



Scrum.org™
The Home of Scrum

How to Fix a Failing Project

Tapping the brakes on that rolling dumpster fire. 🚒🚒🚒

Benjamin Day

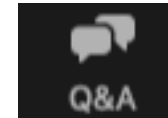
www.benday.com



DATE

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

Mission:
*Helping People and
Teams Solve
Complex Problems*



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



Benjamin Day

Brookline, MA
Consultant & Trainer
Rental Chief Technology Officer
Therapist for Teams
Scrum, DevOps, Azure,
Team Foundation Server,
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Microsoft MVP
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Benjamin Day Consulting



PLURALSIGHT



Scrum.org
The Home of Scrum



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Consultant, Scrum.org trainer

Part-time CTO

Therapist for teams

Pluralsight author

Implementing Scrum with Azure DevOps

Azure DevOps Services Fundamentals

Scrum Master Skills



Azure DevOps Utilities (azdoutil)

<https://github.com/benday-inc/azdoutil>

Free!

Commands

Command Name	Description
addconfig	Add or update an Azure DevOps configuration. For example, which server or account plus auth information.
changeprocess	Change the process for a Team Project
addrefinementprocess	Creates backlog refinement process template as described at https://www.benday.com/2022/09/29/streamlining-backlog-refinement-with-azure-devops/
creategitrepo	Creates a Git repository in an Azure DevOps Team Project.
createproject	Create team project
deleteproject	Delete team project
exportworkitemquery	Export work item query results
forecastdurationforitemcount	Use throughput data to forecast likely number of weeks to get given number of items done using Monte Carlo simulation
forecastitemsinweeks	Use throughput data to forecast likely number of items done in given number of weeks using Monte Carlo simulation
forecastworkitem	Use throughput data to forecast when a work item is likely to be done based on the current backlog priority using Monte Carlo simulation
getareas	Gets a list of areas in an Azure DevOps Team Project.
throughputcycletime	Get cycle time and throughput data for a team project for a date range

GitRepoSync

[https://github.com/
benday-inc/git-repo-sync](https://github.com/benday-inc/git-repo-sync)

Free!

gitreposync

Do you have a gigantic sprawling mess of git repositories that you care about? Do you need to manage that sprawl on multiple machines? Need to set up your list of repos on a new machine?

This utility helps you to manage that mess.

Key features:

- Quickly sync all your git repos or just a subset of your repos with a single command. The tool decides whether to do a 'git clone' or a 'git pull'
- Use a config file to define all the git repos you care about
- Take your existing mess of git repos and script it all into a config file
- Define categories of git repos in the config file
- Mark git repos as a 'quick sync' repository
- Quickly sync all your 'quick sync' repos
- Quickly sync just a category of repos

About

Written by Benjamin Day

Pluralsight Author | Microsoft MVP | Scrum.org Professional Scrum Trainer

<https://www.benday.com>

On with the show.

Something's
not right.

Failing project
Troubled project
At-risk project

Two Types of “Fail”

Technical Problems /
Implementation Problems

People / Expectation
Management Problems

Project Management Problems

Causes of Troubled Projects

- Nothing getting done
- Buggy or low quality
- Unhappy stakeholders
- Wobbly requirements
- No idea when you'll be done
 - No data
- Perception problems
- Trust problems
- Credibility problems

People / Expectation Management Problems

At the core...

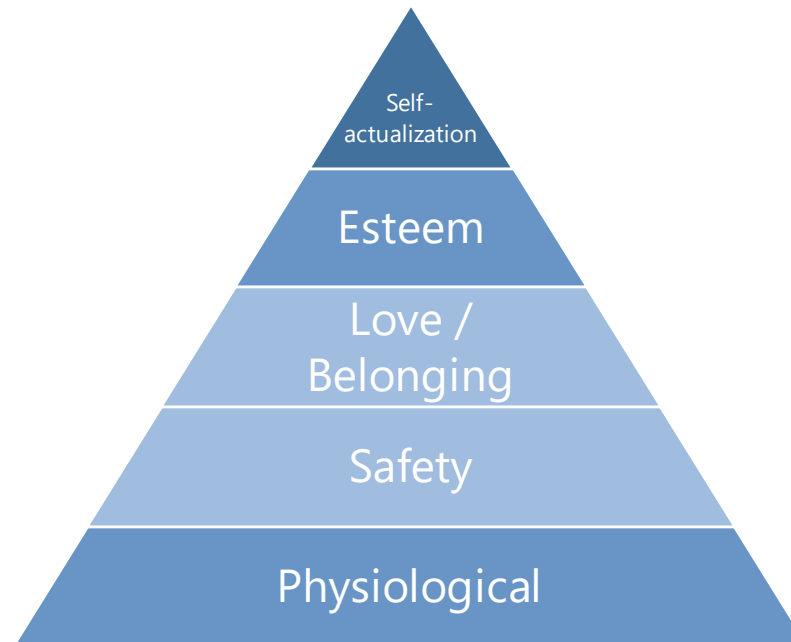
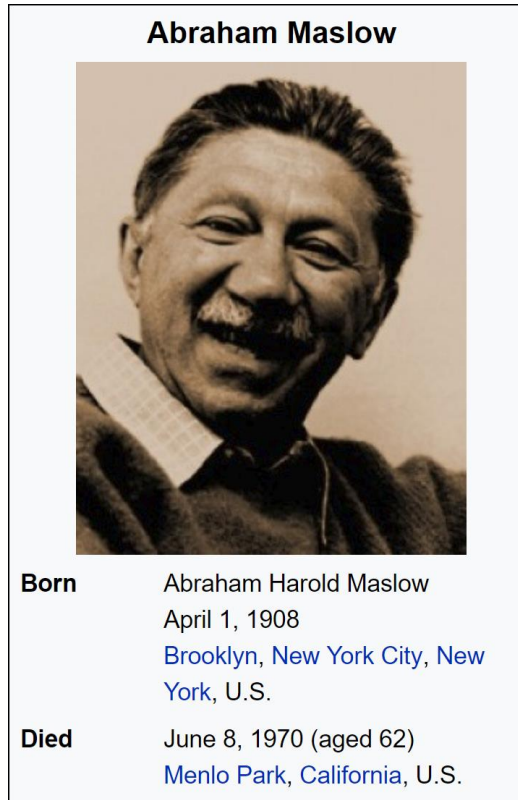
Someone thinks that their “needs” aren’t going to be met

- They’re afraid

Answer: address the fear

- Or acknowledge the fear
- Or confirm the fear

Maslow's Hierarchy of Needs



Become all you can be

Recognition, Status, Respect

Friendships, Family, Intimacy

Security (Personal, Financial), Health

Food, Water, Air, Sleep, Shelter, etc.

https://en.wikipedia.org/wiki/Maslow%27s_hierarchy_of_needs

Change the way you talk

Re-invent your project with new words

How we talk is how we think.

Words matter.

When you're trying to fix a project,
talk about what you're going to do
rather than stop doing.

Create motion.
Communicate with motion.

Steps to fix it

Change the mindset. Start addressing your credibility problems.

When you're in a hole,
stop digging.

Things to do

Consider killing the project

You have credibility problems →

- Stop making promises about dates

Define what Done means

Figure out what the top priority items are for the next 2 to 4 sprints

Minimize Work In Progress (WIP)

Change how you predict the future

- Flow Metrics

Step 1a: Consider Killing the Project

Not going well?

Unhappy customers?

Not getting anything done?

Stuff you're building is garbage?

Maybe you should just quit.

- Kill the project
- Or maybe even quit your job

Consider that the project is *perhaps* not worth saving

Step 1b: Confirm that it's worth continuing

Power move

Reframe / reconfirm that it's worth doing

Why do you want this thing?

How will you know if it's successful?

How will you know if it's failed?

What are your top priority features?

- Helps to focus on what's important

Step 2: Stop Making Promises on Dates

“When am I going to get my stuff?”

Everyone wants to know this

Nothing makes customers more nervous than when you keep making promises on dates...

...and you keep *missing* those dates

They think you don't know what you're doing

- ...and they're probably not wrong

Credibility problems

Stop making promises you aren't sure
you can keep.
(You need better data.)

Why are dates
slipping?

Why are your estimates wrong?

Complexity

Unknowns

Dependencies

Wishful thinking

The Dirty ~~Little~~ Huge Secret:

Your customers don't really care about your estimates.

Your customers just want their
done, working software.

Start making your customer(s) happy.

Give them something that's done.

Train them that they'll get chunks of 'Done'
on a regular basis.

Step #3: Define 'Done'

Create a Definition of Done (DoD)

Everything it takes to call a requirement done

- 100% done
- "Potentially shippable"
- No more additional work required

Write it down!

Discuss it regularly

Consider sharing it with your bosses, customers, & stakeholders

- They might not understand it
- They might have suggestions

There's a lot more to your DoD than
"the code compiles and is checked in."

Sample Definition of Done (DoD)

Development / Coder

- Code is written with unit tests
- Unit tests have a minimum of 75% code coverage
- Code has been merged to Main
- Code compiles and unit tests pass when run as part of an automated build
- Database schema objects are checked in to version control
- Database upgrade script is written and in version control
- Code reviewed by someone other than the original author

Testing, Deployment, Ops

- Written QA test plan
- Tested with QA test plan by someone other than the original author
- Deployed and tested in Staging environment
- Automated UI tests are written and pass
- No Severity 1 or 2 bugs
- Reviewed by Product Owner
- Passes acceptance criteria for the PBI
- Known deployment & rollback plan
- Deployment plan reviewed by Ops
- Database changes reviewed by DBAs
- Load tested
- Deployed to Production

Definition of
Done touches
everything

Estimation

Forecasting

Work in Progress

Team communication

Communication with stakeholders

QA Testing / Defect Tracking

DevOps

Version Control / Branching & Merging

DoD →
Transparency

Your team creates its Definition of Done
Now your team knows if something is
Done

This also mean they know when
something is NOT done

- Hint: most of the time, stuff isn't Done

Your stakeholders, customers, bosses now
understand what you mean when you say
'Done'

Most of the time,
stuff isn't 'Done'

It's a lot of work to get to 'Done'

If you ship features that aren't 100% done, your customers think you're shipping garbage.

Your customers DO NOT UNDERSTAND the difference between 'partially done' and 'done'

- Creates a horrible credibility problem
- Makes communication about status INSANELY hard

Step #4: Fix your Product Backlog

Another way of saying this...
Prioritize your work
Make it clear what the priorities are

Product Backlog

List of requirements

Product Backlog represents the vision for the features and priorities for the product

Product Backlog Item =
feature / requirement

Product Backlog Problems

Not enough backlog

Unclear definition of what the Product is
- (...and what it ISN'T)

Unclear understanding of "Ready"
product backlog

PBIs only make sense to tech people

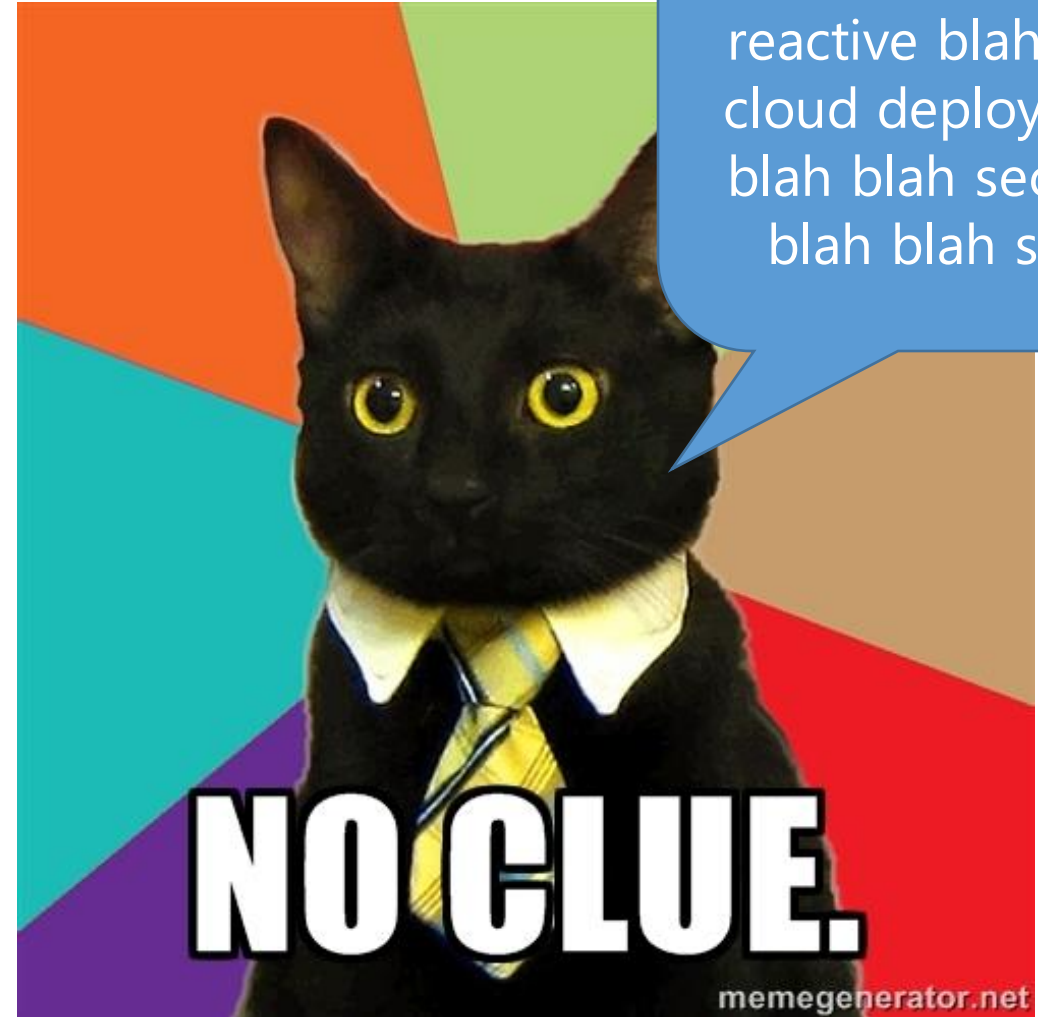
- Doesn't tell a story
- Not readable by mere mortals
- Task-y PBIs
- No acceptance criteria

You want your customers to be clear
what you're working on and why.





So...uhhh...what are
you working on?



Blah blah blah sql
server blah blah
reactive blah blah
cloud deploy blah
blah blah security
blah blah stuff



So...uhhh...what are you working on?

BOOOOOOM!!!!

This.

Name	Size
Update payment system to convert USD to Bitcoin	8
Fix layout and click problems on Safari on iPhone 6	3
Update payment system to support ApplePay	5
Request PDF receipt delivered by email for past purchase	2
Generate report to see orders by payment type	3
Update payment system to take PayPal payments	5
Mark transaction for fraud audit	8
Upgrade site layout to support Internet Explorer 11	8
Refund in-store mobile purchase from administrator device	5
Fix bugs related to jQuery upgrade (Defect #123, #456, #321, etc.)	3
Fix bugs related to declined transactions using debit cards (Defect #132, #821)	3
Book pre-paid appointment	2
Request PDF summary of all purchases for date range	3
Generate gift card for in-store purchase	2
Generate gift card for mobile purchase	3
Update website to use new logo and color scheme	5
Update website to use new logo and color scheme	3
Update website to use new logo and color scheme	2
Update website to use new logo and color scheme	1
Update website to use new logo and color scheme	5
admin	5
Request print	13
Feature XYZ	9
Feature ABC	21
Use mobile camera to scan UPC	21
Create a lasting world peace	21
Feature QWERTY	40
Reporting dashboard for iOS & Android	40
Federated Identity using external authentication providers	13
Add membership card to Apple Wallet	8
Use mobile camera to scan UPC for product and add to cart for in-store purchase	8
Complete in-store mobile purchase	80
Teach cats to do tax preparation	80
RFID-based inventory control system	40
Migrate application hosting to external cloud provider	120
Talking unicorns	

Your backlog is your vision for
the future of the product.

Backlog refinement is
unbelievably important.

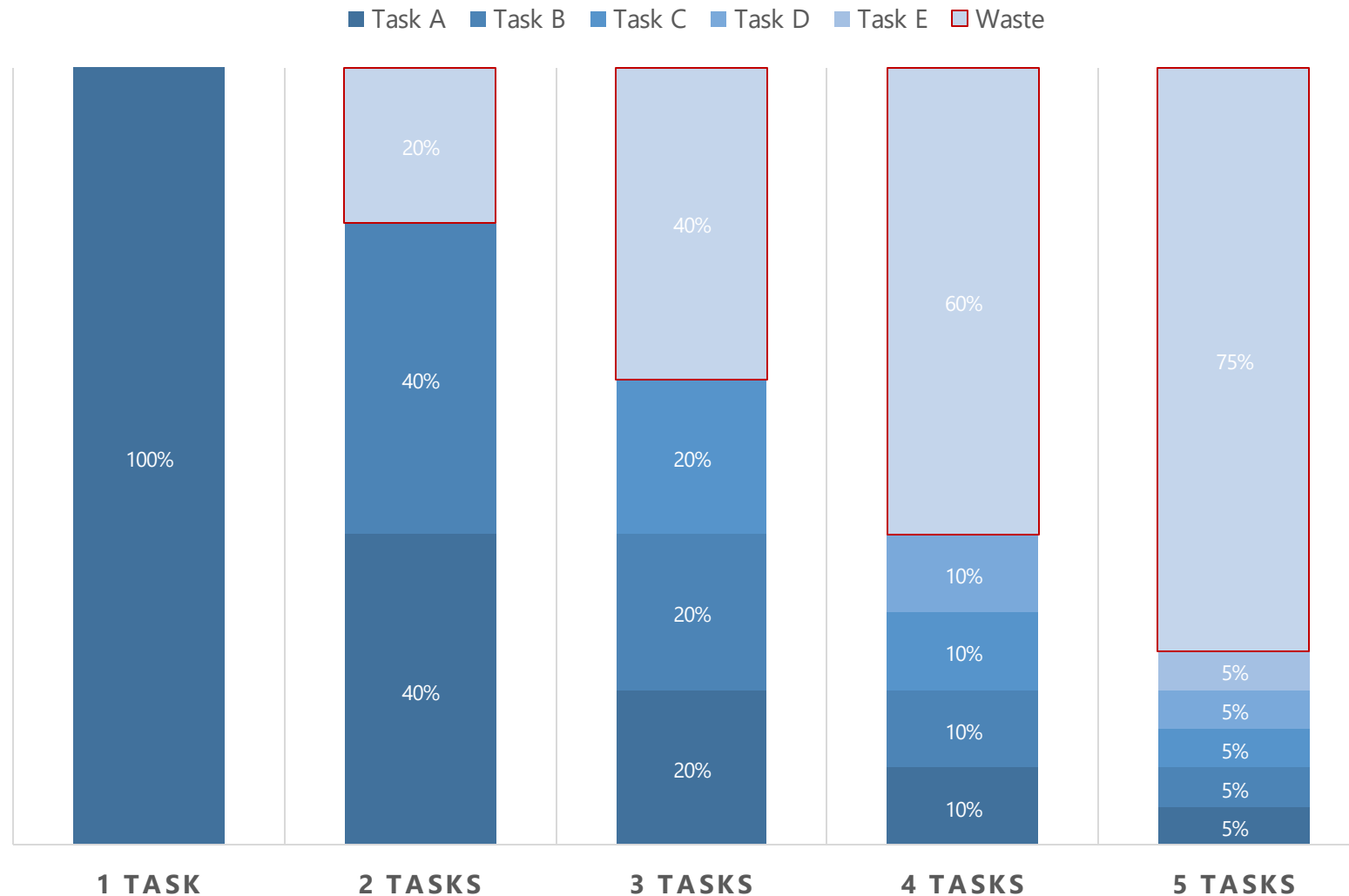
You need clear priorities.
(Even if they're perhaps wrong.)

Two to four sprints of
well-understood backlog.

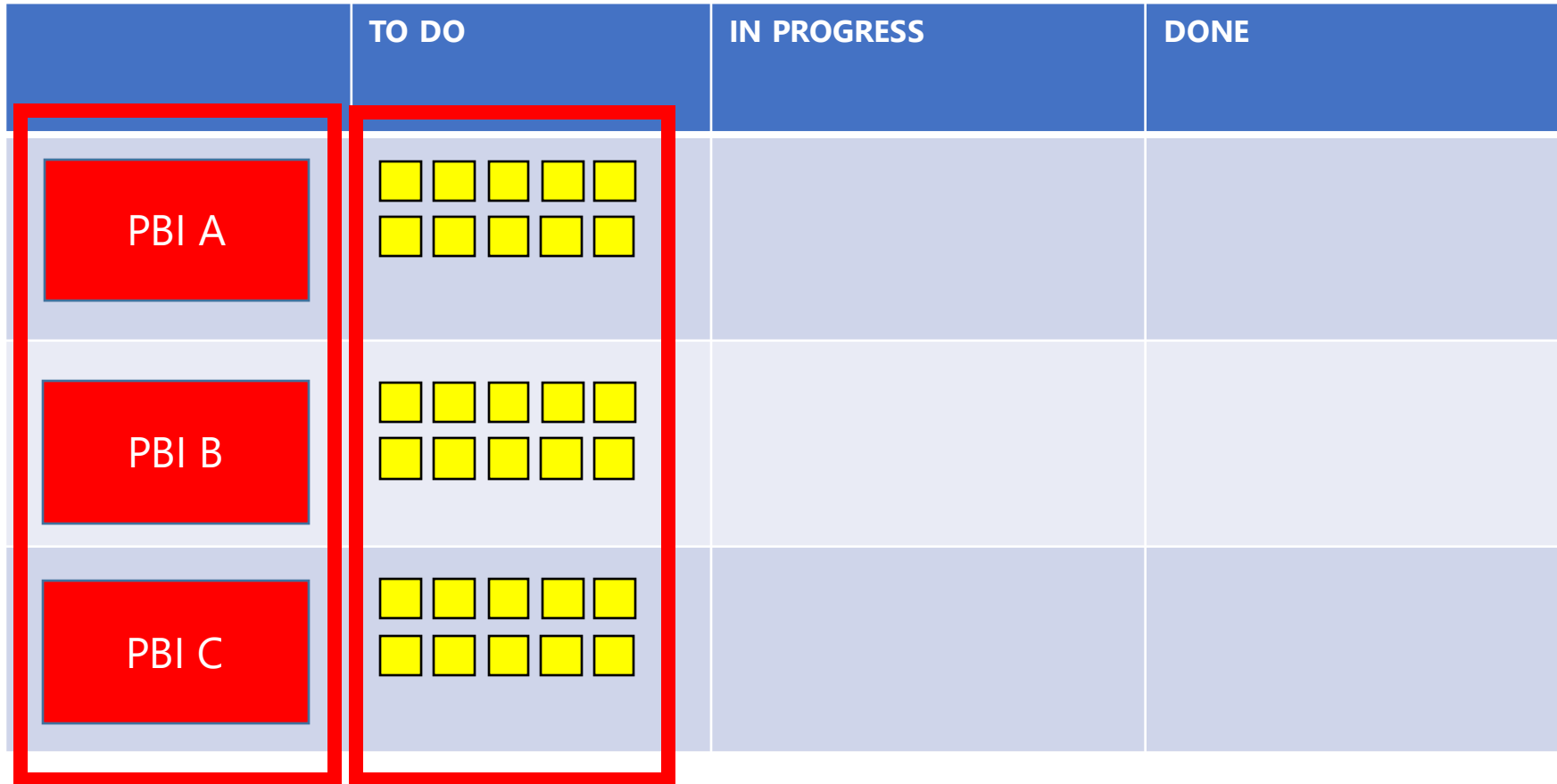
Step 5: Minimize Work in Progress

Do less at once to do more overall.

Productivity vs. Waste



Visualize Your Progress: Scrum Board



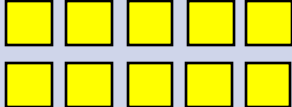


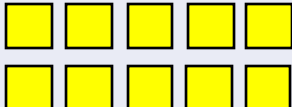
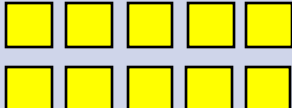
Product
Backlog Items

Tasks

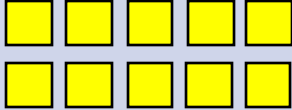
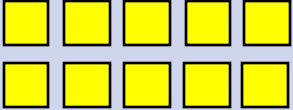
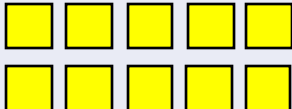
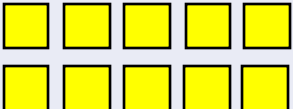
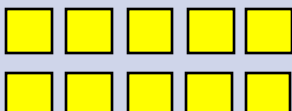
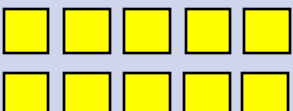
Scrum Board for the Sprint

		TO DO	IN PROGRESS	DONE
Product Backlog Item A Status	PBI A	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>		
Product Backlog Item B Status	PBI B	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>		
Product Backlog Item C Status	PBI C	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>		

Scrum Board for the Sprint

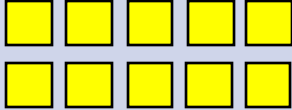
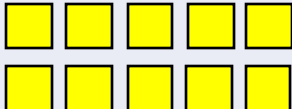
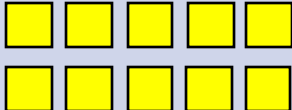
	TO DO	IN PROGRESS	DONE
PBI A			
PBI B			
PBI C			

Scrum Board for the Sprint

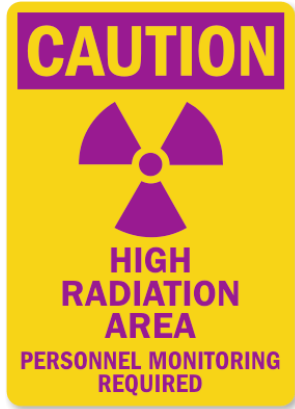
	TO DO	IN PROGRESS	DONE
PBI A			
PBI B			
PBI C			



Scrum Board for the Sprint

	TO DO	IN PROGRESS	DONE
PBI A			
PBI B			
PBI C			

Scrum Board Danger

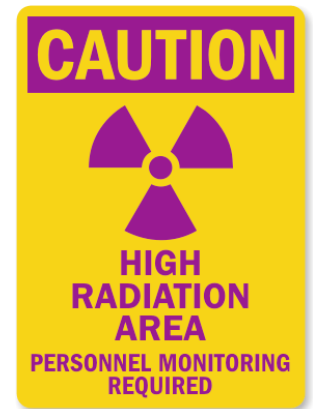


Biohazard

	TO DO	IN PROGRESS	DONE
PBI A	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>
PBI B	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>
PBI C	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div></div>



Biohazard

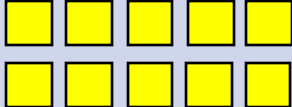
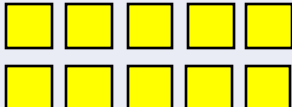
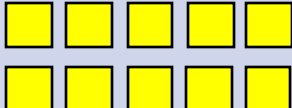


Why is that so dangerous?

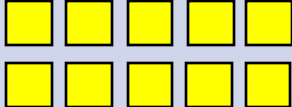
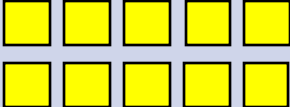
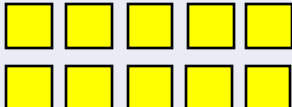
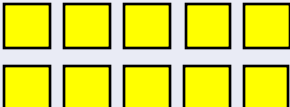
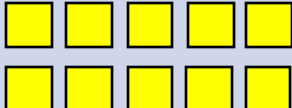
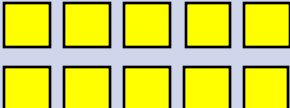
Too much work in progress.

'Work In Progress'
commonly abbreviated as
'WIP'.

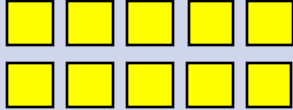
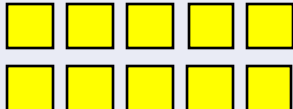
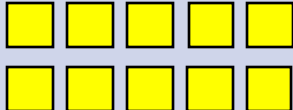
Sprint: Day 1 of 15

	TO DO	IN PROGRESS	DONE
PBI A			
PBI B			
PBI C			

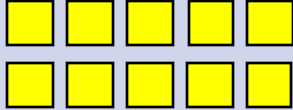
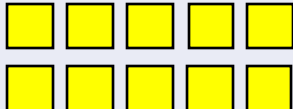
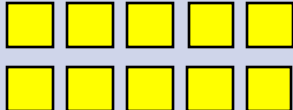
Sprint: Day 2 of 15

	TO DO	IN PROGRESS	DONE
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PBI B			
PBI C			

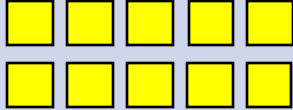
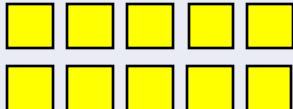
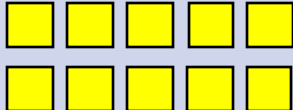
Sprint: Day 3 of 15

	TO DO	IN PROGRESS	DONE
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PBI B			
PBI C			

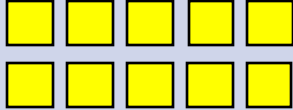
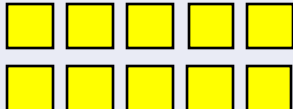
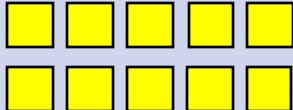
Sprint: Day 4 of 15

	TO DO	IN PROGRESS	DONE
PBI A			
PBI B			
PBI C			

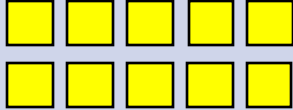
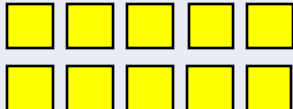
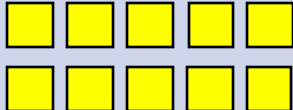
Sprint: Day 5 of 15

	TO DO	IN PROGRESS	DONE
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PBI B			
PBI C			

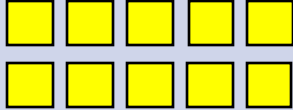
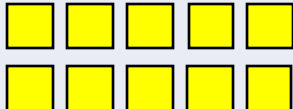
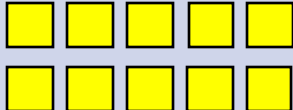
Sprint: Day 6 of 15

	TO DO	IN PROGRESS	DONE
PBI A			
PBI B			
PBI C			

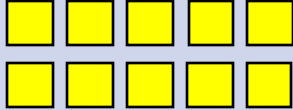
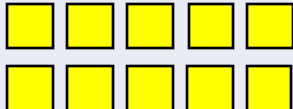
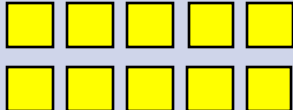
Sprint: Day 7 of 15

	TO DO	IN PROGRESS	DONE
PBI A			
PBI B			
PBI C			

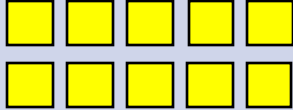
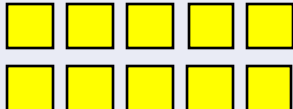
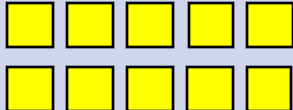
Sprint: Day 8 of 15

	TO DO	IN PROGRESS	DONE
PBI A			
PBI B			
PBI C			

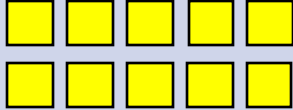

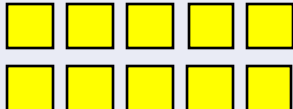

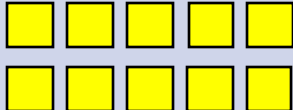

Sprint: Day 9 of 15

	TO DO	IN PROGRESS	DONE
PBI A			
PBI B			
PBI C			

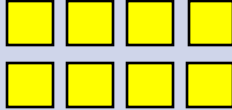
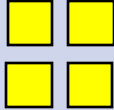
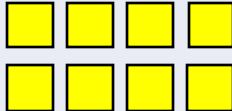
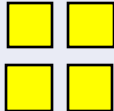
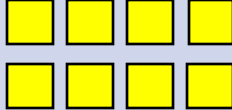
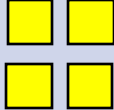
Sprint: Day 10 of 15

	TO DO	IN PROGRESS	DONE
PBI A			
PBI B			
PBI C			


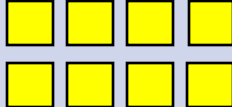
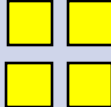

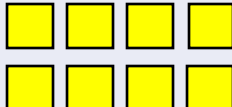
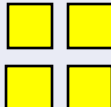

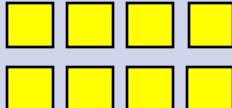
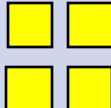
Sprint: Day 11 of 15

	TO DO	IN PROGRESS	DONE
PBI A			
PBI B			
PBI C			

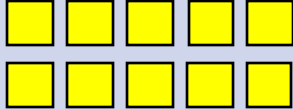
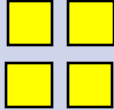
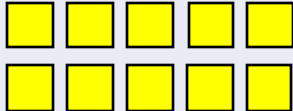
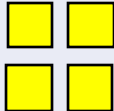
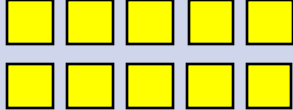
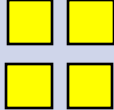
Sprint: Day 12 of 15

	TO DO	IN PROGRESS	DONE
PBI A			
PBI B			
PBI C			



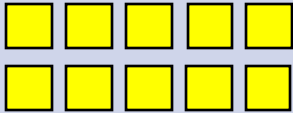
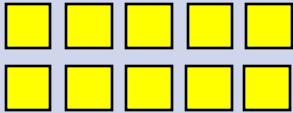



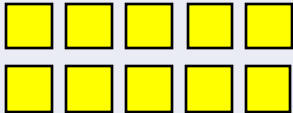
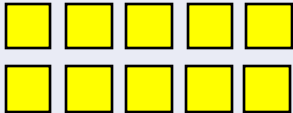



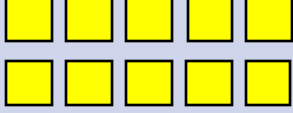
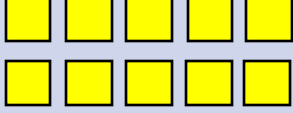

Sprint: Day 13 of 15

	TO DO	IN PROGRESS	DONE
PBI A			
PBI B			
PBI C			

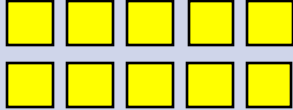
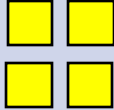
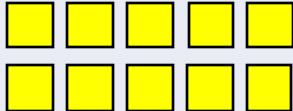
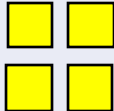
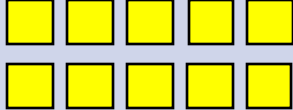
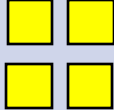
Sprint: Day 14 of 15

	TO DO	IN PROGRESS	DONE
PBI A			
PBI B			
PBI C			

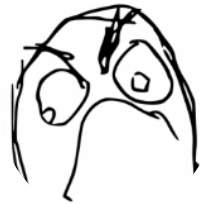
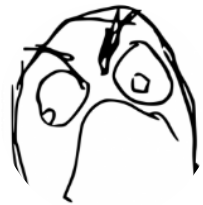
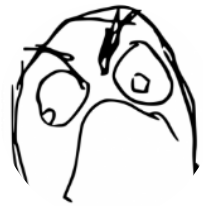
Sprint: Day 15 of 15 (in your dreams)

		TO DO	IN PROGRESS	DONE	
					
					
					

Sprint: Day 14 of 15

	TO DO	IN PROGRESS	DONE
PBI A			
PBI B			
PBI C			

Sprint: Day 15 of 15 (in reality)



	TO DO	IN PROGRESS	DONE
PBI A	<div><div></div><div></div></div>	<div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div></div>	<div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div>
PBI B	<div><div></div><div></div></div>	<div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div></div>	<div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div></div>
PBI C	<div><div></div><div></div></div>	<div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div></div>	<div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div>

FAIL

FAIL

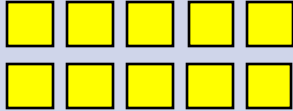
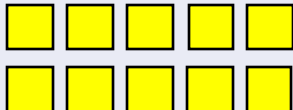
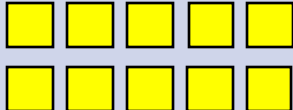
FAIL

Plenty left to do

What went wrong?

Too much WIP.
Not enough Done.


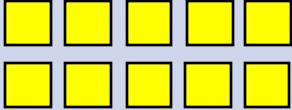
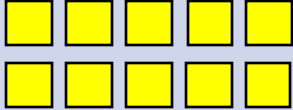
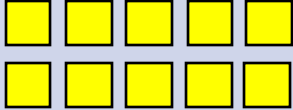


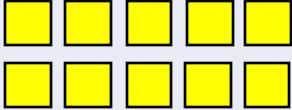
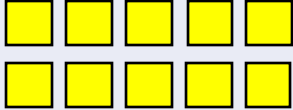
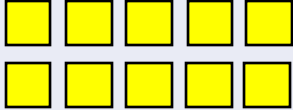


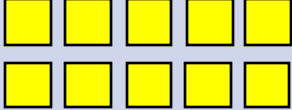
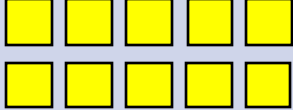
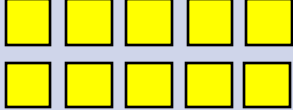

Most of the Sprint Looked like This

	TO DO	IN PROGRESS	DONE
PBI A			
PBI B			
PBI C			

Lots of
Work In
Progress

0.00 Items are Done
0.00 PBIs are Done

A Better Approach to WIP

		TO DO	IN PROGRESS	DONE	
	PBI A				
	PBI B				
	PBI C				

Huge Benefit: Risk Management



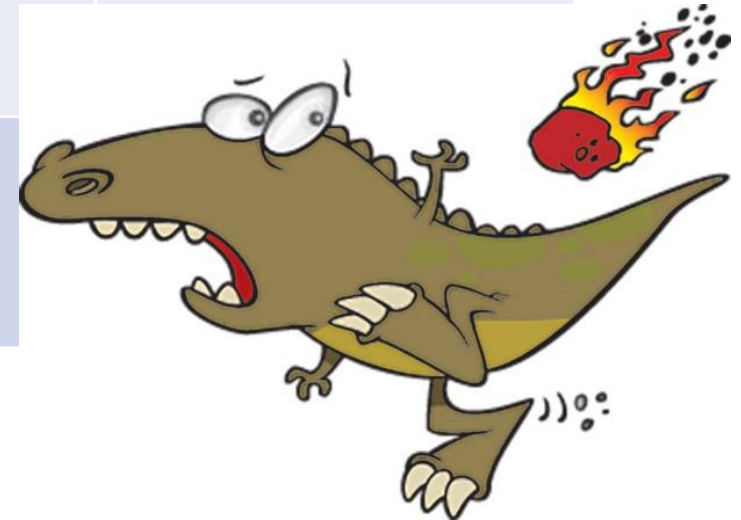
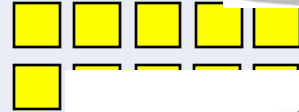
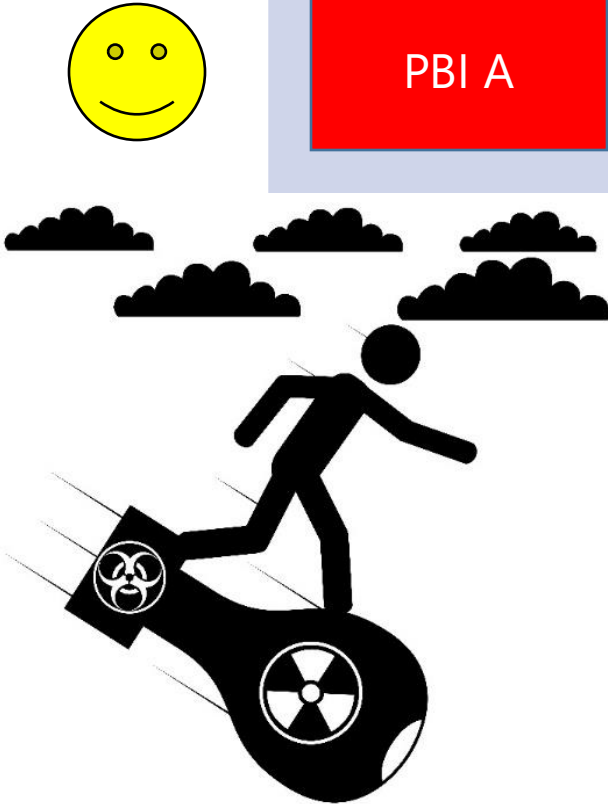
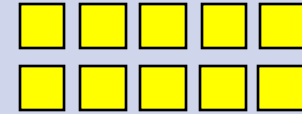
ay 5 of 15

TO DO

DONE



PBI A





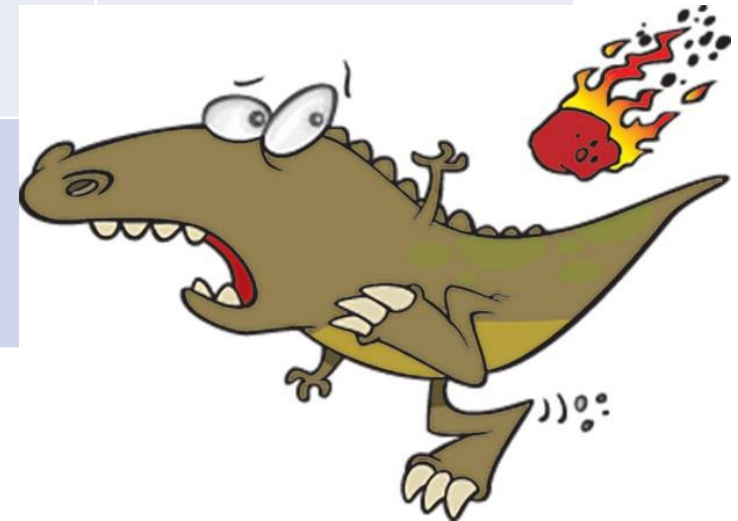
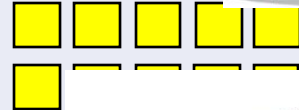
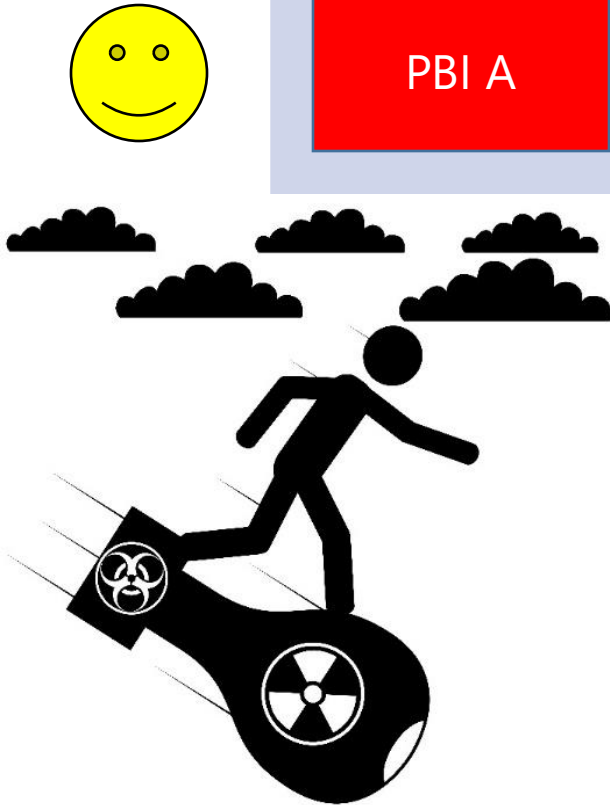
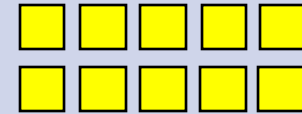
ay 10 of 15

TO DO

DONE



PBI A





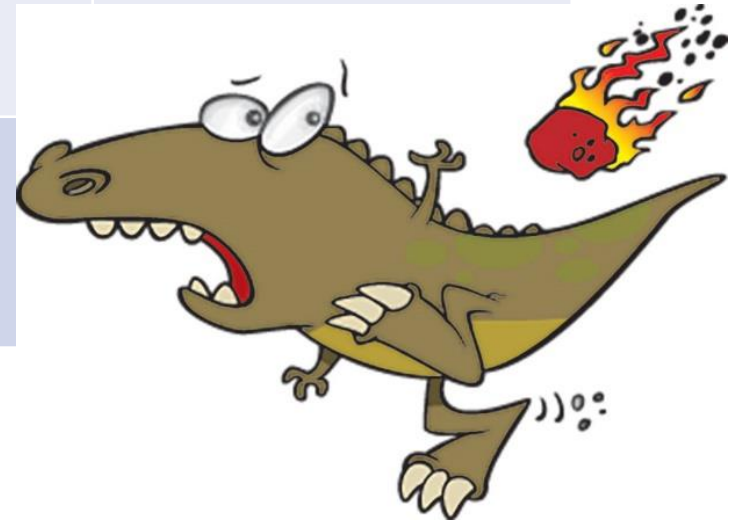
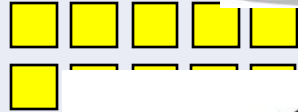
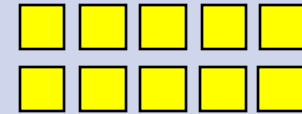
ay 13 of 15

TO DO

DONE



PBI A





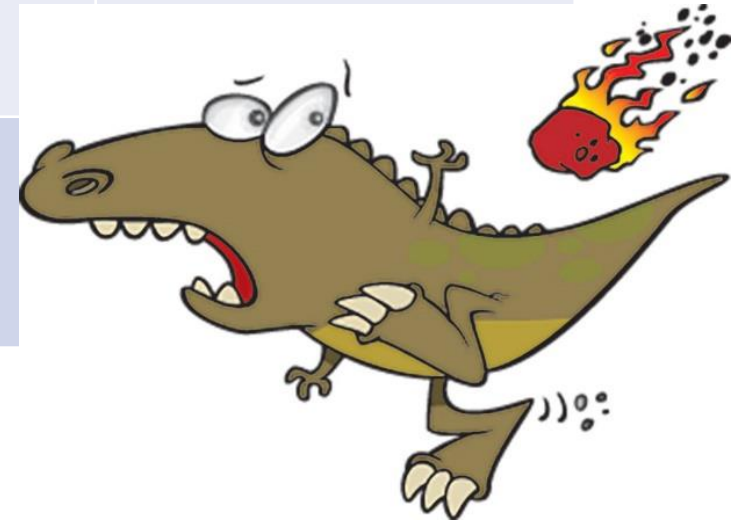
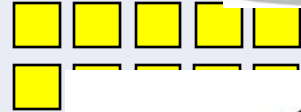
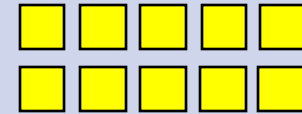
ay 14 of 15

TO DO

DONE



PBI A





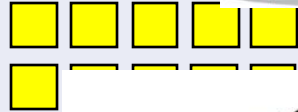
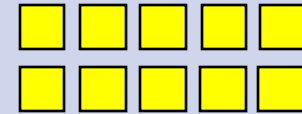
ay 15 of 15

TO DO

DONE



PBI A



Where's the good news in that?



ay 15 of 15

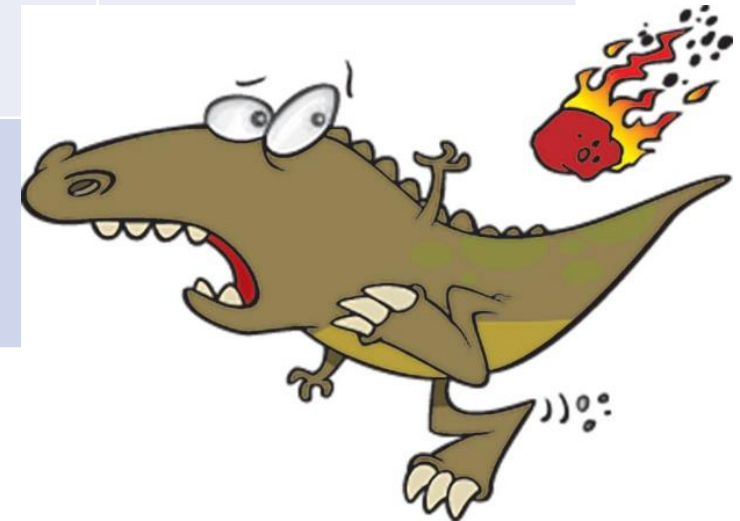
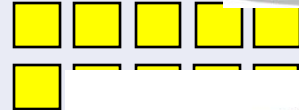
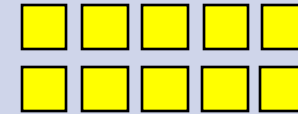
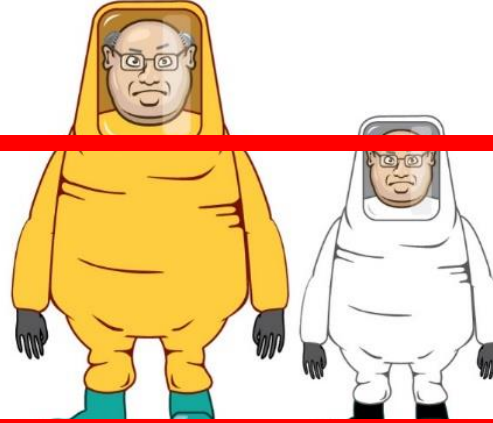
At least you got
one PBI done.

TO DO

DONE



PBI A

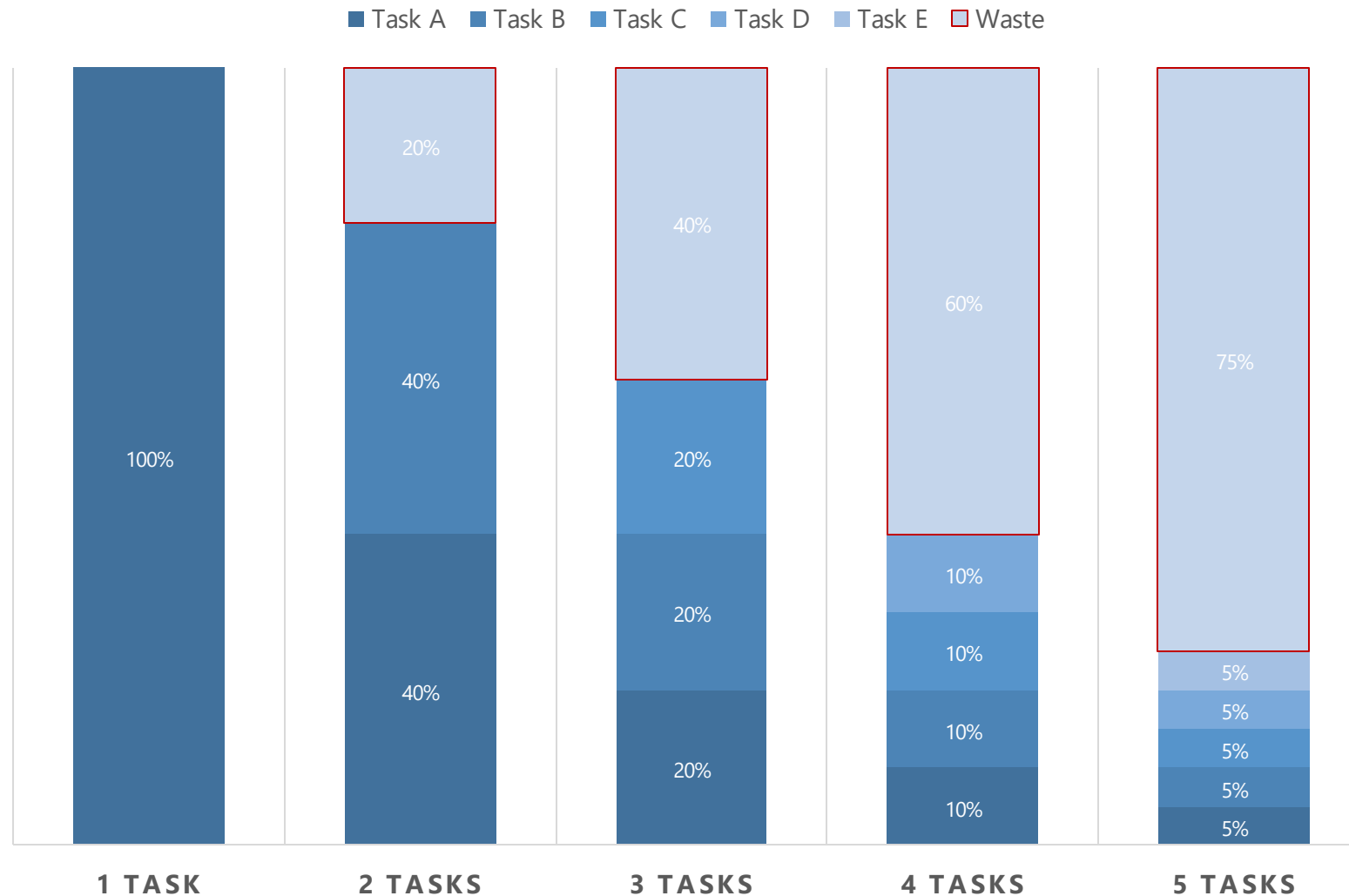


Do less at once →
Decreased risk of delivering
nothing in this Sprint

Doing less at once !=
Doing less overall

Same pile of work.
Different way of delivering it.

Productivity vs. Waste



Whole team is going to
work on one PBI as a team.

Helps team to focus.

Team's focus is on details of
a single PBI rather than
details of a bunch of PBIs.

Step 6: Flow Metrics

Predict the future. Change the conversation. Save the world.



When am I going to get
my stuff?

Ever tried to talk about your
customer about
Story Points & Velocity?



Traditional Scrum & Agile
metrics are hard to explain...
...and almost impossible
to understand.

Consider ditching
story points, estimates,
and velocity.

“If you’re explaining,
you’re losing.”

Ronald Reagan



In order to build rapport with your customers and/or regain their trust, you need to have time to talk to them about Things That Matter.

Things That Matter

Questions about requirements

Feedback on...

- ...designs
- ...possible approaches
- ...things that the team has completed

Just getting to know them as humans

- Kids?
- Hobbies?
- Vacations?
- Things they're proud of
- Things they're looking forward to
- Things you have in common

Ain't nobody got time for story points.
But they do like talking about their lives and
things that make them happy and hopeful.

Use metrics that
mere mortals can
understand.

Throughput

- Number of items done in X period of time

Recommendation:

- Keep it simple
- # items per 1 week
- # items per 2 weeks



How to Predict the Future With Azure DevOps & Flow Metrics

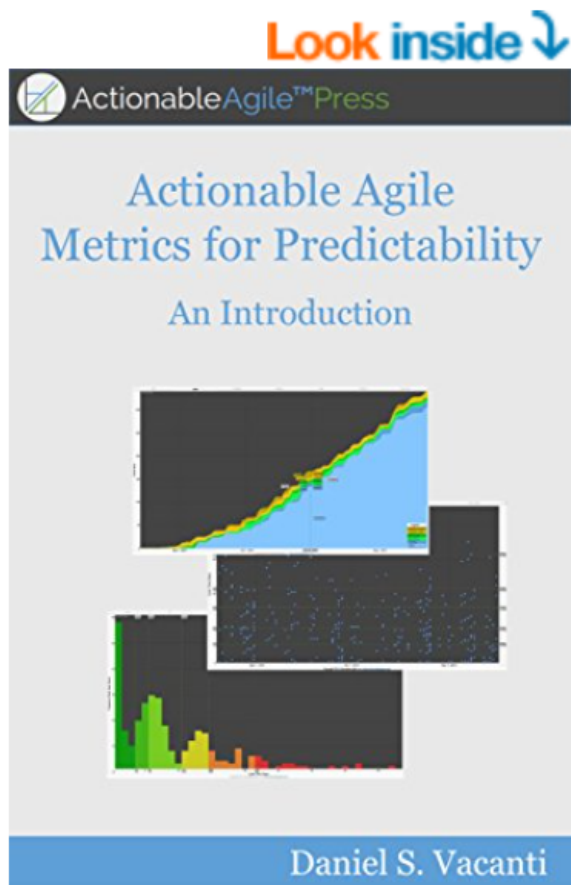


Yes, you can predict the future. Well, maybe more like forecast the future. And [Azure DevOps](#) can help by using [Flow Metrics](#). Specifically, something called **throughput**

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<https://www.scrum.org/courses/professional-scrum-with-kanban-training>

Summary

Consider killing the project

You have credibility problems →

- Stop making promises about dates

Define what Done means

Figure out what the top priority items are for the next 2 to 4 sprints

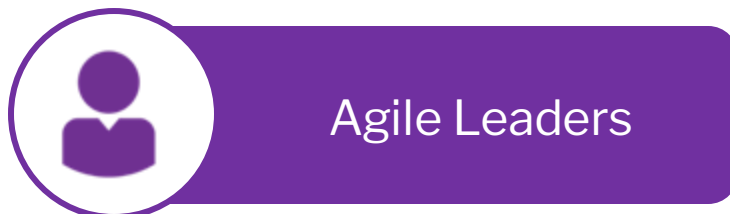
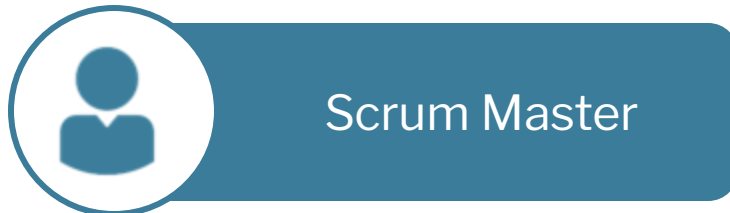
Minimize Work In Progress (WIP)

Change how you predict the future

- Flow Metrics

Questions

Each role has a clear Learning Path



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. 10.04.001

★★★★★ 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. 10.03.301

★★★★★ 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>

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