

Talk

Scrumify @



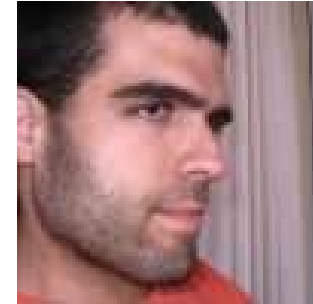
November 2012

Who am I?

Pedro Gustavo Torres

Graduation in 2002 and Master in 2008

- > 10 years of experience in IT industry
- > 6 years developing
- > 4 years managing projects
- > 2 years scrumming



Companies worked with:



Certifications held:



Overview

What is Agile?

What is Scrum?

Waterfall Model vs Scrum

Scrum Roles

Backlogs

Estimates

A normal Scrum Project

Scrum of Scrums

Personal stuff



What is Agile?



What is Agile?

Set of Principles:

respect for the worth of every person

truth in every communication

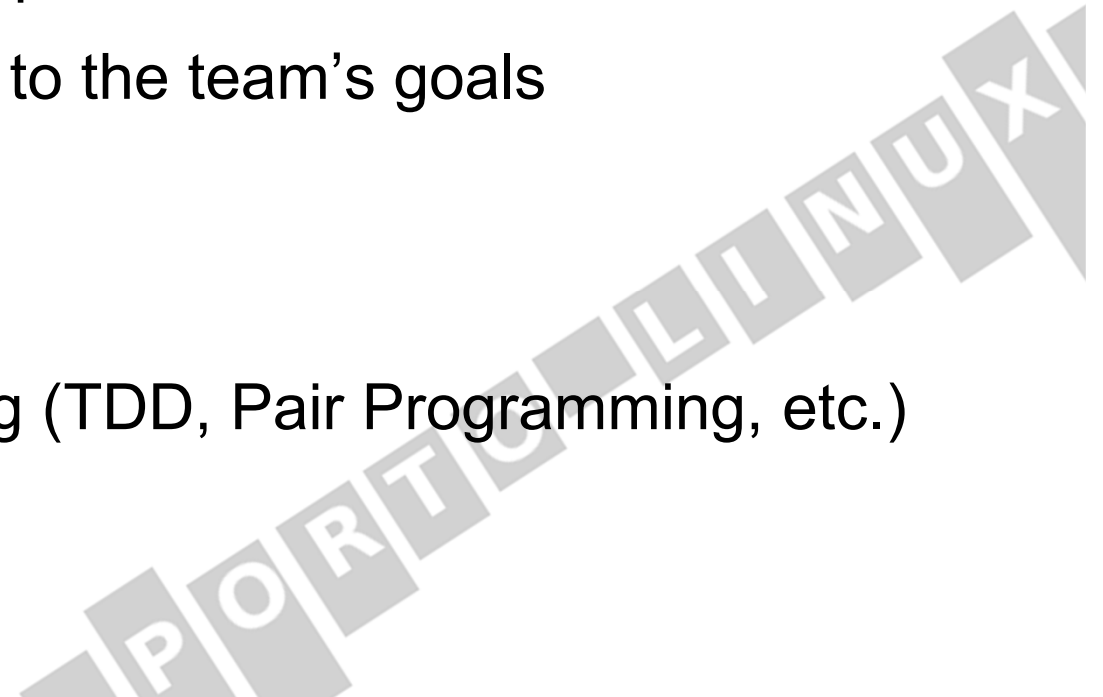
transparency of all data, actions, and decisions

trust that each person will support the team

commitment to the team and to the team's goals

and Practices:

- Scrum
- Extreme Programming (TDD, Pair Programming, etc.)
- Kanban
- ...



What is Agile?

Agile Manifesto

Individuals and Interactions over Processes and Tools

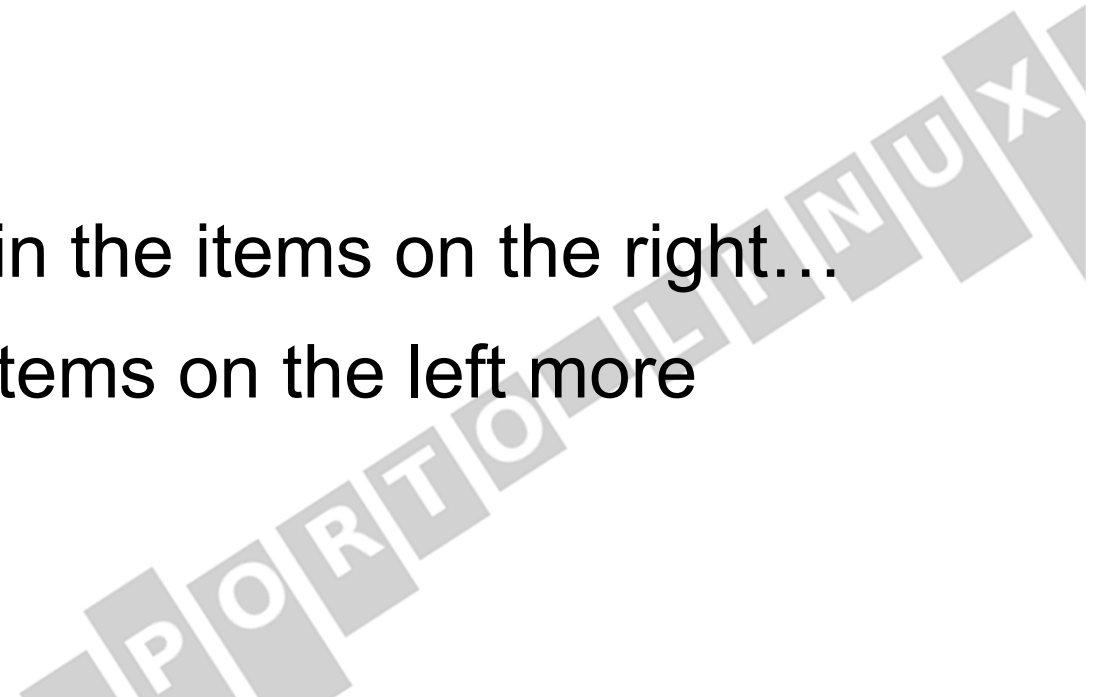
Working Software over Comprehensive Documentation

Customer Collaboration over Contract Negotiation

Responding to Change over Following a Plan

While there is value in the items on the right...

...we value the items on the left more



What is Scrum?



PORTO

NUX

What is Scrum?

Framework

Prescription

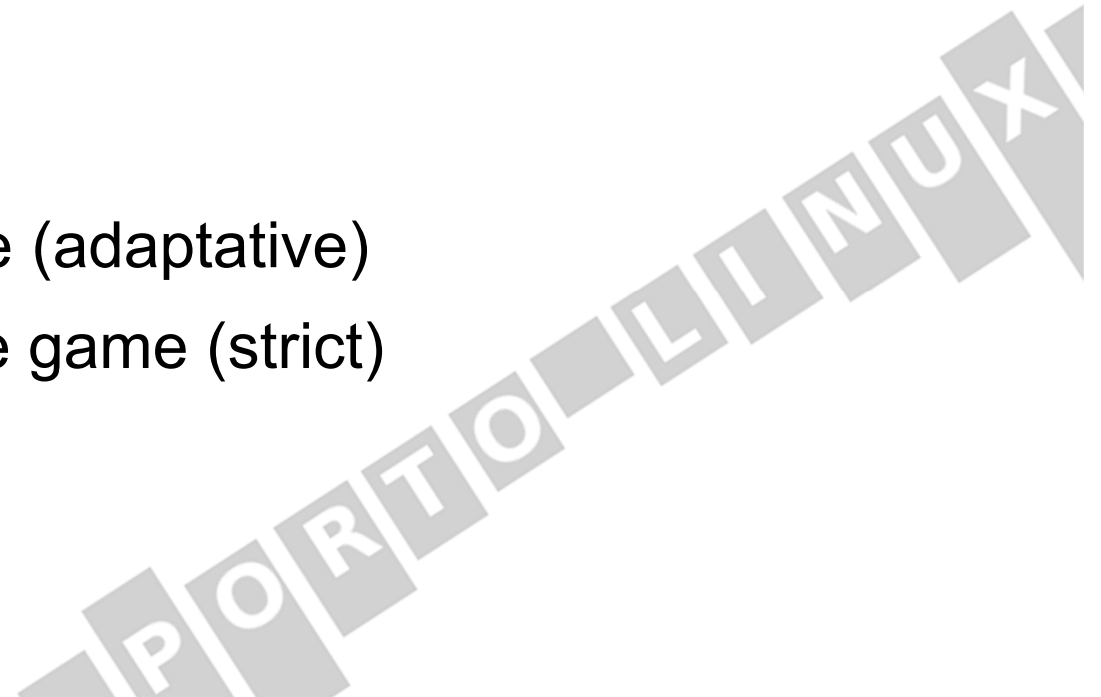
Tool

Iterative based

Inspect and adapt

Two perspectives:

- The art of the possible (adaptative)
- ScrumBut is killing the game (strict)



What is Scrum?

Sprints

Time boxed

2 to 4 weeks (recommended)

Features defined (closed)

100% tested features delivered

Tracking:

- Task (white) board
- Burndown chart



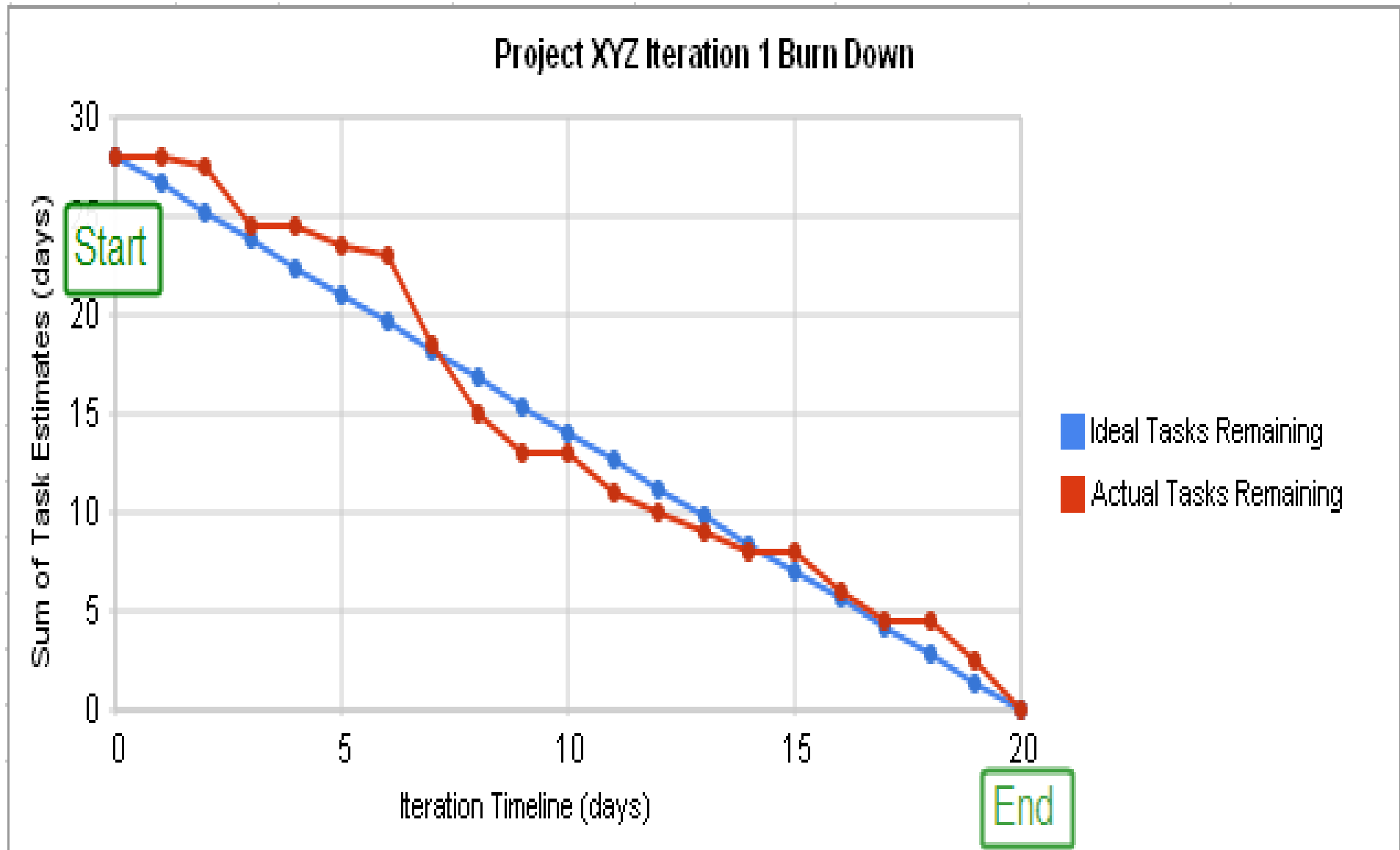
Task (white) board

Story	To Do	In Process	To Verify	Done
As a user, I... 8 points	Code the... 9 Code the... 2 Test the... 8	Test the... 8 Code the... 8 Test the... 4	Code the... DC 4 Test the... SC 8	Test the... SC 6
As a user, I... 5 points	Code the... 8 Code the... 4	Test the... 8 Code the... 6	Code the... DC 8	Test the... SC 6



What is Scrum?

Burndown chart



Waterfall Model vs Scrum



POWERTO LINUX

Waterfall Model vs Scrum

Waterfall:

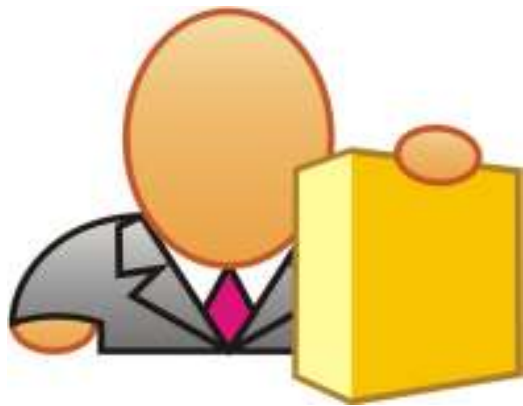
- Fixed features
- Variable Cost and Time
- Imposes a sequence of events

Scrum:

- Fixed time and cost
- Variable features
- Cross-functionality



Scrum Roles



Scrum Roles

Customers/Stakeholders

Product Owner

ScrumMaster

Core Team



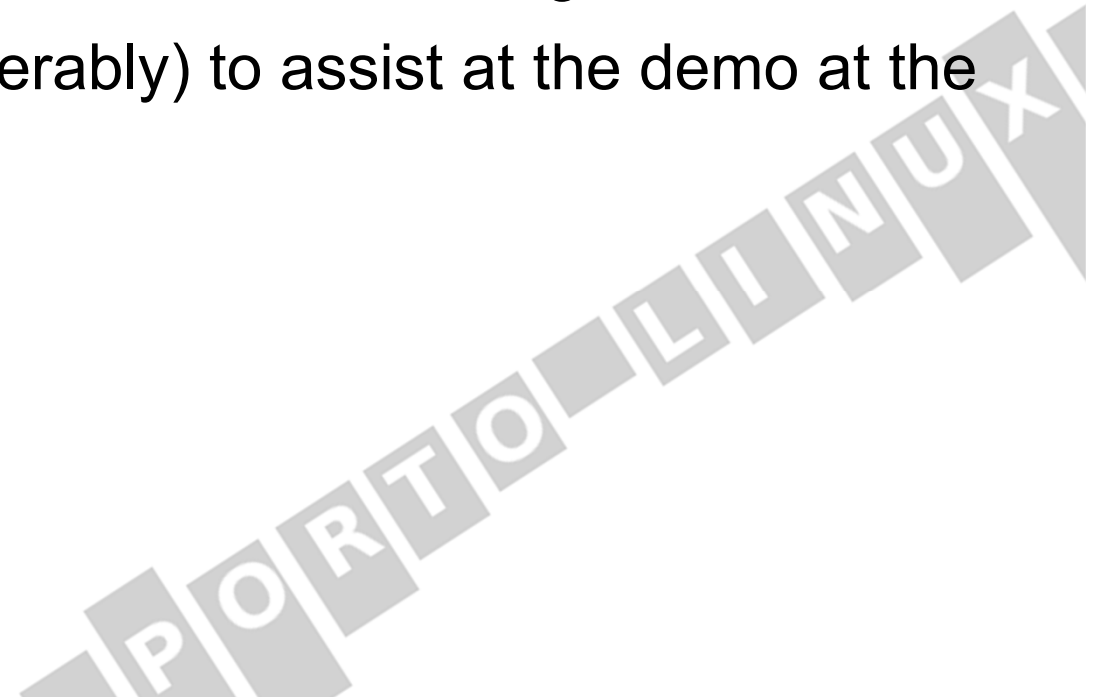
Customers/Stakeholders

Owns the vision

They know what they need but normally they tell you what they want

Must be available to attend meetings:

- with the PO to look at the Product Backlog
- with all the team (preferably) to assist at the demo at the end of each sprint



Product Owner

Provides Customer and Business support and Product guidance

Embraces and nurtures the customer's vision

Main responsibility to identify the stories of the project that goes to the product backlog

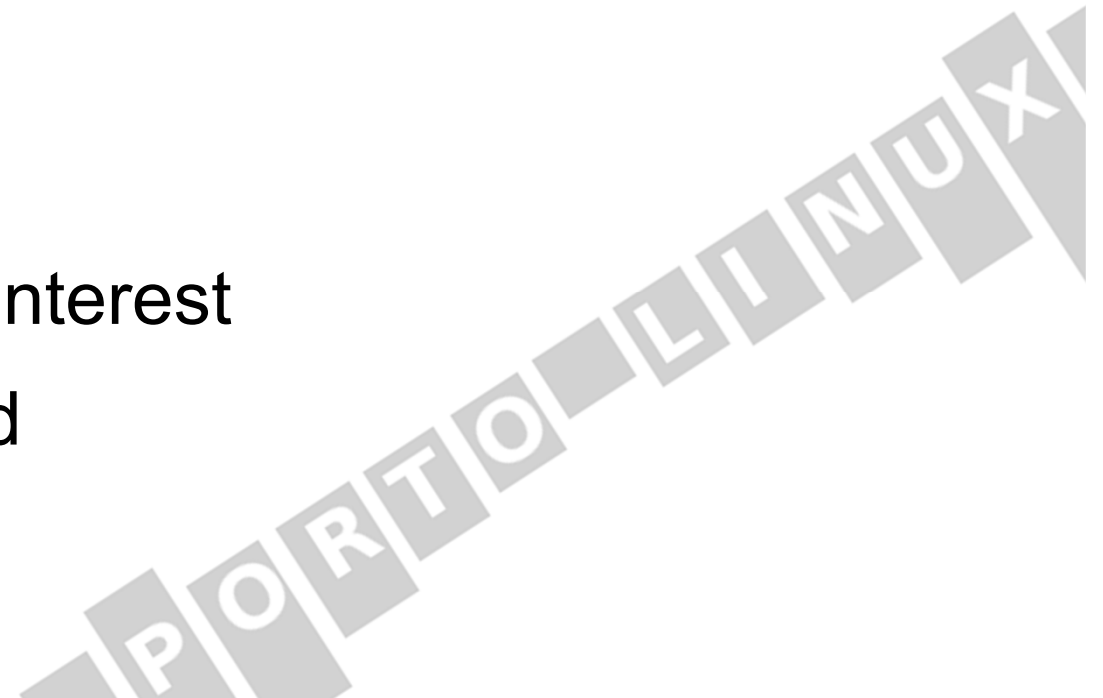
Full time job

Commits with the customer

Represents the customer's interest

Needs business background

“The bad cop”



ScrumMaster

Builds and maintains healthy teams

Works with the team all the time

Doesn't tell the team what to do

Conducts the scrum meetings

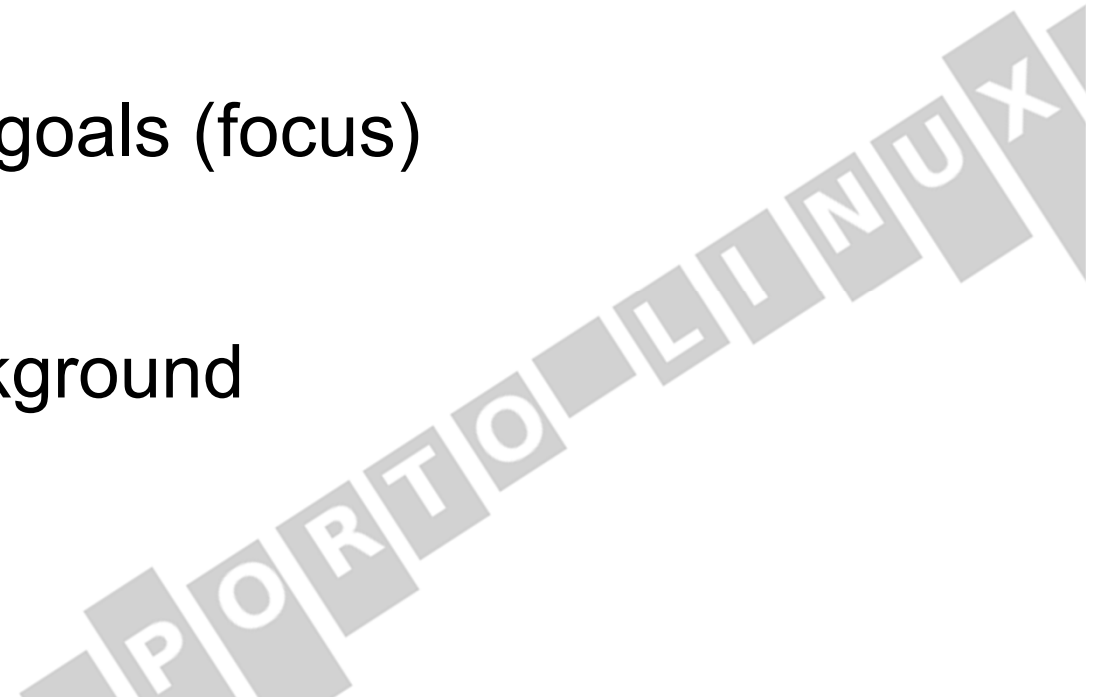
Facilitator

Helps the teams achieve is goals (focus)

Full time job

Doesn't need technical background

“The good cop”



Core Team

5-7 members (preferably)

Cross-functional

Empowered:

- Estimates
- Pull work
- Suggest stories to the customers / stakeholders

Commits with the PO through the sprint backlog



Backlogs



Backlogs

Product Backlog

Sprint Backlog



Product Backlog

Living Document

- Key for deliver value to the customer
- Defined in Sprint zero, in Grooming Meetings and Meetings between the PO and the customer
- Everyone can add stories to the PB

The items are:

- rated as Stories, Themes or Epics
- ordered by priority
- measured in Story points (preferably)

INVEST on the user stories:

- **I**ndependent, **N**egotiable, **V**aluable, **E**stimable, **S**mall and **T**estable

Sprint Backlog

User stories that are going to be developed during the sprint

- Example: “**As a user I can** see my billing history by month **so that I can** download the invoices”

Tasks

- Hours
- Acceptance criteria

Defined in the scrum planning meeting



Estimates



Estimates

Units for stories:

- Story points
- Ideal days
- T-shirt sizes

Units for tasks:

- Hours

Techniques:

- Planning poker



Planning Poker

Choose references and use comparison

No scales or units defined (agnostic):

- Fibonacci sequence (recommended): 1, 2, 3, 5, 8, 13, 21...

Everyone draws a card at the same time

Advantages:

- Prevents slacking
- Engagement
- Fun

Disadvantages:

- Time consuming

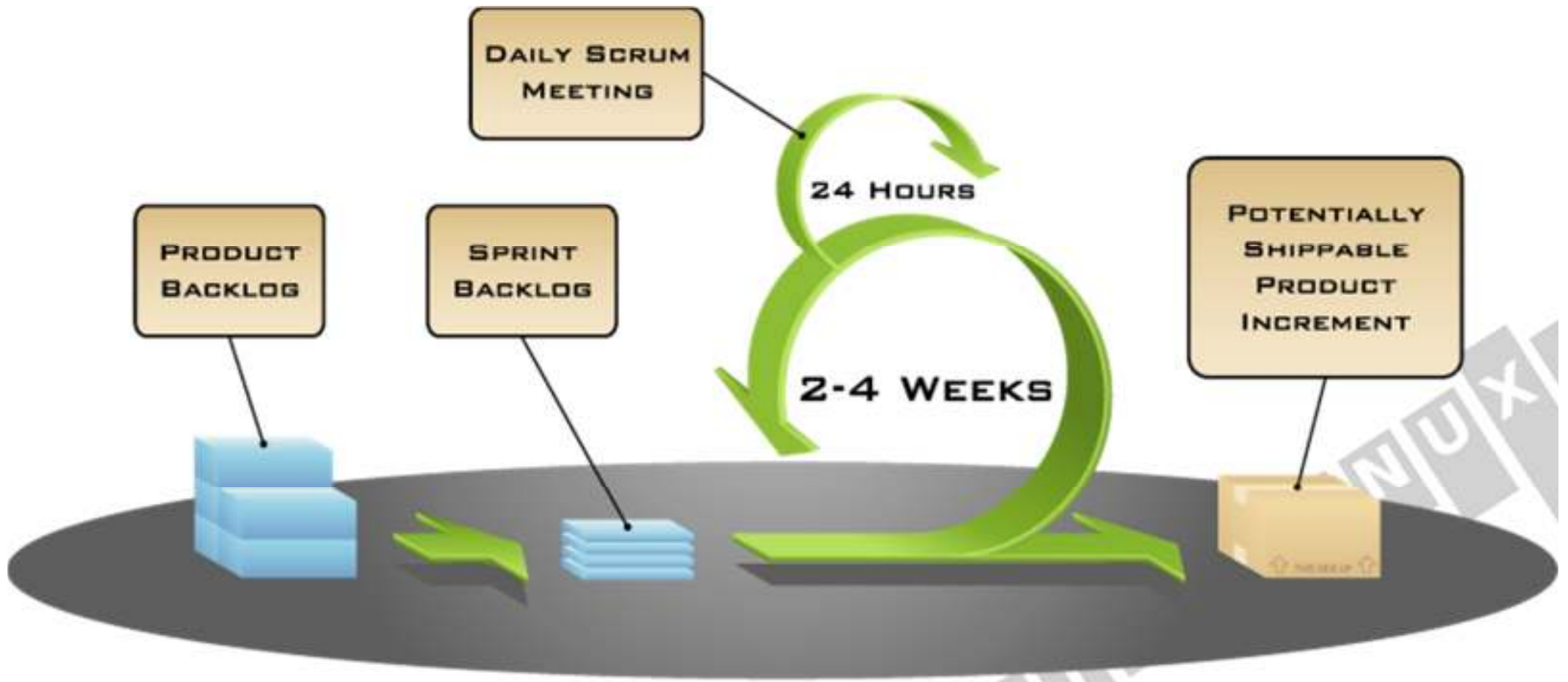


Estimates

Planning Poker



A normal Scrum Project



A normal Scrum Project

Sprint zero

Planning meeting

Daily Scrums

Grooming meeting

Demo

Retrospective

Release



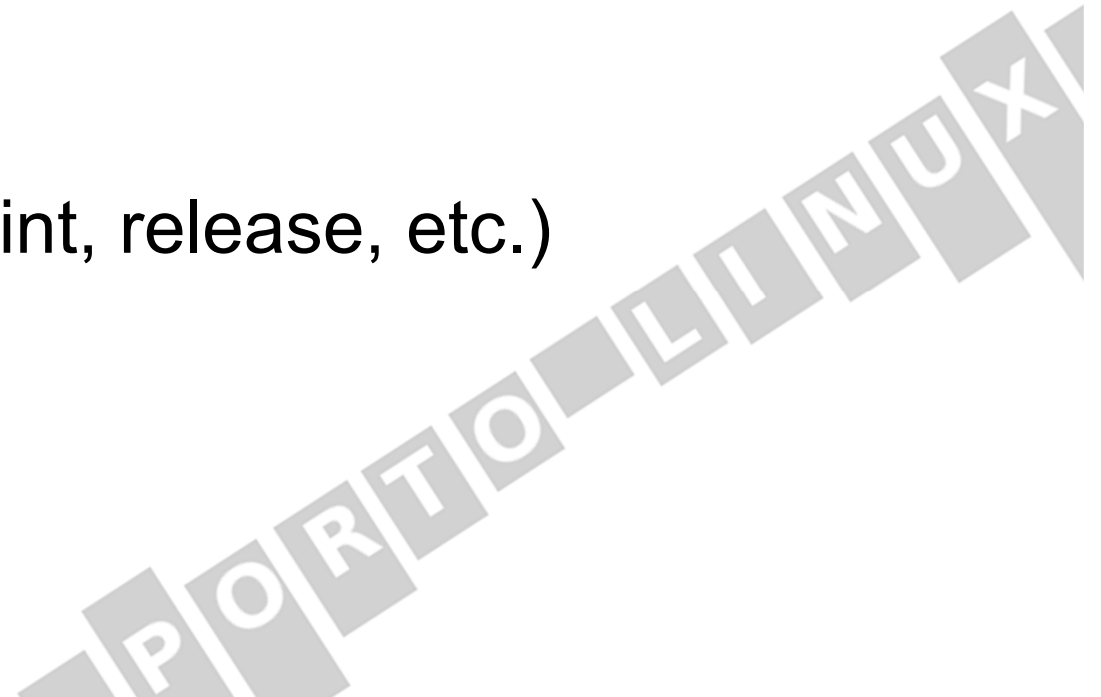
Sprint zero

Preparation of the project

Building of the Product backlog

- Identifying user stories
- Prioritize

Definition of Done (task, sprint, release, etc.)



Planning meeting

Choosing which user stories are going to be done during the sprint:

- Prioritization of the PB
- Team's Velocity



Daily Scrums

Ideally first thing in the morning

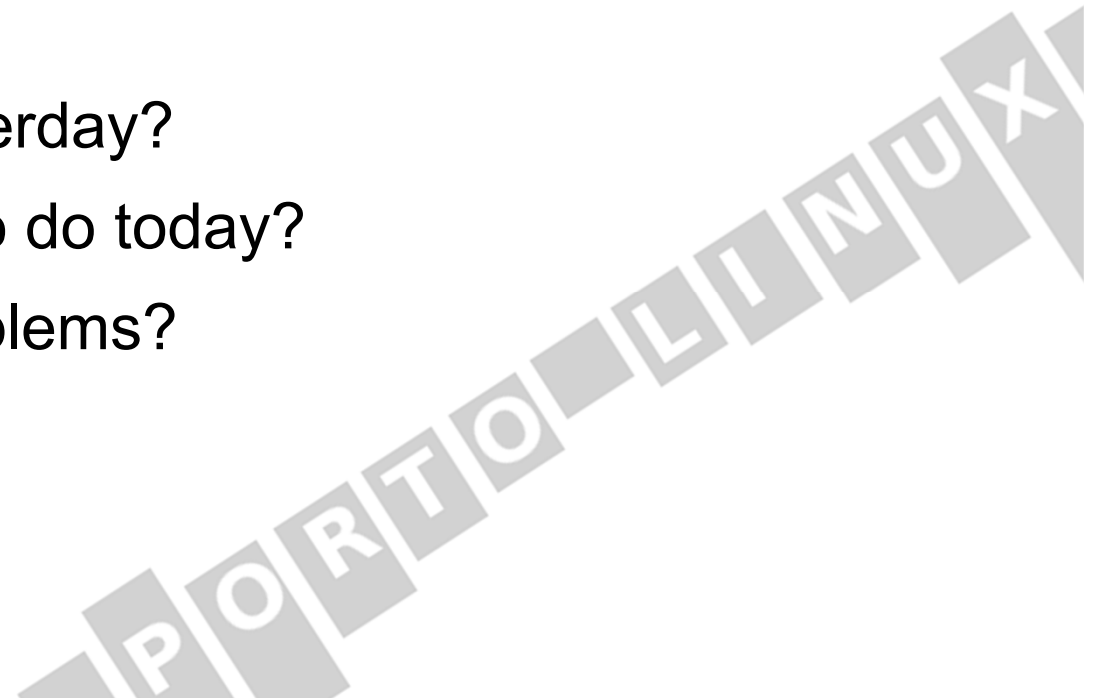
Everyone talks to the team **not** to the ScrumMaster

No more than 15 minutes

Deeper issues stay off

Standing meeting:

- What did you do yesterday?
- What are you going to do today?
- Do you have any problems?



Grooming Meeting

Maintenance of the Product Backlog

Re-estimating (or dropping) old stories

Estimating new stories (that might show up)

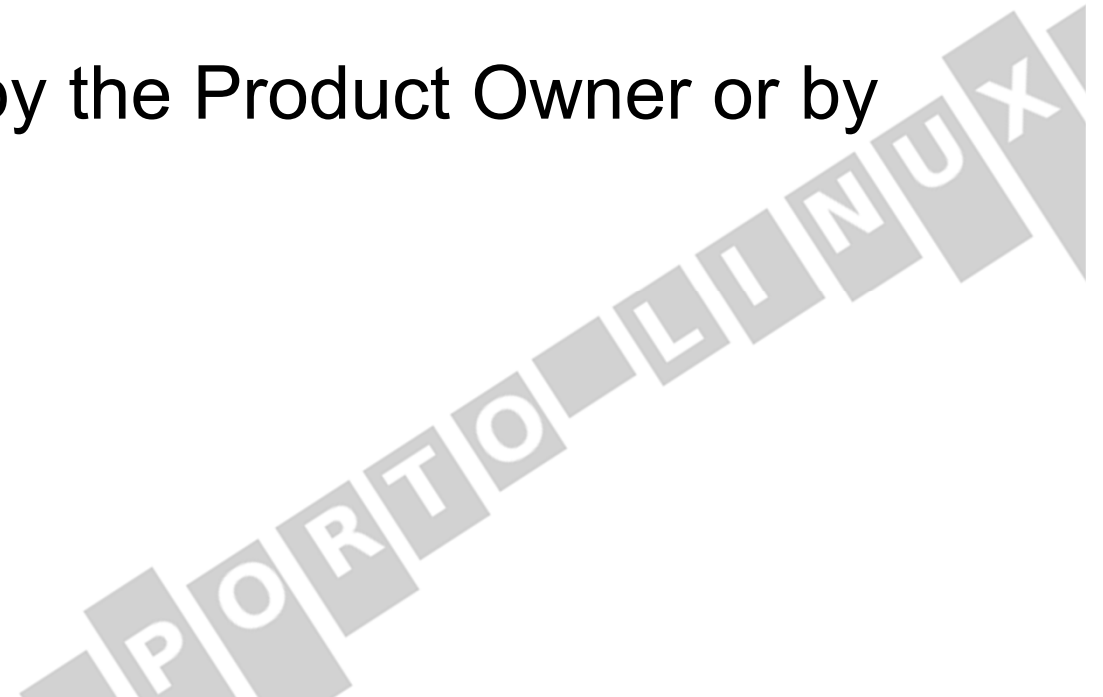


Demo

Demonstration of the implementation of the user stories to the customers/stakeholders

Ideally all the team is in the room

The demo should be done by the Product Owner or by the Customer himself



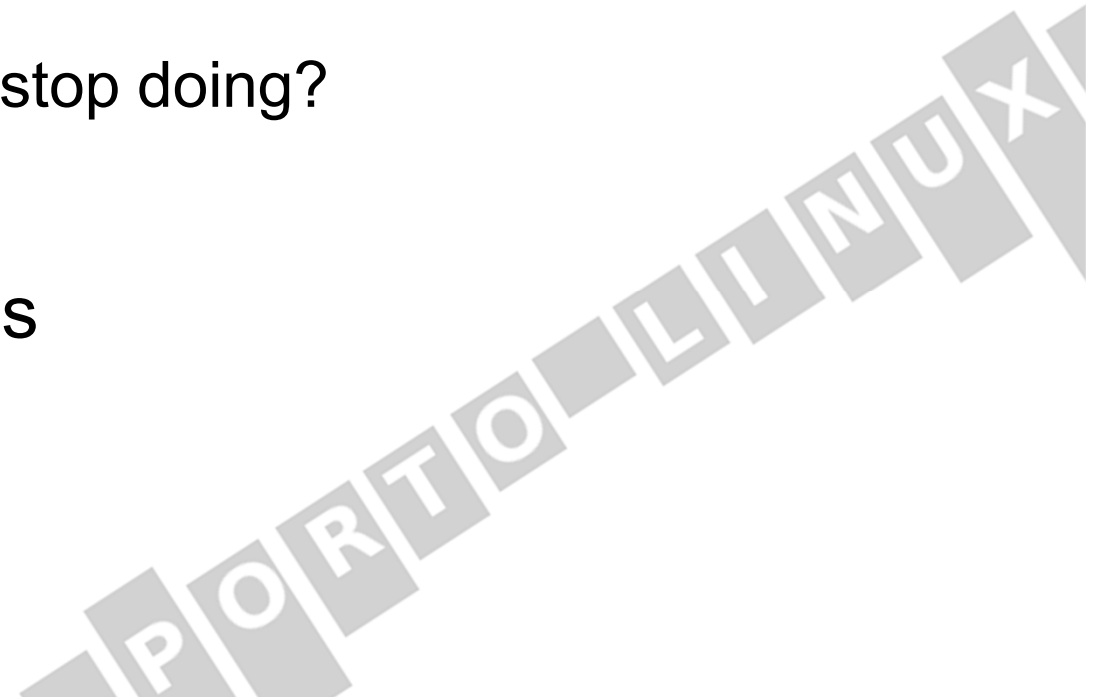
Retrospective

Meeting without the PO

Questions:

- What are we doing well?
- What can be better?
- What should we start/stop doing?

Voting on the relevant issues



Release

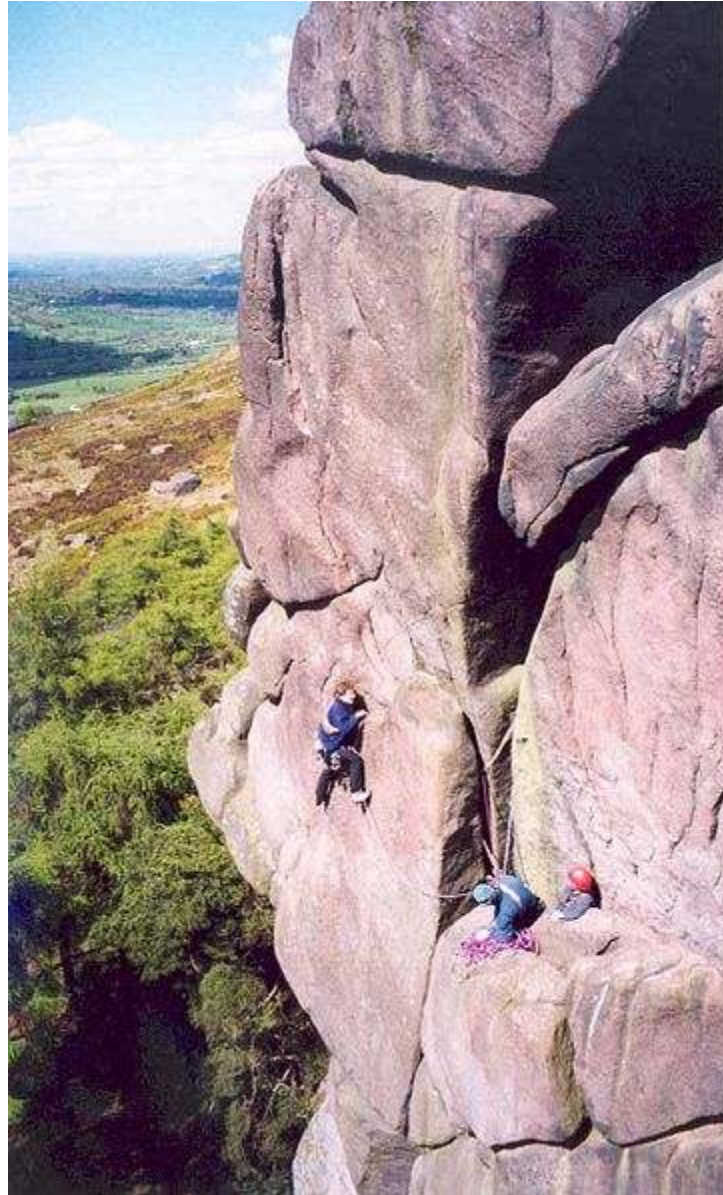
When should we release?

- At the end of each sprint?
- Once a month?

Always double-check the DoD (Definition of Done) list



Scrum of Scrums



TO LINUX

Scrum of Scrums

Scaling Scrum to large project teams

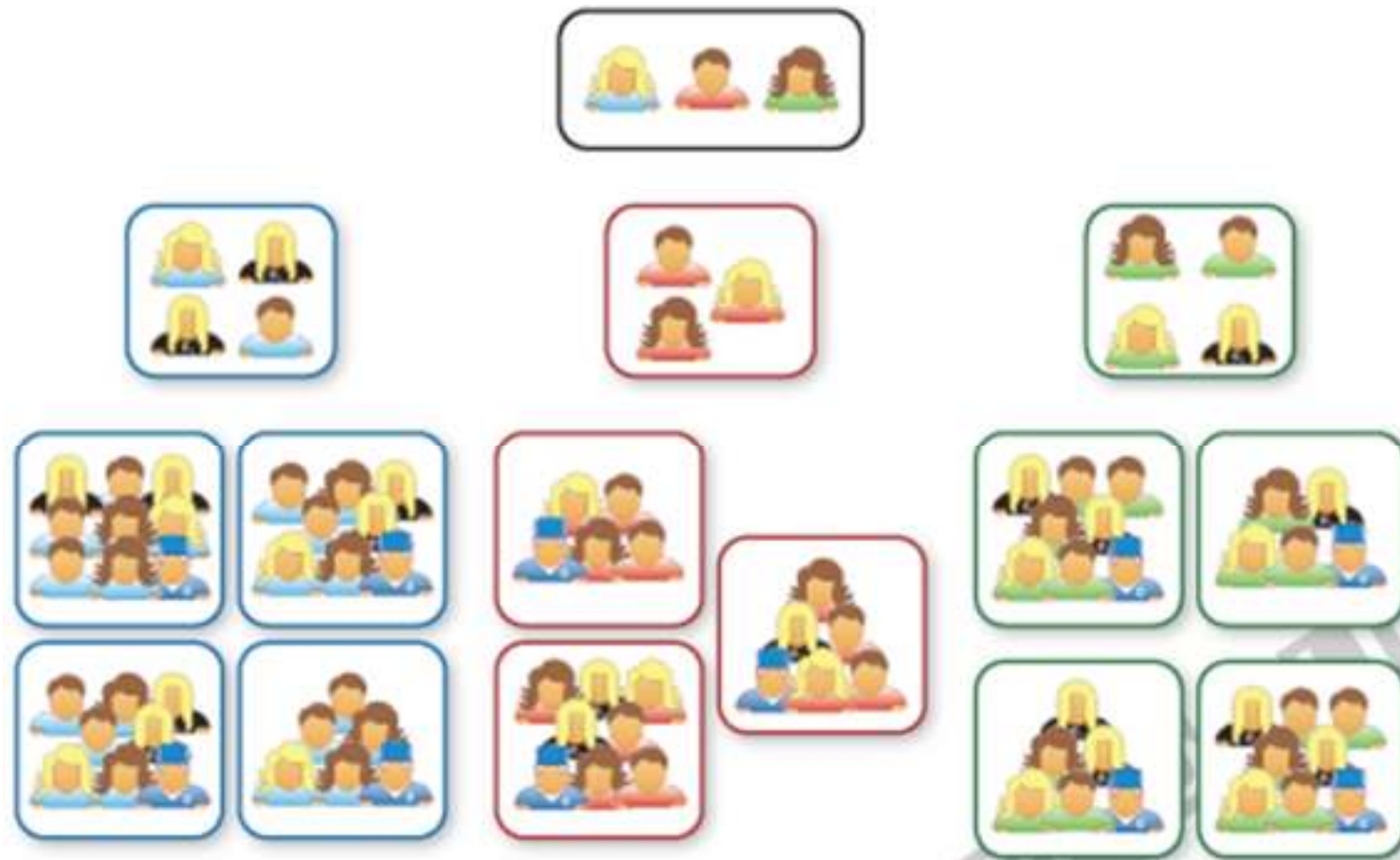
Clusters of teams to discuss their work

Each team designates one person to also attend a scrum of scrums meeting

Questions:

- What has your team done since we last met?
- What will your team do before we meet again?
- Is anything slowing your team down or getting in their way?
- **Are you about to put something in another team's way?**

Scrum of Scrums



Personal stuff



L I N U X

I P

Personal stuff

Never... Ever... Assume

– Ass | u | me

*“Assumption is the mother of all fuckups” **

Being Agile is a state of mind

Doing Scrum isn't the goal... delivering great software is

It takes (a lot of) time to assimilate story points

Never tried planning poker (but the Fibonacci sequence works pretty well)

** Everett McGillin in Under Siege 2*

Personal considerations

The Waterfall model sometimes works. Scrum works more often

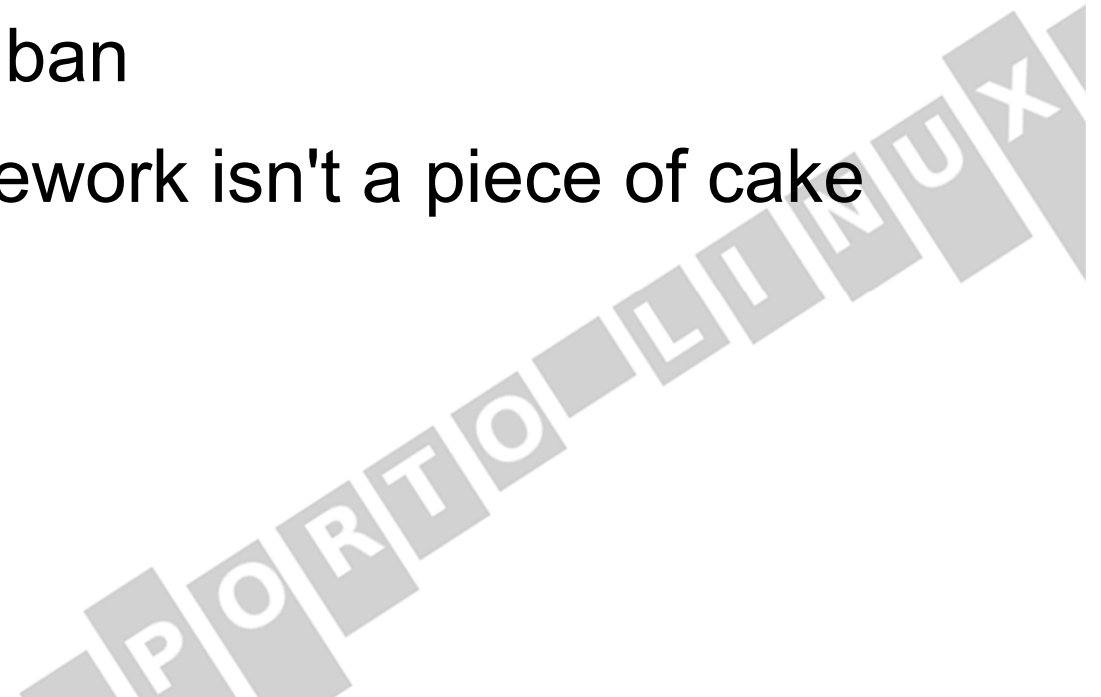
Scrum is “apparently” more expensive on the short term than the Waterfall model

Changing minds is hard... habits even harder

Scrum works great with Kanban

Maintaining the Scrum framework isn't a piece of cake

ScrumBut & WaterfallBut



Scrum misfortunes

Naming “Sprints” to timeboxes

“Working Software over Comprehensive Documentation”

Hard to accommodate room for urgent bugs

Story points backfired

- Comparing team performances
- Selling the unit of measure

The term “Velocity”

Scrum as a silverbullet



Takeaways

ScrumMaster is a full time job

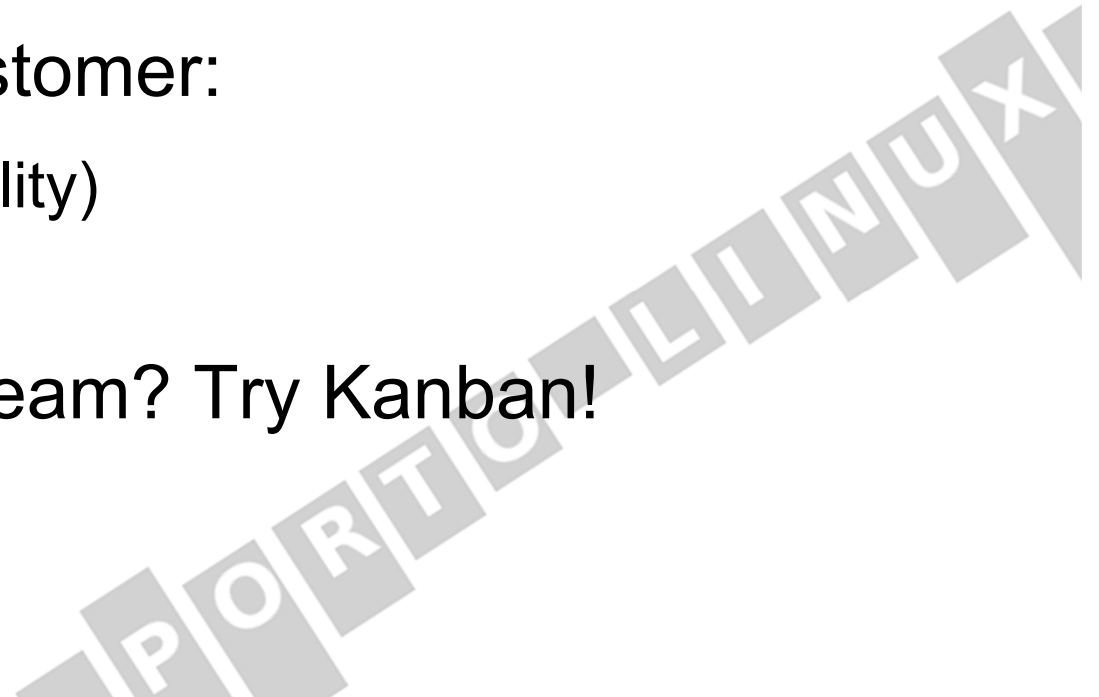
Scrum is the art of the possible

- Use (if possible) the prescription of Scrum for a few sprints
- Then adapt the framework to your reality
- Vanilla Scrum is great but you can make your own flavor

You **MUST** engage your customer:

- Commitment (availability)
- Scrum ceremonies

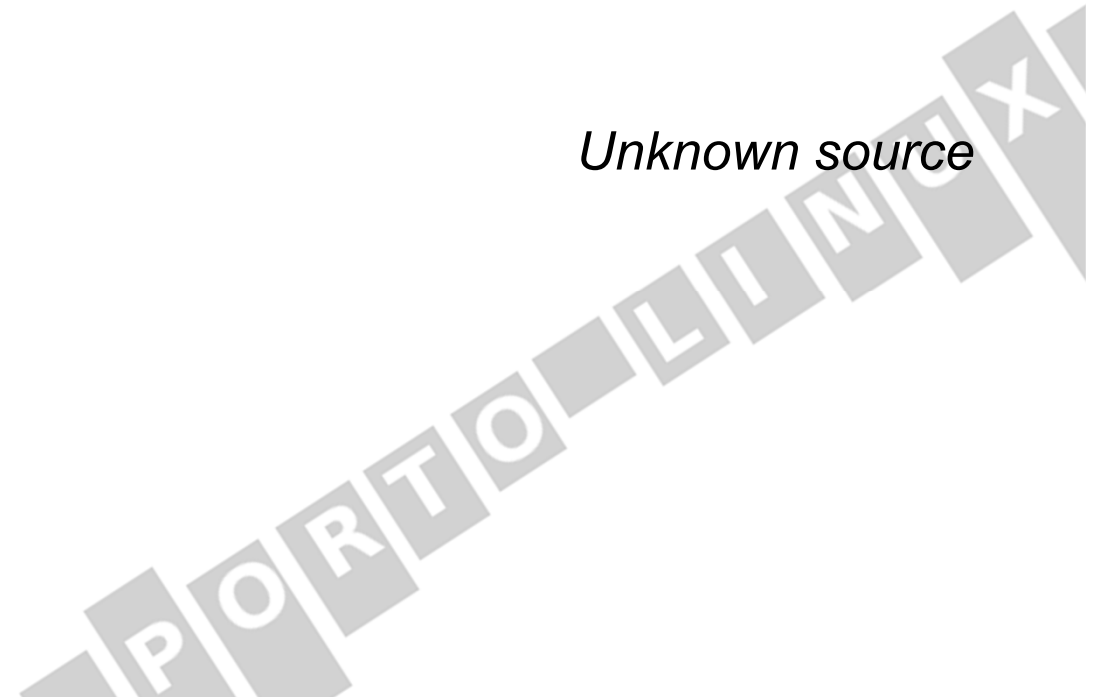
You can't fit Scrum in your team? Try Kanban!



Food for thought

“A great team will have great success with or without Scrum. A shitty team will still produce shit with scrum. Just that the shitty scrum team will see it earlier than the shitty no-scrum team”

Unknown source



Trouble sleeping?

A few suggestions:



Personal stuff

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