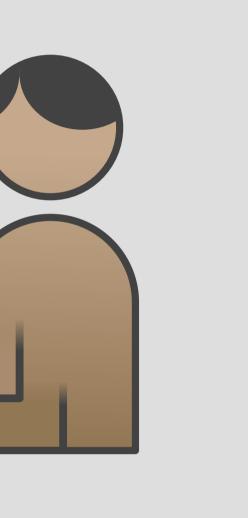
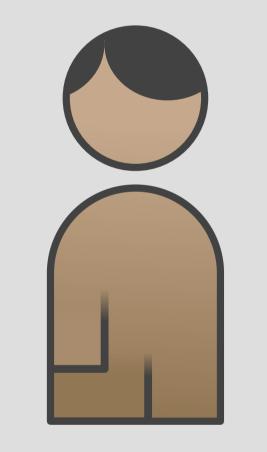
One or more people who own a service within the product. This can include proxy stakeholders like stakeholder representatives, and service subject matter experts.

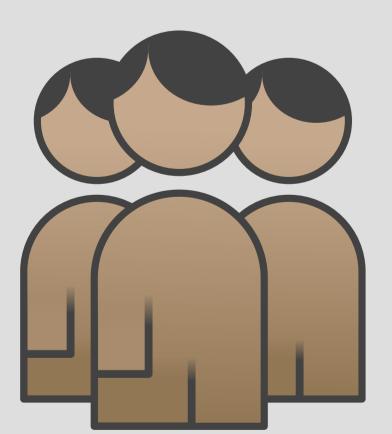


everyone from stakeholders to the development team master scrum. They volunteer to facilitate many meetings and help ensure the principles and practices are functioning in a healthy manner.

One person responsible for helping



One person responsible for the quality, clarity, and transparency well as priority.



build solutions while selfnanaging the creation of items.

1: BACKLOG DISCOVERY

1+ /weekly (scheduled)

Identifying the target audience, and clarifying their needed outcomes in different moments in which they relate to the product.

1+ /weekly (scheduled)

2: BACKLOG REFINEMENT

Working through prioritized backlog items to ensure the vision and outcome is clear, and ideating their approach to achieving the outcome, including estimating.

NOT INVOLVED (TYPICALLY)

1 /sprint (day 1 of the sprint)

timeframe.

Selecting a series of backlog items associated with a goal and formulating a plan for achieving those outcomes within the sprint

3: SPRINT PLANNING

1 /daily (each day of the sprint)

4: DAILY SCRUM

Team-driven event to review the sprint goal and adjust their plan in order to continue to achieve the sprint goal as a team.

5: SPRINT REVIEW

1 /sprint (2nd to last event within sprint)

Presenting done and not-done work to stakeholders from the sprint goal, so prioritization and next-sprint-goals can be adjusted.

6: SPRINT RETROSPECTIVE 1 /sprint (last event within the sprint)

Process evaluation focused on the Agile Dev Team members working with the PO and SM as peers to make sprinting efficient.

ESSENTIAL SCRUM (Sprinting selects a goal with the intent to deliver actual useable business value to a target audience)

INVOLVED

- Identifying audiences
- Mapping journeys
- Finding goals
- Clarifying goal outcomes

INFORMAL ITERATIVE (Happens across all sprints to mature the backlog)

Typically not involved because the team is working to clarify their understanding and solve for the outcome need

(Sometimes involved to answer questions, but often not in real-time)

NOT INVOLVED

- The PO communicates priorities on an ongoing basis.
- The PO offers updates on outcomes of sprint planning and what will be addressed in the coming sprint

NOT INVOLVED

- The Stakeholders are not involved in daily cadence nor daily progress reporting
- (May need to answer questions that come out of Daily Scrum or questions that come up during sprinting)

INVOLVED

- Take a look at incremental delivery of value
- Ask questions about delivered items Discuss insights coming from the Dev Team resulting from Sprinting
- Participate in inspecting and adapting potential future sprint goals
- (Not approving but incorporating)

NOT INVOLVED

- The Stakeholders are not involved in the
- (They are represented by the PO who can communicate and set expectations to match the needs of the team to ensure future sprint success)

INVOLVED / OPTIONAL

INVOLVED

(Delegating team members to top two)

Translating to backlog for refinement

- Encouraging outcome focused
- Discouraging solution focused
- Encouraging transparency Encouraging prioritization

Helping position outcomes

Helping identify clarity

Prioritizing backlog

Encouraging clarity

INVOLVED

- Help the team refine their understanding
- Help the team ask questions
- Help the team clarify acceptance criteria
- Help the team ideate solutions based on the

INVOLVED

Answer questions about scope and clarity

(Get out of the way when the team ideates

Present backlog items in context

Agree to story refinement updates

Ensure the team estimates the item

their solution approach)

Help the team estimate

INVOLVED

Encouraging clear/open communication

INVOLVED

Ensure they agree/adapt the sprint goal

Agree to selection of prioritized items

INVOLVED

Ensures they agree/adapt the sprint goal

Decomposes items into a work plan for the

ensures feasibility of the team's sprint plan

Selects backlog items for the sprint

Agrees with feasibility of sprint plan

Updates product roadmap

- Encouraging healthy team planning Encouraging feasibility of plan
- Often facilitating the planning event
- Introducing techniques to help with efficiency of team sprint planning

Present ideas for a Sprint goal

Communicates backlog priorities

OPTIONAL (SOMETIMES)

- Not required to attend
- (But often there to coach teams in techniques for efficiency and achieving Daily Scrum event goals)
- (Often facilitates Daily Scrum until team members take responsibility for event)
- (Often there to answer process questions)

INVOLVED

- Encouraging discussion on insights and outcomes
- Helping everyone to embrace prioritization
- Encouraging focus by helping avoiding adding event goals (not a time for refinement, or discovery, but inspires agenda for those events in the future)

INVOLVED

Often facilitate the meeting

in future sprint backlogs

Participates as a peer

in future sprint backlogs

- Participates as a peer as well
- Helps clarify process change experiments
- Encourages prioritizing changes to include

INVOLVED

Helps clarify process change experiments

Encourages prioritizing changes to include

 Helps ensure ideas for improvement experiments are actionable

OPTIONAL (SOMETIMES)

- Not required to attend
- Review transparent information in sprint

INVOLVED

Communicating team member involvement

Asking for help (from team members and

Generally inspecting and adapting the plan

- Often answer questions not in real-time
- (Sometimes there to answer team questions or get answers if speed is a concern)

Reviewing the sprint plan

people off the team)

to ensure success

in next steps

INVOLVED

- Presents roadmap progress
- Presents sprint goal Participates in inspection and adaption for
- future sprint goals
- Captures potential future discovery and refinement items to help stay on event goals Delegates to team to present outcomes
 - Helps ensure ideas for improvement experiments are actionable

INVOLVED

- Presents sprint outcomes (completed items) in the context of the solution
- Review achievement of specific acceptance criteria (to focus the "demo")
- Answer questions
- Participate in inspecting and adapting potential future sprint goals

INVOLVED

- Participates as a peer
- Helps clarify process change experiments Encourages prioritizing changes to include
- in future sprint backlogs Helps ensure ideas for improvement
- experiments are actionable

Tip: The focus of this event is stakeholder understand newly delivered functionality for operational incorporation as well as participate in inspecting and adapting goals for the future

Tip: The focus of this event is whole agile team (PŌ, SM and Agile Dev Team) continuous

The PO uses various techniques to elicit stakeholder audience needs or present stakeholder audience needs (as the result of empirical experiment outcomes) in order to mature the future functionality in the product backlog. While scrum makes this the PO's responsibility, the PO can delegate operational elements of this to Agile Dev Team members who have UX skills. They would participate or host discovery sessions or refinement meetings in place of the PO in order to help make the

collaboration to build a plan that includes all tasks needing to be accomplished to delivery real customer value to the end user relative to the sprint backlog/goal.

Tip: The focus of this event is Agile Dev Team rspecting and adapting their plan to maximize the productivity of the next 24 hours.

improvement of operational processes to improve efficiency and quality.

Sprints run end-to-end with no gaps in-between. The Agile Dev Team works together employing all of their skills to achieve the next Minimum Viable Product (MVP)-level of a backlog item. That item helps improve the outcome for a stakeholder's audience. Backlog items are not tasks, but deliverable experiences that an audience member can use that will either improve, sustain, or degrade their attempt at achieving some outcome. So each deliverable should be able to be analyzed to determine its usefulness, as well as find opportunities for improvement. In scrum, we create useable MVPs to learn from.

Examples of skills needed during sprinting: Programming

 Database Development Aesthetic Style Guidance

Site Content Creation Form

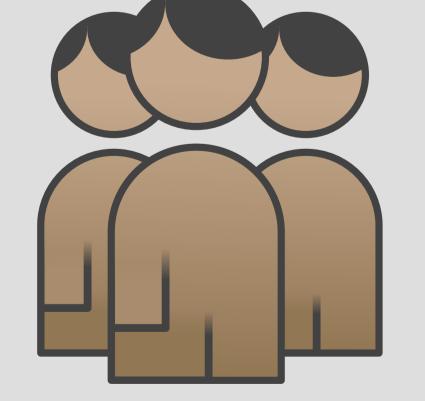
Service Inquiry Request

Examples of good backlog items

Examples of poor backlog items Design Specification

Survey Specification

• Embedded Content Feedback Form • Page Layout Specification



of the backlog, including ensuring everyone understand the purpose and content of backlog items, as

Many people with multiple skills responsible to understand the scope, audience, and need for backlog items. They design and

DELEGATED (SOMETIMES)

Helping position outcomes

ential new product functionality.

- Helping identify clarity
- (Delegating team members to top two)

ip: The focus of these sessions is to identify the

itext that leads to a clear WHO, WHAT, and WHY for

INVOLVED

- Refines their understanding of backlog item

estimating backlog items.

- Splits item appropriately if too large
- Asks clarifying questions Helps update acceptance criteria
- Ideates solution

Estimates item

Tip: The focus of these sessions understanding the Tip: The focus of this event is Agile Dev Team WHO, WHAT, and WHY, identifying clear acceptance criteria for outcomes, ideating solution approaches, and

whole team