**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)