



I'm a Scrumberjack and I'm OK!

Prioritizing your Scrum Product Backlog for Drupal work

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About this session:

- A lot of information.
- Fast.
- Slides will be shared.
- It is recorded.
- Hang on for the ride! ;)

Who are you?

Project
Manager?

Product
Manager?

Developer?

Executive?

All?!?!?



What size of work?

Medium
Sites?

Some
Integrations?

Small Brochure?

Large /
Enterprise?

Huge
Enterprise?!?!

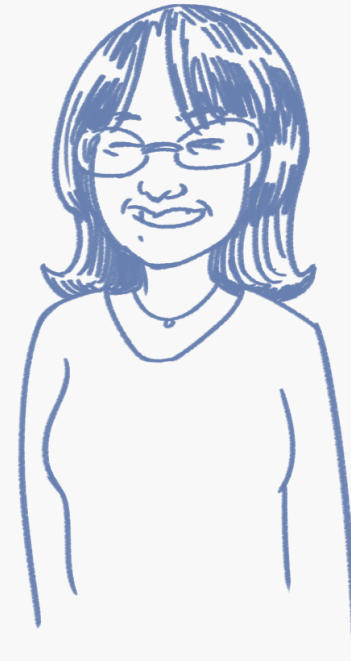


Me

Aimee Degnan!

- CEO Hook 42
- Managing Architect
- 19 years Enterprise tech
- 11 years Business arts
 - PMP, SCPM, CSM, CSPO
- 8 years of Drupal
- aimee@hook42.com
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What IS this session?

Goals:

If a developer: How to get the biz to agree to upgrade core.

If a product owner: How to align development and biz needs.

If a stakeholder: How to request value focused features.

Topics:

1. Agile & Scrum 101
2. Understanding Business Value
3. Definition and Prioritization of Work
4. Application in “Real Life”

Why Scrumberjack?

Scrum + Lumberjack

What is lumberjack?

Forest / Trees / Logs

Cutting wood

Making lumber

Work hard / Ongoing effort

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1996

LUMBERJACK

WEB DEVELOPER



2016

LUMBERJACK

WEB DEVELOPER



OWLTURD.COM
Image found at: <http://owlturd.com/post/143477888674/unlikely-trade-image-twitter-facebook>

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Why Scrumberjack?

Scrum + Lumberjack

Scrumberjack is punny

Scrum has back**LOGS**

Lumberjacks work with **LOGS**

Monty Python!

Drupal is created by Scrumberjacks!

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Image courtesy of Ryan Weal, Kafei.ca

Agile vs. Scrum

- Agile
 - A *philosophy* of building software through **iterative development**
- Scrum
 - A *framework* to **manage** and **execute iterative, high-value** solutions to complex problems.
- Demystification
 - Both terms are really hip to say
 - People interchange the two
 - Some folks don't understand what they are

Scrum 101 *ou* raison d'être

"Will this product
ever ship?"



"Will this project
ever end?"

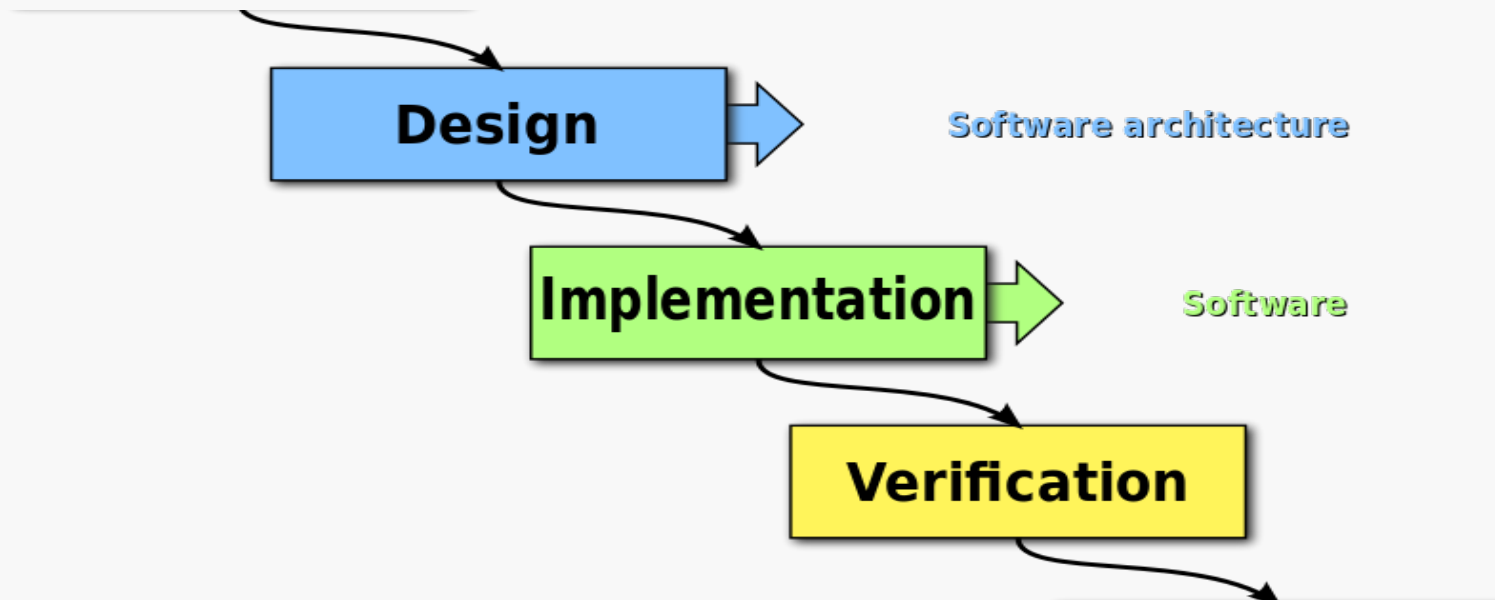
Created to overcome challenges with classic waterfall project management for software development projects.

"How do I estimate
what I don't know?"

"Are we building the
right thing? "

"What IS the dev
team doing?"

Waterfall Based Projects



Scrum 101 – Why

In 30 Seconds. 😊

Scrum works because:

Limits work delivery to a short, finite period of time.

Uses a well defined work management structure.

Uses a well defined meeting structure.

Value is tied to delivery.

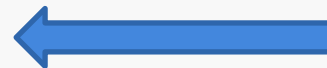
Developers get it.

Scrum Is:

Lightweight

Simple to understand

Difficult to master



Scrum Is Source: <https://www.scrumalliance.org/why-scrum>

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Scrum 101

Sprint Cycle – Old School, Sprint v 1



Image Source: <http://www.agilenutshell.com/assets/methods/scrum/scrum-overview.png>

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Scrum 101

Sprint Cycle – Now with Story Time!

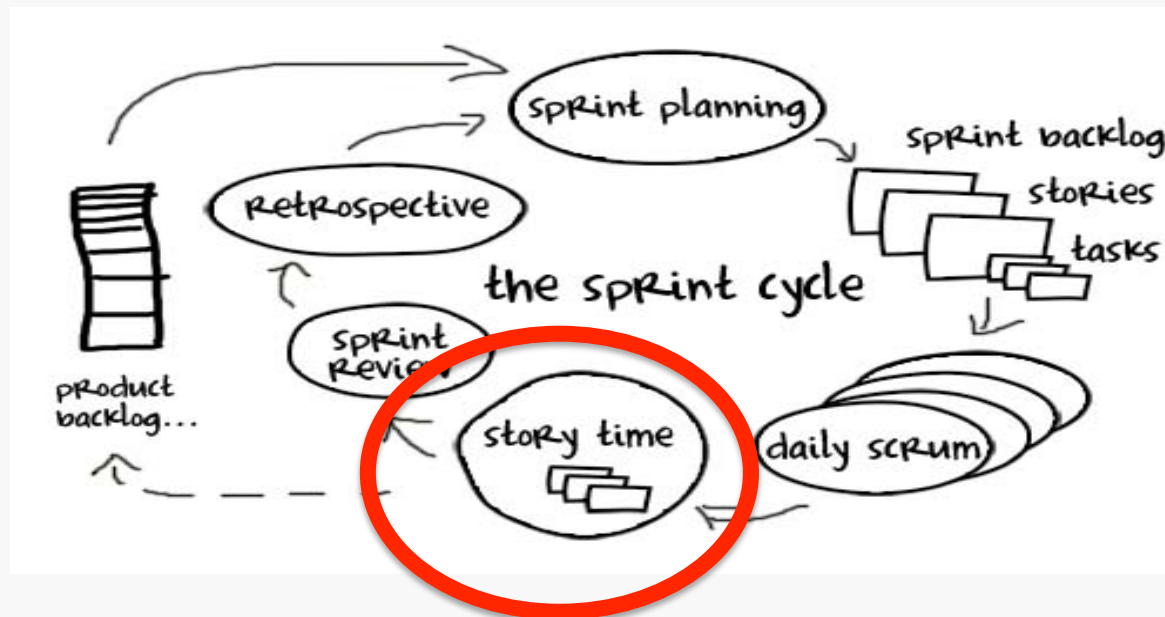


Image Source: <http://www.agilelearninglabs.com/resources/scrum-introduction/>

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About BackLOGS

- Sprint Backlog

- All the work defined for the current sprint cycle (2 – 4 weeks)
- Small, easy for the team to see work
- Prioritized and aligned to team skill*

- Product Backlog

- All of the work for the whole product! (???? Weeks)
- Can be quite LARGE
- *Supposed to be prioritized...*

What is in a backlog?

Well defined work requests – in stories!

- Work categorized by size:
 - Epics – Functionality that spans multiple sprints
 - Stories – Functionality that can be built in the sprint
 - Tasks – Steps to build a story
- Sprint backlog:
 - Limited to work team can finish in a sprint
 - May be a combination of work sizes
 - Contains well defined work requests
- Product backlog:
 - Everything else!
 - Initial ideas -> Well defined efforts.



Product Backlog Challenges

What have you experienced?

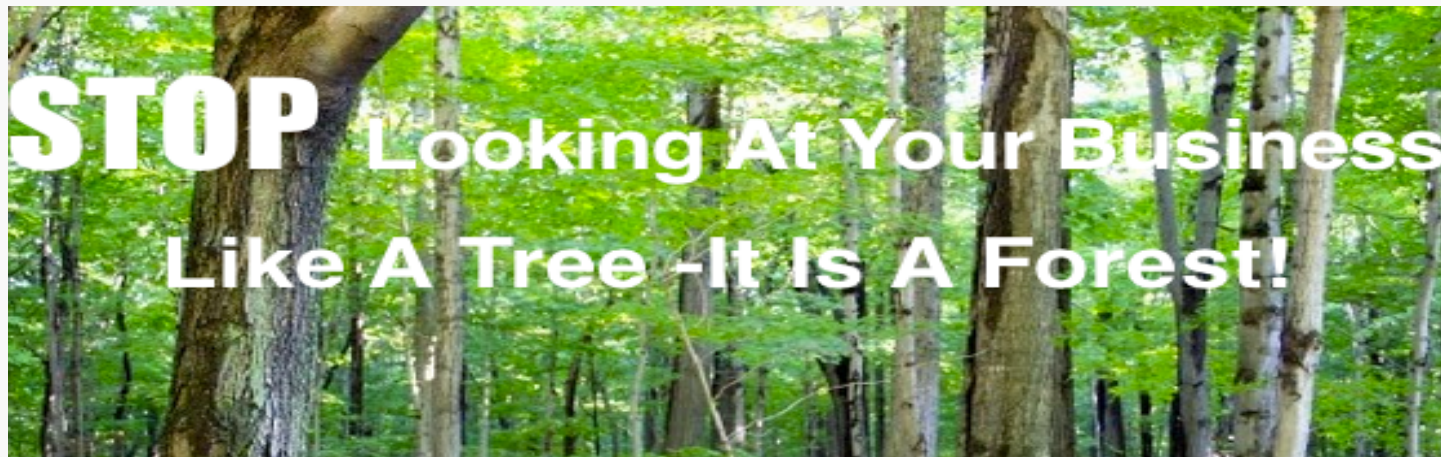
- May be very LARGE
- May be disorganized
- May not be prioritized
- May be out of date / not relevant
- May have duplicate requests
- May not be clear to developers
- What really IS the product?!?!?

More Wood Clichés

Backlogs represent more than just tickets!

“Can’t see the forest for the trees”:

To be overwhelmed by detail to the point where it obscures the overall situation.



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Start from scratch?

Isn't that a good idea?



See the forest's purpose

And describe each tree's contribution to the purpose.



Bring Chaos To Order

Disorganized Backlog



Organized Backlog



Product Owner's* Role

See Value



Organize



wiseGEEK

Categorized Backlog

Scales across functionality



wiseGFEK

Scales to product roadmap



May take some effort

But equipped with tools and knowledge...



Become Master of the BackLOG

Sounds good, so how does it work?



Product and Business Value Alignment

Must make \$\$ to spend \$\$



Assumptions

For this presentation

- Product == Drupal Website that is tied to a revenue stream
- Stakeholders == multiple business groups with interest in website
- Biz makes money from product.
- Biz's money pays for website development.
- Biz needs visibility to website investment.
- Biz defines value of the work.
- Biz value drives prioritization of work.

Simple, right?

But....

How is value defined?

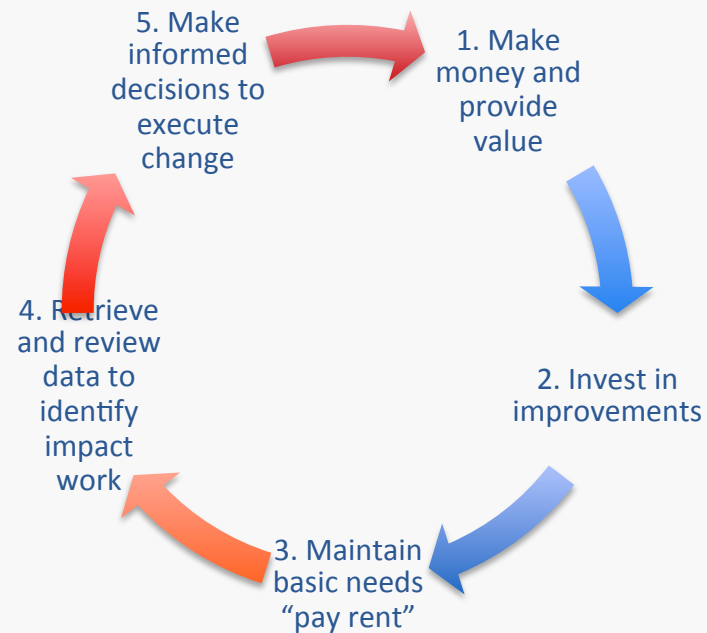
What items are *more valuable* than others?

Prioritization Challenges

What have you experienced?

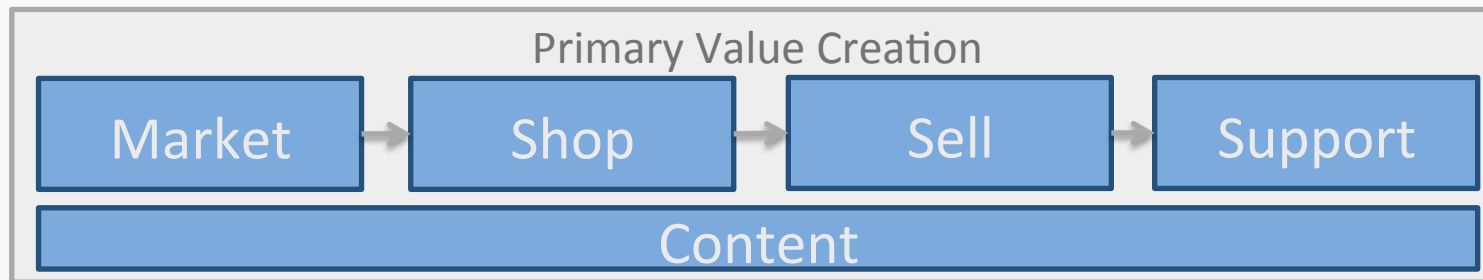
- Squeaky wheel
- I've got the power / prestige / pocket book!
- Lack of knowledge / experience
- Conflicting priorities – everything is a P1!
- Exclusion of maintenance
- Constantly changing roadmap

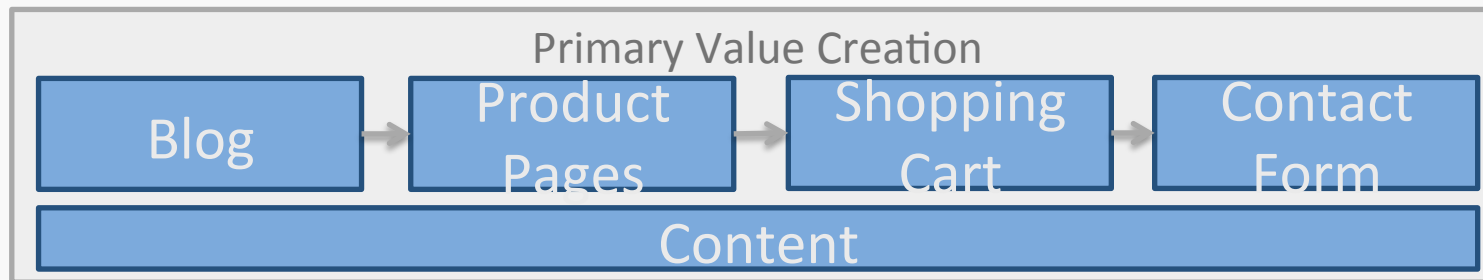
Defining Value (Simplified)



Primary Value Creation

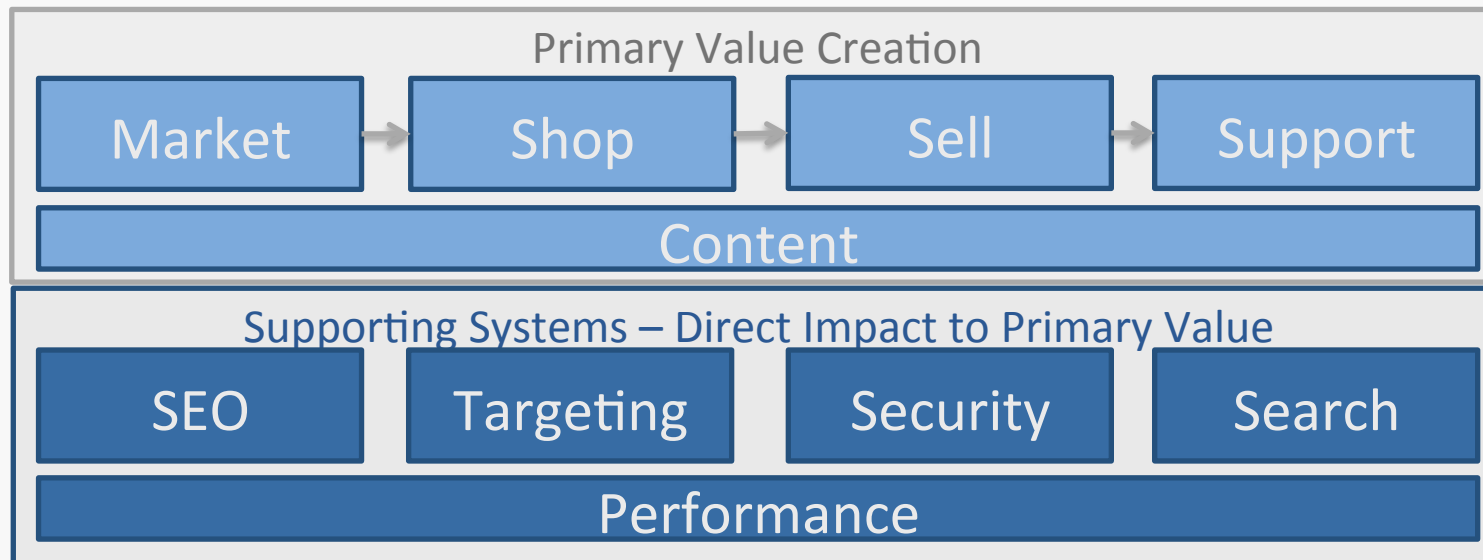
Make money / provide value

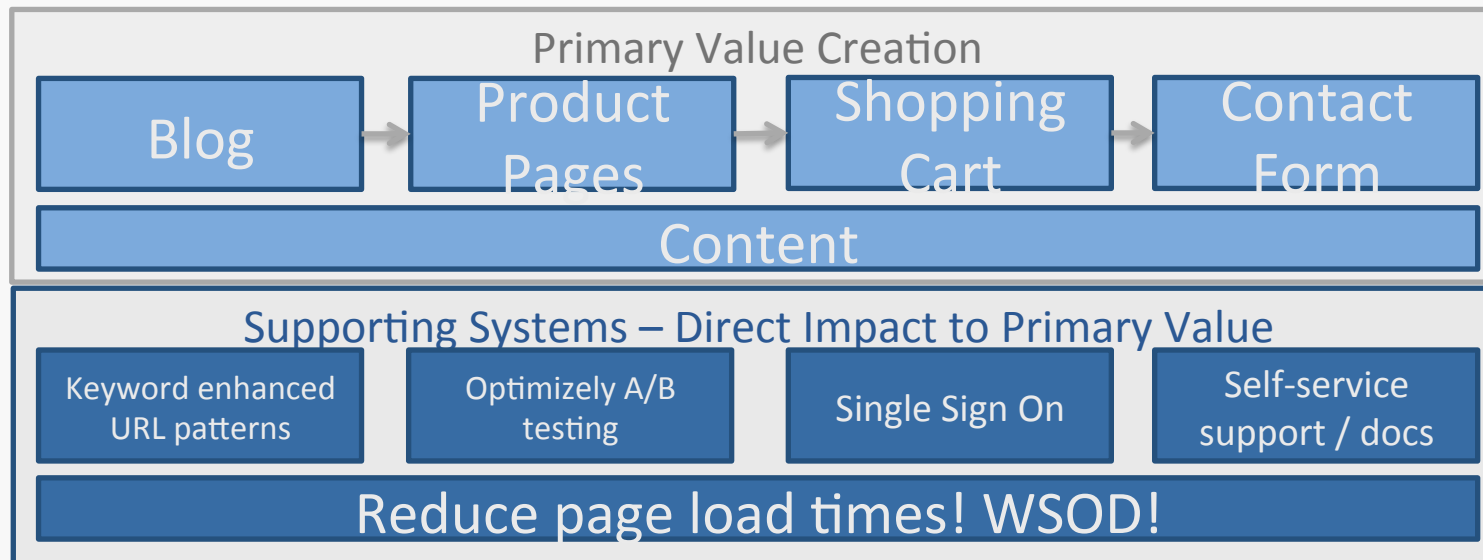




Supporting Systems – Direct Impact to Value

Improve Primary Value

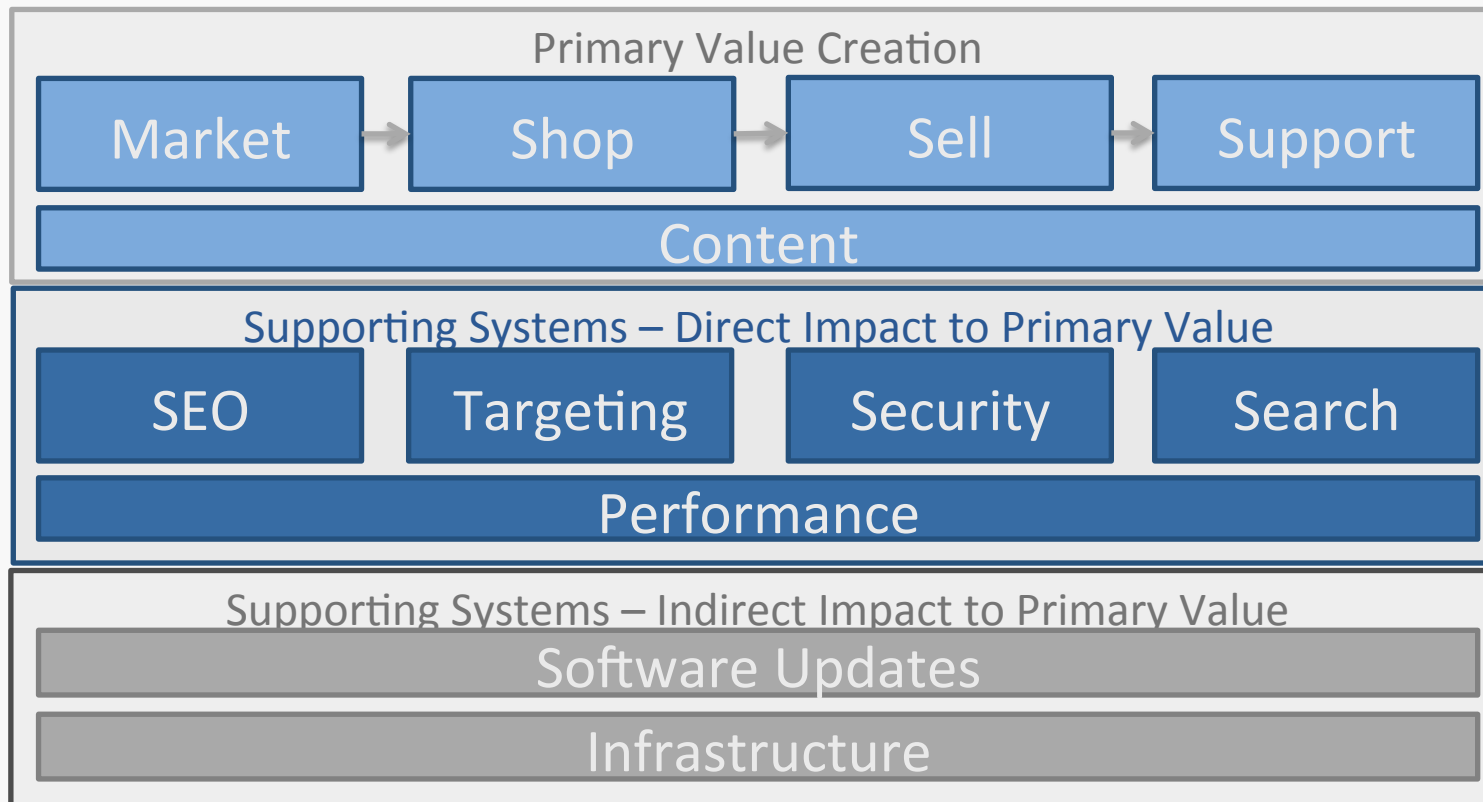


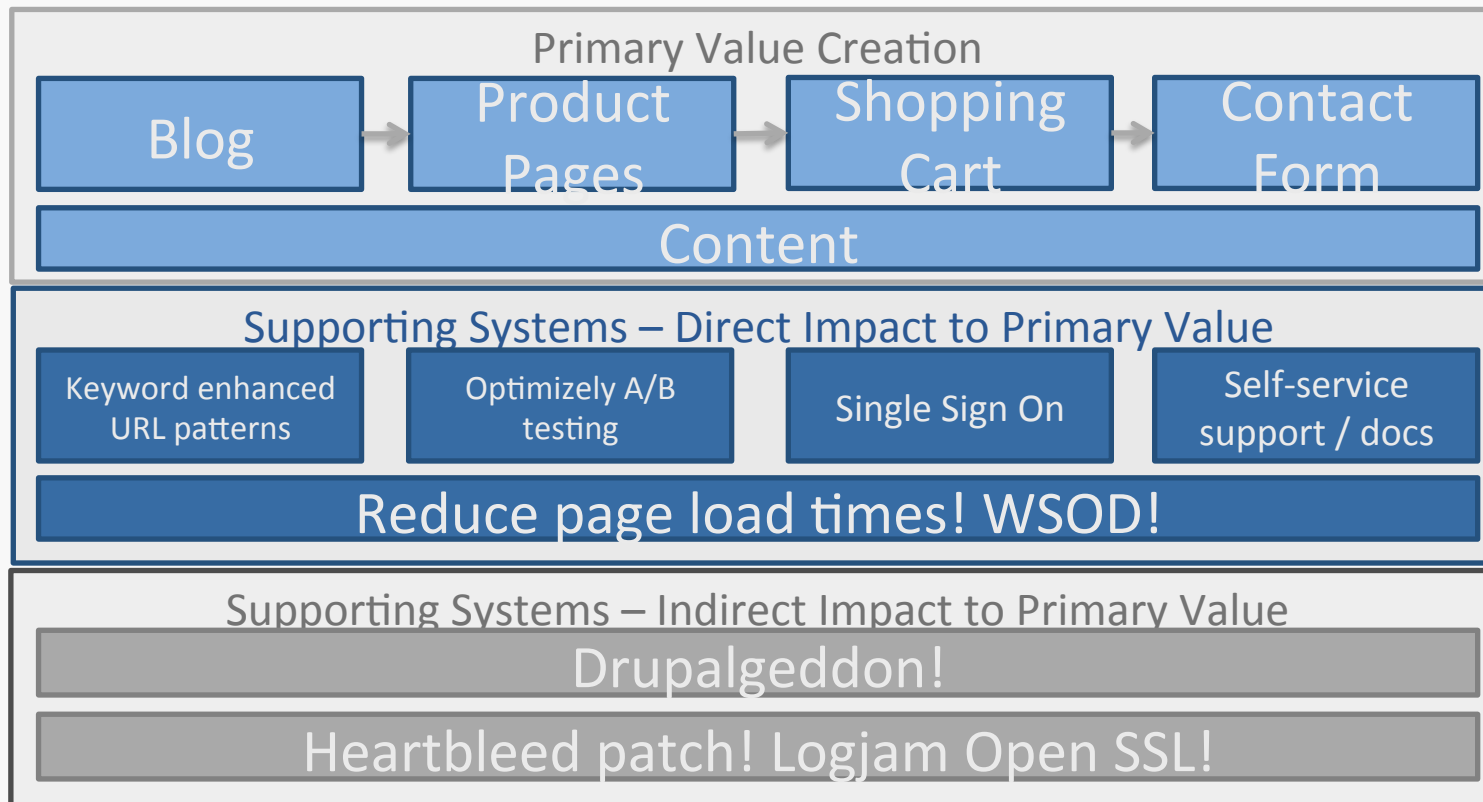


Supporting Systems – *Indirect* Impact to Value

Maintain basic needs

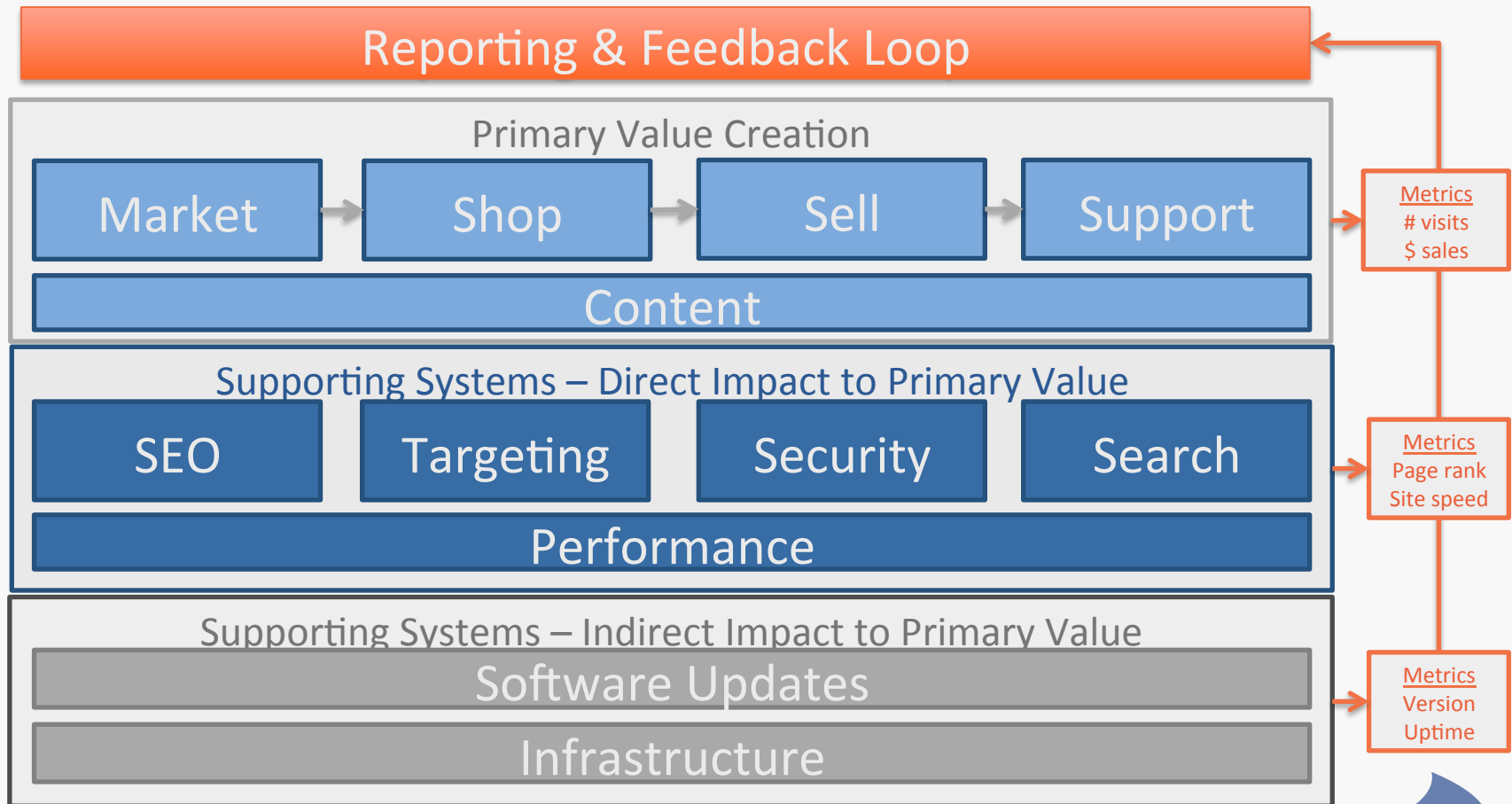
“Keeping the lights on”

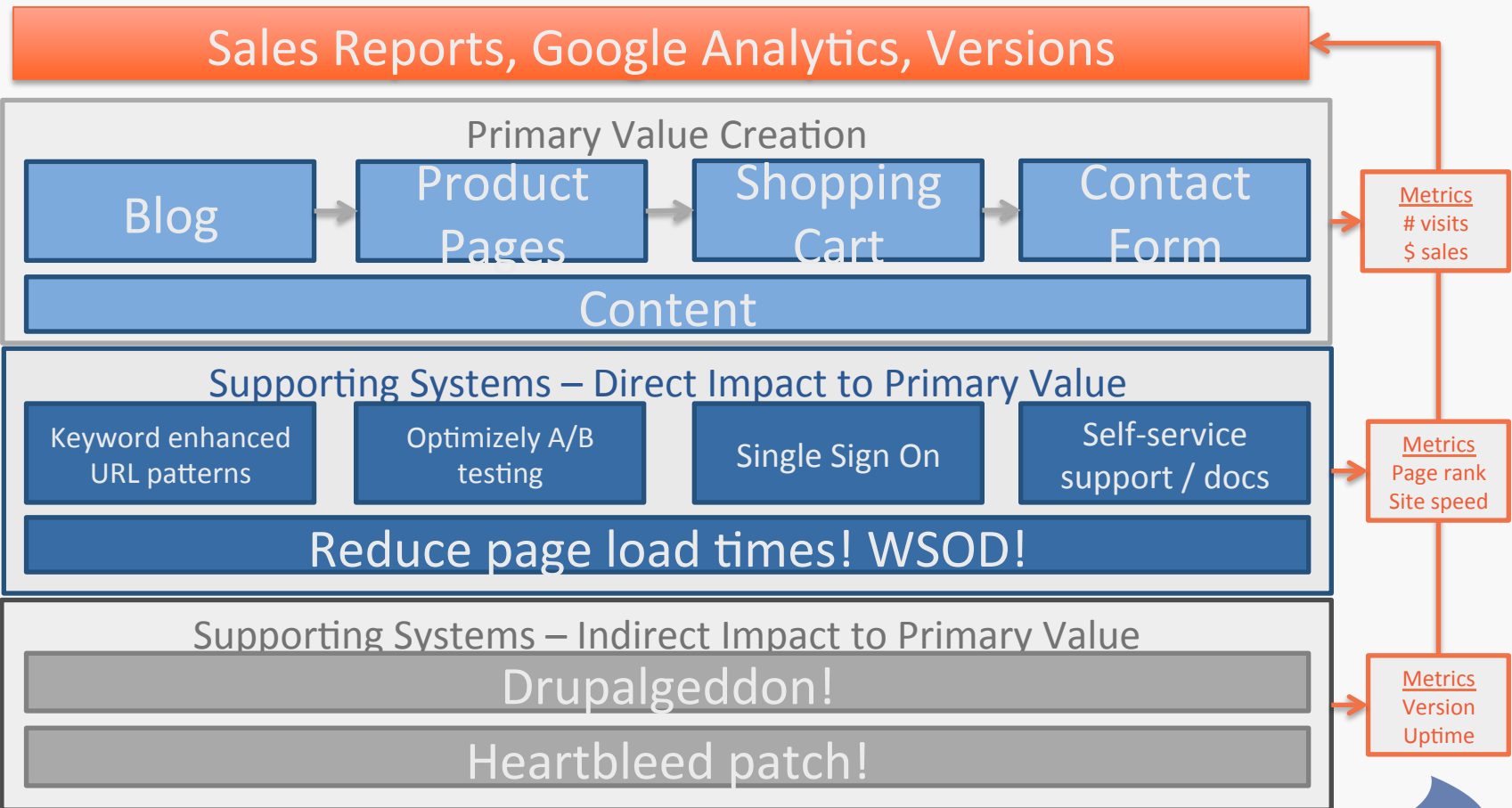




Reporting & Feedback Loop

Retrieve and Review Data!

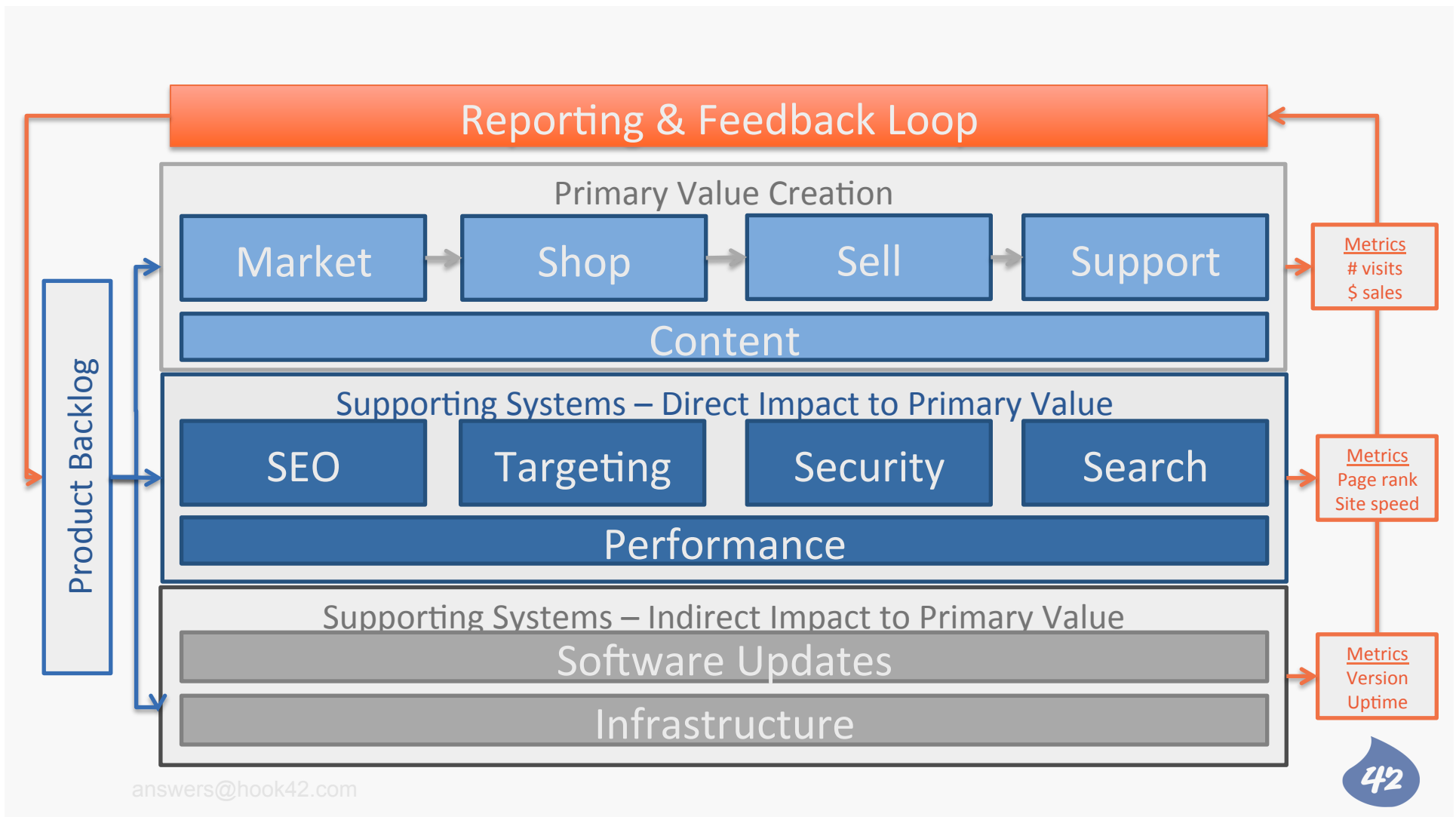




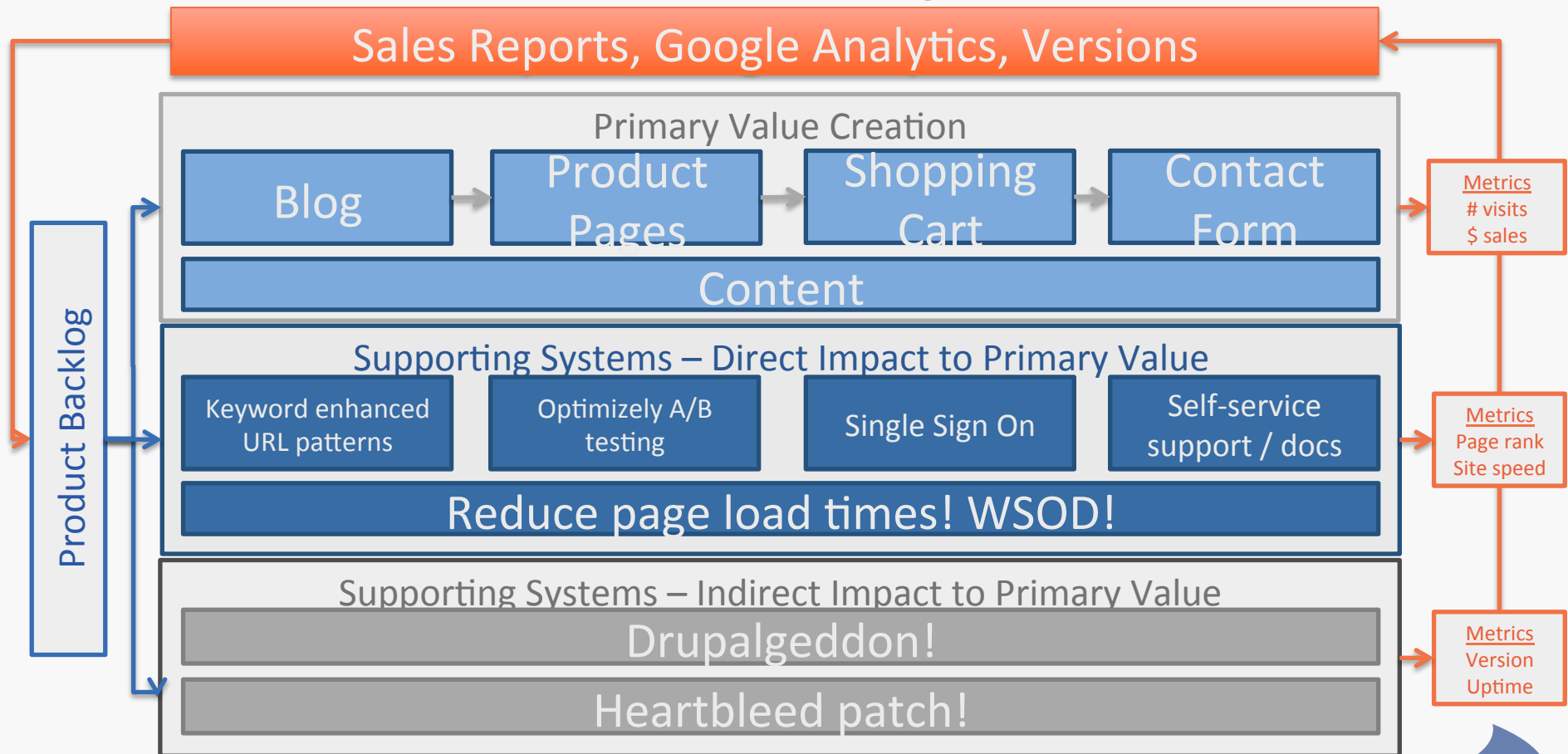
Product Roadmap / Backlog

Make informed decisions

Invest in change



What is the correct priority? What wins?



All work types are
necessary.

Some efforts take priority
over others.

Priority changes over time.

Scrumberjacks help
navigate these changes and
make informed
recommendations.

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Balancing Work

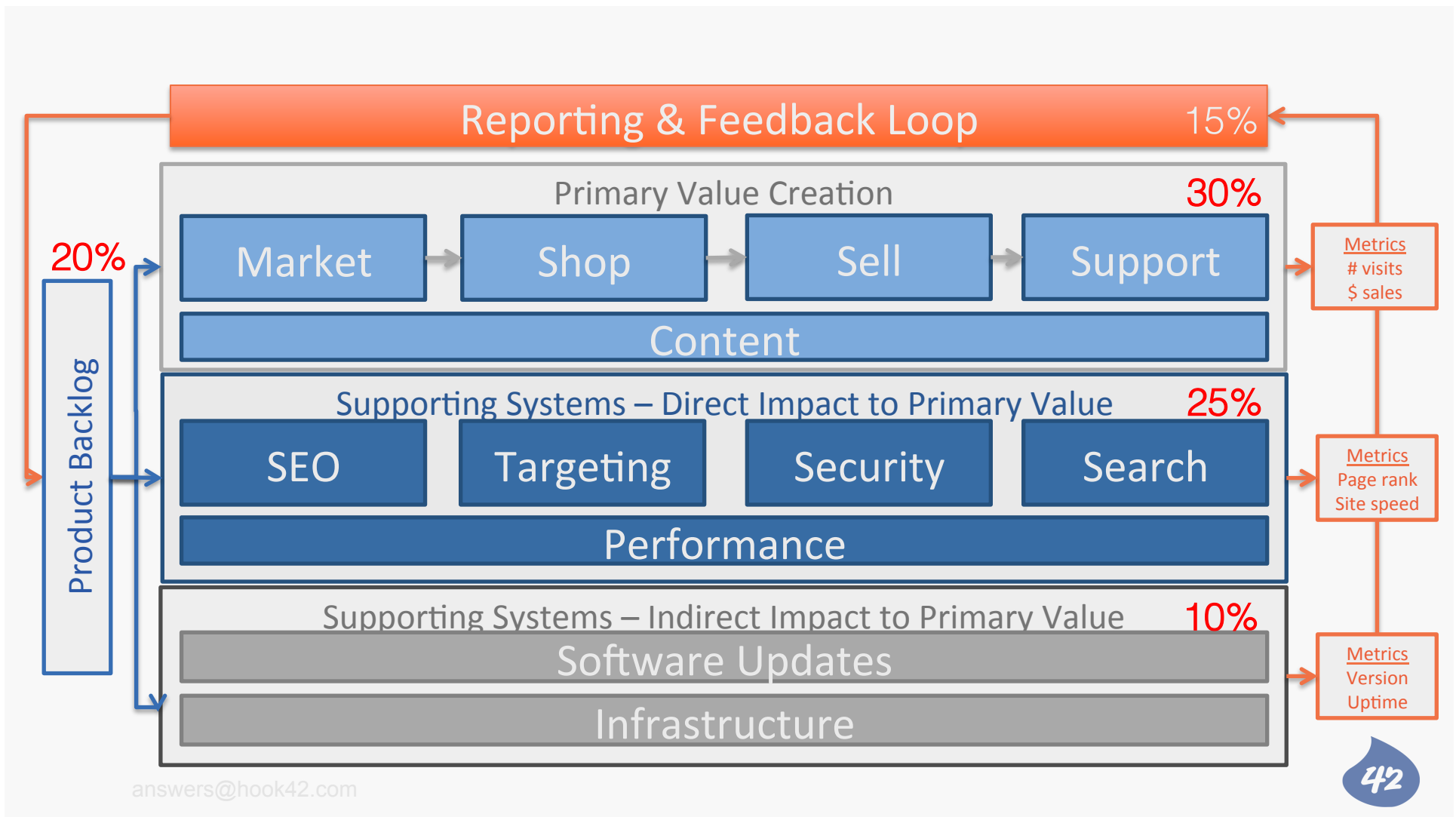
Establish Baseline Work Allocations

Scrum / Administrative Overhead	20 %
Reporting & Feedback	15 %
Primary Value Creation	30 %
Supporting Direct	25 %
Supporting Indirect	10 %
Total Work:	100 %



Image courtesy of Jon Peck, FluxSauce

Note: these are flexible as value dictates over time, but not if they cause undo technical debt!



Balancing Work

Sample work, applied to one sprint

Scrum Overhead	20 %	Standard Meeting Schedule	Full Team
Reporting & Feedback	15 %	Create page speed reports per page type	Roger Reporter
Primary Value Creation	30 %	Blog content type – form Blog content type – display Cart – update checkout messaging	Barry Builder Cameron Commerce + Debbie Developer
Supporting Direct	25 %	Add rich snippets to product pages Implement custom analytics	Samantha SEO Roger Reporter
Supporting Indirect	10 %	Update Drupal core – security release	Debbie Developer

Balancing Work – Big Picture

Sample Work, applied to a business roadmap

	Sprint 1	Sprint 2	Sprint 3	Sprint 4	Sprint 5
Reporting & Feedback (15%)	Page Perf Reports		Cart update feedback		
Primary Value Creation (30%)	Blog		Cart Updates		
			New Product Release		
Supporting Direct (25%)	Rich Snippets		A/B Testing Framework		
Supporting Indirect (10%)	Contrib Updates	Core Sec Release	Upgrade Solr	Core Sec Release	Upgrade Redis

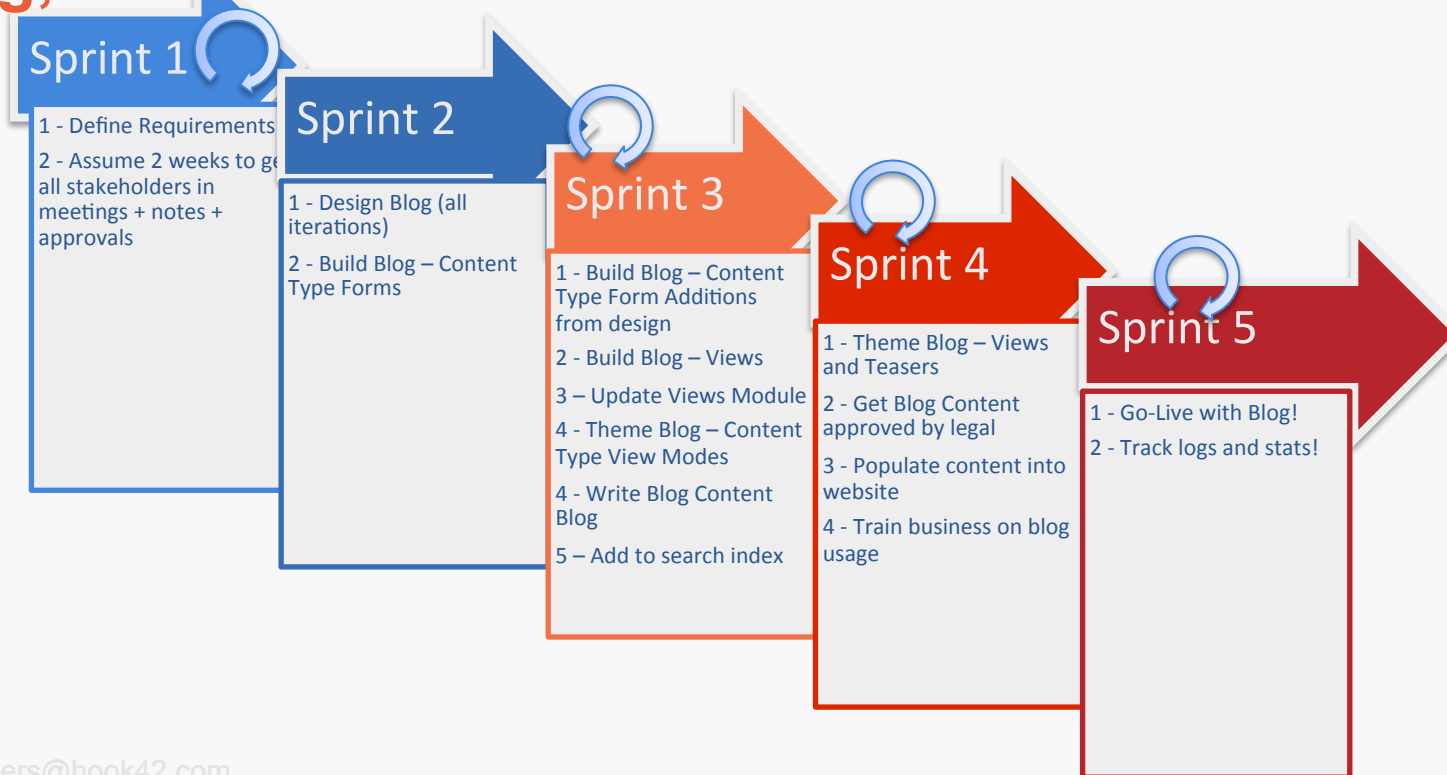
Evolution of a Feature

Blog – The very beginning

1. **Exec reports:** # site visits are low, competitor analysis
2. **Stakeholders:** We need a blog to be competitive and increase traffic to site!
3. **Product Owner:** Business needs a blog! How big is the effort?!
4. **Dev Team:** creates initial stories for the backlog
 1. Categorizes Blog as “Epic”
 2. Define Requirements
 3. Design Blog
 4. Build Blog
 5. Write Content Blog
 6. Go-Live with Blog

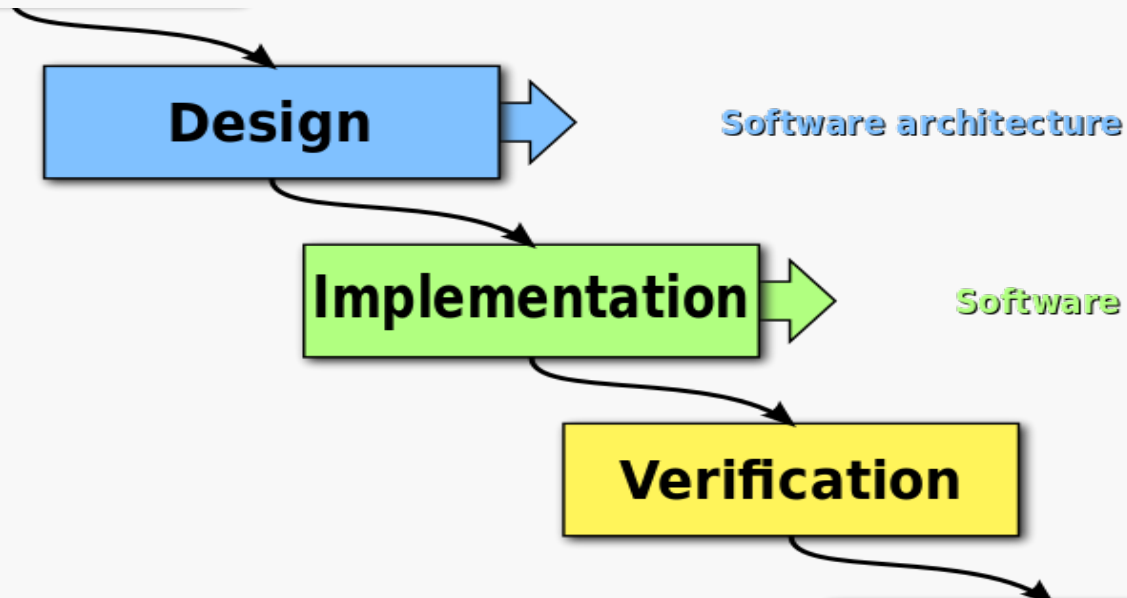
Evolution of a Feature

Blog, from start to finish.



What does it look like?

But it is different!
Waterfall is NOT iterative* and less frequent verifications!



Stakeholders 😊

Engaged and informed

- Business owners – Value Creation
 - Happy – get their blog
- Business owners – SEO
 - Happy – content is great, blog is to SEO spec
- Business owners – Search
 - Happy – feature has a search component
- Product Owner
 - Happy – everyone is happy. Feature is built!
- Drupal developers
 - Happy – contrib updates



Prioritization can Scale!

Everyone can use it!

- Applies to all sizes of business:
 - Individuals (so many ideas, so little time!)
 - Small business (limited resources)
 - Large businesses (so many stakeholders!)
- Applies to multiple teams
 - Technology
 - Business
 - Content
- Applies to multiple Verticals
 - Education
 - Government
 - Business
 - Your family life



Drupal Scrumberjacks!

Drupal 8 release management!

- Prioritized Initiatives
 - Balanced By Value
 - Organized Initiative Teams
 - Frequent Releases (6 mos)
 - Iterative Development (Experimental Core)
-
- Watch the DriesNote!
 - Watch “The potential in Drupal 8.x and how to realize it.”

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Takeaways

Be master of the log!

- Be a leader and supporter of the extended team.
- Tie Business Value to Work performed
- Tie Business Prioritization to Work performed
- Classify Work by Value Type to help prioritize and communicate
- Quantify value commitment by percent allocation of work
- Backlog management tools is a huge topic. Interested? Let's chat!



Questions?



THANKS!

Have more questions?

Email us at:

answers@hook42.com



Terms / Organizations

- Scrum Alliance
- Project Management Institute
- Stanford Advanced Project Management
- Harvard Business Review
- Performance Improvement
 - Lean / Six Sigma
 - Enterprise Process Management
 - Enterprise Process Mapping*
 - Performance Design Lab (PDL)

Scrum 101 - Terms

Put this at the end for reference

- Sprint:
 - Time Period 2-4wks
- Players:
 - Product Owner
 - Scrum Master
 - Development Team
- Meetings:
 - Planning
 - Stand-ups
 - Story Time
 - Product Review / Release
 - Retrospective

- Work Management:
 - Sprint Backlog
 - Product Backlog
 - Prioritized Product Backlog
 - Stories:
 - Epic
 - Story
 - Task
 - Bug

Source: <https://www.scrumalliance.org/why-scrum>



So How Was It? - Tell Us What You Think

Evaluate this session –
<http://events.drupal.org/node/10360>

Thanks!

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