



Scrum

A method for the efficient or the lazy?

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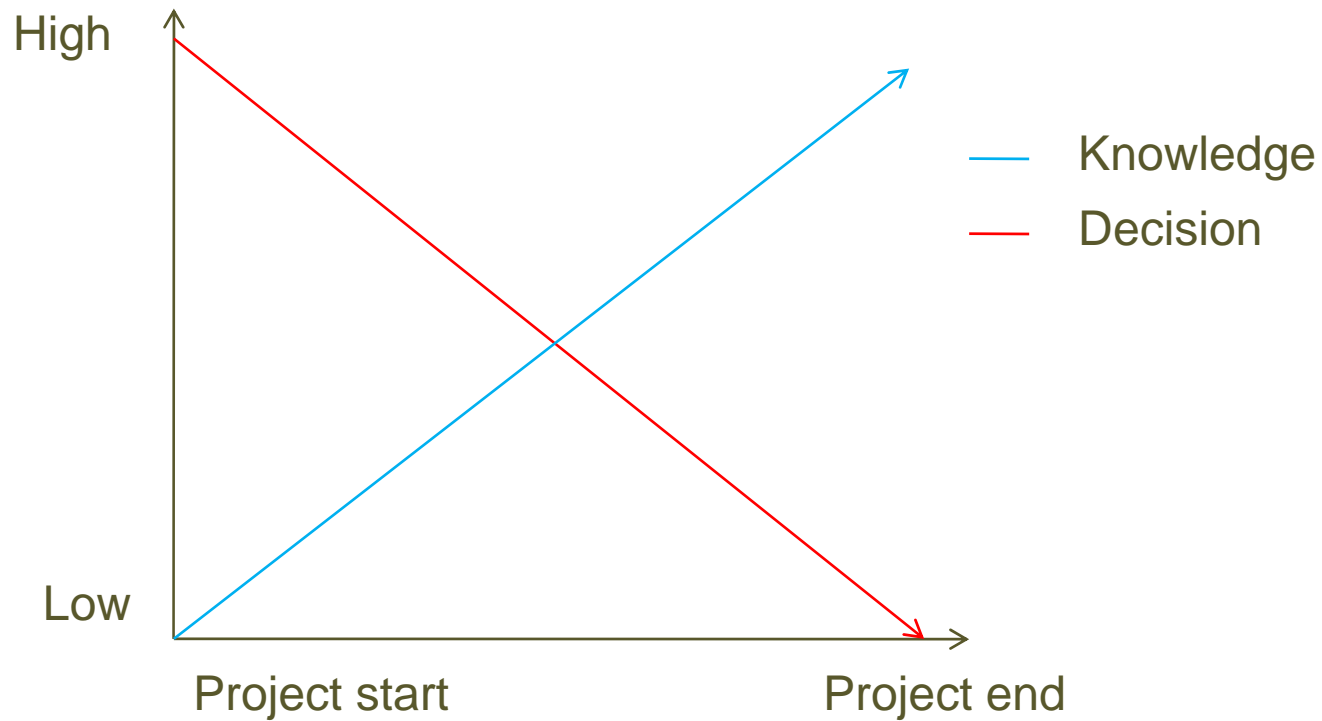


Nonaka - Takeuchi



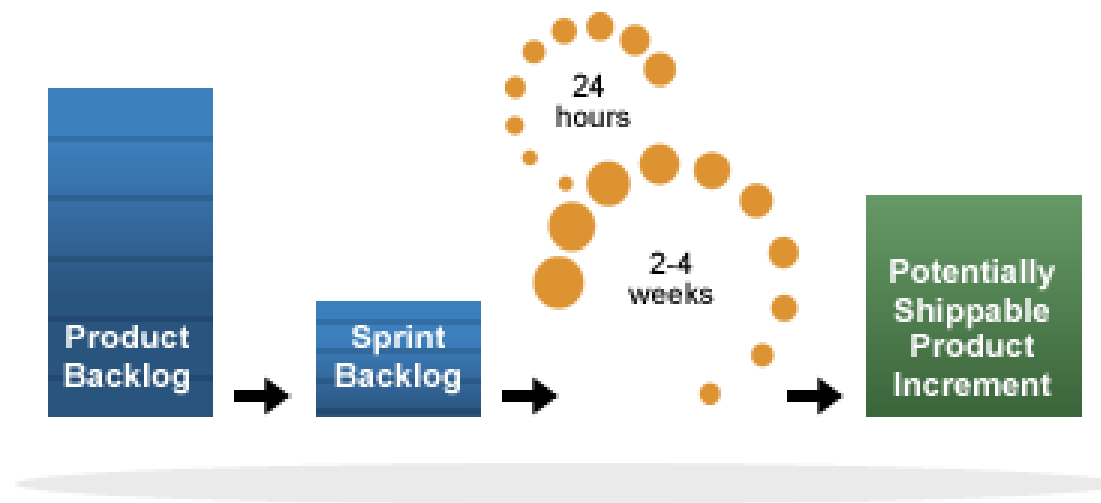
Scrum – A method for the efficient or the lazy? Slide 1 Copyright 2009, Callista Enterprise AB

The paradox



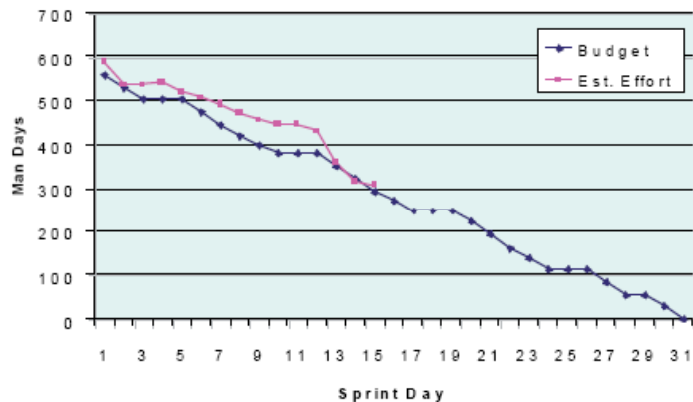
Scrum

- Adaptive
- Empirical



Three artifacts

- Product backlog
- Sprint backlog
- Burndown chart



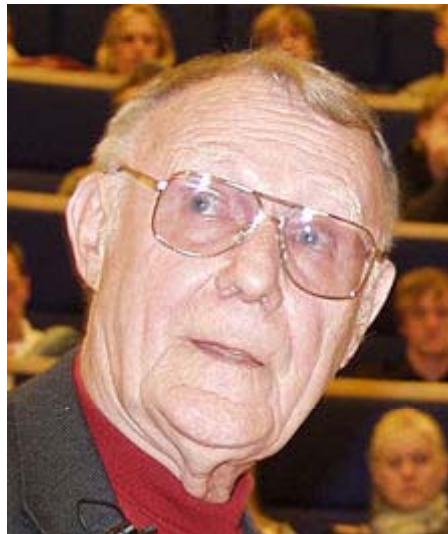
	Item #	Description	Est	By
Very High				
	1	Finish database versioning	16	KH
	2	Get rid of unneeded shared Java in database	8	KH
		- Add licensing	-	-
	3	Concurrent user licensing	16	TG
	4	Demo / Eval licensing	16	TG
		Analysis Manager		
	5	File formats we support are out of date	160	TG
	6	Round-trip Analyses	250	MC
High				
		- Enforce unique names	-	-
	7	In main application	24	KH
	8	In import	24	AM
		- Admin Program	-	-
	9	Delete users	4	JM
		- Analysis Manager	-	-
	10	When items are removed from an analysis, they should show up again in the pick list in lower 1/2 of the analysis tab	8	TG
		- Query	-	-
	11	Support for wildcards when searching	16	T&A
	12	Sorting of number attributes to handle negative numbers	16	T&A
	13	Horizontal scrolling	12	T&A
		- Population Genetics	-	-
	14	Frequency Manager	400	T&M
	15	Query Tool	400	T&M
	16	Additional Editors (which ones)	240	T&M
	17	Study Variable Manager	240	T&M
	18	Haplotypes	320	T&M
	19	Add icons for v1.1 or 2.0	-	-
		- Pedigree Manager	-	-
	20	Validate Derived kindred	4	KH
Medium				
		- Explorer	-	-
	21	Launch tab synchronization (only show queries/analyses for logged in users)	8	T&A
	22	Delete settings (?)	4	T&A

Three roles

The Scrum Team



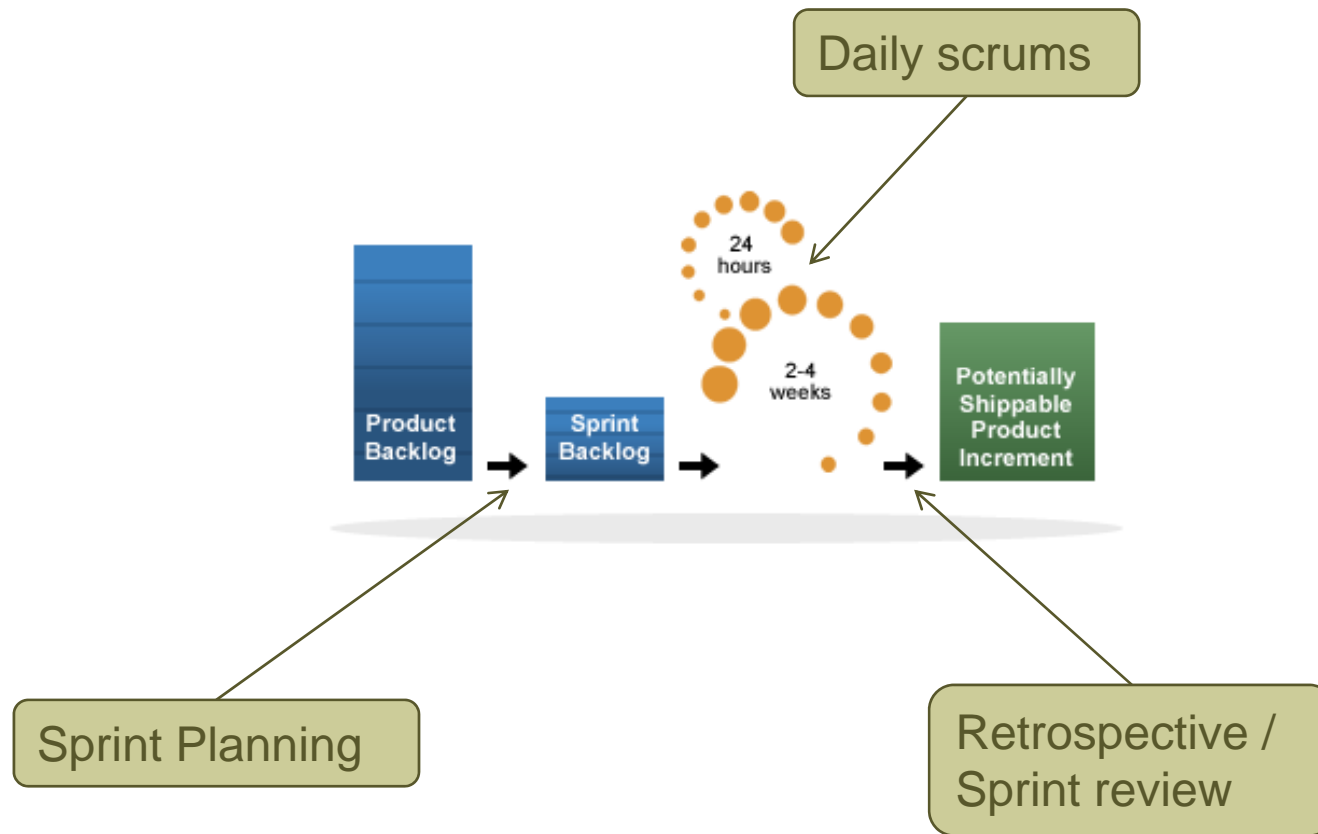
The Product Owner



The Scrum Master



Three ceremonies



Done!

- Implemented
- Design model updated
- Documented
- Regression tested
- Performance tested
- Unit tested
- Usability tested
- Installed on test environment
- Production package
- Javadoc
- No defects
- Acceptance tested by product owner
- Code reviewed
- etc ..

What does often go wrong?

1. Sprint Planning Problems
2. Are you done yet ?
3. Lack of Responsibility
4. No real Product Owner?
5. Code is king!
6. Fragmented and dysfunctional teams
7. Lack of holistic understanding
8. Scrum master != Project Manager

1. Sprint planning problems

- Too large items on product backlog
- Sprint plans initially tends to be far too ambitious
- Delivery focus may burn out the team

2. Are you done yet?

- Teams may
 - Ignore to specify the definition of done
 - Fail to live up to the definition of done



3. Lack of Responsibility

- It's not easy to acknowledge that you failed ...
- The team is together responsible for the success or the failure



Source: <http://www.christopheravery.com/concept.htm>

4. No real Product Owner ?

```
private ProductOwner productOwner;
private Sponsor sponsor;
private Project project;

public void assigneProductOwner() {
    while (productOwner == null) {
        project = null;
    }

    project = new Project();

    if (productOwner != sponsor) {
        productOwner = sponsor;
    }
}
```

5. Code is King!

- Scrum says *Don't write any unnecessary documents*
 - I might hear *Don't write any documents*
- Scrum says *Don't do any detailed, Up-Front Design*
 - I might hear *Don't do any Design*



6. Fragmented and dysfunctional teams

- Different physical locations
- Part time team members
- "Us and them" feeling
 - Disconnected requirement process
- Lack of commitment
 - Organization
 - Team

7. Lack of holistic understanding



8. Scrum Master != Project Manager

- Different mindset than traditional project management
- Conflict of interest
 - Cost/Budget/Delivery
 - Team productivity

Pros + and Cons -

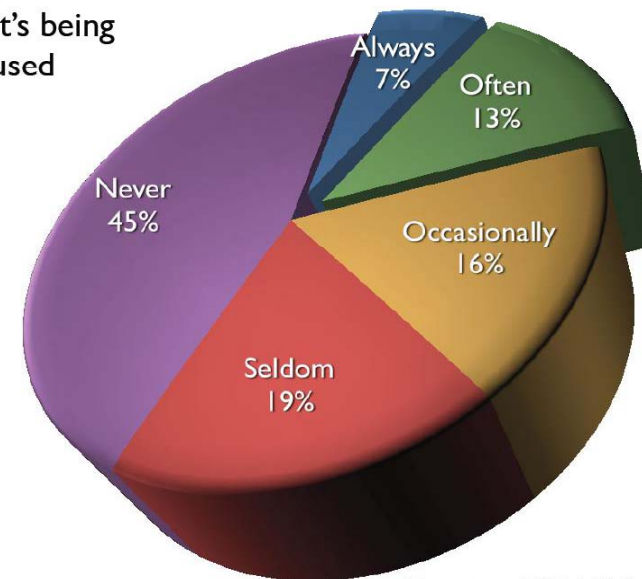
- Pros

- Quick feedback
- Increasing the quality
- Reducing waste

- Cons

- Too narrow scope may lead to nasty surprises
- Lack of explicit risk management
- May be used as an excuse for laziness
- High risk to burn out the team

What's being used



Source: CHAOS report

The end...

Q&A

Links:

<http://www.scrumalliance.org/>

<http://www.mountaingoatsoftware.com/>