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.
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.

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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).
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.

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.
5 FACT	**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? 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.

DAILY SCRUM

6 FACT	**Discussions of how to resolve issues should be done during a sidebar after the Daily Scrum.** 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.** 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.** 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.
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.

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.
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.

SPRINT REVIEW

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.
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.

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.

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.
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.

SPRINT RETROSPECTIVE

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.
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.