

Daily Scrum and Sprint Execution
(Meetings Section of CollabNet Scrum Web-Based Training)

by

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We see the title page.

We see the same six-module table of contents page as before, this time emphasizing the Daily Scrum Meeting.

NARRATOR

Welcome to part four of CollabNet's Scrum Training Series: The Daily Scrum Meeting. I'm Michael James.

We see the Scrum Flow diagram.

NARRATOR (CONT'D)

As you learned in the part three, our team has already conducted a Backlog Refinement Meeting and a Sprint Planning Meeting.

Checkmarks appear on the Backlog Refinement Meeting and Sprint Planning Meeting (of the Scrum Flow diagram).

Visual emphasis on the Sprint Planning Meeting box (of the Scrum Flow diagram).

NARRATOR (CONT'D)

Now we'll watch one of their Daily Scrum Meetings somewhere in the middle of Sprint Execution. I'll quiz you during the scene, as usual.

We see the clock at 10AM.

NARRATOR

This team meets each morning, like most Scrum teams. If you've got people distributed around the world obviously you'll have to adjust.

As viewers, we are now standing outside the team room door.

NARRATOR

I wonder what we'll find in the team room *this* time.

INT. TEAM ROOM ROOM - 10:00 AM

[quizzes: How often do we check in?]

Five developers of TEAM have speaking parts: PETER, ANDY, CARLA, ALLYSON, and EDDIE. However, Eddie does not appear until the end.

TEAM (minus Eddie) and SCRUMMASTER are in a rough circle. They face the populated taskboard from the Sprint Planning meeting, labeled "Sprint Backlog." [DESIGNERS: the "Sprint Backlog" label should show any time we see the taskboard.]

NARRATOR

The taskboard may look messy to us, but it's for their use, not to make outsiders comfortable. For the ultimate in realism (and to save production costs) some of these characters are voiced by actual Scrum team members. All the situations in these modules are based on things I've experienced as a team member or seen as a coach.

SCRUMMASTER

Hello, as your ScrumMaster, I'm here to help with your Daily Scrum Meeting. We do this at the same time, same place, each day, standing up for 15 minutes. As a self-organizing team you're collectively responsible for collaborating with each other, and this meeting can help remind you to do that. To help with that, there are three suggested questions:

ScrumMaster points to a sign, labeled "Daily Scrum Three Questions" containing the three questions.

SCRUMMASTER

What did I do yesterday? What will I do today? What impedes me?

Allyson appears with the 15-minute timer, labeled TIMEBOX.

ALLYSON

So what is the agenda? We only have 15 minutes.

SCRUMMASTER

At this meeting, each of you will report to the rest of the team your answers to three questions.

QUIZ - MULTIPLE CORRECT - "The Three Questions"

[@DESIGNERS: Please use the Captivate feature to scramble the answers.]

Question: "Which of the following are explicitly defined questions in the Daily Scrum Meeting?"

Right answer: "What did I do yesterday (or since the last Scrum meeting)?"

Right answer: "What will I do today (or before the next Scrum meeting)?"

Right answer: "What impedes me (blocks my progress, reduces my effectiveness, etc.)?"

Wrong answer: "What are my actuals compared to my estimates (in hours or days)?"

Wrong answer: "What time is the next Daily Scrum Meeting?"

END QUIZ

The ScrumMaster picks up a ball.

SCRUMMASTER

(holding the ball)

I'll start. Yesterday I went to the Facilities Department to get better blinds for the team room windows because you guys said you couldn't see your screens on sunny days.

Inside the word bubble we see the ScrumMaster visiting the Facilities Department, obtaining blinds.

Also yesterday I dropped by to visit Sammy Seagull

We see a labeled picture of SAMMY SEAGULL.

-- that sales manager who keeps asking a couple of you for special favors -- to show him where his requests are on the Product Backlog and how to reach the Product Owner about moving them up.

Inside the word bubble we see a miniature ScrumMaster meeting with Sammy Seagull, pointing to items in the middle of the Product Backlog. The ScrumMaster is helping Sammy Seagull understand his requests are middle priority, not top, so Sammy will stop distracting the team.

I think he already knew that, but he didn't realize the effects of distracting the team were so visible to everyone now that we're doing two-week iterations.

Today I'll be with you here in the team room because a couple of you said you wanted help learning Test Driven Development.

My impediments today, hmmm, I'm finding it difficult to persuade the other ScrumMasters to contribute to the organizational impediments list we posted on the wall.

We see an image of our own ScrumMaster and three other ScrumMasters gathered around an organizational impediments list on the wall, structured like a to-do list. The other ScrumMasters also have whistles and stopwatches, or some other way of identifying them as ScrumMasters, but slightly different faces, and not all female.

One of the another ScrumMasters was not selected by his own team and acts more like a manager than a change agent. Sometimes I know what needs to be done, but struggle with the courage to do it.

ScrumMaster throws the ball across the circle to ALLYSON, who is not right next to her. [@DESIGNERS: please make it visually obvious she's not just passing the ball to someone next to her. Consider showing them from above if necessary.]

ALLYSON catches the ball and addresses the entire team.
 [@DESIGNERS: please make these two things visually obvious.]

Allyson appears in front of the taskboard. The taskboard contains the PBIs that were committed during the Sprint Planning Meeting, and a couple dozen tasks in various states of progress. All tasks except the ones in the NOT STARTED column should have point people's names on them. The names should be legible in the close-up view of the taskboard, but not necessarily in the distant view. It's probably a good idea to alternate between the distant view and the close up view so the user can visualize the whole taskboard and also observe some of the details.

ALLYSON

Hi Team. Yesterday I finished mapping the legacy database schema, at least the parts that we'll need for the View Grades PBI.

Allyson's word bubble shows a miniature image of her and Peter working on a complicated diagram labeled "Legacy Database Schema"

I'm not really a database expert, but I got a lot of help from PETER, who is. So now we both know it. We checked each other's work, so I'm going to move this task to "Completed."

ALLYSON's task already had her name on it as point person. ALLYSON moves the task from "In Progress" to "Completed."

ALLYSON (CONT'D)

Today I'll start on the code to read the grades from the legacy database, writing tests at the same time, as I've started learning. I'd like to pair with ANDY on this.

ALLYSON picks up a Post-It note labeled "code back end using TDD" from the "Not Started" column, moves it to "In Progress" and writes "ALLYSON" on it.

QUIZ -- MULTIPLE CHOICE -- "A Complete Report"

Question: "Has the team member finished her report to the team?"

Wrong Answer: "Yes. She said what she did yesterday, and what she will do today. She even showed us how they relate to the Sprint goals on the taskboard."

Right Answer: "No. She did not report her impediments yet."

END QUIZ

CARLA

You forgot to answer the third question! Tell us whether you have any impediments.

ALLYSON

I was just getting to that. I'm uncertain whether the automated tests should go all the way to the database tables written by the legacy system, or if I should just use mock objects.

ANDY

I've got some ideas about that. I'll work with you on it.

ALLYSON

OK!

QUIZ -- MULTIPLE CHOICE -- "Scrum and TDD"

Question: "Test Driven Development (TDD) involves creating tests and code nearly simultaneously, while constantly improving the design. For example, a pair of developers can alternate between writing tests, writing code, and refactoring (improving design without changing behavior) several times per hour, running tests between each step. Many Agile developers believe TDD helps ensure correct implementation while reducing the cost of change. Is TDD part of Scrum?"

Wrong answer: "Yes. Scrum is a complete methodology containing everything you need to succeed."

Right answer: "No. Scrum is only a management framework. It does not specify particular technical practices."

END QUIZ

PETER

Wait a minute. Our Product Owner isn't here.

The music stops.

CARLA

Yes, today Product Owner is out sharing our Product Vision with the CEO.

PETER

I thought the Product Owner was supposed to be at every Daily Scrum. Even though we've got other business expertise on the team, the Product Owner is the final arbiter of requirements questions.

ANDY

(to PETER)

I thought the Product Owner was not allowed at the Daily Scrum. We'll never know our true potential for self organization if someone who outranks us in the company watches our every move.

CARLA

Yeah! Plus if we say we can't function one day without the Product Owner, the organization might delegate the role to someone with no real vision or authority, just because they're less busy. At least our Product Owner can influence the CEO. Would you rather have Clueless Clyde and Myopic Myron?

A thought bubble appears above Carla with labeled images of Clueless Clyde and Myopic Myron. Clueless Clyde looks a bit dumb. Myopic Myron looks slightly blind, probably with thick glasses.

SCRUMMASTER

While the Product Owner has an explicit role in the other meetings, Scrum's rules allow the Product Owner to either attend, or not attend, the Daily Scrum.

As with many issues, Scrum leaves this for the Team to decide.

ALLYSON
(impatiently)
Are we on topic for the Daily Scrum?

PETER
No, probably not. This should be a sidebar.

Music starts again.

SCRUMMASTER
Let's keep a list of sidebar topics so whoever's interested can discuss this after the meeting.

We see a markerboard that is blank except for the word "SIDEBAR" at the top. ScrumMaster writes "Team agreement whether to require Product Owner at Daily Scrum" on the sidebar.

QUIZ -- MULTIPLE CHOICE -- "The Timebox"

Question: "What is the timebox for the Daily Scrum Meeting?"

Right answer: "15 minutes."

Wrong answer: "1 hour."

Wrong answer: "As long as necessary."

END QUIZ

ALLYSON throws the ball to PETER, who catches it. PETER moves a Post-It note labeled "page layout" from the taskboard's "In Progress" column to "Done."

PETER
Yesterday I did the page layout for the View Grades PBI, with help from ANDY, who checked my work.

Peter's word bubble shows a miniature version of him and Andy pair programming (working together on one computer terminal).

Today I'd like to write the related HTML and stylesheet.

CARLA

I'll pair program with you. We're still cleaning up the mess from the last time we wrote code without pair programming.

PETER

Great! Thanks.

PETER moves a Post-It note labeled "write HTML/CSS" from "Not Started" to "In Progress" and writes his name on it.

PETER

My only impediment is that I wanted to show our page layout to the Product Owner for feedback, and he's not here today. I'll add a task to make sure it doesn't get forgotten.

PETER adds a new task to the NOT STARTED column of taskboard, linked to the View Grades PBI: "Check page layout with PO." The new task has no point person yet.

QUIZ -- MULTIPLE CHOICE

Question: "Many people feel pair programming reduces errors and increases maintainability. What is pair programming?"

Right answer: "Two people share one workstation, typically taking turns typing while the other pays attention and helps."

Wrong answer: "Code is written two lines at a time to reduce errors."

Wrong answer: "One person checks in code so another person can review it later, leaving a clear audit trail to the 'single wringable neck' when errors are discovered."

END QUIZ

PETER throws the ball to CARLA.

CARLA

OK Team. What I did, what I will do,
and what impedes me. I spent yesterday
pair programming with Tim on the Update
Grades PBI, using Test Driven
Development (TDD).

CARLA's word bubble includes an image of miniature her and
miniature TIM sharing one computer terminal.

As you all know, that includes writing
a few lines of failing test code,

In the word bubble, miniature TIM and CARLA type on the terminal
until we see the words "FAILING TEST" in red. [@DESIGNERS: the
words could be on the computer screen, or floating in space
above them, or maybe in a traffic light signal. Discuss ideas
with MJ before spending too much time on this.]

then writing a few lines of product
code,

In the word bubble, miniature TIM and CARLA type on the terminal
until we see the words "PASSING TEST" in green.

then refactoring to improve the design
without changing behavior. And then we
did it again.

In the word bubble, TIM and CARLA type on the terminal while the
word "REFACTORING" appears in yellow.

Tim and I went through that cycle many
times yesterday,

As CARLA speaks, we see the visual for the FAILING TEST, PASSING
TEST, REFACTOR speed up and cycle several times. This is the
TDD workflow.

finally getting the normal use case
done.

Back in reality, full size CARLA moves her task Post-It labeled
"code normal use case" from IN PROGRESS to COMPLETED.

Tim helped me find an error condition:
we corrupt the database if the legacy
system tries to write the same record
at the same time. So I'm adding a new

task for us to handle database contention.

CARLA writes a new Post-It note "handle DB contention," jots her name and adds it to the IN PROGRESS column.

Today I'd like to keep working on this if it's OK with you guys.

I do have one impediment today: I have to leave work early to get my dad from the airport.

CARLA throws the ball to TIM, who catches it.

TIM

Hi team. As Carla said, I spent most of yesterday pair programming with her on the Update Grades PBI. As a traditional tester, I'm not very familiar with programming. But since Carla was describing her thoughts as writing the code, I found I could contribute a lot.

Word bubble shows miniature Carla and Tim pair programming. Carla is operating the keyboard. Tim points something out to Carla. [DESIGNERS: I may change my mind about this, as I'm not sure it can be depicted visually.]

I was able to point out edge cases she wouldn't have thought of,

Word bubble shows miniature Carla and Tim swapping roles. Now Tim is operating the keyboard, and Carla is advising.

write some of the automated tests, and spot messy code so we could refactor it.

Today I want to keep working with Carla on the the database contention issue with Update Grades.

As far as impediments, as an introvert, I'm still getting accustomed to the amount of interaction expected on a Scrum team.

Word bubble shows a *team swarm*. [@DESIGNERS: Do an image search for "Scrum" for ideas how to depict.]

Sometimes I need to retreat to my old office to take a break.

TIM throws the ball to ANDY, who catches it.

ANDY

Yesterday I got our new Continuous Integration server running.

Andy's word bubble shows him connecting a computer labeled "Continuous Integration Server" to a green light labeled "PASS" and a red light labeled "FAIL." I'll leave it to you to decide whether the computer is a modern looking server, or a 1950's sci-fi movie computer with big tape reels.

It reruns all the tests every time we make a code change and alerts us instantly about regression failures. Today I plan to plug our old tests into our new Continuous Integration process. My impediment is that I don't understand some of the recent changes Eddie made to the build file.

PETER

Hey, where *is* Eddie anyway?

CARLA

Eddie's in the space-time continuum.

ALLYSON

Eddie's *always* late!

We hear a motorcycle sound effect as EDDIE finally walks in late, wearing a full-face motorcycle helmet. Eddie takes off his helmet and we finally see his face.

EDDIE

Hi guys, sorry I'm late again. Did I miss anything?

QUIZ -- MULTIPLE CHOICE --

Question: "Other than Eddie, who is responsible for the integrity of Eddie's agreements with his team?"

Right answer: "The Team, and the ScrumMaster must help create the circumstances for the team to take this responsibility. This may include techniques such as nudging people and modeling behavior."

Wrong answer: "The ScrumMaster. The ScrumMaster manages the team."

Wrong answer: "The Product Owner. The Product Owner is in charge."

END QUIZ

ANDY

Eddie, I know you were up all night working on the build file by yourself, and you probably think this speeds us up. But we see product development primarily as *knowledge creation*, not just construction. When you work in isolation, and then miss meetings like this one, it actually slows us down in the long run.

CARLA

Let's talk about this offline, in another sidebar. I'll try to mediate.

We see the 15-minute timebox count down to zero and hear the ticking sound effect. [@DESIGNERS: Please try to get a regular beat.]

SCRUMMASTER

The 15-minute timebox is over, and everyone has answered the three questions to the Team. We've got some sidebar topics here that some of you want to stay and talk about afterwards. The Daily Scrum is over.

Applause, or crowd cheering sound effect.

QUIZ -- MULTIPLE CHOICE -- "The Collaborative Meeting"

Question: "The Daily Scrum is one technique to encourage team collaboration. Which physical arrangement encourages collaboration the most?"

Right answer: "Standing in an unobstructed circle, without laptops or phones."

Wrong answer: "In a typical conference room, with large comfortable chairs encouraging people to stay longer."

Wrong answer: "In a typical classroom set up, with all chairs facing the front of the room."

END QUIZ

QUIZ -- MULTIPLE CHOICE -- "Sprint Tasks"

Question: "What is a good size for a Sprint Task?"

Right answer: "One person-day or less, so other team members can easily detect when a task is stuck."

Wrong answer: "2-3 people 2-3 days, so that every Product Backlog Item equals one Sprint Task."

END QUIZ

QUIZ -- MULTIPLE CHOICE -- "Information Radiators"

Question: "During Sprint Execution, a Scrum Team uses 'information radiators' such as the taskboard or sometimes a Sprint Burndown Chart. Who are these for?"

Right answer: "The Team, so they can take responsibility for their own work habits."

Wrong answer: "Outside managers, so they can intervene as soon as they don't like how a Sprint is going."

END QUIZ

NARRATOR

That was one example of the Daily Scrum Meeting. To get hands on experience

doing Scrum [continue with usual
spiel].

MORE INFO - same as other modules

END LESSON

NEXT LESSON - Sprint Review Meeting