

EPO2



www.scrum.org
The house of scrum



LEADING TEAMS

The New New Product Development Game

by **Hiroataka Takeuchi** and **Ikujiro Nonaka**

FROM THE JANUARY 1986 ISSUE

 SAVE  SHARE  COMMENT  TEXT SIZE  PRINT **\$8.95** BUY COPIES

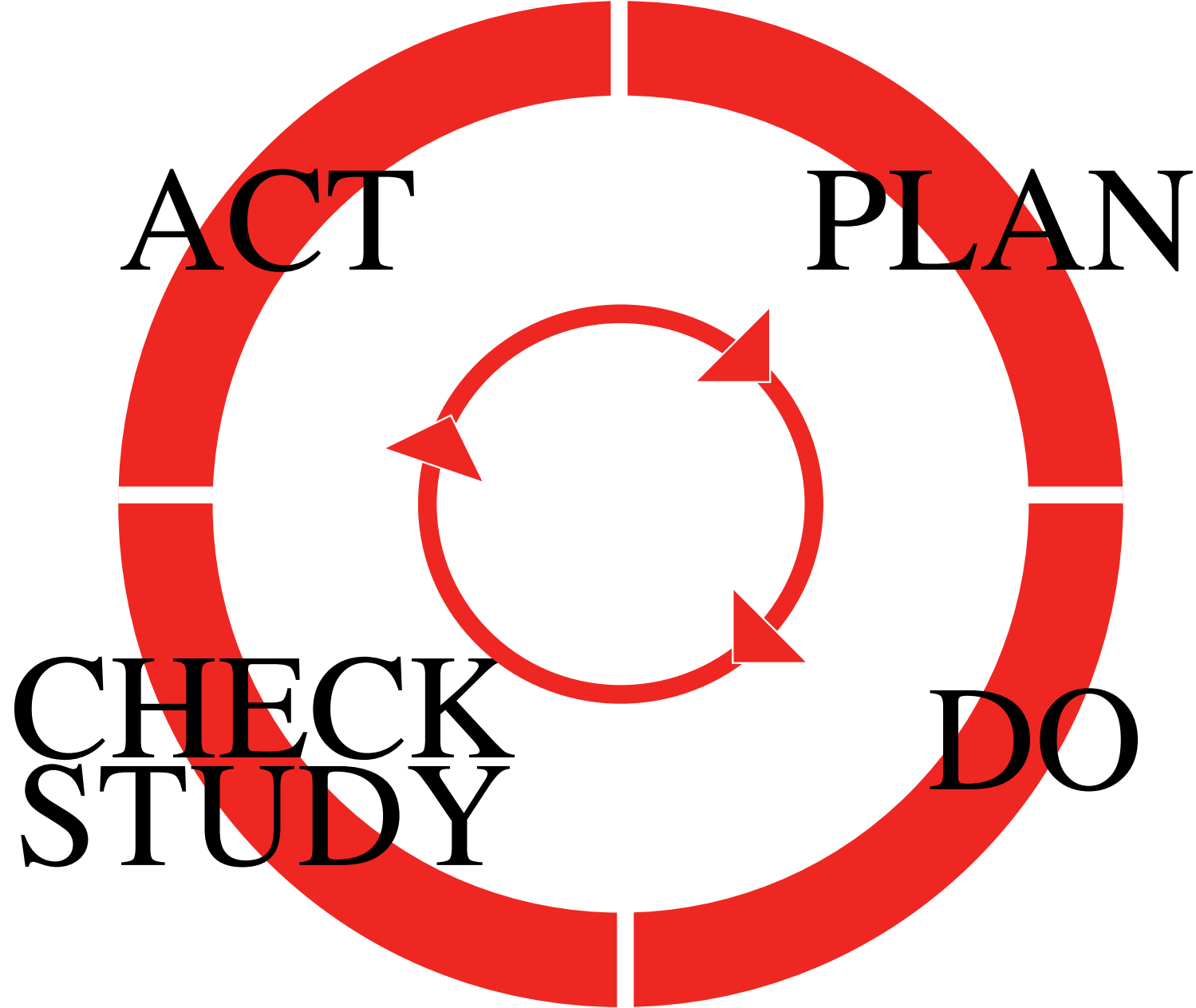
In today's fast-paced, fiercely competitive world of commercial new product development, speed and flexibility are essential. Companies are increasingly realizing that the old, sequential approach to developing new products simply won't get the job done. Instead, companies in Japan and the United States are using a holistic method—as in rugby, the ball gets passed within the team as it moves as a unit up the field.

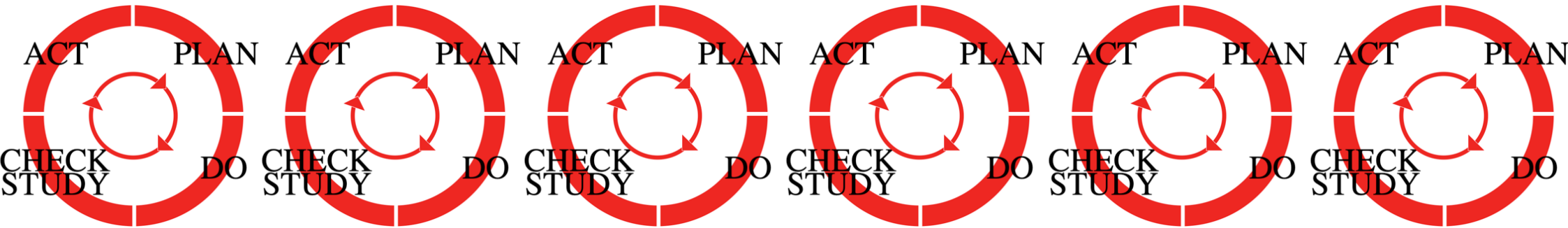
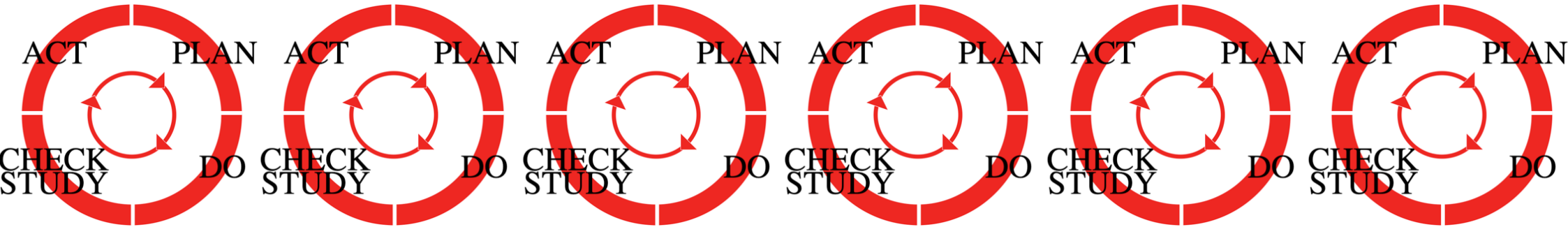
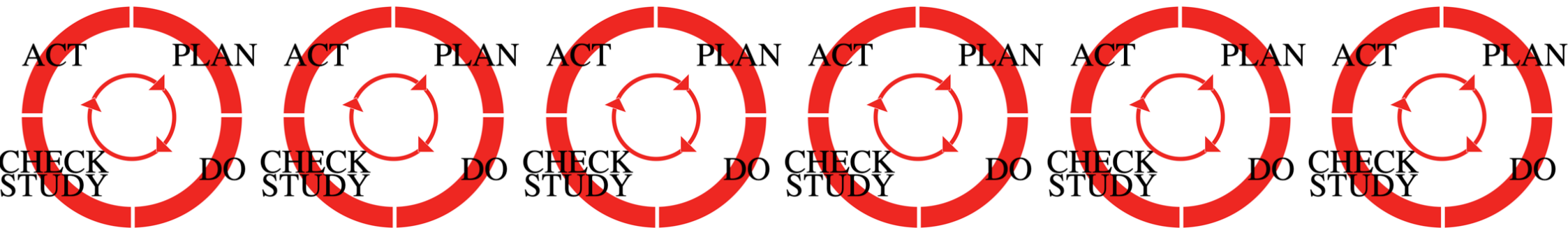
This holistic approach has six characteristics: built-in instability; self-organizing project teams; overlapping development phases; “multilearning,” subtle control, and organizational transfer of learning. The six pieces fit together like a jigsaw puzzle, forming a fast flexible process for new product development. Just as important, the new approach can act as a change agent: it is a vehicle for introducing creative, market-driven ideas and processes into an old, rigid organization.

The rules of the game in new product development are changing. Many companies have discovered that it takes more than the accepted basics of high quality, low cost, and differentiation to excel in today's competitive market. It also takes speed and flexibility.

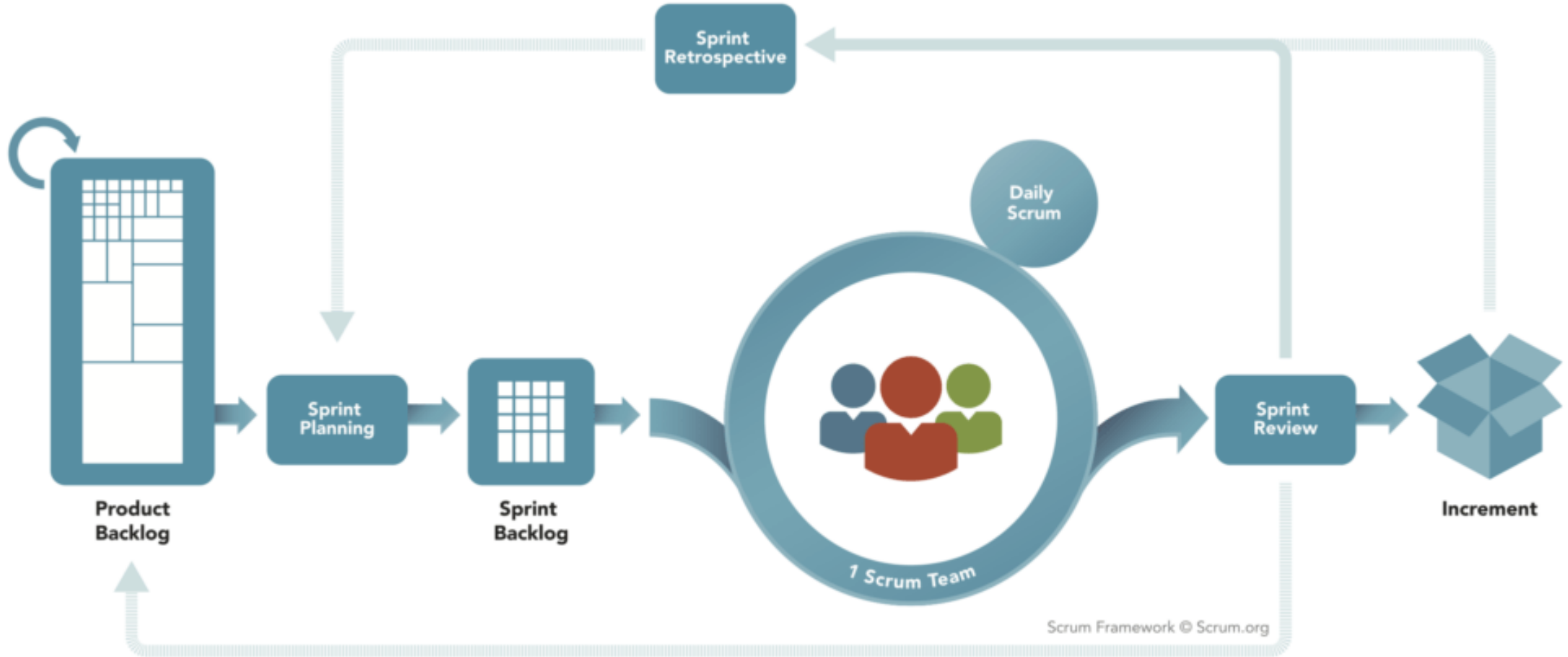


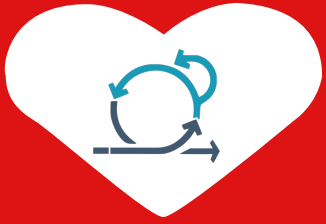
PDCA





SCRUM FRAMEWORK





SCRUM

About the creators of Scrum



Jeff Sutherland

Jeff is the co-creator of Scrum and a leading expert on how the framework has evolved to meet the needs of today's business...



Ken Schwaber

Ken Schwaber co-developed the Scrum process with Jeff Sutherland in the early 1990s to help organizations...

Please read it at: agilemanifesto.org

Manifeste pour le développement Agile de solutions

Nous découvrirons comment mieux développer des solutions
par la pratique et en aidant les autres à le faire.
Ces expériences nous ont amenés à valoriser :

Les individus et leurs interactions plus que les processus et les outils
Des solutions opérationnelles plus qu'une documentation exhaustive
La collaboration avec les clients plus que la négociation contractuelle
L'adaptation au changement plus que le suivi d'un plan

Nous reconnaissons la valeur des seconds éléments,
mais privilégions les premiers.

XP FB
heart of A
Wiki



Kent Beck
Mike Beedle
Arie van Bennekum
Alistair Cockburn
Ward Cunningham
Martin Fowler

James Grenning
Jim Highsmith
Andrew Hunt
Ron Jeffries
Jon Kern
Brian Marick

Robert C. Martin
Steve Mellor
Ken Schwaber
Jeff Sutherland
Dave Thomas



oncle BOB
SCRUM



SCRUM
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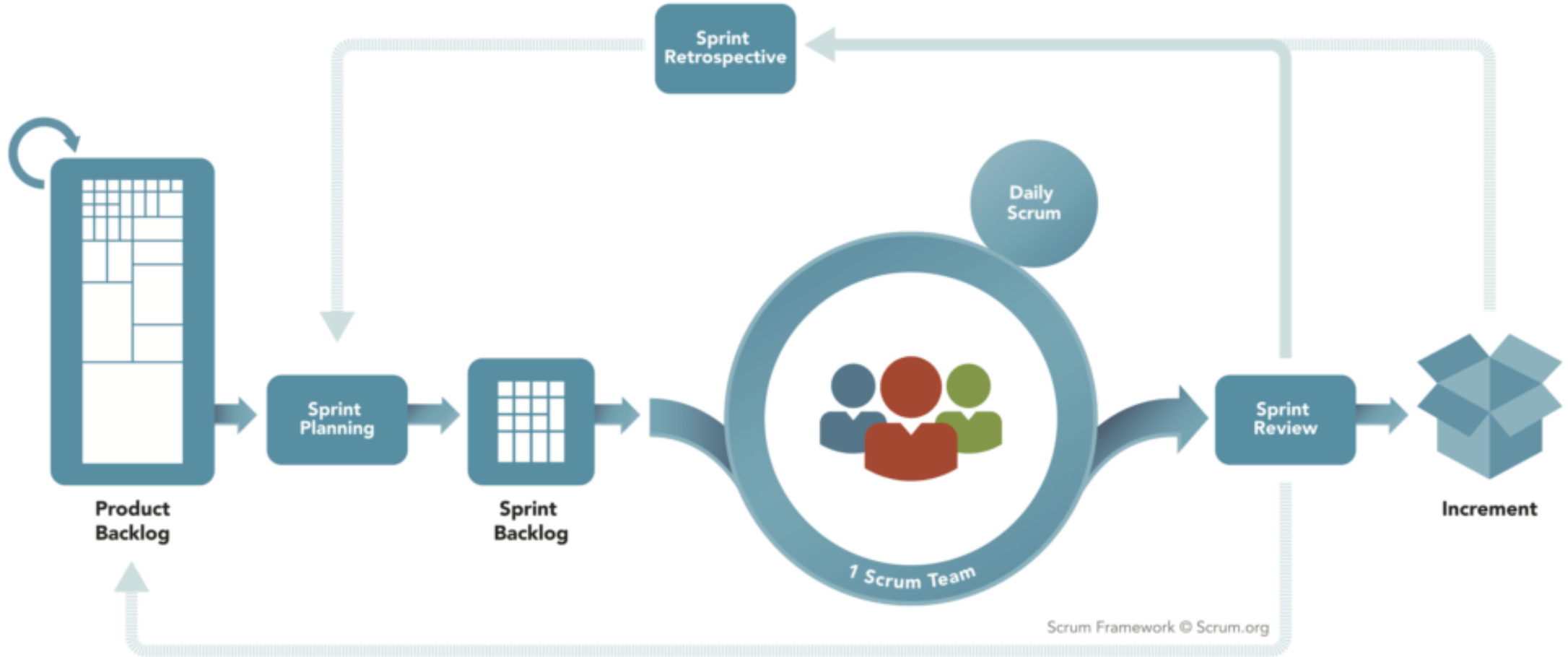
methodology

**SCRUM is
a framework, a canvas,
a template, a process.**

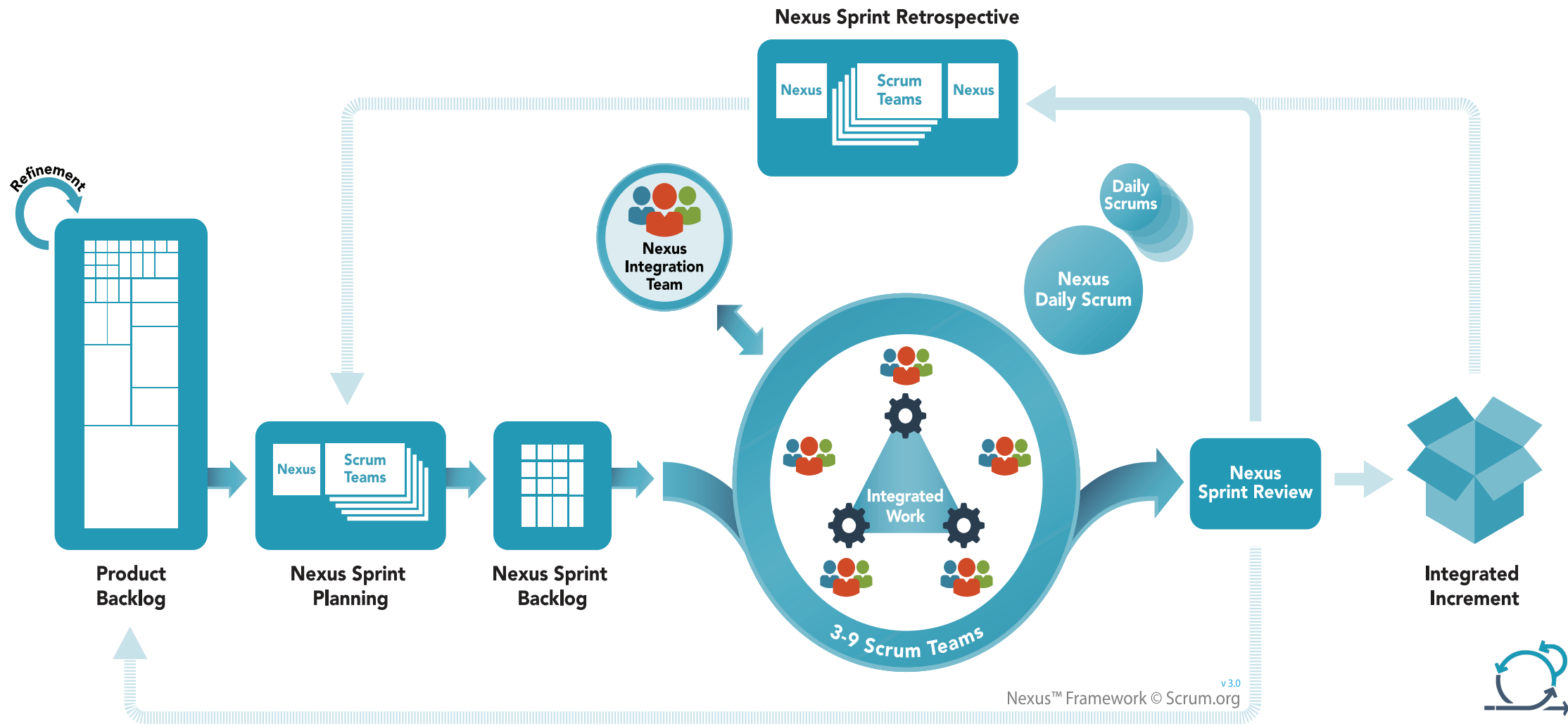
**All users decide
what to do next**

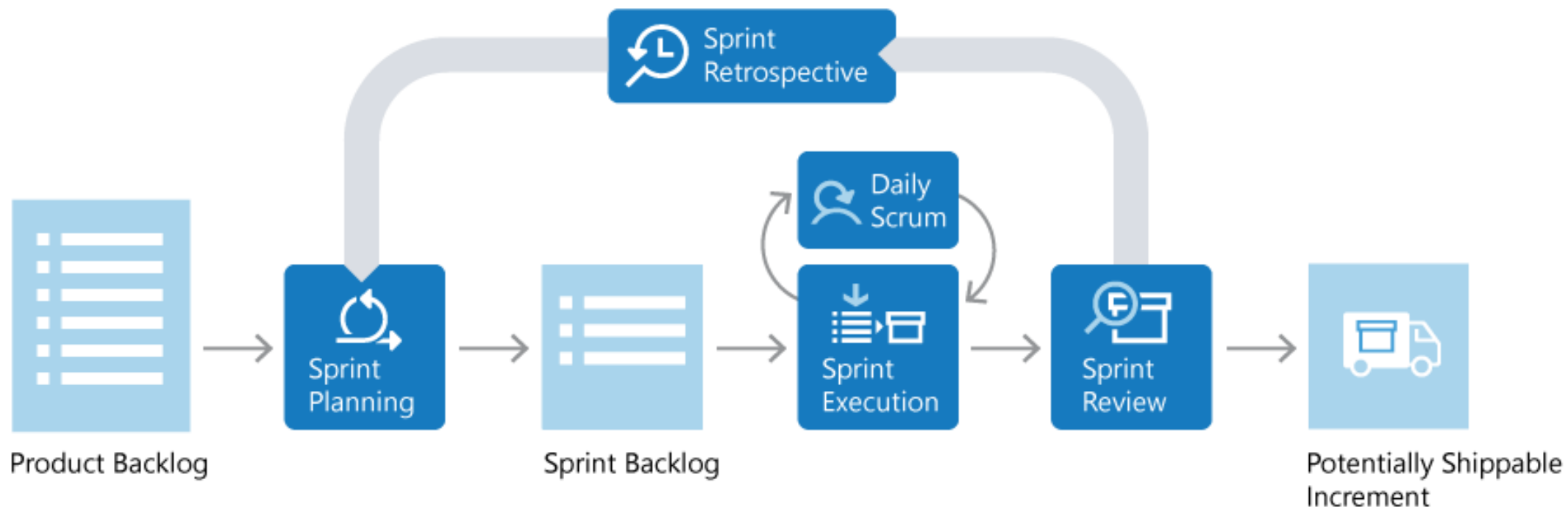


SCRUM FRAMEWORK



NEXUS™ FRAMEWORK





SCRUM = 3 3 5

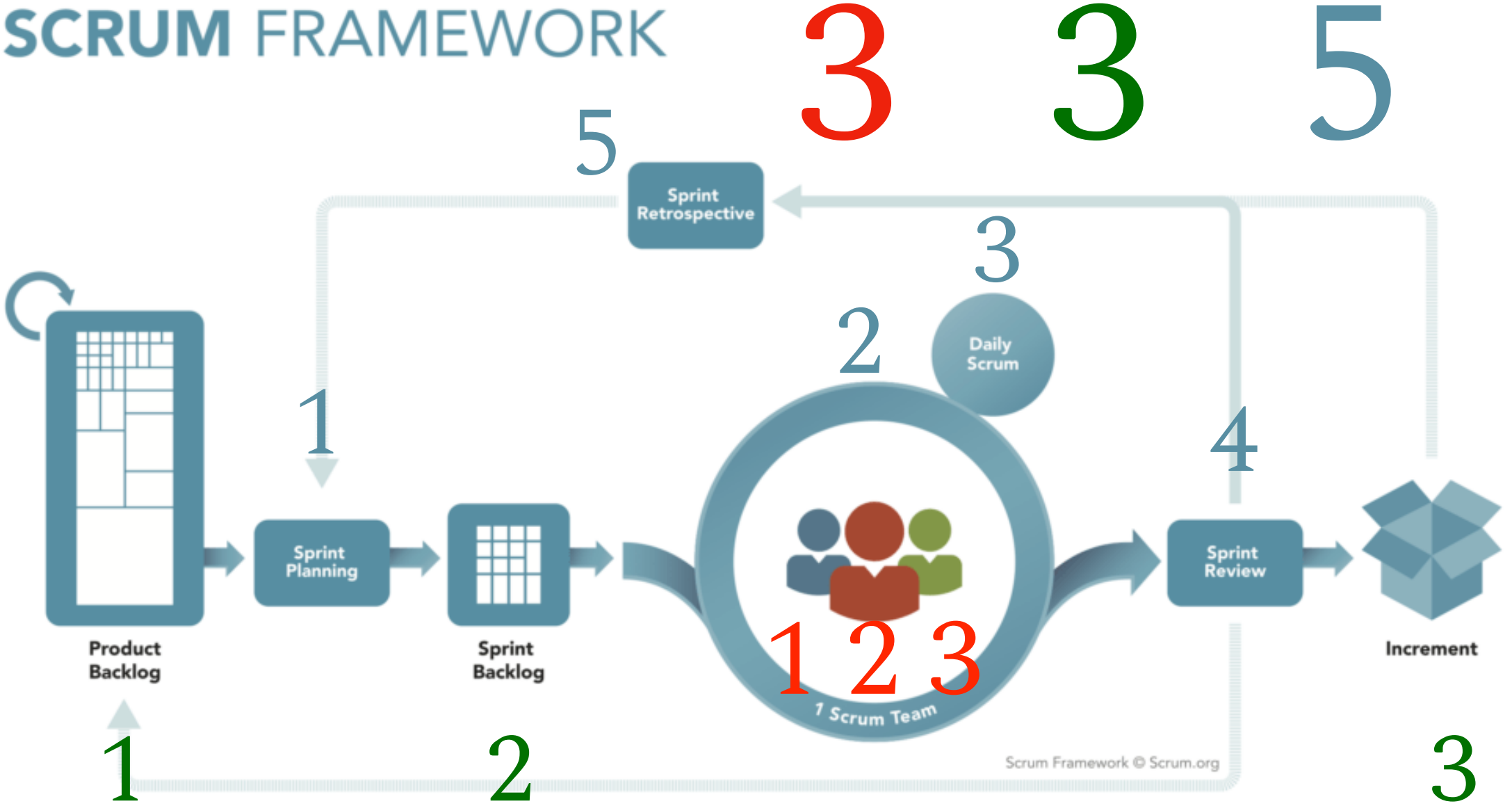
3 ROLES

3 ARTIFACTS

5 EVENTS



SCRUM FRAMEWORK



ROLES (3)

A/ ScrumTeam

- 1/ PO : Product Owner
- 2/ Development team (Équipe de travail)
- 3/ SM : Scrum Master

B/ NOT in the scrum team

Sponsor, stakeholder (parties prenantes)



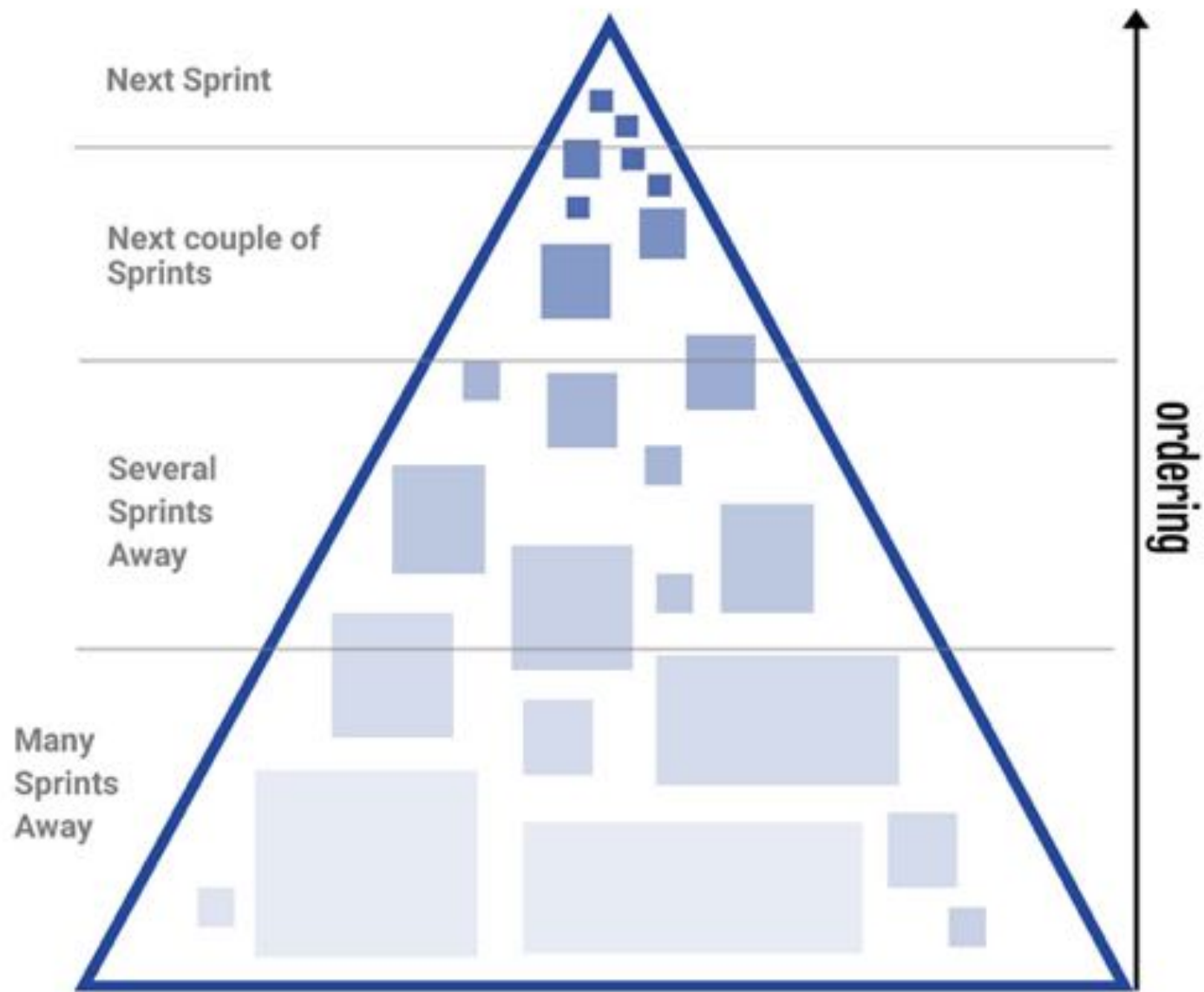
ARTEFACTS (3)

Product Backlog (Kanban board)

SPRINT BACKLOG

Increment (piece of product)





"Focus on refining the work that will be done within a couple of Sprints"

EVENTS (5)

SPRINT

Sprint Planning

Daily meeting (15mn)

Sprint Revue

Retrospective



5



Daily meeting (*daily scrum*)

Same place, same time

No device... Backlog ?

15mn max / 1mn minimum

Generally standup meeting

The whole working team

Remote if needed



SCRUM PILLARS

Transparency

Inspection

Adaptation



SCRUM VALUES

Commitment

Focus

Openness

Courage

Respect





The Scrum Guide™

The Definitive Guide to Scrum:
The Rules of the Game

November 2017



Jeff Sutherland

Ken Schwaber

Developed and sustained by Scrum creators: Ken Schwaber and Jeff Sutherland

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KANBAN

TRELLO

open
software





PARTAGER RÉVISIONS GRANDS POST-IT RÉDUIRE



+ Ajouter un Post-it
Couleur



Question 1 of 80

True or False: Scrum is a methodology that tells in detail how to build software incrementally.

- ☐ True
- ☐ False

Question 1

Question 2 of 80

A Scrum Master is introducing Scrum to a new Development Team. The Development Team has decided that a Sprint Retrospective is unnecessary. What action should the Scrum Master take?

(choose the best answer)

- 1 Comply with the decision of the self-organizing team.
- 2 Begin facilitating productive and useful Sprint Retrospectives.
- 3 Call a meeting between the Development Team and senior management.
- 4 Consult with the Product Owner to see how he/she feels about the situation.

Question 2

Who can abnormally terminate a Sprint?

(choose the best answer)

- 1 The Development Team or its members.
- 2 The Product Owner.
- 3 The Stakeholders.
- 4 The Scrum Master

Question 3

What activities would a Product Owner typically undertake in the phase between the end of the current Sprint and the start of the next Sprint?

(choose the best answer)

Refine the Product Backlog.

There are no such activities. The next Sprint starts immediately after the current Sprint.

Work with the QA departments on the Increment of the current Sprint.

Update the project plan with stakeholders.

Question 4

Every Development Team should have:

(choose the best answer)

- 1 One Lead Developer and no more than 8 other members.
- 2 At least one representative from each major software engineering discipline (like QA, Dev, UX).
- 3 The competencies and skills needed to deliver a Done Increment in a Sprint.

Question 5

Who is responsible for clearly expressing Product Backlog Items?

(choose the best answer)

- 1 The Scrum Master, or the Scrum Master may have the Development Team do it.
- 2 The Product Owner.
- 3 The business analyst who represents the Product Owner in the Development Team.
- 4 The Scrum Master.

Question 6