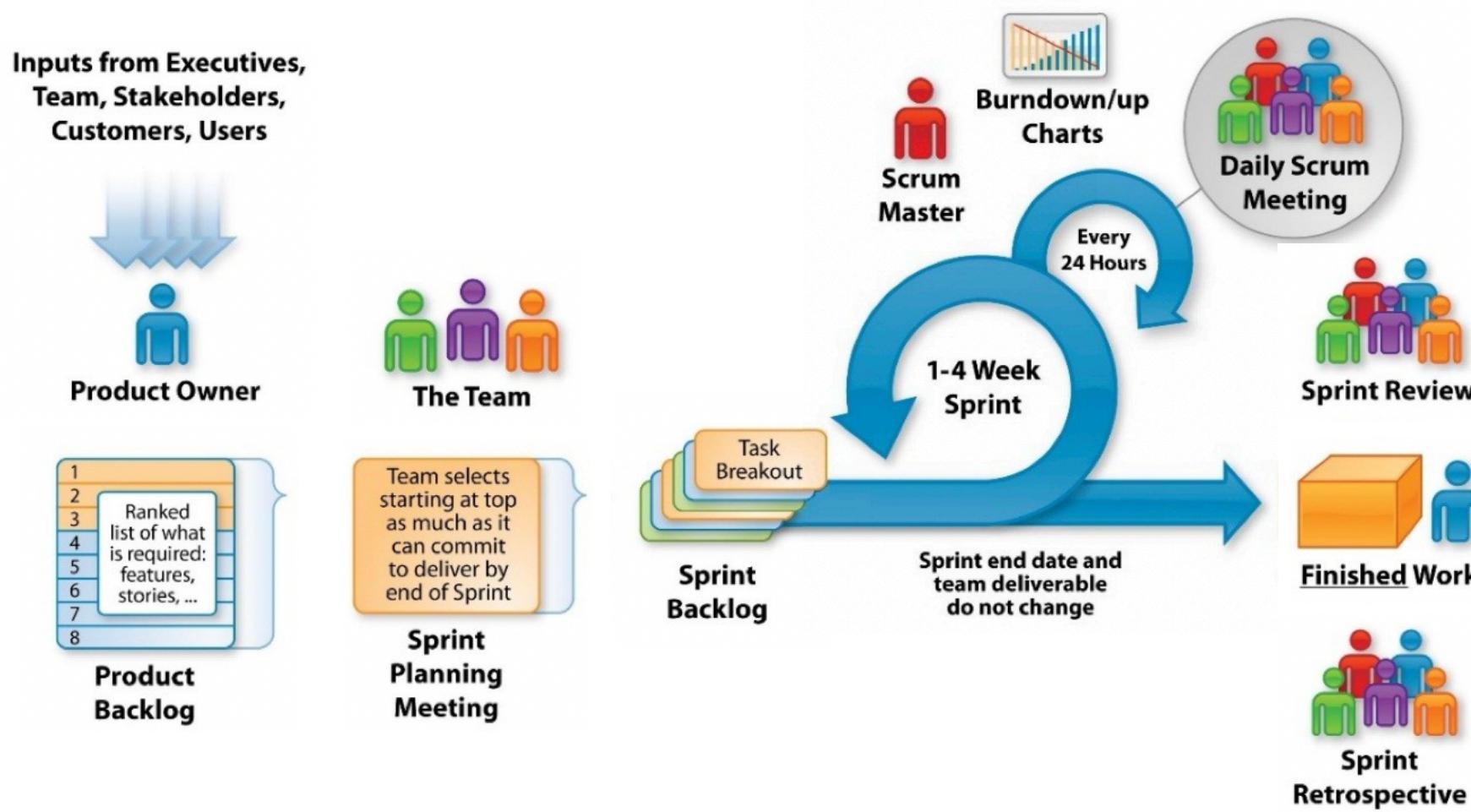




**INNOPOLIS**  
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## Scrum Activities

# Scrum Framework overview



# Sprint cycle

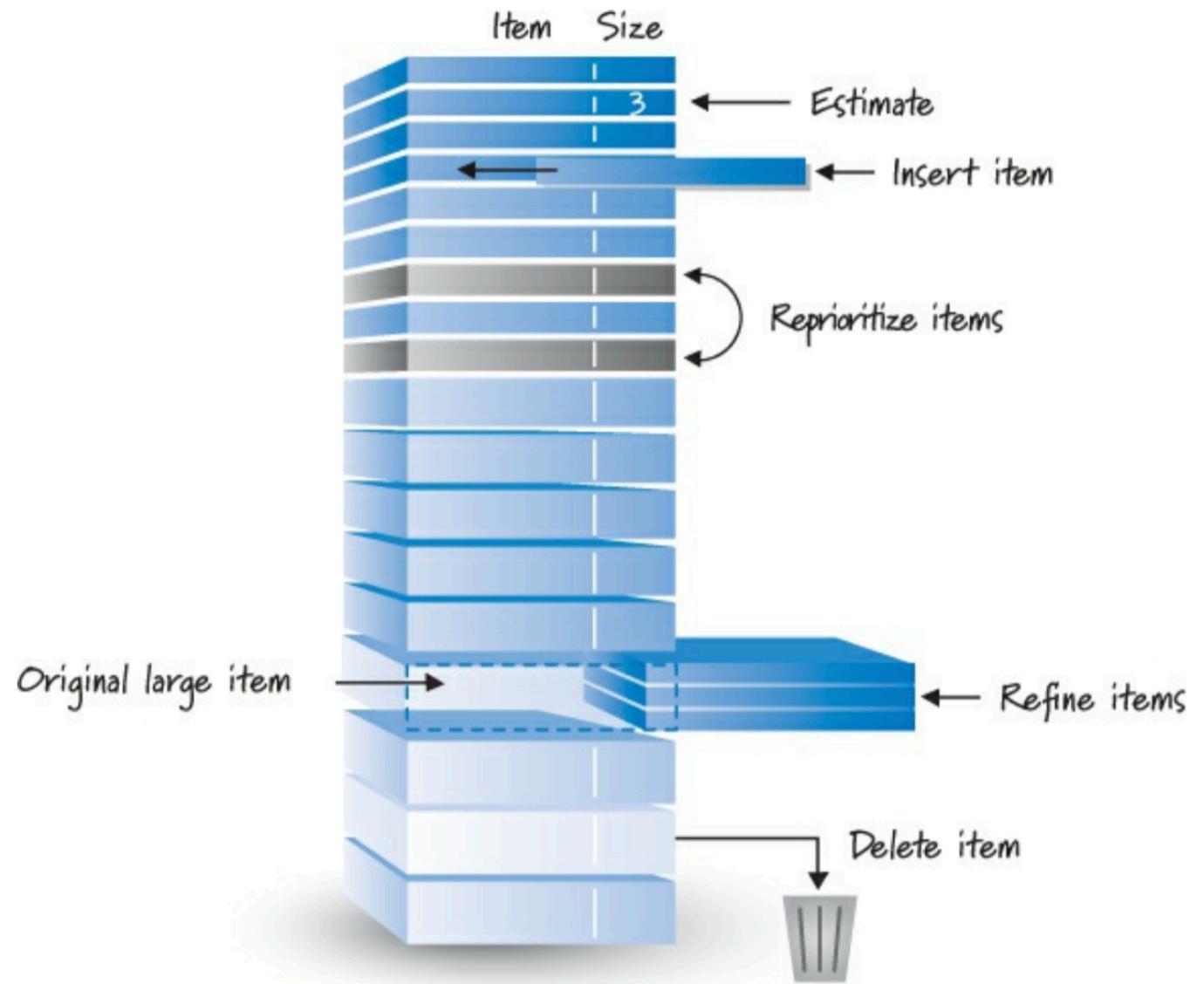
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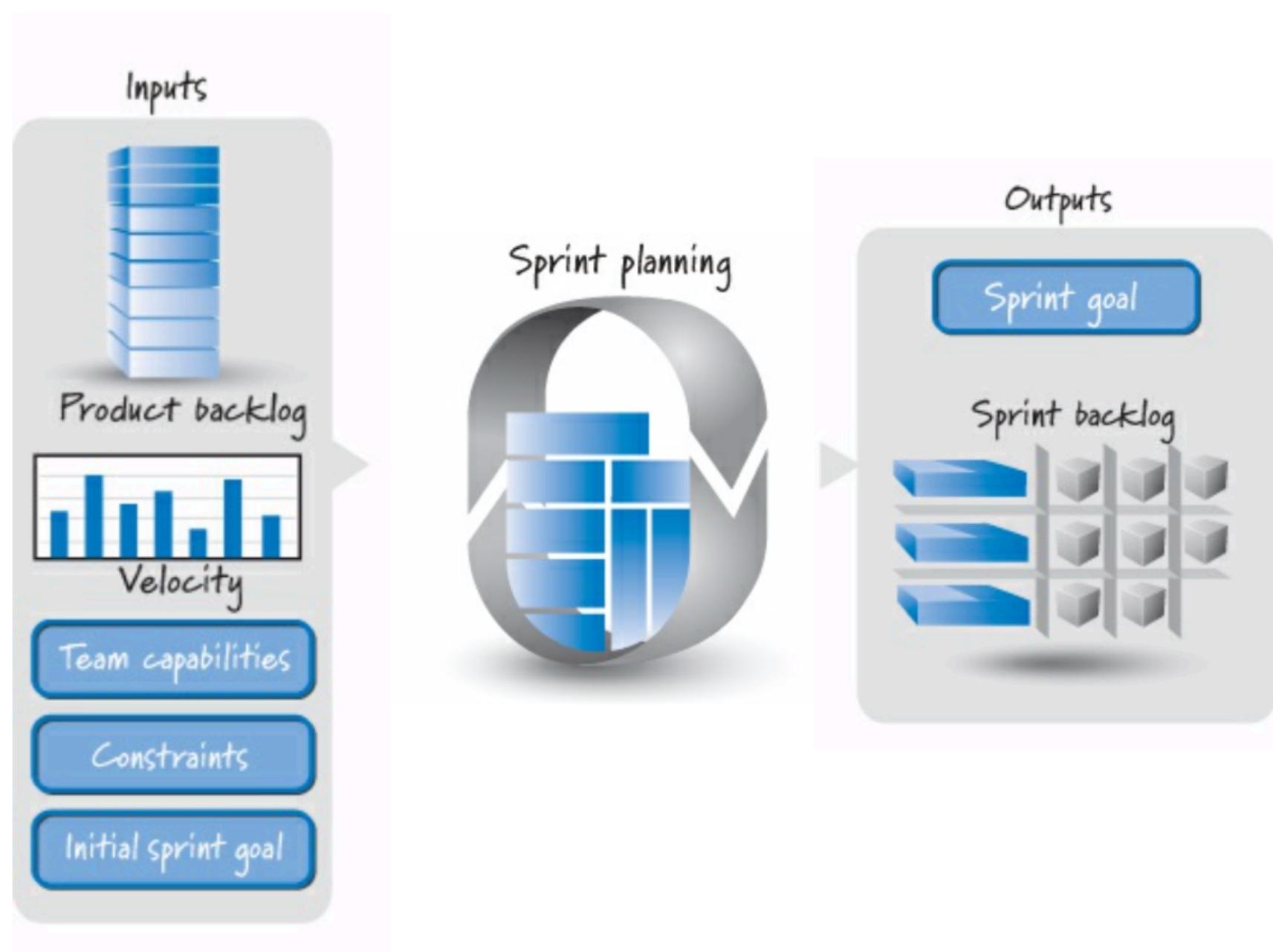
1. Sprint planning
2. Sprint execution
3. Sprint review
4. Sprint retrospective



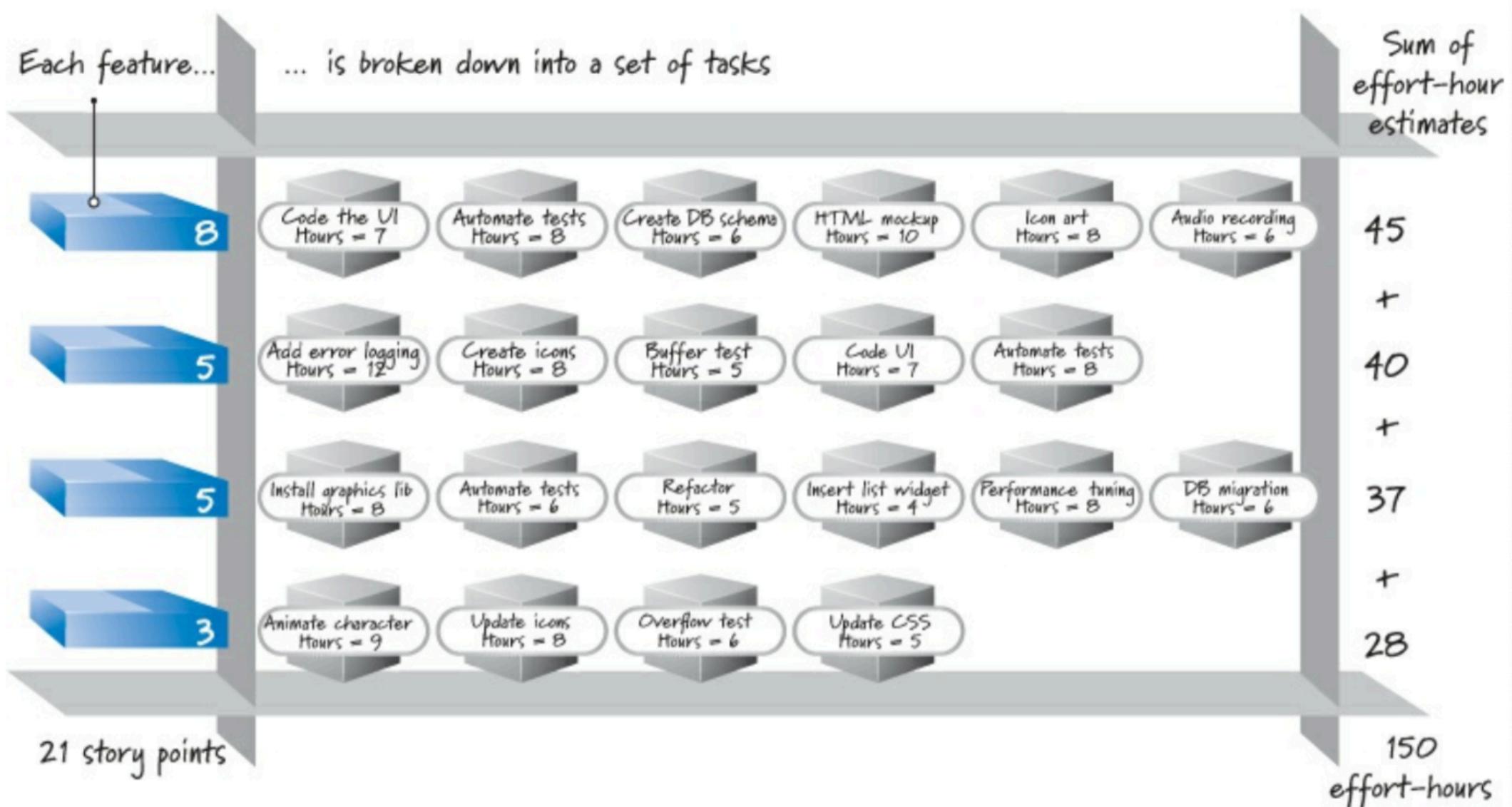
# Sprint planning

# Grooming





# Sprint backlog



# Refine the Sprint Goal

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- The sprint goal summarizes the business purpose and value of the sprint.
- The product owner should come to Sprint planning with an initial Sprint goal.
- That initial goal, however, can be refined during the course of Sprint planning as the Sprint-planning participants work together to determine what can realistically be delivered.



# Sprint review

# During the sprint review

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- inspect and adapt what has been built so far
- transparent look at the current state of the product
- ask questions
- make observations or suggestions
- have discussions about how to best move forward

# Goal of the sprint review

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keep the product development moving in the right direction

neglect or defer this feedback until much later, will lead to:

surprise, disappointment, and frustration.

# Participants

---

- Scrum team (PO, SM, Development team)
  - should present at every Sprint review
  - describe what has been accomplished
  - answer questions
  - enjoy the benefits of firsthand feedback

# Participants

---

- Scrum team (PO, SM, Development team)
- Internal stakeholders (e.g. business-area owners)
  - Should also attend
  - Their feedback **is essential** to ensuring that the team is progressing towards an economically sensible outcome.

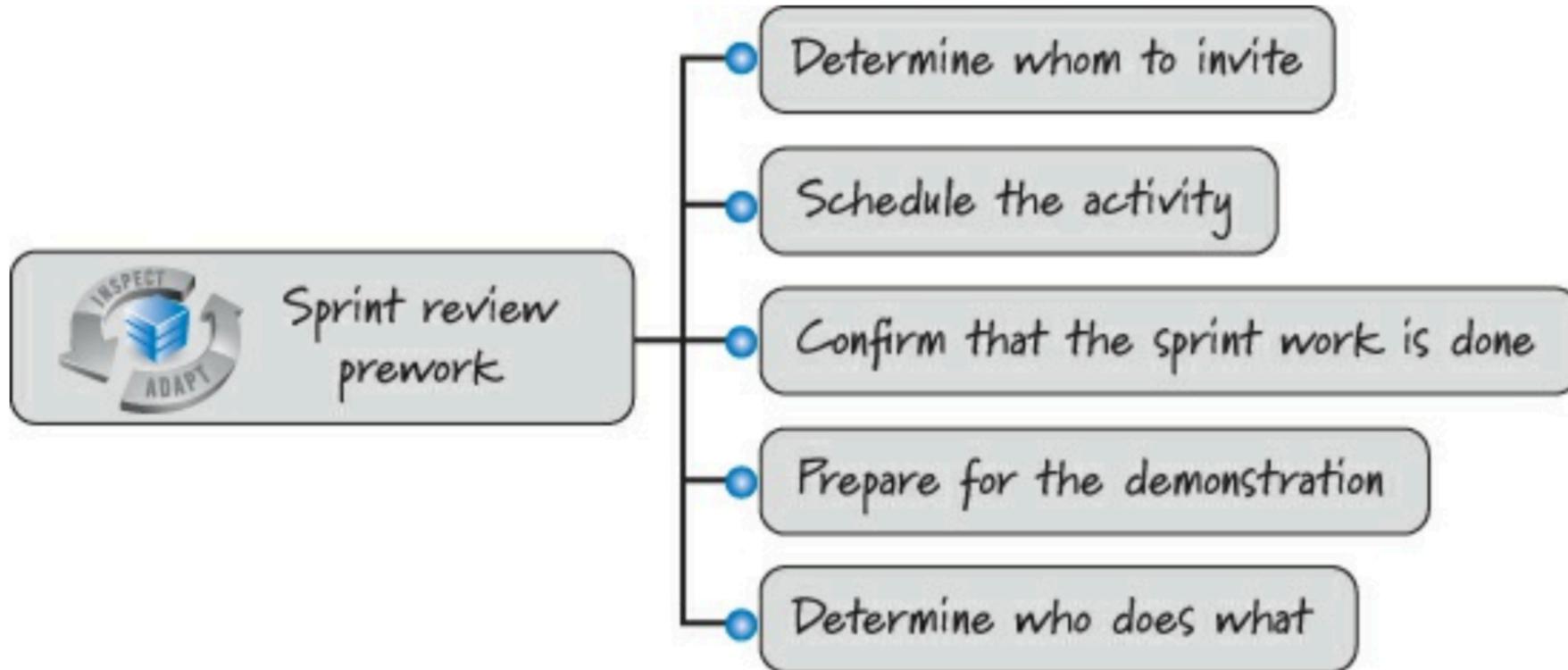
# Participants

---

- Scrum team (PO, SM, Development team)
- Internal stakeholders (e.g. business-area owners)
- Other internal teams (e.g. sales, marketing ...)
- External stakeholders (customers, users ...)

# Prework

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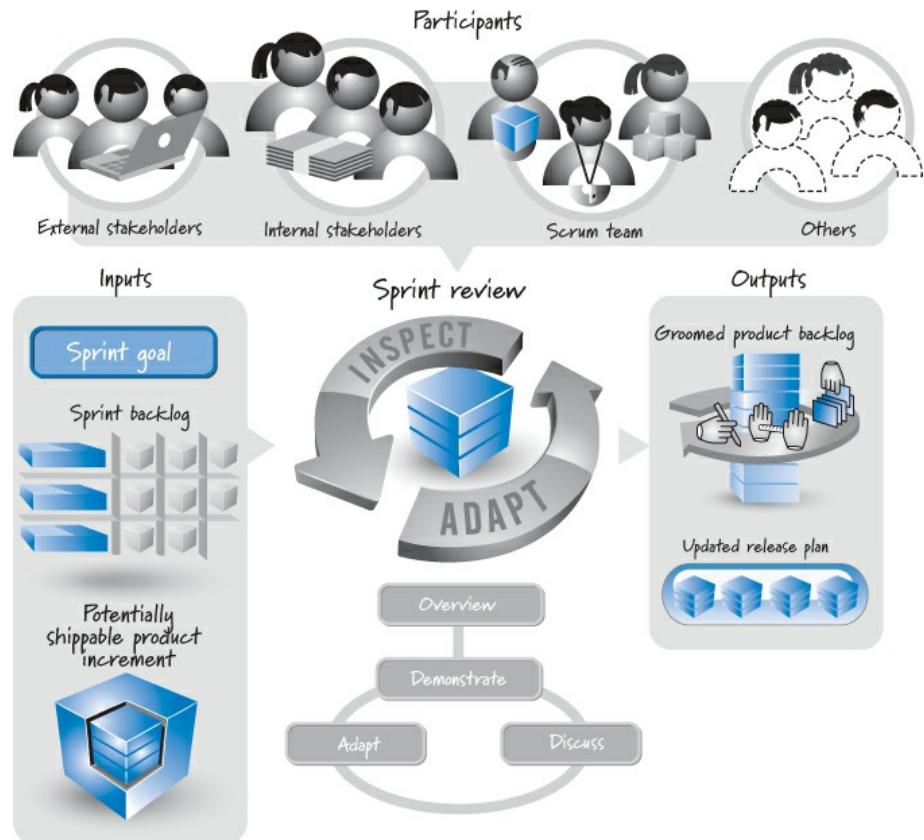


# Prepare for the Demonstration

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- PowerPoint presentation VS working software
- Do not polish demonstration
- Sprint review is an informal meeting with low ceremony and high value
- Do not spend more than 30 minutes to an hour for review

# Approach



1. Summarize
2. Demonstrate
3. Discuss
4. Adapt

# 1. Summarize

---

The Sprint review kicks off with a Scrum team member (frequently the **product owner**)

- presenting the Sprint goal,
- the product backlog items associated with the Sprint goal,
- an overview of the product increment that was actually achieved during the Sprint.

This information provides a summary or synopsis of how the Sprint results compare with the Sprint goal.

# 1. Summarize

---

If the results **don't match**, the Scrum team provides an explanation.

- It is important for the Sprint review to be a blame-free environment.
- The purpose of the review is to describe what was accomplished and then to **use the information to determine the best course of action for moving forward**.

## 2. Demonstrate

---

Although a demonstration is quite helpful in the Sprint review...

...it is not the aim of the Sprint review

The most important aspect of the Sprint review is in-depth conversation and collaboration among the participants

Nothing provides focus to the conversation like being able to actually see how something works.

## 2. Demonstrate

---

But what if there is nothing to demo?

1. Focus on why nothing was done and how the future work will be affected by the lack of progress during this Sprint
2. If the work was related to backend, architectural development or "glue code", ...?
  1. Before the Sprint start, stakeholders should be aware of such tasks
  2. Have some set of tests to demonstrate that the work is done

Difficult to demonstrate ≠ excluding from demo

# 3. Discuss

---

Sprint review ≠ Deep problem solving

Observation, comments, and reasonable discussion regarding the product and direction

Be sure that we do the **right product**

# 4. Adapt

---

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

- Do the stakeholders like what they see?
- Do they want to see changes?
- Is what we're building still a good idea in the marketplace or to our internal customers?
- Are we missing an important feature?
- Are we overdeveloping/investing in a feature where we don't have to?



# Sprint Retrospective

# There must be another way

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*"Here is Edward Bear, coming downstairs now, bump, bump, bump, bump, bump, on the back of his head, behind Christopher Robin.*

*It is, as far as he knows, the only way of coming downstairs, but sometimes he feels that there is another way, if only he could stop bumping for a moment and think of it."*

A. A. Milne.  
"Winnie the Pooh"  
1926



# Sprint Retrospective

The Sprint retrospective is one of the **most important** and **least appreciated** practices in the Scrum

It gives teams the chance to customize Scrum to their unique circumstances.



# Main questions

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- What worked well this sprint  
that we want to continue doing?
- What didn't work well this sprint  
that we should stop doing?
- What should we start doing or improve?

# Participants

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We need the full Scrum team to attend:

- All members of the development team\*
- ScrumMaster
- Product owner

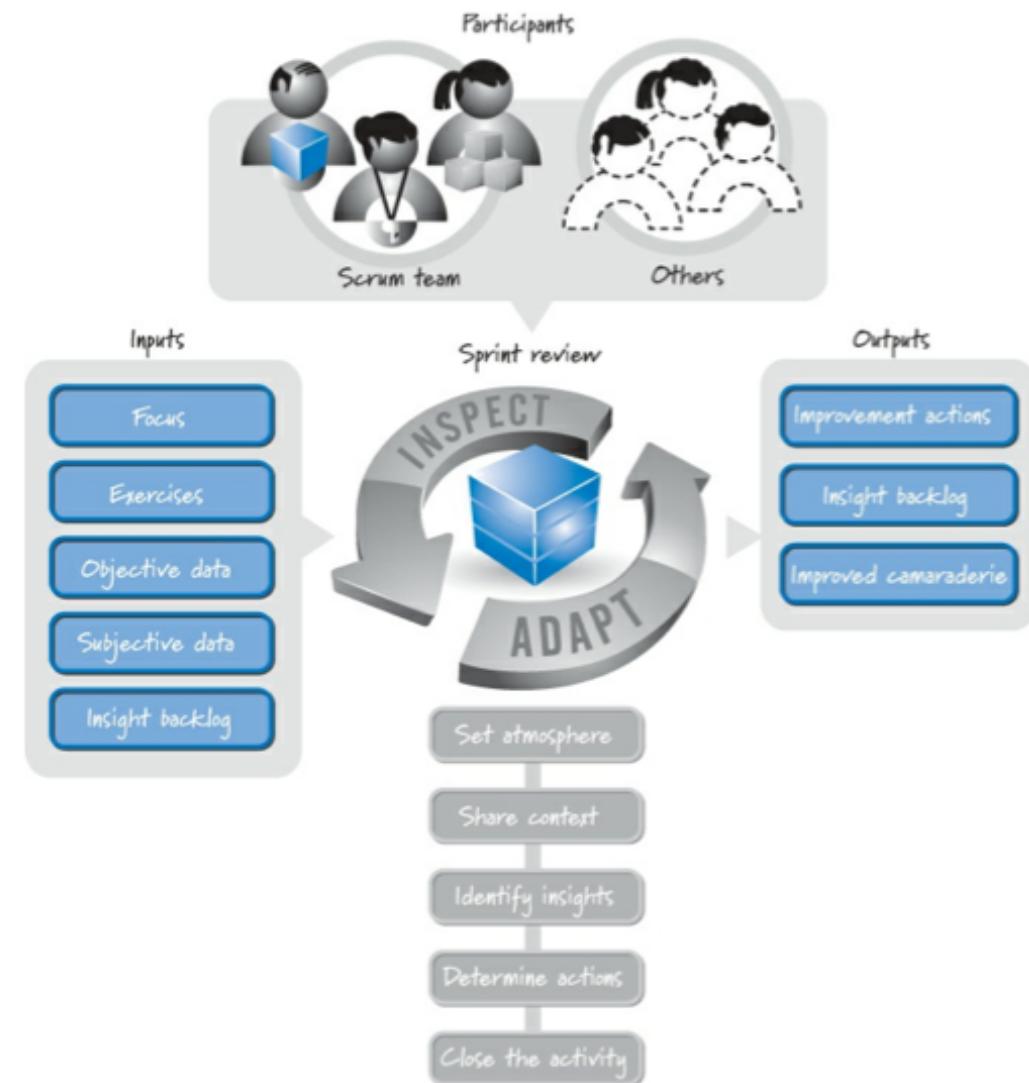
Stakeholders or managers who are not on a Scrum team, on the other hand, should attend a retrospective **only if invited by the Scrum team**

# Prework

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1. Define the Retrospective Focus
2. Select the Exercises
3. Gather Objective Data
4. Structure the Retrospective

# Approach



1. Set the Atmosphere
2. Share Context
3. Analyze data
4. Determine Actions
5. Summarize

# 1. Set the Atmosphere

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People must feel it is safe to express their opinions without fear of retribution.

Teams should have **established** ground rules, or a **working agreement**.

We should establish a precedent of active participation



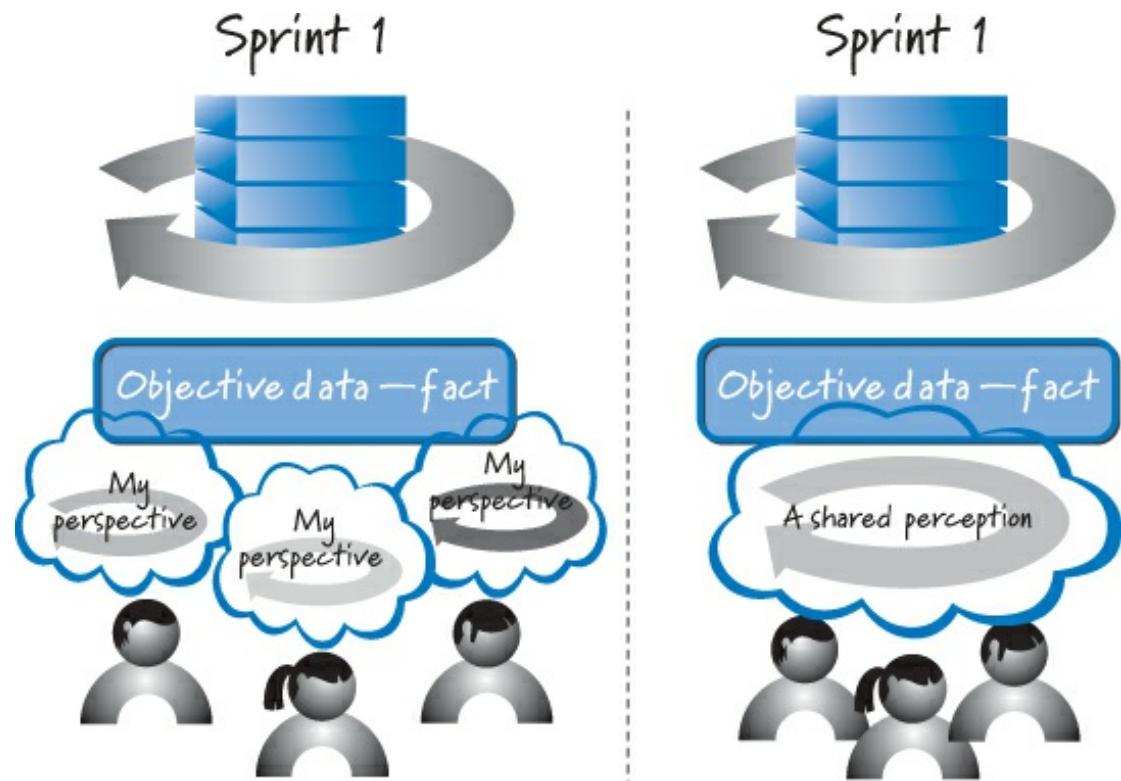
## 2. Share Context

A group of people can all experience the same event and yet interpret it quite differently.

It is important to get everyone on the same page.

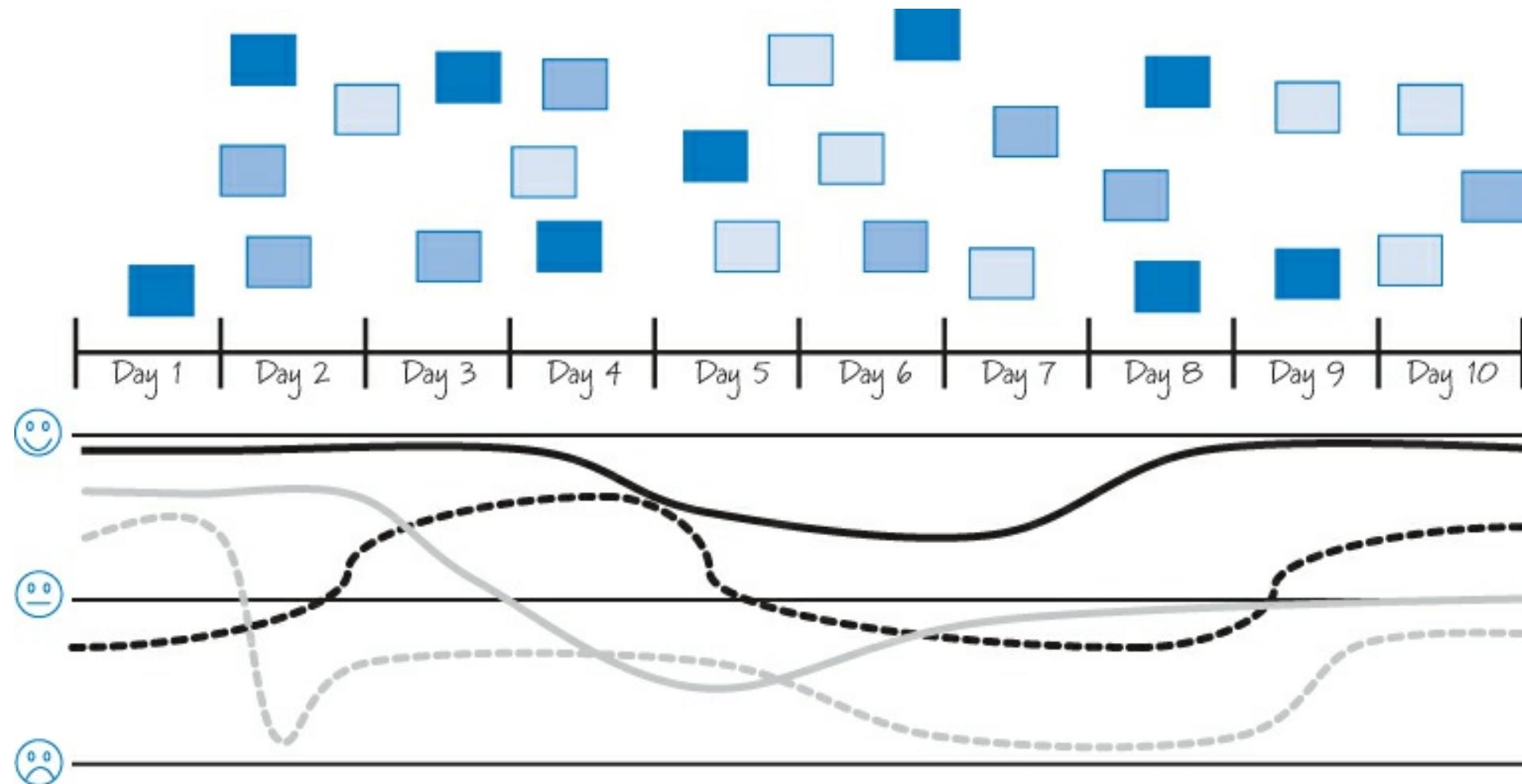
For example: Determine ...

- object of discussion (significant events)
- emotional impact
- the cause of the emotional impact



# Emotions seismograph

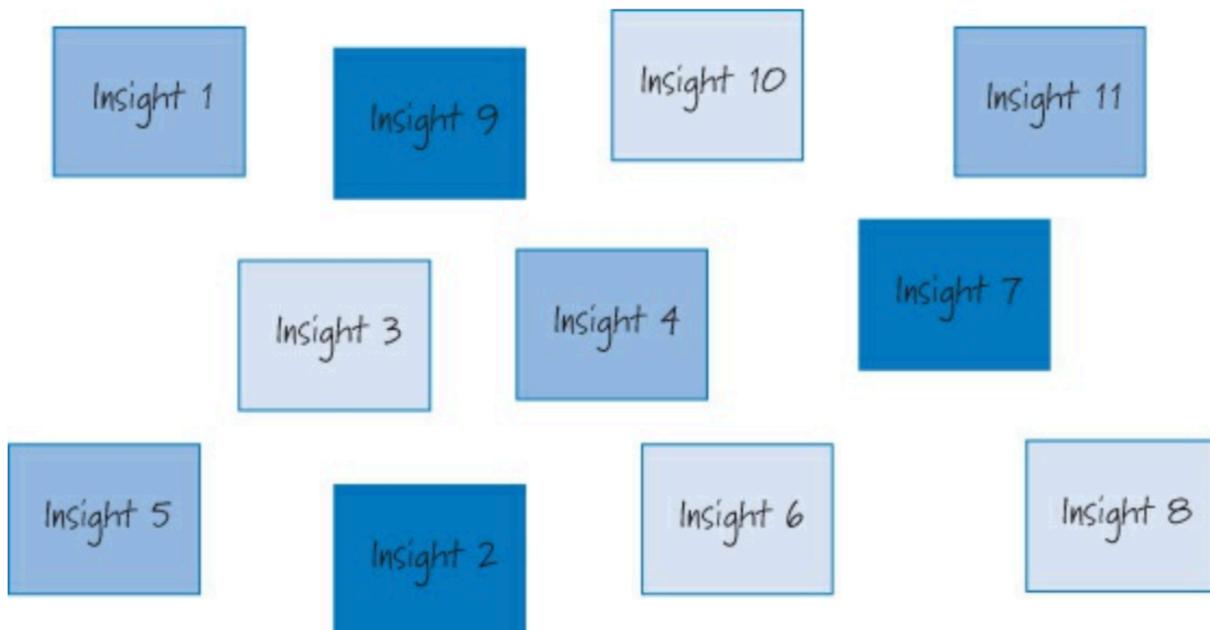
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# 3. Analyze data

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After the overall context has been established, participants can thoughtfully examine, understand, and interpret the data to determine an understanding of the process.

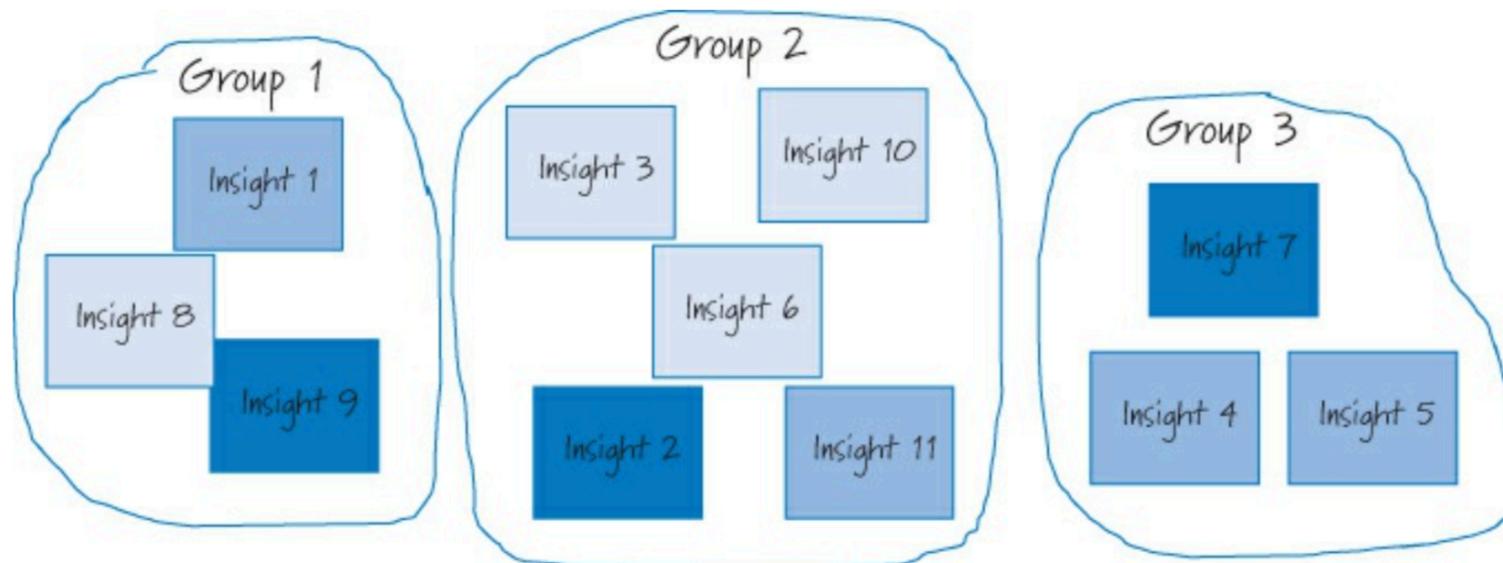


# 3. Analyze data

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- divide the cards into category areas:

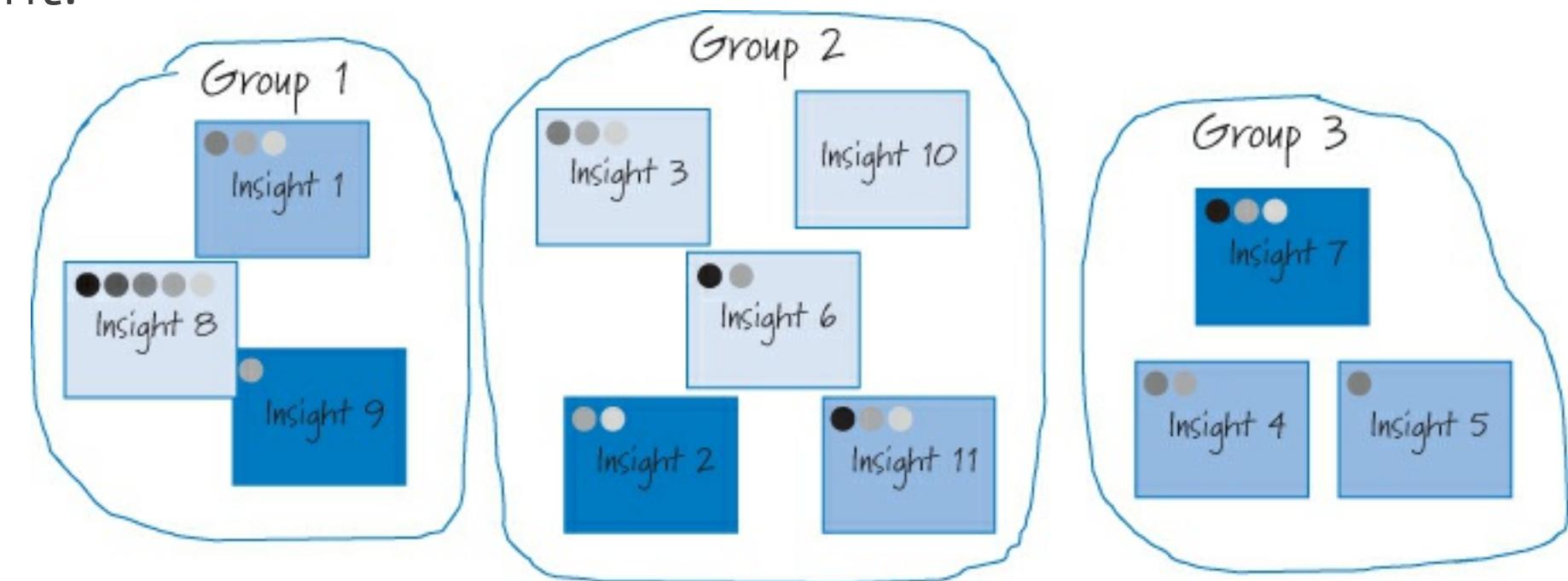
- Positive
- Negative
- Natural
- New Ideas



# 3. Analyze data

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Prioritize the insights based on what they believe is most important or where they are most energetic about seeing improvement.



# 4. Determine Actions

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- For positive – determine things to keep doing
- For negative – determine things to stop doing
- For neutral – determine things to improve
- For new ideas – determine things to try

Things to keep doing	Things to stop doing	Things to try
Insight 1 Insight 8 Insight 9	Insight 3 Insight 10 Insight 2 Insight 6 Insight 11	Insight 7 Insight 4 Insight 5

# 5. Summarize

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Select actions to work on in the next sprint.

Identify success or failure metrics

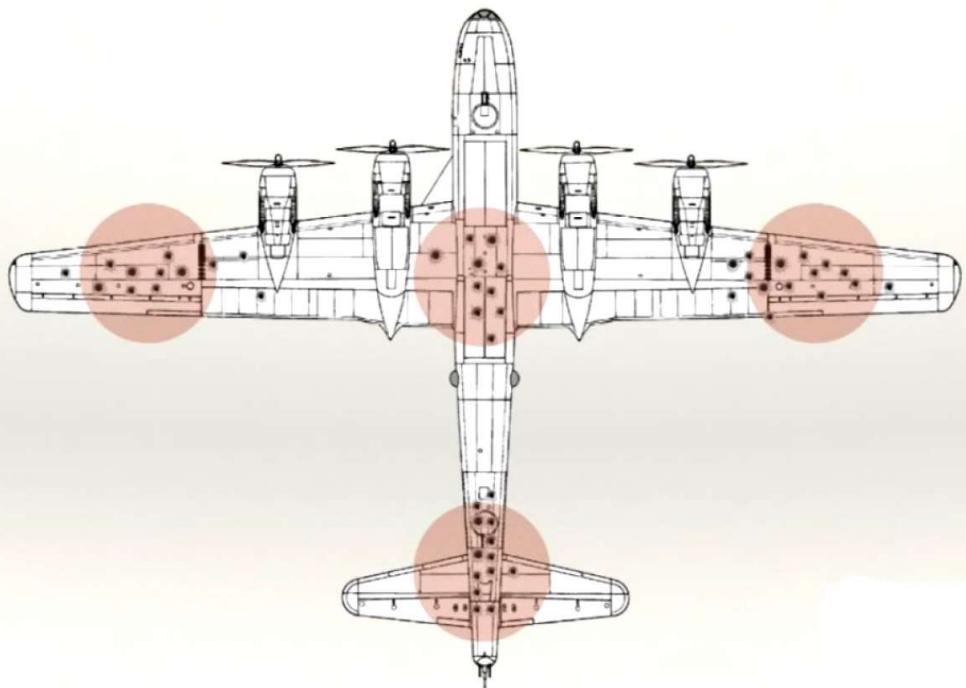
Assign the person responsible for monitoring or performing the action.

# Close the Retrospective

---

1. Many close by recapping what actions the team has decided to take based on what the participants learned.
2. Describing each committed action item and who is going to work on it.
3. Each participant should say a few kind words of appreciation regarding the contributions made by others (**Retrospective on retrospective**)

# Sprint Retrospective Issues



- Low attendance
- All fluff, no stuff
- Ignoring the elephant in the room
- Poor facilitator
- Depressing and energy draining
- Blame game
- Complaint session
- Too ambitious
- No follow-through