

Overcoming Obstacles

a **scrum**inc. webinar

Cross-Functionality

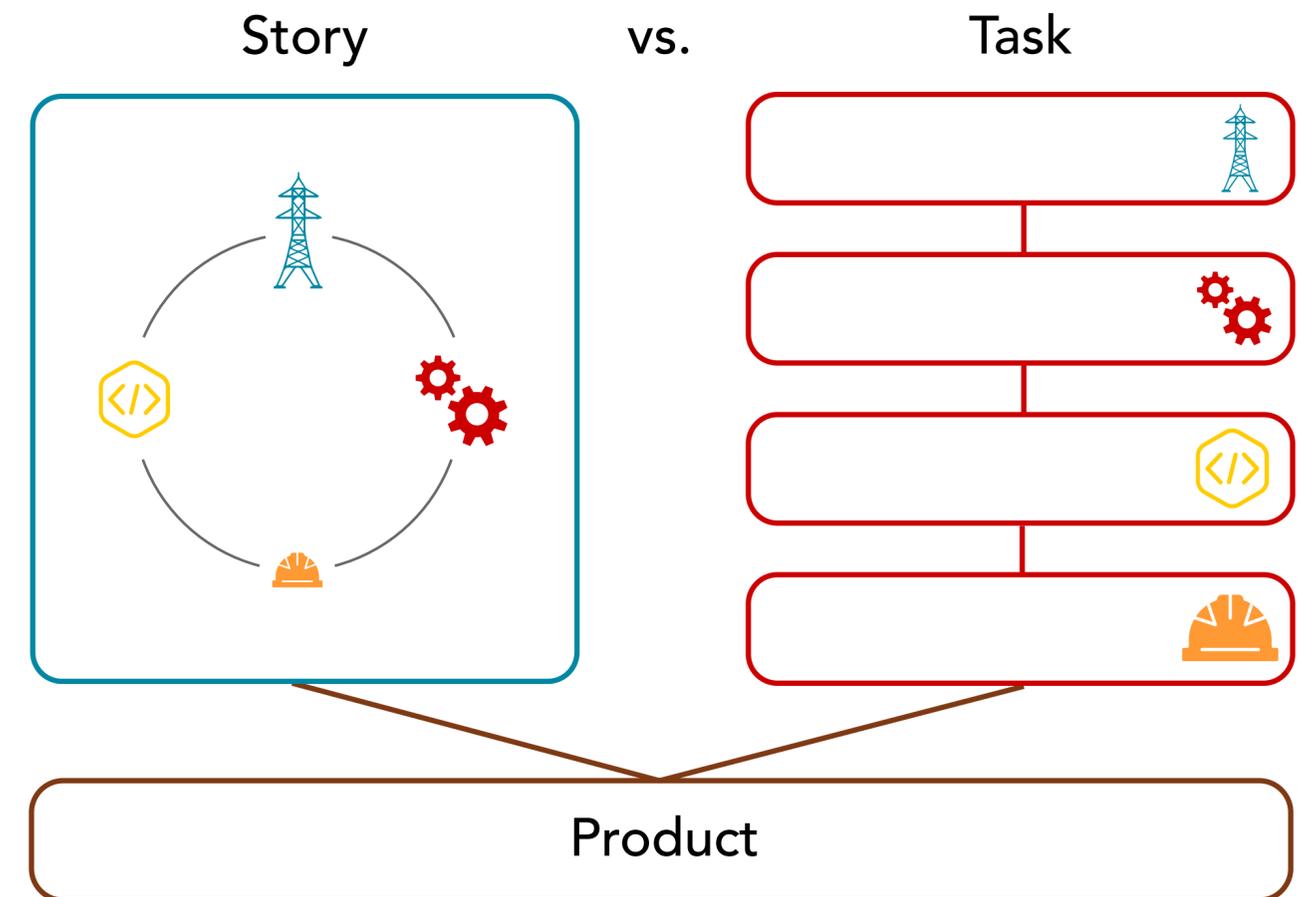
As a Scrum Master in hardware, my team consists of mechanical, electrical, and firmware engineers as well as some techs. Since we're all not individually cross-functional, we struggle to function in the traditional sense of a Scrum team.

- Do you have any best practices for situations when some team members can only pull a subset of stories from the sprint backlog?**
- How do you prioritize a product backlog when team members are not cross-functional?**

Cross-Functionality

How are your stories written?

- Are they really just tasks for individuals?
- How many team members need to touch a story to deliver customer visible value?
- Are your stories written so they include all the specialties to deliver value?
- Does it allow the team to swarm on the story, but not the tasks?



Cross-Functionality

Commit to Cross-Functionality

- Having single points of failure is risky.
- Write stories so people can learn from each other.
- Taking this approach builds bench strength because team members can learn from each other.



Sprint Goals

We're struggling to properly define and measure our Sprint Goals. Is it necessary for our sprint goal to have criteria that can be inspected, in order to know if we truly met the objective?

**How does a Scrum Team arrive at criteria it can use to inspect whether or not the Sprint Goal has been met at the end of the sprint? Do Sprint Goals need to be "SMART"?
(Specific, Measurable, Attainable, Relevant, & Time-bound)**

Sprint Goals

- The Sprint Goal provides a focus for the Development Team on what the Product Owner's intent is to deliver for that Sprint.
- Two Methods for defining the Sprint Goal:
 - Demo Driven: PO sets the goal and the Team chooses the stories that deliver it.
 - Priority Driven: The team selects the highest priority User Stories from Product Backlog, and then decides what goal those stories accomplish.

Sprint Goals

- The PO picks the highest business value goal that the team feels is achievable.
- Allow everyone to contribute, even if it means handling interrupts that allow other Team Members to focus on delivering.
- It is okay to have stories that do not contribute to the sprint goal.
- Give swarming opportunities.



Estimation & Pointing

We currently assign points to legacy bugs, however, we recently found some functionality broken in our last production release. As soon as it was realized, we prioritized fixing the bug in the next sprint causing the “repair” to be pushed outside our normal release schedule. The developer found it took considerable time to fix.

Should this bug have been pointed?

Estimation & Pointing

- The Daily Clean Code pattern states that bugs in code from the current sprint are not given points, but that bugs in code from past sprints are.
- If a bug is the result of work in the current Sprint, it should not be pointed; that's just getting a development story to done.
- If the bug is external to the current sprint, it should be estimated and pointed. We want to know where all the work is coming from and make that visible.



Using Scrum in Construction

Have you seen a construction or builder's project, such as building a house, using Scrum or Agile?



House Flipping Case Study

- Tom Auld, from the Collaborative Leadership Team, flips houses with Scrum.
- Development team:
 - Five contractors: 2 general, 2 electrical/plumbing, and 1 carpenter.
 - Paid at the end of each weekly sprint, when the work is complete. To review, they walk and inspect the house together, and get handed a check if the sprint goal is met.
 - Scrum gives them steady cash flow and autonomy. They feel like artisans rather than laborers.

House Flipping Case Study

- Sprints:
 - Six one-week sprints from when a house is bought to when it is put up for sale. The Scrum board is on the wall in the house.
 - First is demo and inspection with the team to understand the house condition.
 - Usually, two sprints are dedicated to electrical/plumbing/structure. Two on specific improvements (eg. kitchen). Two sprints for touch-up.
 - For the sprint review, the team tours the house and inspects the work together.

House Flipping Case Study

- Product Owner:
 - Picks the most profitable houses to flip.
 - Prioritizes renovations based on ROI. Maps home improvements to business value.
 - Visits daily and is the only person who can move from complete to accepted.
 - Gets to iteratively inspect and adapt progress to maximize revenue.

Using Scrum in Construction

- Incremental approach: get one corner done, then check in with the customer instead of having to replace the whole floor.
- Humphrey's Law – Users don't know what they want until they see it.
- Receiving sign off in short increments improves workflow.
- Getting feedback earlier saves huge amounts of money, frustration, supplies, & inventory.

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Scrum Guide **REVISION**

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11am ET
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Thanks for watching.

Please send questions to
scrum-questions@scruminc.com