



Global SCRUM GATHERING® New Orleans 2014
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Keynote Speakers

Opening Keynote

Ken Rubin- “The concept of Economically Sensible Scrum”

When: Monday, May 5th – 9:00- 11:00

Where: Versailles Ballroom

Scrum is a tool for increasing team and organizational agility to deliver superior business results. To utilize Scrum (or any tool) appropriately, however, we must understand more than just its basic mechanics. We must also understand the core principals that inform its use and then apply those principals in an economically sensible way. Doing so allows us to elevate and select among the many alternative, and often conflicting, choices for how to apply Scrum in the context of each organization's unique culture and business goals.

In this talk, I introduce the concept of Economically Sensible Scrum, which is the application of Scrum within an economic framework that is grounded in core agile principles. To illustrate the utility of this approach, I examine several different issues that I encounter when visiting clients. Using the lens of an economic framework, I focus on how to use agile principles to overcome these issues and make quick, correct, and understandable choices when applying Scrum at both the team and organizational levels to achieve desirable business results.



Ken Rubin is Managing Principal at Innolution, a company that provides Scrum and agile training and coaching to help companies develop products in an effective and economically sensible way. A Certified Scrum Trainer, Ken has trained over 20,000 people on agile and Scrum, Kanban, Smalltalk development, managing object-oriented projects, and transition management. He has coached over 200 companies, ranging from start-ups to Fortune 10.

Ken was the first managing director of the worldwide Scrum Alliance. He is the author of the Amazon #1 best-selling book *Essential Scrum: A Practical Guide to the Most Popular Agile Process*. He is also the creator of the Visual AGILExicon®, a freely available set of vibrant, four-color icons for composing graphically rich and visually appealing three dimensional representations of agile and Scrum concepts.



Tuesday Keynote

Jim King with Jeff David and Anthony Montgomery- “Revolutionary Transformation”

When: Tuesday May 6th- 9:00 – 10:30

Where: Versailles Ballroom

In this keynote, Broadcast Music Incorporated, a 75-year old company, provides rich reflection on our revolutionary transformation of our entire information systems group, and the reinvention of products and services in order to remain relevant to our constituents in the music industry. We further describe how an agile philosophy and the Scrum framework were crucial catalysts during the enterprise transformation, and helped advance our organizational reconstruction in technical and non-technical areas. From the CEO to various non-technical support functions, Scrum concepts are familiar ways of working together. In this panel session, presented in a retrospective format, we explore collectively the following questions:

- *How did agile and Scrum help BMI?*
- *What did BMI do to transform?*
- *What have we accomplished?*
- *What would we do the same?*
- *What would we do differently?*
- *How did BMI apply Scrum to domains other than technology?*



Jim King Jeff Davis Anthony Montgomery

Biography - Jim King

James A. King is Senior Vice President, Business Operations & Technology at Broadcast Music, Inc. In this role, he is responsible for overseeing all areas of technology innovation, operations and product development to deliver cutting-edge business processes that provide the highest possible value to BMI’s songwriters, composers, music publishers and licensees. In addition, he has

developed strategic partnerships and key relationships with many firms in the music and media industries to benefit BMI’s core business.

Mr. King joined BMI in 2010, having previously worked as Senior Vice President, Audience Platforms, and Global Chief Information Officer at United Business Media, PR Newswire. Linking business leadership, operations excellence, and technology innovation is a key part of Mr. King’s background.

Mr. King has held CIO, CTO, and COO positions with leading global information services, media and publishing companies, including McGraw-Hill, Brightpoint, and Reed Elsevier PLC. He also has held leadership roles with top IT companies, including Microsoft and AT&T Bell Labs. In addition to his other significant contributions to streamlining BMI’s operational platform, Mr. King has helped to earn BMI’s placement in InformationWeek’s list of the top 500 technology innovators for two consecutive years.

Mr. King holds several advanced degrees, including a Masters in Computer Science. His university experience includes Purdue University (LARS), Ball State University, and technology and business leadership training at MIT,



among other institutions. In 2012 Mr. King completed a year-long executive leadership program at Vanderbilt University's Owen Management School.

Biography - Anthony Montgomery

Anthony Montgomery is Senior Director, Project Management Office at Broadcast Music, Inc. (BMI). In this role, Mr. Montgomery is responsible for the delivery of technical programs and projects, and assists with process improvement related to Agile and Project Management. His accomplishments at BMI include adapting various agile methodologies to non-technology departments to enhance productivity and efficiency.

Mr. Montgomery joined BMI in April, 2011, as a consultant. Prior to this appointment, he served for more than 15-years in senior management positions within the banking industry, including the roles of CFO/CIO, COO and VP-IT in for-profit and non-profit financial institutions. He also completed 20-years of military service and retired at the rank of major in 2012. His awards and decorations include numerous commendations for meritorious, exemplary and humanitarian service, among others. He is a combat veteran of Operation Iraqi Freedom, and a veteran of Operation Noble Eagle and Hurricane Katrina.

As a Certified Scrum Professional (CSP) from the Scrum Alliance and PMI Project Management Professional (PMP), Mr. Montgomery is currently pursuing a Doctor of Education (Ed.D.) in Leadership from Creighton University. He is an Alumnus of University of Chicago, Graham School with Advanced Project Management studies, and has also completed business leadership studies at Aresty Institute of Executive Education, The Wharton School, University of Pennsylvania. In addition, Mr. Montgomery holds an MBA and a Bachelor of Science degree in finance from Southern Illinois University Carbondale.

Biography - Jeff Davis

Jeff Davis is Assistant Vice President, Business Operations at Broadcast Music, Inc. (BMI). In this role, Mr. Davis is responsible for leading BMI's Works Registration, Music Performance Identification, Audio/Visual Identifications, Foreign Research and Identification and Imaging departments to achieve objectives of all projects, programs and strategic plans. The contribution he makes within and outside of BMI influences the standards and processes for royalty distributions across the globe.

Mr. Davis joined BMI as a Systems Analyst and subsequently earned the titles of Project Leader, Project Manager, Project Director and Sr. Director, Enterprise Applications before becoming Assistant Vice President in 2012. Prior employment included Progressive Insurance, Technautics Corporation, MCA Inc., and Argo-Tech.

As a Certified Scrum Master (CSM) and Certified Scrum Product Owner (CSPO) from the Scrum Alliance, Mr. Davis has spoken on the application of agile methodologies to domains other than IT (Paris, 2013). He has also participated in conferences including Know What to Do Today: From Mobile to Middleware, and Agile Development Scaled to Multi-Tier Consumer Application Development at BMI (Orlando June 2012.) He is Board of Trustees President of Sumner Academy in Gallatin TN, and holds a BBA in Computer Science/Management Science from Kent State University.



Closing Keynote

Richard Sheridan- “The Business Value of Joy”

When: Wednesday, May 7th- 15:30 – 17:00

Where: Versailles Ballroom

Joy in the context of business sounds ridiculous, and would be except for one important glaring fact: it produces measurable, repeatable, and sustainable results. Learn why from the founder, CEO, and Chief Storyteller and author Richard Sheridan.

Within an industry known for missed deadlines, poor quality, "death march" processes and user experiences that require *Dummies* books to explain, this talk will deliver the hope of a better way. Attendees who attend agile and scrum conferences are searching for tangible examples from which to sample and learn. This talk will deliver inspiration and practical takeaways.

Agile methodologies practiced The Menlo Way™ since 2001 are both joyful and disciplined. In this session, Sheridan will share from his personal experiences about the effects of physical space on team energy and engagement, the benefit of simple paper-based project management tools to foster better sponsor relationships, the power of systematic pairing in creating a learning organization that render towers of knowledge and Brooks' Law quaint challenges of the past.

Sheridan will discuss the cultural norms that remove fear and encourage experimentation; you'll hear about the elimination of meetings and the rituals and ceremonies that replace them. Learning Objectives: 1) Design a culture with the right team and leadership in a learning environment; 2) create client involvement; 3) define your environment by joy in an open and collaborative culture and 4) create delightful user experiences.



From kid programmer in 1971 to Forbes cover story in 2003, author, CEO and Chief Storyteller Richard Sheridan has never shied from challenges, opportunities nor the limelight. While his focus has always been around technology, his passion is actually process, teamwork and organization design, with one inordinately popular goal: *the business value of joy!* Sheridan is an avid reader and historian, and his software design and developmental team at Menlo Innovations didn't invent a new culture, but copied an old one ... Edison's Menlo Park New Jersey lab. Henry Ford's recreation of the Menlo Park Lab in Greenfield Village was a childhood inspiration!

Some call it agile, some call it lean ... Sheridan and his team call it joyful. And it produces results ... business and otherwise. Five Inc. magazine revenue growth awards, invites to the White House, speaking engagements around the nation, numerous articles and culture awards and so much interest they are doing more than a tour a day of the Menlo Software Factory™ for thousands who make the trek to Ann Arbor, Michigan each year. In Sheridan's recently published book *Joy, Inc.* he shares what he has learned about the effect of a culture focused on joy. The book was recently named Management Book of The Year by 800-CEO-READ, and Menlo Innovations was named The Most Joyful Company in America by Inc. magazine.



Monday, May 5th - AM Sessions - 60 MINUTE SESSIONS – 11:30 – 12:30

Applying Cowboy Wisdom in Scrum	
<p><i>Tom Mellor</i> Room: Elmwood Track: Lagniappe Type: Workshop Level: 1</p>	<p>While growing up in Montana, I worked on various ranches with cowboys who imparted their wisdom about work and life. This wisdom was gathered into a collection of sayings that apply often to what we do and encounter in Scrum. Here is a sampling of some of the 25:</p> <ol style="list-style-type: none"> 1. Never approach a bull from the front, a horse from the rear, or a fool from any direction 2. Good judgment comes from experience, and a whole bunch of that comes from bad judgment 3. When you give a lesson in nastiness to a critter or person, don't be surprised if they learn it 4. Never miss a good chance to shut up; silence is usually the better option 5. Talk slowly...and think quickly 6. If you're leadin' the herd, look back now and then to make sure it's still behind ya 7. Generally, you ain't learnin' if you're talkin' 8. Your biggest troublemaker looks at you in the mirror 9. If you think you're a person of influence, try orderin' around another person's dog 10. Don't worry about bitin' off more'n you can chew; your mouth's a whole lot bigger'n you think 11. When you lose, don't lose the lesson, too
Applying Organizational Change and Leadership to Agile Transformations	
<p><i>Joe Vallone</i> Room: Magnolia Track: Rolling Down the River Type: Lecture Level: 2</p>	<p>It is no secret that when an organization chooses to transition to Agile methodologies, it requires an enormous commitment to leadership and change management. Even in prescriptive methods of Agile transitions, such as SAFe, I have found this subject matter deficient, especially in the area of practical application. This presentation is based on a training class I developed and conducted with executive leadership at American Airlines. It focuses on how to apply Dr. John Kotter's 8-step model of change management and leadership to help transition an organization to support an Agile transformation. I have been involved in large scale Agile Transformations at Nokia, AT&T, American Airlines, Telogical Systems and VCE. I have successfully applied the principles of this process at several companies, most recently at American Airlines IT division to train executives in Agile Change Management.</p> <p>Dr. John Kotter is arguably the foremost authority on the subjects of Leadership and Change Management. He is a graduate of MIT and a professor emeritus at Harvard. Dr. Kotter's vast experience and knowledge on successful change and leadership have been proven time and again. The presentation was developed to apply the principles of Dr. Kotter's book: Our Iceberg is Melting, to Agile Organizational Change Management.</p>



Build What You Need, Not What You Asked For

David Bulkin
Room: Rosedown
Track: Jazzin' It Up
Type: Workshop
Level: 2

User stories and acceptance criteria alone do not provide enough clarity, so TDD (Test Driven Development) became a popular way for a developer to build what he / she thought the business said.

When it became clear that TDD was not enough, ATDD (Acceptance Test Driven Development) / BDD (Behaviour Test Driven Development) became popular, as they provide a common language for business and development so that development can build what the business really wanted.

But building what the business wanted is not enough! With HDD (Hypothesis Driven Development), we can test our business case, just like we test our code.

When we find that results don't match our expectation, we adjust our business case to get better business results. In this hands on workshop, we will create several examples in ATDD/BDD and then extend out to the business case level with HDD.

This workshop is heavily interactive and hands on. The agenda is:

- Introduction (5 minutes)
- Hands on Exercises One & Discussion (20 minutes)
- Hands on Exercises Two & Discussion (20 minutes)
- Recap (5 minutes)
- Question and Closing (10 minutes)

After a brief introduction via PowerPoint slides, we will go over two exercises.

For each exercise, we will start with a business goal, create a testable example for it, then adjust the business rules and testable examples to create a thinner slice of functionality that we can go live with to meet the business goal and get validated learning. I will tell the class the results of their release (e.g. simulate the usage of our software) so that they can test their hypothesis and pivot.

Our first example will be for selling large blocks of tickets to our sporting events, to increase revenue. Our second example will build on the classic Dan North ATM BDD scenario, but with twists including overdraft fees, and unhappy customers who close out their accounts. Depending on time available, the second example will be adjusted up or down in complexity so that ample time is saved at the end for questions and closing.



Creole cottage- Constructive Pattern for building a Scrum Master community and continuous improvement of a new agile organization

<p><i>Ni Sun</i> Room: Oak Alley Track: Rolling Down the River Type: Workshop Level: 2</p>	<p>When walking through the French Quarter in New Orleans, you must be impressed by the historic housing styles Creole cottages. The typical Creole cottage is composed of one Chimney, two gabled windows, two doors and two windows. Comparing with these structural elements of Creole cottage, building a Scrum Master community, also needs to take consideration comprehensively about the key elements, such as business goal, purpose, methodology, tools and alignment.</p> <p>The “Creole Cottage” pattern is abstracted from a real-life experience. It’s a practical and hands on pattern to help building a Scrum Master community while solving company-wide problems to achieve business goal. It can be said to kill three birds with one stone.</p> <p>The whole session covers the contents below:</p> <ol style="list-style-type: none"> 1. Background (5 min) 2. “Creole Cottage” pattern introduction (10 min) 3. Real case experience sharing (25 min) 4. Exercise: Create your instance using the Creole Cottage pattern (10 min) 5. Lessons learned and summary (5 min) 6. Q&A (5 min) <p>Principles: Scrum, system thinking, cause-effect diagram, root cause analysis, Deming improvement cycle PDCA (Plan-Do-Check-Act), organization alignment, inspect and adapt.</p>
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Enabling Distributed Agile Teams	
<p><i>Timothy Wise</i> Room: Fountain Track: Lagniappe Type: Workshop Level: 2</p>	<p>Distributed anything is hard.</p> <p>Participants will be led in a negation technique to collectively form working agreements based on common complications of distributed teams. The presenter will be neither for nor against distributed teams.</p> <p>Outline: Talk about distributed teams (5 minutes) Facilitate discussions about complications of distributed teams (10 minutes) Negation session for distributed teams (20 minutes) Debrief and form a set of working agreements (15 minutes) Deliver quick wins that participants can take home (10 mins)</p> <p>The attendees will pretend to be six forms of distributed/dispersed teams:</p> <ol style="list-style-type: none"> 1. Team augmented with two offshore staff 2. Two offshore (US) people with rest of team onshore (Russia) 3. A home team in the corporate office that has a independent, mirrored foreign team 4. You are the foreign team that has a separate, mirrored team in the corporate office 5. Fully distributed team 6. Each team member has an offshore mirror of themselves <p>The negation technique will be used to facilitate the creation of a list of issues that will hurt the situation, not solve the problem. One the list is done, participants will prioritize the list. Then, participants will negate each of the top three hurtful issues. When the issues are negated, the result will be a set of working agreements.</p> <p>The audience members will be put in each situation for the distributed staff. It helps them understand the plight of everyone, not just the mainland team. A review each situation will be performed.</p> <p>At the end, the participants will take home some immediate quick wins through a final section including a sample communication kata and useful tools and tricks for distributed teams.</p>



Scrum in Context: Exploring the end-to-end SDLC Value Stream	
<p><i>Leslie Morse</i> Room: Belle Chasse Track: Hop On a Streetcar Type: Lecture Level: 1</p>	<p>Far too often I see organizations approach Scrum practices in such a way that they come up with an idea for a project, hand it over to a Scrum team, and essentially “assign-and-wish” with an expectation that the team has everything they need to make it happen. This approach is naive and at best will result in a successful project if the complexity of the product and the dynamics of the organization are pretty straightforward. At worst, this approach will garner a sour taste for Scrum practices and potentially jeopardize an entire Agile transformation.</p> <p>In an organization of any scale what-so-ever, the five phases of the SDLC (Plan, Design, Build, Test, Implement) are not self contained within any single Scrum team. Life would be way too easy, and we wouldn’t need Scrum conferences if it were that simple.</p> <p>Experience has shown us that Scrum is very well suited for containing the Build & Test phases of the SDLC, but as soon as multiple teams need to work together on something the phases of Design & Implement take overhead to coordinate. Sophisticated engineering practices can mitigate much of the overhead for Implementation, and collaborative cross-team backlog grooming can handle Design consideration. What about Planning though; how do you even know what Scrum teams to engage and how to line up all the necessary dependencies for a project?</p> <p>I’ve seen it fail, and attendees of Scrum in Context will get to hear that story. I’ve over-engineered it myself, and attendees will get hear that story too. Most importantly, I’ve settled in on a handful of considerations that make putting Scrum in perspective something even newbies can get their arms around.</p> <p>During the presentation 4 key topics will be explored</p> <ol style="list-style-type: none"> 1. Vetting Ideas & Initiating Projects 2. Forming & Organizing Scrum Teams 3. Getting a Scrum team ready for Day 1 of Sprint 1 4. Balancing the Definition of Done with Release Overhead <p>Each topic will be explored through 3 components</p> <ol style="list-style-type: none"> 1. Philosophy - What is the intent behind this topic and how does it align with the SDLC, Agile Manifesto & Scrum Framework? 2. Practices - Examples of practical activities and techniques that can be used to set Scrum teams up for success. 3. Ponder Points - Topics that should be explored in order to tailor practices for your organization. <p>The discussion will be framed up in context of a typical organization’s value stream for completing and releasing products into production. Attendees will leave with an understanding of how to assess their organization’s SDLC, best form Scrum teams in support of that value stream, initiate projects successfully, and manage expectations for release products into production.</p> <p>Scrum in Context is best suited for ScrumMasters, Managers, and those leading Agile transformations within their organization.</p>



Smart Scaling: Finding the right approach for Enterprise Agile	
<p><i>Richard Dolman</i> Room: Melrose Track: Hop On a Streetcar Type: Lecture Level: 2</p>	<p>Based on recent workshop experiences from 2013 Scrum Alliance Scrum Coach Retreat.</p> <p>A group of Coaches collaborated on the topic of: "How can we, as coaches, best guide or facilitate the selection and implementation of a scaling approach for an organization?"</p> <p>Since the topic of scaling and scaling frameworks has become more prevalent of late, we believe this topic would have broad interest for its relevance and timeliness.</p> <p>What is the right scaling approach for your organization? In exploring this question, we will stay away from any framework-specific cheerleading or bashing. We will instead elicit questions and insights that help drive decision-making and/or improvement.</p> <p>We don't want to line up behind one scaling approach over another. We want to help our organizations understand their needs and then assess the approach that best serves those needs. Inputs into this topic include direct feedback from "scaling" thought leaders, such as Dean Leffingwell, Craig Larman, Scott Ambler and others.</p> <p>We will present the concept of the Scaling Agile Differentiator, which will be a tool for evaluating and selecting the right approach for an organization. Participants will be encouraged to share their experiences, perspectives and questions on the topic.</p>
You be the Coach! (Agile for Non-IT at our organization)	
<p><i>Burton White, Richard Cheng</i> Room: Jasperwood Track: Lagniappe Type: Workshop Level: 2</p>	<p>At our company, Excella Consulting (a 100+ person consulting company), we used Agile concepts to help us complete our corporate initiatives and manage our Marketing and Communications efforts. Along the way we had some success, lessons learned, and needed to inspect and adapt.</p> <p>In this session, we will share our experiences, but the primary focus is less about what we have learned in our experiences. The primary focus is the attendees to use the Excella situation and experiences as a background for creating their thoughts on solutions.</p> <p>The session begins with an Introduction and a background on the organization needs. From there, we launch into simulations and exercises to have attendees work in groups to identify:</p> <ul style="list-style-type: none"> - What kind of Agile solutions should be in place to achieve the key goals. - How to get started implementing the Agile solutions - How to deal with the issues and impediments that arose - Next steps based on the lessons learned to date <p>After each simulation/exercise, there is a debrief and lessons learned. From there, that information is used to setup the next exercise.</p> <p>This session will be facilitated by Burton White, a Partner at Excella and the Product Owner, and Richard Cheng, a Principal at Excella and the Scrum Master.</p>



Monday, May 5th - PM Sessions - 90 MINUTE SESSIONS – 13:30 – 15:00

Estimating Business Value	
<p><i>Chris Sims</i> Room: Elmwood Track: “Throw Me Something, Mister!” Type: Workshop Level: 2</p>	<p>This workshop provides participants with hands-on experience with techniques to create meaningful business value estimates for their user stories. By using these techniques, a product owner will create numeric estimates for the business value of their user stories, while increasing engagement with their stakeholders.</p>
Exploit Core Scrum Practices at the Program Level	
<p><i>Jeff Lopez-Stuit, Chris Waggoner Wylie Burt</i> Room: Fountain Track: Hop On a Streetcar Type: Workshop Level: 1</p>	<p>Core Scrum practices establish visibility, remove impediments, and promote collaboration at the team level. Standup meetings, physical task boards, and a Scrum Master’s mission clear impediments are well known practices to keep a team focused on the work, and establish a sense of flow towards frequent, tangible, and sustainable results.</p> <p>What about an entire program, when a large number of teams are involved? How can a large organization exploit the same core practices when there is highly interdependent work, and when there may be hundreds of people involved? How can Scrum be used to improve delivery times, increase quality, and promote sustainable development at a program level? How can practices provide executive leadership the visibility they need into program progress?</p> <p>This workshop will introduce valuable, proven Scrum practices for large programs. Among the topics that will be discussed are:</p> <ul style="list-style-type: none"> * What program management challenges are ripe for improvement through Scrum practices? * The Program Impediment Board: Visible impediments, dependencies and milestones at a program level * The Program Stand-up: Lightweight activities to promote visibility, clear impediments and collaboration across the program * Program Flow (kanban): Establish the value chain, WIP limits, and flow across an entire program, and apply it to multiple feature and defect work streams. * What does it look like when it’s working?: Improve delivery time, increase quality, and establish collaboration across the organization.



Exploring Scrum of Scrums as a Scaling Vehicle

<p><i>Bob Galen</i> Room: Rosedown Track: Hop On a Streetcar Type: Workshop Level: 2</p>	<p>Today there are several frameworks emerging to support agile at scale including SAFe and DAD. And many ALM tool vendors have implemented 3-tiered systems that support work from the Portfolio to Team levels. All of that being said, these are complex approaches and we seem to have forgotten a relatively simple approach to scaling: which is the Scrum of Scrums (SOS).</p> <p>In this session we'll explore the dynamics of Scrum of Scrums. It's not been incredibly well defined, which has made adoption a challenge. So we'll share Scrum of Scrums models and approaches that we've seen work at a variety of clients. We'll also "mine" stories of Scrum of Scrum models from attendees to create a shared understanding of the strengths, applicability, and implementation details for this simple alternative for scaling.</p>
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Fun Games for Serious Scrum Masters

<p><i>Juan Banda</i> Room: Magnolia Track: Lagniappe Type: Workshop Level: 2</p>	<p>Games per se are fun but not necessary oriented, actually as children play there is no utter goal than just hang around with friends and have fun.</p> <p>From a leaning perspective games are great because they create the right environment for people to interact without being afraid of making mistakes or looking bad in front of his/her pairs.</p> <p>From a creative perspective games has no parallel in terms of providing a safe environment where even the craziest idea can be presented and heard with respect and consideration.</p> <p>Research on serious games has provided the scientific background to prove that human interactions, whereas fun and informal, can lead to very productive and creative results as long as they remain focused and contained within boundaries.</p> <p>Scrum as a highly human-based-team-oriented framework provides the right environment for people to interact and communicate effectively. While all this communication is clearly defined in activities there are few guidelines about how to get the best of each. Even more importantly, there is little indication about what to do when the team has been performing together for months now and the routine is little by little replacing creativity.</p> <p>Ally disciplines like Game Storming come to help providing a comprehensive list of what games are out there being successfully used by consultants, training organizations, and meeting facilitators.</p> <p>This sessions aims to demonstrate, and actually make participants play some games that the presenter has been using with his teams. Knowing how to play these games and when to encourage people to play is an important tool that Scrum Masters will definitely like to add to their repertoire.</p>
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Incremental Delivery and Emergent Design in action. An exercise in delivering working software from sprint one through sprint X.

Ron Quartel
Room: Belle Chasse
Track: "Throw Me Something, Mister!"
Type: Workshop
Level: 1

This is a workshop that requires audience participation. No two times I have done this runs the same way but the message is always consistent.

The main principles are; what incremental delivery is, why it is vital to any agile process and give the attendees a practical example of what it looks like. With this under their belt you will know how to deliver working software from the first sprint and incrementally thereafter.

There are supporting tools/concepts or "bonus topics" that emerge during the discovery of how to deliver incrementally.

- how to build quality in and what happens if you don't
- why you need to build slack into your sprints
- what refactoring is and when and how it happens
- how to build a sustainable process that will not create technical debt
- how velocity applies to the process and common pitfalls to avoid
- how and when to split large epics
- how and when to build underlying architecture while delivering functionality
- how to wow and include the customer
- how to maintain a backlog using a story map
- how to use the delivery team to help you discover creative solutions to the customer's requirements
- looking for early release opportunities
- just in time vs. big design up front
- how refactoring and agile testing are all handled "under the cover" and how to manage these
- how to managing risk in scrum
- how, when and why to run research and spikes stories
- "The Simplest Thing That Can Possibly Work"

Session Outline - Three parts

1) Intro, create backlog and start first sprint (30 mins)

In this exercise I play the stakeholder/customer and the room play the PO and delivery team. We start out by getting a vision and a roadmap. Then we begin building a backlog (in the form of a story map). But rather than completing the backlog, once we have enough to start work, we run the first sprint and produce a working demo for the customer (played by me). The challenge is trying to decide what to put in that first sprint to produce something of value to wow the customer. How do we deliver demonstrable working software in only two weeks when we know that we can't complete the underlying infrastructure in that time? The product is a web application and no code is actually written – rather we are describing what the product will look like by the sprint review demonstration and actually hold a sprint review.

2) Two or three more sprints and demonstrations with discussion and Q&A interspersed as I reinforce how to spread architecture work while delivering front end work to demo. I introduce more of the "bonus" topics and how they fit into the development cycle whilst we continue to build the product incrementally (50 mins)

3) Closing and Final Questions and Answers (10 mins)



Metric-Driven Enterprise Coaching	
<p><i>Daniel Greening</i> Room: Melrose Track: Hop On a Streetcar Type: Workshop Level: 2</p>	<p>Key performance indicators (KPIs) or metrics are used by some large enterprises to alert executives to opportunities and dangers. Executives seek “leading indicators” to help them make decisions early enough to improve success. But when KPIs don’t correlate well with desired outcomes, or when they inspire gaming or outright lying, they are worse than useless, they can drive the company to failure.</p> <p>Unfortunately, in enterprises adopting agile practices, managers sometimes use behavioral compliance metrics (“how long is your Sprint?” “Are your Daily Scrums held daily?”, etc.) as KPIs to help teams self-assess or to gauge how practices are performed. These often cause dysfunctions, especially when coupled with incentives to meet uniformly applied metric-based targets.</p> <p>When Skype adopted a metric-driven approach to company management, the agile coach team decided to experiment with it to manage its own activities. We sought organizational outcome metrics that articulate the “Why?” of agile practice. Among our valued outcomes were improved Product Owner communication, shorter time from concept-to-cash, better employee alignment with a shared mission, more accurate forecasting, fewer escaped bugs, more thoughtful process experimentation and reduced “specialist risk”. We identified well-correlated metrics for many of these.</p> <p>We wanted to give teams freedom to explore their own behavioral approaches. Rather than imposing a uniform set of metrics on all teams, agile coaches collaborated with their teams to choose mutually agreed metric targets. Every team-coach engagement had a metric and target, but each engagement was different. When the metric was achieved, the engagement was over. A new metric target could be chosen, or the coach could move to a different team and with that team create another metric-driven engagement.</p> <p>With this approach, coaches could directly point to the measured impact they had on the company. We have found that this is rare in other companies. Most coaches are suspicious of metrics, and even more suspicious of metrics applied to themselves, but metrics done well improve transparency, an important value of agile. Here, each coach gains an engagement resume that shows results and can be used for retrospection.</p> <p>We found we could deploy coaching more thoughtfully, using metrics to find teams and groups “most in need”. We had a handful of agile coaches to serve over a hundred teams. By constructing a formulaic approach to ranking teams, we could find the teams where our help would provide the greatest impact and seek engagements with those teams.</p> <p>Executives were happy with the outcome, and started asking the agile coach team to target specific areas of the company for improvement. They started understanding agile’s organizational goals better, and started advocating for those ideals.</p> <p>In some ways, this is a systematization of the A3 Process over many teams.</p>



The Listening ScrumMaster	
<p><i>Arne Ahlander</i> Room: Jasperwood Track: Rolling Down the River Type: Workshop Level: 2</p>	<p>Listening is one of the best ways to support and direct a good ScrumMaster. Good listening can make the difference between good or bad coaching and support of a team.</p> <p>By showing respect for team members, product owners and others in conversations, spending less time speaking, and challenging assumptions often made in conversations, ScrumMasters can improve their own listening skills and those of the Scrum team.</p> <p>In the session we will identify traps a listener may fall into and also investigate six of the more common archetypes of bad listeners:</p> <ul style="list-style-type: none"> • the opinionator, • the grouch, • the preamble, • the perseverator, • the answer man, • the pretender. <p>The session will follow the principles of the 4 Cs. Connection, Context, Concrete Practice and Conclusion.</p> <p>1. Connection (10 minutes) Participants will be grouped in pairs, triads or groups (depending on the number of participants in the session. My aim is to have groups of max 5 persons). Participants will be asked to create and write two lists. One list of good listening skills and one list of bad listening skills. Together all participants will do a quick debrief of the lists created.</p> <p>2. Context (10 minutes) A presentation of what to have in mind when listening (to keep quiet, to ask clarifying questions, the risk of assumptions, the ladder of inference) and the common archetypes of bad listeners (the opinionator, the grouch, the preamble, the perseverator, the answer man, the pretender).</p> <p>3. Concrete Practice (60 minutes) Exercises where participants will get the opportunity to practice listening skills and dig deeper into the lists created during the connection at the start of the session. Exercises will include some, but not necessary all of the following.</p> <p>4. Conclusion (10 minutes) All participants form a circle. Each participant is asked to present what they will try out when they get back home in order to become a better listener.</p> <p>A volunteer participant will start. S/he will receive a ball and be asked to state one thing to do to become a better listener and is then asked to throw the ball to someone else who is asked the same things. If a participant does not have anything more to say they just pass the ball. This goes on until no one has any more to say.</p>



Using Kano AND Scrum to Learn more about Scrum!

Nigel Baker
Room: Oak Alley
Track: Lagniappe
Type: Lecture
Level: 2

Kano Analysis is a powerful and enlightening tool for Product Owners to identify which features enhance and which subtract from that most crucial of factors - Customer Satisfaction. It is my favourite prioritisation method by far.

But have you ever thought of applying Kano TO Scrum? Which parts of Scrum are exciting? Which are mandatory? What about Kanban? What about XP? In this workshop we will go all "meta" and apply the Kano technique to the famous Agile methods, and see what results come out!

Then see the results of an industry wide survey of Agilistas of all shape and sizes and how they responded to these questions. Discover NEW and EXCITING information about Scrum!



Monday, May 5th - PM Sessions - 90 MINUTE SESSIONS – 15:30 – 17:00

Agile Jesters, Magicians, and Clowns – Using the unexpected to move mountains and your team**	
<p><i>Adam Weisbart</i> Room: Oak Alley Track: Rolling Down the River Type: Workshop Level: 2</p>	<p>Scrum is excellent at helping surface team and organizational dysfunction, but dealing with dysfunction can be uncomfortable. As an agilist, how do you help your team work through these newly voiced challenges?</p> <p>Court jesters have a long history of helping give voice to uncomfortable truths, often speaking words that would have others killed. In the 1300's when the French fleet was destroyed by the English at the Battle of Sluys, the French king's jester told him that the English sailors "don't even have the guts to jump into the water like our brave French". This session will help you become an agile jester - speaking difficult truths with humor.</p> <p>During this workshop you'll get hands-on experience using practical tools drawn from improvisational comedy, the art of magic, and clowning. Every agilist should have these tools in their bag of tricks.</p> <p>Introduction [5 mins] Overview of why having fun during your sprint matters, and how to have more of it.</p> <p>Improv Games [20 mins] Drawing from the presenter's experience as an Improv player and his work as an Agile Coach and Scrum Trainer, we'll work together in small groups to practice some games and techniques for problem-solving that participants can take back to their teams immediately.</p> <p>Misdirection [20 mins] Prior to becoming an Agile Coach, the presenter was a professional magician. During this segment of the workshop he'll explain how the art of misdirection can be used to focus teams on the results they'd like to see in the future. Participants will learn a retrospective format that's downright magical.</p> <p>Clowning Around [15 mins] Joking around is serious business. Jokes are funny because the punchline snaps our minds into a state we did not expect. This juxtaposition can be used to make people laugh, or leveraged to help your team problem solve. During this section of the workshop we'll explore how to help snap our teams into high performance.</p> <p>**This is a 60 minute session.</p>
Better SAFe Than Sorry: Understand the Strengths and Limitations of the SAFe Framework**	
<p><i>Giora Morein</i> Room: Elmwood Track: Lagniappe Type: Lecture Level: 2</p>	<p>SAFe can be a powerful tool to help you scale agile faster, easier and smarter but you can also find yourself overwhelmed by the complexity of the framework. This presentation is intended to help guide you on your scaling journey. You will gain an understanding of the most common SAFe pitfalls that you may encounter, as well as address both the strengths and limitations of the framework. This discussion is intended to serve as a fully immersive look into the SAFe framework from the perspective as a transformation expert.</p> <p>**This is a 60 minute session.</p>



Converting A Successful FBI Program From Waterfall To Agile	
<p><i>Craig Strong</i> Room: Belle Chasse Track: Lagniappe Type: Lecture Level: 1</p>	<p>We have heard the reports of unsuccessful programs "rebooted" and rescued through the use of agile software development models. And there is a wealth of information available on how to institute agile practices such as test automation and refactoring into Greenfield projects. But what about a highly successful, longstanding, waterfall-based government program with over 2 million lines of code and 15 years of history? How do you institute DevOps practices on a project that uses 100% Microsoft platforms? How do you write automate tests and refactor mercilessly on a project where the majority of the business logic is written in SQL? How do you deliver valuable software when the oversight framework requires you to maintain over 50 separate documents? How can we institute Scrum while simultaneously undergoing CMMI level 3 Certification?</p> <p>This experience report describes specific practices that we adopted during our two-year (and counting) experience transforming the FBI CODIS project to Agile. Many topics will be discussed including sprint length, "technical" sprints, technical user stories, story point budgeting, paying down technical debt, instituting agile practices such as pair programming, responding to unexpected events, and others. Each practice will be analyzed in terms of the cost versus benefits and when and how it may be most beneficial. This talk attempts to provide context and insight into when and how specific approaches might provide the most benefit for legacy modernization projects or projects answering to skeptical oversight groups.</p> <p>Target Audience</p> <ol style="list-style-type: none"> 1. Anyone working with legacy code 2. Anyone working with pre-existing projects 3. Anyone working in large company or govt environment 4. Anyone trying to implement DevOps for Microsoft platforms 5. Anyone working with oversight or other groups that may not have converted to Agile yet
Getting Your Agile Team from Good to Great!	
<p><i>Brad Swanson, David Hawks</i> Room: Magnolia Track: Jazzin' It Up Type: Workshop Level: 1</p>	<p>Many teams are good at practicing agile. Not many are great at BEING agile. We will explore what holds teams back and techniques to overcome the roadblocks. The speakers will each present a Pecha Kucha talk describing concrete techniques to build a great agile team. Pecha Kucha is a high-energy format where the presenter shows 20 slides advancing automatically every 20 seconds.</p> <p>In this hands-on workshop, participants will collaborate to identify the characteristics of a great agile team, the biggest challenges they've encountered, and identify specific solutions. You will learn techniques to:</p> <ul style="list-style-type: none"> * Help your teams become more focused * Maximize outcomes with the least amount of output * Raise your team's level of Craftsmanship * Emphasize Principles over Practices * Stop Starting and Start Finishing



Mission Command: Scaling Product Management in an Agile Organization	
<p><i>Sean Dunn</i> Room: Rosedown Track: "Throw Me Something, Mister!" Type: Lecture Level: 2</p>	<p>Medium-to-large organizations with multiple teams, products and portfolios often struggle with how to leverage the power of Agile teams while keeping the organization aligned and moving in a consistent direction. Traditional Product Managers and executives often fall into the trap of controlling portfolios through detailed phase gates, hampering agility and missing fleeting market opportunities. The author asserts that the problems faced by Product Managers are not new -- the military has the same problem, and a 200-year-old solution. The author leverages his 12 years of experience as an Army Officer to explain how the concept of "Mission Command" can be adapted and applied to product management in an Agile organization. The author proposes a "Product Manager's Battle Procedure" that decentralizes control and enables good economic decisions to be made at the lowest levels. He identifies some cultural and structural impediments to be avoided.</p>
Power Games **	
<p><i>Richard Kasperowski</i> Room: Fountain Track: Lagniappe Type: Workshop Level: 1</p>	<p>Power: it's everywhere. Power is an important cultural dimension, defining how we relate to and interact with each other. What are your organization's power structures? How does it feel to be at the top or at the bottom?</p> <p>We'll explore power relationships using games drawn from Augusto Boal's <i>Theater of the Oppressed</i> and <i>Games for Actors and Non-Actors</i>. A series of warm-up activities de-mechanizes participants and opens them up to explore freely. We proceed to a game called Colombian Hypnosis (details below); Colombian Hypnosis lets us explore using power over each other to force someone to act in a manner he didn't anticipate. We culminate with a multitiered variation of Colombian Hypnosis that simulates the power hierarchy of a typical workplace: a CEO at the top hypnotizing (exerting power over) two EVPs, exerting power over four VPs, exerting power over eight directors, exerting power over 16 managers, exerting power over 32 workers, etc., until everyone in the room is engaged in the power structure.</p> <p>After each activity, we discuss how it felt to exert power, how it felt to be powerless, how the activity is similar to your work situation, etc.</p> <p>**This is a 60 minute session.</p>
The Agile Planning Mindset: estimating and forecasting a release with a real backlog	
<p><i>Peter Green</i> Room: Melrose Track: Hop On a Streetcar Type: Workshop Level: 1</p>	<p>Relative estimation is a big mindshift for many developers that have been doing time estimates for years (and being repeatedly punished for guessing wrong). Deriving a release plan based on velocity (which is based on those relative size estimates) is an even bigger shift for many Product Owners. This session will walk attendees through a series of quick exercises that, after dozens of iterations with real classes, I have found teach relative estimation in a way that gets developers completely out of the business of mentally converting story points to time and back again to story points to derive their estimates. The key is visual grouping, and attendees will work a realistic product backlog through affinity estimation, planning poker, and release forecasting using velocity. Finally, we simulate actual sprints and talk about what it means to "respond to change over following a plan", with a chance for Q&A about the various techniques and their pros and cons.</p>



Your Stories Are Too Big!	
<p><i>Chris Sims</i> Room: Jasperwood Track: "Throw Me Something, Mister!" Type: Workshop Level: 2</p>	<p>A common problem for scrum teams is user stories that are too big. When a user story is too big, it is harder to understand, estimate, and implement successfully. This experiential session will give you hand-on experience with 4 techniques to split the large stories in your backlog into smaller stories. You will work in small teams to break some big user stories into smaller user stories.</p>



Tuesday, May 6th - AM Sessions - 90 MINUTE SESSIONS – 11:00 – 12:30

Can A Definition of Ready Make Scrum “The Big Easy”	
<p><i>Natalie Warnert, Leslie Morse</i> Room: Rosedown Track: Lagniappe Type: Workshop Level: 1</p>	<p>All Scrum practitioners know about the “Definition of Done.” But as active ScrumMasters & Scrum Coaches we’ve experienced teams struggling to get “done” during a timebox. We facilitate retrospectives to uncover the underlying issues: over-commitment, technical impediments, and unrealistic definitions of done. We always find ourselves leading the teams to an important question: Were you really “ready” to commit to the items you discussed during Sprint Planning?</p> <p>Just as teams have a shared understanding of what “done” means, we have seen our teams improve by discussing and collaborating on a “Definition of Ready.” “Definition of Ready” details a set of characteristics and qualities an item in the backlog must have before a team should commence work. Of course, many high-performing Scrum teams won’t need this. They are already collaborating and grooming their backlog well. This technique is especially useful for 4 types of teams.</p> <p>New teams Teams struggling to find an even-paced velocity Teams with lots of external and/or intra-backlog dependencies Teams where team members have variable levels of dedication/allocation</p> <p>During this interactive workshop participants will get hands-on experience crafting a sample “Definition of Ready.” Activities will draw on the perspectives of different team member personas (e.g. ScrumMaster, Business Analyst, Testers, and Developers, Product Owners) and what it means to be “ready” from each perspective.</p> <p>In addition to providing an opportunity for cross-functional collaboration, attendees of this session, will be led through discussion that explores the following topics:</p> <p>Avoiding a Failure to Launch - Why the presence of a “Definition of Ready” increases the quality of each sprint’s commitment Ready versus Done - How “Definition of Ready” and “Definition of Done” are different Fears of Over-Readification - Things that make a “Definition of Ready” a burden, and not a technique for success</p> <p>Adhering to a consistent standard of “ready” helps teams improve performance and ultimately avoid a situation where Scrum practices feel like “the Big Bumpy.” So we hope to leave you thinking a Definition of Ready can indeed help Scrum become “the Big Easy.”</p>



Collaborating with Comedy	
<p><i>Paul Goddard</i> Room: Fountain Track: Jazzin' It Up Type: Workshop Level: 1</p>	<p>This fun session was inspired by techniques learned from the British Improv Troupe called "The Comedy Store Players" who perform weekly shows in London with no script and only audience suggestion to help them. I have tailored some of their games and exercises as tools for Scrum teams to learn and understand the benefits of basic collaboration, on which all improv games thrive. All of the games I describe below have been proved (I use them as a coach) to lighten the mood in a given scenario by using a little humor and fun, and the aim of the session is to show how these games, and a little humour can increase collaboration within teams.</p> <p>My session separates itself from other "improv" themed sessions as all of the games played can be used as practices for the audience to apply in Scrum meetings, I don't just the provide improv principles alone.</p> <p>The session firstly gives a little bit of context around the history of improv from the works of Viola Spolin and Keith Johnstone particularly since the mid 20th Century. I then spend the remainder of the session running short improv games, firstly with one/many volunteers at the front of the group to demonstrate the games to the rest of the group, then I allow the audience to have a go themselves in the relative safety of small groups. We debrief each game in small groups, before a larger debrief as an entire group.</p>
Culture a 'Silent language' – Learn it to make Scrum successful	
<p><i>Judith Mills, Priyanka Sharma, Debra Feltoe</i> Room: Magnolia Track: Rolling Down the River Type: Workshop Level: 2</p>	<p>Scrum is elegantly simple, yet deceptively complex. Introducing Scrum without a proper understanding of intercultural differences lead to numerous areas of difficulty, frustration and reduced productivity.</p> <p>In this session we will discuss that the success of distributed software development team is influenced by cultural intelligence, a recent concept that relates to a person's capacity to recognize, understand, and utilize culture.</p> <p>The importance of differences in national and organizational cultures in offshore IT development initiatives is often underestimated. Many companies have ventured into other countries without recognizing the criticality of these differences for creating unified and effective cross-cultural teams of its IT professionals.</p> <p>Dive into India/US and China/US business models in detail with real life scenarios wherein Scrum adoption was a challenge, and how we made it successful. This survival guide will provide you insights of different culture that are often not discussed when signing the business agreements. What is effective in one culture may be ineffective, or even inappropriate, in other cultures.</p> <p>Let's face it: Multicultural diversity at home is now the rule, rather than the exception.</p> <p>Talk Outline:</p> <ol style="list-style-type: none"> 1) 10 mins. Introduce CQ (Cultural Intelligence) 2) 10 mins. Cultural Values, Ethnocentrism & Empathy. 3) 5 mins. Small group discussion on cultural values. 4) 5 mins. Communication & Scrum Ceremonies across Cultures 5) 10 mins. Departmental Cultures 6) 5 mins. Small group discussions of experiences and challenges. 7) 15 mins. Co-location, Communication & Time Zones 8) 10 mins. Building Trust & Rapport 9) 10 mins. Planning 10) 5 mins Small Group discussion - What would you do differently? 11) 5 mins. Technical Considerations, plus References



Game theory and techniques applied to an Agile Product Vision creation	
<p><i>Challes Pinon, Luciana Silva</i></p> <p>Room: Belle Chasse</p> <p>Track: Jazzin' It Up</p> <p>Type: Workshop</p> <p>Level: 1</p>	<p>This workshop is featured for who aims to create new products from zero and has the challenge to discover how to move from a foggy scenario into a clear and effective product vision. That work does not only involve Product Owners, but customers, business staff, development team and Scrum Masters too. Commonly, at this initial stage of a project, people can only count with vague requirements or disconnected ideas as existing assets.</p> <p>Based on the authors work experience with Scrum teams and insights contained on the book "Game Storming – a Playbook for Innovators, Rulerbreakers and Changemakers" by Dave Gray, Sunni Brown and James Macanufo, this workshop brings some of the knowledge inside the universe of games and agility to help creating a vision through collaboration.</p> <p>The main goal is to give the attendee tools and a guide of relevant techniques to facilitate sessions that will conceive an effective product vision. The person will have the opportunity to experience theoretical explanation and hands-on exercises.</p> <p>Part 1 (30 minutes) – theoretical concepts</p> <ol style="list-style-type: none"> 1. What is a game and how it is linked with agile principles; 2. Essential knowledge of game design; 3. Get essential knowledge of LeanUX for vision validation. <p>Part 2 (60 minutes) – hands-on exercises</p> <ol style="list-style-type: none"> 1. Go along three different game stages (opening, exploring and closing) experiencing one game technique at each step.



Hop Onto the Release Orientation Trolley	
<p><i>Brian Barr, Naeem Hussain</i> Room: Jasperwood Track: Hop On a Streetcar Type: Lecture Level: 1</p>	<p>This session will cover the WHAT, WHY, and HOW of release orientation:</p> <ol style="list-style-type: none"> 1) What does it mean to be a release-oriented organization? (WHAT) 2) Why should you move to release orientation? (WHY) 3) How do you make the shift to become a release-oriented organization? (HOW) <p>WHAT (25 minutes): Project oriented organizations focus entirely on getting a related set of intent packaged into a container called a project and seeing that entire container move through from requirements generation to software release. Release-orientated organizations are singularly focused on continuously getting releases out the door that maximize business value delivery without being constrained to only releasing related business intent in the portfolio. To achieve the continuous release of software systems, organizations must apply lean thinking and principles to every aspect of their delivery frameworks and minimize the overhead associated with making releases with high quality.</p> <p>WHY (10 minutes): Release-orientation gets the entire organization to focus on the most important reason we exist as software developers – maximizing business value delivery through frequent, quality software releases. Moving the organization towards release-orienting thinking provides an invaluable lens for wise organizational decision making.</p> <p>PROS/CONS Game (35 minutes): Now that the room has a base understanding of the WHAT and WHY of Release Orientation, we will break into groups at each table to play the Pros/Cons Game (see http://tastycupcakes.org/2011/07/proscons-game/).</p> <p>HOW (15 minutes): The move from project-orientation to release-orientation is both a mindset shift as well as a framework practice change. For too many years, we as software developers, IT shops, and businesses have been successful delivering projects.</p> <p>Q&A (5 minutes): The session will finish with a brief questions and answers section.</p>



Impact Mapping: Delivering What Matters	
<p><i>Inger Dickson, Jeffrey Davidson</i> Room: Elmwood Track: "Throw Me Something, Mister!" Type: Workshop Level: 2</p>	<p>Because of Agile Scrum and better engineering techniques we have pretty much solved the problem of "delivering" software. Unfortunately, it's not enough. Now we need to turn our focus to delivering "the right" software – software that makes an impact to the customer.</p> <p>The answer to building the right software begins with a better understanding of the business opportunity and goals. Best of all, we can do this using a collection of familiar concepts, combined in a powerful new way, bringing a shared and measurable vision to your scrum project. This approach is called "Impact Mapping."</p> <p>This workshop introduces "Impact Mapping" by demonstrating a collaborative approach to solving the challenge of building the right thing. Breaking into small teams, we will build a sample Impact Map, learn to identify and verify the assumptions you've made, and find new approaches to solving the business problem. We will also discuss using this to measure the output of our effort. Attending participants will receive a handout with a worked example and sample questions and techniques that help lead to a successful mapping session.</p> <p>Don't miss this opportunity to learn about and practice the techniques to uncover assumptions and motivations about your current project – and ensure your next project makes the right impact on customers and bottom line. Let's help our customers better refine and communicate their goals. Impact Mapping is at the heart of the customer voice because it literally gives voice to their needs. We will see you at IMPACT MAPPING!</p>
Net-Map: A tool to enable visibility of your complex organizational networks	
<p><i>Rajeswari Kailasam, Amitaksha Nag</i> Room: Melrose Track: Lagniappe Type: Workshop Level: 1</p>	<p>What Agile is to 'Change', Adoption is to 'Complexity'(of social connections). This is the reason why change metrics are incorporating complexities embedded in social networks in organizations. These frameworks look deeper into the formal and informal connections, stakeholder goals, motivations, influences that drive or resist adoption.</p> <p>But how do you identify and deal with the politics of change? How do you nurture change agents to create an ecosystem of collaboration for buy-in of your initiative.</p> <p>How about a subtle, participatory and spontaneous approach to get the diverse stakeholders into one platform?</p> <p>'Net- Map' will help you discover the unusual suspects of change, the mission critical connections, the potential risks – elements in your network that are key to adoption of your project.</p> <p>It is an interview-based mapping tool that helps people understand, visualize, discuss, and improve situations in which many different actors influence outcomes. By creating Influence Network Maps, individuals and groups can clarify their own view of a situation, foster discussion, and develop a strategic approach to their networking activities. More specifically, Net-Map helps players to determine</p> <ul style="list-style-type: none"> • what actors are involved in a given network, • how they are linked, • how influential they are, and • what their goals are.



Tuesday, May 6th - PM Sessions - 90 MINUTE SESSIONS – 13:30 – 15:00

Coaching Like “Columbo” : Simple Questions to Start Tough Conversations	
<p><i>Partick McConnell</i> Room: Rosedown Track: Jazzin’ It Up Type: Workshop Level: 2</p>	<p>Small compromises in Scrum practice can ultimately lead to major impacts on team health and their ability to deliver valuable solutions to users. Unfortunately, between getting lost down in the weeds of technology creation and the natural human tendency to postpone or avoid uncomfortable discussions, it’s easy to lose sight of how a shortcut today may kill a team (or even an entire company) down the road.</p> <p>Working in teams, participants will explore the links between Scrum practices and tangible results using the approach of beloved American TV detective, “Columbo:” Ask a simple question, and then tease apart all the justifications and excuses when the answer is less than ideal. The author will first lead the entire room through a discussion of one seven basic questions about Scrum performance, with the goal of identifying healthy and unhealthy responses, and identifying what behaviors and dynamics would support each state. Working in groups, participants will tackle another question in the same manner on their own. The session will conclude with time-boxed presentation and discussion of each group’s findings.</p>
Design your next Contract Coaching Gig: Know When to Hold ‘Em, Know When to Fold ‘Em	
<p><i>Steve Holyer, Nancy Van Schooenderwoert</i> Room: Jasperwood Track: Lagniappe Type: Workshop Level: 2</p>	<p>We are Agile and Scrum Coaches-for-Hire (“have manifesto, will travel!”). We want each of our gigs to be successful for the organisation that employs us and also for ourselves as coaches, so that we can promote the spread of Scrum and Agile (and make an honest living). We learned from the words of an old riverboat gambler (as relayed in song by Kenny Rogers) that “every hand’s a winner, and every hand’s a loser.” The Gambler’s secret is knowing how to play the game.</p> <p>Whether you are an independent contractor or working through an employment agency, this 90 minute workshop will help you uncover better ways to design your next Scrum Coaching gig to create that elusive winning hand. For you and the organisation.</p> <p>As we focus on designing an effective relationship between a contract Scrum/Agile coach and the hiring organisation, we’ll explore “case study” scenarios from our own assignments that describe ways that Scrum and other Agile practices are introduced into organisations. We will explore Gerald Weinberg’s addiction model as one way to better understand organisations that hire independent Scrum coaches (and employment agencies if you are working through them) and also to understand the role you choose to play.</p> <p>We will explore which jobs to take, and which jobs to turn down. We will explore guidelines for the “chartering” activities you can undertake to create a winning coaching framework and lay the groundwork to smoothly navigate coaching exit points during the life of the coaching mission.</p> <p>This session is intended for practicing independent coaches, Scrum Coaches-for-Hire, whether contracting directly or working through an employment agency. We also welcome internal coaches and participants who want to begin independent Scrum coaching or learn more about it. Insight from managers of organisations that hire Scrum Coaches will also be a very welcome addition in the workshop.</p>



Facilitation & Communication in Agile Teams

<p><i>Michele Sliger</i> Room: Melrose Track: Jazzin' It Up Type: Workshop Level: 1</p>	<p>While traditional projects expect most communication to take the forms of email and manager-led meetings, agile projects expect teams to self-organize, collaborate and participate in decision-making. But what is self-organization? How do we facilitate these Scrum meetings so they're productive rather than disruptive? This 90-minute tutorial will focus on what it means to self-organize, how it occurs and how to help it along, and the hurdles that must be cleared in the process. See how the proper use of facilitation in agile meetings can be a key driver in the development of high-performing self-organizing teams.</p> <p>Process/Mechanics (how will I run my session):</p> <p>Attendees receive a 6-page handout containing notes and reference material to reinforce the concepts covered in the exercises/discussion.</p> <p>Agenda:</p> <p>Times are based on a group of no more than 30. More than 30 attendees will stretch the setup and debrief times, so there's 10 min of slack built in to handle uncertainty.</p> <ul style="list-style-type: none"> • Welcome! Introduce myself, review topic and what to expect in this session. (3 min) • Self Organizing Exercise 1: organize yourselves in a line alphabetically by state-city-street name. (10 min including debrief; also serves as ice-breaker) • Discussion on the definition of self-organization and its importance in agile. (7 min) • Self Organizing Exercise 2: 60 steps – a boss-worker pairing with both micromanagement and then self-organization activities. (10 min including debrief) • Discussion on communication and Jeff Biglar's "Tact Filter." (5 min) • Listening exercise: Reflective listening. (7 min incl debrief) • Discussion on facilitating meetings and the "discussion toolkit." (10 min) • Facilitation Exercise 1: Meeting simulation with pontificator. (15 min incl debrief) • Facilitation Exercise 2 (if time): Meeting simulation with two attendees in conflict with each other. (15 min incl debrief) <p>Closing (5 min)</p>
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Get an Agile mindset with NLP	
<p><i>Els Verkaik</i> Room: Oak Alley Track: Lagniappe Type: Workshop Level: 2</p>	<p>Because not everybody is an NLP practitioner, I'll explain the basic principles of NLP and use techniques which are easy to understand and which everybody can use after some practice. With the help of these techniques you will get insight in the most common restrictive beliefs and thoughts of people which hamper them in the change to Agile and which I collected during the Agile transitions I did. By using language patterns and metaphors we can startup a search in our unconscious to options and alternatives which helps to change our mind. When we start think differently, our behavior will naturally start to change. Once you have started to master this change for yourself, then you can start to coach other people to become better at identifying and changing their thinking and subsequently their behavior in relation to Agile.</p>
Improv: Learning Lessons from Master Innovators	
<p><i>Paul Tevis, Jake Calabrese</i> Room: Fountain Track: Lagniappe Type: Workshop Level: 1</p>	<p>This energizing and laughter filled workshop will be fun, but it's no joke! Theatrical improvisers are among the most Agile people out there, particularly when it comes to responding to change over following a plan. What is the "secret sauce" that allows them to produce something innovative from nothing (in front of a live audience!) in a way that seems like they were following a plan all along? The way of improvisation is the way of continuous learning, and it has applications far beyond performance -- including in Agile teams. This experiential workshop will give you real tools and techniques to help teams learn and innovate!</p> <p>This session is targeted at anyone who is on or works with agile teams (although anyone is welcome!). You will experience and learn improv activities you can use with your own teams to help spur learning and innovation including an opportunity to use these techniques to find solutions a challenge you bring to the workshop.</p> <p>This session is built around 7 "rules" for improvisation, originally articulated by Dave Morris in a talk at TEDxVictoria (http://www.youtube.com/watch?v=MUO-pWJ0riQ)</p> <p>Play Let yourself fail Listen Say yes Say and Play the game Relax and have fun</p> <p>While these principles originate in theatrical performance, they have specific application in business as well -- particularly in an Agile context. This experiential workshop will incorporate activities that allow the participants to explore each of these "rules" and how they apply to their own situations. We will lead each of these activities, then debrief the participants on their experiences. Each section will take approximately 10 minutes. The specific activities we are planning to use are listed in parenthesis but are subject to change.</p> <p>Get Present activity (The 8s): In order to learn, our brains needs to be in the same place as our bodies. How often do we get them together? To facilitate learning, we start by "getting present" and getting our brains in the room.</p>



Let Yourself Fail activity (Switching Fingers): Success tells us we're ready to learn; failure tells us that we're learning something. But if we feel that failure isn't safe, we won't let our let ourselves learn. This activity focuses on failing safely so that we become willing to step to our "growing edge."

Play/Relax and Have Fun activity (Rock-Paper-Scissors Champion of the World): Once we've gotten present and come to terms with the idea that failure isn't the end of the world, we'll start the transition from our inward-focused work to looking at how we can learn from others. This activity focuses on "getting into the groove," letting go of our attachment to personal success, and supporting others to do great work.

Listen/Play the Game activity (Word-at-a-Time advertisement): The heart of collaboration is being open to learning from each other to create breakthroughs. If we always do what we always do, we'll get what we always get. This activity focuses on the single most important collaboration skill: listening. It also opens up questions about what "rules" are for. Are your rules putting you at choice or forcing your hand?

Say, Yes/Say And ("Yes, And" storytelling): Working with a partner, we will explore what happens when we listen deeply to other people's ideas, learn from them, and build something new out of them.

Integration ("What I Like About That Idea Is..."): This is where we take the training wheels off and have participants work with each other on real problems they've brought, using all of the techniques we've just given them.



Jazzin' the Dup – How to successfully introduce pair programming to your organization

Melinda Stelzer
Room: Magnolia
Track: Jazzin' It Up
Type: Lecture
Level: 1

Pair programming is one of the key techniques in XP. It is also one of the hardest process adjustments for teams to make. Independent, intelligent and opinionated programmers are not accustomed to spending long periods of time in conversation and negotiation with their peers. Soft skills and aptitudes come into play that have never been needed before. The benefits of increased productivity are counterintuitive and difficult to buy into at first. As a result, the introduction of pair programming frequently is met with resistance from developers, or developers have a negative experience with it. In short, attempts to introduce pair programming often ultimately fail.

The focus of this session is to reveal the reasons for that failure, and to teach strategies for avoiding it. Please note, the nugget of knowledge here is not “how to pair program”. This session is intended for managers, agile coaches and developers who are interested in bringing pair programming into an organization and want to know the best strategies to make the transition successful.

There are approaches that have been shown to be more effective than others when introducing this practice to an organization. This talk will explore the transition to pair programming, provide 2 recommendations for how to orchestrate the adoption process and explain why they are recommended. It will include video interviews with a group of developers who were practicing pair programming, at various levels of experience with the practice. The videos provide several different developers' insights into what the pair programming transition is like and how to cope with it.

In the instances where I have presented this talk in the past, the feedback I have gotten is overwhelmingly positive towards the video interviews. They aggregate the experience of a group of developers and their insights into what makes pair programming good, what makes it hard, and what to do about it. Though it may seem odd to include video in a conference session, I believe based on past feedback that I would do the attendees a disservice by not letting them benefit from the rich information in these videos. I can grant access to reviewers if you wish to preview the videos – please send me your email address.



Lean Startup + Story Mapping = Awesome Products Faster!

David Hawk, Brad Swanson

Room: Elmwood

Track: "Throw Me Something, Mister!"

Type: Workshop

Level: 2

Too many companies focus on maximizing output and often miss delivering the right features. Studies show over 60% of features built in our industry are rarely or never used. You might deliver a lot of features, but if they are rarely or never used, does it matter how fast you do it?

To deliver the right outcomes, you need to learn your customers needs and validate your assumptions as early as possible. This means getting an early version of your product completed to start testing, validating and improving. We will demonstrate how to combine Lean Startup and User Story Mapping techniques to determine where to start and how to learn early and often.

In this hands-on workshop, your team will start with a partially completed Lean Canvas to flesh out and then define a roadmap by building a User Story Map for your product. We will introduce the concepts of Lean Startup, Minimal Viable Product (MVP), Outcome over Output and Validated Learning. Upon completion, you will learn the following techniques: Lean Canvas and User Story Mapping.

Outline:

- Presentation: Establish premise of why you should focus on outcome over output (10 mins)
- Exercise: Why it is important to accelerate learning in software product development (2 mins)
- Presentation: Introduce Lean Startup and Lean Canvas (10 mins)
- Hands-on Group Activity: Have a partially completed Lean Canvas and have them fill in the remaining sections (10 mins)
- Presentation: Introduce Story Mapping (10 mins)
- Hands-on Group Activity: Have them take one persona and one key benefit and create a map. (15 mins)
- Presentation: Talk more about features of Story Maps (10 mins)
- Hands-on Group Activity: Have the teams identify key risks/assumptions (5 mins)
- Hands-on Group Activity: Have the teams prioritize their maps into a walking skeleton to define MVP - with a focus on the priority being learning (5 mins)



Teaching Scrum to Management	
<p><i>Jason Tanner</i> Room: Belle Chasse Track: Hop On a Streetcar Type: Lecture Level: 2</p>	<p>Executive Summary: During the 2nd half of last year I had the rare opportunity to design and deliver a learning experience to a large swath of the director and above population of a 50,000 employee company. In the course of teaching over 400 people in 30 workshops, I learned a lot about their learning needs and how to help them achieve their learning goals. My goal is to share this experience with the Scrum community to (1) provide a framework for others to use and (2) help others avoid the pitfalls I encountered.</p> <p>Outline:</p> <ol style="list-style-type: none"> 1. Background (5 minutes) - The company's journey and the request to develop and deliver the course - the vision of a "Leadership Immersion Workshop" for directors and above to learn Scrum in the context of an Agile transformation. 2. The Workshop Design (20 minutes) - What I built, how I built it and why. 3. Delivering the Workshop (10 minutes) - What I learned from the initial sessions 4. Inspect and Adapt (10 minutes) - How I continued to inspect and adapt through 8 versions of the workshop and 3 more "custom designs." 5. Training More Trainers (10 minutes) - Turning the content and delivery over to groups of internal coaches. 6. Opportunities (10 minutes) - Other ideas that didn't fit for this company that may fit in other organizations (what I could have done differently). 7. Exercise (15 minutes) - I will share the highest rated part of the workshop, a self-correcting Scrum roles game that attendees can use immediately after the gathering. 8. Discussion and Questions (10 minutes)



Tuesday, May 6th - PM Sessions - 90 MINUTE SESSIONS – 15:30 – 17:00

Assembling Scrum Teams: A Nonviolent Story **	
<p><i>Juan Banda</i> Room: Oak Alley Track: Jazzin' It Up Type: Lecture Level: 2</p>	<p>During the past seven months I've been forming and coaching three Scrum Teams for my company's new office. I've started this process by carefully selecting people that fits well in the team and here comes the first lesson: technology can be learned but not every personality is good for working in a Scrum Team.</p> <p>Instrumental in my recruiting process has been the help of a recruiting consulting firm that did the personality tests to all candidates. This consulting firm operated under the premises of what I've described to them as the personality profile of a Team Member and/or a Scrum Master.</p> <p>Based on those premises the consulting firm adapted their test and interviews to detect some key personality characteristics like being intelligent and having a balanced life. Even more importantly they looked for candidates that were good communicators and able to empathize with others.</p> <p>Passive-aggressive candidates were discarded in the first round, actually one out of every five candidates were discarded not because of their lack of technical skills but for the subtle (and sometimes evident) violence in their communication.</p> <p>The result was a pool of candidates that eventually got hired and that so far have been able to create a friendly and compassionate environment where every opinion is respected and individuals collaborate in a natural way.</p> <p>The big take away from this session is that non-violent communication (NVC) can and actually work if you have people with the right mindset. Once NVC is operating Scrum works fluently with great results, but not only in terms of product increments but in more humane aspects like team morale and retention.</p> <p>Coaching tools are also easier to apply and provide greater results with people that are more reflective and willing to learn from introspection.</p> <p>The following is a tentative outline for this session:</p> <ul style="list-style-type: none"> •From coach to recruiter, learning how to recruit (5 min) •The psychologist lingo (5 min) •Defining what is a Scrum personality (10 min) •Not just making a job offer (5 min) •Welcoming new people (5 min) •Coaching on NVC (10 min) •Extending NVC above and below (10 min) •Harvesting the fruits (5 min) <p>**This is a 60 minute session.</p>



A Roadmap for (Agile) Engineering Best Practices – What Every Non-Technical Person Needs to Know **

Richard Cheng
Room: Jasperwood
Track: Jazzin' It Up
Type: Lecture
Level: 1

21st century IT development requires building quality into our development practices, yet many software teams fail to implement technical practices that are necessary for long term success. Practices like automated builds, automated tests, automated deployments, continuous integration, and continuous delivery are now considered essential for the success of any software development project. Without these practices, the quality of software goes downhill and teams can no longer sustain their initial high levels of productivity.

However, understanding and implementing these practices can seem daunting. This session presents an easy to understand roadmap for implementing engineering best practices. The roadmap explains what the practices are, the tools that support the practices, a recommended sequence to implement, and effort to implement.

Though this topic is about engineering best practices, attendees do not have to be technical to get value from this session. The session gives a non-technical look at a technical concept and is great for any person in the organization managing, working with, or working on IT teams/programs.

This session will present the engineering roadmap below. In each section, we will discuss the concepts, the tools, and effort to implement. The format of the session is presentation style while addressing questions throughout.

Do This First

1. Version Control
2. Build Automation
3. Automated Unit Testing
4. Continuous Integration

Next Do This

5. Static Code Analysis
6. Dependency Management

Then Do This

7. Automated Integration Testing
8. Automated Acceptance Testing
9. Deployment Automation

**This is a 60 minute session.



Chocolate, Lego and Scrum Jambalaya	
<p><i>Dana Pylayeva, Bryan Beechham</i></p> <p>Room: Fountain</p> <p>Track: Rolling Down the River</p> <p>Type: Workshop</p> <p>Level: 1</p>	<p>This session will challenge traditional definition of a Scrum team, expanding it's boundaries to include Operations, Release Engineers and Security roles</p> <p>After a brief review of a problem statement, attendees will dive right into a Treats4U.com simulation game, inspired by ideas from "The Phoenix Project" and "The Goal". We will be analyzing market demands, prioritizing a backlog, estimating and working in sprints. We will deal with the constraints introduced by lack of automation and accentuated by a culture of functional silos. The session participants will be working with LEGO and chocolates while learning about theory of constraints, continuous flow, minimizing waste, deployment automation, amplifying the feedback loop, while learning to leverage the power of cross-functional teams.</p> <p>Drawing on the collective knowledge and hands-on experience of session participants, this workshop will emphasize important lessons that they can bring back to their organizations. This will be facilitated with a number of mini-retrospectives throughout the session and finally a fishbowl style retrospective at the end.</p> <p>High level session outline: Introduction and problem statement – 10 min Game setup - 5 min Treats4U.com simulation game (3 sprints) - 60 min Fishbowl retrospective – 15 min</p> <p>High level overview of the game:</p> <p>Roles: Product Owner, Stakeholders, Scrum Team (Dev + QA), ScrumMaster, Ops(System/Database Administrators), Release Engineer, Security Officer</p> <p>Simulation framework:</p> <p>A couple of sister-companies under Treats4U.com umbrella is trying to become profitable in the global market, producing party favors for children and competing with each other to deliver maximum value. To better understand market demands in each geographical region, product owners of each company will be working with the global stakeholders. Stakeholders will identify LEGO animal design, type of chocolate popular in their country/region as well as the estimated value of the end-product. Based on the market analysis, product owners will be working with the Scrum team to build new products and deliver maximum value to the market. Additionally, each country will have regulatory/compliance requirements, which stakeholders will share with the Security Officer only.</p> <p>Participants will be creating a product vision, estimating stories, prioritizing them based on the market value, as well as building and shipping them to the market. The LEGO and chocolates are used to reflect knowledge work and not just a physical task. Since these are new companies, there will be some challenges to overcome for Sprint 1:</p> <ul style="list-style-type: none"> - All the dev/qa/integration and production environments will need to be built by Ops (i.e. development can't start until the dev. environment has been built). Giving the complexity of the environments and lack of automation, all the deployments will be performed by a single Release Engineer. - Outside of the Scrum team, people are still organized by functional silos (everyone will be asked to wear a name tag with their assigned role and only perform tasks



	<p>specific to their role).</p> <p>Production deployment will be performed at the end of the Sprint 1. Once products are delivered to the market, stakeholders will have a right to “not like them” if products are not meeting original requirements.</p> <p>At the end of the Sprint 1, participants will be asked to count the number of products delivered into production and accepted by stakeholders. They will lose points for any unfinished products, emphasizing “the value they produced over activities they performed”. In the Sprint1 retrospective, teams will look at optimizations that they can do to their current process and the constraints that impede their productivity. (Potential improvements –smaller batch sizes and the early feedback from the stakeholders).</p> <p>After working through the Sprint 2, teams will compare the value points and discuss results of their improvements.</p> <p>Security Officer will have a set of cards with “security issues” that he/she will be giving to individual team members at random throughout the workshop.</p> <p>ScrumMasters and Scrum Teams will have to work to remove the impediments and deliver on Sprint commitments, while addressing the security issues.</p> <p>For Sprint 3, facilitators will ask everyone to remove their name tags - companies introduced automated “push button” deployments and configuration management as well as built cross functional teams – now all the team members can help with building environments, development, testing and deployments. Value points will be calculated one more time at the end of Sprint 3 and results compared between the 3 Sprints.</p> <p>Key takeaways will be derived from Fishbowl retrospective at the end of the session.</p>
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Jump-starting the Agile mindset: bringing Scrum & XP into college software projects **

Garrick West, Tina Ostrander
Room: Magnolia
Track: Lagniappe
Type: Lecture
Level: 2

The world of software development is continuing to go Agile, and students need to get the mindset before they leave the classroom. This session will present how an academic & a practitioner got together to adapt Scrum & Agile practices and apply them to deliver a strongly hands on course that successfully designs and builds websites for small businesses in the community. We will discuss the specifics of the course materials, adaptations to the Scrum framework, and the introduction of XP technical practices. We will then answer question and pose a challenge to the audience for time-box small group discussion & summary: “What would you do to help jump-start the Agile mindset in this course”? Our specific highlights are as follows:

The evolution of bringing Agile into the web development capstone class at Highline Community College:

- Our background in education & development
- Course book selections
- How the class works with real customers
- Adapting the customer role for student & course needs
- The teacher as CPO
- Mapping the Scrum framework to a 10 week course

Addressing & fitting the elements of Scrum for the course for students:

- Backlog management
- Sprint reviews
- Retrospectives
- Stand-ups & scrum of scrums
- Definition of done
- Working agreement
- Teaming tools

Overview of Technical practices live demos & "hands-on":

- Unit testing
- Test Driven Development
- Refactoring
- Continuous Integration
- Test coverage
- Source control SVN for teams, "Git for one"

Customer satisfaction: reaction to final project from customers.
 Student perception: student's take on applying Agile.
 Lessons Learned, plans for the future.
 Questions & feedback.
 Small group time-boxed discussion: “What would you do to help jump-start the Agile mindset in this course”?

****This is 60 minute session.**



Love Agile: Life in Scope **

Shannon Mason

Room: Belle Chasse

Track: Lagniappe

Type: Lecture

Level: 1

We spend more time with our co-workers than we do our families, so it makes sense that we would embark upon a framework that allows us to keep communication open and solve problems before they become systemic issues. In 2012, after the end of a long drawn out relationship, it became clear that these same principles could be brought home. Since that fateful moment (and a wildly Agile partnership) I have tried, tested, and retrospected what it means to practice Scrum in life and love.

Whether we are a new team starting out or an established unit looking to improve moving forward, this discussion aims to bring many of the techniques and tools we have in our box at work into our kit at home. Special emphasis will be paid to distributed teams, managing big life changing events, and knowing your limits by combining theories of psychology and the practices of Scrum.

The goal is to spend less time worrying and more time enjoying. Laissez les bons temps rouler!

**This is a 60 minute session.



Long Term Adaptive Release Planning with Scrum **	
<p><i>Don Patti, David Bulkin</i> Room: Rosedown Track: "Throw Me Something, Mister!" Type: Workshop Level: 2</p>	<p>This workshop uses scenarios and exercise to prove why long term release planning is beneficial, under what circumstances, and how to make it work. It is a mix of tactical (like learning how to estimate much faster with alternatives to Planning Poker) and strategic (understanding how to align with long term organizational plans).</p> <p>This workshop intersperses short blocks of traditional lecture with frequent discussion and exercise. The majority of this session is hands on learning.</p> <p>Release Planning is part of the Scrum Framework, but seldom practiced well if at all. Many teams provide their relative estimates, at Sprint Planning; to gauge how much work they can get done in a Sprint, essentially moving forward with no long term plan.</p> <p>Because of this they are unable to budget correctly, align with marketing, sync with sales and provide the lead-time infrastructure often needs to support cutting-edge solutions.</p> <p>Others work in a traditional command and control environment, and they try to make agile work with a multi thousand line integrated master schedule, which is even worse.</p> <p>Release Planning has generally been described as a one-day activity that takes place after each release. In the Release Planning session the team provides relative estimates, and the product owner uses those estimates to prioritize and create a release schedule.</p> <p>There is not enough room for adaptive planning in this model, other than Product Owner reprioritization, so teams essentially give up on release planning. SAFe puts a focus back on long term release planning, but doesn't solve the adaptive nature of what is required and SAFe still proposes a short look-a-head of three to six months.</p> <p>In this session we will cover why long term roadmaps are beneficial; how to integrate long term road mapping with pre-planned, quarterly release planning events as well as supplement them with frequent, pre-planned (as often as weekly) short sessions; and, how to get input from team members to adjust the plan to stay agile.</p> <p>Along the way, we will go over many practical approaches, like how your team can apply high-speed estimation techniques to estimate large backlogs in a fraction of the time that poker planning would take, and how your work can mesh with other long range planning activities in your organization.</p> <p>**This is a 60 minute session.</p>



Product Owner and Scrum Success in a Traditional Organization	
<p><i>Tom Mellor</i> Room: Elmwood Track: "Throw Me Something, Mister!" Type: Lecture Level: 2</p>	<p>This session will relate the stories of 2 successful product development efforts that used Scrum very effectively in an environment attuned to traditional development. The session will feature commentary from both Product Owners who will describe and relate their experiences from which others can benefit (and perhaps find hope.) We will describe in detail how both people operated very effectively in the role and overcame obstacles and other inertia to produce very effective, quality products for large end user populations (in one case, greater than 100,000 users.) One system was a large effort (>80,000 hours) and significantly important to the operation of the company (as its account management system.) The other system, though smaller, was very technical in nature and provided the means to track software company wide including configuration management. The session will appeal to both technical and non-technical people.</p>
The Agile Dashboard	
<p><i>Fadi Stephan</i> Room: Melrose Track: Hop On a Streetcar Type: Lecture Level: 2</p>	<p>There are more to Agile metrics than velocity and sprint burn-down charts. However, most Agile teams focus on velocity and target story points which leads to executives misusing the metric and teams gaming the system. There are other metrics that can provide a more holistic view of the project's overall health. The Agile Dashboard collects such metrics and acts as an information radiator giving us real time project updates on value, performance, schedule, scope, cost, quality, and team spirit. Come learn what to measure and for how long. Learn how to read warning signs and what corrective actions to take. Learn to setup your own Agile dashboard to arm yourself with the right information and make careful and constant adjustments to ensure forward and safe progress towards your final deliverable.</p>