Agile Within

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Product Management Group

Quark Media House (India) Pvt. Ltd

The Scrum Way!

5th May 2006

SCRUM

<< Goal

Spectators

Opponents

Team

Agenda

Section 1: About Quark

Section 2: Overview of SCRUM

Section 3: Scrum in Practice

Section 4: Open Session

15-May-06

Quark

About Us

Who we are ?
- Global Software Product Company
- In Business of Publishing: QuarkXPress - Market leader in Page Layout Application
- Over 3 Million DTP Customers, 500+ Enterprise customers

Where we are?
- HQ in US-Denver Colorado, offices worldwide
- Main Development Center in Mohali (Chandigarh)
- Over 1000 employees, 700+ in Mohali

What we do ?
- Software Products for Desktop and Enterprise
- In Business for appx 25 years now
- Work with various technologies, platforms, frameworks
- Traditionally using Waterfall, also used RUP, quite new to Agile

More about Quark at : www.quark.com

The Challenges !

Shorter Delivery Periods/Long Term Product Roadmaps

- Major Product release 18 months; Minor release 6 Months
- Product Roadmaps for 3-5 years validity
- Adaptive products to new market segments

More Features/ Better Quality

- Competitive feature game
- Maintain high Production Quality
- Improve Usability

Address New Markets/ Honour Old Customers

- Become present in new Markets and segments
- Deliver as promised
- Improve customer support

How to go about it!

The Stage !

1

Reason for Change
- Finding the problem & not the symptom
- Maintain focus on your core competencies
- Work towards the end solution, keep intermediate goals

2

Awareness "New Way" is not a Silver Bullet
- Get Expectations correct
- Make a small start, Keep things simple.
- Do your analysis before the start

3

Discipline - Institutionalize Change
- Train and facilitate teams
- Delegate & Empower
- Create Accountability with Responsibility

Going the Agile SCRUM way !

Agenda

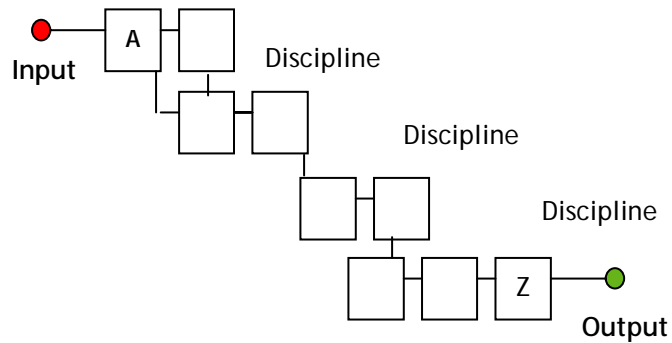Section 1:   About Quark

Section 2:   Overview of Scrum

Section 3:   Scrum in Practice

Section 4:   Q &A

15-May-06

Approach

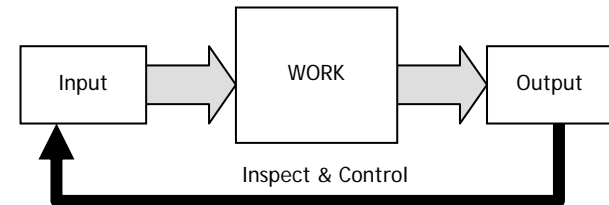| Defined Process	Empirical Process

Waterfall

SCRUM !!!

- Processes are well understood & repeatable
- Predict and Plan as per functions
- Change - "Discipline through control"

- Input to process is non linear, or too complex, non-repeatable
- Activities are not predictable
- Change – "Control through Adaption"

Understanding Scrum

What is SCRUM ?

Work in your functional team

Scrum Call

Collaborative Planning & Review

Restart your work again

- Agile Way of Project Management.

- Wraps Existing Engineering practices

- A team-based collabrative approach

- Iteratively & incrementally development

- Always focuses to deliver "Business value"

Understanding Scrum

Scrum Roles & Artifacts

Product Owner

- Product backlog creation, prioritization,.
- Make decisions for customers and users

Product Backlog
- List of requirements and Issues
- Anybody can add to it
- Owned by a Product Owner

Scrum Master

- Setup and conduct Scrum meetings
- Process guru, Leadership, Coaching..
- Resolves Impediments

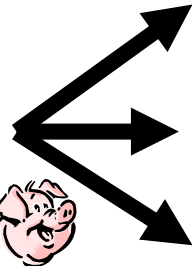**Sprint Goal & Backlog**
- Sprint Goal: One sentence summary
- Sprint Backlog
    - List of tasks to achieve Goal
    - Owned by Team, Team modifies it

Scrum Team

- Self organizing, Cross functional
- Committed & Empowered
- Work & update Daily Task

Impediments
- List of blocks and unmade decisions
- Owned by ScrumMaster, Updated daily

COMMITTED

Stakeholders

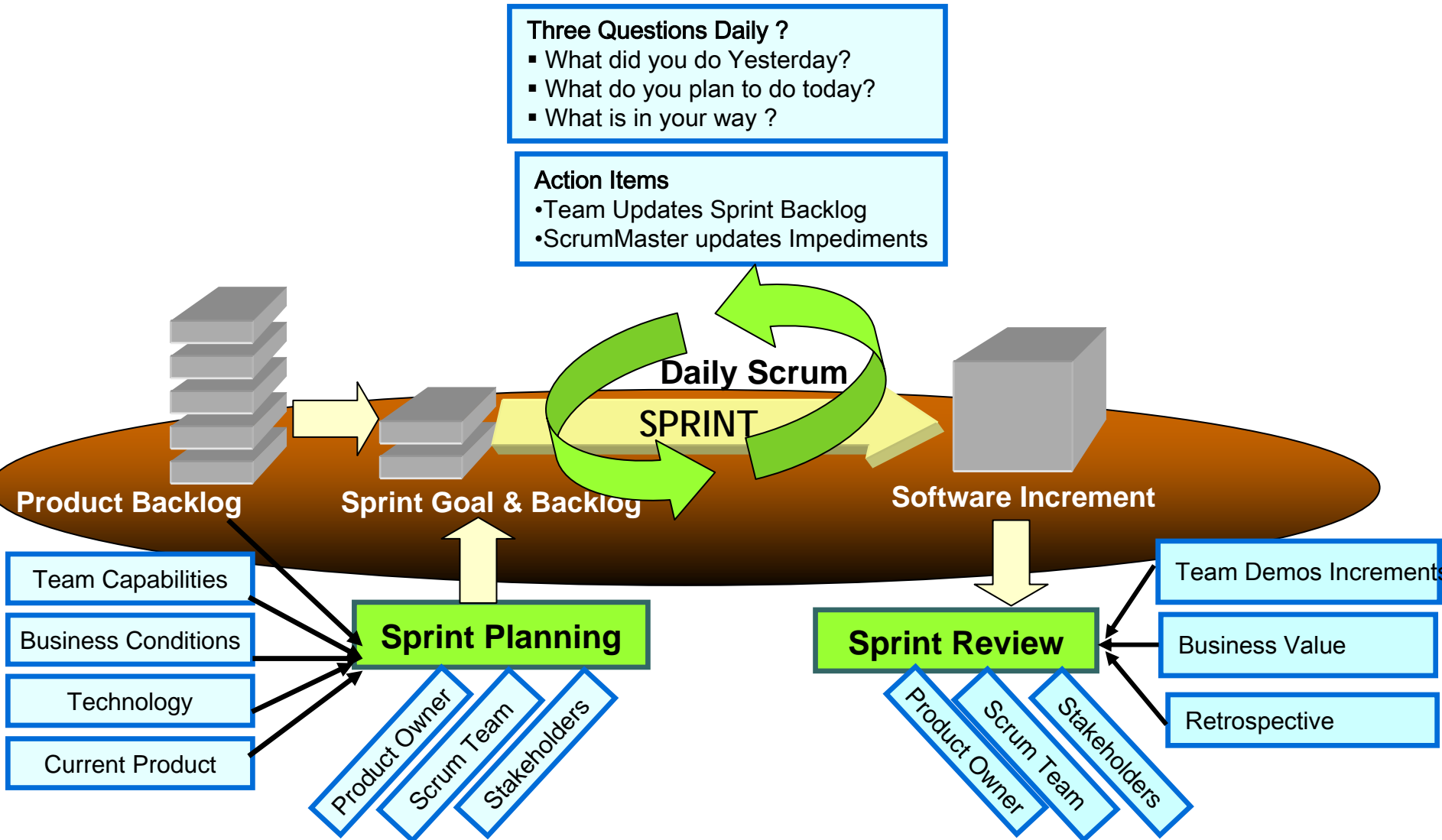- Management, Customers
- Interested in Project Status
- Funds the Project

INVOLVED

Increment
- Version of the product/deployable
- Shippable functionality (Tested, documented, etc as per need)

SCRUM PROCESS

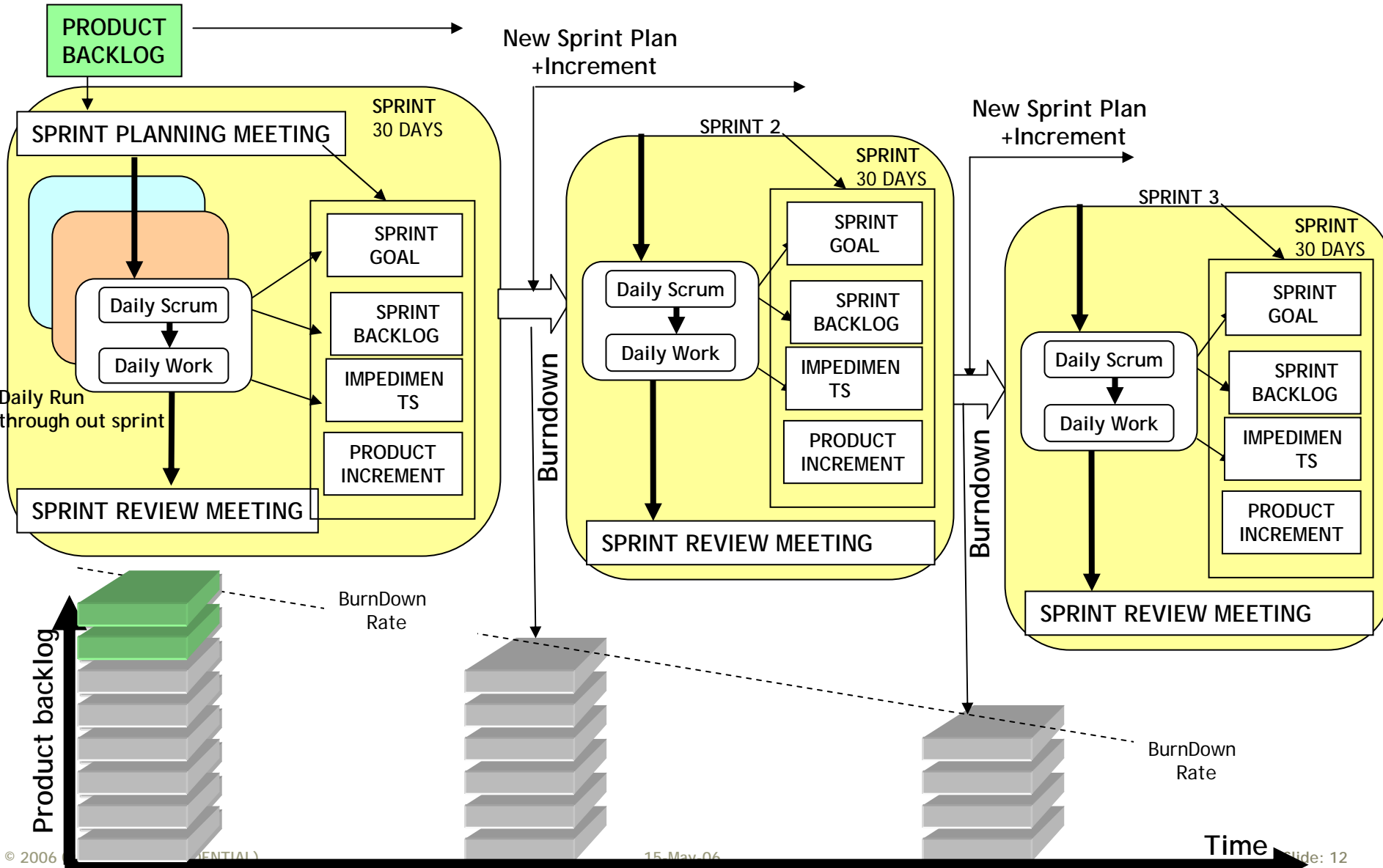
Three Questions Daily ?
- What did you do Yesterday?
- What do you plan to do today?
- What is in your way ?

Action Items
- Team Updates Sprint Backlog
- ScrumMaster updates Impediments

Daily Scrum

SPRINT

Product Backlog

Sprint Goal & Backlog

Software Increment

Team Capabilities

Business Conditions

Technology

Current Product

Sprint Planning

Product Owner

Scrum Team

Stakeholders

Sprint Review

Product Owner

Scrum Team

Stakeholders

Team Demos Increments

Business Value

Retrospective

Development Process

PRODUCT BACKLOG

New Sprint Plan +Increment

SPRINT 30 DAYS

SPRINT PLANNING MEETING

Daily Scrum

Daily Work

Daily Run through out sprint

SPRINT GOAL

SPRINT BACKLOG

IMPEDIMENTS

PRODUCT INCREMENT

SPRINT REVIEW MEETING

BurnDown Rate

SPRINT 2

New Sprint Plan +Increment

SPRINT 30 DAYS

Daily Scrum

Daily Work

SPRINT GOAL

SPRINT BACKLOG

IMPEDIMENTS

PRODUCT INCREMENT

SPRINT REVIEW MEETING

Burndown

SPRINT 3

SPRINT 30 DAYS

Daily Scrum

Daily Work

SPRINT GOAL

SPRINT BACKLOG

IMPEDIMENTS

PRODUCT INCREMENT

SPRINT REVIEW MEETING

Burndown

BurnDown Rate

Product backlog

Time

Agenda

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Quark

Before you start !

1

Plan your roadmap
- If you are new – select which Project/Product, Which team, which members
- Identify small yet distinctively measurable goal
- Plan your work, before Working your plan.

2

Do you need a Scrum Tool ?
- Tool is not a necessity, However in large scale projects it facilitates
- It should be team tool, Simple, Fast, Intuitive
- Cost – your decision (From OSS to Many $ per seat)

3

Prepare your teams
- Get the terminology correct – Train
- Ensure you have all members covered (incl Seniors)
- Make them comfortable
- When things go wrong - Identify your arbitrators

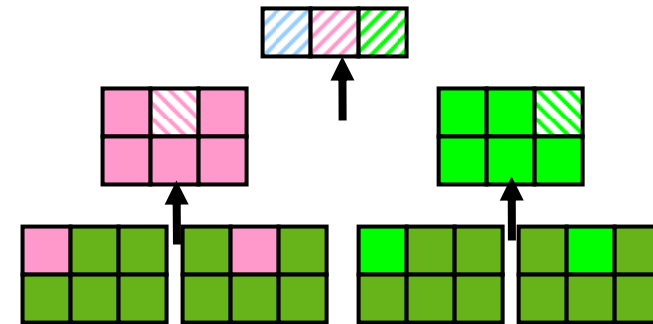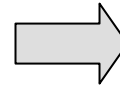# Scrum in Practice

Key Concepts

Sprint Management

- Sprint Planning (Entry Criteria)
- Qualitative Goals (Increment)
- Daily Scrum, Resolving Impediments
- Sprint Reviews and Closures (Exit Criteria)
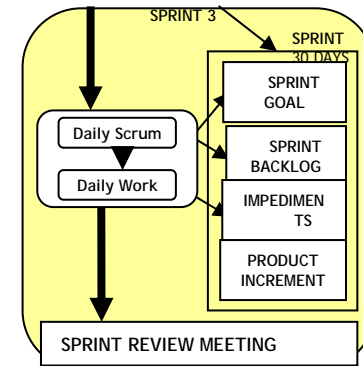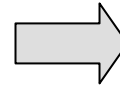
Meta Scrumming

- For large size projects
- Extending daily Scrums for Program Management
- Create Second level of Scrumming
- Manage dependencies and Integration issues

Managing Releases

- Release based on Quality
- Release based on Time Box
- Release based on Functionality Achieved
- Or a Combination of all

Scrum in Practice
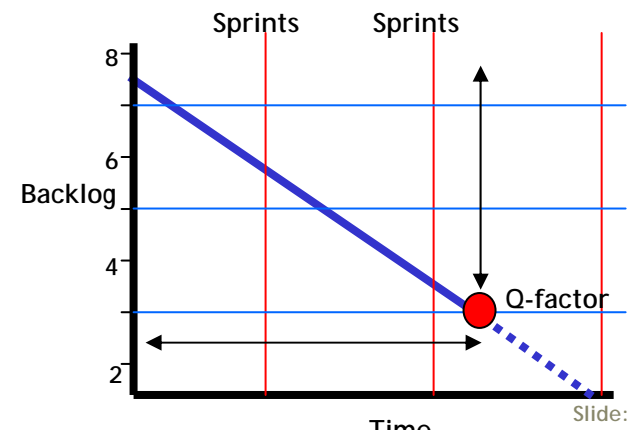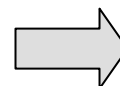
Challenges

It is a Change Process, Are -you ready ;

- Do you have Management Support?   **GET IT !**
- Do you have enough skills for implementation ?   **ACQUIRE !**
- Create a Core Team to work out nitty-gritty   **BUILD IT !**

Discipline...

- Follow the process fully, Avoid tendency to go back – midway
- Adopt, Refine where you require changes
- The Roles are Well Identified, accepted & respected
- How much Documentation?
    - What is business need!
    - Rest is teams prerogative ;)

Scrum in Practice

Challenges (or Over sightedness!)

For the Teams...

- Team member's focus moves away from Sprint Goals.   Rectify it !

- Stakeholders present/influencing team members participation.   Check it !

- Daily Scrum Meetings turns into long discussions   Stop it!

- Confusion over impediments (Internal/External)   Solve it !

For the Stakeholders...

- Increment is demonstrated with no focus on "Business Value".   Ask what Business Value!

- Stakeholders have other high priority work   Stop, Include them !

- Learning's are NOT moved into Sprint Planning   Do retrospective check!

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Section 4: Conclusion

Scrum Benefits

Benefits

- Team :
    - The teams get focused > One common goal
    - Creates self discipline, accountability & responsibility
    - Faster, better Communication without barriers

- **Stakeholders**
    Management:
    - Higher Visibility any time
    - Ability to respond and adapt
    - Faster evaluation, Better testing, Earlier Pre-Sales activities
    - Higher Productivity

    - Customer
        - Low Risk/ Surprises
        - Higher Business Value & ROI
        - Real software code in early phase of SW life cycle

The Road Ahead

The challenges are to stay

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The Scrum Way
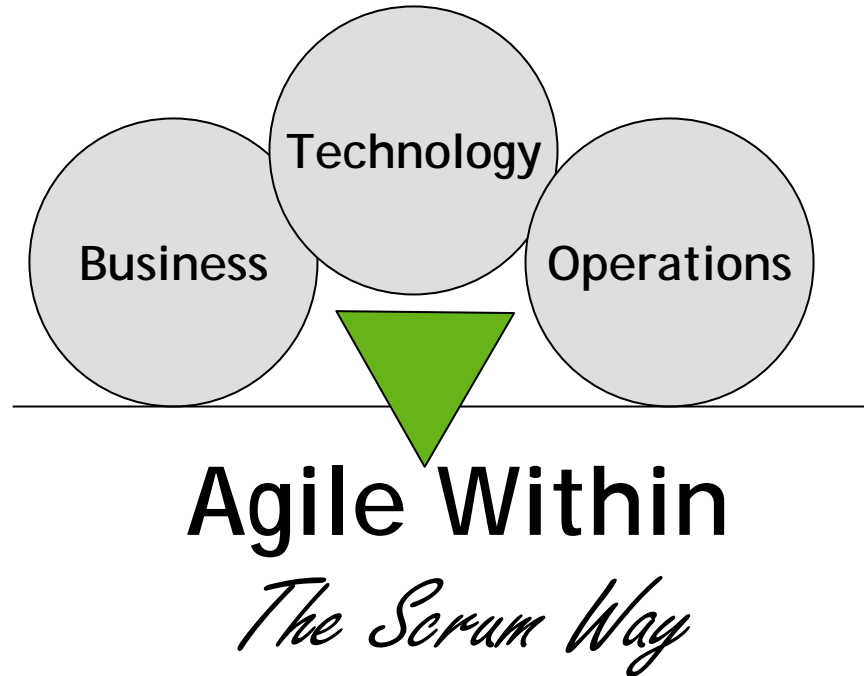
- Questions   ??
- Answers   ☺

Thank You

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