THE SCRUM GUIDE 2020

PRINCIPLES

TRANSPARENCY
- Emergent processes and work should be visible to those performing the work and receiving it.
- High artifact transparency enables better decision making.
- Transparency is the foundation for accurate inspection.
- Scrum Artifacts are in place to reinforce transparency

INSPECTION
- Artifacts and progress toward goals must be inspected frequently to detect unexpected variance.
- Thorough transparent inspection enables adaptation.
- Scrum team reinforces 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.
- Adjustments must be made as soon as possible to minimize further deviation

EMPIRICISM
- Knowledge comes from experience.
- Decisions are made based on what is known.
- Incremental & Iterative approach to reduce risk.
- Scrum events are designed to reinforce Empiricism

SELF MANAGEMENT
They internally decide who does what, when, and how.

LEAN THINKING
- Reducing waste
- Focus on essentials
- Maximize the work not done

VALUES
- Values support trust which supports transparency and thus empiricism

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

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

FOCUS
A Scrum Team's primary focus is on the work of the Sprint to make the best possible progress toward these goals.

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

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

SCRUM MASTER

The Scrum Master service to the Scrum Team:
- Coaching the team members in self-management and cross-functionality;
- Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done;
- Causing the removal of impediments to the Scrum Team's progress;
- Ensuring that all Scrum events take place and are positive, productive, and kept within the timebox.

The Scrum Master service to the Product Owner:
- Helping find techniques for effective Product Goal definition and Product Backlog management;
- Helping the Scrum Team understand the need for clear and concise Product Backlog items;
- Helping establish empirical product planning for a complex environment;
- Facilitating stakeholder collaboration as requested or needed.

The Scrum Master service to the organization:
- Leading, training, and coaching the organization in its Scrum adoption;
- Planning and advising Scrum implementations within the organization;
- Helping employees and stakeholders understand and enact an empirical approach for complex work;
- Removing barriers between stakeholders and Scrum Teams

SCRUM MASTER
- Scrum Master accountable for establishing Scrum as defined in the Scrum Guide and Scrum Team effectiveness
- True leaders serving the Scrum Team and the larger organization

PRODUCT OWNER
- Product Owner accountable for maximizing the value of the product resulting from the work of the Scrum Team
- Effective PB management
- Develop and communicate Product Goal
- Creating and clearly communicating Product Backlog items
- Ordering Product Backlog items
- Ensuring that the Product Backlog is transparent, visible and understood
- Tasks can be delegated accountability cannot
- One person not a commitee

DEVELOPERS
- Developers committed to creating any aspect of a usable Increment each Sprint
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- 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
- Holding each other accountable as professionals

TEAM
- Cross-functional and self managing
- Small enough to remain nimble and large enough to complete significant work within a Sprint, typically 10 or fewer
- Scrum Team is responsible for all product- related activities
- The entire Scrum Team is accountable for creating a valuable, useful Increment every Sprint

EVENTS
- Each event in Scrum is a formal opportunity to inspect and adapt Scrum artifacts
- Failure to operate any events as prescribed results in lost opportunities to inspect and adapt
- All events are held at the same time and place to reduce complexity

SPRINT
- A container for all other events
- Fixed length events of one month or less
- All the work necessary to achieve the Product Goal happen within Sprints
- A Sprint could be cancelled if the Sprint Goal becomes obsolete by PO

SPRINT PLANNING
- Sprint Plan created by entire Scrum Team
- Comprises WHY the sprint is valuable, WHAT will be done and HOW
- Timeboxed to 8 hours for one month Sprint

DAILY SCRUM
- For the Developers to I&A progress toward Sprint Goal
- Produces an actionable plan for the next day of work
- Daily Scrums improve communications, identify impediments, promote quick decisionmaking, and eliminate need for other meetings
- Timeboxed to 15 mins

SPRINT REVIEW
- Inspect the outcome of the Sprint and determine future adaptations
- Scrum Team and stakeholders review what was accomplished in the Sprint and what has changed in their environment then decide what to do next
- Product Backlog may also be adjusted to meet new opportunities
- Timeboxed to 4 hours for a one-month Sprint

SPRINT RETROSPECTIVE
- Inspect how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done
- Discuss what went well during the Sprint, what problems it encountered, and how those problems were/ weren't solved
- Timeboxed to 3 hours for a one-month Sprint

ARTIFACTS

PRODUCT BACKLOG
- Product Goal describes a future state of the product
- Serves as a long-term target for the Scrum team
- Product Goal is in the Product Backlog
- The rest of the Product Backlog emerges to define "what" will fulfill the Product Goal
- Scrum Team must fulfill (or abandon) one objective before taking on the next

INCREMENT
- A concrete stepping stone toward the Product Goal
- Is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together
- Multiple Increments may be created within a Sprint
- An Increment may be delivered to stakeholders prior to the end of the Sprint
- Work cannot be considered part of an Increment unless it meets the Definition of Done
- Presented at the Sprint Review thus supporting empiricism
- Sprint Review should never be considered a gate to releasing value

SPRINT BACKLOG
Sprint Backlog is composed of the
- Sprint Goal (Why)
- The set of Product Backlog items selected for the Sprint (What)
- An actionable plan for delivering the Increment (How)
- Sprint Backlog is a plan by and for the Developers
- A highly visible, real-time picture of the work that the Developers plan to accomplish during the Sprint

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SPRINT GOAL
- Sprint Goal is the single objective for the Sprint Provides flexibility in terms of the exact work needed to achieve it
- Sprint Goal also creates coherence and focus, encouraging the Scrum Team to work together rather than on separate initiatives
- Created during the Sprint Planning event and then added to the Sprint Backlog If the work turns out to be different than expected
- Scrum Team works with Product Owner to negotiate scope of the Sprint Backlog within the Sprint without affecting the Sprint Goal

COMMITMENTS
- Each artifact contains a commitment to ensure it provides information that enhances transparency and focus against which progress can be measured

DEFINITION OF DONE
- A formal description of the state of the Increment when it meets the quality measures required for the product.
- The moment a Product Backlog item meets the Definition of Done, an Increment is born.
- Creates transparency by providing everyone a shared understanding of what work was completed as part of the Increment.
- PBIs that don't meet the Definition of Done cannot be released or even presented at the Sprint Review.
- Developers are required to conform to the Definition of Done.
- Multiple Scrum Teams working together on a product must mutually define and comply with the same Definition of Done.