Intro: 7 More (+) Scrum Patterns

Joe Little - April 11, 2025
Webinar   @2025 Joseph Little

Helsingør, Danmark

A thank you to James Coplien and Jeff Sutherland for all
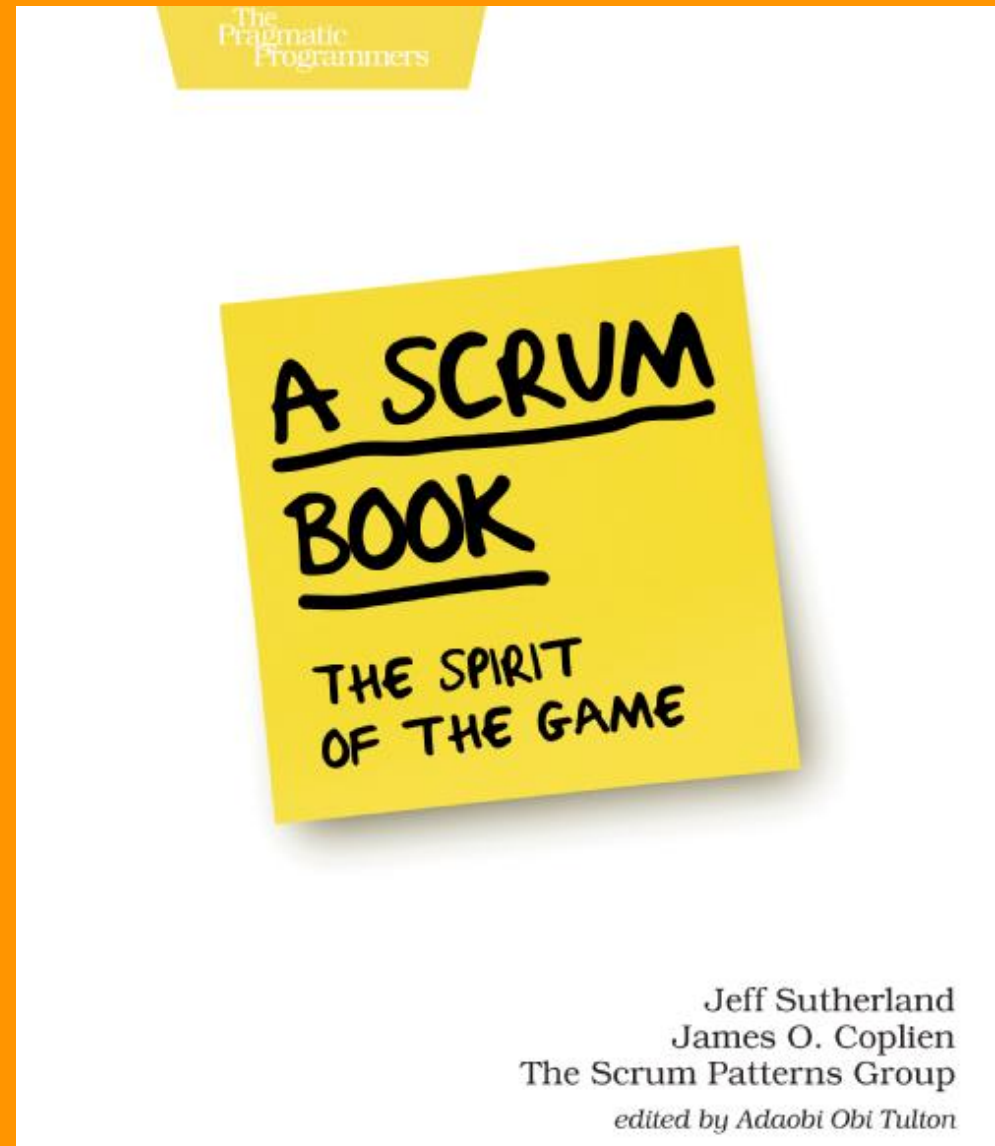their work on Scrum Patterns and things related.

Agenda

- Intro - Why, What are Patterns, etc.

- A list of the patterns for today

- Review of those patterns (quickly)

- Closing

A Scrum Book

- Get it!

- https://pragprog.com/titles/jcscrum/a-scrum-book/

- STRONGLY recommended…

- Yes, expensive. So what?

Two key things

- Go to this webpage:

- https://www.scrumplop.org/

- https://scrumbook.org/

- STRONGLY recommended…

- Please ask questions and discuss.

- Much more interesting for everyone.

- You can discuss at any time. Just speak up…

Patterns

- Christopher Alexander, architect

- "A Timeless Way of Building"

- "A Pattern Language"

Patterns influenced Agile (and other people as well)

- James Coplien - Organizational Patterns in "Organizational Patterns of Agile Software Development, 2004.

- A Scrum Book - Sutherland, Coplien et al.

  - STRONGLY recommended.

  - And ScrumPLOP.org

  - https://scrumbook.org/ [show TOC]

- There are also patterns for "everything".

  - Ex: More Fearless Change - Manns and Rising

Two contradictory ideas

- Patterns are "obvious". Natural, common-sense, what "everyone" thinks of.

  - But also common-sense is not very common. And we forget the obvious.

  - Likely: You do many of them now (or almost do)

- Patterns are subtle

  - The idea sneaks up on you.

  - There is rigor (and simplicity) in how we present them and use them.

  - They are more than they appear to be

  - They have their own ethos

Why do we care?

- Patterns enable us to see ideas, in the culture, well-known ideas, that can help us

- The Patterns present the ideas in a way that makes them practical, usable

- Patterns can enable us to do basic Scrum better

- Patterns can enable us to extend Agile - Scrum to achieve even more

More directly…

- Patterns help us **solve** problems, one pattern at a time.

- Thus, one assembles patterns so that, as a group, they together **fit** your situation and your needs

- Patterns enable you and your Team to **evolve**, one step at a time.

The Spirit of the Game

- https://sites.google.com/a/scrumplop.org/published-patterns/value-stream/the-spirit-of-the-game

- There is a spirit (to it and behind it).

- Scrum is a Game. (Fun!)

- Playing the game well is different than following the rules.

- The rules are simple.

- Scrum a only a bare framework.

- You must find answers and deal with the "impediments" that arise.

7 Value-related Patterns

- #3 Fertile Soil

- #12 Product Owner Team

- #39 Vision

- #41 Value Stream

- #45 Product Roadmap

- #63 Enabling Specification

- #65 Definition of Ready

#3 Fertile Soil

- https://sites.google.com/a/scrumplop.org/
  published-patterns/product-organization-
  pattern-language/development-team/fertile-soil

- "It is the moment-by-moment interactions of
  people working together on a product that build
  and sustain product organizations. Interaction
  qualities both reflect and define organization
  qualities."

- To build a product of the Greatest Value requires
  that producers work in a way that allows the
  team to recognize such value when they achieve
  it, and to support decisions that carry the team
  in that direction. Where our interactions focus on
  our own concerns or controlling others, we limit
  the opportunity for growth: for others, ourselves,
  and the organization we are working in.

Fertile Soil- 2

- Therefore: Demonstrate the values of <u>Commitment, Focus, Openness, Respect and Courage</u> in your day-to-day behaviors and interactions.

- This helps create a virtuous circle that <u>supports transparency</u>, and that makes it possible to build on the <u>inspection and adaptation</u> at the core of effective Scrum efforts.

- "<u>The soil is tended and prepared</u>, the seeds are watered, and when the seeds grow, the soil is maintained, weeded, and watered again until finally the fruit is ready." (Liker's book)

#12 Product Owner Team

- https://sites.google.com/a/scrumplop.org/published-patterns/product-organization-pattern-language/product-owner-team

- A single Product Owner is accountable for all value such as return on investment and should handle market analysis, product discovery, stakeholder management, customer feedback, and most other market-facing work, while also enabling the team to build the right thing.

- The Product Owner has more to do than a single person can handle well.

Product Owner Team - 2

- Therefore: Create a Product Owner Team, led by the Chief Product Owner, whose members together carry out product ownership.

- PO needs:

    - To order / sequence the PBIs

    - To get the PBIs READY

    - To build the Enabling Specs

    - To reflect on Product strategy

- One final decision-maker for the PO Team

Product Owner Team - 3

- Are all PO Team members full-time?

- Compare to "Business Stakeholders"?

- Compare to "Minions"?

- What are the potential problems?

#39 Vision

- https://sites.google.com/a/scrumplop.org/published-patterns/value-stream/vision

- People thrive within constraints that channel their creativity and work towards a common good, but it's also true that overly specific constraints can turn contributors into subservient robots who blindly follow orders rather than following with their hearts.

- For a team to be truly effective, all members need to be pulling in the same direction.

Vision - 2

- Therefore: The individual who embodies the passion for this new product effort takes on the role of Product Owner, around whom stakeholders and potential future coworkers rally to articulate and together to define and refine a Vision.

- Typically, the Product Vision covers these considerations:

  - Key features of the product

  - Who is going to use the product

  - Customer needs the product will address

  - How the vendor will benefit

#41 Value Stream

- https://sites.google.com/a/scrumplop.org/published-patterns/value-stream

- The development process and the path from conception to market are as important to product success as the product idea itself.

- Execution alone—good processes and good people—won't carry the day.

- Therefore: The Product Owner creates an ecosystem whose elements build on each other to deliver ever-increasing value in an evolving product. At the center of this ecosystem, there is a process to deliver ongoing and evolving streams of product increments to stakeholders: the Value Stream.

Value Stream - 2

- The client, end user, and customers are obvious stakeholders, but the Scrum Team should maintain a Value Stream that makes work ever less stressful, more fun, and more fulfilling for itself.

- Value Stream building blocks include the artifacts (backlogs, product components) and processes that guide and coordinate the creation of these artifacts (through events and joint work). The people involved in the Value Stream are instrumental in building, enacting, and evolving the processes that guide the creation of these artifacts.

- The rationale behind a single Scrum Team per Value Stream is to eliminate handoffs. Handoffs lead to feedback delay.

#45 Product Roadmap

- https://sites.google.com/a/scrumplop.org/published-patterns/value-stream/release-plan/product-roadmap

- The Product Owner is confident about a general product direction and might even be confident of the destination. Even so, there are **many paths** to reach a given market position, level of profitability, market penetration, and other product objectives. Unfortunately, it's usually impossible to know beforehand **the best path** to take.

- You want to keep all product direction decisions, all of the "known knowns," and all "known unknowns" visible to the entire Scrum Team and other stakeholders.

Product Roadmap - 2

- **Therefore: Create a Product Roadmap as a focal point to reflect the overall Vision and to drive the Product Backlog**.

- Each step in the Product Roadmap must create value as obtained from the Value Streams.

- A Product Backlog is not a Product Roadmap. A Product Roadmap communicates strategic information and makes visible the options that the PO has for the product. In contrast to this, the Sprint Backlog contains largely tactical information.

#63 Enabling Spec

- https://sites.google.com/a/scrumplop.org/published-patterns/value-stream/product-backlog/enabling-specification

- Unexplored requirements cause unpleasant surprises.

- The agile tradition is that user stories suffice as requirements artifacts, and early agile practice often blindly believed in deferring decisions and in having a ready, at-hand, on-site customer who could compensate for requirements shortfalls discovered during development.
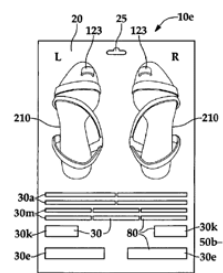
Enabling specification for U.S. Patent 7,329,448: Adhesive Pads for Footwear.

Enabling Spec - 2

- Since estimation focuses on what happens within the Sprint, it's important to move the uncertainty of analysis outside the Sprint—into the Product Owner process.

- Therefore: The Product Owner should deliver Enabling Specifications as a sign that he or she has done due diligence in exploring the requirements space.

- An Enabling Specification is a specification rich enough that someone reasonably skilled in the discipline can implement a solution without substantial subsequent clarification with people outside the Scrum Team.

Enabling Spec - 3

- The Scrum Guide says that part of the job of the Product Owner is "[e]nsuring the Development Team understands items in the Product Backlog to the level needed."

- Enabling Specification(s) in hand, the Development Team is prepared to create a Sprint Backlog based on a deep understanding of the upcoming delivery stream.

- It is less important that the specifications be written down beforehand than it is that the Product Owner has done his or her homework and that the team has thoroughly discussed the new item.

#65 Definition of Ready

- https://sites.google.com/a/scrumplop.org/ published-patterns/value-stream/product-backlog/ definition-of-ready

- If the Development Team does not precisely understand Product Backlog Items (*PBI*), development effort (and time) tend to balloon, which in turn cause the Sprint to miss the Sprint Goal or to not deliver what stakeholders expect.

- Therefore, the items on the Sprint Backlog must be concrete; they cannot be nebulous.

- But how much "concreteness" does the Development Team need to do its job?

- The Developers can reject any Story or PBI that is not ready (in their opinion). (my words)

- Garbage in - garbage out. (my words)

Definition of Ready - 2

Each Product Backlog Item must meet at least the following criteria before the Development Team can take it as a candidate for the work on the Sprint Backlog during Sprint Planning:

1. The work is immediately actionable by the team.

2. The planned deliverable has value.

3. The Product Owner and the Development Team have discussed it.

4. The Development Team has estimated it.

5. It is testable, and the Product Owner has specified tests for it.

6. The Scrum Team has sized the pieces appropriately (see Small Items).

Definition of Ready - 3

- There is important interplay between this pattern and Enabling Specifications.

- A good Definition of Ready can help guide the team to handle external dependencies.

- The PO is responsible to bring enough "ready" PBIs to the Sprint Planning Meeting.

Done! We discussed 7!

- **Now we need your feedback.**

- **Take-away**

- **Questions / Discussion**

Key Take-away

- From these discussions, what is your biggest take-away?

- Or: what was the most useful thing you learned or thought of.

- Or want to take some action on?

- Let's share…

Discussion / Questions

- Just speak up….

- Or you can put something in the Chat…

Webinars

- Two types:

  - 30 mins - workshops, courses

  - 60 mins - ideas, issues

- See: LeanAgileTraining.com

- See: MeetUp.com and the Lean Agile Training webinars group

- Suggest some topics or sub-topics.

Contact Info

- Joseph Little

- LeanAgileTraining.com

- info@LeanAgileTraining.com

- 704-376-8881