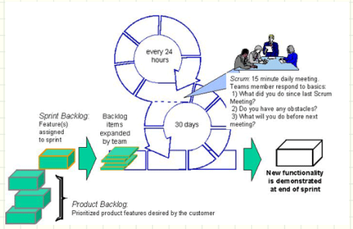
Agile Project Management with SCRUM

15/05/2006 - Rev. 126

http://www.braithwaite-lee.com/opinions/scrum.ppt
see this presentation for additional information



Daily sprint meeting, 15 min max

3 questions
- What have you done on this project since yesterday
- What will you do till tomorrow
- What prevents you from doing your work optimally

Constraints
- always at the same location, same time. Must start on time
- ScrumMaster + team. It is mandatory to attend
- Each team member should be able to talk without being interrupted
- No disgressions on problems, design, gossip

Chicken can attend, but cannot interfere. They cannot talk to the team, before or after the meeting

Sprint - 30 days

This period allows
- to build something that is interesting enough, and potentially shippable
- to avoid writing documentation just to support thought processes
- the stakeholders to keep their interest in the project, and to keep their certitude that the team is doing something important for them

Constraints
- Nobody can provide advice, instructions, comments, or directions to the team. The team is self-managed
- The team works only on the items belonging to the sprint backlog
- If the sprint appears not viable, the scrumMaster can terminate it
- Time estimates must be updated daily

The sprint backlog is owned by the team, and changes the backlog as information is discovered

Sprint Planning meeting - 8H max

attendees

- ScrumMaster
  - Owns the process
  - Teaches the Product Owner and the Team
  - Protects the team: wolves are the various obstacles
- Product Owner
  - Owns definition of success
  - Manages ROI through prioritization and release plans
  - "The Product Owner 's focus is ROI. The Product Owner directs the project, Sprint by Sprint, to provide the greatest ROI and value to the organization."
- Team
  - Owns the production and engineering process
  - "The Team is responsible for managing itself and has the full authority to do anything to meet the Sprint goal within the guidelines, standards, and conventions of the organization and of Scrum."
- Pigs are the people who are really doing the work
  - pigs are committed
  - chickens are only involved
  - simple metric
    - If you can be fired for allowing the project to fail, you are a pig.
    - If you keep your job even if the project fails, you are a chicken.
- no chickens allowed as observers

The Product Owner selects the ideal backlog for the coming Sprint and communicates its meaning and importance to the team.

The product backlog must have been prepared in advance by the Product Owner, or at least by the ScrumMaster

Chickens may be invited to provide clarification, but they are immediately dismissed.

4 hours max to present the ideal Sprint Backlog

team can ask questions, suggest things, but the Product Owner is responsible of the decisions about the scope of the Sprint

however the team is responsible for selecting "commitable" items

These meetings should be on the same day

4 hours max for the team to decide how much it can commit

The Product Owner answers questions but does not direct the team's choices. No chickens allowed.

Sortie : liste initiale de tâches, estimations, affectations permettant de démarrer

here the team must determine how to to transform the sprint backlog into an "increment of potentially shippable features"

implies that everyone in the team agrees on the definition of "completed" work
- code is tested, refactored, document, normalized
- unit, integration, functional tests coded and passed successfully
- acceptance tests written and passed successfully
- desired documentation is produced
  - for instance, tracability matrixes expected by customers (pharma industry subject to FDA regulations)

can we have shorter meetings

Scrum is not a "defined" process - it is empirical. The suggested lengths of time for these meetings are just a starting point.

You should constantly attempt to reduce all waste (and only add new activities if they prove to add sufficient value). You should absolutely push to reduce the time that these meetings take and still achieve their objectives, no matter how long your sprints are. As you team learns to work together better and learns the product and technical domains better, your planning time overhead should continue to grow smaller. Steven Gordon

Sprint review meeting - 4H max

Principles
- the team demonstrates the increment to the product owner and stakeholders
  - This should not add more than an hour of work for the team
  - Chickens are welcome. Comments from chickens are discouraged.
- It is forbidden to demonstrate something that is not COMPLETED
  - everyone must agree on the definition of COMPLETED
- Only features (ie things adding value for the stakeholders) can be demonstrated
  - no artifacts, diagrams, source code, ...

Agenda
- a team member presents
  - Sprint goal
  - committed backlog
  - backlog realized
  - team members can talk about what happened during the sprint, be it positive or negative
- Feedback: each stakeholder should indicate
  - his feelings
  - any desired change
  - the priority of the desired changes
  - comments, observations, criticisms
  - missing (not delivered) features
- the product owner, stakeholders and team discuss how the backlog should evolve

Followed by a restrospective - 3H max
- team
  - What went well during the sprint
  - What went wrong during the sprint
  - What could we improve next sprint
  - other questions or exercices to refresh the retrospective
- ScrumMaster
  - Writes a summary of team answers
  - does not give any answers himself
  - helps the team to discover new ways of mastering Scrum
    - Actions will be added to the sprint backlog, as non fonctional items of high priority
- Optionally, product owner