November 2017

https://www.scrumguides.org

Scrum Guide Revision

Jeff Sutherland

Ken Schwaber

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Introduction

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Agenda

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- How we have gotten here
- What has changed in the Scrum Guide
- Addressing common misconceptions

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A Little About Scrum

Scrum is Everywhere

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90% Estimated Agile Teams Use Scrum

+12M Estimated Using Scrum Daily

Practiced everywhere

One Scrum Guide

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Brief History of Scrum

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Why

- Realization that simple industrial techniques were inadequate
- We needed an approach that addressed complex work
- A desire for iterative, incremental cycles to support empirical inspection and adaptation
  - To maximize applied intelligence
  - Small, cross-functional, self-managing teams

What

- Confluence of ideas between Lean Thinking and Empirical Process control
- Scrum is a simple framework
- When applied, process emerges

How

- For Scrum to work, we needed the emergence of:
  - Transparency
  - Inspection
  - Adaption
  - Courage
  - Focus
  - Commitment
  - Respect
  - Openness
  - Professionalism
- Art of the possible
- Learn early, learn often

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The Essence of Scrum

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- The essence of Scrum is a small team of people
- The individual team is highly flexible and adaptive
- Scrum's strengths operate whether
  - In a single team
  - Across many teams
  - Between networks of teams
- Teams develop, release, operate and sustain the work and work products of thousands of people
- They collaborate and interoperate through sophisticated development architectures and target release environments

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Scrum Is Needed More Than Ever

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Challenges are moving beyond the complex, increasingly to the chaotic. The rate of change is well beyond linear.

Three dimensions of change:

- People – markets, increased number, distribution, social organization, religion
- Technology – iPhone in 2007, robust Internet, energy
- Mother Earth – things are changing

> *"In a world rife with change, dominance is fleeting; only agility creates sustainable advantage. As we move forward, the market must put a premium on agility and companies must measure it along with other key metrics."*
>
> *Making Business Agility a Key Corporate Attribute – Forbes.com http://bit.ly/2gqkpgn*

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Scrum Improves How We Work

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- Helps contain risk
- Creates value using the “art of the possible”
- Absorbs and learns from failure
- Can operate at the edge of chaos, with Product Owners (scientists, researchers, visionaries) bringing opportunity to complex mechanisms of Scrum
- Scrum Masters are skilled change agents
  - We recommend establishing new organizations
  - Changing people under stress from the three vectors is often fruitless; also what is the pattern of from-to
  - Scrum Teams are experienced at complex change

The Scrum Guide

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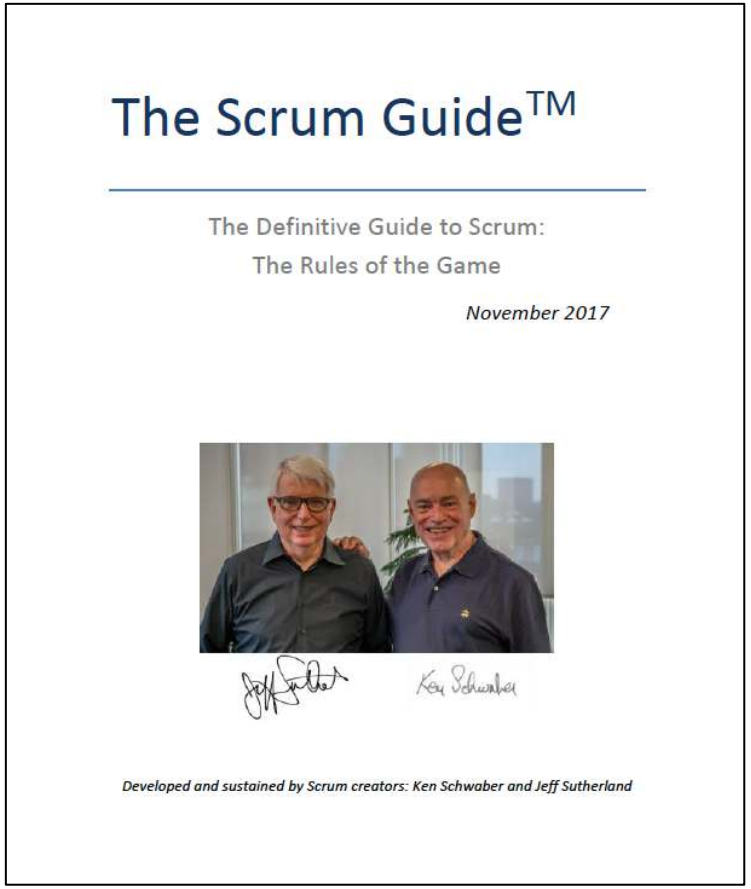
- Scrum was formally presented by Scrum co-creators Ken Schwaber and Jeff Sutherland in 1995 at the OOPSLA Conference in Austin, Texas
- The first version of the Scrum Guide was released in 2010 as the official Body of Knowledge of Scrum
- Ken and Jeff are the owners and mentors of Scrum through the Scrum Guide, in continuation of its creation, sustenance, and enhancements over the years
- Through inspection and adaption, they have released updates in 2011, 2013 and 2016 based on:
  - Their experience working with organizations around the world
  - Feedback from Scrum practitioners via the Scrum Guides User Voice



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The Scrum Guide 2017

Overview of What is New

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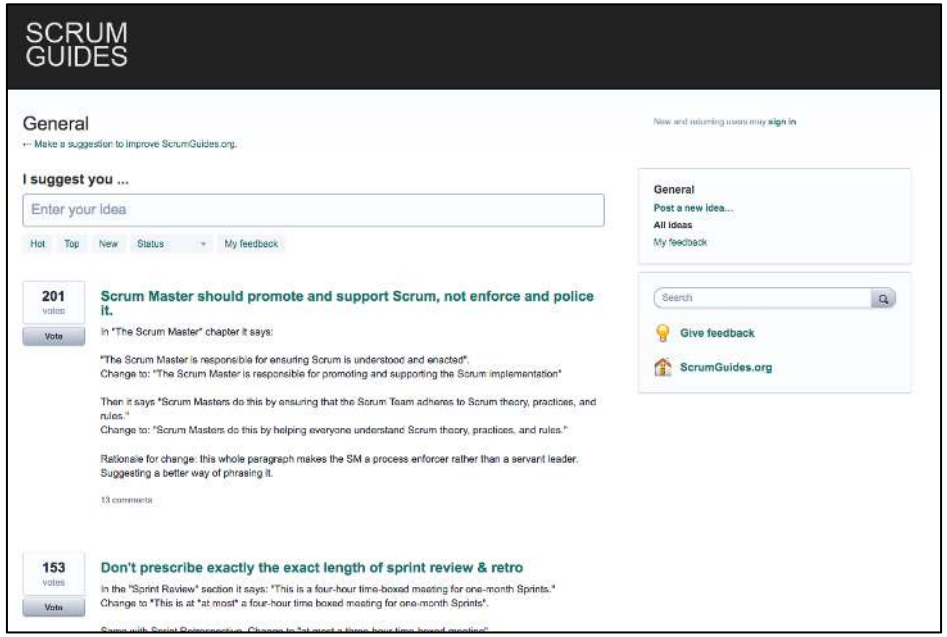
This release focuses on responses to input from Scrum users

- Uses of Scrum
- Refined the Role of the Scrum Master
- The Daily Scrum is for Inspection and Adaption to ensure progress toward the Sprint Goal
- Time-boxes carry a maximum length
  - *"**Time-boxing** refers to the act of putting strict time boundaries around an action or activity"*
- Sprint Backlog includes feedback from the Sprint Retrospective



Uses of Scrum

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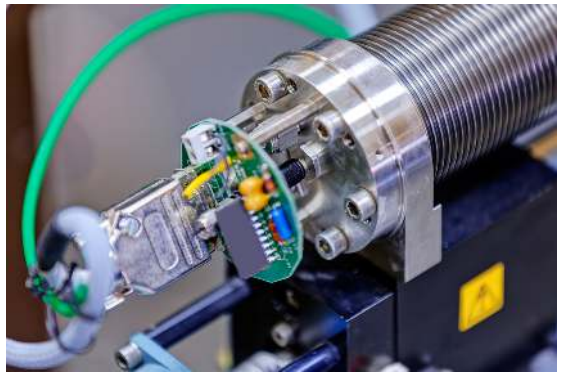
Scrum has been used extensively, worldwide, to:

- Research and identify viable markets, technologies, and product capabilities
- Develop products and enhancements
- Release products and enhancements, as frequently as many times per day
- Develop and sustain Cloud (online, secure, on-demand and other operational environments for product use
- Sustain and renew products



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The Role of the Scrum Master

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The Scrum Master is responsible for promoting and supporting Scrum as defined in the Scrum Guide. Scrum Masters do this by helping everyone understand Scrum theory, practices, rules, and values.

And as possible within the culture of the organization and within the Scrum Master's organizational and political skills, and patience.

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The Daily Scrum

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The Daily Scrum is for Inspection and Adaption to ensure progress is being made toward the Sprint Goal

The Development Team uses the Daily Scrum to inspect progress toward the Sprint Goal and to inspect how progress is trending toward completing the work in the Sprint Backlog. The Daily Scrum optimizes the probability that the Development Team will meet the Sprint Goal. Every day, the Development Team should understand how it intends to work together as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment by the end of the Sprint.

The structure of the meeting is set by the Development Team and can be conducted in different ways if it focuses on progress toward the Sprint Goal. Some Development Teams will use questions, some will be more discussion based.

Time-Boxes Only Require a Maximum Length

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Added clarity around time-boxes using the words “at most” to remove any questions that Events have to be of a certain length. Time-boxes are the maximum times allotted.

> ***“Time-boxing** refers to the act of putting strict time boundaries around an action or activity”*

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Continuously Improve How the Team Works

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The Sprint Backlog makes visible all the work that the Development Team identifies as necessary to meet the Sprint Goal. To ensure continuous improvement, it includes at least one high priority process improvement identified in the previous Retrospective meeting.

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Addressing common misconceptions

Is Scrum Only Relevant to Software Delivery?

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We build useful products; software is only part of the equation.

How often the team is able to release, and how the product is supported are often part of the equation, but so is the customer's ability to absorb the new functionality.

Example: Self-driving cars where more functionality is released than is within the boundaries of safety.

Product Development includes Product Backlog dimensions for:

- Development
- Bug fixing and technical debt remediation
- Operational environment development
- Operational environment staging
- Marketing
- Support preparation, training and readiness
- Help and support files preparation and testing
- Pilot markets and early releases
- Everything else needed to realize value, such as partnerships
- …

Can I Release Before the End of the Sprint?

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- Releases may be delivered at any time that the Product Owner chooses and the Scrum Team is capable of
  - Watch out for value being outweighed by debt
- The only requirement is that at the end of the Sprint there is an increment that is "Done" and must be in useable condition regardless of whether the Product Owner decides to actually release it
- The practices of continuous delivery can be used with Scrum

What about DevOps?

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- The Development Team has to prove within the first several Sprints that the Product is viable and will produce value
- To do this, they need an operational environment and initial architecture wherein the service level agreement goals are being met
- If the Scrum Team is empowered and the organization is supportive, the result is organizational change without any crisis
- Scrum projects often require new capabilities to be instantiated and tested prior to proceeding
  - Minimize risk early

What's Next

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- The Scrum Guide is available now - http://www.scrumguides.org/
- 30+ translations in progress
- Visit the UserVoice and let us know what you think https://scrumguide.uservoice.com/

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