







# SCRUM CEREMONY FACILITATION CHEAT SHEET

Replace passive closes ("Any questions?") with open-ended questions to drive ownership, clarity & action.







## 1. DAILY SCRUM

Goal: *Inspect progress toward Sprint Goal & adapt today's plan.*

| Avoid → Replace With                                                                                                                                                                                                                                             | Why                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
|  "Any blockers?" →<br> "What's <b>ONE</b> way we can help each other <i>today</i> ?"           | Surfaces hidden dependencies & fosters teamwork. |
|  "What did you do?" →<br> "How does your work <i>directly</i> move us toward the Sprint Goal?" | Keeps focus on value (not tasks).                |
|  "Anything else?" →<br> "Where could we <i>get stuck</i> in the next 24 hours?"                | Proactive risk mitigation.                       |







## 2. SPRINT PLANNING

Goal: *Define Sprint Goal & select backlog items.*

| Avoid → Replace With                                                                                                                                                                                                                                      | Why                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
|  "Does everyone agree?" →<br> "What's the <i>riskiest assumption</i> in this plan?" | Uncovers hidden uncertainty.         |
|  "Any questions?" →<br> "What's <i>missing</i> to make this goal achievable?"       | Reveals gaps in resources/knowledge. |
|  "Ready to commit?" →<br> "What's <i>one thing</i> we're underestimating?"          | Forces critical reflection.          |







## 3. SPRINT REVIEW

Goal: *Inspect the Increment & adapt backlog.*

| Avoid → Replace With                                                                                                                                                                                                                                                | Why                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|
|  "Any feedback?" →<br> "Where would this <i>break</i> in your daily workflow?"                | Highlights real-world usability gaps. |
|  "Does this meet expectations?" →<br> "What's the <i>first small improvement</i> you'd make?" | Generates actionable insights.        |
|  "Questions?" →<br> "What's an <i>unintended consequence</i> we missed?"                      | Encourages systems thinking.          |







## 4. RETROSPECTIVE

Goal: Improve processes & practices.

| Avoid → Replace With                                                                                                                                                                                                                                               | Why                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
|  "What went well/badly?" →<br> "What's <i>one thing</i> we're avoiding talking about?"           | Builds psychological safety. |
|  "Ideas for next Sprint?" →<br> "What <i>experiment</i> would make you excited for next Sprint?" | Drives ownership of change.  |
|  "Any other topics?" →<br> "If you could <i>blow up one rule</i> , what would it be?"            | Challenges status quo.       |

## 5. BACKLOG REFINEMENT

Goal: Clarify & size backlog items.

| Avoid → Replace With                                                                                                                                                                                                                               | Why                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
|  "Is this clear?" →<br> "Where could a developer <i>waste a week</i> on this?"   | Prevents ambiguity traps.         |
|  "Any questions?" →<br> "What's the <i>simplest way</i> to test this?"           | Fights over-engineering.          |
|  "Does this have value?" →<br> "What's <i>missing</i> to make users love this?" | Focuses on outcomes (not output). |

## FACILITATION PRO-TIPS

1. **Embrace Silence:** Pause 7-10 seconds after each question.
2. **Pre-Write Questions:** Display them on a board to signal intentionality.
3. **Anchor to Goals:** Always link to the event's purpose (e.g., "*How does this serve our Sprint Goal?*").
4. **Name the Shift:** "*I'm asking open questions because your insights make us better.*"