SCRUM

Named product owner (PO)	Have Definition of Done (DoD)	
PO is empowered to prioritize	Achievable within each sprint	
PO has enough time for the team	Team respects DoD	
Team has a sprint backlog	Retrospective happens after every sprint	
Highly visible	Results in concrete improvement proposals	
Updated daily	Prioritized proposals actually get implemented	
Owned exclusively by the team	Whole team + PO participates	
Daily standup happens	PO has a product backlog (PBL)	
Whole team participates	Top items are prioritized by business value	
Problems & impediments are surfaced	Top items are estimated	
PO participates at least a few times per week	Estimates written by the team	
Max. 15 minutes	Top items small enough to fit in a sprint	
Have sprint planning meetings Timeboxed iterations (scrum)		
PO participates	Iteration length 4 weeks or less	
PO brings up-to-date PBL	Always end on time	
Whole team participates	Team not disrupted or controlled by outsiders	
Results in a sprint plan	Team usually delivers what they committed to	
Whole team believes plan is achievable		
	Based on original by Henrik Kniberg	

X	Demo happens after every sprint	
	Shows working, tested software	
	Feedback received from stakeholders & PO	
X	Team has all skills needed to bring backlog items to Done	
	Team members not locked into specific roles	
X	PO has clear vision that is in sync with PBL	
X	PBL and product vision is highly visible	
	PO available when team is estimating	
X	Estimate relative size (story points) rather than time	
	Team has a sprint burndown chart	
	Highly visible	
	Updated daily	

Whole team knows top 1-3 impediments		
SM has strategy for how to fix top impediment		
SM focusing on removing impediments		
Escalated to management when team can't solve		
Velocity is measured		
All items in sprint plan have an estimate		
PO uses velocity for release planning		
Velocity only includes items that are Done		
Team has a Scrum Master (SM)		
SM sits with the team		
Date: 13.2.2017		
Team: WEBHAIL		
Score: 38/63		

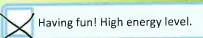
Scaling

You have a Chief Product Owner (if many POs)

Dependent teams do Scrum of Scrums

Dependent teams integrate within each sprint

Positive indicators



Overtime work is rare and happens voluntarily

Discussing, criticizing, and experimenting with the process

