La retrospettiva in Scrum

Agenda

1. Scrum
2. Essence per Scrum
3. Oltre Scrum, con Essence

Processo di sviluppo e retrospettiva

Un **processo di sviluppo** governa

- **Chi** deve fare **Cosa**
- **Quando** farlo
- **Come** raggiungere un determinato obiettivo

Una **retrospettiva** è una riunione periodica del team che analizza come sta andando il processo; è una delle più diffuse pratiche agili

Mettere in atto un processo di sviluppo

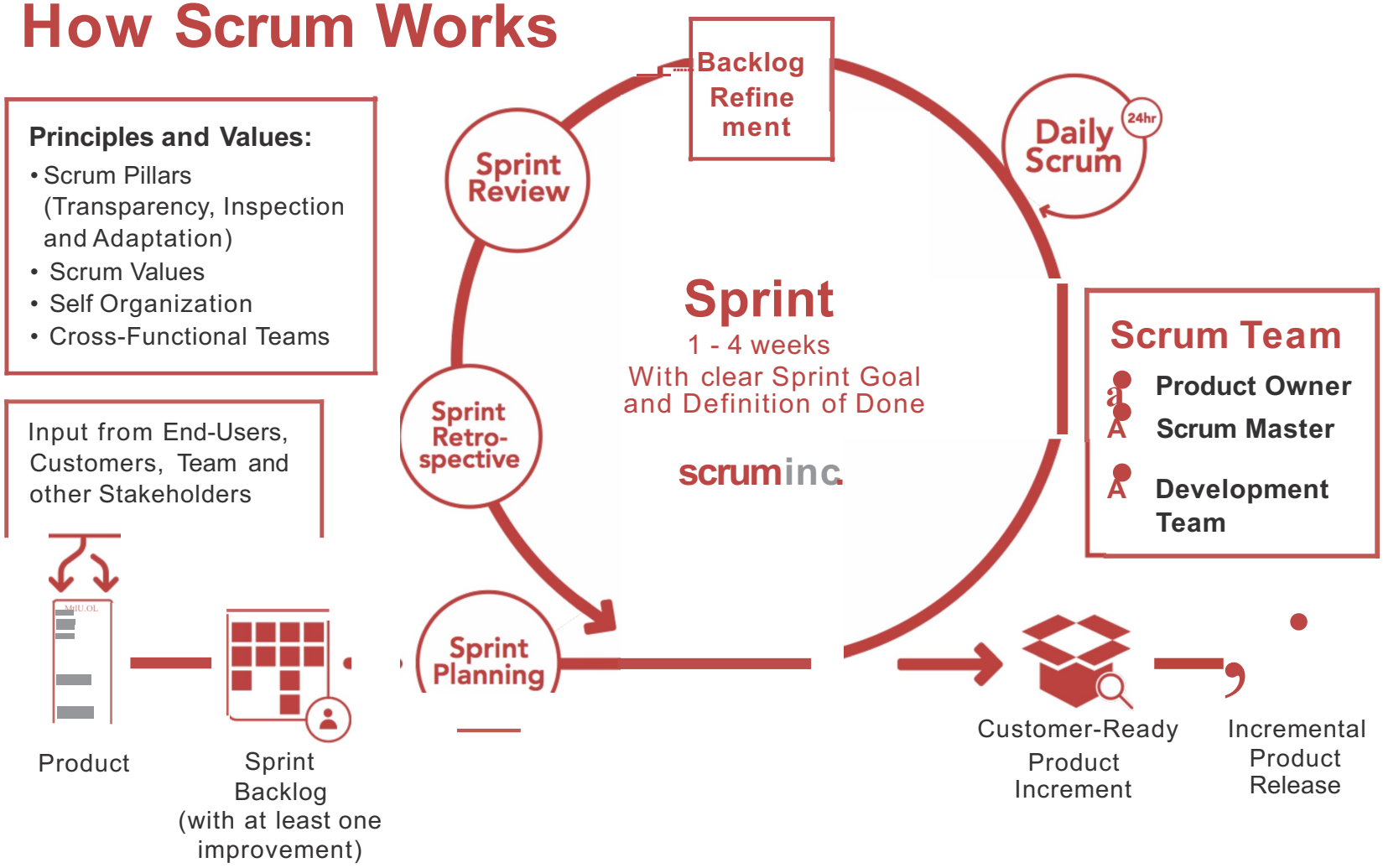
Quando più persone collaborano, è necessario seguire una disciplina di collaborazione, che chiamiamo «modello del processo di sviluppo» (alcuni li chiamano «metodi», altri «metodologie»)

I modelli del processo di sviluppo sono insiemi di ruoli, artefatti e «buone» pratiche

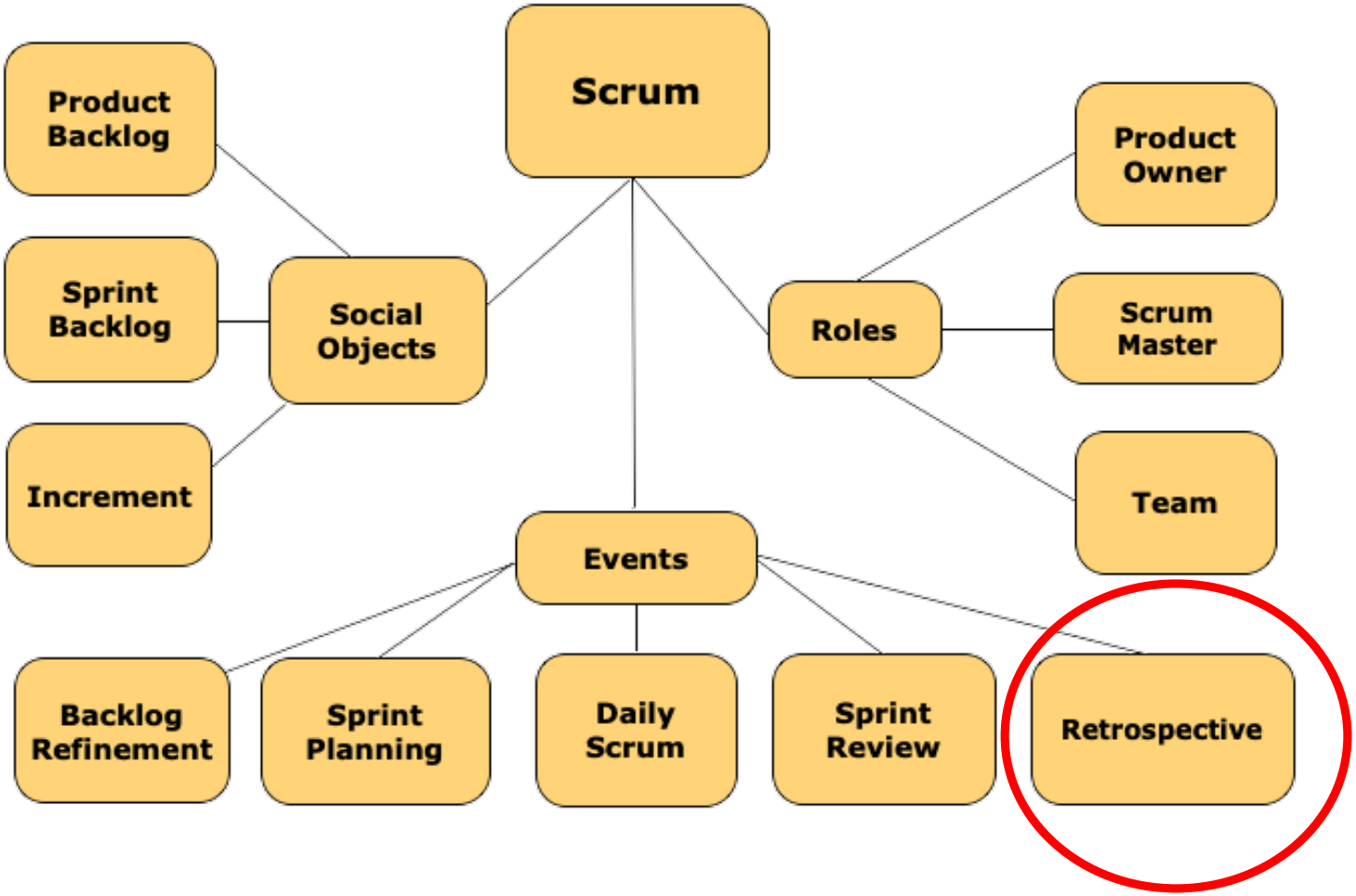
I modelli agili sono stati pensati per piccoli team (3-7 persone)

Nta bene: Quando c'è da costruire un grande sistema software occorre «scalarli» cioè adattarli per poter coordinare team più grandi o molti più programmatori

How Scrum Works

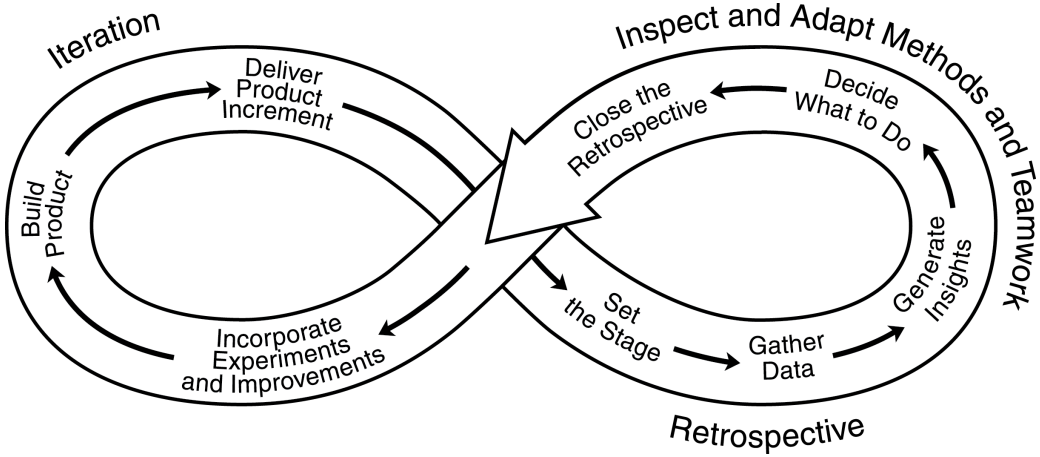


La retrospettiva è una pratica Scrum



Cos’è una retrospettiva

12 Principio agile: *ad intervalli regolari, il team riflette su come diventare più efficiente, quindi rivede e modifica il proprio comportamento di conseguenza*



Lo Scrum Master *facilita* la retrospettiva, in quanto SM è il *process owner* e deve aiutare i colleghi del team a rivedere cosa è andato bene e cosa è andato male durante l’ultimo sprint

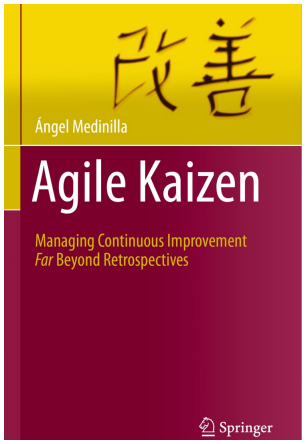
Domande a tutti:

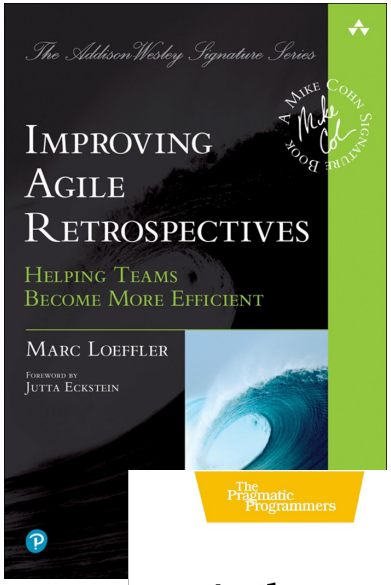
Cosa è andato bene? Cosa ti è piaciuto?
Cosa è andato male? Cosa NON ti è piaciuto?
Cosa dobbiamo fare di diverso?

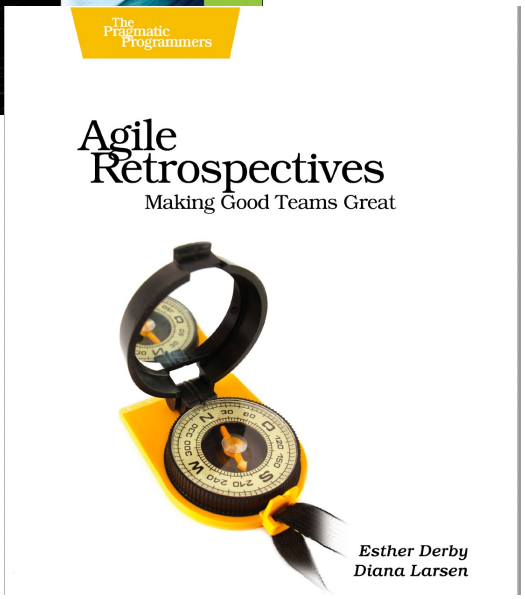
Riferimenti per retrospettive

Siti

https://retromat.org/
http://retrospectivewiki.org
https://www.tastycupcakes.org





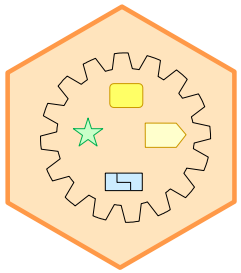


ESSENCE - THE STANDARD COMMON GROUND

Per le retrospettive useremo l'approccio Essence
Essence è un (meta)linguaggio di descrizione di metodi, processi e pratiche di sviluppo

Descrizione tecnica

- Usa carte poker-sized per dare guide e informazioni
- Si concentra sull'essenziale
- Due componenti:
  - The Essence Language
  - The Essence Kernel



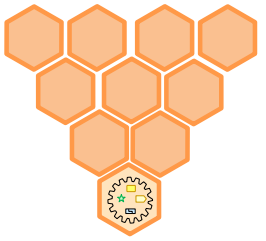
Scopo

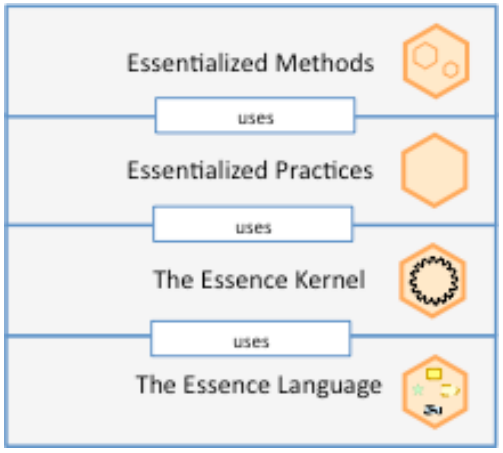
- Serve a riflettere sul processo
- Crea occasioni per conversare
- Insieme di giochi «seri» legati allo sviluppo del software

L’obiettivo di Essence

- Essence si concentra sugli aspetti essenziali dello sviluppo, cioè sulle buone pratiche
- Supporta l’auto-addestramento mediante carte poker-sized che permettono al team di giocare «serious games»
- Le pratiche vengono rese indipendenti dal metodo in cui sono state definite
- I team possono costruire il proprio metodo componendo le pratiche preferite

I metodi sono composizioni di pratiche





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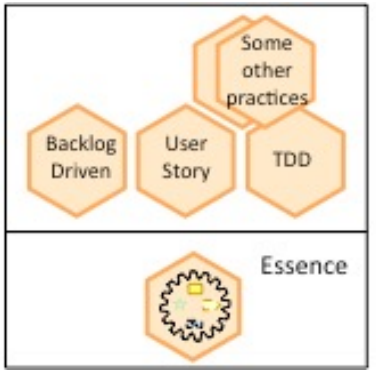
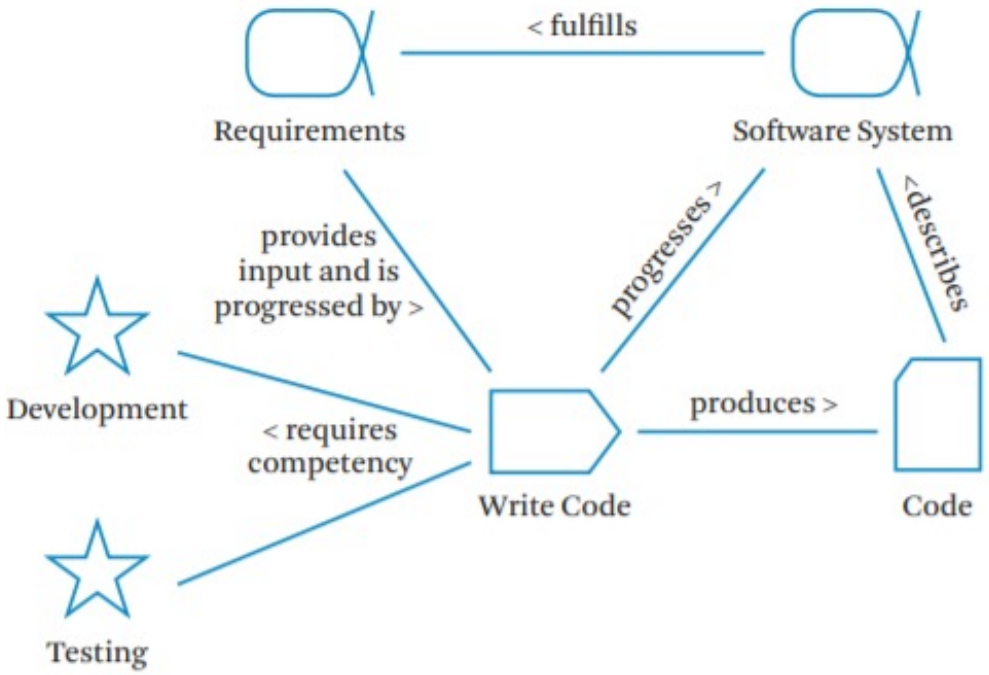


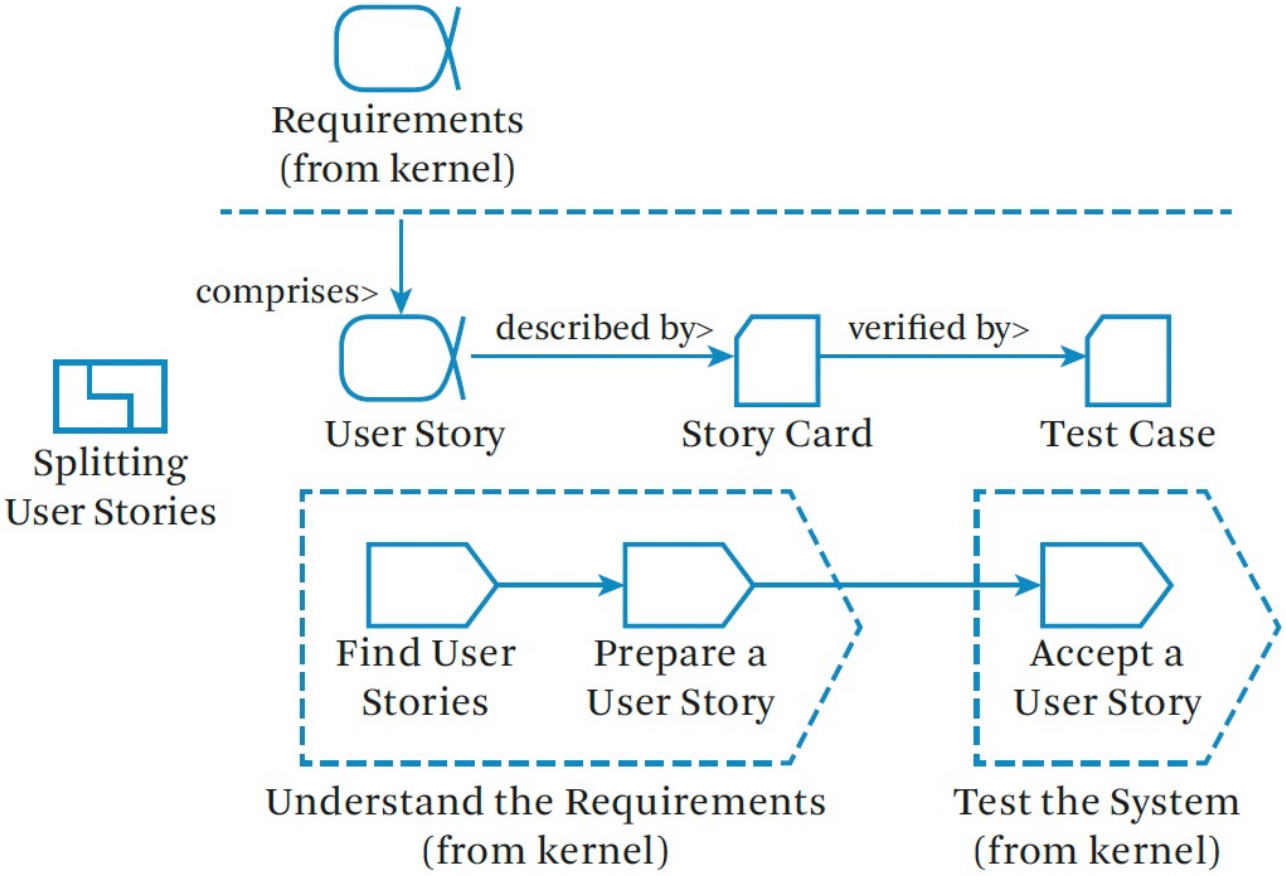
Gli elementi di base

Element Type	Syntax	Meaning of Element Type
Alpha		An essential element of the development endeavor that is relevant to an assessment of the progress and health of the endeavor.
Work Product		A tangible thing that practitioners produce when conducting software engineering activities.
Activity		A thing that practitioners do.
Competency		An ability, capability, attainment, knowledge, or skill necessary to do a certain kind of work.

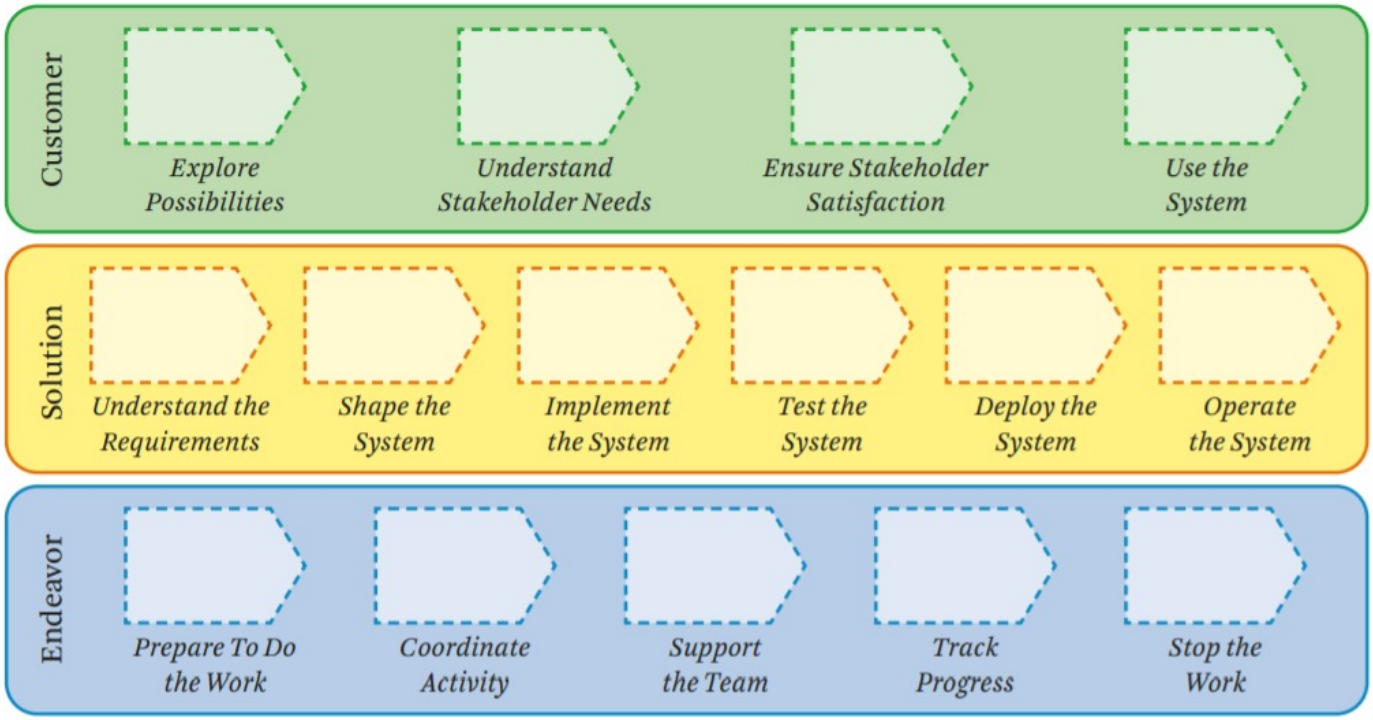
Esempio: un processo minimale



Esempio: scrivere user story



Attività e aree di interesse



SCRUM ESSENTIALS

The essence of Scrum presented as a deck of cards.

The cards act as an interactive glossary in support of the Scrum Guide. Use the cards to:

- Act as a quick reference
- Improve your Scrum implementation
- Play games
- Perform health-checks
- Integrate Scrum with other practices

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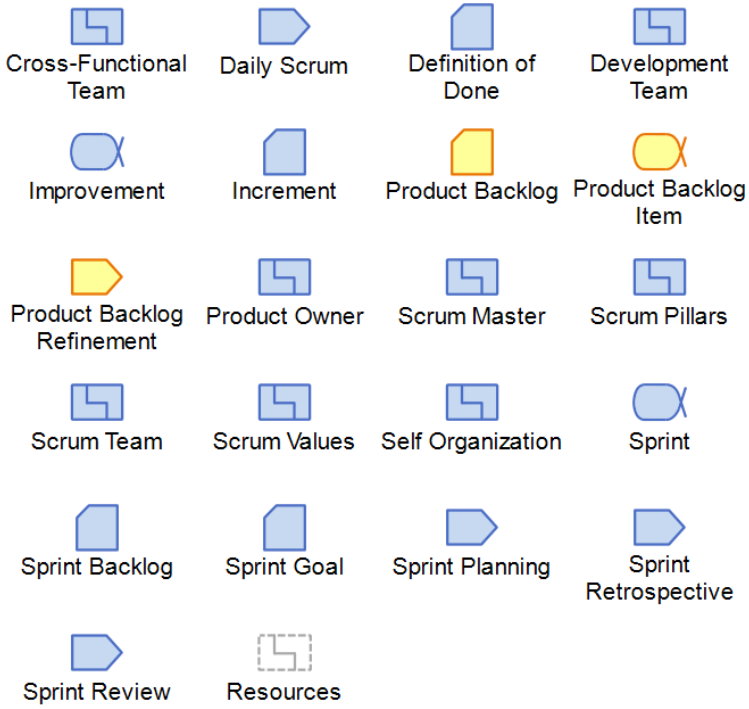
Scrum Essentials

Scrum is a framework for developing, delivering, and sustaining complex products.



Scrum IVAR JACOBSON INTERNATIONAL scruminc.

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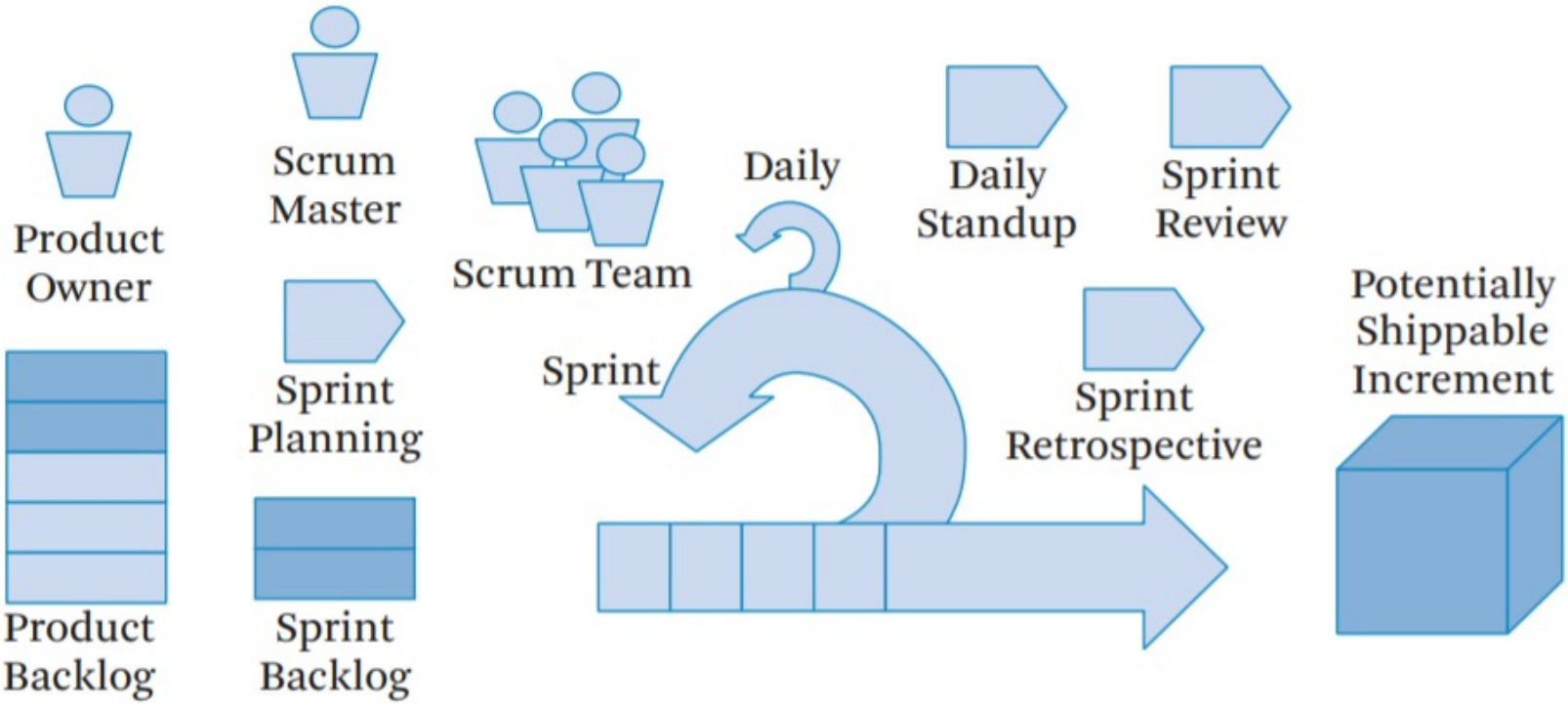
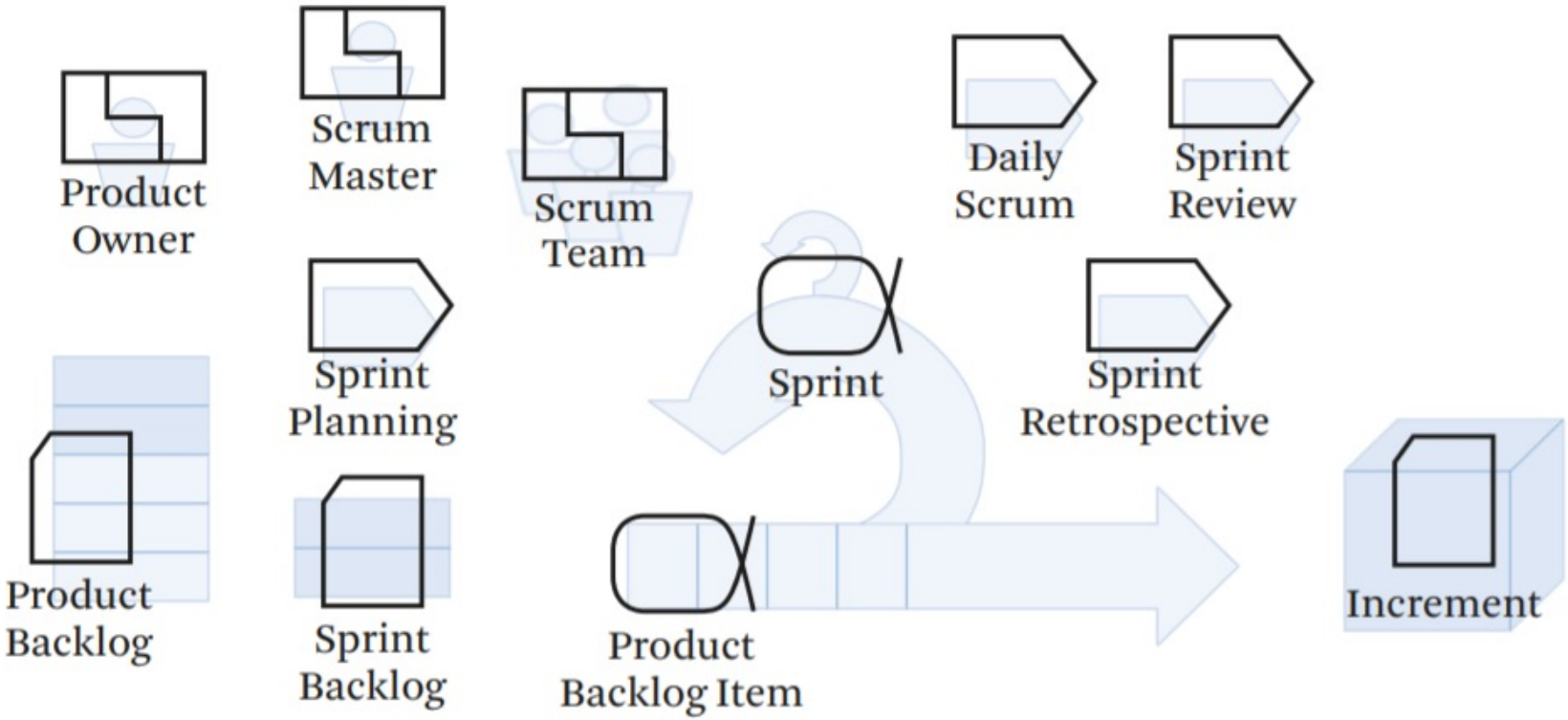
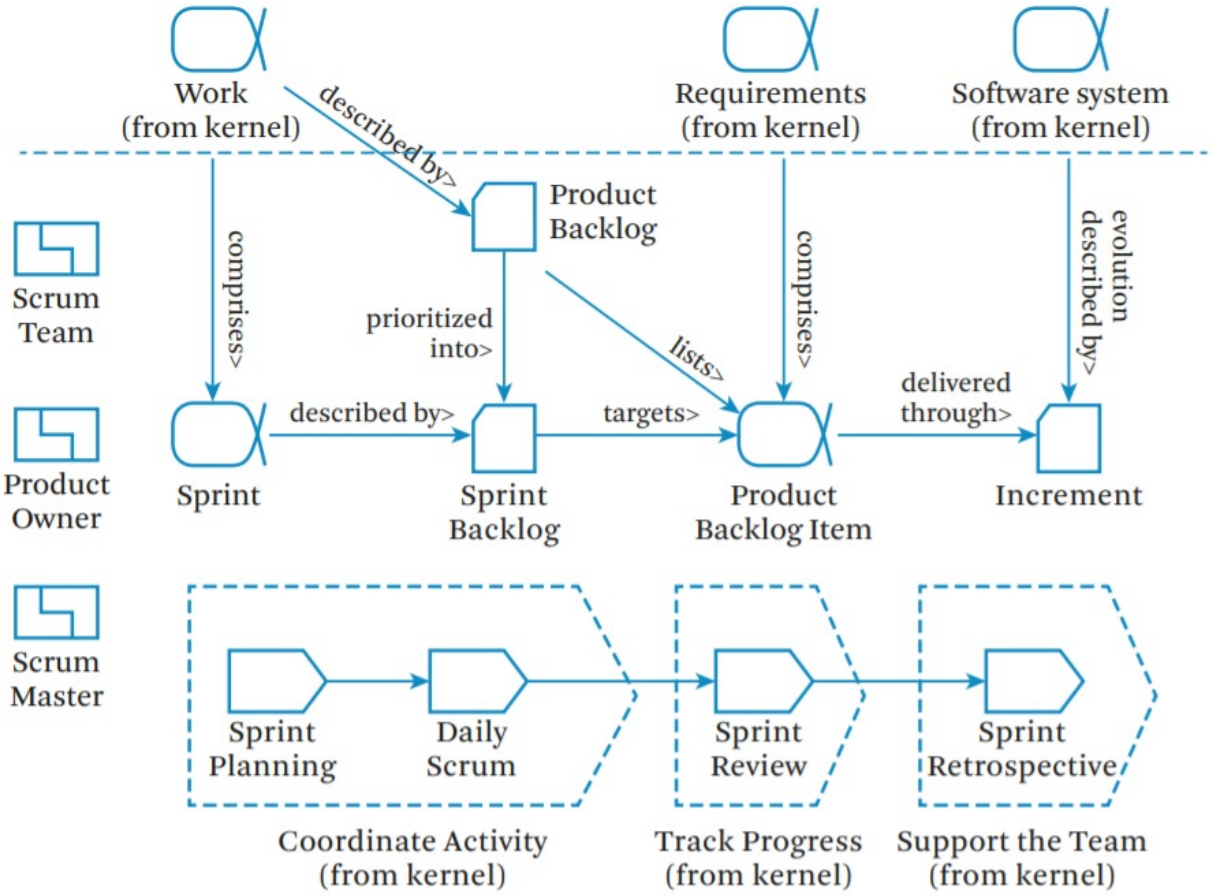

Product Owner
Scrum Master
Scrum Team
Daily
Daily Standup
Sprint Review
Sprint Planning
Sprint
Sprint Retrospective
Potentially Shippable Increment
Product Backlog
Sprint Backlog

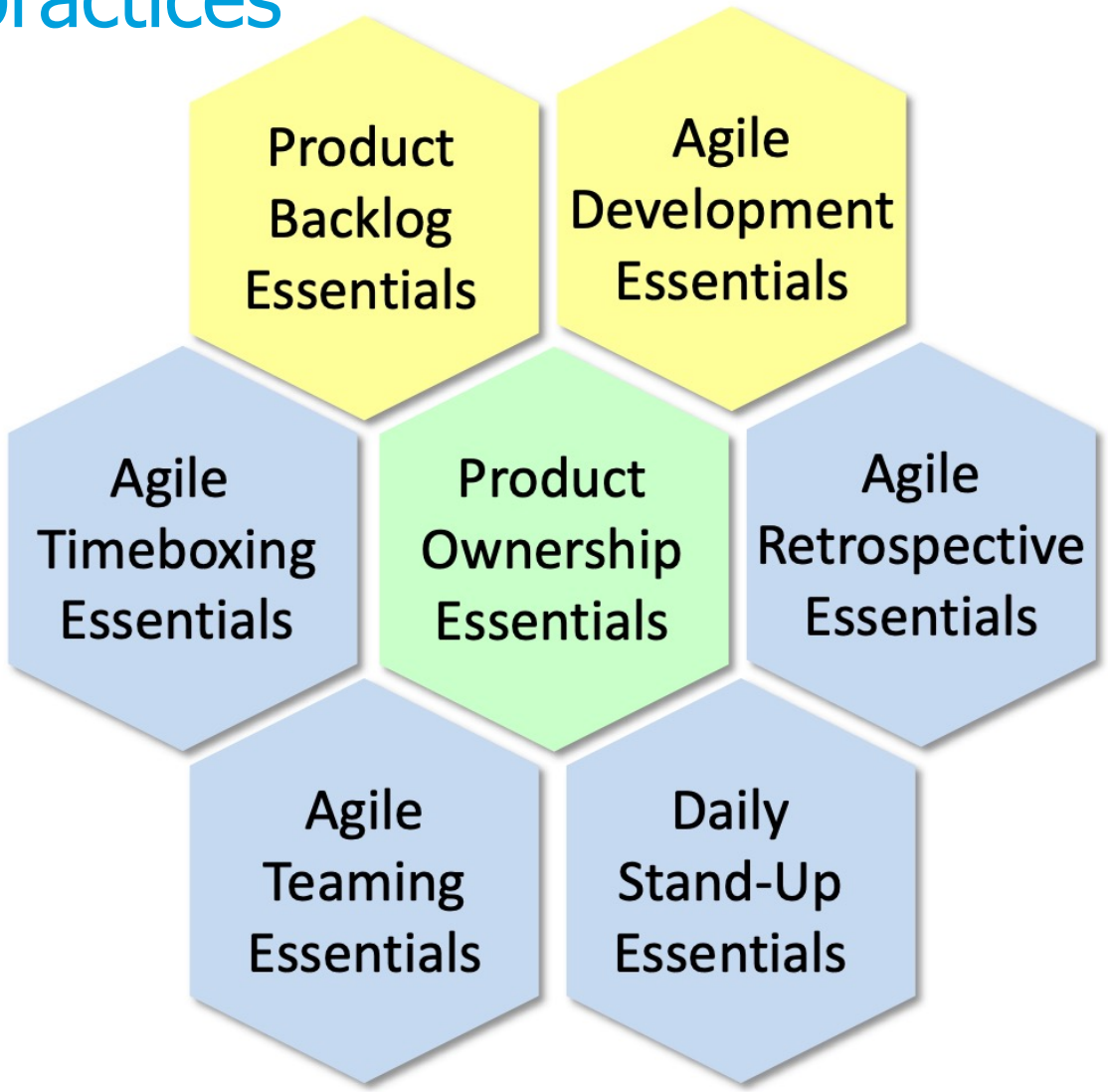

Product Owner
Scrum Master
Scrum Team
Daily Scrum
Sprint Review
Sprint Planning
Sprint
Sprint Retrospective
Product Backlog
Sprint Backlog
Product Backlog Item
Increment

Una descrizione di Scrum con Essence

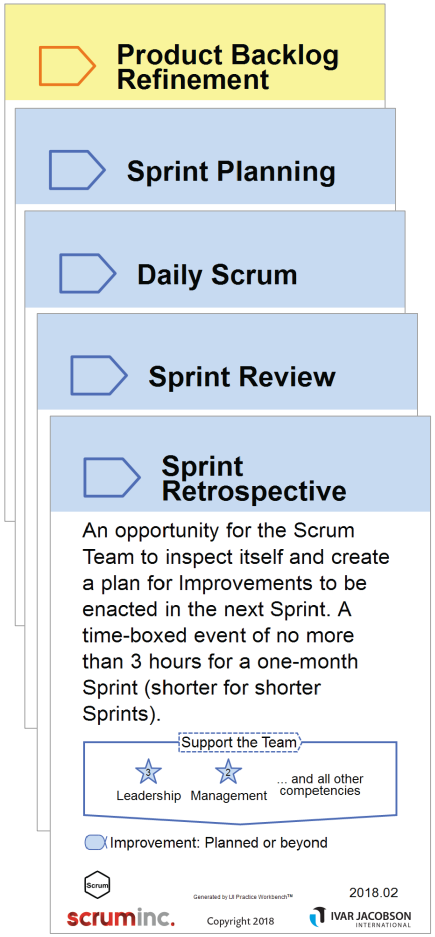


Essence cards for agile practices

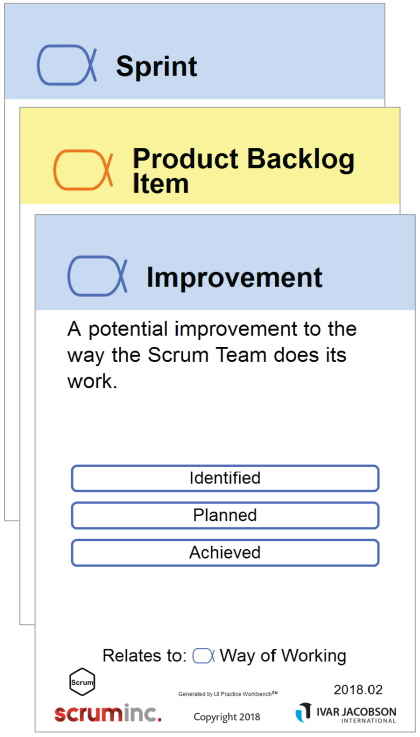
Product backlog
Agile development
Agile timeboxing
Product Ownership
Agile retrospective
Agile teaming
Daily stand-up

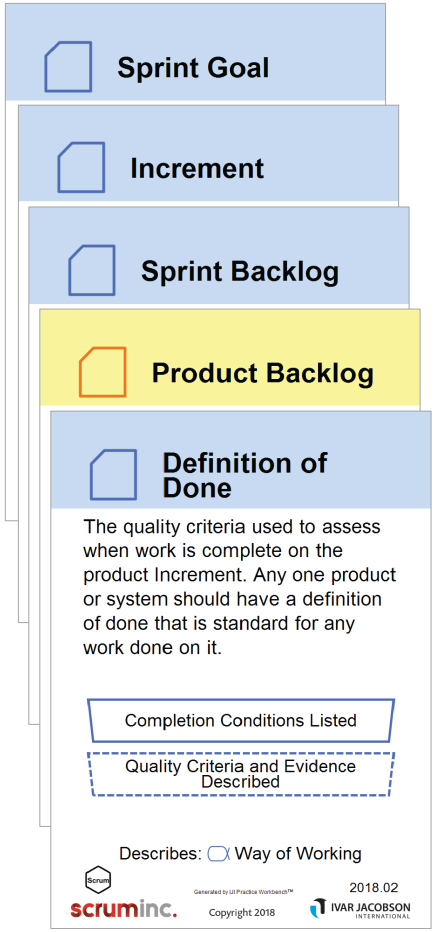


Pratiche (cose da fare)



Artefatti (cose con cui lavorare)



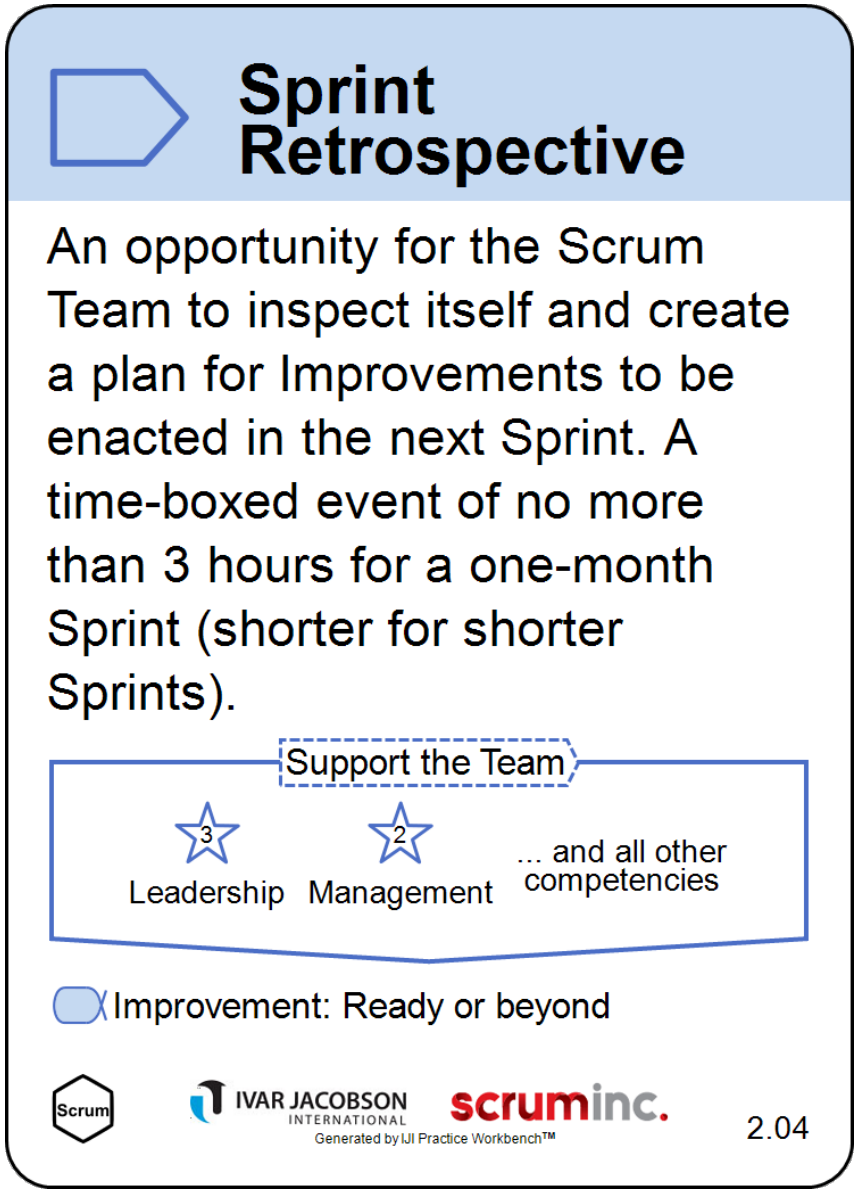


Retrospettiva (carta Essence)

La retrospettiva è un incontro che costituisce un'opportunità per il team di ispezionare se stesso e di creare un piano di miglioramenti da eseguire nel prossimo sprint.

La retrospettiva è un incontro time-boxed di massimo 3 ore se lo sprint dura un mese

La retrospettiva è piu corta se gli sprint sono piu corti



Essence cards: retrospettiva

Agile Retrospective Essentials

Make incremental improvements to the way of working through regular, repeated retrospectives.

Mad, Sad, Glad
Hold a Retrospective
Improvement
Resources

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Mad, Sad, Glad

A popular approach to team brainstorming to identify potential improvements.

Team members write on sticky notes what has made them:

- *Mad* – frustrations
- *Sad* – disappointments
- *Glad* – things that went well

Part of its power is that it taps into people's emotions, and results in an unfettered flow of ideas that the team can then analyze, prioritize and action.

One Approach To: Hold a Retrospective
Ref: Mad, Sad, Glad

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Hold a Retrospective

The whole team meets regularly to reflect on its way of working. Improvements are identified and prioritized, and actions agreed. At the next retrospective, the results are evaluated.

Improvement

Support the Team
2 Leadership
2 Management

Way of Working: Working Well (contributes to)
Improvement: Action Agreed or beyond

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Improvement

A possible adaptation to improve a Team's Way of Working.

- Identified
- Prioritized
- Action Agreed
- Trialed
- Results Evaluated
- In Use

Relates to: Way of Working

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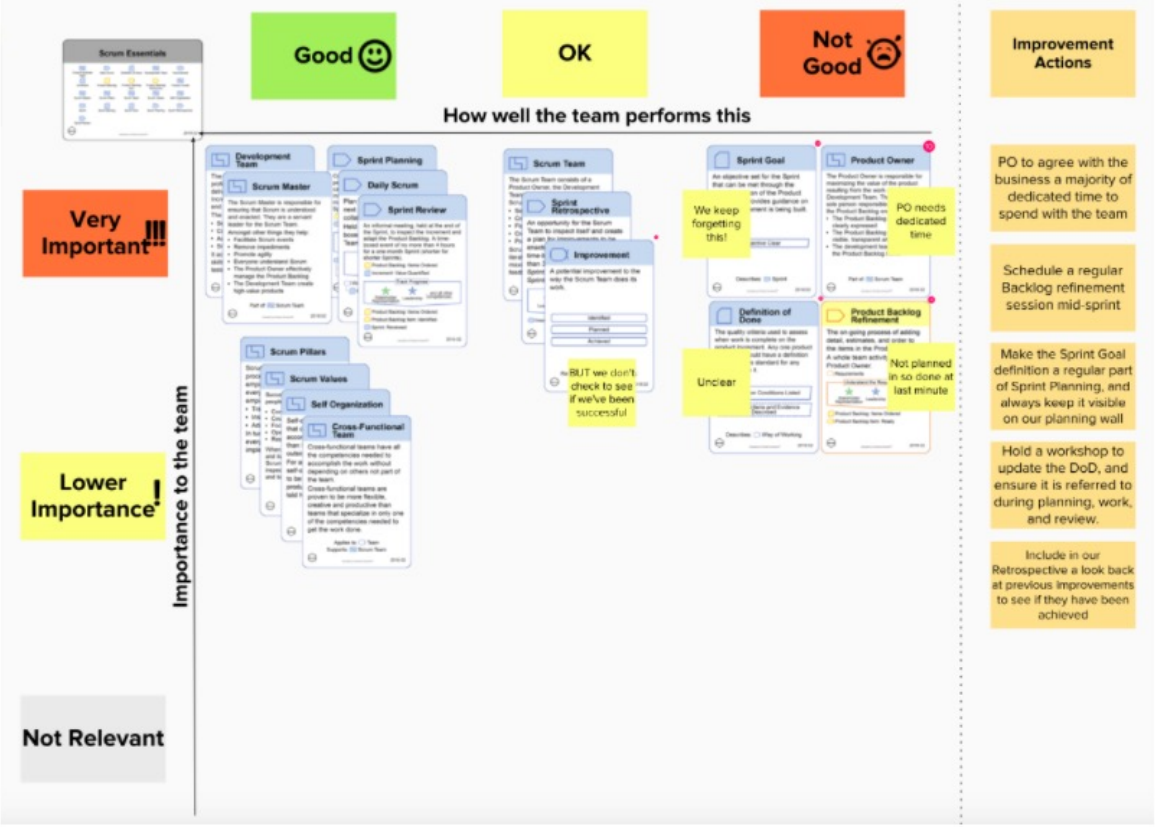
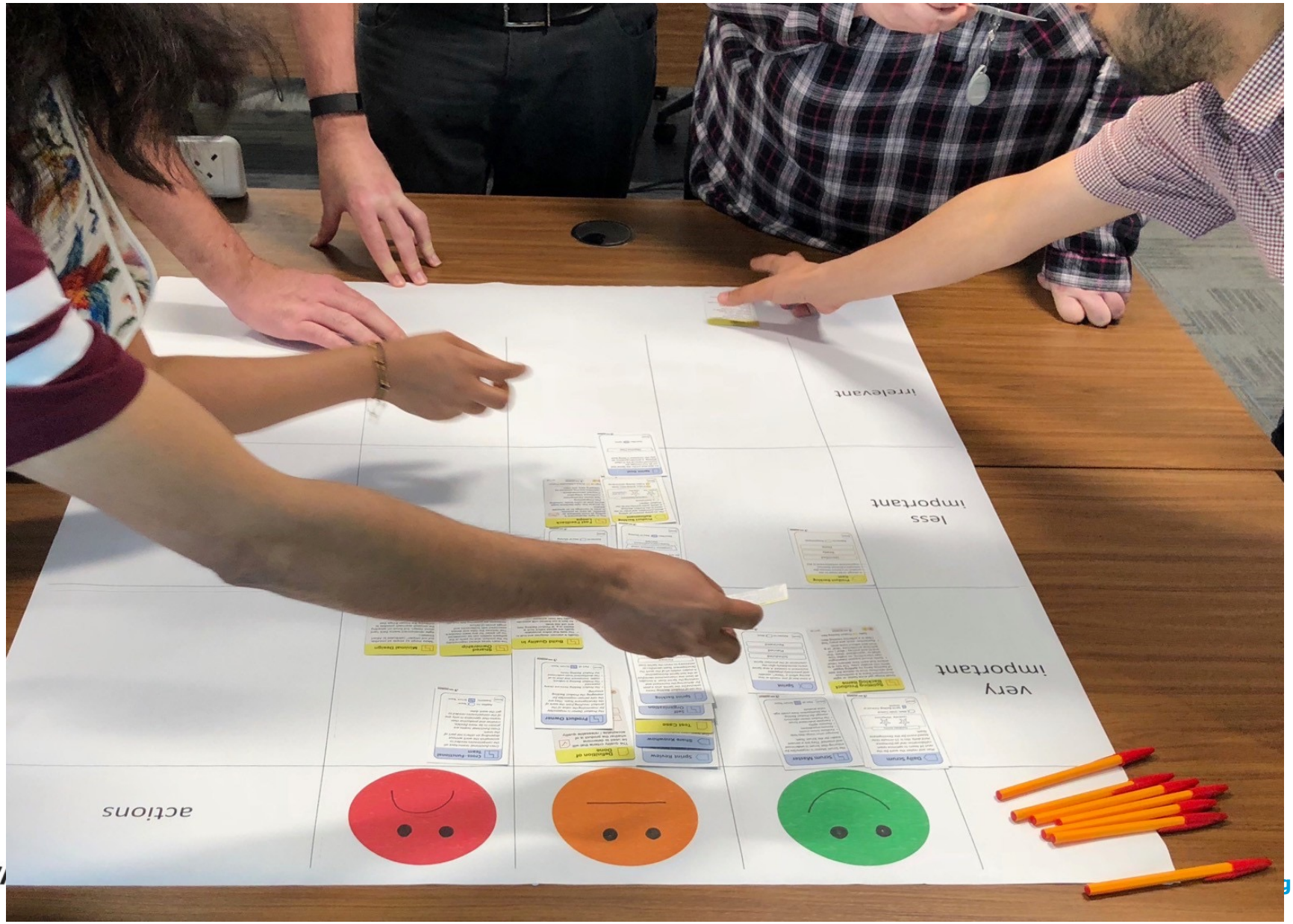
Serius game: Practice patience



https://essence.ivarjacobson.com/publications/blog/better-scrum-through-essence-part-1
https://essence.ivarjacobson.com/publications/blog/better-scrum-through-essence-part-2



IVA

g teams.

Scenario 1 Bad Team

Bad team ha avuto una vita difficile. Le persone del gruppo si sono divise in due sottogruppi che si parlano raramente fra loro.
“Leader” ha assunto una posizione di potere, e ha svolto tutto il lavoro di setup del progetto da solo, mentre il secondo gruppo si è limitato a scrivere una decina di user story, senza chiedere nulla agli altri; senza stima di alcun tipo per cui non è dato avare stime di consegna o risultato.
La partita di Scrumble è stata frettolosa, è stata “persa” e il gruppo si è un po’ litigato.
Il sistema di sviluppo è stato abbozzato, nel senso che taiga è attiva, ma non ci sono documenti

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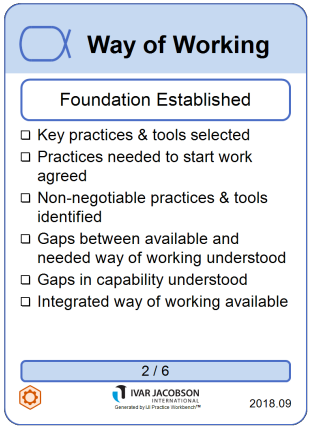

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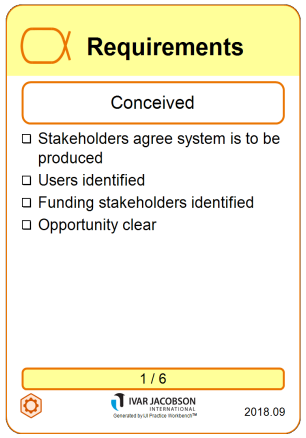

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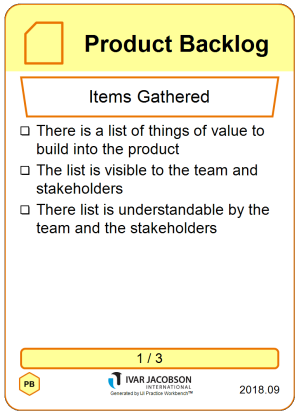

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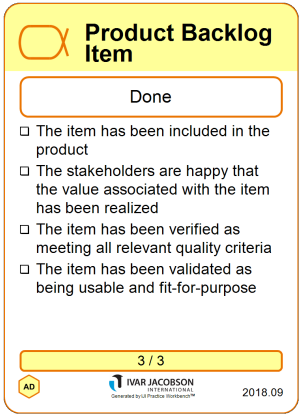

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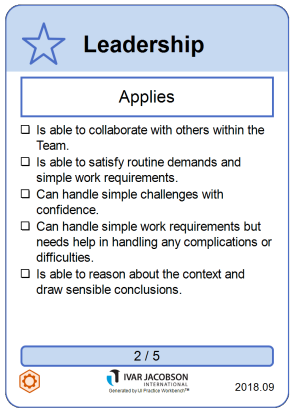
Average team

Average team ha essenzialmente fatto il suo dovere. “Leader” è stato eletto come coordinatore, e ha saputo riprendere alcuni membri del gruppo che tendevano a “sgarrare”; si sono creati due sottoteam, uno di compentenze più web e uno di compentenze più classiche (Java). È stato realizzato un progetto di prova a più mani usando git.
Il sistema di sviluppo è stato preparato, con Taiga online, Gitlab, e mattermost; le comunicazioni sono abbastanza frequenti.
La partita di Scrumble è stata persa, ma è risultata utile, a detta dei partecipanti.
Il backlog è formato da una decina di item che seguono il pattern classico, e alcuni di essi, i più importanti, sono stati stimati usando un Planning Poker sotto la direttiva di “Analyst” che si è dimostrato il più attento a cogliere le problematiche del dominio



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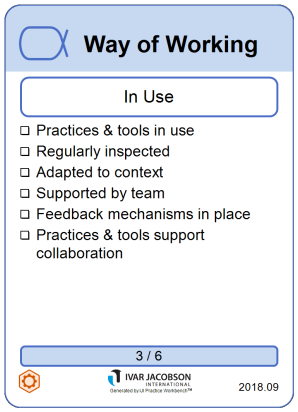

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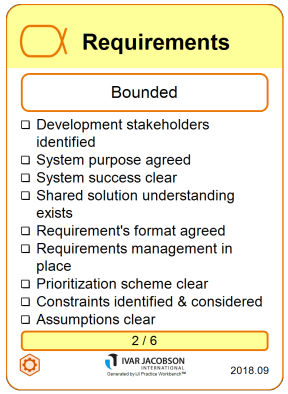

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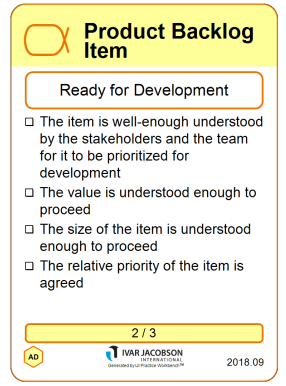

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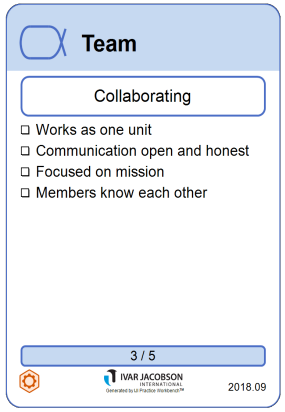
Dream team

Per Dream Team tutto va gonfie vele. Sotto la “dittatura illuminata” di Leader, il sistema di sviluppo è stato sviluppato nella sua interezza, identificando anche le tecnologia da usare.
La partita di Scrumble è stata rivelatrice, e ha permesso di identificare le persone più adatte per i particolari ruoli.
Il team ha compiuto un’analisi collegiale e ha realizzato due Epiche e una decina di user story, lavorando online tramite meet, mattermost e slack. Una prima versione di queste ultime sono state sottoposte agli stakeholder, che hanno fornito feedback interessanti, e provocato la modifica da un paio di storie. Di conseguenza, tutte le prime 8 storie sono stimate e messe in priorità.
Su gitlab sono state realizzate due spike: un programma che raccoglie tutti i tweet relativi a #totti, e un programma Java per testare l’interfaccia utente di una sottosezione del programma



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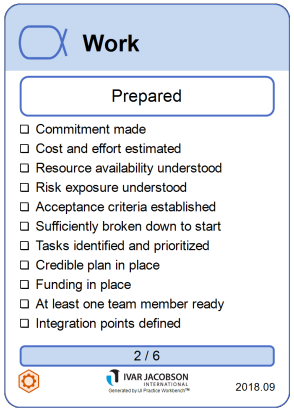

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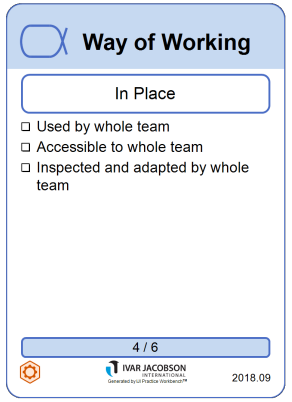

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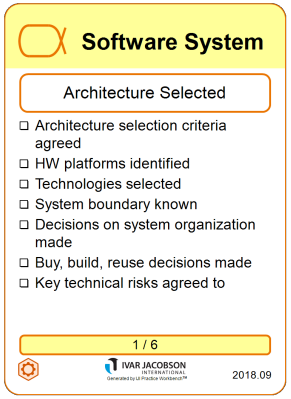

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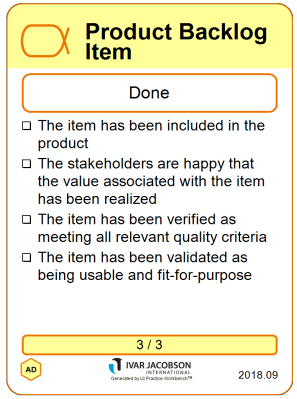
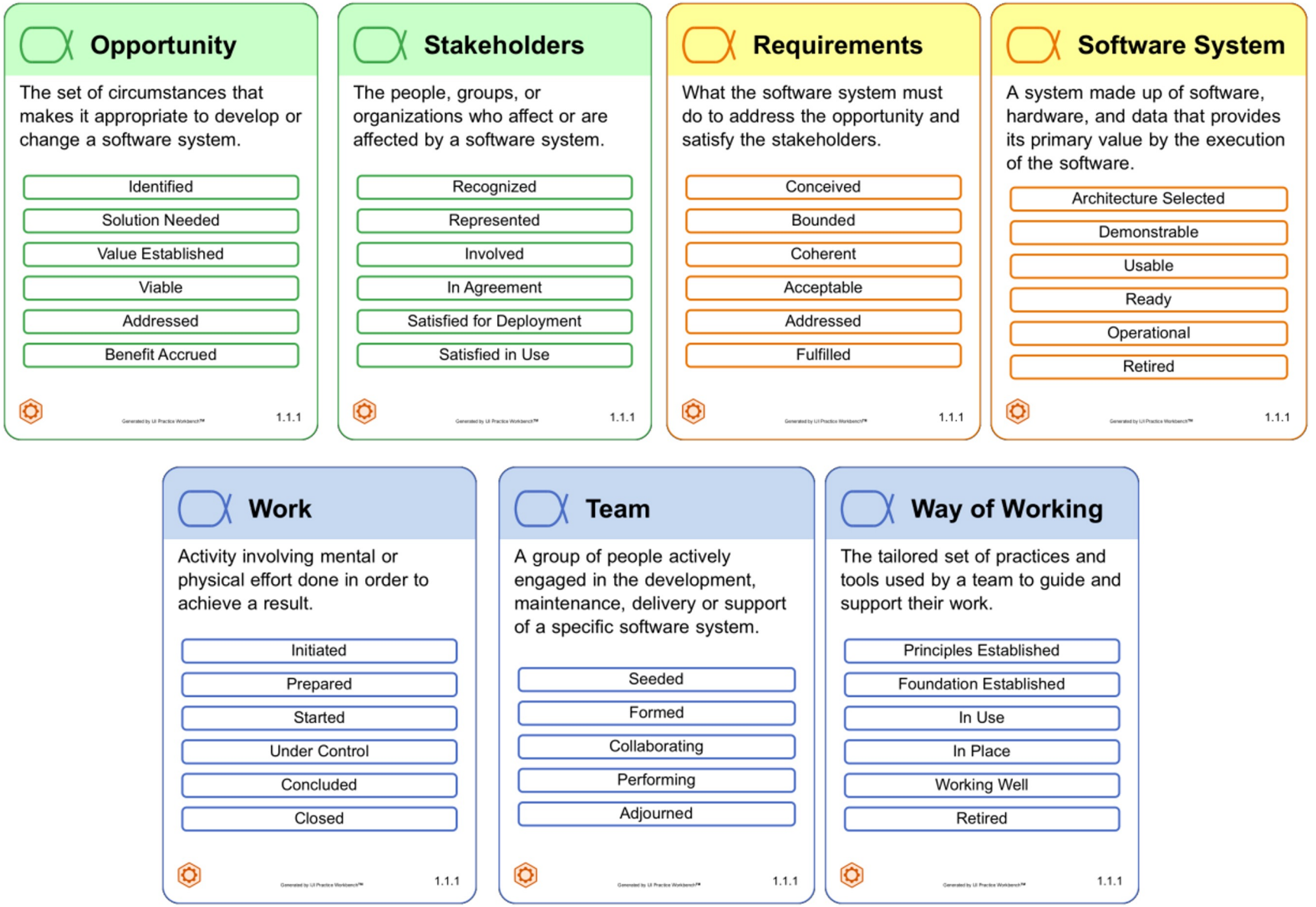
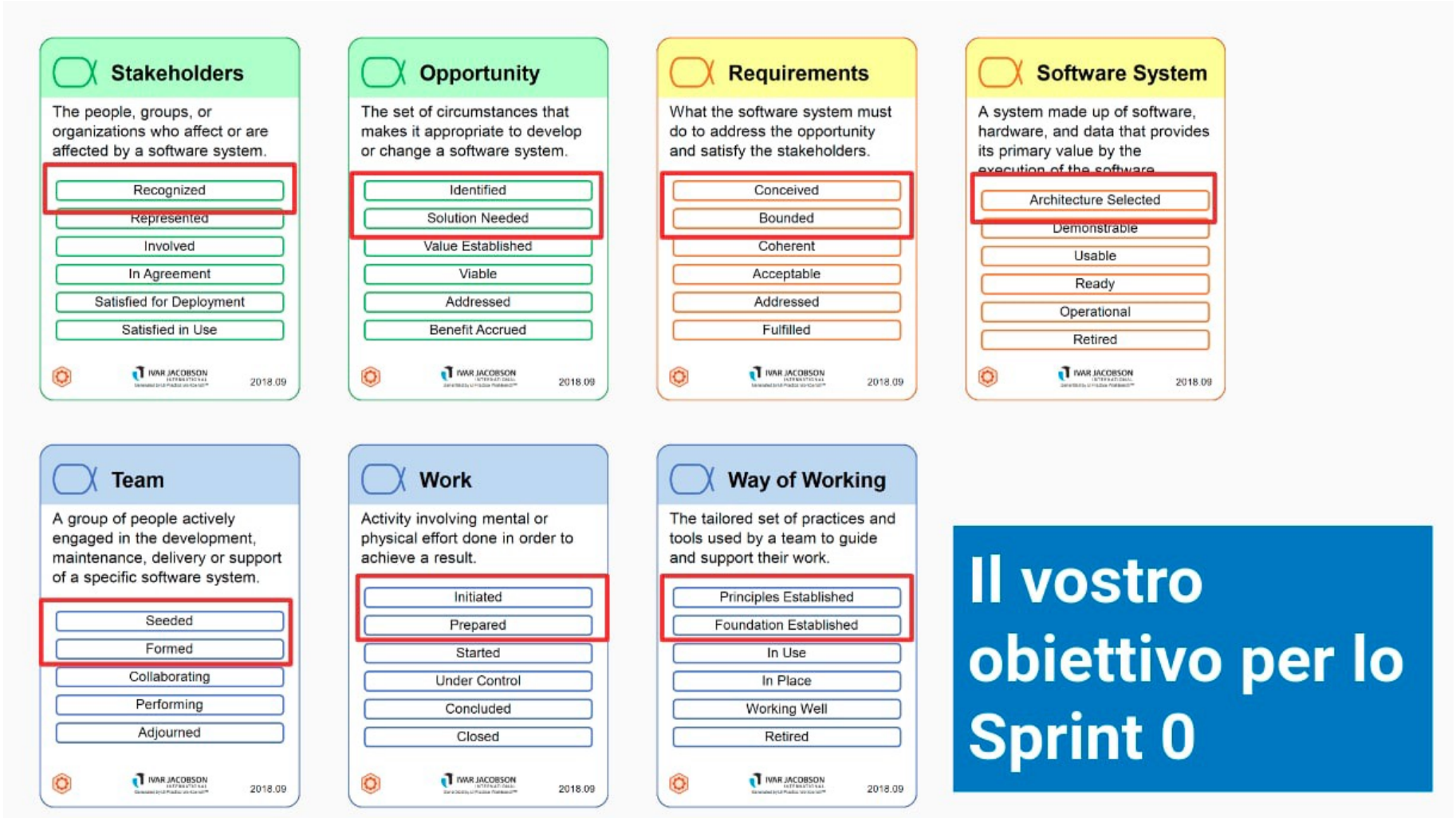


2 crocette

ESSENCE ALPHA STATES



Alpha game


Stakeholders
The people, groups, or organizations who affect or are affected by a software system.
Recognized
Represented
Involved
In Agreement
Satisfied for Deployment
Satisfied in Use
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2018.09
Opportunity
The set of circumstances that makes it appropriate to develop or change a software system.
Identified
Solution Needed
Value Established
Viable
Addressed
Benefit Accrued
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2018.09
Requirements
What the software system must do to address the opportunity and satisfy the stakeholders.
Conceived
Bounded
Coherent
Acceptable
Addressed
Fulfilled
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Software System
A system made up of software, hardware, and data that provides its primary value by the
Architecture Selected
Demonstrable
Usable
Ready
Operational
Retired
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Team
A group of people actively engaged in the development, maintenance, delivery or support of a specific software system.
Seeded
Formed
Collaborating
Performing
Adjourned
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Work
Activity involving mental or physical effort done in order to achieve a result.
Initiated
Prepared
Started
Under Control
Concluded
Closed
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Way of Working
The tailored set of practices and tools used by a team to guide and support their work.
Principles Established
Foundation Established
In Use
In Place
Working Well
Retired
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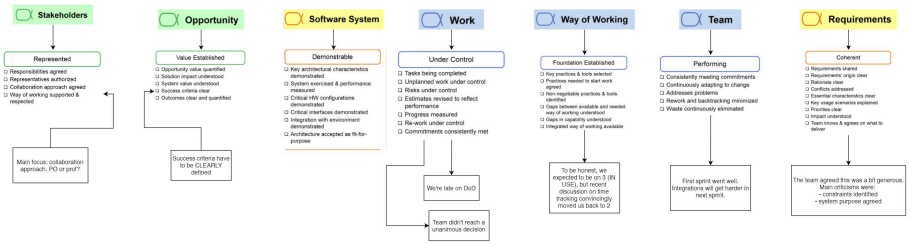
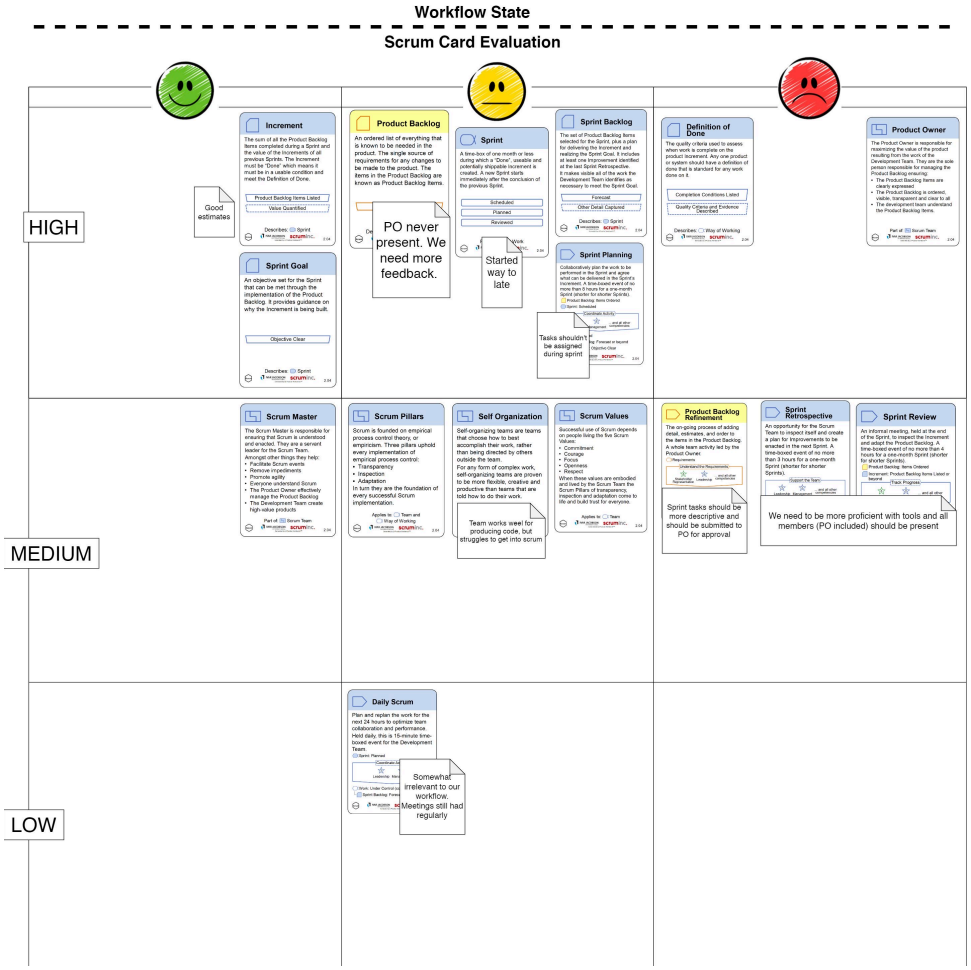
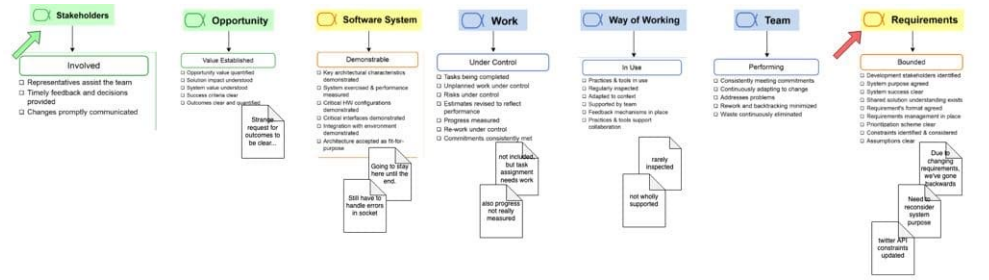
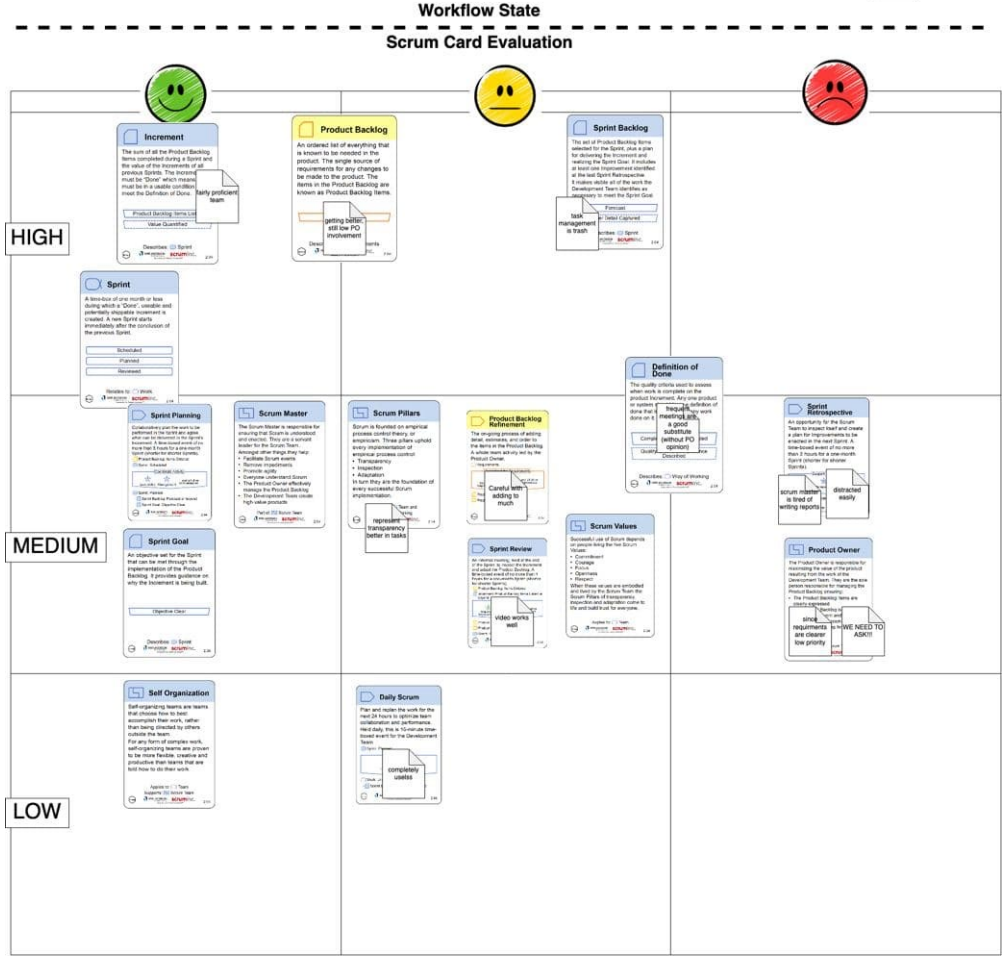
Il vostro obiettivo per lo Sprint 0


Stakeholders
Represented
Responsibilities agreed
Representatives authorized
Collaboration approach agreed
Way of working supported & respected
Main focus: collaboration approach, PO or prof?
Opportunity
Value Established
Opportunity value quantified
Solution impact understood
System value understood
Success criteria clear
Outcomes clear and quantified
Success criteria have to be CLEARLY defined
Software System
Demonstrable
Key architectural characteristics demonstrated
System exercised & performance measured
Critical HW configurations demonstrated
Critical interfaces demonstrated
Integration with environment demonstrated
Architecture accepted as fit-for-purpose
Work
Under Control
Tasks being completed
Unplanned work under control
Risks under control
Estimates revised to reflect performance
Progress measured
Re-work under control
Commitments consistently met
We're late on DoD
Team didn't reach a unanimous decision
Way of Working
Foundation Established
Key practices & tools selected
Practices needed to start work agreed
Non-negotiable practices & tools identified
Gaps between available and needed way of working understood
Gaps in capability understood
Integrated way of working available
To be honest, we expected to be on 3 (IN USE), but recent discussion on time tracking convincingly moved us back to 2
Team
Performing
Consistently meeting commitments
Continuously adapting to change
Addresses problems
Rework and backtracking minimized
Waste continuously eliminated
First sprint went well. Integrations will get harder in next sprint.
Requirements
Coherent
Requirements shared
Requirements' origin clear
Rationale clear
Conflicts addressed
Essential characteristics clear
Key usage scenarios explained
Priorities clear
Impact understood
Team knows & agrees on what to deliver
The team agreed this was a bit generous. Main criticisms were:
- constraints identified
- system purpose agreed


Workflow State
Scrum Card Evaluation
HIGH
MEDIUM
LOW
Increment
The sum of all the Product Backlog Items completed during a Sprint and the value of the increments of all previous Sprints. The Increment must be "Done" which means it must be in a usable condition and meet the Definition of Done.
Product Backlog Items Listed
Value Quantified
Describes: Sprint
Good estimates
Sprint Goal
An objective set for the Sprint that can be met through the implementation of the Product Backlog. It provides guidance on why the Increment is being built.
Objective Clear
Describes: Sprint
Product Backlog
An ordered list of everything that is known to be needed in the product. The single source of requirements for any changes to be made to the product. The items in the Product Backlog are known as Product Backlog Items.
PO never present. We need more feedback.
Sprint
A time-box of one month or less during which a "Done", useable and potentially shippable Increment is created. A new Sprint starts immediately after the conclusion of the previous Sprint.
Scheduled
Planned
Reviewed
Started way to late
Sprint Backlog
The set of Product Backlog Items selected for the Sprint, plus a plan for delivering the Increment and realizing the Sprint Goal. It includes at least one Improvement identified at the last Sprint Retrospective. It makes visible all of the work the Development Team identifies as necessary to meet the Sprint Goal.
Forecast
Other Detail Captured
Describes: Sprint
Sprint Planning
Collaboratively plan the work to be performed in the Sprint and agree what value the Sprint will deliver Increment. A time-boxed event of no more than 8 hours for a one-month Sprint (shorter for shorter Sprints).
Product Backlog Items Ordered
Sprint Scheduled
Coordinate Activity
Tasks shouldn't be assigned during sprint
Definition of Done
The quality criteria used to assess when work is complete on the product Increment. Any one product or system should have a definition of done that is standard for any work done on it.
Completion Conditions Listed
Quality Criteria and Evidence Described
Describes: Way of Working
Product Owner
The Product Owner is responsible for maximizing the value of the product resulting from the work of the Development Team. They are the sole person responsible for managing the Product Backlog ensuring:
- The Product Backlog items are clearly expressed.
- The Product Backlog is ordered, visible, transparent and clear to all
- The development team understand the Product Backlog items.
Part of: Scrum Team
Scrum Master
The Scrum Master is responsible for ensuring that Scrum is understood and enacted. They are a servent leader for the Scrum Team. Amongst other things they help:
- Facilitate Scrum events
- Remove impediments
- Promote agility
- Everyone understand Scrum
The Product Owner effectively manage the Product Backlog
The Development Team create high-value products
Part of: Scrum Team
Scrum Pillars
Scrum is founded on empirical process control theory, or empiricism. Three pillars uphold every implementation of empirical process control:
- Transparency
- Inspection
- Adaptation
In turn they are the foundation of every successful Scrum implementation.
Applies to: Team and Way of Working
Self Organization
Self-organizing teams are teams that choose how to best accomplish their work, rather than being directed by others outside the team.
For any form of complex work, self-organizing teams are proven to be more flexible, creative and productive than teams that are told how to do their work.
Team works well for producing code, but struggles to get into scrum
Scrum Values
Successful use of Scrum depends on people living the five Scrum Values:
- Commitment
- Courage
- Focus
- Openness
- Respect
When these values are embodied and lived by the Scrum Team the Scrum Pillars of transparency, inspection and adaptation come to life and build trust for everyone.
Applies to: Team
Product Backlog Refinement
The on-going process of adding detail, estimates, and order to the items in the Product Backlog. A whole team activity led by the Product Owner
Requirements
Sprint tasks should be more descriptive and should be submitted to PO for approval
Sprint Retrospective
An opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted in the next Sprint. A time-boxed event of no more than 3 hours for a one-month Sprint (shorter for shorter Sprints).
Expect the Team
We need to be more proficient with tools and all members (PO included) should be present
Sprint Review
An informal meeting, held at the end of the Sprint, to inspect the Increment and adapt the Product Backlog. A time-boxed event of no more than 4 hours for a one-month Sprint (shorter for shorter Sprints).
Product Backlog Items Ordered
Expect: Product Backlog Items Listed or beyond
(Track Progress)
Daily Scrum
Plan and replan the work for the next 24 hours to optimize team collaboration and performance. Held daily, this is 15-minute time-boxed event for the Development Team
Sprint Planned
Coordinate Activity
Work Under Control
Sprint Backlog Forecast
Somewhat irrelevant to our workflow. Meetings still had regularly


Stakeholders
Involved
Representatives assist the team
Timely feedback and decisions provided
Changes promptly communicated
Opportunity
Value Established
Opportunity value quantified
Solution impact understood
System value understood
Success criteria clear
Outcomes clear and quantified
Stronger request for outcomes to be clear...
Software System
Demonstrable
Key architectural characteristics demonstrated
System exercised & performance measured
Critical HW configurations demonstrated
Critical interfaces demonstrated
Integration with environment demonstrated
Architecture accepted as fit-for-purpose
Going to stay here until the end.
Still have to handle errors in socket
Work
Under Control
Tasks being completed
Unplanned work under control
Risks under control
Estimates revised to reflect performance
Progress measured
Re-work under control
Commitments consistently met
not included but task assignment needs work
also progress not really measured
Way of Working
In Use
Practices & tools in use
Regularly inspected
Adapted to context
Supported by team
Feedback mechanisms in place
Practices & tools support collaboration
rarely inspected
not wholly supported
Team
Performing
Consistently meeting commitments
Continuously adapting to change
Addresses problems
Rework and backtracking minimized
Waste continuously eliminated
Requirements
Bounded
Development stakeholders identified
System purpose agreed
System success clear
Shared solution understanding exists
Requirement's format agreed
Requirements management in place
Prioritisation scheme clear
Constraints identified & considered
Assumptions clear
Due to changing requirements, we've gone backwards
Need to reconsider system purpose
twitter API constraints updated


Workflow State
Scrum Card Evaluation
HIGH
MEDIUM
LOW
Increment
The sum of all the Product Backlog Items completed during a Sprint and the value of the increments of all previous Sprints. The Increment must be "Done" which means it must be in a usable condition and meet the Definition of Done.
Product Backlog Items Listed
Value Quantified
Describes: Sprint
fairly proficient team
Product Backlog
An ordered list of everything that is known to be needed in the product. The single source of requirements for any changes to be made to the product. The items in the Product Backlog are known as Product Backlog Items.
getting better, still low PO involvement
Sprint Backlog
The set of Product Backlog Items selected for the Sprint, plus a plan for delivering the Increment and realizing the Sprint Goal. It includes at least one Improvement identified at the last Sprint Retrospective. It makes visible all of the work the Development Team identifies as necessary to meet the Sprint Goal.
Forecast
Other Detail Captured
task management is trash
Describes: Sprint
Sprint
A time-box of one month or less during which a "Done", useable and potentially shippable Increment is created. A new Sprint starts immediately after the conclusion of the previous Sprint.
Scheduled
Planned
Reviewed
Sprint Planning
Collaboratively plan the work to be performed in the Sprint and agree what value the Sprint will deliver Increment. A time-boxed event of no more than 8 hours for a one-month Sprint (shorter for shorter Sprints).
Product Backlog Items Ordered
Sprint Scheduled
Coordinate Activity
Scrum Master
The Scrum Master is responsible for ensuring that Scrum is understood and enacted. They are a servent leader for the Scrum Team. Amongst other things they help:
- Facilitate Scrum events
- Remove impediments
- Promote agility
- Everyone understand Scrum
- The Product Owner effectively manage the Product Backlog
- The Development Team create high-value products
Scrum Pillars
Scrum is founded on empirical process control theory, or empiricism. Three pillars uphold every implementation of empirical process control:
- Transparency
- Inspection
- Adaptation
In turn they are the foundation of every successful Scrum implementation.
represent transparency better in tasks
Product Backlog Refinement
The on-going process of adding detail, estimates, and order to the items in the Product Backlog. A whole team activity led by the Product Owner.
Careful with adding to much
Definition of Done
The quality criteria used to assess when work is complete on the product Increment. Any one product or system should have a definition of done that is standard for any work done on it.
frequent meetings are a good substitute (without PO opinion)
Sprint Retrospective
An opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted in the next Sprint. A time-boxed event of no more than 3 hours for a one-month Sprint (shorter for shorter Sprints).
scrum master is tired of writing reports
distracted easily
Sprint Goal
An objective set for the Sprint that can be met through the implementation of the Product Backlog. It provides guidance on why the Increment is being built.
Objective Clear
Describes: Sprint
Sprint Review
An informal meeting, held at the end of the Sprint, to inspect the Increment and adapt the Product Backlog. A time-boxed event of no more than 4 hours for a one-month Sprint (shorter for shorter Sprints).
video works well
Scrum Values
Successful use of Scrum depends on people living the five Scrum Values:
- Commitment
- Courage
- Focus
- Openness
- Respect
When these values are embodied and lived by the Scrum Team the Scrum Pillars of transparency, inspection and adaptation come to life and build trust for everyone.
Applies to: Team
Product Owner
The Product Owner is responsible for maximizing the value of the product resulting from the work of the Development Team. They are the sole person responsible for managing the Product Backlog ensuring:
- The Product Backlog items are clearly expressed.
- The Product Backlog is ordered, visible, transparent and clear to all
- The development team understand the Product Backlog items.
shop requirements are clearer low priority
WE NEED TO ASK!!!
Self Organization
Self-organizing teams are teams that choose how to best accomplish their work, rather than being directed by others outside the team.
For any form of complex work, self-organizing teams are proven to be more flexible, creative and productive than teams that are told how to do their work.
Daily Scrum
Plan and replan the work for the next 24 hours to optimize team collaboration and performance. Held daily, this is 15-minute time-boxed event for the Development Team
Sprint Planned
completely useless

Giochi di retrospettiva con Essence

https://essence.ivarjacobson.com/alphastatecards

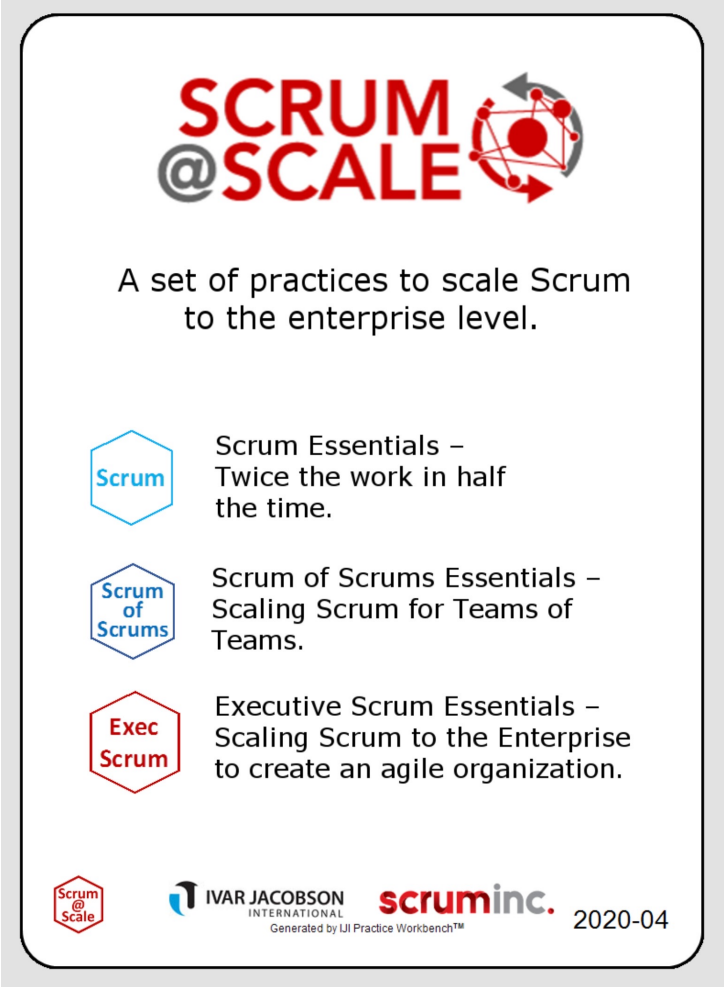
Progress Poker - Use this game to determine the state of any particular Alpha
Chase the State - Use this game to determine the state of your software development efforts.
Objective Go - Use this game to identify high-level goals and objectives for your team.
Checkpoint Construction - Use this game to define practice independent checkpoints with automatically generated practice independent checklists.
Lifecycle Layout - Use this game to visualize your software development lifecycle to form a starting point for team planning.
Milestone Mapping - Use this game to visualize your milestones and form a light-weight roadmap for your software development.
Health Monitoring - Use this game to visually track the health of your endeavor regardless of the practices or method being used.

Agenda

1. Scrum
2. Essence per Scrum
3. Beyond Scrum with Essence

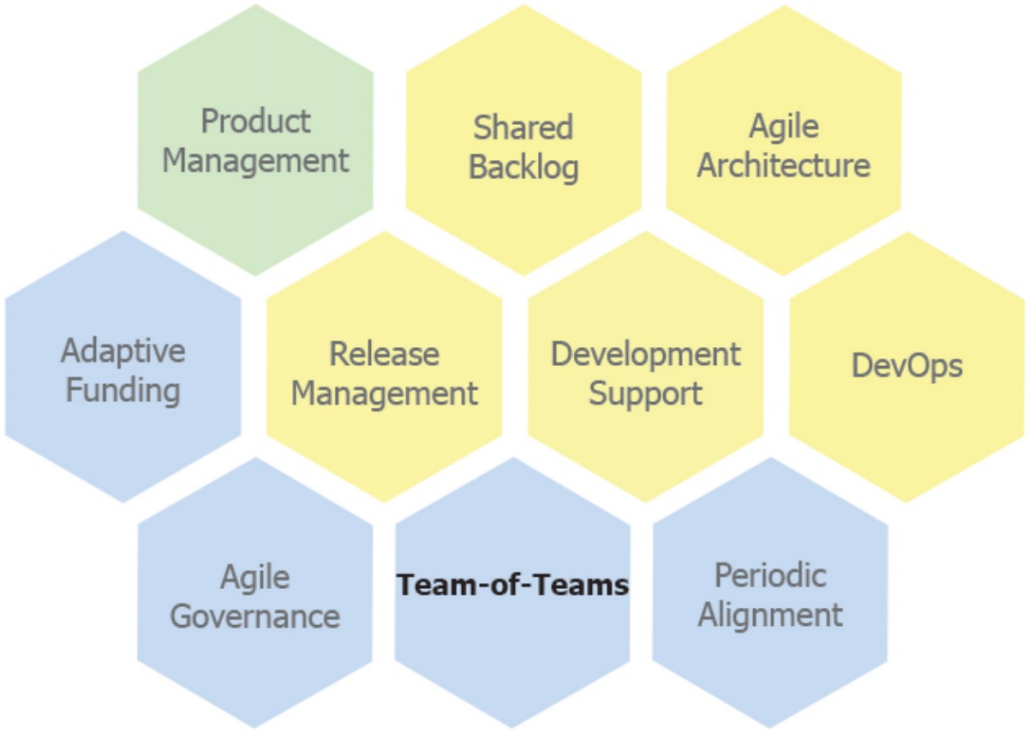
Beyond Scrum: Scrum@Scale

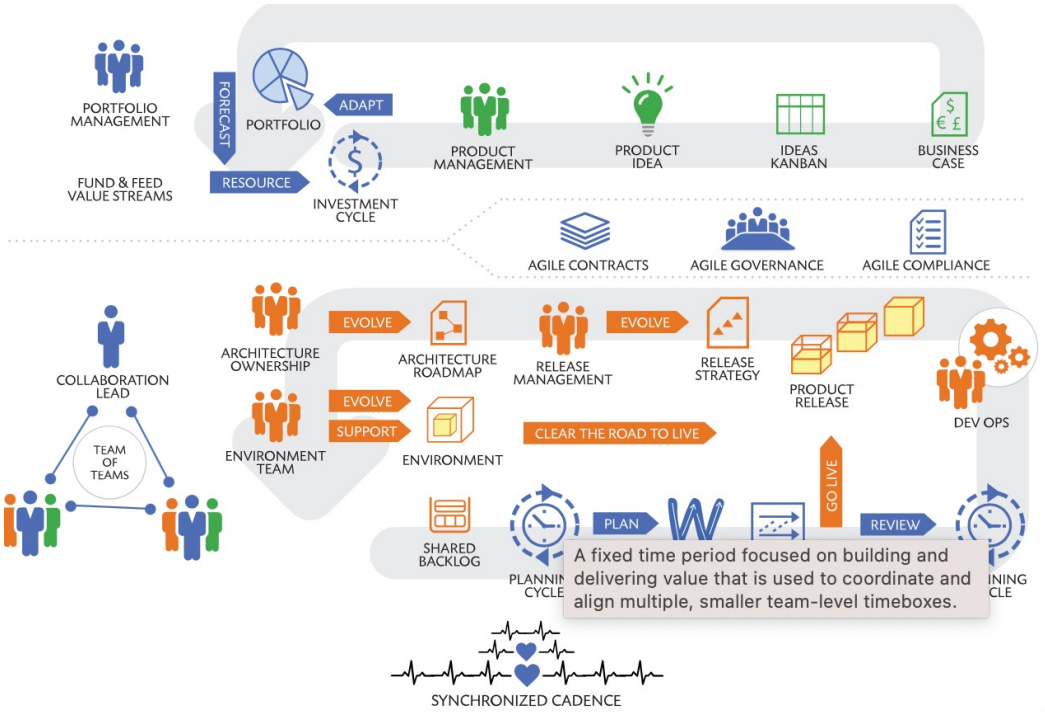
- Quicken Loans (Rocket Mortgage) is the largest mortgage loan provider in the U.S.
- Implemented scaled agile framework with 26 release trains for 17000 people
- Cycle time for feature development dropped from 86 days to 42 days.
- The Brand Marketing release train, the digital storefront deployed scaled scrum patterns.
- Scaled scrum patterns amplified reduction in average cycle time to 21 days which was 340% better than other release trains.



https://pex.ivarjacobson.com/sites/default/files/practice/scrum_at_scale_cards.html

Agile at a Scale in Essence: pratiche





Obiettivo: consolidare la conoscenza dei team

One of the primary reasons for **failure of agile projects**:
The lack of sufficient **knowledge and experience** in applying basic agile techniques.

Knowledge

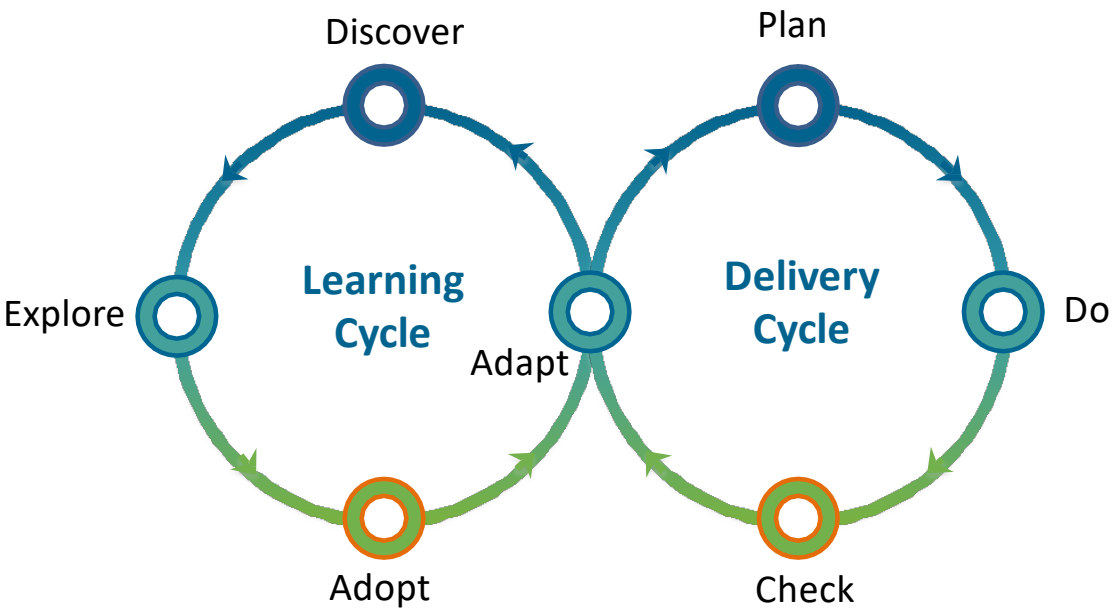
- Learning a new Practice
- Guidance in applying a new Practice
- Updating a Practice
- Changing to a new Practice

Experience

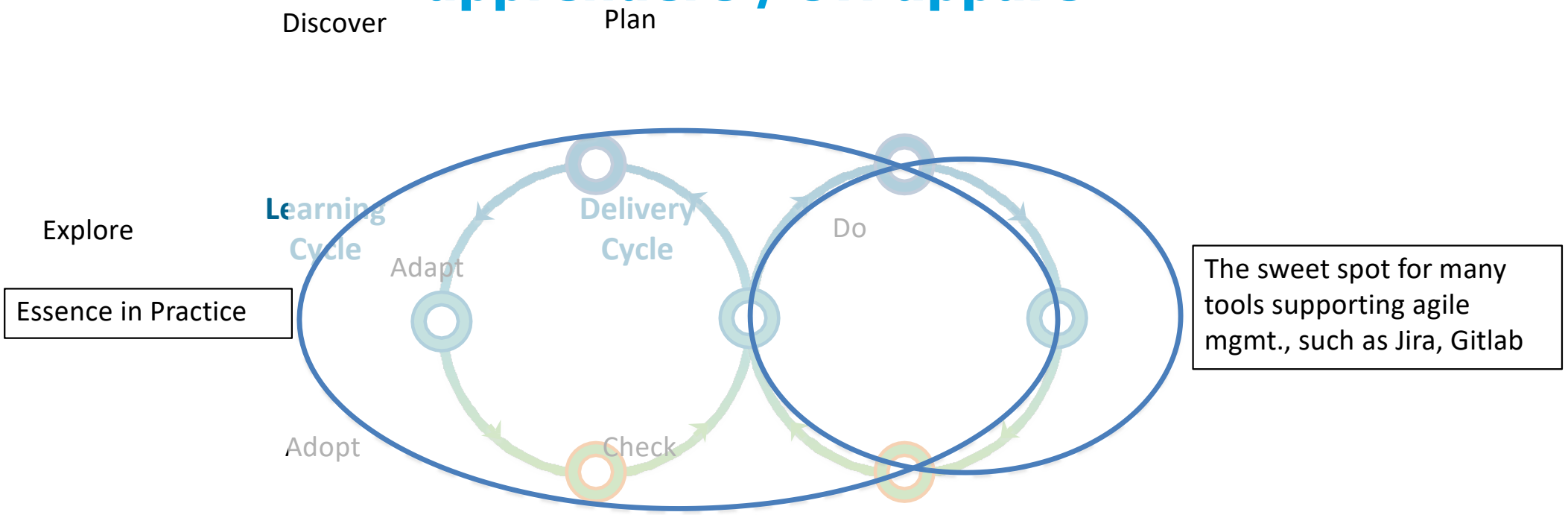
- From an eco-system
- Alive through local or global contributors

Addressing acquisition of Knowledge and Experience (Learning)

Il doppio ciclo del team agile: **apprendere / sviluppare**



Il doppio ciclo del team agile: **apprendere / sviluppare**



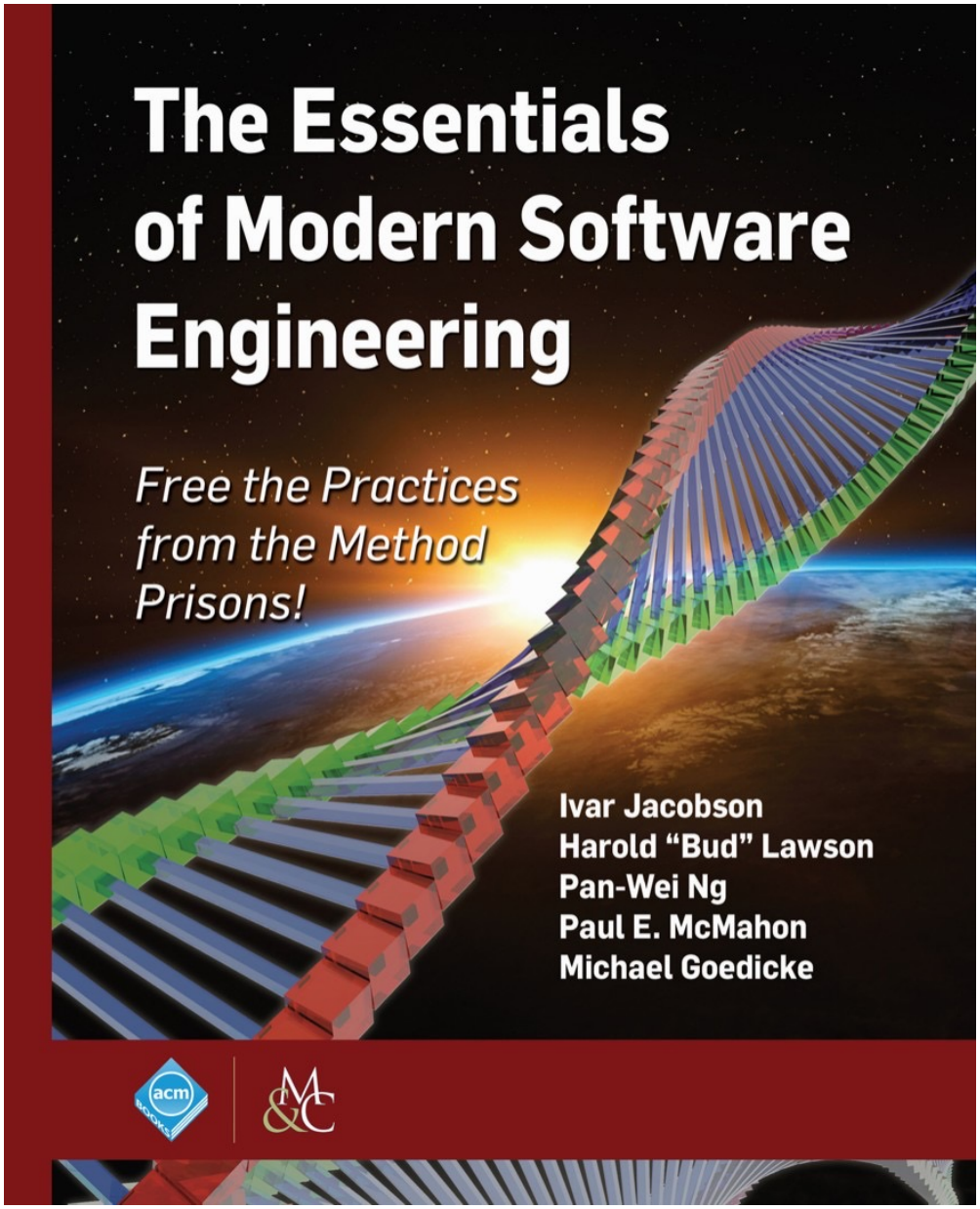
Essence in Practice supporta l'apprendimento e lo sviluppo del team, non solo lo sviluppo

Il libro di Essence

http://www.software-engineering-essentialized.com

Tutte le carte sono scaricabili (previa registrazione) da
https://practicelibrary.ivarjacobson.com
in particolare guardare “Agile Essentials”

Invece le carte per “Kernel Practices” sono in:
https://essence.ivarjacobson.com/alphastatecards
con una lista di giochi per retrospettive



Tutte le carte sono scaricabili (previa registrazione) da

https://practicelibrary.ivarjacobson.com/content/agile-essentials-publication
sotto “Resources” e “Cards”
In particolare guardare le “Agile Essentials” e le “Kernel Practices”

Le carte di Scrum

Product Owner

The Product Owner is responsible for maximizing the value of the product resulting from the work of the Development Team. They are the sole person responsible for managing the Product Backlog ensuring:

- The Product Backlog Items are clearly expressed
- The Product Backlog is ordered, visible, transparent and clear to all
- The development team understand the Product Backlog Items.

Part of: Scrum Team

Cross-Functional Team

Cross-functional teams have all the competencies needed to accomplish the work without depending on others not part of the team.

Cross-functional teams are proven to be more flexible, creative and productive than teams that specialize in only one of the competencies needed to get the work done.

Applies to: Team
Supports: Scrum Team

Development Team

The Development Team consists of professionals who do the work of delivering a potentially releasable Increment of “Done” product at the end of each Sprint.

The development team is:

- Self-Organizing
- Cross-Functional
- Accountable
- Small with 3 – 9 team members

It acts as ‘one team’ and has all the skills needed to produce a working tested increment.

Part of: Scrum Team

Scrum Team

The Scrum Team consists of a Product Owner, the Development Team, and a Scrum Master.
Scrum Teams are:

- Self organizing
- Cross-functional
- Flexible
- Creative
- Productive

Scrum Teams deliver products iteratively and incrementally, maximizing opportunities for feedback.

Applies to: Team

Scrum Master

The Scrum Master is responsible for ensuring that Scrum is understood and enacted. They are a servant leader for the Scrum Team.

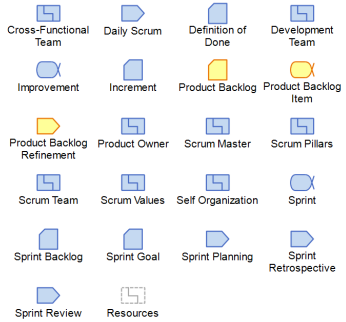
Amongst other things they help:

- Facilitate Scrum events
- Remove impediments
- Promote agility
- Everyone understand Scrum
- The Product Owner effectively manage the Product Backlog
- The Development Team create high-value products

Part of: Scrum Team

Scrum Essentials

Scrum is a framework for developing, delivering, and sustaining complex products.



Scrum Values

Successful use of Scrum depends on people living the five Scrum Values:

- Commitment
- Courage
- Focus
- Openness
- Respect

When these values are embodied and lived by the Scrum Team the Scrum Pillars of transparency, inspection and adaptation come to life and build trust for everyone.

Applies to: Team

Scrum Pillars

Scrum is founded on empirical process control theory, or empiricism. Three pillars uphold every implementation of empirical process control:

- Transparency
- Inspection
- Adaptation

In turn they are the foundation of every successful Scrum implementation.

Applies to: Team and Way of Working

Self Organization

Self-organizing teams are teams that choose how to best accomplish their work, rather than being directed by others outside the team.

For any form of complex work, self-organizing teams are proven to be more flexible, creative and productive than teams that are told how to do their work.

Applies to: Team
Supports: Scrum Team

Improvement

An action to be taken to improve the way a Scrum Team does its work.

- Identified
- Ready
- Done

Sprint

A time-box of one month or less during which a “Done”, useable and potentially shippable Increment is created. A new Sprint starts immediately after the conclusion of the previous Sprint.

- Scheduled
- Planned
- Reviewed

Product Backlog Refinement

The on-going process of adding detail, estimates, and order to the items in the Product Backlog.

A whole team activity led by the Product Owner.

Requirements

Understand the Requirements

- 3 Stakeholder Representation
- 2 Leadership
- ... and all other competencies

Product Backlog: Items Ordered

Product Backlog Item: Ready

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2.04

Product Backlog Item

A change to be made to the product in a future release (for example a feature, function, requirement, enhancement or fix).

- Identified
- Ready
- Done

Relates to: Requirements

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2.04

Product Backlog

An ordered list of everything that is known to be needed in the product. The single source of requirements for any changes to be made to the product. The items in the Product Backlog are known as Product Backlog Items.

- Items Ordered

Describes: Requirements

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2.04

Sprint Goal

An objective set for the Sprint that can be met through the implementation of the Product Backlog. It provides guidance on why the Increment is being built.

Objective Clear

Describes: Sprint

Sprint Backlog

The set of Product Backlog Items selected for the Sprint, plus a plan for delivering the Increment and realizing the Sprint Goal. It includes at least one Improvement identified at the last Sprint Retrospective.
It makes visible all of the work the Development Team identifies as necessary to meet the Sprint Goal.

Forecast

Other Detail Captured

Describes: Sprint

Definition of Done

The quality criteria used to assess when work is complete on the product Increment. Any one product or system should have a definition of done that is standard for any work done on it.

Completion Conditions Listed

Quality Criteria and Evidence Described

Describes: Way of Working

Increment

The sum of all the Product Backlog Items completed during a Sprint and the value of the Increments of all previous Sprints. The Increment must be “Done” which means it must be in a usable condition and meet the Definition of Done.

Product Backlog Items Listed

Value Quantified

Describes: Sprint

Sprint Planning

Collaboratively plan the work to be performed in the Sprint and agree what can be delivered in the Sprint’s Increment. A time-boxed event of no more than 8 hours for a one-month Sprint (shorter for shorter Sprints).

Product Backlog: Items Ordered

Sprint: Scheduled

Coordinate Activity

3 Leadership 2 Management ... and all other competencies

Sprint: Planned

- Sprint Backlog: Forecast or beyond
- Sprint Goal: Objective Clear

Daily Scrum

Plan and replan the work for the next 24 hours to optimize team collaboration and performance.
Held daily, this is 15-minute time-boxed event for the Development Team.

Sprint: Planned

Coordinate Activity

3 Leadership 2 Management

Work: Under Control (contributes to)

- Sprint Backlog: Forecast or beyond

Sprint Review

An informal meeting, held at the end of the Sprint, to inspect the Increment and adapt the Product Backlog. A time-boxed event of no more than 4 hours for a one-month Sprint (shorter for shorter Sprints).

Product Backlog: Items Ordered

Increment: Product Backlog Items Listed or beyond

Track Progress

3 Stakeholder Representation 3 Leadership ... and all other competencies

Product Backlog: Items Ordered

Product Backlog Item: Identified

Sprint: Reviewed

Sprint Retrospective

An opportunity for the Scrum Team to inspect itself and create a plan for Improvements to be enacted in the next Sprint. A time-boxed event of no more than 3 hours for a one-month Sprint (shorter for shorter Sprints).

Support the Team

3 Leadership 2 Management ... and all other competencies

Improvement: Ready or beyond

SCRUM ESSENTIALS

The essence of Scrum presented as a deck of cards.

The cards act as an interactive glossary in support of the Scrum Guide™. Use the cards to:

- Act as a quick reference
- Improve your Scrum implementation
- Play games
- Perform health-checks
- Integrate Scrum with other practices

ABOUT SCRUM ESSENTIALS

These cards were produced by Ivar Jacobson International with support by Scrum Inc. They capture the essence of the Scrum Guide™ (as published in November 2017).

- Find the official Scrum Guide at: **scrumguides.org**
- For more information about how to use the cards, visit **ivarjacobson.com**

Resources

- **Scrum Guide:** The Scrum content in this Practice is based on the Scrum Guide(TM) November 2017, available from https://www.scrumguides.org/, © 2017 Ken Schwaber and Jeff Sutherland. Offered for license under the Creative Commons Attribution ShareAlike International Public License, accessible at http://creativecommons.org/licenses/by-sa/4.0/legalcode and also described in summary form at http://creativecommons.org/licenses/by-sa/4.0/.
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Resources

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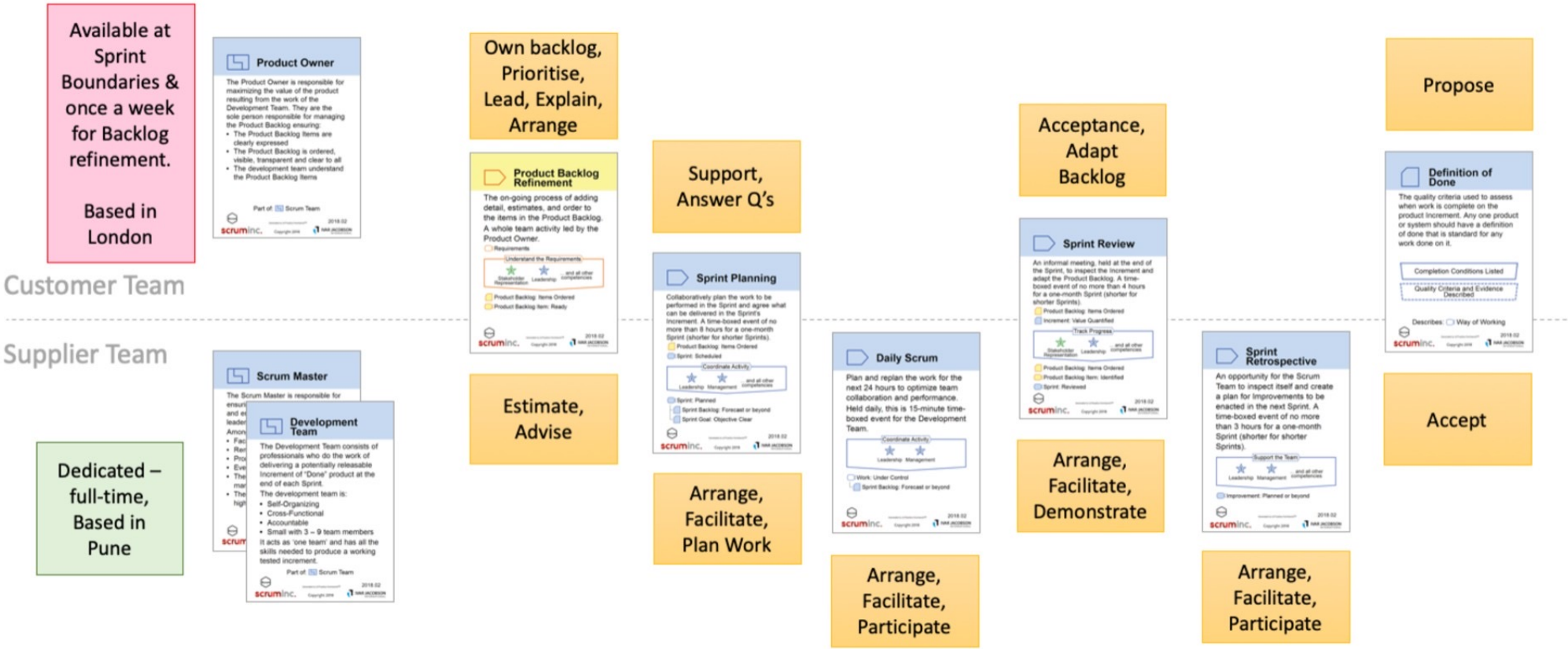
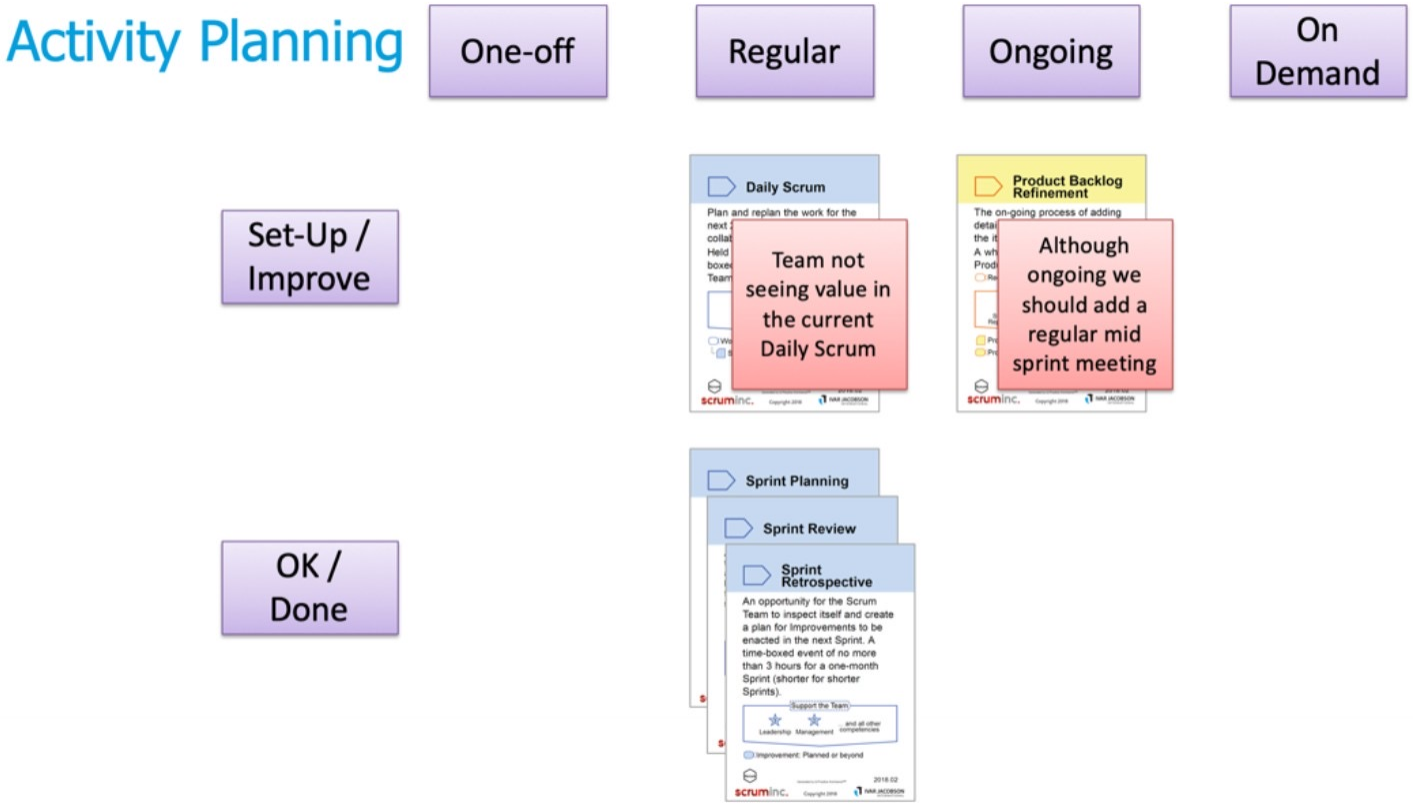
Altri usi di Essence

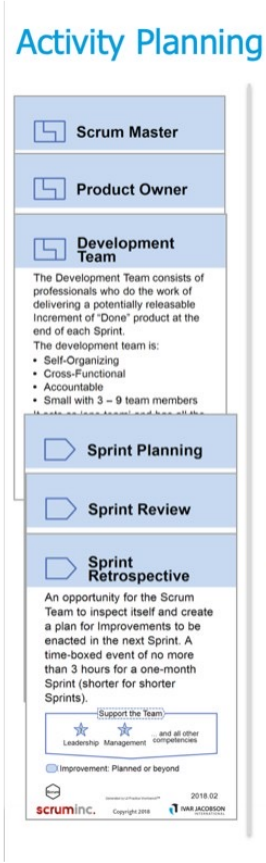
Descrizione di un processo Scrum-like

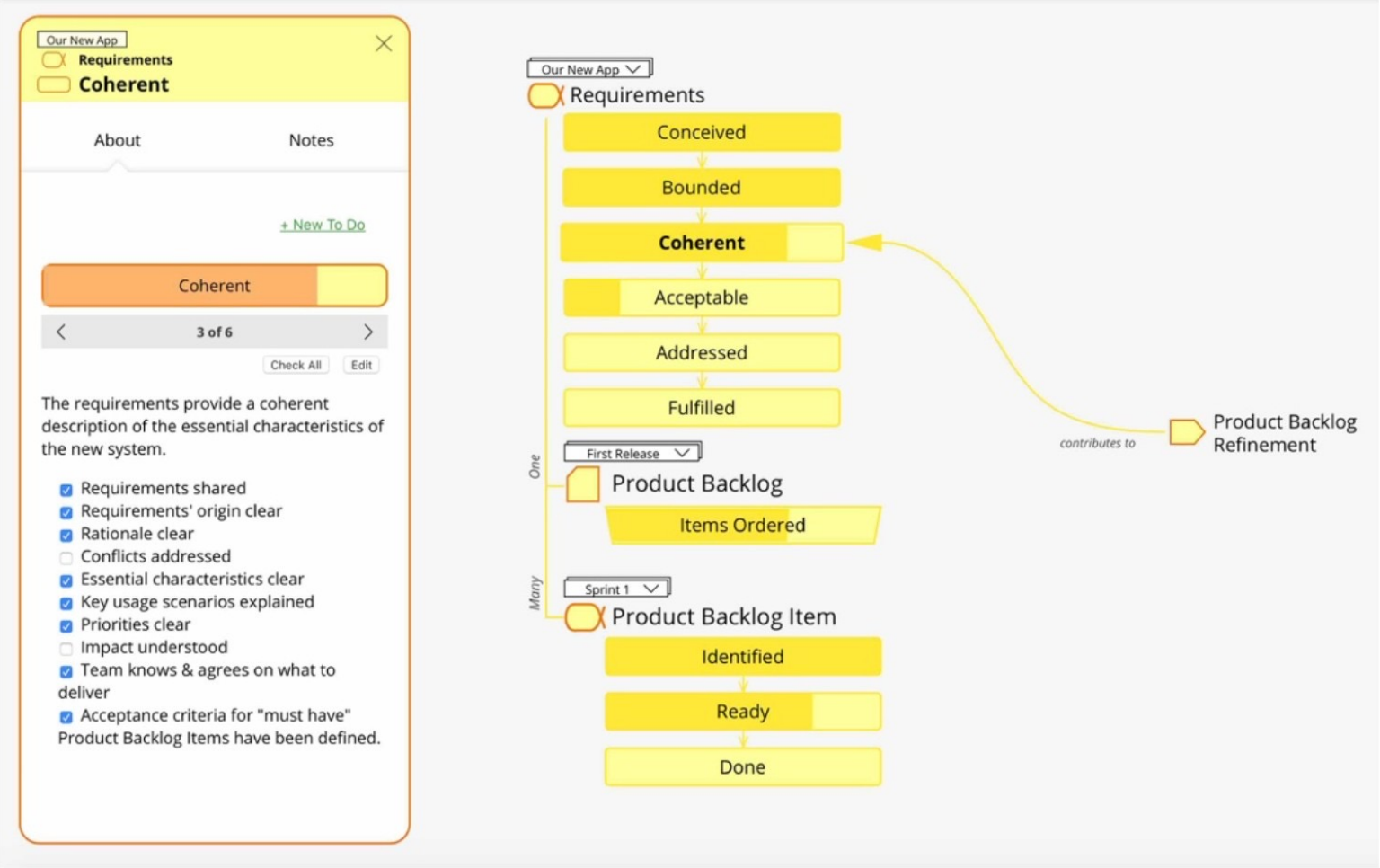


Activity Deliverables are Key to Most Dysfunction



Migliorare i Deliverable



Activity	Who	When	Where	Why	How
Daily Scrum Plan and replan the work for the next 24 hours to optimize team collaboration and performance. Held daily, this is 15-minute time-boxed event for the Development Team.	Scrum Team Any Team Member can facilitate. Stakeholders can listen in.	9.30 am Daily 15 mins max	Conf Room 3 Around electronic whiteboard	Align & sync work. Raise impediments	Board-driven standup. High priority, closest to finishing first
Product Backlog Refinement The on-going process of adding detail, estimates, and order to the items in the Product Backlog. A whole team activity led by the Product Owner.	Scrum Team Product Owner to lead.	3pm Every 2nd Wednesday. 2 hrs max.	Conf Room 3	Understand and add details as needed to Backlog Items	PO to present top items and clarify any questions from team who estimate

Drilling Down to Identify Detailed Solutions