

# Scrum Team Training - Pilot

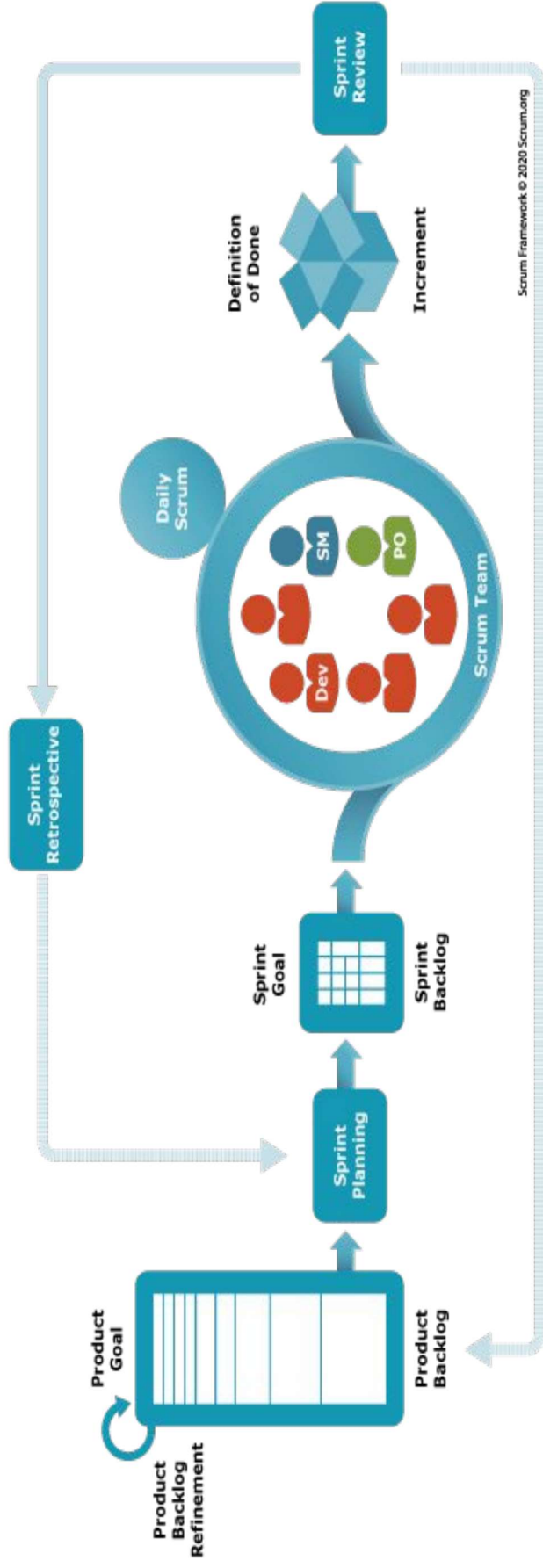
# Introduction to Scrum



# What is Scrum and Why use it

**What:** Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems.

**Why:** Scrum allows teams to breakdown complex product systems into smaller, more manageable pieces. This allows for product value to be delivered quickly, with predictability and lower risk. It also allows teams to adapt quickly if requirements change.



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# Scrum Team

The Scrum Team consists of one Scrum Master, one Product Owner, and Developers. With this, there are no sub-teams or hierarchies.

**Developers:** Developers are the people committed to creating any aspect of a usable Increment. They are not just coders. This included UX, Testers, etc. - any action/task that is needed to get to Definition of Done.

Developers are always accountable for:

- Creating a plan for the Sprint, the Sprint Backlog;
- Instilling quality by adhering to a Definition of Done;
- Adapting their plan each day toward the Sprint Goal; and,
- Holding each other accountable as professionals.

**Product Owner:** maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is also accountable for effective Product Backlog management, which includes:

- Developing and explicitly communicating the Product Goal;
- Creating and clearly communicating Product Backlog items;
- Prioritizing Product Backlog items; and,
- Ensuring that the Product Backlog is transparent, visible and understood.



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# Scrum Team (continued)

The Scrum Team consists of one Scrum Master, one Product Owner, and Developers. With there are no sub-teams or hierarchies.

- **Scrum Master:** The Scrum Master is accountable for establishing Scrum as defined in the S

The Scrum Master serves the Scrum Team in several ways, including:

- Coaching the team members in self-management and cross-functionality;
- Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done;
- Causing the removal of impediments to the Scrum Team's progress; and,
- Ensuring that all Scrum events take place and are positive, productive, and kept within the timebox.

The Scrum Master serves the Product Owner in several ways, including:

- Helping find techniques for effective Product Goal definition and Product Backlog management;
- Helping the Scrum Team understand the need for clear and concise Product Backlog items;
- Helping establish empirical product planning for a complex environment; and,
- Facilitating stakeholder collaboration as requested or needed.

The Scrum Master serves the organization in several ways, including:

- Leading, training, and coaching the organization in its Scrum adoption;
- Planning and advising Scrum implementations within the organization;
- Helping employees and stakeholders understand and enact an empirical approach for complex work; and,
- Removing barriers between stakeholders and Scrum Teams.



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# Product Backlog Refinement

**Product Goal** - The Product Goal is the long term objective for the end Product.

**Product Backlog** - The Product Backlog, owned by the Product Owner, is a prioritized list of work items which the Development team will pull their work from that is derived from the roadmap and user requirements. The most important items are shown at the top of the Product Backlog so the team knows what to deliver first and should have the most information.

**Product Backlog Refinement** - Product owners should review the Backlog before each Sprint Planning meeting to ensure prioritization is correct and any necessary feedback from the last Sprint has been incorporated. Product Backlog refinement is a continuous occurrence but is solidified during Sprint Planning for that current Sprint.



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# Scrum Events

## Scrum Events: Daily Scrum, Sprint Planning, Sprint Review and Sprint Retrospective

All of the events have an inspect and adapt artifact.

### Daily Scrum - Scrum Master hosts these meetings; timeboxed to a maximum of 15 minutes

- ❑ The purpose of the Daily Scrum is for the developers to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary to still meet the Sprint Goal. The rest of the team is optional, but the developers are responsible for speaking in the event.

### Sprint Planning - Scrum Master hosts these meetings; timeboxed to a maximum of four hours per week Sprints

- ❑ Product Owner defines the Product Goal, and ensures the attendees are prepared to discuss the most important Backlog items, and how they map to those goals
- ❑ The **Sprint Goal** is defined as the single objective for the sprint. A sprint goal is created and finalized by the entire Scrum team (Scrum Master, product owner and developers) during sprint planning, and helps communicate why the sprint is valuable to stakeholders.
- ❑ The Scrum team aligns on what makes sense to pull into the upcoming sprints
- ❑ Scrum Master pulls the tickets into the Sprint and starts the Sprint



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# Scrum Events (continued)

**Sprint Review** - Scrum Master hosts these meetings; timeboxed to a maximum of 2 hours

- ❑ Sprint Review is when the Product Owner and the Stakeholders inspect the outcome of the sprint and figure out what to do next
- ❑ Determine future adaptations and add to Product Backlog

**Sprint Retrospective** - Scrum Master hosts these meetings; timeboxed to a maximum of 1 hour

- ❑ Review how the Sprint went - this is for the team to inspect themselves in a safe space and make improvements based on their judgement.
- ❑ Adapt with committed actions to make helpful changes
- ❑ Sprint ends when the Sprint Retrospective is complete



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# Scrum Artifacts

**Product Backlog** - The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is the single source of work undertaken by the Scrum Team.

**Sprint Backlog** - The Sprint Backlog is composed of the Sprint Goal (why), the set of Product Backlog items selected for the Sprint (what), as well as an actionable plan for delivering the Increment.

**Increment** - An Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together to provide value, the Increment must be usable.

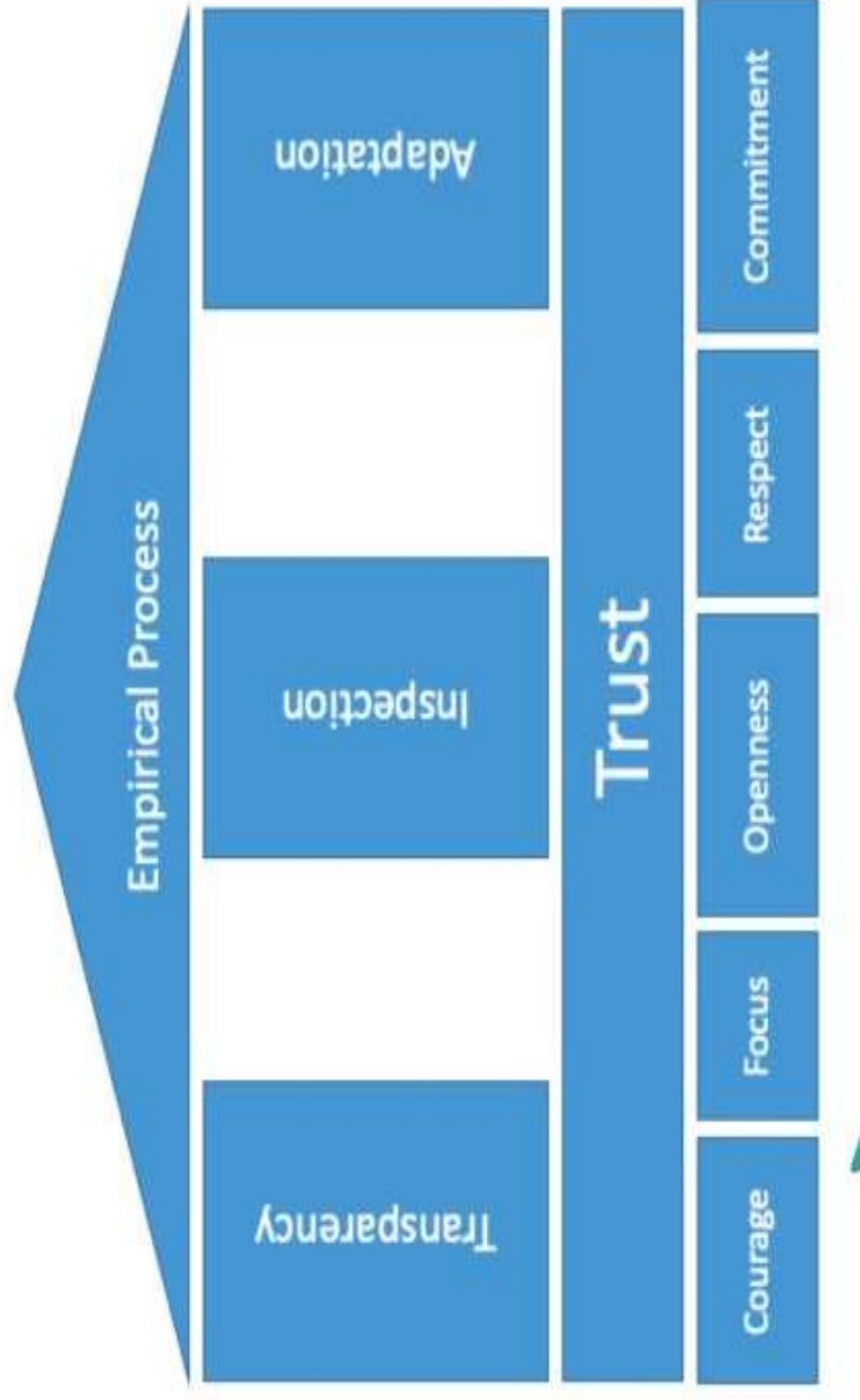


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# Adoption of Scrum in Daily Workflow

# Scrum Values



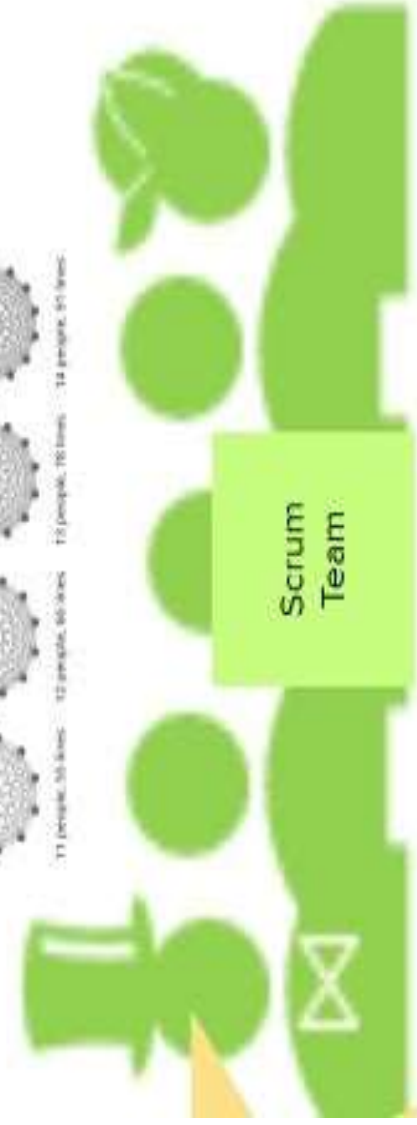
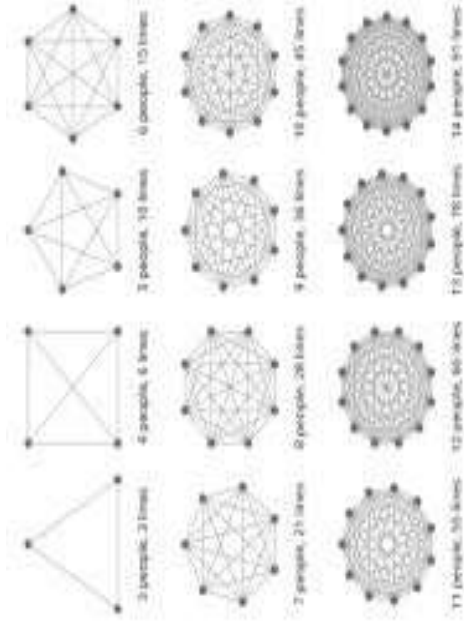
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# Scrum Team



Typically 10 or fewer people

Cross Functional - All the skills needed to create the Increment

Self Managing - They decide who does what, when, and how

Scrum recognizes no sub-teams or hierarchies

Three specific accountabilities:

Developers

Product Owner

Scrum Master

# Scrum Team Members



Product Owner

## NOT A COMMITTEE

Value Maximizer  
Manages the Product Backlog  
Orders the Product Backlog  
Makes PB Transparent & understandable  
1 PO per Product Backlog  
Voice of the Customer  
Manages Stakeholders  
Business decision maker  
ROI Focus  
Collaborative  
Negotiator  
Communicates Vision & Product Goal  
Focused on Outcomes not Outputs  
Can cancel a Sprint  
Responsible for What & Why  
Experimenter  
Decider



## NOT JUST CODERS/PROGRAMMERS

Committed to creating any aspect of a usable Increment each Sprint  
Instills quality in the increment through DoD  
Scrum recognizes no sub-teams or titles between Developers  
Accountable for planning, managing, and performing their work  
Hold each other accountable as professionals

## NOT AN AGILE PM

Accountable for establishing Scrum  
Serves the Scrum Team  
Coaches team on self management  
Impediment removal  
Facilitates Scrum Events (as required)  
Serves the Product Owner  
Helps PO w/ PB Transparency  
Helps establish empirical product management  
Facilitates stakeholder collaboration  
Serves the Organization  
Leading, training, and coaching  
Champion empiricism  
Fostering collaboration between team members  
Teacher  
Expert on Scrum theory and practice  
Lives the Scrum Values (Courage, Commitment)  
Challenges the status quo  
Catalyst for continuous improvement  
Creates an environment for success



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# Sprint



## Sprint

Time-box 1 Month

Container for other Scrum Events

Purpose:

To deliver a done increment of work

All development is done within a Sprint

Scrum recognizes no phases in Sprints

Each Sprint is considered a project in Scrum

Sprint cannot fail, can only deliver an unacceptable return

Risk Mitigation

Sprint Length based on planning horizon and need for Stakeholder feedback

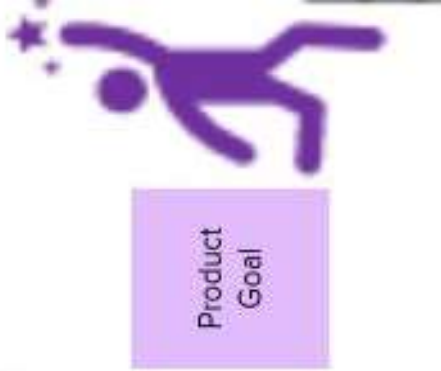


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# Product Backlog

Commitment to Product Backlog  
Provides a long-term objective for the Scrum Team  
Describes a desired future state of the product  
A Product Goal must be fulfilled or abandoned before taking on the next one.



**Product Backlog Refinement**  
The act of adding details, clarifying the items in the Product Backlog, re-estimate, value and order items in the Product Backlog.  
Should be done continuously by the Product Owner and Development Team.  
An activity during the Scrum process, not an event in Scrum.



Ordered list of items to be developed in the product.  
1 PB per Sprint  
Product Backlog items are ordered by priority.  
PBI = hypothetical work item.  
Transparent & visible to everyone.  
Top PBI's are higher priority than lower PBI's.  
smaller items are more refined.  
Lower PBI's are larger and less refined.



# Working Session #1

Take 30 minutes and discuss the Product Backlog

- BPO share the Product Goal with the team
  - Discuss the items in the backlog with the team
  - Discuss the ordering of the backlog
  - Discuss the details of the top priorities
  - Work on Product Backlog refinement



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# Story Splitting

Story splitting is the process of breaking one single user story into smaller stories. However, about breaking it into component tasks, but rather complete stories or slices that still deliver

## Story Splitting Techniques:

- **By capabilities offered:** Most used way to split a large feature. Look at the different capabilities being offered at each one into its own story. For example, the capabilities “sort and search” may each be its own story. Splitting for each way of sorting or searching may be its own story.
- **By user roles:** Administrators interact with a system differently from normal users. Teachers interact with instructional software differently from students. By defining the different roles in your system, you can split features and stories to address the unique needs of each role.
- **By user personas:** Even in the same role, different people interact with software in different ways. A power user needs keyboard shortcuts. A casual user may want a lot of intuitive, hold-your-hand forms of help. Handicapped users need very different ways of interacting with the system, even though they are doing the same tasks as other users.
- **By target device:** You can’t assume that users are interacting with your system using a standard computer. Various devices, like smartphones, need to be considered in stories. Splitting stories by device provides a more natural structure for your users.



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# Story Writing

Structure of the User Story should be:

“As a [persona], I want to [action to be taken], so that [goal to be accomplished].”

Acceptance Criteria should be:

This is the criteria that must be met for a story to be considered complete from a user or customer. These criteria should be tangible.

Example:

User Story:

As a music app user, I want my playlists, so I can organize my favorite songs.

Acceptance Criteria:

- App allows playlist creation
- App allows songs to be added to the playlist
- User is able to save the playlist
- User is able to view the playlist



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# Story Pointing

How much is known about the task	Everything	Almost Everything	Something	Almost Nothing	Almost Nothing	Nothing
Dependencies	None	Almost None	Some	Few	Few	Unknown
How much work Effort	Less than 2 hours	Half a day	Up to 2 days	Few Days	About a Week	Over a Week
Story Points	1	3	5	8	13 - risky to complete in a sprint	20 - Refine it further
						Should create to learn more

## Relative sizing:

Jelly Bean Jar example - have a jar full of jelly beans and everyone guesses how many jelly beans are in the jar. With no reference to how many it can hold, guesses are way off. Once the jar is shared, everyone knows how many the jar can hold. Then have a jar full 1/3 full and have everyone guess how many jelly beans that is. The guesses get way closer to the actual number.



## Working Session #2

Take 30 minutes and work to come up with examples for different stories

- These are meant to be examples per size
- These can be used to reference during Sprint Planning if there is inconsistent sizes amongst the team to try to all get on the same page



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# Sprint Planning and Sprint Backlog



Created & Owned by the Developers  
Provides transparency for work in the Sprint  
Dynamic....updated frequently during the Sprint  
Contains:

- Sprint Goal
- Forecasted PBI's
- Actual Plan

Should provide detail enough for inspecting progress in the Daily Scrum



Time-box  $\leq 8$ hrs

Inspecting: Product Goal, Product Backlog, Capacity, DoD

Adapting: Sprint Backlog, Sprint Goal

Participants: Scrum Team & invited friends

Purpose: Why, What, and How

Create a Sprint Goal based on forecasted PBIs to be completed (DoD) in the Sprint.

Capacity Planning

Developers Forecast PBIs to be done by end of Sprint

Craft a Sprint Goal

- Cohesive PBI's help with the goal

Developers build the plan for how to do the work

Time  
Con  
Purp

# Capacity Planning

Capacity is the amount of time available for developing the increment in the sprint

Things to consider when figuring capacity:

- Holidays in the Sprint
- Vacation time to be taken in the Sprint
- Any training to take place during the Sprint
- Hold back capacity for support activities (investigations, troubleshooting, deployment fixes, etc)
  - could start with 20% but that will be team specific based on product needs

Remaining time left is the capacity for the Sprint



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## Working Session #3

Take 1 hour to discuss/create the Sprint Backlog for an item in the Product Backlog

- Build out the Epics/stories/sub-tasks/Spikes/etc
- Come up with a draft Sprint Goal
- Work on writing User Stories
- Work on writing Acceptance Criteria
- Break stories into work that can be fully completed within 2 weeks



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# Daily Scrum

## NOT A STATUS MEETING

Time-box  $\leq 15$  min

Not dependent on Sprint length

Inspecting: Sprint Backlog

Adapting: Sprint Backlog

Participants: Developers

Observers: Anyone

Purpose:

Plan for the next 24hrs on how to best accomplish the Sprint Goal

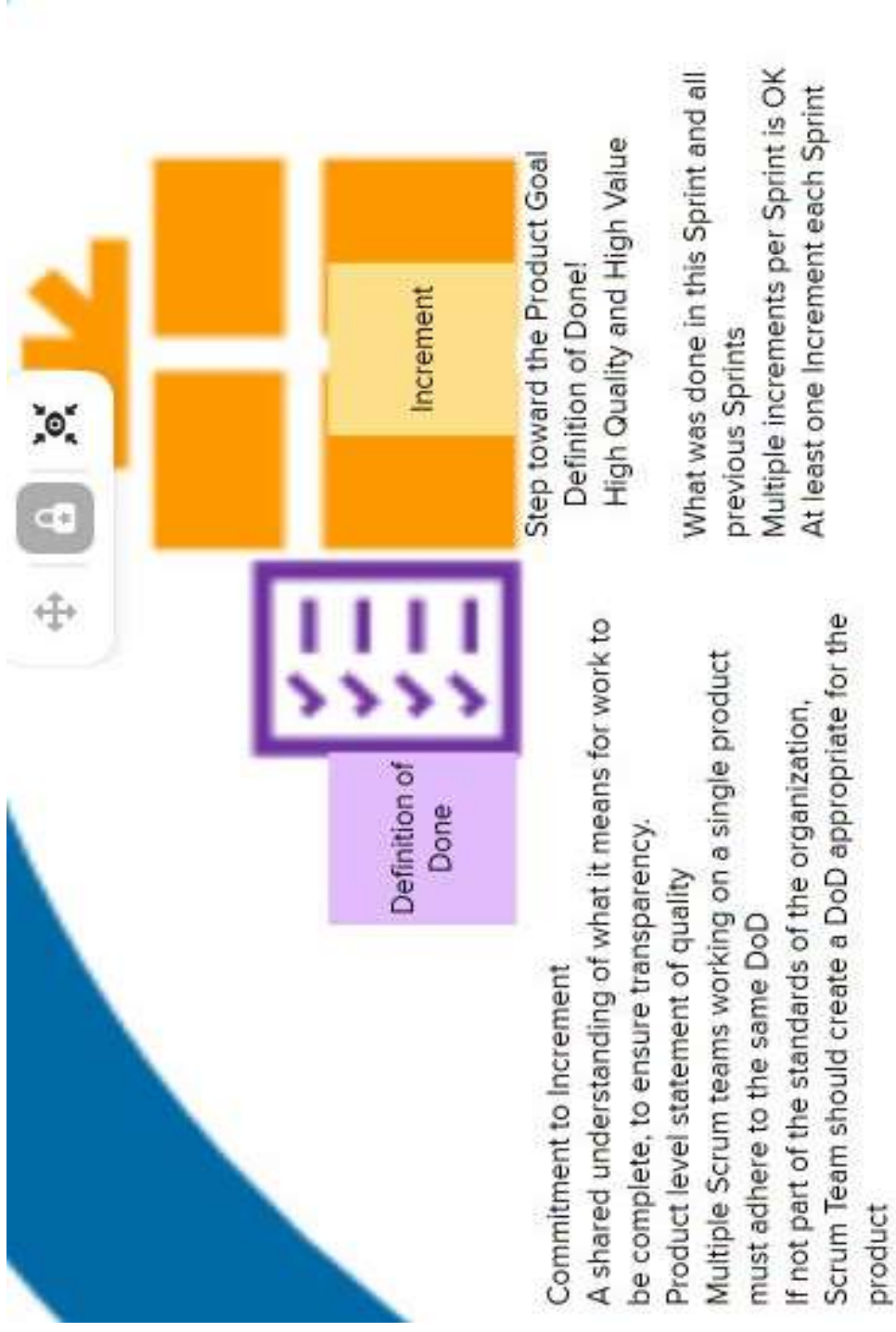
Daily Scrum



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# Increment



## Definition of

- Code Review completed
- All testing passed
- and passed
- No known

# Sprint Review

True or False?

Sprint Review is a demo to promote the increment to the Stakeholders?

NOT JUST A DEMO

Time-box  $\leq 4$ hrs

Inspecting: Increment, Product Backlog

Adapting: Product Backlog

Participants: Scrum Team

Purpose:

Inspect the increment, gain

increment and market, adapt

Product Backlog

Collaborative working session

PO shares likely PBI delivery

Review Road Map (if applicable)

Commitment to Sprint Backlog

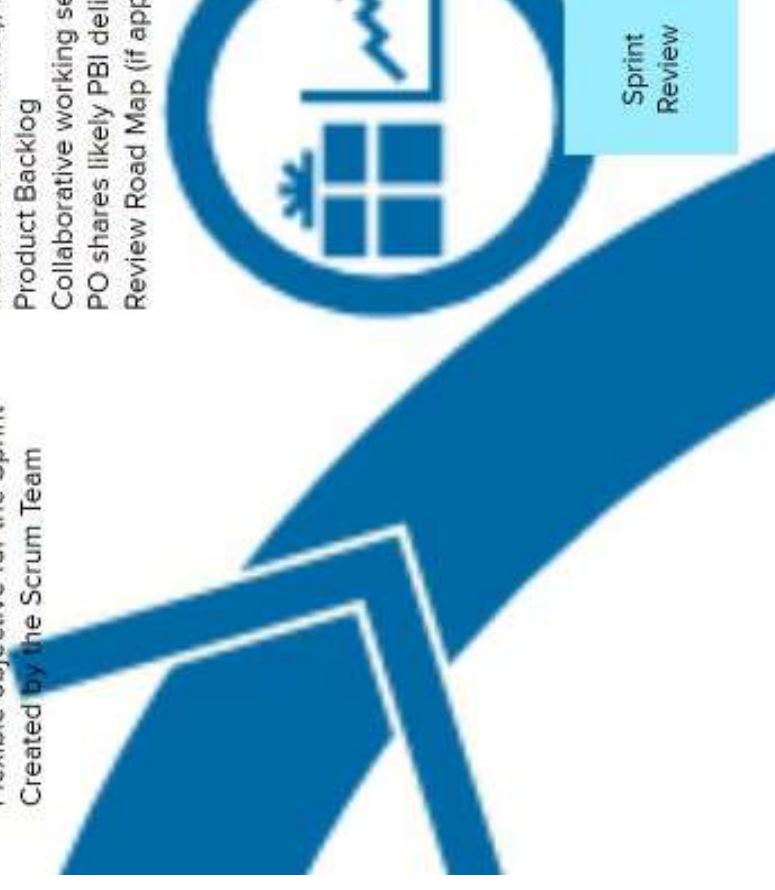
Provides a vision for the Sprint

Reveals coherence of PBIs

selected for the Sprint

Flexible objective for the Sprint

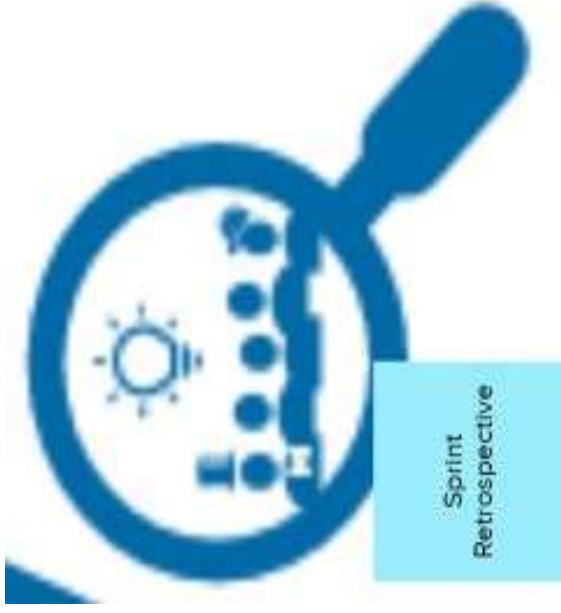
Created by the Scrum Team



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# Sprint Retrospective



## NOT A COMPLAINING SESSION

Time-box  $\leq 3$ hrs

Inspecting: Sprint & Team Itself, DoD

Adapting: Actionable Improvements

Participants: Scrum Team

Purpose:

Continuous improvement of the Scrum Team

Subject areas: Individuals, Interactions, Process, Tools, DoD

Improve quality, effectiveness, and enjoyment of work



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## Goal for Sprint 1

1. Take one item in the backlog that can be made into an increment
2. Take a large amount of capacity to build out Sprint Backlog of at least 10 Sprints
  - Having a built out Sprint Backlog that allows the Developers to complete more work as capacity allows after all the current Sprint work has been completed



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# Review

1. Who is on the Scrum Team?
2. What gets inspected during the Sprint Retrospective?
3. What gets adapted during the Sprint Review?
4. When does the next Sprint start?



# Questions?

# Appendix

## Here are a few links worth reading/viewing:

- ❑ The Agile Manifesto - <http://agilemanifesto.org>
- ❑ The Scrum Guide - <http://www.scrumguides.org/>
- ❑ The Scrum Assessment - <https://www.scrum.org/open-assessments/scrum-open>
- ❑ Blog Article (continuous learning) - <https://soulofscrum.com/blog/f/do-you-know-kung-fu>
- ❑ Scrum Master Learning Path - <https://www.scrum.org/pathway/scrum-master>
- ❑ Dan Pink's Drive Talk - <https://www.youtube.com/watch?v=u6XAPnuFjJc&t=21s>
- ❑ Tasty Cupcakes (Agile Games & Retros) - <http://tastycupcakes.org/>
- ❑ Fun Retrospectives - <https://www.funretrospectives.com/>
- ❑ Working Agreement Activity - <https://blog.crisp.se/2018/12/05/jimmyjanlen/bootstraping-a-working-agreement-for-the-more-10170>
- ❑ Sprint Goal Template - <https://www.scrum.org/resources/blog/sprint-goal-template>
- ❑ Don's talk about owning your Scrum - <https://youtu.be/VaQitri3kOE>



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## Appendix (continued)

- ❑ Blake's talk about Scrum Team Performance - [https://youtu.be/1OI\\_RfCK1jo](https://youtu.be/1OI_RfCK1jo)
- ❑ Improving Talks (free learning!) - <https://improving.com/virtual-events>
- ❑ Definition of Done Activity - <https://agilecomplexificationinverter.blogspot.com/2018/02/definition-of-done-ty-varaint.ht>
- ❑ What is Scrum? (in 10 min) - <https://youtu.be/vsAOqi0-nM8>
- ❑ For a little humor - [You Need Your Scrum Master](#) featuring Jeff Sutherland



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