Introduction to Scrum

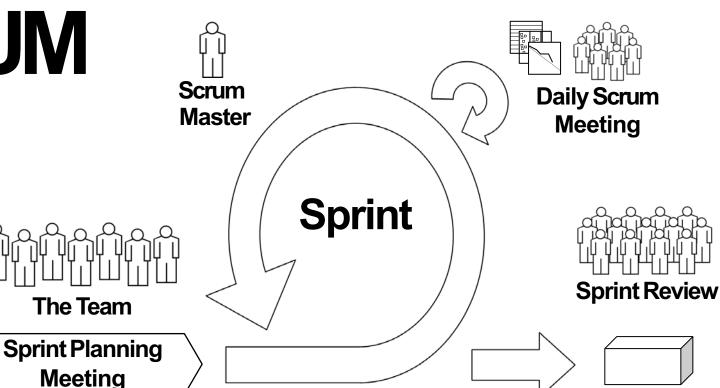
The Problems Many Companies Face

- Time-to-market for products is too long
- Project failure rate is unacceptably high
- ROI delivered frequently falls short
- Responding to change is difficult and costly
- Customer orientation is weak
- Software quality is poor
- Productivity could be higher
- Employee morale, drive and accountability islow
- Widespread micromanagement is required
- Employee turnover rates are too high

The Basics of Scrum

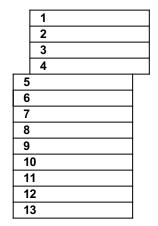
The Team

Meeting





Product Owner



Product Backlog

No Changes

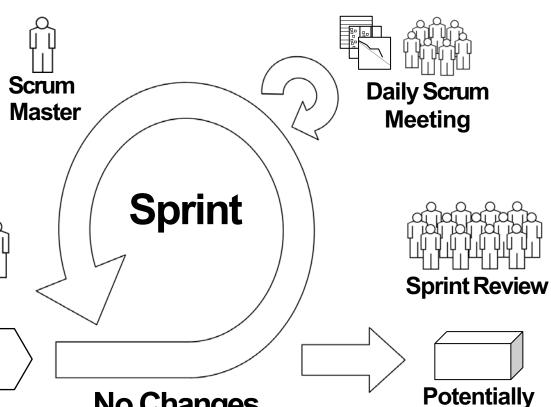
(in Duration or Deliverable)

- · Saumallows teams of people to develop complex products in environments of uncertainty and change.
- Saumis a simple but powerful framework for teams and customers to inspect and adapt as product is produced.
- Scrum provides a high degree of darity and transparency to everyone involved -team, customer, management, and others.
- Scrumrapidly surfaces dysfunction, and enables teams and organizations to continuously improve their effectiveness.





Sprint Retrospective





Product Backlog



(in Duration or Deliverable)

- The Product Owner owns the vision of what should be produced to achieve business success.
- Product Owner gets input from austomers, end-users, team, managers, stakeholders, executives, industry experts, etc.
- The Product Owner turns this into a single list of what should be produced, prioritized based on business value and risk.
- This list is called the Product Backlog.

The Team

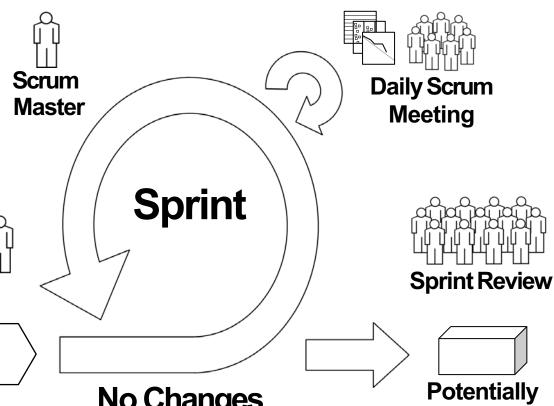
Sprint Planning

Meeting

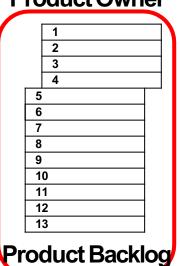


Shippable

Product







Sprint Planning Meeting

The Team

No Changes

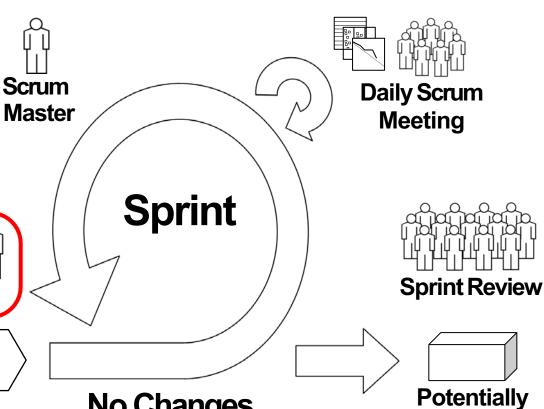
(in Duration or Deliverable)

- The Product Backlog is the single master list of features, functionality, and other work required, prioritized based on business value and risk, in the judgment of the Product Owner.
- Itemsat the top of the list will be completed by the teamsoonest.
- The Product Backlog is constantly being revised (items added, removed, modified) by the Product Owner, to maximize the business success of the team's efforts.



Shippable

Product





Product Owner

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Product Backlog



(in Duration or Deliverable)

The ideal team size in Saumis 7 people +/-2

The Team

Sprint Planning

Meeting

- The team is cross-functional. It has all the skills to produce finished product -designers, coders, testers, etc. -and everyone contributes based on competency, rather than just job title
- The team is self-organizing and self-managing. It is responsible for making a commitment and managing itself to hit the goal (or get as dose as it can). Sourn provides tools to help team do this.

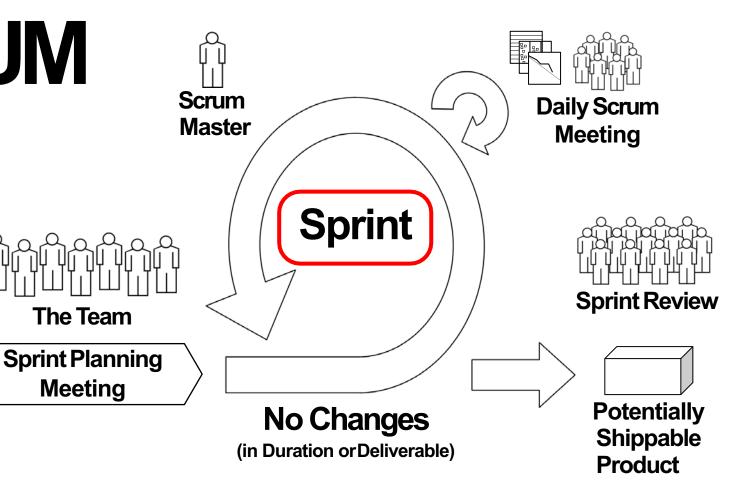


Shippable

Product

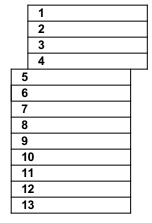
The Team

Meeting





Product Owner



Product Backlog

- The Team works for a fixed period of time, called a Sprint.
- Sprints are typically between 1- and 4-weeks in length. Some people recommend starting Sourn with 2-week Sprints.
- · Sprints occur one after another, without any down-time between them. Working at a sustainable pace is very important to avoid team burn-out.
- Team and Product Owner decide the Sprint length in advance.



Sprint Retrospective

SCRUM Scrum **Daily Scrum** Master **Meeting Sprint Sprint Review Product Owner** The Team **Sprint Planning** 3 Meeting **Potentially No Changes** Shippable 7 (in Duration or Deliverable) **Product** 10 11 Before each Sprint, the team selects what it will commit to deliver 12 13

Product Backlog

- by the end of the Sprint, starting at the top of the Product Backlog.
- The team creates a task-level plan for how they will deliver.
- The team works together to greate an initial assignment of tasks. and compares total estimated task hours with total estimated available hours, to make sure the commitment is reasonable.
- Everyone on the team takes part, regardless of experience-level.



SCRUM Scrum **Daily Scrum** Master **Meeting Sprint Sprint Review Product Owner** The Team **Sprint Planning** 3 **Meeting Potentially** No Changes Shippable 7 (in Duration or Deliverable) **Product** 10

Product Backlog

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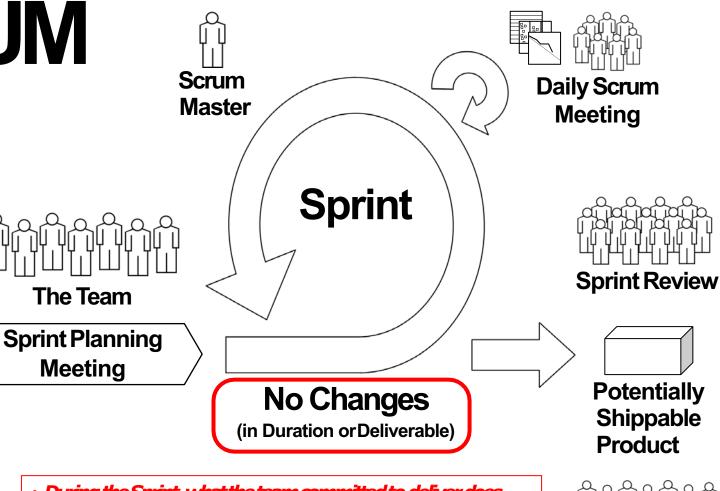
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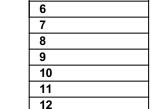
- It is very important that the Product Owner not pressure the team into committing to more than they think is doable. If there is pressure, the team will over-commit and either not finish, or burn themselves out after a couple Sprints.
- Many managers are initially concerned that their team might under-commit. Inreality, most teams have the opposite problem: it may take them several Sprints to learn to not over-commit.



The Team

Meeting





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Product Owner

Product Backlog

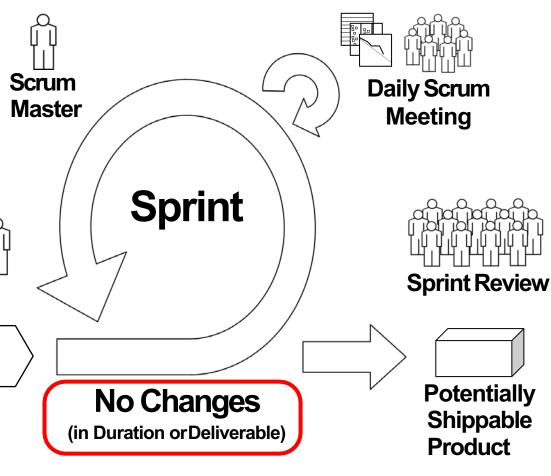
- During the Sprint, what the team committed to deliver does not change, and the end-date of the Sprint does not change.
- · This enables team to make and keep commitments, it gives the team focus and stability during the Sprint, and it trains Product Owner to dearly think through what is on the Product Backlog.
- · If something major comesup, Product Owner can direct the team to terminate the Sprint prematurely, and start a newone.



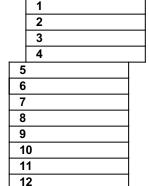
The Team

Sprint Planning

Meeting







Product Backlog

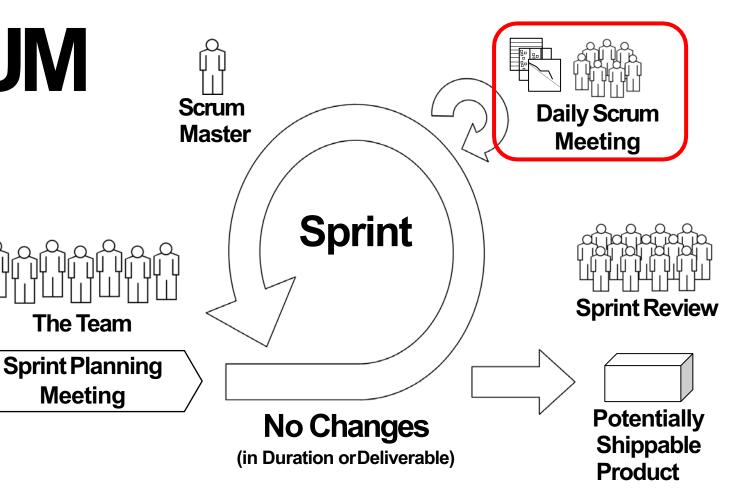
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- Inreturn for not making changes during the Sprint, Product Owner can make any changes they want to the Product Backlog before the start of the next Sprint.
- Product Owner can add, remove, reorder, or change items.
 They can also ask the team to re-implement work that's already been completed.



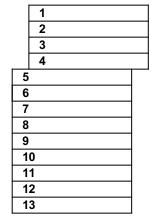
The Team

Meeting





Product Owner



Product Backlog

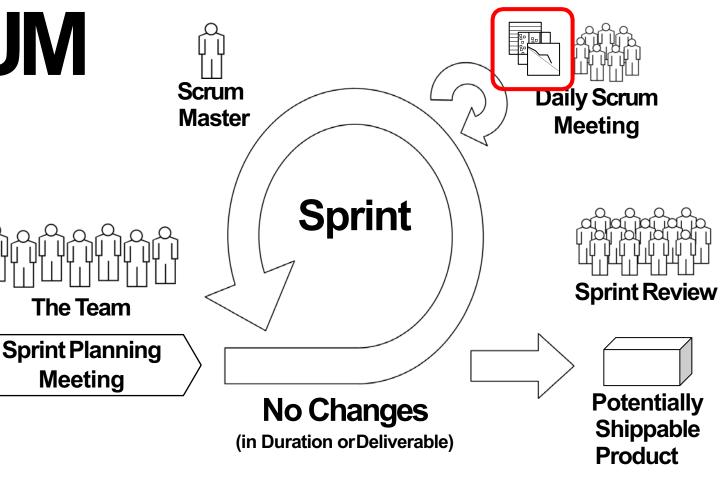
- Each day, the team has a short meeting to update each other on progress and surface blocks. They stand up, to keep it fast.
- To keep the meeting to <15 minutes, everyone reports just 3 things: done since yesterday, done by tomorrow, and blocks.
- · SaumMaster notes blocks, and afterwards helps resolve them.
- · Others can attend the meeting if the team invites them, but they do not speak. This meeting is not for monitoring team.



Sprint Retrospective

The Team

Meeting



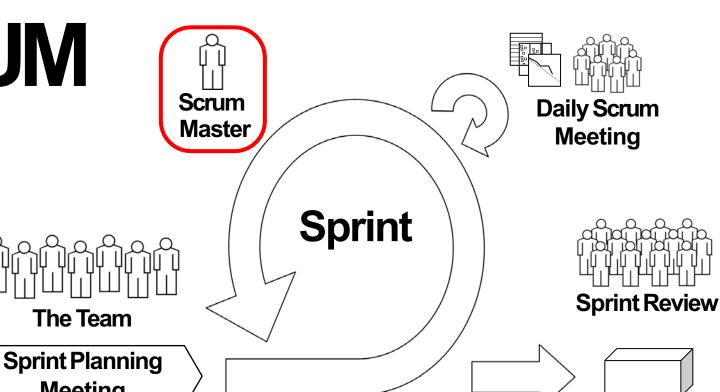


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Product Backlog

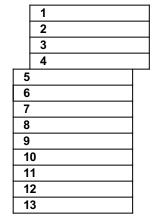
- Each day, the team updates simple charts that make visible how they are progressing towards their goal for the Sprint.
- The Sprint Backlog lists all the tasks, and the hours remaining for each. The Burndown Chart graphs the total hours left for all tasks. The Task Board shows where tasks are in progress.
- These charts enable the team to successfully self-manage and deliver what they committed to by the end of the Sprint







Product Owner



Product Backlog

Meeting No Changes

The Team

(in Duration or Deliverable)

- The ScrumMaster is a newrole. It can be played by an existing person (such as a former Project Manager or team-member).
- The Sarum Master serves the team (helping them remove any and all impediments that surface), protects the team (from any outside disruption or interference), and teaches and guides the team's use of Saum.
- Without a ScrumMaster, the team has a high risk of failure.



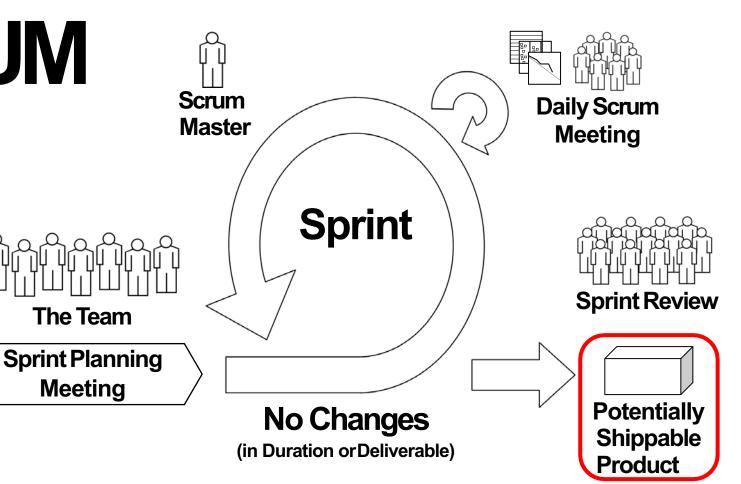
Potentially

Shippable

Product

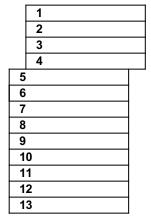
The Team

Meeting





Product Owner

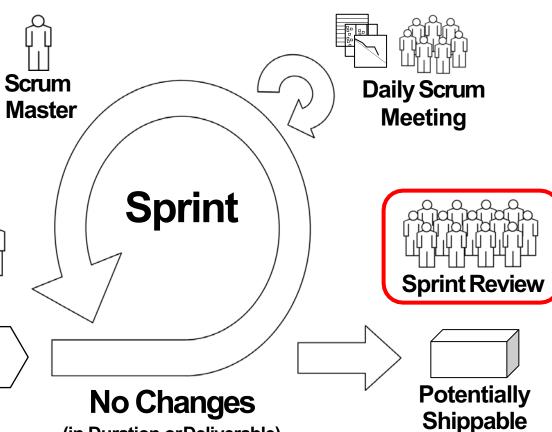


Product Backlog

- The aim for the team is to complete 100% of what they committed to, ideally an increment of Potentially Shippable Product at the end of each Sprint.
- · For software, this means functionality that has been designed, fully implemented, and fully tested, with no majordefects.
- · Fewteams can do product Potentially Shippable Product from Sprint 1, but each Sprint they work to get doser to this goal.

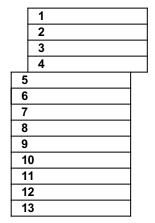


Sprint Retrospective





Product Owner



Product Backlog

Meeting

The Team

Sprint Planning

(in Duration or Deliverable)

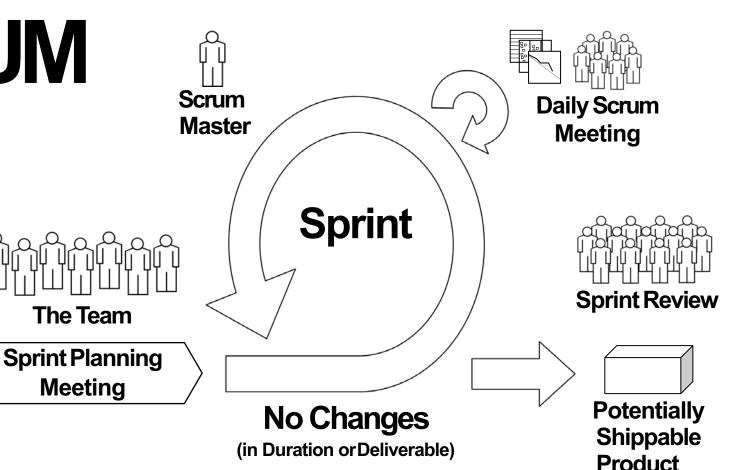
- At the end of the Sprint, the Product Owner, Team, ScrumMaster, and Stakeholders come together and see a demoof what the team has produced.
- The Product Owner gathers feedback from everyone on waysto improve what's been built.
- This feedback is incorporated into the Product Backlog.



Product

The Team

Meeting





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Product Backlog

- The Team, Product Owner, and SaumMaster meet at the end of each Sprint to review their way of working, and look for ways to improve their effectiveness.
- This is the mechanism for continuous improvement, and also where critical problems are identified and addressed, or surfaced to management for assistance.



What Improves Your Likelihood of Success with Scrum?

1. High Quality Scrum Training

- Training for Teams, and also for Managers and Executives.
- Important that everyone know the principles and practices thoroughly, and also be prepared for the challenges and issues.
- Choose your training provider carefully lots of low-quality providers are starting to enter the market.

2. Active, Informed Support from Management

• Management role has to shift from micromanagement to macromanagement.

3. Clear Executive and Organizational Buy-In

- Scrum surfaces organizational dysfunction, and executive team needs to provide leadership and support to address companywide issues that surface.
- Support also required from HR, Finance, Budgets, Metrics.

4. Coaching and Consulting Support

 Useful to have help from outside advisors on tough problems and bigger projects.

5. Discipline and Commitment to Actually Doing Scrum

 A common mistake is to modify Scrum, or apply it only partially. This can cause unintended negative effects, or allow existing dysfunction to remain unaddressed.