SUCCEEDING WITH AGILE

Software Development Using Scrum

MIKE COHN

★Addison-Wesley

Upper Saddle River, NJ • Boston • Indianapolis • San Francisco New York • Toronto • Montreal • London • Munich • Paris • Madrid Cape Town • Sydney • Tokyo • Singapore • Mexico City

Contents

FOREWORD		XVII
ACKNOWLE	DGMENTS	xıx
ABOUT THE	Author	XXIII
Introducti	ION	. XXV
Part I	Getting Started	1
1	Why Becoming Agile Is Hard (But Worth It). Why Transitioning Is Hard Why It's Worth the Effort Looking Forward Additional Reading.	5 10 17
2	ADAPTing to Scrum Awareness Desire Ability Promotion Transfer. Putting It All Together. Additional Reading	23 26 31 34 40
3	Patterns for Adopting Scrum. Start Small or Go All In. Public Display of Agility or Stealth. Patterns for Spreading Scrum Introducing New Technical Practices. One Final Consideration. Additional Reading.	43 47 50 55
4.	Iterating Toward Agility The Improvement Backlog The Enterprise Transition Community Improvement Communities. One Size Does Not Fit All Looking Forward Additional Reading	62 63 70 79

	5	Your First Projects	81
		Selecting a Pilot Project	81
		Choosing the Right Time to Start	
		Selecting a Pilot Team	
		Setting and Managing Expectations	
		It's Just a Pilot	
		Additional Reading	92
Part		Individuals	.95
	6	Overcoming Resistance	97
		Anticipating Resistance	97
		Communicating About the Change	101
		The Hows and Whys of Individual Resistance	104
		Resistance as a Useful Red Flag	
		Additional Reading	115
	7	New Roles	. 117
		The Role of the ScrumMaster	117
		The Product Owner	
		New Roles, Old Responsibilities	
		Additional Reading	135
	8	Changed Roles	. 137
		Analysts	
		Project Managers	
		Architects	
		Functional Managers	
		Database Administrators	
		Testers	
		User Experience Designers.	
		Three Common Themes	
		Additional Reading	153
	9	Technical Practices	. 155
		Strive for Technical Excellence	. 155
		Design: Intentional yet Emergent	
		Improving Technical Practices Is Not Optional	
		Additional Reading	172
Part I		Teams	175
1	0	Team Structure	. 177
		Feed Them Two Pizzas	177
		Favor Feature Teams	182

	Self-Organizing Doesn't Mean Randomly Assembled	
	Guidelines for Good Team Structure	
	Onward	
	Additional Reading	
11	Teamwork	. 201
	Embrace Whole-Team Resposibility	201
	Rely On Specialists but Sparingly	204
	Do a Little Bit of Everything All the Time	
	Foster Team Learning	
	Encourage Collaboration Through Commitment	
	All Together Now	
	Additional Reading	218
12	Leading a Self-Organizing Team	. 219
	Influencing Self-Organization	
	Influencing Evolution	
	There's More to Leadership Than Buying Pizza	
	Additional Reading	
13	The Product Backlog	235
1 2	-	
	Shift from Documents to Discussions	
	Learn to Start Without a Specification.	
	Make the Product Backlog DEEP	
	Don't Forget to Talk.	
	Additional Reading	
14	Sprints	
	Deliver Working Software Each Sprint	
	Deliver Something Valuable Each Sprint	
	Prepare in This Sprint for the Next	
	Work Together Throughout the Sprint	
	Keep Timeboxes Regular and Strict	
	Don't Change the Goal	
	Get Feedback, Learn, and Adapt	
	Additional Reading	
15	Planning	. 285
	Progressively Refine Plans	286
	Don't Plan on Overtime to Salvage a Plan	
	Favor Scope Changes When Possible	
	Separate Estimating from Committing	
	Summary	
	Additional Reading	305

16	Quality	307
	Integrate Testing into the Process	308
	Automate at Different Levels	311
	Do Acceptance Test-Driven Development	317
	Pay Off Technical Debt	320
	Quality Is a Team Effort	323
	Additional Reading	323
Part IV	The Organization	325
17	Scaling Scrum	327
	Scaling the Product Owner	327
	Working with a Large Product Backlog	330
	Proactively Manage Dependencies	333
	Coordinate Work Among Teams	340
	Scaling the Sprint Planning Meeting	345
	Cultivate Communities of Practice	347
	Scrum Does Scale	352
	Additional Reading	353
18	Distributed Teams	355
	Decide How to Distribute Multiple Teams	356
	Create Coherence	359
	Get Together in Person	
	Change How You Communicate	
	Meetings	
	Proceed with Caution	
	Additional Reading	387
19	Coexisting with Other Approaches	389
	Mixing Scrum and Sequential Development	389
	Governance	394
	Compliance	396
	Onward	402
	Additional Reading	402
20	Human Resources, Facilities, and the PMO	405
	Human Resources	406
	Facilities	
	The Project Management Office	
	The Bottom Line	424
	Additional Reading	

Part V	Next Steps	427
21	Seeing How Far You've Come	429
	The Purpose of Measuring	429
	General-Purpose Agility Assessments	430
	Creating Your Own Assessment	
	A Balanced Scorecard for Scrum Teams	438
	Should We Really Bother with This?	4 4 3
	Additional Reading	444
22	You're Not Done Yet	447
	Reference List	449
	Index	465