Running Essential Scrum Projects

William W. Davis, MSPM, PSM

AGILIST

@famousdavis   www.famousdavis.com

Scrum:
Easy to understand.
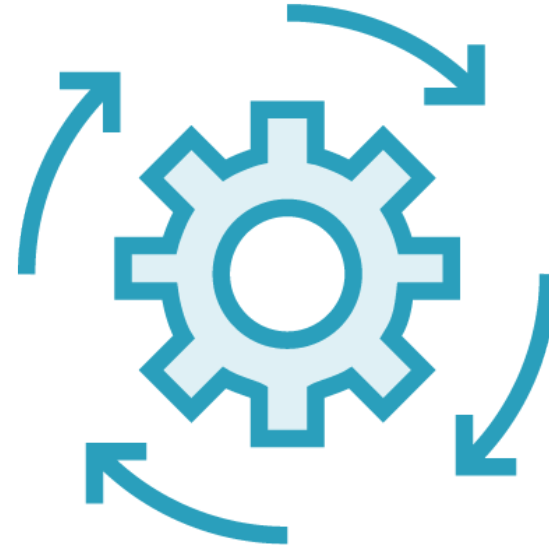*Hard to master.*

Scrum Is Built on Empiricism

You know something

By doing something

Inputs to the First Scrum Sprint

Product Backlog
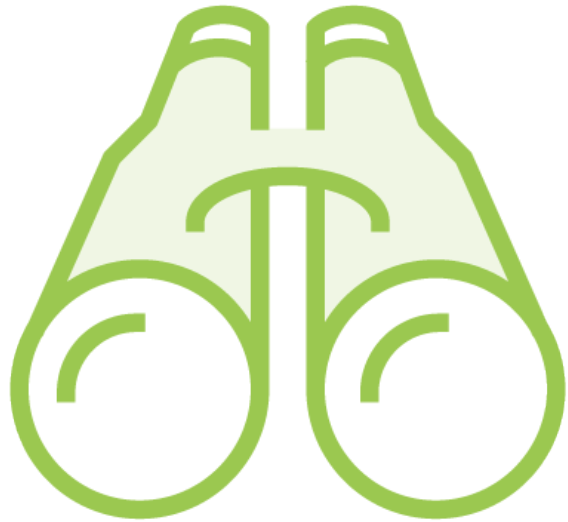
**Development
Team capacity**

Traditional (Waterfall) Projects

- **Project charter**
- **High-level budget**
- **High-level schedule**
- **Planning documents**

Scrum Projects

Input to the First Scrum Sprint: Product Backlog

Goal, Mission

Product Backlog

May be incomplete

Has enough detail to start the first sprint

Input to the First Scrum Sprint: Team Capacity

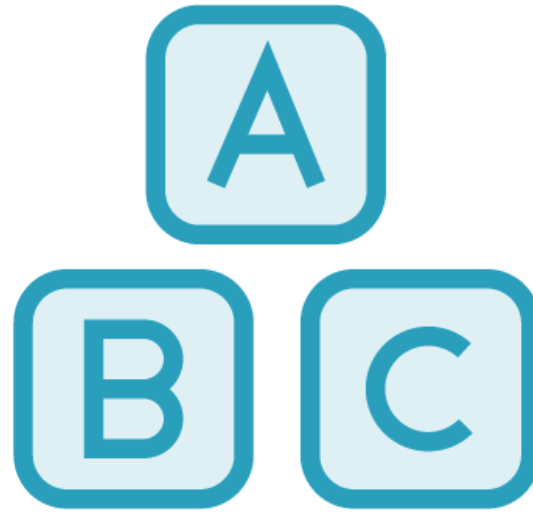**The Development Team must assess their work capacity**

Development Team capacity

Inputs to Later Scrum Sprints

Product Backlog

Product Increment

Development Team capacity

Project Management Plans in Scrum

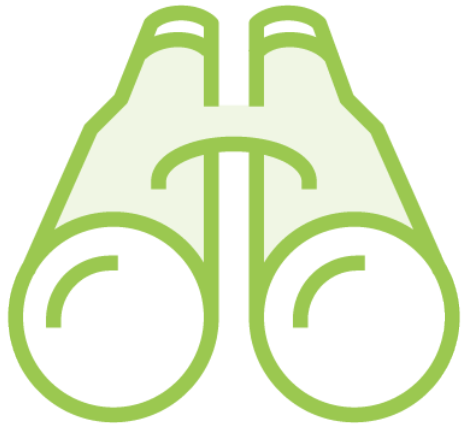# Project Management's "Triple Constraint"

Scope

Budget (cost)

Schedule (time)

Project Management's "Triple Constraint"

Scope

A B C

Product Backlog

Project Management's "Triple Constraint"

Forecasts

Budget (cost)

Schedule (time)

Other Project Management Plans

Project Management plans

Definition of "Done"

Scrum events

Scrum artifacts

Sprint Zero

There Is No Sprint Zero in Scrum!

Sprint Zero

Emergent Design

Just enough design to start the first sprint
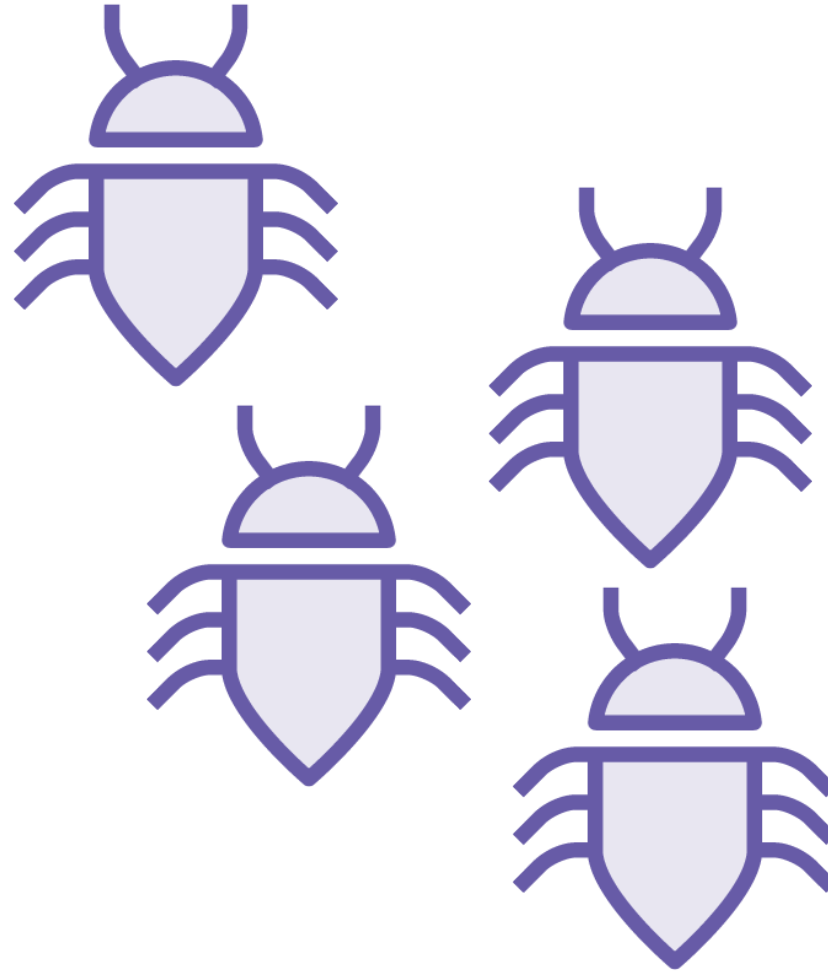
PDCA

Scrum Dysfunction

Creating big, comprehensive, upfront designs is a Scrum dysfunction

The "Hardening" Sprint

What Is a "Hardening Sprint"?

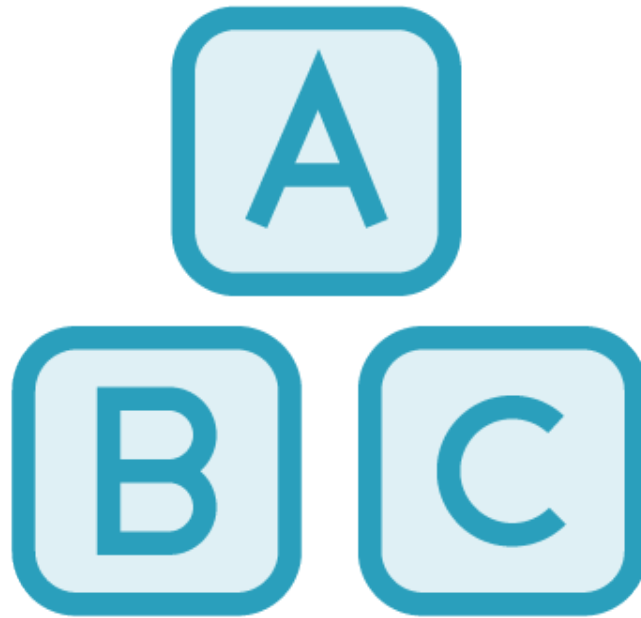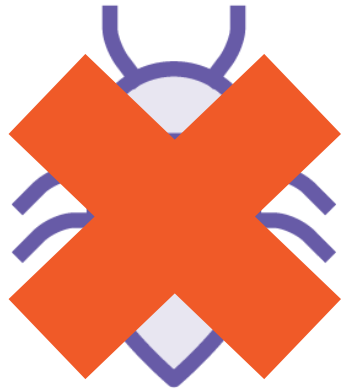"Hardening" sprints are a Scrum dysfunction!

Keep the same Sprint Goal

Choose a different, achievable way to pursue the Sprint Goal

Maintain (don't relax) the team's Definition of "Done"

At the end of every sprint, the Product Increment should be useable and releasable

Every Sprint Delivers High Quality

Staffing a Scrum Team

Staffing a Scrum Team

Optimal

Not optimal

This Scrum Team has all the skills they need to complete their work

This Scrum Team relies on outside expertise for skills they lack
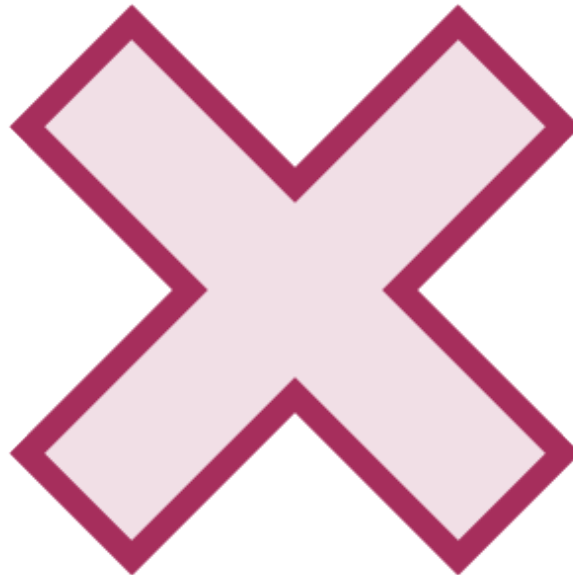
Staffing Changes to Scrum Teams

# Changing a Scrum Sprint

Check Your Understanding

True or false? A Development Team has taken on too much work to complete before the end of the sprint. One way to solve this problem is for the whole Scrum Team to decide to extend the length of their current sprint.

Check Your Understanding

True or false? A Development Team is running behind. To finish their work, they can choose to postpone fulfilling all the conditions stipulated in their Definition of Done, which will temporarily degrade the quality of the Product Increment.
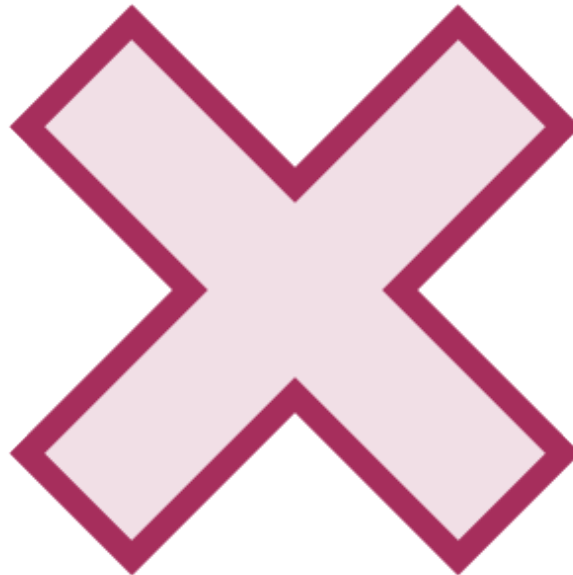
Check Your Understanding

True or false? A Development Team can, with the Product Owner, renegotiate the scope of work to be included in the sprint so the Sprint Goal is achieved in a smaller, different way than what was originally envisioned during Sprint Planning.

Canceling a Sprint

Conditions When Canceling Is Possible

An organization has changed its direction and the current Sprint Goal is obsolete

A Sprint Goal cannot be achieved in the current sprint, even after renegotiating the work of the sprint

An organization needs to redirect the entire Scrum Team to other, higher priority work

A Sample PSM Exam Question

Who has the authority to cancel a Scrum sprint? Choose all that apply.

a) Anyone on the Scrum Team
b) The Scrum Team (if everyone agrees)
c) Sprint Backlog
d) Scrum Master
e) Product Owner
f) Development Team (if everyone agrees)
g) Any Scrum Team member's functional manager
h) The CEO

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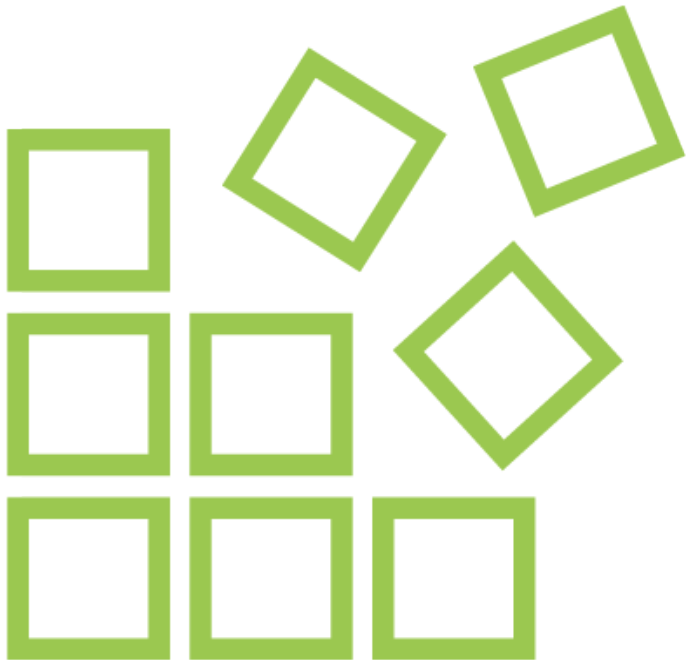g) Any Scrum Team member's functional manager
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Last Steps to Canceling a Sprint

Ending a Scrum Project

"This is good enough. Let's start working on something else now."

Product Owner ending a Scrum project

Closing Scrum

Product Owner

Scrum Master

Product Backlog

Development Team

Closing Scrum

Product Owner

Product Backlog

Development Team

Course Conclusion

Some Final Tips

Take the Scrum Open Assessment

Know the Agile Manifesto

Score 95% on the PSM-1 exam to be a PST in the future

Know why your wrong answers are wrong

Visit Scrum.org's blog and forum for more tips, links, advice

Read and re-read the Scrum Guide

Summary

Scrum is built on empiricism

5 Scrum values

5 Scrum events (4 inside 1)

3 Scrum roles

3 Scrum artifacts

Definition of "Done"