

THE 2ND MOST CRITICAL PITFALL for (new) **Scrum** teams

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#agileGR



software production
consultants



we help teams & organizations

define | **design** | **develop**

software their **users need**

Based on true stories





EVIDENCE

SOME SCENARIOS

SCENARIO

01

THE FLUFFY SPRINT PLANNING

- 01 | PO brings candidate **backlog**
- 02 | Devs review it for the **first time**
- 03 | PO needs to **explain** a lot
- 04 | Devs seem to grossly **underestimate/overestimate**
- 05 | Time runs out. Some stories are still **pending estimation**
- 06 | Team **rush** to finish...

SCENARIO

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RECOGNISE THIS?

SCENARIO

02

THE “IMPORTANT” REQUIREMENTS

- 01 | PO/BAs bring new **urgent** requirements
- 02 | User stories seem **unimportant**
- 03 | Devs not convinced stories will add real **value**
- 04 | Devs quickly come up with other **“important”** PBIs
- 05 | You wonder where is the **evidence**

SCENARIO

02

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RINGS ANY BELLS?

SCENARIO

03

THE INEVITABLE CHANGE REQUESTS

- 01 | Team is **mid-sprint**, working hard
- 02 | Team realises some stories are **vague**
- 03 | Team discovers many **hidden issues**
- 04 | Devs **commit** anyway to do their best
- 05 | Come the sprint review and the **UATs**
- 06 | Change Requests happen...**#facepalm**

SCENARIO

03

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SOUNDS FAMILIAR?

**Which one
happens
more often
in your
organisation?**

01

THE FLUFFY SPRINT PLANNING

02

**THE “IMPORTANT”
REQUIREMENTS**

03

**THE INEVITABLE CHANGE
REQUESTS**

**What is
common
in these
scenarios?**

01

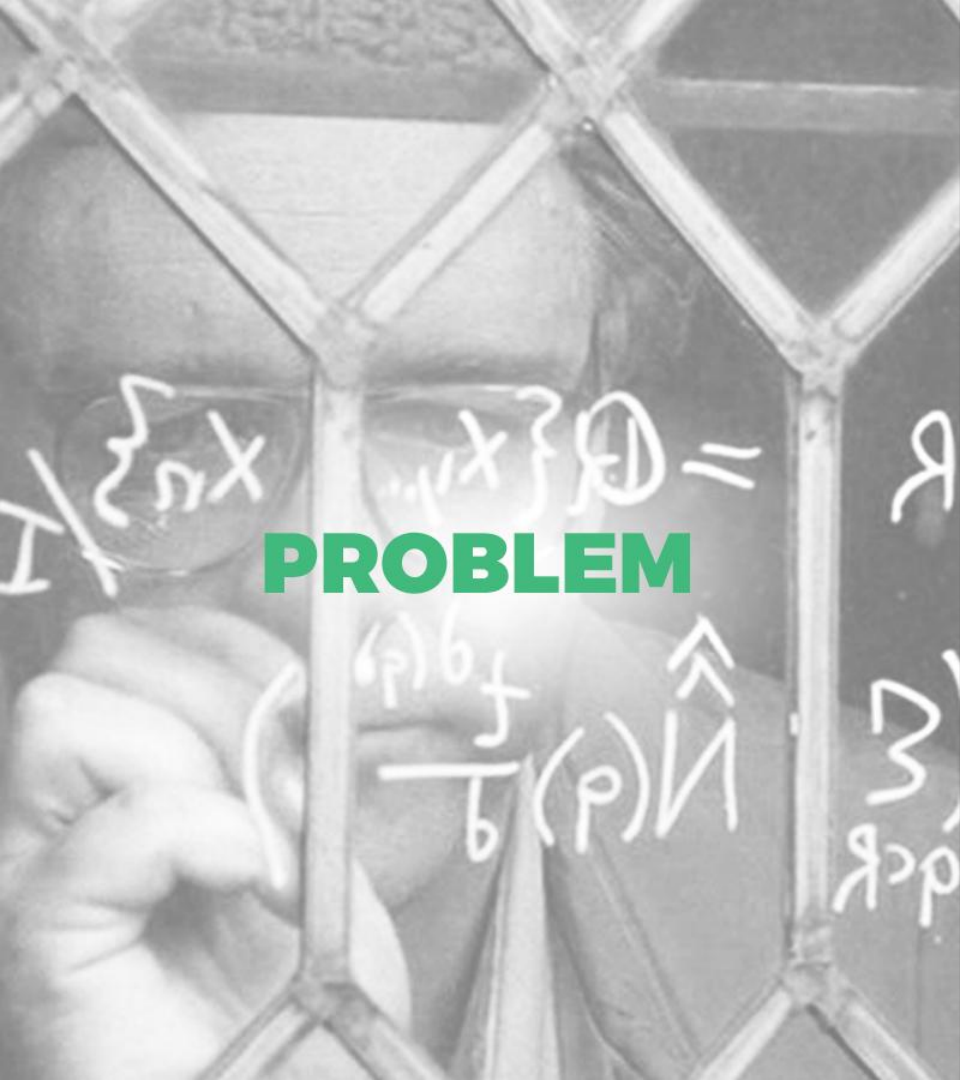
THE FLUFFY SPRINT PLANNING

02

**THE “IMPORTANT”
REQUIREMENTS**

03

**THE INEVITABLE CHANGE
REQUESTS**



PROBLEM

Requirements

are not well
refined

~~therefore~~

Requirements

are not well
understood



PREPARATION IS KEY



**WHAT DOES
THE SCRUM GUIDE
SAY ABOUT THIS?**

Scrum events

4-8 hrs

**SPRINT
PLANNING**

5-15 min

**DAILY
SCRUM**

15-30 days

SPRINT

1-2 hrs

**SPRINT
REVIEW**

1-3 hrs

**SPRINT
RETROSPECTIVE**

SPRINT
PLANNING

SPRINT

SPRINT
REVIEW

SPRINT
RETROSPECTIVE

1 WORK
DAY

10 WORK
DAYS

1 WORK
DAY

Scrum guide

J.Sutherland & K.Schwaber, 2016, p.14

Product Backlog refinement is the act of adding detail, estimates, and order to items in the Product Backlog. This is an ongoing process in which the Product Owner and the Development Team collaborate on the details of Product Backlog items. During Product Backlog refinement, items are reviewed and revised. **The Scrum Team decides how and when refinement is done.**

**Refinement usually consumes
no more than 10% of the capacity
of the Development Team.**

However, Product Backlog items can be updated at any time by the Product Owner or at the Product Owner's discretion.

**BACKLOG
REFINEMENT**

**SPRINT
PLANNING**

SPRINT

**SPRINT
REVIEW**

**SPRINT
RETROSPECTIVE**

1 WORK
DAY

10 WORK
DAYS

1 WORK
DAY

**BACKLOG
REFINEMENT**

**SPRINT
PLANNING**

SPRINT

**BACKLOG
REFINEMENT**

**SPRINT
REVIEW**

**SPRINT
RETROSPECTIVE**

1 WORK
DAY

10 WORK
DAYS

1 WORK
DAY

**Refinement usually consumes
no more than 10% of the capacity
of the Development Team.**

10%

For a development team of **6** members:

6 people

x 8 hrs

x 10 days

10%

For a development team of **6** members:

6 people

x 8 hrs

x 10 days

= 480 hrs



10% = 48 hrs

Which translates to...

one day
per dev
per sprint

for Backlog Refinement



**WHAT ABOUT
THAT PITFALL?**

PITFALL

a hidden
or unsuspected
danger
or difficulty.

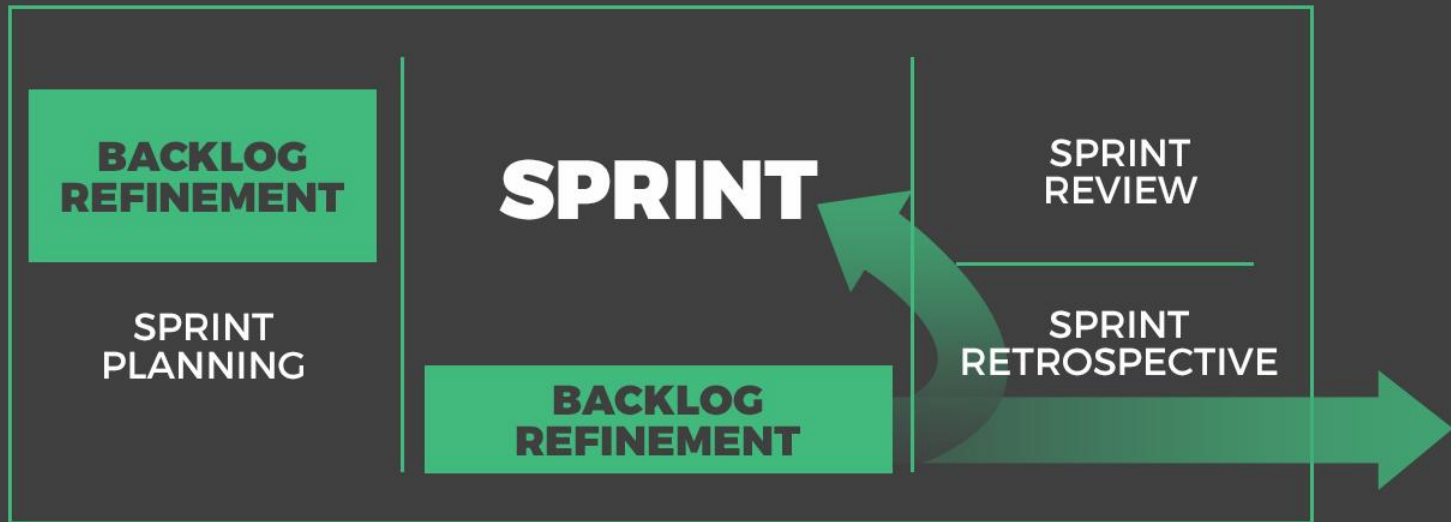
Not allocating enough **capacity**
to **prepare** requirements
for the current
and upcoming **sprint** is...

THE **2ND** MOST CRITICAL
PITFALL
for (new) **Scrum** teams



Product Backlog Items
that have been properly refined
in time for sprint planning,
can double a team's productivity

- Jakobsen, C.R. & Jeff Sutherland, J. , 2009



1 WORK
DAY

10 WORK
DAYS

1 WORK
DAY



1 WORK
DAY

10 WORK
DAYS

1 WORK
DAY

IF **PEOPLE**
DON'T KNOW
WHAT
THEY WANT

—— NO ——
DEVELOPMENT
PROCESS
WILL **SATISFY**
THEM



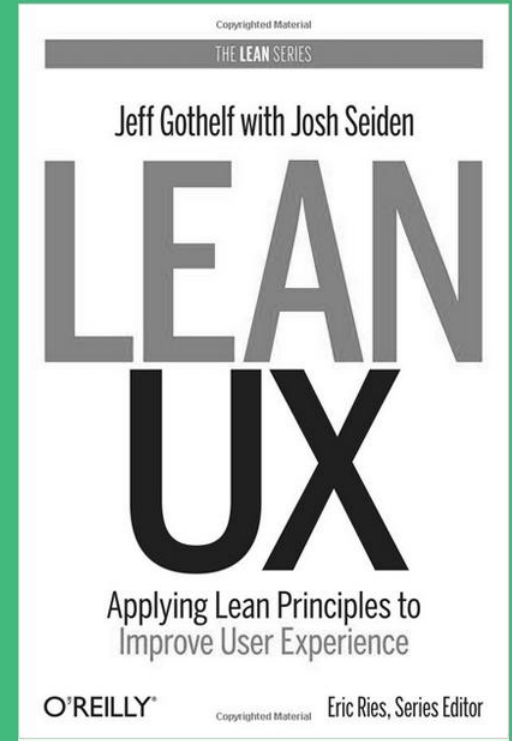
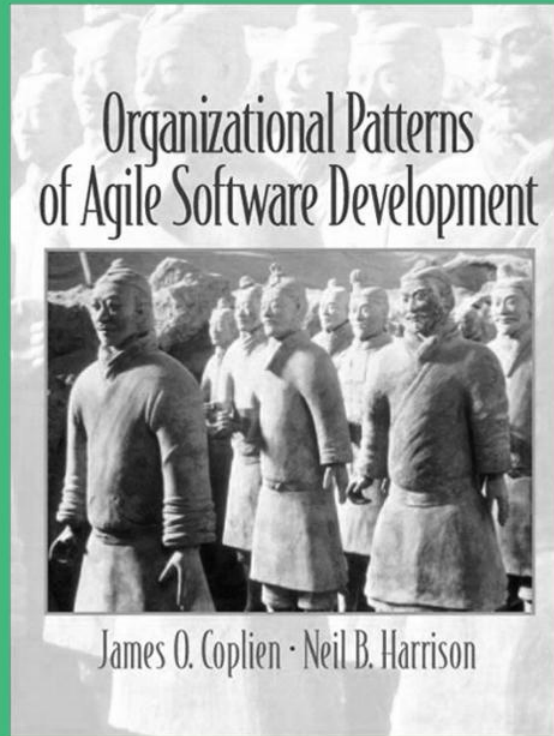
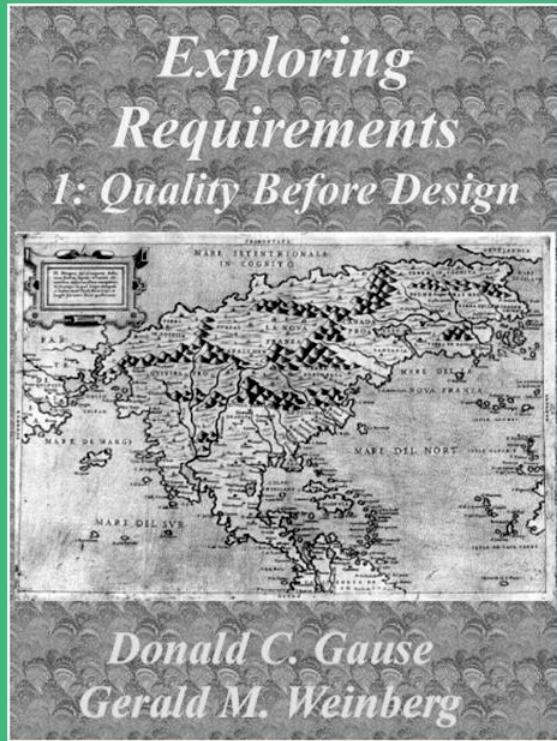


AND THAT'S WHY
WE DO
REQUIREMENTS WORK

**SO WE DON'T
DESIGN SYSTEMS
PEOPLE
DON'T WANT**

The background features a series of overlapping, three-dimensional geometric shapes in shades of light green and grey. These shapes resemble stylized steps or a staircase, creating a sense of depth and movement. The top-most shape has a grey outline of a square with an 'X' inside, suggesting a design or architectural theme.

**How should POs, BAs , developers
and UX designers work to make sure
we design systems people want?**



FURTHER READING

A grayscale background image featuring several Stormtroopers in a Star Wars setting. One Stormtrooper is prominently in the foreground on the left, looking towards the right. In the center, another Stormtrooper is seen from the chest up, facing forward. To the right, a third Stormtrooper is partially visible, looking towards the left. In the background, there are other figures and structures, including a large, dark, spiky object hanging from the ceiling.

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thank you