

SCRUM: COMMUNITIES OF PRACTICE

Charles Bradley
Professional Scrum Trainer and Coach
<http://ScrumCrazy.com>

“The learning culture of Toyota is to ‘spread knowledge laterally.’ This practice is called *yokoten*. The person who learned something novel or improved a practice is responsible for sharing this.”

- Scaling Lean and Agile..., Larman/Vodde

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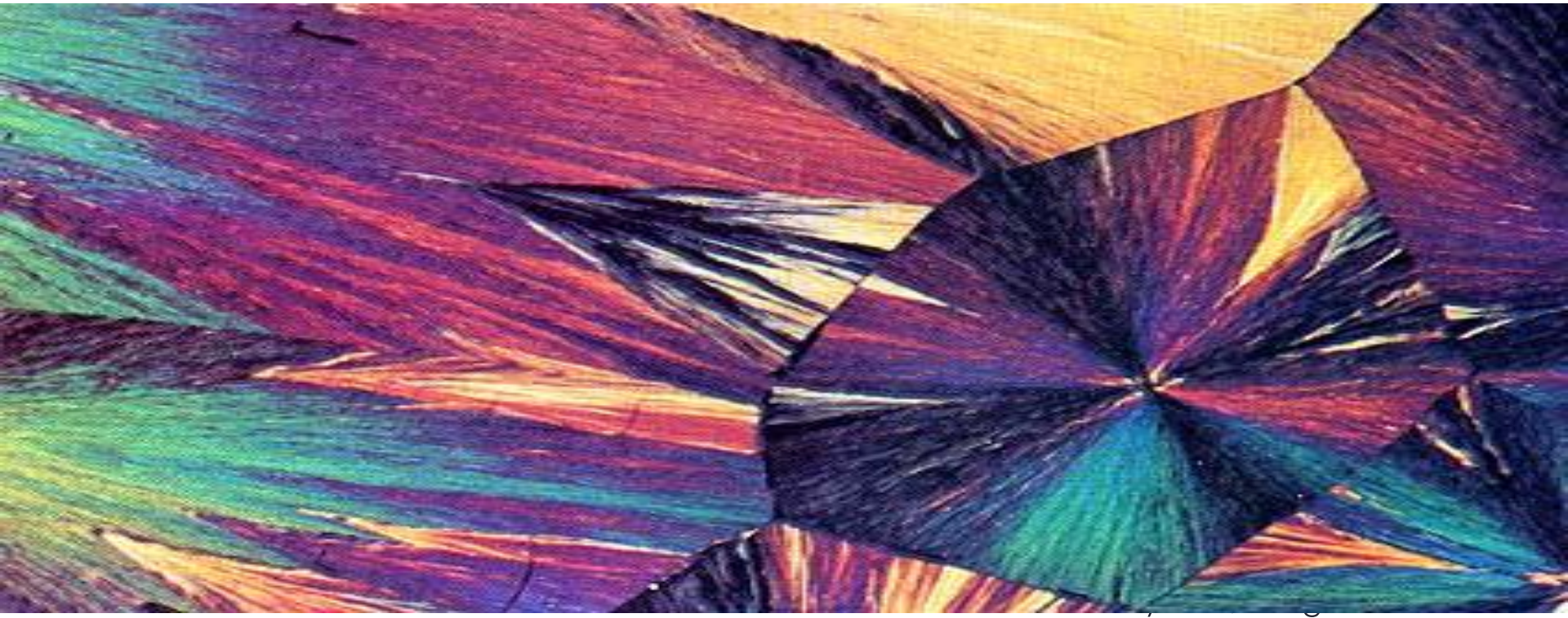
- Professional Scrum Trainer, Scrum.org
- Courses I personally teach:
 - Professional Scrum Foundations(2 days)
 - Professional Scrum Master (2 days)
 - **Professional Scrum Product Owner (2 days)**
 - Professional Scrum Developer - Java (3 days)
- Started Scrum in 2008, Scrum Development Team Member(Java) & Scrum Master → Scrum Coach
- Trained and Coached numerous teams on Scrum
 - Short term and long term engagements

Overview

- Why Should I Care?
- A Familiar Story
- Types
- Tips
- Q & A



WHY SHOULD I CARE ABOUT COMMUNITIES OF PRACTICE?



Why You Should Care

- Cross functional teams are great for knowledge work
 - But there is a tradeoff
- Craftsmanship is still important
- Old Silos handled it internally and through policy
 - Now each team handles internally
 - **But still need cross-pollination**

A Familiar Story

- Re-organizing company around business products
- Old technical silos go away in favor of cross functional teams
- Tradeoff is worth it, but technical challenges persist
 - Experts feel isolated and unable to trade techniques/stories with their peers
 - Common Practices and standards become difficult to achieve
 - Functional Managers feel left out
- **Sound Familiar?**

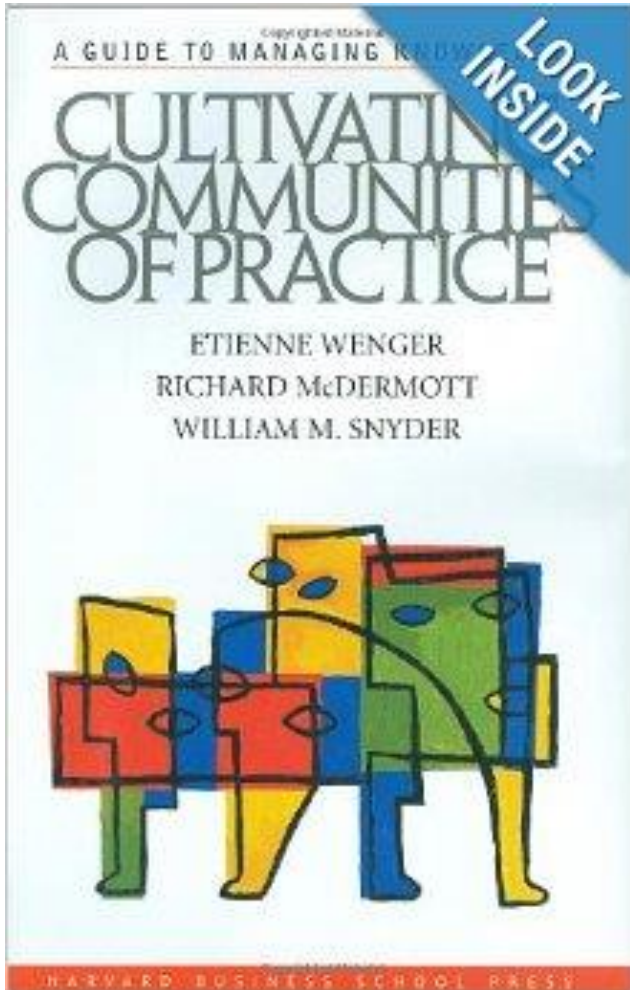


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Book: Cultivating Communities of Practice

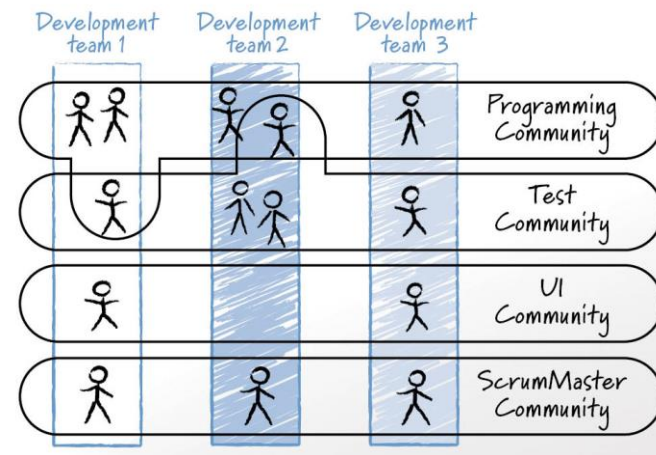


“Communities of Practice are groups of people who share a concern, a set of problems, or a passion about a topic, and who deepen their knowledge and expertise in this area by interacting on an ongoing basis”

ABOUT COMMUNITIES OF PRACTICE

Types

- Most Common: Role Specialty on a Product
 - Architecture
 - QA/Test
 - Programming
 - Scrum Masters
 - Product Owners
 - Component



<http://www.mountaingoatsoftware.com/blog/cultivate-communities-of-practice>

More Types

- Other Domain Angles
 - Particular Framework/Module
 - Geographic/Departmental
 - Non Technical: Communication/Coaching



Exercise: CoP Types

What types of CoP's
would your organization
benefit from?

Tips for CoPs

- Should be Optional/Encouraged/Regular Meetings
 - Should hold both Private and Public events
- Keep the excitement
 - Event types/formats should be switched up
 - Invite speakers from outside the Community
 - Form around a challenge
 - Help Remove Obstacles



More Tips for CoPs

- Multiple Communication Channels
 - Component Communities tend to have more online comm channels (email list, wiki, API docs, etc)
 - Cross cutting Communities (Arch, UX, Test, etc) tend to have more in person collaboration
- Should Encourage Multiple Levels of Participation
 - Active members, Presenters, Semi-active, On/Off, Lurkers
- Should have Coordinator or Two from the Dev Teams
 - Facilitated by an experience Scrum Master
- Management Encouragement helps them Thrive
- Encourage Bottom Up Passion, not Top Down Directives



Q&A

More About Communities of Practice

- <http://less.works/less/structure/communities.html>
- <http://www.bigvisible.com/2012/01/beyond-functional-silos-with-communities-of-practice/>
- <http://www.mountangoatsoftware.com/blog/cultivate-communities-of-practice>
- <http://bit.ly/1d4meUx> (Larman/Vodde)
- Book:
 - <http://www.amazon.com/Cultivating-Communities-Practice-Etienne-Wenger/dp/1578513308>