroManager

TODAYS AGENDA

- Principles Continued
- User Stories
- Writing Good User Stories
- Discussion on some techniques
- Exams !



Are you a micromanager?

A book named “*My Way or the Highway*” by Harry Chambers, 7 characteristics to identify if you are a micromanager or if you are being micromanager



1) THEY AVOID DELEGATION

- Since micromanagers can't believe anyone else will do a decent job, the only solution is to do everything themselves.
- While they might get the results they want at first, this can't possibly last.
- Eventually, they'll come to discover that there are only 24 hours in a day.

FREQUENT REPORTS AND UPDATES



Micromanager can make it seem like the reporting is the job.



As they can't trust their employees' work and dedication enough to leave well enough alone



A micromanaging boss is constantly asking you for updates.

You are NOT allowed to make Decisions

You were hired because you were the most qualified person for your role and you should be able to bring your expertise to your work.

If even the smallest tasks require sign off from your supervisor, it could be a red flag.

4. THEY COMPLAIN CONSTANTLY



Criticism on small mistakes



Non issues

5) NO KNOWLEDGE SHARING

It's inspiring to work for a boss that you feel you can learn from.

Supervisors can act as role models for junior employees who are starting their careers.

For a fresh new employee finding out that your boss has little interest in mentoring you can be a crushing disappointment.

To these micromanagers, knowledge is currency.

7) FEEDBACK FALLS ON DEAF EARS

- While a normal boss-to-employee relationship should have feedback flow in both directions,
- a micromanager is more interested in a one-way conversation.
- Because they've put themselves under enormous pressure, they are more irritable and explosive when faced with criticism.
- They might respond to your critique with some variation of, "Well, that's just how things work here."



COLLOBORATION

- PRINCIPLE NUMBER 3 IS
COLLOBORATION



COLLOBORATION

Collaboration has three main points.

- Awareness – Team members are aware of each others work
- Articulation – Dividing the Work into units
- Appropriation – Adopting the technology

3) COLLOBORATION

Remember the Value of Agile - ? Customer Collaboration over Contract Negotiation?

COLLOBORATION



Scrum requires high bandwidth of communication.



To enable this it is required that team members are Collocated



Colocation means - to locate or be located in jointly or together, as two or more groups

3) COLLOBORATIO N

Continuous improvement is ensured through lessons learned

Questions get answered quickly.

Problems are fixed on the spot.

Less friction occurs between interactions.

Trust is gained and awarded much more quickly.

EFFECTIVE COMMUNICATION



Effective Communication is important for Collaboration.



Effective communication has three parts.

EFFECTIVE COMMUNICATION HAS THREE PARTS

Listening

- Involves hearing the words
- Taking in non-verbal cues
- Body Language
- Facial Expressions
- The PK Example
- Voice Modulation

EFFECTIVE COMMUNICATION

- Understanding
 - Giving meaning to what we have heard
 - We often misunderstand or misinterpret what is said.
- Responding
 - Responding is based on what we understood.
 - Responding Should be Polite
 - Response should be well thought off.
 - Once said the words are never gonna come back !
 - Honesty ! No Charb Zubani (Explain)

4) VALUE BASED PRIORITIZATION

PRIORITY

“Prioritization can be defined as determination of the order and separation of what must be done now, from what needs to be done later”

4) VALUE BASED PRIORITIZATION

- What is Priority
- What is Severity
- There are two important things that are done in Value Based Prioritization by the product owner.
 - Create Prioritized Product Backlog
 - Groom Prioritized Product Backlog.



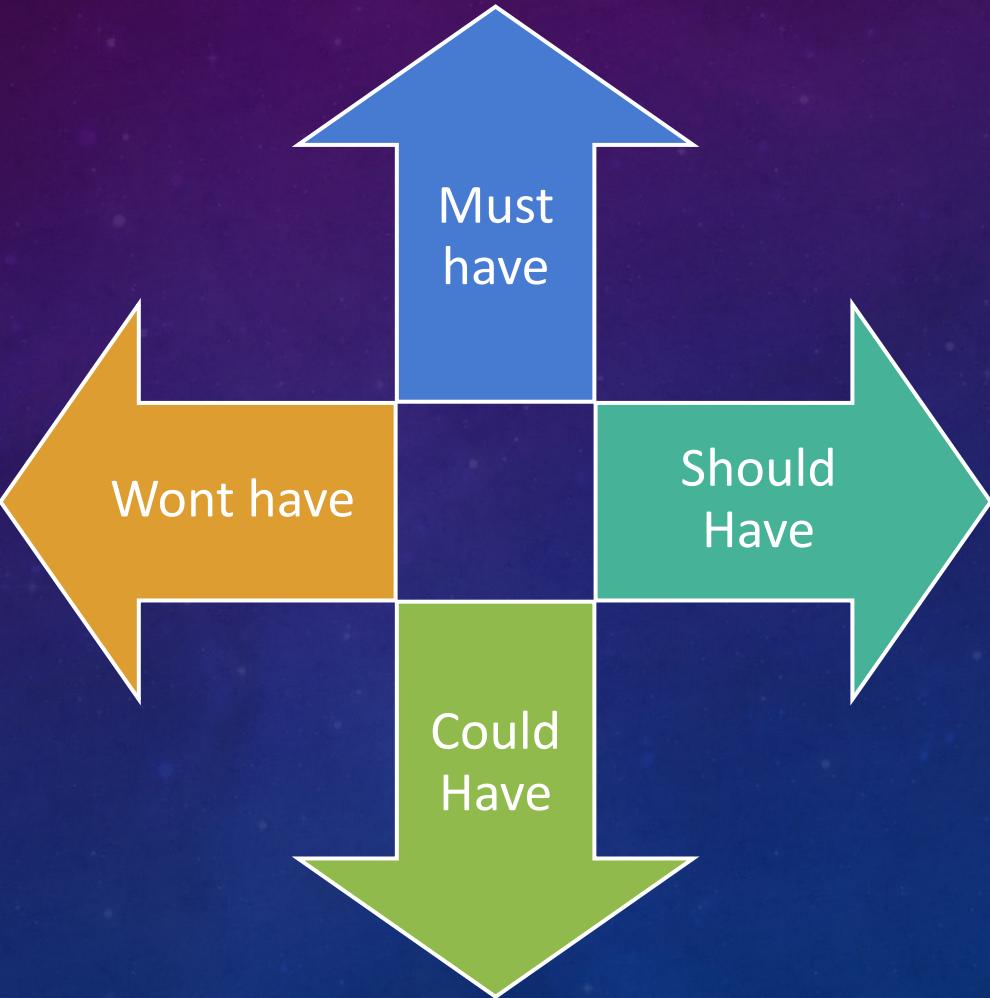
Different
prioritization
techniques?

MOSCOW

Business Value Based
Prioritization

Technology Risk Based
Prioritization

MOSCOW



4) VALUE BASED PRIORITIZATION

- “must have” means the requirement is fundamental to the success of the solution.
- “should have” defines the requirement as important, but project success does not rely on it.
- “could have” means the requirement can be eliminated without impacting the project.
- “won't have” means the requirement will not be delivered during the current release or iteration.



TIME BOXING

5) TIME BOXING

- Scrum treats time as one of the most important constraints in managing a project.
- To address the constraint of time,
- Scrum introduces a concept called ‘Time-boxing’ which proposes fixing a certain amount of time for each process and activity in a Scrum project.

5) TIME BOXING

- This ensures that Scrum Team members do not take up too much or too little work for a particular period of time and do not expend their time and energy on work for which they have little clarity.
- Example – Daily stand-up meetings are Time Boxed !
- Different Time Boxes of Scrum
- 1) **Sprint**
 - Time Boxed to 2-6 weeks
 - Recommended not greater than 4 weeks, if project is table then 6 weeks !

5) TIME BOXING

Daily Standup Meeting—The Daily Stand-up Meeting is a short daily meeting, Time-boxed to 15 minutes. The team members get together to report the progress of the project by answering the following three questions:

1. What have I done since the last meeting?

2. What do I plan to do before the next meeting?

3. What impediments or obstacles (if any) am I currently facing?

Figure 2-8 illustrates the Time-boxed durations for Scrum-related meetings.

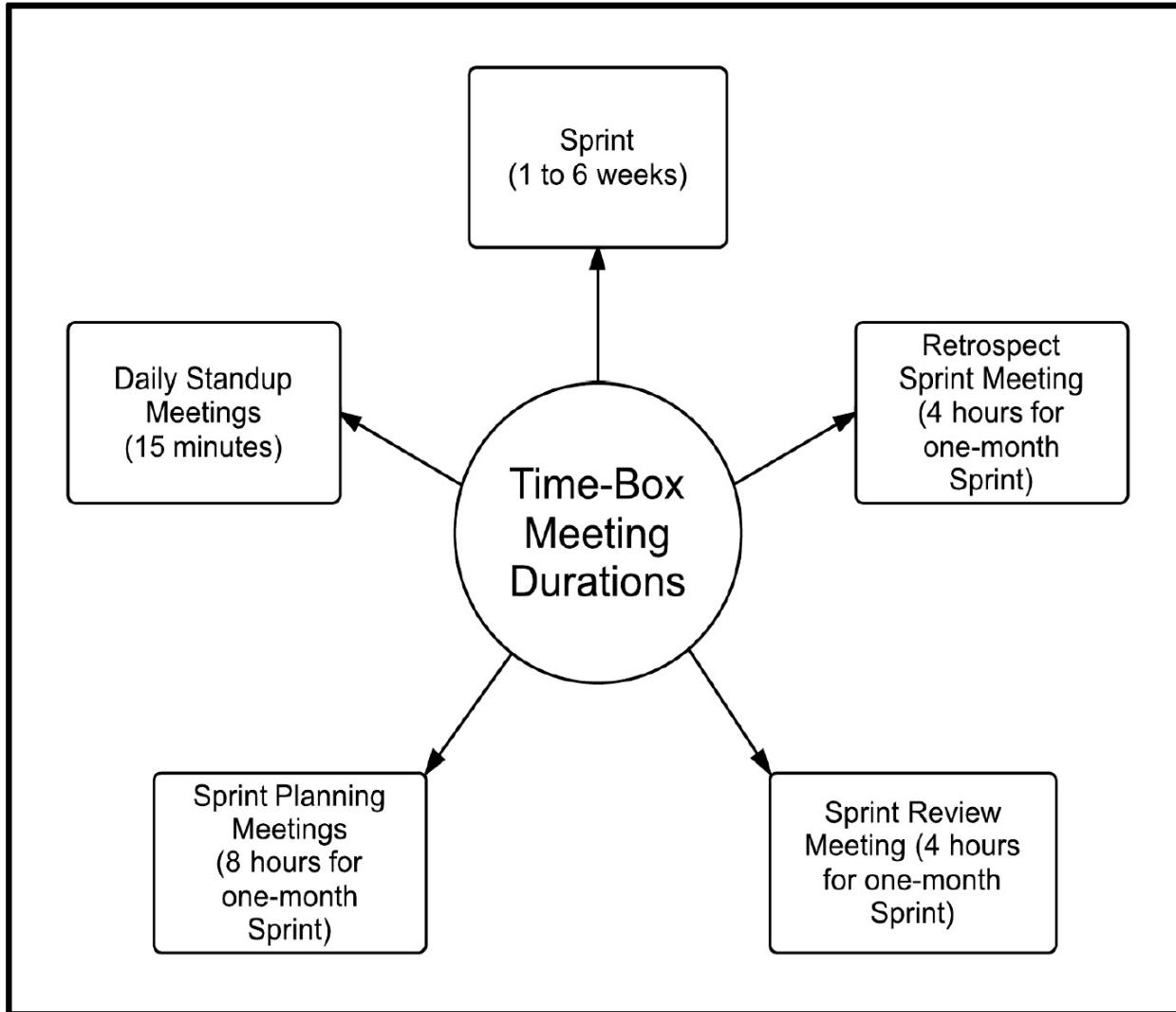


Figure 2-8: Time-Box Durations for Scrum Meetings

6) ITERATIVE DEVELOPMENT

- The Scrum framework is driven by the goal of delivering maximum business value in a minimum time span.
- To achieve this practically, Scrum believes in Iterative Development of Deliverables.



LEADERSHIP STYLES

- What is Leadership?
 - Leadership is the ability to get extraordinary results from Ordinary People.
Brian Tracy
 - It is important to develop leadership styles depending upon the need of the people or situation
 - Great leaders choose their leading styles based on the circumstances and end goal
 - Lets discuss few leadership styles !

LEADERSHIP STYLES

- 1) *Structural Leadership* | The style is used when team members are already experts and need little or no direction. However since there isn't much room for flexibility, using this style too much or on a team which is not motivated can lead them to feel overwhelmed and *stifle* innovation
 - In which every one knows
 - What's needs to be done
 - How needs to be done
 - And to what standard
 - The leader accepts complete responsibility for his staff
 - Leader chooses them, assigns them work, manages them and excepts the result based on predetermined criteria.
 - Allows you to make quick decisions without inputs and challenges of others.

LEADERSHIP STYLES

2) Participative

- You really care about your team by making them realize that you put them first.
- You practice the ***Friendship Factor*** with them which is composed of three components.
 - Time
 - Caring
 - Respect
- You treat them the same way the way you treat a family member
- You express care and concern for them, which leads to a feeling of bonding
- This way they feel participative and inclusive.
- You hear their voices and opinions.
- Use this style during stressful times, when trust needs to be built and maintained.
- Excessive use can cause mediocre performance,

LEADERSHIP STYLES

3) Servant Leadership

- You think to serve your team, just like they are there to serve you.
- Servant leaders employ listening, empathy, commitment, and insight while sharing power and authority with team members. Servant leaders are stewards who achieve results by focusing on the needs of the team. This style is the embodiment of the Scrum Master role.
- The Golden Rule of Leadership !

The Golden Rule

**You manage other people the way
you would like to be managed.**

3) Servant Leadership

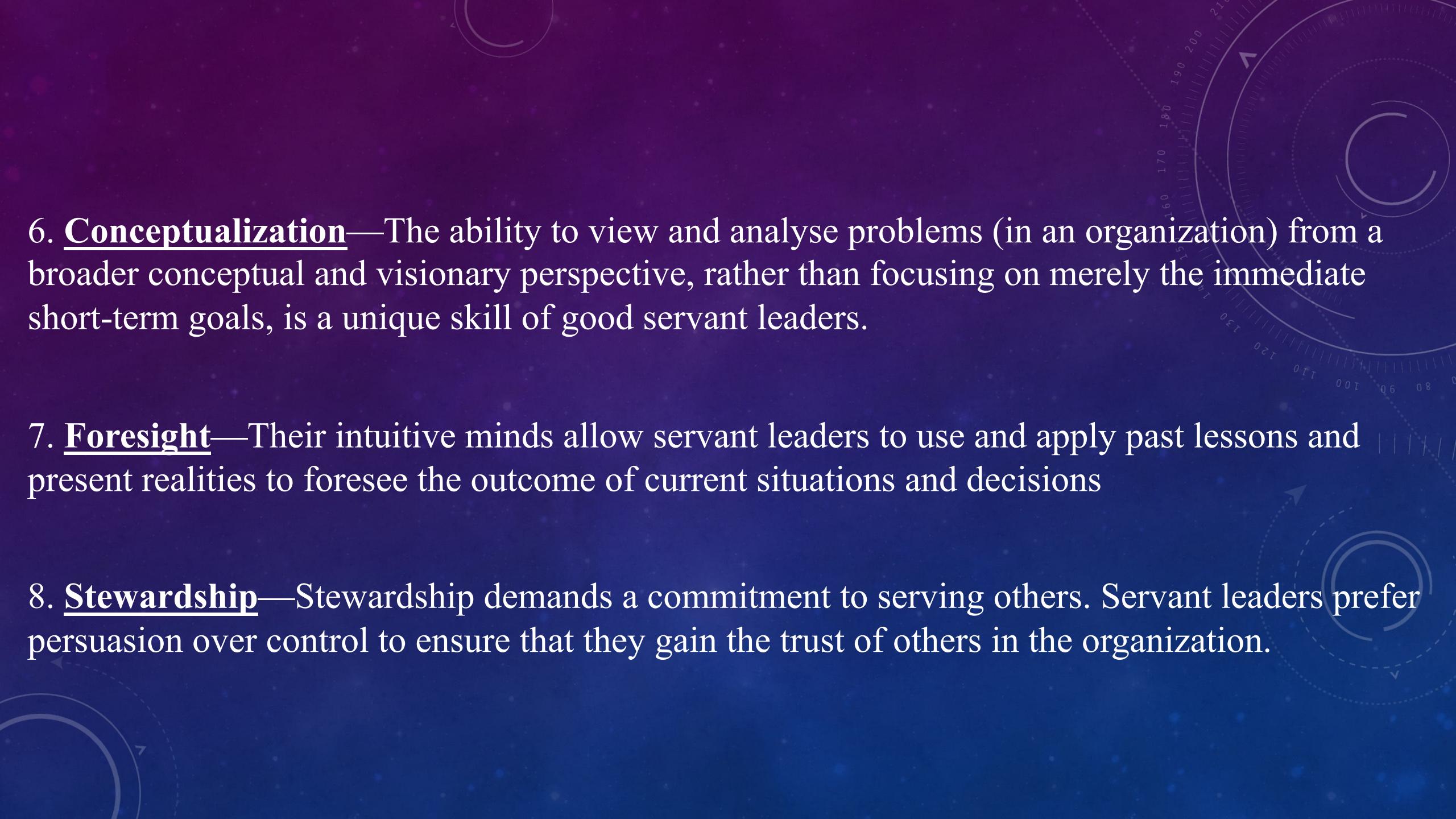
- You think to serve your team, just like they are there to serve you.
- You make sure that the members understand their job roles and have the tools they need to do their jobs
- You offer a lot of training, learning opportunities.
- This style improves the learning atmosphere. Which will hep the person to grow and eventually the company to grow
- Servant leaders employ listening, empathy, commitment, and insight while sharing power and authority with team members. Servant leaders are stewards who achieve results by focusing on the needs of the team. This style is the embodiment of the Scrum Master role.
- The team members feel, they matter, their opinion matters.
- The Golden Rule of Leadership !

- Traits of a Servant Leader

- 1. **Listening**—Servant leaders are expected to listen intently and receptively to what is being said, or not said. They are able to get in touch with their inner voice to understand and reflect on their own feelings.
- 2. **Empathy**—Good servant leaders accept and recognize individuals for their special and unique skills and abilities.
- 3. **Healing**—The motivation and potential to heal oneself and one's relationship with others is a strong trait of servant leaders. Servant leaders recognize and take the opportunity to help their colleagues who are experiencing emotional pain.

Traits of a Servant Leader

4. ***Awareness***—Awareness and particularly self-awareness is a trait of servant leaders. This allows them to better understand and integrate issues such as those related to ethics, power, and values.
5. **Persuasion**—Servant leaders use persuasion, rather than their positional authority to gain group consensus and make decisions. Rather than forcing compliance and coercion as is typical in some authoritarian management styles, servant leaders practice persuasion.

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6. **Conceptualization**—The ability to view and analyse problems (in an organization) from a broader conceptual and visionary perspective, rather than focusing on merely the immediate short-term goals, is a unique skill of good servant leaders.
 7. **Foresight**—Their intuitive minds allow servant leaders to use and apply past lessons and present realities to foresee the outcome of current situations and decisions
 8. **Stewardship**—Stewardship demands a commitment to serving others. Servant leaders prefer persuasion over control to ensure that they gain the trust of others in the organization.

9. **Commitment** to the growth of others—Servant leaders have a deep commitment to the growth of people within their organization. They take on the responsibility of nurturing the personal, professional, and spiritual growth of others (e.g., providing access to resources for personal and professional development, encouraging workers to participate in decision making).

10) **Building community:** Servant leaders are interested in building communities within a working environment, particularly given the shift in societies away from smaller communities to large institutions shaping and controlling human lives