



The Seven Deadly Sins of Scrum

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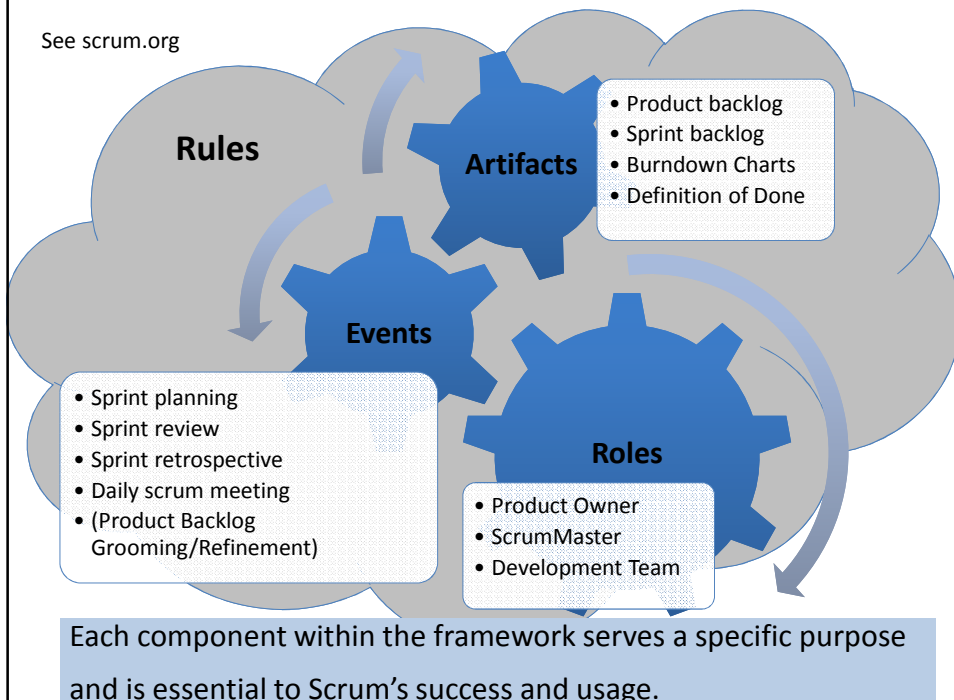
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See scrum.org



State of Agile

Versionone Survey:

- Challenges experienced adopting/scaling agile
 - Company philosophy or culture at odds with core agile values (63%)
 - Lack of experience with agile methods (47%)
 - Lack of management support (45%)
 - General organizational resistance to change (43%)
 - Lack of business/customer/product owner (41%)

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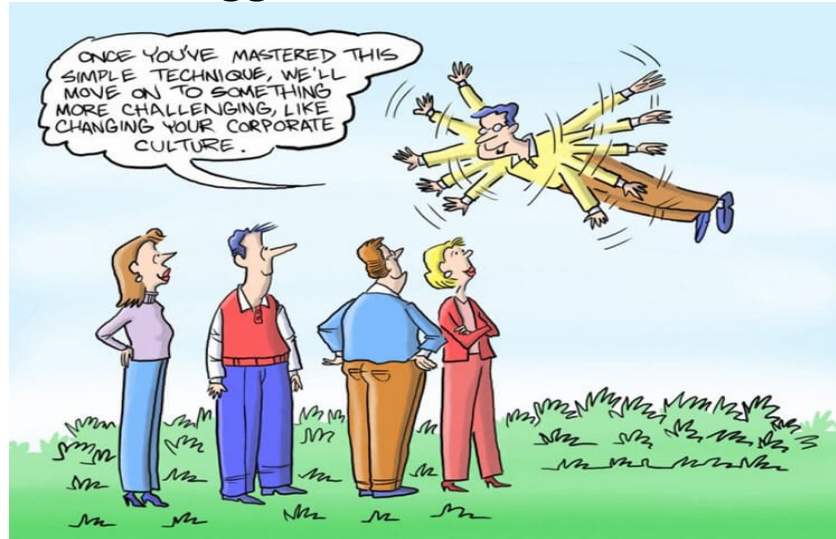
Seven Deadly Sins

1. Culture
2. Push versus Pull
3. Planning
4. Product Backlog refinement
5. Definition of Done
6. Sprint Backlog
7. ScrumMaster

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1. Culture/people/mindset – the biggest sin of them all



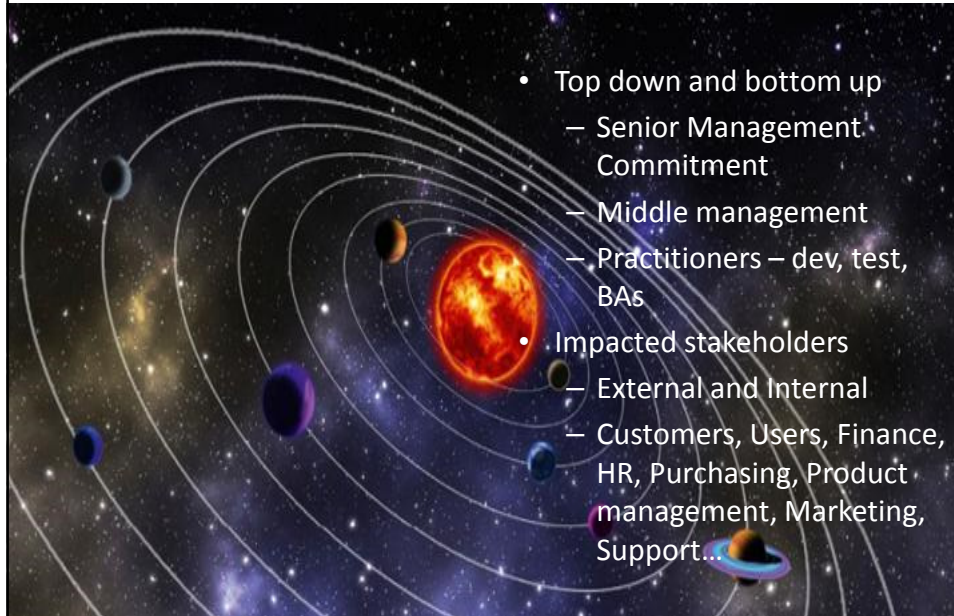
So what's the problem?

- To get the benefits of Agile/Scrum we need to embrace its values and principles
 - Culture and people
- Changing these is hard
 - People tend to resist change

So

- As well as focusing on the framework elements we need to understand and focus on Agile/Scrum values, principles and behaviours
 - Will also help ensure benefits achieved are sustained and long lasting

Align all stakeholders (incrementally)



Some wise words....

- The biggest secret in making the transition to Agile isn't in the technicalities of the new process, but in "how" the change initiative is approached. Leaders and managers must be clear in their communication around how the change will affect each team member and what the benefits are. It is by building trust and removing doubt and fear that resistance disappears.
 - Susanne Madsen
- If you experiment with the move to Agile, starting with your business reasons for it and using feedback to ensure that you're on the right track, you too can ease your transition.
 - Johanna Rothman



Team Culture

Whole Team
thinking?



Self organising?

Cross-functional?

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2. The sin of Push v Pull?



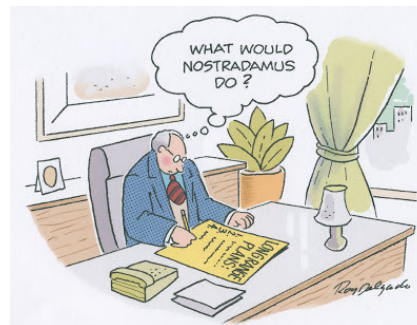
- Only Development Team should estimate and decide on scope to 'pull' into the sprint based on past performance and their projected Sprint capacity
- 'Push' →
 - technical debt
 - less transparency, openness and trust

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3. Planning sins

- Daily planning
 - Daily scrum becomes a status reporting session rather than a self organising opportunity for team to plan their work
- Sprint planning
 - Not involving whole team in joint design and planning
- (Release planning) vs. empirical forecasting
 - Not light and adaptive
 - Not considering test approach
- (Vision)
 - lacking the big picture

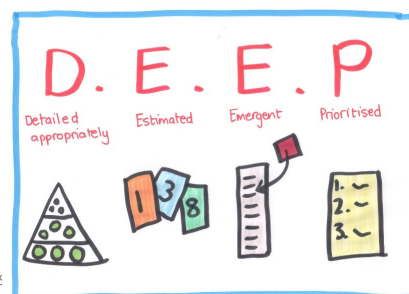


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4. Product Backlog refinement sins

- Not having valuable Product Backlog Items that are ready for next sprint
 - Insufficient involvement and collaboration
 - Teamwork!
 - INVEST criteria not met e.g.
 - stories too large increasing risk of mini-waterfalls



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5. Definition of Done – many sins!

- Not having one
- Not following it
- Not specific enough
 - E.g. no test coverage concept
- Team, product, organisation – which?
- PBI, Increment, Release level?
- Not evolving it
 - Retrospectives should review it
- DoD not used as tool to manage required quality level and technical debt
 - Total cost of ownership rises

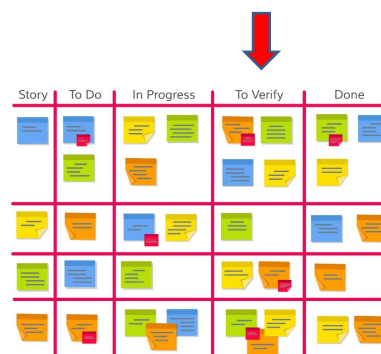


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6. Sprint backlog sins

- Not having explicit, estimated test tasks
 - early testing and defect prevention?
 - no big picture testing... only story level
 - DoD?
- Separation of test
 - a phase



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7. Scrum Master – all of our sins..

- Not focused on the Agile & Scrum values – culture/behaviours
- Manager versus servant leader
- Part-time
- Not harnessing the power of retrospectives with the team
- Team focus only and not an organisational change agent
- See other sins!



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Thank you!

**Questions?
Share some sins...**



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