

ESUG 2006 - Prague

Scrum in Practice

the art of the possible @ Wizard

Rowan Bunning
Wizard Information Services

Software With Style





Overview

- ❧ Part A:
 - ❧ Scrum usage @ Wizard
 - ❧ Scrum+XP in a Nutshell
- ❧ Part B:
 - ❧ 15 minute sprint
- ❧ Part C:
 - ❧ Selling Scrum
 - ❧ Challenges

Scrum Usage @ Wizard

Wizard Information Services

- One of 5 Wizard businesses
- Smalltalk for last 10 years
- MAVIS - collection management system
 - Prestigious clients
 - User conference this month in Berlin
- Transitioned from bespoke apps to products

Timeline

Scrum Mentor ■

■ WizDom2 project

■ Used for non dev. activities

■  project

■ Certified ScrumMaster

■ EzyXML project - some Scrum practices

■ Scott Ambler @ Smalltalk Solutions

2003

2004

2005

2006

Scrum Usage @ Wizard

- All R&D / Product Development Projects
 - Internal Customer
 - Few fixed constraints
- EzyXML - XML editor development
- ACO - Community portal development
- WizDom2 - Software Platform development
- ICT&R - Management of IT contracting business
- Wizard Power - Solar Power R&D
- Tendering - Response preparation
- QMS, Scrum - Methodology Documentation

Why Scrum is Succeeding

- Championed by Executive Chairman
- Positive re-enforcement
- Business decision makers are empowered
- Developers are empowered
- No more BA/Architect - developer disconnect
- Smalltalk is excellent for rapid development

Who else is Using Scrum?

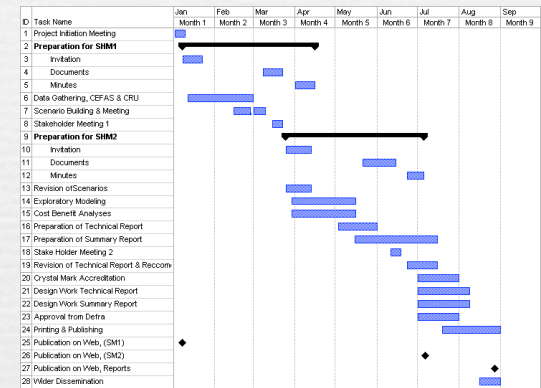
- ❧ Microsoft
 - ❧ .NET Platform Group
- ❧ IBM
- ❧ Google
- ❧ Yahoo!
- ❧ Federal Reserve Bank
- ❧ Oracle
- ❧ Sun Microsystems
- ❧ Siemens
- ❧ SAP
- ❧ Nokia
- ❧ BBC
- ❧ IDX GE Healthcare: 330 people, 15 apps, 1 year
- ❧ FDA- approved, life-critical software for x-rays, MRIs
- ❧ Financial payment applications
- ❧ 24x7 with 99.99999% uptime requirements
- ❧ Multi-terabyte database applications
- ❧ Biotech projects

Scrum+XP in a Nutshell

Defined vs Empirical

Defined Process

- Try to make reality follow an upfront plan



Empirical Process

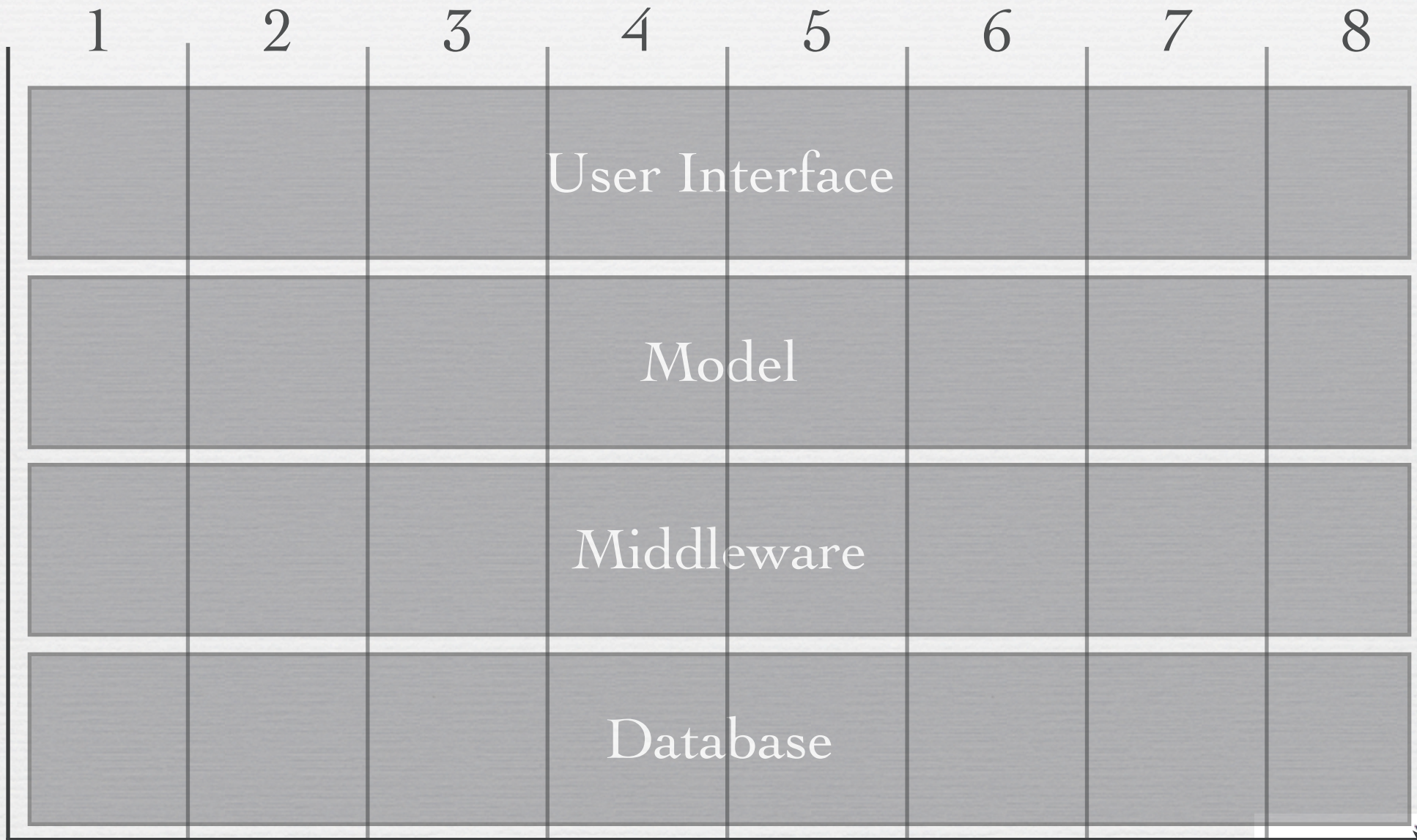
- Continually inspect and adapt to the emerging reality
- “visibility, inspection & adaptation”



Slice it like Sushimi

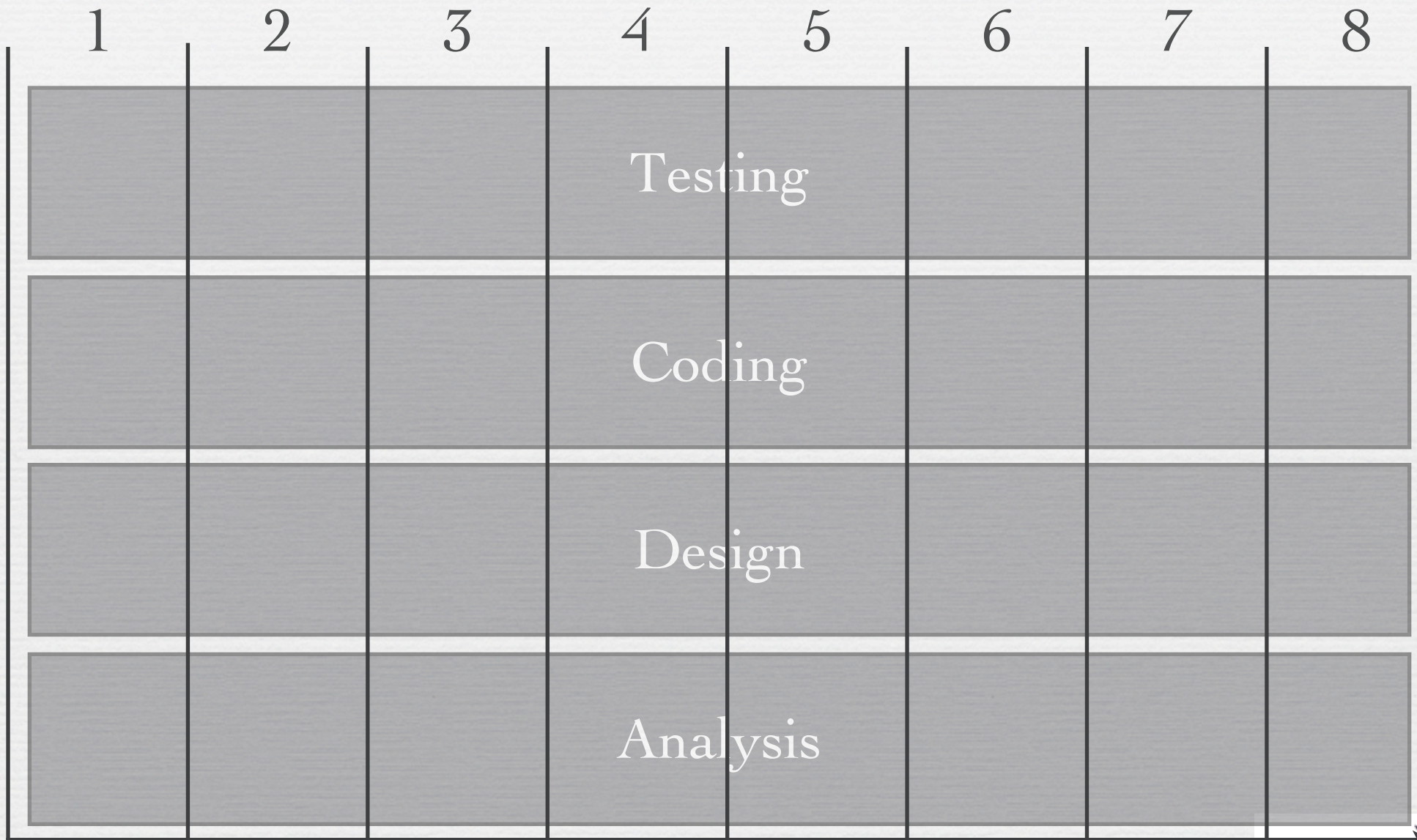


Vertical slices - architecture



Time

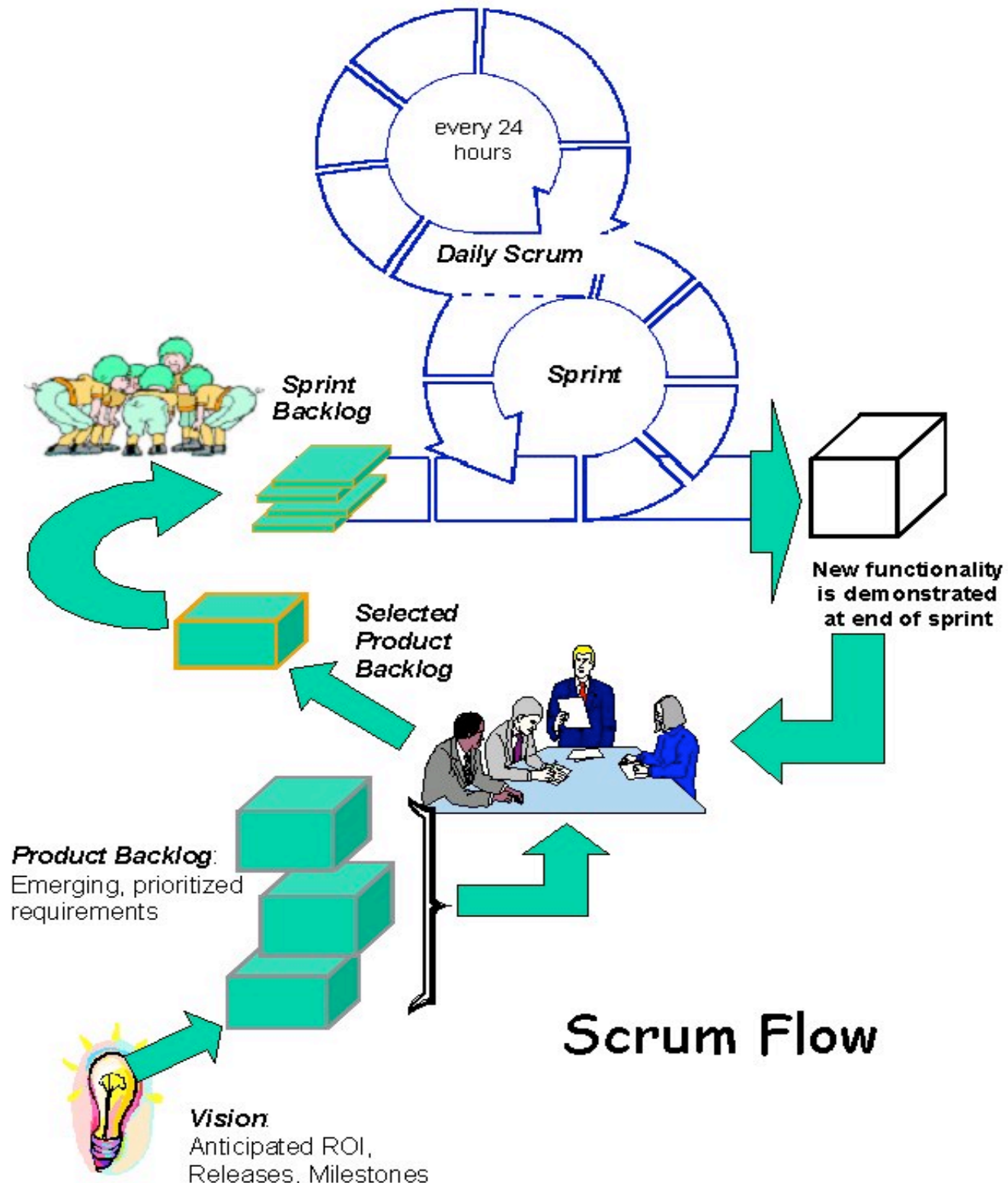
...and all activities



Time

Scrum Roles

- ❧ Product Owner - vision, ROI, release
 - ❧ Represents customer, users
 - ❧ Makes prioritisation decisions
- ❧ ScrumMaster - process facilitator
 - ❧ Promotes Scrum values
 - ❧ Removed impediments
 - ❧ Chairs meetings
- ❧ Scrum Team - analysis, design, development, testing
 - ❧ Multi-disciplinary
 - ❧ 5 - 10 individuals
 - ❧ Self-organising



Product Backlog:
Emerging, prioritized requirements



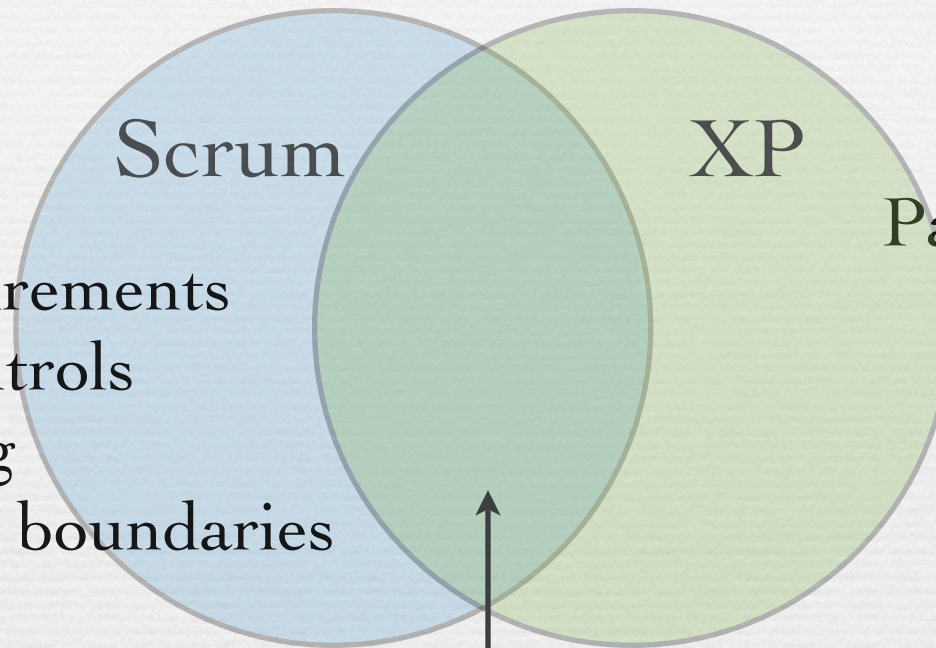
Vision:
Anticipated ROI,
Releases, Milestones

Scrum Flow

Scrum + XP

Project
Management

Business Focus
Prioritised Requirements
Management controls
Progress tracking
Decision-making boundaries



Software
Development

Pair Programming
Refactoring
TDD
Continuous
Integration

Iteration planning
Daily stand-up meetings
Customer always available
Frequent small releases
Velocity is measured

Customisations at Wizard

- 2 week sprints
- 2 - 4 hours total of review and planning meetings
- Retrospectives integrated into review
- Task allocation often left open
- Testing on Development server - bugs reports from tool
- Transition to QA server - formal change tracking

Sprint Role play

Role play Outline

1. Sprint Review
2. Sprint Planning
3. Test Creation
4. Develop Implementation
5. Clarification
6. Sprint Review

Committed Backlog

Bellevue

View Impediments (2)

R	Committed Backlog Items/Tasks	Task Hours	Backlog Effort
	Sprint -- 2/1/2006 - 2/15/2...	Total: 56	Total: 55
	<ul style="list-style-type: none"> <input type="checkbox"/> Create a version of ScrumWo... <ul style="list-style-type: none"> Update init script Create MySQL schema migrate ice to mysql <input type="checkbox"/> Upgrade to Java 5 <ul style="list-style-type: none"> Update Cruise machine Update build.xml Update the installer JBoss 4.0.2 on java 5? Update XDoclet <input type="checkbox"/> Define API with our users <ul style="list-style-type: none"> Set up mailing list Discuss API with users to... <input type="checkbox"/> import backlog items from Exc... <ul style="list-style-type: none"> Create UI Import from Excel <input type="checkbox"/> API technology <ul style="list-style-type: none"> Investigate choices Add libraries, framework prototype <input type="checkbox"/> Create API prototype <ul style="list-style-type: none"> Implement something the... <input type="checkbox"/> Release alpha version for api ... <ul style="list-style-type: none"> Deploy to a server in CA 		

Uncommitted Backlog

R	Uncommitted Backlog Items/Tasks	Task Hours	Backlog Effort
	<ul style="list-style-type: none"> <input type="checkbox"/> BUG: space-infected URLs not en... <input checked="" type="checkbox"/> BUG: Forecast completion bugs <input type="checkbox"/> BUG: file references only work wit... <input type="checkbox"/> BUG: UnDone tasks in Done backl... <input type="checkbox"/> Bug: Added goals not reflected in... <input type="checkbox"/> Disable OK button when it would ... <input type="checkbox"/> BUG: Selected Done PBI Should R... 		
	1.9.0	Total: 36	Total: 110
	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Multi-Select Tasks <input checked="" type="checkbox"/> Multi-Select Backlog Items Robust... <input type="checkbox"/> Option to word-wrap titles <input type="checkbox"/> include task description in Sprint ... <input type="checkbox"/> More graceful recovery from serv... <input type="checkbox"/> Read PBIs into a release from RSS <input type="checkbox"/> keep an old build running to demo... <input type="checkbox"/> Differentiate/Combine Wiki FAQ a... <input type="checkbox"/> BUG: App is not very responsive ... <input type="checkbox"/> BUG: cannot delete a team even ... <input type="checkbox"/> Prioritize Impediments <input checked="" type="checkbox"/> 131. Product Burndown PDF <input type="checkbox"/> Source field for PBIs <input type="checkbox"/> deconstruct VersionOne <input type="checkbox"/> 15 minute timer in Sprint Detail Wi... <input type="checkbox"/> BUG: sprint list on the product ch... <input type="checkbox"/> Increase timeout on the web client 		
	wish list	Total: 87	Total: 923
	Probably Not doing it	Total: 36	Total: 160
	1.0.0	Total: 0	Total: 0

Sprint Goals

- Fix Bugs
- Make DnD faster

Party Time -- 10/19/2004 - 11/9/2004



New Task

View Impediments (2)

Export

 Hide completed tasks Show most recent estimates only

Pri.	Backlog Item	Task Title	Point Person	Task Status	Hours Left
1	81. Upgradable license	81.2 BUG: cannot upgrade to multiple scrummasters	Kenneth	Done	0
2	81. Upgradable license	81.1 Test for problem	Vick	Done	0
3	81. Upgradable license	81.3 BUG: Eric doesn't show up in the user manager	Kenneth	Done	0
4	81. Upgradable license	81.4 Create test for upgrading license	Kenneth	Done	0
5	WebSphere support	Research and implement JAAS functionality	Eric	Done	0
6	BUG: HTTP Status 400 - Invalid dir...	Ensure this is gone after JAAS goes away	Eric	Done	0
7	bug: Team member page updates ...	Fix it	Eric	Done	0
8	88. refresh button (workaround fo...	88.1 Add button and functionality	Kenneth	Done	0
9	89. Remove names from license	89.1 Changes for licensegenerator	Kenneth	Done	0
10	89. Remove names from license	89.2 Changes to LicenseLogicBean	Kenneth	Done	0
11	89. Remove names from license	89.3 Changes to UserManager	Kenneth	Done	0
12	87. Annotate tasks from teammem...	87.1 Finalize a UI design mockup	Kenneth	Done	0
13	87. Annotate tasks from teammem...	87.2 Modify JSP	Kenneth	Done	0
14	87. Annotate tasks from teammem...	87.3 Server side support	Kenneth	Done	0
15	87. Annotate tasks from teammem...	87.4 BUG: Hide selected flag is lost after append task	Kenneth	Done	0
16	85. Investigate Yahoo Group Feat...	85.1 Look at the Yahoo Group Feat...	Kenneth	Done	0
17	83. Hide completed tasks	83.2 Hide completed task from the JSP page	Eric	Done	0
18	83. Hide completed tasks	83.1 Hide completed tasks in Sprint Detail View	Jeff	Done	0
19	86. Cosmetic GUI changes	86.1 Vertical scroll bars go as far right as possible	Jeff	Done	0

Backlog

- ❧ Requirement: “Reduce repetitive moderation tasks.”
- ❧ Task: “Select feature Groups randomly.”

Role play Outline

1. Sprint Review
2. Sprint Planning
3. Test Creation
4. Develop Implementation
5. Clarification
6. Sprint Review

Pitching Scrum

Avoid Unused Features

Sometimes
16%

Seldom
19%

Often
13%

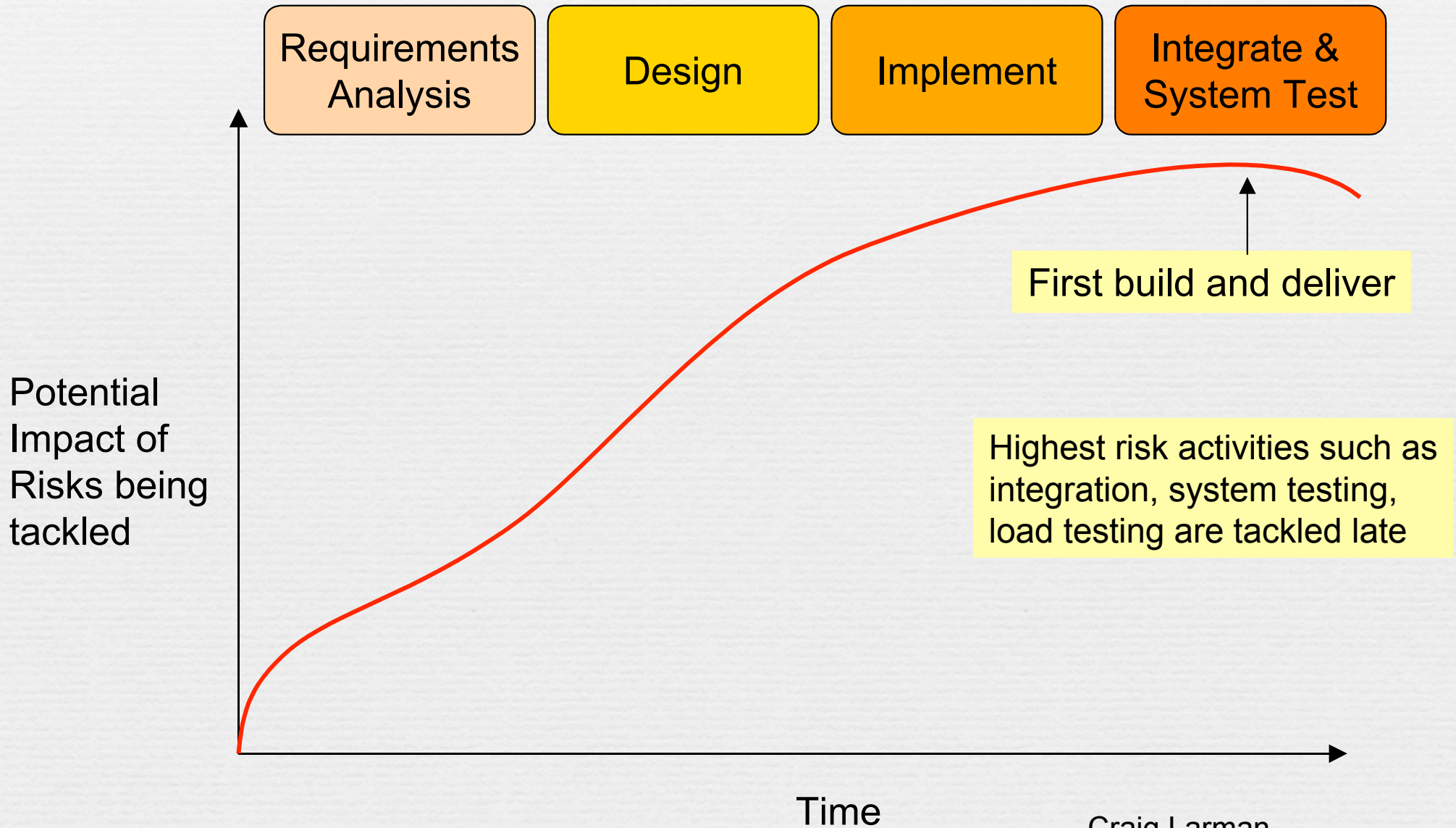
Always
7%

Never
45%

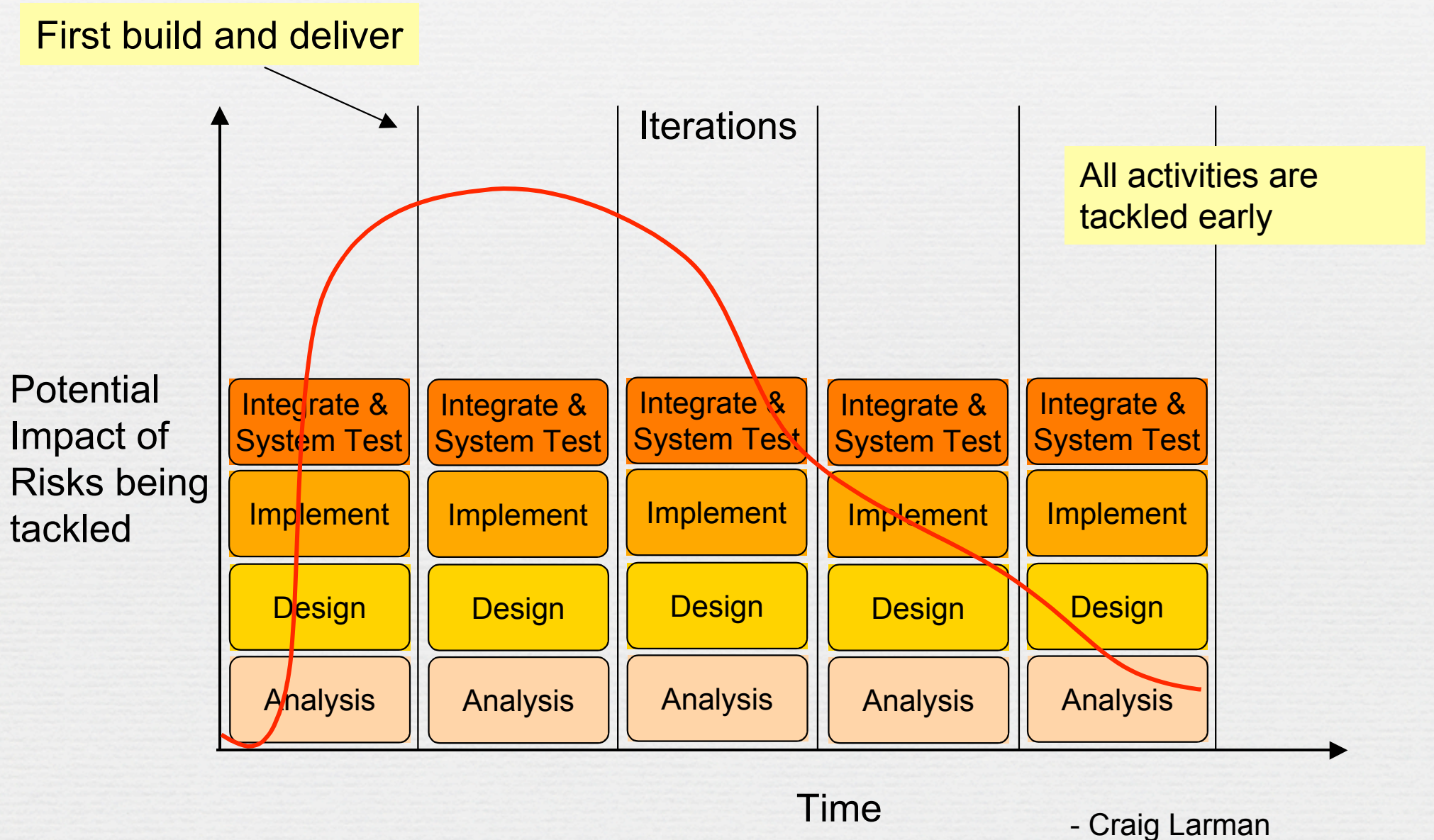
Always or
often used:
20%

Seldom or
never
used:
64%

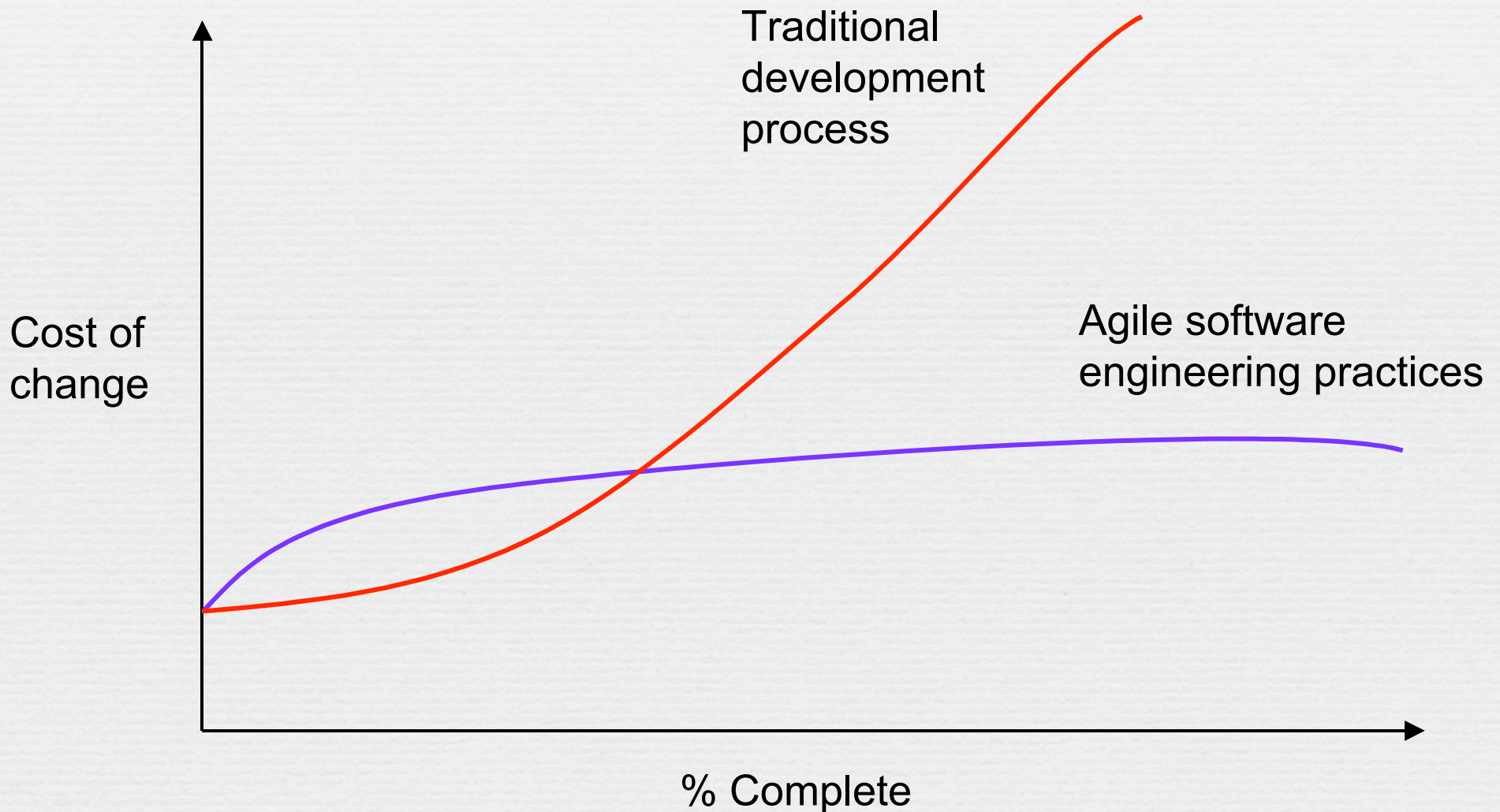
Avoid Critical Risk Impact at end of Project



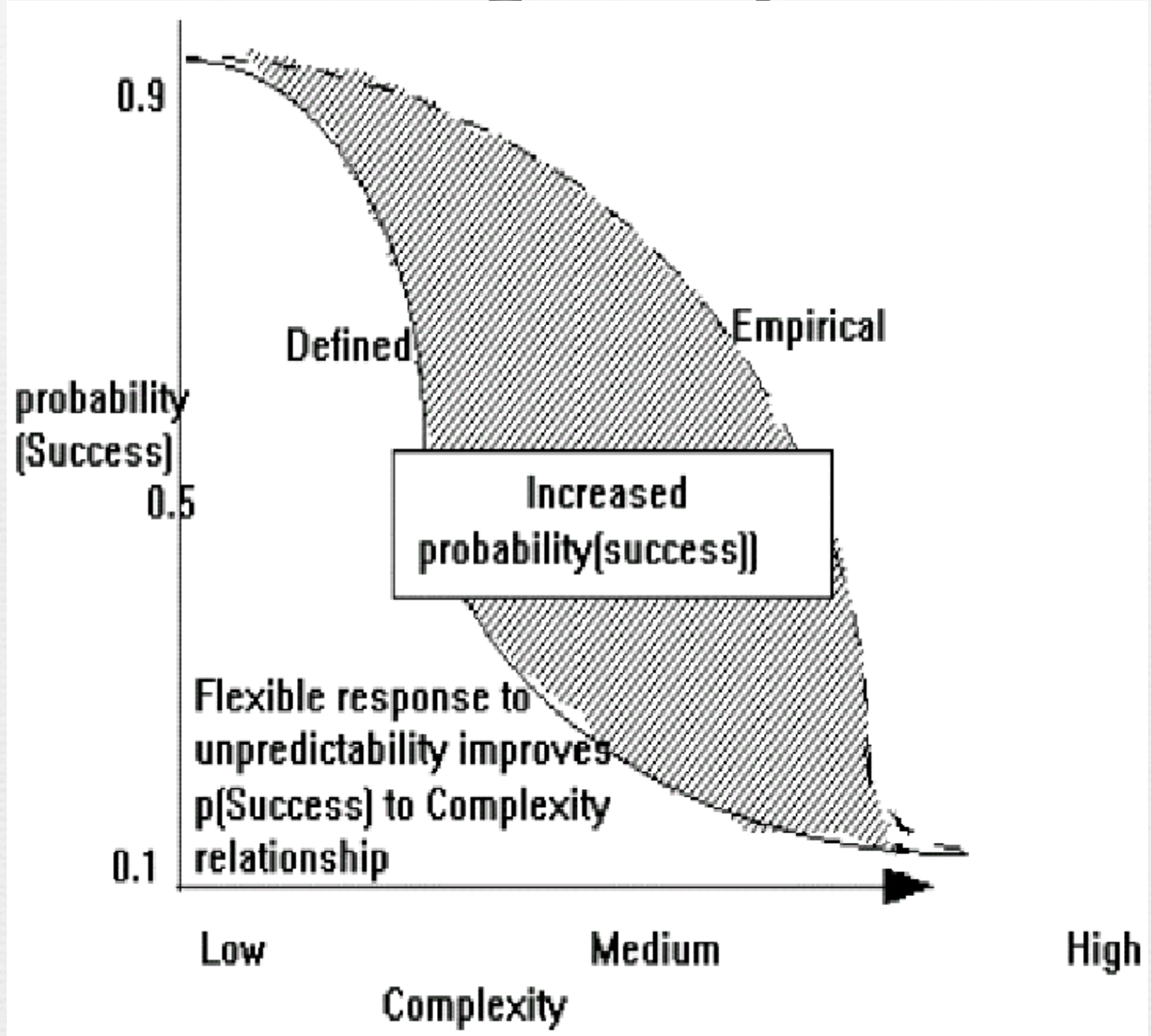
Reduce Risk Early



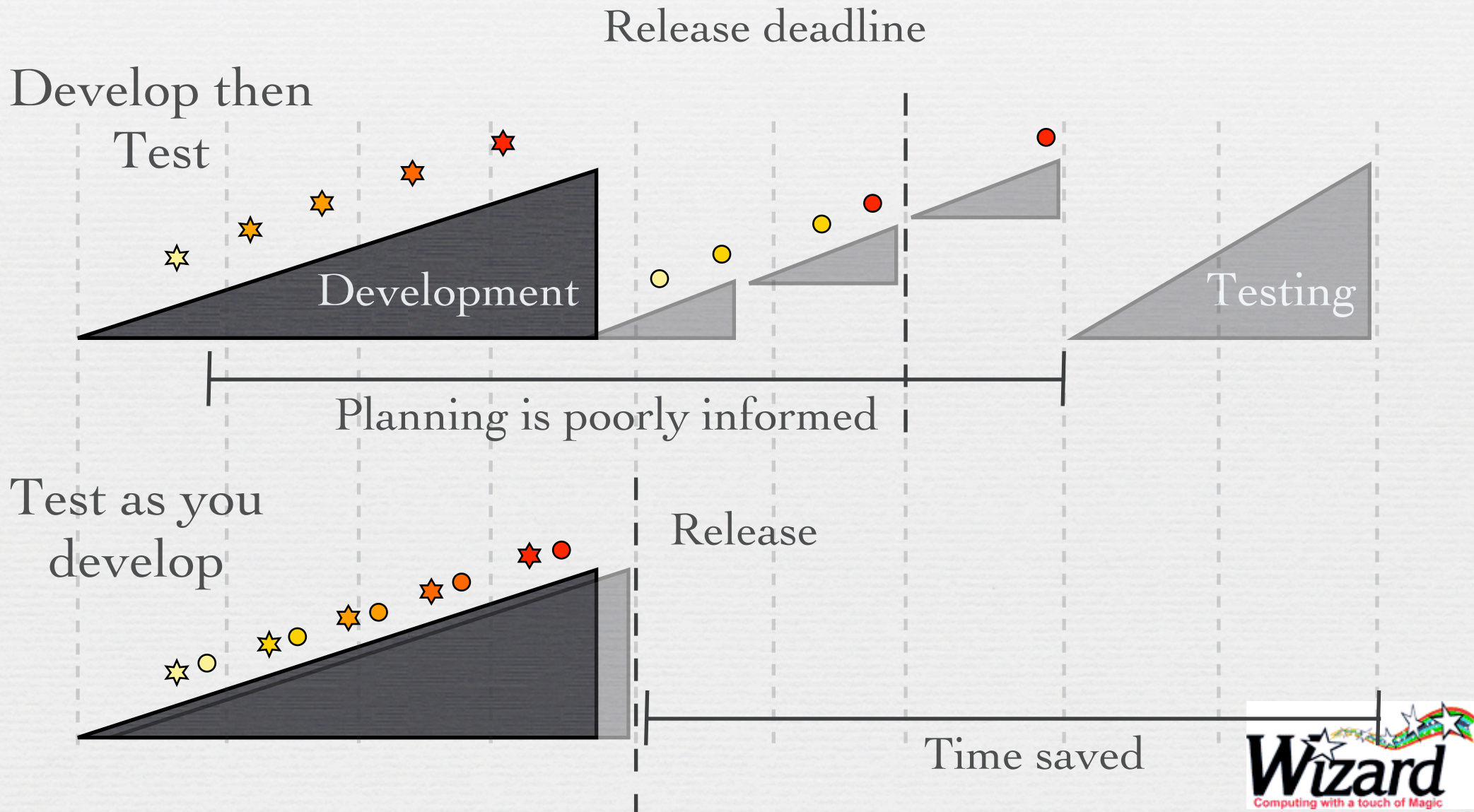
Keep Cost of Change Flat



Take on Complexity... and Win!



Releasable software after every iteration



Other Key Advantages

- Efficiency
- Flexibility
- Openness and Inclusive input
- Customer control
- Business value driven
- Conceptual integrity
- Built-in Risk Management
 - Early risk identification and mitigation
 - Control measures & frequent control points
- Early partial product

Challenges

Challenges

- ❧ Organisational:
 - ❧ Organisational boundaries
 - ❧ Reliance on external resources
- ❧ Conceptual:
 - ❧ Sashimi - thinking in vertical slices
- ❧ Discipline:
 - ❧ Comprehensive test coverage
 - ❧ TDD
- ❧ Integration with other practices
 - ❧ Traceability

Join us in the Scrum!



Questions?

❧ Resources

❧ www.scrumalliance.org

❧ www.controlchaos.com

❧ www.mountangoatsoftware.com