Scrum Overview

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The Challenge

Change your mindset

Scrum: Key Concept

1+1+1+1+1+1+1+1+1+1=20

By coordinating their efforts according to changing environment
the team produces a result bigger than the sum of their individual efforts

Food for Thoughts

"In preparing for the battle, I have always found that plans are useless, but planning is indispensable."

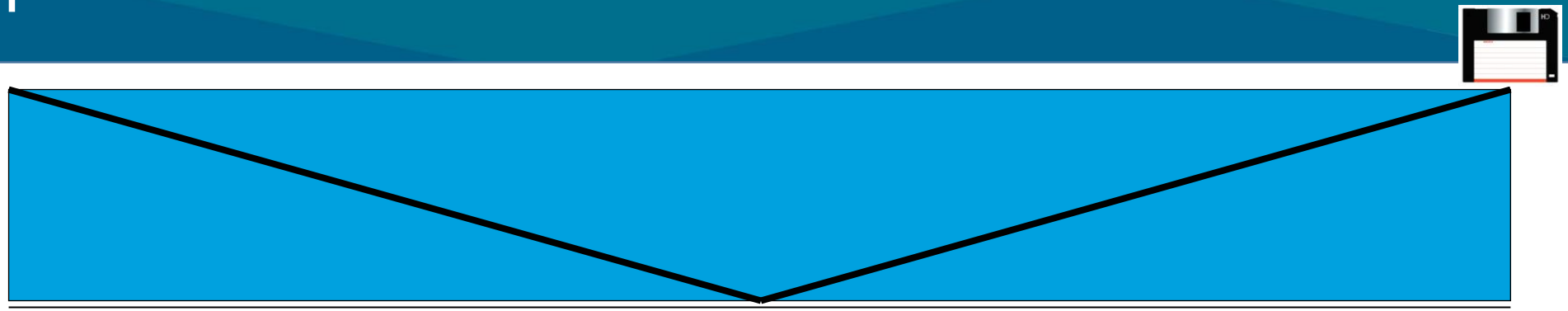
Dwight Eisenhower

My interpretation…

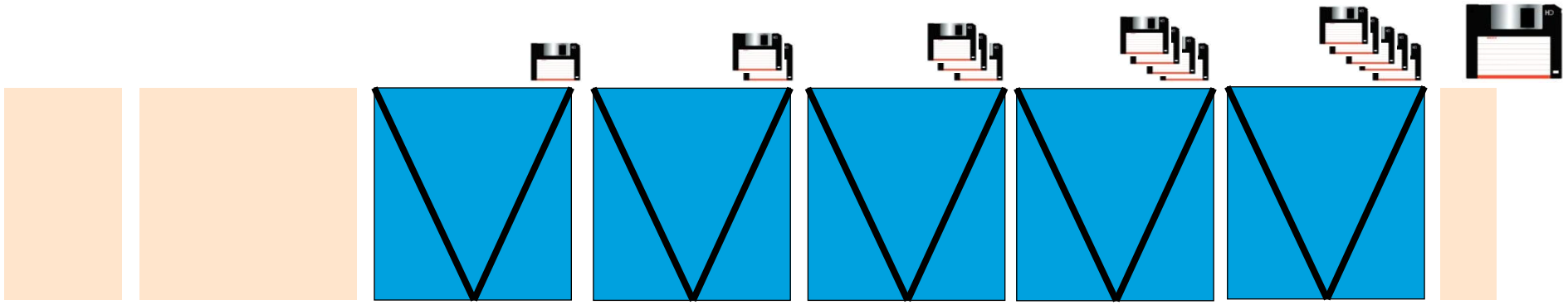
- Long term detailed planning **DO NOT** work
  - I can't remember when I stopped using Microsoft Project Plan
- Short term list of tasks create **focus**
  - Every day I create my "To Do" list

Process comparison

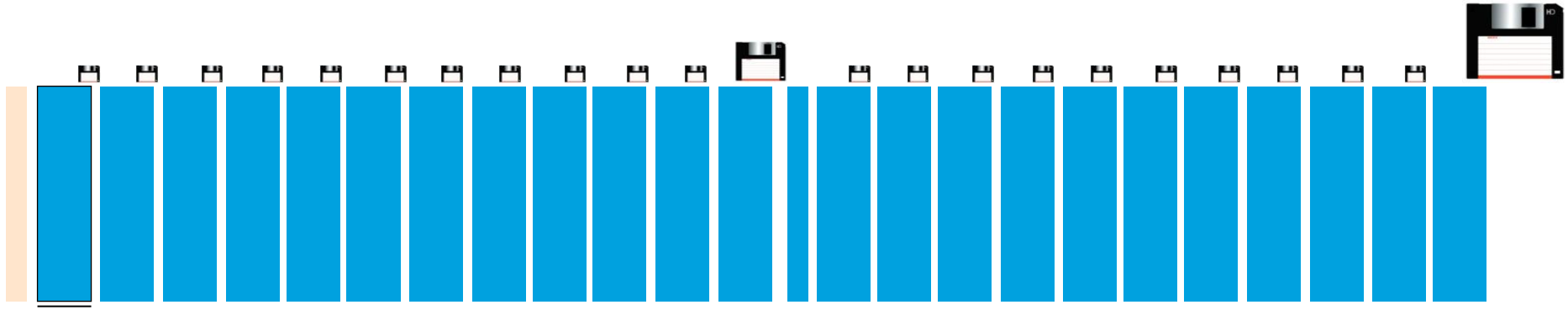
V-lifecycle
2-3 years



Incremental
Process
2-3 months

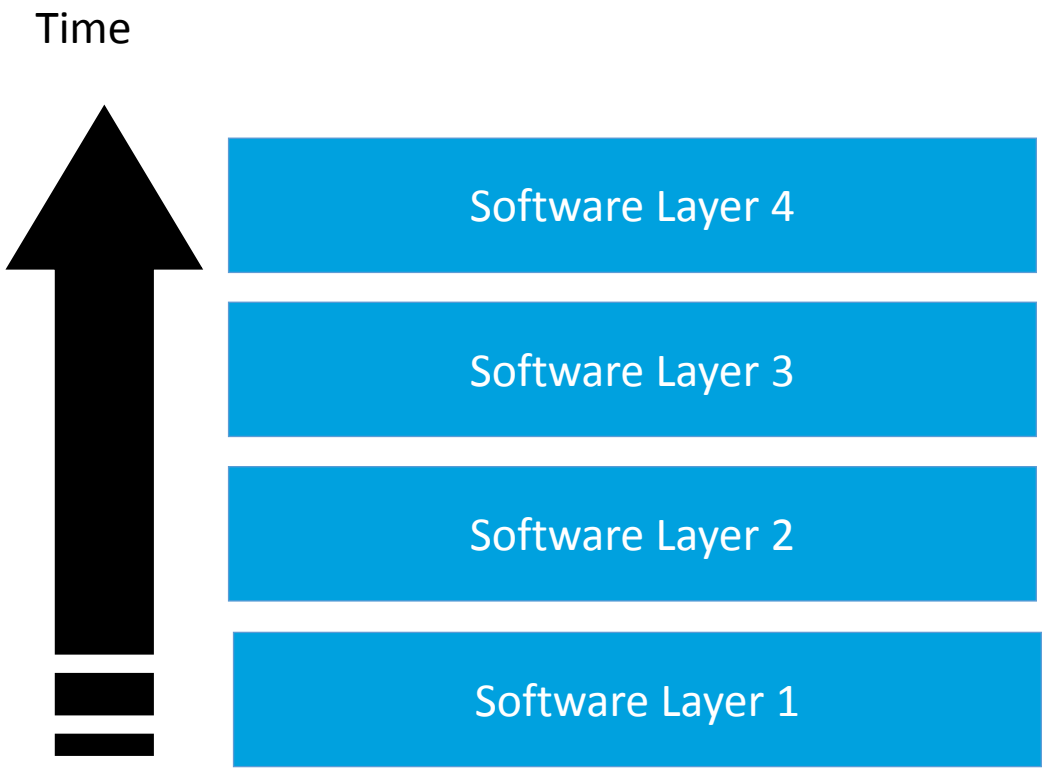


Scrum
2-4 weeks

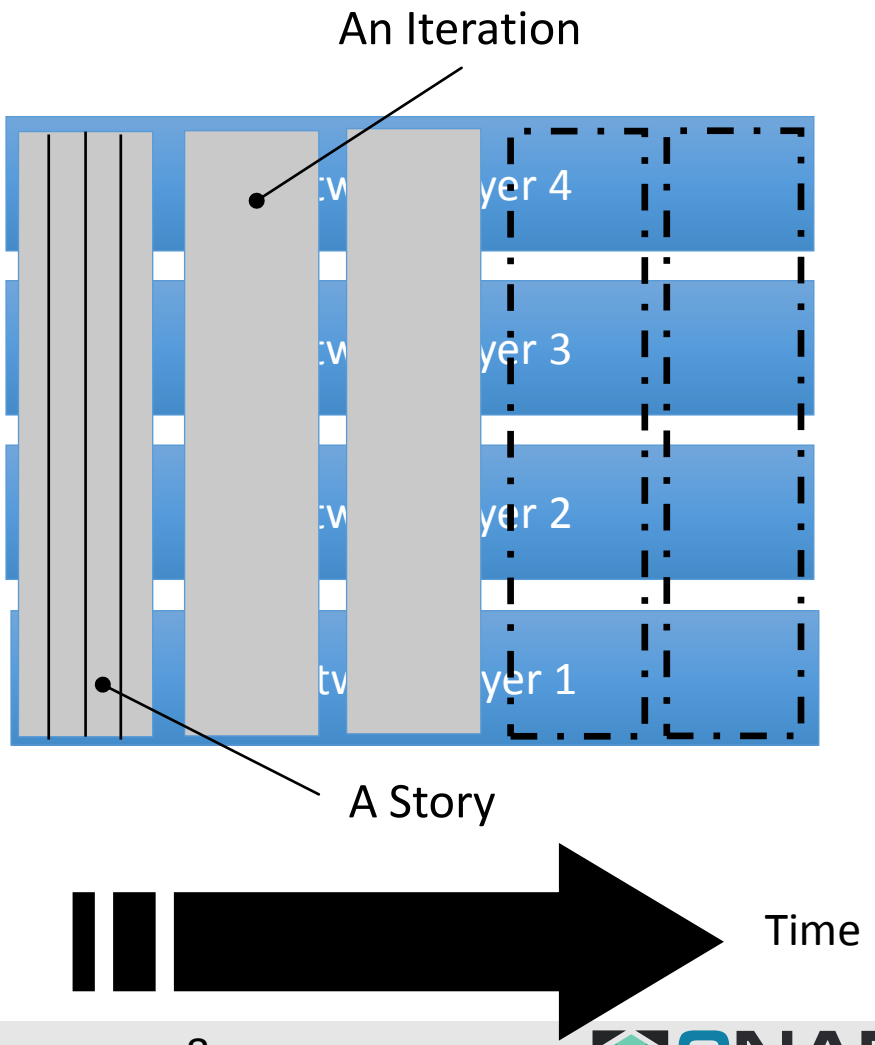


User Feature Oriented Development

Usual Development



User Feature Oriented Development

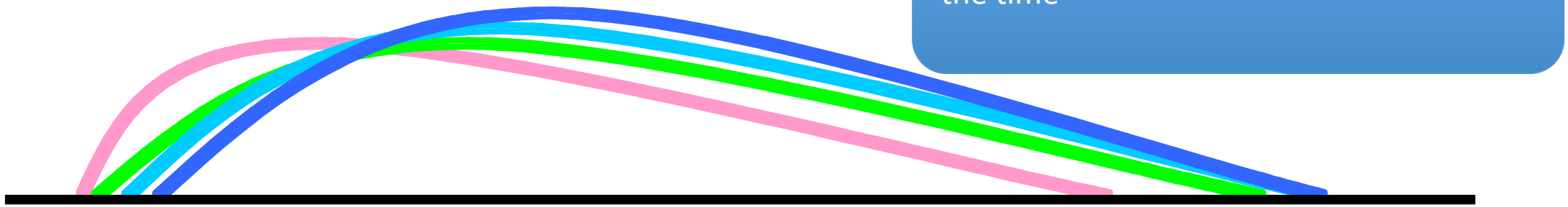


Sequential versus Overlapping Development

Requirements | Design | Code | Test

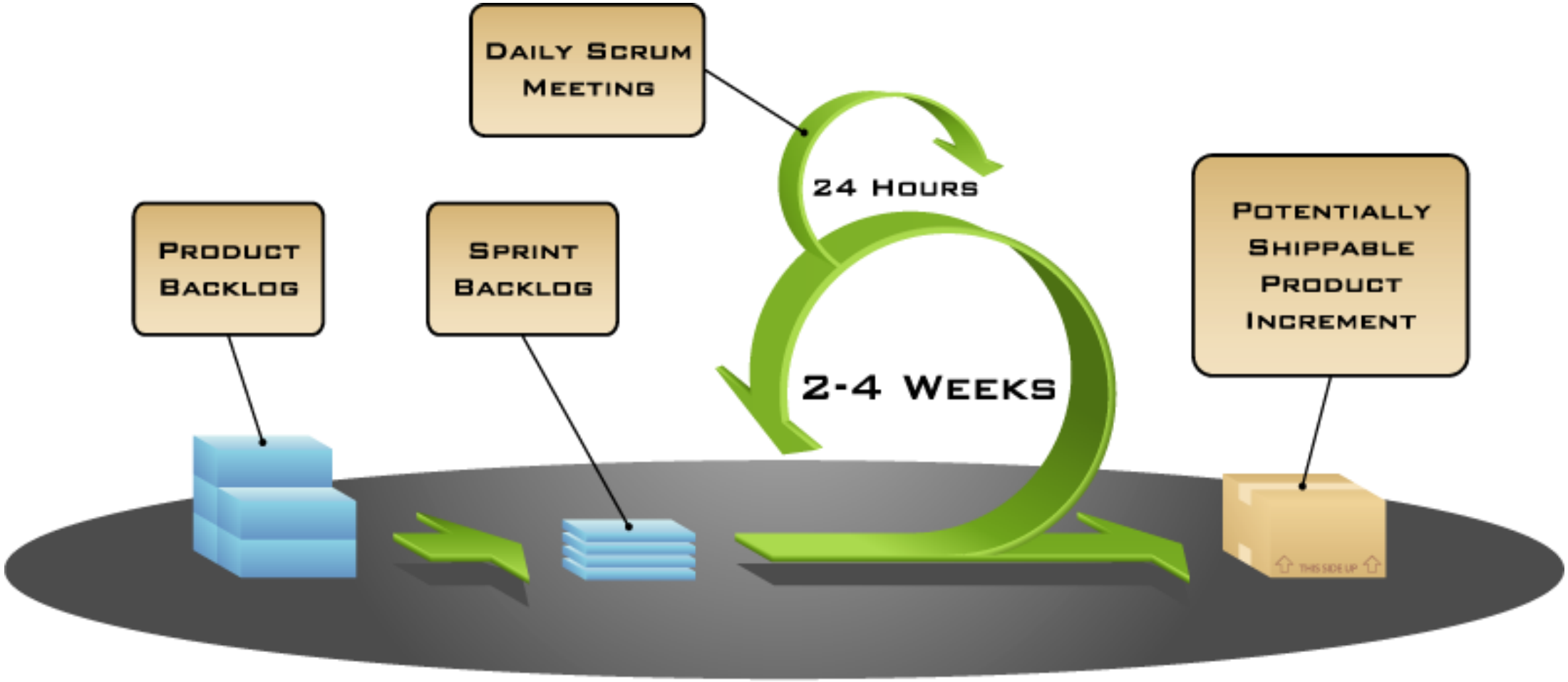
Rather than doing all of one thing at a time...

...Scrum teams do a little of everything all the time

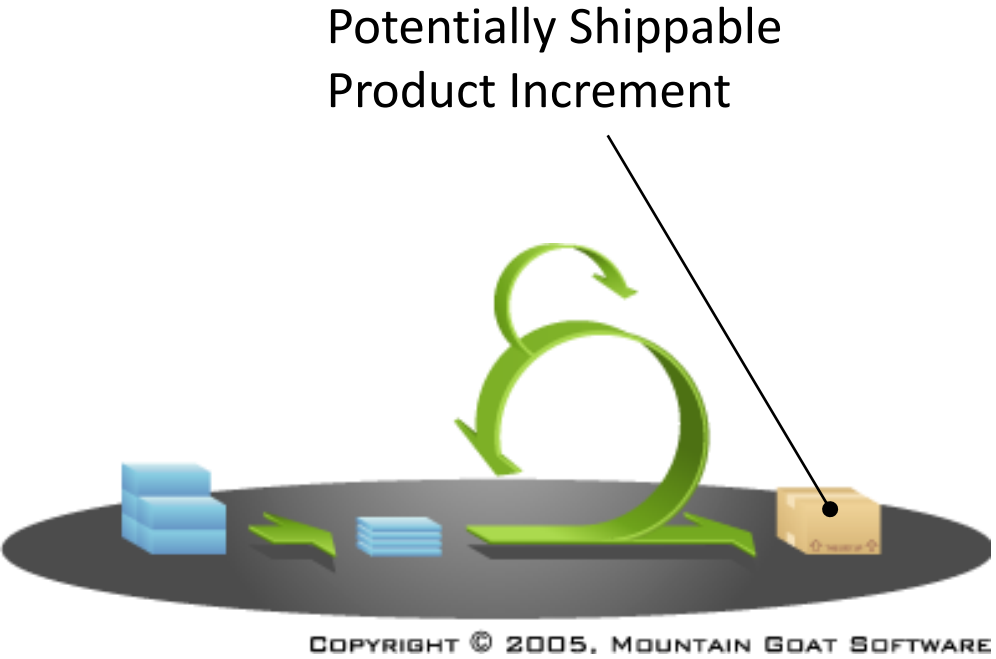


Source: “The New New Product Development Game” by Takeuchi and Nonaka. *Harvard Business Review,* January 1986.

Scrum Framework



Potentially Shippable Product Increment



- It is fully developed (coded, tested, documented, reviewed)
- It can be shipped-released-delivered
- The Product Owner decides

Scrum Framework

Roles

- Product owner
- Scrum Master
- Team

Ceremonies

- Sprint planning
- Sprint review
- Sprint retrospective
- Daily scrum meeting

Artifacts

- Product backlog
- Sprint backlog
- Burndown charts

Roles: The Product Owner - PO

- Define the features of the product
- Decide on release date and content
- Be responsible for the profitability of the product (ROI)
- Prioritize features according to market value
- Adjust features and priority every iteration, as needed
- Accept or reject work results

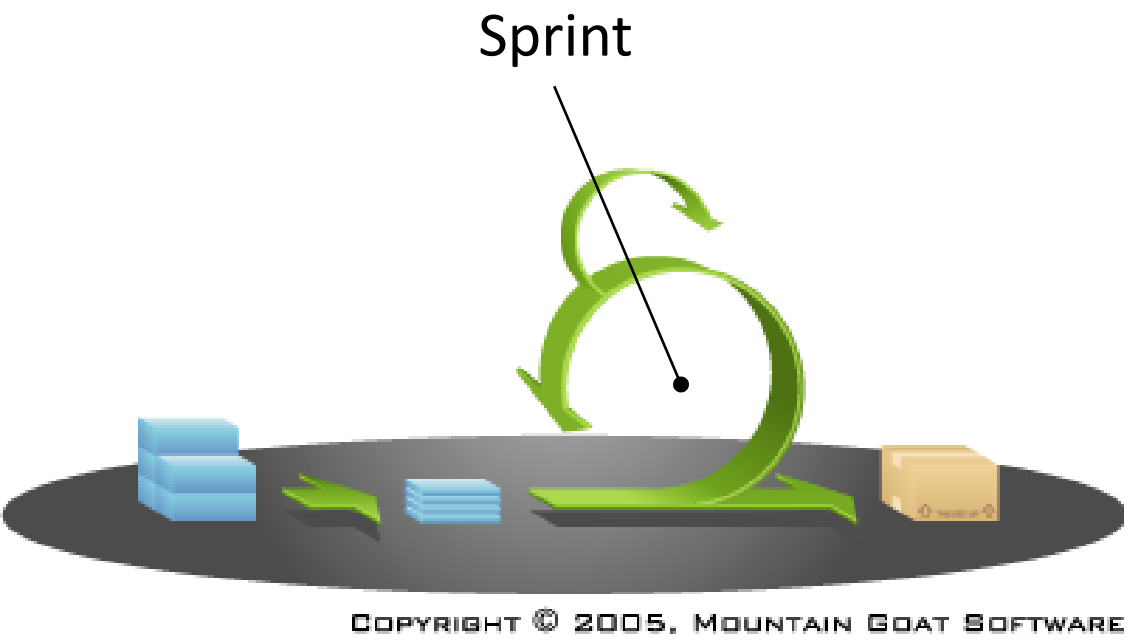
Roles: The Scrum Master - SM

- Represents management to the project
- Responsible for enacting Scrum values and practices
- Removes impediments
- Ensure that the team is fully functional and productive
- Enable close cooperation across all roles and functions
- Shield the team from external interferences

Roles: The Team

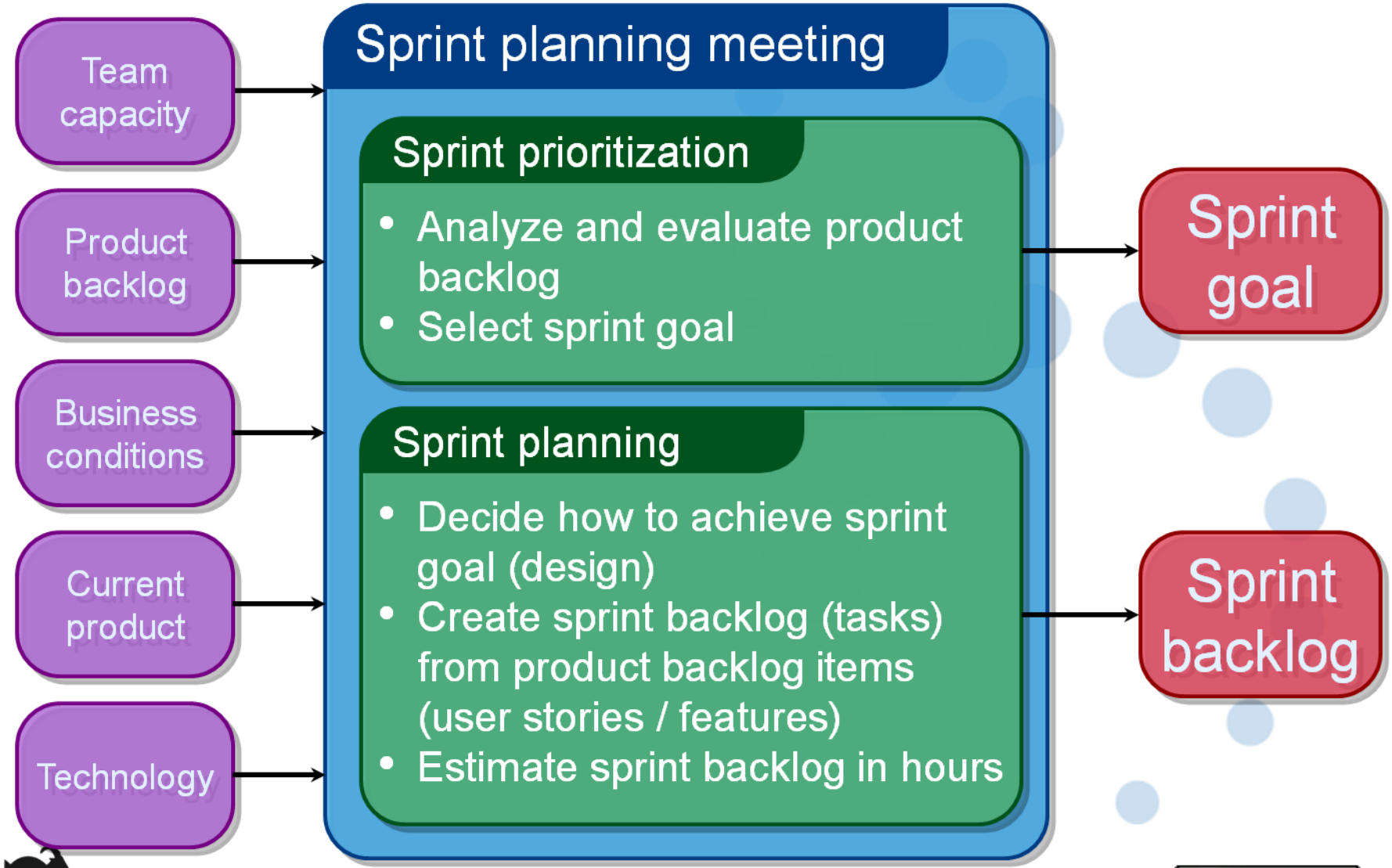
- Typically 5-9 people
- Cross-functional:
  - Programmers, testers, user experience designers, etc.
- Members should be full-time
  - May be exceptions (e.g., database administrator)

Sprint - Iteration



- Scrum projects make progress in a series of “sprints”
- Typical duration is 2 weeks
- A constant duration leads to a better rhythm
- Product is designed, coded, and tested during the sprint
- No scope change during a Sprint

Ceremonies: Sprint Planning



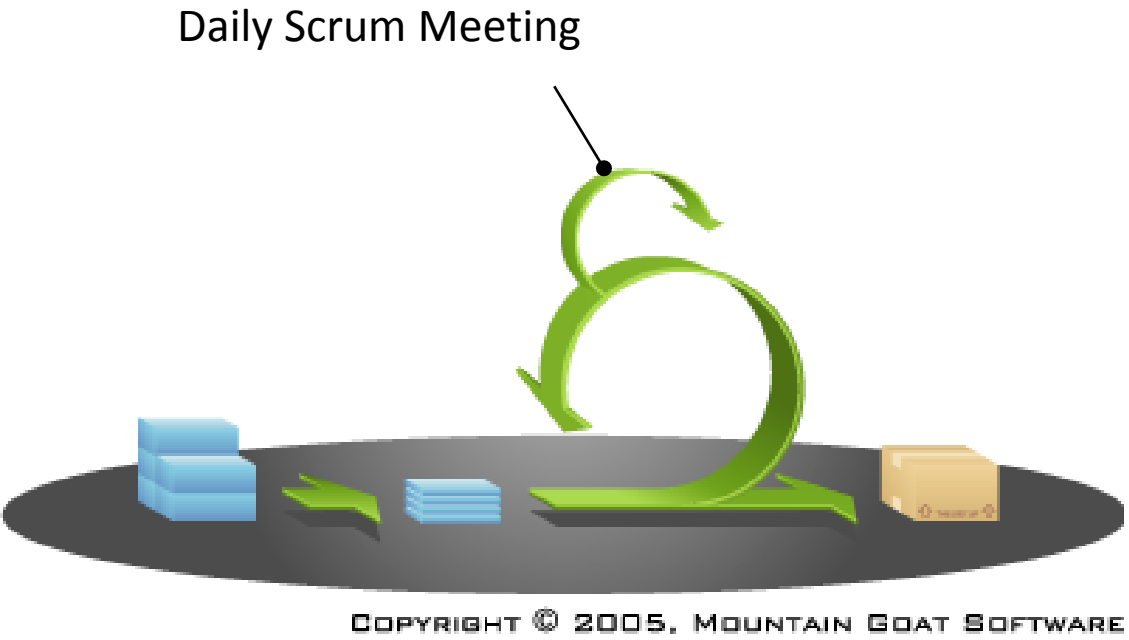
Sprint Goal: A short statement of what the work will be focused on during the sprint

Mountain Goat Software, LLC

Ceremonies: Sprint Planning

- Team selects items from the product backlog they can commit to completing
- Sprint backlog is created
  - Tasks are identified and each is estimated (1-16 hours)
  - Collaboratively, not done alone by the Scrum Master
- High-level design is considered

Ceremonies: Daily Scrum Meeting



- Stand Up
- At same time every Day
- 15 Minutes Max
- Not for problem solving
  - The world can be invited
  - Only the members, Scrum Master and Product Owner talk

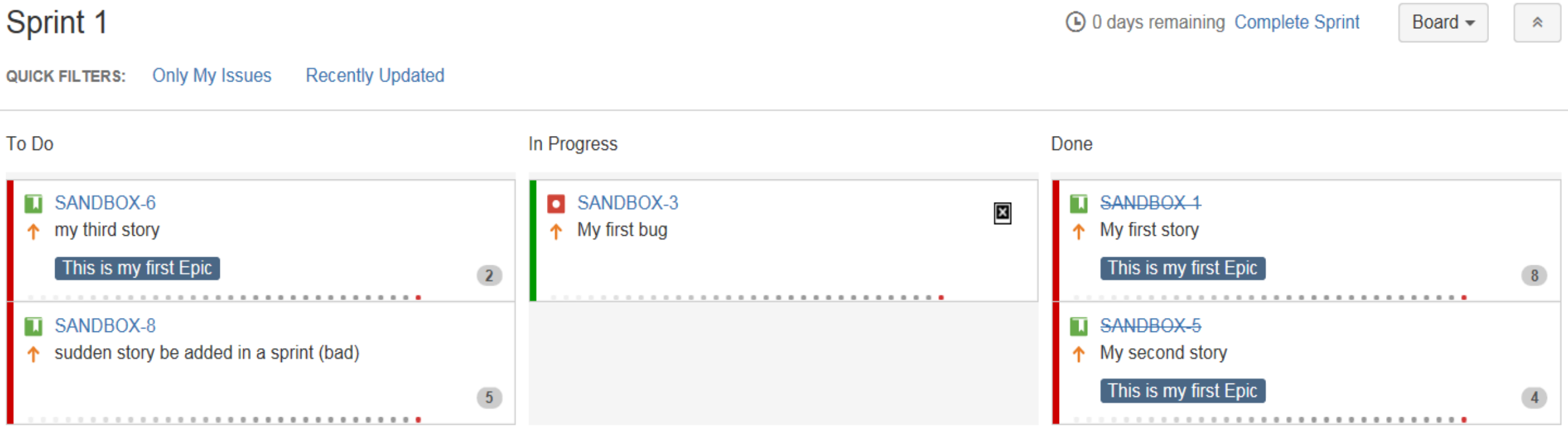
Ceremonies: 3 Questions

1. What did you do yesterday?
2. What will you do today?
3. Is there a blocking issue?

- This is **NOT** a status for Scrum Master
- They are commitments in front of your peers

Ceremonies: Daily Stand Up

- Your world is about: To Do, In progress, Done.



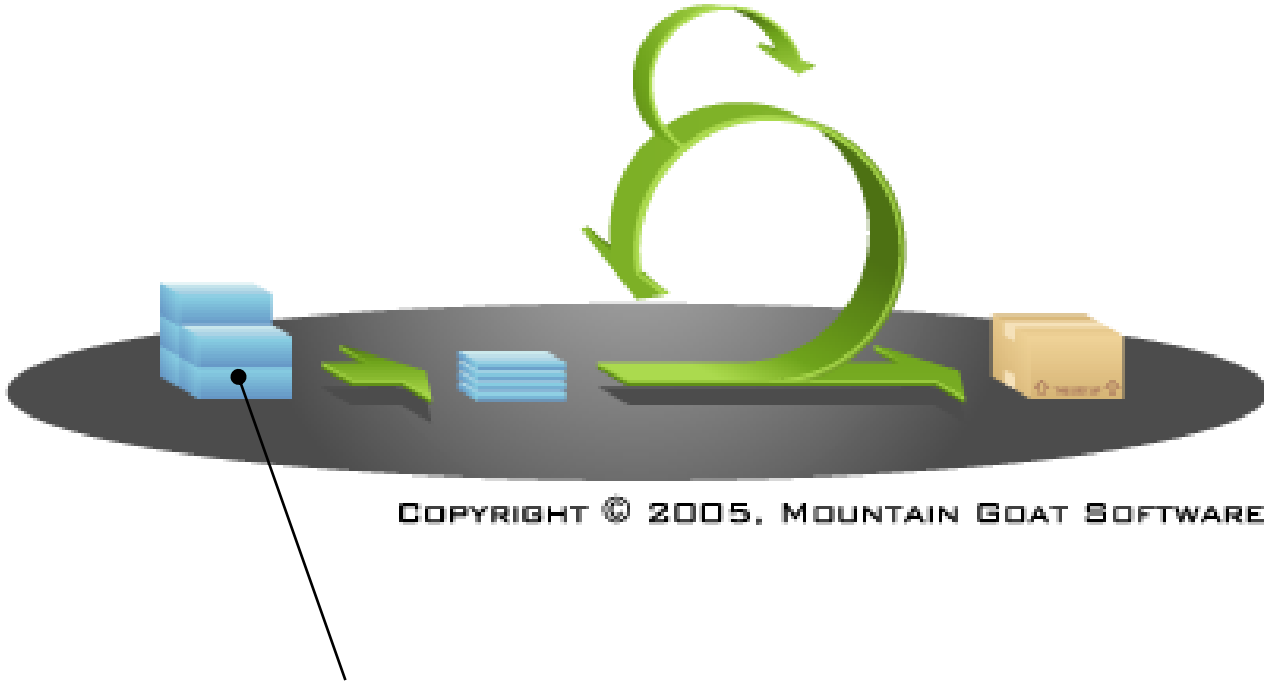
Ceremonies: The Sprint Review

- Team presents what it accomplished during the sprint
- Typically takes the form of a demo of new features or underlying architecture
- Informal
  - ~ 2 hours long
  - No slides
- Whole team participates
- Invite the world

Ceremonies: The Sprint Retrospective

- Periodically take a look at what is and is not working
- Team discuss what they would like
  - Start Doing
  - Stop Doing
  - Continue Doing
- Typically 15–30 minutes
- Done after every sprint
- Whole team participates
  - Scrum Master
  - Product owner
  - Team
  - Possibly customers and others

Artifacts: Product Backlog



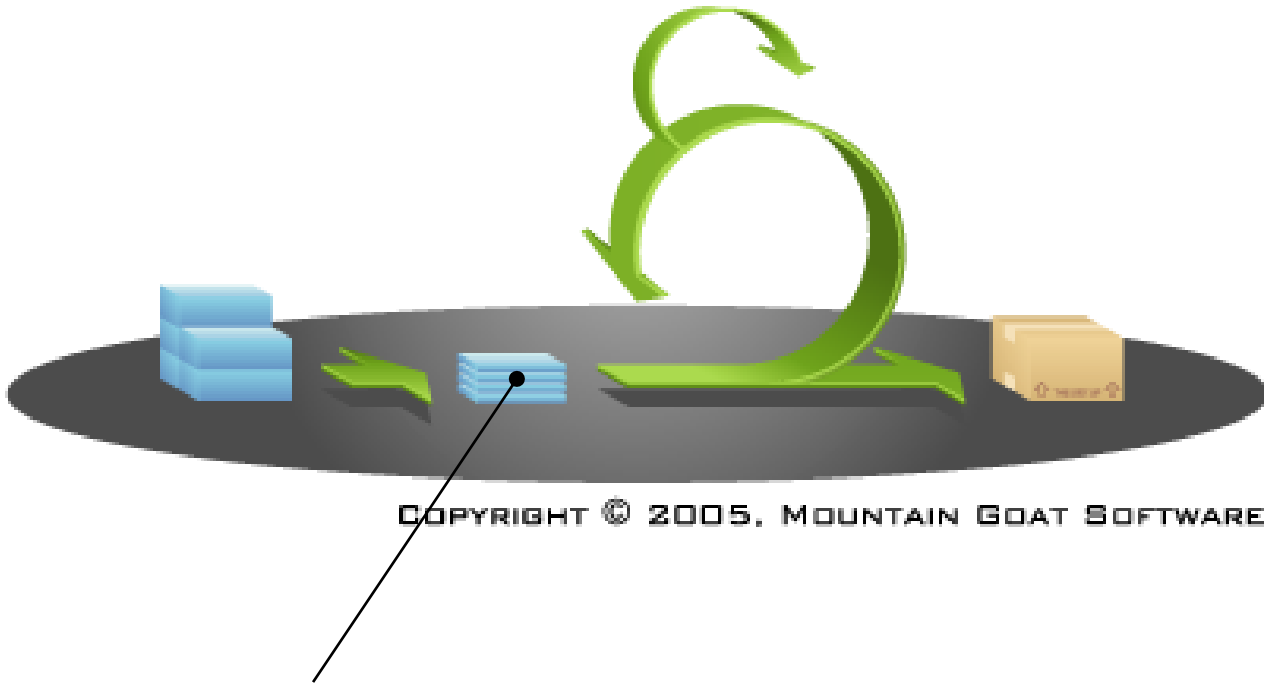
This is the Product Backlog

- The requirements
- A list of all desired work on the release
- Ideally expressed such that each item has value to the users or customers of the product
- Expressed as customer-oriented features (not as technical tasks !)
- Prioritized by the product owner
- Reprioritized at the start of each sprint

Artifacts: Product Backlog

- Each Sprint implements the highest priority user story
- Each new item is prioritized and added to the stack
- Items may be reprioritized at any time
- Items may be removed at any time
- Grooming the Product Backlog
  - Planning for next sprints
  - Break down of a feature
  - Effort: 5-10% of sprint effort

Artifacts: Sprint Backlog



This is the Sprint Backlog

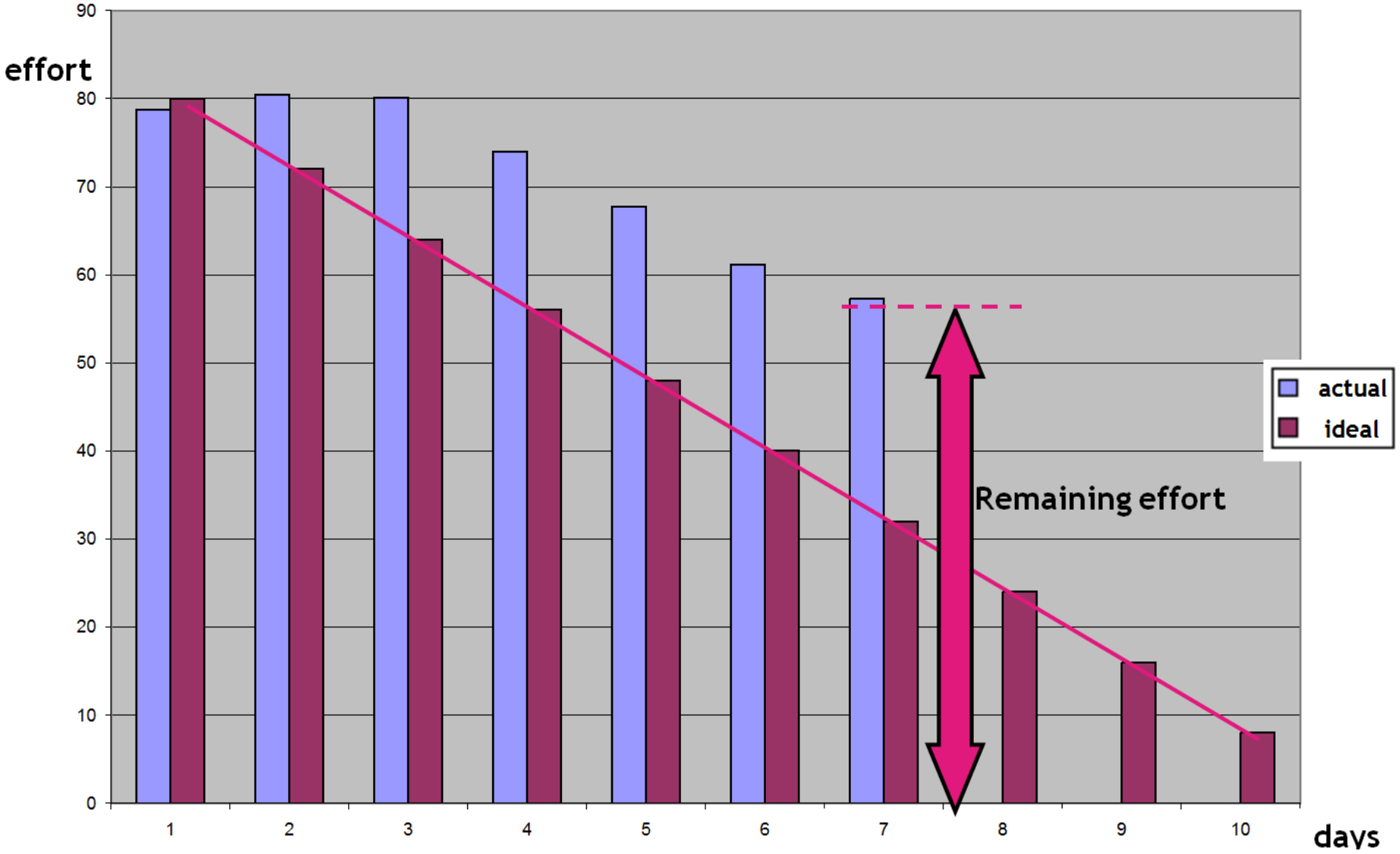
- Top Priority features from the Product Backlog that would be developed by the end of the Sprint
- Members volunteer to work on task

Artifacts: Sprints Backlog

Backlog item	Estimate
Allow a guest to make a reservation	3
As a guest, I want to cancel a reservation.	5
As a guest, I want to change the dates of a reservation.	3
As a hotel employee, I can run RevPAR reports (revenue-per-available-room)	7
Improve exception handling	7
...	30
...	50

- Estimate are done with Poker Card
- Estimates are Fibonacci Number: 1,3 ,5, 7, 11, 13, 21

Artifacts: Burndown Charts



谢谢