



# Introduction to Scrum Artifacts

Welcome to our introduction to Scrum Artifacts. In this module, we'll explore the essential components that drive the Scrum framework and help teams deliver value efficiently. These artifacts are not just theoretical concepts, but practical tools that you'll use daily in your Scrum practice.

by Mayko Silva



# Module Overview

## 1 Three Main Scrum Artifacts

We'll dive deep into the core Scrum Artifacts that form the backbone of the framework.

## 2 Associated Commitments

Explore the commitments tied to each artifact and their significance in the Scrum process.

## 3 Importance in Scrum

Understand why these artifacts are crucial for successful Scrum implementation and team performance.

# Why Scrum Artifacts Matter

## Living, Evolving Parts

Scrum Artifacts are not static elements but living, evolving parts of the Scrum process that adapt to the team's needs and project requirements.

## Transparency, Focus, Direction

These artifacts provide essential transparency, help maintain focus, and offer clear direction for the Scrum Team throughout the development process.

## Beyond Documentation

Scrum Artifacts are more than just paperwork or documentation; they are active tools that drive the Scrum process forward.

# What We'll Cover

## The Three Scrum Artifacts

We'll explore in detail the Product Backlog, Sprint Backlog, and Increment - the core artifacts of Scrum.

## Key Scrum Questions

Discover how these artifacts answer crucial questions within the Scrum framework.

## Scrum Commitments

Understand the concept of Scrum Commitments and their relationship to goals and plans.

## Relationship between Scrum Commitments, goals and plans

## Empiricism in Scrum

Learn how empiricism ties into Scrum Commitments and the overall Scrum process.

# Practical Importance

## Crucial for Scrum Master Success

Understanding Scrum Artifacts is essential for any Scrum Master to effectively guide their team.

## Likely Exam Topics

These concepts are frequently covered in Scrum certification exams, making them important study areas.

## Real-world Application

Scrum Teams rely on these artifacts daily, making them crucial for practical implementation of Scrum.





# Artifacts in Action



## Practical Tools

Scrum Artifacts are not just abstract ideas, but practical tools for daily use in Scrum Teams.



## Work Management

These artifacts help teams effectively manage their work throughout the Scrum process.



## Value Delivery

By utilizing Scrum Artifacts, teams can consistently deliver value to stakeholders.

# Empirical Nature of Scrum

- 1**  
Support Empiricism
- 2**  
Key Concept
- 3**  
Continuous Improvement

Artifacts and commitments in Scrum are designed to support the empirical nature of the framework.

Empiricism is a fundamental principle that ties all aspects of Scrum together.

The empirical approach allows for continuous inspection and adaptation in Scrum.



# Answering Three Important Questions in Scrum



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# The Three Main Scrum Artifacts

## Product Backlog

The Product Backlog is a prioritized list of features, requirements, enhancements, and fixes that constitute the changes to be made to the product in future releases.

## Sprint Backlog

The Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal.

## Increment

The Increment is the sum of all the Product Backlog items completed during a Sprint and the value of the increments from all previous Sprints.

# Key Questions Answered by Artifacts



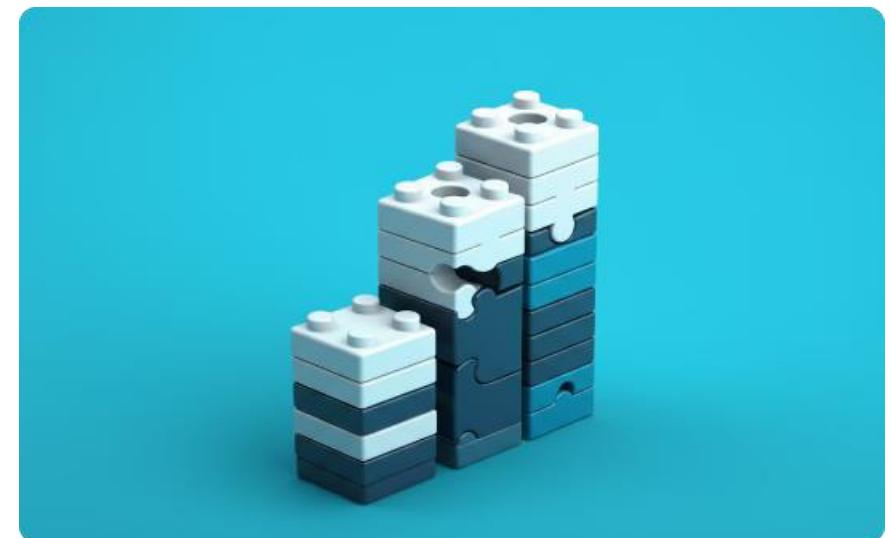
**What needs to be done?**

Product Backlog



**What is currently being done?**

Sprint Backlog



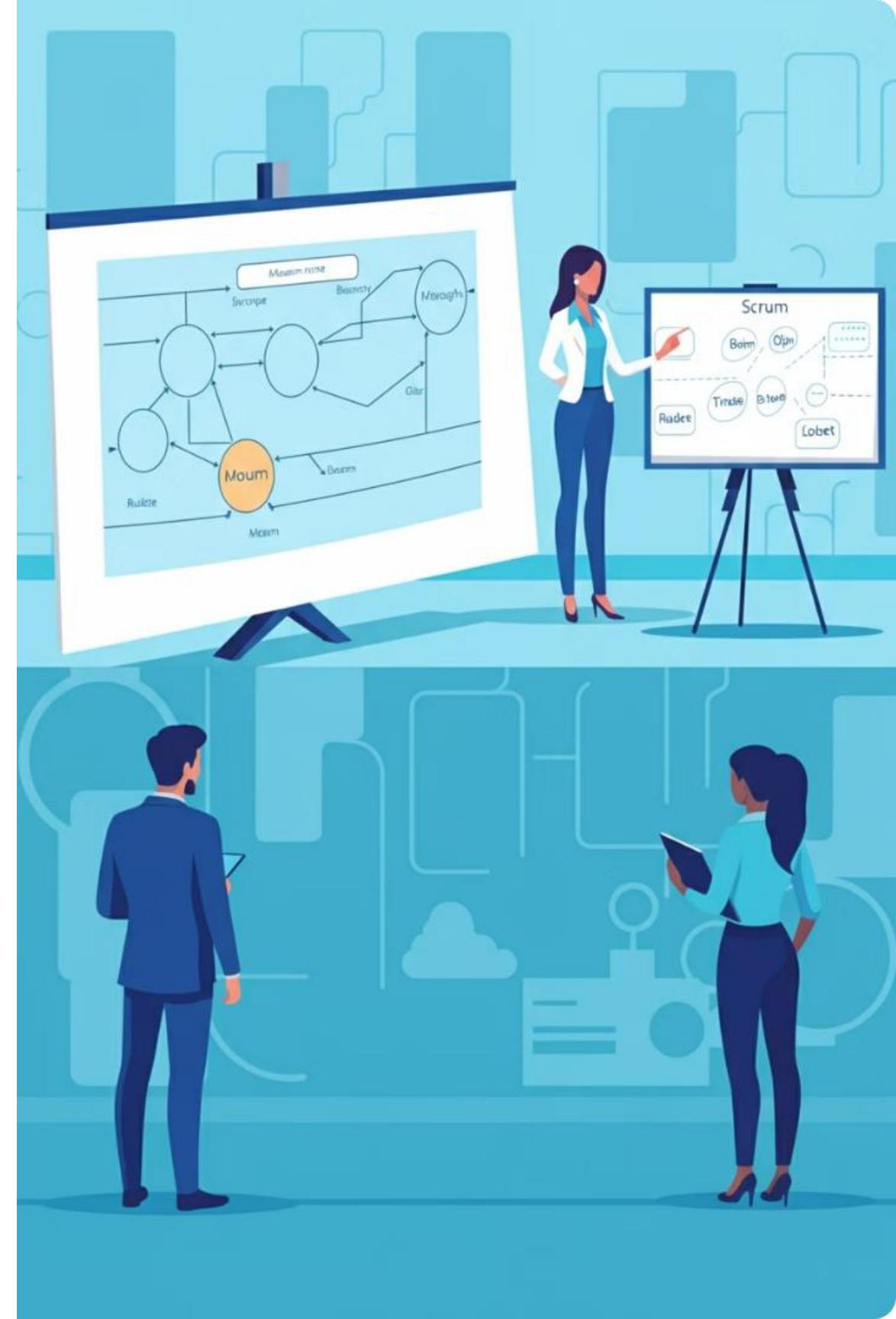
**What's been done?**

Increments of work produced

# Importance of Transparency

Stakeholders can often become anxious when they lack clear answers about a project's progress. This situation is comparable to being on a road trip without a map or GPS - it can lead to uncertainty and stress. However, transparent artifacts in Scrum serve as a powerful tool to calm nervous stakeholders.

By providing a clear roadmap of project progress, these transparent artifacts act as a guiding light for all involved. They offer stakeholders a comprehensive view of where the project stands, where it's headed, and what milestones have been achieved. This level of transparency not only alleviates concerns but also fosters trust and collaboration among team members and stakeholders alike.





# Scrum Commitments



## Product Backlog Commitment

The Product Backlog is committed to the Product Goal, which enhances transparency and focus for the product development.



## Sprint Backlog Commitment

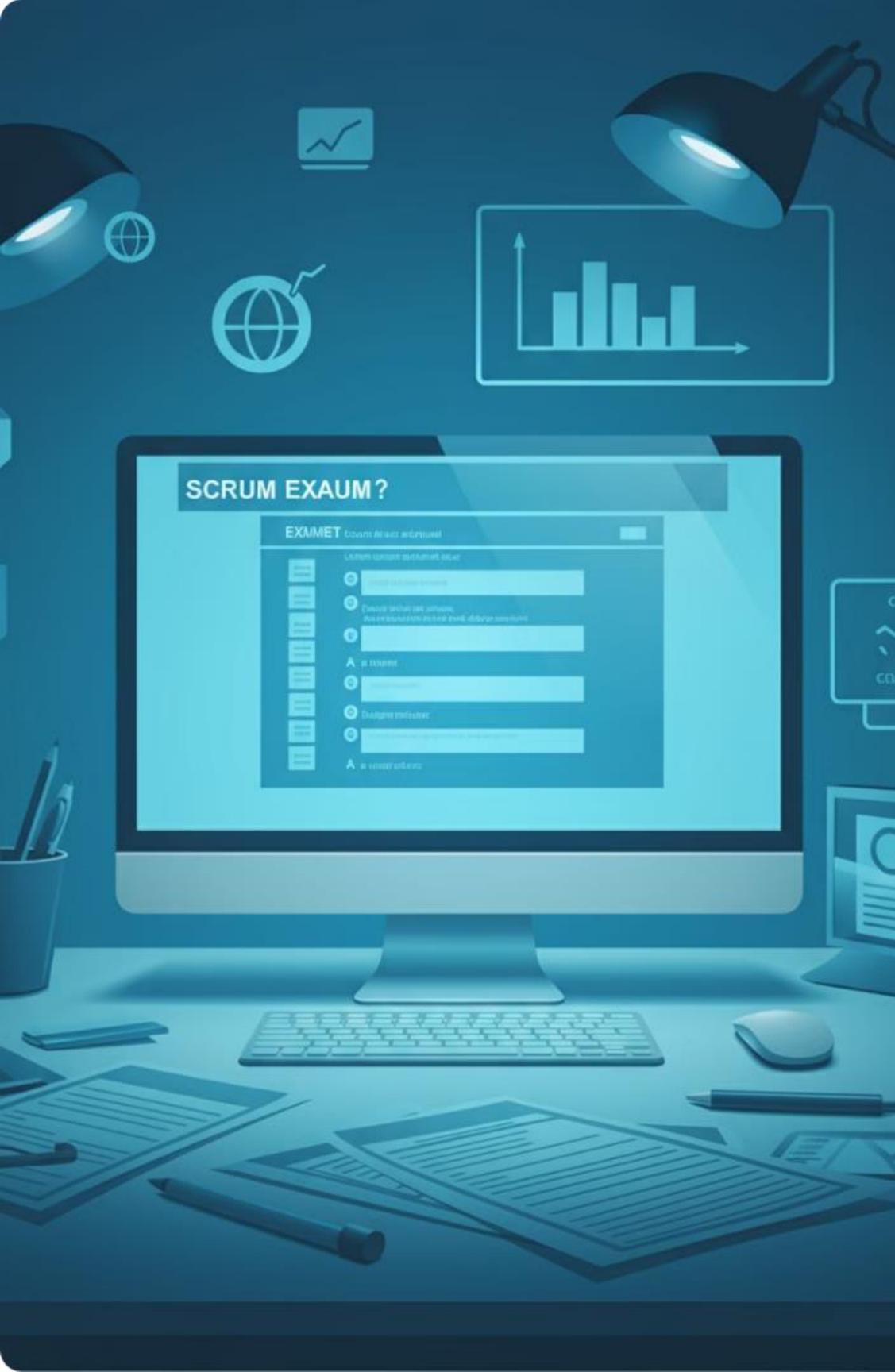
The Sprint Backlog is committed to the Sprint Goal, providing clarity and direction for the current sprint.



## Increment Commitment

The Increment is committed to the Definition of Done, ensuring quality and completeness of work.

Each artifact has a corresponding commitment. These commitments enhance transparency and focus in Scrum, aligning the team's efforts with specific goals and standards.



# Question

Stakeholders want to know if a new feature is being actively developed this Sprint.  
Where would they find this information?

- a) The Product Backlog
- b) The Sprint Backlog
- c) The Definition of Done
- d) The Sprint Goal

# Answer to Question

The correct answer to the sample question is:

- **b) The Sprint Backlog**

The Sprint Backlog is important because it:

- Provides transparency into current Sprint work
- Offers a snapshot of team's current focus and activities



# Key Takeaway



## Powerful Communication Tools

Scrum artifacts are not just documentation, but powerful communication tools that keep everyone aligned and informed.



## **What Needs to be Done**

Artifacts help communicate what tasks and objectives need to be accomplished in the project.



## What's Being Worked On

They provide transparency on current work in progress and ongoing activities within the team.



## What's Been Completed

Artifacts showcase the team's achievements and completed work, keeping stakeholders informed of progress.

# Importance for Scrum Masters

Understanding these concepts is crucial for success as a Scrum Master. These foundational elements of Scrum are not only essential for effective day-to-day operations but are also likely to appear on certification exams. Scrum Masters who have a deep grasp of these concepts are better equipped to guide their teams and manage stakeholders effectively.

The knowledge of Scrum artifacts, their associated commitments, and the questions they answer is vital for Scrum Masters in their role as servant-leaders. This understanding enables them to facilitate transparency within the team and across the organization, which is a cornerstone of the Scrum framework.

Moreover, these concepts are essential for effective stakeholder management. By comprehending how artifacts like the Product Backlog, Sprint Backlog, and Increment work together to provide clarity and direction, Scrum Masters can better communicate progress and challenges to stakeholders at all levels of the organization.





# Questions?

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

# Scrum Commitments

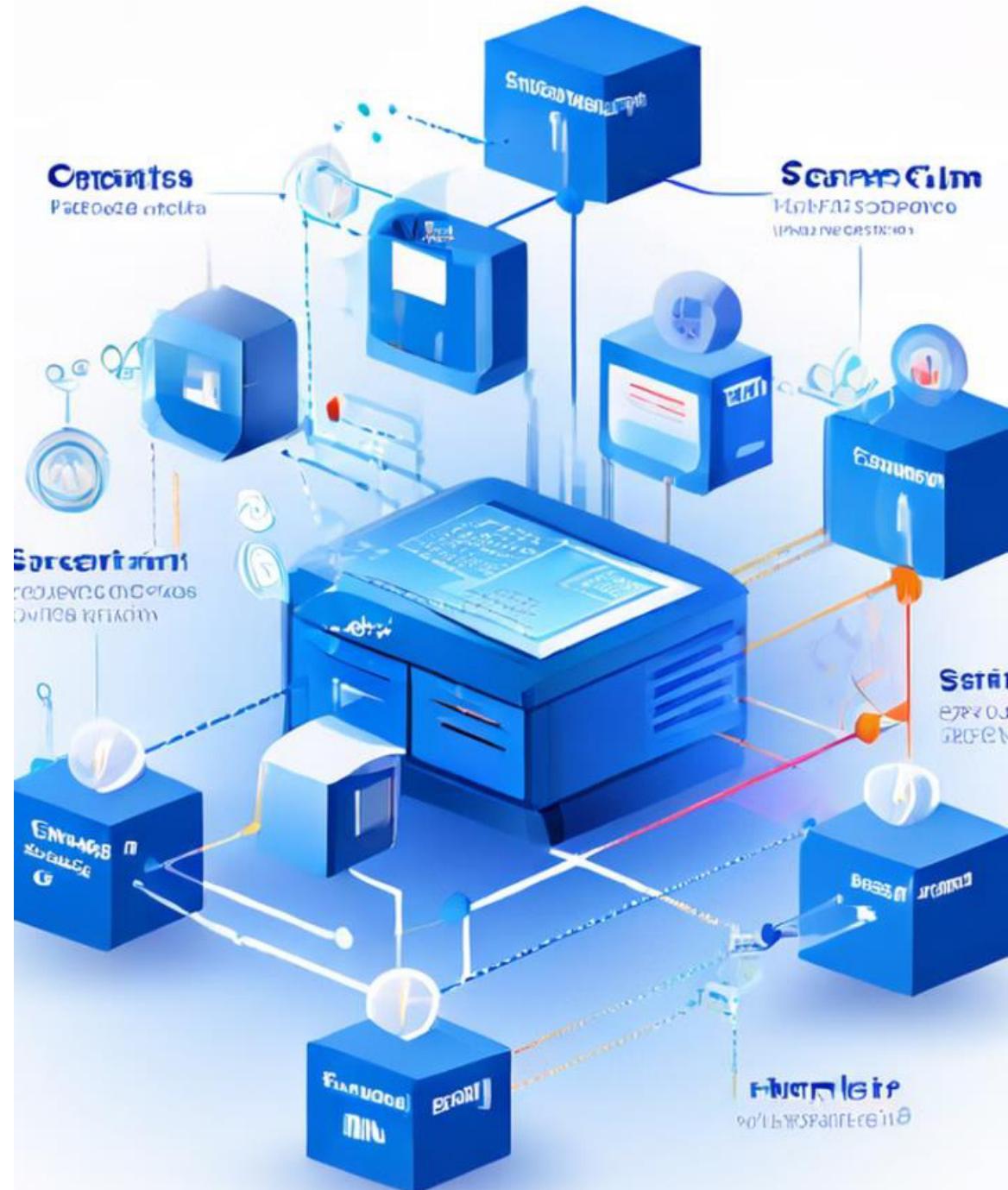


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# Introduction to Scrum Commitments

- New concept in 2020 Scrum Guide NEW
- Each Scrum artifact maps to a specific commitment
- Commitments are *targets* for Scrum artifacts 🎯



# Why Do We Need Commitments?



## Focus and Direction

Commitments provide focus and direction, much like an archer's target. Without commitments, artifacts lack clear goals.



## Enhance Transparency

Commitments enhance transparency in Scrum processes, allowing team members to clearly see objectives and progress.



## Measure Progress

Commitments provide a way to measure progress, enabling teams to track their advancement towards goals effectively.

# **Scrum Artifacts and Their Commitments**

Each Scrum Artifact is paired with a specific commitment:

- Product Backlog → Product Goal
- Sprint Backlog → Sprint Goal
- Increment → Definition of Done

# Purpose of Commitments

## Reinforce empiricism

Commitments in Scrum help reinforce the empirical approach, encouraging teams to make decisions based on observation and experience.

## Keep team and stakeholders aligned

Commitments ensure that both the Scrum team and stakeholders are on the same page, fostering better collaboration and understanding.

## Support Scrum values

By adhering to commitments, teams uphold and strengthen the core Scrum values of courage, focus, commitment, respect, and openness.

## Focus on what matters

By setting clear commitments, teams can concentrate their efforts on the most important aspects of the project, improving efficiency and effectiveness.



# The Three Main Scrum Artifacts

Artifact	Description
Product Backlog	All features to be developed
Sprint Backlog	Selected items for current Sprint
Increments	Progress for regular stakeholder review



# Commitments as Targets

Commitments play a crucial role in Scrum by giving Scrum artifacts a clear aim. They serve as guiding principles that help teams focus their efforts and align their work with specific goals. In essence, commitments are like providing a bullseye for Scrum arrows, ensuring that all activities and outcomes are directed towards a well-defined target.



# Question

Which of the following is NOT a Scrum Commitment?

- a) Product Goal
- b) Sprint Goal
- c) Definition of Done
- d) Sprint Backlog
- e) All of the above are Scrum Commitments

# Answer to Question

- **Correct answer: d) Sprint Backlog**
- Sprint Backlog is an artifact, not a commitment
- Its corresponding commitment is the Sprint Goal



# Key Takeaway

## Focus and Direction

Scrum Commitments provide focus and direction for the Scrum Team, ensuring that everyone is aligned with the project's goals and objectives.

## Goal Alignment

These commitments ensure alignment with goals, helping the team stay on track and work towards a common purpose throughout the Scrum process.

## Progress Measurement

Scrum Commitments offer a clear way to measure progress, allowing teams to evaluate their performance and make necessary adjustments.





# Importance for Scrum Masters

Understanding Commitments is crucial for mastering Scrum. As a Scrum Master, having a deep comprehension of these concepts is not only essential for effective Scrum implementation but also likely to appear on certification exams. The knowledge of Scrum Commitments plays a vital role in ensuring the successful application of Scrum principles within a team or organization.

Scrum Masters who grasp the importance of Commitments are better equipped to guide their teams towards achieving project goals and maintaining transparency throughout the development process. This understanding enables them to facilitate more productive Sprint Planning sessions, Sprint Reviews, and Sprint Retrospectives, ultimately leading to improved project outcomes and team performance.



# Questions?

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

# Why Do We Need Scrum Commitments?



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# What is a Scrum Commitment?



## Evaluation Criteria

Scrum commitments serve as evaluation criteria for Scrum artifacts. They provide a structured way to assess the effectiveness and completeness of each artifact within the Scrum framework.

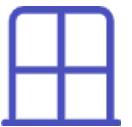


## Measure for Artifacts

Each Scrum artifact is associated with a specific commitment. These commitments provide a measure or standard against which the artifact can be evaluated, ensuring that it fulfills its intended purpose within the Scrum process.



# Two Crucial Purposes of Scrum Commitments



## Improve transparency

Scrum Commitments play a vital role in enhancing transparency within the Scrum framework. They provide clear and visible goals for the team to work towards, ensuring everyone is on the same page.



## Enhance Scrum Team's focus

As the project progresses, Scrum Commitments help maintain and improve the Scrum Team's focus. They provide a clear direction and purpose, allowing the team to stay aligned with project objectives throughout the development process.

# Scrum Artifacts and Their Commitments

## Product Backlog

The Product Backlog is a crucial Scrum artifact that is paired with the commitment of the Product Goal. This goal provides a long-term objective for the Scrum Team to work towards, guiding the overall direction of product development.

## Sprint Backlog

The Sprint Backlog is another key Scrum artifact, which is associated with the commitment of the Sprint Goal. This goal offers a specific, short-term objective for the team to achieve within the current Sprint, helping to focus their efforts.

## Increment

The Increment is the third Scrum artifact, and its commitment is the Definition of Done. This commitment ensures that the team has a clear, shared understanding of what it means for work to be complete, maintaining quality and consistency.



# Agile and Planning

The Agile Manifesto famously emphasizes "Responding to change over following a plan." This principle might lead some to believe that planning is discouraged in Agile methodologies. However, it's crucial to understand that plans aren't inherently bad in the Agile world.

In fact, Scrum, one of the most popular Agile frameworks, explicitly requires planning. This is evident in the Sprint Planning session, a key event in the Scrum framework. The importance of planning in Scrum underscores that not planning at all is actually considered an anti-pattern - a common mistake that should be avoided.



# The Issue with Traditional Plans

- **Problem:** Rigid adherence even when conditions change
- **Reality:** Conditions always change in complex projects



# Scrum Commitments: A Flexible Solution

Scrum commitments offer a unique approach to project management, providing focus without the constraints of rigid planning. This flexibility is a key advantage in today's fast-paced and ever-changing business environment.

One of the primary benefits of Scrum commitments is their ability to allow for adaptation while still providing direction. This balance is crucial in agile methodologies, where the ability to respond to change is just as important as following a plan.

By implementing Scrum commitments, teams can maintain a clear sense of purpose and direction without being locked into inflexible plans. This approach enables organizations to navigate uncertainties and capitalize on emerging opportunities while still making steady progress towards their goals.





# Sample Exam Question

Which of the following is NOT a purpose of Scrum commitments?

- a) To improve transparency
- b) To enhance team focus
- c) To provide rigid plans
- d) To set evaluation criteria for artifacts
- e) To reinforce empiricism



FLEXIBL SCRUM

## Answer to Question

Correct answer: c) To provide rigid plans

- Scrum commitments are flexible goals
- Allow for adaptation, not rigid planning



# Key Takeaway



## Focus and Direction

Scrum commitments provide focus and direction for the team, helping to keep everyone aligned with the project's goals and objectives.



## Agile Flexibility

These commitments allow for the flexibility that is highly valued in Agile methodologies, enabling teams to adapt to changing circumstances.



## Progress Measurement

Scrum commitments help measure progress and allow teams to adapt as needed, ensuring continuous improvement throughout the project lifecycle.



## Team Alignment

By using Scrum commitments, teams can stay aligned with overall project goals, fostering better collaboration and communication.



## Importance for Scrum Masters

- **Understanding Scrum commitments** is crucial for mastering Scrum
- Scrum commitments are likely to appear on certification exams
- Knowledge of commitments is essential for effective Scrum implementation

# Questions?

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



# Scrum Commitments, Goals and Plans

by Mayko Silva





# Relationship Between Commitments and Plans



## Scrum Commitment

A Scrum commitment is a higher-order calling compared to a plan. It provides a broader sense of purpose and direction for the team.



## Goal-Driven Work

Goal-driven work is a better motivator than plan-driven work. It focuses on outcomes rather than specific tasks, inspiring greater engagement and creativity.

# Benefits of Goal-Driven Work

## Enhanced Engagement and Motivation

Team members are more engaged and motivated when working towards clear goals. This increased motivation can lead to higher productivity and job satisfaction.

## Guided Work through Shared Goals

Clear, shared goals guide all work within the team. This ensures that everyone is aligned and working towards the same objectives, improving overall efficiency and effectiveness.



# Main Purposes of Scrum Commitments

2

## Key Purposes

Scrum commitments serve two essential functions in agile project management

The main purposes of Scrum commitments are:

1. Provide clear, shared, agreed-upon goals
2. Encourage constant evaluation of work effectiveness

These commitments play a crucial role in ensuring that Scrum teams are aligned and consistently working towards improving their processes and outcomes.

# Handling Misalignment



1

## Developers Sound the Alarm

If work, plan, and commitment are misaligned, it's crucial for developers to sound the alarm. This proactive approach ensures that issues are addressed promptly.

2

## Change the Plan, Not the Commitment

When misalignment occurs, the focus should be on changing the plan rather than altering the commitment. This approach maintains the integrity of the team's original goals.

3

## Commitment's Higher Calling

It's important to remember that commitment represents a higher calling than the plan. This principle underscores the significance of staying true to the team's overarching objectives.

# Flexibility in Scrum



## Adaptability Over Rigid Planning

Scrum values adaptability over rigid planning, allowing teams to respond to change effectively.



## Commitment Provides Direction

While flexibility is key, commitment in Scrum provides the necessary direction for teams to focus their efforts.

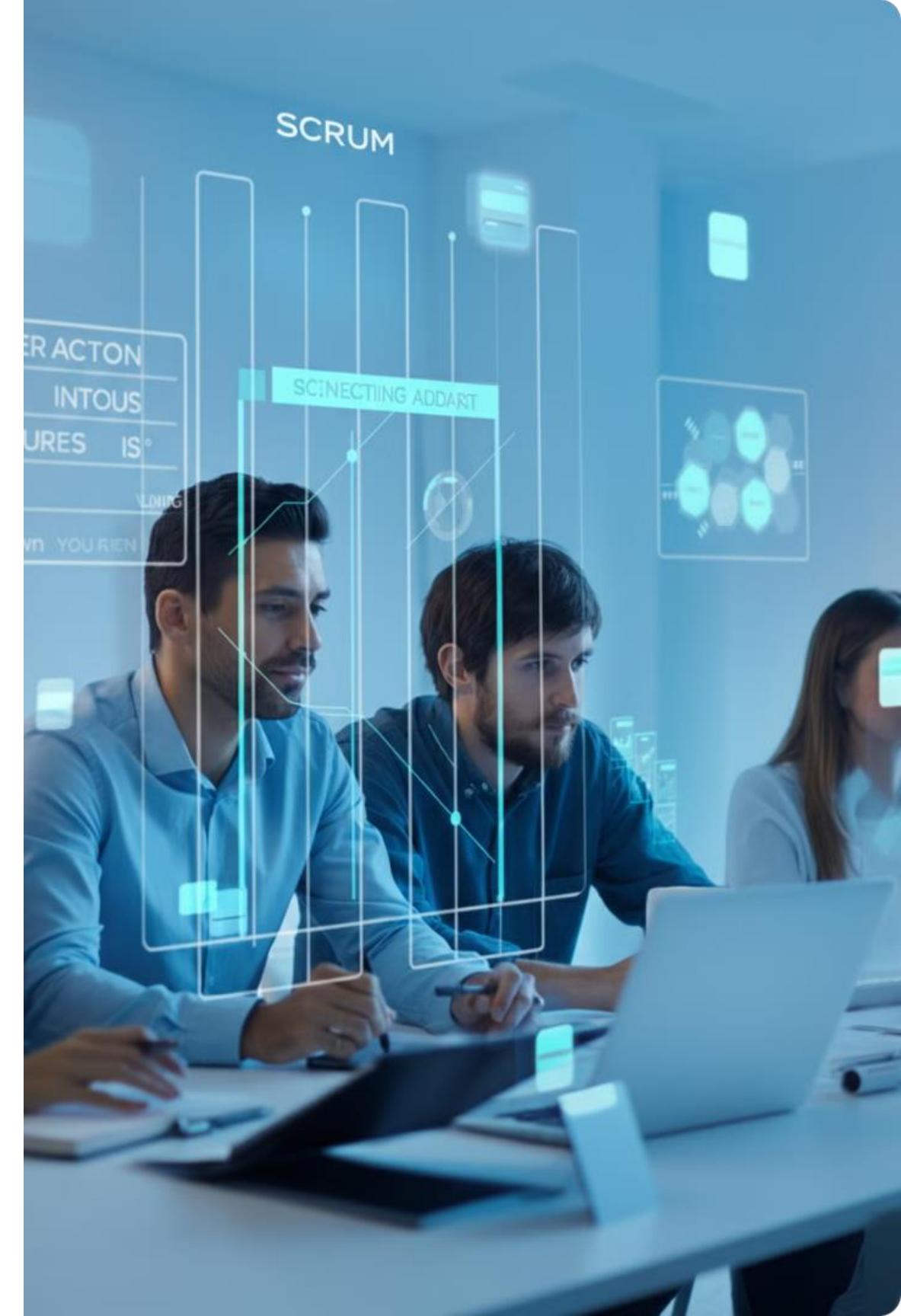


## Changing Plans to Serve Commitment

In Scrum, the plan can and should change if it's not serving the commitment, emphasizing the importance of continuous adaptation.

# Continuous Inspection and Adaptation

- **Key principles in Scrum:** Continuous inspection and adaptation
- **Team evaluation:** Constantly assesses work against commitments
- **Purpose:** Ensures team stays on the right track



# Question

In Scrum, if the work, plan, and commitment are misaligned, what should happen?

- a) The commitment should be changed to match the plan
- b) The work should continue as planned, ignoring the misalignment
- c) The plan should be changed to better serve the commitment
- d) The misalignment should be ignored until the next Sprint
- e) The Product Owner should create a new Product Backlog

# Answer to Question

The correct answer to the sample question is: **c) The plan should be changed to better serve the commitment**

This answer highlights a fundamental principle in Scrum: **In Scrum, the commitment is more important than the plan.** This concept underscores the flexibility and adaptability that are core to the Scrum framework.

When there's a misalignment between the commitment and the plan in Scrum, it's the plan that should be adjusted. This approach ensures that the team remains focused on delivering value and meeting their commitments, while being agile enough to adapt their plans as needed based on new information or changing circumstances.





# Key Takeaway

## Clear Direction and Flexibility

Scrum commitments provide clear direction and motivation for teams. They are more flexible than rigid plans, allowing for adaptation as needed. This balance ensures teams stay focused while remaining agile.

## Commitment Over Plan

In Scrum, commitment is the higher calling. If a plan is not serving the commitment, it's the plan that should change, not the commitment itself. This principle emphasizes the importance of staying true to goals while being flexible in approach.



# Importance for Scrum Masters

- Understanding relationship between commitments, goals, and plans crucial for Scrum Masters
- Topic likely to appear on certification exam
- Essential for effective Scrum implementation in real-world scenarios

# Looking Ahead

- Next class: How empiricism ties into Scrum commitments
- Deeper exploration of Scrum principles





# Questions?

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

# Empiricism and the Scrum Commitments

by Mayko Silva



# Three Pillars of Empiricism in Scrum



## Transparency

Transparency is the first pillar of empiricism in Scrum. It ensures that all aspects of the Scrum process are visible and understood by everyone involved.



## Inspection

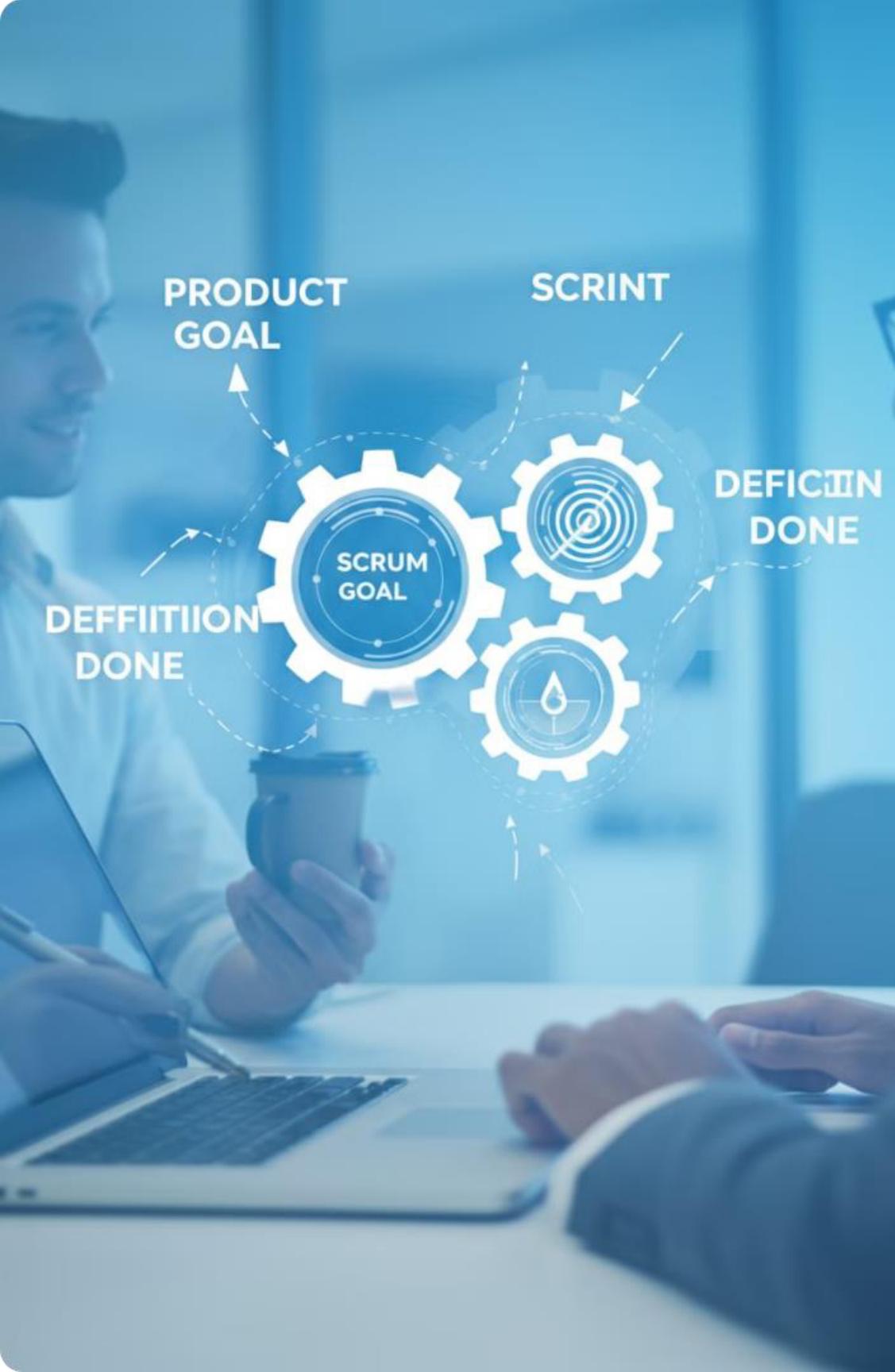
Inspection, the second pillar, involves regularly checking and evaluating the Scrum artifacts and progress towards goals to detect variances.



## Adaptation

Adaptation, the third pillar, is about making adjustments to the process, output, or product based on the results of inspection to minimize deviation.





# Scrum Commitments

## Product Goal

The Product Goal is a long-term objective for the Scrum Team. It represents the ultimate target that the team is working towards and provides direction for all product development efforts.

## Sprint Goal

The Sprint Goal is a short-term objective set for each Sprint. It provides focus and coherence to the work being done within a single Sprint, helping the team stay aligned and motivated.

## Definition of Done

The Definition of Done is a clear and shared understanding of what it means for work to be complete. It ensures quality and consistency in the team's output, helping to maintain transparency and trust.

# How Commitments Enhance Empiricism

## Facilitate Adaptation

Misalignments addressed immediately

## Enable Objective Inspection

Alignment of work with commitments  
visible

## Increase Transparency

Clear goals and definitions for all

Commitments play a crucial role in enhancing empiricism within Scrum:

- Increase Transparency: Clear goals and definitions ensure everyone sees what the team is aiming for.
- Enable Objective Inspection: Stakeholders can see alignment of work with commitments.
- Facilitate Adaptation: Misalignments can be immediately addressed.



# Commitments as Targets

- Act like targets for Scrum artifacts
- Guide team efforts, like an archer aiming at a target

# Question

As you prepare for your Scrum certification, it's important to familiarize yourself with the types of questions you might encounter. Here's a sample exam question to test your understanding of how Scrum artifacts reinforce empiricism for stakeholders:

How do the Scrum artifacts reinforce empiricism for stakeholders?

- a) They help the stakeholders chart velocity
- b) They help Quality Assurance teams confirm quality metrics are achieved
- c) They provide insight into what has been done and what is being done
- d) They help stakeholders estimate the overall cost of the project



# Answer to Question

The correct answer to our sample question is: c) They provide insight into what has been done and what is being done.

This answer aligns perfectly with the principles of empiricism in Scrum. Empiricism, at its core, is about observation and experience. In the context of Scrum, the artifacts play a crucial role in this empirical process. They serve as tangible representations of the project's current state, showing both what has been completed and what is currently in progress.

By providing a clear view of the work done and ongoing, Scrum artifacts offer empirical evidence of the project's status. This visibility is essential for making informed decisions and adjustments throughout the Scrum process, reinforcing the empirical nature of the framework.

# Key Takeaway

## Reinforcing Empiricism

Scrum commitments and artifacts play a crucial role in reinforcing empiricism within the Scrum framework. They provide clear targets for the team to aim for, enhancing transparency throughout the project lifecycle.

## Effective Inspection and Adaptation

By providing clear targets and enhancing transparency, Scrum commitments allow for effective inspection and adaptation. This enables the team to continuously improve their processes and outcomes.

## Benefiting the Entire Project Team

The implementation of Scrum commitments benefits the entire project team, including stakeholders. It creates a shared understanding of goals and expectations, fostering better collaboration and alignment.

# Importance for Scrum Masters

- **Crucial understanding:** The relationship between empiricism and commitments is essential for Scrum Masters
- **Exam relevance:** This topic is likely to appear on certification exams
- **Practical application:** Essential knowledge for effective Scrum implementation in real-world scenarios





# Looking Ahead

As we conclude this session on Empiricism and Scrum Commitments, it's important to look forward to what's coming next in our learning journey. In our next class, we will be taking a deep dive into each Scrum commitment individually. This comprehensive exploration will allow us to examine their specific roles and importance within the Scrum framework.

By focusing on each commitment separately, we'll gain a more nuanced understanding of how they contribute to the overall effectiveness of Scrum. This detailed examination will provide you with valuable insights that you can apply in your Scrum practice.

# Questions?

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

