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# THE NOKIA TEST

## QUESTION 1 - ITERATIONS

No iterations	0
Iterations > 6 weeks	1
Variable length < 6 weeks	2
Fixed iteration length 6 weeks	3
Fixed iteration length 5 weeks	4
Fixed iteration 4 weeks or less	10

## QUESTION 2 - TESTING WITHIN THE SPRINT

No dedicated QA	0
Unit tested	1
Feature tested	5
Features tested as soon as completed	7
Software passes acceptance testing	8
Software is deployed	10

## QUESTION 3 - AGILE SPECIFICATION

No requirements	0
Big requirements documents	1
Poor user stories	4
Good requirements	5
Good user stories	7
Just enough, just in time specifications	8
Good user stories tied to specifications as Needed	10

## QUESTION 4 - PRODUCT OWNER

No Product Owner	0
Product Owner who doesn't understand Scrum	1
Product Owner who disrupts team	2
Product Owner not involved with team	2
Product owner with clear product backlog estimated by team before Sprint Planning meeting (READY)	5
Product owner with release roadmap with dates based on team velocity	8
Product owner who motivates team	10

## QUESTION 5 - PRODUCT BACKLOG

No Product Backlog	0
Multiple Product Backlogs	1
Single Product Backlog	3
Product Backlog clearly specified and prioritized by ROI before Sprint Planning (READY)	5
Product owner with clear product backlog estimated by team before Sprint Planning meeting (READY)	5
Product Owner has release burndown with release date based on velocity	7
Product Owner can measure ROI based on real revenue, cost per story point, or other metrics	10

## QUESTION 6 - ESTIMATES

Product Backlog not estimated	0
Estimates not produced by team	1
Estimates not produced by planning poker	5
Estimates produced by planning poker by team	8
Estimate error < 10%	10

## QUESTION 7 - SPRINT BURNDOWN CHART

No burndown chart	0
Burndown chart not updated by team	1
Burndown chart in hours/days not accounting for work in progress (partial tasks burn down)	2
Burndown chart only burns down when task in done (TrackDone pattern)	4
Burndown only burns down when story is done	5
	Add 3 points if team knows velocity
	Add two point if Product Owner release plan based on known velocity

## QUESTION 8 - TEAM DISRUPTION

Manager or Project Leader disrupts team	0
Product Owner disrupts team	1
Managers, Project Leaders or Team leaders telling people what to do	3
Have Project Leader and Scrum roles	5
No one disrupting team, only Scrum roles	10

## QUESTION 9 - TEAM

Tasks assigned to individuals during Sprint Planning	0
Team members do not have any overlap in their area of expertise	0
No emergent leadership - one or more team members designated as a directive authority	1
Team does not have the necessary competency	2
Team commits collectively to Sprint goal and backlog	7
Team members collectively fight impediments during the sprint	9
Team is in hyperproductive state	10

## TYPICAL NOKIA TEST SCORES

- CSM classes start out at average score of 4.0
- By end of class, individuals think they can raise their teams to 6.0 by the end of one month
- Conservatively this will raise velocity by 20%.
- One month for one team costs about 100000 Euro. Cost reduction of 20%. Earlier time to market should generate revenue multiplier.
- Minimum return first year is 220000 and cost of Scrum Certification is less than 2000 Euro.
- ROI > 11000% first year