

# SCRUM v Seznam.cz

...jak to děláme

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**SEZNAM.CZ**

# Osnova

- **proč** řídíme projekty
- **jak** lze řídit projekty
- co je to **SCRUM**
  - jak s ním žijeme v Seznam.cz
- debata (když bude čas a zájem)
  
- **kdo má otázku, ptejte se!**

# Proč projekty řídíme?

# Proč projekty řídíme?

- velikost firmy
- počet vývojářů
- počet a rozsah projektů
- struktura a lokalita firmy (obchod, produkt, vývoj, marketing)
- čitelnost (transparentnost) projektů
- identifikace a eliminace rizik

# Jak vypadá projekt

- jak je možné projekty řídit?



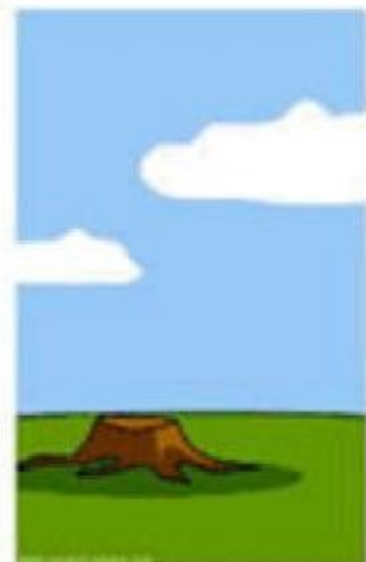
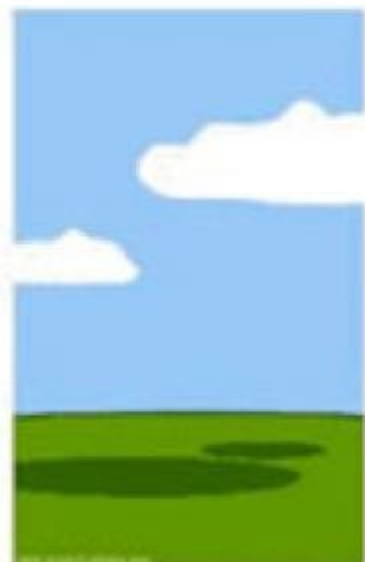
What the customer said

What was understood

What was planned

What was developed

What was described by the business analyst



What was documented

What was deployed

The customer paid for...

How was the support

What the customer really needed



Waterfall - final product



Waterfall - final product after go-live feedback

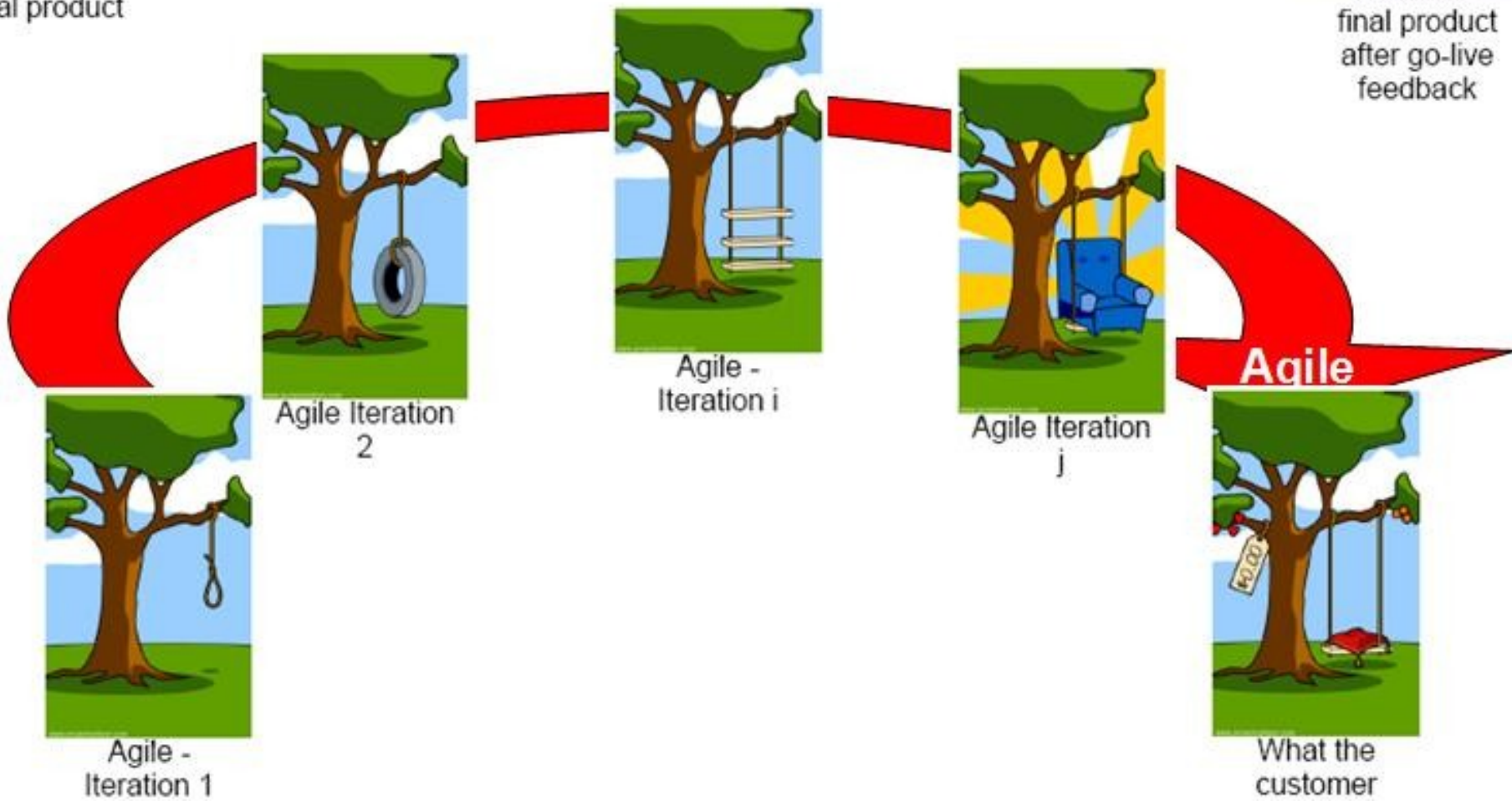




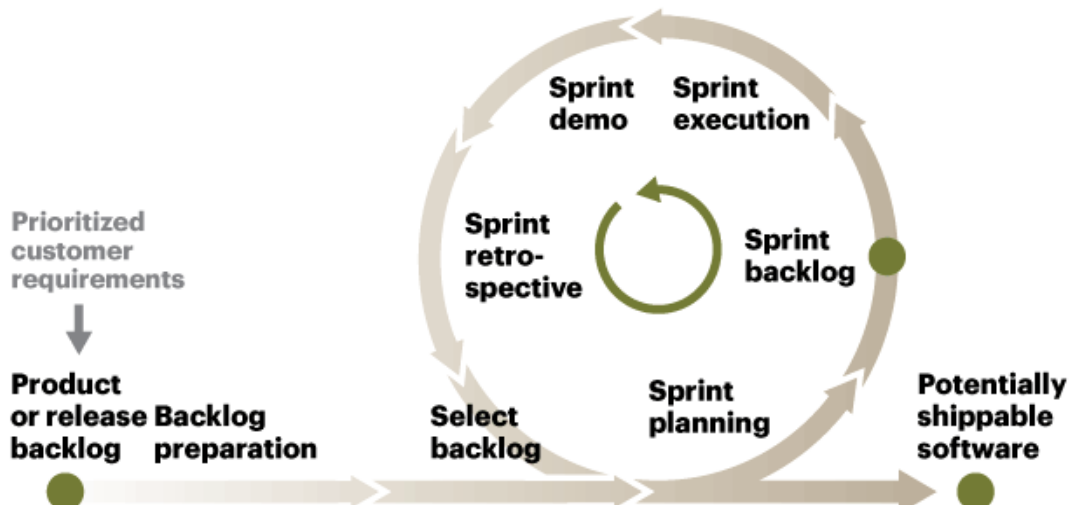
Figure 2

# In agile development, the customer is king

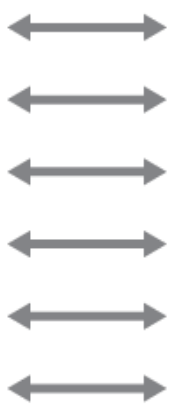
## Waterfall development



## Agile development



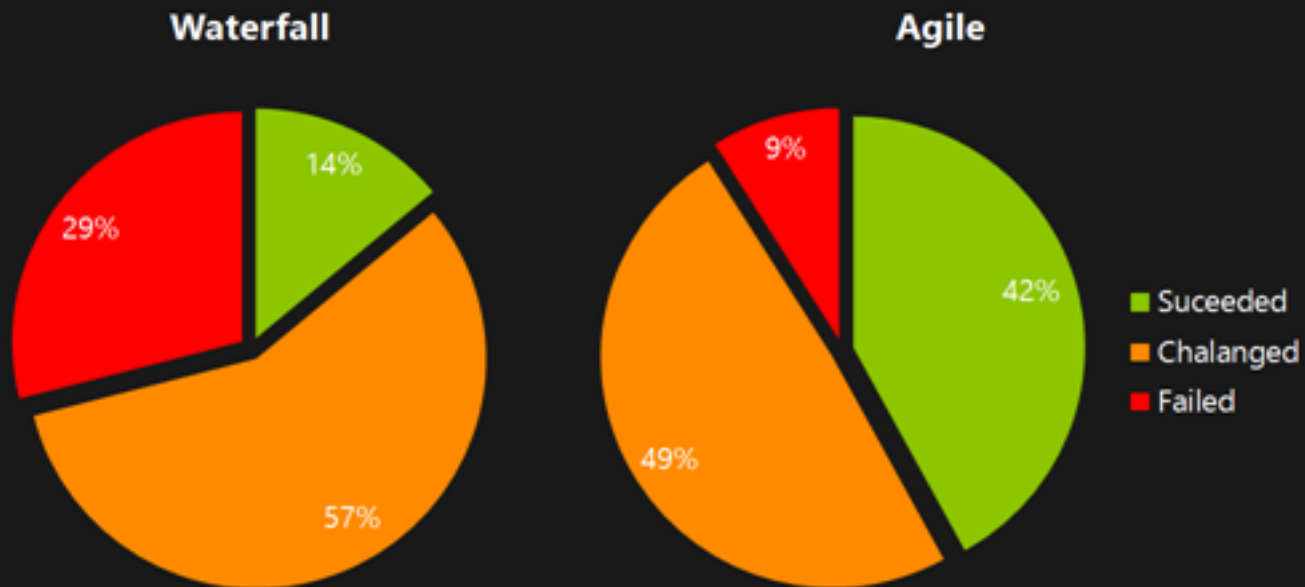
Planned and stage-gated development
Well-defined requirements
Structured decision mandates
Structured and planned delivery
Validation of complete product
Focus on leveraging expertise



Incremental and iterative development
Customer-oriented backlog
Empowered teams, end-to-end responsibility
Frequent delivery and feedback
Early validation through stakeholder participation
Focus on learning



# CHAOS Resolution by Style



The CHAOS Manifesto, Copyright 2011

# Agilní vývoj - SCRUM



**Jednotlivci a interakce** před  
procesy a nástroji

**Fungující software** před

vyčerpávající dokumentací

**Spolupráce se zákazníkem** před

vyjednáváním o smlouvě

**Reagování na změny** před

dodržováním plánu



# Agilní “doporučení”

- Work in iterations of no more than a month long
- By the end of each iteration be “done” with something to some pre-agreed upon definition of done and solicit feedback from your stakeholders
- At the start of an iteration, get together and figure out what you are doing to do during iteration
- At the end of the iteration, reflect on how well you did during the iteration
- Talk a lot during iteration

# Jak to děláme v Seznam.cz

- nakresli jim to!
- role ve scrumu
  
- transparentnost: standup, demo, scrum board, reporty
- reakce na změnu
- volnost procesu
- software
  
- je scrum spása?
- je scrum cool?
  
- (r)evoluce!



# Evolution of ScrumMaster

## ScrumDude

- Schedule Meetings
- Team Secretary / Scribe
- Daily Three Questions
- List Impediments

## ScrumMom

- Moderate Meetings
- Protect the team
- Diagnose & Decide
- Directly remove impediments
- Team Interface
- Assign tasks
- Decide on framework issues
- Artificial Harmony / evade conflict
- Bossy
- Still cares about velocity, delivery dates...

## True ScrumMaster

- Facilitate Meetings
- Grow the team, progressively delegates
- Help them find causes and develop strategies
- Make them responsible & accountable
- Teach them to interact with themselves (collaboration) and with the company
- Encourage them to be proactive
- Points out stuff to be talked about
- Positive / constructive conflict
- "TEAM GARDENER", trainer, mentor, coach...
- Cares about motivation (both team level and individual level)
- Focus on long term learning and growing, innovation, research, improvement...
- Agile evangelist, Change Agent





Chyby vítány! Zn: rychle a levně



# Jak se odhaduje

- story point vs. čas
- poker
- roadmapy
- stabilní tým

# ~~Problémy~~ Výzvy

- problém = (najít + pojmenovat + vyřešit)
- cíle neznámé
- lidé nemají rádi změny
- lidé jsou líní (zvednout zadek)
- lidé se bojí
- lokalita

TODO

IN  
PROGRESS

CODE  
REVIEW

DONE ?

TESTY  
10.10.2010

TESTY  
10.10.2010

TESTY  
10.10.2010

TESTY  
10.10.2010

TESTY  
10.10.2010

TESTY  
10.10.2010

TESTY  
10.10.2010

JAKO UVEDIT CENY  
MŮJ PRŮBĚH ZODPOVĚD  
NA NĚJ (stavba i dŮl)

TESTY  
10.10.2010

JAKO UVEDIT CENY  
MŮJ PRŮBĚH ZODPOVĚD  
NA NĚJ (stavba i dŮl)

TESTY  
10.10.2010

TESTY  
10.10.2010

TESTY  
10.10.2010

TESTY  
10.10.2010







# Backlog

Grid of 15 sticky notes (yellow, pink, yellow) representing tasks in the backlog.

Zaměstnanec z měsíce



Hříšče

Decorative elements including a vertical strip of yellow sticky notes, a cluster of colorful pushpins, and a small drawing of two figures.



Wall v2-0

# To Do

Tasks in the 'To Do' column, including a green pushpin, a white card, a yellow sticky note, and a row of small circular markers.

# DEV

Taken

CR

Resolved

Tasks in the 'DEV' columns, including white cards, a blue pushpin, a black pushpin, a green pushpin, and a pink sticky note.

# Test

R. 4 11 (Apolenka)

Tasks in the 'Test' column, including a yellow sticky note, a green pushpin, a white card, a yellow sticky note, a pink sticky note, a green pushpin, a yellow sticky note, a pink sticky note, and a white card.

# Ready

R. 1.10 (Katka)

A single pink sticky note in the 'Ready' column.

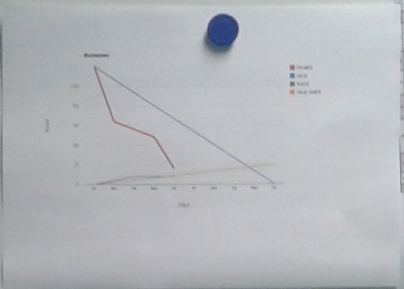


Two sticky notes (yellow and pink) on the right edge of the board.

A single yellow sticky note on the right edge of the board.



Task	Start	End	Status
Task 1			Completed
Task 2			In Progress
Task 3			Planned
Task 4			Completed
Task 5			In Progress
Task 6			Planned
Task 7			Completed
Task 8			In Progress
Task 9			Planned
Task 10			Completed



Handwritten notes and a large bracket on the right side of the board.

**TODO**

**WIP**

**CR**

**TEST**

**READY**

**DONE**

Task card in the TODO column with a green dot and a checklist.

Task card in the WIP column with a brown dot and a checklist.

Task card in the READY column with a red dot and a checklist.

Task card in the DONE column with a green dot and a checklist.

ID	Description	Priority
1001	Prepara...	High
1002	Upraviť...	Medium
1003	Upraviť...	Low
1004	Upraviť...	High
1005	Upraviť...	Medium
1006	Upraviť...	Low
1007	Upraviť...	High
1008	Upraviť...	Medium
1009	Upraviť...	Low
1010	Upraviť...	High

Task card in the TODO column with a yellow dot and a checklist.

Task card in the READY column with a red dot and a checklist.

Task card in the DONE column with a green dot and a checklist.

Task card in the DONE column with a green dot and a checklist.

Pink sticky note with handwritten text.

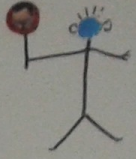
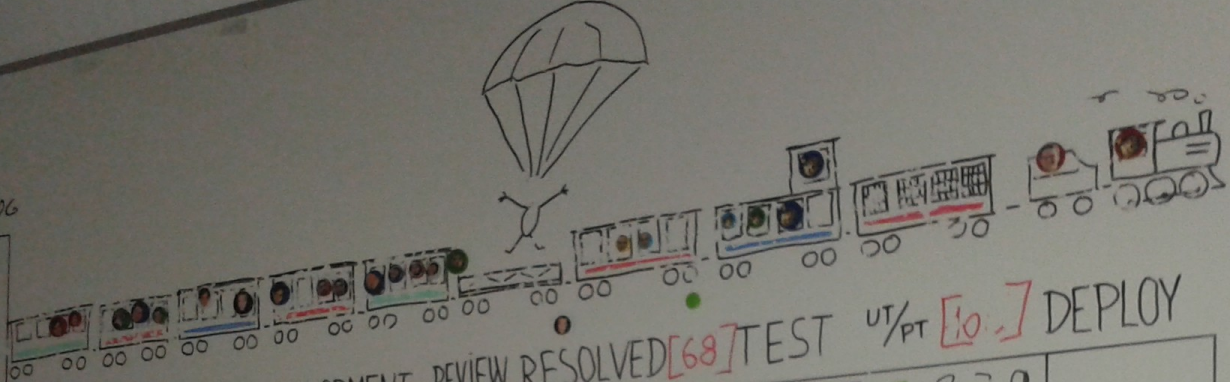
Pink sticky note with handwritten text.

Two pink sticky notes with handwritten text.

Yellow and pink sticky notes with handwritten text.



BACKLOG



SPRINT BACKLOG? DEVELOPMENT REVIEW RESOLVED [68] TEST UT/PT [10.] DEPLOY

SPRINT BACKLOG?	DEVELOPMENT	REVIEW	RESOLVED [68]	TEST	UT/PT [10.]	DEPLOY
Contains several green and yellow sticky notes.	Contains several green and yellow sticky notes.	Contains several green and yellow sticky notes.	Contains several green and yellow sticky notes.	Contains several green and yellow sticky notes.	Contains several green and yellow sticky notes.	Contains several green and yellow sticky notes.

VTVOJ  
239  
2340

FIX MAINTENANCE

Contains several pink sticky notes.
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DEPENDENCY

Contains several pink sticky notes.
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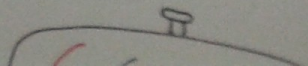
Contains several pink sticky notes.
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Contains several pink sticky notes.
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Contains several pink sticky notes.
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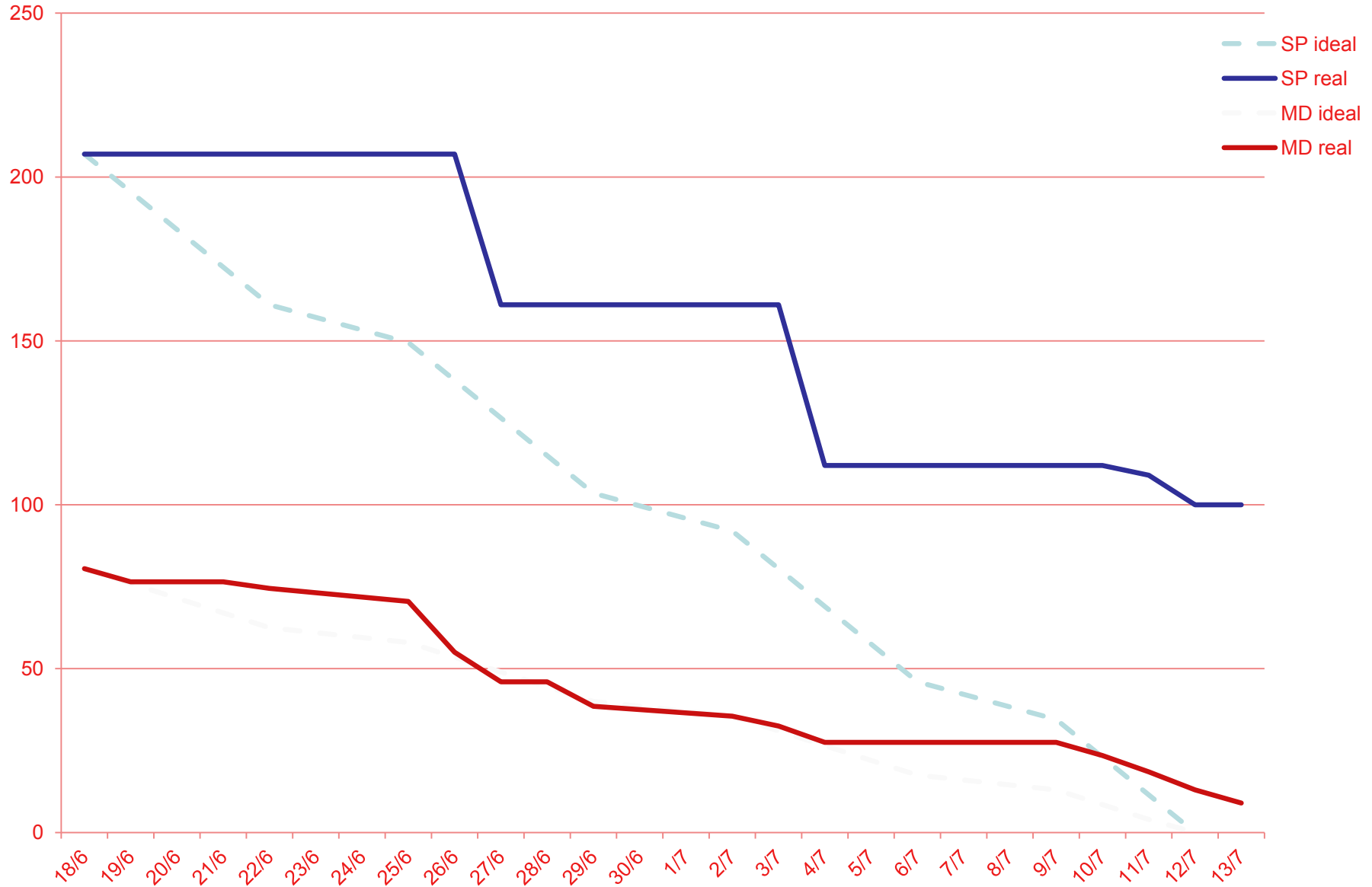
Contains several pink sticky notes.
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238

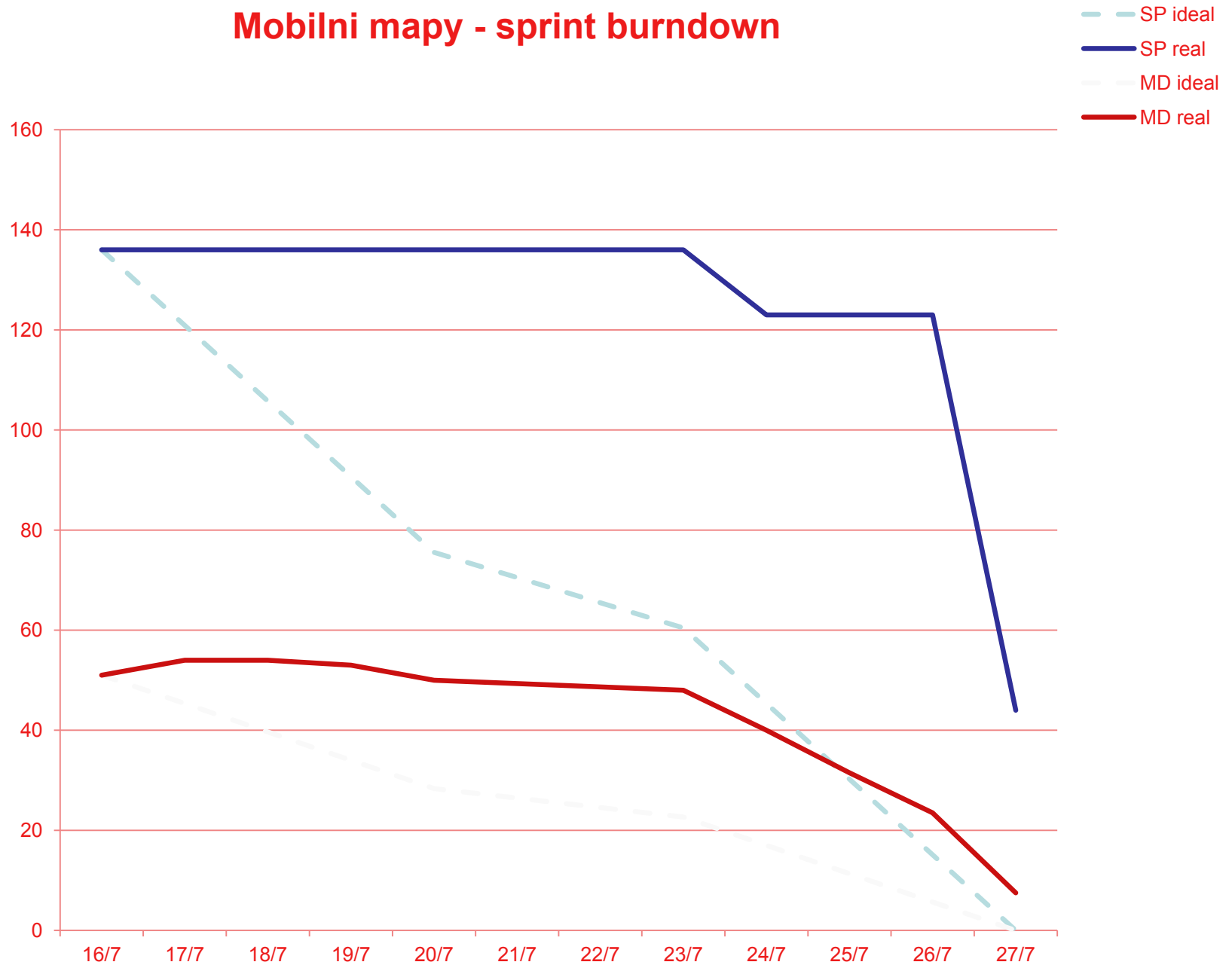




# Mobilni mapy - sprint burndown



# Mobilni mapy - sprint burndown



# Další informace

- <http://vyvojari.seznam.cz>
- literatura:
  - **Mike Cohn** (Succeeding with Agile, Agile Estimating and Planning, User Stories Applied)
  - **Jonathan Rasmusson** (The Agile Samurai)
  - **Henrik Kniberg** (Lean from the Trenches)
- <http://agilemanifesto.org>

# Otázky?

**S**EZNAM.CZ  
**...najdu tam, co neznám!**

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