



SCRUM® CHEAT SHEET



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Daily Scrum

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Participants:

- Development Team (DT)

Objective Daily Scrum:

- Optimising collaboration and performance
- The Development Team plans the work for the next day or 24 hours
- Analysing (trends in) progress
- Understand how the team aims to attain the Sprint Goal or increment.

Typical questions to address are:

- What did I do yesterday to help the team to attain the Sprint Goal?
- What am I going to do today to help the team to attain the Sprint Goal?
- Do I experience/foresee any impediments?

Development Team

Min. 3 members and max. 9 members seems to be the optimal size. Less than 3 members can result in insufficient availability of skills and and more than 9 members leads to coordination problems. The Product Owner (PO) and Scrum Master (SM) do not count unless they also do work from the Backlog.

Characteristics:

- Self-organizing and multifunctional
- No job titles for Development Team members
- No subteams in the Development Team
- DT as a whole is accountable even if certain team members have specialized skills

Participants:

- Scrum Team

Role Scrum Master:

- Ensure the meeting takes place.
- Ensure that the meeting is positive and productive.
- Encourage the Scrum Team to improve.

Objective Sprint Retrospective:

- Opportunity for the Scrum Team to inspect and improve itself.
- Evaluate on people, relations, process and tools/instruments.
- Create a plan for implementing improvements.

Retrospective

2-weekly Sprint (or 3- / 4-weekly Sprints)

Monday

Tuesday

Wednesday

Thursday

Friday

Weekend

Monday

Tuesday

Wednesday

Thursday

Friday

Daily Scrum
15 min.

Daily Scrum
15 min.

Daily Scrum
15 min.

Daily Scrum
15 min.

Daily Scrum
15 min.

Daily Scrum
15 min.

Daily Scrum
15 min.

Daily Scrum
15 min.

Daily Scrum
15 min.

Sprint review
2 hour

Retro-
spective
1,5 hour

Sprint
planning
4 hour

Product Owner

Responsible for creating the maximized added value for the work the DT delivers. The Product Owner is one person and is responsible for managing the Product Backlog (PBL). Although the PO may represent the desires of a committee (stakeholders) he/she is the only person to change a PBL.

This implies:

- Clearly describing items in the PBL.
- Ranking items in the PBL based on highest added value to objectives and mission.
- Optimizing the value of the work that the DT executes.
- Ensuring the PBL is visible, transparant and clear for everyone and clear in what the DT will do next.
- Ensuring that the DT understands the PBL items at the level needed to do the work.

The Product Owner communicates with the DT about the work. It is important the organisation respects this communication line. No one else can add items to the work agreed between the PO and the DT.

Scrum Master

This implies he/she:

- Is responsible for promoting and supporting Scrum (in the organisation)
- Helps all stakeholders understanding the Scrum theory, practices, guidelines and values.
- Is a servant-leader for the Scrum team.
- Helps people outside the team understand how to collaborate effectively with the Scrum Team to attain maximum value.

The SM coaches the DT in self-organization and cross-functionality, removes impediments and facilitates Scrum events. He/she also helps the PO understanding productplanning in an empirical environment and finding techniques for effective PBL management.

Participants:

- Scrum Team

Role Development Team:

- Discuss and decide what can be realised in the next sprint and how this should be done

Role Scrum Master:

- Ensure the meeting takes place
- Guards that participants collaborate
- Ensure common understanding

Sprint Planning

Objective Sprint Planning:

- Jointly establish a Sprint Goal
- Discuss and decide what can be realised in the next Sprint and how this should be done.

The core of Scrum

Scrum Values

- Commitment
- Courage
- Focus
- Openness
- Respect

Pillars of Scrum

- Transparency
- Inspection
- Adaptation

Sprint Review

2

Participants:

- Scrum Team and the key stakeholders

Role Scrum Master:

- Ensures that the event takes place.
- Ensures attendees understand the purpose of the meeting is to elicit feedback and foster collaboration.

Objective Sprint Review:

- Inspect the Increment and adapt the PBL if needed.
- DT demonstrates and answers question on the work 'Done'.
- Product Owner (PO) provides updates on developments in Product Backlog (PBL).
- Discuss timelines, budget, possible capabilities and market demand for next releases.

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Scrum Artefacts

Product Backlog

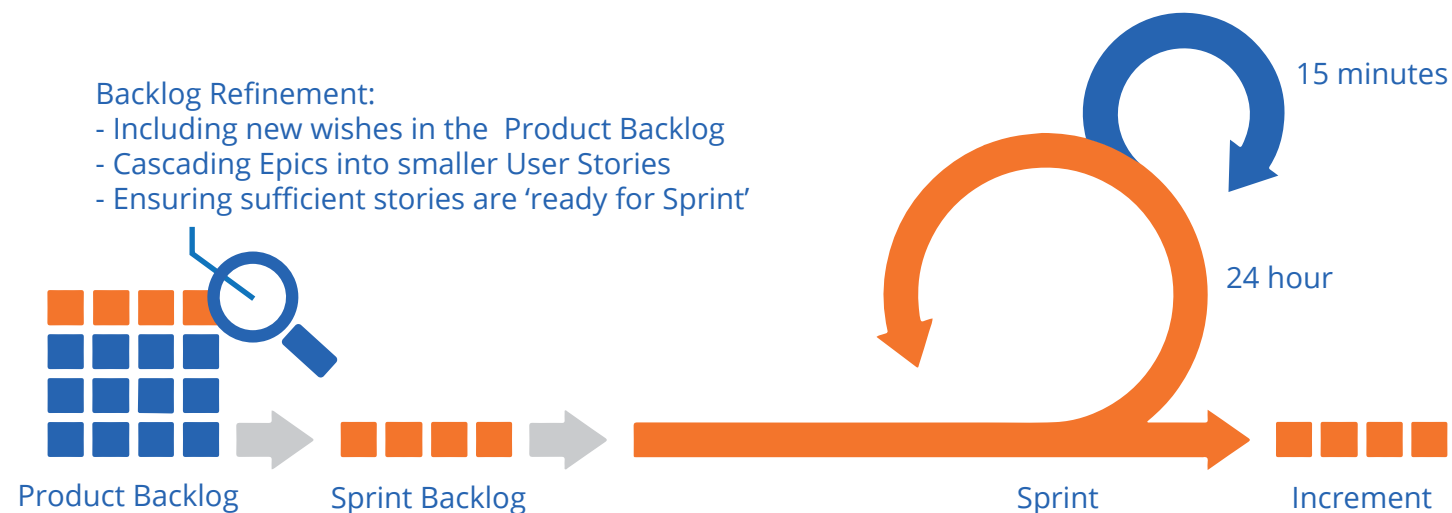
An organized list and the only source of all needs/wishes regarding a specific product according to the Product Owner. The Product Backlog is never complete. Often the items at the top of the Product Backlog are described more detailed than lower level items. The Product Owner manages the Product Backlog.

Sprint Backlog

Contains on one hand a set van Product Backlog items selected for a sprint and on the other hand a plan for realisation of the sprint. The Sprint Backlog is what the Development Team says it is able to realise into a 'Done' increment. Only the DT can alter the Sprint Backlog when more or less work appears to be needed to realise the increment.

Increment

The total of all Product Backlog items realised during a Sprint. At the end of a Sprint the new Increment must be "Done", which means that the result is in a state that it can be used and meets the Definition of "Done" as agreed on by the Scrum Team. The Increment is a step in the direction of a vision or a (strategic) objective.



User Stories en Epics

User Story

is a short, simple description of a need of a user or customer in terms of a new function or characteristic of a (part of a) product or service. A user story has a simple structure: who? what? why

As an account manager I would like to be able to create a report of all reviews of our service related to customer X that we have received in the past term, so that I can show these to customer X as input for quarterly service improvement agreement talk.

The Product Owner manages the Product Backlog en decides which items are added. Based on user stories the team can decide which activities must be undertaken, the duration and in which order the work will need to be done. zal moeten gebeuren.

Epic

A large user story is called 'Epic'. You will need to refine Epics into smaller user stories to keep work manageable. It is important to ensure user stories will fit into one sprint.

The Scrum Team

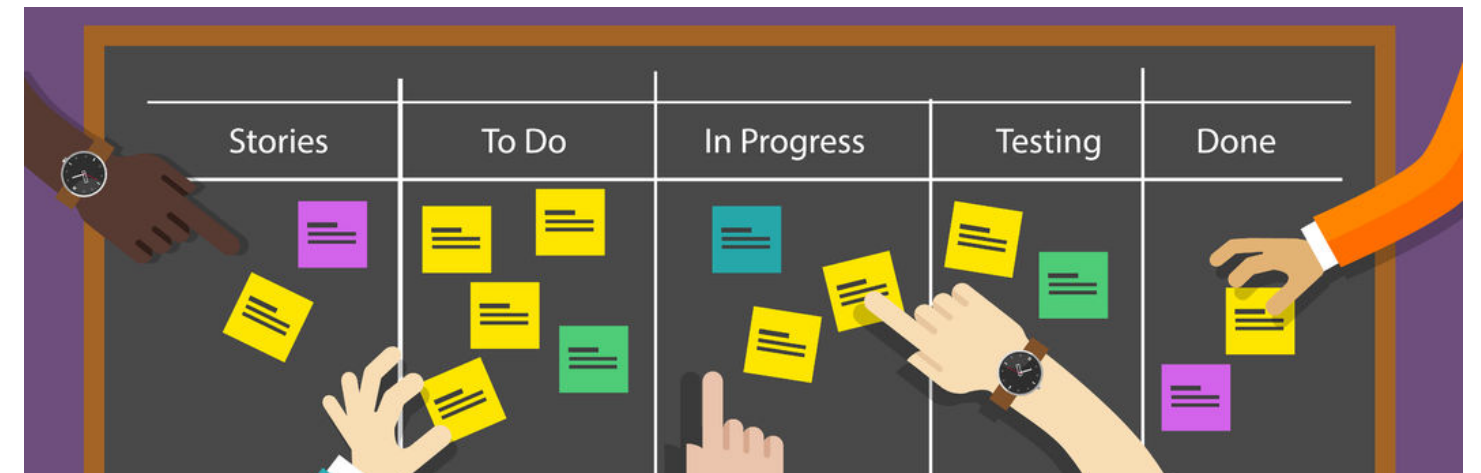
The Scrum Team consists of the Development Team, the Scrum Master and the Product Owner.

Tools you can use when working Scrum

Tools that are often used in combination with Scrum are the Scrum board, burn-down charts and planning poker:

Scrum board

A variation on the Kanban board. Kanban is derived from the Japanese words for 'visual' and 'card or board'. The Kanban board is used in combination with 'lean' ways of working and just-in-time production. It is a system to signal, for example by placing cards on and moving cards over the board. In Scrum you can use Kanban to organize tasks in a sprint.



Planning poker

This is a tool you can use during the Sprint Planning. A card set for planning poker consists of 52 cards in which four people can participate. A set of cards consists of four series of cards with a range of numbers, a ?-card if you really have no idea and a card with a picture of a cup of coffee to show you need a break.

1. Each member has his/her own set of cards with the numbers 0, 1, 2, 3, 5, 8, 13, 20, 40 and 100.
2. The team choses a small, frequently occurring job. This job is the equivalent of 2 points. A job smaller than this will be allocated 1 point. The idea is that most user stories will be bigger than this 2-points-job.
3. Based on the 2-points-job as a measuring unit the team will estimate all user stories. Not in man-hours or currency but in relation to the 2-points-job.
4. Per user story each team member choses the best suited card and puts it on the table with the number facing the table so it is not visible yet.
5. When all have picked a card, everyone turns the card with the number facing up.
6. The team members with the highest and lowest score explain their reasoning behind their estimates and the team talks about the differences in perception regarding the work needed to realise the user story. This way new insights emerge and are shared.
7. After this talk, a new round of selecting and showing cards will take place.
8. The differences are again explored and a new round of estimating may follow. Usually two or three rounds are enough to come to an agreement. The exchange of insights also supports finding the best way to do the job.
9. The team continues to the next user story until the (top of the list) is ready.
10. When the team knows how many points it can produce in one sprint, a fairly reliable estimation can be made based on the total number of point for the total amount of work.