# A Manager's View of Scrum

...

AmsterdamPHP
20 March 2025

**Today:**
Which practices separate great Scrum teams from others?

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Which practices separate great Scrum teams from others?

Top 10 things the best Scrum teams get right every time!

You won't believe nr. 7!!

Find out how to get started inside.

# Practicalities

A barely organized list of good things to do.

Questions welcome.

QR-code for slides at the end

# Who am I

Jakob Buis

~~Developer~~
~~Team lead~~
~~Engineering Manager~~
Management consultant

Professional team builder

# Should you listen to me?

## Yes, because:

I'm a smart guy

Worked with 15+ Scrum teams in various companies & industries

As a developer, manager and Scrum Master

Professional Scrum Master II

# Should you listen to me?

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As a developer, manager and Scrum Master

Professional Scrum Master II

## No, because:

I fuck up, a lot

Worked with 16 teams, mostly in smaller companies (< 300 people)

Most of my ideas come from other people (links included!)

# Understanding Scrum

Daily Scrum

Definition of Done

Developer

Empiricism

Increment

Product Backlog

Product Goal

Product Owner

Sprint

Sprint Backlog

Sprint Goal

Sprint Planning

Sprint Retrospective

Sprint Review

Technical debt

1

# Experiment beyond Scrum
# not before Scrum

# THE SCRUM Police

Daily Scrum on Mon & Wed
Demo work not completed
Retrospective every 3rd sprint

Daily Scrum on Mon & Wed
Demo work not completed
Retrospective every 3rd sprint

Scrum doesn't work for us

1

# Experiment beyond Scrum
# not before Scrum

2

Working, tested software
every sprint

# Manifesto for Agile Software Development

We are uncovering better ways of developing
software by doing it and helping others do it.
Through this work we have come to value:

**Individuals and interactions** over processes and tools
**Working software** over comprehensive documentation
**Customer collaboration** over contract negotiation
**Responding to change** over following a plan

That is, while there is value in the items on
the right, we value the items on the left more.

| | | |
|---|---|---|
| Kent Beck | James Grenning | Robert C. Martin |
| Mike Beedle | Jim Highsmith | Steve Mellor |
| Arie van Bennekum | Andrew Hunt | Ken Schwaber |
| Alistair Cockburn | Ron Jeffries | Jeff Sutherland |
| Ward Cunningham | Jon Kern | Dave Thomas |
| Martin Fowler | Brian Marick | |

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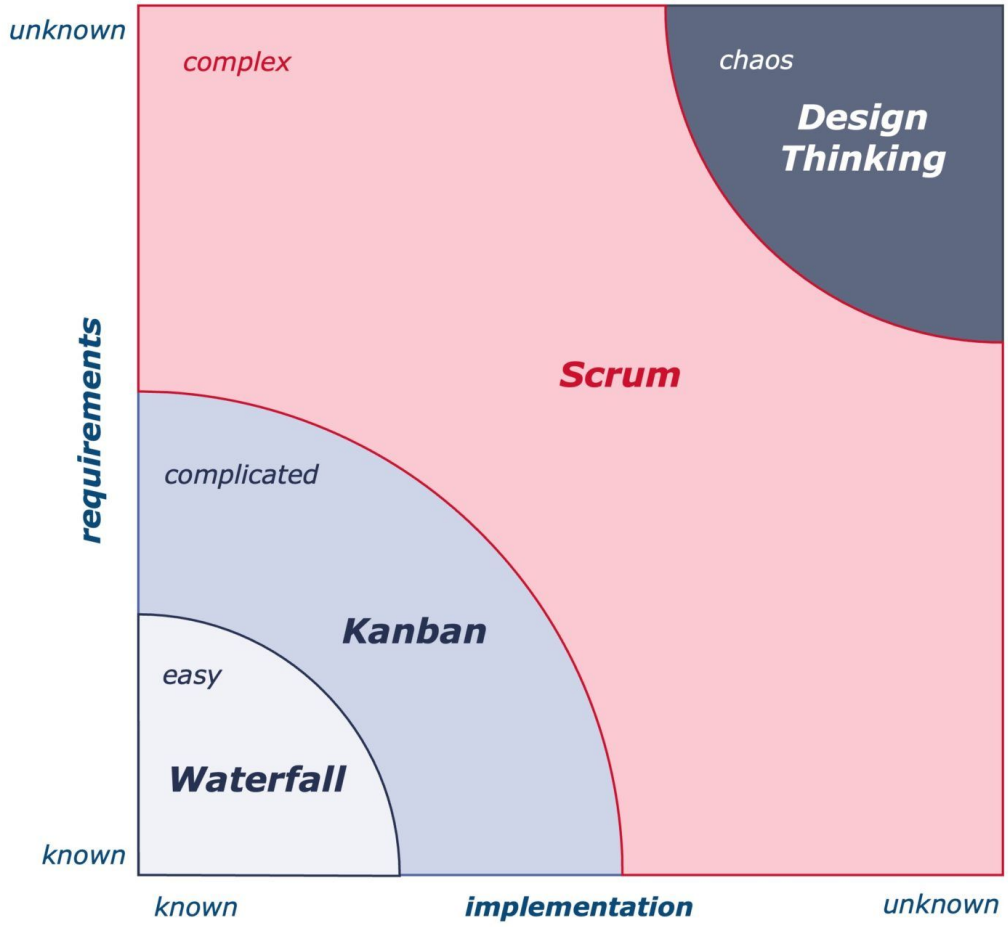
Twelve Principles of Agile Software

View Signatories

About the Authors
About the Manifesto

**Principle 1:**
Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

# Stacey Matrix



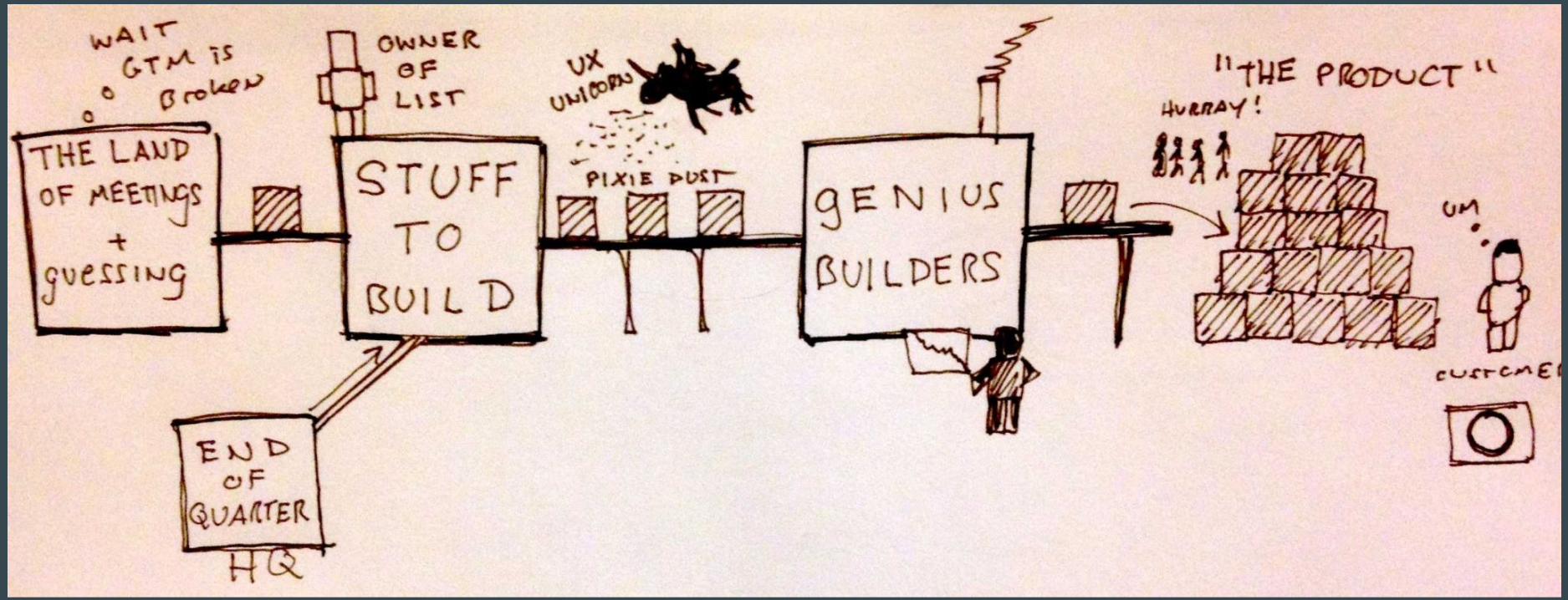
SPRINT REVIEW
DONE WORK
FEEDBACK
SCRUM TEAM
STAKEHOLDERS

# To do:

Get really good at functional slicing

Erase all dependencies

Be smart about risks, avoid big-design up-front


WAIT
GTM is Broken
THE LAND OF MEETINGS + GUESSING
OWNER OF LIST
STUFF TO BUILD
END OF QUARTER
HQ
UX UNICORN
PIXIE DUST
GENIUS BUILDERS
"THE PRODUCT"
HURRAY!
UM.
CUSTOMER

# Feature addiction

Unclear goals. The sprint goal !== the work.

Read this: https://kellanem.com/notes/faqs-from-coaching
on "the team isn't working hard enough"

You almost certainly have a product management problem.

Run away.

2

Working, tested software
every sprint

3

# You are not smarter than the customer

# To do:

... don't do that

Respect the customer

Regular contact

3

# You are not smarter than the customer

4

# Know how your customers are using the product

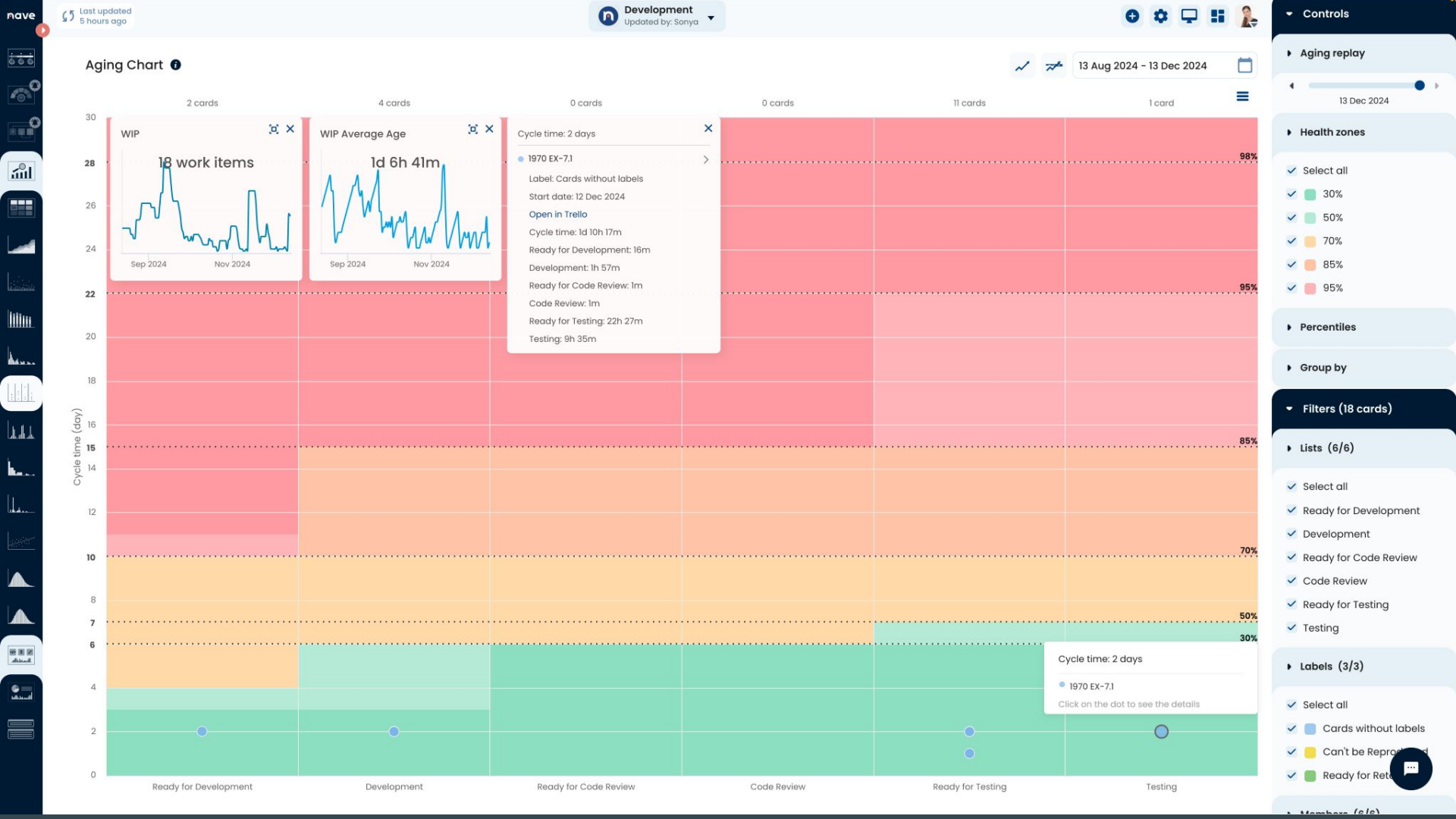
4

# Know how your customers are using the product

5

Do all work
above board

CONCLUDING
THE FELLOWSHIP
FOLLOW-UP
AFTER THE
FELLOWSHIP IS
OVER
FUTURE
OPPORTUNITI
I NEVER
KNEW IT
WAS OVER
NO COMPLETION
DATE
BETTY
THE NETWORK
WAS GREAT.
BEING IN LONDON
C.M.
THE EXPOSE
ADDS VALUE
TO MY
BRAND


nave
Last updated
5 hours ago
Development
Updated by: Sonya
Aging Chart
13 Aug 2024 - 13 Dec 2024
2 cards
4 cards
0 cards
0 cards
11 cards
1 card
WIP
18 work items
Sep 2024
Nov 2024
WIP Average Age
1d 6h 41m
Sep 2024
Nov 2024
Cycle time: 2 days
1970 EX-7.1
Label: Cards without labels
Start date: 12 Dec 2024
Open in Trello
Cycle time: 1d 10h 17m
Ready for Development: 16m
Development: 1h 57m
Ready for Code Review: 1m
Code Review: 1m
Ready for Testing: 22h 27m
Testing: 9h 35m
Cycle time (day)
98%
95%
85%
70%
50%
30%
Cycle time: 2 days
1970 EX-7.1
Click on the dot to see the details
Ready for Development
Development
Ready for Code Review
Code Review
Ready for Testing
Testing
Controls
Aging replay
13 Dec 2024
Health zones
Select all
30%
50%
70%
85%
95%
Percentiles
Group by
Filters (18 cards)
Lists (6/6)
Select all
Ready for Development
Development
Ready for Code Review
Code Review
Ready for Testing
Testing
Labels (3/3)
Select all
Cards without labels
Can't be Repro
Ready for Ret

# To do:

Create item: [title] + [assigned you] + [in progres]

Consider skipping ticket when:

- doing it right now
- takes < 10 minutes (and you're 99% certain)
- is a repeating action (automate it!)

Bias to having a single board per team.

Items never go back: stuck is preferable.

5

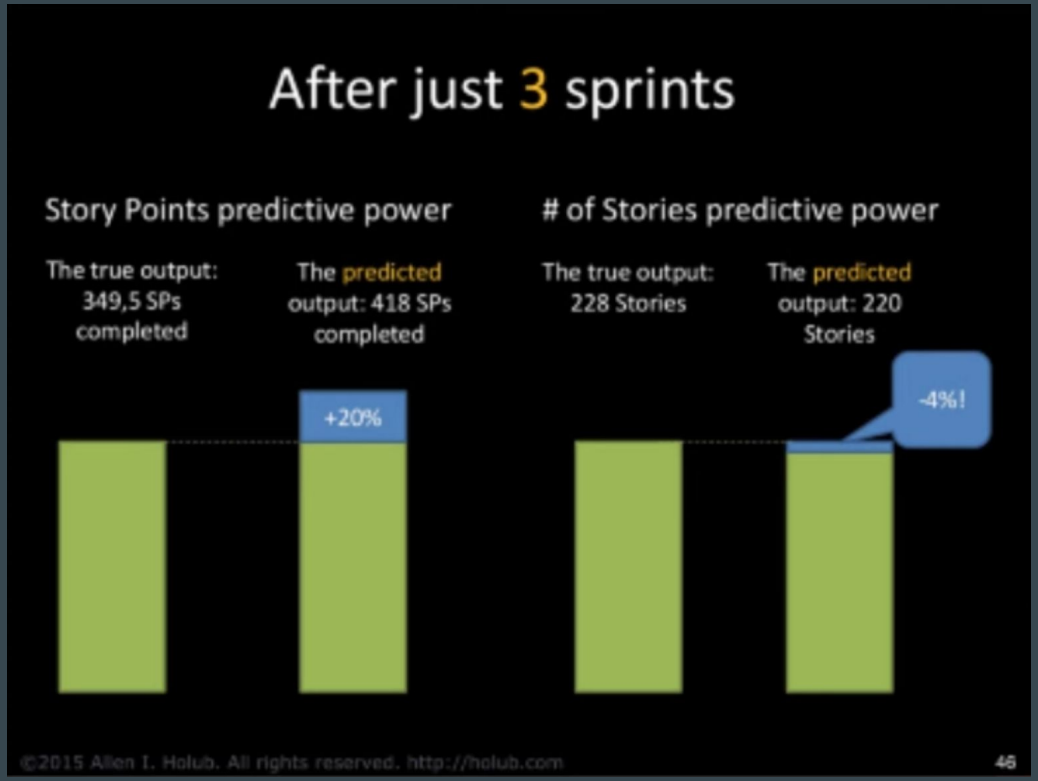
Do all work
above board

# All estimates are bullshit

# Estimation

The fine art of guessing

# #NoEstimates




#NoEstimates (Allen Holub)
https://www.youtube.com/watch?v=QVBInCTu9Ms

# To do:

Good:

- same-sizing everything: "1 story point" and "too big"
- https://mdalmijn.com/p/roman-estimation-a-simple-easy-and

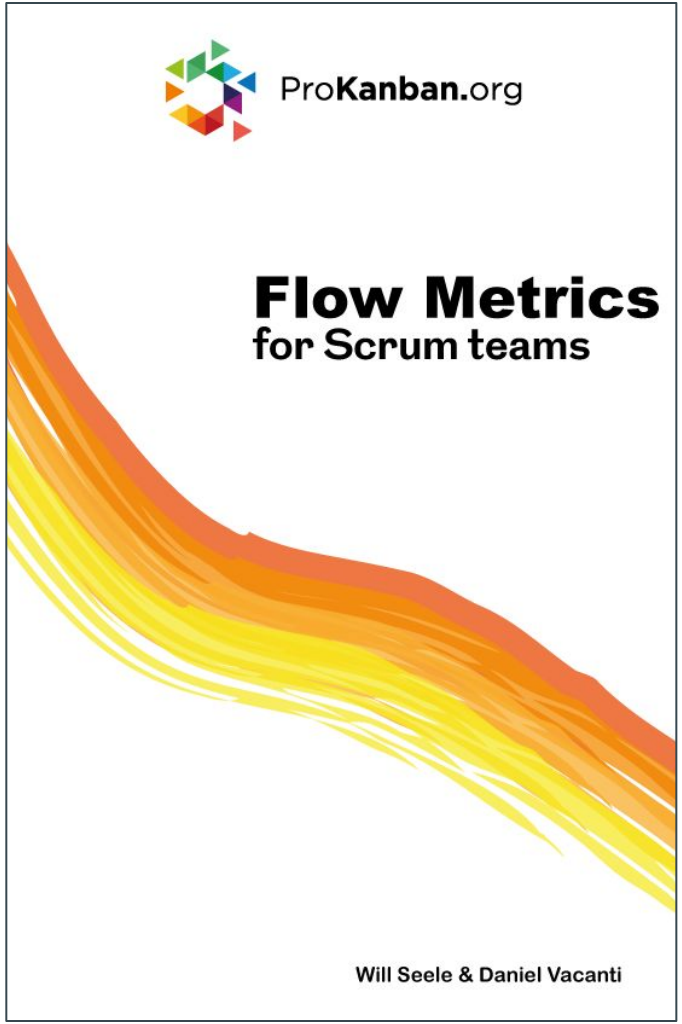
Better:

- use data

| PBI | Started | Finished |
|---|---|---|
| 1 | 2025-03-01 | 2025-03-10 |
| 2 | 2025-02-16 | 2025-03-18 |
| 3 | 2025-03-17 | |
| 4 | | |

WIP: all started, but not finished.
Cycle time: amount of elapsed time that a work item spends as Work In Progress.
Work item age: the total amount of time that has elapsed since an item entered a workflow.
Throughput: amount of items completed per unit of time.

https://www.prokanban.org/scrum-flow-metrics



# Monte Carlo simulation

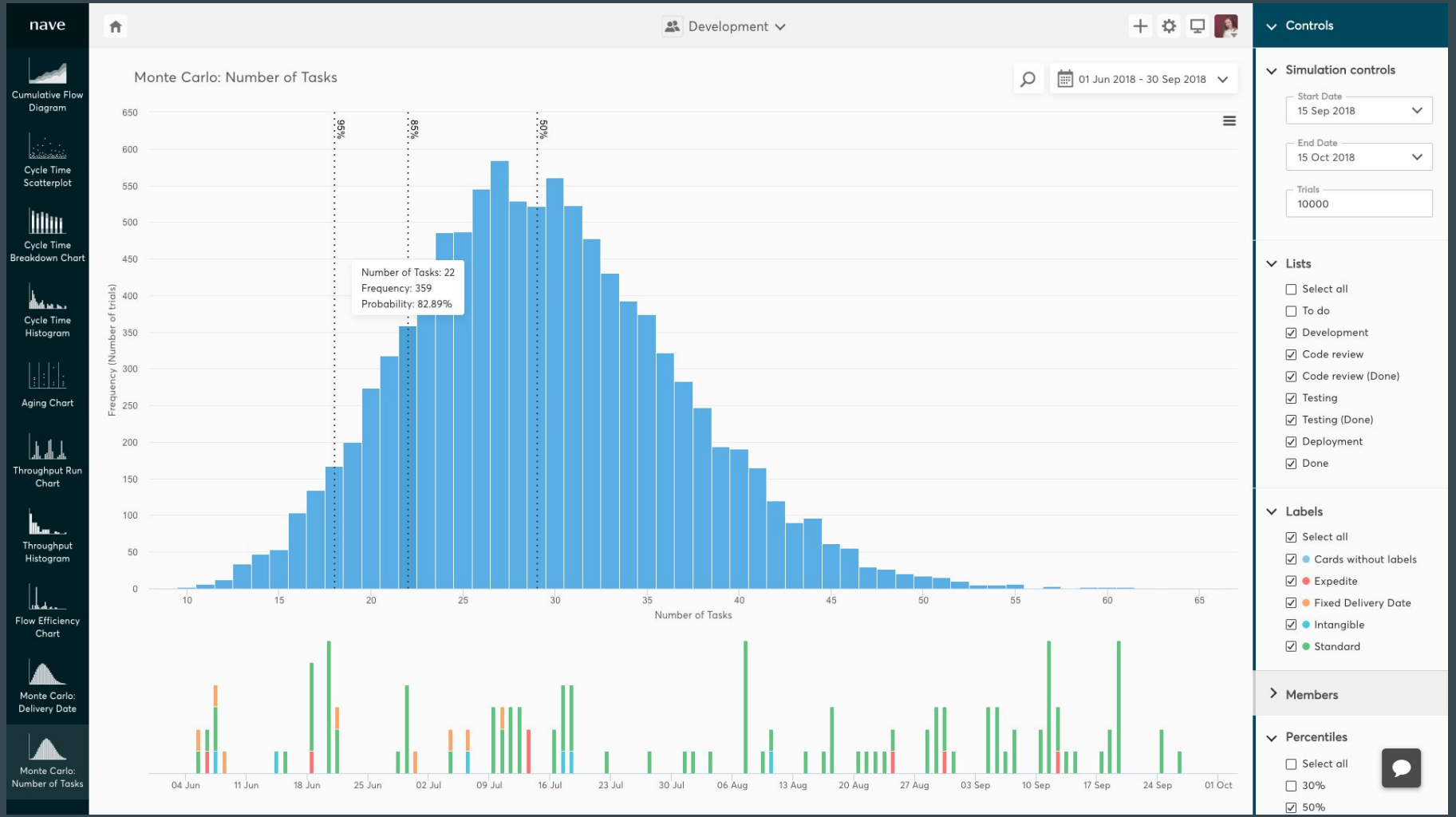
Record throughput per day:

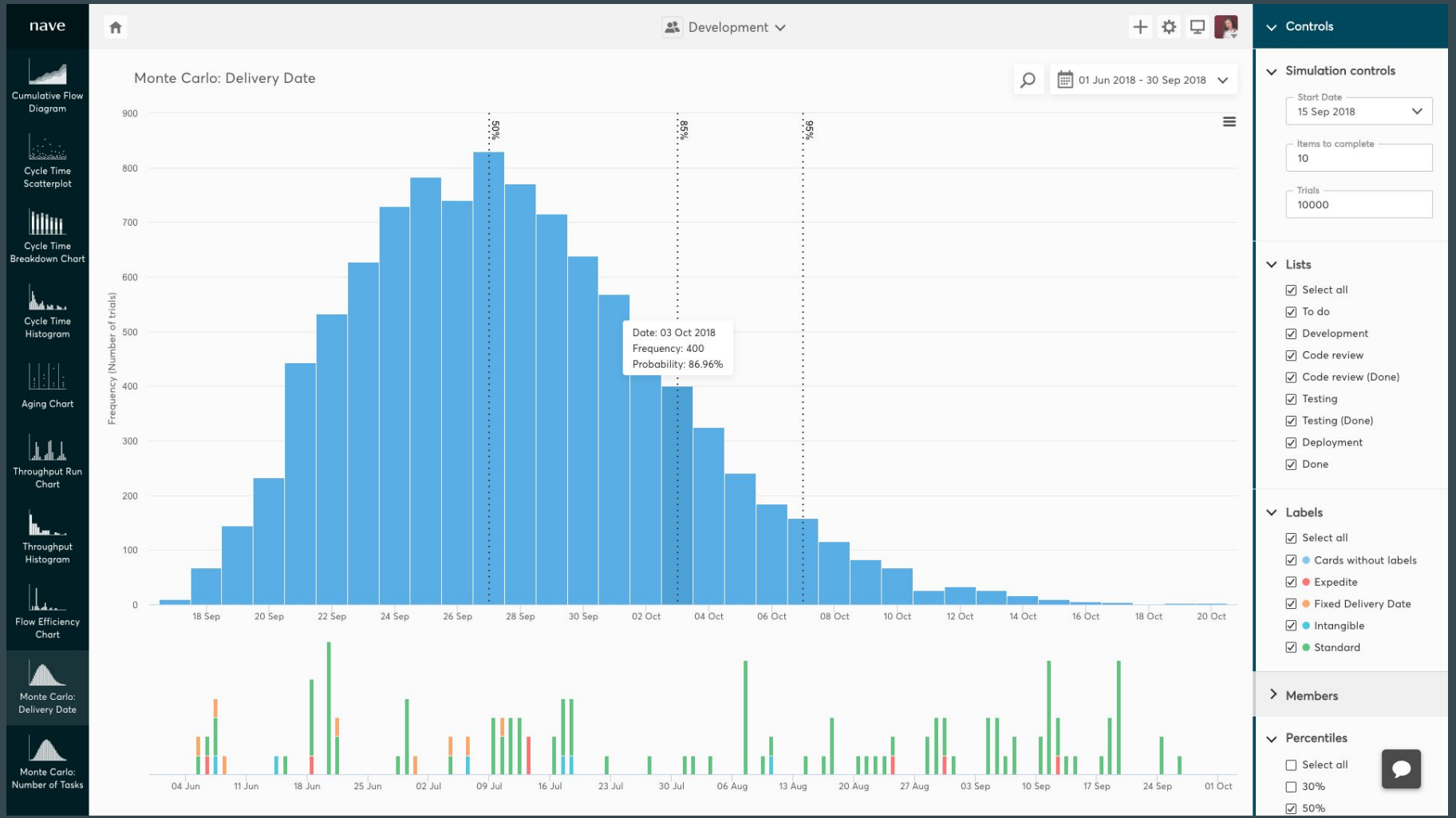
0 7 2 6 6 3 7 2 9 1 13 0 0 2

Sample next 7 days:

2 0 2 7 0 3 2 = 16

Next week, we'll finish 16 stories.


nave
Cumulative Flow Diagram
Cycle Time Scatterplot
Cycle Time Breakdown Chart
Cycle Time Histogram
Aging Chart
Throughput Run Chart
Throughput Histogram
Flow Efficiency Chart
Monte Carlo: Delivery Date
Monte Carlo: Number of Tasks
Development
Monte Carlo: Number of Tasks
01 Jun 2018 - 30 Sep 2018
95%
85%
50%
Number of Tasks: 22
Frequency: 359
Probability: 82.89%
Frequency (Number of trials)
Number of Tasks
04 Jun
11 Jun
18 Jun
25 Jun
02 Jul
09 Jul
16 Jul
23 Jul
30 Jul
06 Aug
13 Aug
20 Aug
27 Aug
03 Sep
10 Sep
17 Sep
24 Sep
01 Oct
Controls
Simulation controls
Start Date
15 Sep 2018
End Date
15 Oct 2018
Trials
10000
Lists
Select all
To do
Development
Code review
Code review (Done)
Testing
Testing (Done)
Deployment
Done
Labels
Select all
Cards without labels
Expedite
Fixed Delivery Date
Intangible
Standard
Members
Percentiles
Select all
30%
50%


nave
Development
Cumulative Flow Diagram
Cycle Time Scatterplot
Cycle Time Breakdown Chart
Cycle Time Histogram
Aging Chart
Throughput Run Chart
Throughput Histogram
Flow Efficiency Chart
Monte Carlo: Delivery Date
Monte Carlo: Number of Tasks
Monte Carlo: Delivery Date
01 Jun 2018 - 30 Sep 2018
50%
85%
95%
Frequency (Number of trials)
Date: 03 Oct 2018
Frequency: 400
Probability: 86.96%
18 Sep
20 Sep
22 Sep
24 Sep
26 Sep
28 Sep
30 Sep
02 Oct
04 Oct
06 Oct
08 Oct
10 Oct
12 Oct
14 Oct
16 Oct
18 Oct
20 Oct
04 Jun
11 Jun
18 Jun
25 Jun
02 Jul
09 Jul
16 Jul
23 Jul
30 Jul
06 Aug
13 Aug
20 Aug
27 Aug
03 Sep
10 Sep
17 Sep
24 Sep
01 Oct
Controls
Simulation controls
Start Date
15 Sep 2018
Items to complete
10
Trials
10000
Lists
Select all
To do
Development
Code review
Code review (Done)
Testing
Testing (Done)
Deployment
Done
Labels
Select all
Cards without labels
Expedite
Fixed Delivery Date
Intangible
Standard
Members
Percentiles
Select all
30%
50%

# All estimates are bullshit

# Focus on solving business problems

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8

# Deal with technical debt

8

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# Have a strong Definition of Done

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# Make retrospectives effective

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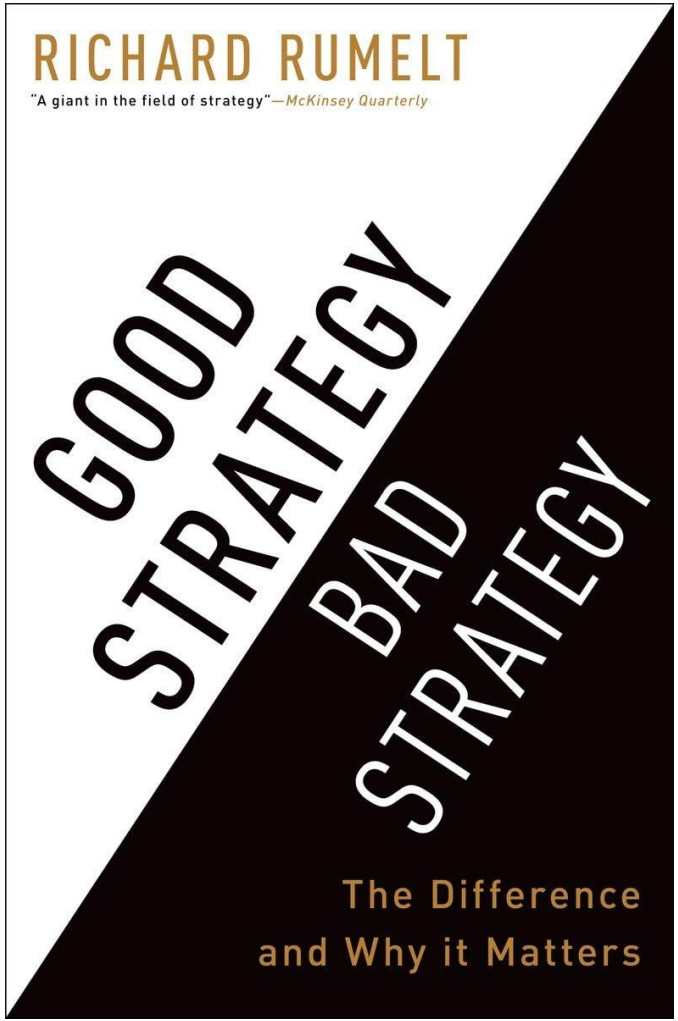
# To do

# Great Scrum Team - To do:

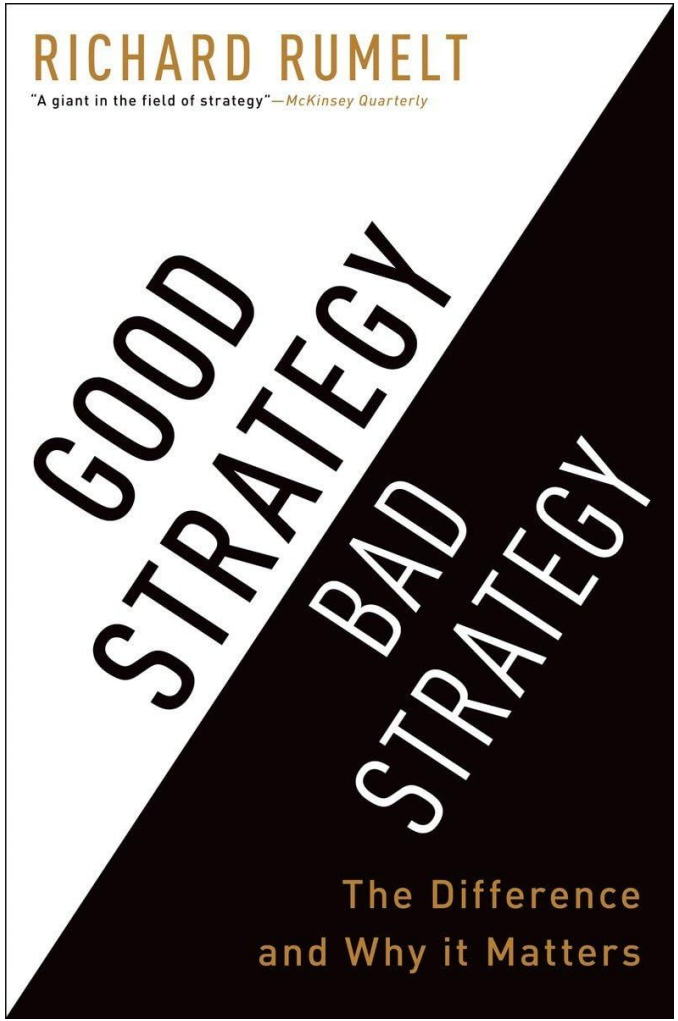
1. Experiment beyond Scrum, not before Scrum
2. Working tested software, every sprint.
3. You are not smarter than your customer
4. Know how your customers are using the product
5. Do all work on the board
6. All estimation is bullshit
7. Focus on solving business problems
8. Deal with technical debt
9. Having a strong Definition of Done
10. Make retrospectives effective

# How to get started


RICHARD RUMELT
"A giant in the field of strategy"—McKinsey Quarterly
GOOD STRATEGY
BAD STRATEGY
The Difference
and Why it Matters

The kernel of a strategy contains three elements:

a diagnosis,
a guiding policy,
and coherent action.



# That's all

Slides & info

# Don't forget to like, subscribe and hit the bell button.

Slides & info

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The Scrum Police
https://www.scrum.org/resources/blog/its-actually-ok-be-scrum-purist-and-why

Stacey matrix
https://www.consileon.de/en/blog/2021/01/04/agility-more-than-just-a-buzzword/

Sprint review
https://agilehut.co.za/sprint-review-a-demonstration-or-an-interactive-workshop/

Feature factory

Person in greenhouse
https://news.wisc.edu/campus-greenhouses-contend-with-the-climate-to-keep-plants-growing/

Post-it board
https://whiteboard.com/us/blog/post/how-to-make-a-notice-board-for-your-office

Nave - Aging chart
https://getnave.com/aging-chart

Estimation
https://www.nimblework.com/blog/estimation-is-necessary-waste/

#NoEstimates

# Consulting Proposal

September 4, 20XX

# Overview

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua.

# Understanding the problem

## Item 1

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua.

Ut enim ad minim veniam, quis nostrud exercitation

## Item 2

Ut enim ad minim veniam, quis nostrud exercitation

- Duis aute irure dolor in reprehenderit in voluptate velit
- Esse cillum dolore eu fugiat nulla pariatur

## Item 3

Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

**Project objective:**

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do

# Understanding the market

# Target audience

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt

The competition:

- Lorem ipsum
- Dolor sit amet

# Market trends

## Trend 1

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor

**Client Implications:**

- Incididunt ut labore et dolore
- Consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore

## Trend 2

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor

**Client Implications:**

- Incididunt ut labore et dolore
- Consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore

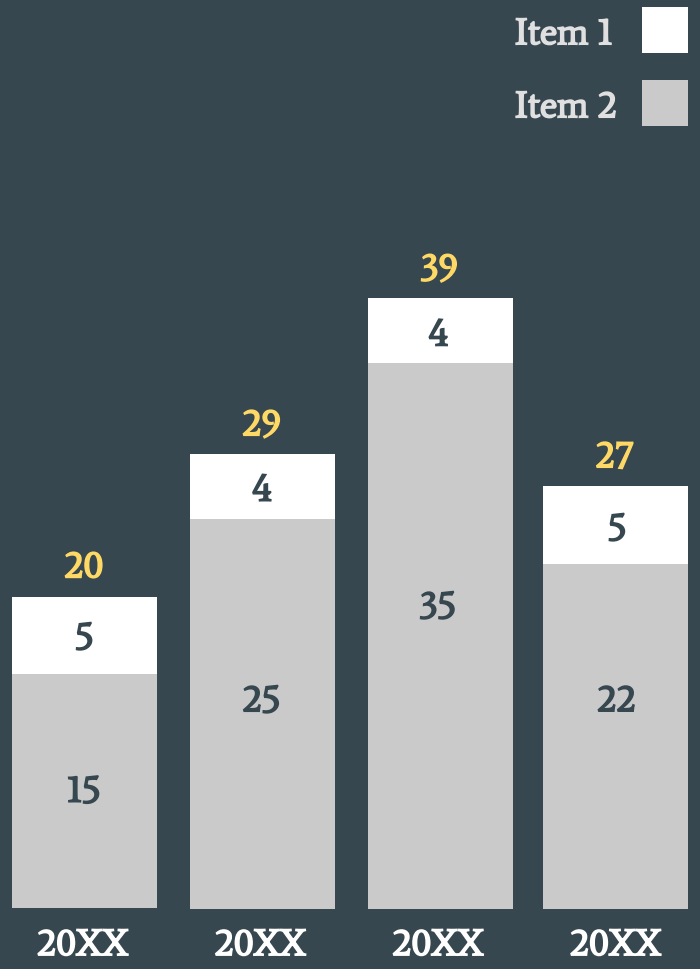
# Trend analysis

## Findings

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor

**Client Implications:**

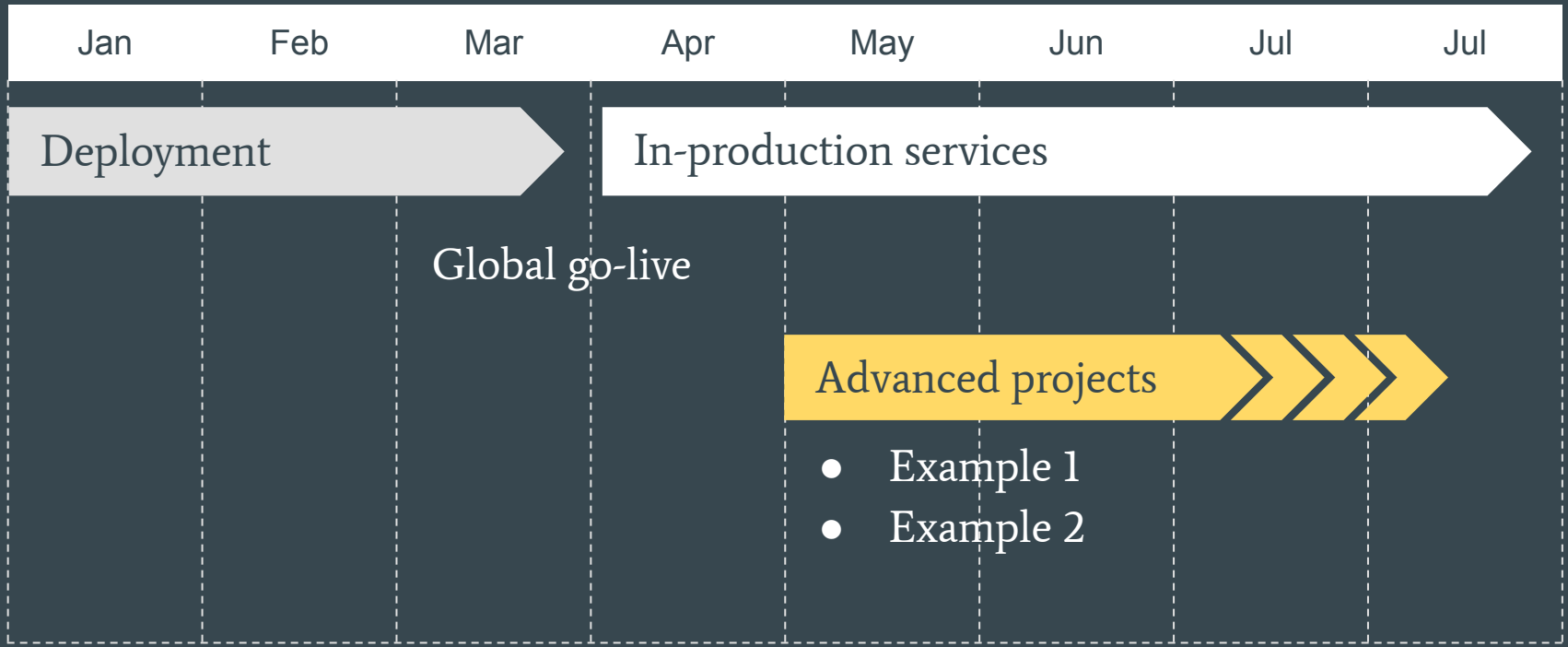
- Incididunt ut labore et dolore
- Consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore



# Proposed deliverables

| | |
|---|---|
| Deliverable 1 | • Lorem ipsum dolor sit amet<br>• Sed do eiusmod tempor incididunt ut labore |
| Deliverable 2 | • Lorem ipsum dolor sit amet<br>• Sed do eiusmod tempor incididunt ut labore |
| Deliverable 3 | • Lorem ipsum dolor sit amet<br>• Sed do eiusmod tempor incididunt ut labore |
| Deliverable 4 | • Lorem ipsum dolor sit amet<br>• Sed do eiusmod tempor incididunt ut labore |

# Timeline


Jan
Feb
Mar
Apr
May
Jun
Jul
Jul
Deployment
In-production services
Global go-live
Advanced projects
Example 1
Example 2

# The Team

## Wendy Writer, CEO

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor

## Ronny Reader, CFO

Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat

## Abby Author, CTO

Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur

## Berry Books, CPO

Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum