ADAM WEISBART
Corporate Agilist
*Scrum Training, Coaching, and Consulting*

# *The Official Facilitation Guide to Build Your Own Scrum*

*Version 1.2*
*April 15th, 2013*

*http://weisbart.com/byos/*

# INTRODUCTION

Since its public debut at the 2011 Scrum Gathering in Seattle during the Open Space by its creator Adam Weisbart, Build Your Own Scrum has been used by Scrum Trainers to teach Scrum around the world at companies like Intel and Expedia, and in countries ranging from the United States to China. It has helped hundreds of people learn about Scrum without a boring lecture. And now, using this facilitation guide, you can use it too!

# OVERVIEW

The full Build Your Own Scrum module is made up of 9 parts, and takes approximately 3 hours to run. The exercises build on each other, reinforcing important information in an interactive way. By the end of the module, students will have a thorough understanding of the Scrum Roles, Meetings, and how a feature makes its way from the Product Backlog, through a Sprint, and out as a potentially shippable product increment.

### Build Your Own Scrum (40 Minutes)

Participants build the Scrum framework using scissors, glue, Scrum reference material, and the Build Your Own Scrum worksheet in teams of 5-9 people.

### Show & Tell (5 minutes per team)

Teams present the frameworks they created with the other teams. The instructor asks questions if needed, with the aim of getting people from other teams to help clarify or correct any misconceptions. The instructor can also elaborate on sections she feels the class may not understand.

### Timeline (10 minutes)

The entire class guides the instructor in placing the four meetings of Scrum on a timeline to confirm they have learned the correct order of meetings from steps 1 and 2.

### Silent Writing for Roles (10 minutes)

Students are given 5 minutes of silent writing to jot down on post-its as many important things as they can come up with about each of the 3 roles.



adam@weisbart.com
+1 (415) 944-7998
http://weisbart.com
twitter: @weisbart

## Scrum Master Review (30 minutes)

Participants circle around the whiteboard. The instructor explains affinity grouping and the class works together to group the post-its they wrote for the Scrum Master role on the board. The instructor facilitates the labeling of the groups. Labels like "Facilitator", "Servant Leader", etc... will emerge. The instructor elaborates on each of these.

## Product Owner / Team Review (30 minutes)

The class breaks into two teams, and each team takes one of the remaining roles. Using the affinity grouping method they just learned, each team uses the post-its they wrote during silent writing to come up with up to 7 important things about their assigned role. The two teams then share their work with each other. The instructor clarifies the bullets if needed and adds insight where appropriate.

## Meetings Myth Or Fact (30 minutes)

Students self-organize into 3 groups (or four if you have a large number of participants). There are four learning stations around the room, one for each of the meetings. Each group will select one of the four at which to start. The group will then fill in the "Who, Why, When" fields on the learning station for that meeting. They'll then have 5 minutes at the station to, as a group, decide if the statements on the 10 quiz cards located at the station are a "Myth" or a "Fact". The groups will then rotate to the next learning station until all groups have worked at all stations.

## Meetings Questions (15 minutes)

The class asks for clarification on any of the 40 Meeting Myth or Fact questions they just answered. The instructor clarifies.

## Closing (5 minutes)

The instructor closes the session by reviewing what's been learned.



adam@weisbart.com
+1 (415) 944-7998
http://weisbart.com
twitter: @weisbart

# SUPPLIES

### Per Participant:

- 1 sharpie
- 3"x5" Pad of Post-Its (extra sticky)
- BYOS workbook or blank paper for notes
- 1 Myth or Fact answer key (to hand out at the end)
- Scrum reference material, such as 1 of the following:
  - 6-page Scrum Reference Card
  - Scrum Primer

### Per Team of 5-9 People:

- 2 x BYOS sheets
- Scissors
- Glue stick
- Colored pens
- Construction paper (or 1/2 a sheet of flip-chart paper)

### Per Session:

- 1 set of BYOS headers
- 1 set of Myth or Fact quiz cards
- 2 sheets of Flip-Chart Paper
- 4 Flip-Chart Pens
- Painter's tape
- A Timer

### Recommended:

While any timer or glue sticks will work, I recommend these following. The timer is fantastic and allows you to adjust time if need be. The glue sticks make paper like post-its, in that you can unstick and move what you glue with them.

**Time Timer:** Time Timer, 12 Inch
**Re-stickable glue sticks:** Scotch Acid-Free Restickable Glue Stick

ADAM WEISBART
Corporate Agilist

adam@weisbart.com
+1 (415) 944-7998

http://weisbart.com
twitter: @weisbart

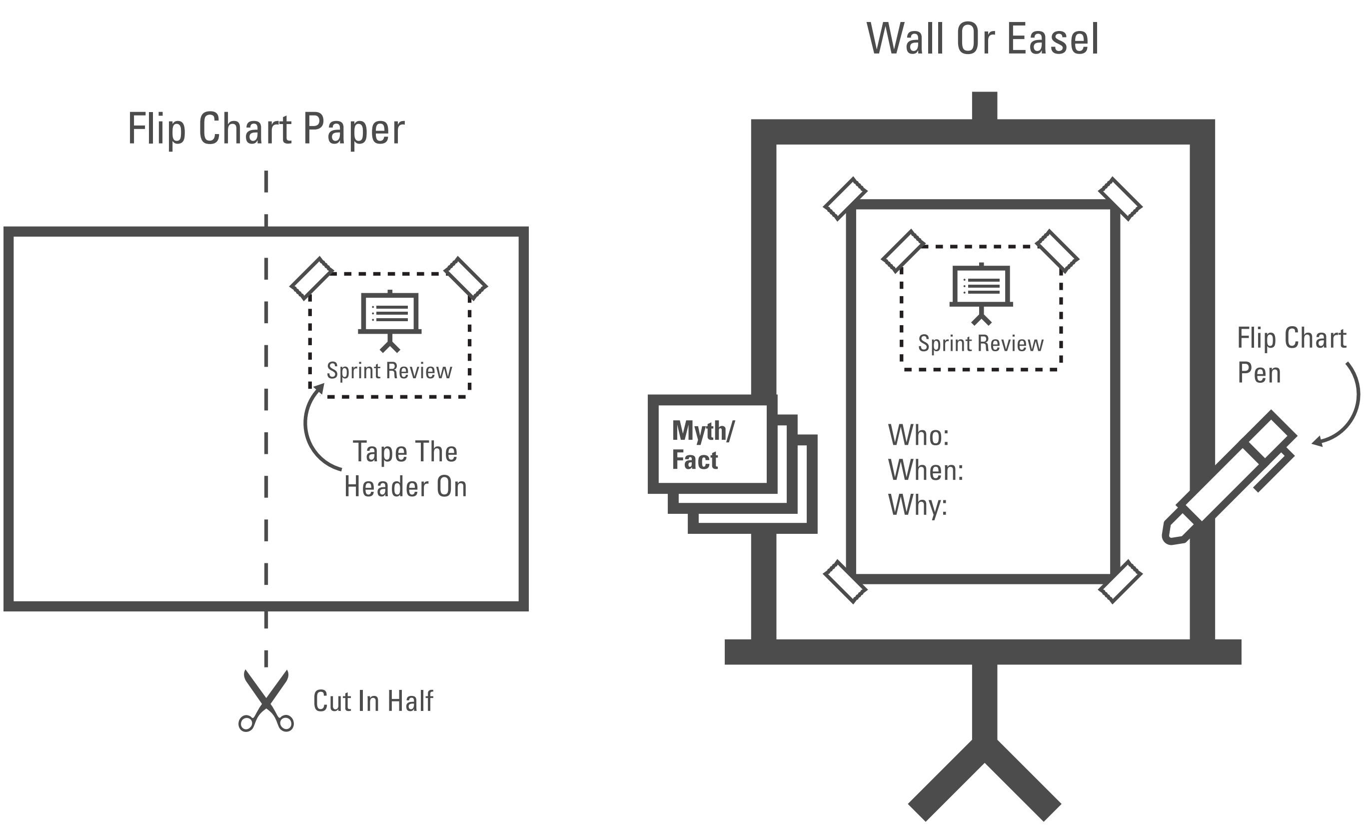
# ROOM SETUP

## Myth or Fact Stations:

Using 2 sheets of flip-chart paper, construct the 4 "Myth or Fact" learning stations students will use to learn about the Scrum Meetings.

### Each Station Should Have:

- The heading of the particular meeting (see PDF)
- Who/When/Why labels for groups to fill in
- The 10 Myth or Fact Quiz cards for that meeting (see PDF)
- A flip-chart pen




**Above: Make four "Myth or Fact" Stations using two sheets of flip-chart paper.**
*Place the quiz cards and a pen below the station on a ledge or table.*

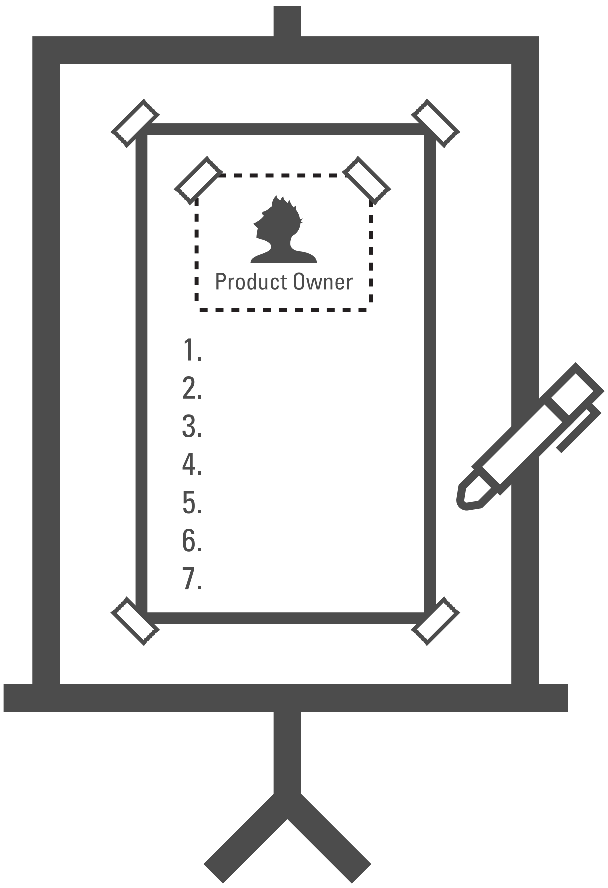
ADAM WEISBART
Corporate Agilist
adam@weisbart.com
+1 (415) 944-7998
http://weisbart.com
twitter: @weisbart

## Product Owner / Scrum Master Stations:

Use the supplied PO and SM headers to create two stations on two flip–chart easels. Write the numbers 1 through 7 on both sheets. The class will use these to write down the important facts they've learned about each role.

### Each Station Should Have:

- The heading of the particular role (see PDF)
- A flip–chart pen




**Above: Make two Roles Stations using flip–chart easels and the BYOS headers.**
*Each station should have a flip-chart pen*

ADAM WEISBART
Corporate Agilist
adam@weisbart.com
+1 (415) 944-7998
http://weisbart.com
twitter: @weisbart

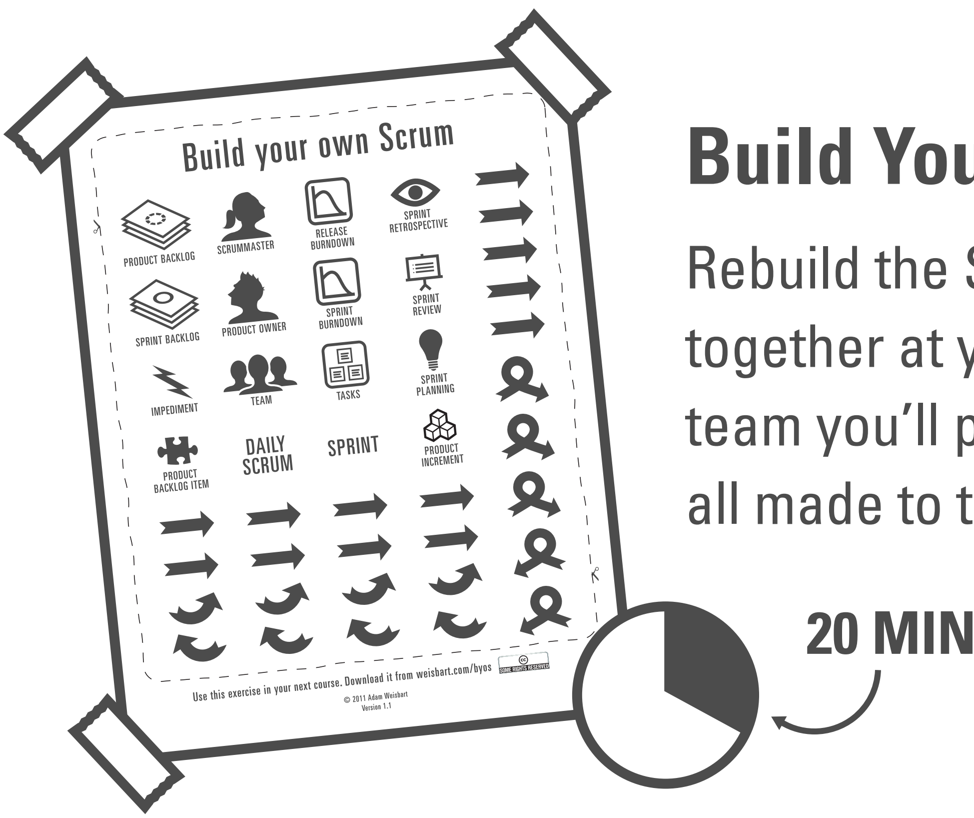
# BUILD YOUR OWN SCRUM

**Total Time:** 30 minutes with explanation

**Timebox:** 20 Minutes (Surreptitiously add a few minutes if the class needs it)

### Team Setup:

To help ensure each team has a good mix of Scrum experience levels, and that people aren't just sitting with their friends or colleagues, I ask the class to form a single line, in order of Scrum experience level. I explain that folks with no previous experience with Scrum should stand to the left, and people who have been doing Scrum for years should stand to the right. The class self–organizes into a line. I then have them count off with the aim of creating teams of 5 to 9 people. For example, if I have a class of 15, I ask them to count off "1…2…3…1…2…3…etc…" until they have 3 teams of 5 people. Have the teams pick tables and sit down.




## Build Your Own Scrum

Rebuild the Scrum workflow together at your table. As a team you'll present the flow you all made to the rest of the class.

AW ADAM WEISBART
Corporate Agilist

adam@weisbart.com
+1 (415) 944-7998

http://weisbart.com
twitter: @weisbart

### Exercise Setup:

**Holding up the build your own scrum worksheet, I say the following:**

> "This is the Build Your Own Scrum worksheet. It has all the meetings, roles, and artifacts required for Scrum. I'm going to give you 20 minutes to work with your team to build the Scrum Framework using this sheet, the Scrum reference materials you have at your table and in your heads, glue, and scissors. At the end of the 20 minutes you'll present your diagrams to the other teams as a group.
> Don't be concerned about what your diagram looks like. It doesn't have to be perfect. What's important is that you, as a team, are able to explain it to the other groups.
>
> I have extra Build Your Own Scrum worksheets if you'd like more icons. Just ask. You also don't have to use all the icons on the sheet. It's up to you.
>
> Any questions?
>
> ...Your 20 minutes starts now!"

## SHOW AND TELL

***Time:*** *Up to 5 minutes per team*

At this point, I ask for a volunteer team to come up to the front of the room to explain their diagrams to the others. I make sure the entire team comes up front, even if only one of them is presenting. We tape their diagram to the wall, and I ask the other teams to stand up and form a semicircle around the diagram. I then give the team 5 minutes to describe their diagram. During this time, I take notes so that I can ask clarifying questions about what they described. After they are done describing the diagram, I ask the class if anyone has any questions for the team. When their questions have been answered, I look at my notes and ask them to clarify items. It's best if you can get their teammates, or the rest of the class to correct or clarify any of their answers. If you can't do that naturally, feel free to jump in and clarify the item yourself. This part of the module takes a soft touch—you don't want to shut team members down as they're going out on a limb by giving their presentations.

**Rinse and repeat with each team.**

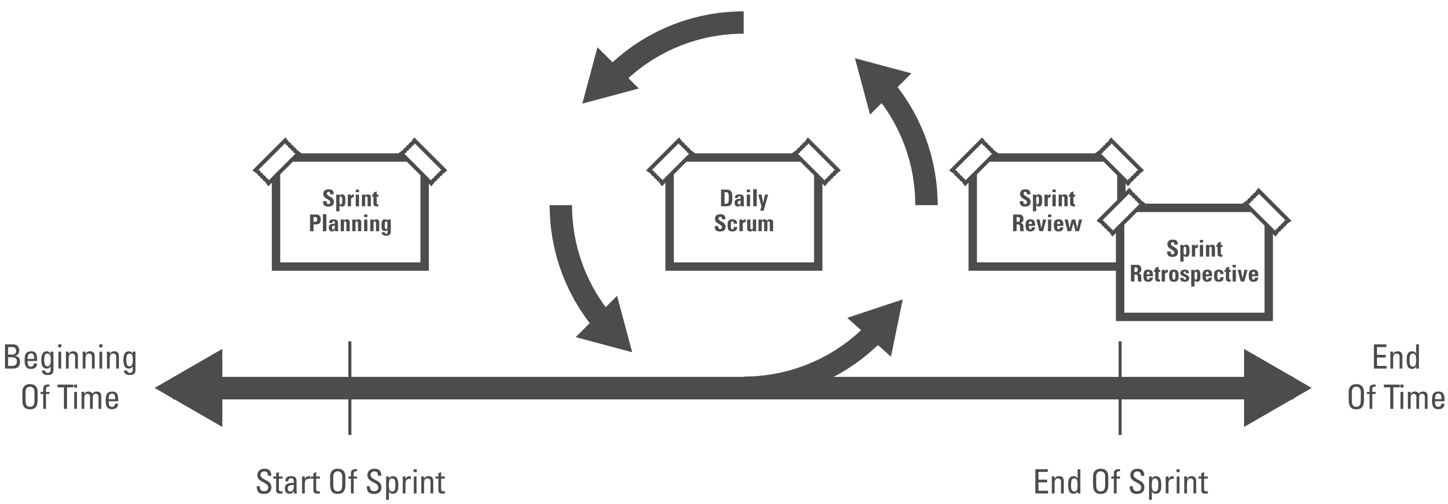


adam@weisbart.com
+1 (415) 944-7998
http://weisbart.com
twitter: @weisbart

# TIMELINE

***Time:*** *10 minutes*

At this point, the teams have successfully built the Scrum framework using the icons on the BYOS sheet. In theory, they all know when Sprint Review comes in relation to Sprint Planning. In practice though, I've found it useful to review this with them again quickly. I use the large headings from the BYOS kit for this, along with a timeline I draw on the whiteboard. I then ask them, as a class, to place the 4 meetings on the whiteboard along the timeline. As a class, they can usually do this in under a minute. What's great is that you'll get another chance to clarify any misunderstandings here as someone will undoubtedly still have questions as to the order of things.




**If the following things were not covered during the "Show and Tell" section, I make sure to clarify them now:**

### Public End (Review) and Private End (Retrospective) of the Sprint

"The Scrum Framework has two ends to a Sprint. The first is the Sprint Review. As you've learned, this is the time that the team demos the functionality they built during the sprint to the Product Owner, and the Stakeholders. This is the public end of the sprint, as it's an open meeting that allows outside stakeholders to see progress. The team is responsible for doing the demo, and does so with minimal setup—there's no need to make PowerPoint slides, all teams need to do is demo the working software they completed.


adam@weisbart.com
+1 (415) 944-7998
http://weisbart.com
twitter: @weisbart

The Private end of the sprint comes in the form of the Retrospective. The Retrospective is one of the inspect and adapt loops we have in the framework. In its most basic form, a team discusses what went well over the last sprint, and what they'd like to improve moving forward. This conversation is usually facilitated by the Scrum Master, though anyone on the team is welcome to facilitate the meeting. We call it the 'Private end of the sprint' because it's only for the team. We want to create a safe space in which the team feels free to discuss whatever they wish. The sorts of deep conversations teams can have in this meeting don't happen unless there is a lot of trust between team members so that people feel safe to speak up. In most organizations, this can only happen when there are no bosses present and no non-team members around. The outcome of this meeting should be 1 to 3 actionable items the team would like to address during the next sprint with the aim of improving their process. Having more than 3 actionable items may seem like a good idea at first, but we want to be sure to address the items, and having more often means the team doesn't get to any. We also want to make small changes to the system, and observe the results, instead of making 20 changes this sprint and hoping for the best."

# DAILY SCRUM

"The Daily Scrum is another of our inspect and adapt loops. It's timeboxed to 15 minutes. As a Scrum Master, I take this timebox very seriously. When I speak with people who have decided scrum doesn't work for them, it's often due to this meeting running long. Who wants to be in an extra endless meeting every day? Let this thing run on for 45 minutes, and you'll end up with people who hate Scrum.

**The meeting is simple—the team answers 3 questions:**

- What did you do yesterday?
- What do you plan to do today?
- Do you have any impediments?

The goal of this meeting isn't to blurt out a status report and fill our time with another meeting. It's there to help team members synchronize their work:

*'Oh, I can help with that impediment. Let's talk after the Scrum.'*
*'You're done coding that feature? Great, I can get an automated regression test added to the suite for it.'*


adam@weisbart.com
+1 (415) 944-7998
http://weisbart.com
twitter: @weisbart

While the Scrum Master is there to listen for impediments he may have to help the team remove, he doesn't run the meeting. It's the team members' meeting, and they self-organize to get it done."

# SPRINT PLANNING

"The goal of Sprint Planning is for the team to make a commitment to the Product Owner as to what they'll be delivering in the upcoming Sprint. The meeting is timeboxed to 4 hours (for a 2 week sprint, or double that for a 4 week sprint) and consists of two parts. The first half of the meeting is when the Team asks questions of the Product Owner to help clarify the PBIs in question. If these items still need to be estimated, this is also the time that's done. In the second half of planning, the team breaks down the PBIs to which they are committing into tasks. During this second half, it's possible the team will need additional clarification from the PO, though it's less likely at this stage, so the PO doesn't necessarily need to be present for this half, but he should be accessible just in case.

As I said, the goal of this meeting is for the team to commit to what they'll be delivering to the PO by the end of the Sprint. Traditionally, this commitment is made at the end of the first half of Sprint Planning, before the team has broken PBIs down into tasks. Some teams however are more comfortable making a final commitment after they've created tasks in the second half. That's fine if it works better for your team, though I'd encourage you to try making commitments in the first half. With practice, teams do quite well basing their commitments on the estimates (usually in story points) without having to consider the tasks."

# ROLES

**The mechanics for teaching the roles is separated into four sections:**

## Silent writing [5 minutes]

Ask the class to write down all the important things they can think of for each of the 3 roles. Give them a couple examples like "The team should be 7 +/- 2 people", or "The Scrum Master is a servant leader". Make sure they understand they're only to write one item per post-it, and that they should think of as many things as they can for each role.

## Affinity grouping for the Scrum Master Post-its, and Discussion

Explain what affinity grouping is. Ask them to all come up to the whiteboard and work together to group their post-its for the Scrum Master. Once this is done, help them identify groups by circling them, and then ask for a label for each. You'll end up with labels for groupings like “Facilitator”, and “Impediment Remover”. Ask for clarification on any groups that are not clear, or that you know are wrong like “Project Manager”. When possible, have others in the class explain why the SM is not a PM. If not possible, do it yourself.

### “7 Things”

Two teams do their own affinity grouping, one for each of the two remaining roles, with the aim of coming up with 7 important things about each role.

### “7 Things” Findings

The two teams present their findings to each other. Again, be ready to clarify any misunderstandings they may have, and use any mini-lectures that may be applicable if needed.

Below you’ll find some of the mini-lectures I give on important items from each role. Feel free to use mine, or come up with your own.

## SCRUM MASTER

### Removes Impediments

> “The Scrum Master is a servant leader. She does what’s needed to help the team achieve its goals by giving priority attention to the team’s needs. Often this comes in the form of helping to remove impediments. Perhaps the team needs access to a code repository to which it doesn’t have access, and is unaware whom to ask for access. The Scrum Master would go out into the organization and determine to whom the team should speak. Scrum Masters should be good at crossing organizational divides, discovering stakeholders that might not initially be apparent, and interacting with people ‘above their pay grade’. A good Scrum Master can negotiate all the twists and turns of an organization to expedite getting whatever it is the team needs so that it can do its work.”

### Authority

> “As a Scrum Master, I have no formal authority over the team. Having a power imbalance, in which I could somehow ‘force’ people on the team to do something I want them to, would hinder the self-organization I want to help cultivate with the team. So without authority or power, how can I help my team improve? Influence. I can influence my team by using the trust I’ve built with them, and my expertise in Scrum and facilitation. This


adam@weisbart.com
+1 (415) 944-7998
http://weisbart.com
twitter: @weisbart

influence, in the long run, can be far more helpful than the power an org chart might claim to give me. The only authority I have over the team is the authority the team grants to me through trust and influence."

*Note: depending on how authority was brought up, you can roll "Scrum Referee" into this talk, or save it if you'd like it to surface naturally*

## Scrum Referee

"The Scrum Master is responsible for making sure everyone understands the rules of Scrum. She helps educate the team, the product owner, and the organization at large, when needed. She uses her experience with Scrum to help ensure the team is set up for success. For example, when spinning up a new team, she may select the length of sprints she thinks would be most advantageous to that particular team."

## Protects the Team

"Who here is a developer? Raise your hand. Great. Keep your hands up. Now let's try an experiment. Put your hand down if you've ever been committed to deliver work without being asked if that commitment was reasonable, or if you were pulled off something you were working on to work on an 'emergency' project.

*Most, if not all, hands will now be down. Comment on this.*

Scrum puts accountability and authority in the hands of the team so that the people who are doing the work – you guys who just had to put your hands down – are the ones responsible for making commitments, not your manager. However, the rest of the organization may not be familiar with Scrum, and a good Scrum Master will help protect the team by educating the organization about the importance of this difference.

The Scrum Master also helps protect the team from itself. Most of the teams I've worked with who've transitioned from traditional approaches to Scrum often worry that unless they're working as hard as they possibly can before the end of a sprint, they'll get in trouble. After all, we're used to really busting our butts just prior to a release. But when we're doing Scrum, that 'release' comes every two weeks, and it's simply not sustainable to keep up a frantic pace. So, as a Scrum Master, it's my responsibility to help protect the team from themselves by coaching them towards a sustainable pace and suggesting they don't overcommit in sprint planning.

A good Scrum Master will help protect the team from both internal and external influences so that the team can focus on what's really important: building working software"

ADAM WEISBART
Corporate Agilist
adam@weisbart.com
+1 (415) 944-7998
http://weisbart.com
twitter: @weisbart

## Coaching towards agile practices

"Scrum is a fantastic framework. It's lightweight by design, giving you the minimal amount of structure that will allow you to be successful. That said, most coaches agree that without good agile development practices like Test Driven Development, Continuous Integration, and the like, it's very hard to develop software at a speed or quality we'd attribute to a highly performing team. As a Scrum Master, it's your job to help introduce your team to these practices. If they're not doing any of these things yet, it'll be a long road, but you should get started as soon as they are willing. If you don't have a background in development, I'd suggest reading up on Extreme Programming, since the engineering practices it requires work very well with Scrum. Then get an ally on the team to help socialize the practices."

## Not a Project Manager

"You may notice that none of the 3 roles we're talking about are called 'Project Manager'. In fact, this might be concerning to a few of you, especially if that's your current title. Don't worry… The responsibilities of a PM don't go away, they just get reassigned and spread out across different roles. If you're currently a PM, there's still a place for you in Scrum, your job is just going to look different.

In scrum, we don't have a Project Manager.

We have a Product Owner who has the responsibility of defining WHAT is to be built, the job of prioritizing the Product Backlog by Business Value so the most valuable things are built first, the responsibility of collecting input from all stake holders, and the task of forecasting releases based on historical data.

We have a Scrum Master who's responsible for managing the process of Scrum, protecting the team, and helping remove impediments.

Then we have the team. They are the ones responsible for coming up with HOW they plan to do something the POs asked them to do. They're also the ONLY ones who can come up with estimates as to how long work will take.

So we've taken all the important things a PM does, and made sure there are people accountable for those things. We don't do away with Project Management, we just distribute it across the roles."

ADAM WEISBART
Corporate Agilist

adam@weisbart.com
+1 (415) 944-7998

http://weisbart.com
twitter: @weisbart

### Facilitation

"A huge part of being a Scrum Master is facilitation. As a Scrum Master, you'll act as a mirror for the team, providing them with observations that they may choose to use to improve their work. You'll be responsible for providing the right structure and process to help the team make high quality decisions. For example, you may introduce the team to a specific retrospective activity you believe would be most useful for them at a given point. As a facilitator, you should remain neutral so that the team is free to make the decisions that is right for it. When facilitating it's helpful, though sometimes difficult, to remain 'Unattached to specific outcomes'.

## PRODUCT OWNER / TEAM

Use the "7 Things" approach as outlined at the top of this section. Feel free to use any of the mini-lectures outlined here if they're helpful.

### Product Owner:

#### In charge of "WHAT" is to be built

"While the Team is responsible for determining HOW to build a given feature, the Product Owner is in charge of defining WHAT is to be built. Scrum is careful to make a distinction here. Unlike traditional product management, Scrum enforces this separation of concerns to make sure the PO can focus on the WHAT should be built, while staying free of the implementation details. This allows the PO to focus on what's important: the ROI of features, and ensures the team has the authority to figure out HOW to build the WHAT the PO has defined."

#### Responsible for ROI

"The Product Owner is the person responsible for the Return on Investment of the product. She maintains the product vision to set a clear goal for the team and organization, and she determines what must be built by using that vision and by gathering requirements from stakeholders.

By prioritizing the features in the Product Backlog, she makes sure the team is building the highest business value items first so that she can get those features out in front of clients as soon as possible. By doing this, she maximizes ROI by garnering feedback early and often so she can adjust course if need be."

ADAM WEISBART
Corporate Agilist
adam@weisbart.com
+1 (415) 944-7998
http://weisbart.com
twitter: @weisbart

### Gathers data from Stakeholders

"Being a Product Owner is a full time job. A good PO not only spends time defining and prioritizing the Product Backlog, she also meets with stakeholders, including internal and external customers, to determine their needs."

### The Single person who prioritizes the product backlog

"While anyone is welcome to add items to the product backlog, there's only one person who has the power to decide what gets built, and in what order. That's the Product Owner. He takes all the information he's gathered from stakeholders, including the Team who may have technical or infrastructure issues they'd like to spend time working on during a sprint to help increase their productivity or the stability of the product, and prioritizes that in a single, forced ranked list we call the Product Backlog.
Will the Product Owner have to listen to the CEO when he's told there's a very important client that has requested a certain feature? Sure. But the PO is the sole person responsible for taking all this input and determining the proper order for the backlog. The goal is to have a single source of definitive information for the team to approach when they have a question, and we want that single person to have the authority to make tough decisions when needed."

### Accepts Working Software

"Just as we need a single person to prioritize the product backlog, we also need a single person to accept working software. In fact, we give that responsibility to the same person: the product owner. He's in charge of WHAT is to be built, so it makes sense that he'd be the only person to say if the WHAT that was built is done.

The PO can accept work at any time during the sprint. In fact, getting `sign off` on an item during the sprint instead of waiting until sprint review can be amazingly helpful in getting the team to build momentum, and can help the team avoid having stories rejected in Sprint Review for items they could have fixed if they had only known earlier. In cases where the PO accepts work prior to the Sprint Review, the team, product owner, and any stakeholders needed still have a Sprint Review at the end of the Sprint. However, that meeting changes from a demo and acceptance meeting to solely a demo meeting, which can help speed things along if you have lots of stakeholders in the room.

You can, of course, just wait for acceptance during Sprint Review, but communicating early and often with your PO is always a good idea."

### Drives the product vision

"Without a clear vision, it's very hard for a team to attain "flow". We need a clear target so that we can iteratively adjust our course to eventually attain our goal. The Product Owner is responsible for setting this vision and communicating it to the team and organization. When agile projects fail, it's often due to the lack of such a vision."

## Team:

### Responsible for the "HOW"

"With the Product Owner focused on WHAT the team is going to build, the Team is responsible for determining HOW that stuff gets built. We decouple these two things, in part, so that the team is free to figure out how best to do their work. For example, perhaps there are two ways to build a specific feature. One will take 50 hours, and the other will only take 5. Both approaches will meet the PO's acceptance criteria, and the team's definition of done. Free from implementation constraints, the team can pick the option that'll take a 10th of the time. It's likely that only the development team would have the insight needed to make this determination. Keeping the PO out of implementation helps the team 'think outside the box' and come up with innovative solutions. After all, they're the ones closest to the work, and therefor the people best able to figure out how to do it."

### Self-Organizing/Self-Directing

"Agile software development puts a lot of trust in teams. In fact, you can't have an agile team without letting it self-organize. One of the principles behind the Agile Manifesto is 'Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done'. We believe that teams, with clear goals, can self-organize to get their work done. They don't need a manager or PM hovering over them, since micromanagement kills innovation and morale."

### Leaderful, not leaderless

"Often folks who have never done Scrum before will bring up the concern that if we have self-organizing teams, no one is taking the lead. That's actually quite far from the truth. A good Scrum team is leaderful, not leaderless. The QA expert on the team will help his teammates learn to test a given feature, or the UI expert will help lead his team to build better interfaces. In this way leadership is emergent, not assigned by an org chart."

AW ADAM WEISBART
Corporate Agilist
adam@weisbart.com
+1 (415) 944-7998
http://weisbart.com
twitter: @weisbart

### Team Size

"Scrum says you should have teams of 5 to 9 people. Why is this? Well, if a team is smaller than 5, it's often hard to have all the expertise you need to get a project done. Or, with a small team, it's sometimes not worth the overhead of Scrum's meetings and such. With a team larger than 9 people, you end up with too many cooks in the kitchen. There are far too many channels of communication for the team to successfully self-organize and communicate."

### Accountability and Authority in the Same Place

"By having the team take responsibility for the 'how', and making sure the team has everything they need to build features, we ensure both accountability and authority reside in the dame place – the team. Unlike traditional project management, the team has the responsibility and authority for making commitments as to when they'll deliver features. They are the people who are allowed to estimate work, since they're the ones who will be doing that work.

Since the team has the authority to make whatever decisions they need to during a sprint to get their work – since they're not gated by any other processes or people in the organization – they're more able to meet their commitments."

### Cross Functional

"Before I started doing Scrum, most of the teams I worked on were not cross functional at all. We had a server side guy, a front end guy, and a tester. We had little silos where specialized knowledge got stuck. Because of this, we'd often have a bottleneck in the development process, bottlenecks that could kill deadlines and morale.

In Scrum, we work hard to break down these silos and spreading knowledge across a team. Sure, we still have a tester who's the expert on testing, but she makes sure to share knowledge with the rest of the team, and works to train them on how she does a lot of what she does so everyone on the team can test more. We want to end up with teams in which people can jump in and help out with whatever is needed to deliver committed items, even if the thing they're jumping in to do isn't their speciality or personal preference. One for all and all for one."

ADAM WEISBART
Corporate Agilist

adam@weisbart.com
+1 (415) 944-7998

http://weisbart.com
twitter: @weisbart

## Meetings:

**I introduce the 4 Myth or Fact stations I set up prior to starting the exercise:**

"You'll notice that we have for Myth or Fact stations around the room. You're going to break yourselves into 3 groups [groups of 5-9], and each group will pick a different station at which to start. Let's do that now.

...................

Great! Now that you're at your station, you'll notice that it has 'Who / When / Why' labels and a blank spot for you to write in facts for each. Take a couple minutes now as a team and fill that out. For the 'When' section, you can do it in relation to other meetings if you like: 'after sprint review' or 'at the beginning of the sprint'.

...................

Alright. Now that you've got that filled out, here's what we're going to do. I'm going to give you 5 minutes to answer the 10 questions at that station. You can write down the answers in your workbooks. You'll be deciding if the statement on the front of the card is a Myth - something that is not true, or a Fact - something that, well, is a fact. Figure it out as a team, and when you agree, flip the card over and see if you were right.

If you have any questions that confuse you, make a note of that and we'll discuss them at the end.
After your 5 minutes are up, even if you're not done with all 10 questions, I'm going to ask everyone to rotate clockwise to the next station. We'll then repeat the exercise of answering the questions in a 5 minute timebox. We'll do this a couple more times until every group has stopped at each station.

Lastly, the first time we rotate, one of the groups is going to have to fill out an extra 'Who / When / Why' poster since we have 3 teams and four stations.

Any questions? Go!"

**Start your timer for 5 minutes. Rinse. Repeat 3 more times.**

ADAM WEISBART
Corporate Agilist

adam@weisbart.com
+1 (415) 944-7998

http://weisbart.com
twitter: @weisbart

## SPRINT PLANNING

| | |
|---|---|
| **1** FACT | **In the first half of sprint planning, the team asks questions of the Product Owner to clarify what is to be built.** The information in the Product Backlog is not detailed enough for the team to run with it. There's still a lot of detail that must be surfaced. This is done through conversation, since Agilists believe conversation is more useful than communicating through artifacts like specs. |
| **2** FACT | **While estimating PBI size in Sprint Planning is technically allowed, it's best to estimate prior to planning.** While not originally outlined in the Scrum Framework, most practitioners have found that having a session of "backlog refinement" (also called "story time" or "backlog grooming") is helpful. For a 2 week sprint, one should set aside 2 hours of refinement. It's a good idea to schedule this mid sprint, so that the PO can do extra research/ clarification prior to the next sprint planning session if need be. |
| **3** MYTH | **The Product Owner assigns development tasks to the Team.** The team members are the only ones who decide what work gets done, and by whom. |
| **4** MYTH | **The Product Owner is involved in figuring out how code is written.** The Product Owner is responsible for describing WHAT is to be built. The team determines HOW the WHAT is built. Only the team has the authority to figure out how to write code. |

AW ADAM WEISBART
Corporate Agilist

adam@weisbart.com
+1 (415) 944-7998

http://weisbart.com
twitter: @weisbart

## SPRINT PLANNING

| | |
|---|---|
| **5** FACT | **In the second half of Sprint Planning, the Product Owner may be needed to help further clarify questions the team has.** Product backlog items need clarification through conversation. This can happen at any time during a sprint, though a large part of it happens on planning day, and while most issues are clarified in the first half of Sprint Planning, the team often requests additional clarification when they start digging into the items in the second half of planning. |
| **6** FACT | **The second half of Sprint Planning is for the team to break product backlog items down into development tasks.** While the team may come up with tasks at any time during the sprint, they should do what they can to flesh out as much of the sprint backlog as possible by creating tasks for the stories to which they committed. |
| **7** FACT | **Development tasks can be estimated in hours.** While there's no requirement in Scrum to do this, some teams find it helpful to size tasks with hours. Hours are not used for auditing or tracking purposes, but rather to show the team what work they believe they have remaining at any given time. |
| **8** FACT | **Instead of estimating tasks in hours, some teams find it easier to count up the # of tasks for a given Sprint. They then use that number for their Sprint Burndown.** While some teams prefer estimating tasks for a story with hours, others find the extra work of low value, and instead simply count up the number of tasks they have. When trying this approach, be sure to set an upper limit of task size (hint: try a limit of 1 day). |

AW ADAM WEISBART
Corporate Agilist

adam@weisbart.com
+1 (415) 944-7998

http://weisbart.com
twitter: @weisbart

## SPRINT PLANNING

| | |
|---|---|
| **9** FACT | **Sprint planning for a 2 week sprint should be time boxed to 4 hours.** For a two week sprint, set aside 4 hours for sprint planning: 2 hours for clarifying PBIs with your product owner, and 2 hours to break PBIs into tasks. These numbers can be doubled for a month long sprint, or cut in half for a one week sprint. Regardless of the length, the output of this meeting should be a commitment from the team to the product owner as to what will be completed in the upcoming sprint. |
| **10** FACT | **Adding a Backlog Refinement session half way through your sprint can help with making Sprint Planning shorter and more effective.** While not originally defined in the early Scrum literature, most practitioners have found a session of Backlog Refinement (a.k.a. "Story Time" or "Backlog Grooming") very helpful. During this meeting, the team and product owner get together to clarify and estimate stories, just as they do in the first half of sprint planning. Backlog Refinement helps keep Sprint Planning short and more effective since POs have a chance to clarify any new stories with the team prior to Sprint Planning. |


adam@weisbart.com
+1 (415) 944-7998
http://weisbart.com
twitter: @weisbart

## DAILY SCRUM

| | |
|---|---|
| **1** MYTH | **It's fine for the Daily Scrum to last up to 45 minutes.** The Daily Scrum is timeboxed to 15 minutes, is always in the same place, and always happens at the same time. The Scrum Master is responsible for helping ensure this meeting stays in its allotted timebox. In-depth conversations that are brought about due to the Daily Scrum can be done in a sidebar directly after the Daily Scrum. That way, only interested parties need stay for the conversation. |
| **2** FACT | **People from outside the team may attend, provided it's okay with the team and they don't interfere.** This meeting is for the team, but it can be helpful for others to attend. Visitors do not take part in answering the 3 questions, but may partake in sidebars after the Daily Scrum if needed. |
| **3** FACT | **The Daily Scrum is one of the 3 important Inspect and Adapt loops in Scrum.** The Daily Scrum, the Sprint Review, and the Retrospective are all points at which teams review progress and make adjustments as needed. In the Daily Scrum, we Inspect and Adapt our work. In the Sprint Review, we inspect and adapt our product/release plan. In the Retrospective, we inspect and adapt our process. |
| **4** FACT | **The Daily Scrum is sometimes referred to as the "Standup" or "Daily Standup"** Regardless of the name, the meeting is the same. |

AW ADAM WEISBART
Corporate Agilist

adam@weisbart.com
+1 (415) 944-7998

http://weisbart.com
twitter: @weisbart

## DAILY SCRUM

| | |
|---|---|
| **5** FACT | **The 3 questions answered in a Daily Scrum are:**<br>• What did you do since our last Scrum?<br>• What do you plan to do until our next Scrum?<br>• Do you have any impedments?<br>The goal of answering the 3 questions is to facilitate synchronization of work across the team. Any long conversations, though important, should be done as a sidebar after the Daily Scrum. |
| **6** FACT | **Discussions of how to resolve issues should be done during a sidebar after the Daily Scrum.**<br>Without moving longer conversations to a sidebar, it can be very hard to keep the Daily Scrum in its timebox. While the whole team should work to ensure this happens, it's the Scrum Master's job to facilitate this. |
| **7** MYTH | **Teams usually don't benefit from this daily sync up.**<br>Provided teams are not using this meeting simply as a status report meeting, and are instead using it as a way to coordinate their work for the day, the meeting is invaluable. |
| **8** FACT | **It's helpful for the Daily Scrum to be in the same location, at the same time every day.**<br>Since this meeting is so short, most teams find it useful to start the meeting in the same location every day. Having to find or remember the meeting location for a given day can cut into the 15 minute timebox. Likewise, confusion over a variable start time can be an issue as well. |

ADAM WEISBART
Corporate Agilist
adam@weisbart.com
+1 (415) 944-7998
http://weisbart.com
twitter: @weisbart

## DAILY SCRUM

| | |
|---|---|
| **9** MYTH | **Managers should attend the Daily Scrum to help ensure everyone is doing enough work.** Scrum relies on teams self-organizing to complete work. Managers should have no need to "check up" on people doing their work. Trusting a team is essential in Scrum, and transparency (openness) in the framework helps ensure everyone is pulling their weight. |
| **10** MYTH | **The Daily Scrum shouldn't start until all participants arrive.** Daily Scrums start and end at the same time every day. Be there, or miss part of the Scrum. |

ADAM WEISBART
Corporate Agilist
adam@weisbart.com
+1 (415) 944-7998
http://weisbart.com
twitter: @weisbart

## SPRINT REVIEW

| | |
|---|---|
| **1** MYTH | **It's expected that a team will demo a feature even if they didn't finish it in the sprint.** At the beginning of Sprint Planning, teams should mention the PBIs to which they committed but did not finish (if any). This is to maintain transparency with the organization through the product owner. While a feature may be very close to being done, it should not be demoed in this meeting unless it meets the team's Definition of Done (DoD). |
| **2** FACT | **The Product Owner accepts a feature based on the conversations and acceptance criteria that was previously discussed with the team, not by some criteria the team hasn't heard before.** The team can only be responsible for building functionality that has been described in PBIs and through conversations with the Product Owner. PBIs that were completed based on that information should be accepted. New functionality or requirements the PO would like to see in a feature should be added to the Product Backlog for future development. |
| **3** FACT | **Stakeholders are welcome at the review as long as they don't interfere. Their feedback can be helpful for shaping the product moving forward.** Feedback from stakeholders is important to a product's health, and it can be helpful for them to see features demoed as they're completed so that they can give feedback to the Product Owner. |


adam@weisbart.com
+1 (415) 944-7998
http://weisbart.com
twitter: @weisbart

## SPRINT REVIEW

| | |
|---|---|
| **4** MYTH | **Teams should spend at least 4 hours preparing for the review, and the review should include PowerPoint slides.** Preparing for a Sprint Review shouldn't take long, and there's no need for special artifacts like PowerPoint slides. The meeting is simply to demonstrate working software. The software written to complete the PBIs is all that need be shown. |
| **5** MYTH | **If the team can't demo a feature because it wasn't completed, it's okay for a manager to question the team's approach in this meeting.** If a team didn't complete an item to which they committed, they'll feel bad enough for not having done what they said they would. Having a manager browbeat them in public is one of the quickest ways for a team to lose trust in the organization. Self-organizing teams don't need this type of feedback. Any coaching a manager may have for the team can be shared in more constructive ways that are not damaging to self-organization. |
| **6** MYTH | **The Sprint Review is mainly for show and has little impact on the product.** This meeting is one of the important inspect and adapt loops in Scrum. While the development team and the Product Owner should be communicating often during a Sprint, and the PO should be talking with Stakeholders during the sprint as well, this is a formal meeting to ensure the PO and Stakeholders get to see the progress made in the sprint. While features originally outlined in the Product Backlog are a good start to getting everyone on the same page, nothing speaks louder than working software. Often, seeing a feature 'live' will spur new ideas or course corrections that end up as new items in the Product Backlog. |

AW ADAM WEISBART
Corporate Agilist
adam@weisbart.com
+1 (415) 944-7998
http://weisbart.com
twitter: @weisbart

## SPRINT REVIEW

| | |
|---|---|
| **7** MYTH | **A manager should pick who does the demos during the Sprint Review.** The Sprint Review is run by the team. As such, the team should chose who demos which features. |
| **8** FACT | **Feedback from stakeholders during the Sprint Review should be collected and put on the backlog for consideration by the Product Owner instead of spawning long conversations during the review.** The Sprint review is not the place for debates over what was (or is to be) built. The Product Owner is the only person who can accept or reject work, and it's his job to work with stakeholders to define features and acceptance criteria. This should be done when creating the original PBI, not during that PBI's demo in Sprint Review. |
| **9** MYTH | **Most Sprint Reviews only last 10 minutes.** During a Sprint Review, features should be fully demoed, and the team should show the PO how each of the acceptance criteria were met. This can take an hour or more during a two week sprint. |
| **10** MYTH | **The Scrum Master should be in charge of running the Sprint Review and making sure the team demos what they need to demo.** The team is responsible for running this meeting. While the Scrum Master can facilitate the meeting, it's up to the team to make sure demos are done. |

AW ADAM WEISBART
Corporate Agilist

adam@weisbart.com
+1 (415) 944-7998

http://weisbart.com
twitter: @weisbart

## SPRINT RETROSPECTIVE

| | |
|---|---|
| **1** MYTH | **Anyone who wants to attend should be able to show up.** The Sprint Retrospective is the private end of the sprint. It's for the team to improve their process moving forward. Trust is essential for teams to really feel free to have what can sometimes be hard conversations. As such, this meeting is strictly for the team and the Scrum Master, though the team is welcome to invite others from time to time if they'd find it helpful. |
| **2** FACT | **The Retrospective is confidential. Whatever happens in the retrospective stays in the retrospective, unless the team agrees to share it.** The team should feel free to discuss whatever they like in this meeting. The Retrospective should be a safe container for team members to talk about whatever they feel they need to discuss. That said, the Retrospective should produce actionable items that will be dealt with moving forward. |
| **3** MYTH | **The purpose of the Retrospective is to tell people what they did wrong during the last sprint.** The purpose of the retrospective is to produce actionable items the team would like to address in the next sprint with the aim of process improvement. While team members may share with each other what they thought they did wrong, this is not the goal. The focus should be on improvement moving forward, not blame looking back. |


adam@weisbart.com
+1 (415) 944-7998
http://weisbart.com
twitter: @weisbart

## SPRINT RETROSPECTIVE

| | |
|---|---|
| **4** MYTH | **Your Scrum Master should use the same exercise for the Retrospective every time for consistency.** While it's recommended that retrospectives are facilitated using Esther Derby's 5 steps: 1) set the stage, 2) gather data, 3) generate insights, 4) decide what to do, 5) close the retrospective -- the actual activity used for facilitating these 5 steps should be changed often to help teams come up with fresh points of view. Use the same retrospective format over and over again and teams stop coming up with useful insights due to boredom. |
| **5** FACT | **The Retrospective is one of the 3 important Inspect and Adapt loops in Scrum.** The Daily Scrum, the Sprint Review, and the Retrospective are all points at which teams review progress and make adjustments as needed. In the Daily Scrum, we Inspect and Adapt our work. In the Sprint Review, we inspect and adapt our product/release plan. In the Retrospective, we inspect and adapt our process. |
| **6** FACT | **Trust is essential for a good retrospective.** For a team to become high performing, they must be able to have hard conversations with each other. This can't happen unless there is trust on the team. This trust is built over time, and can be promoted with facilitation by the Scrum Master. |
| **7** MYTH | **A Sprint Retrospective is optional for a highly performing team.** Without this built-in inspect and adapt loop at the end of every sprint, it's hard for a team to make the process improvements required to become highly performing, or for a highly performing team to continue being so. |

ADAM WEISBART
Corporate Agilist
adam@weisbart.com
+1 (415) 944-7998
http://weisbart.com
twitter: @weisbart

## SPRINT RETROSPECTIVE

| | |
|---|---|
| **8** FACT | **Retrospectives can benefit from snacks.** As humans, one of the most social things we can do together is share a meal. Having snacks, even just a shared pastry or some popcorn, can help break us out of our normal "work mode" and encourage us to share more openly. Think of "a relaxed dinner with friends" and the conversations that ensue. |
| **9** MYTH | **The Scrum Master should always be the one to facilitate the Retrospective.** While traditionally this meeting is facilitated by the Scrum Master, any team member should be able to facilitate if they wish. Changing facilitators, just like changing the activity the team uses for the retrospectives, can help keep the team from falling into a rut. |
| **10** MYTH | **No one but the team members should ever be invited to the Retrospective.** Since this meeting is for and by the team, they may, from time to time, decide it's useful to have an outside party attend. |


adam@weisbart.com
+1 (415) 944-7998
http://weisbart.com
twitter: @weisbart

## MEETINGS Q&A

While most of the class is usually able to clarify any misunderstandings participants have about the meetings by discussing them within their groups, there are usually a couple of the 40 questions that the class would like to clarify further. Invite everyone to take their seats. Take a few minutes and answer their questions. You can refer to the included answer key if need be. You can also hand out answer keys for people to take home for reference.

# CLOSING

Review the artifacts the class created over the last 3 hours. There should now be the following displayed in the room:

- A Build Your Own Scrum diagram from each team
- 4 Meeting posters explaining Who / When / Why for each of the meetings
- 3 Role posters describing each role
- A timeline of Scrum Meetings

I generally move these artifacts to the same area of the room during the review. The class often refers back to the artifacts they created throughout the rest of my two-day course when they have questions about the content.

AW ADAM WEISBART
Corporate Agilist

adam@weisbart.com
+1 (415) 944-7998

http://weisbart.com
twitter: @weisbart