

Software Processes: Scrum

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Scrum

The
Pragmatic
Programmers

A SCRUM BOOK

THE SPIRIT
OF THE GAME

Jeff Sutherland
James O. Coplien
The Scrum Patterns Group
edited by Adaobi Obi Tulton

A Scrum Book

The Spirit of the Game

Jeff Sutherland
James O. Coplien

Lachlan Heasman
Mark den Hollander
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and The Scrum Patterns Group:

Esther Vervloed, Neil Harrison, Kiro Harada, Joseph Yoder,
June Kim, Alan O'Callaghan, Mike Beedle, Gertrud Bjørnvig,
Dina Friis, Ville Reijonen, Gabrielle Benefield, Jens Østergaard,
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The Pragmatic Bookshelf
Raleigh, North Carolina

<https://pragprog.com/book/jcscrum/a-scrum-book>

Scrum: foundations

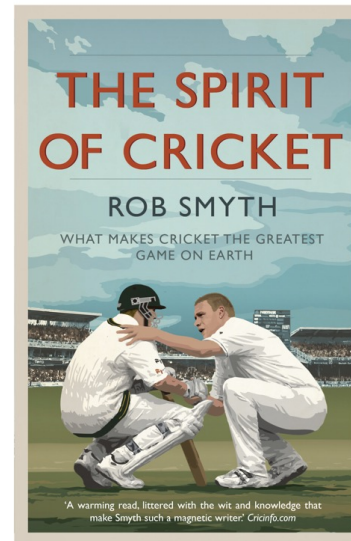
- Trust
- Focus
- Transparency
- Courage
- Respect
- Commitment
- Trust :)

name

¶1 The Spirit of the Game • 3

¶1 The Spirit of the Game

Confidence stars: **



context

problem

... the Scrum framework does not have all the answers, which means that the team cannot look to Scrum for direction when it does not give a final answer.

✧ ✧ ✧

Written rules might give concrete guidance for how to work together, but *spirit* is part of culture that guides interactions and may be discerned only when ignored or violated.

Cricket is a game that owes much of its unique appeal to the fact that it should be played not only within its laws but also within the Spirit of the Game. If the players do anything to abuse this spirit it injures the game itself. The major responsibility for ensuring the spirit of fair play rests with the captains.¹

On 16 May 1999 the actions of the captain in a world cup cricket game caused the spirit of the game to be seriously undermined. The captain's actions were a direct violation of the spirit of the game.

discussion

forces

Scrum requires a spirit of interaction between people that can be difficult to define. This spirit is part of the culture of the organization and may be indiscernible for the people within the culture. Though it may be difficult to define the spirit is easy to recognize when it is broken.

Changing habits is difficult. Moving from a command-and-control organization to [16 Autonomous Teams](#) might feel uncomfortable for developers as they are faced with the need to think more for themselves, and it might make managers feel that they are losing power as the teams can make decisions without their approval. Individuals in the organization might balk at changing

Scrum is about teamwork, but some prefer to pursue personal success instead of team success, or even broader definitions of success.

solution



Therefore:

When using Scrum the product community must focus on explicitly creating a culture in the organization where people know and follow the spirit of Scrum.

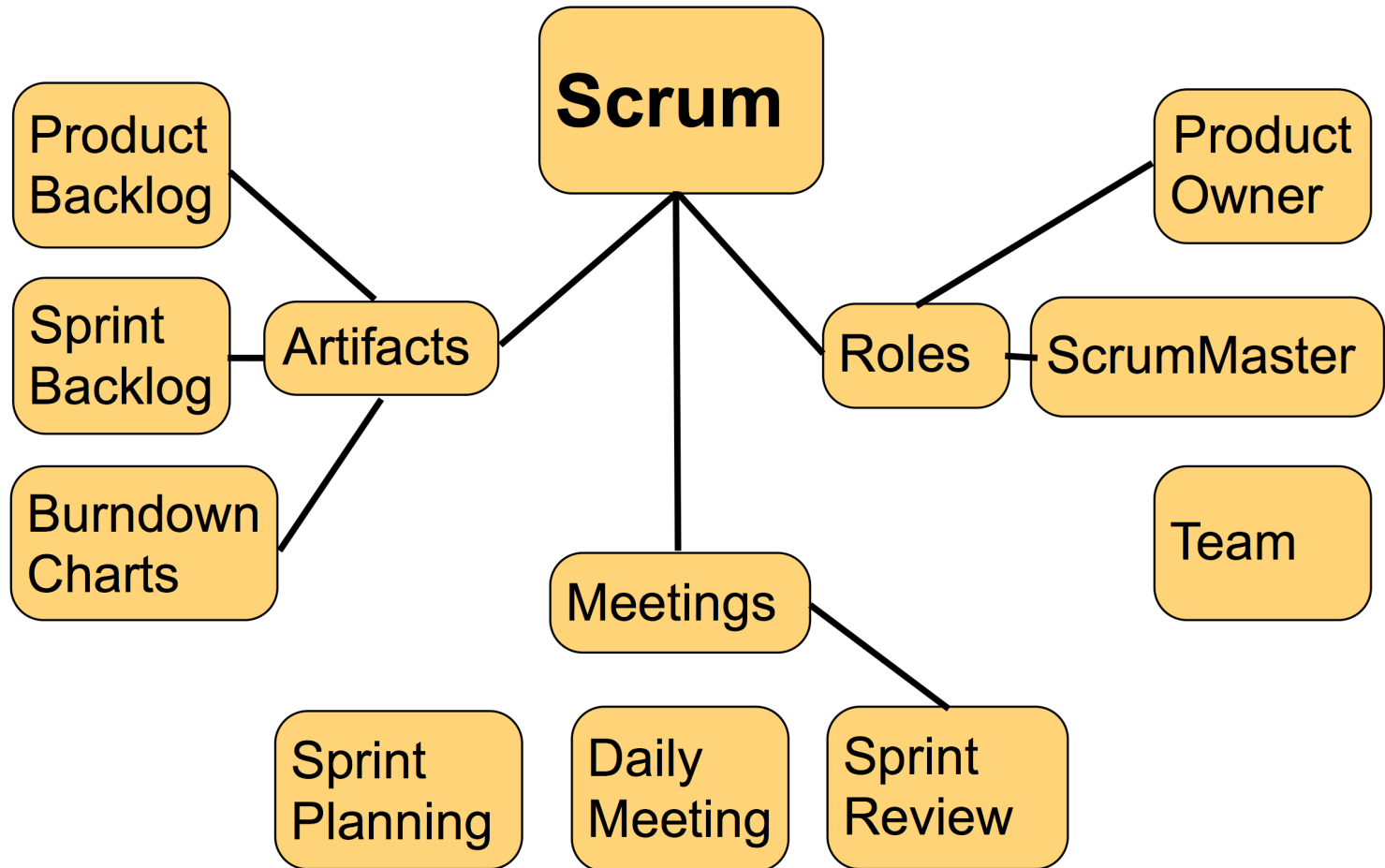
resulting context



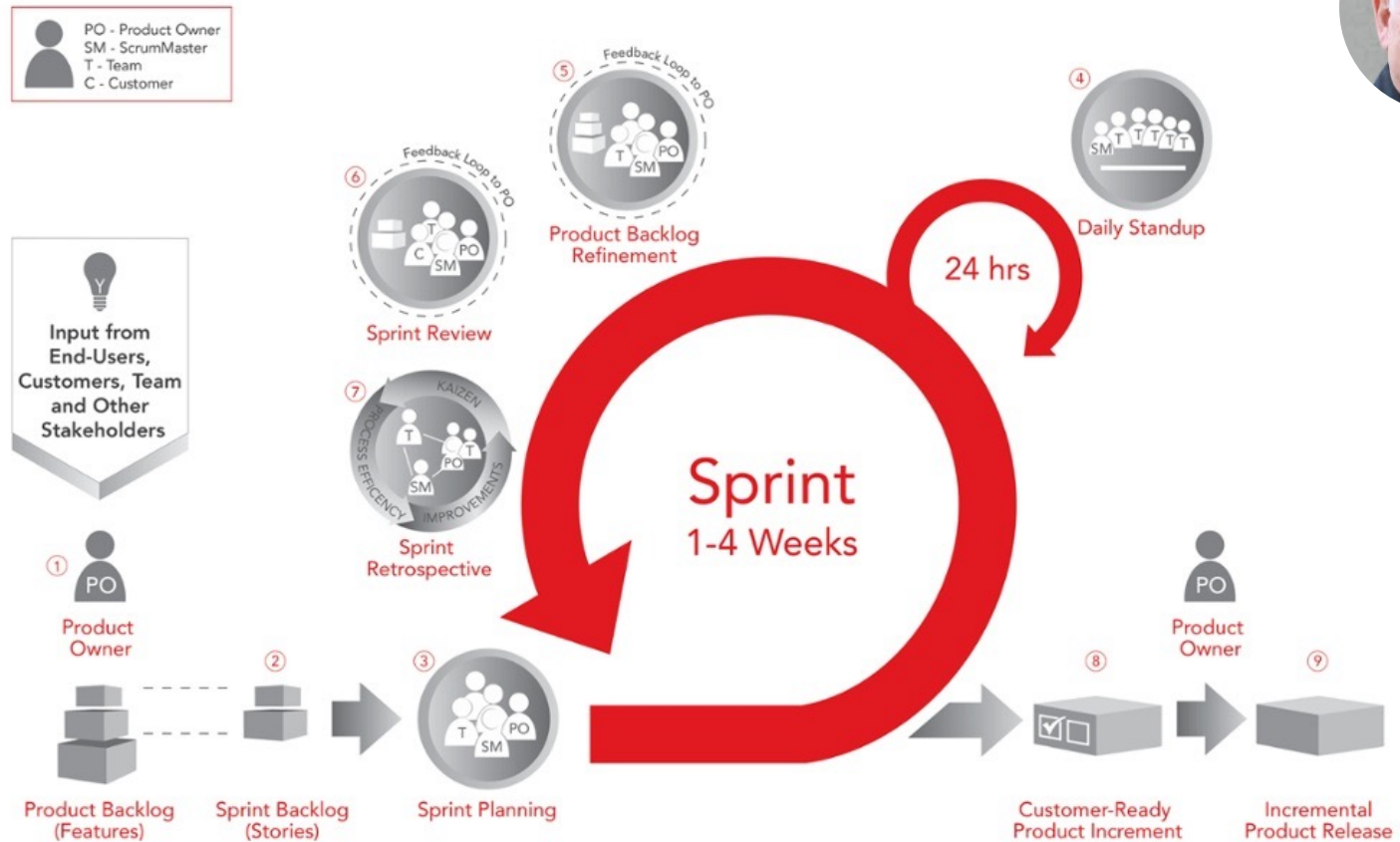
within the spirit of Scrum. When starting to use the Scrum framework the team will find it challenging to work within the spirit. It will feel uncomfortable for people, and will be arduous — again, it's about habits. To overcome this challenge it is essential to start with good [§19 ScrumMasters](#) and [§11 Product Owners](#), and it is necessary for everyone on the team to support each other to work within the spirit. A new culture emerges, where the spirit will be inherent in the ways of working and interacting.

In Scrum and Cricket there are clear rules for the game; in both, it is essential that the spirit is a guide for the people using these rules.

Scrum: the framework



Scrum



<https://www.scruminc.com/scrum-framework/>

Team

- Typically 5-9 people
- Cross-functional:
 - Programmers, testers, user experience designers, etc.
- Members should be full-time
 - May be exceptions (e.g., database administrator)
- Teams are self-organizing
 - Ideally, no titles but rarely a possibility
- Membership should change only between sprints

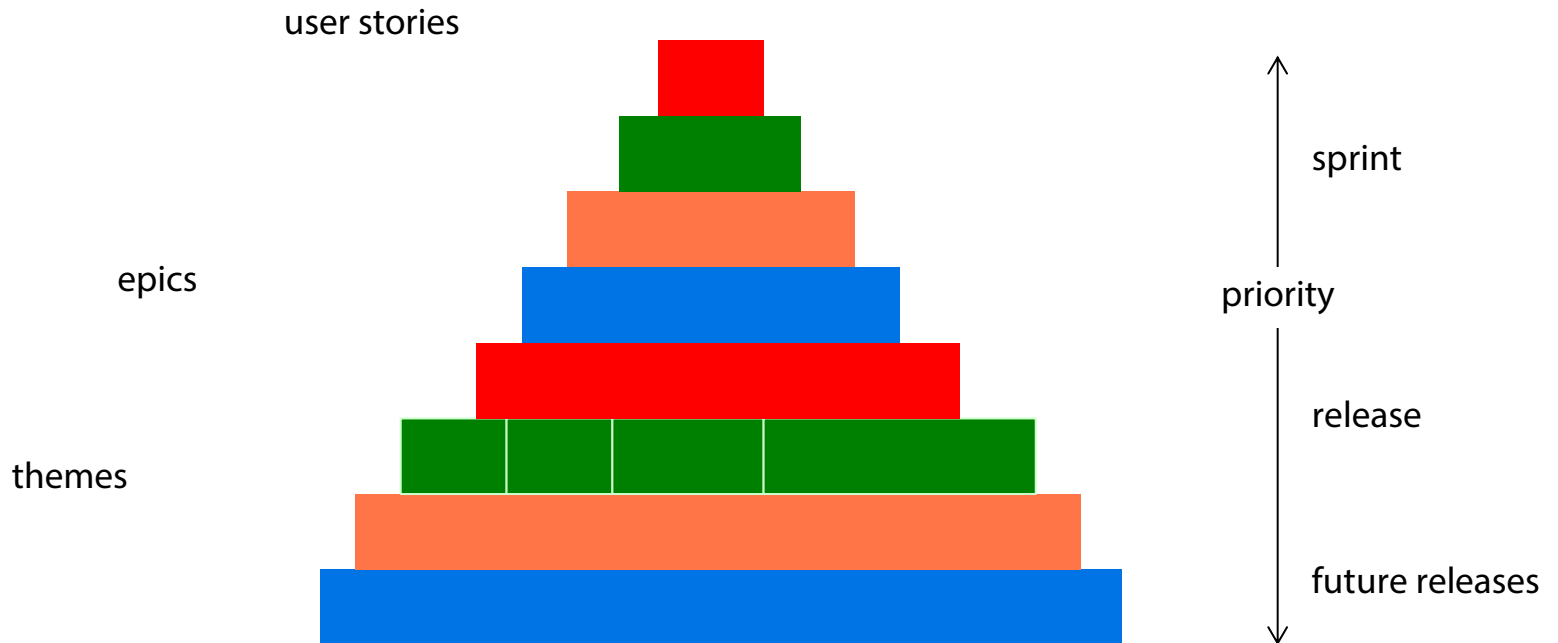
Scrum Master

- Represents management to the project
- Responsible for enacting Scrum values and practices
- Removes impediments
- Ensure that the team is fully functional and productive
- Enable close cooperation across all roles and functions
- Shield the team from external interferences

Product Owner

- Define the features of the product
- Decide on release date and content
- Be responsible for the profitability of the product (ROI)
- Prioritize features according to market value
- Adjust features and priority every iteration, as needed
- Accept or reject work results

Themes, epics, user stories -> priorities



User Stories

- Write the user stories in a template such as:

As a <user role>,

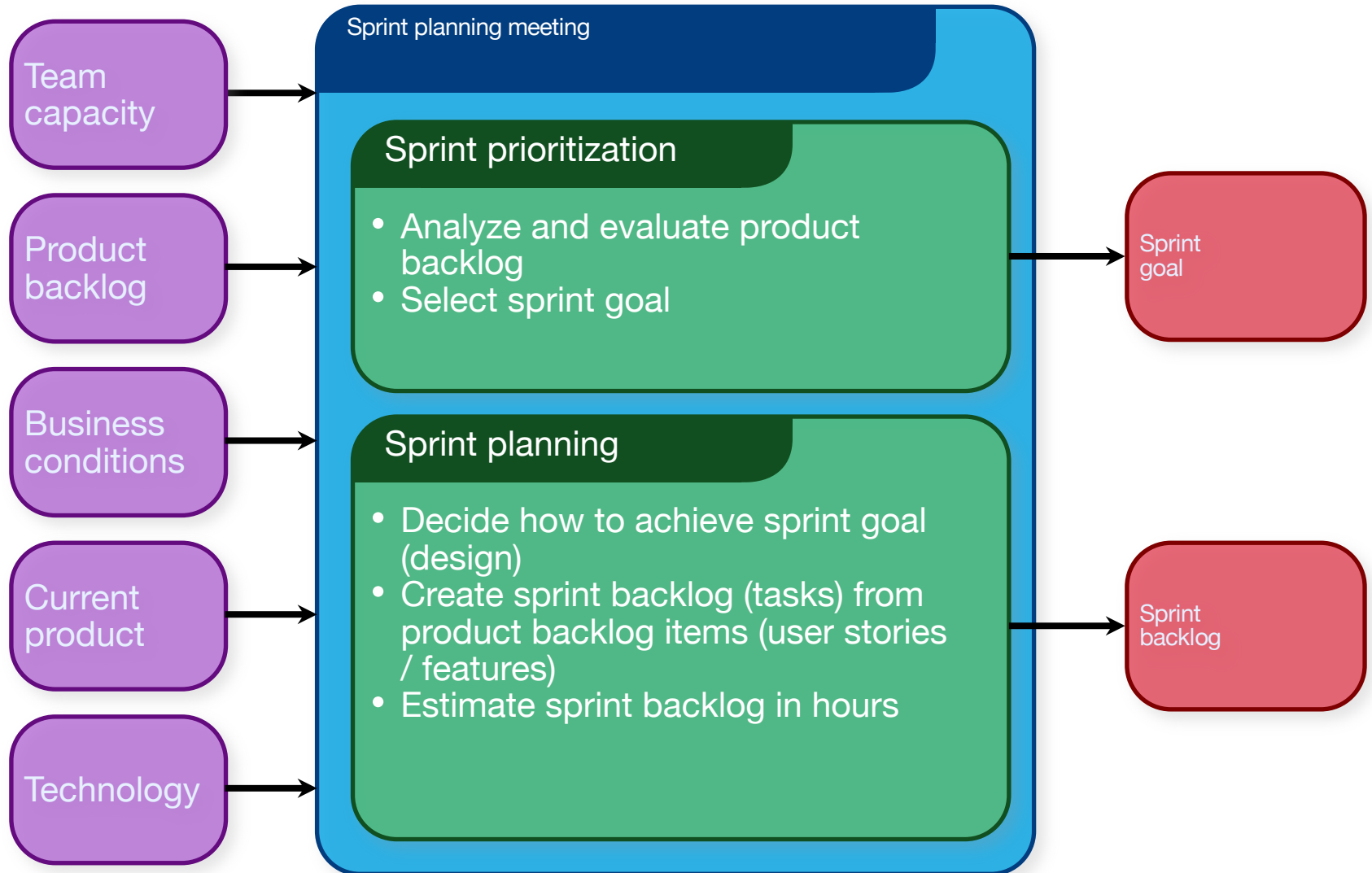
I want <goal>

so that <reason>.

- **INVEST** in high quality user stories, i.e.:

- Independent
- Negotiable
- Valuable
- Estimable
- Small
- Testable

Sprint Planning



Sprint Review

- Team presents what it accomplished during the sprint
- Typically takes the form of a demo of new features or underlying architecture
- Informal
 - 2-hour prep time rule
 - No slides
- Whole team participates
- Invite the world

Scrum: key practices

- Organize work in *short cycles*.
- The management *doesn't interrupt* the team during a work cycle.
- The team reports to *the client* not the manager.
- The team estimates *how much time* work will take.
- The team decides *how much* work they can do in an iteration.
- The team decides *how to do* the work in the iteration.
- The team *measures its own performance*.
- Define work goals *before* each cycle starts.
- Define work goals through *user stories*.
- Systematically *remove impediments*.

Source: Steven Denning: Scrum is a Major Management Discovery. Forbes Blog. April 29, 2011.

94 patterns within 2 pattern languages

Product Organization Pattern Language & Value Stream Pattern Language

§ 1 **The Spirit of the Game**
§ 2 The Mist
§ 3 **Fertile Soil**
§ 4 **Conway's Law**
§ 5 Birds of a Feather
§ 6 **Involve the Managers**
§ 7 Scrum Team
§ 8 Collocated Team
§ 9 Small Teams
§ 10 Cross-Functional Team
§ 11 **Product Owner**
§ 12 Product Owner Team
§ 13 **Development Partnership**
§ 14 Development Team
§ 15 Stable Teams
§ 16 Autonomous Team
§ 17 Self-Organizing Team
§ 18 **Mitosis**
§ 19 **Scrum Master**
§ 20 Oyatsu Jinja (おやつ神社)
§ 21 Small Red Phone
§ 22 Scrum (Master) Coach
§ 23 Fixed Work
§ 24 **Sprint Planning**
§ 25 **Swarming: One-Piece**
Continuous Flow
§ 26 Kaizen Pulse
§ 27 Remove the Shade
§ 28 Pop the Happy Bubble
§ 29 **Daily Scrum**
§ 30 Scrum Master Incognit
§ 31 Norms of Conduct
§ 32 Emergency Procedure
§ 33 Illegitimus Non Interruptus
§ 34 **Scrum of Scrums**
§ 35 Sprint Review
§ 36 **Sprint Retrospective**
§ 37 MetaScrum
§ 38 Product Pride

§ 39 **Vision**
§ 40 Impediment List
§ 41 **Value Stream**
§ 42 Set-Based Design
§ 43 Sprint Burndown Chart
§ 44 Scrum Board
§ 45 **Product Roadmap**
§ 46 **Sprint**
§ 47 Organizational Sprint Pulse
§ 48 Release Plan
§ 49 Release Range
§ 50 ROI-Ordered Backlog
§ 51 High Value First
§ 52 Change for Free
§ 53 Money for Nothing
§ 54 **Product Backlog**
§ 55 Product Backlog Item
§ 56 **Information Radiator**
§ 57 Pigs Estimate
§ 58 Small Items
§ 59 Granularity Gradient
§ 60 Estimation Points
§ 61 Fixed-Date PBI
§ 62 Vacation PBI
§ 63 Enabling Specification
§ 64 Refined Product Backlog
§ 65 **Definition of Ready**
§ 66 Yesterday's Weather
§ 67 Running Average Velocity
§ 68 Aggregate Velocity
§ 69 Specialized Velocities
§ 70 Updated Velocity
§ 71 **Sprint Goal**
§ 72 **Sprint Backlog**
§ 73 Sprint Backlog Item
§ 74 Teams that Finish Early
Accelerate Faster
§ 75 Production Episode
§ 76 Developer-Ordered Work Plan

§ 77 Follow the Moon
§ 78 Visible Status
§ 79 Dependencies First
§ 80 Good Housekeeping
§ 81 Whack the Mole
§ 82 Definition of Done
§ 83 Team Sprint
§ 84 Responsive Deployment
§ 85 **Regular Product Increment**
§ 86 Release Staging Layers
§ 87 Testable Improvements
§ 88 One Step at a Time
§ 89 Value Areas
§ 90 Value Stream Fork
§ 91 Happiness Metric
§ 92 Scrumming the Scrum
§ 93 **Greatest Value**
§ 94 Product Wake

www.scrumbook.org



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