



# Collaboration at Scale: Defining Done, Ready, and NO for Distributed Teams

14-Feb-2018



# Collaboration at Scale

Designed for Scrum-centric organizations with more than 10 Scrum teams, the **Collaboration at Scale** webinar series provides focused, outcome-driven solutions to collaboration problems faced by Product Owners, ScrumMasters, and Development Teams.

Produced by the Scrum Alliance and Conteneo, Inc., we're proud of the many distinguished experts who share their wisdom in our series.



Luke Hohmann

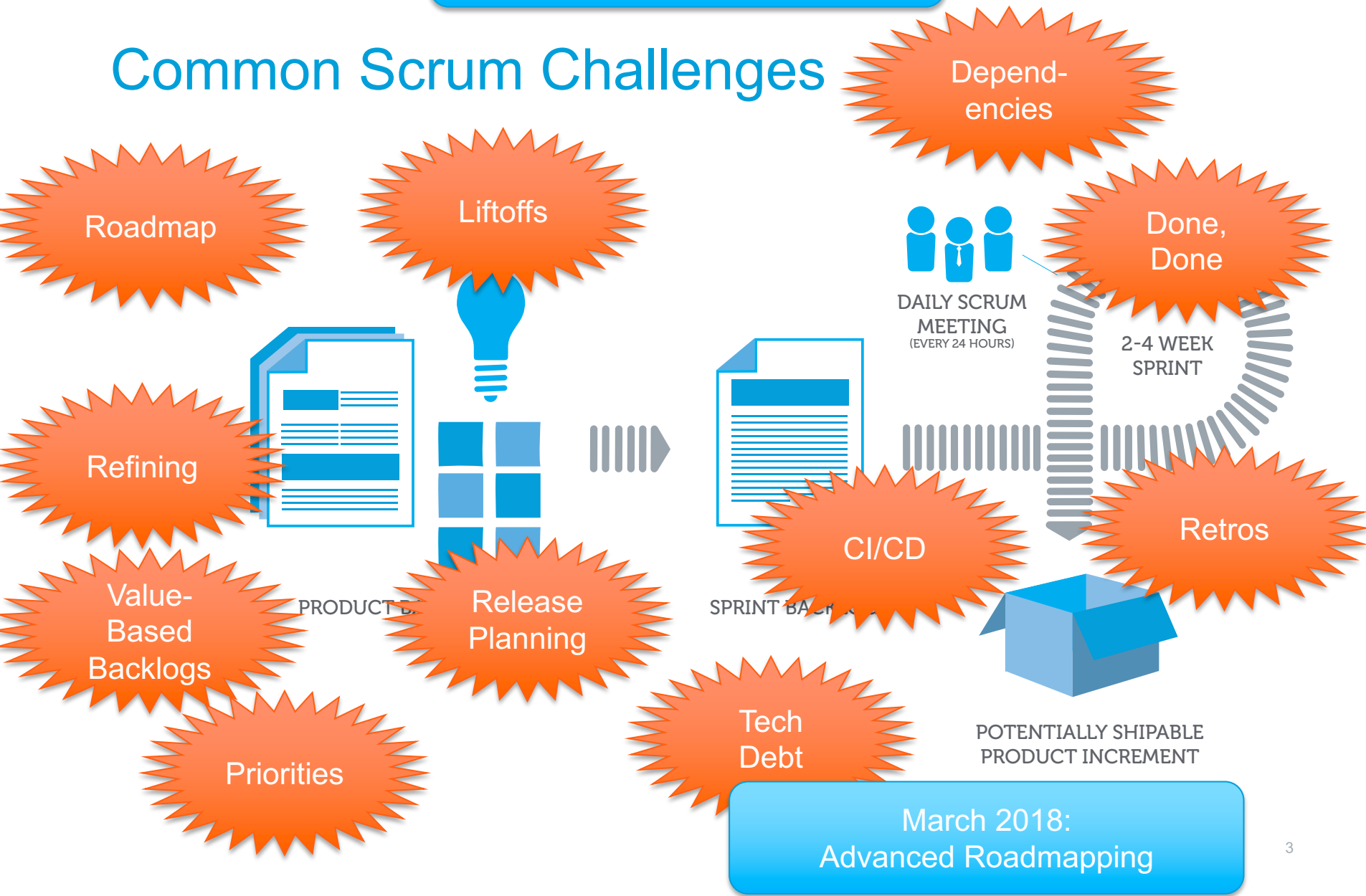


Joel Bancroft-Connors



David Koontz

# Common Scrum Challenges



March 2018:  
Advanced Roadmapping

Which of the following do you have and use?  
*Select all that apply*

- We have a Definition of Done
- We have and use a Definition of Done
- We have a Definition of Ready
- We have and use a Definition of Ready
- We have a Definition of No
- We have and use a Definition of No

## Agenda

- 1 Why have a Definition of Done
- 2 Why have a Definition of Ready
- 3 What about a Definition of No
- 4 Creating the Definitions

# Why Have a Definition of Done?

Because the Scrum Guide Says So?

Well, yes, and no, but let's talk about it.





## What is the “Definition of Done?”

When a Product Backlog item or an Increment is described as “Done”, everyone must understand what “Done” means.

Although this may vary significantly per Scrum Team, members must have a shared understanding of what it means for work to be complete, to ensure transparency.

This is the definition of “Done” for the Scrum Team and is used to assess when work is complete on the product Increment.

*-- The Scrum Guide*

# Definition of Done has Two Components

Policies about how to test and validate deliverables

## Example

- All defects found when testing a Story must be fixed immediately
- Acceptance tests must be satisfied
- Decide which environment to use: QA? Dev? Either?
- Unit tests must be satisfied

*Your mileage will vary...*

Checklists of required tasks that reflect organizational standards

## Example

- Code is checked in to repository
- Build from repository is successful
- Deployment process is successful
- Code has been reviewed
- Unit tests have been developed
- Acceptance tests are automated

*Your mileage will vary...*

**Note:** It is not just Acceptance Criteria

- Acceptance criteria are about specific characteristics of a Product Backlog Item.
- DoD is about policies that apply across Product Backlog Items.



# The Definition of Done is NOT Static

Experience / Maturity of Team?

Low

High

Time

Simple Definition  
of Done

Teams with little experience in Scrum should start with relatively simple definitions of done

Definition of  
Done

Definition of  
Ready

As teams gain experience their Defn of Done matures and they find value in the Defn of Ready

As teams continue to mature they realize "Ready" is about starting well and that "Done" is about ending well.

Definition of  
Done

Agreement of  
Ready

# The Defn of Done CAN Vary Among Teams



Innovation Team



Operations Team



Credit Analysis Team

# Common Definitions Are Good for Scale

Helps portfolio leaders, product owners  
and others understand what "shippable" means



5 Credit Analysis Teams



3 Fraud Teams

# Sprint and Release Definitions of Done

## Sprint Defn of Done

*What does it mean for Sprint Items to be "potentially shippable?"*

*What should apply to every Item?*

## Release Defn of Done

*What does it mean to "release" your product?*

*What can be automated?*

Release Frequency			
	Infrequent	Frequent	PBI - CI/CD
Defn of Done (Sprint)	<i>These are different.</i>	<i>These start to merge</i>	<i>These are the same</i>
Defn of Done (Release)			

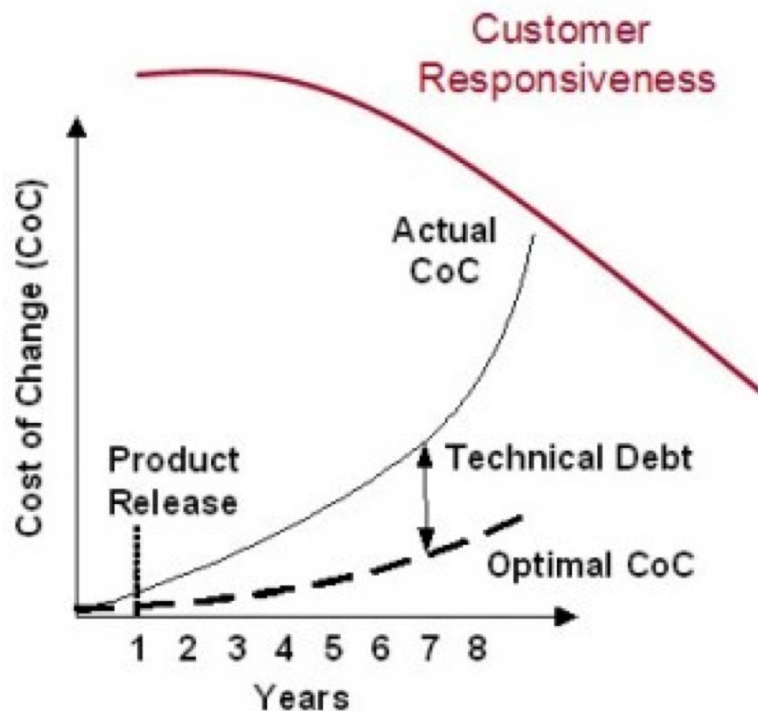
# Defining “Shippable Quality” in Done



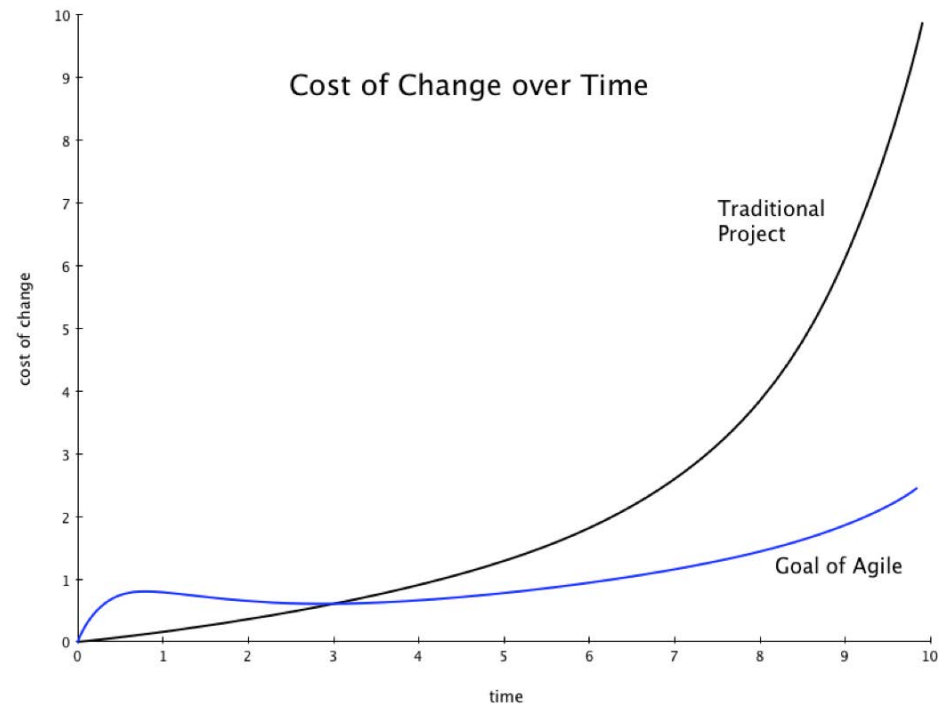
## How do you prioritize your bugs?

- We use a single Priority field
- We use Severity to prioritize defects
- We use Impact to prioritize defects
- We derive Priority from Severity and Impact

# No "Stop Ship Bugs" is the Foundation



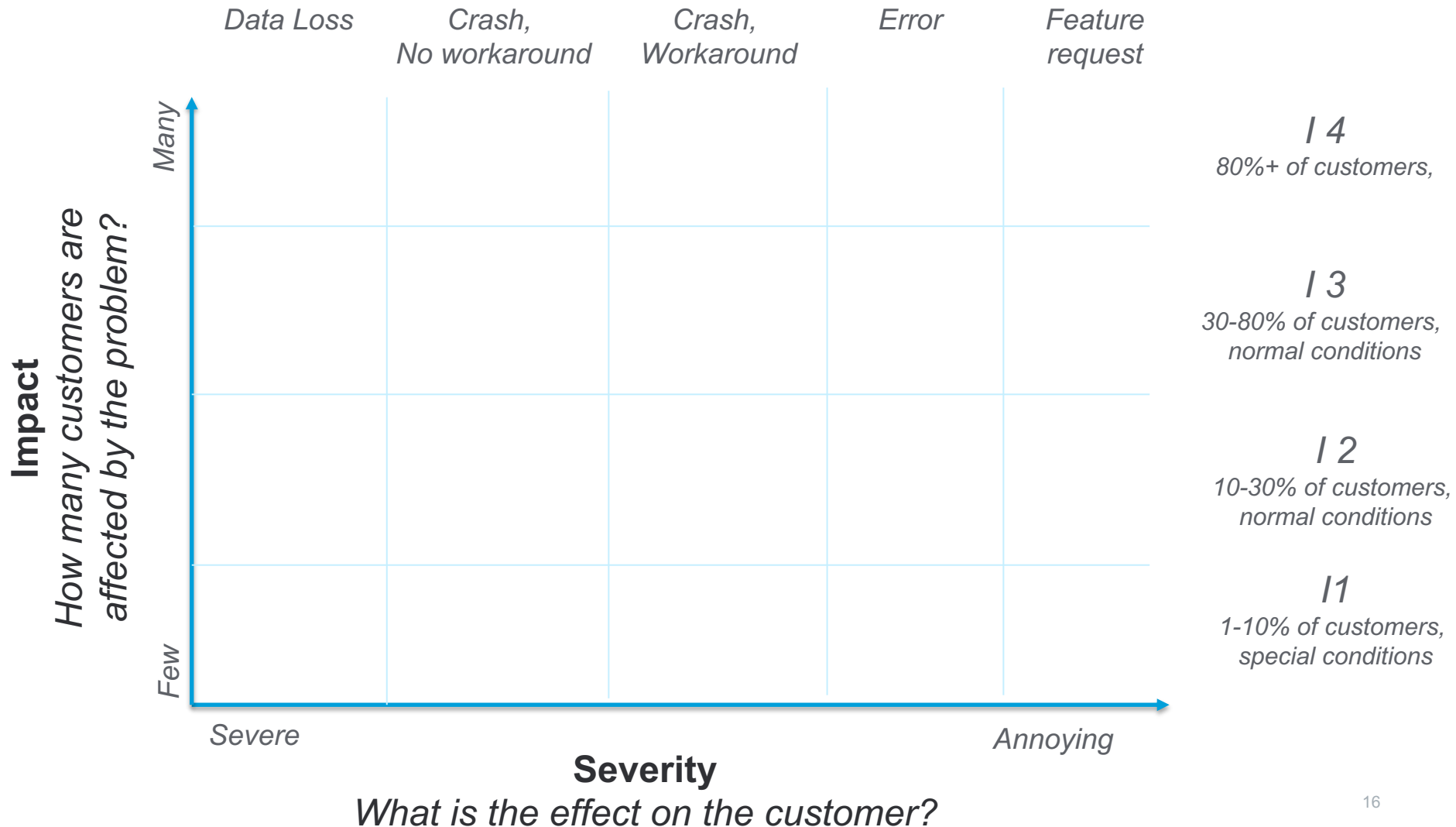
<http://jimhighsmith.com/the-financial-implications-of-technical-debt/>



<http://bit.ly/2r1h3Vn>

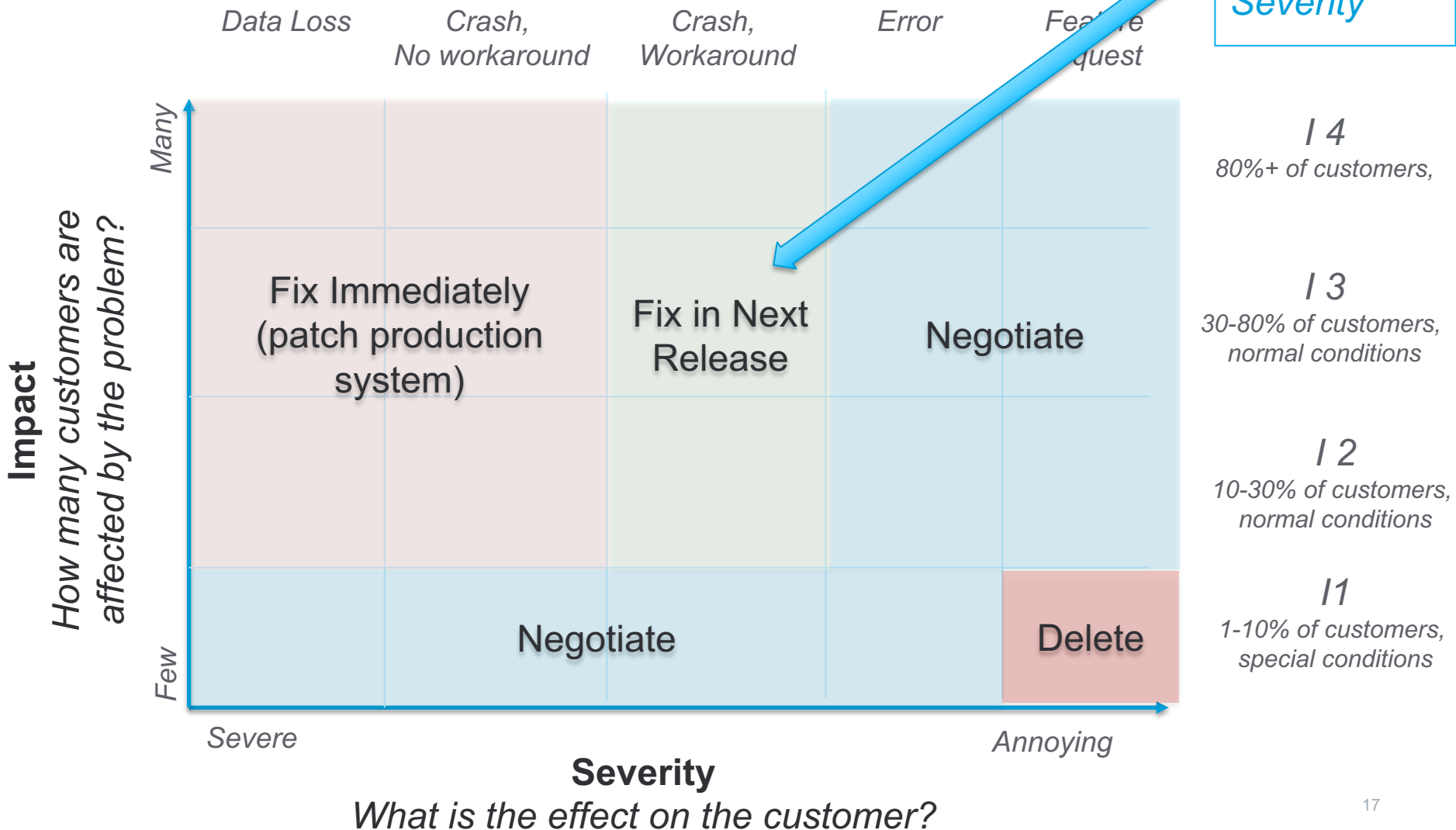


# How to Assess Bugs (One Example)

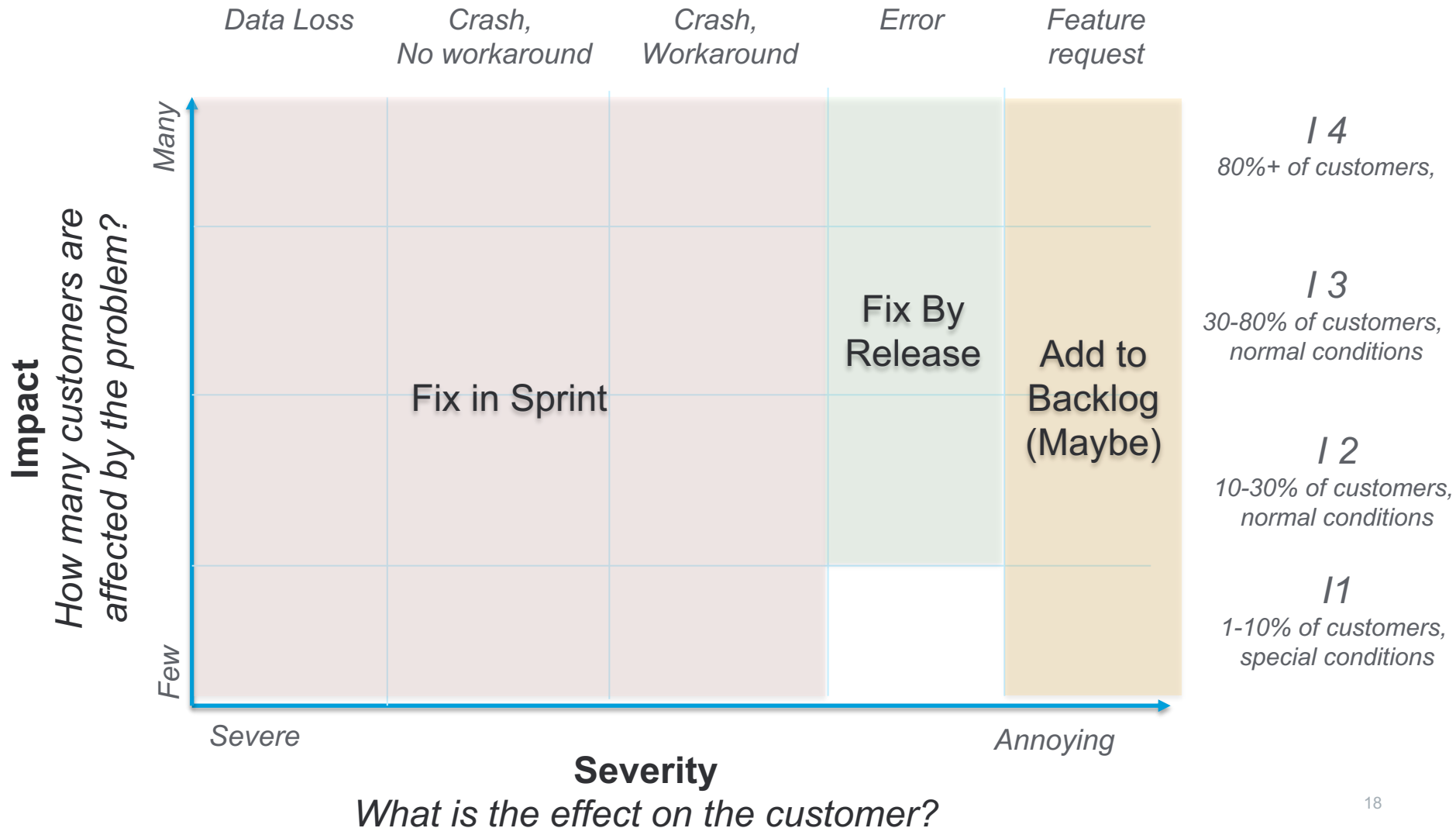


# How to Assess Bugs (In Production)

*Priority is derived from Impact and Severity*



# Prevent Production Bugs via Defn of Done



# The Definition of Ready

*Agreement on Ready...*



## What's Wrong with REQUIRMENTS?

**3.4)** The product shall have a gasoline-powered engine.

**3.5)** The product shall have four wheels.

**3.5.1)** The product shall have a rubber tire mounted to each wheel.

**3.6)** The product shall have a steering wheel.

**3.7)** The product shall have a steel body.

**3.8)** The product shall be red

*Adapted from: Mike Cohn, Mountain Goat Software*





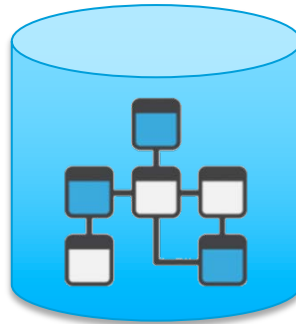




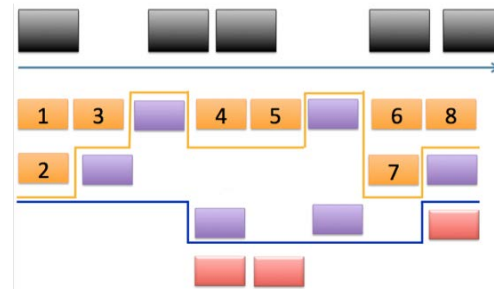
# The Agreement of Ready for Conteneo



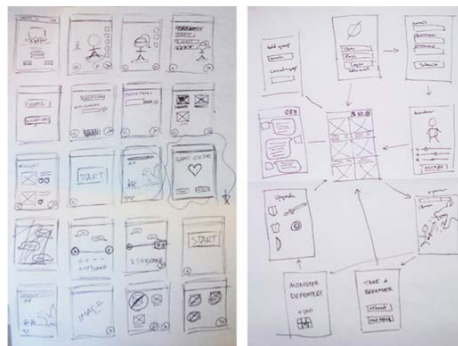
Problem Brief



Data Model



User Story Map



Lo-Fi Sketches



Hi-Fi Interaction Models

We do whatever we agree is needed to be "Ready".

# Creating A Definition of Done or Ready



# Common Approaches



Search the internet & copy

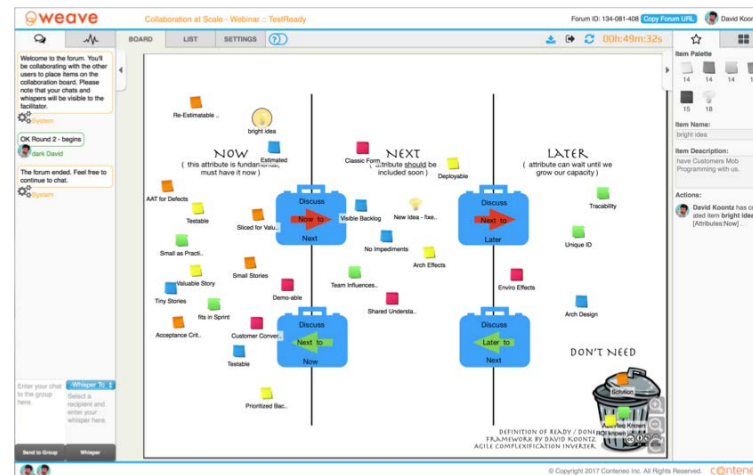


Brainstorm



SCRUM  
MASTER

Ask Your Scrum Master  
(Agile Coach/Consultant)



Use the Definition of Ready Framework

Collaboration at Scale - Webinar :: TestReady

Forum ID: 134-081-408
 Copy Forum URL
 David Koontz

BOARD

LIST

SETTINGS

00h:49m:32s

Welcome to the forum. You'll be collaborating with the other users to place items on the collaboration board. Please note that your chats and whispers will be visible to the facilitator.

System

OK Round 2 - begins

dark David

The forum ended. Feel free to continue to chat.

System

Enter your chat to the group here.

**Whisper To**

Select a recipient and enter your whisper here.

**Send to Group**

**Whisper**

The diagram illustrates the 'Definition of Ready / Done' framework by David Koontz, used for agile complexification. It features three main columns: **NOW**, **NEXT**, and **LATER**, each with a central blue box labeled 'Discuss' and arrows indicating flow. The **NOW** column includes items like 'Re-Estimatable ..', 'bright idea', 'Estimated', 'AAT for Defects', 'Testable', 'Sliced for Valu...', 'Small as Pract...', 'Valuable Story', 'Tiny Stories', 'fits in Sprint', 'Acceptance Crit..', 'Customer Conver...', 'Testable', and 'Prioritized Bac..'. The **NEXT** column includes 'Classic Form', 'Deployable', 'Visible Backlog', 'New Idea - fixe..', 'No Impediments', 'Arch Effects', 'Team Influences..', 'Shared Understa..', and 'Enviro Effects'. The **LATER** column includes 'Tracability', 'Unique ID', 'Arch Design', and 'Enviro Effects'. A 'DON'T NEED' section at the bottom right shows a trash can with a 'Solution' label. The bottom of the board is labeled 'DEFINITION OF READY / DONE FRAMEWORK BY DAVID KOONTZ AGILE COMPLEXIFICATION INVERTER'.

**Item Palette**

14 14 14 14

15 18

**Item Name:**

bright idea

**Item Description:**

have Customers Mob Programming with us.

**Actions:**

David Koontz has created item bright idea in [Attributes:Now].

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## Examples: DoR & DoD generalizations

### Sprint Defn of Ready

- Requirements understood
- Test plan imaginable
- No Impediments
- Sized by team doing work
- High priority on backlog
- Conversations have happened – to create A.C.

### Release Defn of Done

- All code checked in
- Overall quality acceptable
- Documentation complete
- No defects
- Acceptance Tested
- PO reviewed & Accepts



# What About the Definition of No



# You Don't Need a Definition of No...



Teen: Dad, can I drive drunk?

Dad: No

Teen: Mom, Dad says I can't drive drunk. Can I drive drunk?


Mom: No

Teen: What about all my friends? They drink at parties?

Dad: No

Business: "Can you build me this whimsical idea on a one line requirement with an arbitrary deadline?"

Dev Team: No



It started as a joke and got out of control  
- Paul Newman



# Summary



# The Essential Summary

You ***must*** have a Definition of Done

- Start small: Shippable Quality
- Evolve over time to reflect customer/product needs
- Adjust as you mature your automation and CI/CD practices

You ***should*** have an Agreement of Ready

- Use it to promote healthy conversations.
- Don't treat it as rigid or static.

You should ***never*** need a Definition of No.

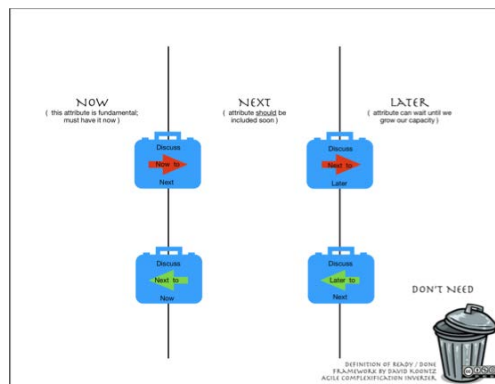
# References

David Koontz Definition of Done Activity:

<http://agilecomplexificationinverter.blogspot.de/2011/09/exercise-definition-of-done.html>

Dhaval Pachal's article: What is the Definition of Done

[https://www.scrumalliance.org/community/articles/2008/september/what-is-definition-of-done-\(dod\)](https://www.scrumalliance.org/community/articles/2008/september/what-is-definition-of-done-(dod))



Weave Framework  
<http://bit.ly/try-defn-of-done>

# Discussions



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Thank you for attending.

Our next webinar is  
**14-Mar-2018 on Advanced  
Roadmapping Techniques.**



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