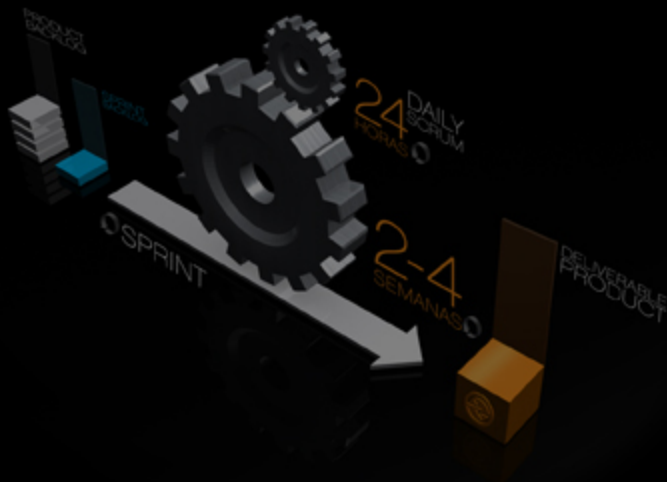




First Annual Meeting

Challenges in adopting Scrum Cesário Ramos, Xebia



com o apoio de:

Microsoft



VERSIONONE
Simplifying Software Delivery



organização:



organização:



com o apoio de:

Microsoft®



Overall Presentation Goal

Learn about challenges of adopting Scrum in large enterprises and some rules of thumb.

Share experiences and learn from each other.

- Present our challenges.
- Have a discussion.



Speaker Qualifications

- Cesário Ramos - Xebia.
- Coach / Practitioner / Auditor.
- Publications:
 - Software Magazine
 - Java Magazine
 - Agile Journal
 - Xebia and personal blog
- Speaker, Trainer and Workshop leader.

Setting the stage.

ITERATION 11 -



22

STORIES / AREAS

TASKS / TO DO

IN PROGRESS

VERIFY

DONE

SERVER SIDE
JAVA

TRAINING

Task card with text: "As a [role], I want to [action] so that [reason]."

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Edvin Arig
Back end in
off package
- Project Design

Argument:
Main Recommendation
Application Task of test

Task card with text: "As a [role], I want to [action] so that [reason]."

Task card with text: "As a [role], I want to [action] so that [reason]."

Task card with text: "As a [role], I want to [action] so that [reason]."

ADJUST

Task card with text: "As a [role], I want to [action] so that [reason]."

Task card with text: "As a [role], I want to [action] so that [reason]."

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QA

VDAG

SUSADMIN

Task card with text: "As a [role], I want to [action] so that [reason]."

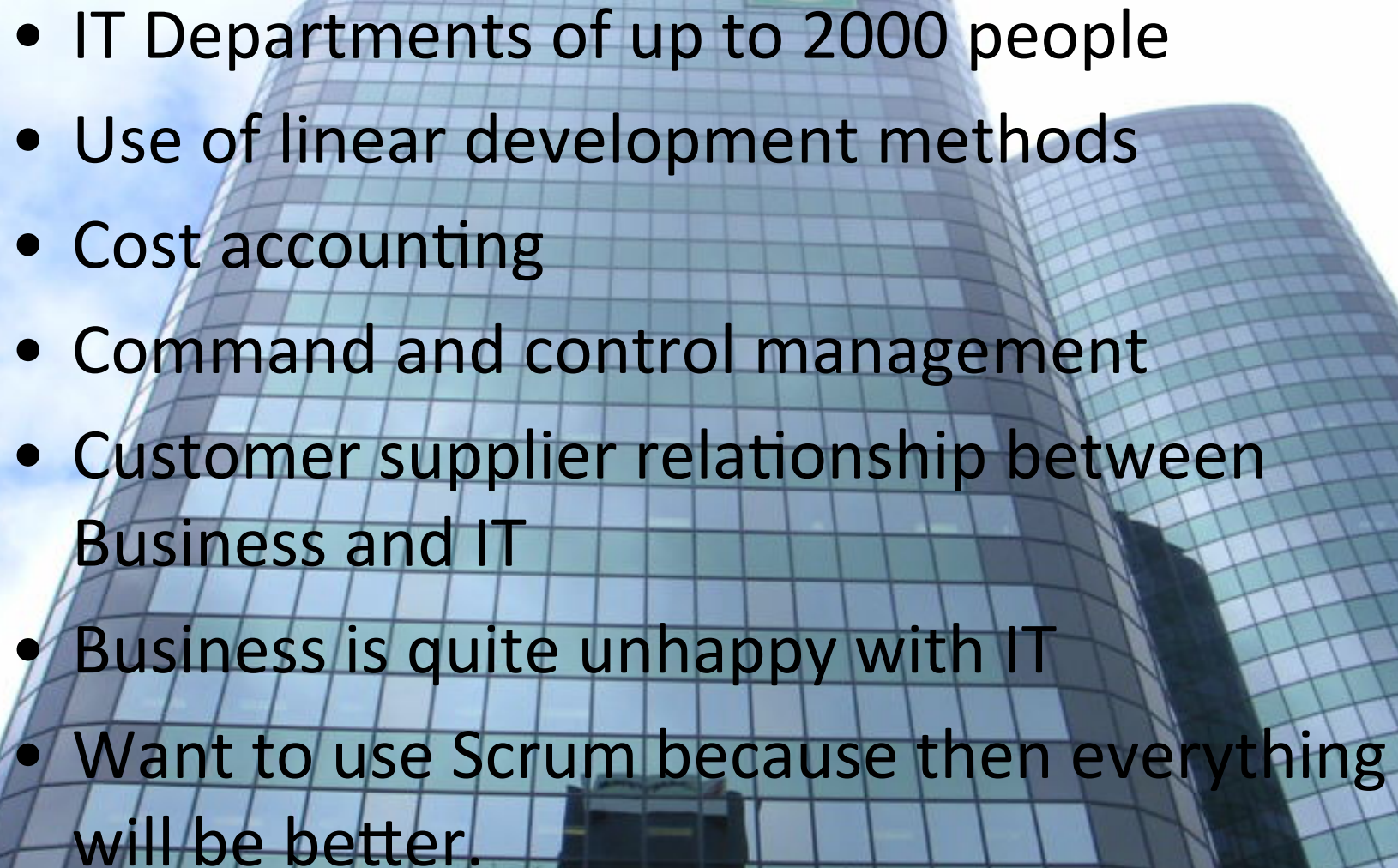
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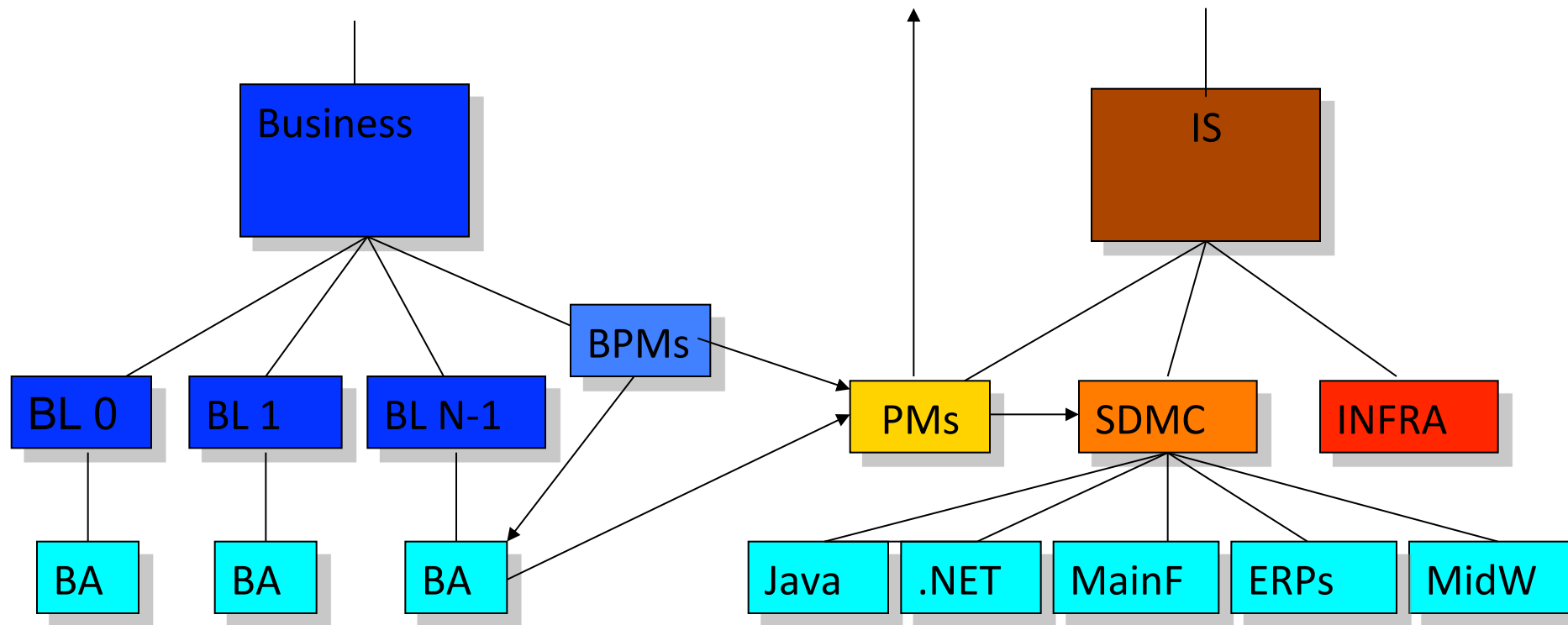
Task card with text: "As a [role], I want to [action] so that [reason]."

phuborb & curstand

We got the
stickies!!

- 
- IT Departments of up to 2000 people
 - Use of linear development methods
 - Cost accounting
 - Command and control management
 - Customer supplier relationship between Business and IT
 - Business is quite unhappy with IT
 - Want to use Scrum because then everything will be better.

Typical Organizational Structure



And the list goes on.....

The challenges and pitfalls.

Not preparing the organization

If you want to do things like this?



But are like that!



You'll end up...



- Scrum won't give you;
 - Capable product owner;
 - Customer engagement;
 - Good configuration, risk, requirements management;
 - Cross functional teams;
 - Understanding stakeholders;
 - Correct engineering practices;

These should already be there!!

- Having a good enough foundation
- Aligning different departments.
- Avoid misinterpretations like
 - New view of things means BAD requirement engineering.
 - Re-architecting means BAD architect.
 - New insights in planning means BAD management.
- Finding a Meta Scrum Master

- Build Agile Foundations
 - Do workshops
- Evangelize Scrum
 - Repeat repeat repeat repeat repeat repeat
- Extensive use of Information Radiators
- Focus on overall throughput

Defective Product Owners



NOW WE'RE GOING TO STAY HERE UNTIL
WE REACH OUR SAFETY GOAL!

- Getting the most valued functionality
 - at a certain date within a certain budget.
- Achieves funding
- Monitors the project against its ROI
- Prioritizes work.
- Decides what to build and what not build.
- Reports to upper management.

We did not find a person that does all this in
these kind of organizations.

Smells

- Long decision making process
- Everything is MUST HAVE
- Not much time...

- You coach Business and IT!
- Set up a product owner team.
- Act as a proxy Product Owner.

**Doing Scrum strictly and
only the book**



- Scrum is a simple framework!
 - Following only the mechanics of the process will no get you the desired behaviour.
- Required behavior is quite complex!
 - Described by 33 Organizational Patterns

守破離

- Shu
 - Learn by the book.
- Ha
 - Deeply understand and question the practices.
- Ri
 - Tailor to your specific needs.

- Iterate to learn about the product.
 - Not always the right way to learn!
- Build up quality over time!
 - Simple Design
 - What's are minimal characteristics for this feature?
- Product backlog organized by
 - Tasks, Sub tasks, User Stories
- Product Owner Group
 - Prioritizes on Goals and Tasks
- Domain expert group
 - Detail Tasks to Sub Tasks and then to User Stories
 - Creates a buffer of requirements

- Functional, integration and performance testing in DoD.
 - Automated BDD.
 - Performance testing for spotting trends.
- Testers pair with developers during beginning of Sprint.
- Create enough body before inviting acceptance testers and users.
 - The users and acceptance testers pair test during the sprint with the system testers.
- Every Release formal acceptance.
 - Just a formality!

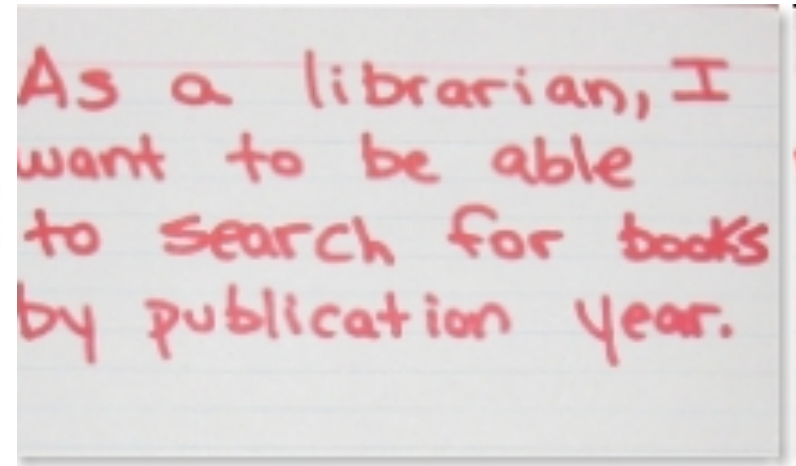
- Start by doing it by the books!
- Concentrate on the desired behaviour part.
- Don't throw out stuff that works, but does not seem to fit with Scrum.
- Adapt according to the principles of Agile and Lean.

An aerial photograph of a large hurricane or tropical storm over the ocean. The storm features a prominent eye in the center, surrounded by dense, swirling white clouds that extend far out into the dark blue water. The text "No organizational learning" is overlaid in the center of the image.

**No organizational
learning**

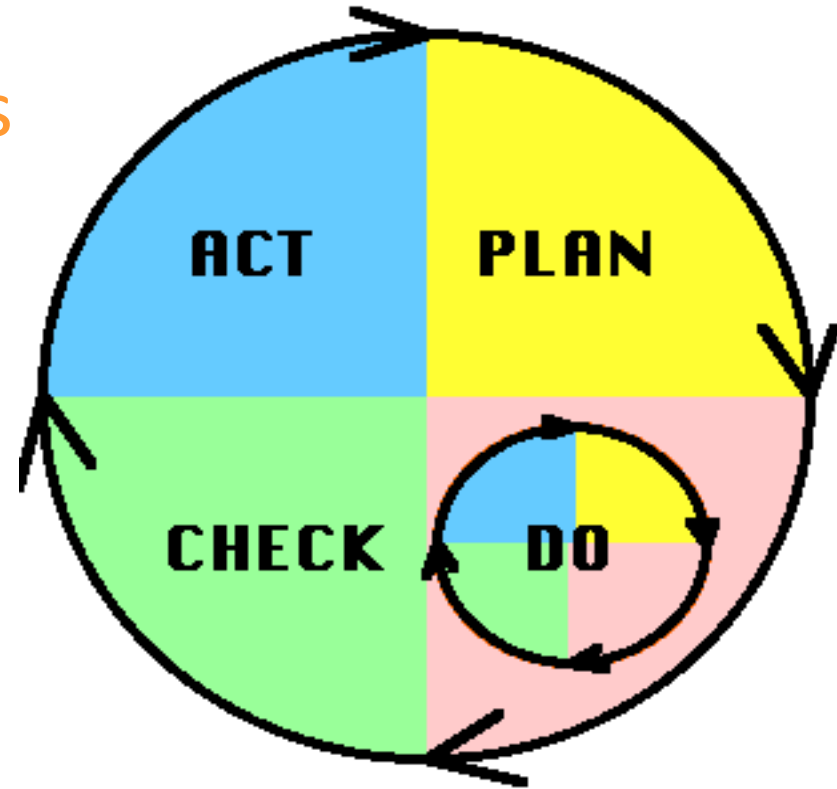
- Organization
 - Doing the RIGHT things RIGHT
- Project Diagnostic
 - Daily Scrum
 - Retrospective
 - Diagnostic Metrics
- Product
 - Building the right product
 - Creating a good enough solution
 - Usability
 - Meeting our business goals

No Organizational Learning



What is there to learn and improve?

- Cycle time
- Planning and estimations
- Requirements
- Customer satisfaction
- ROI
- Software quality
- Waste
- ...



Smells

- Broken feedback cycles.
 - Dull Demo
 - Use a middleman between customers and developers
- No action for improvement almost every sprint.
- No measurements on things to improve.

- Value your demo and retro.
- Retrospective for more than just the Scrum team.
- Build up acceptance test collaboration.
- Measure so you know what to improve
 - Cycle time, Customer satisfaction, Quality, ROI,

A photograph of three people rappelling down a steep, layered rock face. They are wearing blue shirts, dark pants, and safety harnesses. Ropes are visible extending from the top of the frame. The scene is set against a clear blue sky.

Environment of trust

- Learning about “What” and “How” to build.
- Deferring decisions.
- But we need a complete estimation and plan upfront so we can apply for budget!

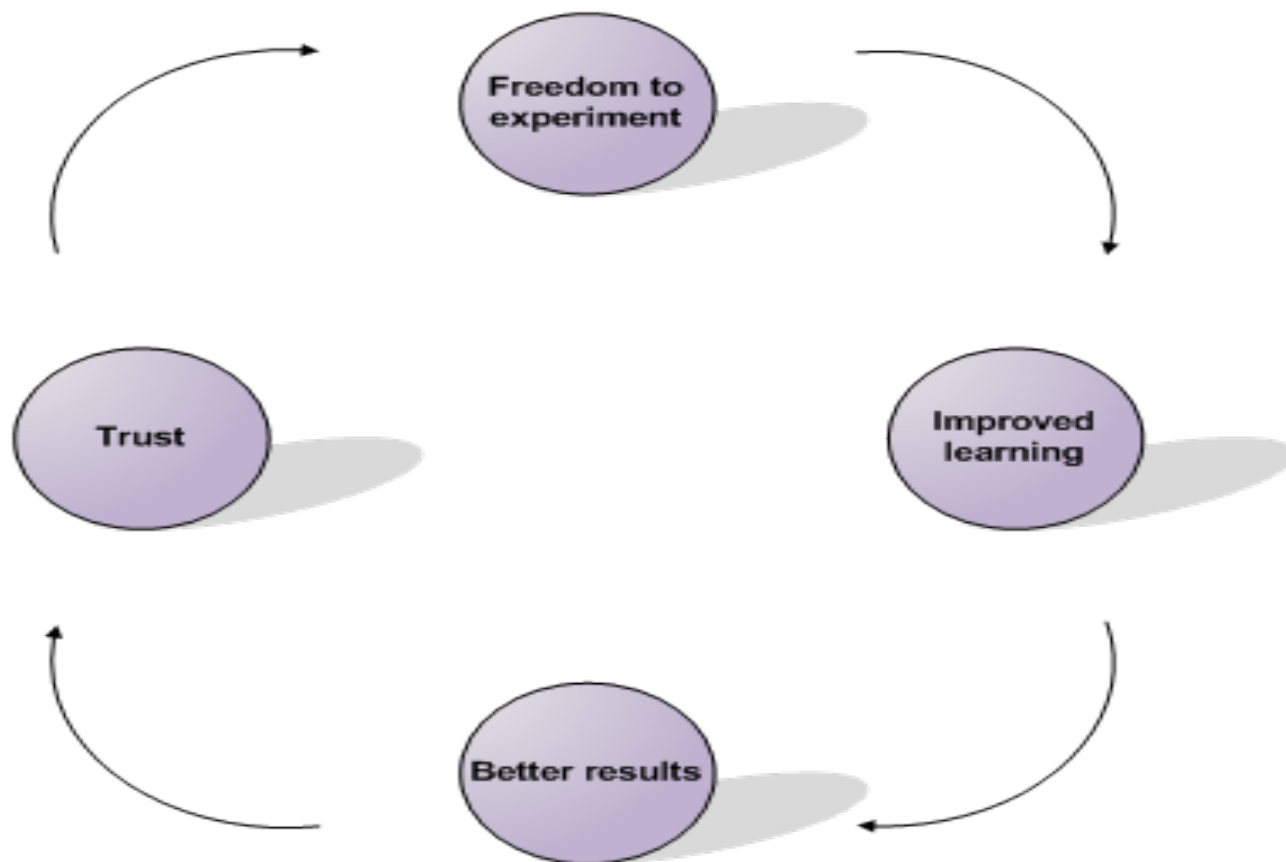
Try to estimate the total cost of your project?

Get the most bang for the buck?

Smells

- Throwing deliverables over the wall.
- Delaying decision making process.
- Big Contracts Up Front.

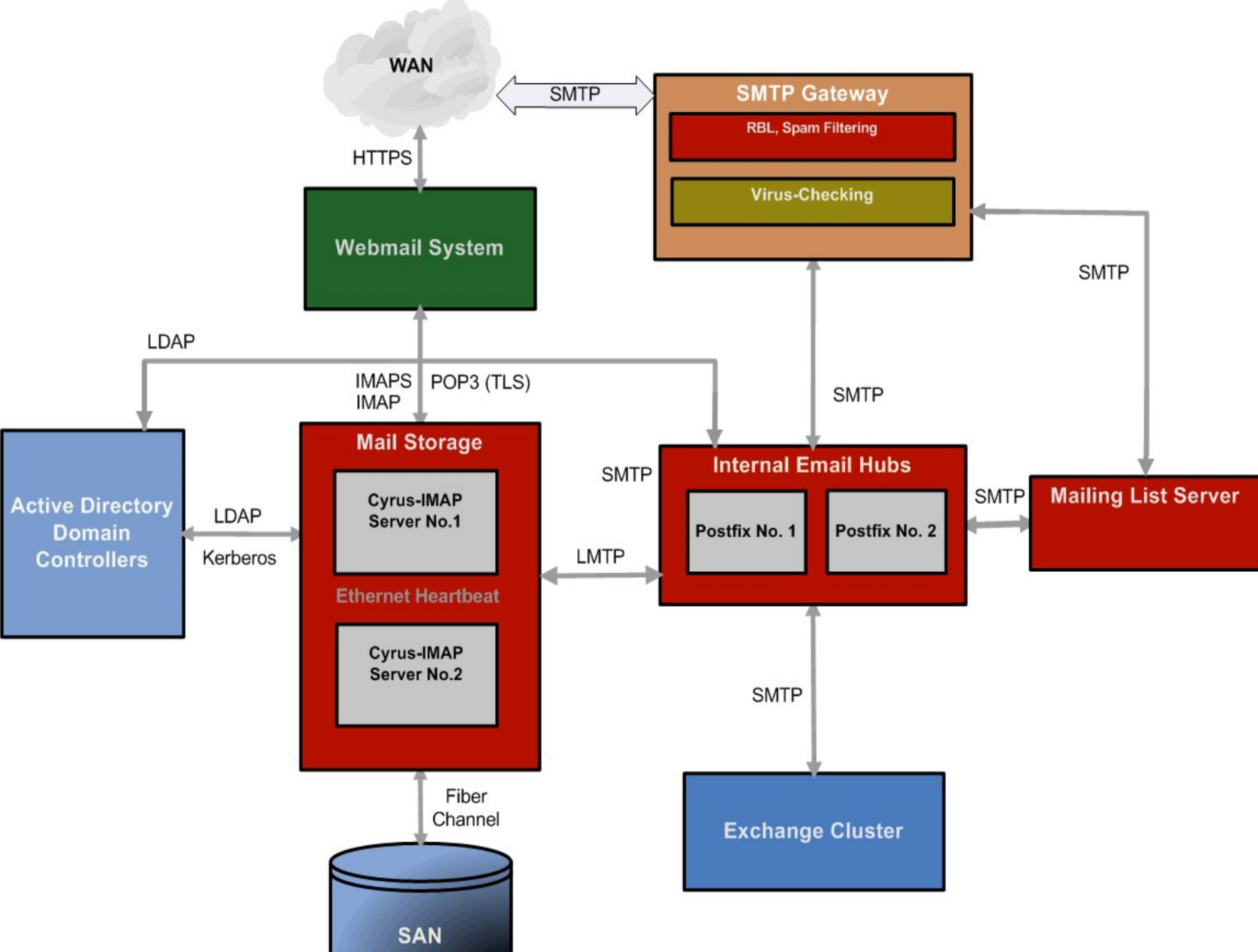
How trust helps to improve



- Do the 'expert estimation' for funding.
- Agile estimation and planning on a subset
- Deliver what you promise
 - Do not over commit.
- Transparency and honesty.
 - Use of Information radiators
- Introduce a scope buffer.
 - Manage your release plan constantly.

Using Scrum as a fix
without knowing the
problem





Smells

- Implementing Scrum cannot be a goal!
- Fighting symptoms, not problems.
- No approach to measure success.
- Top down only approach.

- Setting and verifying Scrum implementation goals.
- Root cause analysis.
 - **5 Whys**
- Diagrams Of Effects (Systems Thinking)
 - For reasoning about non-linear systems.

Wrap-up

A man in a dark suit and tie, seen from behind, stands on a grassy field looking up at a large, white, dollar-shaped cloud in a bright blue sky with scattered white clouds. He is holding a dark briefcase in his right hand.

Scrum is really great to do and will provide
benefits fast.

It's all about letting the business do it's work
correctly.

- Scrum User Group Portugal <http://www.scrumpt.com>
- PT Scrum events <http://www.fullsix.pt/scrum/>
- Scrum Mail Group <http://groups.yahoo.com/group/scrump>
scrump@yahoo.com
- Scrum Alliance <http://www.scrumalliance.com/>
- Mitch Lacey <http://www.mitchlacey.com>

Lacking a Meta Scrum master



- You need support high up the food chain to solve organizational impediments
- Team level superseding problems are not being managed.

Scrum master in the critical path of a sprint



Time spent on doing "Team" activities is time
NOT spent on

- Creating an environment of success for the team
- Championing process
- Coaching stakeholders or product owner



Thinking Agile is Easy

- Look at the previous pitfalls!
- Not enough understanding/knowledge in the team and organization
- You'll get simple process steps wrong
- Hire a coach who has failed a lot!

THE END