Advanced Topics: Nokia Test
• As an agile citizen, I can assess a team’s behavior and compare it to current Scrum best practices, so I can consider changes that might increase productivity.
Instructions

• Each person on a team should have a piece of paper
  • There are 10 assessments
  • Each assessment has a score from 0 to 10
  • In each assessment, sum the “Acceptance Tests” scores that pass.
  • Total score will range from 0 to 100
• Average the scores for team members to get the team score
Assessment 1: Iteration

As a team, before we commit to a Sprint, we know its duration, so we deliver better rhythmic, synchronized value.

Acceptance Tests:

- Variable, $4 < \text{duration} \leq 6$ weeks: 2
- Variable, $\text{duration} \leq 4$ weeks: 4
- Constant for last 3 iterations, $\text{duration} = 1$ month: 5
- Constant for last 3 iterations, $\text{duration} = 4$ weeks: 6
- Constant for last 3 iterations, $\text{duration} = 3$ weeks: 8
- Constant for last 3 iterations, $\text{duration} \leq 2$ weeks: 10
Assessment 2: In-Sprint Testing

As a team, we take joint responsibility for all testing, so our Sprint product has sufficient quality to be immediately deployable.

Acceptance tests (sum):

- Team creates some unit tests in-sprint: 1
- Team creates unit tests for each story in-sprint: 1
- Team tests each story prior to Sprint Review: 2
- Team tests each story immediately after coding: 2
- Team automates feature tests for each new story: 2
- Build system packages, deploys to stage or live, and runs all automated feature tests at least every 24 hours: 2
Assessment 3: Sprint Stories

As a team, we commit to work only when backlog items conform to a Definition of Ready, so we generate business value fast.

Acceptance Tests (sum):

- Sprint requirements are documented: 1
- Requirements are independent, well-prioritized stories: 1
- Stories start with this: “As a <stakeholder>, I can <do something>, so <business gains value>”: 2
- Stories have externally verifiable acceptance tests: 2
- Team has a written, enforced Story Definition of Ready: 2
- Team has a written, enforced Story Definition of Done: 2
Assessment 4: Product Owner

As a team, a single Product Owner helps the team understand and prioritize value, so we generate profits long-term.

Acceptance tests (sum):

- A single external person (PO) prioritizes work: 2
- PO interrupts team work only during Scrum meetings: 2
- PO attends all Planning, Grooming, Review and most Standups: 2
- PO creates a product backlog, with stories estimated by the team before Sprint Planning: 1
- PO maintains a velocity-aware release roadmap: 1
- PO motivates team to reduce technical debt: 2
Assessment 5: Product Backlog

As a team, we have a value-ranked backlog, so we can focus on work that will generate the most business value for the least effort.

Acceptance Tests (sum):

- Team serves multiple prioritized Product Backlogs: 1
- Team serves a single prioritized Product Backlog: 2
- PO regularly discusses release burndown with team, and adjusts backlog priorities based on historic velocity: 1
- Stories more than 3 months out trend larger in effort: 1
- Team can explain the ROI of each story: 1
- PO assesses value (NPV, buy-a-feature) to rank stories: 2
- PO prioritizes cheap prototypes to test value early: 2
Assessment 6: Estimation

As a team, our estimates are largely free of statistical bias, so stakeholders can rely on release forecasts and make more money.

Acceptance Tests (sum):

- Team agrees to estimates before committing: 1
- PO, SM and non-developers do not supply estimates: 1
- Team carefully avoids anchor bias before estimation: 1
- Representatives or actual team creates poker estimates: 1
- Actual team creates poker estimates: 2
- Teams use reference stories to make estimates: 2
- Actual velocity is < +/-20% of estimated velocity: 2
Assessment 7: Sprint Burndown

As a team, we know our progress toward completion of backlog items, so members can help with high-priority work-in-progress.

Acceptance Tests (sum):

- Burndown exists, team knows where it is: 1
- Team reviews, adjusts tasks and burndown daily: 1
- Tasks have hour or point estimates estimates (or team makes tasks about the same size): 2
- Tasks burn down only after whole task is done: 2
- Stories burn down (no tasking) after whole story is done: 2
- All team members know team’s historic Velocity: 1
- Team commits to sprint backlog at or below Velocity: 1
Assessment 8: Retrospection

As a team, we review our processes, so we can sustainably improve productivity.

Acceptance Tests (sum):

- Team conducts retrospectives at least every 2 months: 2
- Team conducts retrospectives after each Sprint: 2
- Team limits retrospective participation to team and SM. Team optionally invites PO and others or uninvites SM: 2
- Team uses sticky-notes/other tools to ensure all members participate and tracks followup: 2
- Team puts top process improvement in the backlog for next sprint with acceptance tests: 2
Assessment 9: ScrumMaster

As a team, the ScrumMaster competently enforces process, removes impediments, and provides transparency, so we can focus well.

Acceptance Tests (sum):

- SM understands Scrum and agile concepts deeply: 2
- SM performs no tasks in the Sprint: 1
- SM enforces rules established by the team: 1
- SM sees impediments early, and handles for the team: 2
- SM maintains and uses a prioritized impediments list: 1
- SM makes team’s progress transparent to outsiders: 2
- SM communicates well with team, other teams, managers, stakeholders and PO: 1
Assessment 10: Team

As a team, we work together effectively to releasing our software, so we can get software to users earlier and adapt rapidly.

Acceptance tests (sum):

- $3 \leq \text{team size without counting SM or PO} \leq 7$: 2
- Team members volunteer (are not assigned) to tasks: 2
- At least 2 members can independently finish each task: 2
- Team collectively commits to Sprint goal and backlog: 1
- Team collectively fights impediments in-sprint: 1
- Team reduces technical debt every sprint: 2
Agile Manifesto Principles

1. Our highest priority is to satisfy the customer through early and continuous delivery of customer visible value.

2. Welcome changing requirements, even late in development. Agile processes harness change for the customer’s competitive advantage.

3. Deliver working product frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

4. Business people and developers must work together daily throughout the project.

5. Build projects around motivated individuals. Give them the environment and support they
Agile Manifesto Principles

6. The most efficient and effective method of conveying information to and within a delivery team is face-to-face conversation.

7. Customer visible value is the primary measure of progress.

8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

9. Continuous attention to technical excellence and good design enhances agility.

10. Simplicity - The art of maximizing the amount of work not done - is essential.

11. The best architectures, requirements, and designs emerge from self-organizing teams.

12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.