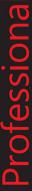
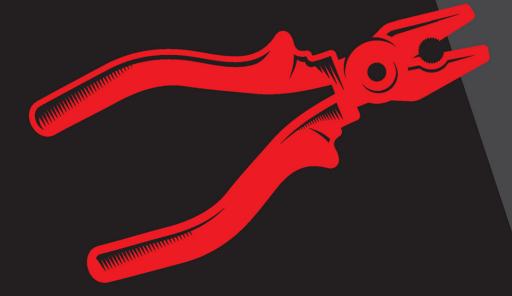
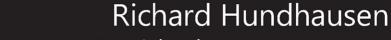


Professional Scrum Development with Azure DevOps







Foreword by Ken Schwaber, Co-creator of Scrum



Praise for this book

"Scrum is described as taking 10 minutes to learn and a lifetime to master. In this book, Richard provides tips and tricks to mastering Scrum. He marries the practical with the abstract, providing a foundation of learning that helps Developers deliver high-value products and solve complex problems. If you are using Azure DevOps and want to get better at doing it, then this is the book for you."

—Dave West, Scrum.org Product Owner and CEO

"Like it or not, many teams need tooling to help them with their Scrum implementation. That's where Richard comes in. His knowledge and passion shine through in all that he touches—especially in this essential guide for how to use Azure DevOps for Scrum Teams. If you know anything about Richard, and you are using Azure DevOps with Scrum, then you'll know this book is a must-read."

—Daniel Vacanti, Co-founder, Actionable Agile

"In this book, Richard Hundhausen does a great job explaining and connecting the domains of Professional Scrum with professional development using Microsoft Azure DevOps. Richard introduces the history and current state in both domains and makes the book even richer with personal tips and illustrations through case studies."

—Gunther Verheyen, independent Scrum Caretaker, Professional Scrum Trainer

"Scrum is a framework that is easy to understand but difficult to master. Richard takes the difficult out of the equation for you. What sets him apart from all others is his ability to help others not only understand Scrum, but become masters at it."

—Chris Roan, Wells Fargo Agile Transformation Leader

"If you're working on a Scrum team, do yourself a favor and read this book. In it, Richard distills his many years of practical experience leading Scrum teams in order to help you and your team accelerate your DevOps transformation. If you want to deliver more customer value at higher velocity, there's no better place to start."

—Jeff Beehler, Senior Director, Product Operations, GitHub, Inc.

"During my time on the Azure DevOps team, I became aware of Richard's passion for Professional Scrum and his desire for us to build the tool in a way that Scrum Teams would love it. The essence of DevOps is to get a right blend of processes, tools, and people working seamlessly to deliver customer value. Combine that with Scrum and

Professional Scrum Development with Azure DevOps

Table of Contents

Cover

Title Page

Copyright Page

Dedication

Contents at a Glance

Contents

Foreword

Introduction

PART I: SCRUMDAMENTALS

Chapter 1 Professional Scrum

The Scrum Guide

The Pillars of Scrum

Scrum in Action

Scrum Roles

Scrum Events

Scrum Artifacts

Definition of Done

The Scrum Values

Professional Scrum

The Professional Scrum Developer

Chapter Retrospective

Chapter 2 Azure DevOps



A Brief History

Delivering Continuous Value

Azure DevOps Services

Azure Boards

Azure Repos

Azure Pipelines

Azure Test Plans

Azure Artifacts

Azure DevOps Server

Migrating to Azure DevOps Services

Visual Studio

Visual Studio Subscriptions

Azure DevOps Access Levels

Stakeholder Access

GitHub and the Future

Chapter Retrospective

Chapter 3 Azure Boards

Choosing a Process

Work Item Types

The Scrum Process

Scrum Work Item Types

Scrum Work Item Queries

Scrum Guide Drift

Process Customization

Professional Scrum Process

Other Customizations

Chapter Retrospective

PART II: PRACTICING PROFESSIONAL SCRUM

Chapter 4 The Pre-game

Setting Up the Development Environment

Creating an Azure DevOps Organization



Providing Access to the Organization

Other Organization Configurations

Azure DevOps Marketplace Extensions

Setting Up Product Development

Creating a Project

Adding Project Members

Other Project Configurations

Establishing Information Radiators

Pre-game Checklist

Chapter Retrospective

Chapter 5 The Product Backlog

Creating the Product Backlog

Creating a Product Backlog in Azure Boards

Adding Product Backlog Items

Importing Product Backlog Items

Removing a Product Backlog Item

Effective Product Backlog Creation

Reporting a Bug

What Makes a Good Bug Report?

Where Do Bugs Come From?

In-Sprint vs. Out-of-Sprint Bugs

Bug Reactivations

Refining the Product Backlog

Specifying Acceptance Criteria

Sizing Product Backlog Items

Splitting Product Backlog Items

Definition of Ready

Ordering the Product Backlog

Planning a Release

Story Mapping

SpecMap

Product Backlog Checklist



Chapter Retrospective

Chapter 6 The Sprint

Sprint Planning

Sprinting in Azure Boards

Creating the Sprint Backlog

Creating the Forecast

Capturing the Sprint Goal

Creating the Plan

Sprint Activities

The Daily Scrum

Decomposing Tasks

The Taskboard

Closing Out a Sprint

Sprint Planning Checklist

Chapter Retrospective

Chapter 7 Planning with Tests

Azure Test Plans

Organizing Tests

Test Cases

Inspecting Progress

Acceptance Test-Driven Development

Test-Driven Development

Automated Acceptance Testing

Acceptance != Acceptance Testing

Reusing Tests

Regression Tests

Acceptance Testing Checklist

Chapter Retrospective

Chapter 8 Effective Collaboration

Individuals and Interactions

Collocate



Set Up a Team Room

Meet Effectively

Listen Actively

Collaborate Productively

Be T-shaped

Achieve Continuous Feedback

Collaborative Development Practices

Collective Code Ownership

Commenting in Code

Associating Commits to Work Items

Pairing, Swarming, and Mobbing

Branching

Chapter Retrospective

PART III: IMPROVING

Chapter 9 Improving Flow

Visualizing Flow

The Kanban Board

Managing Flow

Limiting WIP

Managing WIP

Inspecting and Adapting Workflow

Flow Metrics

Calculating Flow Metrics

Flow-Based Scrum Events

The Sprint

Flow-Based Sprint Planning

Flow-Based Daily Scrum

Flow-Based Sprint Review

Flow-Based Sprint Retrospective

Chapter Retrospective

Chapter 10 Continuous Improvement



Common Challenges

Impediments

Estimation

Assessing Progress

Renegotiating Scope

Undone Work

Spikes

Fixed-Price Contracts and Scrum

Common Dysfunctions

Not Getting Done

Flaccid Scrum

Not Inspecting, Not Adapting

Developer Challenges

Working with a Challenging Product Owner

Working with Challenging Stakeholders

Working with a Challenging Scrum Master

Changing Scrum

Becoming a Professional Scrum Team

Get a Coach

Build a Cross-Functional Team

Achieve Self-Management

Improve Transparency

Professional Scrum Developer Training

Assess Your Knowledge

Become a High-Performance Scrum Team

Chapter Retrospective

Chapter 11 Scaled Professional Scrum

The Nexus Framework

Nexus Process Flow

Nexus Integration Team

Nexus Events

Nexus Artifacts

Integrated Increment



Nexus Support in Azure DevOps
Configuring Additional Teams
Managing the Product Backlog
Chapter Retrospective

Index

