

EP05

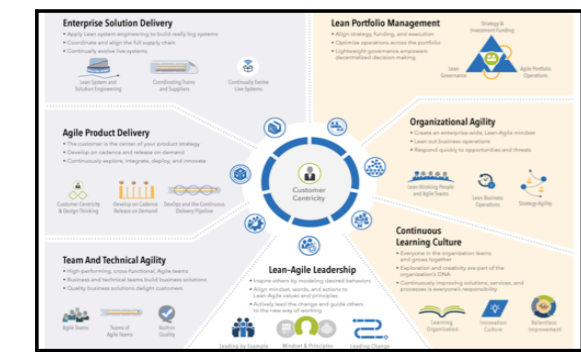
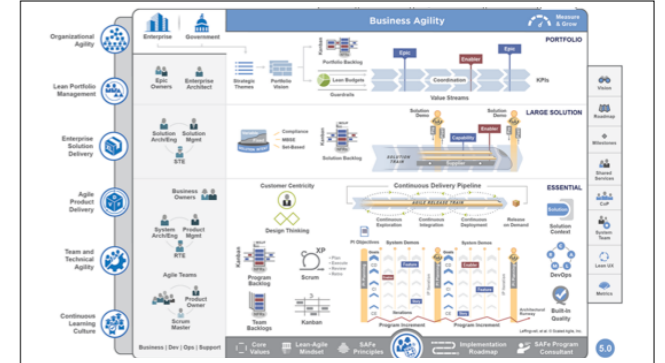
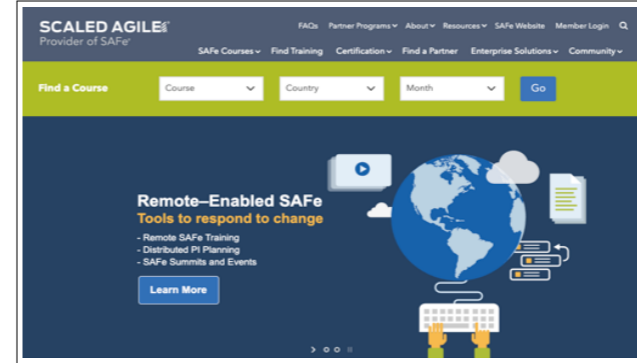


Agile at scale ?

Réponse de consultants :

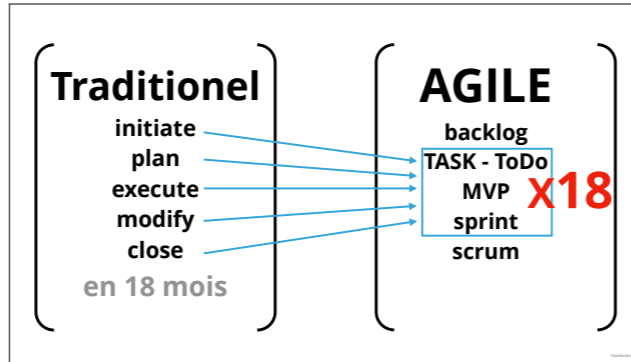
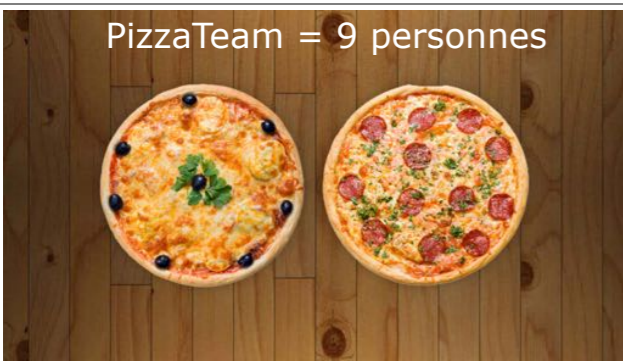
SAFe
scaled agile framework

<https://www.scaledagileframework.com/>



Do More With Less

Lean Management
Pizza team
POC (proof of concept)
MVP (minimum viable product)
MVB MVS ...



1. user
2. user
3. user
4. user
5. user

LEXIQUE

Burn-down Chart: a chart which shows the amount of work which is thought to remain in a backlog. Time is shown on the horizontal axis and work remaining on the vertical axis. As time progresses and items are drawn from the backlog and completed, a plot line showing work remaining may be expected to fall. The amount of work may be assessed in any of several ways such as user story points or task hours. Work remaining in Sprint Backlogs and Product Backlogs may be communicated by means of a burn-down chart. See also: Burnup Chart

Burn-up Chart: a chart which shows the amount of work which has been completed. Time is shown on the horizontal axis and work completed on the vertical axis. As time progresses and items are drawn from the backlog and completed, a plot line showing the work done may be expected to rise. The amount of work may be assessed in any of several ways such as user story points or task hours. The amount of work considered to be in-scope may also be plotted as a line; the burn-up can be expected to approach this line as work is completed.

C

Coherent/Coherence: The quality of the relationship between certain Product Backlog items which may make them worthy of consideration as a whole. See also: Sprint Goal.

D

Daily Scrum: Scrum Event that is a 15-minute time-boxed event held each day for the Development Team. The Daily Scrum is held every day of the Sprint. At its Development Team plans work for the next 24 hours. This optimizes team collaboration and performance by inspecting the work since the last Daily Scrum and forecasting upcoming Sprint work. The Daily Scrum is held at the same time and place each day to reduce complexity.

Definition of Done: a shared understanding of expectations that the Increment must live up to in order to be releasable into production. Managed by the Development Team.

Development Team: Role within a Scrum Team accountable for managing, organizing and doing all development work required to create a releasable Increment of product every Sprint.

E

Emergence: the process of the coming into existence or prominence of new facts or new knowledge of a fact, or knowledge of a fact becoming visible unexpectedly.

Empiricism: process control type in which only the past is accepted as certain and in which decisions are based on observation, experience and experimentation. Empiricism has three pillars: transparency, inspection and adaptation.

Engineering standards: a shared set of development and technology standards that a Development Team applies to create releasable Increments of software.

Forecast (of functionality): the selection of items from the Product Backlog a Development Team deems feasible for implementation in a Sprint.

Increment: Scrum Artifact that defines the complete and valuable work produced by the Development Team during a Sprint. The sum of all Increments form a product.

P

Product Backlog: A Scrum Artifact that consists of an ordered list of the work to be done in order to create, maintain and sustain a product. Managed by the Product Owner.

Product Backlog refinement: the activity in a Sprint through which the Product Owner and the Development Teams add granularity to the Product Backlog.

Product Owner: Role in Scrum accountable for maximizing the value of a product, primarily by incrementally managing and expressing business and functional expectations for a product to the Development Team(s).

Product Goal: The Product Goal describes a future state of the product which can serve as a target for the Scrum Team to plan against. The Product Goal is in the Product Backlog. The rest of the Product Backlog emerges to define "what" will fulfill the Product Goal.

R

Ready: a shared understanding by the Product Owner and the Development Team regarding the preferred level of description of Product Backlog items introduced at Sprint Planning.

Refinement: see Product Backlog Refinement

S

Scrum: a framework to support teams in complex product development. Scrum consists of Scrum Teams and their associated roles, events, artifacts, and rules, as defined in the Scrum Guide™.

Scrum Board: a physical board to visualize information for and by the Scrum Team, often used to manage Sprint Backlog. Scrum boards are an optional implementation within Scrum to make information visible.

Scrum Guide™: the definition of Scrum, written and provided by Ken Schwaber and Jeff Sutherland, co-creators of Scrum's roles, events, artifacts, and the rules that bind them together.

Scrum Master: Role within a Scrum Team accountable for guiding, coaching, teaching and assisting a Scrum Team and its environments in a proper understanding and use of Scrum.

Scrum Team: a self-organizing team consisting of a Product Owner, Development Team and Scrum Master.

Scrum Values: a set of fundamental values and qualities underpinning the Scrum framework: commitment, focus, openness, respect and courage.

Self-organization: the management principle that teams autonomously organize their work. Self-organization happens within boundaries and against given goals. Teams choose how best to accomplish their work, rather than being directed by others outside the team.

Sprint: Scrum Event that is time-boxed to one month or less, that serves as a container for the other Scrum events and activities. Sprints are done consecutively, without intermediate gaps.

Sprint Backlog: Scrum Artifact that provides an overview of the development work to realize a Sprint's goal, typically a forecast of functionality and the work needed to deliver that functionality. Managed by the Development Team.

Sprint Goal: a short expression of the purpose of a Sprint, often a business problem that is addressed. Functionality might be adjusted during the Sprint in order to achieve the Sprint Goal.

Sprint Planning: Scrum Event that is time-boxed to 8 hours, or less, to start a Sprint. It serves for the Scrum Team to inspect the work from the Product Backlog that is most valuable to be done next and design that work into Sprint Backlog.

Sprint Retrospective: Scrum Event that is set to a time-box of 3 hours, or less, to end a Sprint. It serves for the Scrum Team to inspect the past Sprint and plan for improvements to be enacted during the next Sprint.

Sprint Review: Scrum Event that is time-boxed to 4 hours, or less, to conclude the development work of a Sprint. It serves for the Scrum Team and the stakeholders to inspect the Increment of product resulting from the Sprint, assess the impact of the work performed on overall progress and update the Product Backlog in order to maximize the value of the next period.

Stakeholder: a person external to the Scrum Team with a specific interest in and knowledge of a product that is required for incremental discovery. Represented by the Product Owner and actively engaged with the Scrum Team at Sprint Review.



T

Technical Debt: the typically unpredictable overhead of maintaining the product, often caused by less than ideal design decisions, contributing to the total cost of ownership. May first unintentionally in the Increment or introduced purposefully to realize value earlier.

V

Values: When the values of commitment, courage, focus, openness and respect are embodied and lived by the Scrum Team, the "Scrum pillars" of transparency, inspection, and adaptation "come to life" and "build trust" for everyone. The Scrum Team members learn and explore those values as they work with the Scrum events, roles and artifacts. Download the Scrum Values Poster

Velocity: an optional, but often used, indication of the amount of Product Backlog turned into an Increment of product during a Sprint by a Scrum Team, tracked by the Development Team for use within the Scrum Team.

 <p>The Scrum Guide™ The Definitive Guide to Scrum: The Rules of the Game</p>		<ul style="list-style-type: none"> Purpose of the Scrum Guide 1 Scrum Definition 1 Scrum Theory 3 Transparency 3 Adaptation 4 Scrum Values 4 Scrum Team 5 Developers 5 Product Owner 5 Scrum Master 6 Scrum Events 7 The Sprint 7 Sprint Planning 8 Daily Scrum 8 Sprint Retrospective 9 Scrum Artifacts 10 Product Backlog 10 Commitment: Product Goal 11 Sprint Backlog 11 Commitment: Sprint Goal 11 Increment 11 Commitment: Definition of Done 12
<p>November 2020</p>  <p>Developed and updated by Scrum co-creators Ken Schwaber and Jeff Sutherland</p>		

Scrum Events

The Sprint is composed of all other events. Each event is a Scrum to formal opportunities, frequent and regular Scrum artifacts. These events are specifically designed to ensure the transparency, regular flow, to ensure work is visible, and to ensure that all stakeholders are kept up to date and are able to provide feedback and adjust the work as needed.

Sprint - A time-boxed event that lasts for a maximum of four weeks and is used to complete work items, to create a usable increment, and to adapt the Product Backlog to better reflect the work for the next Sprint.

The Sprint - A time-boxed event that lasts for a maximum of four weeks and is used to complete work items, to create a usable increment, and to adapt the Product Backlog to better reflect the work for the next Sprint.

Daily Scrum - A 15-minute event for the Developers of the Scrum Team. To reduce complexity, it is held at the same time and place every working day of the Sprint. If the Product Owner or Scrum Master are actively working on items in the Sprint Backlog, they participate as Developers.

Sprint Planning - The Developers can select whatever structure and techniques they want, as long as they Daily Scrum focuses on progress toward the Sprint Goal and produces an actionable plan for the next day of work. This creates focus and improves self-management.

Sprint Retrospective - Daily Scrum improves communications, identifies impediments, promotes quick decision-making, and consequently eliminates the need for other meetings.

Sprint Review - The Daily Scrum is not the only time Developers are allowed to adjust their plan. They often meet throughout the day for more detailed discussions about adapting or re-planning the rest of the Sprint's work.

Sprint Backlog - The purpose of the Sprint Review is to inspect the outcome of the Sprint and determine future adaptations. The Scrum Team presents the results of their work to key stakeholders and progress toward the Product Goal is discussed.

Product Backlog - The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is the single source of work ordered by the Scrum Team.

Product Backlog Item - Product Backlog items that can be Done by the Scrum Team within one Sprint are deemed ready for selection in a Sprint Planning event. They usually specify the degree of transparency after setting priorities. Product Backlog items are ordered by value and further defining Product Backlog items into smaller more precise items. This is an ongoing activity to add details, such as a description, order, and size. Attributes other way with the definition of work.

Definition of Done - The Developers who will be doing the work are responsible for the using. The Product Owner may influence the Developers by having them understand and accept the Definition.

Commitment: Product Goal - The Product Goal describes a future state of the product which can serve as a target for the Scrum Team to plan against. The Product Goal in the Product Backlog. The rest of the Product Backlog emerges to define "what" all fulfill the Product Goal. A product is a vehicle to deliver value. It has a clear boundary, linear relationships, well-defined users or customers. A product could be a service, a physical product, or something more abstract.

Commitment: Definition of Done - The Product Goal is the long-term objective for the Scrum Team. They must first for at least one objective before taking on the next.

Sprint Backlog - The Sprint Review is the second to last event of the Sprint and is usually shorter.

Sprint Retrospective - The Sprint Backlog is a list of work items that the Scrum Team will complete during the Sprint. It is a highly visible, real-time picture of the work the Developers plan to accomplish during the Sprint in order to achieve the Sprint Goal. Consequently, the Sprint Backlog is updated throughout the Sprint as items are learned. It should have enough detail that they can track their progress in the Daily Scrum.

Commitment: Sprint Goal - The Sprint Goal is the single objective for the Sprint. Although the Sprint Goal is committed by the Developers, it provides flexibility in terms of the exact work needed to achieve it. The Sprint Goal also encourages and focuses, encouraging the Scrum Team to work together rather than separately.

Definition of Done - The Developers are required to conform to the Definition of Done. If there are multiple Scrum Teams working together on a product, they must mutually define and commit to the same Definition of Done.

Purpose of the Scrum Guide

We developed Scrum in the early 1990s. We wrote the first version of the Scrum Guide in 2010 to help people worldwide understand Scrum. We evolved the Guide since then through small, functional updates. Together, we stand behind it.

The Scrum Guide contains the definition of Scrum. Each element of the framework serves a specific purpose that is essential to the overall value and results realized with Scrum. Changing the core design or ideas of Scrum, leaving out elements, or not following the rules of Scrum, covers up problems and limits the benefits of Scrum, potentially even rendering it useless.

We follow the growing use of Scrum within an ever-growing complex world. We are humbled to see Scrum being adopted in many domains holding essentially complex work, beyond software product development where Scrum has its roots. As Scrum's use spreads, developers, researchers, analysts, scientists, and other specialists do the work. We use the word "developers" in Scrum not to exclude, but to simplify. If you get value from Scrum, consider yourself included.

As Scrum is being used, patterns, processes, and insights that fit the Scrum framework as described in this document, may be found, applied and devised. Their description is beyond the purpose of the Scrum Guide because they are context sensitive and differ widely between Scrum users. Such tactics for coping within the Scrum framework vary widely and are described elsewhere.

Scrum Definition

Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems.

In a nutshell, Scrum requires a Scrum Master to foster an environment where:

1. A Product Owner orders the work for a complex problem into a Product Backlog.
2. The Scrum Team turns a selection of the work into an Increment of value during a Sprint.
3. The Scrum Team and its stakeholders inspect the results and adjust for the next Sprint.

4. Repeat.

Scrum is simple. Try it as is and determine if its philosophy, theory, and structure help to achieve goals and create value. The Scrum framework is purposefully incomplete, only defining the parts required to implement Scrum theory. Scrum is built upon by the collective intelligence of the people using it. Rather than provide people with detailed instructions, the rules of Scrum guide their relationships and interactions.

Various processes, techniques and methods can be employed within the framework. Scrum wraps around existing practices or renders them unnecessary. Scrum makes visible the relative efficacy of current management, environment, and work techniques, so that improvements can be made.

Scrum Artifacts

Scrum's artifacts represent work in value. They are designed to maximize transparency of key information. This, everyone inspecting them, has the same basis for adaptation.

Each artifact contains a commitment to ensure a provide information that enhances transparency and focus against which progress can be measured.

- For the Product Backlog is the Product Goal.
- For the Sprint Backlog is the Sprint Goal.
- For the Increment is the Definition of Done.

These commitments work to increase transparency and the Scrum values for the Scrum Team and their stakeholders.

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Scrum Theory

Scrum is founded on empiricism and lean thinking. Empiricism asserts that knowledge comes from experience and making decisions based on what is observed. Lean thinking reduces waste and focuses on the essentials.

Scrum employs an iterative, incremental approach to optimize predictability and to control risk. Scrum engages groups of people who collectively have all the skills and expertise to do the work and share or acquire such skills as needed.

Scrum combines four formal events for inspection and adaptation within a containing event, the Sprint. These events work because they implement the empirical Scrum pillars of transparency, inspection, and adaptation.

Transparency

The emergent process and work must be visible to those performing the work as well as those receiving the work. With Scrum, important decisions are based on the perceived state of its three formal artifacts. Artifacts that have low transparency can lead to decisions that diminish value and increase risk.

Transparency enables inspection. Inspection without transparency is misleading and wasteful.

Inspection

The Scrum artifacts and the progress toward agreed goals must be inspected frequently and diligently to detect potentially undesirable variances or problems. To help with inspection, Scrum provides cadence in the form of its five events.

Inspection enables adaptation. Inspection without adaptation is considered pointless. Scrum events are designed to provide a change.

Adaptation

If any aspects of a process deviate outside acceptable limits or if the resulting product is unacceptable, the process being applied or the materials being produced must be adjusted. The adjustment must be made as soon as possible to minimize further deviation.

Adaptation becomes more difficult when the people involved are not empowered or self-managing. A Scrum Team is expected to adapt the moment it learns anything new through inspection.

Scrum Values

Successful use of Scrum depends on people becoming more proficient in living five values:

Commitment, Focus, Openness, Respect, and Courage

The Scrum Team commits to achieving its goals and to supporting each other. Their primary focus is on the work of the Sprint to make the best possible progress toward these goals. The Scrum Team and its stakeholders are open about the work and the challenges. Scrum Team members respect each other to be capable, independent people, and are respected as such by the people with whom they work. The Scrum Team members have the courage to do the right thing, to work on tough problems.

These values give direction to the Scrum Team with regard to their work, actions, and behavior. The decisions that are made, the steps taken, and the way Scrum is used should reinforce these values, not diminish or undermine them. The Scrum Team members learn and explore the values as they work with the Scrum events and artifacts. When these values are embodied by the Scrum Team and the people they work with, the empirical Scrum pillars of transparency, inspection, and adaptation come to life building trust.

Scrum Team

The fundamental unit of Scrum is a small team of people, a Scrum Team. The Scrum Team consists of one Scrum Master, one Product Owner, and Developers. Within a Scrum Team, there are no sub-teams or hierarchies. It is a cohesive unit of professionals focused on the objectives of a Product Goal.

Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value each Sprint. They are also self-managing, meaning they internally decide who does what, when, and how.

The Scrum Team is small enough to remain nimble and large enough to complete significant work within a Sprint, typically to six team members. In general, we have found that smaller teams communicate better and are more productive. If Scrum Teams become too large, they should consider reorganizing into multiple smaller Scrum Teams, each focused on the same product. However, the Product Owner has the same Product Goal, Product Backlog, and Product Owner.

The Scrum Team is responsible for all product-related activities: the stakeholders' collaboration, self-organize, self-manage, and coordinate, and the organization's management and development, and anything else that might be required. They are structured and organized to maximize the team's effectiveness and productivity. Scrum Teams are self-organizing and cross-functional. The Scrum Team's focus and confidence.

The entire Scrum Team is accountable for creating a valuable, usable Increment every Sprint. Scrum defines three specific accountability within the Scrum Team: the Product Owner, the Product Owner, and the Scrum Master.

Developers

Developers are the people in the Scrum Team that are committed to creating an increment of a usable Increment each Sprint. The specific skills needed by the Developers are often broad and will vary with the domain of work. However, the Developers are expected to be:

- Creating a plan for the Sprint, the Sprint Backlog.
- Meeting daily to determine a Definition of Done.
- Keeping their plan each day toward the Sprint Goal, and.
- Holding each other accountable as professionals.

Product Owner

The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. How this is done may vary widely among organizations, Scrum Teams, and individuals.

The Product Owner is also accountable for effective Product Backlog management, which includes:

- Developing and ordering the Product Backlog.
- Creating and clearly communicating Product Backlog items.
- Creating Product Backlog items and.
- Ensuring that the Product Backlog is transparent, visible and understood.

The Product Owner may, at the discretion of any stakeholder, delegate the responsibility to others. Regardless, the Product Owner remains accountable.

For Product Owners to succeed, the entire organization must respect their decisions. These decisions are visible in the content and ordering of the Product Backlog, and through the frequent Increment of the Sprint Review.

The Product Owner is one person, not a committee. The Product Owner may represent the needs of many stakeholders in the Product Backlog. These varying needs change the Product Backlog over time by trying to maximize the Product Owner.

Scrum Master

The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization.

The Scrum Master is accountable for the Scrum Team's effectiveness. They do this by enabling the Scrum Team to improve its practices, within the Scrum framework.

Scrum Masters are true leaders who serve the Scrum Team and the larger organization.

The Scrum Master serves the Scrum Team in several ways, including:

- Coaching the team members in self-management and cross-functionality.
- Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done.
- Causing the removal of impediments to the Scrum Team's progress, and.
- Ensuring that all Scrum events take place and are active, productive, and kept within the timebox.

The Scrum Master serves the Product Owner in several ways, including:

- Helping find techniques for effective Product Goal definition and Product Backlog management.
- Helping the Scrum Team understand the need for clear and concise Product Backlog items.
- Helping establish empirical product planning for a complex environment, and.
- Facilitating stakeholder collaboration as requested or needed.


The Scrum Master serves the organization in several ways, including:

- Leading, training, and coaching the organization in its Scrum adoption.
- Planning and advising Scrum implementations within the organization.
- Helping employees and stakeholders understand and enact an empirical approach for complex work, and.
- Removing barriers between stakeholders and Scrum Teams

STARTUP

A VOUS DE JOUER

Passer votre PSM1



GO