



Scrum Shock Therapy

Björn Granvik
CTO, Jayway

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What is this?

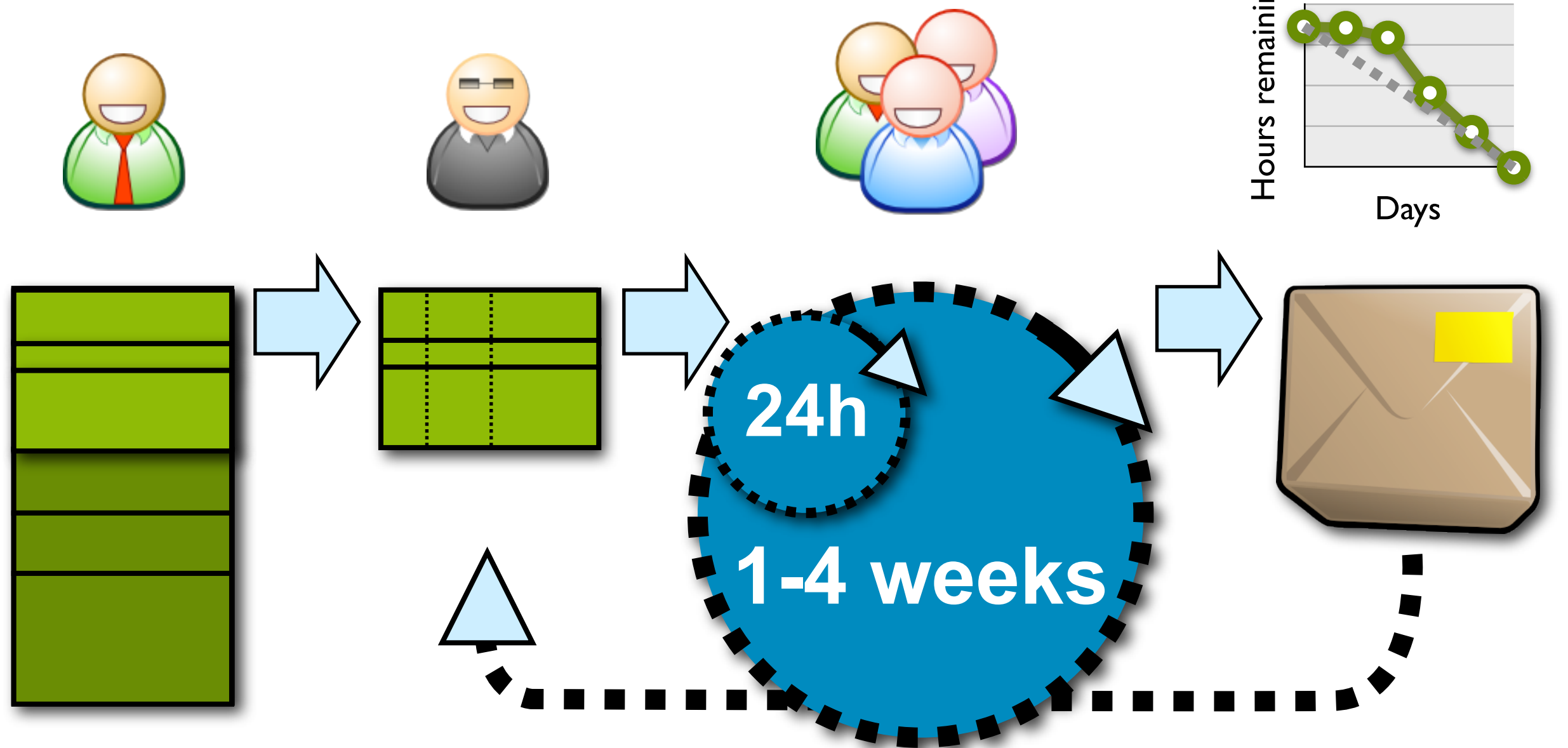
- :: Getting Teams Going!
- :: Instead of simple mistakes - Follow these recipes
- :: Agenda:
 - Scrum in one slide
 - The Problem
 - The Therapy
 - The Result



Scrum

- in one slide

Scrum - Roles, Artifacts & Process



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Simple, But Not Easy!

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:: Projects make simple mistakes

- *"Backlog? We got more important things to do!"*



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- *"When is that morning meeting?"*



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- *"When is that morning meeting?"*

:: ...



The "Nokia Test" - a Lithmus Test

Iterative Development?

- :: Iterations - timeboxed, less than 4 weeks
- :: Software features - tested and working at the end of each iteration
- :: Iteration must start before specification is complete.

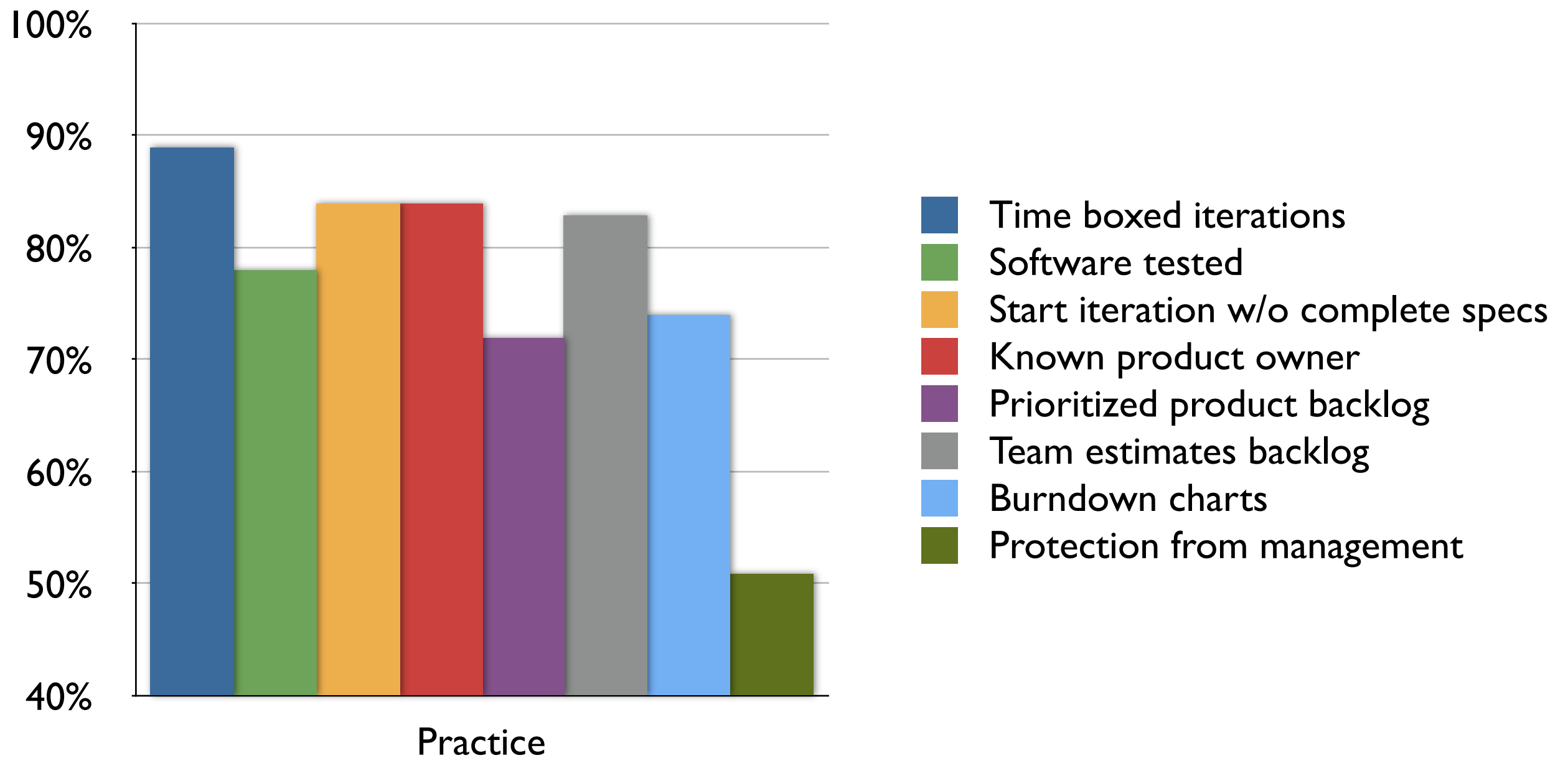
Scrum (in Nokia's opinion)?

- :: You know who the product owner is
- :: There is a product backlog prioritized by business value
- :: The product backlog has estimates created by the team
- :: The team generates burndown charts and knows their velocity
- :: No project managers (or anyone else) disrupting the work of the team



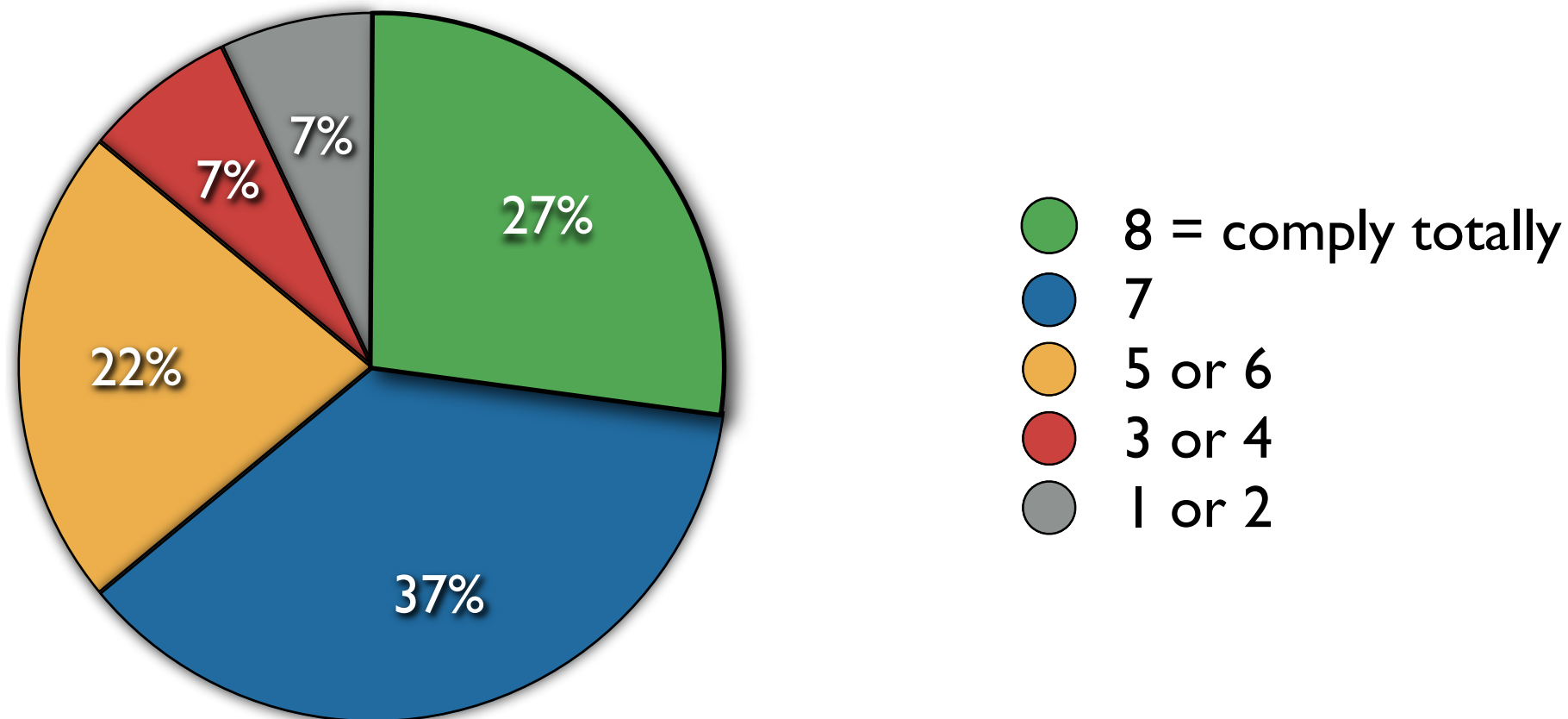
Quick Poll: Nokia Test by Practice

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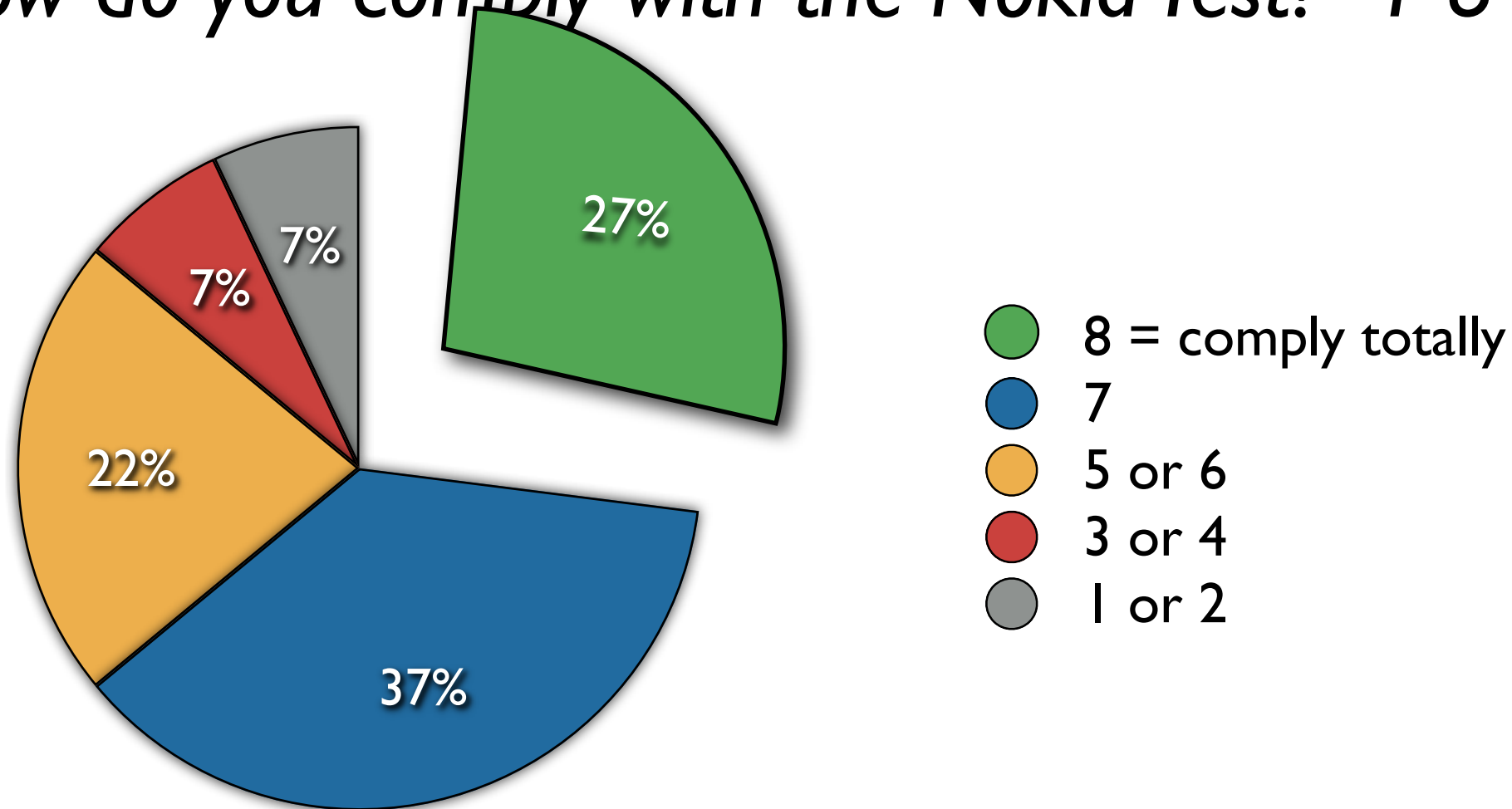
Quick Poll: Nokia Test Overall Scores

How do you comply with the Nokia Test? 1-8



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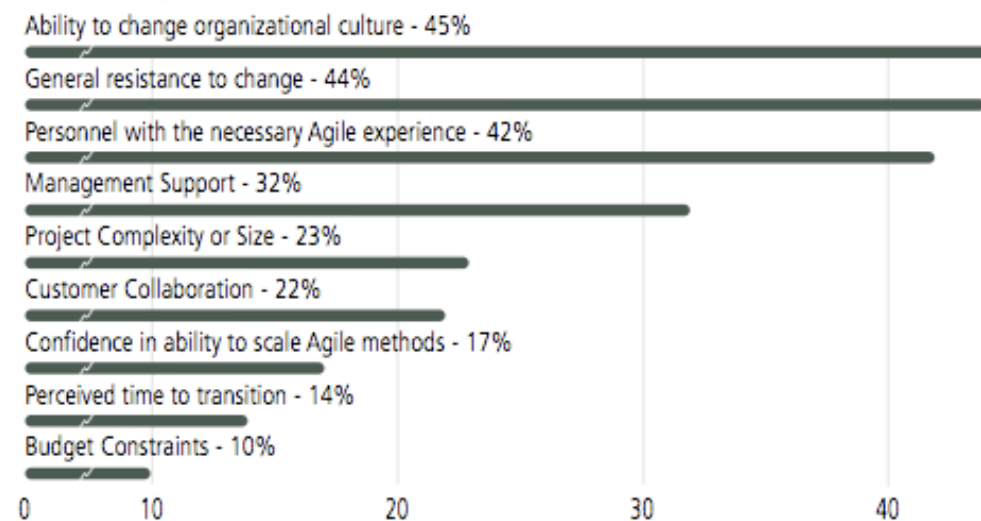


What's up with managing?

Top four barriers to adopting Agile:

1. Organisational culture
2. General resistance to change
3. Lack of people with experience
4. Lack of management support
5. ...

What are the barriers to further adoption of Agile in your current organization?
(select all that apply)



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What's up with self-organizing?

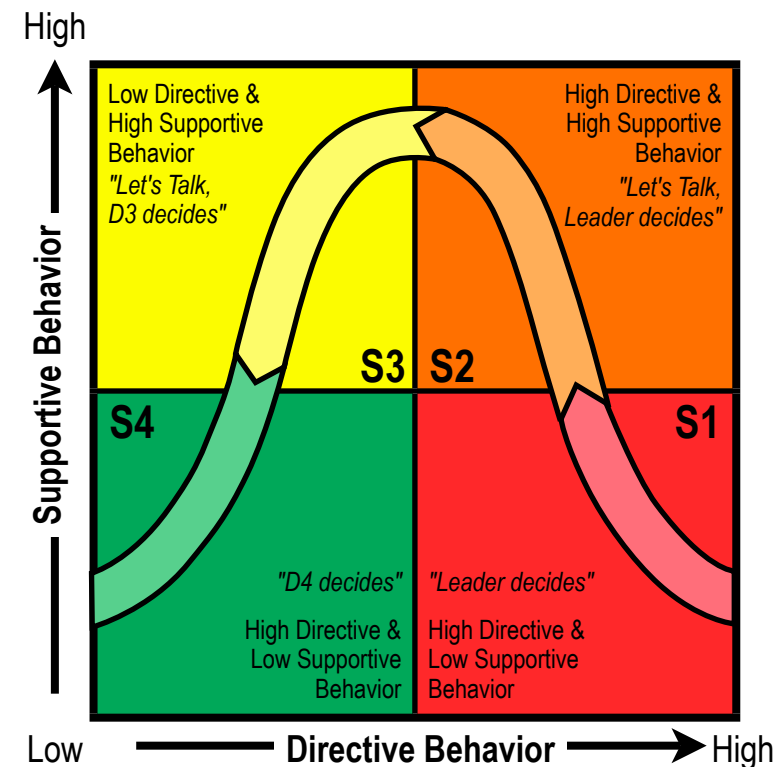


Klappa inte krokodilen!

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Situational Leadership

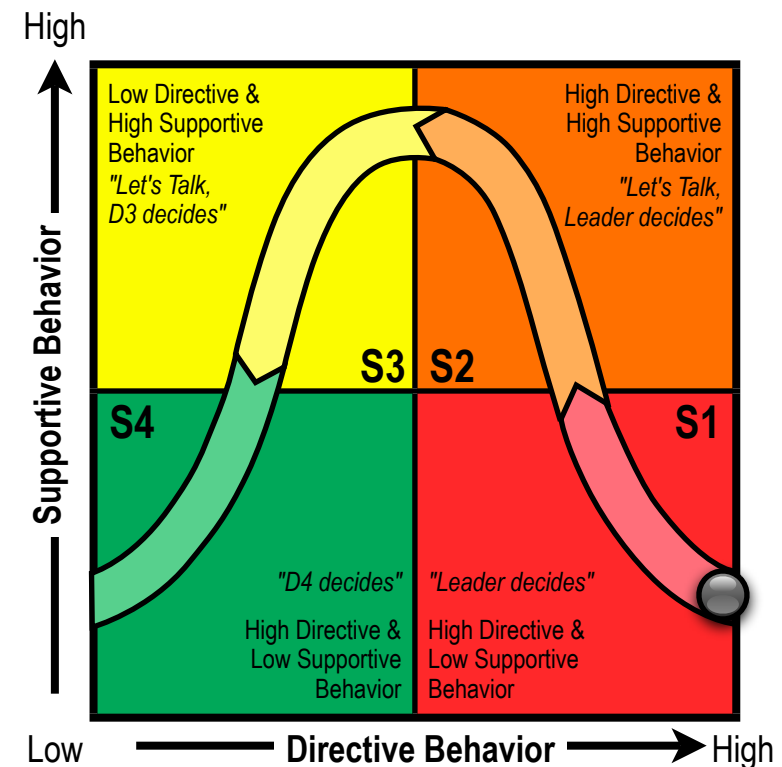
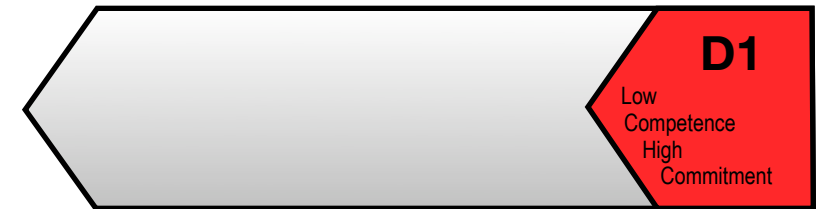
- :: Hersey and Blanchard
- :: 1960s
- :: Leadership styles
 - S1-S4
 - Leader adapts
 - Directing - Delegating
- :: Development levels
 - D1-D4
 - Competence & Commitment



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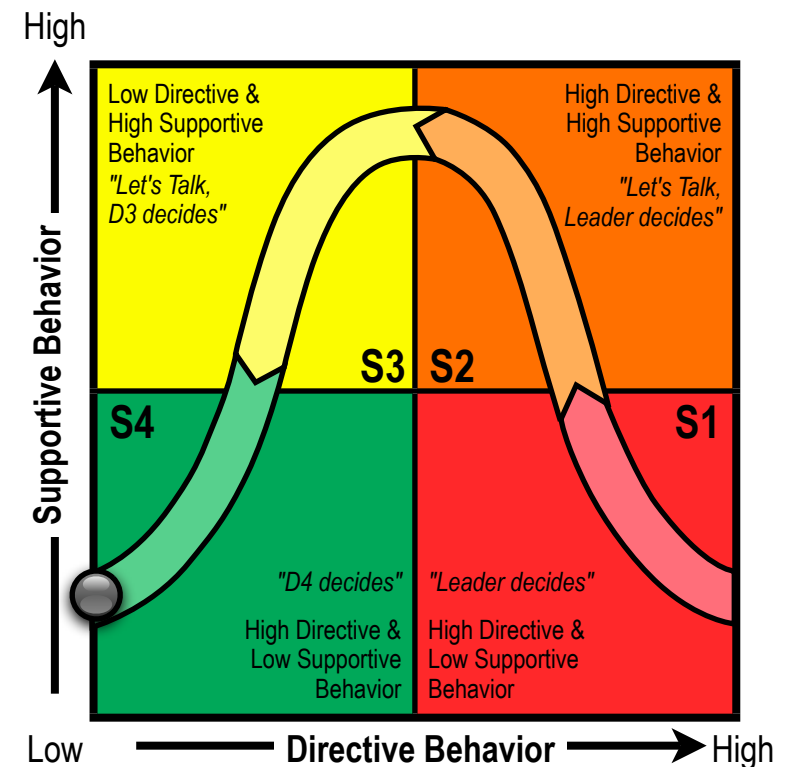
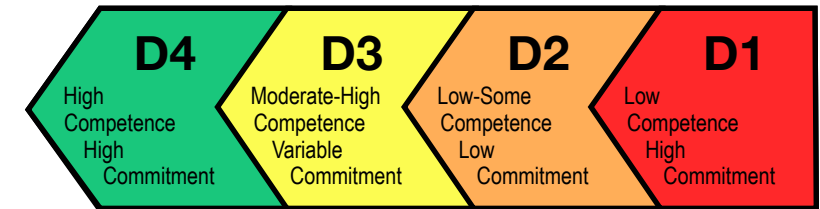


Directing

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Directing
Coaching
Supporting
Delegating

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**To go agile,
we first need to control.**

The Therapy

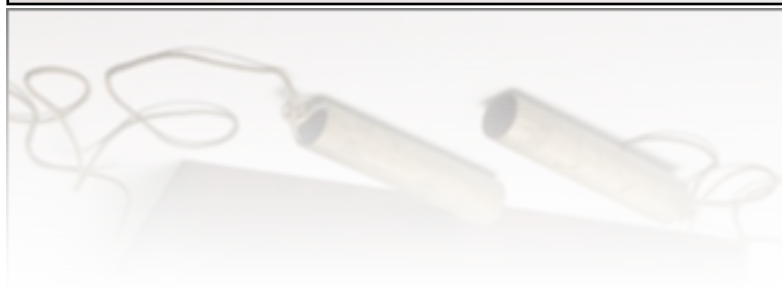
The Shock Therapy



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The Shock Therapy

:: "A set of Good Practices, but no choice"



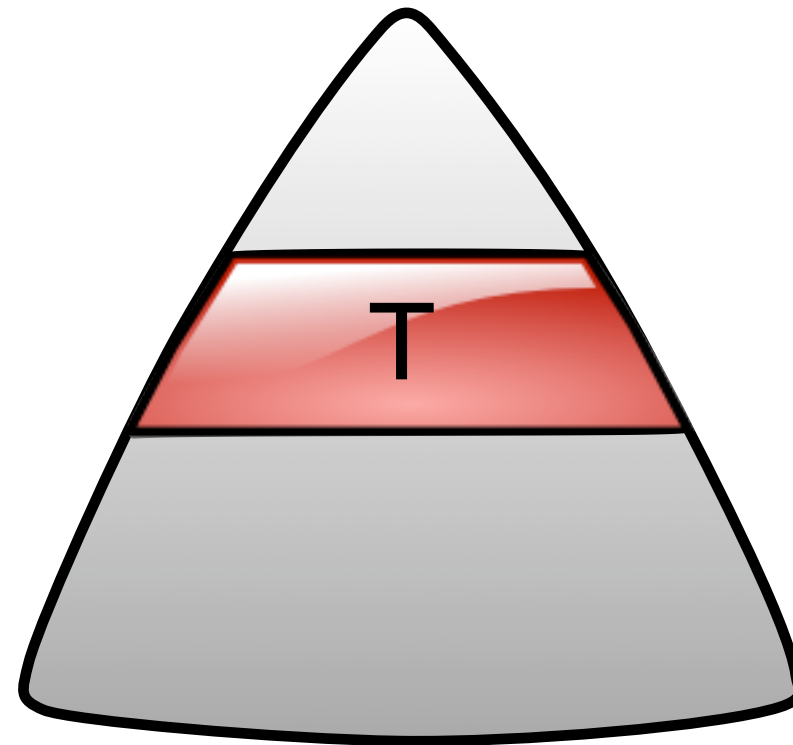
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The Therapy and Recipes



The Therapy and Recipes

:: Team Recipe

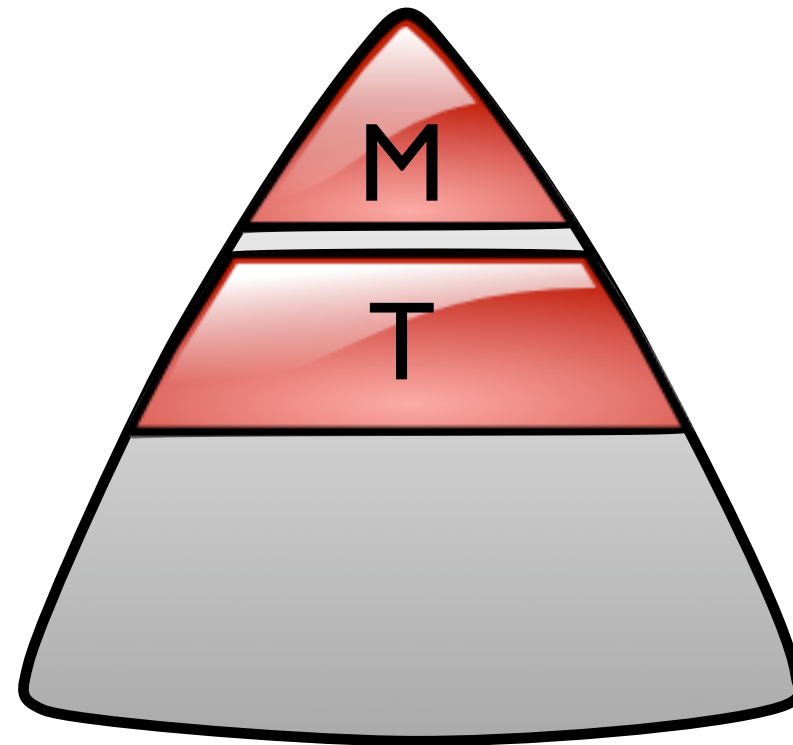


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The Therapy and Recipes

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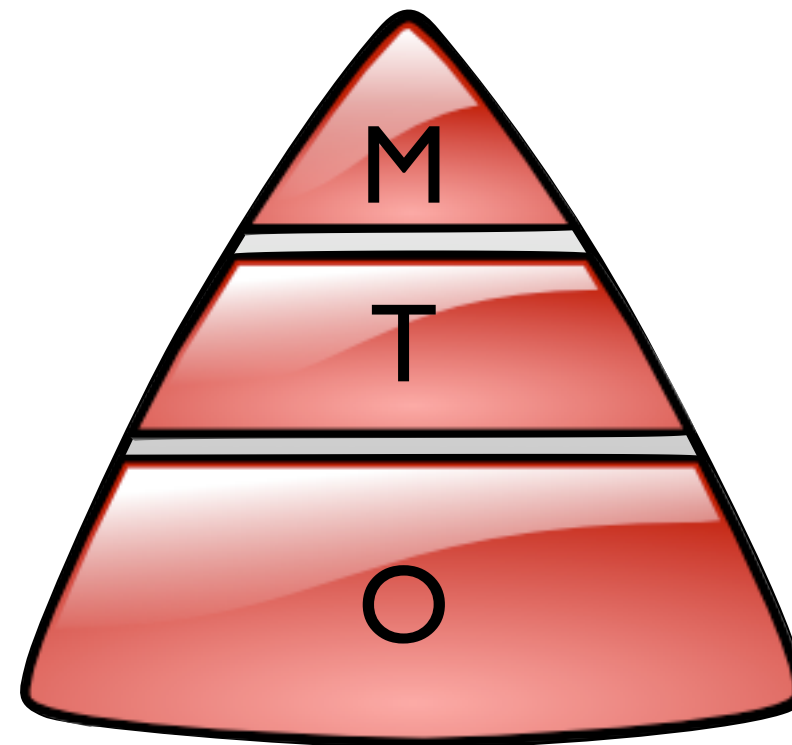
:: Management Recipe



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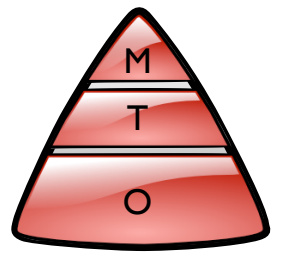
The Therapy and Recipes

- :: Team Recipe
- :: Management Recipe
- :: Organization Recipe



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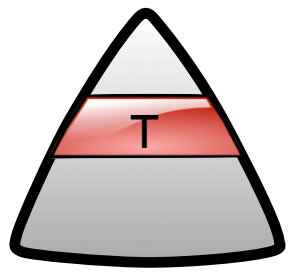
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The Team Recipe

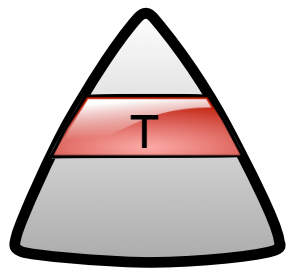


1. Scrum training session for everyone
2. Sprint 1 week long
3. Definition of Done:
 - Feature Complete
 - Code Complete
 - No known defects
 - Approved by the Product Owner
 - Production Ready
4. Story Points
5. Physical Task Board
6. All-in-one Sprint planning meeting.
7. No Multi-tasking, work in priority order.

Scott Downey, Chief Scrum Master at MySpace

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The Team Recipe

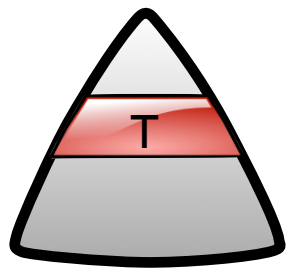


1. Scrum training session for everyone
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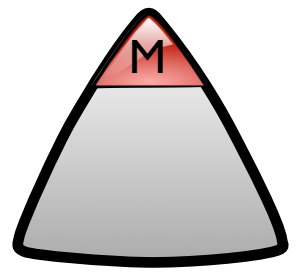
The Team Recipe: Exit



- :: Hyper-Productive (>240%)
- :: Three successful Sprints consecutively
- :: Good business reason to change the rule

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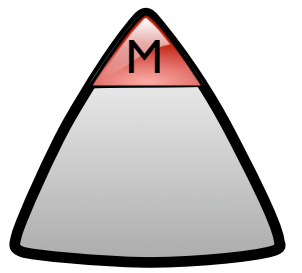
The Management Recipe



1. Hands off during 3 iterations
2. Attend:
 1. Some Daily Scrums - be quiet
 2. All Sprint Reviews
3. Start to work on waste - now!
4. Management by walking, asking and listening
5. Make the first step easy for the team
- 6....

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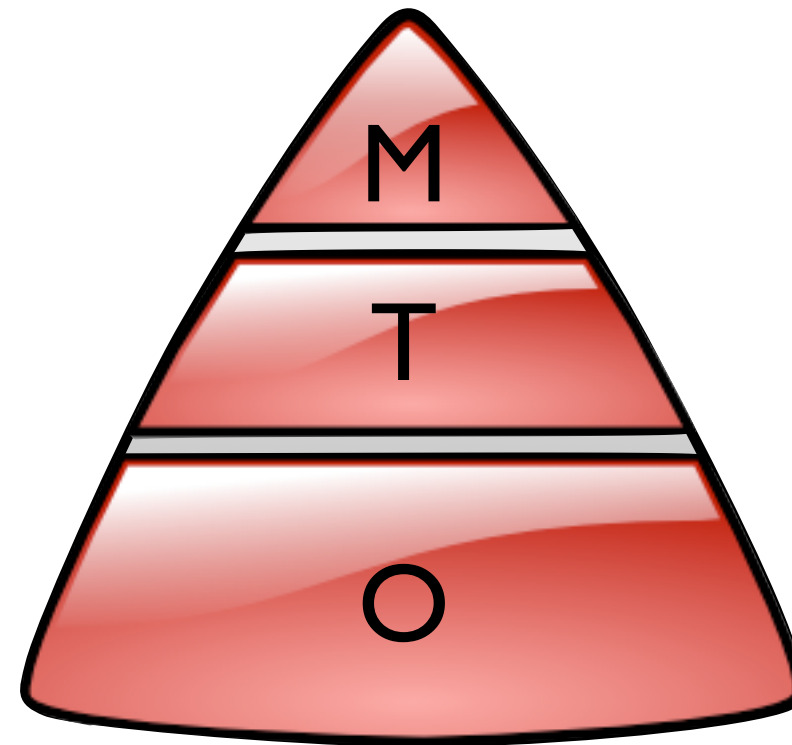
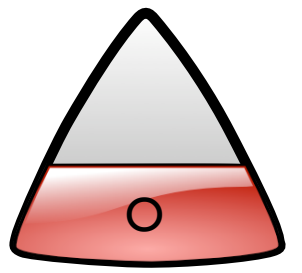
The Management Recipe: Exit



- :: One successful team
- :: Removed impediments and studied results
- :: Change in perception at "ground level"
- :: A good **agile** reason to change the rule

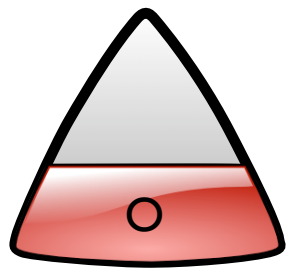
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Going Scrum & The Organization

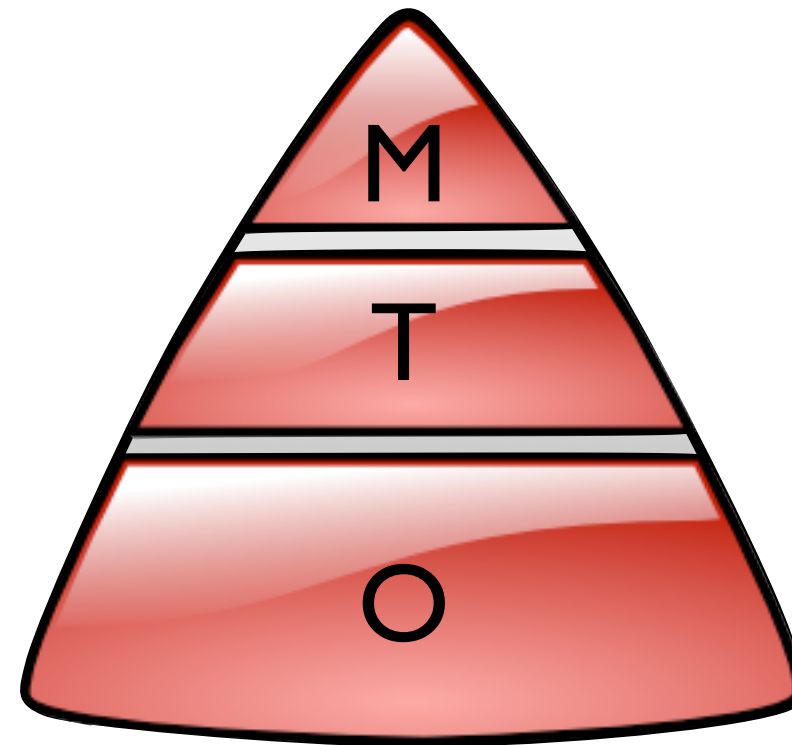


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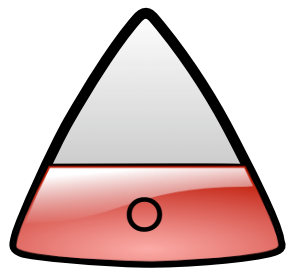


:: Two flavors



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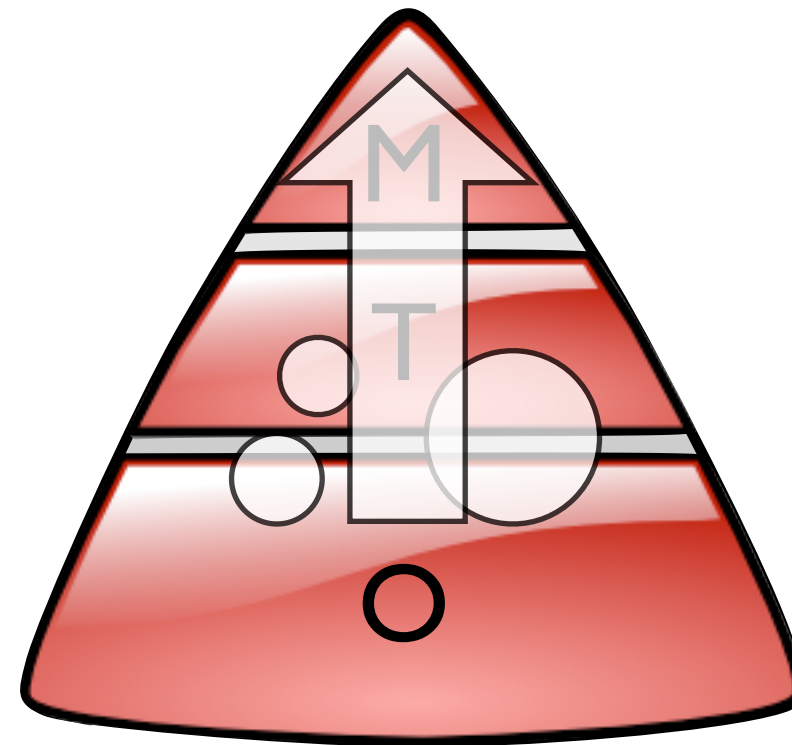
Going Scrum & The Organization



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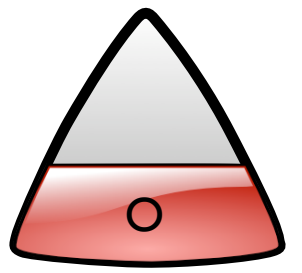
:: Bottom-up

- Most common case?
- Translation, Transparency etc
- "Bubble" Pattern



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Going Scrum & The Organization



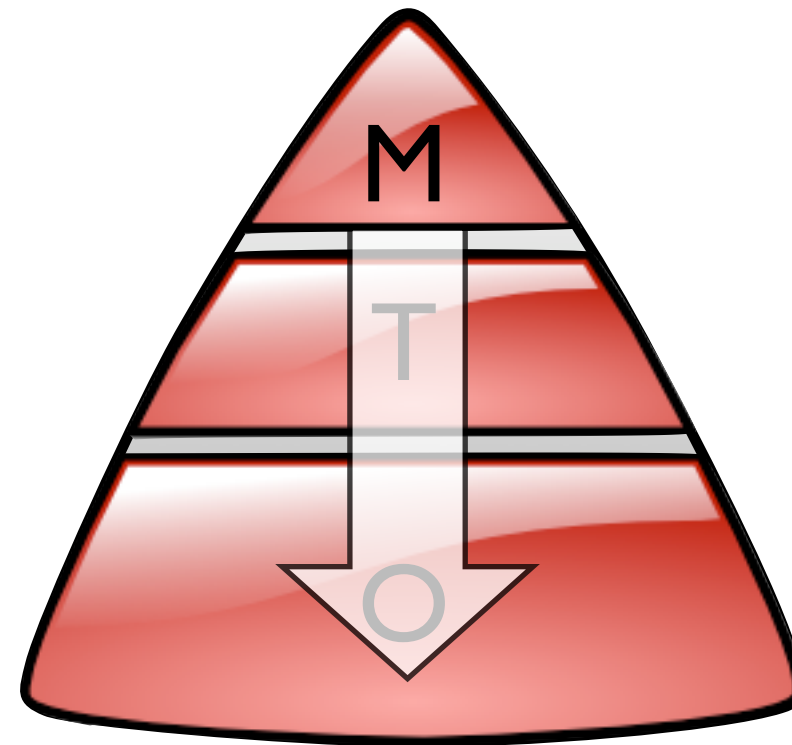
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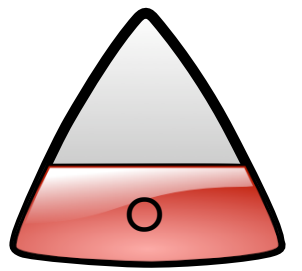
:: Top-Down

- Resistance
- "Lateral force" Strategy



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Going Scrum & The Organization



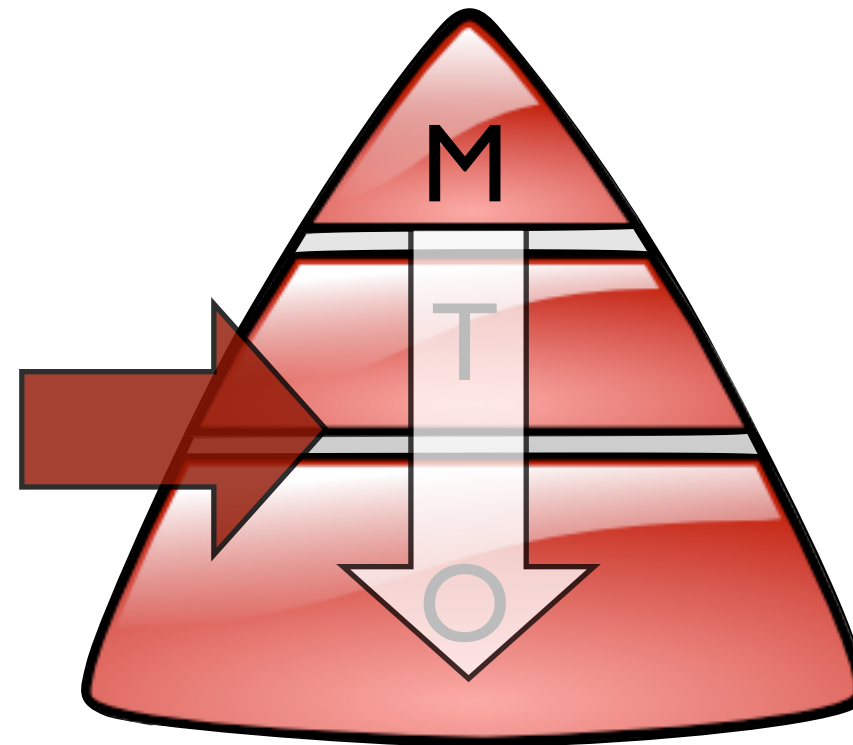
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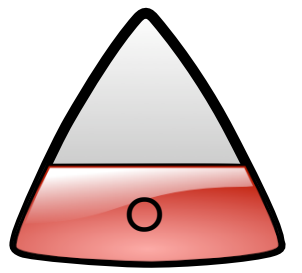
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The Organization Recipe



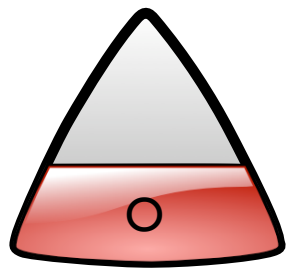
:: Difficult - How to speak to a "culture"?

:: Some steps:

- Transparency
- Pull
- A micro-revolution per day
- Some new roles

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The Scrum Sensei



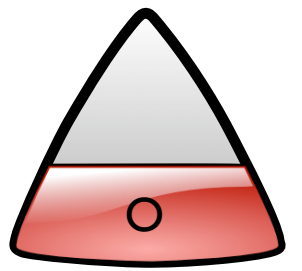
When you need me, but do not want me, then I will stay.

When you want me, but do not need me, then I have to go.

Nanny McPhee

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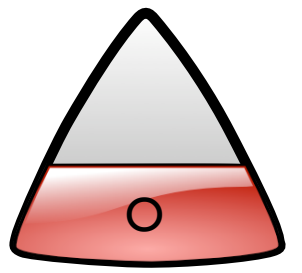


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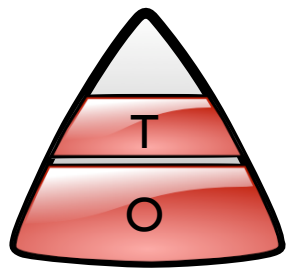
The Scrum Sensei



- :: Experienced ScrumMaster
- :: Enforces rules/recipes
- :: Bad ScrumMaster as in "good cop - bad cop"
- :: Compassion!
- :: Leaves when self-organization works

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The Senior Agile Programmer



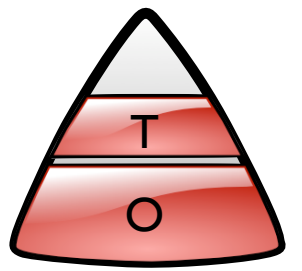
"Unfortunately, no one can be told what the Matrix is. You have to see it for yourself."

Morpheus



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The Senior Agile Programmer



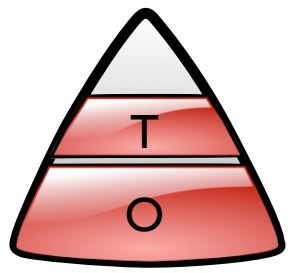
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The Senior Agile Programmer



- :: Translates methodology into basics
- :: Sets the "good practices" on a bit and byte level
- :: Coaches by showing

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The Result



The Result

MySpace:

All groups achieve exit.

All, but one, improved after exit.



The Result

MySpace:

All groups achieve exit.
All, but one, improved after exit.

Jayway:

One team: 800% after 3 months.

The logo for Jayway, featuring the word "jayway" in a stylized, italicized, red serif font.

Summing It Up



Summing It Up

:: The sweetest hard deal around?
//todo



Finally

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Finally

:: Write and Vote!

On your voting slip: Write your comments etc!



Finally

:: Write and Vote!

On your voting slip: Write your comments etc!

:: Your input:

blog.jayway.com/author/bjorngranvik/

The logo for Jayway, featuring the word "jayway" in a stylized, italicized, red serif font.

Finally

:: Write and Vote!

On your voting slip: Write your comments etc!

:: Your input:

blog.jayway.com/author/bjorngranvik/

:: Chalk Talk or Booth

The logo for Jayway, featuring the word "jayway" in a stylized, italicized, red serif font.

Certified Java Professionals

www.jayway.com

Links

:: MySpace Therapy:

tinyurl.com/6lvbeo

:: Scrum Poll on Nokia Test Practice:

tinyurl.com/68vapj

:: VersionOne Report: State of Agile Development Survey:

tinyurl.com/65kf8l

:: Situational Leadership:

tinyurl.com/f76un

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