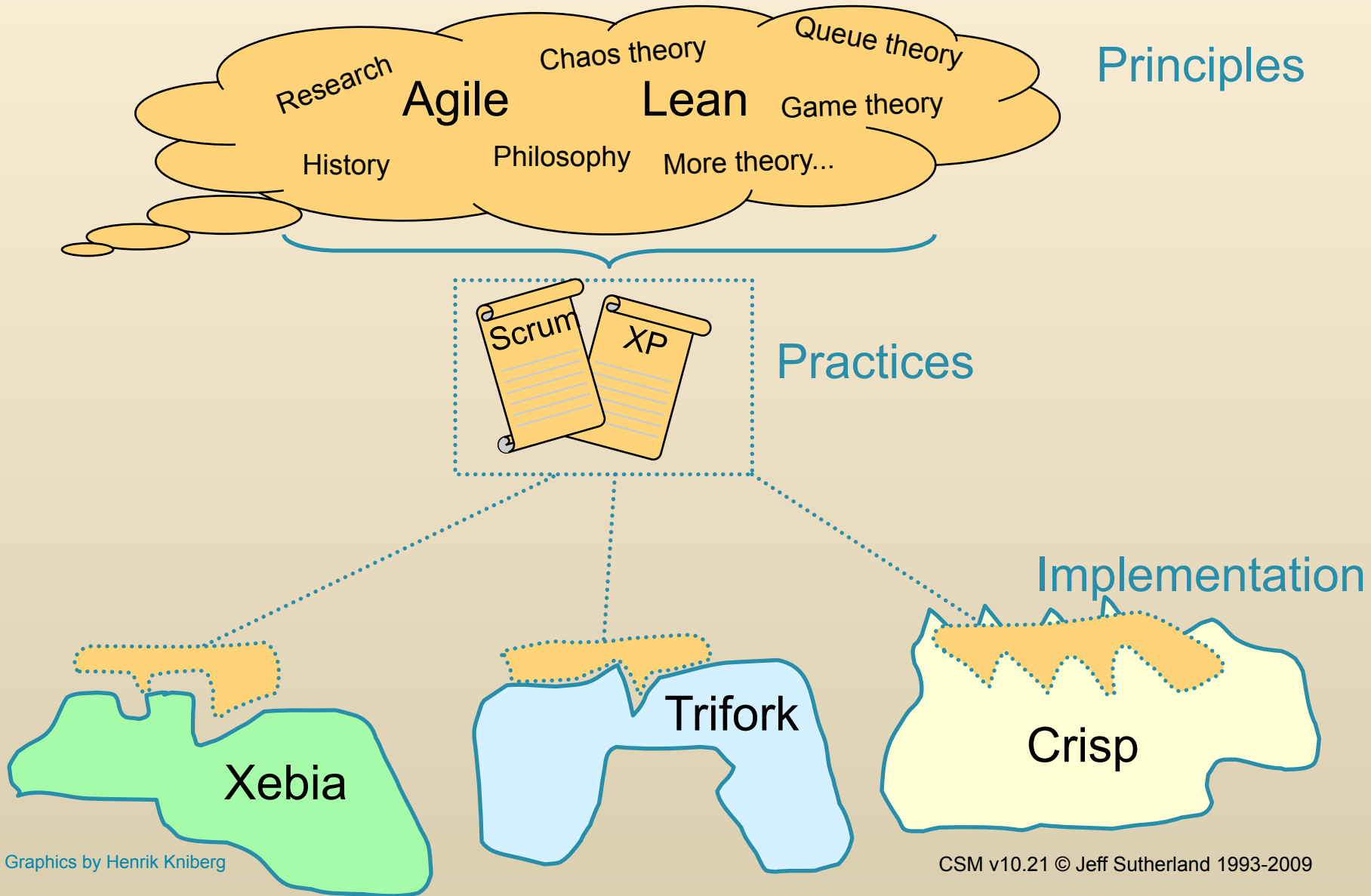


# Topic: Nokia Test



Graphics by Henrik Kniberg

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# Avoiding ScrumButt - Nokia Test Origins

## Nokia Siemens Networks

- **In 2005, Bas Vodde started training and coaching teams at Nokia Networks in Finland. The first Nokia test focused on Agile practices**
  - [jeffsutherland.com/scrum/basvodde2006\\_nokia\\_agile.pdf](http://jeffsutherland.com/scrum/basvodde2006_nokia_agile.pdf)
- **By 2007, Siemens joined Nokia Networks to form Nokia Siemens Networks with over 60,000 employees and 15 billion Euro in revenue. Bas Vodde moved to China to train Nokia Siemens Networks staff on Scrum and updated the Nokia Test to include Scrum practices.**
- **In 2007, Jeff Sutherland tuned the Nokia Test for Scrum Certification and in 2008 developed a scoring system**
  - [agileconsortium.blogspot.com/2007/12/nokia-test.html](http://agileconsortium.blogspot.com/2007/12/nokia-test.html)
  - [jeffsutherland.com/scrum/Agile2008MoneyforNothing.pdf](http://jeffsutherland.com/scrum/Agile2008MoneyforNothing.pdf)
- **Each person on the team takes a sheet of paper and prepares to score questions on a scale of 1-10.**

# Question 1 - Iterations

- **No iterations - 0**
- **Iterations > 6 weeks - 1**
- **Variable length < 6 weeks - 2**
- **Fixed iteration length 6 weeks - 3**
- **Fixed iteration length 5 weeks - 4**
- **Fixed iteration 4 weeks or less - 10**

# Question 2 - Testing

- **No dedicated testers on team - 0**
- **Unit tested - 1**
- **Features tested - 5**
- **Features tested as soon as completed - 7**
- **Software passes acceptance testing - 8**
- **Software is deployed - 10**

# Question 3 - Enabling Specifications

- **No requirements - 0**
- **Big requirements documents - 1**
- **Poor user stories - 4**
- **Good requirements - 5**
- **Good user stories - 7**
- **Just enough, just in time specifications - 8**
- **Good user stories tied to specifications as needed - 10**

# Question 4 - Product Owner

- **No Product Owner - 0**
- **Product Owner who doesn't understand Scrum - 1**
- **Product Owner who disrupts team - 2**
- **Product Owner not involved with team - 2**
- **Product Owner has a clear product backlog estimated by team before Sprint Planning meeting (READY) - 5**
- **Product owner with release roadmap with dates based on team velocity - 8**
- **Product owner who motivates team - 10**

# Question 5 - Product Backlog

- **No Product Backlog - 0**
- **Multiple Product Backlogs - 1**
- **Single Product Backlog - 3**
- **Product Backlog has good user stories that satisfy the INVEST criteria - 5**
- **Two sprints of Product Backlog are in a READY state - 7**
- **Product Roadmap is available and updated regularly based on team estimates of Product Backlog - 10**

# Question 6 - Estimates

- **Product Backlog not estimated - 0**
- **Estimates not produced by team - 1**
- **Estimates not produced by planning poker - 5**
- **Estimates produced by planning poker by team - 8**
- **Estimate error < 10% - 10**

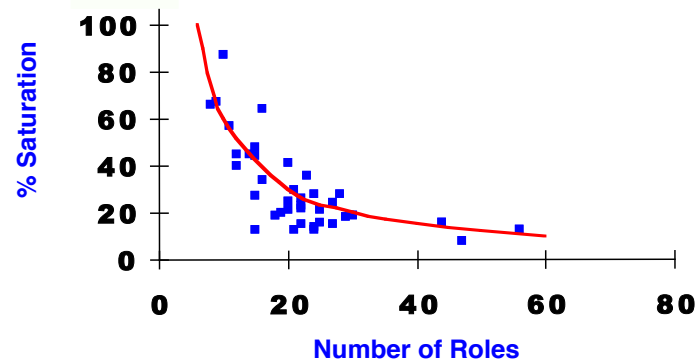


# Question 7 - Sprint Burndown Chart

- **No burndown chart - 0**
- **Burndown chart not updated by team - 1**
- **Burndown chart in hours/days not accounting for work in progress (partial tasks burn down) - 2**
- **Burndown chart only burns down when task in done (TrackDone pattern) - 4**
- **Burndown only burns down when story is done - 5**
- **Add 3 points if team knows velocity**
- **Add two point if Product Owner release plan based on known velocity**

# Question 8 - Team Disruption

- **Manager or Project Leader disrupts team - 0**
- **Product Owner disrupts team - 1**
- **Managers, Project Leaders or Team leaders telling people what to do - 3**
- **Have Project Leader and Scrum roles - 5**
- **No one disrupting team, only Scrum roles - 10**



Communication Saturation and Roles. Organizational Patterns

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# Question 9 - Team

- **Tasks assigned to individuals during Sprint Planning – 0**
- **Team members do not have any overlap in their area of expertise – 0**
- **No emergent leadership - one or more team members designated as a directive authority -1**
- **Team does not have the necessary competency - 2**
- **Team commits collectively to Sprint goal and backlog - 7**
- **Team members collectively fight impediments during the sprint - 9**
- **Team is in hyperproductive state - 10**

# For New Teams - A 12 step program

- 1. Agree on a PO, SM, and full Team. And on a Product goal, theme.**
- 2. Set a date now for the Sprint Review in 2 weeks (+ time to get backlog ready) and send out invites.**
- 3. Review/define a ranked PB of features**
- 4. Estimate the PB items**
- 5. Conduct Sprint Planning with Team and Stakeholders. Complete Sprint Backlog**
- 6. Commit as a team to the Sprint**
- 7. Track status and obstacles daily via the Daily Scrum**
- 8. Track progress using the Sprint Burndown**
- 9. Conduct a Sprint Review; demo done items**
- 10. Conduct a team Retrospective**
- 11. Take action on top impediment**
- 12. GOTO 2**

Source: Hubert Smits & Jean Tabaka

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