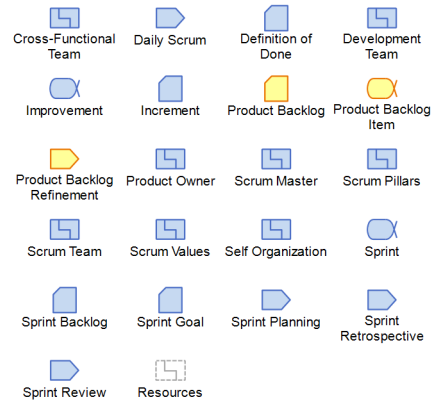


Scrum Essentials

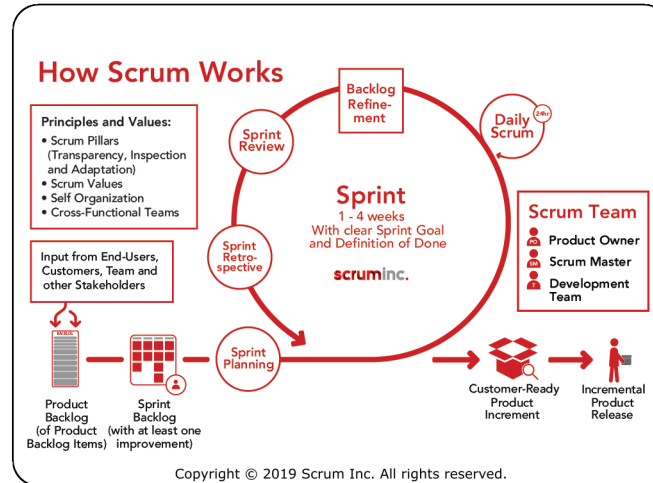
Scrum is a framework for developing, delivering, and sustaining complex products.



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Cross-Functional Team

Cross-functional teams have all the competencies needed to accomplish the work without depending on others not part of the team.

Cross-functional teams are proven to be more flexible, creative and productive than teams that specialize in only one of the competencies needed to get the work done.

Applies to: Team

Supports: Scrum Team



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Daily Scrum

Plan and replan the work for the next 24 hours to optimize team collaboration and performance. Held daily, this is 15-minute time-boxed event for the Development Team.

Sprint: Planned



Work: Under Control (contributes to)

Sprint Backlog: Forecast or beyond



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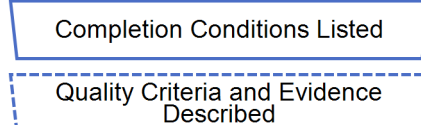
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Definition of Done

The quality criteria used to assess when work is complete on the product Increment. Any one product or system should have a definition of done that is standard for any work done on it.



Describes: Way of Working



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Development Team

The Development Team consists of professionals who do the work of delivering a potentially releasable Increment of “Done” product at the end of each Sprint.

The development team is:

- Self-Organizing
- Cross-Functional
- Accountable
- Small with 3 – 9 team members

It acts as ‘one team’ and has all the skills needed to produce a working tested increment.

Part of: Scrum Team



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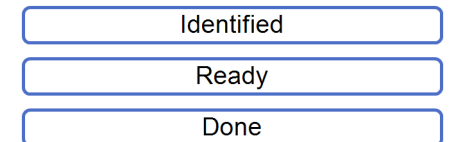
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Improvement

An action to be taken to improve the way a Scrum Team does its work.



Relates to: Way of Working



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Increment

The sum of all the Product Backlog Items completed during a Sprint and the value of the Increments of all previous Sprints. The Increment must be “Done” which means it must be in a usable condition and meet the Definition of Done.

Product Backlog Items Listed

Value Quantified

Describes:  Sprint



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Product Backlog

An ordered list of everything that is known to be needed in the product. The single source of requirements for any changes to be made to the product. The items in the Product Backlog are known as Product Backlog Items.

Items Ordered

Describes:  Requirements



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Product Backlog Item

A change to be made to the product in a future release (for example a feature, function, requirement, enhancement or fix).

Identified

Ready

Done

Relates to:  Requirements



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Product Backlog Refinement

The on-going process of adding detail, estimates, and order to the items in the Product Backlog. A whole team activity led by the Product Owner.


 Requirements


Understand the Requirements

3★
Stakeholder Representation

2★
Leadership

... and all other competencies

 Product Backlog: Items Ordered

 Product Backlog Item: Ready



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Product Owner

The Product Owner is responsible for maximizing the value of the product resulting from the work of the Development Team. They are the sole person responsible for managing the Product Backlog ensuring:

- The Product Backlog Items are clearly expressed
- The Product Backlog is ordered, visible, transparent and clear to all
- The development team understand the Product Backlog Items.

Part of:  Scrum Team



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Scrum Master

The Scrum Master is responsible for ensuring that Scrum is understood and enacted. They are a servant leader for the Scrum Team.

Amongst other things they help:

- Facilitate Scrum events
- Remove impediments
- Promote agility
- Everyone understand Scrum
- The Product Owner effectively manage the Product Backlog
- The Development Team create high-value products

Part of:  Scrum Team



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Scrum Pillars

Scrum is founded on empirical process control theory, or empiricism. Three pillars uphold every implementation of empirical process control:

- Transparency
- Inspection
- Adaptation

In turn they are the foundation of every successful Scrum implementation.

Applies to:  Team and
 Way of Working



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Scrum Team

The Scrum Team consists of a Product Owner, the Development Team, and a Scrum Master.

Scrum Teams are:

- Self organizing
- Cross-functional
- Flexible
- Creative
- Productive

Scrum Teams deliver products iteratively and incrementally, maximizing opportunities for feedback.

Applies to:  Team



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Scrum Values

Successful use of Scrum depends on people living the five Scrum Values:

- Commitment
- Courage
- Focus
- Openness
- Respect

When these values are embodied and lived by the Scrum Team the Scrum Pillars of transparency, inspection and adaptation come to life and build trust for everyone.

Applies to: Team



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Self Organization

Self-organizing teams are teams that choose how to best accomplish their work, rather than being directed by others outside the team.

For any form of complex work, self-organizing teams are proven to be more flexible, creative and productive than teams that are told how to do their work.

Applies to: Team

Supports: Scrum Team



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Sprint

A time-box of one month or less during which a “Done”, useable and potentially shippable Increment is created. A new Sprint starts immediately after the conclusion of the previous Sprint.

Scheduled

Planned

Reviewed

Relates to: Work



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Sprint Backlog

The set of Product Backlog Items selected for the Sprint, plus a plan for delivering the Increment and realizing the Sprint Goal. It includes at least one Improvement identified at the last Sprint Retrospective. It makes visible all of the work the Development Team identifies as necessary to meet the Sprint Goal.

Forecast

Other Detail Captured

Describes: Sprint



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Sprint Goal

An objective set for the Sprint that can be met through the implementation of the Product Backlog. It provides guidance on why the Increment is being built.

Objective Clear

Describes: Sprint



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Sprint Planning

Collaboratively plan the work to be performed in the Sprint and agree what can be delivered in the Sprint's Increment. A time-boxed event of no more than 8 hours for a one-month Sprint (shorter for shorter Sprints).

Product Backlog: Items Ordered

Sprint: Scheduled

Coordinate Activity

1 Leadership 2 Management ... and all other competencies

Sprint: Planned

Sprint Backlog: Forecast or beyond

Sprint Goal: Objective Clear



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Sprint Retrospective

An opportunity for the Scrum Team to inspect itself and create a plan for Improvements to be enacted in the next Sprint. A time-boxed event of no more than 3 hours for a one-month Sprint (shorter for shorter Sprints).

Support the Team

3 Leadership 2 Management ... and all other competencies

Improvement: Ready or beyond



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Sprint Review

An informal meeting, held at the end of the Sprint, to inspect the Increment and adapt the Product Backlog. A time-boxed event of no more than 4 hours for a one-month Sprint (shorter for shorter Sprints).

Product Backlog: Items Ordered

Increment: Product Backlog Items Listed or beyond

Track Progress

3 Stakeholder Representation 3 Leadership ... and all other competencies

Product Backlog: Items Ordered

Product Backlog Item: Identified

Sprint: Reviewed



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SCRUM ESSENTIALS

The essence of Scrum presented as a deck of cards.

The cards act as an interactive glossary in support of the Scrum Guide™. Use the cards to:

- Act as a quick reference
- Improve your Scrum implementation
- Play games
- Perform health-checks
- Integrate Scrum with other practices

ABOUT SCRUM ESSENTIALS

These cards were produced by Ivar Jacobson International with support by Scrum Inc. They capture the essence of the Scrum Guide™ (as published in November 2017).

- Find the official Scrum Guide at: [scrumguides.org](https://www.scrumguides.org)
- For more information about how to use the cards, visit [ivarjacobson.com](https://www.ivarjacobson.com)

SCRUM ESSENTIALS



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(Card 1 of 2)

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