



Selling Scrum et. al.

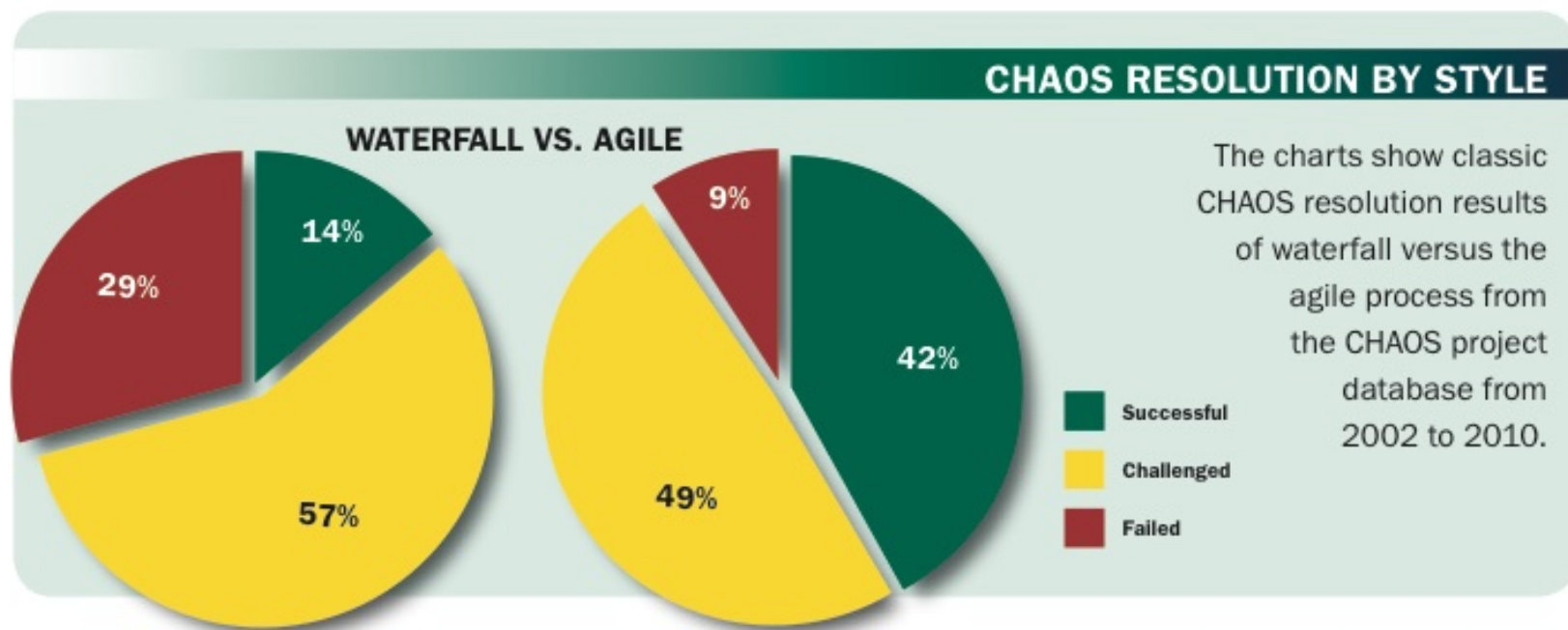
A man who carries a cat by the tail learns something he can learn in no other way.

- Mark Twain

Ken Schwaber

The Right Process Produces the Right Results

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The CHAOS Manifesto, Copyright 2011

The Right Process Produces the Right Results

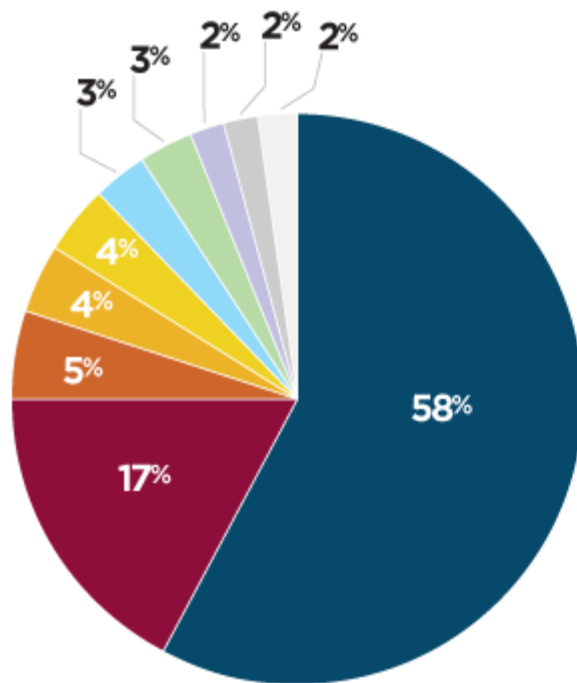
“The agile process is the universal remedy for software development project failure. Software applications developed through the agile process have three times the success rate of the traditional waterfall method and a much lower percentage of time and cost overruns. The secret is the trial and error and delivery of the iterative process.”

The CHAOS Manifesto, Copyright 2011

Are you using Scrum?



AGILE METHODS & PRACTICES



AGILE METHODOLOGY MOST CLOSELY FOLLOWED

Scrum or Scrum variants were by far the most common agile methodologies employed.

- SCRUM
- SCRUM/XP HYBRID
- CUSTOM HYBRID
- OTHER
- EXTREME PROGRAMMING (XP)
- DON'T KNOW
- SCRUMBAN
- LEAN
- FEATURE DRIVEN DEVELOPMENT (FDD)
- AGILE UP

FBI Case Management Project (Sentinel)

- 2006: Sentinel project awarded to Lockheed Martin, 4 phases, \$450m, 6 years.
- 2010, after four⁺ years, \$421 spent and 1st phase and part of 2nd done. Mitre estimates another \$351m and 6 years to complete.
- FBI stops contract and brings in house.
- Scrum studio in Hoover building basement, reduce staff from 400 to 40.
- Project done in 1 year for \$30m.

How do we sell Scrum to our management?

Software in 30 Days

Wiley, April 2012

Ken Schwaber & Jeff Sutherland

“We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these Life, Liberty and the pursuit of Happiness and **Software in 30 Days**.”



A radical approach to getting IT projects done **faster & cheaper** than anyone thinks possible

**SOFT-
WARE
IN
30
DAYS**



How Rogue Managers
Beat the Odds, Delight
Their Customers,
and Leave
Competitors
In the Dust

KEN SCHWABER and **JEFF SUTHERLAND**
Creators of **SCRUM**

Improving The Profession Of Software Development

Scrum Adoption Patterns

PRN

- As needed or desired
- No overall permission or awareness
- May persist in certain areas of organization
- Customer may or may not be engaged
- Ad-hoc with practices adopted as permitted
- Best way for Scrum to prove its value and spread
- Eventually will be noticed

Critical project or Contained area of organization

- Unique culture within the organization
- Specific rules of usage, including Scrum
- Prerequisites and training to participate
- Development environment, process, tooling and definition of “done” established
- Centralized coaching, monitoring and metrics.

Enterprise Adoption Model

- Profound, or Profound and Persistent
- Based on:
 - Twenty years of experience.
 - “CxO Playbook” first used in 2005 and updated after engagements.
 - In collaboration with John Kotter’s*, adoption of his model for organizational change.

* Harvard professor internationally recognized as leading expert on organizational change.

Profound, or Profound and Persistent

Activity	Required for Permanence	Average Duration
Initiate the transformation project		1-3 months
Establish a sense of urgency	Yes	
Form a guiding coalition		-
Develop a vision and strategy	Yes	-
Communicate the vision	Yes	1-2 months
Empower broad-based action	Yes	1 month-5 years
Generate short-term wins		2-6 months
Consolidate gains and produce more change	Yes	1-5 years
Anchor new approaches into the culture	Yes	5-6 years

Wrapped in an organizational change program



The Path To Agility

A Playbook For Using Scrum To Achieve Agility
Overview - Version 1.3

Management has to understand what will be new and how they will manage it.

Developers have to understand how they will be compensated and promoted.

All have to understand why the change is urgent and have a vision of the new.

Scrum Programs

Professional Scrum at Scrum.org

Professional
Scrum
Product Owner

Product Owners
Executives
Advanced
Practitioners

Professional
Scrum Master

Scrum Masters
and
Advanced
Practitioners

Professional
Scrum
Developer
.NET or Java

Architects
Business Analysts
DB Specialists
Designers
Programmers
Testers

Professional Scrum Foundations

Everyone

Professional Scrum Product Owner

Those who are responsible for the success of a software product

Product Owners
Product Managers
Program Managers
Development Mangers

Responsible for optimizing the value of an asset (product or system) for an organization.

Key Performance Indicators (KPIs) can act as a proxy for more traditional measurements

It is difficult to know we are creating value

Indicators help provide insight

"Start small — if no one is digesting or interpreting [the metrics], they're useless."

- Doug Akers, MKS

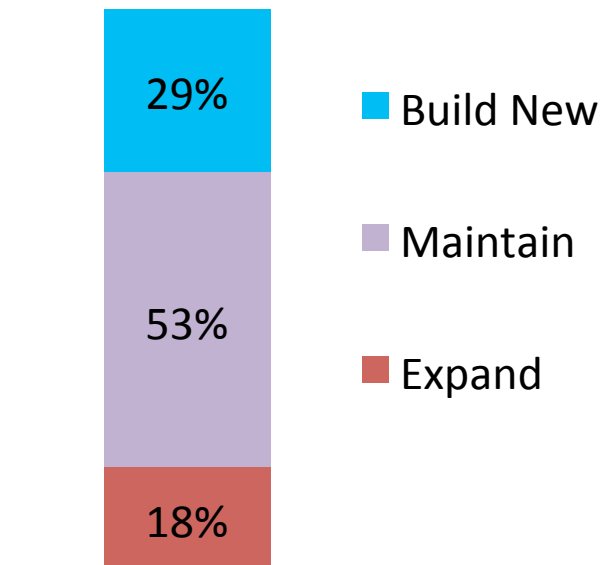
Remember: Information is value neutral!

Innovation Rate

Building new vs. sustaining existing

What percentage of your product budget is spent on building new functionality vs. maintaining the existing vs. expanding capacity?

2010 IT Budgets

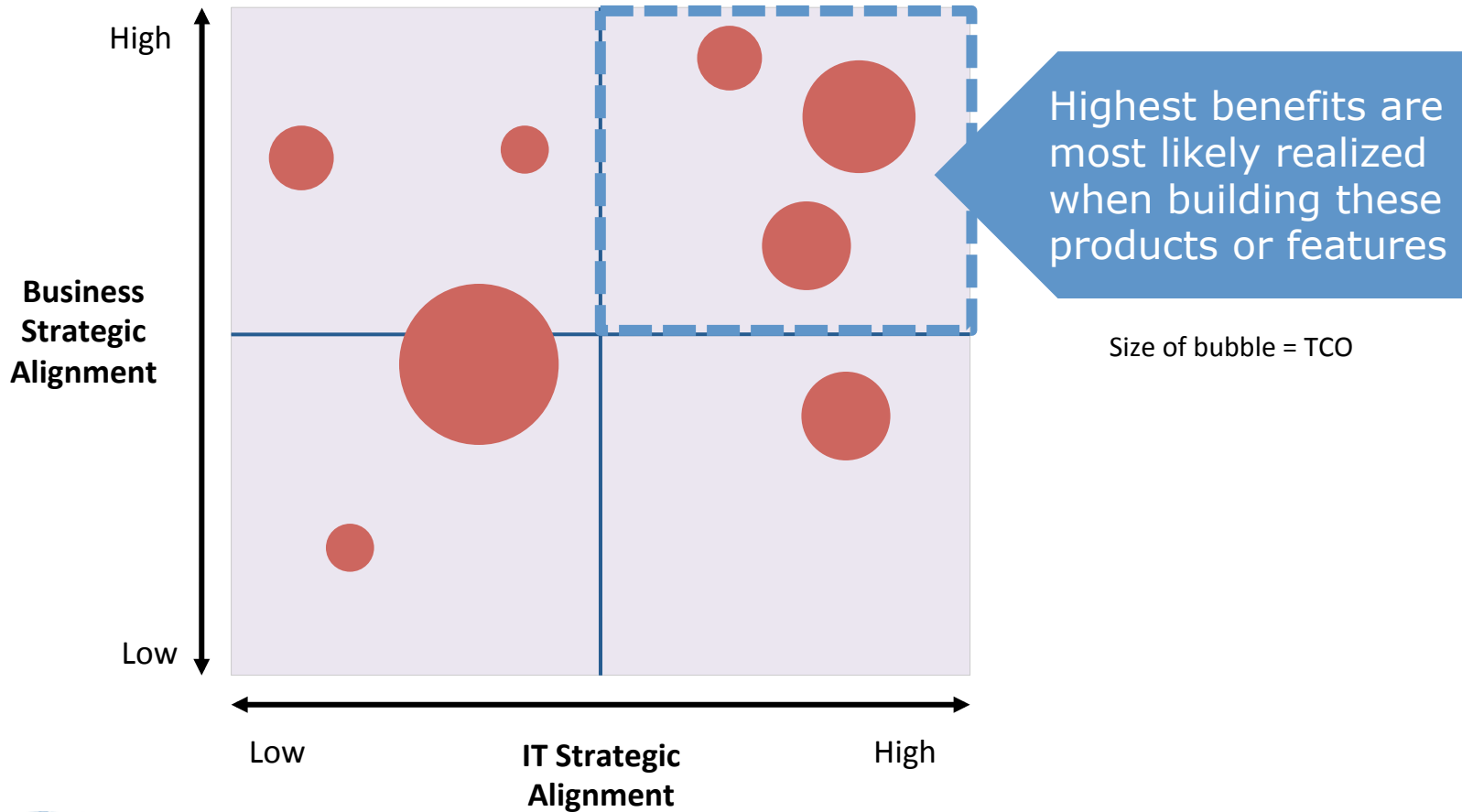


(Forrester: October 2010 "2011 IT Budget Planning Guide For CIOs")

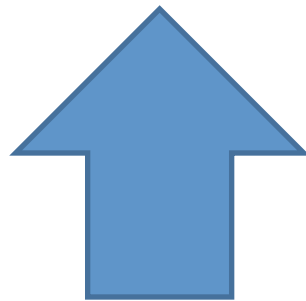
Strategic Alignment Index

Software to support strategic vision and IT strategy

Strategic Alignment Map



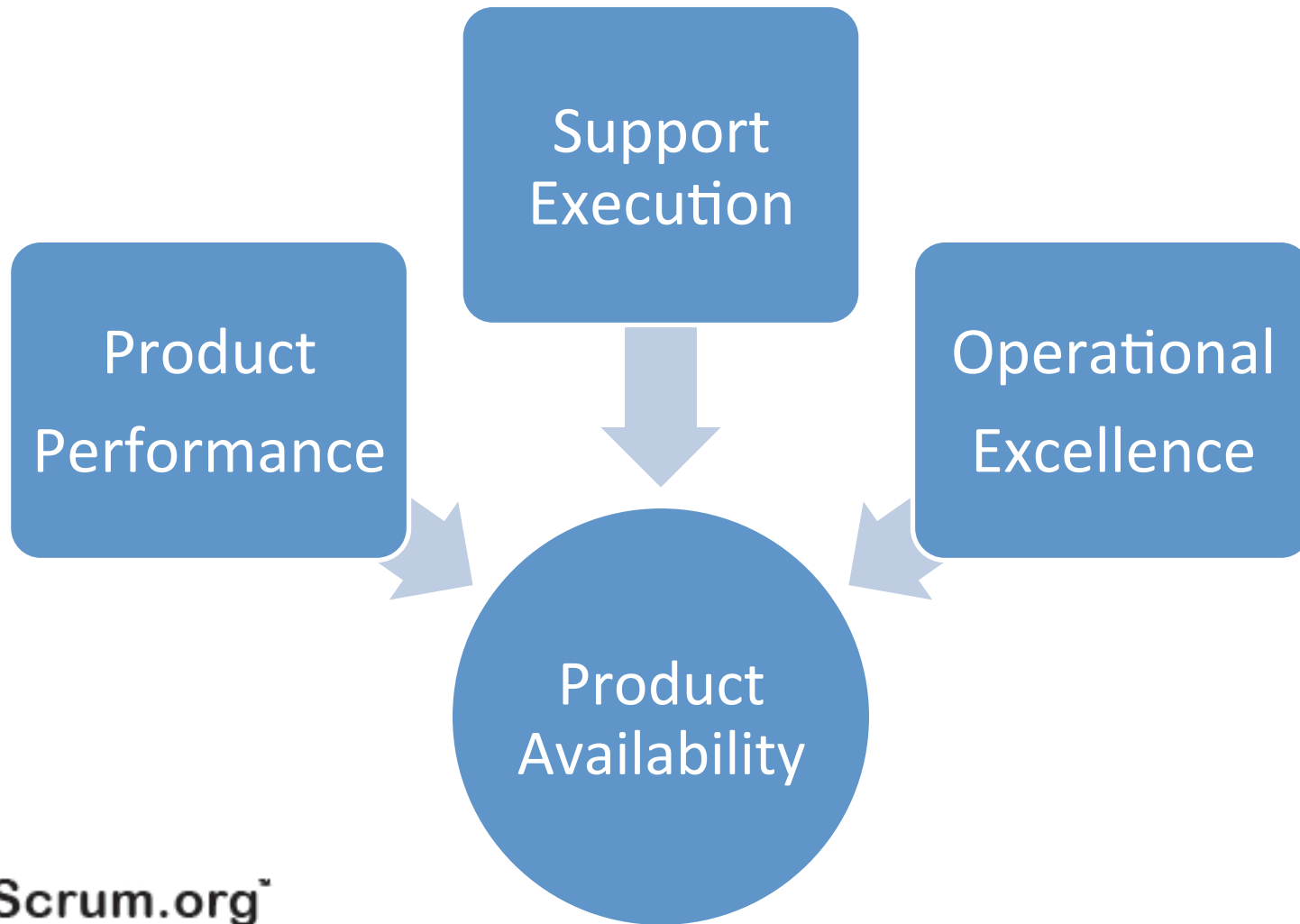
Percent of time team spends
working on product stuff
(e.g. things that create value)



Generally, higher is better

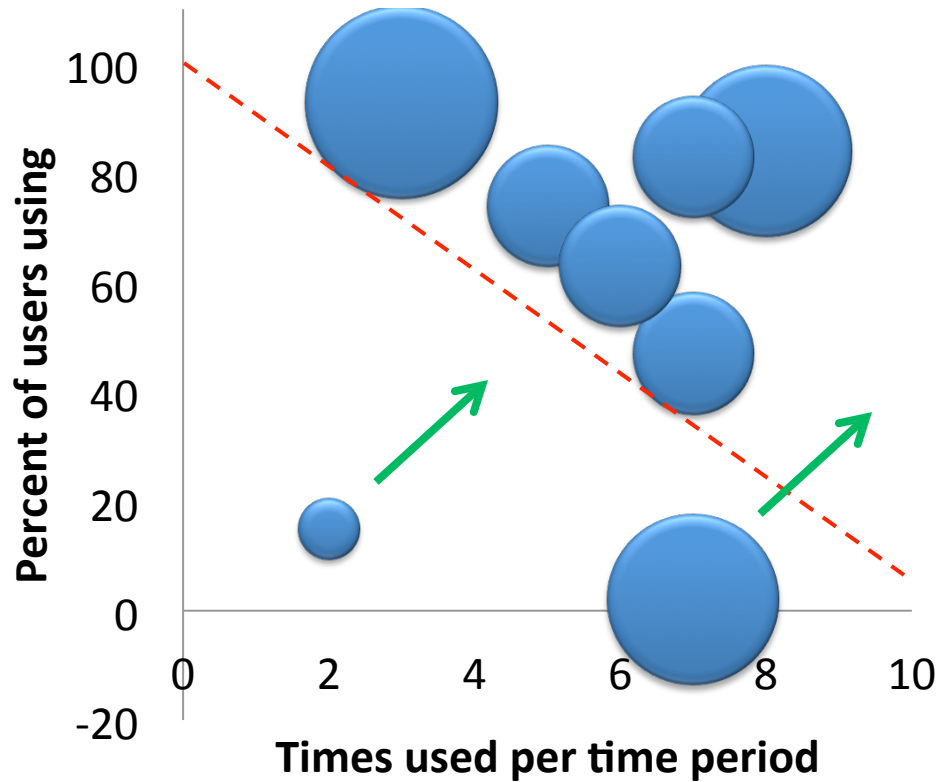
Product Availability

Customer access, usability, and support



Usage Index


Do people actually use the functionality you build?



Size of bubble = Time spent using

Build things that people will actually use.

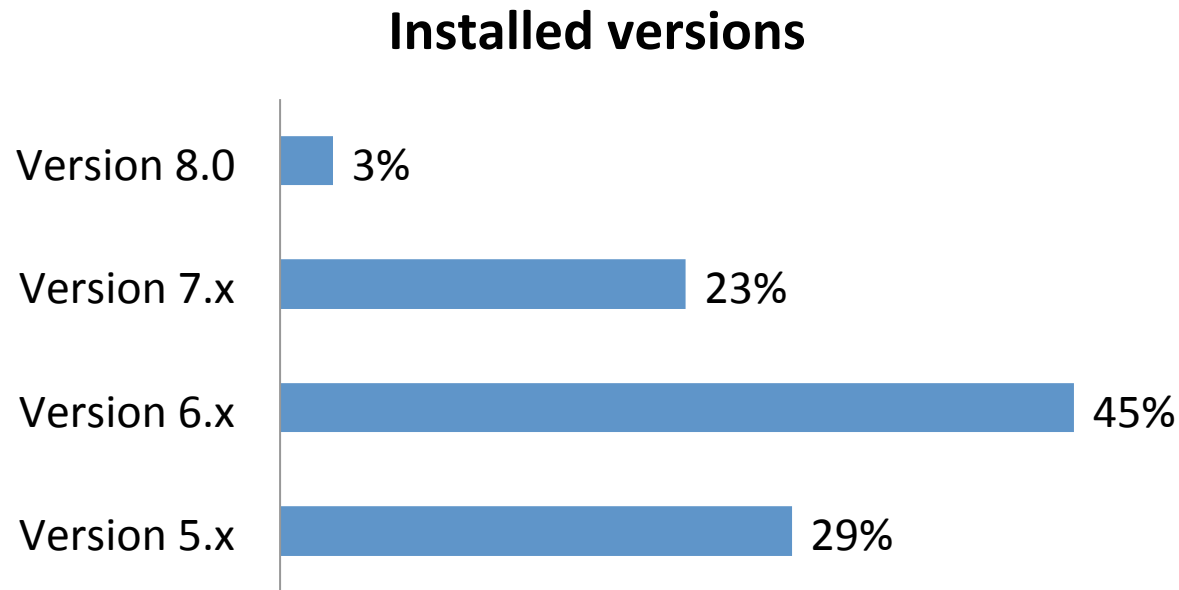
If they aren't, try to figure out why and drive more usage. If you can't, get rid of the feature.

 Higher tends to be better

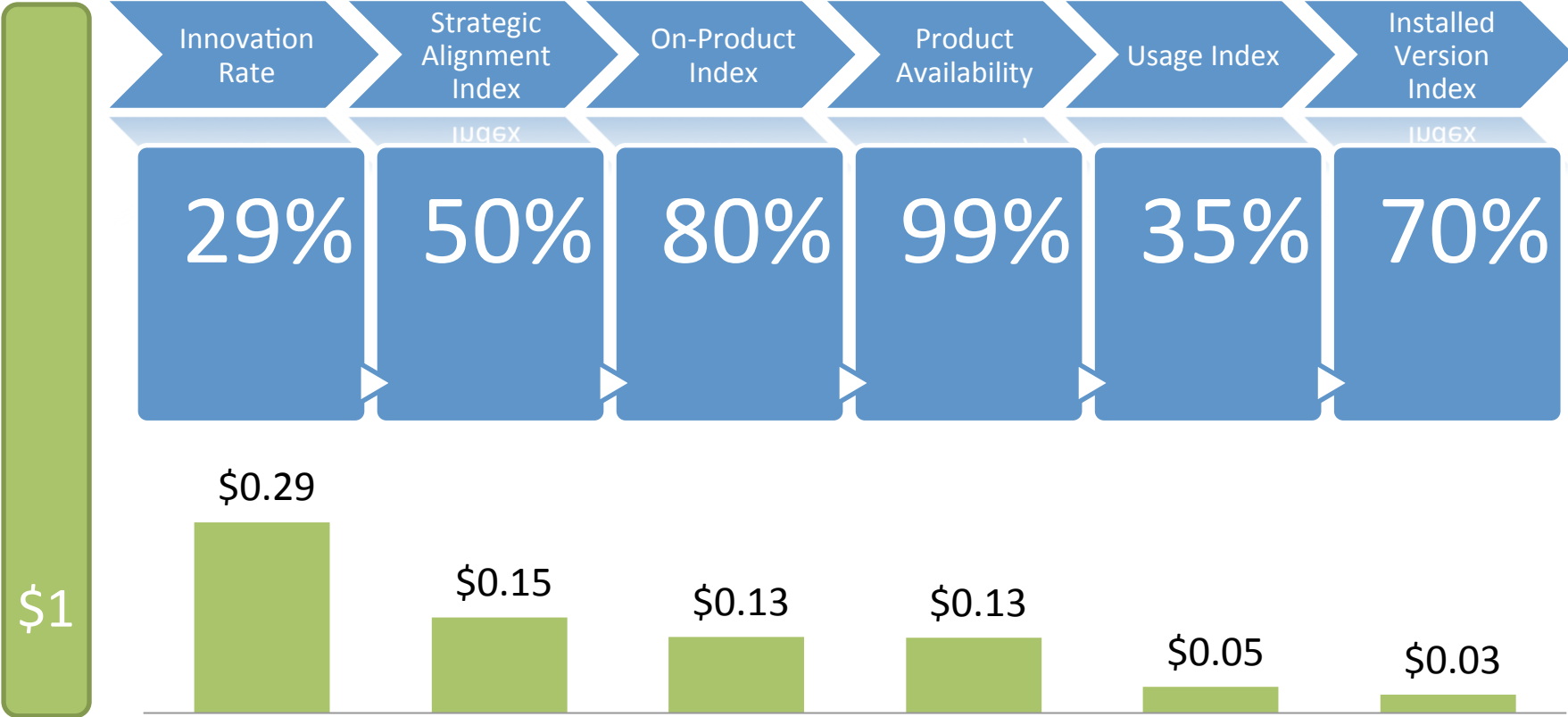
Installed Version Index

Monitoring product absorption

What percentage of your customers are on your latest (n) release?



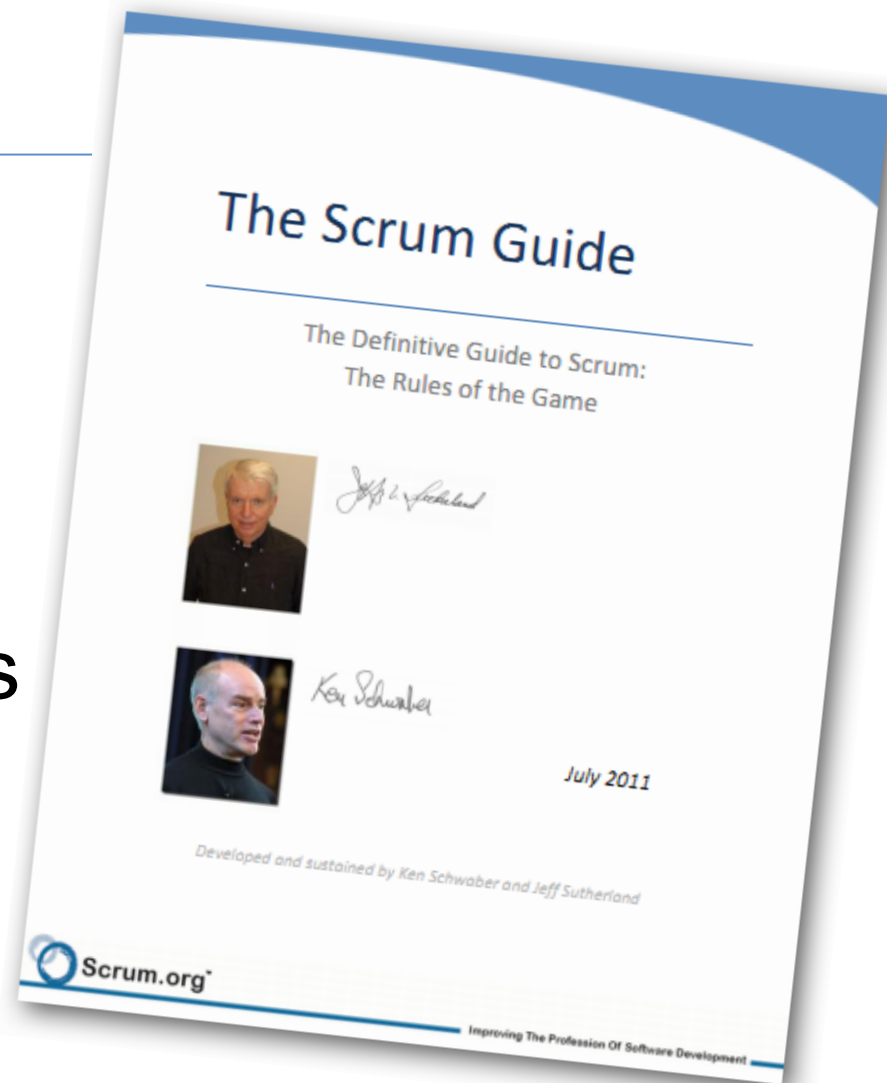
Using KPIs provides a high-level proxy of actual value delivered by software products



Scrum Guide V2011

The Scrum Guide

- Updated regularly
 - February 2010
 - July 2011
 - October 2011
- Reworded and practices removed
- Open for modification and extension
- Best practices library



Scrum Team

Development

Product
Owner

Team

6 ± 3

Scrum
Master

Scrum Changes, 2011

Development Teams do not commit to completing the work planned during the Sprint Planning Meeting. The Development Team creates a forecast of work it believes will be done, but that forecast will change as more becomes known throughout the Sprint.

The Sprint Backlog *forecasts* work for the Sprint

SUN	MON	TUES	WED	THUR	FRI	SAT	SUN	MON	TUES
Apr 16	Apr 17	Apr 18	Apr 19	Apr 20	Apr 21	Apr 22	Apr 23	Apr 24	Apr 25
									
Sunny	P Cloudy	P Cloudy	M Sunny	Sunny	P Cloudy	Showers	Sct Showers	Sct Showers	Sct Showers
High: 65°F	High: 60°F	High: 65°F	High: 72°F	High: 70°F	High: 64°F	High: 62°F	High: 62°F	High: 61°F	High: 61°F
Low: 47°F	Low: 48°F	Low: 53°F	Low: 54°F	Low: 56°F	Low: 53°F	Low: 56°F	Low: 52°F	Low: 49°F	Low: 50°F
Precip: 0%	Precip: 20%	Precip: 10%	Precip: 20%	Precip: 20%	Precip: 20%	Precip: 60%	Precip: 60%	Precip: 30%	Precip: 60%

Commitments in Scrum

Commitments are made to:

- A specific quality standard
- Adhering to a shared definition of done
- Helping each other self-organize
- Professionalism
- Other members of the Scrum Team
- Remember empiricism and complexity

Scrum Changes, 2011

Scrum does not mandate a burndown chart to monitor progress. Scrum requires only that:

- Remaining work for a Sprint is summed and known on a daily basis.
- Trending toward completing the work of the Sprint is maintained throughout the Sprint.

Scrum Changes, 2011

Release Planning is a valuable thing to do when using Scrum, but isn't required by Scrum itself.

Scrum Changes, 2011

The Sprint Backlog is the Product Backlog items selected for the Sprint, plus a plan for delivering them. There is no longer a required concept of “Sprint Backlog items” although that technique can make a great plan. A self-organizing Development Team always has a plan.

Scrum Changes, 2011

The Product Backlog is “ordered,” instead of “prioritized,” providing flexibility to the Product Owner to optimize value in his or her unique circumstances.



Scrum is Open for Modification



- If change is needed, we can discuss it
- Submit proposals for change at [Scrum.org](https://www.scrum.org)

In our headlights for 2012

Velocity

1. Habit of desiring certainty and predictability causes people to project past velocity into the future.
2. Past velocity can gain a stability, but that not does not equal predictability
3. Yesterday's weather may or may not indicate tomorrow's weather.

Next Steps

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<http://groups.yahoo.com/group/scrumdevelopment/>



If you achieve PSPO certification you are eligible to join the LinkedIn group to continue the conversations with the people you've met in this class, and start new ones with other PSPOs.

Thank you!

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