

A stylized illustration of a rocket launch. A yellow and green rocket with three windows is ascending, leaving a red and orange flame trail. In the upper left, a white dog wearing a blue space helmet with a silver antenna floats in space. Below the dog is a yellow planet with a ring system. The background is a dark space filled with small white stars. At the bottom left, the curved horizon of a green planet with yellow crescent moons is visible.

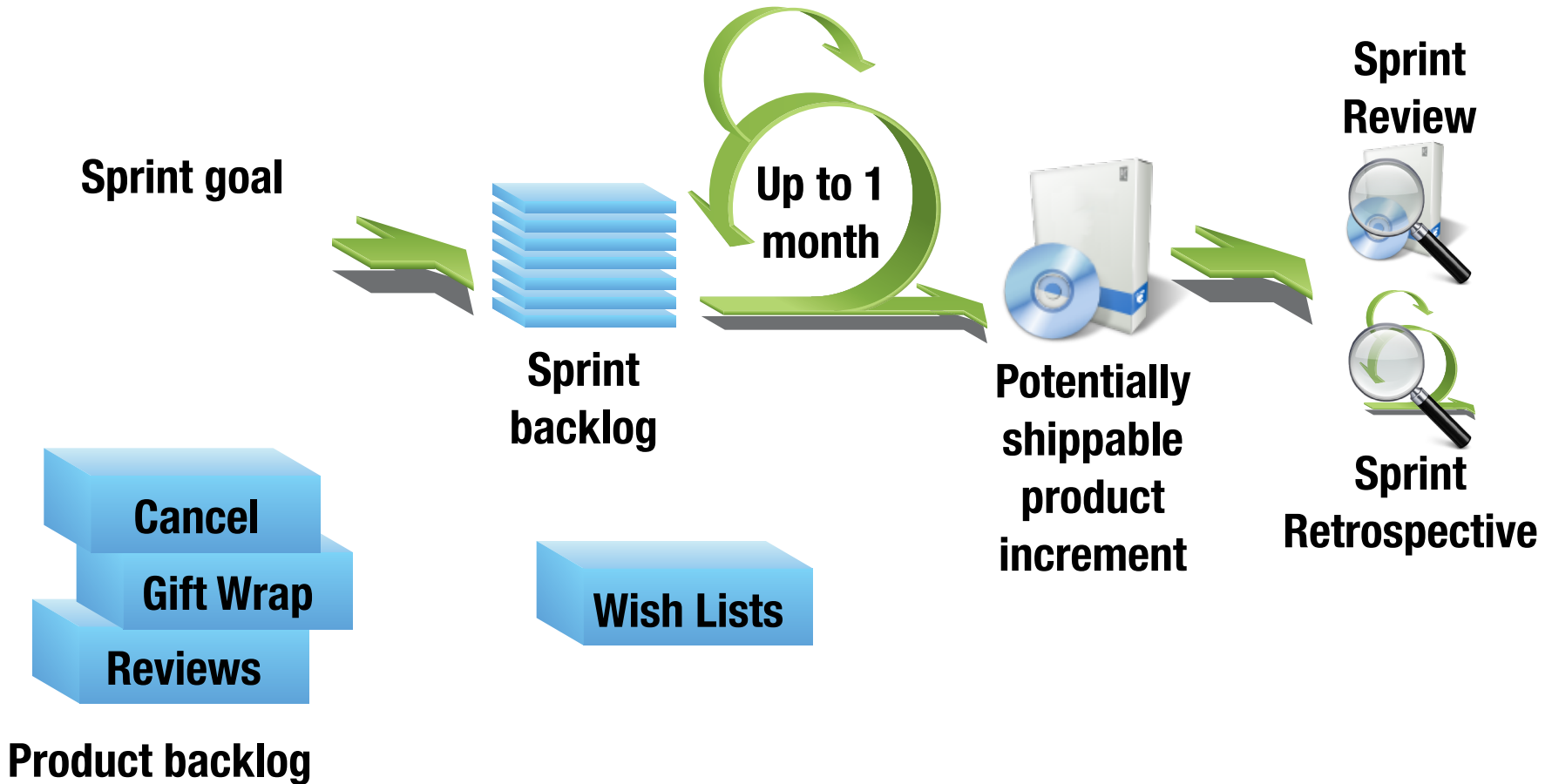
GASPing Toward the Future:

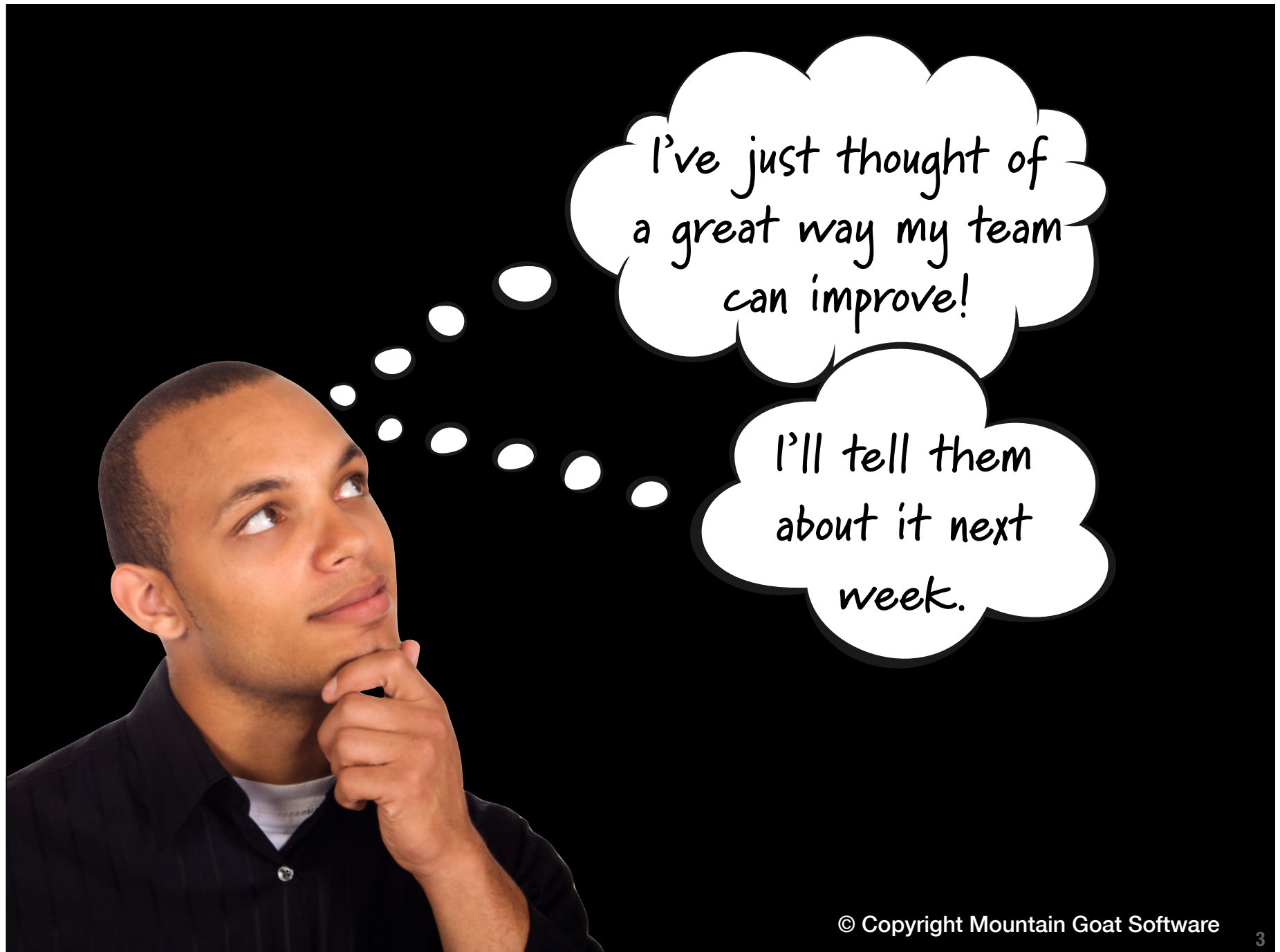
What's in Store for Scrum?

Mike Cohn
Agile San Diego
October 23, 2012



Scrum





I've just thought of
a great way my team
can improve!

I'll tell them
about it next
week.

Quick Overview of Scrum

1

Two Trends Driving Change

2

GASPing Toward the Future

3



Scrum in Education

Student Agile Projects



Team Agreement

- Self-Mediation
- Responsibility
- Accountability

STUDENT TEAM AGREEMENT
TO WORK BETTER AS A TEAM WE AGREE TO...

THIS IS HOW WE HELP EACH OTHER ACCOUNTABLY...

THIS IS HOW WE RESOLVE ISSUES BETWEEN US...

WE AGREE BY SIGNING BELOW



Agile Classroom Learning

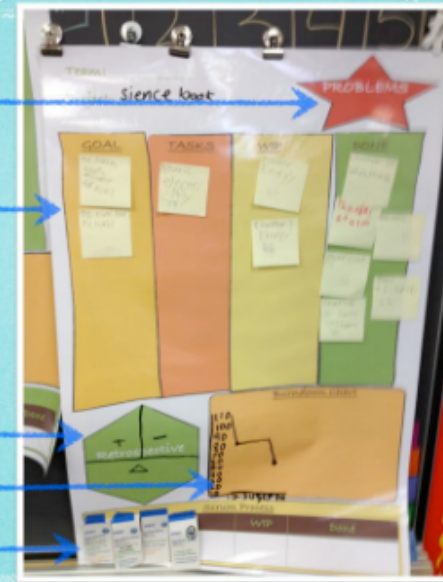
Problems Star

Scrum Task Board

Retro Box

Burndown

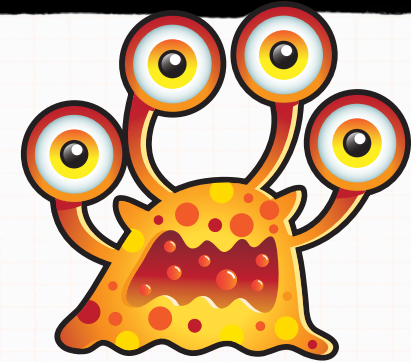
Scrum Cards



John Miller "Generation Agile"

“My little Scrum monsters”

“My students are in total control of their learning and they seemed to be annoyed with me when I have to tell them to stop. My students would scrum all day if I let them. In fact they try to, but I have to tell them we have other things to get done first. I call them ‘my little scrum monsters’ because they have grown so much and they are scrum crazy.”



Kim Mills, CSM, 4th grade teacher



Marketing

- ▶ Validated learning over opinions and conventions
- ▶ Customer focused collaboration over silos and hierarchy
- ▶ Adaptive and iterative campaigns over Big-Bang campaigns



Source:

www.agilemarketingmanifesto.org

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- ▶ **The process of customer discovery over static prediction**
- ▶ **Flexible vs. rigid planning**
- ▶ **Responding to change over following a plan**
- ▶ **Many small experiments over a few large bets**

Law firms



Company Management





- ▶ **Quarterly strategy sprints**
- ▶ **45 managers and employees from all parts and levels of the company**
- ▶ **Typically identify five strategic themes**
- ▶ **Specific, measurable initiatives within each theme**
- ▶ **Detailed action plans with measurable outcomes**

"Should You Build Strategy Like You Build Software?"
MIT Sloan Management Review, Spring 2008.

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Construction

A photograph of two construction workers at a site. One worker on the left wears an orange hard hat and a yellow safety vest, while the worker on the right wears a white hard hat and a red safety vest. They are both looking down at a set of blueprints spread out on a wooden surface. In the background, the steel framework of a building under construction is visible against a clear blue sky. A blue forklift is partially visible on the left side of the frame.

Lean Construction

- Collaborative design
- Iterate
- Structure work to maximize value and reduce waste
- Focus on total value rather than reducing cost
- Make things happen rather than just monitor

Families



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Scrum Beyond Software

More Frequent Releases

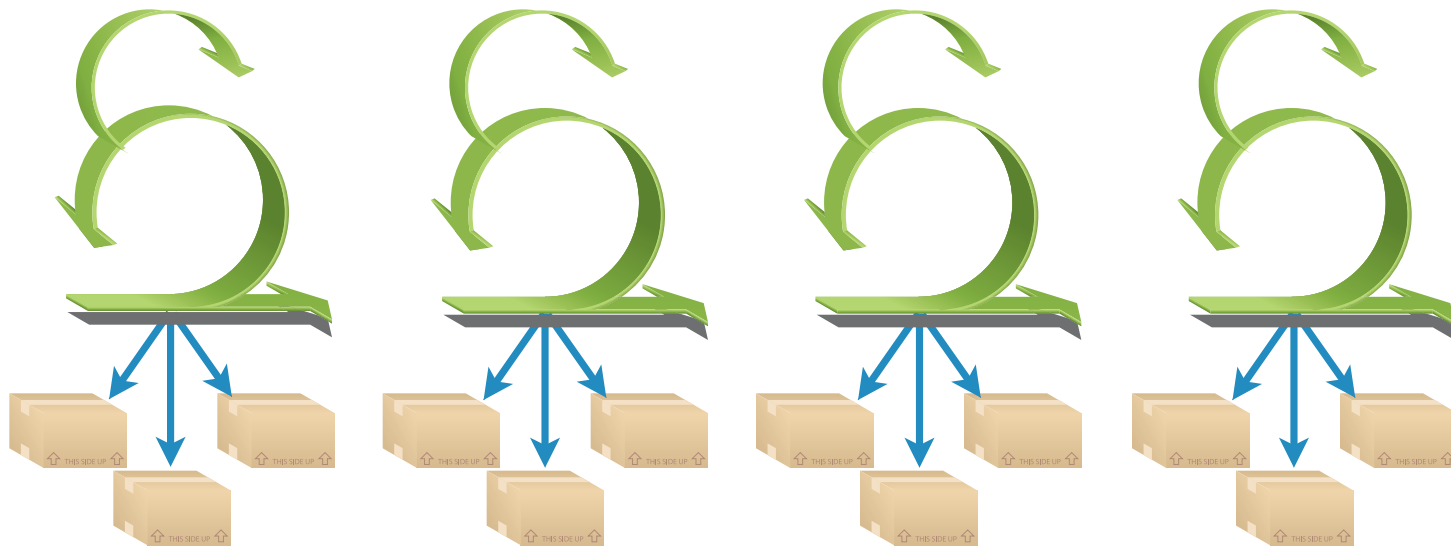
GASPing Toward the Future

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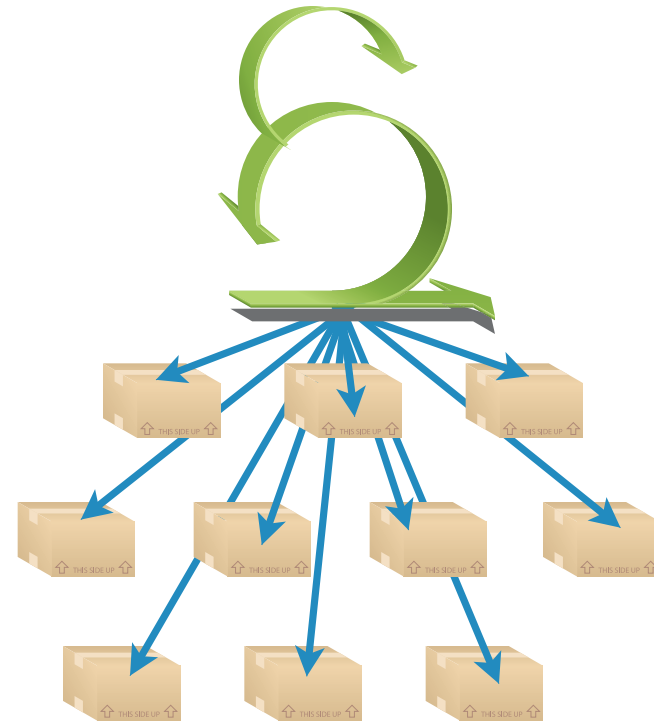
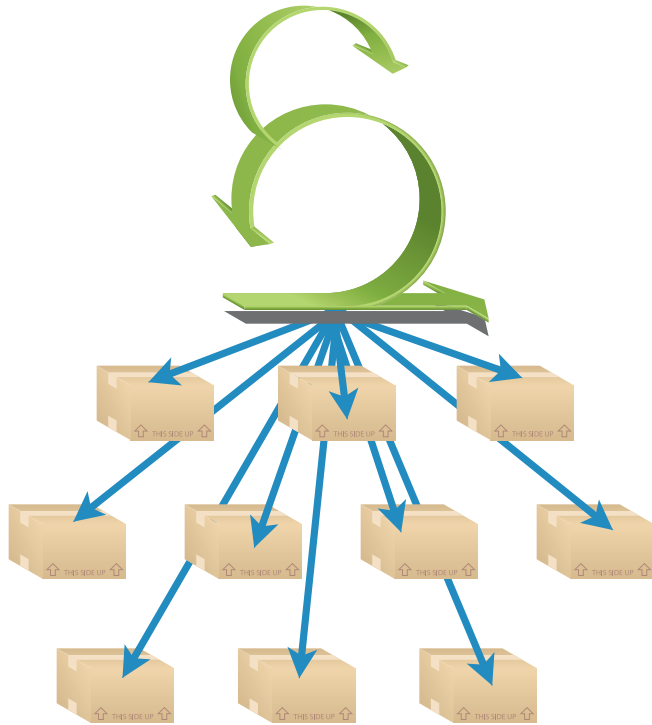
The Old Days



Today



Tomorrow



**“Boss, we’ll give you
working software in
30 days.”**

“Nice!”

**“Why would I
wait 30 days?”**

1995

2002

2007

2012

“Amazing!”

“Acceptable.”

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**What used to be impressive
has become commonplace.**

A Fairly Predictable Progression

**Continuous
Deployment**



System is released to users after every good build

**Continuous
Delivery**

System is delivered to the business on every check-in and could be easily released if desired

**Continuous
Integration**

System is built (and tested) whenever code is checked in

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The map features a network of yellow lines on a light gray background. Various Agile practices are marked with icons and text labels:

- Scrum Overview**: Located in the top left, accompanied by a compass rose icon.
- Backlog Refinement**: Marked with a circle icon.
- Sprint Backlog**: Marked with a document icon.
- Principles**: Marked with a classical building icon.
- Sprint Planning**: Marked with a circle icon.
- Product Owner**: Marked with a person icon.
- Values**: Marked with a classical building icon.
- Done**: Marked with a document icon.
- Daily Scrum**: Marked with a circle icon.
- Stakeholders**: Marked with a group of people icon.
- Visible Progress**: Marked with a document icon.
- Development Team**: Marked with a group of people icon.
- Sprint Review**: Marked with a circle icon.
- Scrummaster**: Marked with a person icon.
- Sprint Retrospective**: Marked with a circle icon.
- Product Backlog**: Marked with a document icon.
- Responsibilities**: Marked with a classical building icon.
- Product Increment**: Marked with a document icon.
- Development**: Marked with a circle icon.

Welcome to the Agile Atlas

Explore the world of Agile practices - take a wander through the map or go on a guided tour. The map-makers are working hard to chart all the territory.

ScrumAlliance®
transforming the world of work

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Example Rules

- ▶ Sprints cannot be longer than a month.
- ▶ Get together at the start of the sprint and figure out what you'll do in the sprint.
- ▶ Be “done” with something by the end of each sprint.



*"If I'd followed all
the rules, I'd never
have gotten
anywhere."*



A Lot More Than the Rules

**Test-Driven
Development**

Pair Programming

Sprint 0

Task Boards

**Definition
of Done**

User Stories

**Don't Start
on Monday**

**Backlog
Grooming**

Rules

- ▶ If you aren't doing these, you aren't doing Scrum

Good Ideas

- ▶ Any idea a Scrum team could benefit from knowing

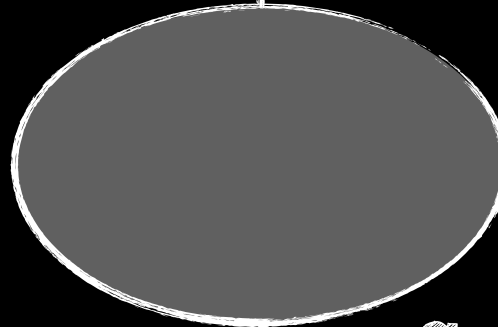
GASPs

- ▶ Generally Accepted Scrum Practices
- ▶ A practice every Scrum team or ScrumMaster should know, even if they don't do it
- ▶ GASPs can be domain-specific

Good Ideas

**Don't Start
on Monday**

Sprint 0



GASPs

User Stories

Task Boards

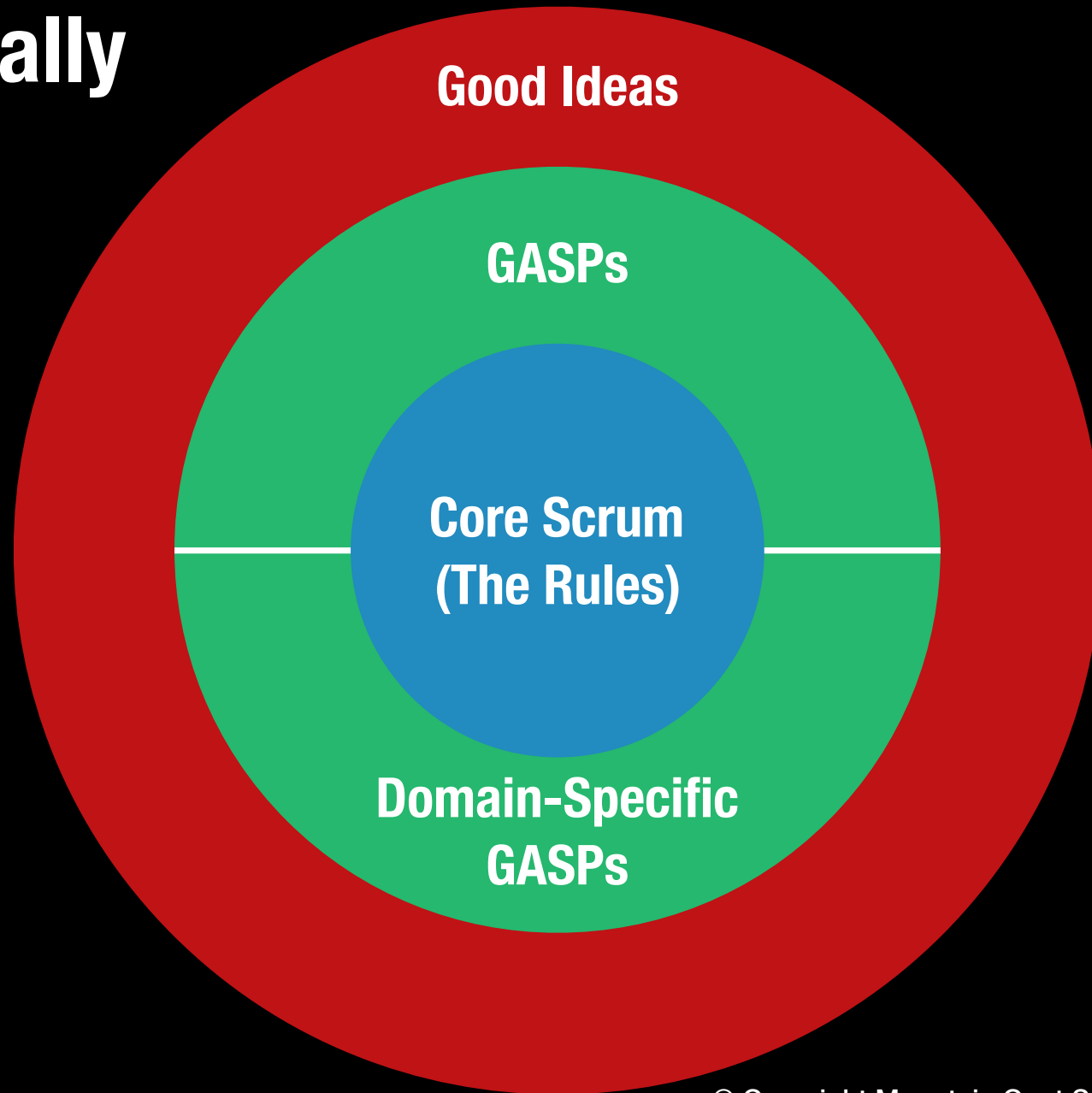
**Backlog
Grooming**

Software- Specific GASPs

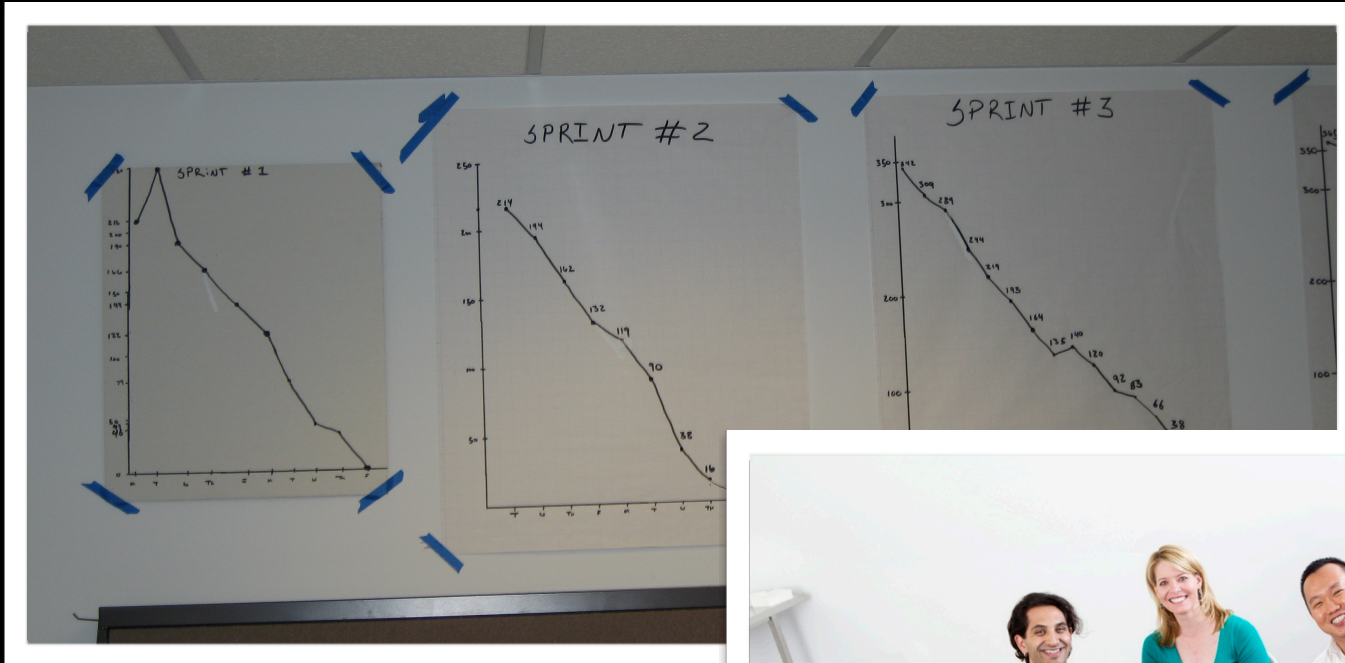
**Test-Driven
Development**

**Pair
Programming**

Graphically

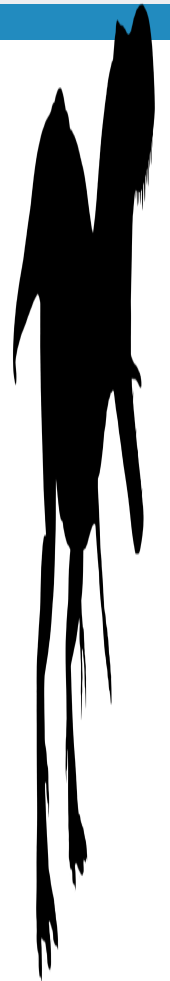


From Core to GASP



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Sprint Review



From GASP to Core Scrum

Core Scrum

GASPs

Definition of Done

Definition of Ready

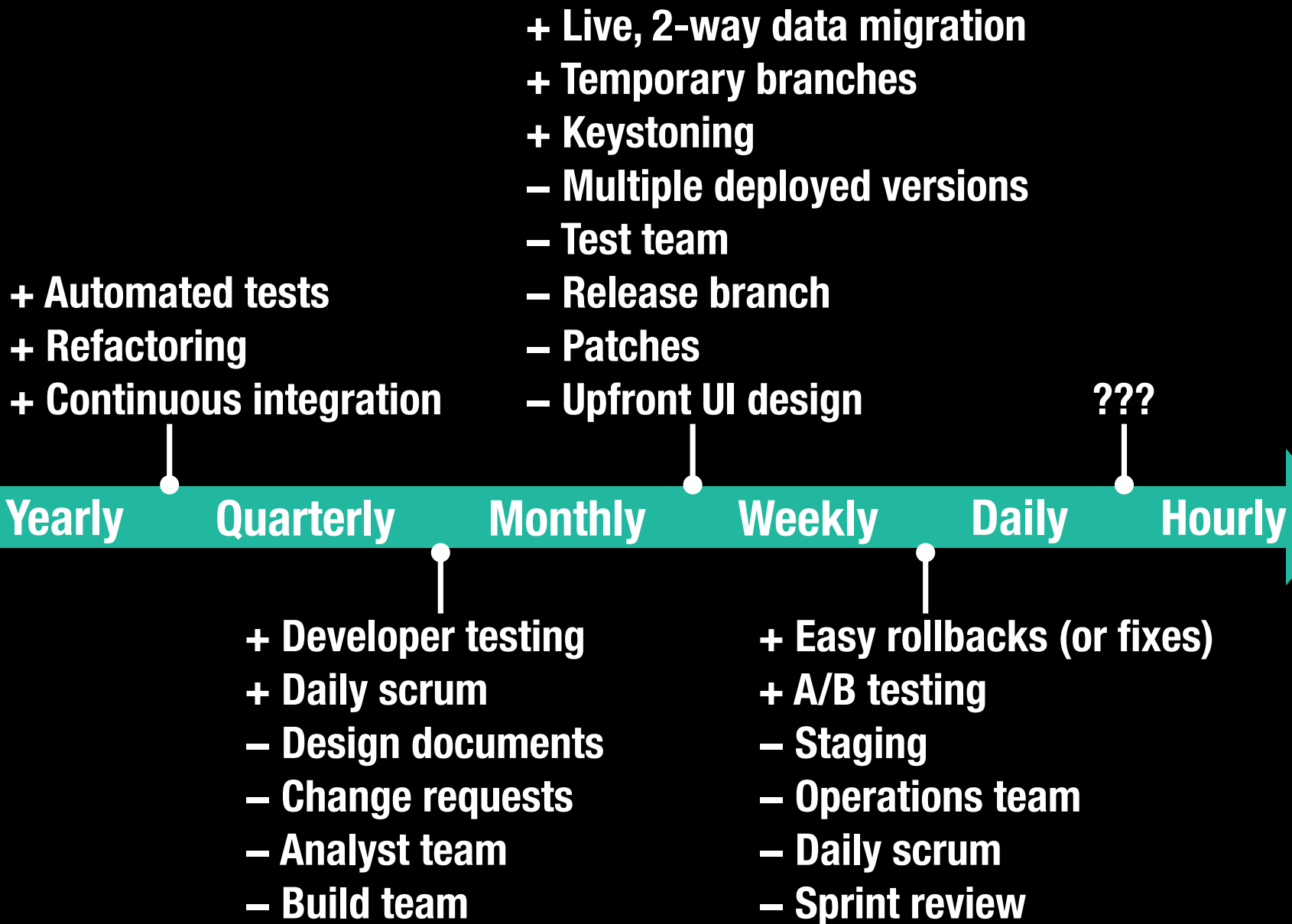
**Product Backlog
Grooming Meeting**



Quantum

“The smallest quantity of some physical property, such as energy, that a system can possess.”

TheFreeDictionary.com



Reference:

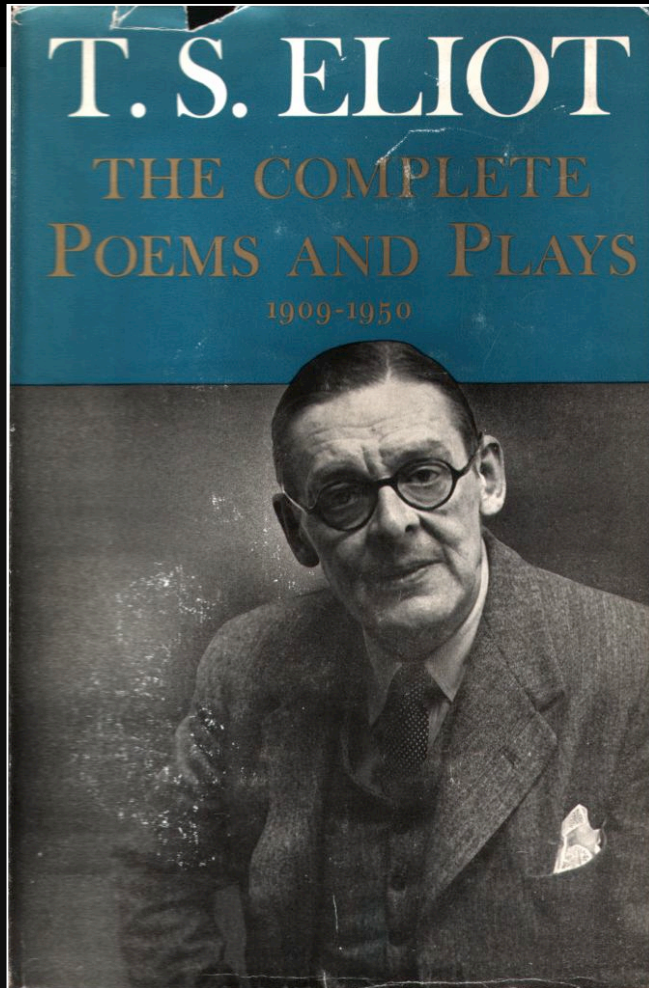
Software G Forces: The Effects of Acceleration by Kent Beck

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Summary of Predictions

- ▶ **Scrum will continue expanding outside software**
- ▶ **Releases will occur much more frequently**
- ▶ **Scrum's "Body of Knowledge" will be collected (at least informally) as a set of rules, Generally Accepted Scrum Practices (GASPs), and plain ol' good ideas**
- ▶ **Collections of GASPs will be identified for different domains and niches so we have Software Development Scrum, Hardware Scrum, Marketing Scrum, Quantum Scrum, and so on**

Scrum Will Always Remain a Framework



“When forced to work within a strict framework the imagination is taxed to its utmost—and will produce its richest ideas. Given total freedom the work is likely to sprawl.”

Mike Cohn

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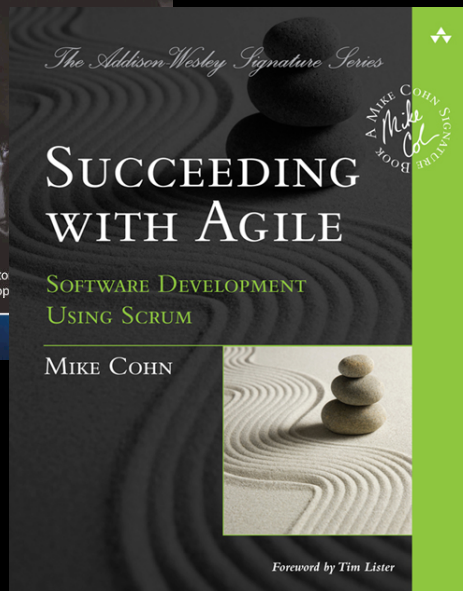
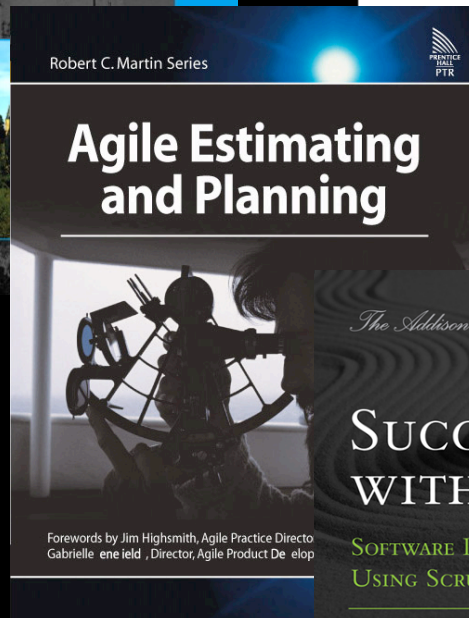
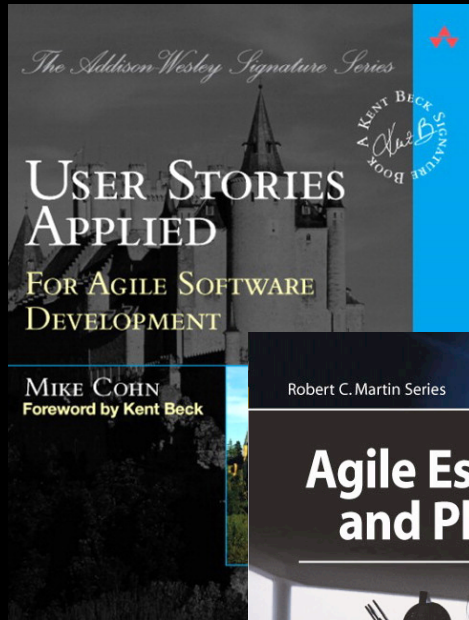
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