

Praktikum 1 Membuat sebuah product software

- Buatlah sebuah product software dan buatlah deskripsinya

Definition of Scrum



www.scrumguides.org

Scrum (*noun*):

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

Scrum is

- Lightweight tool for enabling business agility
- Simple and purposefully incomplete

Scrum

- Scrum adalah suatu kerangka kerja atau framework pengembangan atau rekayasa perangkat lunak dengan menggunakan prinsip pendekatan agile.
- Kerangka kerja ini pertama kali diperkenalkan oleh Jeff Sutherland.
- Kunci dari kerangka kerja scrum adalah kolaborasi tim. Kekuatan tim memegang peran penting pada berjalannya scrum.
- Biasanya tim yang menjalankan kerangka kerja scrum berisi beberapa orang yang jumlahnya tidak terlalu besar.
- Biasanya anggota tim berasal dari berbagai latar belakang pekerjaan yang berbeda.
- Orang-orang ini tergabung menjadi satu untuk menjalankan role atau perannya masing-masing.

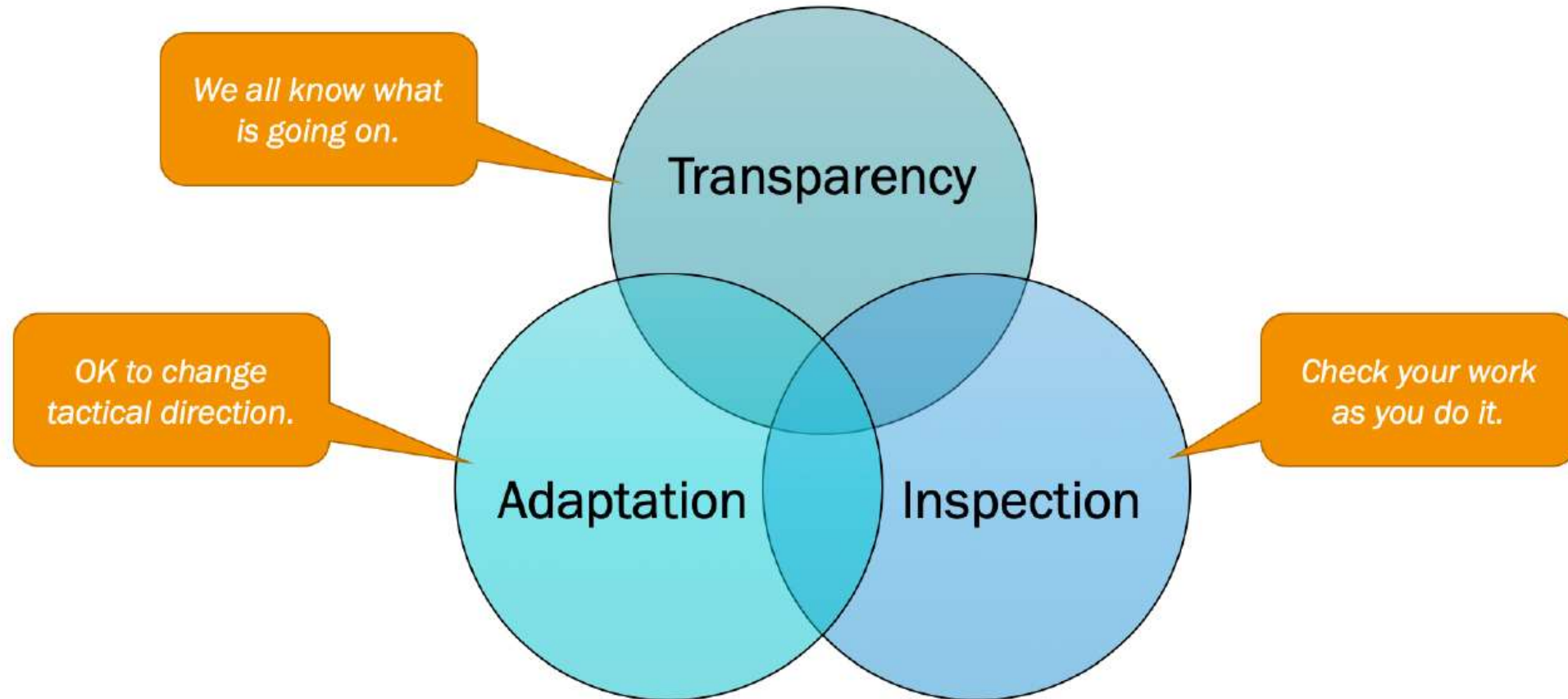
Definition of Agility (n)

-noun

1. The ability to rapidly and deliberately respond to changing demand, while controlling risk.
2. Flexibility, the capacity and capability of rapidly and efficiently adapting.
3. The ability to innovate.



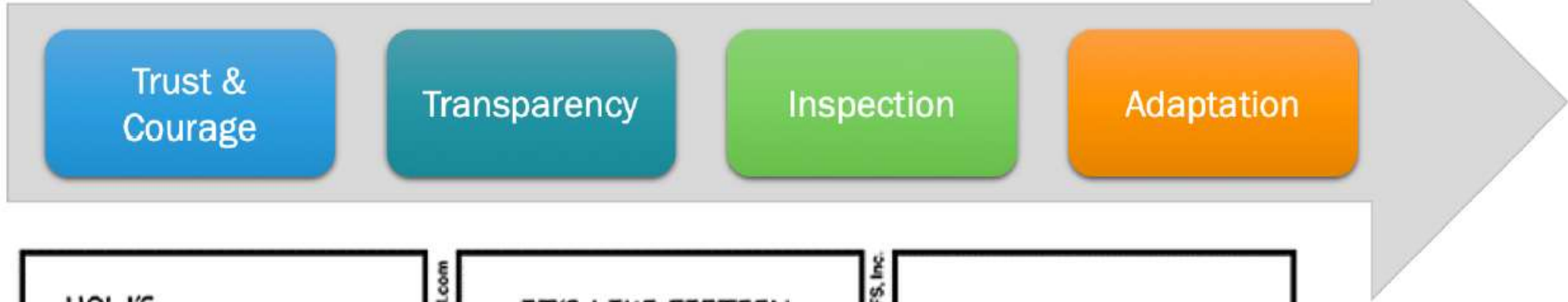
Scrum Implements the Three Legs of Empirical Process Control





Commit to the group agreement	Commit to deliver value	Courage to be honest & transparent	Courage to ask for help	Focus on the product vision	Focus on doing one thing at a time	Be open to try out new ideas and techniques	Be open to drop any practices that creates waste	Respect group decision and not use political power to override that decision	Respect and celebrate failure
Commit to help others in the group	Commit on doing our best despite the challenges	Courage to challenge the status quo	Courage to experiment	Focus on getting feedback from customers early and often	Focus on delivering releasable product in shortest time possible frequently	Open about the technical debt in our product	Be open to own our mistakes and failures	Respect those who are honest & transparent	Respect diversity
Commit to continuously learn and improve	Commit to collaborate with everyone in the company	Courage to accept uncertainty	Courage to say "NO" when necessary	Focus on improving flow of value	Focus on generating actionable items in every group discussions	Open with our incapability	Open about our progress towards the goal	Respect different opinions	Respect each others experience and background
Commit to be professional	Commit to have integrity	Courage to admit nobody is perfect	Courage to stand up for quality	Focus on the simplest solution that works	Focus on what is possible today	Be open to negotiate the scope or timeline	Be open for difficult conversations for the greater good	Respect the challenge that others are facing	Respect other people's needs to be human at work
Commit to technical excellence	Commit to not "cutting corners"	Courage to point out any misbehaviour	Courage to challenge our own assumptions	Focus on what we know today	Focus on making people awesome	Be open to receive feedback	Open our heart and be humble	Respect other's learning speed and learning method	Respect that at certain time people need their own space

Empirical Processes Require Trust & Courage



© Scott Adams, Inc./Dist. by UFS, Inc.

Rules

- Product owner
- Scrum master
- Development/scrum team

Product owner

- Secara singkat, tugas product owner adalah menjalin komunikasi dengan stakeholder.
- Semua urusan yang berkaitan langsung dengan stakeholder akan dijalankan oleh product owner.
- Peran ini memegang kendali di bidang bisnis. Product owner adalah orang yang seharusnya paling memahami pekerjaan tim scrum dan pengaruh pekerjaan-pekerjaan yang dilakukan pada keberlangsungan bisnis perusahaan.
- Product owner juga berperan sebagai perantara antara stakeholder dan tim scrum.

Scrum master, bukan manajer atau pemberi tugas

- Jika peran product owner memegang kendali hubungan ke luar dengan klien, maka scrum master memegang kendali dalam tim.
- Namun, scrum master bukan manajer proyek atau ketua tim scrum.
- Scrum master juga bukan seorang supervisor yang akan memberi dan mengawasi pelaksanaan kerangka kerja scrum.
- Scrum master lebih tepat didefinisikan sebagai fasilitator dalam tim.
- Scrum master tidak berperan sebagai pembagi tugas kepada anggota tim yang lain.
- Namun, scrum master akan berperan sebagai pihak yang memastikan keberlangsungan kerangka kerja scrum.
- Scrum master akan membantu tim memahami teori dan implementasi dari kerangka kerja scrum.
- Peran ini juga bertugas untuk memastikan bahwa setiap kegiatan yang berlangsung dalam tim sudah sesuai dengan kerja scrum yang seharusnya.

Development team, eksekusi rencana scrum

- Implementasi kerangka kerja scrum yang lebih detail menjadi tugas para development atau scrum team.
- Biasanya ada berbagai pekerjaan dalam development team, mulai UI.UX Designer hingga Software Tester.
- Development team inilah yang akan melakukan eksekusi.

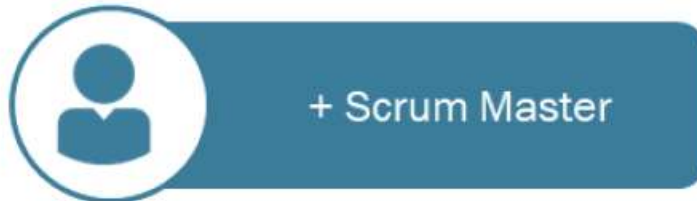
Scrum Team Includes Specific Accountabilities



- Optimizes value of the product
- Manages the Product Backlog



- Instills quality
- Manages the Sprint Backlog



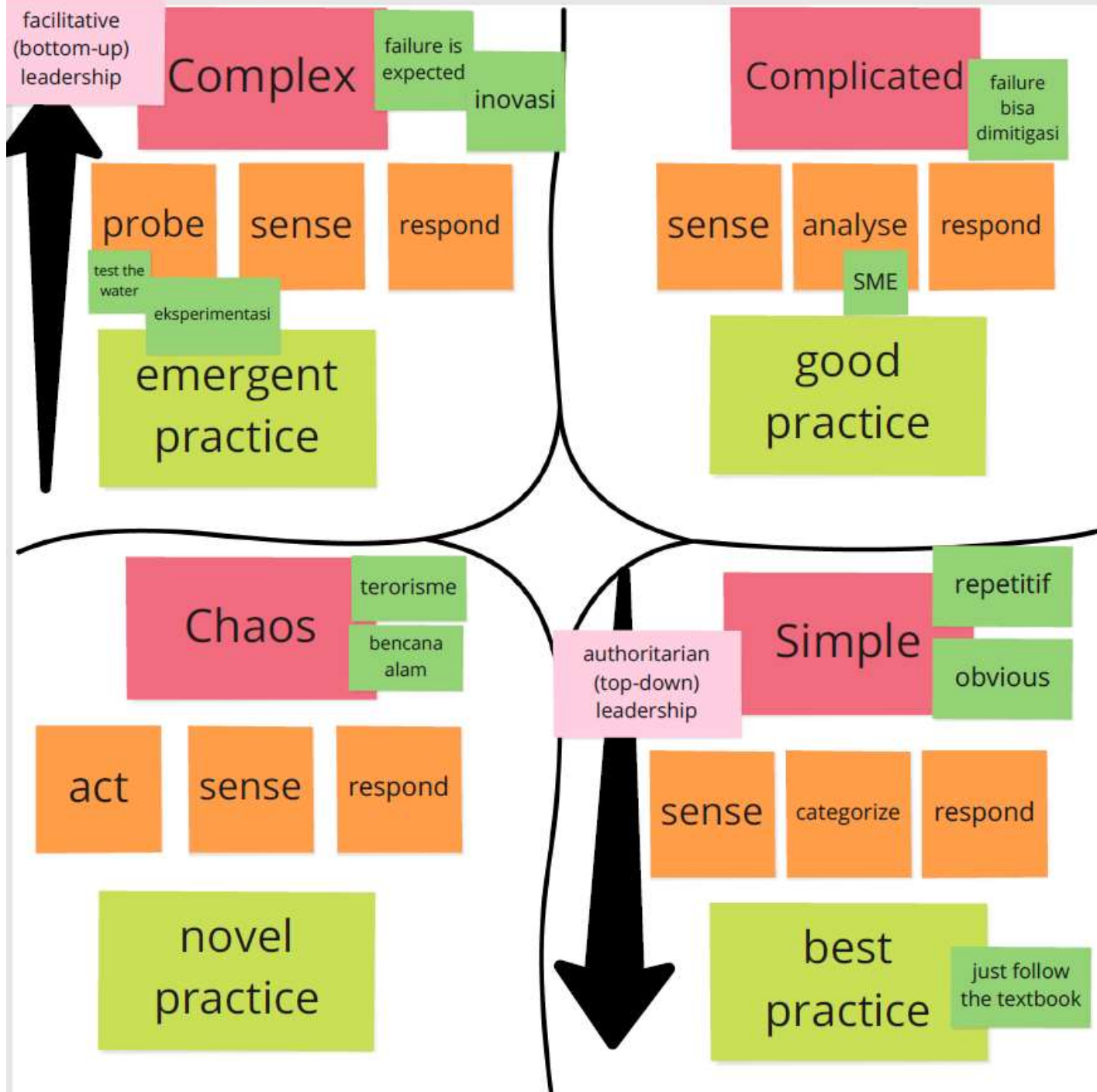
- Enables Scrum Team effectiveness
- Manages the Scrum framework



- Creates Increments every Sprint
- Is self-managing & cross-functional

Praktikum 2 Pembentukan Tim Developer

- Bentuklah tim developer yang terdiri dari
 - 1 orang product owner
 - 1 orang scrum master
 - 2-3 orang developer
- Definisikan tugas dari setiap role diatas, pastikan semuanya mengerti



Harvard Business Review

HBR hbr.org

A Leader's Framework for Decision Making

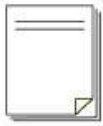
Wise executives tailor their approach to fit the complexity of the circumstances they face....

<https://hbr.org/2007/11/a-leaders-framework-for-decision-making>

Relating Complexity to Management Style

Environment	Characteristics	Leader's Job
Chaotic	<ul style="list-style-type: none"> • High turbulence • No clear cause-and-effect • Unknowables • Many decisions and no time 	<ul style="list-style-type: none"> • Immediate action to re-establish order • Prioritize and select actionable work • Look for what works rather than perfection • Act, sense, respond
Complex	<ul style="list-style-type: none"> • More unpredictability than predictability • Emergent answers • Many competing ideas 	<ul style="list-style-type: none"> • Create bounded environments for action • Increase levels of interaction and communication • Servant leadership • Generate ideas • Probe, sense, respond
Complicated	<ul style="list-style-type: none"> • More predictability than unpredictability • Fact-based management • Experts work out wrinkles 	<ul style="list-style-type: none"> • Hire experts to gain insights • Use metrics to gain control • Sense, analyze, respond • Command and control
Simple	<ul style="list-style-type: none"> • Repeating patterns and consistent events • Clear cause-and-effect • Well established knowns • Fact-based management 	<ul style="list-style-type: none"> • Use best practices • Extensive communication not necessary • Establish patterns and optimize to them • Command and control

Events



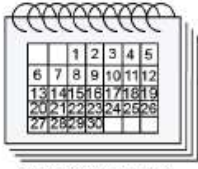
SPRINT PLANNING



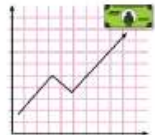
15 MINUTES OR LESS



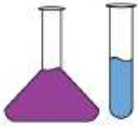
DAILY SCRUM



SPRINT (30 DAYS OR LESS)



SPRINT REVIEW



SPRINT RETROSPECTIVES

Accountabilities

Tuliskan akuntabilitas masing-masing peran di sticky notes.



PRODUCT OWNER

value dari produk



SCRUM MASTER

scrum team effectiveness
scrum understanding in organisation



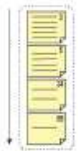
DEVELOPERS

quality product, releasable

Artifacts

Petakan masing-masing "artifact" ke "commitment"

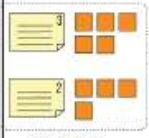
Commitments



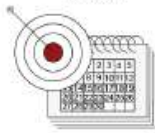
PRODUCT BACKLOG



PRODUCT GOAL



SPRINT BACKLOG



SPRINT GOAL



INCREMENT



DEFINITION OF DONE

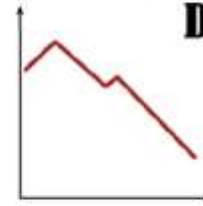
LEAN UX



VELOCITY (TEAM HISTORICAL PERFORMANCE)

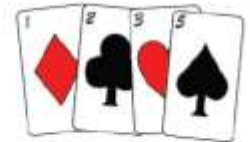


DEVOPS



BURNDOWN CHART

TO DO	Work in Progress	Done
■	■	
■	■	
■	■	



PLANNING POKER

AS A *user persona*
I WANT *functionality / feature*
SO THAT I CAN *achieve*

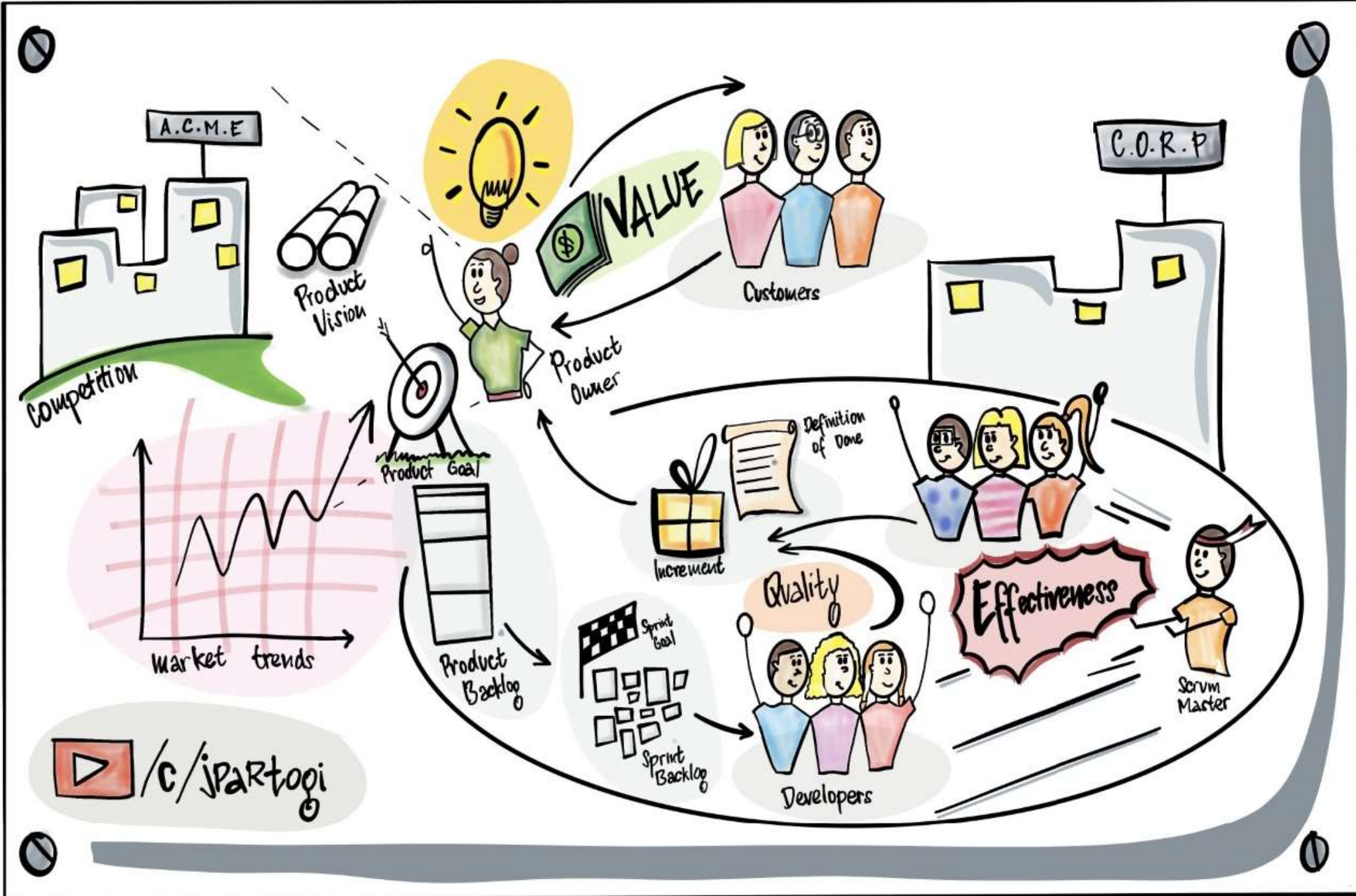
USER STORY

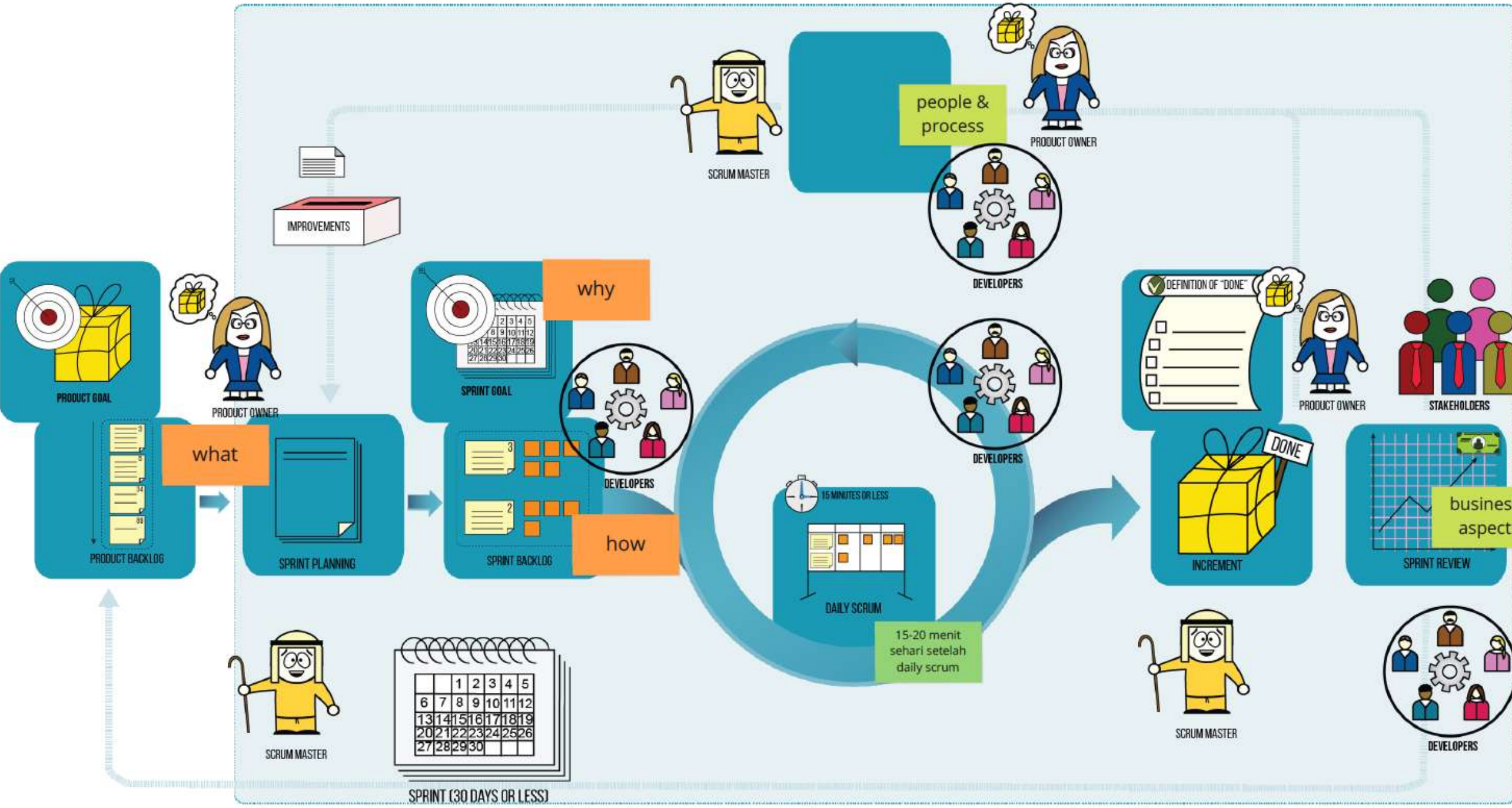
format menulis Product Backlog Item yang feature related

Sebagai Susan (travel blogger)
Saya ingin check in ke sebuah venue dengan QR code
Agar saya bisa merasa aman sekaligus mempermudah contact tracing ketika ada outbreak



OKR





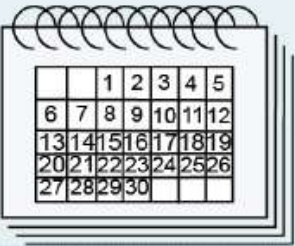
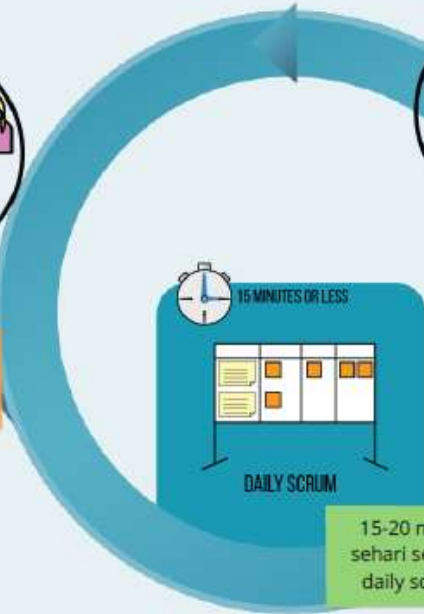
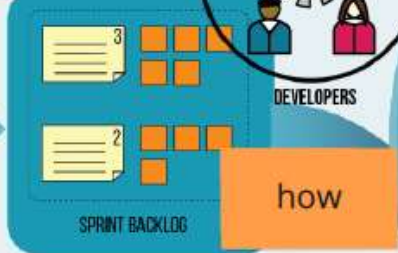
people & process



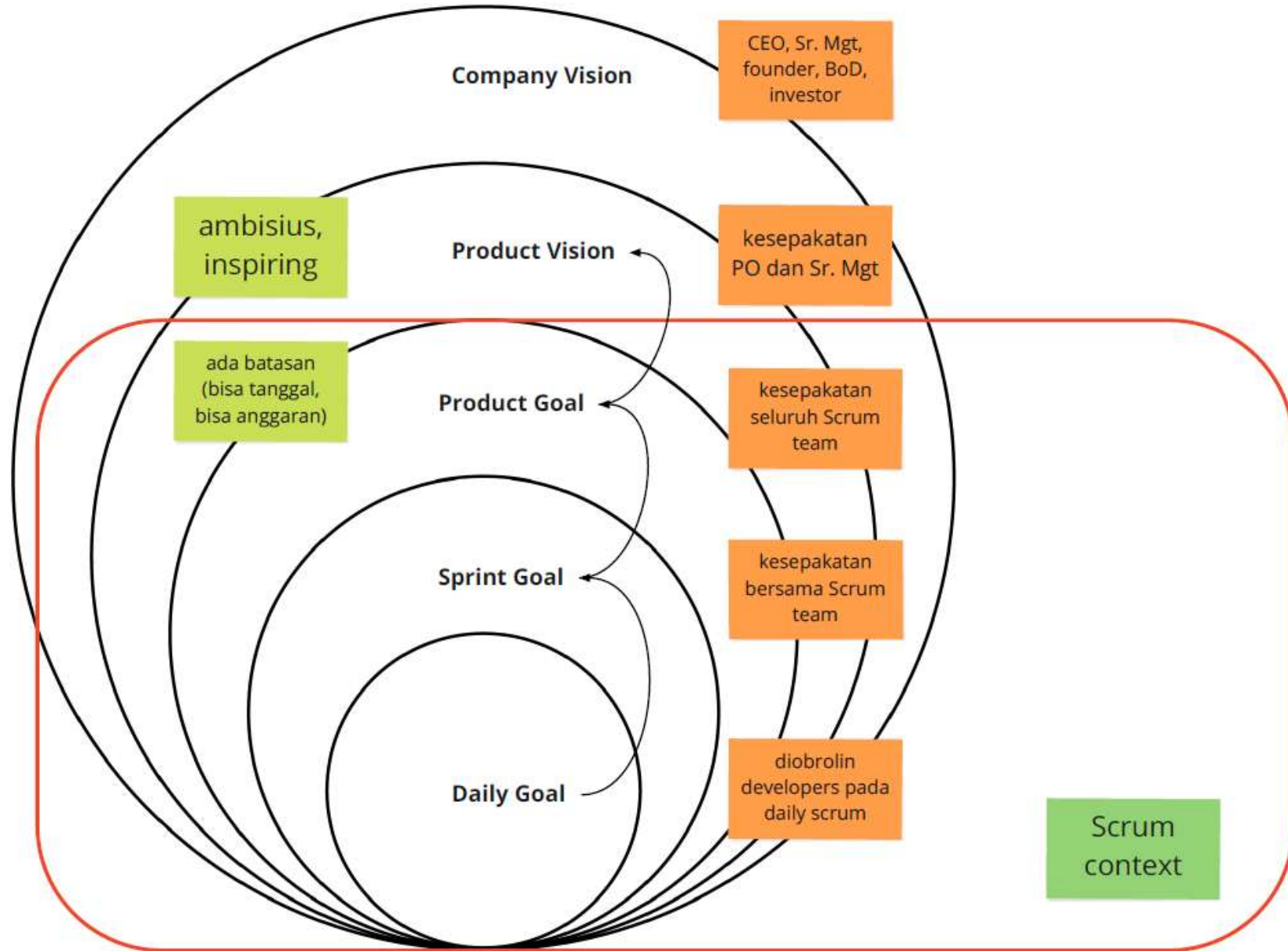
what



how



Vision Layers



Praktikum 3 Product Goal

nama produk _____ dikembangkan untuk permasalahan yang akan dipecahkan _____

Kita yakin kita sudah berhasil bila sudah melihat business value metrics dan consumer outcome metrics _____

_____ pada tanggal untuk memvalidasi product goal _____

Contoh

Paspor Vaksin

nama produk

dikembangkan untuk

Type something

permasalahan yang akan dipecahkan

kick-starting the economy and restoring the basic freedom

Kita yakin kita sudah berhasil bila sudah melihat

business value metrics dan consumer outcome metrics

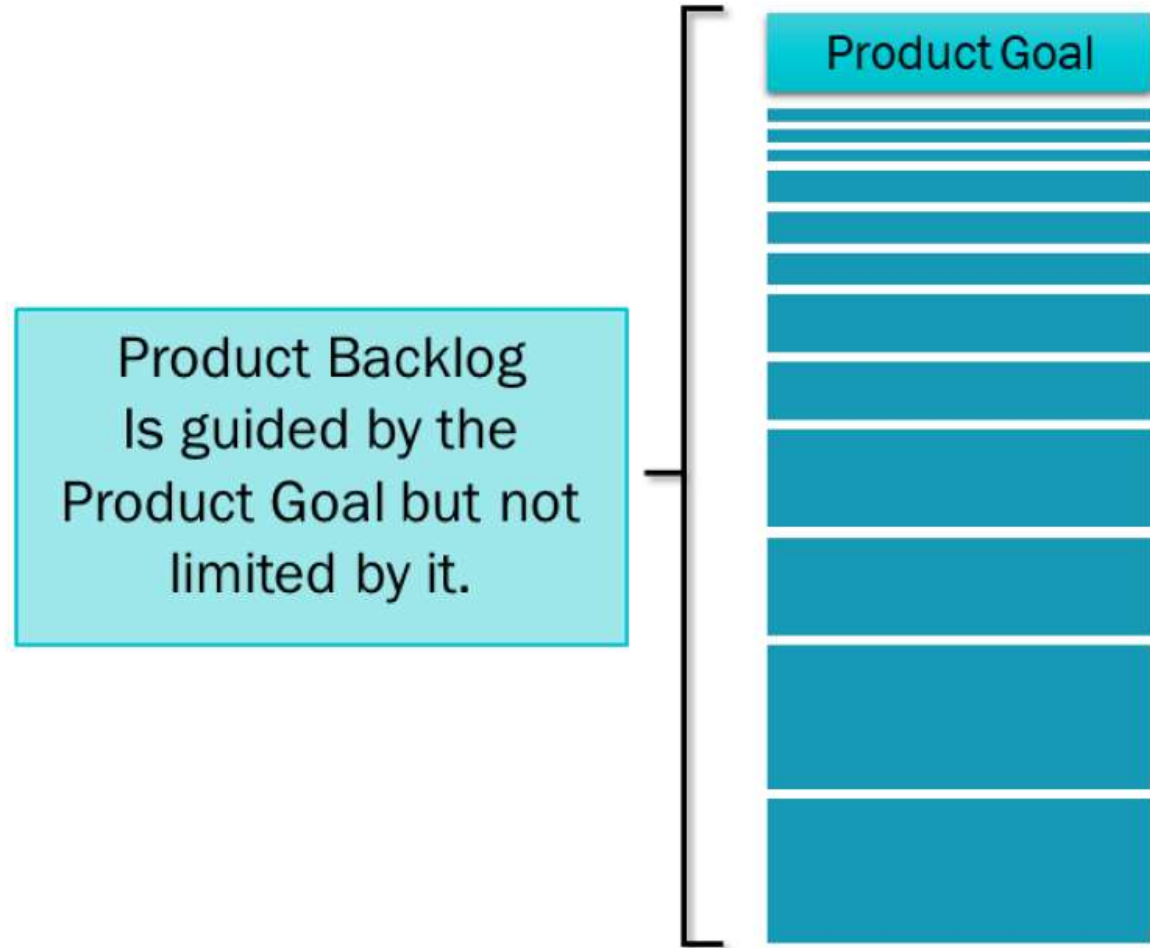
1. Ekonomi sudah berjalan dengan baik dan pulih seperti masa pra-pandemi
2. 50% of business sector of mall mensyaratkan penggunaan paspor vaksin untuk masuk
3. 50% penduduk Jakarta sudah menginstalnya di ponsel mereka

pada 31 Des 2021

tanggal untuk memvalidasi product goal

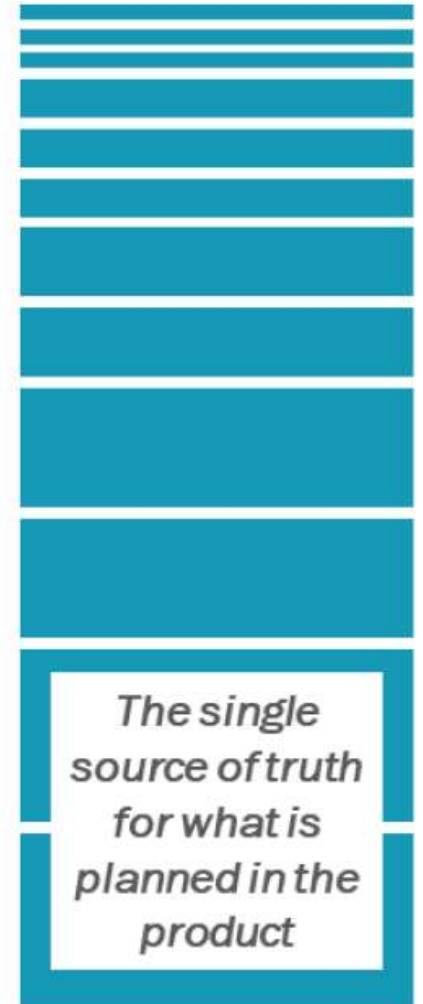
Product Goal Is a Commitment

- Describes a future state of the product that can serve as a target for the Scrum Team to plan against.
- Helps drive the emergence of the Product Backlog.
- Provides focus for longer-term goals and transparency to progress beyond a Sprint.
- The Scrum Team must fulfill (or abandon) one objective before taking on the next.

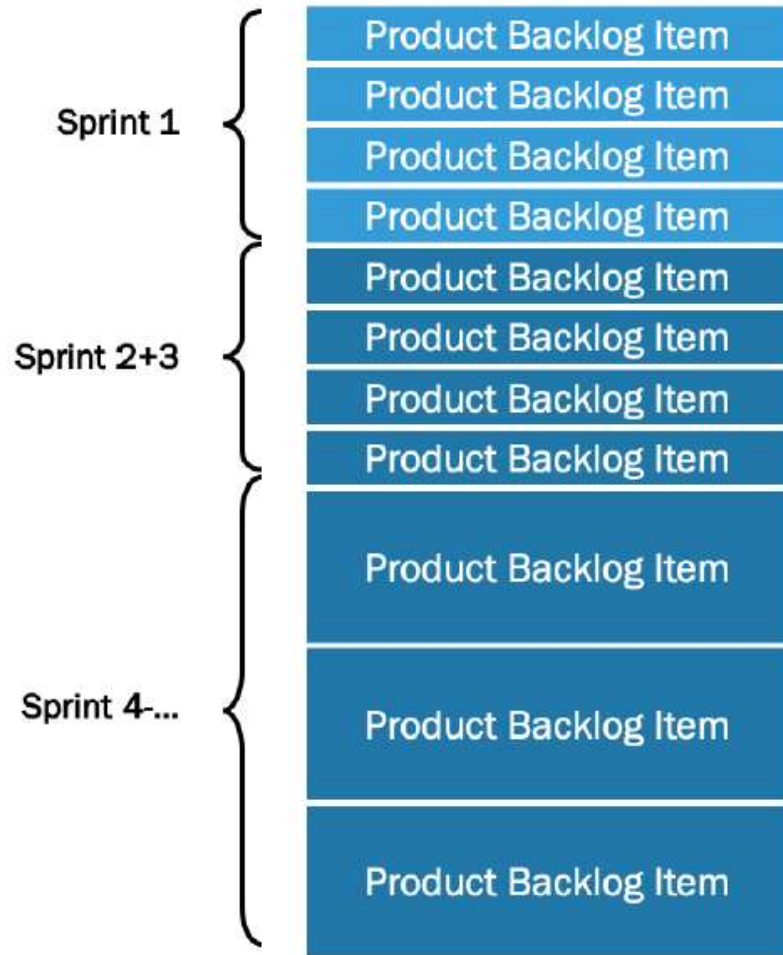


Product Backlog Holds the Plan for Future Sprints

- Contains a Product Goal for greater focus and transparency.
- List of what is needed to improve the product.
- Ordered based on:
 - ROI, value, dependencies, risk, and other factors
- Transparent.
- Minimal but sufficient.
- Managed by Product Owner.
- The single source of work for the Scrum Team.



Upcoming Product Backlog Items Are Refined to Ready



- Top ordered PBIs are well understood and easily selected in Sprint Planning.
- Product Backlog is continuously refined to increase understanding, granularity and transparency.
- The Scrum Guide introduces the concept of the “ready” PBI.
- Refinement usually consumes no more than 10% of the capacity of the Development Team.

Methods of Product Backlog Organization



Priority

Either calculated or relative

Development Cohesion

Both product and system

Business Cohesion

Smaller area of business affected

Implementation Cohesion

A work flow, for instance

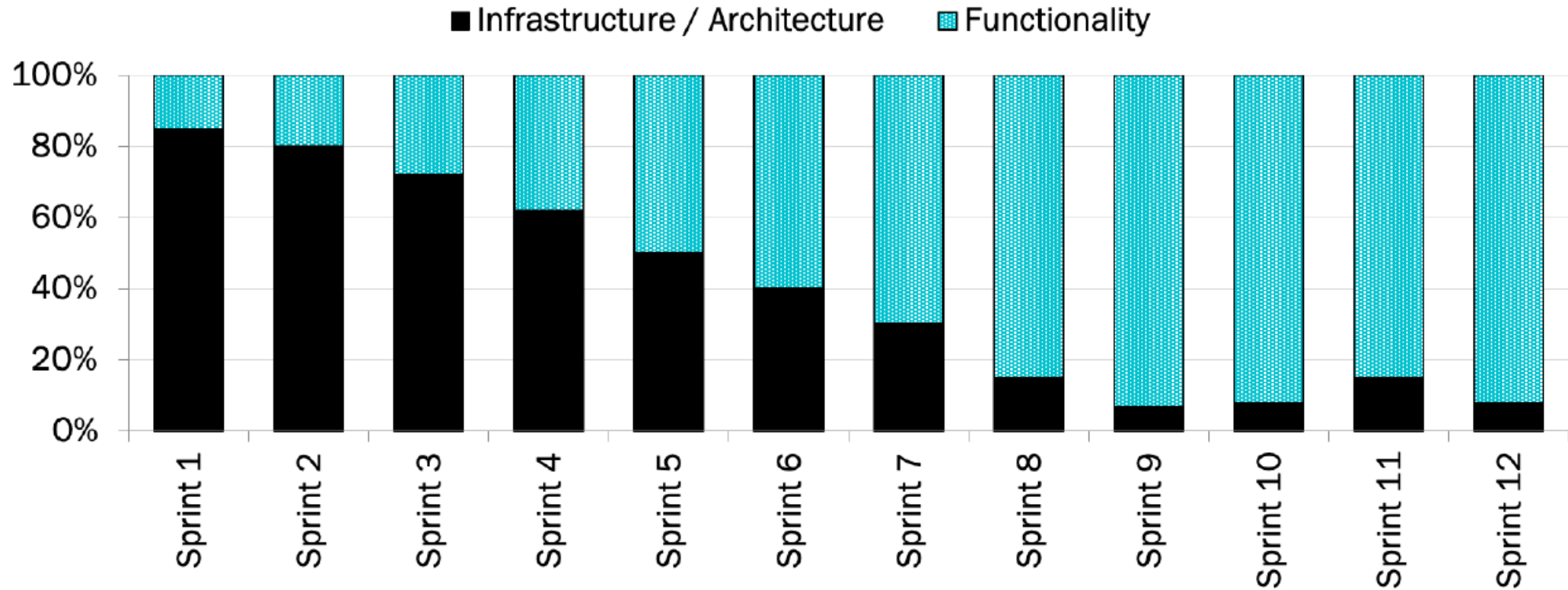
Intentions

Release grouping

**Cohesion simplifies
development and
implementation**

Product Backlog Supports Emergent Architecture

Every Sprint must deliver some business functionality.

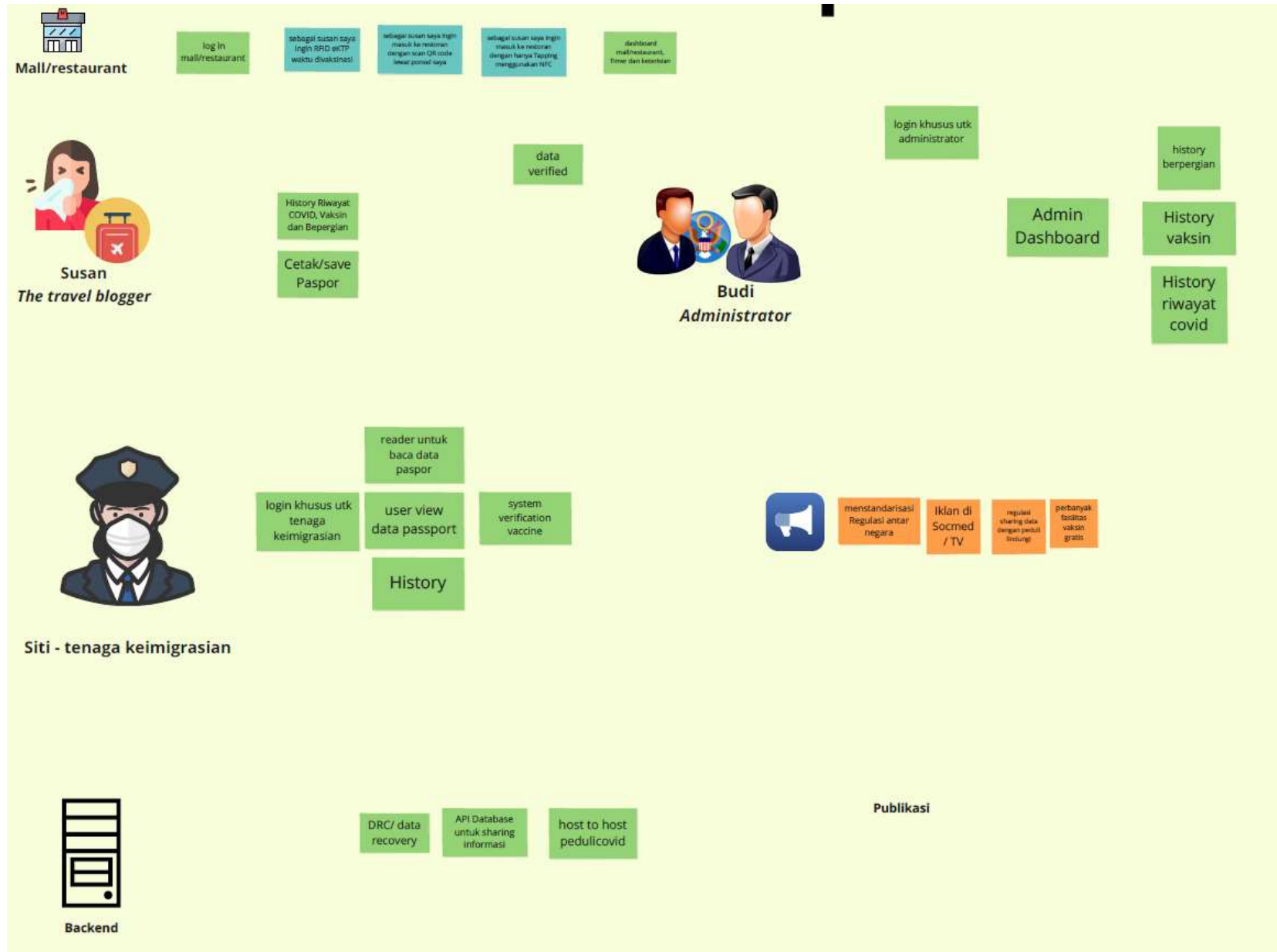


Praktikum 4 Narasi Cerita dan Product Backlog

- Buatlah narasi cerita yang menggambarkan skenario dari produk yang akan dihasilkan. Buatlah narasi untuk setiap user yang mengakses aplikasi
- Buatlah product backlog yang terdiri dari product backlog item (PBI) inisial untuk setiap increment dari sprint



Contoh Narasi



Contoh Product Blocking Item (PBI)

PRODUCT BACKLOG ITEMS



login

Registrasi User

Aktivasi akun User

verifikasi data vaksin

History Vaksin User

Menampilkan QR code untuk di scan

Registrasi tenant/mall

Aktivasi akun tenant/mall

Input data vaksin / register data

Scan dan filter history vaksin pengunjung

Print out list di register

Print out laporan data di register

Print out laporan data

Print out laporan / report pemerintah



Definition of Done (DOD)

Testing

unit testing
sudah
dieksekusi

functional
test sudah
dijalankan

security
test sudah
dijalankan

Integration
Test sudah
dijalankan

Code
Coverage

test use
case sudah
di eksekusi

UAT

Performance
test

Documentations

Functional
specification
sudah
dibuat

test
case

user
manual

database
ERD

BRD

Berita
Acara
UAT

Governance

sudah
mengikuti
standar
depkes

sudah
mengikuti
standar dep
imigrasi

sudah
comply
ISO 27001

DevOps Practices

test driven
development

pair
programming

ci/cd
pass

auto
scaling dng
kubernetes

automated
integration
test script sdh
dijalankan
jenkins pass

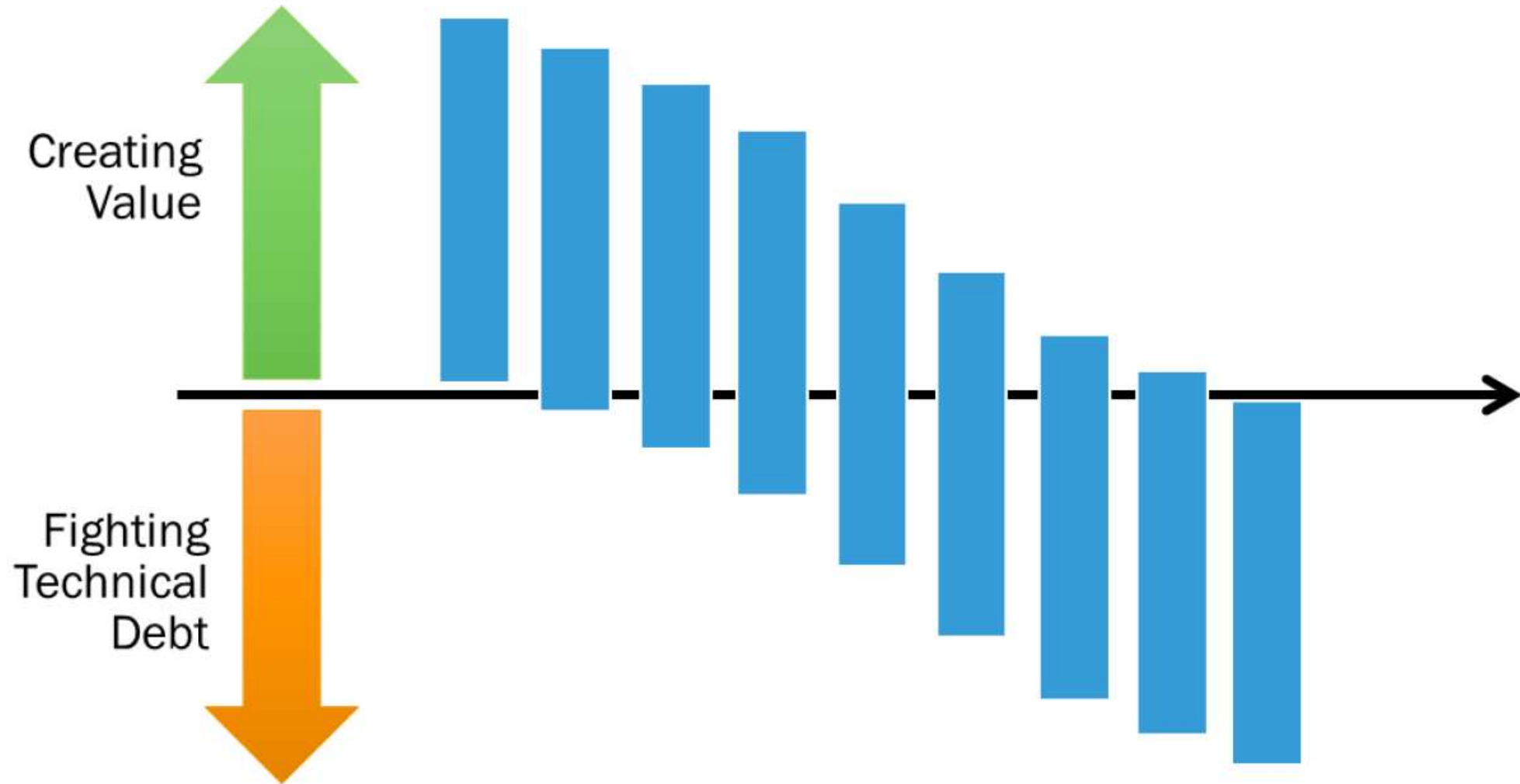
If Done Is Not a Defined Concept

- Loss of transparency.
- Forecasting with historical data is meaningless.
- The Product Backlog probably isn't in good shape.
- Product Owner doesn't know progress towards the Product Goal.
- Developers don't know how much to select in Sprint Planning.
- Scrum Team and the stakeholders don't know what is being inspected at Sprint Review.

For more on
this topic



Technical Debt Slows Throughput

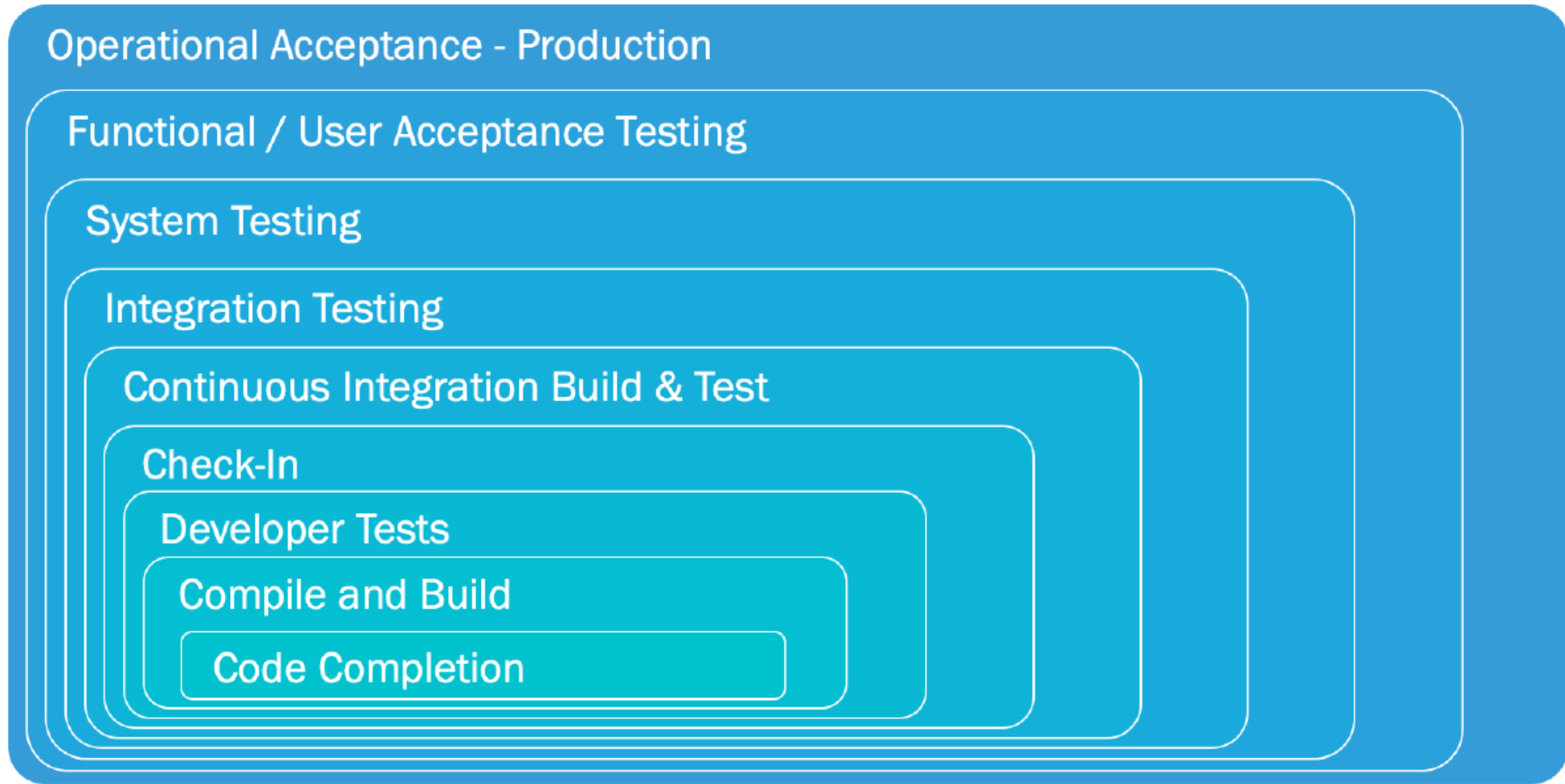


Paying Back Technical Debt

- Stop creating debt.
- Make a small payment each Sprint.
 - This deferred work should be in the Product Backlog.
- Repeat.



“Done” Requires Testing



Conventions, Standards and Guidelines Serving “Done”

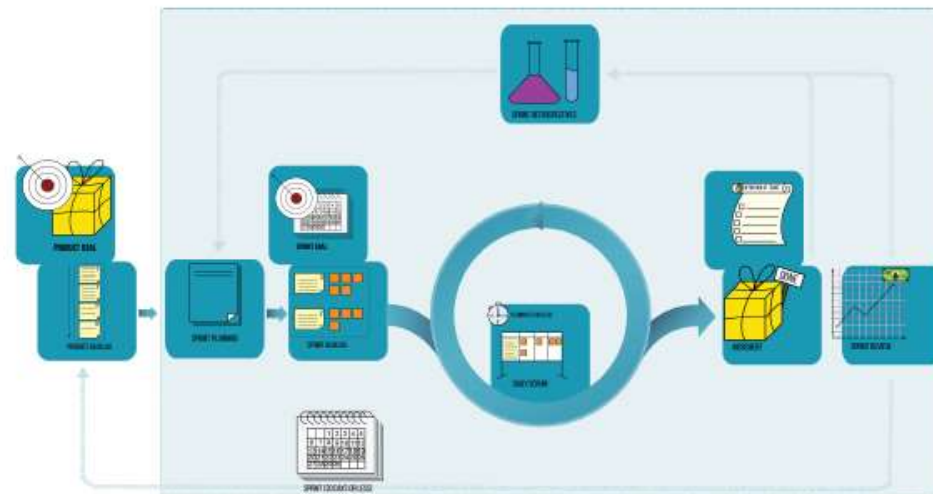
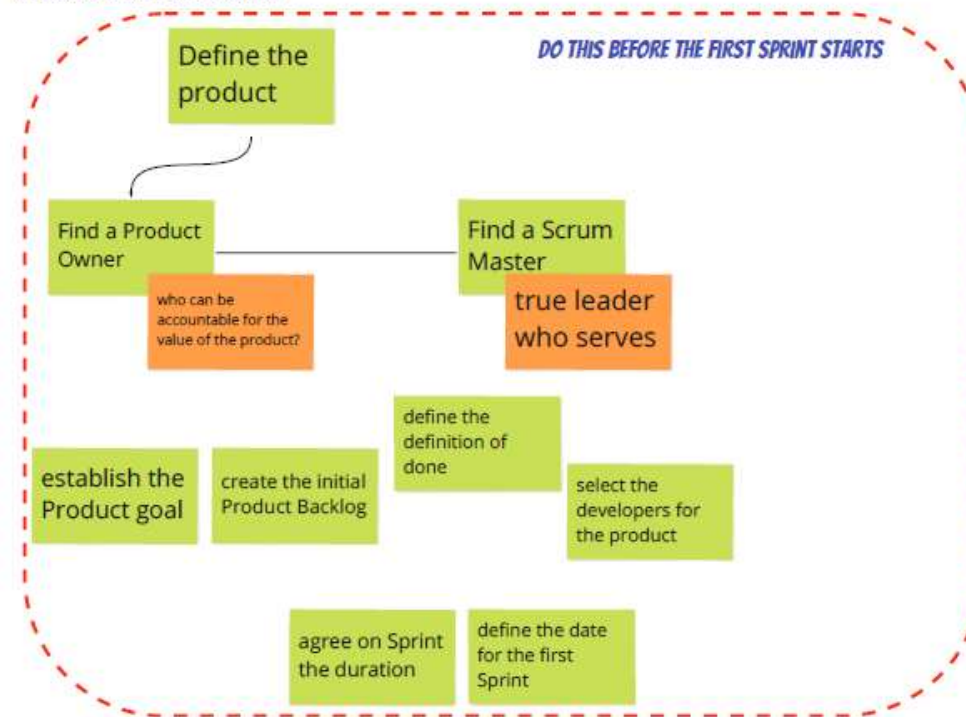
PRODUCT QUALITIES

- Quality code base (clean, readable, naming conventions)
- Valuable functionality only
- Architectural conventions respected
- According to design/style guide
- According to usability standards
- Documented
- Service levels guaranteed (uptime, performance, response time)

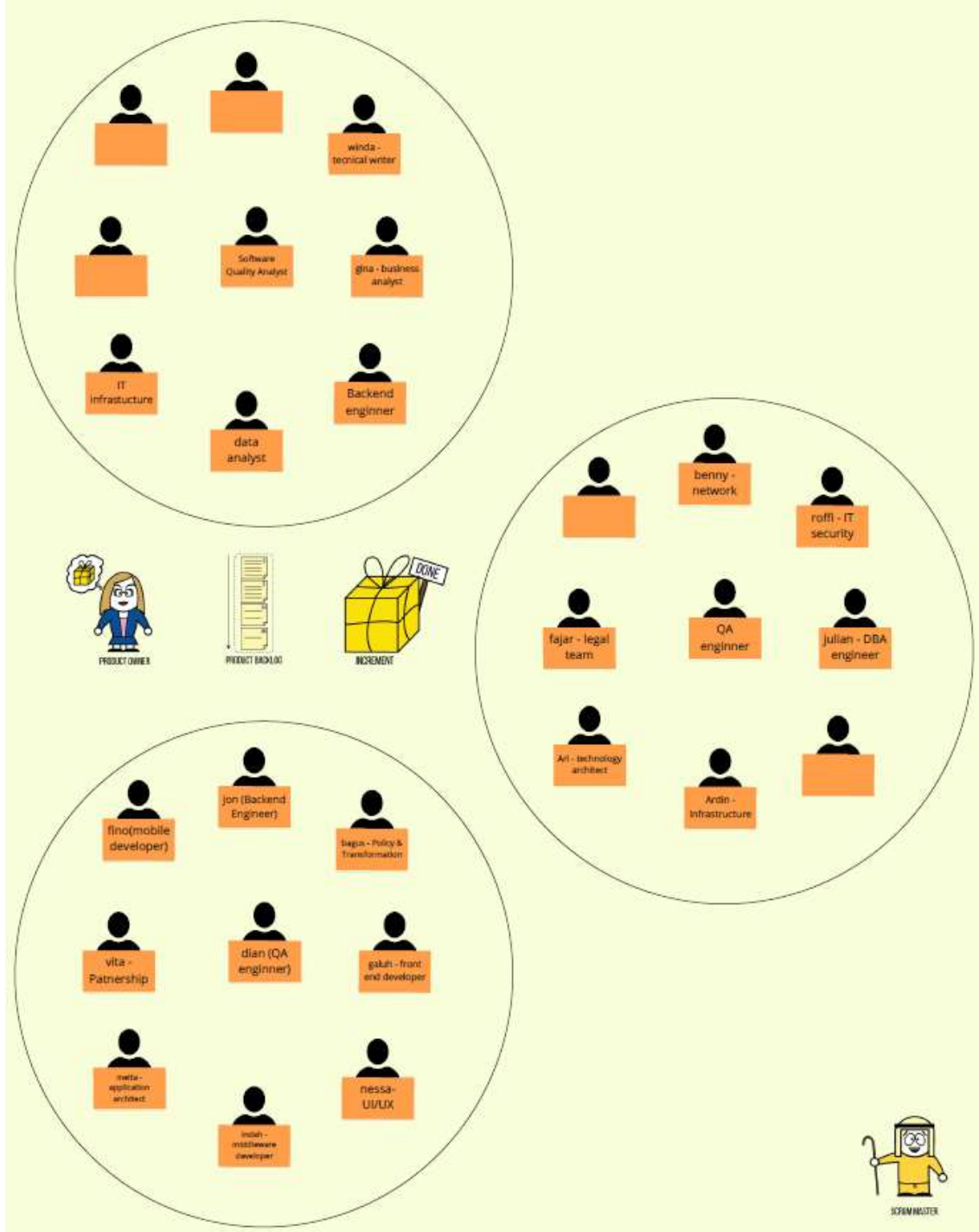
DEVELOPMENT STANDARDS

- Pair programming
- (A)TDD
- Refactoring
- UI testing
- Functional testing
- Continuous Integration (unit, deployment, build, integration, regression, ... tests)
- Performance testing

STEPS TO APPLY SCRUM



Select the developer for the product



Praktikum 5 Definition of Done dan Pembentukan Tim

- Buatlah definisi of done (DOD) untuk aplikasi yang dibuat
- Buatlah Tim developer untuk setiap sprint

What Is a Sprint in Scrum?

Sprints are timeboxed iterations that serve iterative-incremental value creation.

- All the work necessary to achieve the Product Goal, including the Scrum events, happens within Sprints.
- A Sprint is 1 month or less, and it is best to have a consistent duration
 - Sprint length is determined by acceptable planning horizon
- A Sprint can be cancelled by the Product Owner if the Sprint Goal becomes obsolete (this is rare).
- During the Sprint, quality does not decrease
- Scrum knows no phases, only Sprints
 - No testing, hardening, release, analysis Sprints

The entire point of Scrum is to create a Done Increment.



A Sprint Is an Agreement

SCRUM TEAM

“Every Sprint you can have us do something new as you see fit.”

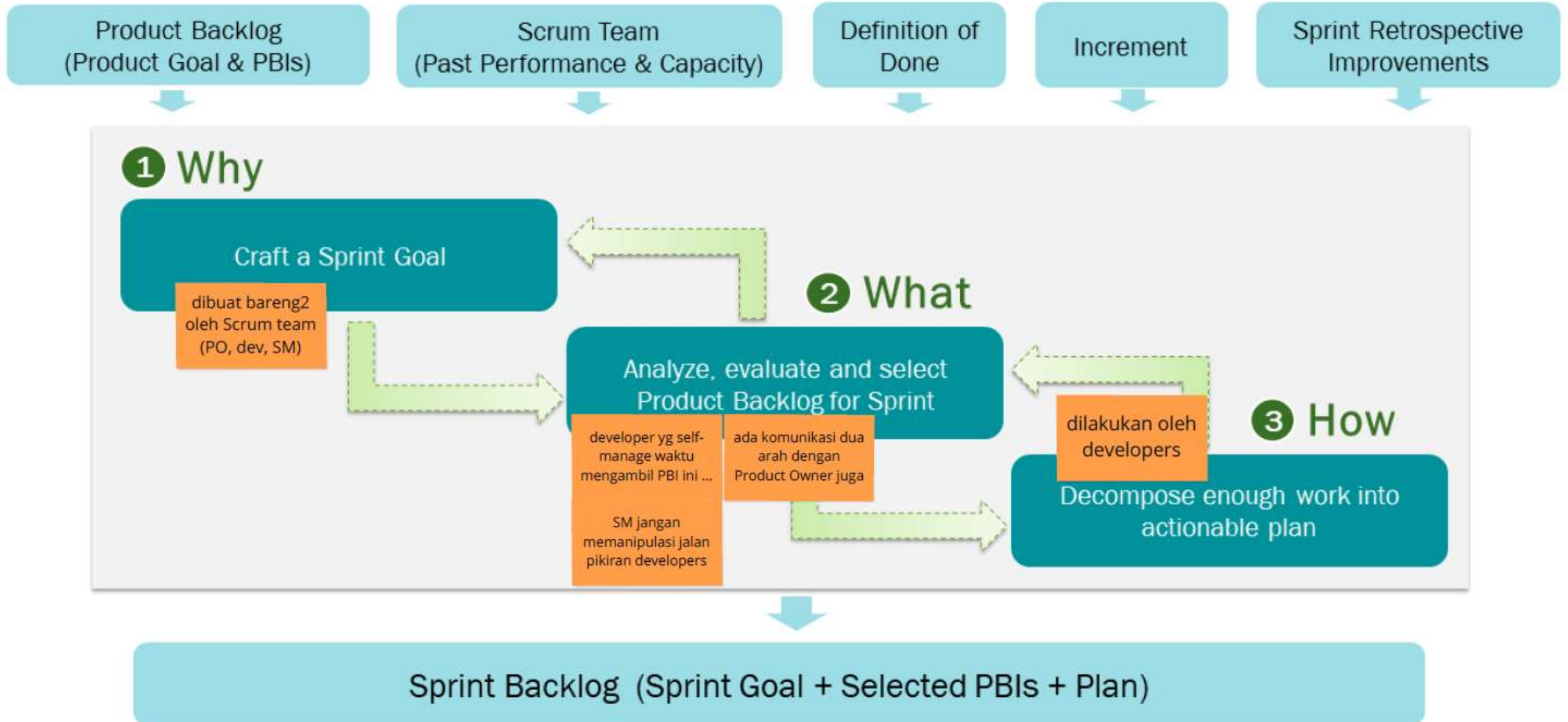
FLEXIBILITY

STAKEHOLDERS

“We leave you alone to let you work on what we need most.”

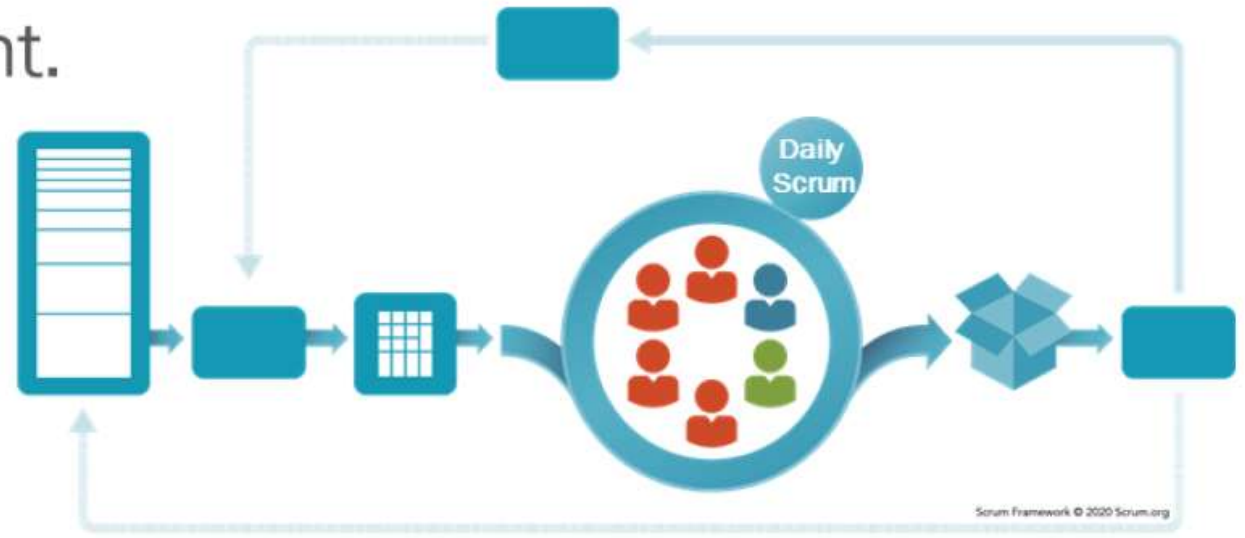
STABILITY

Sprint Planning Flow

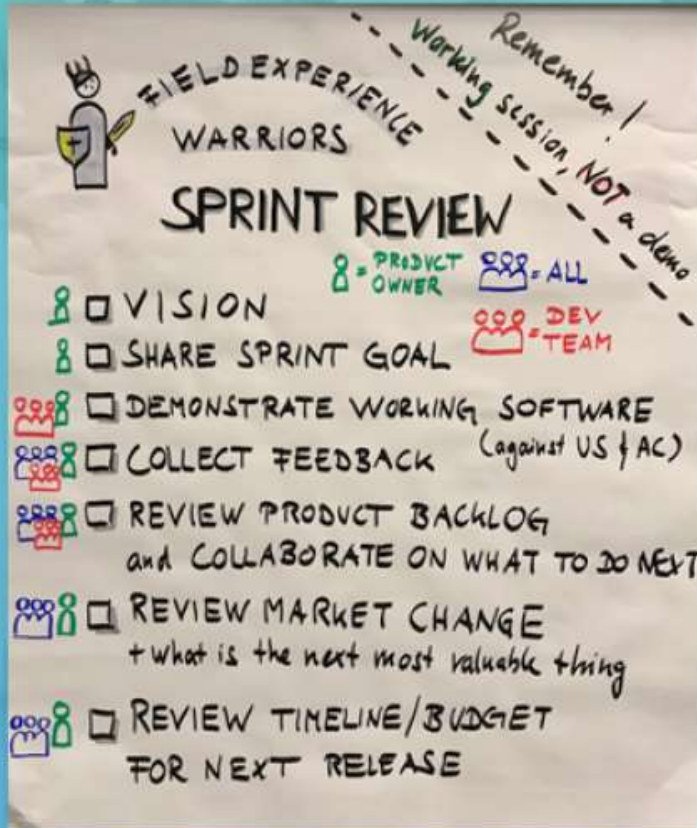


Daily Scrum

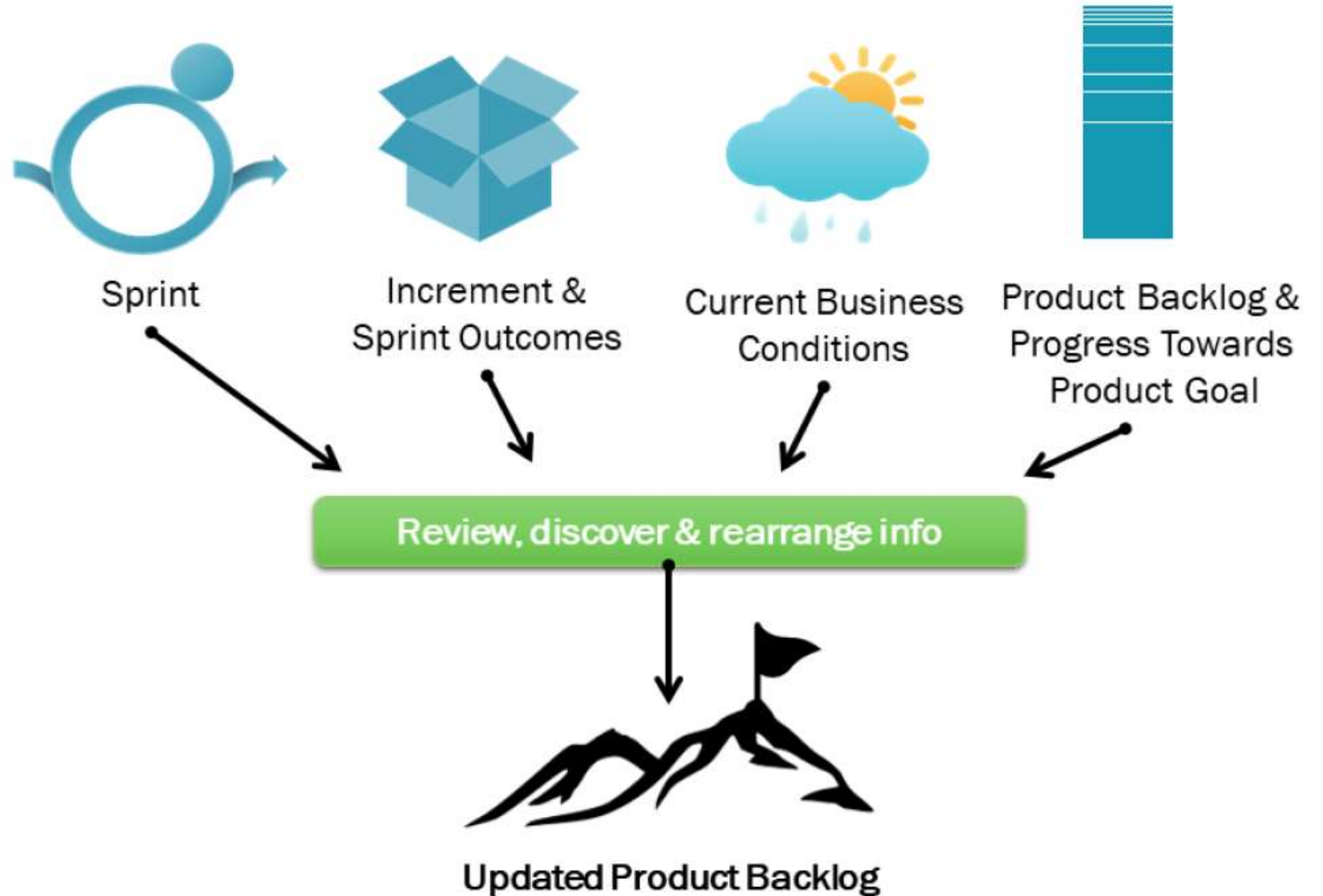
- 15-minute timebox daily event.
- Consistent place and time.
- Not a problem-solving meeting.
- Not a status meeting.
- Developers inspect their progress toward the Sprint Goal.
- Developers create a plan for the next working day.



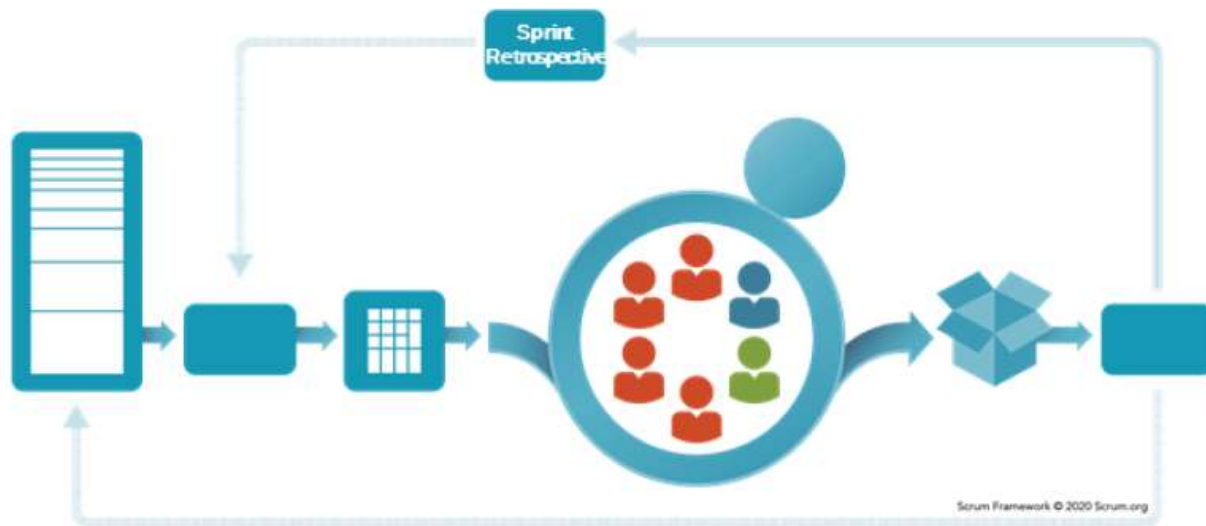
This is a collaborative working session, not a demonstration.



Flow of the Sprint Review



Sprint Retrospective



- Scrum Team inspects how the last Sprint went.
 - Individuals, interactions, process, tools
 - Definition of Done
- Scrum Team adapts by identifying the most helpful changes to improve its effectiveness.

Scrum Events Quick Reference

Event	Inspection	Adaptation	Who Attends	Timebox for 1 Month
Sprint Planning	Product Backlog, Product Goal	Sprint Backlog, Sprint Goal	Scrum Team	8 hours
Daily Scrum	Progress toward Sprint Goal	Sprint Backlog	Developers	15 minutes (always)
Sprint Review	Increment, Sprint, Product Backlog, Progress toward Product Goal	Product Backlog	Scrum Team Stakeholders	4 hours
Sprint Retrospective	Sprint, Definition of Done	Actionable improvements	Scrum Team	3 hours

Every element of Scrum serves empiricism.

Aspects to consider
when defining
Sprint duration

agreement
between PO &
DT

definition
of done

development
team capability

product owner
availability

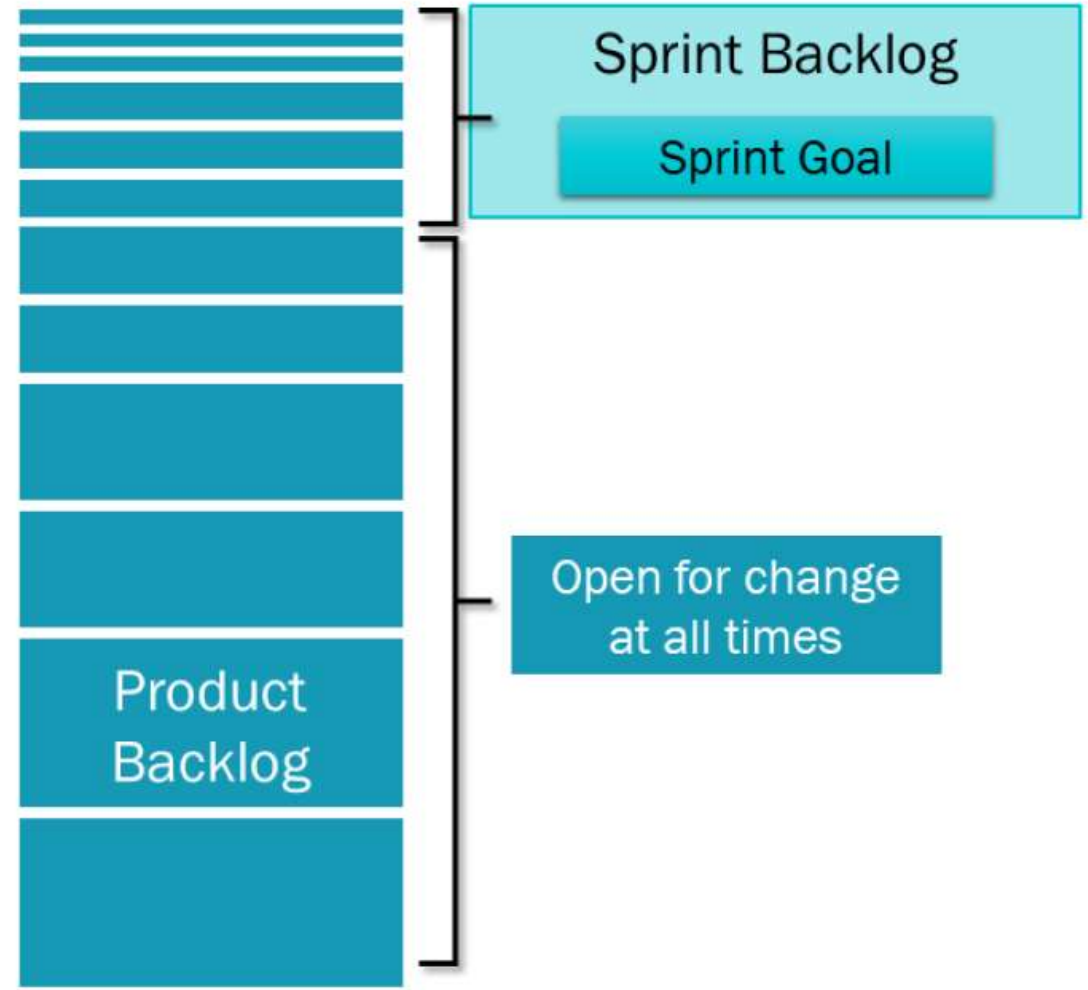
number of
development
teams

team members
location

market risk

Sprint Goal Is a Commitment

- Sprint Goal is the single objective for the Sprint (the why).
- It provides guidance, focus and flexibility on how the functionality is implemented.
- Sprint scope may be re-negotiated upon Sprint learning without affecting the Sprint Goal.
- After items are selected to be in the Sprint (the what), the remaining Product Backlog will continue to change, evolve, and be refined.



Acceptance Criteria



kriteria sukses/gagal sebuah Product Backlog item

When user click pay button show dropdown menu pay by credit card and pay by Alipay

When the export file is more than 5MB in size, show a prompt window that says "an email will be sent when the export is ready to be downloaded"

When user does search by default it will use google as the search engine

When user input telephone number on the field without country code then show validation error

When user enter credit card number more than 16 digits then return validation error

When user click the logout button, redirect to the homepage and clear all of the session

Sprint Goal



business outcome yang ingin dicapai (ada metrik bisnis sebagai indikator)

Increase traffic to landing page by 10%

Get first paying customers

Reduce customer complaints by 5%

Increase paid users using premium package by 10%

Increase customer stickiness to at least 20 seconds on landing page

Increase gross merchandise value by 5%

Definition of Done



standar kualitas yang harus dipenuhi "increment"

Every acceptance criterias per Product Backlog item has passed

System has been tested on Safari, Firefox and Chrome

User manual has been written and checked by the technical writer

Follows the standard from department of health

85% of code are covered by automated tests

Design structure follows the corporate brand guideline

Sprint Goal	Sprint #	Tanggal:
<p>Kita yakin Sprint ini dianggap berhasil apabila ada dampak yang kita bisa lihat dari adanya perubahan terhadap metrik</p> <hr/> <p>value driven metrics</p> <p>dari _____ menjadi _____</p> <p><small>nilai awal / nilai saat ini</small> <small>nilai yang diharapkan</small></p>		

Sprint Goal

Sprint # **1**

Tanggal: **6 Sep - 1 Okt 2021**

Kita yakin Sprint ini dianggap berhasil apabila ada dampak yang kita bisa lihat dari adanya perubahan terhadap metrik

User dan tenant yang register

value driven metrics

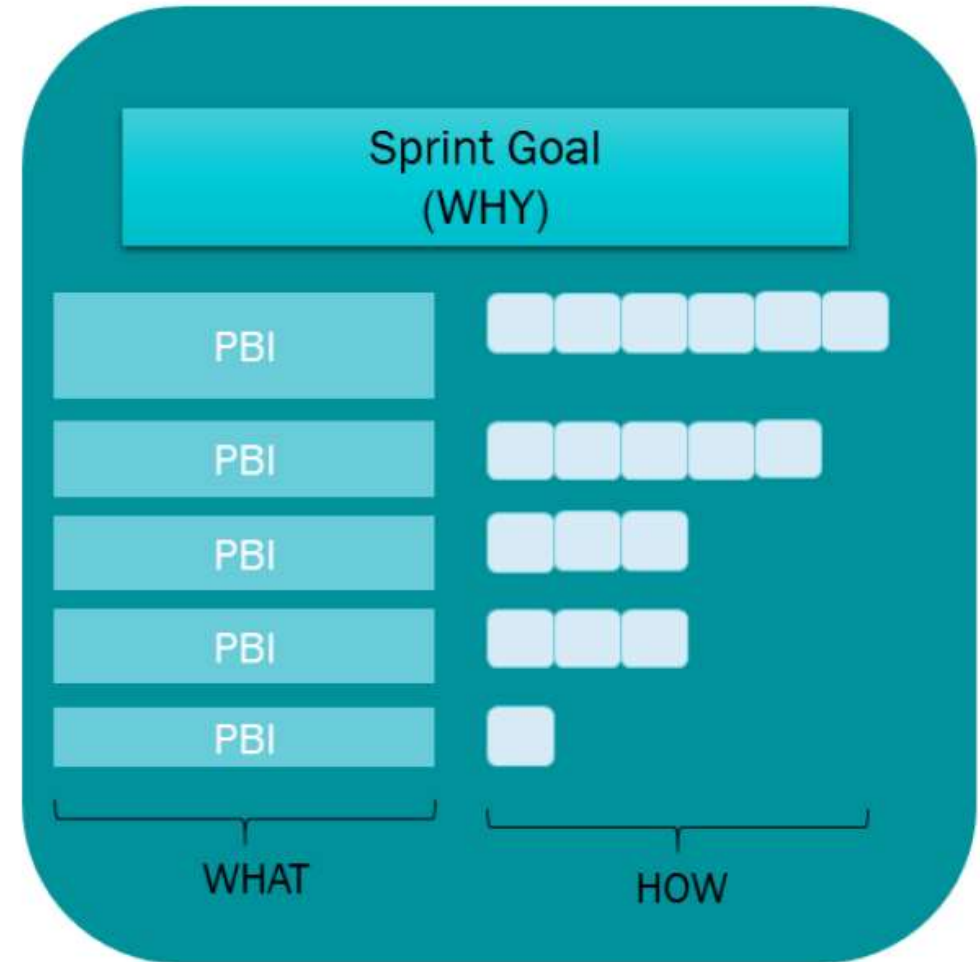
dari 0 menjadi 1000 user dan 100 tenant
nilai awal / nilai saat ini nilai yang diharapkan

Praktikum 6 Sprint Goal

- Buatlah sprint goal sesuai jumlah sprint yang direncanakan

Sprint Backlog

- Sprint Backlog consists of the Sprint Goal, selected Product Backlog items and a plan for delivering the Increment.
- It is a highly visible, real-time picture of the work planned in order to achieve the Sprint Goal.
- Developers create and update the Sprint Backlog as they see fit and as more is learned.



Komposisi Developer

- jontri
- dila
- Arna
- Fathan
- hadi

PRODUCT BACKLOG ITEMS



- login
- Registrasi User
- Aktivas akun User
- verifikasi data vaksin
- History Vaksin User
- Menampilkan QR code untuk di scan
- Registrasi tenant/ mall
- Aktivas akun tenant/ mall
- Valid data aktivasi / registrasi data
- Scan QR Code history vaksin menggunakan
- Validasi user yang menggunakan
- Validasi login dan password user
- Validasi user yang menggunakan
- Validasi user yang menggunakan



To Do

Item	Jontri	Dila	Arna	Fathan	Hadi	Uji	Uji	Uji	Uji
login	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji
Registrasi User	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji
Aktivas akun User	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji
verifikasi data vaksin	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji
History Vaksin User	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji
Menampilkan QR code untuk di scan	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji
Registrasi tenant/ mall	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji
Aktivas akun tenant/ mall	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji
Valid data aktivasi / registrasi data	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji
Scan QR Code history vaksin menggunakan	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji
Validasi user yang menggunakan	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji
Validasi login dan password user	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji
Validasi user yang menggunakan	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji
Validasi user yang menggunakan	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji	Uji

In Process

“Done”

A commonly applied tactic to visualize progress is a burndown chart.

Monitoring Sprint Progress

Work remaining is updated daily

- Reflects Development Team intuition
- A trend may be used to look forward
- Posted for high visibility





Coaching

International Coaching Federation mendefinisikan coaching sebagai berpartner dengan klien lewat proses kreatif dan menggugah pikiran yang menginspirasi klien untuk memaksimalkan potensi pribadi dan profesionalnya. Seorang coach melakukan ini dengan menanyakan "powerful question" daripada memberikan solusi agar klien dapat menemukan jawabannya sendiri.

Facilitate

Facilitation adalah sebuah pertemuan yang sangat terstruktur dimana fasilitator memandu para peserta melalui runutan langkah yang menghasilkan hasil yang dipahami dan disepakati oleh seluruh peserta.

Take Action

Bila "psychological safety" salah satu orang tercederai atau berpotensi untuk tercederai maka Scrum Master harus mengambil tindakan. Selain itu, dengan menghilangkan hambatan yang memperlambat tim untuk dapat mencapai Sprint Goal juga merupakan salah satu bentuk "Take Action".

Actively Do Nothing

Actively doing nothing bukan berarti Scrum Master bersikap pasif. Ada tindakan mengamati dan mengobservasi dari kejauhan tanpa mengganggu ataupun mempersulit keadaan untuk tim. Dengan "actively doing nothing", Scrum Master memberikan ruang untuk tim dapat mengeksplorasi, bereksperimen dan fokus dan pada saat yang bersamaan melatih Scrum Master untuk memberi kepercayaan yang tinggi kepada tim dan melihat proses empirisme bekerja.

Uphold Scrum Values

Seringkali Scrum Master lebih menekankan Scrum values daripada mekanika Scrum maupun praktik-praktik agile lainnya. Hal ini disebabkan karena tidak ada satu jawaban absolut untuk konteks permasalahan yang mereka hadapi. Yang Scrum Master perlu tanyakan adalah: "apakah solusi tersebut dilandasi oleh Scrum values?"

Teach

Scrum Master seringkali perlu mengajarkan teori Scrum maupun praktik-praktik agile lainnya.

Point North

"Point North" adalah istilah dari Toyota leadership model dimana peran seorang pemimpin adalah menjadi cermin, mengkomunikasikan nilai-nilai, prinsip-prinsip dan tujuan dari perusahaan dimulai dari Sprint Goal, Objective Key Results, Product Vision maupun company vision.



Kasus 1

Kamu memfasilitasi Sprint Retrospective setelah Sprint yang cukup melelahkan. Testing environment tidak siap. Ada beberapa orang yang harus tiba-tiba sakit di tengah Sprint. Dan Joko (Senior Developer) dan Siska (Senior Test Engineer) mengalami konflik dan saling menyalahkan satu sama lain. Sedangkan Budi dan Siti asik bermain game di ponsel mereka. Anggota tim yang lain menghela nafas dan mengatakan, gini lagi gini lagi.

Sebagai Scrum Master apa yang akan kamu lakukan?

Uphold Scrum

Facilitate

Take Action

Kasus 2

Scrum team yang kamu layani diproyeksikan akan telat dalam mencapai deadline yang telah ditentukan oleh manajemen. Tekanan dari Direktur perusahaan semakin tinggi. Development Team dan Product Owner bersepakan untuk melewatkan Sprint Retrospectives agar mereka bisa dapat tambahan waktu mengejar deadline.

Sebagai Scrum Master apa yang akan kamu lakukan?

Point North

Coach

Teach

Kasus 3

Hari Senin, Scrum Team akan melakukan Sprint Planning lagi. Pada saat Sprint Planning dan pada saat development team menarik kode terakhir dari source repository mereka marah-marah karena ternyata Joko refactor codebase pada hari Sabtu dan Minggu agar memenuhi standard arsitektur dari perusahaan. Joko berargumen melakukan hal tersebut agar memenuhi Definition of "Done" karena Development Team tidak pernah membersihkan technical debt yang semakin menumpuk. Joko belum hadir di Sprint Planning namun setiap developer sudah semakin darah tinggi.

Sebagai Scrum Master apa yang akan kamu lakukan?

Facilitate

Point North

Coach

Teach

Point North

Coach

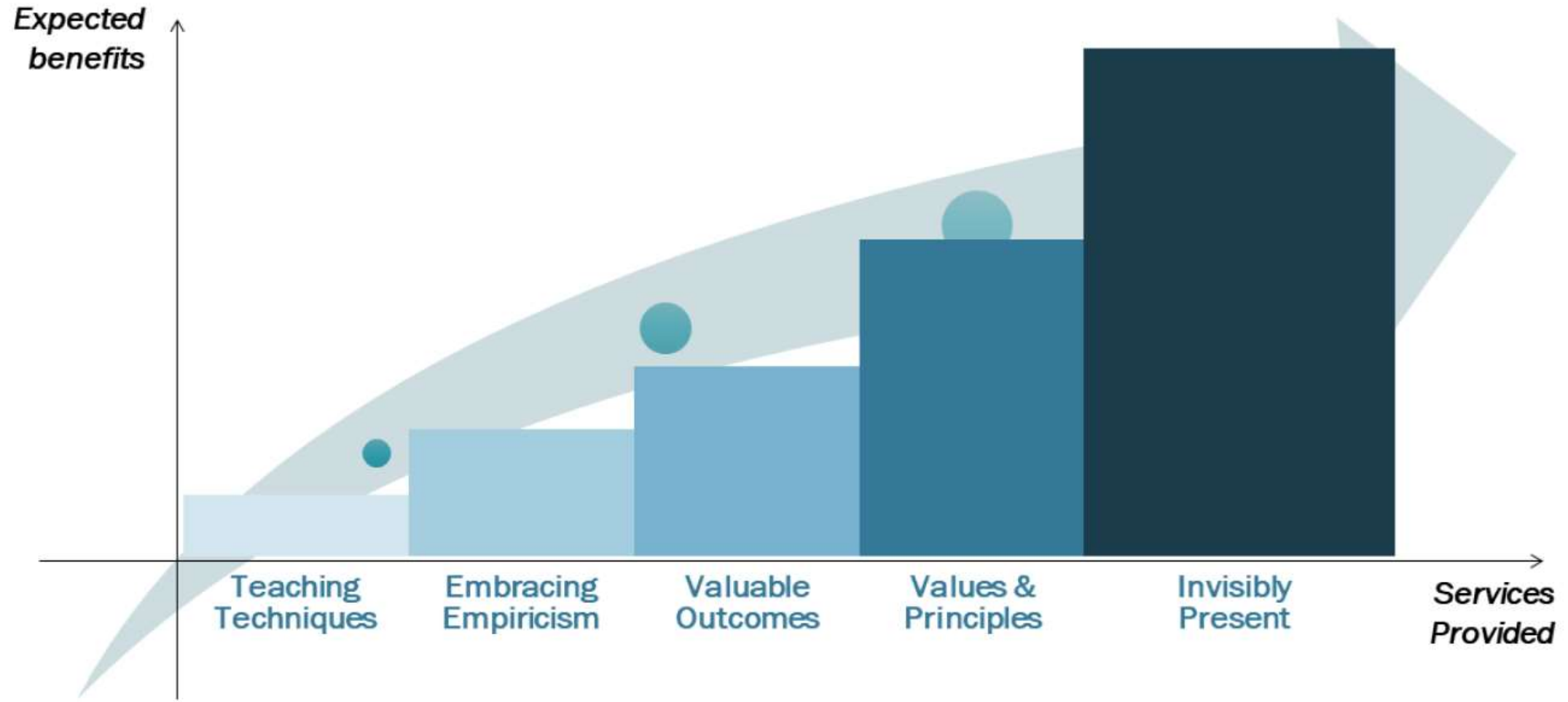
Facilitate

Take Action

Actively Doing Nothing

Uphold Scrum

A Scrum Master Provides Services



A Mindset and Behavioral Shift for Management

PREDICTIVE MANAGEMENT

- Long-term detailed plans
- Assign and control the work
- Maximize capacity and effort
- Keep all on schedule
- Driven by meetings and reports
- Intervene to fix all problems
- Provide external motivators (\$, job title)

EMPIRICAL MANAGEMENT







- Goals, vision, direction
- Foster the environment
- Help remove impediments
- Attend Sprint Reviews
- Share incremental feedback
- Manage for value
- Autonomy, mastery, purpose

Are you going to be impacted by the change,
or are you going to help lead the change?

For more on
this topic



From Controlling to Enabling

MOVE AWAY FROM		MOVE TOWARD
Coordinating individuals and individual contributions		Coaching people in Scrum and positive team behavior by gradually embodying the Scrum Values
Providing answers as a subject-matter expert		Enabling self-organization within Scrum Teams
Investing in specific outcomes (budget and scope)		Helping Product Owners manage Product Backlogs and work with Stakeholders
Deadlines		Focusing Product Owners on flow and Value
Prescribing technical solutions		Helping Development Teams understand and expand the definition of “Done”
Fixing problems		Guiding Development Teams to discover what works best for them

Many Ways to Maximize Scrum

- Team effectiveness through collaboration, autonomy & self-organization
 - Skills (training)
 - Product Management - Vision, Value, Validation
 - Improve flow with Kanban
 - Integrate User Experience
 - Engineering practices & standards
 - Quality standards & guidelines
 - A definition of “Done” that reflects releasable
- 

Praktikum 7-16

- Buatlah Kanban untuk setiap TODO pada PBI sampai semua tercapai “Done”