

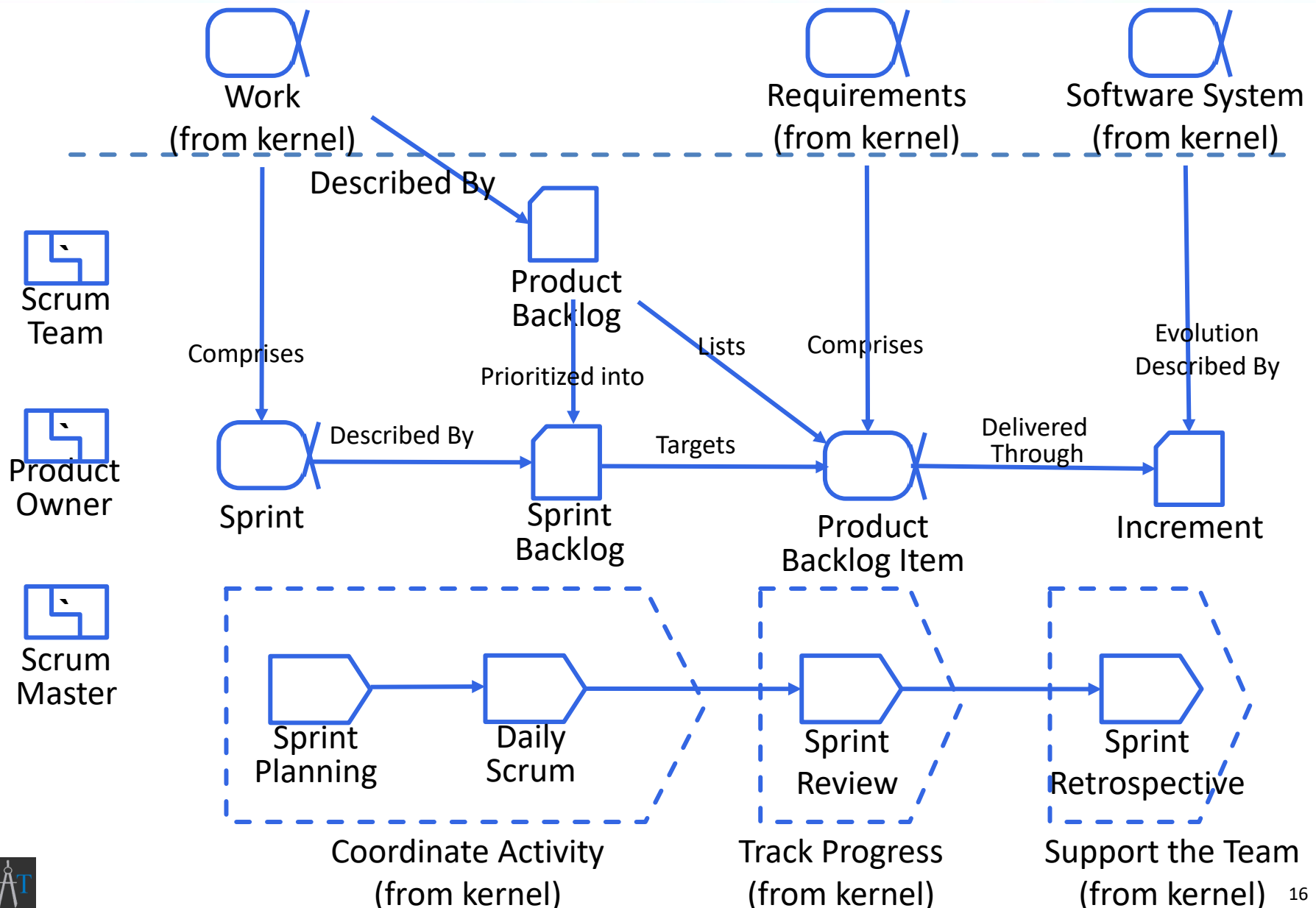


**Essence
Software Engineering Essentialized**

Running with Scrum

List of authors TBD


Scrum Lite Practice Expressed in the Essence Language



Scrum Lite Elements

Scrum Lite Alphas: Sprint

A priority ordered list of everything that might be needed in the product. The single source of requirements for any changes to be made to the product.


 **Sprint**


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

Scheduled


Planned

Reviewed

Relates to:  Work

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Scrum Lite Alphas: Sprint states


 **Sprint**

Scheduled

☐ Next iteration scheduled
☐ Backlog Items prioritized
☐ Sufficient backlog items ready for planning

1 / 3


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 **Sprint**

Planned

☐ Iteration goals agreed
☐ Backlog items to be completed agreed
☐ Key risks identified
☐ Sufficient backlog items ready for development

2 / 3


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 **Sprint**

Reviewed


☐ Completed backlog items reviewed
☐ Uncompleted backlog items handled
☐ Improvement actions planned

3 / 3

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Scrum Lite Alphas: PBI

Product Backlog Item.
A change to be made to the product in a future release (for example a feature, user story, requirement, enhancement or fix).

 **Product Backlog Item**


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


To Do

Ready

Doing

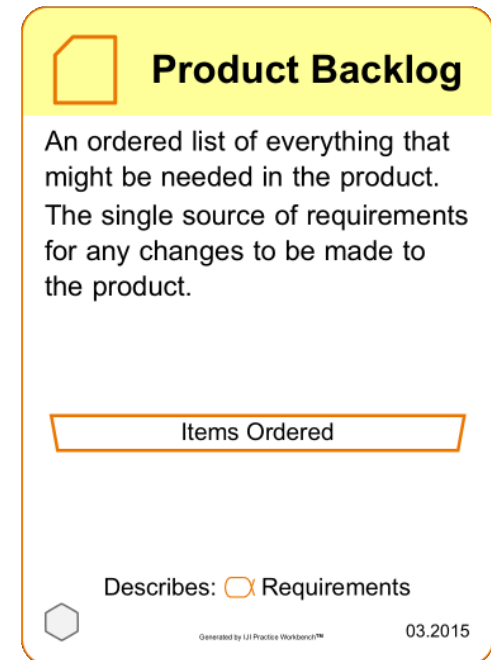
Done

Relates to:  Requirements

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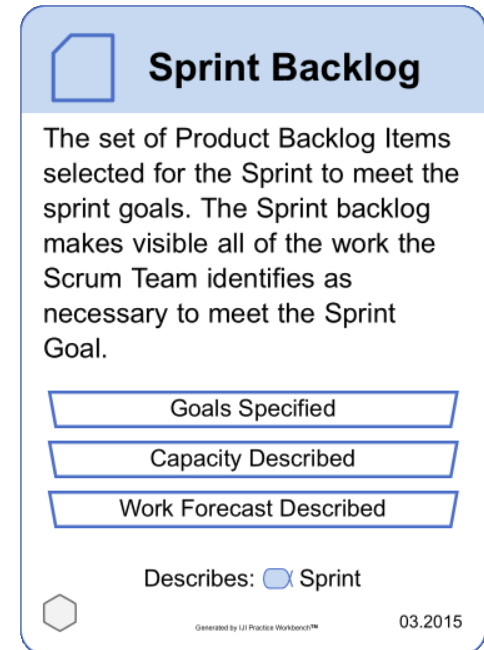
SL Working Products: Product Backlog

A priority ordered list of everything that might 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.



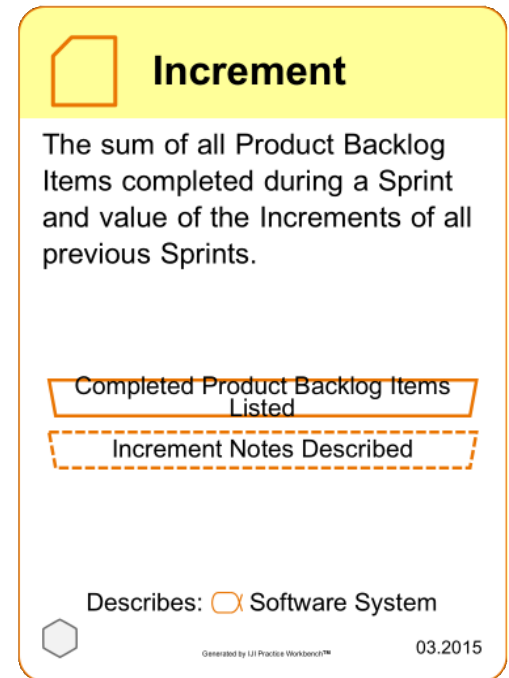
SL Working Products: Sprint Backlog

The set of Product Backlog Items selected for the Sprint, plus a plan for delivering the Increment and realizing the Sprint Goal. The Sprint Backlog makes visible all of the work the Development Team identifies as necessary to fulfill the Sprint Goal.



SL Work Product: Increment

The Product Owner is responsible for maximizing the value of the product and the work of the Development Team. How this is done may vary widely across organizations, Scrum Teams, and individuals. The Product Owner is the sole person responsible for managing the Product Backlog.



Scrum Lite Elements: Scrum Roles

Scrum Lite identifies explicitly two roles, namely the **Product Owner** and **Scrum Master**.

A role is a list of responsibilities that one or more people accept. The individuals serving as Product Owner and Scrum Master and the rest of the team members form the scrum team.

Essence allows models roles and team organization as *patterns*.

SL Pattern: Product Owner

The sum of all Product Backlog Items completed during a Sprint and those items completed during all previous Sprints.

The Increment must be "Done", which means the Software System it describes must be usable and meet the Definition of Done.



Product Owner

The Product Owner is the sole person responsible for managing the Product Backlog.

Accountable for ensuring:

- The Product Backlog items are clearly expressed
- The Product Backlog is ordered, transparent and visible to the Scrum Team.
- The Scrum Team understands the Product Backlog items
- The value generated by the Scrum Team is optimized



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SL Pattern: Product Owner

Duties includes:

- Clearly expressing Product Backlog items
- Ordering the items to best achieve goals and missions
- Optimizing (maximizing) the value of the work the Development Team performs
- Ensuring that the Product Backlog is visible, transparent, and clear to all, and shows what the Scrum Team will work on next
- Ensuring the Development Team understands items in the Product Backlog



Product Owner

The Product Owner is the sole person responsible for managing the Product Backlog.

Accountable for ensuring:

- The Product Backlog items are clearly expressed
- The Product Backlog is ordered, transparent and visible to the Scrum Team.
- The Scrum Team understands the Product Backlog items
- The value generated by the Scrum Team is optimized



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SL Pattern: Scrum Master

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



Scrum Master

The Scrum Master is responsible for ensuring that Scrum is understood and enacted. He/she is a servant leader for the Scrum Team.

Amongst other things he/she helps:

- Facilitate Scrum activities
- Remove impediments
- Team members understand Scrum
- Promote agility

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SL Pattern: Scrum Master

Duties include:

- Guide Scrum activities
- Remove impediments
- Ensure everyone understands Scrum
- The Scrum Team understand the need for clear and concise product backlog items



Scrum Master

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Amongst other things he/she helps:

- Facilitate Scrum activities
- Remove impediments
- Team members understand Scrum
- Promote agility



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SL Pattern: Scrum Team

The Scrum Team consists of a Product Owner, the Development Team, and a Scrum Master. Scrum Teams deliver products iteratively and incrementally, maximizing opportunities for feedback on how they are doing and self-improvement. The best Scrum Team size is small enough to remain nimble and large enough to complete all significant work within a Sprint.



Scrum Team

The Scrum Team consists of a Product Owner, a Scrum Master, and other members, usually developers and testers.

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

Scrum Teams are:

- Self organizing
- Cross-functional



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Kickstarting Scrum Lite

- . Create Team
- . Assign Roles (Product Owner, Scrum Master)
- . Define activity details: Sprint schedule, Sprint planning, Daily Scrum, Sprint Review, Sprint Retrospective (more on this)
- . Start Scrumming

SL Activities: Sprint Planning

Decide what can be delivered in the Sprint's Increment and how the work needed to deliver the agreement will be Achieved.

More than simply picking PBIs from the backlog!



Sprint Planning

Decide what can be delivered in the Sprint's Increment and how the work needed to deliver the agreement will be achieved.

☐ Sprint: Scheduled

Coordinate Activity



Leadership



Management

☐ Work: Started

☐ Sprint: Planned

☐ Sprint Backlog: Work Forecast Described



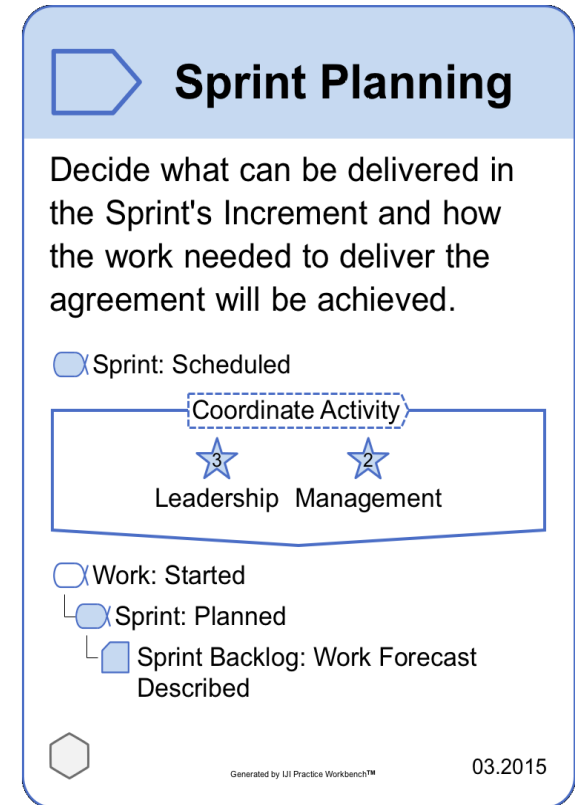
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SL Activities: Sprint Planning

Possible Team questions:

- 1) Were the items selected for this sprint properly prepared?
- 2) Could the developers estimate each item?
- 3) Has the team considered their capacity when deciding if they could commit to the proposed items to complete in this sprint?
- 4) Are our team members experienced enough to know to ask the preceding Questions?

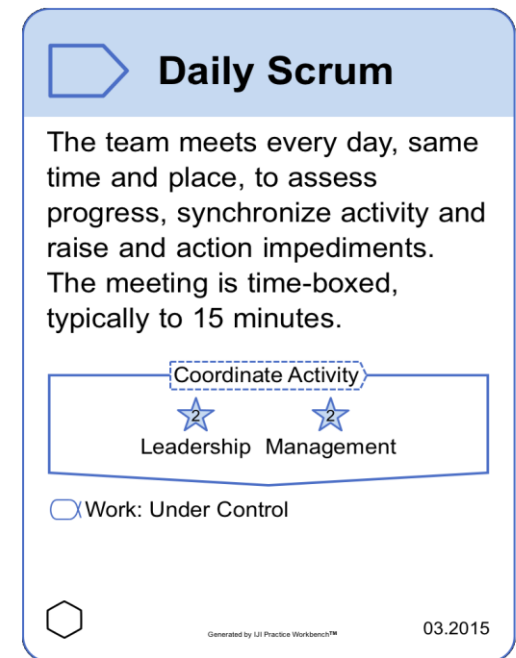


SL Activities: Daily Scrum

A simple activity helps the team keep the Work Under Control.

Guiding principles:

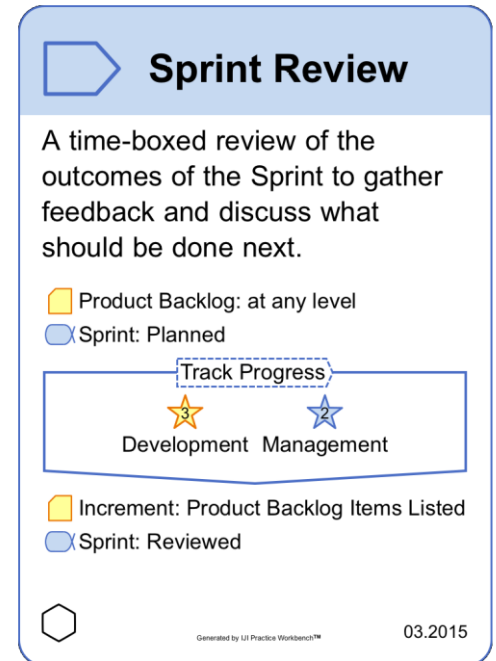
- keep the meeting to 15 minutes,
- only the developers speak
- answer the three main questions
 - what did I do since the last daily scrum,
 - what do I plan to do next,
 - what obstacles am I facing



SL Activities: Sprint Review

A review of the product by the stakeholders. The focus is demonstrating what the team produced based on what they **committed to produce**

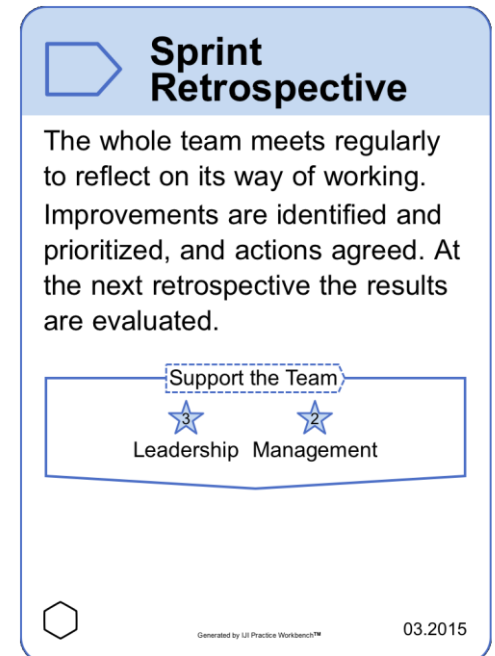
Teams do not take “partial credit” for completing part of a backlog item. The product owner explains this during the sprint review and how to address the missing item. The sprint review is also an opportunity to get valuable feedback from the stakeholders.



SL Activities: Sprint Retrospective

The goal is to review how they are doing on their endeavor from the perspective of their agreed to method, and to agree to improvements to their method to do in the next sprint.

The results of these improvements can be tacit or explicit, which means they may or may not require changes to practice descriptions.



SL Activities: Sprint Retrospective

A Sprint Retrospective could be represented in the Essence language as an activity within a larger practice, such as Scrum, or as a practice itself. Many organizations break their retrospectives out as a separate practice and include in the practice criteria to help teams select practical improvements that can be implemented within the next sprint.

One example is the **SMART criteria**, which stands for Small, Measurable, Attainable, Relevant, and Testable. These attributes are intended to be used by teams to help them assess if their agreed to improvements can be implemented within the next sprint.

Reflecting on the Use of Scrum with Essence

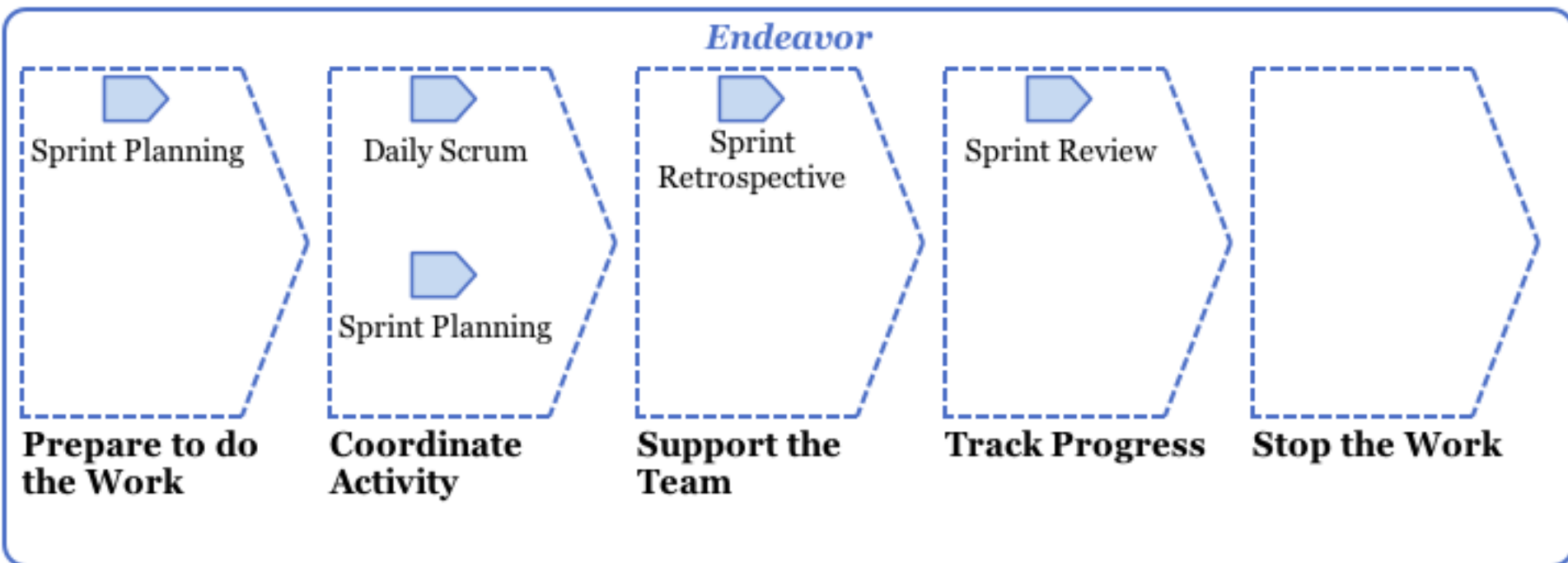
SL Essentialized: impact

Scrum essentialization helps you to focus on the essentials of Scrum in two important ways:

1. Calling out the most important parts of the practice.
2. Making explicit what these important parts are

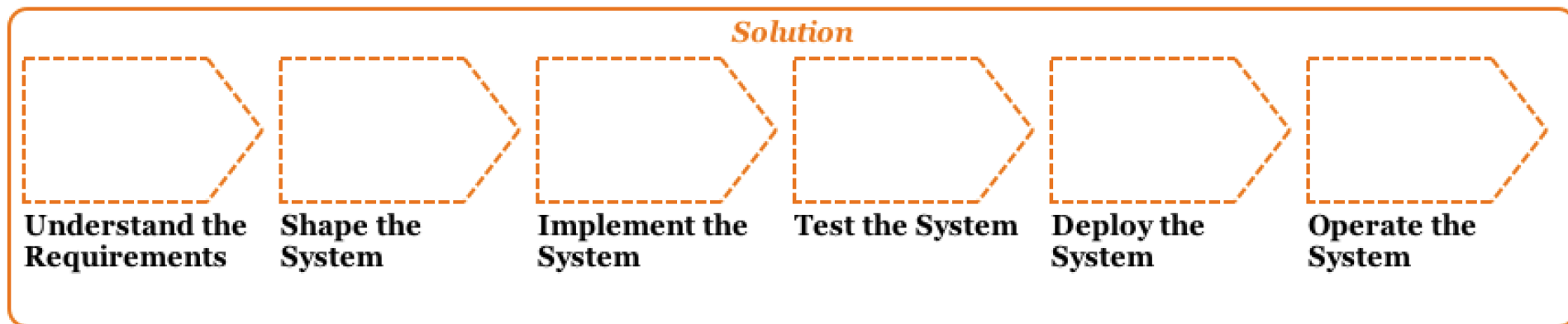
SL Essentialized: impact

Example: activity spaces populated by Scrum Lite activities. Notice that SL only occupies some activity spaces in the endeavor area of concern. In particular, “Stop the Work” is empty.



SL Essentialized: impact

Likewise, Scrum Lite (and Scrum as well) also do not provide any guidance on other areas of concerns, (i.e. the customer and solution area).



For Next Time

- Review Essentials Ch. 14 Sections 5 – 7
- Review this Lecture
- Read Essentials Ch. 15 Sections 1 – 5
- Come to Lecture