Scrum Master Training

Vedavit Project Solutions

Delivering Business Values with Happiness

Agenda

- Background
- Scrum Overview
- Daily Scrum
- Ceremonies
- Roles
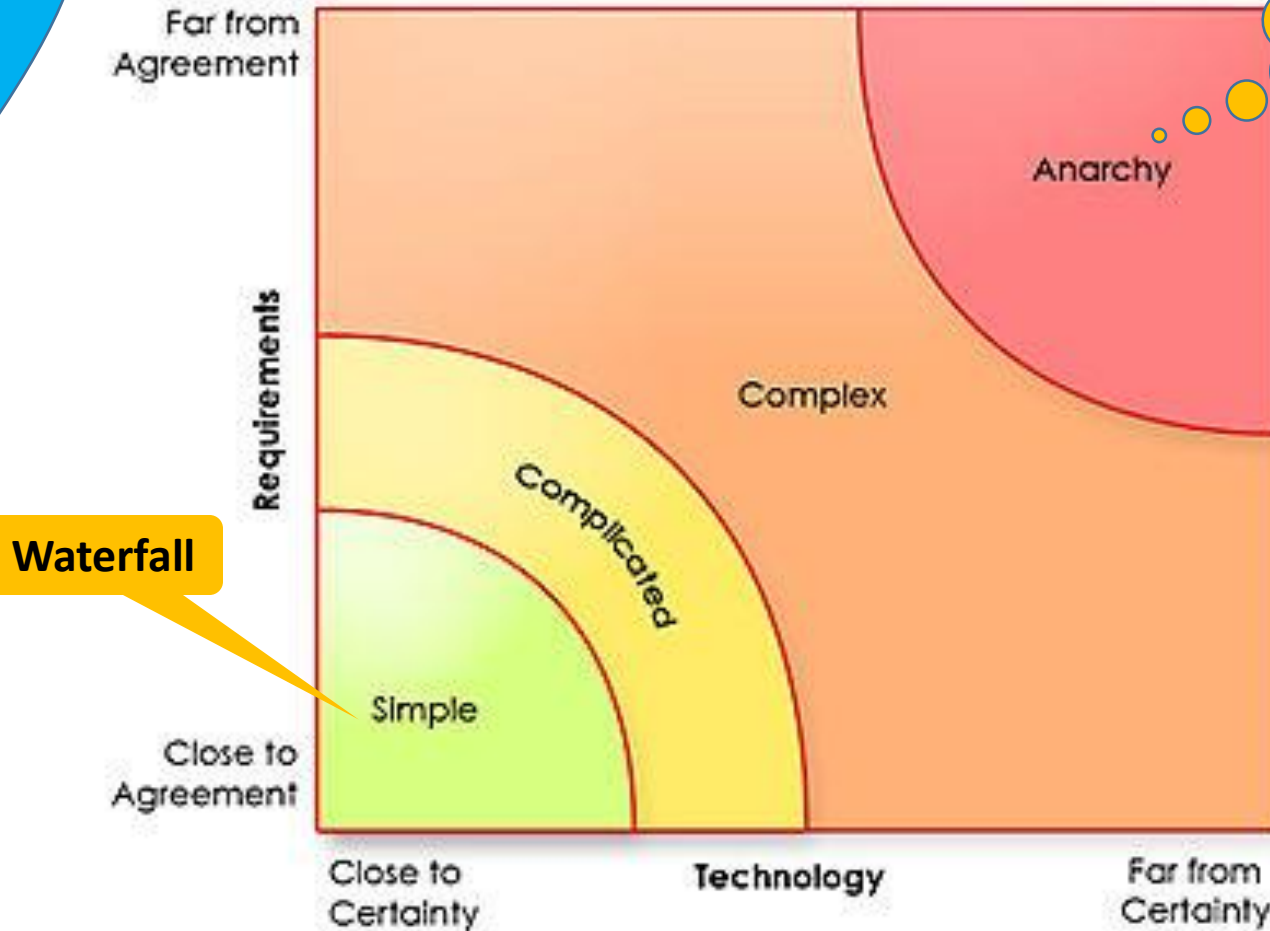- Artifacts
- Estimation
- Task Boards
- Scaling Scrum

Background

- Defined vs Empirical Processes

- Predictive vs Adaptive Plans

- Complex Adaptive Systems

Which PM Methodology is best?

The Spectrum of Process Complexity

Ralph Stacey's complexity matrix

Nothing works here

Waterfall

Agile Manifesto

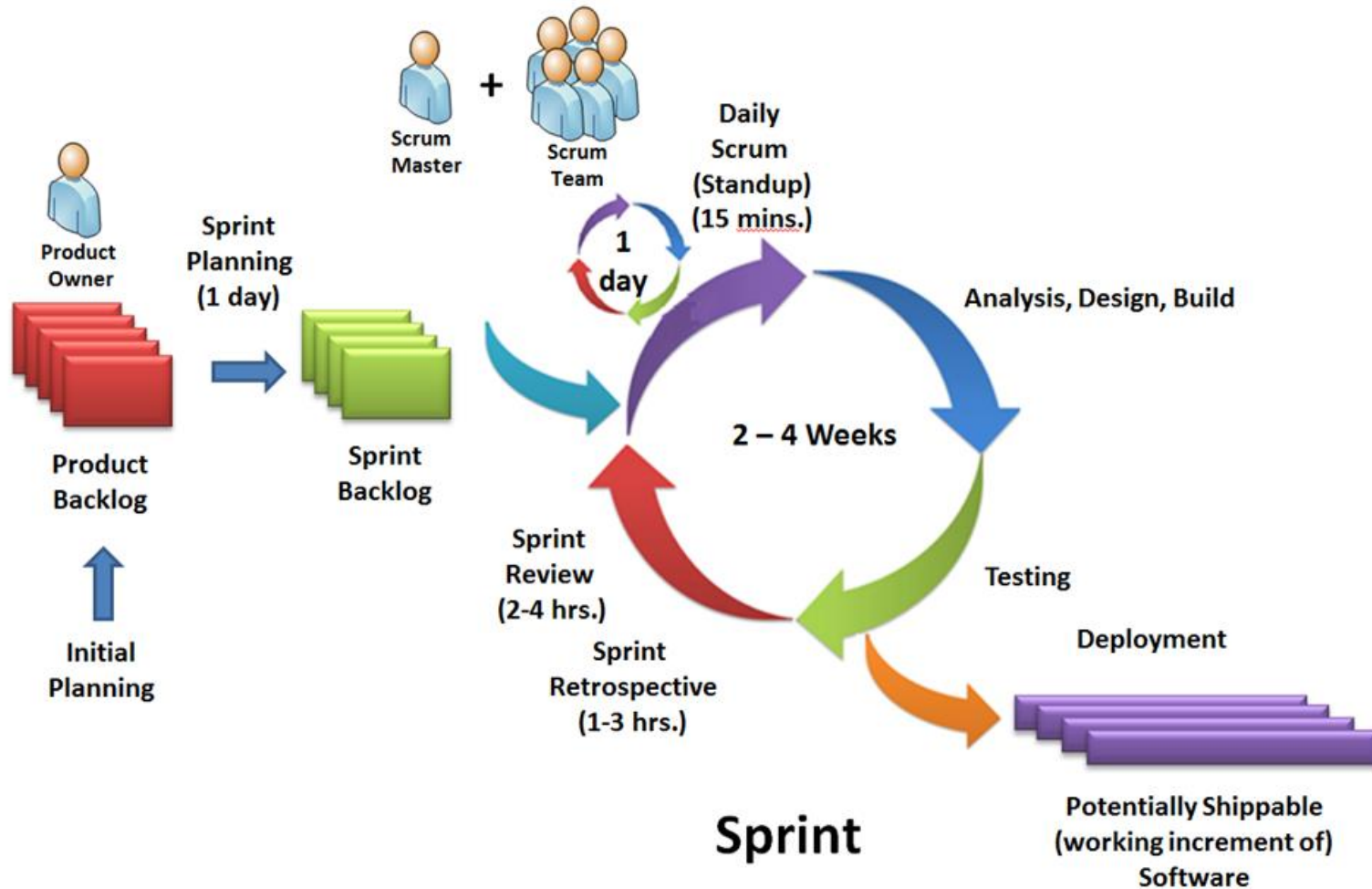| Individuals and interactions	over	Process and tools
Working software	over	Comprehensive documentation
Customer collaboration	over	Contract negotiation
Responding to change	over	Following a plan

Source: www.agilemanifesto.org

Agile Principles

1. Satisfy customer by continuous delivery of valuable product
2. Welcome Change even at late stage
3. Deliver working software Frequently
4. Business and Developer work together
5. Build around Motivated Individuals- Give team opportunity, trust them
6. Face-to-face communication
7. Working software is the primary measure of progress.
8. Sustainable Development
9. Continuous Technical Excellence
10. Simplicity--the art of maximizing the amount of work not done--is essential.
11. Self Organizing Team
12. Team reflection at regular intervals

Scrum Overview

Daily Scrum

Who participates there? Committed only & not involved

This is information sharing session. NOT reporting session.

- What did you do yesterday?
- What will you do today?
- Are there any impediments in your way?

Sprint Planning

There are two defined artifacts that result from a sprint planning meeting:

- A sprint goal

- A sprint backlog

Example of sprint goal

- Implement basic shopping cart functionality including add, remove, and update quantities.

- Develop the checkout process: pay for an order, pick shipping, order gift wrapping, etc.

Sprint Review Meetings

- At the end of each sprint, a sprint review meeting is held. During this meeting, the Scrum team shows what they accomplished during the sprint. Typically this takes the form of a demo of the new features. <u>NO PPT Presentation.</u>

- Include the product owner, the Scrum team, the ScrumMaster, management, customers and developers from other projects

Sprint Retrospectives

- Start doing

- Stop doing

- Continue doing

Product Backlog

A typical Scrum backlog comprises the following different types of items:

- Features

- Bugs

- Technical work

- Knowledge acquisition

Example of User Story in Product Backlog

- Every user story should have business value assigned by PO

- Every user story should have minimum one customer

- User should satisfy INVEST model

Format of any user story should be

As a …… I want to …………… so that I can …………

Product Owner Role

- Develop vision of what he or she wishes to build, and convey that vision to the scrum team

- Prioritize

- Available to team for discussions

- Justify ROI

- Accepts or rejects work results

Scrum Master

- Responsible for making sure a Scrum team lives by the values and practices of Scrum

- The ScrumMaster is often considered a coach for the team, helping the team do the best work it possibly can.

- The ScrumMaster can also be thought of as a *process owner* for the team, creating a balance with the project's key stakeholder, who is referred to as the product owner
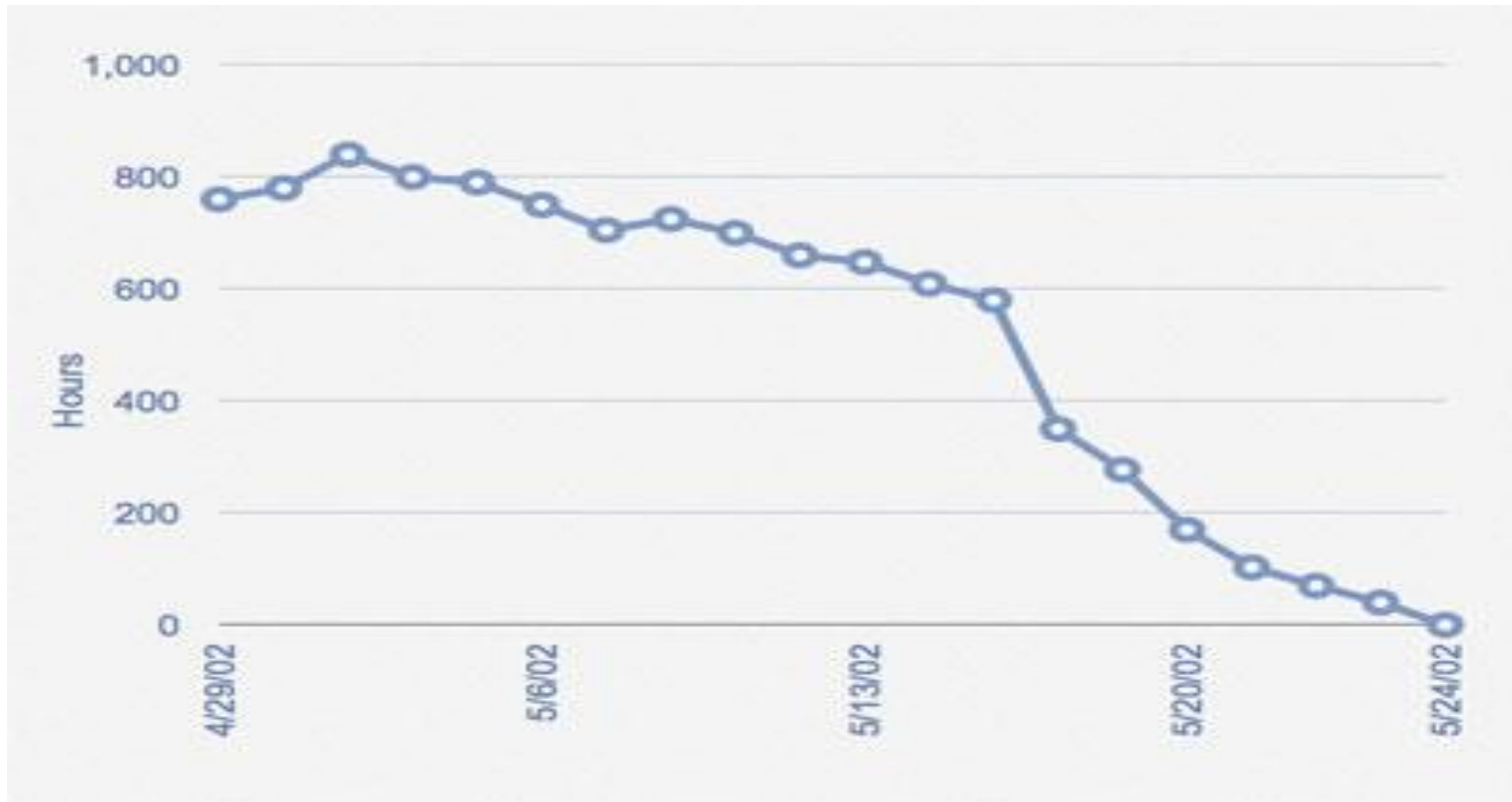
- Removes external impediments

Scrum Team

- Team size 7 +/- 2

- Self Organizing Team (no titles)

- Everyone on the project works together to complete the set of work they have collectively committed to complete within a sprint

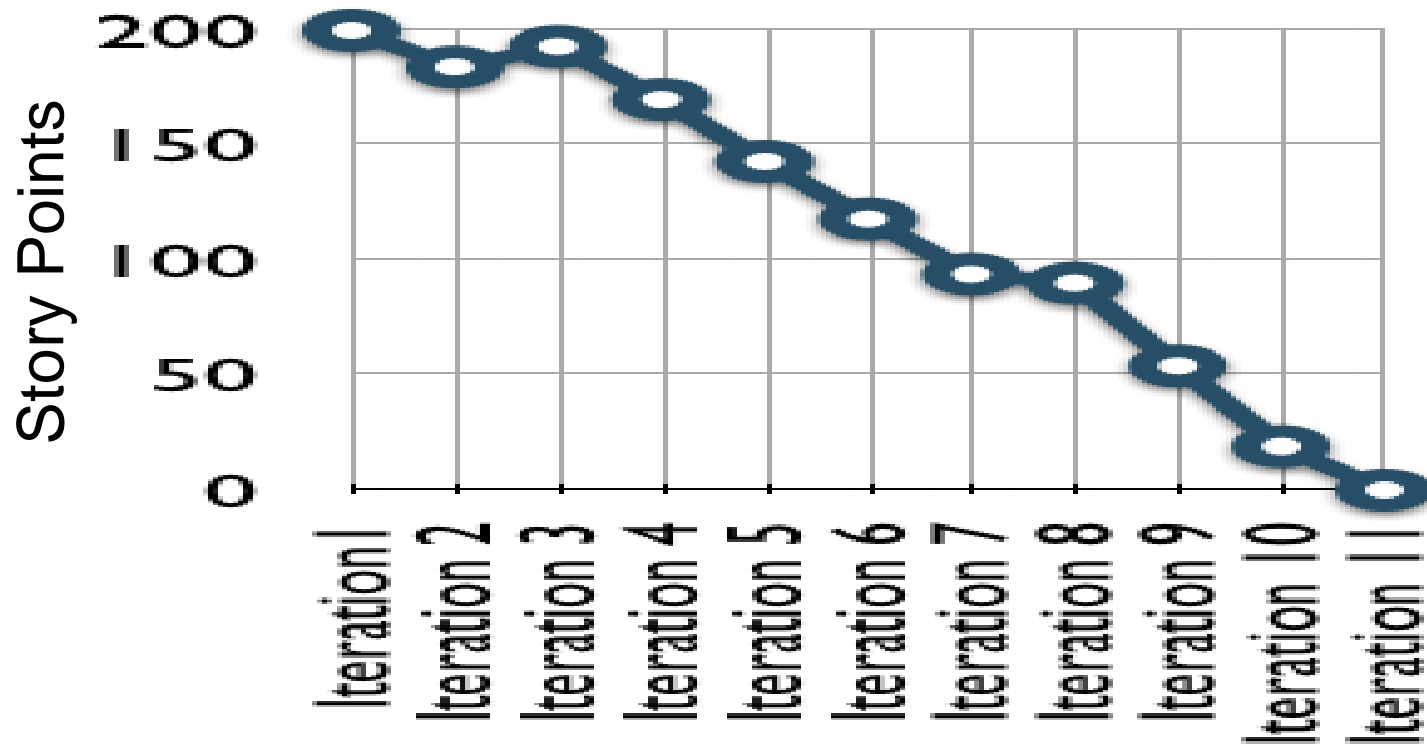- No specialized skills like programmer, developer, architect

Sprint Backlog

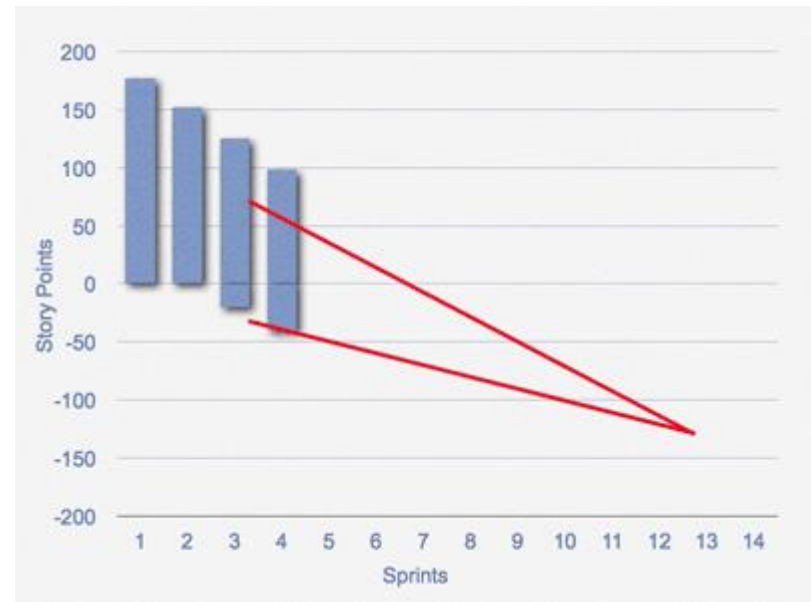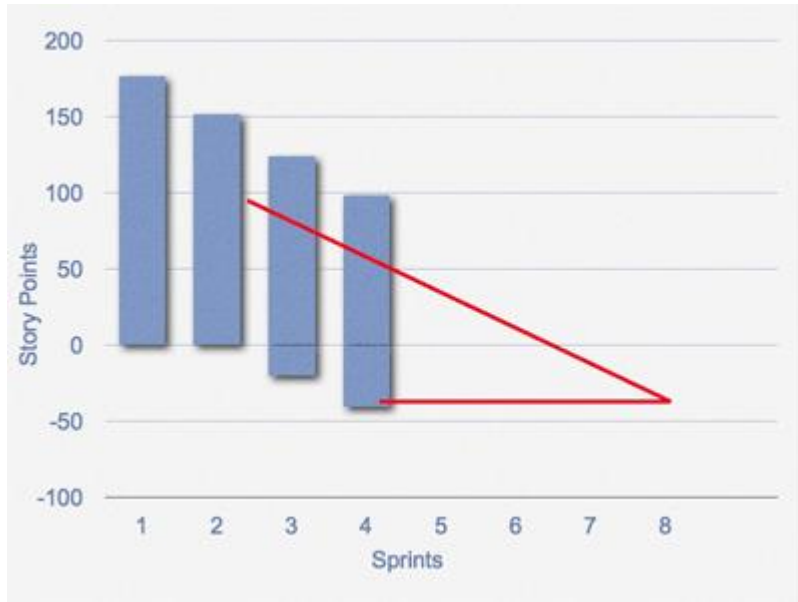| User Story	Tasks	Day 1	Day 2	Day 3	Day 4	Day 5	...
As a member, I can read profiles of other members so that I can find someone to date.	Code the ...	8	4	8	0		
	Design the ...	16	12	10	4		
	Meet with Mary about ...	8	16	16	11		
	Design the UI	12	6	0	0		
	Automate tests ...	4	4	1	0		
	Code the other ...	8	8	8	8		
As a member, I can update my billing information.	Update security tests	6	6	4	0		
	Design a solution to ...	12	6	0	0		
	Write test plan	8	8	4	0		
	Automate tests ...	12	12	10	6		
	Code the ...	8	8	8	4		

Sprint Burndown Chart

Release Burndown Chart

Release Burndown Bar Chart

Release Burndown Bar Chart & Prediction

Estimation

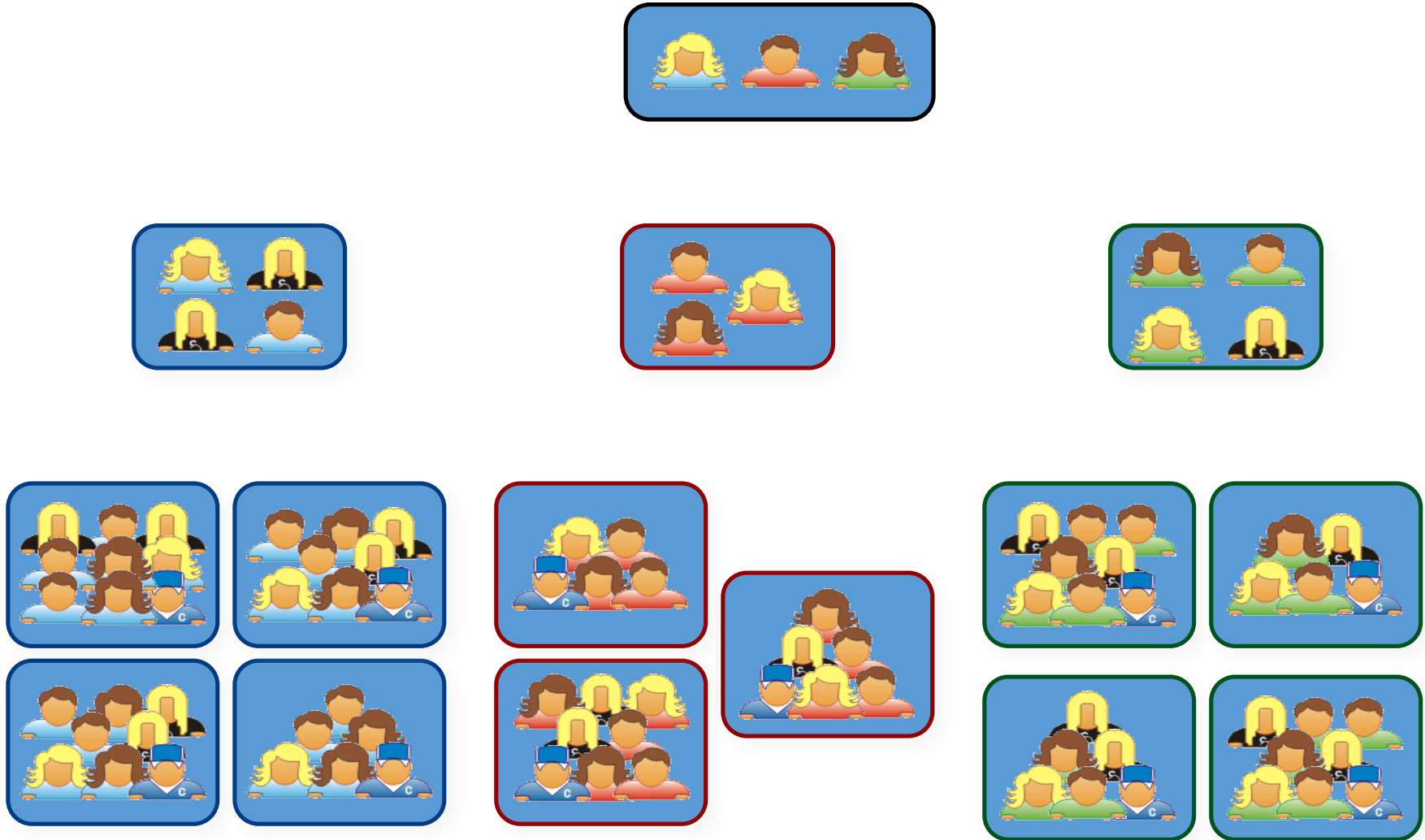- Planning Poker

- Relative Size Estimation

- Affinity Estimation

Task Board

Story	To Do		In Process	To Verify	Done
As a user, I... 8 points	Code the... 9	Test the... 8	Code the... DC 4	Test the... SC 6	Code the... D
	Code the... 2	Code the... 8	Test the... SC 8		Test the... SC 8
	Test the... 8	Test the... 4			Test the... SC Test the... SC Test the... SC 6
As a user, I... 5 points	Code the... 8	Test the... 8	Code the... DC 8		Test the... SC Test the... SC Test the... SC 6
	Code the... 4	Code the... 6			

Scaling Scrum

- Typical individual team is 7 ± 2 people

  - Scalability possible using feature teams

- Factors in scaling

  - Type of application

  - Team size

  - Team dispersion

  - Project duration

- Scrum has been used on multiple 500+ person projects

Scrum of Scrum of Scrum

Further Readings

- *Agile Estimating and Planning, Author: Mike Cohn, ISBN #0131479415*

- *Agile Project Management with Scrum, Author: Ken Schwaber, ISBN #073561993X*

- *Agile Project Management:Creating Innovative Products –2nd Edition, Author: Jim Highsmith, ISBN #0321658396*

- *Agile Retrospectives: Making Good Teams Great, Author: Esther Derby, Diana Larsen,KenSchwaber, ISBN #0977616649*

- *Agile Software Development:The Cooperative Game –2nd Edition, Author: Alistair Cockburn, ISBN #0321482751*

- *Becoming Agile in an imperfect world, Author: Greg Smith, Ahmed Sidky, ISBN #1933988258*

- *Coaching Agile Teams, Author: Lyssa Adkins, ISBN #0321637704*

- *Lean-Agile Software Development:AchievingEnterprise Agility, Author: Alan Shalloway,GuyBeaver,JamesR.Trott,ISBN#0321532899*

- *The Art of Agile Development, Author: James Shore, ISBN #0596527675*

- *The Software Project Manager's Bridge to Agility, Author: Michele Sliger, Stacia Broderick, ISBN #0321502752*

- *User Stories Applied:For Agile Software Development, Author: Mike Cohn, ISBN #0321205685*

- *Agile Software Development Ecosystems* by Jim Highsmith

- *Agile Software Development with Scrum* by Ken Schwaber and Mike Beedle

- *Scrum and The Enterprise* by Ken Schwaber

- *Succeeding with Agile* by Mike Cohn

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