

Webinar: 11 Scrum Patterns

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Webinar @2024 Joseph Little



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

Agenda

- Intro - Why, etc.
- A list of the patterns for today
- Review of those patterns (quickly)
- Closing



Reminder

- I will send you a PDF of this slide deck...
- ...if I have your email address associated with this webinar.



Two key things

- Go to these webpages:
- <https://www.scrumplop.org/>
- <https://scrumbook.org/>
- STRONGLY recommended...
- Buy the real book: **A Scrum Book**
- 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.
- There are also patterns for “everything”.
 - Ex: More Fearless Change - Manns and Rising



Two 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 or kinda do)
- Patterns are subtle
 - The idea sneaks up on you.
 - There is rigor (and simplicity) in how we present them and use them.
 - More than they appear to be
 - Have their own ethos



Goals

- What is your goal?
- What is Jeff Sutherland's goal for you?
- And why do we care about Patterns?



What is your goal?

- If you don't set goals, you can't regret not reaching them. Yogi Berra
- If you have to be very careful if you don't know where you're going, because you might not get there. Yogi Berra



Here's a goal

- Making life better for people you love.
- Hints:
 - You need to like the product or service you are giving
 - You need to like the people you are giving to
 - Best if: you really like at least one of these.



Don't get confused

- Customers do NOT want your product (although they might accept it)
- They just want their problem magically solved.
- And they don't care at all about how hard you worked.
- And they want it solved yesterday.



We translate to:

- Let's build a great product
- Let's use a Team to create a great product
- If we do certain things (our “way of working”) then we'll be more successful as a Team



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.

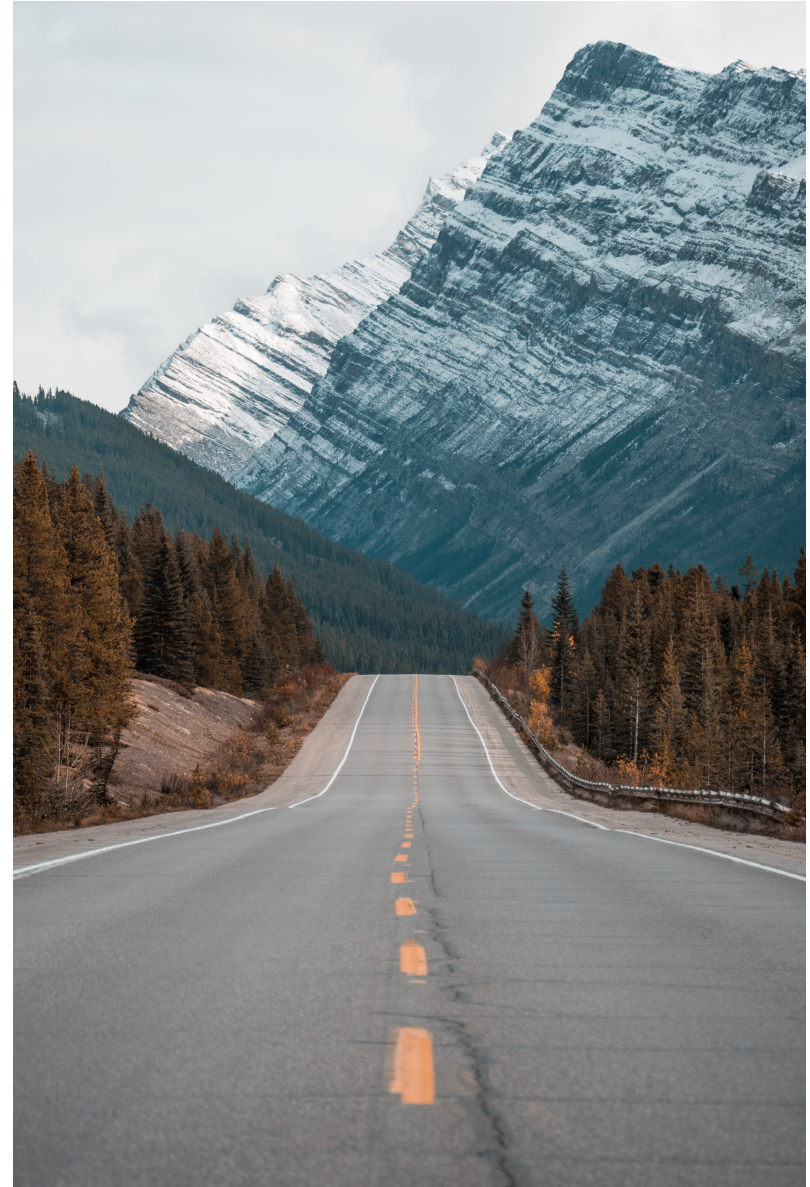


Our Patterns Today



Sutherland: Patterns for Highly Effective Teams

- Stable Teams
- Sprint, Yesterday's Weather
- Def of Done, Swarming
- Illegitimus Non Interruptus
- Good Housekeeping
- Emergency Procedure
- Scrumming the Scrum
- Happiness Metric
- Teams that Finish Earlier Accelerate Faster



Hold on!

- Are there some pre-requisites first?
- Probably
- Not sure how meaningful for you.
- Isn't commonsense common?



Build a Team to win, baby!

- Michigan wins in early 2024!
 - Defeats Alabama!
 - Michigan still #1.
-
- Our Teams are still on the same basic model. Like any good Rugby Team (eg, the All Blacks!).



Stable Teams

- The KEY starting point
- Very simple...keep the Team stable (no +, no -)
- Do we have trouble with this?
- Do we need to explain this?
- Isn't this just commonsense?
- So...why is this not happening more?



#15 Stable Teams

- Therefore:
- “Keep teams stable and avoid shuffling people around between teams. Stable Teams tend to get to know their capacity, which makes it possible for the business to have some predictability.”
- “Members of a stable team get to know each other.”



Sprint pattern

- Cadence
- Regular
- Heart-beat. (Note: Most patterns are quite natural, and obvious. Except we seem to have forgotten the obvious. A reminder.)
- Links to other patterns, other benefits...



#46 Sprint

- “The most fundamental human processes build on cadence.”
- “Therefore:
- Organize development around recurring, frequent, fixed-length, time-boxed intervals called Sprints.”
- If you get nothing done in a Sprint, you have only lost one Sprint.



Yesterday's Weather

- Problems:
 - Tendency to over-commit
 - Need to bring in the “right” amount of work. Not too much, not too little
- So: yesterday's weather (use the Velocity the Team did last sprint)
- See: Running Average Velocity



#66 Yesterday's Weather

- “Therefore:
- In most cases, the number of #60 Estimation Points completed in the last Sprint is a reliable predictor of how many Estimation Points of work the team will complete in the next Sprint.”



Definition of Done

- Problem: Each person has a different idea about when work is “done”.
- So, have a clear (and strong) Definition of Done.
- Affects quality (better, higher).
- Ultimately, when “released”, but we start at the story level.
- Strengthen over time.



#82 Definition of Done

- “Therefore:
- All work done by the #7 Scrum Team must adhere to criteria, agreed upon by the Development Team and the Product Owner, which collectively form the Definition of Done. Done means the Development Team has verified there is no known remaining work with respect to these criteria. If the work does not confirm to the Definition of Done, the work is then by definition not Done, and the team may not deliver the corresponding Product Backlog Item (PBI).”



Swarming

- Minimize WIP
- Single-piece continuous flow
- Context switching, task switching
- Other problems
- So....
- Everybody helps on the (main) Story
- The “captain” of the story decides exactly how this will work. Developers help the Captain (Team) as much as makes sense.



#25 Swarming: One-Piece Continuous Flow

- “Working on too many things at once can radically reduce individual effectiveness, team velocity, or enterprise well-being. It can cripple velocity and can sometimes reduce it to zero.”
- Therefore:
- “Focus maximum team effort on one item in the Product Backlog and complete all known work as soon as possible. Whoever takes this item is Captain of the team. Everyone must help the Captain if they can and no one can interrupt the Captain. As soon as the Captain is Done, whoever takes responsibility for the next backlog item is Captain.”



John Little's Law

- The fewer the things in process, then the faster each item gets through the process.
- Start:
 - https://en.wikipedia.org/wiki/Little's_law



Illegitimus Non Interruptus

- “Changing priorities or problems in the field often interrupt the work of #7 Scrum Teams during a #46 Sprint. Sales and marketing demands, combined with management interference, can cause chronic dysfunction in a team, repeated failure of Sprints, failure to meet release dates, and even company failure.”
- WOW.
- So...



#33 Illegitimus Non Interruptus

- Therefore:
- “Explicitly allot time for interrupts and do not allow more work than fits within the allotment. If work exceeds the allotment, abort the [Sprint](#).”
- Interrupt Buffer
- “It is essential to get management agreement on these rules and to enforce them.” Duh!



#80 Good Housekeeping

- “Where there’s a mess you lose time and energy finding where and what to start on.”
- Therefore: “Maintain a completely clean product and work environment continuously, or clean at the end of each day.”
- Similar: 5S (or 6S) methodology of Lean.
[https://en.wikipedia.org/wiki/5S_\(methodology\)](https://en.wikipedia.org/wiki/5S_(methodology))
- Example: By the end of the day, all known **bugs** are fixed. (That’s the standard, might fail at that sometimes.)
- “Continuous attention to technical excellence.”
- Less technical debt than how you found it.



#32 Emergency Procedure

- “Problems arise in the middle of a #46 Sprint due to emergent requirements or unanticipated changes.”
- Top three:
 - Emergent requirements
 - Technical problems
 - Loss of critical people or capabilities
- Therefore:
 - “When high on the burndown, try a technique used routinely by pilots. When bad things happen, execute the Emergency Procedure designed specifically for the problem.”



Emergency Procedure

“Scrum Emergency Procedure: (do only as much as necessary)

1. Change the way the team does the work. Do something different. [Aka fix impediment(s).]
2. Get help, usually by offloading backlog to someone else.
3. Reduce scope.
4. Abort the Sprint and replan.
5. Inform management how the emergency affects release dates.”



#92 Scrumming the Scrum

- “Only a small minority of Scrum teams make the paradigm shift to a radical new level of performance and ability to create value. **This is because most teams fail to identify and remove impediments.**”
- Therefore:
- “Identify the single most important impediment at the Sprint Retrospective and remove it before the end of the next #46 Sprint.”
- Aggressively Attack Impediments
- Add a PBI for an “improvement” [Not the only way, but a way.]



Scrumming the Scrum

- “Scrum is a framework for inspecting and adapting to achieve continual improvement by removing impediments.”
- Wow! What a wonderful definition of Scrum!!



#91 Happiness Metric

- “In reflection and other self-improvement activities, there are generally many ideas for improvement. The heart of Scrum is incremental improvement—what in Scrum’s Japanese roots is called kaizen (see Kaizen and Kaikaku on page 101). But you often don’t know in advance which improvement activities will produce great benefits, and which will not.”
- Therefore:



Happiness Metric

- “Drive the improvement process with a single, small improvement at a time, chosen through team consensus. Pose a question to the team that helps it reflect on which of the alternatives on the table will best tap into their collective passion or sense of engagement, and use the answer to choose the kaizen that will most energize the team.”



Happiness Metric

- Some issues
- Do we trust our emotions? Could emotions run amuck?
- But what about Team Morale?
- Very interesting discussion of some key issues!!
- I still think: In some sense, over time, the Team should be happier....(and other good things as well)



#51 Teams that Finish Early Accelerate Faster

- “Teams often take too much work into a Sprint and cannot finish it. Failure to attain the Sprint Goal prevents the team from improving.”
- Therefore:
- “Take less work into a Sprint (than the previous Sprint) and aim for a less ambitious Sprint Goal.”
- Implied: The Team now has time to improve.



Teams that finish early

- Muri - Overstressing the “system”
- Team morale (energy)
- “Magic” - ie, as soon as you stop over-stressing the system (the Team), the Team “suddenly” is able to produce more.
- Separate effect than having time to improve
- Team is more reliable (deliver stories promised)
- Implied: “For new Teams, keep promising less until the Team starts to deliver more.”



Discussion / Questions

- Just speak up....
- Or you can put something in the Chat...
- To read:
- Article: Teams that Finish Early Accelerate Faster - <https://leanagiletraining.com/lean-agile-scrum-resources/articles-we-recommend/>



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- Two places:
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 - https://www.meetup.com/lat_webinars/



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