Overview

Scrum of Scrums

Multiple or Large Backlogs

Scrum in the Plan Driven Organization

Measurements

Scrum of Scrums

Managing Multiple Scrum Teams

Scrum of Scrums

A Scrum of Scrum Masters

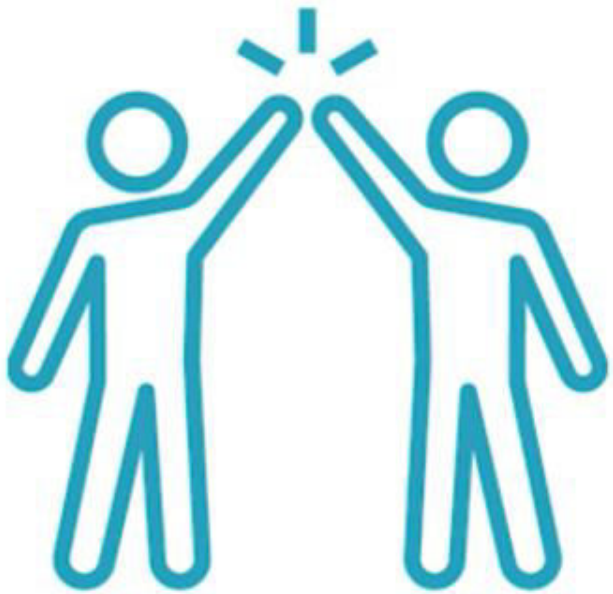
Not necessarily Time Boxed to 15 minutes

Need not occur daily

Attendees must be able to make resource decisions

May include other organizational leaders

What Happens



Problems are solved

Team Impediments are solved

Coordinate the work of multiple Scrum Teams

- Dependencies
- Shared deliveries
- Integration

Meeting Agenda

Time Boxed 15m

Not Time Boxed

Each Scrum Master answers:

1. What has your team done since we last met?

2. What will your team do before we meet again?

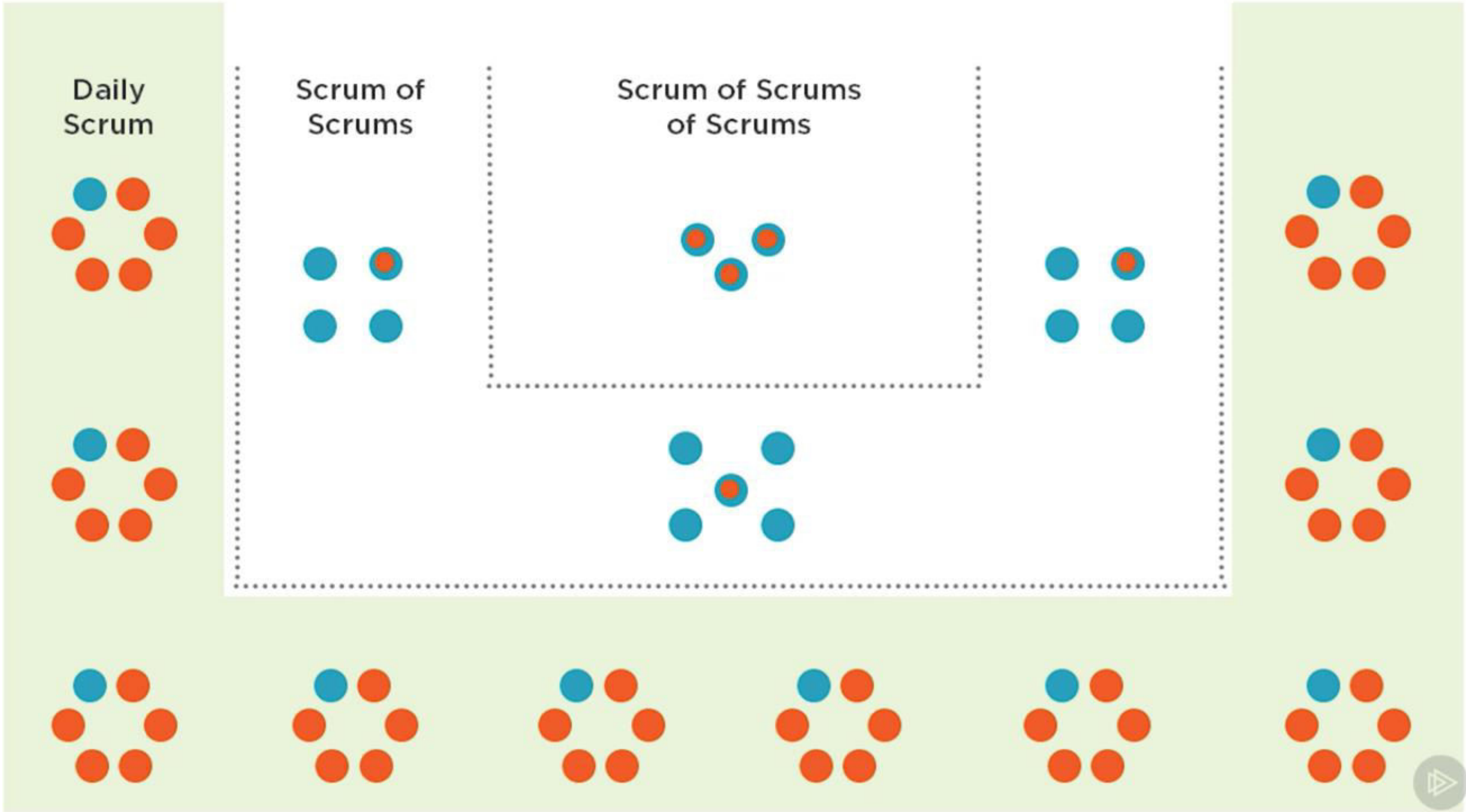
3. Is anything slowing your team down or getting in the way?

4. Are you about to put something in another team's way?

Discussion

To remove Impediments

To sync up activities


Daily Scrum
Scrum of Scrums
Scrum of Scrums of Scrums

A Real Scrum of Scrums Model

The Meta Scum

A standing Executive-Level Scrum

Scrum of Scrum reports are heard

Often follows Sprint Review

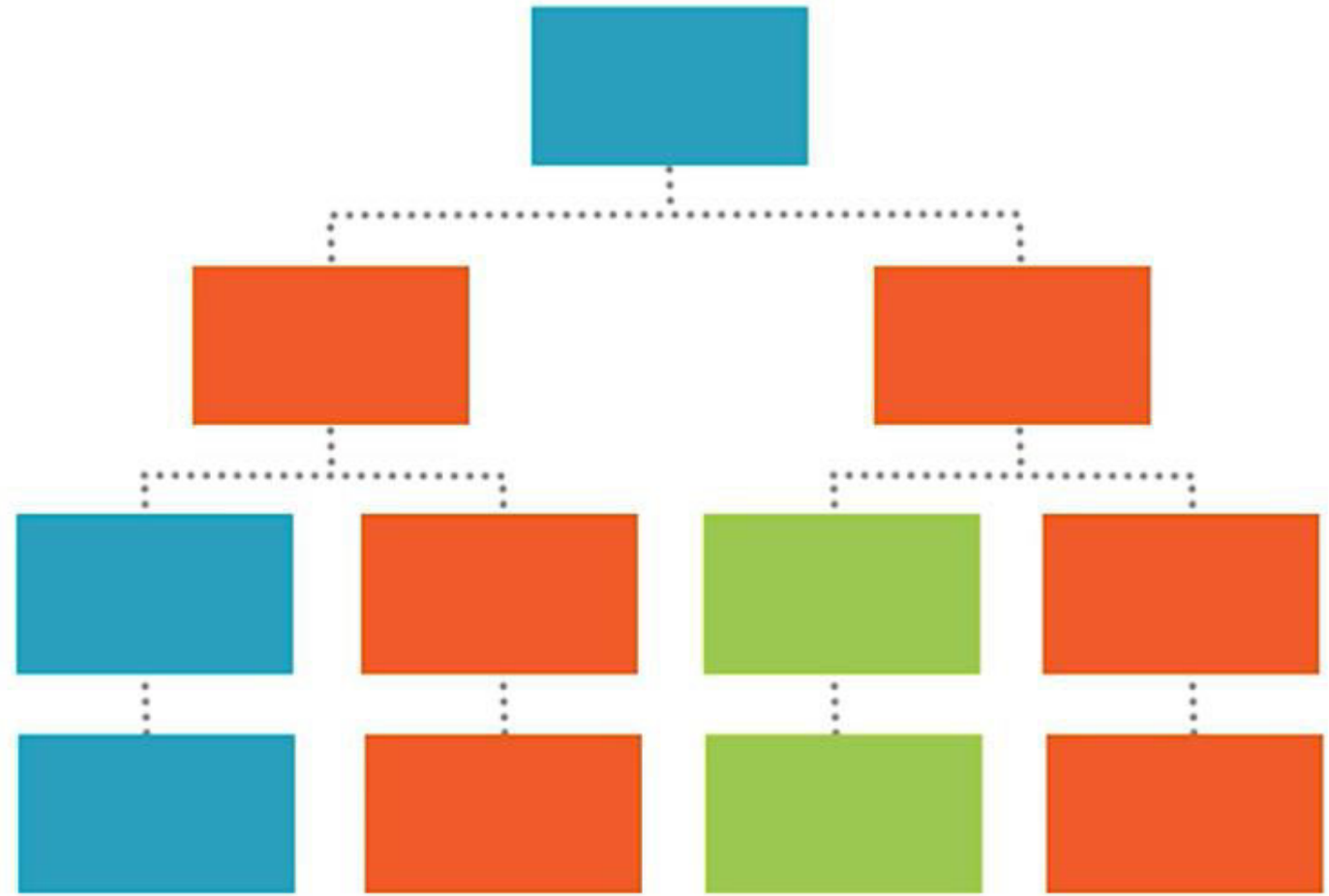
Executives own Impediments

Less Often than Scrum of Scrum

- Weekly
- Bi-weekly
- Monthly

This Changes the Executive Service Model

People serve others
in this direction



This Changes the Executive Service Model

People serve others
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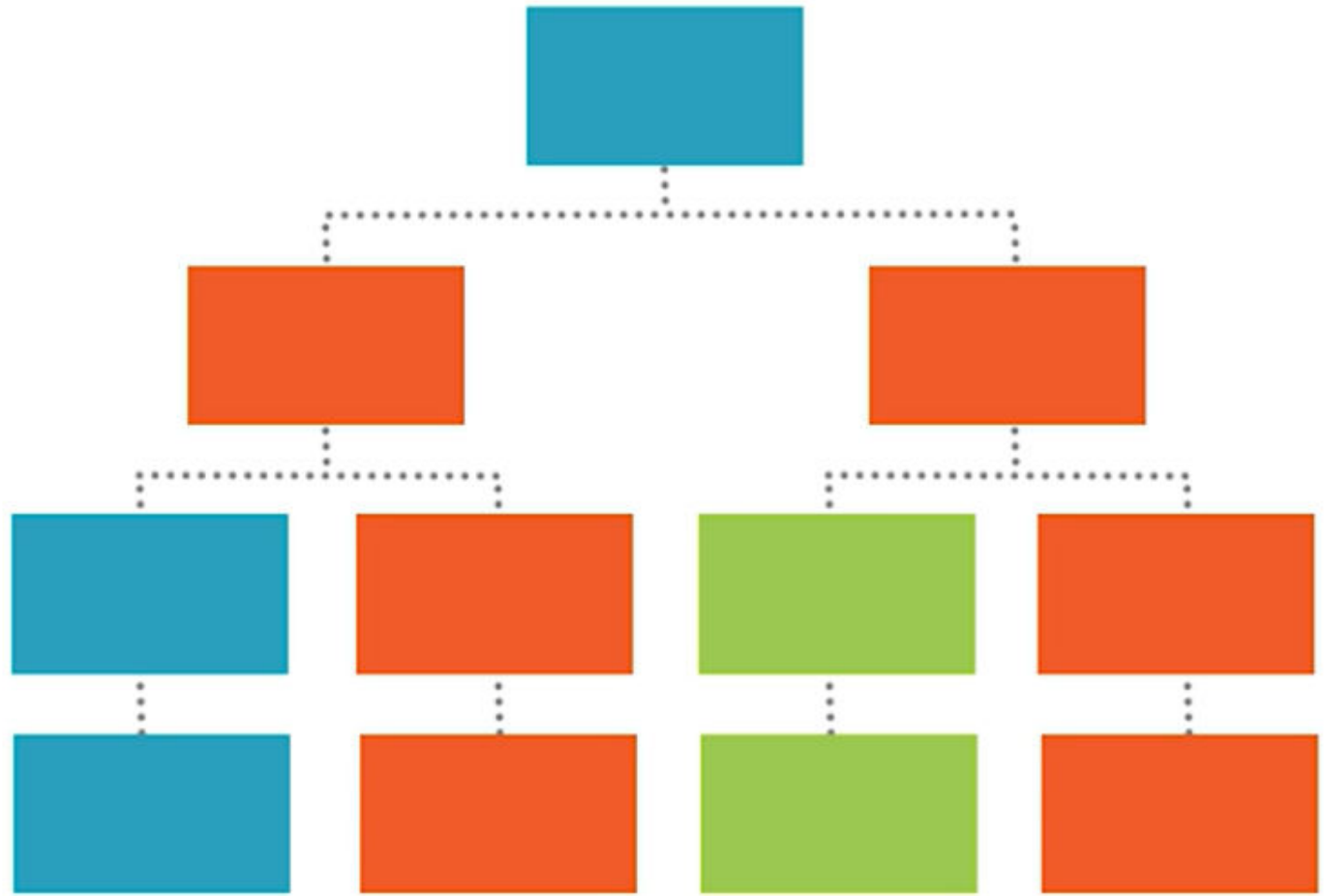
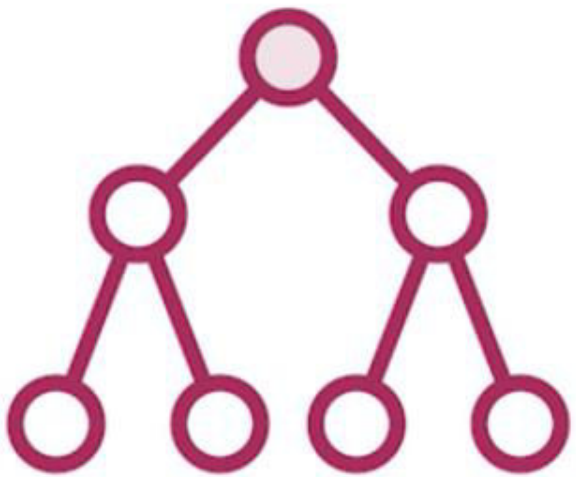


Multiple or Large Backlogs

Epics



Large (very) Backlog Items

- Used as place holders until later
- May be estimated

Decomposed later into smaller Product Backlog Items

May still be useful to write as a User Story

Level of detail is low

Epics

As the HR Department I want a website so that potential candidates can submit resumes

As the CEO I want a SharePoint dashboard so that I can pretend to measure everything

As a frequent site user I want to register so that I have an account

As the COO I want to deploy SharePoint so that we can collaborate on office documents

As a CTO I want to implement automated builds so that code quality improves

Themes

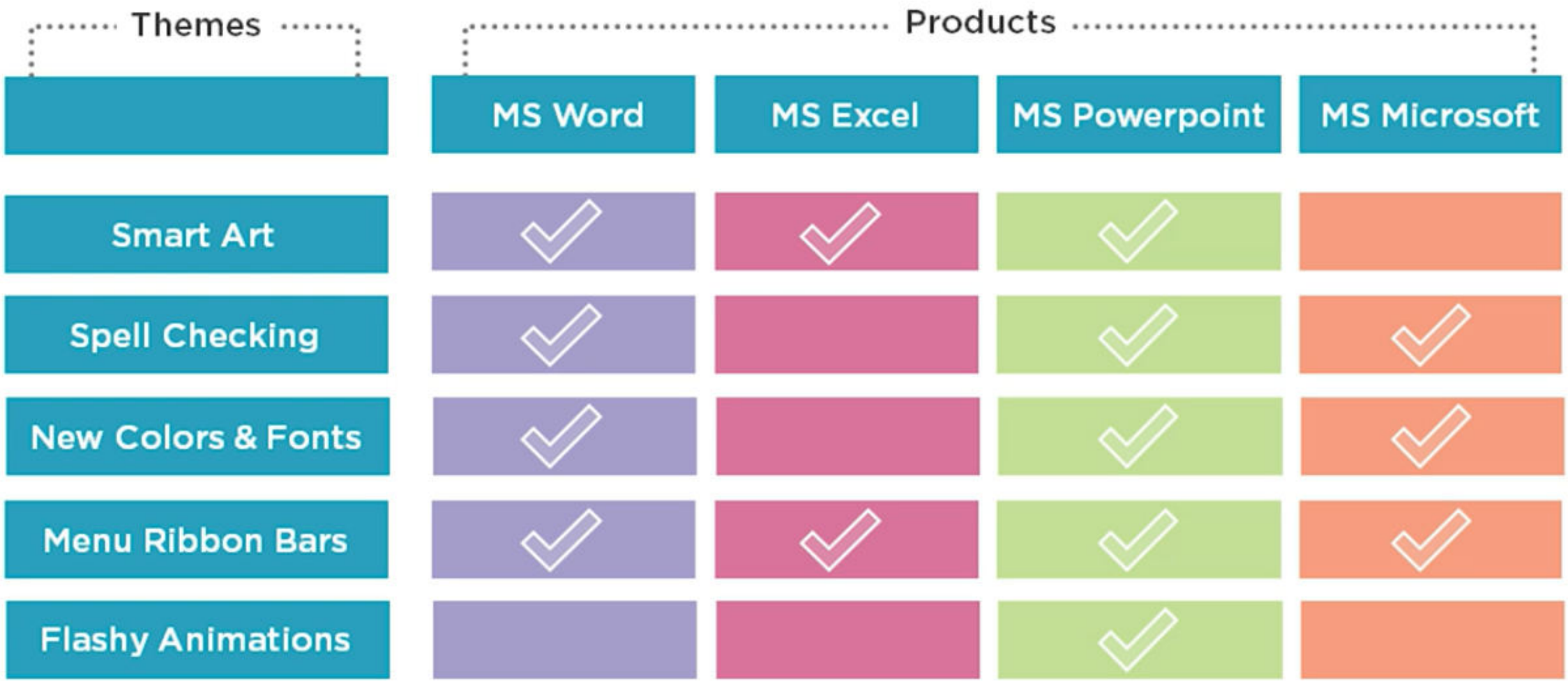
Groups of Product Backlog Items

A way to organize related Product Backlog Items

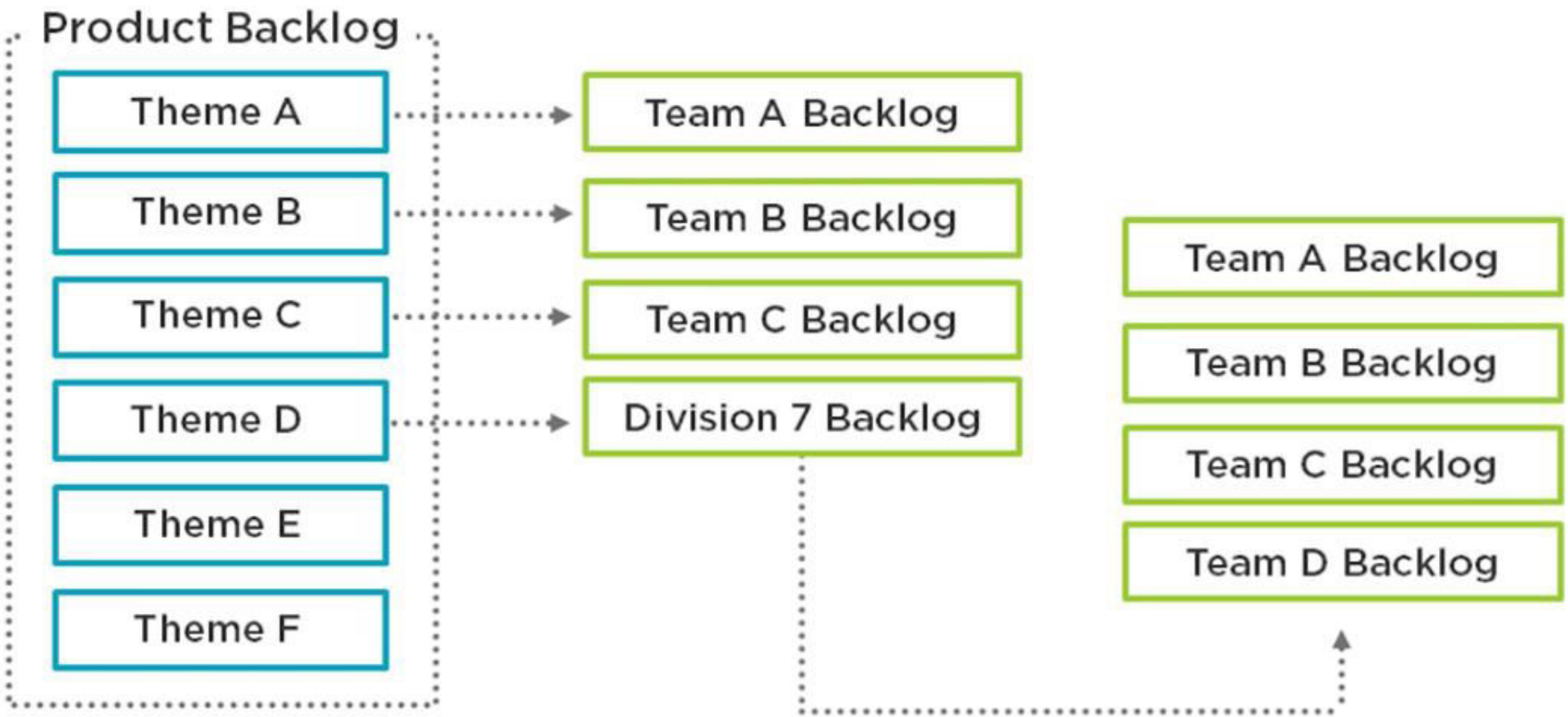
Often take the place of Epics after decomposition

A way to distribute Epics across Scrum Teams

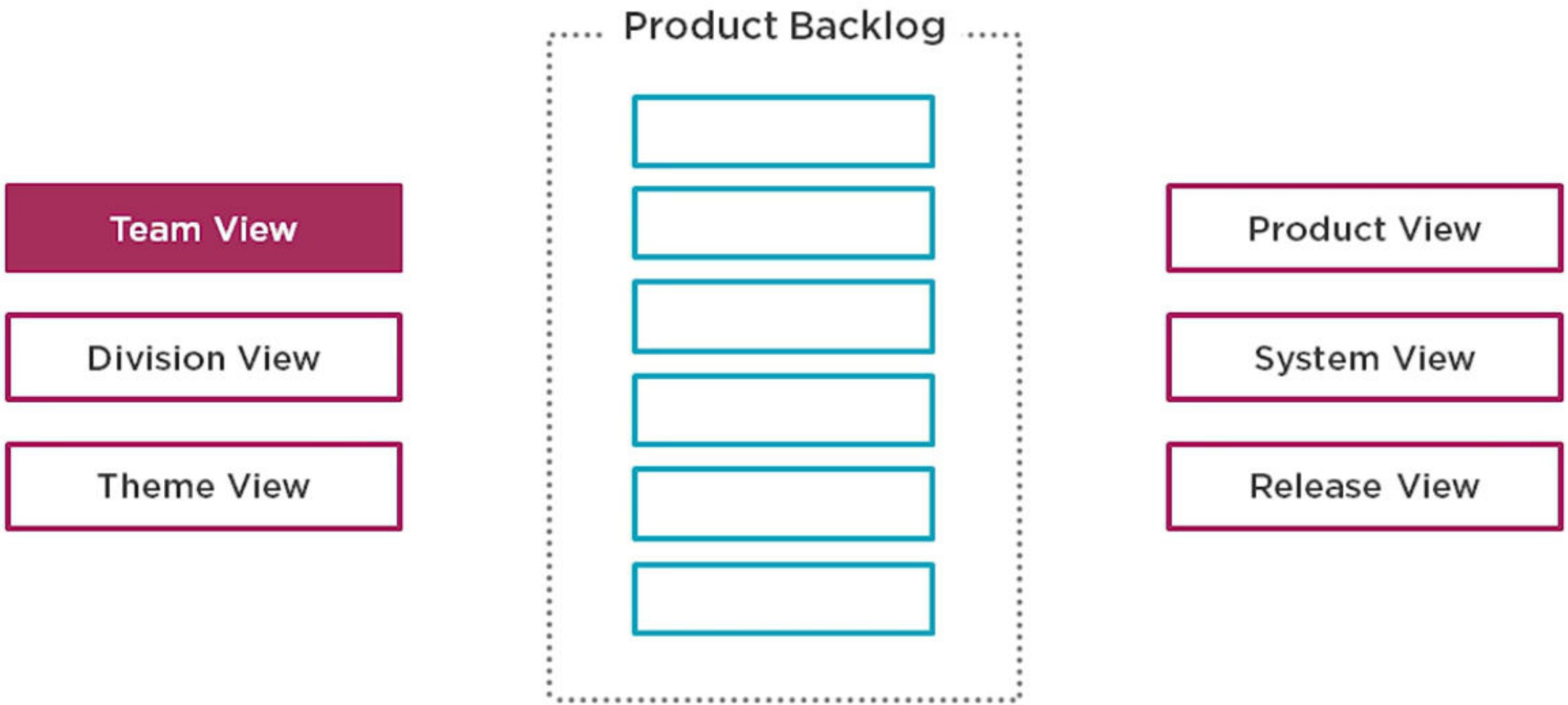
Many Products Sharing Themes



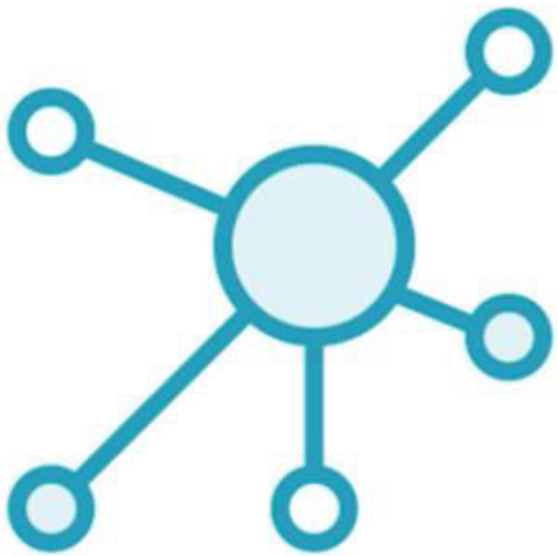
Many, Many Teams, One Huge Product



Which View of the Backlog is Real?



These Views are Special



Team Backlog View

- The team uses this to plan the next Sprint of work

- If you are a theme owner and your work items aren't showing up in the Team View, you're in trouble

Release Backlog View

- The absolute reality of what clients will get in the next release

Backlog Size

Keep Product Backlogs to a reasonable size

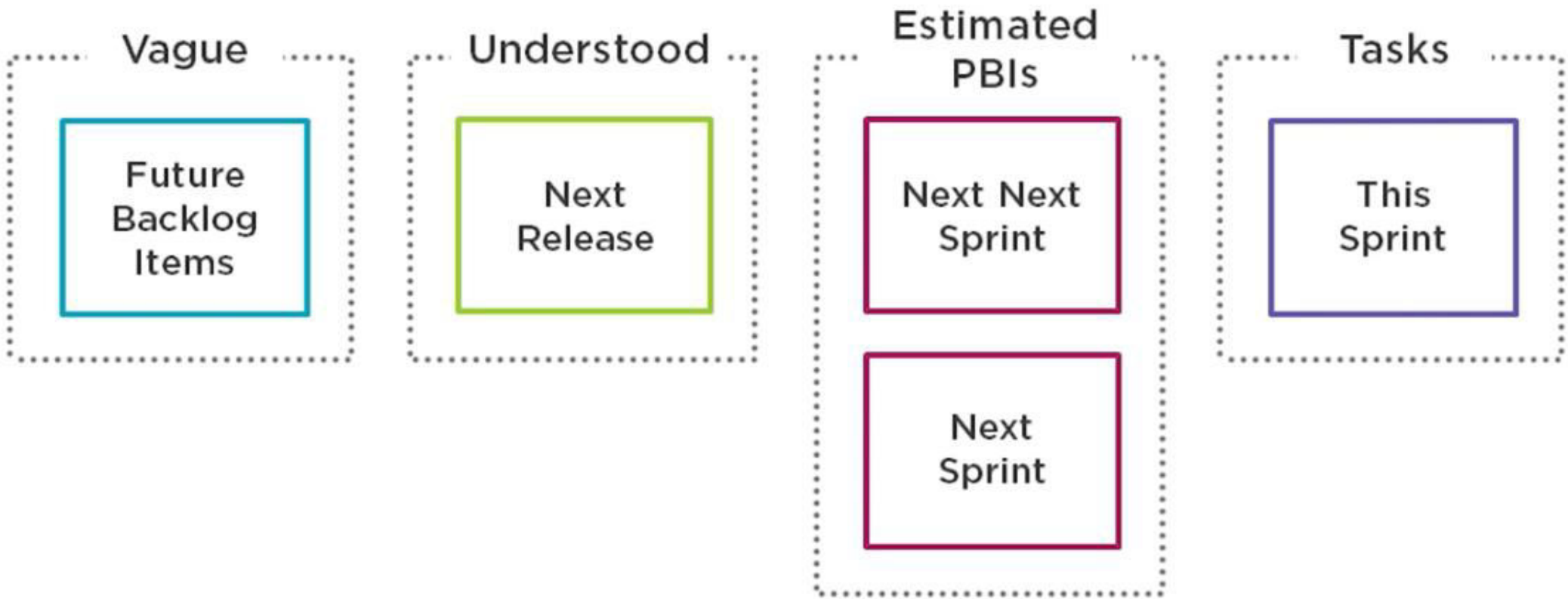
- Requires constant grooming
- Attention to each view

Product Owner must be current with all items

- People can only track 100-150 items
- Electronic systems can track many more
- People matter more

Use Epics and Themes to organize

Rolling Backlog Planning



Scrum in the Plan Driven Organization

Pigs out of mud

Co-Existence Models

Waterfall at the End

Irritating

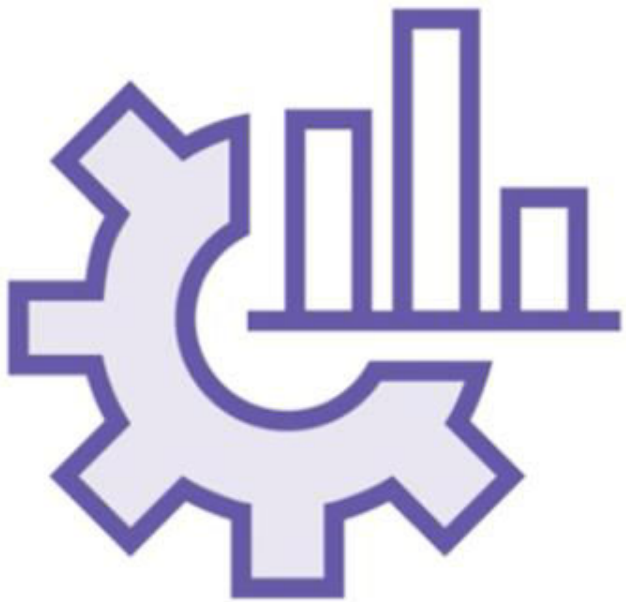
Waterfall Up Front

Painful

Waterfall in Tandem

Deadly

Waterfall at the End



Often to Accommodate testing

May be for operational support handoff

Will require more documents

-Schedule a Sprint with a "Release" Goal

Consider inviting the other team in

May be necessary for regulatory compliance

Waterfall Up Front

Typically to gain project approval

Use Scrum to create the document needed

- Specification
- Project Plan
- Other

Use Specification document as the Product Backlog

- Estimating the whole thing is often wasteful, but necessary
- Epics and Themes help
- Translate Story Points into time

Waterfall in Tandem

2 Teams must collaborate

1 uses Scrum, 1 uses Plan-Driven

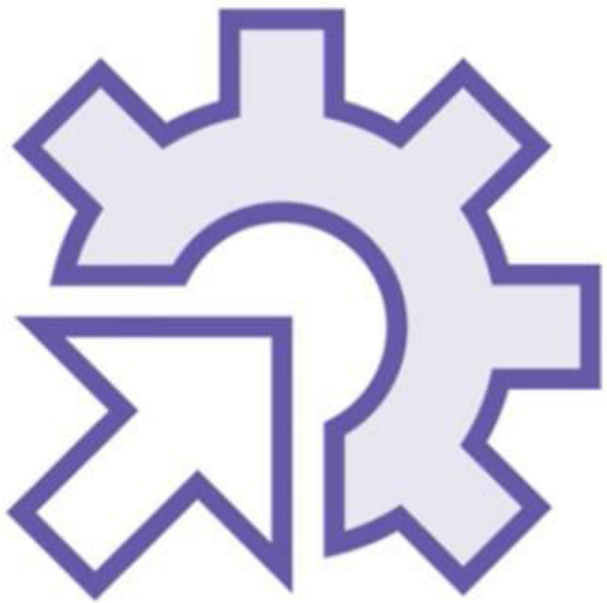
Plan Driven Team

- Ad-hoc meetings
- Interface defined boundaries
- Documents considered contracts

Scrum Team

- Invite the other team
- Be transparent, not pushy
- You may rise from the dead

If Scrum must co-exist...



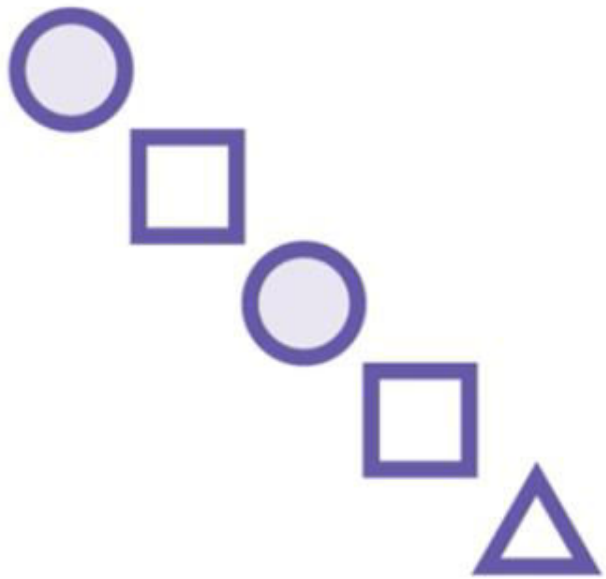
Do some things anyway

- Engineering practices
- Daily standups
- Frequent Reviews
- Demonstrate progress
- Information Radiators

Find small work batches

- Large specifications can be thin-sliced
- Deliver to the specification, incrementally

Try submitting Agile metrics along with other required ones



Add BPI's for

- Documents
- Analysis activity
- Checklists
- Other Plan-Driven deliverables

Compartmentalize Scrum

- Somewhere in the waterfall

Show benefit by embracing ambiguity

- Handle poor specifications with ease

Standard Scrum

Release Burndown

Sprint Burndown

Historical Velocity

Other Agile Metrics

Defect Count

- Total active, open defects
- Relative to acceptable Defect Ceiling

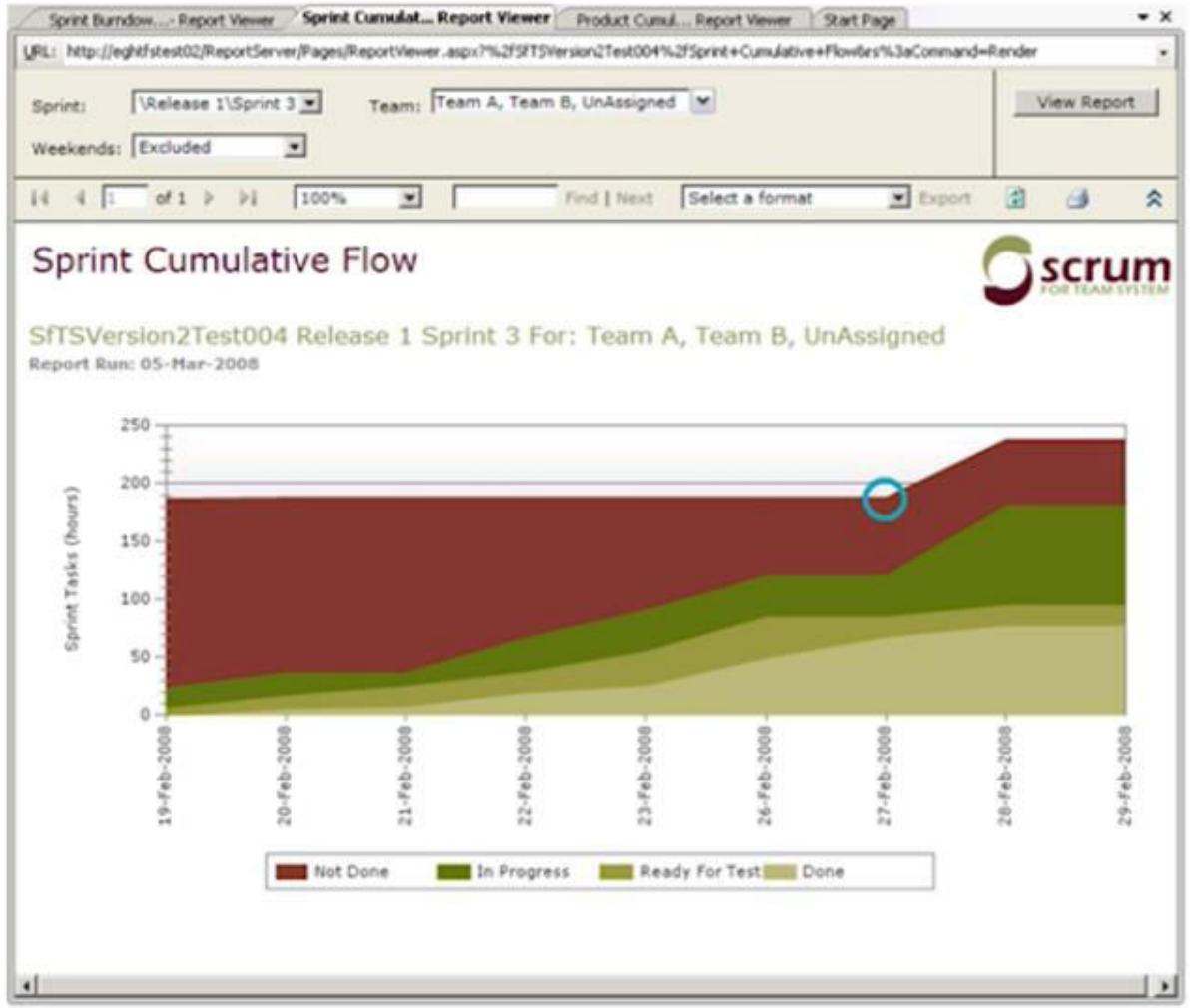
Sprint Cumulative Flow

- Total work to deliver a Sprint changing over time
- The rate at which the Team are completing the Sprint Backlog
- The amount of work in Progress at any time

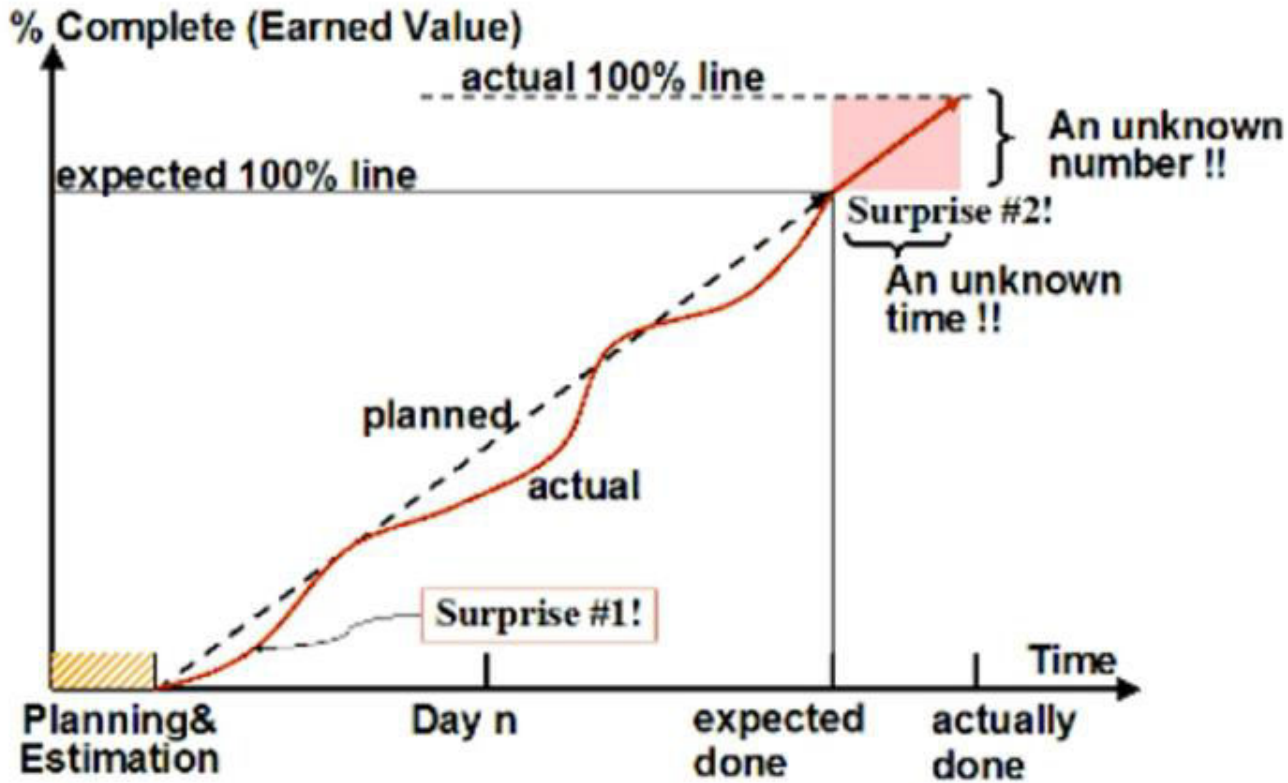
Product Backlog Depth

- Long Product Backlogs are wasted work
- 150 Items is a ceiling
- 3 Sprints of Items is a Floor

Cumulative Flow



% Earned Value Burn Up



Shows delivery of Business Value

Can show ROI

Great for executive briefs

Code Focused Metrics

Code Coverage

- % of LOC exercised by unit tests
- Indicates exercise, not health

Cyclomatic Complexity

- Used to gauge the complexity of a code base

- Measures the number of independent paths through the code

Defect Density

- Defects per Lines of Code
- Gives an overall sense of code base quality