

# Introduction to Product Backlog

Welcome to our introduction to the Product Backlog in Scrum. This fundamental concept is essential for understanding how Scrum teams organize and prioritize their work. In this module, we'll explore the Product Backlog's role, characteristics, and importance in the Scrum framework.



by Mayko Silva



# The Product Owner's Role

## 1 Unique Position

The Product Owner holds a unique position within the Scrum Team, distinct from other roles.

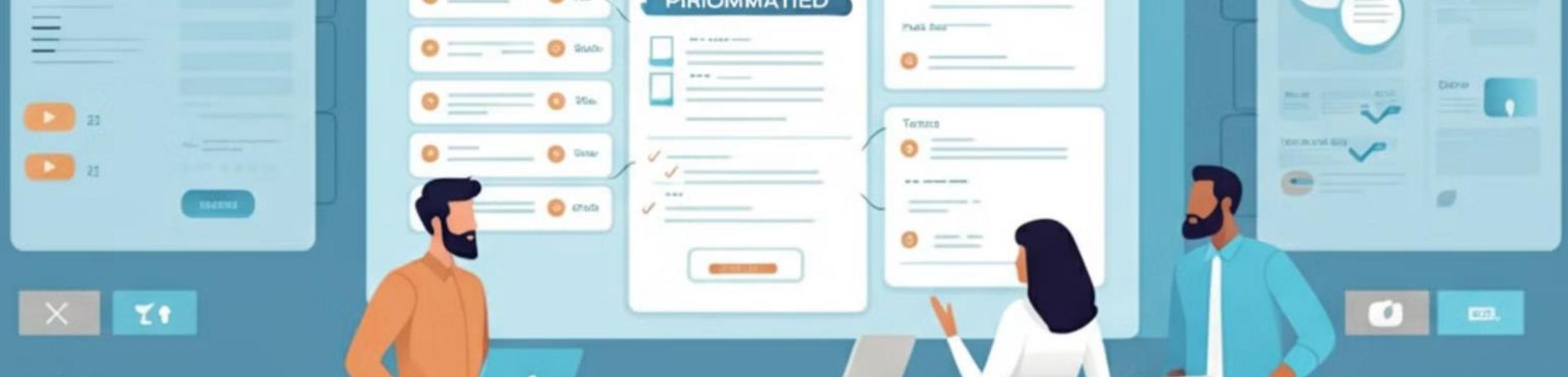
## 3 Backlog Management

A key responsibility of the Product Owner is managing the Product Backlog effectively.

## 2 Value Optimization

They are solely responsible for optimizing the value of the team's work, ensuring maximum impact.





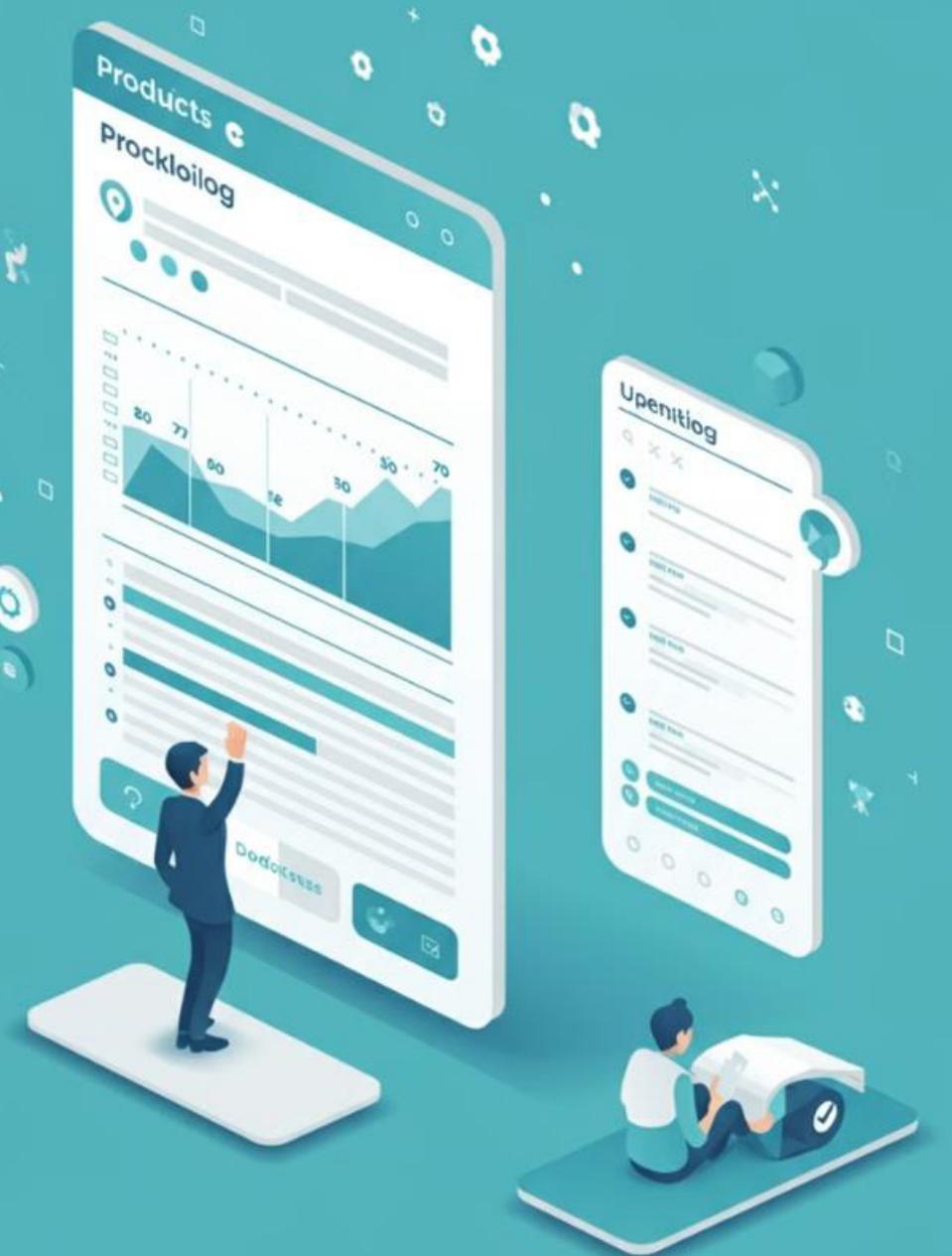
# What is the Product Backlog?

## Ordered List

The Product Backlog is an ordered list of the most important features and improvements for the product.

## 2020 Scrum Guide Definition

"An emergent, ordered list of what is needed to improve the product" according to the 2020 Scrum Guide.



# Key Characteristics of Product Backlog

360°

## Emergent

The Product Backlog evolves as we learn more about the product and its users.



## Ordered

Items in the Product Backlog are ordered with the most important items at the top.

# Importance of Product Backlog

## Single Source of Work

The Product Backlog serves as the single source of work for the Scrum Team, guiding all their efforts.

## Focus for Developers

Developers should only work on items that come from the Product Backlog, ensuring alignment with product goals.

# What We'll Cover in This Module

## Product Backlog as Ordered List

Understanding the Product Backlog as an ordered list of features

1

## Refinement Process

Diving into the Product Backlog refinement process

2

## Single Source of Work

Exploring how the Product Backlog serves as the single source of work for the Scrum Team

3

## Product Goal

Understanding the Product Goal and its relationship to the Product Backlog

4

## Estimation and Sizing

Learning about estimation and sizing of backlog items

5

## Value Delivery

Examining the Product Backlog's contribution to value delivery

6



# Why This Matters

1

## Certification Knowledge

This information is essential for Scrum Master certification.

2

## Real-World Implementation

It's critical for implementing Scrum in real-world scenarios.

3

## Framework Understanding

Understanding the Product Backlog is fundamental to grasping the Scrum framework.



# Key Takeaway

## Central to Scrum

The Product Backlog is central to the Scrum process.

## Product Owner Management

It is managed by the Product Owner.

## Team Guidance

The Product Backlog guides all work done by the Scrum Team.

# Questions?

## 1 Clarification

Feel free to ask for clarification on any points covered.

## 2 Importance of Understanding

Understanding the Product Backlog is crucial for mastering Scrum.

## 3 Open Discussion

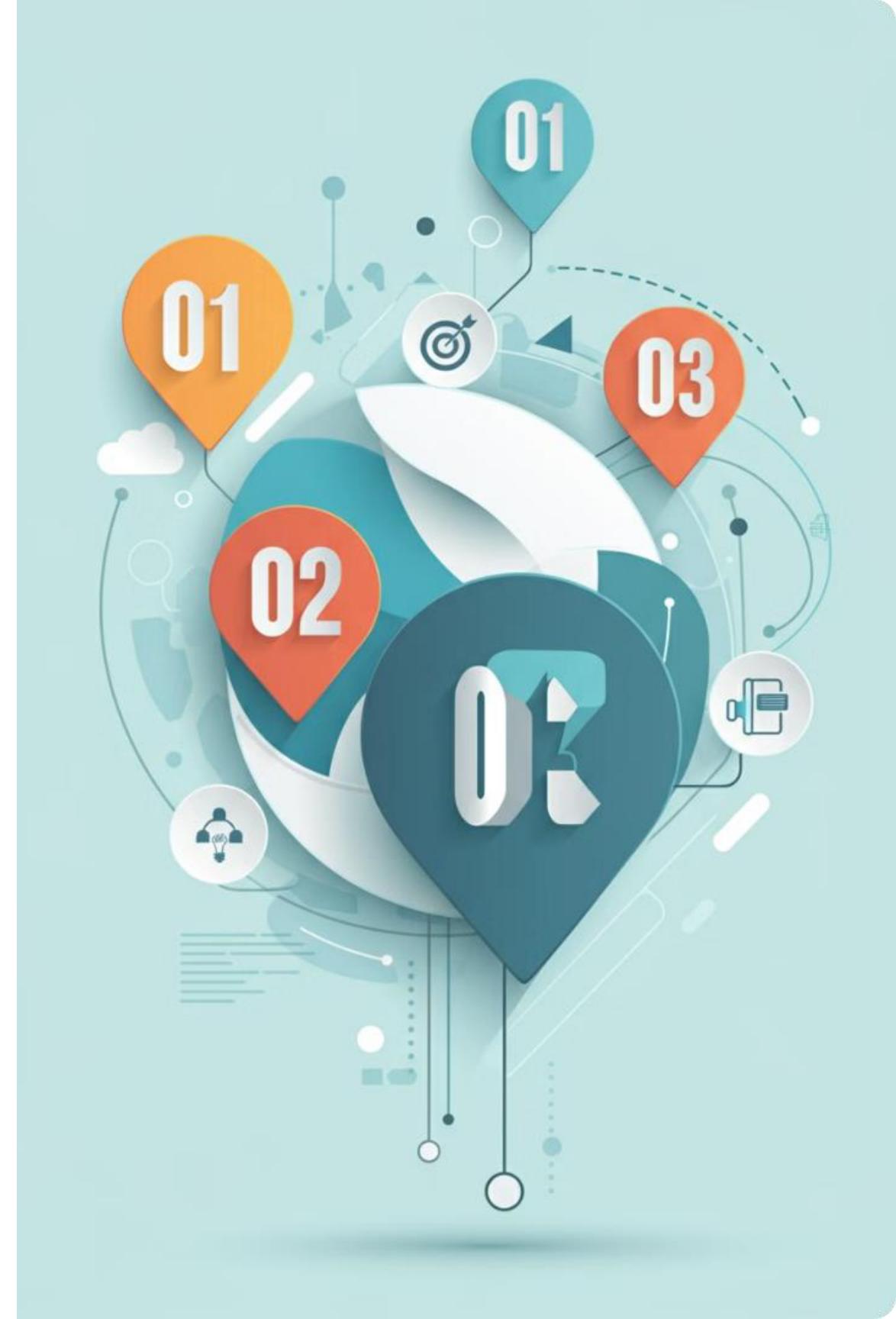
We encourage an open discussion to ensure everyone grasps this fundamental concept.



# An Ordered List of Features



by Mayko Silva





# Product Backlog Revisited

## Scrum Guide Definition

The Product Backlog is defined as an ordered list in the Scrum Guide, emphasizing its structured nature.

## Prioritization

The most important items are placed at the top of the Product Backlog, highlighting the significance of item ordering.

## Crucial Ordering

The ordering of items in the Product Backlog is crucial for effective prioritization in Scrum projects.

# Key Characteristics

Number of Product Backlogs per product	Single
Content scope	All features likely to be built within reasonable time
Nature	Dynamic and evolving ("emergent")

The Product Backlog is characterized by three essential attributes:

1. There is only one Product Backlog per product, ensuring a unified vision.
2. It encompasses all features that are likely to be developed within a reasonable timeframe.
3. The Product Backlog is dynamic and evolving, often referred to as "emergent" in nature.

# Maintaining the Product Backlog



## Prune Old or Unlikely Items

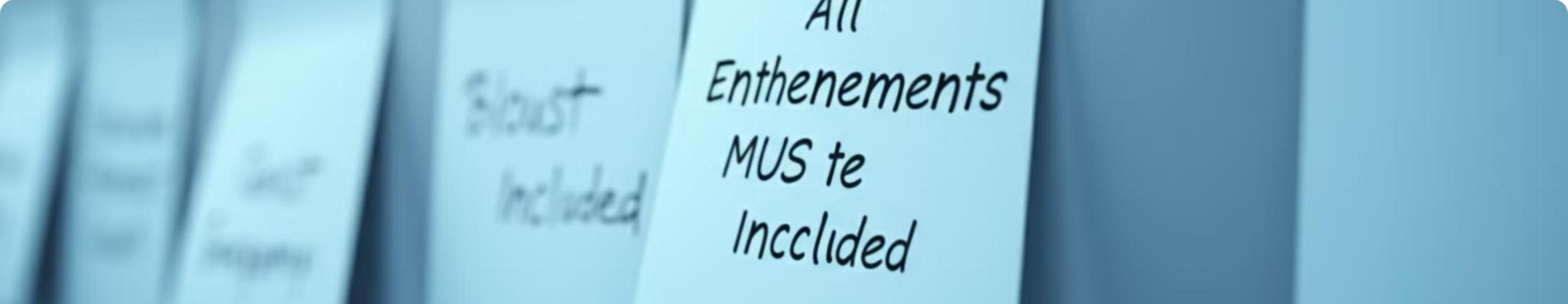
Regularly review and remove outdated or improbable items from the product backlog to keep it relevant and manageable.

## Focus on Likely Features

Prioritize and maintain features that are most likely to be built, ensuring the backlog remains aligned with current project goals.

## Avoid Clutter

Minimize clutter by excluding improbable items, keeping the product backlog streamlined and focused on achievable objectives.



All  
Enhancements  
MUST be  
Included

# Importance of Inclusion

In the Scrum framework, the Product Backlog plays a crucial role in managing product enhancements and features. One of the most critical aspects to remember is that if a product enhancement is needed, it **MUST** be included in the Product Backlog. This principle is not just a best practice, but a fundamental rule in Scrum methodology.

For aspiring Scrum Masters, this point is particularly significant. It's important to note that this concept is a key point for the Scrum Master certification exam. Understanding and emphasizing the necessity of including all product enhancements in the Product Backlog is essential for success in both the certification process and real-world Scrum implementation.

# Dynamic Nature of Product Backlog

- Changes over time as the project progresses and new information emerges
- Reflects evolving stakeholder wants and client needs, adapting to market shifts
- 'Emergent' - evolves with product and user knowledge, becoming more refined



# Question

As you prepare for your Scrum certification, it's important to familiarize yourself with the types of questions you might encounter. Here's a sample exam question focusing on the Product Backlog:

Which of the following statements about the Product Backlog is true?

- a) There can be multiple Product Backlogs for a single product
- b) The Product Backlog should include all possible features, even if unlikely to be built
- c) The Product Backlog is an ordered list with the most important items at the top
- d) The Product Backlog remains static throughout product development
- e) The Product Backlog is only accessible to the Product Owner

# Answer to Question

Correct answer: c) The Product Backlog is an ordered list with the most important items at the top

- Ordering crucial for understanding priorities
- Helps team focus efforts on delivering most value





# Key Takeaways



## Single, Ordered List

Product Backlog is a single, ordered list of features



## Focus on Likely Items

Should be focused on likely-to-be-built items



## Evolving Nature

Evolves over time to adapt to changing project needs



## Key to Success

Well-maintained and properly ordered backlog is key to Scrum success

# Importance for Scrum Masters

For Scrum Masters, understanding the Product Backlog as an ordered list is essential. This knowledge is crucial for effective Scrum implementation, as it forms the foundation of project planning and execution. Scrum Masters who grasp this concept are better equipped to guide their teams and stakeholders through the Scrum process.

Moreover, the importance of this topic extends beyond practical application. It's highly likely that questions related to the Product Backlog will appear on Scrum certification exams. Therefore, Scrum Masters should pay close attention to this aspect of Scrum methodology to ensure success in both their professional practice and certification pursuits.



# Questions?

- Feel free to ask for clarification
- Here to help you understand and succeed!



# Single Source of Work



by Mayko Silva



# 2020 Scrum Guide Definition

The Product Backlog is the single source of work undertaken by the Scrum Team.



# What This Means

## Single Source

The Product Backlog isn't just one of many sources for work in Scrum. It's crucial to understand that it serves as the **ONLY** source of work for the Scrum Team. This concept reinforces the Product Backlog's role as the sole repository for all product development work.

## Implications

By establishing the Product Backlog as the exclusive source of work, Scrum ensures focus and alignment. This means all tasks, features, and improvements related to the product must be channeled through the Product Backlog, eliminating scattered or unauthorized work streams.

# Key Point to Remember

## Product Backlog Inclusion

If Scrum Team is going to work on something, it **MUST** be in the Product Backlog. This is a fundamental principle of Scrum that ensures transparency and alignment.

## Exam Importance

This concept is crucial for the Scrum Master certification exam. Understanding and applying this principle is essential for success in both the exam and real-world Scrum implementation.





# Scenario: Work Outside Product Backlog

- 1
- 2
- 3

## Question

Can a Scrum Master assign work not in the Product Backlog?

## Answer

No

## Explanation

The Scrum Master does not have the authority to assign work that is not in the Product Backlog. This aligns with the principle of having a single source of work in Scrum.

# Why It's Not Okay

0

## Work Assignments

Scrum Master never assigns work

1

## Work Source

Product Backlog is the only source

There are two key reasons why work outside the Product Backlog is not acceptable in Scrum:

1. Scrum Master doesn't assign work, ever
2. Product Backlog is only source of work

Let's break these down further:

## 1. Scrum Master's Role

The Scrum Master may coach the Product Owner, but never assigns work. This is a fundamental principle of Scrum that maintains the self-organizing nature of the Development Team.

## 2. Product Backlog as Single Source

If a task is not in the Product Backlog, Developers shouldn't work on it. This ensures transparency and alignment with the product goals.



# Question

Consider the following question that might appear on a Scrum certification exam:

**True or False:** Only the Scrum Master can assign work to the Scrum Developers that is not a part of the Product Backlog.

Take a moment to think about this question. What do you believe is the correct answer based on your understanding of Scrum principles?

# Answer to Question

The correct answer to the sample question is **False**.

There are two key reasons for this:

- The Scrum Master does not assign work
- All work must come from the Product Backlog

These points highlight fundamental principles of Scrum. The Scrum Master's role is to facilitate the Scrum process, not to assign tasks. Additionally, the Product Backlog serves as the single source of work for the Scrum Team, ensuring transparency and alignment with product goals.

# Key Takeaways



## Single Source of Work

Product Backlog as single source of work is fundamental Scrum principle



## Transparency and Alignment

Ensures focus, transparency, and alignment



## Mutual Benefits

Benefits both Scrum Team and stakeholders



# Importance for Scrum Masters



## Crucial Understanding

Understanding this concept is crucial for effective Scrum implementation



## Certification Exam

Likely to appear on certification exam



## Framework Integrity

Helps maintain Scrum framework integrity



# Looking Ahead

- Next class: Product Backlog refinement process
- Will explore how to keep Product Backlog relevant and valuable



# Questions?

Feel free to ask for clarification. We're here to help you understand and succeed!

# Product Backlog Refinement



by Mayko Silva





# 2020 Scrum Guide Definition

Product Backlog refinement is the act of breaking down and further defining Product Backlog items into smaller more precise items. This is an ongoing activity to add details, such as a description, order, and size.



# Importance of Refinement

## Sprint Planning Readiness

Product Backlog refinement makes items ready for Sprint Planning, ensuring a smooth transition into the next development cycle.

## Completable Within One Sprint

Items that are "ready" for selection are those that can be completed within one Sprint, promoting efficient work cycles.

## Enhancing Transparency

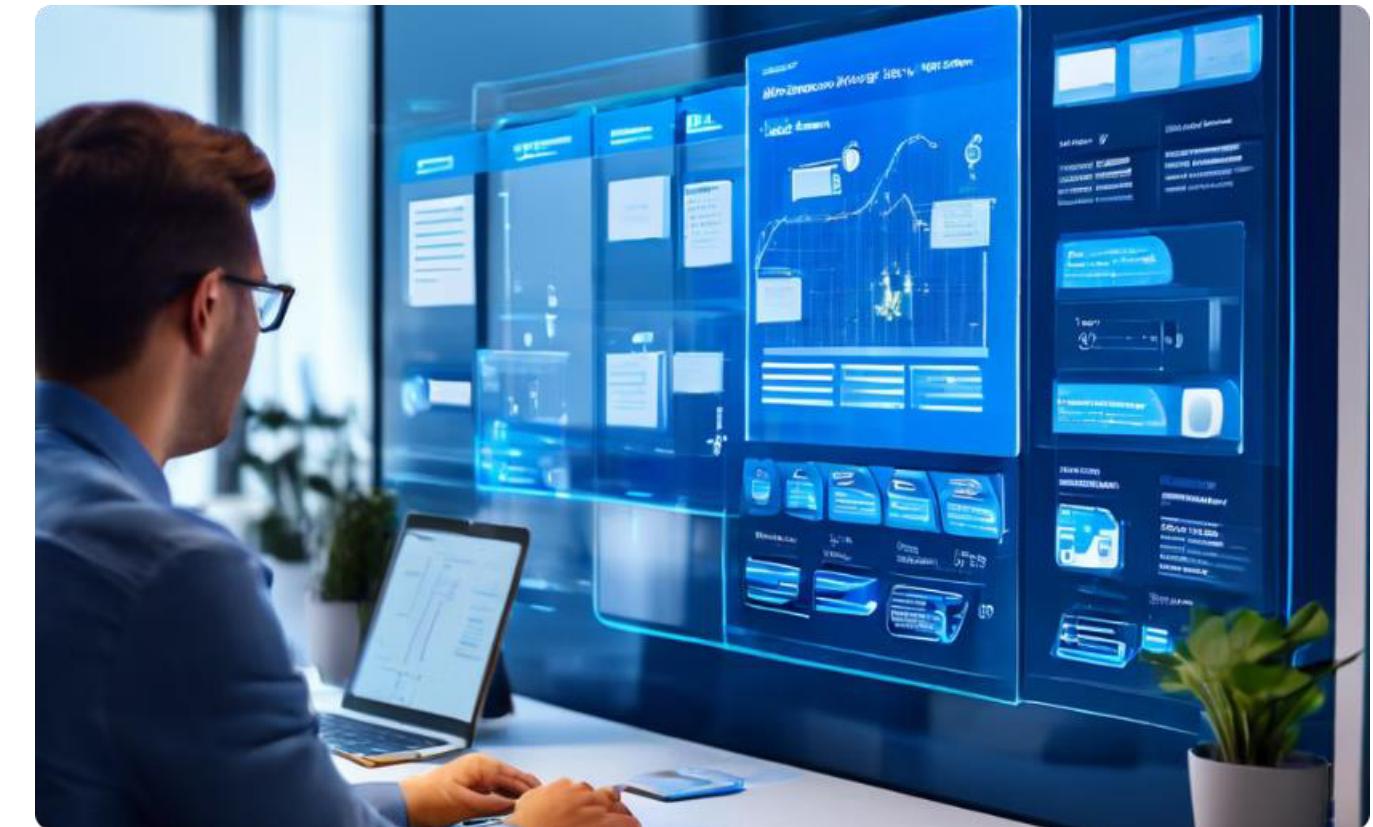
Transparency is usually achieved through refinement activities, allowing the team to have a clear understanding of the work ahead.

# Key Characteristics of Refinement



## Ongoing Activity

Refinement is not a one-time event, but a continuous process that occurs throughout the project lifecycle.



## Continuous Improvement

The process involves continuously improving and clarifying the Product Backlog to ensure its effectiveness.



# Scenario: Complex Product Backlog Item

1

## High-Priority, Complex Item

A high-priority item in the Product Backlog is identified as too complex to be completed within a 3-4 week Sprint.

2

## Collaborative Breakdown

The solution: Developers work together with the Product Owner to break down the complex item into smaller, manageable pieces.

3

## Sprint-Ready Goal

The ultimate goal is to make the item completable within a single Sprint, ensuring it fits within the team's capacity and timeframe.



# Breaking Down Product Backlog Items

## Day of Effort or Less

Aim for product backlog items that can be completed in a day of effort or less. This approach helps teams manage their work more effectively.

## Planning and Goal Setting

Breaking down items into smaller chunks helps with planning and goal setting. It provides a clearer picture of the work to be done.

## Flexible Completion Time

While aiming for a day or less is ideal, there's no strict rule that every item must be completed within a workday. The focus is on manageable sizes.

# Question

As you prepare for your Scrum certification, it's important to familiarize yourself with the types of questions you might encounter. Here's a sample exam question to test your understanding of Product Backlog refinement:

When does Product Backlog refinement occur?

- a) During Sprint Planning
- b) During Sprint Retrospective
- c) During Daily Scrum
- d) Ongoing activity throughout Sprint

# Answer to Question

The correct answer to the sample question is:

- **d) Ongoing activity throughout Sprint**

Explanation:

- Scrum Guide has few rules about timing
- If refinement needed, do it right away
- Don't wait for official Scrum event

# Key Takeaways

## Crucial Ongoing Process

Refinement is a crucial, ongoing process in Scrum that ensures the Product Backlog is always ready for Sprint Planning.

## Preparation for Sprint Planning

By continuously refining the Product Backlog, teams ensure it's well-prepared and organized for effective Sprint Planning sessions.

## Efficient Goal Achievement

Proper refinement enables efficient work towards team goals, allowing for smoother sprints and better overall project outcomes.



# Importance for Scrum Masters



## Crucial Understanding

Understanding refinement process crucial for effective Scrum implementation



## Certification Relevance

Likely to appear on certification exam



## Backlog Quality

Helps maintain Product Backlog quality and usefulness



# Looking Ahead

- Next class: Estimation and sizing of Product Backlog items
- Will explore techniques for assessing work complexity and effort



# Questions?

- Feel free to ask for clarification
- Here to help you understand and succeed!

# Estimation and Sizing in Scrum



by Mayko Silva





# 2020 Scrum Guide Definition

The 2020 Scrum Guide provides a clear definition regarding estimation and sizing in Scrum projects. It states:

"The Developers who will be doing the work are responsible for the sizing. The Product Owner may influence the Developers by helping them understand and select trade-offs."

This concise statement encapsulates a fundamental principle of Scrum, emphasizing the role of Developers in the estimation process while also acknowledging the potential input from the Product Owner.



# Importance of Developer Estimation



## Developer Expertise

Only developers know what it takes to accomplish work. They are the ones with the technical knowledge and experience to accurately assess the complexity and time required for tasks.



## Sizing and Estimation

Developers size Product Backlog items and estimate feature completion time. This ensures that the team's capacity is accurately reflected in sprint planning.



## Scrum Guide Emphasis

Developer estimation is a recurring theme in the Scrum Guide. It underscores the importance of this practice in the Scrum framework.



## Certification Relevance

The concept of developer estimation is likely to appear on certification exams. Understanding its importance is crucial for Scrum practitioners.

# Fundamental Principle in Scrum

## Core Principle

Developer estimation in Scrum is not just a guideline - it's a fundamental principle. This emphasizes the critical importance of the development team's input in the estimation process.

## Domain Expertise

Similar to specialized fields like nuclear engineering, Scrum recognizes that developers are domain experts. Their knowledge and experience are crucial for accurate project estimation and planning.

## Developer-Driven Estimation

In Scrum, developers are entrusted with the responsibility of estimation. This principle acknowledges that those closest to the work are best positioned to provide realistic and informed estimates.

# Scenario: Incorrect Estimation Approach

In Scrum, there's a common misconception about who should be responsible for estimating Sprint capacity. Let's explore an incorrect approach:

- Product Owner or Scrum Master estimating Sprint capacity
- Not the right approach in Scrum

This scenario highlights a fundamental misunderstanding of Scrum principles and roles. It's crucial to understand why this approach is incorrect and how it can impact the Scrum process.





# Correct Estimation Process

1

## Developers Lead Estimation

Developers are responsible for doing the estimating in Scrum. This ensures that those with the technical expertise and understanding of the work are making the estimates.

2

## Product Owner's Influence

The Product Owner may influence the estimation process by explaining trade-offs. This allows for business considerations to be taken into account, but does not override the developers' expertise.

3

## Developers' Final Responsibility

While input from others is valuable, the final estimation is always the developers' responsibility. This reinforces the principle of self-management within the Scrum Team.

# Question

Who is responsible for estimating how many Product Backlog items can be completed in a Sprint?

1. The Product Owner
2. The Scrum Master
3. The Scrum developers
4. The stakeholders

# Answer to Question

The correct answer to the sample exam question is:

- **c) The Scrum developers**

This answer is correct because:

- Developers are the experts in the development process
- Only they know the completion time for Product Backlog items



# Additional Considerations

## Useful Tools

Tools like burndown charts and velocity calculations are useful for tracking progress and estimating future work. However, it's important to remember that these tools are not a replacement for actual knowledge and experience in the development process.

## Real-World Factors

When estimating, it's crucial to consider real-world factors that can impact the team's capacity. For example, upcoming vacation time can significantly affect the team's velocity. Taking these factors into account leads to more accurate and realistic estimations.

## Empirical Approach

Relying on empirical data and team experience is more effective than solely depending on charts and tools. This approach allows for a more nuanced and accurate estimation process, taking into account the team's unique dynamics and capabilities.

# Key Takeaways

## Developer Responsibility

Estimation and sizing are developers' responsibility in Scrum. This ensures that the team members who will be doing the work are the ones providing the estimates.

## Accurate Estimates

By having developers estimate, it ensures accurate estimates based on team capabilities and experience. This leads to more realistic sprint planning and project timelines.

## Scrum Framework Foundation

Developer-led estimation is fundamental to the Scrum framework. It aligns with Scrum principles of self-organization and empowerment of the development team.



# Importance for Scrum Masters

Understanding the principle of developer-driven estimation is crucial for effective Scrum implementation. Scrum Masters need to grasp this concept thoroughly as it's likely to appear on certification exams. This knowledge is essential for maintaining the integrity of the Scrum process and ensuring that teams are following best practices.

By recognizing the importance of developer-led estimation, Scrum Masters can better guide their teams and protect them from external pressures that might compromise the Scrum framework. This understanding helps create an environment where developers feel empowered and trusted, leading to more accurate estimates and smoother project execution.

Moreover, Scrum Masters who are well-versed in this principle can effectively communicate its value to stakeholders and management, fostering a culture of trust and respect for the development team's expertise. This knowledge is not just theoretical but has practical implications for the day-to-day operations of Scrum teams and the overall success of Agile projects.





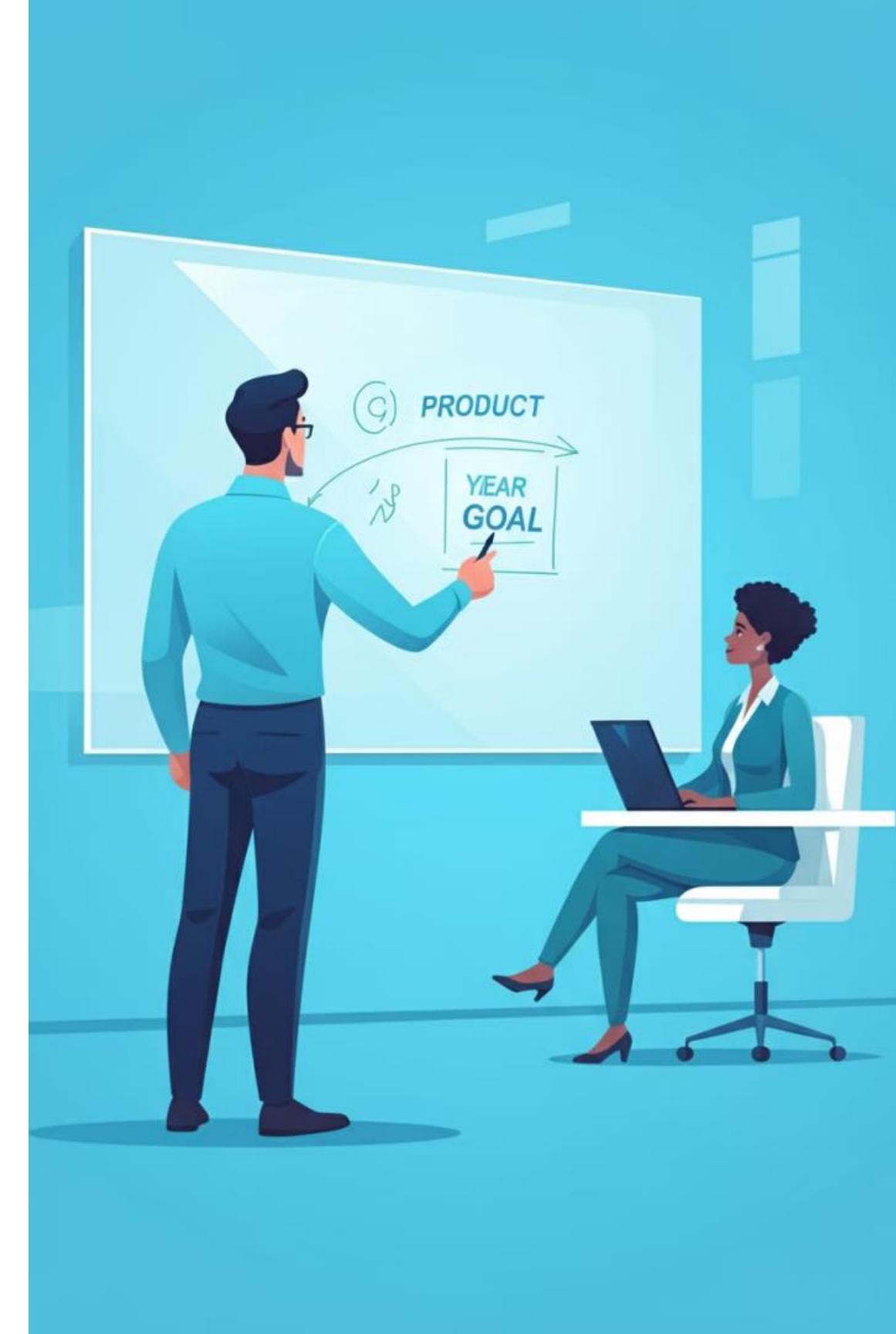
# Questions?

Feel free to ask for clarification. We are here to help you understand and succeed!

# Commitment: The Product Goal



by Mayko Silva



# 2020 Scrum Guide Definition

The Product Goal describes the future state of the product which can serve as a target for the Scrum Team to plan against.



# Importance of the Product Goal



## Target for Every Arrow

Every arrow needs a target. In Scrum, the Product Goal serves as this crucial target, providing direction and purpose for the team's efforts.



## Clear Direction for the Scrum Team

The Scrum Team needs to know what they're building towards. The Product Goal offers this clarity, ensuring everyone is aligned on the ultimate objective.



## Product Backlog's North Star

Product Goal serves as the Product Backlog's target. It guides the prioritization and refinement of backlog items, keeping the team focused on delivering value.



# Characteristics of the Product Goal

## Clear and Concrete

The Product Goal is not a vague idea. Instead, it provides a clear description of the future product state. This clarity ensures that all team members have a concrete objective to work towards.

## Guiding the Scrum Team

By offering a concrete objective, the Product Goal serves as a guiding light for the Scrum Team. It helps align efforts and decision-making throughout the development process, ensuring everyone is working towards the same end result.

## Future-Focused

The Product Goal is inherently forward-looking, as it describes a future state of the product. This characteristic helps the team maintain a long-term perspective while working on short-term Sprint Goals.

# Scenario: Working Without a Product Goal

In a situation where a team is operating without a clear Product Goal, we often encounter a paradoxical scenario. The team might appear to be extremely busy, constantly engaged in various tasks and activities. However, despite this flurry of activity, they may not be making focused progress towards any specific objective.

This scenario serves to highlight the crucial nature of the Product Goal in Scrum. Without a well-defined Product Goal, teams can find themselves in a state of constant motion but lacking a clear direction or purpose. This underscores the importance of having a clear, overarching objective to guide the team's efforts and ensure that their work is contributing to meaningful outcomes.



# Benefits of the Product Goal



## Direction and Focus

Provides direction and focus for the entire Scrum team, ensuring everyone is aligned towards a common objective.



## Prioritization

Helps prioritize work by giving the team a clear reference point for what's most important to achieve.



## Decision Guidance

Guides decisions on important features and improvements, ensuring they align with the overall product vision.



# Question

Consider the following question that might appear on a Scrum certification exam:

**True or False:** The Product Goal represents the current state of the project?

Take a moment to think about this question. What do you know about the Product Goal in Scrum? How does it relate to the current state of a project?



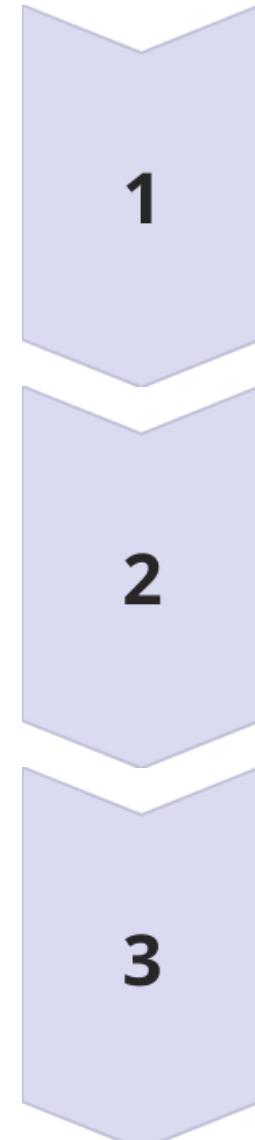


# Answer to Question

Correct answer: **False**

- Product Goal represents future state, not current state
- It's what the team is working towards

# Product Goal and Product Backlog



The Product Goal is an integral part of the Product Backlog, serving as its foundation and guiding principle.

The rest of the Product Backlog emerges to define "what" fulfills the Product Goal, providing a clear roadmap for the team.

This structure creates a clear link between daily work and the overall objective, ensuring alignment and focus throughout the project.





# Key Takeaways

## Crucial Commitment

The Product Goal is a crucial commitment in Scrum, providing essential guidance for the entire development process.

## Direction and Focus

It provides direction and focus for the team, serving as a clear planning target to align all efforts.

## Effective Development

The Product Goal is essential for effective product development, ensuring that all work contributes to a unified vision.

# Importance for Scrum Masters



## Crucial Understanding

Understanding Product Goal is crucial for Scrum implementation. Scrum Masters need to grasp this concept thoroughly to guide their teams effectively.

## Certification Relevance

The Product Goal is likely to appear on certification exams. Scrum Masters should be well-versed in this topic to succeed in their professional development.

## Maintaining Focus

The Product Goal helps maintain focus and direction in Scrum projects. Scrum Masters play a key role in ensuring the team stays aligned with this goal throughout the project lifecycle.



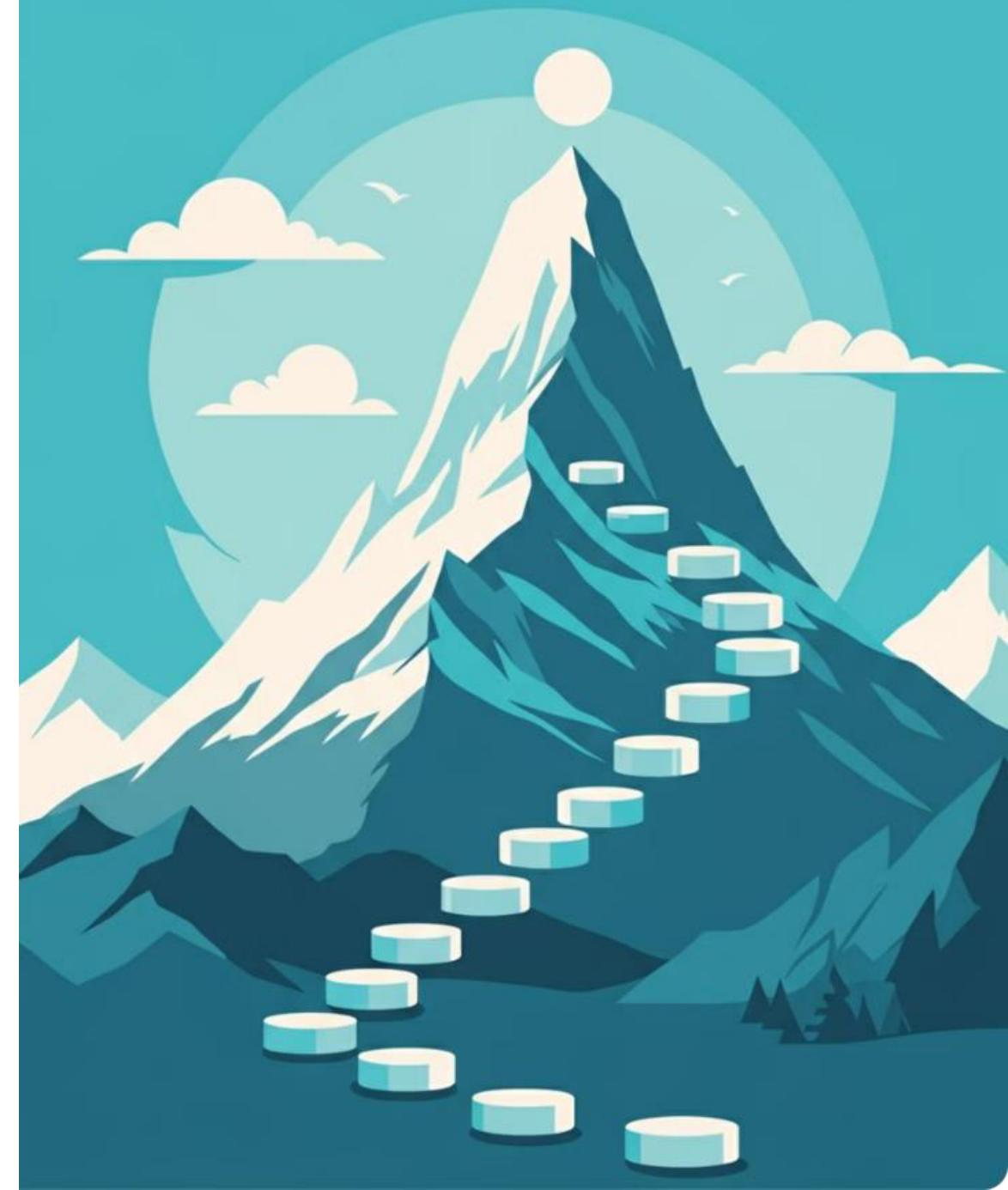
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# Product Goal and the Product Backlog



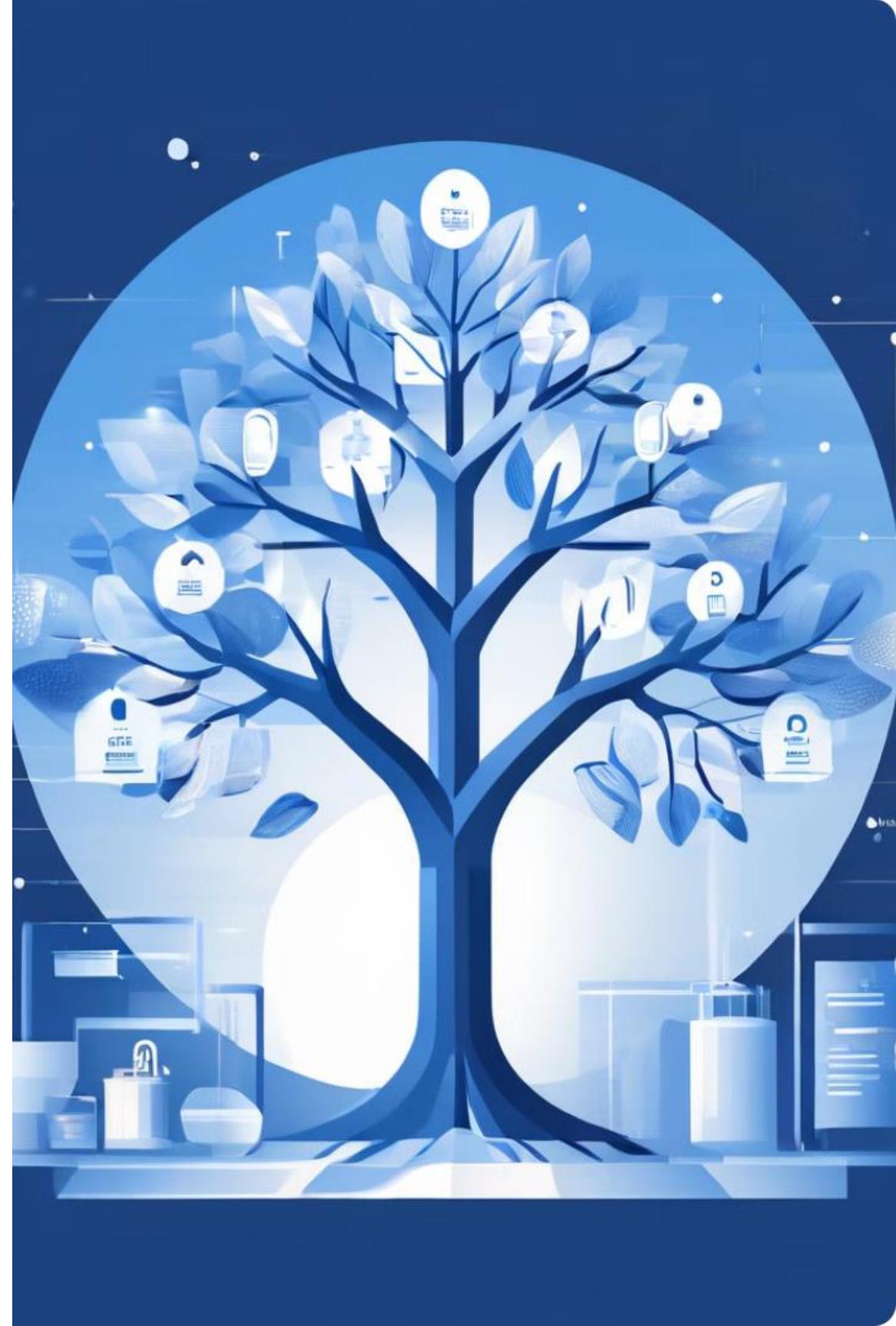
by Mayko Silva



# 2020 Scrum Guide Definition

The 2020 Scrum Guide provides a clear and concise definition of the Product Goal and its relationship to the Product Backlog. It states: "**The Product Goal is in the Product Backlog. The rest of the Product Backlog emerges to define 'what' will fulfill the Product Goal.**"

This definition emphasizes two key points: First, the Product Goal is an integral part of the Product Backlog, not separate from it. Second, the other items in the Product Backlog are developed and refined to support the achievement of the Product Goal.



# Product Goal Characteristics



## Semi-finalized and Permanent

The Product Goal is a semi-finalized, permanent part of the Product Backlog. This characteristic ensures stability and consistency in the product development process.



## Infrequent Changes

It shouldn't change often, providing a steady direction for the Scrum Team throughout the development lifecycle.



## Product Owner's Vision

The Product Goal represents the Product Owner's vision for the product, aligning the team's efforts with the overall product strategy.



## Steady Target

It serves as a steady target for the Scrum Team, guiding their work and decision-making processes throughout the project.



# Product Backlog Characteristics

## Emergent Nature

The Product Backlog is characterized by its emergent nature. It evolves and adapts as the project progresses, allowing for flexibility in response to changing requirements and insights.

## Initial Vagueness

At the beginning of a project, the Product Backlog may start with a vague implementation idea. This initial lack of clarity is normal and expected in the Scrum framework.

## Evolving Definition

Items in the Product Backlog may be poorly defined at first. As the team gains more knowledge and understanding, these items become more refined and detailed over time.

## Incomplete Understanding

A full understanding of necessary features may not exist at the project start. This is part of the iterative nature of Scrum, where knowledge is gained throughout the development process.



# Evolution of Product Backlog

The Product Backlog is a dynamic entity that evolves over time as more information is gathered about various aspects of the product development process.

## Product Backlog Refinement

Items added, refined, decomposed, or deleted

## Increased Knowledge

Product, stakeholders, tech stack

## Project Insights

Timelines, team's capacity

As the team learns more about the product, stakeholders, tech stack, timelines, and the team's capacity, the Product Backlog items will be continuously updated. This process involves adding new items, refining existing ones, decomposing complex items into smaller, more manageable pieces, and potentially deleting items that are no longer relevant or valuable.



# Value Delivery in Scrum

The Scrum Guide defines a product as a vehicle to deliver value. According to the guide, a product possesses the following characteristics:

- A clear boundary
- Known stakeholders
- Well-defined users or customers

# Products in Scrum



## Software Products

While software is a common product in Scrum, it's important to note that Scrum is not limited to software development.



## Service Products

Scrum can be applied to develop and improve services, showcasing its versatility beyond traditional product development.



## Physical Products

Scrum methodology can be effectively used in the creation of tangible, physical products across various industries.



## Abstract Products

Scrum's flexibility allows it to be applied to more abstract products, demonstrating its adaptability to various project types.

# Question

During the Sprint, the product being built will have: (Choose 2)

- a) An approved budget
- b) Known stakeholders
- c) Well-defined users
- d) Potentially unclear boundaries

# Answer to Question

The correct answers to the sample question are:

- **Known stakeholders**
- **Well-defined users**

It's important to note that:

- The Scrum Guide doesn't mention budgets in relation to product boundaries
- A product must have clear boundaries in Scrum

# Key Takeaways



## Product Goal

Stable vision of Product Owner's desired outcome



## Product Backlog

Emerges and refines over time



## Guiding the Team

Together, they guide Scrum Team in delivering value



# Importance for Scrum Masters

## Crucial Understanding

Understanding the relationship between the Product Goal and Product Backlog is crucial for effective Scrum implementation. Scrum Masters must grasp this concept to ensure their teams are aligned with the project's overall direction and purpose.

## Certification Relevance

This topic is likely to appear on certification exams. Scrum Masters should be well-versed in this area to successfully pass their certifications and demonstrate their expertise in Scrum methodologies.

## Maintaining Focus

A clear understanding of the Product Goal and Product Backlog helps maintain focus and direction in Scrum projects. Scrum Masters can use this knowledge to guide their teams towards achieving project objectives efficiently.



# Questions?

Feel free to ask for clarification. We're here to help you understand and succeed!

# A Single, Shared Objective



by Mayko Silva





# 2020 Scrum Guide Definition

The 2020 Scrum Guide provides a clear definition of the Product Goal:

"The Product Goal is the long-term objective for the Scrum Team. They must fulfill (or abandon) one objective before taking on the next."

- The Product Goal represents a **long-term objective** for the Scrum Team
- Teams must **fulfill or abandon** one objective before moving to the next

# Key Concept

## Single Project Focus

The Scrum Team can only work on one project at a time. This singular focus is crucial for maintaining productivity and ensuring the team's efforts are not diluted across multiple initiatives.

## No Split Efforts

Efforts can't be split between separate projects. This rule prevents the team from becoming fragmented and helps maintain a clear direction for their work.

## Importance of Focus

This concept is crucial for maintaining focus and productivity. By concentrating on a single project, the Scrum Team can deliver high-quality results more efficiently.

# Important Distinction



## Multiple Team Membership

Individual team members can be on multiple teams. This flexibility allows for efficient resource allocation across various projects.

## UI Designers Example

Example: UI designers with small roles on multiple projects. This approach enables specialized skills to be utilized across different teams as needed.

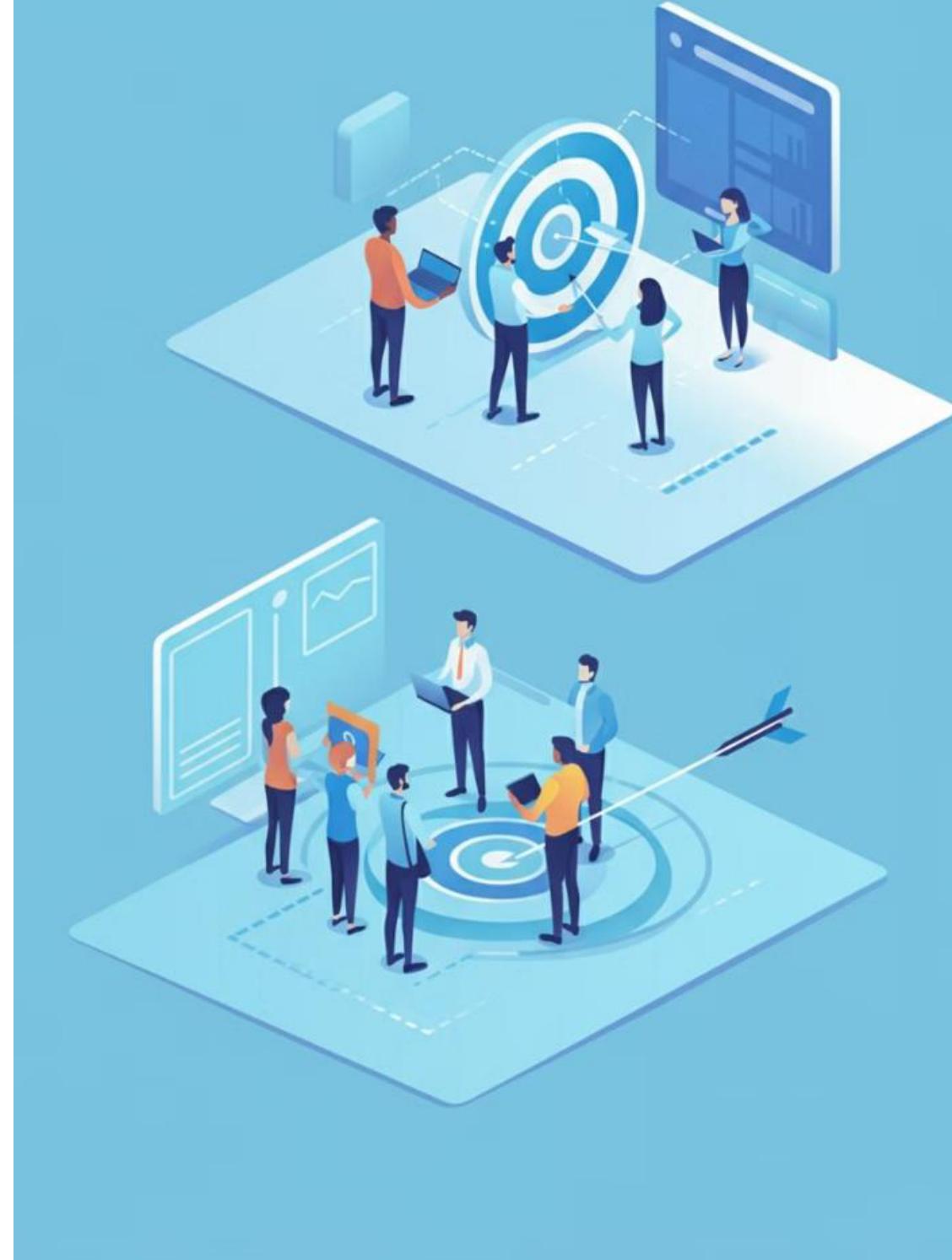
## Scrum Masters' Involvement

Common for Scrum Masters to be on 3-4 teams simultaneously. This practice allows Scrum Masters to guide multiple teams, promoting consistency in Scrum implementation.

# Clarification

It's important to understand that there is no rule against individuals participating on multiple teams with separate objectives. This flexibility allows for cross-team collaboration and sharing of expertise when necessary.

However, a crucial point to remember is that a single Scrum Team can only have one objective in mind at any given time. This singular focus helps maintain clarity and direction for the team's efforts.





# Scenario

In this scenario, we encounter a situation where the Product Owner believes that the Scrum Team has the capacity to handle two concurrent projects. This presents an interesting challenge to the core principles of Scrum, particularly the concept of a single, shared objective.

This scenario highlights a common misunderstanding that can occur in Scrum implementations. The Product Owner's belief that the team can manage multiple projects simultaneously may stem from a desire for increased productivity or a misinterpretation of the team's capabilities. However, this approach could potentially undermine the focus and effectiveness of the Scrum Team.

# Question

The Product Owner believes the Scrum Team has enough capacity to work on two separate projects concurrently. How do you, as the Scrum Master, advise the Product Owner to go forward with this plan?

- a) Double the timebox for all Scrum events
- b) Create a second Product Backlog for the new project
- c) Add features for the new Project into the current Product Backlog
- d) Inform the Product Owner that a Scrum team can only work on one objective at a time





# Answer to Question

Correct answer: **d) Inform the Product Owner that a Scrum team can only work on one objective at a time**

- Scrum Team must fulfill or abandon one objective before taking on the next
- A Scrum Team can have only one objective at a time

# Additional Important Point



## Product Owner's Exclusive Authority

Only the Product Owner can add items to the Product Backlog. This is a crucial concept that is often tested in certification exams. It's important to understand that neither the Scrum Master nor the CEO has the authority to directly add items to the Product Backlog.

## Certification Exam Focus

The certification exam might test this concept, so it's essential to remember this key point about the Product Owner's role. Understanding the boundaries of different roles in Scrum is critical for passing the exam and for effective implementation of Scrum in real-world scenarios.

## Role Boundaries

It's crucial to note that even high-ranking individuals like the CEO or other important roles like the Scrum Master cannot add items to the Product Backlog. This reinforces the Product Owner's unique position and responsibilities within the Scrum framework.

# Product Backlog Purpose

The Product Backlog serves a crucial role in Scrum as an ordered list of things needed to improve the product. This definition precisely describes the purpose of the Product Backlog, emphasizing its function as a dynamic and prioritized inventory of work items aimed at enhancing the product's value and effectiveness.

By maintaining this ordered list, the Scrum Team ensures that they are always working on the most valuable and important items for product improvement. This approach allows for flexibility and adaptability in response to changing market conditions, customer feedback, and emerging opportunities.





# Key Takeaways



## Single Objective

Scrum Team works on one objective at a time



## Product Backlog Management

Only Product Owner adds to Product Backlog



## Team Flexibility

Individuals can be on multiple teams



## Product Backlog Purpose

Product Backlog is for product improvement

# Importance for Scrum Masters

- **Crucial understanding:** Grasping the single objective concept is vital for effective Scrum implementation
- **Exam relevance:** This topic is likely to appear on certification exams
- **Project benefits:** Helps maintain focus and direction in Scrum projects





# Looking Ahead

As we conclude our discussion on the Product Goal and its significance in Scrum, it's important to look forward to what's coming next in our learning journey. In our next class, we will be exploring an exciting and crucial topic: managing multiple projects within an organization using Scrum.

This upcoming session will delve into various strategies for scaling Scrum across projects. We'll examine how the principles we've learned about the Product Goal can be applied in a broader organizational context, and how to maintain alignment and focus when dealing with multiple Scrum teams and projects simultaneously.

# Questions?

## Ask for Clarification

Feel free to ask for clarification on any topic we've covered. We want to ensure you have a clear understanding of all the concepts presented.

## Here to Help

We're here to help you understand and succeed! Don't hesitate to reach out if you need further explanation or have any questions about the material.