

Projektleitung mit Scrum



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About...

Peter Stevens

- » 1982-1985: Software Engineer at Microsoft
- » 1994-2003: Founder and Director of SFI Technology Svcs
Developer of SFI Director
System Management for UNIX & Linux Workstations
Customers: SIG, SWX, Ascom (NI)
- » 2003-2005 Sabbatical
- » 2005: First Contact with XP and Scrum
- » Since 2006 Principal Consultant at namics
 - Project Manager ‚White Label Classifieds‘
 - NZZexecutive, Publicjobs.ch, Osthme.ch, AZ-Bern, and many others.
 - Scrum Projects & Customers
 - WLC, MyP+, Dynamic Pricing, Mobiliar
 - Certified Scrum Master (with Mike Cohn)
- » Per 1.April 2008 Independent Scrum Coach

Agenda

- » Why do projects fail?
- » Do you need Scrum
 - The Challenge of Project Management
 - What can go wrong?
 - Counter Example Project Management: „Swingset“
- » What is Scrum?
 - Project „Amsterdam“
 - Release & Sprint Planing
 - Lean Software Development
 - Getting Started

Why do Projects Fail?

- » What is Failure?
- » Team Factors?
- » Management Factors?
- » Customer Factors?
- » Other Factors?

Why do Projects Fail? What is failure?

- » Market Failure
 - Built wrong product
 - Delivered product late => Opportunity for Competition
- » Customer Unsatisfied
 - Time + Price + Scope = Satisfied Customer?
- » Goals not reached

Why do Projects Fail?

» Team

- People & Group Dynamics
- Planning not integrated into execution
- Rivalries

» Customer

- Doesn't know what he wants
- Micromanagement of Budget
- Changes his mind
- Not enough Time
- Scope and Acceptance Criteria not sufficiently defined

» Management

- Goal conflicts among sponsors
- Decline or Lack of Management Support
- Unrealistic Expectations
- B & C People on Team
- Insufficient Planning
- Insufficient Progress Control
- Slow Decision Making
- Response to Delays

» All

- Communication -> What is wanted?
- Learning Process -> Changes

» The list goes on....

Do you need Scrum?



1. Does Your Company Need Scrum?

» Key Question:

- Does your company need change?

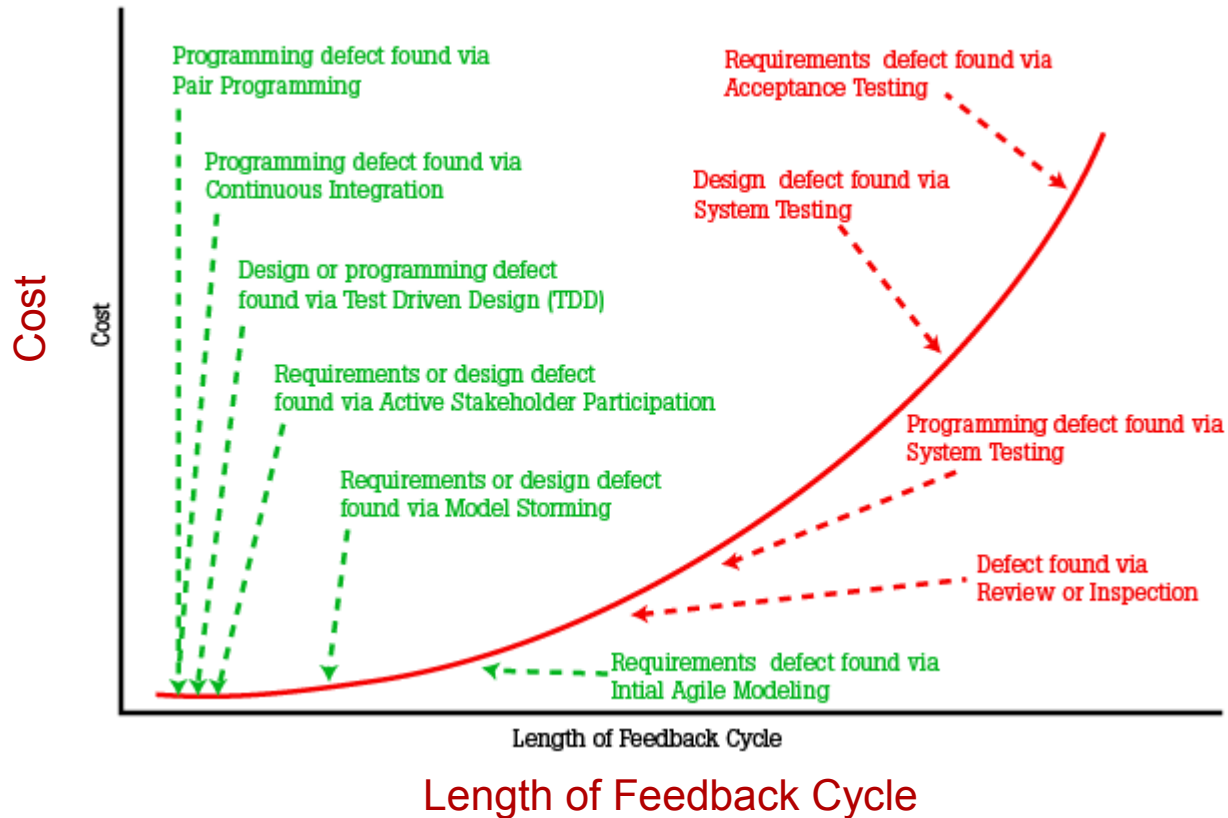
» Signs the is Answer 'Yes':

- Lack of Trust between Customer/Business and IT
- Collaboration Problems
- Excessive Time to Market for New Products & Services
- SW Quality is an Issue
- High Costs Developing IT Solutions or Products
- High Hurdles to Start Projects

» Other Indications the Answer is Yes:

- Loss of Market Share or Market Leadership
- Your Company is Being Overtaken by Younger Companies with Newer Technology
- Problems with Profitability
- Make or Buy Decisions being reevaluated
- Outsourcing, Offshoring being considered
- Questions about ROI of IT
- Core Infrastructure (becoming) unmaintainable

2. Does Your Company Need Scrum? The Cost Factor

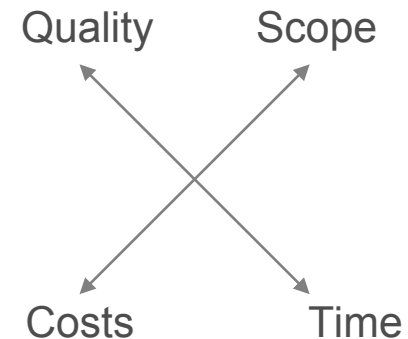


Source: "Pitching Agile to Senior Management"
<http://www.ddj.com/architect/199300107>

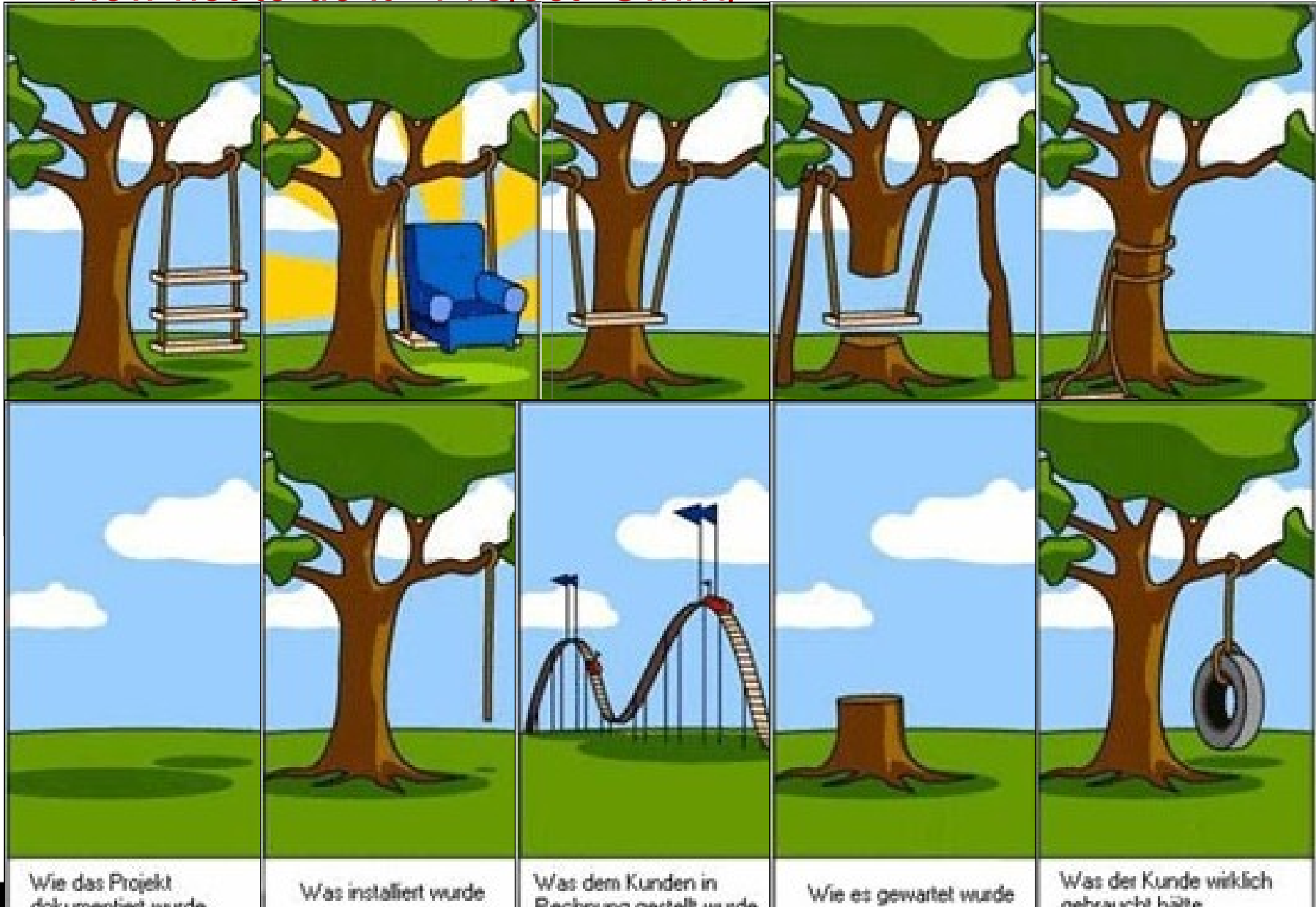
Classical Methods
Agile Methods

The Daily Challenge

- » 50% of all Projects have Problems
 - Budget
 - Termine
 - Functionality
 - Quality
- » Even on Successful Projects
 - 66% of the functionality is seldom or never used
- » When things go wrong...



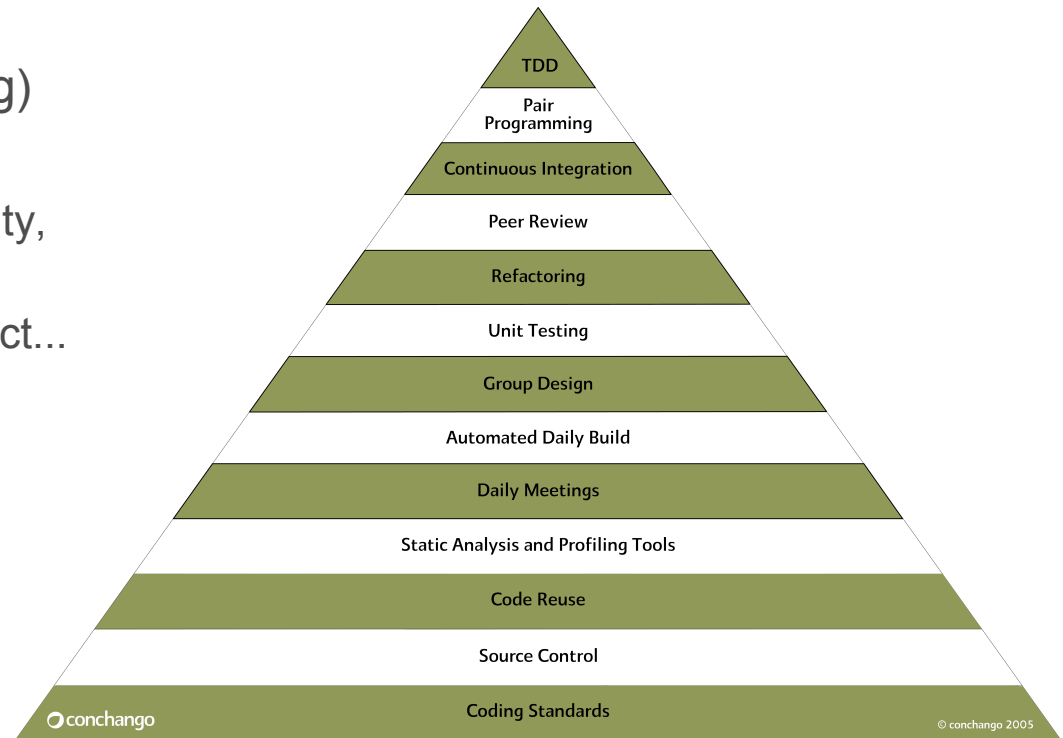
How not to do it - Project "Swing"



Agile Frameworks

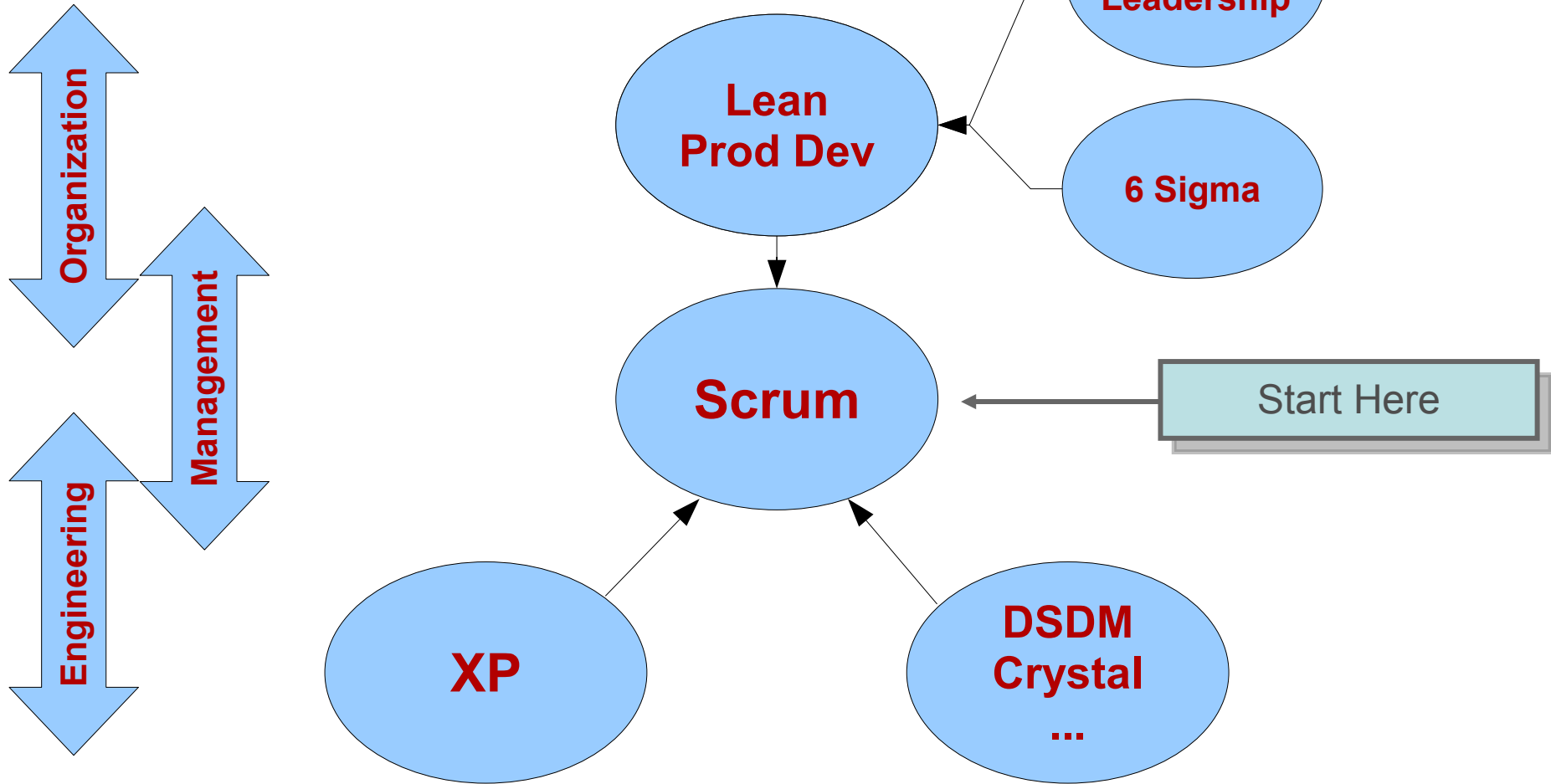
- » Scrum
 - Management Framework
 - Easy HowTo
- » XP (eXtreme Programming)
 - Engineering Practices
 - Communication, Simplicity, Feedback...
 - Values: Courage, Respect...
- » Others
 - DSDM
 - Crystal

Start Here



Quelle: conchango.com

Agile in Perspective



What is Agile Software Development?

The Agile Manifesto

People and Communication

Processes and Tools

Working Software

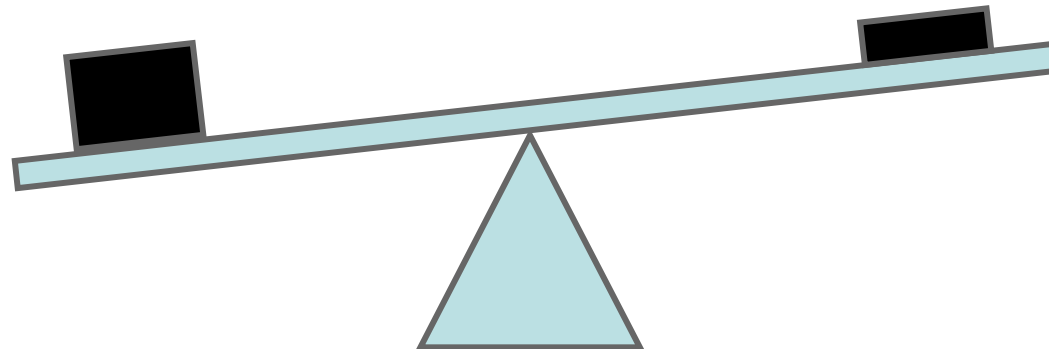
Extensive Documentation

Collaboration with the Customer

Contract Negotiations

Reacting to Change

Following a Plan



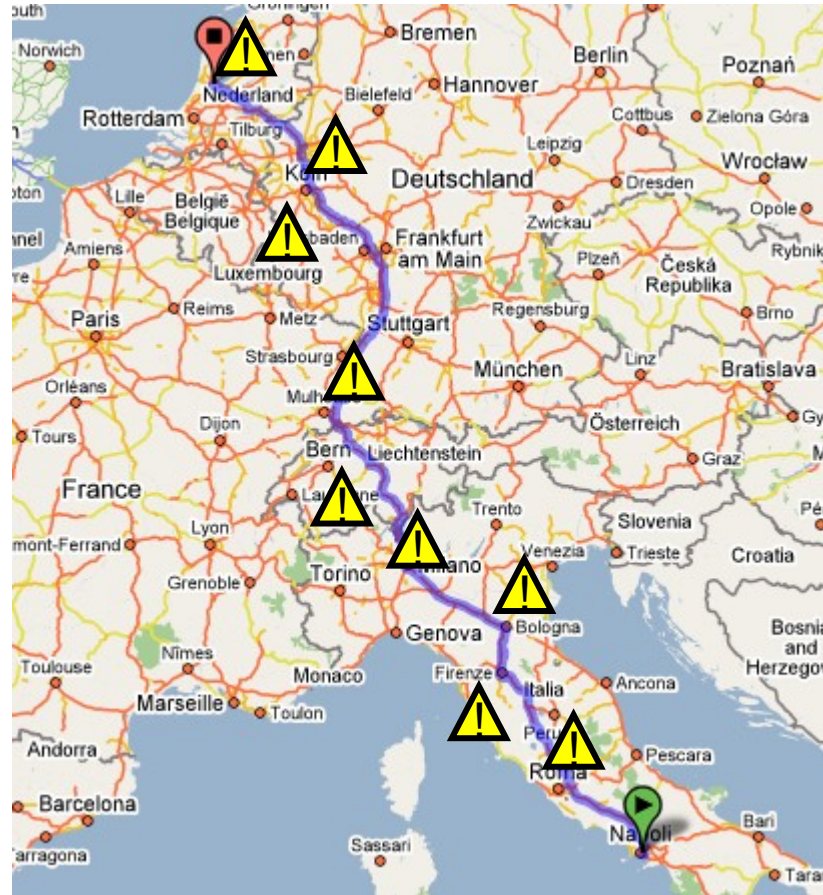
How to drive from Napoli to Amsterdam? – classical

- » Merchant buy 20t of Coffee in Napoli
- » S/he wants to transport it to Amsterdam for sale



How to drive from Napoli to Amsterdam? – classical

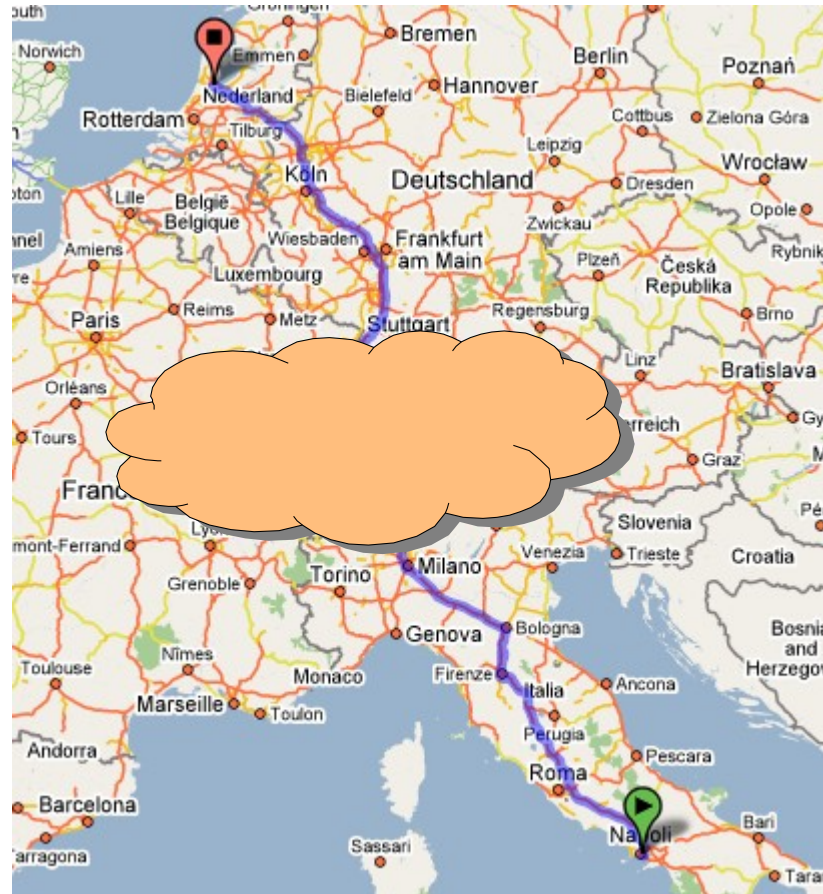
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Risks:
Traffic

How to drive from Napoli to Amsterdam? – classical

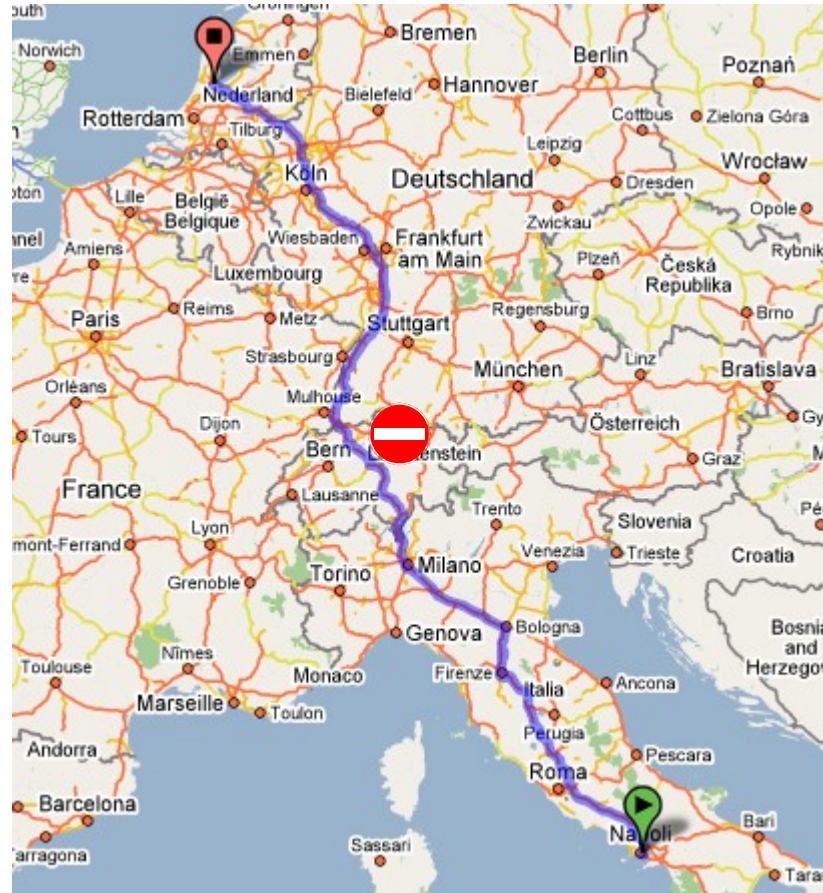
- » Merchant buys 20t of Coffee in Napoli
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Risks:
Traffic
Weather

How to drive from Napoli to Amsterdam? – classical

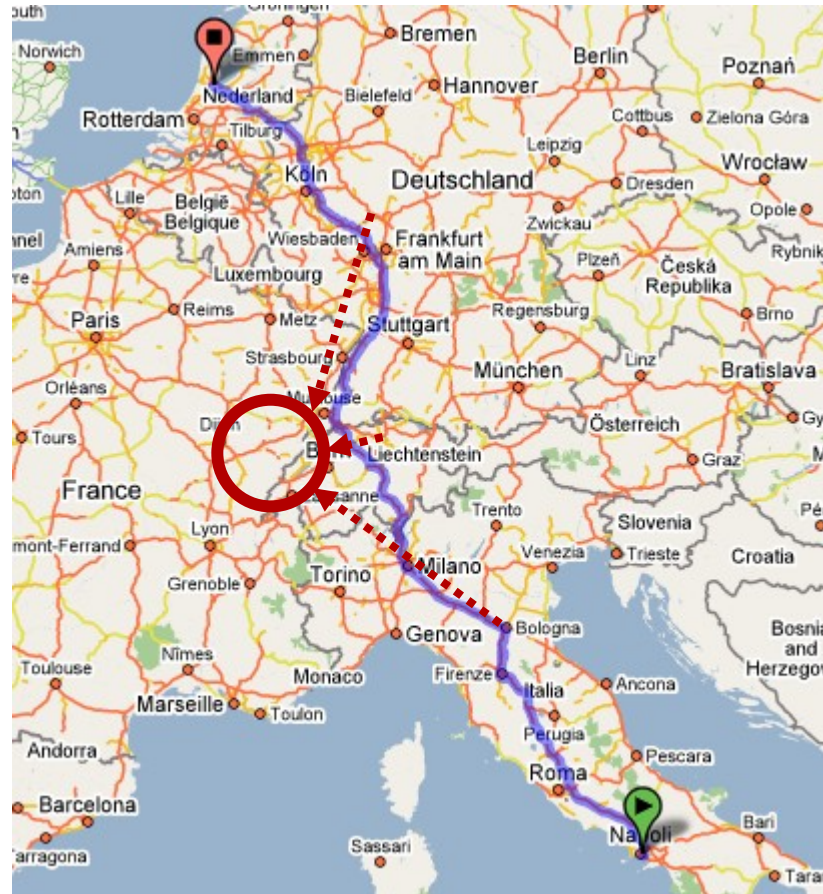
- » Merchant buys 20t of Coffee in Napoli
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- Risks:
- Traffic
- Weather
- Road Closures

How to drive from Napoli to Amsterdam? – classical

- » Merchant buys 20t of Coffee in Napoli
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Risks:

Traffic

Weather

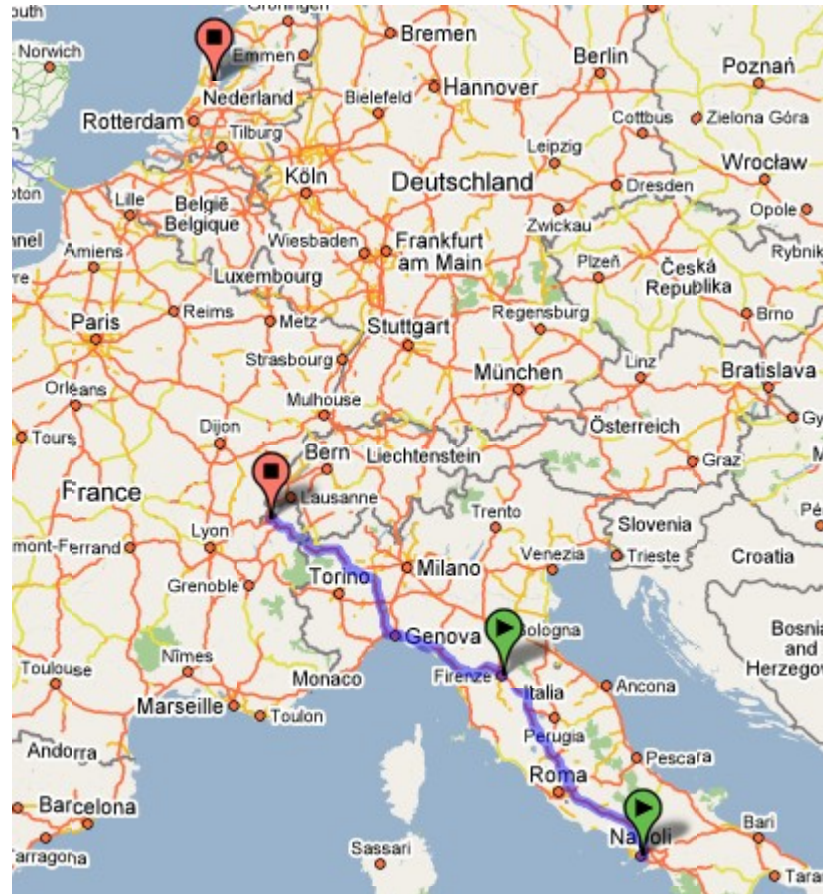
Road Closures

Customer

How to drive from Napoli to Amsterdam? – using Scrum



How to drive from Napoli to Amsterdam? – using Scrum



How to drive from Napoli to Amsterdam? – using Scrum

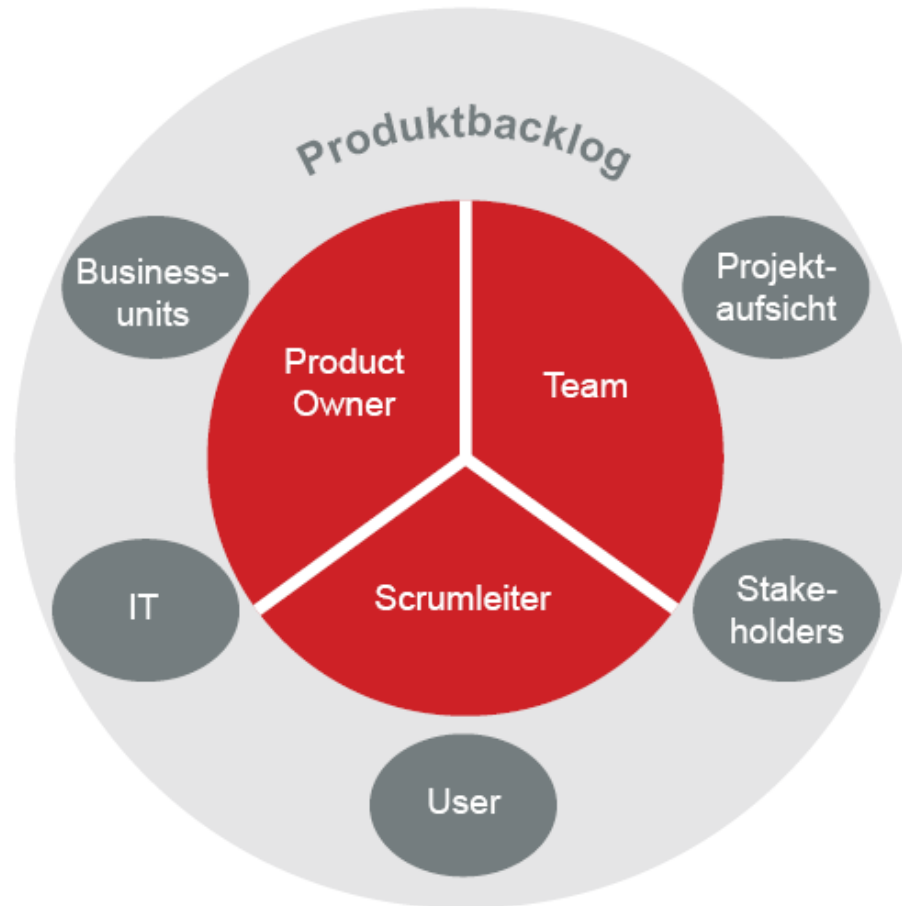


What is Scrum?

- » Scrum is
 - A set of Playing Rules
 - A Project Management Framework, focussed on ROI
- » Rules of the Game:
 - A Development Interval („Sprint“) lasts 30 days *
 - Functions are realized by the Team
 - At the end of each Sprint, demonstrate working, production quality functionality
 - After the demo, get feedback and repeat
 - After each Sprint, look for improvement

* Well, 3 or 4 Weeks, actually

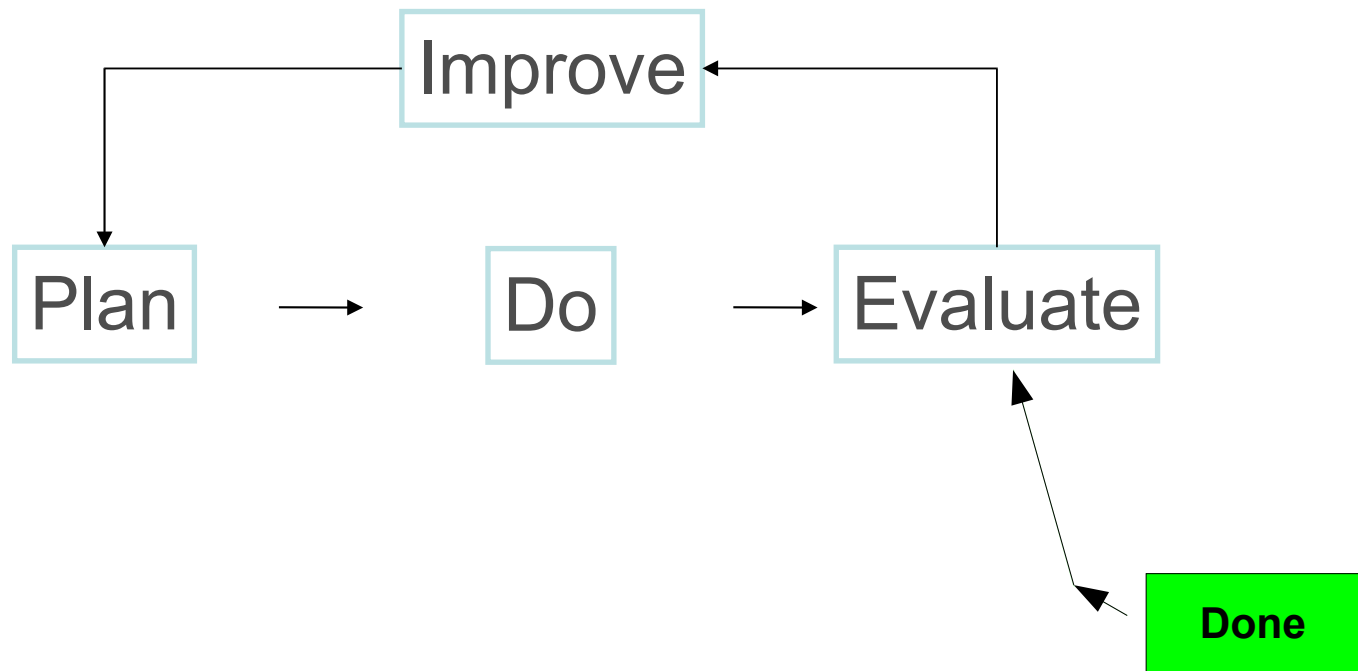
Player Roles



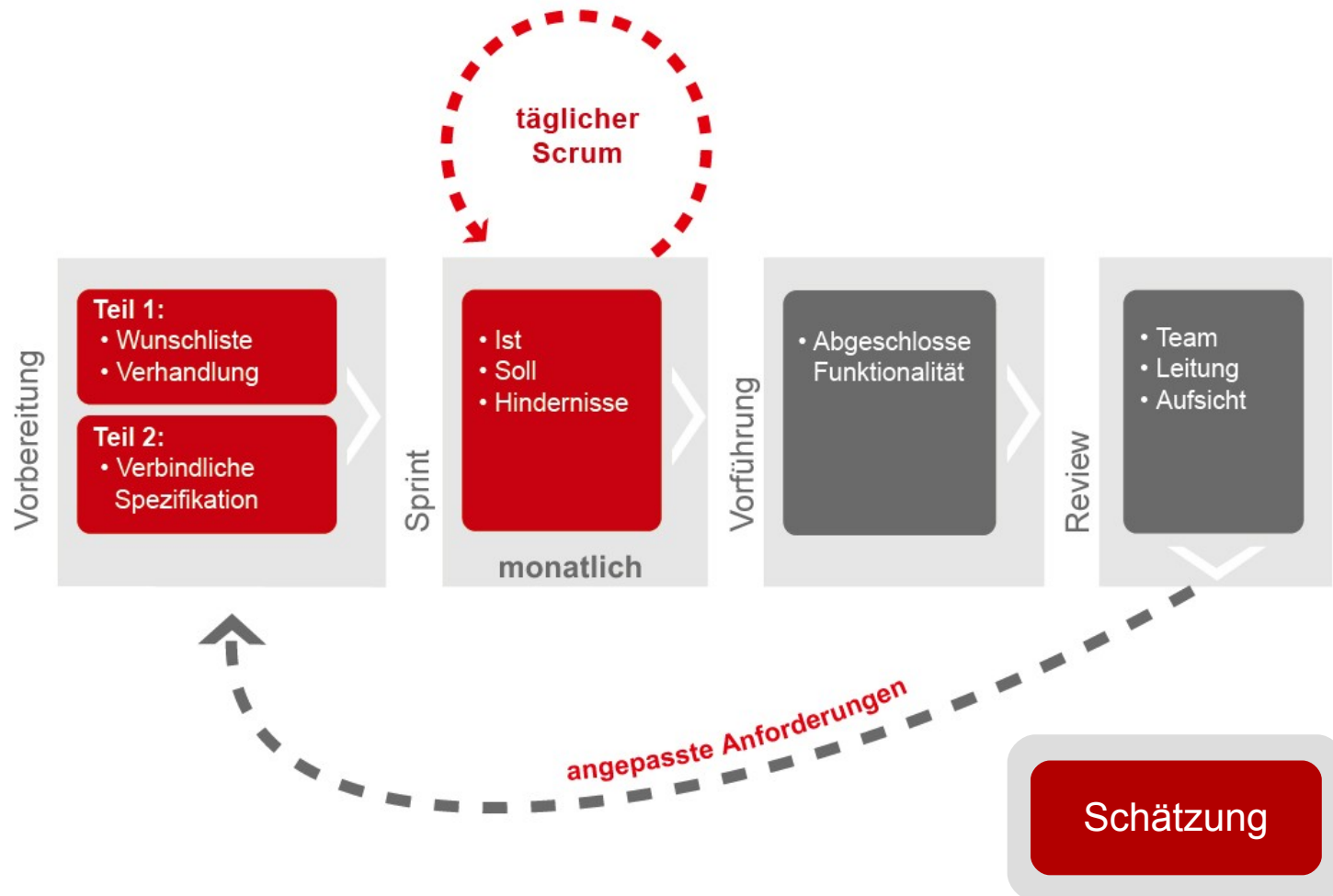
 Schweine (verpflichtet)

 Hühner (involviert)

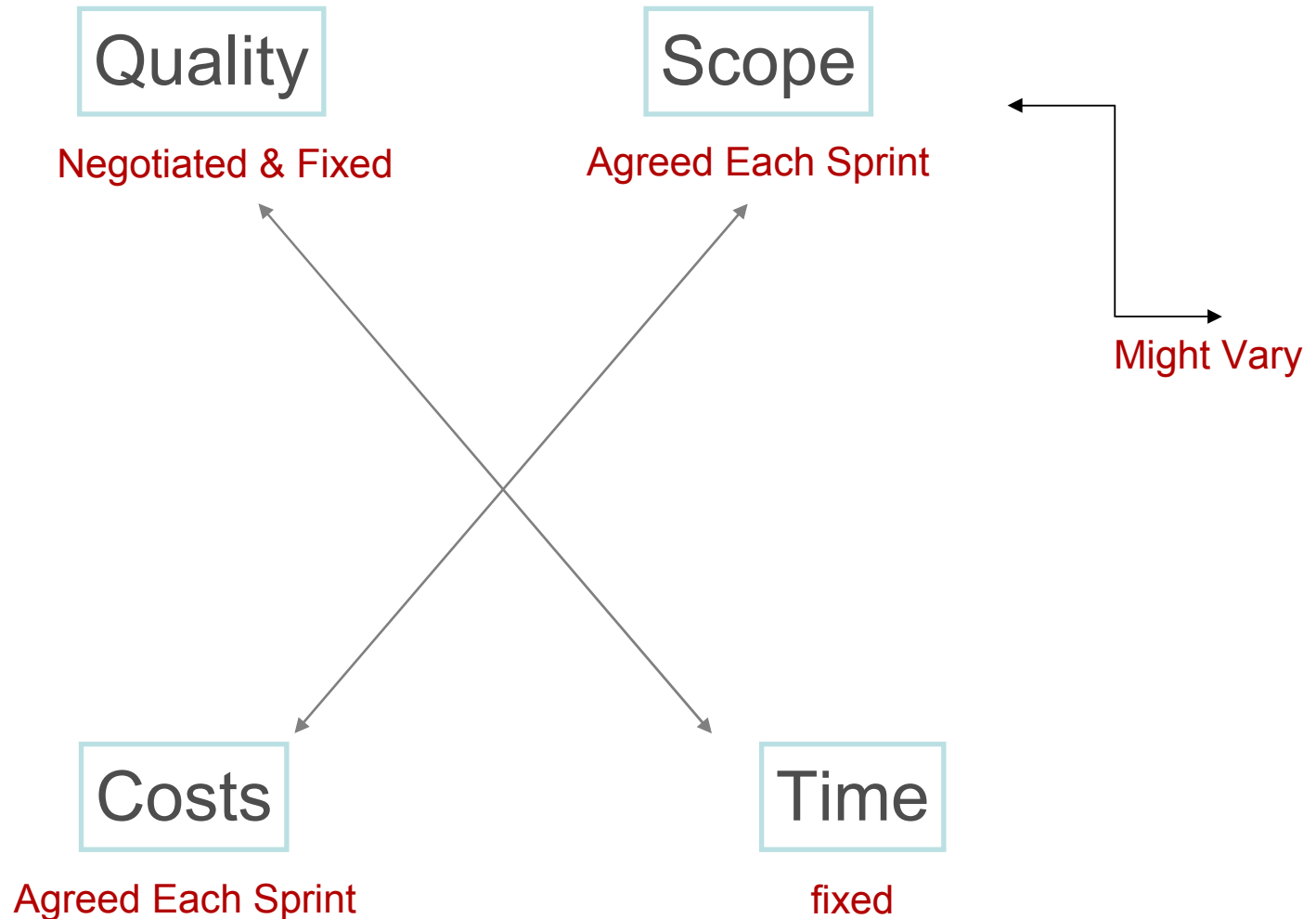
Continuous Improvement: The Heart of Scrum



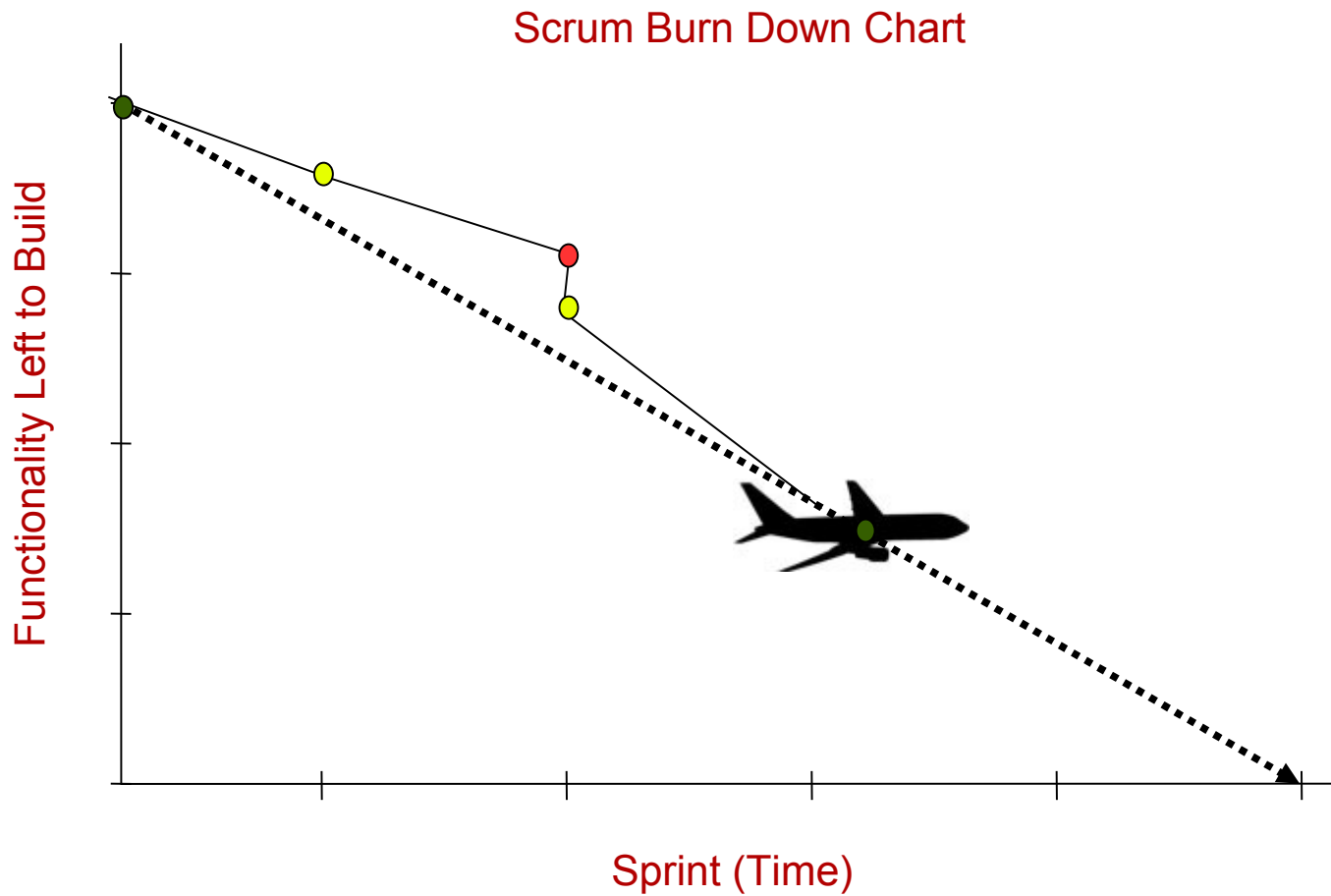
Meetings



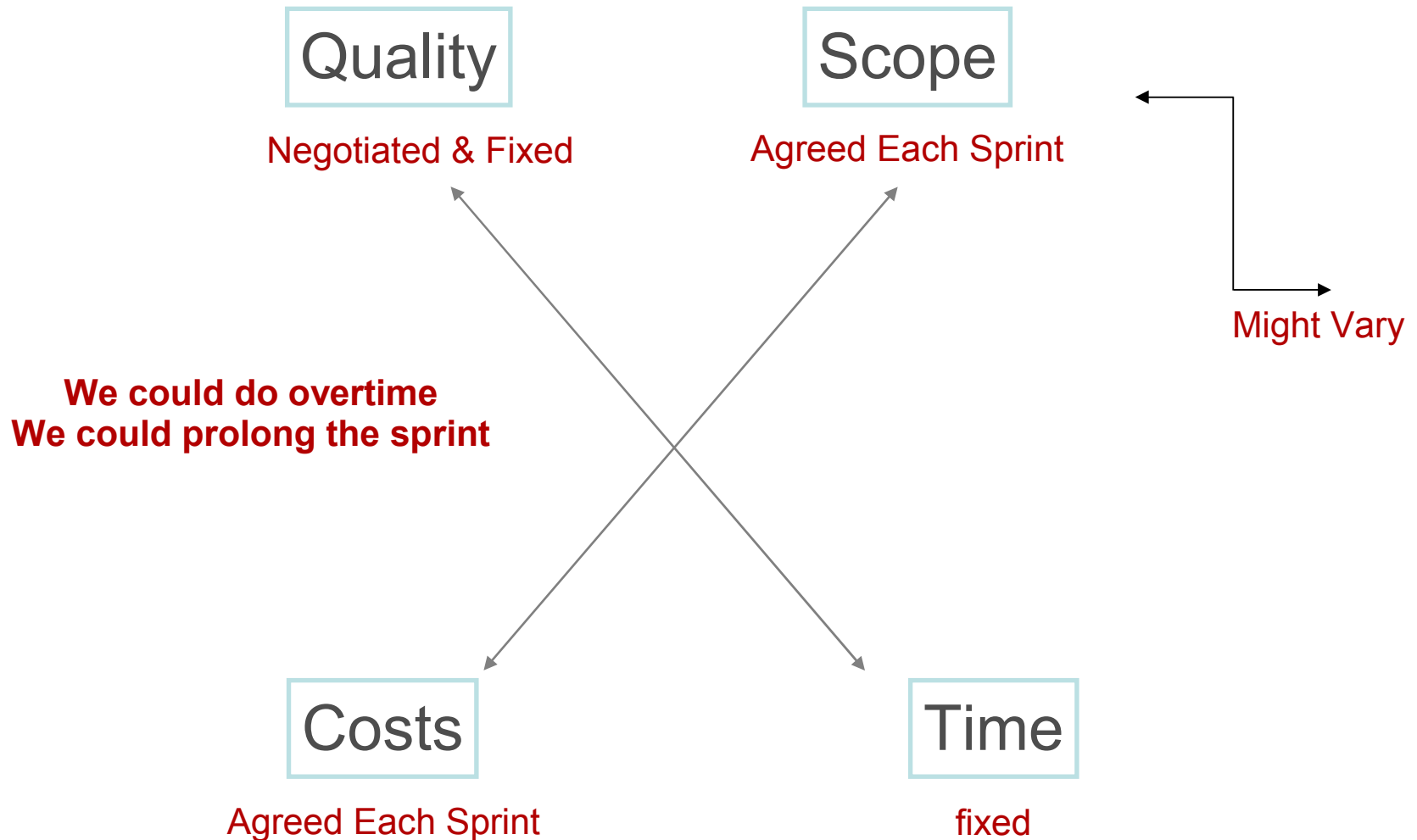
Fix: Time, Cost, Quality, Scope – per Sprint



Planning and Control



Why allow Scope to Vary?



Consequences of alternatives

» Overtime

- Not sustainable
- Force scope at expense of quality
- More expensive to fix errors later

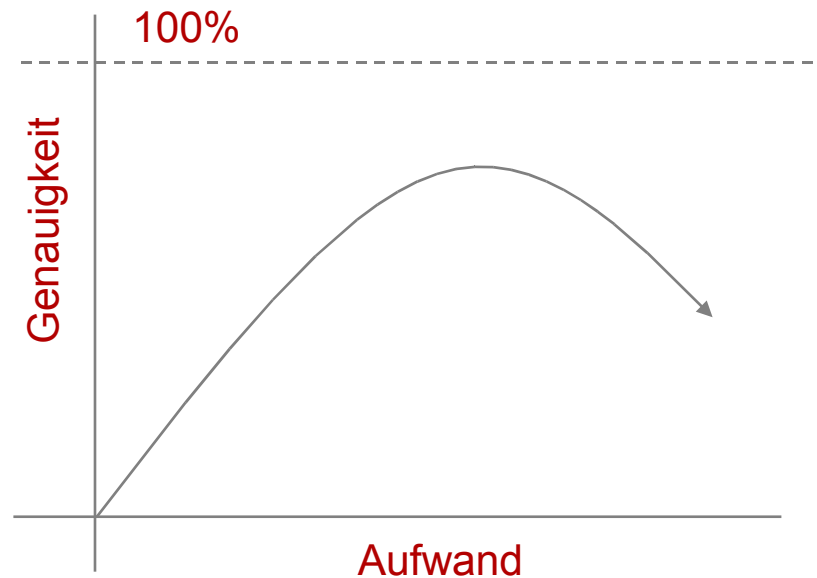
» Extending the sprint

- Delays opportunity for product owner to inspect progress
- Hides examination of reasons for delay
- Prevents identifying and eliminating causes of delay

Under Scrum, you always achieve your deadlines!

Planung & Schätzung

- » Leicht veränderbar, wenn neue Informationen verfügbar sind
- » Brauchbar für grosse und kleine Geschichten
- » Nicht aufwändig
- » Ermöglicht Fortschritts-Messung und –Kontrolle
- » Toleriert Ungenauigkeit
- » Geeignet als Planungswerkzeug



Story Points: Komplexität schätzen



Komplexitäts-Schätzung

Effort	SP	Cum.
Napoli->Florenz	500	500
Florenz->Basel	800	1'300
Basel -> Frankfurt	300	1'600
Frankfurt -> Amsterdam	500	2'100

- » Erste Annäherung:
 - Wie gross sind die Funktionen in Vergleich zueinander bzw. zu ähnlichen Funktionalitäten, die wir bis jetzt realisiert haben?
- » Zweite Annäherung:
 - Erste Geschichten aufteilen, bis alle auf eine Skala von 1 bis 8 passen.
 - Punkte zusammenzählen
 - Gesamtprojekt skalieren, je nach Ergebnis
- » „Wie“ ist für die Schätzung nicht relevant
- » Geschwindigkeit überprüfbar

Komplexitäts-Schätzung

Effort	SP	Cum.	Sprint	»
Napoli->Florenz	500	500	2	» Nach 1 bis 2 Sprints, eine Schätzung bis Fertigstellung
Florenz->Basel	800	1'300	5	» Geschwindigkeit überprüfbar
Basel -> Frankfurt	300	1'600	6	
Frankfurt -> Amsterdam	500	2'100	7	

Aufwand	2'100	SP
Geschwindigkeit	300	SP/Sprint
Dauer	7	

Lean Thinking

» 7 Principles

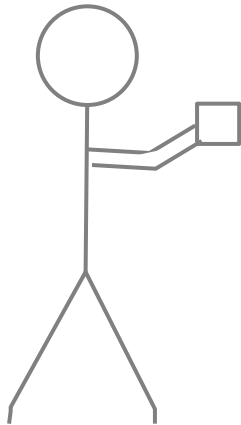
- Eliminate waste
 - Produce value
- Amplify learning
- Decide as late as possible
- Deliver as fast as possible
- Empower the team
- Build integrity in
- See the whole

» 7 Wastes of SW Development

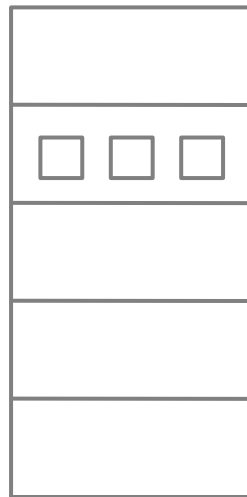
- Overproduction = Extra Features
- Inventory = Requirements
- Extra Processing Steps = Extra Steps
- Motion = Finding Information
- Defects = Defects Not Caught by Tests
- Waiting = Waiting, Including Customers
- Transportation = Handoffs

Lean Production for Software

Product-Owner

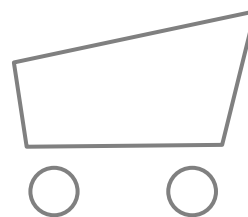


Product-Backlog

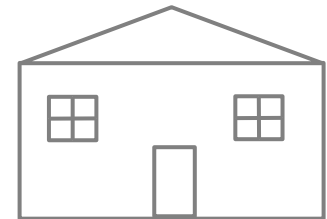
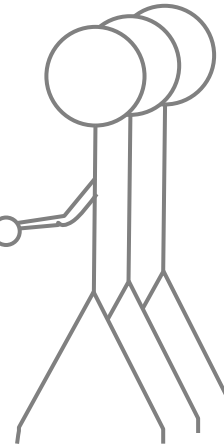


Prioritized for ROI

Sprint-Backlog



Team



Work for 1 Sprint

Queuing Theory

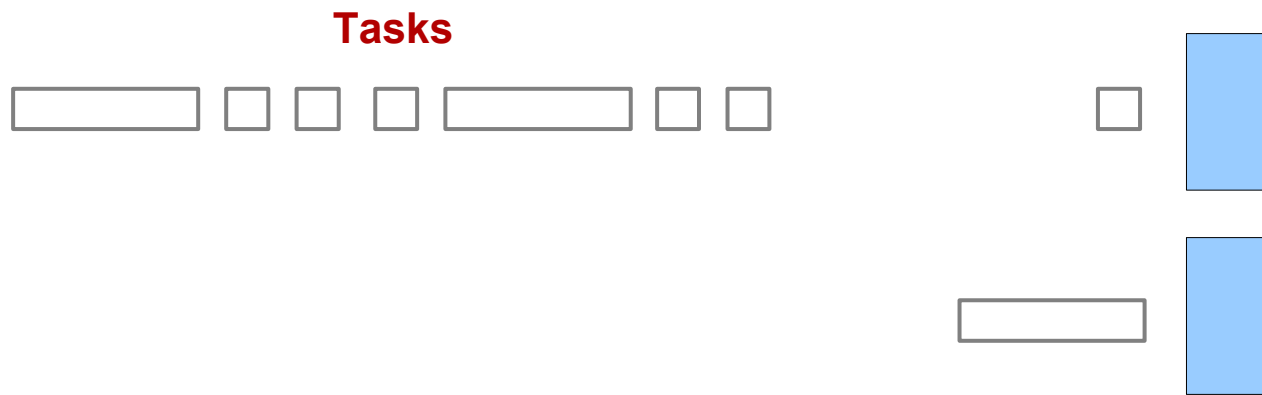


Queuing Theory

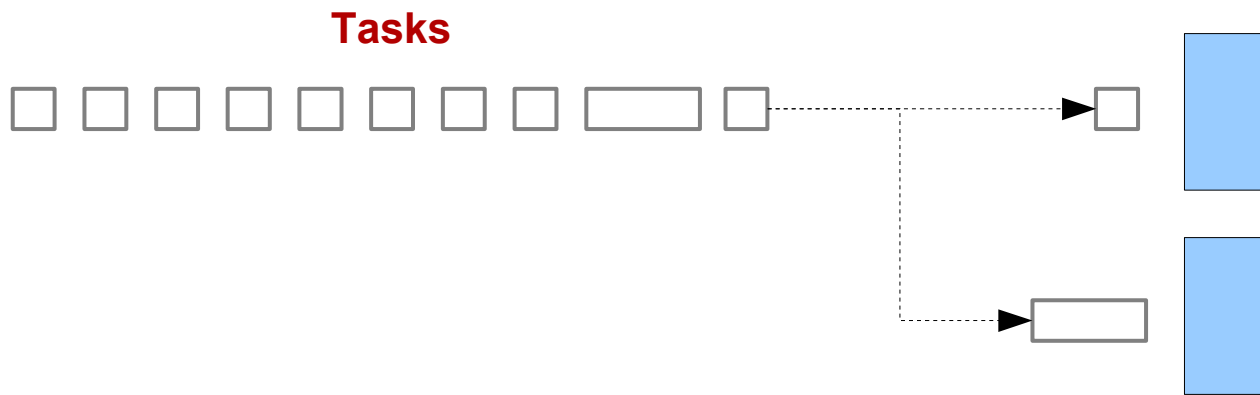
Tasks



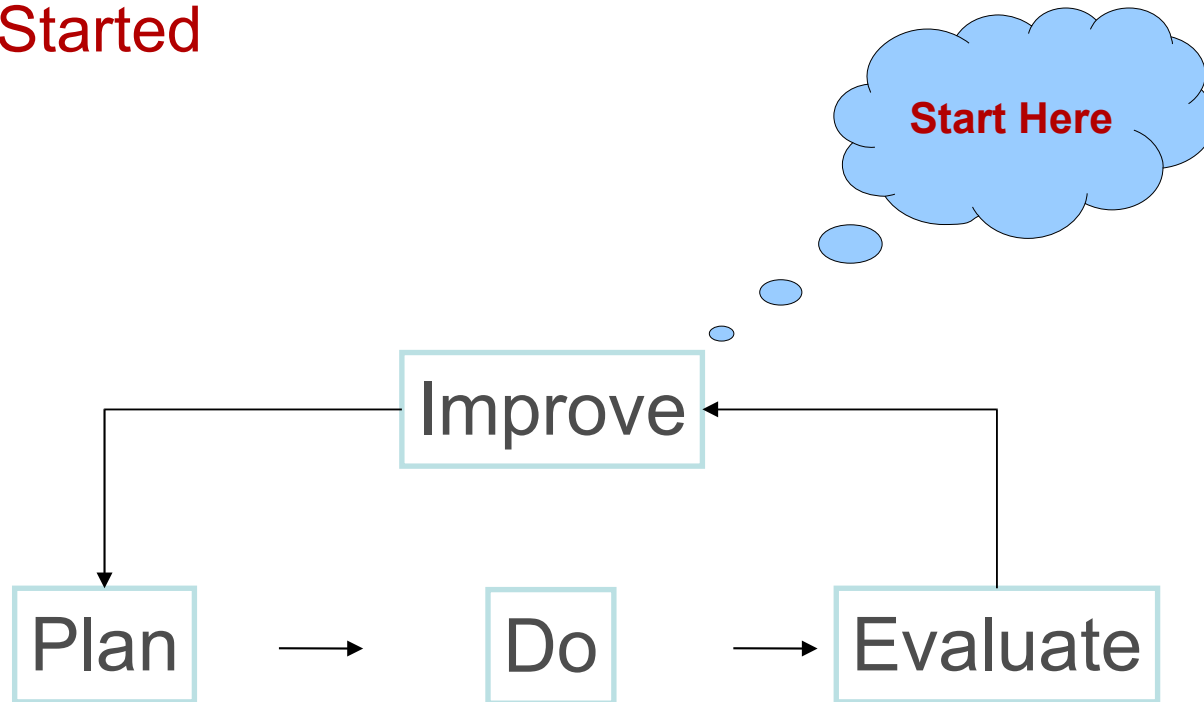
Queuing Theory



Queuing Theory



Getting Started



Retrospective

- » Tell Stories – High & Low Points for Last Sprint bzw . 6 Months
- » What are we doing well?
- » What could be improved?
- » Who can do it? Our group or others involved?
- » Prioritize
- » Do the top 3 in each column

Besten Dank für Ihre Aufmerksamkeit.

A close-up photograph of a person's face, looking upwards. They are holding two cardboard tubes to their eyes, using them as makeshift binoculars. The background is a bright blue sky with scattered white clouds. The person's hands are visible, holding the tubes in place.

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Mehr Informationen



Mehr Informationen

- » scrum-breakfast.blogspot.com
- » inside-scrum.blogspot.com
- » Next Scrum-Kurs
 - 20/21.5.08 Agile Project Management with Target Process
- » Scrum Books
 - Agile Project Management with Scrum, by Ken Schwaber
 - Agile Estimating and Planning, by Mike Cohn
 - User Stories Applied, by Mike Cohn
- » Online
 - Scrum And XP from the trenches
<http://www.crisp.se/henrik.kniberg/ScrumAndXpFromTheTrenches.pdf>

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