

Scrum in English

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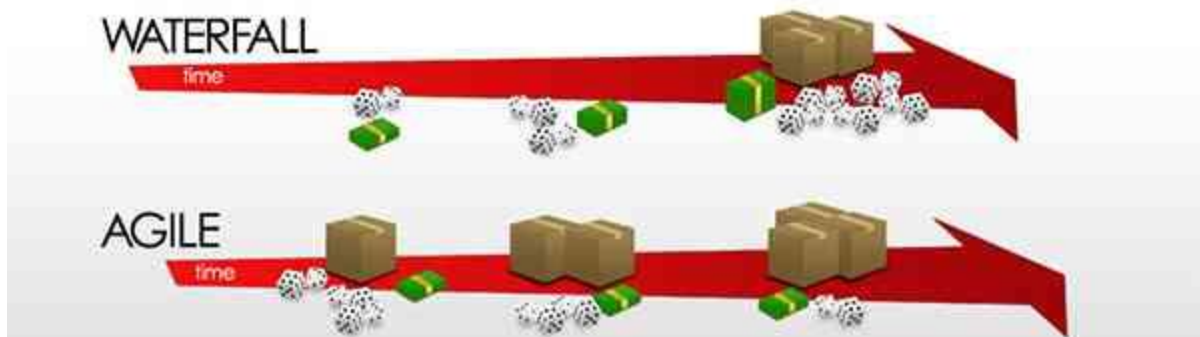
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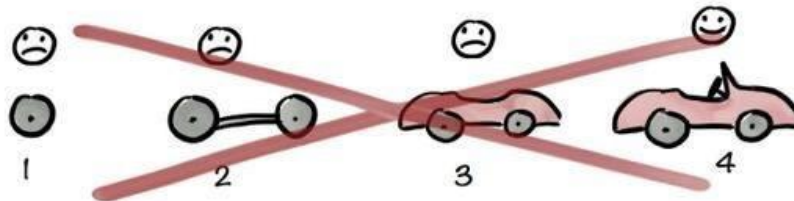
Agile Way of Working

Scrum is based on the Agile way of working. The question arises, why should you adopt the Agile way of working. The answer is pretty simple – because of the incremental delivery of value ensures that value realization starts early in the development cycle of software.

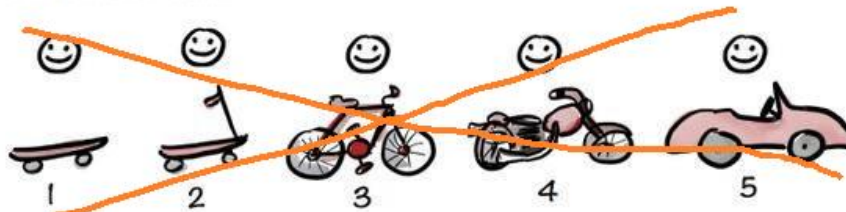


Now, you know, why to adopt the Agile mindset, but what is the Agile way of working? Is in Agile of working, we develop first to develop a bicycle then a motorcycle and then a car? Is Agile way of working means, we develop the wheels and then transmission & engine, and then body to deliver a car? Answer of both questions is NO.

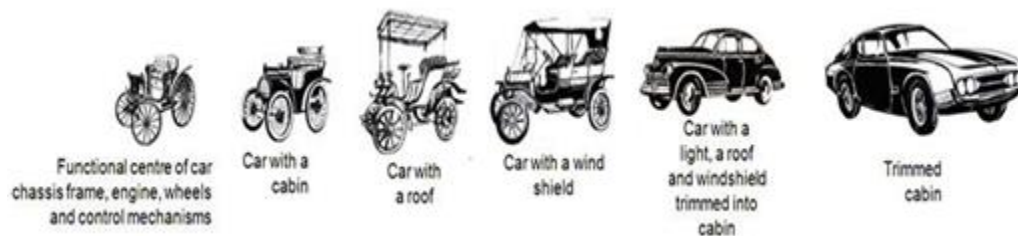
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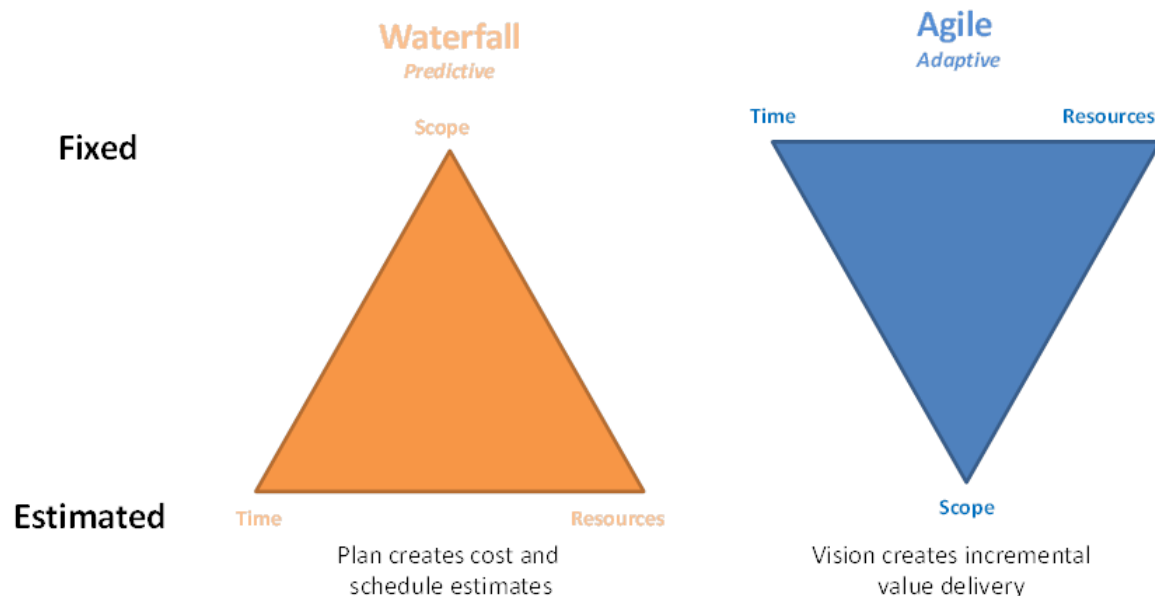
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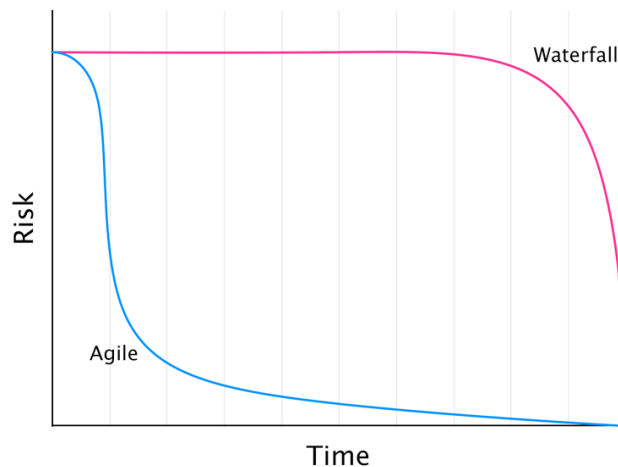
In the Agile way of working, our vision is to develop a car but with the evolution of technology, the experience of using the car, and experience of developing the car, we keep on evolving car itself without sacrificing the usability of it any time.



If you like to compare waterfall and Agile way of working, the iron triangle of project management is a good way to understand it. In the waterfall world scope of the project is fixed while time to execute the project and resources required is estimated. In this process, quality has no apparent role to play. In the Agile way of thinking time and resources are fixed while the scope is estimated with agreed upon quality.



Also, in the waterfall world due to the big delivery of value at the end of the project results in high risk throughout the project. In the Agile way of delivery due to incremental delivery, the risk is tackled in steps and visibility of it to all at all time.



Agile Way of Delivery – a story

There is a one apple tree in your backyard. Of course, you like apples, so you take care of the tree very diligently throughout the year. You irrigate it regularly; spray insecticides and pesticides to protect it from menacing insects and pests throughout the year. You also provide fertilizer to the tree. In short, you invest your time, money and mental space in the hope of plucking some sweet apples during spring.

Now consider two different scenarios. In the first scenario, you check on your tree every morning. You watch the blooming flowers and they're getting transformed into tiny green fruits. Slowly these apples get bigger and ripe. You see the value is getting delivered incrementally.

In the second scenario, even the tree is invisible forget about the flowers and the fruits. But you are assured by some divine power that on 3rd week of spring, the tree will become visible loaded with lots of sweet apples. In anticipation of those sweet apples, you keep on taking care of that invisible tree for the whole year.

I don't think you will like the idea of the invisible tree. Why? Because you are not sure that value will be delivered on a particular day, you cannot check whether the tree needs any trimming or some other extra care. You are not getting value incrementally and can't correct the course.

Aha! I can relate this to the Agile Way of Delivery. In the Agile way of delivery, you get several chances to correct the course, because you have short feedback loops. Also, the value gets delivered incrementally which keep on justifying the investment and allows the sponsors to change the investment patterns if required.

Scrum Framework

Scrum is a process framework for product development, consisting of the minimal set of roles, artifacts, and events based on the Agile values and principles.

Empiricism plays a very important role in the Agile movement so in the Scrum framework. Empiricism emphasizes acquiring knowledge and making decisions based on what is known via experience which is very much true in software development and maintenance.

Prof. Babatunde A. Ogunnaike and W. Harmon Ray, authors of "Process Engineering and Control" stated that Dupont chemical plants have two types of processes, predictive processes with less than a few percent variation during production, and empirical processes which have larger variation. Every Dupont chemical plant that exploded was the result of applying a predictive process control system to an empirical process.

Scrum is developed on empirical process control theory - empiricism. Scrum employs an iterative and incremental approach to optimize predictability and to control risk. Three pillars of Scrum uphold the implementation of empirical process control: transparency, inspection, and adaptation.

The underlying principles of the Scrum framework are:

- Self-Organization: Knowledge workers are more effective in managing themselves and work than someone who is not doing the work.
- Bottom-up Intelligence: Knowledge workers know more about the work than someone who is managing them. In complex work, maximum information is possessed by doers.
- Empiricism: Due to the complex nature of work and dynamic environment, it is difficult to predict. It is hard to plan what you don't know. In such a condition look into what has been accomplished and then figure out the next step. This approach contains the risk and best path forward to realize the objective.
- Transparency: To empiricism to succeed, all those involved must have visibility into what is happening and how we are moving toward the objective.