Mismanagement in Agile

Big change; many of the existing people associated with Software may have to die or retire, before the transition to Agile is complete.

ScrumMaster

- Isn't
- Is a tech guru
- Is too busy to do SM stuff
- Is a line manager
- Is not dedicated to Team
- Does not know / believe in Scrum.
- Does not have an impediment backlog

We have *work* to do. We can't afford the overhead of a ScrumMaster!

Definition of Done

- Don't have a clear definition of done
- Don't obey it
- Is outside of team control

But you said you were done

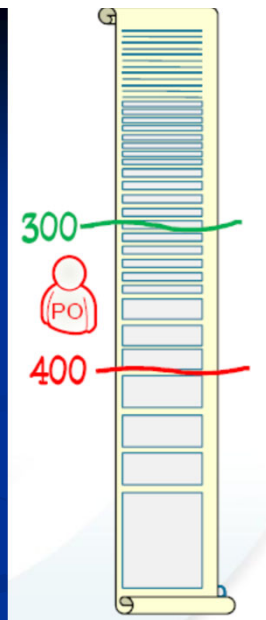Unit / Integration tested

Ready for production

Checked in

Acceptance tests running

All necessary refactoring done. No increased technical debt.

Deployed on Demo server

Velocity

- Isn't known
- Isn't used
- Is misused
- Death march
- Team asked to promise dates
- Include stories that aren't done
- Yo-Yo velocity

300
PO
400

Retrospective

- Doesn't happen
- Doesn't result in a list of improvements
- Improvements are not executed
- Improvements are not followed up
- Unwanted people at the meeting
- Everybody in the team doesn't talk

We are too busy. We just start the next sprint

Team Commitment

- Team is pressured
- Team doesn't track & learn
- Always under committing
- Always over committing
- Velocity=0
- Not allowing Slack

You have to do more

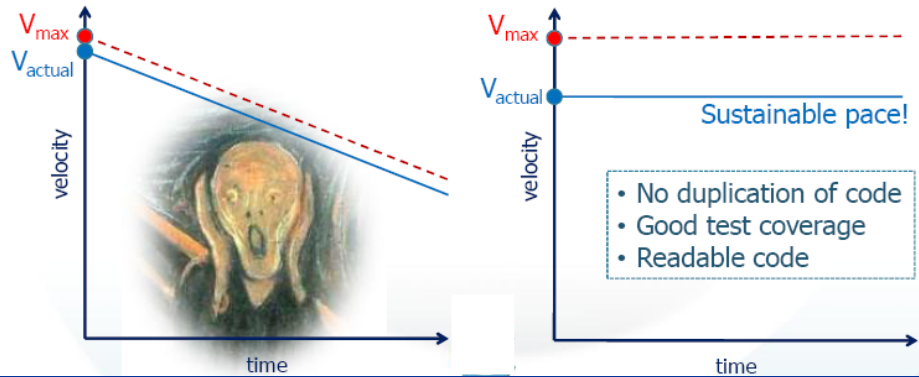| ESTIMATED	ACTUAL
30	20
30	20
30	20

ESTIMATED	ACTUAL
30	20
40	20
50	20

ESTIMATED VELOCITY	ACTUAL VELOCITY
30	20
20	18
18	18
18	21

Technical Debt

- Letting it pile up
- Not being professional in tests & code

Teamwork

- Fixed Roles
- Personal Backlogs
- Not helping each other
- Implementing all stories in parallel
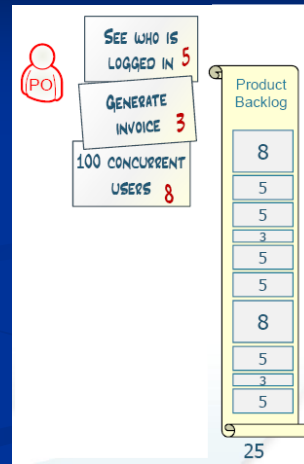- External Management

Well, at least I finished my stuff
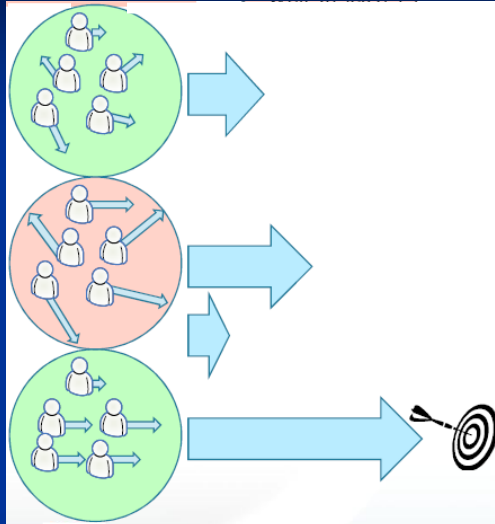
Product Backlog & Owner

- Product Backlog doesn't exist.
- Product Backlog not visible
- Never-ending stories
- Too big stories
- Product backlog not being maintained by PO
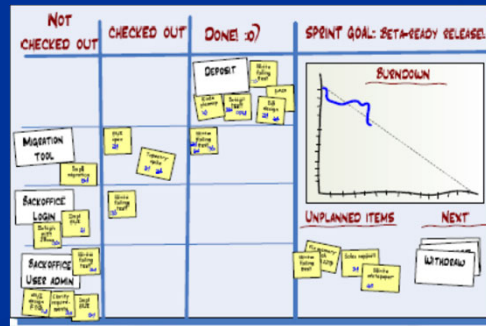- PO surprised at Sprint Demo
- PO not prioritizing

I don't have time to maintain the dammed Product backlog

Sprint Backlog

- Doesn't exist
- Too far from the team
- Too complicated
- Not used during the daily Scrum
- Format not chosen by the team
- Not owned by the team
- No Burndown
- Not updated daily
- Warning signs ignored

Oh. You mean that thing that the ScrumMaster fiddles with sometimes

Warning signs