

Stop doing Scrum!

by Jeroen de Jong (@jcdejong)

**How I helped a team by telling them to
stop doing Scrum...**



Small IT department

- 1 Product Owner
- 1 Scrum Master (=Developer)
- 4 Developers (FE/BE/Ops/UX/Design)
- Scrum Coach (me)

Scrum sucks!

Why do we need to do Scrum? It does not work!

Why Scrum does not work for us

Too many meetings

Retrospective is the same every week

Shifting priorities

Too much ad-hoc work

Business keeps changing their mind

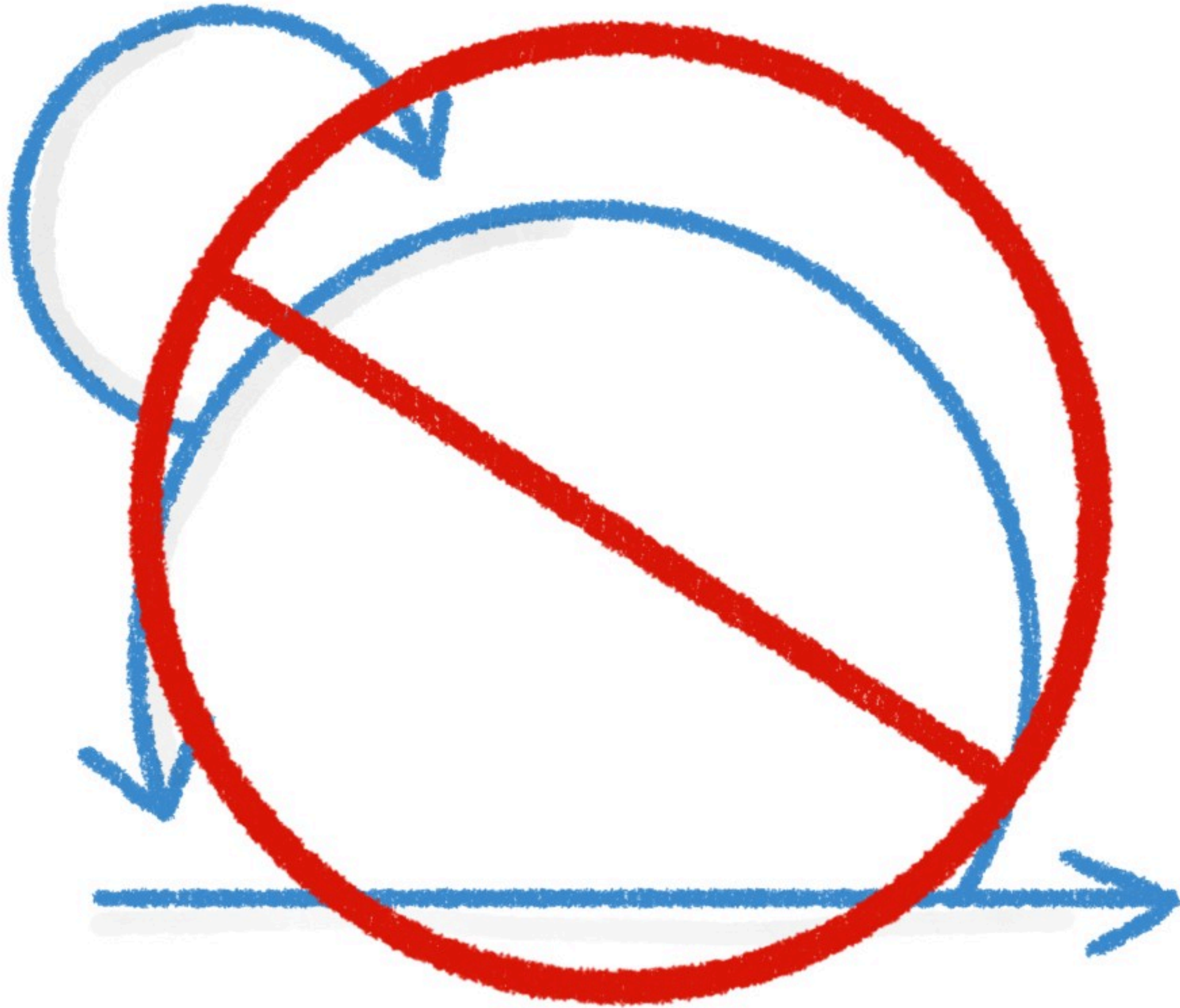
Nothing to demo

We don't want to do it

Daily status meetings

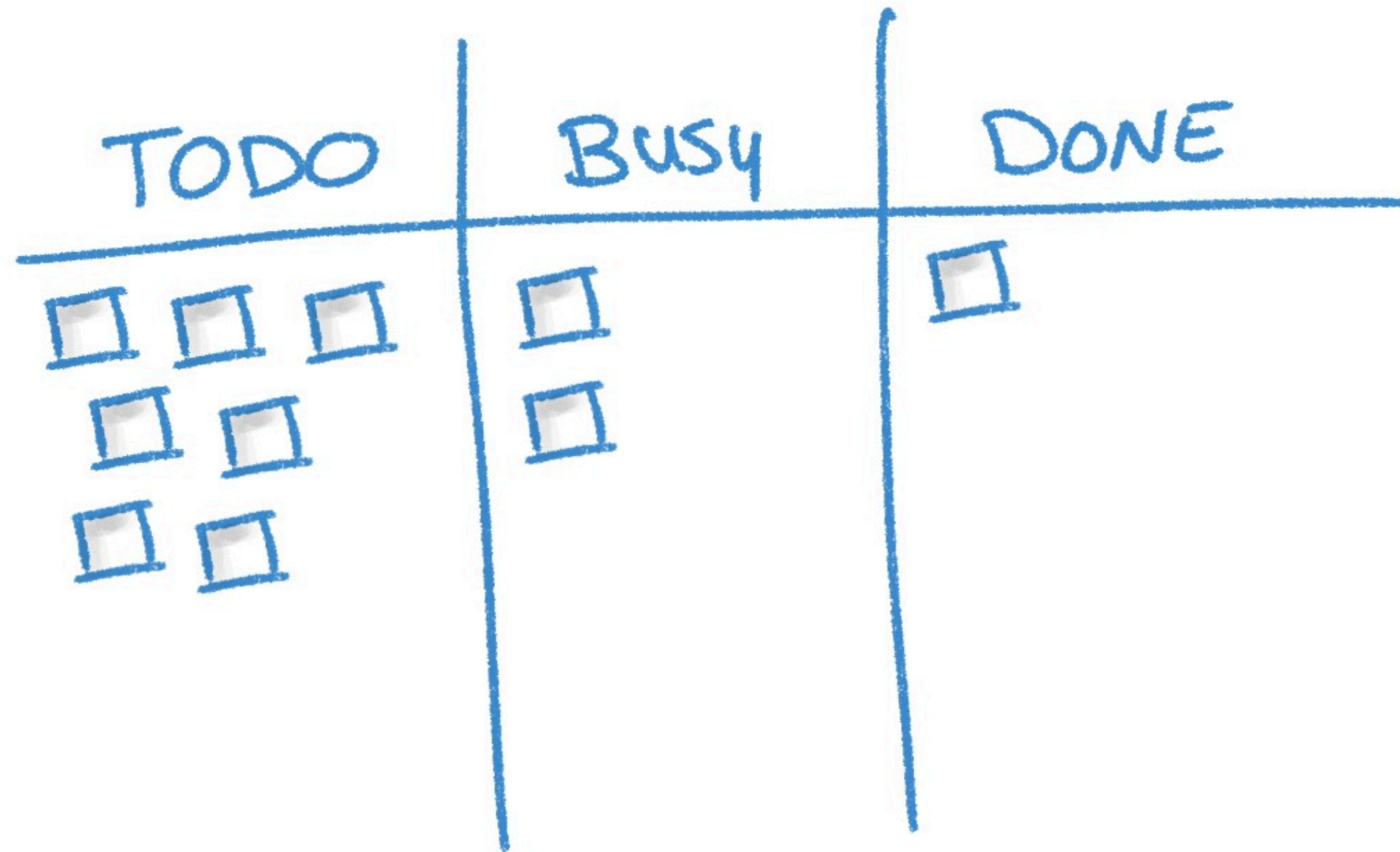
Stories never fit into a single sprint

Writing user stories is too much work



Okay, no more Scrum then!

- no more standups
- no more retrospectives
- no more demos
- no more boring planning meetings
- no more user stories
- no more storypoints
- no more sprint
- no more JIRA



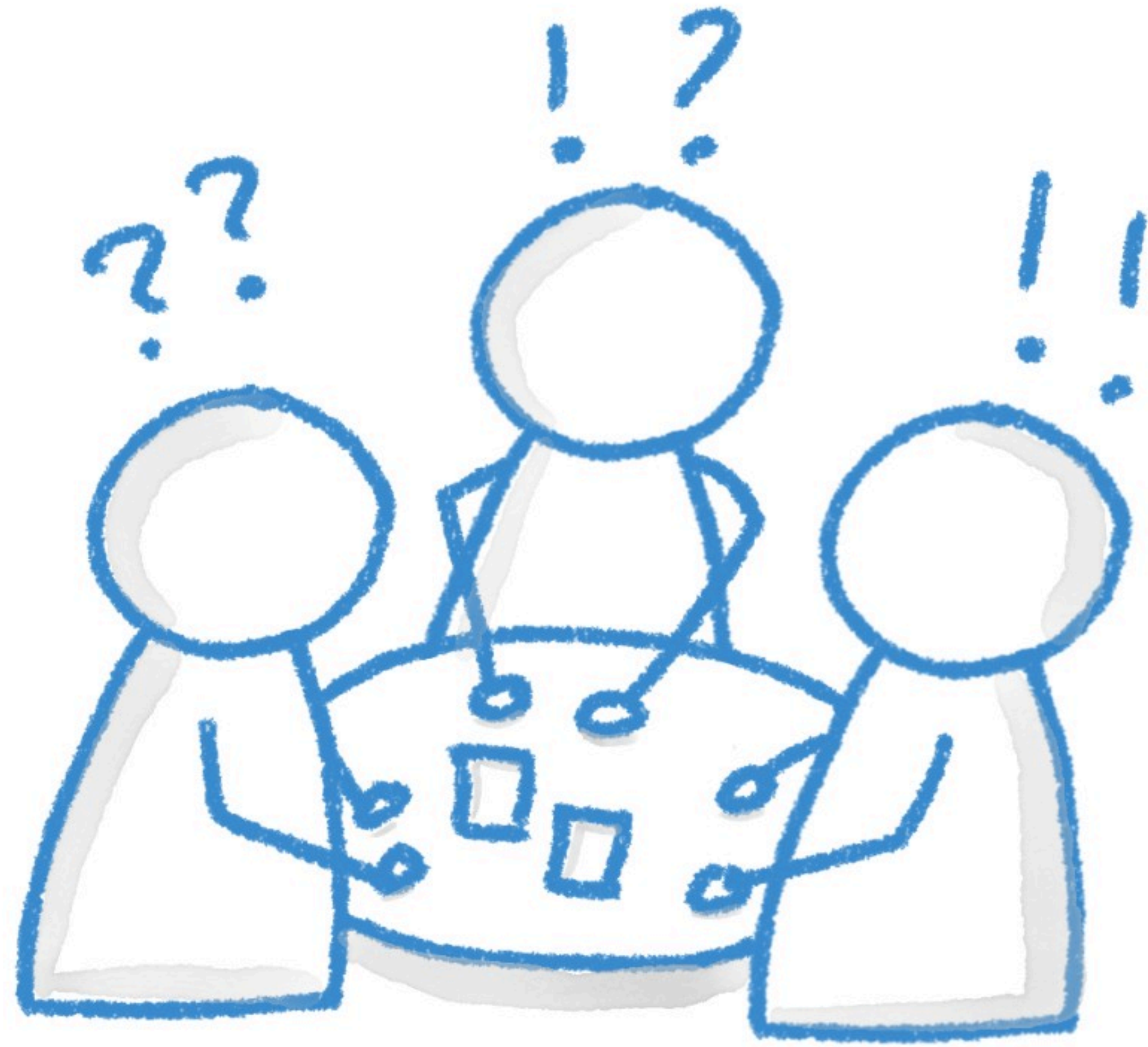
make the work visible on a physical board



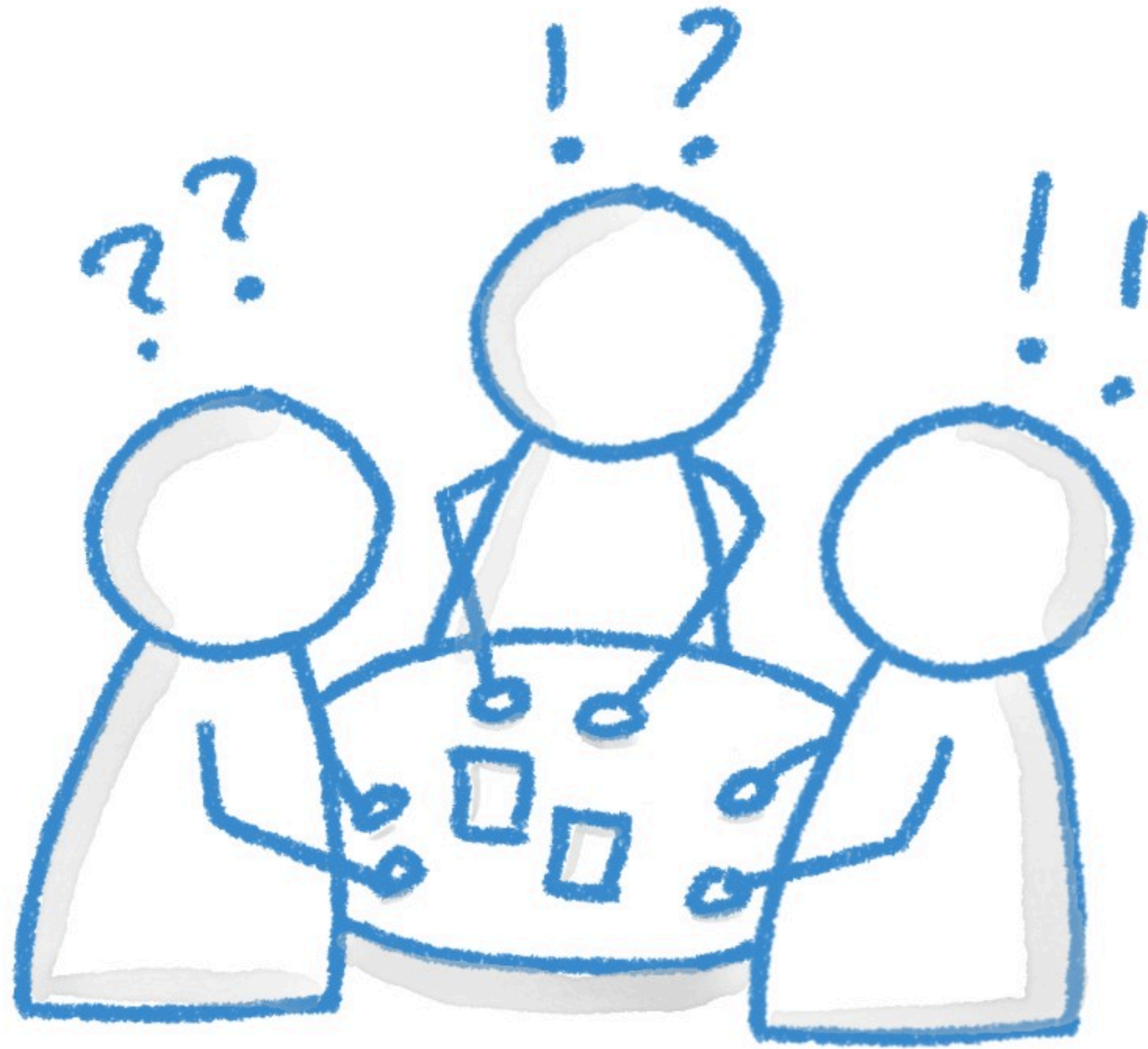
Issue #1 what to do?







three-people-sessions

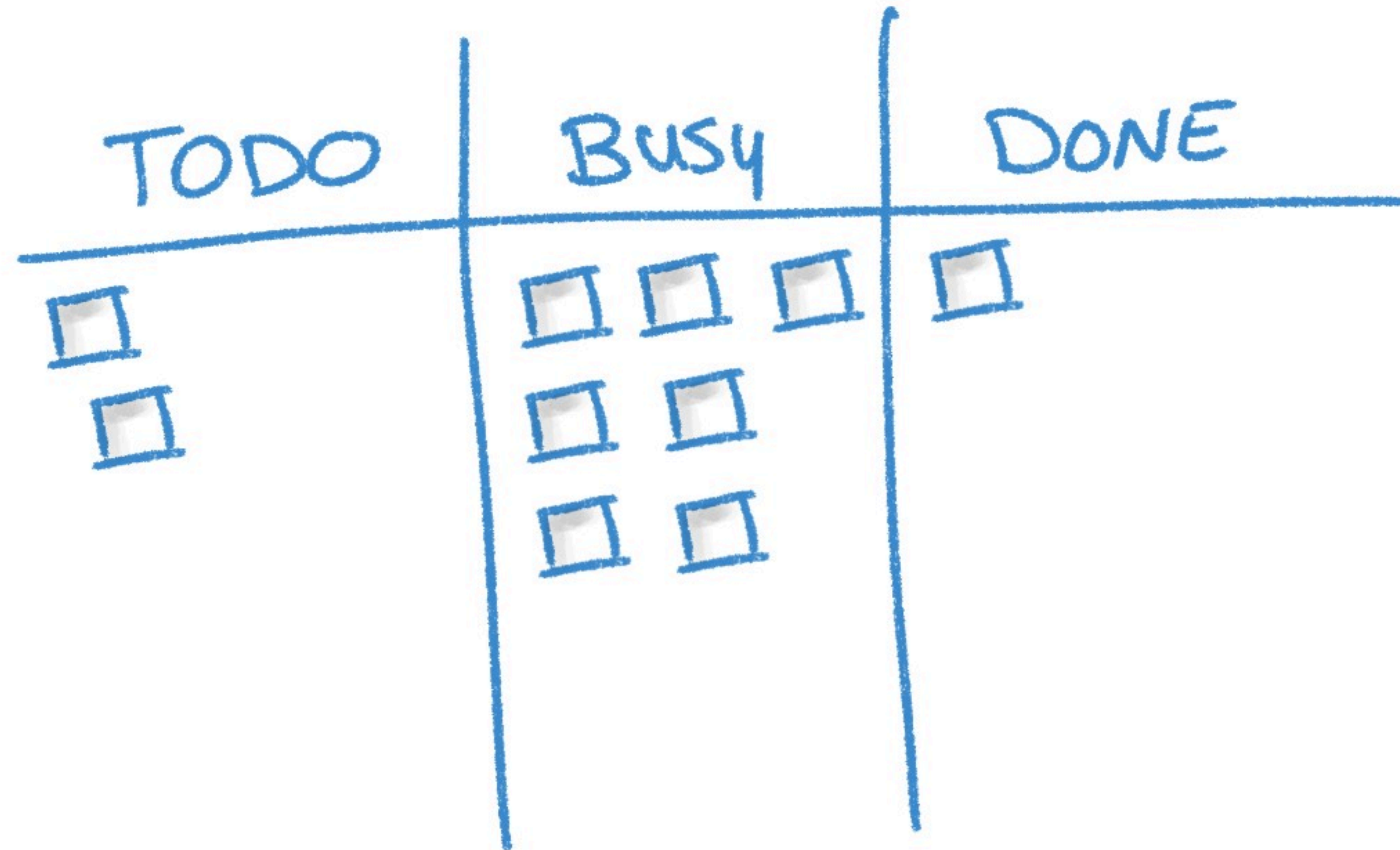


The first sessions

- Ad-hoc three-people-sessions
- Fixed time (Monday and Wednesday at 10am)
- Optional daily alignment meeting with lead/PO around 9.30am

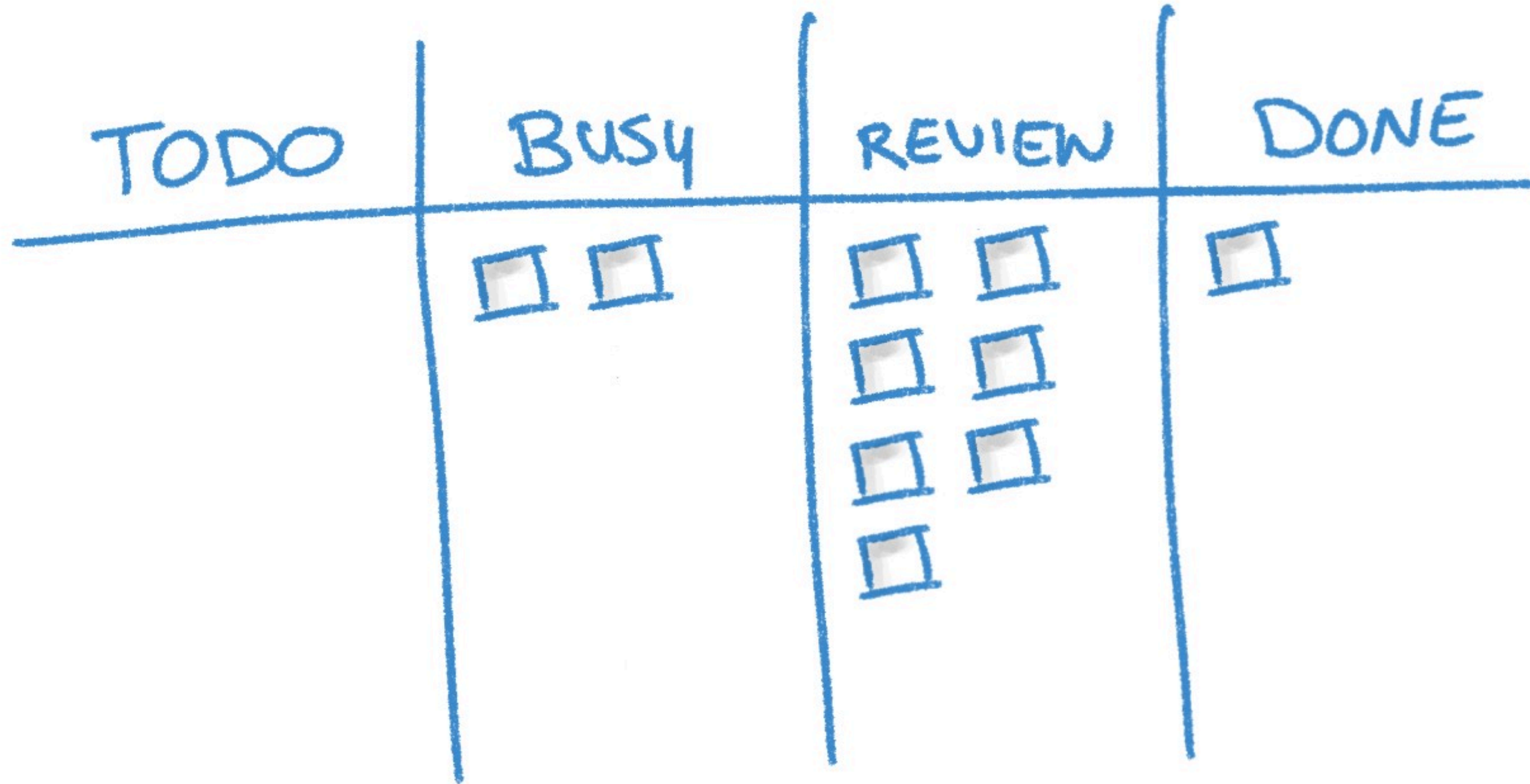


Issue #2: how long will it take to deliver this feature?

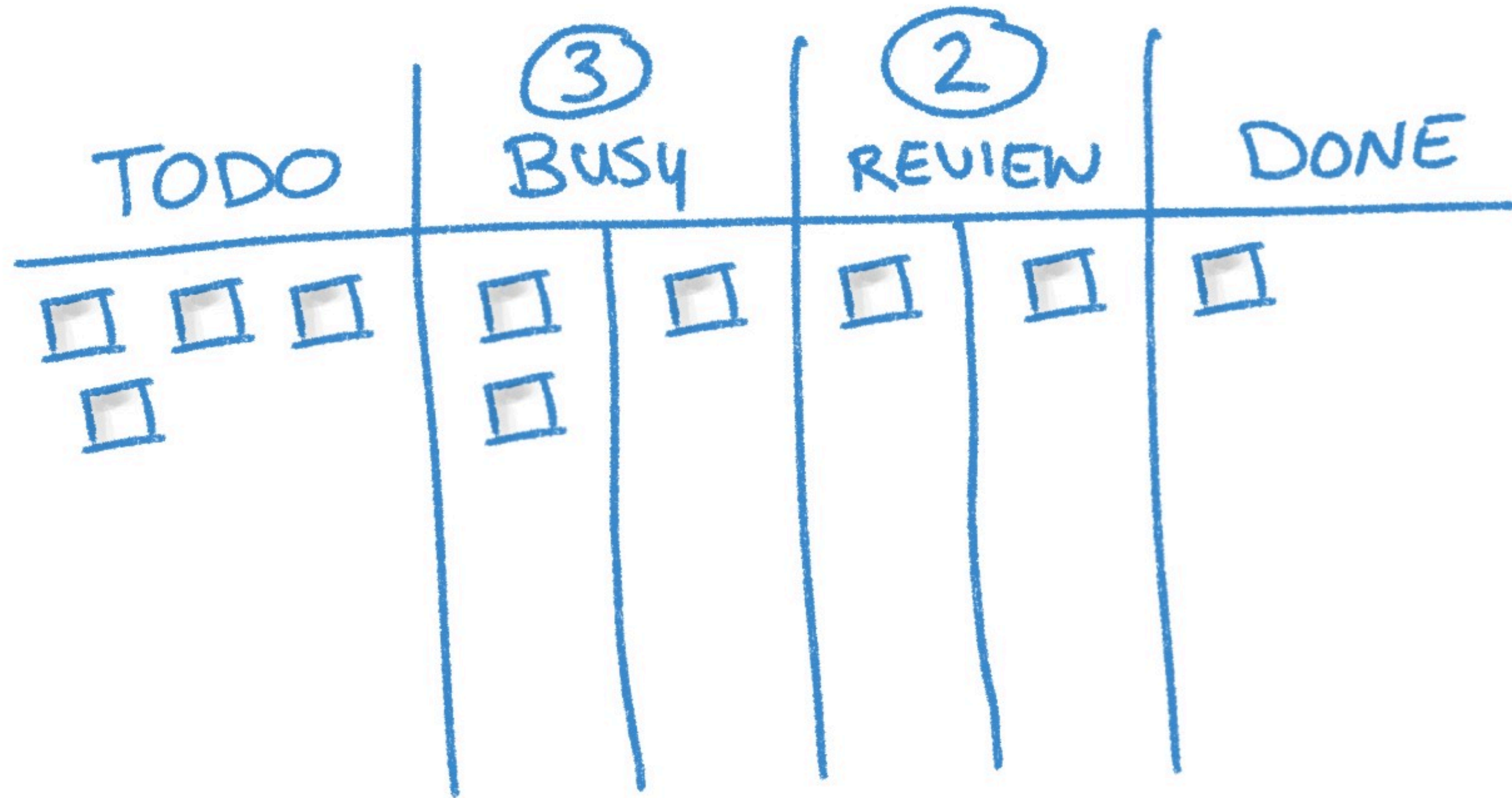


actual issue: delivery is slow; nothing is really delivered

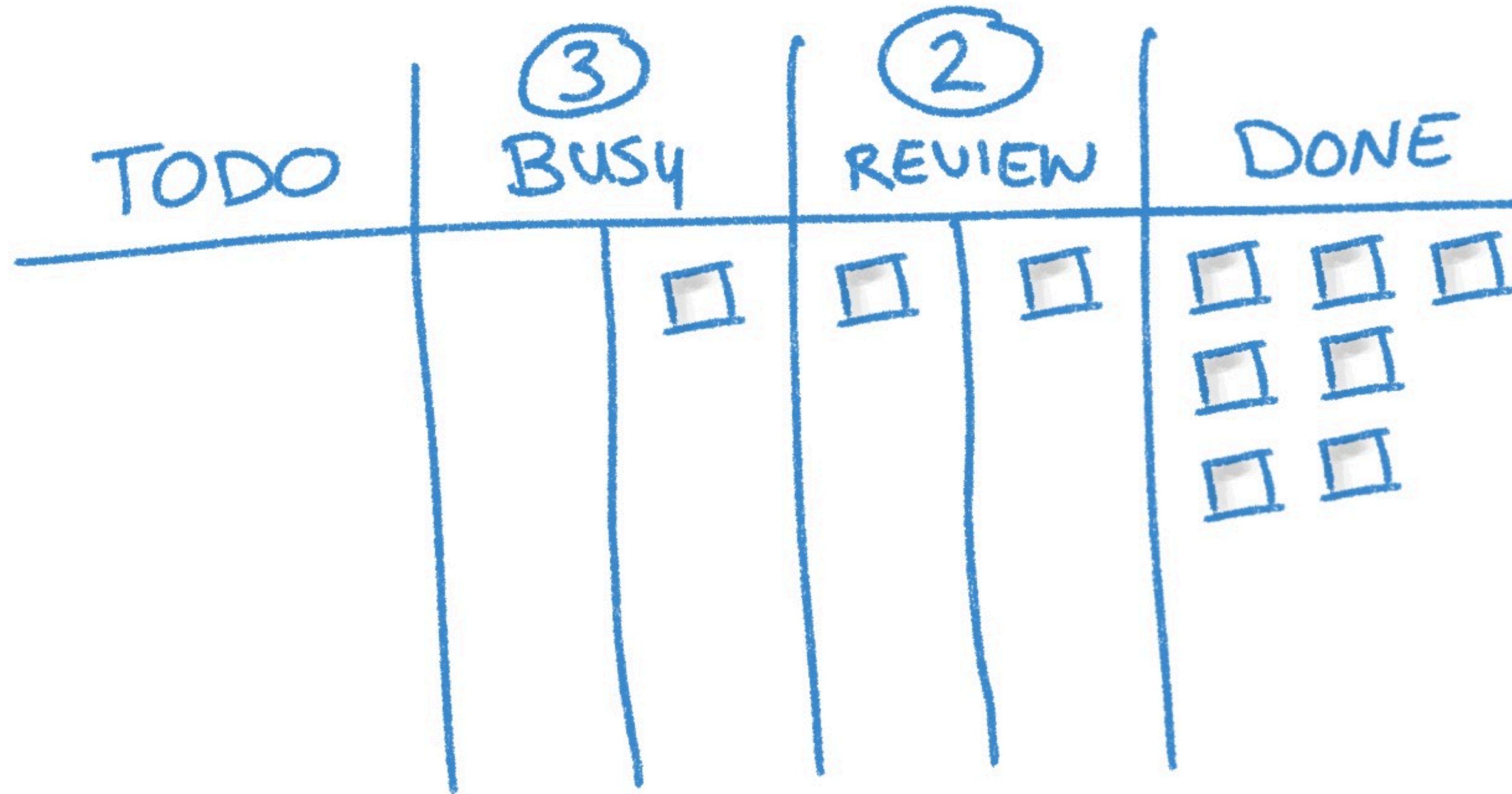




What is happening? Let's make it visible!



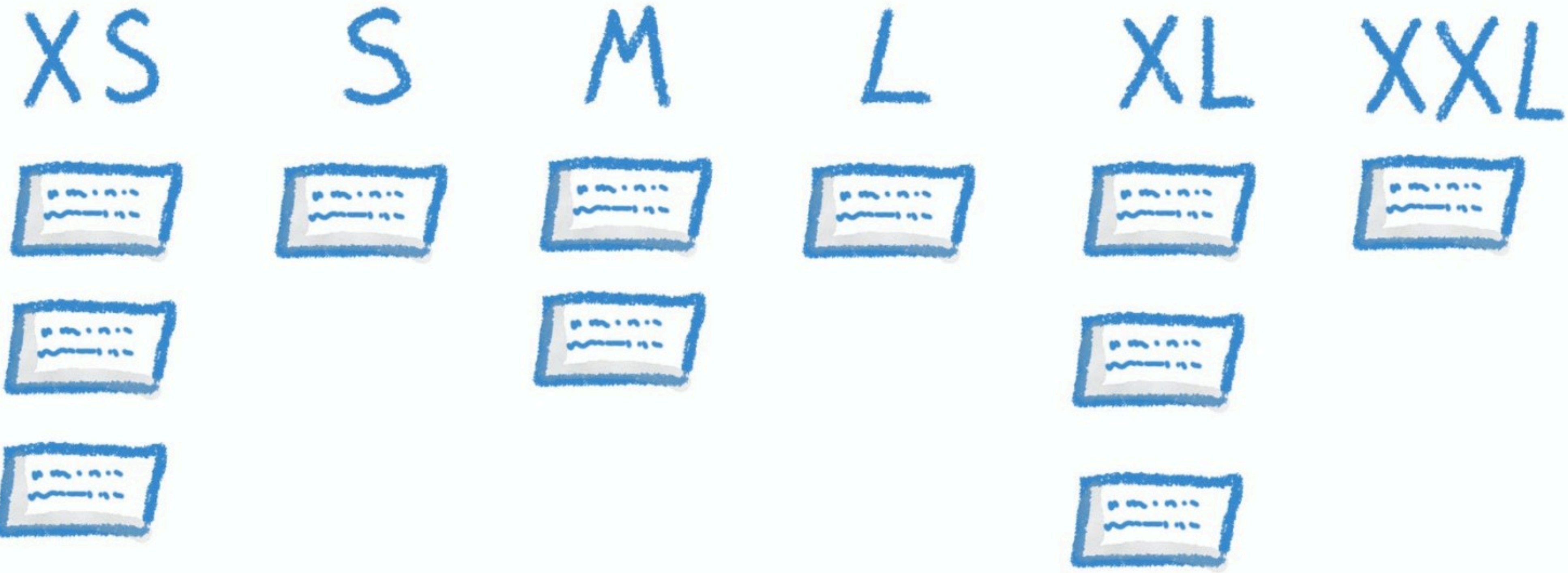
Let's introduce a maximum items per column



Team is working together; things are getting delivered again



Back to issue #2: But when??!



Select an issue as baseline and compare on estimated effort



But how does this help me?



XS

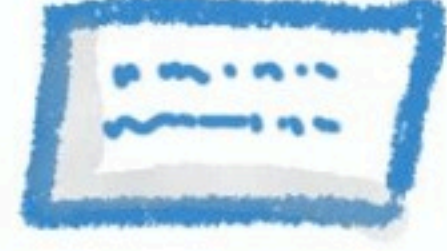
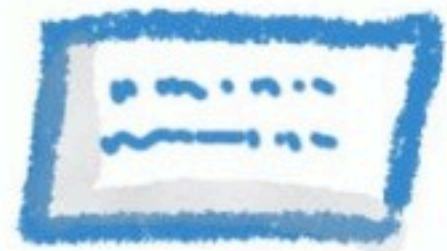
S

M

L

XL

XXL



We have a relative estimation of the team

1

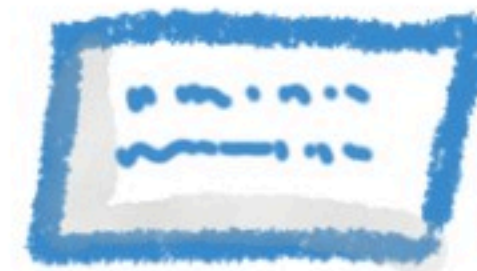
2

3

5

8

13

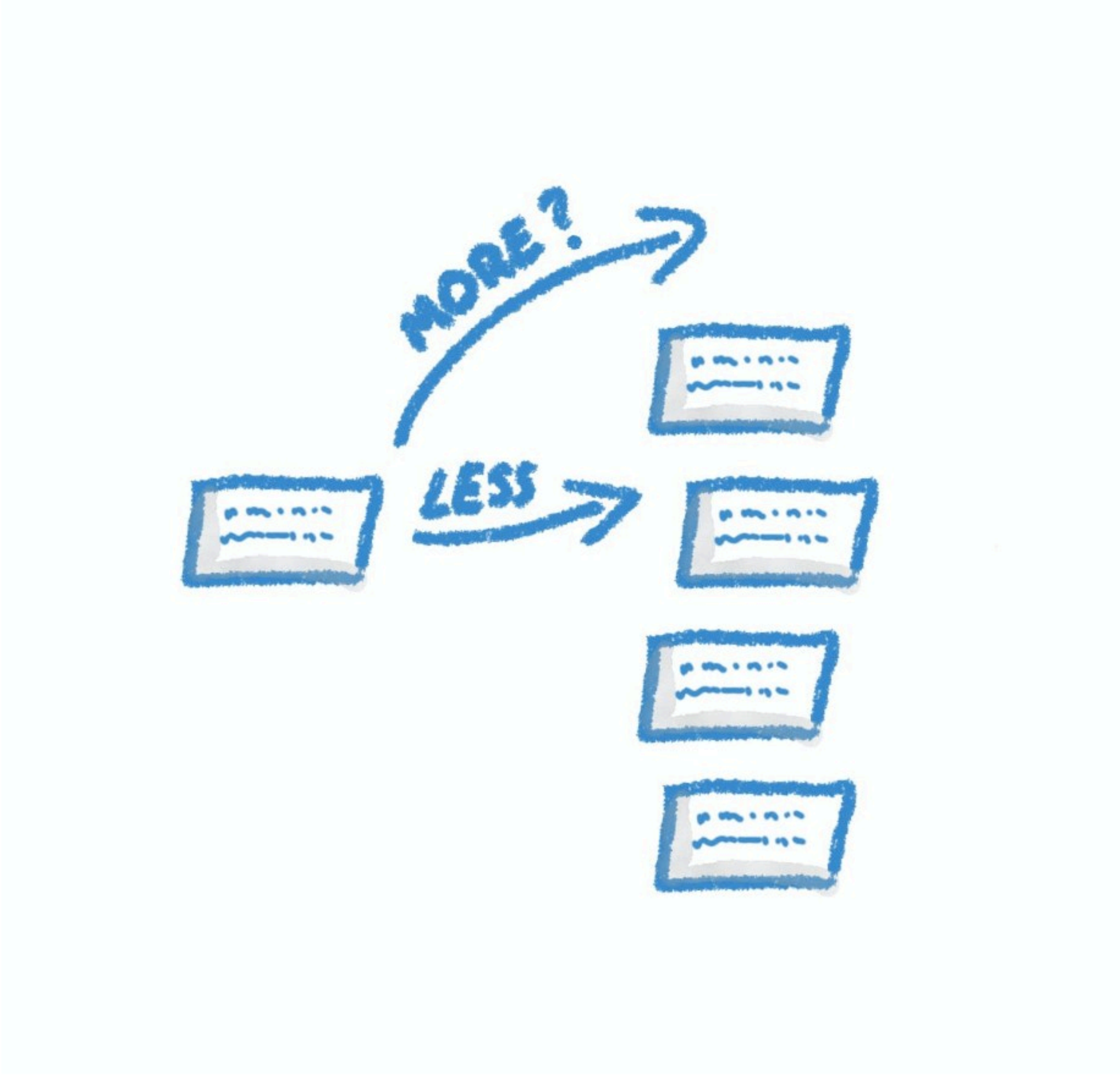


Let's put some numbers on them!

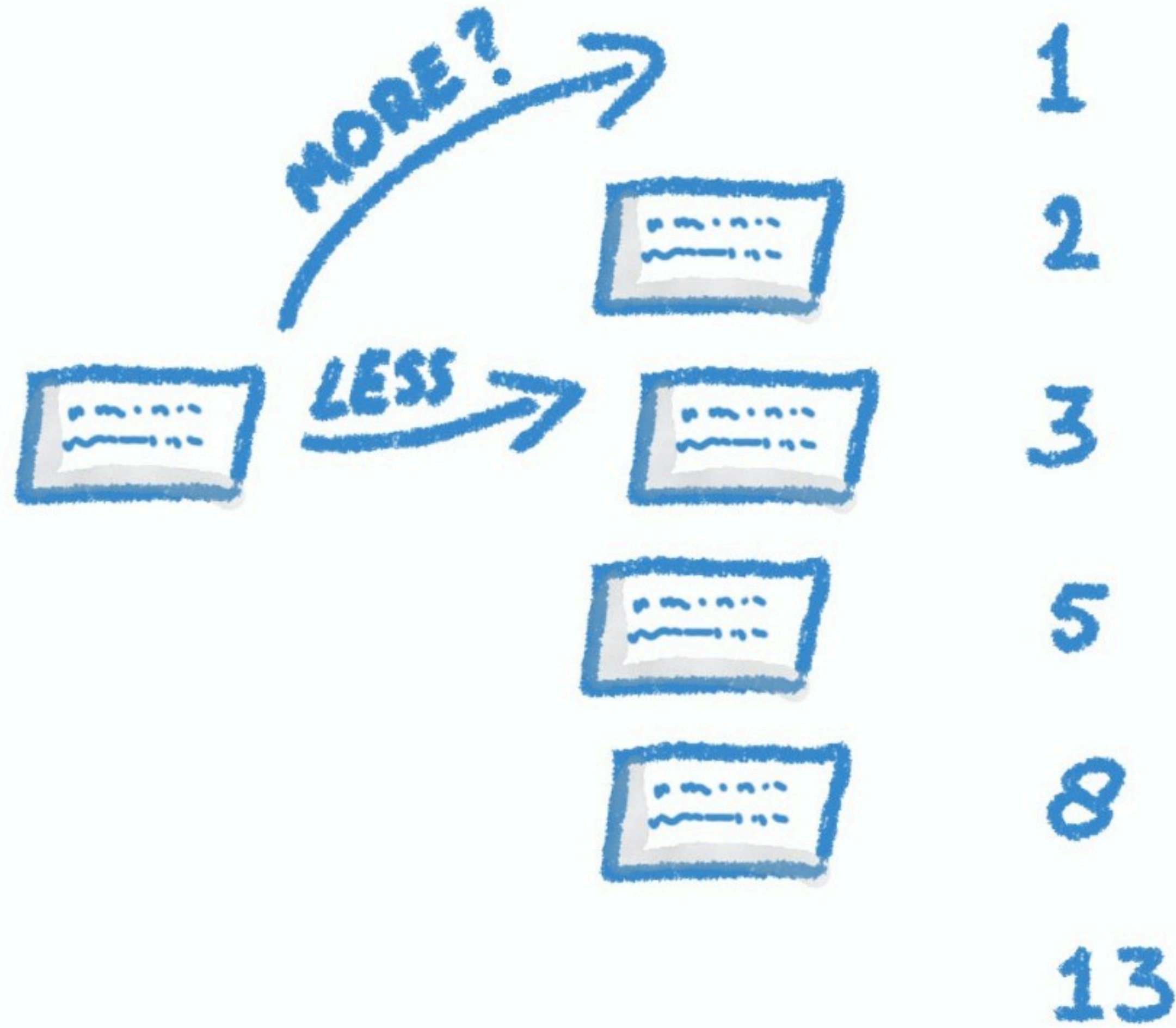


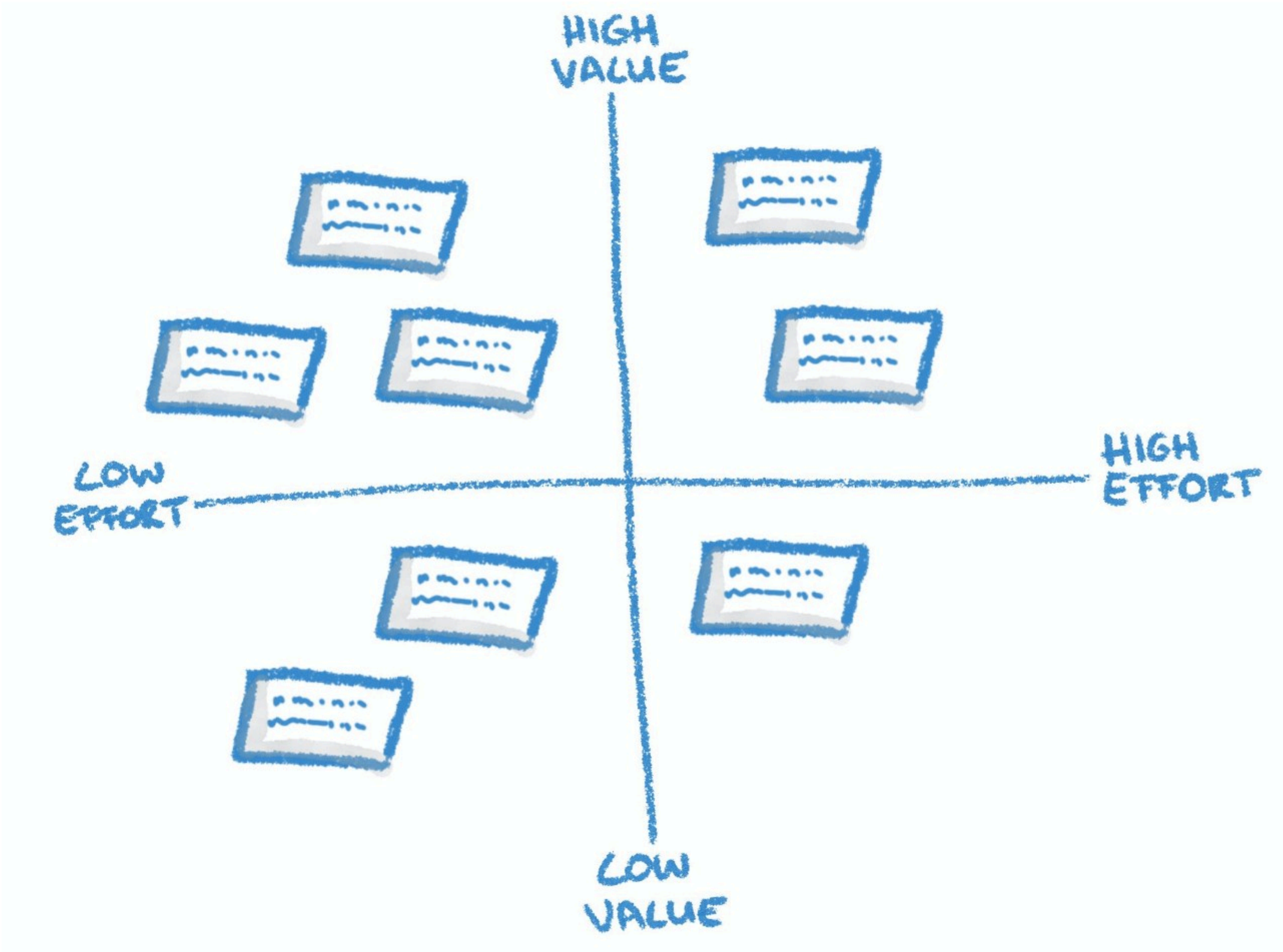
Ok, these 3 need to be done first!





So, which one should we pick up first?







Okay, these are next!





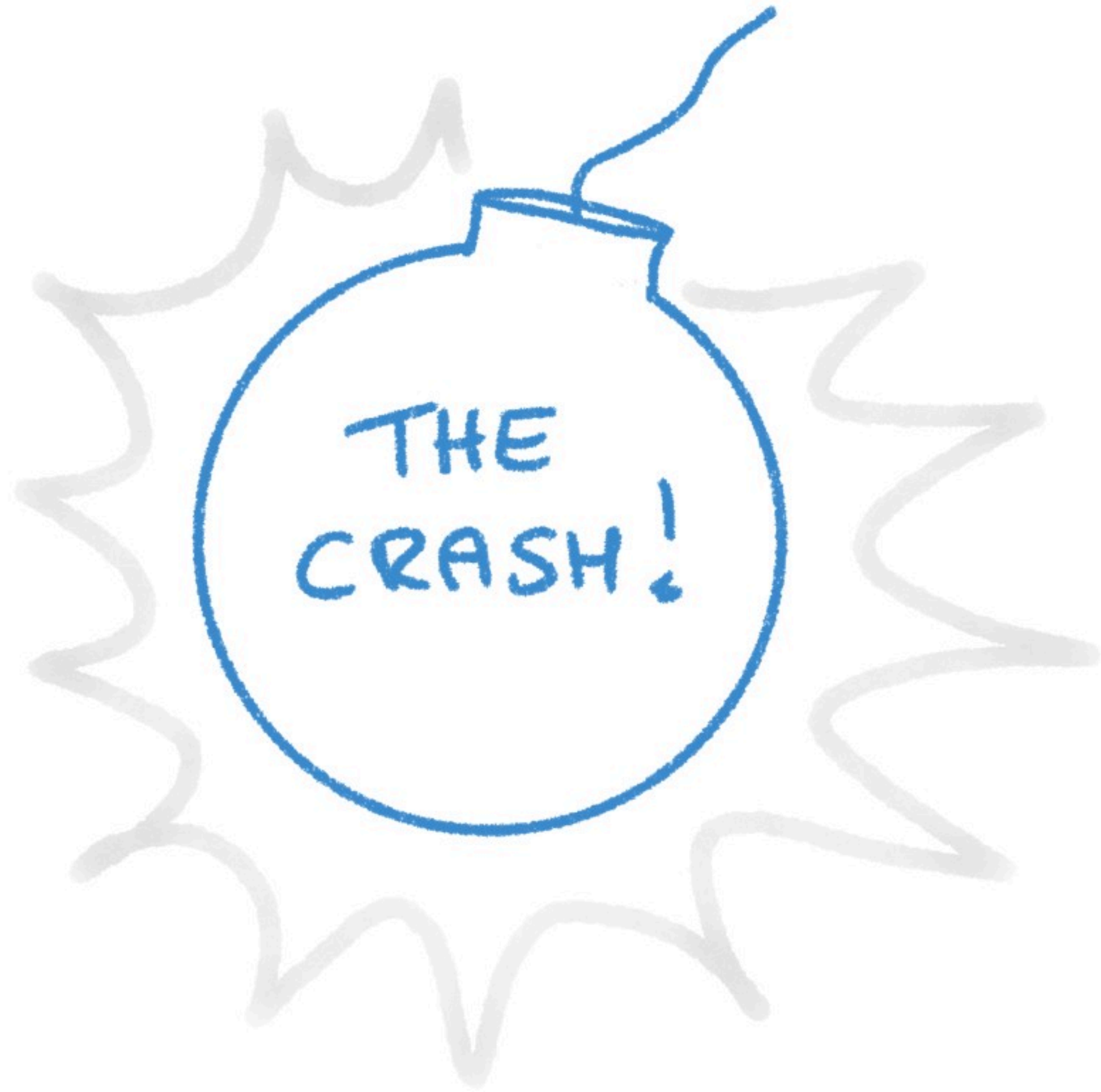
Once every 3-4 weeks team meeting where we look at the roadmap



Everyone is busy!

- Weekly three-people-sessions
- Daily alignment sessions
- Getting things done again
- PO is able to make a forecast
- Monthly roadmap meetings

But then...





After some stressful hours...



..and back to work





Wait... what just happened?

Blameless postmortem

- What happened?
- What fixed it?
- Is it really fixed?
- How can we prevent this in the future?

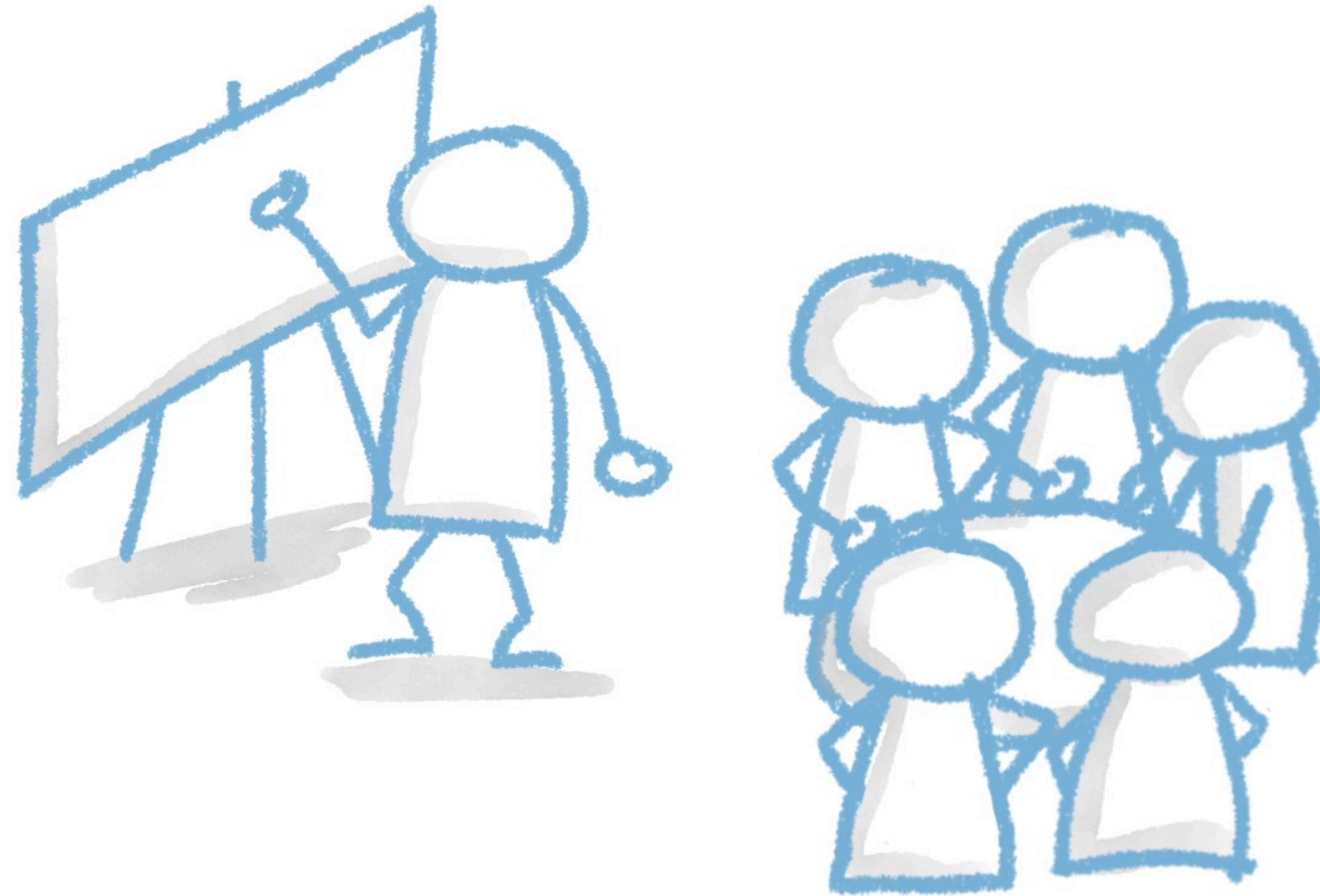


... and back to work



New issue: things *are* delivered

- This is not right...
- When was this delivered?
- Can you show me when you're done?



Guess what the team came up with?



Let's do a small recap...



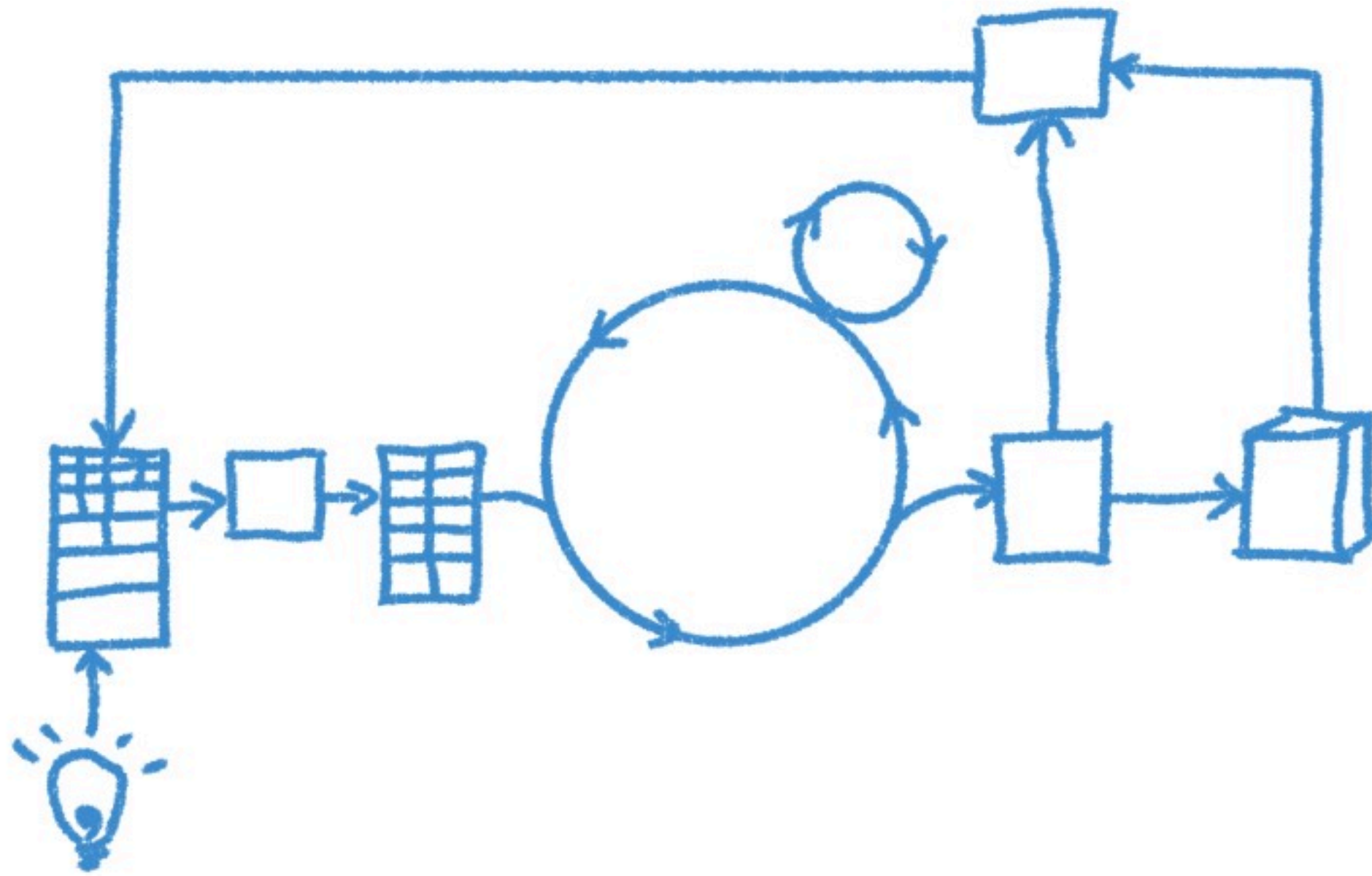


Changes since we stopped doing Scrum

- Physical board with more columns
- Maximum items per column
- Regular three-people-sessions
- Regular roadmap sessions
- Daily alignment sessions
- Regular business review sessions
- Regular post- and premortem sessions



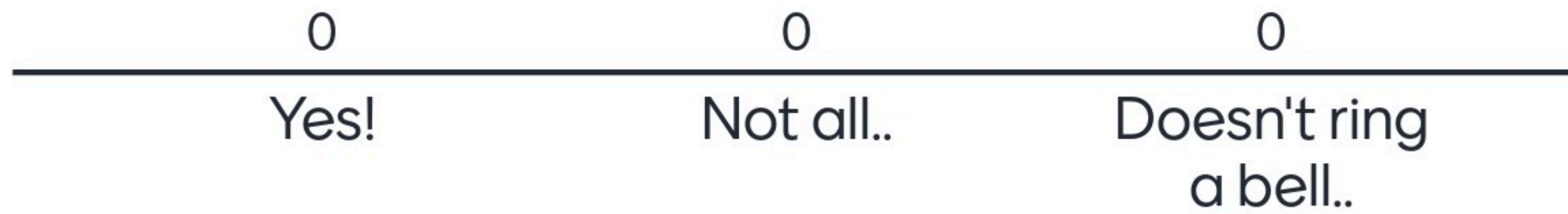
Lunch & Learn!



So, what about Scrum?

- Three roles
- Five events
- Three artifacts
- Three pillars
- Five values

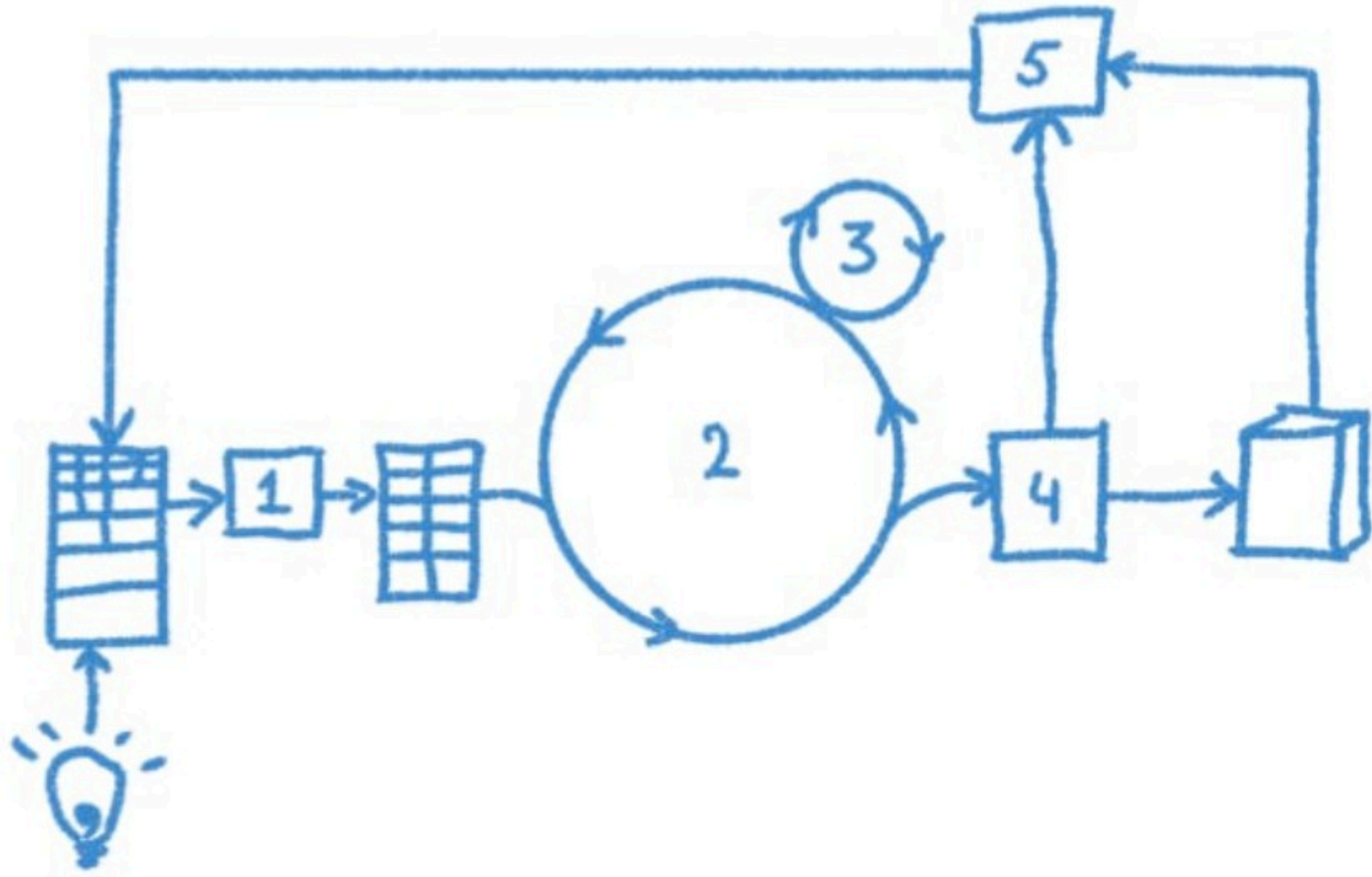
Are you familiar with all these terms?





Three accountabilities

- one Product Owner
- one Scrum Master
- Developers



Five events

1. Sprint Planning
2. The Sprint
3. Daily Scrum
4. Sprint Review
5. Sprint Retrospective



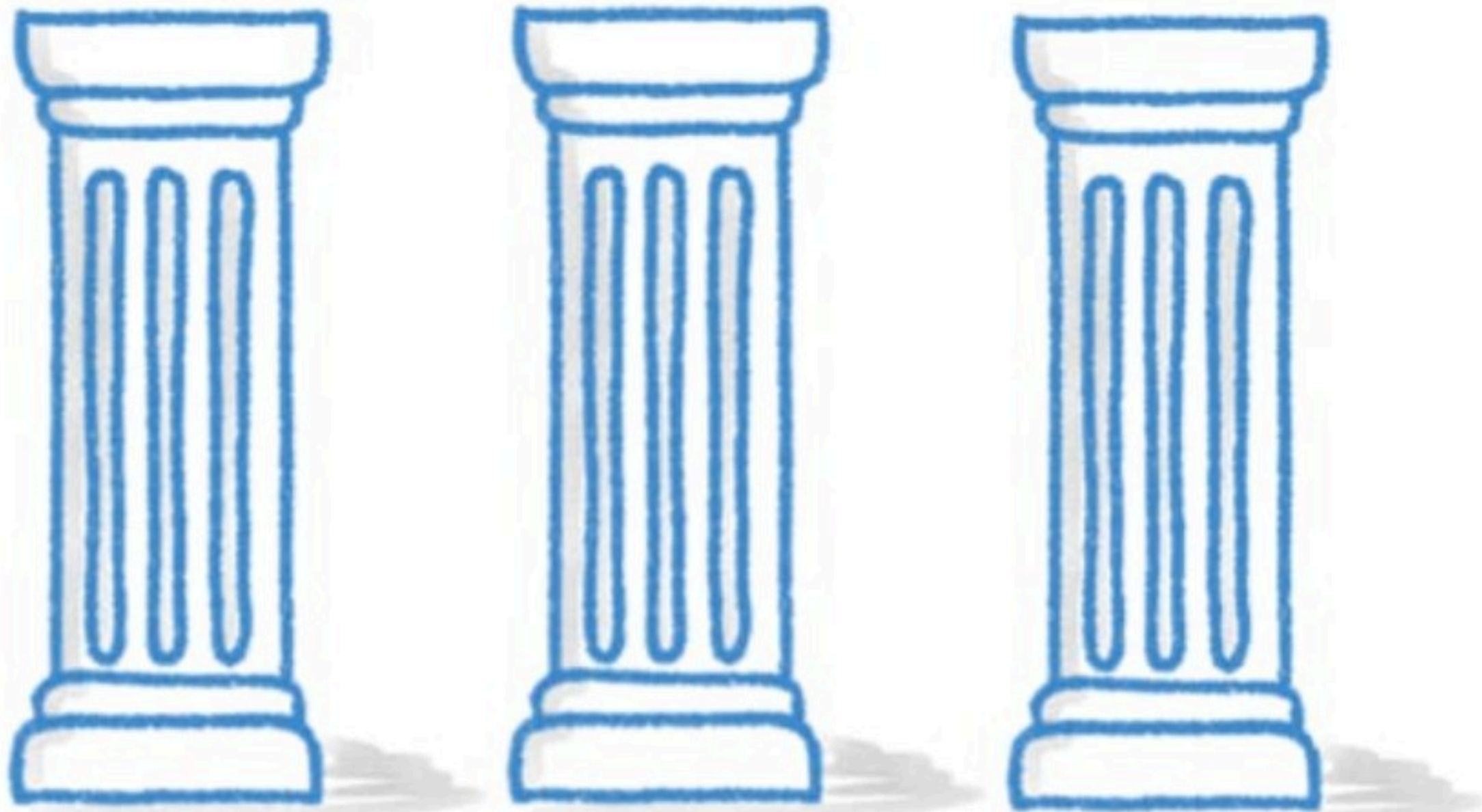
Three artifacts

- Product Backlog
- Sprint Backlog
- Increment



Five values

- Commitment
- Focus
- Openness
- Respect
- Courage



Three pillars

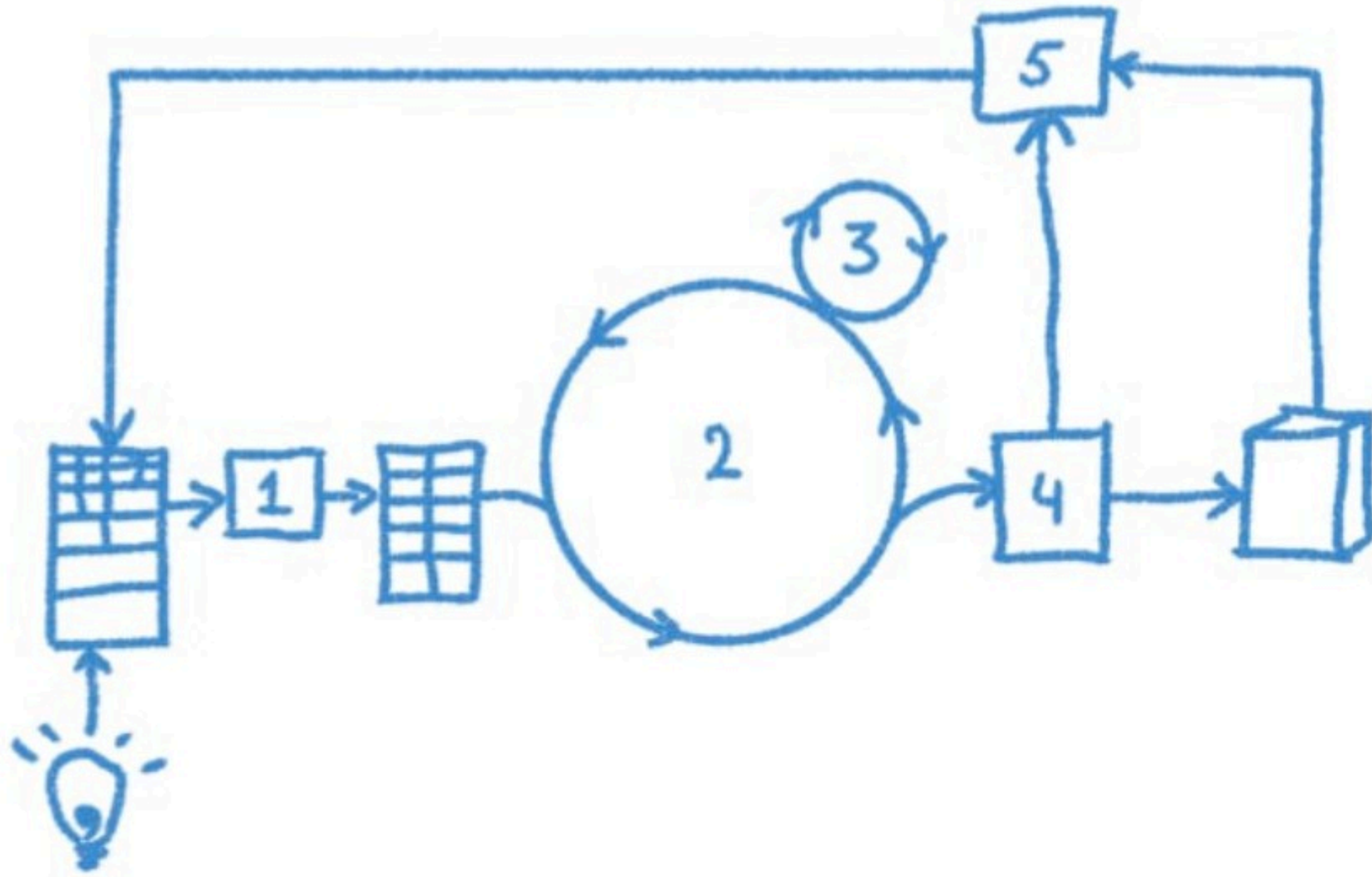
- Transparency
- Inspection
- Adaptation

So... *we* are doing Scrum?



Three accountabilities?

- a Product Owner
- a Scrum Master
- Developers



Five events?

- Regular roadmap sessions (Sprint Planning)
- Time between Roadmap Sessions (Sprint)
- Daily alignment sessions (Daily Scrum)
- Regular business review sessions (Sprint Review)
- Regular post- and premortem sessions (Sprint Retrospective)
- Regular three-people-sessions ("refinement")



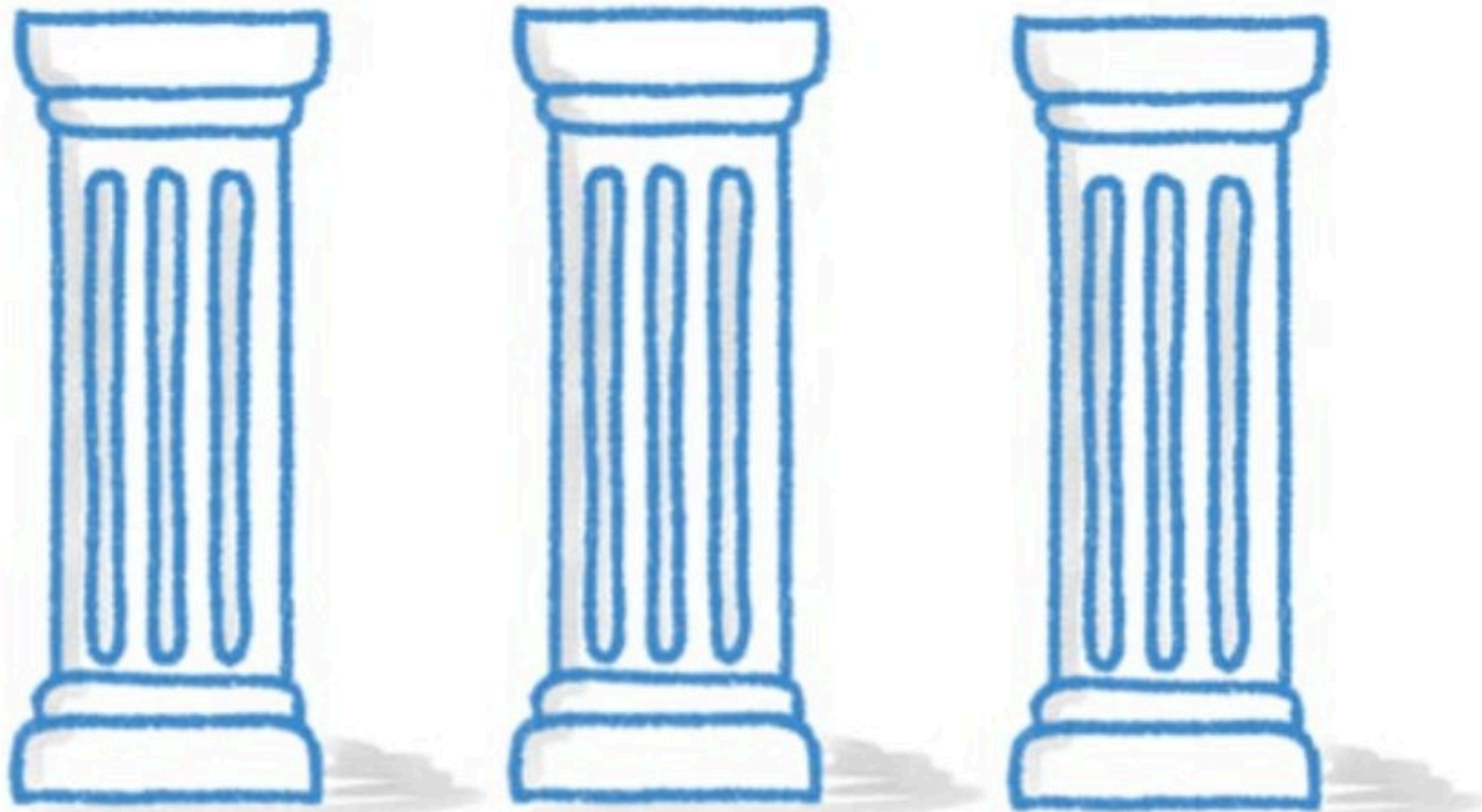
Three artifacts?

- JIRA backlog (Product Backlog)
- Physical board (Sprint Backlog)
- Working product (Increment)



Five values?

- Courage (pre- and postmortem)
- Focus (maximum number of items per column)
- Openness (physical board, pre- and postmortem)
- Respect (pre- and postmortem, three-people-sessions)
- Commitment (we want to make this work!)

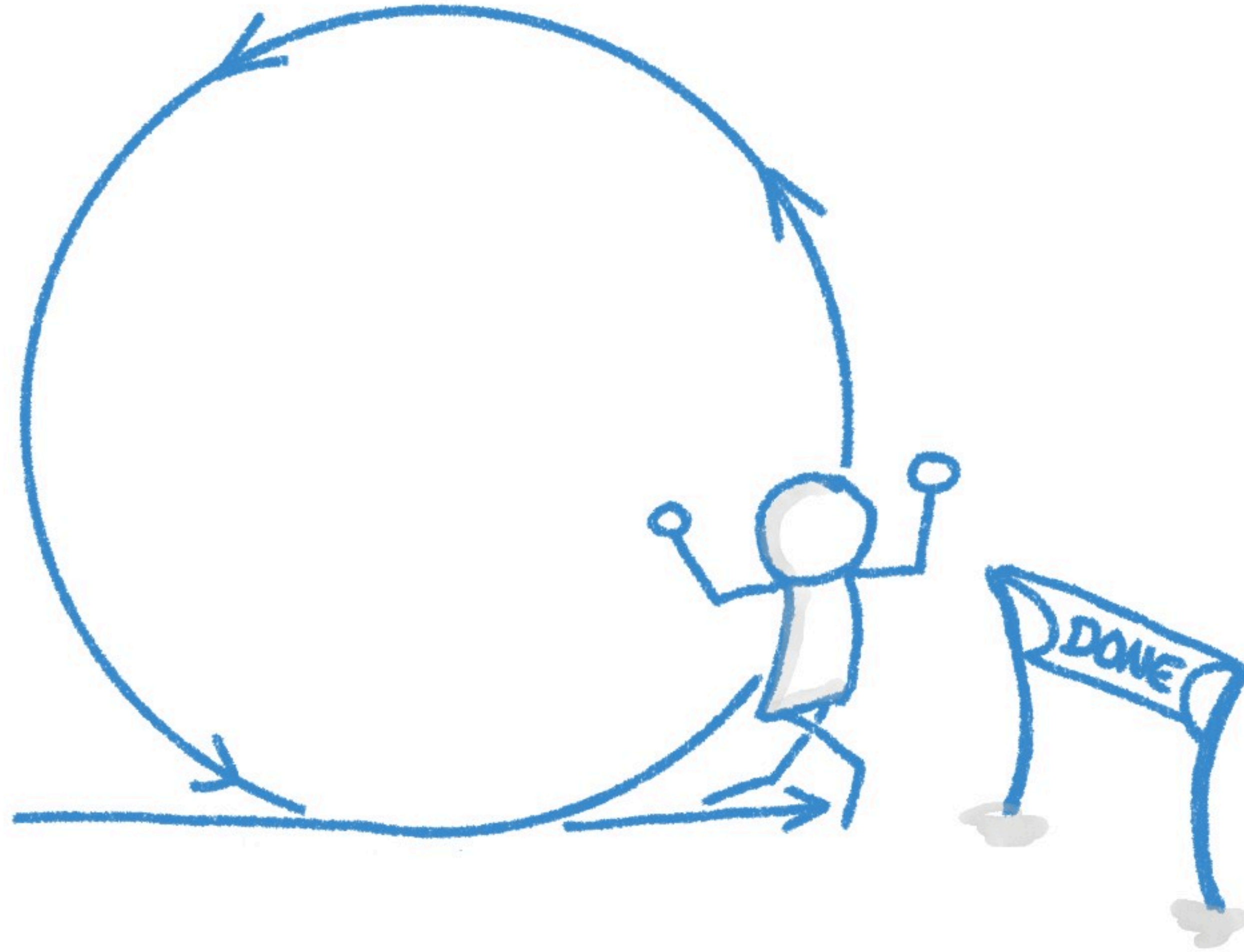


Three pillars?

- Transparency (physical, and digital board, all sessions)
- Inspection (all sessions)
- Adaptation (all sessions)

So, is the team doing Scrum?

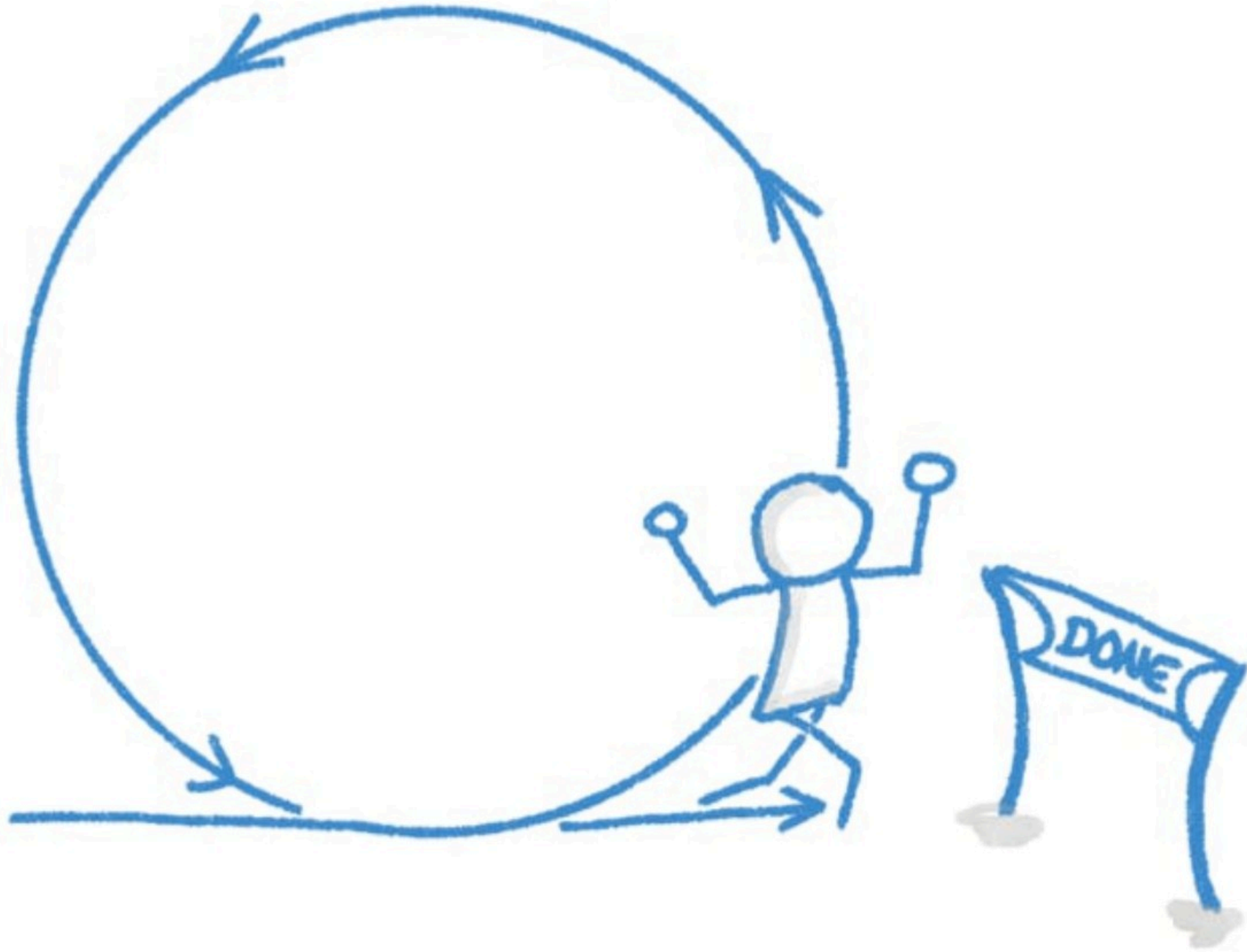




No! they don't use the full Scrum framework yet



Why is a Goal important?



Definition of Done



To wrap up the story

- Things are getting done
- Everyone is happy
- I left the team
- New Scrum Master
- Are they still doing Scrum?

Take aways

- Change and understanding takes time
- When forced without understanding, people will resist
- Scrum is a framework, a lot has changed since it was introduced
- Not every situation can be improved with Scrum
- Do not do Scrum, be agile!



Thank you!

