

What **Scrum** Is, What Is It Not?

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Two Levels of What / What Not

Scrum at an overall
level

Scrum within Agile
project

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Petri Heiramo

- Age: 37
- Long-time software development process specialist at Digia Plc.
 - I can code to save my life, but my primary interest has been in the big picture
 - Focus on Agility and Scrum since 2005
- Currently the only CST in Finland
- About Digia and Agile
 - Over 1300 SW professionals in Finland and globally
 - Agile projects for more than 3 years
 - Currently ~70 Agile projects with 350+ people in them



Scrum

... is a framework to release the massive potential we have as...

- Professional software developers
- Innovative individuals
- Members of collaborative teams
- Modern organizations

... to try to maximize our ability to generate value in our work and in the organizations we work in.

Scrum

... is:

- A great tool for us who know how to do innovative solutions with software



... is not:

- An antidote to all maladies in software development (i.e. a silver bullet)
- For everyone

Scrum Is "Scrum", Not "SCRUM"

- Scrum is not an acronym
- The word comes from rugby
 - The starting lineup to restart the game
- Represents the "heads together" collaborative team approach in Agile development
 - The daily Scrum

Trivia: Ken Schwaber did use the form "SCRUM" in his '95 OOPSLA paper.

The word "scrummage" is a modification of "scrimmage", which in turn derives from or is a cognate of "skirmish". The term was used in the laws of rugby union for a long time before being permanently contracted to just "scrum".

- Wikipedia: Scrum



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Scrum

- Process framework, not methodology
- Scrum is the **minimum set** of ceremonies and artefacts to **control** a work in a complex environment
- Scrum purposefully omits development detail
 1. Scrum expects that people who use it know how to do whatever they do
 2. The details are always specific to the environment



- "Check out Scrum 2.0, now with improved practices!!"

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Scrum

- Customer centric
 - The customer directly drives the development (Product Owner role)
- Empowered teams
 - Teams assume responsibility for organizing themselves and their work
 - Hyperproductivity
- Iterative & incremental
- Risk and value driven
- Communication driven
- Command & Control

~~Scrum~~

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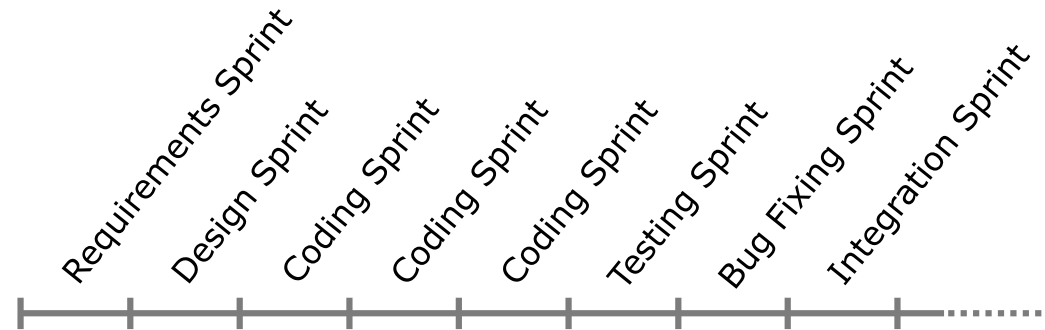


ScrumBut

- *"Yeah, we're doing Scrum, but ..."*
- The most common "Agile process" used in the world today
- Results usually from "doing Scrum", but "improving it" using waterfall values and principles
 - A devolving process, not evolving
- A way out? Yes, recognize what you are doing and try to move to real Scrum

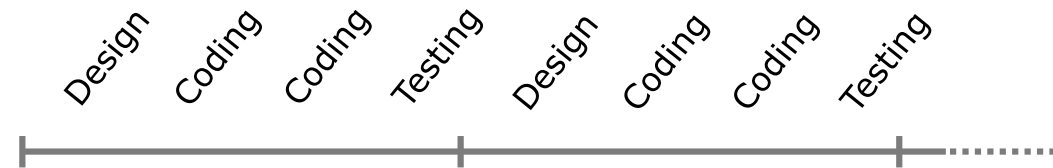


Scrummerfall



”**Scrummerfall.** n. The practice of combining Scrum and Waterfall so as to ensure failure at a much faster rate than you had with Waterfall alone.”
- Brad Wilson

Or



Scrum

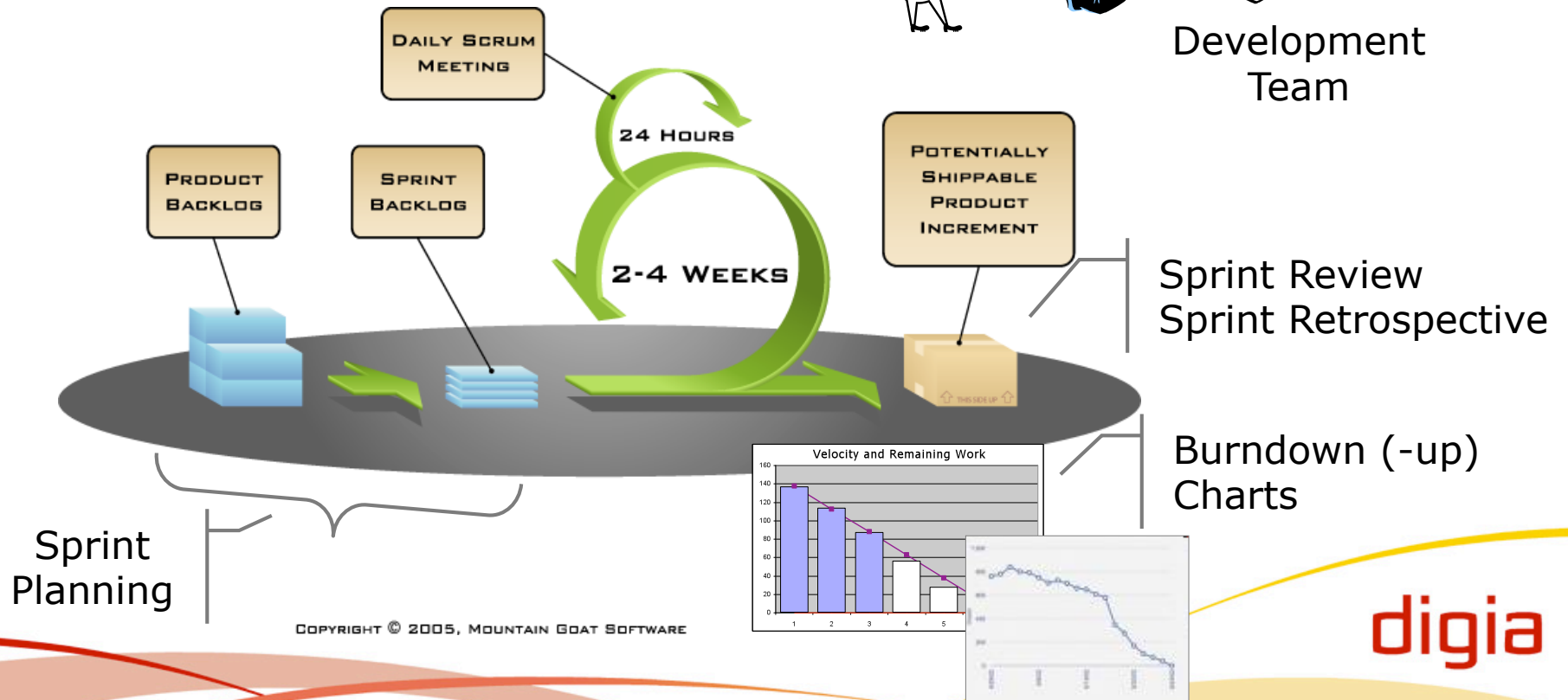


Product Owner

Scrum Master



Development Team



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Scrum

- Time-boxed iterations and activities
 - Never extend a Sprint – adjust scope
 - Time-boxed meetings
- No interference during Sprints
 - But the PO may terminate it
- Common goal, intense collaboration
- Multi-disciplinary teams
- Simple, but hard to do right
 - Requires more discipline than traditional approaches

~~Scrum~~

User stories [from XP]

- Generally recommendable approach

Scrum

"Product backlog items"

- Anything that needs to be done to get the desired result

"[Product Backlog] is a list of all features, functions, technologies, enhancements, and bug fixes that constitute the changes that will be made to the product for future releases."
- Schwaber, Beedle in Agile Software Development with Scrum



Story Points [Mike Cohn, et.al]

- Another generally recommendable approach
 - Scale with productivity increase
 - Independent of estimator skill level
 - Fast and appropriately abstract
 - Can be used with little data

Scrum

No definition of estimation units

- Just that the PO needs estimates for prioritization and planning, and that the team is the best providing them

The word "digia" is written in a red, lowercase, sans-serif font.

Scrum

Daily Scrum - Sit or stand,
up to you

- The team should reflect on how to make them most effective
- Examples of both approaches



Standing is more effective

- Recent research indicates that stand-up meetings are more effective
 - Faster
 - More focused
- But still a stand-up telco doesn't make much sense...

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Scrum

Iterations are 30 days long

- Or so it said in the original book...
- It has been recognized the duration may vary between teams and environments
 - Working examples range from 1 week to 4 weeks
- Regular rhythm is recommended
 - Project's heartbeat
 - Helps planning and communication

~~Scrum~~

Iterations longer than a month

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Scrum

Doesn't tell how to develop SW

- Emphasizes the need (and the skill needed) to deliver working valuable functionality at the end of every iteration



eXtreme
Programming

TDD, pair programming, etc.

- XP is generally recognized as a good way to develop software in Agile way
 - Massive internal communication
 - Fast feedback loops
 - Very high quality
- Requires discipline and skill

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Why Is All This Important?

- Scrum is attributed a lot of things that aren't Scrum
 - And blamed when those practices don't work
- People also feel compelled to use certain practices "because they are Scrum" even if they don't necessarily work in their case
 - Some also resist Scrum because "practise X they've seen someone use in Scrum project" is not to their liking or they think it doesn't apply to their environment
- Knowing what is Scrum will help
 - What are the issues that are critical and almost immutable
 - What areas allow options to adapt to different situations



Questions?



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Thank You!

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