

welcome to



# Agile Learning Labs

## Understanding Scrum

8th Agile Meetup @ Thess  
23.10.15

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personal thoughts: <https://escapelocaloptimum.wordpress.com>



◆ What is Agile



values & principles

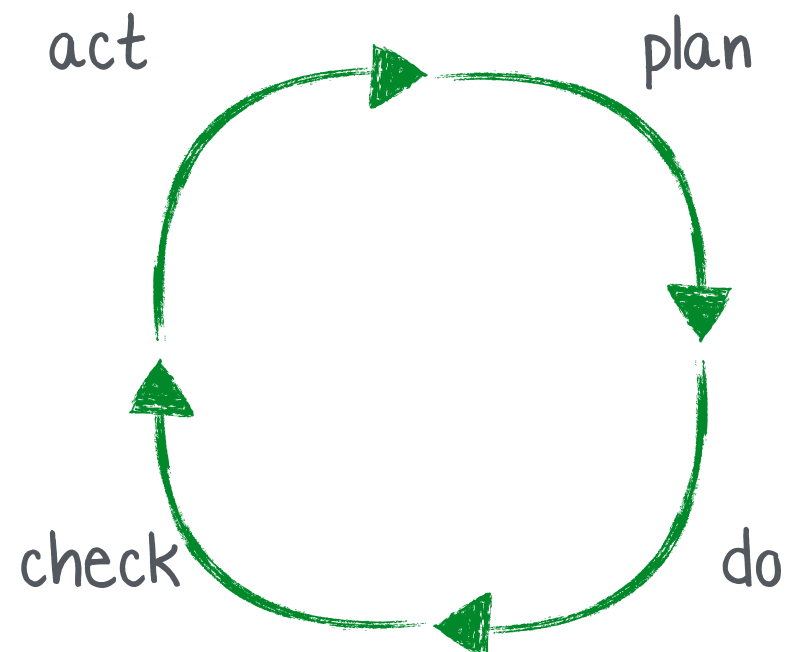
# Process Models

Defined



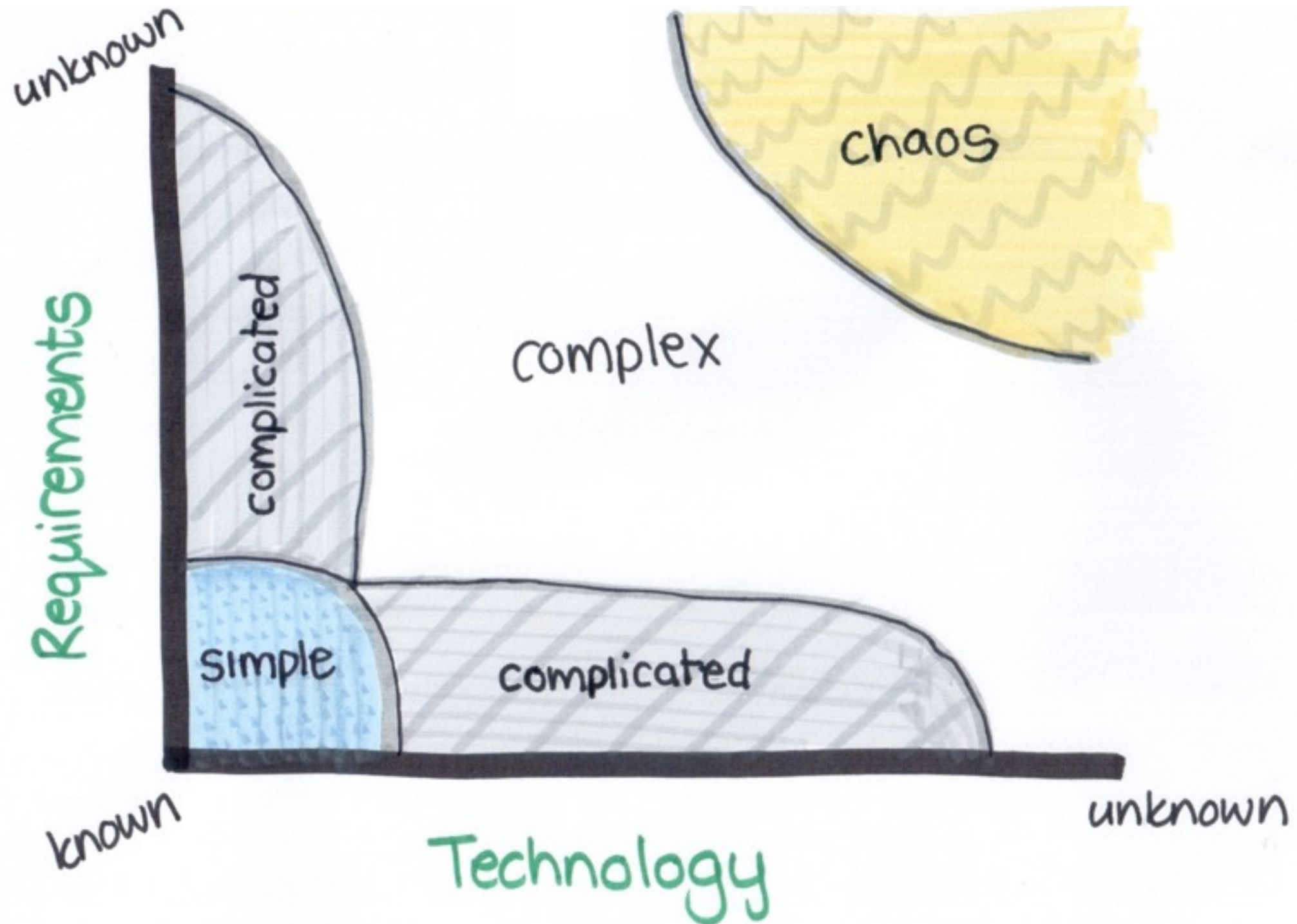
baking!

Empirical



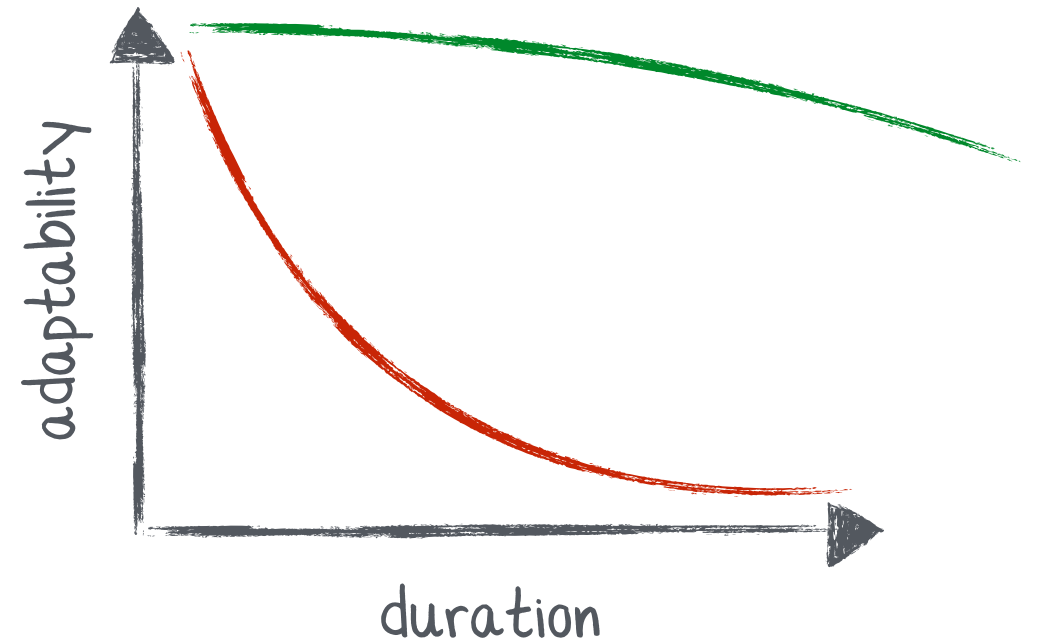
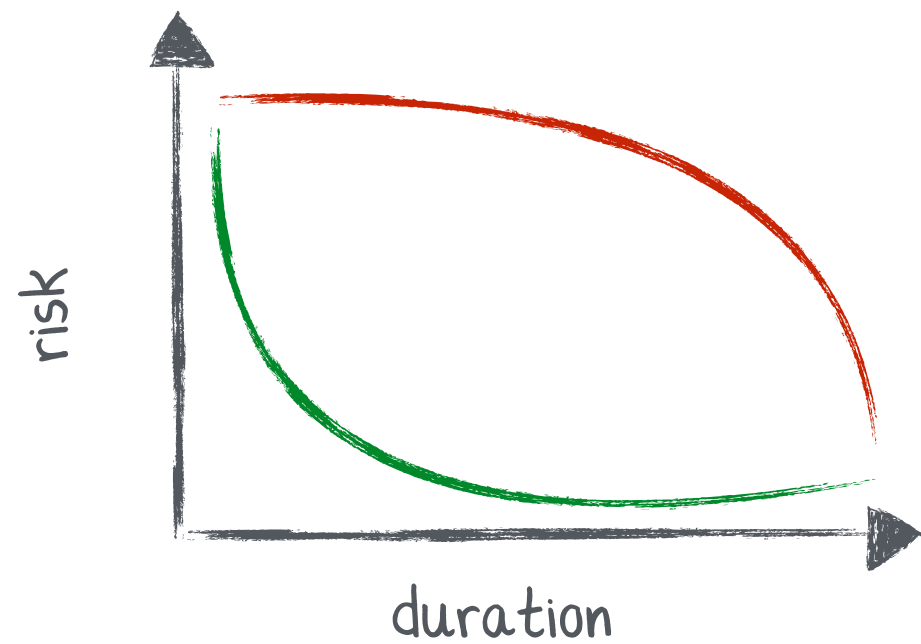
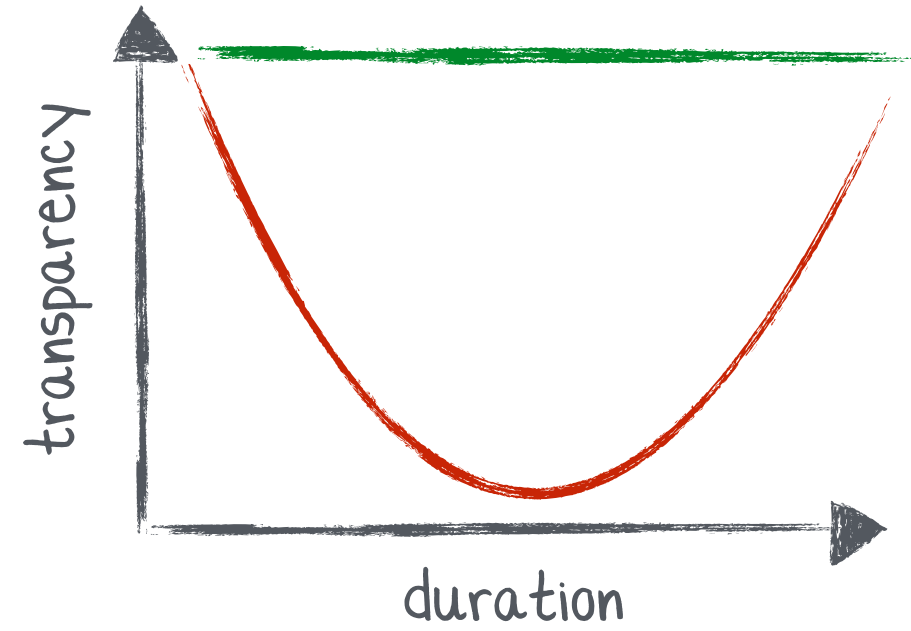
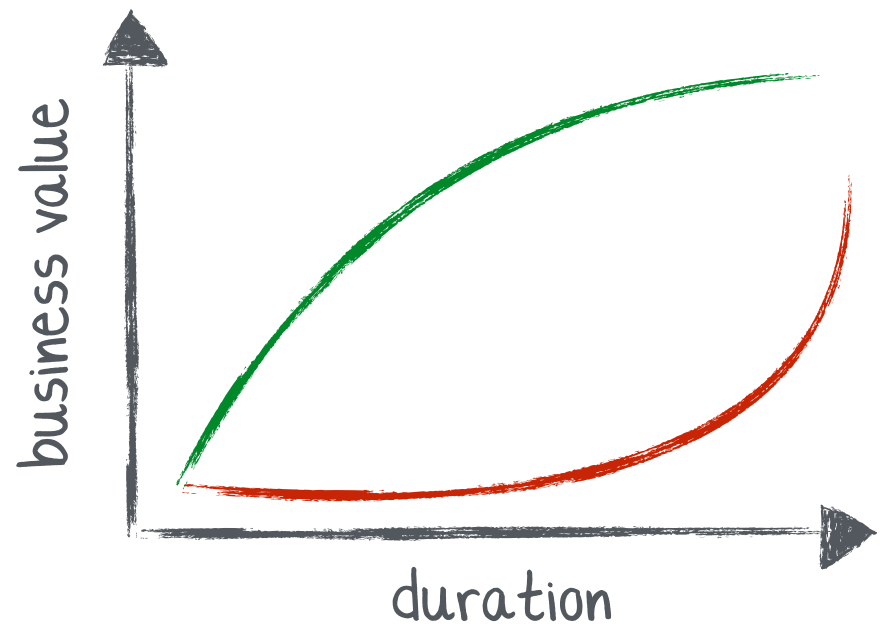
cooking!

# Stacey Matrix





# Agile vs Waterfall



◆ What is Scrum



# Values

\* courage

\* openness

\* focus

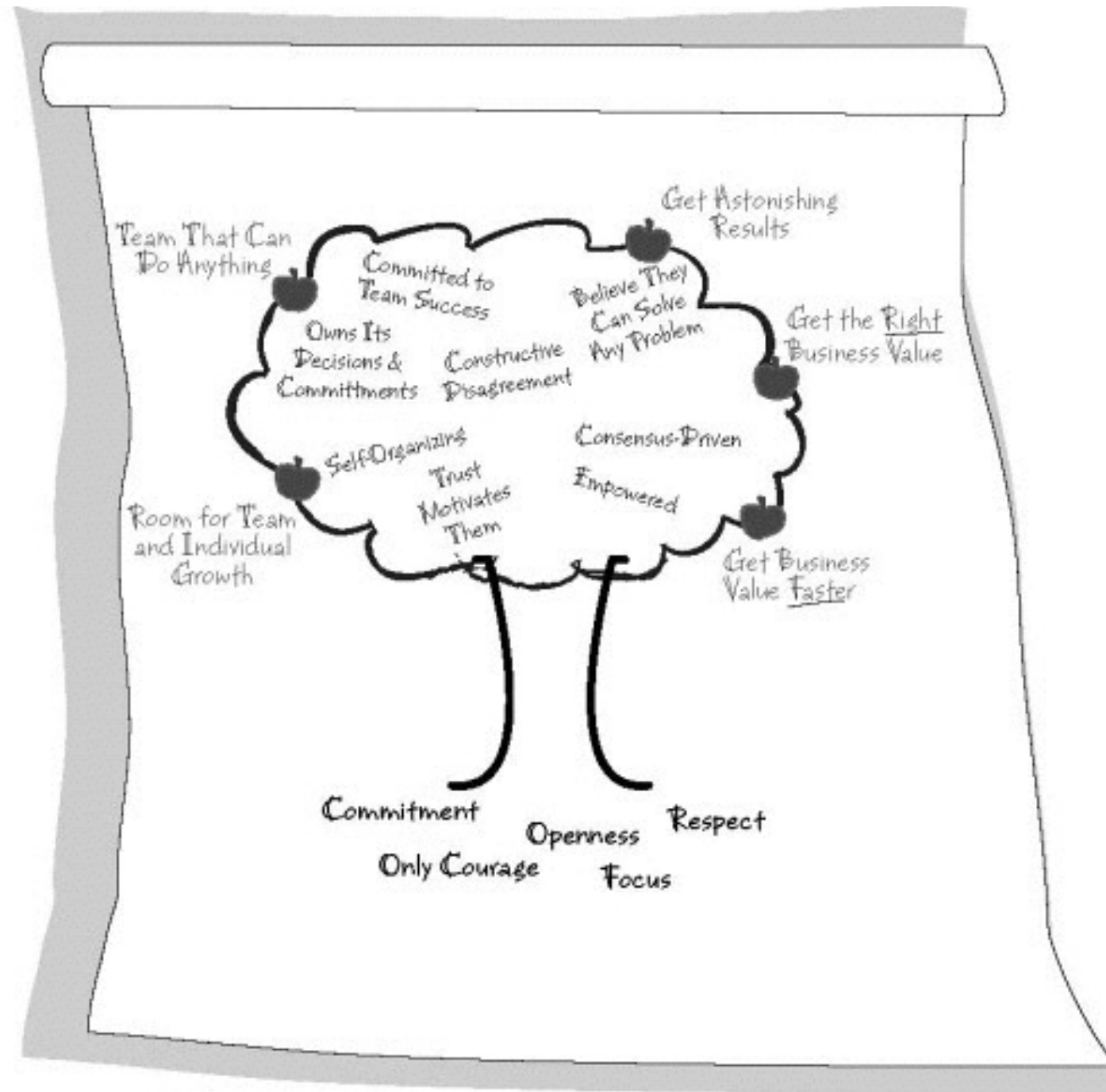
\* respect

\* commitment

# Attributes

- \* prioritization
- \* self-organization
- \* cross-functional
- \* empiricism
- \* time-boxing
- \* collaboration
- \* emergence

# High Performance Tree



# 3 roles

- ◆ team
- ◆ product owner
- ◆ scrummaster

# 5(6) events

- ◆ sprint
- ◆ daily scrum
- ◆ sprint planning (1+2)
- ◆ sprint review
- ◆ sprint retrospective
- ◆ (backlog refinement)

- ◆ product backlog
- ◆ sprint backlog
- ◆ increment
- ◆ (sprint burndown)
- ◆ (release burnup/down)

# 3(5) artifacts

- ◆ definition of done

artifact

transparency

# The Agile: Scrum Framework at a glance

Inputs from Executives,  
Team, Stakeholders,  
Customers, Users



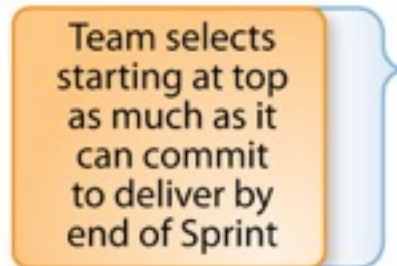
Product Owner



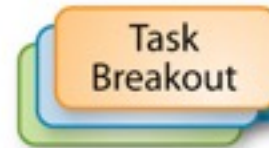
The Team



Product Backlog



Sprint Planning Meeting



Sprint Backlog



1-4 Week Sprint

Sprint end date and team deliverable do not change



Scrum Master



Burndown/up Charts

Every 24 Hours



Daily Scrum Meeting



Sprint Review



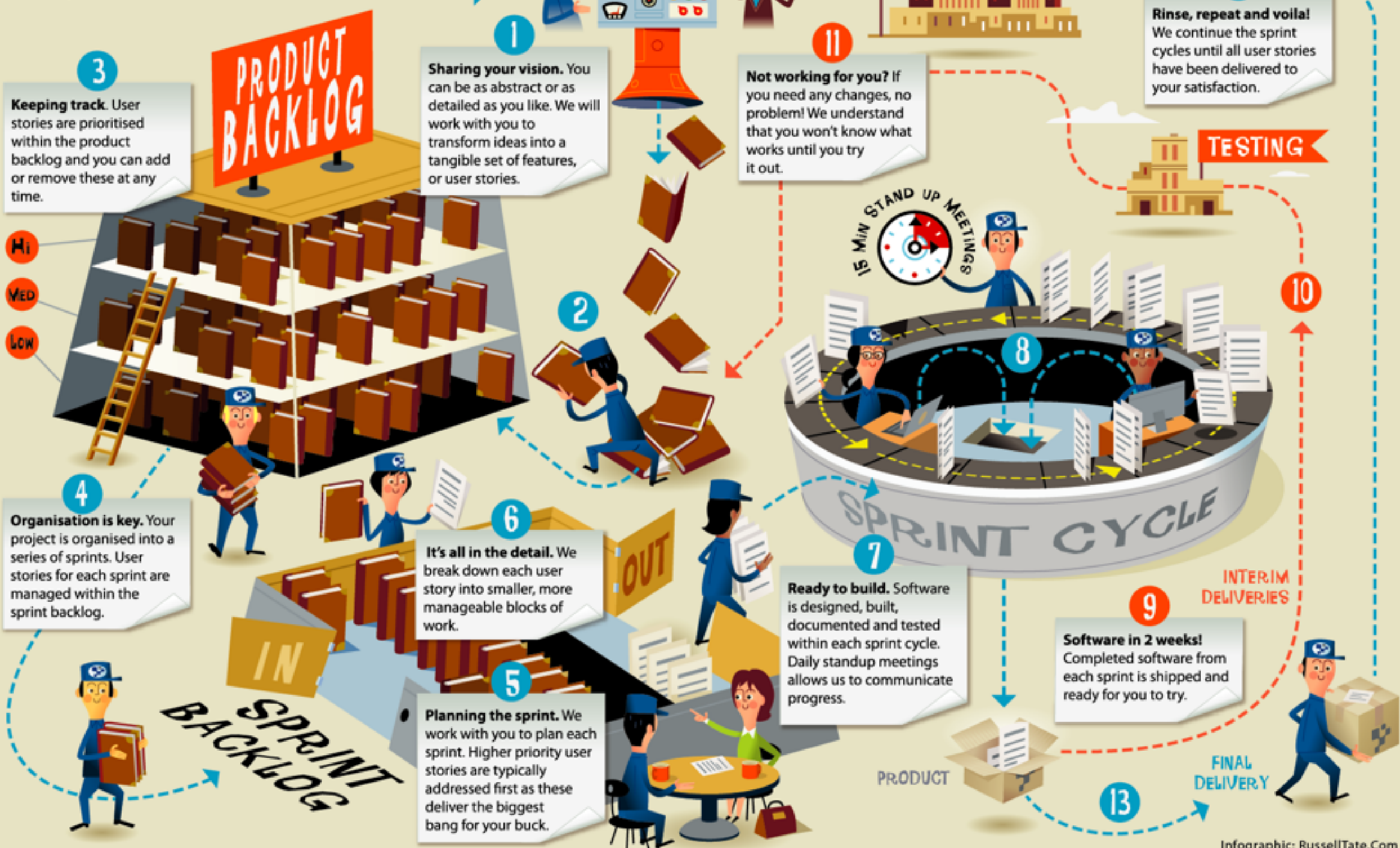
Finished Work



Sprint Retrospective

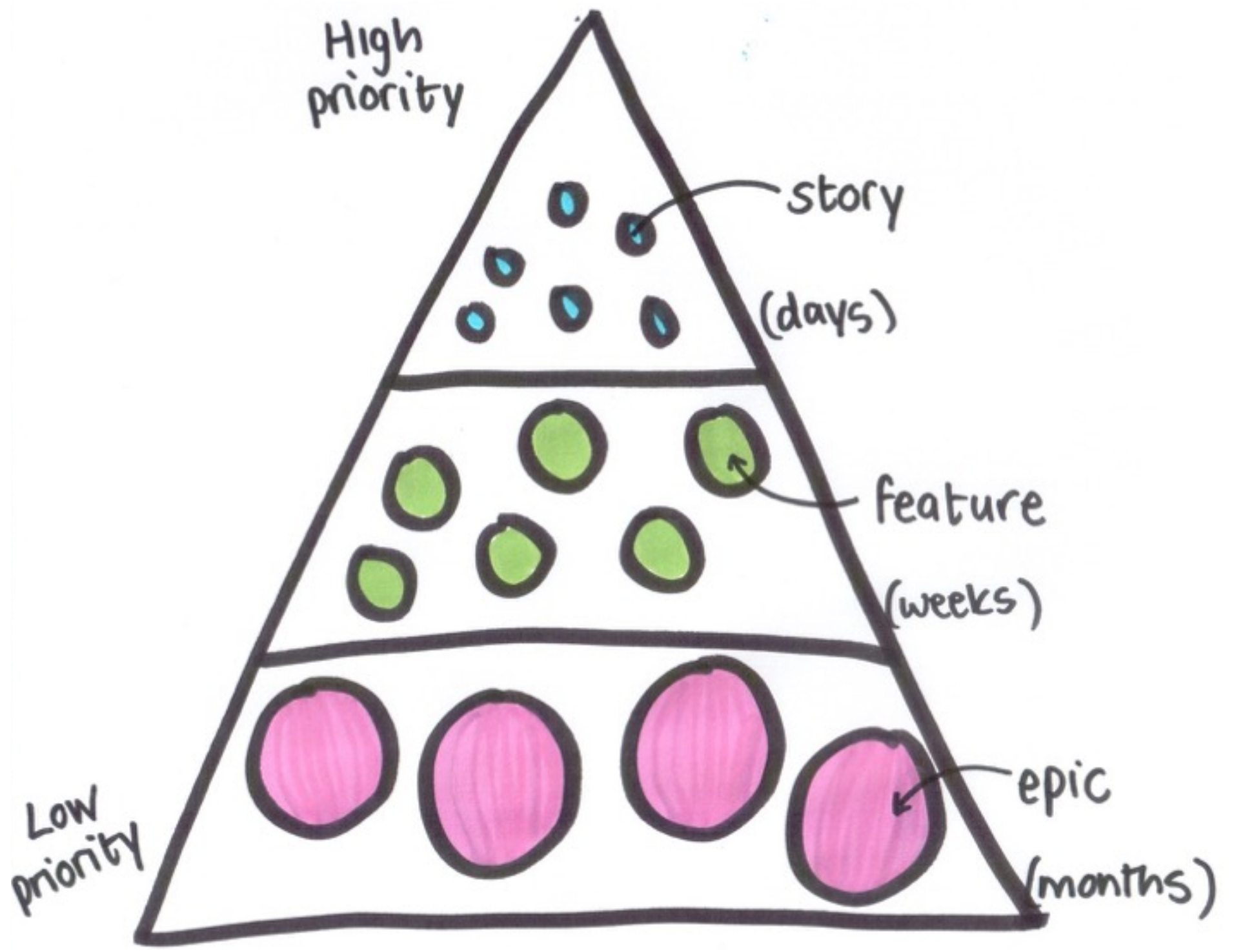


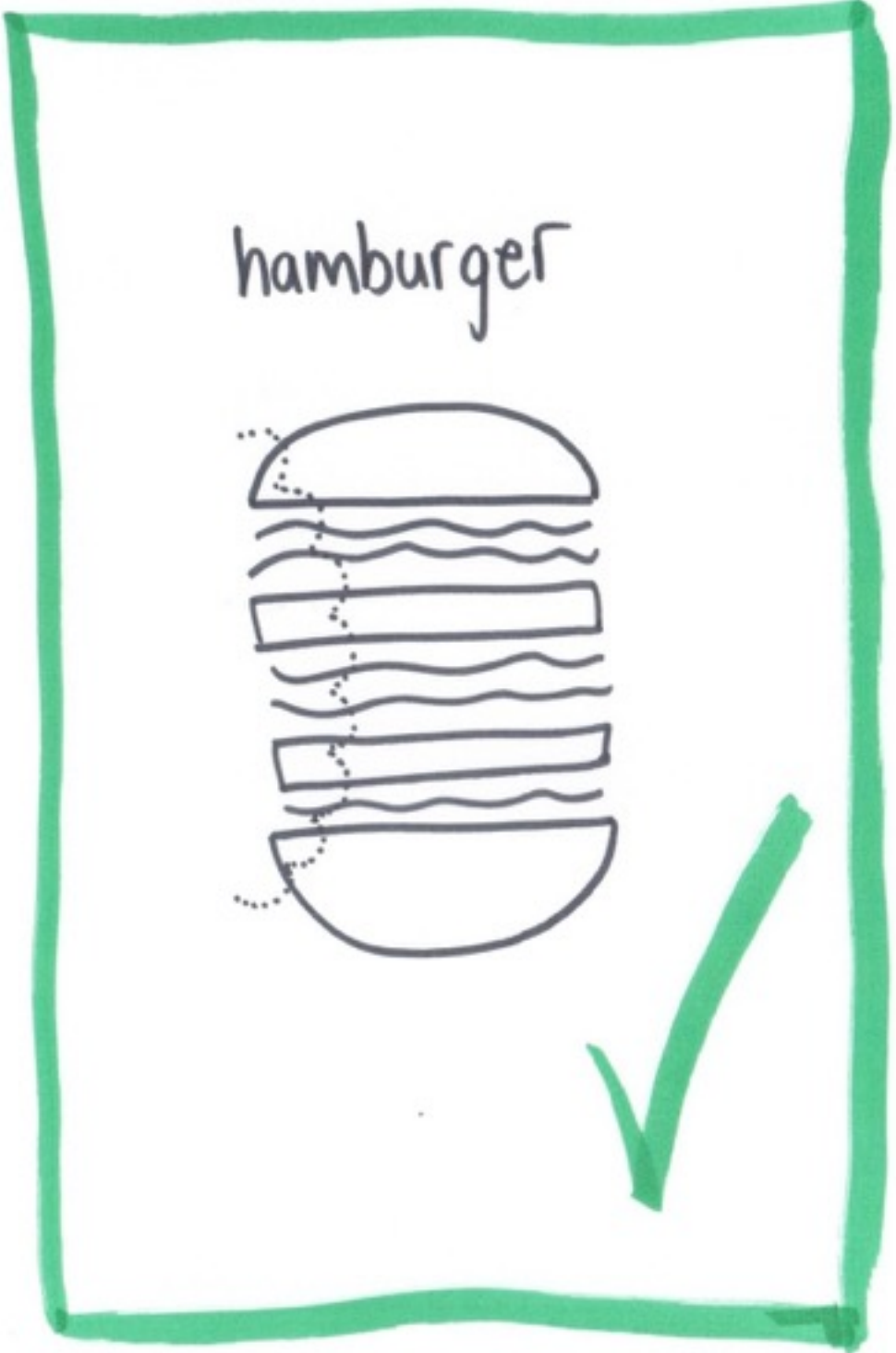
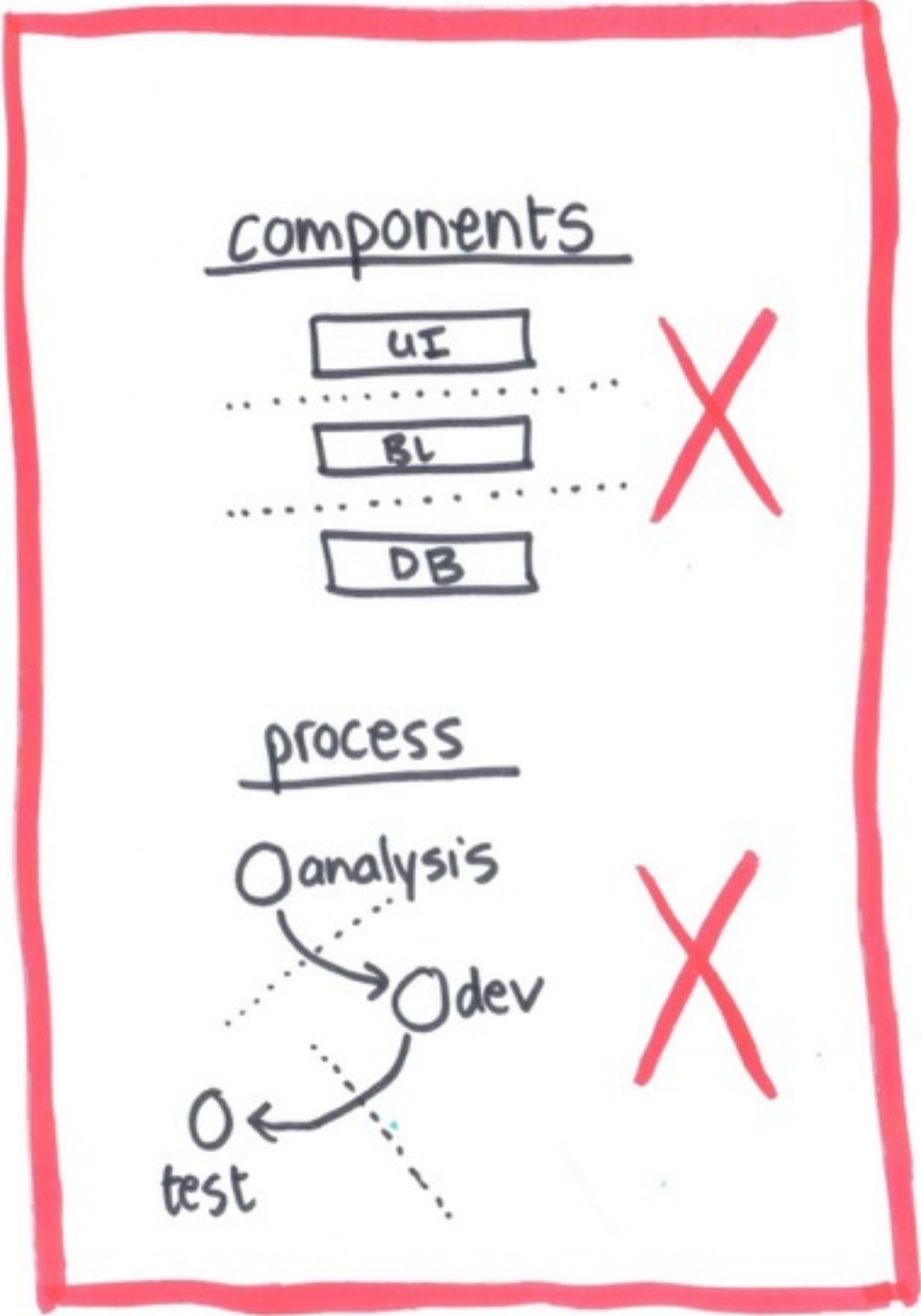
# OUR AGILE SCRUM PROCESS



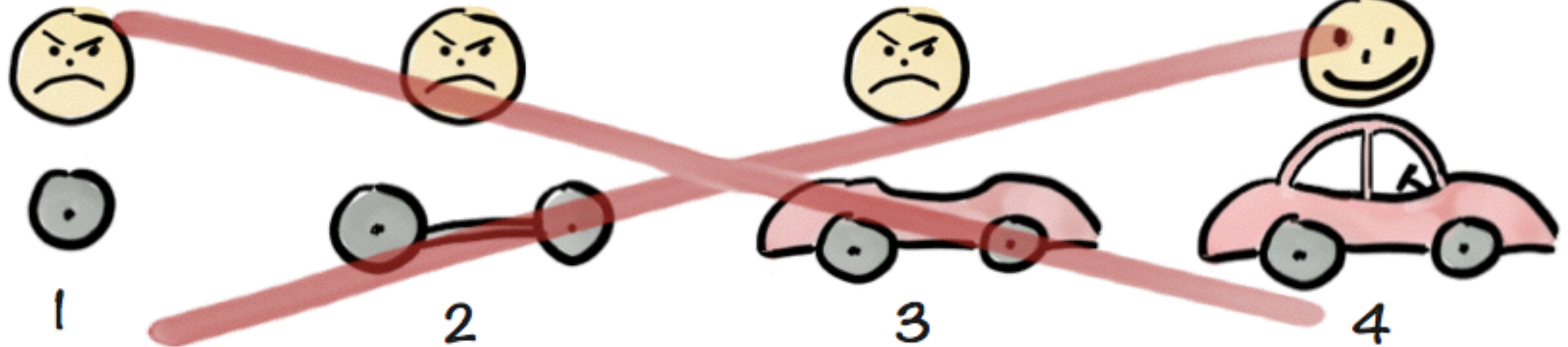
# ◆ Product Backlog



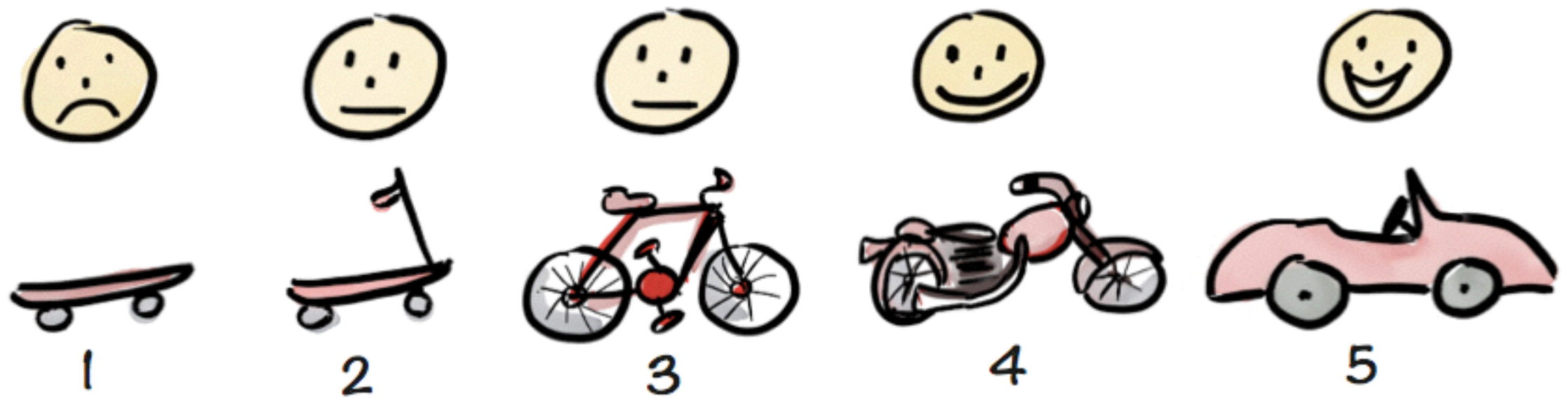




Not like this....



Like this!





D . E . E . P

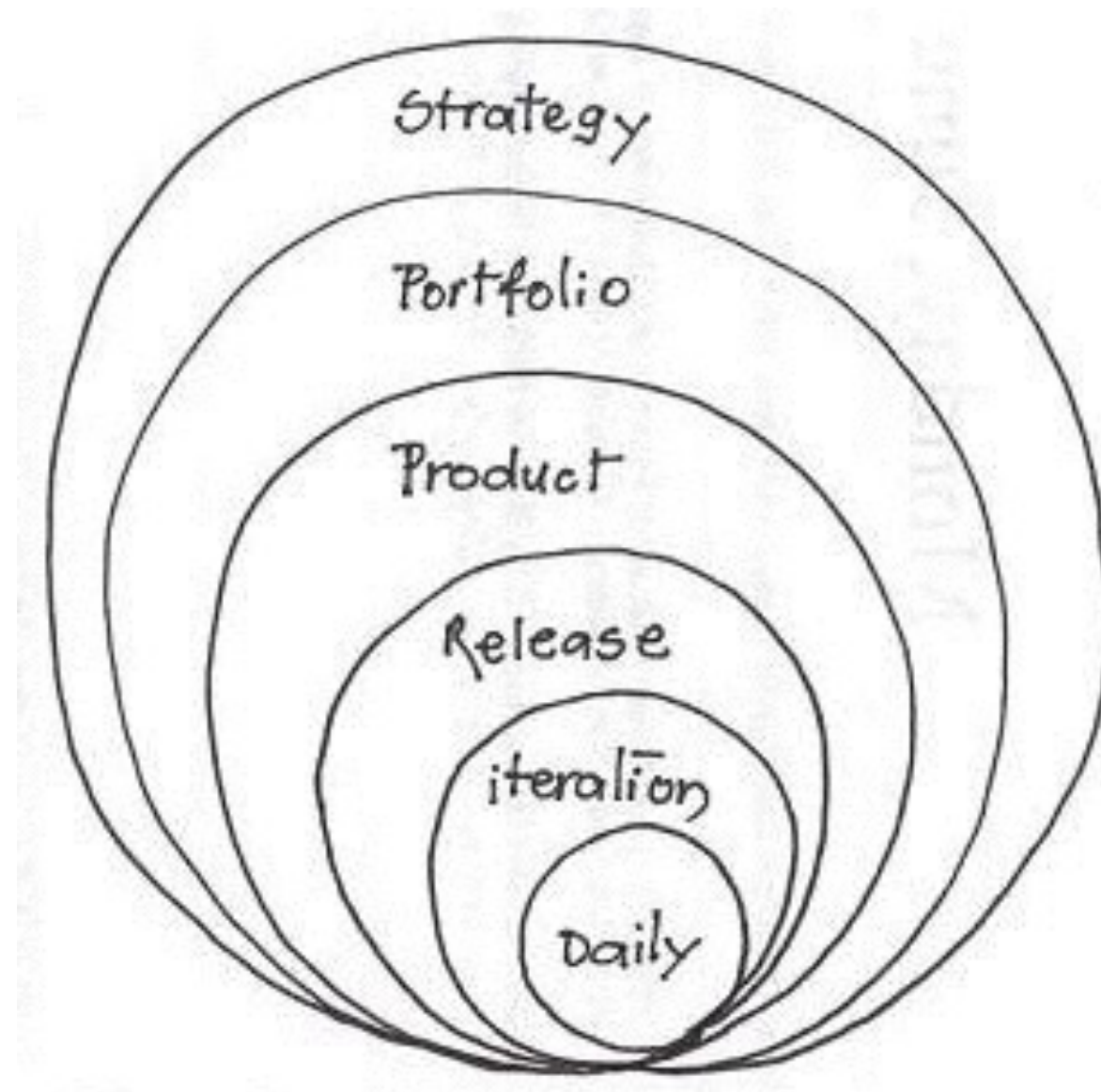
Detailed  
appropriately

Estimated

Emergent

Prioritised





planning onion

# ◆ Agile Requirements

# 3CS

- ♣ card
- ♣ conversation
- ♣ confirmation



\* As a \_\_\_\_ i want to \_\_\_\_  
so that \_\_\_\_

\* In order to \_\_\_\_ i want \_\_\_\_

WHAT & WHY  
not HOW

I  
ndependent

N  
egotiable

V  
aluable

E  
stimable

S  
mall

T  
estable

# acceptance test

- \* 3Cs -> confirmation
- \* PREVENT bugs
- \* use mindmaps to identify
- \* given \_\_\_\_ when \_\_\_\_ then \_\_\_\_  
initial conditions                      action                      result

# splitting stories

\* external quality

\* spikes

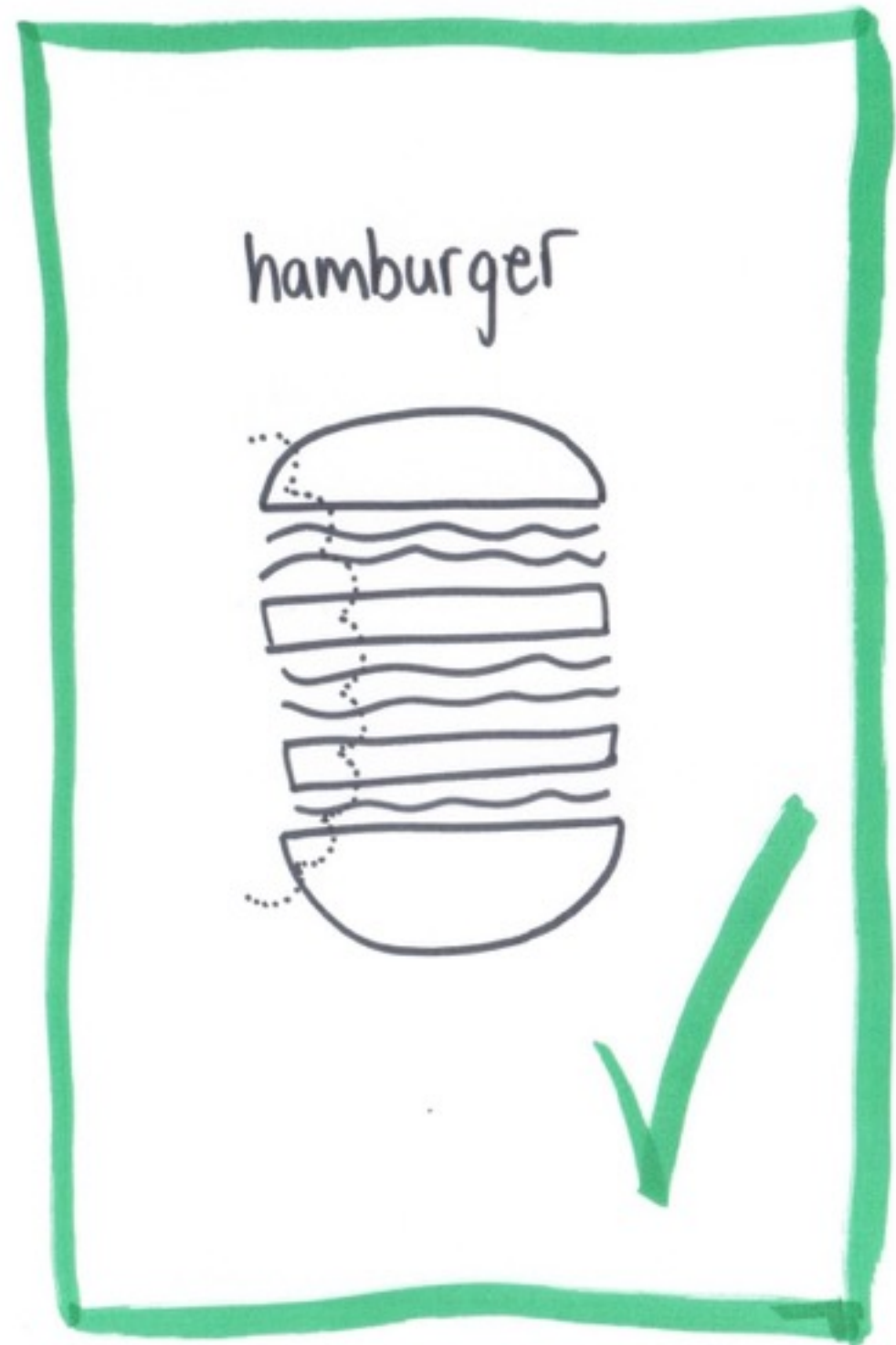
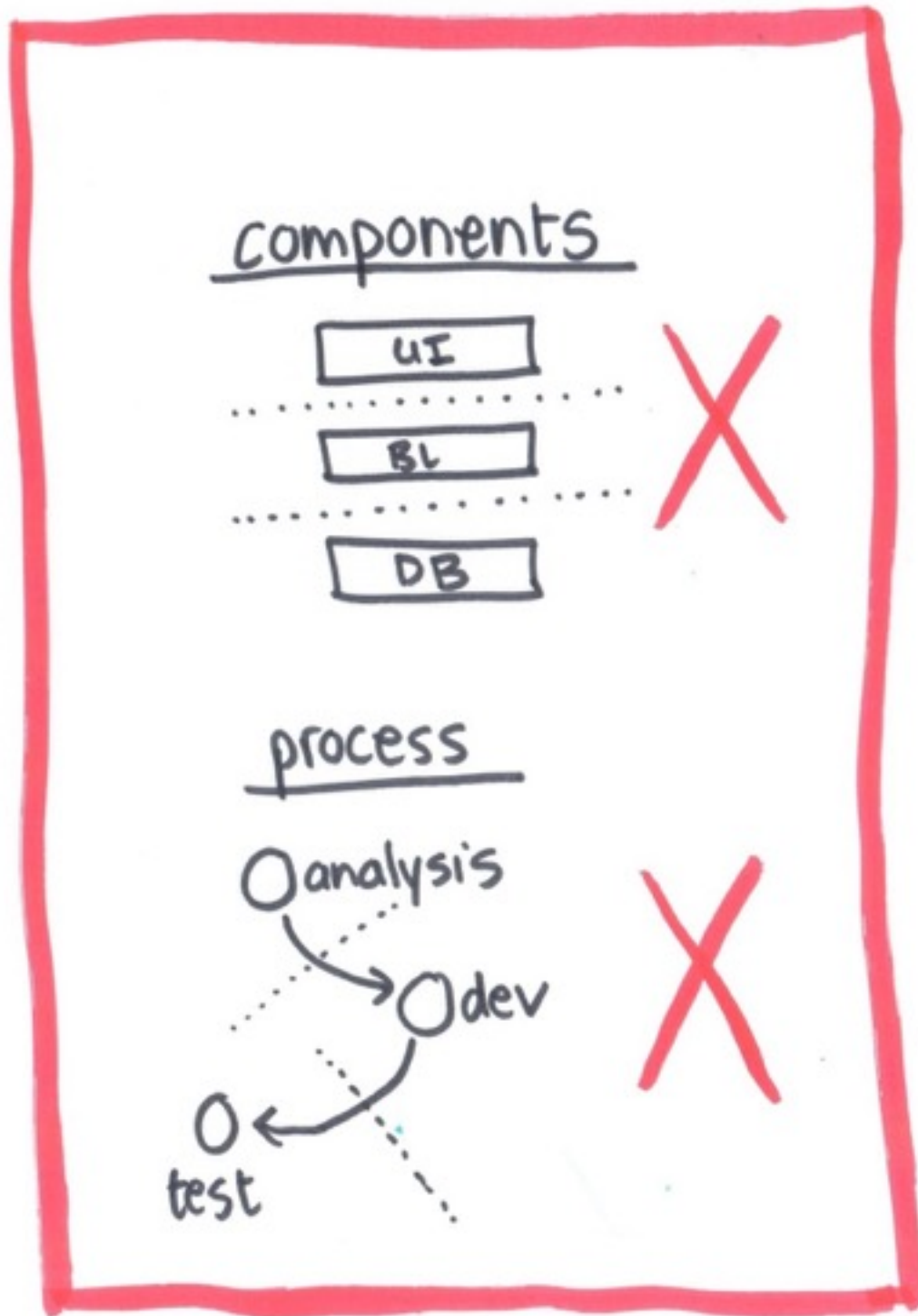
\* decision trees

\* none, one, many

\* workflow

\* acceptance criteria

# splitting stories



◆ Estimation

we estimate to make  
DECISIONS



- estimate is not an actual number..it is an estimate and wrong anyway
- what we care about is getting shared understanding and consensus..no worrying too much about actual number
- it is just a way to plan and help us know where we are against our plan
- you can get estimates about 80% right with 20% of the effort..less effort better estimates!

◆ Definition of Done

# the importance of done

- ❖ a shared understanding for everyone of what it means for a work to be complete
- ❖ ensure transparency
- ❖ guides the team in knowing how many items it can select during the sprint planning
- ❖ should be visible
- ❖ set the standards for releasable
- ❖ checked for every sprint review
- ❖ changes over time
- ❖ maintain quality

- undone work
- ❖ Best not released
  - ❖ When undone work consciously released make it visible in PB
  - ❖ known size & defined
  - ❖ one sprint max(?)
  - ❖ not bug fixing

# ◆ Backlog Refinement

# Backlog Grooming/Refinement

- **Focus:** to understand and discover information about requirements or problems the users have
- **what:** epic grooming / story grooming
- **who:** scrum team, nice to have business stakeholders (epic grooming), anyone with knowledge
- **when:** before the sprint (during the previous sprints)
- **time:** for 2 weeks sprint 2x1.5h

~~GUI~~  
~~B.L~~  
~~DB~~

# Backlog Grooming/Refinement

- ✓ estimates!
- ✓ details!
- ✓ acceptance tests!
- ✓ ready for selection in sprint planning items!
- ✓ collaboration



# Sprint Planning



# sprint planning - topic I

## WHAT

- \* what can be delivered in our product increment?
- \* commitment
- \* check acceptance criteria
- \* capacity

## input?

- \* Product backlog
- \* latest increment
- \* projected capacity
- \* past performance
- \* Definition of Done

## when?

first thing of the sprint

## time?

one hour per week of sprint

## who?

team, PdO, ScM anyone with knowledge

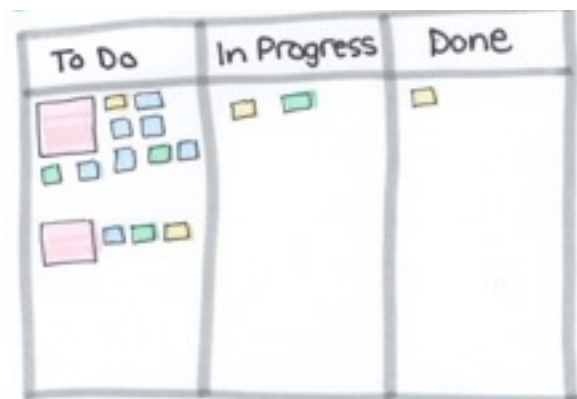
# sprint planning - topic II

## HOW

- \* how will the work needed to deliver the increment be achieved?
- \* design issues, solution
- \* creating tasks

## output?

- \* sprint backlog



## when?

right after discussing topic I

## time?

one hour per week of sprint (max)

## who?

team, ScM, PdO if needed, other people with knowledge

◆ sprint

◆ daily scrum

◆ sprint burndown

# sprint

## during the sprint?

- \* no changes are made that would endanger the sprint goal
- \* quality goals do not decrease
- \* scope may be clarified and re-negotiated between PdO and team as more is learned

consider it as a mini project

# daily scrum

\*are we on track with our sprint goal?

\*update scrum board (owned by the team)

## when?

first thing of the sprint

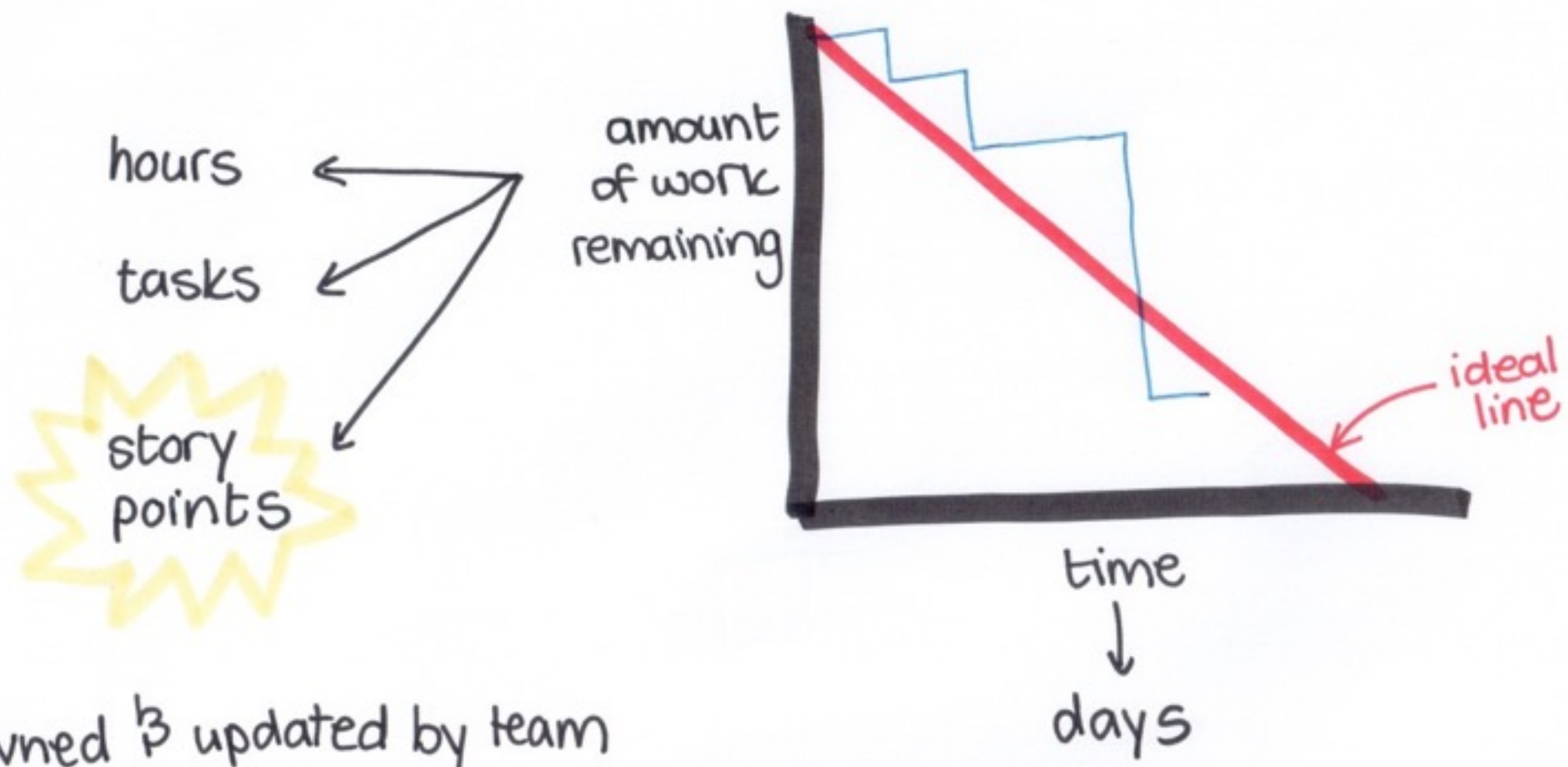
## time?

15 minutes time-boxed

## who?

team

# sprint burndown



◆ sprint review

# what?

- \* inspect the increment and adapt the product backlog if needed
- \* collaborate on what was done in the sprint
- \* collaborate on the next things that could be done to optimise value
- \* team demonstrate the work that it is DONE
- \* not a status meeting!

# when?

at the end of the sprint

# time?

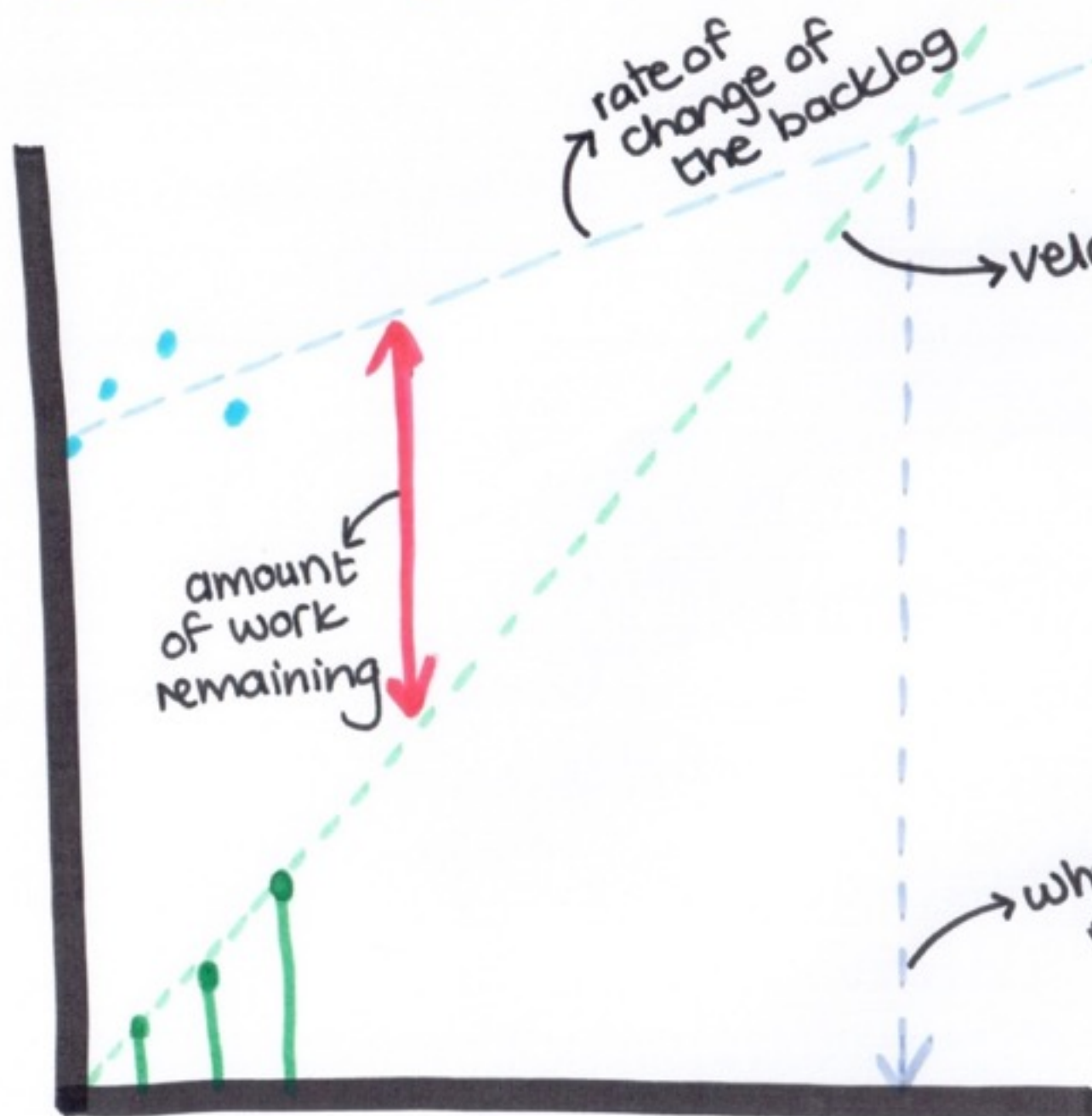
one hour per weekly sprints

# who?

team, PdO, ScM, stakeholders,  
in general people who have feedback



amount of work  
points



rate of change of the backlog

velocity of team

amount of work remaining

when will we release?

owned & updated by Product Owner

time  
sprints

◆ sprint retrospective

"When we say retrospective, here's what we have in mind: a special meeting where the team gathers after completing an increment of work to inspect and adapt their methods and teamwork. Retrospectives enable whole-team learning, act as catalysts for change, and generate action. Retrospectives go beyond checklist project audits or perfunctory project closeouts.

And, in contrast to traditional postmortems or project reviews, retrospectives focus not only on the development process, but on the team and team issues. And team issues are as challenging as technical issues if not more so" ?

E. Derby, D. Larsen

# Purpose

- ❖ Inspect how the last Sprint went with regards to people, relationships, process, and tools
- ❖ Identify and order the major items that went well and potential improvements
- ❖ Create a plan for implementing improvements to the way the Scrum Team does its work

when?

at the end of the sprint

time?

approx. 2 hour for 3 weeks sprint.

who?

team, PdO, ScM, other?

# Process

set the stage -> gather data -> generate insights -> decide what to do -> close

# challenges

\* speaking up

\* wasting time

\* blamestorming

\* other?

# action poster

\* what

\* how to check if we are doing our action

\* how to check if we are doing our action

\* how to measure (success or failure?)

\* who and when?

NO NICE STATEMENTS  
..improve communication..

◆ teams

# groups

collection of people who report to the same person, work within the same kind of function or department, require little interdependence to achieve objectives, have minimal mutual accountability, are not rewarded for achieving common goals



# teams

a relative small number of people, with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable

- share common goals and the responsibility for achieving them,
- share rewards for achieving the goals

# teams

◆ cross-functional

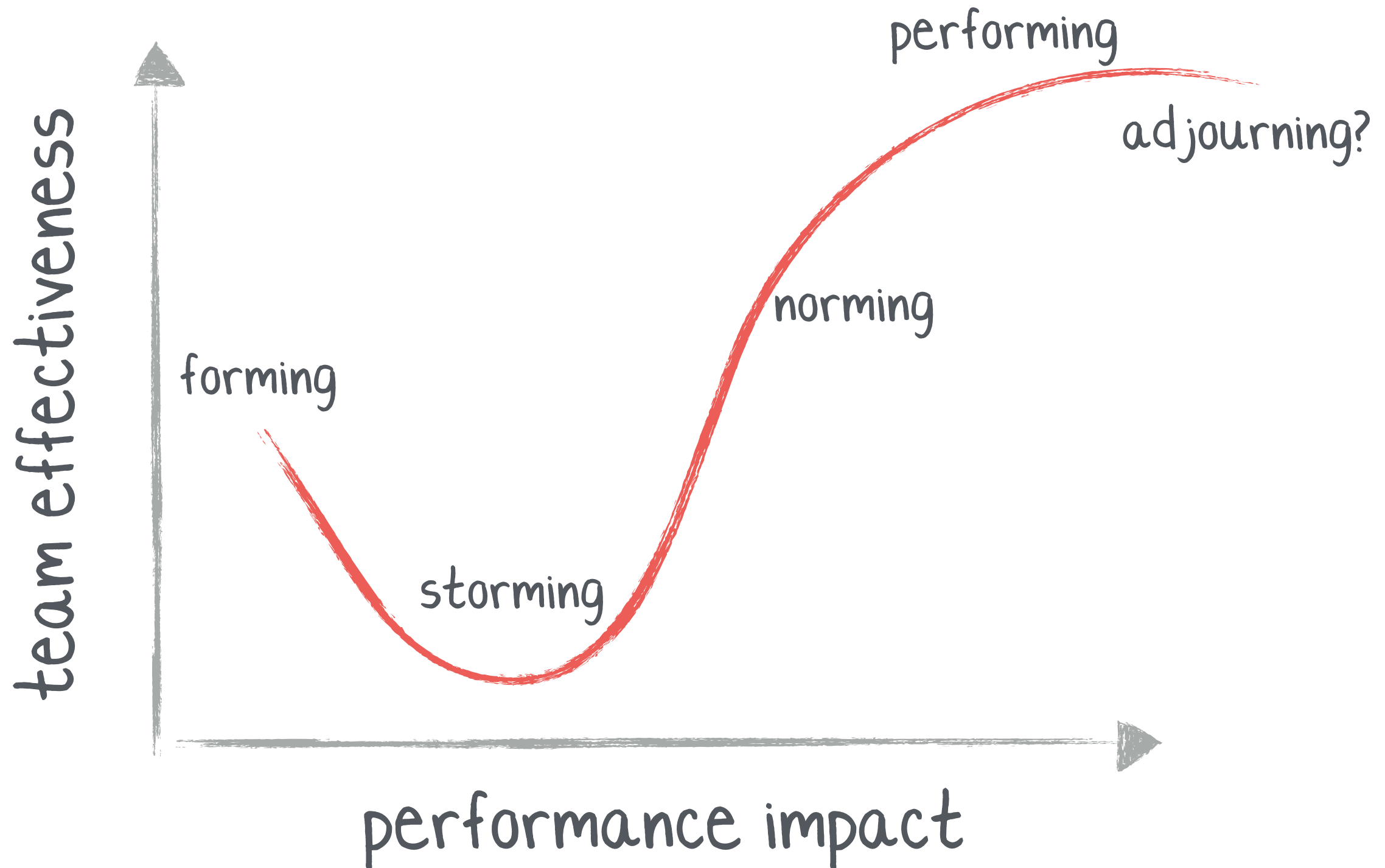
◆ self-organized

◆  $3 < \text{size} < 9$

I shape

T shape

# Tuckman



# Hackman

60% 30% 10%

# Wageman

## essential conditions

- \* real team: defined as having clear boundaries, interdependent goal, and clarity of membership
- \* compelling direction: have a clear purpose
- \* right people: all team members add value to the team and have the skills and knowledge to achieve the purpose

## enabling conditions

- \* solid team structure: including clear roles and responsibilities and working agreements
- \* supportive organizational context: information, time, money, and other resources
- \* competent team coaching: internal or external to the team

thank you