## 0. Introduction

### 1. Take scrum to the next level

## 1. Adding Finesse to Your Scrum

### 1. Review scrum fundamentals

### 2. Product owner and scrum master roles

### 3. Relationship of the product owner and scrum master

### Chapter Quiz

Question 1 of 3

Which of these is not a sign of a good Scrum Master and well-functioning team.

high-quality product

no defects are ever found

Correct

It's impossible for any team to work and never make mistakes; defects are common learnings for all teams.

fully-functioning product

Sprint commitments met

Question 2 of 3

Which role on a scrum team is the business representative?

the Product Owner

Correct

The Product Owner is the business representative on the team and is responsible for what the team builds.

the Team Leader

the Development Team

the Scrum Master

Question 3 of 3

Why is it important that the PO and SM have different points of view on the activities and outputs of the team?

The balance between the two keep the team moving in the right direction at a sustainable pace.

Correct

The healthy opposition between PO and SM helps the team find a sense of balance between sustainability and delivery.

The PO wants the most the team can produce and is less concerned with sustainability.

The PO would expect an unlimited time for the team to work on their product.

The SM would allow the team to celebrate even if they do not deliver fully functioning product.

## 2. Product Owner as Business Representative

### 1. Product owner as chief negotiator

### 2. Set the product vision

### 3. Turn the vision into a road map

### 4. Manage the misses

### Chapter Quiz

Question 1 of 4

The usual event known as Sprint Termination is generally triggered by what?

An unexpected event occurs that makes the sprint, as planned, no longer valuable.

Correct

Unexpected events can arise suddenly and make the planned sprint no longer valuable and the PO may choose to terminate the sprint and replan.

The Development team doesn't enjoy this type of work.

A User Story is determined to be unworkable as written.

A key team member is suddenly unavailable.

Question 2 of 4

Which of these is not an outcome from the PO's ongoing negotiations with stakeholder groups?

evolving product backlog

backlog priorities

product vision

fully functioning product

Correct

The team delivers fully functioning product, the PO delivers the negotiated vision and backlog.

Question 3 of 4

The product roadmap is a key tool in performing what work?

deciding how to perform better as a team

improving product quality

imagining the future product

Incorrect

The Vision, not the roadmap, is used to visualize the future product.

breaking down the work into manageable sizes

Correct

The roadmap is an early step in work decomposition and sequencing.

Question 4 of 4

The visioning event is the most important first step toward what?

product marketing specifications

full organizational alignment behind the product

Correct

Visioning events, when done well, include many areas of the organization and result in broad alignment behind the product and the team.

product quality

Sprint commitment

## 3. Product Owner as Team Business Guide

### 1. Advanced story-writing tips

### 2. Detailed release planning

### 3. Continual backlog refinement

### Chapter Quiz

Question 1 of 3

Which process is not part of function-based analysis applied in story writing?

Delete

Create

Read

Understand

Correct

This step is NOT part of function-based process steps used in analysis: Create, Read, UPDATE, and Delete

Question 2 of 3

Why is backlog refinement usually held around the middle of the sprint?

so the PO has more time with the Stakeholders

so you can see Sprint progress

Incorrect

While it's nice to know the progress of the current sprint, it is not relevant to the timing of backlog refinement.

so the PO has time to get questions answered before Sprint Planning

Correct

Any questions raised by the team need to be answered before the Story can be part of the next sprint.

so the PO can schedule time with the technical expert

Question 3 of 3

What is the time window you should be using for release planning?

three to six months

Correct

This is the correct release planning window since it's near enough to accurately predict.

six to nine months

one month

nine to twelve months

## 4. Scrum Master as Team Advocate

### 1. Be a leader who serves

### 2. Guide team forming and storming stages

### 3. Lead from norming to performing

### Chapter Quiz

Question 1 of 3

Which stage of team development is primarily "I" or "Me" focused?

Forming

Correct

The Forming stage is very self-focused because the individuals are only sure of they, themselves, bring to the team.

Performing

Incorrect

The Performing stage is evidenced by the almost complete autonomy of the team and their ability to act as servant leaders to other teams.

Norming

Incorrect

The Norming stage is focused on working together in harmony toward their common objectives.

Storming

Incorrect

The Storming stage is focused on learning the skills of others, sharing opinions, and disagreeing with colleagues.

Question 2 of 3

What are the hallmark soft skills of leaders who serve?

persuasion, criticism, listening, and humility

Incorrect

persuasion, empathy, listening, and humility

Correct

In order to empower the team and help them grow to high performance, a servant leader uses the skills of persuasion, empathy, listening, and humility.

persuasion, empathy, demanding, and humility

Incorrect

commanding, empathy, listening, and humility

Incorrect

Question 3 of 3

Leading a team in Norming your guidance shifts from team-focus to which focus?

PO and Scrum Master

Incorrect

The PO and SM should never be the focal point of the team.

management expectations

Incorrect

Management expectations are not the focus of Norming.

customer and quality

Correct

The focus shifts from team improvement to customer needs and product quality because the team has stabilized.

velocity

Incorrect

Velocity is a great internal measure for the team but is not the focus of Norming.

## 5. Scrum Master as Team Guardian

### 1. Remove impediments for the team

### 2. Protect the scrum team

### 3. Celebrate success on your scrum team

### Chapter Quiz

Question 1 of 3

Why is it important to recognize and celebrate small successes along the way to product success?

Celebration balances the Retrospective.

Incorrect

While celebration is a nice balance to the Retro focus on improvement, this is not the driving reason to celebrate successes.

Celebration re-focuses the team on the Vision.

Incorrect

The product demo is where the team shows their work product and re-grounds in the vision.

Celebration focuses on success and breeds more success.

Correct

Correct, when teams celebrate their successes, they gain confidence in their work.

Celebration keeps us from working too hard.

Incorrect

Celebration is not done in place of work effort and is not the driving reason for celebration.

Question 2 of 3

Why is it important for the SM to protect the team from outside requests and other distractions?

so the team can control dependencies

Incorrect

Dependency management is not part of protecting the team; it's more closely aligned to work sequencing.

so the team can manage their time

Incorrect

The SM does not engage in time management with team members and this is not why the SM protects the team.

so the team can confront people who are asking for non-Sprint work

Incorrect

Talking with individuals who are creating distractions for the team is an approach you can take to protecting the team.

so the team can focus on the Sprint commitment

Correct

Correct, the team needs to be protected from outside distractions that keep them from delivering their commitments.

Question 3 of 3

Which is one of the most challenging and complicated types of impediments to resolve?

management interference

Incorrect

Management interference is generally simple to resolve through negotiation and compromise.

organizational impediments

Correct

Organizational impediments are large, complicated and difficult for a single team or SM to resolve.

dependency management

Incorrect

Dependency management is generally simple to resolve through the use of a Scrum of Scrums

interpersonal conflicts

Incorrect

Interpersonal conflicts are generally simple to resolve through negotiation and compromise.

## 6. Conclusion

### 1. Conclusion