



**Stand
50**

Crouch, Touch, Pause, Engage **How to Implement Scrum in** **your Business**

David Young

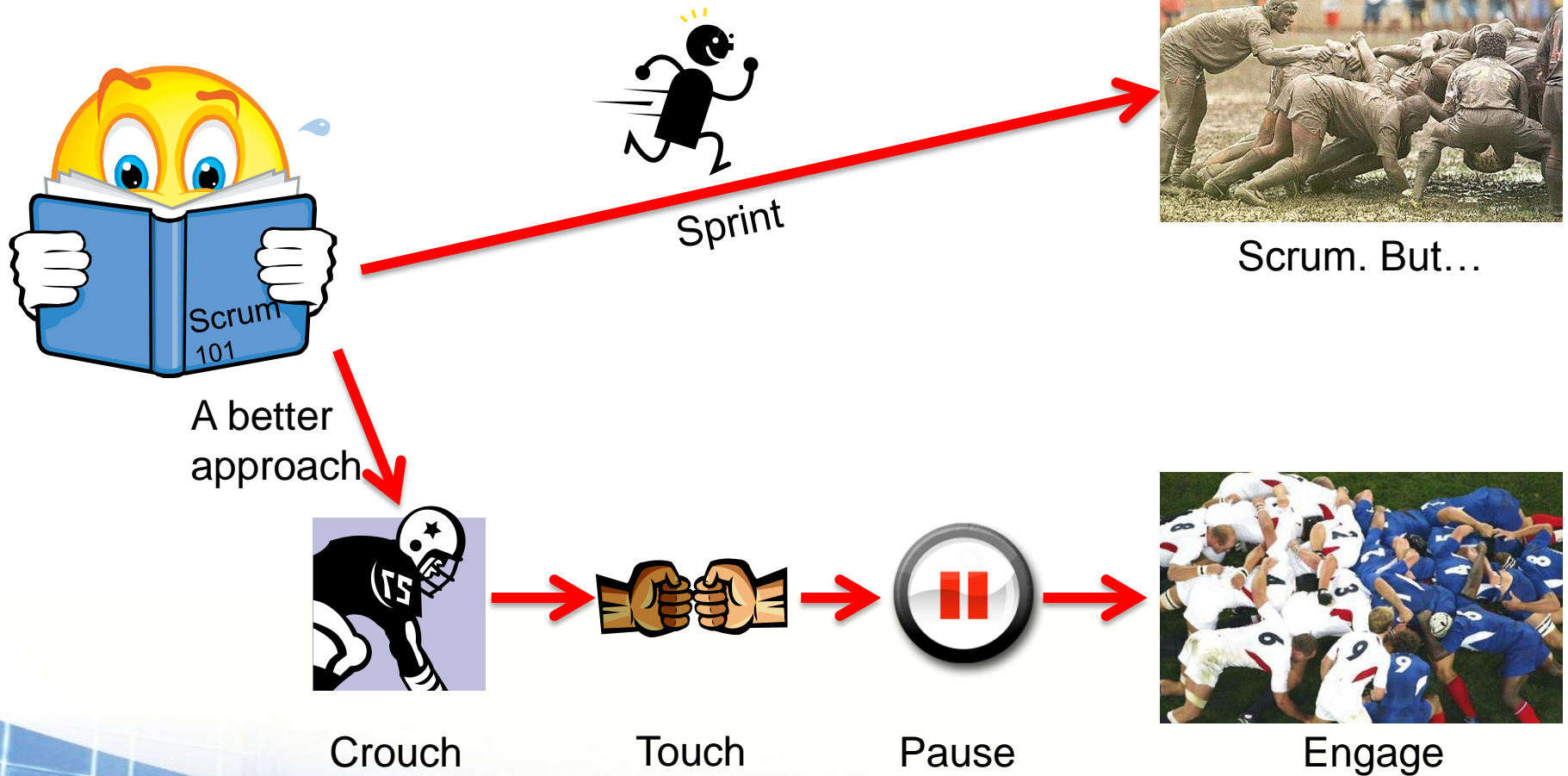
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Bestoutcome
Making change happen

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Prepared by: David Young
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Read the book: What's Next?



About Bestoutcome

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Services

Project & Programme Mgmt Consultancy

- Agile methods and tools
- Scrum Masters
- Programme and project delivery
- PMOs

CRM Consultancy

- CRM implementation
- CRM customisation
- Data migration
- Training & Support

Products



PM3 Project Portfolio Management

- Manage projects, programmes & portfolios
- Finance mgmt, Resource mgmt, Portfolio prioritisation, Risks & Issues, Governance
- “Developed by practitioners for practitioners”

SugarCRM

- Sales Force Automation
- Marketing Automation
- Customer Support
- Collaboration

Customers



Sainsbury's

BrightHouse
Your Weekly Payment Store

HSBC
The world's local bank

WHSmith

LAING O'ROURKE

sky

BAA

Camden NHS
Primary Care Trust

ROYAL & SUNALLIANCE

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Investment Bank

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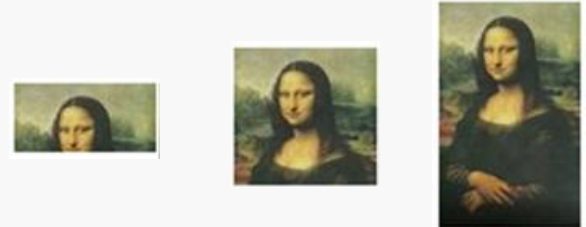


What is Agile?

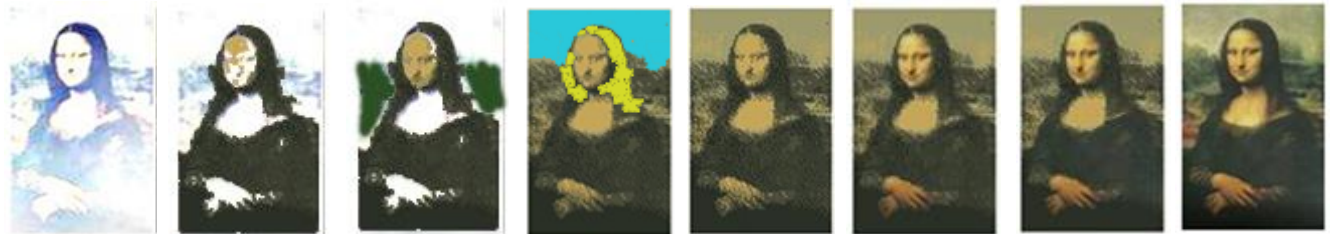
Linear
Waterfall



Incremental
Waterfall



Agile

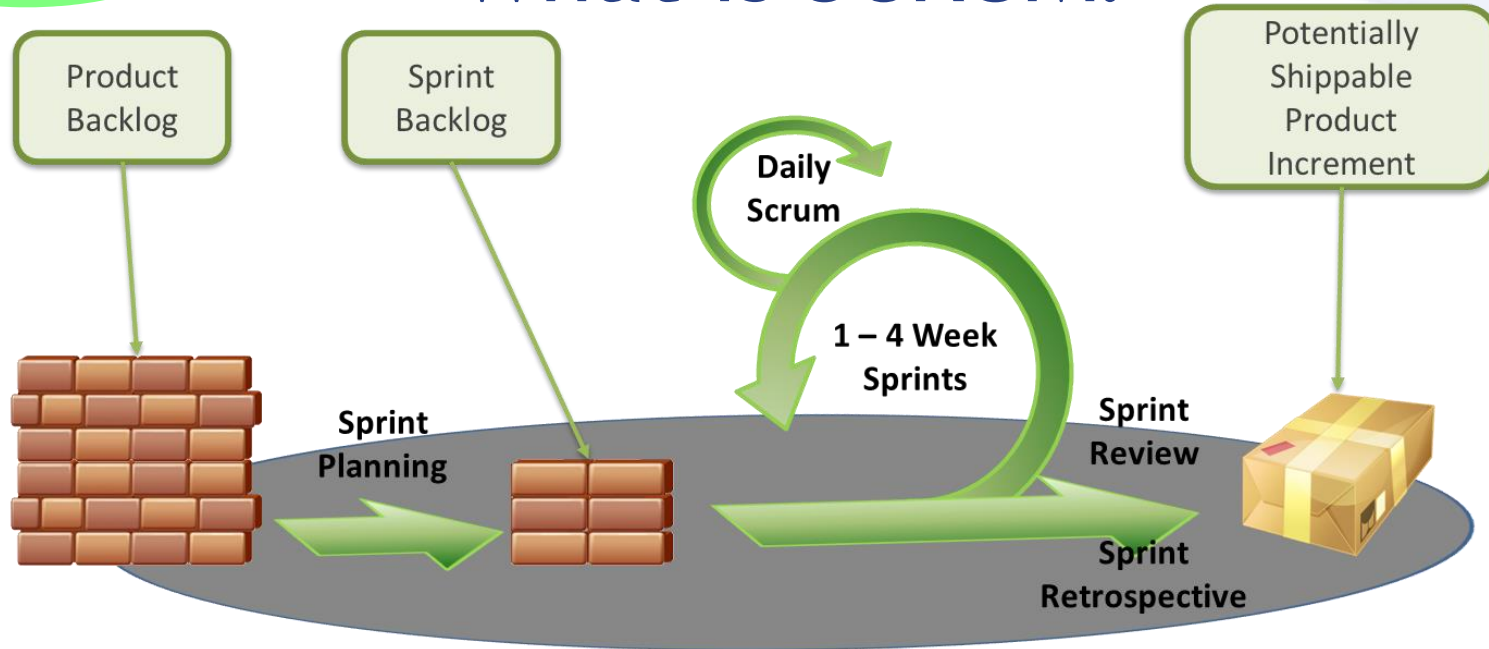


Extreme





What is SCRUM?



- Scrum is an iterative, incremental **framework** for application development projects.
- Requirements are captured in a constantly evolving **Product Backlog**.
- Work is completed in a series of time-boxed **Sprints** of 1 to 4 weeks during which **potentially shippable product increment** is created.
- The team commits to deliver specific outputs in each Sprint according to an agreed **'Definition of Done'**



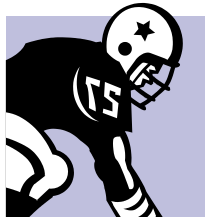


The Scrum Team

- **Product Owner:** from the business, is responsible for:
 - maximising the value of the product and the work of the Development Team
 - managing the Product Backlog which includes all the requirements and activities for the product
- **Development Team:** group responsible for delivering the product increment each Sprint. They should be:
 - self-organising and cross-functional with all the skills (analysis, design, development, testing, architecture, writing etc.) to create the product
 - ideally, co-located
- **Scrum Master:** a facilitator who is responsible for:
 - ensuring that the Scrum Team works efficiently, following the Scrum rules
 - helping the Product Owner to articulate the Sprint Goals, groom the Product Backlog and organise/facilitate the Scrum meetings
 - removing impediments from the Development Team and providing coaching to improve Scrum practices.



How to Implement Scrum in your Business



Crouch

Is Scrum
right for
you?



Touch

Build the
team



Pause

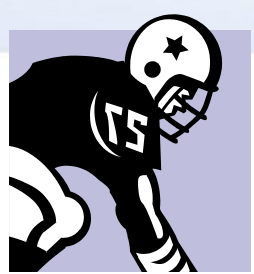
Get
prepared



Engage

Start sprinting



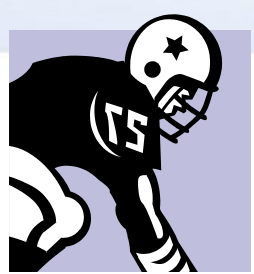


Crouch: Is Scrum right for you?

- Product Owner:

- Can you identify a single Product Owner who has the willingness and the authority to take decisions on behalf of all business users?
- Is the Product Owner located close to the Development Team?
- Will the Product Owner be able to spare the time each Sprint for Sprint Planning, Sprint Review, Product Backlog grooming and answering questions?



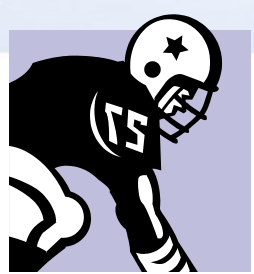


Crouch: Is Scrum right for you? (contd)

- **Product Backlog:**

- Are the requirements a mix of Must have, Should have, Could have and Won't haves?
- Are the requirements clear and unlikely to change or unclear and likely to change?





Crouch: Is Scrum right for you? (contd)

- Technology:

- What technology is the team using? Is it suitable for developing prototypes easily?
- Do you have tools in place for continuous integration, regression testing and automated deployment?
- Are the Development Team experienced developers/testers etc with good understanding about the subject matter and confident interpersonal skills?
- Are all the steps in the development process under your control?





Touch: Build the Team

- Ensure all stakeholders understand how Scrum works and what their responsibilities are:
 - Product Owner: owns the product. It's their responsibility. They need authority and the time to spare.
 - Managers: must understand the change in working - cannot interrupt teams with requests for additional, unplanned work
 - Development Team: Scrum is not an excuse for no documentation, no testing and no status reporting



Touch: Build the Team (contd)

- If possible, bring in an experienced Scrum Master
- Train everyone:
 - Certified Scrum Master
 - Scrum for Development Team
 - Product Owner training
 - Intro to Scrum for Managers

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Pause: Get Prepared

- Don't just dive in before you're ready.
- Invest in a Scrum Tool - Rally, VersionOne, TFS/Urban Turtle, etc
- Organise office space
 - Development team seated together
 - Areas/rooms where you can do standups/meetings
 - Whiteboards or dedicated monitors showing task boards

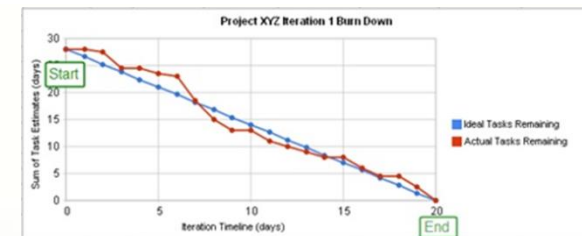
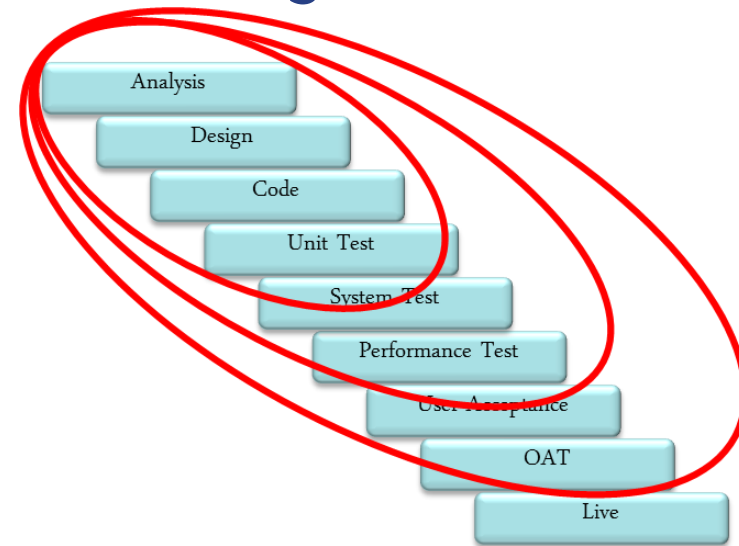
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Pause: Get Prepared (contd)

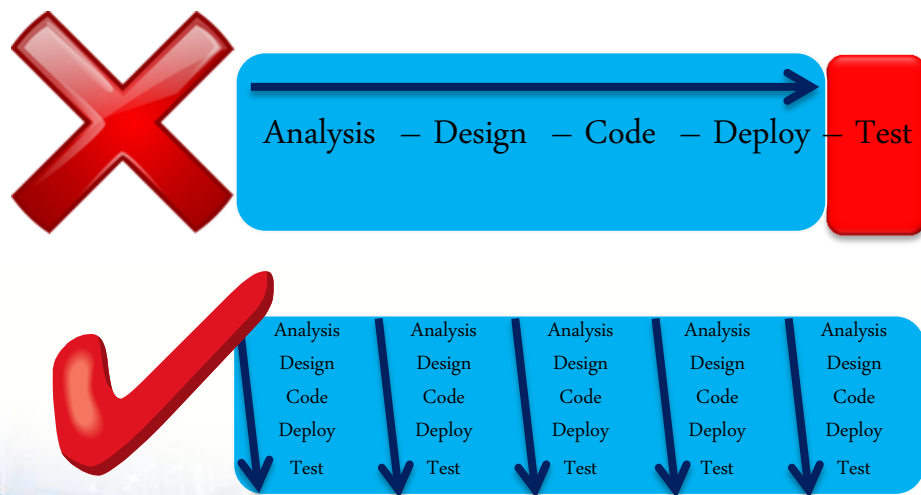
- Gather high level requirements and start to groom Product Backlog
- Initial high level release planning
- Agree on “Definition of Done”
- Agree how you will monitor progress
 - Burndown charts
 - Status reports !?
 - PPM tools, e.g. **PM3 by Bestoutcome**





Engage: Start Sprinting

- Get started using a 2 week sprint duration
- It doesn't all have to be perfect. There's a learning curve. Don't try to run before you can walk
- Change things incrementally
- Watch out for mini-waterfall and technical debt





Scrum Master - 7 Deadly Sins

1. Assigning tasks to Development Team members
2. The Daily Scrum turns into a status meeting
3. Acting as a “pipe” rather than as a “connector”
4. Taking centre stage during the Sprint Review
5. Allowing developers to revert to a mini-waterfall process
6. Failing to coach the team to improve performance
7. Letting the Development Team burn out

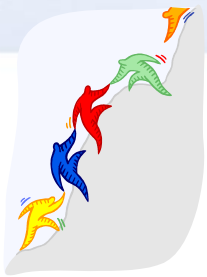




Pitfalls: When Scrum Goes Wrong

- Trying to mix Scrum Master and Lead Developer
- Teams too big or too small
- One team members working remotely
- Outsourced teams working on fixed price basis
- Lack of trust, commitment
- Team members not contributing
- Not being in control of whole development process
- Sprinting without a Product Owner
- Sprint Reviews not well attended
- Rest of IT is not agile (e.g. release mgmt, hardware)





Scrum: It's Easy, Isn't It?

- The Concepts around Scrum are relatively easy to define
- There is no hefty methodology with Scrum

But..

- Scrum doesn't provide an answer for many of the challenges of developing systems in large companies
- Inexperienced teams can cherry pick Scrum terms/concepts, which are useful, but they are not getting the proper benefits of Scrum

Bestoutcome can help you to implement Scrum:

- Provide experienced Scrum Masters
- Train your business and IT teams
- Identify appropriate tools - Scrum management, testing, development
- Build Scrum into your existing methodologies and processes



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Q&A

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