Dane Weber
The Undercover Scrum Master Returns
THE UNDERCOVER
SCRUM MASTER
RETURNS
INTRO & ASSUMPTIONS
DANE’S UNDERCOVER MISSION
PREVIOUS EXPERIENCE

- Philosophy & Clinical Psychology
- Business Analysis, Support, Account Ownership
- Product Owner & Scrum Master
- Agile Coach
THE MISSION

E-Verify

Big Sillies Faux Pas Bits, Please!
THE RETURN

• Technical Agile Coach
• Engineering Manager
• Software Developer (again)
BASELINE ASSUMPTIONS
AGILE MANIFESTO

Agility > Efficiency
HUMANITY AND BEING HUMANE
SUSTAINABLE PACE
CROSSING THE TECHNICAL DIVIDE
You don't need to spend two years programming.
KEYS

Collegiality -> Empathy -> Curiosity -> Advocacy -> Challenge
COLLEGIALITY
collegiality

1. working with colleagues in an effective and cooperative manner
2. power and authority that is shared among peers
Muggles vs Wizards (Technical Mysticism)
Programmers are architects, not crane operators
Naming is hard, but words matter
Equality & Mutual Respect
Caring about the same thing: racing team
ACTIVITY:
write out one thing you can change that you've done in the past to reinforce the technical divide.

Leave it for me at the end of the talk.
EMPATHY
empathy

1. Identification with or understanding of the thoughts, feelings, or emotional state of another person.

2. Capacity to understand another person's point of view or the result of such understanding.
Understanding the programmers
Cognitive load and all the tech required
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Application logic
Business needs
Application logic
Business needs
Partner systems
Application logic

Business needs

Partner systems

Personas
Application logic
Business needs
Partner systems
Personas
Stakeholders
Application logic
Business needs
Partner systems
Personas
Stakeholders
Values + Norms
Application logs
Business needs
Partner systems
Personas
Stakeholders
Values + Norms
Team Process
Business needs
Application logic
Personas
Stakeholders
Values + Norms
Team Process
Do, Do, R, Stories
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The joy of code
ACTIVITY:
Create the longest word you can, such that you can repeatedly remove a single letter and still have an English word.

For example:

- chat
- cat
- at
- a
Thinking vs. typing
Feedback loops
CURIOSITY
curiosity

1. the tendency to ask and learn about things by asking questions, investigating, or exploring.
Don't be afraid
Look at the code and ask about it
ACTIVITY:
Read some code.
Growth mindset and the cross-bar of the T
Layers of an onion: you don't have to be an expert to appreciate and learn about - another layer
Learn to draw the architecture
Web
Vercel

Heroku

Contentful
ADVOCACY
advocacy

1. The act of arguing in favour of, or supporting someone or something.
2. The practice of supporting someone to make their voice heard.
DO MORE, FASTER
THE MODERNIZATION STORY
Big Bang
Incremental
Legend
Value vs. Time

Original Go-Live

Parity?
Time

Value

Original Go-Live

Parity?
Original Go-Live

Just do it!
Value

Original Go-Live

Bad migration data

Time
DRAW ATTENTION TO QUALITY, NOT JUST FEATURE DELIVERY
More, faster metrics:

- Velocity
- Cycle Time
- Deadlines
Morale metrics:

- Niko niko
- Employee Net Promoter Score (NPS)
- Engagement and enablement surveys
Code quality metrics:

- Count of TODO comments in the code
- Code smells
- Test coverage
Dane's advice:

Balance out metrics that focus on "more, faster!" with ones that focus on morale and on code quality.
Software is weird.

1. The code is great.
2. Everything else changes.
3. The code is unchanged.
4. The code is now broken or useless.

Code doesn't rot or wear out like physical objects. So how does this happen?
RED QUEEN PROBLEM

Now, here, you see, it takes all the running you can do, to keep in the same place.

—Lewis Carroll, Through the Looking-Glass
• Build on the shoulders of giants
• They move and change
• Your system needs to keep up too
All models are wrong, but some are useful
- Repair
- Maintain
- Remodel
• The power company is changing voltage
• Septic has a new hookup system
• We need ethernet in the walls
Investment in maintenance, remodeling, and more
Testing (so many kinds!)
Automation for team happiness
ACTIVITY: brief discussions in groups of 3 or 4 about who currently advocates - for improving technical practices, quality, and automation on your team.
CHALLENGE
challenge

1. x

2. x
If it hurts, do it more frequently; move toward "continuous"
TDD, even if you don't do TDD
Code is for people; is it readable?
Pair program, regardless of the terms
Buddy System
CAUTION
BUDDY SYSTEM IS REQUIRED FOR ENTRY
Take your place in the mob
Social skills are key: software projects are people projects.
Join Agile Alliance today!
Become an Agile Alliance member and help support our non-profit mission, while gaining access to valuable benefits like online events, in-person conference discounts, and event session videos.

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