Sprint Planning 1

- ◆ **Time-boxed to 2-4 hours**
- ◆ **The Team, the Product Owner and the ScrumMaster**
- ◆ **The purpose is to select items from the Product Backlog for the next Sprint**
  - ◆ **Product Owner has made sure relevant items are estimated**
  - ◆ **Product Owner has already prioritized items**
  - ◆ **Product Owner has formulated a Sprint Goal**
  - ◆ **Product Owner works on raising the Team's understanding of the items on the Product Backlog, Acceptance Criteria reviewed**
  - ◆ **The Team's velocity and resources for the next Sprint are assessed**
  - ◆ **Estimates of Items may change**
  - ◆ **In dialogue with the Team the best possible set of items are selected**
- ◆ **Result: Selected Product Backlog Items**
- ◆ **"As good as it gets" in the time-box**

Sprint Planning 2

- ◆ **Time-boxed to 2-4 hours**
- ◆ **The Team and the ScrumMaster**
- ◆ **The purpose is to decide how to deliver the selected Product Backlog Items**
  - ◆ **Analysis and design for each Product Backlog Item is completed**
  - ◆ **The Team breaks Product Backlog Items down to tasks**
  - ◆ **No task should last more than 1 day, if it does, break it further down**
  - ◆ **Alternatively estimate hours of tasks, no task longer than 15 hours**
  - ◆ **The Sprint Backlog/Task Board is built**
  - ◆ **An initial assignment of the tasks to team members is done**
  - ◆ **A double-check of the commitment based on the tasks is made**
- ◆ **The final Sprint Backlog is made public**
  - ◆ **This represents the Team's commitment**
- ◆ **"As good as it gets" in the time-box**

Daily Scrum

◆ **Daily synchronization by the Team and the ScrumMaster**
- ◆ **The Daily Scrum only lasts 15 minutes**
- ◆ **Same place, same time, every working day**
- ◆ **Participants cannot be late**
- ◆ **The Product Owner can be included**

◆ **The meeting is public**
- ◆ **Anyone can come, but they do not speak**
- ◆ **This is how the rest of the organization can follow Team progress and build trust**

◆ **3 questions asked to everybody**
- ◆ **What have you accomplished since the last Daily Scrum?**
- ◆ **What will you accomplish until our next Daily Scrum?**
- ◆ **Any Impediments? Does anything prevent you from working optimally?**

◆ **The ScrumMaster reports on his work**
- ◆ **Impediments removed or in progress**
- ◆ **Implemented improvements**

Sprint Review

- ◆ **The Team presents result of the Sprint**
  - ◆ Product Owner is present and Stakeholders and Users are invited
  - ◆ Only finished Product Backlog Items ("Done") are presented
  - ◆ Artifacts (documents) can only be used as support for real product or functionality
  - ◆ This is how the rest of the organization can know "where we are" in the project
- ◆ **A simple and effective meeting**
  - ◆ Time-boxed to 2-4 hours (often shorter)
  - ◆ Maximum of 2 hours for preparation, no PowerPoint, perhaps presentation on Team's workstations
  - ◆ The audience asks questions, suggest improvements and makes comments
- ◆ **Looking forward**
  - ◆ Product Owner and Stakeholders identify things missing, slightly different than they wanted or new things they want prioritized
  - ◆ This all goes to the Product Backlog

Retrospective

◆ **Time-boxed 2-4 hours (often shorter)**

◆ **The Team and the ScrumMaster review the Sprint, Product Owner can attend**

◆ **The six step approach**

    ◆ **Are everybody OK with talking openly?**

    ◆ **Create a time-line of the Sprint**

    ◆ **Ask – What went well?**

    ◆ **Ask – What could be improved?**

    ◆ **Ask – Who is in control?**

    ◆ **Create and agree on an action list**

◆ **It is all about improving the process and throughput**

    ◆ **Closing the Deming loop: Plan, Do, Study, Act**

    ◆ **Make sure to take action!**

    ◆ **Retrospectives without real action are destructive to Team motivation and performance**
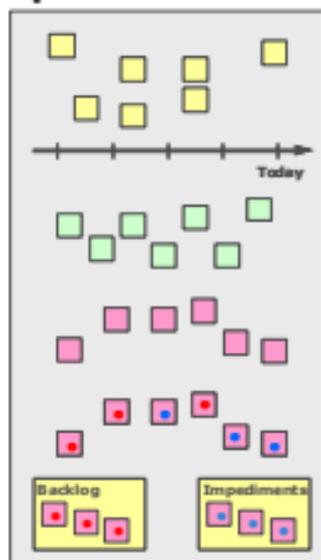
Backlog Refinement

- **Clarification and estimation should happen during the Sprint**
  - **But often is just doesn't!**
  - **The result: Poor Backlog, poor Sprint, loss of respect for the process and loss of motivation**

- **Then enforce Backlog Refinement**
  - **Time-boxed to 2-4 hours**
  - **Product Owner have selected possible items for next Sprint and explains**
  - **The Team decomposes Epics (Large stories), trawls for acceptance criteria, estimates**
  - **Detailed requirement analysis and design**
  - **Dialog, building of knowledge, learning**

- **The Backlog Refinement is a precursor to Sprint Planning 1**
  - **It gives the Product Owner information so that he make his final prioritization**
  - **The ScrumMaster should not accept a poor Backlog for Sprint Planning** 2014-09-19

Product Owner

- ◆ **Is responsible for**
  - ◆ **Communicating the Product Vision**
  - ◆ **Business Value – how to generate it, Return on Investment (ROI)**
  - ◆ **Prioritization – also what not to do**
  - ◆ **Release management, how to sequence delivery for maximum value for the user**
- ◆ **Maintains and refines the Product Backlog**
  - ◆ **Gathers and develops Backlog Items**
  - ◆ **Acquires business value for Items**
  - ◆ **Gets Items cost estimated by the Team**
  - ◆ **Prioritizes Items on the Product Backlog**
  - ◆ **Presents the Backlog Items to the Team**
- ◆ **Participates in the Sprint Planning and Sprint Review meetings**
- ◆ **Follows Sprint progress**
  - ◆ **Daily Scrum, Task Board and Scrum Master**
  - ◆ **Always available for answering questions as they pop up during the Sprint**

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ScrumMaster

- ◆ **Is responsible for**
  - ◆ **The Scrum process and optimizing the Scrum environment**
  - ◆ **Removing Impediments and obstacles**
  - ◆ **Leading and Coaching the Team, the Product Owner and the organization**
- ◆ **Ensures that meetings are held**
  - ◆ **Sprint Planning meetings, Daily Scrum, Sprint Review, Sprint Retrospective, Backlog Refinement**
- ◆ **Ensures that people do what they committed to do**
  - ◆ **Team works on the selected Backlog Items**
  - ◆ **Team updates Sprint Backlog**
  - ◆ **Product Owner prepares Product Backlog**
  - ◆ **Product Backlog Items are size-estimated**
- ◆ **Optimizes Team conditions**
  - ◆ **Removes Impediments persistently**
  - ◆ **Protects the Team from interruptions and unplanned work during Sprint and from being dragged into other work**

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Team

- ◆ **Consists of 7 +/- 2 members**
  - ◆ **Cross-functional, all primary skills needed to deliver the PB Items in the Team**
  - ◆ **Get the best and most motivated members**
  - ◆ **Willing to commit to each other – The Team, the organization and the work**
- ◆ **Is responsible for the work**
  - ◆ **Analyzing and designing PB Items, breaking them down eventually into work tasks**
  - ◆ **Building the Sprint Backlog**
  - ◆ **Monitoring and reporting progress and impediments**
  - ◆ **Estimating size of Product Backlog Items**
- ◆ **Self-organizes during the Sprint**
  - ◆ **Decides who does what and when within the Sprint**
  - ◆ **All Team members attend the Daily Scrum**
  - ◆ **Updates the Sprint Backlog/Task board**
  - ◆ **Inspects and adapts as the Sprint develops**
  - ◆ **Best man on the current job is boss**

The Elevator Pitch

◆ **Scrum is a mindset, a philosophy and a culture of how to achieve optimal results in complex projects with:**
  - ◆ **Evolving specifications**
  - ◆ **Emerging knowledge of the technology**
  - ◆ **Changing circumstances and dependencies**
◆ **Scrum battles this complexity and uncertainty by imposing boundaries:**
  - ◆ **Splitting work into smaller fixed size Sprints with frequent delivery, based on prioritization of Items on a Product Backlog**
  - ◆ **Defining precise roles with responsibility and mandate**
  - ◆ **Defining activities and meetings to support the mindset and ensure discipline**
  - ◆ **Defining artifacts to provide visibility**
◆ **Scrum unleashes the power of skilled people in self-organizing teams**
◆ **Scrum opens the door to "flow" and the "spirit of constant improvement"**
◆ **Scrum improves the motivation, sense of responsibility and satisfaction for all** 2014-09-19