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How to Launch a Scrum Team

Joe Justice

"WE HAVE FOUND TEAM MORALE TO BE A MULTIPLIER FOR VELOCITY."

Founder and Team Lead of Team WIKISPEED - global manufacturer of 100 mpg prototype cars and MicroHouses to help end involuntary homelessness.

Creator of eXtreme Manufacturing – Technical practices accelerating Scrum in hardware manufacturing and engineering organizations.

Worked with Scrum in space systems, rockets, missiles, automotive, housing, metrology, medical devices, radio, radar, dev-ops, organizational transformation, entertainment, legal, software architecture, composites, etc.

Speaker and Consultant at Unesco World Headquarters, Cambridge University UK, UC Berkley USA, Google, Microsoft, Johnson Controls, Boeing, Lockheed Martin, Raytheon, HP, Wikimedia Foundation, Open Source Ecology, TEDx Rainier, Aspen Institute, Pictet Bank, and other organizations world-wide.

scruminc.
the way teams work

XTREME MANUFACTURING

WIKISPEED

Forbes

Harvard Business Review

TEDx
x = independently organized TED event

Discovery CHANNEL

CNNMoney.com
FORTUNE

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Joel Riddle - CSM, CSPO, Scrum Master

Joel is the Scrum Master for one of Scrum Inc.’s two teams and specializes in researching and codifying cutting edge Agile practices for Scrum and eXtreme Manufacturing.

Joel’s background is in journalism. He cut his teeth at National Public Radio where he was responsible for the live, on-air production of NPR’s flagship show, Morning Edition. Joel also spent three tours in Baghdad as NPR’s bureau chief.

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Patrick Roach - CSM, CSPO, Scrum Master

- Background: Publishing & Content Creation
- Scrum Master
- Trainer/Coach
- Business Development

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Team Launch Goal:

To produce a single estimated backlog, with labeled business value, and a team that is passionate to get that backlog done with quality.

Expectations:

- **What is your organizational architecture?**
- **How will your team interface with others?**

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Team Launch Backlog

To Do	Doing	Done
Kick-Off		
Goals		
Team Working Agreement		
Current State Demo		
Create Backlog		
Business Value		
Definition of Done		
Definition of Ready		
Estimation		
Sprint Planning		
Support		

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Team Launch Kick-Off

Deliverable: Aligned expectations, excitement, open space

Facilitation: Catered, Comfortable, Open Space, No Command Control, Meta-Scrum Backlog

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Organizational Goals & Values

Deliverable: Alignment on goals at the enterprise and team level.

Facilitation:

- Leadership share their vision with team(s).
- Q&A with team
- Team presents their values to leadership using waterline exercise.

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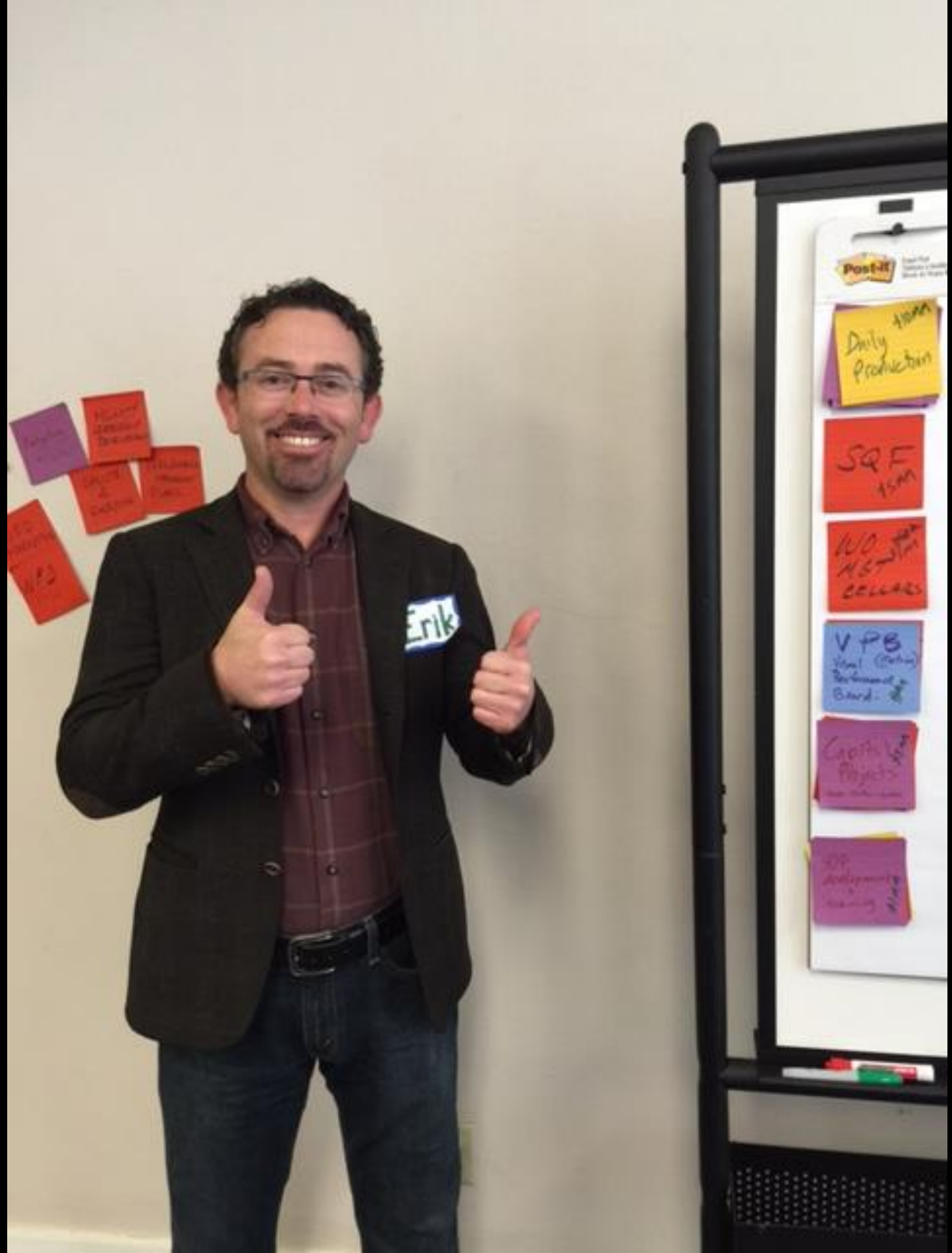
YOU WILL SOON MAKE
A CHANGE AT WORK

THE REGULATORS
DEFINITION OF READY
TEAM REGULATORS
BACK LOG
SPENT BACK LOG
DOING
DONE
THE REGULATORS
DEFINITION OF DONE
Tested
SQF Level 2 Certificat
EPIC
BACKLOG
Epic BACKLOG
IMPEDIMENTS


Post-it
Daily Production
SQF
VPB
Erik

Team Scrumptious Values

Trust

Honesty

Respect

Compassion

Team work

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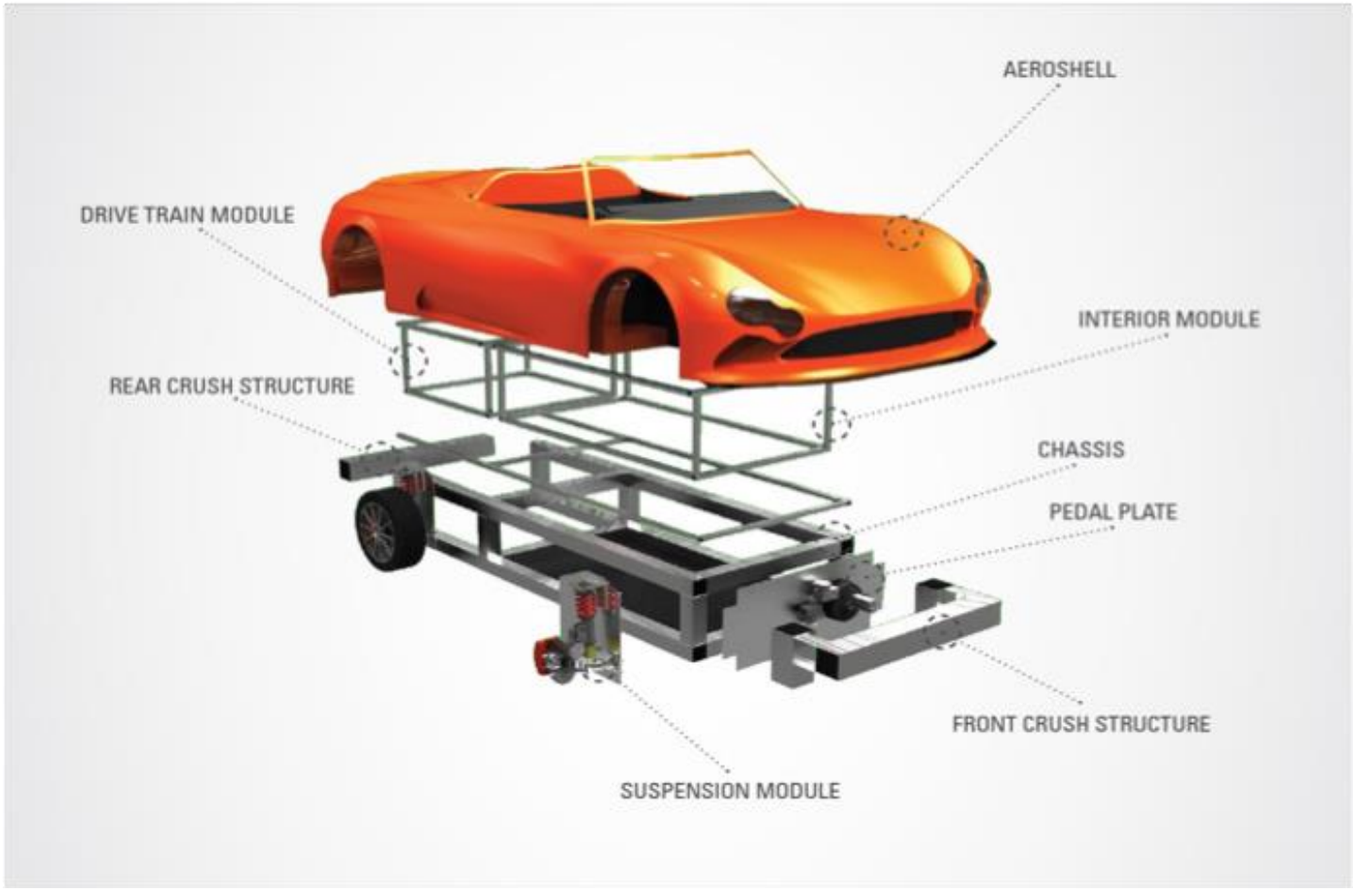
What is our Object Oriented Architecture?

Goal: Functional Organizational structure that enables teams to work in concert with leadership



Facilitation: Group User Stories into <10 experiments, as independent as possible. i.e. Aerodynamics improvements, engine efficiency improvements.

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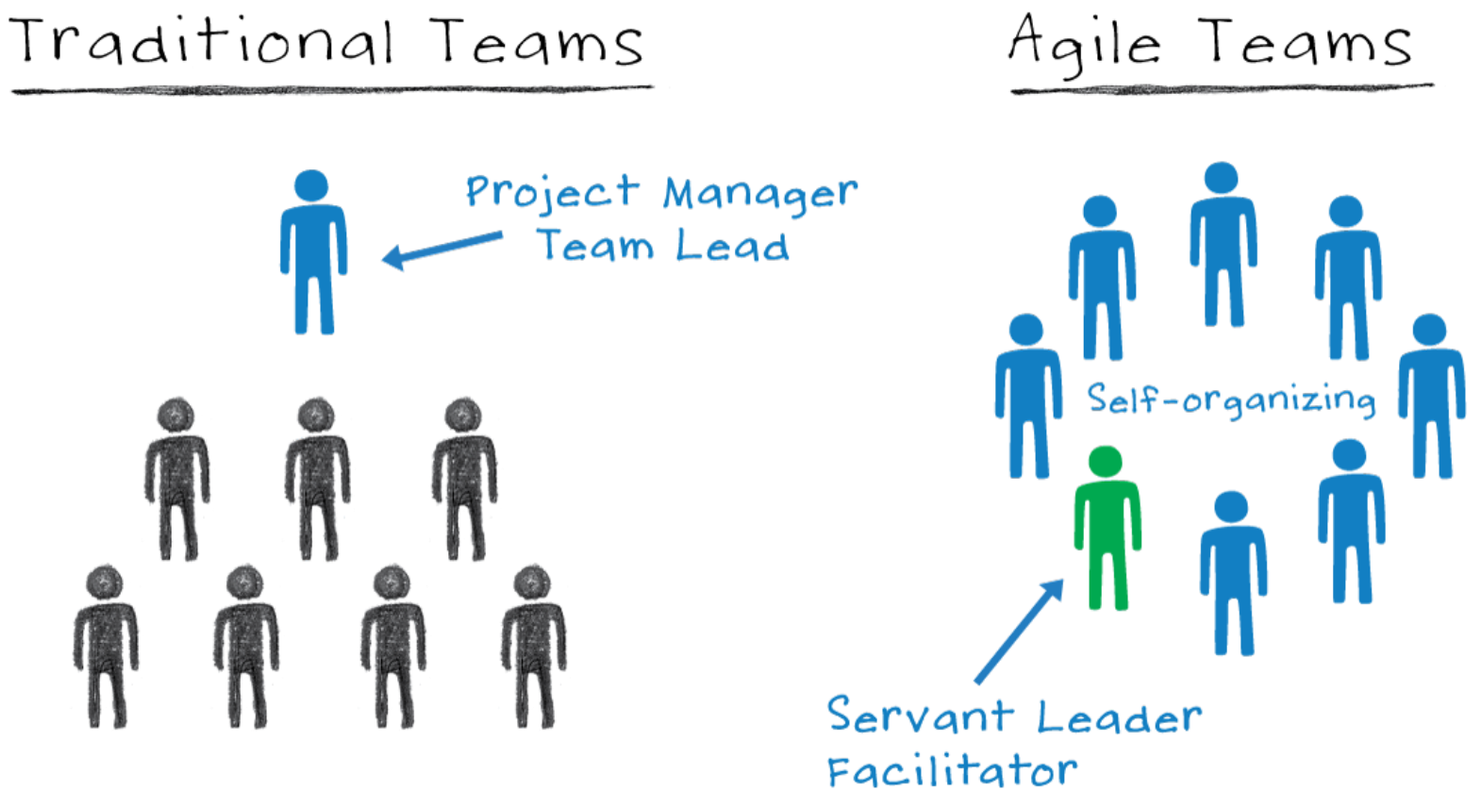
Have the Teams Self-Organize

Goal: Teams that are passionate about being a team!

Facilitation:

- Line game
  - The fastest teams are 4 to 5 people in size
  - Scrum 1.0, 2.0, 3.0 (Cross - functional)
  - Dedicated
  - Co-located



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Establish a Team Working Agreement

Deliverables:
Team Name,
Team members
Roles,
Scrum Room,
Sprint Cadence
Ceremonies,
FOT

Facilitation:
Single Flip
Chart, Sharpie

Team Scrumptious Working Agreement

Product Owner:	Janet
Scrum Master:	Steven
Team Members:	Sasha, Mike, Erick Teresa
Friends of the Team:	Joel - X1234 Joe - X9876 Pat - X5678
Sprint Length:	1 week, Wednesday to Wednesday
Sprint Planning:	Wednesday, 1pm @ Team Conf. Room
Daily Scrum:	Everyday, 10am @ Team Conf. Room
Refinement:	Fri & Mon, 10:30am @ Team Conf. Room
Demo:	Fri & Mon, 10:30am @ Team Conf. Room
Retro:	Fri & Mon, 10:30am @ Team Conf. Room

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INCREDIBLES

PO: Ken Putnam
TM: Donna Williams

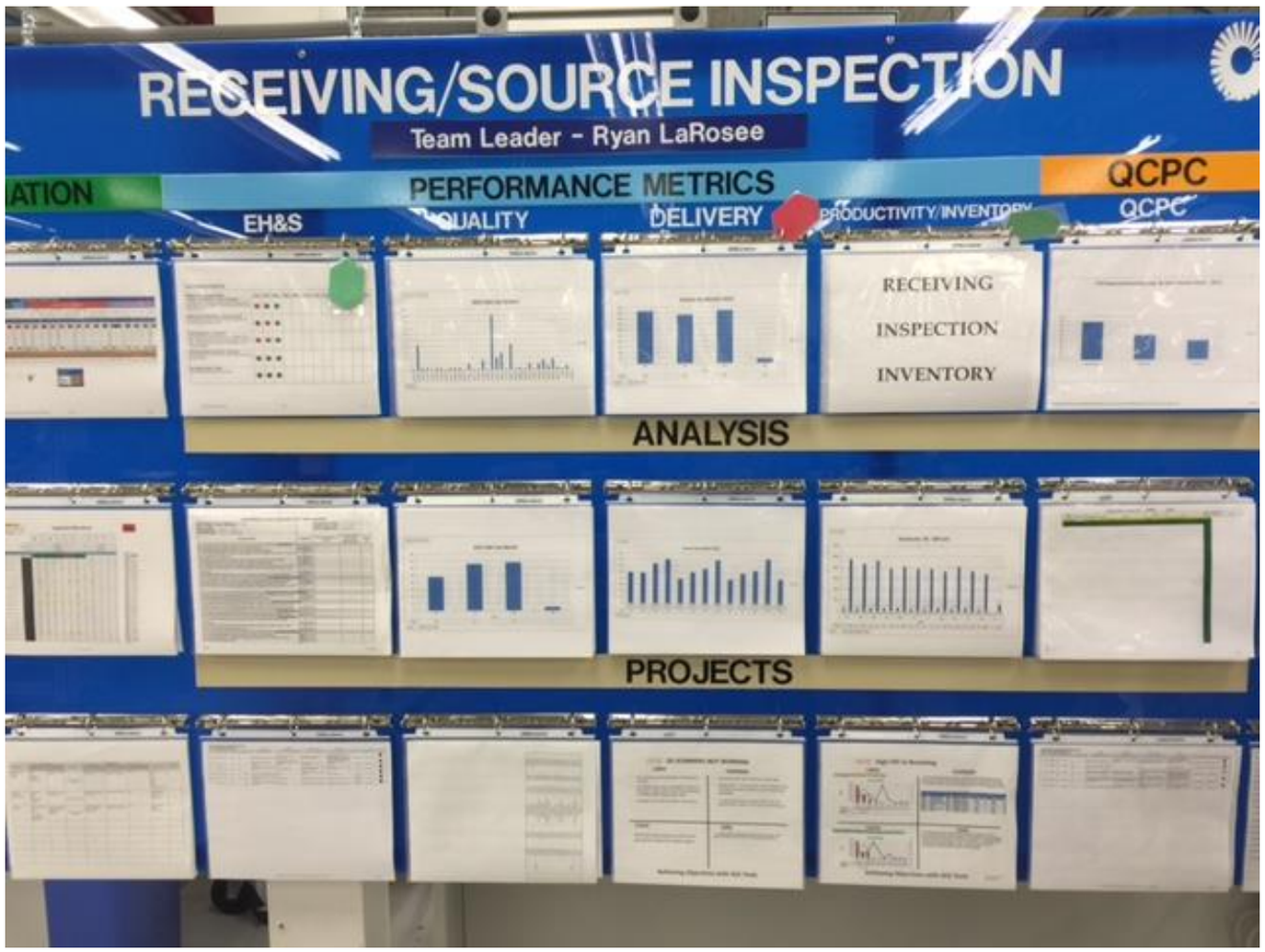
SM: Juan Cuevas
TM: Adrian Cerda

	Day	Time	Location
Daily Stand Up	Daily	9:15am	Cellar Conference Room
Sprint Review	TUE	9:30am-11:00am	Cellar Conference Room
Sprint Retrospective	TUE	11:00am-12:00pm	Cellar Conference Room
Sprint Planning	TUE	12:00pm-1:00pm	Cellar Conference Room
Product Refinement	THUR	9:30am-11:30am	Cellar Conference Room

Demo Your Current State

Deliverable: Pieces of the current state/process that may be useful to the new Scrum team are identified.

Facilitation: Count-up timer, examples of backlog, velocity, team happiness, product increment, quality metric.



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Retro on the Current State

Deliverable: What could be better about the current state?

Facilitation:

- What was your experience like working together over the last 2 weeks?
- Speed Boat retrospective or a retrospective of your choosing.
- Kaizen

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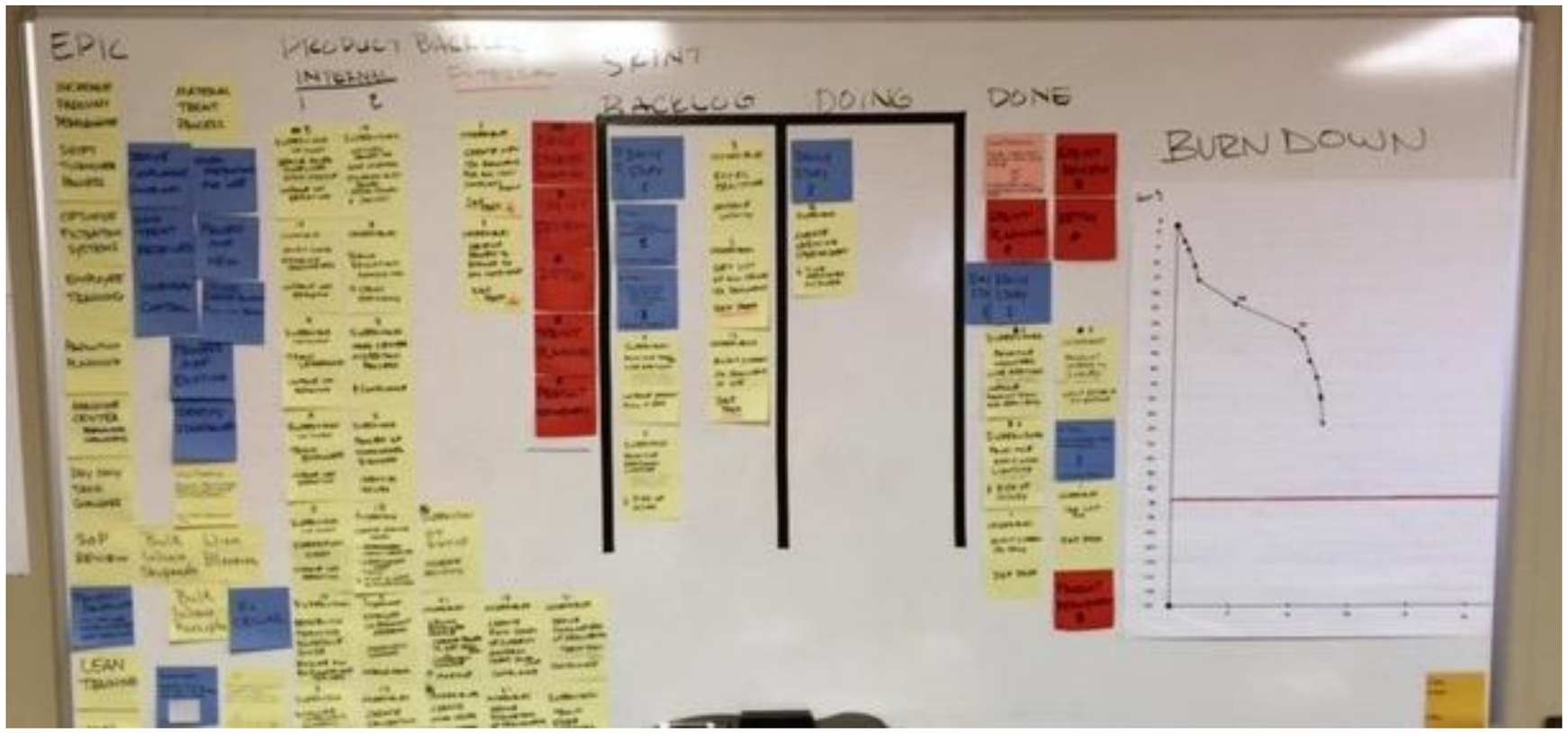
Create the Backlog

Deliverable: A single, prioritize backlog

Facilitation:

- Backlog Review
- Leadership, or Meta-Backlog
- POs Pull Backlog from Meta Backlog
- Epics & User Stories



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Backlog Review

-Epic is labeled with **Business Value**.

-Backlog is prioritized by Product Owner.

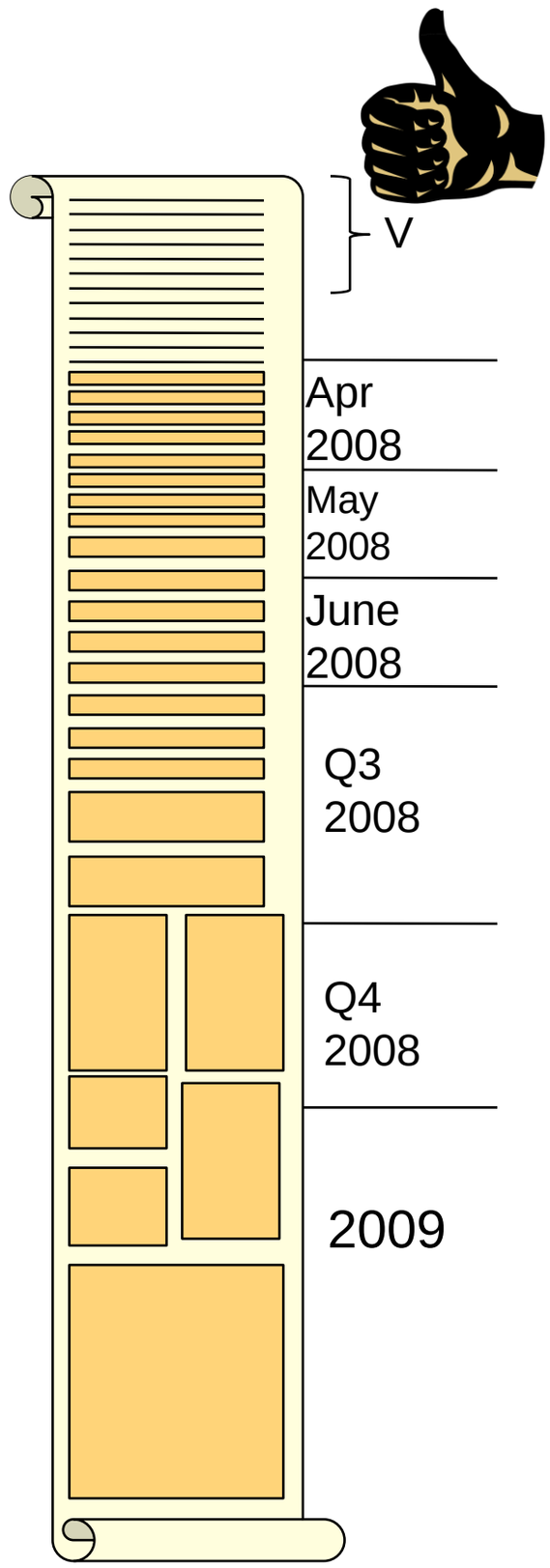
-Backlog is estimated by Team.

-Team pulls from Sprint Backlog at a **Sustainable Pace**, with quality.

-Scrum Master tracks velocity, process team happiness makes work and important issue visible.

Create Epics First

- Think about all the work you will have to do over the next 2 sprints.
- Think of it in **micro** or **mini** projects.
- Write them down on <10 sticky notes
- Stick them on your Backlog
- Prioritize it by Business Value - Bang for Buck
- Time Box it



User Story Creation

- All Work can be extremely challenging but is it complex? Do we need User Stories?
- If not what should the **PBIs** consist of?
- How will stories differ between **community of practices**?

User Story Practice Indicates Scrum Level Maturity

- Epic Level is where Business Value is assessed
- No Epic/Story structure - Poor prioritization
- Stories are more inclusive than tasks and encourage swarming and colaboration.
- **Planning is important – Plans are worthless**
- Limits context-switching on a bigger Scale

For a complete deep dive on User Stories - Visit ScrumLab

www.scruminc.com/scrumlab

Label Business Value

Deliverable: Business Value clearly labeled on each backlog item

Facilitation:

- Bubble Sort
- Planning Poker
- Break-even analysis
- Return On Investment
- Cash Flow Analysis
- Net Present Value

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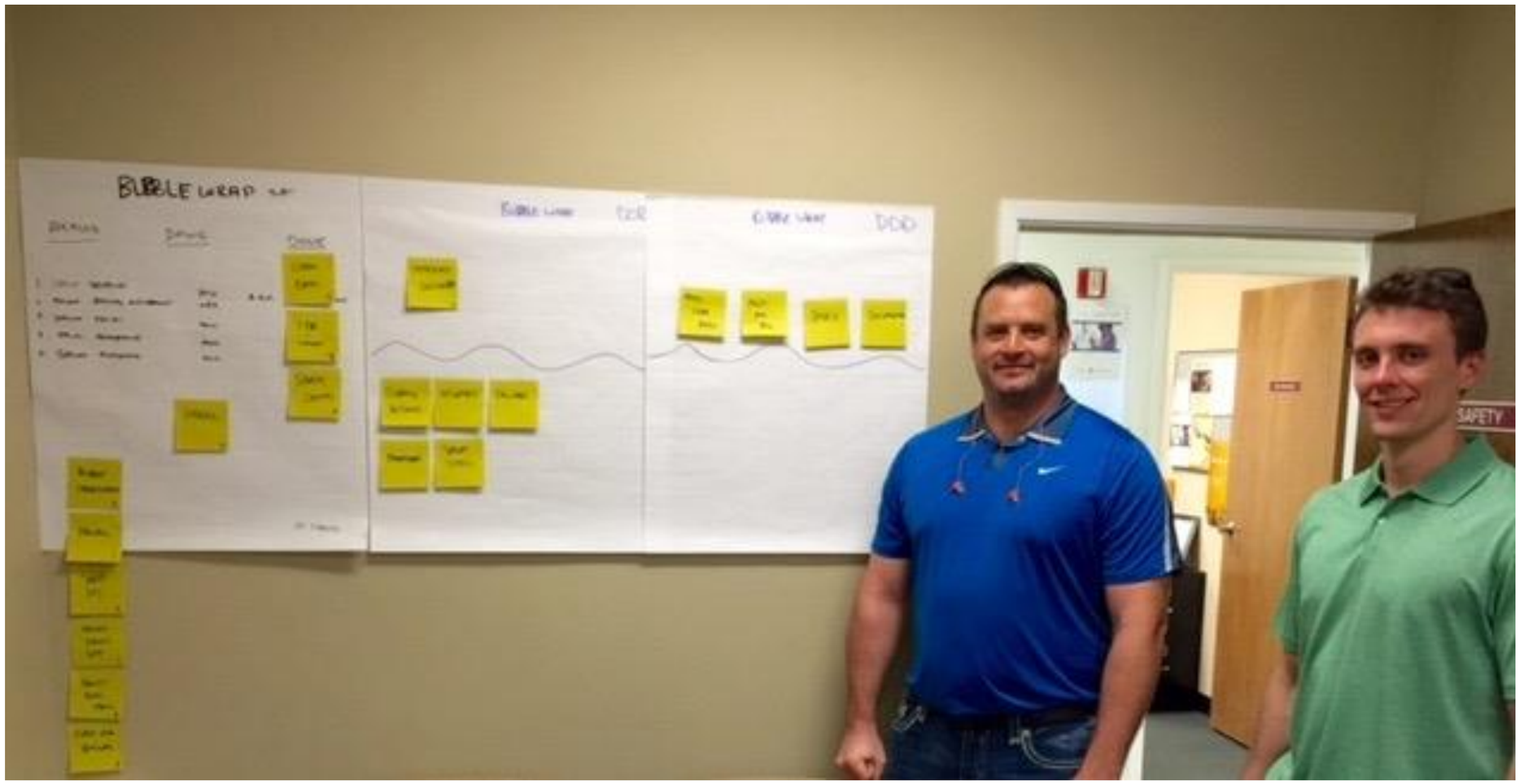
Create the Definition of Ready

Deliverable: Common understanding between the team and PO on what criteria a story must meet before it can be considered ready for work

Facilitation: Water Line



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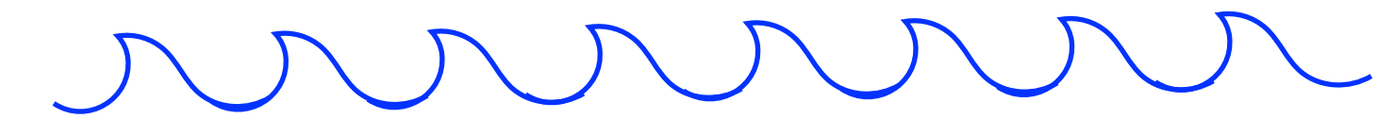
Team Scrumptious
Definition of Ready



Estimated

Independent

Sized to fit

prioritized

Valuable

Testable

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Create your Definition of Done

Deliverable: An articulated set of common acceptance criteria across all Stories. Quality standard for team.

Facilitation:

- Repeat Waterline exercise (15 minute Time Box)

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Team Scrumptious
Definition of Done

Acceptance Criteria Met

Discussion with the PO

Corresponding Evidence for Tasks

Necessary Documentation Created

Tested

Card moved to done on backlog

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Estimate the Backlog

Deliverable: Product Backlog labeled with relative effort in story points.

Facilitation:

- Bubble Sort
- Planning Poker
- T-Shirt Sizing
- Affinity Estimation
- Fibonacci Conversion

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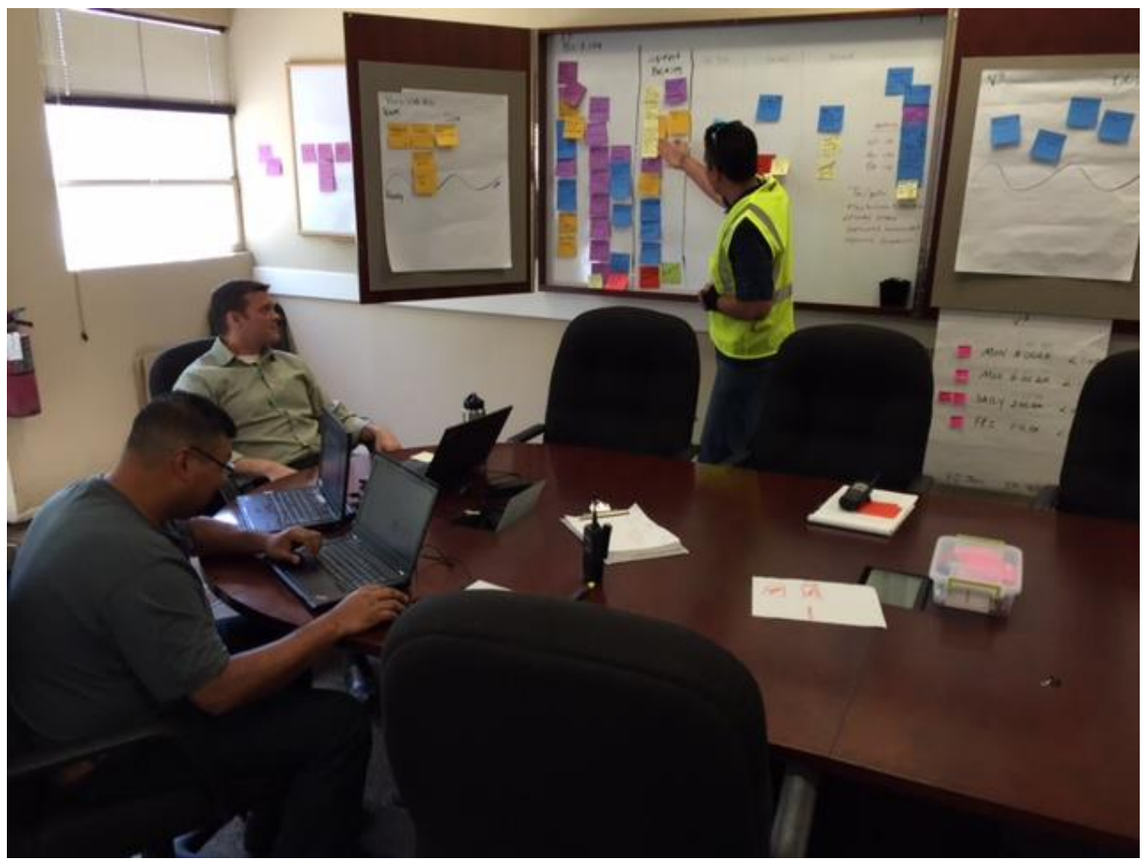
Sprint Planning

Deliverable: A sprint backlog pulled from the top of product backlog that the team has committed to.

Facilitation:

- **New TEAM** Scrum Master facilitates
- Canary in the Coal mine
- Eat till you are full



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Supporting your newly launched Team:

Deliverable: Organizational Working Agreement

- Est. Who, What, When for Meta Scrum
- Scrum of Scrums - Who and Where
- Agile coach for every 3-5. teams.
- Team e-mail handle.
- EAT impediment@yourcompany.com list

Facilitation: Actions list - looks like a backlog but it says “who” and “by when”

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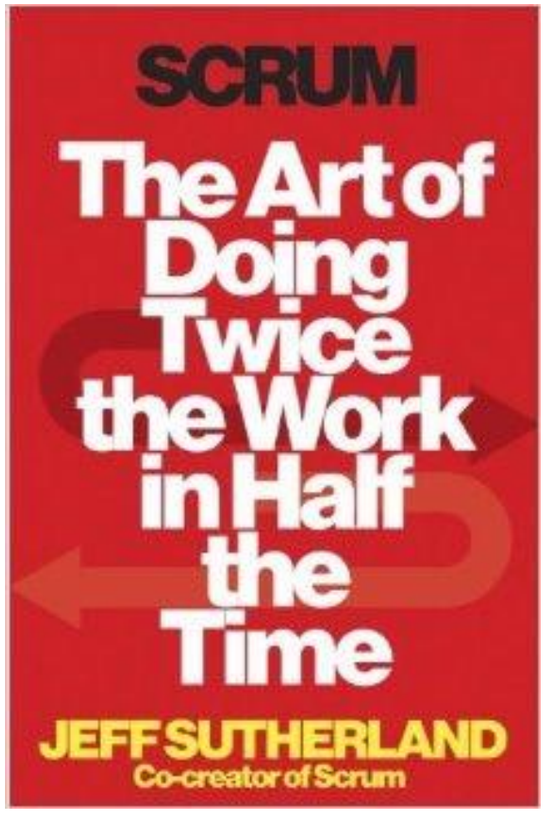
Questions?



"**Scrum is mandatory reading for any leader**, **whether they're leading troops on the battlefield or in the marketplace.** The challenges of today's world don't permit the luxury of slow, inefficient work. Success requires tremendous speed, enormous productivity, and an unwavering commitment to achieving results. **In other words success requires Scrum**."

General Barry McCaffrey

Available from Crown Business
Order at Amazon or Barnes and Noble

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