

What **Scrum** Is, What Is It Not?

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Two Levels of What / What Not

Scrum at an overall
level

Scrum within Agile
project

Petri Heiramo

- Age: 37
- Long-time software development process specialist at Digia Plc.
 - I can code to save my life, but my primary interest has been in the big picture
 - Focus on Agility and Scrum since 2005
- Currently the only CST in Finland
- About Digia and Agile
 - Over 1300 SW professionals in Finland and globally
 - Agile projects for more than 3 years
 - Currently ~70 Agile projects with 350+ people in them



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Scrum

... is a framework to release the massive potential we have as...

- Professional software developers
- Innovative individuals
- Members of collaborative teams
- Modern organizations

... to try to maximize our ability to generate value in our work and in the organizations we work in.

Scrum

... is:

- A great tool for us who know how to do innovative solutions with software

Scrum

... is not:

- An antidote to all maladies in software development (i.e. a silver bullet)
- For everyone

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Scrum Is "Scrum", Not "SCRUM"

- Scrum is not an acronym
- The word comes from rugby
 - The starting lineup to restart the game
- Represents the "heads together" collaborative team approach in Agile development
 - The daily Scrum

Trivia: Ken Schwaber did use the form "SCRUM" in his '95 OOPSLA paper.

The word "scrummage" is a modification of "scrimmage", which in turn derives from or is a cognate of "skirmish". The term was used in the laws of rugby union for a long time before being permanently contracted to just "scrum".

- Wikipedia: Scrum



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Scrum

- Process framework, not methodology
- Scrum is the **minimum set** of ceremonies and artefacts to **control** a work in a complex environment
- Scrum purposefully omits development detail
 1. Scrum expects that people who use it know how to do whatever they do
 2. The details are always specific to the environment



- "Check out Scrum 2.0, now with improved practices!!"

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Scrum

- Customer centric
 - The customer directly drives the development (Product Owner role)
- Empowered teams
 - Teams assume responsibility for organizing themselves and their work
 - Hyperproductivity
- Iterative & incremental
- Risk and value driven
- Communication driven



- Command & Control

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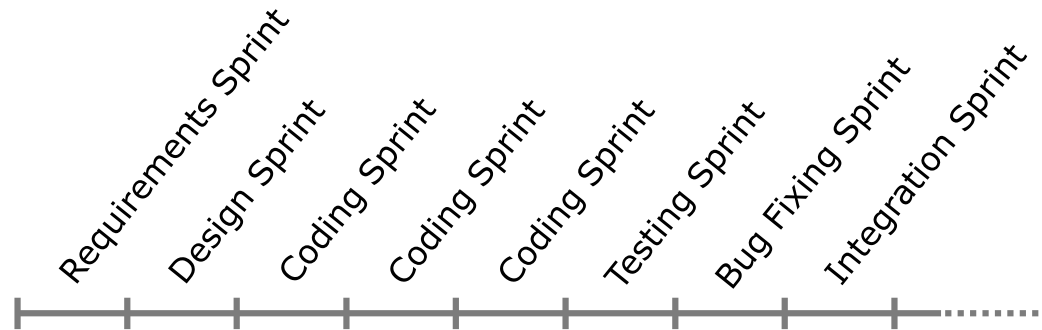


ScrumBut

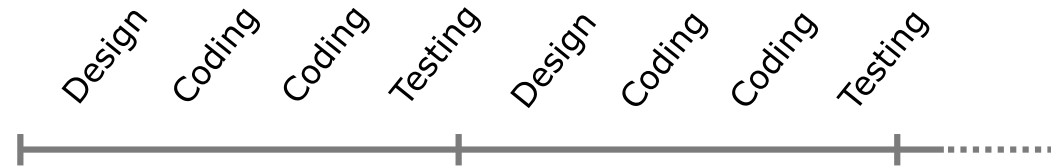
- *"Yeah, we're doing Scrum, but ..."*
- The most common "Agile process" used in the world today
- Results usually from "doing Scrum", but "improving it" using waterfall values and principles
 - A devolving process, not evolving
- A way out? Yes, recognize what you are doing and try to move to real Scrum



Scrummerfall



Or



”Scrummerfall. n. The practice of combining Scrum and Waterfall so as to ensure failure at a much faster rate than you had with Waterfall alone.”

- Brad Wilson

Scrum

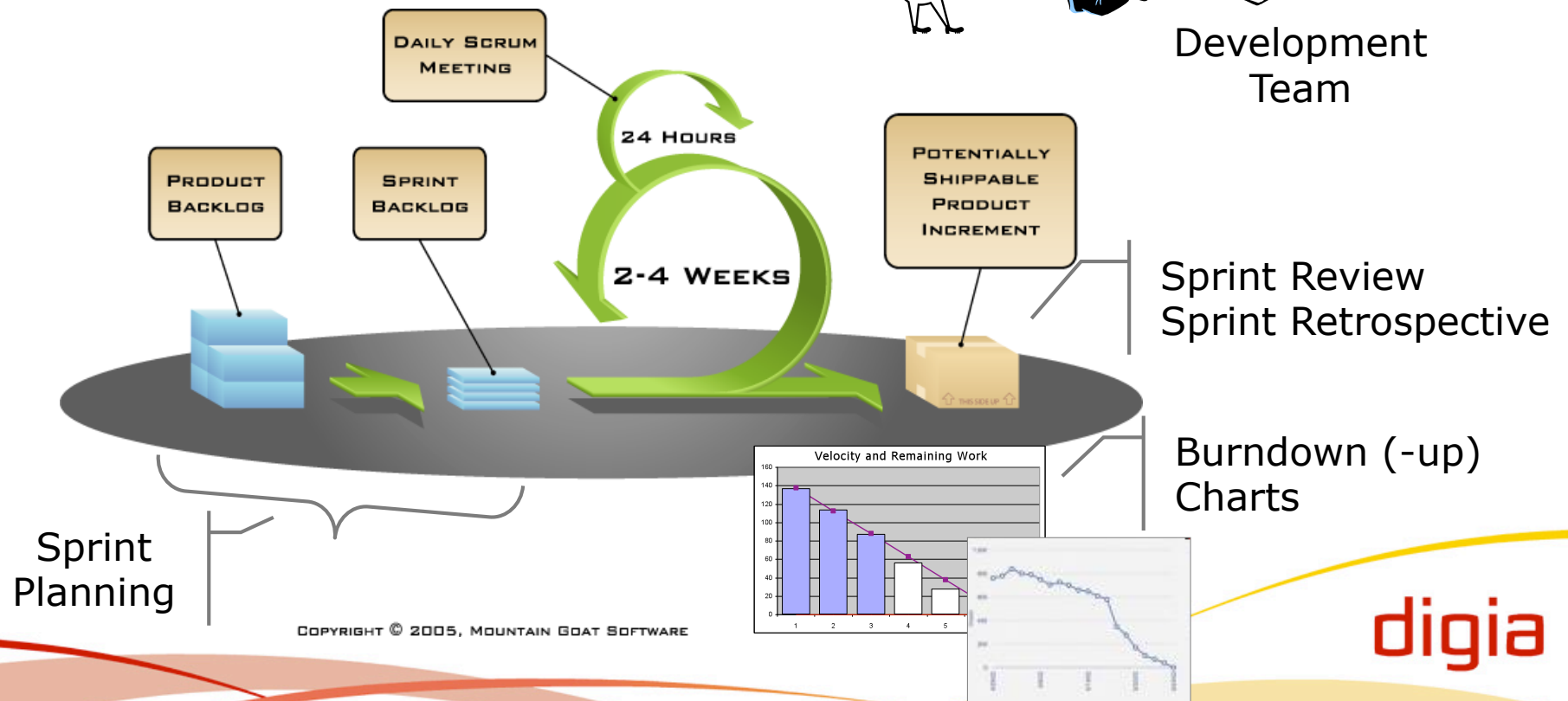


Product Owner

Scrum Master



Development Team



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Scrum

- Time-boxed iterations and activities
 - Never extend a Sprint – adjust scope
 - Time-boxed meetings
- No interference during Sprints
 - But the PO may terminate it
- Common goal, intense collaboration
- Multi-disciplinary teams
- Simple, but hard to do right
 - Requires more discipline than traditional approaches



User stories [from XP]

- Generally recommendable approach



"Product backlog items"

- Anything that needs to be done to get the desired result

"[Product Backlog] is a list of all features, functions, technologies, enhancements, and bug fixes that constitute the changes that will be made to the product for future releases."

- Schwaber, Beedle in Agile Software Development with Scrum



Story Points [Mike Cohn, et.al]

- Another generally recommendable approach
 - Scale with productivity increase
 - Independent of estimator skill level
 - Fast and appropriately abstract
 - Can be used with little data

Scrum

No definition of estimation units

- Just that the PO needs estimates for prioritization and planning, and that the team is the best providing them

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Scrum

Daily Scrum - Sit or stand,
up to you

- The team should reflect on how to make them most effective
- Examples of both approaches



Standing is more effective

- Recent research indicates that stand-up meetings are more effective
 - Faster
 - More focused
- But still a stand-up telco doesn't make much sense...

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Scrum

Iterations are 30 days long

- Or so it said in the original book...
- It has been recognized the duration may vary between teams and environments
 - Working examples range from 1 week to 4 weeks
- Regular rhythm is recommended
 - Project's heartbeat
 - Helps planning and communication



Iterations longer than a month

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Scrum

Doesn't tell how to develop SW

- Emphasizes the need (and the skill needed) to deliver working valuable functionality at the end of every iteration



eXtreme
Programming

TDD, pair programming, etc.

- XP is generally recognized as a good way to develop software in Agile way
 - Massive internal communication
 - Fast feedback loops
 - Very high quality
- Requires discipline and skill

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Why Is All This Important?

- Scrum is attributed a lot of things that aren't Scrum
 - And blamed when those practices don't work
- People also feel compelled to use certain practices "because they are Scrum" even if they don't necessarily work in their case
 - Some also resist Scrum because "practise X they've seen someone use in Scrum project" is not to their liking or they think it doesn't apply to their environment
- Knowing what is Scrum will help
 - What are the issues that are critical and almost immutable
 - What areas allow options to adapt to different situations



Questions?

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Thank You!

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The bottom of the slide features a decorative graphic. On the left, the word "digia" is written in white lowercase letters on a dark red background. To the right of the logo, there are several overlapping, curved bands in shades of red, orange, and yellow, creating a sense of motion. Thin, straight lines in yellow and grey also cross the graphic area.

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