

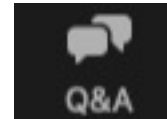
# Common Scrum myths and how to correct them

Mary Iqbal



# Quick Guidelines

- Your microphones will be muted throughout.
- This session is recorded. The recording and slides will be available after the webinar within 24 hours.
- Please ask questions!
- Submit questions by selecting the Q & A icon:



# Who is Scrum.org



**Ken Schwaber**  
Scrum.org Founder,  
Chairman and  
Co-creator of Scrum



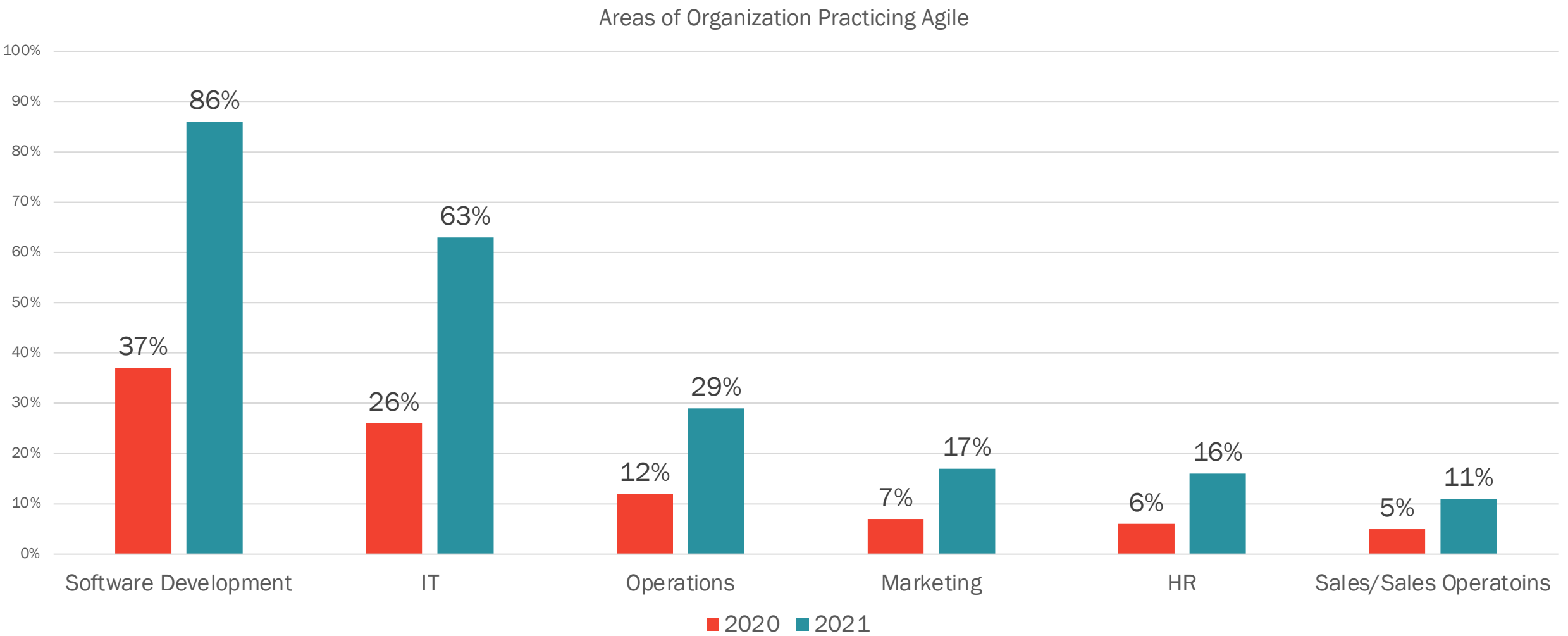
**Consistent      Global      Community**

**Mary Iqbal**

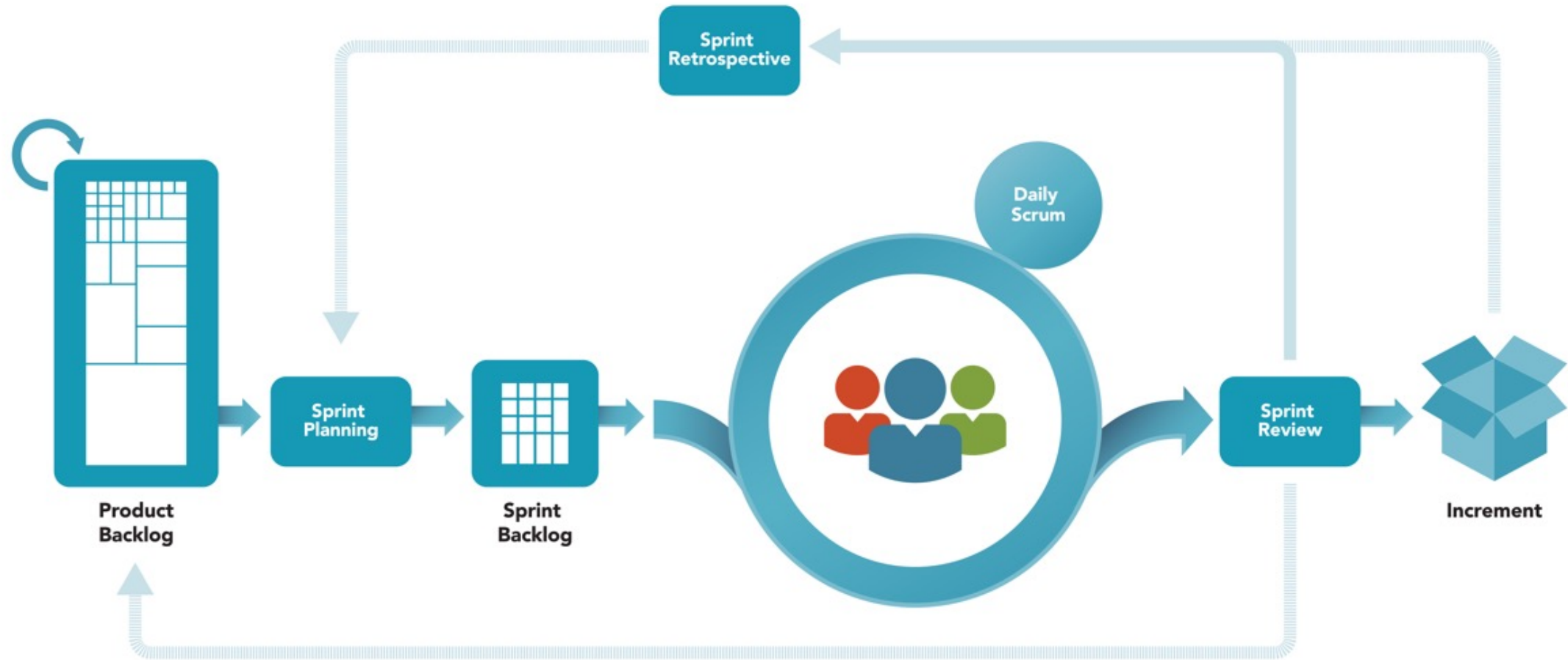


[www.RebelScrum.site](http://www.RebelScrum.site)

# Agile Adoption



# Scrum is a minimalist framework



# Scrum Myths

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The best way to get work done faster is to start it earlier

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Velocity is part of Scrum, and it's the best way to measure team performance

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Scrum Teams should focus on one technology area for maximum efficiency

---

Scrum has too many meetings

---

We can't break this Product Backlog item down smaller because then we might have to rerun the same tests in the future, and that's wasteful!

**Myth: The best way to  
get work done faster is  
to start it earlier**



# Actually... Limiting WIP accelerates delivery

## KANBAN

Successful Evolutionary Change  
for Your Technology Business



David J. Anderson

Foreword by Donald G. Reinertsen

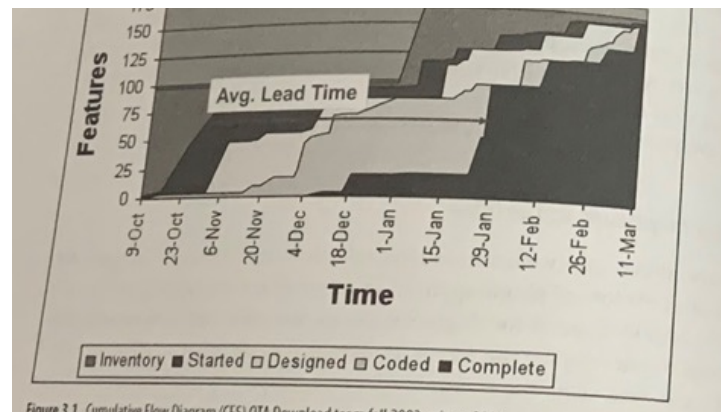
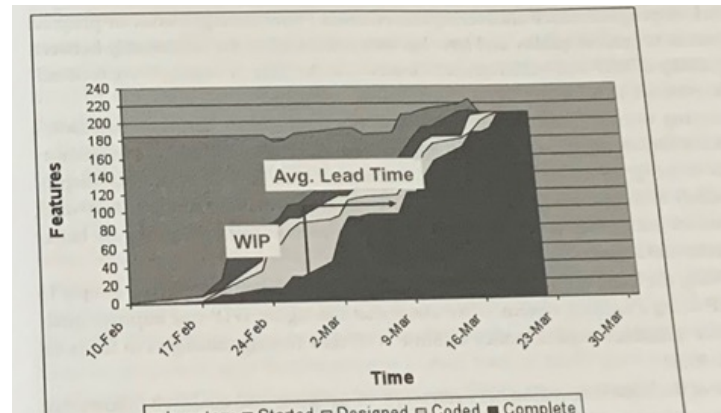
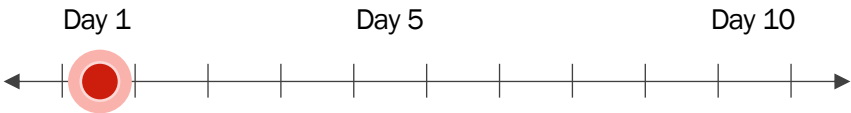

















Figure 3.1 Cumulative Flow Diagram (CFD) OTA Download team fall 2002 - winter 2004

- Team A (Motorola Over the Air download server for ringtones)
  - 8 developers
  - 2 testers
  - 1 architect
  - Total Team WIP: 80
  - Lead time: 3 months (from started to complete)
- Team B (Motorola Over the Air device management)
  - 8 developers
  - 2 testers
  - 1 architect
  - Total Team WIP: 5-10
  - Lead time: 5-10 days (from started to complete)
  - Quality: 30x higher

# Day One, End of Sprint Planning



PBI In Sprint	To Do			Doing	Done
					
					
					
					
					
					
					

## Legend

 Analysis

 Coding

 Testing




Tasks

**Sprint Goal**  
Enable User  
Capability Z

# Day One, End of Sprint Planning



## Legend

 Analysis

 Coding

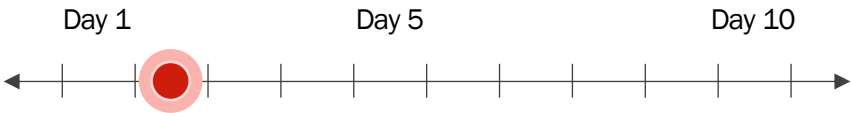
 Testing



Tasks

Sprint Goal  
Enable User  
Capability Z

# Day Two, End of Daily Scrum



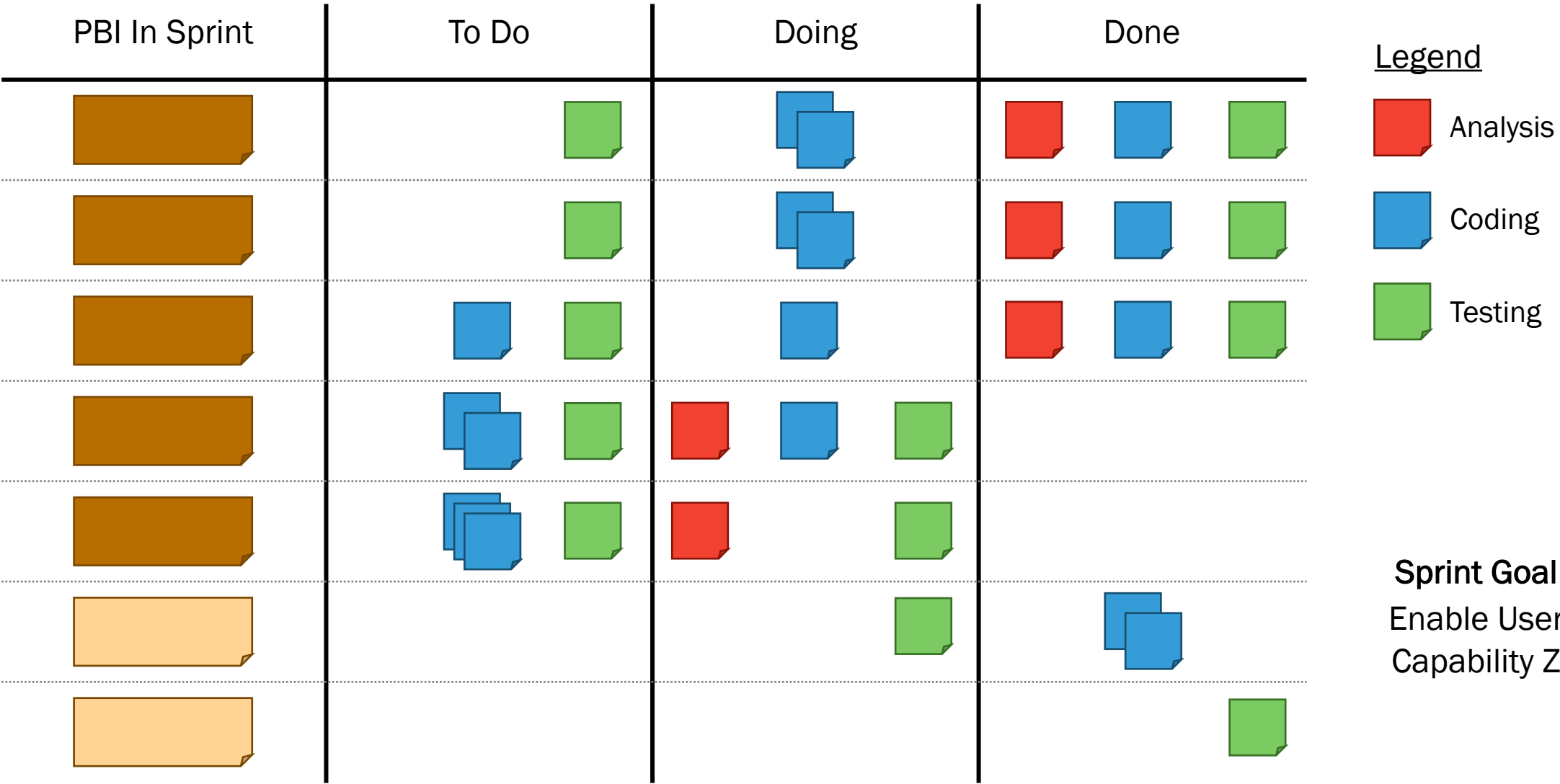
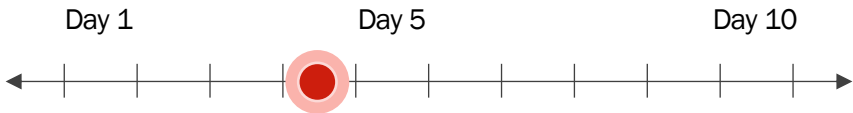
PBI In Sprint	To Do	Doing	Done

## Legend

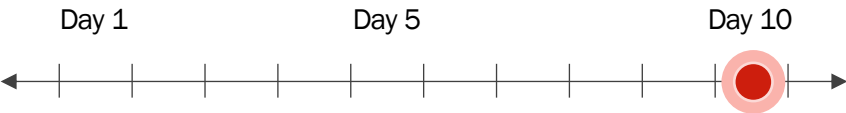
- Analysis
- Coding
- Testing

**Sprint Goal**  
Enable User  
Capability Z

# Day Four, End of Daily Scrum






# Day Ten, Just Before Sprint Review



PBI In Sprint	To Do	Doing	Done
			  
			  
			  
			  
			  
			 
			

## Legend

-  Analysis
-  Coding
-  Testing

Sprint Goal  
Enable User  
Capability Z

# How to correct this Myth

- At the Sprint Planning event, discuss the plan for delivering the Product Backlog items selected for the Sprint.
- Consider the complimentary practice of setting Work in Progress limits and using measuring metrics such as cycle time and lead time


For more on  
this topic:



# Poll: Does your team limit work in progress?

---



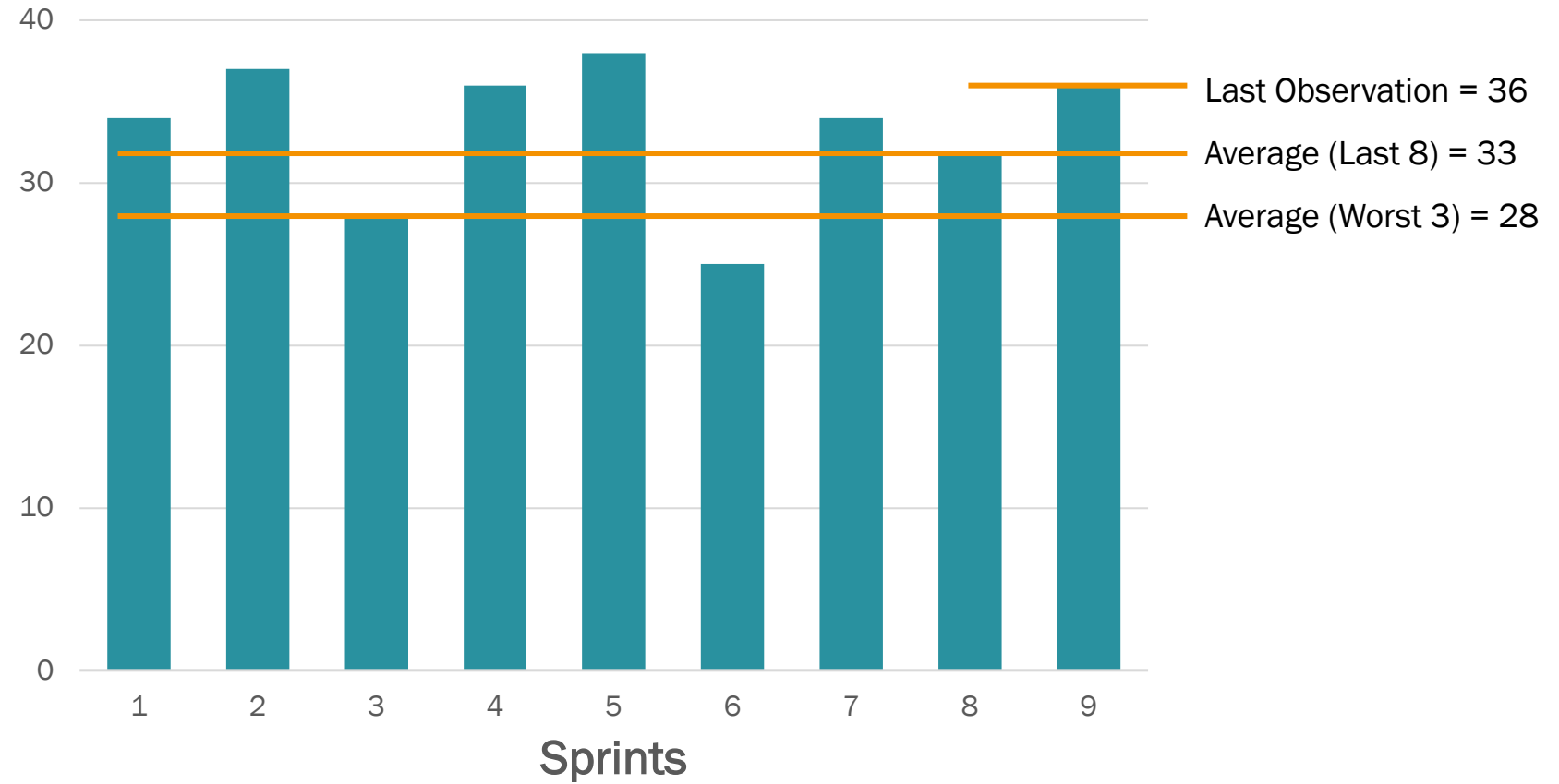


**Myth: Velocity is part of Scrum, and it's the best way to measure team performance**

# Velocity is an option to use for planning purposes



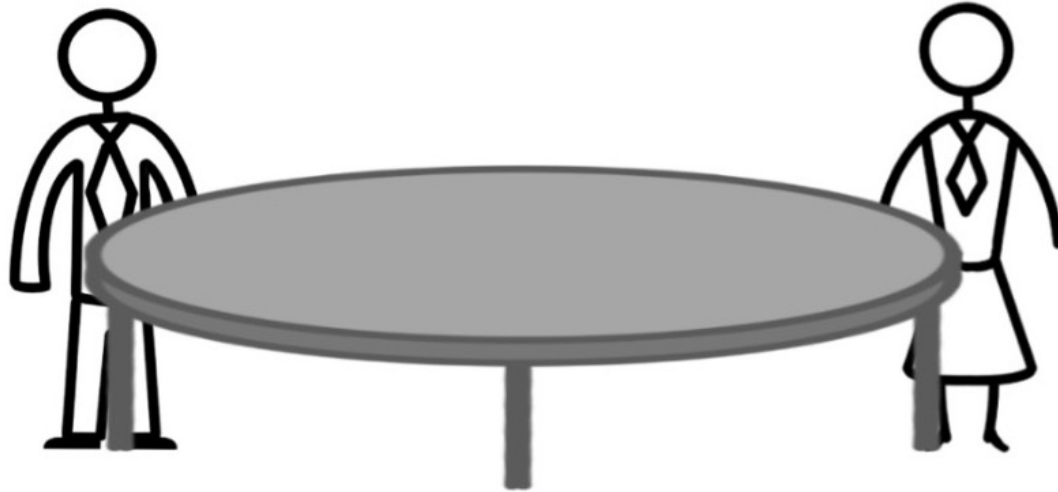
Velocity is measured as the # of Points closed per Sprint



## MORNING STRATEGY MEETING...

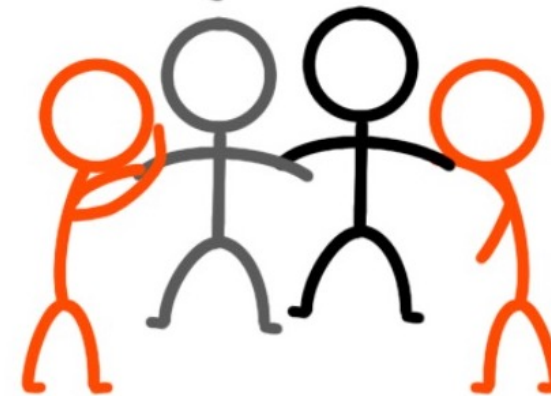
HOW CAN WE FOCUS  
THE SCRUM TEAM ON  
CONTINUOUS  
IMPROVEMENT?

I KNOW! WE'LL JUST TELL  
THEM THAT THEY HAVE TO  
INCREASE VELOCITY BY 30%  
NEXT QUARTER!



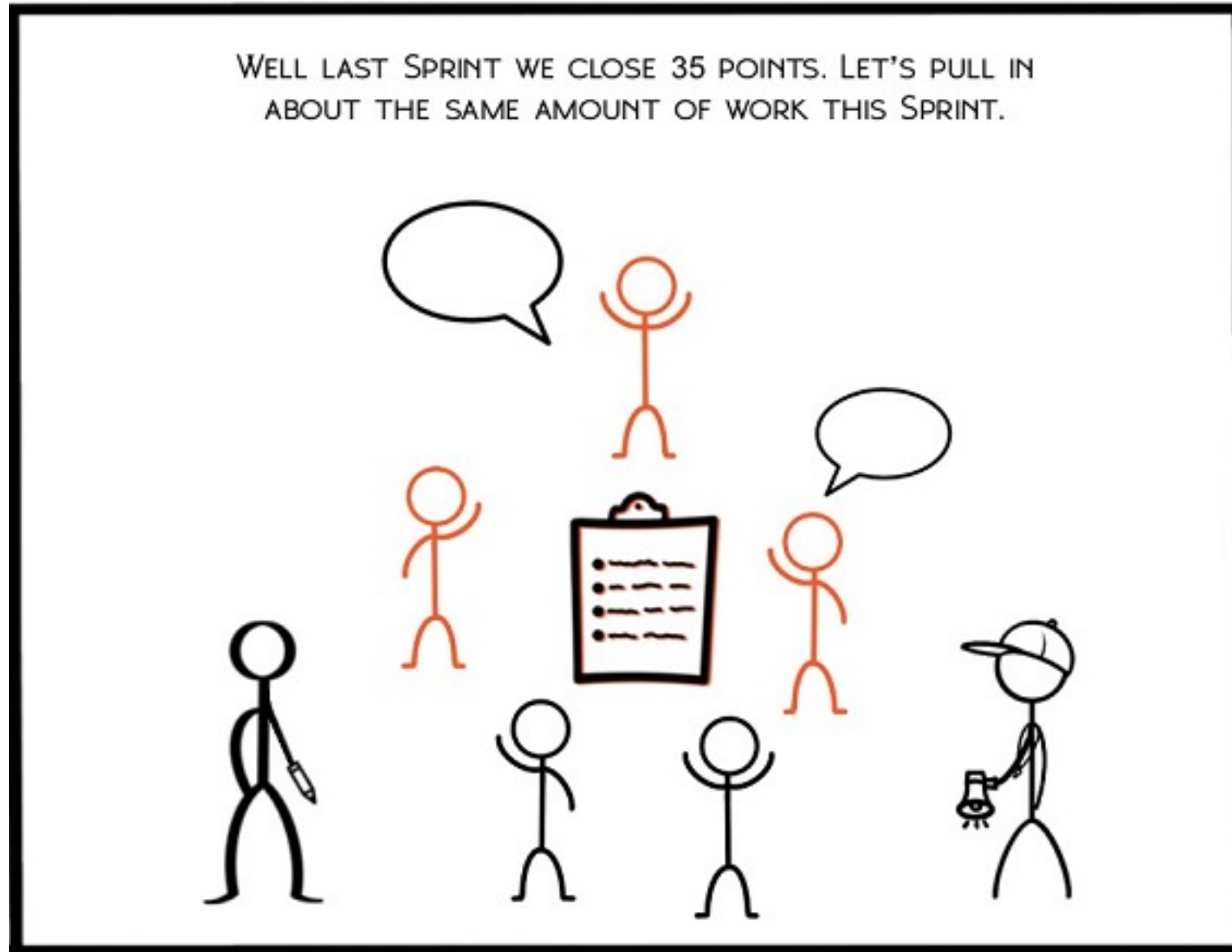
## LATER THAT SAME DAY...

WE'LL JUST CHANGE  
OUR POINT SYSTEM TO  
THOUSANDS.



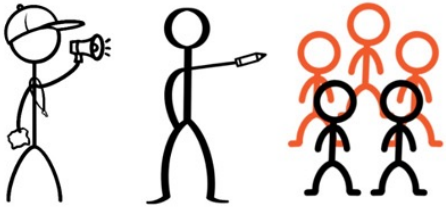


# *This is what Points are for...*



# MEASURE WHAT MATTERS

TEAM MORALE



CUSTOMER SATISFACTION



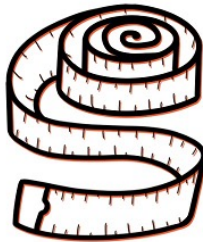
DONE INCREMENT CREATED  
EACH SPRINT?



VELOCITY



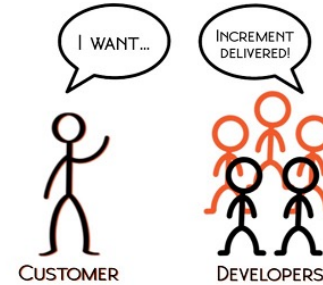
QUALITY



PRODUCT BACKLOG  
READINESS



LEAD TIME



PRODUCT RATINGS



RETURN ON INVESTMENT



DEFECTS



## How to correct this Myth

- Track outcomes not outputs
- Track metrics which measure progress against the Product Goal

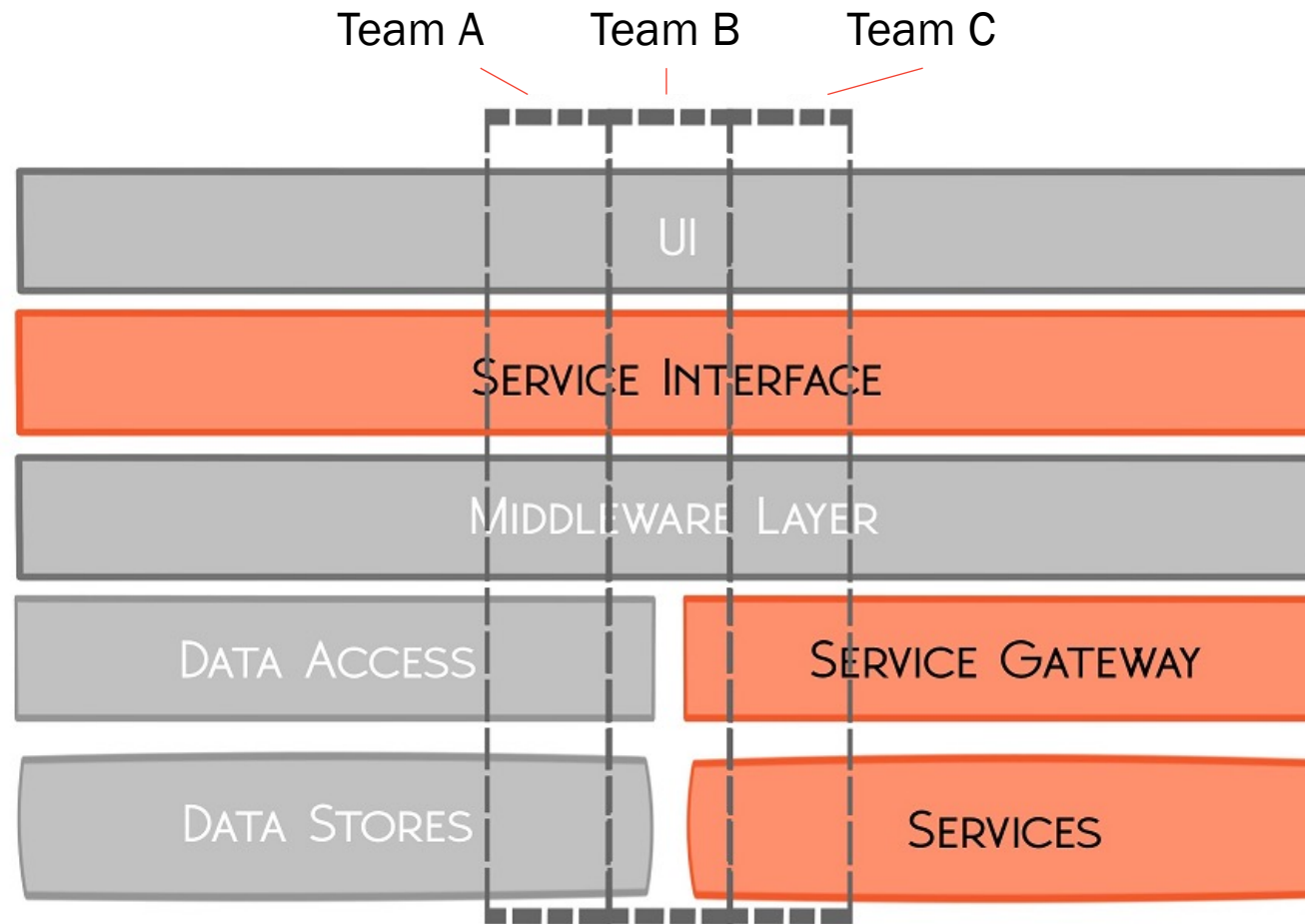
For more  
on this  
topic:



# Poll: Does your team measure value?

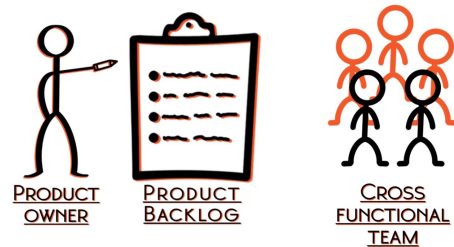
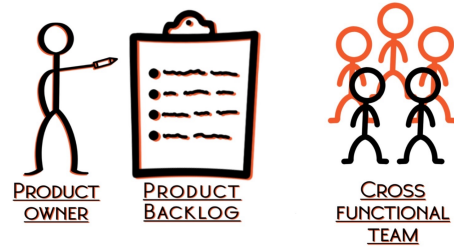
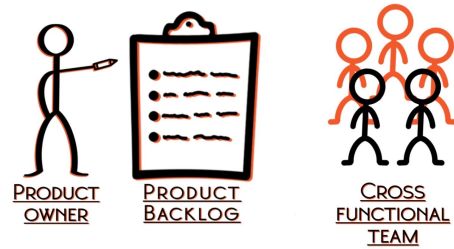
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**Myth: Scrum Teams  
should focus on one  
technology area for  
maximum efficiency**

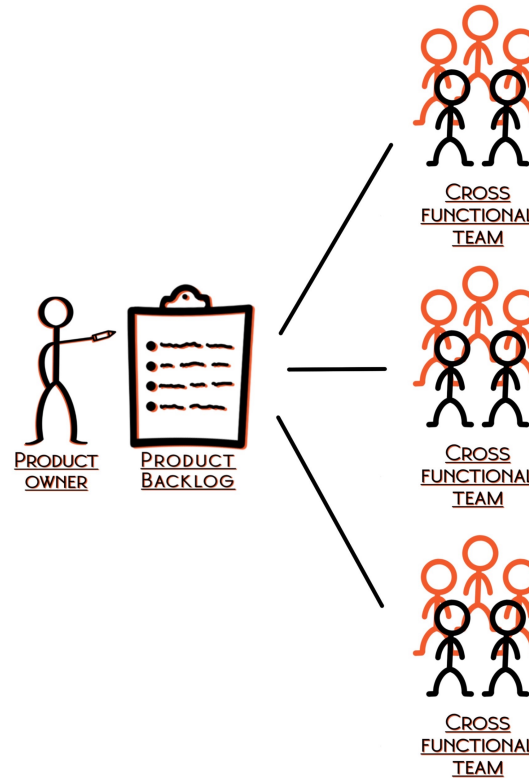




## TECHNOLOGY TEAMS



## CROSS-FUNCTIONAL PRODUCT TEAM



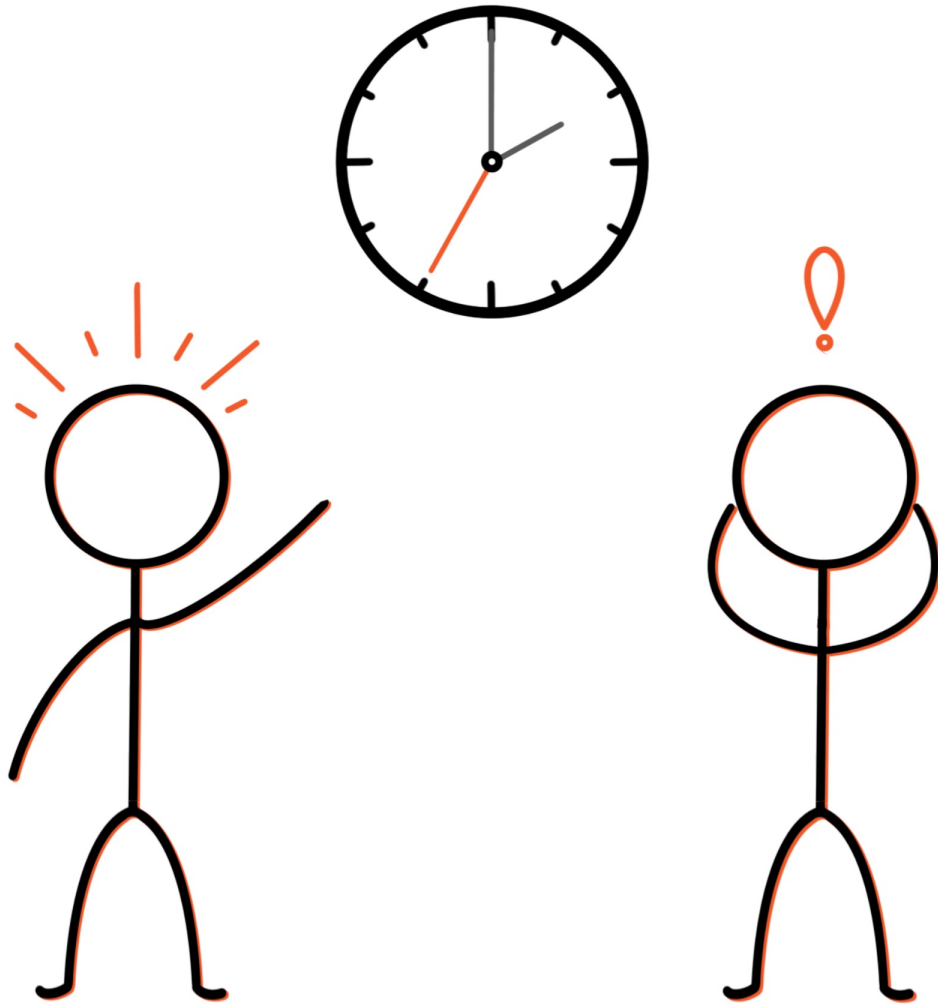
**How to correct this  
Myth: Build a  
cross-functional  
team by defining  
your Product**

For more  
on this  
topic:



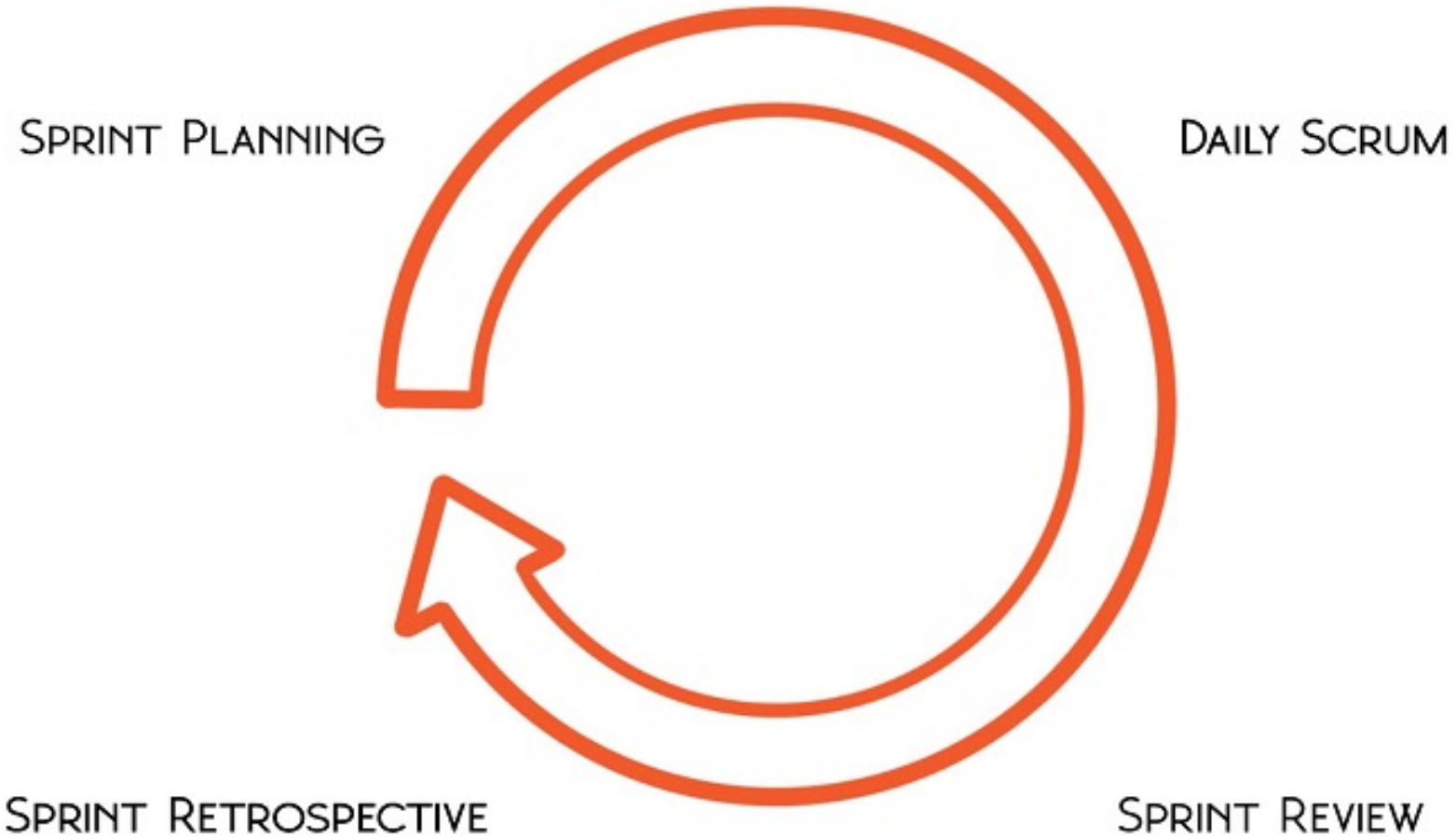
# Poll: Has your team defined Products?

---



# Myth: Scrum has too many meetings!

# THE SPRINT



## TIME BOXES FOR THE 5 SCRUM EVENTS

EVENT:	TIMEBOX
SPRINT	1 MONTH OR LESS
SPRINT PLANNING	EIGHT HOURS. FOR SHORTER SPRINTS, THE EVENT IS USUALLY SHORTER.
DAILY SCRUM	15 MINUTES
SPRINT REVIEW	4 HOURS. FOR SHORTER SPRINTS, THE EVENT IS USUALLY SHORTER.
SPRINT RETROSPECTIVE	3 HOURS. FOR SHORTER SPRINTS, THE EVENT IS USUALLY SHORTER.



## How to correct this myth

The Scrum Master is accountable for ensuring that all Scrum events take place and are positive, productive, and kept within the timebox.

# Poll: Does your team timebox events?

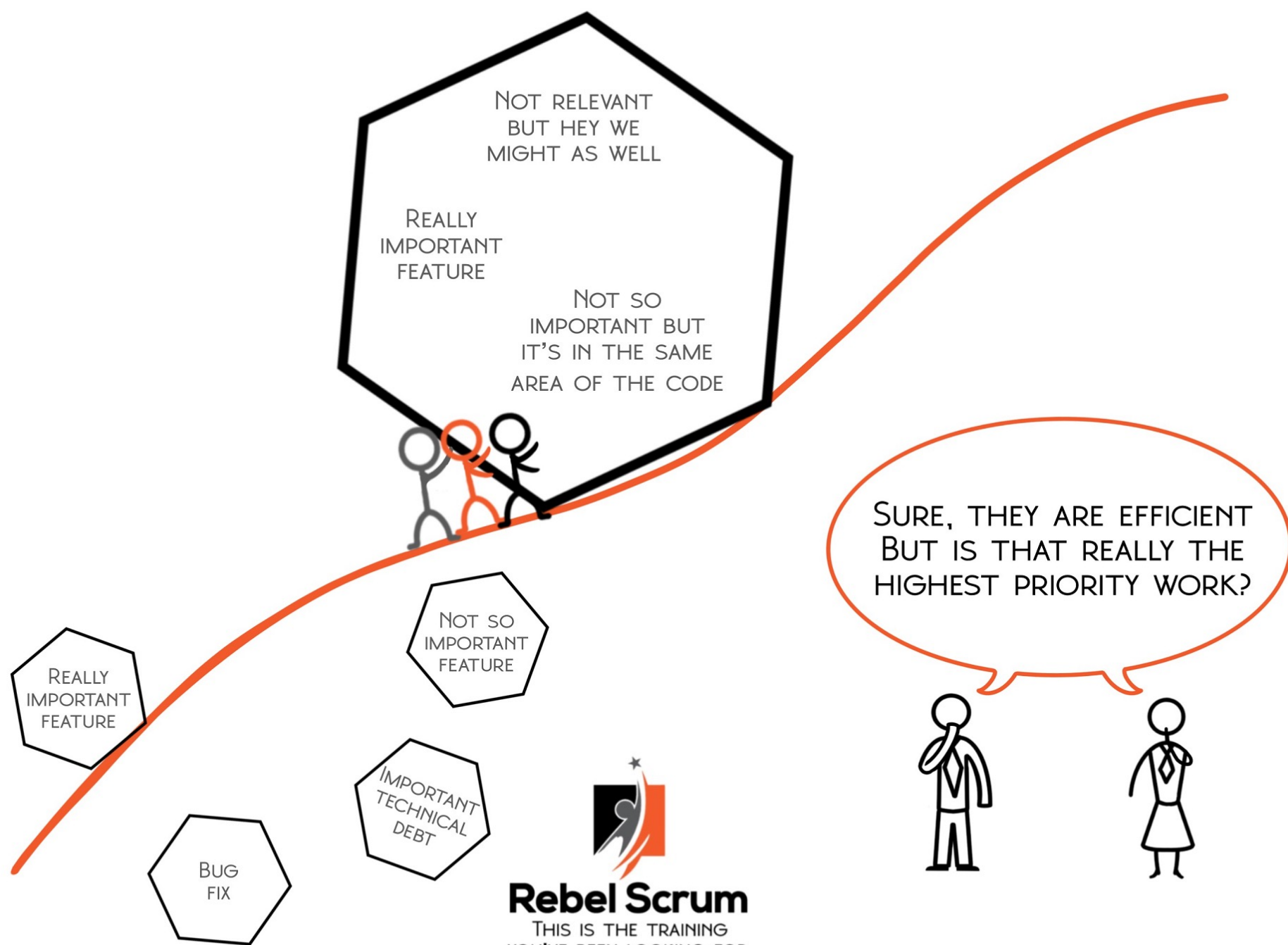
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**Myth: “We can’t break this Product Backlog item down any smaller because then we might have to return to the same part of the code later, and that’s wasteful!”**

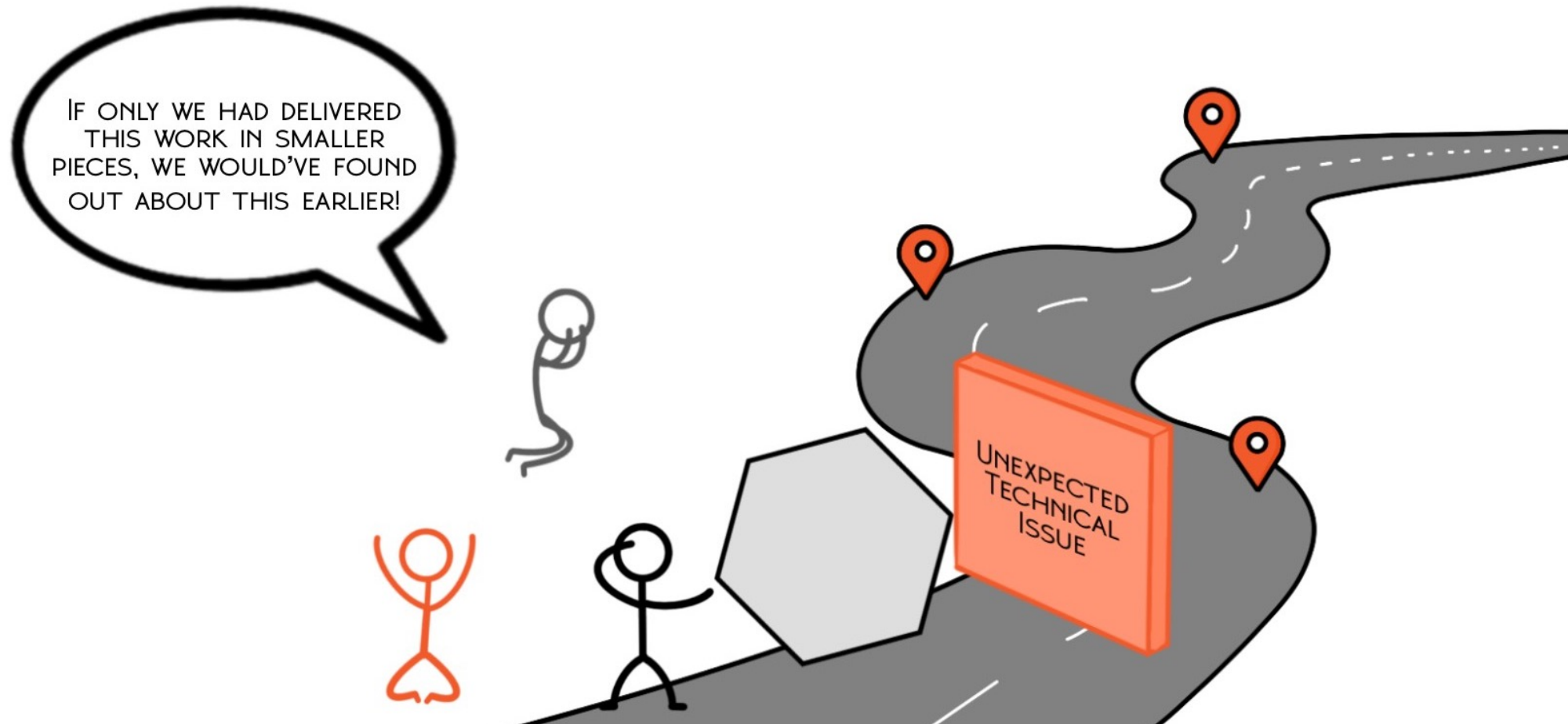


IF WE COMBINED THE ORANGE STORIES IN ORDER TO MINIMIZE TESTING EFFORT, THEN WE WOULD - IN EFFECT - BE ORDERING WORK BY MODULE INSTEAD OF ALLOWING THE PRODUCT OWNER TO ORDER THE WORK BASED ON WHAT IS THE MOST VALUABLE THING TO DO NEXT WHICH COULD RESULT IN THE TEAM WORKING ON LOWER "PRIORITY" WORK.





# It's not just about prioritization...



## **How to correct this Myth**

Higher ordered Product Backlog items should be sized such that they can be completed within one Sprint

Developers should collaborate with the Product Owner to maximize the value of the Product

Developers are accountable for sizing Product Backlog items

# **Poll: Are your Product Backlog items right sized?**

---

# Questions

# Each accountability has a clear learning path

Product Owner

Developers

Scrum Master

Agile Leaders

## Product Owner Learning Path

★★★★★ 4.9 from 5 ratings

Unwatch

As described in the [Scrum Guide](#), a Scrum Product Owner is responsible for maximizing the value of the product resulting from the work of the Development Team. How this is done may vary widely across organizations, Scrum Teams, and individuals.

The learning path is organized by a set of [Professional Scrum Competencies](#) which each contain a number of focus areas. Resources are laid out in a prescribed order, however it is your journey, so follow in the best way that helps you learn.

Understanding and Applying the Scrum Framework

Empiricism

Scrum Values

Scrum Roles

Scrum Events

Scrum Artifacts


Sprint Goal

Done

Scaling Scrum

Managing Products with Agility


### Understanding and Applying the Scrum Framework / Empiricism

The Agile Manifesto

Created by 17 visionaries in 2001, the Agile Manifesto was developed to look at the core principles and values for Agile software development. [0:04:00]

★★★★★ 4.8 from 6 ratings


Completed

Empiricism, the Act of Making Decisions Based on What Is

Ken Schwaber writes about commitment and Scrum as an empirical process. [0:03:30]

★★★★★ 4.8 from 7 ratings

Completed

The Three Pillars of Empiricism (Scrum)

READ THE SCRUM GUIDE

VIEW THE SCRUM FRAMEWORK

THE SCRUM GLOSSARY

FIND TRAINING

GET CERTIFIED

- <https://www.scrum.org/pathway/scrum-master>
- <https://www.scrum.org/pathway/product-owner-learning-path>
- <https://www.scrum.org/pathway/team-member-learning-path>
- <https://www.scrum.org/pathway/agile-leader-learning-path>

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Insights from Scrum.org's community of experts

## SCRUM PULSE

A free monthly webcast by Scrum.org **Professional Scrum Trainers** addressing common challenges faced by the software profession.



# Thank you!

[mary@rebelscrum.site](mailto:mary@rebelscrum.site)