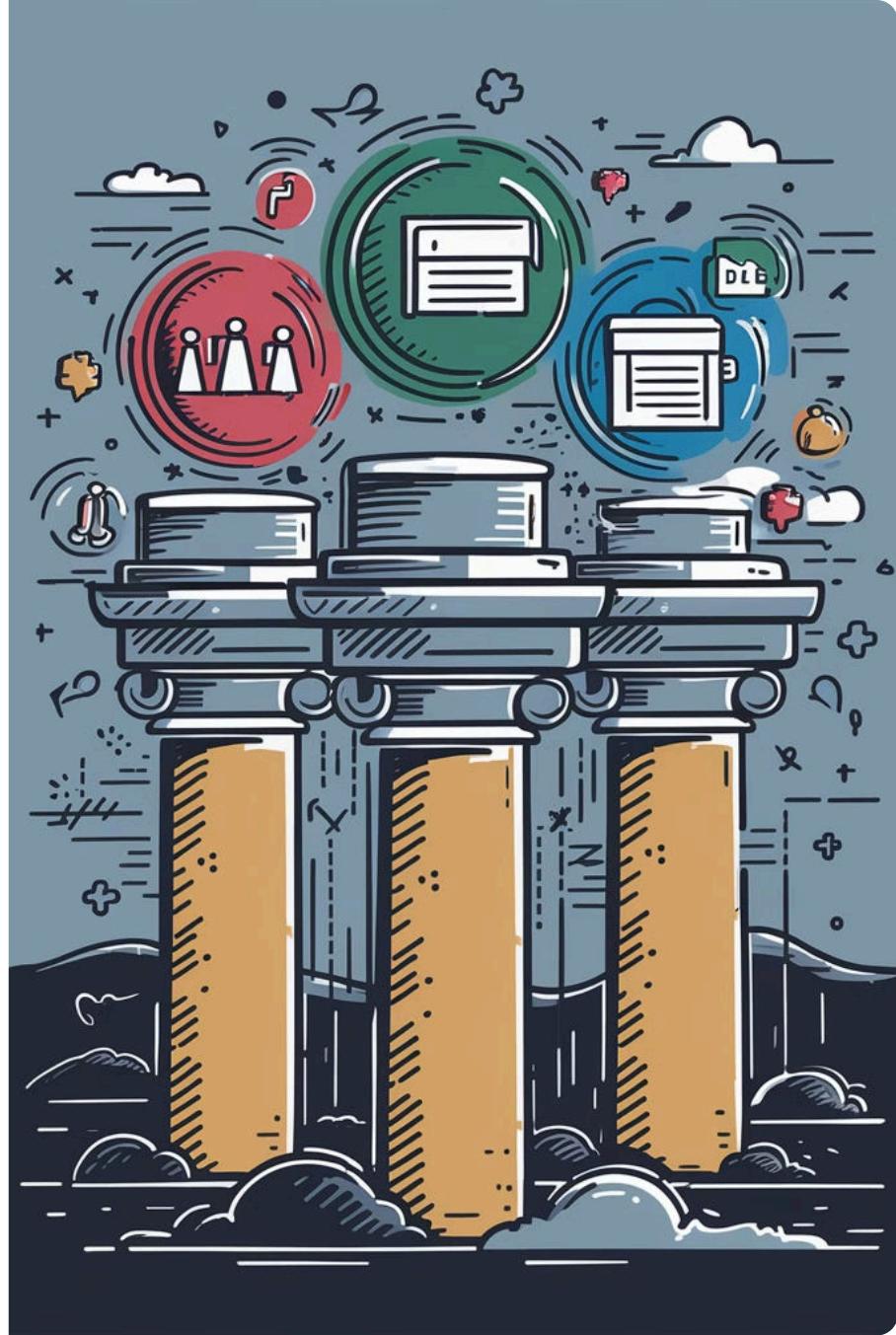


Scrum Pillars and Values

by Mayko Silva





Introduction

Welcome to the new module on Scrum Pillars and Values. This module is crucial for understanding the core principles of Scrum, providing you with essential knowledge to effectively implement and participate in Scrum practices.

What We'll Cover



The Scrum Pillars



Scrum Values



The Endless Feedback Loop



Inspection and Adaptation



Transparency

The Scrum Pillars

- **Fundamental principles:** Supporting the Scrum framework
- **Three pillars:** Transparency, Inspection, and Adaptation
- **Purpose:** Create empirical process control



Scrum Values

The Five Key Values

- Commitment
- Focus
- Openness
- Respect
- Courage

Importance

These values guide behavior and decisions of Scrum teams, forming the foundation for effective collaboration and project success.



The Endless Feedback Loop

- **Continuous cycle of improvement**
 - Created through Scrum events and artifacts

Inspection and Adaptation

Inspection and adaptation are two crucial pillars of Scrum that demonstrate how these principles work in practice. These pillars allow teams to continuously improve their processes and products, creating a cycle of ongoing enhancement and refinement.

In the context of Scrum, inspection involves regularly examining the team's work, processes, and progress. This could include daily stand-ups, sprint reviews, and retrospectives. Through these inspection points, teams gain insights into their performance and identify areas for improvement.

Adaptation follows inspection. Once areas for improvement are identified, the team adapts their approach accordingly. This might involve adjusting work methods, refining the product backlog, or modifying team dynamics. The ability to adapt quickly and effectively is a key strength of Scrum teams.

Continuous Improvement

By consistently applying inspection and adaptation, Scrum teams create an environment of continuous improvement. This iterative approach allows them to refine their processes, enhance product quality, and increase overall efficiency. As a result, teams can deliver better value to stakeholders and respond more effectively to changing project requirements.

Transparency

- **Crucial in Scrum:** Transparency forms a fundamental pillar of the Scrum framework
- **Enables effective inspection and adaptation:** Clear visibility into processes and progress facilitates meaningful review and improvement





Why This Matters

Understanding the Scrum Pillars and Values is essential for informed decisions in daily Scrum practice. This knowledge forms the foundation of effective Scrum implementation and helps teams navigate complex project landscapes.

Moreover, a deep comprehension of these concepts is critical for passing the Scrum Master certification exam. Aspiring Scrum Masters must demonstrate a thorough understanding of these principles to succeed in their certification journey.

Next Steps

1 Explore Scrum Pillars

2 Understand in Detail

3 Apply to Practice

We'll begin by exploring the three Scrum Pillars in detail

Are You Ready?

Let's start our journey to mastering the pillars and values of Scrum!

- Embrace the Scrum pillars: transparency, inspection, and adaptation
- Embody the Scrum values: commitment, focus, openness, respect, and courage
- Prepare for an exciting learning experience
- Get ready to transform your project management approach

The Scrum Pillars

Scrum is a framework built on three interconnected pillars: transparency, inspection, and adaptation. These core principles guide teams in delivering valuable products efficiently and adaptably.

by **Mayko Silva**





Introduction to Scrum Pillars

Core of Scrum

The Scrum framework is built upon three fundamental pillars that support the entire methodology.

Transparency

Ensuring all aspects of the process are visible and understood by the Scrum team and stakeholders.

Inspection

Regularly reviewing the work and progress to detect potential issues or areas for improvement.

Adaptation

Making necessary adjustments to the plan or process based on the insights gained through inspection.

Key Quote from Scrum Guide

The Scrum Guide, the definitive reference for the Scrum framework, highlights a key principle that underpins the entire Scrum methodology: "**These events work because they implement the empirical Scrum pillars of transparency, inspection, and adaptation.**" This quote emphasizes how the core Scrum pillars enable the framework to function effectively, driving continuous improvement through empirical process control.

Understanding Transparency



Making Work Visible

Transparency involves making the development process and ongoing work visible to all stakeholders, fostering a shared understanding and alignment.

Open Progress Updates

Regular, transparent communication about achievements, challenges, and roadblocks builds trust and enables effective inspection and adaptation.

Inspecting and Adapting

Transparency is essential for the Scrum team to inspect the work and collaboratively adapt their processes for continuous improvement.

Understanding Inspection

1 Regular Checkpoints

Scrum teams regularly review their progress and the artifacts they have created to ensure they are on track.

2 Understanding the State

Inspection is not about micromanagement, but rather gaining a clear understanding of the project's current state.

3 Early Problem Detection

The inspection process allows the team to identify any deviations or issues early on, enabling timely adjustments.





Understanding Adaptation



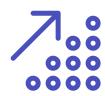
Adjusting Process

Scrum teams constantly monitor and adjust their processes to improve efficiency and effectiveness.



Evolving Goals

Teams adapt their goals based on new information, changing requirements, and feedback from stakeholders.



Continuous Improvement

Adaptation is a core principle of Scrum, enabling teams to continuously improve the product and their work.

The Continuous Cycle of Scrum

1

Transparency

Scrum relies on transparency, where all aspects of the process are visible to everyone involved. This allows for proper inspection and monitoring of progress.

2

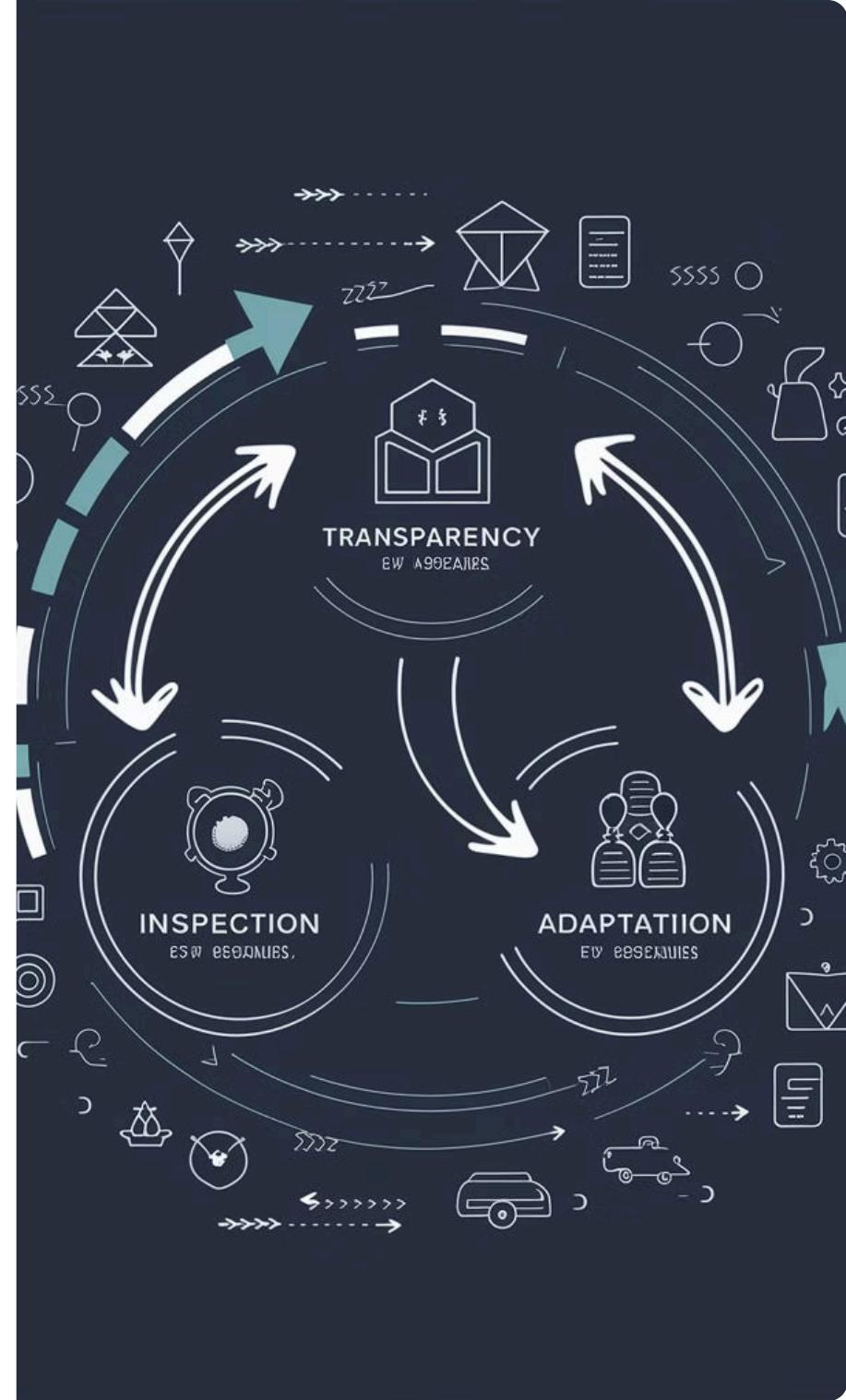
Inspection

Regular inspection of the work being done is a crucial part of the Scrum framework. This helps identify areas for improvement and potential problems.

3

Adaptation

Based on the insights gained through inspection, the Scrum team can adapt their practices and processes to continuously improve and optimize their work.



Practical Example: Mobile App Development

In an agile mobile app development project using Scrum, the team maintains a visible Scrum board to ensure full transparency. They conduct daily Scrum meetings to inspect their progress and identify any issues. Based on their findings, the team adapts their plans and adjusts resource allocation to ensure the successful delivery of the mobile app.



Understanding Check

Which Scrum events primarily support inspection?

- A) Sprint Planning and Sprint Review
- B) Daily Scrum and Sprint Retrospective
- C) Sprint Review and Sprint Retrospective
- D) All Scrum events support inspection



Answer and Explanation

Correct Answer

The correct answer is D. All Scrum events provide opportunities for inspection, and inspection occurs throughout the Scrum process.

Explanation

The Scrum framework is built on the three pillars of transparency, inspection, and adaptation. Inspection is a key aspect of Scrum, and it happens during all Scrum events, including the daily Scrum, Sprint Review, and Sprint Retrospective. These events allow the Scrum Team to inspect their progress and identify areas for improvement.



Reflection on Scrum Pillars



Apply in Daily Work

Implement the Scrum pillars in your daily workflow to promote transparency, enable regular inspection, and foster continuous adaptation.



Improved Inspection

Increased transparency empowers teams to deeply inspect their processes, identify areas for improvement, and swiftly adapt to changing needs.



Foster Adaptation

By embracing the Scrum pillars, teams can be more responsive to feedback, pivot quickly, and continuously enhance their products and practices.



Next Steps

1 Explore Scrum Values

Delve deeper into the five Scrum values - Commitment, Focus, Openness, Respect, and Courage - and how they complement the foundational Scrum pillars of Transparency, Inspection, and Adaptation.

3 Practice Scrum Ceremonies

Participate in and observe the various Scrum ceremonies, such as Sprint Planning, Daily Scrum, Sprint Review, and Sprint Retrospective, to fully grasp the rhythm and dynamics of the Scrum process.

2 Understand Scrum Roles

Familiarize yourself with the key Scrum roles - Product Owner, Scrum Master, and Development Team - and how they contribute to the successful application of the Scrum framework.

4 Continuous Improvement

Embrace the mindset of continuous improvement by regularly reflecting on your Scrum implementation and identifying opportunities for refinement and optimization.

Key Takeaways



Transparency

Open communication and visibility into the work being done are essential for effective Scrum implementation.



Inspection

Regular reviews and adjustments are necessary to ensure the Scrum process remains aligned with the team's goals.



Adaptation

The ability to adapt and make changes based on feedback is crucial for the continuous improvement of the Scrum framework.

Scrum Values

Scrum is guided by a set of core values that help teams work together effectively. These values promote collaboration, transparency, and continuous improvement.

by Mayko Silva





Introduction



Heart and Soul

Exploring the heart and soul of Scrum, the guiding principles that shape the Scrum Team's work and approach.



Guiding Principles

The Scrum values are the compass that directs the Scrum Team's actions and decisions.



Scrum Team

Understanding the Scrum values is crucial for the Scrum Team to work effectively and deliver value.



Key Quote from Scrum Guide

"Successful use of Scrum depends on people becoming more proficient in living five values: Commitment, Focus, Openness, Respect, and Courage." This quote from the Scrum Guide highlights the importance of these core values in effectively implementing the Scrum framework.

Commitment

Dedication

Committing yourself to the team's goals and supporting your colleagues.

Best Effort

Giving your full effort during work hours to achieve the Sprint's objectives.

Example

Completing your Sprint tasks and asking for help when needed.



Focus

1 Concentration on Sprint Work

Focusing on the tasks and goals of the current Sprint, minimizing distractions.

2 Prioritizing Important Tasks

Ensuring that the most critical items in the Sprint Backlog are completed first.

3 Avoiding Non-Essential Work

Resisting the temptation to work on tasks outside the Sprint Backlog, which could derail progress.

Openness



Transparent Progress

Being open about work progress and challenges creates a psychologically safe space for the team to offer support.

Diverse Opinions

Encouraging open sharing of opinions and ideas allows the team to benefit from diverse perspectives.

Shared Struggles

Openly communicating about difficulties and accepting help from the team builds trust and camaraderie.



Respect

Treating Team Members with Dignity

Respecting each team member and recognizing their unique contributions is essential for effective collaboration.

Active Listening

During Sprint Planning, team members should practice active listening to understand each other's perspectives.

Recognizing Contributions

Acknowledging the valuable input and efforts of all team members fosters a positive and productive work environment.



Courage

Tackling Tough Problems

Addressing difficult challenges and speaking up when necessary.

Doing the Right Thing

Having the courage to make the right decision, even when it's hard.

Addressing Unproductive Behaviors

Addressing unproductive behaviors in the team with honesty and care.

Values Working Together

The Scrum values of commitment, focus, openness, respect, and courage work together to create a strong, collaborative team environment that supports the pillars of transparency, inspection, and adaptation.

This fosters trust and open communication, enabling the team to effectively deliver value.



Practical Example

1 Commit

to Sprint Goal

2 Focus

on completing planned work

3 Openly Discuss

challenges

4 Respect

opinions during problem-solving

5 Courage

to suggest innovative solutions

The Scrum Team working on a new feature demonstrates the Scrum Values in action. They commit to the Sprint Goal, focus on completing the planned work, openly discuss challenges, respect each other's opinions during problem-solving, and have the courage to suggest innovative solutions.

Understanding Check

Which is NOT one of the five Scrum values?

- A) Commitment
- B) Transparency
- C) Openness
- D) Courage



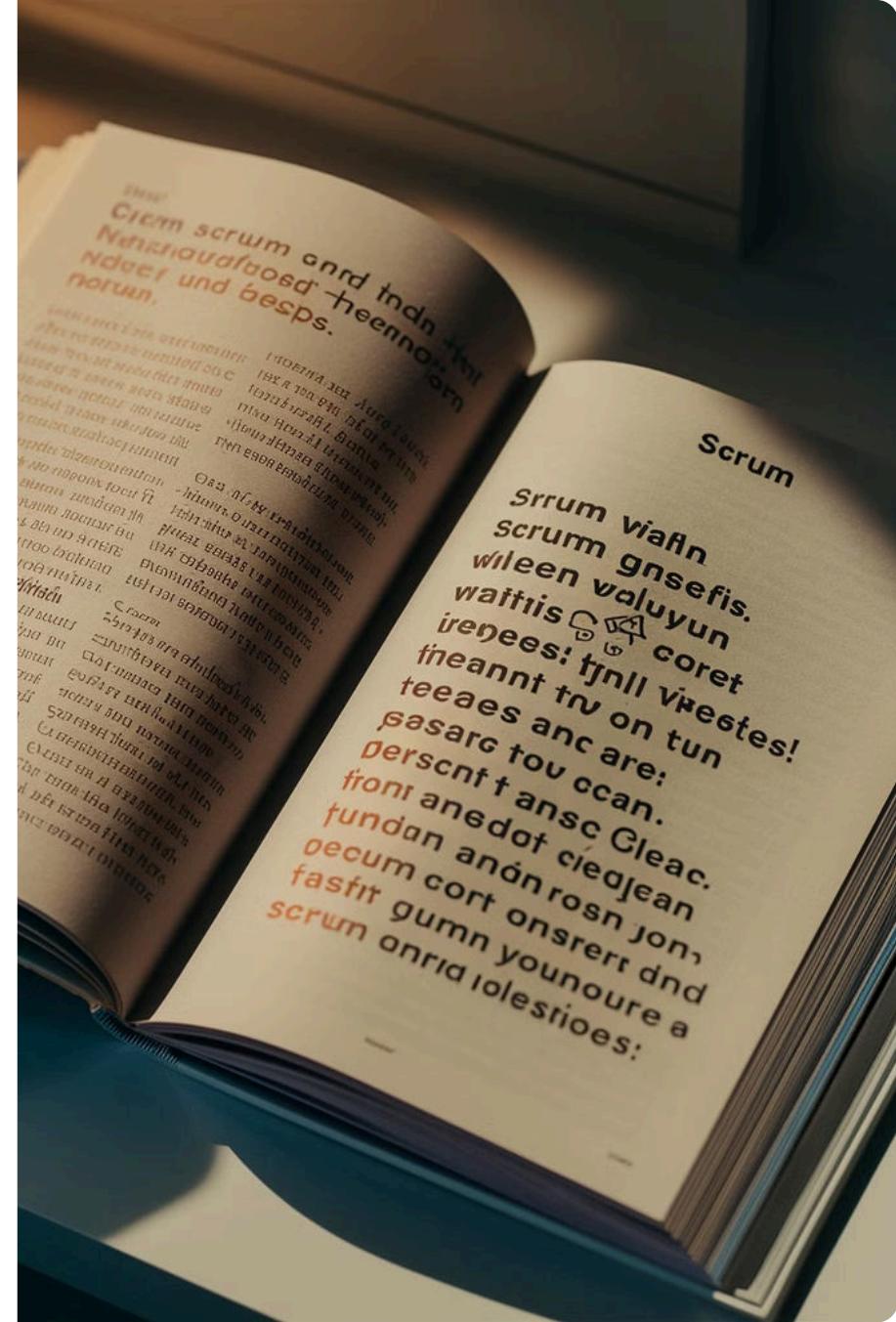
Answer and Explanation

1 Transparency is a crucial Scrum pillar

Transparency is one of the three pillars of Scrum, along with inspection and adaptation. It is essential for the effective implementation of Scrum.

2 Not one of the five Scrum values discussed

The five Scrum values covered in this presentation are commitment, focus, openness, respect, and courage. Transparency is not one of the values explicitly discussed.



Reflection Questions



Embodying Values

How can you embody these values in your daily work?



Challenging Value

Which value is most challenging for you?



Improvement

How might you improve in that area?



Next Steps



Exploring Scrum Pillars

Dive deeper into how Scrum values support the framework's core pillars of transparency, inspection, and adaptation.

Endless Feedback Loop

Examine how the Scrum values contribute to the continuous improvement and feedback loop at the heart of Scrum.

Remember the Values

Commitment

Scrum Team members are committed to the goals and work of the team.

Focus

The team focuses on the Sprint Goal and the work needed to achieve it.

Openness

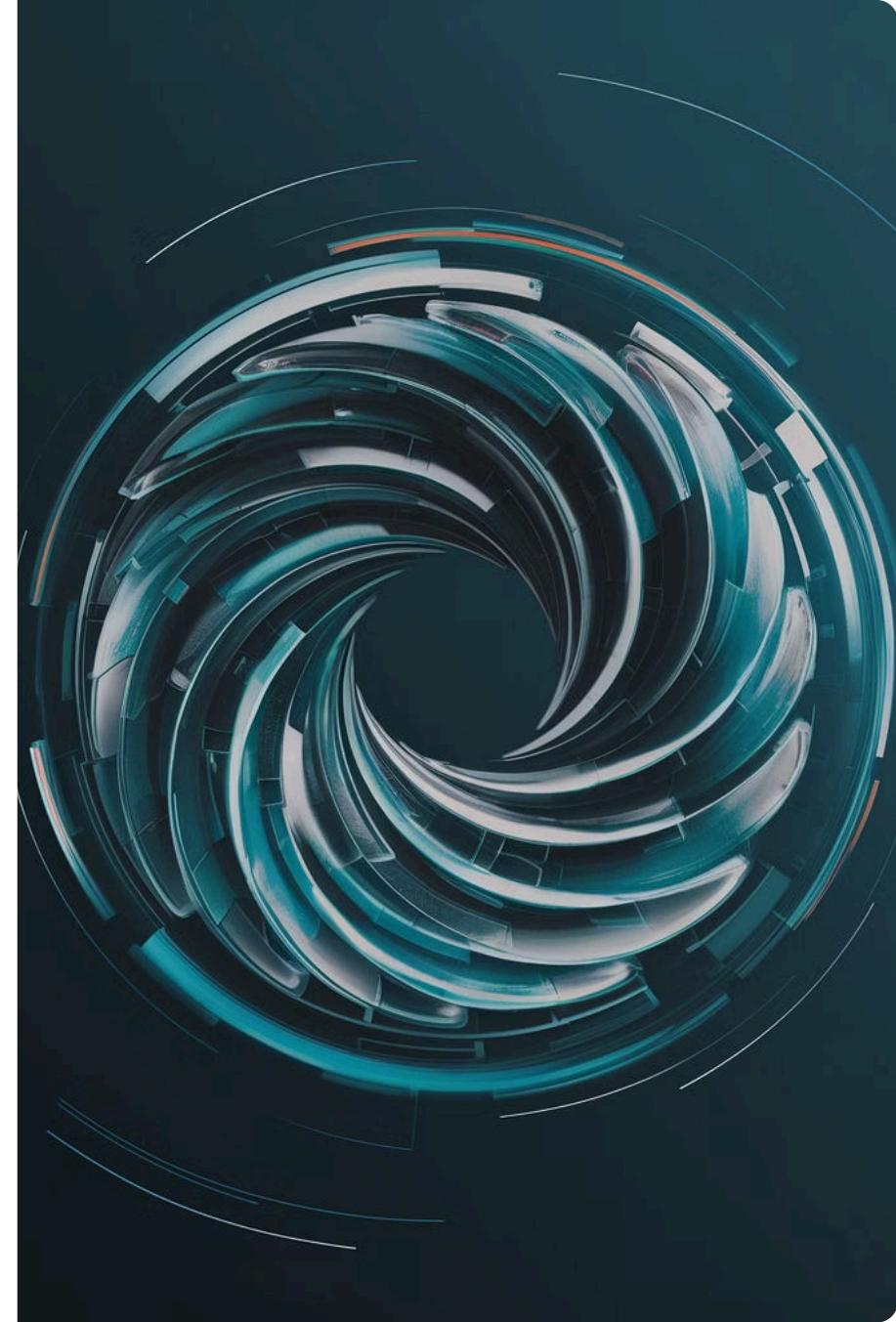
The team openly shares information and is transparent about their work.

Respect

Team members respect each other and work collaboratively.

The Endless Feedback Loop

by Mayko Silva





Key Idea

The Scrum Pillars feed into each other, creating a continuous cycle of improvement that drives the entire Scrum framework.

- **Continuous Cycle:** Scrum Pillars are interconnected
- **Driving Force:** This cycle powers the Scrum framework
- **Improvement Focus:** Leads to ongoing enhancement



Transparency Leads to Inspection

Visibility Creates Examination Opportunities

Making work and process visible creates opportunities for examination. When tasks and workflows are transparent, team members and stakeholders can easily review and assess progress.

Scrum Board Example

A visible Scrum board allows easy status checks of work items. This visual representation of tasks enables quick inspection of project progress and team performance.

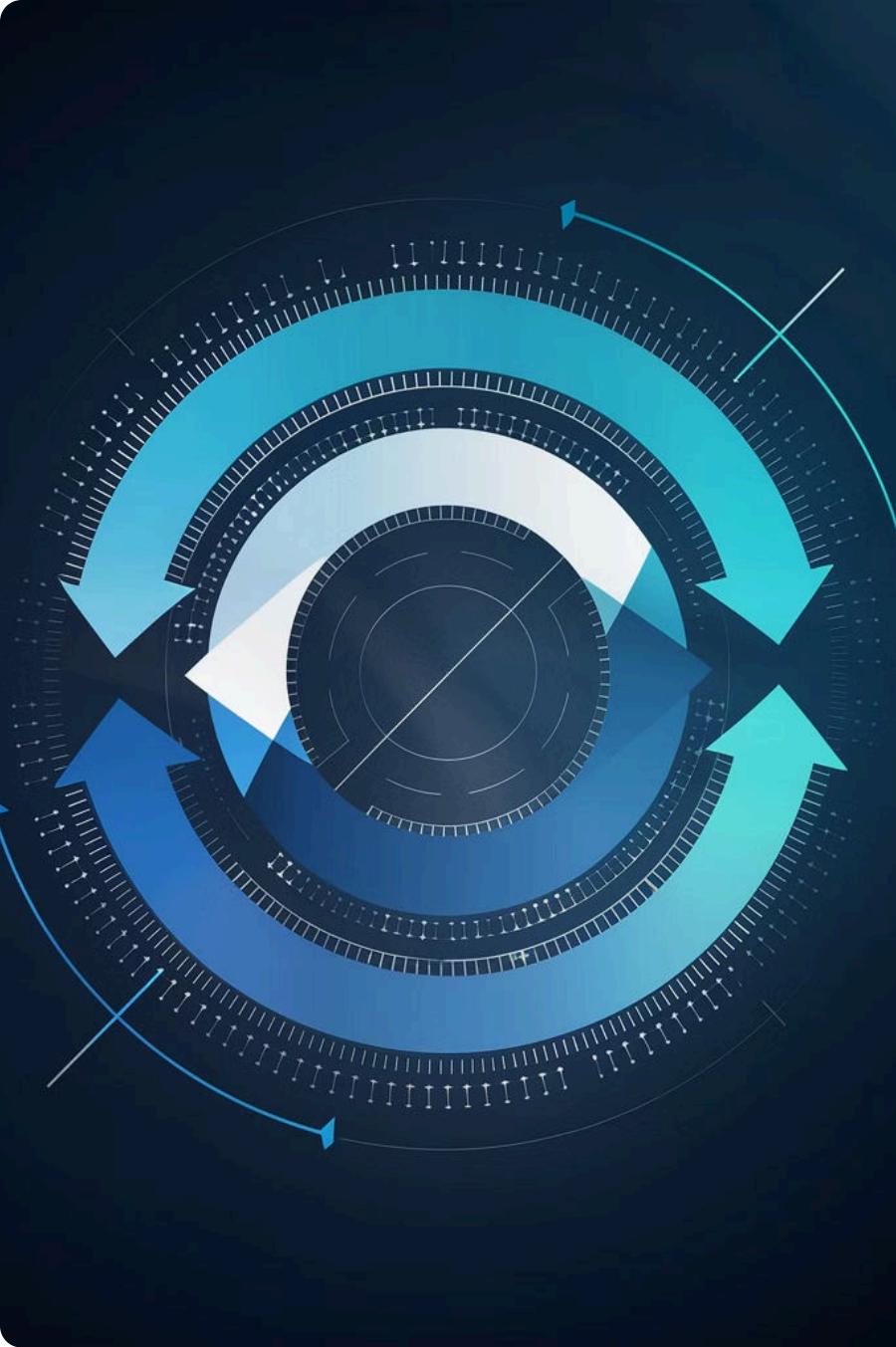
Inspection Leads to Adaptation

Revealing Areas for Improvement

Examining work and processes reveals areas for improvement. This careful inspection allows teams to identify weaknesses, inefficiencies, or potential enhancements in their current practices.

Sprint Review Example

A prime example of this principle in action is how Sprint Review feedback leads to approach adjustments. Teams use the insights gained from these reviews to refine their methods and strategies for future sprints.



Adaptation Circles Back to Transparency



Open Communication of Changes

Changes need to be communicated openly to ensure all team members are aware and aligned.



Updating Quality Standards

Example: Updating Definition of Done to reflect new quality standards, which promotes transparency in the development process.

The Continuous Improvement Cycle



Endless Loop of Improvement

The continuous improvement cycle is an endless loop, constantly driving progress and refinement in processes and products.



Spiral Staircase of Progress

Like a spiral staircase, each loop in the continuous improvement cycle elevates both the process and the product to new heights of excellence.

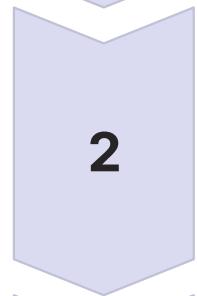
Practical Example: Mobile App Development



1

Visible burndown chart (Transparency)

The team uses a visible burndown chart to track progress, providing transparency into the project's status.



2

Daily Scrum reveals schedule lag (Inspection)

During the Daily Scrum meeting, team members inspect the progress and identify a schedule lag in the project timeline.



3

Focus shift to critical features (Adaptation)

The team adapts by shifting their focus to critical features, prioritizing essential elements of the mobile app.



4

Sprint Backlog update (Transparency)

The Sprint Backlog is updated to reflect the new priorities, maintaining transparency in the development process.



Understanding Check

Which best describes the Scrum pillars' relationship?

- A) Operate independently
- B) Linear process: transparency, inspection, adaptation
- C) Endless feedback loop, each leading to the next
- D) Applied only during specific Scrum events



Answer and Explanation

The correct answer is C.

- Scrum pillars create an endless feedback loop
- Continuous cycle of improvement



Reflection



Leverage in Daily Work

How can you leverage this feedback loop in daily work?



Recent Experience

Can you recall a recent situation where you've seen this cycle in action?



Next Steps

Explore Scrum Values

The next step is to delve into how Scrum values support and enhance the feedback loop we've discussed.

Connect Values to Loop

We'll examine how each Scrum value contributes to the continuous cycle of transparency, inspection, and adaptation.



Remember

Scrum's power lies in the continuous cycle of transparency, inspection, and adaptation. This powerful framework allows teams to continuously improve and deliver value.

Inspection in Scrum

by Mayko Silva



Key Quote from Scrum Guide

"The Scrum artifacts and the progress toward agreed goals must be inspected frequently and diligently to detect potentially undesirable variances or problems."

- **Frequent inspection:** Scrum artifacts and progress must be checked often
- **Diligent inspection:** Thorough and careful examination is required
- **Purpose:** To detect potential variances or problems early
- **Focus:** Scrum artifacts and progress towards agreed goals



Frequent Inspection

Ongoing Process

Inspection in Scrum is an ongoing process that continues throughout the entire Sprint. It's not a one-time event, but a constant activity.

Constant Examination

Teams are constantly examining their work, processes, and progress. This continuous scrutiny helps maintain quality and alignment with goals.

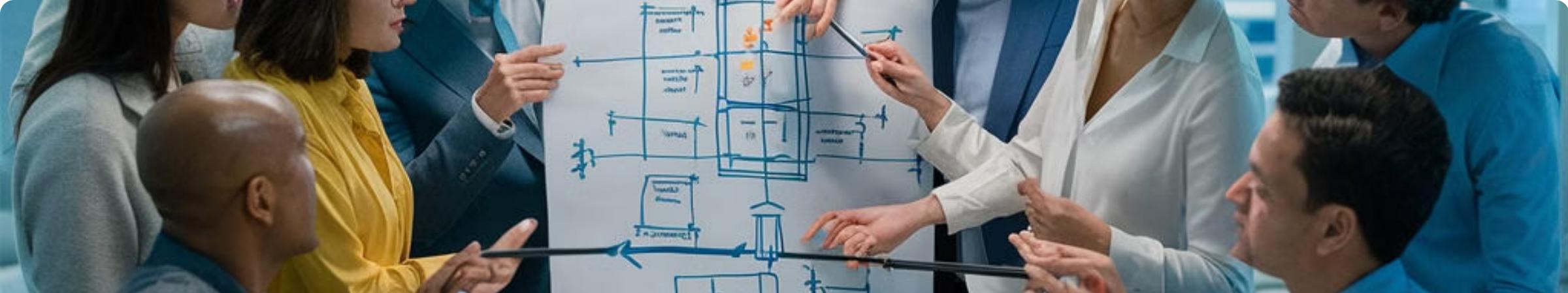
Diligent Inspection

Thorough Examination

Diligent inspection in Scrum involves a thorough examination of the work, not just a casual glance. This means taking the time to carefully review all aspects of the project or product.

Active Seeking

It also involves actively seeking potential issues or areas for improvement. This proactive approach helps identify problems early and ensures continuous enhancement of the product and process.



Purpose of Inspection



Early Detection

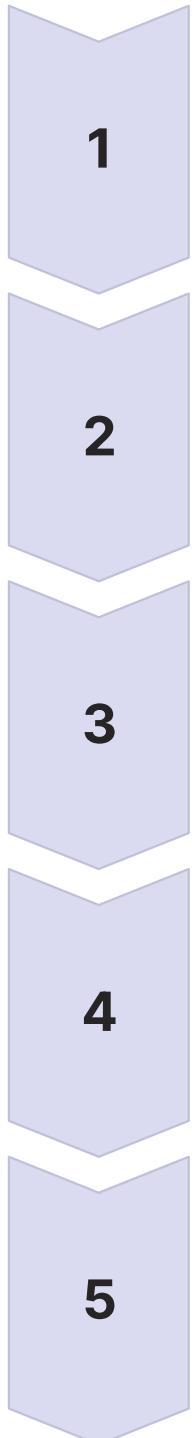
Detect variances or problems early



Timely Adaptation

Enable timely adaptation in complex environments

Inspection in Scrum Events





Key Point

Inspection without adaptation is pointless. The goal is to identify areas for improvement or adaptation.

Practical Example: Mobile App Development

In mobile app development, the Daily Scrum serves as a crucial inspection point. During this event, team members inspect the burndown chart to track progress. If they realize there's a schedule lag, they can quickly adapt by focusing on critical features.

This demonstrates the continuous cycle of inspection and adaptation throughout the Sprint:

- Daily Scrum: Inspect burndown chart (Inspection)
- Realize schedule lag, focus on critical features (Adaptation)
- Continuous cycle throughout Sprint



Understanding Check

Which statement about inspection in Scrum is correct?

- A) Done infrequently to focus on development
- B) Done to ensure no undesirable variances
- C) Done frequently to detect potential problems
- D) Only done during Sprint Review

Answer and Explanation

Correct answer: **C**

- Inspection is done frequently to detect potential problems
- Aligns with Scrum Guide's emphasis on frequent, diligent inspection



Reflection

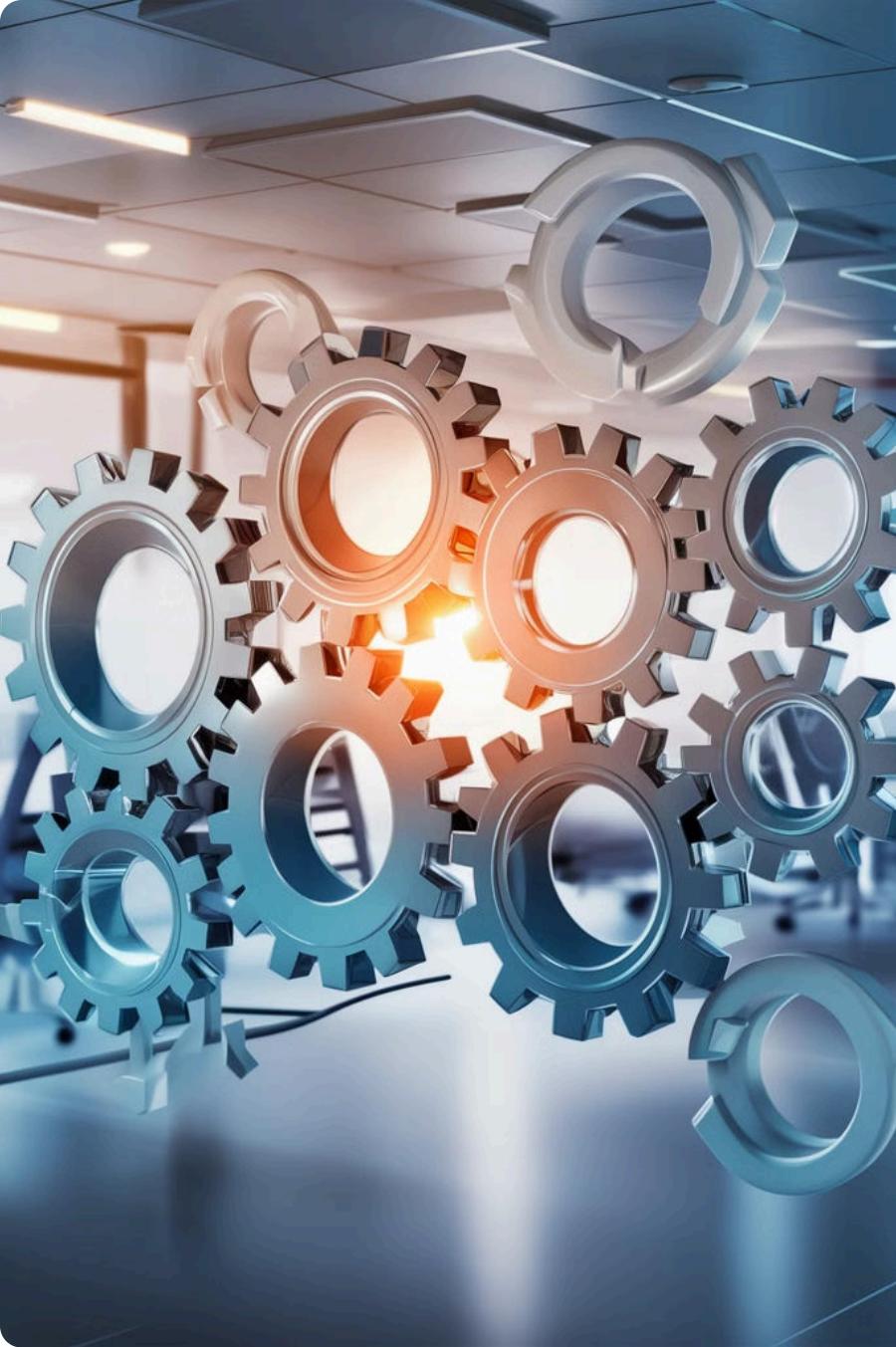
Incorporate Frequent Inspection

How can you incorporate more frequent, diligent inspection in daily work?

Learn from Past Experiences

Can you recall a situation where more thorough inspection could have improved outcomes?





Next Steps

As we continue our journey in understanding Scrum, our next steps will focus on exploring how inspection ties into other Scrum pillars and values. This exploration will deepen our comprehension of the interconnected nature of Scrum's principles and practices.

By examining the relationships between inspection and other core elements of Scrum, we'll gain a more holistic view of the framework. This understanding will enable us to apply Scrum more effectively in our projects and organizations.

Remember



Continuous Inspection

Inspection is continuous in Scrum, enabling teams to constantly evaluate and improve their processes and outcomes.



Improvement Opportunities

Aims to identify improvement and adaptation opportunities, allowing teams to stay agile and responsive to change.



Continuous Improvement

Enables teams to continuously improve and deliver value, fostering a culture of excellence and customer satisfaction.

Transparency in Scrum

by Mayko Silva



Key Quote from Scrum Guide

"The emergent process and work must be visible to those performing the work as well as those receiving the work. With Scrum, important decisions are based on the perceived state of its three formal artifacts. Artifacts that have low transparency can lead to decisions that diminish value and increase risk."



Visibility of Work

Inclusive Visibility

Everyone involved should see what's happening in the Scrum process. This transparency ensures that all parties are informed and aligned.

Comprehensive Coverage

Visibility includes both the team doing the work and the stakeholders receiving the results. This broad coverage promotes understanding and collaboration.





Importance of Transparency

Informed Decision-Making

Transparency enables informed decision-making in Scrum projects, allowing team members and stakeholders to make choices based on clear and accurate information.

Risk Reduction

By promoting transparency, Scrum reduces the risk of choices that diminish value or increase project risks, ensuring better outcomes for the project.

Scrum Artifacts and Transparency



Product Backlog

A key tool that clearly shows the current state of work and progress in Scrum.

Sprint Backlog

Another essential artifact that provides visibility into the ongoing work and progress during a Sprint.

Increment

The third key tool that demonstrates the current state of work and progress towards the product goal.

These key tools - Product Backlog, Sprint Backlog, and Increment - should clearly show the current state of work and progress in Scrum, enhancing transparency throughout the development process.



Manifestations of Transparency in Scrum

-  **1 Sprint Backlog**
Shows team's work, Sprint Goal, and plan
-  **2 Definition of Done**
Provides transparency into quality standards
-  **3 Product Backlog**
Prioritization shows future build plans
-  **4 Daily Scrum**
Offers daily insight into progress and challenges



Transparency and Openness

- **Close connection:** Transparency is closely tied to the Scrum value of openness
- **Key to success:** Being open about work and progress is essential for achieving transparency in Scrum

Practical Example: Mobile App Development

In a mobile app development project using Scrum, transparency is exemplified through:

- Visible Sprint Backlog on digital board
- Accessible to all team members and stakeholders
- Shows tasks in progress, completed tasks, and blockers
- Real-time updates during Daily Scrum



Understanding Check

Which is NOT a benefit of transparency in Scrum?

- A) Enables honest inspection of team's progress
- B) Helps stakeholders make informed decisions
- C) Eliminates all project risks
- D) Builds trust between team and stakeholders



Answer and Explanation

Correct answer: **C**

- Transparency doesn't eliminate all project risks
- It helps identify risks early for effective management



Reflection



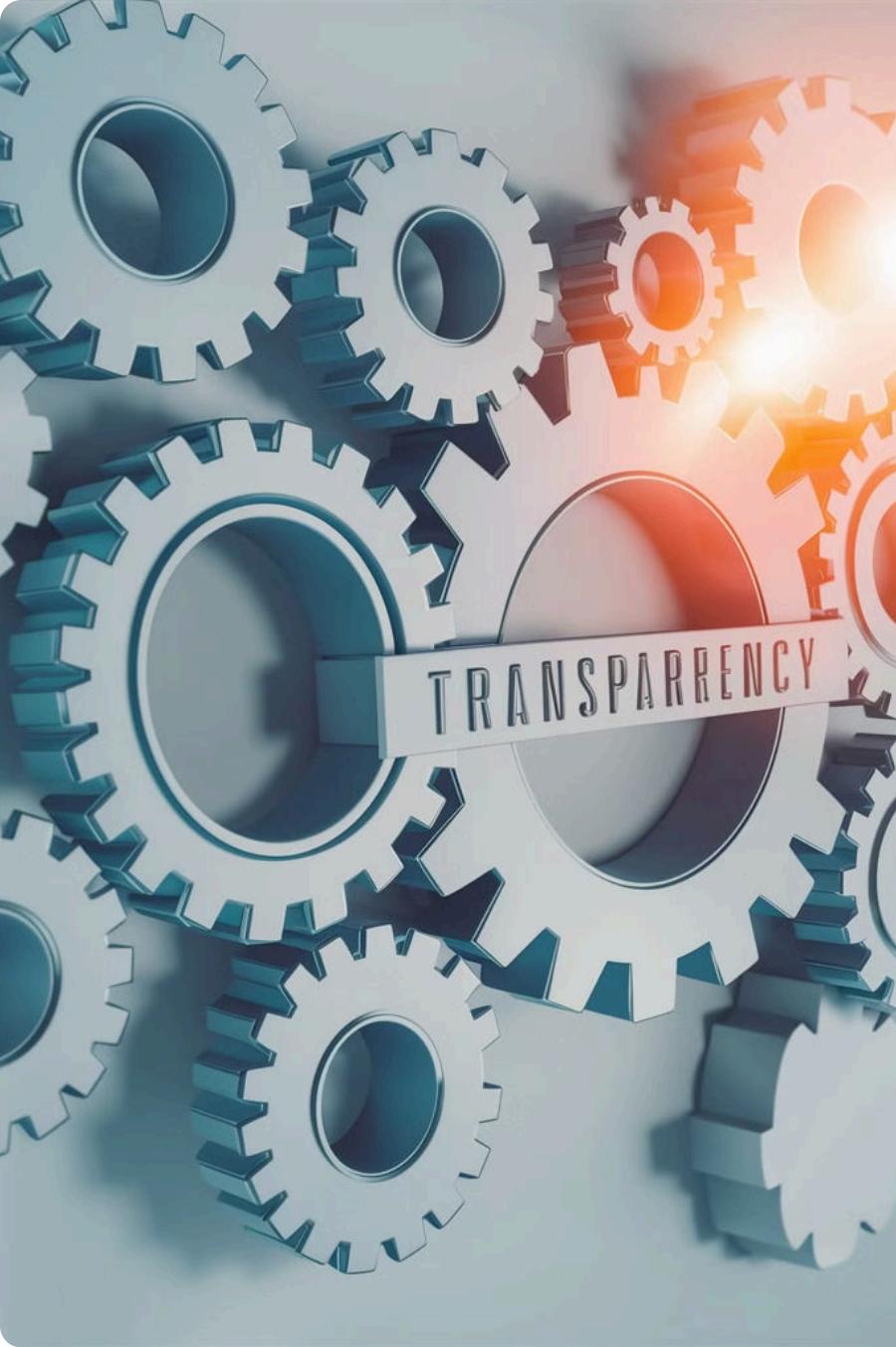
Increase Transparency

How can you increase transparency
in your daily work?



Better Outcomes

Are there areas where increased
transparency could lead to better
outcomes?



Next Steps

As we conclude our exploration of transparency in Scrum, it's important to recognize that our journey doesn't end here. The next crucial step in deepening our understanding of Scrum is exploring how transparency ties into other Scrum pillars and values. This interconnection is vital for a comprehensive grasp of the Scrum framework and its effective implementation.

By examining how transparency relates to and supports other core elements of Scrum, we can gain a more holistic view of the framework. This exploration will not only enhance our understanding but also improve our ability to apply Scrum principles effectively in various project scenarios.

Remember

Transparency in Scrum

Transparency is about making work visible and understandable to all stakeholders involved in the Scrum process. This fundamental principle allows for accurate inspection of progress and effective adaptation throughout the project lifecycle.

Key Benefits

- Allows accurate inspection of progress
- Enables effective adaptation
- Promotes trust and collaboration
- Facilitates informed decision-making

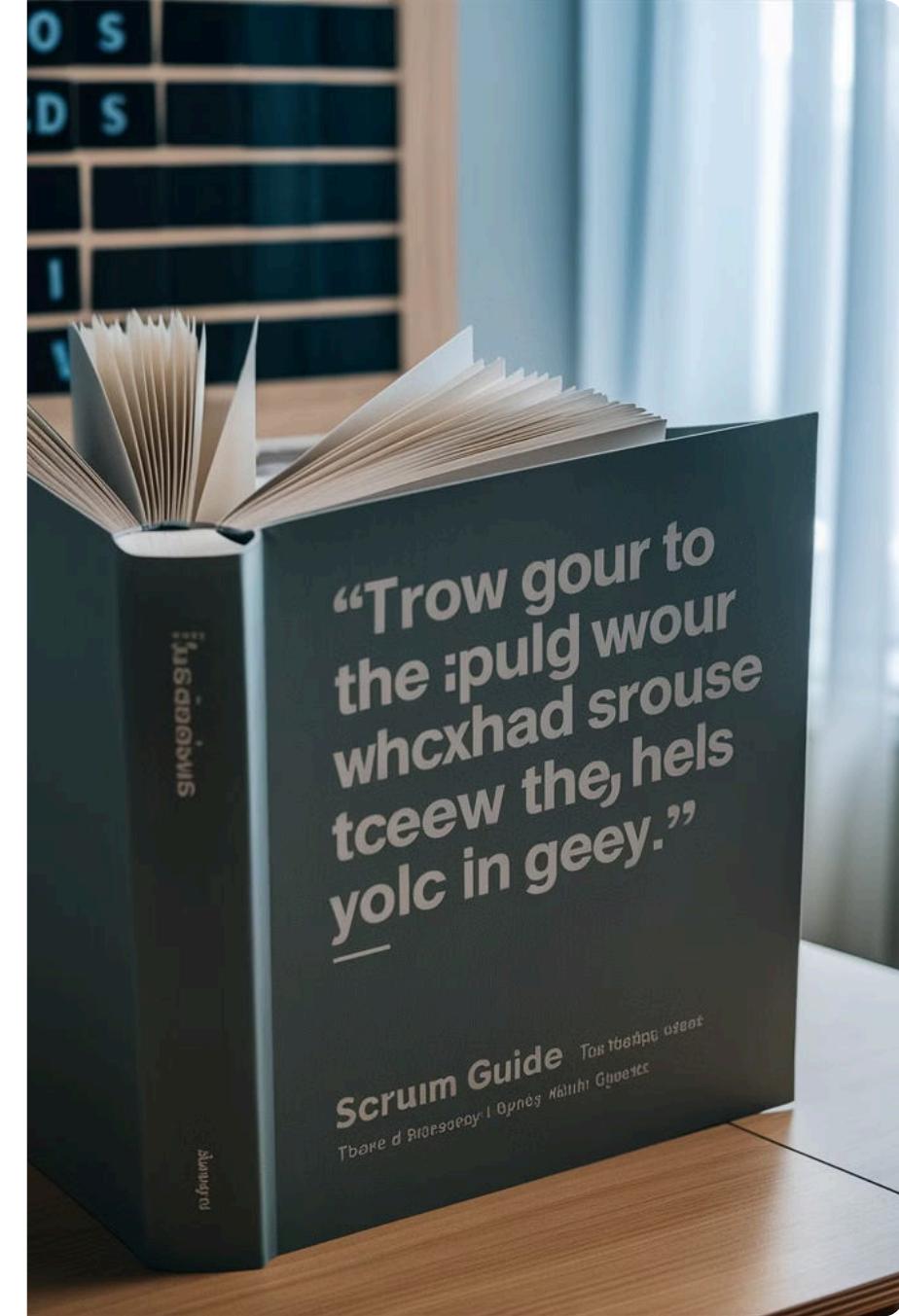
Adaptation in Scrum

by Mayko Silva



Key Quote from Scrum Guide

"If any aspects of a process deviate outside acceptable limits or if the resulting product is unacceptable, the process being applied or the materials being produced must be adjusted. The adjustment must be made as soon as possible to minimize further deviation."





Embracing Change



Flexible Planning

Acknowledge plans rarely go exactly as expected



Value-Driven Approach

Focus on producing value and adapting as we go



Agile Mindset

Less emphasis on extensive upfront planning

Timely Adjustments

Address Deviations Promptly

Address deviations or issues promptly to ensure the project stays on track.

Minimize Impact

Quick adaptation minimizes impact on overall progress, allowing the team to maintain momentum.



Empowered Teams

Self-Managing Teams

Adaptation is most effective when teams are self-managing. Scrum emphasizes this approach, recognizing that teams closest to the work are best positioned to make timely adjustments.

Decision-Making Power

Teams are empowered to make decisions. This autonomy allows for quicker responses to changing circumstances and promotes a sense of ownership among team members.

Scrum's Emphasis

Scrum places a strong emphasis on self-management. This principle enables teams to leverage their collective expertise and adapt more effectively to project challenges and opportunities.

Adaptation in Scrum Events

1

Daily Scrum

Adapt plan for next 24 hours

2

Sprint Review

Adapt Product Backlog if needed

3

Sprint Retrospective

Identify process improvements

Ongoing: Adapt whenever necessary, not just during formal events

Adaptation and Inspection

- **Closely tied concepts:** Adaptation and inspection are intrinsically linked in Scrum
- **Process flow:** Inspect work and progress, then adapt based on findings



Practical Example: Mobile App Development

In this scenario, a team discovers that a feature is more complex than initially anticipated. This situation presents an opportunity for adaptation in Scrum.

The team has several options to adapt:

- Simplify the feature
- Break it into smaller parts
- Discuss moving it to a future Sprint with the Product Owner

By quickly adapting to this unexpected complexity, the team demonstrates agility and effectiveness, which are key principles in Scrum methodology.





Understanding Check

If a team is significantly behind schedule mid-Sprint, they should:

- A) End Sprint early and start new one
- B) Work overtime to catch up
- C) Adapt plan and continue towards Sprint Goal
- D) Wait for Sprint Review to discuss



Answer and Explanation

Correct answer: C

- Adapt plan and continue towards Sprint Goal
- Aligns with Scrum principles of adaptation and self-management

Reflection



Quick Adaptation

Can you recall a time when quick adaptation led to better outcomes?



Fostering Adaptation

How might you foster a culture of continuous adaptation in your team?

Next Steps

As we conclude our exploration of adaptation in Scrum, it's important to recognize that our journey doesn't end here. The next crucial step in deepening our understanding of Scrum is to explore how adaptation ties into other Scrum pillars and values. This interconnected approach will provide a more comprehensive view of the Scrum framework and its principles.

By examining the relationship between adaptation and other core elements of Scrum, we can gain valuable insights into how these components work together to create a flexible and responsive project management approach. This exploration will not only enhance our grasp of Scrum but also improve our ability to implement it effectively in various project scenarios.



Remember

Quick and Effective Response

Adaptation is about responding quickly and effectively to change

Consistent Value Delivery

Allows teams to navigate complex environments and deliver value consistently

