

# Mistakes to avoid in Scrum

## Common (but avoidable) mistakes done while “using Scrum”

- Forgetting that Scrum Master is not a Project manager nor Team Leader. Correct: Scrum Master is a Servant-leader-coach and team is self-organizing with nobody telling how they should plan and do their work. SM is also making sure Scrum is followed.
- Too big **PBL Items**, **SBL tasks**, Sprints, Teams
- Thinking that all PBL Items must be done at least in the last Sprint. Correct: PBL is never ready and never completely implemented. Last items are merely would-be-nice-to-have features or wishes.
- Using old project management methods on the side, like planning for more than **current Sprint** (Sprint planning) or over **next 24h** (In Daily Scrum). Or using Gantt charts, critical paths, mile stones with feature requirements etc. etc.
- Marking partially done tasks as done. (They should be kept undone, and put back to PBL)
- “We estimated this as a 60h PBL item, now we have work 50h on it, so there is still 10h more to do...”
- Making estimates based on things that are “99% done” or making further estimates based on plans. Correct: Only past **facts** can be used as basis for estimates. Only completely done and accepted features can be counted in progress estimates.
- Changing estimates during the Sprint. Detach the mind totally from (original) effort estimates and real done hours. They are **not** required or even supposed to match! \*)

\*) Some people use points, e.g. Fibonacci series, to mark the PBL item effort estimates. But the benefits of points are highly debated. Many people see them as waste of time and giving no reliable information about anything.