



Scrum Intro

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Generelt

- Trifork
 - Udvikling
 - Proces
 - Kurser og konferencer
- Dette er en kort intro
 - Derfor desværre ingen øvelser
- Slides er på engelsk
- Sig til hvis:
 - I har spørgsmål undervejs (Det vigtigste er ikke at vi når igennem alle slides)
 - Hvis det jeg siger er rent volapyk

Agenda

- **16:00 – 18:00: Introduktion til Scrum**
 - **Baggrund**
 - **Sprint Cycle**
 - **De 3 roller**
 - **Pause (30 min)**
 - **De 3 ceremonier**
 - **De 3 artefakter**
 - **Opsummering**
 - **Spørgsmål**



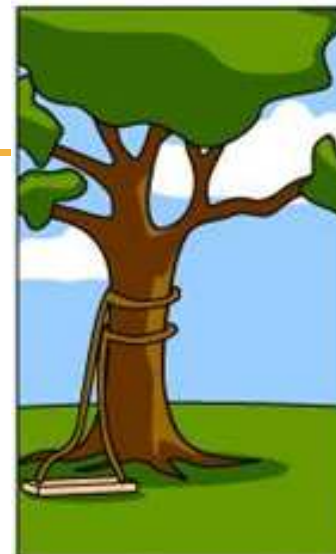
How the customer explained it



How the Project Leader understood it



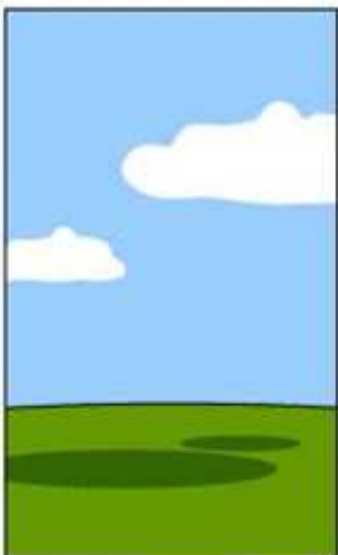
How the Analyst designed it



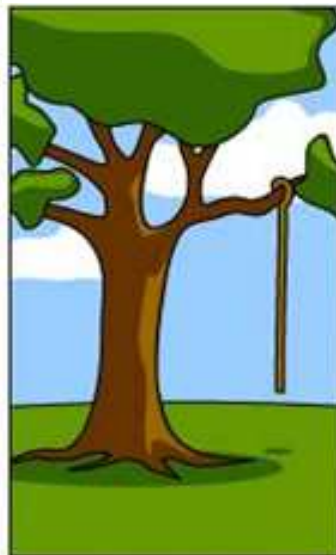
How the Programmer wrote it



How the Business Consultant described it



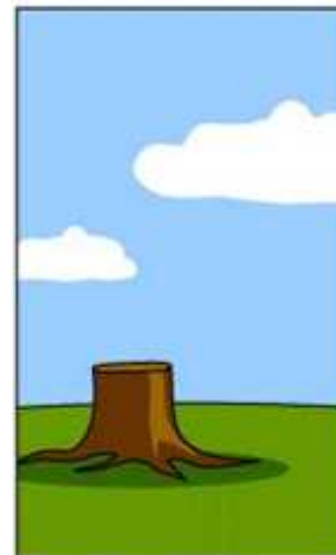
How the project was documented



What operations installed



How the customer was billed



How it was supported



What the customer really needed

Facts of life

- **3 things we wish were true**

- The customer knows what he wants
- The developers know how to build it
- Nothing will change along the way

- **3 things we have to live with**

- The customer discovers what he wants
- The developers discover how to build it
- Most things change along the way

Agile Manifesto

www.agilemanifesto.org

We are uncovering better ways of developing software by doing it and helping others do it.

Feb 11-13, 2001

Snowbird ski resort, Utah

Kent Beck
Mike Beedle
Arie van Bennekum
Alistair Cockburn
Ward Cunningham
Martin Fowler
James Grenning
Jim Highsmith
Andrew Hunt

Ron Jeffries
Jon Kern
Brian Marick
Robert C. Martin
Steve Mellor
Ken Schwaber
Jeff Sutherland
Dave Thomas

Agile Manifesto

Feb 11-13, 2001 Snowbird ski resort, Utah

We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

Individuals and interactions over **processes and tools**
Working software over **comprehensive documentation**
Customer collaboration over **contract negotiation**
Responding to change over **following a plan**

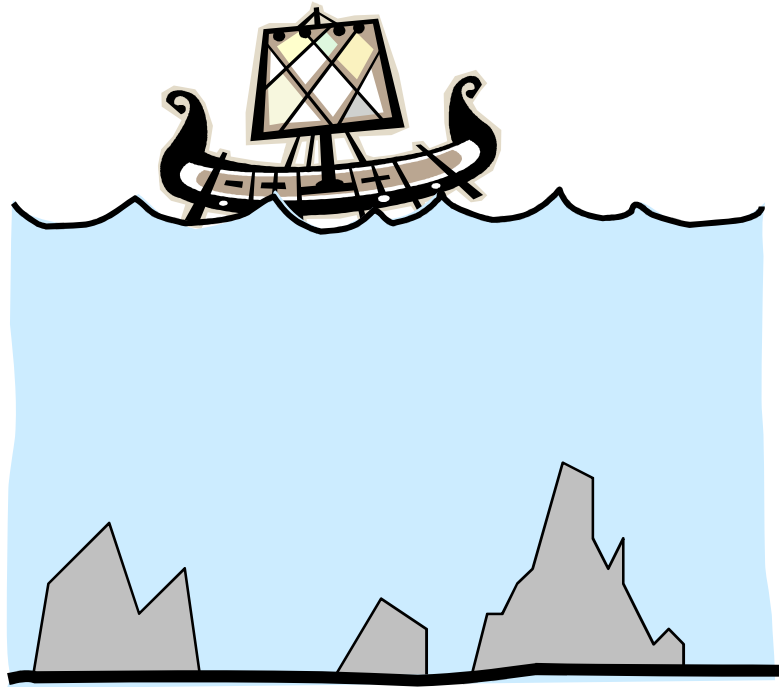
That is, while there is value in the items on the right (red), we value the items on the left more (blue).

What is Scrum?

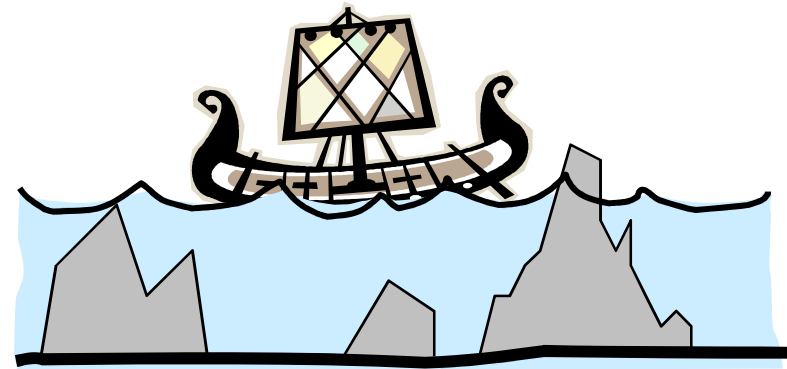
- Agile method based on empirical process control
- Iterative & incremental development
- Self-organising development teams
- Changes to demands and environment are expected not feared
- Scrum is a framework - not engineering practices
 - Possible to use existing best-practices e.g. XP under Scrum
- Has been used since 1990
- One of the “agile processes”

Find and remove problems

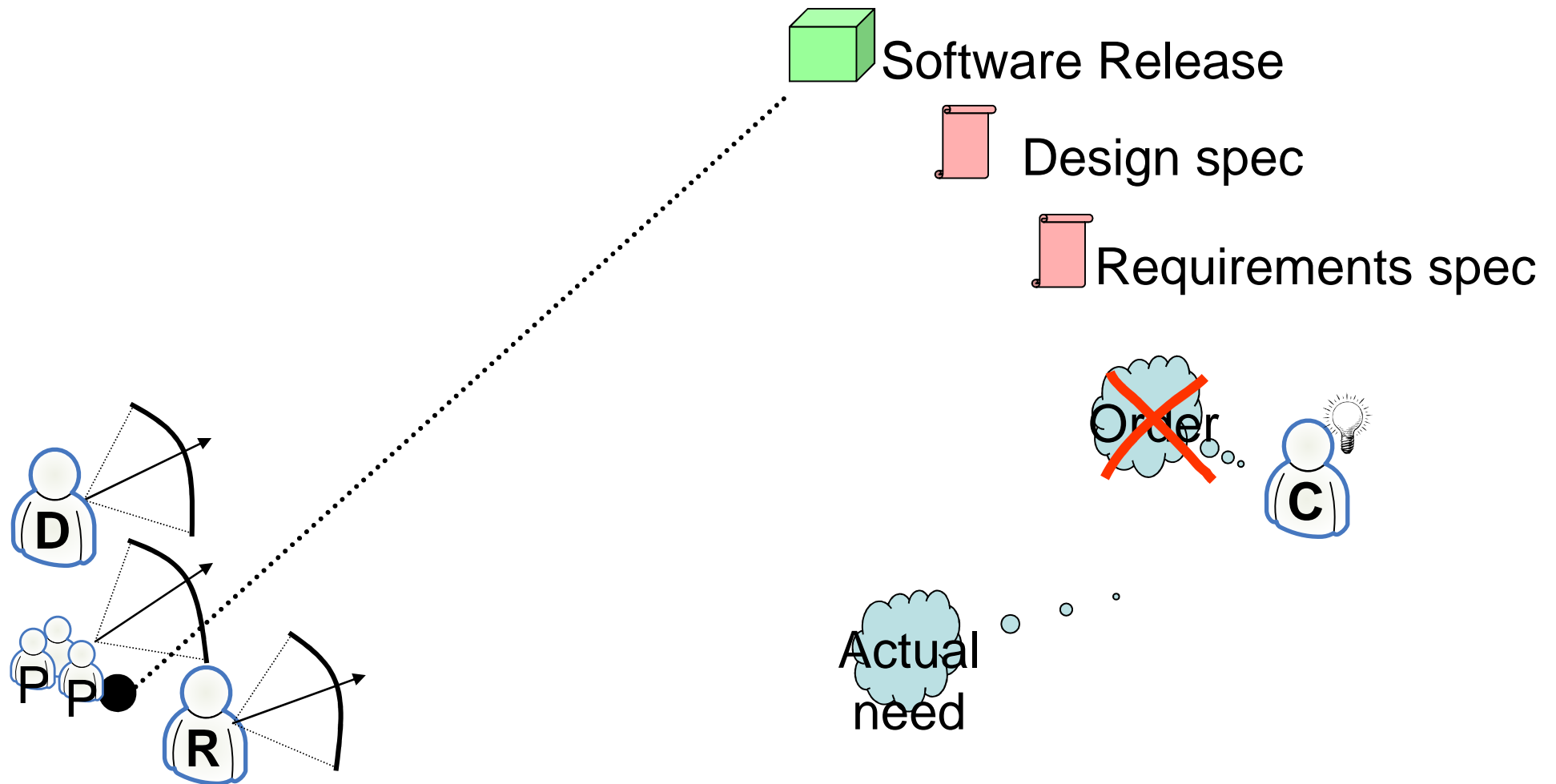
Traditional strategy:
Avoid problems



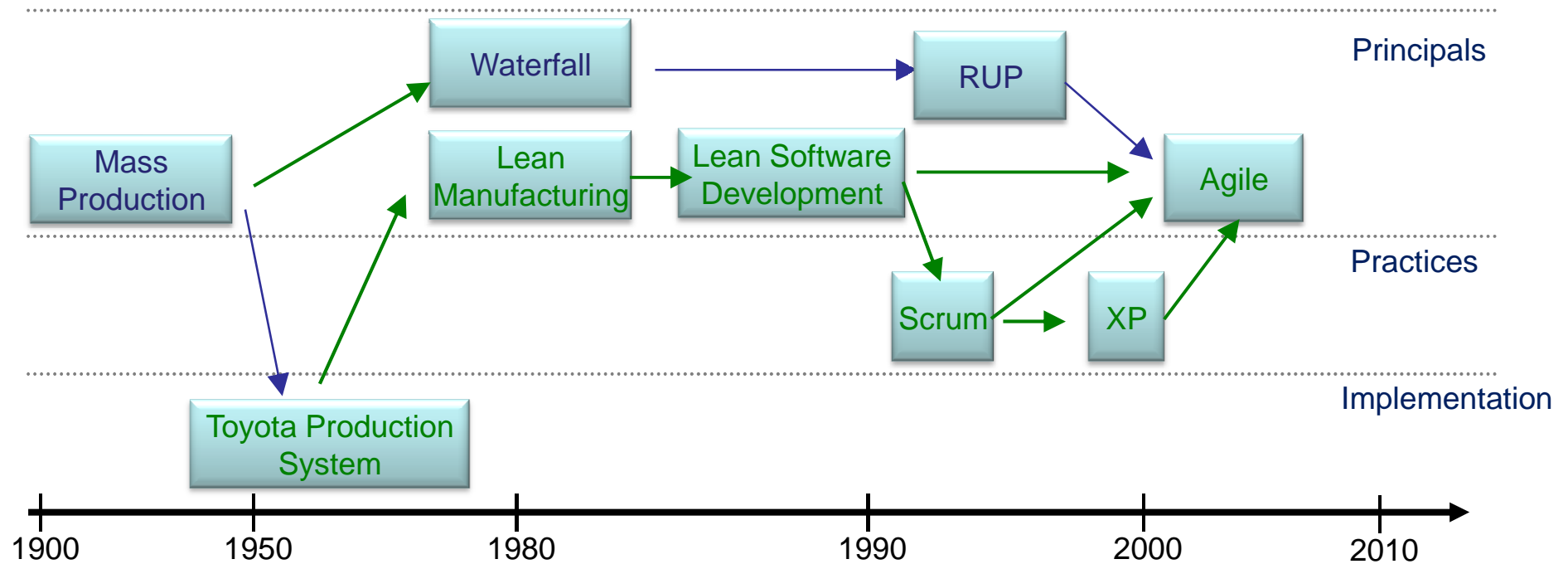
Agile strategy:
Find and remove problems



Predictive approach



History of Agile/Scrum



1986: The New, New Product development Game by Takeuchi & Nonaka

1993: First Scrum team created by Jeff Sutherland

1995: Scrum formalized by Jeff Sutherland & Ken Schwaber

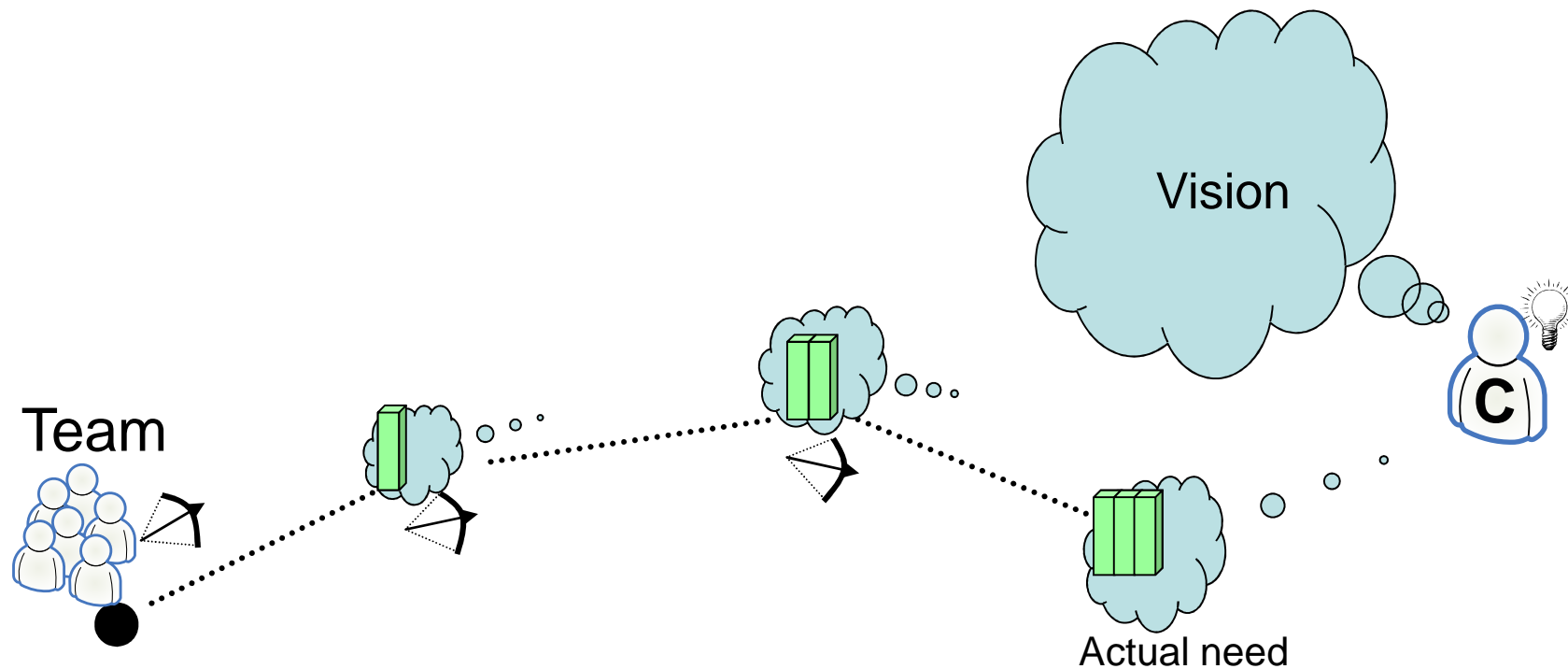
1999: First XP book by Beck, Cunningham & Jeffries

2001: Agile Manifesto

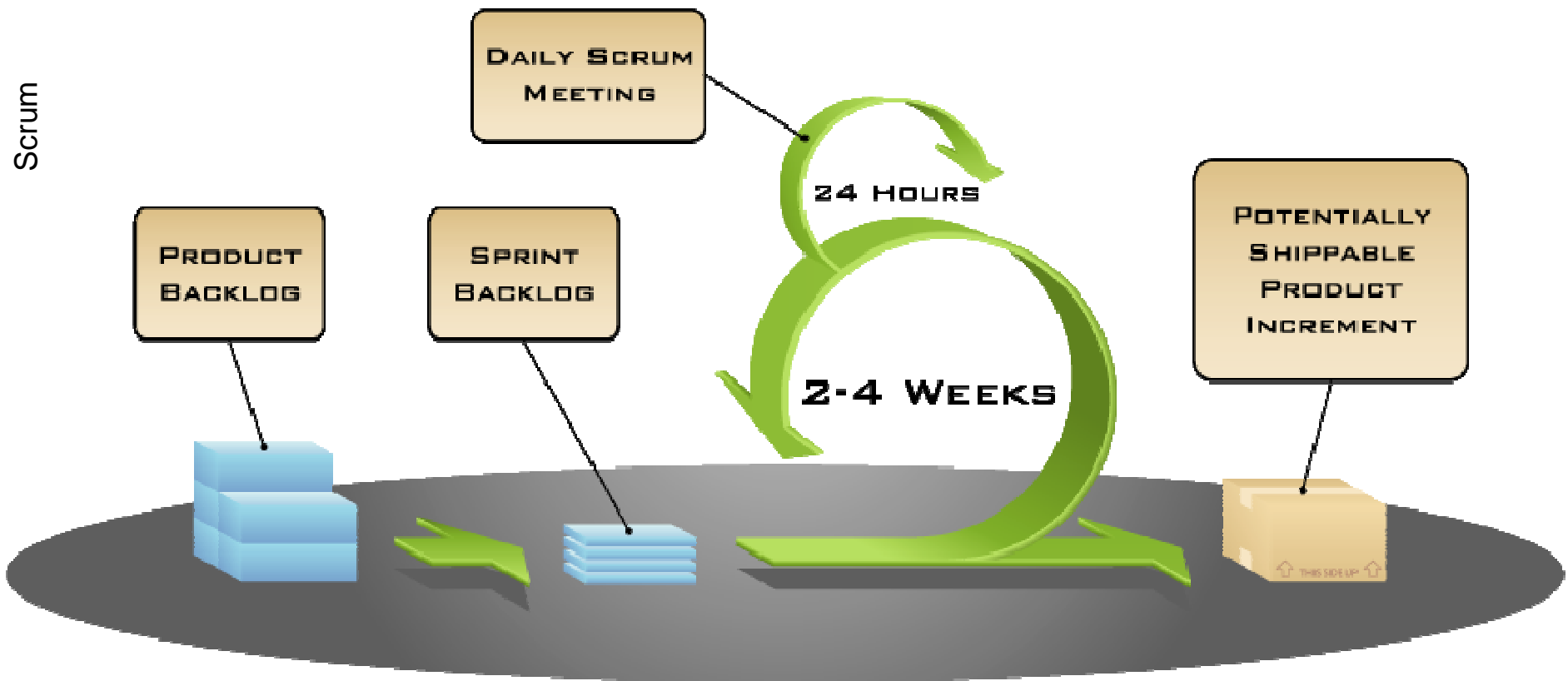
2001: First Scrum book by Ken Schwaber & Mike Beedle

2003: Scrum alliance formed, certification program started

Adaptive approach

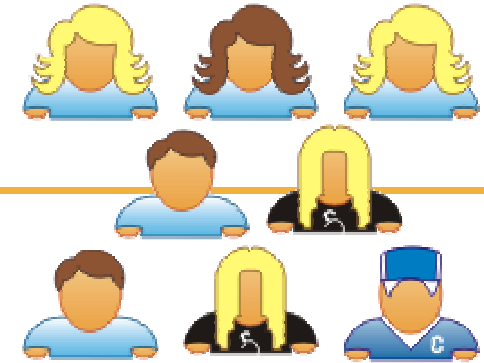


Overview



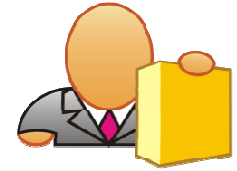
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Role 1: Scrum teams



- Self-organizing
- Cross-functional
- Seven plus or minus two people
- Selects Sprint Goal and specifies work results
- Has the business and technical domain skills to build an increment of functionality
- Has the right to do what it takes to reach the Sprint Goal i.e. full autonomy and authority during a Sprint
- Responsible for committing to work
- Demos the work results to the Product Owner

Role 2: Product owner



- One person, representing all stakeholders
- Defines features and scope and owns product backlog
- Decides release date and content
- Sets direction by prioritizing backlog to maximize business/market value.
 - Can be influenced by stakeholders but is the only person that prioritizes.
 - One set of requirements drives development; eliminating confusion of multiple bosses, different opinions, and interference.
- Reports to customer and to management
- Accepts or rejects work results

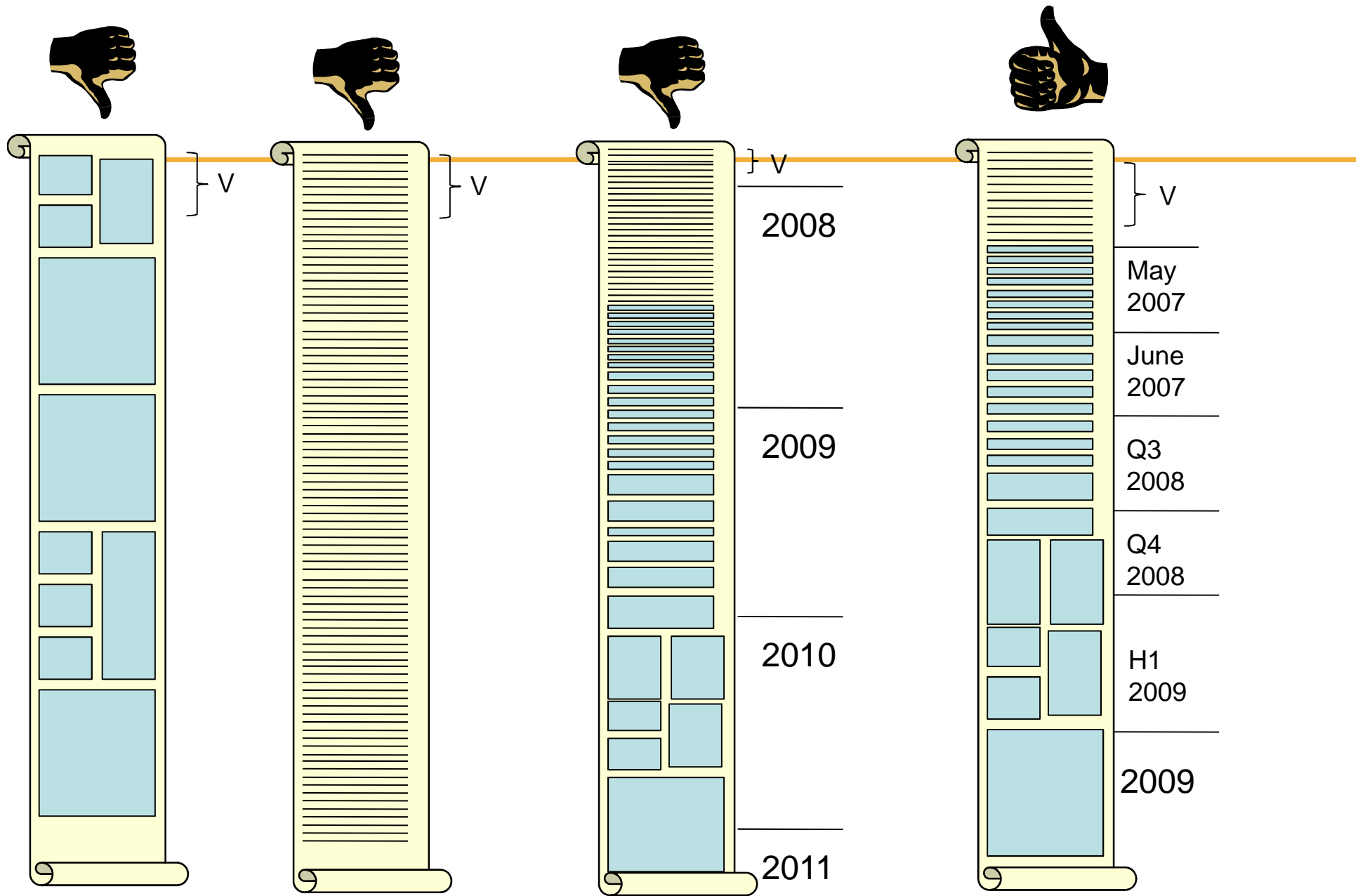
Role 3: Scrum Master



- Facilitating team leader and coach
- Responsible for the process. Sets up and conducts meetings
- Ensures that the team is functional and is maximizing its productivity
- Shields the team from external interference during a sprint
- Removes impediments (barrieres)
- Work closely with Product Owner
- Representative to management and Team

Artifact 1: Product Backlog

- A list of all desired work on the project. List of functionality, technology and issues to be completed (The requirements)
- Ideally expressed such that each item have value to the users or customers of the product
- Description is sufficient to start implementation
- Prioritized by the product owner
- Reprioritized at the start of each sprint



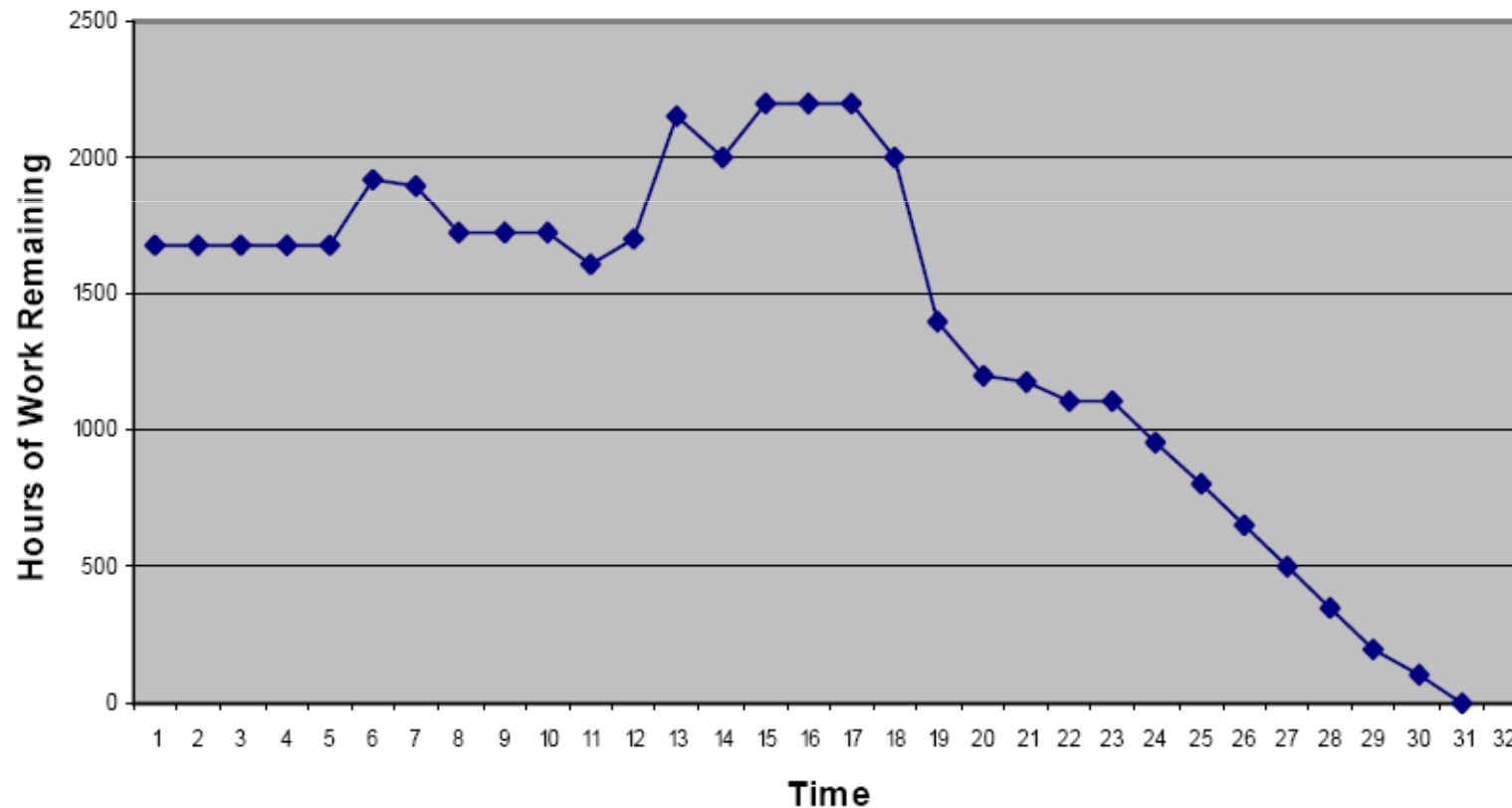
Artifact 2: Sprint Backlog

- Sprint Backlog
 - Prioritized Backlog Items are broken down into tasks to turn product backlog into working functionality
 - Tasks are estimated in hours, usually 1-8
 - Any team member can add, delete or change the Sprint Backlog

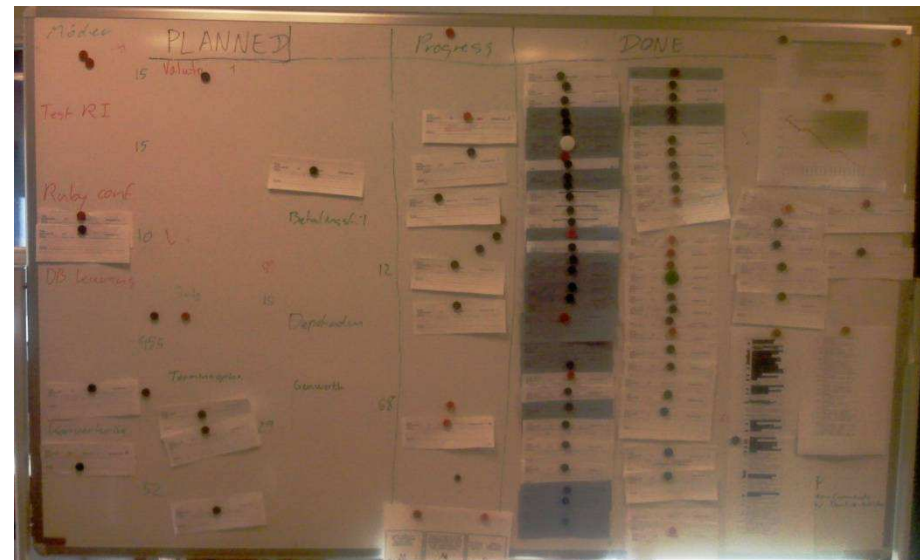
Artifact 3: Burndown Chart

- Remaining work to be done vs. remaining time

Sprint Burndown Chart



Sprint backlog/Task board



Ceremony 1: Sprint Planning Meeting

- Product Owner shares the vision, the roadmap, the release plan, and the Product Backlog with the Scrum Team
- Team selects the items from the top of product backlog they can commit to complete within the sprint
- Planning session (max 4 h timebox): Team creates the Sprint backlog:
 - Tasks are identified and each is estimated (1-16 hours)
 - Collaboratively, not done alone by the Scrum Master
- High-level design is considered

As a vacation planner,
I want to see photos
of the hotels (so that
I can decide which
hotel to pick)



Code the middle tier (8 hours)
Code the user interface (4)
Write test fixtures (4)
Code the foo class (6)
Update performance tests (4)

Ceremony 2: Daily Scrum Meeting

- Max. 15 min.
- Stand up meeting
- Scrum Master asks every participant 3 questions:
 1. **What have you done since last meeting?**
 2. **Which impediments do you have?**
 3. **What will you accomplish until next meeting?**
- Consequences
 - Every team member know the truths and has a shared overview (share knowledge, this is NOT a status meeting)
 - Every team member promise to deliver a specific amount of work until next meeting
 - Collective ownership
 - Scrum Master updates the Burndown chart
 - Scrum Master knows impediments (dependencies, bloks, personal issues, company issues, ...)
- Daily?
 - “How does a project get to be a year late? One day at a time”

Fred Brooks,

The Mythical Man Month

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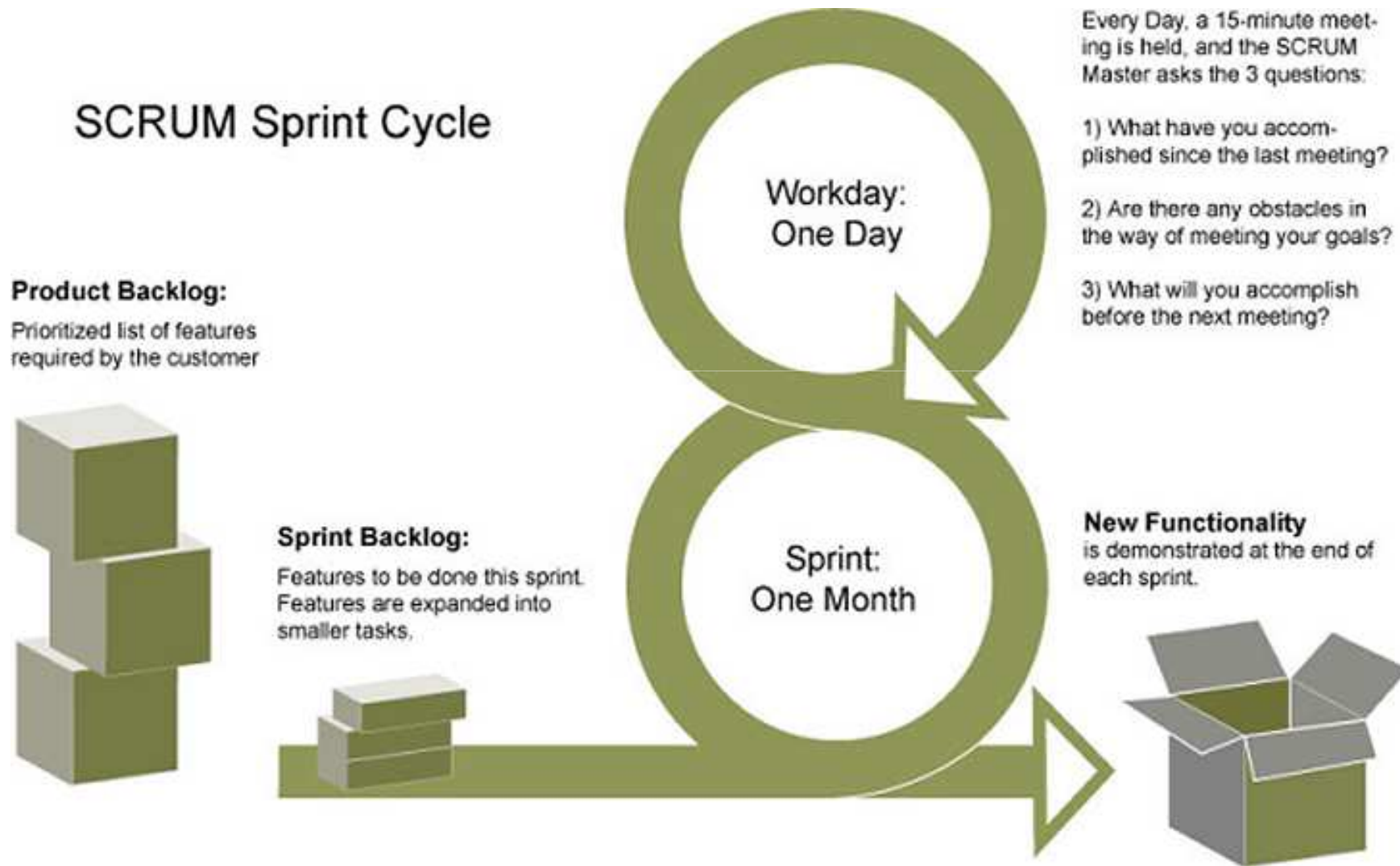
Ceremony 3: Sprint Review (1. half)

- The team presents all potential shippable code to the Product Owner
- Informal meeting
 - Use max. 2 hours to prepare
 - No slides
 - Max 2 hours presentation/dialog
- Participants:
 - The Team
 - Management
 - Customer
 - Possible others (Co-workers etc.)

Ceremony 3: Sprint Review (2. half)

- The Scrum Master facilitates a retrospectives with the Team
- No preperation from the Team
- Max 2 hours
- Identify improvements (inspect and adapt)
- Use retrospectives techniques
 - Traditional post-it brainstorm
 - Fish-bone
 - FRIM (FRequencyIMpact)
 -

Scrum Sprint Cycle – Explain!



Why does Scrum work?

- It's FUN!!!
 - Feeling and seeing the daily progress
 - full autonomy and authority
 - No bureaucracy or unnecessary management overhead
- Scrum is a way of harnessing creativity, the joy of work, the pleasure of teamwork into extraordinary productivity in building complex products.
- Scrum demands customer involvement
- Practice makes perfect

The next step

- **Use experience**
 - Benefit from the mistakes we made
 - Use mentoring
- **Get started**
- **Become familiar with the process before doing the difficult projects**
 - Start with a guaranteed success
 - Better to do something now than everything later
- **Scrum Forum**

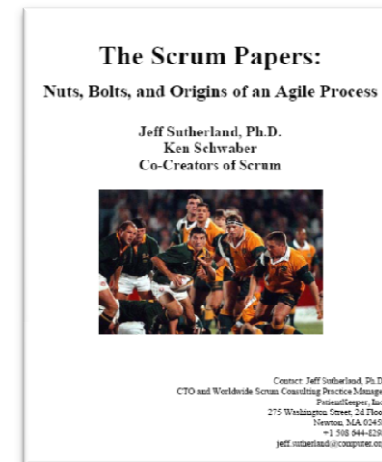
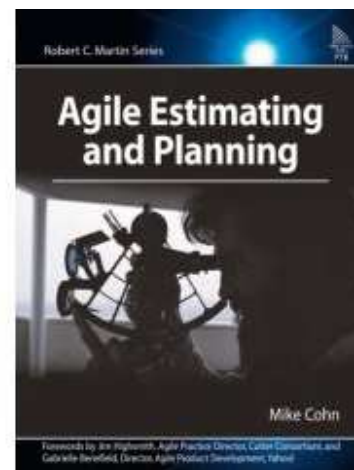
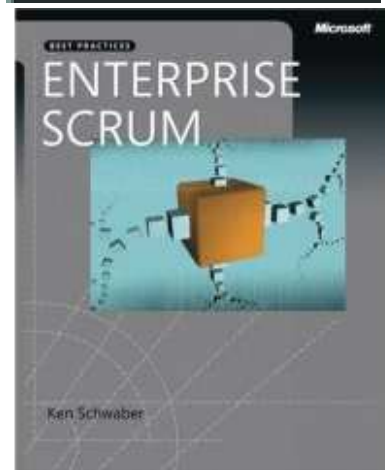
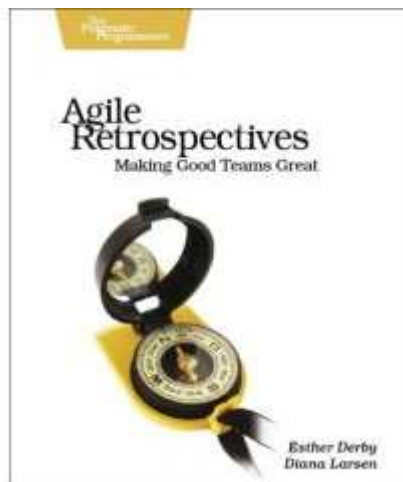
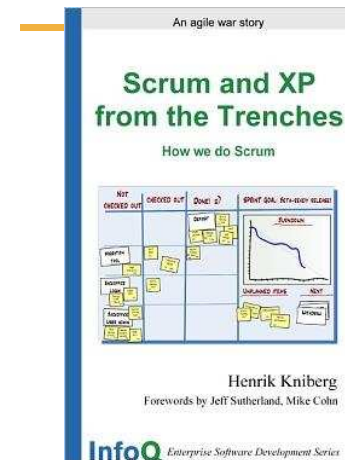
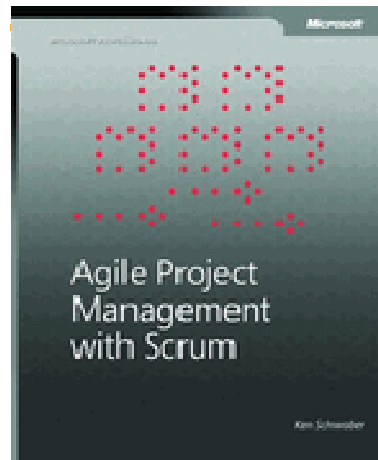
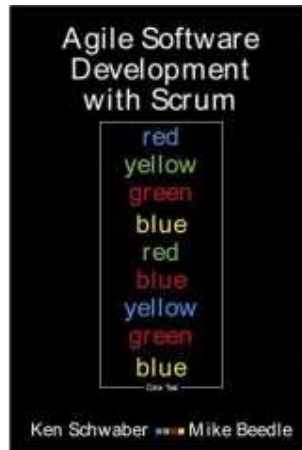
Courses

- **Certified SCRUM Master training**
 - next 16/11-09
- **Certified SCRUM Product Owner Training**
 - next 3/2-10
- **Retrospective, Diana Larsen**
 - next 3/12-09
- **Agile Java Developer**
 - next 9/3-10
- **Agile .Net Developer**
 - next 16/3-10

Further information

- www.scrumalliance.org
- www.scrumforum.dk
- www.jaoo.dk
- www.trifork.com
- [Scrum et al. - Ken Schwaber \(google video, approx. 1 hour\)](#)
- [Scrum Tuning: Lessons learned from Scrum implementation at Google \(google video, approx. 1 hour\)](#)

References



www.jeffsutherland.com/scrum



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By Tony D. Clark

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SPØRGSMÅL?