A

**Acceptance criteria:** The checklist the project manager uses to decide whether a story is done

**Adaptation:** Adjusting project, product, or processes to minimize any further deviation or issues; one of the three pillars of Scrum

**Agile Manifesto:** A collection of four values and 12 principles that define the mindset that all Agile teams should strive for

**Agile project management:** An approach to project and team management that embodies “agility” based on the Agile Manifesto

**Ambiguity:** A state where conditions and root causes of events or circumstances are unclear, leading to the possibility of misunderstanding

B

**Backlog refinement:** The act of keeping the Backlog prioritized, estimated, and described so the Scrum Team can operate effectively

**Burndown chart:** A visual that measures time against the amount of work done and amount of work remaining

**Business agility:** Refers to incorporating Agile principles into the wide sphere of management

**Business collaboration:** The concept that collaborating with customers gets critical business information to the team immediately, allowing them to adjust and adapt new information instantly; one of the four themes of the Agile principles

C

**Capacity:** The amount of work a team can handle in a given amount of time

**Case studies:** In-depth, data-driven analyses of a business, community, or organization

**Change control board:** A formal and rigorous process to manage any changes to requirements

**Change management:** The process of getting people to adopt a new product, process, or value system

**Coaching:** A two-way communication style aimed at influencing and developing employees’ skills, motivation, and judgment

**Complexity:** Refers to the high number of interrelated forces, issues, organizations, and factors that would influence a project

**Continuous integration and continuous refactoring:** The Extreme Programming practice of merging product changes into a shared version several times a day in order to get quick feedback on the quality of the code or product

**CSV file:** A file type that holds a spreadsheet’s data; stands for “Comma Separated Value” because it uses commas to separate values

**Cynefin framework:** A framework used for measuring project complexity; pinpoints five sections of complexity that various projects may fall into: obvious, complex, complicated, chaotic, and disorder

D

**Daily Scrum:** A brief meeting of up to 15 minutes that takes place every day of the Sprint to inspect progress toward the goal; also called a stand-up

**Definition of Done:** An agreed-upon set of items that must be completed before a project or user story can be considered complete

**Deliverable:** A tangible outcome from a project

**Development Team:** In Scrum, the people who do the work to build the product; also called Developers

**DevOps:** An organizational and cultural movement that aims to increase software delivery velocity, improve service reliability, and build shared ownership among software stakeholders

**Disciplined Agile Delivery (DAD):** A hybrid approach that combines the strategies from various Agile frameworks, including Kanban, LeSS, Lean Development, Extreme Programming, and Agile Modeling; guides people through process-related decisions and helps develop a scaled Agile strategy based on context and desired outcomes

E

**Empiricism:** The idea that true knowledge comes from actual, lived experience

**Epic:** A group or collection of user stories

**Extreme Programming (XP):** A methodology that aims to improve product quality and the ability to respond to changing customer needs; takes best practices for the development process to extreme levels

F

**Five values of Scrum:** The core values that guide how Scrum Teams work and behave: commitment, courage, focus, openness, and respect

**Flow:** A core principle of Kanban that aims to maximize efficiency

I

**I.N.V.E.S.T:** Acronym for the criteria each user story should meet; stands for: independent, negotiable, valuable, estimable, small, and testable

**Incremental:** Describes work that is divided into smaller chunks that build on one another

**Influencer:** Someone who is able to lead and influence others to change their behaviors, hearts, and minds to produce meaningful, sustainable results

**Inspection:** A timely check toward the outcome of a Sprint Goal to detect undesirable variances; one of the three pillars of Scrum

**Iterative:** Refers to repeating cycles of delivery

K

**Kanban:** A methodology that provides visual feedback to everyone who might be interested in the status of the work in progress; displays the progress of a project as “to do,” “in progress,” and “done”

L

**Large-Scale Scrum (LeSS):** A framework that aims to maximize the Scrum Team’s ability to deliver value and reduce waste in larger organizations

**Lean:** A methodology in which the main principle is the removal of waste within an operation

M

**Managing:** The act of overseeing the work of others; can include onboarding and orienting new employees, conducting meetings, delegating tasks and assignments, monitoring progress and performance against those tasks, making decisions, and dealing with conflicts

**Minimum viable product (MVP):** A version of a product with just enough features to satisfy early customers

**Mission:** A short statement that stays constant for the team throughout the project and gives them something to work toward

O

**Organizational culture:** Describes shared workplace values and shows up in people’s behaviors, activities, the way they communicate, and how they work with each other

P

**Pair Programming:** The XP practice that refers to when two team members work together at the same time on one task

**Product Backlog**:The single authoritative source for things a team works on; contains all of the features, requirements, and activities associated with deliverables to achieve the goal of the project

**Product Goal:** The desired future state of the product; can serve as a target for the Scrum Team to plan against

**Product increment:** What is produced after a given Sprint

**Product Owner:** In Scrum, the role responsible for maximizing the value of the product and the work of the team

**Product requirements document:** A document that lists the scope and requirements of the project; used in Waterfall project management

**Product roadmap:** A visualization or document that provides a high-level view of the expected product, its requirements, and an estimated schedule for reaching milestones

**Product vision:** Defines what the product is, how it supports the customer’s business strategy, and who will use it; makes clear what outcomes the team is responsible for and where their boundaries are

R

**Relative estimation:** A comparison of the effort for a task to the effort for another task

**Releasable:** Refers to when the team has developed a minimum viable product of a given feature or requirement

**Release plans:** Indicates the approximate date when the team is expected to release and deliver certain features to the customer or user; contains a release goal, the list of Backlog items, an estimated release date, and any other relevant dates that impact a release

**Requirements:** Conditions that must be met or tasks that must be finished to ensure the successful completion of the project

**Retrospectives and continuous learning:** Refers to striving continuously to learn and adapt to what’s working and what’s not; one of the four themes of the Agile principles

S

**Scaled Agile Framework (SAFe):** A Lean-Agile scaling framework that combines concepts from Kanban, Scrum, Extreme Programming (XP), DevOps, and Design Thinking methodologies; puts the goal of delivering value above all else

**Scrum:** A framework for developing, delivering, and sustaining complex products

**Scrum Master:** In Scrum, the role responsible for ensuring the team lives Agile values and principles and follows the processes and practices the team agreed to; shares information with the larger project team and helps the team focus on doing their best work

**Scrum of Scrums:** A technique for integrating the work of multiple, smaller Scrum Teams working on the same project or solution

**Solution Design Sprint:** An entire Sprint spent working solely on the solution design

**Spotify model:** The Spotify organization’s version of the Agile approach; focuses on culture, team autonomy, communication, accountability, and quality to increase agility

**Sprint:** A timeboxed iteration where a planned amount of work is done

**Sprint Backlog:** The set of Product Backlog items that are selected to be completed during the upcoming Sprint

**Sprint Planning:** Refers to when the entire Scrum Team comes together to map out what will be done during the Sprint

**Sprint Retrospective:** An essential meeting of up to three hours for the Scrum Team to take a step back, reflect, and identify improvements about how to work together as a team

**Sprint Review:** A meeting with the entire Scrum Team where the product is demonstrated to determine which aspects are finished and which aren’t

**Stacey Matrix:** A framework developed to help project managers identify the complexities of their environment so they can adapt their style of decision-making; enables a project manager to consider the knowns and unknowns within their project based on implementation and requirements

**Story points:** A method for estimating user stories, tasks, and backlog items by assigning a point value based on effort and risk

T

**T-shirt sizes:** A way to estimate what is needed for a work effort in terms of time, budget, and energy by categorizing it as XS, S, M, L, XL, or XXL

**Team dynamics and culture:** Refers to creating an effective team culture that is inclusive, supportive, and empowering; one of the four themes of the Agile principles

**Three pillars of Scrum:** The foundational concepts on which Scrum is based: transparency, inspection, and adaptation

**Timebox:** A Scrum concept that refers to the estimated duration for an event

**Transparency:** Making the most significant aspects of the work visible to those responsible for the outcome; one of the three pillars of Scrum

U

**Uncertainty:** A lack of predictability or high potential for surprise

**User story:** A short, simple description of a feature told from the perspective of the user

V

**Value delivery:** Refers to delivering the work as quickly as possible to get feedback and mitigate time risk; one of the four themes of the Agile principles

**Value roadmap:** An Agile way of mapping out the timelines and requirements for the product-development process

**Velocity:** A measure of the amount of work a team can take on during a single Sprint

**Volatility:** The rate of change and churn in a business or situation

**VUCA:** The conditions that affect organizations in a changing and complex world; stands for volatility, uncertainty, complexity, and ambiguity

W

**Waterfall project management:** A project management methodology that refers to the sequential or linear ordering of phases

**Work-in-progress (WIP) limit:** A constraint on how many work items are actively being worked on at any given time