be built.

In the first half of sprint planning, the team asks questions of the Product Owner to clarify what is to

to planning.

While estimating PBI size in Sprint Planning is technically allowed, it's best to estimate prior

The Product Owner assigns development tasks to

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the Team.

The Product Owner is involved in figuring out how

4) Sprint Planning

code is written.

In the second half of Sprint Planning, the Product Owner may be needed to help further clarify questions the team has.

development tasks.

The second half of Sprint Planning is for the team to break product backlog items down into

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Development tasks can be estimated in hours.

7) Sprint Planning

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.

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boxed to 4 hours.

Sprint planning for a 2 week sprint should be time

Adding a Backlog Refinement session half way through your sprint can help with making Sprint Planning shorter and more effective.

It's fine for the Daily Scrum to last up to 45 minutes.

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People from outside the team may attend, provided it's okay with the team and they don't interfere.

2) Daily Scrum

and Adapt loops in Scrum.

The Daily Scrum is one of the 3 important Inspect

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"Standup" or "Daily Standup"

The Daily Scrum is sometimes referred to as the

4) Daily Scrum

The 3 questions answered in a Daily Scrum are:

- ▶ What did you do since our last Scrum?
- ▶ What do you plan to do until our next Scrum?
- ▶ Do you have any impedments?

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Discussions of how to resolve issues should be done

during a sidebar after the Daily Scrum.

Teams usually don't benefit from this daily sync up.

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It's helpful for the Daily Scrum to be in the same

location, at the same time every day.

Managers should attend the Daily Scrum to help

ensure everyone is doing enough work.

participants arrive.

The Daily Scrum shouldn't start until all

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they didn't finish it in the sprint.

It's expected that a team will demo a feature even if

1) Sprint Review

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.

Stakeholders are welcome at the review as long as they don't interfere. Their feedback can be helpful for shaping the product moving forward.

PowerPoint slides.

Teams should spend at least 4 hours preparing for the review, and the review should include

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.

impact on the product.

The Sprint Review is mainly for show and has little

A manager should pick who does the demos during

7) Sprint Review

the Sprint Review.

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.

Most Sprint Reviews only last 10 minutes.

The Scrum Master should be in charge of running the Sprint Review and making sure the team demos what they need to demo.

show up.

Anyone who wants to attend should be able to

The Retrospective is confidential. Whatever happens in the retrospective stays in the retrospective, unless the team agrees to share it.

what they did wrong during the last sprint.

The purpose of the Retrospective is to tell people

Your Scrum Master should use the same exercise for the Retrospective every time for consistency.

The Retrospective is one of the 3 important Inspect

and Adapt loops in Scrum.

Trust is essential for a good retrospective.

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A Sprint Retrospective is optional for a highly

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performing team.

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Retrospectives can benefit from snacks.

facilitate the Retrospective.

The Scrum Master should always be the one to

No one but the team members should ever be invited to the Retrospective.