

Scrum is
Honesty
Visibility
Common Sense

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Failure Modes in Scrum

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1. The Organization

- **What we want**
- An organization that fully understands the mechanisms that drive a product forward in an agile environment.

- **How do we achieve that**
- Education of organization
- An organization who dare to “let go”
- An organization where managers change from management to leadership
- An organization who aggressively remove impediments so teams can increase there velocity.
- An organization that accepts the challenge of the organizational dysfunctions that will surface as long as you keep Scrum pure



2. The Team

- **What we want**
- Team self-organize and take collective ownership of the Sprint goal and sprintbacklog. They fight impediments during the sprint and in retrospective

- **How do we achieve that**
- Team takes authority of the sprint
- Team feels empowered
- Team commits to work at sprintplanning
- All team members feel responsible for all tasks
- Team constantly improve
- Team works closely together



3. Product Owner

- **What we want**
- A competent PO who is able to prioritize the PB and to create a release plan

- **How do we achieve that**
- PO which understand it's role
- PO calls the business decisions that needs to be taken
- PO takes responsibility for the productbacklog
- PO makes a release plan
- PO supports and motivates the team
- PO listen's to all stakeholders



4. Scrum Master

- **What we want**
- A Scrum Master who fully understands the mechanisms that drive Scrum towards high productivity and is able to expand Scrum in the organization

- **How do we achieve that**
- SM can explain Scrum to the organization
- SM is an expert on the Scrum process
- SM supports the team to be more productive in any way he/she can
- Understand that a SM has no authority
- Helps team improve the engineering practices
- SM works on his/her Scrum impediment list



5. Management

- **What we want**
- Management who supports Scrum and is not afraid to “let go” and aggressively help teams

- **How do we achieve that**
- Leaves teams alone during sprint
- Provides organizational vision
- Aggressively remove impediments that Team or SM can not remove
- Challenges team to move beyond mediocrity



6. Product Backlog

- **What we want**
- PB is defined by PO. Sized, estimated and prioritized

- **How do we achieve that**
- PO, stakeholders and team work closely together on developing PB
- Team estimates PBI's
- PO prioritizes PB with a forced ranking
- Relative estimation



7. Sprint Backlog and Sprint

- **What we want**
- A sprintbacklog created by the team, estimated by the team, and owned by the team. Progress in sprint is highly visible.

- **How do we achieve that**
- Team estimates the tasks
- Team decides how to build the functionality
- Team is responsible for updating the SB
- Burn-down chart is updated daily



8. DONE

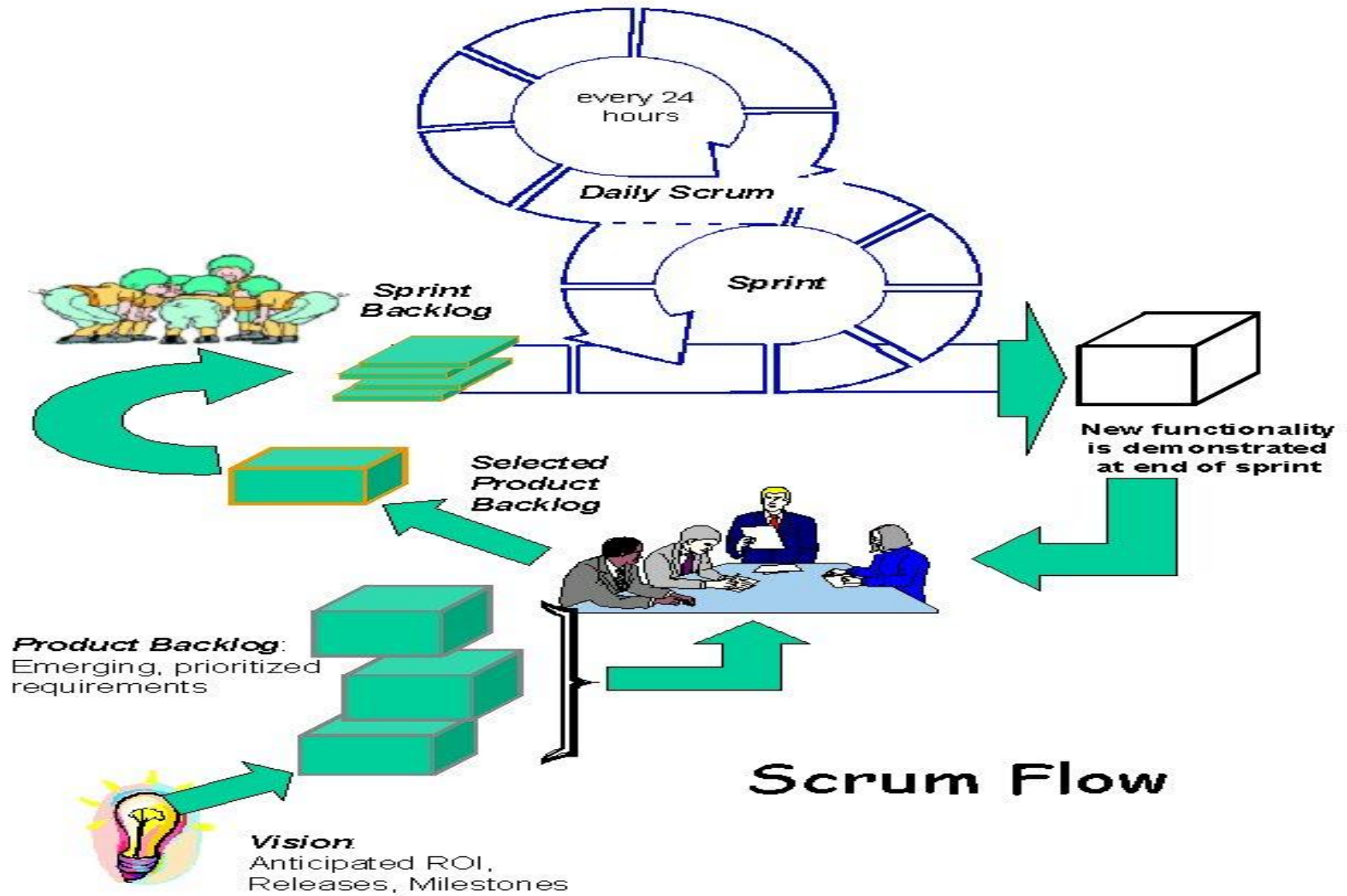
- **What we want**
- A definition of DONE, where by the end of the sprint, each feature built is potential shippable, without technical debt.

- **How do we achieve that**
- Team has the knowledge from a – z to build the feature
- DONE is defined with PO
- Team does not hide undone work
- Improve engineering practices



What to do?

- **To solve failure modes**
 - Follow the rules of the Scrum framework
 - Show results
 - Inspect and adapt
 - Keep it simple so the organization understands the process
 - Have a prioritized Scrum impediment list
 - Have a plan for how to solve top impediments
 - Help organization learn more about Scrum



Time boxes, Roles, Rules



Basic truths about team motivation

1. People are most productive when they manage themselves;
2. People take their commitment more seriously than other people's commitment for them;
3. People always do the best they can; and,
4. Under pressure to "work harder," developers automatically and increasingly reduce quality.



Basic truths about team performance

1. Teams and people do their best work when they aren't interrupted;
2. Teams improve most when they solve their own problems; and,
3. Broad-band, face-to-face communications is the most productive way for teams to work together.



Basic truths about team composition

1. Teams are more productive than the same number of individuals;
2. The optimum size team is around seven people, and no more than nine;
3. Products are more robust when a team has all of the cross-functional skills focused on the work; and,
4. Changes in team composition ruin productivity.



- Emergence

- Impossible to know all requirements in advance
- "Thinking harder" and "thinking longer" can uncover some requirements, but

**EVERY PROJECT HAS SOME
EMERGENT REQUIREMENTS**

- Emergent requirements are those that we cannot identify in advance



- So what do we do
 - We talk more, write less
 - But write if you have to
 - Show software to users
 - Acknowledge that requirements emerge
 - And all that this implies
 - Progressively refine our understanding of the product
 - Express this progressive refinement in the product backlog



Predictive

Start with
Plan and all
requirements



End with all requirements
completed

Scrum - Empirical

Start with
Goals and
some priority
requirements



End with Goals
met



	THE CONTEXT'S CHARACTERISTICS	THE LEADER'S JOB	DANGER SIGNALS	RESPONSE TO DANGER SIGNALS
SIMPLE	<ul style="list-style-type: none"> -Repeating patterns and consistent events -Clear cause-and-effect relationships evident to everyone; right answer exists -Known knowns -Fact-based management 	<ul style="list-style-type: none"> -Sense, categorize, respond -Ensure that proper processes are in place -Delegate -Use best practices -Communicate in clear, direct ways -Understand that extensive interactive communication may not be necessary 	<ul style="list-style-type: none"> -Complacency and comfort -Desire to make complex problems simple -Entrained thinking -No challenge of received wisdom -Overreliance on best practice if context shifts 	<ul style="list-style-type: none"> -Create communication channels to challenge orthodoxy -Stay connected without micromanaging -Don't assume things are simple -Recognize both the value and the limitations of best practice
COMPLICATED	<ul style="list-style-type: none"> -Expert diagnosis required -Cause-and-effect relationships discoverable but not immediately apparent to everyone; more than one right answer possible -Known unknowns -Fact-based management 	<ul style="list-style-type: none"> -Sense, analyze, respond -Create panels of experts -Listen to conflicting advice 	<ul style="list-style-type: none"> -Experts overconfident in their own solutions or in the efficacy of past solutions -Analysis paralysis -Expert panels -Viewpoints of nonexperts Excluded 	<ul style="list-style-type: none"> -Encourage external and internal stakeholders to challenge expert opinions to combat entrained thinking -Use experiments and games to force people to think outside the Familiar

Excerpted from "A Leader's Framework for Decision Making" by D. Snowden & M. Boone in *Harvard Business Review*, NOV 2007.



	THE CONTEXT'S CHARACTERISTICS	THE LEADER'S JOB	DANGER SIGNALS	RESPONSE TO DANGER SIGNALS
COMPLEX	<ul style="list-style-type: none"> -Flux and unpredictability -No right answers; emergent instructive patterns -Unknown unknowns -Many competing ideas -A need for creative and innovative approaches -Pattern-based leadership 	<ul style="list-style-type: none"> -Probe, sense, respond -Create environments and experiments that allow patterns to emerge -Increase levels of interaction and communication -Use methods that can help generate ideas: Open up discussion (as through large group methods); -set barriers; stimulate attractors; encourage dissent and diversity; and manage starting conditions and monitor for emergence 	<ul style="list-style-type: none"> -Temptation to fall back into habitual, command-and-control mode -Temptation to look for facts rather than allowing patterns to emerge -Desire for accelerated resolution of problems or exploitation of Opportunities 	<ul style="list-style-type: none"> -Be patient and allow time for reflection -Use approaches that encourage interaction so patterns can emerge
CHAOTIC	<ul style="list-style-type: none"> -High turbulence -No clear cause-and-effect relationships, so no point in looking for right answers -Unknowables -Many decisions to make and no time to think -High tension -Pattern-based leadership 	<ul style="list-style-type: none"> -Act, sense, respond -Look for what works instead of seeking right answers -Take immediate action to reestablish order (command and control) -Provide clear, direct Communication 	<ul style="list-style-type: none"> -Applying a command-and-control approach longer than needed -“Cult of the leader” -Missed opportunity for innovation -Chaos unabated 	<ul style="list-style-type: none"> -Set up mechanisms (such as parallel teams) to take advantage of opportunities afforded by a chaotic environment -Encourage advisers to challenge your point of view once the crisis has abated Work to shift the context from chaotic to complex

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