



agilepartner

Who is the Scrum Master?

Agile Mötteg – 23 February 2010

▀ Objectives

- ▀ Get a short introduction to agile and the implications of an agile transition for the project management discipline.

▀ Agenda

- ▀ The values of agility
- ▀ Scrum overview
 - The process
 - The Scrum Master role
- ▀ How to become a Scrum Master

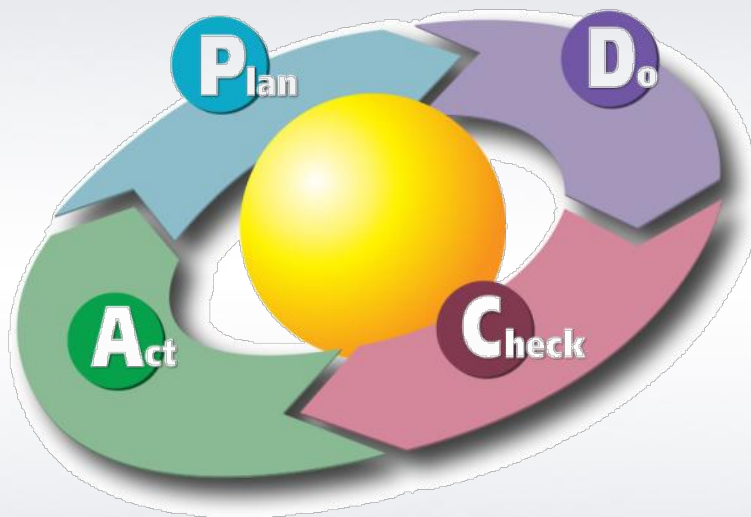


- ▶ Case study: Project *Tatoe*
 - ▶ Commercial software application
 - ▶ Development team of 8 people
 - 1 architect, 3 seniors, 2 juniors, 1 DBA, 1 Business Analyst
 - ▶ Release 1.0 planned 6 months after project start
 - ▶ 4th month now ending
 - ▶ Very little dependency on external contributors
 - ▶ Performance issues require architecture refactoring
 - ▶ It becomes clear that the goal of R 1.0 cannot be met

- ▶ Now, as a project manager, what would you do?

AGILITY - IT'S A MINDSET

Based on the principles of the Deming Cycle



**Incorporate the principle to take benefit
of the lessons learned**

- ▶ **TRANSPARENCY** to share a vision and create visibility
 - ▶ ensures that aspects of the process that affect the outcome must be visible, agreed and shared to those managing the outcomes.
- ▶ **INSPECTION** to react rapidly
 - ▶ The various aspects of the process must be inspected frequently enough so that unacceptable variances in the process can be detected.
- ▶ **ADAPTATION** to respond more accurately to the needs
 - ▶ An adjustment must be made as quickly as possible to minimize further deviation if one or more aspects of the process are outside acceptable limits, and that the resulting product will be unacceptable

Source: SCRUM GUIDE By Ken Schwaber, May, 2009

Extract from Manifesto for Agile Software Development:

- ▀ Individuals and interactions over processes and tools
- ▀ Working software over comprehensive documentation
- ▀ Customer collaboration over contract negotiation
- ▀ Responding to change over following a plan

Source: <http://www.agilemanifesto.org/>

Extract from Manifesto for Agile Software Development:

▲ **Individuals and interactions** over processes and tools

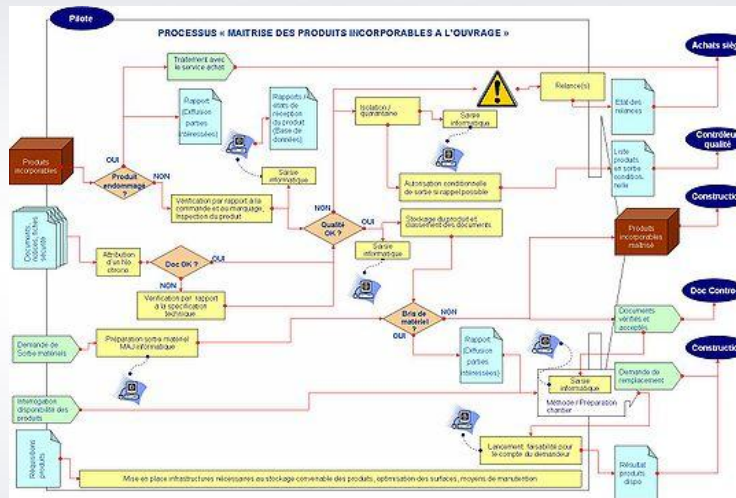
▲ Working software over comprehensive documentation

▲ Customer collaboration over contract negotiation

▲ Responding to change over following a plan

Source: <http://www.agilemanifesto.org/>

Processes and tools do not make projects succeed...



...but people do, So...

As interactive mean, face to face communication helps to be well and quicker understood



When documents, e-mails are more useful to formalize...

Extract from Manifesto for Agile Software Development:

▀ Individuals and interactions over processes and tools

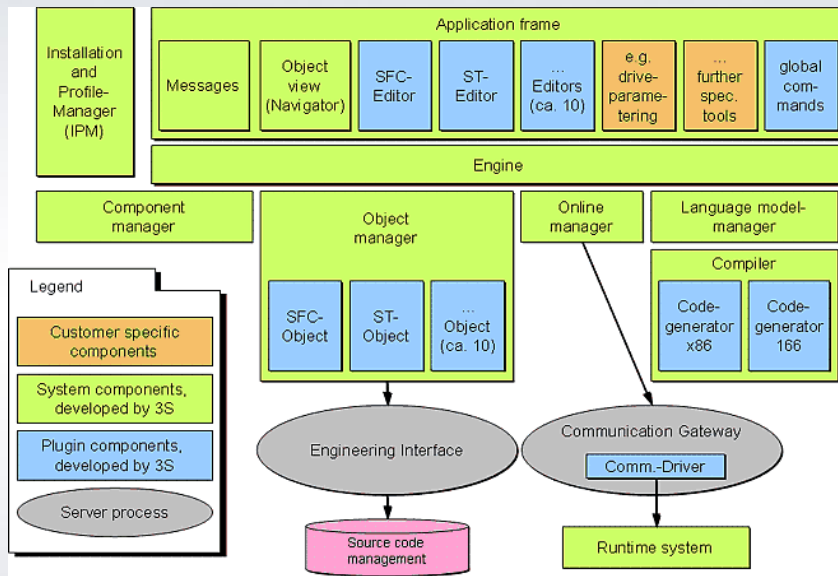
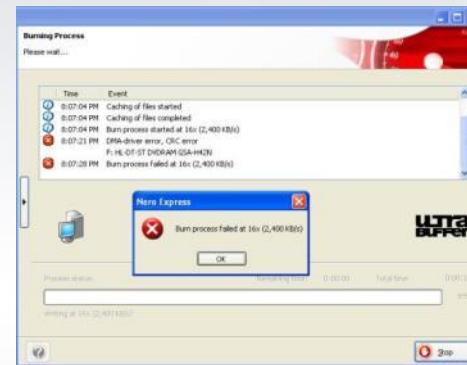
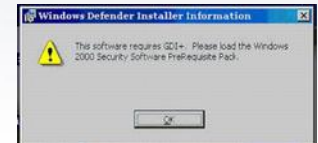
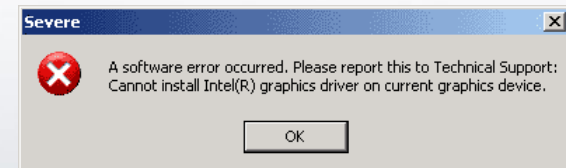
▀ **Working software** over comprehensive documentation

▀ Customer collaboration over contract negotiation

▀ Responding to change over following a plan

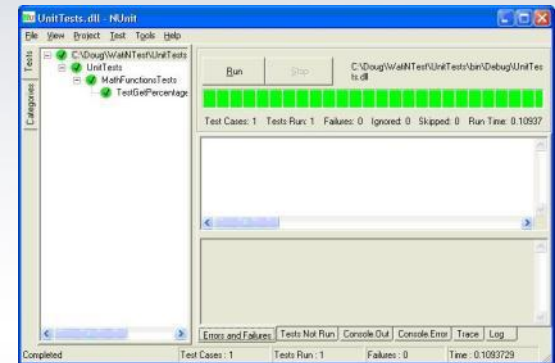
Source: <http://www.agilemanifesto.org/>

Comprehensive documentation is useful...



But doesn't provide working software...

There is a time to specify and a time to program



Find the right balance and learn on your experience...

Extract from Manifesto for Agile Software Development:

- ▀ Individuals and interactions over processes and tools
- ▀ Working software over comprehensive documentation
- ▀ Customer collaboration over contract negotiation
- ▀ Responding to change over following a plan

Source: <http://www.agilemanifesto.org/>

A contract will never find upfront a fix for all the issues or problems...



...but people willing to will, So...

Define the scope, the R&R and the conditions to fix a problem when it occurs



And the conditions to fix a problem when occurring...

Extract from Manifesto for Agile Software Development:

▲ Individuals and interactions over processes and tools

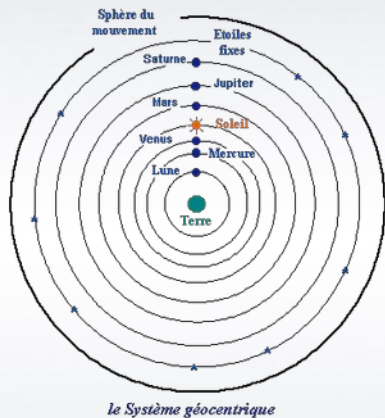
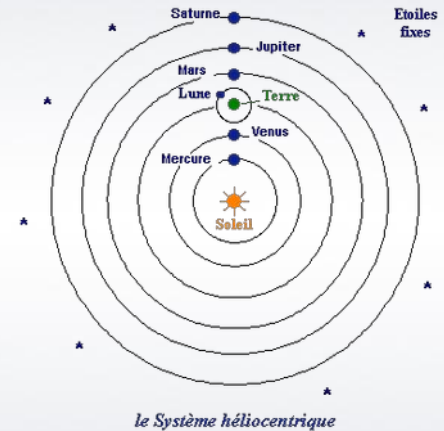
▲ Working software over comprehensive documentation

▲ Customer collaboration over contract negotiation

▲ Responding to change over following a plan

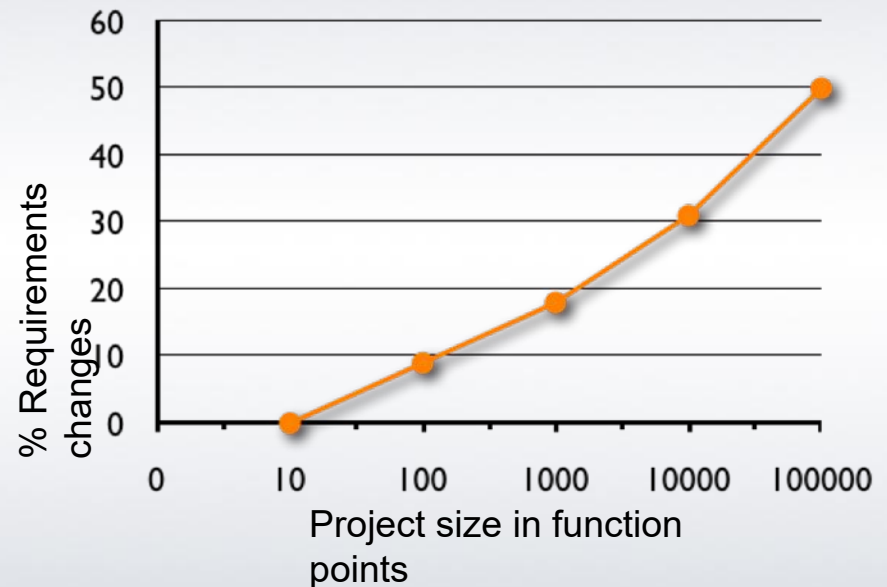
Source: <http://www.agilemanifesto.org/>

**IKIWISI is a proven approach since years
(I Know It When I See It)**



AND...

Findings are a natural mechanism of the feedback loop



So use them as an opportunity to be closer to reality when taken change into account...

Take the decisions and adapt realizations to your



**Environment Usages & Rules
Culture**

SCRUM OVERVIEW

- ▶ Scrum is a framework for product development, aimed at managing complexity, unpredictability and change

Scrum Characteristics:

- ▶ Delivers iteratively via Sprints
- ▶ Changing plans to take advantage of opportunities
- ▶ Incrementally Delivers Business Value
- ▶ Encourages High Customer Involvement
- ▶ Constantly reflecting

Iteration

Characteristics:

- ▶ Timed Boxed Period
- ▶ Fixed Start and End Date
- ▶ Focused on Short-Term Goal
- ▶ Maintains a Sustainable Paces

Roles

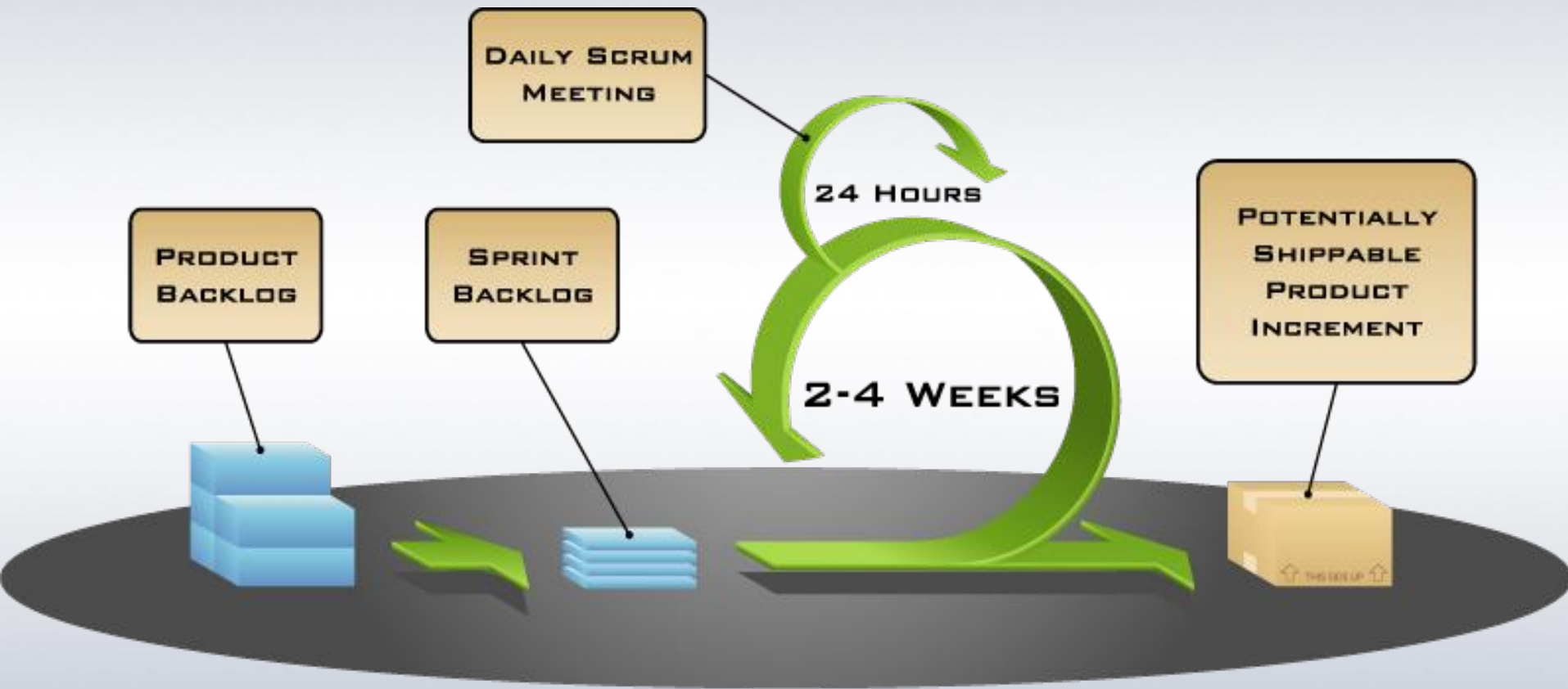
- Product owner
- Scrum Master

Ceremonies

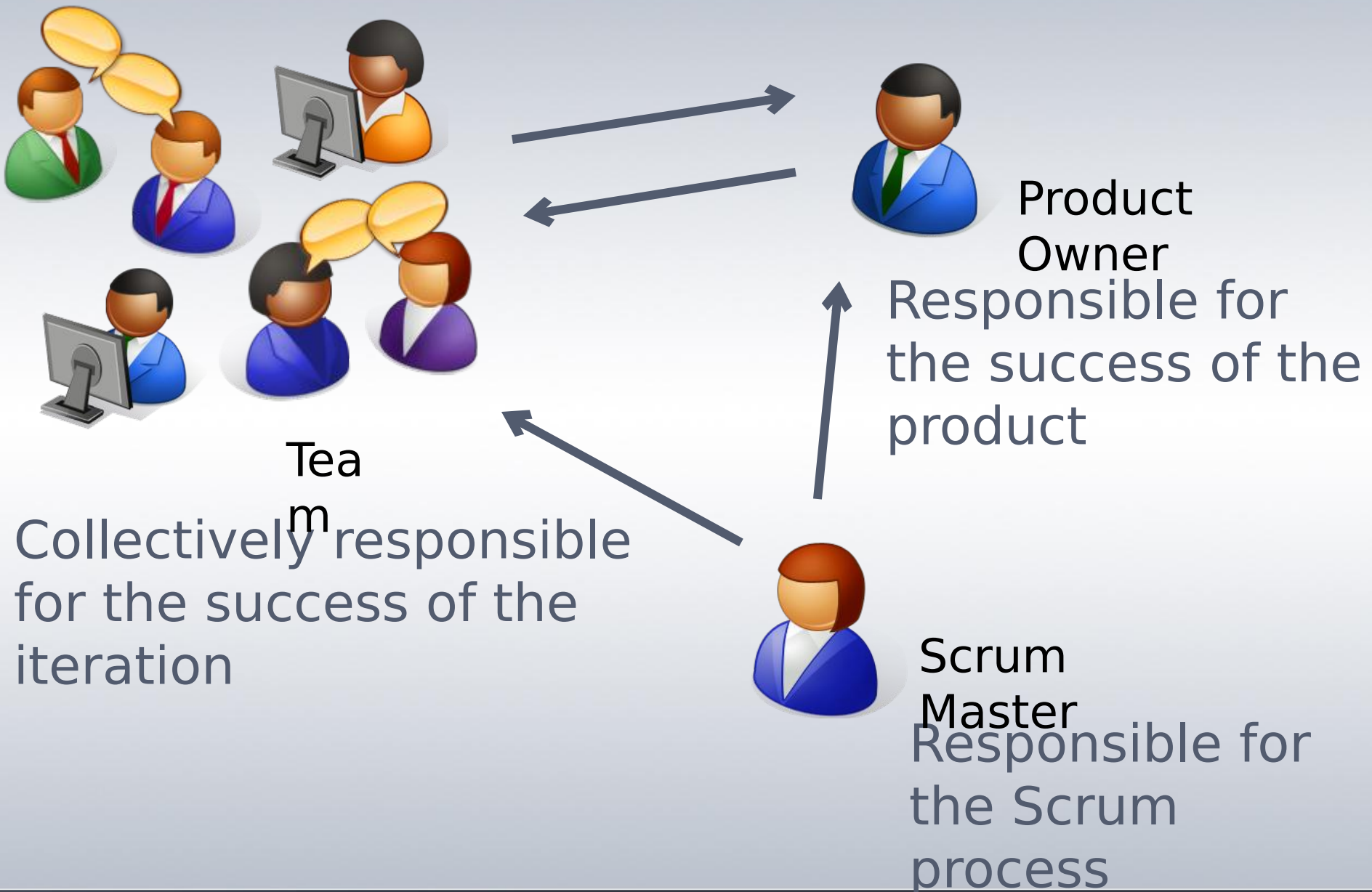
- Sprint planning
- Sprint review
- Sprint retrospective
- Daily scrum

Artifacts

- Product backlog
- Sprint backlog
- Burndown charts



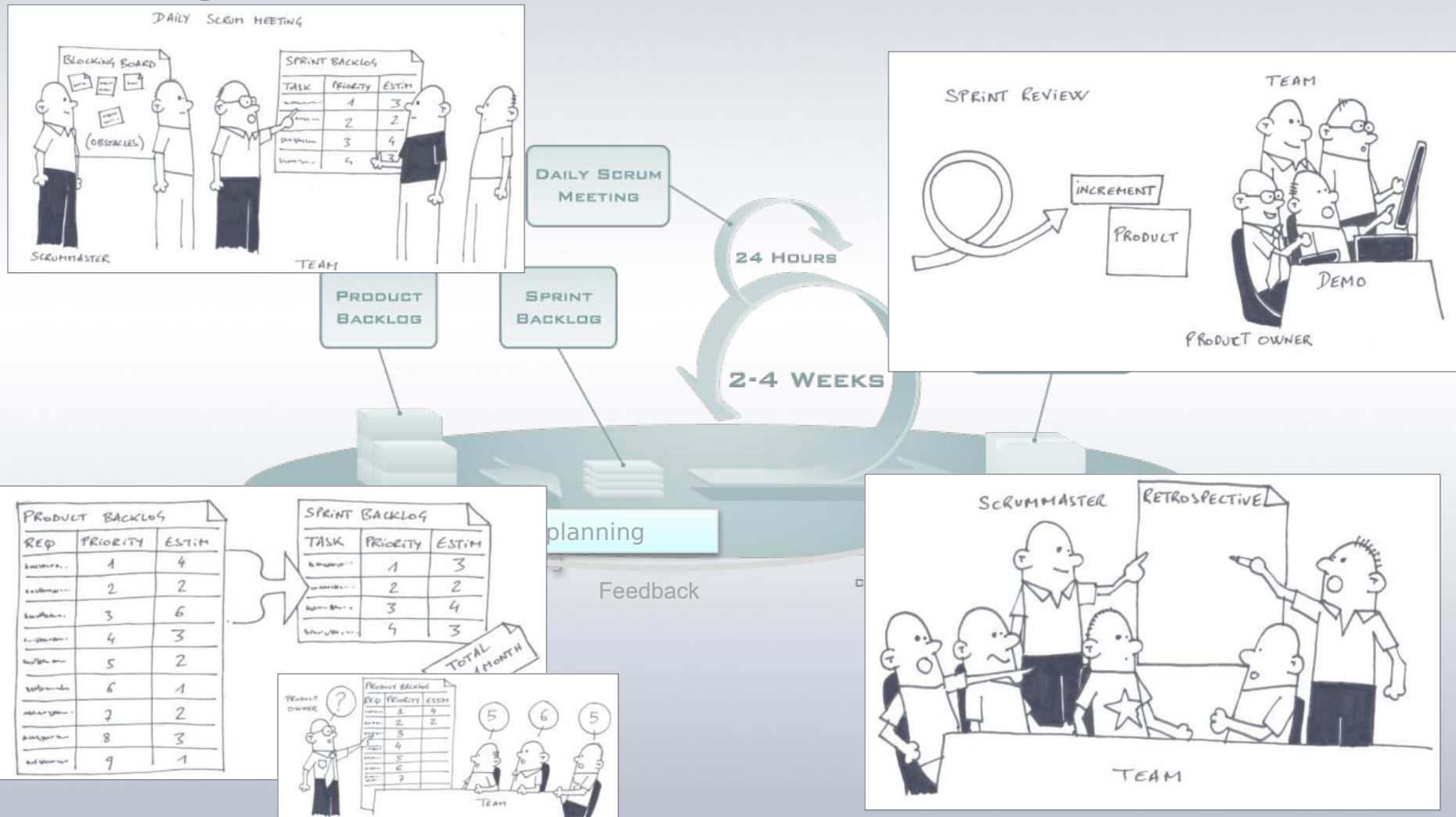
COPYRIGHT © 2005, MOUNTAIN GOAT SOFTWARE



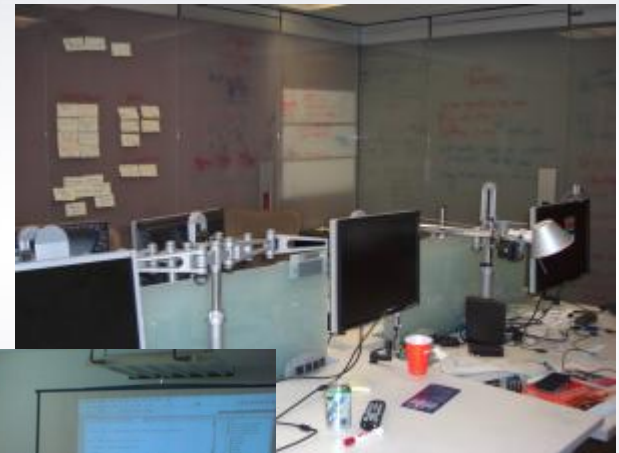
THE SCRUM MASTER

- ▶ Ensures that the process is understood and followed
- ▶ Helps the development team improve its productivity by facilitating creativity and empowerment, removing "Impediments" and any other way
- ▶ Helps the team improve the practices and tools so each increment of functionality is potentially shippable
- ▶ Helps the customer directly drive the functionality developed, maximize ROI and meet his objectives
- ▶ Enables close cooperation across all roles and functions and removes barriers

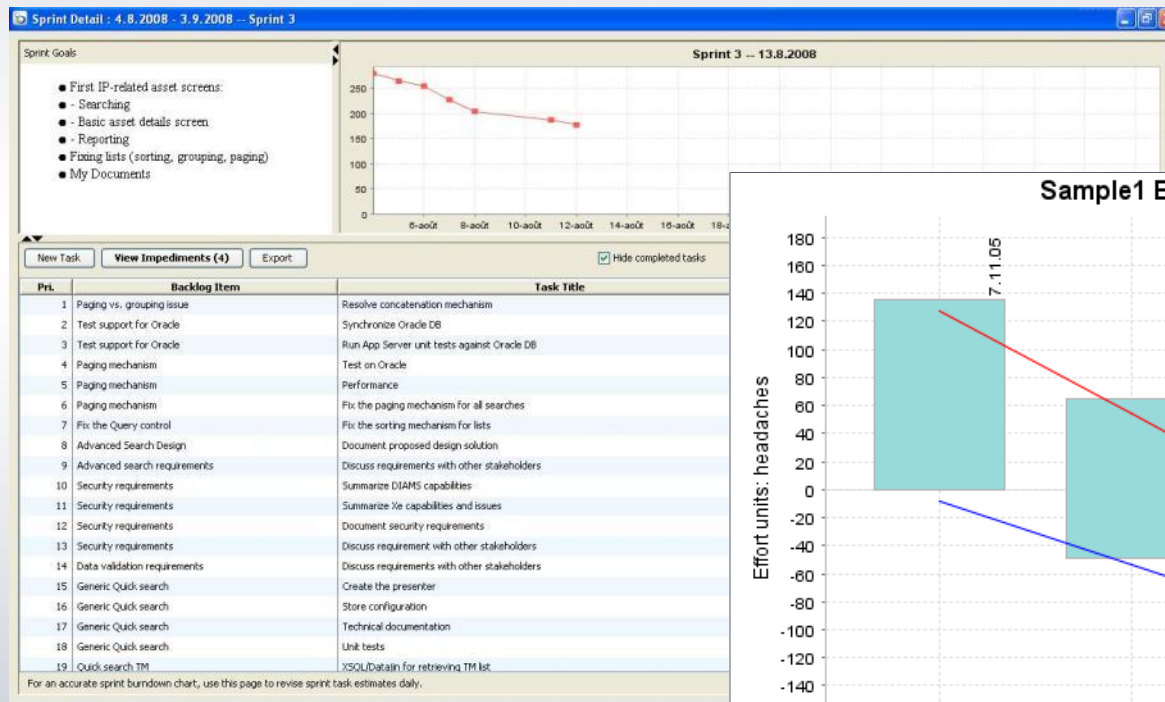
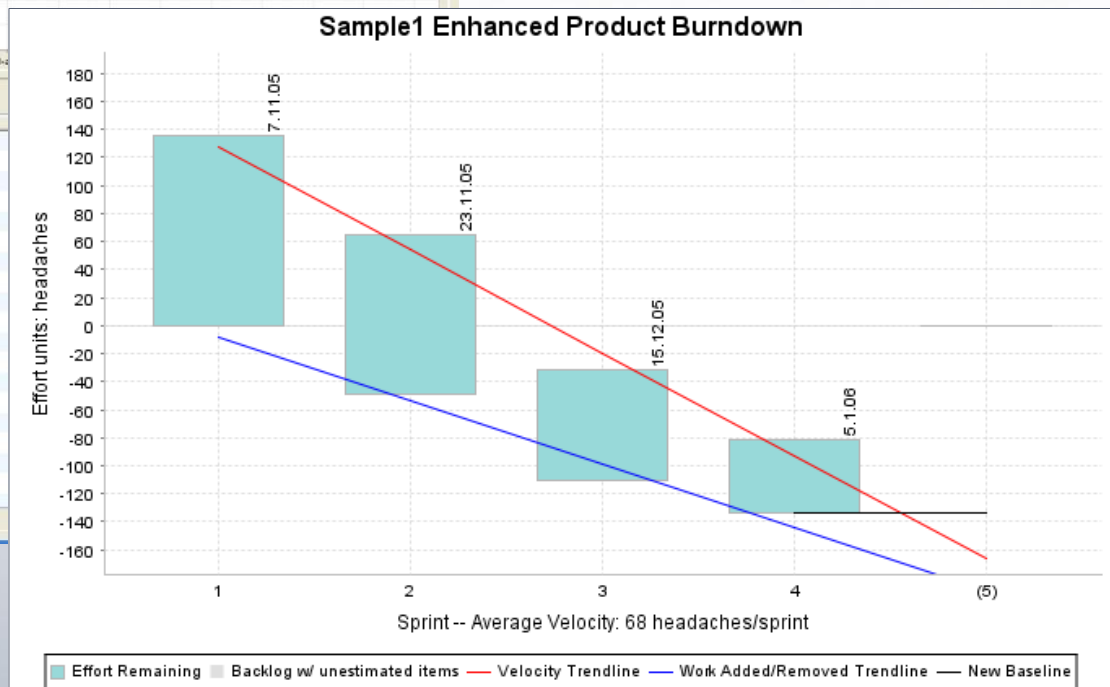
Organize and facilitate the ceremonies



- ▶ Foster Team Collaboration
- ▶ Improve working environment
- ▶ Resolve impediments



- Make sure progress status and estimates are up-to-date
- Maximize visibility and communication



▲ Is the Scrum Master a Project Manager?



- ▲ List the traditional tasks, activities, responsibilities of a PM
- ▲ For each of them, identify the Scrum role that is responsible for it



- ▶ Case study: Project *Tatoe*
 - ▶ Commercial software application
 - ▶ Development team of 8 people
 - 1 architect, 3 seniors, 2 juniors, 1 DBA, 1 Business Analyst
 - ▶ Release 1.0 planned 6 months after project start
 - ▶ 4th month now ending
 - ▶ Very little dependency on external contributors
 - ▶ Performance issues require architecture refactoring
 - ▶ It becomes clear that the goal of R 1.0 cannot be met

- ▶ Now, as a Scrum Master, what would you do?

- The Scrum Master is conducting a self-organizing team
- He does it because I said so
- He is responsible for maximizing the throughput of the team

Responsibility without Power

Influence without Authority



HOW TO BECOME A SCRUM MASTER

▲ Profile

- ▲ Scrum and the values of agility have to be mastered because the Scrum Master is the rule keeper
- ▲ Abilities needed in communication and negotiation
- ▲ A development background is a plus but not a must

▲ Qualities

- ▲ Humility, courage, honesty and humanity
- ▲ Much more appreciated for their behavior than their technical knowledge

- Certifications are delivered by the Scrum Alliance. You need to attend a course and pass a test to be certified.



“The Scrum Alliance certification program bridges the gap between theory and practice.

The journey to mastery begins with a Certified ScrumMaster or Certified Scrum Product Owner course.

These courses provide a solid foundation to help you make the paradigm shift to managing a project using Scrum.”

Scrum Alliance website

- ▶ A new certification program has been launched by Scrum.org since the beginning of February 2010: “Professional Scrum Master”.
- ▶ Founded by Ken Schwaber, the co-creator of Scrum (left the Scrum Alliance)
- ▶ 3 levels
 - ▶ Beginner: Scrum (level I)
 - ▶ Intermediate: How to use Scrum (level II)
 - ▶ Advanced: Using Scrum to optimize value (level III)
- ▶ Class trainings, online assessments (level I and II available), Certifications (coming soon)

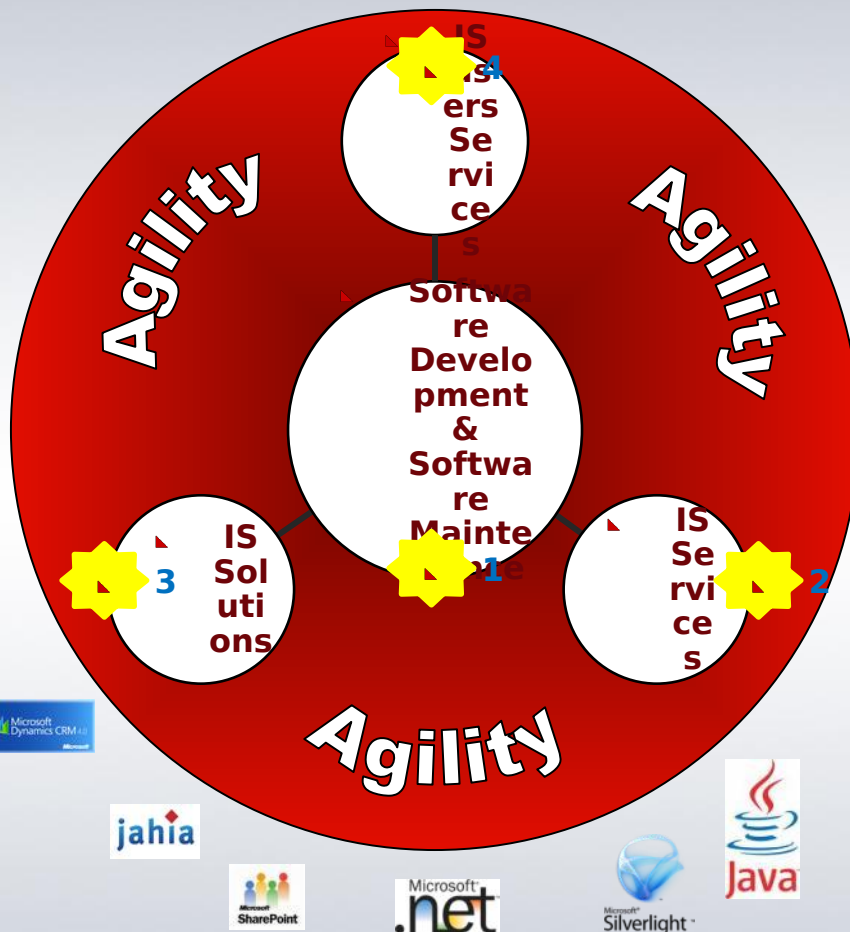




Awareness Sessions & Assessments

Services

Trainings



1 Custom Software Development & Maintenance

- ▶ Our core business to answer customer needs

2 IS services

- ▶ Thanks to our expertise we can support IT team to reach their productivity & quality objectives (Assessment, Coaching, Support, Training, Resource delegation...)

3 IS Solutions

- ▶ Take benefit from commercial or Open Source platform to answer as quick as possible to specific needs

4 IS users services

- ▶ We can support Product & Services owners to work closely with the IT team (Assessment, Coaching, Support, Training, Resource delegation...)

	Courses	Duration	March	April	May
	Agile methods	1 day	8	12	17
	Scrum	2 days	9	13	18
	eXtreme Programming	2 days	15	-	6
	Scrum Advanced	1 day	11	15	20
	Scrum Product Owner	2 days	-	22	-
	Certified Scrum Master	2 days		20 April	
	Certified Scrum Product Owner	2 days		16 November	

Complete calendar on: http://www.agilepartner.net/training/training_calendar.html

- ▶ Agile Partner: www.agilepartner.net
- ▶ Agile Interest Group Luxembourg:
www.aiglu.org
- ▶ Agile Alliance: www.agilealliance.org
- ▶ Scrum alliance: www.scrumalliance.org
- ▶ Scrum.org

Thank You

Guy FABIEN

Senior Consultant

gfabien@agilepartner.net

+352 621 256 436

Sylvain CHERY

Director

schery@agilepartner.net

+352 691 555 221

Yann GENSOLLEN

Consultant

ygensollen@agilepartner.net

+352 691 555 085