Out of the Frying Pan into the Fire

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Overview

- Motivation for SCRUM
- A bit about SCRUM
- The case of the weak pilot
- The case of the distracting documentation
- The case of the graceful goose
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Motivation for SCRUM
Motivations

• Pain points?
  – What hurts?
  – How Much?
# Motivations

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A bit about SCRUM
SCRUM Framework

**SCRUM Sprint Cycle**

**Product Backlog:** Prioritized list of features required by the customer

**Sprint Backlog:** Features to be done this sprint. Features are expanded into smaller tasks.

**Workday:** One Day

**Sprint:** 15 - 30 Days

Every Day, a 15-minute meeting is held, and the SCRUM Master asks the 3 questions:
1) What have you accomplished since the last meeting?
2) Are there any obstacles in the way of meeting your goal?
3) What will you accomplish before the next meeting?

**New Functionality** is demonstrated at the end of each sprint.
SCRUM Framework

• Roles
  – SCRUM Master
  – Product Owners
  – Developers
  – Testers
  – Stakeholders
  – Others
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About Task Analysis
Task Analysis

- Task Analysis Methods for Instructional Design
  - David H. Jonassen, Martin Tessmer, Wallace H. Hannum
Critical Incident Method

- Identify incidents which demonstrate excellence
- Identify incidents which demonstrate failings of the approach
- Drill down, interviewing all involved, study artefacts, tools, timetables and context drivers
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The case of the weak pilot
The case of the weak pilot

- Corporate goal
  - Better react to changes in business horizon
The case of the weak pilot

• Before
  – Competition in local markets
  – Over promising
  – Under delivering
  – Dozens of small teams
  – Strong independent test team
  – Corporate SCRUM champion
The case of the weak pilot

• Setup
  – Choose project which could afford to fail
  – Assigned team members
  – Basic training in method
  – Ran with it
The case of the weak pilot

• Problems
  – Test team physically separate
  – Double entry on bugs
  – Product owner distracted by other projects
  – Team interrupted by support issues
  – SCRUM Master was also a developer
  – Tester got stuff too late
  – No progress on test automation
  – Excessive need for "hardening" iterations (dependency)
The case of the weak pilot

- Remedy
  - Detailed task analysis
  - Watch out for critical path
  - Eliminate redundant bug tracking
  - Testers work in close quarters with developers
  - Get active product ownership (seconded if distracted)
  - Choose more important project for next pilot
  - Allocate time to support issues before planning
  - Tester gets engaged in planning meeting
  - Testability stuff in backlog
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The case of the distracting documentation
The case of the distracting documentation

- Corporate goal
  - respond to market pressure without destroying ongoing development projects
The case of the distracting documentation

• Before
  – In Testing
    • Heavily scripted
    • Subject Matter Experts
    • Independent team of system testers
The case of the distracting documentation

• Before
  – In Development
    • Teams torn apart to react to emergencies
    • Heroic Knights in shining armor
    • Development uses several levels of documentation
    • Tons of "integration testing" before release to test team
    • Inconsistent unit testing
The case of the distracting documentation

• Before
  – In Product Management
    • Many different roles managing work
    • Many different requirement lists
    • Dominant consensus management from highest levels
The case of the distracting documentation

- Setup
  - Urgent project selected as pilot
  - Storyboards replaced traditional requirements
  - Assigned team members by surprise
  - No training (wing it)
The case of the distracting documentation

• Problems
  – Testing team very uncomfortable
  – Discovered exploratory testing
  – Tons of overtime
  – Product management not active
  – Treated as a heroic effort
The case of the distracting documentation

- Remedy
  - Active product management
  - Consolidate backlog
  - Train team in method
  - Involve testers in planning sessions
  - Coaching on exploratory and Just in time testing
  - Consistently use unit test framework
  - Teach team how to use "stories" for requirements and testing
  - Team was committed during iteration
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The case of the graceful goose
The case of
the graceful goose

• Corporate goal
  – Dramatically improve quality
The case of the graceful goose

• Before
  – Tyranny of the urgent
  – Inconsistent unwieldy documentation
  – Constant interruptions
  – Loosing market share
  – Corporate merger
The case of the graceful goose

• Setup
  – Identified champions
  – Trained organization leaders
    • Product Owners
    • Development Leads
    • Test Leads
  – Trained team members
    • Some External
    • Some Internal
The case of the graceful goose

• Setup
  – Machiavelli
    • Each business unit implemented change immediately
    • No choice in matter
    • No different frames for different projects
  – Adapt barely adequate documentation philosophy
  – Learn for each iteration
The case of the graceful goose

• Problems
  – Painful transition
  – Hard to deliver working code in first few iterations
  – Too much manual testing too late in iteration
The case of the graceful goose

- Remedy
  - Test automation issue made high priority backlog items
    - *Slow down at first to speed up later*
  - Eliminate bug reporting
  - Learn from other teams
    - Build energy
    - Institutionalize learning from mistakes
  - Integration scrums
The case of the graceful goose

- Product Development Team #1
  - Product Mgr.
  - Arch.
  - Developers
  - Test Leader
  - Tech Writer

- Suite-Level Product Managers
  - Suite-Level Architects

- Product Development Team #2
  - Product Mgr.
  - Arch.
  - Developers
  - Test Leader
  - Tech Writer

- Product Development Team #3
  - Product Mgr.
  - Arch.
  - Developers
  - Test Leader
  - Tech Writer

- Product Development Team #N
  - Product Mgr.
  - Arch.
  - Developers
  - Test Leader
  - Tech Writer

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The case of the graceful goose
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The case of Interdependence
The case of the interdependent team

- BIGCORP acquires SMALLCORP in same domain to add to product family and expand market share.
- Imposed SCRUM frameworks on acquired teams independent of their current approach to product development.
The case of the interdependent team

• Created product teams for multiple products which depend on a core technology
The case of the interdependent team

- Split system test team member into different development teams

- Remerged test team member into system testing team for hardening sprints
The case of the interdependent team

• Problems
  – Work of any one team interferes with work of another team
  – ScrumMaster spends considerable effort attempting to resolve development interference
The case of the interdependent team

• Problems
  – All testing in sprint is assigned to the teams tester creating miniature waterfalls
  – During hardening sprints testers are torn between their development team and the assigned system testing work
Thank You

- Questions?
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Some Common Threads
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- Testing in SCRUM
  - Active through a sprint
  - Ensure testing priorities are in backlog
    - Frameworks
    - Hooks
    - Developing of test data
  - Iteration Planning decide focus
    - Estimate testing effort during planning sessions
    - What will we test?
    - What will we not test?
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• Testing in SCRUM
  – During Sprint Work directly with developers
    • Coach in unit & regression testing
    • Collaborate as code is developed
    • Communicate bugs immediately
  – Practice exploratory testing
  – Minimize paper work
  – Remember it’s all about people
    … and the occasional bug!