Scrum divides time into **Sprints**. In each Sprint, the team strives to create a potentially shippable product increment, i.e. something implemented, tested and documented. Sprint length is fixed throughout a project. Common are durations between 1 and 4 weeks.

The Dev Team picks items from the Product Backlog during the 1st half of the **Sprint Planning** meeting. Based on past Sprints they pick as many items as they think they can finish. The Product Owner answers questions and clarifies scope of the items. At the end, the Scrum team phrases the Sprint Goal.

During the 2nd half, the Development Team discusses in detail how they will turn the items into an increment. The Sprint Planning may last up to 8 hours in 4-week-sprints.

Each day at the same time the Development Team and the Product Owner meet for the **Daily Scrum** (aka Standup) to plan and distribute work: What did the team members achieve yesterday and what is still to do? Are there any impediments (obstacles or delays)? If so, who and how will these be tackled? The Daily Scrum may last up to 15 minutes. The time limit enforces that detailed discussions are postponed until after the Standup.

Scrum

Events

In the **Sprint Review**, the Development Team, the Product Owner and the stakeholders meet to demo and discuss the items finished during the Sprint. This feedback is used to update the Product Backlog. External factors such as budget, timeline, marketing, etc. can be part of the discussion. The Sprint Review may last up to 4 hours in 4-week-sprints.

The **Retrospective** aims to improve processes and collaboration. The Scrum Team meets to inspect the last Sprint and derive possible improvements, i.e. new behaviors to try out. The Retrospective may last up to 3 hours in 4-week-sprints.