PremierAgile

Scrum Alliance

Certified Scrum Master CSM

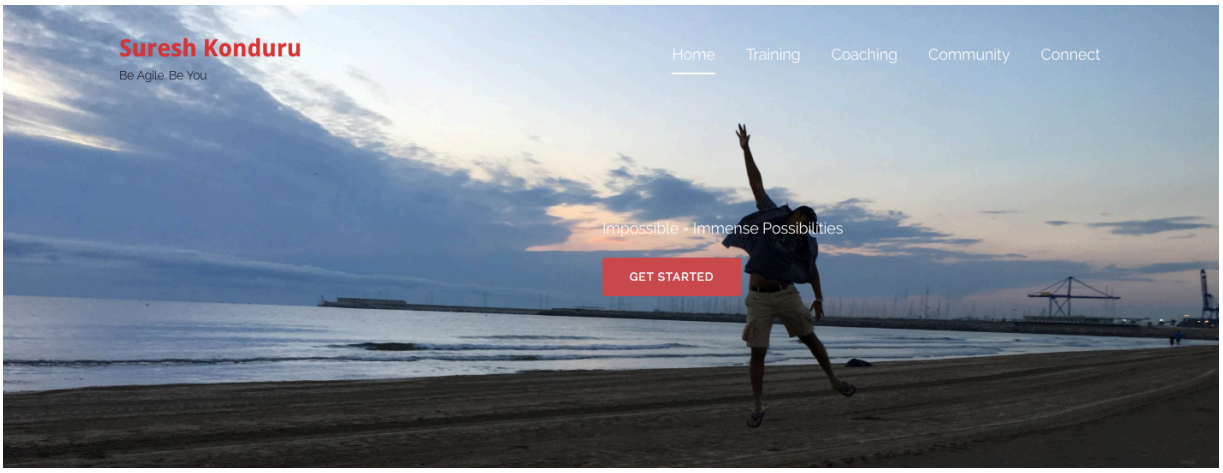
Participant Workbook

Be Agile, Be You

Name:

Suresh Konduru

PremierAgile



✓ More than 24 years of work experience.	✓ More than 12,000 trained. ✓ 35 countries. ✓ 5/5 – Rated on Google.
✓ CST – Certified Scrum Trainer. ✓ CAL 1 – Certified Agile Leader.	✓ CSM, A-CSM, CSPO, A-CSPO ✓ CSP-SM, CSP-PO.
✓ TBR – Training from the Back of the Room.	✓ Certified in Banking. ✓ Certified in Cloud.

Suresh Konduru has more than 24 years of experience in the IT industry extensively in Agile Transformation, Agile Consulting, Agile Coaching & Scrum Training, Agile Leadership, Programming, Customer Liaison, Delivery Management, Program Management, Project Management, for Global Fortune 500 customers.

Training: Certified in 'Sharon Bowman's 'Training from the Back of the Room (TBR)' - how to make trainings more effective and stickier to the learners. Suresh uses real-world examples, group learning activities to make workshops learning as well as fun. He delivered workshops in global locations including the USA, India, Sweden, China, Netherlands, Belgium, Spain, France, Thailand, UAE, etc.

Coaching: Passionate about coaching at all levels - team and leadership. Coached world-wide customers for enterprise transformation, team level excellence, and new-age leadership nurturing.

Project Delivery: Delivered large and critical programs for multiple business domains, especially in Banking & Financial Services, Manufacturing, Retail, Automotive, Marketing industries.

Established and managed large programs to drive Delivery Excellence, Financials, Innovation, Metrics, Customer satisfaction, Management Reporting, etc. Managed large turn-key transition programs while taking over from long-standing partners seamlessly. Established and run multi-year and multi-million AMS engagements that include SLA compliance, Due-diligence, Pre-Sales, etc. Established and worked in a distributed and scaled Agile environment with large teams at multiple locations.

Back to the community: Suresh is also an active volunteer, speaker, participant at global conferences, Agile tours and meet-ups. Being an Agile enthusiast, founded the ISEC (India Scrum Enthusiasts Community) Mumbai Chapter. An active volunteer and a regular speaker in Agile-Scrum conferences and meet-ups in India as well as globally. Co-chaired Regional Scrum Gathering Hyderabad conferences in 2020 & 2022.

Passionate about pro-bono consulting for start-ups and educational institutions in their transformation journeys.

Innovation: Innovated 'Exepedia - a leadership coaching model' and 'Training Scrum from the Back of the Room'.

Free Career Mentoring Program: Suresh runs 'ASK' program - a lifelong mentoring program for his students registered through PremierAgile.

www	www.PremierAgile.com www.SureshKonduru.com
WhatsApp	+91-91542-AGILE (24453) +91-91600-18581
@	Suresh.Konduru@PremierAgile.com
in	Linkedin.com/in/skonduru

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Table of Contents

ABOUT PREMIERAGILE 7
CONTACT US 7
WHO IS SCRUM ALLIANCE? 8
ABOUT CSM CERTIFICATION 10
PRE-REQUISITES FOR CSM 11
CSM CERTIFICATION PROCESS 11
HOW TO RENEW CSM? 11
SCRUM ALLIANCE CERTIFICATIONS – ROLE BASED 12
SCRUM ALLIANCE CERTIFICATIONS – FOR LEADERS 13
SCRUM ALLIANCE CERTIFICATIONS – GUIDE LEVEL 13
WORKING AGREEMENT 14
FORM TEAMS 14
WHAT IS AGILE? 15
HISTORY 16
AGILE IS NOT 17
AGILE IS A MINDSET 17
AGILE MANIFESTO 18
AGILE PRINCIPLES 19
AGILE FRAMEWORKS 20
ITERATIVE & INCREMENTAL 22
EMPIRICISM 24
THREE PILLARS OF EMPIRICAL PROCESS CONTROL 25
EVOLUTIONARY PRODUCT PLANNING 26
SCRUM 27
SCRUM VALUES 28
THE SCRUM FRAMEWORK 29
SCRUM TEAM: 3 ACCOUNTABILITIES 30
SCRUM ACCOUNTABILITIES: SCRUM MASTER 31
SERVANT LEADERSHIP 31
MORE ABOUT SCRUM MASTER 32
SCRUM MASTER SERVING OTHERS 33
DIFFERENT HATS OF A SCRUM MASTER 34
FACILITATION TECHNIQUES FOR A SCRUM MASTER 35
SCRUM ACCOUNTABILITIES: PRODUCT OWNER 36

MORE ABOUT PRODUCT OWNER 36
SCRUM ACCOUNTABILITIES: DEVELOPERS 38
MORE ABOUT DEVELOPERS 38
DOES A PROJECT MANAGER EXIST IN SCRUM? 39
SCRUM EVENTS – SPRINT 40
SCRUM EVENTS – SPRINT PLANNING 41
SPRINT GOAL 42
SCRUM EVENTS – DAILY SCRUM 43
SCRUM EVENTS – SPRINT REVIEW 44
SCRUM EVENTS – SPRINT RETROSPECTIVE 45
SCRUM ARTIFACTS – PRODUCT BACKLOG 46
PRODUCT GOAL 47
PRODUCT BACKLOG REFINEMENT 48
SCRUM ARTIFACTS – SPRINT BACKLOG 49
SCRUM ARTIFACTS – INCREMENT 50
DEFINITION OF DONE 51
TECHNICAL DEBT 52
EXTREME PROGRAMMING 53
XP VALUES 53
XP PRACTICES 53
ADDITIONAL INFORMATION 58
USER STORIES 58
INVEST IN USER STORIES 58
3 CS OF A USER STORY 59
PRODUCT BACKLOG ESTIMATION 61
PLANNING POKER 61
STEPS TO PLAY PLANNING POKER 62
SAMPLE PRODUCT BACKLOG 63
INFORMATION RADIATORS 64
BURN-DOWN CHART 65
BURN-UP CHART 66
KEY: SPRINT – GROUP DISCUSSION 68
KEY: ACCOUNTABILITIES – ROLE PLAY 69
KEY: DAILY SCRUM MEETING – STANDING SURVEYS 72
KEY: SPRINT REVIEW 74
KEY: SPRINT RETROSPECTIVE 75
KEY: DEFINITION OF DONE – MYTH OR FACT 76

THE BUSINESS FAME THE MOST ADMIRED COMPANIES TO WATCH IN 2021
PremierAgile
CIOReviewIndia TOP 10 AGILE CONSULTANTS 2021

STEPS INVOLVED TO KICK-START SCRUM PRODUCT DEVELOPMENT 78
LINKS TO VIDEOS 80
REFERENCES 82
ABOUT SCRUM GUIDE 2020 84

About PremierAgile

We transformed Fortune enterprises from traditional models to Agile organizations for nearly 25 years.

We are featured amongst 'Top 10 Agile Consultants – 2021' by CIOReviewIndia Magazine.

We are featured amongst 'The Most Admiring Companies to watch in 2021' by The Business Fame Magazine.

We are listed amongst 'Best Agile Consulting & Transformation Companies – 2022' by The Business Connect Magazine.

We are a premier quality provider of continuous learning opportunities in the areas of Agile and Scrum. We assist you to enhance your career to new heights. Our learning programs are powered by Scrum Alliance flagship certifications such as CSM®, CSPO®, A-CSM® and A-CSPO®. And Scaled Agile SAFe certification programs.

Our workshops are based on real-world experiences. We trained more than 20,000 associates across 35 countries, rated 4.9/5 by students and organizations globally.

Contact Us

Email: Info@PremierAgile.com

Call:

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India: +91-91542-AGILE (24453)
India: +91-77021-AGILE (24453)
USA:   +1-737-30-AGILE (24453)
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Who is Scrum Alliance?

Scrum Alliance is the oldest non-profit membership organization for Scrum, and that supports the adoption and effective use of Scrum. The three most prominent offerings of the Scrum Alliance are:

Education: Certificates help you showcase your expertise in any technology/domain area. Having Scrum certificates are proof that you possess Scrum application knowledge. Moreover, you can prove that you're a skilled and experienced scrum practitioner when you apply for the position of a scrum master or another role. The Scrum Alliance is the one-stop destination for different Scrum courses.

Community: The Scrum Alliance has 350,000+ members across the globe, allowing you to connect with like-minded peers. And new people join every day. So there's no shortage of innovative and brilliant ideas. You can join the community in person or virtually. This includes both local groups and online communities.

Advocacy: The members of the Scrum Alliance advocate for each other. They help employers realize the benefits of hiring certified scrum practitioners. They also advocate for all their members, thus helping them build a sound career.

Key Benefits of an Active Scrum Alliance Certification

Earning your Scrum Alliance certification is an essential step in your agile journey. Maintaining an active certification provides exclusive benefits that help you thrive.

Continuous demonstration of expertise

You can continue to demonstrate your CSM® credential with your teams, customers etc.

Access to community

You will continue to have access to a great community who can support you for Scrum implementation, mentoring. You can continue to attend events such as world class conferences, meet-ups etc.

Personal Improvement Tools

The Personal Improvement (PI) Tools are an exclusive benefit to all active Scrum Alliance Certified Scrum Masters (CSM®s) and Certified Scrum Product Owners (CSPO®s).

- Scrum Master PI Tool
- Product Owner PI Tool

The PI tools are designed by Comparative Agility and members of the global agile community. Using the PI Tool, CSM®s and CSPO®s take assessments to evaluate their strengths and performance in key areas. They then receive personalized resource recommendations for personal improvement and monitor progress as they grow in their craft and work through a backlog of educational resources.

About CSM Certification

A Scrum Master is the Scrum Team member who fosters an effective and productive working environment and guides others to understand Scrum Values and Framework. Whether you want to serve as a Scrum Master, or adopt Scrum, or just need the tools to be more Agile, our Certified Scrum Master® (CSM®) course is the right place to begin.

The Certified Scrum Master (CSM®) is the flagship certification offered by Scrum Alliance (USA).

Benefits of CSM certification

- ✓ Make stronger contributions to team success.
- ✓ Enable organisations' success in businesses.
- ✓ Become part of a global movement toward product excellence.
- ✓ Be able to demonstrate your knowledge.
- ✓ Guide your team to effectively use Scrum and understand why Scrum values are so important.
- ✓ Increase career opportunities and expand your professional community.
- ✓ Improve leadership skills and influence organizational change.
- ✓ Enhance your industry credibility and earning potential.
- ✓ Continuous learning.
- ✓ Prove a full understanding of Scrum and how to apply its practices in the workplace.
- ✓ According to payscale.com, a CSM® has a median salary of $112,000 per year.
- ✓ According to Indeed.com, the Scrum Alliance CSM® is the 9th most-requested certification this year. CSM® is the only Agile certification to make the Top 20.

Pre-requisites for CSM

There are NO pre-requisites to attend Scrum Alliance Certified Scrum Master (CSM®) course.

CSM certification process

Step 1: Choose a Scrum Alliance Certified Scrum Trainer (CST) who has real-time practitioner experience.

Step 2: Complete a live online CSM® course by the Scrum Alliance Certified Scrum Trainer (CST). Learn through real-time examples, gamification, Simulation and case-studies.

Step 3: Attendance is mandatory for 2 days. Complete the mandatory learning objectives. The CST will recommend the participants to Scrum Alliance to enable links to write the online CSM® test. Pass your CSM® test on Scrum Alliance platform by correctly answering 37 out of the 50 questions within the 60-minute time limit. The test link is valid for 90 days. Fee for 2 free attempts is included in the training cost. For the 3rd attempt onwards (if needed), the participant must pay $25 to Scrum Alliance directly.

Step 4: Activate your Scrum Alliance certification account, by accepting T&C on Scrum Alliance. Download your CSM® certificate and badge.

Step 5: Embark on continuous learning with Scrum Alliance and PremierAgile.

How to renew CSM?

- ✓ Earn 20 SEUs (Scrum Education Units).
- ✓ SEUs can be earned by education in Agile/Scrum, speaking or volunteering at events, attending conferences or webinars etc.
- ✓ SEUs must be captured on Scrum Alliance dashboard.
- ✓ A renewal fee may be applied.
- ✓ By doing a higher certification with Scrum Alliance, the prior level certifications are automatically renewed.
- ✓ More details at www.ScrumAlliance.org

Scrum Alliance Certifications – Role based

Certifications by Scrum Team Role

SCRUM MASTER TRACK

Certified ScrumMaster®
Intro course for those wishing to fill the role of Scrum Master or Scrum team member.
Prerequisite: none
Learn more → Find a course

Advanced Certified ScrumMaster℠
Advanced course for Scrum Masters who have one or more years of work experience in that role.
Prerequisite: CSM
Learn more → Find a course

Certified Scrum Professional® ScrumMaster
Pinnacle course for experts wishing to develop mastery of the Scrum Master track.
Prerequisite: A-CSM
Learn more → Find a course

PRODUCT OWNER TRACK

Certified Scrum Product Owner®
Intro course for those who are closest to the "business side" of the project.
Prerequisite: none
Learn more → Find a course

Advanced Certified Scrum Product Owner℠
Advanced course for Product Owners who already have one year of experience on a Scrum team.
Prerequisite: CSPO
Learn more → Find a course

Certified Scrum Professional® Product Owner
Pinnacle course for experts wishing to master the Product Owner track.
Prerequisite: A-CSPO
Learn more → Find a course

DEVELOPER TRACK

Certified Scrum Developer®
Intro course focused on collaborative product development for Scrum team members.
Prerequisite: none
Learn more → Find a course

Advanced Certified Scrum Developer℠
Advanced course for Scrum product development team members.
Prerequisite: CSD
Learn more → Find a course

Certified Scrum Professional® for Developers
Pinnacle course for experts wishing to master Scrum product development.
Prerequisite: active CSD
Learn more → Find a course

Scrum Alliance Certifications – For Leaders

Scrum Alliance Certifications – Guide level

Working Agreement

Timeboxing

Timely Breaks

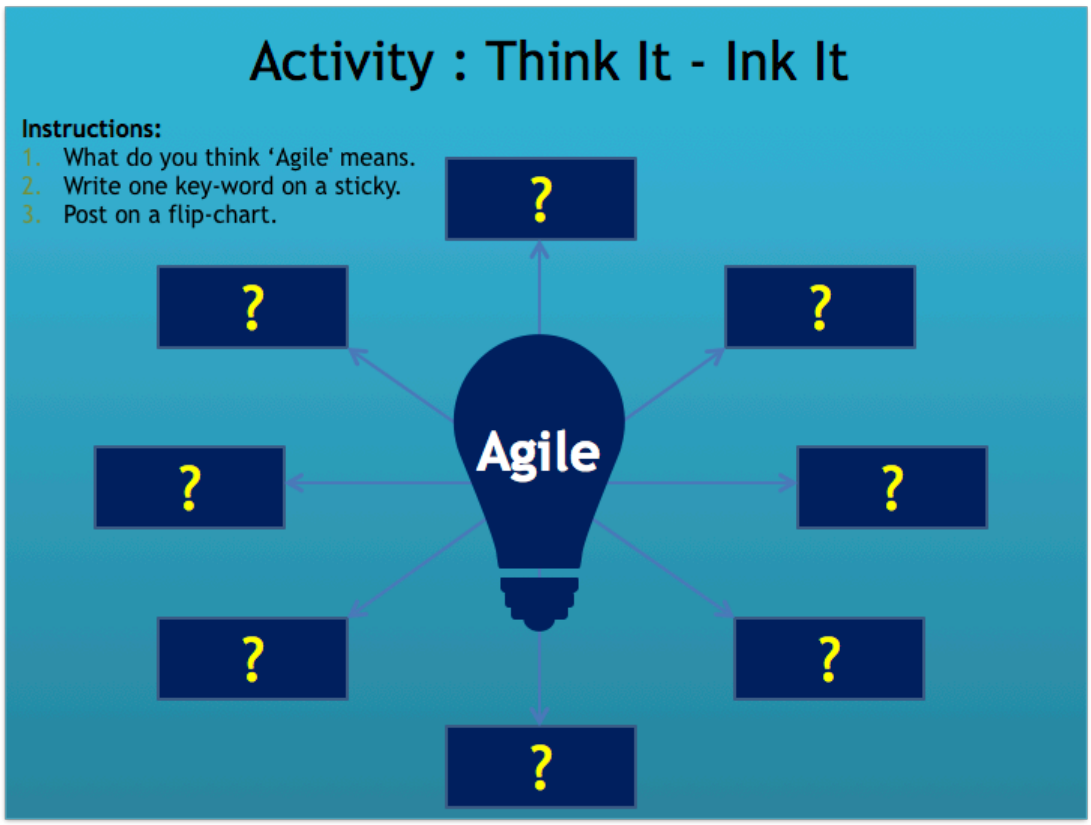
You may ask Questions anytime

Have Fun Keep Smiling

Form Teams

NAME | INTRODUCTIONS

What is Agile?



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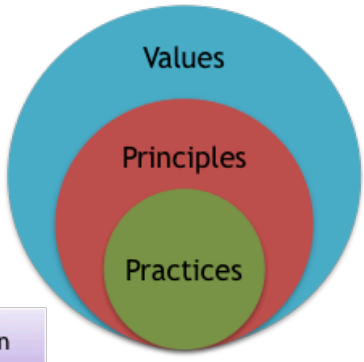
History

February 11-13
2001



Kent Beck	James Grenning	Robert C. Martin
Mike Beedle	Jim Highsmith	Steve Mellor
Arie van Bennekum	Andrew Hunt	Ken Schwaber
Alistair Cockburn	Ron Jeffries	Jeff Sutherland
Ward Cunningham	Jon Kern	Dave Thomas
Martin Fowler	Brian Marick	

- Agile is a philosophy.
- Agile is much more than a new process.
- Agile is social change.
- Agile is a culture.
- Agile is a mindset.

Agile is NOT

- Agile is NOT a process
- Agile is NOT a framework
- Agile is NOT a methodology

Term	Definition
Process	• A series of actions or steps taken in order to achieve a particular end.
Framework	• A basic structure underlying a system, concept, or text. • An essential supporting structure of a building, vehicle, or object. • A set of practices aligning with a thought process.
Methodology	• A system of methods used in a particular area of study or activity. • Is the systematic, theoretical analysis of the methods applied to a field of study.

Agile is a Mindset

A Mindset means:

- Is a set of assumptions, methods, or notions held by one or more people or groups of people.
- A mental inclination or disposition.

~~ Being Agile Over Doing Agile ~~

Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions	Over	Processes and tools
Working software	Over	Comprehensive documentation
Customer collaboration	Over	Contract negotiation
Responding to change	Over	Following a plan

That is, while there is value in the items on the right, we value the items on the left more.

www.agilemanifesto.org

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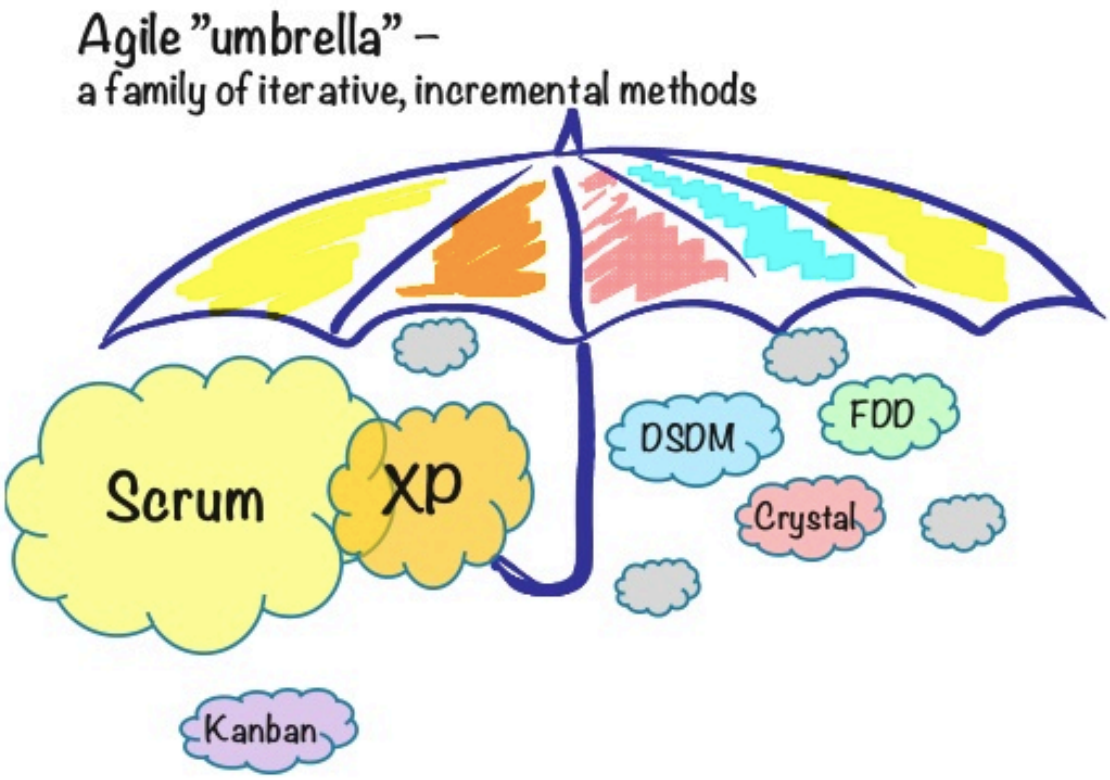
Agile Principles

1	Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
2	Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
3	Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4	Business people and developers must work together daily throughout the project.
5	Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
6	The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
7	Working software is the primary measure of progress.
8	Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
9	Continuous attention to technical excellence and good design enhances agility.
10	Simplicity--the art of maximising the amount of work not done--is essential.
11	The best architectures, requirements, and designs emerge from self-organising teams.
12	At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behaviour accordingly.

Agile Frameworks



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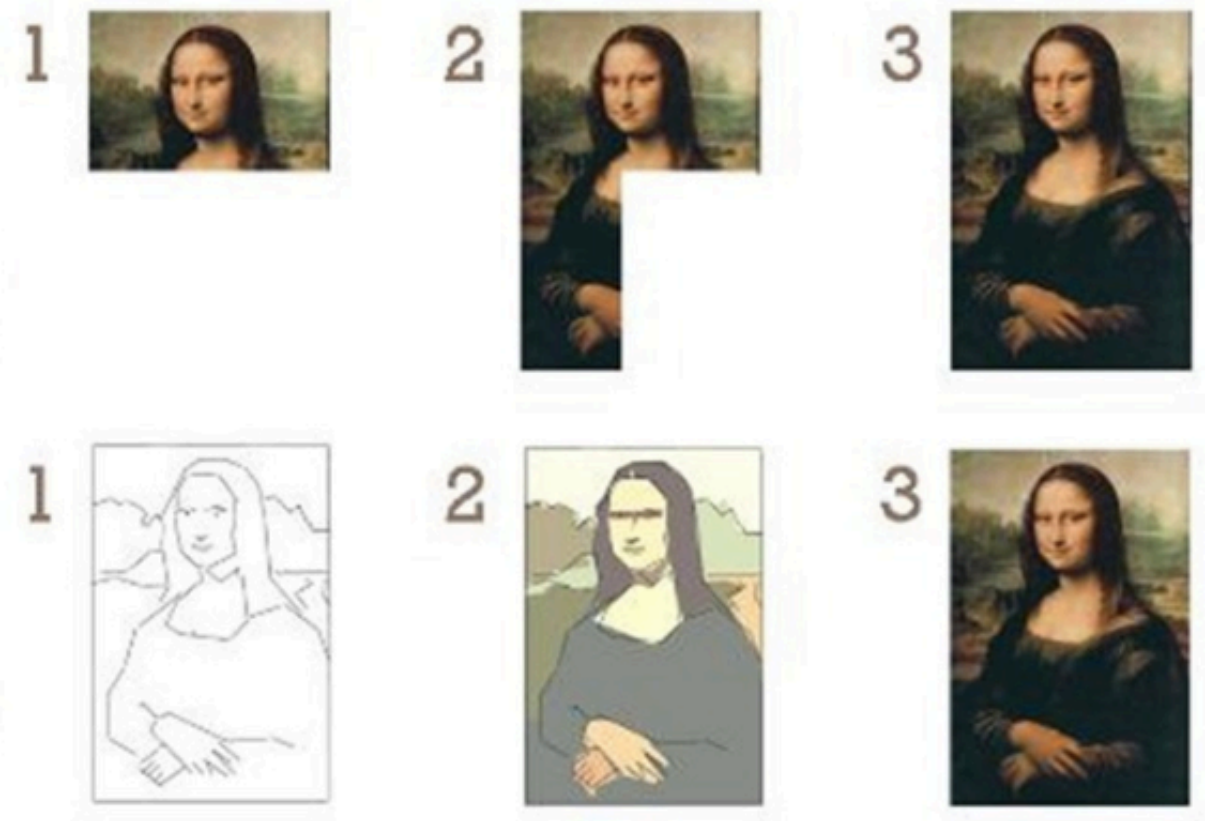
Scrum	Scrum is a framework within which people can address complex adaptive problems, while productively and creatively delivering products of the highest possible value. A simple framework for effective team collaboration on complex products.
Kanban	Kanban is a lean method to manage and improve work across human systems. This approach aims to manage work by balancing demands with available capacity, and by improving the handling of system-level bottlenecks.
Extreme Programming (XP)	XP is a software development methodology which is intended to improve software quality and responsiveness to changing customer requirements.
Crystal	Based on: • Human-powered • Adaptive • Ultra-light Crystal allows teams to work the way they deem most effective.
FDD	Feature Drive Development (FDD) is customer-centric, iterative, and incremental, with the goal of delivering tangible software results often and efficiently
Any many more..	

Iterative & Incremental



Incremental	This is a development approach that slices the system functionality into increments (portions).
Iterative	This is a development approach that breaks the process of developing a large product into smaller parts. Each part, called “iteration”, represents the whole development process and contains planning, design, development, and testing steps.

~~ Agile frameworks use Incremental & Iterative approaches together ~~

The idea is to develop a system through repeated cycles (iterative) and in smaller portions at a time (incremental), allowing developers to take advantage of what was learnt during development of earlier parts or versions of the system.

COLLABORATION

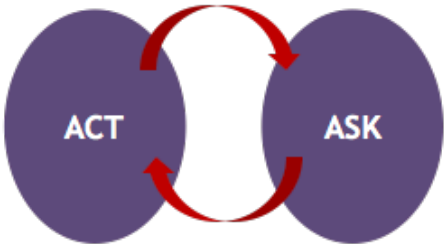
COMMUNICATION

FOCUS ON QUALITY

DISCLIPLINE

ELIMINATE WASTE

TEAM WORK - NO HEROES



SHORT FEEDBACK LOOPS

LOTS OF PLANNING

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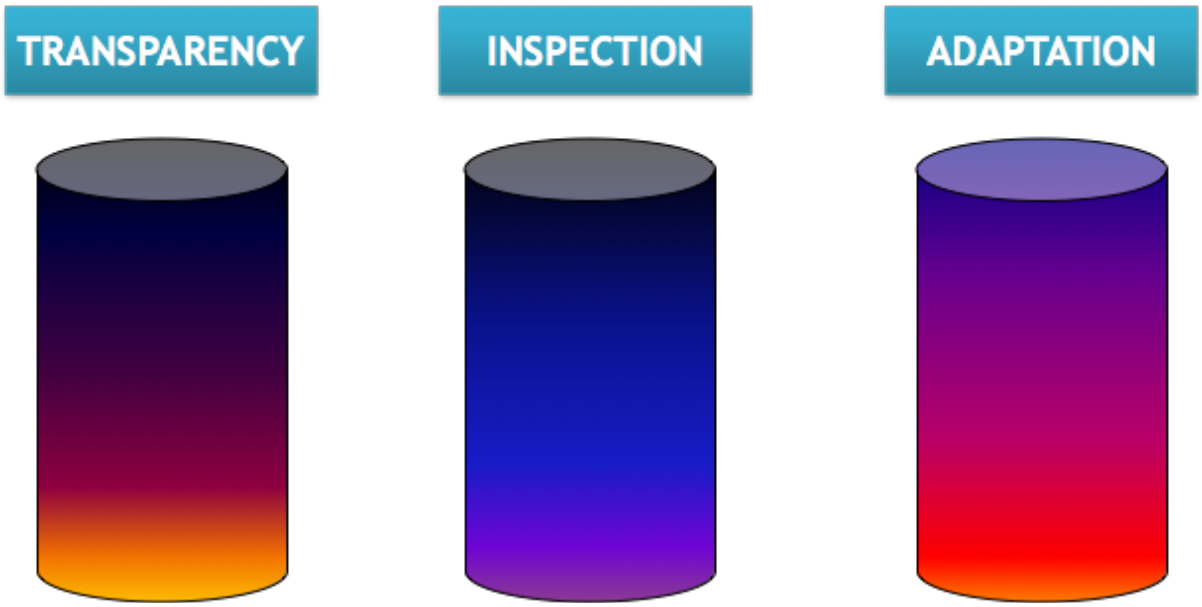
Empiricism

Empirical Process	An empirical process is implemented where progress is based on observation and experimentation instead of detailed, upfront planning and defined processes. Using empirical process control is working in a fact-based, experience-based, and evidence-based manner, not fictitious plans.
Defined Process	A defined process is one with a set of steps that should produce the same output every time within a defined variance range, given the same inputs.

~~ Scrum is based on Empirical Process Control ~~

Three Pillars of Empirical Process Control



The emergent process and work must be visible to those performing the work as well as those receiving the work.

Progress toward agreed goals must be inspected frequently and digligently to detect potentially undesirable variances or problems.

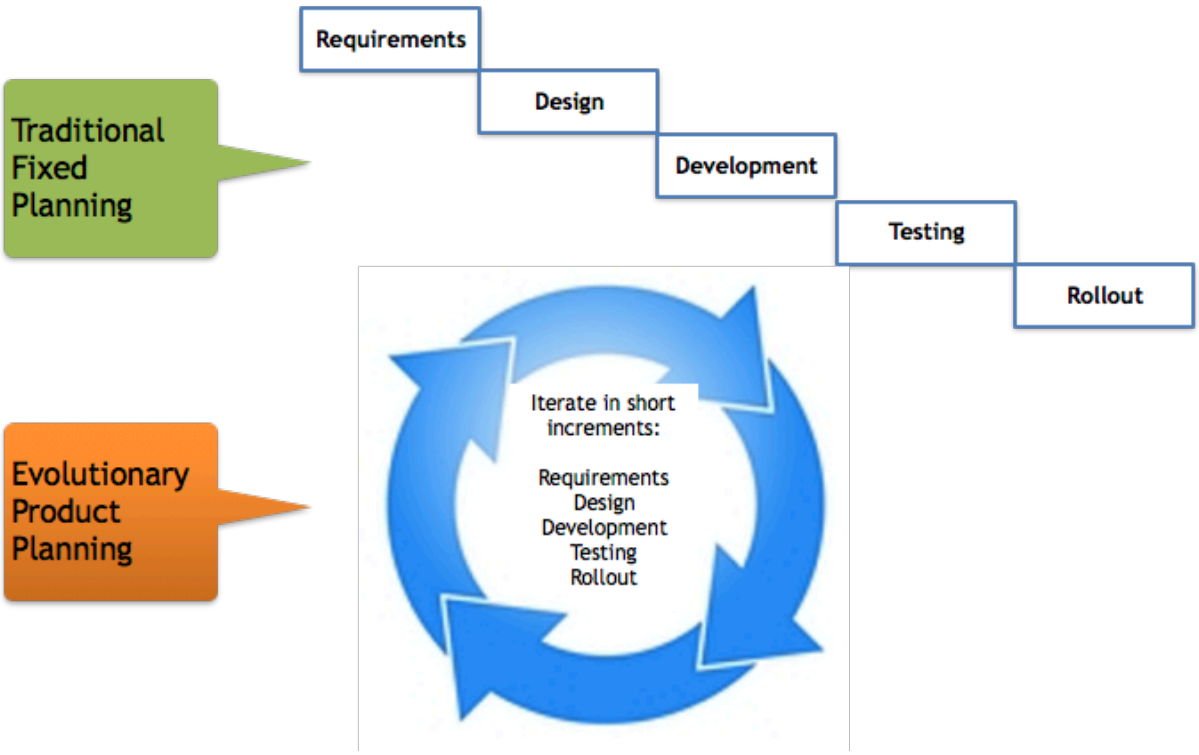
If any aspects of a process deviate outside acceptable limits or if the resulting product is unacceptable, the process being applied or the materials being produced must be adjusted.

Transparency enables Inspection. Inspection without transparency is misleading and wasteful.

Inspection enables Adaptation. Inspection without adaptation is considered pointless.

Adjustment must be made as soon as possible to minimize further deviation.

Evolutionary Product Planning



Traditional Fixed Planning
Versus
Evolutionary Product Planning

Evolutionary product planning in an empirical environment differs from traditional fixed planning in the following ways:

- Processes are not repeatable, are visible, and promote inspection and adaptation.
- Work/process steps may not be understood.
- Impacted by factors such as past performance and capacity differences.
- Improvement and direction guided by experiments and experience.

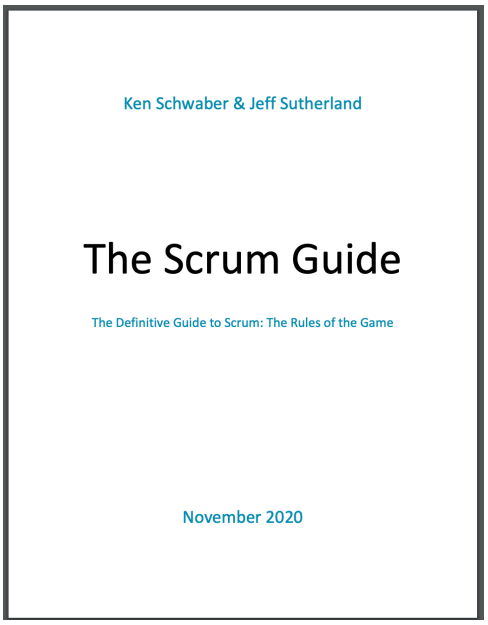
Scrum

Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems.

- ✓ Since early 1990s.
- ✓ First time presented in 1995.
- ✓ Latest update in Nov 2020.

Scrum is:

- ✓ Simple.
- ✓ Purposefully incomplete, only defining the parts required to implement Empiricism and Lean thinking.
- ✓ Built upon by the collective intelligence of the people using it.
- ✓ Wraps around existing practices or renders them unnecessary.


Ken Schwaber & Jeff Sutherland

The Scrum Guide

The Definitive Guide to Scrum: The Rules of the Game

November 2020

End-note in Scrum Guide 2020:

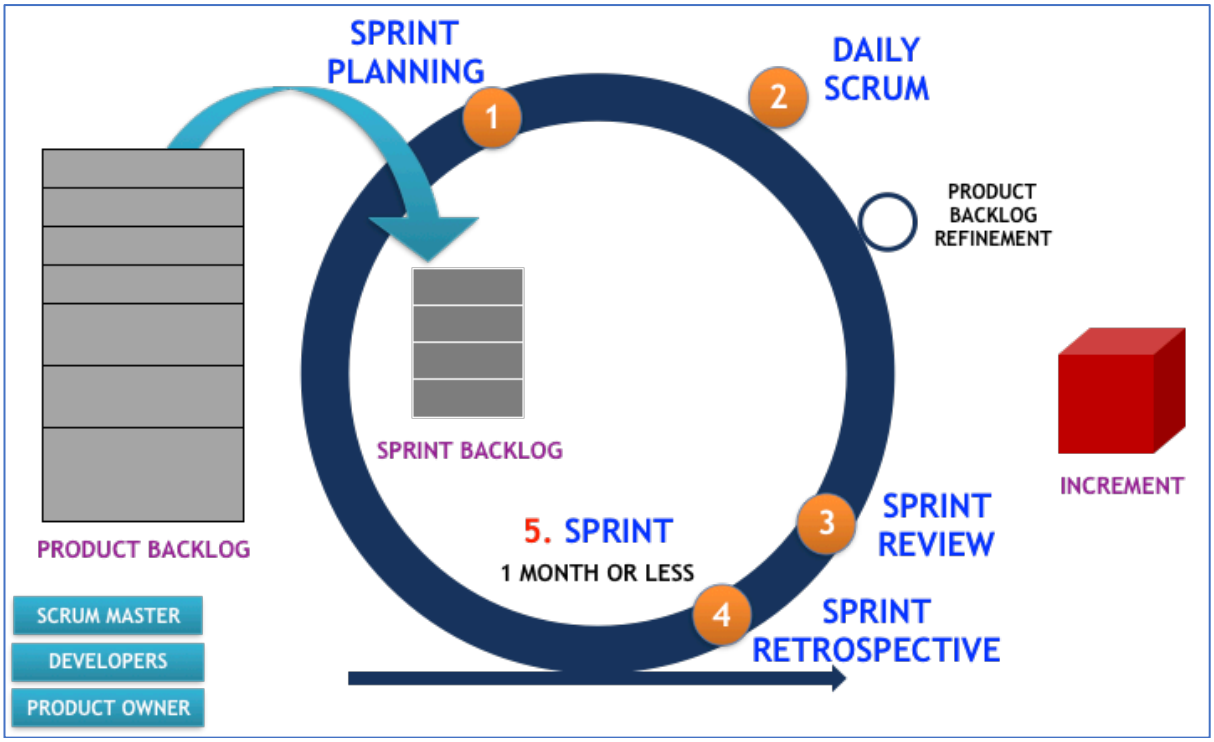
- ➢ Scrum is free and offered in this Guide. The Scrum framework, as outlined herein, is immutable. While implementing only parts of Scrum is possible, the result is not Scrum. Scrum exists only in its entirety and functions well as a container for other techniques, methodologies, and practices.

Scrum Values

As stated in Merriam-Webster dictionary..

Focus	Focus means a center of activity, attraction, or attention, a point of concentration.
Openness	Openness means having no enclosing or confining barrier: accessible on all or nearly all sides.
Respect	Respect means the act of giving particular attention or high or special regard.
Courage	Courage means the mental or moral strength to venture, persevere, and withstand danger, fear, or difficulty.
Commitment	Commitment means an agreement or pledge to do something in the future, or an act of committing to a charge or trust.

The Scrum Framework



Scrum Framework is best remembered as 3-5-3		
Accountabilities (3)	**Events (5)**	**Artifacts (3)**
1. Product Owner 2. Scrum Master 3. Developers	1. Sprint Planning 2. Daily Scrum 3. Sprint Review 4. Sprint Retrospective 5. Sprint	1. Product Backlog 2. Sprint Backlog 3. Increment
Sprint is considered as a Container Event. Product Backlog Refinement is a recommended activity.		

Scrum Team: 3 accountabilities

Scrum Guide says:

The fundamental unit of Scrum is a small team of people called as Scrum Team.

More about Scrum Team:

- The Scrum Team consists of one Scrum Master, one Product Owner, and Developers.
- There are no sub-teams or hierarchies.
- A cohesive unit of professionals focused on one objective at a time.
- Cross-functional.
- Self-managed – decides who does what, when and how.
- Typically 10 people or fewer.
- Responsible for all product-related activities from stakeholder collaboration, verification, maintenance, operation, experimentation, research and development, and anything else that might be required.
- Structured and empowered by the organization to manage their own work.
- The entire Scrum Team is accountable for creating a valuable, useful Increment every Sprint.

If Scrum Teams become too large, they should consider reorganizing into multiple cohesive Scrum Teams, each focused on the same product. Therefore, they should share the same Product Goal, Product Backlog, and Product Owner.

Scrum Accountabilities: Scrum Master

Activity:

- ✓ Write the name of your favourite teacher/manager/person
- ✓ Prepare to share 'why'

Scrum Guide says:

> The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization.

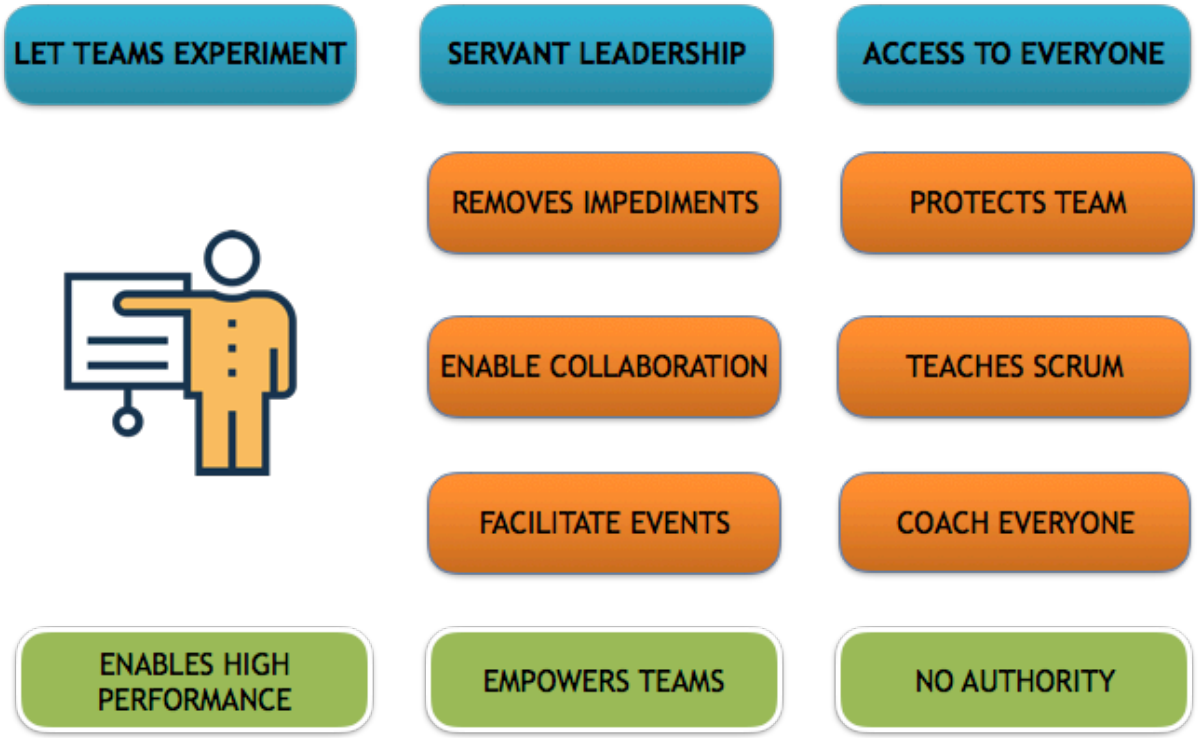
Servant Leadership

Servant leadership is a leadership philosophy in which the leader serves. Unlike traditional leadership, where the primary goal of the leader is to focus only on the success of the organization, a servant leader shares power, decision making, the needs and requirements of the employees, and helps them perform as a high-productive team.

Servant Leadership means leading the Scrum Team by serving them – removing high-priority blockers.

Leadership is no longer a given authority but provided as a service. A Scrum Master accountability is not performed as 'command and control' leadership but by 'empowering and enabling' teams. Scrum Master role is to improve the efficiency of Developers, Product Owner, other Scrum Teams and, in fact the entire organization. The main focus of a Scrum Master is to enable an open mindset among various roles, units and leaders.

More about Scrum Master

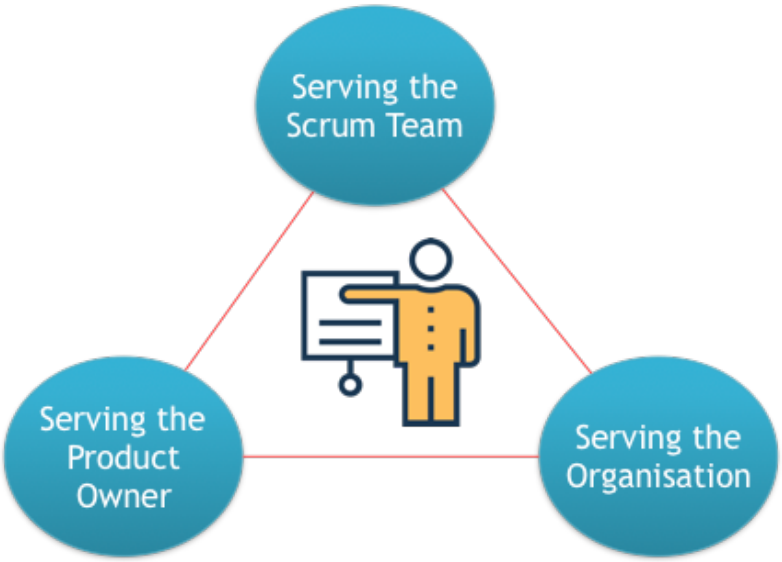


Key responsibilities of a Scrum Master

- Coaching and Mentoring.
- Removing roadblocks.
- Addressing team dynamics.
- Teach Scrum.
- Accountable for the Scrum Team's effectiveness. They do this by enabling the Scrum Team to improve its practices, within the Scrum framework.
- Facilitate and Timeboxing Scrum Events.
- Ensuring a fruitful relationship between the Product Owner, Developers, and others outside the team. Reducing conflicts, and promote continuous improvement.
- Establishing an environment where the Scrum Team can be productive and efficient.
- Protecting the Developers from outside distractions and interruptions.

Performing the above responsibilities, will probably make a good Scrum Master. Going beyond the responsibilities is about becoming a great Scrum Master.

Scrum Master serving others



Scrum Masters are true leaders who serve the Scrum Team and the larger organization.

Service to the Scrum Team

- Coaching the team members in self-management and cross-functionality.
- Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done.
- Causing the removal of impediments to the Scrum Team's progress.
- Ensuring that all Scrum events take place and are positive, productive, and kept within the timebox.

Service to the Product Owner

- Helping find techniques for effective Product Goal definition and Product Backlog management.
- Helping the Scrum Team understand the need for clear and concise Product Backlog items.
- Helping establish empirical product planning for a complex environment.
- Facilitating stakeholder collaboration as requested or needed.

Service to the organization

- Leading, training, and coaching the organization in its Scrum adoption.
- Planning and advising Scrum implementations within the organization.
- Helping employees and stakeholders understand and enact an empirical approach for complex work.
- Removing barriers between stakeholders and Scrum Teams.

Different Hats of a Scrum Master

Facilitation:

A Scrum Master helps Scrum Teams and leaders in decision making. Thus, Facilitator is the hat a Scrum Master wears, almost every day.
Facilitation includes several responsibilities such as:

- ✓ Facilitating Scrum events.
- ✓ Facilitating decision making for Developers, Product Owner and stakeholders.
- ✓ Facilitating difficult conversations.

Teaching:

A Scrum Master helps Scrum Teams and leaders in decision making. Thus, The Scrum Master wears the hat of a teacher at times. You may have to teach the Scrum Team, the organization, stakeholders about the following:

- ✓ Agile Manifesto – Values and Principles
- ✓ Scrum Framework
- ✓ Scrum Values
- ✓ How to do Scrum right?
- ✓ And many more..

The Scrum Master also helps the organization to plan and adopt Scrum in the organization.

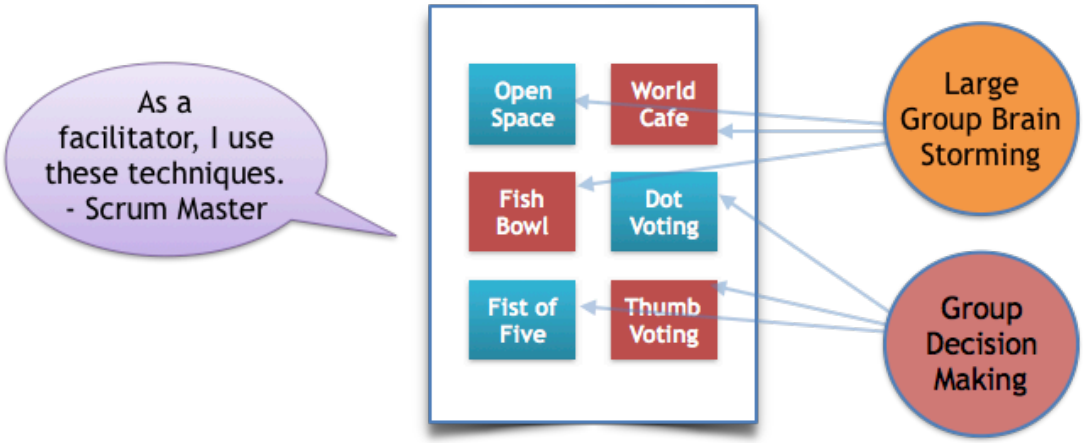
Mentoring:

A Scrum Master acts as a mentor at times, based on the experience gathered over the years. During a difficult situation, the Developers may look up to Scrum Master as a mentor to resolve their impediments.

Coaching:

A Scrum Master acts as a coach at times. Rather than providing decisions to the Scrum Team or the organization, the Scrum Master helps to decide what is the best course of action to be taken in a given situation. The ultimate goal is to help people and organizations grow and become better. A Scrum Master needs to guide people without being bossy or authoritative, which is considered as one of the most challenging facets of the job. To perform this responsibility better, a Scrum Master should have good analytical skills, good negotiation skills, good communication skills. But more importantly, the Scrum Master should have great listening skills.

Facilitation techniques for a Scrum Master



When a Scrum Master should not act as the facilitator for the Scrum Team?

Sample obstacles for clear communication:
- Sarcasm
- Irony
- Aggressiveness
- Defensiveness
- Misdirection

Sample ground rules for clear communication:
- One speaker at a time
- Bring issues to forefront
- Active listening
- Qualify the topic
- No insulting

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Scrum Accountabilities: Product Owner

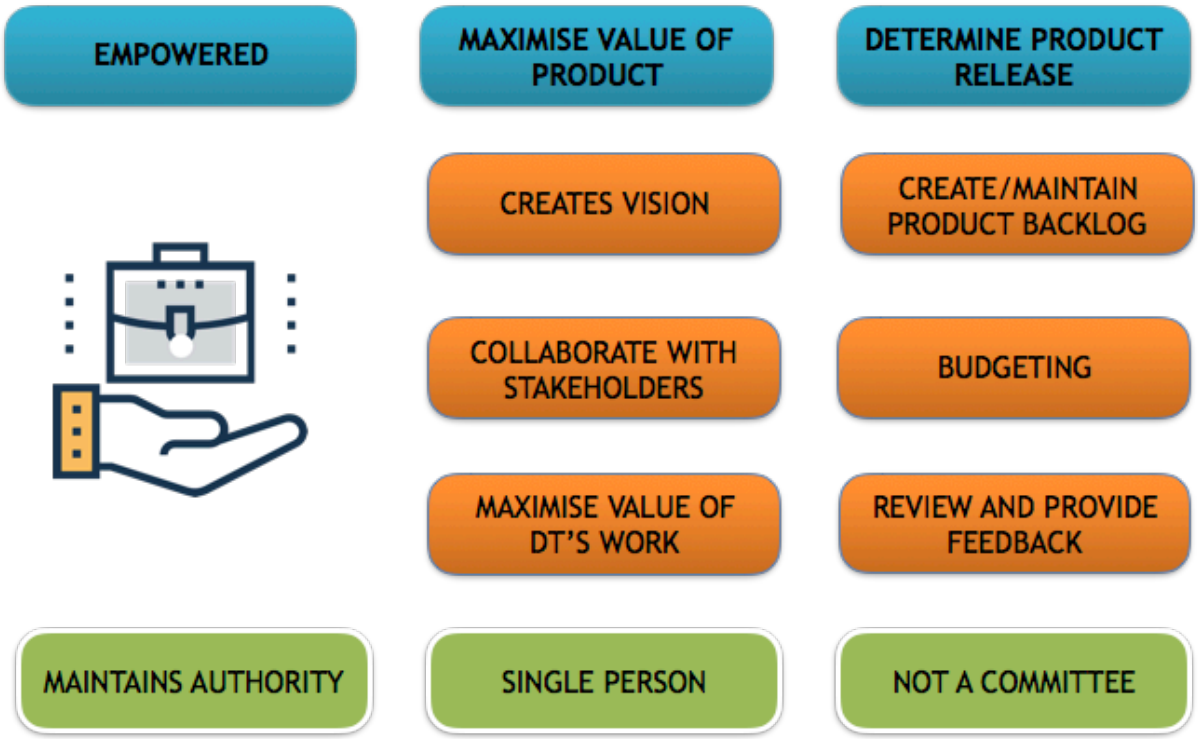
Scrum Guide says:

The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team.

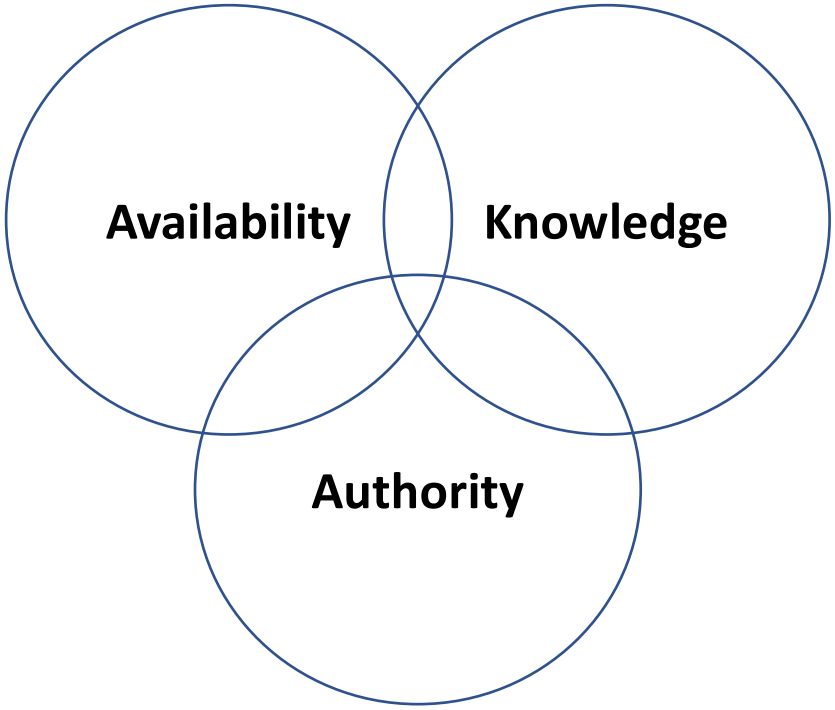
Responsibilities:

- Developing and explicitly communicating the Product Goal.
- Creating and clearly communicating Product Backlog items.
- Ordering Product Backlog items.
- Ensuring that the Product Backlog is transparent, visible and understood.

More about Product Owner



Help Product Owner to prioritize



Scrum Accountabilities: Developers

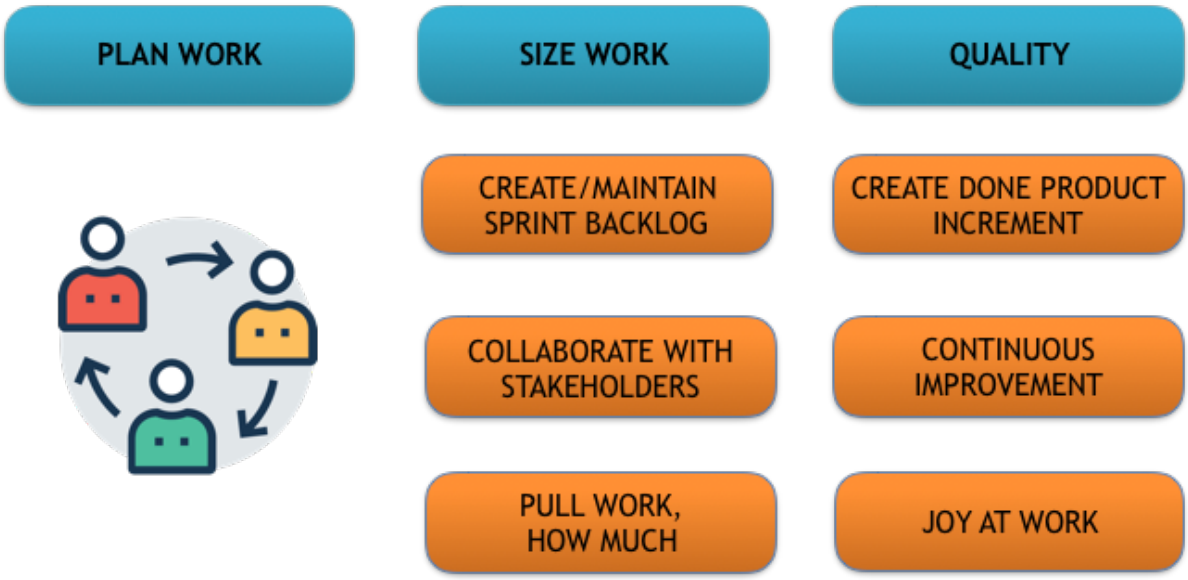
Scrum Guide says:

> Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint.

Responsibilities:

- Create a plan for the Sprint.
- Instilling quality by adhering to a Definition of Done.
- Adapting their plan each day toward the Sprint Goal.
- Holding each other accountable as professionals.

More about Developers



Does a Project Manager exist in Scrum?

The role of the Scrum Master is often confused with an Project Manager. While both the roles may sound as if having some similarities, this is a myth. A Scrum Master is a servant leader, which distinguishes the role of a project manager that is primarily 'command and control'-focused.

The project manager is responsible for the successful implementation of a project throughout the stages of a project lifecycle. A project manager addresses project constraints such as scope, quality, budget, resources, risk etc.

The Scrum framework, on the other hand, focuses on releasing small increments of the final product in Sprints instead of a big bang release, and this short cycle is iterated on a continuous basis. Another aspect of Scrum is to make the team self-organizing to make improvements on its own, which eliminates the need for a traditional project manager for project management.

What happens to the traditional Project Manager?

Depending upon the skills and passion, a project manager can perform any of the three Scrum roles. For instance, they can make excellent Scrum Masters if they can shed their 'command and control' management instincts and embrace Servant Leadership style. Project managers can also transition into the role of the Product Owner if they have deep domain knowledge and other skills required to perform the Product Owner role. Furthermore, a project manager who had sound technical knowledge and experience can also become a member of the Developers. So, it might be true that the Scrum framework does not define a project manager role; the project management skills they possess can be applied to fulfil various Scrum roles.

- Read more at: https://premieragile.com/does-a-project-manager-exist-in-scrum/

Scrum Events – Sprint

Scrum Guide says:

> Sprints are the heartbeat of Scrum, where ideas are turned into value.
> A fixed length events of 1 month or less to create consistency.
> A container for all other events.

During the Sprint:

- No changes are made that would endanger the Sprint Goal.
- Quality does not decrease.
- The Product Backlog is refined as needed.
- Scope may be clarified and renegotiated with the Product Owner as more is learnt.

Activity: Group Discussion

1. What is the outcome of Sprint?
2. Why is Sprint scope fixed?
3. Why is Sprint duration fixed?
4. Who can cancel a Sprint?
5. Under what circumstances, a Sprint can be cancelled?
6. What are the next steps if a Sprint is cancelled?

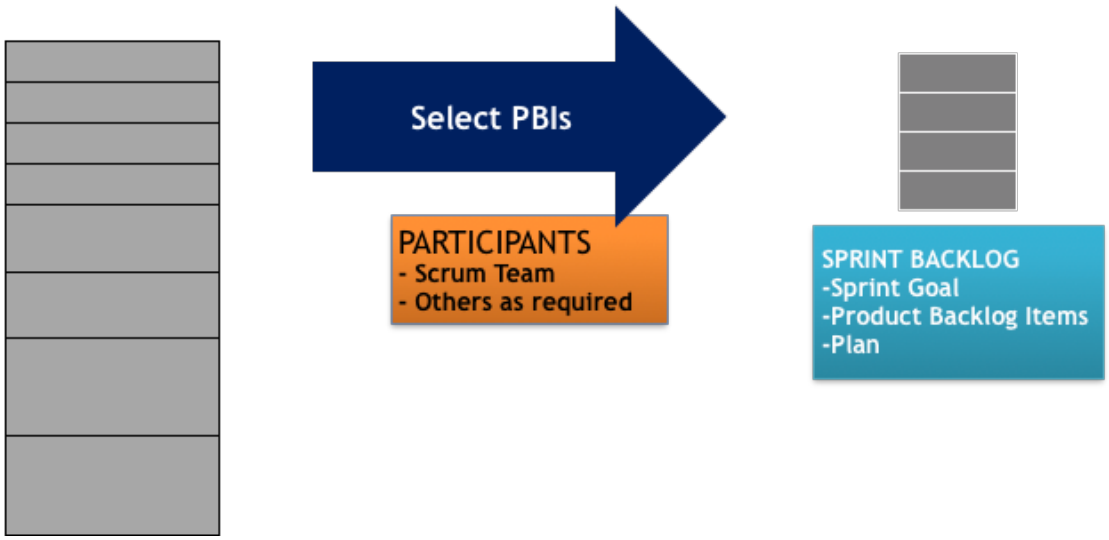
Scrum Events – Sprint Planning

8
hours

TOPIC ONE. WHY IS THIS SPRINT VALUABLE?

TOPIC TWO. WHAT CAN BE DONE IN THIS SPRINT?

TOPIC THREE. HOW WILL THE CHOSEN WORK GET DONE?



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Sprint Goal

Scrum Guide says:

> The Sprint Goal is the objective for the Sprint. Creates coherence and focus.

Activity: Silent Writing

Example 1 of Sprint Goal	Example 2 of Sprint Goal

Scrum Events – Daily Scrum

15 mins

OBJECTIVE: TO SYNCHRONIZE AND CREATE A PLAN

SAME PLACE

SAME TIME

Daily Scrum

INSPECT PROGRESS

OPTIMIZES PROBABILITY

The 3 Questions (example only):

- ✓ What did I do yesterday that helped the Development Team meet the Sprint Goal?
- ✓ What will I do today to help the Development Team meet the Sprint Goal
- ✓ Do I see any impediment that prevents me or the Development Team from meeting the Sprint Goal?

Activity – Standing Surveys

1	How a Daily Scrum differs from a traditional status meeting?
2	What are the benefits of Daily Scrum rules? (15 minutes, every day etc.)
3	What are the responsibilities of Developers, Product Owner, Scrum Master for a Daily Scrum?
4	What are the consequences if any elements of Daily Scrum are ignored?

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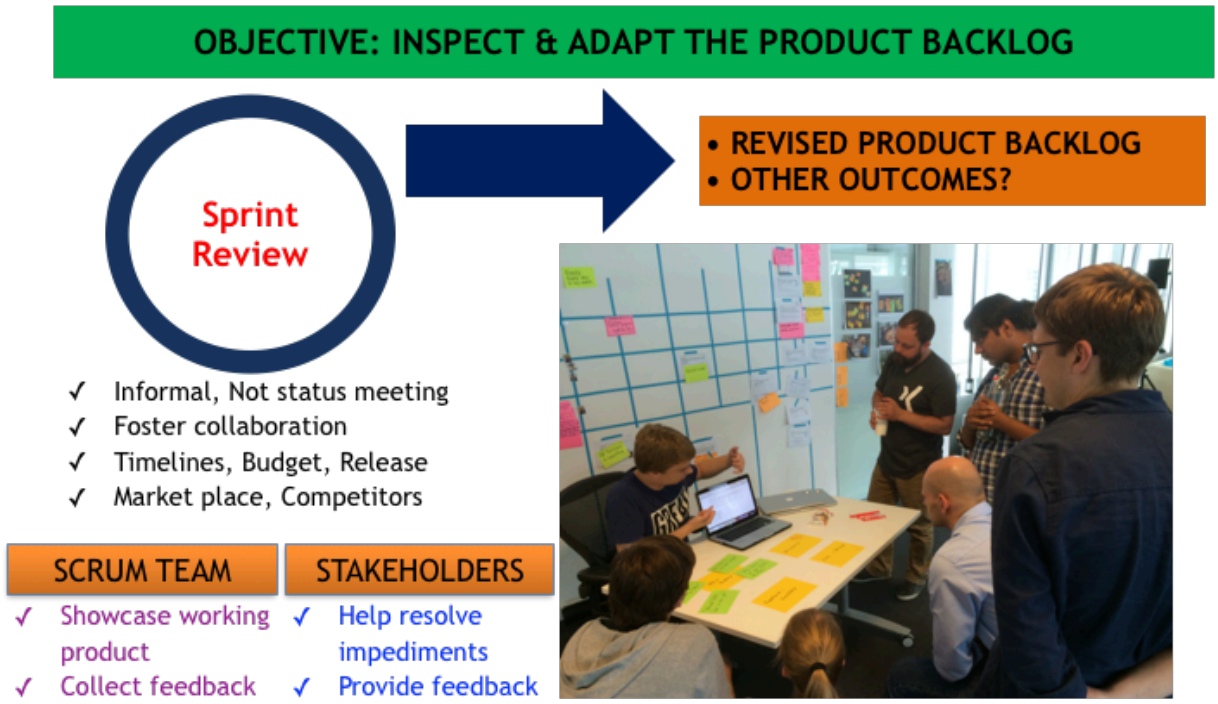
Scrum Events – Sprint Review

4
hours



Questions to ponder

1	What are reviewed beyond the current Sprint's work in a Sprint Review?
2	What are the things that don't happen during a Sprint Review?
3	What are the possible outcomes of a Sprint Review?
4	What are the consequences if elements of Sprint Review are ignored?

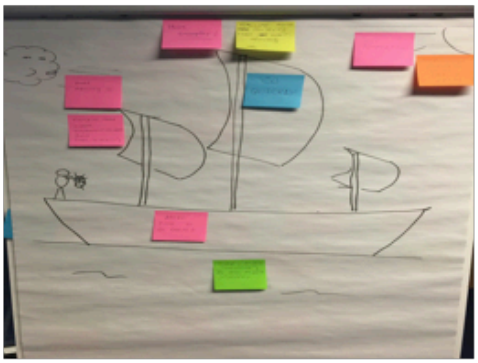
Scrum Events – Sprint Retrospective

3
hours

OBJECTIVE: INSPECT & ADAPT SCRUM FOR CONTINUOUS IMPROVEMENT

Sprint Retrospective

PARTICIPANTS
Scrum Team



Inspect and Adapt

- Individuals
- Interactions
- Processes
- Tools

~~ Several techniques can be leveraged* ~~

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Scrum Artifacts – Product Backlog

PRODUCT BACKLOG

CONTAINS

Ordered list of:
- ✓ Features
- ✓ Functions
- ✓ Requirements
- ✓ Enhancements
- ✓ Fixes

ELEMENTS

- ✓ Description
- ✓ Order
- ✓ Size

EVOLVES | **DYNAMIC** | **ORDERED**

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Product Goal

- Describes a future state of the product.
- Present in the Product Backlog.
- A Product is defined as: a vehicle to deliver value. It has a clear boundary, known stakeholders, well-defined users or customers. A product could be a service, a physical product, or something more abstract.
- A long-term objective for the Scrum Team. They must fulfil (or abandon) one objective before taking on the next.

Product Backlog Refinement

OBJECTIVE: ADD MORE DETAILS TO THE BACKLOG

PRODUCT BACKLOG

- ✓ Add/Delete/Modify features
- ✓ Prioritisation
- ✓ Estimation
- ✓ Release Planning
- ✓ Continuous process
- ✓ Added any time

Question to ponder
What are the consequences if Backlog Refinement is not done properly or its elements ignored?

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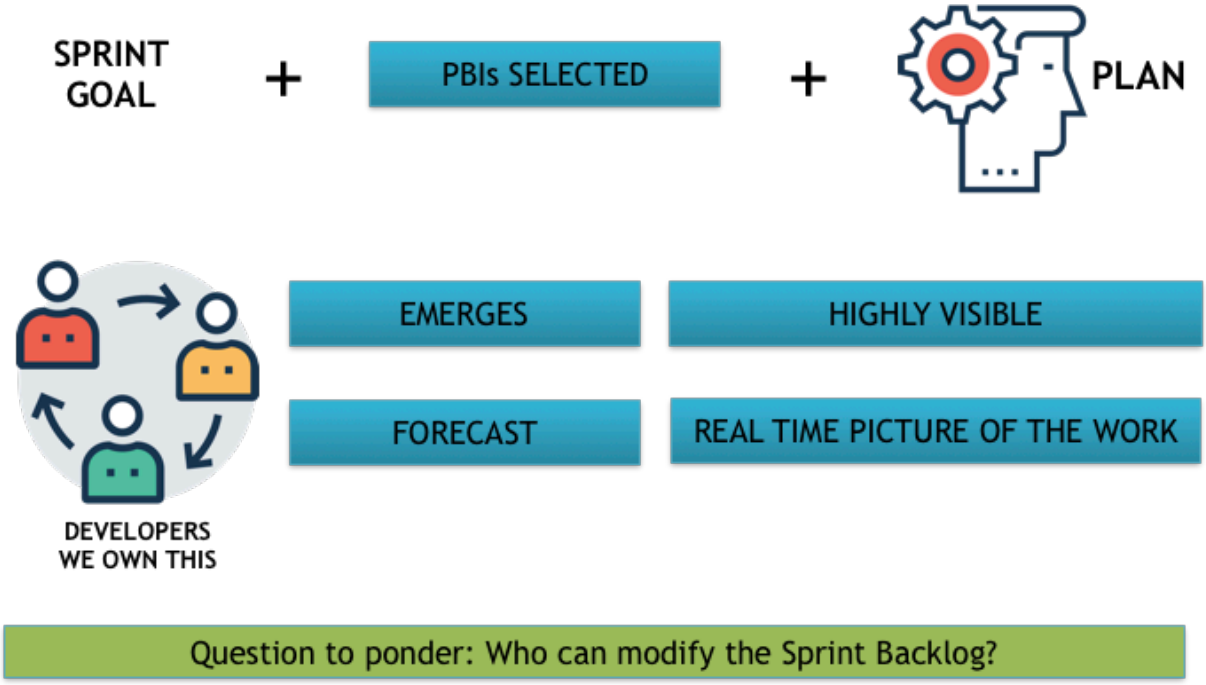
Scrum Artifacts – Sprint Backlog

Scrum Guide says:

> The Sprint Backlog is composed of the Sprint Goal (why), the set of Product Backlog items selected for the Sprint (what), as well as an actionable plan for delivering the Increment (how).

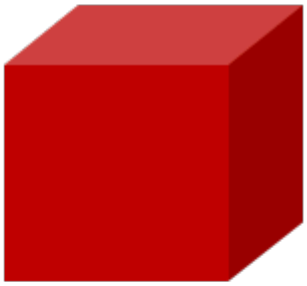


Question to ponder: Who can modify the Sprint Backlog?

Scrum Artifacts – Increment

Scrum Guide says:

> An Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, the Increment must be usable.



INCREMENT

WORKING PRODUCT

COMMITMENT: DONE

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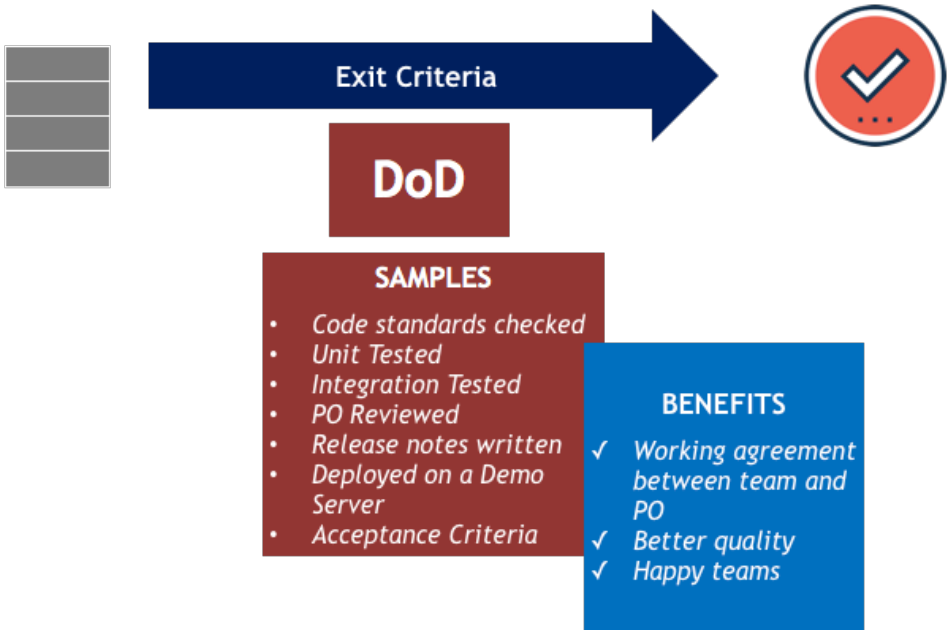
Definition of Done

- The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product.
- The moment a Product Backlog item meets the Definition of Done, an Increment is born.



Activity: Myth or Fact

1	Definition of Done evolves over time.
2	Sprint Retrospective is a good opportunity to discuss improvements in Definition of Done.
3	Definition of Done provides an agreement between Product Owner and Developers.
4	A weaker Definition of Done may cause poor quality.
5	Those performing the work and those inspecting the resulting Increment must share a common Definition of Done.

Technical Debt

What is technical debt?

1. A concept in programming that reflects the extra development work that arises when code that is easy to implement in the short run is used instead of applying the best overall solution.
2. Also known as design debt or code debt) is a concept in software development that reflects the implied cost of additional rework caused by choosing an easy solution now instead of using a better approach that would take longer.

Impact of technical debt?

1. Induces defects that takes more time and cost to fix later.
2. Maintenance of system will be costlier in the longer run.

Extreme Programming

- An eXtreme focus on Programming
  - Code centric (vs. artifact centric)
- Pre Agile Manifesto (1998)

XP Values

- ✓ Simplicity
- ✓ Communication
- ✓ Feedback
- ✓ Respect
- ✓ Courage

XP Practices

1	Coding Standards
2	Collective Code Ownership
3	Continuous Integration
4	Pair Programming
5	Refactoring
6	Simple Design
7	Small Releases
8	Sustainable Pace
9	System Metaphor
10	Test Driven Development
11	Whole Team
12	Planning Game

1. Coding standards	An agreed upon set of rules that the entire developers agree to adhere to throughout the project. Programmers write all code in accordance with rules emphasizing communication through the code.
2. Collective ownership	Anyone can change any code anywhere in the system at any time. Collective code ownership may lead to better member backup, greater distribution of knowledge and learning, shared responsibility of the code, greater code quality, and reduced rework.
3. Continuous integration	Integrate and build the system many times a day, every time a task is completed. The developers should always be working on the latest version of the software. Since different team members may have versions saved locally with various changes and improvements, they should try to upload their current version to the code repository every few hours, or when a significant break presents itself. Continuous integration will avoid delays later on in the project cycle, caused by integration problems.
4. Pair programming	Code is produced by two people programming on one task on one workstation. One programmer has control over the workstation and is thinking mostly about the coding in detail. The other programmer is more focused on the big picture, and is continually reviewing the code that is being produced by the first programmer.

5. Refactoring	Programmers restructure the system without changing its behaviour to remove duplication, improve communication, simplify, or add flexibility.
6. Simple Design	The system should be designed as simply as possible at any given moment. Extra complexity is removed as soon as it is discovered. Programmers should take a "simple is best" approach to software design. Whenever a new piece of code is written, the author should ask themselves 'is there a simpler way to introduce the same functionality?'. If the answer is yes, the simpler course should be chosen. Refactoring should also be used to make complex code simpler.
7. Small Releases	Put a simple system into production quickly, then release new versions on a very short cycle. The small releases help the customer to gain confidence in the progress of the project. This helps maintain the concept of the whole team as the customer can now come up with his suggestions on the project based on real experience.
8. Sustainable Pace	The concept is that programmers or software developers should not work more than 40 hours a week, and if there is overtime one week, that the next week should not include more overtime. Since the development cycles are short cycles of continuous integration, and full development (release) cycles are more frequent, the projects in XP do not follow the typical crunch time that other projects require (requiring overtime). People perform best and most creatively if they are well rested.

9. System Metaphor	Guide all development with a simple shared story of how the whole system works. The system metaphor is a story that everyone - customers, programmers, and managers - can tell about how the system works. It's a naming concept for classes and methods that should make it easy for a team member to guess the functionality of a particular class/method, from its name only.
10.Test Driven Development	Programmers continually write unit tests, which must run flawlessly for development to continue. Unit tests are written before the eventual code is coded. This approach is intended to stimulate the programmer to think about conditions in which his or her code could fail.
11.Whole Team	Shared responsibility with all the roles required including the customer to deliver each iteration, where the whole team succeeds or fails. This brings cross-functional behaviour amongst the developers, and also causes accountability.
12.Planning Game	Quickly determine the scope of the next release by combining business priorities and technical estimates. As reality overtakes the plan, update the plan. The Planning Game approach has also been adopted by non-software projects and teams in the context of business Agility.

Additional Information
User Stories

Additional Information

User Stories

As a <user role>

I want to <purpose>

So that <objective>

INVEST in User Stories

- ✓ Created by Bill Wake.
- ✓ A reminder of the characteristics of a good quality Product Backlog Item.

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3 Cs of a User Story

Card	Conversation	Confirmation

Real world example of User Stories

Image: Energy Balance information displayed in the living room

As a Home Resident

I want to be able to see my daily energy usage

So that I can understand how to lower my costs

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Estimation & Burndown

Product Backlog Estimation

Relative sizing

Product Backlog is estimated using relative sizing or comparative sizing.

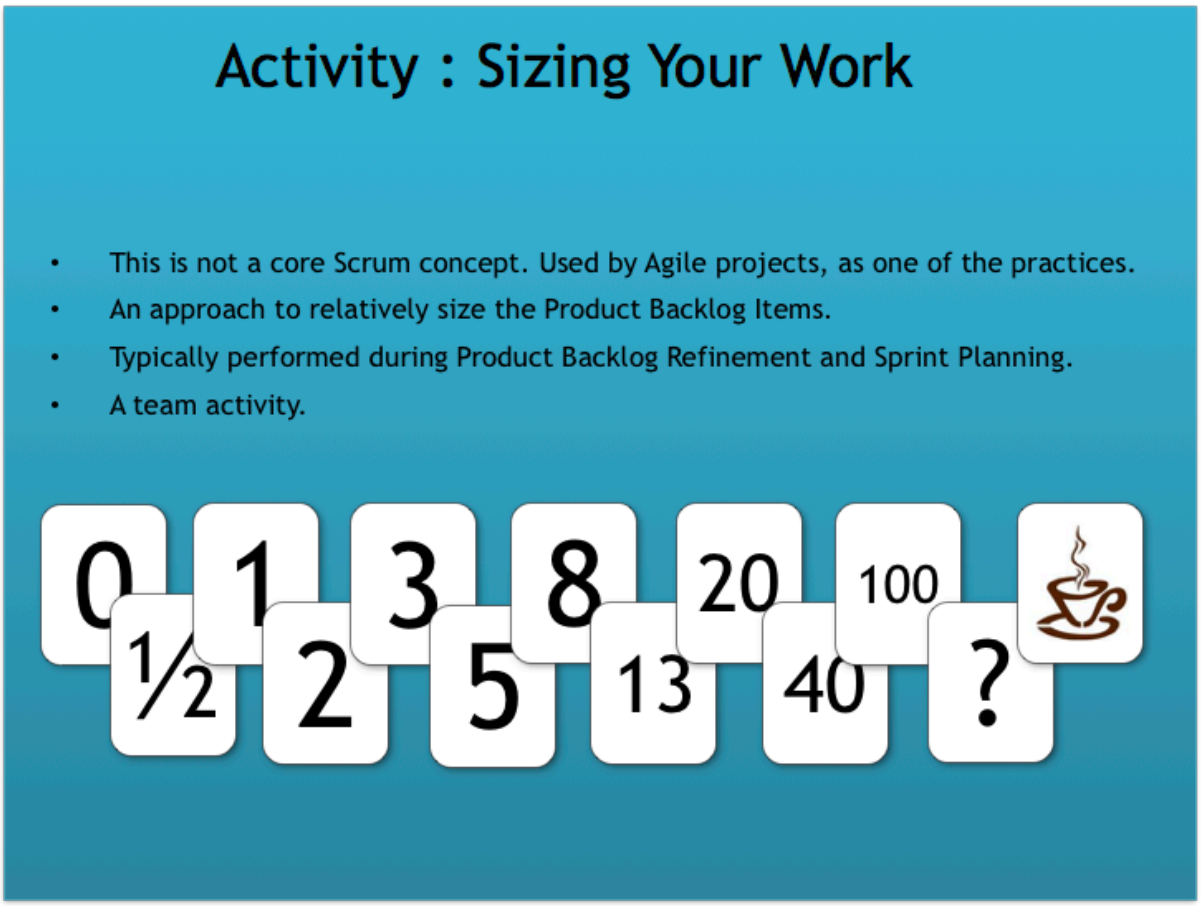
Size of a Product Backlog Item

The size of a Product Backlog Item/User Story is a combination of 3 factors:

➢ C U E

- Complexity
- Uncertainty – Lack of clarity of the User Story
- Effort

Planning Poker



What are Fibonacci numbers in Agile Estimation?

- The Fibonacci series consists of a sequence of numbers where each number is a sum of the preceding two numbers. The traditional Fibonacci sequence is 1, 2, 3, 5, 8, 13, 21, 34 and so on.
- In Agile projects, this series is modified. The modified Fibonacci series is 0, 1, 2, 3, 5, 8, 13, 20, 40, 100 – a sequence that is used to estimate the relative size of User Stories in terms of Story Points.

Why Fibonacci numbers?

- ✓ They are exponential.
- ✓ They consist of integers.
- ✓ You need to choose more or less.
- ✓ They are non-linear.

Steps to play Planning Poker

1. Each team member holds a set of Planning Poker cards.
2. The Product Owner briefly describes the Product Backlog Item/User Story to be sized.
3. The team discusses about the User Story, asks questions and discusses their views. Product Owner clarifies as required.
4. Each team member independently selects a card, to represent their size.
5. All team members reveal their selected cards at the same time.
6. Any outliers are discussed.
7. This is repeated until the team reaches a consensus or maximum 3 times.
8. The Scrum Master facilitates the session.

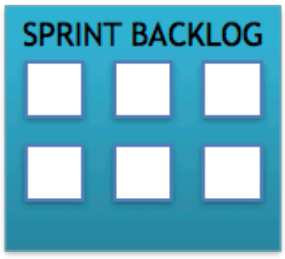
Sample Product Backlog

SCHSTUD mobile app

#	Feature	Size
Reference	As a Student I want to see my attendance % So that I can check my compliance	5
1	As a Student I want to see the courses available for the next academic year So that I can plan to register	?
2	As a Student I want to see the 'ABSENT' days So that I can plan to minimize	?

Information Radiators

IMPEDIMENT LOG



Discussion: What are Burndown Charts?

Burn-down Chart

A Burn-down chart is defined as a visualisation tool, also used in Scrum & Agile-based products, that helps in determining how much work is left to be done and the time remaining for the same. The graphical representation helps in predicting the method that the Scrum Team plans to undertake in completing the product within the current allotted time.

It should also be known that tracking can be carried out at Release & Sprint levels. Developers use Sprint Burn-down charts, while Product Owners use Release Burn-down charts.

Benefits of a Burn-down chart

- ✓ Comprehensible & simple way for checking the progress.
- ✓ An overview of the amount of work that is still yet to be completed.
- ✓ Helps in recognising risks via daily updates.
- ✓ Helps in learning whether the Scrum Team is on schedule for product completion.
- ✓ Acts as a means of communication with the stakeholders.

Burn-up Chart

A Burn-up chart is defined as a tool that is used in Scrum & Agile-based products that helps in the visual representation of a Scrum Team's overall progress of the work that they're doing. The chart will help in showcasing the total scope of the product along with the work that has been completed so far.

It should also be known that tracking can be carried out at Release & Sprint levels. Developers use Sprint Burn-up charts, while Product Owners use Release Burn-up charts.

Benefits of a Burn-up chart

- ✓ Easy to comprehend and simple for controlling projects/releases.
- ✓ Shows the inclusion of any changes to the product life cycle.
- ✓ An overview of the amount of work that has already been done.
- ✓ Know whether the product is on schedule for completion.
- ✓ Helps in communicating with stakeholders.
- ✓ Assists in forecasting the product development's timeline.

Group Activities - Keys

Key: Sprint – Group Discussion

What is the outcome of Sprint? • Increment • Feedback from Sprint Review • Feedback from Sprint Review
Why is Sprint scope fixed? • Scope is fixed in the form of Sprint Goal. This ensures the Developers are focused to create the increment.
Why is Sprint duration fixed? • Duration is fixed to give predictability (measurability) to Product Owner and Stakeholders.
Who can cancel a Sprint? • Only Product Owner can cancel a Sprint.
Under what circumstances, a Sprint can be cancelled? • Scrum Master or Developers can recommend cancelling the Sprint, but do not have authority to cancel the Sprint. • A Sprint can be cancelled if the Sprint Goal is obsolete, or if the Developers are not able to move forward.
What are the next steps if a Sprint is cancelled? • Sprint cancellations are rare. But if it happens, the Scrum Team should re-group and move forward with the subsequent Sprint Planning. • A good practice is to do Sprint Retrospective to figure out any changes or improvements in the way Scrum is being conducted.

Key: Accountabilities – Role Play

Scrum Master

MY ROLE	NOT MY ROLE
Responsible for Quality	Owns Budget & ROI
Coaches and mentors the team	Creates the actual increment
Improves processes & Technical practices	Resolves Technical Impediments
	Assigns work items to individuals
	Ensure we deliver release plan on time & budget
	Attends Daily Standup
	Designs and estimates implementation of PBIs
	Owns Sprint Burndown
	Owns Release Burndown
	A primary presenter at the Sprint Review
	Decides how much work is planned in a Sprint

Product Owner

MY ROLE

- Responsible for Quality
- Ensure we deliver release plan on time & budget
- Owns Budget & ROI
- Owns Release Burndown
- A primary presenter at the Sprint Review

NOT MY ROLE

- Resolves Technical Impediments
- Assigns work items to individuals
- Creates the actual increment
- Attends Daily Standup
- Improves processes & Technical practices
- Designs and estimates implementation of PBIs
- Owns Sprint Burndown
- Coaches and mentors the team
- Decides how much work is planned in a Sprint

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Developers

MY ROLE		NOT MY ROLE	
Responsible for Quality	Resolves Technical Impediments	Owns Budget & ROI	Ensure we deliver release plan on time & budget
Assigns work items to individuals	Creates the actual increment	Improves processes & Technical practices	Coaches and mentors the team
Attends Daily Standup	Designs and estimates implementation of PBIs	Owns Release Burndown	A primary presenter at the Sprint Review
Owns Sprint Burndown	Decides how much work is planned in a Sprint		

Key: Daily Scrum Meeting – Standing Surveys

How a Daily Scrum differs from a traditional status meeting?

Daily Scrum	Traditional Status Meeting
Timeboxed to 15 minutes	No limit. Usually scheduled to 30-45 mis, but may go up to 1-2 hours
Run by the Developers or facilitated by the Scrum Master at times	Run by the project manager or a team lead or a customer manager etc.
Discussion is around progress made in last 24 hours, and a plan for next 24 hours.	No fixed time horizon for planning. Discussion may be about last several days to weeks, and a plan for subsequent several weeks/months.
A self-organizing crisp discussion of progress and impediments. Impediments are not resolved here, but outside the Daily Scrum (except for quick resolutions).	Usually a manager runs in a command and control mode, asking questions and tries to resolve the problems – which may lead to long conversations.
Happens every day, same place and same time.	Usually happens every 1-2 weeks, need not be same place and same time.

What are the benefits of Daily Scrum rules? (15 minutes, every day etc.)

- Transparency, Early detection of impediments and risks.
- Team synchronization.
- Reduces complexity.
- Brings discipline.
- Developers able to help each other, learn others' impediments, improves team bonding, knowledge sharing.

What are the responsibilities of Developers, Product Owner, Scrum Master for a Daily Scrum?

- **Developers:**
  - Prepare
  - Attend
  - Discuss progress
  - Share impediments
  - Learn about others' progress and impediments
  - Ask for help, Offer help
  - Connect later to provide help or detailed discussions
- **Product Owner:**
  - Optional attendee
  - Check if anyone needs help
  - May ask a question but don't disrupt
  - Connect later to provide help or detailed discussions
- **Scrum Master:**
  - Optional attendee
  - Ensure the Daily Scrum Meeting happens
  - Facilitate if needed
  - Teach proactively to keep below the timebox
  - Ensure others don't disrupt
  - Connect later to provide help or detailed discussions
  - Step back few times to check how self-organizing the Developers are.

What are the consequences if any elements of Daily Scrum are ignored?

- Team synchronization will be missed.
- Late detection of impediments and risks may put the product development at jeopardy.
- Increases complexity.
- Important knowledge about the product, progress could be missing.
- Sprint Goal may be impacted. This can lead to a huge impact on the overall Product goal/vision.

Key: Sprint Review

INPUTS

- Increment.
- Stories done and Stories not done.
- Impediments (high level).
- Product Backlog.

TIMEBOX

- 4 hours for a month Sprint.
- Shorter for shorter Sprint durations.

PARTICIPANTS

- Scrum Team
- Stakeholders

OUTPUTS

- Feedback from Stakeholders.
- Modified Product Backlog.
- Information for next Sprint Planning.

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Key: Sprint Retrospective

INPUTS

- What went well
- What didn't go well.
- Suggestions – if listed prior.
- Appreciations etc.
- Last Sprint Retrospective's feedback.

TIMEBOX

- 3 hours for a month Sprint.
- Shorter for shorter Sprint durations.

PARTICIPANTS

- Scrum Team

OUTPUTS

- Action Plan for improvements on people, processes, tools & relationship/dynamics.

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Key: Definition of Done – Myth or Fact

#	Statement	Myth or Fact?
1	Definition of Done evolves over time.	Fact
2	Sprint Retrospective is a good opportunity to discuss improvements in Definition of Done.	Fact
3	Definition of Done provides an agreement between Product Owner and Developers.	Fact
4	A weaker Definition of Done may cause poor quality.	Fact
5	Those performing the work and those inspecting the resulting Increment must share a common Definition of Done.	Fact

How to Kick-start a Scrum Project?

Steps involved to kick-start Scrum product development

- *This list is not an exhaustive list.*
- *Need not be performed in the same order always.*

1. Get a buy-in and find a sponsor for Agile transformation
2. Identify a Product Owner
3. Do market analysis, product feasibility, customer surveys
4. Create a Product Vision, Product Strategy, Product Roadmap
5. Identify a Scrum Master
6. High-level Release Planning
7. Identify the Developers
8. Create an initial Product Backlog together
9. Estimate the implementation effort
10. Start small, Start Development, Start Sprints
11. Take work to Scrum Team, and not vice versa
12. Showcase to stakeholders during Sprint reviews

- Read more at: https://premieragile.com/how-to-kick-start-a-scrum-project/
- Or Watch LearningShorts Part 1 & Part 2 on PremierAgile YouTube channel.

Links to Videos

Links to videos

#	Description	YouTube link
1	Joe Justice – Wiki Speed – TED Talk – Agile Outside IT	https://www.youtube.com/watch?v=x8jdx-lf2Dw
2	The Wrong way to do Agile: Stand-ups By Chet Rong	https://www.youtube.com/watch?v=oLmDe8pAc6I
3	I Love Lucy: A Colorized Celebration - "Job Switching" – Sustainable Pace	https://www.youtube.com/watch?v=K3axU2b0dDk
4	It's Not About The Nail – Listening Skills	https://www.youtube.com/watch?v=-4EDhdAHrOg

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3. https://www.PremierAgile.com
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5. Succeeding with Agile – Mike Cohn
6. Agile Estimating and Planning – Mike Cohn
7. Agile Retrospectives – Esther Derby, Diana Larsen
8. http://www.ScrumMasterChecklist.org
9. www.ExepediaCoachingModel.com

About Scrum Guide 2020

About Scrum Guide 2020

- Jeff Sutherland and Ken Schwaber released Scrum Guide first version in 2010.
- Latest Scrum Guide version was released in November 2020.
- Scrum Alliance CSM test is based on **Scrum Guide 2020** version.

#	**Few changes in the Scrum Guide 2020**
1	Less prescriptive and lighter. Now only 14 pages (The 2017 version was 19 pages).
2	Roles now called as 'Accountabilities'.
3	Scrum Master's accountabilities are clearly defined.
4	Development Team are now called as Developers.
5	Scrum Team is self-managed – decides who does what, when and how.
6	Scrum Team typically consists of 10 or lesser.
7	Product Goal is introduced. The Product Goal is the long-term objective for the Scrum Team. They must fulfil (or abandon) one objective before taking on the next.
8	Sprint Planning happens as three topics – Why, What and How.
9	'Potentially Releasable Product Increment' is now called as 'Increment'. Multiple Increments may be created within a Sprint and that can be showcased at any time, but the sum total is showcased on the last day during Sprint Review.
10	Emphasis on commitment: Each artifact contains a commitment to ensure it provides information that enhances transparency and focus against which progress can be measured: • For the Product Backlog it is the Product Goal. • For the Sprint Backlog it is the Sprint Goal. • For the Increment it is the Definition of Done.