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 Berkeley 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.

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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.
Patrick Roach - CSM, CSPO, Scrum Master

- Background: Publishing & Content Creation
- Scrum Master
- Trainer/Coach
- Business Development
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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<th>Doing</th>
<th>Done</th>
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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
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.
Team Scrumptious Values

- Trust
- Respect
- Honesty
- Compassion
- Teamwork
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.
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

![Diagram showing comparison between Traditional Teams and Agile Teams](image)
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:
<table>
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<td>Sprint Review</td>
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<td>Sprint Retrospective</td>
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<tr>
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<tr>
<td>Product Refinement</td>
<td>THUR</td>
<td>9:30am-11:30am</td>
<td>Cellar Conference Room</td>
</tr>
</tbody>
</table>

**Incredibles**

- **PO:** Ken Putnam
- **SM:** Juan Cuevas
- **TM:** Donna Williams
- **TM:** Adrian Cerda
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.
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
Create the Backlog

**Deliverable:** A single, prioritize backlog

**Facilitation:**
- Backlog Review
- Leadership, or Meta-Backlog
- POs Pull Backlog from Meta Backlog
- Epics & User Stories
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 collaboration.
- **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
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
Team Scrumptious
Definition of Ready

- Estimated
- Independent
- Prioritized
- Valuable
- Sized to fit
- Testable
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)
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
**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
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
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"
“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
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