

# Scrum Master

Tahaluf Training Center 2021



## Day 2

- 1** Definition of Scrum
- 2** Why Scrum is Difficult to Master?
- 3** What is a Sprint in Scrum?
- 4** What is Timeboxing in Scrum?
- 5** What is a Sprint Goal in Scrum?
- 6** What is Product Backlog in Scrum?
- 7** What is Sprint Planning?
- 8** What is Sprint Review?



## Definition of Scrum

**Scrum** is A framework within which people can address complex adaptive problems.

**Scrum** is a framework for developing and maintaining complex products and is an incremental, iterative development process.



## Definition of Scrum

In this framework, the entire development process consists of several short iteration cycles, a short iteration cycle called a Sprint, and each Sprint is 2 to 4 weeks long.



## Definition of Scrum

**Scrum** makes clear the relative efficacy of your product management and work techniques so that you can continuously improve the product, the team, and the working environment.

**Scrum** framework consists of Scrum Teams and their associated **roles**, **events**, and **rules**. Each component within the framework serves a specific purpose and is essential to Scrum's success and usage.



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## Why Scrum is Difficult to Master?

Scrum has great value. However, it is difficult to implement Scrum in some companies.

"Some people say that Scrum has no substantive effect".

### Scrum is:

1. Lightweight
2. Simple to understand
3. Difficult to master



## Why Scrum is Difficult to Master?

As Scrum is demands change in culture which is difficult to achieve.

If an organization adopt Scrum agile development from its traditional team, it requires a lot of skills, trainings, and coaching for all of the Scrum roles.

Each of the Scrum roles has much broader responsibilities than what you would typically find in a traditional waterfall driven environment.





## Why Scrum is Difficult to Master?

Why Scrum is hard to master? Here the main reasons are:

- 1. The roles of all team members in a Scrum process are much more difficult:**

For example, in a Scrum project developers don't just "write code" – they are expected to take responsibility for planning, estimating, and managing their own work as well integrating their work with the rest of the team to produce an overall solution. They are also expected to work directly with business users to understand the requirements.



## Why Scrum is Difficult to Master?

### **2. Scrum is an adaptive process and requires a lot of skill and judgement:**

Scrum is based on an empirical process control model which means that both the solution and the process to produce the solution are continuously adjusted as necessary based on observation as the project is in progress.

A lot of that skill and judgement can only be learned on the job which requires some coaching. Many people try to do Scrum mechanically without understanding the principles behind it and that is not typically successful.



## Ten Agile Success Strategies

- **Secure Management Commitment** – Management commitment must be secured and in place prior to beginning a program.
- **Empower Your Team** – Agile provides significant transparency and reduces the need for exhaustive checkpoints.
- **Understand the Collaborative Culture** – Representatives from business areas need to drive agile programs; their participation is a cornerstone of an agile approach.



## Ten Agile Success Strategies

- **Develop a Roadmap and Initial Plans** – Agile is a component of the overall planning process.
- **Acquire an Agile Coach and Train the Team** – At a minimum having an experienced Agile Coach, Scrum Master, and at least 20% of the team with agile experience greatly improves opportunities for success.
- **Start Small and Gain Early Successes** – Nothing could help an agile program gain more traction than showing early tangible successes.



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## What is a Sprint in Scrum?

A **sprint** is a short, **time-boxed** period when a scrum team works to complete a set amount of work.

Scrum projects are broken down into small and consistent time intervals referred to as sprints. They can be as short as a few days and generally are no longer than 3 – 4 weeks.



## What is a Sprint in Scrum?

In Scrum, we typically work in sprints depending on the extent of the overall project.

In a sense, one Sprint within Scrum should be a project in itself, with start and finish. We work towards a **Sprint goal**, we **plan**, **build**, **deliver**, **review** and etc.



## What is a Sprint in Scrum?

During a sprint there is a development team that comprises of cross-functional members who are capable of achieving the sprint goals.

This could include software engineers, architects, programmers, analysts, system admins, QA experts, testers, UI designers, etc.

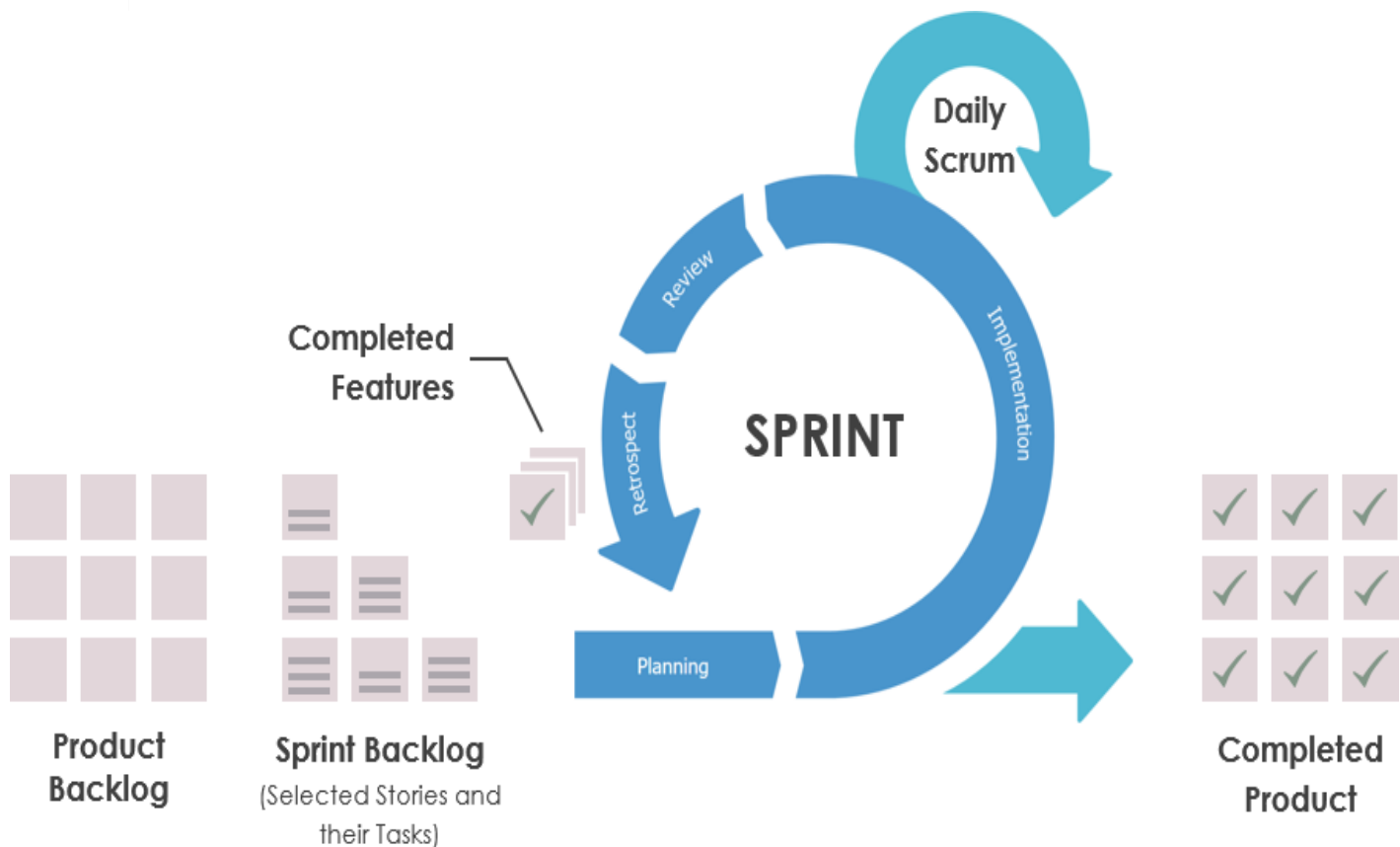




# What is a Sprint in Scrum?



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## What is Timeboxing in Scrum?

The **Timeboxing** method is the best way to increase productivity and split projects into fixed periods.

This time management technique offers the opportunity to limit the amount of time one wants to spend on a certain activity in advance.



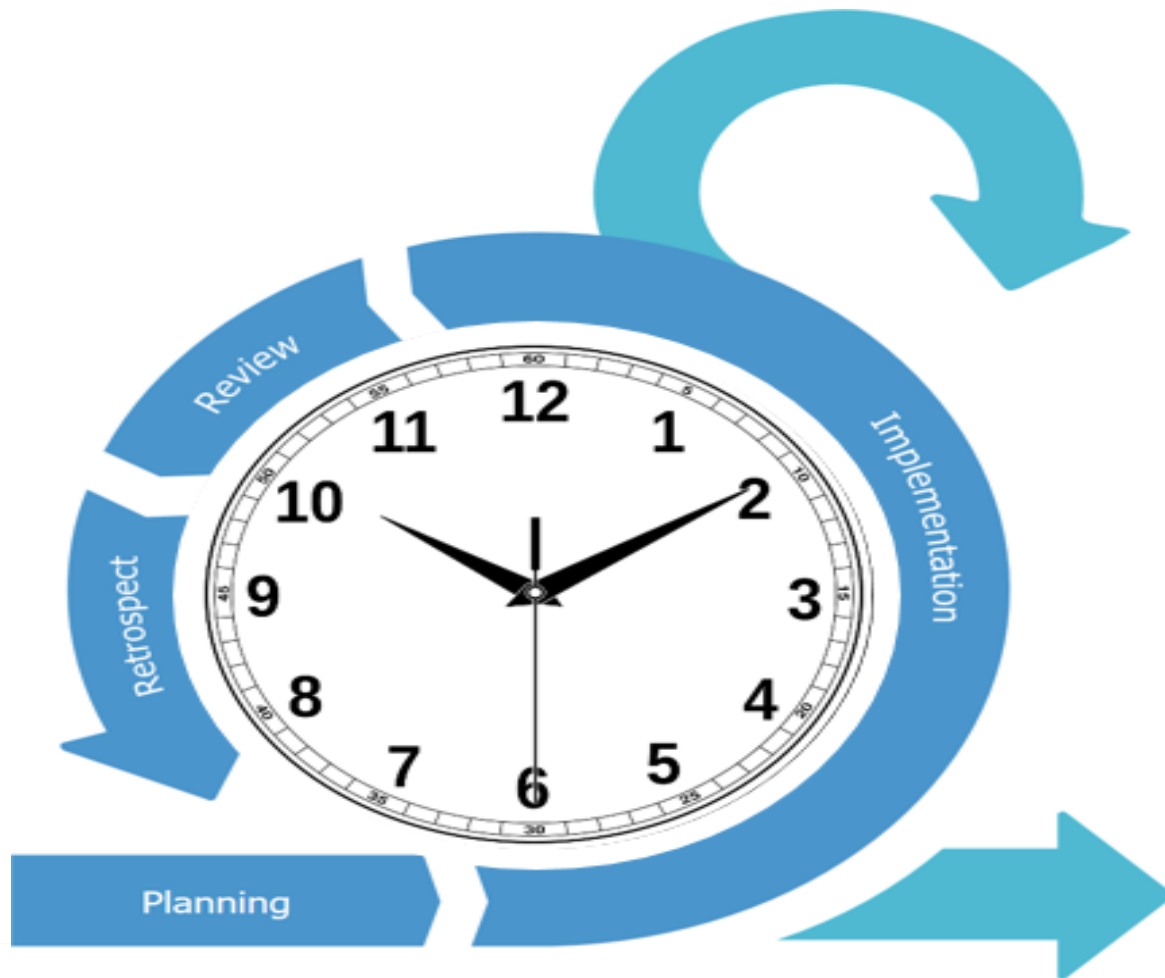
## What is Timeboxing in Scrum?

Under the Scrum framework, all activities are time boxed, also known as “**timeboxing**” or timeboxed, is to give a “**fixed length**” time segment to a specific event or activity. That unit of time is called a time box.

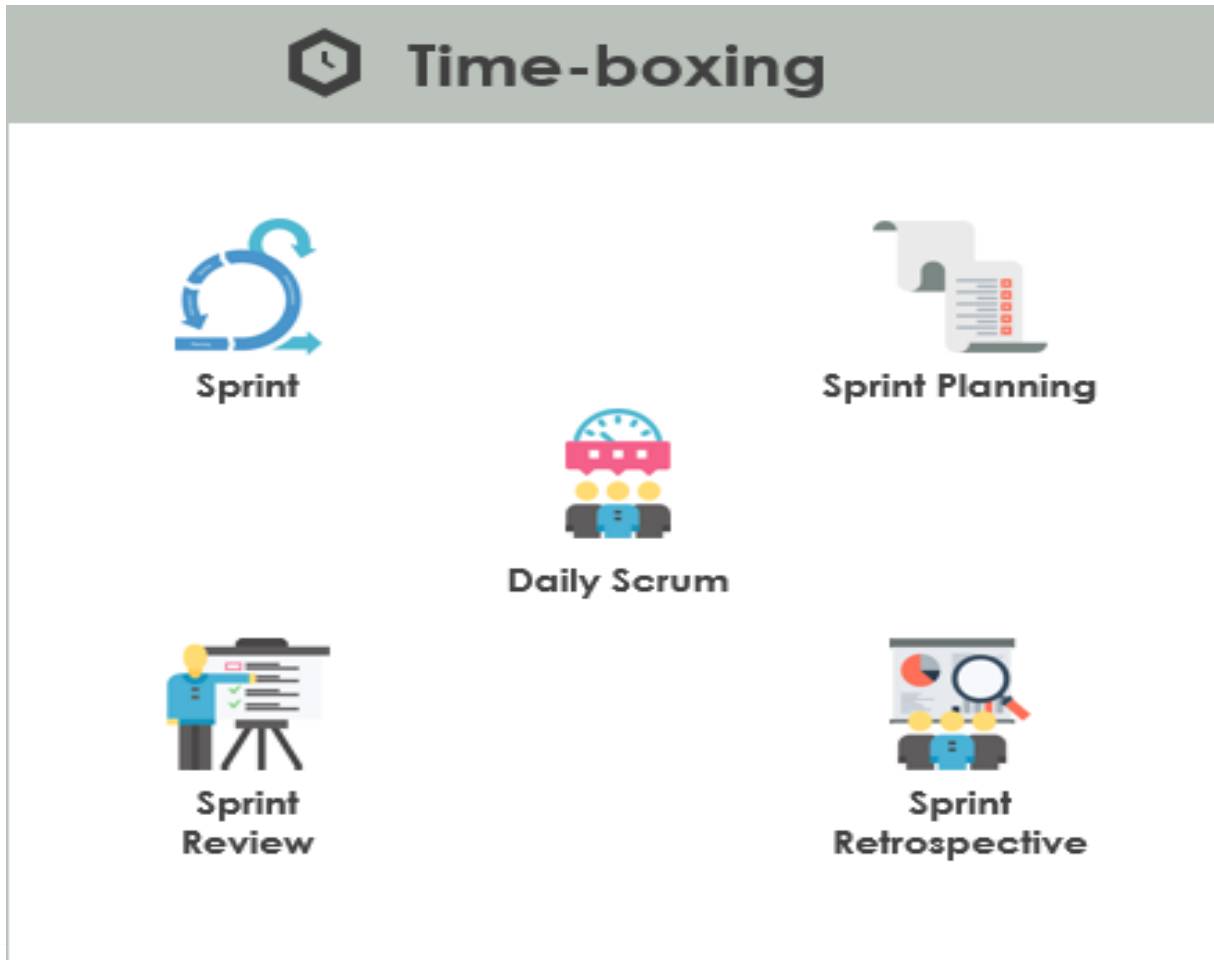
The goal of **timeboxing** is to define and limit the amount of time dedicated to an activity.



## What is Timeboxing in Scrum?



## Timeboxed Events in Scrum



## Timeboxed Events in Scrum

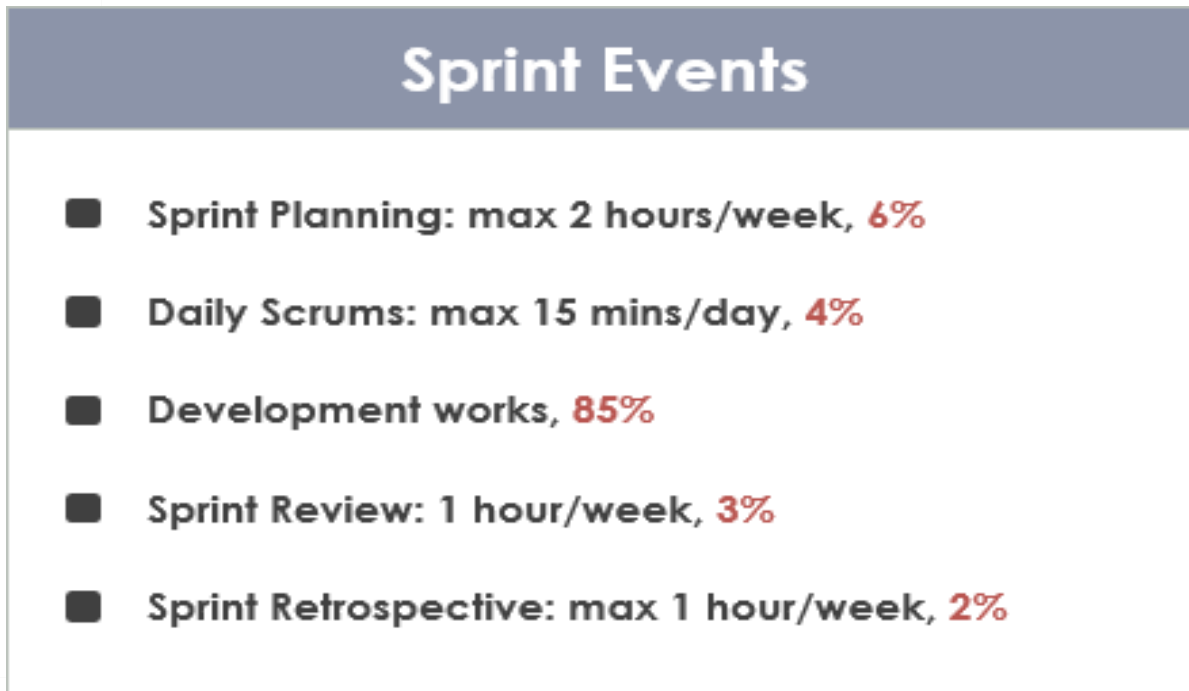
The Following is a “**time box**” of the 5 events corresponding to a 1-week Sprint in Scrum:

1. Sprint Planning: The timebox should not exceed 2 hours / Sprint length is 1 week.
2. Daily Scrum: The timebox should not exceed 15 minutes.
3. Sprint Review: The timebox should not exceed 1 hour / Sprint length for 1 week.
4. Sprint Retrospective: The timebox should not exceed 1 hour / Sprint length for 1 week. Sprint



## Timeboxed Events in Scrum

The Figure below shows the conversion of the timebox events to the percentage in Scrum:





## Pros and Cons of Timeboxing

**Timeboxing** is a common feature of many project management methodologies because timeboxing keeps teams focused on accomplishing the task at hand by providing a clear definition of done.

### The benefits of time limit (Timebox):

1. **Priority:** Priority is required for all matters that occur during the time.
2. **Focus:** Let focus on the “most important” things under time constraints.
3. **Stop Loss:** Let things have a stop loss point under the principle of time.



## The disadvantage of time limit (Timebox)

1. **Semi-finished products:** not all work can be completed in time. Under the time limit, it will cause “semi-finished products”.
2. **Not speaking:** The discussion may not be sufficient. Some people and some things may not be able to speak.
3. **Inaccurate:** It may happen that the matter is quickly discussed or not discussed, and the time estimate may be “not allowed”.



## Exercise

1. What is the duration of a scrum sprint?
2. What is the increment? **Explain.**
3. What are the different roles in Scrum?



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## What is a Sprint Goal in Scrum?

A **Sprint goal** shows the desired outcome of an iteration that provides a shared goal to the team, which goal has to be defined before the team starts the Sprint in order to focus to get this goal.

On the ideal situation, every sprint should have one goal. This ensures that everyone is in the same page. When the goal has been chosen, the team have to work to implement it.



## What is a Sprint Goal in Scrum?

First of all, the **Product Owner** has to define clearly the objective (or goal) of the Sprint. Then the team has to implement it in order to build a “Product Increment” and last but not least the stakeholders have to validate the goal and provide their feedback.



## Sprint Goal Example

**The following are typical sprint goals for an e-Commerce application:**

1. Add, remove and update quantities for the shopping cart.
2. Develop the checkout process: pay for an order, pick shipping, order gift wrapping



## Four Step for Creating a Sprint Goals

**Sprint goal is typically defined in the first part of the Sprint Planning Meeting through the following main steps:**

1. Product owner presents the ordered backlog items to the team.
2. Team discusses and understands the work for this Sprint.
3. Team forecasts and commits on the items that can be done.
4. Team creates the Sprint Goal for this Sprint.





## Sprint Goal Template

<b>PRODUCT</b> Name of the product	<b>SPRINT</b> The sprint number
<b>GOAL</b> <ul style="list-style-type: none"><li>• Why is it worthwhile to run the sprint?</li><li>• What should be achieved? For instance, bug fixing, enhancement of features, address a risk, or deliver a feature.</li></ul>	
<b>METHOD</b> <p>How is the goal met? Which artifact, validation technique and test case are used? For instance, paper prototype, spike, shippable product increment; product demo, UAT, A/B test; users, customers and/or internal stakeholders.</p>	
<b>METRICS</b> <p>How do you determine if the goal has been met? What is the done criteria? For instance, at least three of the five users carry out the usability test successfully within 3 mins.</p>	



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## What is Product Backlog in Scrum?

The **Product Backlog** is a sorted list of all the products you need and the only source of product demand changes.

The product owner is responsible for the content, availability, and priority of the product to-do list called Product Backlog.



## What is Product Backlog in Scrum?

The Product Backlog is a continuously improved list, with the initial version listing only the most preliminary and well-known requirements (**no necessary well understood**).

Product Backlog evolved based on changes in the product and development environment.



## What is Product Backlog in Scrum?

The Backlog is dynamic and it often changes to identify what is necessary to make the product reasonable, competitive, and useful. The Product Backlog exists as long as the product exists.

The Product Backlog lists all the features, use cases, user stories, improvements, and bug fixes that are made to future releases.



## Product Backlog Items

**Product Backlog Items (PBIs)** are usually sorted by value, risk, priority, and necessity.

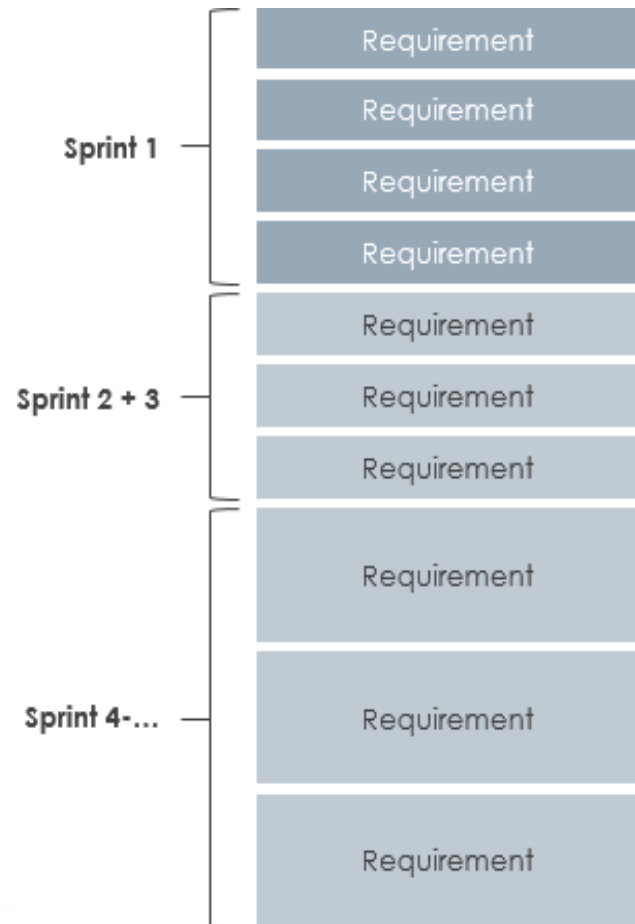
It is a sequence of highest to lowest priority, with each entry having a unique order.

The higher the ranking, the more urgent the product to-do list entry is, the more you need to think carefully and the more consistent your opinion on the value.

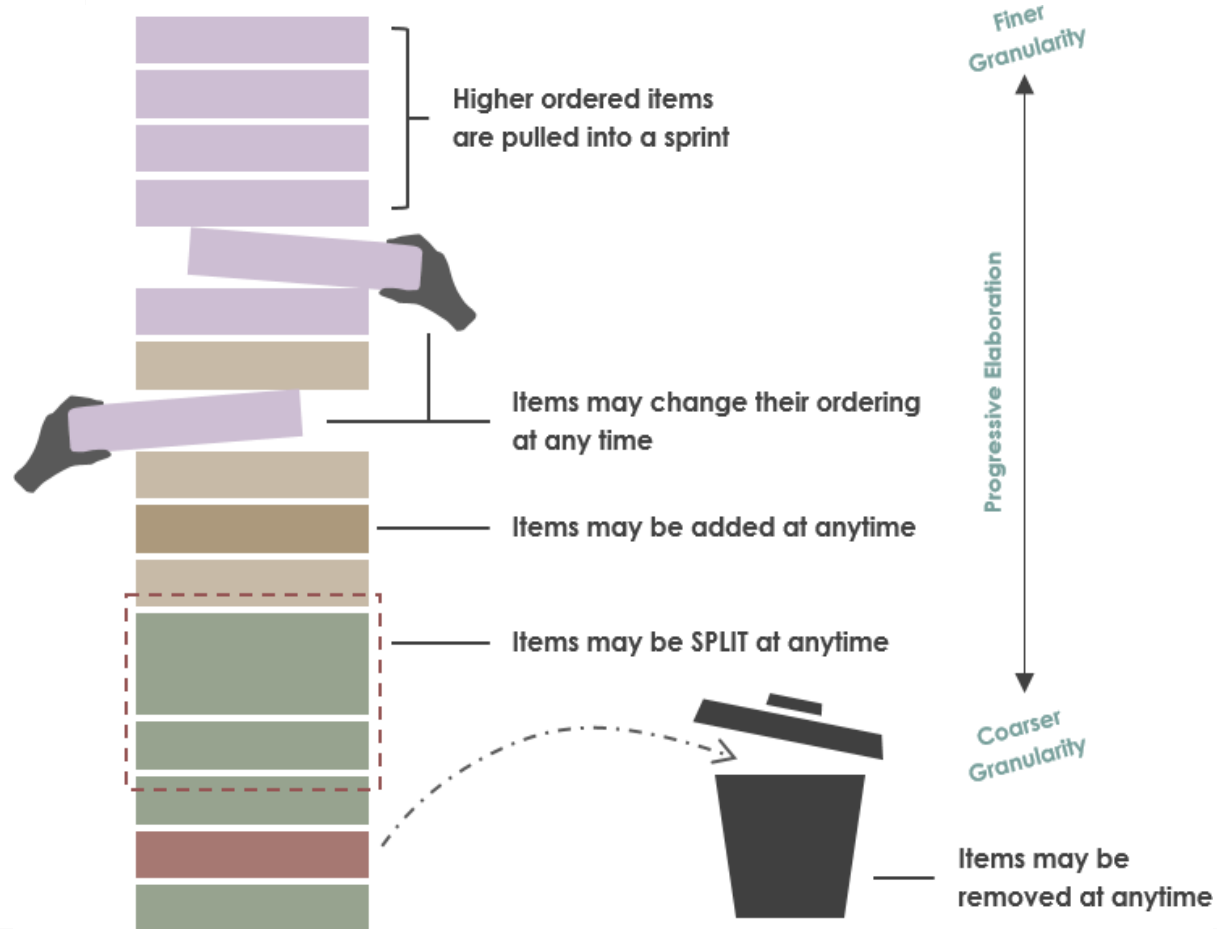


## Product Backlog Items

- The items in the Product Backlog with higher ranking are clearer and more specific than those with lower ranking.
- More accurate estimation of those items can be made based on clearer content and more detailed information.



## Product Backlog Items





## Sprint Planning

**A sprint planning** meeting is conducted before the start of a sprint.

The purpose of this meeting is to determine the sprint plan and set a sprint goal.

During the sprint planning meeting, the product owner describes the highest priority features to the entire team.



## Sprint Planning

They will then discuss which stories the team will do in that sprint.

The meeting should be attended by the whole team. If additional expertise on specific backlog items are required, then stakeholders can also be invited.



## Benefits of Sprint Planning Meeting

Below are some of the benefits of running a successful Sprint Planning meeting:

1. Enables the Team to agree on the sprint goal and commitment.
2. Enables task discovery, sign up, prioritization and estimation.
3. Creates the platform to communicate dependencies and identify team capacity to set and commit to an achievable sprint goal.



## Length of Sprint Planning Meeting

Total Sprint Duration	Sprint Planning Duration
1 week	2 hours
2 week	4 hours
3 week	6 hours
4 week	8 hours



## Preparation Work before Meeting

### For Scrum Master:

1. Identify the right people & schedule meeting with all logistics e.g. WebEX, Video conference etc.
2. Prepares and publishes agenda.
3. Make sure the skills and capabilities of team members are known and are generally aligned with the needs of the backlog item candidates for the sprint.



## Preparation Work before Meeting

### For Product Owner:

1. Each feature or user story is small enough to be completed within a sprint and includes detailed requirements and acceptance criteria.
2. Ensure backlog items are prioritized with the most important work items at the top and ready as per team's definition of ready.



## Preparation Work before Meeting

### For Development Team:

- ❖ Update the team's definition of done if needed and keep it ready for reference during the meeting.



## What is Sprint Review?

The sprint review is a meeting which the development team, the scrum master, the product owner and the stakeholders will attend.

The team gives a demo on the product and will determine what are finished and what aren't.





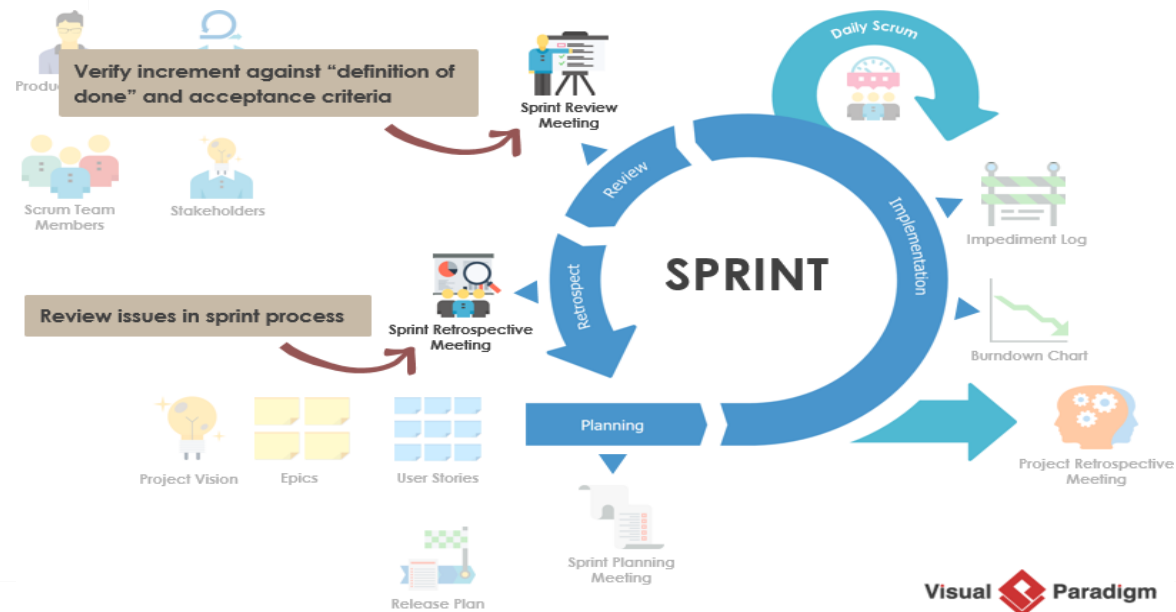
## What is Sprint Review?

The purpose of the Sprint Review meeting is for the team to show the customers and stakeholders the work they have accomplished over the sprint and compare it to the commitment given at the beginning of the sprint.



## Sprint Review vs Sprint Retrospective

The Sprint Review focuses on the “inspect” and “adapt” of the increment (Potentially shippable), while the Sprint Retrospective give more focus on the “inspect” and “adapt” of the process of the sprint.



## Sprint Increment Review

The Scrum teams will ask customers to review whether the work demonstrated (potentially shippable) meets the definition of done at this point, or sometimes, some customers may want time to use the application for some time prior to the acceptance made.

It offers the time to ask questions, make observations or provide feedback and suggestion, and have discussions about how to best move forward in the given current realities.



## Sprint Increment Review

The goal of the meeting is to review transparently and determine the status of the work implemented in the sprint:

1. has been done.
2. has not been done.
3. work that has been added.
4. And work removed from the sprint.



## Duration of Sprint Review

Total Sprint Duration	Sprint Review Duration
1 week	1 hours
2 week	2 hours
3 week	3 hours
4 week	4 hours



## Sprint Review Meeting Template

There are many ways for conducting a Sprint Review. The sprint review meeting agenda below outlines the activities within a typical Sprint Review meeting:

1. **Start** – Sprint Review Meeting starts
2. **Welcome the Stakeholders** – Product Owner welcomes the stakeholders to attend the review
3. **Present Review Agenda** – Product Owner presents the agenda for the Sprint Review



## Sprint Review Meeting Template

**4. Present Product Increments** – Development Team present the product demo that have been implemented in the Sprint.

**5. Get Feedback** – Product Owner asks the stakeholders for feedback regarding the product that have been delivered.

**6. Present Product Backlog** – Product Owner presents the top of the Product Backlog to stakeholder to get feedback for the upcoming Sprint(s) and solicit feedback from the stakeholders related to the backlog.

**7. Meeting ended**



## Exercise

1. What is a "**user story**" in Scrum?
2. What is the difference between change management in a Waterfall and an Agile Scrum?
3. What does **Definition of Done** (**DoD**) mean?  
How can this be achieved?
4. Who writes a user story? **Explain** ?





# Any Question ?!

