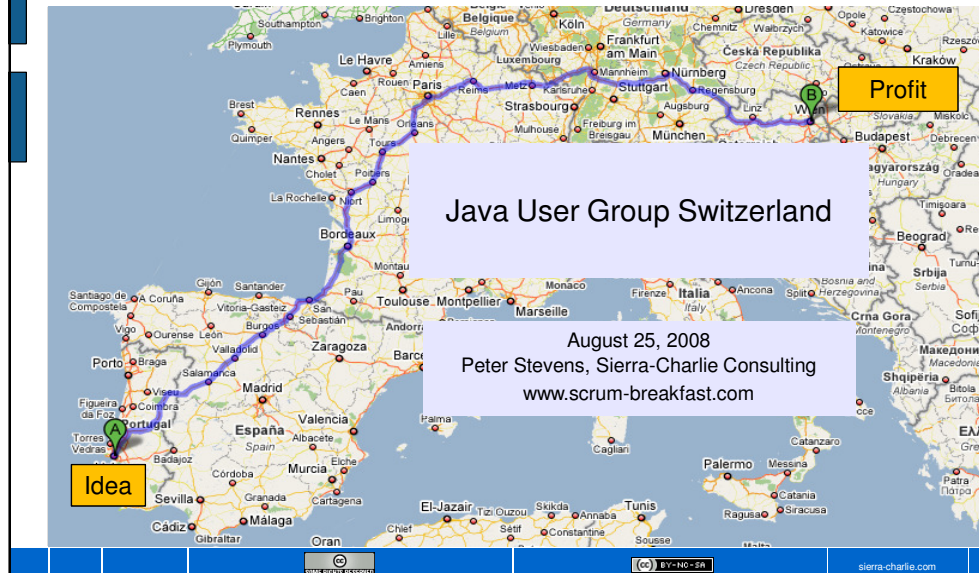



Agile Project Management with Scrum




About...

- Peter Stevens, CSM, CSP
- 1982 - 85 System Software Engineer, Microsoft
- [many interesting things]
- 2005 Discovered Scrum
 - Applied Scrum to various projects big & small at namics
- April 2008, Independent Scrum Trainer and Coach
 - Scrum Evangelist
 - Scrum-breakfast.com
 - Agilesoftwaredevelopment.com
- Certified Scrum Practitioner




Why are we here?



Picture: (CC) flickr:joeshlabotnik

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Agenda

- What is Scrum?
 - Ceremonies
 - Roles
 - Artifacts: Planning & Monitoring
- Scrum and other Frameworks & Methodologies
- Getting Started
- Discussion

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What is Scrum?



Photo © Wojciech Gajda - Fotolia



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Goal of Software Development

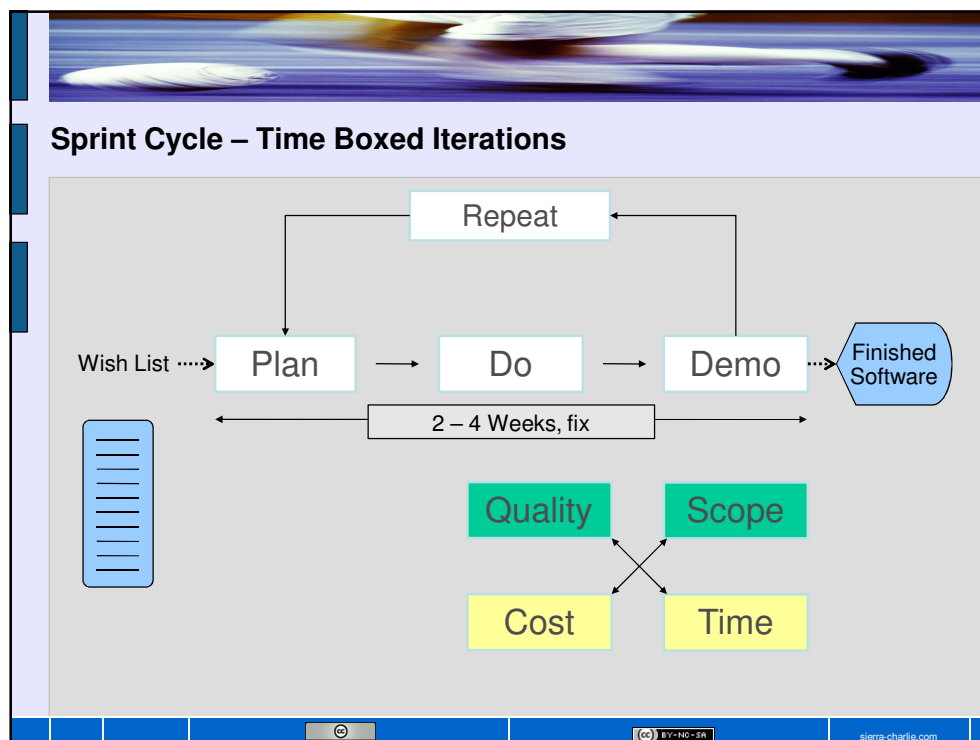
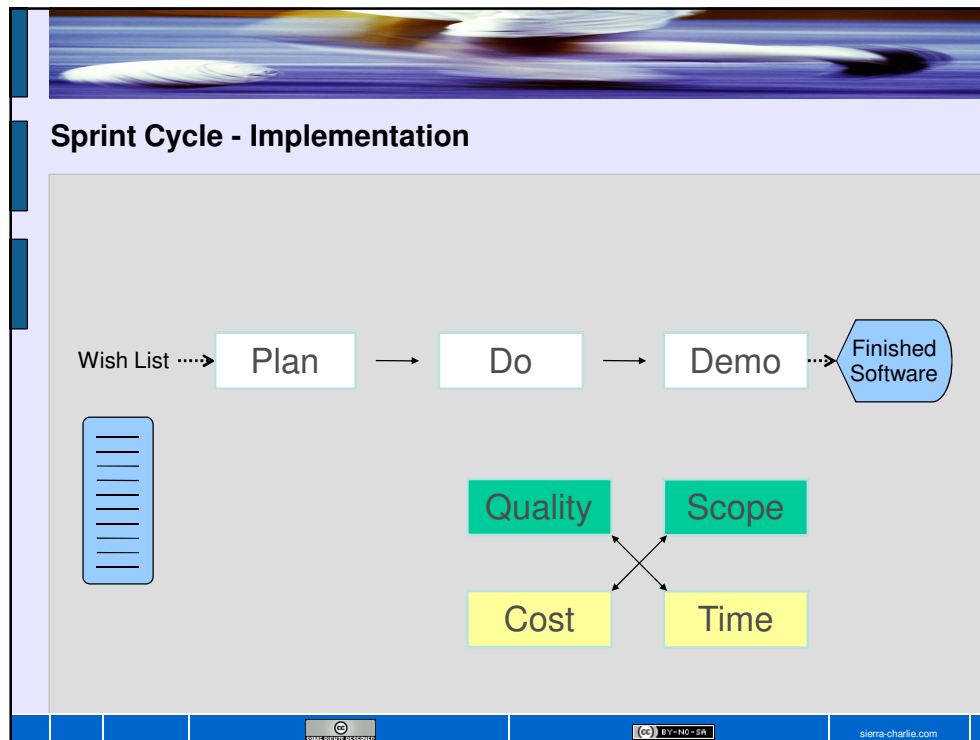
Wish List

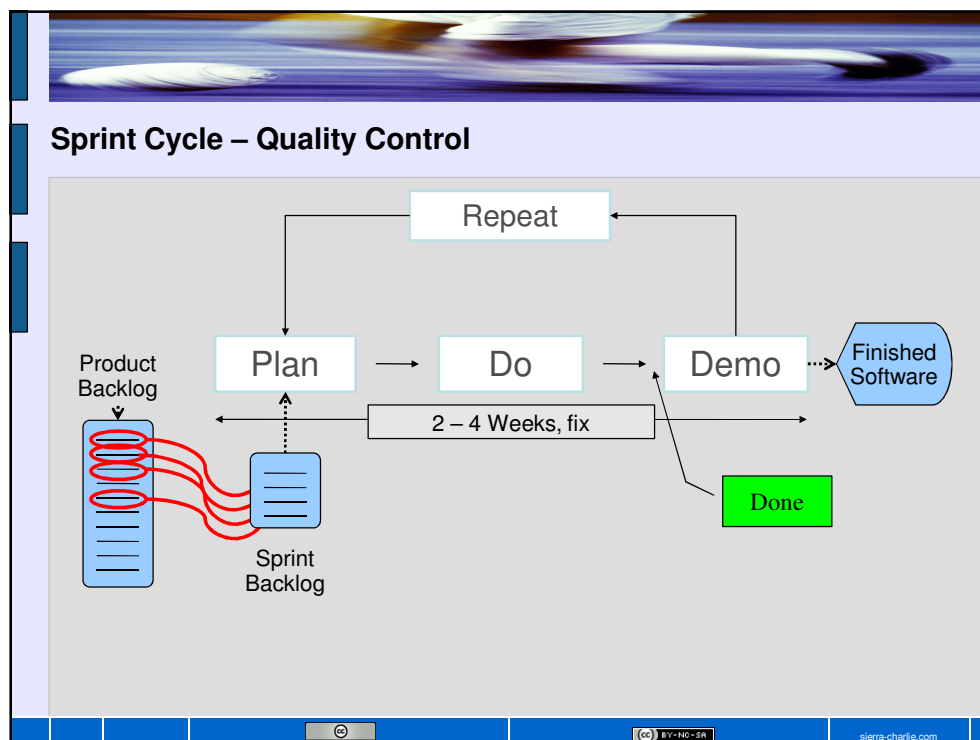
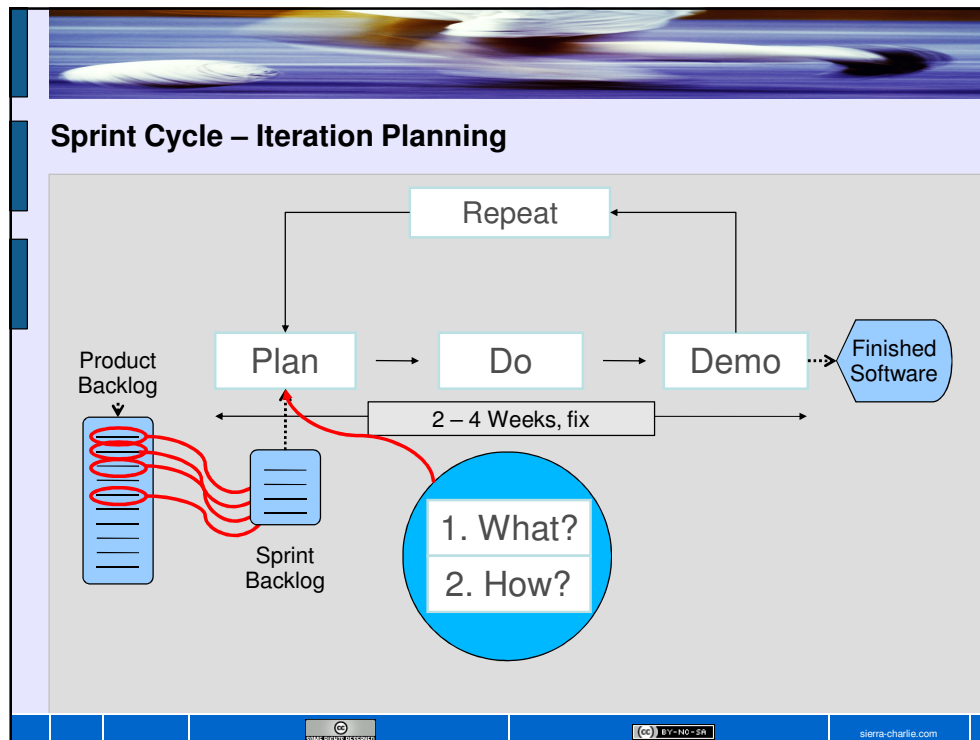


Finished Software

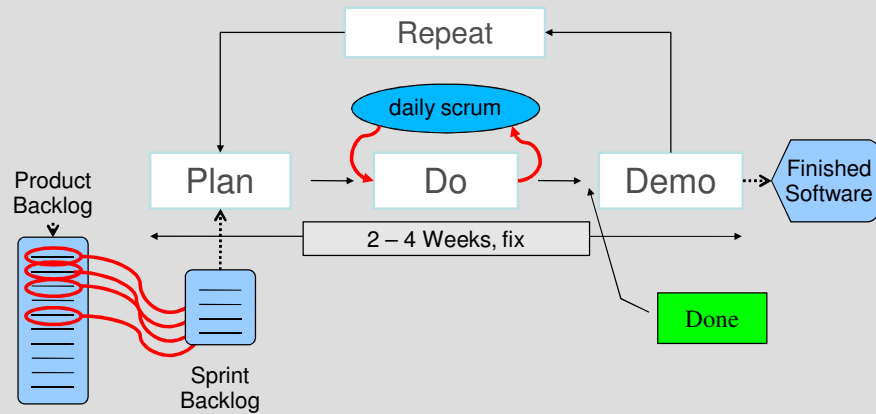


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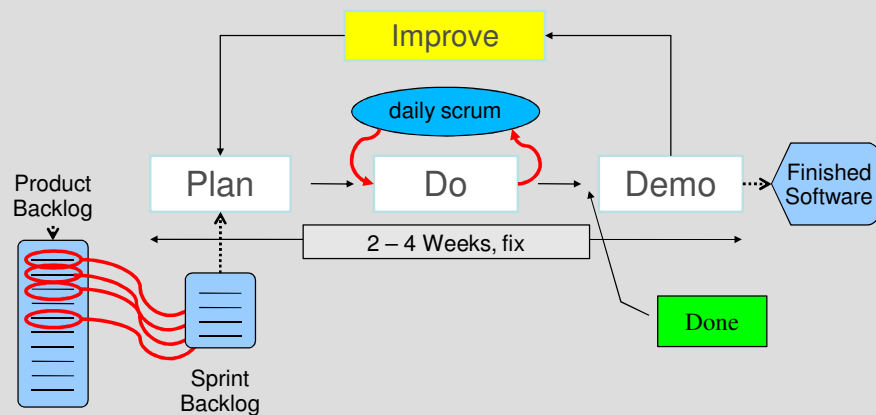




Sprint Cycle – Staying Focused



Sprint Cycle – Continuous Improvement



Roles & Responsibilities



Photo © Fotolia, Vi - Fotolia



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Team



Photo © Michael Chamberlin - Fotolia

- **Duties**
 - Solves the problem, that has been posed by the Product Owner
 - Estimates the effort of the Product Backlog items
 - Implements the solutions
- **Rights & Privileges**
 - Decide "How"
 - Organize & manage themselves
 - Cross Functional
- **Responsibility**
 - Collective Responsibility for the Success of the Sprint and (by extension) the Project.



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Product Owner



Photo © Aramanda - Fotolia

- Duties
 - Create and Prioritize Product Backlog
 - Negotiate Sprint Contract with the Team
 - Represent Interests of all Stakeholders („Chickens“)
- Rights & Privileges
 - Determine When Product can be Released
- Responsibilities
 - Overall Responsibility for Product
 - Assure Financing
 - Optimize ROI every Sprint

ScrumMaster



Photo © Forgiass - Fotolia

- Duties
 - Moderate Scrum Meetings
 - Eliminate Impediments
 - Help the Product Owner Create and Prioritize the Product Backlog to generate the maximum ROI
 - Source of Scrum Know-How
 - Ensure that the everybody play by the rules (and thereby protects the team)
- Responsibilities
 - Responsible for success of the project
 - Assure Transparency and act to eliminate impediments

Other Roles



Photo: © Mark Rassmussen - Fotolia

- Management
- Customers
- Users
- Other Stakeholders

Artifacts – Planning & Control



Photo © Stephen Coburn - Fotolia

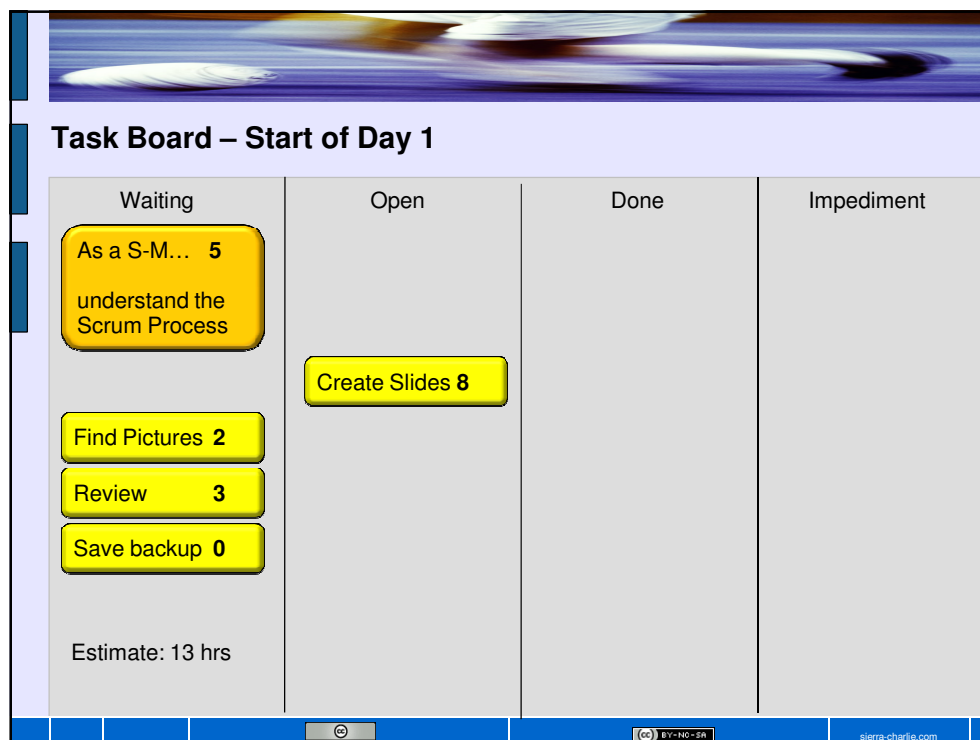
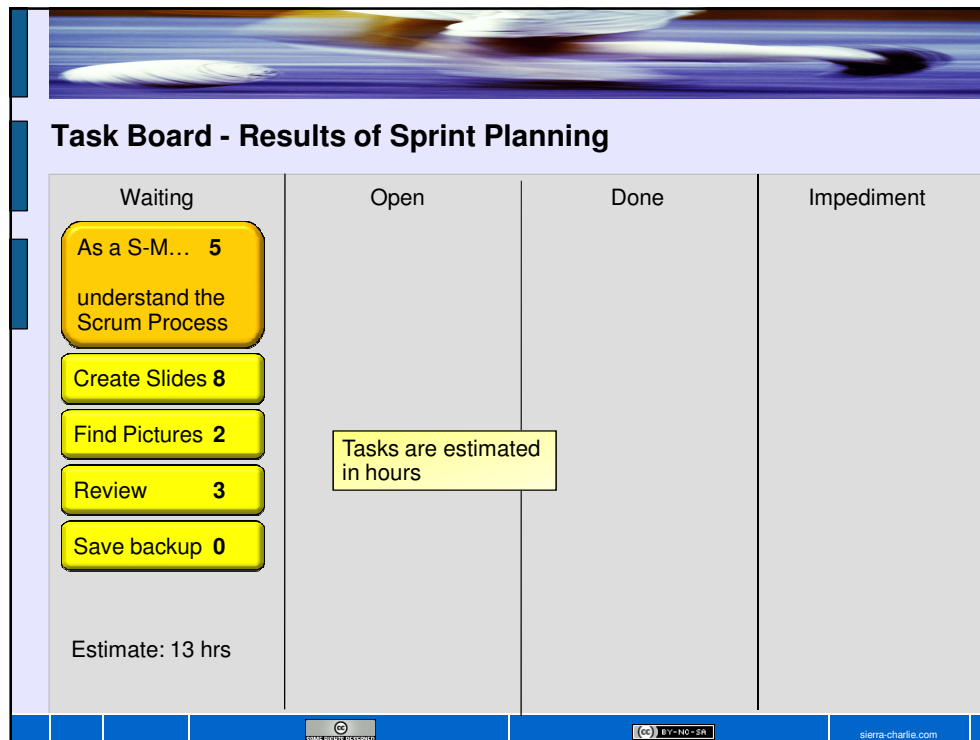
- Planning
 - Release Backlog
 - Sprint Backlog
 - Task Board
- Burn Down Charts
 - Release
 - Sprint
- Other Charts

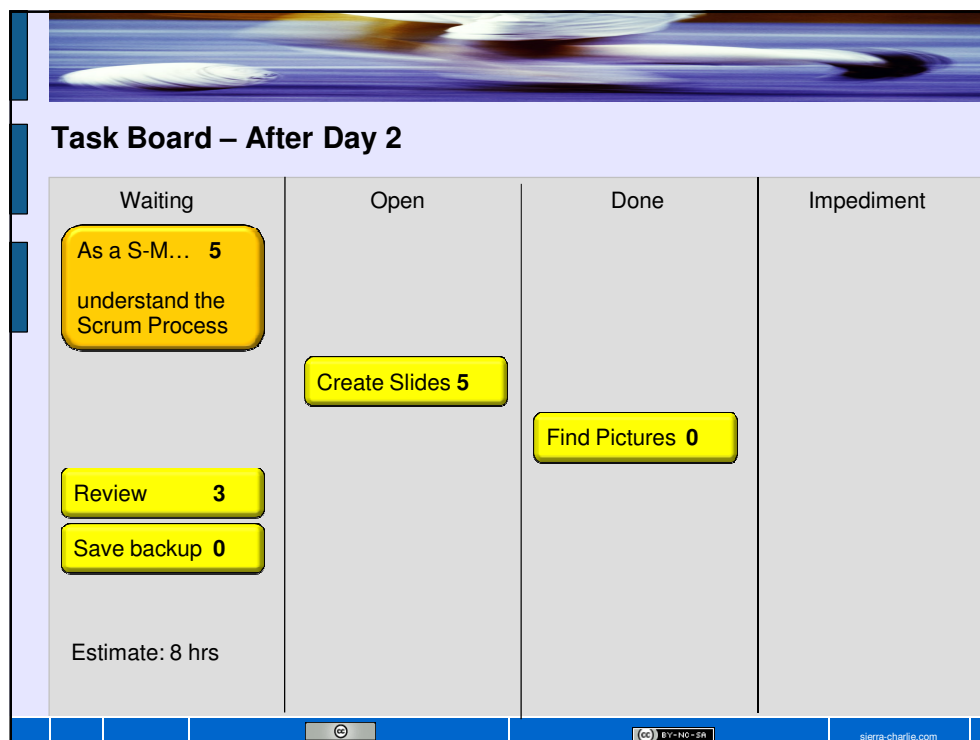
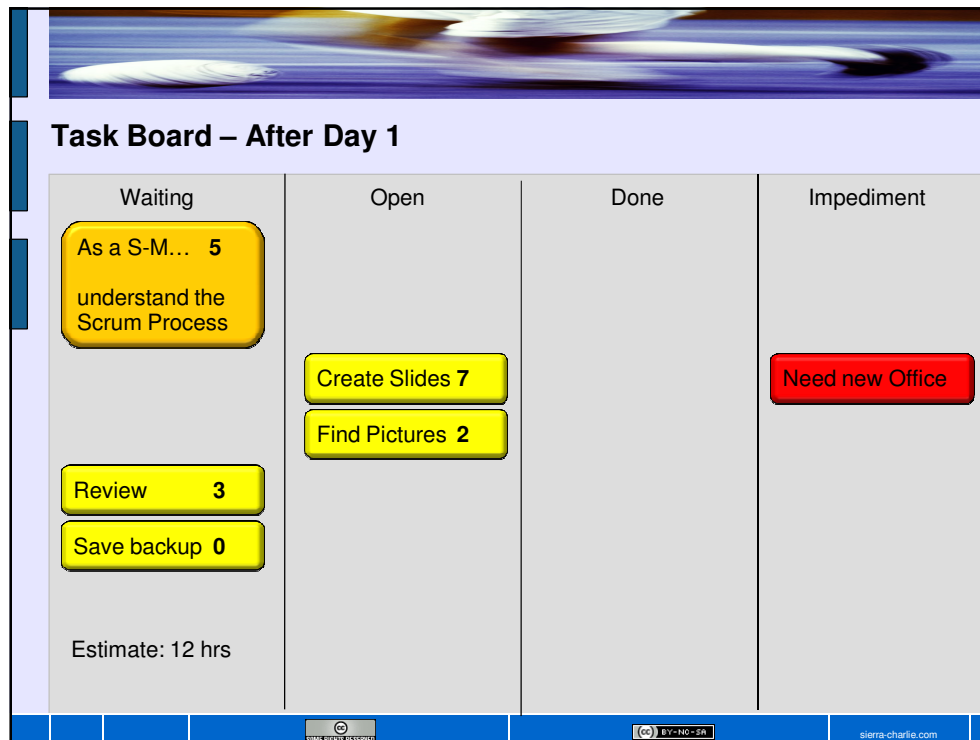
Product Backlog

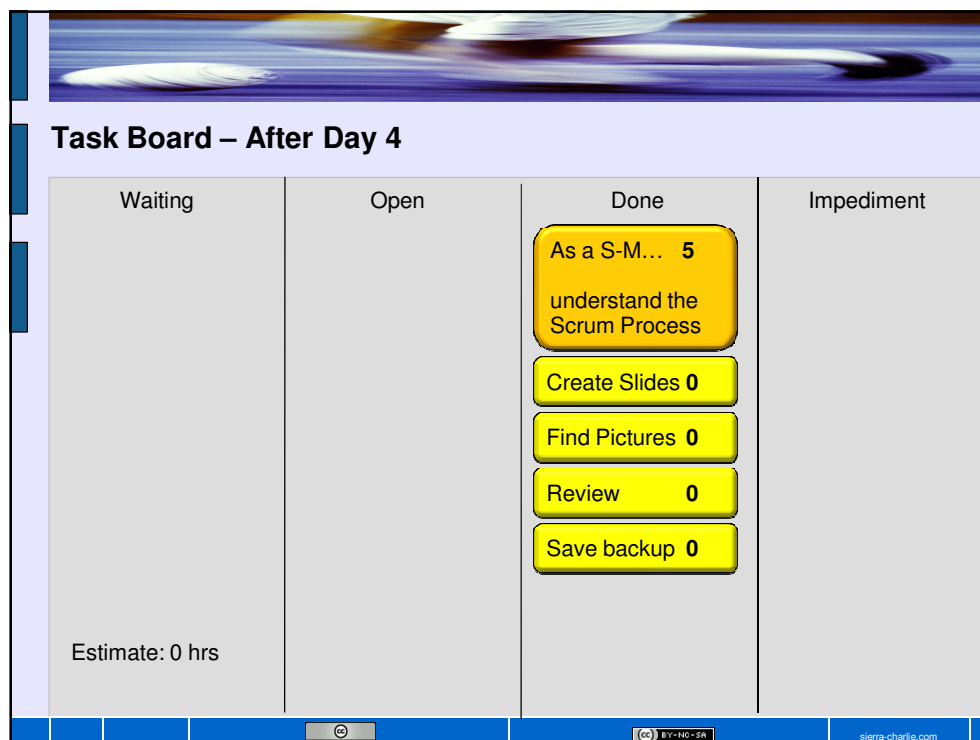
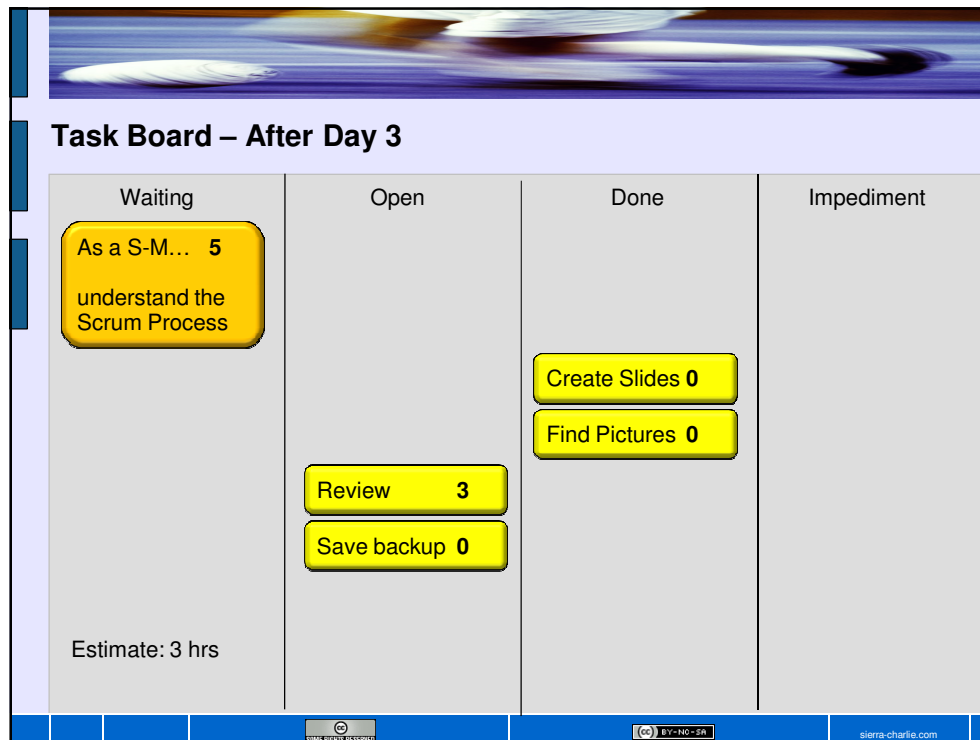
As a	I want [to understand]	So that (I can)	Business Value	Estimate
ScrumMaster	Scrum	Help team & mgmt. implement Scrum	100	8
Developer	How Scrum changes my job	Decide if it's good for me	90	3
Early Adopter	why the Scrum Process works	convince others to try it	80	2
Early Adopter	Change process	Chart a promising course to introduce Scrum	70	3
Product Owner	Estimating and Planning	Create the product backlog	60	5
Total				20

Sprint Backlog

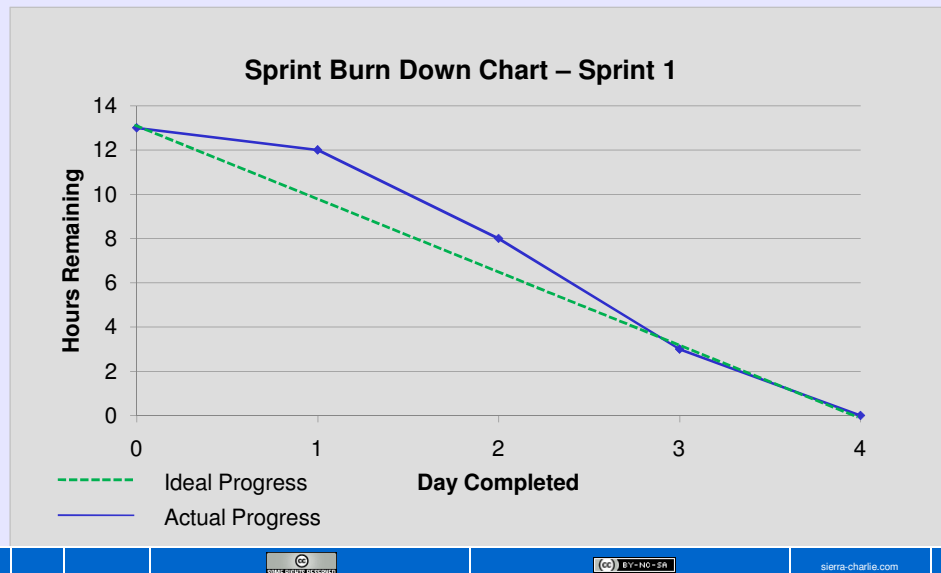
As a	I want [to understand]	So that (I can)	Commit	Estimate (Points)
ScrumMaster	Scrum Process	Help team & mgmt. implement Scrum	Yes	5
ScrumMaster	Scrum Roles & Artifacts	Help team & mgmt. implement Scrum	Cond.	3
Total				8



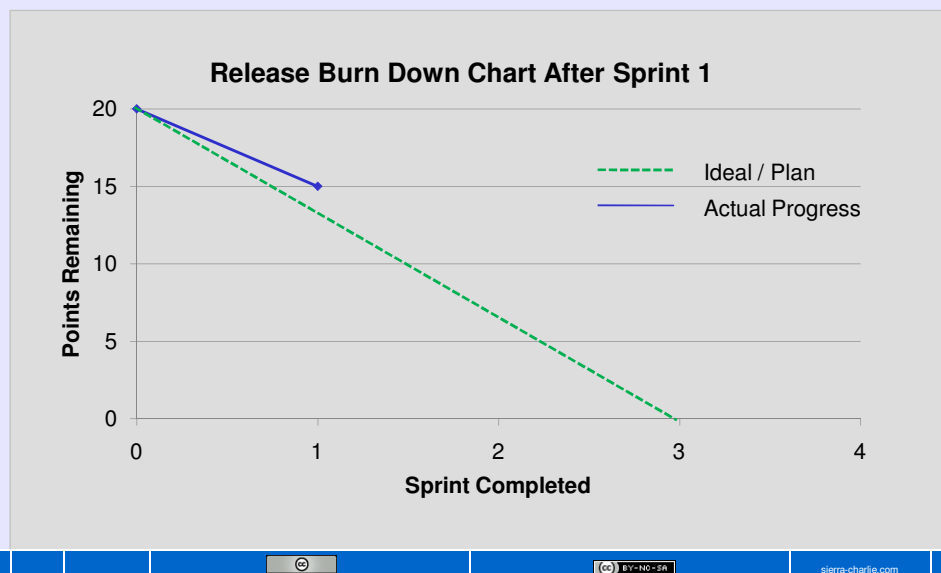




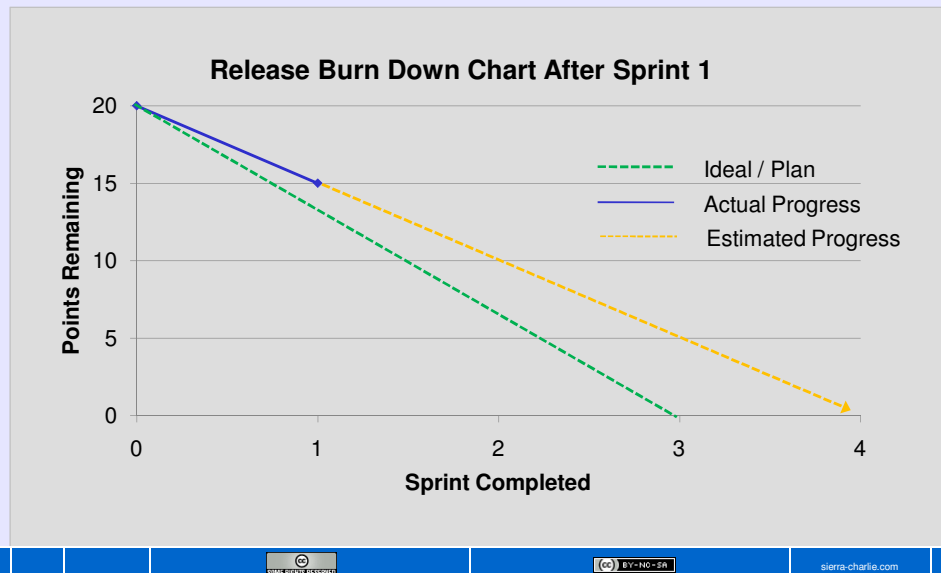
Sprint Progress



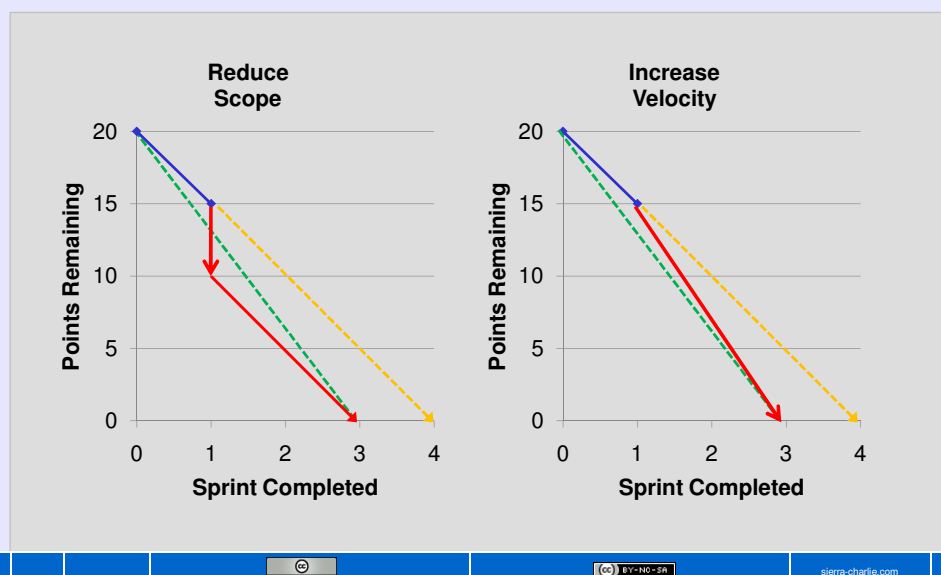
Release Progress



Estimating Completion



How to React to Forecast Delays?






How to Increase Velocity?

- Good
 - Remove Impediments
- Risky
 - Increase Team Size
 - Lower Quality Standard
- Bad
 - Increase Pressure on Team

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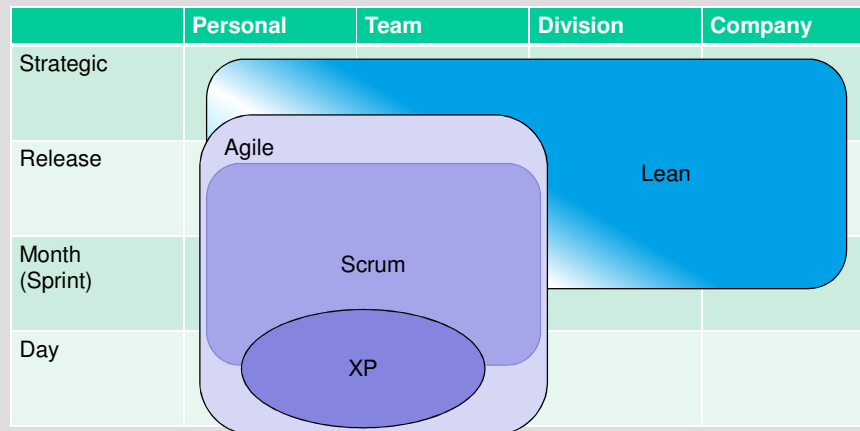


Other Useful Charts

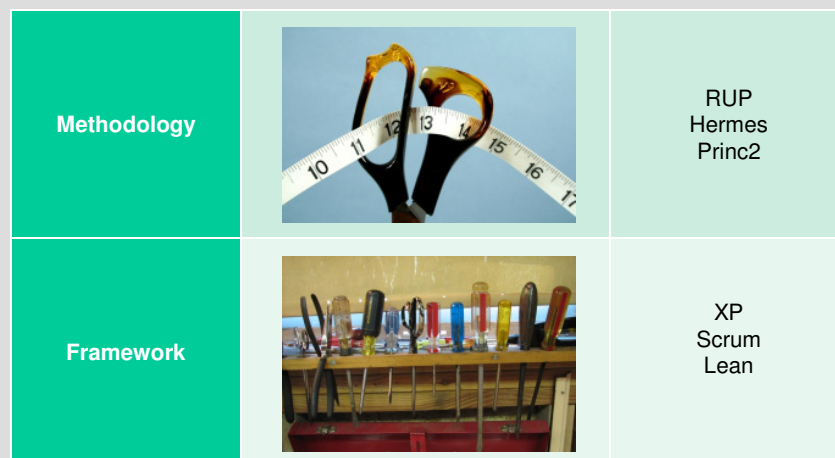
- Test Burn Up Chart
 - Acceptance Tests Defined/Passed
 - Unit Tests Defined/Passed
- Budget Burn Down Chart
 - Budgeted Money Remaining

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Scrum and Other Agile Frameworks



Scrum and other Methodologies



Picture: top: © Brett Mulcahy – Fotolia, Bottom: (CC) flickr/lenore-m

What happened to the Project Manager?

	S-M	P-O	Team
Select Team Members	initial		once established
Select Tools	shared		shared
Plan Tasks			X
Ensure satisfactory implementations			X
Define and Impose Standards			X
Coordinate Work			X
Budget		X	
Scope		X	
Set Priorities		X	
Commit to Delivery Dates		shared	shared
Assign Tasks			X
Communicate with the Customer			X
Remove Impediments	X		

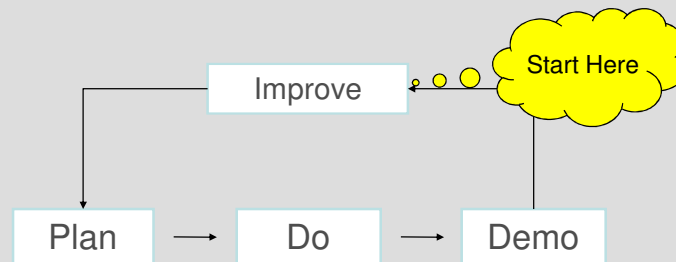
Getting Started: Introduction Patterns



Photo © - Fotolia

Pattern 1: Just Do It

- Get support of immediate management for an “experiment”
- Get some coaching and/or training
- Kick-Off with a Retrospective/Get support of team
- Go slow with Engineering Changes



Pattern 2: Sprint Zero – converting an existing project


- Indication:
 - Initiative comes from a “Scrum Champion” / Future Scrum Master
 - Can happen under pressure / Get Help If You Need It
- Steps
 - Identify Product Owner
 - Introduce Team to Scrum (S-M)
 - Propose a Definition of Done (Team)
 - Assemble Product Backlog with Initial Priorities (S-M & P-O)
 - Estimate Tasks (Team)
 - Review Prioritization (P-O, S-M)
 - Hold First Sprint Planning Meeting
- Caution:
 - Changing Engineering Practices Simultaneously

Pattern 3: Corporate Introduction





More Information






More Information...



- Blogs
 - scrum-breakfast.com (Peter Stevens, English)
 - inside-scrum.blogspot.com (JP König, German)
- Next Scrum-Kurs (in German)
 - September 9 & 10, 2008 Agile Project Management with Scrum
 - September 11, 2008 Sprint Zero with Scrum and Target Process
 - 20% Rebate for Jugs & /ch/open Members, Registration Deadline: September 1
- Scrum Books
 - Agile Project Management with Scrum, by Ken Schwaber
 - Agile Estimating and Planning, by Mike Cohn
 - User Stories Applied, by Mike Cohn

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Review

- What is Scrum?
 - Ceremonies
 - Roles
 - Artifacts: Planning & Monitoring
- Scrum and other Frameworks & Methodologies
- Getting Started
- Discussion
 - How does the role of the developer change with Scrum?

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