

Key Points

- Sprint Planning is timeboxed to 2 hours or less per week of Sprint length. 一週長度的Sprint的規劃時間限制為2小時或更少
- 3 Questions to answered in Sprint Planning: Sprint 規劃需要回答的 3 個問題：
 - **Why** the Sprint is valuable? (The Sprint Goal) 為什麼這個Sprint有價值？(衝刺目標)
 - **What** “Ready” PBIs to Pull to **achieve the Sprint Goal** 那些“準備好的”PBI 需要拉進來, 才能實現 **Sprint**目標
 - **How** the chosen work will be accomplished (Developers) 如何完成所選工作(開發人員)
- What you can accomplished is **depends on Yesterday's Weather** and **coming Sprint's capacity** (any holidays, anyone is out of office...) 你能完成什麼取決於昨天的天氣和即將到來的Sprint的容量(任何假期, 人們不在辦公室...)
- “Ready” PBI needs to have **clear Acceptance Criteria** “準備好的”PBI 需要有明確的驗收標準

The Daily Scrum (*)

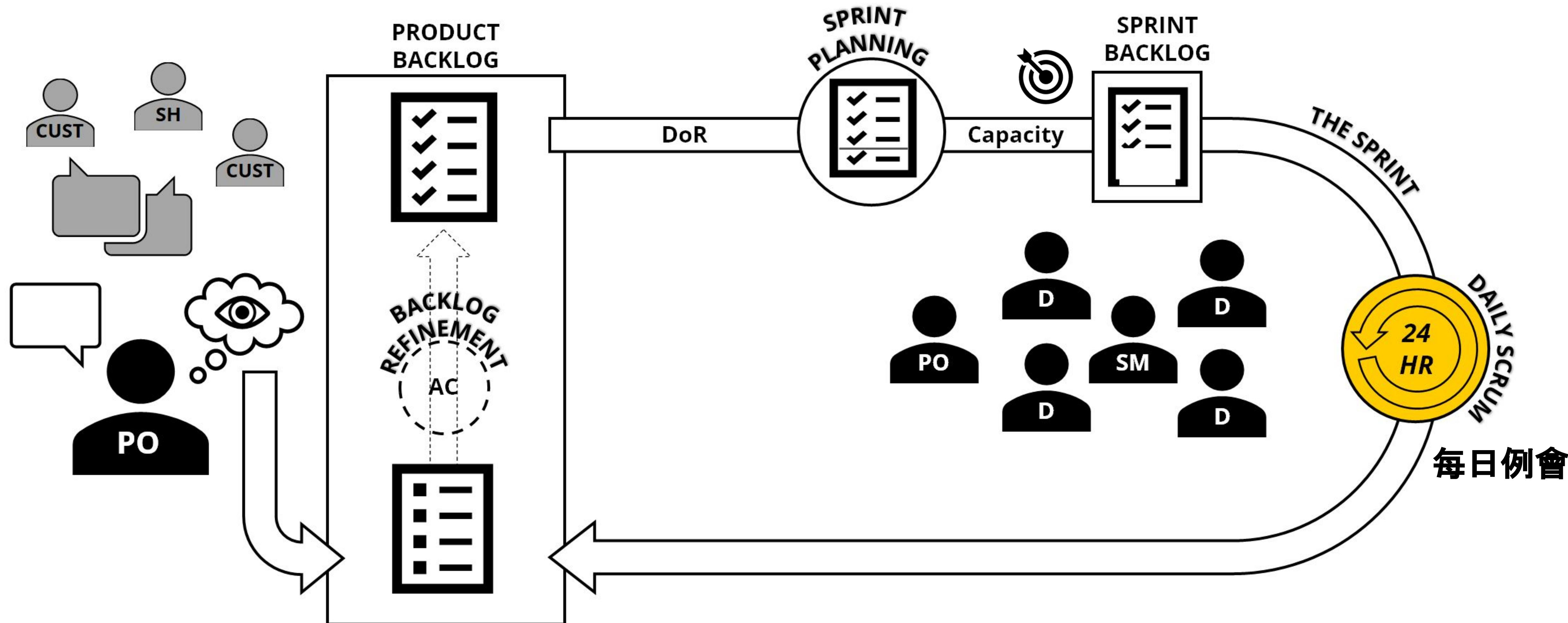
As a member of a Scrum Team, I need to participate in a good Daily Scrum, so that I can help my team improve their performance

身為Scrum團隊的一員，我要參與好的每日例會，
所以我才可以協助團隊改善績效

Learning Objectives:

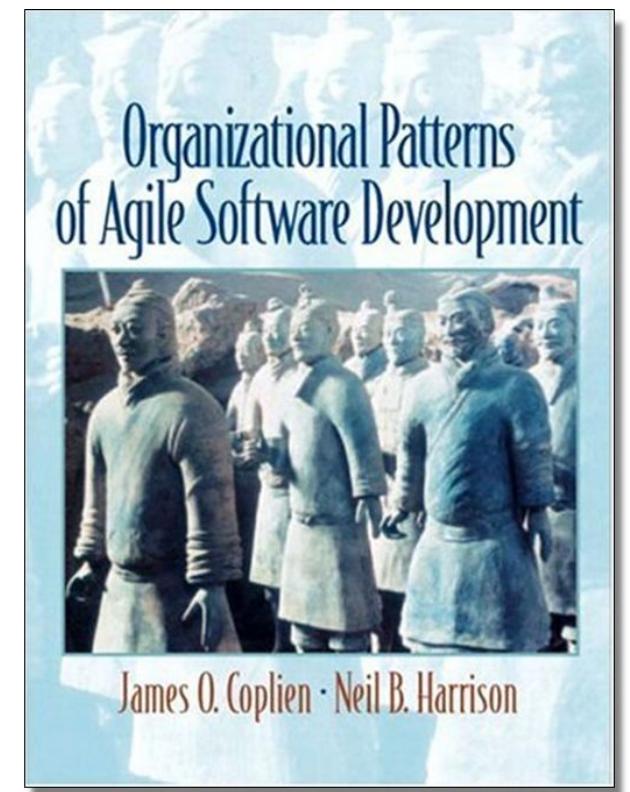
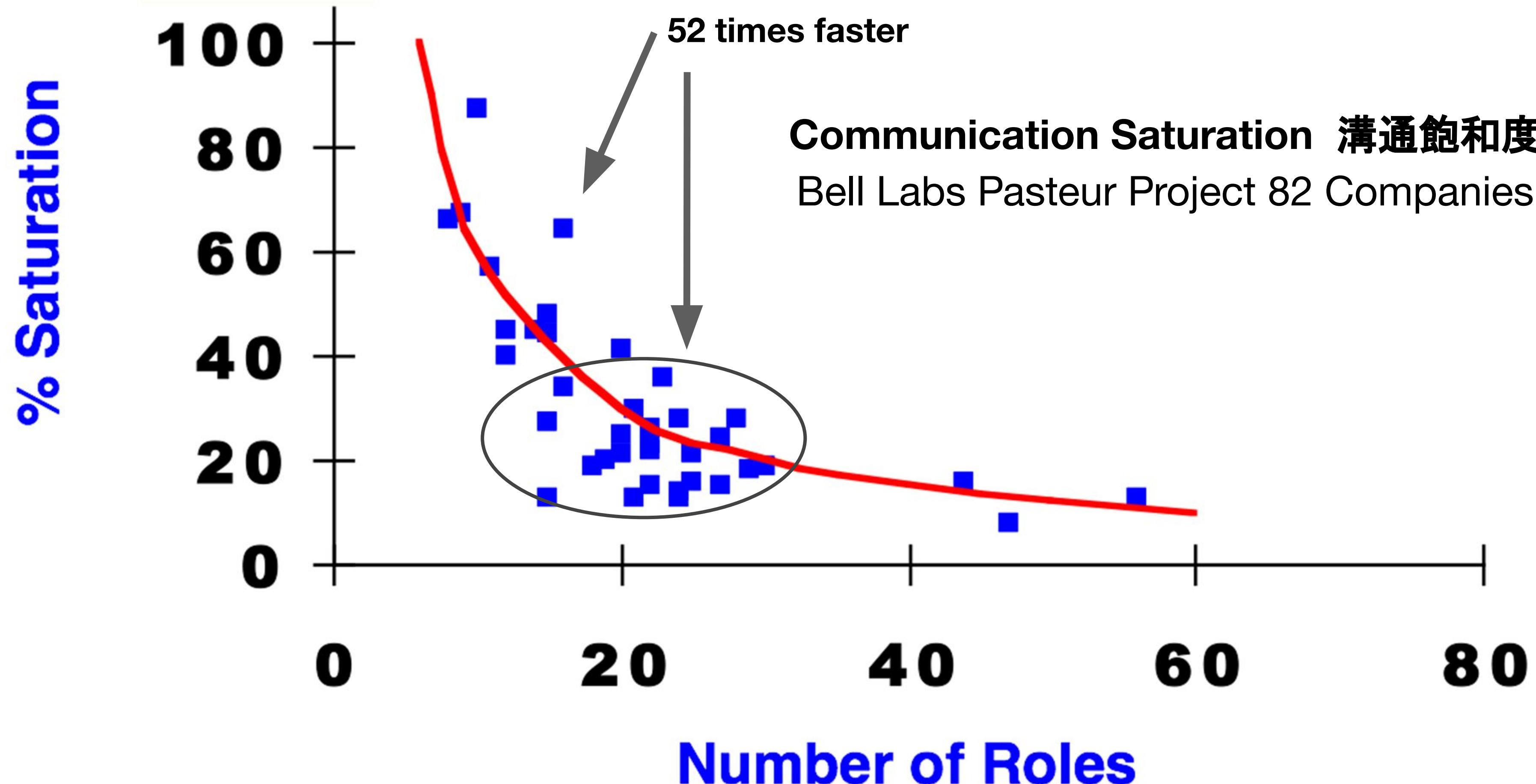
- Describe that the Daily Scrum is a meeting for the team to **re-plan** and intensify **focus**, increase **collaboration**, and **identify and resolve impediments** 描述每日例會是團隊重新規劃和強化重點、加強協作以及識別和解決障礙的會議
- State that the **Scrum Master is responsible for ensuring that the Team has a Daily Scrum** 聲明Scrum Master負責確保團隊進行每日例會
- Explain why the result of the Daily Scrum should **reflect improved flow (and Process Efficiency of PBIs)** 解釋為什麼每日例會的結果應該反映改進的流程(以及 PBI 的流程效率)
- Identify techniques for **motivating team spirit** and **maximizing the effectiveness of the Daily Scrum** 激發團隊精神並最大限度提高每日例會有效性的技巧
- Explain how the Daily Scrum can be used in a **scaled context** to **align multiple teams that have a need to coordinate or a common goal** 解釋如何在規模化的環境中使用每日例會來協調有共同目標的多個團隊
- Recognize symptoms of an **unhealthy Scrum board** 識別不健康的Scrum看板的症狀
- Express **the value of sharing learnings** and insights across teams 表達跨團隊分享學習和見解的價值

Scrum Framework



Do you need to stand up during the Daily Scrum?
Does PO (or SM) has to be in Daily Scrum?

Looking for a better way the team work together, and they found out...



More roles consistently showed worse communication
and having a Daily meeting gives best performance

Daily Scrum

OBJECTIVE: 目的

Focus the Scrum Team on achieving the Sprint Goal

讓Scrum團隊專注於達成Sprint目標

- **Discuss progress** and **identify (process) impediments** to meeting the Scrum Team's commitment to stakeholders. 討論進度及找出(流程)的障礙, 以利做到團隊對利益關係者的承諾
- **Remove impediments (Make Impediment visible)** towards achieving Sprint Goal 移除阻礙達成Sprint目標的障礙
- Remove other unneeded / no value meetings

Purpose: 用途

- **Re-plan** 重新計劃 (reassign, swarm, pair to move faster)
- Intensify team **FOCUS** - through the Sprint Goal 藉由Sprint目標加強團隊專注
- Increase and improve Communication, Collaboration, and Clarification 加強溝通協作及澄清
- Motivate team spirit 激發團隊合作精神
- To Inspect and Adapt

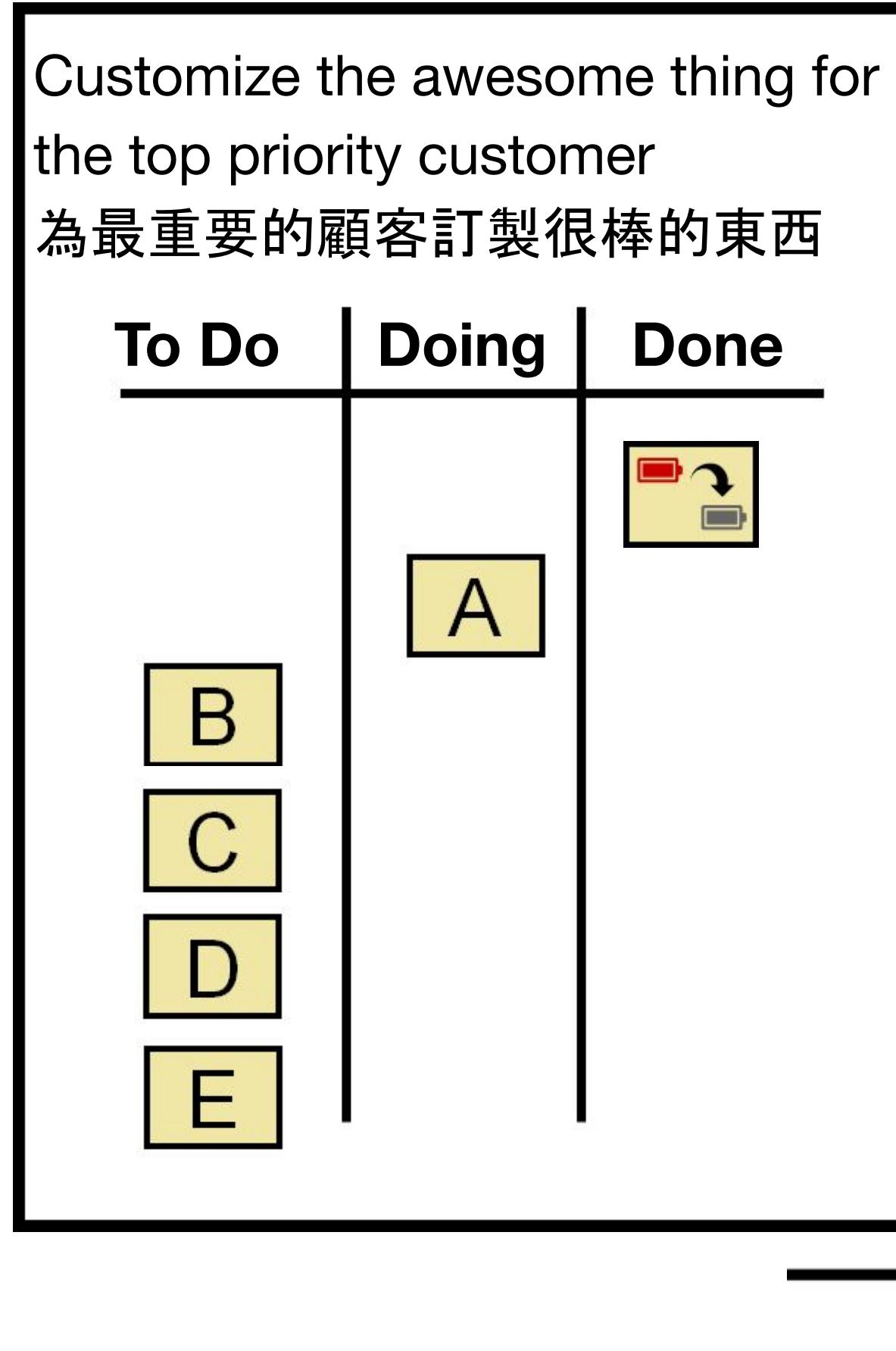
Leading Practices: 最佳做法

- Same time & place each day 每天相同的時間和地點
- STAND UP !!! 站起來



**15 minutes
Or Less**

Daily Scrum: The Right Conversations

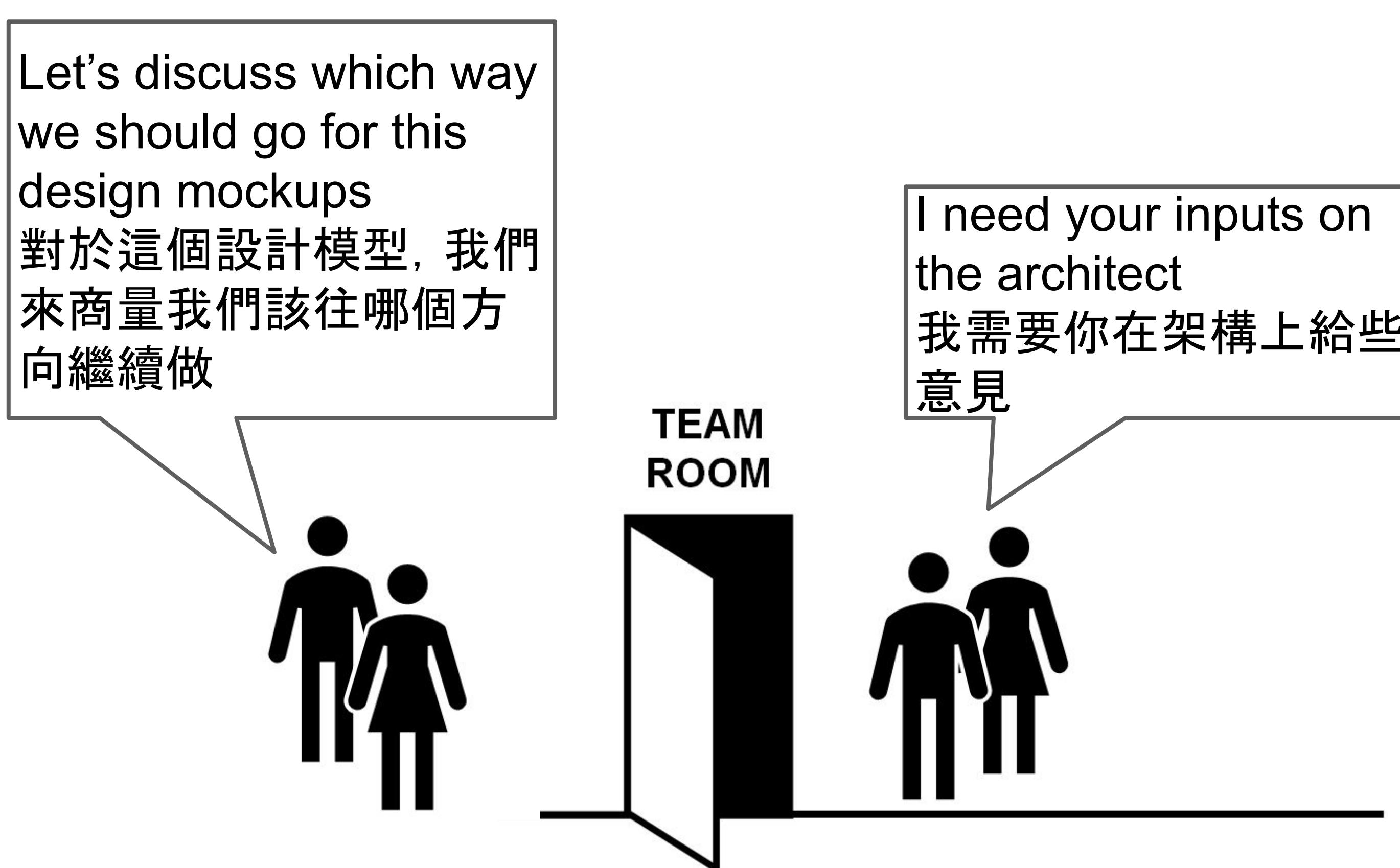


What **have we done** since the last Daily Scrum to **meet the Sprint Goal**?
前次的Daily Scrum之後，我們未達成Sprint目標做了什麼？

What will we **do next** to make sure we **meet the Sprint Goal**?
為確保達成Sprint目標，我們接下來要做什麼？

Is there anything **blocking** us from meeting the **Sprint Goal**?
有任何事情阻擾我們達成Sprint目標？

Daily Scrum: Parking Lot 停車場



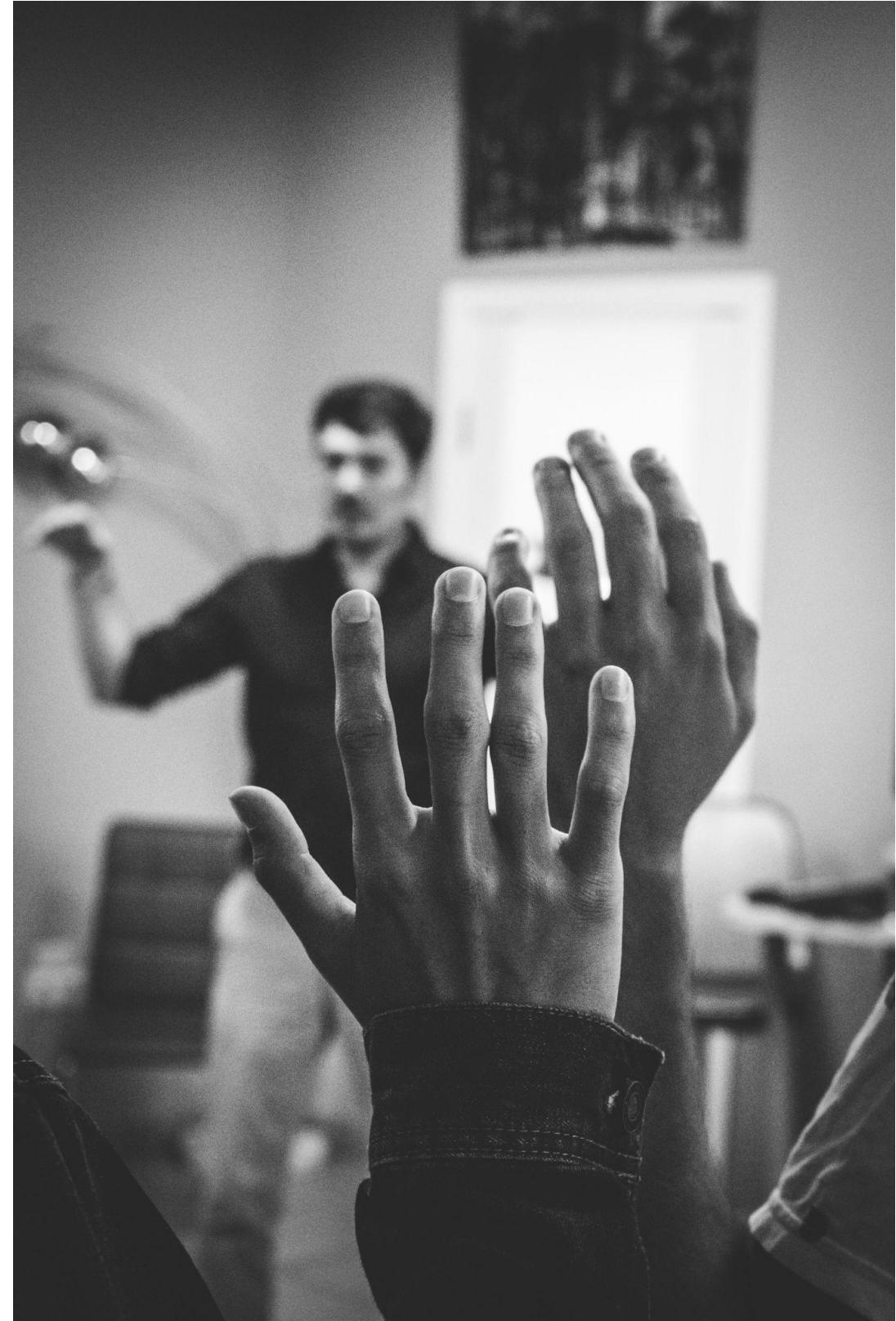
Discussion: As a Scrum Master...

What behaviors
would you **praise**
about this Daily
Scrum?
那些是值得稱讚的？

what **coaching**
would you offer
this team?
你會給這個團隊
什麼指點呢？



Questions?



The person asks the question is the person who learns the most

Key Points

- **Daily Scrum empowers the team to see where they are toward the Sprint Goal** 每日例會使團隊能夠了解他們在實現Sprint目標方面的進展情況
- **Re-plan the Sprint as needed** 根據需要重新規劃Sprint
- **3 questions are optional** 3個問題非必要
Make Impediments visible, trackable, remove, and escalate when needed 使障礙可見、可追蹤、消除並在需要時上報
- **15 mins or less, same place, same time** 15分鐘或更短, 同一地點, 同一時間
- **Daily Scrum allows the team to Focus on Sprint Goal, improve Communication, and boost team morale** 每日例會讓團隊專注於Sprint目標、改善溝通並提高團隊士氣

The Sprint Review 展示會議

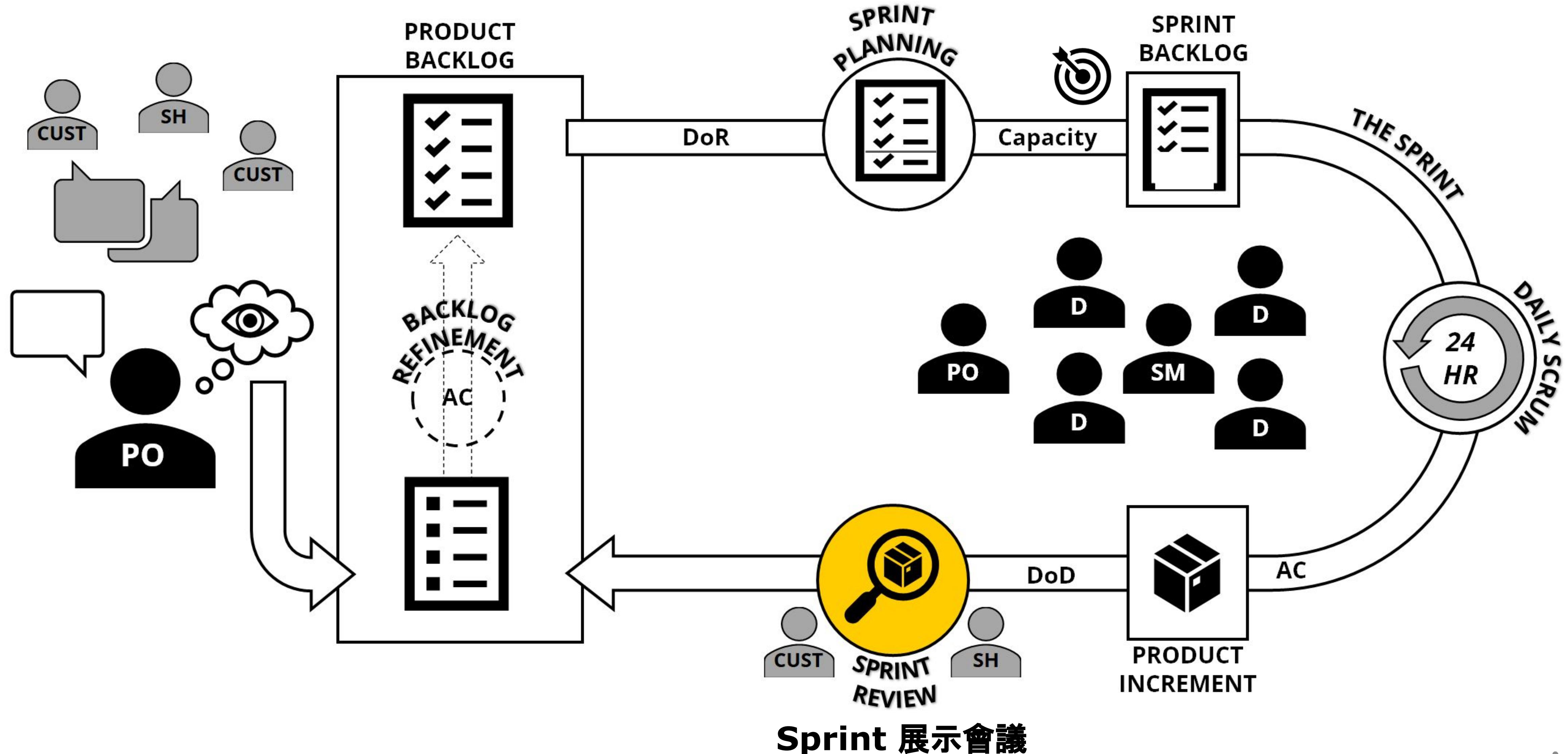
As a member of a Scrum Team, I want my team to demo working product (Increment) at the Sprint Review, so that we can get feedback from customers

身為Scrum團隊的一員，我要團隊在展示會議展示可用的產品，
所以我們可以從顧客端取得意見回饋

Learning Objectives:

- State that the Sprint Review is **time-boxed to one hour or less per week of Sprint** 說明 Sprint展示會議的時間限制為一週Sprint一小時或更少
- Describe that the objective of the Sprint Review is to **demonstrate a working increment** for the purpose of **getting feedback and updating the Product Backlog** 描述Sprint展示的目標是展示工作增量，以獲取回饋和更新產品待辦事項
- Explain that **only completed work is demonstrated** at the Sprint Review 只有已完成的工作才會在 Sprint展示
- Explain that the **Product Owner is responsible for getting the right people in the room to give feedback** during the Sprint Review 解釋產品負責人有責任讓合適的人在Sprint展示期間提供回饋
- Recognize that the Scrum Master may help facilitate this event 可以幫助引導這項活動
- Discuss the impact of any work that was **pulled into the Sprint backlog but, for one reason or another, did not get done** (If not Done, Why) 討論任何被拉入Sprint Backlog但由於某種原因沒有完成的工作的影響(如果沒有完成, 為什麼)

Scrum Framework



Sprint Review 展示會議

EVENT OBJECTIVE:

會議目標

Demonstrate the Product Increment (can be a new feature, new process, or new service) to the stakeholders and **solicit feedback** which may be used to adapt the Product Backlog 向利益相關者展示產品增量並徵求回饋，可以用來調整產品待辦

- PO invites stakeholders, go over Sprint Goal, which PBIs are Done and which are not 討論Sprint目標
- The **Scrum Team** demonstrates the Done (**meeting Definition of Done**) Increment(s) they created in the Sprint. Scrum團隊展示完成的增量
- **Gathering** user feedback and answer questions 收集使用者回饋
- **Stakeholder** and **product feedback is the key outcome** 利益相關者和產品的回饋是主要的成果
- Another Inspect (the Increment) and Adapt (the Product Backlog) cycle
- **Review on how the market might have changed** and what is the most valuable to do next (this provides **input to next Sprint Planning**)
- Demo or Die (no more funding)



**One hour Or Less
Per Week of Sprint**
週期為一週的Sprint的展
示會議至多一小時

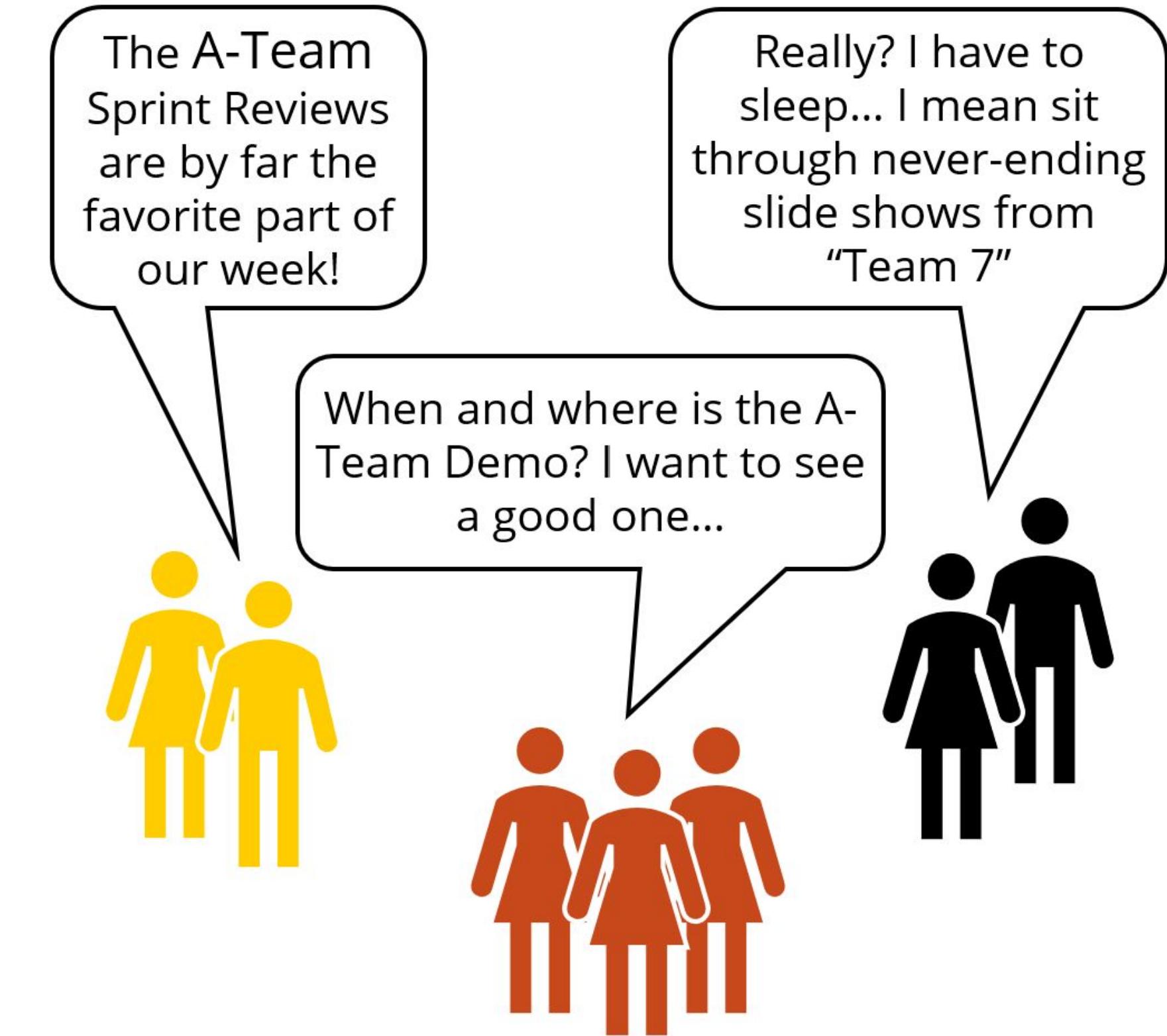
Sprint Review: Demo Product Increment

展示產品增量

How much preparation time should we spend getting ready for the product demonstration?

我們應該花多少時間準備產品展示？

- The Sprint Review should be **engaging for the customers** and the Scrum Team, so **some prep is good**
為了吸引顧客，因此需要一些準備
- Time spent by the Scrum Team preparing a **unique setup is time unavailable** to create value
花在準備特別安排所用的時間，並沒有創造出價值
- Therefore, create **a standard, repeatable format** for **obtaining the feedback** you need
因此，請建立標準且可重複的形式，來獲得您需要的意見回饋

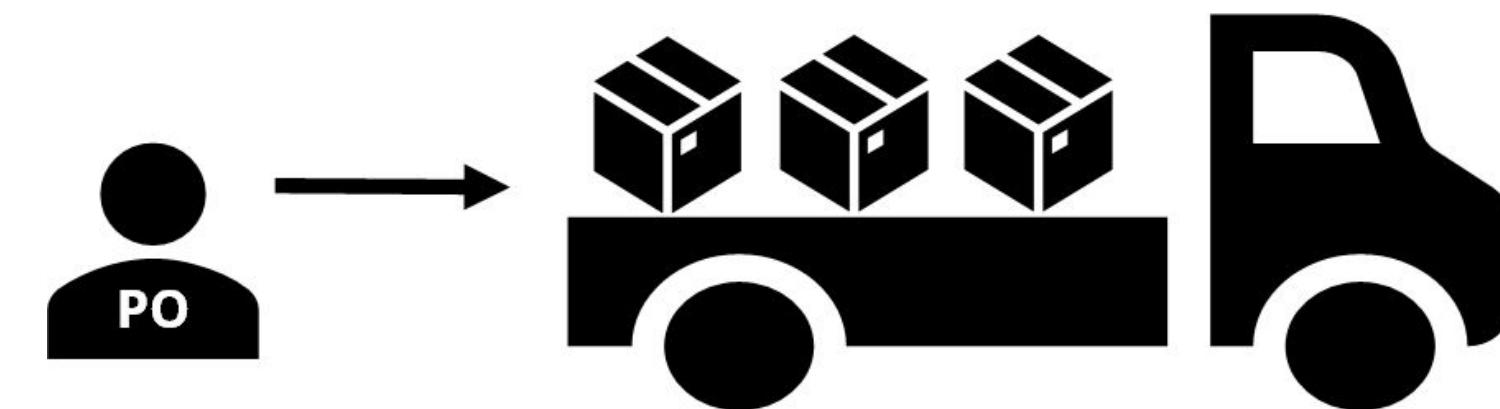


Can I use PowerPoint for my demo?

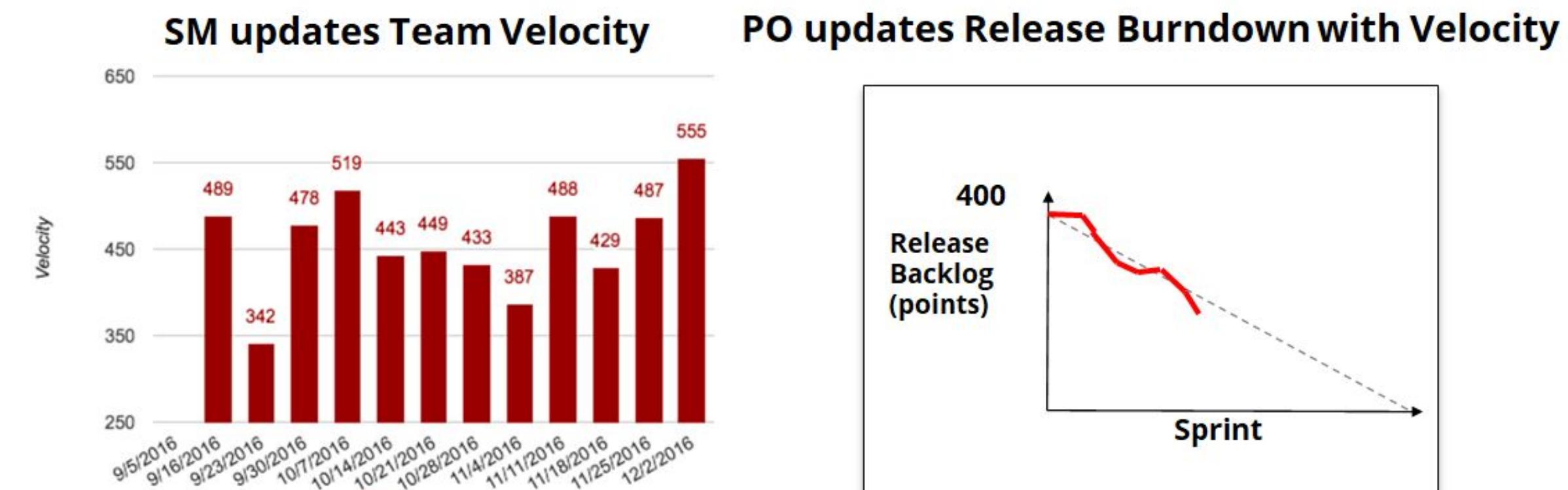
Deliverables from the Sprint Review

展示會議要做到的事

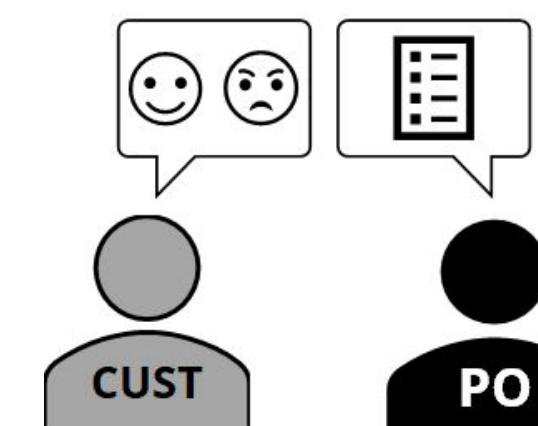
- Potentially Shippable **Increment** of Product
可交付的產品增量



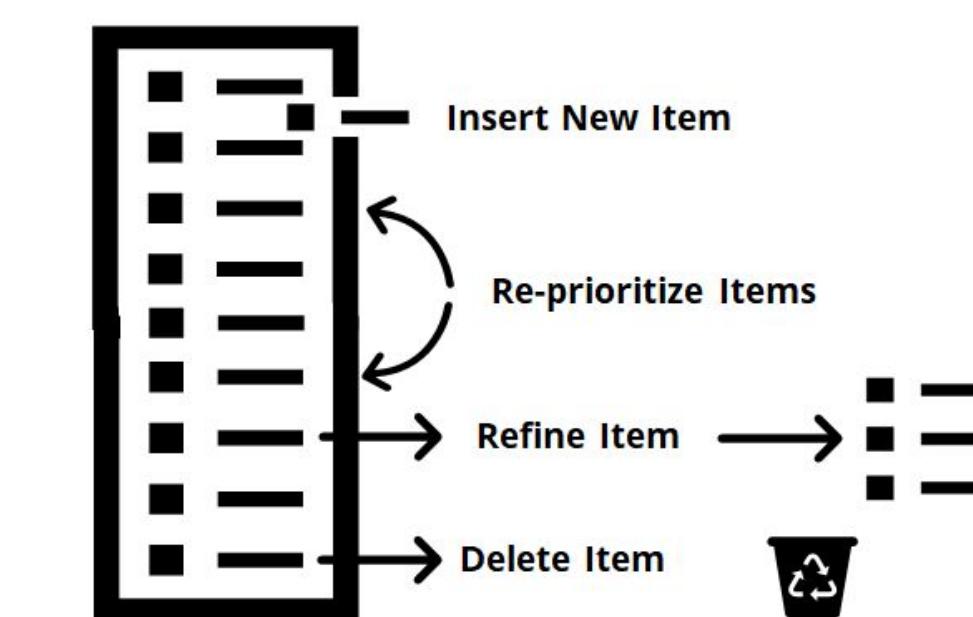
- Velocity** (= what is Done)
速率(=已完成的事)



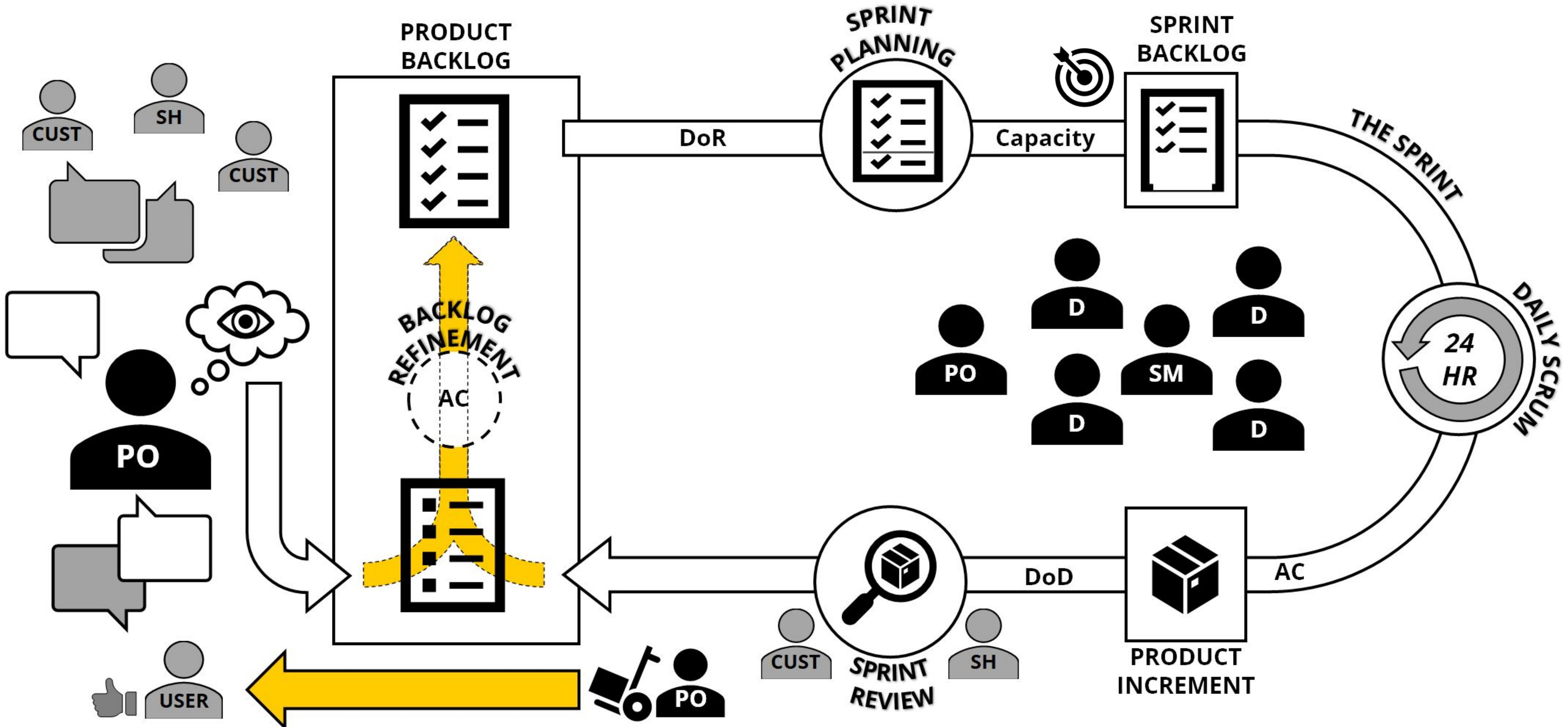
- Feedback**
意見回饋



use feedback
to update the backlog



Scrum Framework



Sprint Review: Tesla Solar Roof



Source: Tesla <https://www.tesla.com/solarroof>

Another Tesla Review



Source: Tesla

Key Points

- Sprint Review is timeboxed to one hour or less for every week of Sprint length 一週長度的Sprint的展示會議的時間限制為1小時或更少
- Product Owner invites the right people to Inspect the work Done by the Developers. PO邀請合適的人來檢視開發人員所做的完成工作
- Developers demo the Done items (and achieves the Sprint Goal) 開發人員演示完成工作(並實現 Sprint 目標)
- Adapt the Feedback from stakeholders to improve and update the Product Backlog 調適利害關係人的回饋來改進和更新產品待辦
- Calculate the Sprint's velocity to help the team empirically forecast the product release 計算Sprint的速率, 幫助團隊憑經驗預測產品發布

The Sprint Retrospective 回顧會議 (*)

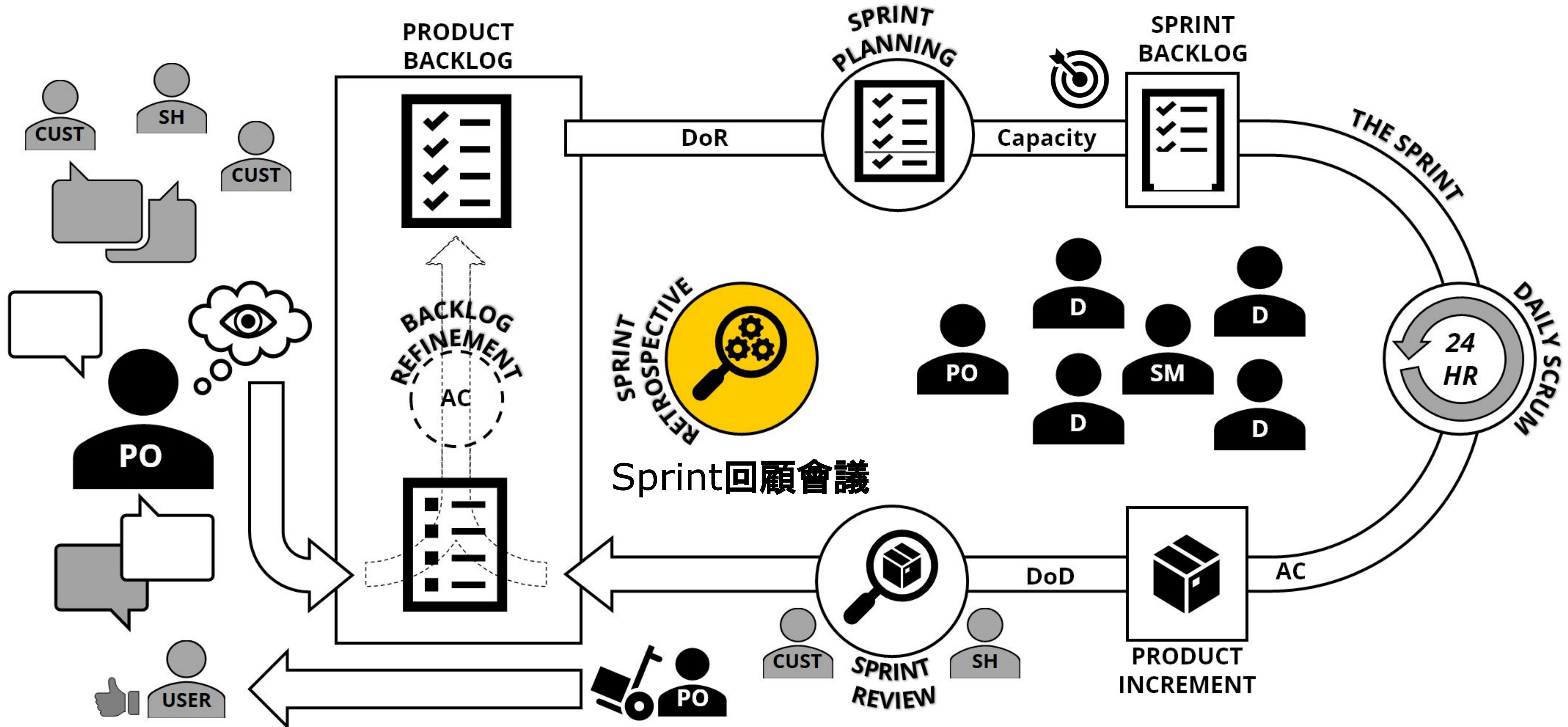
As a member of a Scrum Team, I need to know how to run a Sprint Retrospective, so that the team feels psychological safety to discuss ways to continuously improve and grow

身為Scrum團隊的一員，我要知道如何主持回顧會議，讓團隊感到心理安全，並且討論持續改善和成長的方法

Learning Objectives:

- State that the Sprint Retrospective is **time-boxed to 45 minutes (or less)** per week of Sprint 說明 Sprint回顧的時間限制為每週Sprint 45 分鐘(或更少)
- Recognize that the Scrum Master is responsible for facilitating this event 可以幫助引導這項活動
- Explain the importance of the **Retrospective for continuous improvement** 解釋Sprint回顧對於持續改善的重要性
- Discuss the importance of the Scrum team identifying and agreeing on **a measurable process improvement experiment (Kaizen) to try in the next Sprint** based on reflection of previous Sprint 討論Scrum團隊根據先前Sprint的反思，確定可衡量的流程改善 (Kaizen) 以在下一個Sprint中進行嘗試的重要性
- Relate the importance of **identifying the current state and target condition** when deciding on experiments for improving the process 在決定改進流程的實驗時，確定當前狀態和目標條件的重要性
- Differentiate **velocity trends** for teams that practice Kaizen versus teams that don't 區分實施Kaizen的團隊與未實施Kaizen的團隊的速率趨勢
- Demonstrate at least one method for facilitating a Sprint Retrospective 示範至少一種Sprint回顧的方法
- Describe **a Kaizen mindset and explain how small, iterative changes can lead to revolutionary leaps** 描述Kaizen心態並解釋微小的迭代變化如何帶來革命性的飛躍

Scrum Framework



Sprint Retrospective 回顧會議

EVENT OBJECTIVE:

會議目標

The **Scrum Team** inspects their processes of working to increase quality and effectiveness Scrum團隊檢查他們的工作流程以提高品質和效能

- The Scrum Team should **identify one experiment** to try **in the next Sprint** to get better 團隊應該找出一個可以在下一個Sprint做的實驗，以便做得更好
- This is the **most valuable event** for long term team performance 這是對團隊的長期績效最有價值的事件
- Effective facilitation of this event should be **a top priority for the Scrum Master** 有效引導此事件是Scrum Master的頭等大事
- Look at the System, not individual team members



45 minutes Or Less Per Week of Sprint
週期為一週的Sprint的回顧會議 ~ 至多45分鐘

Who should (NOT) be in the Sprint Retrospective?

Sprint Retrospective 回顧會議: What is it?

- This is the final event in Scrum (Sprint), **following Sprint Review** 這是團隊在Scrum的最後一個會議，在Sprint展示會議之後
- Questions for the team: (example)
 - What **worked well** last Sprint? So that we can keep doing it 上一個Sprint什麼做得好？
 - What could **work better** next Sprint? 下一個Sprint有什麼可以做得更好？
 - What process **improvement** would I like to try? 想做什麼流程改善？
 - As a team, everyone agrees on what change to try 團隊的每個人都要同意決定做的改變
- Another **Inspect (the How - how is the team doing...) and Adapt** event 檢視和調適
- **Continuous improvement** 持續改善



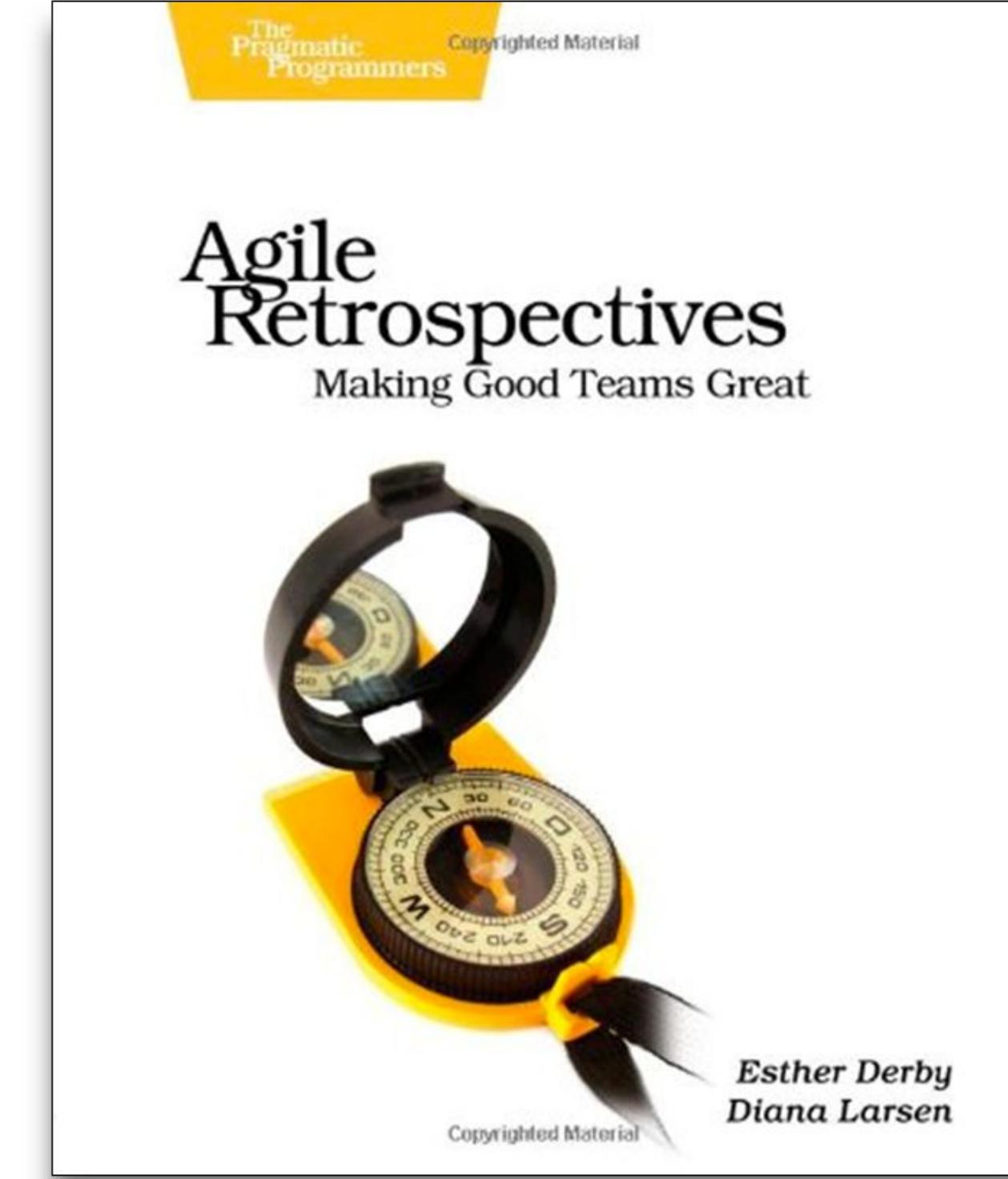
Sprint Retrospective: Facilitation 引導

There is **no one right way** to run a Sprint Retrospective. **Every team will be different.** Many resources are available to help.

並沒有唯一正確的方法去進行回顧會議，每個團隊的方法會有所不同，許多資源可以提供協助：

- 1. Set the Stage** 設置舞台
- 2. Gather Data** 收集資料
- 3. Generate Insights** 產生洞察見解
- 4. Decide What to Do** 決定做什麼

***Always assume positive intent** 始終抱持正面用意

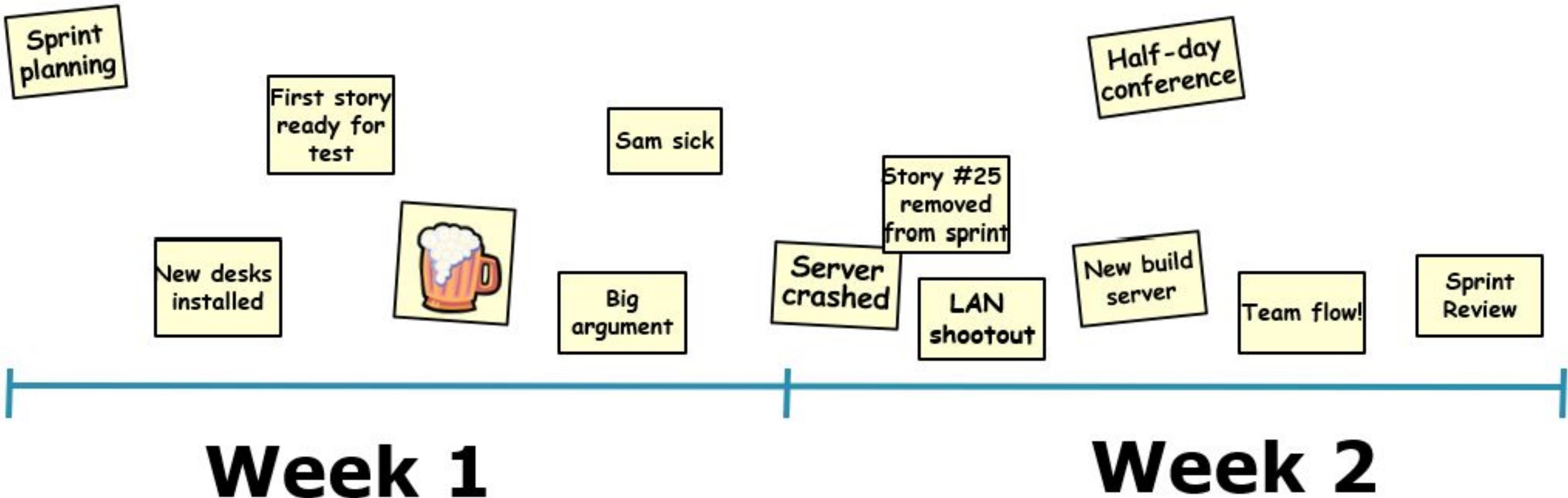


Don't fall into that "**Fundamental Attribution Error**" 基本歸因謬誤: An individual's tendency to attribute another's actions to their character or personality (example: he/she is lazy, so...), while attributing their own behavior to external situational factors outside of their control (example: the kids was sick...) 人們在評估他人的行為時，總是傾向於將他人的行為歸因於他們的性格或個性，而將自己的行為歸因於他們無法控制的外在情境因素。

The Sprint Retrospective 回顧會議

Part 1: What happened?

發生了什麼事？



Source: Henrik Kniberg

How to avoid Recency Bias (the tendency to favor or pay more attention to what happened closer to the end of the Sprint vs beginning)?

Hint: Write it down when you see something

The Sprint Retrospective 回顧會議

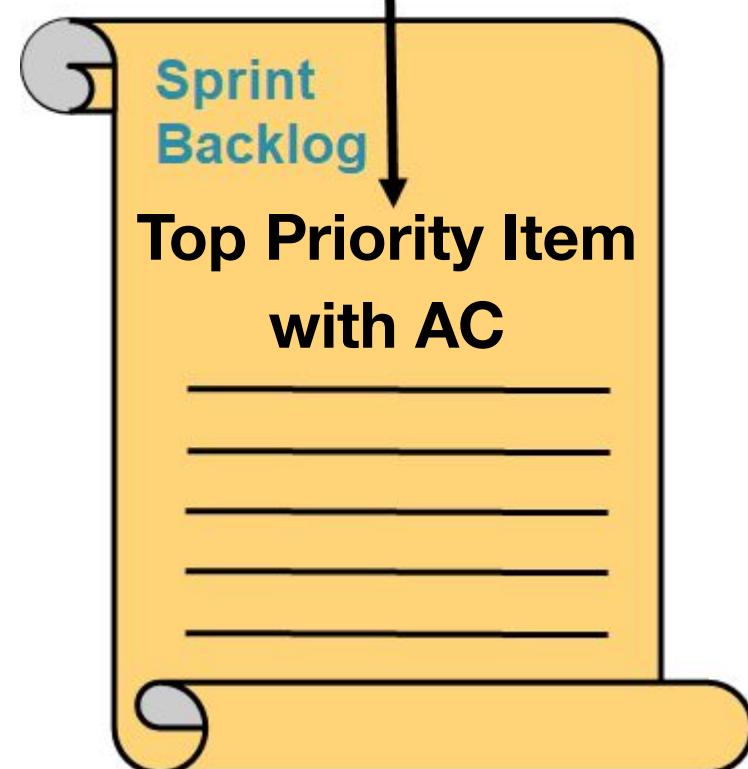
Part 2: What do we do differently next Sprint?

在下一個Sprint, 我們有哪些做法會不一樣?



改善

One Kaizen 改善
“Change for Better”



Source: Henrik Kniberg

Just one Kaizen item and put it on top of the next Sprint Backlog

Case Studies: Happiness & Performance

Happiness causes better performance 快樂帶來更好的成果/績效

- People are naturally **motivated** by **intrinsic** and **extrinsic** factors 人會自然地受到內在和外在因素的激勵

Intrinsic	Purpose Mastery Autonomy	Money Power Status	Extrinsic
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- This is not just "warm and fuzzy"...happier people do better work, and are more effective 不只是"溫暖貼心" 更快樂的人會做得更好, 更有效能
 - Doctors in a positive mood show 3x the intelligence and creativity and diagnose 19% faster 醫生在正面情緒下, 會顯現出三倍的智力及創見, 並提高19%診斷速度
 - Optimistic sales people outsell pessimistic ones by 56% 樂觀的業務會比悲觀的業績多56%
 - Happier managers improve customer satisfaction by 42% 比較快樂的主管會讓顧客滿意度提高42%
 - Retail stores with higher employee life satisfaction generate \$21 more in earnings/SF than the other stores (Source: Gallup)

Scrum Pattern: Happiness Metric 快樂指標

Happiness causes better performance 快樂帶來更好的成果

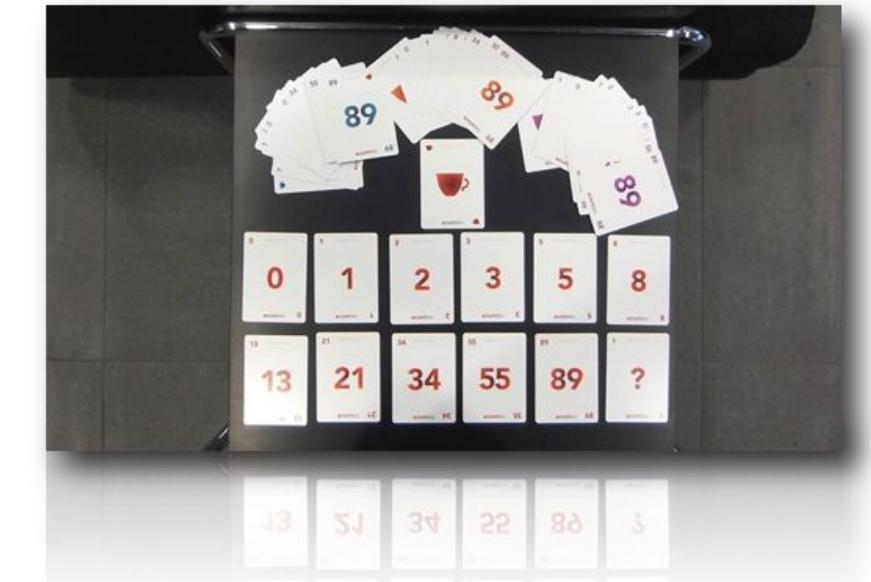
On a scale of 1 - 5 we rate 我們以1-5的評分

- How do you feel about (happy are you with) your **role**?
您對自己的角色感覺快樂/好嗎？
- How do you feel about (happy are you with) your **team**?
您對自己的團隊感覺快樂/好嗎？
- How do you feel about (happy are you with) the **company**?
您對自己的公司感覺快樂/好嗎？
- What would **make you feel better**?
什麼會讓您感覺更好？

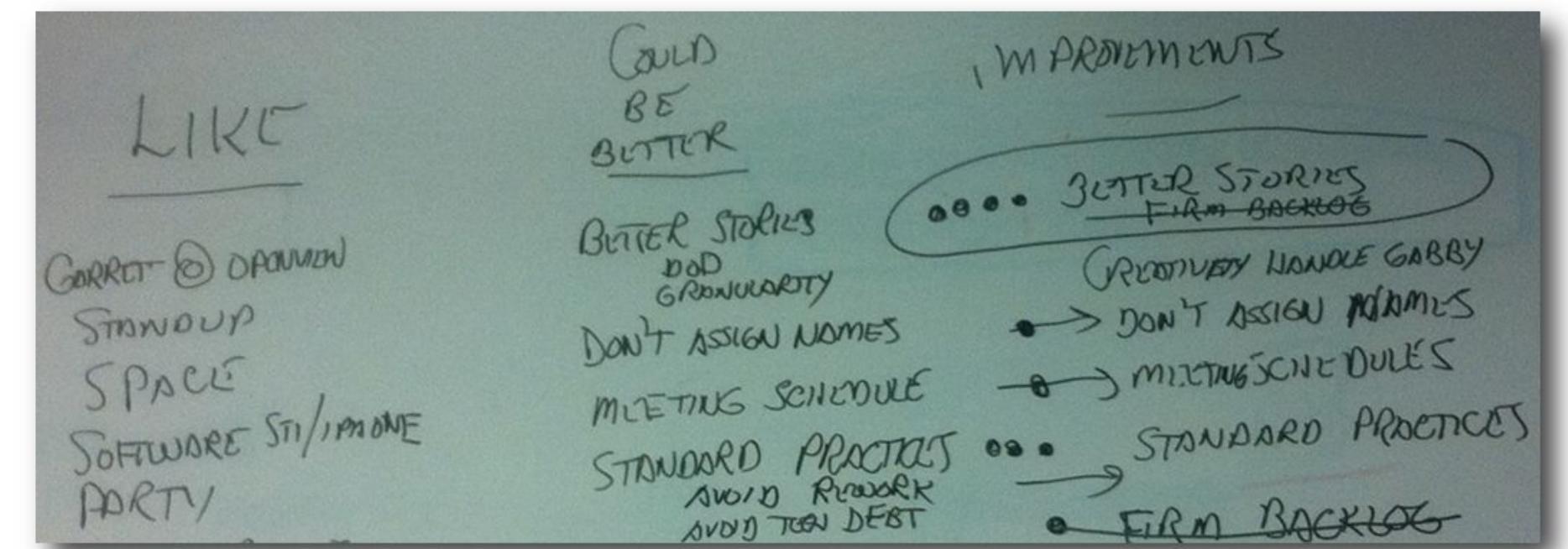
With data from Happiness Metric, order individual and company improvements by value & implement! (this is

Scrum the Scrum)

連同快樂指數的數據資料，用價值和阻礙來排序個人及公司的改善！
(這就是用Scrum來改善Scrum)

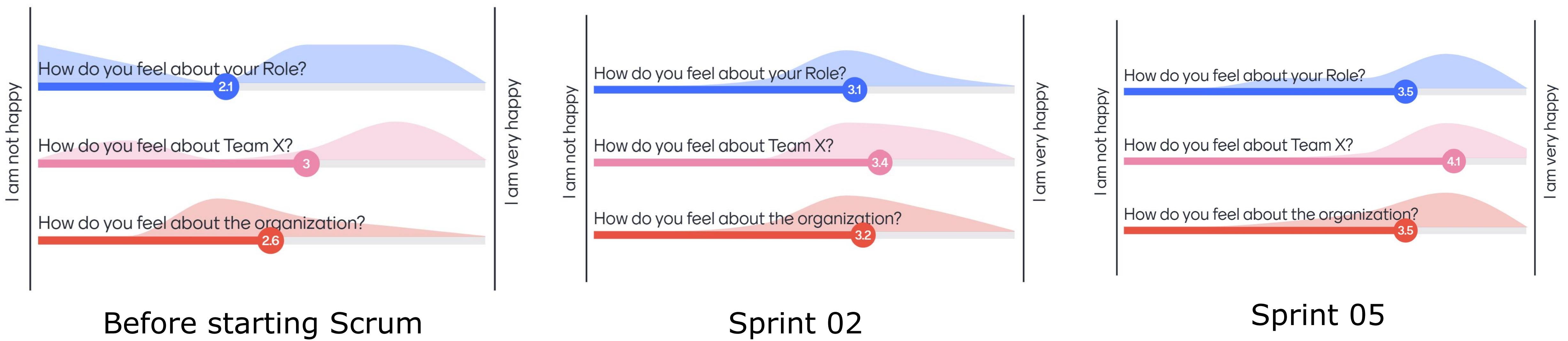


Estimate value



Vote for highest value

Happiness Metric Case Example

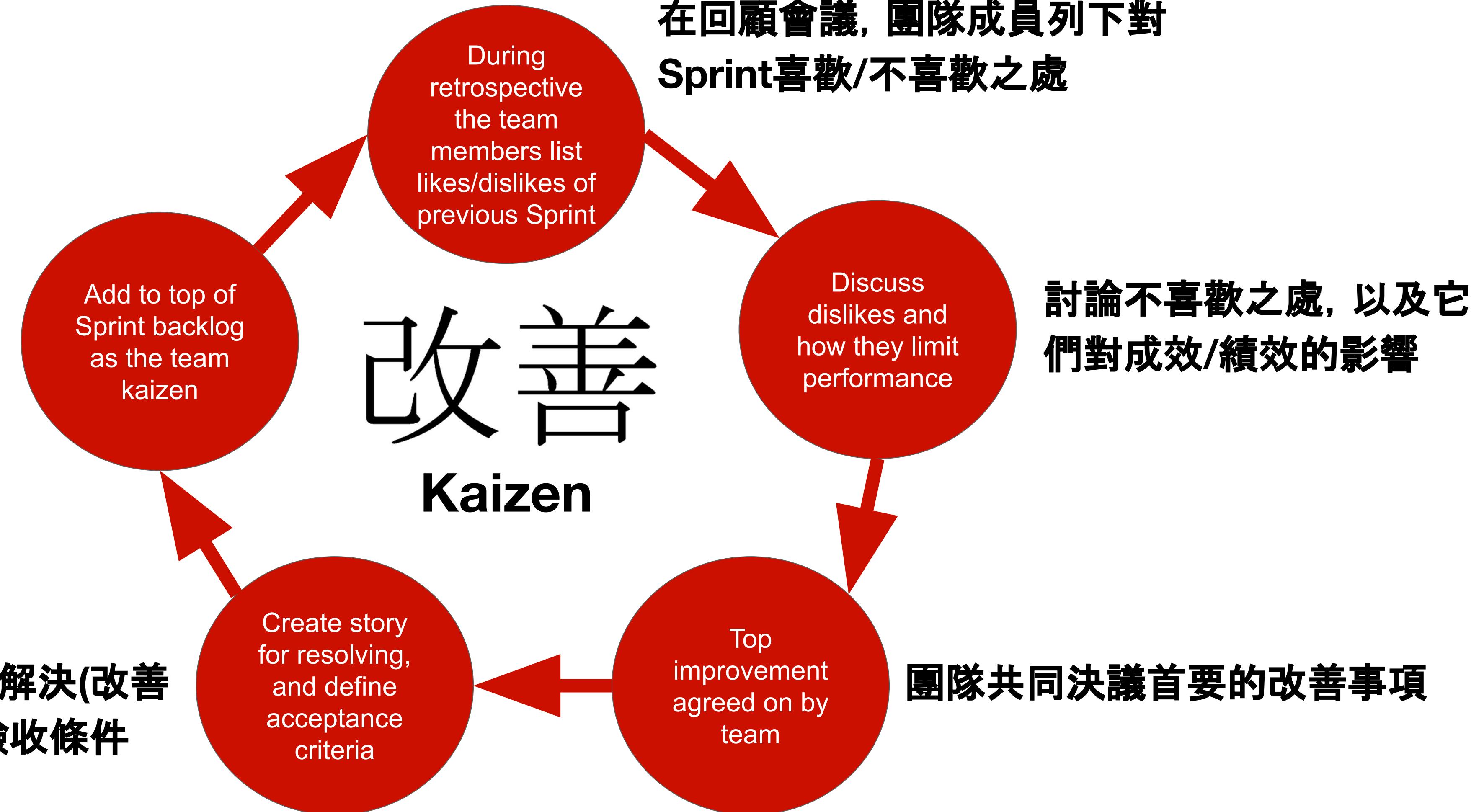


Scrum Pattern: Scrumming the Scrum

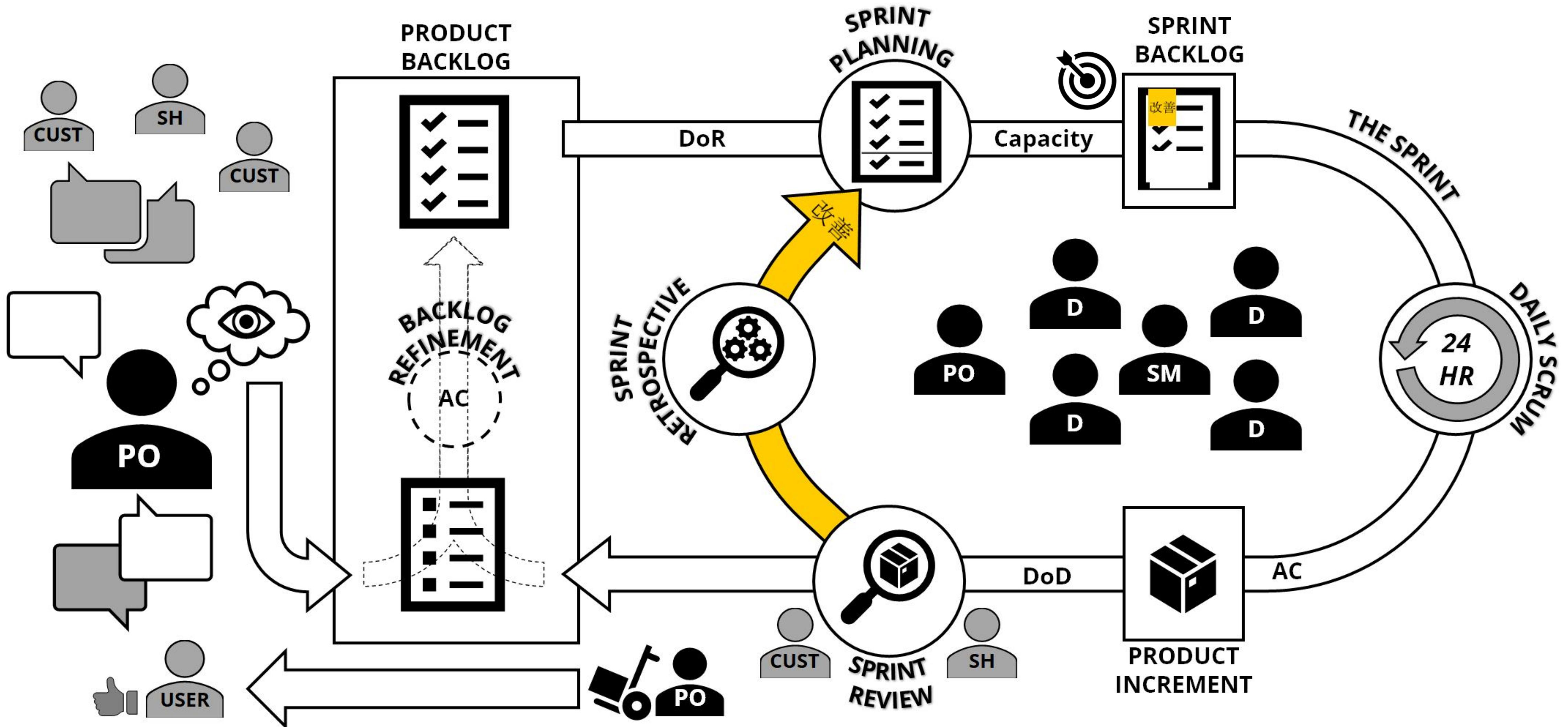
Use Scrum to Kaizen (Scrum 用Scrum來改善Scrum)

將要改善事項，列於Sprint
待辦的最高優先位置

建立一個故事來解決(改善
事項)並定義其驗收條件

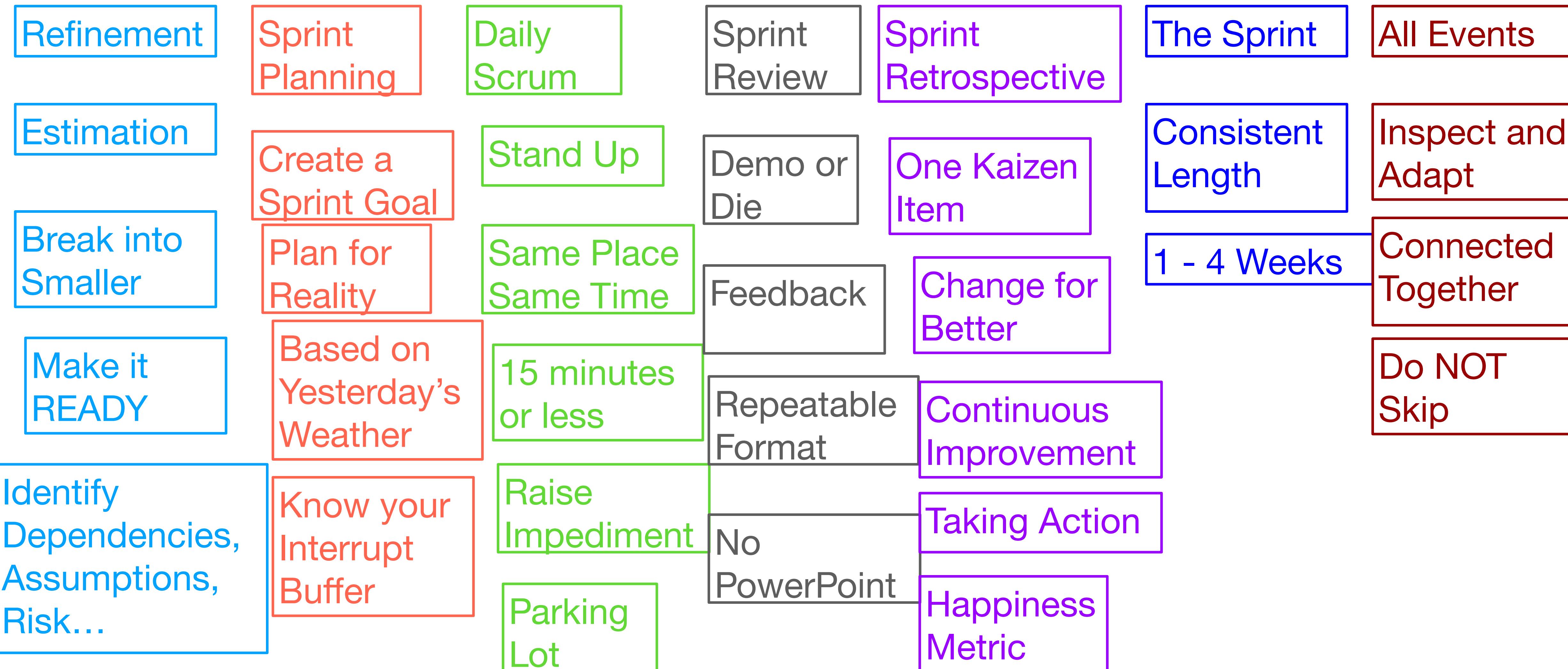


Scrum Framework



Scrum Events Exercise

Let's connect all the dots together



Key Points

- Sprint Retrospective is **timeboxed to 45 mins or less** per week of Sprint length 一週長度的Sprint的回顧會議的時間限制為45 分鐘或更少
- The **whole Scrum team** look at how we were doing and discuss **what worked, what could be improve, and how happy we are** 整個Scrum團隊都會看著我們的表現，並討論哪些有效、哪些可以改進，以及我們的快樂指標
- The Scrum team will **pick one Kaizen item** and **add it to the top** of next Sprint Backlog to try it 團隊選擇一個Kaizen項目並將其新增至下一個Sprint待辦事項的最上方進行嘗試
- **Focus on systemic changes** rather than individual members when looking for improvement opportunities 在尋找改進機會時，關注系統性變化而不是個別成員
- Create a **Psychological Safety environment** for the team and **avoid the Fundamental Attribution Error** 為團隊營造心理安全環境，避免基本歸因謬誤

Day 1 Course Feedback 課程回饋

Course Feedback 課程回饋

Go to

www.menti.com

Enter the code

57 85 69



Or use QR code

Build Your 打造你的 Scrum (*)

As a member of a Scrum Team, I want to know how Scrum works,
so that I can get value from using it

作為 Scrum 團隊的一員，我想了解Scrum是如何運作的，以便我能夠從使用
中獲得價值

What did I learn yesterday? 昨天我學到了什麼？

Go to

www.menti.com

Enter the code

5413 7864



Or use QR code

Course Feedback Results 課程回饋結果

What we did great 我們在哪些方面做得很好

24 responses



Course Feedback Results 課程回饋結果

What we can do even better (Improvement)? 我們可以在哪些方面可以做得更好

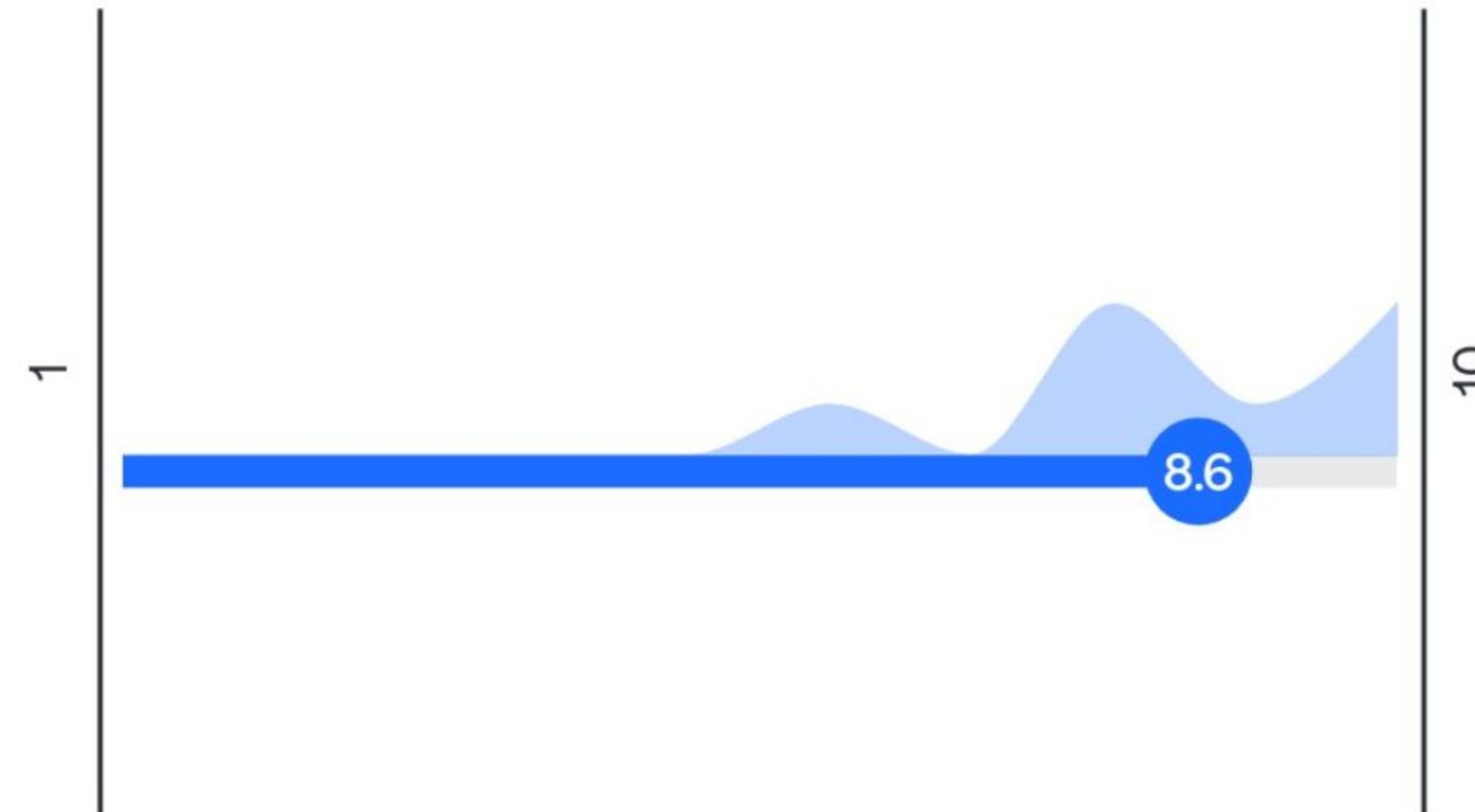
9 responses

online interaction
more real examples
not yet
no 時間
基礎知識有對齊
more practices



Course Feedback Results 課程回饋結果

1 to 10 (10 means meeting your expectation) 1
到10 (10表示滿足您的期望)



Recap and Questions from yesterday

昨天的回顧和問題

- Any question(s) from yesterday? 昨天還有什麼問題嗎？
 - **Why do we use Fibonacci number for story point estimation?** 為什麼我們要用斐波那契數列來估計故事點？
 - What else? 還有什麼其他問題嗎？
- Recap what we learned 回顧我們所學到的知識
 - **Why** use Scrum and **What** is Scrum? 為什麼使用 Scrum 以及什麼是 Scrum ?
 - The **Scrum Framework** and **3-5-3** Scrum架構和 3-5-3
 - 3 Roles (Accountabilities in Scrum), 5 Events + Refinement, and 3 Artifacts 3個角色 (Scrum 中的職責)、5 個事件 + 細化和 3 個產出物
 - Basic understanding of **Definition of Ready, Definition of Done, and Acceptance Criteria** 準備好的定義、完成的定義和驗收標準的基本了解
 - **Estimation** 估算
 - **Links** we mentioned during the course 我們在課程中提到的鏈接
<https://app.mural.co/t/agilegrandmaster3456/m/agilegrandmaster3456/1711386032272/ce9c1e16aac8f1984e8544279ead42859ed13828?sender=uc370c2554d702fe8b8e88418>

Build Your Own 打造你的 Scrum – 20 minutes

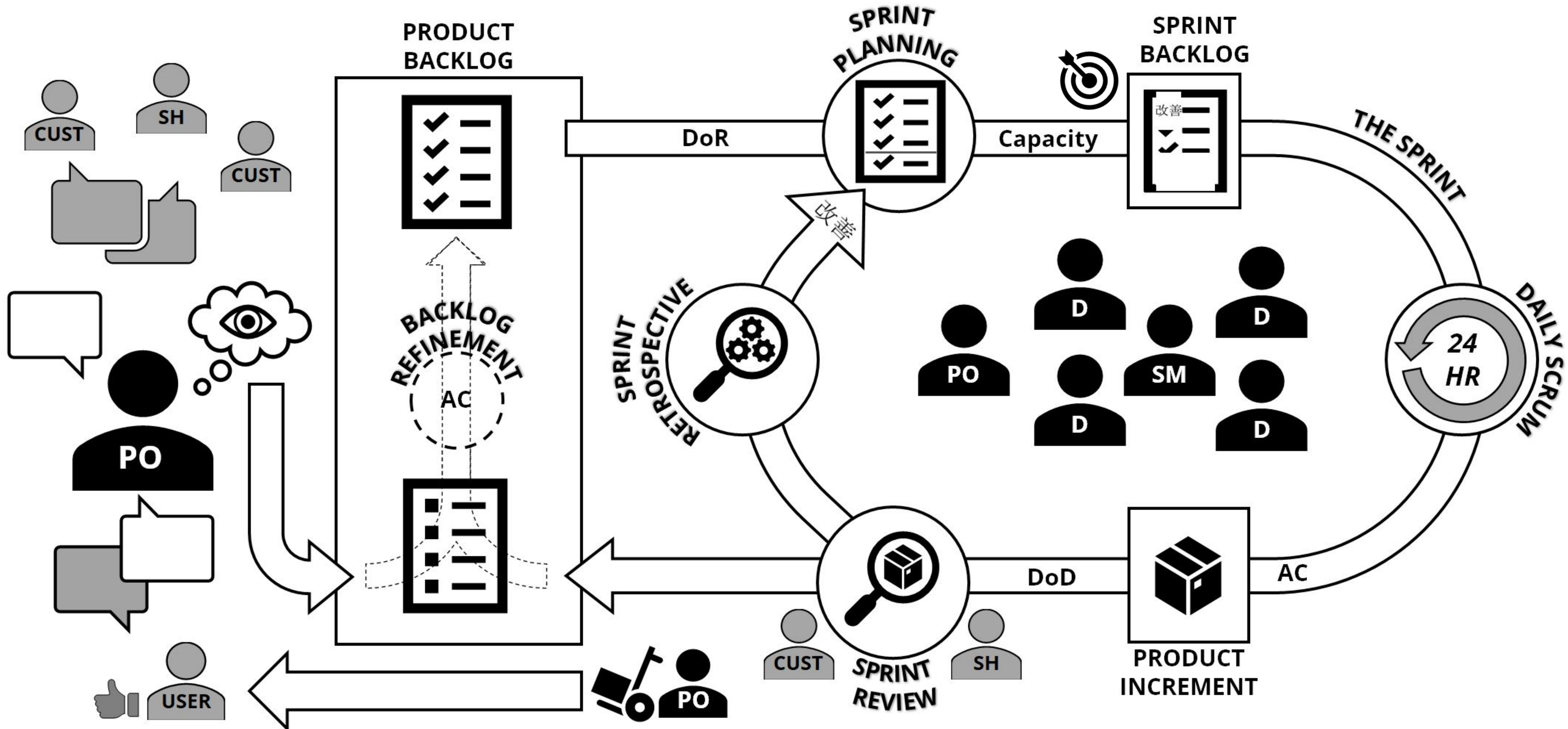
- Materials – flip chart paper, scissors, sheet of Essence Cards (or our own version) 材料 – 剪刀、卡片列印
- Cut out all the pieces of Scrum on the Essence cards (or our own version) 剪開卡片列印
- Arrange them on the flip chart paper (or table or floor) to represent Scrum with arrows to show relationships 將它們排列在桌上或者地上，並用箭頭顯示關係
- Select the person on your team to present your Scrum framework (5 mins for each team) 選擇團隊中的人員來展示您的 Scrum



Example Event Schedule 事件時間表範例 (*)

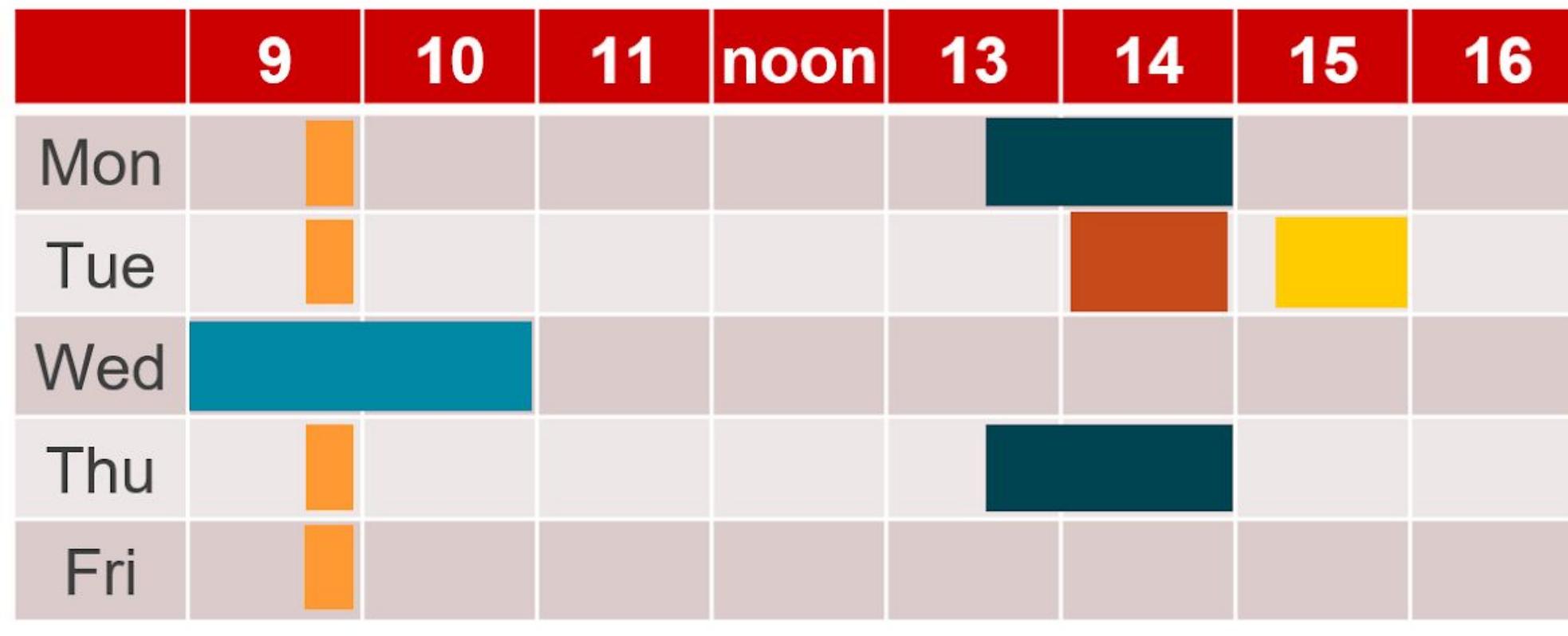
As a member of a Scrum Team, I need to see how the Scrum event schedule look like, so that we can limit other meetings
身為Scrum團隊的一員，我要知道/看到Scrum會議的時間表，
所以我可以減少其他會議

Scrum Framework

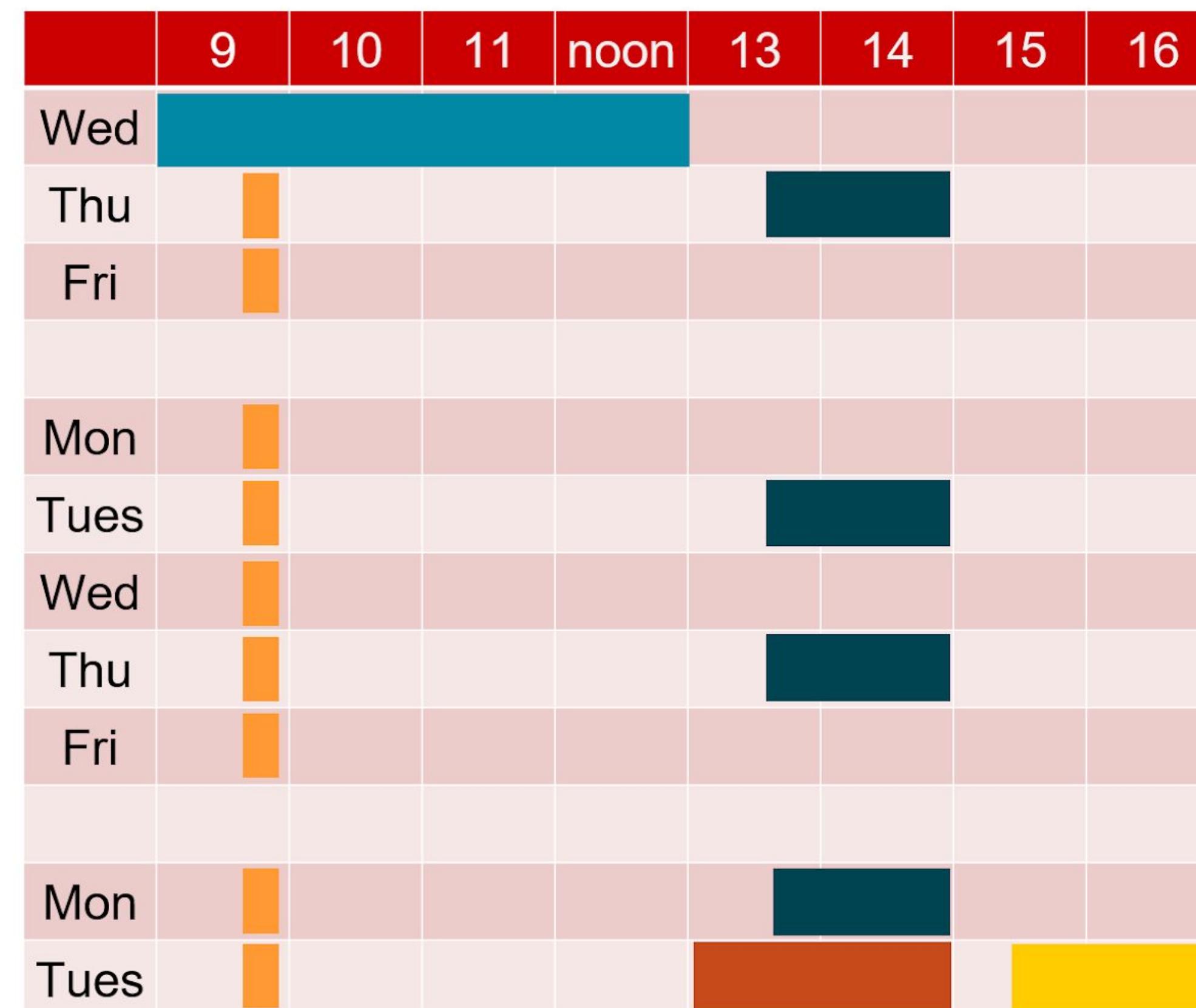


Example Event Schedules 會議事件時間表範例

Example 1-week Sprints



Example 2-weeks Sprint



Daily Scrum
15 Minutes or less

Sprint Planning
2 Hours or less/week

Backlog Refinement
up to 10% of the Sprint

Sprint Review
1 hour or less/week

Retrospective
45 Minutes or less/week

Exercise: Create your Scrum Events

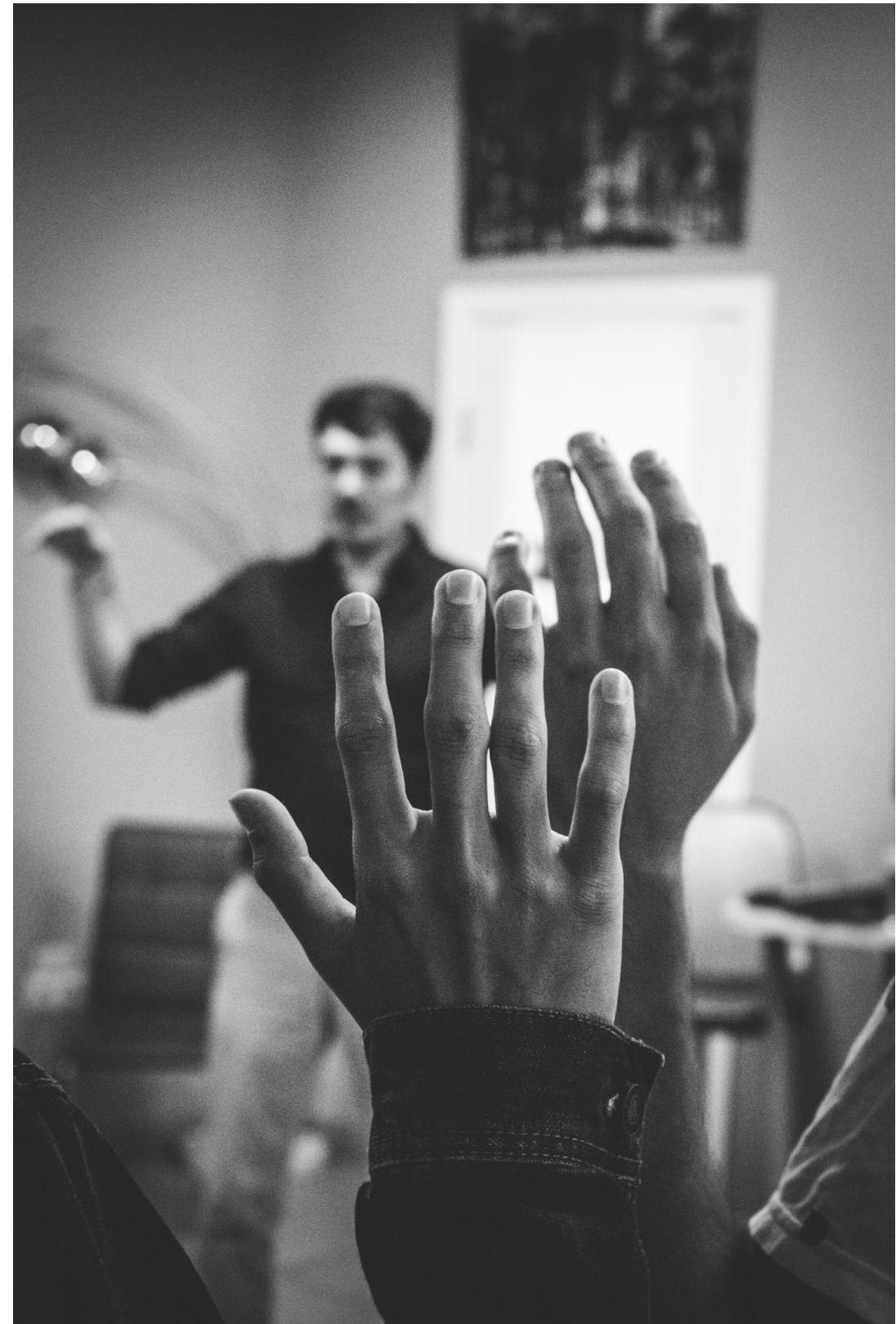
練習：建立您的Scrum會議事件

A few notes: 注意事項

- When do most people take days off? 大多數人甚麼時候放假？
- When are the **most holidays**? 假期最多是什麼時候？
- It **doesn't have to start from Monday and end on Friday**. 它不必從星期一開始並在星期五結束。
- Your **remote team members (Follow the Sun)** in different time zone will not be happy at 5 PM on Friday to have the Sprint Retrospective 位於不同時區的遠端團隊成員將不開心要在周五下午5點進行Sprint回顧
- It is recommended that you **start your Sprints in the middle of the week** to avoid some of these issues 建議您在周中開始Sprint以避免以上一些問題

Now, let's spend 10 mins to come up your team's Sprint cadence 現在，讓我們花 10 分鐘來確定團隊的Sprint節奏

Questions?



The person asks the question is the person who learns the most

Anatomy of a Sprint Board 看板分析

As a member of a Scrum Team, I need to know how to set up our Sprint Board, so that anyone can easily see how our Sprint is progressing

身為Scrum團隊的一員，我要知道如何建立Sprint看板，
所以團隊可以容易地看清楚Sprint的進度

Visual Control 視覺控制: The Toyota Way 豐田模式

Principle 6, 7, and 8 of the Toyota Way:

6. Standardized tasks are the foundation to continuous improvement and employee empowerment.

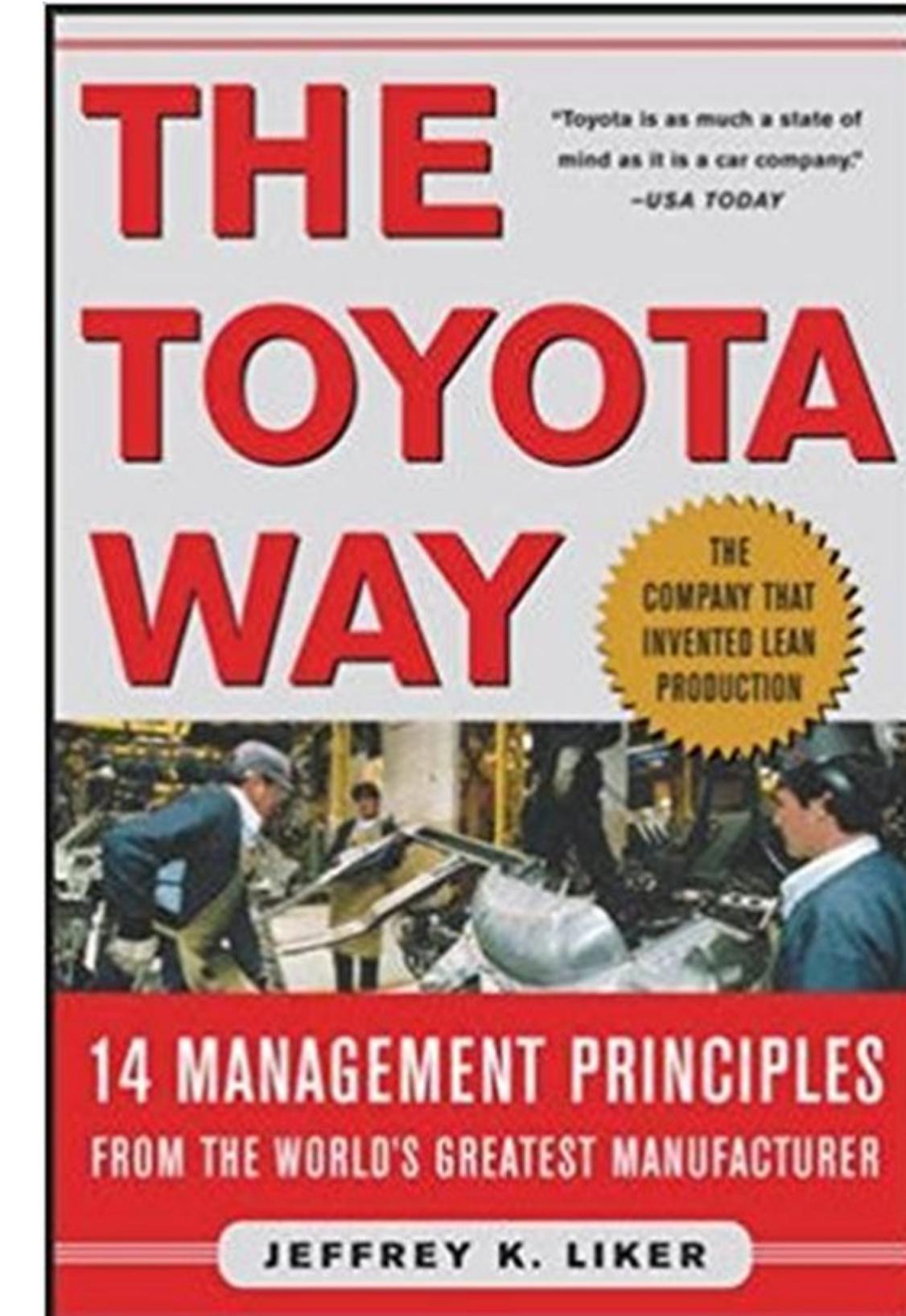
原則六：標準化的工作是持續改善和員工授權的基礎

7. Use Visual Control so No Problems are Hidden.

原則七：利用視覺掌控，就不會有任何問題被藏而不見

8. Use only reliable, thoroughly tested technology that serves your people and processes.

原則八：只使用能幫助團隊與流程之可靠且徹底測試過的技術



Sprint Board: Info for the Daily Scrum

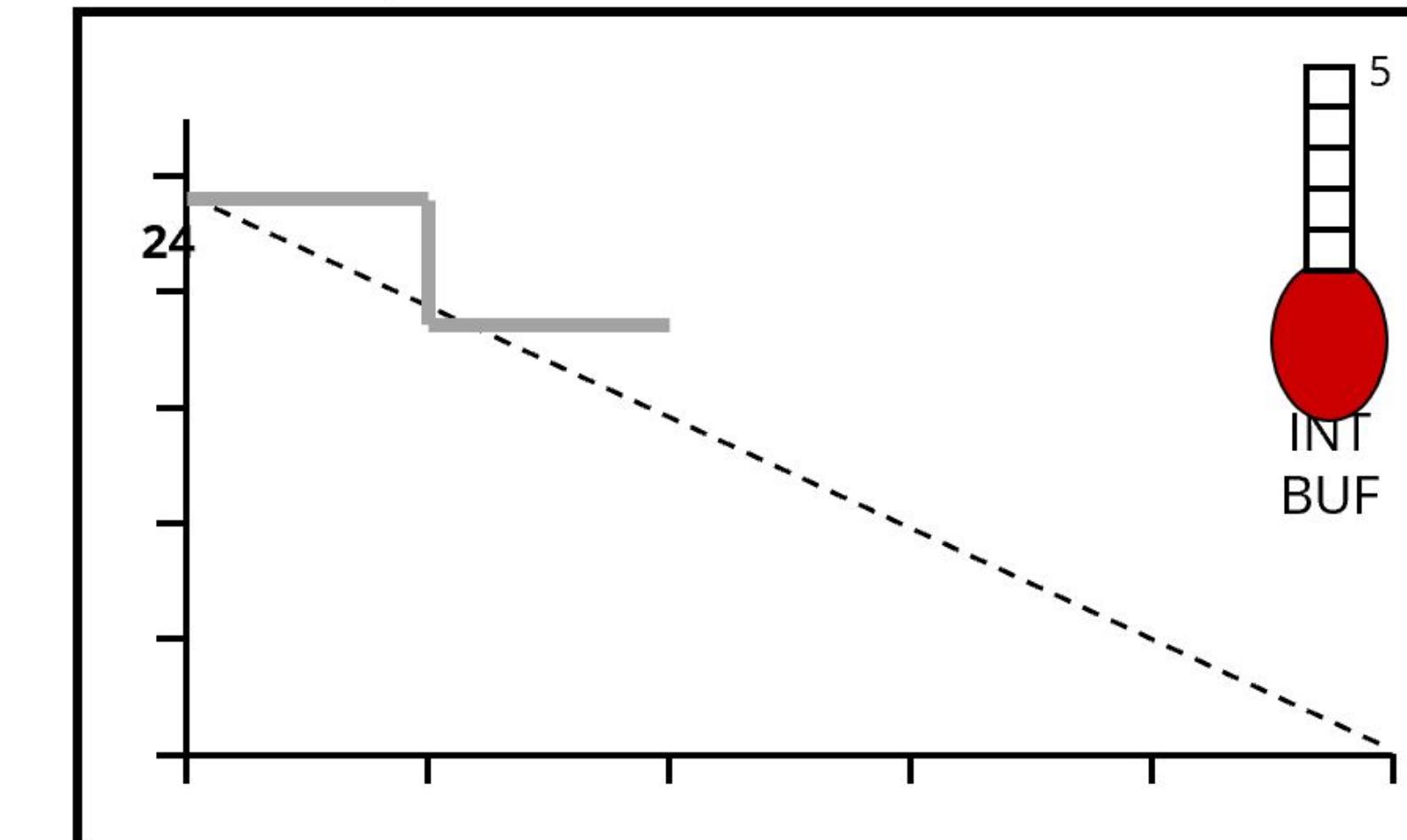
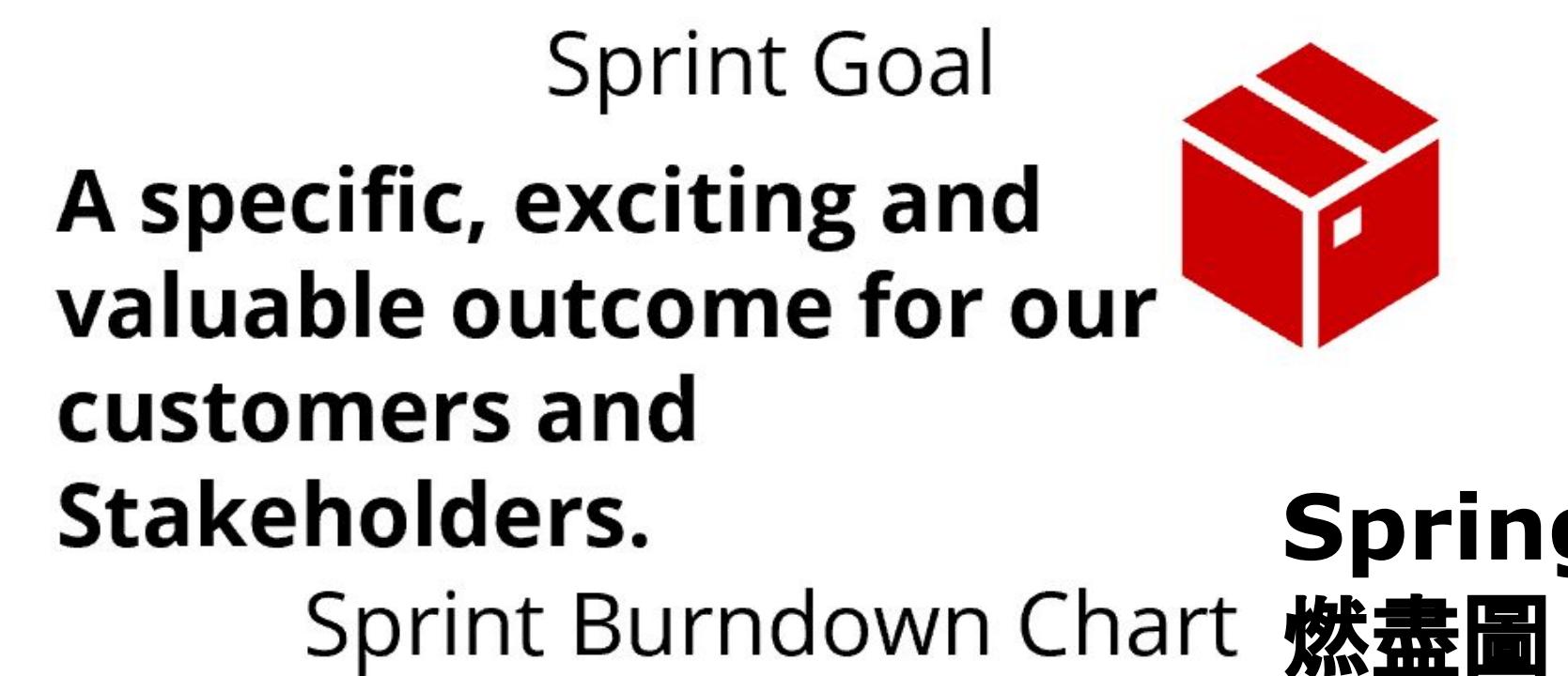
Sprint看板：每日例會的資訊

The “A-Team” Sprint Board

- Sprint Goal
- Sprint Backlog
- Show Progress
顯示進度
- Impediments
障礙
- Interrupts
插件

Sprint Backlog		
To Do	Doing	Done
		2
	3	
	8	
7		
4		

Impediments		
To Do	Doing	Done
A	B	

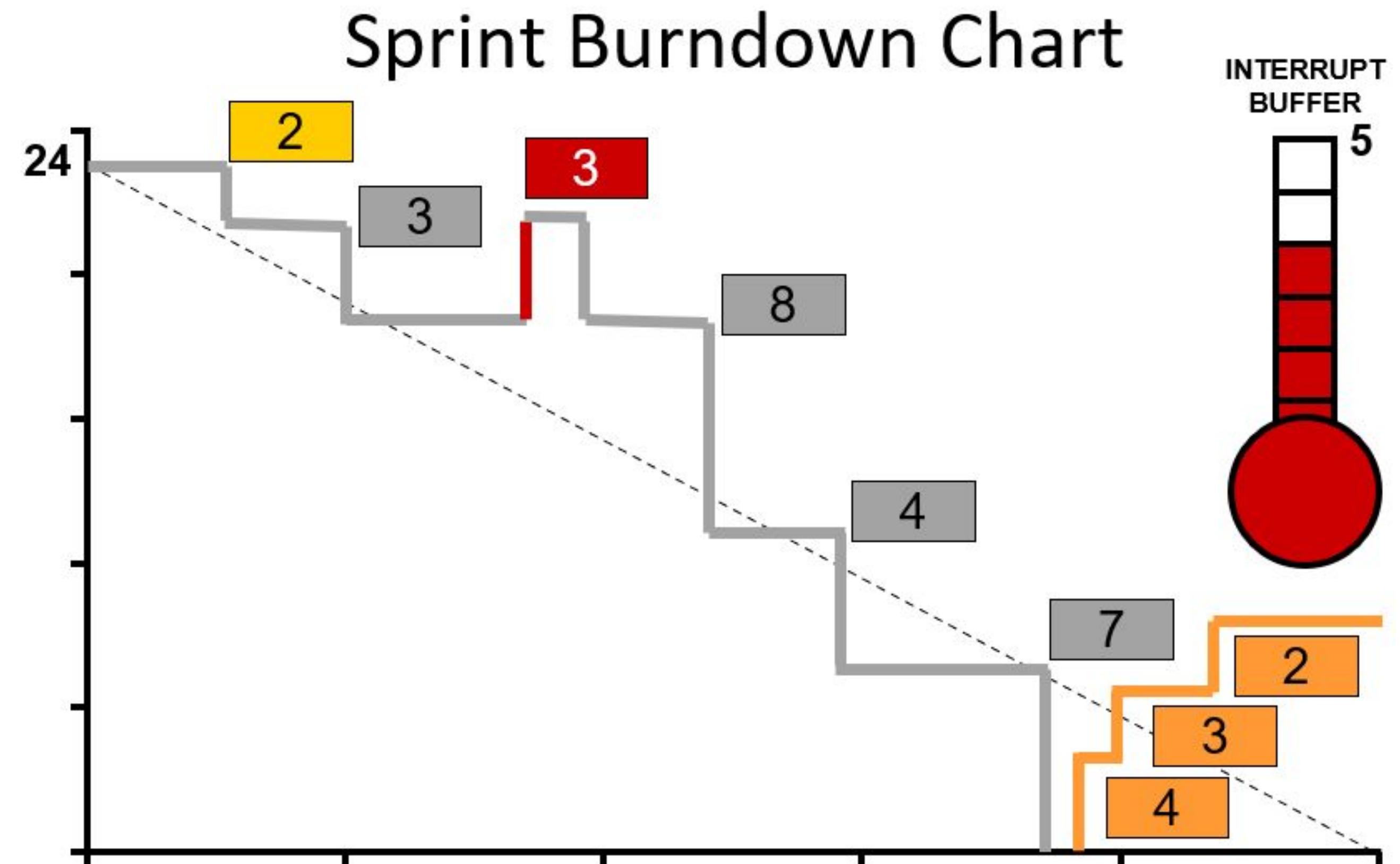


Sprint Goal
一個對我們顧客及利益相關者明確特定、令人興奮、有價值的成果

Sprint Board: Sprint Burndown Chart 燃盡圖

Visual Control of 視覺控制

- **Kaizen story first**
先做要改善的故事
- Progress toward **Scrum Team's Sprint Commitment**
向團隊的Sprint承諾展開進度
- State of the **Interrupt Buffer** 插件緩衝的狀態
- Visualization of **Extra Value Delivered**
交付額外價值的想像(具象化)



Sprint Board Warning Signs 警訊

As a member of a Scrum Team, I need to know what are the Sprint Board Good and Warning Signs, so that I can help the team to avoid them

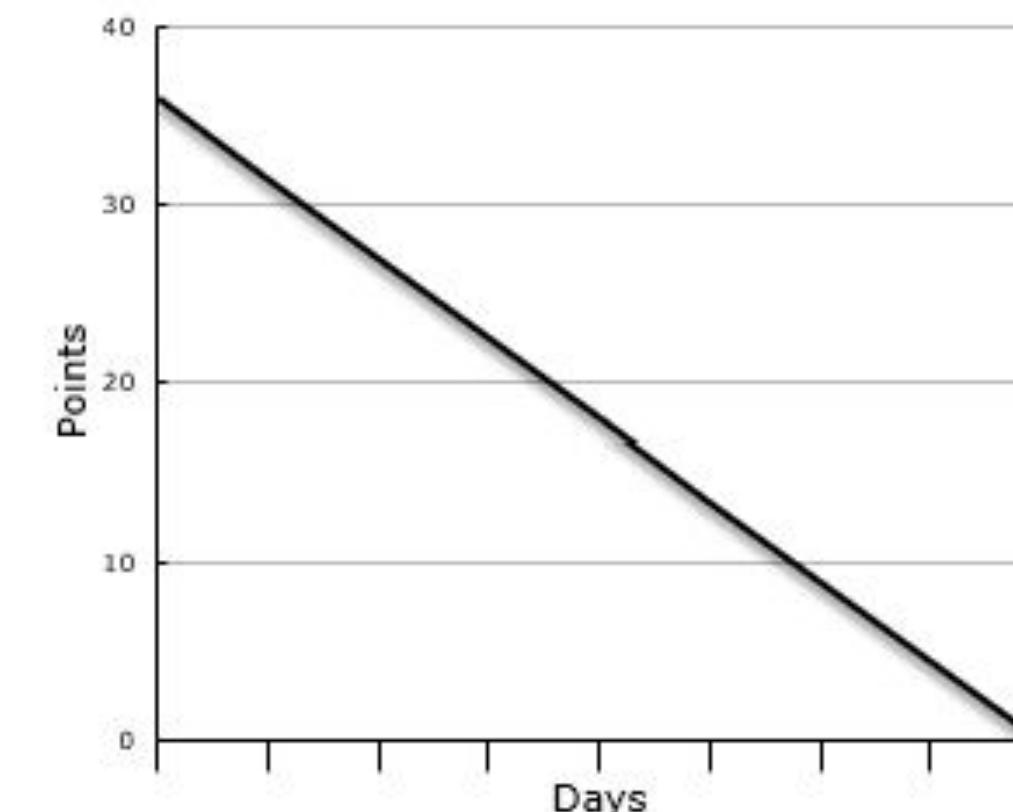
身為Scrum團隊的一員，我要知道Sprint看板的警訊，
所以我可以協助團隊避開

Sprint: Sprint Starts

Sprint目標:
完成準備好的發布

Sprint Goal:
Get a ready release!

Burndown 燃盡



This Board means we are done with Sprint Planning, all PBIs are on the board now, starting now

改善
緩衝
儲存功能
用戶功能
交易功能
後端管理

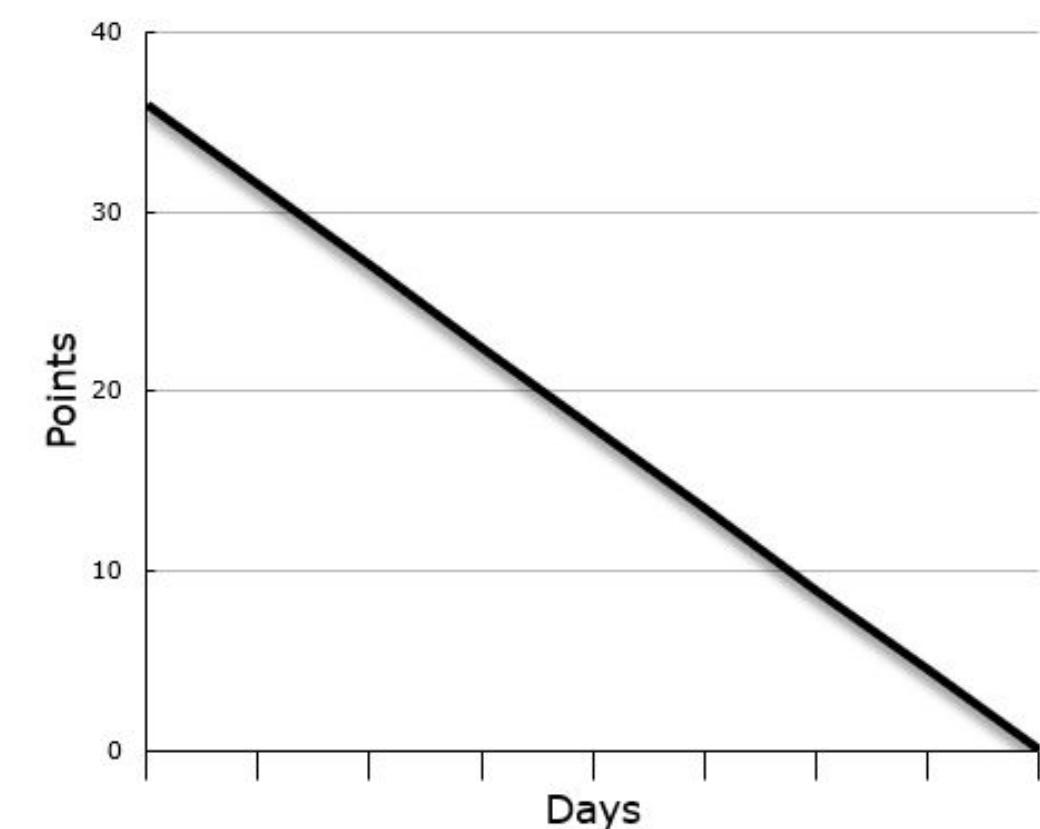
	To Do:	Doing:	Done!
Kaizen	5	Daily Clean Code	
Buffer	7		
Deposit	8	write a fail code cleanup test. DB Design Integration test Services	
User Mig Tool 5		GUI spec write a fail test. Tapestry spike code cleanup Migration	
Transact Tool 5		write a failing test Implement GUI Integrate wiboss	
Backend User Admin 8		write a failing GUI Implement cron Clarify Req	

Sprint Backlog: Day 1

	To Do:	Doing:	Done!
改善	Kaizen 5	Daily Clean Code	
緩衝	Buffer 7		
儲存功能	Deposit 8	code cleanup Integration test Services	write a failing test. DB Design
用戶功能	User Mig Tool 5	GUI spec code cleanup Tapestry spike Migration	write a failing test.
交易功能	Transact Tool 5	write a failing test Implement GUI Integrate w/boss	
後端管理	Backend User Admin 8	write a failing GUI Implement	Clarify Req

Sprint Goal:
Get a ready release!

Burndown



Question: What does this board is trying to say?

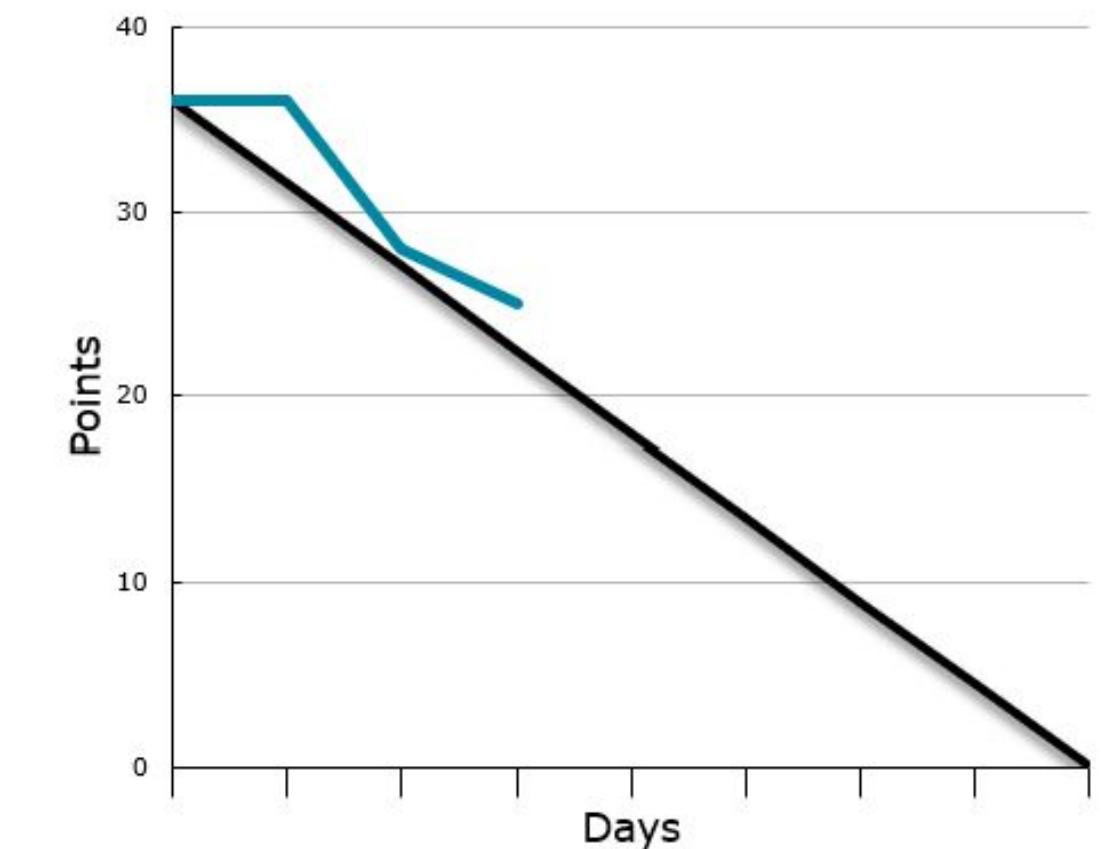
Sprint Backlog: After Day X

改善
緩衝
儲存功能
用戶功能
交易功能
後端管理

	To Do:	Doing:	Done!
Kaizen	5	Daily Clean Code	
Buffer	2	Sales Support 2 pts	Fix Bug 1 pts White Paper 2 pts
			Deposit 8 write a failing test. code cleanup Integration test DB Design Services
User Mig Tool 5	code cleanup Migration	Tapestry spike GUI spec	write a failing test.
Transact Tool 5	Implement GUI Integrate w/boss	write a failing test.	
Backend User Admin 8	write a failing test. GUI Implement GUI		

Sprint Goal:
Get a ready release!

Burndown



Question: What does this board is trying to say?

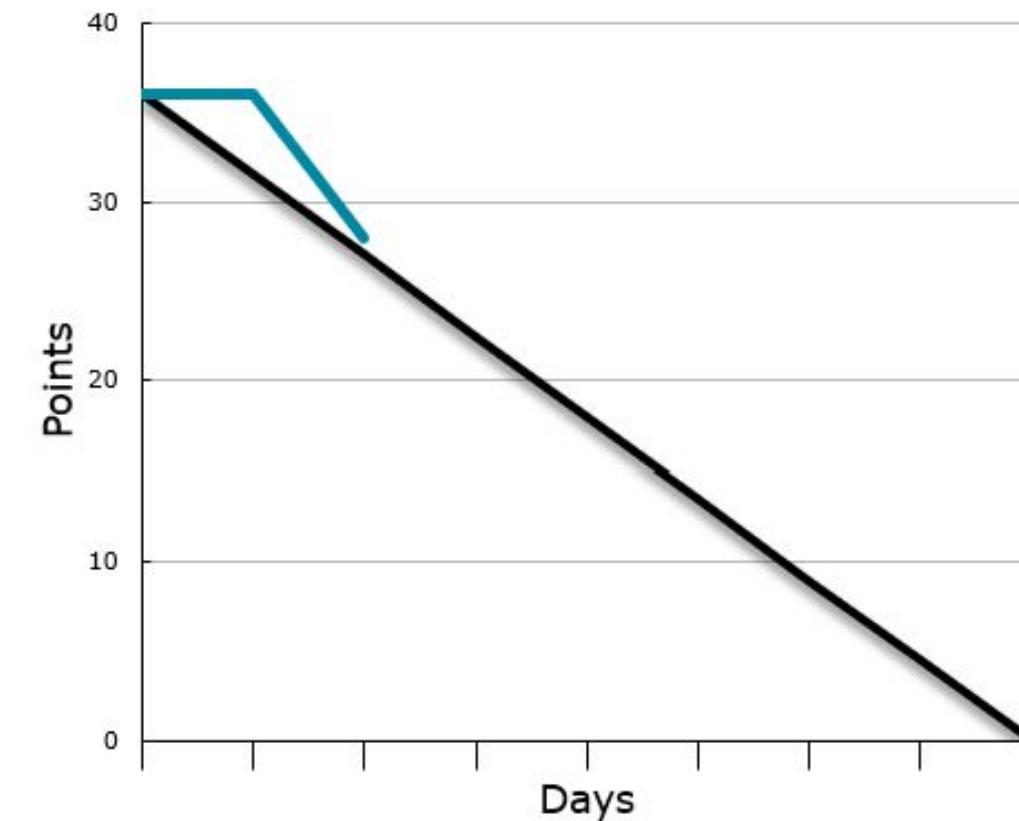
Warning Sign 警訊 #1

改善
緩衝
儲存功能
用戶功能
交易功能
後端管理

	To Do:	Doing:	Done!
Kaizen	5	Daily Clean Code	
Buffer	12		
Deposit	8	write a failing test, code cleanup, DB Design, Integration test, Services	
User Mig Tool	5	GUI spec, write a failing test, Tapestry spike, code cleanup, Migration	
Transact Tool	5	Implement GUI, Integrate w/boss	write a failing test
		Backend User Admin 8	Clarify Req, GUI, Implement GUI, write a failing

Sprint Goal:
Get a ready release!

Burndown



Question: What do you think of this Sprint Board? What happened?

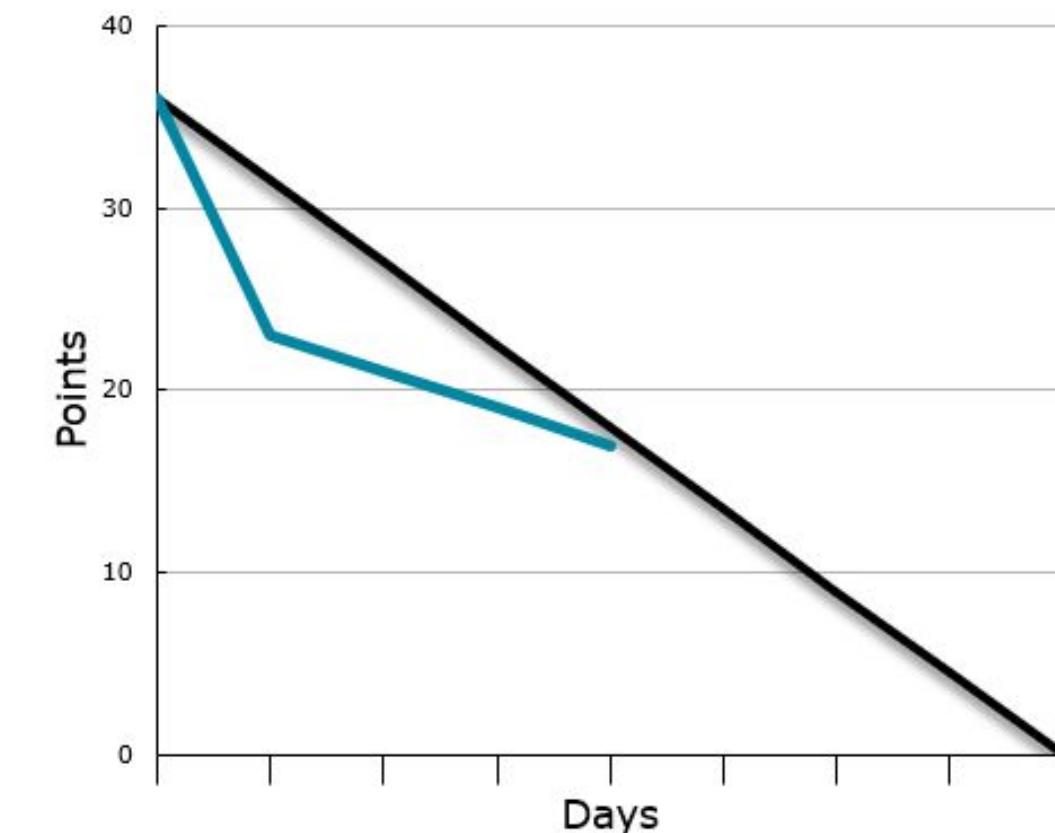
If you just look at the Burndown chart, you may get the wrong impression

Warning Sign 警訊 #2

	To Do:	Doing:	Done!
改善	Kaizen 5	Daily Clean Code	
緩衝	Buffer - 13	Sales Support 3pts Marketing Demo 5 pts	Fix Bug 2 pts Fix Bug 2 pts White Paper 5 pts Customer Down! 3 pts
儲存功能	Deposit 8	write a fail code cleanup test. DB Design Integration test Services	
用戶功能	User Mig Tool 5	GUI spec write a fail test. Tapestry spike code cleanup Migration	
交易功能	Transact Tool 5	write a failing test. Implement GUI Integrate w/boss	
後端管理	Backend User 8 Admin	write a failing GUI Implement Clarify Req	

Sprint Goal:
Get a ready release!

Burndown



Question: What do you think of this Sprint Board? What happened?

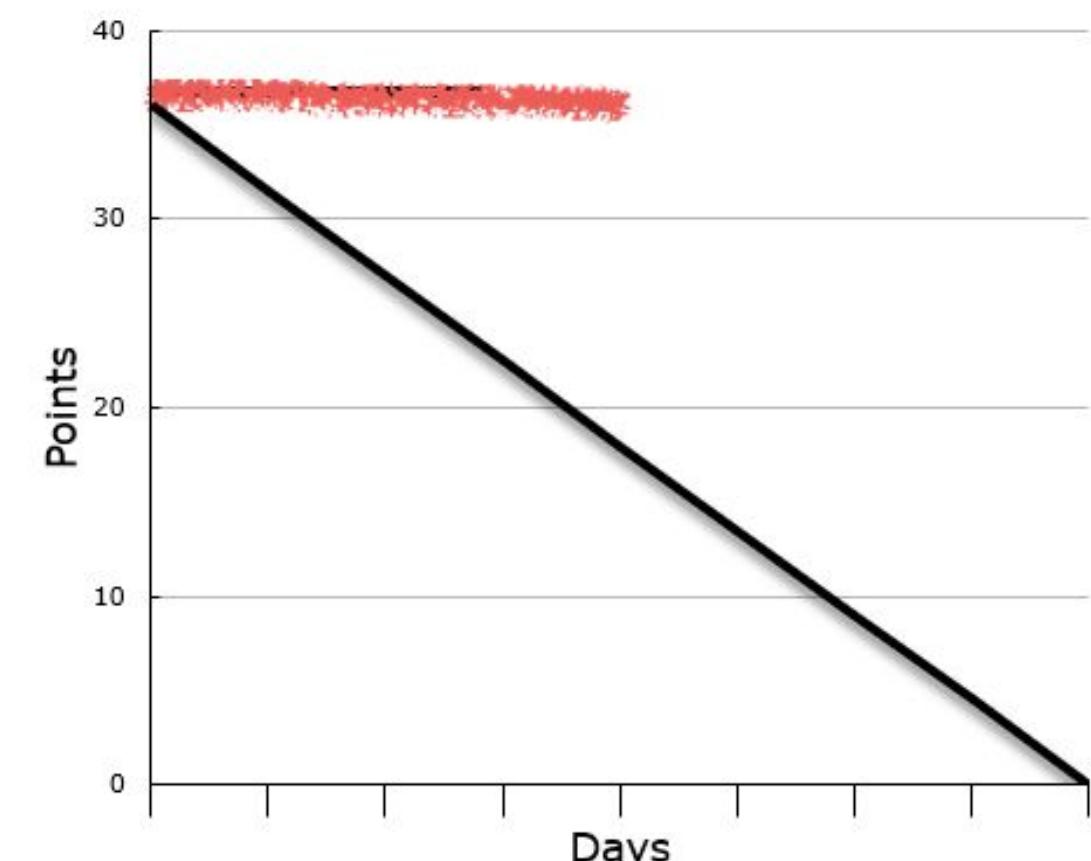
If you just look at the Burndown chart, you may get the wrong impression

Warning Sign 警訊 #3

	To Do:	Doing:	Done!
改善	Kaizen 5	Daily Clean Code	
緩衝	Buffer - 3	Fix Bug 2 pts White Paper 5 pts Customer Down! 3 pts	
儲存功能	Deposit 8	DB Design DAO Integration test write a failing test. code cleanup	
用戶功能	User Mig Tool 5	Migration code cleanup write a failing test. Tapestry spike GUI spec	
交易功能	Transact Tool 5	Implement GUI write a failing test. Integrate w/boss	
後端管理	Backend User Admin 8	GUI Implement GUI Clarify Req write a failing test.	

Sprint Goal:
Get a ready release!

Burndown



Question: What do you think of this Sprint Board? What happened?

Anatomy of a Scrum Board 看板剖析

As a member of a Scrum Team, I need to know how to set up entire Scrum Board, so that anyone can easily see how our entire team is progressing

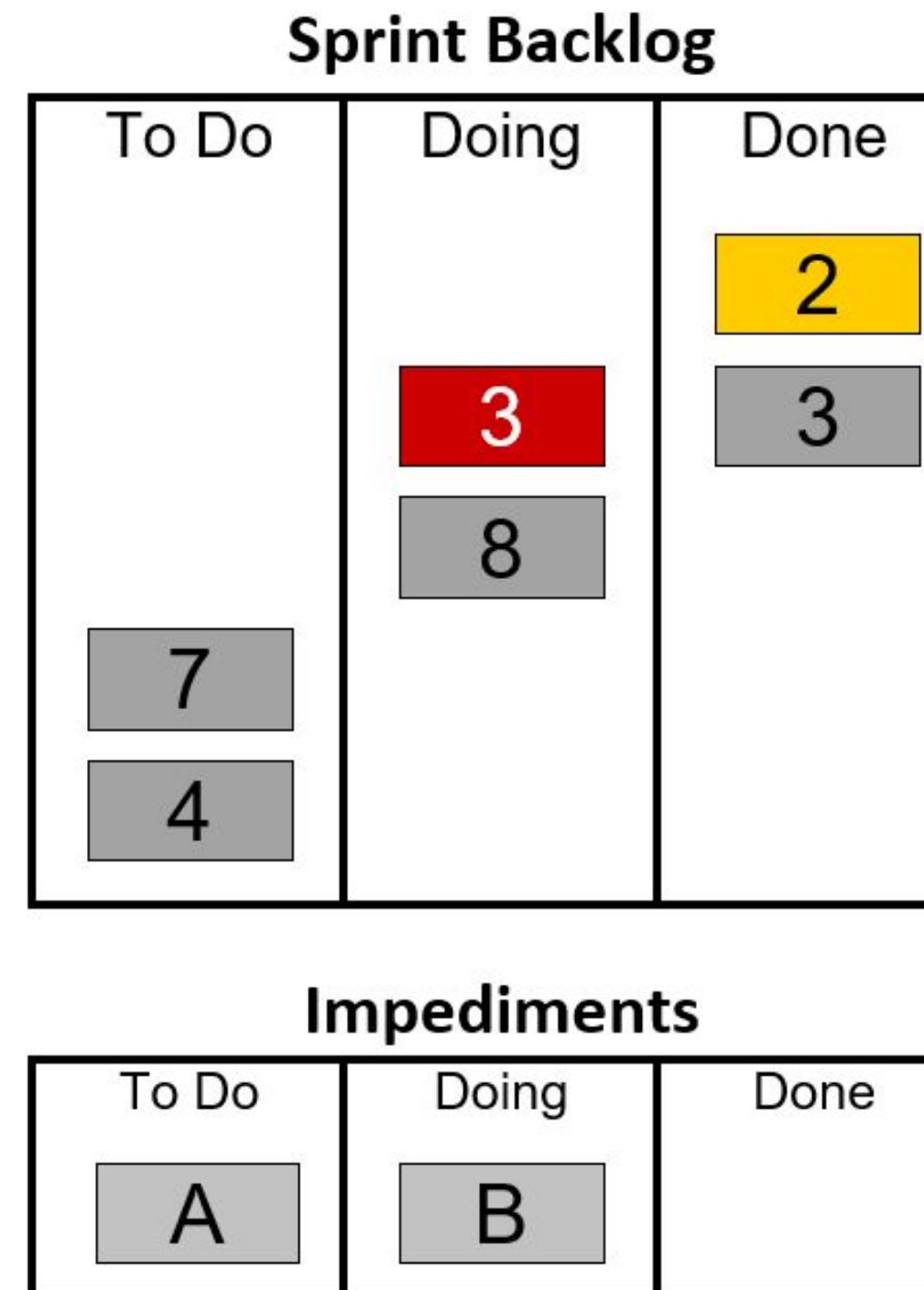
身為Scrum團隊的一員，我要知道如何建立Sprint看板，
所以任何人都可以容易地看清楚整個團隊開發的進度

Scrum Board: Status Reporting 狀況報告

Status Reports normally include: 狀況報告通常包括

- **Recent Accomplishments**
最近完成事項
- **Upcoming Activities**
活動預告
- **Risks 風險**
- **Schedule Update**
時間表更新
- **Budget Update**
預算更新

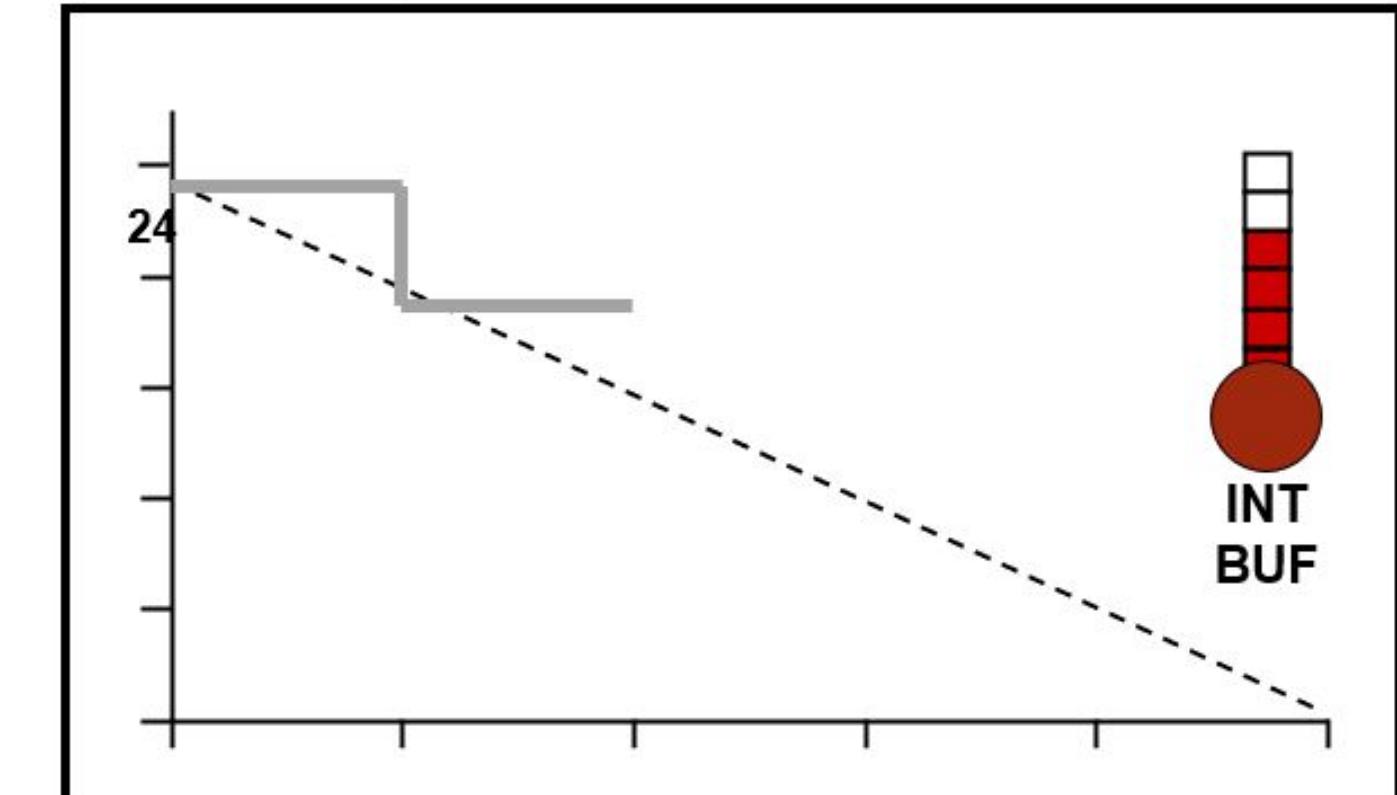
The “A-TEAM” Sprint Board



Sprint Goal
A specific, exciting and valuable outcome for our customers and Stakeholders.



Sprint Burndown Chart



Sprint Goal 一個對我們顧客及利益相關者明確特定、令人興奮、有價值的成果

Scrum Board: Recent Accomplishments 最近完成事項

The “A-TEAM” Sprint Board

Sprint Backlog

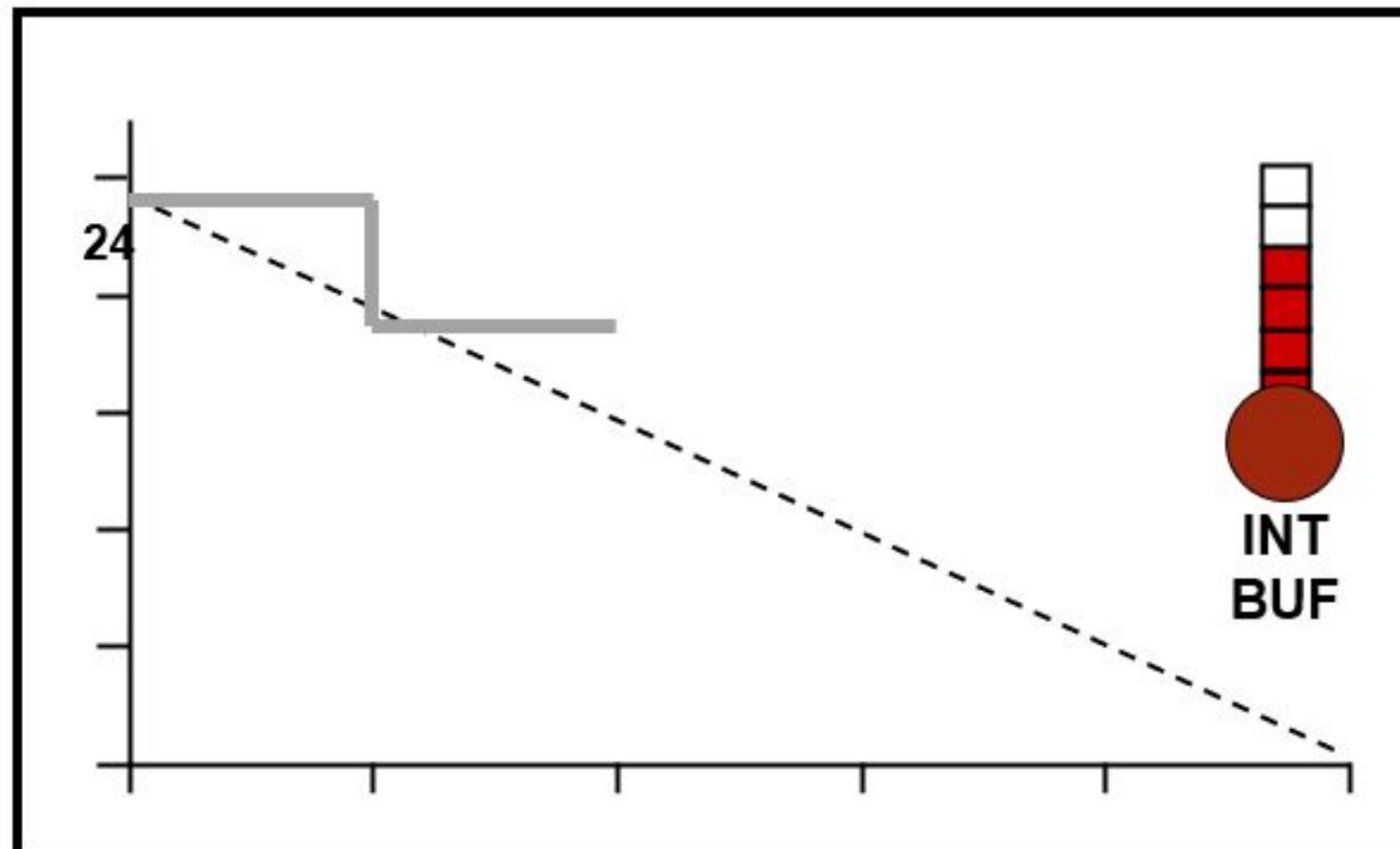
To Do	Doing	Done
		2
	3	
		3
7		
4		

Sprint Goal

A specific, exciting and valuable outcome for our customers and Stakeholders.



Sprint Burndown Chart



Impediments

To Do	Doing	Done
A	B	

Reviews

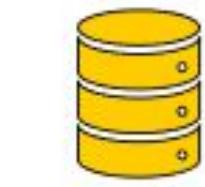
Sprint 26...



Sprint 25...



Sprint 24...



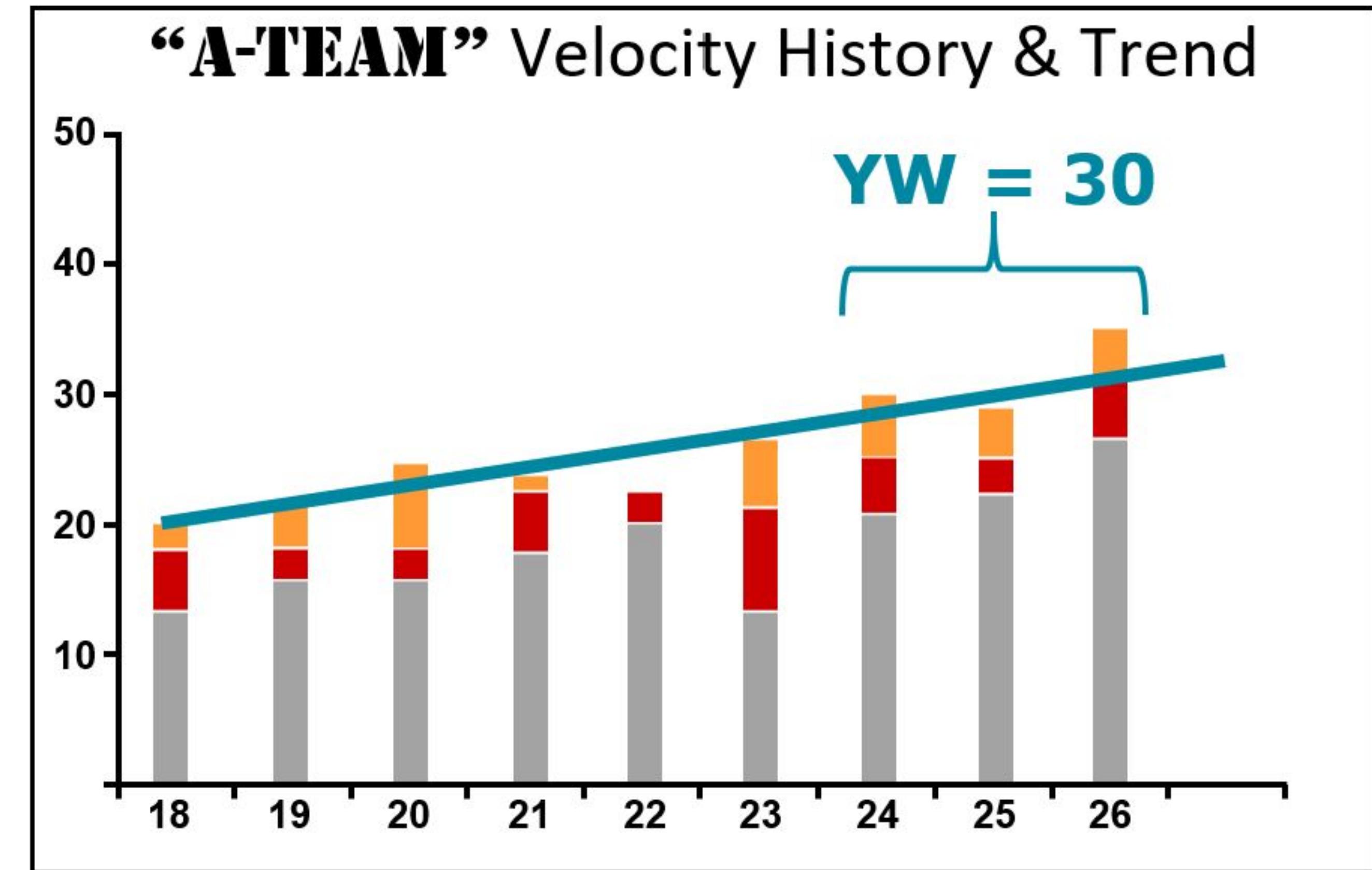
Sprint 23...



Velocity

Scrum Board: Team Velocity Trend 團隊速率趨勢

- Visual History of
 - Progress toward Team's Sprint Commitment 團隊Sprint承諾的進展
 - State of the **Interrupt Buffer** 插件緩衝區的狀態
 - Visualization of **Extra Value Delivered** 額外價值交付視覺化
 - Trend line of **Yesterday's Weather (rolling average of the last 3 Sprints)** 最近3個Sprint的滾動平均值



Scrum Board: Upcoming Activities

活動預告

Product Backlog

The “A-TEAM” Sprint Board

Sprint Backlog

To Do	Doing	Done
		2
	3	
	8	
7		
4		

Impediments

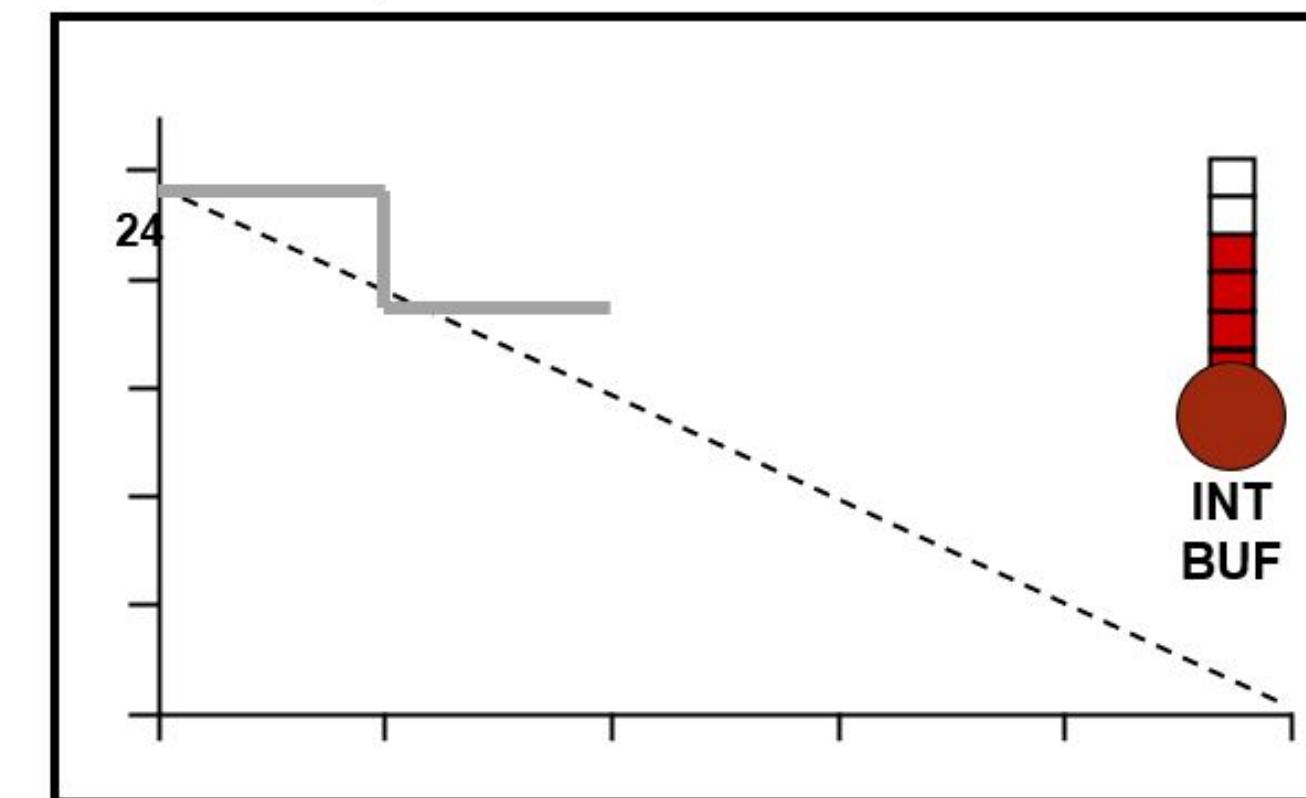
To Do	Doing	Done
A	B	

Sprint Goal

A specific, exciting and valuable outcome for our customers and Stakeholders.



Sprint Burndown Chart



Reviews

Sprint 26...



Sprint 25...



Sprint 24...



Sprint 23...



Velocity



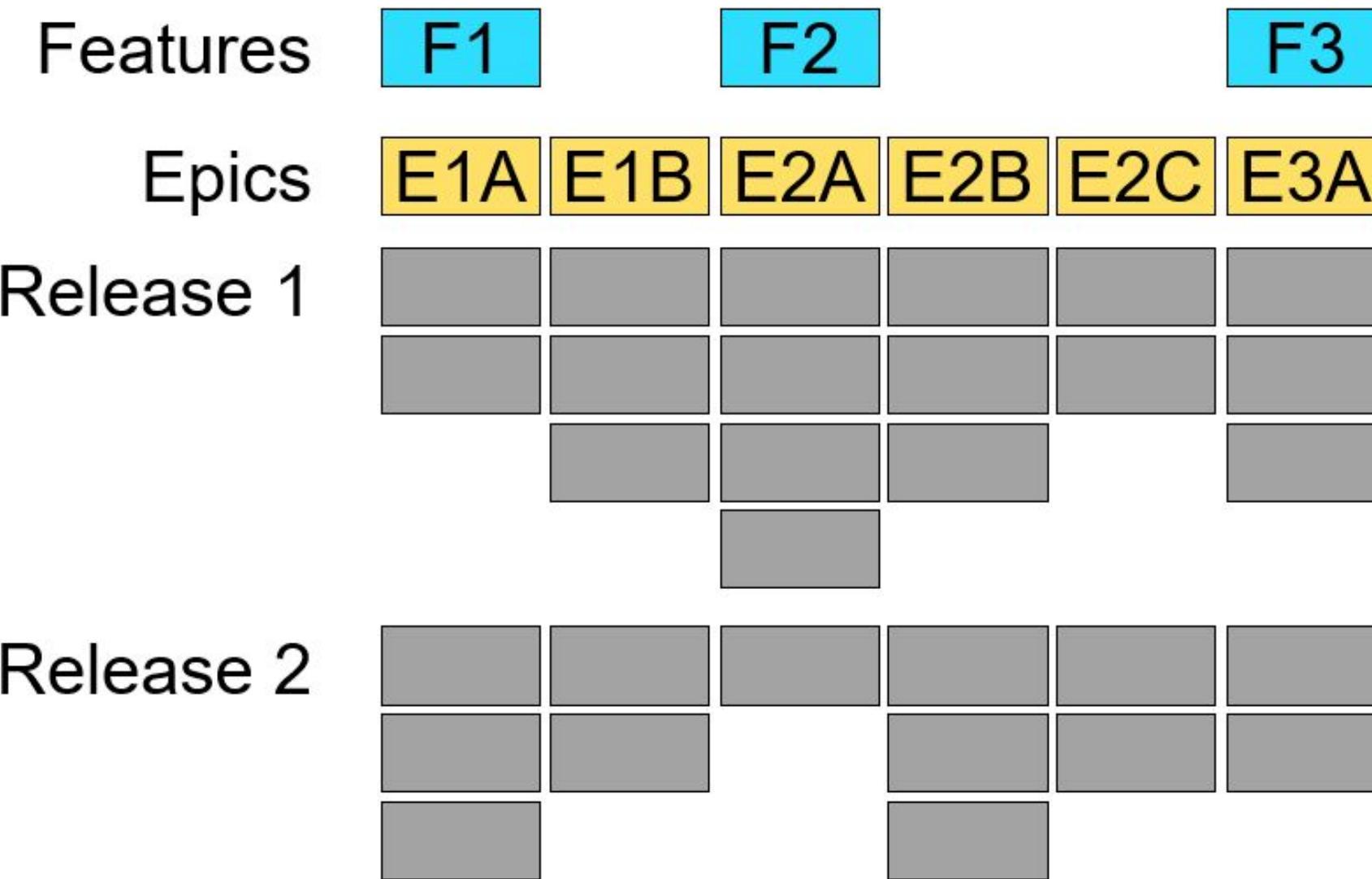
Scrum Board: Product Backlog

產品待辦

Ready Backlog

- 2-3 Sprints of clearly defined backlog
- 2-3個Sprint已清楚定義的待辦事項
- ### Story Map 故事圖
- **Visual summary** of upcoming releases of epics and then features
- 即將發布的史詩和功能的視覺摘要

Story Map / Road Map



“Ready”

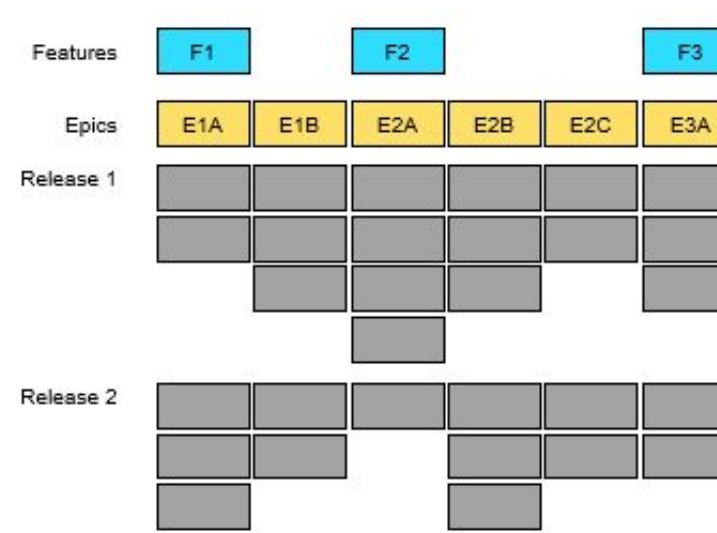
S3	S2	S1
3	4	2
2	1	8
4	7	1
2	2	
5	4	
2	6	
5	3	
	3	

Yesterday's
Weather
30

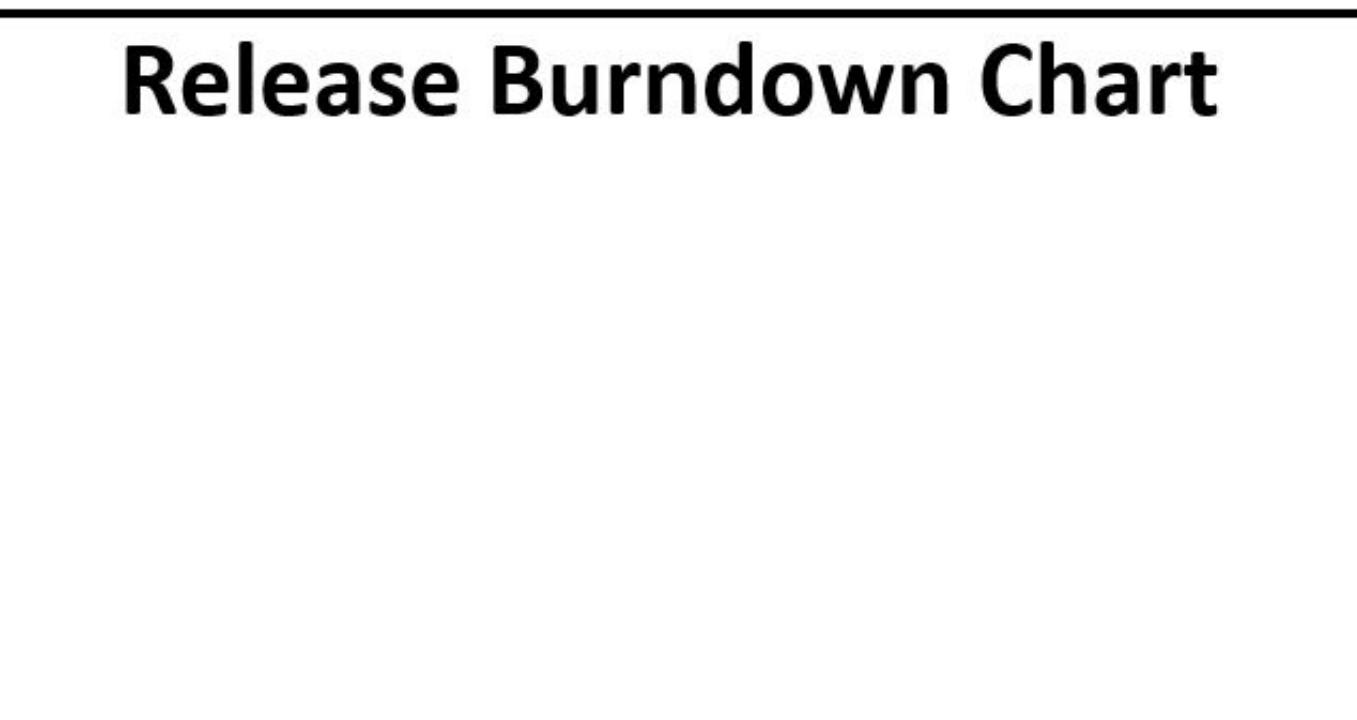
Scrum Board: Schedule Update

時間表更新

Product Backlog



Release Burndown Chart



The “A-TEAM” Sprint Board

Sprint Backlog

To Do	Doing	Done
		2
	3	
	8	
7		
4		

Impediments

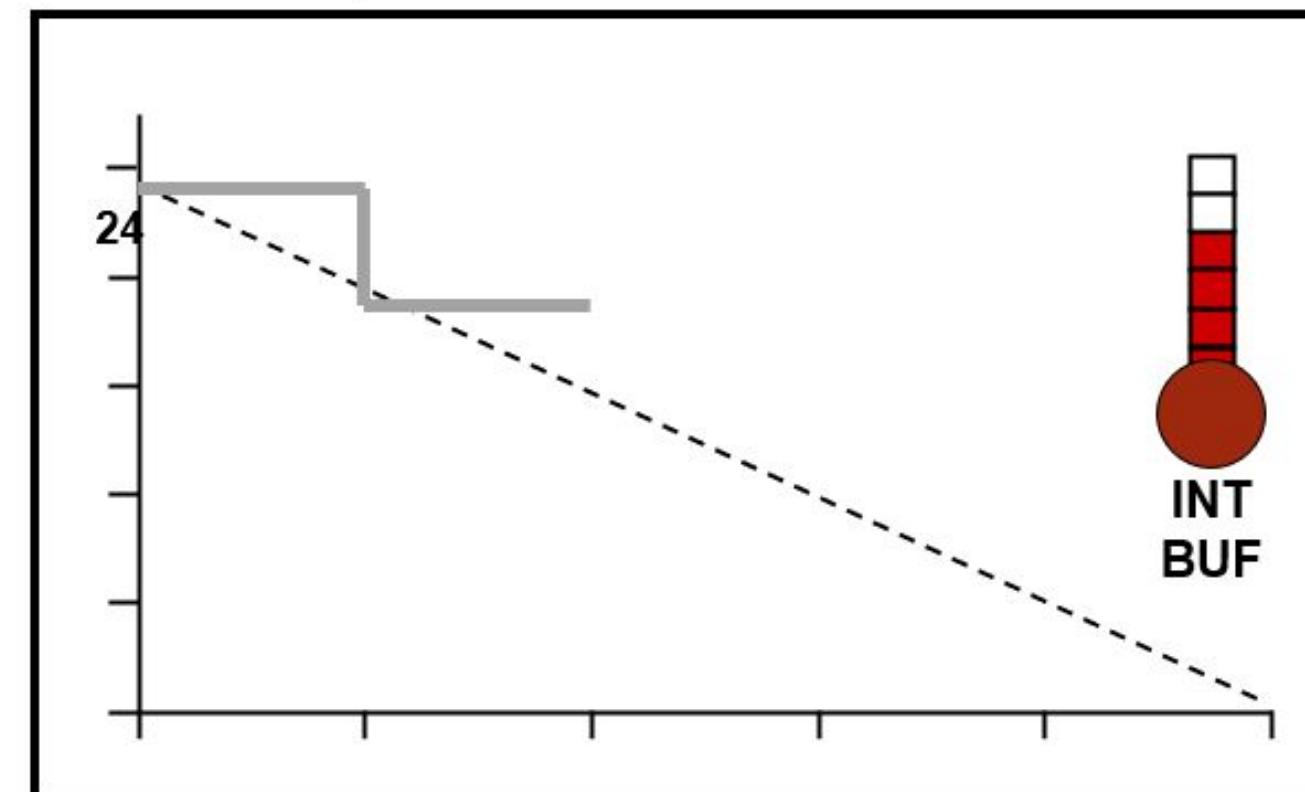
To Do	Doing	Done
A	B	

Sprint Goal

A specific, exciting and valuable outcome for our customers and Stakeholders.



Sprint Burndown Chart



Reviews

- Sprint 26...
- Sprint 25...
- Sprint 24...
- Sprint 23...

Velocity

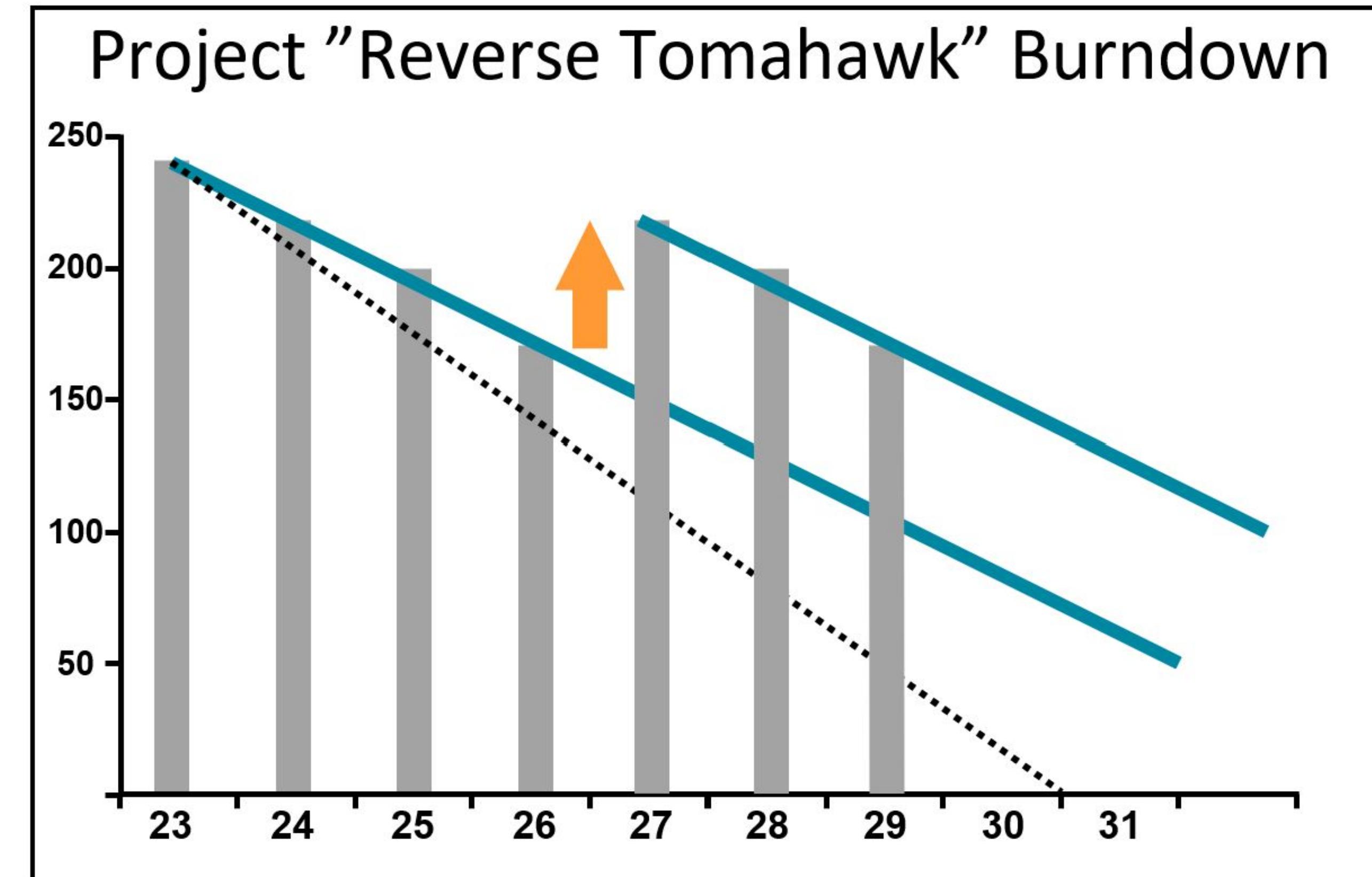


Scrum Board: Release Burndown Chart

發布燃盡圖

Visual Summary of

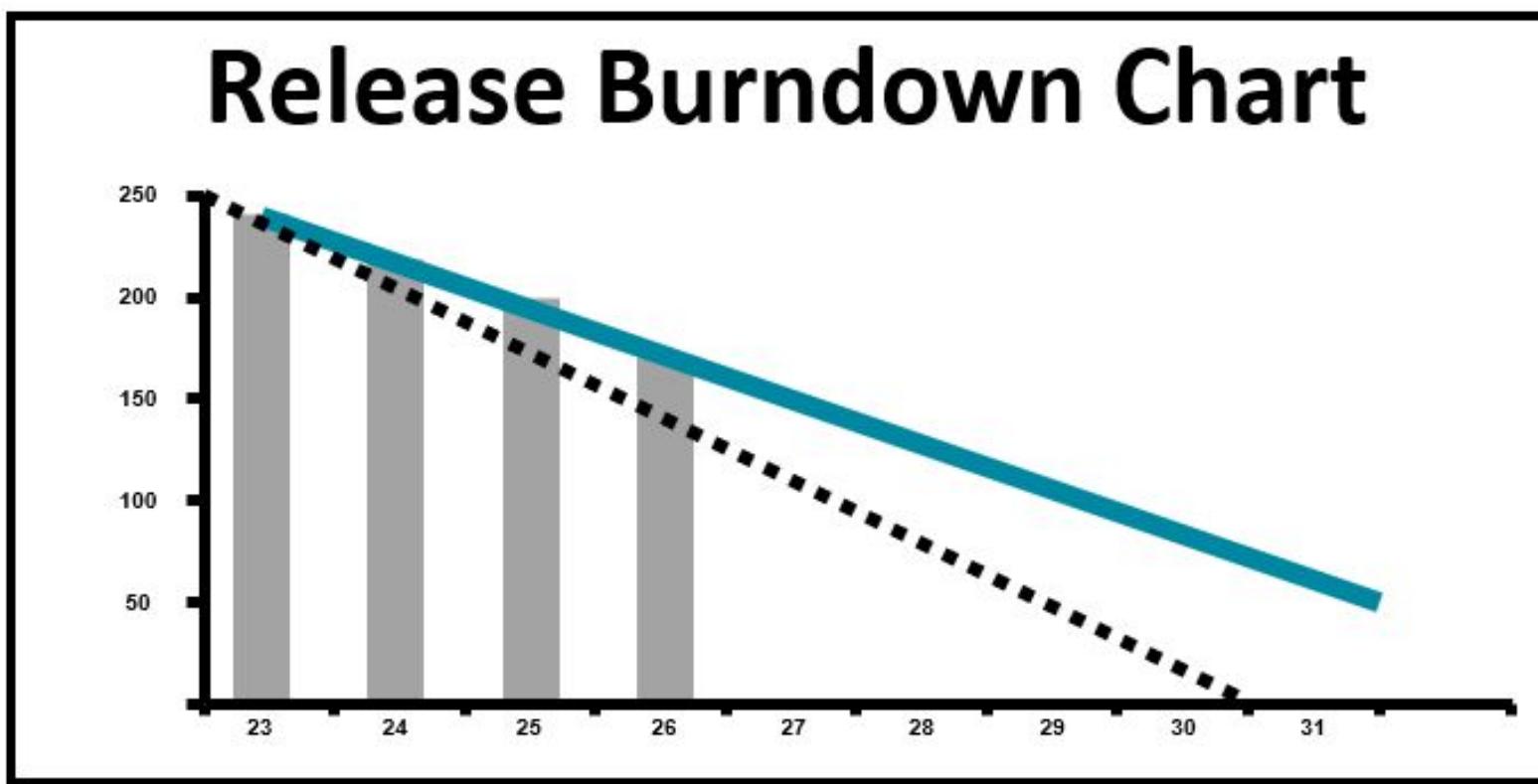
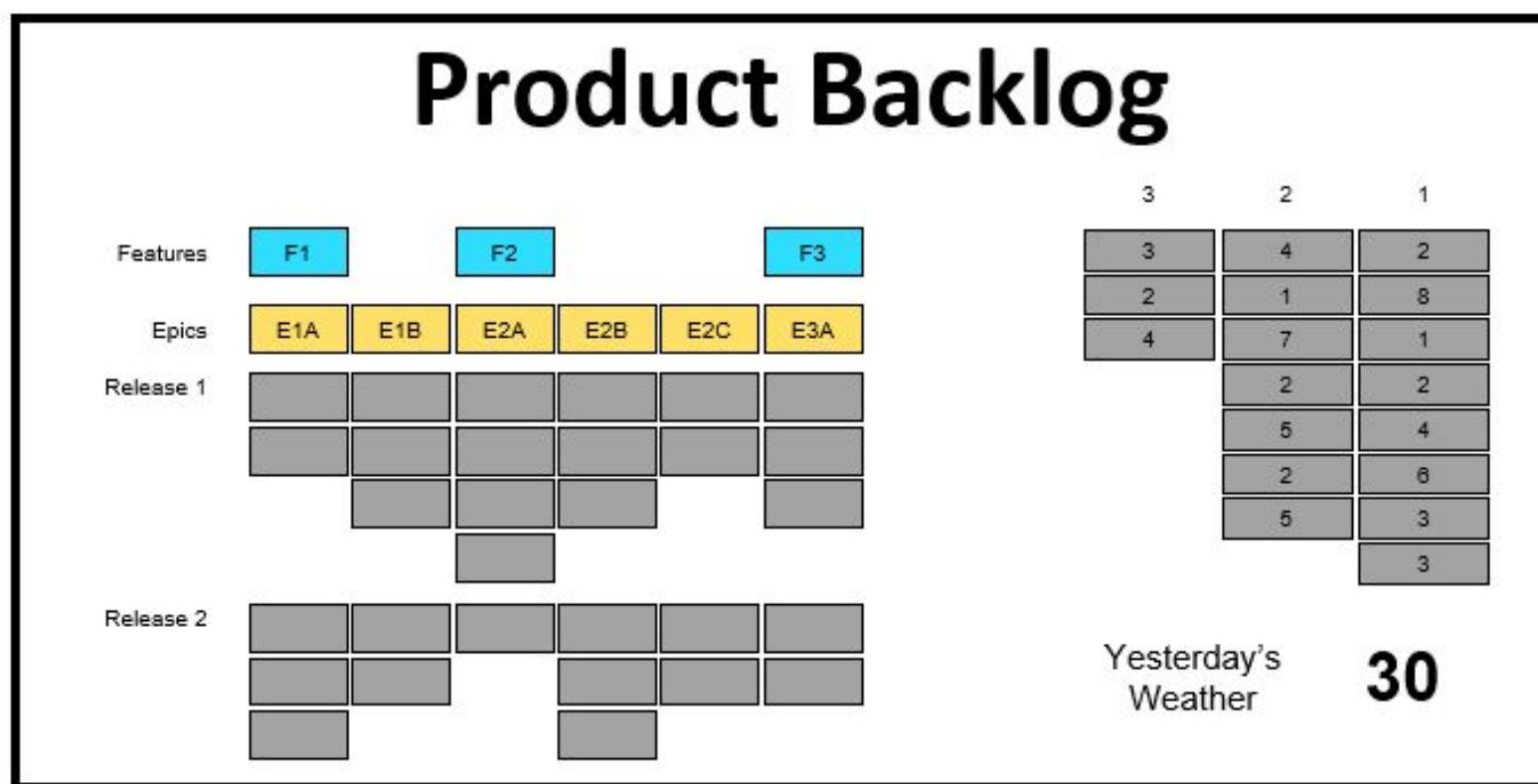
- **Projected Delivery** (dot line) of product
產品的預計交付(虛線)
- **Effort Remaining** until completion
完成前還有多少工作
- **Current Trend** to completion
目前的完成趨勢
- **Scope Changes** on the timeline 範圍變更



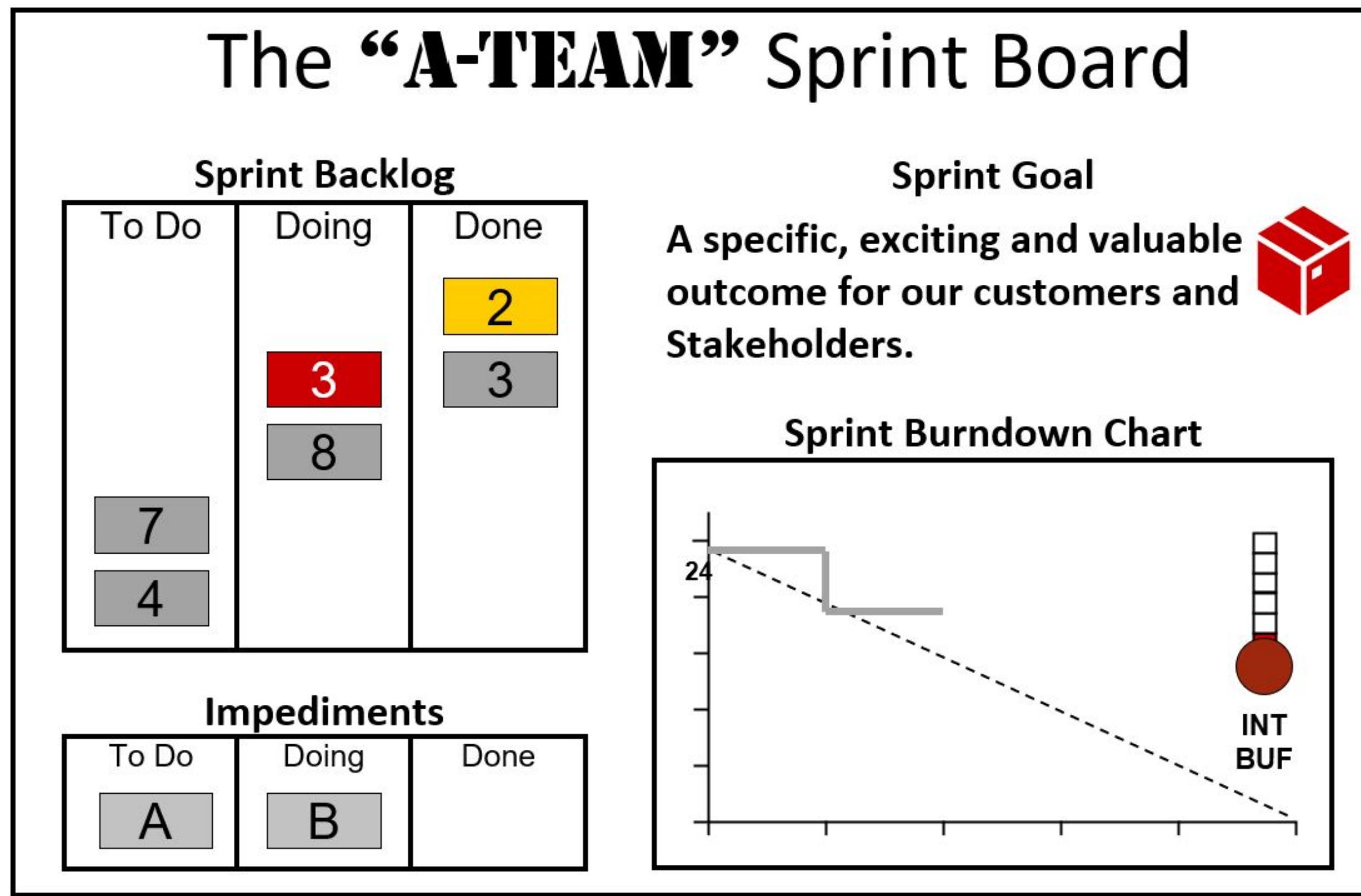
Scrum Board: No More Status Reports!

不需要特別準備狀況報告

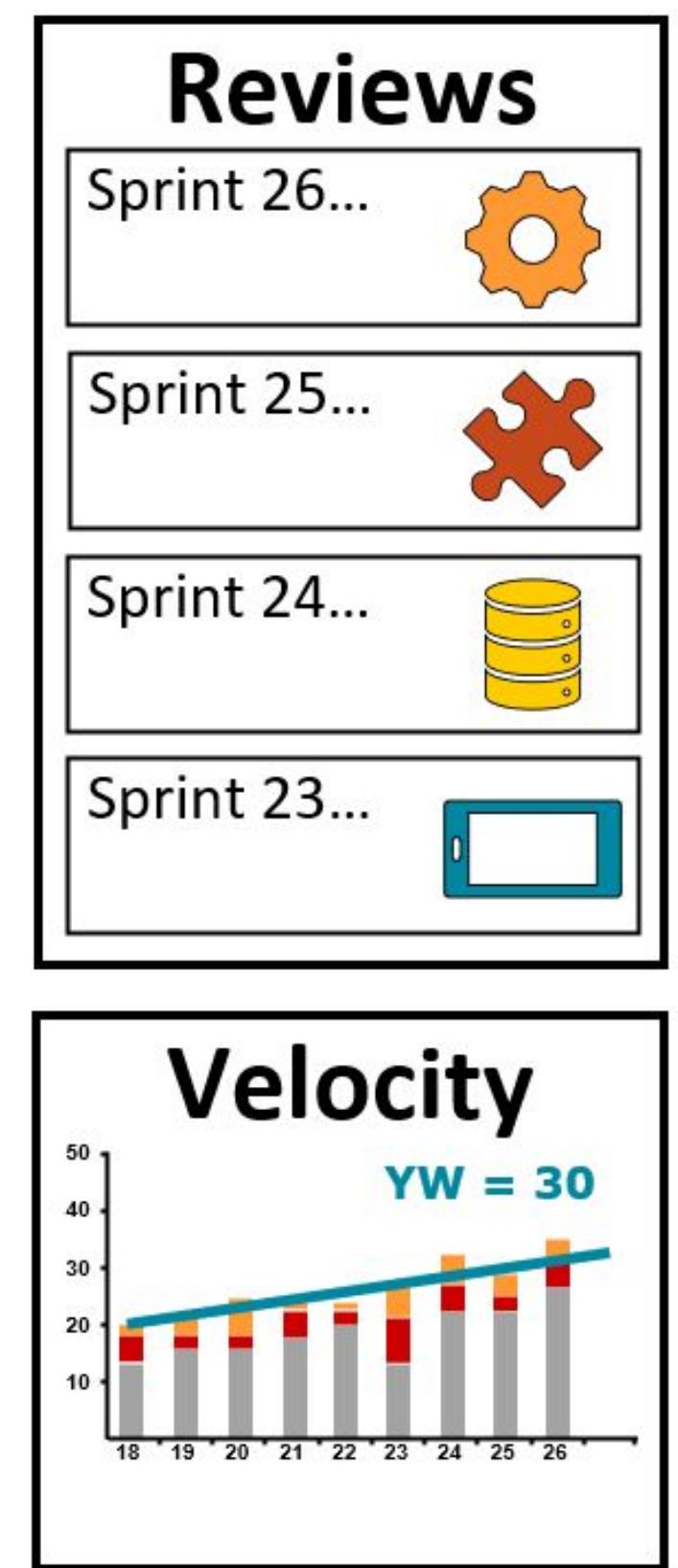
To Do



Doing



Done



“Using an electronic monitor does not work if only one person uses that information.

如果只有一個人會用到電子顯示器上的資訊，採用電子顯示器就沒用

Visual management charts must allow for communication and sharing.”

視覺管理圖表必須用來溝通和分享

- *Ichiro Suzuki, the chief engineer of the first Lexus*

Increment 產品增量 (*)

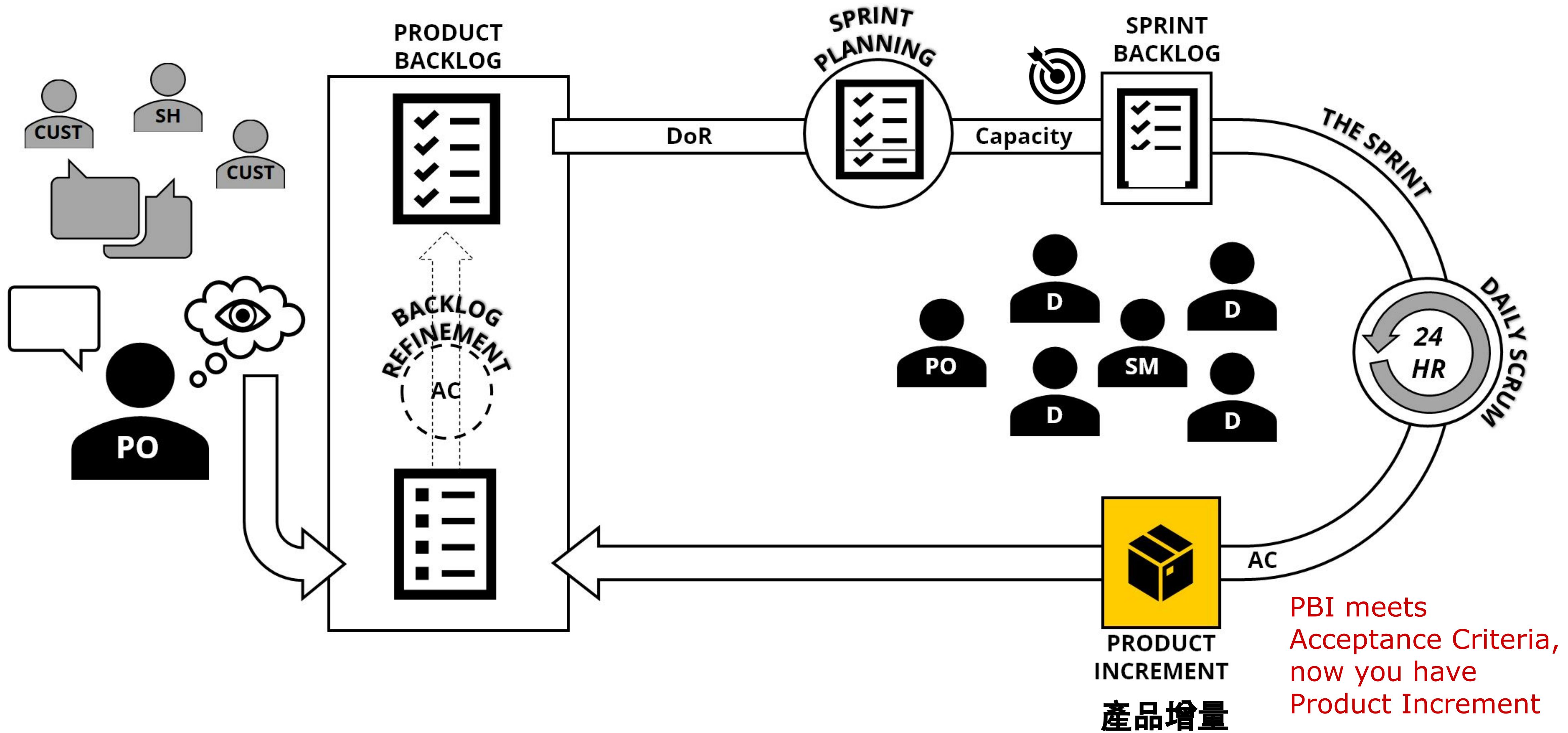
As a member of a Scrum Team, I need to know what goes into the Product Increment, so that I can help my team produce one with quality

身為Scrum團隊的一員，我要知道產品增量會有什麼，
所以我可以協助團隊交付有品質的增量

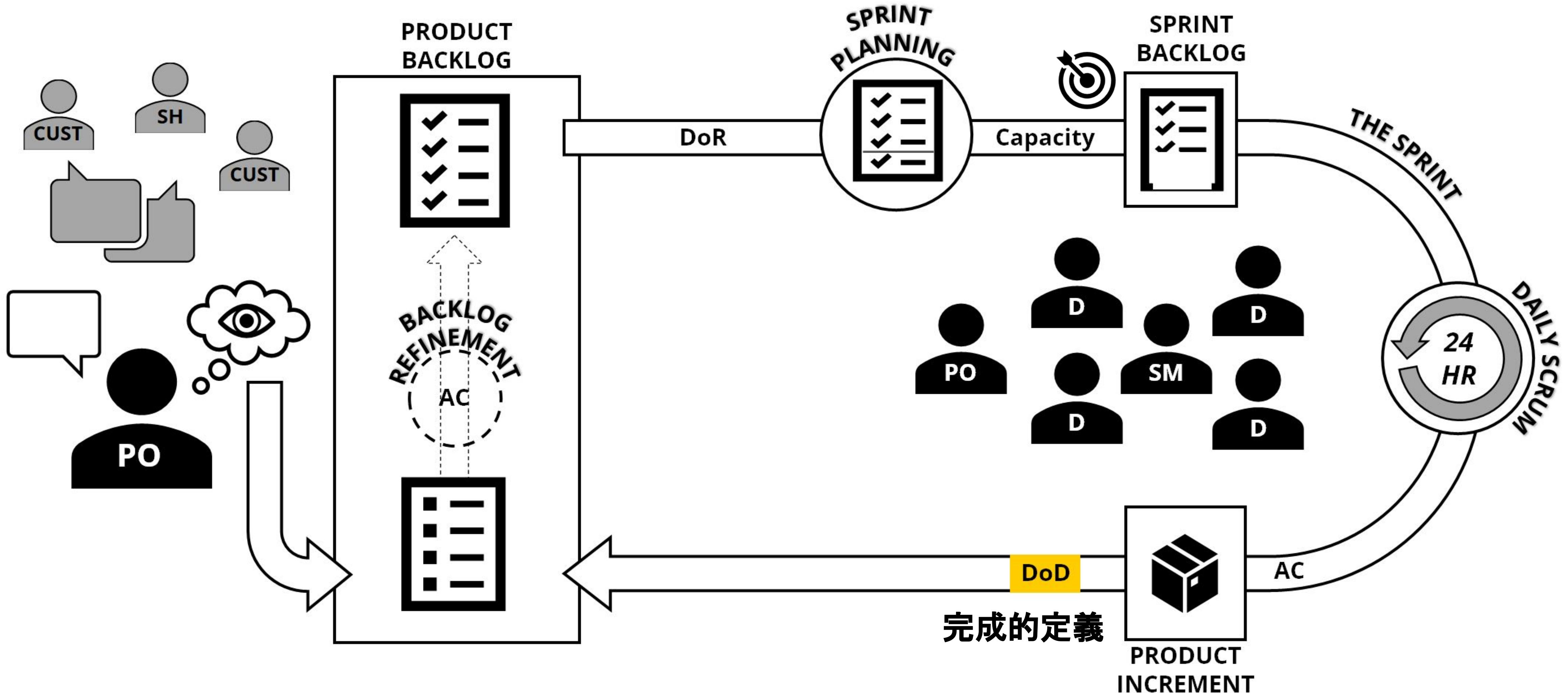
Learning Objectives:

- Identify this Scrum artifact and how it is produced in, and helps guide, the Scrum events
識別此Scrum產出物以及它如何在Scrum事件中產生，並幫助指導Scrum事件

Scrum Framework

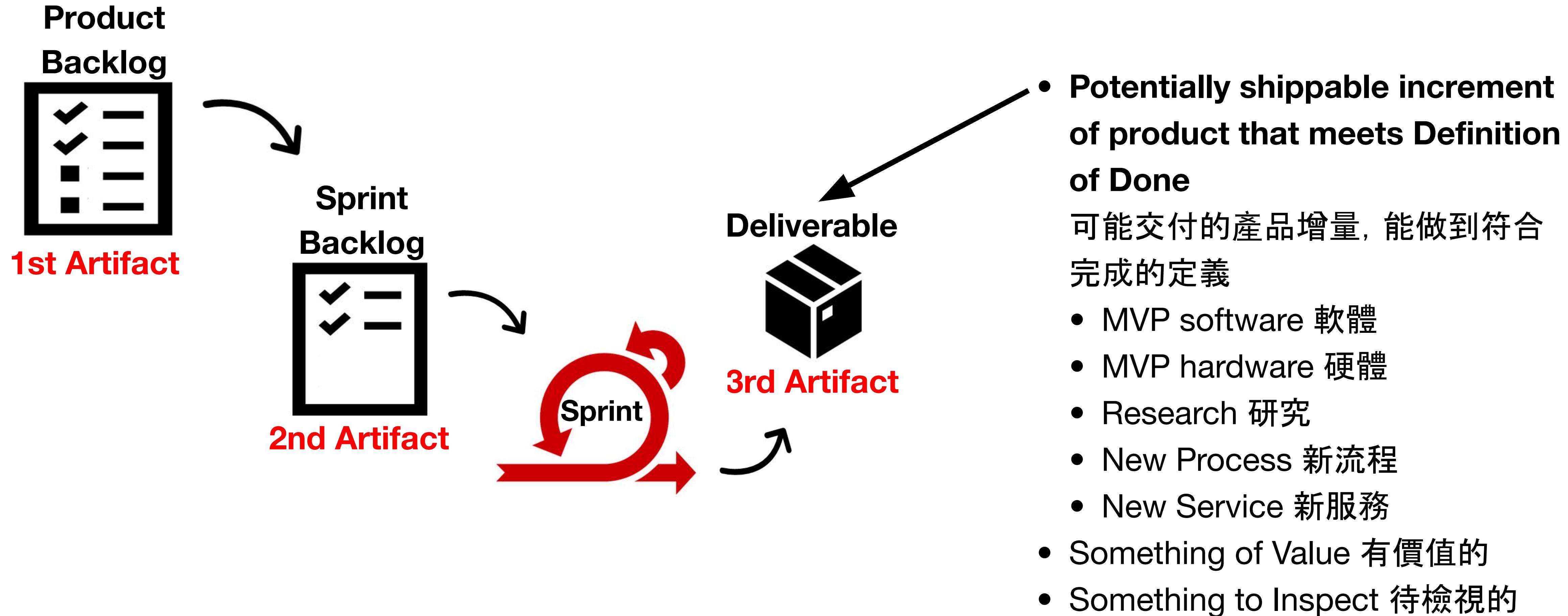


Scrum Framework



Product Increment MUST meet the DoD

The Increment: The Final Artifact 產出物



Product Increment 產品增量

The Product Increment is the **sum of all Backlog Items that achieve the Sprint Goal**

產品增量是實現Sprint目標的所有待辦事項的總和

- At the end of the Sprint, the new increment **must be done** 在Sprint結束時，新的產品增量必須完成
- Each increment is **additive to all prior increments** and must be thoroughly tested, ensuring all increments work seamlessly together
每個產品增量都是附加於之前所有的產品增量，且必須徹底試驗，確保所有的產品增量能無縫運作
- The increment must be in **usable condition whether or not the PO decides to release it**
無論PO是否決定發布增量，增量都必須是可用狀態

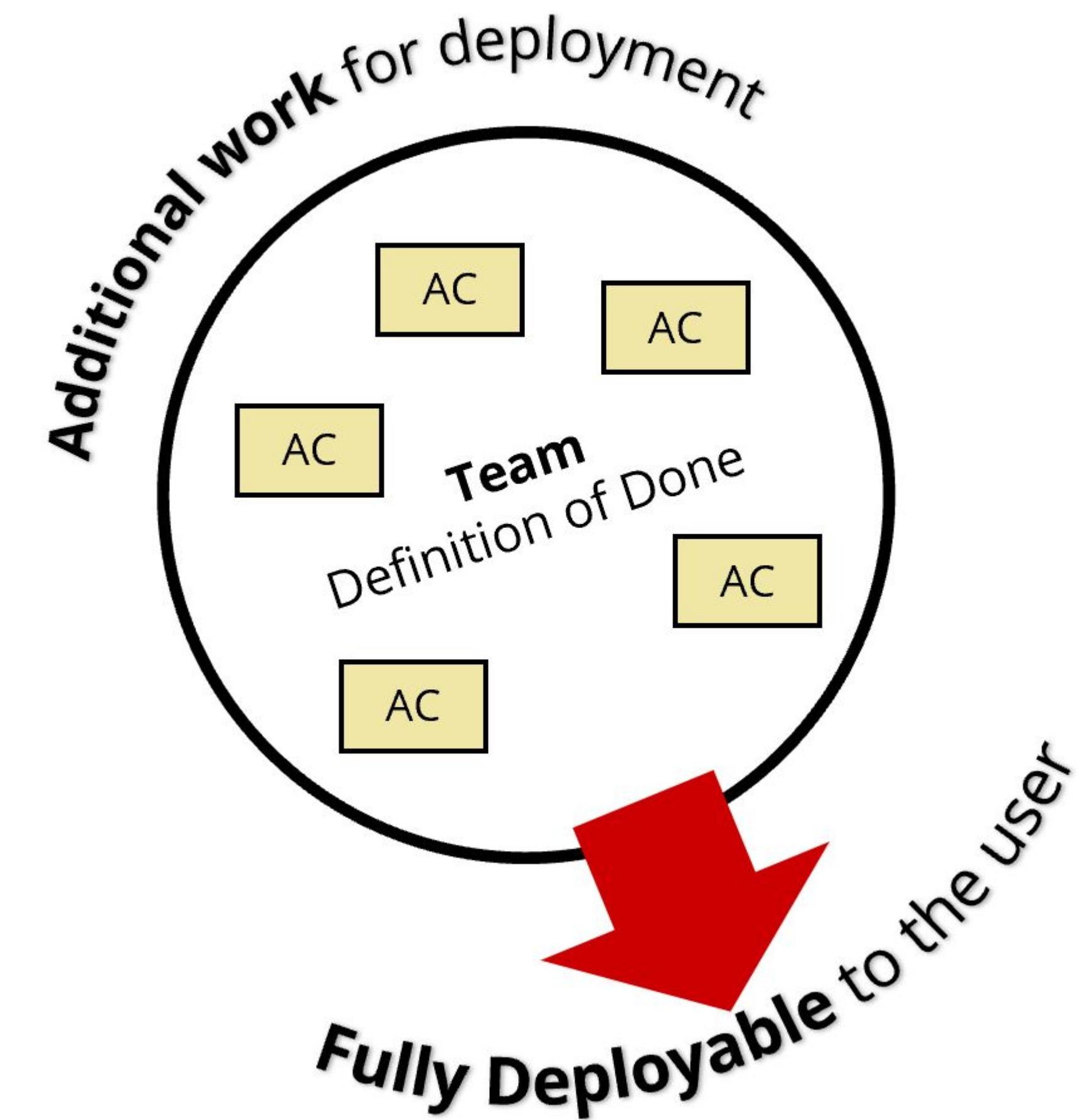


The **Commitment** for the Product **Increment** is the **Definition of Done**. The Scrum Team must have a shared understanding of what it means for work to be complete 產品增量的承諾就是完成的定義，Scrum團隊必須對工作完成的定義有一致的理解

Product Increment: Definition of Done

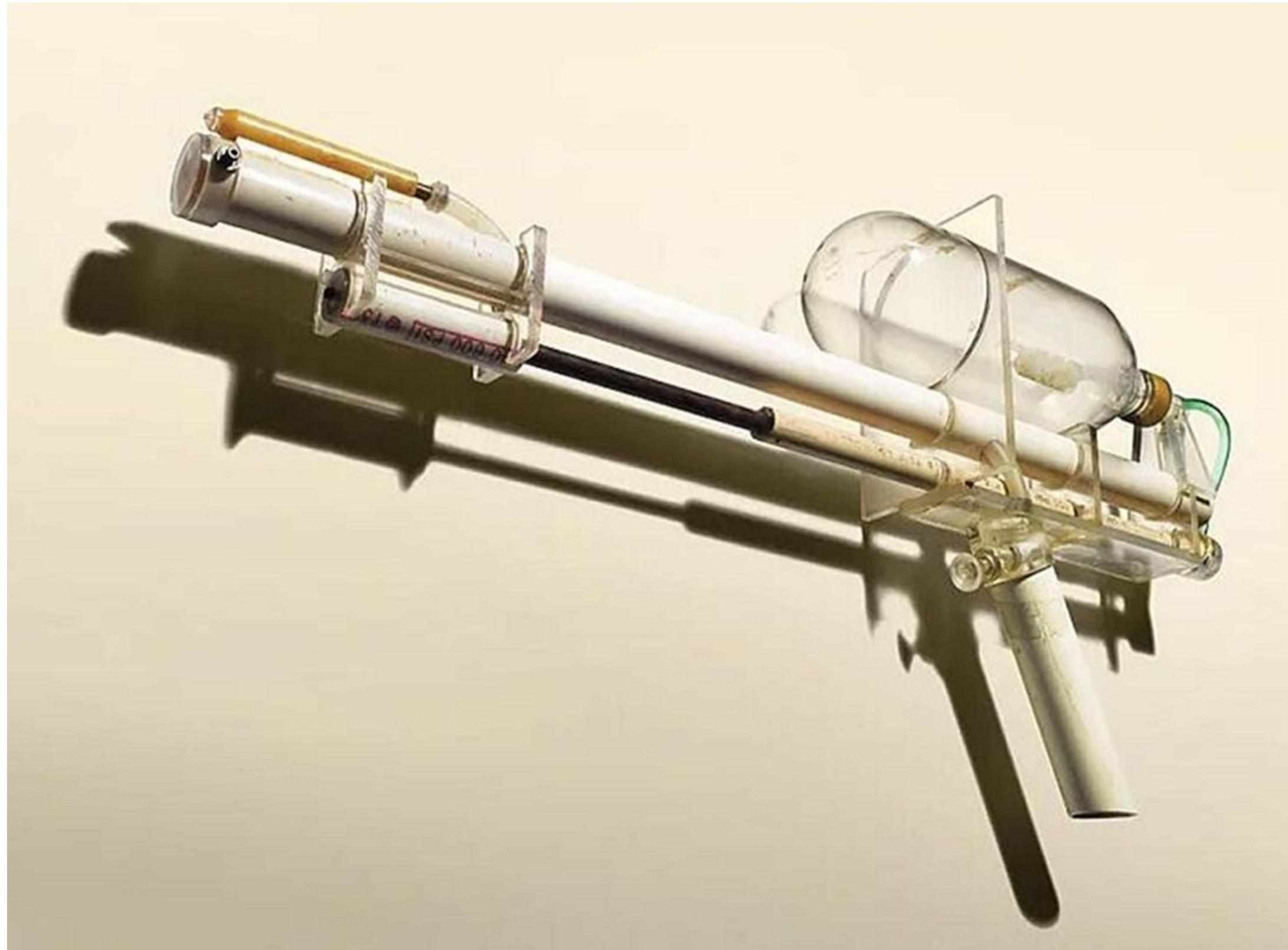
完成的定義

- Definition of Done is in **addition to the Acceptance Criteria (AC)** defined for a Product Backlog Item
除了驗收標準, 完成的定義是用在產品待辦事項
- If the organization does not set a **standard Definition of Done (DoD)**, then the Scrum Team should set its own
如果組織未設置標準的完成的定義, 則Scrum團隊應設置自己的
- Often there is **additional work** before it is fully deployed to the user 通常在完全交付部署給使用者之前, 會有額外的工作
- You can think of **AC** as what a **customer needs** and the **DoD** as what the **organization needs** in order to deliver it to the end user 你可以把驗收標準想成是一個顧客需求、完成的定義想成是組織的需求, 來做交付
- The Definition of Done is the **Commitment** for the **Increment** 完成的定義是對增量的承諾



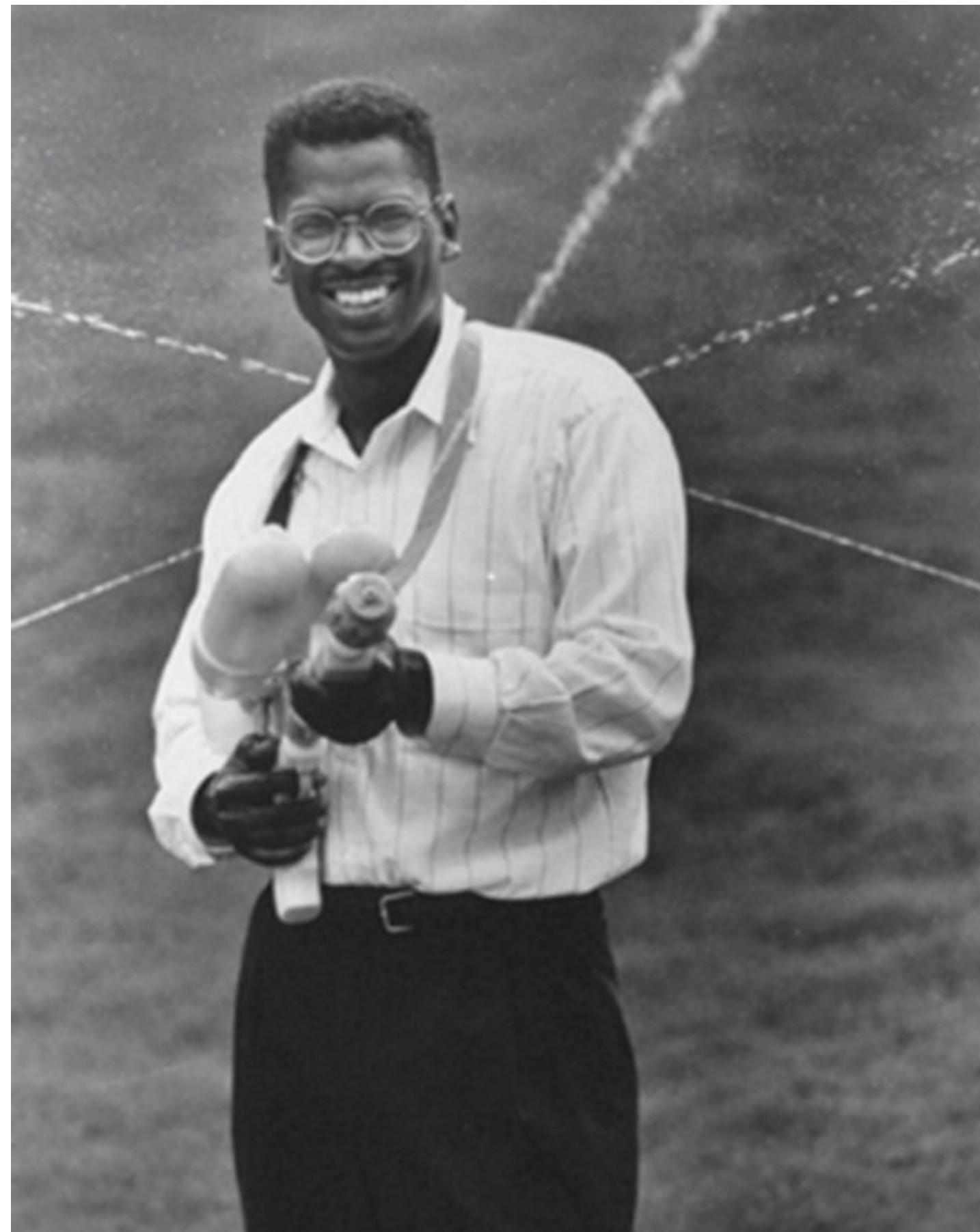
Super Soaker MVP to Final Product

從最小可行性產品(Minimum Viable Product 到終極產品)



People would say, “You know, Johnson” “You are really lucky.” 你真的很幸運
And I thought, it's just a lot of hard work. 這只是很多艱苦的工作
It took 10 years from the idea to major success. 從構想到成功，花了10年的時間

Super Soaker Success!



Lonnie Johnson, a nuclear engineer and former NASA scientist.
Product has over \$1 Billion in sales

What is a Minimum Viable Product? 什麼是最小可行性產品？

- **Just enough** (features) and **JIT**, and no more
剛好足夠的(功能)和及時生產, 就沒有其他的了
- Early Testable Product, get quick **feedback** from early adopters for coming product development
前期可測試的產品, 可從前期用戶獲得快速回饋, 以進行後續產品開發
- **Reduce waste** by avoid building features that customers don't use (**YAGNI**)
藉由避免打造客戶不使用的功能(You Ain't Gonna Need It)來減少浪費
- Don't forget, it's **Minimum 最小/最低**, and it has to be **Viable 可實行的**, and it's a **Product** you can sell or use 是您可以銷售或使用的產品
- Early Lovable Product by the customer. 客戶喜愛的早期產品
- Release Early and Often. 儘早發布並經常發布

What is the MVP for building a car?

What is the MVP for the product you are building?

What should NOT be in the MVP?

MVP Game in Agile Product Development

敏捷產品開發中的 MVP 遊戲

I usually
wake up
at 8 AM

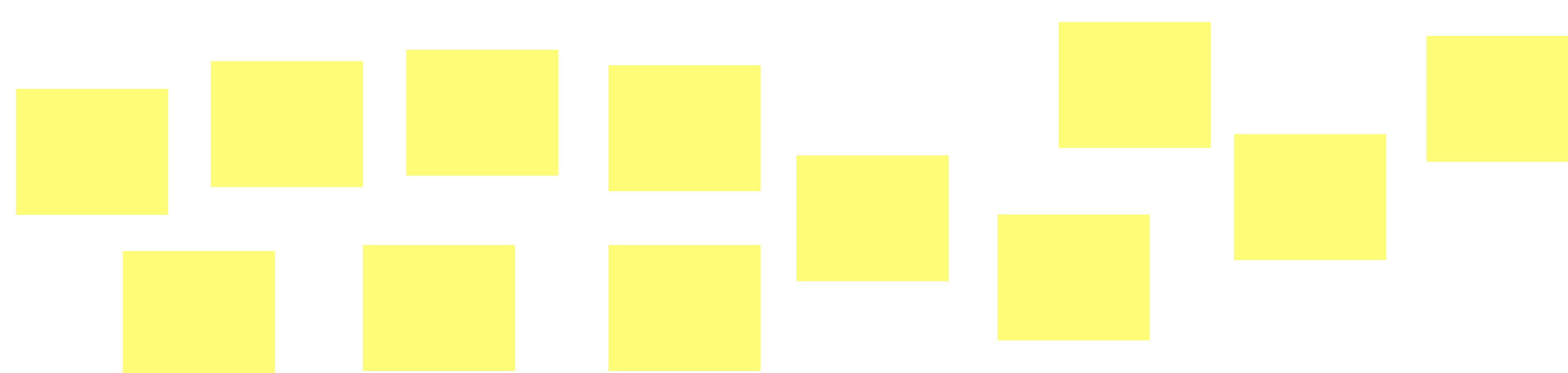
Oh My
God, it's
8:45 AM

You need 30 mins
of transportation
(Constraint)

In the office
for an
important
meeting at
9:30 AM

What will you
need to do now?

List EVERYTHING
you usually do

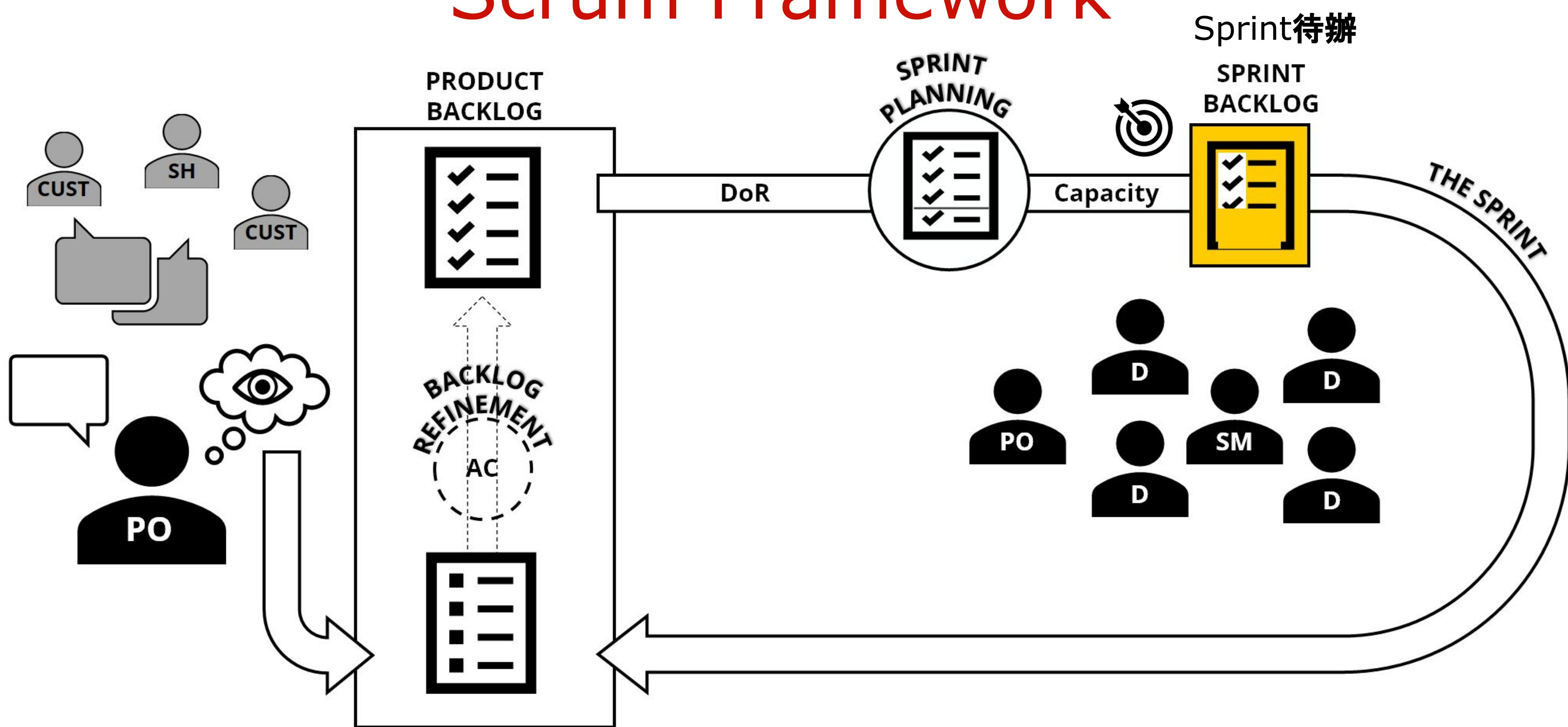


Sprint Backlog

As a member of a Scrum Team, I need to make sure the Sprint Backlog is Ready, so that the team finishes it twice as fast with less effort

身為Scrum團隊的一員，我要確保Sprint待辦是準備好的，
所以團隊才能用少一些力氣加倍速度完成交付

Scrum Framework



Sprint Backlog

- The Sprint Backlog is composed of three things: Sprint待辦由以下三點構成
 - WHY:** the **Sprint Goal**
 - WHAT:** the **collection of PBIs** to be done (待辦的待辦事項的總和)
 - How:** the **actionable plan** for delivering the increment (交付增量的可行計畫)
- The actionable plan is often represented by the Scrum Team **ordering of the Sprint Backlog** to maximize the likelihood of achieving the Sprint Goal.
Scrum團隊排序Sprint待辦是為了極大化達成Sprint目標的可能性
- Sprint Backlog serves as a collection of **PBIs to be done during the Sprint** in pursuit of the **Sprint Goal**
Sprint待辦是為了達成該Sprint目標而設定的PBI的總和
- The **Sprint backlog content is fixed at planning** so that the team has uninterrupted focus on the Sprint Goal
在做計劃時，Sprint 待辦的內容是確定不變的，所以團隊才能專注於Sprint目標的達成

Customize the awesome thing
for the top priority customer
為最重要的顧客訂製很棒的東西

To Do	Doing	Done
		
A		
B		
C		
D		
E		

Question: Why Sprint Backlog content is fixed? (Doesn't Agile Manifesto says: Responding to change over following a plan. And one of the Principle says: Welcome changing requirements, even late in development...?)

Sprint Board Sprint 看板

Most Sprint Backlogs will be **shown on a board** of some variety. This is borrowed from **lean manufacturing**

多數Sprint待辦會條列於看板(種種不同的), 這是來自精實製造

- Used to facilitate a **pull system** of work to avoid overloading the system and avoid upstream waste from a large batch processing

用於引導工作上的拉動系統, 來避開系統的重疊及避免從大批次處理過程時上游的浪費

- Tool for **minimizing Work in Process**

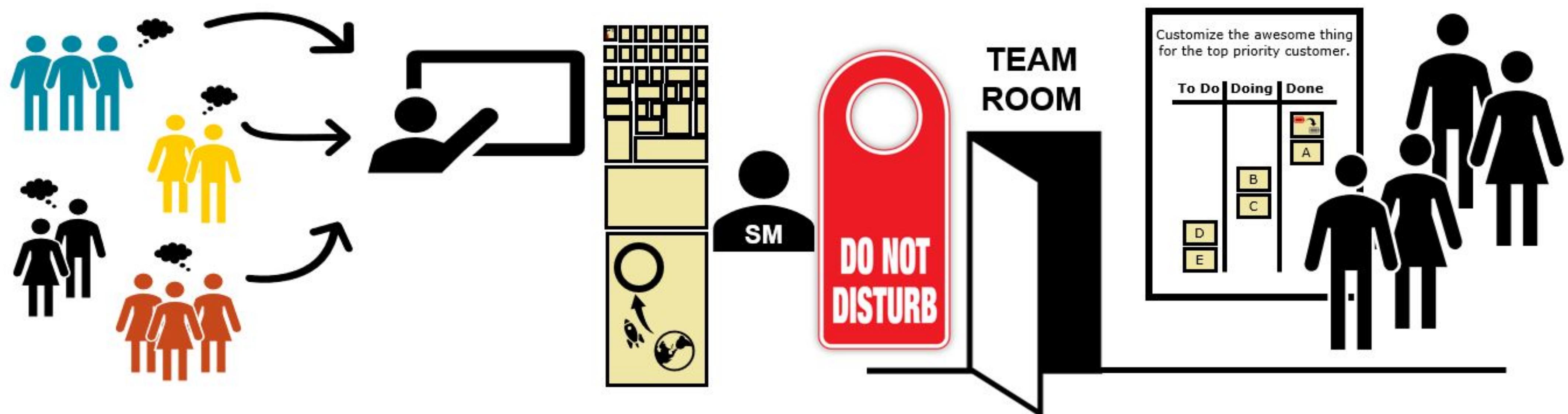
是將進行中的待辦事項減到最少的工具

Customize the awesome thing
for the top priority customer
為最重要的顧客訂製很棒的東西

To Do	Doing	Done
A		
B		
C		
D		
E		

Sprint Backlog: Fixed Content 確定不變的內容

- Unlike the **content of the Product Backlog is variable**, the **Sprint Backlog content is fixed for the duration of Sprint** so that the Scrum Team is **not** frequently switching directions and losing momentum
不同於可以變更內容的產品待辦, Sprint待辦是確定不變的, 所以團隊不會頻繁地更動方向及流失動力
- Risk is reduced** because **the length of the Sprint** becomes the period of potentially doing work that is not considered the most valuable thing by stakeholders
風險被降低, 是因為Sprint的長度變成去做利益關係者認為最有價值交付的工作的週期



Types of Work 工作的類型

WHAT YOU WANT TO DO

你想做的

WHAT YOU HAVE TO DO

你必須做的

OPERATIONS

營運

UNEXPECTED WORK

未料到的工作

What You Want to Do 你想做的

- New products, new processes, Initiatives, new capabilities 新產品、新流程、新作法、新產能

What You Have to Do 你必須做的

- Regular activity to meet requirements, Policies and Regulations

滿足要求、政策、法規的有規律固定工作

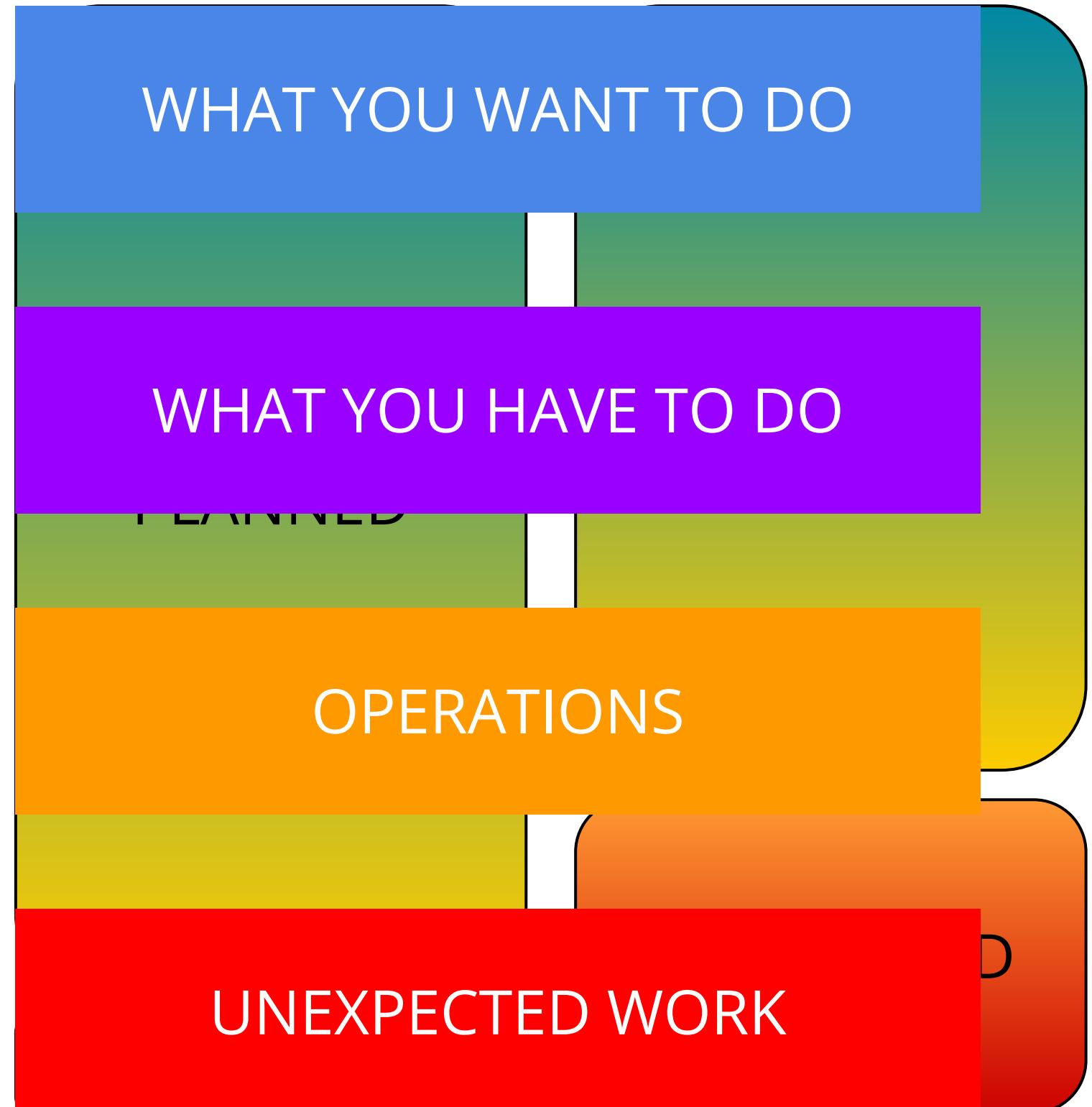
Known Unknowns 已知未知的

- Predictable on-demand work, Keep the lights on
可預料的回應需求工作, 照常運轉

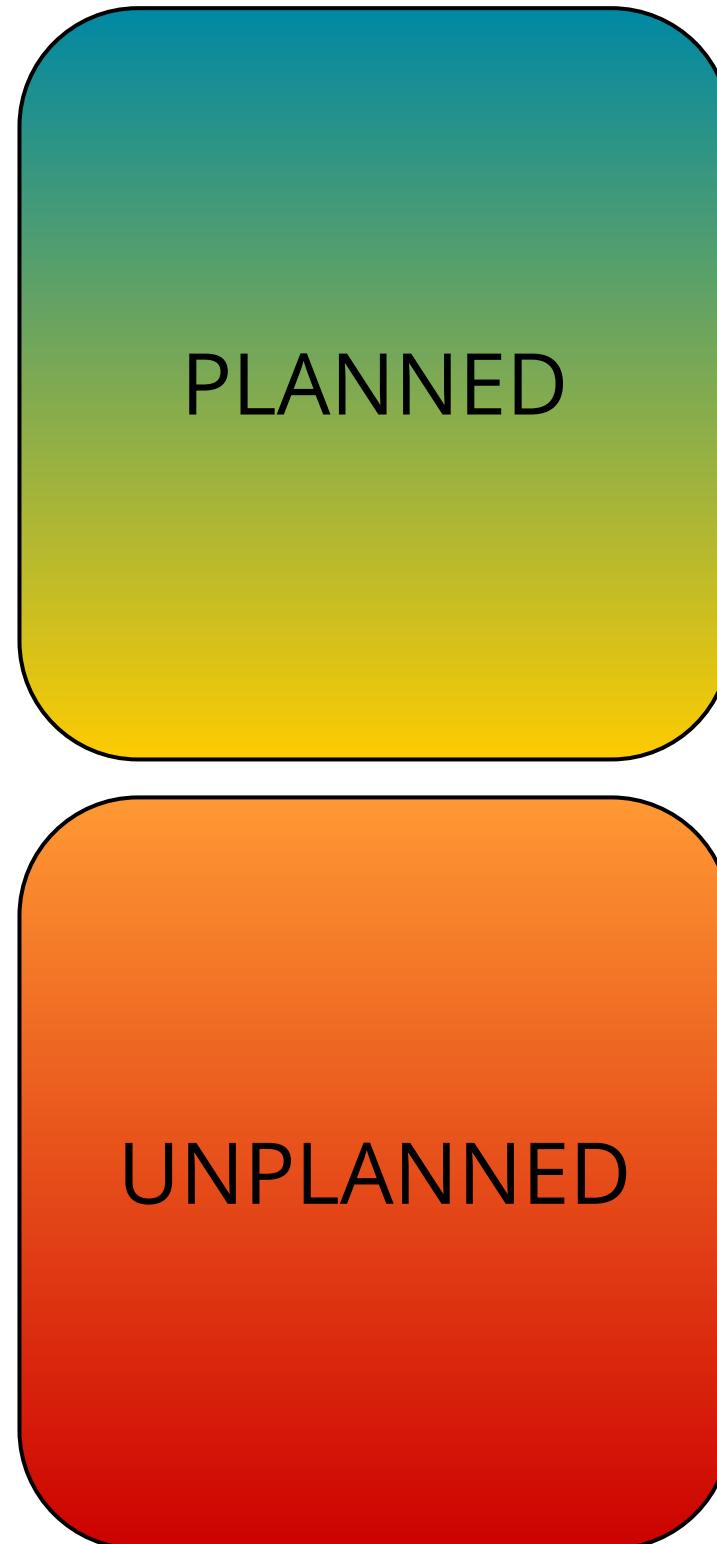
Unknown Unknowns 未知未知的

- Emergencies 突發事件

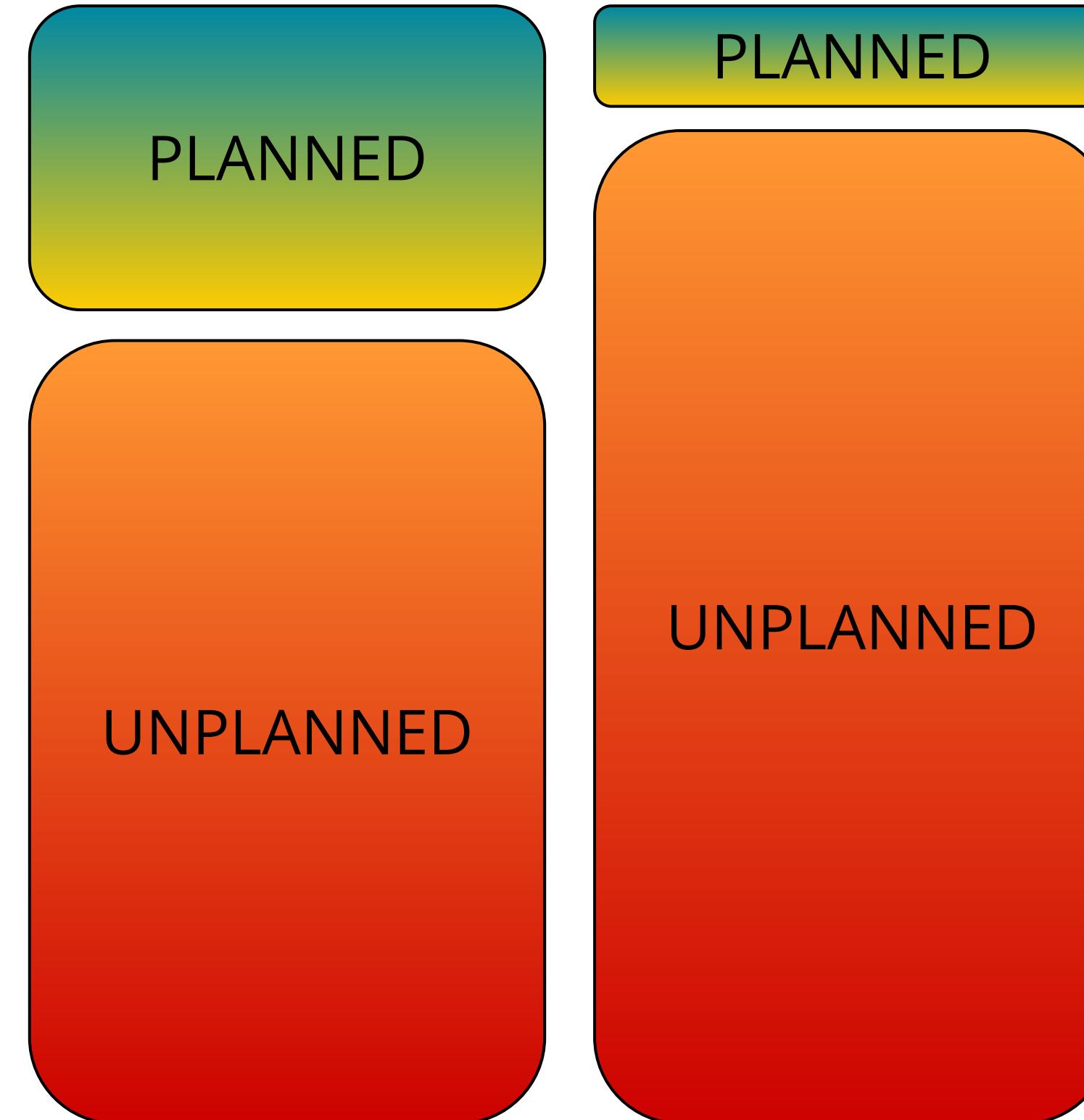
INNOVATION 革新



OPERATIONS 營運



REACTION 回應



Deep Problem

The Tragedy of the Commons 公地悲劇 / 共有財悲歌

- In 1832 William Forster Lloyd, a political economist at Oxford University, looking at the recurring devastation of common (i.e., not privately owned) pastures in England, asked: “Why are the cattle on a common so puny and stunted?”
- At the point when the carrying capacity of the commons was fully reached, a herdsman might ask himself, “Should I add another animal to my herd?” Because the herdsman owned his animals, the gain of so doing would come solely to him. But the loss incurred by overloading the pasture would be “commonized” among all the herdsmen
- Even when herdsmen understand the long-run consequences of their actions, they generally are powerless to prevent such damage without some coercive means of controlling the actions of each individual

公共草地上，有一群牧羊人，每一個牧羊人都想要多獲利一些，所以某個牧羊人就帶了大量的羊來放牧，雖然他知道過度放牧，草地可能會承受不住。但他依然獲利了，而後所有的牧羊人都跟進，所以草地牧草耗竭，悲劇因而發生了。

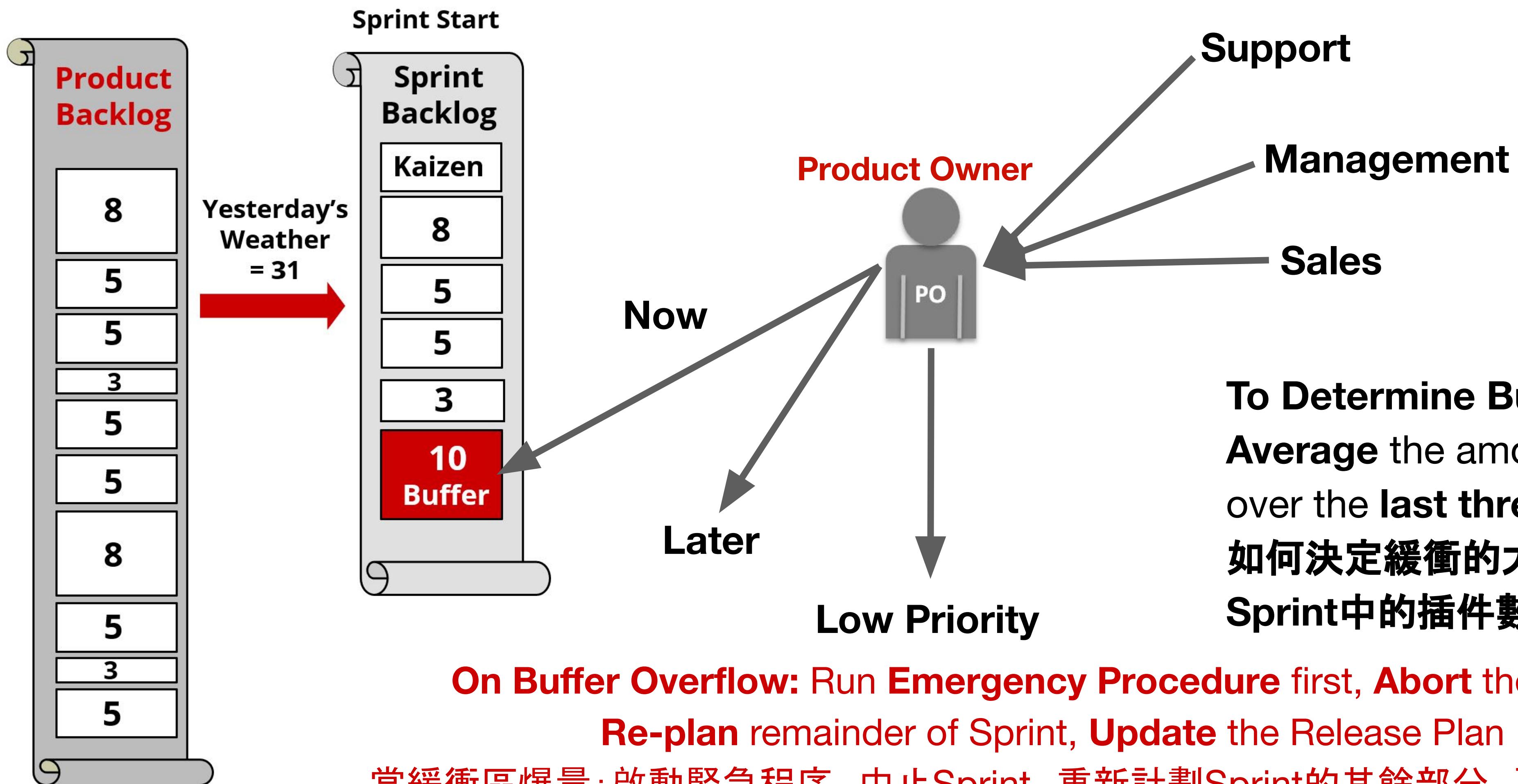
Garrett Hardin

<https://www.econlib.org/library/Enc/TragedyoftheCommons.html>



Scrum Pattern模式: The Interrupt插件Pattern

Dealing with the Unexpected 應對突發事件, Implement a Buffer要有緩衝!

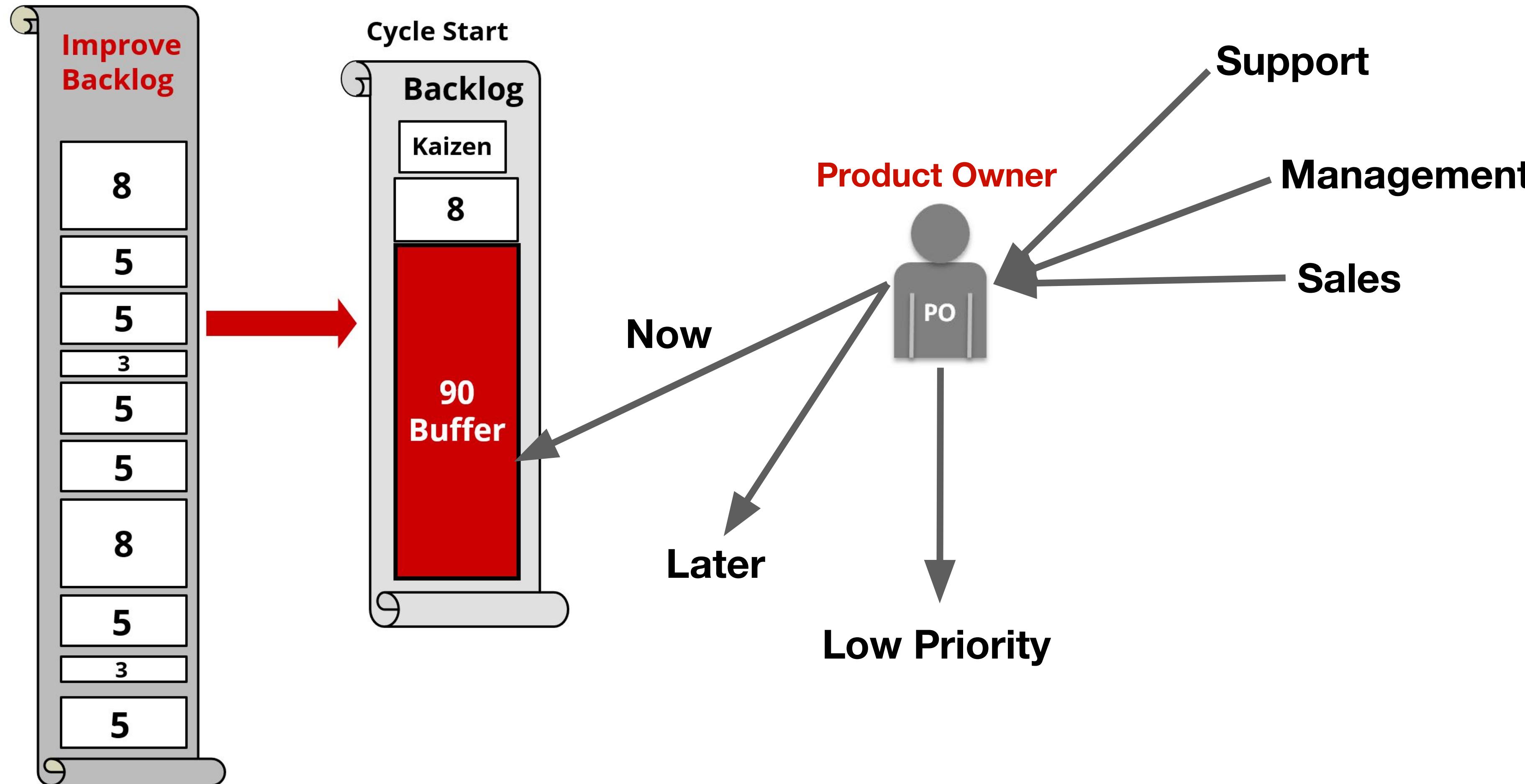


[Scrum Pattern: Interrupt Buffer](#)

Fire Fighting Team vs Fire Prevention Team

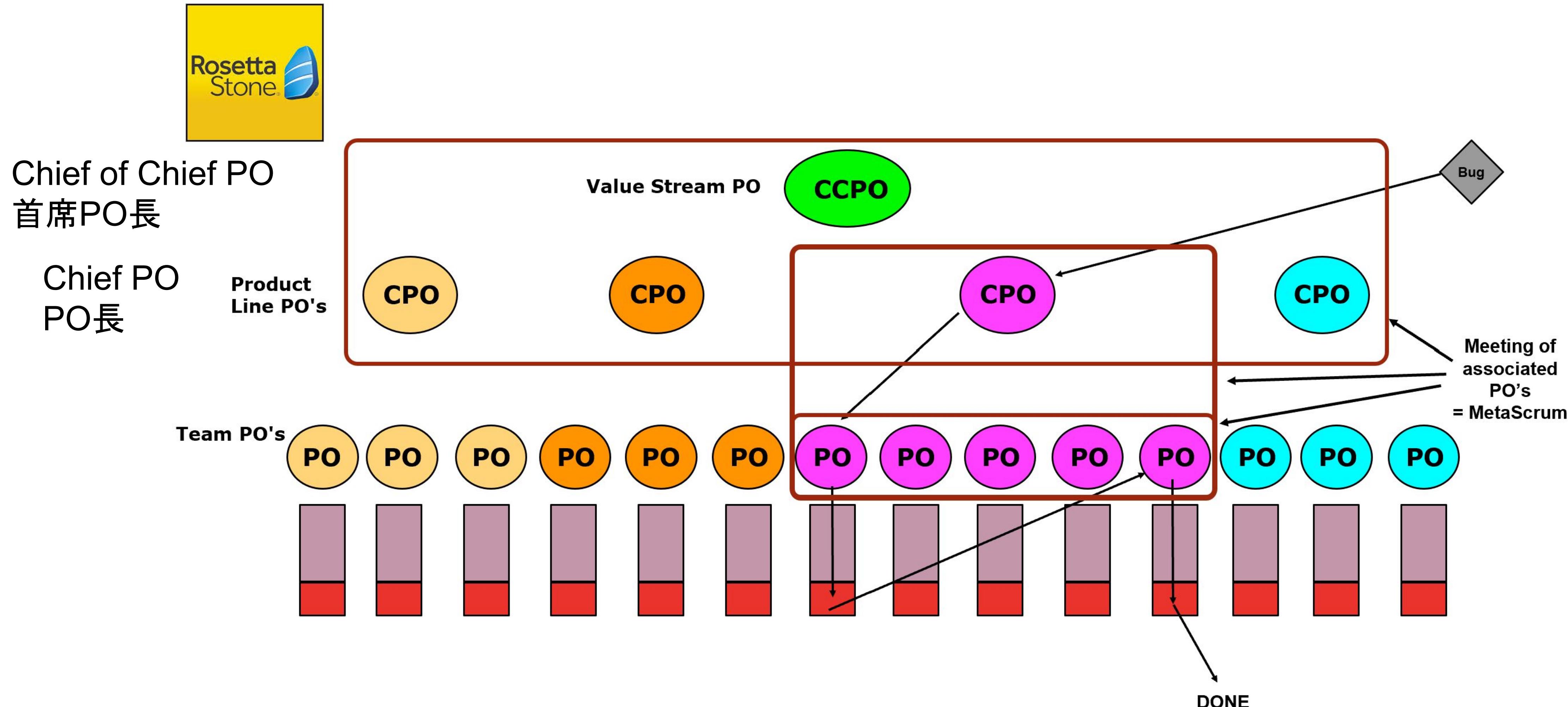
救火團隊 vs 防火團隊

Customer Support Teams, Call Centers, etc. 客服中心



Case Study: Rosetta Stone 羅塞塔石碑

Using the Buffer for Cross-Team Communication 利用緩衝區來進行跨團隊溝通



Scrum Pattern: Emergency Procedure

緊急程序

When it becomes obvious by **mid-Sprint** that the Sprint will fail...

當Sprint進行到一半，該Sprint將會失敗的情況顯而易見時

- **Innovate** 革新 - do something different, or
- **Offload Sprint Backlog** 卸戴- get someone else to do it, or
- **Reduce Scope** 縮小範圍 - in collaboration with Product Owner to adjust Sprint Backlog (drop some stories), or...
- **Abort the Sprint** 中止 – Replan, inform Management, and manage expectations of the customers and stakeholders.

Only the Product Owner can abort a Sprint

重新計劃、告知管理階層，並且處理客戶和利益相關者的期望
只有PO有權中止Sprint



Product Vision 產品願景, Goal, and Techniques

As a great Product Owner, I need to communicate clearly WHY we are building WHAT and techniques, so that we know why we are building the product and where we are heading to
作為一名出色的Product Owner, 我需要清楚地傳達我們為什麼要建立什麼和技巧, 以便我們知道為什麼要打造產品以及我們的目標

Product Vision 產品願景

- The **Product Vision** is a summation of what the customer desires **in a project, product, or service**
產品願景是客戶對專案、產品、或服務期望的總和
- Starting with the "**why**" of the customer needs, then encompasses "**what**" the customer desires, and always takes into account "**who**" wants to achieve the goal
要從"為什麼"顧客會需要, 再到"什麼"是顧客想要的, 並且要將"誰"想要達成目標
- This vision acts like a "**North Star**" for the creation of the Product Backlog Items and Product Goals
願景就像是建立產品待辦事項及產品目標的"北極星"



What's in a Product Vision?

Goals: 目標

- What is our **ultimate goal(s)?**
我們的終極目標是什麼？
- How can we **measure progress** towards them?
我們如何衡量進度？

Markets: 市場

- What do we **believe the market wants or needs?**
我們認為什麼是市場想要或需要的？
- How can we **test these beliefs?**
如何檢驗假設？

Competitive Position: 競爭地位

- What are our **strengths and weaknesses** relative to other competitors?
相對於其他競爭對手，我們的優勢和劣勢是什麼？
- How can we test these beliefs?

Guiding Principles: 指導原則

- What does this imply about what **we should or should not do?**
這意味著我們應該做什麼或不應該做什麼？



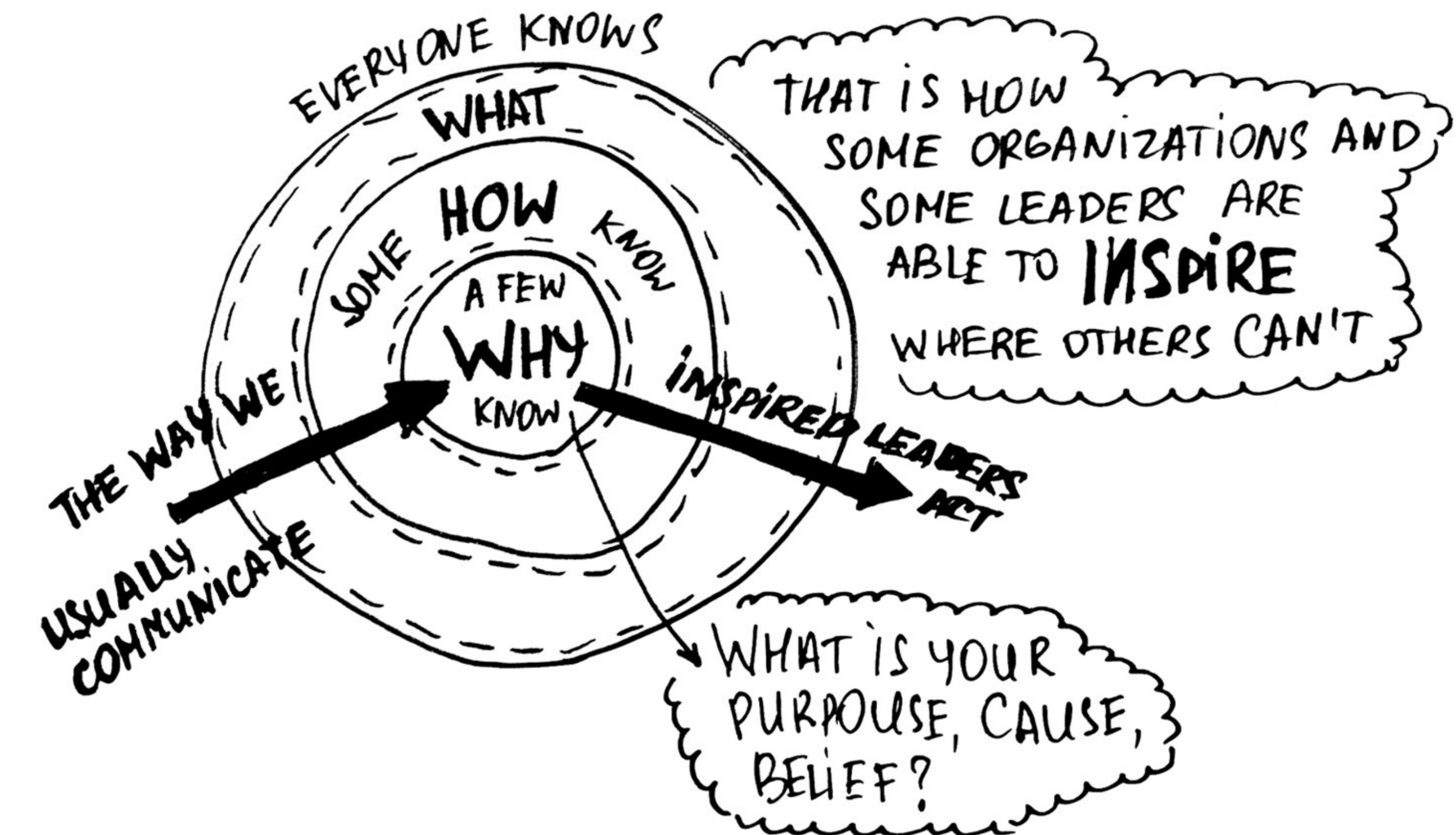
Start with Why by Simon Sinek



Start with Why with Simon Sinek

"Everything we do, we believe in challenging the status quo 挑戰現狀. We believe in thinking differently 以不同的方式思考. The way we challenge the status quo is by making our products beautifully designed 設計精美, simple to use and user friendly 易於使用. We just happen to make great computers. Want to buy one?"

- Simon Sinek on Apple



Vision Statement vs Mission Statement

願景聲明 vs 使命聲明

The simplest distinction between a **Vision** Statement and a **Mission** Statement can be summarized as:

願景聲明與使命聲明最淺顯易懂的差別是

- Vision Statement: **What** we want to accomplish/create (**future** position of the company)

願景聲明：我們要完成/創造什麼(公司未來的定位)

- Mission Statement: **How** we **make the vision a reality**

使命聲明：我們如何實現我們的願景

We want our **Vision Statement** to be

- Transcendent 超越的
- Aspirational 志向遠大的
- Able to evolve with market changes (not timeboxed) 能進化發展來因應市場變化

(無時間約定)

Vision/Mission Statement samples 願景/使命範例

Our mission is to organize the world's information and make it universally accessible and useful

我們的使命是將全球資訊有條理地安排並普遍地到處都能取得及使用

?? Technology Advancing Every Company

?? Products Enhancing Every Home

?? Innovation Improving Every Life

?? 科技推動每個公司向前邁進

?? 產品提高每個居家品質

?? 創新改善每個人的生活

To entertain, inform and inspire people around the globe through the power of unparalleled storytelling, reflecting the iconic brands, creative minds and innovative technologies that make ours the world's premier entertainment company

藉由前所未見的說故事力量，來娛樂、告知、啟發全世界的人，帶來代表性的品牌、具創意的想法、及革新的科技，造就我們成為全球頭號優質娛樂公司