Scrum: Sprint Review

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Sprint Review

- **What?:** An informal meeting with low ceremony and high value during which we inspect (and adapt) the result of the work (the potentially shippable product increment).

  - Provides a transparent look at the current state of the product, including any inconvenient truths.

  - Time to ask questions, make observations or suggestions, and have discussions about how to best move forward given current realities.

  - An important learning loop which allows for frequent course corrections to keep the development moving in the right direction.

- **When?:** Near the end of each sprint cycle, just after sprint execution and just before (or occasionally after) the sprint retrospective.

Sprint Review: Participants

Source	Description
Scrum team	The product owner, ScrumMaster, and development team should all be present so that they can all hear the same feedback and be able to answer questions regarding the sprint and the product increment.
Internal stakeholders	Business owners, executives, and managers should see the progress firsthand so that they can suggest course corrections. For internal product development, internal users, subject matter experts, and the operations manager of the business function to which the product relates should attend.
Other internal teams	Sales, marketing, support, legal, compliance, and other Scrum and non-Scrum development teams might want to attend sprint reviews to provide area-specific feedback or to sync their own groups' work with the Scrum team.
External stakeholders	External customers, users, and partners can provide valuable feedback to the Scrum team and other attendees.

Sprint Review: Prework
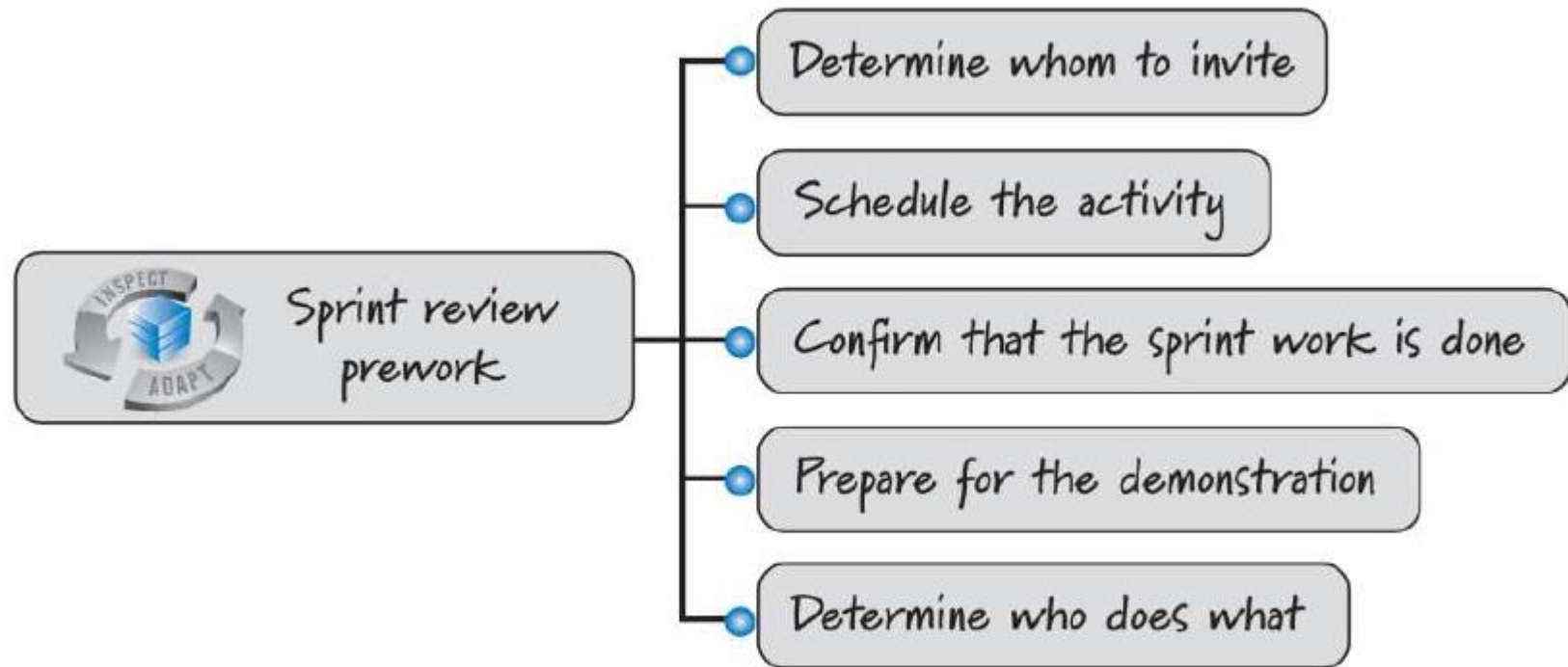
Prework Activities:
Determine Whom to Invite

- The goal is to invite the right set of people to extract the highest value.

- The team might need to constrain attendance to a certain person or group whose input is essential to reviewing this sprint's work.

- General Approach:

  - Identify a core group that should be invited to every review and then issue a separate invitation to others on a sprint-by-sprint basis.

Prework Activities: Schedule the Activity

- when, where, and how long:

- If we use consistent-duration sprints, we can schedule the sprint review meetings using a regular cadence (e.g., every second Friday at 2:00 p.m.).

- Sprint reviews vary in duration depending on several factors.

  - sprint length, team size, and whether multiple teams are participating in the review.

  - Many teams have found the **one-hour-per-sprint-week rule** helpful; e.g., for a two-week sprint the review should take no more than two hours.

Prework Activities:
Confirm That the Sprint Work Is Done

- At the sprint review, the team is allowed to present only completed work

  - work that meets the agreed-upon definition of done.

- It is the product owner's responsibility to determine the work which has been done.

Prework Activities:
Prepare for the Demonstration

- The goal is to <u>provide transparency for inspecting and adapting</u> the product, <u>not to put on a showcase</u> to create excitement.

  - Participants should see working software, not a PowerPoint presentation.

- Rules of thumb:

  - Do not spend more than 30 minutes to an hour per week of sprint duration to prepare for the sprint review.

  - Only show the artifacts produced as a consequence of achieving the sprint goal.

Prework Activities:
# Determine Who Does What

- Prior to the sprint review, the team needs to decide:

  - who on the Scrum team is going to facilitate the review

  - who will demonstrate the completed work.

- Typically:

  - The Scrum Master facilitates.

  - The product owner might kick things off by welcoming members of the stakeholder community and providing a synopsis of the sprint results.

  - Preferably, every member of the development team should have an opportunity at some sprint review to go hands-on and demonstrate.
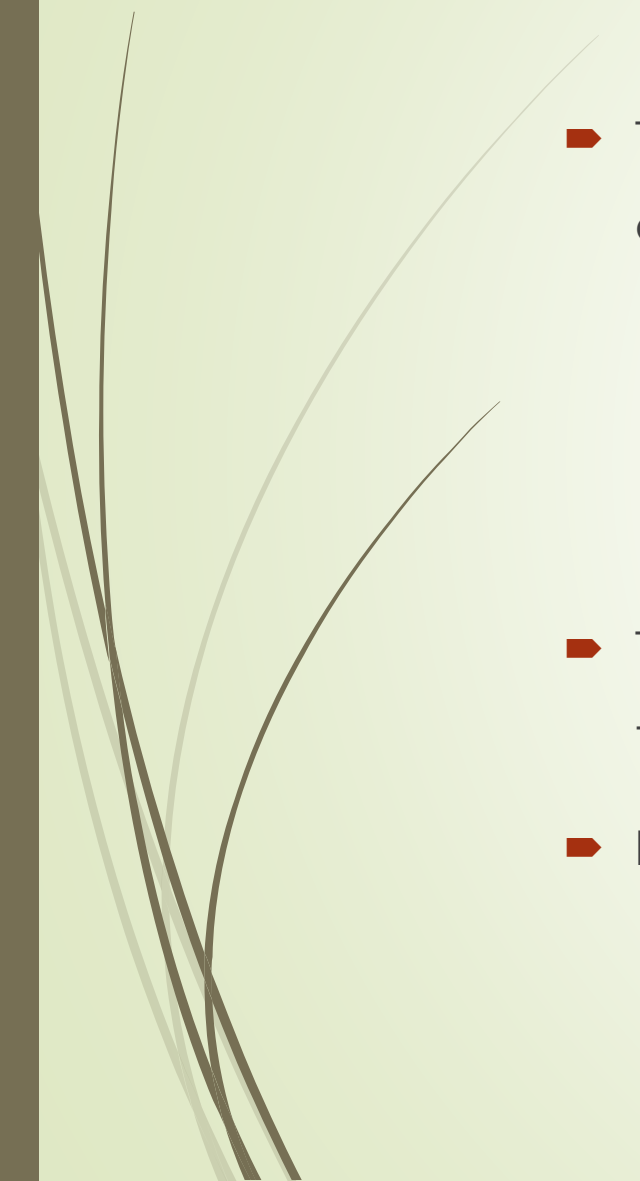
Sprint Review: Process

- **Inputs:** Sprint goal, Sprint backlog, and Potentially shippable product increment.

- **Activities:** Summarize, Demonstrate, Discuss, and Adapt.

- **Outputs:** Groomed product backlog and Updated release plan.

Sprint Review: Process
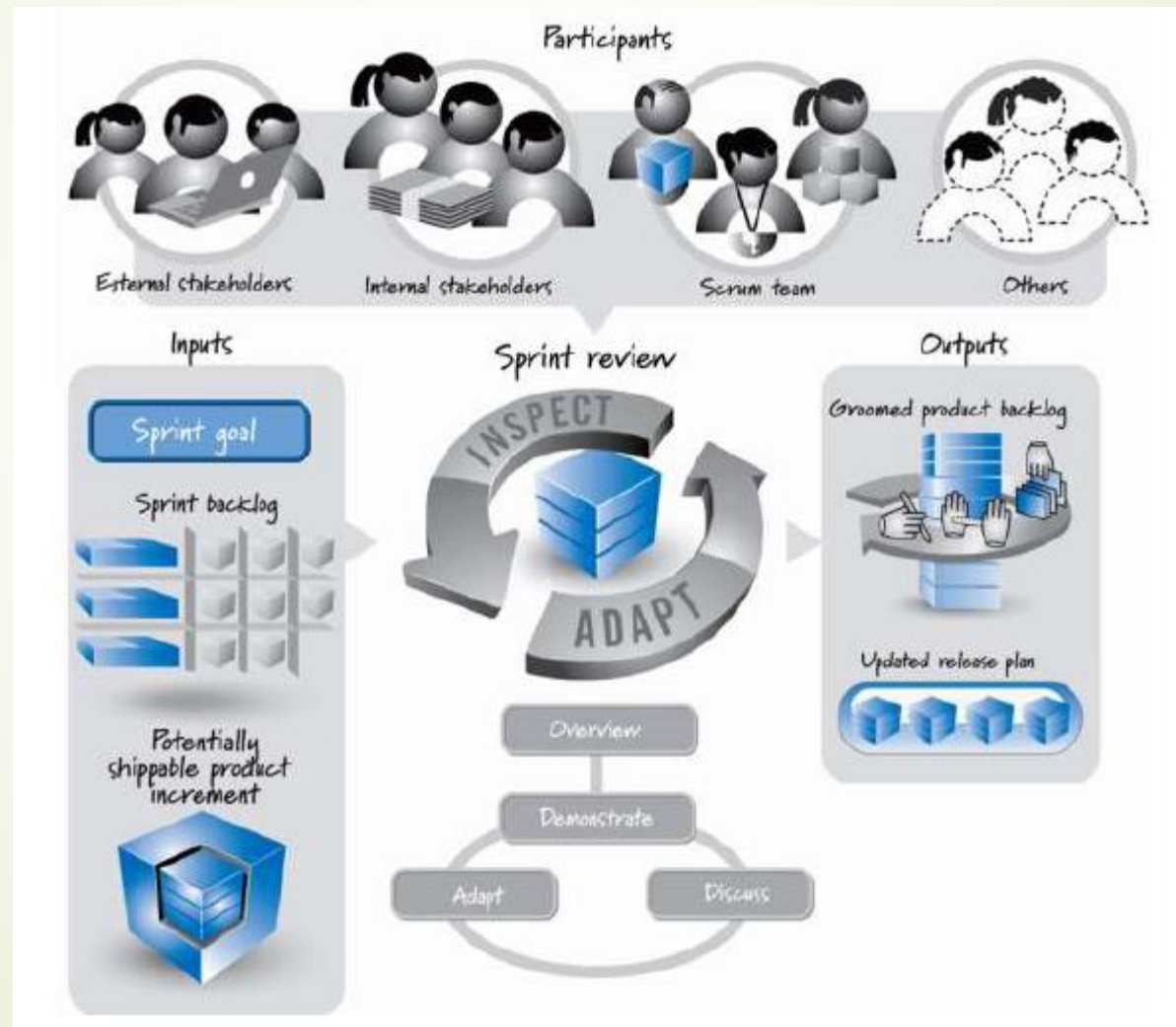
Sprint Review Activities: Summarize

- The sprint review starts with a Scrum team member (frequently the product owner) presenting:

  - 1. The sprint goal.

  - 2. The product backlog items associated with the sprint goal.

  - 3. An overview of the product increment that was actually achieved.

- This information provides a summary of how the sprint results compare with the sprint goal.

- If the results do not match, the Scrum team provides an explanation

Sprint Review Activities: Summarize

- it is important that the sprint review be a <u>blame-free environment</u>.

  - If the goal was not met, everyone participating should refrain from trying to assess blame.

  - The purpose is to describe what was accomplished and then to use the information to determine the best course of action for moving forward.

Sprint Review Activities: Demonstrate

- One or more Scrum team members will <u>demonstrate all relevant aspects of the product increment</u> that was built during the sprint.

- Although a demonstration is quite helpful in the sprint review, <u>the demo is not the aim of the sprint review</u>:

    - The <u>most important aspect</u> of the sprint review is <u>in-depth conversation among the participants</u> to <u>enable productive adaptations</u> to surface and be exploited.

    - The <u>demo aims at energizing this conversation</u> around something concrete.

    - In certain organizations, such as game studios, it can be even more effective to let the stakeholders actually try the produced increment.

Sprint Review Activities: Demonstrate

- What if there is nothing to demo?

  - If the team did not get anything done, the sprint review will focus on <u>why nothing got done</u> and <u>how the future work will be affected</u>.

  - <u>If the product is hard to demo</u>, the team must at least <u>demo the tests</u> that it has used to verify that the work is done to the satisfaction of the product owner.

Sprint Review Activities: Discuss

- Observation, comments, and reasonable discussion on the product and direction are strongly encouraged.

    - Deep problem solving, however, should be deferred to another meeting.

- Benefits of discussion are two-way:

    - It allows the participants who are not on the Scrum team to understand the state of the product, and help guide its direction.

    - Scrum team members gain a deeper understanding of the business and marketing side of their product.

Sprint Review Activities: Adapt

- Through demonstration and discussion, the team is able to ask and answer questions, including the following:

  - Do the stakeholders like what they see?

  - Do they want to see changes?

  - Is what we're building still a good idea in the marketplace or to our internal customers?

  - Are we missing an important feature?

  - Are we overdeveloping/investing in a feature where we do not have to?

Sprint Review Activities: Adapt

- Asking and answering these questions provides input on how to adapt the product backlog and release plans.

  - New PBIs are often created or existing PBIs are changed, reprioritized or deleted if they are no longer needed.

  - Changes may propagate to the release plan; e.g., we might decide to alter one of the key release-planning variables: Scope, Date, or Budget.

Sprint Review Issues

- Sprint reviews are not the proper venue to sign off on (approve) PBIs.

- PBIs should have already been "approved" by the product owner before the sprint review starts.

- What if during the sprint review a stakeholder believes a PBI is not done?

  - The product owner can schedule a <u>change to the feature by creating a new product backlog item</u> to reflect the requested behavior.

  - He should also <u>investigate to determine why he disconnected from the stakeholders on this PBI</u> and <u>make adjustments to prevent future mishaps</u>.

- Encourage the stakeholders to attend through early and frequent release of valuable and working software.

- If you have a larger development effort with multiple Scrum teams, it might make sense to consider doing a joint sprint review.

References

- Rubin, K.S., Essential Scrum: A Practical Guide to the Most Popular Agile Process, Addison-Wesley, 2012.

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