

Mismanagement in Agile

Big change; many of the existing people associated with Software may have to die or retire, before the transition to Agile is complete.

ScrumMaster

- Isn't
- Is a tech guru
- Is too busy to do SM stuff
- Is a line manager
- Is not dedicated to Team
- Does not know / believe in Scrum.
- Does not have an impediment backlog



Definition of Done

- Don't have a clear definition of done
- Don't obey it
- Is outside of team control

But you said you
were done

Unit / Integration tested

Ready for production

Checked in

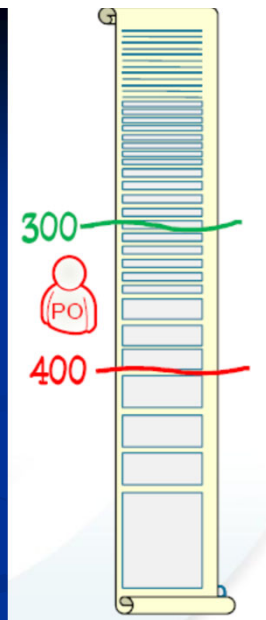
Acceptance tests running

All necessary refactoring done. No increased technical debt.

Deployed on Demo server

Velocity

- Isn't known
- Isn't used
- Is misused
- Death march
- Team asked to promise dates
- Include stories that aren't done
- Yo-Yo velocity



Retrospective

- Doesn't happen
- Doesn't result in a list of improvements
- Improvements are not executed
- Improvements are not followed up
- Unwanted people at the meeting
- Everybody in the team doesn't talk

We are too busy.
We just start the
next sprint

Team Commitment

- Team is pressured
- Team doesn't track & learn
- Always under committing
- Always over committing
- Velocity=0
- Not allowing Slack

You have to do more

ESTIMATED	ACTUAL
30	20
30	20
30	20

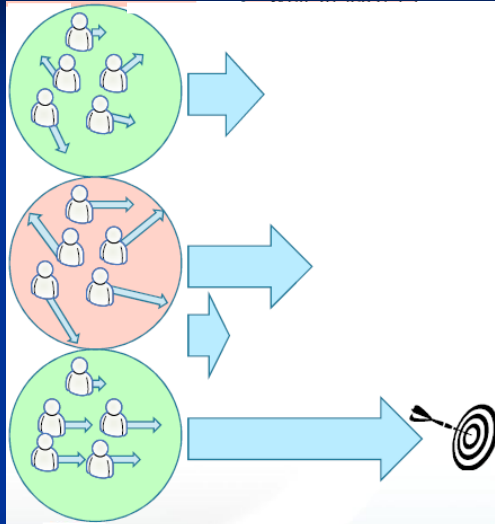
ESTIMATED	ACTUAL
30	20
40	20
50	20

ESTIMATED VELOCITY	ACTUAL VELOCITY
30	20
20	18
18	18
18	21

Teamwork

- Fixed Roles
- Personal Backlogs
- Not helping each other
- Implementing all stories in parallel
- External Management

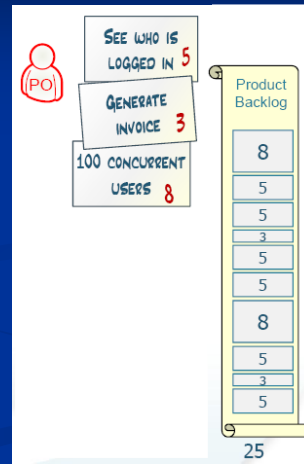
Well, at least I
finished my stuff



Product Backlog & Owner

- Product Backlog doesn't exist.
- Product Backlog not visible
- Never-ending stories
- Too big stories
- Product backlog not being maintained by PO
- PO surprised at Sprint Demo
- PO not prioritizing

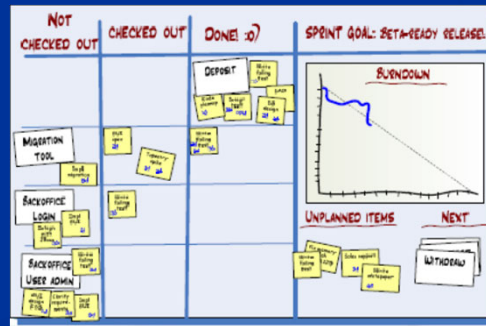
I don't have time to maintain the dammed Product backlog



Sprint Backlog

- Doesn't exist
- Too far from the team
- Too complicated
- Not used during the daily Scrum
- Format not chosen by the team
- Not owned by the team
- No Burndown
- Not updated daily
- Warning signs ignored

Oh. You mean that thing that the ScrumMaster fiddles with sometimes



Warning signs

