



Software Strategy

1 page Scrum crib sheet

Key elements & concepts

- Scrum is a project management method without a Project Manager role; the team are **self-organizing** and take on the tasks normally undertaken by a Project Manager.
- Scrum is based on empirical process control rather than the defined process control used by most project management methods
- Scrum does not include any engineering practices; most software development teams borrow from Extreme Programming: Test Driven Development, Pair Programming, Continuous Integration, Refactoring, Shared Code Ownership, Simplest Design Possible and Small releases.
- Software is developed in a series of short "Sprints" lasting 1 to 4 weeks.
- Retrospectives: At the end of each Sprint the team reflect on what is done and endeavour to find ways to improve their work.
- Work is tracked visually - index cards on boards and burn-down charts to show progress.

Roles

- **Product Owner:** Owns *Product Backlog* - determines what should be worked on, describes what is needed, prioritises work and is ultimate authority for acceptance. Usually filled by a Product Manager or Business Analyst.
- **Scrum Master:** Helps the team operate the Scrum processes – coaching, teaching, nudging. Should be filled by someone with prior experience of Scrum. Has no authority and is not a Project Manager or Team Lead.
- **The Team:** Own *Sprint Backlog*; Cross-functional, multi-skilled individuals who do what is needed to create the product. Team members may have specialisations (e.g. Tester, Programmer) and all undertake project management tasks, e.g. reporting, etc.
- **"Pigs"** – the team and anyone else who is accountable for delivering
- **"Chickens"** – have an interest in the delivery but do not involve

Spring rhythm (*4 week Sprint common*)

Day 1	Sprint Planning meeting – Product Owner requests selects items from the Product Backlog to be developed. After a discussion and estimation the team commit to doing some (or all) items - this is the Sprint Backlog
Every day	Team: daily Scrum meeting: Achieved? Doing next? Blocks? (15min max) Product Owner: Manages Product Backlog; refines items, removes old items, adds new items, re-prioritises, etc.
Final day – 5	Pre-planning meeting: review up coming work
Final day – 1	Demo software to customers (May be combined with Planning Meeting)
Final day (or day-1 AM)	Deliver working software to production Sprint Review Meeting: assess work done, hold retrospective

Further reading

- Scrum Primer: Pete Deemer, Gabrielle Benefield, Craig Larman
http://scrumtraininginstitute.com/home/stream_download/scrumprimer
- Agile Project Management with Scrum: Ken Schwaber, 2003

A lot more to Scrum than said here