

# The Sprint: The Heartbeat of Scrum



by Mayko Silva



# Module Overview

## 1 Fixed Length Sprints

Understanding the concept of fixed length sprints in Scrum methodology.

## 3 Sprint Initiation

Examining the start of the sprint and its importance.

## 5 Short Sprints in Scrum

Understanding the rationale behind short sprints in Scrum.

## 7 Empiricism vs Metrics

Discussing how empiricism takes precedence over Scrum metrics.

## 9 Importance of Empiricism

Emphasizing the significance of empiricism in Scrum.

## 11 Unspoken Sprint Aspects

Exploring what isn't explicitly stated about the sprint.

## 13 Absence of Rules

Understanding that no rule means there's no rule in certain situations.

## 2 One Month or Less

Exploring the recommended duration for Scrum sprints.

## 4 Sprint Activities

Detailing what happens during the sprint period.

## 6 Benefits of Short Sprints

Highlighting the advantages of implementing short sprints.

## 8 Scrum's Limitations

Acknowledging that Scrum can't predict the future.

## 10 Sprint Cancellation

Identifying who has the authority to cancel a sprint.

## 12 Sprint Commencement

Discussing when to start the sprint.

## 14 Non-Empirical Metrics

Examining non-empirical Scrum metrics and their implications.

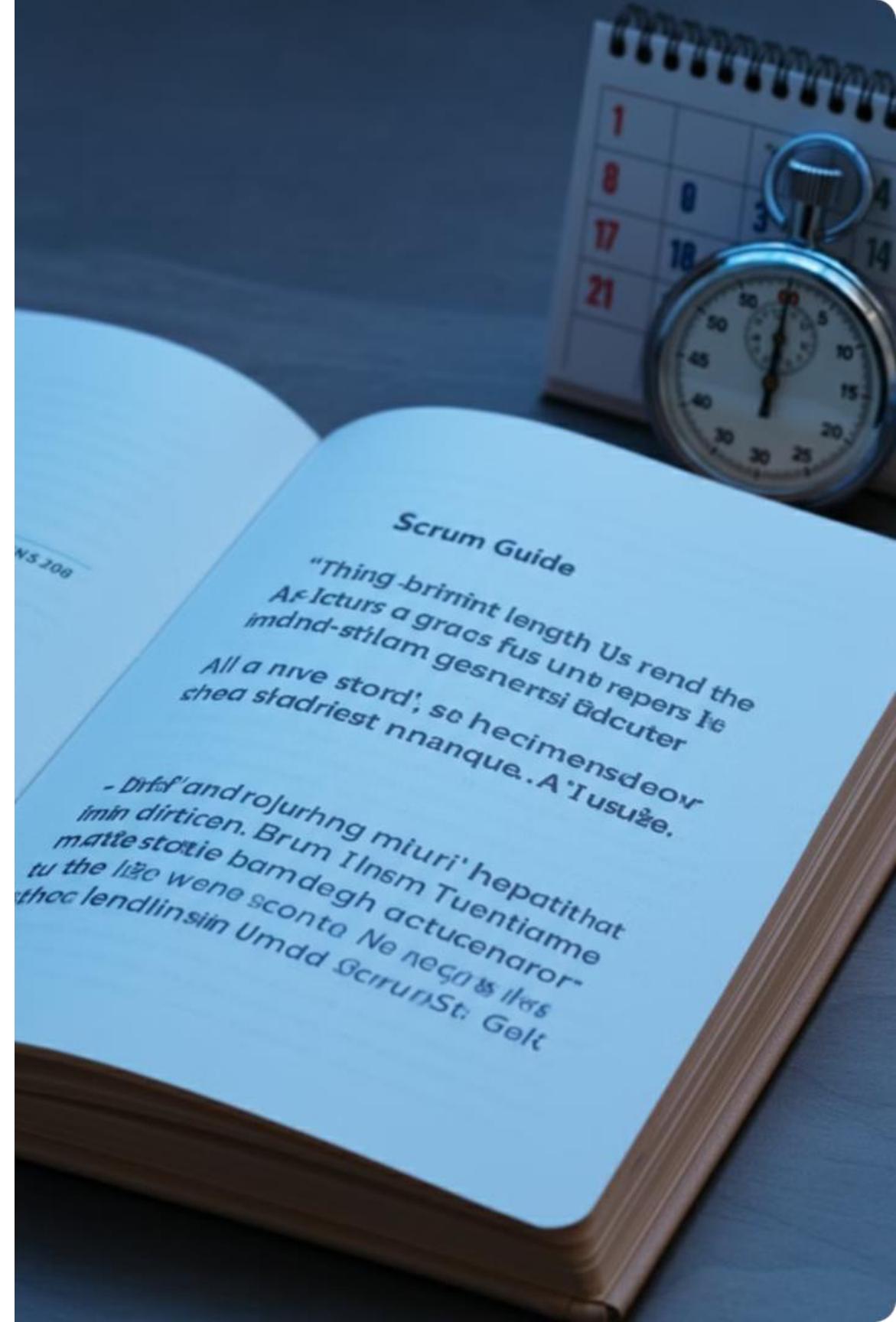
# Fixed Length Sprints

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# Scrum Guide Quote

"Sprints are fixed-length events of one month or less to create consistency."





# Why Fixed Length?



## Predictability

Helps teams plan effectively



## Rhythm

Creates steady cadence for work



## Focus

Helps team concentrate on immediate goals



## The Golden Rule

- **Immutable Sprint Duration:** Once a Sprint starts, its duration cannot be changed.
- **Fixed Timeframe:** The Sprint length remains constant throughout its execution.

# When to Change Sprint Length?

## Not During Sprint Planning

Sprint length changes should not be made during the Sprint Planning meeting. This ensures stability and predictability for the current Sprint.

## Best Time: Sprint Retrospective

The ideal time to discuss and decide on changes to Sprint length is during the Sprint Retrospective. This allows the team to reflect on the effectiveness of the current Sprint length.

## Changes Apply to Future Sprints

Any changes to Sprint length decided upon will apply to future Sprints, not the current one. This maintains consistency and allows for proper planning.

# Caution

- **Avoid frequent changes:** Don't change Sprint length too often.
- **Maintain stability:** Consistency is key in Scrum.



# **Common Exam Trap**

Sprint Zero can last for up to 49 days.

- a) True**
- b) False**

## **Reasons:**

The correct answer is false, for two reasons:

1. No such thing as "Sprint Zero" in Scrum
2. Maximum length of any Sprint is one month

# Remember



## No "Release Sprints"

Scrum doesn't recognize "Release Sprints" as a distinct type of Sprint.



## No "UAT Sprints"

Scrum doesn't recognize "UAT Sprints" as a separate category of Sprint.



## No "QA Sprints"

Scrum doesn't recognize "QA Sprints" as a unique type of Sprint.



## All Sprints Are Equal

All Sprints in Scrum are equal and should produce a potentially releasable increment.



# Key Takeaways

## Fixed Sprint Length

Sprints have a fixed length of one month or less. Once started, Sprint length cannot be changed.

## Consistency is Key

Maintain consistent Sprint lengths throughout the project. No special types of Sprints in Scrum - all Sprints are equal.

## Discussing Changes

Discuss changing Sprint length during Sprint Retrospectives. This ensures any adjustments are made thoughtfully.

**Maintain consistent sprint lengths throughout the project.**

**There are no special types of sprints in scrum - all sprints are equal.**



# Importance



## Structure

Fixed length Sprints provide a structured framework for teams to work within, enabling better organization and planning.



## Predictability

With consistent Sprint durations, teams can more accurately forecast their work and deliverables, enhancing overall project predictability.



## Focus

Fixed Sprints help teams maintain focus on their current goals and objectives, minimizing distractions and scope creep.

By providing structure, predictability, and focus, fixed length Sprints allow teams to deliver value consistently.



# Any Questions?

About fixed length Sprints or how they contribute to the Scrum framework?



# One Month or Less

Understanding the concept of "one month or less" in Scrum is crucial for effective project management and team productivity. This presentation will explore what this phrase means, why it's important, and how it applies to Sprint planning in Scrum methodology.

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# What Does "One Month or Less" Mean?

## 1 Not 28 days

The "one month or less" rule is not strictly tied to a specific number of days.

## 2 Not 30 days

It's not about adhering to a rigid 30-day cycle.

## 3 Not 4 weeks

The rule is not defined by a set number of weeks.

## 4 Key phrase

The essential phrase to remember is "one month or less".



# Why is This Important?

## Predictability

Easier planning and estimation

## Adaptability

Frequent inspection and adaptation

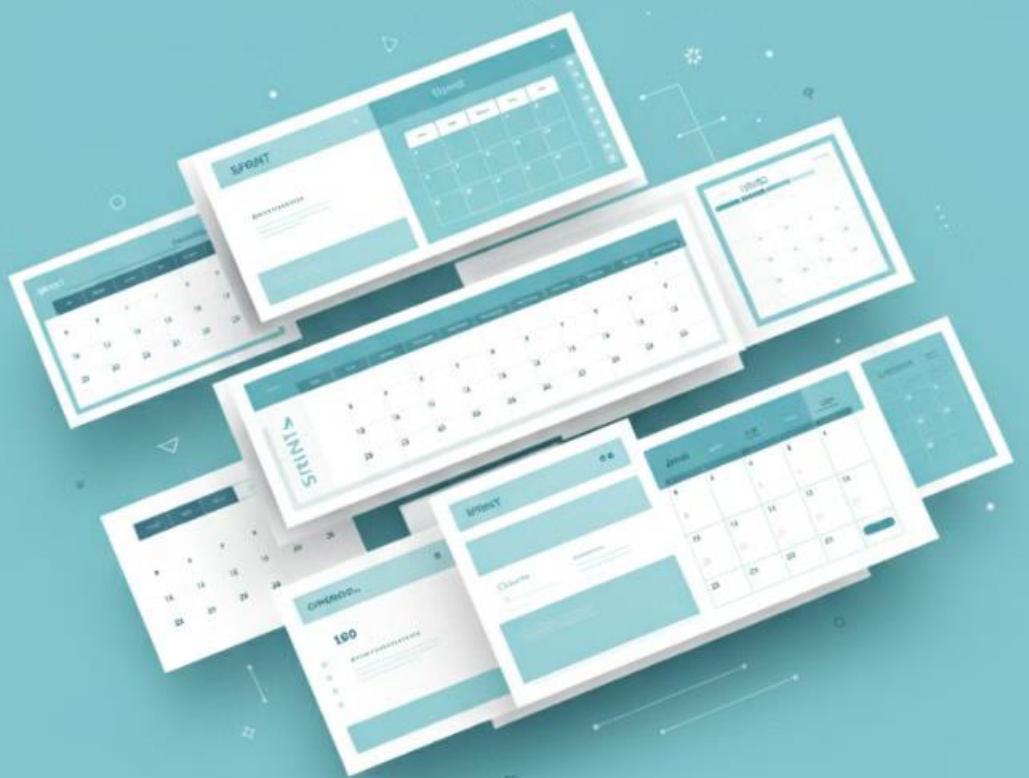
## Risk management

Reduces risk of going off track

# Scrum Guide Quote

"Sprints are fixed-length events of one month or less to create consistency."





# Common Misconceptions

Teams don't need to use calendar months for Sprints.

## Valid Sprint lengths

Two-week Sprints

## Valid Sprint lengths

Three-week Sprints

## Valid Sprint lengths

Four-week Sprints

As long as it's one month or less, it follows Scrum guidelines.



# Exam Tip

Remember: Sprints are one month or less.



**Not 28 days**

Don't confuse with a specific number of days



**Not 30 days**

Avoid thinking in terms of a fixed 30-day period



**Not 4 weeks**

Don't limit to a set number of weeks



# Key Takeaways

- 1
- 2
- 3
- 4

## Maximum Duration

Sprints have a maximum duration of one calendar month

## Team Choice

Teams can choose any length up to one month

## Consistency

Consistency is key - stick with chosen Sprint length

## Flexibility

Flexibility allows teams to find optimal rhythm

# Importance

1

## Structure

Provides structure

2

## Flexibility

Allows flexibility for optimal work cycle

3

## Implementation

Crucial for effective Scrum implementation





# Any Questions?

About the "one month or less" rule for Sprint duration?

How might this apply to your current or future projects?

# The Start of the Sprint



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# Scrum Guide Quote

"A new Sprint starts immediately after the conclusion of the previous Sprint."



# When Does a Sprint End?

- The Sprint Retrospective marks the conclusion of the Sprint
- "The Sprint Retrospective concludes the Sprint."

# Correct Answers About Sprint Start

## Immediate Transition

1. A new Sprint begins as soon as the previous Sprint finishes.

## After Retrospective

2. A new Sprint begins when the Sprint Retrospective ends.





## Key Point

- **Comprehensive Sprint Scope:** All Scrum events happen within the scope of a Sprint
- **Inclusive Framework:** Every Scrum activity is contained within the Sprint timeframe

# Continuous Cycle Benefits

## No Downtime

Sprints are designed to flow seamlessly from one to the next, ensuring there is no downtime between them. This continuous cycle keeps the development process moving forward without interruption.

## Momentum Maintenance

By eliminating gaps between Sprints, the team's momentum is maintained. This consistent rhythm helps the team stay focused and productive throughout the project lifecycle.



## Exam Tip

Pay close attention to questions about Sprint transitions. These types of questions are likely to appear on the exam and can be tricky if you're not well-prepared.

# Common Misconception: Sprint Zero

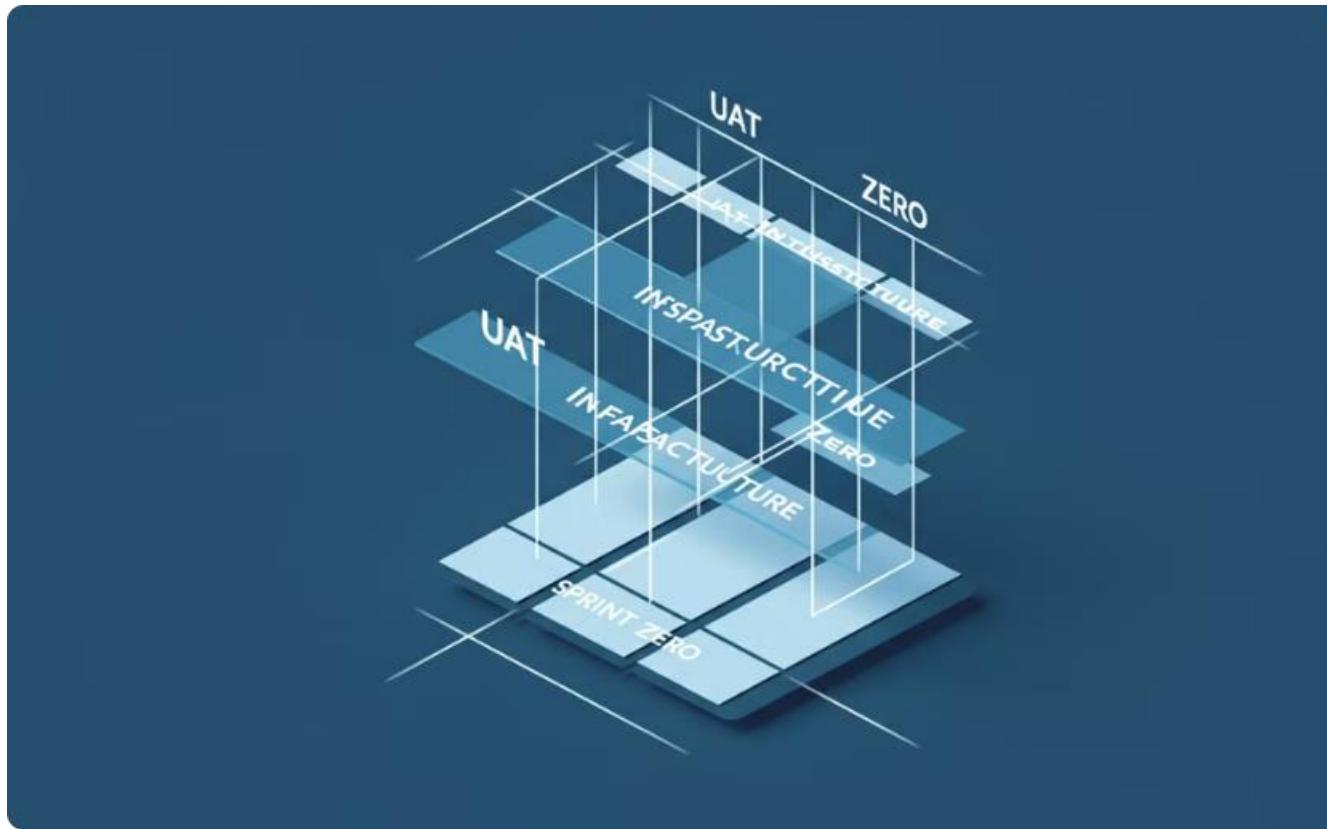
A common misconception in Scrum is the idea of a "Sprint Zero". This concept often appears in sample exam questions, such as: "Sprint Zero can last for up to 49 days. True or False?"

The correct answer to this question is **False**. There are two key reasons for this:

1. There is no such thing as "Sprint Zero" in Scrum
2. The maximum length of any Sprint is one month

It's crucial to understand that the concept of "Sprint Zero" is not part of the official Scrum framework. All Sprints in Scrum follow the same rules and have the same maximum duration of one month.

# No Special Types of Sprints



## Rejected Sprint Types

Scrum doesn't recognize: Release Sprints, UAT Sprints, QA Sprints, Infrastructure Sprints, Sprint Zeros



## Uniform Sprint Approach

In Scrum, all sprints are treated equally, without special designations or types. Each sprint follows the same framework and principles.



# Key Takeaways



## Continuous Sprint Cycle

- New Sprint starts immediately after previous Sprint ends
- No gap between Sprints



## Sprint Structure

- Sprint Retrospective concludes the Sprint
- All Scrum events happen within Sprints



## No Special Sprints

No special types of Sprints in Scrum

# Importance of Seamless Transition

Seamless transition between Sprints is crucial for maintaining:

- **Rhythm:** Ensuring a consistent flow of work and progress
- **Continuous improvement cycle:** Facilitating ongoing enhancement of processes and outcomes





# Any Questions?

About how Sprints start or transition in Scrum?

How might this continuous cycle benefit your projects?

# What Happens During the Sprint



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# Core Activities



## Sprint Goal Focus

Work towards the Sprint Goal



## Backlog Completion

Complete selected Product Backlog items



## Quality Assurance

Maintain quality



## Backlog Refinement

Refine the Product Backlog

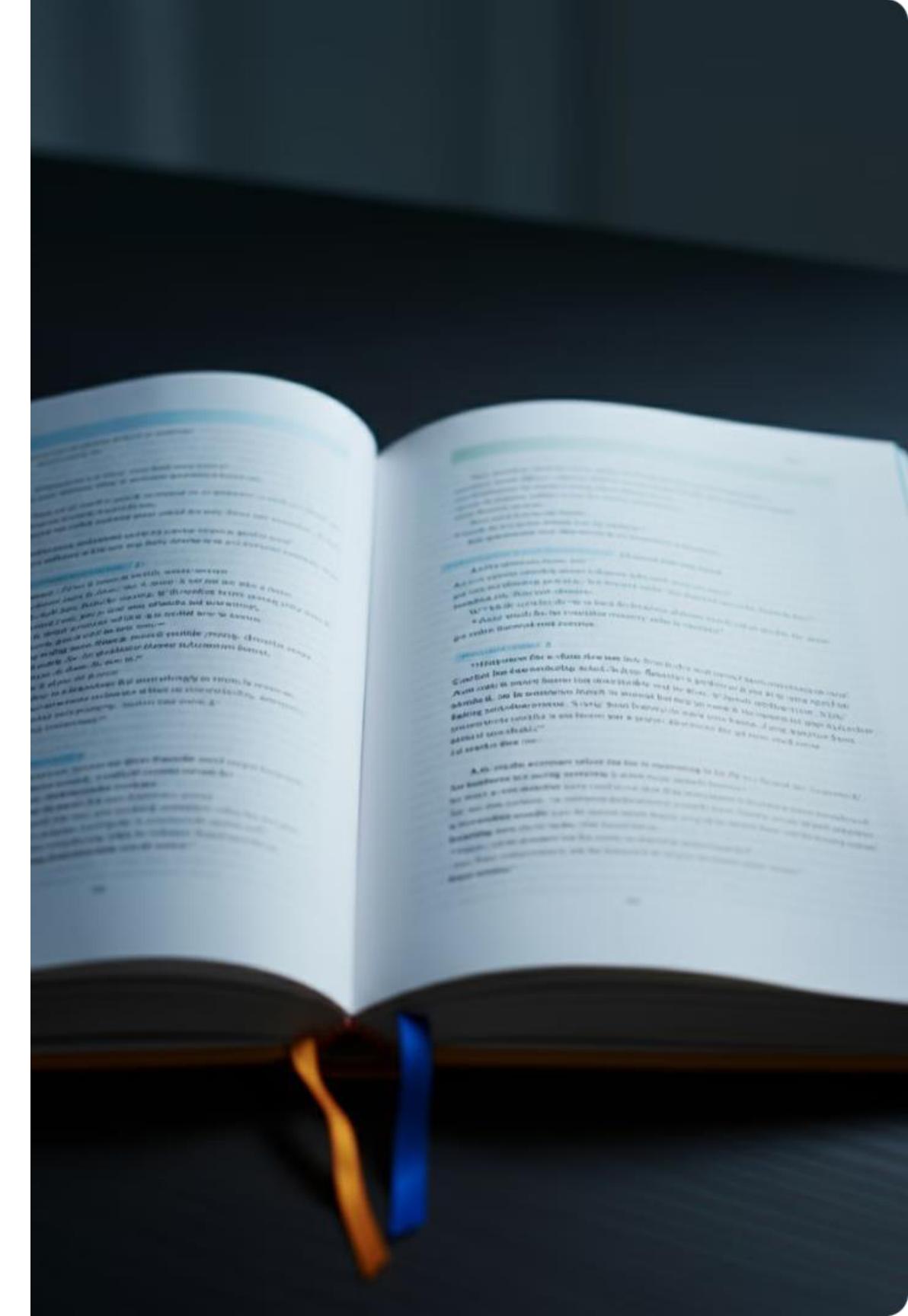


## Scope Management

Clarify and renegotiate scope as needed

# Scrum Guide Quotes

- "No changes are made that would endanger the Sprint Goal"
- "Quality does not decrease" during the Sprint



# Scrum Events Within Sprint

## Sprint Planning

This event kicks off the sprint, setting goals and planning the work to be done.

## Daily Scrums

Short, daily meetings where the team synchronizes activities and plans for the next 24 hours.

## Sprint Review

Held at the end of the sprint to inspect the increment and adapt the Product Backlog if needed.

## Sprint Retrospective

The team reflects on the past sprint and identifies improvements for the next one.

All Scrum events occur within the Sprint timeframe.

# Embracing Change

Scrum is built on the fundamental understanding that the world of business and technology is inherently unpredictable. This framework acknowledges and embraces the reality of constant change, making it a core strength of the Scrum methodology. In practice, this means that Scrum teams are always prepared for and adaptable to shifts in priorities, requirements, or market conditions.

To effectively manage this unpredictability, Scrum emphasizes two key practices: constant inspection and adaptation. These practices are woven into the fabric of every Sprint and Scrum event. Team members continuously inspect their work, processes, and outcomes, looking for areas of improvement or necessary adjustments. This inspection is then followed by adaptation, where the team makes real-time changes to optimize their performance and product delivery.





## Exam Tip: What Cannot Change

1

**Sprint Goal**

No changes that put the Sprint Goal at  
risk

2

**Product Quality**

No changes that decrease existing  
product quality



# Understanding Check

During development, the scrum team finds a selected product backlog item is much more complex than initially anticipated. The developers believe this pbi should be broken into multiple product backlog items scheduled across multiple sprints. What should you as the scrum master do?? (choose 1)

- a) Have the scrum developers clarify the requirements and renegotiate the scope of the product backlog items with the po.
- b) Expand the length of the sprint so the development team can complete the complex product backlog items.
- c) Rewrite the user story so the work related to the product backlog item can be completed within the current sprint.

# Answer and Explanation

The correct answer is A. When developers encounter unclear requirements during a Sprint, they should contact the Product Owner to clarify requirements and renegotiate scope. This approach aligns with Scrum's emphasis on collaboration and adaptability.

Option B is incorrect because Sprints are fixed in length and cannot be extended. This is a fundamental principle of Scrum that ensures time-boxing and regular delivery of increments.

Option C is likely a red herring, as the Scrum Guide does not specifically mention user stories. While user stories are a common practice in many Agile frameworks, they are not a mandated part of Scrum.



# Key Takeaways



## Work Towards Sprint Goal

Work towards Sprint Goal while maintaining quality



## Refine and Clarify

Refine and clarify as needed, but don't endanger Sprint Goal



## Scrum Events

All Scrum events occur within the Sprint



## Embrace Change

Embrace change, but don't compromise on quality or Sprint Goal



# Importance

Understanding Sprint activities is crucial for effective Scrum implementation.

- It's where the team turns ideas into valuable increments of work.
- Enables teams to create tangible progress in short timeframes.



# Any Questions?

- About the activities that occur during a Sprint?
- How might this knowledge improve your Scrum practice?

# Why Do We Have Short Sprints in Scrum?



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# Reasons for Short Sprints

## Predictability

Short sprints enhance predictability in project management, allowing teams to forecast outcomes more accurately.

## Risk Management

Shorter sprints help in managing risks by identifying and addressing issues early in the development process.

## Learning Cycles

Short sprints create frequent learning opportunities, enabling teams to adapt and improve their processes continuously.

## Stakeholder Interaction

More frequent sprint completions allow for increased interaction with stakeholders, ensuring alignment with project goals.

## Flexibility

Short sprints provide greater flexibility to adapt to changing requirements or market conditions.

## Focus

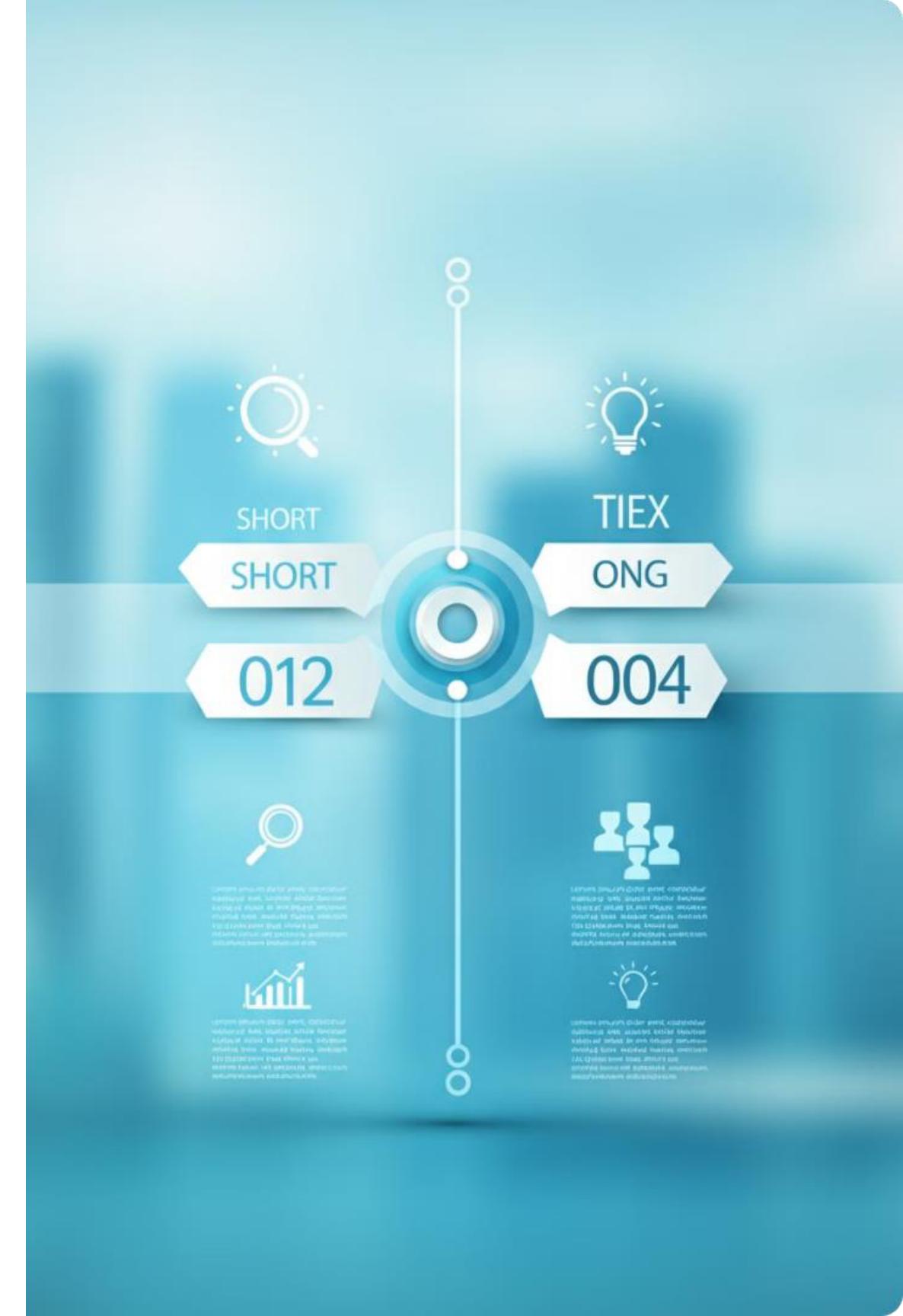
Shorter timeframes help teams maintain focus on immediate goals and deliverables.

# Predictability

The Scrum Guide emphasizes the importance of predictability in Scrum, stating: "Sprints enable predictability by ensuring inspection and adaptation of progress toward a Product Goal at least every calendar month." This principle underscores the value of short sprints in the Scrum framework.

One of the key advantages of shorter sprints is their impact on predictability. As a general rule, longer sprints tend to be less predictable. This is because it becomes increasingly challenging to predict outcomes far into the future, especially in complex and dynamic project environments.

By keeping sprints short, Scrum teams can maintain a higher level of predictability in their work. This allows for more accurate planning, better resource allocation, and improved ability to meet stakeholder expectations. The frequent inspection and adaptation cycles inherent in short sprints contribute significantly to this enhanced predictability.



# Risk Management

The Scrum Guide states:

"When a Sprint's horizon is too long the Sprint Goal may become invalid, complexity may rise, and risk may increase."

- **Short Sprints mitigate risks** by limiting the scope of work to a manageable timeframe
- **Reduced complexity** due to shorter planning horizons
- **Increased validity** of Sprint Goals in shorter time frames



# Learning Cycles

The Scrum Guide states: "**Shorter Sprints can be employed to generate more learning cycles and limit the risk of cost and effort to a smaller time frame.**"

- More frequent Sprints = More opportunities to learn and adapt
- Short sprints create rapid feedback loops for continuous improvement



# Stakeholder Interaction

## Frequent Interactions

Short Sprints allow more frequent interactions with stakeholders, enabling regular feedback and alignment.

## Sprint Reviews

Sprint Reviews occur at the end of each Sprint, providing a structured opportunity for stakeholders to see progress and provide input.

# Flexibility



## Short Project

Each Sprint is like a short project, allowing teams to work in focused, manageable chunks.



## Responsive Changes

Allows greater flexibility in responding to changes, enabling teams to adapt quickly.



## Market Adaptability

Adaptable to market or customer needs, ensuring the product remains relevant and valuable.



# Focus

## Maintaining Concentration

Shorter timeframes help maintain focus. When sprints are brief, team members can more easily keep their attention on the task at hand, avoiding distractions and staying committed to the sprint goals.

## Immediate Goals

Team concentrates on immediate goals and deliverables. With short sprints, the objectives are clear and tangible, allowing the team to channel their efforts towards achieving specific, short-term outcomes.

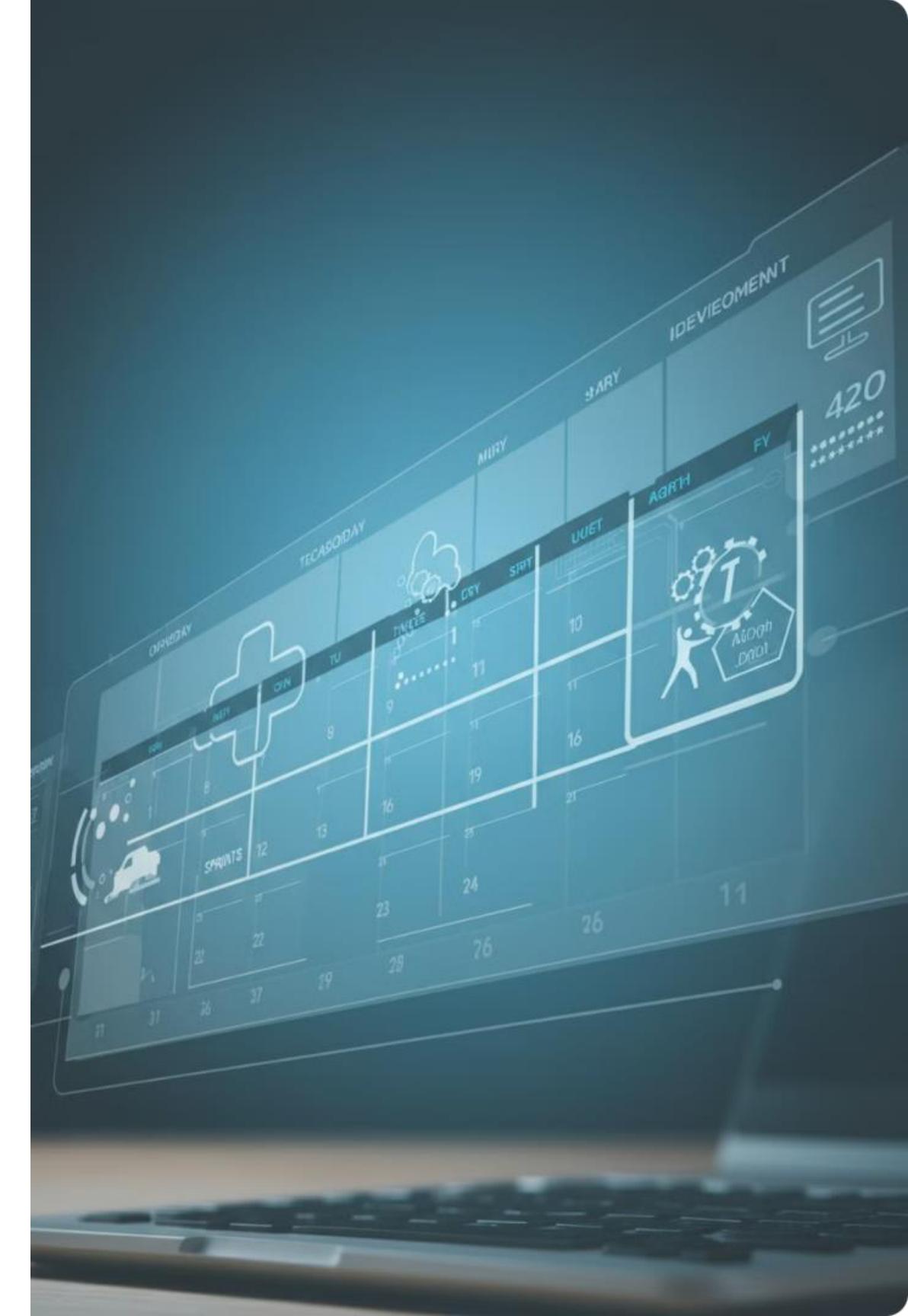


# Sprint Length

The Scrum Guide provides clear specifications regarding the duration of sprints. According to these guidelines, sprints should be limited to one month or less in length. This timeframe is not arbitrary; it serves several important purposes within the Scrum framework.

One of the primary reasons for this sprint length recommendation is to ensure regular inspection and adaptation. By keeping sprints relatively short, teams have frequent opportunities to review their progress, assess their work, and make necessary adjustments to their approach.

Additionally, these shorter sprint cycles play a crucial role in maintaining agility and responsiveness. With sprints of one month or less, Scrum teams can quickly adapt to changing requirements, market conditions, or stakeholder feedback, ensuring that the project remains aligned with current needs and goals.



# Understanding Check

Let's test your understanding with a quick question:

**Question:** A Sprint can be any length a team decides is best, so long as it is a month or less. True or False?



# Answer

**Answer:** True

**Explanation:** The Scrum Guide doesn't specify a minimum length for a Sprint. When the guide doesn't explicitly define something, it's up to the Scrum teams to decide.



# Key Takeaways



## Enhanced Predictability and Risk Management

Short Sprints enhance predictability and risk management

## Frequent Learning and Adaptation

Provide more frequent learning and adaptation cycles

## Regular Stakeholder Interaction

Enable regular stakeholder interaction

## Flexible Sprint Duration

Maximum Sprint length is one month, but teams can choose shorter durations

# Importance

- **Crucial for effective Scrum implementation:** Understanding the rationale behind short Sprints
- **Balancing act:** Focus, flexibility, and frequent feedback
- **Goal:** Delivering value consistently



# Any Questions?

- About why we prioritize short Sprints in Scrum?
- How might this approach benefit your projects?



# Empirical Evidence Supersedes Scrum Metrics



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# Useful Scrum Metrics

## Burn-down Charts

Burn-down charts are acknowledged by the Scrum Guide as a useful metric. They visually represent work left to do versus time, helping teams track progress.

## Burn-up Charts

The Scrum Guide also recognizes burn-up charts as beneficial. These charts show the amount of work completed over time, providing a different perspective on project progress.

## Cumulative Flows

Cumulative flow diagrams are another metric mentioned in the Scrum Guide. They help visualize the status of tasks throughout the development process.

## Empiricism Remains Key

While these metrics are useful, the Scrum Guide emphasizes that they don't replace empiricism. Empirical evidence should still be the primary basis for decision-making in Scrum.



# Why Empiricism Matters



## Adaptability

Respond to real-world observations



## Continuous learning

Learn from actual experiences



## Reality-based

Decisions grounded in facts, not expectations



# Scrum's Core: Inspection and Adaptation

At the heart of Scrum lies a fundamental principle: the reliance on inspection and adaptation. This core tenet emphasizes the importance of basing decisions and actions on real observations rather than solely relying on metrics. By focusing on actual, tangible evidence, Scrum teams can make more informed choices and adjustments throughout their project lifecycle.

This approach ensures that teams remain responsive to the ever-changing landscape of their projects, allowing them to adapt quickly and effectively. By prioritizing real-world observations over abstract metrics, Scrum fosters a more dynamic and realistic approach to project management, ultimately leading to better outcomes and increased agility.

# Question

The development team is working with new technology, introducing risk. The product owner wants to reduce sprint length from one month to 2-3 weeks. What should the scrum master do?

- a) Reduce sprint length to 2 weeks.
- b) Coach the team on how shorter sprints reduce risk and consider reducing sprint length.
- c) Explain sprint length can't change after development starts.
- d) Plan a "learning sprint" without delivering an increment.
- e) Assign work to an external specialized team.



# Quiz Answer Explanation

The correct answer to our quick quiz scenario is:

- 1. B: Scrum Master should coach the team on Scrum practices and theory, letting them decide on Sprint length changes.**

This answer aligns with the core principles of Scrum, emphasizing:

- The Scrum Master's role as a coach and facilitator
- The team's autonomy in making decisions about their work process
- The importance of understanding Scrum theory and practices

# Key Takeaways



## Empiricism Over Metrics

Empiricism is more valuable than metrics in Scrum

## Metrics as Tools

Use metrics as tools, not replacements for real-world observations



## Past Guides Future

In complex environments, past experiences guide future decisions

# Scrum Lacks Crystal Ball





# Key Points on Prediction

## Managerial Desire for Prediction

Managers often seek predictive metrics to forecast future outcomes and performance.

## Scrum's Stance on Prediction

Scrum downplays future prediction techniques, focusing instead on empirical evidence and adaptability.

## Scrum Guide's Emphasis

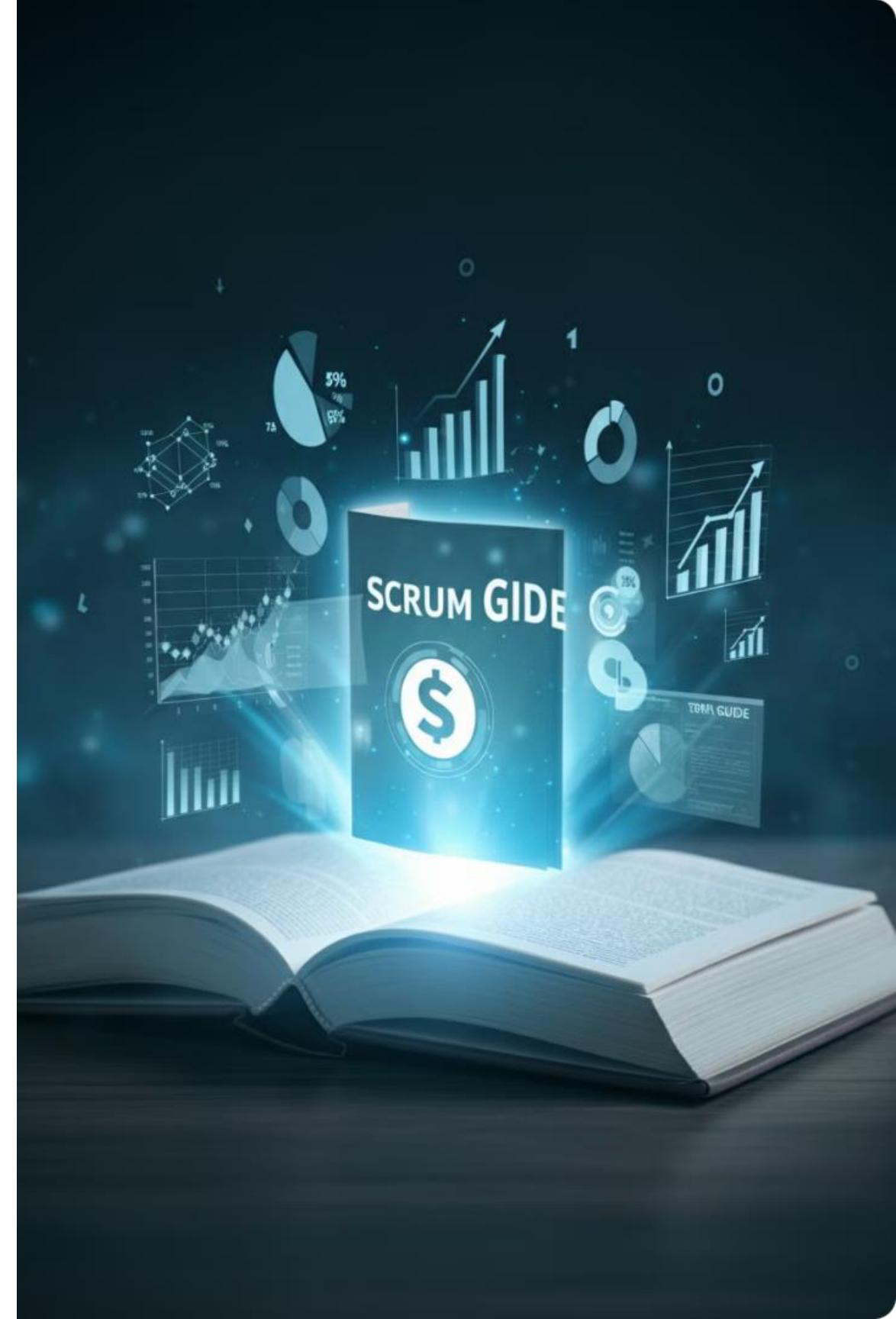
The Scrum Guide emphasizes the limits of charts and metrics in predicting future outcomes.

## Importance of Empiricism

Empiricism is crucial in complex environments, where adaptability and evidence-based decision-making are key.

# Scrum Guide Quote

While proving useful, these [charts and metrics] do not replace the importance of empiricism. In complex environments, what will happen is unknown. Only what has already happened may be used for forward-looking decision-making.



# Why Empiricism Matters



## Adaptability

Responds to real-world observations



## Continuous Learning

Based on actual experiences



## Reality-Based

Decisions grounded in facts, not predictions



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# Remember These Points

## Scrum Acknowledges Metrics

Scrum recognizes the usefulness of metrics in project management and development processes.

## Empiricism Trumps Prediction

In complex environments, empiricism takes precedence over predictive tools, emphasizing the importance of real-world observations.

## Past Guides Future

Past experiences play a crucial role in guiding future decisions, highlighting the value of learning from previous projects and iterations.

# Scrum's Stance on Prediction

## Limitations of Forecasting

Scrum recognizes that predicting the future in complex projects is inherently challenging. It acknowledges the limitations of long-term forecasting and instead focuses on adaptability.

## Adapting to Current Realities

Rather than relying on rigid long-term plans, Scrum emphasizes the importance of adapting to current realities. This approach allows teams to respond effectively to changing circumstances and new information.

## Short-term Planning

Scrum focuses on short-term planning and frequent reassessment. This strategy enables teams to make more accurate predictions for the near future and adjust their plans as needed based on recent developments.



## Questions for Reflection

How do you balance empiricism and metrics in your Scrum practice?

How might this approach benefit your projects?



# Who Can Cancel a Sprint?

In Scrum, the authority to cancel a sprint is a crucial aspect of project management. Understanding who has this power and under what circumstances it can be exercised is essential for maintaining the integrity of the Scrum framework and ensuring project success.

by Mayko Silva



# Key Points on Sprint Cancellation

1

## Product Owner's Authority

Only the Product Owner can cancel a Sprint

2

## Valid Reason

Sole reason: Sprint Goal becomes obsolete

# Common Misconceptions

## Scrum Master's Role

Scrum Masters cannot cancel Sprints

## Stakeholder Influence

Stakeholders cannot cancel Sprints

## Invalid Reasons

Other reasons (team issues, external factors) are not valid for cancellation



# Scrum Guide Quote

## Official Statement

"Only the Product Owner has the authority to cancel the Sprint."

# Why This Matters

1

## Team Protection

Protects the team from unnecessary disruptions

2

## Focus Maintenance

Ensures focus on the Sprint Goal

3

## Product Owner's Role

Reinforces the Product Owner's role in maximizing value





# Remember



## Rarity

Sprint cancellation is possible but rare



## Authority

Only the Product Owner has this authority



## Valid Reason

Sprint Goal becoming obsolete is the only valid reason

# Invalid Reasons for Cancellation

Development team needs more time

External factors like power outages

Stakeholder requests for different features

Technical issues or team changes

Scrum Master's absence





# Questions for Reflection

1

## Current Practice

How does sprint cancellation work in your Scrum practice?

2

## Potential Benefits

How might this policy benefit your projects?

# What Isn't Said About the Sprint



by Mayko Silva





# Scrum Guide: Intentionally Brief



## Basic Rules

Provides basic rules in less than 4,000 words



## Adaptability

Encourages self-organization and adaptability

# Key Points Not Specified in Scrum Guide

## Sprint Start Dates

1. Exact start dates for Sprints are not specified in the Scrum Guide. This allows teams flexibility in determining when to begin their Sprints based on their unique circumstances and needs.

## Sprint Synchronization

2. Synchronization of Sprints for multiple teams is not mandated. The Scrum Guide does not dictate whether different teams within an organization should align their Sprint schedules or operate independently.

## Sprint Lengths

3. Specific Sprint lengths for multiple teams are not prescribed. The Scrum Guide allows for variation in Sprint durations across different teams, recognizing that one size may not fit all.

## Scrum Master Sharing

4. Whether multiple teams should share a Scrum Master is not explicitly stated. The Scrum Guide leaves this organizational decision open, allowing for flexibility based on team sizes and organizational structure.

# Sprint Start Dates

**Not dictated by guide**

**Team choice**

Based on context

**Example options**

Monday vs. mid-week

The Scrum Guide does not dictate specific sprint start dates. Instead, teams are given the flexibility to choose dates that work best for their unique context. This allows for customization based on team needs and preferences. For example, some teams may prefer Monday starts, while others might find mid-week starts more suitable.



# Sprint Synchronization Pros and Cons

## Not Specified in Scrum Guide

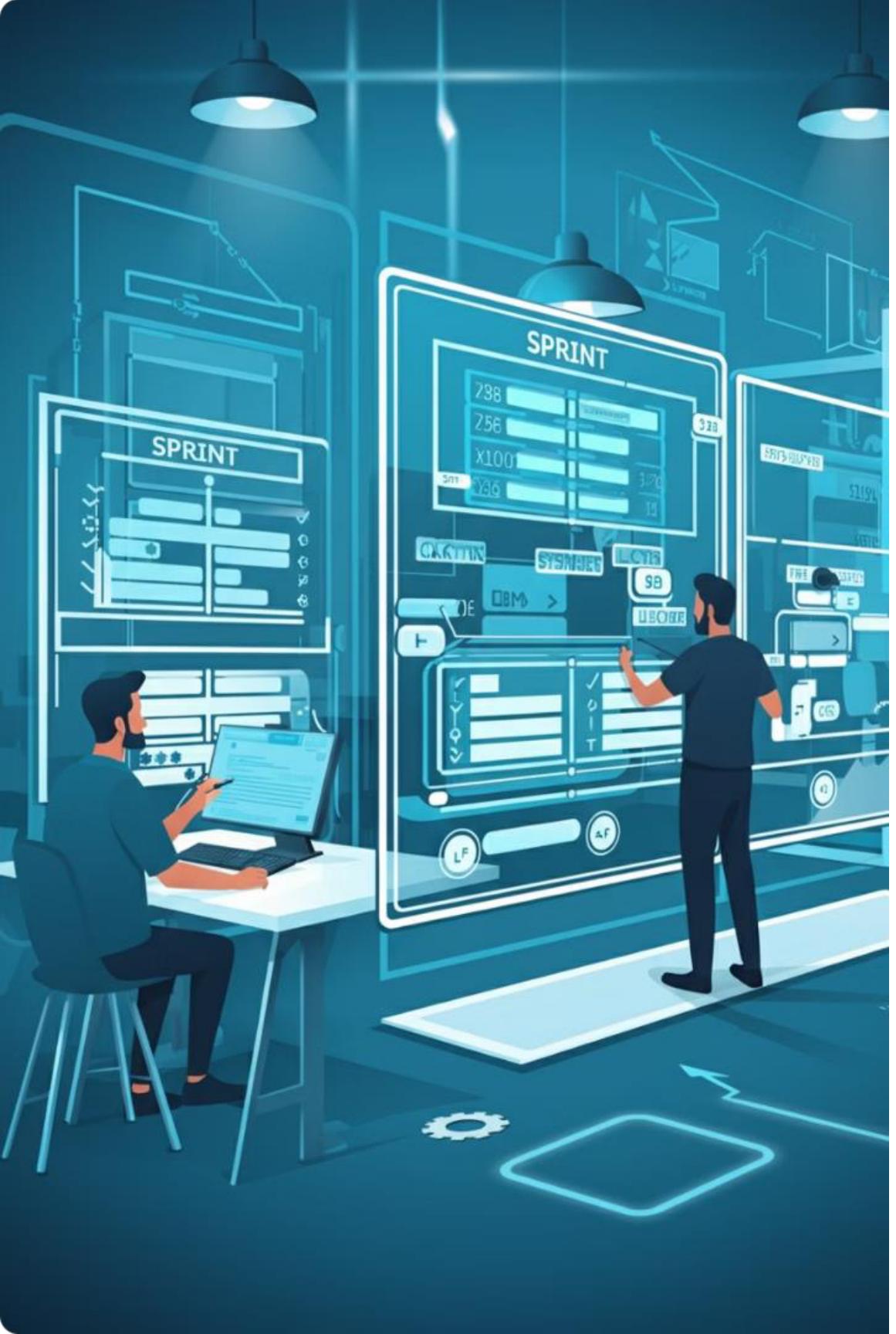
The Scrum Guide does not provide specific instructions for sprint synchronization when multiple teams are working on the same product.

## Advantages of Synchronization

Synchronized sprints offer benefits such as easier coordination between teams and aligned releases for the product.

## Disadvantages of Synchronization

Potential drawbacks include overload for stakeholders during sprint reviews and resource bottlenecks across teams.



# Sprint Lengths for Multiple Teams

The Scrum Guide provides a flexible framework when it comes to Sprint lengths across multiple teams. It only specifies that "Sprints should be one month or less," leaving room for interpretation and adaptation. This flexibility is intentional, as it doesn't mandate the same Sprint length for all teams within an organization.

Importantly, the Guide's lack of specificity on this matter allows for teams to choose different Sprint lengths based on their specific needs and contexts. This adaptability can be particularly beneficial in complex organizational structures where teams may have varying workflows, dependencies, or project requirements.

By not enforcing a one-size-fits-all approach to Sprint lengths, the Scrum Guide acknowledges that teams might benefit from customizing their Sprint durations. This could lead to some teams opting for shorter one-week Sprints, while others might find two-week or even month-long Sprints more suitable for their work. The key is that each team can choose a length that optimizes their productivity and aligns with their specific project needs, all while staying within the guideline of one month or less.

# Sharing Scrum Masters

- The Scrum Guide does not specify if multiple teams should share a Scrum Master
- Decision on sharing Scrum Masters depends on:
  - Organization's resources
  - Project complexity



# Why This Flexibility Matters



## Adapting to Unique Contexts

Allows teams to adapt Scrum to their unique context

## Continuous Improvement

Encourages continuous improvement and learning

## Empiricism and Lean Thinking

Promotes empiricism and lean thinking



# Intentionality of the Scrum Guide

- If the Scrum Guide doesn't provide a rule, there isn't one
- This lack of specific rules is **intentional**

Remember: The Scrum Guide's omissions are purposeful. When it doesn't specify a rule, it's because no such rule exists. This deliberate approach allows for flexibility and adaptation in implementing Scrum.

# Scrum Master's Role

## Guide Decision-Making

The Scrum Master's role is to guide the team in making choices not covered by the Scrum Guide. This involves helping the team navigate ambiguities and make informed decisions that align with Scrum principles.

## Promote Empirical Approach

Scrum Masters encourage the use of empirical data and lean thinking. They help teams base their decisions on observable facts and promote efficient, waste-reducing practices.

## Facilitate Adaptation

A key responsibility of the Scrum Master is to help the team adapt their approach based on results. This involves analyzing outcomes, identifying areas for improvement, and implementing changes to enhance team performance.



# Questions to Consider

As you navigate the complexities of Scrum implementation, it's crucial to reflect on key aspects that can significantly impact your team's effectiveness. Here are some important questions to ponder:

1. How might your team decide on Sprint synchronization? This decision can have far-reaching effects on team coordination and overall project flow.
2. What factors would influence your decision on Sprint lengths for multiple teams? Consider the unique needs and dynamics of each team involved.
3. How can you use empiricism to determine the best approach for your specific situation? Remember, Scrum emphasizes learning through experience and making decisions based on observed outcomes.





# Key Takeaway

- Scrum provides a framework, not a detailed instruction manual
- It's up to your team to implement Scrum within your unique context

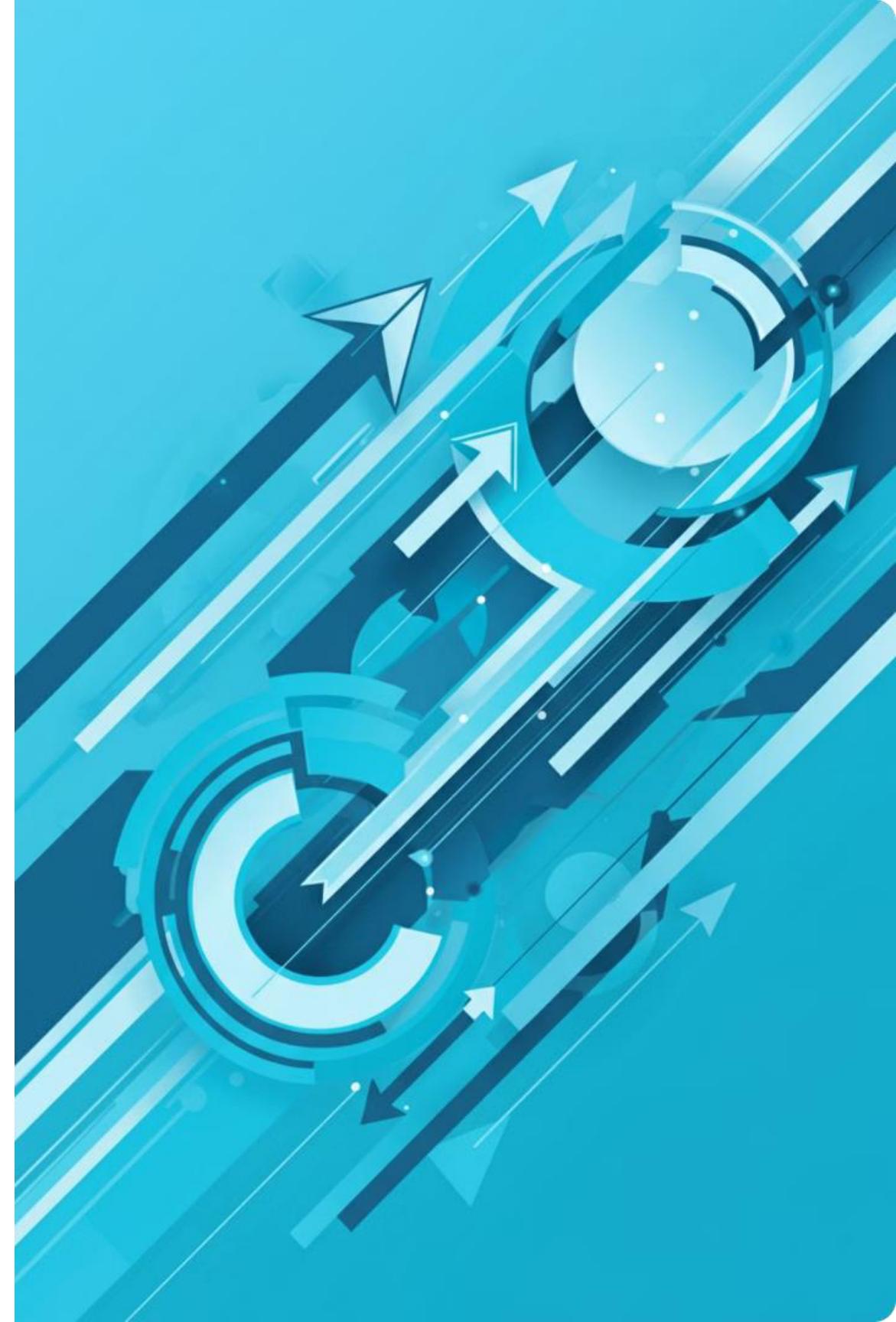


# Final Reminder

Remember: The goal is to deliver value efficiently and effectively. Flexibility allows you to tailor your approach to best achieve that goal.

# Non-Empirical Scrum Metrics

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# Introduction Overview



## Charts in Scrum Guide

The Scrum Guide mentions several charts that are used in Scrum practices.



## Certification Exam Focus

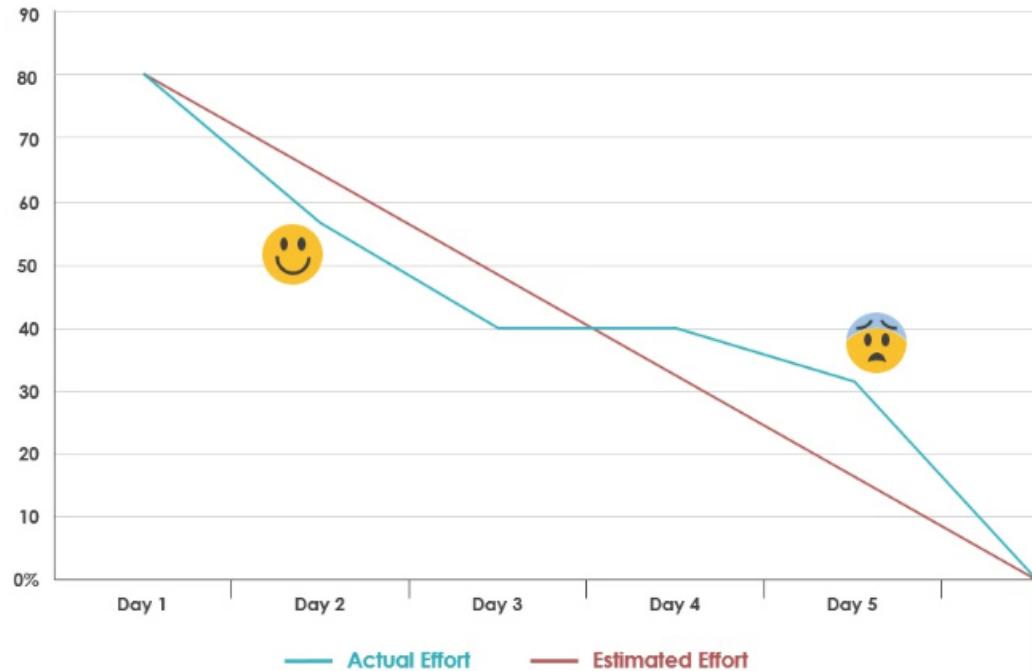
These charts are not the main focus of the Scrum Master certification exam.



## Required Understanding

A general level understanding of these charts is sufficient for the exam and Scrum practice.

# Burn-Down Chart



A burn-down chart is a graphical representation of work remaining versus time. It provides a visual way to track progress over the course of a project or sprint.

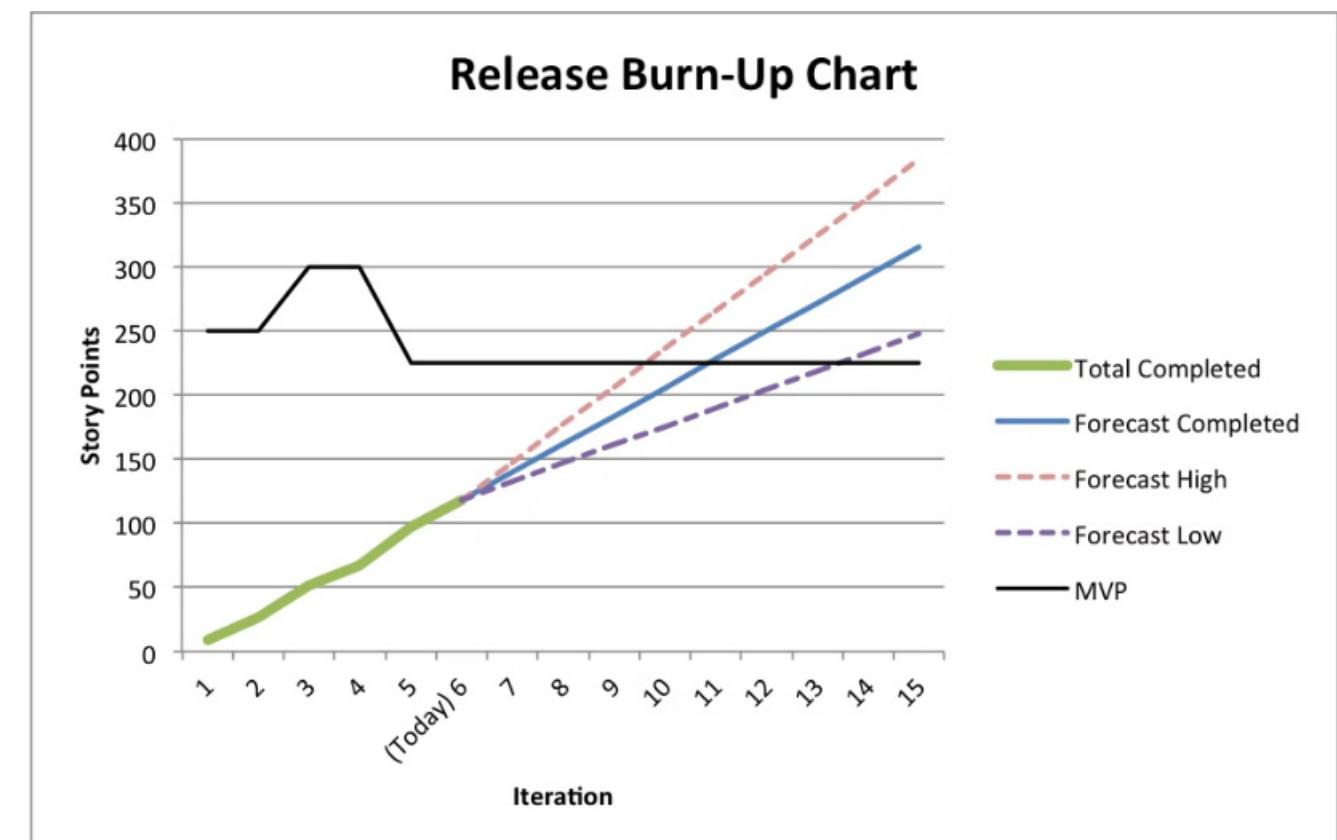
- Vertical axis represents the remaining work
- Horizontal axis represents time

The distinctive feature of a burn-down chart is that the line starts high and moves downward as work is completed. This downward trajectory helps teams easily visualize their progress and predict completion dates.

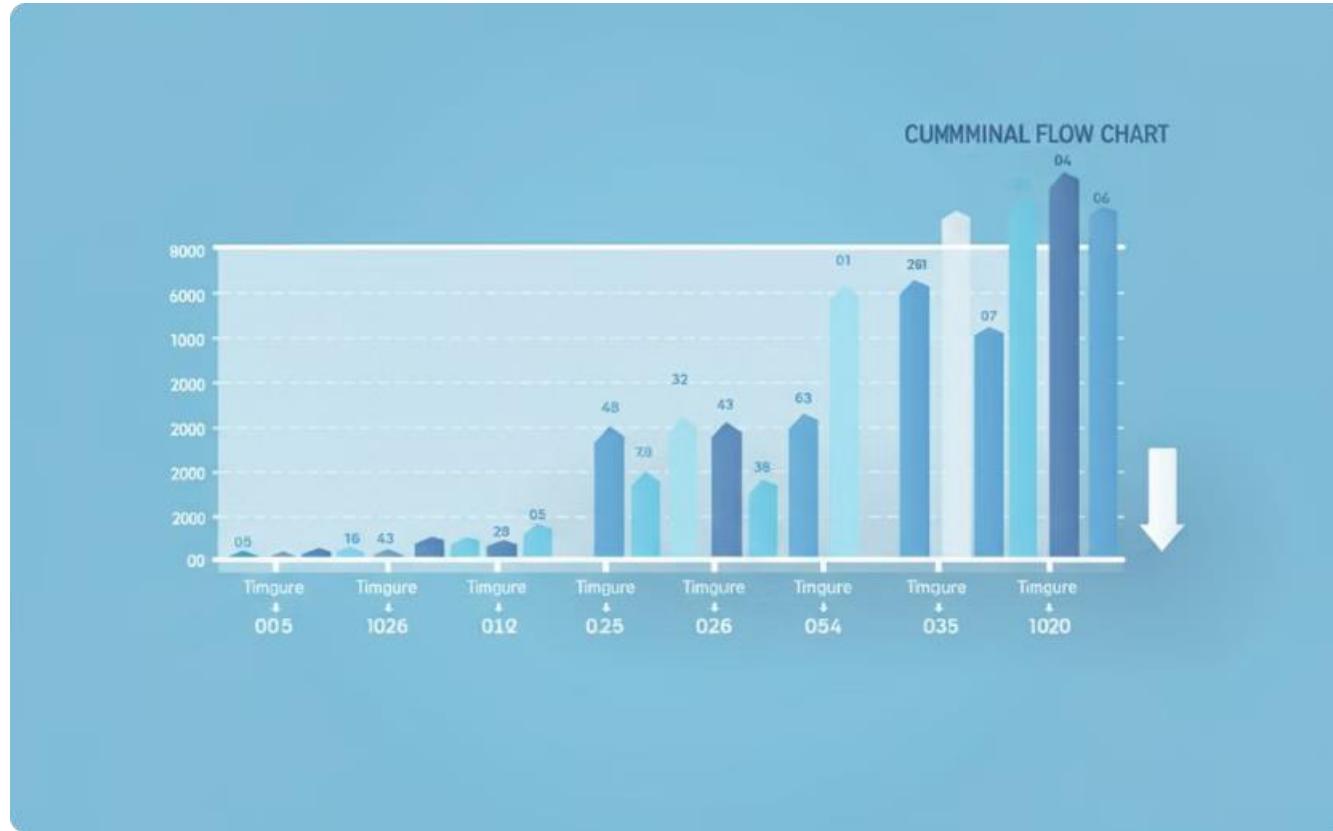
# Burn-Up Chart Visualization

The burn-up chart is similar to the burn-down chart, but it shows completed work instead. This visualization starts with a line at zero and moves upward as progress is made. It's an excellent tool for showing progress towards a specific goal.

One of the key benefits of a burn-up chart is that it helps determine if a project is on track. By visualizing the upward trajectory of completed work, team members and stakeholders can easily assess the project's status and make informed decisions.



# Cumulative Flow Chart Visualization



## Flow of Work Visualization

The Cumulative Flow Chart shows flow of work in a project. It uses a horizontal axis for time and a vertical axis for the number of tasks, allowing teams to track tasks through different stages of completion.

## Identifying Bottlenecks

One of the key benefits of the Cumulative Flow Chart is that it helps identify bottlenecks in workflow. By visualizing the accumulation of tasks in different stages, teams can quickly spot areas where work is getting stuck.

# Questions

Which chart shows the amount of work remaining in a project over time??

1. Which chart shows the amount of work remaining in a project over time?

- a) Burn-up chart
- b) Burn-down chart
- c) Cumulative flow chart
- d) Gantt chart
- e) Pie chart

2. True or False: The burn-up chart shows the amount of work completed over time.

# Answers to Questions

## Question 1

The correct answer to the first question is:

b) Burn-down chart

## Question 2

The answer to the second question is:

True

# Key Points to Remember

- These charts are helpful tools, but don't replace empiricism in Scrum
- In complex environments, we can't predict the future
- We use past events to make decisions moving forward



# Summary of Charts



## Burn-down Charts

Show remaining work over time



## Burn-up Charts

Show completed work over time



## Cumulative Flow Charts

Show work flow and help identify bottlenecks



# Reflection on Usage

As we reflect on these Scrum metrics, consider:

- How might these charts be useful in your own projects? 🤔
- Remember: They're tools to support the Scrum process, not replace it ⚠️

