

# SCRUM

## QuickStart Guide

The Simplified Beginner's  
Guide To Scrum



# SCRUM QUICKSTART GUIDE

Benjamin Sweeney

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## SYNOPSIS

The holistic approach taken by Scrum not only embraces the importance of progressing as a team, it also raises several important question that highlight potential inefficiencies within an organization, specifically related to resource allocation, accountability and task management. With many approaches to Scrum flooded with technical jargon and theoretical discussions, organizations shy away from the strategies as they appear daunting and unachievable.

Broken down into simple, easy to understand concepts, the goal of this book is to teach you everything you need to know about Scrum in order to get the ball rolling on the implementation within your organization or team. Simple and effective, this book will pay for itself as you slowly watch the changes to your projects before your eyes resulting from the knowledge you have gained.

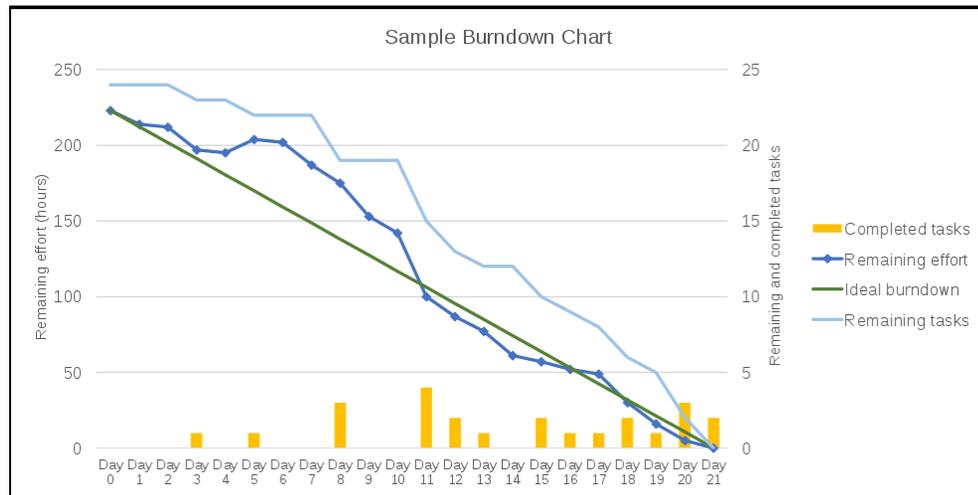
## CHAPTER 1 AND 2 : AGILE PROJECT MANAGEMENT

- ❖ Agile originated from the IT sector which is associated with uncertainty. The final product cannot be described, it can only be approved once the customer has implemented it and it's difficult to describe what exactly they want. The purpose the software is intended to serve may change.
- ❖ « Waterfall management », which is the common way to manage projects, assumes that events happen according to plan and that tasks are linear, happening one after the other.
- ❖ Agile is an iterative process. The project progresses in incremental stages, or iterations. At the end of each iteration, the customer is presented with a usable output, at which point they can opt to terminate the project. There is no obligation to continue since the output is a workable product.
- ❖ Agile is as responsive as possible to the shifting expectations of the customer due to market conditions, operational requirements, budgetary concerns or others.

## CHAPTER 3 : AN OUTLINE OF SCRUM & CHAPTER 4 : A DISCUSSION OF SCRUM TACTICS

- ❖ 3 roles of a Scrum team :
  - ▶ Product Owner : Oversees the entire project at a macro level.
  - ▶ Scrum Master : Liaison between the owner and the team.
  - ▶ Development Team Members : Do as they please in a self-organizing fashion. They assume responsibility for the technical work, the completion of individual sprint and delivery of the final product.
- ❖ Toolbox :
  - ▶ **Kick-off meeting** : to start.
  - ▶ **Backlog** : the purpose of the project. What the customer expects. And anything that the team has to accomplish.
  - ▶ **Sprints** : the project is broken down into steps. A Sprint should not last longer than a month.
  - ▶ **Sprint backlog** : task list associated with each Sprint.
  - ▶ **Increment** : Physical product output of the Sprint.

- ▶ **Sprint Planning** : The Product Owner, the Scrum Master and the Development Team determines the backlog. What are the output items that need to be delivered and how it's going to be realized. No longer than 8 hours.
- ▶ **Sprint Review meeting** : Meeting at the end of a Sprint where others are invited (such as customer) that reflects on the previous Sprint and takes into account customer feedback. An Increment is delivered at this stage (partial functional product). No longer than 4 hours (shorter if the Sprint lasted less than a month).
  - What was achieved during the Sprint?
  - How it affects the Backlog (the required project outcomes)?
  - Is any adaptation necessary?
- ▶ **Sprint Retrospective** : Meeting where only the Scrum team assists to reflect on how to improve and adapt. Might include criticism on members so has to be done on a regular basis so issues don't accumulate.
- ▶ **Standup meeting** (or Daily Scrum) : 15 minutes meeting where everyone is expected to stand. Designed to reinforce the sense of immediacy and flexibility. Subjects :
  - update of the progress of the last 24 hours on the Sprint's backlog
    - What did I achieved yesterday?
    - What am I going to do today?
    - Are there any obstructions?
  - customer's feedback
  - whether they are potentially straying from the focus of the Sprint.
- ▶ **Monitoring Aids** : Administrative items the team uses to monitor and analyze their progress. Lightweight minimum, easily available to any relevant person (development team, management and customer).
- ▶ **Artifacts** : Concrete outputs of the projects.
  - **Release** : final product offerings.
  - **Product Backlog List** : list of the customer's requirements, specifications and features that need to be achieved at the end of the project.
  - **Sprint Backlog** : list of items that needs to be achieved during the Sprint. Needs to lead to usable increment (usable partial product).
  - **Burndown Chart** : descending graph with time on its X-axis which illustrates the progress of the project.



- ▶ Task Board : Organizes individual tasks for a particular Sprint based on their status relative to completion :
  - ➔ Not started
  - ➔ Started
  - ➔ In Progress
  - ➔ Done : Needs to have consensus as to the specifications of the finished product and when a task may be considered « done ».

## CHAPTER 5 : STAFF IMPLICATIONS

- ❖ The Development team is developed with a cross-functional capacity in mind, which implies that the members are dependent on one another.
- ❖ Scrum does not place its primary emphasis on paperwork or administrative issues which creates the impression that more has been achieved than it really had.
- ❖ Positions :
  - ▶ **Product Owner :**
    - ➔ Project manager or leader.
    - ➔ Manages the Product backlog and is solely responsible for it.
    - ➔ May be the only liaison to the client.

- Assigns resources and approves its initiation.
- The Scrum Master reports to the Project Owner but he may also have contact with the Development team during the Sprint retrospective.
- Cannot dictate to the individual members how to perform the project work.

▶ **Scrum Master**

- Manages the performance of the Development team, facilitates their ease of progress, is responsible for the implementation of Scrum and training.
- Coordinates the team.
- Gives feedback to the Product Owner.
- Does not participate in the project work.
- Has no authority to determine the progress or give instructions on how to perform the physical project work.

▶ **Development Team**

- May vary from Sprint to Sprint.
  - Completes tasks within the Backlog.
  - Is cross functional, designed to incorporate the skills required.
  - Supposed to be relatively small.
  - Is self organized.
  - No internal hierarchy, the only title is « Developer ».
  - Separate responsibilities do not result in individual liability for non-performance. The entire team assumes non-performance, should it arise.
- ❖ The entire team works on the Product Backlog during the Kickoff Meeting, so all members know what each Sprint entails and how its component items are to be achieved.
  - ❖ Scrum serves to empower the employees.

## CHAPTER 6 : OPERATIONAL IMPLICATIONS

- ❖ Agile allows the project to stall or terminate after any Sprint. The customer then receives a usable product, no matter how basic its functionality is. Therefore, if the customer's budget is exhausted, the deadline shifted or any other reason, the project can adapt.
- ❖ This approach ensures that the customer is always informed of the progress. In the Sprint review, he is even present to provide feedback.

## CASE STUDY : XEBIA & ING

Agile applied to a marketing team.

- ❖ Marketing teams are more versatile than IT so the skills of every member may not be necessary at all time. This creates additional workload for the Product Owner, who have to keep in mind that many of the members are « part-time ».
- ❖ IT have a testing component included in the definition of a « Done » task, which marketing doesn't have. Therefore, they are willing to tackle more features in a Sprint.
- ❖ 5 criterias of Agile cooperation in increasing order :
  - ▶ Increased cooperation (cutting across the silos)
  - ▶ Improved monitoring and adjusting (feedback to management and peers)
  - ▶ Smoother movement toward results (self-organization and reduced administrative weight)
  - ▶ Increased ownership with team members.
  - ▶ Increased feeling of entrepreneurship (autonomy)