



INTRODUCTION TO SCRUM

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SCRUM DEFINITION



SCRUM

Developed by
**Ken Schwaber &
Jeff Sutherland** in
the **early 1990s**.

WHAT IS SCRUM?

Scrum is a **lightweight framework** that helps **people, teams and organizations** generate value through adaptive solutions for **complex problems**.



WHAT IS SCRUM?

Scrum requires a Scrum Master to foster an environment where:

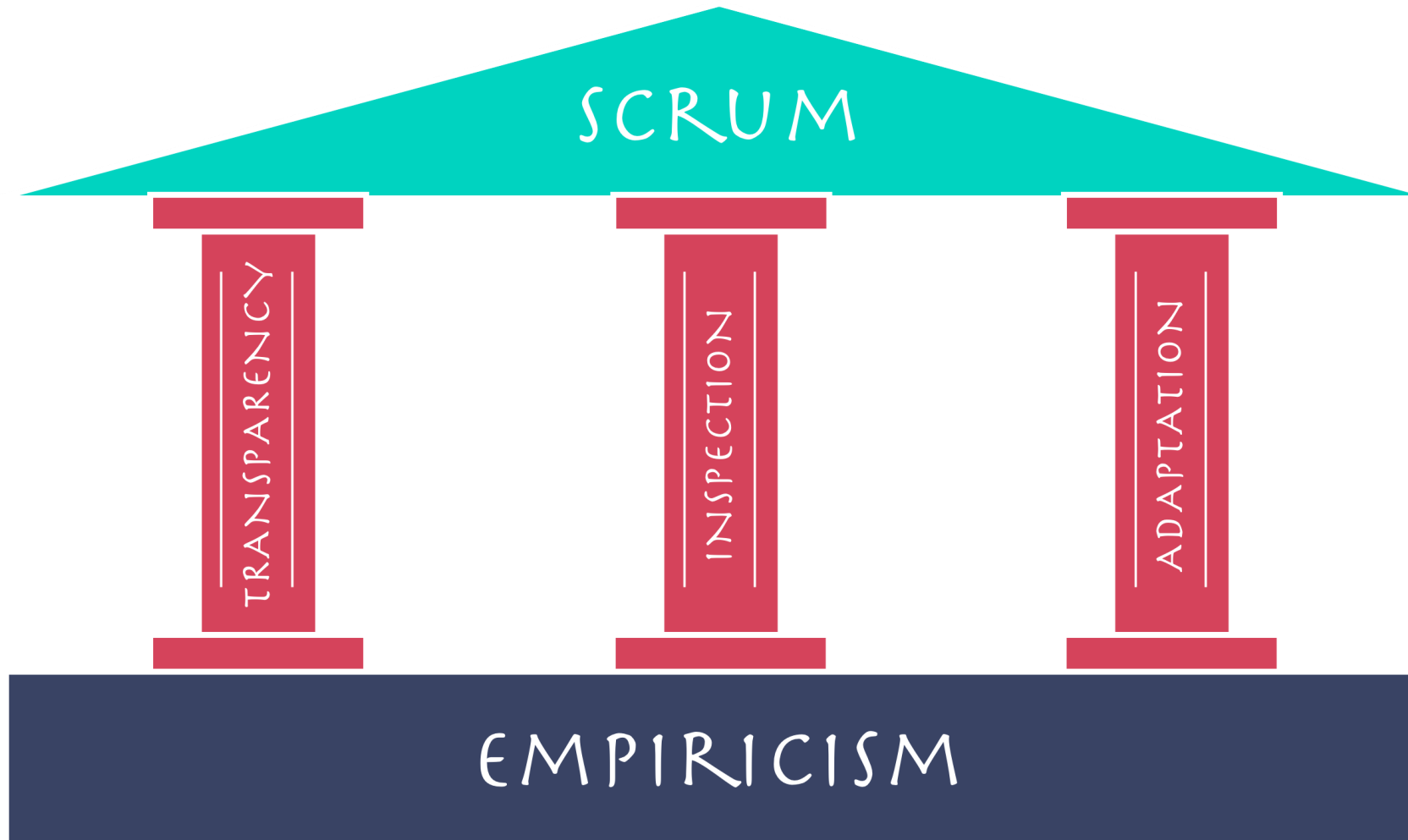
1. A Product Owner orders the work for a complex problem into a Product Backlog.
2. The Scrum Team turns a selection of the work into an Increment of value during a Sprint.
3. The Scrum Team and its stakeholders inspect the results and adjust for the next Sprint.
4. *Repeat.*



SCRUM THEORY

- Scrum is founded on **empiricism** and **lean thinking**. Empiricism asserts that knowledge comes from experience and making decisions based on what is observed rather than theory or pure logic. Lean thinking reduces waste and focuses on the essentials.
- Scrum employs an **iterative, incremental approach to optimize predictability and to control risk**. Scrum engages groups of people who collectively have all the skills and expertise to do the work and share or acquire such skills as needed.
- Scrum combines four formal events for inspection and adaptation within a containing event, the Sprint. These events work because they implement the empirical Scrum pillars of **transparency, inspection, and adaptation**.

PILLARS OF EMPIRICISM



PILLARS OF EMPIRICISM - TRANSPARENCY

The emergent process and work must be visible to those performing the work as well as those receiving the work. With Scrum, important decisions are based on the perceived state of its **three formal artifacts**.

Artifacts that have low transparency can lead to decisions that diminish value and increase risk.

Transparency enables inspection. Inspection without transparency is misleading and wasteful.

PILLARS OF EMPIRICISM - INSPECTION

The Scrum artifacts and the progress toward agreed goals must be inspected frequently and diligently to detect potentially undesirable variances or problems.

To help with inspection, Scrum provides cadence in the form of its **four events**.

Inspection enables adaptation. Inspection without adaptation is considered pointless. Scrum events are designed to provoke change.

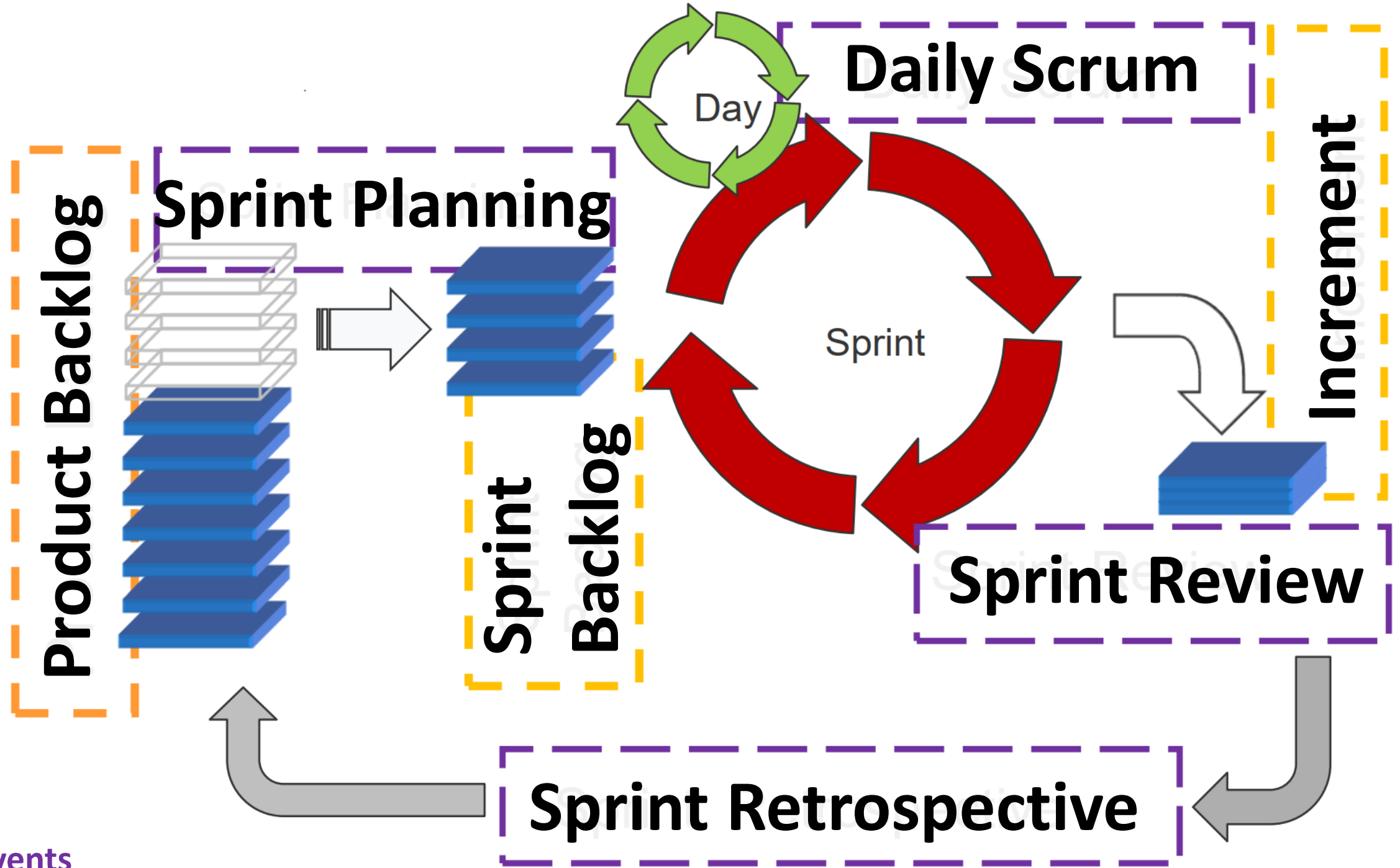
PILLARS OF EMPIRICISM - ADAPTATION

If any aspects of a process deviate outside acceptable limits or if the resulting product is unacceptable, the process being applied or the materials being produced must be adjusted.

The adjustment must be made as soon as possible to minimize further deviation.

Adaptation becomes more difficult when the people involved are not empowered or self-managing.

A Scrum Team is expected to adapt the moment it learns anything new through inspection.



SCRUM EVENT TIMING

Sprint Events	If 30 calendar days	If 2 weeks	If 1 week
Sprint Planning	8 hours	4 hours	2 hours
Daily Scrum (10 AM)	15 minutes	15 minutes	15 minutes
Sprint Review	4 hours	2 hours	1 hour
Sprint Retrospective	3 hours	1.5 hours	45 mins

Mon	Tue	Wed	Thu	Fri
Day 1 Half day – Sprint Planning Half day – development	Day 2 Development Daily Scrum – 15 min	Day 3 Development Daily Scrum – 15 min	Day 4 Development Daily Scrum – 15 min	Day 5 Development 1 Hour – Mid Sprint Review
Day 6 Development Daily Scrum – 15 min	Day 7 Development Daily Scrum – 15 min	Day 8 Development Daily Scrum – 15 min	Day 9 Development Daily Scrum – 15 min	Day 10 Sprint Review – 2 hours Sprint Retrospective – 1.5 hour (post-mortem)

MVP – Most Viable Product / Minimum Viable Product (v1.0)

SCRUM VALUES

Successful use of Scrum depends on people becoming more proficient in living five values:

Commitment, Focus, Openness, Respect, and Courage

The Scrum Team commits to achieving its goals and to supporting each other.

Their primary focus is on the work of the Sprint to make the best possible progress toward these goals.

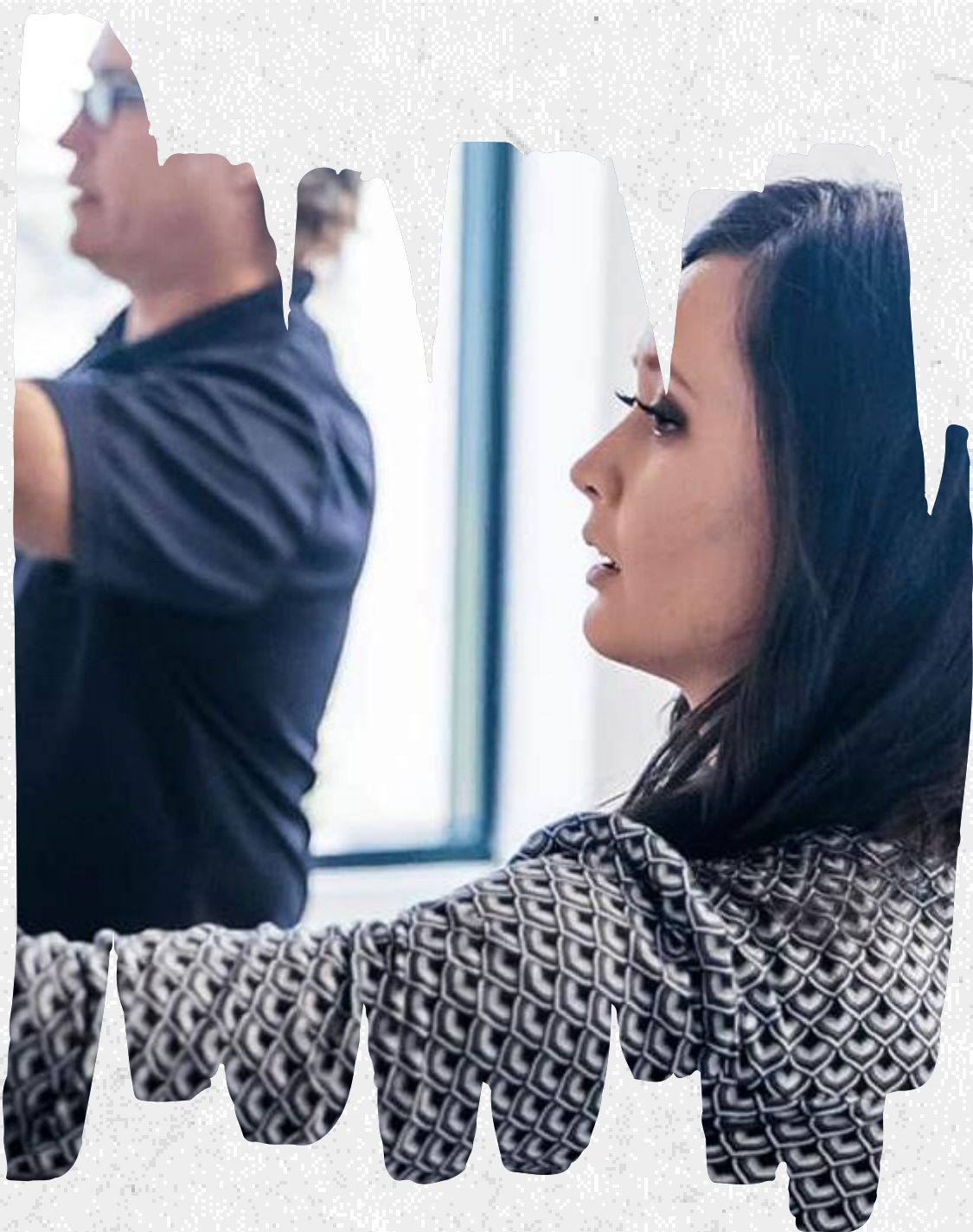
The Scrum Team and its stakeholders are open about the work and the challenges.

Scrum Team members respect each other to be capable, independent people, and are respected as such by the people with whom they work.

The Scrum Team members have the courage to do the right thing, to work on tough problems.



SCRUM TEAM



SCRUM TEAM

The fundamental unit of Scrum is a **small team of people**, a Scrum Team.

The Scrum Team consists of **one Scrum Master, one Product Owner, and Developers.**

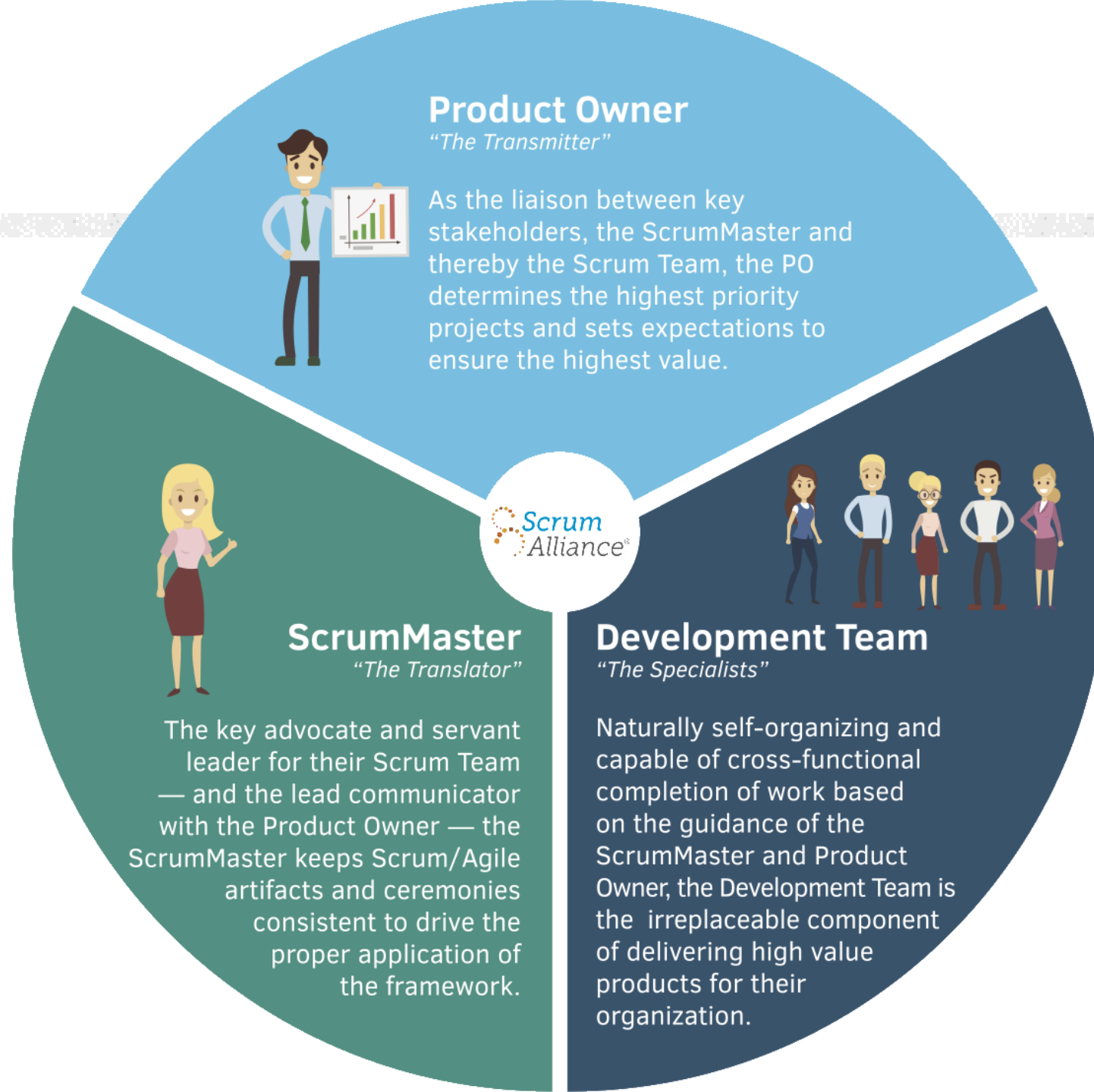
Within a Scrum Team, there are **no sub-teams or hierarchies.**

It is a cohesive unit of professionals **focused on one objective at a time**, the **Product Goal.**

SCRUM TEAM

Scrum Teams are **cross-functional**, meaning the members have all the skills necessary to create value each Sprint. They are also **self-managing**, meaning they **internally decide who does what, when, and how**.

The Scrum Team is small enough to remain nimble and large enough to complete significant work within a Sprint, typically **10 or fewer people**. In general, we have found that smaller teams communicate better and are more productive. If Scrum Teams become too large, they should consider reorganizing into multiple cohesive Scrum Teams, each focused on the same product. Therefore, they should share the same Product Goal, Product Backlog, and Product Owner.



DEVELOPER

Developers are the people in the Scrum Team that are committed to creating any aspect of a **usable Increment** each Sprint.

The specific skills needed by the Developers are often broad and will vary with the domain of work.

However, the Developers are always accountable for:

- Creating a plan for the Sprint, the Sprint Backlog;
- Instilling quality by adhering to a Definition of Done;
- Adapting their plan each day toward the Sprint Goal; and,
- Holding each other accountable as professionals.

PRODUCT OWNER

The Product Owner is accountable for **maximizing the value of the product** resulting from the work of the Scrum Team. How this is done may vary widely across organizations, Scrum Teams, and individuals.

The Product Owner is also accountable for effective Product Backlog management, which includes:

- Developing and explicitly communicating the Product Goal;
- Creating and clearly communicating Product Backlog items;
- Ordering Product Backlog items; and,
- Ensuring that the Product Backlog is transparent, visible and understood

PRODUCT OWNER

The Product Owner **is one person, not a committee.**

The Product Owner may represent the needs of many stakeholders in the Product Backlog.

Those wanting to change the Product Backlog can do so by trying to convince the Product Owner.

SCRUM MASTER

The Scrum Master is accountable for **establishing Scrum** as defined in the Scrum Guide. They do this by **helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization.**

The Scrum Master is accountable for the Scrum Team's effectiveness. They do this by enabling the Scrum Team to improve its practices, within the Scrum framework.

Scrum Masters are **true leaders who serve the Scrum Team and the larger organization.**

No titles → Self organising Teams

*“Everybody... has exactly the same job
and exactly the same job description
And that is to ship products.
Your job is not to write code.
Your job is not to test.
Your job is not to write specs.
Your job is to ship products.
That’s what product development groups do”*

*“When you wake up in the morning and you
come in to work, you say, ‘What is the focus
- are we trying to ship or are we trying to
write code?’*

*The answer is we are trying to ship.
You’re not trying to write code,
you’re trying to not write code.”*



**THANK
YOU**
