

# Promises for Setting up a Scrum (Agile) Team



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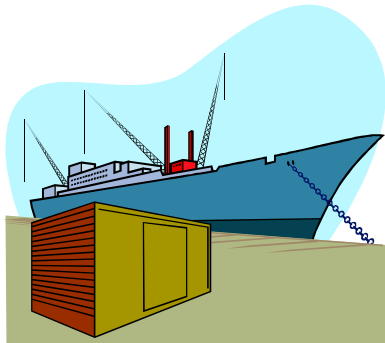
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# Agenda

- Agility and Philosophies
- Level set terms
- Basic Scrum Engine
- Relationships between and organization and small teams
- Promises
- Implementing Scrum and Review
- Exercise
- Demo
- Retrospective

# Agility is...

- Observing and Adapting to your environment – moving faster than things that will harm your project...
- Keeping up with relevant changes...
  - In requirements
  - In priorities
  - In knowledge of our system
  - In environment
- Agility is only relevant in a context...

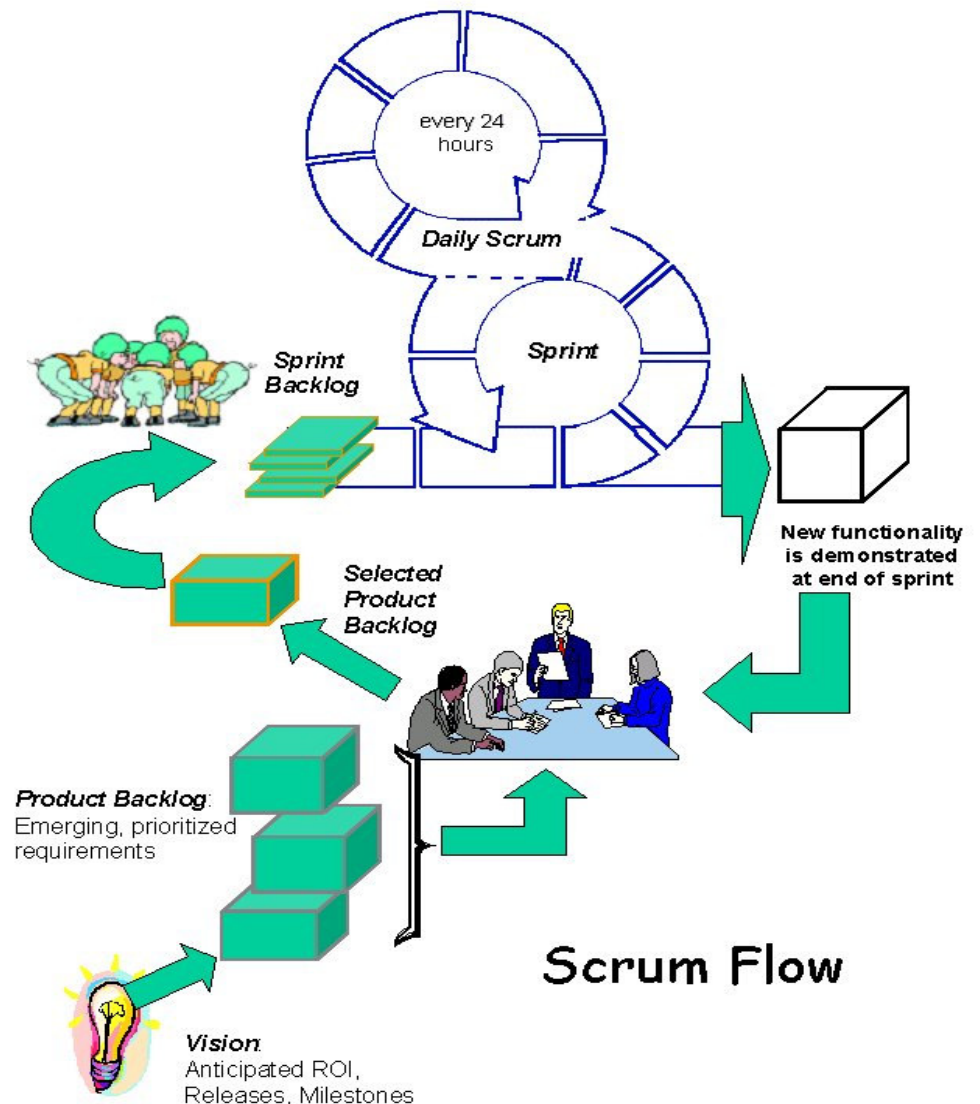


# “good” Philosophies, found in Agile Teams

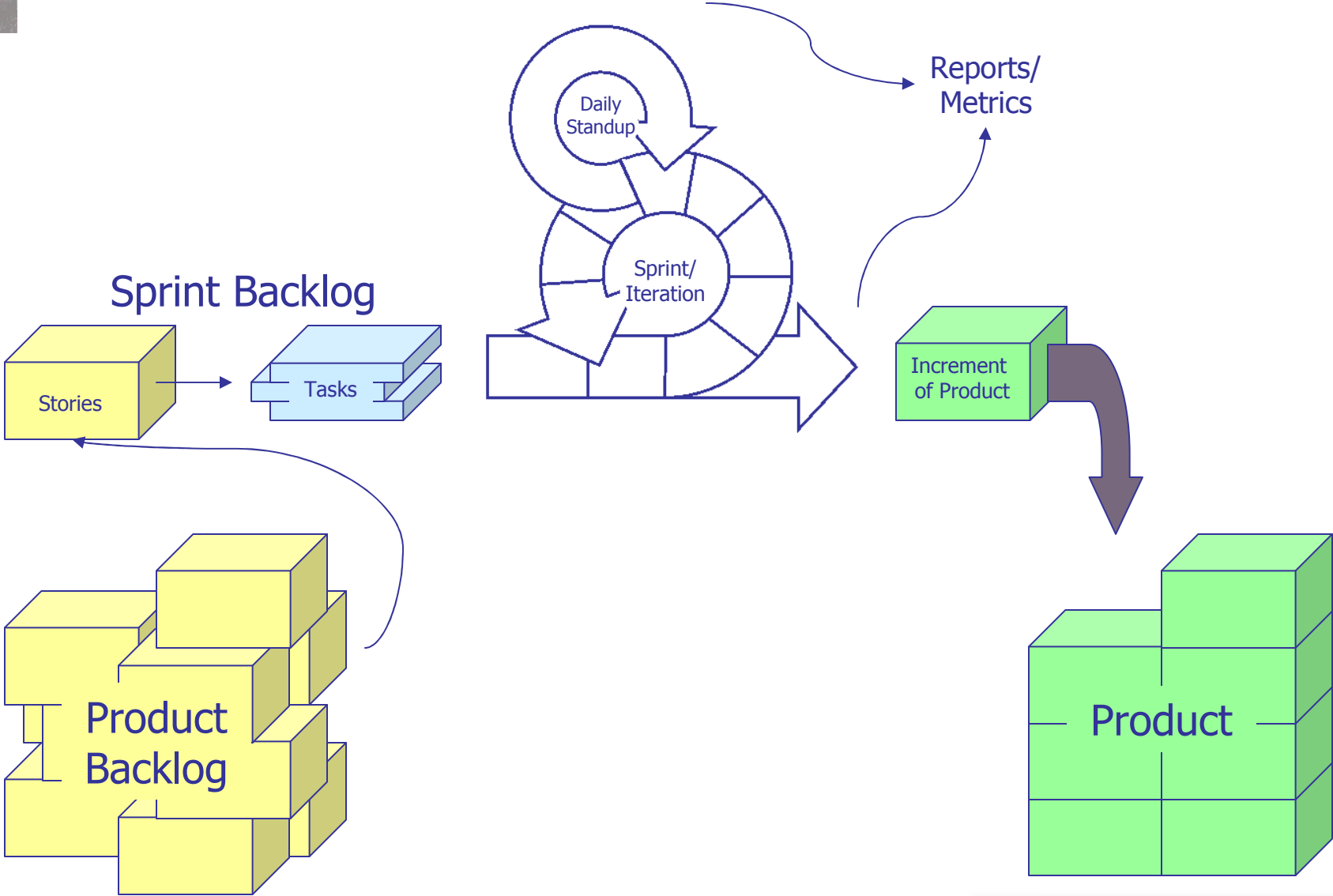
- **One Bite at a Time:** reminds us to do things a little at a time, with planning, validation, and management of the pieces.
- **Validation Centricity:** reminds us that the activities of validation, verification and test are “more important” than those of analysis, design, and construction; and that we must actively look for things that cause us to change.
- **Avoid and Eliminate Waste:** work on those things with the most value; have retrospectives to evaluate process, etc
- **Risk Sensitive:** Base decisions on risk analysis and mitigation – requirements risk, architectural risk, technical risk, quality risk, people risk, etc
- **Let the Product Lead:** decisions must be based on the product, not documented plans, analyses, requirements, or designs.

# Scrum Flow

- Sprint
- Roles
- Planning Meeting
- Prioritization
- Product Backlog
- Sprint Backlog
- Daily Standup
- Sprint Review
- Retrospective



# Basic Scrum Process



# Scrum Roles and ScrumTeam



## Product Owner

- ▶ Defines the features of the product, decides on release date and content
- ▶ Is responsible for the profitability of the product (ROI)
- ▶ Prioritizes features according to market value
- ▶ Can change features and priority every 30 days
- ▶ Accepts or rejects work results



## ScrumMaster

- ▶ Ensures that the team is fully functional and productive
- ▶ Enables close cooperation across all roles and functions and removes barriers
- ▶ Shields the team from external interferences
- ▶ Ensures that the process is followed. Invites to daily scrum, iteration review and planning meetings



## Team

- ▶ Cross-functional, seven plus/minus two members
- ▶ Selects the iteration goal and specifies work results
- ▶ Has the right to do everything within the boundaries of the project guidelines to reach the iteration goal
- ▶ Organizes itself and its work
- ▶ Demos work results to the Product Owner

## ScrumTeam

# Personal Qualities we Want

- There are also personal qualities we like to see in the members of our team. We call them the “team values”
  - Play To Win
  - Communication
  - Cooperation
  - Trust

# The Basic Unit is the Sprint

For Each Sprint you:

## ■ Plan

- What's the next stuff to do?
- The team decides how much it can do

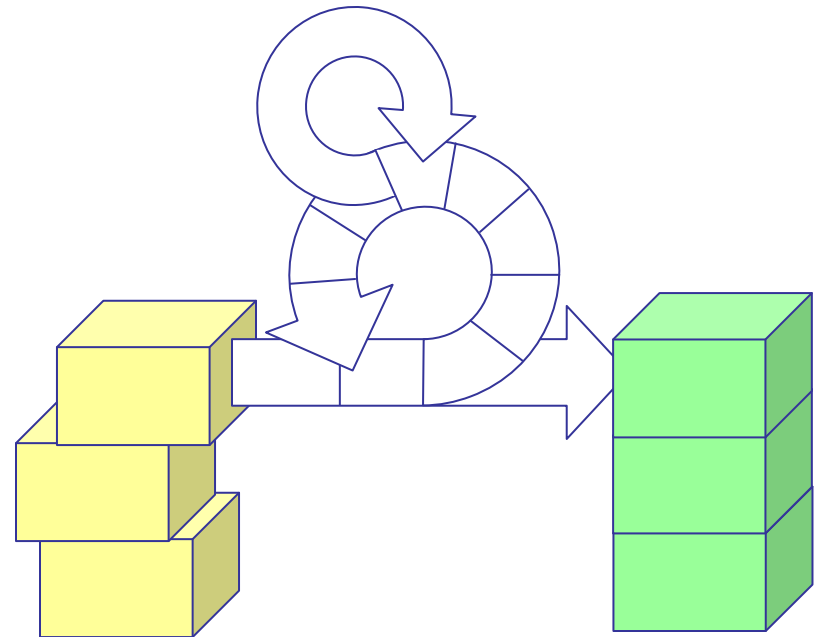
## ■ Perform

- Demonstrable Business Value
- Potentially shippable Product
- Quality Process
- Daily Monitoring

## ■ Evaluate

- The Product
- The Process

■ Repeat...



# Things to Worry About...

- Changing Requirements
  - The Business Changes
  - New Functionality
  - Learn more about system
- Changing Priorities
  - Different Stakeholders
  - New Situations
- Changing Environment
  - New OS, Languages, etc
- Changing Budgets
  - Fewer Developers
  - Do More with Less...
- More...
  
- How Can We Make This Work?



# Scrum Requires A ScrumTeam and Provides a Framework

■ That can Develop software successfully in the face of:

■ Unknown/Moving Requirements

- Goal: to produce a product that is useful at the time of delivery
- Delays analysis and design until “needed”
- Reduces waste

■ Constrained Resources

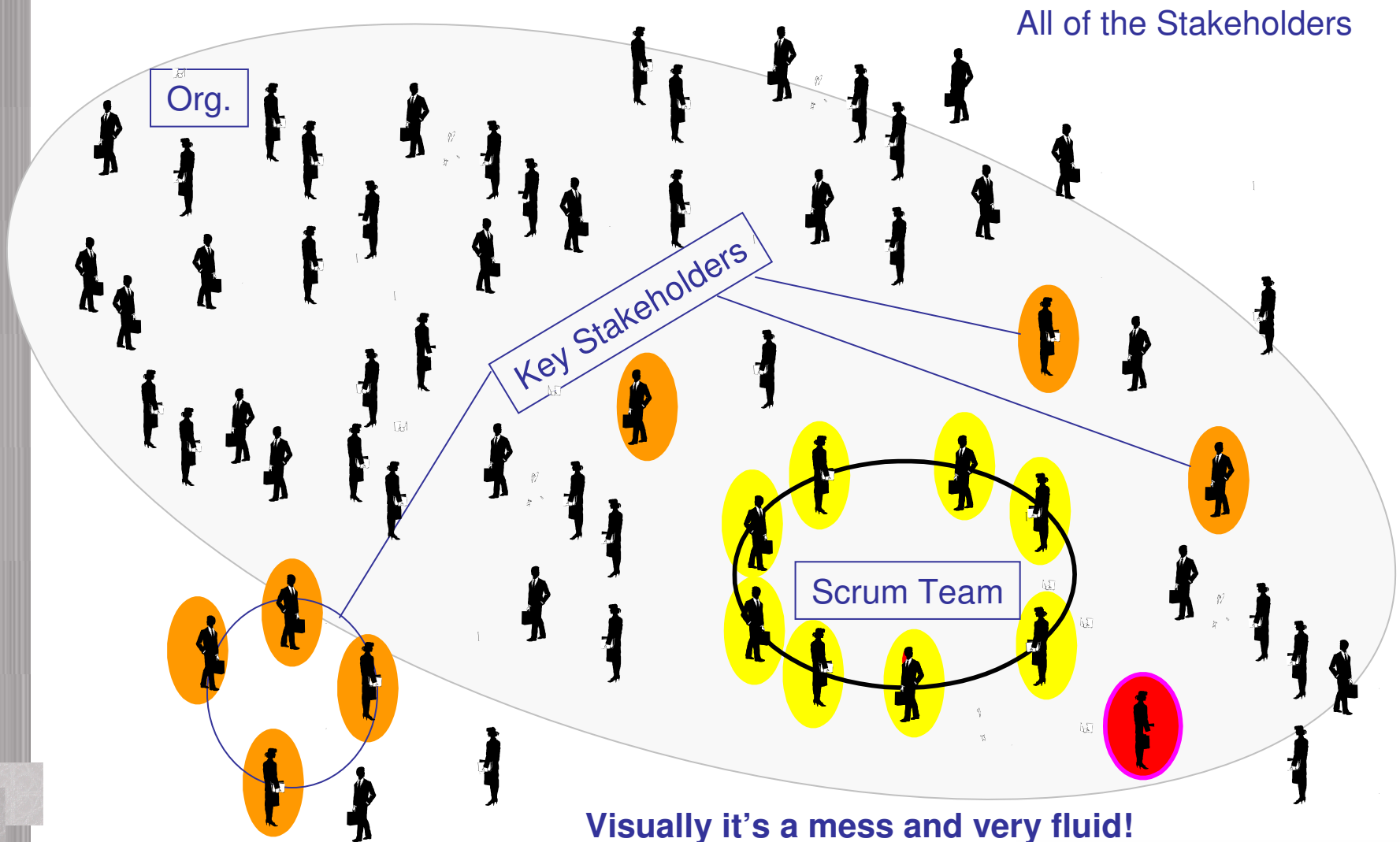
- Goal: to produce the best product you can with what you’ve got
- Constant reprioritization

■ That allows the team to adapt its processes to realities they encounter and improve their abilities to deliver quality software

# Self Organizing ScrumTeam

- Scrum Teams are filled with people who have skills, not people playing roles
- The individuals on a team self-organize for the task at hand
- The basic unit is the “Teamlet”, “Work Cell”, or “Ideal Team”
  - The Teamlet has all the skills it needs (analysis, development, design, test, documentation, ...)
  - It typically consists of 2-4 people to get all the skills “covered”
  - It swarms on one thing at a time

# Organization, Stakeholders and Scrum Team



# Implementing Scrum

- Scrum Requires that a ScrumTeam be set up.
- The **Organization** and **ScrumTeam** must make some promises to each other
- We will consider two sets of promises as contracts

## Contract 1

The ScrumTeam promises the Stakeholders that there is a ProductOwner on the ScrumTeam driving the ScrumTeam based on Stakeholders interests.

The Organization promises the ScrumTeam that there are Stakeholders (including Subject Matter Experts) who will help when needed.

The ScrumTeam promises to use the Stakeholders' time wisely, by focusing on questions that are relevant to the work being done now.  
The Organization promises that they will help the ScrumMaster in the removal of impediments to the ScrumTeam's progress

The ScrumTeam promises that they will do quality work the best way they know how within the constraints set forth by the organization.

The Organization promises the ScrumTeam that they will not change priorities or constraints in the middle of a sprint without ScrumTeam's consent.

The ScrumTeam promises to deliver demonstrable product at the end of every sprint for review and validation by the Stakeholders.

The Organization promises that being on a ScrumTeam will not hurt the members' careers.

## Contract 2

The ProductOwner promises the Team to he/she will supply an initial Product Backlog.

The ProductOwner promises the Team that he/she will prioritize the Product Backlog when needed.

The ScrumMaster promises to keep the Team healthy by focusing on the removal of impediments, both internal and external.

The ProductOwner promises that an empowered "voice of the customer" will be provided to answer business domain questions promptly (minutes / hours, not days).

The ScrumTeam promises that its work will be transparent, that it will make decisions and solve problems as a group, and that no individual Team member will be left behind.

Each member of the ScrumTeam promises that they will bring issues, problems, impediments and realities encountered to the ScrumTeam

# Contract Between The Organization And The ScrumTeam

- The ScrumTeam promises the Stakeholders that there is a ProductOwner on the ScrumTeam driving the ScrumTeam based on Stakeholders interests.
- The Organization promises the ScrumTeam that there are Stakeholders (including Subject Matter Experts) who will help when needed.
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## ...More Between Org and ScrumTeam

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- The Organization promises the ScrumTeam that they will not change priorities or constraints in the middle of a sprint without ScrumTeam's consent.
- The ScrumTeam promises to deliver demonstrable product at the end of every sprint for review and validation by the Stakeholders.
- The Organization promises that being on a ScrumTeam will not hurt the members' careers.

# Contract between Members of the ScrumTeam

- The ProductOwner promises the Team to he/she will supply an initial Product Backlog.
- The ProductOwner promises the Team that he/she will prioritize the Product Backlog when needed.
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## ... More Between ScrumTeam Members

- The ProductOwner promises that an empowered “voice of the customer” will be provided to answer business domain questions promptly (minutes / hours, not days).
- The ScrumTeam promises that its work will be transparent, that it will make decisions and solve problems as a group, and that no individual Team member will be left behind.
- Each member of the ScrumTeam promises that they will bring issues, problems, impediments and realities encountered to the ScrumTeam

## Note That...

- Many of these promises concern the ProductOwner
- Common Causes of Failure
  1. Lack of an empowered, rapidly-responding ProductOwner
  2. Unstable priorities and focus within a sprint
  3. Not empowering the team to develop its own process to meet their realities
  4. No one looking out for the performance of the BasicScrumEngine (i.e. ScrumTeam's Health)

# Impact of Broken Promises

- A promise broken is a organizational/process issue, not a team issue
- For example, we don't blame a Product Owner for not being able to make decisions
  - We blame the business for not empowering the Product Owner to make decisions
  - We blame the business for not allowing the Product Owner to learn enough about the business
  - Possible Solution: The team calls "time out" and does other stuff while the Product Owner goes off and gets up to speed

# Lets Setup Some Work Groups

- Arrange the Room as needed
- Break into Groups of 6-7

# Team Dialog and Group Dialog: Promises for Scrum

Turn to people in your group and share short answers to the following for 5 minutes:

1. Do you agree with the common causes of failure listed?
2. Are there any others?
3. Should we call these a contract or covenant? Or just an agreement? Does it matter?
4. Do we need and periodic review of our Scrum implementation?

# What did we learn?

