Adopting Scrum

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Three Topics

Practices that characterize the Scrum agile method, along with common variants and tailorings

Which Scrum practices, or variants thereof, have been implemented and the perceived value of the method

Factors affecting Scrum adoption
Scrum’s 3 + 3 + 3

Three roles
- Product Owner
- ScrumMaster
- Development Team

Three ceremonies
- Sprint Planning Meeting
- Daily Scrum Meeting
- Sprint Review Meeting

Three artifacts
- Product Backlog
- Sprint Backlog
- Burndown Chart

Associated Practices

Defining “done”
- design reviews
- code reviews
- unit tested

Practices commonly associated with other agile methods
- test-driven development
- pair programming

Good engineering and management practices in general
- top-10 risks list
- customer-supplier relationship
Practice Effectiveness

The Scrum method in principle should be used without much variation – significant variation probably indicates a “ScrumBut” implementation.

Practices that are perceived as working will continue to be used...

Were any Scrum practices perceived as not being feasible?

Did any Scrum practices not work well when tried?

Why Adopt Agile Methods?

... pilot the agile practices and see how they work?

... use agile methods on my projects (because I like it)?

... adopt agile methods in a particular domain – where appropriate?

... adopt agile methods for the organization?
Measuring Business Success

Does the project have a “product vision” that characterizes success?

How does the project measure success?
• financial / market (profit, market share)
• quickly responding to changing customer needs
• cost and schedule drivers
• quality
• customer satisfaction / delight
• innovation (building for the future)

Factors Affecting Adoption

Some general adoption issues
• sponsorship – addressing business problems
• resistance to change
  - We need a requirements specification.
• shelfware (facades)
• training, user groups, conferences
• scope of piloting / adoption
• politics, responsibility, accountability

Some cultural issues
• power and control
• uncertainty (when will we be done?)
• confrontation vs compromise
• risk aversion
Cultural Misfits
(Using the DoD as an Example...)

Regulatory requirements for a level playing field raise challenges for evolutionary and incremental development...

The need by the contracts officer for a requirements specification...

Progress payments defined from a waterfall mentality...

Barriers – regulatory and cultural – to a collaborative customer relationship...

Protests from competitors...

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Project Context

Size (people, $$, schedule, ...)  

Market (web design, financial services, databases, ...)  

Technology (languages, tools, methodologies, techniques, ...)
Research Realities

We’d like more information than most people are willing to take the time to provide...
• participation by people doing the work is crucial to insight

Surveys inspire more questions...

Follow-up interviews provide deeper, but less comparable, information...

Research Plans

Survey of Scrum projects

Interviews and case studies of selected projects

Publications confirming / testing “what everyone knows”
• Scrum practices, variations, and associated practices
• business value of Scrum
• factors affecting Scrum adoption
Questions and Answers

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