

# Introduction to Sprint Planning

Welcome to our introduction to Sprint Planning! This presentation will guide you through the essential aspects of this crucial Scrum event. We'll explore how Sprint Planning transforms ideas into concrete plans and sets the stage for a successful Sprint.



by Mayko Silva



# What is Sprint Planning?

1

## The Beginning

Sprint Planning marks the beginning of each Sprint, setting the tone for the upcoming work cycle.

2

## Team Definition

During this event, the Scrum Team comes together to define what will be accomplished in the Sprint.

3

## Idea Transformation

Sprint Planning is where ideas are transformed into concrete plans, giving shape to the work ahead.





# Key Aspects We'll Explore

1

## Team Dynamics

We'll discuss the participants and their roles in Sprint Planning, highlighting the importance of collaboration.

2

## Backlog Management

Learn about selecting Product Backlog items and creating an effective Sprint Goal to guide the team's efforts.

3

## Work Breakdown

Explore the process of decomposing work into manageable tasks and using the 8-hour timebox efficiently.

4

## Sprint Backlog Formation

Understand how the Sprint Backlog is formed, providing a clear roadmap for the upcoming Sprint.

# Beyond Task Selection

## Team Alignment

Sprint Planning is about aligning the team, ensuring everyone is on the same page and working towards common objectives.

## Clear Plan Creation

The process involves creating a clear plan that outlines the work to be done and how it will be approached.

## Shared Goal Establishment

A key outcome of Sprint Planning is establishing a shared goal for the Sprint, unifying the team's efforts.

# Our Approach



- 1
- 2
- 3

## The "What"

We'll explore the "what" of Sprint Planning, detailing the concrete elements and activities involved in the process.

## The "Why"

Understanding the "why" behind the process is crucial. We'll delve into the reasoning and benefits of each aspect of Sprint Planning.

## Scrum Alignment

Throughout our exploration, we'll highlight how Sprint Planning aligns with core Scrum principles, reinforcing its importance in the framework.



# Ready to Begin?



## Launch

We're ready to launch into our journey of Sprint Planning!



## Discover

Prepare to discover the intricacies and best practices of this crucial Scrum event.



## Achieve

Let's set our sights on achieving a deeper understanding of Sprint Planning.

# Product Backlog Items and the Product Goal

by Mayko Silva





# Product Backlog: The Heart of Scrum

- The Product Backlog is the central element of Scrum methodology
- It serves as the primary source of work and priorities for the Scrum team
- Acts as a living document that evolves throughout the project lifecycle
- Reflects the current understanding of product requirements and customer needs

# Product Backlog Items (PBIs)

## Definition and Types

Product Backlog Items (PBIs) are individual pieces of work in the product backlog. They can encompass a variety of tasks including features, bug fixes, technical work, or knowledge acquisition.

## Ordering Criteria

The Product Owner is responsible for ordering PBIs based on several key factors: value, risk, priority, and necessity. This ordering ensures that the most important items are addressed first.



# The Product Goal

## Long-term Objective

The Product Goal serves as a long-term objective for the Scrum Team. It provides a clear vision and direction for the team's efforts, ensuring that all work is aligned with the overall product strategy.

## Planning Target

By providing a target for planning, the Product Goal helps the Scrum Team focus their efforts and make informed decisions about which Product Backlog Items to prioritize and work on in upcoming Sprints.

## Part of Product Backlog

As an integral part of the Product Backlog, the Product Goal is always visible and accessible to the Scrum Team. This ensures that it remains a constant reference point throughout the product development process.

# Product Owner's Role in Sprint Planning

The Scrum Guide 2020 emphasizes a crucial aspect of the Product Owner's role in Sprint Planning: "The Product Owner ensures that attendees are prepared to discuss the most important Product Backlog items and how they map to the Product Goal." This statement underscores the Product Owner's responsibility in facilitating effective and focused Sprint Planning sessions.

There are two key points to consider regarding the Product Owner's role in Sprint Planning:

1. The Product Owner comes to the Sprint Planning meeting with a prioritized list of Product Backlog Items (PBIs). This prioritization is essential as it helps the Scrum Team focus on the most valuable and important work for the upcoming Sprint.
2. These PBIs should align with the overall Product Goal. This alignment ensures that each Sprint contributes meaningfully to the larger objectives of the product development effort.

By fulfilling these responsibilities, the Product Owner plays a pivotal role in guiding the Scrum Team towards creating valuable increments that consistently move the product closer to its defined goal.

# Why This Matters



## Focus

Always working towards Product Goal

## Value

Better understanding of each item's value



## Preparation

Encourages critical thinking about PBIs

# Dynamic Nature of Product Backlog

The Product Backlog is not a static document; it is constantly evolving. This dynamic nature allows it to respond effectively to new learning about the product, market conditions, and user needs. As the team gains insights and receives feedback, the Product Backlog adapts to reflect these new understandings.

While the Product Backlog remains flexible and responsive to change, the Product Goal provides a stable, long-term objective. This balance between adaptability and consistency ensures that the team can remain agile while still working towards a clear, overarching purpose.

The constant evolution of the Product Backlog reflects the iterative nature of Scrum and agile methodologies. It allows teams to incorporate new information quickly, ensuring that the product development remains aligned with current market demands and user expectations.





# Product Owner's Role in Maximizing Value

- **Accountable for maximizing product value** - The Product Owner bears the responsibility of ensuring the product delivers the highest possible value
- **Presents strategic vision during Sprint Planning** - During Sprint Planning sessions, the Product Owner outlines the strategic direction for the product
- **Shows how each PBI contributes to Product Goal and delivers value** - The Product Owner demonstrates the connection between individual Product Backlog Items, the overall Product Goal, and the value they bring to the product



# Collaboration is Key

## Product Owner's Role

The Product Owner brings a prioritized list of Product Backlog Items (PBIs) to the Sprint Planning meeting. This sets the stage for a collaborative discussion with the entire Scrum Team.

## Scrum Team Involvement

The entire Scrum Team collaborates during Sprint Planning. This collective approach ensures that all perspectives are considered and the selected PBIs are both valuable and realistic to implement.

## Developers' Contributions

Developers play a crucial role in the collaboration process. They can:

- Ask questions about the PBIs
- Seek clarifications on requirements
- Provide insights on technical feasibility



## Questions to Consider

As we delve deeper into the relationship between Product Backlog Items (PBIs) and the Product Goal, it's important to reflect on some key questions. These questions can help Scrum Teams and Product Owners better understand and navigate the complexities of product development:

1. How might a clear Product Goal influence PBI selection for a Sprint? This question encourages us to think about the direct impact of a well-defined Product Goal on the day-to-day decision-making process in Scrum.
2. What challenges might arise if PBIs don't clearly map to the Product Goal? By considering this, we can anticipate potential issues and work proactively to ensure alignment between our PBIs and the overarching Product Goal.
3. How can the Scrum Team ensure they're always working towards the Product Goal? This final question prompts us to think about practical strategies and processes that can keep the entire team focused on the ultimate objective.



# Key Takeaway



## Well-prepared Product Owner

Effective Sprint Planning requires a Product Owner who is well-prepared and knowledgeable about the Product Backlog Items.



## Clear PBI Alignment

A clear understanding of how Product Backlog Items align with the Product Goal is essential for successful Sprint Planning.



## Focused Sprint

Proper preparation and alignment set the stage for a focused and productive Sprint, maximizing team efficiency.

# Who Participates in the Sprint Planning Meeting and Why?



by Mayko Silva



# Core Participants: The Scrum Team

## 1 The Developers

The first core participants in a Sprint Planning Meeting are the Developers. These team members are responsible for creating the product increment and play a crucial role in planning and estimating the work for the upcoming sprint.

## 3 The Scrum Master

The third core participant is the Scrum Master. This person facilitates the Scrum process and ensures that the Sprint Planning Meeting is productive and follows Scrum guidelines.

## 2 The Product Owner

The second essential participant is the Product Owner. This individual is responsible for maximizing the value of the product and represents the stakeholders' interests during the Sprint Planning Meeting.



# Additional Participants

The Scrum Guide states:

"The Scrum Team may also invite other people to attend Sprint Planning to provide advice."

- Scrum Team can invite additional people
- Purpose: To provide advice during Sprint Planning





# Why Each Role Participates

Each role in the Sprint Planning Meeting participates for specific reasons, contributing their unique perspective and expertise to ensure a successful sprint. Understanding these reasons is crucial for maximizing the effectiveness of the meeting and the overall sprint process.

The Scrum Team, consisting of Developers, Product Owner, and Scrum Master, forms the core of the meeting. Each member brings valuable insights and skills that are essential for planning and executing the sprint. Additionally, other stakeholders may be invited to provide specialized knowledge or context when necessary.

By recognizing the importance of each role's participation, teams can foster better collaboration, make more informed decisions, and set realistic goals for the upcoming sprint. This understanding also helps in creating a more inclusive and productive planning environment.

# Developers' Role

## Core Participants

Developers are the core participants in the Sprint Planning Meeting. They are the ones doing the actual work during the Sprint, making their involvement crucial.

## Effort Estimation

A key responsibility of developers is to estimate the effort required for each task or user story. This helps in creating a realistic Sprint plan.

## Sprint Capacity

Developers play a vital role in deciding how much can be accomplished in the Sprint. Their expertise and understanding of the team's capabilities inform this decision.



# Product Owner's Role

## Product Vision

The Product Owner brings the product vision to the Sprint Planning Meeting. This vision provides direction and context for the team's work, ensuring alignment with overall product goals.

## Priority Explanation

A crucial responsibility of the Product Owner is explaining the highest priority Product Backlog items. This helps the team understand what needs to be accomplished first and why.

## Question Answering

The Product Owner answers Developers' questions during the meeting. This open communication ensures clarity and helps the team make informed decisions about the upcoming sprint.

# Scrum Master's Role



## Facilitates the Meeting

The Scrum Master takes on the crucial role of facilitating the Sprint Planning meeting, ensuring smooth communication and collaboration among team members.



## Ensures Purpose and Timebox

The Scrum Master ensures that the event takes place and its purpose is understood by all participants. They also keep the meeting within the 8-hour timebox for a one-month Sprint.



# Other Invitees' Contributions



## Subject Matter Experts and Stakeholders

Other invitees to the Sprint Planning Meeting could be subject matter experts or stakeholders. These individuals provide valuable insights that can greatly benefit the planning process.

## Members of Other Scrum Teams

Members from other Scrum Teams may also be invited to the Sprint Planning Meeting. Their presence can help address potential dependencies between teams and ensure smooth collaboration.

## Valuable Contributions

These additional participants provide valuable insights to the Sprint Planning Meeting. Their expertise and perspective can help the Scrum Team make more informed decisions and plan more effectively.

# Importance of "Other People"

- Highlights Scrum's emphasis on **transparency and collaboration**
- **Example:** Representatives from other Scrum Teams working on same product





## Key Point to Remember

In the Sprint Planning Meeting, there is a crucial principle that must be upheld: **only the Developers decide how much work they can take on**. This fundamental rule is essential for preserving the self-management principle that is core to Scrum methodology.

By allowing the Developers to determine their own capacity and commitments, the team maintains autonomy and responsibility for their work. This approach empowers the development team, fostering a sense of ownership and accountability for the sprint goals.

Respecting this key point ensures that the workload is realistic and achievable, based on the team's intimate knowledge of their capabilities and constraints. It also reinforces the Scrum framework's emphasis on self-organizing teams, which is crucial for maximizing productivity and maintaining team morale.

# Questions to Consider

## Benefits of Cross-Team Collaboration

How might inviting someone from another team benefit your Sprint Planning? Consider the potential for fresh perspectives, shared knowledge, and improved inter-team coordination.

## Addressing Challenges with Additional Attendees

What potential challenges could arise from having additional attendees, and how would you address them? Think about time management, maintaining focus, and ensuring effective communication.

## Alignment with Scrum Values

How does this open invitation to Sprint Planning align with Scrum's values of openness and courage? Reflect on the impact of transparency and the willingness to embrace diverse viewpoints.



# How to Minimize Inter-Team Dependencies



by Mayko Silva



# Why It Matters



## Reduces bottlenecks

Minimizing inter-team dependencies significantly reduces bottlenecks in the development process, allowing for smoother workflow and increased productivity.

## Speeds up progress

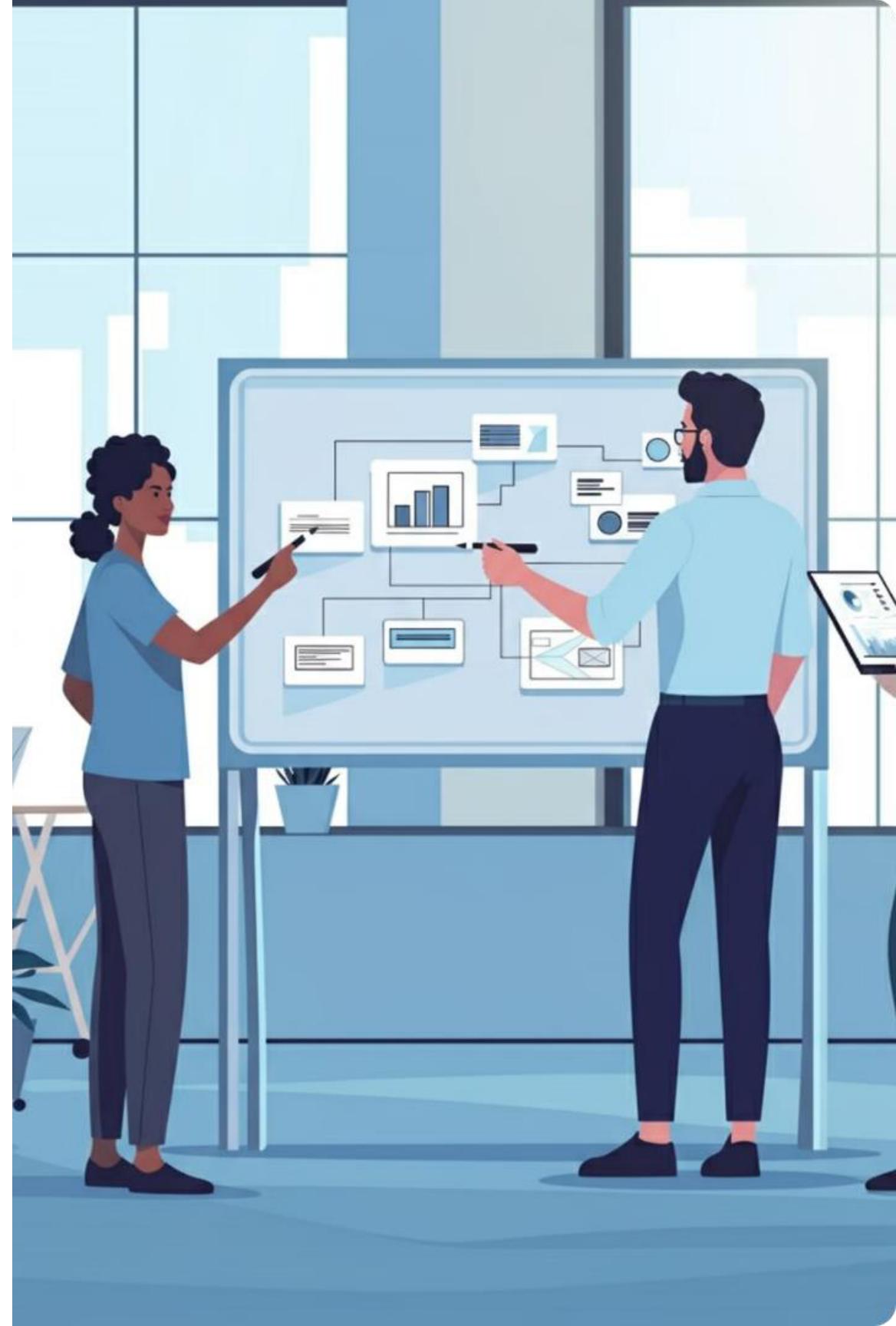
By reducing dependencies between teams, projects can move forward more quickly, leading to faster development cycles and quicker time-to-market for products and features.

## Simplifies sprint planning

With fewer inter-team dependencies, sprint planning becomes more straightforward and efficient, allowing teams to focus on their core tasks without complex coordination efforts.

# Strategies

Explore effective approaches to minimize inter-team dependencies and improve collaboration



# Cross-Team Communication

## Invite Representatives

Invite representatives from other Scrum teams to Sprint Planning sessions. This ensures that all relevant parties are present and can contribute their insights.

## Share Information

Share progress, insights, and delivery dates with other teams. This transparency helps everyone stay informed about ongoing work and upcoming milestones.

## Align and Avoid Conflicts

Use these communication channels to align work across teams and avoid potential conflicts. This proactive approach helps maintain smooth operations and reduces inter-team dependencies.



# Strategic Backlog Item Selection

## Choose Low-Dependency Items

Select backlog items that have fewer dependencies on other teams' work. This approach helps minimize inter-team dependencies and allows for smoother project progression.

## Consider Alternatives

Be prepared to consider alternative items if dependencies might not be ready. This flexibility ensures that your team can continue to make progress even when faced with potential delays from other teams.



# Proactive Dependency Identification



## Actively Identify Dependencies

Actively identify and discuss potential dependencies during Sprint Planning. This proactive approach helps teams anticipate and address potential bottlenecks before they become issues.



## Map Dependencies

Map out dependencies and create action plans. This visual representation helps teams understand the interconnections between tasks and develop strategies to manage them effectively.

# Cross-Functional Teams



## Independent Handling

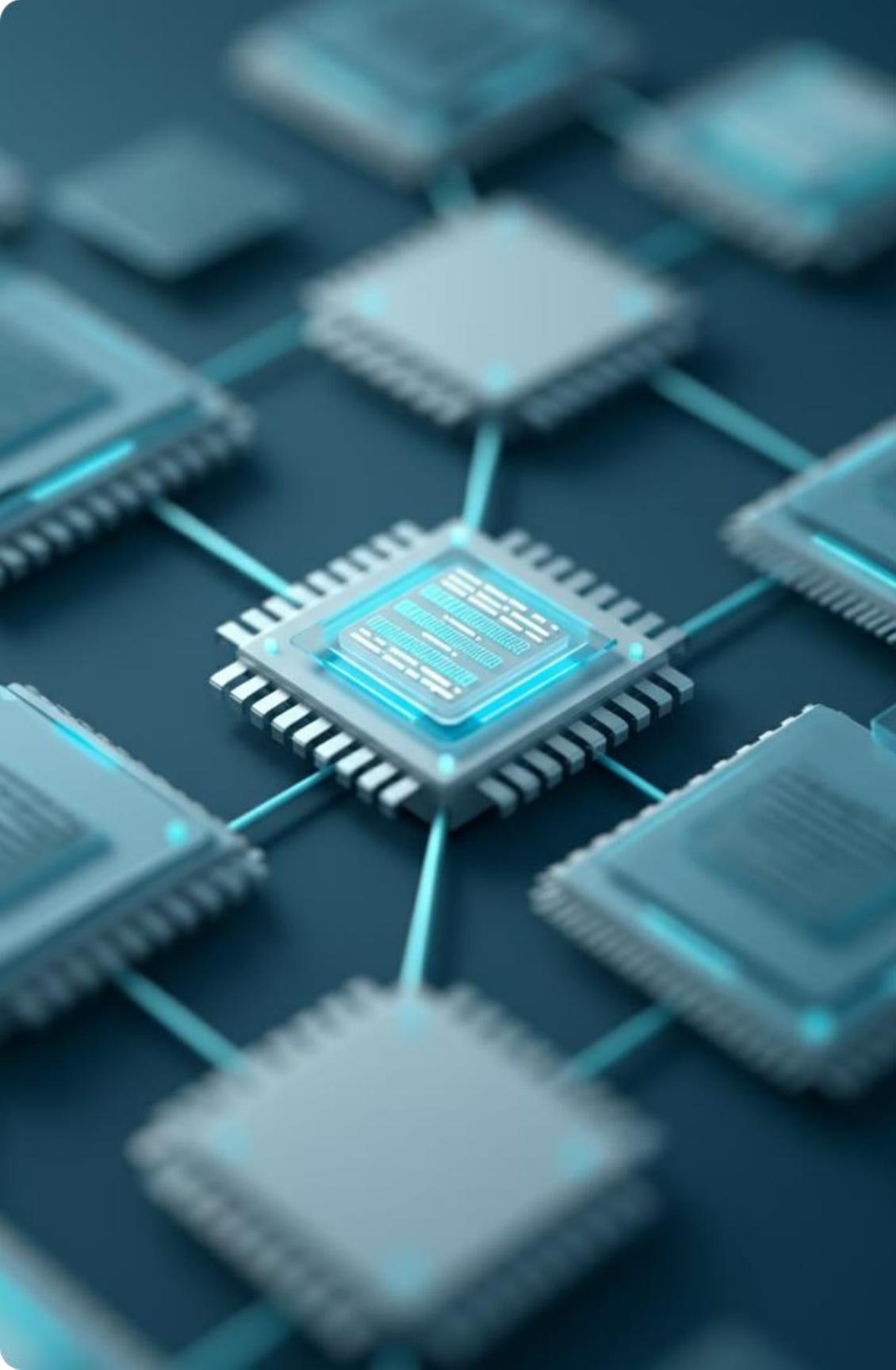
Create teams that can handle most aspects of their work independently



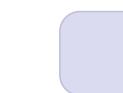
## Dependency Reduction

Reduces need for inter-team dependencies





# Modular Architecture



## Clear Interfaces and Minimal Coupling

Design systems with clear interfaces and minimal coupling between components. This approach allows for greater flexibility and independence in development.



## Independent Team Work

Allows teams to work more independently on respective modules, reducing the need for constant coordination and increasing overall productivity.

# Shared Roadmap



## Maintain High-Level Roadmap

Maintain high-level roadmap for all teams to provide a comprehensive overview of project timelines and milestones.

## Anticipate and Plan

Helps anticipate and plan for potential dependencies by visualizing interconnected project elements across teams.

# Regular Inter-Team Sync Meetings

## Schedule Regular Meetings

Establish a consistent schedule for meetings between representatives from different teams. These regular sync-ups provide a dedicated time for cross-team collaboration and communication.

## Discuss Upcoming Work

Use these meetings as a platform to discuss upcoming work and projects. This allows teams to stay informed about each other's plans and identify potential areas of overlap or collaboration.

## Identify Potential Dependencies

A key focus of these sync meetings should be identifying and discussing potential dependencies between teams. This proactive approach helps prevent bottlenecks and ensures smoother project execution.

## Separate from Sprint Planning

It's important to keep these inter-team sync meetings separate from Sprint Planning. This ensures that the focus remains on cross-team coordination and doesn't interfere with individual team planning processes.



# Remember

- The **goal** is to minimize dependencies, not eliminate them entirely
- Some inter-team dependencies may still be necessary for project success



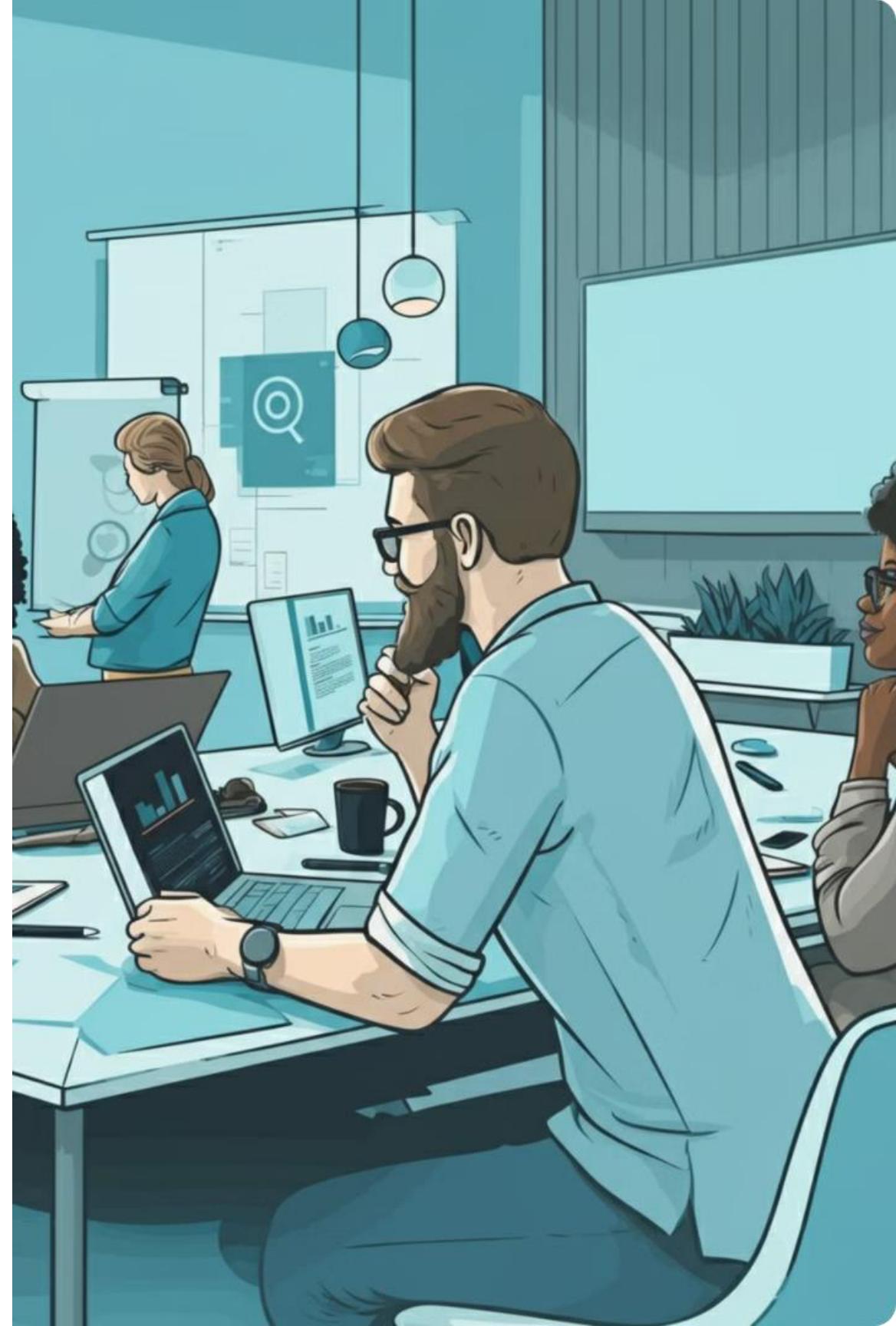
# Questions to Consider

As we explore strategies to minimize inter-team dependencies, it's important to reflect on the following questions:

1. How might inviting representatives from other teams benefit your work?
2. What challenges might arise from focusing on backlog items with fewer dependencies?
3. How does minimizing inter-team dependencies align with Scrum values?

These questions encourage us to think critically about the impact of our decisions and the potential benefits and challenges of implementing strategies to reduce inter-team dependencies. By considering these questions, we can better understand how our actions align with Scrum principles and how they may affect our overall productivity and collaboration.

# **Key Points: Sprint Planning Attendees**



# Inviting Outsiders

## Scrum Developers' Prerogative

Scrum Developers have the authority to invite people from outside the Scrum Team. This flexibility allows for bringing in additional expertise or perspectives when needed.

## Purpose of Invitations

The primary reason for inviting outsiders is to discuss pertinent issues. This can help in addressing complex problems, gaining insights, or improving collaboration across different teams or departments.

# Contributions from Outsiders



## Corporate Alignment

Discuss alignment with corporate strategy and business goals



## Customer Insights

Share customer insights on product backlog items



## Team Dependencies

Discuss dependencies on other teams' items



## Risk Assessment

Highlight potential risks or problems



# Roles and Responsibilities

## Scrum Master

- Facilitates the meeting
- Coaches on Scrum practices
- Doesn't manage product backlog

## Product Owner

- Ensures attendees are prepared to discuss items



# Conclusion

- Implementing strategies can significantly reduce inter-team dependencies
- Understanding roles improves efficiency and productivity
- These approaches lead to better team collaboration and project outcomes

# Timeboxing Sprint Planning to 8 Hours



by Mayko Silva



# Timeboxing in Scrum



## Sprint Planning

Max 8 hours for one-month sprint



## Daily Scrum

Max 15 minutes



## Sprint Review

Max 4 hours for one-month sprint



## Sprint Retrospective

Max 3 hours for one-month sprint

Note: Shorter sprints usually have shorter events



# Reasons for 8 Hours

## Ample Time for Discussion

The 8-hour timebox provides ample time for thorough discussion and planning. This ensures that all aspects of the upcoming sprint can be covered in detail.

## Prevents Indefinite Planning

By limiting Sprint Planning to 8 hours, it ensures planning doesn't drag on indefinitely. This helps maintain team focus and prevents excessive time spent in meetings.

## Maintains Focus and Efficiency

The 8-hour limit maintains focus and efficiency throughout the planning process. It encourages the team to stay on track and make decisions in a timely manner.



# Flexibility within the Timebox



## Maximum, Not Requirement

8 hours is the maximum, not a requirement. Teams should aim to complete planning in less time if possible.



## Variable Duration

Actual duration may vary based on:

- Sprint length
- Complexity of work
- Team experience

# Effective Use of the Timebox

To make the most of the 8-hour sprint planning timebox, consider the following strategies:

## Break into Sessions

Divide 8 hours into smaller chunks

## Use Timeboxing Techniques

Apply within planning session

## Address All Topics

Cover Why, What, and How

Breaking the 8 hours into smaller sessions can help maintain focus and energy throughout the planning process. Implementing timeboxing techniques within the planning session itself can further enhance efficiency.

It's crucial to ensure all three sprint planning topics are addressed:

1. Why (Sprint Goal)
2. What (Product Backlog items)
3. How (work plan)

By covering these essential aspects, teams can create a comprehensive and well-structured sprint plan within the allocated timebox.

# Adapting the Timebox

The 8-hour timebox for Sprint Planning is not a rigid rule, but rather a maximum limit that can be adapted to suit different team needs and circumstances. For instance, teams working with shorter sprints often find it beneficial to have proportionally shorter planning sessions. This allows them to maintain an appropriate balance between planning and execution time within their compressed sprint cycle.

As teams gain experience and become more proficient in their Scrum practices, they often discover ways to streamline their planning process. This increased efficiency can lead to shorter, more focused planning sessions that still cover all necessary aspects of sprint preparation. The key is to adjust the planning timebox within the maximum 8-hour limit as needed, based on the team's evolving capabilities and the specific requirements of each sprint.

It's important to remember that while adapting the timebox, teams should ensure they're still allocating sufficient time to thoroughly plan their sprint. The goal is to find the right balance that allows for comprehensive planning without unnecessarily extending the session beyond what's productive for the team.





# Scrum Master's Role

## Timeboxing Enforcer

The Scrum Master ensures sprint planning stays within the 8-hour timebox, maintaining focus and efficiency throughout the event.

## Productivity Facilitator

As a facilitator, the Scrum Master guides the event to ensure productivity, keeping discussions on track and relevant.

## Purpose Advocate

The Scrum Master helps achieve the purpose of sprint planning by aligning team efforts with sprint goals and project objectives.

# Key Points to Remember



## Effective Planning

Goal is not to use all 8 hours, but to plan effectively

## Time Efficiency

Many teams complete sprint planning in less time

## Maximizing Efficiency

Efficiency within the timebox is encouraged



# Questions to Consider

As we delve deeper into the concept of timeboxing sprint planning to 8 hours, it's important to reflect on some key questions that can help us better understand and implement this practice:

1. How might sprint length impact planning duration? This question encourages us to consider the relationship between the overall sprint duration and the time needed for effective planning.
2. What strategies could make sprint planning more efficient? By exploring this question, teams can identify and implement techniques to optimize their planning process within the 8-hour timebox.
3. How does this timebox align with Scrum values of focus and commitment? This question prompts us to examine how the 8-hour timebox supports and reinforces core Scrum principles.



# Conclusion

- **Understanding and respecting the timebox** is crucial for effective sprint planning
- **Efficient planning** sets the stage for a successful sprint
- **Adapt within the timebox** to suit your team's unique needs and circumstances

# Why is the Sprint Valuable?



by Mayko Silva



# Determining Sprint Value



## Moves Product Closer to Goal

A valuable sprint moves the product closer to its ultimate goal, ensuring progress in the right direction.



## Delivers Tangible Benefits

Sprint value is determined by delivering tangible benefits to stakeholders, enhancing their satisfaction and engagement.

# **Product Owner's Role**

## **Proposing Value Increase**

The Product Owner proposes how to increase product value and utility. This involves identifying opportunities to enhance the product's worth and usefulness to stakeholders and end-users.

## **Maximizing Team's Work Value**

The Product Owner is responsible for maximizing the value of the Scrum Team's work. This entails making strategic decisions to ensure that the team's efforts contribute significantly to the product's overall success and impact.



# Collaborative Goal Setting

## Team Effort

The whole Scrum Team comes together to define the Sprint Goal, ensuring a collaborative approach to goal setting.

## Stakeholder Communication

The Sprint Goal serves as a crucial tool for communicating the value of the Sprint to stakeholders, keeping them informed and engaged.

## Timely Completion

It's essential that the Sprint Goal is finalized before the end of Sprint Planning, setting a clear direction for the upcoming work.

# Negotiating Product Backlog Item Selection

## Product Owner's Proposal

The Product Owner proposes what to build next, initiating the negotiation process for selecting Product Backlog Items.

## Developer Considerations

Developers may have pragmatic objections to the proposed items, based on technical feasibility or other practical concerns.

## Balancing Value and Feasibility

Negotiation ensures that the selected work is both valuable from a business perspective and feasible from a technical standpoint.





# Decomposition

Decomposition is a crucial process in Agile project management, specifically focused on detailing requirements for a Product Backlog item. This step is essential as it helps the team understand the complexity and feasibility of the proposed work.

By breaking down larger tasks into smaller, more manageable components, decomposition allows for a more accurate assessment of the effort required and potential challenges that may arise during implementation. This process enables the team to make informed decisions about resource allocation and timeline estimates.

# Quiz Time!

Get ready to test your knowledge on Sprint value and planning



# Question 1

Who is primarily responsible for maximizing the value of the work performed by the scrum team?

- a) The Scrum Master
- b) The Product Owner
- c) The Developers
- d) The Scrum Team as a whole
- e) The stakeholders

Answer: b) The Product Owner



## Question 2

True or False: The Product Owner has innate knowledge of how to build the product.

**Answer: False.** The Product Owner knows what needs to be built, but not necessarily how to build it technically.

# Question 3

Who first proposes an initial plan for the Sprint at the Sprint Planning meeting?

- a) The Scrum Master
- b) The Product Owner
- c) The Developers
- d) The Scrum Team as a whole
- e) The stakeholders

Answer: b) The Product Owner

# Question 4

What is the term used to describe the process of figuring out exactly what's required to implement a Product Backlog item?

- a) Negotiation
- b) Prioritization
- c) Decomposition
- d) Estimation
- e) Refinement

Answer: c) Decomposition



# Key Takeaway

- **Sprint value:** Delivering meaningful progress towards the Product Goal, not just completing tasks
- **Collaboration is key:** Product Owner and Developers work together to ensure selected work is both valuable and feasible

# Sprint Planning and the Sprint Goal



by Mayko Silva





# Defining the Sprint Goal

## Finalization Deadline

The Sprint Goal must be finalized by the end of Sprint Planning. This ensures that the team has a clear direction before the sprint begins.

## Immutability

Once Sprint Planning concludes, the Sprint Goal cannot be edited, adjusted, or changed. This maintains focus and commitment throughout the sprint.

# Team Collaboration



## Whole Scrum Team Collaboration

The entire Scrum Team works together to define the Sprint Goal, ensuring everyone's input is considered.



## Stakeholder Communication

The team communicates why the Sprint is valuable to stakeholders, providing clarity on the Sprint's purpose and expected outcomes.





# Focus and Transparency



## Maintaining Developer Focus

Keeps Developers focused throughout the Sprint



## Sprint Transparency

Provides transparency into the Sprint



## Stakeholder Awareness

Allows stakeholders to know what Developers are working towards

# Sprint Plan Flexibility



## Fixed Sprint Goal

The Sprint Goal remains fixed throughout the Sprint, providing a clear target for the team to aim for.



## Adaptable Sprint Plan

The Sprint plan and items in Sprint Backlog can change as conditions change during Sprint, allowing for flexibility and adaptation.

# Handling Unachieved Goals

## Sprint Retrospective Discussion

If the Sprint Goal is not achieved, it is discussed in the Sprint Retrospective. This allows the team to reflect on what went wrong and how to improve in future Sprints.

## No Automatic Carryover

Nothing is automatically carried over to the next Sprint. This ensures that each Sprint starts fresh and the team can reassess priorities.

## Exception: Team Practice Improvements

The only exception to the no-carryover rule is suggestions for team practice improvements from the Retrospective. These can be implemented in future Sprints to enhance team performance.

# Quiz Time!

Let's test your knowledge on Sprint Planning and Sprint Goals



# Question 1

Who creates the Sprint Goal?

1. The Scrum Master
2. The Product Owner
3. The Developers
4. The Scrum Team as a whole
5. The stakeholders

**Answer:** d) The Scrum Team as a whole

## Question 2

True or False: The Sprint Goal can be changed during the Sprint if conditions change.

Answer: False. The Sprint Goal must be finalized before the end of Sprint Planning and cannot be changed during the Sprint.



# Question 3

What happens if it becomes clear towards the end of the Sprint that the team will not achieve the Sprint Goal?

- a) The Sprint is canceled and a new Sprint Planning meeting takes place
- b) The next Sprint adopts the current Sprint's goal continuously until achieved
- c) The Developers update the Sprint Goal so that it is achievable by the end of the Sprint
- d) The Developers talk about the Sprint Goal during the Sprint Retrospective
- e) The Sprint Goal is automatically carried over to the next Sprint

Answer: d) The Developers talk about the Sprint Goal during the Sprint Retrospective

# Key Takeaway



## Maintaining Focus

The Sprint Goal is a powerful tool for maintaining focus and direction during the Sprint.



## Clear Objective

It provides a clear objective for the team, ensuring everyone is aligned.



## Valuable Work

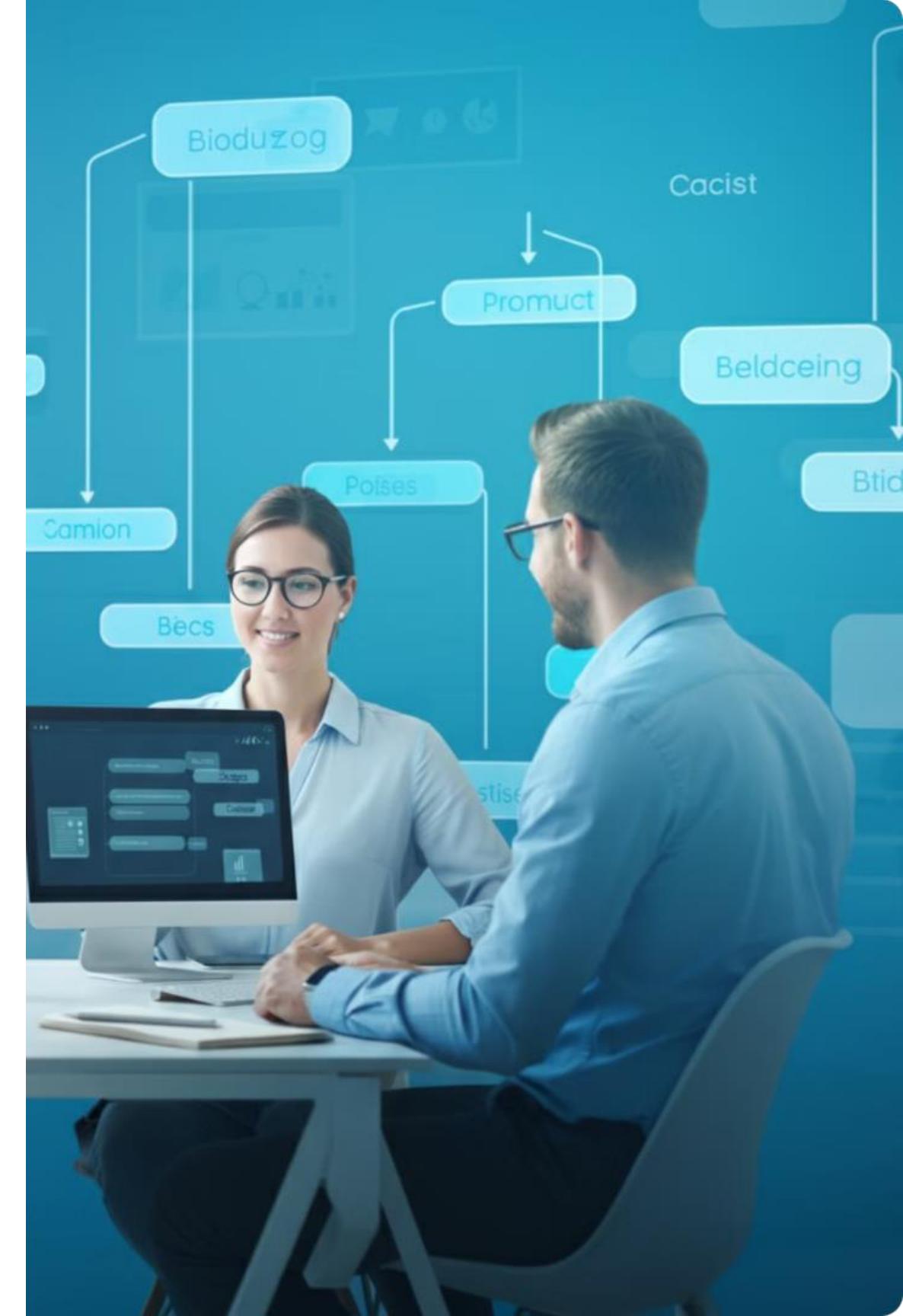
The Sprint Goal ensures work is valuable and aligned with overall Product Goals.

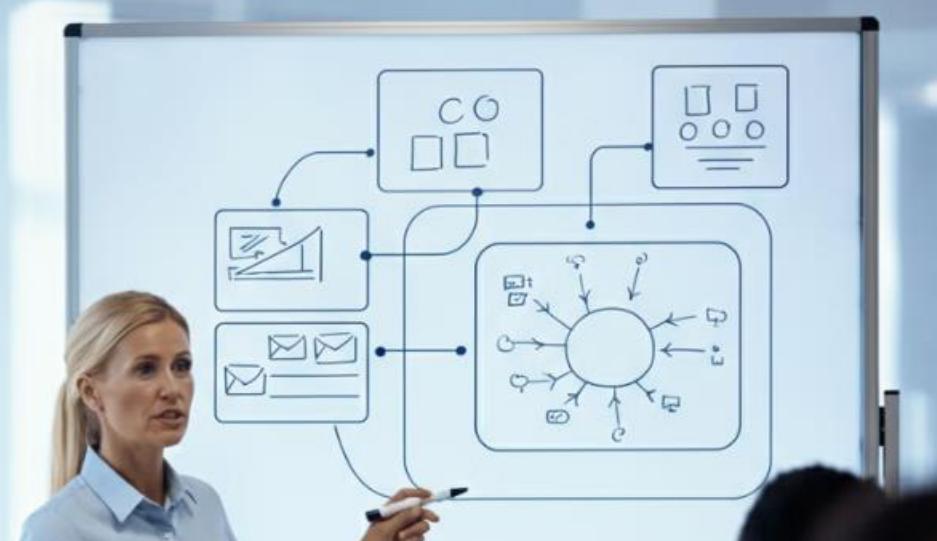


# Product Backlog Selection



by Mayko Silva





# Product Owner's Role

## Proposing Sprint Content

The Product Owner proposes what should be built during the Sprint, ensuring that the team focuses on valuable and relevant work.

## Communicating Value

An essential part of the Product Owner's role is explaining potential value to stakeholders and customers, helping them understand the importance of the proposed work.



# Developers' Decision-Making

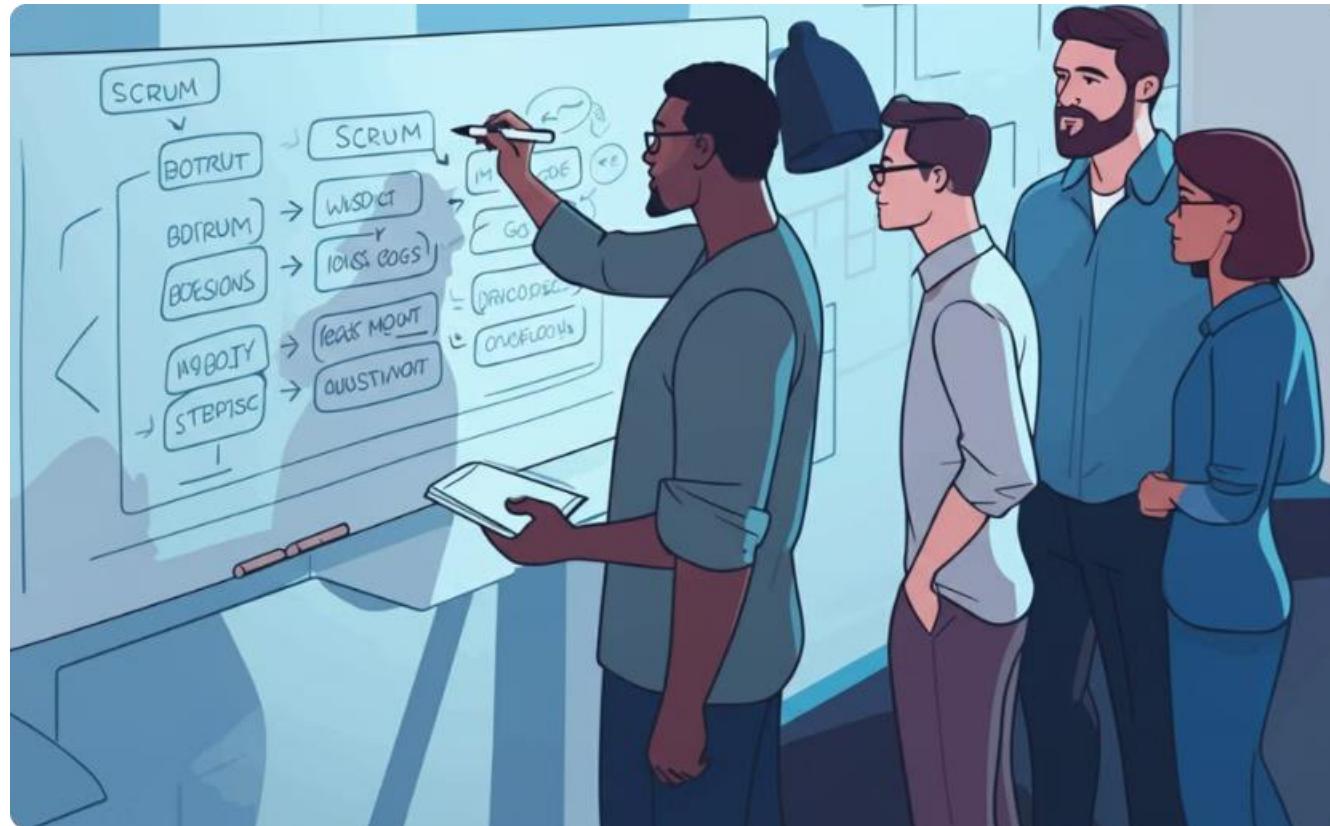
## Sprint Addition Authority

Developers decide which Product Backlog items get added to the Sprint. They have the final say over Sprint additions, not the Scrum Master or Product Owner.

## Empowered Team

The development team is empowered to make crucial decisions about what work they will undertake during the Sprint, ensuring they have ownership over their commitments.

# Collaboration and Refinement



## Refining Selected Items

Scrum Team may refine selected items during process, enhancing their understanding of the work to be done.

## Increased Confidence

The refinement process increases understanding and confidence among team members, leading to better outcomes.

# Considerations for Selection



## Dependencies

Developers consider the interconnected nature of tasks and how they rely on each other.



## Order of Creation

The sequence in which items should be developed is a crucial factor in the selection process.



## Best Path to Completion

Developers focus on identifying the most efficient route to complete high-value items in the product backlog.



# Balancing Expertise

## Developers

More technical knowledge about product building

## Product Owner

Expertise on stakeholder and customer value

# Quiz Time!

Get ready to test your knowledge on product backlog selection and the roles involved in Scrum.



# Question 1

Who has the final say on which Product Backlog items are selected for the Sprint?

- a) The Product Owner
- b) The Scrum Master
- c) The Developers
- d) The stakeholders
- e) The entire Scrum Team

Answer: c) The Developers



## Question 2

True or False: The Product Backlog items selected for the Sprint cannot be refined during the Sprint Planning process.

**Answer: False.** The Scrum Team may refine the selected items during the Sprint Planning process.

# Question 3

What is the primary role of the Product Owner in Product Backlog selection?

- a) To decide which items will be developed
- b) To propose items that they believe will provide the most value
- c) To assign tasks to Developers
- d) To estimate the effort required for each item
- e) To define the technical implementation of items

Answer: b) To propose items that they believe will provide the most value

# Question 4

Why do Developers have the final say in Product Backlog item selection?

- a) They have more authority in the Scrum Team
- b) They understand the technical dependencies and best order of development
- c) They are solely responsible for the product's success
- d) To minimize the Product Owner's influence
- e) Because the Scrum Guide says so

Answer: b) They understand the technical dependencies and best order of development

# Key Takeaway

Product Backlog selection is a collaborative process balancing:

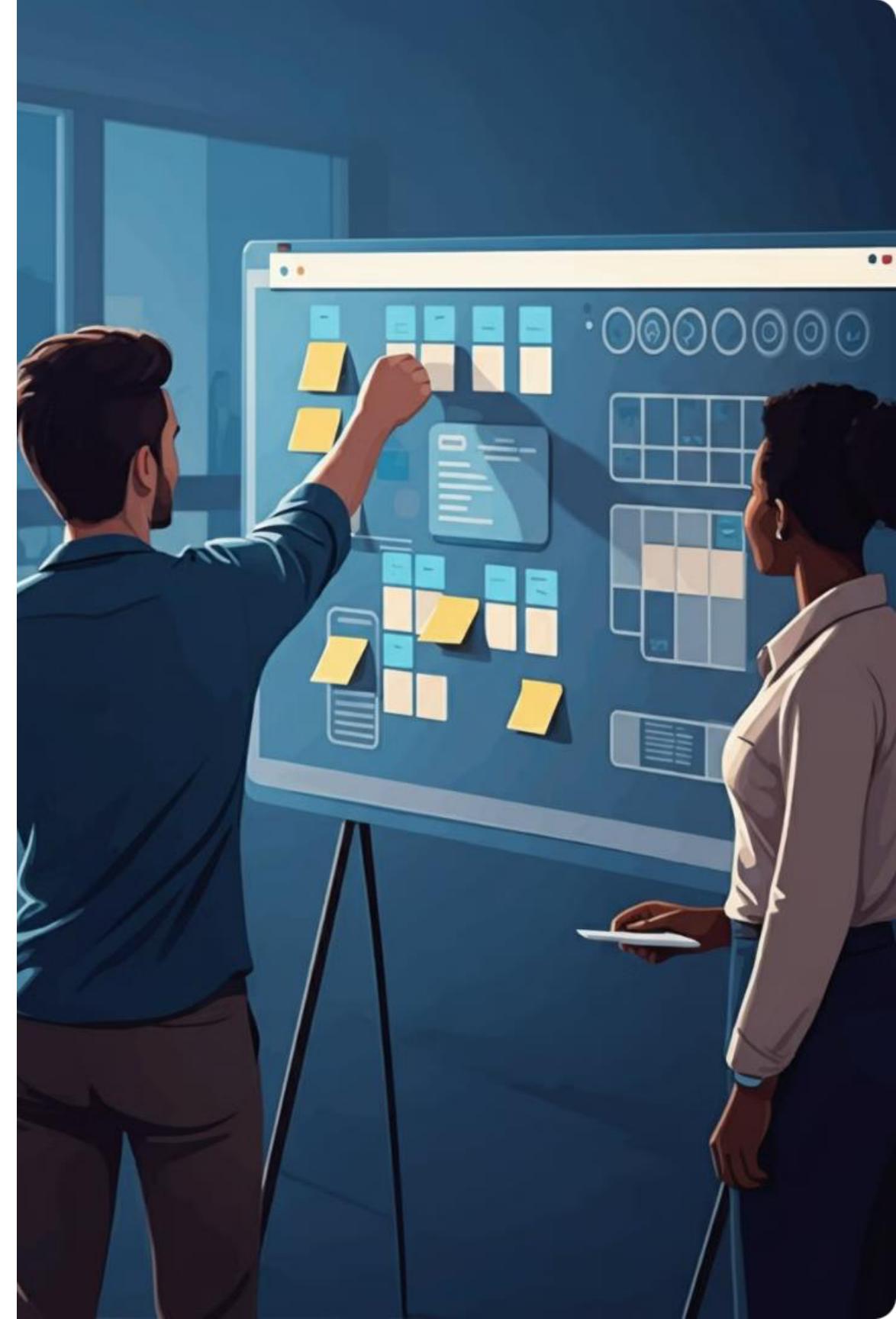
- Product Owner's understanding of value
- Developers' technical expertise

This ensures selected Sprint items are both valuable and feasible to implement.



# Product Backlog Refinement

by Mayko Silva



# Continuous Process

1

## Ongoing Activity

Product Backlog Refinement is not limited to specific events. It's a continuous process that can occur throughout the Sprint.

2

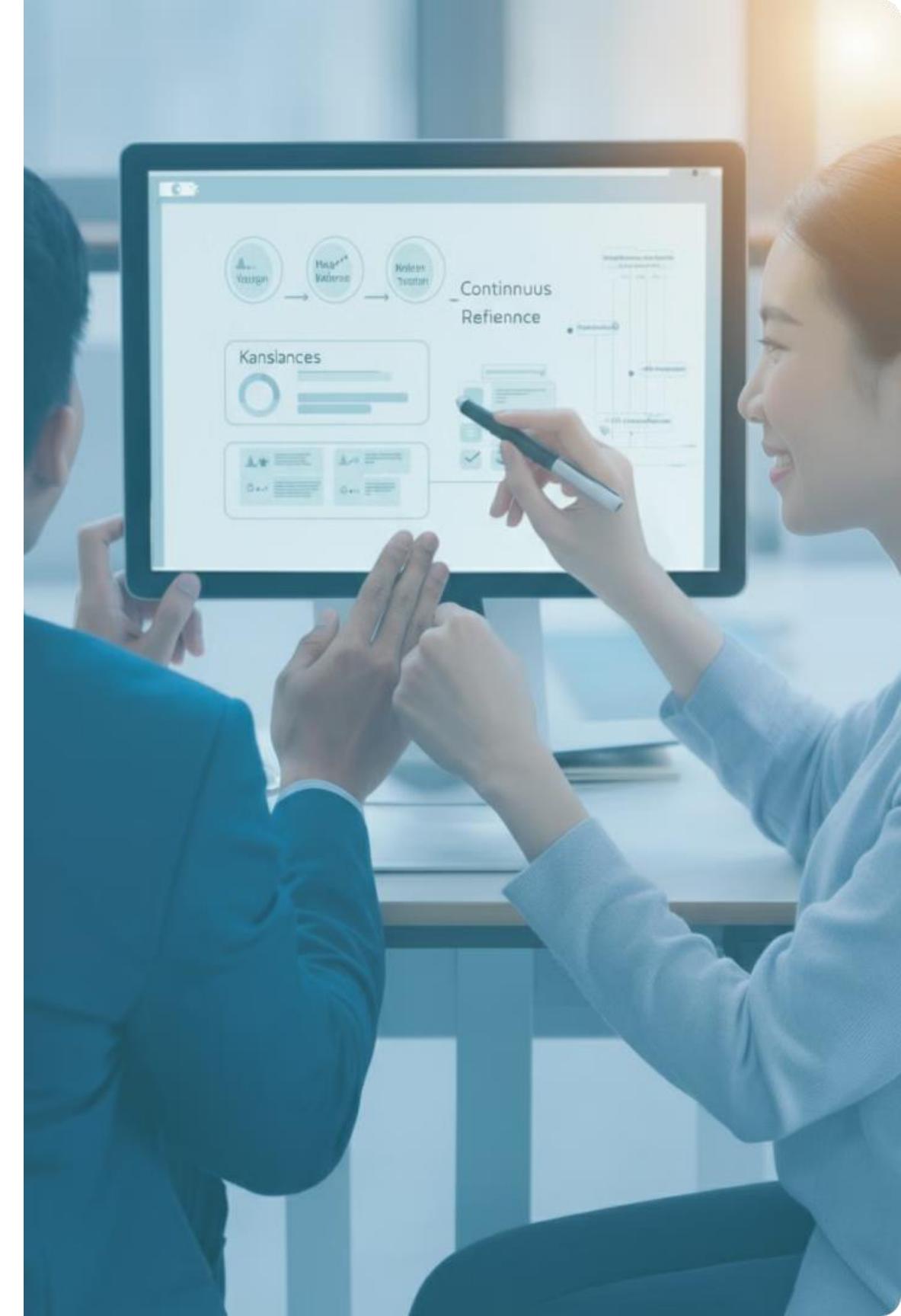
## Flexible Timing

Refinement can happen at any time during the Sprint, allowing teams to adapt and respond to new information or changes.

3

## Integrated Approach

By being an ongoing activity, refinement becomes seamlessly integrated into the Agile workflow, enhancing overall project efficiency.





# Purpose of Refinement



## Add Details

Add details to Product Backlog items



## Break Down Items

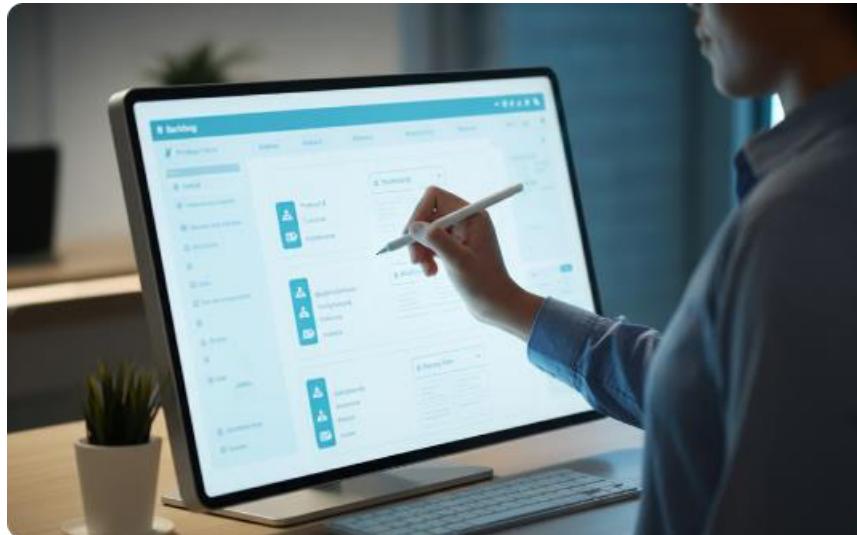
Break down larger items into smaller, more manageable pieces



## Improve Understanding

Improve clarity and understanding of items

# Elements of Refinement



## Adding or Updating Descriptions

Refining the product backlog involves adding new details or updating existing descriptions to ensure clarity and understanding.



## Ordering Items Based on Priority

During refinement, items are ordered based on their priority, helping the team focus on the most important tasks first.



## Sizing Items to Estimate Effort

Refinement includes sizing items to estimate the effort required, allowing for better planning and resource allocation.

# Collaboration

## Entire Scrum Team Participation

The entire Scrum Team can participate in refinement activities, ensuring a comprehensive approach to product backlog management.

## Product Owner Availability

The Product Owner should be available for questions and clarification during refinement sessions, facilitating effective communication and decision-making.



# Benefits of Refinement

## Enhanced Understanding

Increases team's understanding of upcoming work

## Improved Planning

Improves Sprint Planning efficiency

## Better Forecasting

Enhances team's ability to forecast work for upcoming Sprints

# Quiz Time!

Get ready to test your knowledge on Product Backlog Refinement



# Question 1

When can Product Backlog refinement occur?

- a) Only during Sprint Planning
- b) Only during the Sprint Review
- c) At any time during the Sprint
- d) Only at the end of each Sprint
- e) Only during dedicated refinement meetings

Answer: c) At any time during the Sprint



## Question 2

True or False: Developers are only allowed to discuss Product Backlog items with the Product Owner during Sprint Planning.

**Answer: False.** Developers can communicate with the Product Owner at any time to clarify details about Product Backlog items.

# Question 3

What is the primary purpose of Product Backlog refinement?

- a) To complete work on Product Backlog items
- b) To assign tasks to specific team members
- c) To break down and further define Product Backlog items
- d) To eliminate low-priority items from the backlog
- e) To finalize the Sprint Goal

Answer: c) To break down and further define Product Backlog items

# Question 4

Which of the following is not typically part of Product Backlog refinement?

- a) Adding descriptions to items
- b) Ordering items based on priority
- c) Sizing items to estimate effort
- d) Implementing the items in the Sprint
- e) Breaking down larger items into smaller pieces

Answer: d) Implementing the items in the Sprint



## Key Takeaway

Product Backlog refinement is a collaborative and ongoing process that:

- Maintains a well-organized and understood Product Backlog
- Leads to more effective Sprint Planning and execution

# What Can Be Done in This Sprint?



by Mayko Silva





# Developer's Role



## Estimating Work Capacity

Developers are responsible for estimating their work capacity for the upcoming Sprint. This involves assessing their availability, skills, and the complexity of potential tasks.



## Selecting Product Backlog Items

Based on their estimated capacity, developers select Product Backlog items to implement during the Sprint. This ensures a realistic and achievable Sprint goal.



# Factors Influencing Sprint Forecasts



## Past Performance

Historical data on team velocity and productivity



## Upcoming Capacity

Available team members and time commitments



## Definition of Done

Understanding of quality standards and completion criteria



# Confidence in Forecasting

- More knowledge of these factors leads to more confident Sprint forecasts
  - Increased understanding of influencing factors improves forecast accuracy



# Collaborative Process

1

## Developer Estimation

Developers estimate their capacity for the upcoming sprint, considering factors like team size, availability, and complexity of tasks.

2

## Product Owner Discussion

The development team engages in a discussion with the Product Owner to review the Product Backlog and prioritize items.

3

## Item Selection

Based on the developers' estimated capacity and the Product Owner's priorities, items are selected from the Product Backlog for inclusion in the sprint.

# Refinement During Planning

During Sprint Planning, the Scrum Team has the opportunity to refine selected items. This process is crucial as it enhances the team's understanding of the work to be done and boosts their confidence in executing the tasks ahead.

By engaging in refinement during the planning phase, team members can delve deeper into the details of selected items, clarifying any ambiguities and addressing potential challenges. This proactive approach allows the team to start the sprint with a clearer vision and a more solid foundation for their work.

The refinement process during Sprint Planning serves two primary purposes:

- Increases understanding of the work to be done
- Boosts confidence in the team's ability to complete the selected items

By taking the time to refine and discuss the selected items, the Scrum Team sets itself up for a more productive and successful sprint, with a shared vision and improved alignment on the tasks at hand.

# Quiz Time!

Get ready to test your knowledge on sprint planning and forecasting



# Question 1

Who estimates how much work can be accomplished in a Sprint?

- a) The Scrum Master
- b) The Product Owner
- c) The Developers
- d) The Scrum Team as a whole
- e) The stakeholders

Answer: c) The Developers

## Question 2

True or False: The Product Owner decides how many Product Backlog items will be worked on during the Sprint.

**Answer: False.** While the Product Owner prioritizes the Product Backlog, the Developers have the final say over which items they build during the Sprint.



# Question 3

Which of the following is not mentioned in the Scrum Guide as a factor influencing Developers' confidence in Sprint forecasts?

- a) Past performance
- b) Upcoming capacity
- c) Definition of Done
- d) Stakeholder expectations
- e) All of the above are mentioned

Answer: d) Stakeholder expectations

# Question 4

What happens during Sprint Planning that can increase understanding and confidence in the selected work?

- a) The Product Owner assigns tasks to Developers
- b) The Scrum Team may refine the selected items
- c) The Scrum Master estimates the work capacity
- d) Stakeholders approve the Sprint Backlog
- e) The Definition of Done is changed for each item

Answer: b) The Scrum Team may refine the selected items



# Key Takeaway

Determining what can be done in a Sprint is a collaborative process that:

- Relies heavily on Developers' expertise 🧠
- Considers past performance, capacity, and quality standards 📊
- Ensures Sprint goals are realistic and achievable 🎯

# How Will the Chosen Work Get Done?



by Mayko Silva





# Developer Responsibility

## Plan Work

Developers are responsible for planning the work necessary to create an Increment. This involves breaking down tasks and estimating effort required.

## Ensure Quality

It is the developer's duty to ensure the Increment meets the Definition of Done. This guarantees that the work meets the agreed-upon quality standards.

## Item-Specific Planning

Planning is done for each selected Product Backlog item. This allows for detailed focus on individual components of the project.

# Decomposition of Work



## Breaking Down Product Backlog Items

Product Backlog items are often broken into smaller work items to make them more manageable and easier to complete.



## Smaller, Manageable Tasks

These smaller items are typically designed to take one day or less to complete, allowing for more efficient progress tracking and workflow management.

# Developer Autonomy



In Agile development, developer autonomy is a crucial aspect that empowers the development team. The method of decomposition is left entirely at the sole discretion of the Developers. This means that the team has the freedom to decide how to break down and approach the work without external interference.

Furthermore, there is no external direction provided on how to turn Product Backlog items into Increments. This lack of external guidance reinforces the trust placed in the development team's expertise and decision-making abilities. It allows developers to leverage their skills and experience to determine the best way to deliver value.

# Focus on Definition of Done

- All planned work must align with team's **Definition of Done**
- Ensures resulting **Increment** meets required quality standards



# Collaborative Planning

## Developer Authority

Developers have final say in the planning process. This empowers the technical team to make decisions based on their expertise and understanding of the project requirements.

## Team Involvement

Often involves discussion with Product Owner and team members. This collaborative approach ensures that all perspectives are considered and the plan aligns with both technical feasibility and business objectives.

# Quiz Time!

Get ready to test your knowledge on the topics we've covered so far.



# Question 1

Who is responsible for planning how the chosen work will get done?

- a) The Scrum Master
- b) The Product Owner
- c) The Developers
- d) The stakeholders
- e) The entire Scrum Team

Answer: c) The Developers

# Question 2

True or False: The Product Owner decides how to break down Product Backlog items into smaller work items.

Answer: False. The method of decomposition is at the sole discretion of the Developers.



# Question 3

What is the recommended size for the smaller work items that Product Backlog items are often broken into?

- a) One week or less
- b) One day or less
- c) One hour or less
- d) One Sprint or less
- e) There is no recommended size

Answer: b) One day or less

# Question 4

What guides the planning of work for each selected Product Backlog item?

- a) The Sprint Goal
- b) The Definition of Done
- c) The Product Owner's instructions
- d) The Scrum Master's suggestions
- e) The stakeholders' expectations

Answer: b) The Definition of Done

# Key Takeaway

## Crucial Part of Sprint Planning

Planning how chosen work will get done is a crucial part of Sprint Planning, setting the stage for successful project execution.

## Self-Organization and Accountability

Planning promotes self-organization and accountability among team members, fostering a sense of ownership and responsibility.

## Empowering Developers

This process empowers Developers to use their expertise, leveraging their skills and knowledge to achieve optimal results.

## Meeting Goals and Standards

Effective planning ensures work meets the Definition of Done and aligns with the Sprint Goal, maintaining quality and focus.



# Product Backlog Decomposition



by Mayko Silva





# Purpose of Decomposition



## Break Down Large Items

Break down large Product Backlog items into smaller, manageable pieces



## Create Smaller Work Items

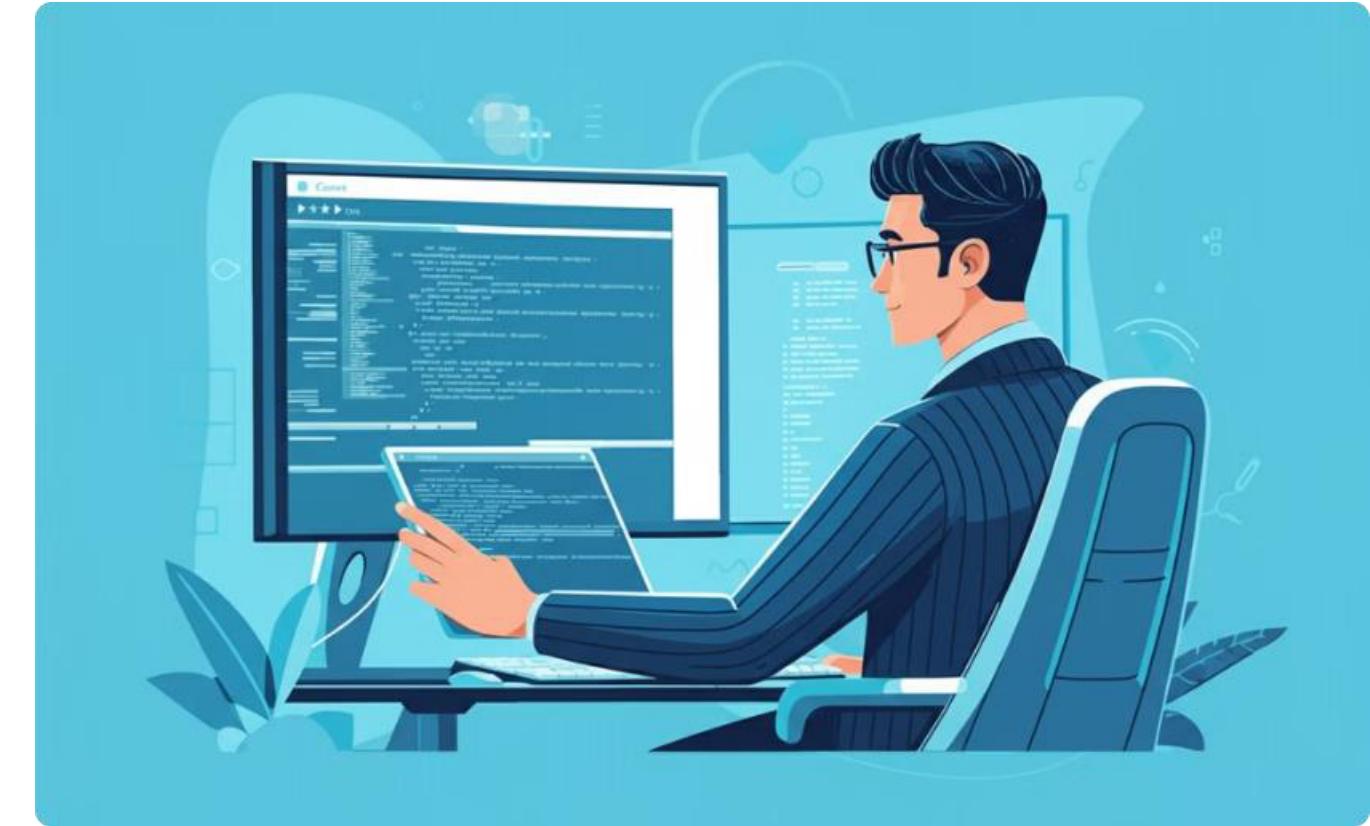
Create work items completable in a day or less

# Developer Responsibility



## Developers' Discretion

The decomposition process is solely at the Developers' discretion, allowing them to make informed decisions based on their expertise and understanding of the project.



## No External Direction

There is no external direction on turning Product Backlog items into Increments, empowering developers to use their skills and knowledge to create the best solutions.



# Benefits of Decomposition

## Improved Estimation Accuracy

Decomposition enhances the team's ability to accurately estimate the effort required for each task, leading to more precise planning and resource allocation.

## Enhanced Sprint Completion

By breaking down work into smaller, manageable pieces, decomposition improves the team's ability to complete work within a Sprint, increasing productivity and success rates.

## Increased Transparency

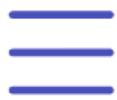
Decomposition increases transparency and understanding of work to be done, allowing team members to have a clearer view of project requirements and expectations.

# Ongoing Process

- Not limited to Sprint Planning
- Can be part of continuous Product Backlog refinement



# Focus on Definition of Done



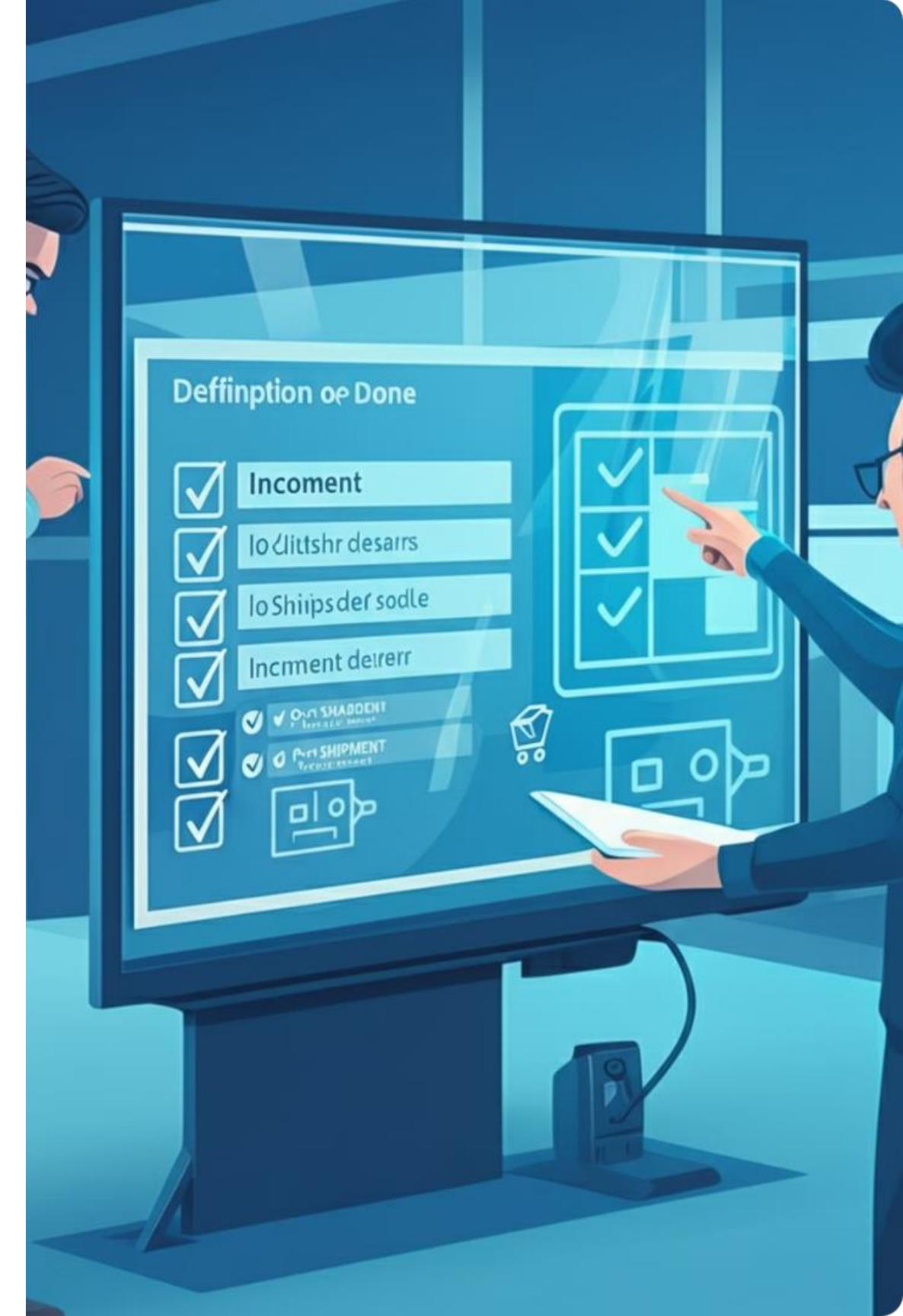
## Align with Definition of Done

Each decomposed item should align with team's Definition of Done



## Potentially Shippable Increment

Ensures all work contributes to potentially shippable Increment



# Quiz Time!

Get ready to test your knowledge on product backlog decomposition!



# Question 1

What is the main purpose of Product Backlog decomposition?

- a) To increase the number of items in the Product Backlog
- b) To break down large items into smaller, more manageable pieces
- c) To eliminate low-priority items from the backlog
- d) To assign tasks to specific team members
- e) To extend the Sprint duration

Answer: b) To break down large items into smaller, more manageable pieces



## Question 2

True or False: The Product Owner is responsible for decomposing Product Backlog items.

Answer: False. The process of decomposition is solely at the discretion of the Developers.

# Question 3

What is the recommended size for decomposed work items?

- a) One Sprint or less
- b) One week or less
- c) One day or less
- d) One hour or less
- e) There is no recommended size

Answer: c) One day or less

# Question 4

How does Product Backlog decomposition contribute to Sprint Planning?

- a) It determines the Sprint Goal
- b) It assigns tasks to specific team members
- c) It improves estimation accuracy and understanding of the work
- d) It eliminates the need for Daily Scrums
- e) It replaces the need for a Definition of Done

Answer: c) It improves estimation accuracy and understanding of the work

# Key Takeaway

## Powerful Technique

Product Backlog decomposition is a powerful technique for managing complex work. It significantly improves planning, estimation, and delivery processes in Agile projects.

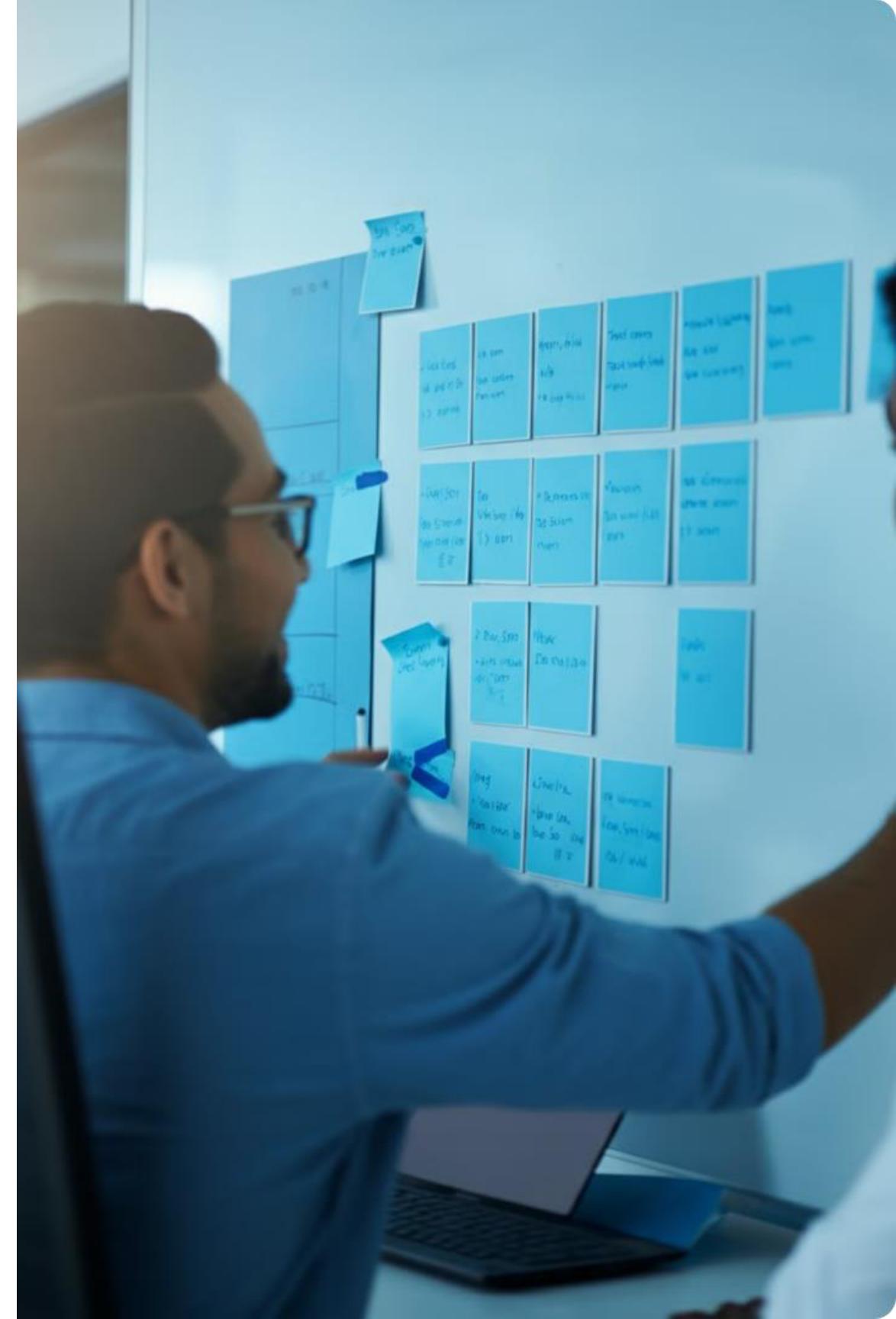
## Developer Empowerment

This approach empowers Developers to break down work effectively, giving them more control and insight into their tasks. It contributes to more accurate and transparent Sprint Planning.

# No Points or User Stories in Scrum



by Mayko Silva



# Scrum Guide Focus

## What's Not in the Scrum Guide

The Scrum Guide does not mention:

- Points
- User stories
- Epics

## Official Scrum Framework

These terms are not part of the official Scrum framework. It's important to understand that while these concepts may be used in some Agile practices, they are not core elements of Scrum as defined by the Scrum Guide.



# Certification Exam Considerations



## Exam Question Caution

Questions mentioning points or user stories are often incorrect on Scrum Master certification exams



## Exam Focus

Exams test knowledge of Scrum, not peripheral methodologies



# Flexibility in Scrum

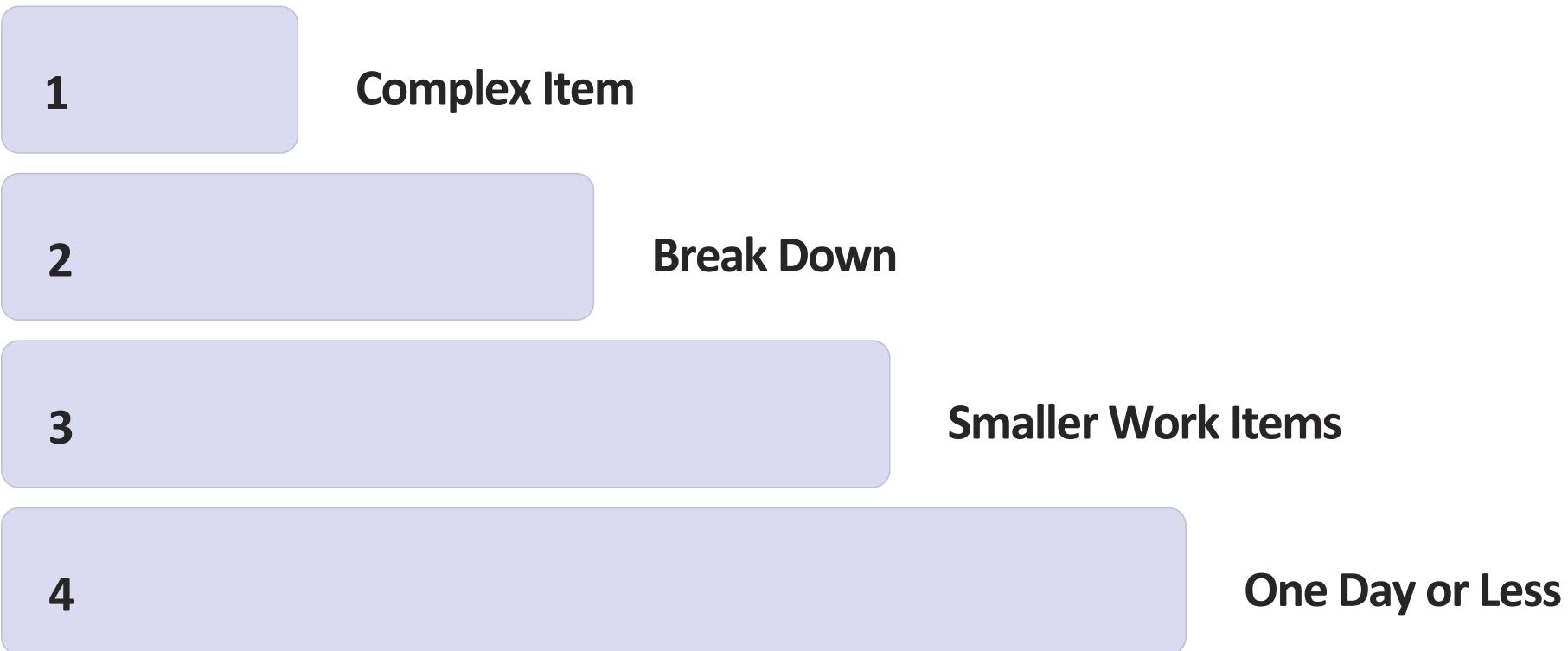
## Team's Choice

Teams can use points or user stories if helpful for their workflow and project management.

## Not Mandatory

Points and user stories are not required or part of the official Scrum framework.

# Product Backlog Item Decomposition



In the Scrum way, we focus on breaking down complex items into smaller work items. The goal is to create items that can be completed in one day or less, making them more manageable and easier to track.

# Developer Autonomy



In Scrum, developers are entrusted with a significant responsibility: breaking down Product Backlog items. This crucial task is not dictated by external forces but is instead left to the discretion of the development team. The process by which developers decompose these items is entirely at their sole discretion, emphasizing the trust and autonomy given to the team in Scrum methodology.

This approach underscores the Scrum framework's commitment to empowering development teams. By allowing developers to determine how best to break down Product Backlog items, Scrum recognizes the expertise and insights that developers bring to the project. This autonomy not only fosters a sense of ownership among team members but also leverages their collective knowledge to create more effective and efficient work processes.

# Quiz Time!

Get ready to test your knowledge on Scrum concepts



# Question 1

According to the Scrum Guide, what is the recommended way to handle a complicated Product Backlog item?

- a) Break it into user stories
- b) Assign story points to it
- c) Have the Product Owner break it down
- d) Break it into work items of one day or less
- e) Leave it as is and work on it over multiple Sprints

Answer: d) Break it into work items of one day or less



## Question 2

True or False: User stories are a required part of the Scrum framework.

Answer: False. User stories are not mentioned in the Scrum Guide and are not a required part of the Scrum framework.

# Question 3

Who is responsible for breaking down Product Backlog items in Scrum?

- a) The Scrum Master
- b) The Product Owner
- c) The Developers
- d) The stakeholders
- e) The entire Scrum Team

Answer: c) The Developers

# Question 4

Why are questions about story points often incorrect on Scrum Master certification exams?

- a) Story points are too complex to test
- b) The exams focus on the official Scrum framework, which doesn't include story points
- c) Story points are only used in advanced Scrum practices
- d) The exams prefer time-based estimates
- e) Story points are considered outdated in modern Scrum

Answer: b) The exams focus on the official Scrum framework, which doesn't include story points



# Key Takeaway



## User Stories and Story Points

User stories and story points can be useful but are not part of core Scrum.



## Scrum Focus

Focus in Scrum: Breaking down work into manageable pieces.



## Developer Autonomy

Developers have autonomy in work decomposition.



## Scrum Guide Adherence

Stick to Scrum Guide for official Scrum practices.

# The Outcome of Sprint Planning

by Mayko Silva



# Components of the Sprint Backlog

## The Sprint Goal

A clear objective that guides the Development Team's efforts during the Sprint.

## Selected Product Backlog Items

The specific items chosen from the Product Backlog to be completed in the current Sprint.

## Delivery Plan

A detailed strategy outlining how the Development Team intends to deliver the selected items and achieve the Sprint Goal.





# Sprint Goal

The Sprint Goal is a crucial element in Scrum methodology that provides focus and direction for the team. It is important to note that once established, the Sprint Goal **cannot change during the Sprint**. This immutability ensures that the team maintains a consistent objective throughout the Sprint duration.

By having a clear and unchanging Sprint Goal, the team can align their efforts and make decisions that contribute to achieving this shared objective. This focus helps in prioritizing tasks and addressing challenges that arise during the Sprint, always keeping the end goal in sight.



# Sprint Plan

- **Adaptive nature:** Expected to change daily as the team learns and adapts
- **Purpose:** Helps guide the team's work throughout the Sprint



# Transparency

The Sprint Goal plays a crucial role in enhancing transparency within the Scrum process. By clearly informing stakeholders of the team's objectives, it creates a shared understanding of what the team aims to achieve during the sprint. This transparency is fundamental to the Scrum framework, as it allows for better collaboration and alignment between the development team and the broader organization.

Furthermore, the Sprint Goal serves as a powerful tool for building transparency throughout the entire Scrum process. It provides a clear focal point for all team members and stakeholders, ensuring that everyone is on the same page regarding the sprint's primary objectives. This increased visibility into the team's intentions and progress fosters trust and facilitates more effective communication among all parties involved in the project.

# Empirical Measures

- **Past performance and upcoming capacity:** Key factors in Sprint Planning decisions
- **Essential empirical measures:** Crucial for effective Sprint Planning



# Quiz Time!

Get ready to test your knowledge on Sprint Planning and the Sprint Backlog



# Question 1

What comprises the Sprint Backlog?

- a) Only the Product Backlog items selected for the Sprint
- b) The Sprint Goal and selected Product Backlog items
- c) The Sprint Goal, selected Product Backlog items, and the Sprint plan
- d) The Sprint Goal, selected Product Backlog items, Sprint plan, and Product Goal
- e) Only the Sprint Goal and Sprint plan

Answer: c) The Sprint Goal, selected Product Backlog items, and the Sprint plan



## Question 2

True or False: The Sprint Goal can be changed during the Sprint if new information emerges.

Answer: False. The Sprint Goal cannot change during the Sprint. It provides a fixed objective for the team to work towards.

# Question 3

Who is allowed to view the Sprint Goal?

- a) Only the Scrum Master
- b) Only the Developers
- c) Only members of the Scrum Team
- d) The Scrum Team and stakeholders
- e) Only the Product Owner

Answer: d) The Scrum Team and stakeholders

# Question 4

Which of the following are considered the most empirical measures for Sprint Planning?

- a) Burndown charts and burnup charts
- b) Past performance and upcoming capacity
- c) Story points and velocity
- d) Sprint length and team size
- e) Product Backlog size and complexity

Answer: b) Past performance and upcoming capacity

# Key Takeaway



## Clear Understanding & Focused Sprint

The outcome of Sprint Planning provides clear, shared understanding of Sprint objectives and sets the foundation for a focused and productive Sprint.

## Transparency & Comprehensive Plan

It offers transparency to stakeholders about team's goals and comprises the Sprint Goal, selected items, and delivery plan.