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Scrum Events Cheat Sheets
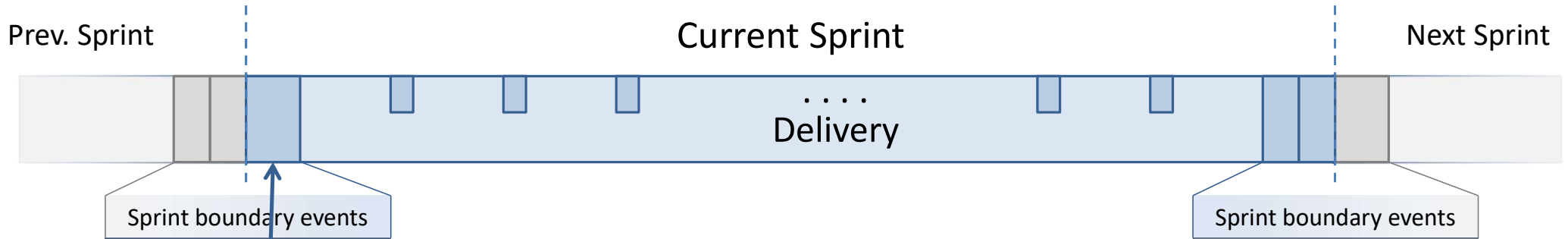
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The purpose of these cheat sheets is to help new teams and Scrum Masters to conduct the Scrum events in a meaningful way. If you are pondering if you should use Scrum in your team, it should help you by giving a practical insight on how Scrum events look like.

Use the cheat sheets to get off the ground quickly and keep it for your reference, but do not use it as holy scripture on the longer term. Keep experimenting, learning and finding new ways to succeed. Always remember: These cheat sheets and Scrum in general are great ways to start, but are just temporary stations in your continuous improvement journey towards thriving in a complex environment.
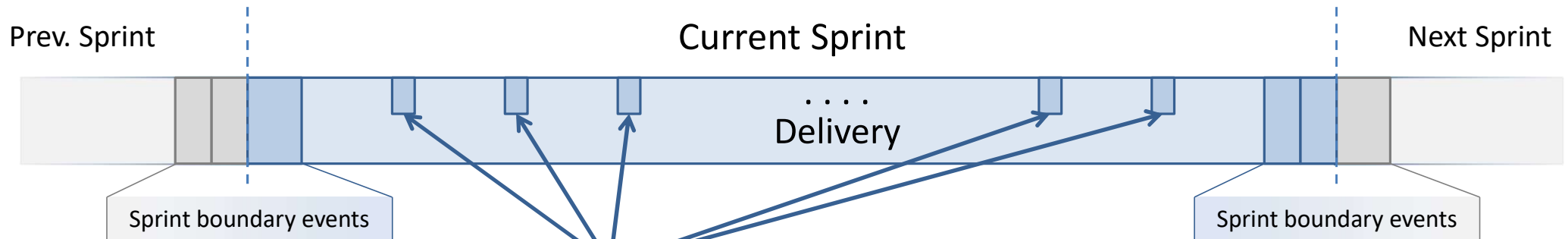
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Find other tools like this in our Knowledge Base

HALKEON

Prev. Sprint | Current Sprint | Next Sprint

Delivery

Sprint boundary events

Sprint boundary events

Sprint Planning	Daily Scrum	Sprint Review	Retrospective

Preparation   Duration: max. 2 h for a 1 week Sprint
1. Refine the Product Backlog. Have 2–3 Sprints worth of ready, estimated PBIs (Product Backlog Items) (DoR) PO
2. Gather team absence/presence info SM
Have a well known, typical, not too big baseline PBI for the relative Story Point estimation (:= 3 SP) SM

Planning, 1st half
1. Show ready backlog items. Suggest Sprint Goal only if really needed PO
2. Capacity planning: SPs expected to be delivered based on past velocities and absence/presence SM
3. Estimate Buffer for maintenance & support activities DevTeam
   for non-foreseeable, max priority work items, e.g. support, bug fixing, fixing infrastructure, ad-hoc refactoring, etc… All
4. Create Sprint Backlog by pulling estimated PBIs from the Product Backlog DevTeam
5. Formulate the Sprint Goal All

Planning, 2nd half
6. Discuss how to achieve the Sprint Goal, how to deliver the chosen PBIs and how to start the Sprint DevTeam
   Leave only when you are aligned on "Who works on what with whom" for the coming few days. Don't start too many
   PBIs in parallel, swarm/pair up instead! Don't assign individual "owners" to PBIs – the whole Team is responsible for them
7. Summarize shortly the result of #6 DevTeam

Post-Planning
1. Update the Scrum Board SM

Story Point estimation

Easy   Normal   Problematic
0 ½ 1 2 3 5 8 13 20 40 100 ?

Read more here: https://janfarkas.com/wasting-time-in-scrum-theatre-sprint-planning/

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Aim of the Daily   Duration: max. 15 min
- Rolled planning of the delivery team members to align "Who does what with whom" in the coming 1–2 days
- Allow team members to align and collaborate on reaching the Sprint Goal and clearing the Scrum Board
  Team members are expected to actively ask for help from others and to offer help to others
- Identify impediments and define concrete actions to lift them
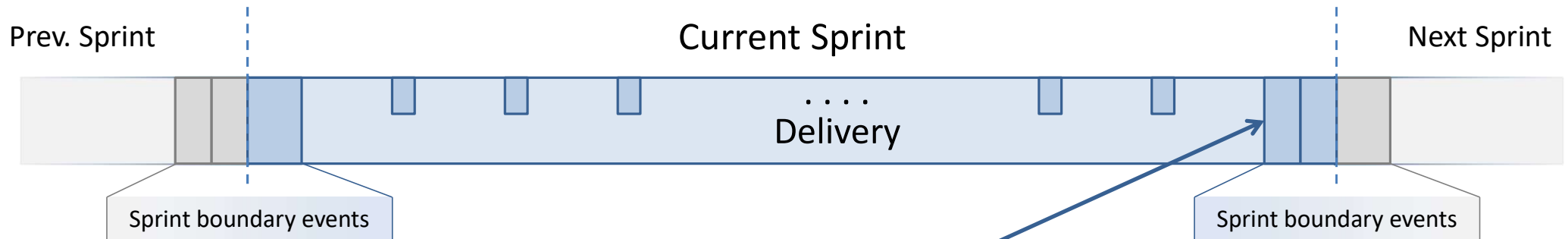- Identify topics in need of detailed discussion and schedule separate time for them if needed

Course of the Daily
1. The Daily is free-form, the DevTeam experiments on how to conduct it most effectively. Consider the following: DevTeam
   a) Are we on track to achieving the Sprint Goal? If not, what can we do now to increase the chance of delivery?
   b) Do we know "Who does what with whom" in the coming 1–2 days?
   c) Are we aligned on where we are and what shall we focus on?
   d) Do I see any impediments/blockers? Where could I use some input or help? Where can I be of help?
2. It can help to summarize the decisions and actions at the end DevTeam or SM (if present)

Common pitfalls to avoid
1. Making the Daily a status report meeting, where everybody's reporting to a perceived "Boss" figure
2. Going into the details. Don't speak for too long!
3. Losing focus. Busywork: Work aligned neither with the Sprint Goal/Sprint Backlog Items nor with the Interrupt Buffer
4. Identifying impediments but not deciding on actions to be taken (even if it's just scheduling a follow-up discussion)
5. Allowing the Daily to take longer than 15 minutes

Read more here: https://janfarkas.com/wasting-time-in-scrum-theatre-daily-scrum/

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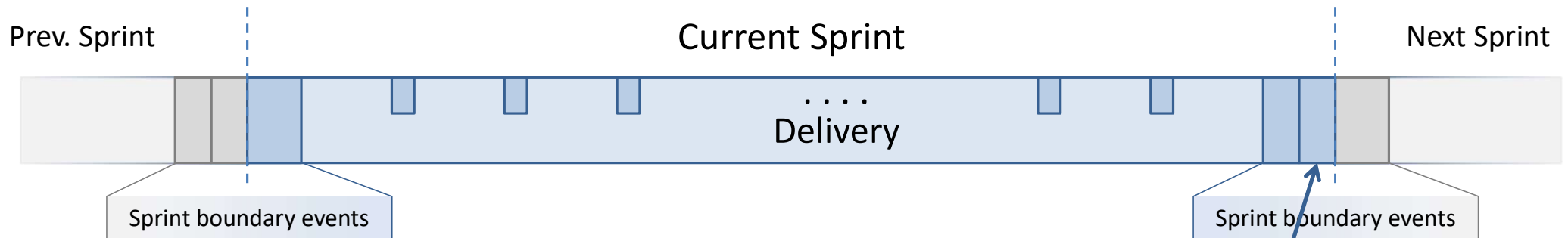**Aim of the Review**

Duration: max. 1 h for a 1 week Sprint

1. Review what has been done and what not during the Sprint
2. Give and elicit feedback to/from stakeholders in an informal way
3. Foster learning and collaboration with the stakeholders

Review

1. With external stakeholders (ideally including customers):
    1. Review the Sprint Goal PO
    2. Demo the new Product Increment DevTeam, PO
    3. Q & A Stakeholders, All
2. Discuss Sprint Backlog Items (SBI) "Done" and the work done for the Interrupt Buffer PO
3. Calculate the velocity of the team SM
4. Discuss SBIs *not* Done. Put such items back into the Product Backlog, estimate remaining work at Planning PO
5. Discuss remaining work in Interrupt Buffer. Create these as separate Product Backlog Items, estimate at Planning PO
6. Discuss that during the development… (Note: This is a technical discussion – everything non-tech → Retro) DevTeam
    a) … what went well? What did we learn from these technically?
    b) … what problems occurred? Why?
    c) … how these problems were solved? Any technical learnings from these?
7. Optional: Review the Kaizen and the resulting process improvement (can be done at the Retro as well) SM
8. Discuss the current status of the Product Backlog PO
9. Review the big picture based on the Product Backlog, e.g. progress, vision, why, forecasts, … PO / scaled PO (if exists)

Read more here: https://janfarkas.com/wasting-time-in-scrum-theatre-sprint_review/

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Retrospective:

Duration: max. 1 h for a 1 week Sprint
Team Retros are closed for non-team-members!

1. Record the Satisfaction Metric with Satisfaction Poker SM
   Figure out some meaningful questions, track answer history (confidential!)
   "How satisfied are you with… your role in the Team?", "…the Team's role in the Company/Program/Dept.?", "… the Team's achievements this Sprint?", "… your personal achievements this Sprint?"
1. Discuss the Team's satisfaction and make a list of the key observations SM
   - Why do you feel the way you do? Why did it change the way it did in this Sprint?
   - What one thing would make you happier the next Sprint?
   - What did you like in the last Sprint you'd like to keep?
   - What you didn't like? What shall we do less / stop doing? Where could we improve?
   - What did you miss? What shall we do more / start doing?
   - Was there a Sprint-wide impediment?
2. Occasionally: Revisit some past Kaizens. Do the resulting process improvements still have an effect? SM
3. Choose the Kaizen of the next Sprint based on the list of observations. Gather actions and ideas for small experiments on how to improve and how to measure the improvement All

Satisfaction Metric

Bad   OK   Good
1 2 3 4 5 6 7 8 9

Post-Retrospective:

1. Record the Kaizen on the Scrum Board SM
2. Compare the satisfaction and the list of observations to that of the previous Sprints. Is there a pattern? SM
3. Come up with a plan to improve the situation. Collect ideas on how to keep the Retro effective and interesting SM
4. If needed: Schedule a meeting with the Team to work on the Kaizen together SM

Read more here: https://janfarkas.com/wasting-time-in-scrum-theatre-sprint_retrospective/