



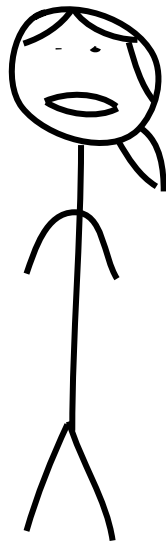
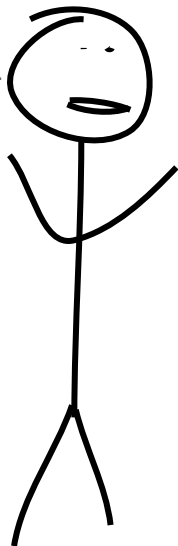
Small Scale Scrum: Agile 2019

Quality, Performance and Success in 1-2 person teams

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Agile Coaches, Red Hat
August 7, 2019

How This All Started

They keep
yelling at us
about not
DOING Scrum
right!



Let's just tell them
we are doing it, but
keep doing what's
working

Show of Hands. . . .

- “Hey, ‘spin up’ Scrum for this short project?”
- Consultants-- for a “Scrum shop?”
- Computer Science student-”Use Scrum!”
- Open source developer--Solo, but. . .



Some Foreground from the Background

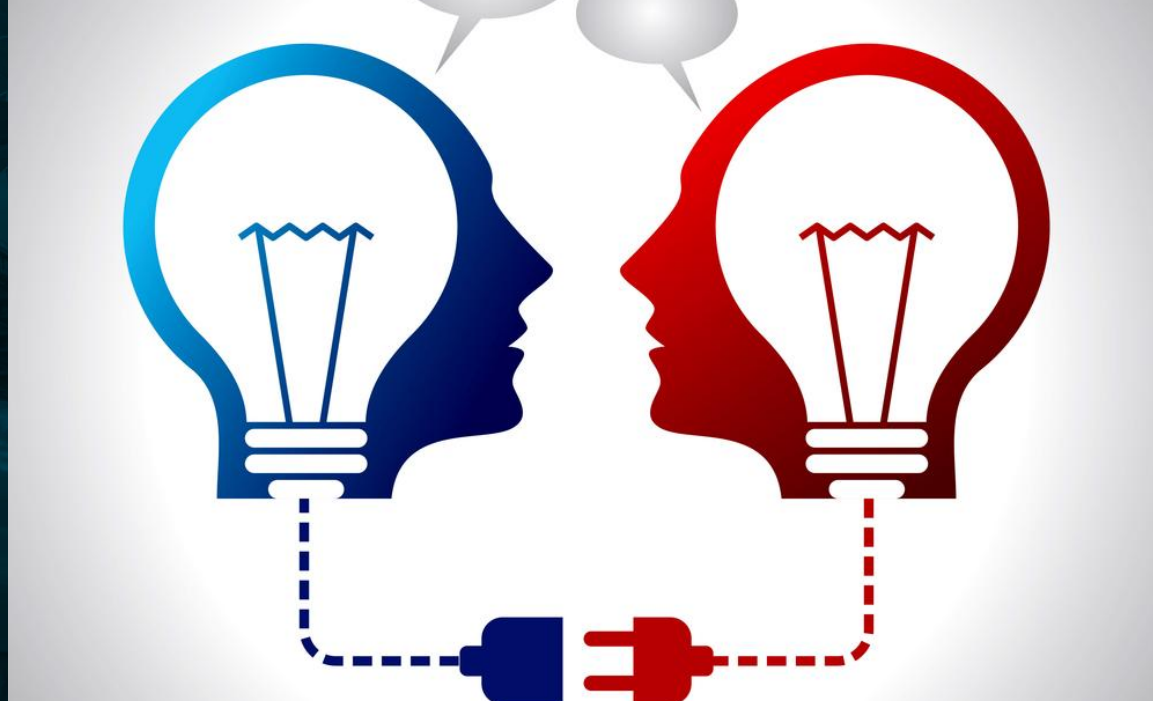
- Red Hat are heavily engaged in three areas where 1-2 person teams are the norm
- Professional Services or Consultancy projects typically charge per person day
 - Industry norm; tends to be small as a result
 - Many hats worn by a single person
 - Projects running for typically 20 days or less is the most popular
- Student completing a Final Year Project (FYP)
 - Capstone project, of around 24 weeks duration
 - Individual sport for assessment reasons
 - Red Hat mentoring of Student Projects is a community outreach initiative
- Paid for Commercial Research Projects
 - Specific problem, 6-24 month duration, 2 research engineers

The Big Idea

- Early 2017 thinking about the topic
- Agile Cambridge 2017 Crowd Sourced What SSS could look like
- Became an Academic Thesis in 2018
- Published V1.0 of it as a series of Blogs on OpenSource.com
- Crowdsourcing V2.0 here at Agile 2019 :)



What Small Scale Scrum means to us

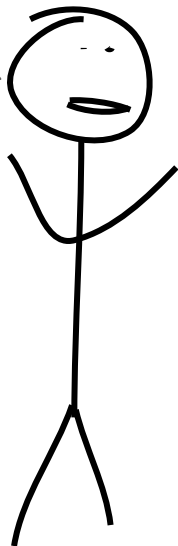


What Small Scale Scrum means to us

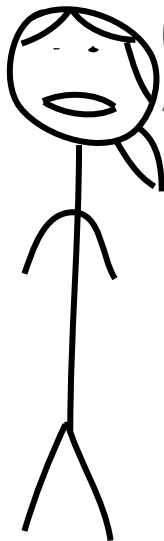
- Communication and Collaboration
 - Tightly defining expectations
 - Defining collaboration boundaries with customers or external entities (e.g. college lecturers)
- Engagement and Motivation
 - Proactively involving the customer in our day to day life
 - Our research showed lone developers suffer at times
 - Motivation to innovate and communicate with peers is low
 - Feeling of being overwhelmed, too much work, too little time, underappreciated
 - Swimming in the sea alone ← turnover becomes a problem
- Performance
 - Internal efficiency and ultimately happier customers
- Quality
 - Of the utmost importance to our beliefs and what we represent as a company

Small Scale Scrum Values = Agile Values +6

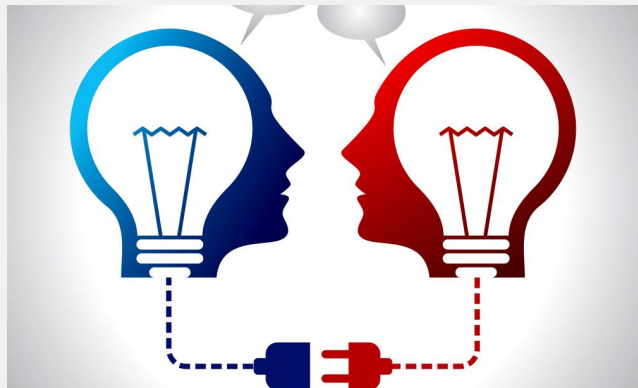
That sounds a whole lot like a set of values.



You're right! We didn't throw any Agile values out, but we needed to add some



Multiple Project Responsibilities over Fixed Assignments



- No PO, No Scrum Master, so the two take on all of those responsibilities
- Not a “nice to have” or a goal for continuous improvement but an absolute requirement for SSS to work
- Has a direct impact on the other values of communication, innovation and customer growth

Wide communication over narrow communication



- More focus on team to team comms
- More focus on team to customer
- Required (and nearly obsessive) focus on the clarity and quality of communications
- Proof of concept demo for project manager and audience (both wide and valuable communication)

Quality delivery over speed of development

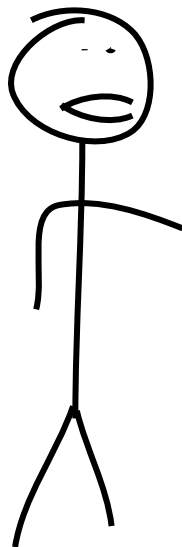


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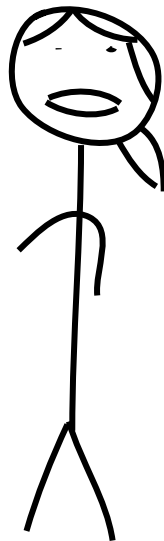
- Because of a shared ownership of delivering features, there is a heightened focus on getting it right.
- With only two developers, there is a decreased chance of bugs being introduced.
- Biggest departure from scrum which allows for getting merely “acceptable” work in front of the customer so you can get feedback and iterate

But. . . Doesn't that make you slower?

Ooooo. I'll bet
customers like
that!



Keep in mind, a focus
on quality can improve
overall project speed
with continuous
success



Team feature delivery over individual responsibility

- Sprint planning is the team clarifying with one another and with the customer
- A decreased focus on estimation, but instead, an increased focus on delivering features working together
- The SSS team members own requirement gathering through delivery in the life cycle (because they take on the PO role)



Accelerating innovation over request-driven thinking

- Not just solving the puzzles of development, but seeking to change what created the puzzle in the first place
- They have a direct line to the customer's problems; therefore, they can envision deeper ways to help improve



Customer growth over customer engagement



- See above on innovation
 - they can envision deeper ways to help improve the customer's systems
- Not just seeking to delight the customer (through the PO's negotiations), but partnering with the customer for future success

But does it work?



- **Students results were remarkable:**
 - 3 students (86%, 88%, 91%) top 3 in the class
 - 2 students (94%, 93%) top 2 in the class
 - 3 students (86%, 88%, 96%)
 - 96% was the record mark ever given
 - all marks are in the 95th% percentile of their class
- **Consultancies**
 - 8/8 --100% success rate
 - 4 signed on for return engagement

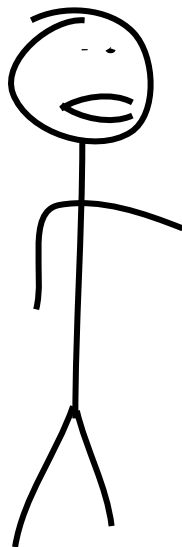
Is it for everyone?

- What to look for:
 - short, small, intensive projects
 - Disciplined individuals
 - customer-facing developers
 - people who work well in pairs
 - clear alliance with customer

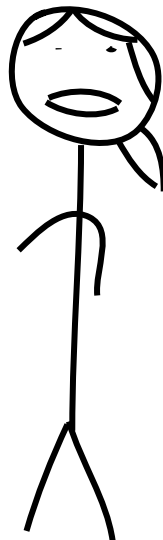


What's next?

**Let's get more
people to try
this!**



**Absolutely! And
let's get them to
share what THEY
learn**



How Do we get involved?

[Small Scale Scrum vs Scrum Survey](#)



Survey

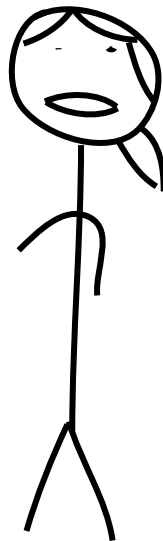
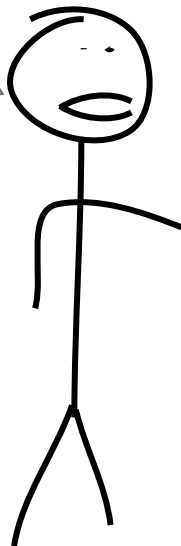
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How about for coaching?

Right?
It could reinforce
the positive
patterns of
behavior seen in
smaller groups

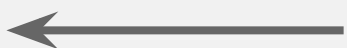


I think we can use
it as a coaching
tool as well. It's
worth a try.

I don't like stick people telling me what to do

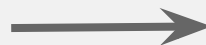
- Get more people using Small Scale Scrum and talking about it
- Explore its use as a Coaching Tool

Use it in teams that are struggling with Scrum to reinforce the positive patterns of behaviour that smaller groups bring



[Google Survey](#)

[Join the Open Source DevOps team](#)



Survey



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Questions?

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