10 ways to screw up ~~with~~ despite Scrum and XP

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30 developers

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20 developers

Chief of development at Tain (gaming)
40 developers

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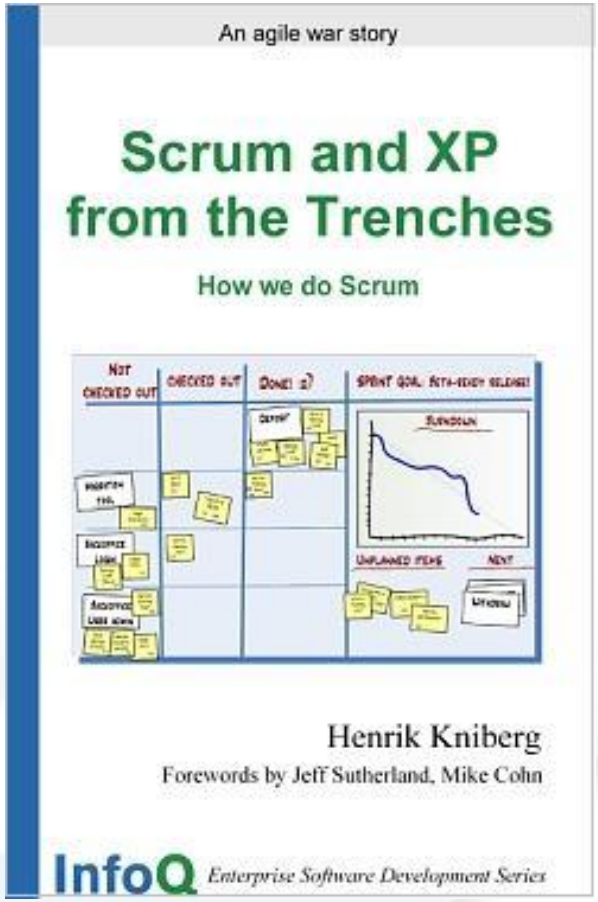
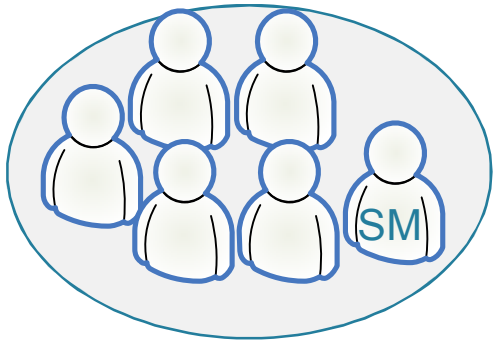


1: ScrumMaster

We have *work* to do. We can't afford the overhead of a ScrumMaster!

- isn't
- is tech guru
- is too busy to do SM stuff
- is line manager
- is not dedicated to team
- does not know Scrum
- does not have an impediment backlog

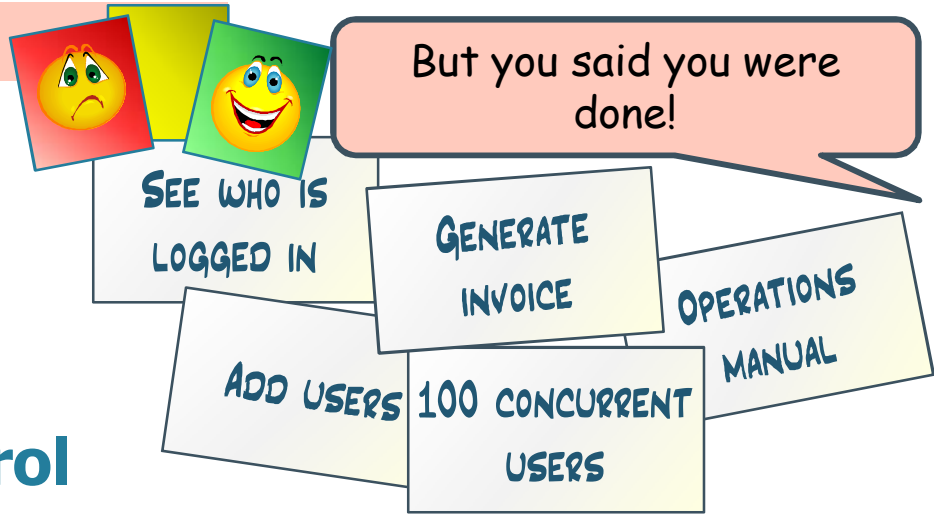


IMPEDIMENT BACKLOG

- ~~NO IMPEDIMENT BACKLOG~~
- ~~SLOW WORKSTATIONS~~
- NO TEST ENVIRONMENT
- NO CONTACT WITH CUSTOMER
- CROWDED OFFICE

2: Definition of Done

- don't have a default DoD
- don't obey it
- is outside of team's control



Default Definition of Done

- Unit/Integration tested
- Ready for acceptance test
- Deployed on demo server

Default Definition of Done

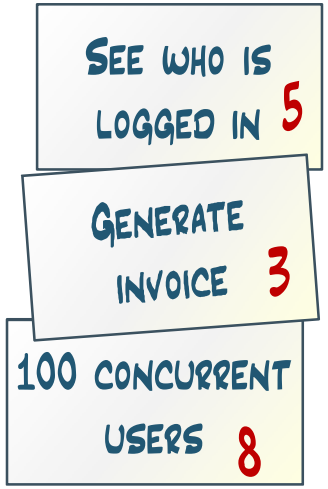
- Releasable
  - Acceptance tested
  - Release notes written
- No increased technical debt

= I haven't messed up the codebase

What is your velocity?

Huh?

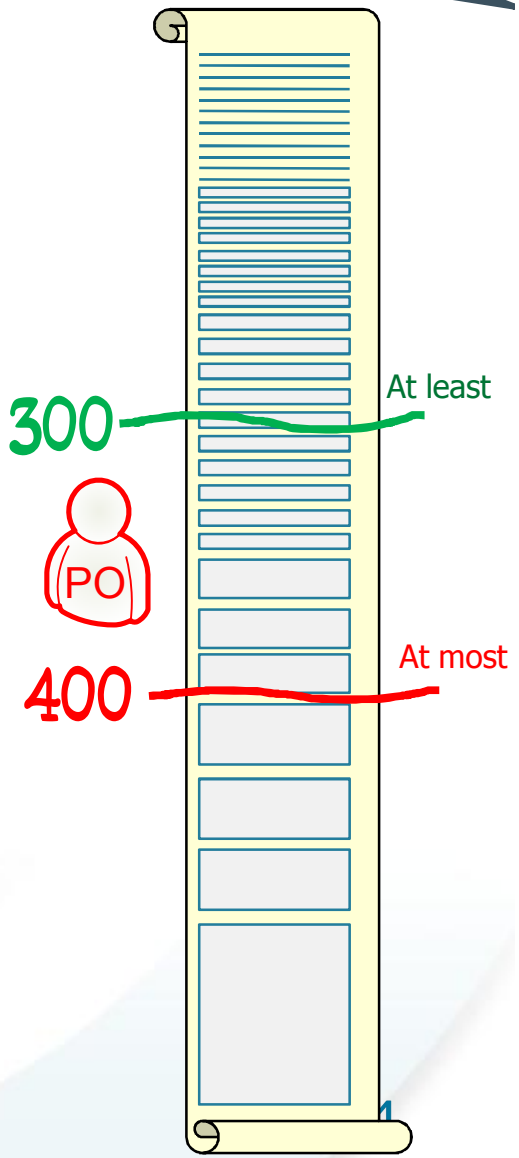
3: Velocity



- isn't known
- isn't used
- is misused
- death marches
- team asked to promise dates
- including stories that aren't Done
- Yo-yo velocity

EXAMPLE

- Today is Aug 6
- Sprint length = 2 weeks
- Velocity = 30 - 40



What will be done by X-mas?

(10 sprints)

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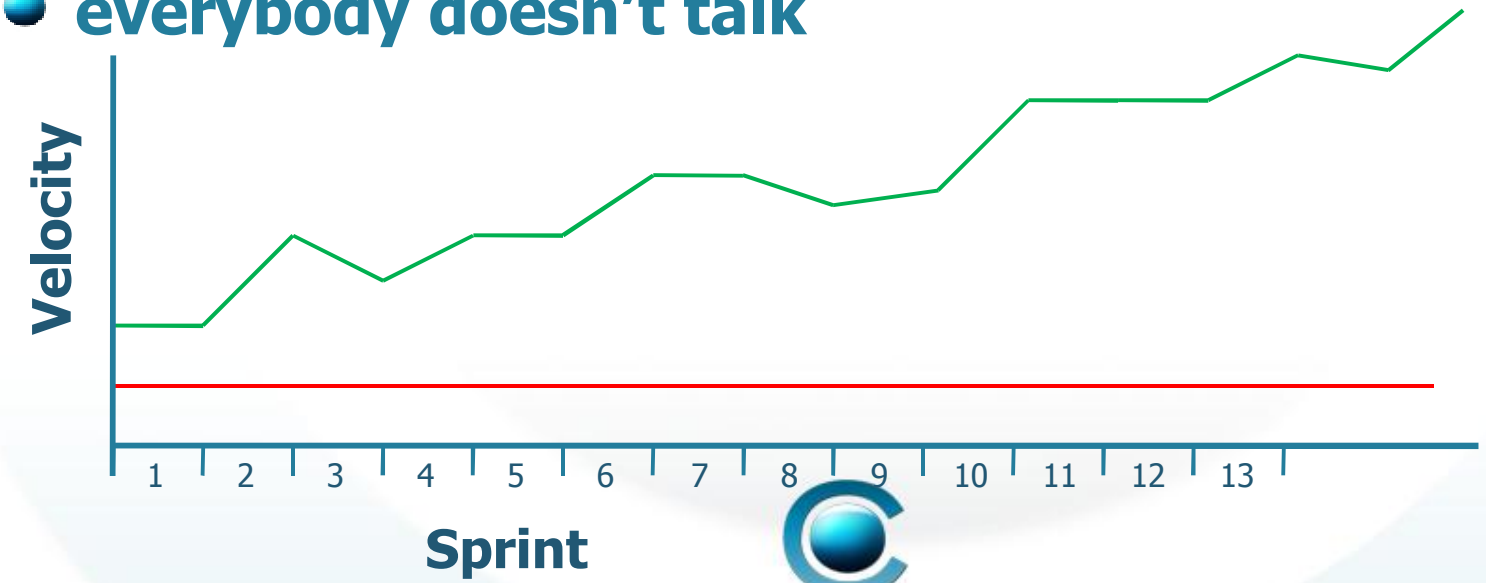
We're too busy, let's just start the next sprint instead

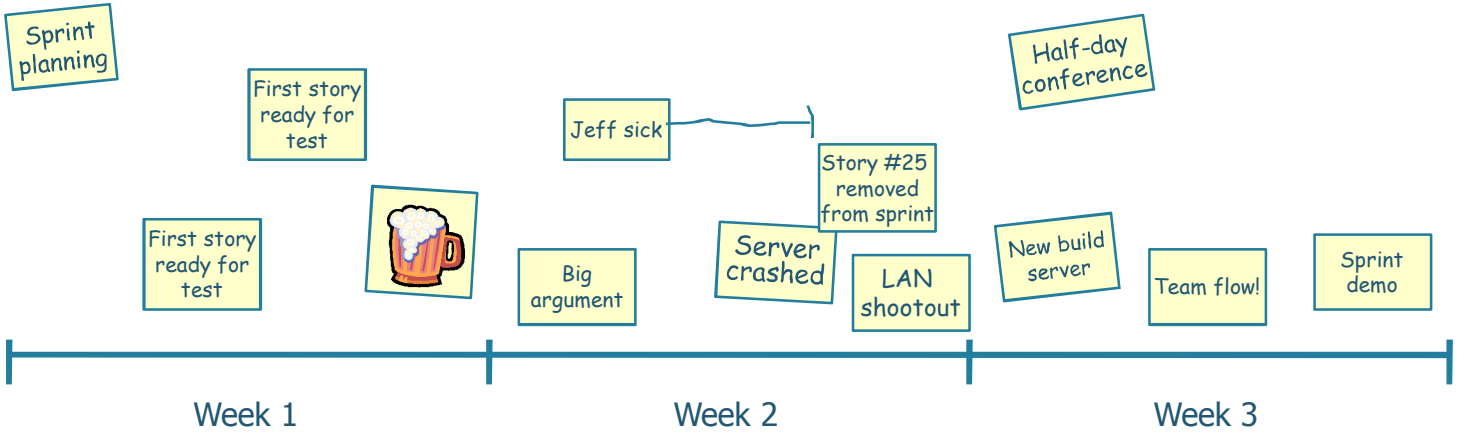
4: Retrospective

- doesn't happen
- doesn't result in a list of improvements
- improvements aren't executed
- improvements aren't followed up
- unwanted people at the meeting
- everybody doesn't talk



Sprint retrospective

Part 1: What happened?



Sprint retrospective

Part 2: What do we do differently next sprint?

You have to do more!

5: Team commitment

- Team is pressured
- Team doesn't track & learn
- Always undercommitting
- Always overcommitting
- Velocity = 0
- Not allowing slack

Estimated Velocity	Actual Velocity
40	30
30	28
30	33
30	30

Estimated	Actual
40	30
40	30
40	30

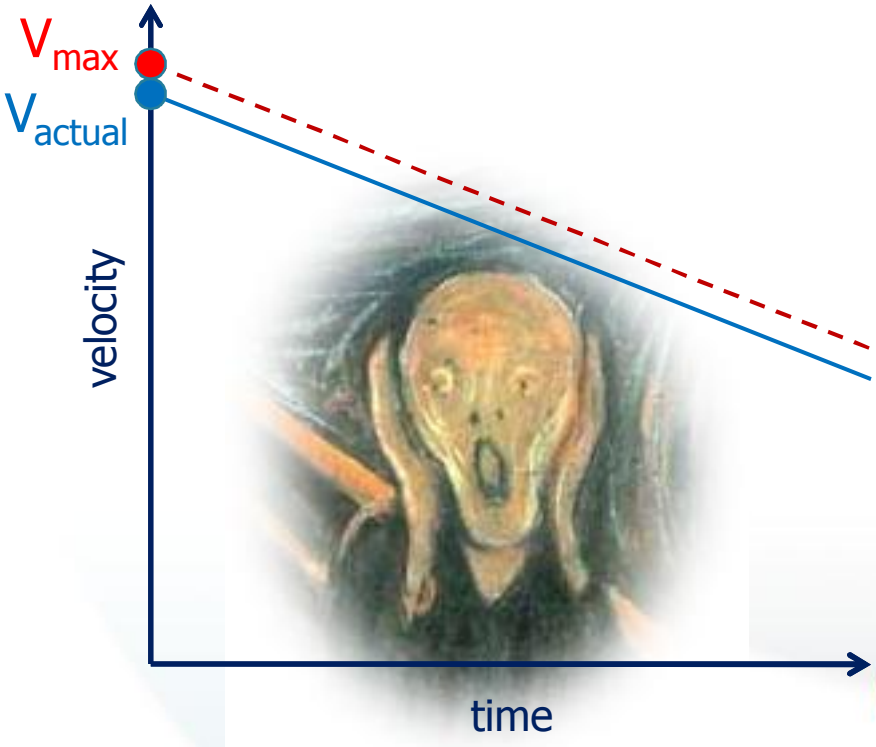
Estimated	Actual
40	30
50	30
60	30

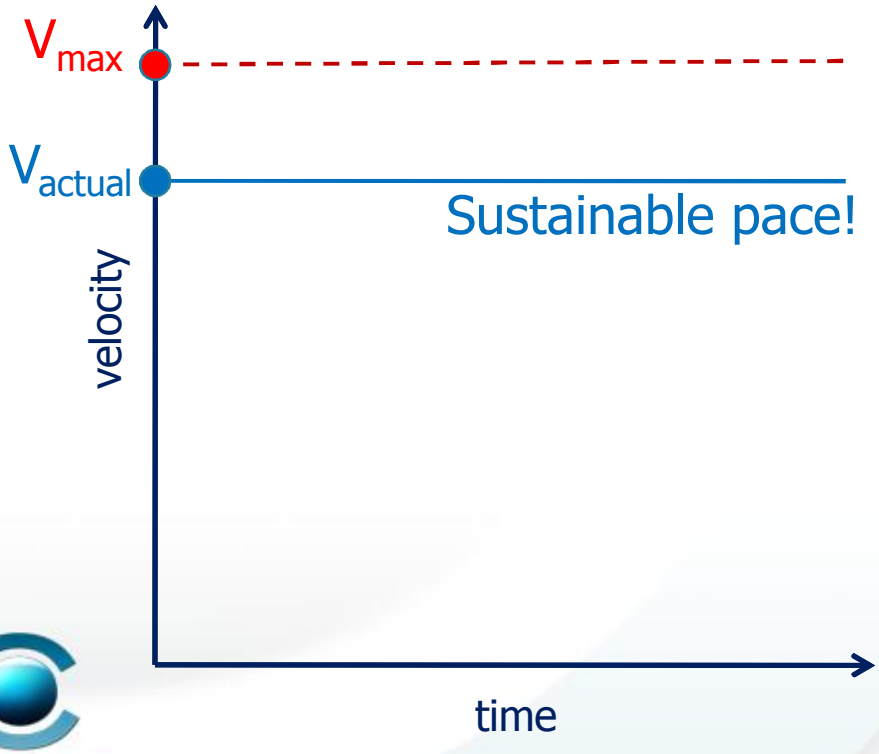
We don't have *time* to write unit tests or refactor code!

6: Technical debt

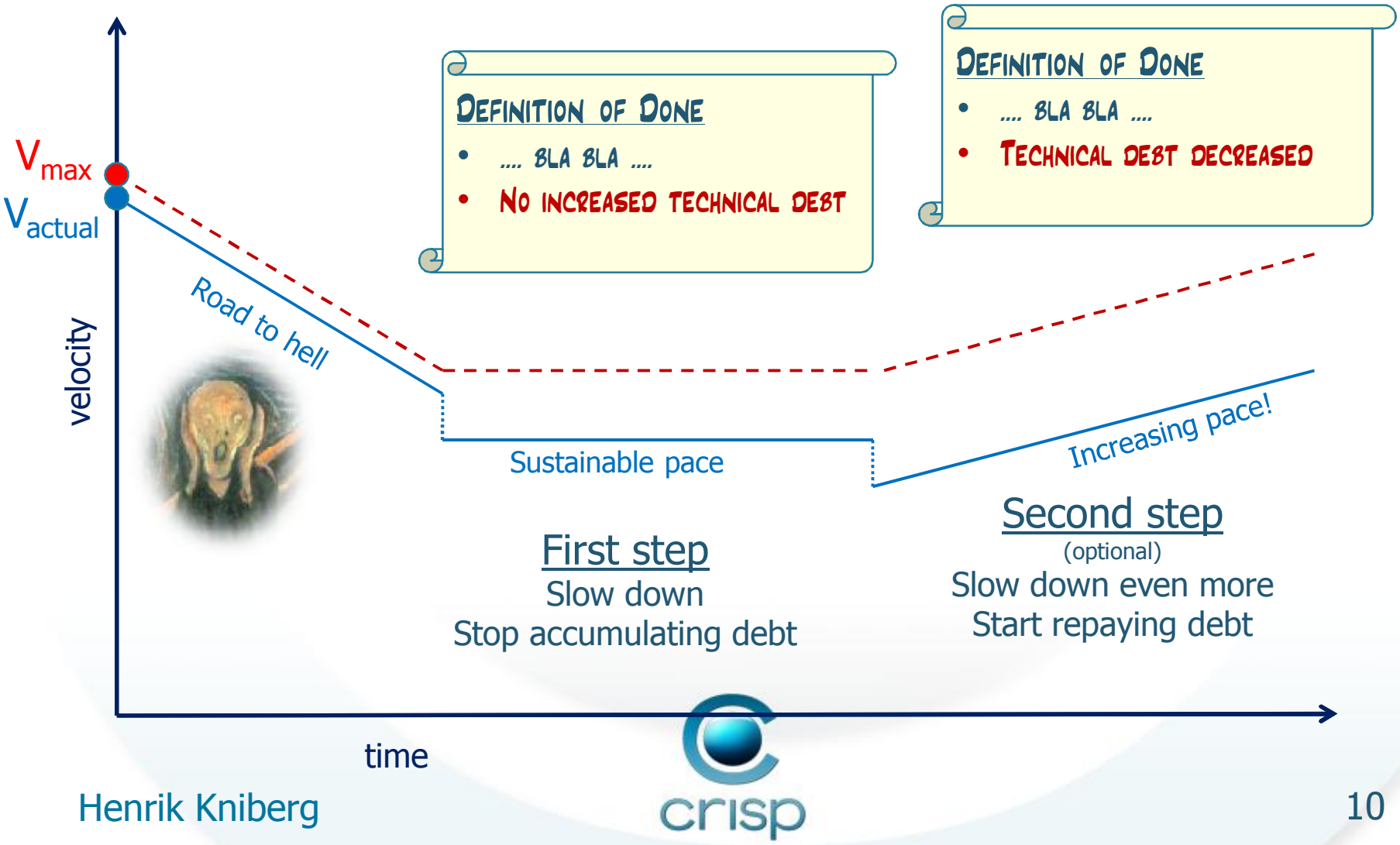
- **Letting it pile up**
- **Ignoring it**

- Duplicated code
- Lack of test coverage
- Unreadable code





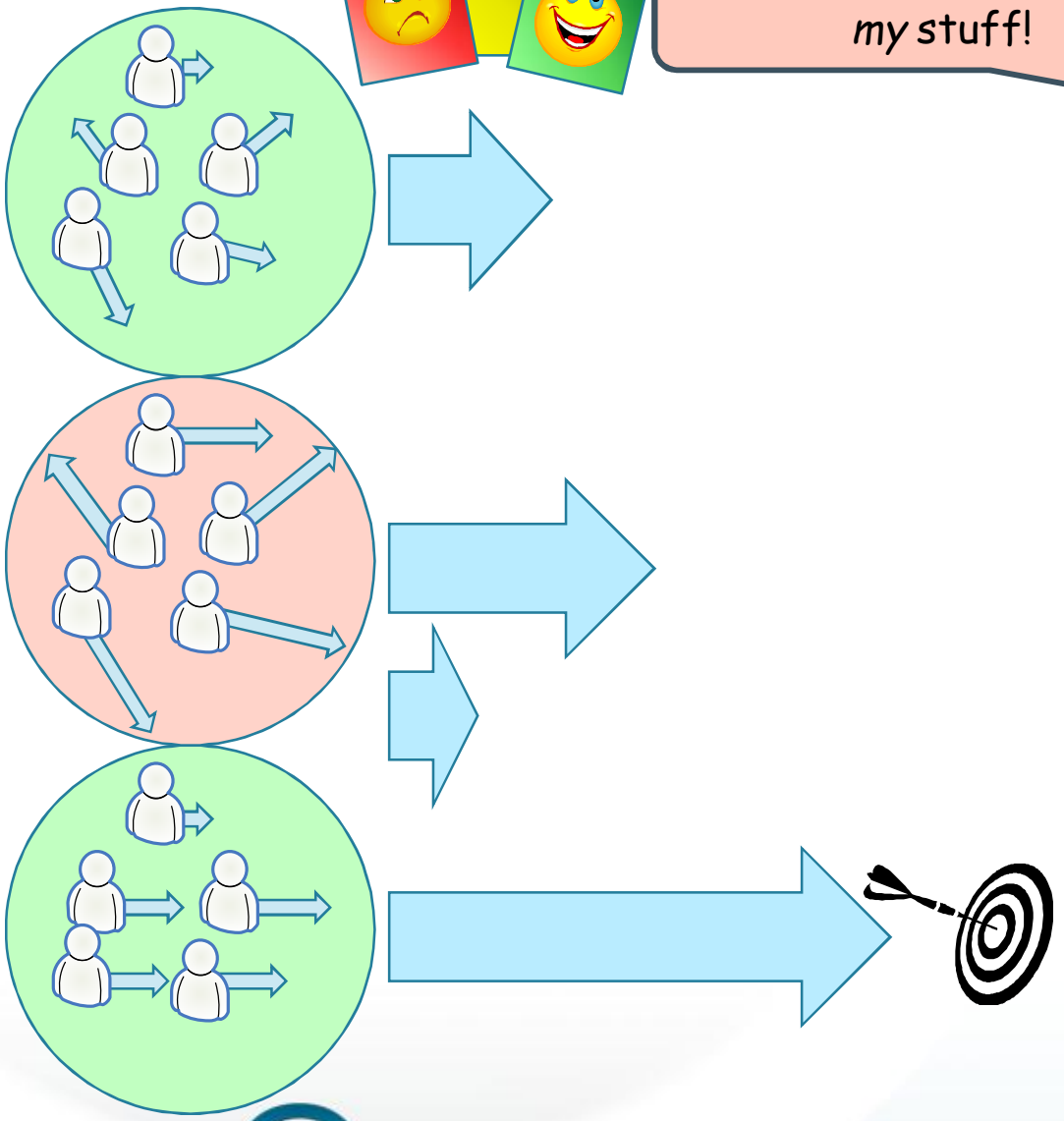
Dealing with technical debt



7: Teamwork

- Fixed roles
- Personal backlogs
- Not helping each other
- Implementing all stories in parallell
- External management

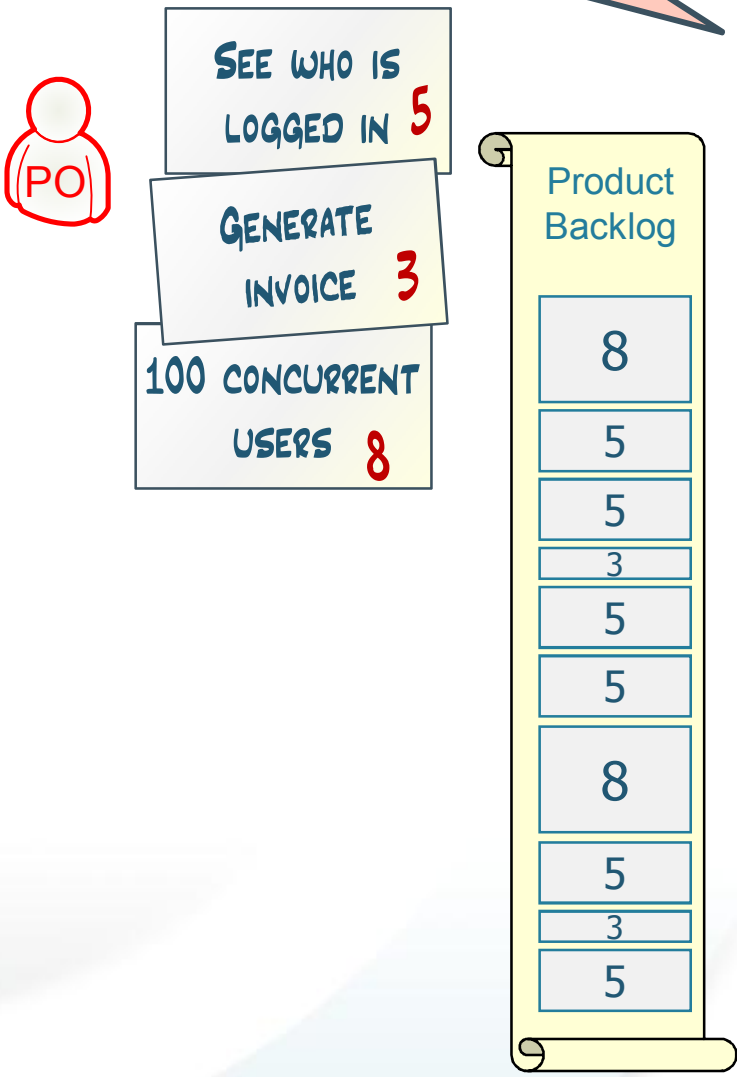
Well, at least I finished *my* stuff!



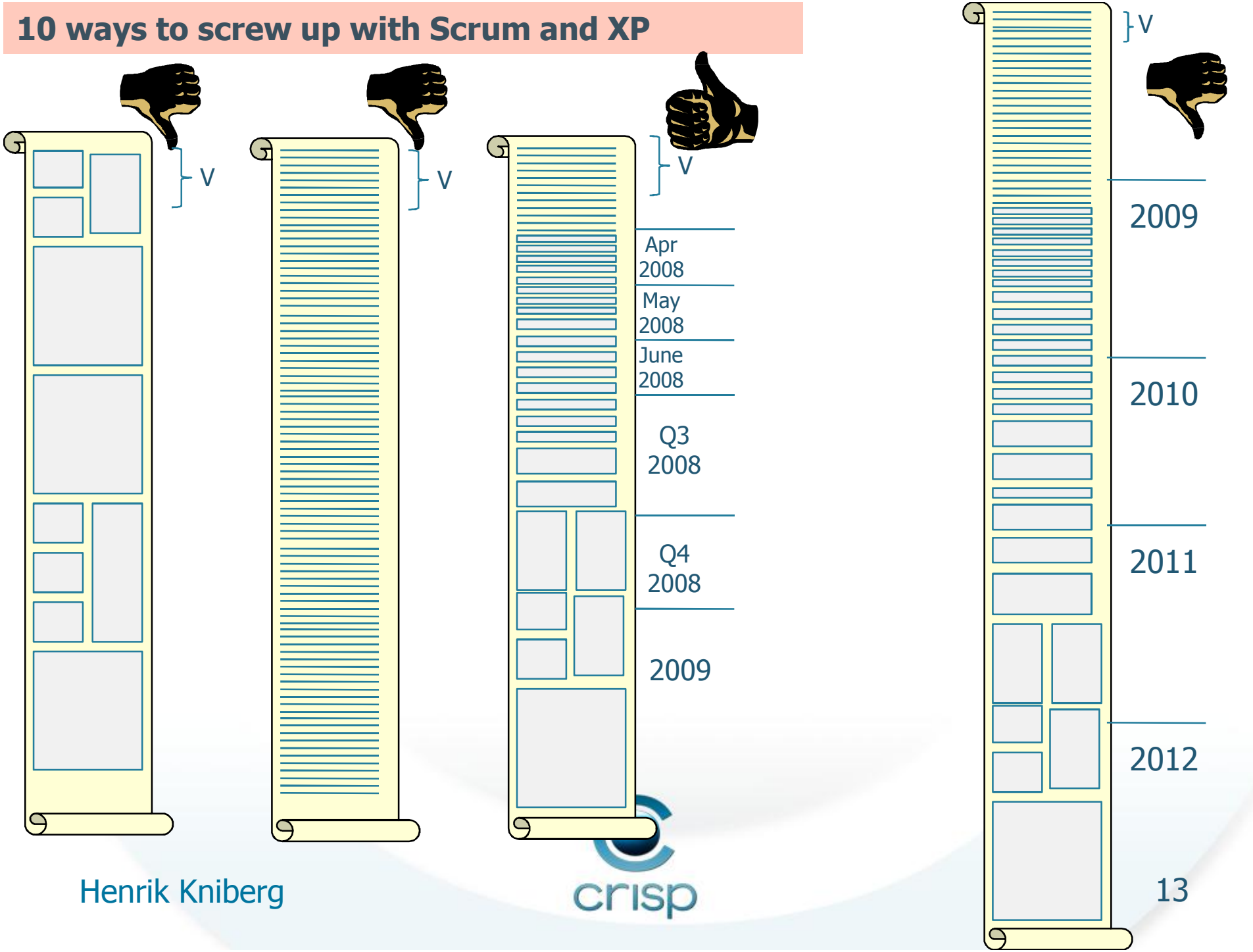
8: Product backlog & product owner

I don't have time to maintain the damned product backlog!

- PBL doesn't exist
- PBL not visible
- Never-ending stories
- Too big stories
- PBL not maintained by PO
- PO surprised at sprint demo
- PO not prioritizing



10 ways to screw up with Scrum and XP



Merging is a pain, so we do it as seldom as possible

9: Mergophobia

- No "Done" branch
- No branch policies
- Not integrating daily
- Not taking responsibility
- Hiding behind branches

SORRY, BUT

YOU CAN'T GET AN AGILE COMPANY

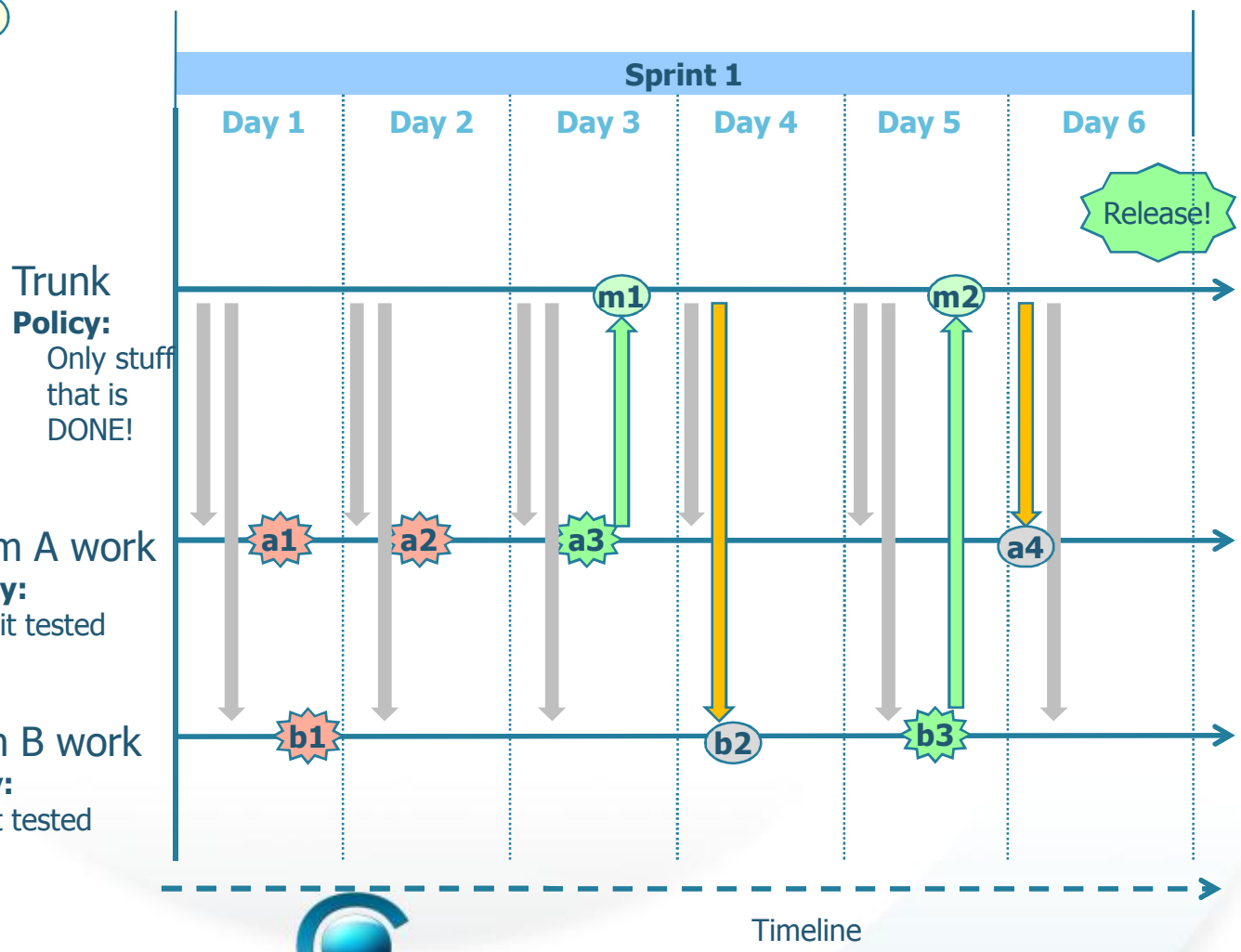
WITHOUT AGILE ENGINEERING PRACTICES

XP, anyone?

Version control – multiple teams

Guidelines

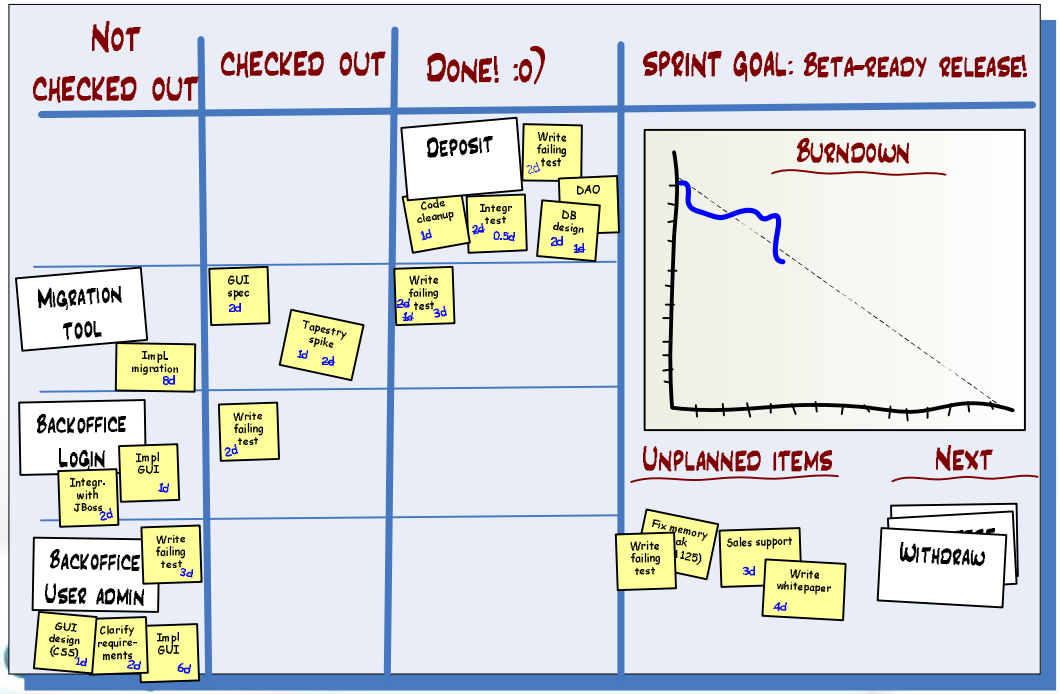
- Trunk always releasable
- Broken trunk = stop the line
- Merge from trunk every day
- Copy to trunk each time a story is completed



Oh you mean that thing that the ScrumMaster fiddles with sometimes?

10: Sprint backlog

- doesn't exist
- too far from the team
- too complicated
- not used during Daily Scrum
- format not chosen by team
- not owned by the team
- no burndown
- not updated daily
- warning signs ignored



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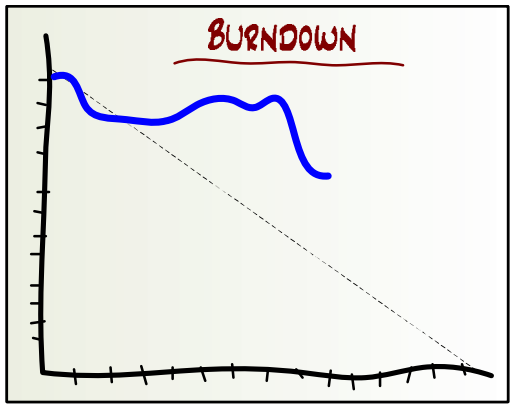
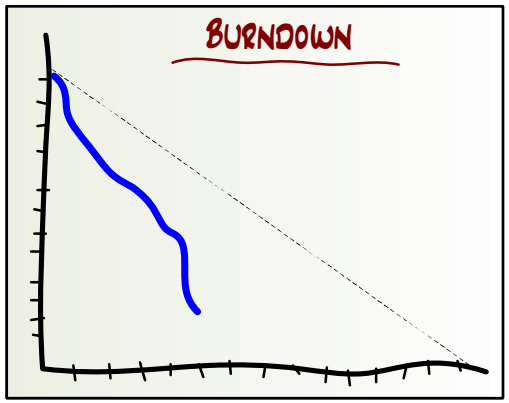
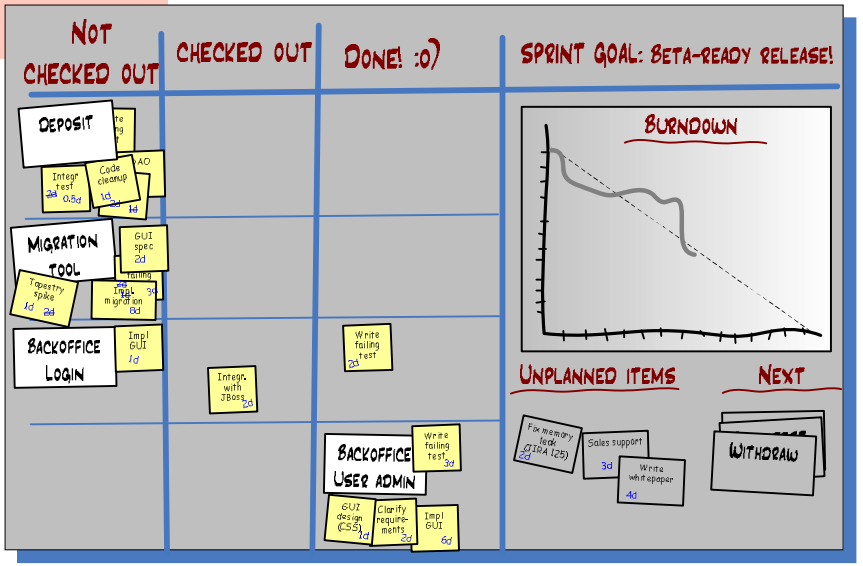
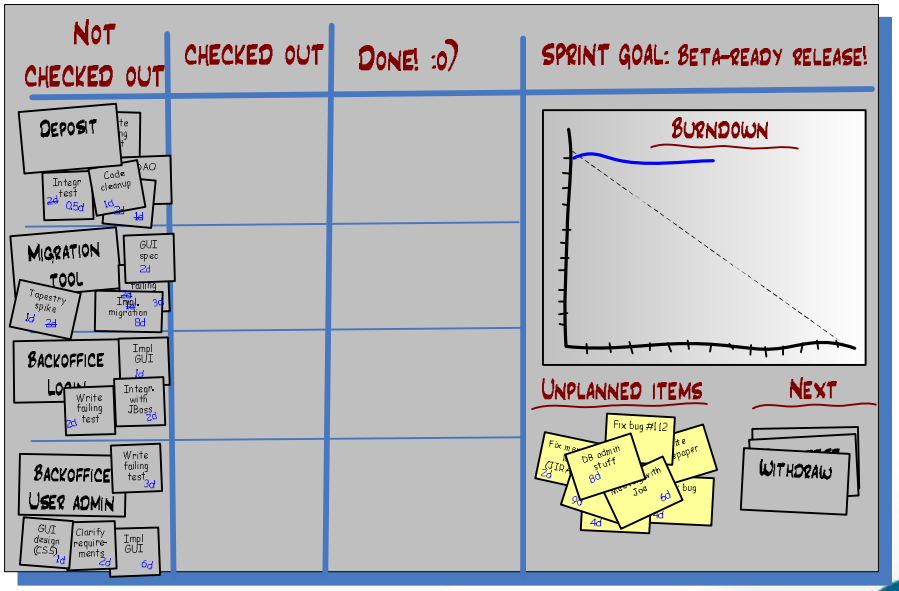
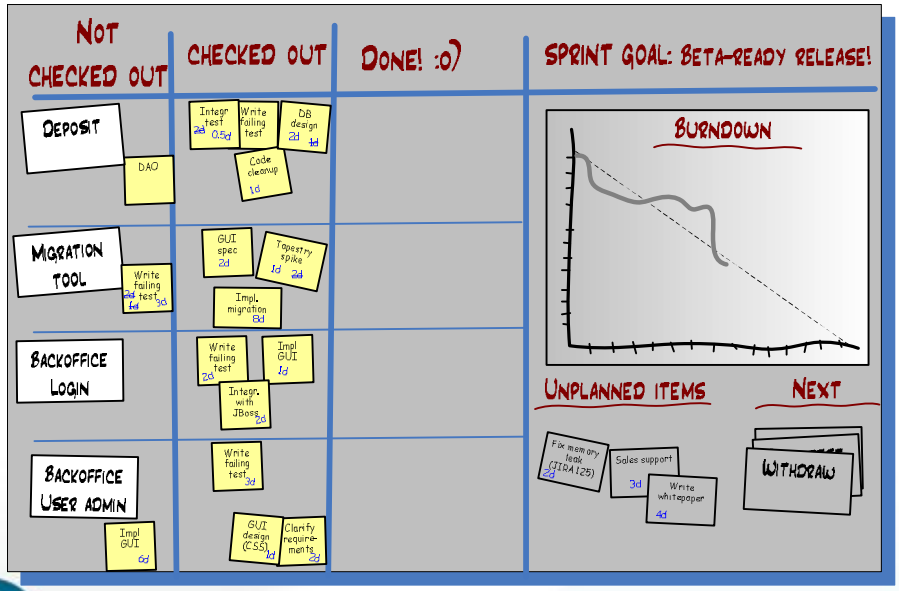
Warning signs







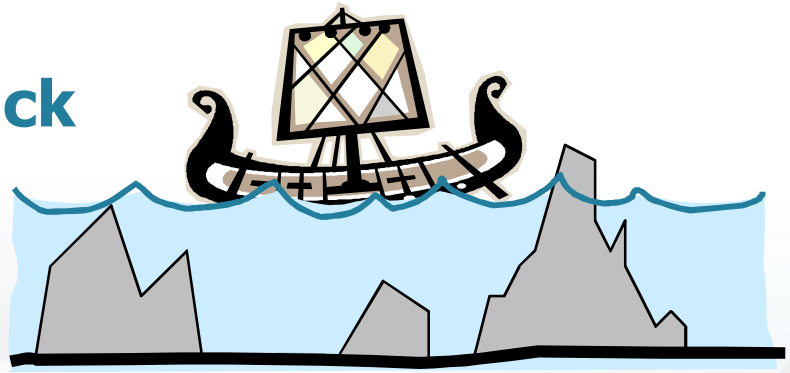




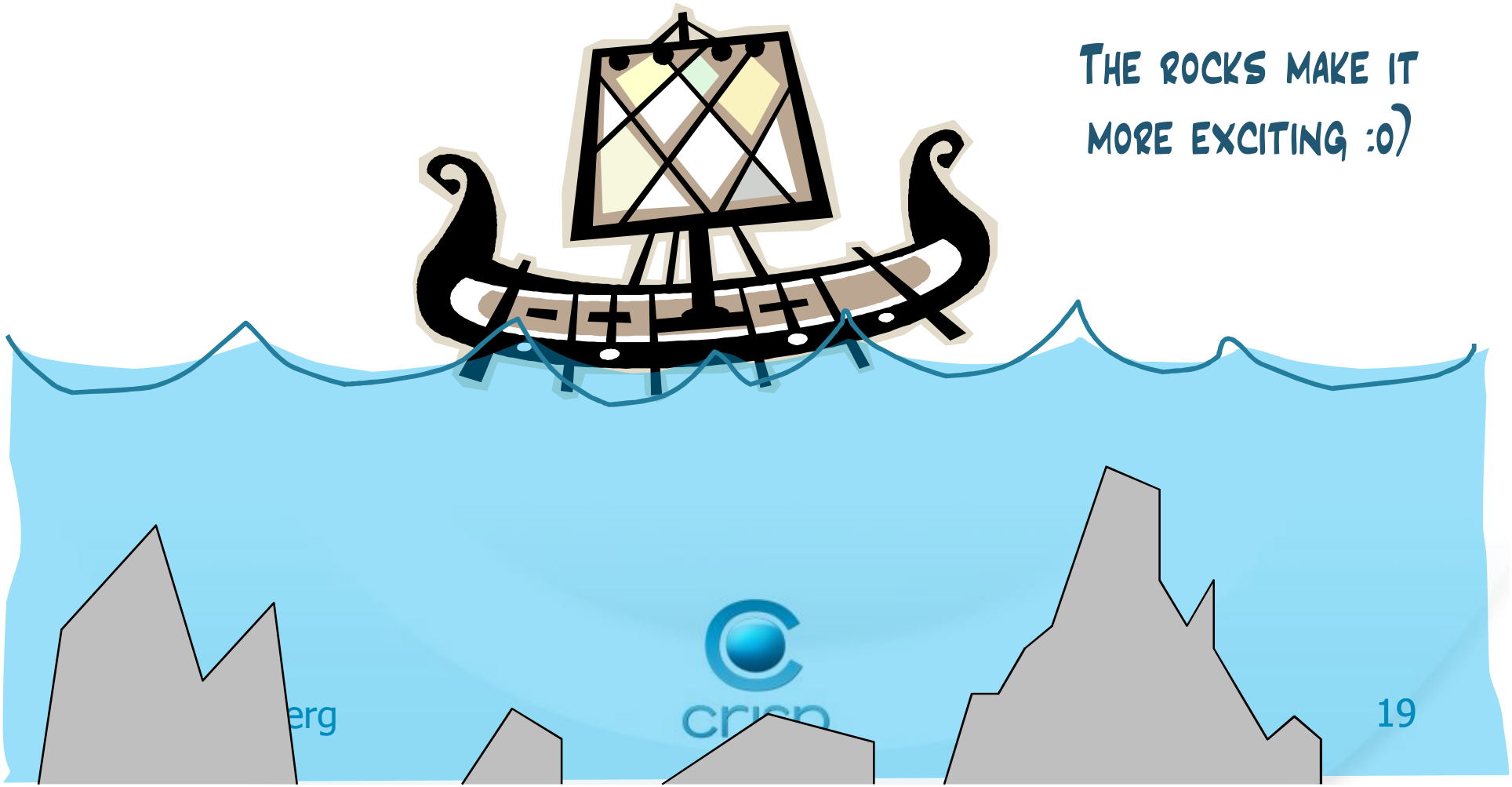
11: Worrying too much about the problems

We should stop this agile stuff, since we're obviously doing it all wrong

- **Problems are normal**
- **Never stop looking for problems**
- **Don't panic, don't despair**
- **Visible problem = killable problem**
  - = opportunity for improvement!
- **Prioritize and fix problems - one by one!**
- **Look back once in a while and pat yourselves on the back**



Sail with pleasure!



The rocks make it more exciting :o)