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@benday

MVP Microsoft Most Valuable Professional

BDC Benjamin Day Consulting

PLURALSIGHT

PROFESSIONAL SCRUM TRAINER PST SCRUM.ORG LICENSED

Scrum.org The Home of Scrum

Azure DevOps Services Fundamentals

Azure DevOps Server 2020 Fundamentals

Scrum Master Skills

On with the show.

Assumptions

- You're technical. I'm technical.
- For today, we're talking about a fairly technical Scrum Master
  - (Don't forget the needs of the business though.)
- This talk =
  Scrum Mastering + "Getting your project started right"

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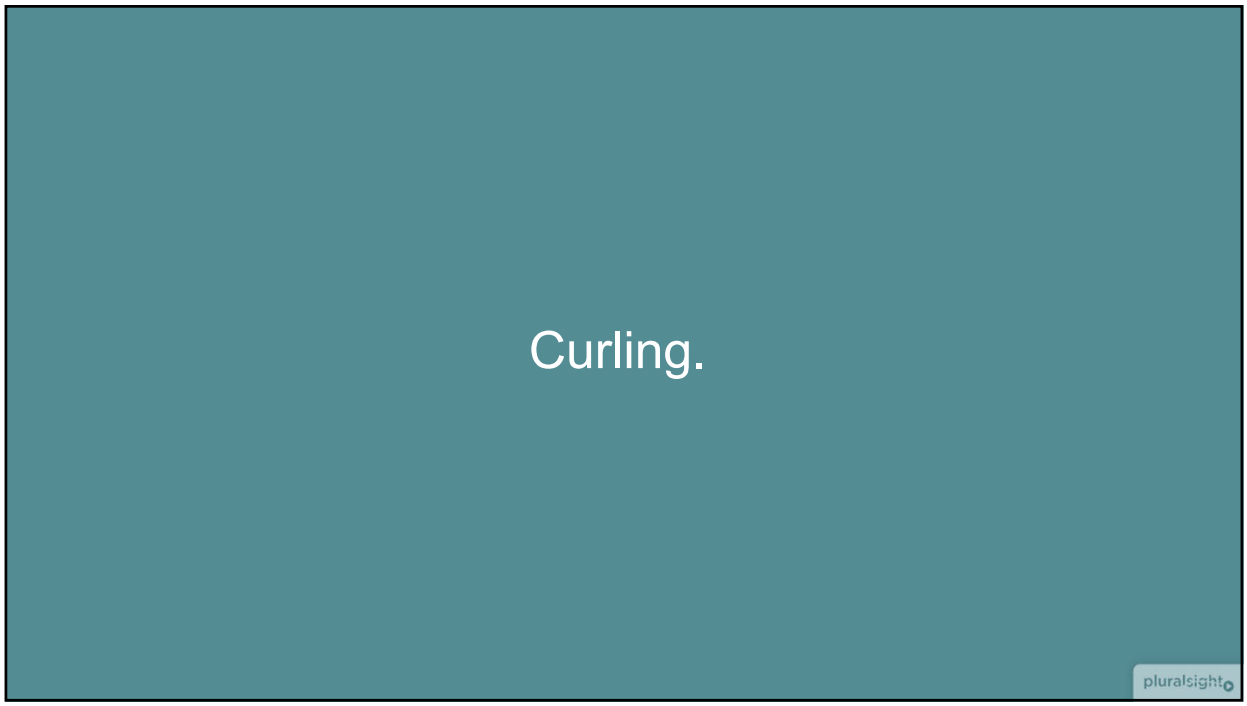
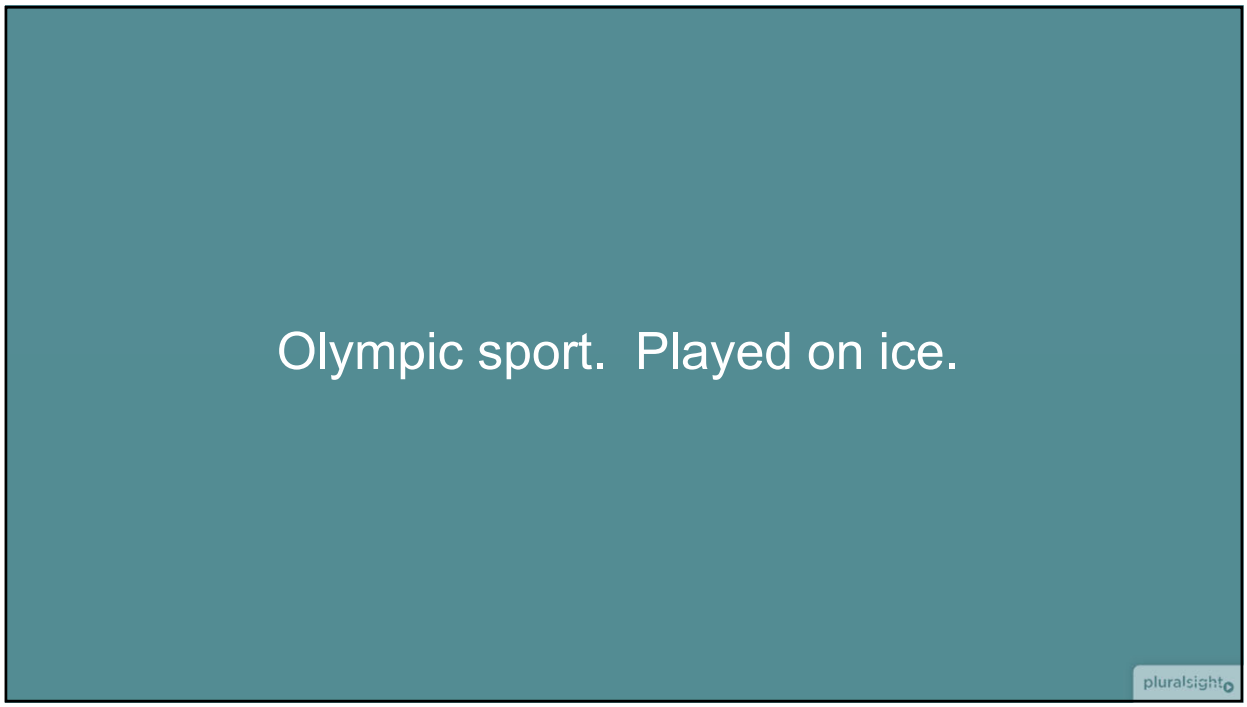
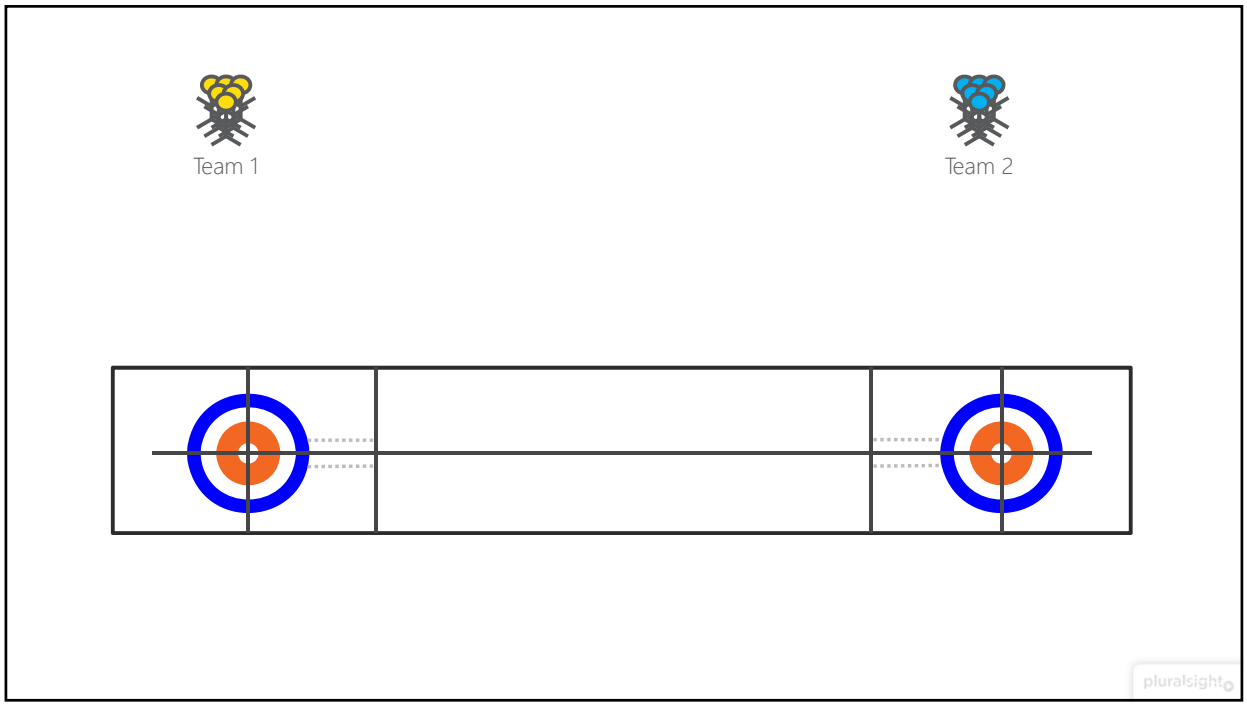
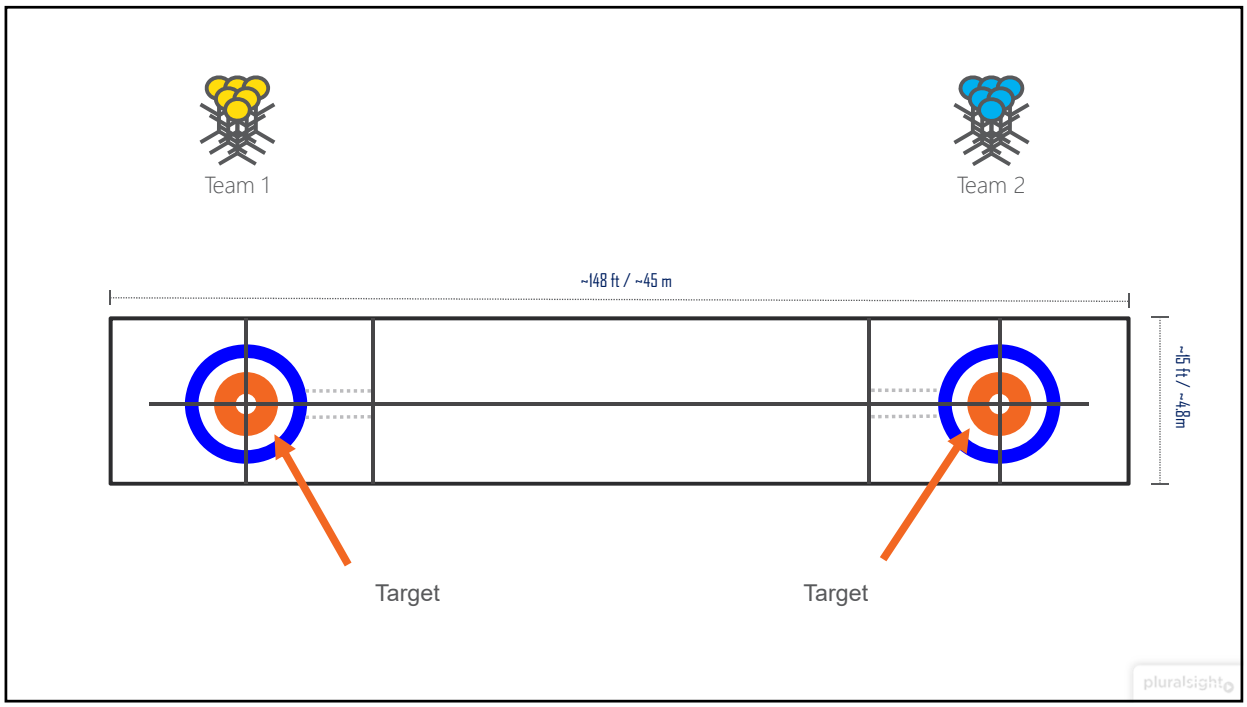
"What does the Scrum Master *do* anyway?"

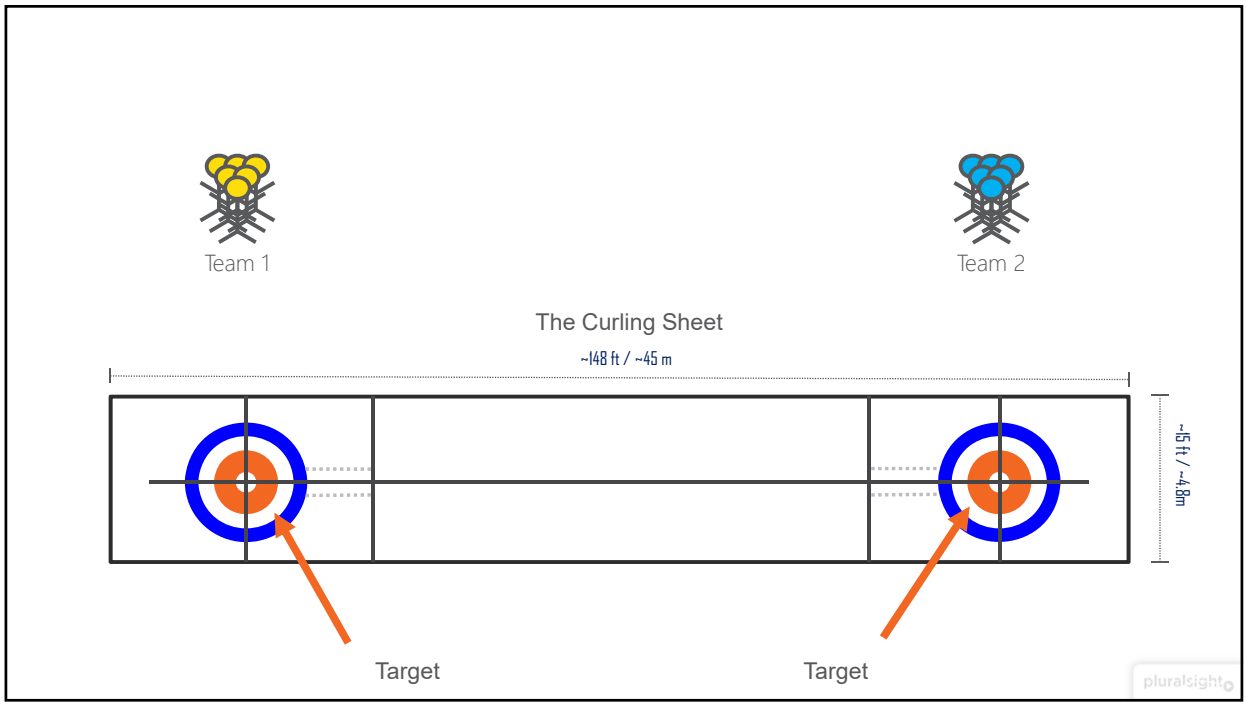
pluralsight


Curling.
pluralsight


Olympic sport. Played on ice.
pluralsight

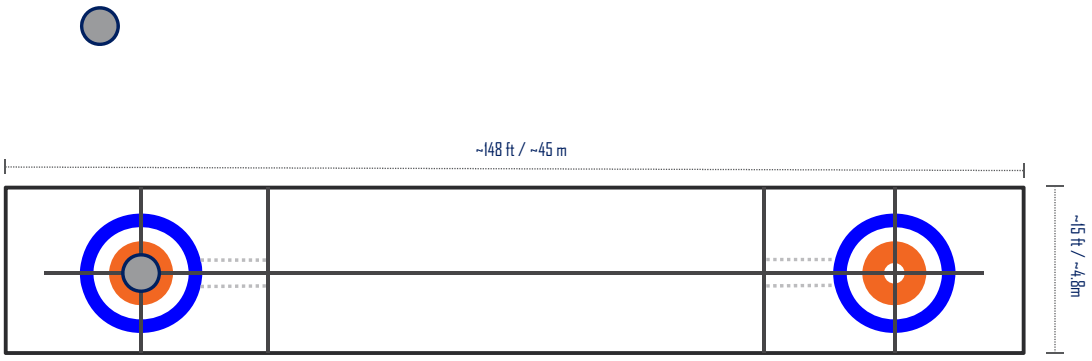

Team 1
Team 2
pluralsight


Team 1
Team 2
~148 ft / ~45 m
~51 ft / ~48m
Target
Target
pluralsight



Curling Stones

- ~40 lb. stones
- Polished granite
- It's got a handle
- 8 stones per team



- Get your stones as close as possible to the center of the target
- Each team takes turns
- Team with the most stones closest to the center of the target wins

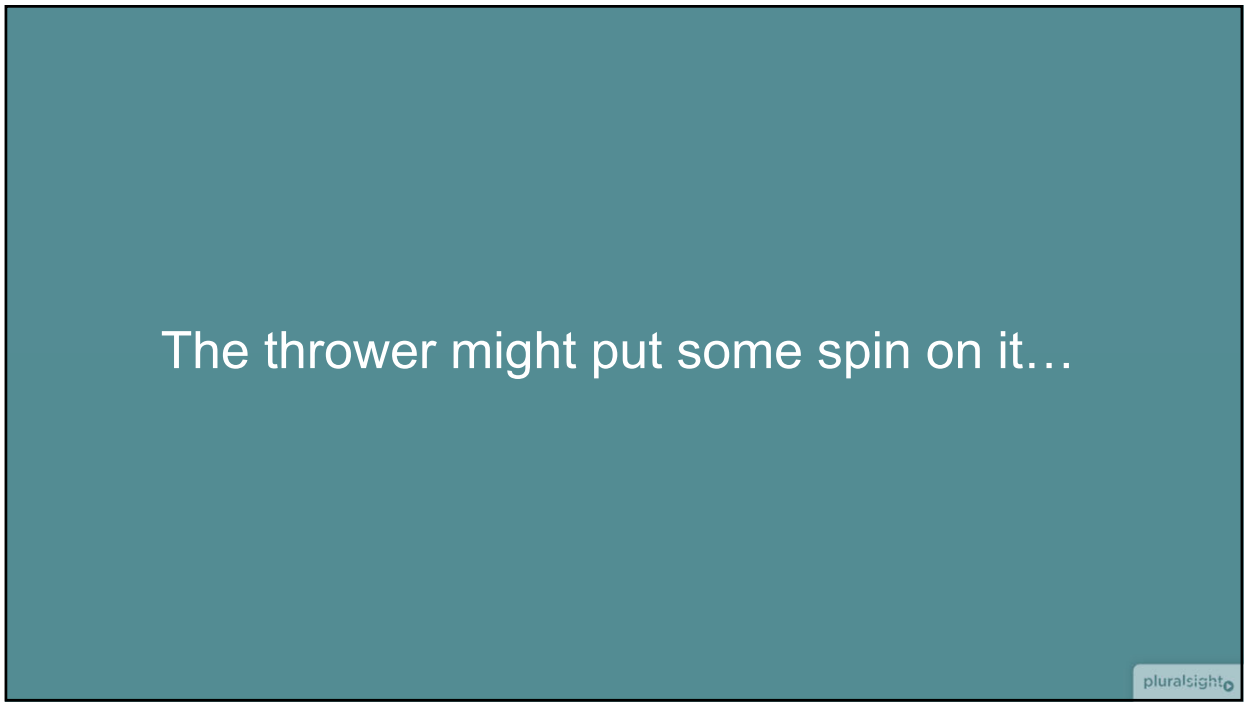
Note: that stone's not to scale

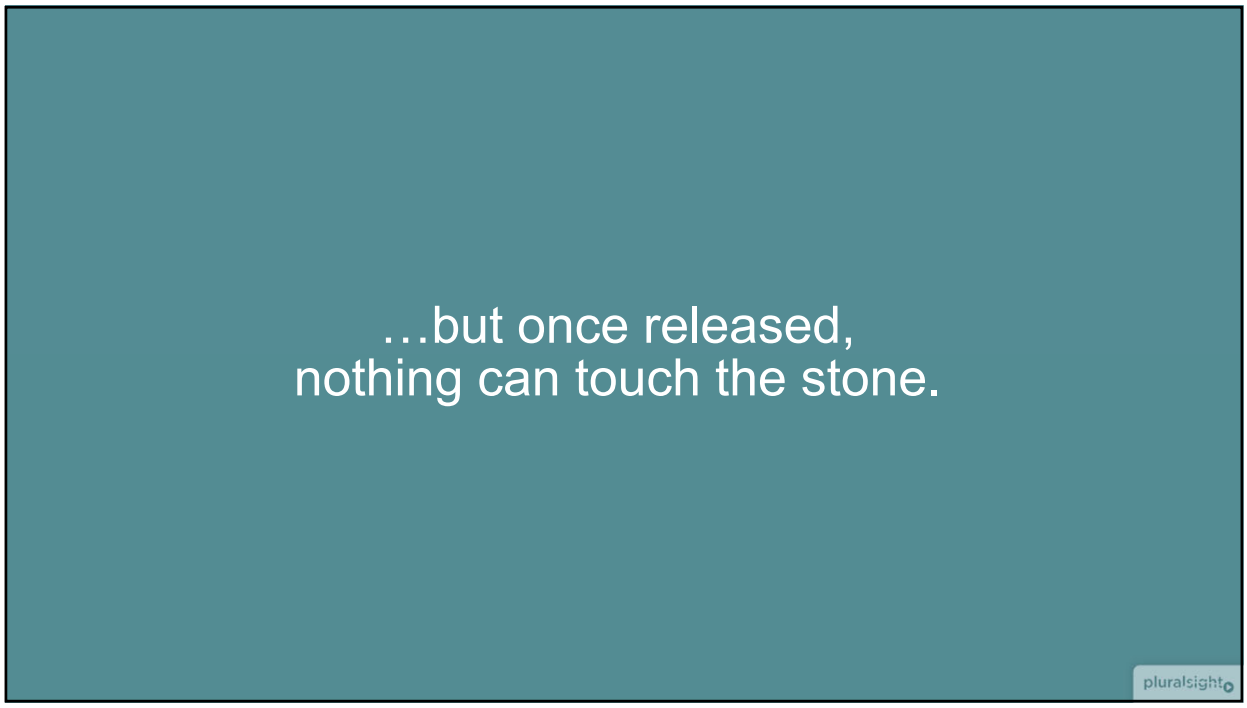
pluralsight

Throwing

- 3 team members per throw
- Thrower
  - Stone in hand
  - Pushes off with legs
- Starts glide towards target
- Thrower has to release stone

pluralsight


The thrower might put some spin on it…
pluralsight


…but once released,
nothing can touch the stone.
pluralsight

After the release,
the Sweepers take over.

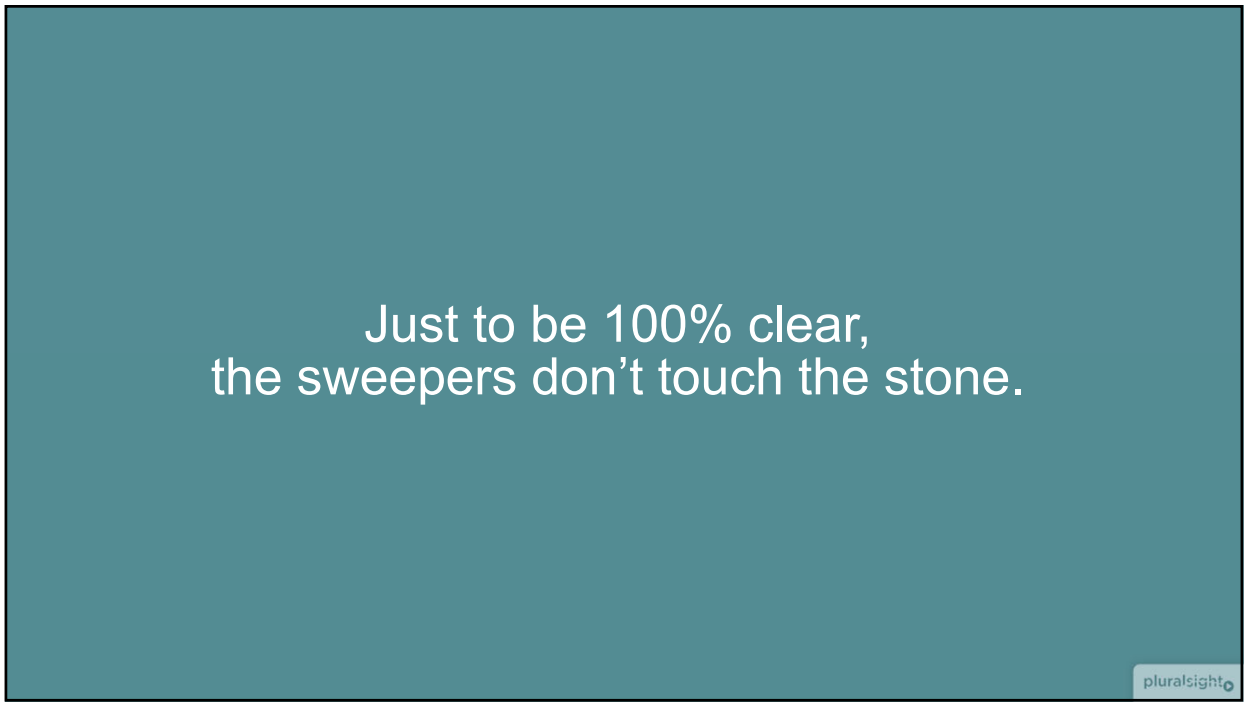
pluralsight

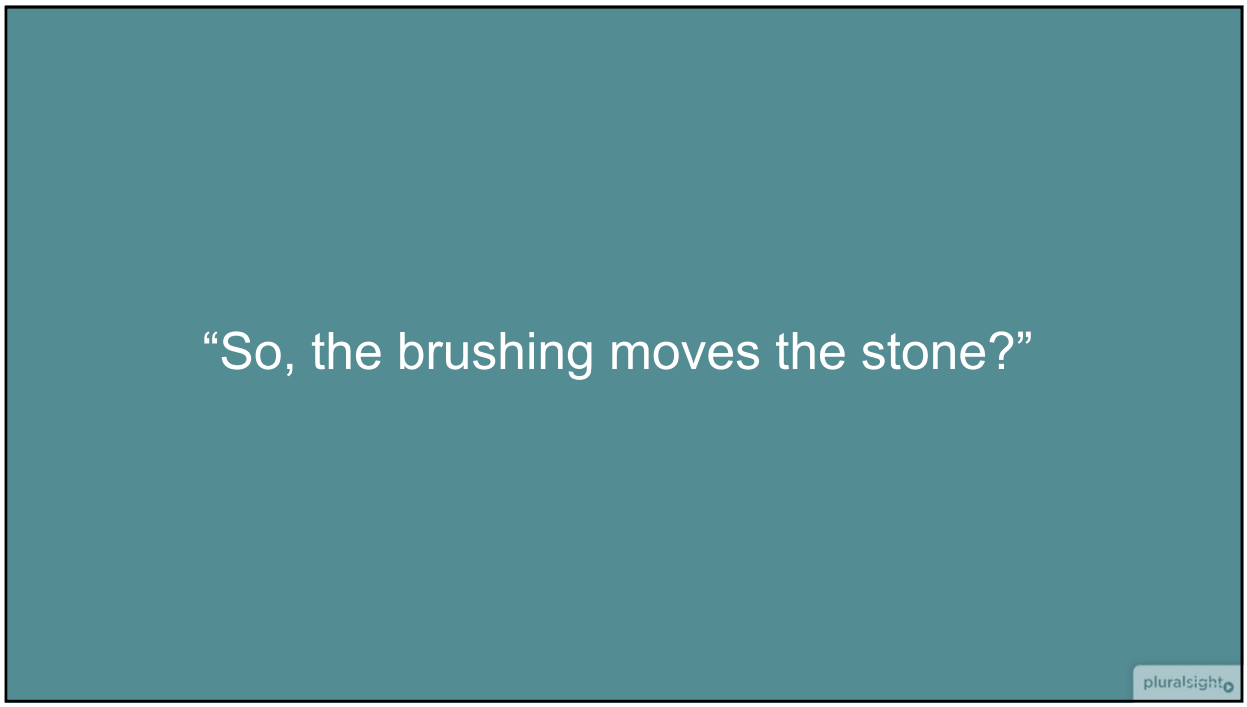
Sweepers

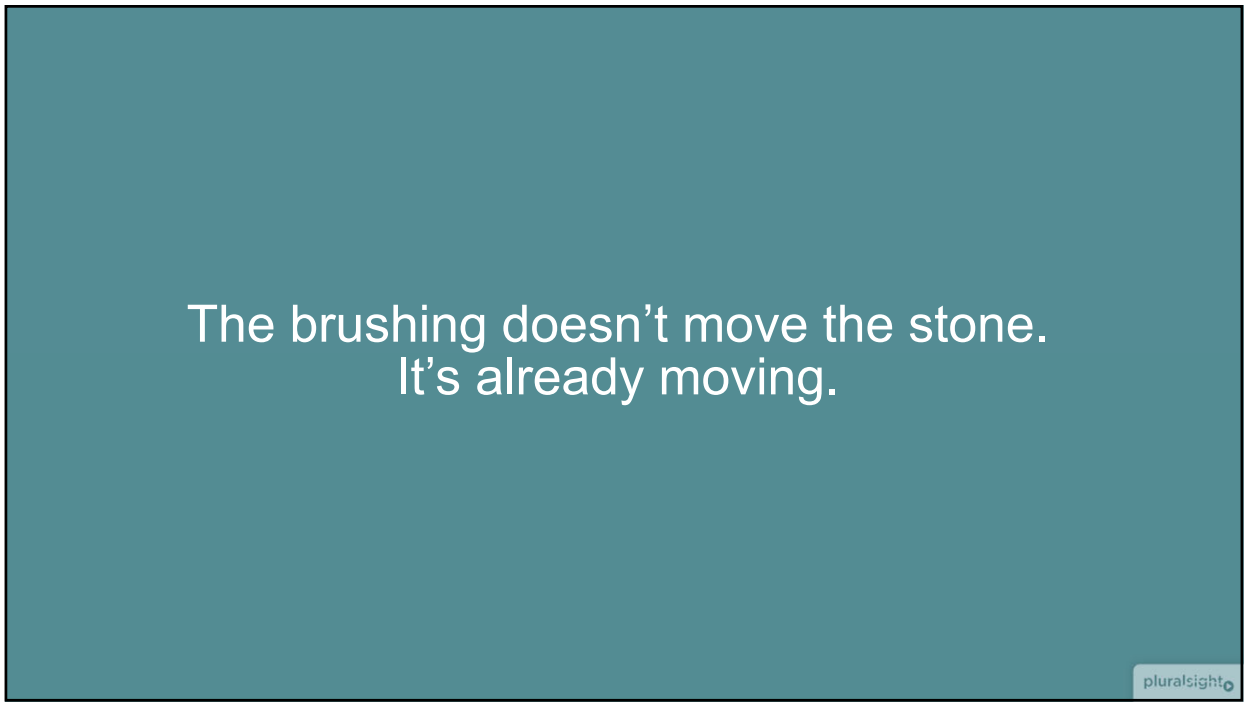
- Two sweepers stay with the stone

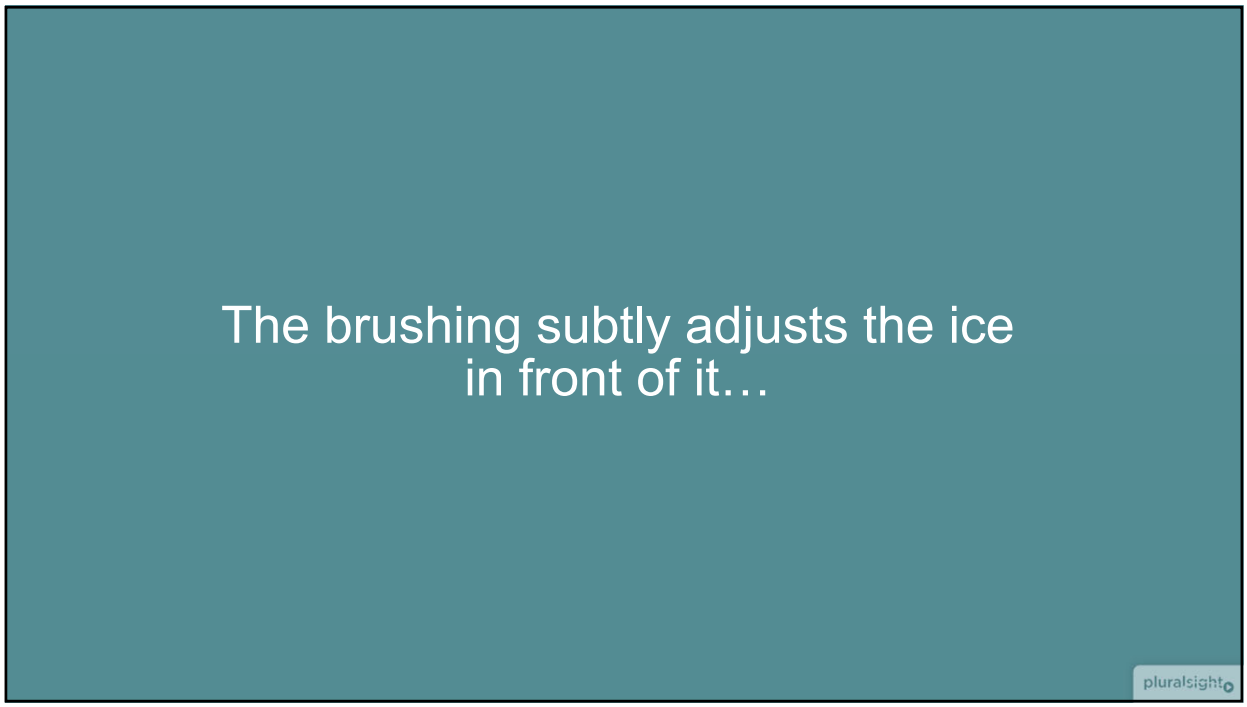
- Guide the stone to the target

pluralsight


Just to be 100% clear,
the sweepers don’t touch the stone.
pluralsight


“So, the brushing moves the stone?”
pluralsight


The brushing doesn’t move the stone.
It’s already moving.
pluralsight


The brushing subtly adjusts the ice
in front of it…
pluralsight

…and that can change the speed and direction of the stone significantly.

pluralsight

The sweepers – without touching it – are helping to coax and guide the stone so it lands correctly at the target.

pluralsight

"…and this has *what* to do with scrum mastering?

pluralsight

Scrum Master is a Coach

- Scrum Master is not a management role
- Team members don't report to the Scrum Master
- Scrum Master isn't the boss

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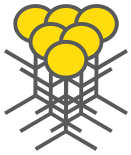
Three Roles in Scrum

Product Owner

Scrum Master



Development Team

Three Roles in Scrum

Product Owner

- Product Owner is as close to “a boss” as you’ll get
- Provides the vision & goal

Considering the inherent bossless-ness,
Scrum expects and relies on the team
to self-organize.

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To be successful,
the team needs to use their creativity to deliver
done, working software.

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The team takes the Product Owner's goal and self-organizes to figure out how to deliver done, working software at the end of the Sprint.

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The basic idea:
Give the team their goal and then get out of the way.

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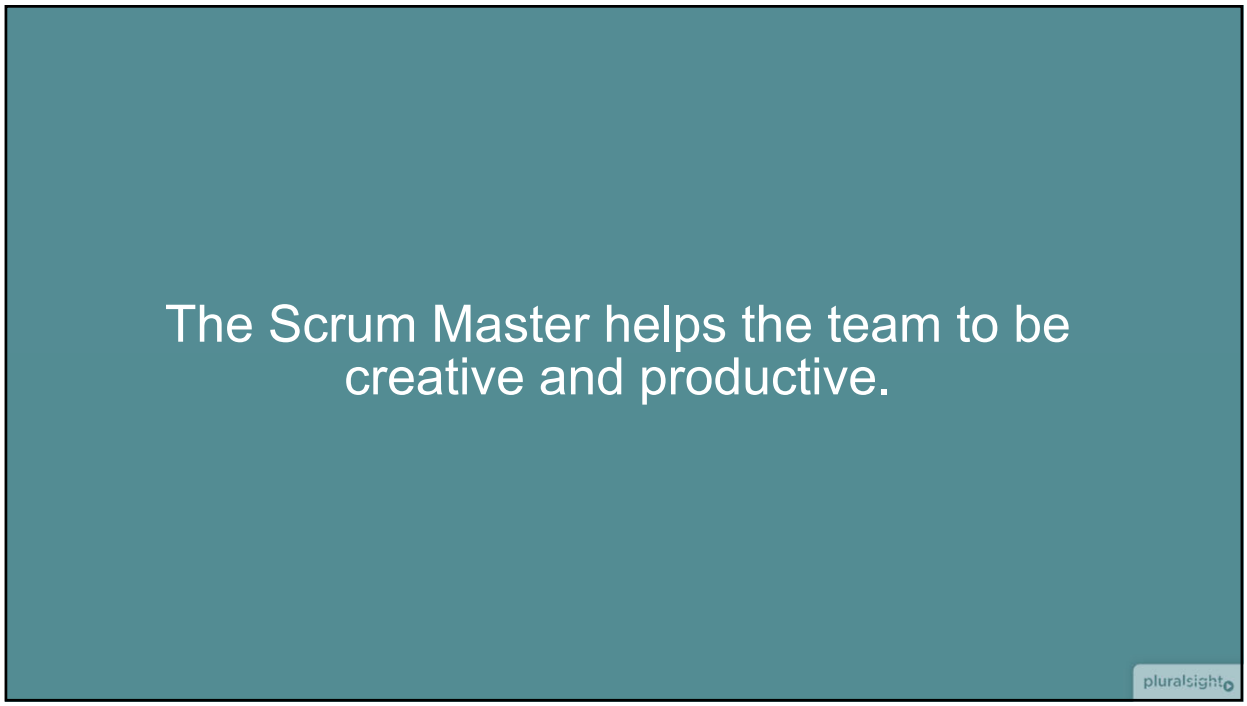
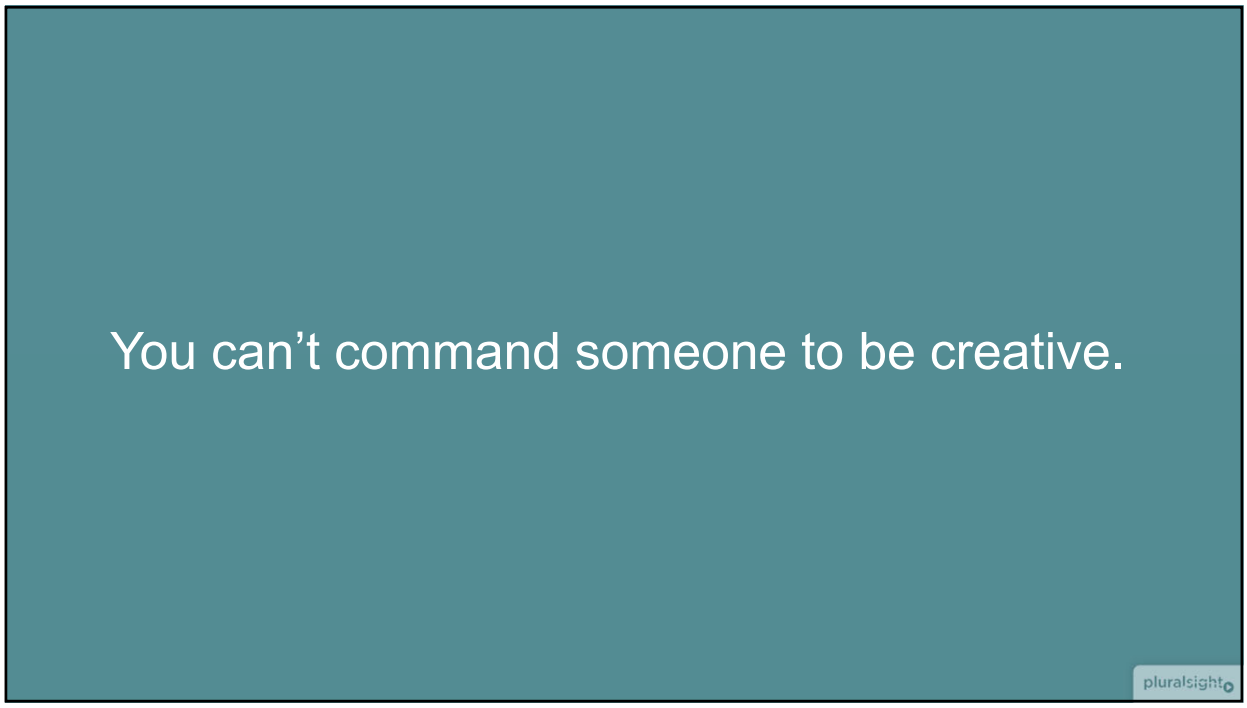
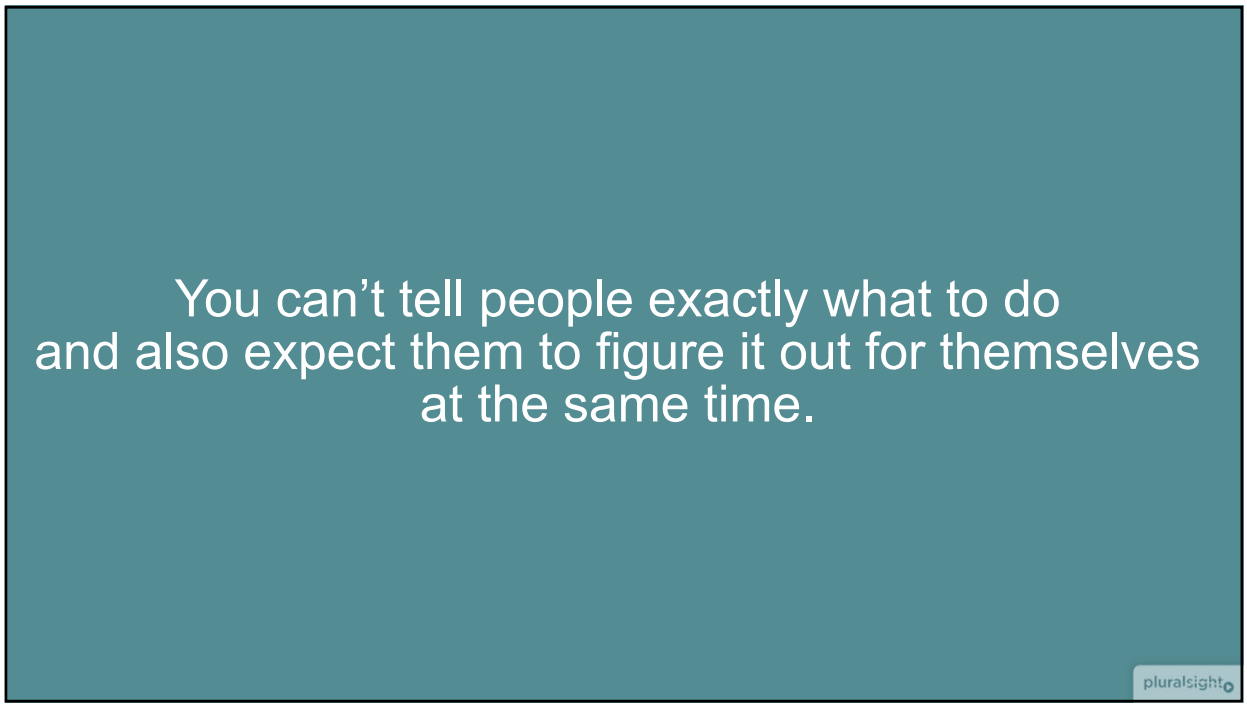
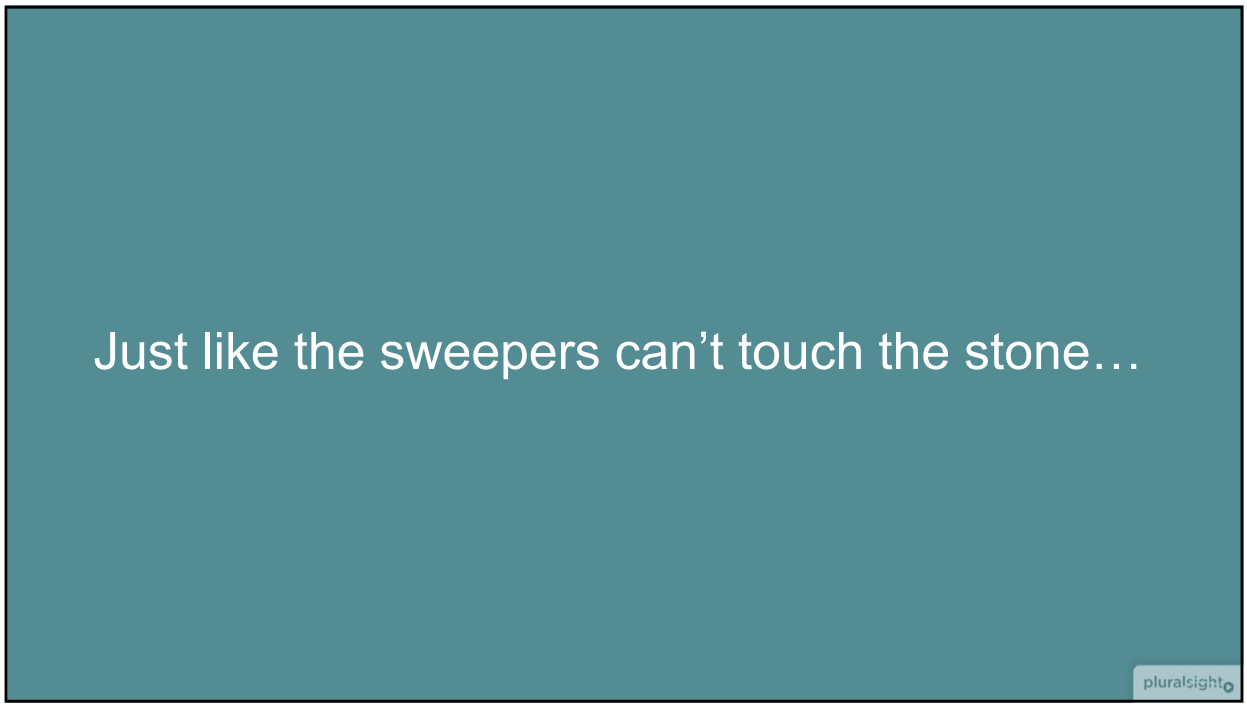

The Scrum Master helps the team to be creative and productive.
pluralsight

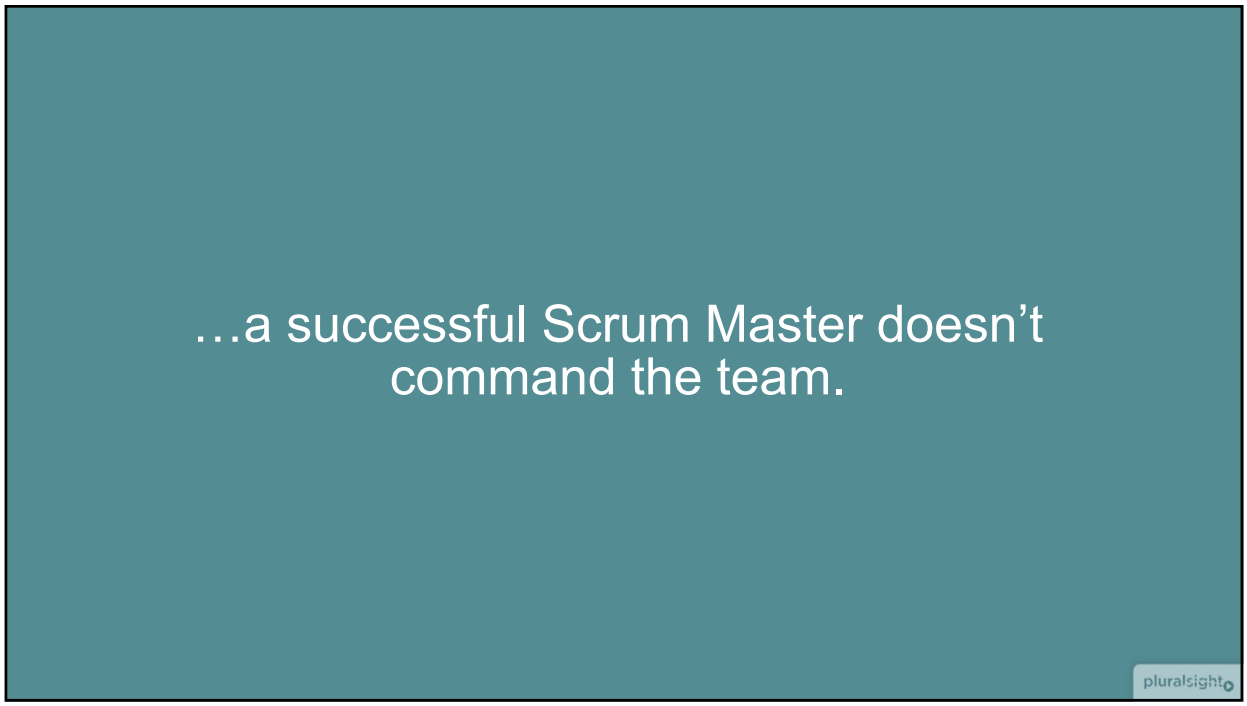

You can’t command someone to be creative.
pluralsight

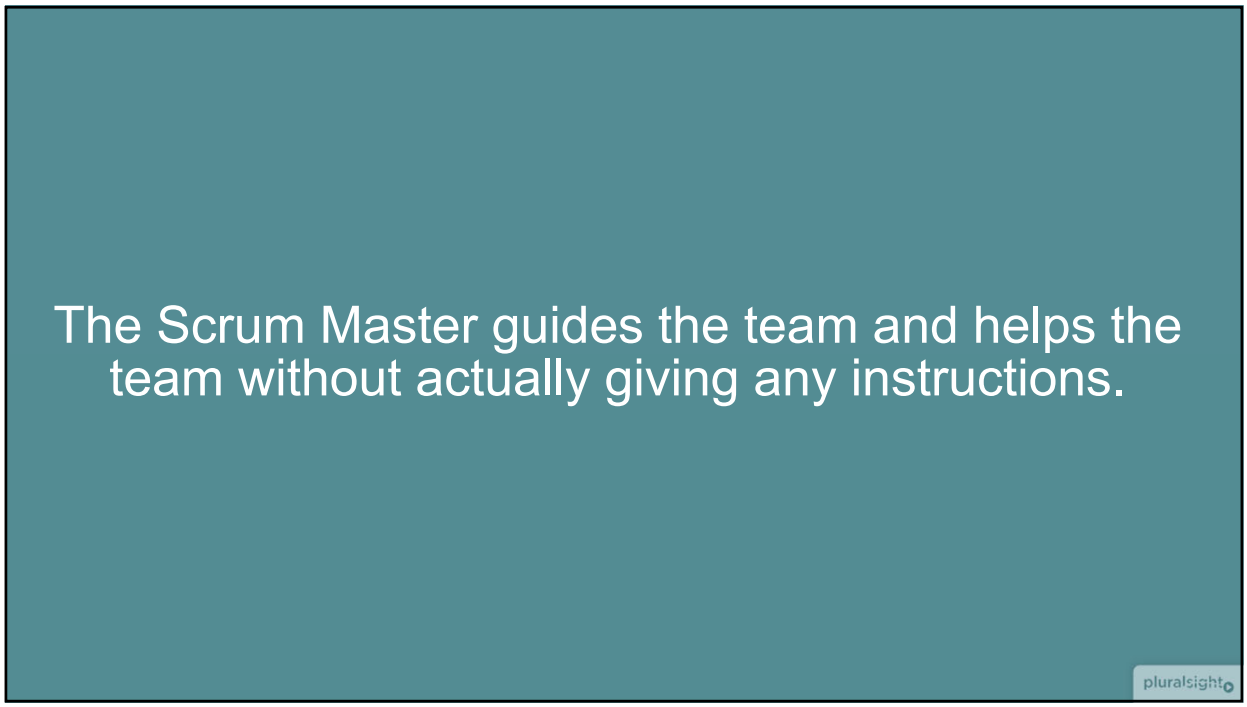

"1...2...3...BE CREATIVE!!!!"
pluralsight


You can't tell people exactly what to do
and also expect them to figure it out for themselves
at the same time.
pluralsight


And now back to curling…
pluralsight


Just like the sweepers can’t touch the stone…
pluralsight


…a successful Scrum Master doesn't command the team.
pluralsight


The Scrum Master guides the team and helps the team without actually giving any instructions.
pluralsight

- The team is the stone
- The Product Owner is the thrower
- The Scrum Master is a sweeper, guiding the team towards the goal

"What does the Scrum Master *do* anyway?"

The Scrum Master helps the team to
be productive and to use their creativity
in order to deliver done, working software.

pluralsight

The Big Lesson:
The Scrum Master leads through
influence not by command.

pluralsight

What does the Scrum Master do?

- Keeper of the process
- Help the team deliver
- Argue for and defend the team
- Help the Product Owner

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Top 10 Ways: Things to Think About

- What can you do to help your team?
- What can you do to help your product owner?
- What can you do to help yourself?
- What can you do to help your organization?
- Change your Daily Scrum

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Here are all the things I wanted to put in this talk.

- What can you do to help your team?
  - Written DoD
  - Encourage self-organization
  - Try to help minimize the work in progress.
  - Remind them to keep talking. One major downside of TFS is that people can sometimes think of it as an excuse to not talk.
  - Remind them about how much and how creatively you can decompose a PBI
  - Emergent Architecture.
  - Remind them they don't report to you
- What can you do to help your product owner?
  - Product owner checklist http://productowner.checklist.org by Lare Lekman
  - Remind them that they need to stay engaged and that their engagement is critical for the success of the team and the effort.
  - Remind them to plan ahead a bit and share their vision
  - Help with credibility by planning 2 to 3 sprints out
- What can you do to help yourself?
  - You can't fix everything.
  - Watch for burnout.
  - Do whatever it takes to get you to believe in self-organization
- What can you do to help your organization?
  - Get them cozy with the fact that change will be coming.
  - Changing of plans is a "feature" not a "bug."
  - Inoculate them so that they won't panic when change inevitably happens.
  - Question how products align with teams. Bring work to the teams rather than bringing Teams to the work. Let the Teams stay together and focused on a limited amount of stuff and they'll go faster.
  - Help them think about sprint lengths. Sprints help scope risk. Sprints force you to pause from time to time to see where you actually are. It helps keep you honest. Have you *actually* delivered anything? Why and why not?
  - Practice explaining Story Points.
  - Explain that Scrum doesn't replace the existing org structure. It is a layer on top of the existing org structure. While it probably won't change anyone's job, it might change how they perform their job.
  - Think like a data scientist. http://blogs.hbr.org/2013/11/how-to-start-thinking-like-a-data-scientist/
  - Watch out for fear. Fear is *everywhere*.
- Address the QA problems.
  - What does QA do at the front side of the sprint?
    - Answer collaborate with fellow team members to ensure that everyone knows how stuff is going to be tested.
    - Basically, front-load your quality focus.
- Change your daily standup
  - Consider dumping "3 questions"
  - Consider switching who "runs" the standup
  - Watch for people being bored and/or tuning out
    - Bored people implies doing too much work and/or a wobbly sprint goal
    - Bored people implies multiple teams of 1 rather than a team of X. You have people who sit near each other rather than actual functional team.
- What is your Velocity?
  - If you don't have estimates, you can't have a velocity.
  - If you don't have a DoD, velocity is problematic.
  - If you're wobbly on DoD, your velocity is suspect.
  - Be firm on DoD. No partial credit.
- Better Retrospectives
  - Write them down. Review the results.
  - Try to walk through the sprint day by day and ask people how they felt, what was going on on this day, why is the burndown going up or down? This helps them to *remember* what was happening.
- Common Objections to Scrum
- Leading vs Coaching
- Coaching organizations
- Coaching teams
- Common objections

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Top 10 Ways

1. What is your DoD?
2. People Skills
3. Credibility
4. What is your Sprint Goal?
5. Do less.
6. Emergent Architecture
7. Good programming & testing practices
8. "Kick it over the wall to QA"
9. Teams : Products
10. Retrospective

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Definition of Done (DoD) = *Everything* it takes to say something is completely done.

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What is your DoD?

- Closest thing to a “silver bullet” in Scrum
- Technical Debt will ruin you.
- Write it down.
- Review and discuss it regularly.

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“Done vs. Done Done”

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Sample Definition of Done (DoD)

Development / Coder

- Code is written with unit tests
- Unit tests have a minimum of 75% code coverage
- Code has been merged to Main
- Code compiles and unit tests pass when run as part of an automated build
- Database schema objects are under source control
- Database upgrade script is under control
- Code reviewed by someone other than the original author

Testing, Deployment, Ops

- Written QA test plan
- Tested with QA test plan by someone other than the original author
- Deployed and tested in Staging environment
- Automated UI tests are written and pass
- No Severity 1 or 2 bugs
- Reviewed by Product Owner
- Passes acceptance criteria for the PBI
- Known deployment & rollback plan
- Deployment plan reviewed by Ops
- Database changes reviewed by DBAs
- Load tested
- Deployed to Production

Do not relax your DoD.

No partial credit…ever.

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Partial credit usually means
Technical Debt.

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Partial Credit & Technical Debt →
"Wobbly" Velocity

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99% of the time,
it's a people problem.

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Watch for interpersonal problems.

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Here's a trick:
"Trust your gut."

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Consider reading this book.

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Want to be a super hero?
Go see a therapist.
(I'm not kidding.)

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2 to 3 Sprints of Product Backlog

- Helps give the PO "room"
- Helps everyone to know what's going on.
- Be ready to answer where a PBI (aka. "feature") is on the backlog.
  - How many sprints out?
- Discuss your *written* DoD with the PO, executives, and stakeholders
  - Why is it in their best interest?

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Fit for purpose.

- Remember that not everything is, needs to be, or should be a work of art.
- Balance "Time to Market" with "Long-term Maintenance"
- Communicate with the business in terms they understand
  - (Hint: this is probably money and resources.)

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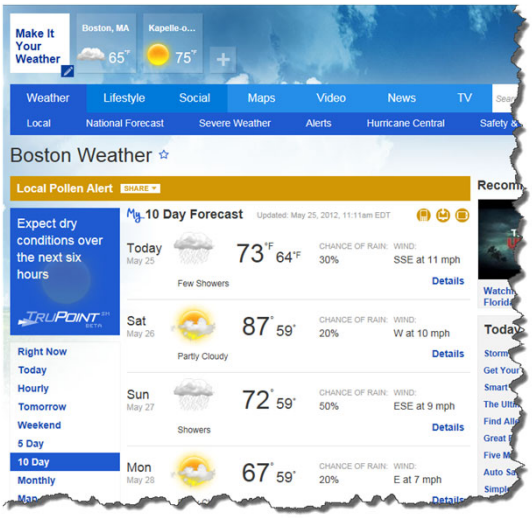
Train everyone to say *"forecast"* rather than *"commitment"*



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Do you have a Sprint Goal?

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Is it easily understood and stated?

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Hint:
Your sprint goal should not be

```
select * from SprintBacklog
```

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Review your Sprint Goal
in the Daily Scrum.

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And while we're talking about the Daily Scrum…

…consider dumping the "3 questions" format.

Remind your team that they don't report to you.

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Consider switching up who "leads" that meeting.

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Watch for people being bored
and/or tuning out.

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Bored implies a lack of focus.

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Bored implies that people aren't on the same team.

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Minimize work in progress.

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Put another way…
don’t try to do everything at once.

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If everyone on your team is working on separate PBIs,
is the team really a team?

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Finish one thing. Then do the next thing.

- Try to craft the work so that multiple people are working on related things
- Complete that thing. Move on to the next thing.
- Try to drive stuff to DoD early.
- This ensures that you're delivering *something* in the sprint.

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Anti-pattern:
2 days from the end of the sprint
and nothing's DoD yet.

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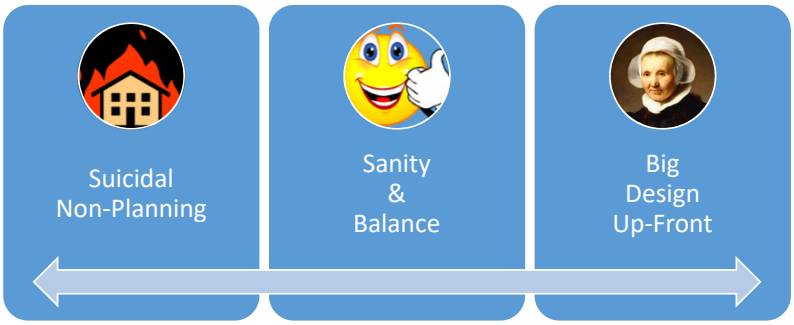
Avoid BDUF.
(Big design up-front.)

YAGNI.
(You ain't gunna need it.)

Emergent Architecture.

- Build what you need.
- It's a spectrum.



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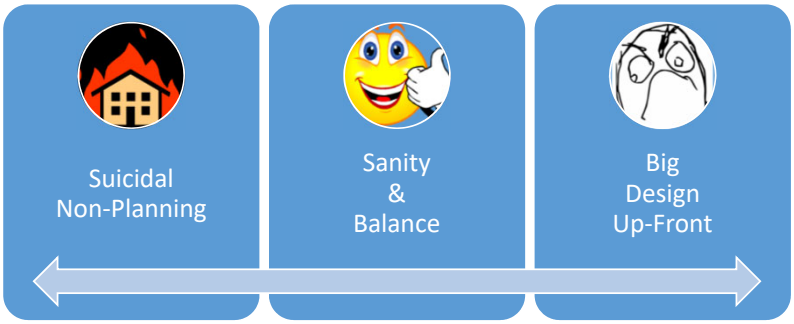

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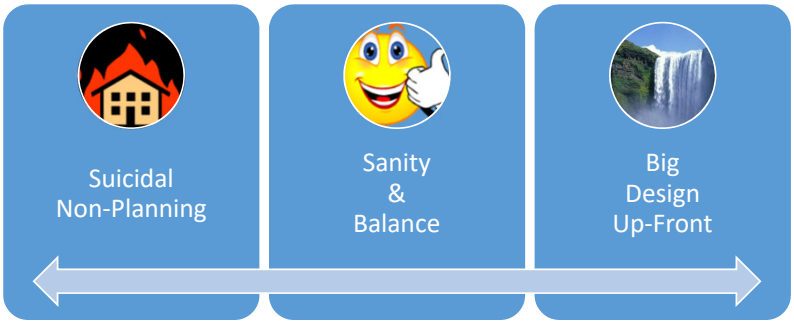

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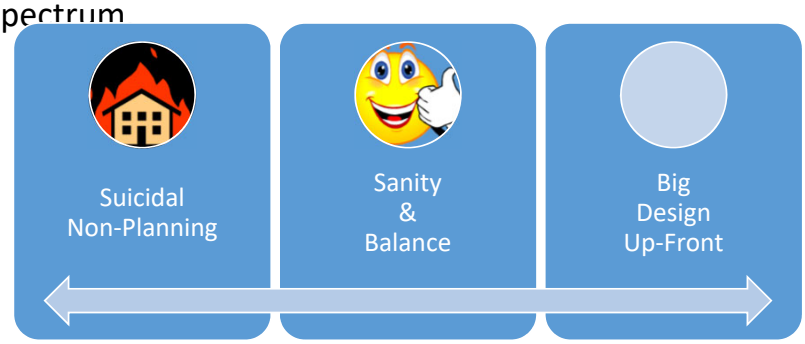

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It's a metaphysical *certainty*
that you'll have to change stuff.

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You *won't* get your "requirements" right.

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Your customers
will
change their minds.

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Accept that
you'll have to change.

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The Goal:
Make refactoring painless.

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Loose coupling.

- Code to interfaces.
- Use the Dependency Injection Pattern
  - (Pass dependencies in on the constructor.)
  - Consider an IoC Framework
- Use the Repository Pattern
- Remember Single Responsibility Principle

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Build for Testability

- Unit test, unit test, unit test
- Unit test != Integration Test
- Test one layer at a time in isolation
- No database connections from a unit test
- Integration tests in a separate project
  - Keep yourself honest

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For the love of all things
precious & beautiful…

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…DON'T USE A SHARED DEVELOPMENT DATABASE!!!!!!!!

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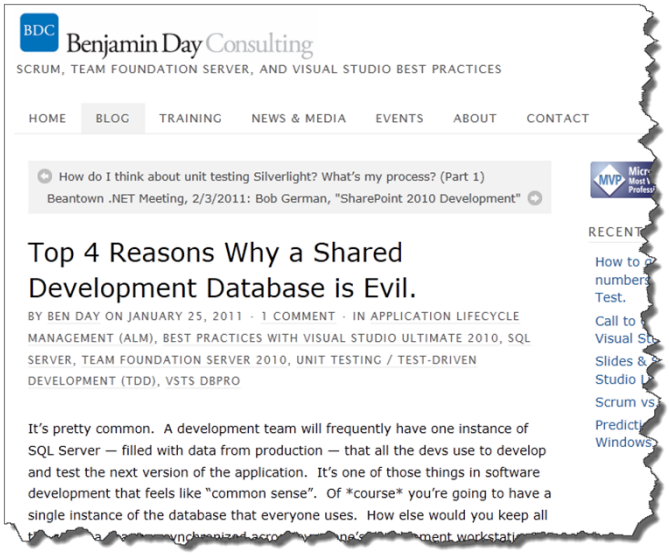

http://tinyurl.com/bqextsa

Eliminate the "works on my box" problem *early*.

- Set up automated builds from the very beginning.
- If you're using TFS, use Gated Check-in builds
- Deploy your database as part of your builds.
- Run your unit tests from the builds

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Never say "Kick it over the wall to QA" again.

- Us vs. Them
- QA is part of the team
- QA's work should be part of the DoD

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What does QA do at the start of a sprint?

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How do Teams align to Products / Projects?

- Watch out for partial allocations
- Do team members have more than one Daily Scrum?
- Rather than 1 team per 1 product,
  try 1 team that supports multiple products

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Teams to Products

- Bad
  - Billing System has a Billing Team
  - Accounting System has an Accounting Team
  - CRM system has a CRM Team
  - Website has a Website team
  - People are 50% allocated to multiple teams.

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Teams to Products

- Better
  - Team A
    - Billing
    - Accounting
  - Team B
    - CRM
    - Website

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Teams to Products

- Best
  - Team A and Team B are cross-functional
  - Either team can do tasks from Billing, Accounting, CRM, or Website

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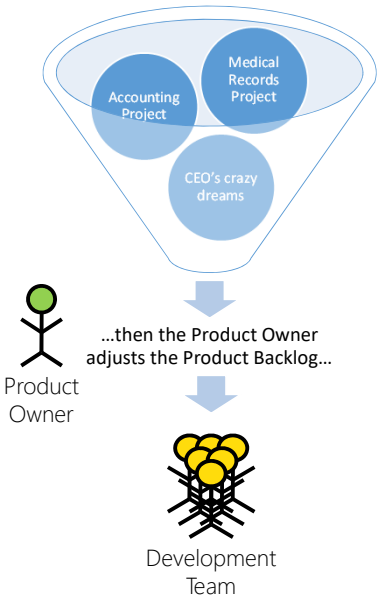
The Product Owner as a work funnel.

- Product Owner has to decide priority for the team
- The team can't do everything at once
- There has to be priorities
- The team isn't qualified to balance these priorities



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Entonnoir?

Top 10 Ways

1. What is your DoD?
2. People Skills
3. Credibility
4. What is your Sprint Goal?
5. Do less.
6. Emergent Architecture
7. Good programming & testing practices
8. "Kick it over the wall to QA"
9. Teams : Products
10. ***Retrospective***

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Retrospectives are the curer of all ills.

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Retrospectives help keep problems contained to (hopefully) a single Sprint.

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Tip:
Watch for unscheduled work.

Tip:
Get people REALLY thinking by trying to recreate what happened day by day.

Tip:
If it gets heated, learn to say
“Ok…and what else?”

Tip:
Record the findings from the Retrospective

Tip:
Review the notes from
previous Retrospectives.

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Top 10 Ways

1. What is your DoD?
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What can you do to help yourself?

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Watch for burnout.

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You can’t fix everything.

Do whatever it takes to get yourself
to believe in self-organization.

But don’t let your team walk all over you.

Some teams will use
self-organization against you.

"…but let's remember here.
This isn't a *&^%$# democracy."
-David Starr

How do you help the
Product Owner?

Remind them of how important they are to the success of the project.

Remind them that they need to stay engaged.

LARE lekman

Ketterän kehityksen kouluttaja ja valmentaja

Product Owner Checklist – November 2013

"This brief checklist helps you remember the most important things to become a good Product Owner.

As the Product Owner you are responsible for maximizing the value of the product and the work of the Development Team. Your way of doing this may vary across organizations, Scrum Teams, and individuals. This checklist is therefore only an example.

http://productownerchecklist.org

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An Example Checklist for Product Owners

Lare Lekman | Revised in November 2013 | productownerchecklist.org

Product Vision

- ☐ I have a product vision (created with customers, end users, and investors, when possible)
- ☐ I can answer to questions about the product vision and business model in a concise and m
- ☐ I have a short tagline for the product vision, for example "1,000 songs in your pocket" (
  to communicate the essence and value of the product release.

Stakeholders

- ☐ I understand the needs of my stakeholders (for example customers, end users, and inve
- ☐ I communicate regularly with my stakeholders to understand their needs and to manage
- ☐ I can answer to questions about how each product backlog item will generate value for th
- ☐ I am motivated to work as a Product Owner, and make sure I have the stakeholders' man
- ☐ My forecasts to stakeholders are based on development team's measured velocity or th

Product Backlog

- ☐ I have a product backlog
- ☐ I have a mandate to make decisions about the product backlog
- ☐ I update the product backlog at least before each sprint planning meeting
- ☐ The product backlog items are ordered (based on value, risk, work estimates, dependenci
- ☐ The product backlog items are clearly expressed and more detailed towards the top
- ☐ The product backlog is accessible to all scrum team members

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Any last questions?

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Thanks.

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