

Name:

# Scrum Training

## Participant Workbook

# Agile Manifesto

## Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

\_\_\_\_\_ over processes and tools  
\_\_\_\_\_ over comprehensive documentation  
\_\_\_\_\_ over contract negotiation  
\_\_\_\_\_ over following a plan.

That is, while there is value in the items on the right, we value the items on the left more.

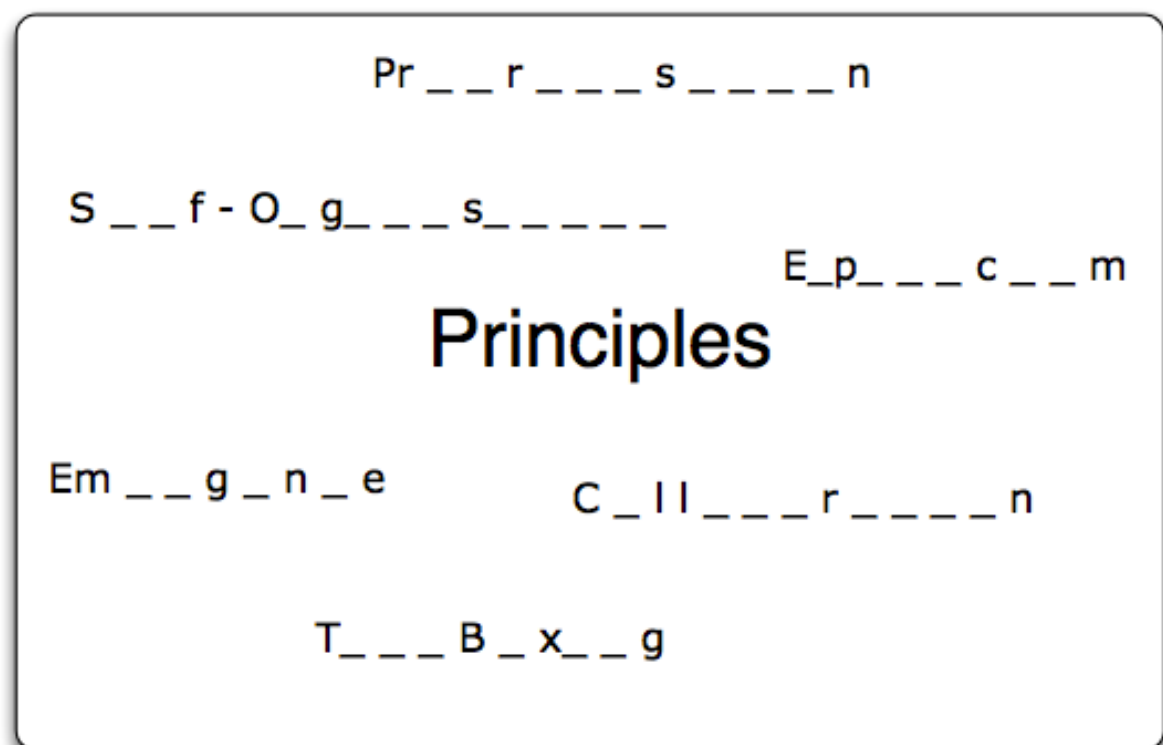
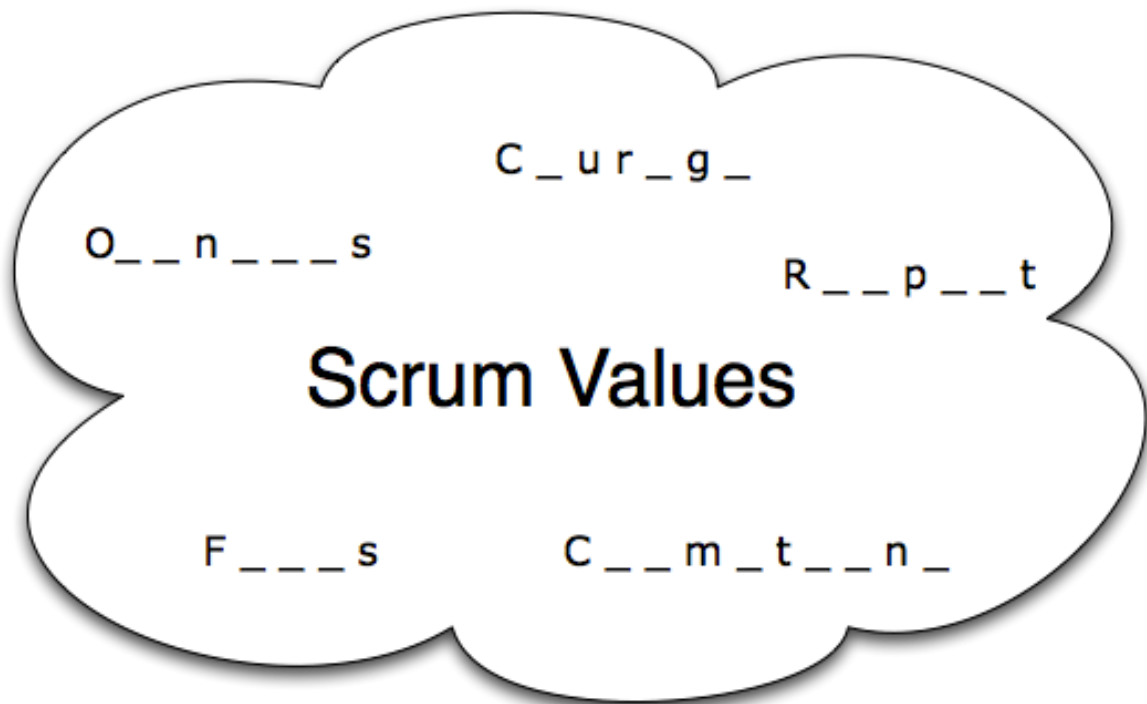
## Principles behind the Agile Manifesto

We follow these principles:

1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
7. Working software is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
9. Continuous attention to technical excellence and good design enhances agility.
10. Simplicity—the art of maximizing the amount of work not done—is essential.
11. The best architectures, requirements, and designs emerge from self-organizing teams.
12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

source: <http://www.agilemanifesto.org>

# Scrum Values and Principles

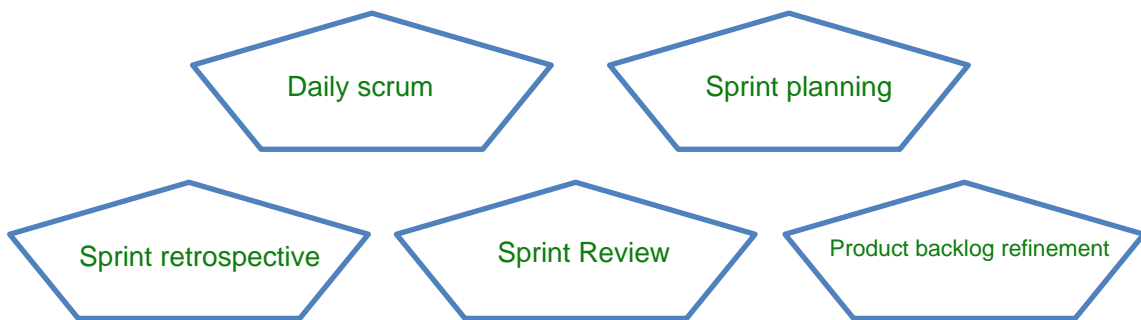


# Scrum Framework

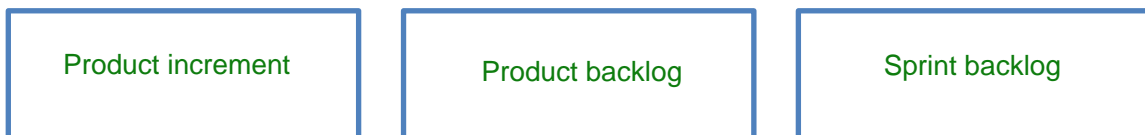
## 3 Roles



## 5 Meetings



## 3 Artefacts



# Whose Job Is It?

Put an X under the role who is responsible for each task

Task	Scrum Master	Product Owner	Team
Estimates the size of items on the Product Backlog			X
Participates in Sprint Planning	X	X	X
Updates the Release Burnup chart			
Ensures that the team follows Scrum practices	X		
Updates the Sprint Backlog when tasks are done			X
Ensures impediments are removed	X		
Manages the budget and return on investment of the product		X	
Assigns tasks to team members			X
Accepts the delivery of the sprint			
Must attend the Daily Scrum			
Communicates status of the release to stakeholders			
Updates the Sprint Burndown chart			
Educates the organisation about Scrum			
Decides how much will be delivered in a sprint			X
Ensures each story meets the Definition of Done			

# Scrum Roles



Product Owner

ເໝືອນ ເຈດີເນີ ຄື ຄົນ

Scrum Master

ເປັນຜູ້ທີ່ ທຳ ກວດສອບ ຄວາມ ທຳ ດີ ຂອງ ບັນດາ ທີ່ ທຳ ຂອງ Team  
ແລະ ເປັນ ຄົນ ທີ່ ຄຸ້ນ ຄາດ ກະ ນົງ ຂອງ ທີ່ ທຳ ຂອງ Team  
ເມື່ອ Team ມີ ຜົນ ດີ ຫຼື ບໍ່ ດີ



Team Members

ເປັນຜູ້ ທຳ ການ

# Scrum Roles Discussion

**Your table's question:**

**Notes**

# Backlog Grooming

Backlog Grooming

# Discovery





# Backlog Grooming Quiz

Decide if the following statements are True or False:

1. Backlog Grooming is an essential part of the Scrum Framework. T
2. Backlog Grooming takes place during the Sprint Planning meeting. F
3. Backlog Grooming is done by the Scrum Team (Product Owner + Development Team + ScrumMaster). T
4. Backlog Grooming meetings should be held at least once per Sprint. T
5. Only the Product Owner may write Product Backlog Items. F
6. Stakeholders outside the Scrum Team can suggest items for the Product Backlog.  
T
7. The Product Owner facilitates the Backlog Grooming meeting. F
8. Backlog Grooming meetings are timeboxed. T
9. Only the Product Owner may change the order of items in the Product Backlog.  
T
10. All Product Backlog items must all be small enough for the Development Team to complete in one Sprint. F

# Sprint Planning Quiz

Which of the following is the focus for Sprint Planning Part 1?

1. To estimate stories to know how long they will take
2. To discuss how the requirements will be met and how the team will work together
3. To understand the requirements and commit to what will be done in the sprint
4. To allocate stories and tasks to individual team members

SP1 Focus 3

Which of the following is the focus for Sprint Planning Part 2?

1. To estimate stories to know how long they will take
2. To discuss how the requirements will be met and how the team will work together
3. To understand the requirements and commit to what will be done in the sprint
4. To allocate stories and tasks to individual team members

SP2 Focus 2

# Sprint Planning

## Sprint Planning Part 1

- Commitment
- Check Acceptance Criteria
- SM reminds

# What



## Sprint Planning Part 2

- Design Session
- Solutioning
- How team will deliver this
- Might create tasks

# How



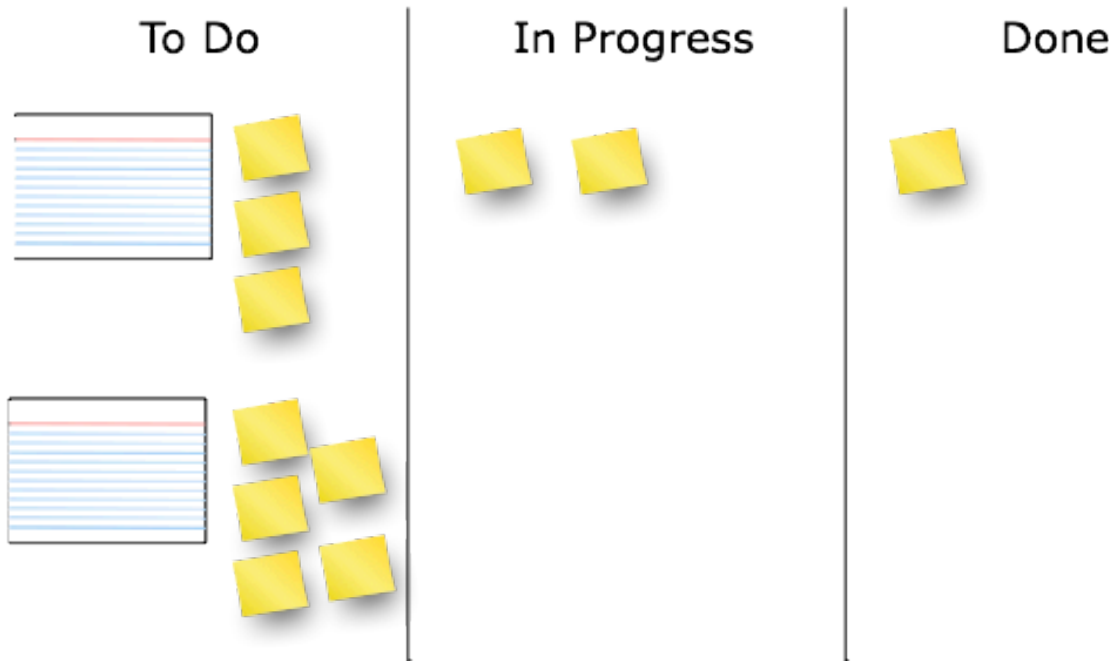
# Sprint Execution Quiz

Decide if the following statements are True or False:

1. The mechanisms for monitoring progress during the sprint in Scrum are the Daily Scrum, Sprint Backlog and Sprint Burndown. T
2. The taskboard and Sprint Burndown are maintained by the ScrumMaster. F
3. The taskboard or Sprint Backlog only contains items for the current sprint. T
4. Each team member in a cross-functional team needs to be able to do all tasks in a story. F
5. Adding team members will always increase velocity. F
6. ScrumMasters should keep an impediment log of all issues affecting the team and aim to resolve most impediments within 24 hours. T
7. Tasks must be estimated in hours. F
8. Teams need slack to make improvements to their process. T
9. Co-location means team members need to be within 6m of every other person in their team. T
10. Under pressure to work faster or harder developers unconsciously compromise quality. T

# Sprint Execution

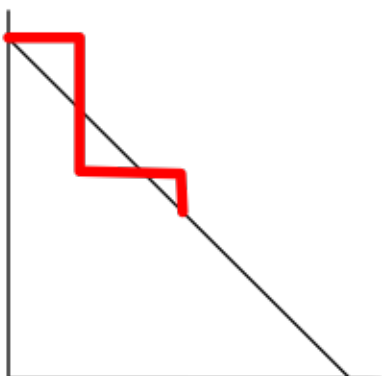
## Sprint Backlog



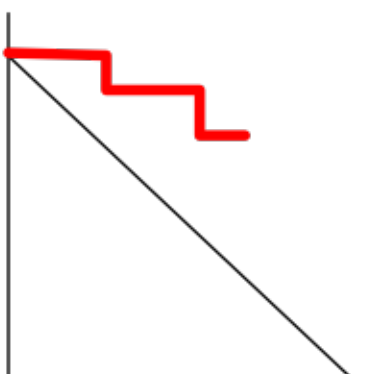
## Daily Scrum



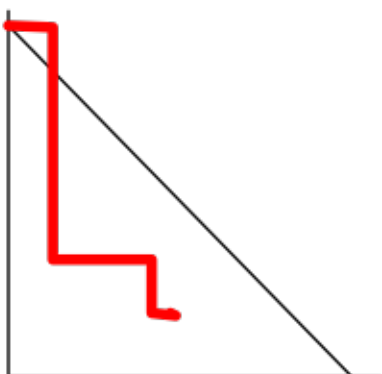
# Sprint Burndowns



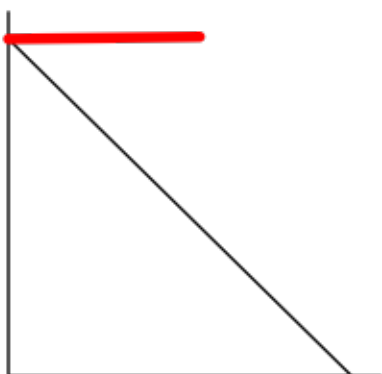
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ทำงานในลู่ก่อนเลยทำใน่งาน  
ล่าช้า









ทำงานห่วยๆ ก่อน



งานไม่คืบหน้า

# Sprint Review & Retrospective

Sprint Review	Sprint Retrospective
<p>Product</p>	<p>Process</p>
  	  

# Self Evaluation

What: What have I learned?

So What: What will change because of what I learned?

Now What: What will I do now because of it?



# Quiz Answers

## Backlog Grooming

1. True. Backlog Grooming *is* an essential part of the Scrum Framework, it is sometimes called Release Planning.
2. False. Backlog Grooming takes place *before* the Sprint Planning meeting.
3. True. Backlog Grooming is done by the *whole* Scrum Team (Product Owner + Development Team + ScrumMaster) *collaborating*.
4. True. Backlog Grooming meetings must be held at least once per sprint. For longer sprints it may be desirable to hold more than one Backlog Grooming meeting per sprint in preference to very long grooming sessions. Meetings longer than 90 minutes tend to become unproductive.
5. False. *Anyone* may write Product Backlog Items. The Product Owner is responsible for ensuring the backlog is groomed.
6. True. *Anyone* may add items to the Product Backlog. However the Product Owner will determine their priority and whether they ever get implemented!
7. False. The *ScrumMaster* facilitates the Backlog Grooming meeting.
8. True. *All* Scrum meetings are timeboxed. A common duration for Backlog Grooming meetings is 60 to 90 minutes. The ScrumMaster controls the timebox.
9. True. The Product Owner will consult stakeholders and the development team, and has the final say on the order of items in the Product Backlog.
10. False. Product Backlog items may be of any size. Items in the distant future may be very large. As the time horizon for the item gets closer to implementation, these items will be split into smaller items. Items planned for the *next sprint* should each be small enough for the Development Team to complete at least 5 items in the sprint.

## Sprint Execution

1. True,
2. False, the team should maintain the task board and burn-down so that they own their own progress.
3. True, items for the next sprint are on the Product Backlog
4. False, cross-functional teams need to have all the skills in the team, but not necessarily in every member of the team.
5. False, changing team composition will impact velocity, but it is impossible to tell if it will increase or decrease.
6. True, although it is difficult to resolve some impediments the ScrumMaster should try to solve them all as quickly as possible.
7. False, although this is common, some teams choose not to estimate tasks at all.
8. True, teams always focused on delivery and working at maximum capacity will not have down time to think about or implement improvements.
9. True, it is important for people to be close enough that you can see the expressions on their face when seated at your desk.
10. True, this is commonly observed behaviour.

Workbook taken from:  
**Growing Agile: A Coach's Guide to Training Scrum**  
by Sam Laing & Karen Greaves

You can get the book here: <http://leanpub.com/TrainingScrum>

This workbook is modified by Scrum Cat