**Exercise: OJT Exposure - Observe at least one scrum team for a sprint (typical takes 1-2 weeks, depending on team can take 4-6 weeks)**

* Week 1
	+ Meet with Product Owner
	+ Meet with Scrum Master
	+ Observe Team
* Week 2
	+ Observe Backlog Grooming
* Week 3
	+ Observe Sprint Planning
	+ Observe Daily Standup(s)
	+ Observe Sprint Review
	+ Observe Sprint Retrospective
* Week 4
	+ Estimating, Planning, Commitments
* Week 5
	+ Agile Dirty Dozen
* During this exercise, relate the readings of the knowledge factors and the book (*Druckman’s 30 Days to Better Agile[[1]](#footnote-1)*) to your observations of the scrum team and their activities. Did you find any of the problems listed in the reading? What does the book recommend as a fix? What would be your next steps as scrum master?

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| **Week 1[[2]](#footnote-2)** | Record your Observations | What does the book recommend | What would you do as next steps |
| **Scrum Roles** |
| Scrum Team |  |  |  |
| * The Sheep
 |  |  |  |
| * The Bad Apple
 |  |  |  |
| * The Class System
 |  |  |  |
| Product Owner |  |  |  |
| * The Bully
 |  |  |  |
| * The Wimp
 |  |  |  |
| * The Disappearing Act
 |  |  |  |
| Scrum Master |  |  |  |
| * Master of Disguise
 |  |  |  |
| * The Juggler
 |  |  |  |
| * The Enabler
 |  |  |  |
| Stakeholders |  |  |  |
| * The Wish-Lister
 |  |  |  |
| * The Nitpicker
 |  |  |  |
| * The Usurper
 |  |  |  |
| Management |  |  |  |
| * The Politician
 |  |  |  |
| * The Slave Driver
 |  |  |  |
| * The Brainstormer
 |  |  |  |
| Combining Scrum Roles |  |  |  |
| * Big Brother
 |  |  |  |
| * Superman
 |  |  |  |
| * Master of the Universe
 |  |  |  |

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| **Week 2[[3]](#footnote-3)** | Record your Observations | What does the book recommend | What would you do as next steps |
| **Product Backlog** |
| Creating Backlog Items/ User Story Composition |  |  |  |
| * The Kitchen Sink
 |  |  |  |
| * The Instruction Manual
 |  |  |  |
| * The Marching Orders
 |  |  |  |
| Determining Priority |  |  |  |
| * The Screamer’s List
 |  |  |  |
| * The Moving Target
 |  |  |  |
| * The Disguised Waterfall
 |  |  |  |
| Organizing the Backlog |  |  |  |
| * The Starvation Diet
 |  |  |  |
| * The Laundry List
 |  |  |  |
| * The Self-Serve Buffet
 |  |  |  |
| Adding Acceptance Criteria |  |  |  |
| * The Mind Reader
 |  |  |  |
| * Motherhood and Apple Pie
 |  |  |  |
| * Needle in a Haystack
 |  |  |  |
| Adding Tasks |  |  |  |
| * The Blob
 |  |  |  |
| * The Secret Agenda
 |  |  |  |
| * Task Purgatory
 |  |  |  |
| Determining Doneness |  |  |  |
| * The Bait and Switch
 |  |  |  |
| * The Hedge
 |  |  |  |
| * The Accused
 |  |  |  |

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| **Week 3[[4]](#footnote-4)** | Record your Observations | What does the book recommend | What would you do as next steps |
| **Anatomy of Sprint** |
| Sprint Planning |  |  |  |
| * The 52-card Pick Up
 |  |  |  |
| * The Extension Filers
 |  |  |  |
| * The Multitasking Mess
 |  |  |  |
| Daily Scrum  |  |  |  |
| * The Masquerade
 |  |  |  |
| * The DMV
 |  |  |  |
| * The Dabbler
 |  |  |  |
| Sprint Review |  |  |  |
| * The Blue Screen of Death
 |  |  |  |
| * The Hostile Takeover
 |  |  |  |
| * The Body Double
 |  |  |  |
| Sprint Retrospective |  |  |  |
| * The Inquisition
 |  |  |  |
| * The Poker Tournament
 |  |  |  |
| * The Complainer’s Forum
 |  |  |  |

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| **Week 4[[5]](#footnote-5)** | Record your Observations | What does the book recommend | What would you do as next steps |
| **Estimating, Commitments, & Project Reporting** |
| Estimation |  |  |  |
| * The Foot Draggers
 |  |  |  |
| * The Ego War
 |  |  |  |
| * The Iceberg
 |  |  |  |
| Sprint Commitment – Team Perspective |  |  |  |
| * The Eternal Optimists
 |  |  |  |
| * The Perpetual Pessimists
 |  |  |  |
| * The Cherry Pickers
 |  |  |  |
| Sprint Commitment –Product Owner Perspective |  |  |  |
| * The Magic Box
 |  |  |  |
| * Lost in Translation
 |  |  |  |
| * The Pressure Cooker
 |  |  |  |
| Managing the Sprint |  |  |  |
| * The Microscope
 |  |  |  |
| * The Quota Fillers
 |  |  |  |
| * The Air-brushed Beauty
 |  |  |  |
| Managing the Release |  |  |  |
| * The Alternative Universe
 |  |  |  |
| * The Big Bang
 |  |  |  |
| * The Fire Hose
 |  |  |  |

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| **Week 5[[6]](#footnote-6)** | Record your Observations | What does the book recommend | What would you do as next steps |
| **Agile Dirty Dozen - Roles** |
| 1. Teams that don’t self-manage
 |  |  |  |
| 1. Product Owners that don’t or can’t fulfill their role
 |  |  |  |
| 1. Scrum Masters who act like managers (or overprotective parents)
 |  |  |  |
| 1. Stakeholders that don’t play by the rules
 |  |  |  |
| **Agile Dirty Dozen – Mechanics** |
| 1. Organizations that do not understand or value commitments
 |  |  |  |
| 1. Organizations that cannot time box
 |  |  |  |
| 1. Organizations that don’t make full use of the inspect-adapt process
 |  |  |  |
| 1. Organizations that neglect to give everyone the agile toolkit
 |  |  |  |
| **Agile Dirty Dozen – Culture & Belief Systems** |
| 1. Thinking of agile as “something technology people do”
 |  |  |  |
| 1. Understanding what behavior you are reinforcing
 |  |  |  |
| 1. Understanding the art of the trade-off
 |  |  |  |
| 1. Redefine success and celebrate it
 |  |  |  |

1. Based on readings from 30 days to Better Agile, Angela Druckman. [↑](#footnote-ref-1)
2. Based on readings from 30 days to Better Agile, Angela Druckman. [↑](#footnote-ref-2)
3. Based on readings from 30 days to Better Agile, Angela Druckman. [↑](#footnote-ref-3)
4. Based on readings from 30 days to Better Agile, Angela Druckman. [↑](#footnote-ref-4)
5. Based on readings from 30 days to Better Agile, Angela Druckman. [↑](#footnote-ref-5)
6. Based on readings from 30 days to Better Agile, Angela Druckman. [↑](#footnote-ref-6)