Introduction to Scrum

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Training

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Why are we building the wrong stuff

**Often or Always
Used: 20%**

Sometimes
16%

Rarely
19%

Never
45%

Often
13%

Always
7%

**Rarely or Never
Used: 64%**
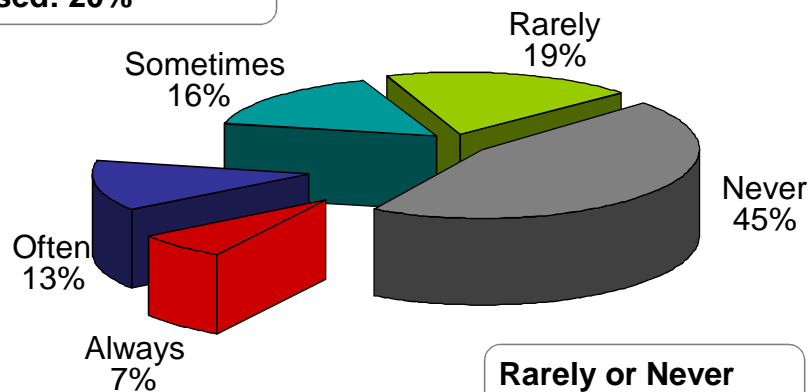
Standish Group study reported at XP2002 by Jim Johnson, Chairman

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One way to measure ScrumButt

- **Excellent Scrum - annual revenue up 400%**
  - PatientKeeper
- **Good Scrum - revenue up 300%**
  - MySpace
- **Pretty Good Scrum - revenue up 150% - 200%**
  - Systematic Software Engineering - 200%
  - Google - 160%
- **ScrumButt - revenue up 0-35%**
  - Yahoo, most companies
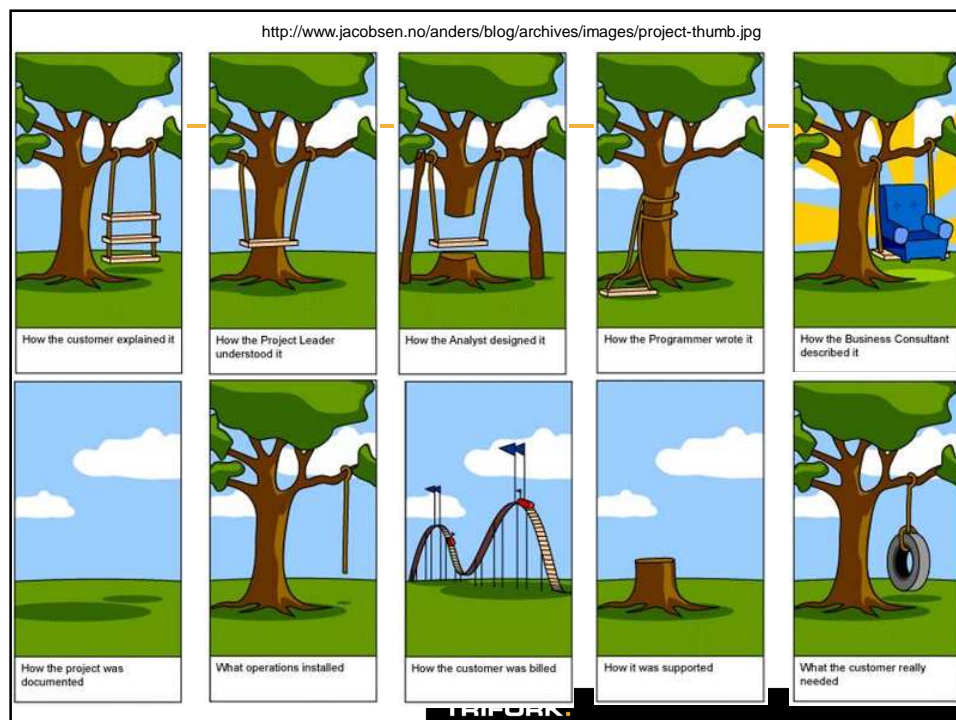
Jeff Sutherland

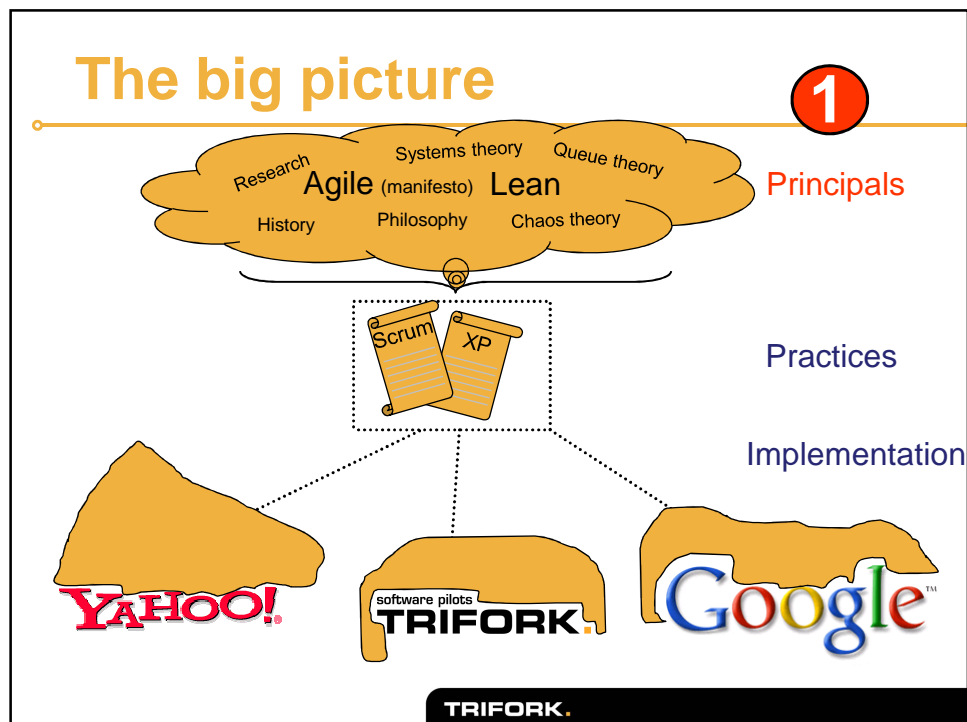TRIFORK.

Facts

3 things we wish were true
- **The customer knows what she 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 she wants**
- **The developers discover how to build it**
- **Many things change along the way**

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http://www.jacobsen.no/anders/blog/archives/images/project-thumb.jpg

The big picture

(1)

Research Agile (manifesto) Lean
Systems theory Queue theory
History Philosophy Chaos theory

Principals

Scrum XP

Practices

Implementation

YAHOO!

software pilots
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Google™

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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).

Scrum has been used by:

- Microsoft
- Yahoo
- Google
- Electronic Arts
- High Moon Studios
- Lockheed Martin
- Philips
- Siemens
- Nokia
- Capital One
- BBC
- Intuit

- Intuit
- Nielsen Media
- First American Real Estate
- BMC Software
- Ipswitch
- John Deere
- Lexis Nexis
- Sabre
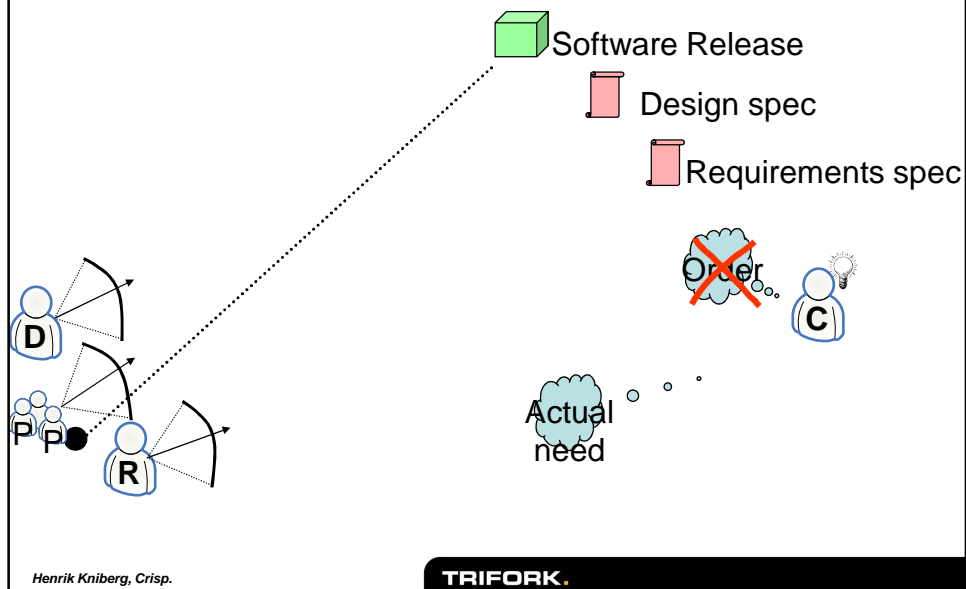- Salesforce.com
- Time Warner
- Turner Broadcasting
- Oce

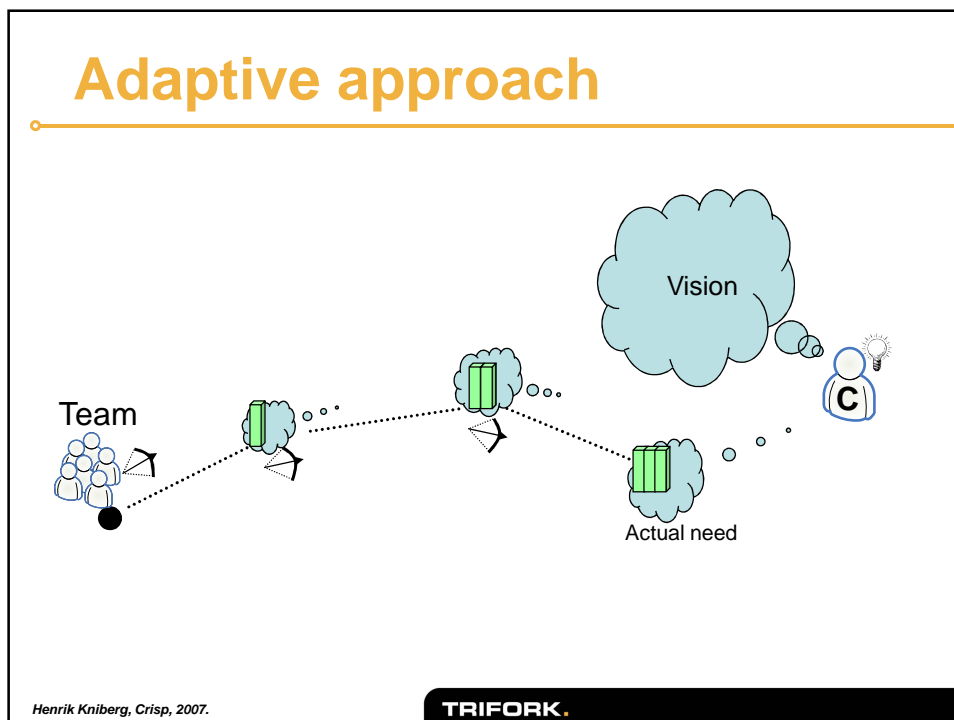**TRIFORK.**

Scrum has been used for:

- Commercial software
- In-house development
- Contract development
- Fixed-price projects
- Financial applications
- ISO 9001-certified applications
- Embedded systems
- 24x7 systems with 99.999% uptime requirements
- the Joint Strike Fighter

- Video game development
- FDA-approved, life-critical systems
- Satellite-control software
- Websites
- Handheld software
- Mobile phones
- Network switching applications
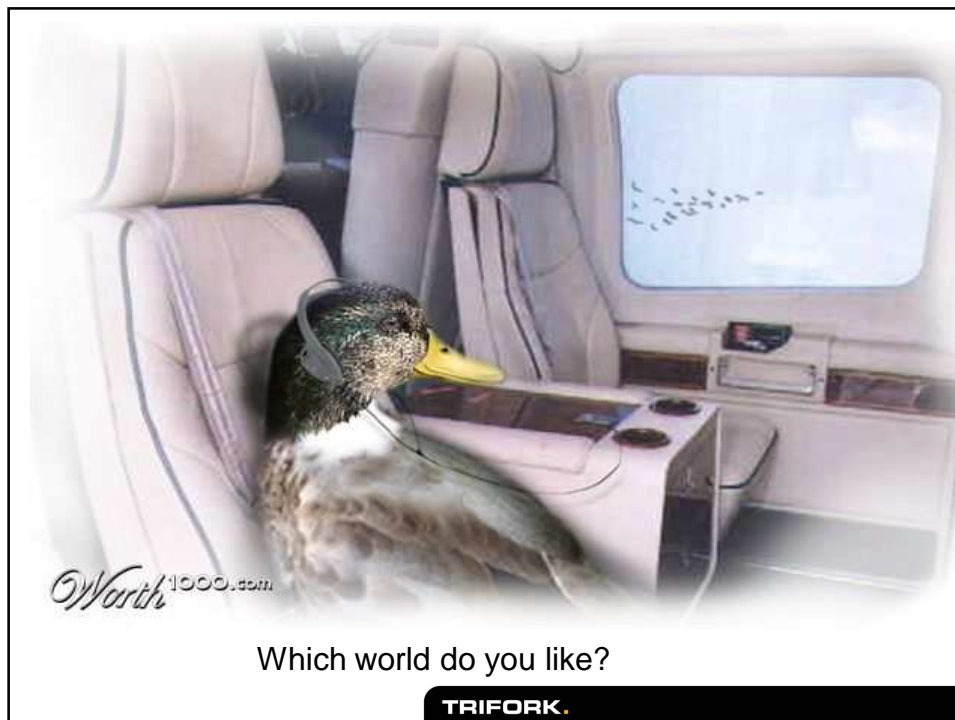- ISV applications
- Some of the largest applications in use

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Predictive approach

Software Release

Design spec

Requirements spec

Order

Actual need

D
P P
R
C

Henrik Kniberg, Crisp.

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Adaptive approach

Vision

Team

Actual need

C

Henrik Kniberg, Crisp, 2007.

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Which world do you like?
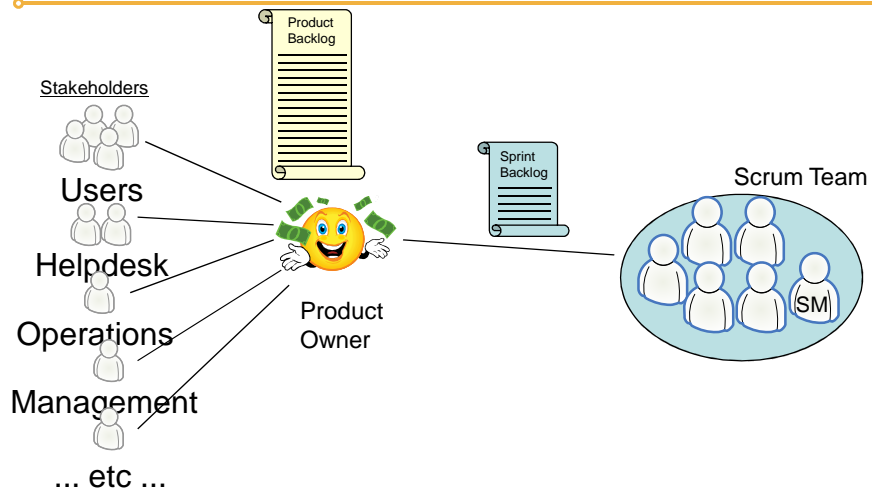
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Scrum components

- **3 Roles**
  - Scrum Team
  - Product Owner
  - Scrum Master
- **3 Artifacts**
  - Product Backlog
  - Sprint Backlog
  - Burndown chart
- **3 Ceremonies**
  - Sprint Planning Meeting
  - Daily Scrum Meeting
  - Sprint Review Meeting
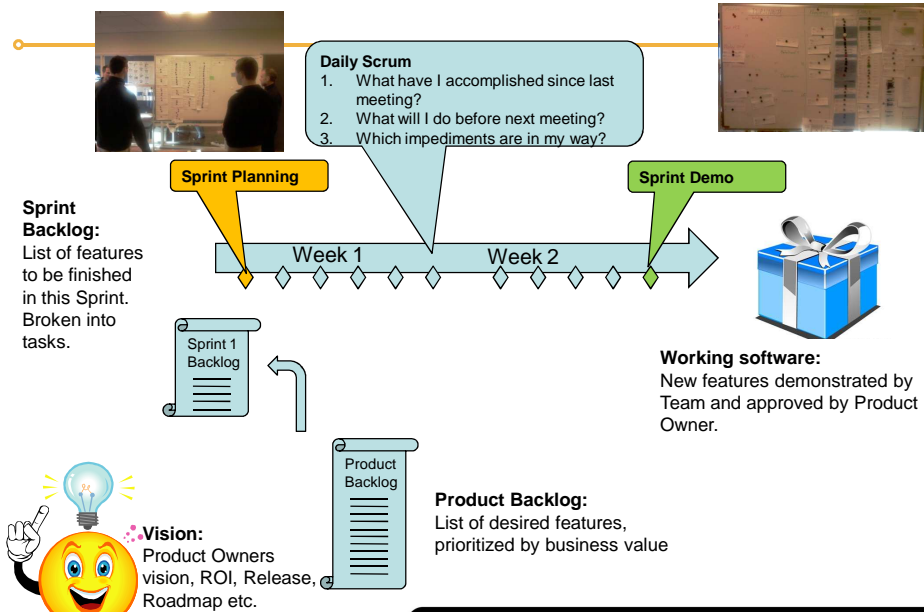   - Demo
    - Retrospective
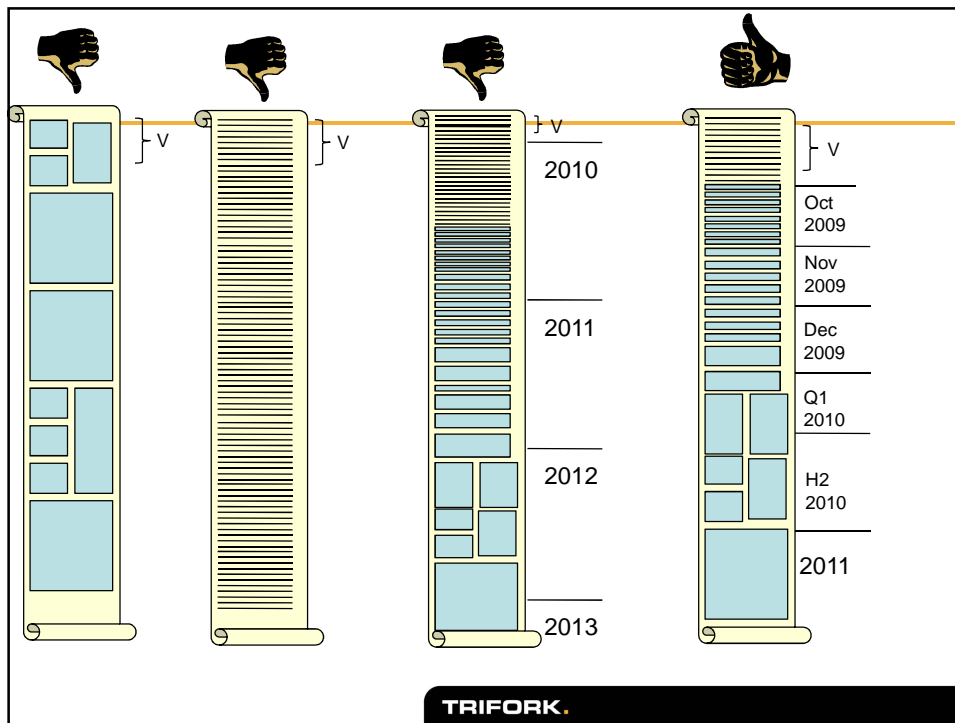

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Scrum overview – structure
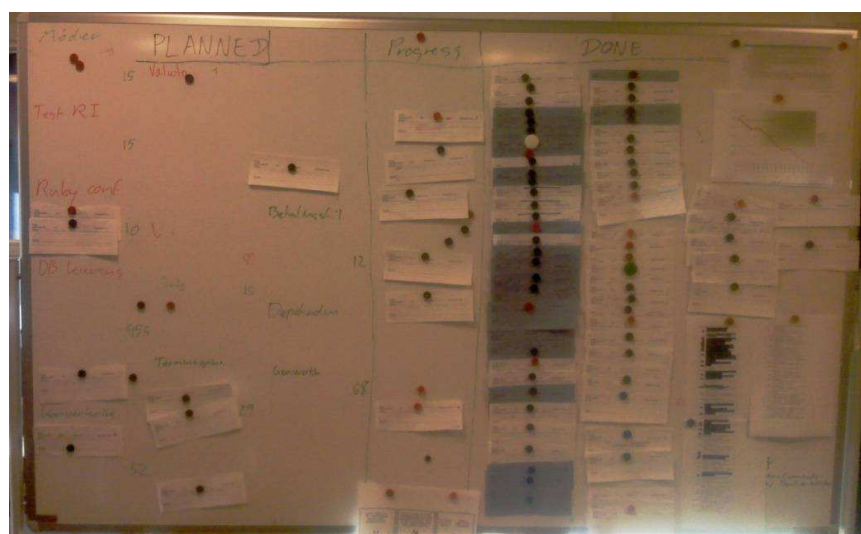

Scrum Sprint Cycle

Sprint backlog/Task board

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

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6 Ideas to get Scrum going

- Keep the rhythm
- A Sprint is an iteration
- Get going
- Focus on delivery
- Whiteboards and burndown charts
- Be agile

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Scrum is NOT a Silver Bullit

By Clark & Vizdos
© 2006 implementingscrum.com

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Why is Scrum difficult?

- Changing people's mindset
  - IT is 80% psychology
  - and 20% technology
    -- *Jeff DeLuca*
- Cross functional team understanding
- Getting a product backlog
  - Features for min. 3 sprints
- Getting a product owner
- Physical location
- Nondedicated resources
- Decomposition of work (max. 8 hours/task)
- Continuous prioritization

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Nokia Test

1. Are you iterative?
- Sprints are 4 weeks or less
- Features are tested and working by the end of the Sprint
- Sprints start with an Agile Specification

2. Are you doing Scrum?
- You know who the Product Owner is
- There is a Product Backlog prioritized by Business Value
- The Product Backlog has estimates created by the Team
- The Team generates burndown charts and knows their
- velocity
- There are no project managers (or anyone else)
- disrupting the Team

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Does agile software development work?
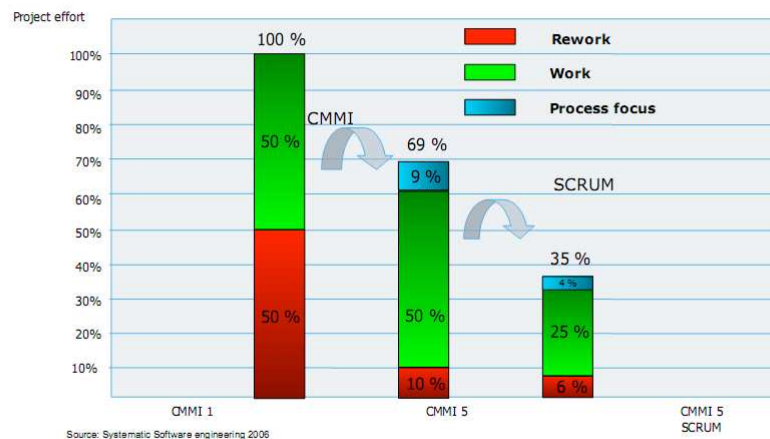Source: 3rd Annual Survey. "State of Agile Development"
June – July 2008

Agile success rates (average = 75%)*

- 90-100%
- 75%
- 50%
- 25%
- 10%
- 0%
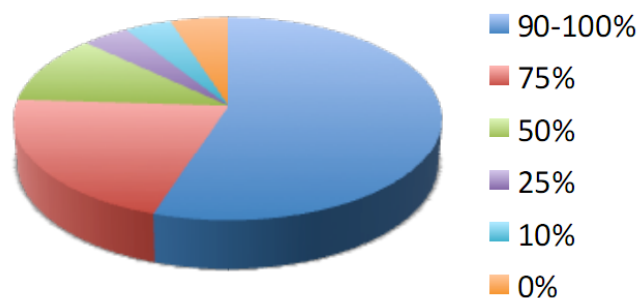
*Over 90% of these projects are ScrumButt

CSM v9.4 © Jeff Sutherland 1993-2009

CMMI/SCRUM Performance analysis

Project effort

Legend:
- Rework (red)
- Work (green)
- Process focus (blue)

- CMMI 1: 100 % (50 % Work, 50 % Rework)
- CMMI 5: 69 % (9 % Process focus, 50 % Work, 10 % Rework)
- CMMI 5 SCRUM: 35 % (4 % Process focus, 25 % Work, 6 % Rework)

Source: Systematic Software engineering 2006

CSM v9.4 © Jeff Sutherland 1993-2009

Shock Therapy: Bootstrapping Hyperproductive Scrum

- Scott Downey, MySpace Agile Coach, has a way of bootstrapping Scrum teams to a high performing state in a company that is about 1/3 waterfall, 1/3 ScrumButt with project managers, and 1/3 pure Scrum with only Scrum roles.
- Scott consistently takes teams to 240% of the velocity of MySpace waterfall.

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MySpace: Non-negotiable rules

1. Everyone on the team will attend a Scrum Training session
2. Sprints will be one week long
3. They will start out by using my definition of "Done"
4. All estimates will be exclusively in Story Points
5. We will use a physical Information Radiator
6. Sprint Planning Meetings will be four hours, once per week
7. Multi-Tasking is Forbidden. Work must be in Priority Order

in effect until the team has met three criteria:
1. They are Hyper-Productive (>240% higher targeted value contribution)
2. They have completed three successful Sprints consecutively
3. They have identified a good business reason to change the rule

Scott Downey, MySpace

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Questions?

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Software Teams, Agile and Skills" speakers at JAOO 2009

Monday – Essential Development Skills

Michael Feathers, Author of "Working Effectively with Legacy Code"

Robert C. Martin, Uncle Bob!

Martin Fowler, Chief Scientist, Loud-mouth on Object Design

Thought Leader
Developer
IT Guru
First-mover
Geek
Architect
Futurist
Designer

Tuesday – Agile in Practice

Scott Ambler, Founder of the Agile Modeling methodology

Dan North, Agile troublemaker, developer, originator of BDD

Henrik Kniberg, Author of "Scrum and XP from the Trenches" & Agile Coach

Kris Lander, Technical lead and agile coach on web applications

Gus Power, 10 years experience in software development across a wide range of domains

Software Pilots

Wednesday – Heart of Agile

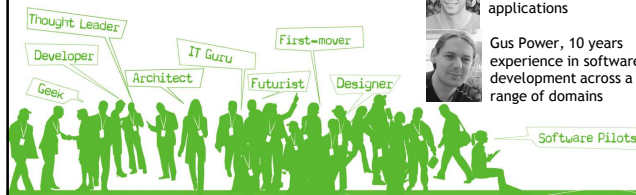Linda Rising, Patterns, retrospectives, agile, development approaches

Mary Poppendieck, Thought leader in software industry

Richard Durnall, Principal Consultant, Agile and Lean methods

Gertrud Bjørnvig, Agile Patterns and Antropological studies of Software Development

One day pass: 4.125 DKK
Use promotion code:
SCRUMandiPhone upon registration

Thursday/Friday: Certified Scrum Master
Jeff Sutherland, co-Founder of Scrum
12.500 DKK

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