EX-CITE
EXCELLENCE CENTER FOR IT EDUCATION

Agile Basics & SCRUM Foundations

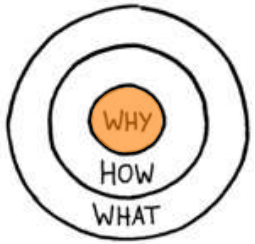
Day 1

17.05.2022

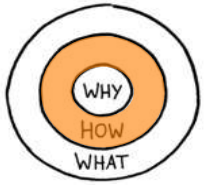
Flipchart Documentation

Who we are

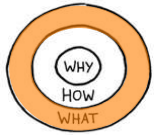
EX-CITE is a development partnership of companies **from IT, Consulting, Education and International Development** organizations. All competencies combined **aim to empower students and young professionals from Kosovo** and its surrounding region by offering **state-of-the-art knowledge in IT infrastructure and Agile methodologies**.



We started EX-CITE because **we believe in the power of education and training**. We aim to support students & young professionals from Kosovo to start a successful career.



Through our **practical training approach**, it will be possible to mentally anchor what has been learned. We want our participants to secure a competitive advantage and succeed in a certification.



We aim to offer a **high-quality, market-oriented education** in IT and IT-related professions.

Your trainers are:

Marlon Grey

Matthias Müller-Löbnitz

Blerta Hoti

Rules of the game

1. Please leave your computers + cellphones closed
2. No Multitasking, please focus
3. Hear everybody out
4. Ask questions for every unclarity – ideally at the end of a module.
5. Please be on time (after breaks, lunch, etc.)
6. Please use our breaks for any business or personal conversations

Hey there!

Please let us know

- **Who are you and what are you doing?**
- **Tell us three facts about yourself of which two should be true and one should be wrong.**
- **All other participants have to guess and find out, which info is the lie.**

Agenda Day 1

Check-in	09:30-10:10
Goals & Expectations	10:10-10:30
The Legacy System	10:30-10:50
Agile vs. Waterfall	11:00-11:35
What „Agile“ means	11:35-12:05
Agile Values & Principles	13:05-13:35
Iteration & Adaptive Planning	13:35-14:35
MVP & Continuous Improvement	14:35-14:50
Check-out & Retrospective	14:50-15:00

EX-CITE
EXCELLENCE CENTER FOR IT EDUCATION

Goals & Expectations

Questions
Wishes
Expectations
Ideas

General learning objectives

Goals for this training are…

Participants **can apply agile mindset** to different situations

Common understanding **of Scrum Events and how to facilitate them**

Participants have an understanding of **questions in the PROVEN AGILE exam**

Participants understand the meaning of **VUCA and** how to **succeed in a VUCA World**

Participants are familiar with **challenges Scrum Master typically face** in their role and get a better understanding of how to cope with them

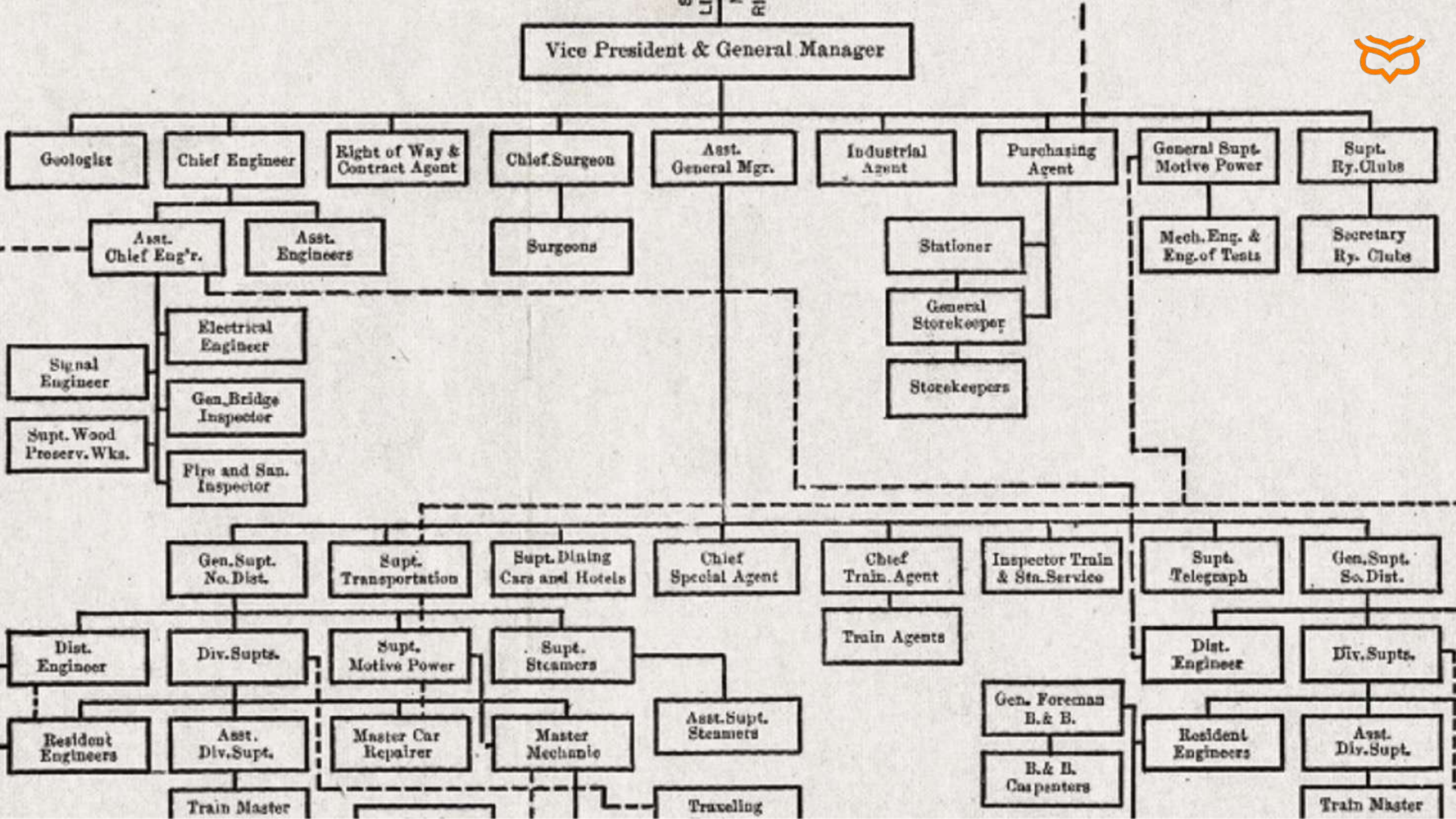
Get to know Agile Tools and knowing when to apply them

… all with a learning by doing approach aiming to apply and test in a safe environment

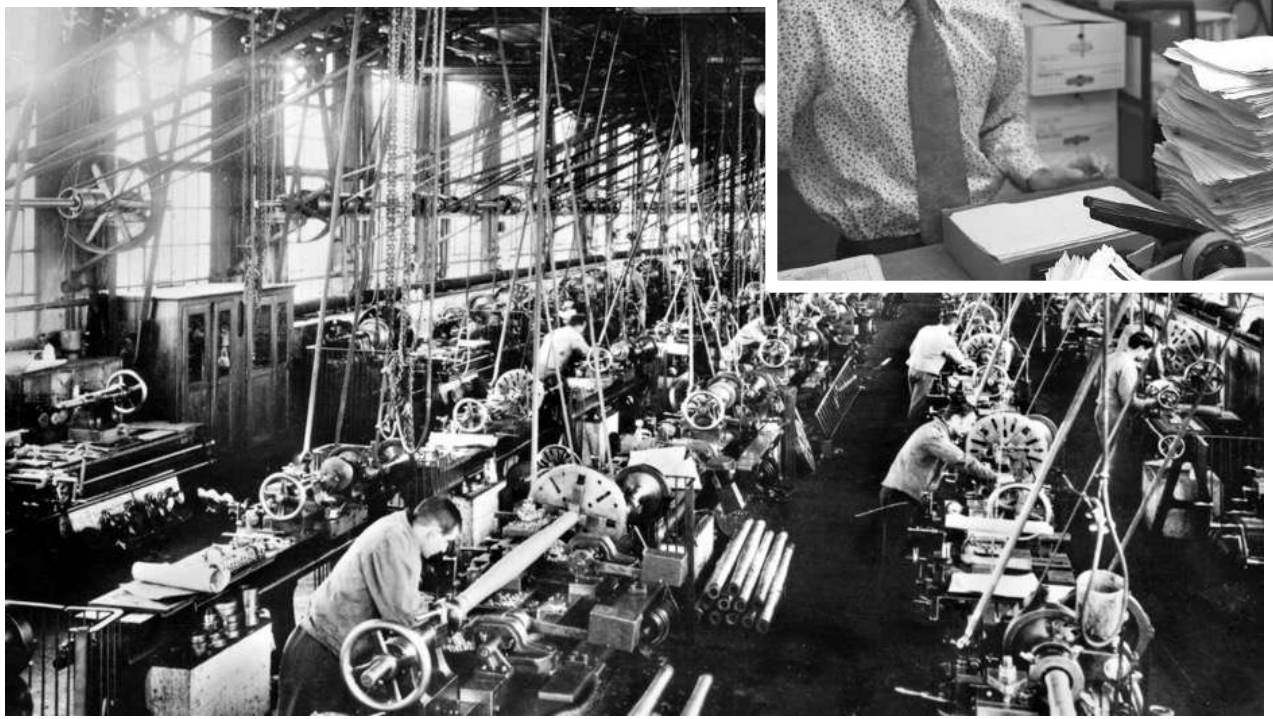
The Legacy System

Some historic developments

LEGACY OF OUR SYSTEM: THE INDUSTRIAL REVOLUTION - HIERARCHIC STRUCTURES & PROCESSES


Vice President & General Manager
Geologist
Chief Engineer
Right of Way & Contract Agent
Chief Surgeon
Asst. General Mgr.
Industrial Agent
Purchasing Agent
General Supt. Motive Power
Supt. Ry. Clubs
Asst. Chief Eng'r.
Asst. Engineers
Surgeons
Stationer
General Storekeeper
Storekeepers
Mech. Eng. & Eng. of Tests
Secretary Ry. Clubs
Electrical Engineer
Signal Engineer
Gen. Bridge Inspector
Supt. Wood Preserv. Wks.
Fire and San. Inspector
Gen. Supt. No. Dist.
Supt. Transportation
Supt. Dining Cars and Hotels
Chief Special Agent
Chief Train. Agent
Inspector Train & Sta. Service
Supt. Telegraph
Gen. Supt. So. Dist.
Train Agents
Dist. Engineer
Div. Supts.
Supt. Motive Power
Supt. Steamers
Dist. Engineer
Div. Supts.
Gen. Foreman B. & B.
Resident Engineers
Asst. Div. Supt.
Master Car Repairer
Master Mechanic
Asst. Supt. Steamers
B. & B. Carpenters
Resident Engineers
Asst. Div. Supt.
Train Master
Train Master
Travelling

COMMAND & CONTROL



TODAY'S ERA: THE DIGITAL REVOLUTION - INFLUENCE OF CONNECTIVITY INTO EVERYDAY LIFE

EMERGENCE OF A NEW FEELING OF „WE“

- SHARING OPTIONS
- OPEN INNOVATION
- WE-CULTURE

NEW-WORK-AWARENESS

- START-UP
- PERMANENT BETA
- CO-WORKING

Digitalization in numbers

In 2017,

269 Billion

E-Mails were delivered daily. They are assumed to rise up to **319 Billion** by the end of 2021!

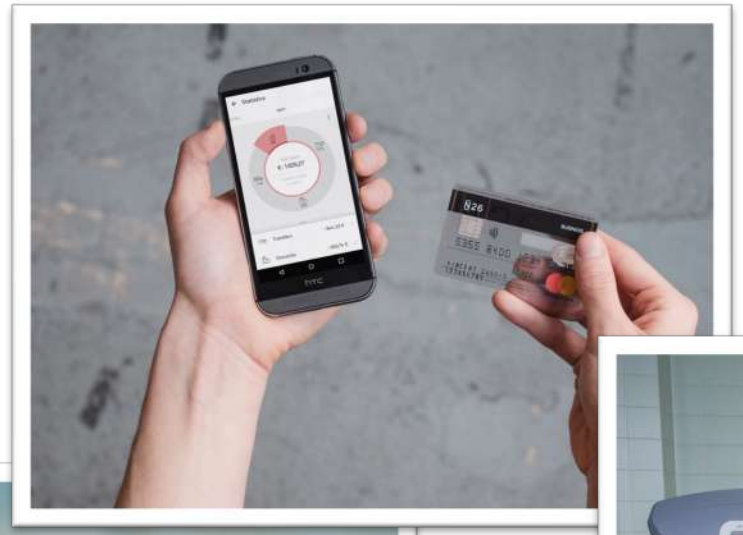
Worldwide, there are **46.740 pictures** posted on Instgram per minute, 4,1 million videos are watched on Youtube!

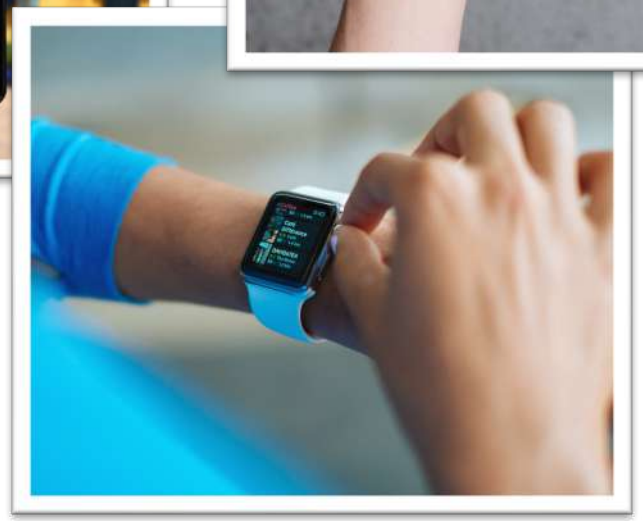
840 new users register on social networks every minute.

16 zettabytes (21 zeros) is the amount of data generated worldwide in 2016. The forecast for the year 2025: ten times as much,

about **163 zettabytes!**

Digital Revolution in everyday life





We live in a VUCA world

VUCA

VOLATILITY **UNCERTAINTY** **COMPLEXITY** **AMBIGUITY**

„The world has never turned so fast,
and will probably never turn so slowly again.“

Sofie Lindblom (Spotify)

We live in a VUCA world

VUCA

VOLATILITY **UNCERTAINTY** **COMPLEXITY** **AMBIGUITY**

V= Volatility refers to the increasing frequency, speed and magnitude of (mostly unplanned) changes

We live in a VUCA world

VUCA

VOLATILITY **UNCERTAINTY** **COMPLEXITY** **AMBIGUITY**

U = Uncertainty means the generally decreasing degree of predictability of events in our private and professional lives

We live in a VUCA world

VUCA

VOLATILITY **UNCERTAINTY** **COMPLEXITY** **AMBIGUITY**

C = Complexity refers to the increasing number of different interconnections and interdependencies that make many issues in our lives opaque

We live in a VUCA world

VUCA

VOLATILITY **UNCERTAINTY** **COMPLEXITY** **AMBIGUITY**

A = Ambivalence describes the ambiguity of the factual situation, which makes incorrect interpretations and decisions more likely

VUCA explained on the example of the Corona pandemic

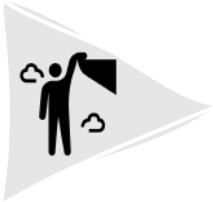
VOLATILITY

Volatility refers to the increasing frequency, speed and magnitude of (mostly unplanned) changes

- How do the numbers develop?
- Which mutation is next?
- Which measures apply?

UNCERTAINTY

Uncertainty means the generally decreasing degree of predictability of events in our private and professional lives



- Can I enter my vacation destination?
- Can my planned wedding take place?

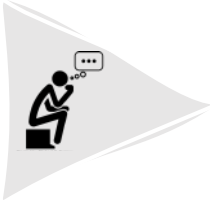
COMPLEXITY

Complexity refers to the increasing number of different interconnections and interdependencies that make many issues in our lives opaque

- Which measures have what influence on spread?

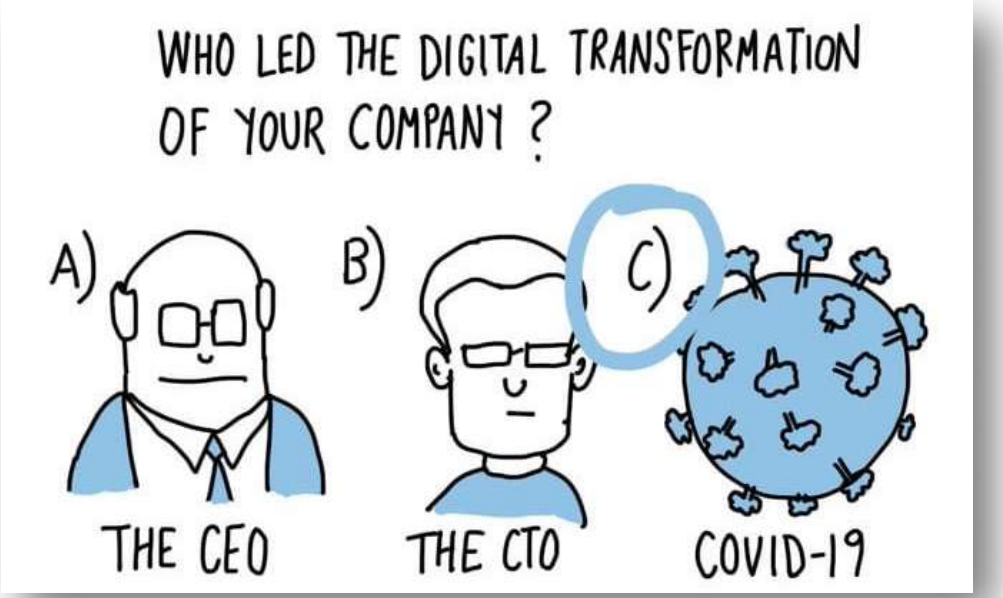
AMBIGUITY

Ambivalence describes the ambiguity of the factual situation, which makes incorrect interpretations and decisions more likely



- Do the measures mean protection or restrictions of freedom?
- Does the situation bring only disadvantages? Or also advantages?

Impact of the Pandemic on Businesses



Customer Growth of **470%** in 2020 with a projected **revenue growth of 320%** for 2021.

zoom

Lufthansa

At its peak in 2020, Lufthansa lost **1 million euros per hour**. At the beginning of 20201, it still loses **10 million euros per day**.

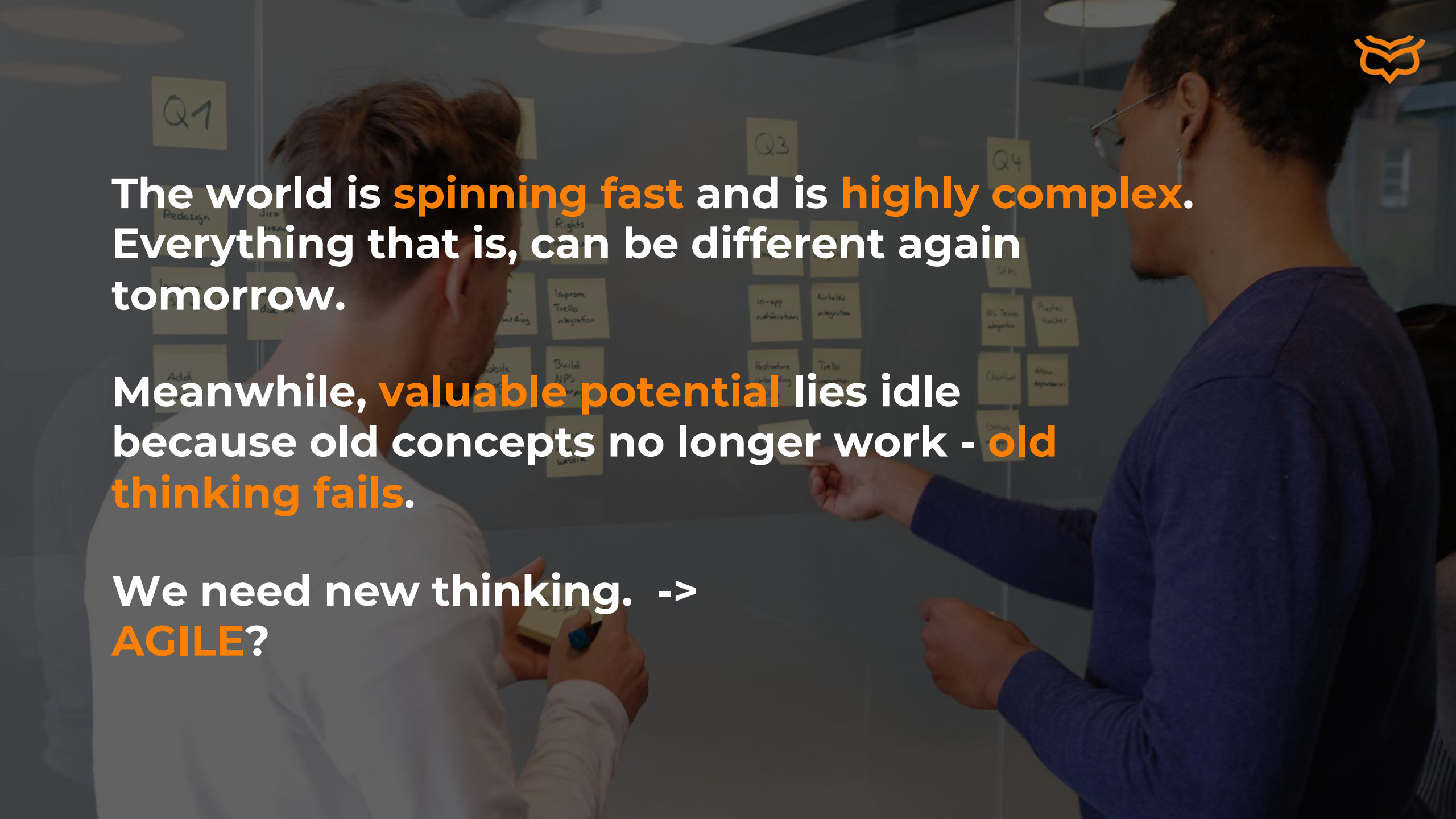
Sudden events can turn the course of events around 180 degrees and throw intensively thought-out strategic plans out of order overnight. The next unicorn is always just around the corner!

Companies affected by VUCA

Although Kodak developed the first digital camera in the 1970s, it did not pursue the technology any further so as not to jeopardize its main business with film cameras. Kodak eventually had to file for bankruptcy.

Tesla's consistent focus on electric mobility has given it a head start over established car manufacturers, who were only able to bring competitive electric cars to market years later.

Uber has posed enormous challenges to the heavily regulated cab market with a disruptive business model and is benefiting from the societal shift towards digitalization.



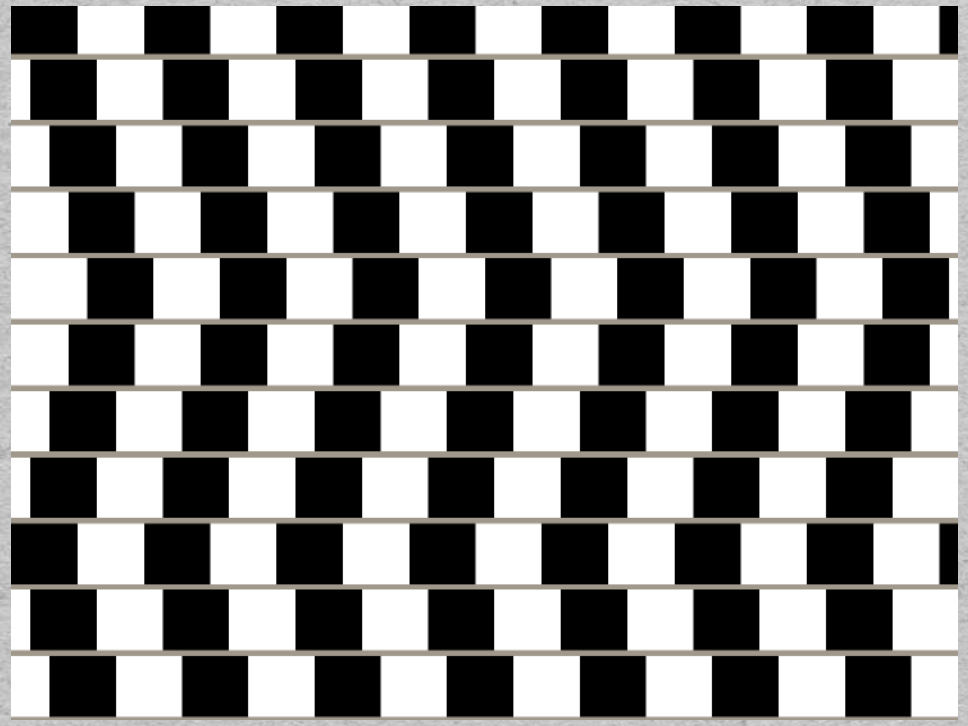
The world is spinning fast and is highly complex. Everything that is, can be different again tomorrow.

Meanwhile, valuable potential lies idle because old concepts no longer work - old thinking fails.

We need new thinking. -> AGILE?

10 Minutes Coffee Break

„Brain Jogging" – for those of you who stay in front of the screen...



How crooked are the lines in this graphic?

Agile vs. Waterfall

Exercise
Why projects fail

Why are projects successful? And why might they fail?

Get together in your groups, find reasons and prepare for presentation to the plenum.

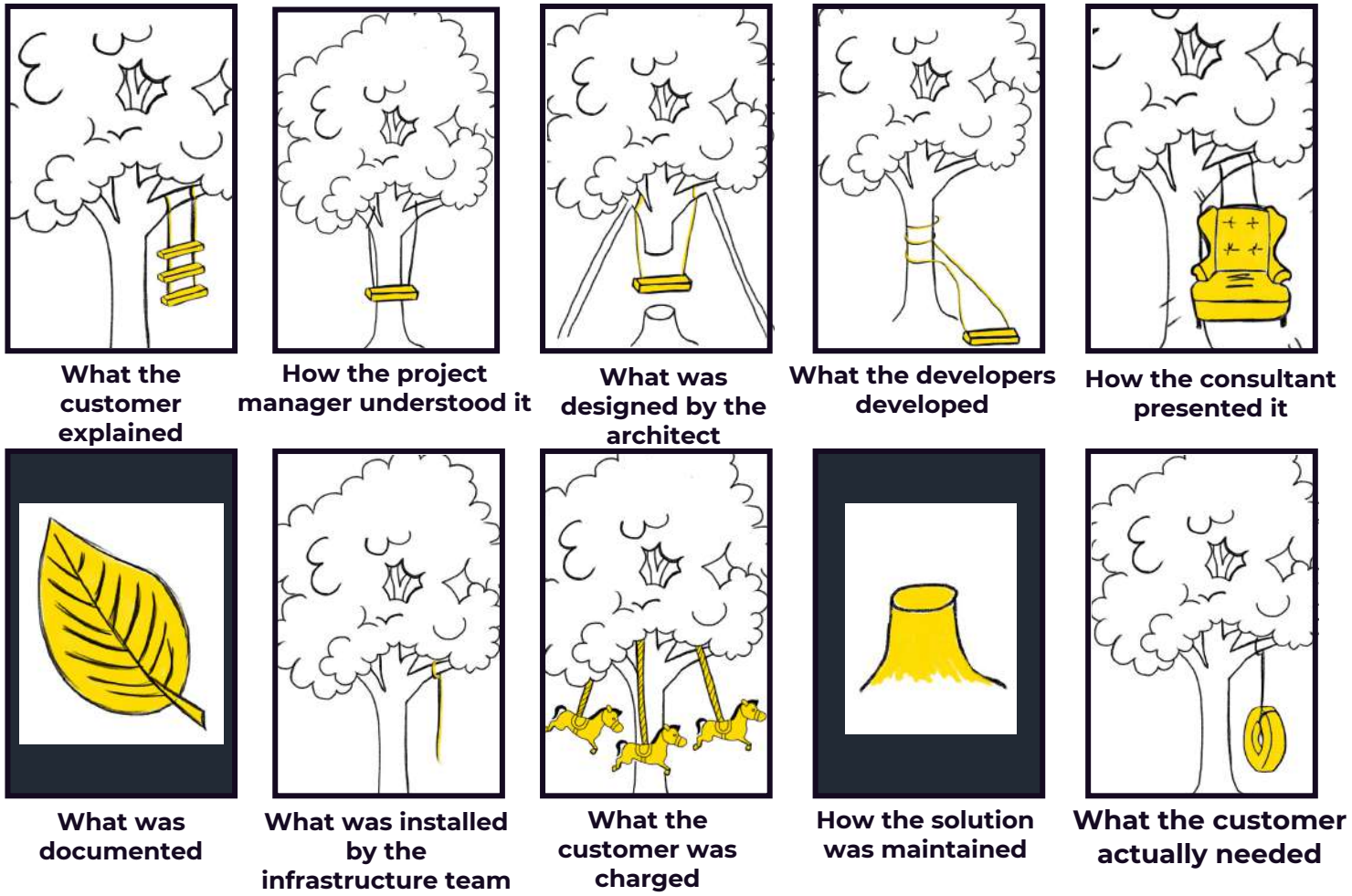
Find 3 common reasons why projects **fail**.

- **FAILURE**
- ...
- ...

Find 3 common reasons why projects are **successful**.

- **SUCCESS...**
- ...
- ...

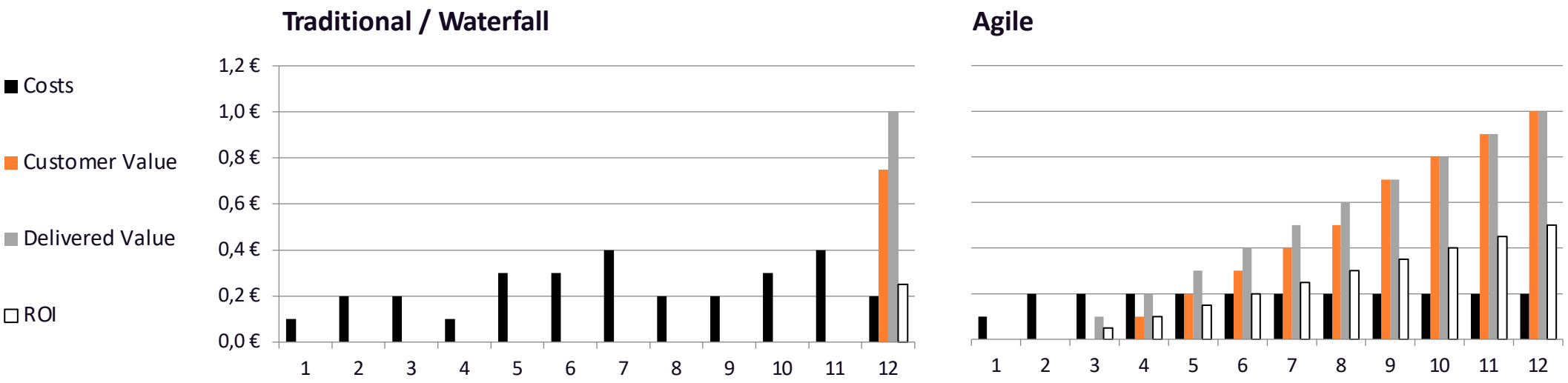
Classic…



…or how it should **not** run.

Based on Swing Tree Cartoon (creator unknown)

Value proposition
Waterfall vs. Agile approach



ROI delivered earlier

Increased quality of delivery

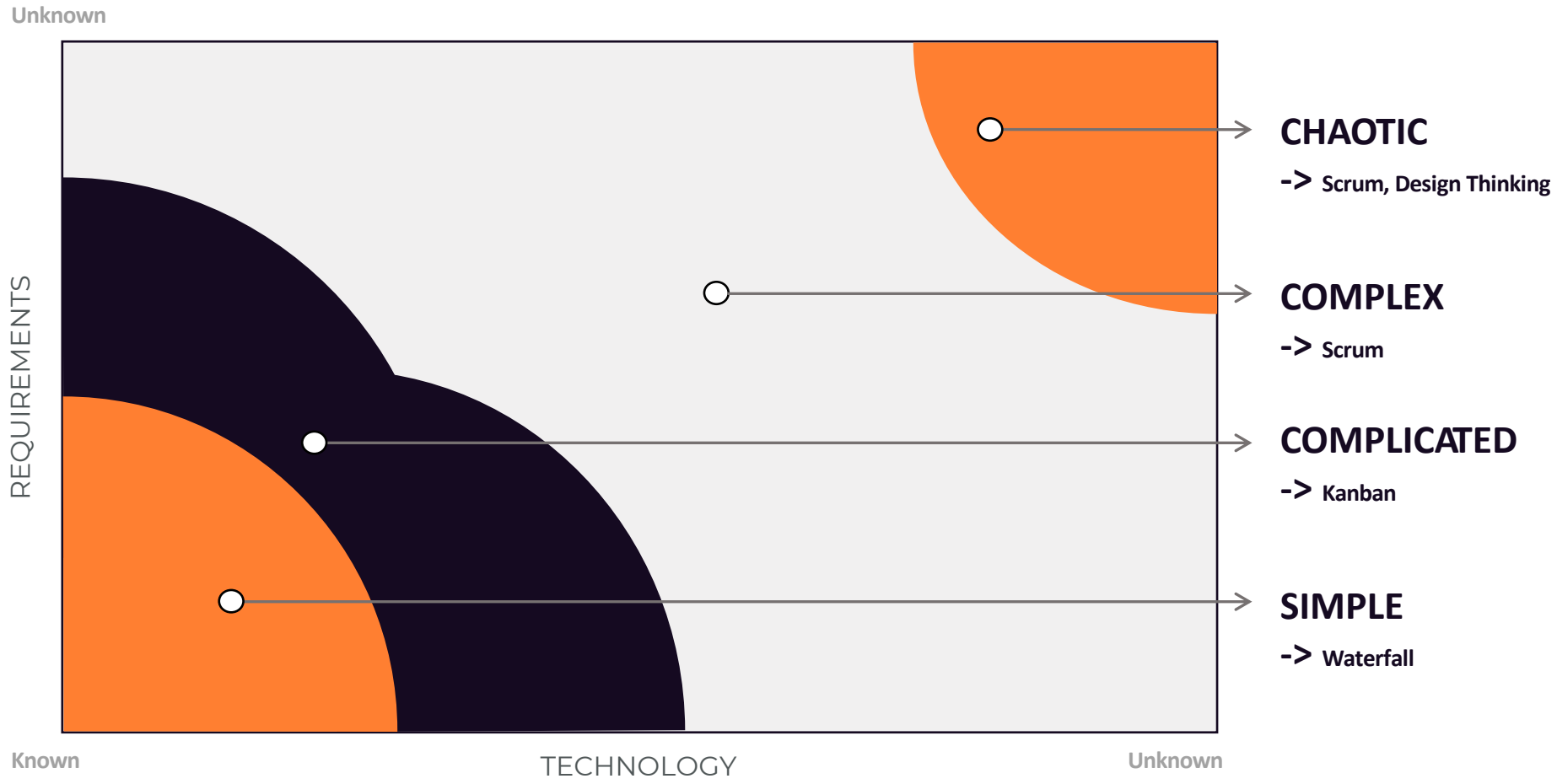
Reduced overhead

Risk avoidance

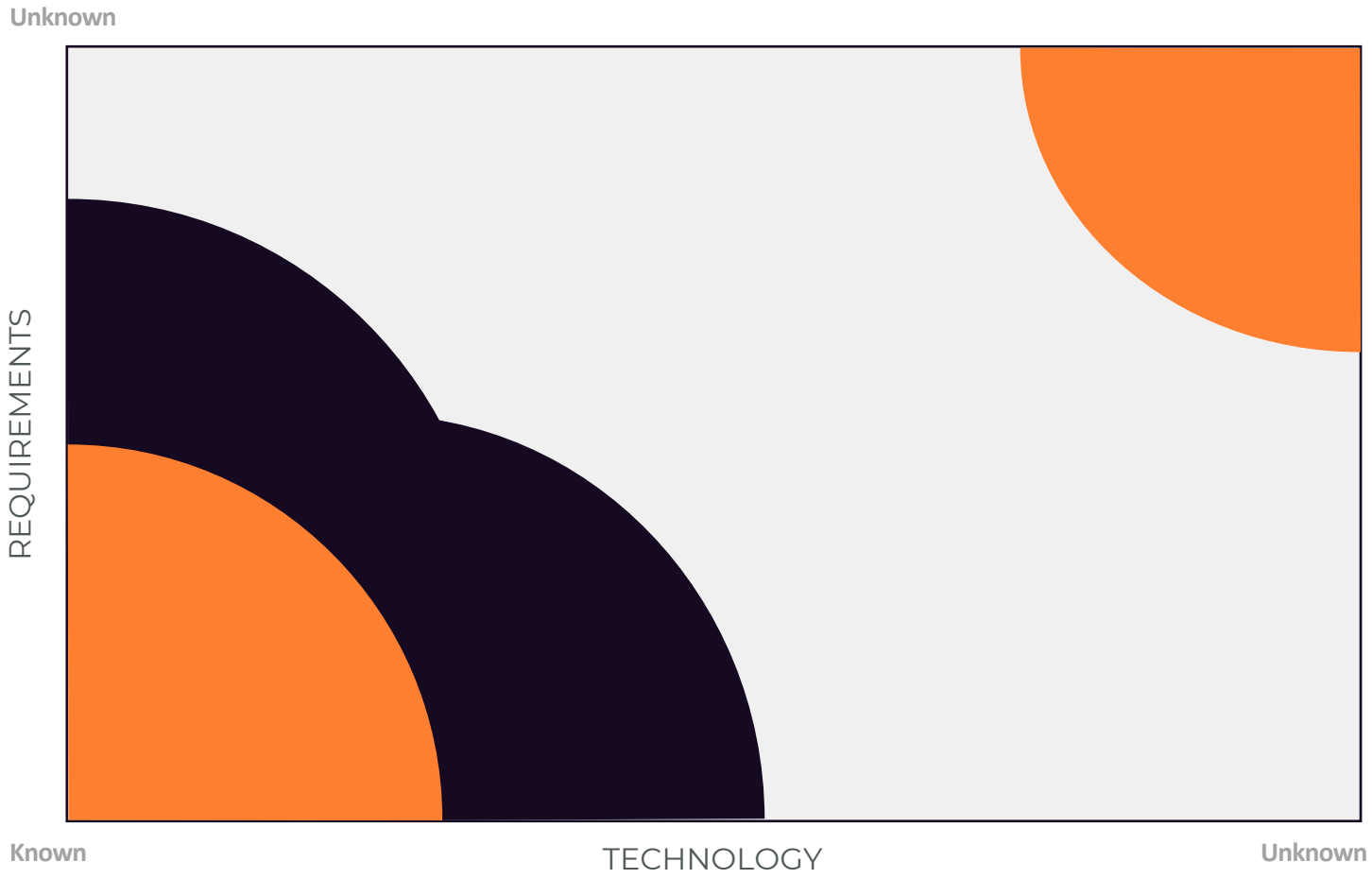
Higher efficiency and flexibility

Earlier customer satisfaction

When to apply an agile approach – Stacey-Matrix



When to apply an agile approach – Stacey-Matrix



- **Agility** is applied best to **complicated** and **complex** problems
  ➡ Incremental approach
- **Waterfall** is applied best to **simple problems**
  ➡ Best practice approach

Companies that have established agile methods successfully… and a mood overview

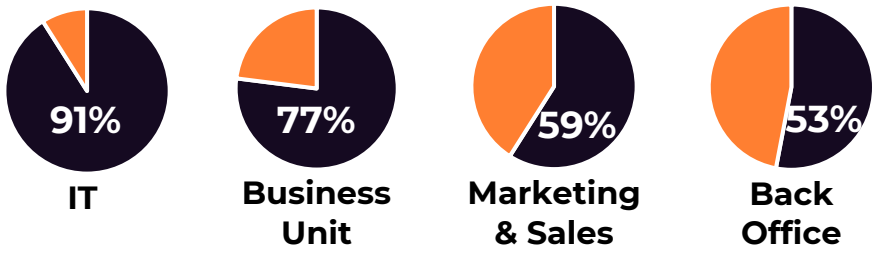
Fewer than 10% of the nonfinancial S&P 500 companies in 1983 were still in the S&P 500 in 2013.

Almost **2/3 (62%)** of top management believe Agile is something that has **no implication** for them

63% state that it is a **strategic priority** to become an Agile organization now (2019)

Research shows that agile organizations have a **70% chance of being in the top quartile of organizational health**, the best indicator for long-term performance

Business functions using Agile principles and approaches



What „Agile“ means

Agile timeline

1940‘s

- Imlementation of **Toyota Production System**
- Kanban as tool to structure industry processes
- Lean Principles

...

1980‘s

- 1986 – New New Product Development Game
- Agile principles written down for the very first time

1990‘s

- 1995 – **SCRUM**
- 1999 – Extreme Programming (XP) and User Stories

2000‘s

- 2001 – **Agile Manifesto**
- 2007 – Kanban for Software Development
- 2009 – Lean Startup

2010‘s

- 2012 – Scaled Agile Framework (SaFE)
- 2012 – Spotify model

What is Agile?

Agile is the ability of an organization to be **flexible, active, adaptable** and act with initiative in times of change and uncertainty.

Agile emerged as a reaction to **slow, bureaucratic organizations**.

Agile is not a structure or strategy, agile is a **way of thinking and working**.

What means agility?

CUSTOMER-ORIENTED

Achieve the maximum outcome with the minimum effort

ITERATIVE

Satisfy the customer through early and continuous delivery of product increments

EMPIRIC

Inspect & Adapt – Regular feedback is more important than preliminary discussions

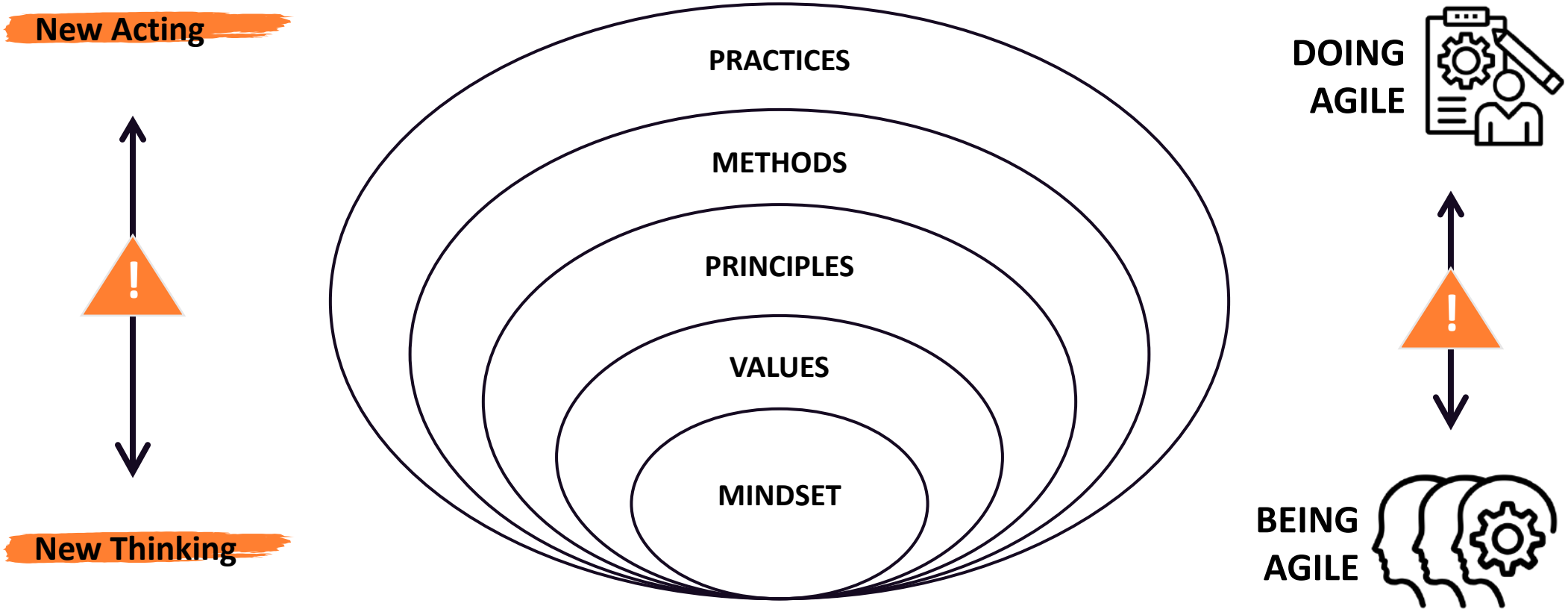
CROSS-FUNCTIONAL

Combine all necessary skills in one team

EMPOWERED TEAMS

Create environment and support and trust them to get the job done.

The Agile Onion



Mindset
The Agile Onion

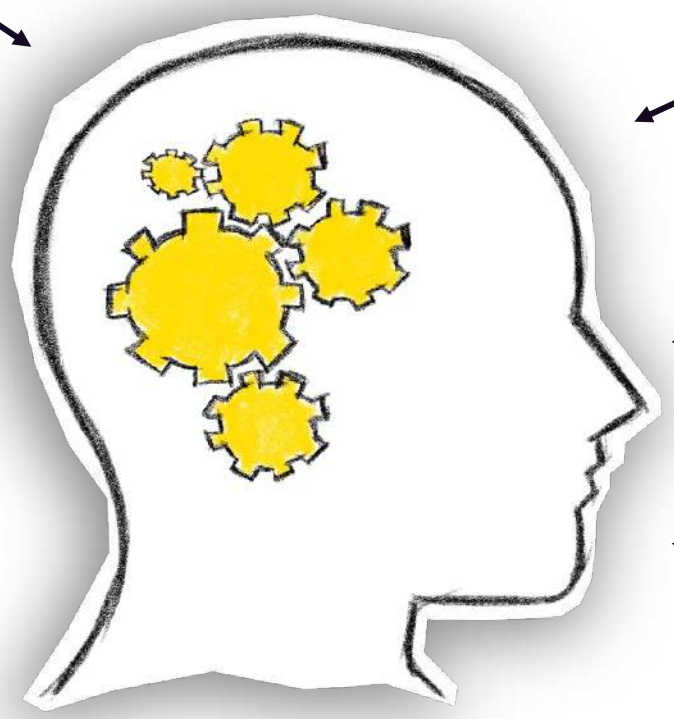
Agile Mindset

Autonomy & Self-Management

Trust & respect for team members

Customer centricity in team decisions

Collaboration, openness & transparency



Focus on customer benefits

Continuous improvement and learning

Flexibility due to changing requirements

Earlier vs. Today's image of mankind

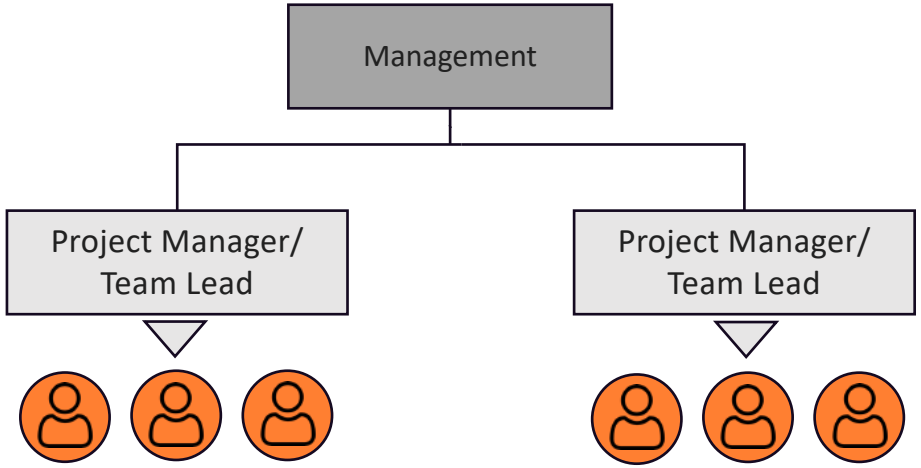
THEORY Y

MANAGEMENT	HUMAN IMAGE	LEADERSHIP	WAY OF WORKING
	• People want to contribute with power and commitment to something great	• Supportive • Enrolling potencial • Meaningful	• Self-Responsible • Outgrowing oneself
	• People are lazy and need strong external incentives	• Hierachy & Authority • Presettings & Supervision • Processes	• Resources • Subordinated • Working by minumum

THEORY X

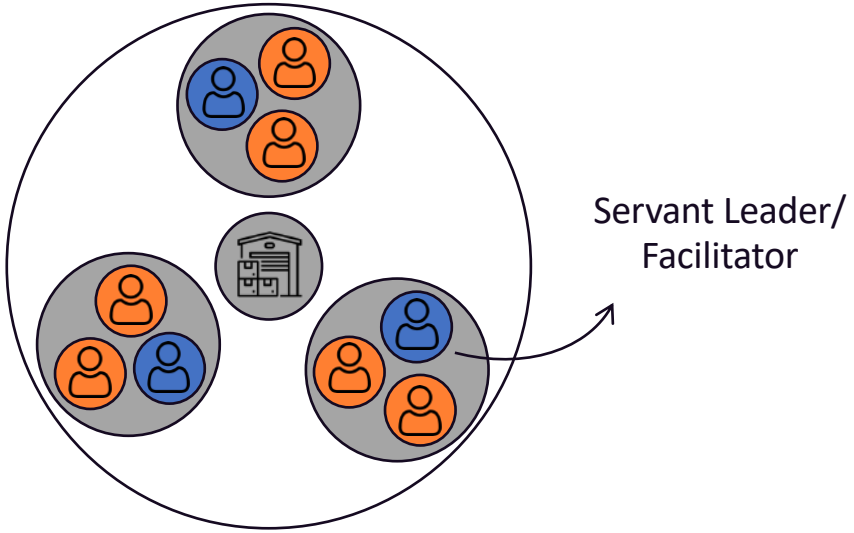
The requirements for leaders change in agile teams

Traditional Teams



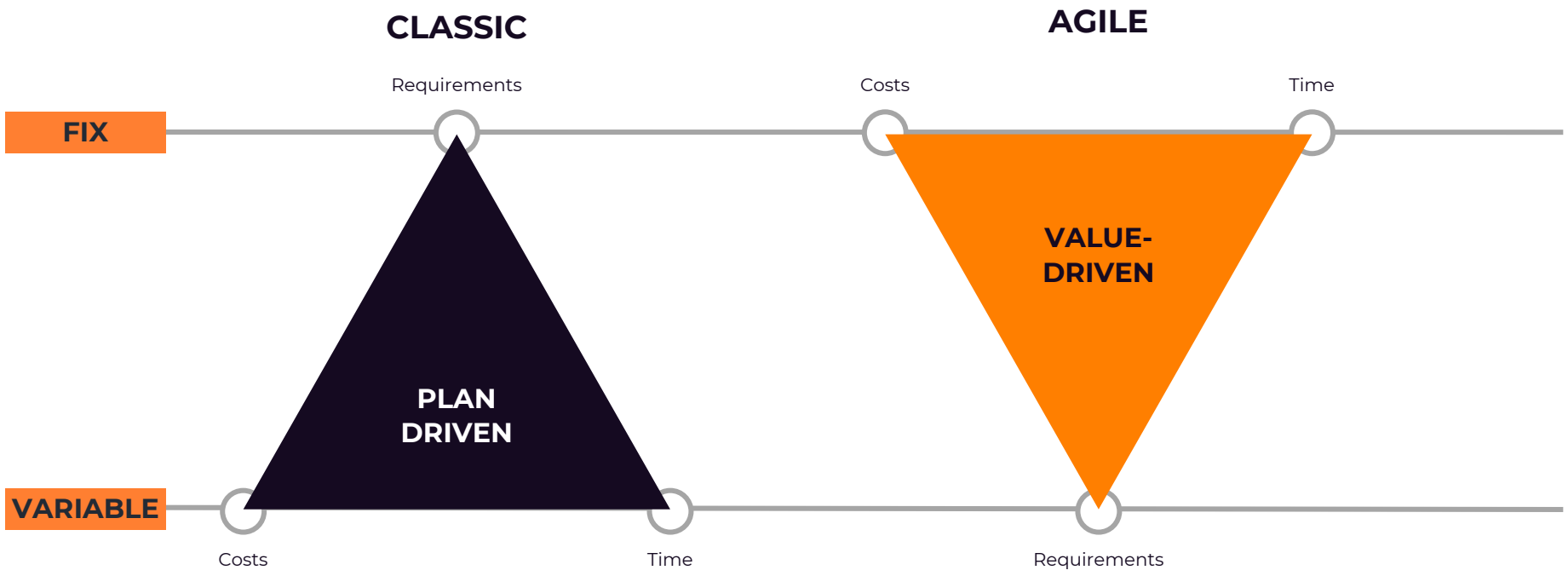
- Top-down controlled
- Strong dependence on the project manager/team lead
- Silos

Agile Teams



- Self-organized teams
- Servant Leader empowers the team
- Servant Leader as an equal member of the team

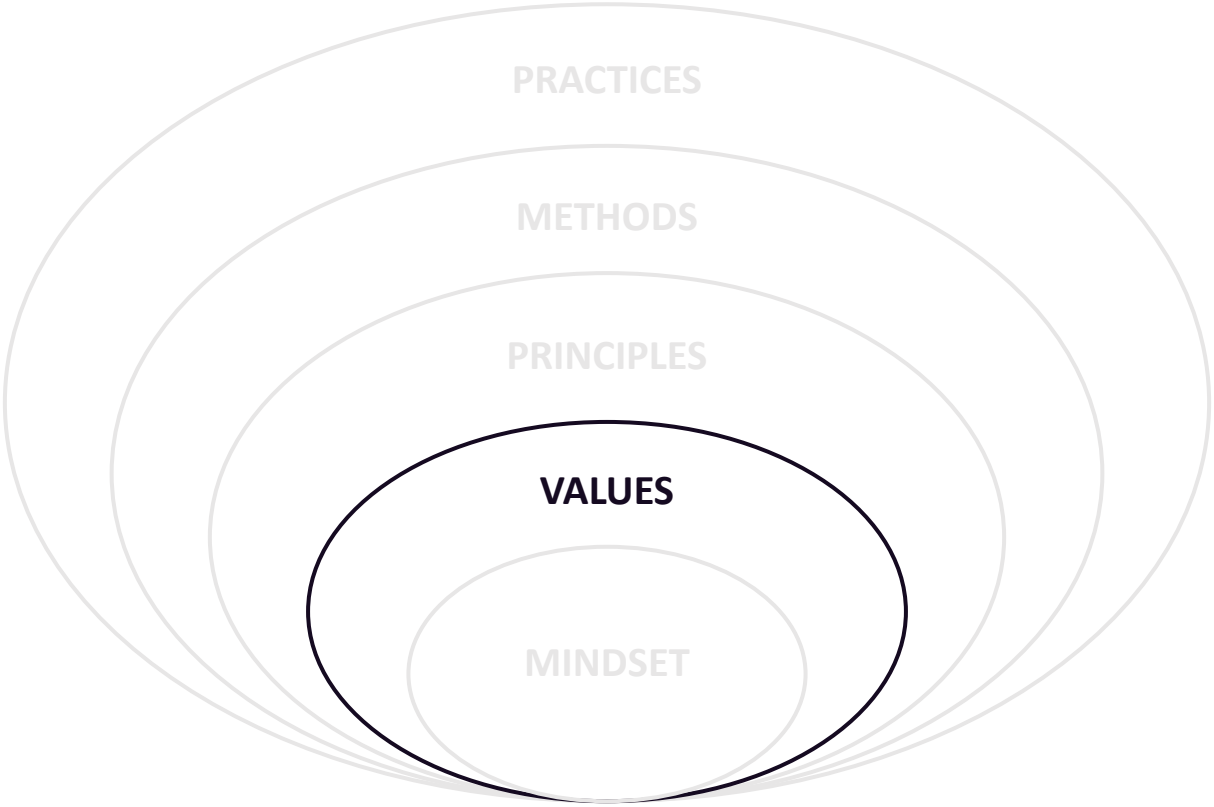
- Agile Project Management <u>is not</u> driven by a plan, but by a Vision.



Values
The Agile Onion

New Acting

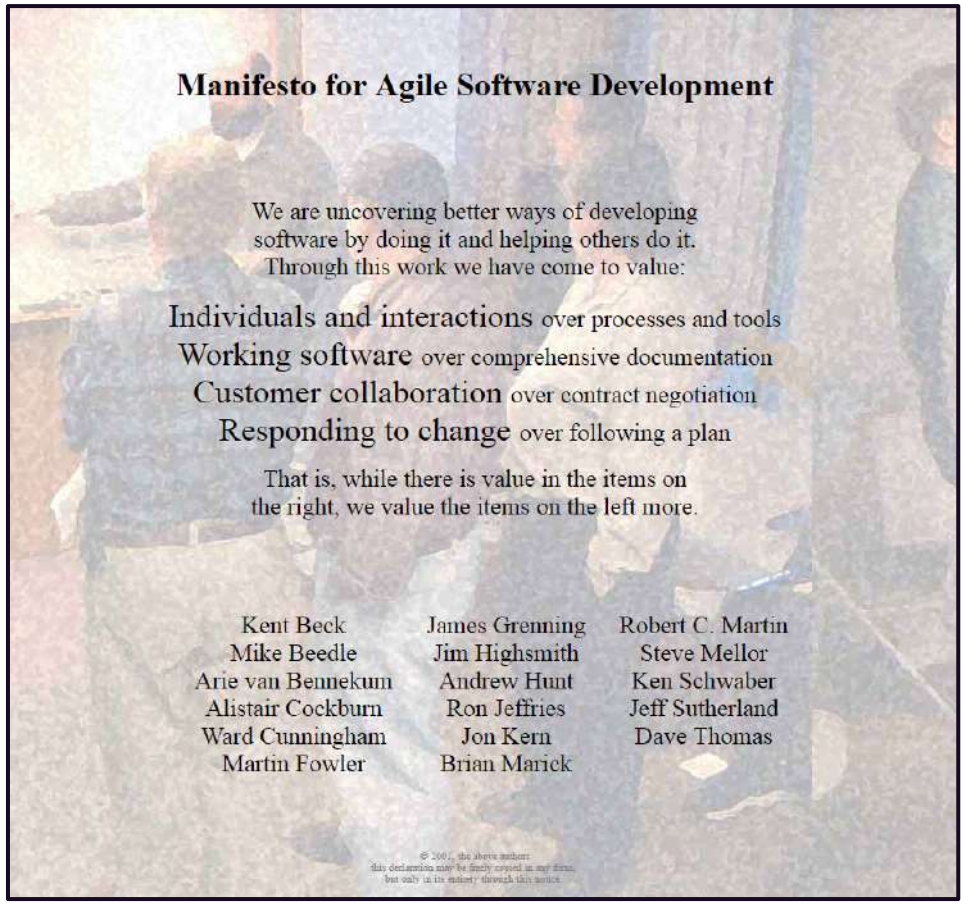
New Thinking



DOING AGILE

BEING AGILE

The Agile Manifesto



- **Developed in 2001** to help others find better ways to develop products
- **Adaptable** to any industry
- **Bottom-up creation**: 17 software development luminaries met to identify the common values of their methodologies

Common result:

- **4 values and 12 principles!**

Agile Manifesto

1

Individuals & Interactions

over processes and tools.

2

Working Products

over comprehensive documentation.

3

Customer Collaboration

over contract negotiation.

4

Responding to change

over following a plan.

The four Agile Values

We are uncovering better ways of developing software by doing it and helping others do it.

1

Individuals and Interactions

over processes and tools

2

Working Products

over comprehensive documentation

3

Customer Collaboration

over contract negotiation

4

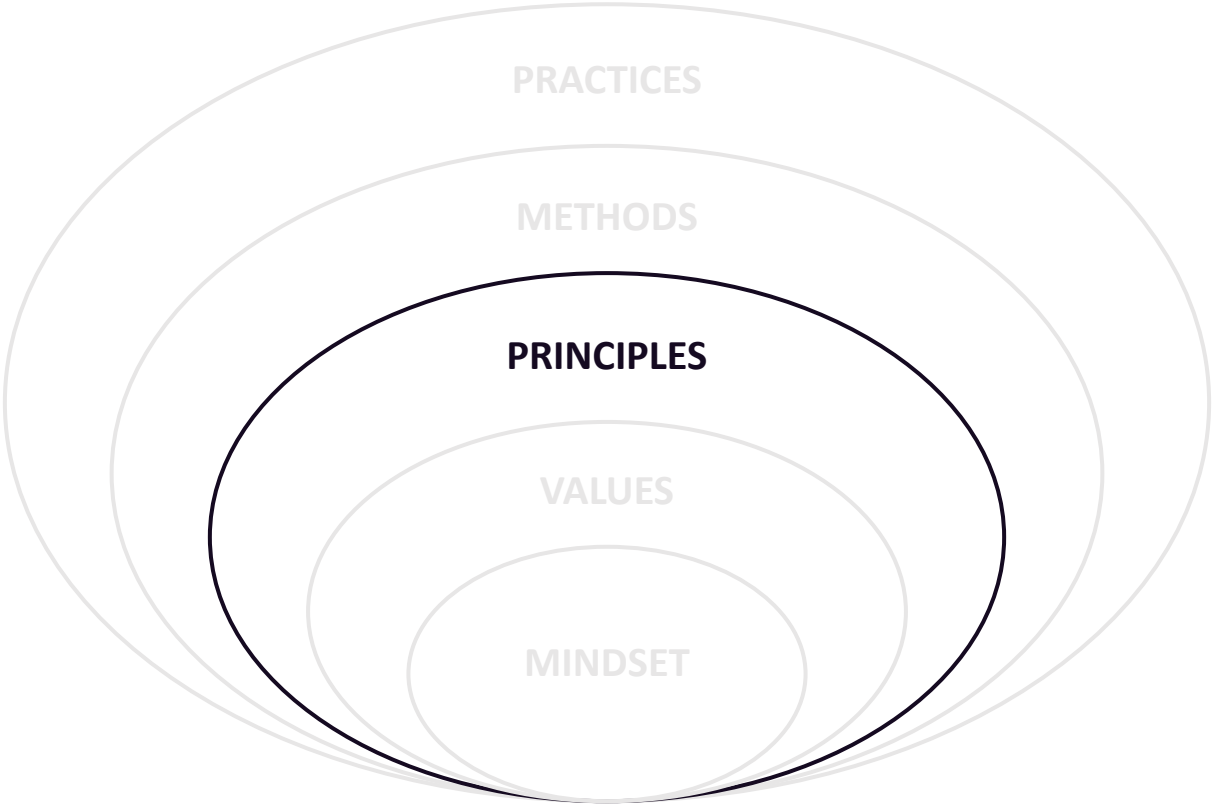
Responding to Change

over following a plan

Principles
The Agile Onion

New Acting

New Thinking



DOING AGILE

BEING AGILE

The twelve agile principles

1. Our highest priority is to satisfy the customer by early and continuous delivery of valuable products.
2. Welcome changing requirements even late in development. Agile processes use changes to the curstomer‘s competitive advantage.
3. Deliver regularly within a few weeks or months, preferring the shorter time frame.
4. Working products are the primary measure of progress.
5. Agile processes support sustainable development. Clients, developers and users should be able to maintain a steady pace indefinitely..
6. Constant attention to technical excellence and good design promotes agile ways of working.
7. Different departments should work together on a daily basis.
8. Build projects around motivated individuals. Give them the environment and support they need to get the job done.
9. The most efficient and effective way to communicate to and within a development team is face-to-face.
10. Simplicity – the art of maximizing the amount of work not done – is essential.
11. The best architectures, requirements and designs emerge from self-organizing teams.
12. At regular intervals, teams have to reflect on how to become more effective and adjust their behaviour accordingly.

Exercise Agile Principles

GOAL

We want to deepen the understanding about the 12 Agile Principles.

APPROACH

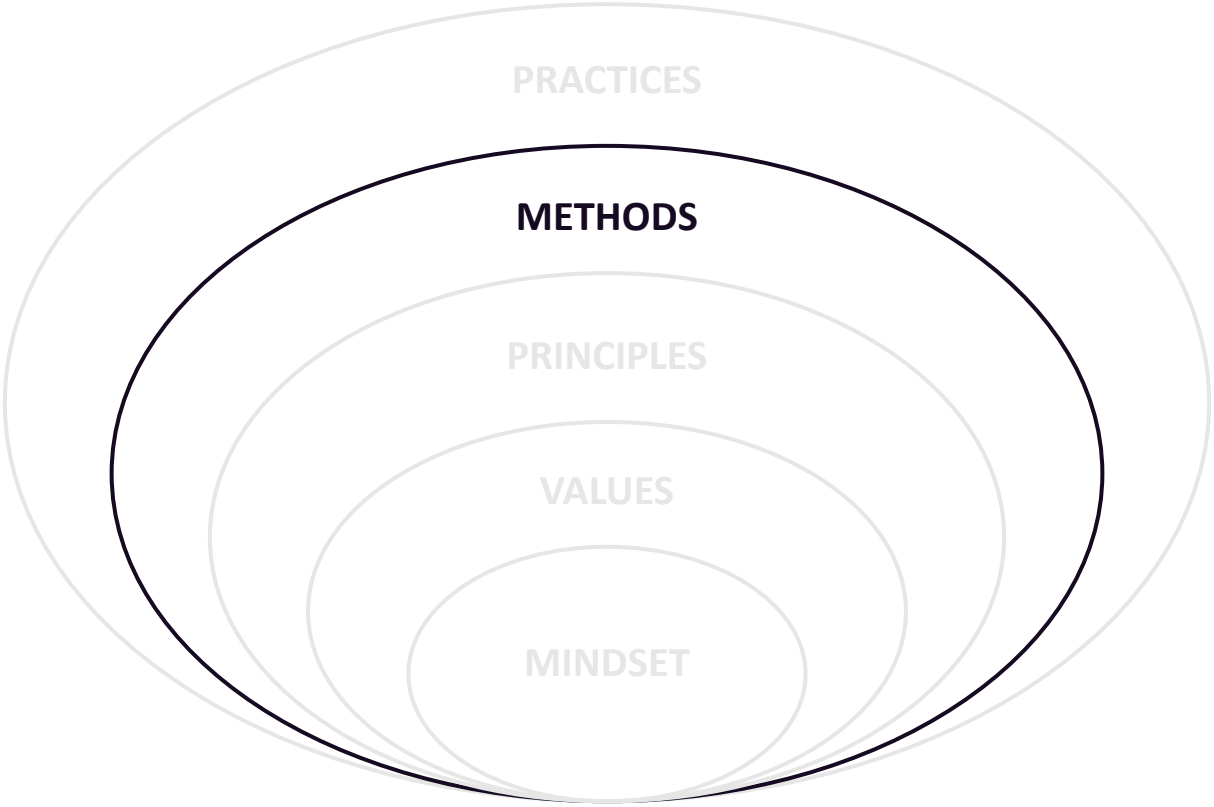
- You and your group are put into a breakout room in Teams.
- **Discuss** the Agile Principles in your group.
- **Highlight the three key words** for each principle that seem the most relevant for you.
- Present and discuss your choice with all

Iterative Approach & Adaptive Planning

Methods
The Agile Onion

New Acting

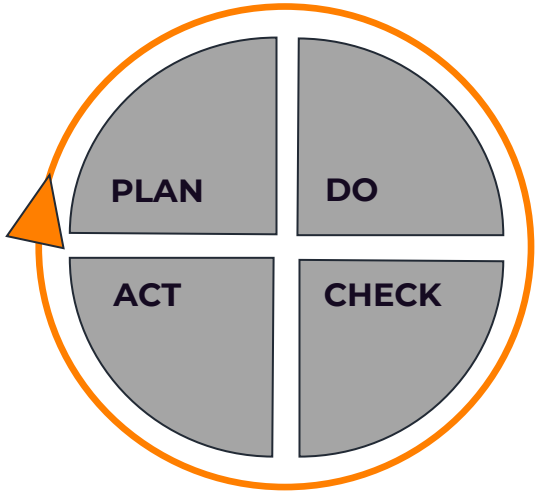
New Thinking

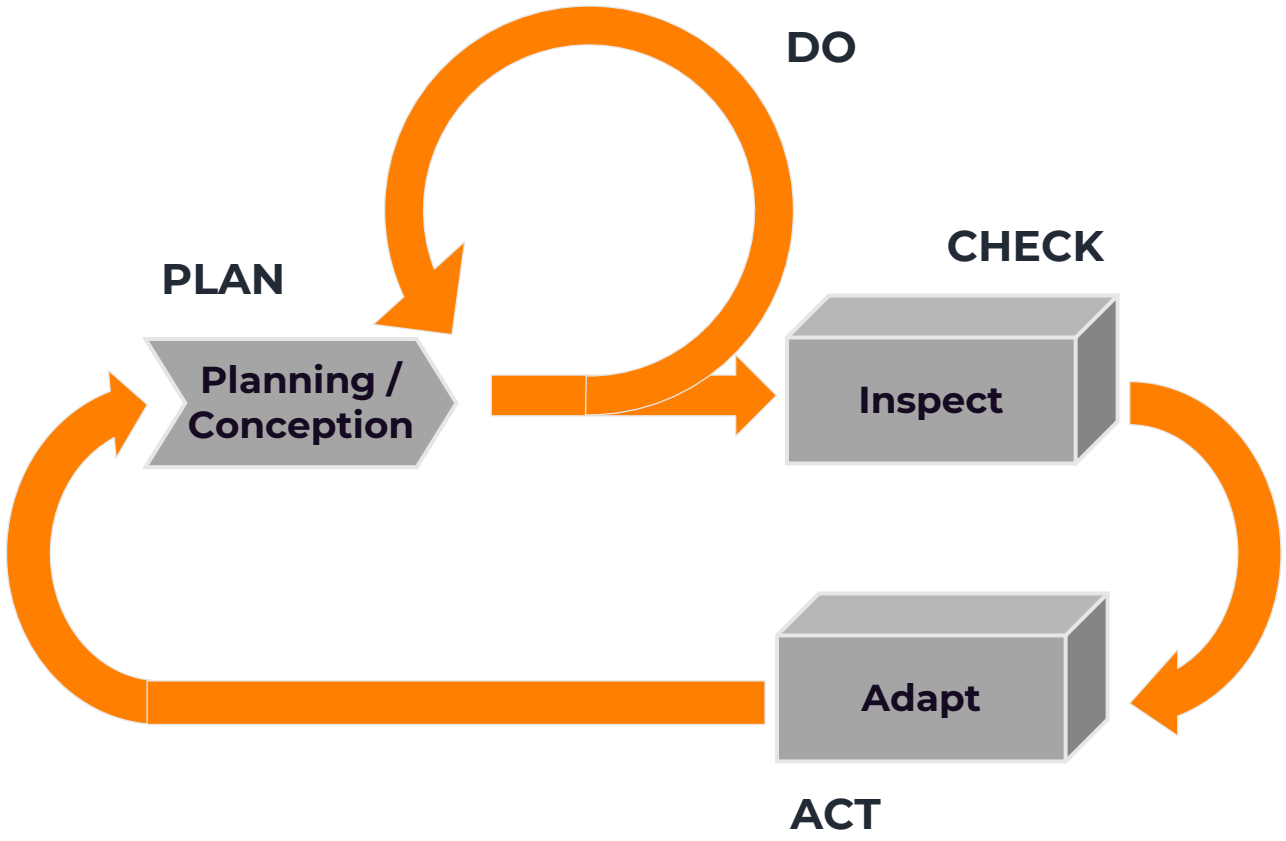


DOING AGILE

BEING AGILE

Iteration – The Learning Organization

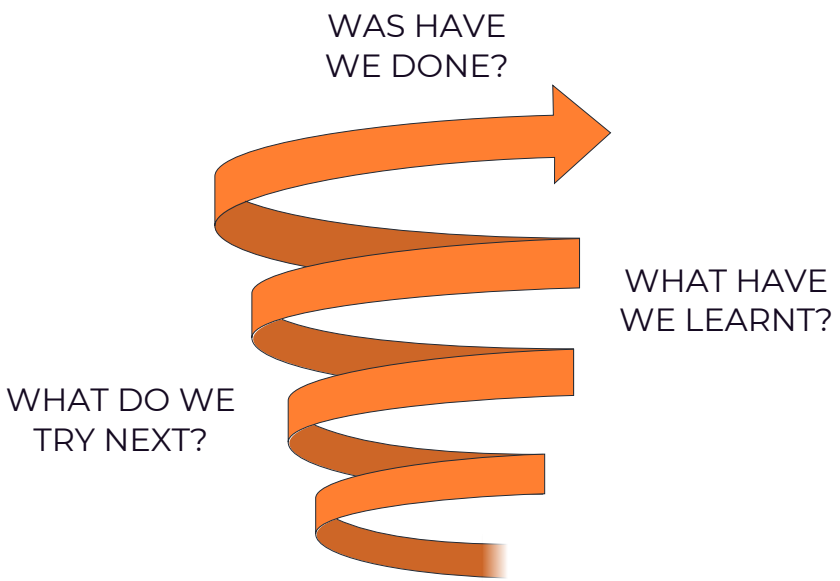




Iteration – The Learning Organization

It‘s the fundamental aspect that all methods have in common:

Fail fast, Fail cheap, Fail early = Culture of Error



“We aim to make mistakes faster than anyone else!”

says Daniel Ek (Spotify Founder)

“I didn’t fail. I successfully discovered 10.000 variants that did not work!”

said Thomas A. Edison, without whom we would not have electricity today.

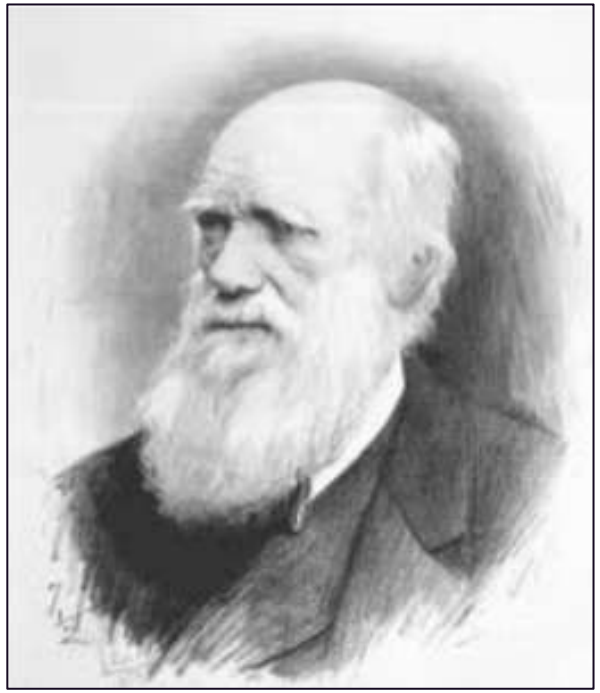
YOU ARE NEVER DONE LEARNING AND SO ARE ORGANIZATIONS NEVER FINISHED DEVELOPING!

Continuous Improvement

Too busy to improve?
Need more slack in your system!

© Henrik Kniberg

It is not the strongest species that survives, nor the most intelligent, but the one that is most responsive to change.
Charles Darwin



Continuous Improvement gives yourself and your teams **room to improve.** Otherwise, it will look like this

Exercise Paper Planes

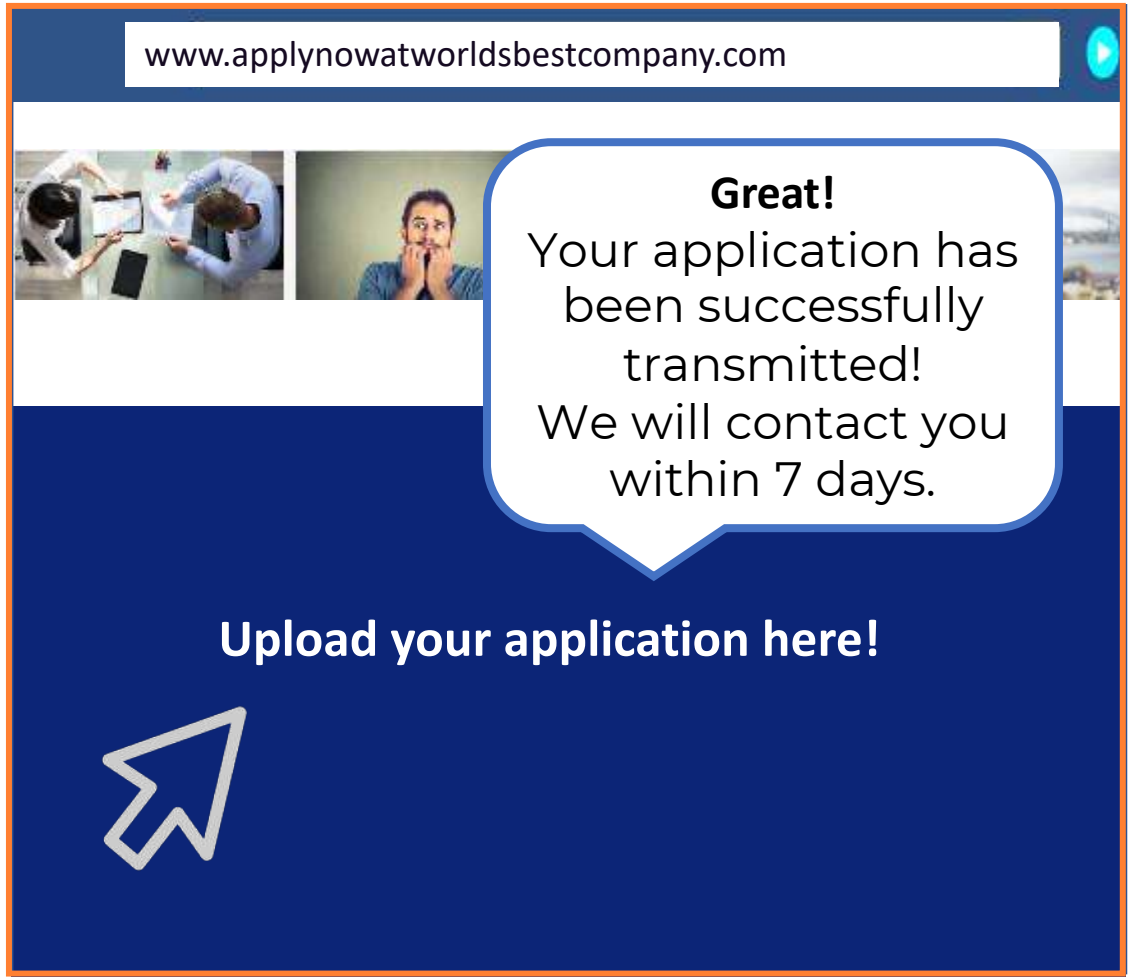
GOAL Build as many flyable paper planes per team as possible!

APPROACH

- Everyone must be involved in the construction
- Only one kink in the paper is allowed per person (pass it on afterwards)
- 2 minutes planning phase (*The Planning*)
- Then 3 iterations in total
- 2 minutes implementation per iteration (*The Implementation*)
- 1 minute demo & customer feedback (*The Review*)
- 1 minute for continuous improvement after each iteration (*The Retrospective*)
- Results are recorded per team in a tracking chart

The 100% approach

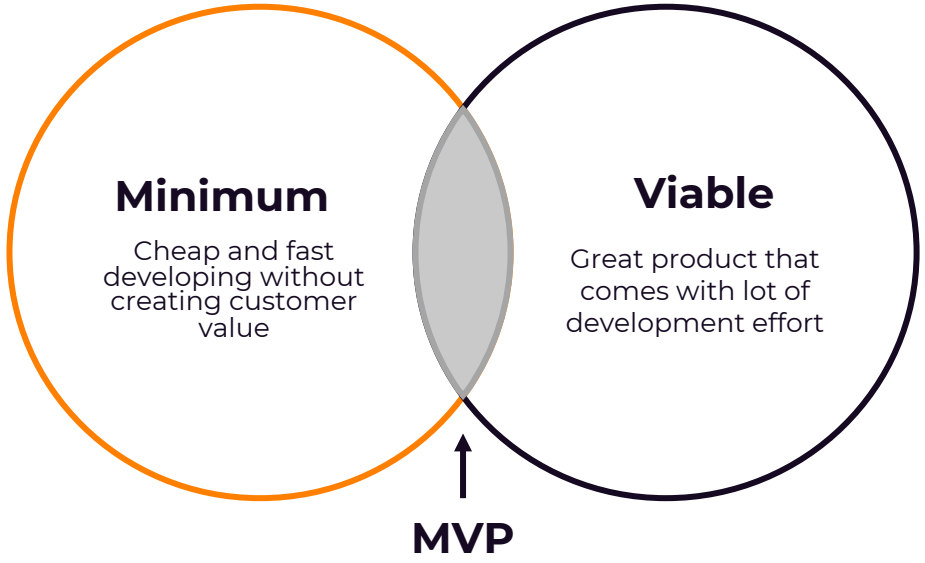
The iterative value creation approach



6 days later

The Minimum Viable Product

"The first minimally functional iteration of a product that must be developed to meet customer, market, or functional needs **with minimal effort** so that it ensures actionable feedback.“



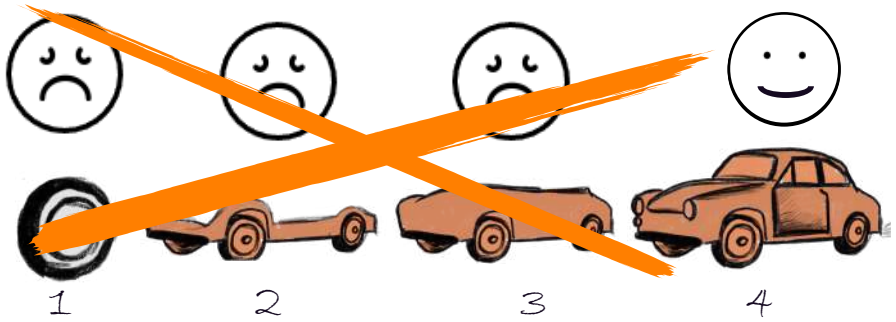
In other words:

Design what can be built quickly and in an inexpensive way. Build what customers "pay" for. And make sure you learn a lot in the process!

„I want to be mobile“
customer requirement

Traditional Approach

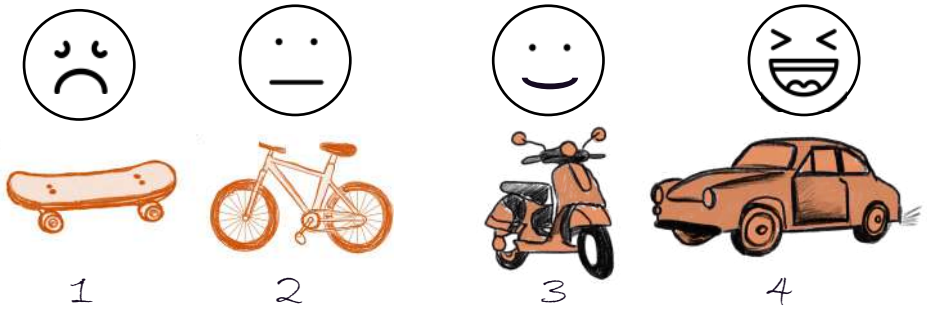
„Big Bang Approach“



That‘s also iterative & incremental product development!

What is the actual need the customer wants to have satisfied?
→ **Coming faster from A to B!**

Agile Approach (MVP)



MVP = Earliest testable + usable + lovable Product

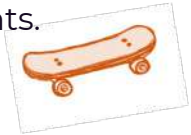
MINIMUM = EARLIEST

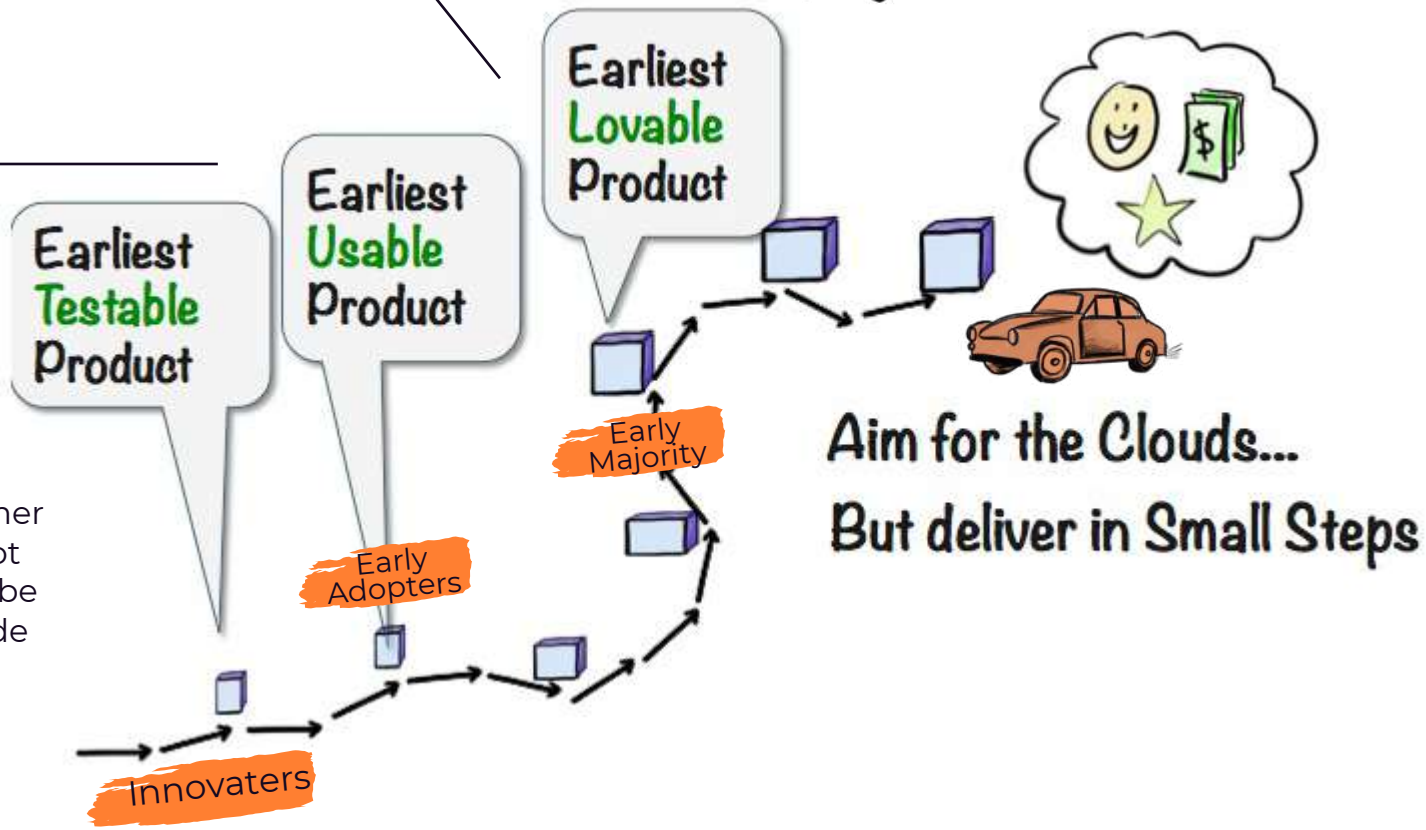
VIABLE = TESTABLE / USABLE / LOVABLE

First product state that pleases customers so that they tell their friends about. There is still a lot to do, but a first marketable product exists.

Still far from the desired product. Nevertheless, it offers the customer an initial benefit and a first prospect of the future state. Provides initial experience in practice.

The first product to give to the customer for testing (the "skateboard"). It will not yet offer much benefit (which should be openly communicated) but will provide valuable insights.



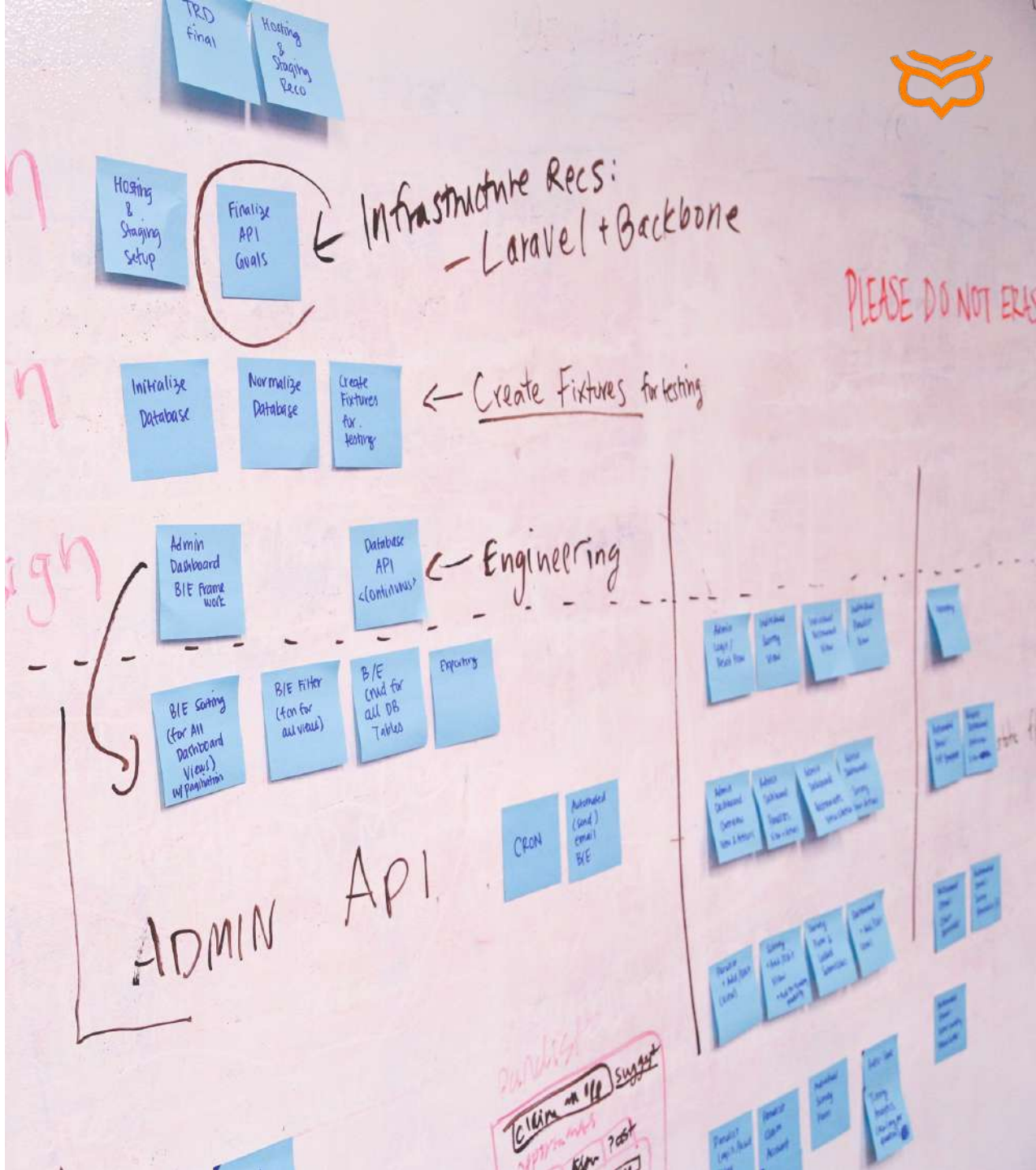


Agile Product Development
Examples

Dropbox

Zappos.com

airbnb



EX-CITE
EXCELLENCE CENTER FOR IT EDUCATION

Agile Product Development
Examples

Dropbox first released an **explanatory video** before they even launched their product. This was Dropbox's way of getting initial feedback from customers as to whether they would even need such software.

The platform Zappos wanted to test at the beginning whether customers would order shoes online. Founder Nick went to local shoe stores**, took a photo of a shoe and uploaded the photo to the site**. Once someone ordered the shoe online, he went back to the local store and purchased it.

When an event was held near the founder's apartment, they took their chance. They built a simple website where they **posted photos of their apartment** and offered people to use their room for a fee and so got direct feedback from their guests.

SCRUM

An Agile Framework

SCRUM

An agile framework to manage projects or develop products. Use of a defined structure for processes, roles and time spans, etc.

SCRUM Origins

Scrum is a method of restarting play in rugby in which players are huddled tightly together with their heads down trying to gain possession of the ball.

ONE TEAM STRIVING FOR A COMMON GOAL!

Principles of the SCRUM Framework

- Achieving the maximum possible with limited effort

The Scrum Guide

The Definitive Guide to Scrum:
The Rule of the Game

November 2020 Version

Jeff Sutherland Ken Schwaber

Exercise Your Vision of SCRUM

GOAL

Understand and present your Vision of SCRUM in detail with its Roles, Events (= meetings), and Artifacts (= Tools)

APPROACH

We will run through the different events:

- **Sprint Planning** (5 + 10 Min) Discuss how to proceed
- **Sprint Execution** (45 Min) Collect and prepare the material
- **Break** (10 Min)
- **Sprint Review** (25 Min) Preset your findings to the group
- **Sprint Retrospective** (5 Min) Think of what you found out

SCRUM Framework

#1 SCRUM Roles & Responsibilities

User Story #1

AS a workshop participant
I WANT to understand the roles & responsibilities within the Scrum framework,
SO THAT I and my company can apply *agile* in a meaningful way.

Acceptance Criteria:

- All team members understand the **role and responsibilities of the Product Owner** and can present these to the group
- All team members understand the role and responsibilities of the **Scrum Master** and can present them to the group
- All team members understand the role and responsibilities of the **developers** and can present them to the group
- **Possibilities and capabilities of a Scrum team** are known to all team members

#2 SCRUM Events 1/2

User Story #2

AS a workshop participant **I WANT** to understand all events within the Scrum framework, **SO THAT** I and my company can apply *agile* in a meaningful way.

Acceptance Criteria:

- All team members understand the **content, the necessary participants and the duration (within a 4 week sprint) of all 4 Scrum events** and can present them to the group
- All team members **know the "fifth" event in Scrum** and understand its content
- This user story relates to the events **Planning, Daily Scrum, Refinement**

#3 SCRUM Events 2/2

User Story #3

AS a workshop participant **I WANT** to understand all events within the Scrum framework, **SO THAT** I and my company can apply *agile* in a meaningful way.

Acceptance Criteria:

- All team members understand the **content, the necessary participants and the duration (within a 4 week sprint) of all 4 Scrum events** and can present them to the group
- All team members **know the "fifth" event in Scrum** and understand its content
- This user story relates to the events **Review & Retrospective**

#4 SCRUM Artifacts

User Story #4

AS a workshop participant **I WANT** to understand all artifacts within the Scrum framework, **SO THAT** I and my company can apply *agile* in a meaningful way.

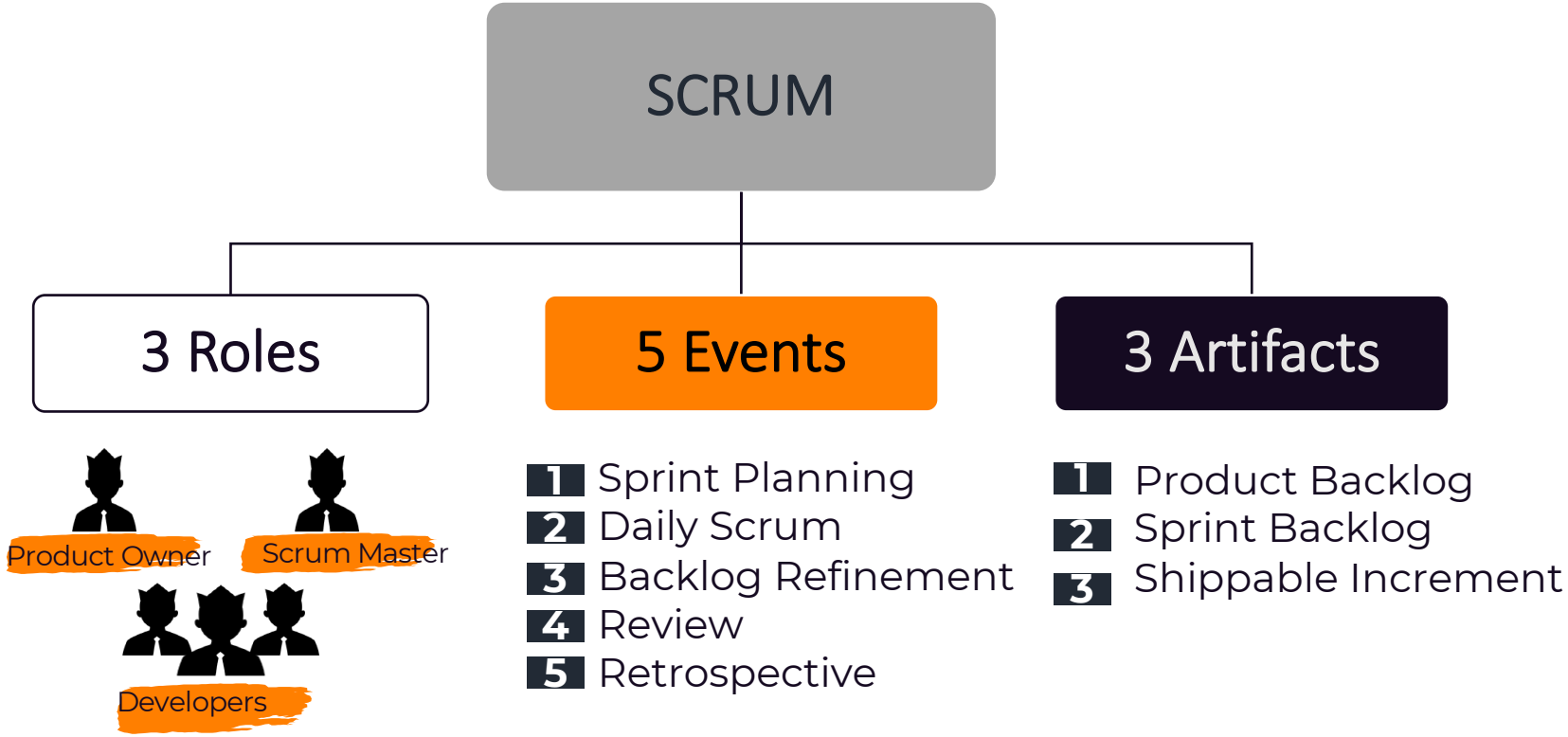
Acceptance Criteria:

- All team members understand the **content of the three artifacts** and can present them to the group

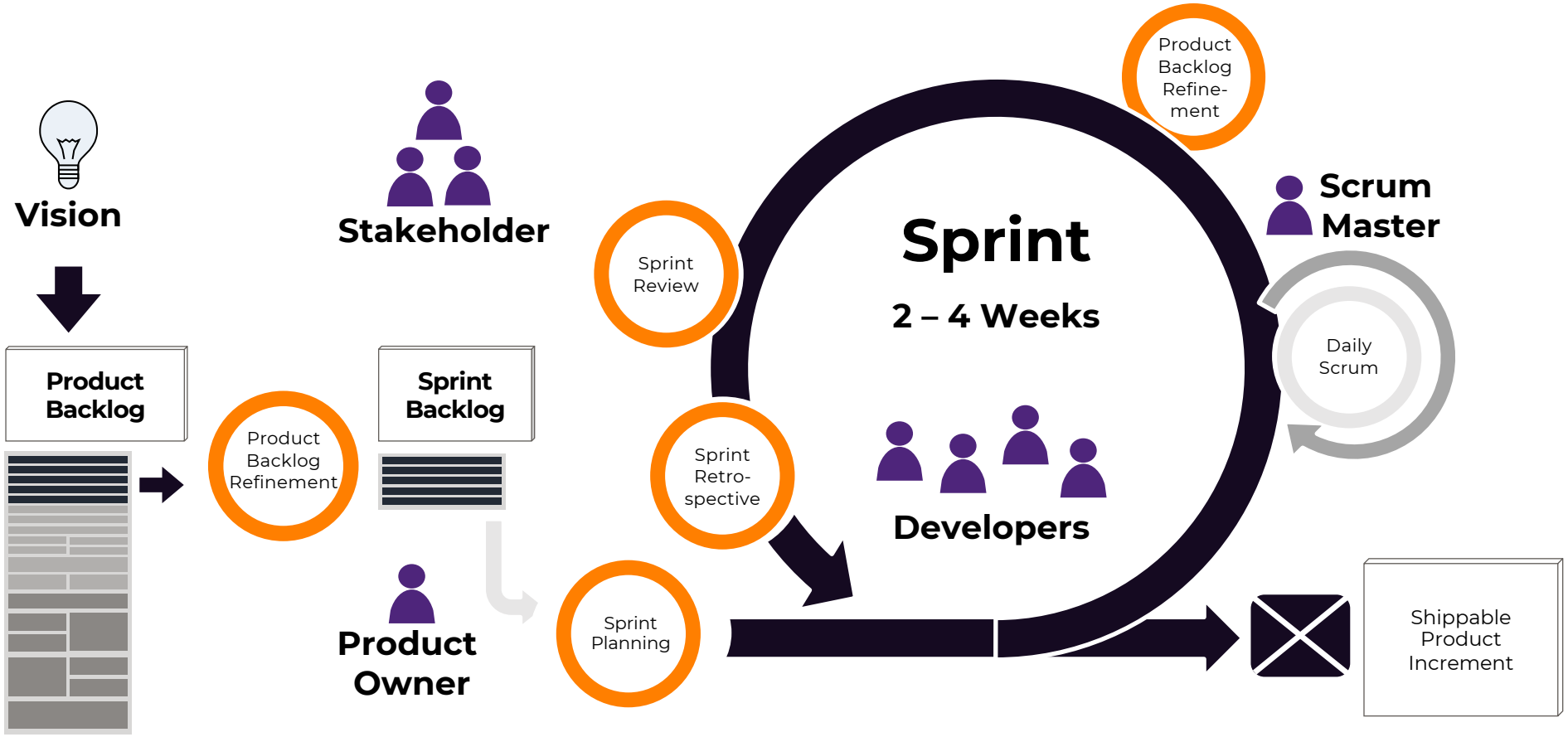
Comprehension

Roles, Events & Artifacts

SCRUM Basics

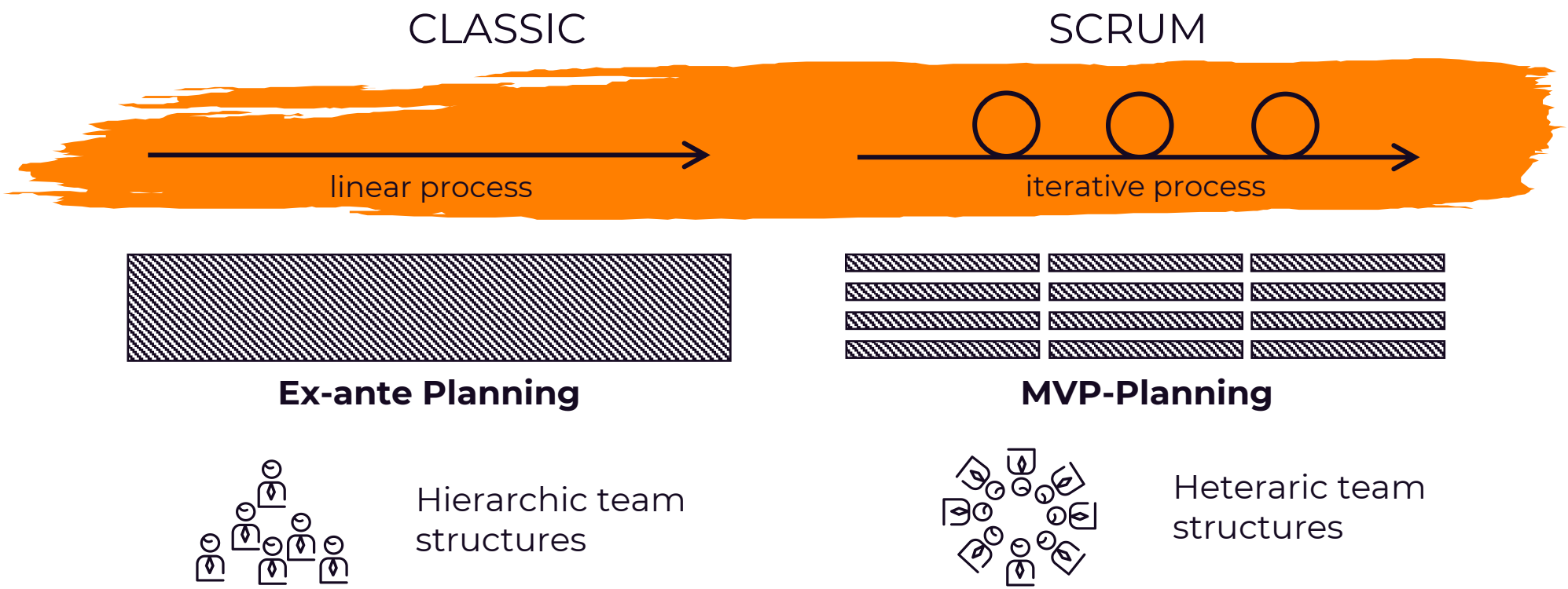


The SCRUM Flow



Three Big Differences

- The difference between classic and agile project work is huge but not complicated - the new terms behind it just make it seem complicated!



Three Big Differences

- Only the idea of separation of powers makes balanced and constructive participation possible.

YESTERDAY	TODAY		
PROJECT MANAGER	**PRODUCT OWNER**	**SCRUM MASTER/COACH**	**DEVELOPERS**
ONE HEAD	**THREE HEADS**		
Responsible for **everything**!	Responsible for **Product Value/ROI** (Return on Investment)	Responsible for team **performance and continuous improvement**	Responsible for **best realization of customer requirements** possible

The Scrum Team

The Scrum Team is a small, cross functional team that is collectively responsible for the outcome of their work.

- Small (not more than 10 people)
- 100% dedicated
- Cross-functional
- T-shaped skills
- Self-organized
- Motivated
- Collaborative
- Co-located
- Empowered to make decisions

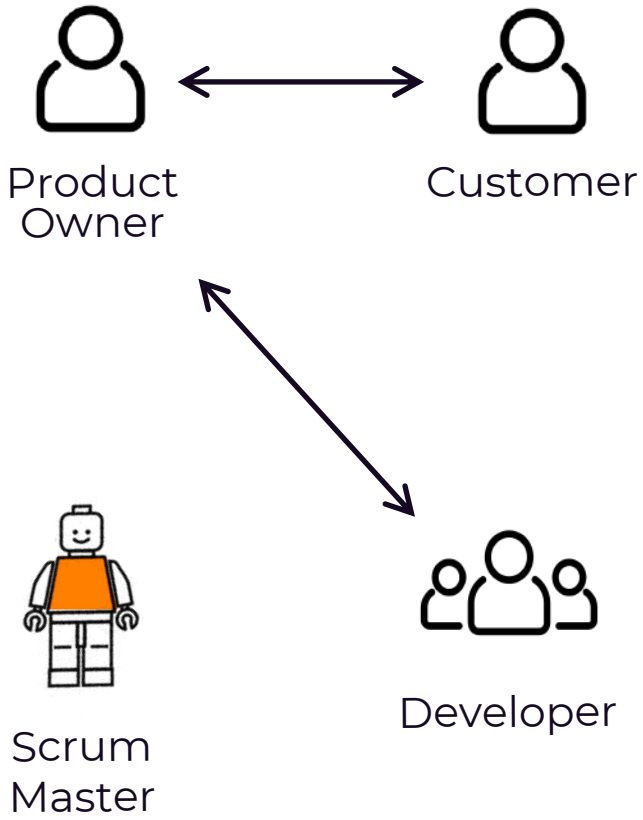
Few Roles – Much Responsibility

„THE TEAM WORKS ON THE RIGHT THINGS!“

- Communicates with customers
- Identifies the tasks
- Creates the prioritized task list
- Explains the tasks to the team
- Takes down the completed tasks

„I PROTECT THE TEAM!“

- Protects the team
- Ensures compliance with the process
- Solves problems



„I GET WHAT WAS AGREED UPON!“

- Describes his/her vision
- Provides the budget

„WE DELIVER WHAT WAS COMMITTED!“

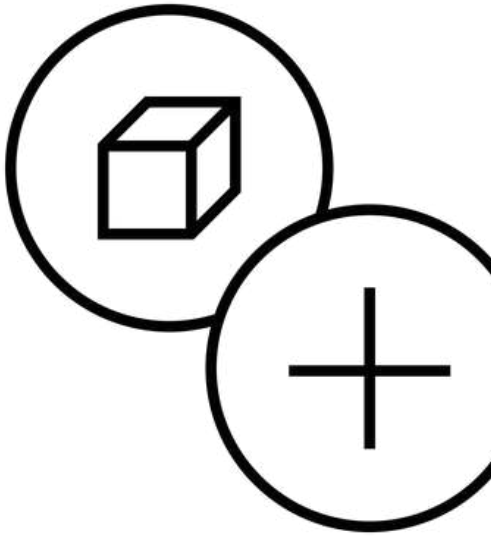
- Defines the steps of the work
- Promises what it will deliver
- Organizes itself
- Delivers
- Is multifunctional

Product Owner
What is to develop?

- The Product Owner designs the product vision and is responsible for the success of the product

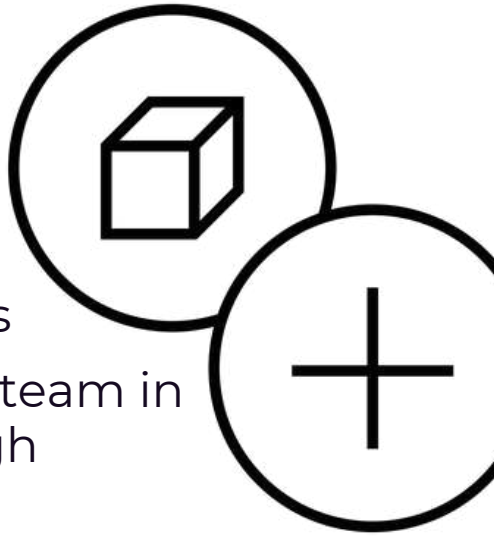
Product Owner

- Details the vision through the product backlog entries and maintains them
- Arranges and prioritizes product backlog entries to optimize use of resources, as well as ensure value maximization
- Reviews increments and adjusts direction
- Carries the responsibility and is therefore also authorized to make decisions
- (Is always one person, not a committee)

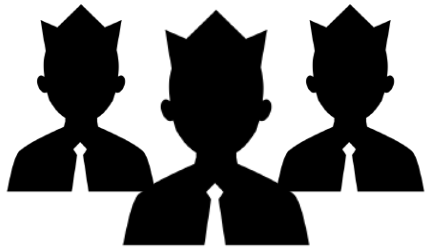


Developers
How to develop?

- The developers are responsible for the implementation and development of the defined sprint backlog items.



- Interdisciplinary (T-Shaped skills) without certain roles
- No “optimal” amount of developers defined. A Scrum team in general should include no more than 10 people though
- Estimate how much they can accomplish in a sprint
- Create and are responsible for the sprint backlog
- Organize themselves to achieve the sprint goal and create the increment
- May do anything within the Scrum framework in a sprint to achieve the goal



Developers

SCRUM Master

How to develop the best performing team?

- The Scrum Master is a **Servant Leader** and acts hetearchically (on one level). He is responsible that every team member of the Scrum team has understood the Scrum process and acts according to the same rules. The Scrum Master is not responsible for the result, but for the performance of the team.

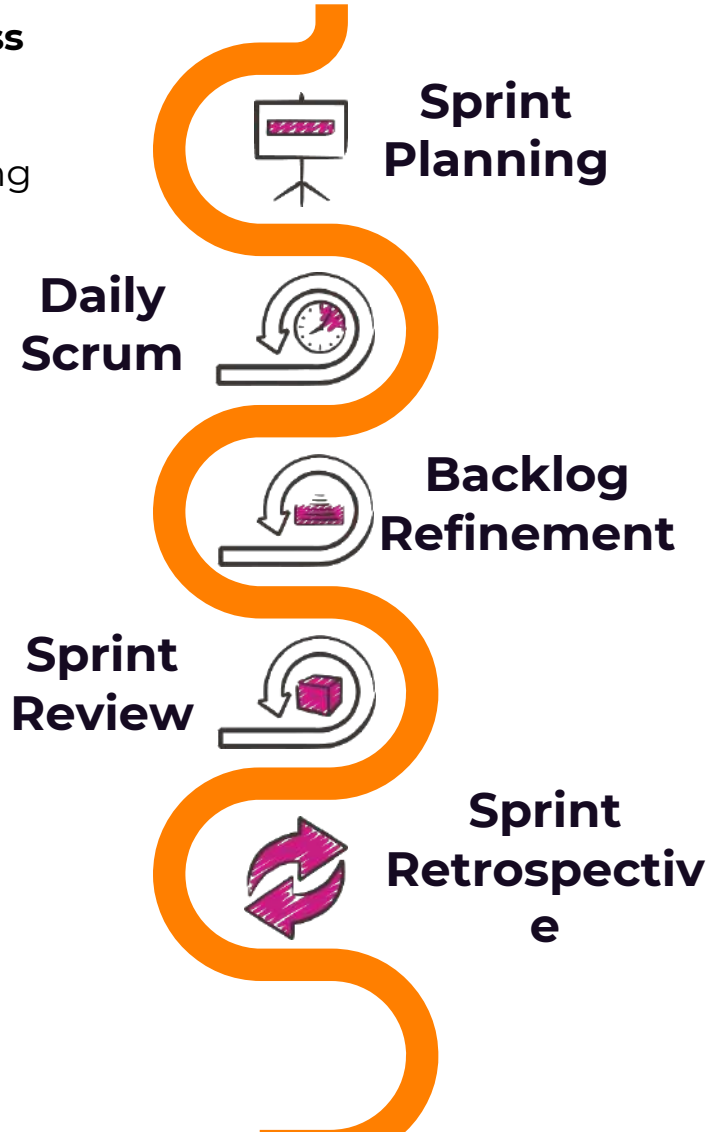
SCRUM Master

His task is therefore to unfold the potential of the team and to increase its operational power through continuous reflection and optimization. He serves as a role model for the team and lives Scrum in all its facets.

The Five Sprint Events

- **Daily coordination on sprint progress** (through self-organisation, mutual support, team spirit)
- Scrum Master is responsible for picking up and removing impediments
- Duration: **15 minutes**

- **Presentation of product results to customers** (stakeholders, end-customers)
- Formal acceptance of user stories
- Inspect & Adapt through **customer feedback**
- Duration: **1,5 hours** (for a 2 week sprint)



- Commitment to the **Sprint Goal**
- PO is presenting Backlog in regards to her **prioritisation**
- Developers **estimate Backlog Items**
- Developers **define sub-tasks**
- **Team commits to Sprint Backlog**
- Duration: **4 hours** (for a 2 week sprint)

- PO presenting **Backlog Items for the next Sprint for clarification and understanding of** Backlog Items
- **Preparation** of the next Sprint Planning
- Duration: **1 hours/week** (for a 2 week sprint)

- Event for **continuous improvement** and **enhancement of team performance and satisfaction**
- Development of concrete improvement steps for the upcoming Sprint
- Duration: **1.5 hours** (for a 2 week sprint)

Daily Scrum

- The Daily is for the team to coordinate –
  not to communicate a status to the Scrum Master or Product Owner!
- The central question here is:

15min

How do we plan the following day?

Review

PARTICIPANTS

Developers

Scrum Master

Product Owner

+

Important Stakeholders that are invited by the Product Owner

- Developers demonstrate the completed work and progress toward the product goal and answer questions from stakeholders about the increment.
- The Product Owner explains which Product Backlog entries are finished ["Done"] and which are not.
- The Product Owner presents the current status of the Product Backlog. If necessary, he gives an updated forecast of probable target and delivery dates based on the development progress (e.g., using the burn-down chart).
- All participants work together on what to do next, so the Sprint Review provides valuable input for upcoming Sprint Plannings.
- Then the schedule, budget, potential features, and market expectations for the next expected product release are reviewed.
- The review should be more like a workshop than a presentation.
- The increment must be usable (meet DoD & be "usable").

4h

based on a 2-week Sprint length

Retrospective

WHO?

Developers

Product Owner

Scrum Master

WHAT?

The team is free to shape it. The following questions can give an indication:

- How did the sprint go?
- What was good?
- What can we improve?

HOW?

1. Set the stage
2. Gather data
3. Generate insights
4. Decide what to do
5. Closing

3h

based on a 2-week Sprint length

Sprint Planning

In Sprint Planning, the work for the upcoming Sprint is planned.
This plan is created through the collaborative work of the entire Scrum team.

- Participants: Developers, Scrum Master, Product Owner.
- The Scrum Team defines a Sprint Goal that expresses why the Sprint will provide value.
- Product Backlog items are pulled into the Sprint Backlog and estimated (e.g. Planning Poker)
- Tasks are identified autonomously by the team and taken on independently and voluntarily for the first sprint day

8h

based on a 2-week Sprint length

- 3 questions are central (especially the why helps with the alignment!)

WHY is the sprint useful? How can we increase the value of the product?

HOW can we deliver and implement the items?

WHAT can be done in this sprint & what needs to be done to achieve the sprint goal?

Refinement

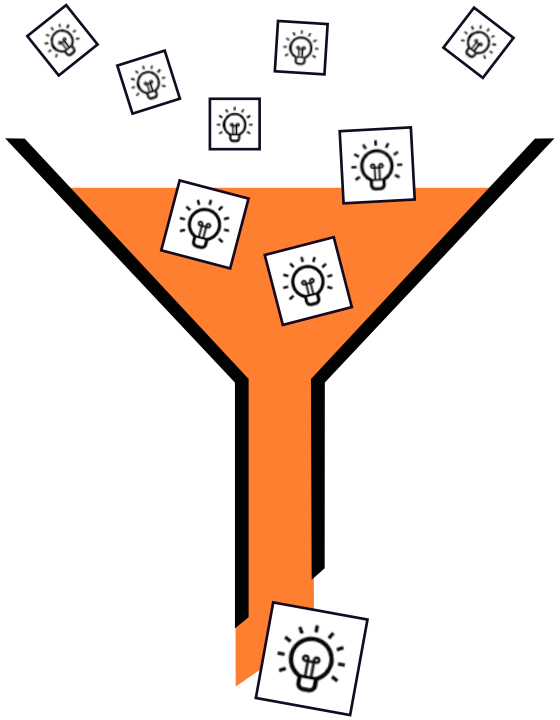
PARTICIPANTS

Developers

Product Owner

(Scrum Master can function as moderator)

- The Refinement of the product backlog is a continuous process.
- In the Refinement meeting, the Product Owner and the developers detail, review, and revise the Product Backlog entries together.
- The Scrum team determines when and how this refinement work should be done
- Refinement should not take up more than 10% of the developers' capacity



SCRUM Artifacts

- Each of the three Artifacts contains *Commitments* that support **focus & transparency**

The **Product Backlog** encompasses the Product Vision

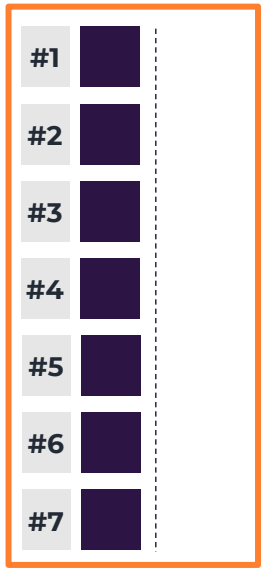
The **Sprint Backlog** contains the Sprint Goal

The **Increment** must fit to the Definition of Done

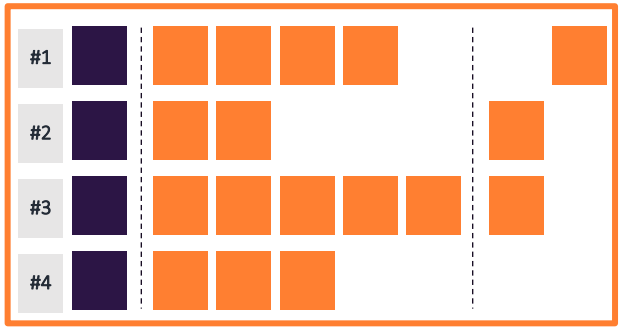
The Scrum team is aligned on a larger, valuable goal. Each sprint should bring the (sub-) product closer to the overall product goal and deliver increments that outline more and more the future state of the product (basis for all product backlog items).

The Artifacts in interaction

- Each cycle produces an increment (= a part of the product)



The most important SCRUM Artifact



The Sprint Backlog is the sum of all product backlog entries (from this sprint and all previous ones)

The quality must be good enough so that the increment can be delivered if necessary (potentially deliverable)

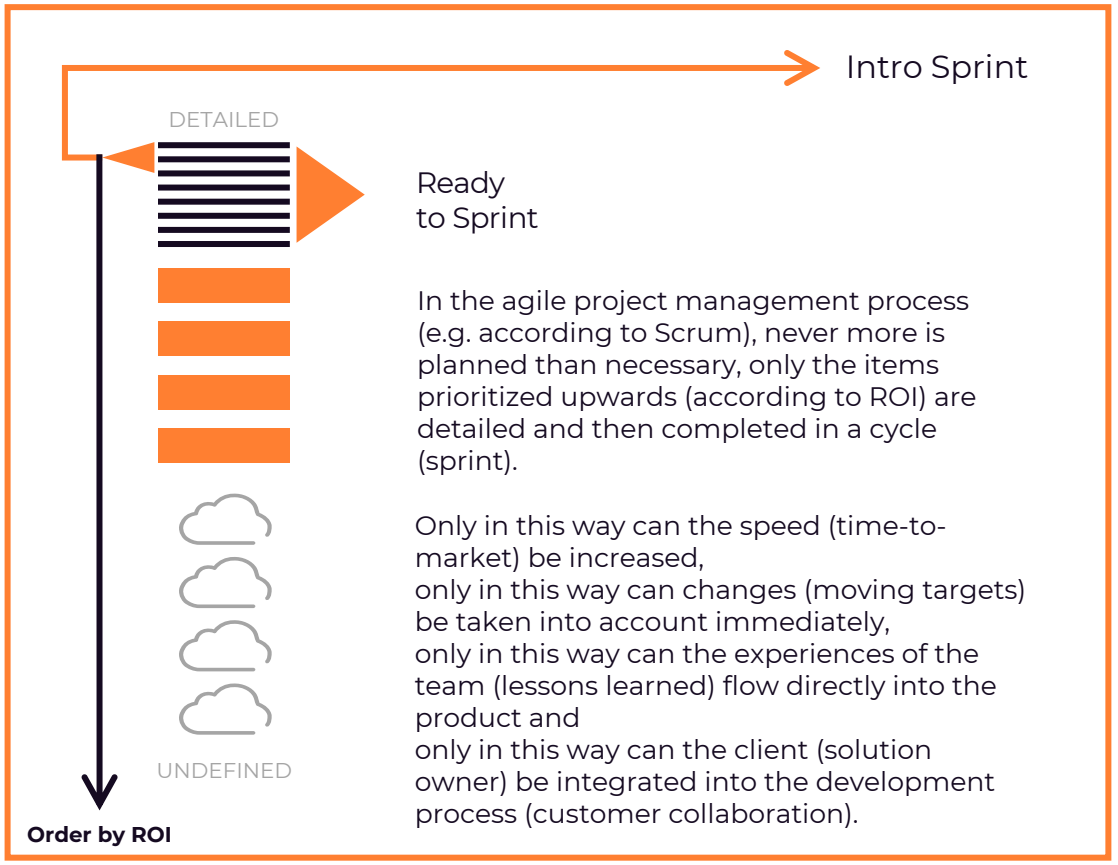
Must meet the *Definition of Done*

Product Backlog **Sprint Backlog** **Product Increment**

The Product Backlog is always in order!

- The product backlog is a collection of tasks (user stories) waiting to be completed
- The PO is responsible for the order and determines in which order the team delivers the user stories
- Stakeholder and development team provide important input on the order. However, the final decision on ordering is the right of the product owner
- Prioritization by the PO enables the Scrum team to work through the most important tasks "in flow" and thus maximize business value (ROI)
- The lower the priority of a user story, the less detailed it needs to be("just-in-time" detailing)

Processing logic of backlog entries:



In the agile project management process (e.g. according to Scrum), never more is planned than necessary, only the items prioritized upwards (according to ROI) are detailed and then completed in a cycle (sprint).

Only in this way can the speed (time-to-market) be increased,
only in this way can changes (moving targets) be taken into account immediately,
only in this way can the experiences of the team (lessons learned) flow directly into the product and
only in this way can the client (solution owner) be integrated into the development process (customer collaboration).

Tools (Artifacts) and their interaction

1. STEP:
Presentation of the Product Vision

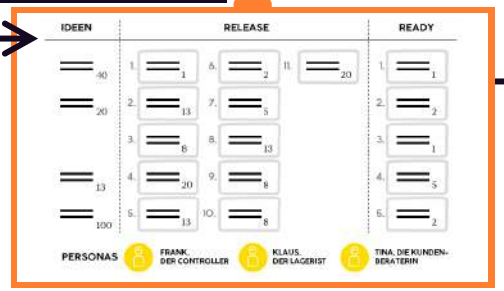
2. STEP:
Design product requirements – the Product Backlog

3. STEP:
Design of the task repository – the Sprint Backlog

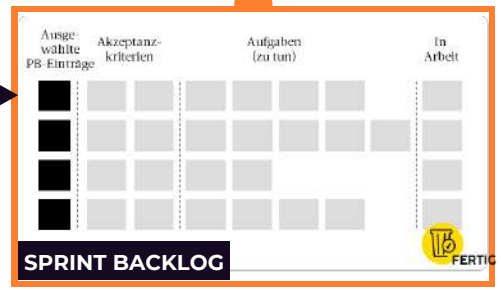
Product Vision or Vision Statement:

WHAT ARE WE DOING,
WHY, FOR WHOM,
WHAT VALUE FOR?

PRODUCT BACKLOG



RELEASE PLAN



The vision is made up of many requirements or features. The Product Owner is responsible for it, the rest of the team can provide valuable input.

Each requirement has its own acceptance criteria. These are defined. The requirements are then prioritized and estimated.

Those requirements that are to be developed in the first sprint are analyzed according to their tasks.
The tasks for the first sprint are highlighted.

Each fulfilled requirement is a contribution to the fulfillment of the product vision called Increment or MVP (minimum valuable product).

Review & Retrospective Day 1

- What did you like about today‘s training session?
- What do you wish for the next days?

EX-CITE
EXCELLENCE CENTER FOR IT EDUCATION

EX-CITE
EXCELLENCE CENTER FOR IT EDUCATION

Agile Basics & SCRUM Foundations

Day 2

18.05.2022

Agenda Day 2

Check-in: Flashlights	09:30-09:50
Scrum Framework: Your Vision	09:50-11:35
	10
Comprehension: Roles, Events, Artifacts	11:45-12:00
	60
Duties of a Scrum Master	13:00:13:15
The Journey of a Backlog Item	13:15-14:00
	10
Agile Estimation	14:10-14:40
Scrum Values	14:40-14:50
Check-Out & Retrospective	14:50-15:00

EX-CITE
EXCELLENCE CENTER FOR IT EDUCATION

Recap: Scrum Flow

Exercise Recap: Scrum Flow

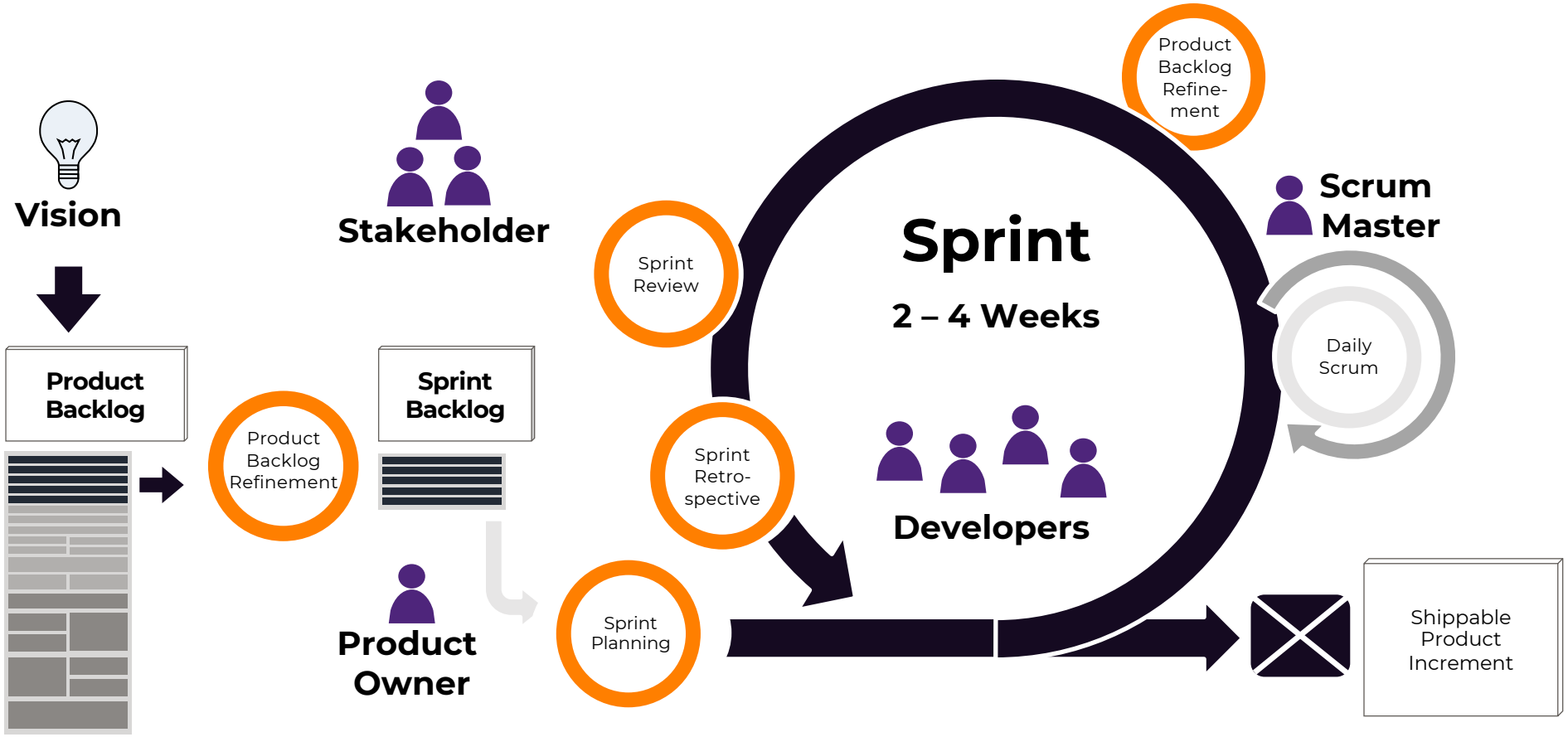
GOAL

Internalizing the Scrum Framework to assemble in your head what you learned yesterday.

APPROACH

- We take another look at the framework together - you consider what belongs where.
- The different events, roles & artifacts should be correctly arranged in the Scrum Flow.
- Small tip: The background colors can serve you as a guide ;-)

Wrapup: SCRUM Flow



Exercise Duties of a Scrum Master

GOAL

Find out how a usual day of a Scrum Master is structured and what his core activities are.

APPROACH

- Based on what you just learned, what do you think are the daily tasks of a Scrum Master?
- Drag those activities that you think are relevant tasks for the Scrum Master into the box below.
- Those activities that do not need to be performed by the Scrum Master, you leave hanging in the top box.

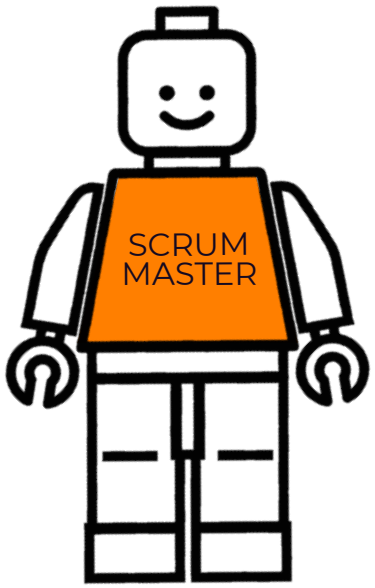
SCRUM Master
Competencies

Moderator: Assists as a neutral person in finding solutions and making decisions.

Servant Leader: Serves the Product Owner, Development Team and the business in the application and implementation of Scrum.

Impediment Solver: Helps to solve existing impediments and avoid them in the future.

Coach: Helps develop the professional and personal potential of his team.



Specialist: Has basic specialist knowledge and actively incorporates this.

Change Agent: Sets in motion changes that increase productivity and ensures the development of his Scrum team.

Mentor: Shares skills, perspectives and (technical) knowledge to promote professional and personal development.

Teacher: Imparts specialized knowledge, methods and techniques.

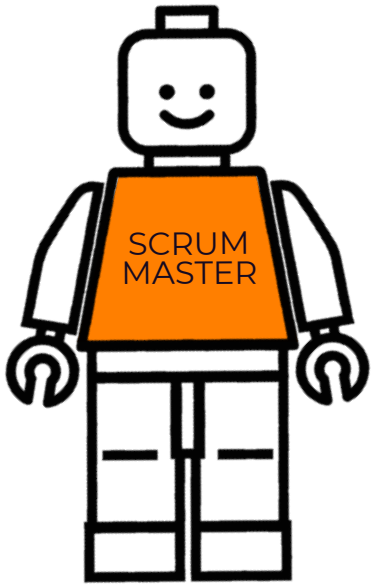
A Day of a SCRUM Master

Encourages

- Direct communication
- Self-management and self-responsibility
- Transparency

Organizes

- All kinds of meetings and events
- Bonding activities (joint lunches, pair programming, etc.)



Rewards

- Recognition
- Being proud of what was achieved together
- Celebrating successes

Learns and shares

- Coaching and consulting of the team regarding agile values and principles
- Interacting and sharing with other SM
- Helping the team measure themselves against metrics

Reflects

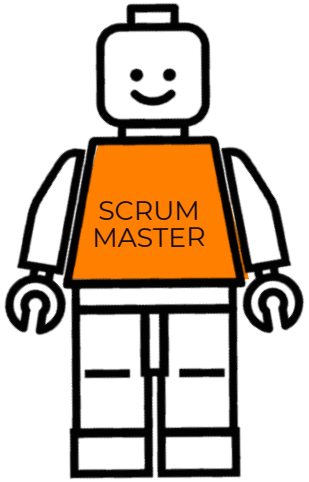
- Observes and gives feedback
- Helping the team to self-reflect and improve permanently

Protects

- Mediates in conflicts
- Solves disturbances
- Protecting the team from outside influences

SCRUM Master
Activities

- Develops and maintains a close partnership with the product owner
- Encourages people to listen to each other and is aware of the power of silence
- Recognizes the strengths of the team and highlights them to build on them
- Values the constant sprint rhythm and does everything possible to maintain it
- Helps the team conduct focused and value-driven retrospectives
- Also listens to what is not being said during the Daily Scrum
- Finds the root cause of disruptions and resolves them



The Journey of a Backlog Item

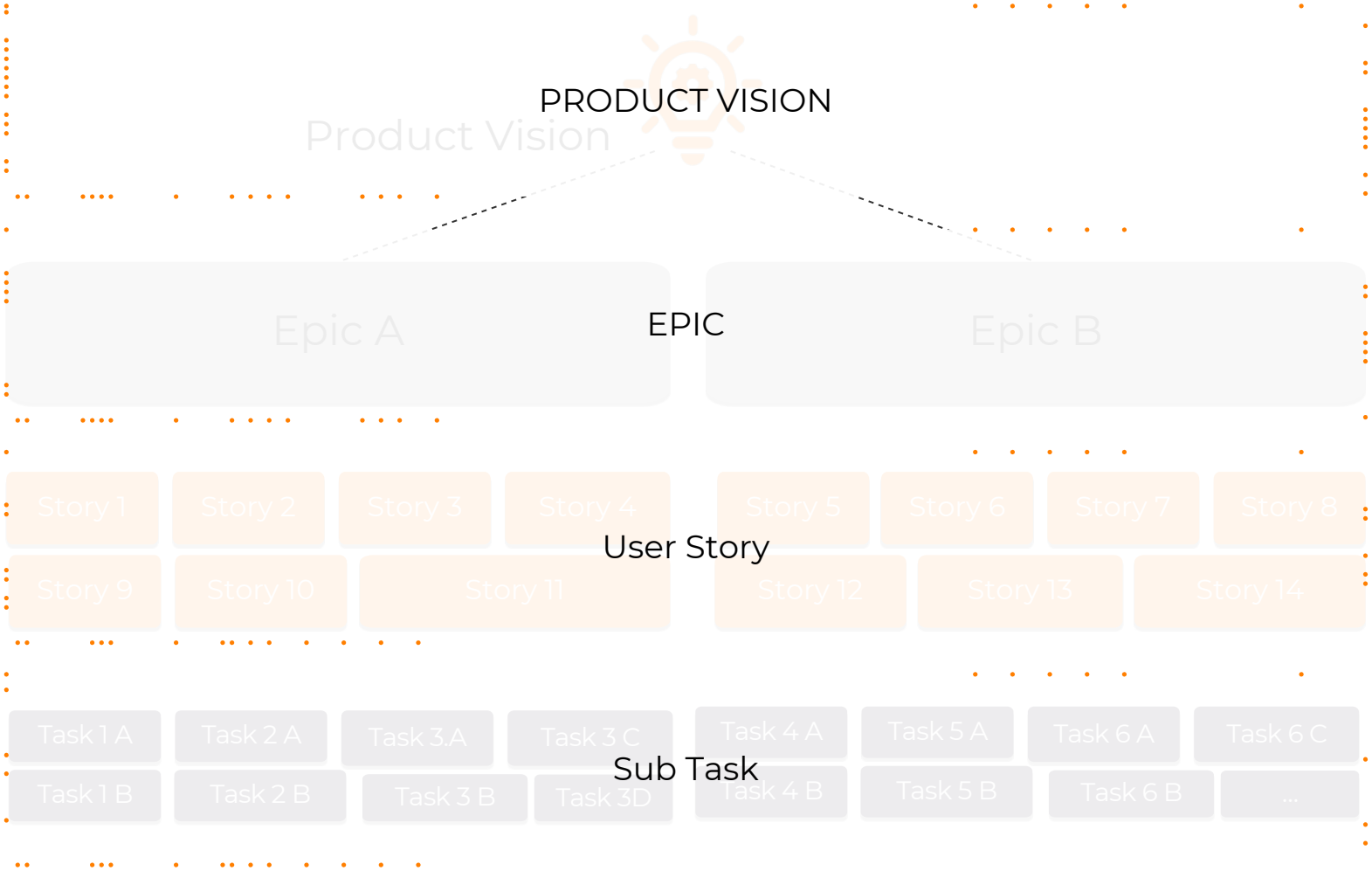
From Vision to Story

The **overall goal** of a project or enterprise guiding the Scrum Team(s).

A **subset of User Stories** which delivers a part of the Product Vision.

A technique of formulating **requirements** and **expectations** from a user perspective.

A **concrete action** that needs to be done in order to complete a user story.



Vision, Epic, Story, Task

PRODUCT GOAL

„Automation of processes so that customers can independently manage their personal data."

EPIC

"As a customer, I want to be able to see my data online so that I can administer them at a later date."

STORY

STORY 1

"As a customer, I want to be able to **download my invoices** in my data to avoid printouts."

STORY 2

„As a customer, I would like to **change my email address** in my data so that I can receive the newsletter."

TASK

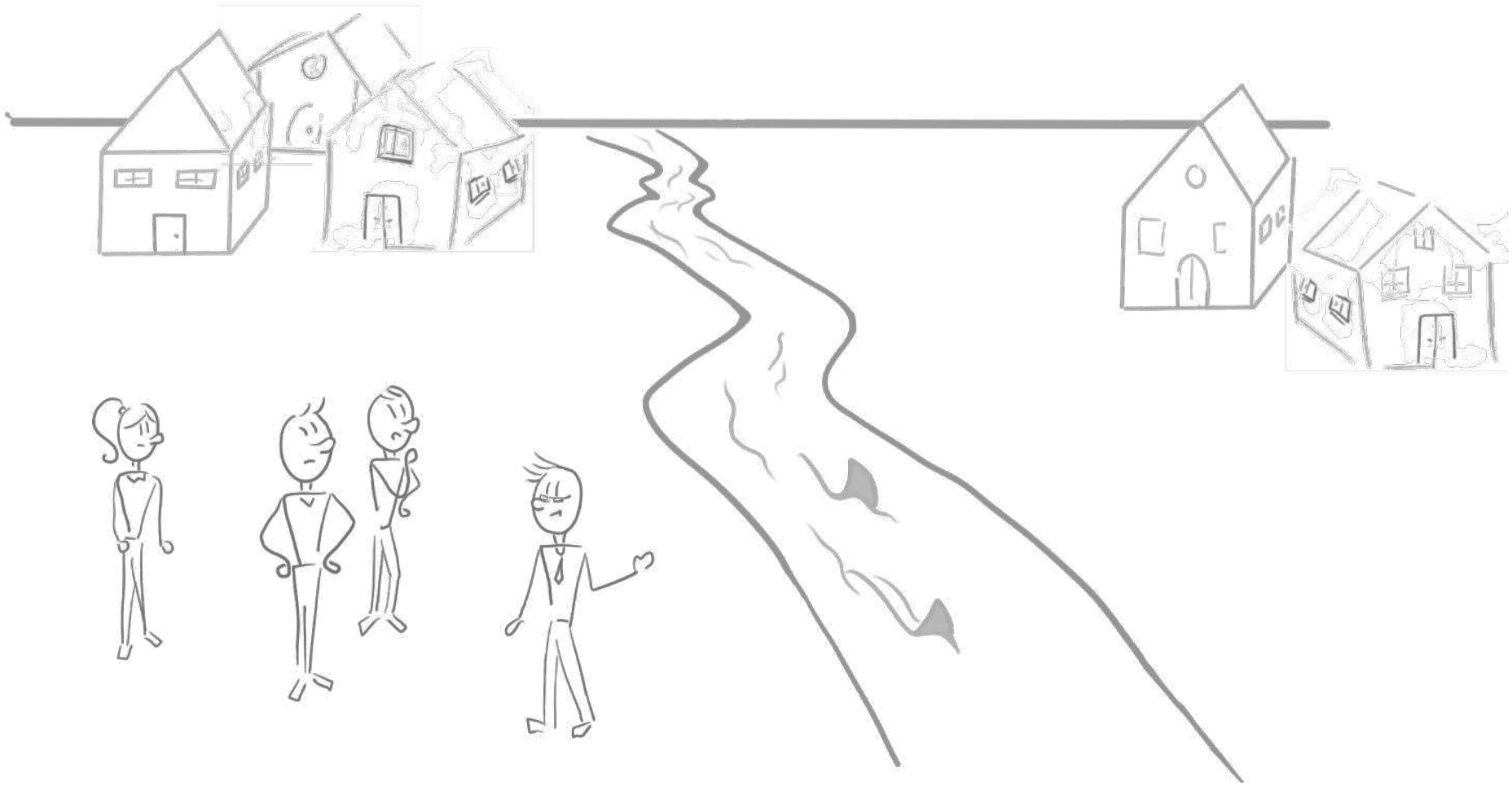
TASK 1 (STORY 1)

„ Invoices in the data area should be **sorted chronologically** by date in descending order."

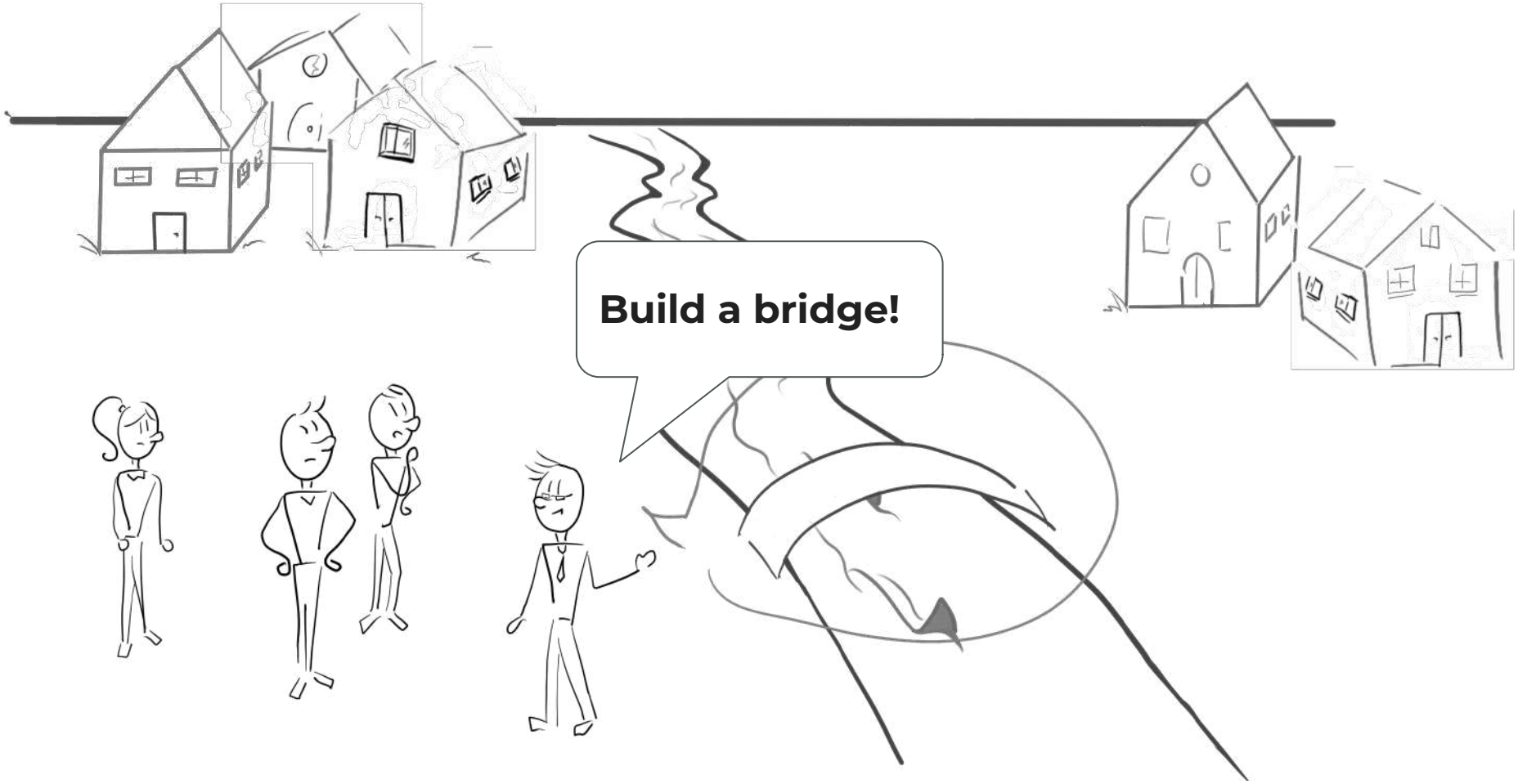
TASK 2 (STORY 1)

"There should be a **"Download PDF"** button behind each invoice."

How to define a User Story



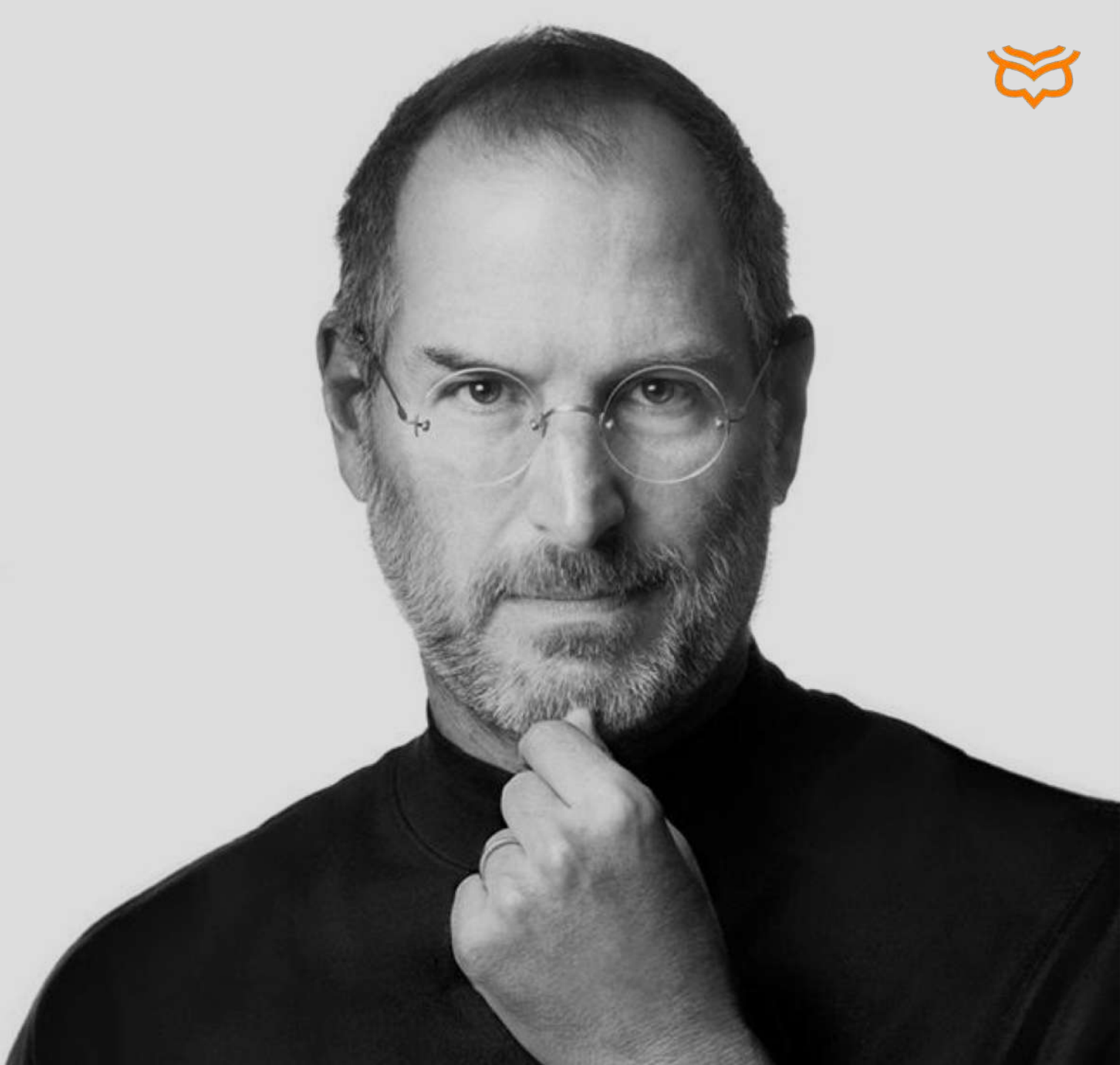
You can give the team a solution to build...



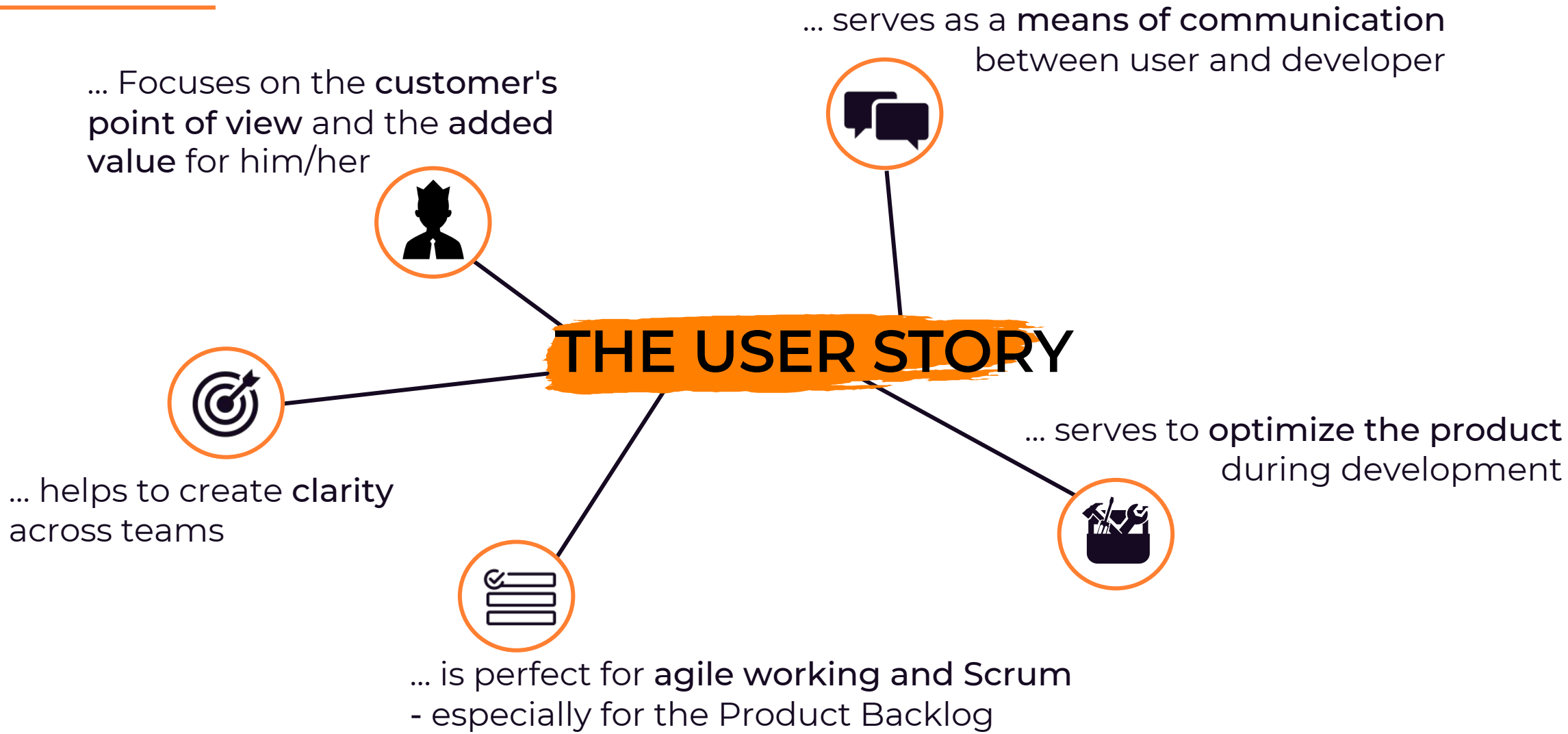
...Or a problem to solve!

„YOU HAVE TO START WITH THE CUSTOMER EXPERIENCE AND WORK YOUR WAY BACK TOWARDS THE TECHNOLOGY.“

former Apple CEO | Steve Jobs †



The User Story



Requirement voiced User Stories

The User Story…

- **Encourages verbalization** by shifting the focus from writing about requirements to talking about them
- Uses the **User voice form** to specifically link features with users
- Can be written by all Scrum team members
- **Focuses on value** at a much more granular level than the business case (or vision)

Heading

Title of User Story

Description

AS < Customer / User >

I WANT < Need / Requirement >

SO THAT < Reason für Requirement / Value >

Acceptance Criteria (When is the User Story ready? What does „ready“ mean?)

- …
- …

The User Story – An example

Title

Conducting the „Agile Basics & Scrum Foundations“ Training

Description

AS participant of the EX-CITE Agile & Scrum Training

I WANT to get to know what Agile is about and how the Scrum methodology can be put into practice

SO THAT I am able to work in a Scrum team and explain Scrum to other team members.

Acceptance Criteria (When is the User Story ready? What does „ready“ mean?)

- The participants understand the difference between an agile and a „classic“ working approach
- The participants know the tasks of the Scrum Master in the Scrum Flow
- The participants can apply Scrum in their work environment
- …

Exercise User Story Writing

GOAL Learn to write customer-focused User Stories.

APPROACH

- We write a user story on the following topic: **”Satisfy your friends with a dinner so awesome you will still talk about 10 years from now".**
- Some user stories will be presented in plenary.

Definiton of Ready (DoR)

- **DoR** is a **checklist** of activities that is used for **quality assurance** when creating user stories.
- User Stories that are **incomplete** according to the DoR criteria should not be discussed in Sprint Planning and **should not become part of a Sprint**.
- A User Story is "ready" when the following criteria are met:

1. The user story is available in the **product backlog**
2. Testable **acceptance criteria** exist
3. The requirement is **understandable** for the developers
4. A **clear prioritization** of the user story has been assigned by the product owner
5. An **estimate** of the user story has been made by the sprint team

Definition of Done (DoD)

...describes which **quality goals** must be achieved by the developers to complete the User Story before it can be accepted by the **stakeholders**.

A User Story is "done" when the following criteria are met:

- Developments are cleaned up and **understandable** for at least one more developer
- The **implementation** of the User Story has taken place according to the definition in the Sprint Planning
- All **functional test cases** (Unit-) have been performed and successfully completed
- All **acceptance test cases** have been planned, executed and successfully completed
- All **necessary documentation** has been prepared
- The implementation of the User Story was approved by the **Product Owner**

Slicing User Stories: Size Matters

Why should we make User Stories **smaller**?

For the team, making them smaller or bringing them down to the right size is **nothing more than clarifying the content of the user story** and the associated **reduction in complexity**. User stories help in this process to **keep the focus on what adds value**.

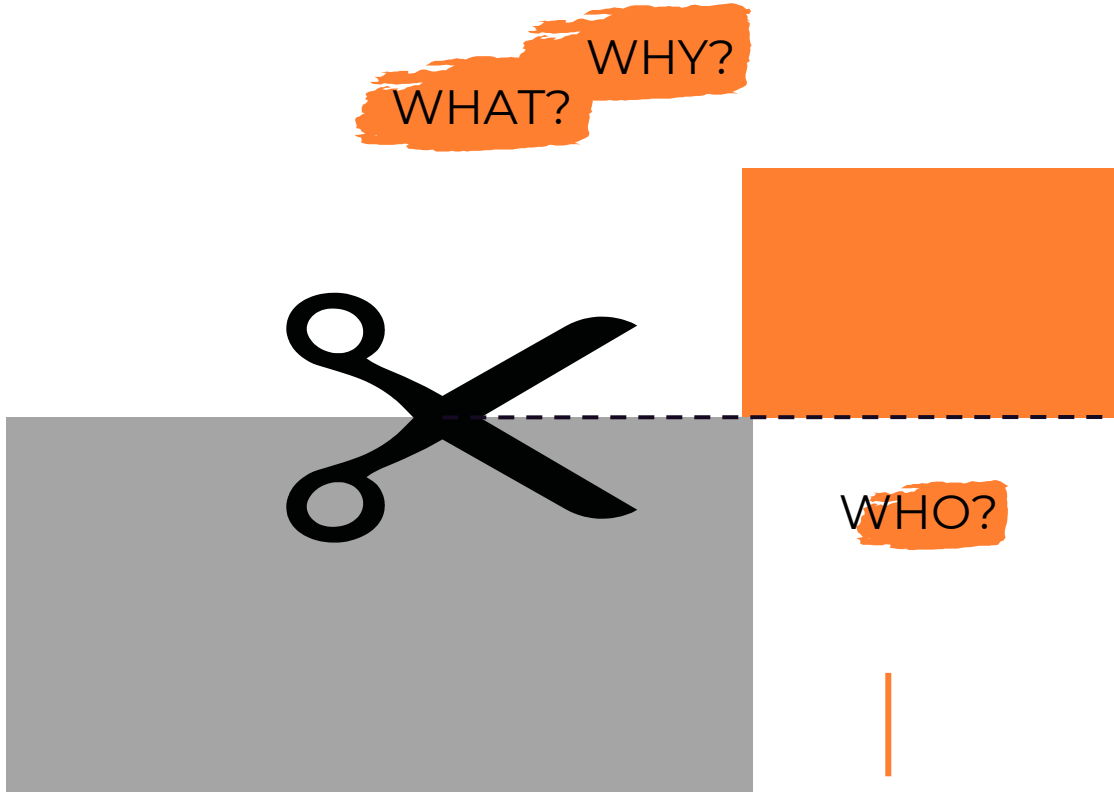
Why should we slice User Stories **vertically**?

Slicing your story vertically allows you to **deliver complete business-driven functionality** to the customer early and incrementally.

Cut a US as if you were cutting a cake and want to enjoy all its layers.

Correct Slicing

1. Go through the individual **process steps**
2. Consider separating **functional** and **non-functional** User Stories
3. Consider each **scenario** in **use cases**, if possible **individual** User Stories
4. Focus on the **customer journey** or product feature first
5. **Timing**: Which activities occur when in the application?



Agile Estimation

Why we estimate in agile projects

Identify whether the required skills are existing in the team

Identify whether a user story fits into a sprint or not

The team understands what the User Story is about

Make dependencies (to other User Stories) apparent

Discussions are stimulated - experiences of team members included

Unclarities can be identified early

Velocity becomes measurable - better predictability and increased planning capability

Agile Estimation

T-Shirt Sizes	**S / M / L / XL / XXL**
Animals	Mouse / Snake / Elephant
Unit	$ °C mph kW
Fibonacci	1, 2, 3, 5, 8, 13, 21

Story Points are used as a tool to help a Scrum team understand how much effort is needed to complete a story.

Agile teams do always measure in relative degrees as the sizes of the user stories should always be relative to each other. The sizes are ***unique for each Scrum team****.*

What counts into a Story Point?

- **High uncertainty** should be reflected in the estimate.
- **Risk should be reflected** in the estimate (e.g. risk from changing a piece of old, brittle code)

- Certainly, if there is **more to do of something**, the estimate of effort should be larger.
- Event though doing more of something is **not more complex**, there is more to develop and to test.
- If a task contains a lot of dependencies and things are harder to implement, **complexity rises**. The task will take more time and should be estimated larger.

Planning Poker as an estimation method

Before estimating, the user story is explained by the product owner for all developers.

The team asks questions and discusses the story.

Estimating via Planning Poker (1st round) – highest and lowest estimations are explained.

Estimating (2nd round) & Agreement or deferral of the User Story.

HINT
Each developer comes up with an estimate for the presented User Story. It is important that all estimates are submitted at the same time!

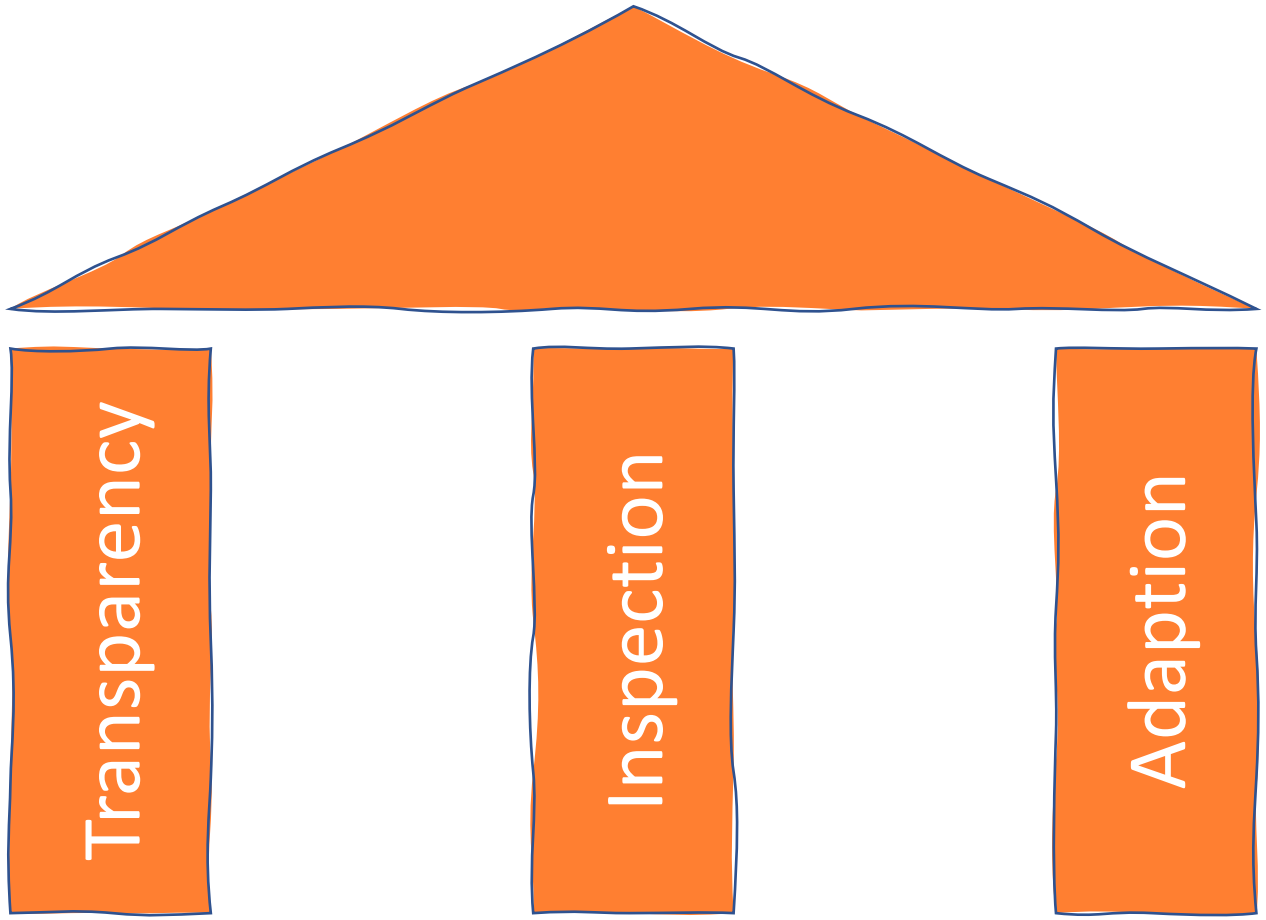
The estimation can be done online via chat as well as in presence with estimation cards.

The Fibonacci Numbers

1	2	3	5
8	13	20	40

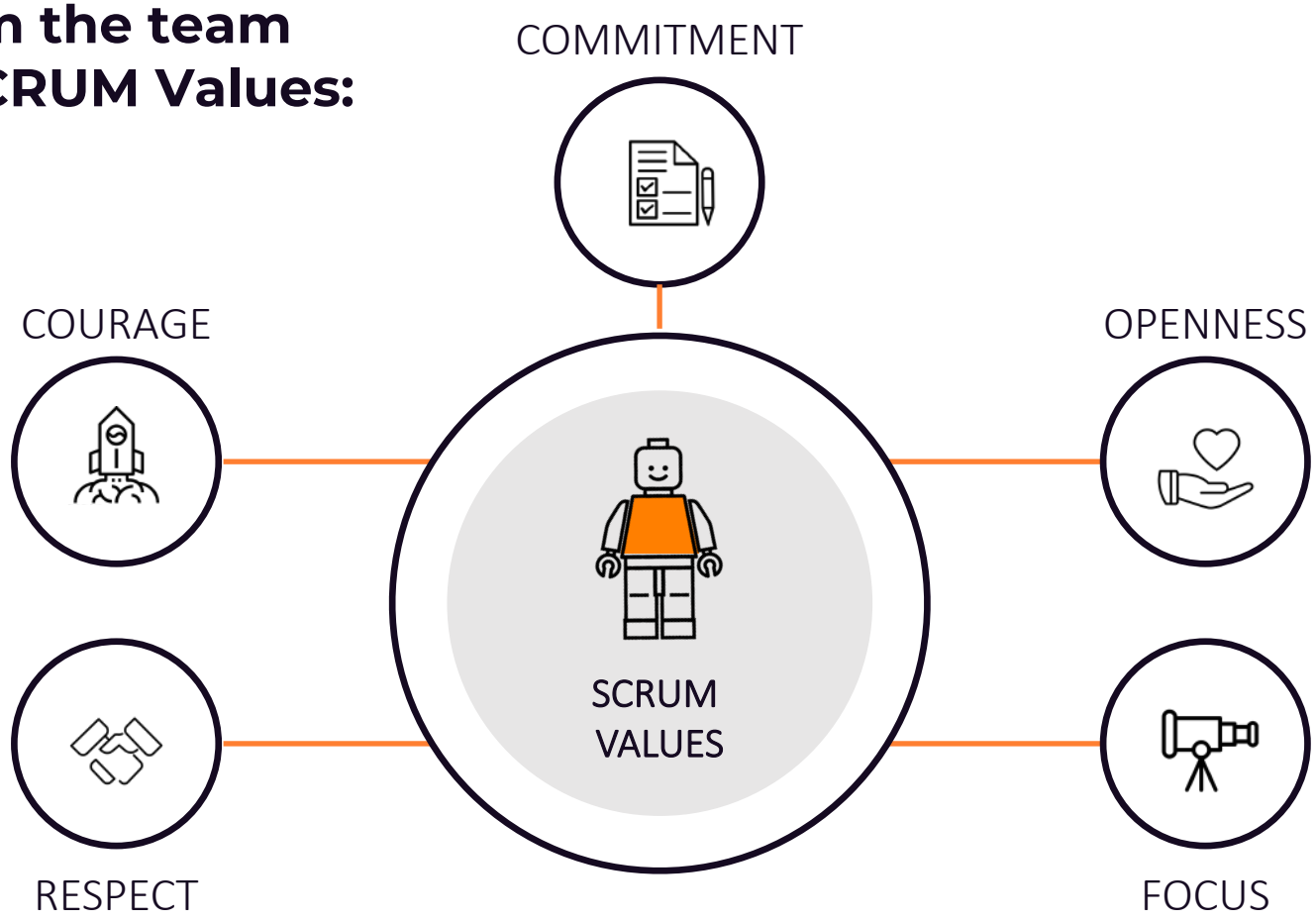
SCRUM Values

The SCRUM Pillars



SCRUM Values

Agility requires from the team to commit to the SCRUM Values:



COMMITMENT

- Achieving goals together
- Maximum commitment
- Taking responsibility
- #extremeownership

FOCUS

- ...on product vision & sprint target
- Distractions have priority
- Distractions are to be shielded
- Satisfactory task completion is perfect

OPENNESS

- ...towards change & ideas
- ...for criticism
- Transparent handling of knowledge and information

RESPECT

- Accept differences
- Use individuality
- Equality & appreciation
- Trust

COURAGE

- Courage to question
- Leave comfort zone
- Don't be afraid to make mistakes
- #justdoit

Progress Tracking & Real Life Examples

SCRUM makes work transparent

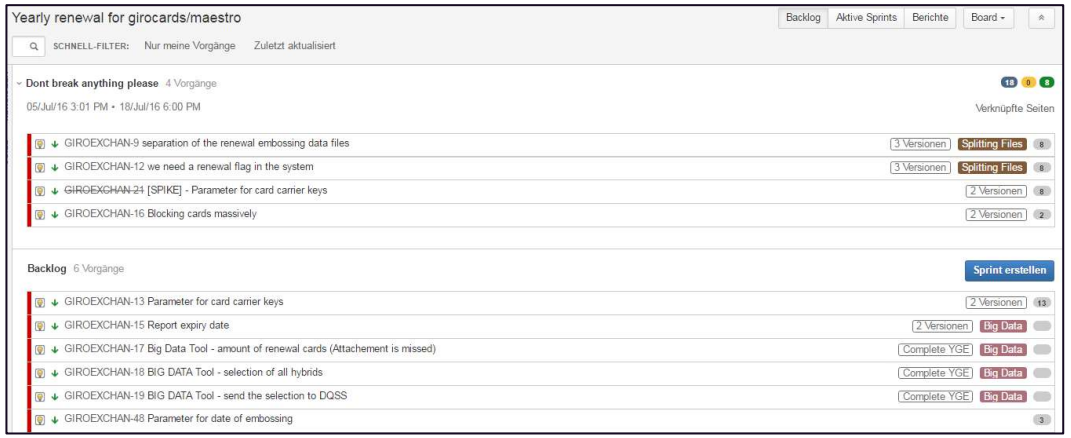
Scrum Artifacts:

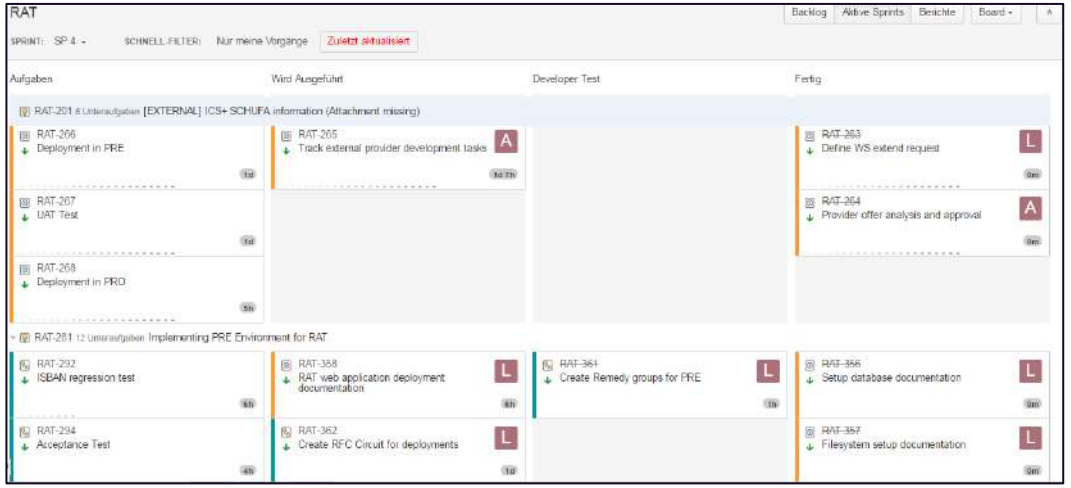
- Product Backlog
- Sprint Backlog

Helpful Tools:

- Task Board (see examples)
- Impediment Backlog
- Burndown Chart

... shows the remaining work
... helps to calibrate the implementation speed
... can draw attention to obstacles





SCRUM makes work transparent

Product Backlog / Sprint Backlog examples

Yearly renewal for girocards/maestro

Backlog | Aktive Sprints | Berichte | Board

SCHNELL-FILTER: Nur meine Vorgänge | Zuletzt aktualisiert

Dont break anything please 4 Vorgänge

18 0 8

05/Jul/16 3:01 PM • 18/Jul/16 6:00 PM

Verknüpfte Seiten

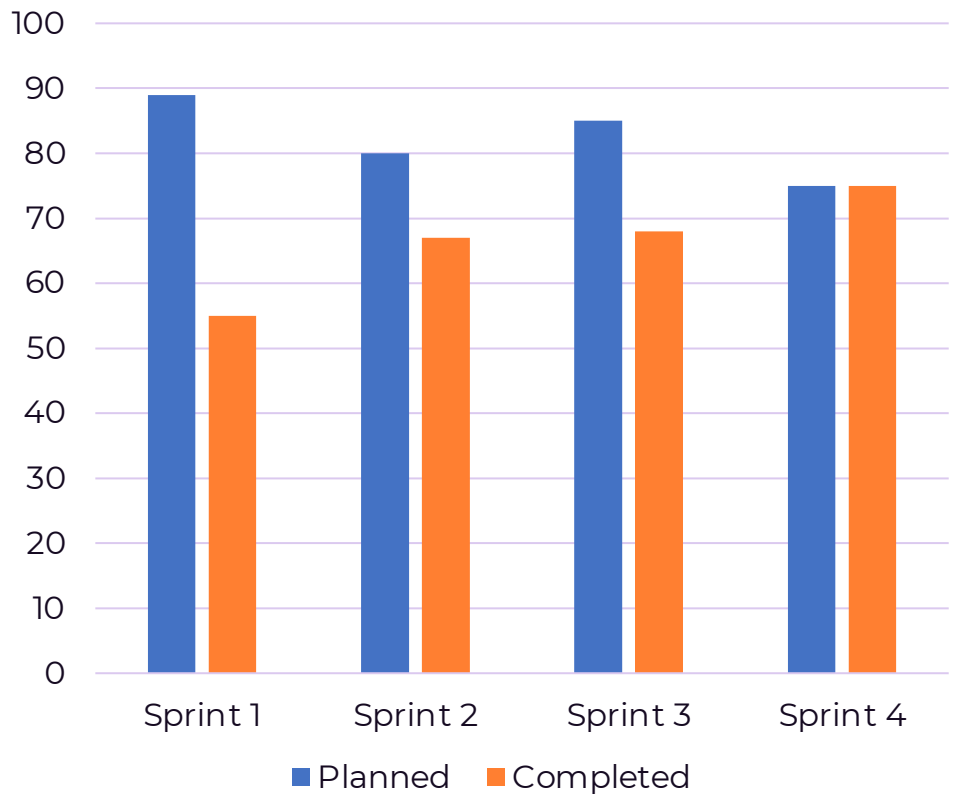
- GIROEXCHAN-9 separation of the renewal embossing data files — 3 Versionen | Splitting Files | 8
- GIROEXCHAN-12 we need a renewal flag in the system — 3 Versionen | Splitting Files | 8
- ~~GIROEXCHAN-21~~ [SPIKE] - Parameter for card carrier keys — 2 Versionen | 8
- GIROEXCHAN-16 Blocking cards massively — 2 Versionen | 2

Backlog 6 Vorgänge

Sprint erstellen

- GIROEXCHAN-13 Parameter for card carrier keys — 2 Versionen | 13
- GIROEXCHAN-15 Report expiry date — 2 Versionen | Big Data
- GIROEXCHAN-17 Big Data Tool - amount of renewal cards (Attachement is missed) — Complete YGE | Big Data
- GIROEXCHAN-18 BIG DATA Tool - selection of all hybrids — Complete YGE | Big Data
- GIROEXCHAN-19 BIG DATA Tool - send the selection to DQSS — Complete YGE | Big Data
- GIROEXCHAN-48 Parameter for date of embossing — 3

Team Velocity

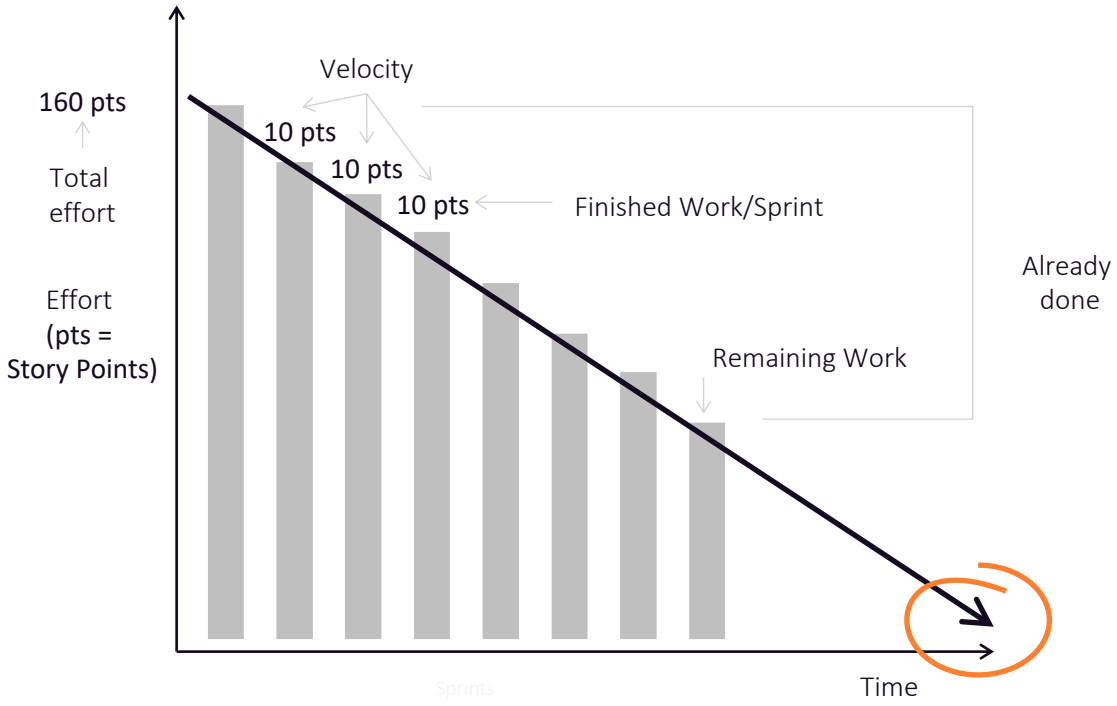


Velocity measures the units of work (e.g., story points/number of user stories) completed in a unit of time (e.g., a sprint).

Advantages:

- The velocity can help to plan realistically
- Empirical values can be used to determine realistic temporal forecasts.
- The efficiency of measures can be evaluated

Progress Tracking with Burn-Down Charts



Burn-down charts are line graphs that show the amount of tasks remaining in relation to the time remaining.

The amount of completed story points per time unit give the **velocity** of a team.

Y-AXIS

Scope of the product backlog or sprint backlog to be completed

X-AXIS

Time

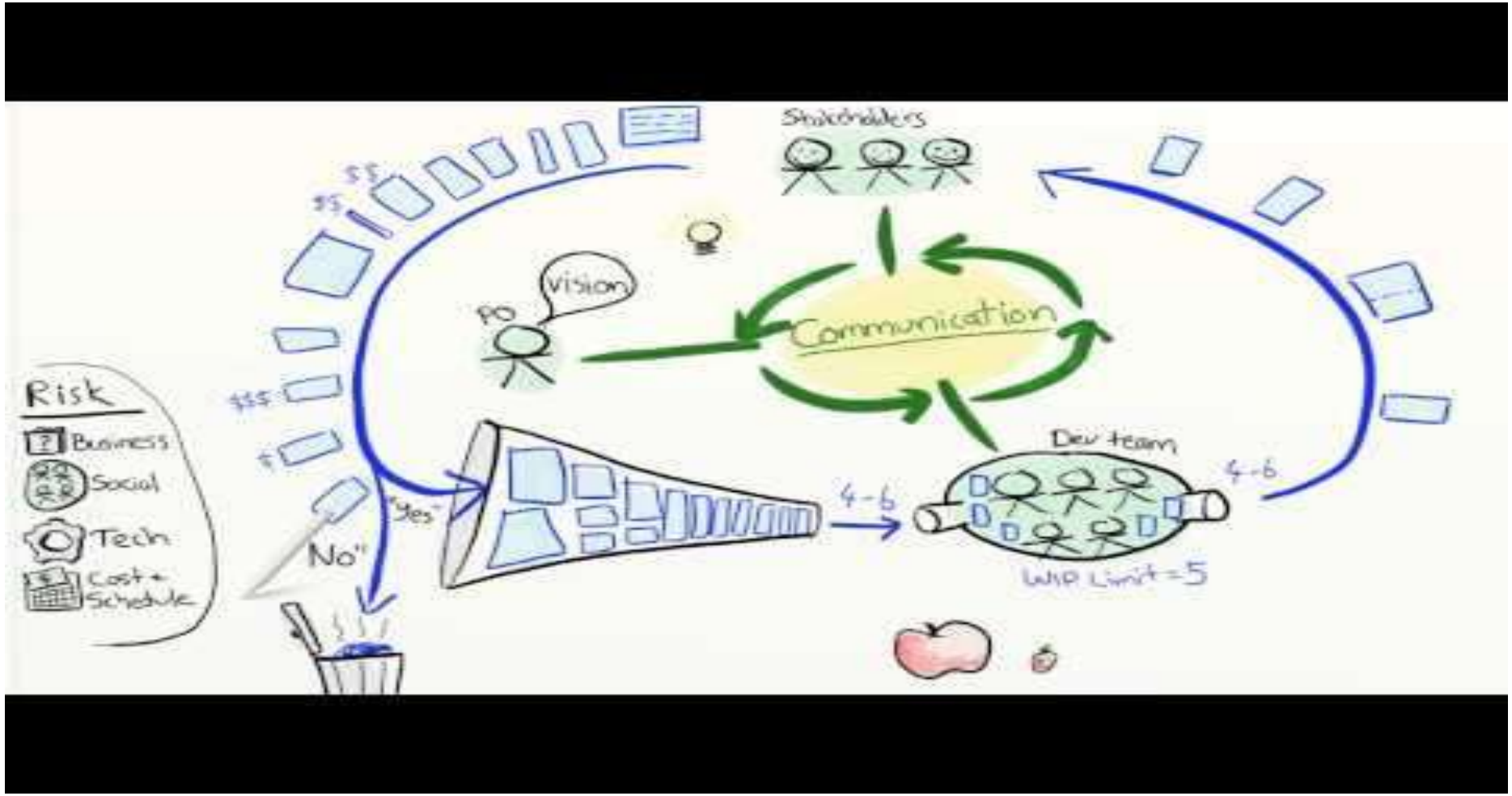
Benefit: Forecast of the expected time when the work will be completely finished according to the current status.

Progress Tracking with Burn-Down-Charts
Burn-Down Chart in JIRA

SCRUM makes work transparent

Physical Task Board

Product Ownership in a Nutshell



Your SCRUM Experience

Lego4SCRUM

EX-CITE
EXCELLENCE CENTER FOR IT EDUCATION

Exercise Your Scrum Experience with Lego

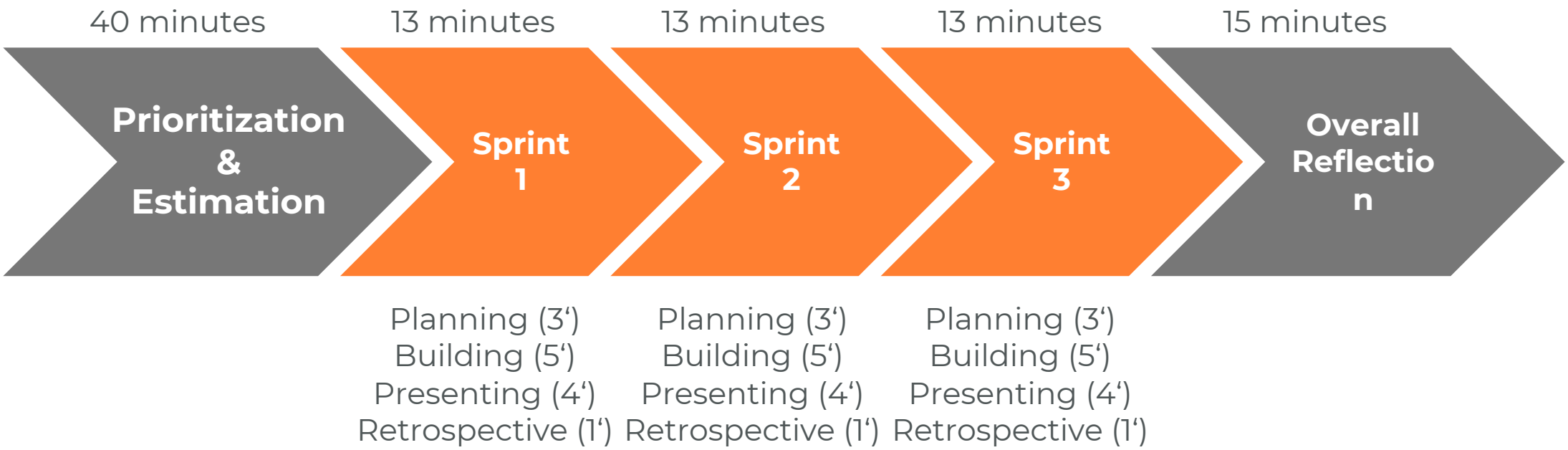
GOAL

Experience the Scrum Framework and learn how roles, events & artifacts interact with and depend on each other.

APPROACH

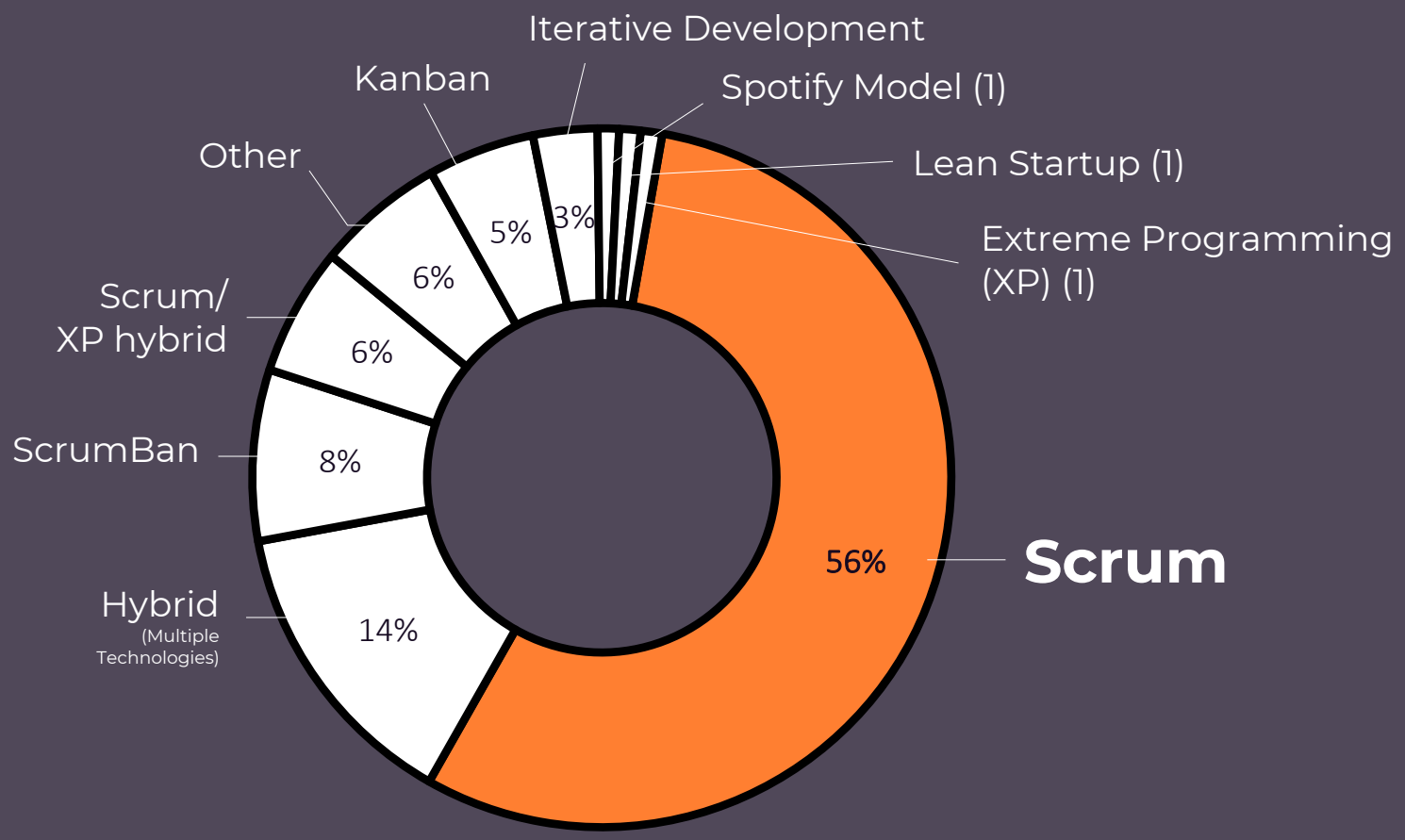
- Today we plan and design a Swiss mountain landscape with the learned agile methods.
- All teams develop one product together.
- The mountain landscape is created in MURAL. Next to it you find the Product Backlog & the Sprint Backlog
- The Product Owner is the decision maker responsible for the product vision
- All components of the backlog have to be built with predefined shapes in MURAL
- The quantity of each shape is predefined
- Each shape is customizable in its size, border and color
- When there are no more shapes, the budget is used up

How it works

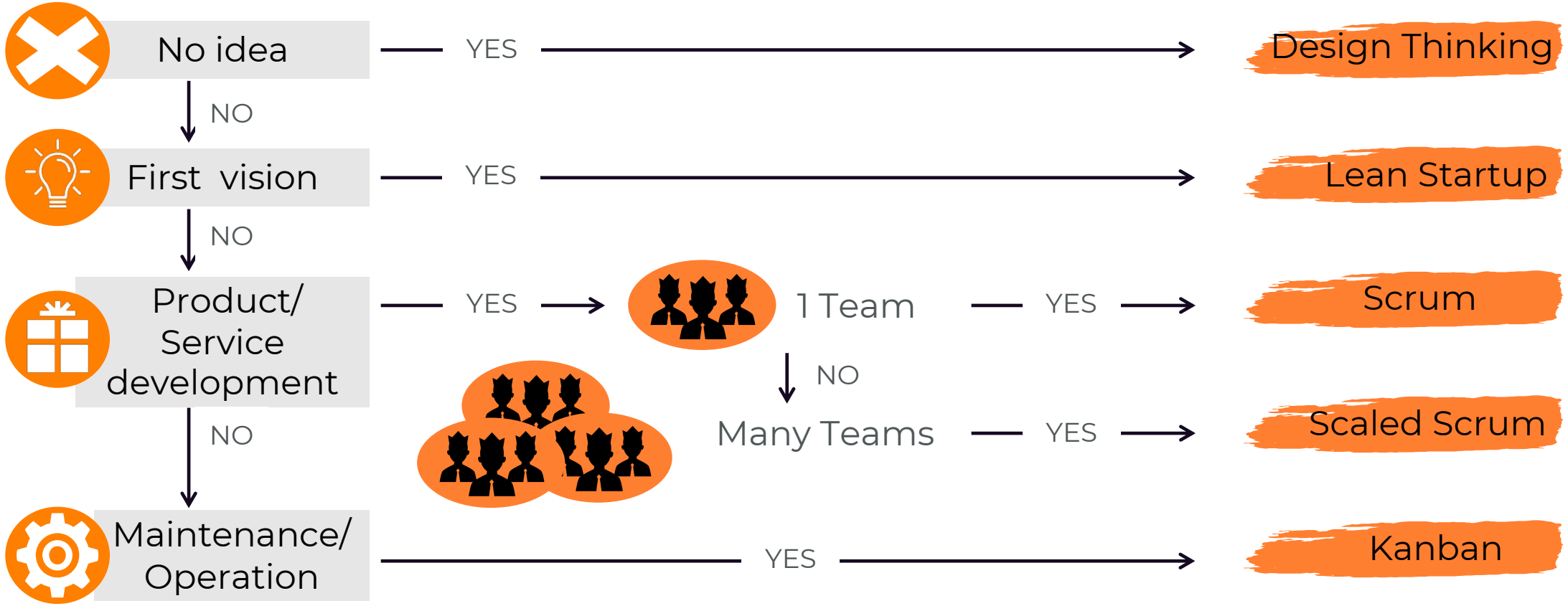

40 minutes
13 minutes
13 minutes
13 minutes
15 minutes
Prioritization & Estimation
Sprint 1
Sprint 2
Sprint 3
Overall Reflectio n
Planning (3‘)
Building (5‘)
Presenting (4‘)
Retrospective (1‘)
Planning (3‘)
Building (5‘)
Presenting (4‘)
Retrospective (1‘)
Planning (3‘)
Building (5‘)
Presenting (4‘)
Retrospective (1‘)

Further Agile Methods

Scrum is the most frequently used agile development method

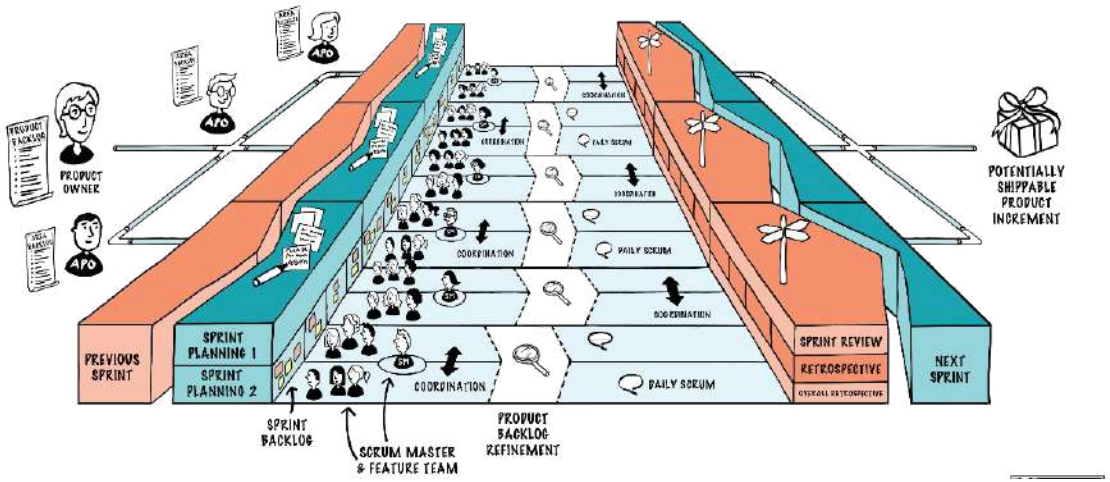


Overview on Agile Methods

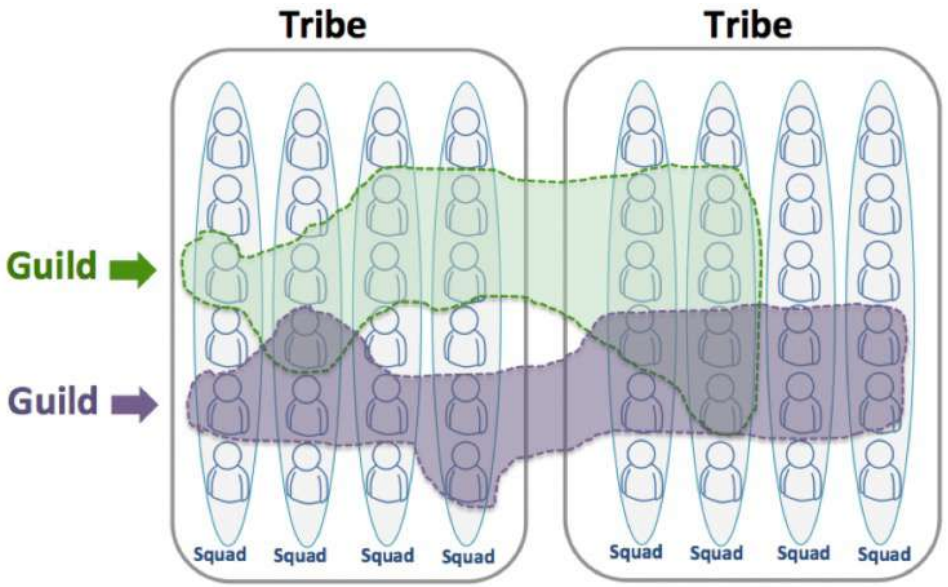


Scrum at Scale

- LeSS Approach (Large Scale Scrum)



- Spotify Model

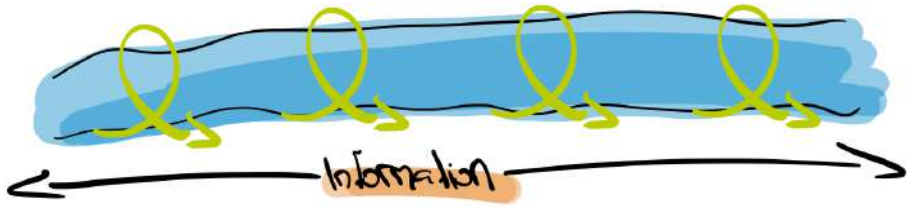


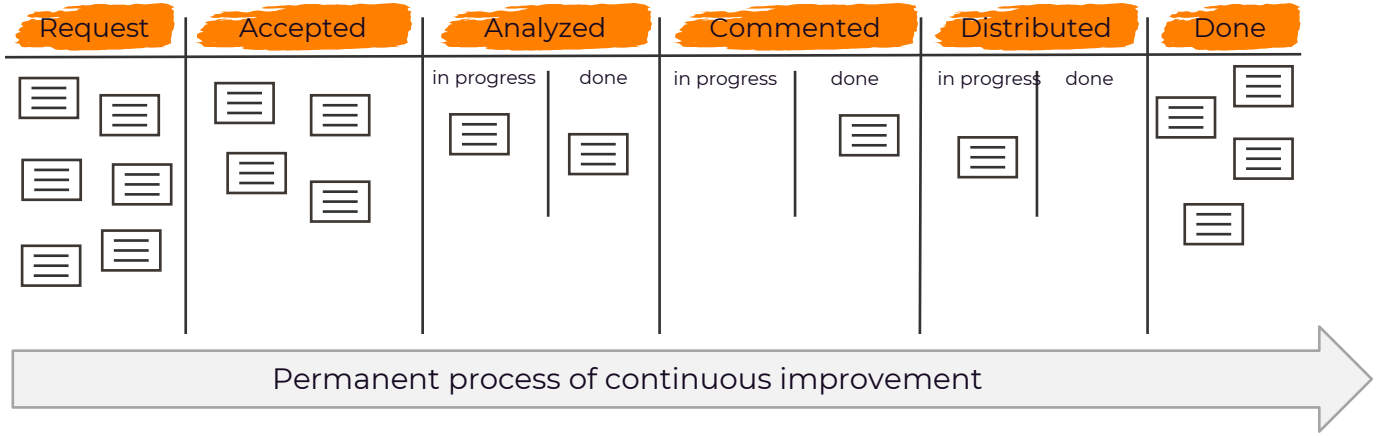
Kanban Methodology

Kanban…

- Helps visualizing work streams that **display a value stream** with the aim of creating better lead times and greater added value for customers
- Functions as a method for **continuous improvement** of a work area by focusing on a series of small change steps

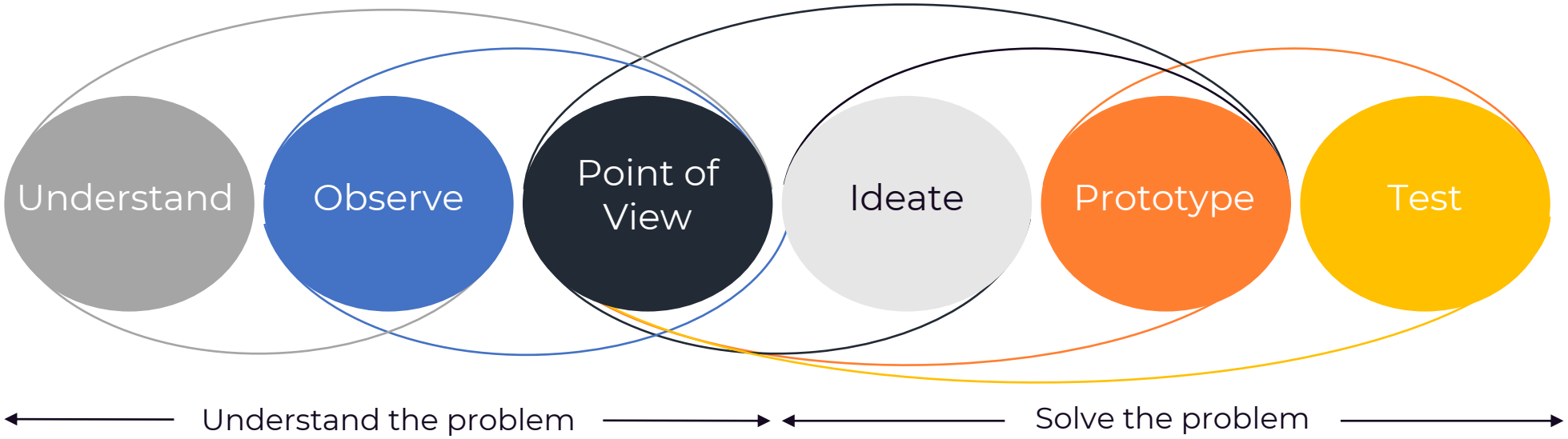
STOP STARTING – START FINISHING





- Aims to **visualize a workflow**, and not a task board.
- Is a tool for communication among teams and with stakeholders.

Design Thinking

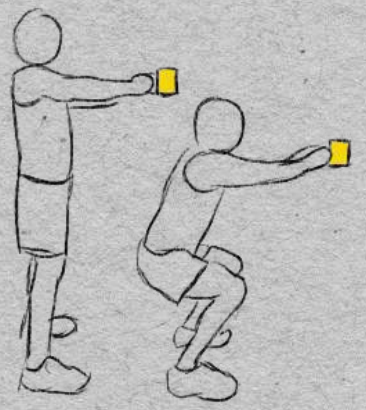


„If a picture is worth a thousand words, a prototype is worth a thousand meetings“
Tom & David Kelley

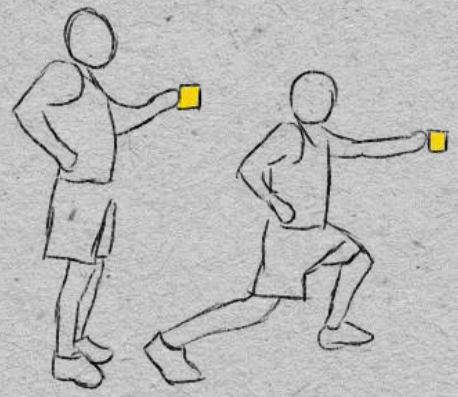
Coffee Break 10 Minutes

Rest up to 2 minutes

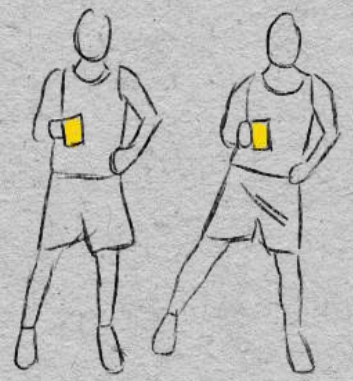
3 Sets



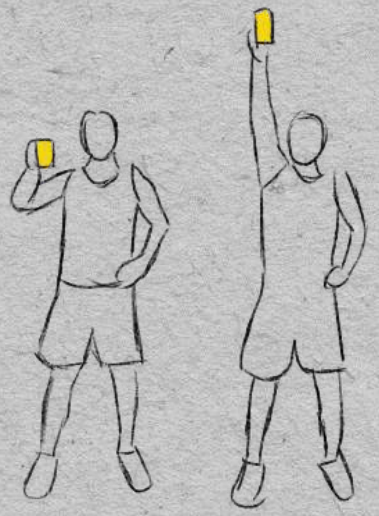
10 squats



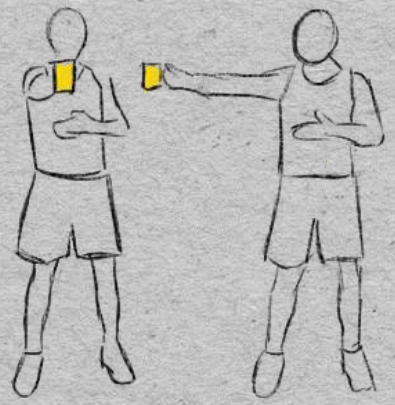
10 lunges



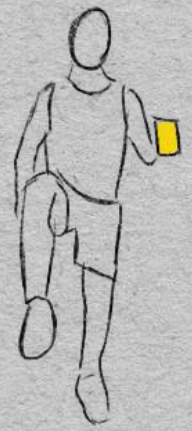
10 side leg swings



20 mug raises



20 arm rotations



20-count hold

COFFEE-WORKOUT

Based on darebee.com

Certification Preparation

Scrum-Master certified by PROVEN AGILE

EX-CITE
EXCELLENCE CENTER FOR IT EDUCATION

PROVEN AGILE
CERTIFY YOUR JOURNEY

ZERTIFIKAT

SCRUM-MASTER

certified by PROVEN AGILE®

FRANK MUSTERMANN

Herzlichen Glückwunsch.
Sie haben sich erfolgreich zum SCRUM-Master certified by PROVEN AGILE® fortgebildet und haben die SCRUM-typischen Abläufe und Methoden erlernt und verstanden, das Agile Manifest mit Ihren Teams in Ihrer Organisation zu leben.

Vertreter des lizensierten Trainingsinstituts
Consistency
Sebastian Lemke

PROVEN AGILE
CERTIFY YOUR JOURNEY

Datum
TT.MM.JJJJ

Seriennum.
SCRUM-MASTER-5454

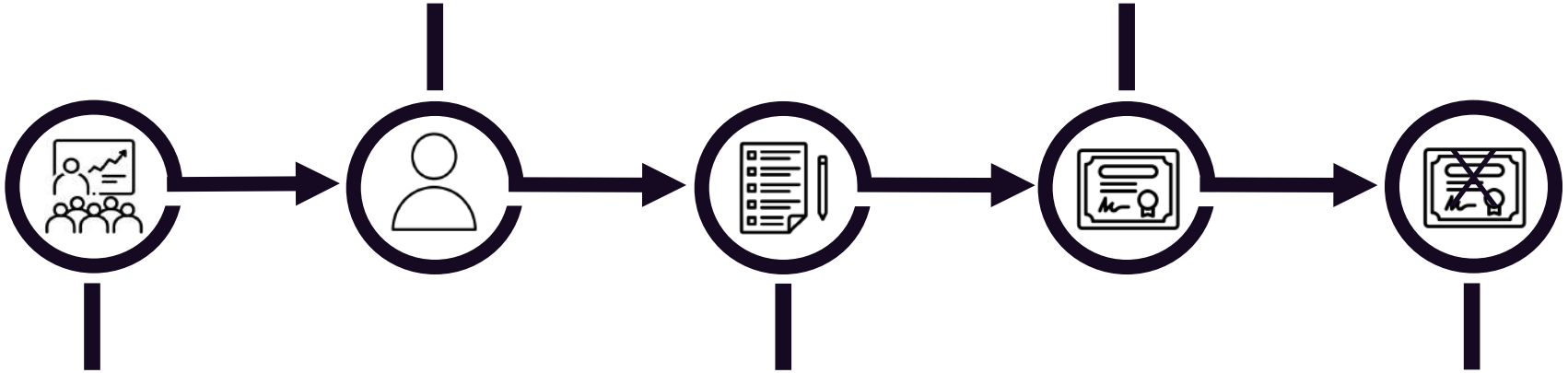
Danke, dass Sie sich für PROVEN AGILE® entschieden haben. Wir wünschen Ihnen viel Erfolg in Ihrer neuen Rolle als SCRUM-Master certified by PROVEN AGILE®.

PROVEN AGILE® ist eine unabhängige Initiative von erfolgreichen Agilisten aus der Unternehmenspraxis, aus dem IT- und Non-IT-Bereich. Ziel dieser Einrichtung ist es, auch und besonders in den Prüfungsfragen sowie in der Zertifizierungsdidaktik mehr den Grundgedanken des Agilen-Manifestes einfließen zu lassen, ohne dabei die Grundregeln, Methoden und Techniken von SCRUM zu vernachlässigen. Es geht vornehmlich um den ersten Wert des Agilen-Manifestes "Individuen und Interaktionen haben Vorrang vor Prozessen und Werkzeugen". PROVEN AGILE® agiert stets aus Hommage an die Urväter des Agilen-Manifestes (www.agilemanifesto.org) und bedankt sich so für den herausragenden Beitrag zu agilen Transformationen in aller Welt.

Certification Process

2 After the training, each participant will receive an **access email** to their email address. You register with PROVEN AGILE via the link provided. In the member area you now have the possibility to access the examination for the completed Agile training.

4a The participant has answered at least 80% of all questions correctly and is now a SCRUM Master certified by PROVEN AGILE. He can **view the exam results immediately** after completion and **download the certificate**. The information will also be sent to their email address.



1 At the end of your Agile training, the trainer prepares all participants for the upcoming certification and discusses the attached **practice questions** with them.

3 After verification, the test starts. There are **40 randomly selected questions** to be answered (multiple choice). Participants have up to **30 minutes** to answer the questions. In order to pass, **at least 80%** of the questions must be answered correctly. Each participant has **one chance** to successfully pass the certification exam.

4 b The participant has not passed and does not receive a certificate. The trainer receives information about the results of his participants by mail and can thus view them. **Please contact your trainer in such case.**

HOW PROVEN AGILE ® PERFORMS

PROVEN AGILE ® is an institution committed to ensuring a consistent quality standard in training and education around "agile".

A certificate, which certifies the graduate as a SCRUM Master certified by PROVEN AGILE ®, is a valuable proof of sound knowledge around the practice and theory of SCRUM. Participation in the certification therefore requires prior participation in a training course provided by a training provider licensed by PROVEN AGILE ®.

It is also essential to read both the training materials and the SCRUM Guide carefully before starting the certification in order to be likely to pass.

Example 1

Which of the following artifacts is / are outside of the Scrum framework?
(Multiple selection possible)

- Milestone Plan
- Sprint Backlog
- Epic Roadmap
- Product Increment
- Product Backlog

Example 1

Which of the following artifacts is / are outside of the Scrum framework?
(Multiple selection possible)

- **Milestone Plan**
- Sprint Backlog
- **Epic Roadmap**
- Product Increment
- Product Backlog

Example 2

During the Sprint, the Developers realize that they cannot finish some User Stories. What should the Scrum Team NOT do? (Multiple selection possible)

- Immediately extend the duration of the current Sprint
- Arrange overtime for all Scrum Team members
- Proceeding without the Daily Scrum
- Inform the Scrum Master first and communicate with the Product Owner. He will order a new prioritization if necessary

Example 2

During the Sprint, the Developers realize that they cannot finish some User Stories. What should the Scrum Team NOT do? (Multiple selection possible)

- **Immediately extend the duration of the current Sprint**
- **Arrange overtime for all Scrum Team members**
- **Proceeding without the Daily Scrum**
- Inform the Scrum Master first and communicate with the Product Owner. He will order a new prioritization if necessary

Example 3

Which task(s) is/are outside the responsibility of the Scrum Master in relation to the Developers? (Multiple selection possible)

- To prioritize the Product Backlog
- Coaching them in self-organization and cross-functionality
- Supporting the Developers in the correct implementation of Agile practices and methodologies
- Resolving the impediments that may prevent the Developers from achieving the Sprint Goal
- Working out the solutions for the implementation of the User Stories

Example 3

Which task(s) is/are outside the responsibility of the Scrum Master in relation to the Developers? (Multiple selection possible)

- **To prioritize the Product Backlog**
- Coaching them in self-organization and cross-functionality
- Supporting the Developers in the correct implementation of Agile practices and methodologies
- Resolving the impediments that may prevent the Developers from achieving the Sprint Goal
- **Working out the solutions for the implementation of the User Stories**

Example 4

Which of the following are Agile principles? (Multiple selection possible)

- Specialty departments and Developers must work together on a daily basis during the project
- Reduce the amount of work not done
- Visualizations help to keep an overview of the work processes
- Use incentives and team building activities at least once per sprint
- Build products around motivated individuals and give them the environment and support they need and trust them to get the job done

Example 4

Which of the following are Agile principles? (Multiple selection possible)

- **Specialty departments and Developers must work together on a daily basis during the project**
- **Reduce the amount of work not done**
- Visualizations help to keep an overview of the work processes
- Use incentives and team building activities at least once per sprint
- **Build products around motivated individuals and give them the environment and support they need and trust them to get the job done**

Example 5

Which of the following do/does NOT describe Scrum pillar(s)?
(Multiple selection possible)

- Transparency
- Focus
- Teamwork
- Inspection
- Adaption

Example 5

Which of the following do/does NOT describe Scrum pillar(s)?
(Multiple selection possible)

- Transparency
- **Focus**
- **Teamwork**
- Inspection
- Adaption

Example 6

Who does NOT necessarily have to participate in the Daily Scrum?
(Multiple selection possible)

- Developers
- Scrum Master
- Supervisor
- Product Owner
- Project Manager

Example 6

Who does NOT necessarily have to participate in the Daily Scrum?
(Multiple selection possible)

- Developers
- **Scrum Master**
- **Supervisor**
- **Product Owner**
- **Project Manager**

Example 7

In which Scrum Event(s) do Project Managers usually NOT participate as stakeholders? (Multiple selection possible)

- Daily Scrum
- Review
- Refinement
- Retrospective
- Planning

Example 7

In which Scrum Event(s) do Project Managers usually NOT participate as stakeholders? (Multiple selection possible)

- **Daily Scrum**
- Review
- **Refinement**
- **Retrospective**
- **Planning**

Example 8

The sales department urgently needs a certain function in CRM, but the Sprint has already started. The Sales Manager approaches the Developers with the request to implement this function in the current Sprint. How do the Developers ideally behave?

- The Developers cancel the current Sprint and schedule a new Sprint Planning to enable the change
- The Developers get in touch with the Product Owner to agree on an acceptable solution with the sales management
- The Developers take the corresponding User Story into the current Sprint without talking to the Product Owner

Example 8

The sales department urgently needs a certain function in CRM, but the Sprint has already started. The Sales Manager approaches the Developers with the request to implement this function in the current Sprint. How do the Developers ideally behave?

- The Developers cancel the current Sprint and schedule a new Sprint Planning to enable the change
- **The Developers get in touch with the Product Owner to agree on an acceptable solution with the sales management**
- The Developers take the corresponding User Story into the current Sprint without talking to the Product Owner

Example 9

What is the maximum duration of Sprint Planning (time box assuming a sprint length of 4 weeks)?

- 8 hours
- 15 minutes
- 3 hours
- 4 hours

Example 9

What is the maximum duration of Sprint Planning (time box assuming a sprint length of 4 weeks)?

- **8 hours**
- 15 minutes
- 3 hours
- 4 hours

Example 10

What insights can be drawn from a burn-down chart?

- Whether agility is having its effect in the company
- Which items are currently blocked
- The projected time when the work will be fully completed based on the current status
- Which items are currently in progress

Example 10

What insights can be drawn from a burn-down chart?

- Whether agility is having its effect in the company
- Which items are currently blocked
- **The projected time when the work will be fully completed based on the current status**
- Which items are currently in progress

Checkout

Overall Retrospective

Now it‘s up to You!

Please go to **www.menti.com** and enter the code: **7337 8668** or simply use the **QR-Code on the right**.

EX-CITE
EXCELLENCE CENTER FOR IT EDUCATION

EX-CITE

EXCELLENCE CENTER FOR IT EDUCATION