

# Enterprise Scrum

Getting big without getting slow



# Overview

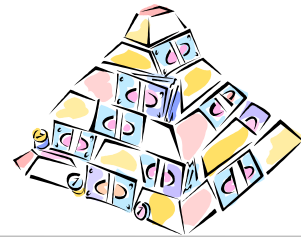
- **Scrum of Scrums**
- **Multiple or Large Backlogs**
- **Scrum in the Plan Driven Organization**
- **Measurements**

# Scrum of Scrums

Managing Multiple Scrum Teams

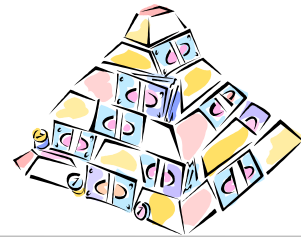
# Scrum of Scrums

- **A Scrum for Scrum Masters**
- **Not necessarily Time Boxed to 15 minutes**
- **Need not occur daily**
- **Attendees must be able to make resource decisions**
- **May include other organizational leaders**



# What Happens

- **Problems are solved**
- **Team Impediments are solved**
- **Coordinate the work of multiple Scrum Teams**
  - Dependencies
  - Shared deliveries
  - Integration



# Meeting Agenda

## Time Boxed 15m

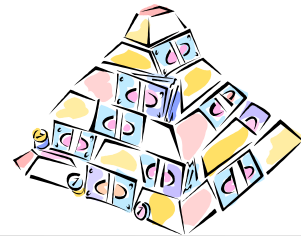
Each Scrum Master answers:

1. What has your team done since we last met?
2. What will your team do before we meet again?
3. Is anything slowing your team down or getting in their way?
4. Are you about to put something in another team's way?

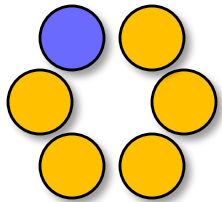
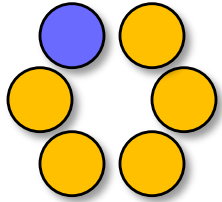
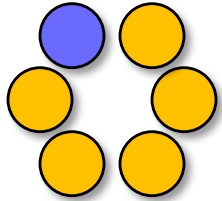
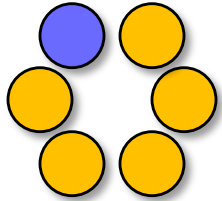
## Not Time Boxed

Ad-hoc discussion

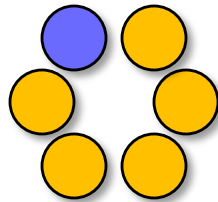
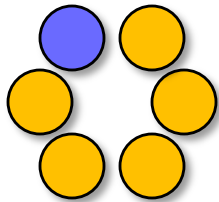
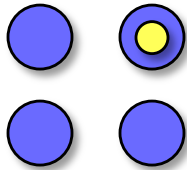
- To remove Impediments
- To sync up activities



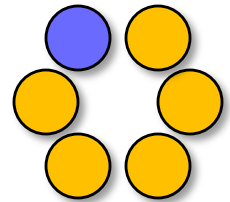
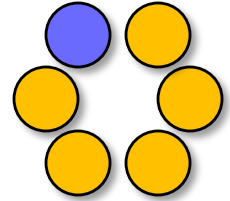
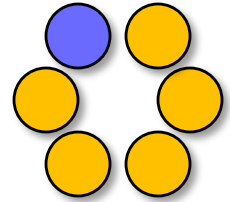
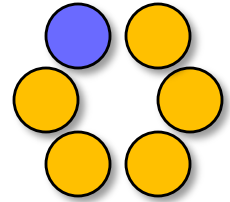
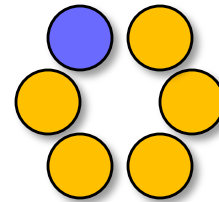
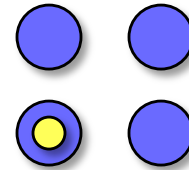
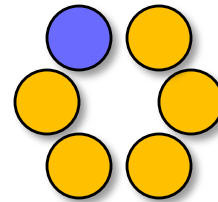
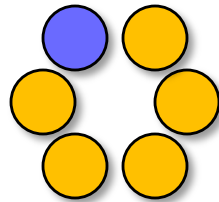
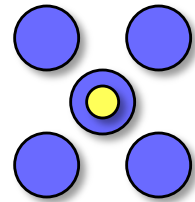
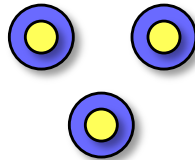
Daily  
Scrum



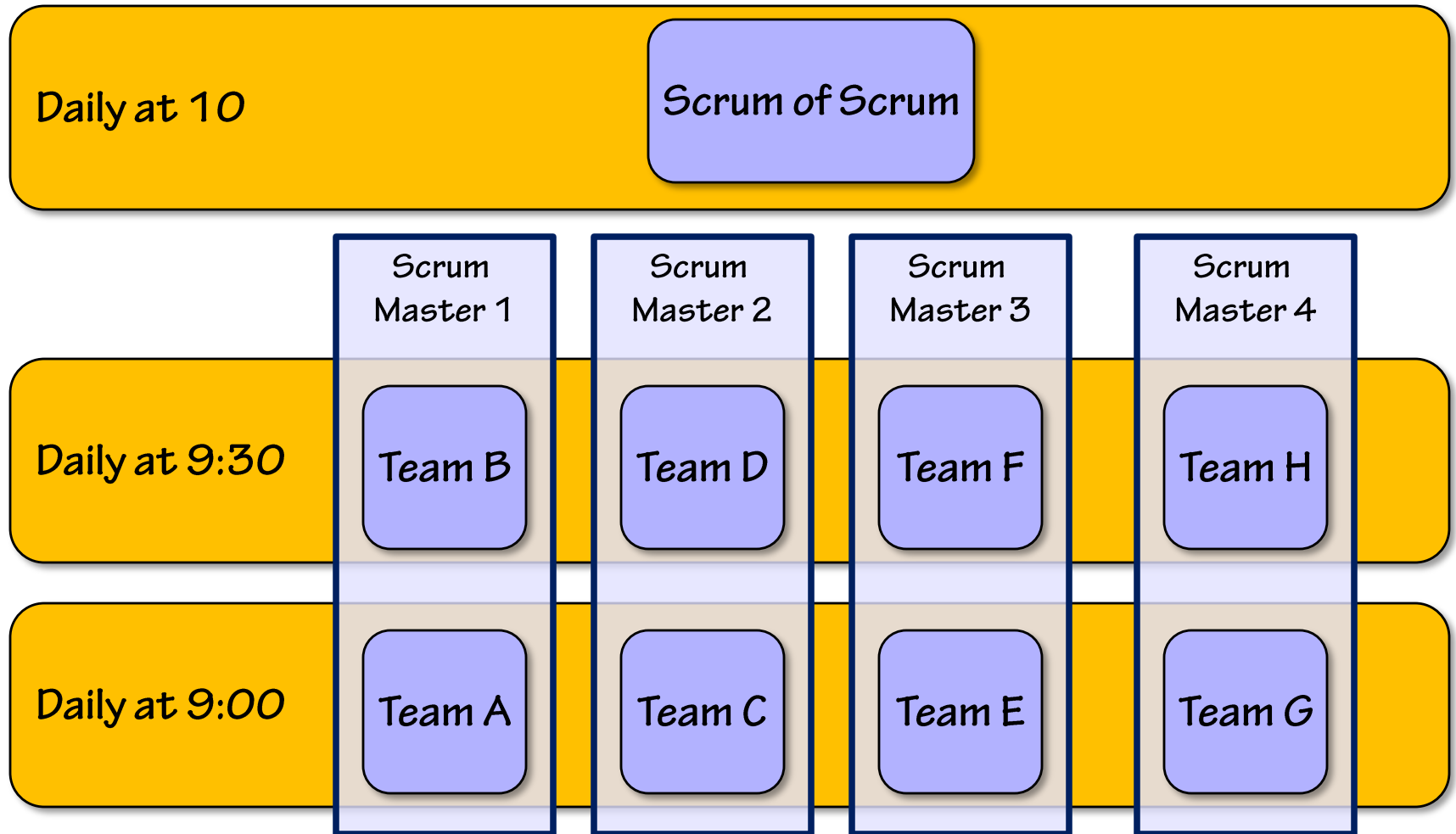
Scrum  
of  
Scrums



Scrum  
of  
Scrums  
of  
Scrums



# A Real Scrum of Scrums Model

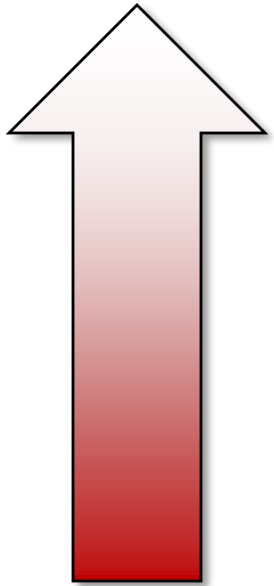




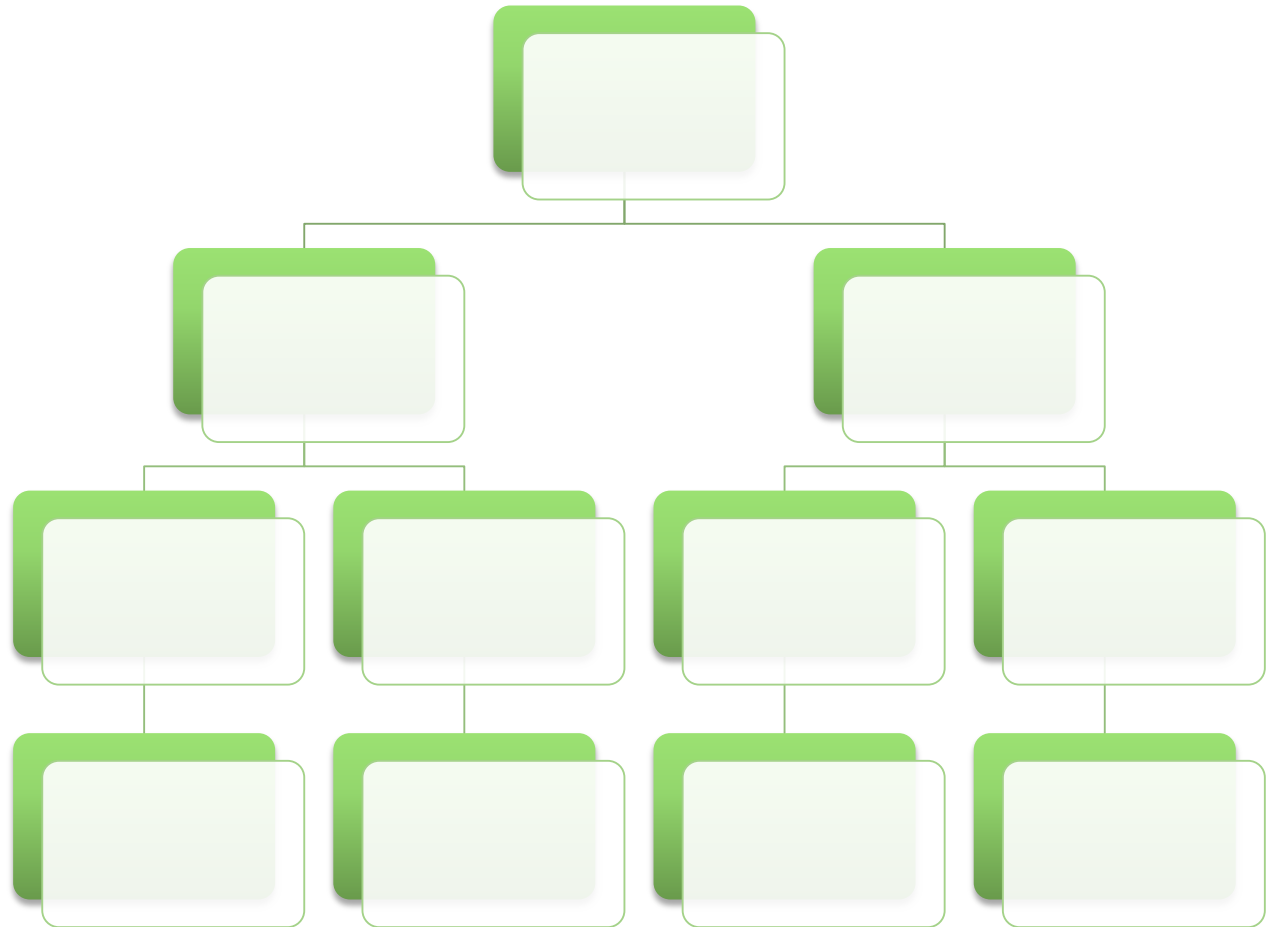
# The Meta Scrum

- **A standing Executive-Level Scrum**
- **Scrum of Scrum reports are heard**
- **Often follows Sprint Review**
- **Executives own Impediments**
- **Less often than Scrum of Scrum**
  - Weekly
  - Bi-weekly
  - Monthly

# This Changes the Executive Service Model



*People serve others  
in this direction*



# Multiple or Large Backlogs

# Epics

- **Large (very) Backlog Items**
  - Used as place holders until later
  - May be estimated
- **Decomposed later into smaller Product Backlog Items**
- **May still be useful to write as a User Story**
- **Level of detail is low**

# Epics

As the HR department  
I want a website  
So that potential candidates  
can submit resumes

As the CEO  
I want a SharePoint  
dashboard  
So that I can pretend to  
measure everything

As a frequent site user  
I want to register  
So that I have an account

As the COO  
I want to deploy SharePoint  
So that we can collaborate  
on Office documents

As a CTO  
I want to implement automated builds  
So that code quality improves

# Themes

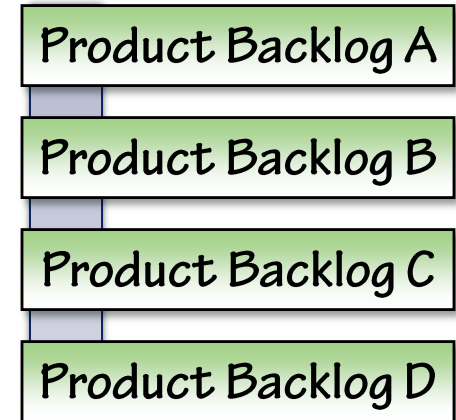
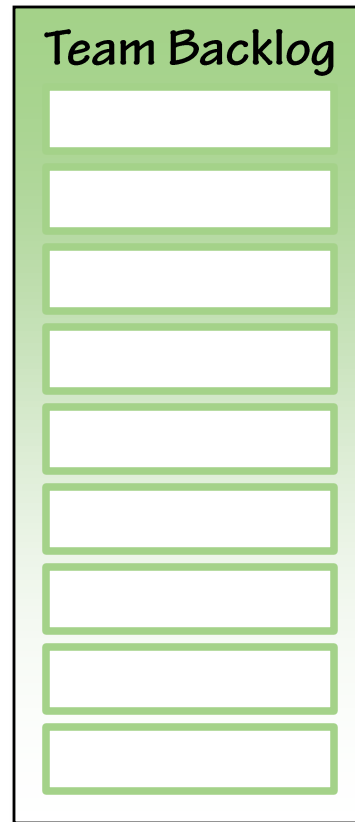
- **Groups of Product Backlog Items**
- **A way to organize related Product Backlog Items**
- **Often take the place of Epics after decomposition**
- **A way to distribute Epics across Scrum Teams**

# Many Products Sharing Themes

Themes	Products			
	MS Word	MS Excel	MS PowerPoint	MS Outlook
Smart Art	✓	✓	✓	
Spell Checking	✓		✓	✓
New Colors and Fonts	✓		✓	✓
Menu Ribbon Bars	✓	✓	✓	✓
Flashy Animations			✓	

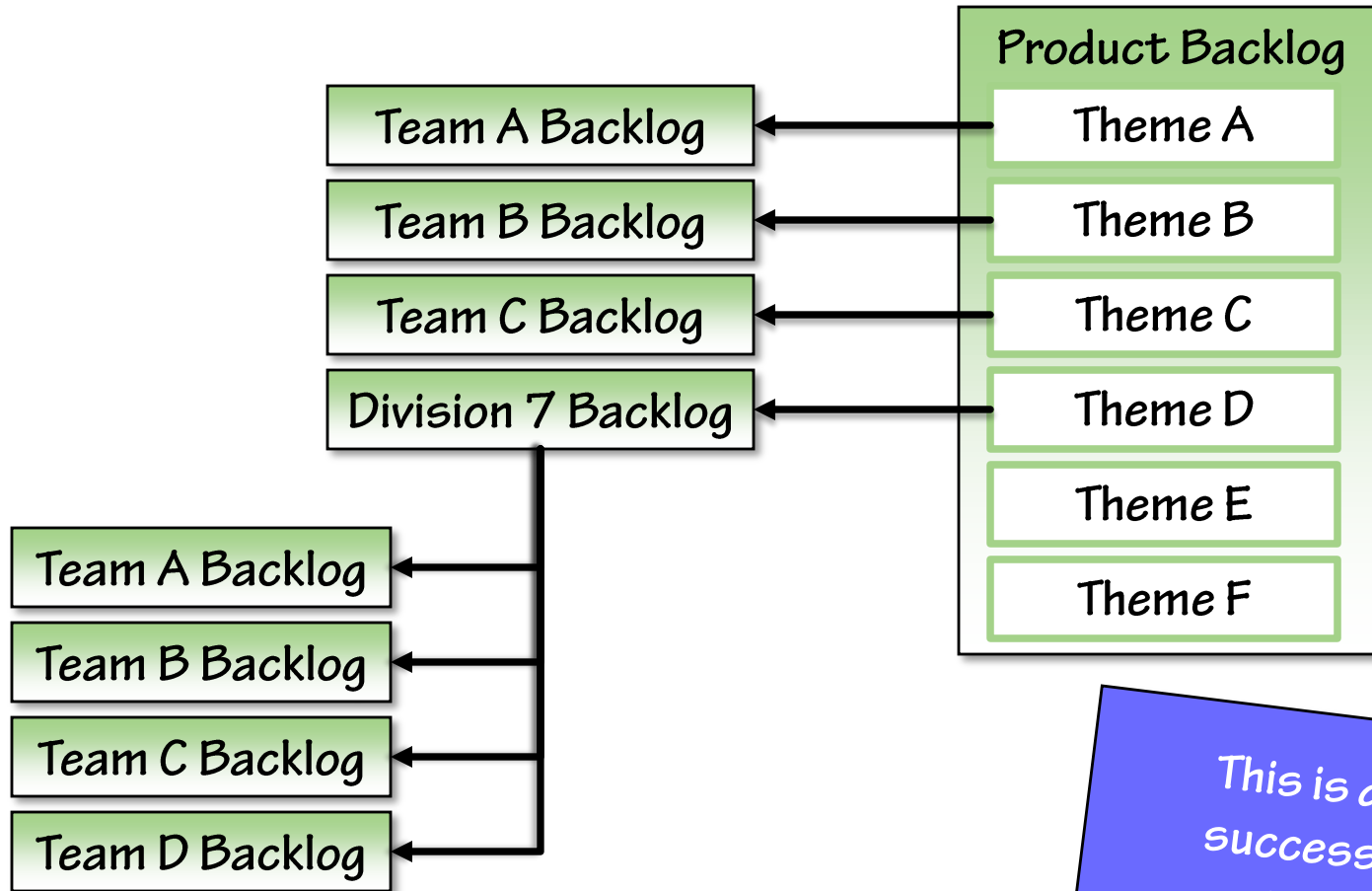
# 1 Team, Many Products

This requires a  
Chief Product Owner



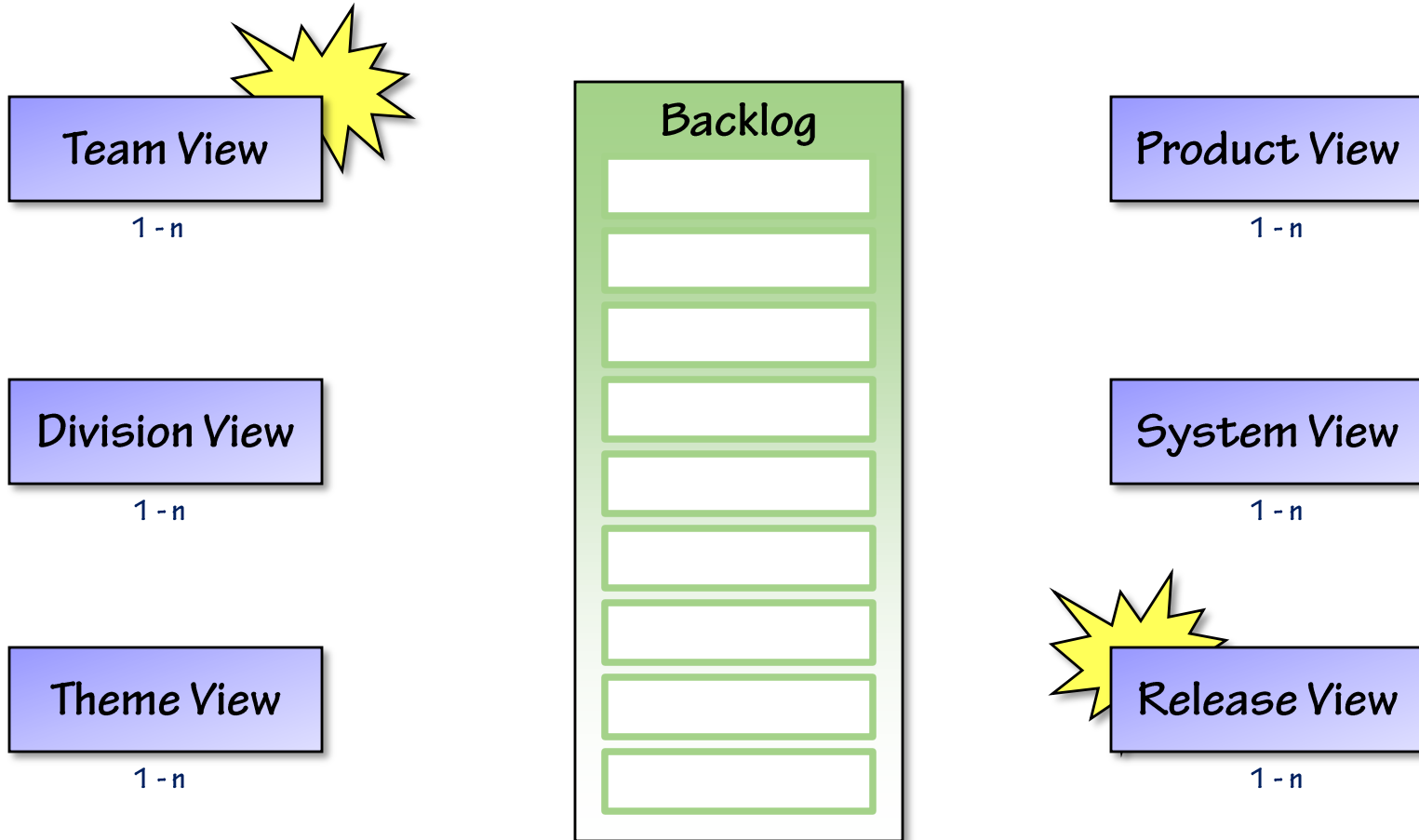


# Many, Many Teams, One Huge Product



*This is done  
successfully  
today.*

# Which View of the Backlog is Real?



# These Views Are Special

## Team Backlog View

- The team uses this to plan the next Sprint of work
- If you are a theme owner and your work items aren't showing up in the Team View, you're in trouble

## Release Backlog View

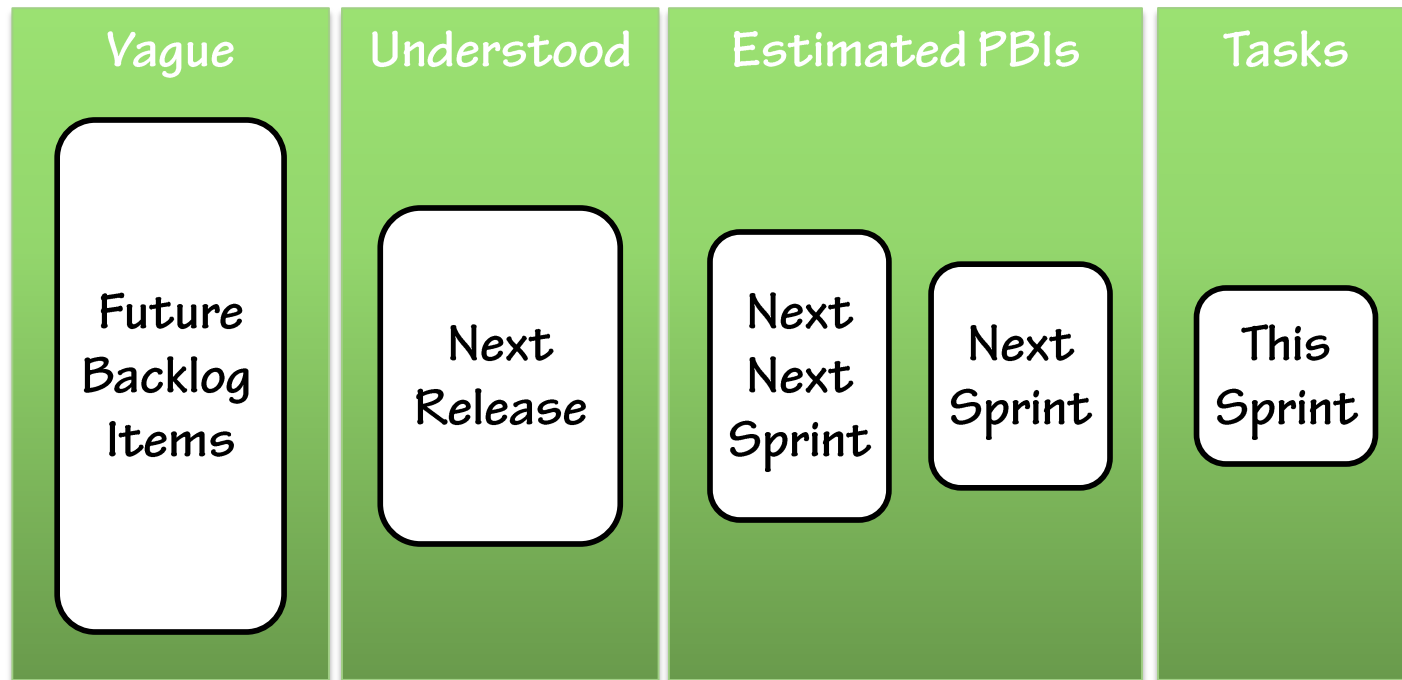
- The absolute reality of what clients will get in the next release



# Backlog Size

- **Keep Product Backlogs to a reasonable size**
  - Requires constant grooming
  - Attention to each view
- **Product Owner must be current with all items**
  - People can only track 100-150 items
  - Electronic systems can track many more
  - People matter more
- **Use Epics and Themes to organize**

# Rolling Backlog Planning



# Scrum in the Plan Driven Organization

Pigs out of mud

# Co-Existence Models

- **Waterfall at the End**
  - Irritating
- **Waterfall Up Front**
  - Painful
- **Waterfall in Tandem**
  - Deadly



# Waterfall at the End

- Often to accommodate testing
- May be for operational support handoff
- Will require more documents
  - Schedule a Sprint with a “Release” Goal
- Consider inviting the other team in
- May be necessary for regulatory compliance





# Waterfall Up Front

- Typically to gain project approval
- Use Scrum to create the documents needed
  - Specification
  - Project Plan
  - Other
- Use the Specification document as the Product Backlog
  - Estimating the whole thing is often wasteful, but necessary
  - Epics and Themes help
  - Translate Story Points into time



# Waterfall in Tandem

- **2 Teams must collaborate**
- **1 uses Scrum, 1 uses Plan-Driven**
- **Plan Driven Team**
  - Ad-hoc meetings
  - Interface defined boundaries
  - Documents considered contracts
- **Scrum Team**
  - Invite the other team
  - Be transparent, not pushy
  - You may rise from the dead



# If Scrum Must Co-Exist

- **Do some things anyway**

- Engineering practices
- Daily standups
- Frequent Reviews
- Demonstrate progress
- Information Radiators



*It may feel suffocating.*

- **Find small work batches**

- Large specifications can be thin-sliced
- Deliver to the specification, incrementally

- **Try submitting Agile metrics along with other required ones**

# If Scrum Must Co-Exist

- **Add PBIs for**
  - Documents
  - Analysis activity
  - Checklists
  - Other Plan-Driven deliverables
- **Compartmentalize Scrum**
  - Somewhere in the waterfall
- **Show benefit by embracing ambiguity**
  - Handle poor specifications with ease
  - Great way to spread the value message

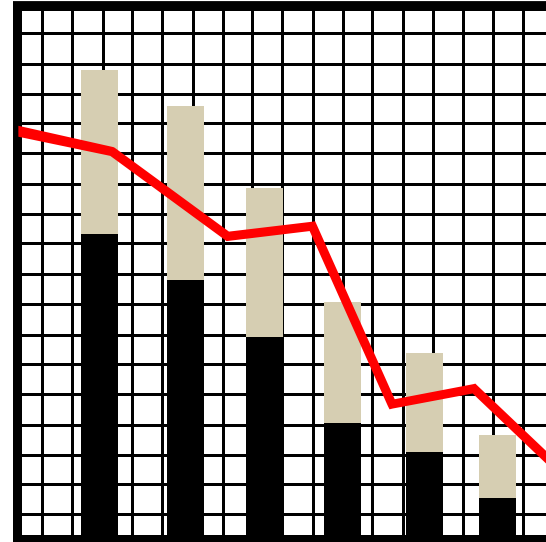
... and this is  
our velocity.



# Measurements

# Standard Scrum

- Release Burndown
- Sprint Burndown
- Historical Velocity



# Other Agile Metrics

## Defect Count

- Total active, open defects
- Relative to Acceptable Defect Ceiling

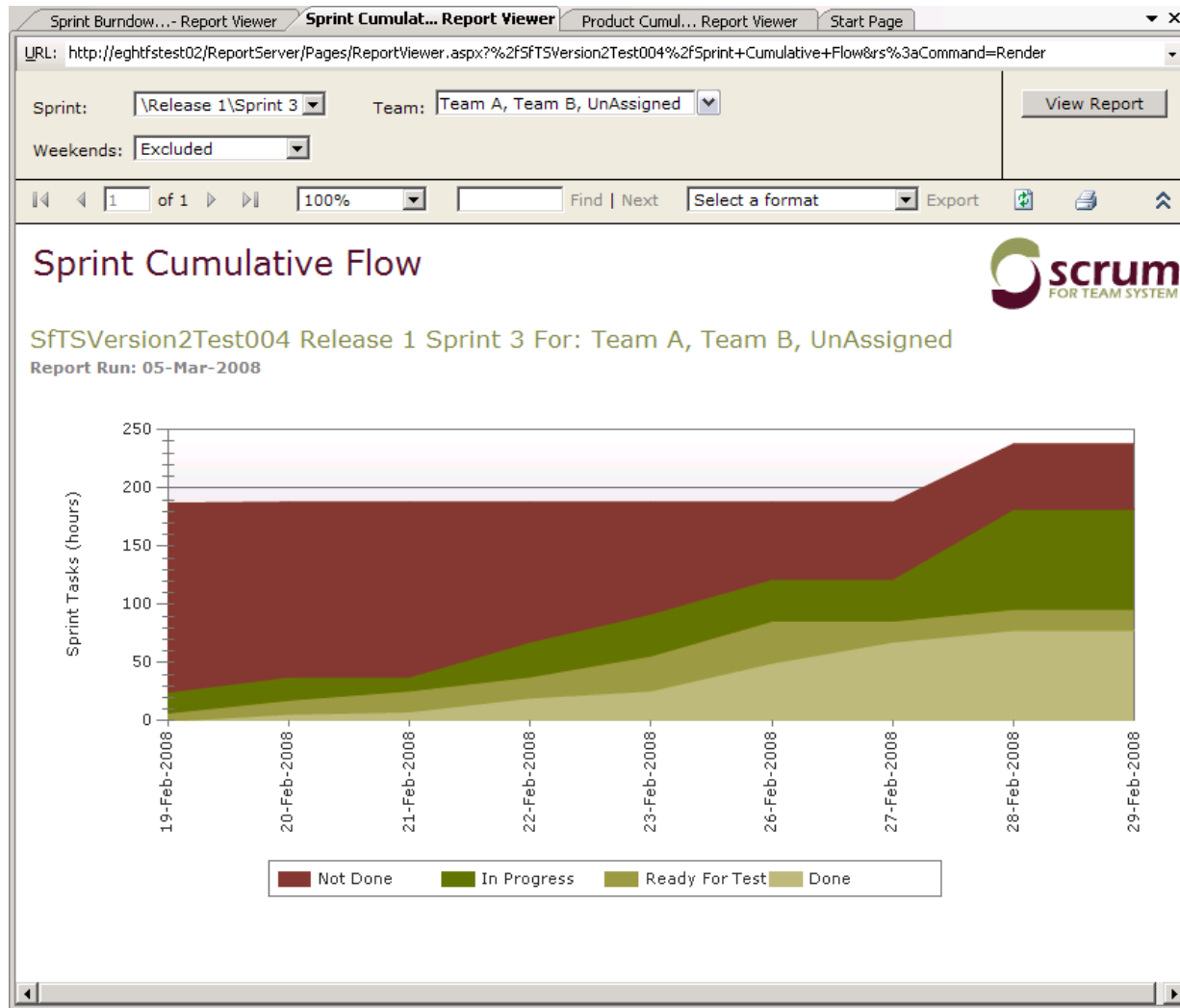
## Sprint Cumulative Flow

- Total work to deliver a Sprint changing over time
- The rate at which the Team are completing the Sprint Backlog
- The amount of work In Progress at any time

## Product Backlog Depth

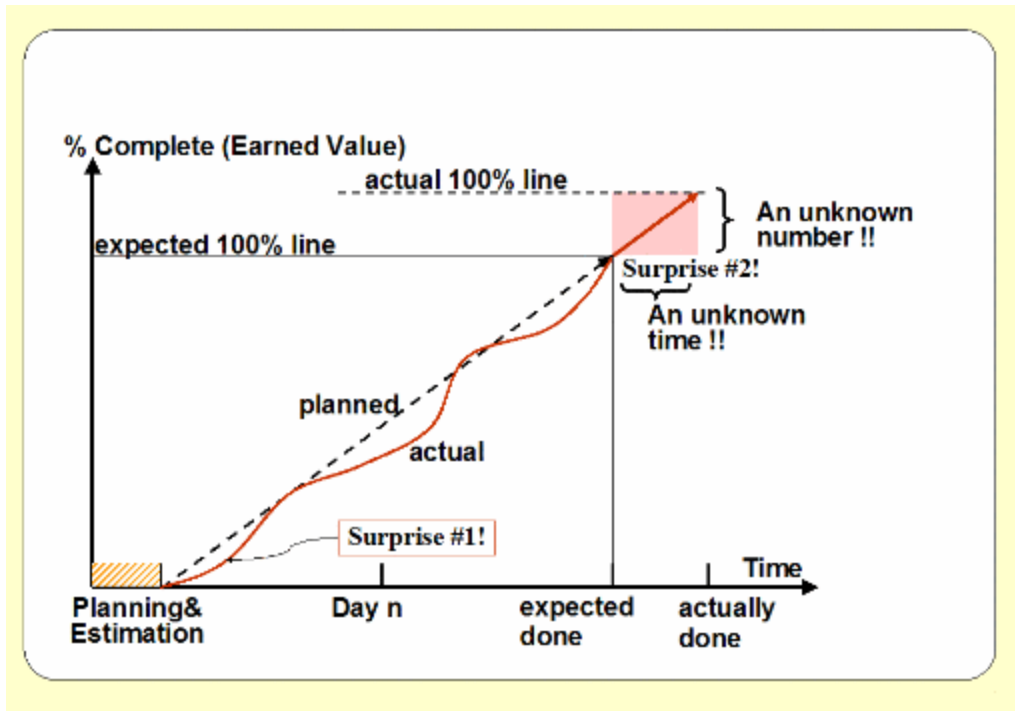
- Long Product Backlogs are wasted work
- 150 Items is a ceiling
- 3 Sprints of Items is a Floor

# Cumulative Flow





# % Earned Value Burn Up



- Shows delivery of Business Value
- Can show ROI
- Great for executive briefs

# Code Focused Metrics

## Code Coverage

- % of LOC exercised by unit tests
- Indicates exercise, not health

## Cyclomatic Complexity

- Used to gauge the complexity of a code base
- Measures the number of independent paths through the code

## Defect Density

- Defects per Lines of Code
- Gives an overall sense of code base quality

# Summary

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- **Measurements**

# References