Scrum is changing the world of work. Are you ready?
Welcome

• Thank you for joining us for this College of Continuing Education webinar.

• Scrum is changing the world of work. Are you ready?

• Moderator: Alaina Schulz
  Information Center Representative
  College of Continuing Education
Please submit questions at any time during the webinar. Questions will be addressed as time permits at the end of the webinar.

Scrum is changing the world of work

To submit questions:
• On the upper left-hand portion of screen, click the “Ask a question” button.
• Type your question and click send.
Webinar Recording

• A link to a recording of this webinar will be e-mailed to all registrants.

• You can expect to receive the webinar link in the next few days at the e-mail you submitted during your registration.
Christian Antoine

PMI-ACP, CSP

• 19+ years information technology, systems development, project management/business analysis
• Practicing Agile since 2008
• Certified Scrum professional
• Personal: Married with 2 girls and a boy, resides in Robbinsdale
Mike Stuedemann

PMP, PMI-ACP, CSP

- 17+ years information technology - traditional SDLC and Scrum/Agile
- Practicing Agile since 2007
- Certified Scrum professional
- Active member in the Scrum Alliance and the PMI-MN Agile Practitioner Community
- Married with 3 Boys - based in Andover, Minn.
Objectives

- Introductions
- Role
- Shifts:
  - Project to Product
  - Individual to Team
  - Requirements to User Stories
- Anti-Patterns
Definition of Insanity

The definition of insanity is repeating the same behaviors and expecting a different outcome.

Albert Einstein
New Definition of Insanity

“Only changing the vocabulary and keeping with traditional ways of working and expecting different results.”
ScrumMaster

• Servant leader to the product owner and to the team
• Switzerland – the ScrumMaster is a neutral
• Encourages disciplined engineering practices
• Removes impediments that the team cannot remove themselves
• Full-time role and active facilitator
• Enables cooperation
• Enables continuous improvement
• Focus is successful team
ScrumMaster and the Organization

• Shields the team from distractions or interruptions
• Champion for the Scrum process teaching as a simple process with few rules
• Is a change agent
• Radiates information
• Advocates best practices
ScrumMaster and the Organization

• Optimal for the ScrumMaster to reside within an organization

• Optimal for the ScrumMaster to not also be a member of the team (developer, tester, etc.)

• One of the common tasks that are easy for new ScrumMasters to grasp is the removal of impediments

• What is often overlooked, however, is the people aspect
What about Project Managers?

Traditional Methods:
Project Manager as Administrator

Scrum Framework:
Empowered P.O., S.M. & Team
Shift: Project to Product

Traditional Methods

Focus on Project

- Investment made at the Project Level
- Resources assigned to the project temporarily from separate teams
- By definition has a begin date and an end date
- Scope locked down and managed tightly with a Change Control Process

Agile Methods

Focus on Product

- Investment made in the Product
- Holistic view of the product that is being created, built or enhanced
- Intact, dedicated team
- Scope is dynamic, changing based on customer feedback
Shift: Individual Specialties to Team Approach

Traditional Methods

**Individual Roles**
- People work in individual roles with an area of focus and responsibility
- Work is handed off from some roles to others as stages are complete in the project
- Individuals work in cubes, offices, etc. scheduling meetings and calls to communicate

Agile Methods

**Team Approach**
- Individuals are asked where they can add value outside of traditional roles
- All activity needed to get working product done are complete within a time boxed Iteration or Sprint
- Team is often co-located for ease of collaboration
- Team is empowered to work together however they deem best outside of the identified meetings

Copyright Collaborative Leadership Team 2014
Shift: Requirements to User Stories

**Traditional Methods**

**Requirements**
- Agreed to at the beginning of the project
- Emphasis is on Document Creation
- Emphasis is on use of the Requirements Document
- Change is discouraged
- All Requirements are to be complete by the end of the project

**Agile Methods**

**User Stories**
- Requirements are incremental and progressively elaborate over time
- Emphasis is on the Conversation and Collaboration with users
- Results of the conversation are documented just enough, just in time
- Change is embraced
- Only highest priority requirements deemed valuable by the Product Owner or Customer are compete in each time boxes Iteration or Sprint
Anti-Patterns in an Agile Adoption

• An “anti-pattern” is behavior or practices that are impediments to your agile adoption

• These may seem like something useful at first glance, but in practice, are something that actually impedes your team or organization’s agility, achieving its agile goals or delivering customer value quickly

• These may also be referred to as “common problems” or “common reasons Agile fails”
Anti-Patterns

1. Preserving Command and Control hierarchies over allowance of self-organization
2. No active involvement from the business (product owner) or customer
3. Documentation for documentation's sake and not for a useful goal or purpose
4. Adopting Agile without any identified goals or reasons why this approach would be an improvement
5. Unwillingness to invest in training and/or coaching
6. Emphasis on metrics over project results
7. Belief that agile is for software development and not for business
8. Over committing in iterations for fear that the team won’t be busy enough
Most Agile methods do have minimal structure with a few identified meetings and roles

A common problem that occurs when a team moves from a traditional process to agility is to latch on to these few meetings and drag them out for long durations – well over the recommended time box

With Agile, communication, co-location, and frequent feedback is encouraged

In other words, we do not need a meeting as a reason to talk to each other

The identified meetings serve a very specific purpose in agility but are not meant to be the only time anyone on the project talks to each other
Another common problem is turning work in iterations or sprints into “mini-waterfalls”

This can occur if we stay locked in our roles and ignore the fact that we are meant to deliver a working software increment at the end of each iteration

If the team is “code complete” at the end of the iteration, is the work complete? What about testing?

What about acceptance by the business, customer or product owner?

If the item is only code complete, work is “carried over” for testing, acceptance and re-factoring into subsequent sprints, turning the project into a more waterfall-like scenario
Summary

• Are you only using the vocabulary and not changing behaviors?

• Are you recognizing the difference in how Agile asks us to work?

• Do you produce products?

• Are you dealing with ‘baggage’ in your Agile adoption?
Questions
Look for an e-mail with a link to this presentation in the next few days.

Upcoming course dates:

**Agile Fundamentals** – January 29 & 30, 2015

**Agile User Stories** – February 19, 2015

**Agile Testing** – March 5, 2015

**Certified ScrumMaster** – April 2 & 3, 2015

For more information

www.cce.umn.edu/agl

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