



Avoiding the 2-Week Waterfall

Common Scrum pitfalls and how to tackle them

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Bump, bump, bump



“Here is Edward Bear, coming downstairs now, bump, bump, bump, on the back of his head, behind Christopher Robin. It is, as far as he knows, the only way of coming downstairs, but sometimes he feels that there really is another way, if only he could stop bumping for a moment and think of it. And then he feels that perhaps there isn't.”

Avoid the Cargo Cult

- Scrum is easy to do but hard to do right
- Work for Scrum will not work



Leverage Change Facilitators

Blueprint:

- Solidify the basics
- Look for pitfalls
- Use change facilitators to reinforce and grow your practice



Earn the Benefits of Scrum



- Working software every 2 weeks!
- Less waste
- Happier customers
- Engaged delivery teams
- Poised to respond to change

Get Centered on 5 Values

- **Focus**
- **Courage**
- **Openness**
- **Commitment**
- **Respect**

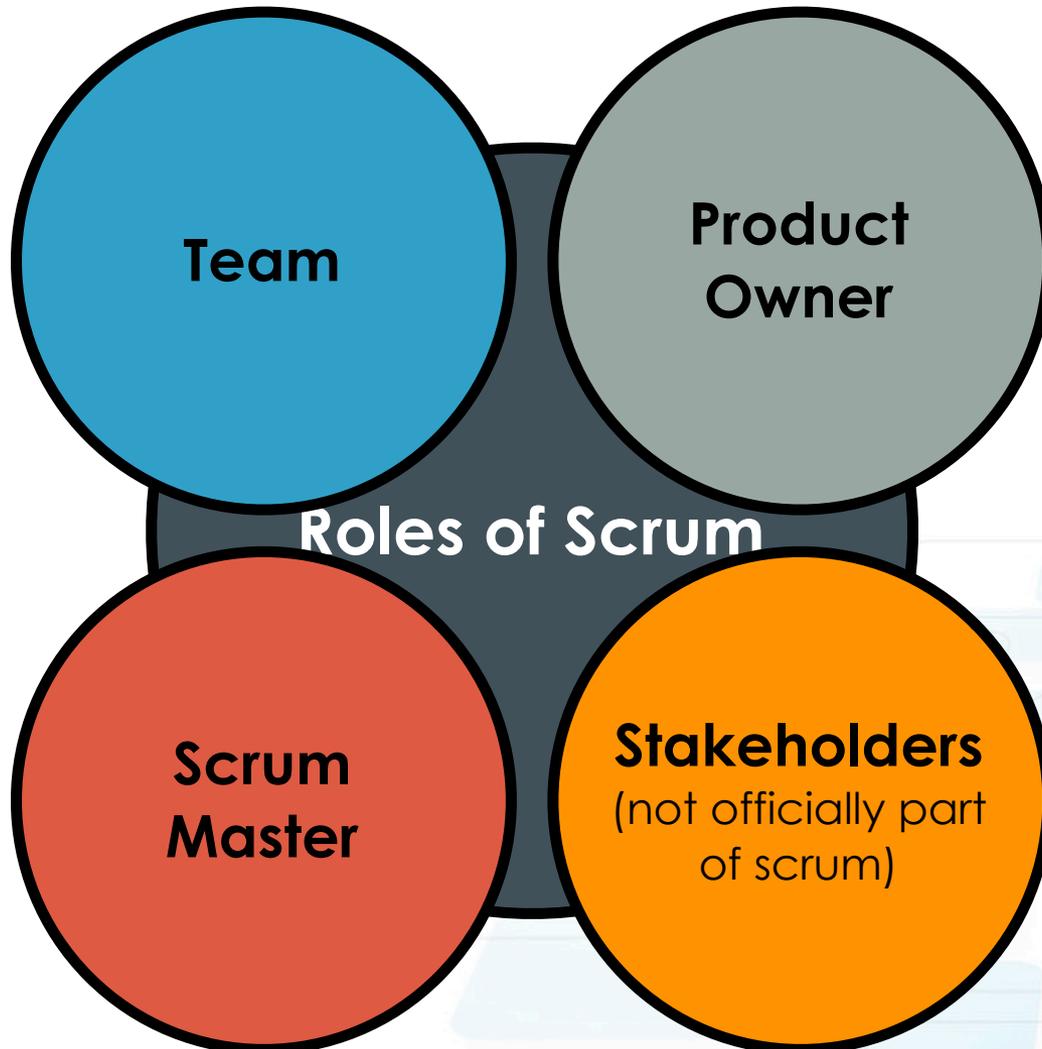


4 Ceremonies

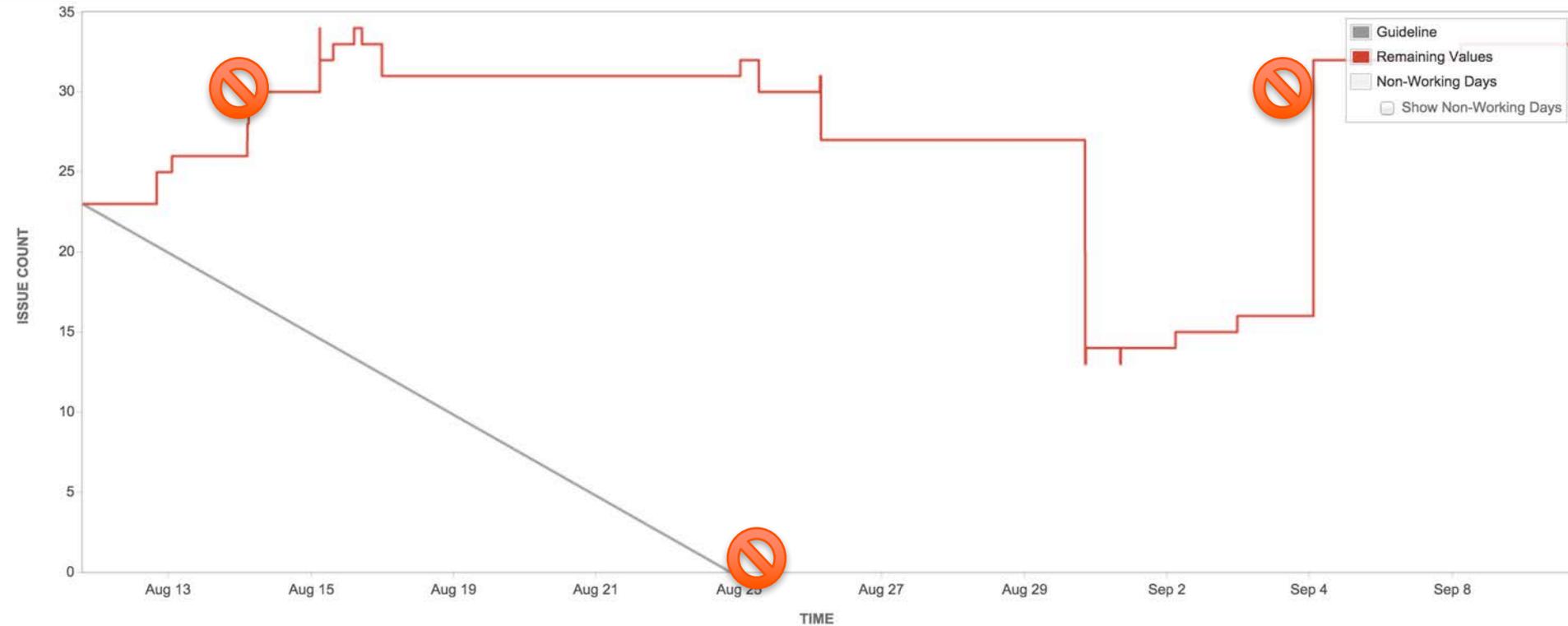
- Retrospective
- Sprint Review
- Sprint Planning
- Daily Stand-up



3+ roles



2 (to 4) week iterations



- Rhythm
- Accountability
- Visibility
- Planning
- Inspect-and-Adapt

Manifesto for Agile Software Dev.

- INDIVIDUALS AND INTERACTIONS OVER PROCESSES AND TOOLS
- WORKING SOFTWARE OVER COMPREHENSIVE DOCUMENTATION
- CUSTOMER COLLABORATION OVER CONTRACT NEGOTIATION
- RESPONDING TO CHANGE OVER FOLLOWING A PLAN

AGILE

(Remember, this is what we want)



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10 Common Pitfalls



#1: Bad Ceremonies



#2: No Definition of Done

Definition of Done

These items should be addressed in order to consider a story "shippable":

- Code is reviewed, Unit tested.
- Added to automated regression testing (according to the agreed-upon depth and where applicable).
- Regression test is edited/added into the test case management tool.
- QA has tested the feature somewhere (sandbox, dev-int, etc.) according to the agreed-upon depth. QA is given the option to opt-out if no QA aspect of the story is needed.
- All DB and SA tasks for story are captured in the project tracking tool.
- The `fixVersion` or `Release` is added to the story in the project-tracking tool.
- No critical/important Sonar code metrics exist for the story.



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#3: Team Doesn't Swarm



#4: Multiple Backlogs



#5: Splitting stories such that value is lost



#6: Ghost Teams



#7: Workflow Silos



#8: Lack of Change in Ideas

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9: Hoarding Information



#10: Time-mongers



Honorable Mentions

- **Everything goes in flight on day one, stays in progress for 10 days...**
- **Bad team health. Even if getting results, is it sustainable?**
- **Others?**



Cue the change facilitators!



Set Real Guidelines

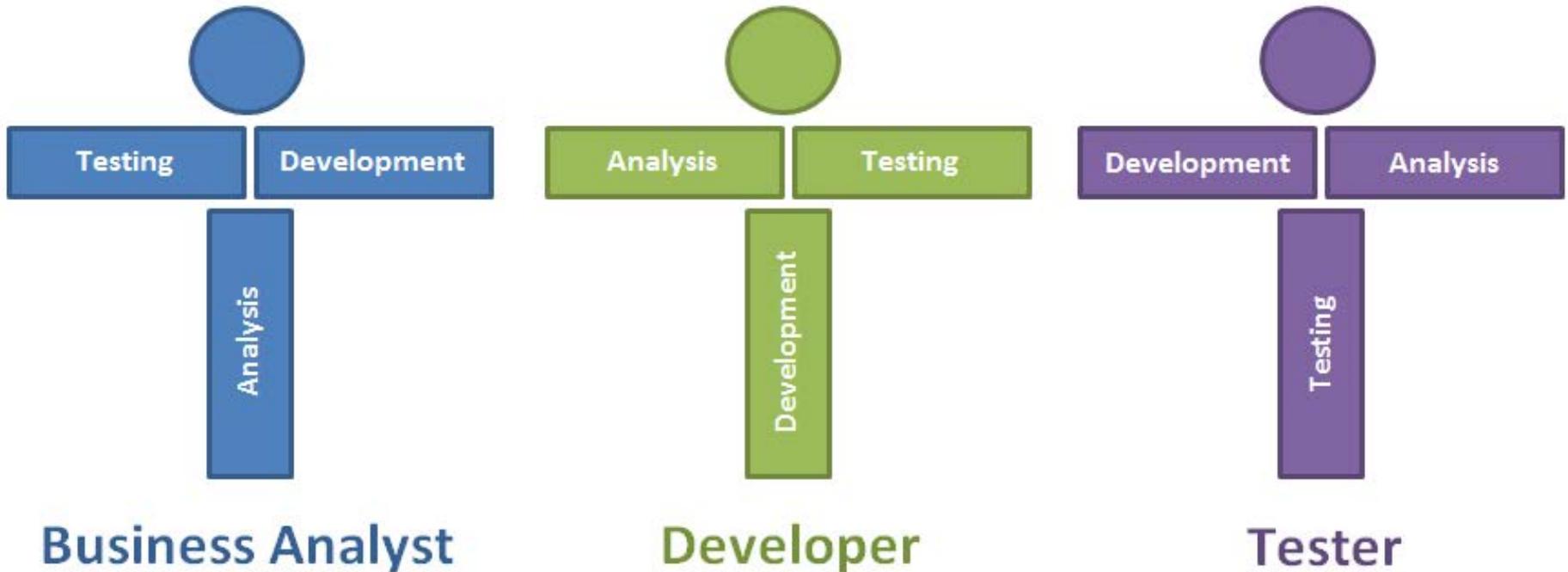
- Tighten up Ceremonies
- Use the Agile Manifesto
- Have a DoD
- Set WIP limits



Re-Think the Teams

T-Shaped Agile Team

@katrina_tester



- Grow T-shaped teams
- “Three Amigos” and story acceptance
- Swarm more
- Re-organize teams

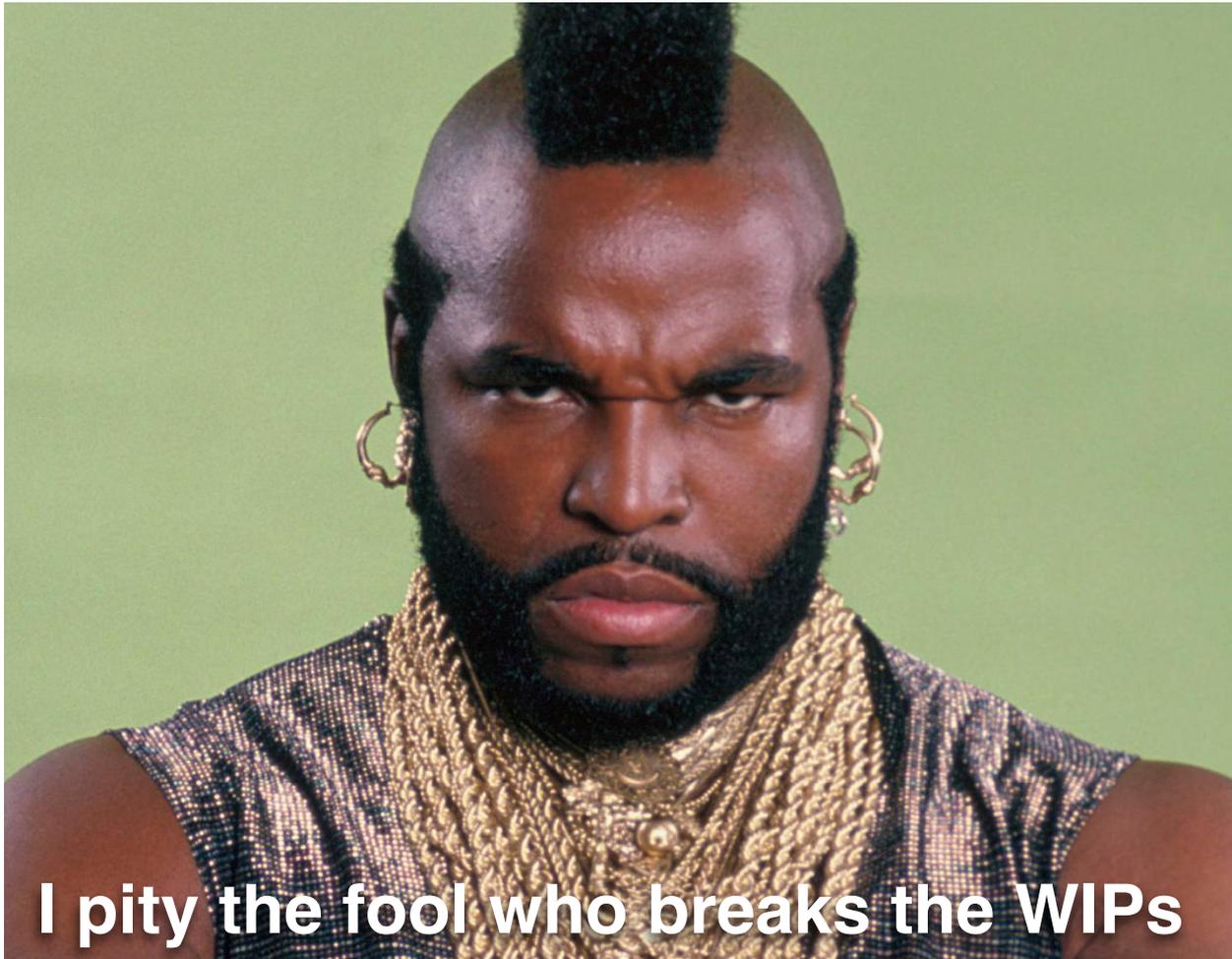
Re-Think the Backlog



- One backlog to rule them all
- Problem-based approach to stories
- Write lean stories

Re-Think the Toolset

- Automate redundant, manual, time consuming tasks
- Math and data are your friends
- Use visual controls



Check your head

- Ask “why.” Or “why not?”
- Try new things
- Live the daily burn-down
- Explore the “5 whys”
- Ask “why” some more.



Make a vector, Victor



(We still want these, right?)



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Example: Scrum Amplification Mad-Lib

Scrum Amplification Worksheet



Challenge Identification

Which problem or situation is keeping you from realizing the benefits of Scrum? (If multiple, which will you focus on first)

5, 4, 3, 2, 1 Inspection

In this situation, which Scrum value is lacking, or could be leveraged to help improve the workflow?

Is there a particular ceremony or event where this could be addressed?

Which Scrum role is best positioned to champion this effort? What allies, change agents, or supporters can help drive this change?

Which phrase or portion of manifesto most resonates as the reason for the change?

How much time is needed to experiment with making this change? (# of sprints, timebox)

Change Facilitators

Which change facilitator could be most helpful and which is do you have the most influence over?

Who can help you implement the change?

What timeframe(s) do you need?

Signs of Success

Visualize the implementation; List possible indicators that the experiment is working:

If working, what could you do to amplify the success?

Indications of Failure

Visualize the implementation; List possible indicators that the experiment is waning:

What recovery strategies can you use to get the experiment back on track?

Summarize, Visualize, Commit

On **[end of timebox]** we will have improved **[challenge]** by using **[change facilitator]** and/or **[ceremony]**.

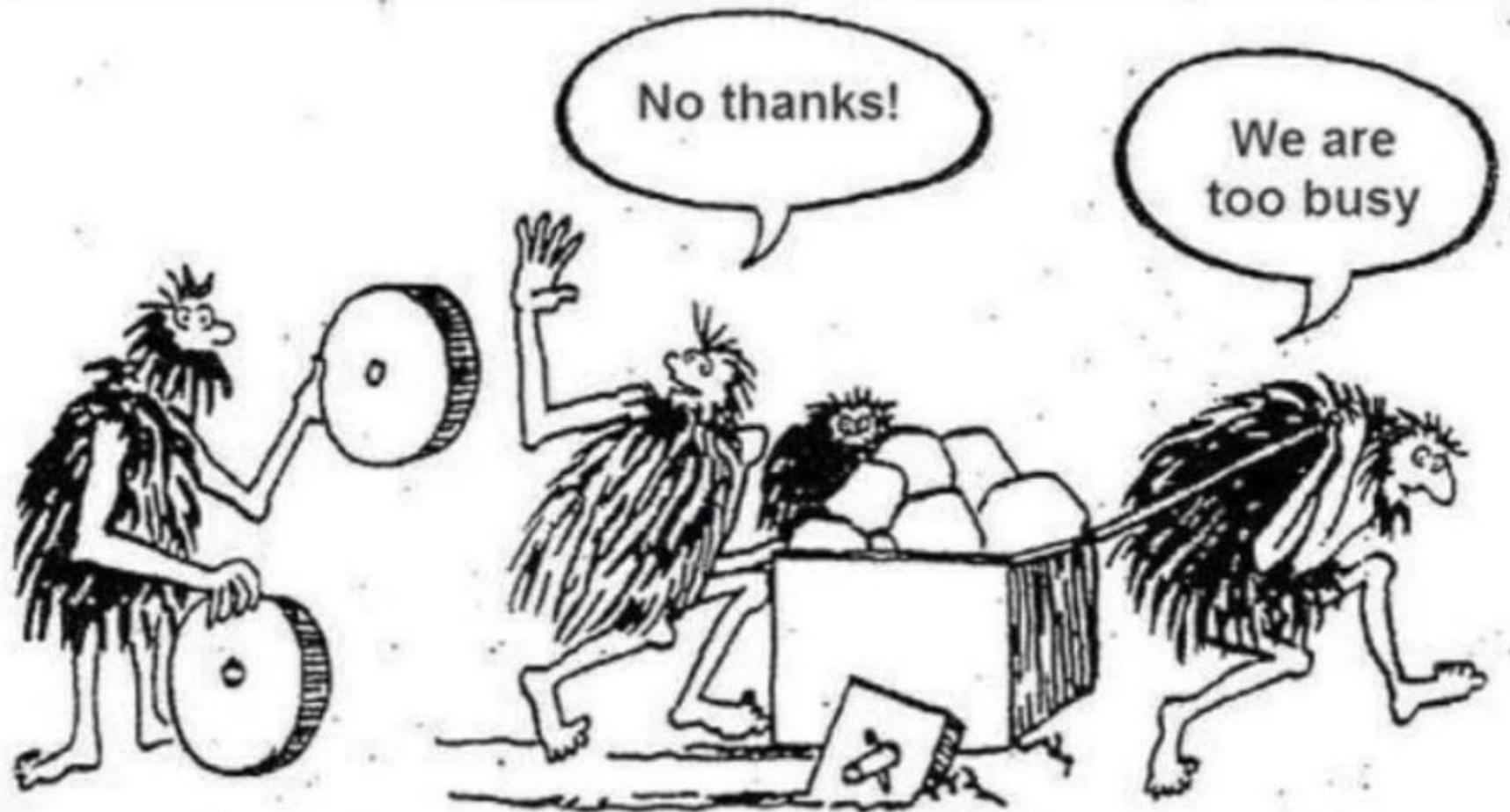
The **[role]** will lead in the renewed focus of **[scrum value]**, because we are interested in amplifying our commitment to **[manifesto]**. **[change facilitator helpers]** will support the **[role]** by **[fill in the blank]**.

Within **[timeframe]**, we'll know that the experiment is off-course if we see these warning signs: **[indications of failure]**. Once detected, we'll employ **[recovery strategies]** to help regain focus.

We'll know that the experiment is working because of these signals: **[signs of success]**. We'll then take advantage of the momentum generated by **[amplifiers]**.

On **[end of time box]** we'll hold a retrospective on this improvement. We'll decide to adopt it, continue to iterate on the idea, or cancel the idea and try a new approach.

Disrupt yourself, or be disrupted



Keep in touch

- **How did it go?**
- **Feedback on new patterns, or if you try this out? I'd love to hear about it.**

Start a conversation:

- **E-mail:** MPhillips@Sonatype.com
- **Twitter:** [@MappFelix](https://twitter.com/MappFelix)

