Executing Essential Scrum Events

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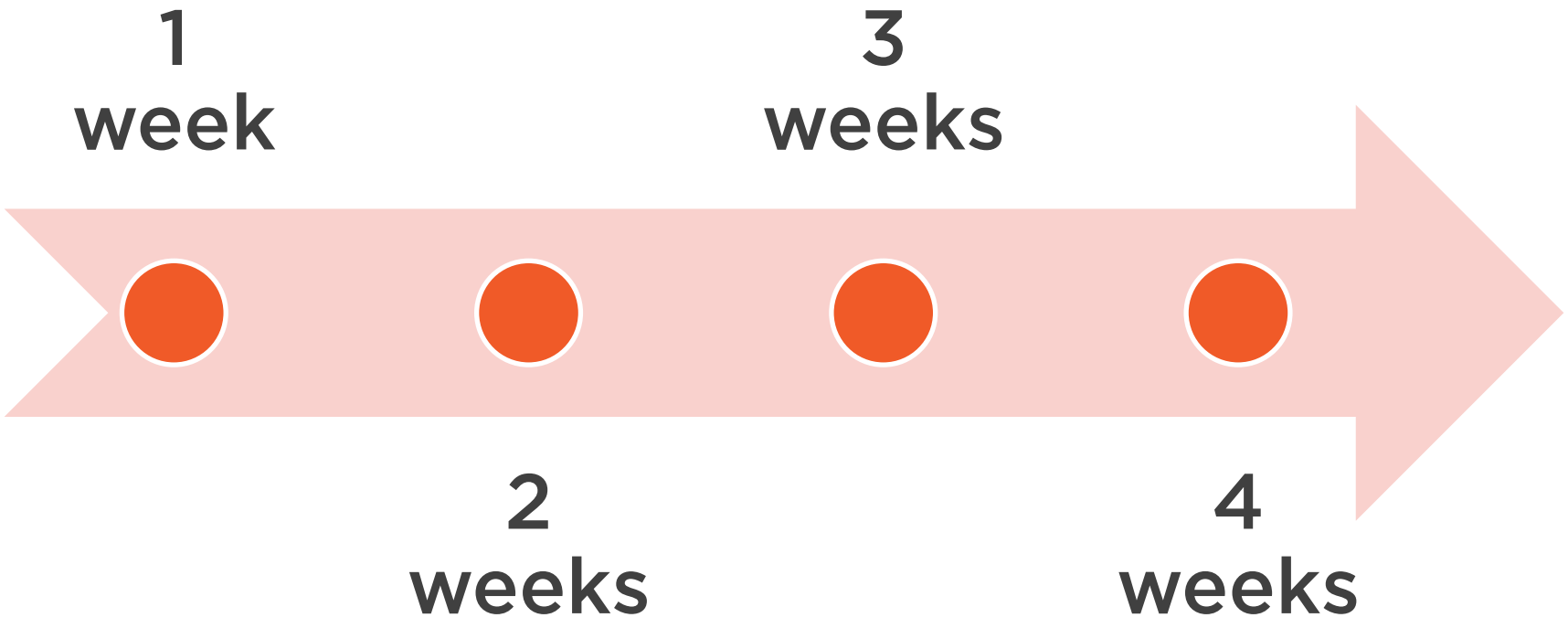
The Sprint Time-box



The Sprint Container Event

Sprint Planning

Daily Scrum

Sprint Review

Sprint Retrospective

Scrum Events / Ceremonies

A **time-box** within which a Scrum Team will perform planning, coordinating, inspecting and adapting activities

Increment

The Increment is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints.

Releasing the Increment

- Always useable (meets the “Definition of Done”)
- May be useful
- Scrum supports continuous deployment

The Sprint Planning Event

A Sample PSM Exam Question

What are the two key topics addressed in Sprint Planning?

a) Choosing the Sprint Goal

b) Selecting the work to do in the sprint

c) Evaluating the Development Team's capacity

d) Planning how the sprint work will be done

e) Selecting the length of the sprint

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Topic One: What Can Be Done in This Sprint?

Product Owner

Development Team

A well-managed Product Backlog

An assessment of Dev Team's capacity

A history of work completed

A product increment

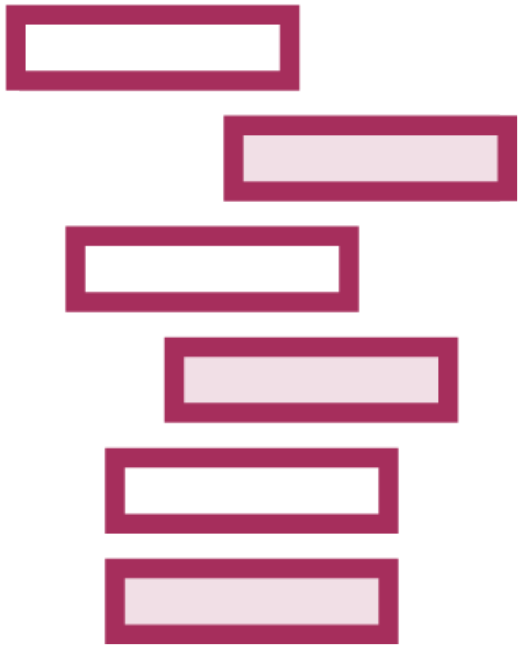
Topic Two: How Will Chosen Work Be Done?

Product Owner

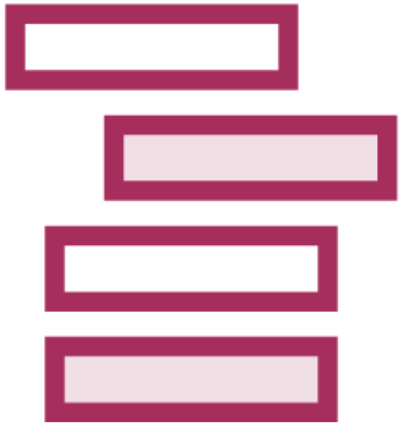
Development Team

Renegotiating the Work

Sprint Start



Later On



Sprint Planning Guests

Sprint Planning Guests

Sprint Planning Success!

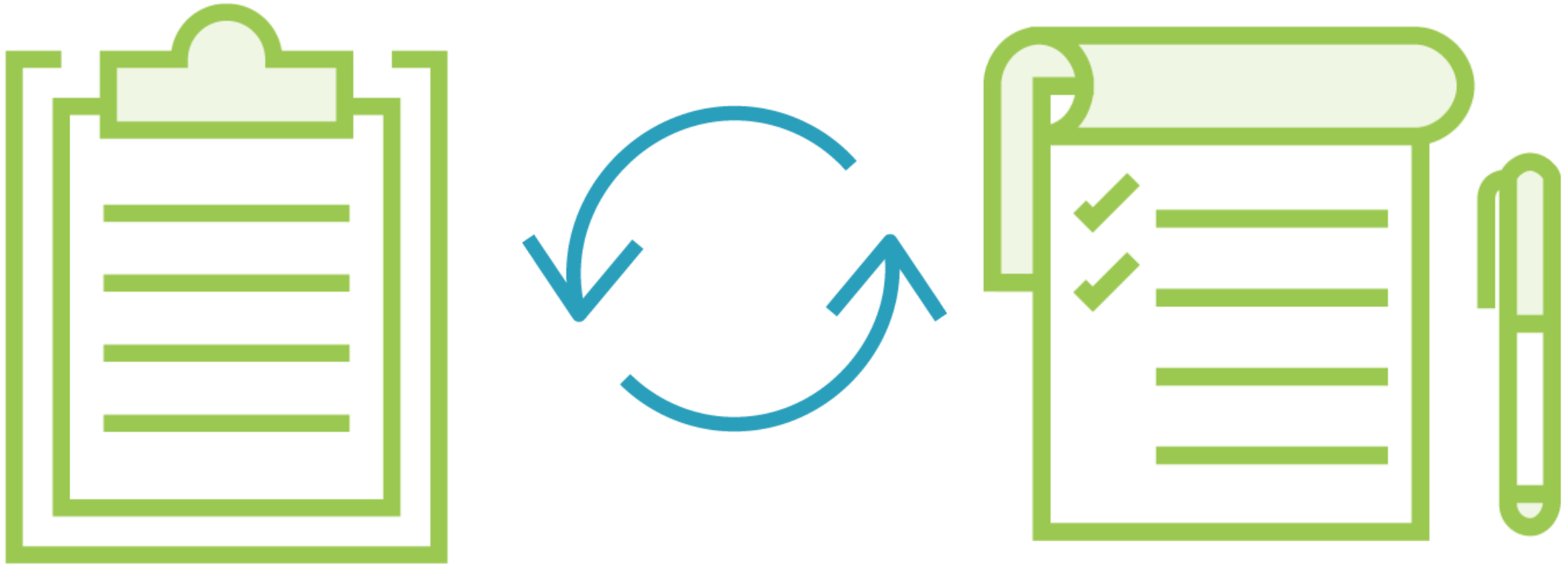
Product Backlog

Sprint Backlog

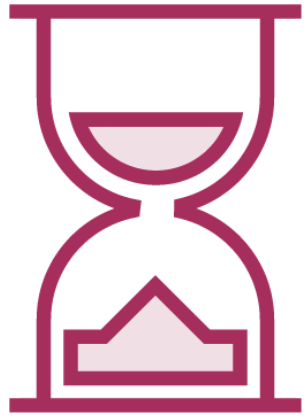
Sprint Planning's Two Topics

What Can We Do?

How Will We Do It?



Sprint Planning Time-boxes

If the sprint is...	4 weeks	2 weeks	1 week
			
The time-box is...	8 hours	4 hours	2 hours

Sprint Planning Participants

Product Owner

Scrum Master

Development Team

The Daily Scrum Event

Daily Scrum (aka Daily Stand-Up)

The Daily Scrum is NOT a status meeting!

Scrum doesn't have status meetings!

Daily Scrum

What did I accomplish since yesterday?

What am I planning to do today?

Any impediments?

A Sample PSM Exam Question

Who are the mandatory attendees of the Daily Scrum?

a) The Development Team

b) The Scrum Master

c) The Product Owner

d) The Product Owner's manager

e) The QA analyst

Daily Scrum

What did I accomplish since yesterday?

What am I planning to do today?

Any impediments?

Daily Scrum

Planning

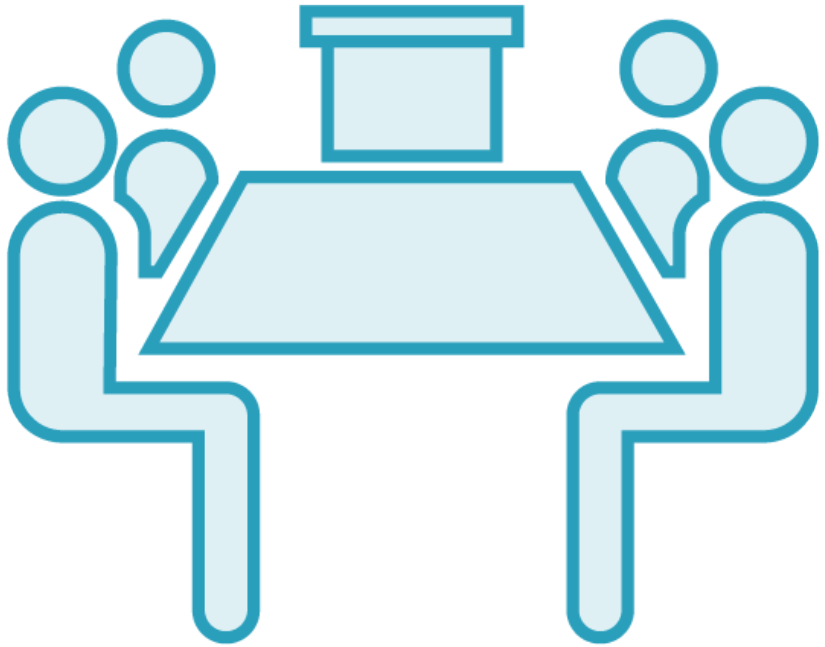
Accounting

Alignment

Daily Scrum Attendees

Daily Scrum Attendees

Daily Scrum Scheduling



A Sample PSM Exam Question

A Development Team member reports that they didn't get their work done from yesterday's Daily Scrum, and they don't know when they'll complete their task. What should happen next?

a) The Scrum Master should teach the team member techniques to estimate their work more accurately

b) The Scrum Master should not get involved because they are an optional attendee to the Daily Scrum

c) The Scrum Master should encourage the Development Team to assess how this might affect their Sprint Goal

d) The Scrum Master should report the lack of progress to the Product Owner to ensure transparency

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The Sprint Review

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			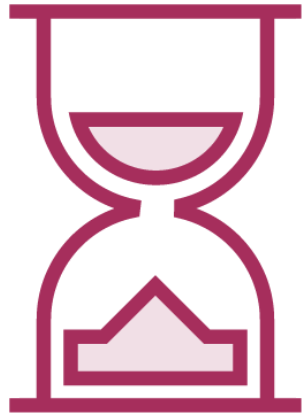
The time-box is...	4 hours	2 hours	1 hours

Sprint Review Participants

External Stakeholders

Product Owner

Scrum Master

Development Team

Sprint Review Agenda

Product Owner

Development Team

Sprint Review Agenda

Development Team

Sprint Review Agenda

Product Owner

Sprint Review Agenda

Product Owner

Sprint Review Agenda

Product Owner

Sprint Review

A Sample PSM Exam Question

What is required in the Sprint Review?

a) External stakeholder attendance (manager, directors)

b) Formal Product Owner acceptance of the Dev Team's work

c) Inspection of the "Done" work on the product Increment

d) A burnup chart showing progress towards the future delivery date

e) Adaptation activities, as needed, like revising the Product Backlog

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The Sprint Retrospective

Lessons Learned vs. Retrospectives

Lessons Learned in Waterfall

Often done only at the end of a project or a major phase of a project

Often done in a politically sensitive environment where participants are not free to speak safely

Often the “lesson learned” are not easily stored or managed

Often the “lessons learned” are not referred to in future project

Sprint Retrospective in Scrum

Done frequently – at the end of every sprint (so, at least once every 30 days, usually more frequently than that)

Done in a team-only environment free from outsiders, so the team can speak freely and safely

At least one specific action is included in the next sprint’s Sprint Backlog

Encourages continuous improvement so the team’s future work is enhanced

Sprint Retrospective Time-boxes

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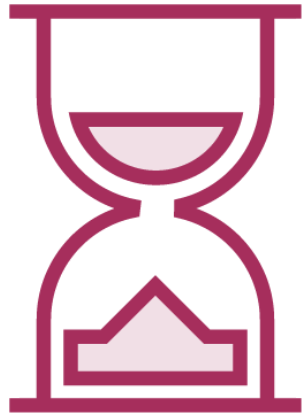
			
The time-box is...	3 hours	90 mins	45 mins

Sprint Retrospective Participants

Product Owner

Scrum Master

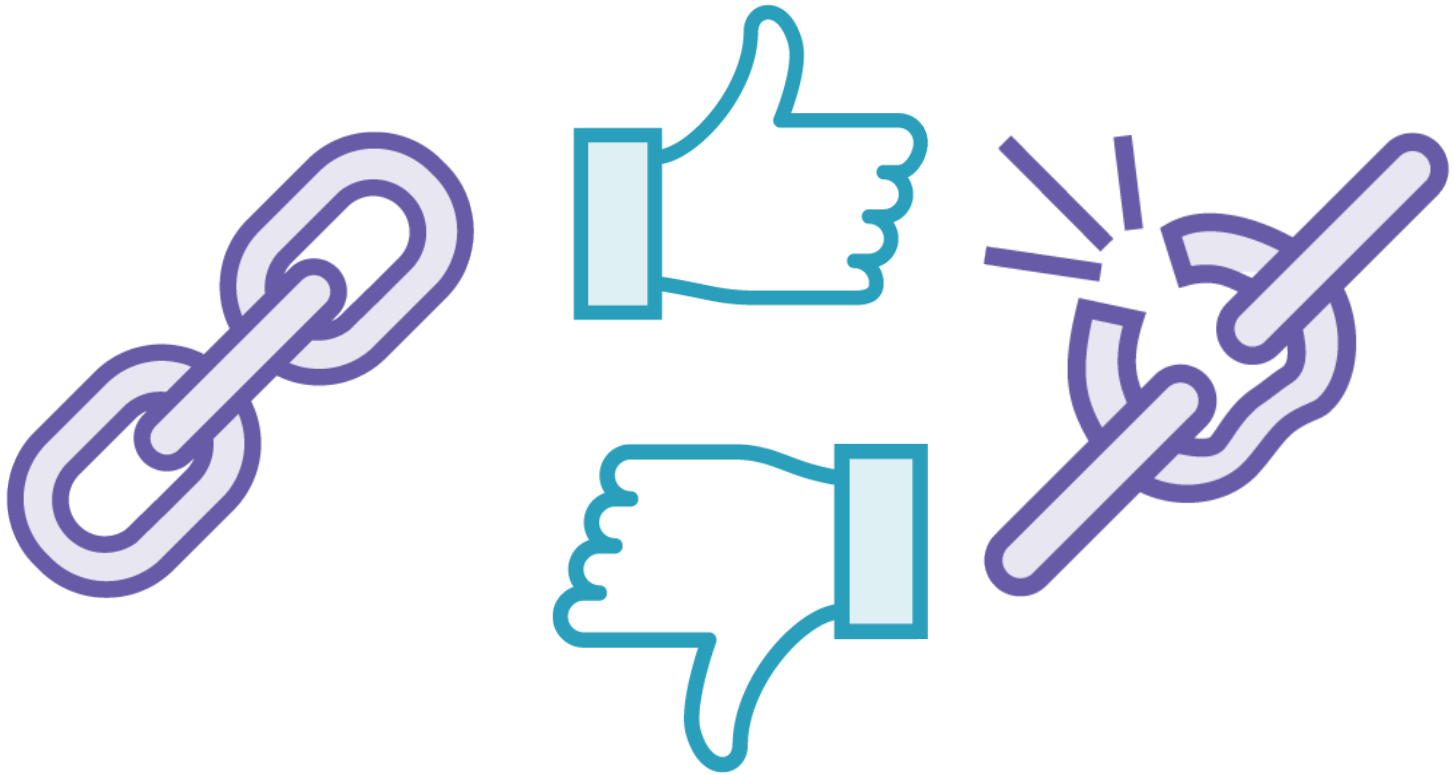
Development Team

Sprint Retrospective

What went well for us?

What didn’t go well?

How can we improve our way of working?



A Sample PSM Exam Question

What is the purpose of the Sprint Retrospective?

a) Inspect how the last Sprint went with regards to people, relationships, process and tools

b) Identify and order the major items that went well, and potential improvements

c) Create a plan for implementing improvements to the way the Scrum Team does its work

d) Create a report for senior management that explains what the Scrum Team will improve in the next sprint

e) Assign action items to specific team members for follow-up in the next Retrospective meeting

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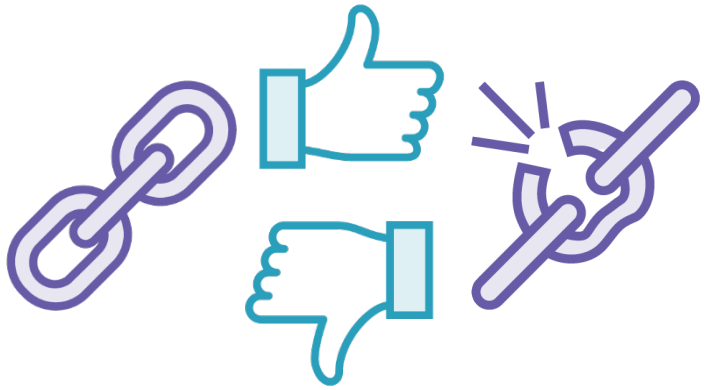
Ensuring the Scrum Team Improves



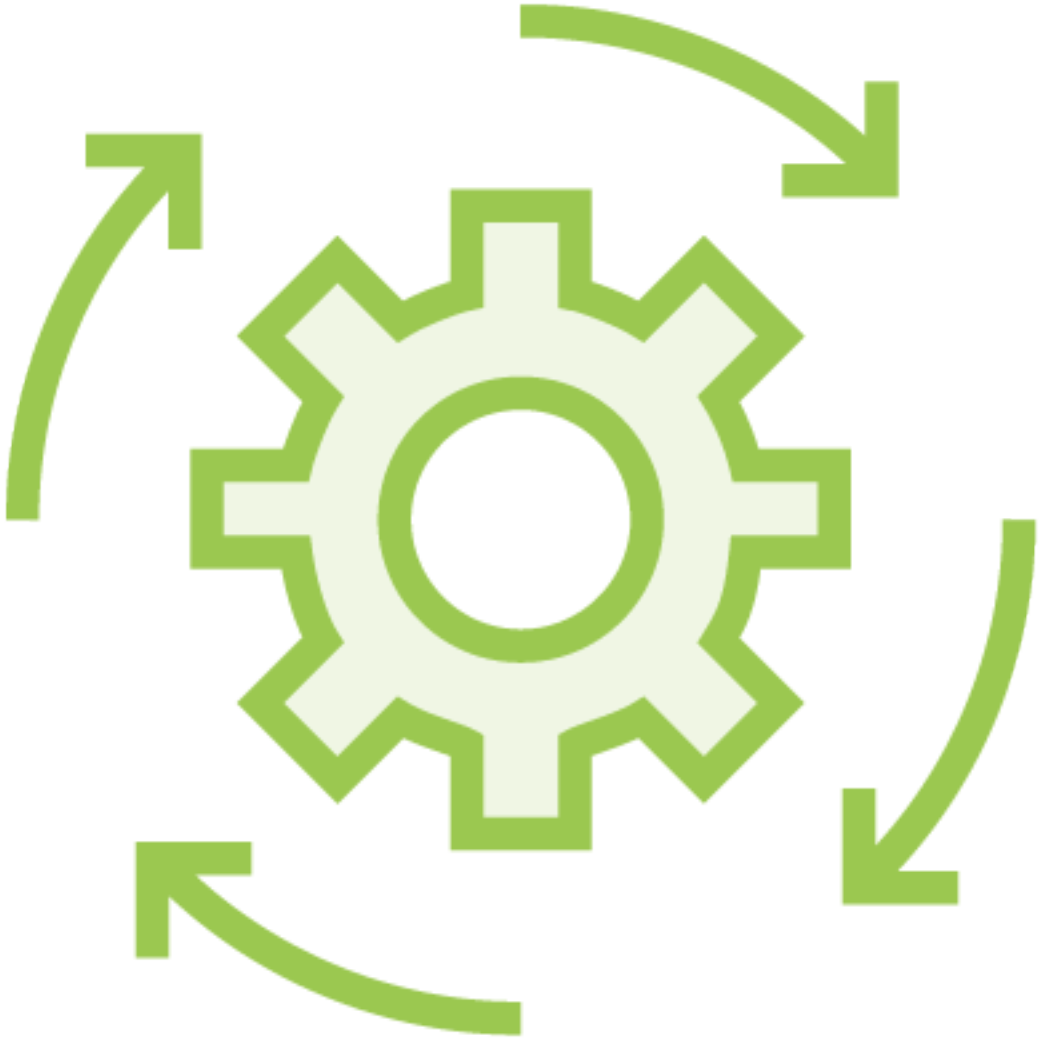
End-of-sprint
Retrospective

Next Sprint's
Sprint Backlog

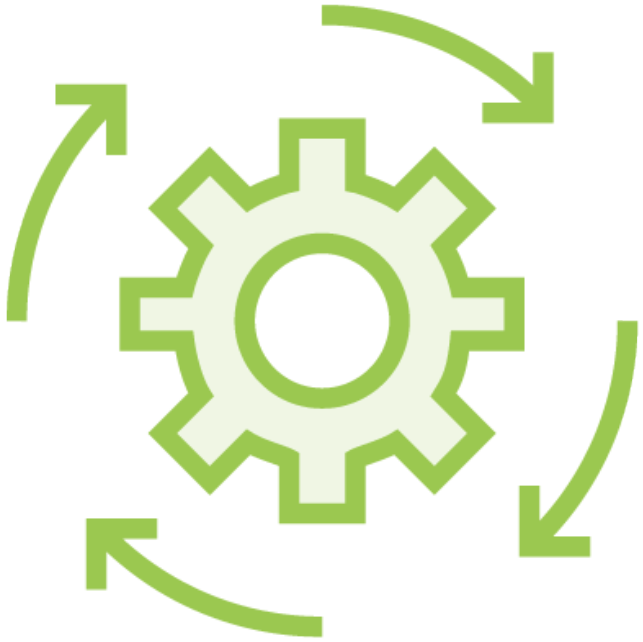
Retrospective Can Occur Any Time!

Product Backlog Refinement Activity

Product Backlog Refinement

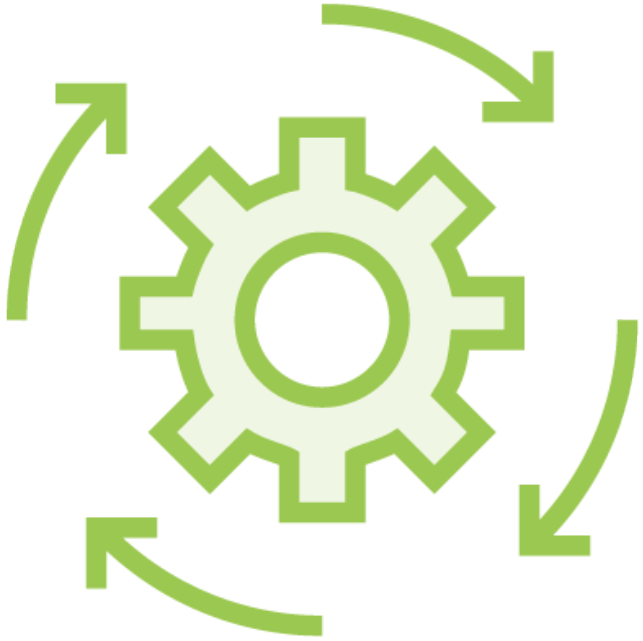


Product Backlog Refinement



Not more than 10% of the Development Team's capacity

Product Backlog Refinement



Summary

A Sprint is a time-boxed container for the other time-boxed Scrum events

Sprint Planning addresses two topics: What can we do? How will we do it?

Sprint Review inspects the product Increment and adapts the Product Backlog. External stakeholders welcome!

Daily Scrum is a 24-hour planning, alignment, and accountability meetings

Sprint Retrospective inspect and adapts how the team is working together

There are no status meetings in Scrum!