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

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<th>Challenge</th>
<th>Description</th>
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<td>Everyone is used to working in the same place</td>
<td>Communication, Communication, Communication</td>
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<td>Communication</td>
<td>Isolation</td>
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<td>Pattern of Living</td>
<td>Fighting Boredom</td>
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<td>What am I supposed to do?</td>
<td>Rework</td>
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<td>Is everyone actually doing what needs to be done?</td>
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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).
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
DISTRIBUTED STYLES

Isolated Scrums

Distributed Scrum of Scrums

Distributed Daily Meeting
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.
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
COMMUNICATION EFFECTIVENESS

Emphasis Shift from Documentation to Conversation

- **Effective**
  - 2 People at whiteboard
  - 2 People on video conf.
  - 2 People on phone
  - Video recording
  - 2 People on email
- **Ineffective**
  - Audio recording
  - Document (No question-and-answer)

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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
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.”
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.
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.

SWARMING [/ˈswɔːrmɪŋ]/

- 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.
WE MUST ENABLE SWARMING
WE MUST ENCOURAGE COLLABORATION
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
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!
Coordination

People Need Structure
The Sprint

- Heartbeat of Scrum
- Defines time
- Defines progress
- A rhythm
Remote Workers Need to Connect
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.
DAILY SCRUM
The Right Conversations

Customize the awesome thing for the top priority customer.

To Do | Doing | Done
--- | --- | ---
B | A | C
C
D
E

What have we done since the last Daily Scrum?

Is there anything blocking us from reaching the goal?

What will we do next to make sure we achieve the sprint goal?
We can get together with Bob at 10:30 to figure out which way to go on this design choice.

Help me understand that testing pattern you used last week so I can try it here...
SPRINT REVIEW

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.
SPRINT RETROSPECTIVE

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.
SPRINT RETROSPECTIVE

EFFECTIVE VELOCITY OVER TIME
(WITHOUT RETROSPECTIVES)

EFFECTIVE VELOCITY OVER TIME
(WITH RETROSPECTIVES)

Source: Henrik Kniberg

KAIZEN
“Change For The Better”
SPRINT RETROSPECTIVE

Sprint Retrospective Tools:
• FunRetro
• Parabol
• Reetro
• Retrium
• Team Mood
• TeamRetro

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

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

Prioritizing Backlog During Rapid Change
Product Owner Team, Meta Scrum
Connection Keeps You ALIVE

Social Ties and Susceptibility to the Common Cold
S. Cohen

TALK TO YOUR TEAM 24 x 7

Video (Live/Feed)

KPI (Key Performance Indicators)

- Process Efficiency
- Reliability
- Defect Count
- Story Points
- Velocity

Cockpit Team Video

Scrum Inc.
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.

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.
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?
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