DISTRIBUTED TEAMS

Scrum Teams in a Time of Disruption

FREE WEBINAR

DISTRIBUTED TEAMS

Mitigating Business Risk In Uncertain Times

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CHALLENGES OF REMOTE WORK

Everyone is used to working in the same place

Communication, Communication, Communication

Isolation

Fighting Boredom

Pattern of Living

What am I supposed to do?

Rework

Is everyone actually doing what needs to be done?

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MICROSOFT'S FINDING ON REMOTE WORK

With distributed agile development it is possible to tap into new global markets and make best use of globally available talent, while potentially reducing costs.

- Teams have been successfully using this approach for a number of years but its success should not be taken as a given.
- The decision to distribute your project should be a conscious one and the decision maker(s) must understand that in doing so they:
  - **reduce the project's likelihood of success**
  - **increase the delivery time**
  - **reduce the team's performance and increase its dysfunction**
- The risk/reward tradeoff needs to be clearly understood before deciding to distribute your team(s).

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OPENVIEW STRATEGY ON REMOTE WORK

Most of our investments use remote Scrum teams

- Global talent can be accessed
- Companies can scale up and down quickly
- Sometimes cost can be reduced

Microsoft's increased risk, project delays, and team dysfunctions will be avoided

- There will always be at least one technical Scrum team at corporate headquarters that can support and extend the product without offshore assistance.
- Some similar backlog items will be assigned to team onshore and offshore to accurately estimate costs. Team performance issues will be addressed.
- More teams will be deployed where highest quality at lowest cost is achieved.
- The Scrum checklist will be used

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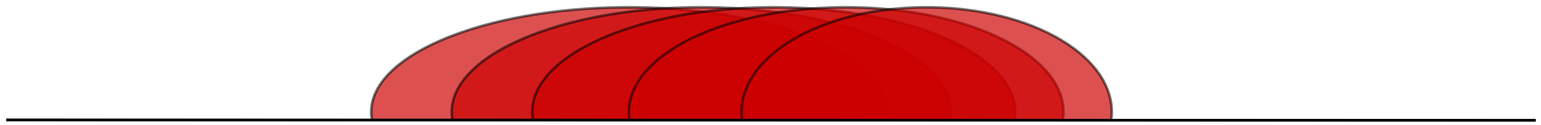
DISTRIBUTED STYLES

Isolated Scrums

Distributed Scrum of Scrums



Distributed Daily Meeting

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Research Findings

- High local velocity can be distributed across the globe
  - This is true for localized teams in multiple locations
  - It is also true when team members are in multiple locations for each team
- Multiple case studies are available on the Scrum Inc web site that demonstrate this. See Sirsi-Dynix case study, multiple studies from Xebia, and several studies from Systematic.
- OpenView Venture Partners has found that despite the ability to achieve high performance with team members in multiple locations, it is much easier to manage a team that is together in one location.
- Cisco and Philips are two Scrum companies that try to make all teams collocated around the world.

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Scrum Remote Team Checklist

- Small, stable, dedicated teams (5 is optimal size)
- Ready backlog – every team has a Product Owner with a clear, prioritized backlog every sprint
- Yesterday's weather – teams do not take too much into a sprint, finish the sprint early, and accelerate faster
- Cross-functional teams - T-shaped people enable Swarming
- Swarming – team members focus on working together on highest priority stories, building connection for remote teams by solving a problem together
- Interrupt buffer – interrupts are managed in a way that accelerates development
- Good Housekeeping – don't let defects go unfixed in less than a day
- Scrumming the Scrum - continuous improvement is the norm
- Happiness Metric – happy teams produce more work of higher quality
- Collocated – the secret to remote teams is to make them feel collocated

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COMMUNICATION

Ways to Be in the Same Room

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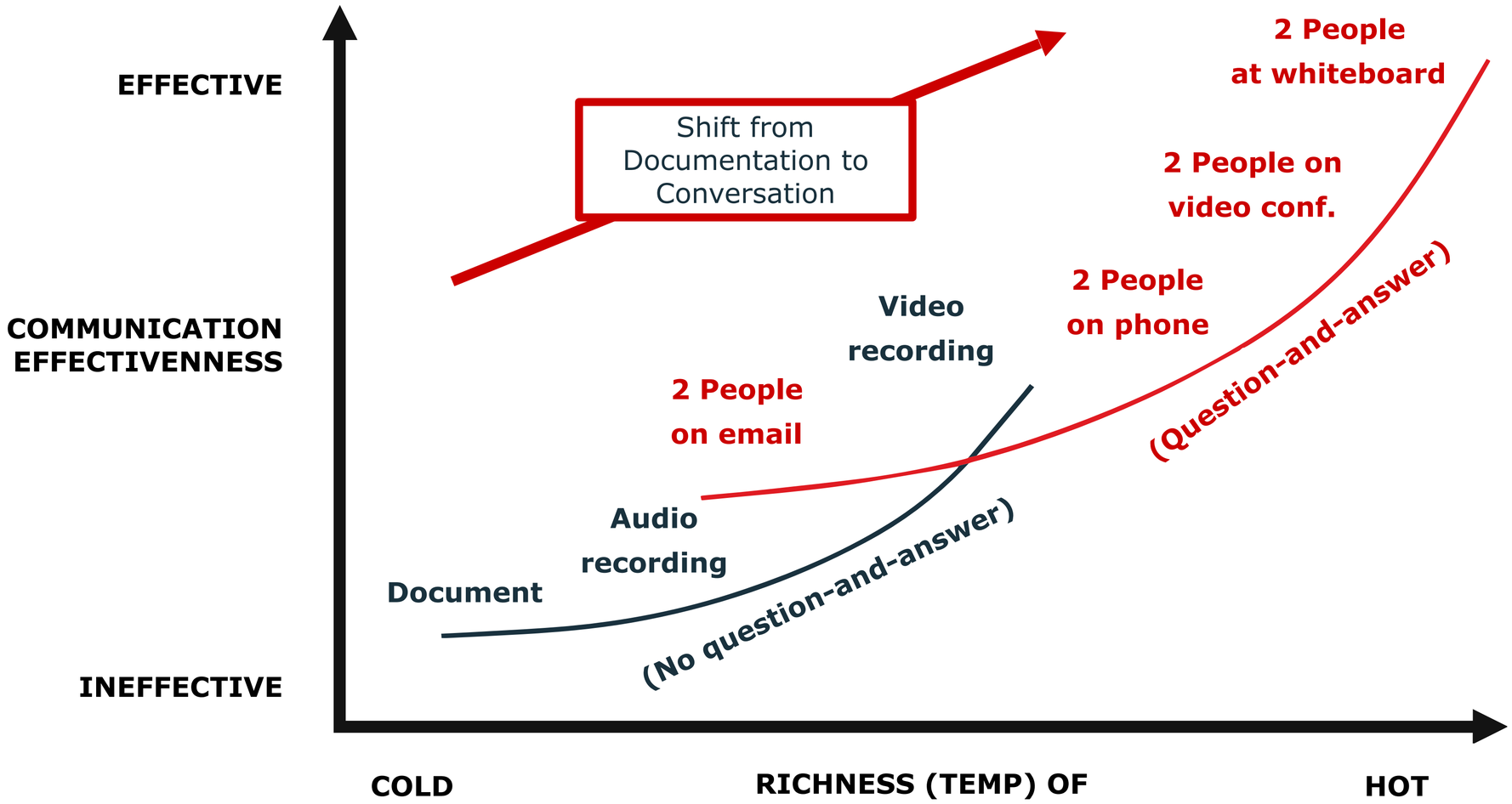
COMMUNICATION EFFECTIVENESS

Emphasis Shift from Documentation to Conversation



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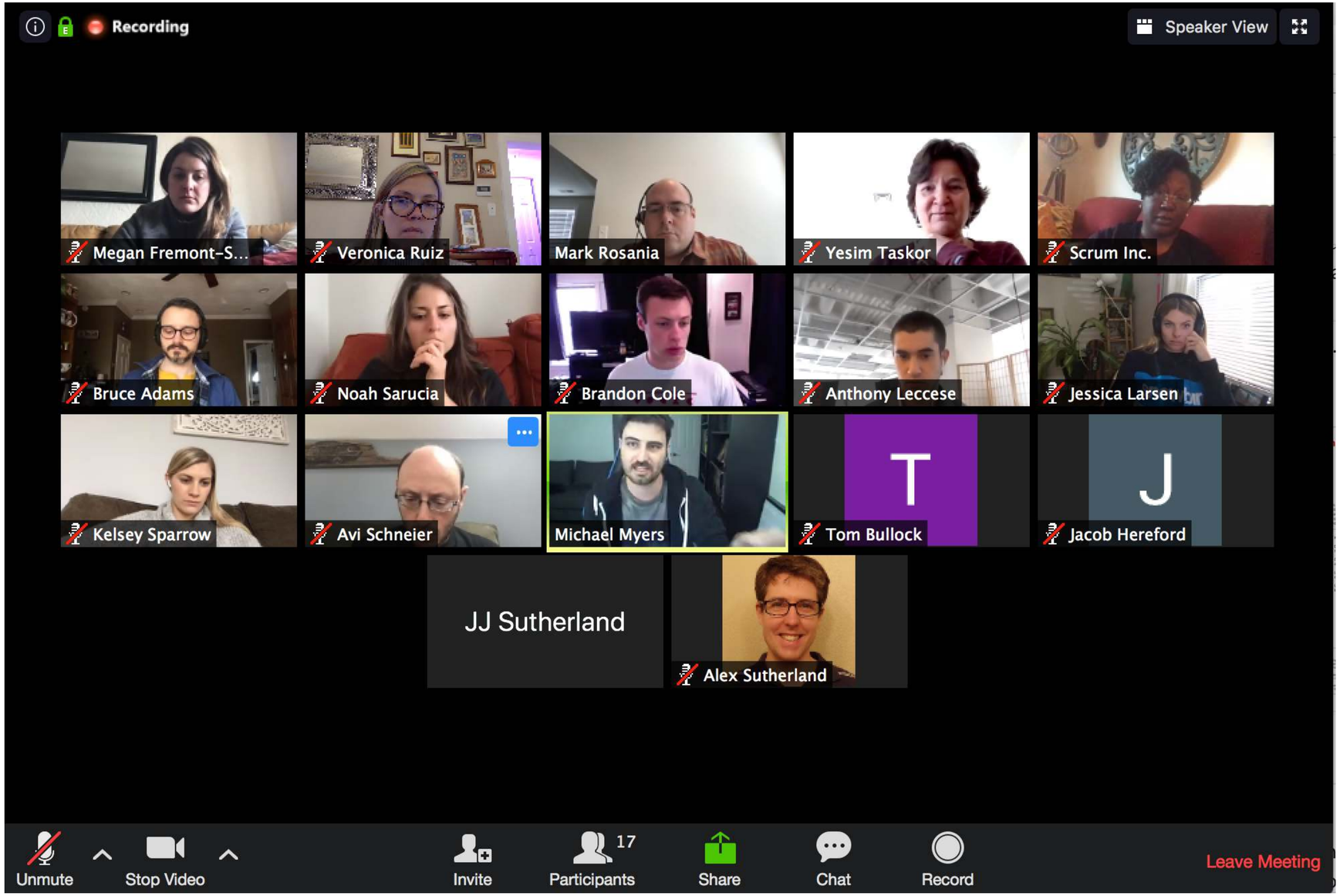
VIDEO IS

YOUR FRIEND

- Maintains deeper connectivity
- Deeply Rooted in the Human Brain
- Newborns have been shown to be able to recognize faces
- When people are looked at they try to appear together and present
- Faces are deeply important to detect mood

Connection



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FEDERAL RESERVE

3

TEAMS

Treasury, Philadelphia Fed, San Francisco Fed

2

SCREENS

Two huge TVs in each location with always on video

1

RULE

You had to say Hi if you saw someone

"It became like a window into another room."

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READY AND TRANSPARENT BACKLOG

- Product Backlog Items are a placeholder for a conversation
- Everyone needs the same access. Remote or not.
- Bringing people together in Backlog Refinement, let’s people really engage with the work. And with each other.
- Don’t let you Definition of Ready slip. Distributed work requires more discipline. Engage with it.

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ALLEY INTERACTIVE

1. Basic technology support for collaboration and for frictionless but secure access to important resources, which is a necessary condition for…

2. A culture of trust, inclusion, and making work visible, which is a necessary condition for…

3. Intentional transparency and vulnerability on the part of leaders and team members alike.

We have found that our earnest and holistic implementation of Scrum has created practices that enable transparency and vulnerability.

https://alley.co/news/locked-out-of-the-scrum-room/

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SWARMING [/'swôrmiNG/]

- People working together to solve a problem
- Always a good idea, but a must on remote teams
- Solving a problem together pulls teams together
- Again. Fighting loneliness

The Academy team at Scrum Inc experimented with Swarming on Zoom for an hour after the daily meeting and velocity went immediately from 200 to 260 points.

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WE MUST ENABLE SWARMING

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WE MUST
ENCOURAGE
COLLABORATION

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The Agile Manifesto for Remote Teams

Individuals and interaction

over

processes and tools

In remote Teams those

interactions

are enabled by tools

Tobias Windbreak, Nureva

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Tooling

- There are hundreds of Scrum tools to manage your backlog
- Jeff has worked with many of these tool vendors as an investor and consultant
- Jira has dominant market share and one of our teams uses Jira Next-Gen which integrates with the Nureva span system
- We have years of experience with Rally, Version One, and Pivotal Tracker. We also have teams that use Trello or Azure Boards. We have one passionate advocate for LeanKit.
- There are many great tools out there. Pick what is appropriate for your team and your workflow. We will send you a checklist!

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Coordination

People Need Strucure

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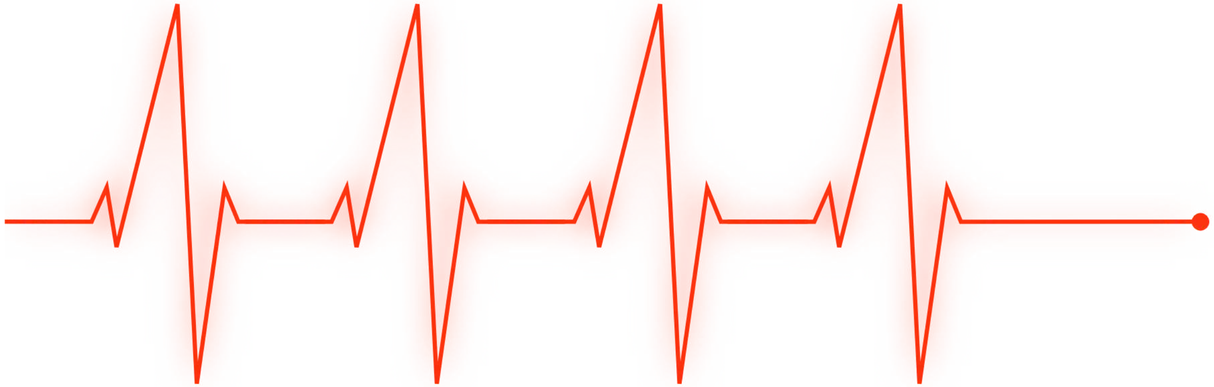
The Sprint

- Heartbeat of Scrum
- Defines time
- Defines progress
- A rhythm



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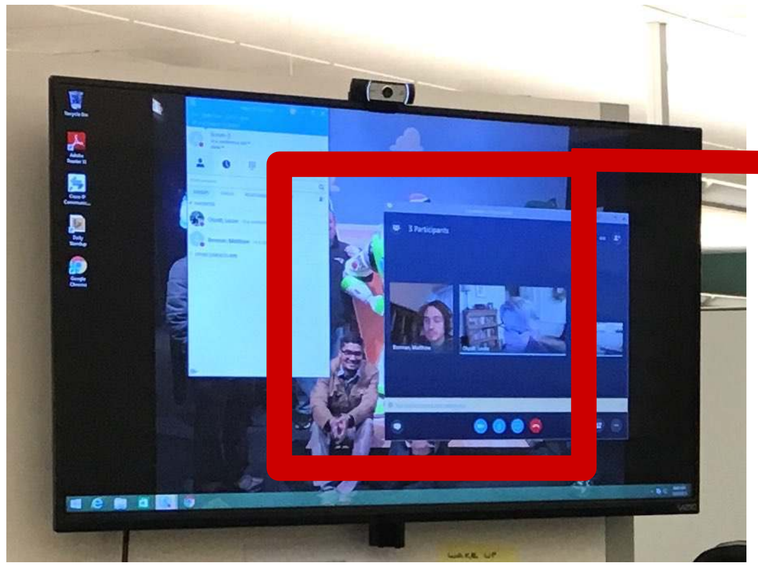
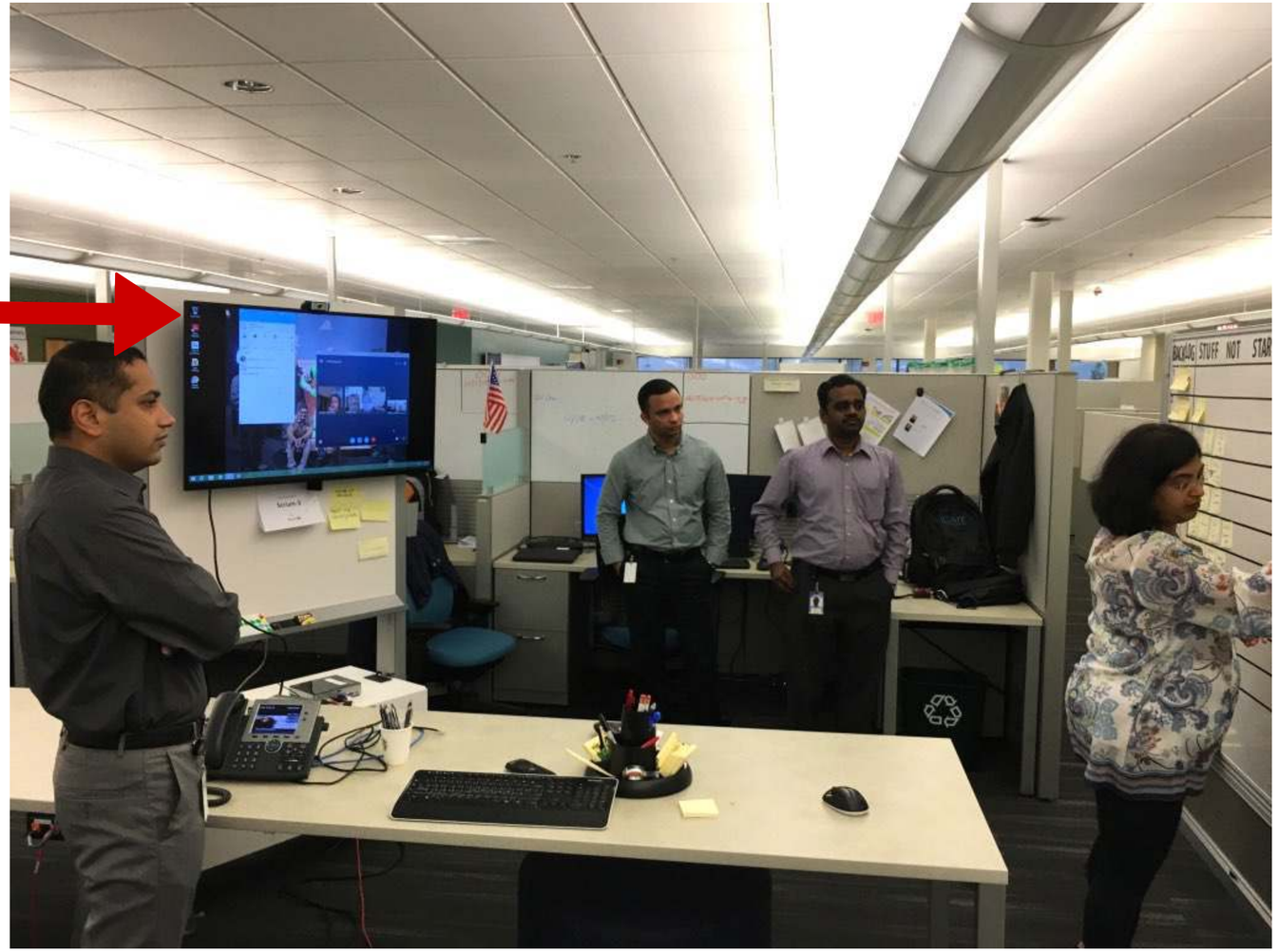
Remote Workers Need to Connect





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SPRINT PLANNING

Or Less
Per Week
of Sprint

EVENT OBJECTIVE:

Create a ***Sprint Goal*** and ***Sprint Backlog*** which includes all Product Backlog Items required to achieve the Sprint Goal agreed by the Scrum Team.

- All PBIs in the Sprint Backlog should be refined and “ready to execute.”
- The Sprint Goal should be realistically achievable during the Sprint time box.

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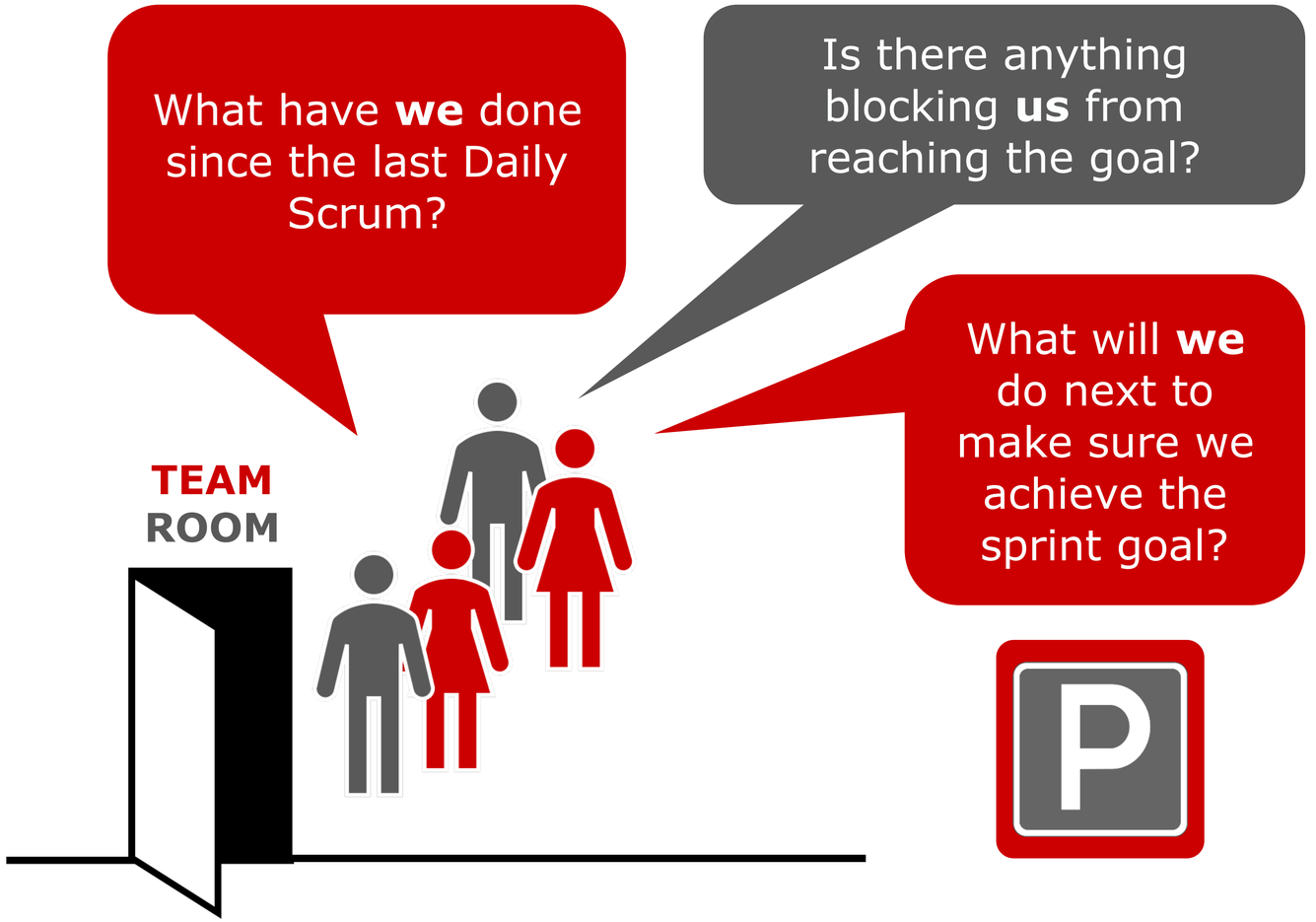
DAILY SCRUM

The Right Conversations

Customize the awesome thing for the top priority customer.

To Do	Doing	Done
B	A	
C		
D		
E		



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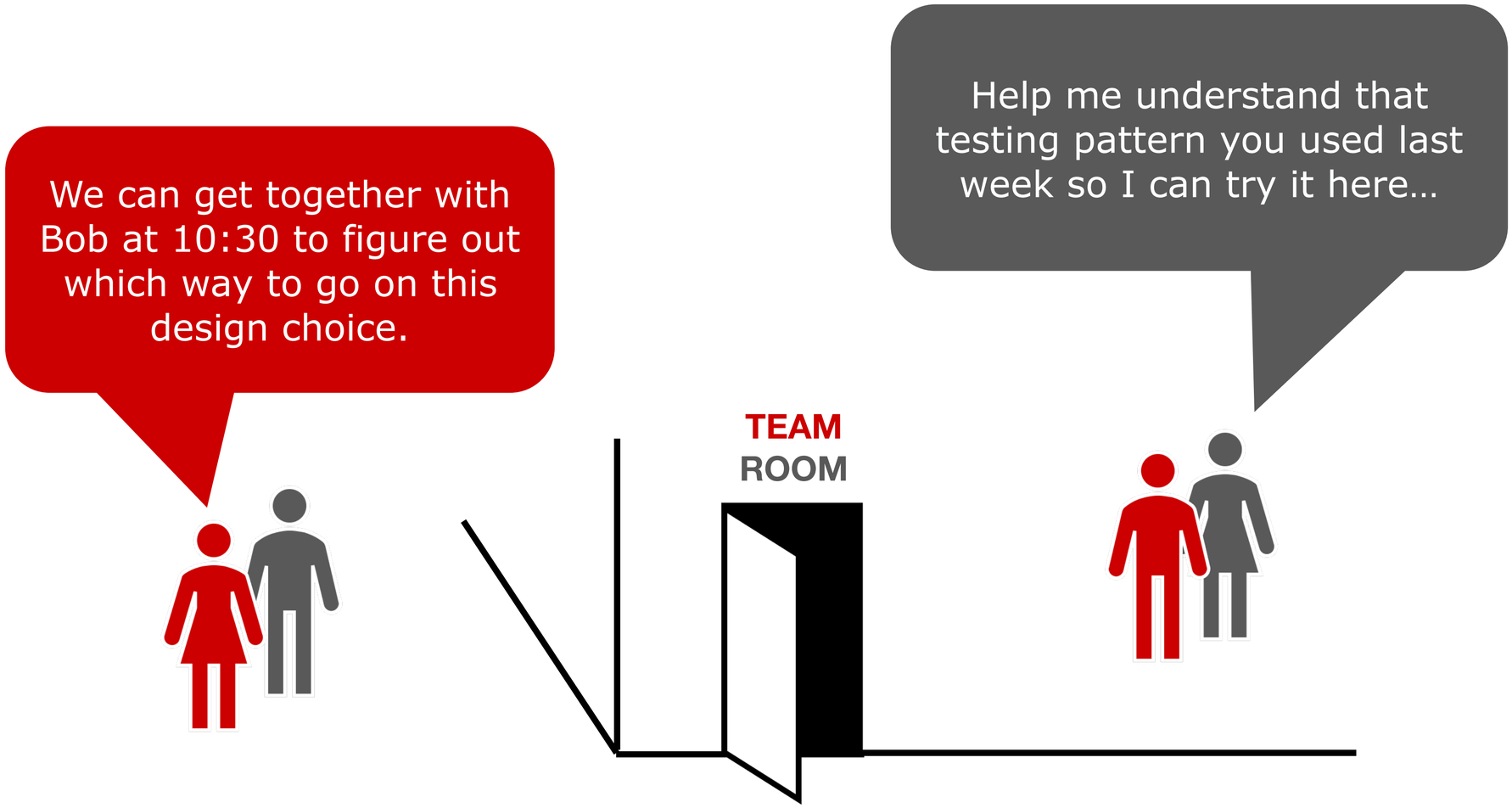
DAILY SCRUM
Parking Lot



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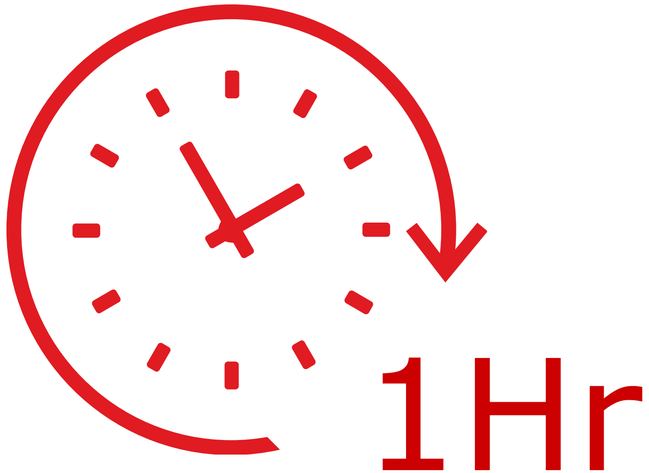
SPRINT REVIEW



Or Less
Per Week
of Sprint

EVENT OBJECTIVE:

Demonstrate the Product Increment to the stakeholders and **solicit feedback** which may be used to Product Backlog.

- The **Product Owner facilitates** the demonstration and discussion, using the team to contribute as needed to create an engaging event.
- Gathering stakeholder and user reaction and **product feedback is the key outcome**.

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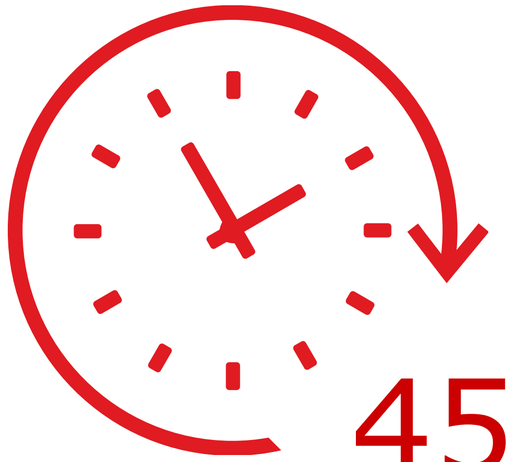
SPRINT RETROSPECTIVE



45Mins

Or Less
Per Week
of Sprint

EVENT OBJECTIVE:

The Scrum **team inspects their processes** of working with a focus on continuous improvement.

- The team should **identify one experiment** to try in the next sprint to get better.
- This is the **most valuable event** for long term team performance.
- Effective facilitation of this event should be a **top priority for the Scrum Master**.

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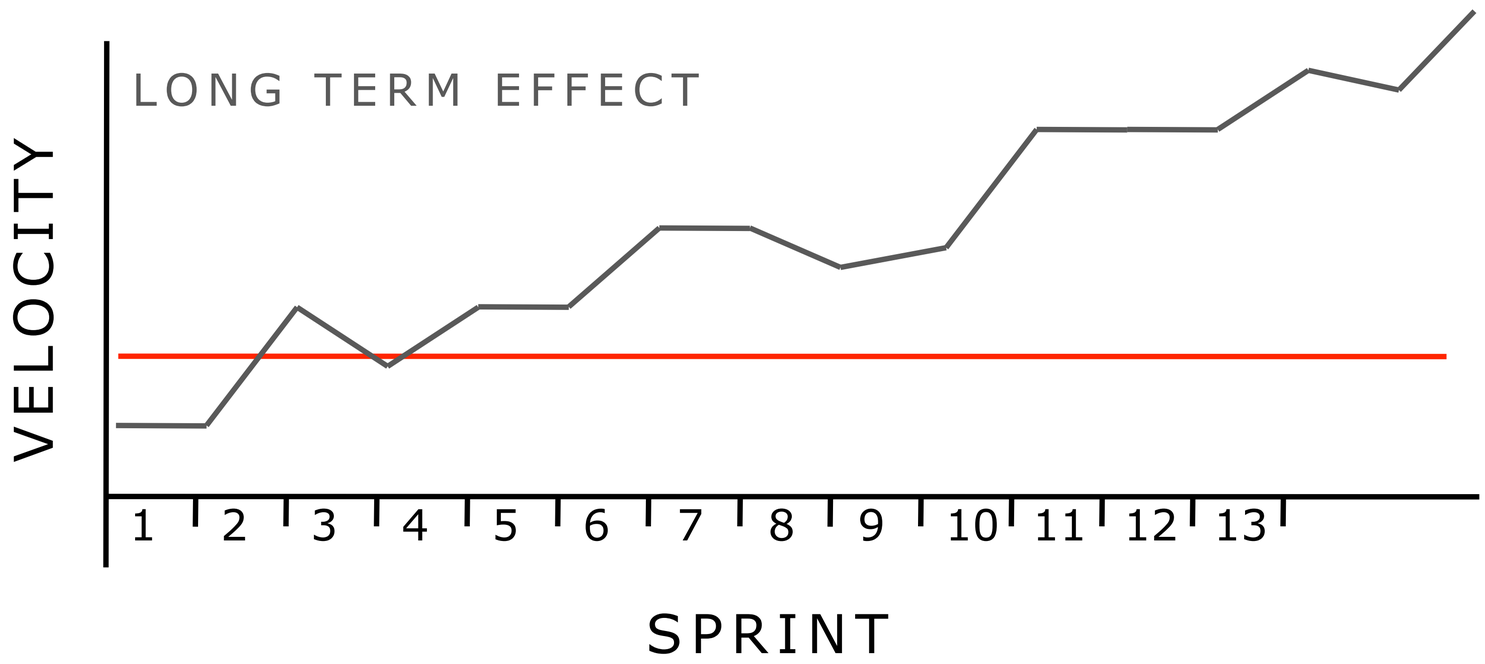
SPRINT RETROSPECTIVE

改善

KAIZEN

"Change For The Better"



Source: Henrik Kniberg

SPRINT RETROSPECTIVE

Sprint Retrospective Tools:

- FunRetro
- Parabol
- Reetro
- Retrium
- Team Mood
- TeamRetro

Nureva.com is a tool we use for remote work.

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NOT A SURPRISE

Don’t Wait, Do.

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SCALING

Identifying and Removing Impediments
(i.e. SoS, EAT)

Prioritizing Backlog During Rapid Change
Product Owner Team, Meta Scrum

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Connection Keeps You ALIVE

Social Ties and Susceptibility to the Common Cold
S. Cohen

Purpose. Meaning. Security. Self-Worth. Belonging.

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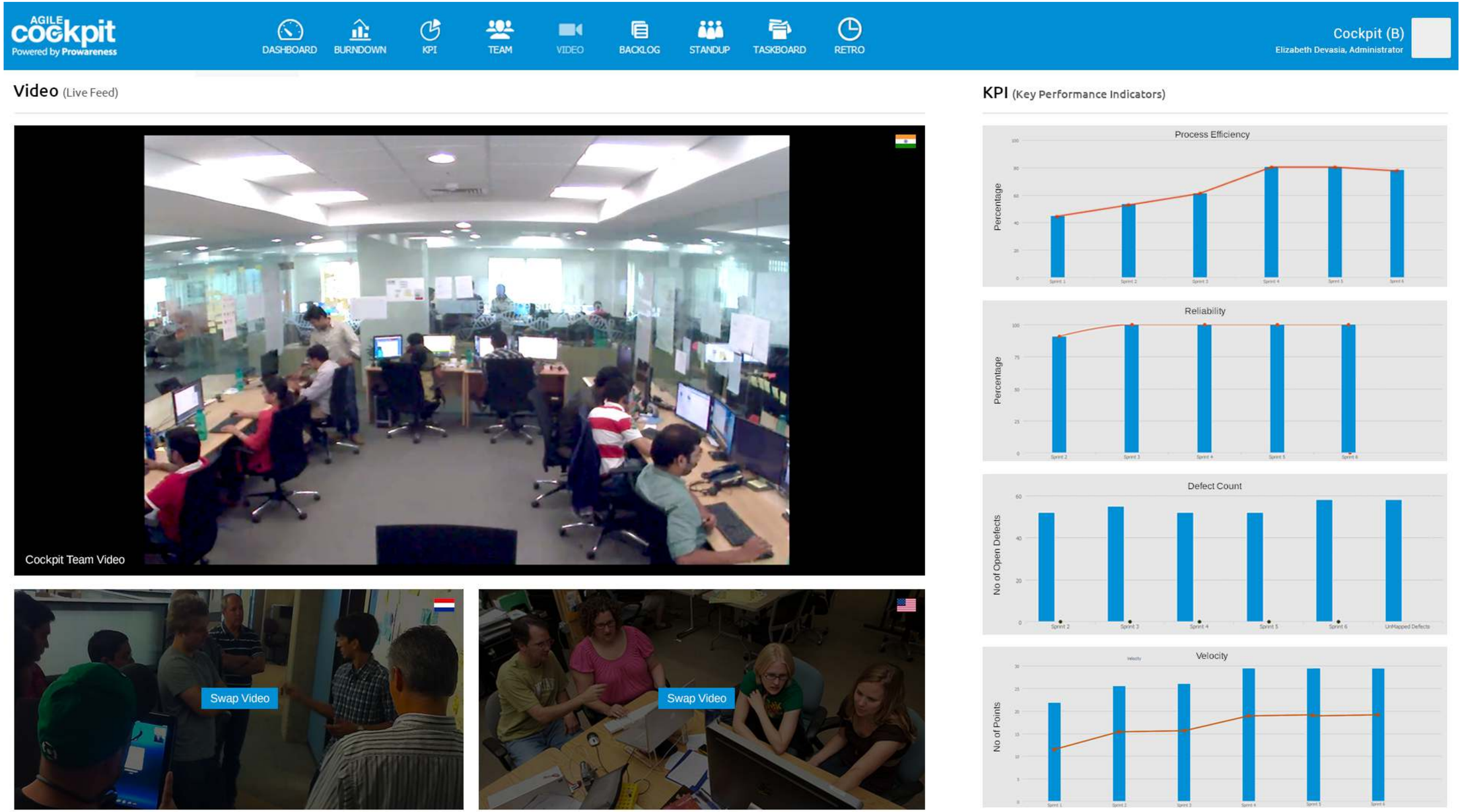
TALK TO YOUR TEAM 24x7



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WRAP

RESPOND TO CHANGE OVER FOLLOWING A PLAN

And that is how Scrum gives us **the final value of the Agile Manifesto: Respond to Change over Following a Plan**. We all know that the world moves at an incredibly rapid rate, that change is inevitable, and that has only been made more stark by the current spread of COVID-19. We don't know what is going to happen. There is no way to know.

DON'T SURVIVE CHANGE THRIVE WITHIN IT

What Scrum allows us to do is not only to respond to events, to be resilient, to recover from them. It gives us the tools to be stronger from them. Adversity makes a Scrum Team stronger. It's not being able to survive change, it's being able to thrive within it.

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WRAP UP

- If you start working remote today, what about tomorrow?
- What metrics will you gather to test assumptions about remote work at your organization?
- How will you use this information to adapt your organization for the future?

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Thanks for Watching!

Interested In Learning More About Distributed Teams, Virtual Coaching, Or Other Scrum Topics?

Contact Us At:

Email: scrum-questions@scruminc.com

www.scruminc.com

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