



Scrum Patterns

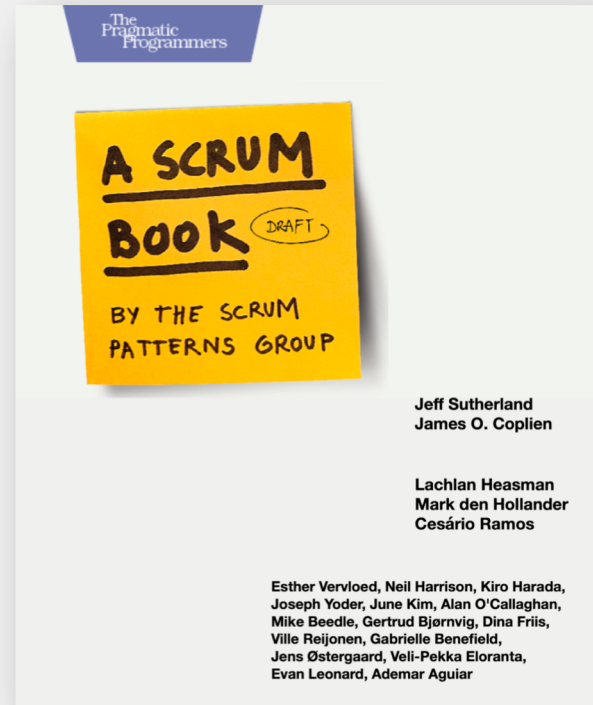
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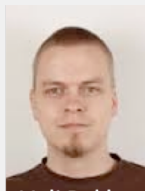
What is a Scrum Pattern?

A collective experience into proven solutions called *patterns* that we have distilled from observing many Scrum Teams — both their successes and failures.

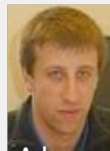




June Kim



Veli Pekka
Eloranta



Adenai
Agular



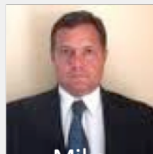
Evan
Leonard



Joe
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Lachlan
Heasman



Mike
Beedle



Dina
Friis



Ville
Reijonen



Neil
Harrison



Gabrielle
Benefield



Jeff
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Jim
Coplien



Kiro
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Mark den
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Jochen
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Alan O'Callaghan

Example: Problem

... the team makes progress in a *Sprint* by finishing *Sprint Backlog Items*, but given the complexity of the work, the characteristics, size, and quantity of tasks change frequently...



Example: Forces

- ... there are 3.628,800 ways to order 10 tasks, yet only a few of these ways will put the team “in the zone”
-too much re-planning and re-estimating wastes time and suffocates developers.

Example: Solution

Therefore: Have a short event every day to replan the *Sprint*, to optimize the chances first of meeting the *Sprint Goal*...

What is a Scrum Pattern?

1. It's something that you build (and an instruction of how to build it)
2. Changes communication paths
3. Changes organizational culture
4. It solves a problem in a certain context
5. It contributes to quality of life
6. It is geometric, and composes with other patterns geometrically

www
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www
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www
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Q U I Z
T I M E !





Work in groups of 2 to 3 people.

Divide the cards in your group.

90 second to find the solution card and share in your group.

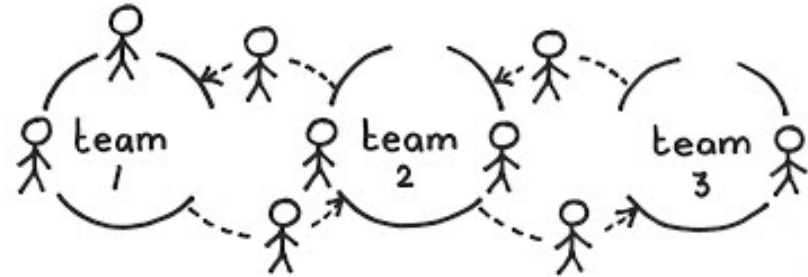
Need you attention after 90 seconds again 😊

Problem... 1

Stakeholders are happiest with teams who can meet their expectations in a timely fashion, so the team wants to do what is necessary to reduce variance in its predictions.



Stable Teams



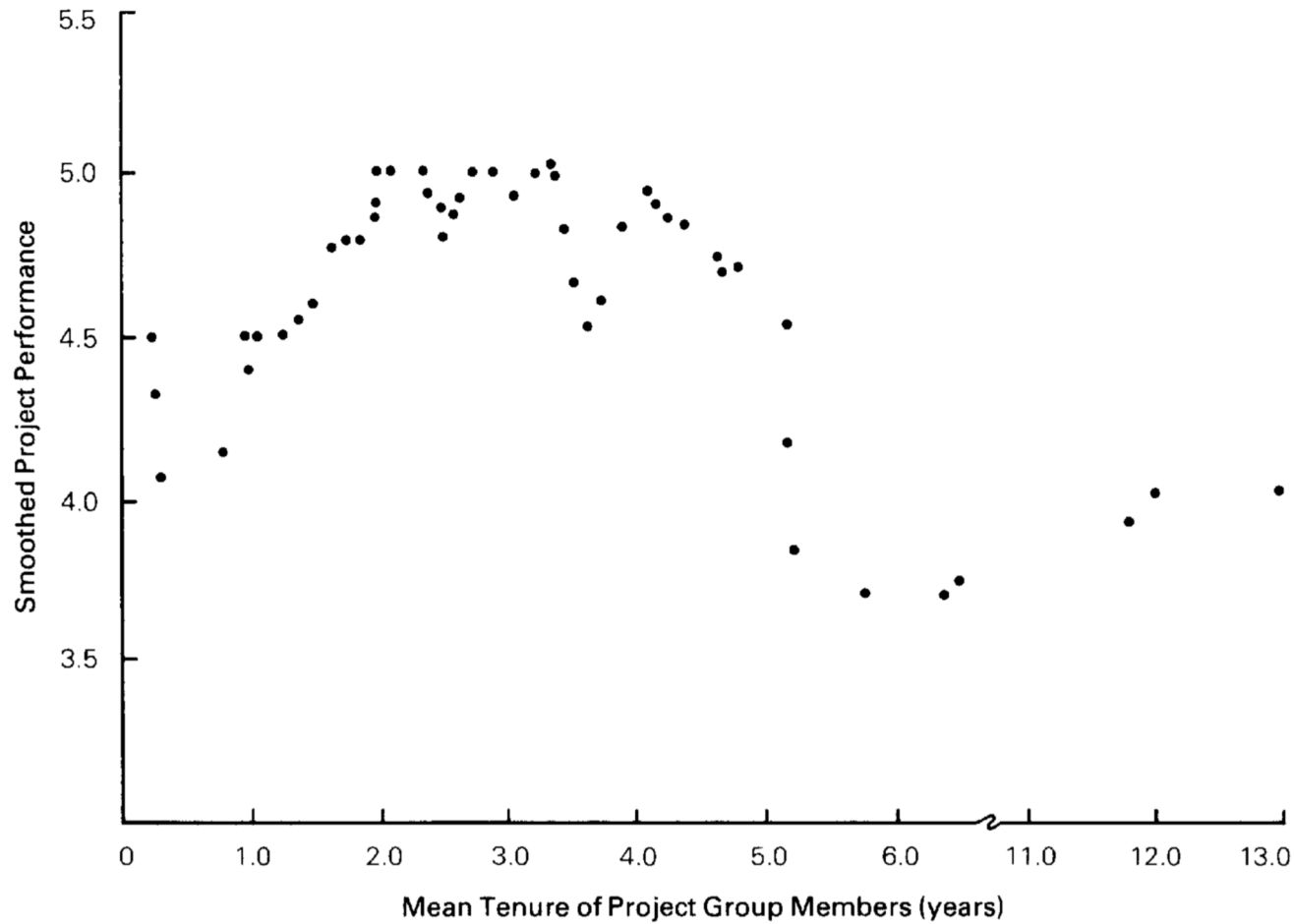


Figure 2. Smoothed project performance as a function of the mean tenure of project group members.

Source: Ralph Katz 1982

Problem... 2

It's human nature that individuals and teams with self-esteem set increasingly higher goals for themselves. And it's also human nature for teams to be overly ambitious, which can result either in their taking short-cuts to avoid disappointing themselves and stakeholders, or in failing to deliver what they expected



Yesterdays Weather





Notes

The focus of *Scrum Teams* should be on increasing value such as return on investment over increasing velocity.

It is more important to reduce the variance in velocity than to increase its magnitude. A low-variance velocity aids medium-term prediction.

Problem... 3

Working on too many things at once can radically reduce individual effectiveness, and team velocity. If everyone is working on their own thing individually, they are unlikely to help each other and, in the long term, learn from each other.



Swarming



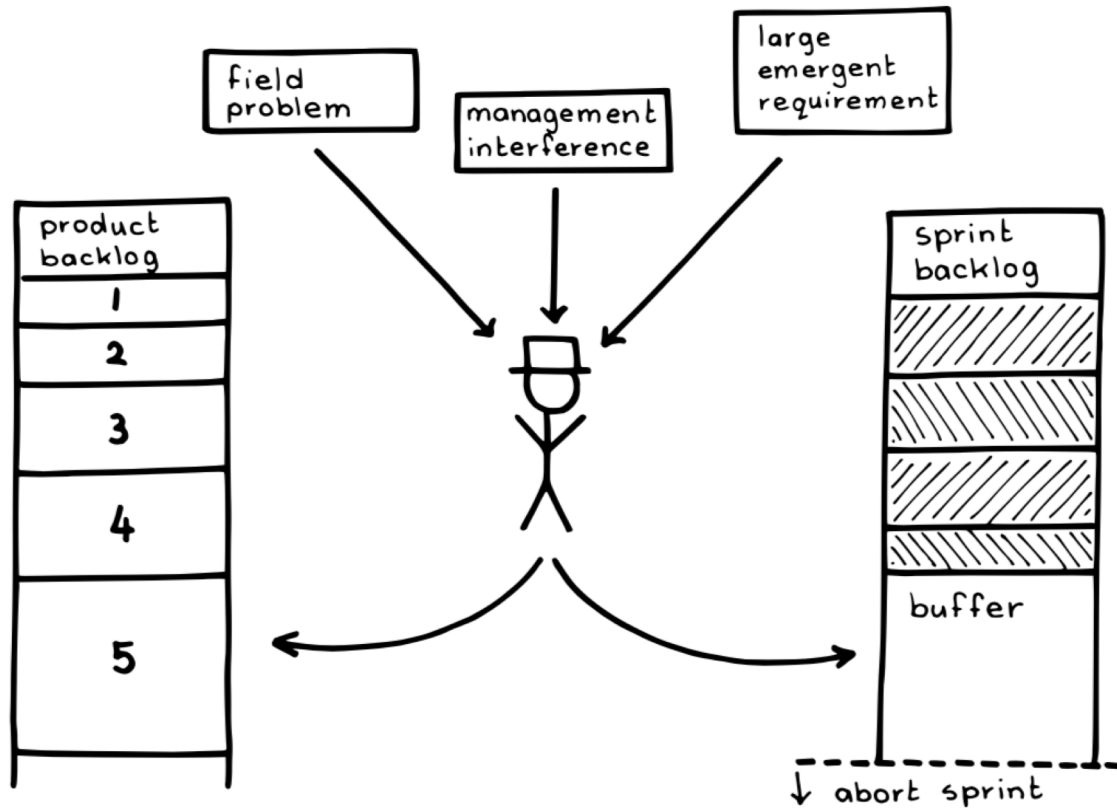
Problem... 4

Changing priorities or problems in the field often interrupt the work of *Scrum Teams* during a *Sprint*.

Sales and marketing demands, combined with management interference, can cause chronic dysfunction in a team.



[illegible]



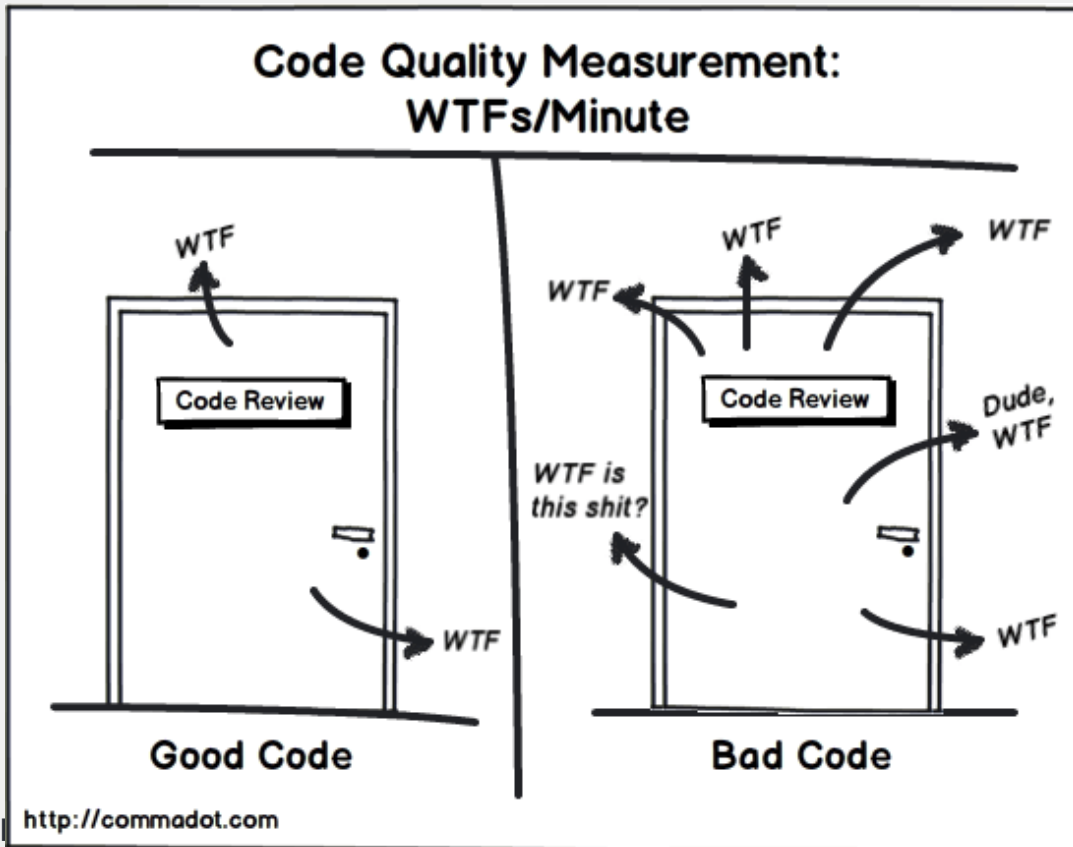
Problem... 5

Where there's a mess you lose time
and energy finding where and what to
start on.



Good Housekeeping

Alias: Daily Clean Code



Problem... 6

Problems arise in the middle of a *Sprint* due to emergent requirements or unanticipated changes. By mid-*Sprint* it may be obvious that the *Development Team* cannot reach the *Sprint Goal*...



Emergency Procedure

MANUAL BAILOUT

WARNING

Manual bailout below 2,000 feet AGL (minimum sink rate): may not allow sufficient altitude for parachute deployment.

1. Warn RIO.
2. Place aircraft in safe envelope.
3. Ensure canopy is jettisoned.
4. Pitch trim Full Nose Down

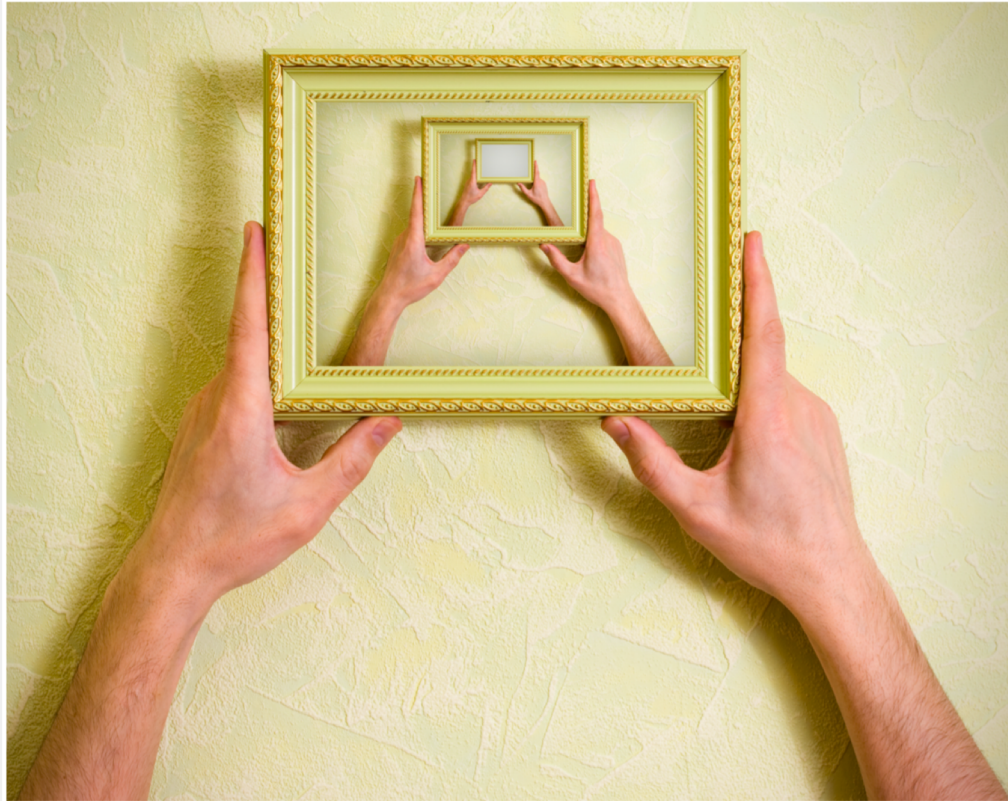
Problem... 7

Only a small minority of Scrum teams make the paradigm shift to a radical new level of value creation.

Teams fail to identify and remove impediments. Their work is not *Done* their backlog is not *Ready* and the team does not self-organize to improve performance.



Scrumming The Scrum



Problem... 8

In reflection and other self-improvement activities, there are generally many ideas for improvement.

But you often don't know in advance which improvement activities will produce great benefits, and which will not.



Happiness Metric

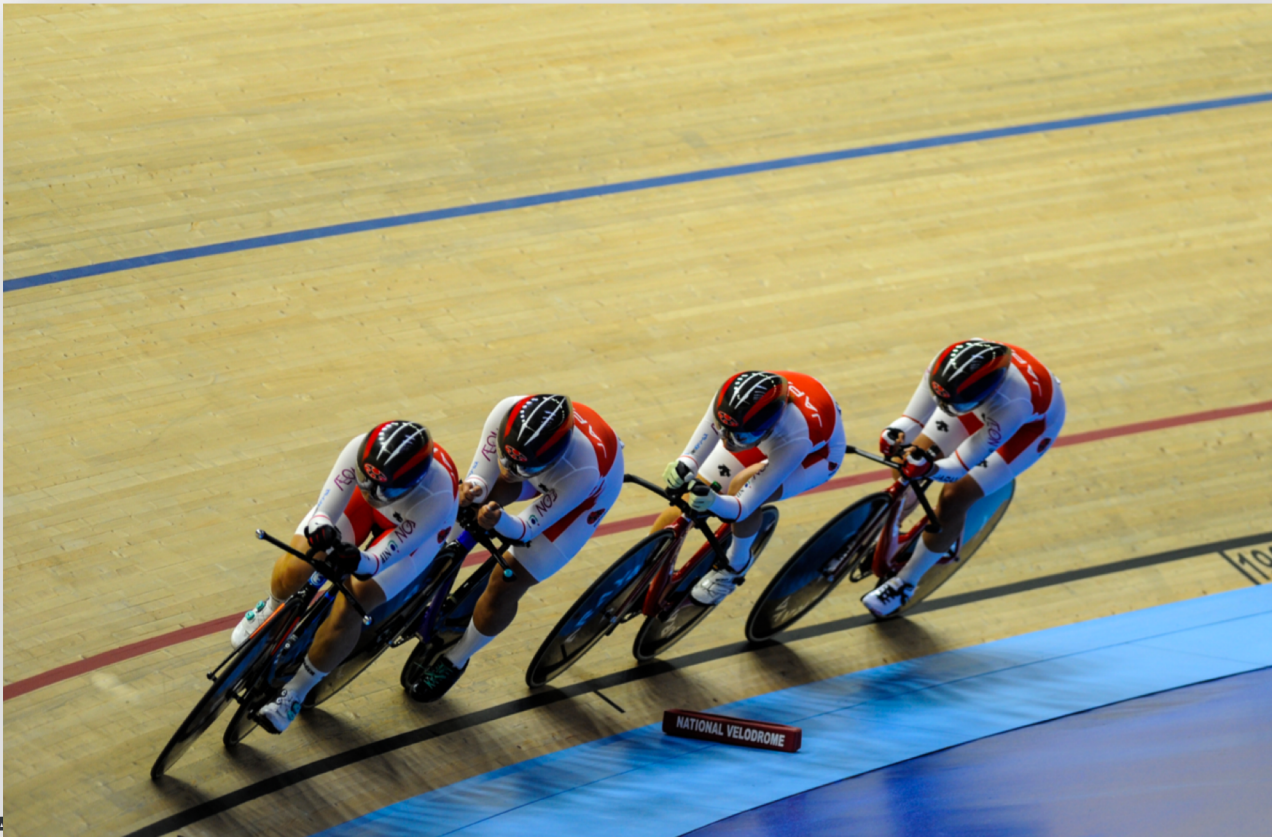


Problem... 9

Teams often take too much work into a *Sprint* and cannot finish it. Failure to attain the *Sprint Goal* prevents the team from improving.



Teams That Finish Early Accelerate Faster



A Team Sequence

**Stable
Teams**

**Good
Housekeeping**

**Scrumming
The Scum**

**Teams That
Finish Early
Accelerate
Faster**

**Yesterdays
Weather**

Swarming

**Illegitimus
Interruptus**

**Happiness
Metric**

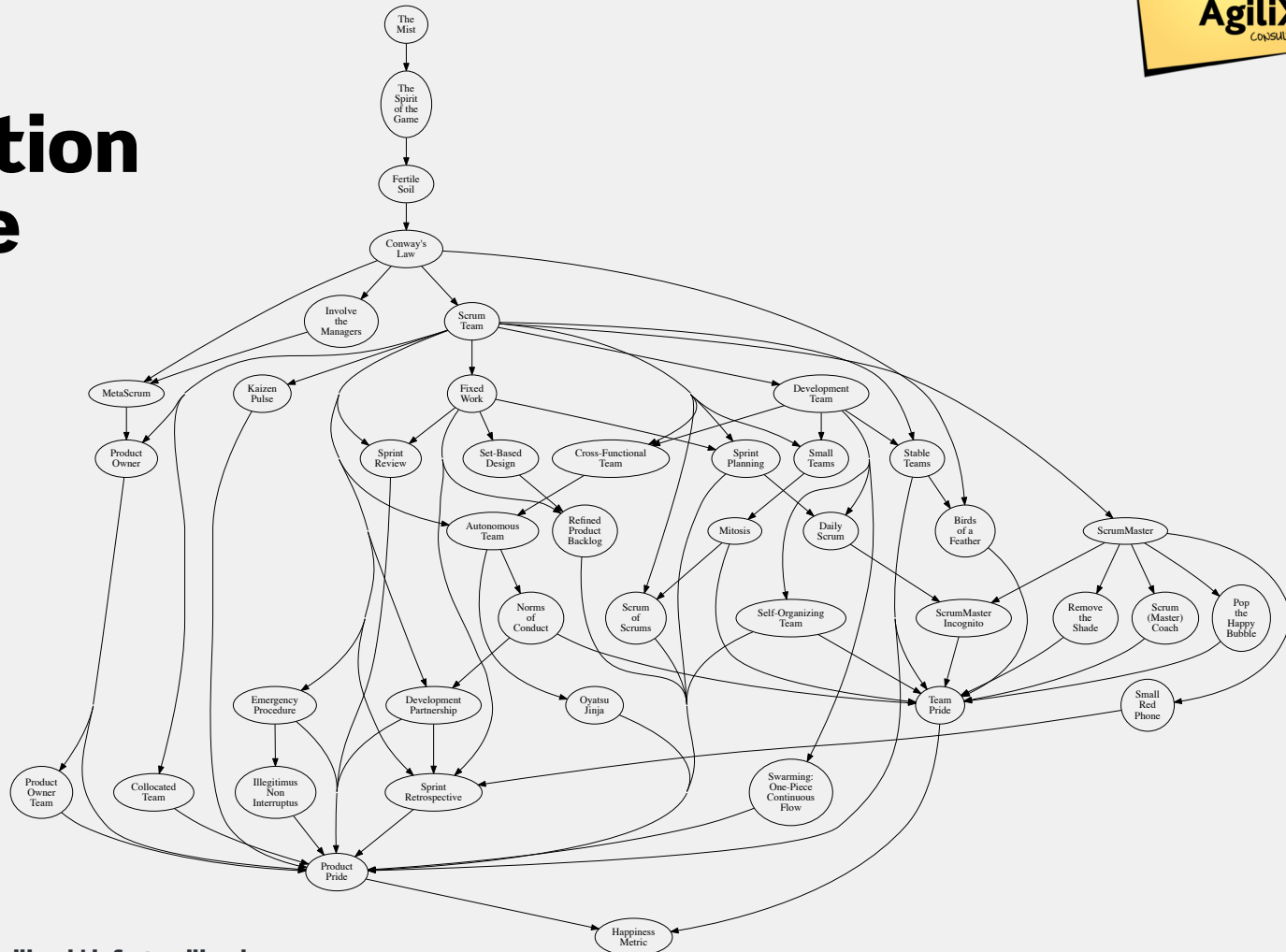
**Emergency
Procedure**

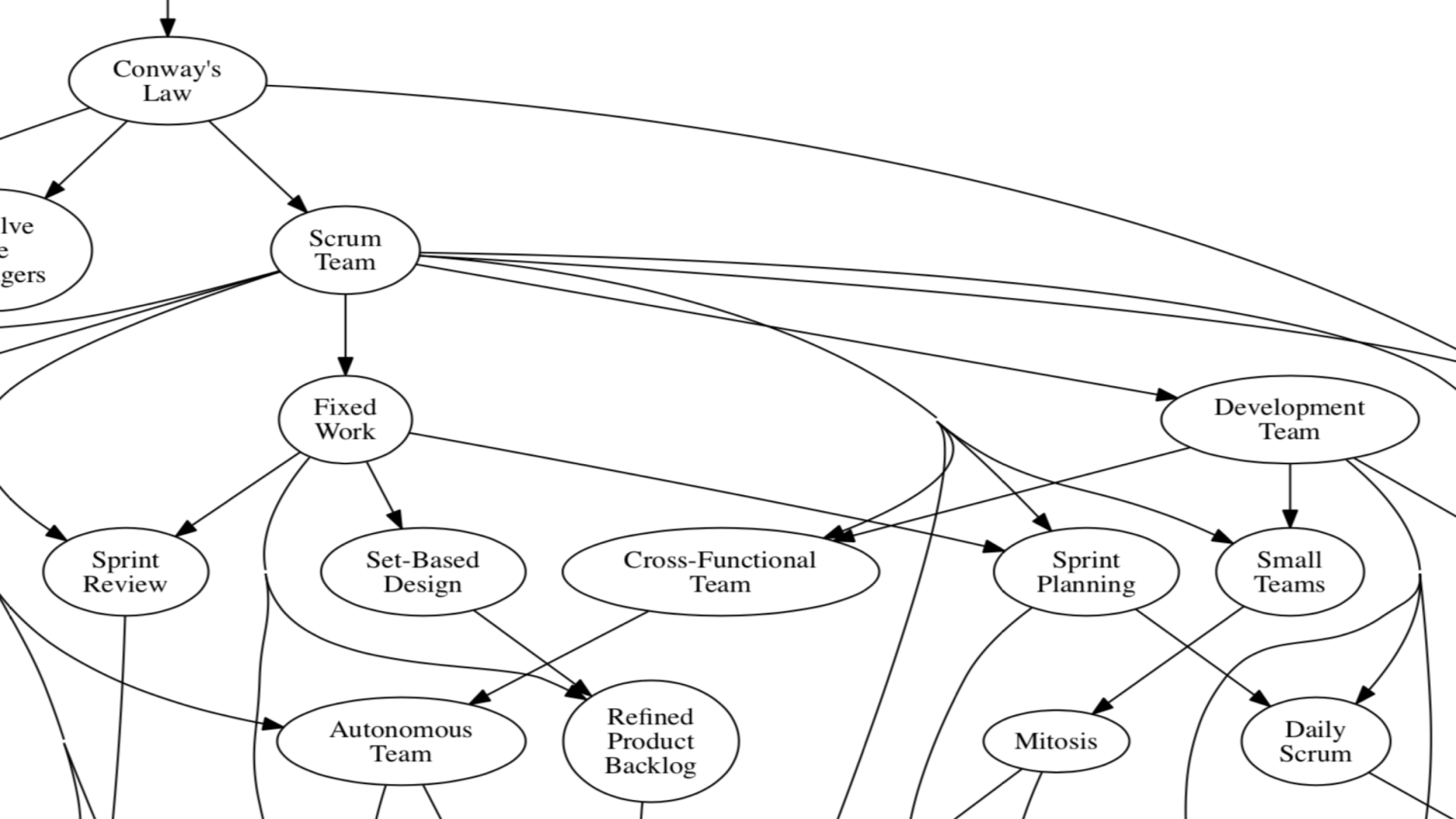


More Sequences

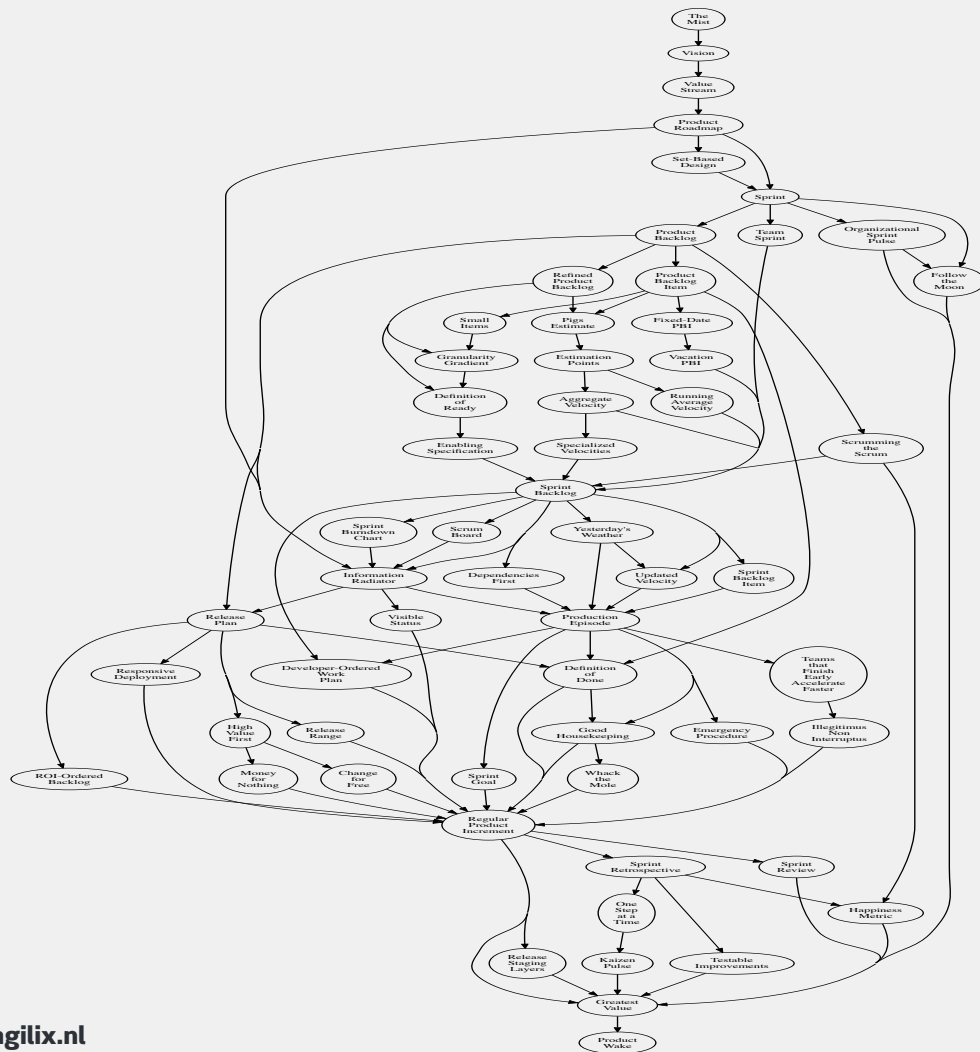
- Scaling Sequence
- Product Organization Sequence
- Value Stream Sequence
- Team Sequence

Product Organization Language





Value Stream Language



Systems Thinking

- How do you build a house?
- Foundation first and the the rest?
- Same for patterns? You start with largest patterns and then subsequent patterns divide the space or add small increments to it.
- A sequence is more structural than temporal;
 - Structure -> You start with Scrum Team and then fill in the parts
 - Temporal-> You start with PO or Development team and the add to make up a Scrum Team.
 - Starting with the whole makes you understand the why (role or function) of the parts.

A Patterns Is

- **One of a set of many patterns that work together**
- **A solution to some small problem of a complex system**
- **An encoding of proven, socially agreed solution**
- **Both the process to create the form, and the form itself**

A Patterns Is Not

- **A new invention: It is always proven practice**
- **Automatable: It always has a human element**
- **Abstract: It describes concrete change**
- **An emergent property of a system (safe house, make money or ROI, world peace)**

All patterns are online
and free to use:

www.scrumbook.org

Book Beta on April 10.

The
Pragmatic
Programmers

A SCRUM Book (DRAFT)

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Thank You!

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**KEEP
CALM
AND
SCRUM
ON**