

Certified Scrum Product Owner



Participants Workbook

Peter Stevens
peter@saat-network.ch



Name: _____

Space for your notes

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Original Author:

Peter Stevens, peter@saat-network.ch

Revision History

- v1.12 Removed self evaluation on the roles, reordered text for better flow, updated Scrum as a story map
- v1.11 Added Section on Brainstorming, updated exercise to create a backlog, updated section on Personal Agility.
- v.120 Integrate corrections (typo etc) from Discovering Scrum Workshop, Update with Scrum Alliance path to CSP and current mentoring offerings

Additional Contributors

If you make additions or changes to this work, please

- Add your name to the list of contributors
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- Send a source version of your update to the Original Author.

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You are welcome to contact the Original Author to join the project to develop and maintain these materials.

More space for your notes :-)

What Are Your Goals For This Course?

Possible Agenda

Successful Course

- What Are The Core Principles Of Scrum? 15 → Inspect And Adapt
- What Are Your Goals For This Course? 17 → Validated Backlog
- How To Get Stakeholders To Agree On Priorities? 17 → A Simple Strategy
- How Can We Work Together More Effectively? 18 → Working Agreements

Core Scrum

- How Does Scrum Work? 19 → Annotated Story Map
- What Does A Product Owner Do? → First A-Ha Moments
- What Happens When? 25 → The Scrum Activities
- What Does It Mean To Be Agile? → Scrum Values And Principles
- How Does Scrum Work? 19 → The Scrum Flow
- Who Is Responsible For What? 31 → The Scrum Roles
- When Is Something (really) Done? 38 → Definition Of Done / Product Increment

Agile Practices

- How To Organize Work? → The Task Board
- How To Monitor Progress? 40 → The Burn Down Chart
- How To React To Change? 42 → Prioritize And Visualize

Vision ⇒ Backlog ⇒ Product

- How Do You Work With Customers And Stakeholders? Video → A-Ha! Moments
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- Which Features Must Be Present? → Minimum Marketable Feature Set
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- How Do You Create A Product Backlog From A Vision? 55 → Initial Product Backlog
- How To Get The Backlog Ready For Implementation? 56

Feel The Passion!

- How Can A Dev Team Improve Its Performance? 58 → Trim, Prioritize & Focus
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- Sprint! /Create your MVP 57 → Create A Minimum Viable Product

Scrum And The Organization

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1. About Peter Stevens

As a Swiss-American Scrum Trainer, my goal is not just to teach Agile values and practices, but to live them and share the passion that makes Scrum special!

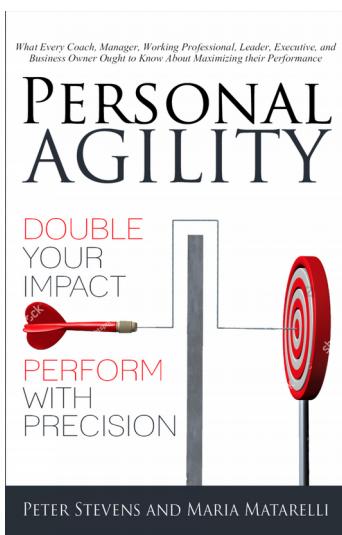


My mission is to enable you to transform your world for the better!

I believe that Agile, Scrum and Lean Startup are transforming the world of work. This transformation is driven by people who are passionate about its potential for their own daily lives.

As a Certified Scrum Trainer, I am mostly active in Switzerland, Portugal and Italy. As a coach, my focus is on enabling start-ups to medium companies to meet the challenge of today's economy.

I have taught Scrum, the Agile mindset, and related practices to thousands of developers, project leaders, product managers, and line managers. My customers include many well known organizations in Switzerland and beyond. In 2012, I co-initiated the Stoos Network to rethink management.



Personal Agility is a simple framework to help you do more that matters. You can get more satisfaction in your life and achieve more at work.

Learn more and get free chapters at www.MyPersonalAgility.org!

Contact:

- peter@saat-network.ch <http://saat-network.ch>
- tel: +4179-422-6722 Skype: peterstev
- Twitter: @peterstev

"We are uncovering better ways of doing what we do, by doing it and by helping others to do the same."

A-Ha! Moments

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10

To do back in the office:

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10

A-Ha! Moments

1

2

3

4

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To do back in the office:

1

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A-Ha! Moments

1

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To do back in the office:

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2. What Are The Career Paths In Scrum?

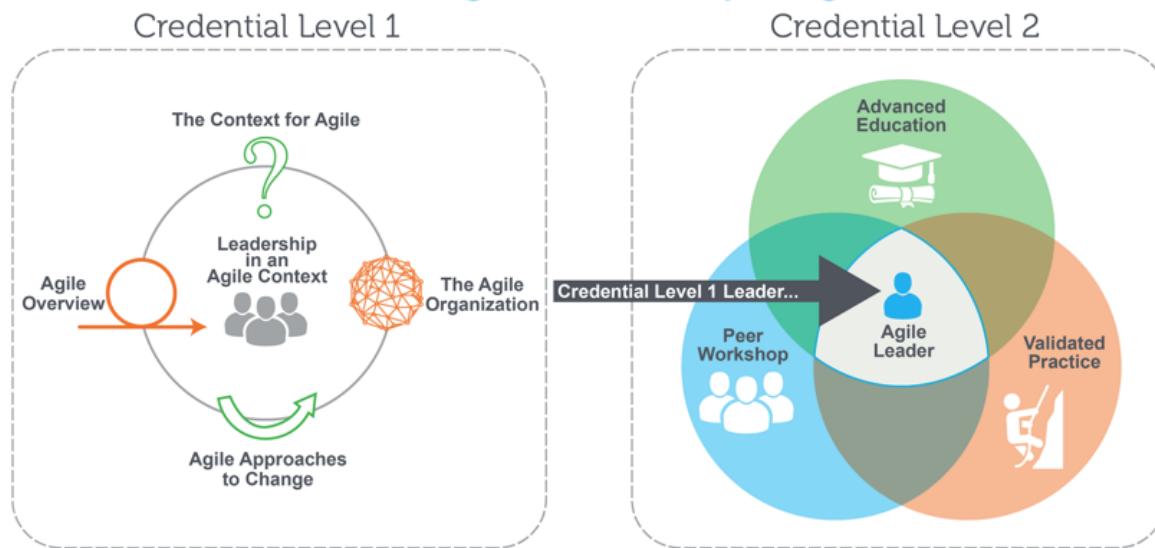
PATH TO CSP®



Interested in more information on Path to CSP®
Contact support at support@scrumalliance.org



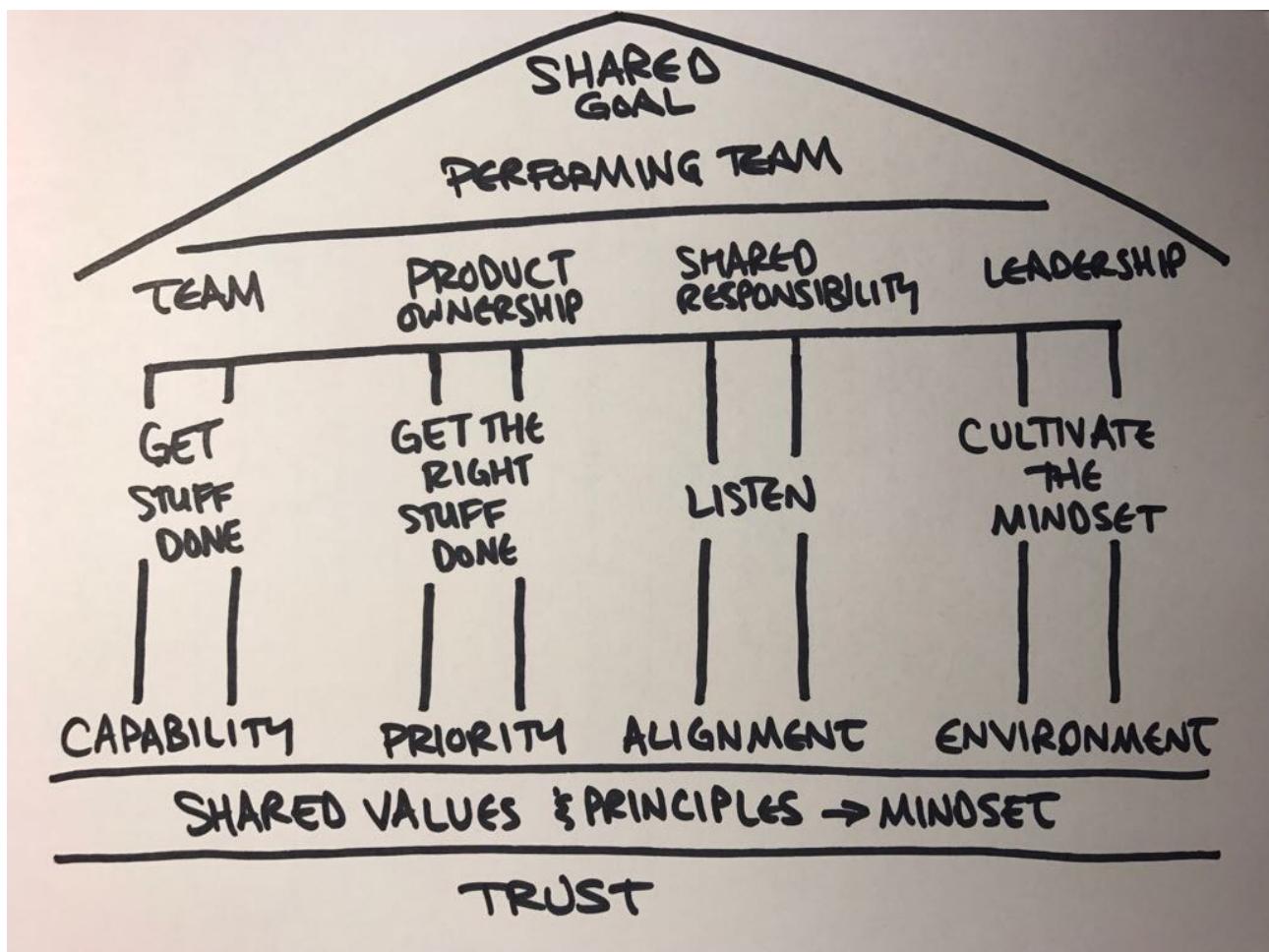
Certified Agile Leadership Program



<https://www.scrumalliance.org/certifications>

<https://www.scrumalliance.org/agile-leadership>

3. Mentoring and Support And Problem Solving



Achieving Performance through Agile: Group Mentoring with Peter Stevens

For Project Managers, Managers, Scrum Masters, Product Owners and other Agile Leaders

4. What's on the Dropbox?

Top Level Directory	File / Subdirectory	Description
00_README.TXT		Information for using the dropbox
01_Preparation	11_DoBetterScrum-v2-XX-Peter Hundermark.pdf 12_CoreScrum-XX.pdf 12_CoreScrum-revised.001-EN.pdf 13_ScrumGlossary-XX-v002.pdf 14_Course-Backlog-As-Stories.pdf	Peter Hundermark's Guide to Scrum Scrum Alliance reference for the CSM Test Proposed revision to Core Scrum A guide to frequently used terms in Scrum Backlog of topics we might cover in this course
02_Material	00_Scrum Literature-EN.pdf 00_Scrum Videos.pdf 01 Authoritative Information 02 Practitioners Guides 11 Class Exercises 12 Samples and Templates 21 Other Stuff	Useful information Suggested Readings Video (often used in courses) Sources considered authoritative in the Scrum Community Guides Written by Leading Figures in the Agile Community Material Used in Class Samples and Templates which might be useful to you... exactly what it says
03_Presentation	DE_CSPO EN_CSPO	Current Version of my German language slides Current Version of my English language slides

5. What Are The Core Principles Of Scrum?

Connection

Stand Up!

- Form a pair with someone you don't know well
- Interview each other
- Why are you here?
- What are your 3 principal goals at work?
- What is preventing you from achieving these goals?

Repeat until you have talked with 3 people.

When you're finished, take a seat next to the **last person** you spoke with. This will be your (first) pairing partner.

Concrete Practice

Prepare the impediments dashboard!

Explain "SMART" goals to your pairing partner, if needed.

Write your most important goal (one goal!) on a yellow card. Write your biggest impediment on a red card.

Time-box 3:00

Pairing

With your pairing partner, challenge each others goals. Is it SMART? Does it mean the recommendations for cards? If you want to rewrite your card, use the back of the card. Place your goal and your impediment next to each other on the impediments dashboard.

Time-box 3:00

"Departmental Scrum"

Stand with your table-mates around your impediments dashboard.

Each person reports to the group in 45 seconds:

- Who are you? Where do you work?
- Your biggest goal
- Your biggest impediment

One person keeps time. That person sounds the gong when a 45s time-box is up and immediately resets the timer for the next person. No pauses, just pass a talking stick from one person to the next. It's OK to finish (and pass the talking stick) early.

Time-box per person: 0:45

Overall time-box: (depend on team size): 6 people / Table: 5:00, 7 people: 6:00, 8 people: 7:00.

Summary

The core principle of Scrum is _____ and _____.

The essential patterns are:

1. Inspect and Adapt at Regular intervals
2. Produce something of value at regular intervals
3. An interdisciplinary team solves the whole problem.
4. One voice speaks for the customer and other stakeholders.
5. A coach helps people improve their performance.
6. Leadership guides and helps, and knows when to stay out of the way

Common failure patterns are:

1. _____
2. _____
3. _____
4. _____

Like weeds in a garden, evil is something you will never get rid of entirely. But you need to keep it in check otherwise you suffer negative consequences! Too many weeds in the garden means no tomatoes.

What should consider as evil in your project, and keep to a minimum?

1. _____
2. _____
3. _____

6. How To Get Stakeholders To Agree On Priorities?

1. Identify your goals

On a **blue card**, complete this sentence in 25 words or less:

This course will be a success for me if after this course, I can _____

When done, please give the instructor your blue card. Write your goal here too for reference.

Time-box: 3:00

2. Identify Key Features to Achieve Your Goals

What three questions would, if answered, best help you to achieve your course goal? Look at the previous pages, If you can find your question, or if you find it contained in an existing question, write that question on a small yellow post-it. If none of those questions really matches, you can formulate your own question.

Time-box: 3:00

3. Listen to other stakeholders' requirements

Table exercise. Each person explains their goal and their questions to their table mates. 1 Minute per person. Use a talking stick and have someone be timekeeper.

During this time, it is OK to ask clarifying questions, but not to debate or argue. The goal is understanding. If you decide a question that you heard is more important than one you wrote, it is OK to change your question.

Total time-box, 7:00.

4. Identify commonalities.

Place cards with the same question next to each other. Count the number of times each question was asked.

5. Start where you agree

Sort the cards by number of votes. The top 2 to 4 points are where you all agree. This is where you should begin. Leave the points where you disagree for later.

6. Delegate a representative to take your priorities to the next level.

In our case, bring the top 4 cards to the story map and enter the number of votes on the corresponding card. If you wrote a new cards, put it on the map in most appropriate place.

Put all other new cards on the parking lot.

7. How Can We Work Together More Effectively?

Connection

What agreements have you made with your colleagues so that you and they can work more effectively? What agreements have we already made in class? What effect have they had?

Time-box 2:00

Concepts

Agreement A binding, peer-to-peer decision, which constrains the behavior of the parties who made the agreement



I am in favor of this proposal



I cannot accept this proposal



I go with the team. Regardless of my preference, I abide by and support the teams decision. "Disagree and Commit."

Concrete Practice

1. What agreements could we make which would enable us to work more effectively?
Timber 3:00
2. What agreement would you propose to address this issue?? Timber 3:00
3. As a group, we will agree to address a few issues together.

Issue	Your Proposal	Our Agreement

Conclusion

Where do you find the Scrum Values (Openness, Honesty, Respect, Commitment, Focus) in our agreements?

8. How Does Scrum Work?

Connection

On the Story Map of Scrum (next page), write down as much as you know about each of the values, principles, roles, activities and artifacts. Time-box 1x 3:00

Note

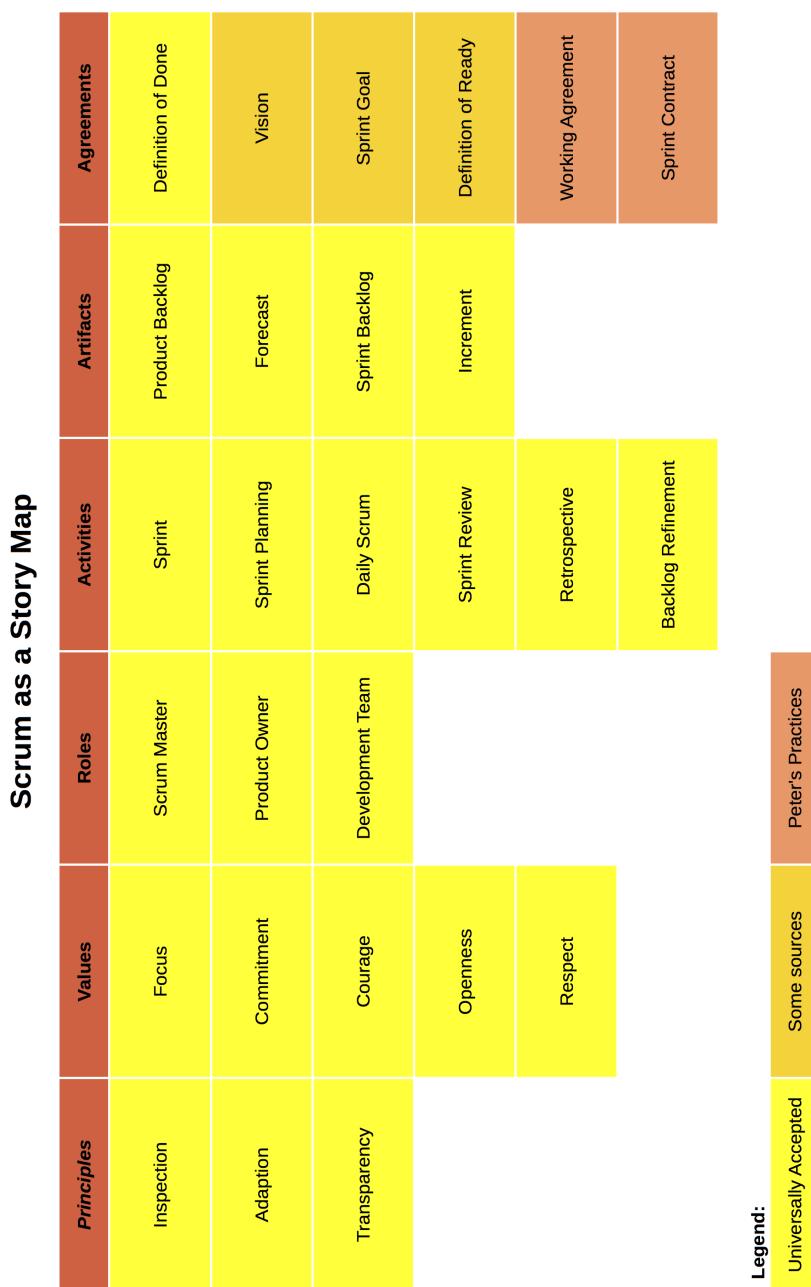
The Scrum Guide and Scrum Alliance consider Sprint Planning to be one meeting with two parts, corresponding to Sprint Planning 1 and Sprint Planning 2. The time-box for Sprint Planning is simply the sum of both halves.

I prefer to consider Sprint Planning as two separate activities because they answer different questions, have different required participants, and scaling patterns treat the activities separately.

Answers

Answers can be found in CSPO-07-The Sprint.v0XX

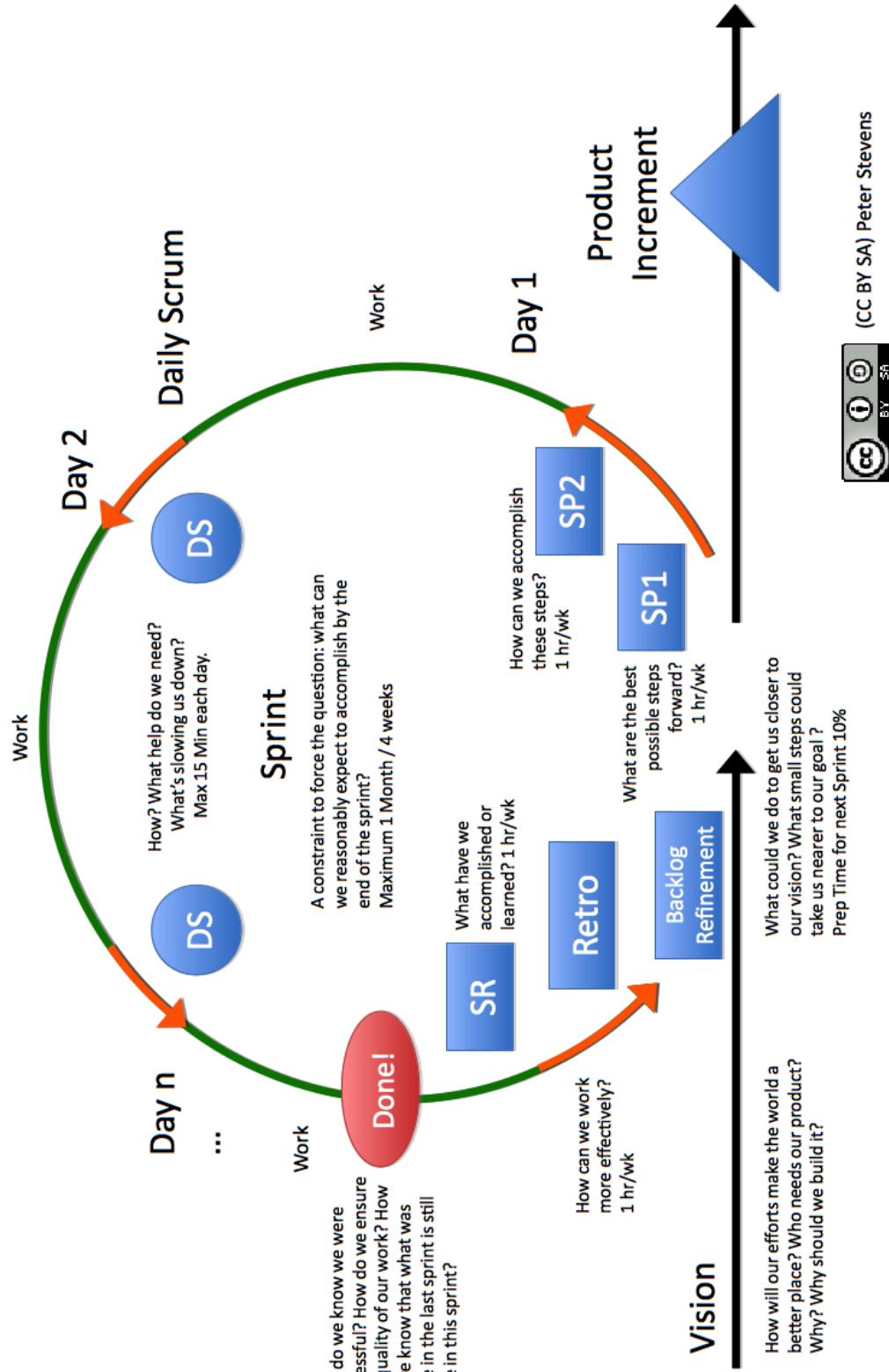
Scrum as Story Map



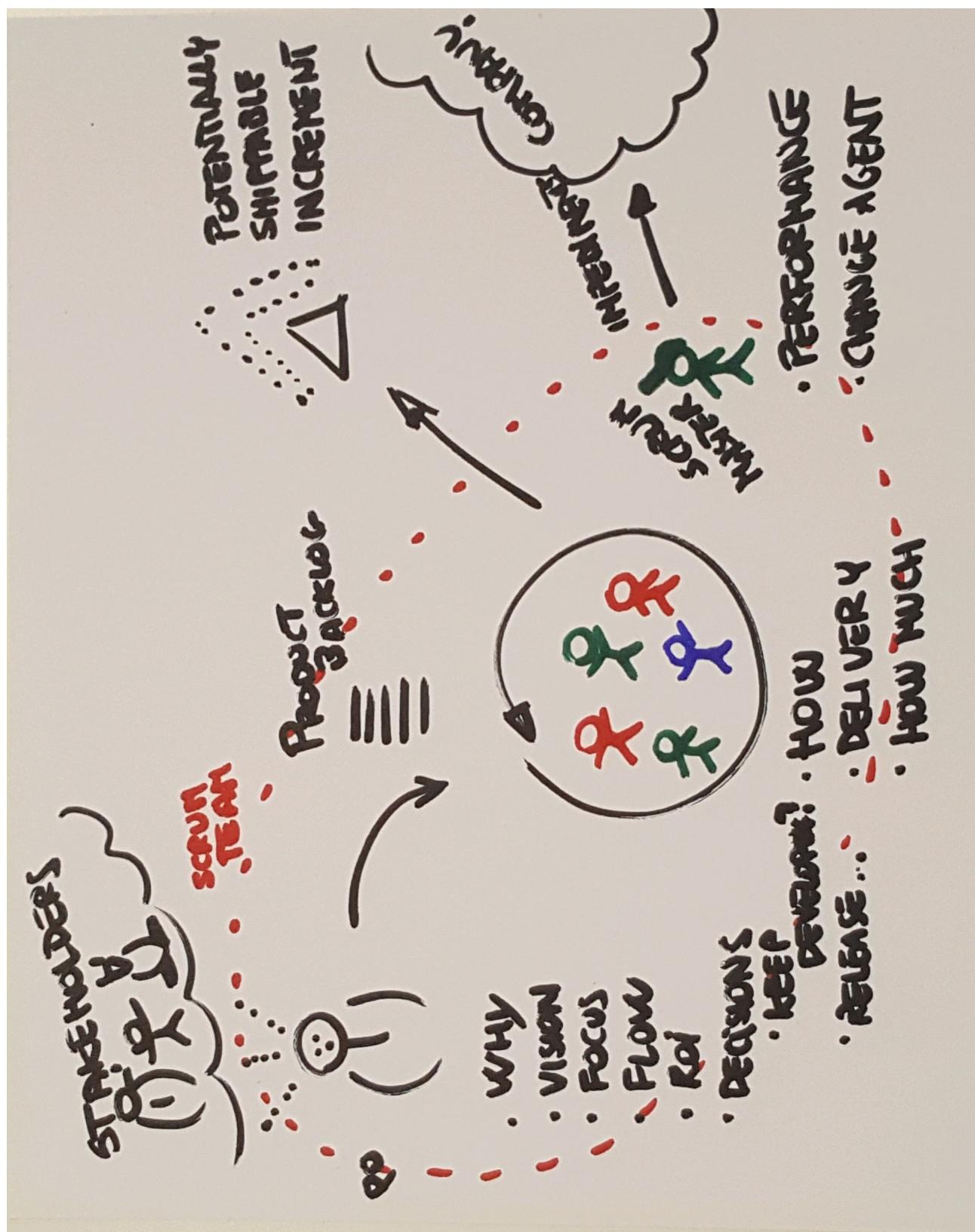
Scrum As Powerful Questions



Scrum Flow as Powerful Questions



Overview of Scrum roles and their responsibilities



The Elements of Scrum

Term	Meaning	
Scrum Principles	Scrum Implements empirical process control. The key pillars are inspection, adaption and transparency. Scrum does not tell you how to solve your problems. It helps you ensure that you are asking the right questions at the right time.	
Scrum Values	Focus, Commitment, Courage, Openness, Respect Scrum enables you to create an environment where you can live these and other values.	
Scrum Team	Consists of the three roles: Product Owner, Development Team, and Scrum Master. The Scrum Team collaborates to achieve a common goal. Also known as the “Whole Team.”	
Product Owner	“The world's ambassador to the team”. The Product Owner maximizes the value of the work done by the Team. The PO decides on priorities and has the final say whether something is done. The PO is ultimately responsible for the answering the question “Why?”	
Development Team	The Development Team (and only the Development Team) creates the solution. Often referred to simply as “the team,” they has all the skills necessary to get from “Idea” to “Done”. The team is responsible for “How?”. The team is protected from noise but not isolated from the organization.	
Scrum Master	The Scrum Master is responsible for ensuring Scrum is understood and enacted. “The team's ambassador to the world”. The key word is performance. A Scrum Master needs to be a trainer, facilitator, consultant, coach and change agent. When the teams needs something from the organization, the Scrum Master's job is to make it happen.	
Sprint	A time-boxed period for completing work. A Sprint consists of planning, doing and review, both of the results and of how the Team worked. All forecast work should be Done by the end of the Sprint.	Time Box: Max: 30 d / 1 m / 4 wks Typical: 2 wks
Sprint Planning	Sprint planning addresses 2 questions: What to accomplish this Sprint, and how to achieve it. Only high priority items that can be completed to “Done” may be taken into the sprint.	Time-box: 2/hr per week PO, DT: Must SM: Should Others: on invitation
Daily Scrum	A daily opportunity for the development team to inspect and adapt on their progress through the sprint. Three defined questions help them recognize that they need to talk to each other (preferably right after the Daily Scrum).	Time-box: 15 Minutes DT: Must SM: Should Others: Not invited
Sprint Review	An opportunity to inspect and adapt on the product. This event is held for the stakeholders. Forecasted functionality should be Done before this event starts.	Time-box: 1/hr per week PO, DT: Must SM: Should Others: On invitation of PO
Sprint Retrospective	An opportunity to inspect and adapt on the team and the process. The Development Team reflects on how they worked to identify improvements for the next Sprint. If issues (“impediments”) extend beyond a single team, management is expected to help resolve the situation promptly.	Time-box: 1/hr per week DT: Must Others: On invitation of DT

Term	Meaning
Product Backlog	The single source of requirements for the product under development. It consists of functional and non-functional requirements. It is not used to plan work or define intermediate artifacts, like a specification, which have no value for the customer or user.
Forecast	The subset of (by definition top priority) Product Backlog Items that the Team reasonably believes it can complete during the Sprint. (Often mistakenly called the Sprint Backlog). The Team is expected to respect the other constraints of the “Sprint Contract” as well.
Sprint Backlog	The Forecast, enriched with a technical concept and a task planning. The Sprint Backlog represents the Team's concept for achieving the goal set during Sprint Planning 1.
(Product) Increment	At least once per sprint the team must produce something of potential value to customers or stakeholders. For software, this is additional working functionality, in a state suitable for shipment. For hardware, this is often a potentially testable unit. For a startups this might be a step closer to being a viable company.
Definition of Done	A working agreement between all members of the Scrum team. Ensuring that backlog items are really done, each sprint ensures the quality of the product and makes release plans dependable.
Vision	Scrum doesn't really say what this is, but the Product Owner is expected to have one, to make sure that the stakeholders support it, and to ensure that the Development Team understands it. (In Personal Agility, this is called “What Really Matters”).
Sprint Goal	A business goal to be achieved through this sprint. This goal represents the best step forward given what you know today to achieving the Vision of the product.
Definition of Ready	Like the definition of Done for the Product Owner. Backlog items that are understood by the team, and small enough and well defined enough to fit into a sprint, are considered “Ready.”
Working Agreements	The basis for making additional improvements in team performance and effectiveness. Working agreements can be made within the Scrum Team or with other parts of the organization.
Sprint Contract	The working agreement between the Development Team and the Product Owner. Time, Cost and Quality are fixed. Scope (the Forecast) is firm, but variable. A good Scrum Team always delivers on time and on budget, and what it delivers, works. It may deliver more or less than forecast. The entire organization must respect the Sprint Contract, others forecasts and commitments made by the Team are meaningless.

9. What Happens When?

On your table, assign at least one person to each of the roles Product Owner, Scrum Master, Development Team and Customer/Stakeholder. Figure out together and fill in the worksheet below. Time-box: 5 minutes per activity, Total 16 minutes.

		Must	Should	Can
Sprint Planning 1	Who should be invited?			
	What is the goal of the meeting			
	Agenda – what are you going to talk about?			
	What do you not talk about?			
Sprint Review	Who should be invited?	Must	Should	Can
	What is the goal of the meeting			
	Agenda – what are you going to talk about?			
	What do you not talk about?			

	Who should be invited?	Must	Should	Can
Backlog Refinement (Release Planning) (Estimation Meeting)	What is the goal of the meeting			
	Agenda – what are you going to talk about?			
	What do you not talk about?			
	When will you hold this event?			

10. When is Scrum the Right Framework?

Step 1: Draw a line from each practice to the context for which it is most suited (left side).

Step 2: Draw a line each practice to the Framework it applies to (right side).

Time-box 2X 3:00

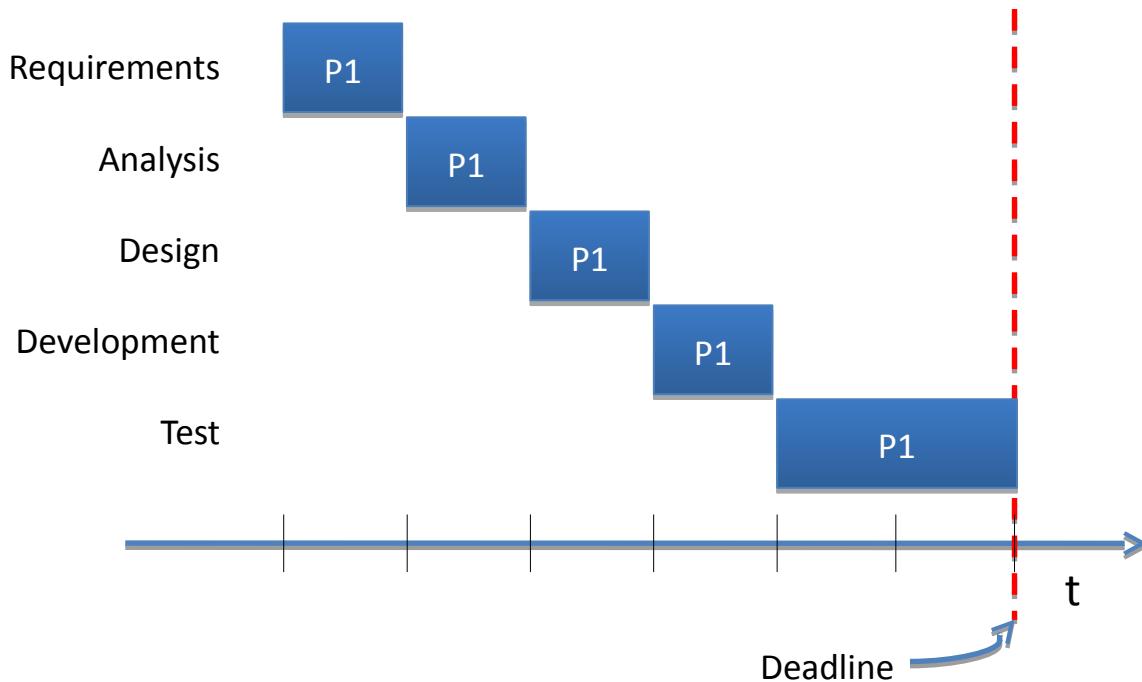
Context	Practice	Framework
Predictable Situation	Define a plan, follow the plan	(Defined Process) Classical Management
	Define milestones and check progress against milestones	
	Managers, Stakeholders and/or Customers decide	
	Bring specialists on board only when and as long as they are needed	(Empirical Process) Scrum
	Well-defined processes, carefully followed, ensure predictable results	
	Inspect & Adapt at regular intervals	
Unpredictable	Produce something of potential value at regular intervals	
	An interdisciplinary team solves the whole problem together	
	One voice speaks for the customer, user or stakeholders	
	A coach helps everybody get better	
	Management leads and guides, and knows when to stay out of the way	

Bonus question: Do the people involved want to do Scrum?

11. How is Scrum Different?

Connect

In a phase-oriented (“waterfall”) project, work is passed from one specialist to another until the deliverable is produced:

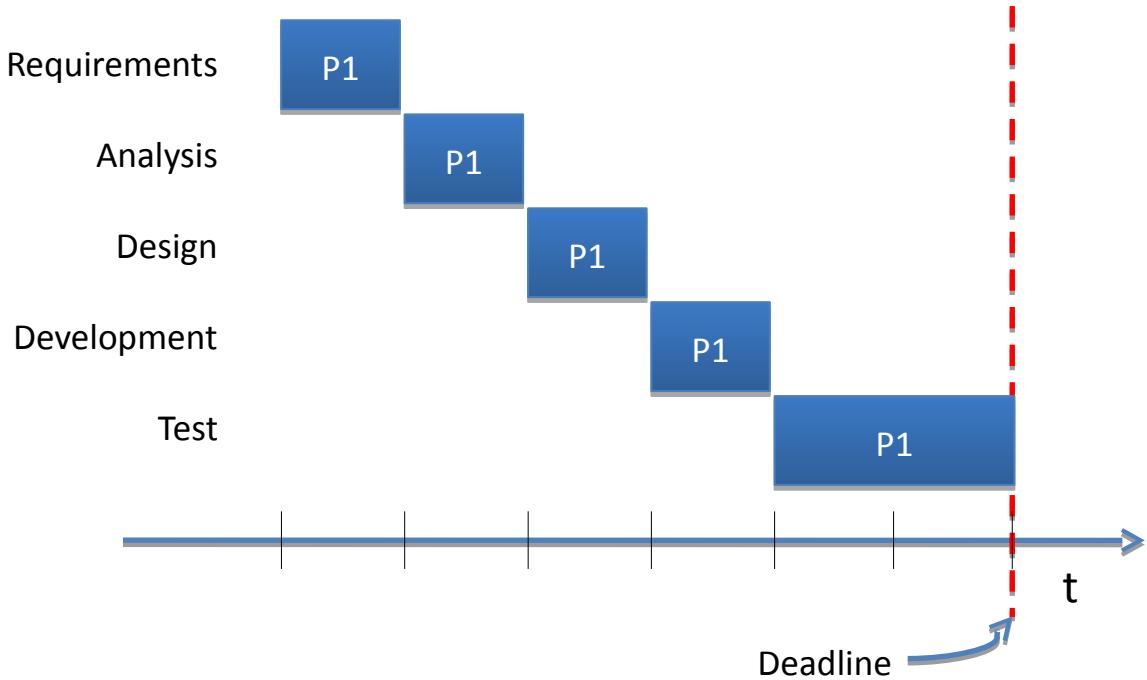


When can you release value to the customer?

If the analysis phase is delayed, what will happen to the expected delivery date? What will happen to the deadline? Update the picture to illustrate the impact.

Big Picture

Update the chart below to illustrate the staff utilization through the preceding project (P0) and subsequent projects (P2, P3, P4...). Assume that each phase of the other projects takes the same time as the corresponding phase in P1.



Dependencies

How will a delay in the Analysis phase of P1 impact the schedule for P1? How will it impact P2, P3, and P4 etc.? What phase is not impacted by the delay in P1's analysis phase?

How is Scrum Different?

In Scrum, all of the skills needed to get a project from “idea” to “done” (in this case Requirements, Analysis, Design, Development and Test) are in the Development Team. The team must produce a potentially shippable result at least once per Sprint.

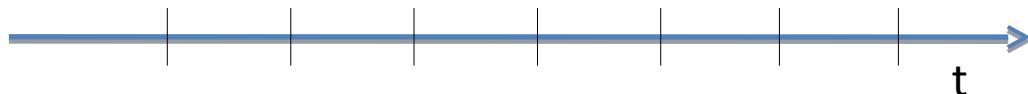
Assume Team 1 works on Project P1 and needs 3 sprints to create something shippable.

Fill in the chart to show:

- When will P1 have something that could be shipped to the customer?
- When will P1 actually ship?
- What project will team 2 work on from the first month?
- What project will Team 1 work on after P1 is finished?
- When do you get releases?

Team 1

Team 2



12. Who is responsible for what?

What does a Project Manager Do?

Connection:

What does a project manager do? By yourself, write as many functions of a project manager that you can think of on cards/post-its. One item per card. Time-box 3:00 Minutes.

Stick those cards to the corresponding chart on the wall.

Time-box 3:00

What do the Scrum roles do?

Concepts

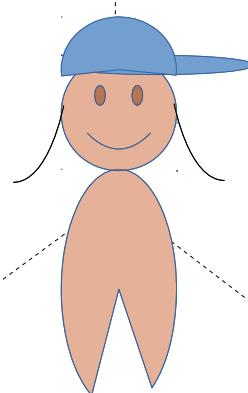
Read the Presentation 02-Scrum_Team-v0XX.CSPO until you get to the slide, *The interests of other stakeholders are represented by the Product Owner* (Currently Slide 18)..

Take notes on the following three sheets. **Leave the sections “Essentials” blank** (we will debrief them together

What Does a Scrum Master Do?

Does

Does not



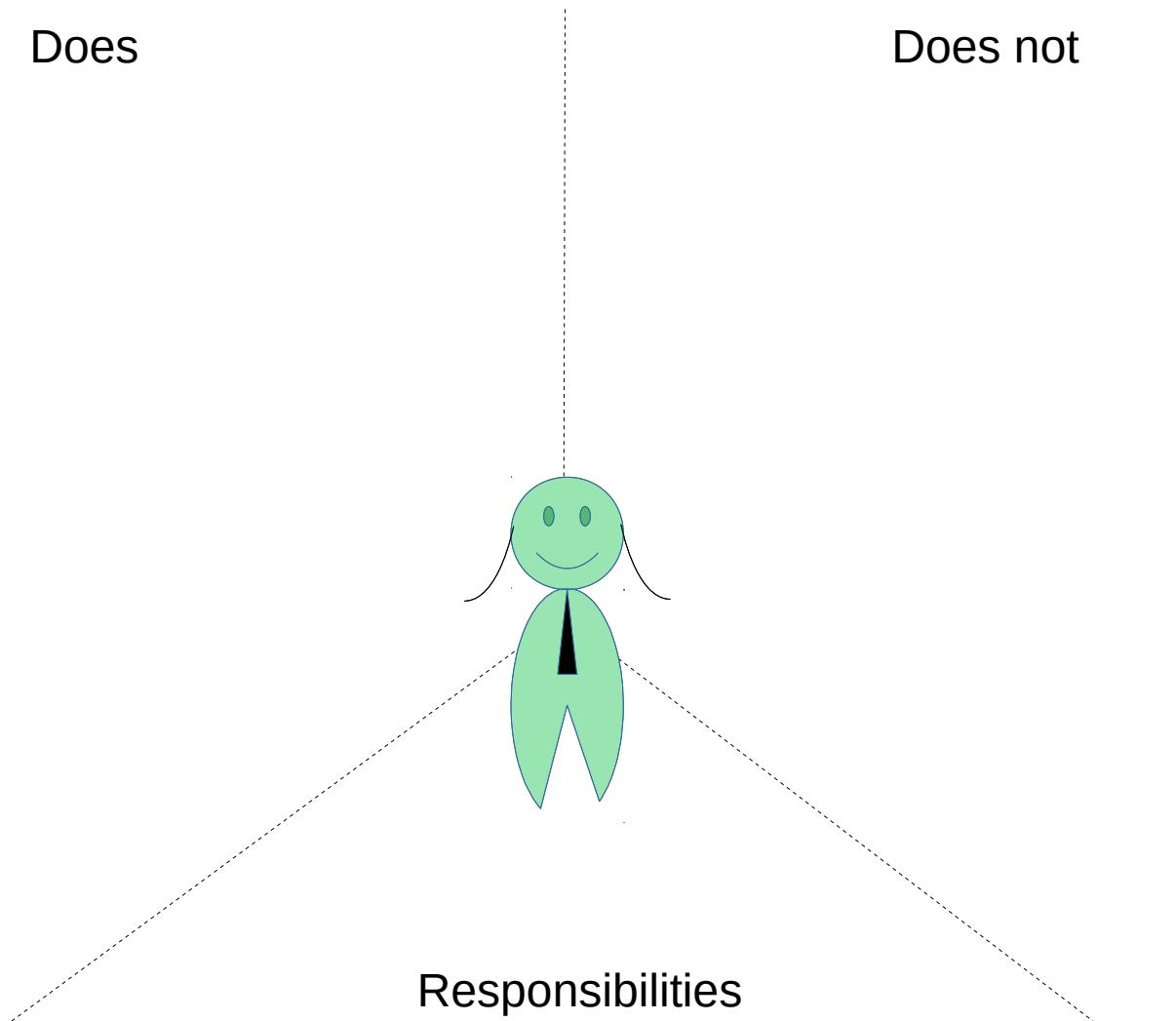
Responsibilities

Essentials:

What does a Product Owner Do?

Does

Does not

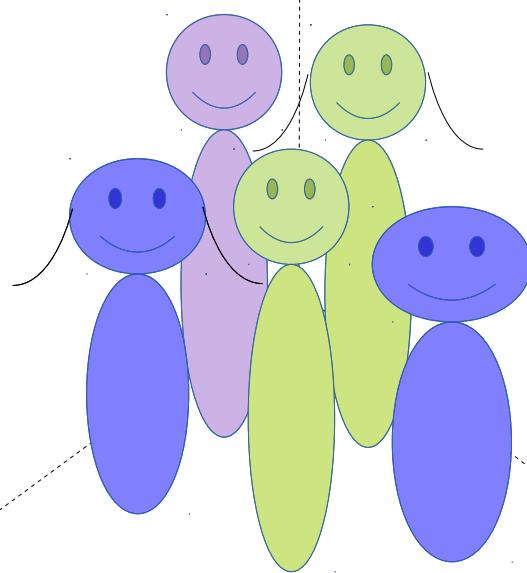


Essentials:

What does the Product Development Team do?

Does

Does not



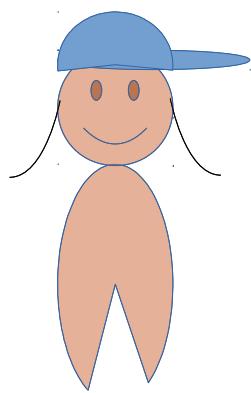
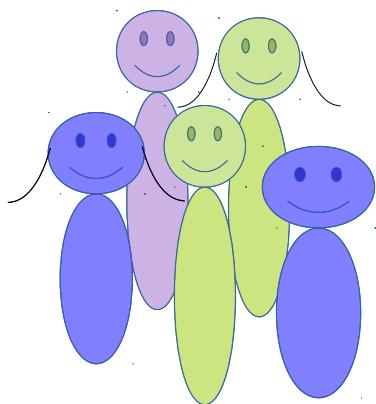
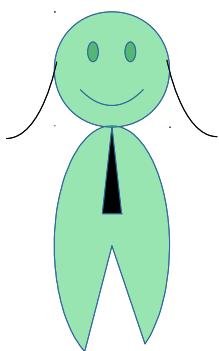
Responsibilities

Essentials:

13. How do the Scrum Roles Interact?

With Each Other?

Complete the drawing with your trainer as he explains it.



What happened to the role of the Project Manager?

Conclusion

Take your cards on the Project Manager Flipchart and move them to the corresponding Scrum Role.

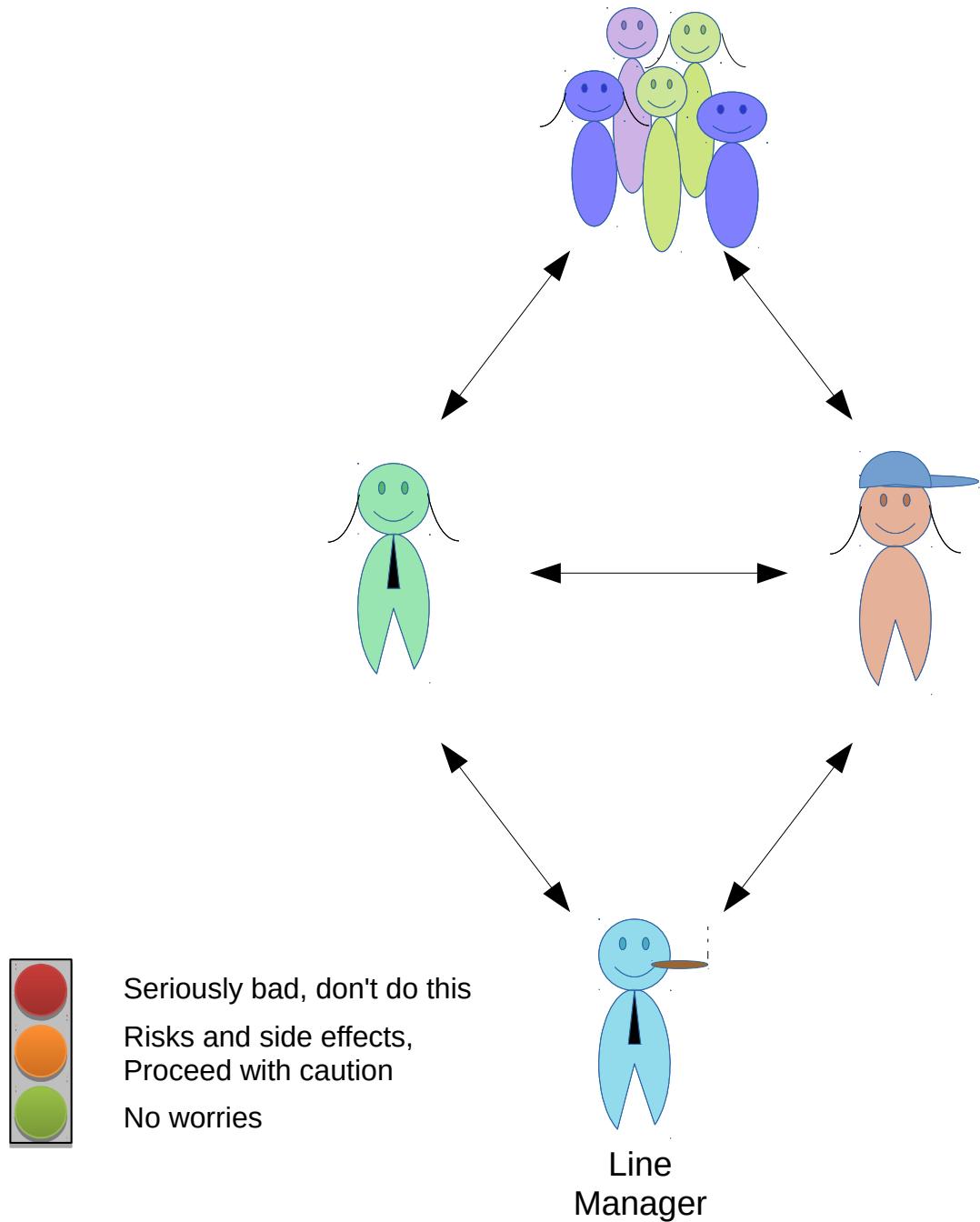
What duties are still assigned to a Project Manager in Scrum? _____

Which role is most similar to a Project Manager? _____

Is it OK if one person has more than one role in Scrum?

Assign a traffic light to each combination. An arrow means one person is assuming the duties of both roles.

Time-box 3:00

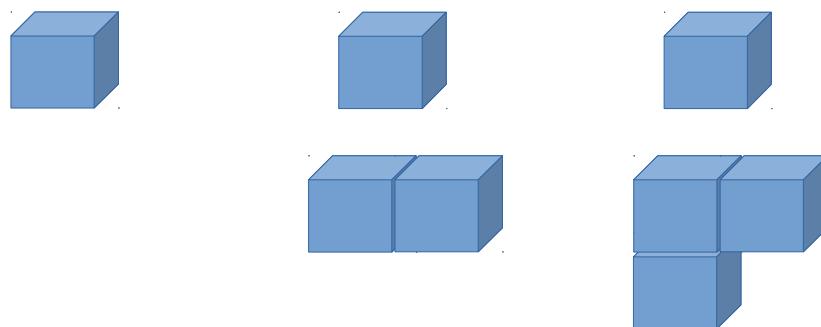
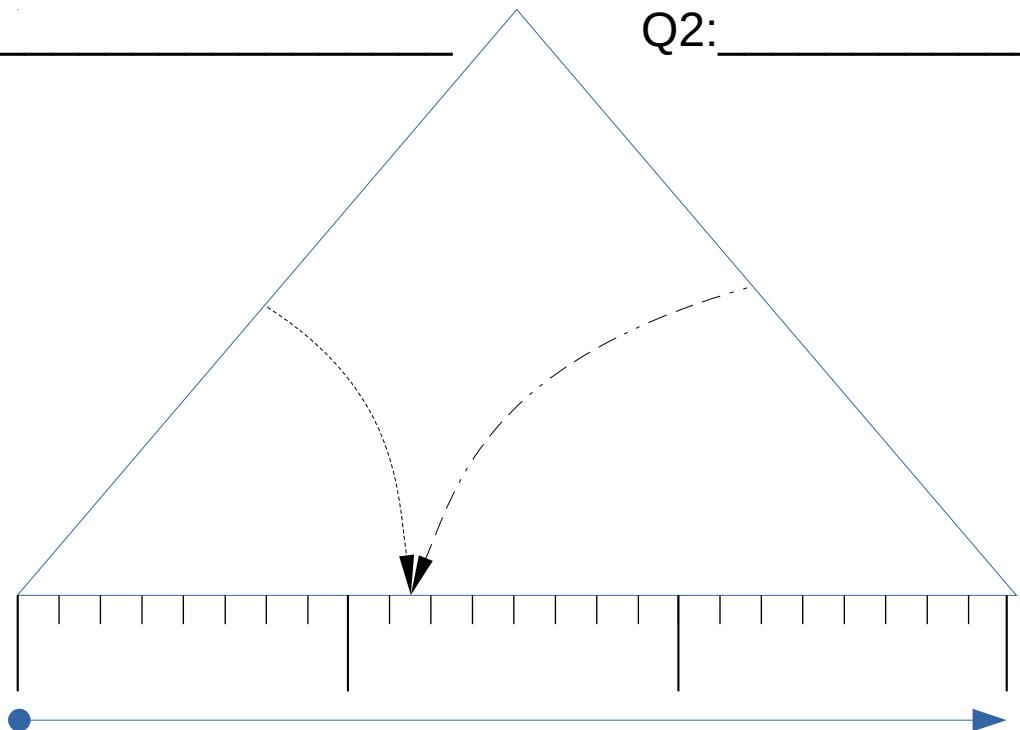


14. When Is Something (really) Done?

Every Scrum Project Needs to Answer 3 questions (and Software Projects need to answer 4 questions) about the value they produce.

“The Three Faces of Done”

Q1: _____ Q2: _____



Q4: _____

15. What Are You Going To Do Differently?

16. How To Monitor Progress?

Connection

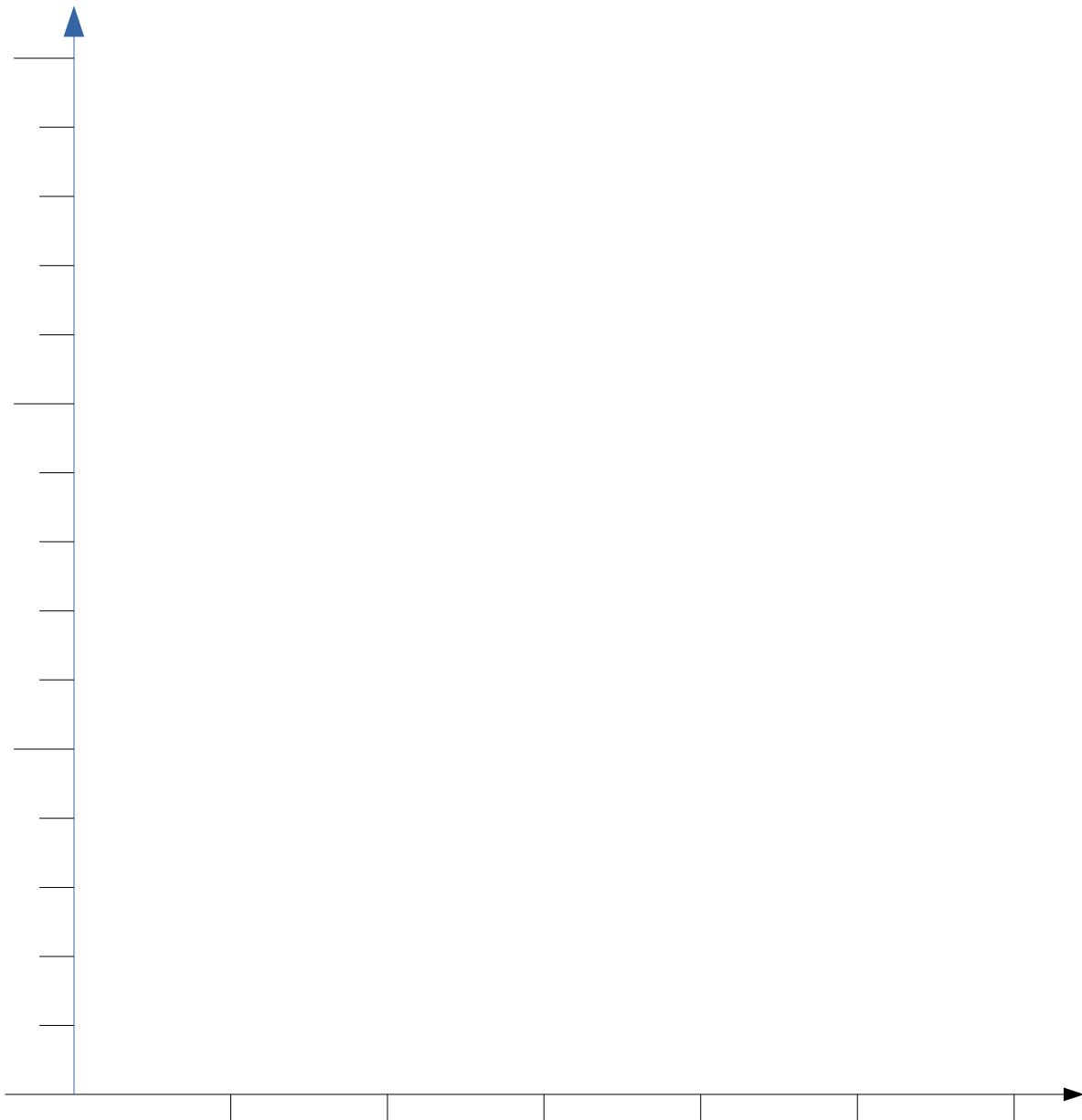
You are going to visit your mother-in-law in Geneva.

From Zurich to Geneva is 360 km. You plan to leave at 9.00. Since the speed limit is 120 kmh, you tell her to expect you in three hours. She says, "Great!" and will have lunch ready! You leave on time, but it turns out you need 1.5 hours to get to Bern (120km).

- When do you expect to arrive in Geneva?
- When should you contact your mother-in-law?
- What options can you offer her?
- How is this case different than working with your stakeholders?

Time-box: 3:00

Wish vs. Reality (burn up chart)



Concepts

- Label your axes!
- Wish: What you would like to have happen.
- Reality: What has happened.
- Projection: Extension of reality into the future.

Draw in Red

Draw in Green

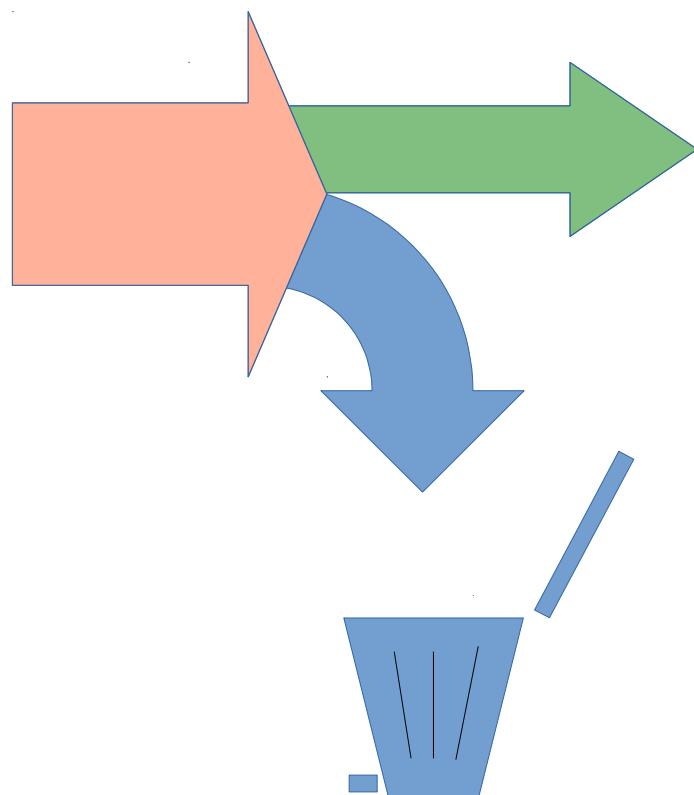
Draw in Turquoise

Concrete Practice

Whose job is it to ensure that expectations and projected results are reasonably aligned?

17. How To React To Change?

Wish vs. Reality
(capacity with a time-box)



Identify 5 Strategies for meeting a deadline:

Idea	Costs Money?		
	Nope	Maybe	Definitely!

18. How To Manage Requirements In Scrum?

Connections

Why do we create products? To satisfy some human need.

Scrum has a constraint: At least one per sprint, the Development Team must produce something of value to the customer or user.

Given that sprints are fixed, how can you constrain requirements so that you and your team can satisfy this constraint? Discuss with your pairing partner. Time-box 2:00

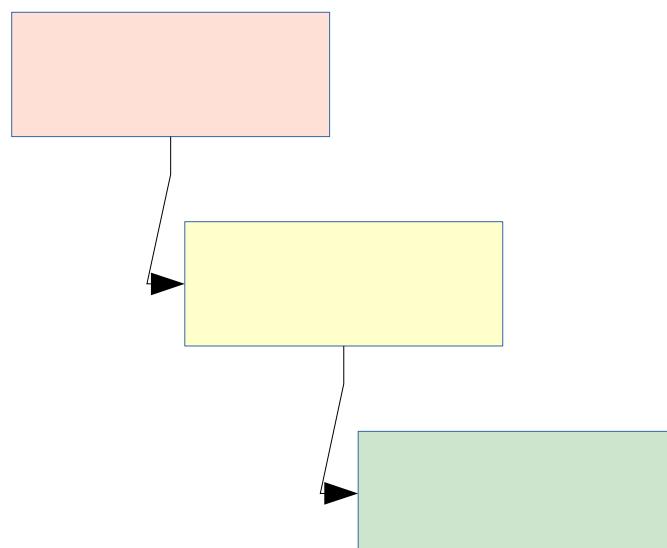
Ideas for constraining backlog items:

Content – User Stories

Although not formally part of Scrum, User Stories are a widely adopted practice for representing backlog items.

As *some role*, I want *some feature* to achieve *some intrinsic goal*.

Components of a User Story



Concrete Practice

“INVEST” reminds us of the characteristics of a good backlog item. Map the INVEST term to the objective they serve or problems they prevent:

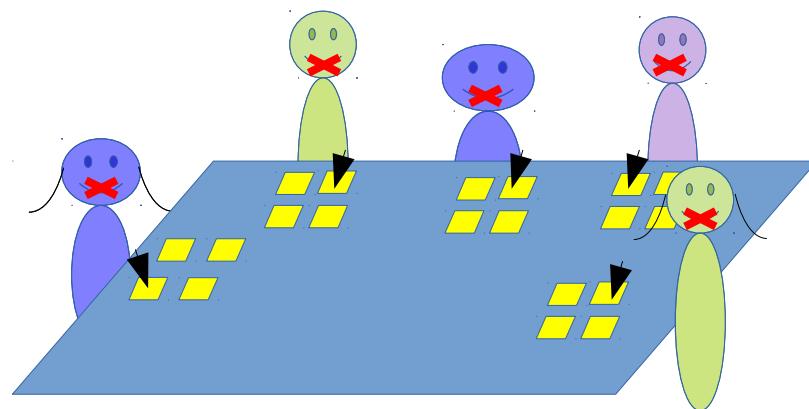
- | | |
|---------------------|---|
| Independent | a. Enable making decisions when most knowledge is available |
| Negotiable | b. Ensure flexibility to do the right thing |
| Valuable | c. No defining artifacts for developers |
| Estimatable | d. No Tasks, only features |
| Small (Right Sized) | e. Not finishable |
| Testable | f. Not too big |
| | g. Product Owner can sequence in any order |
| | h. Not too vague |
| | j. Understood by Development Team |

19. How to Brainstorm According to Agile?

Concepts: Brainstorming

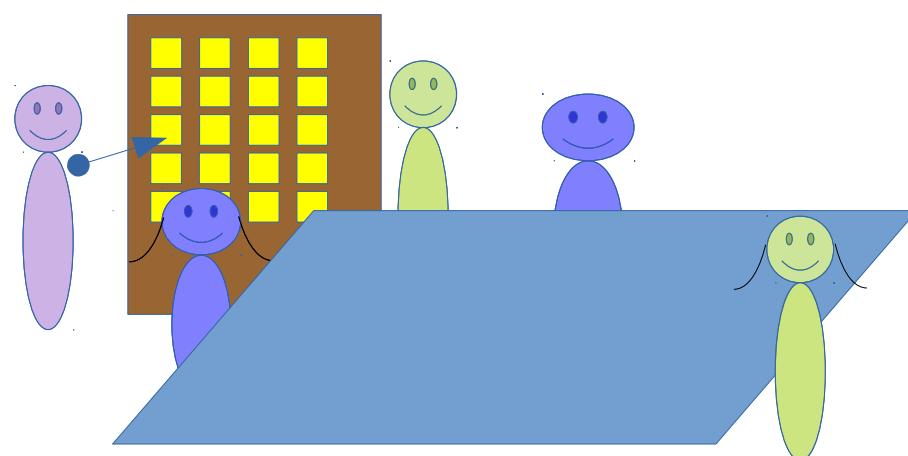
1. Think - Write your ideas on cards

Don't talk to each other!

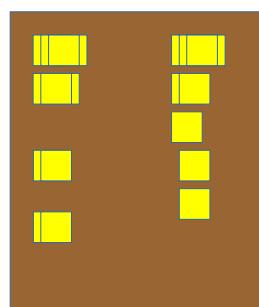


2. Explain your ideas to each other

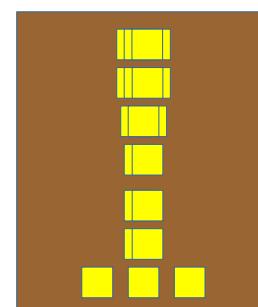
One person at a time



3. Consolidate
(recognize duplicates)



4. Prioritize
(dot voting)



Using Brainstorming on Page 45:

Concrete Practice: Recognize User Stories

“Think!” Watch a product demonstration video. Without using the word “User”, write as many user stories on moderation cards as you can to describe the product and/or the video. Limit: One Story per Card!! (5:00)

Concrete Practice: Create a Backlog

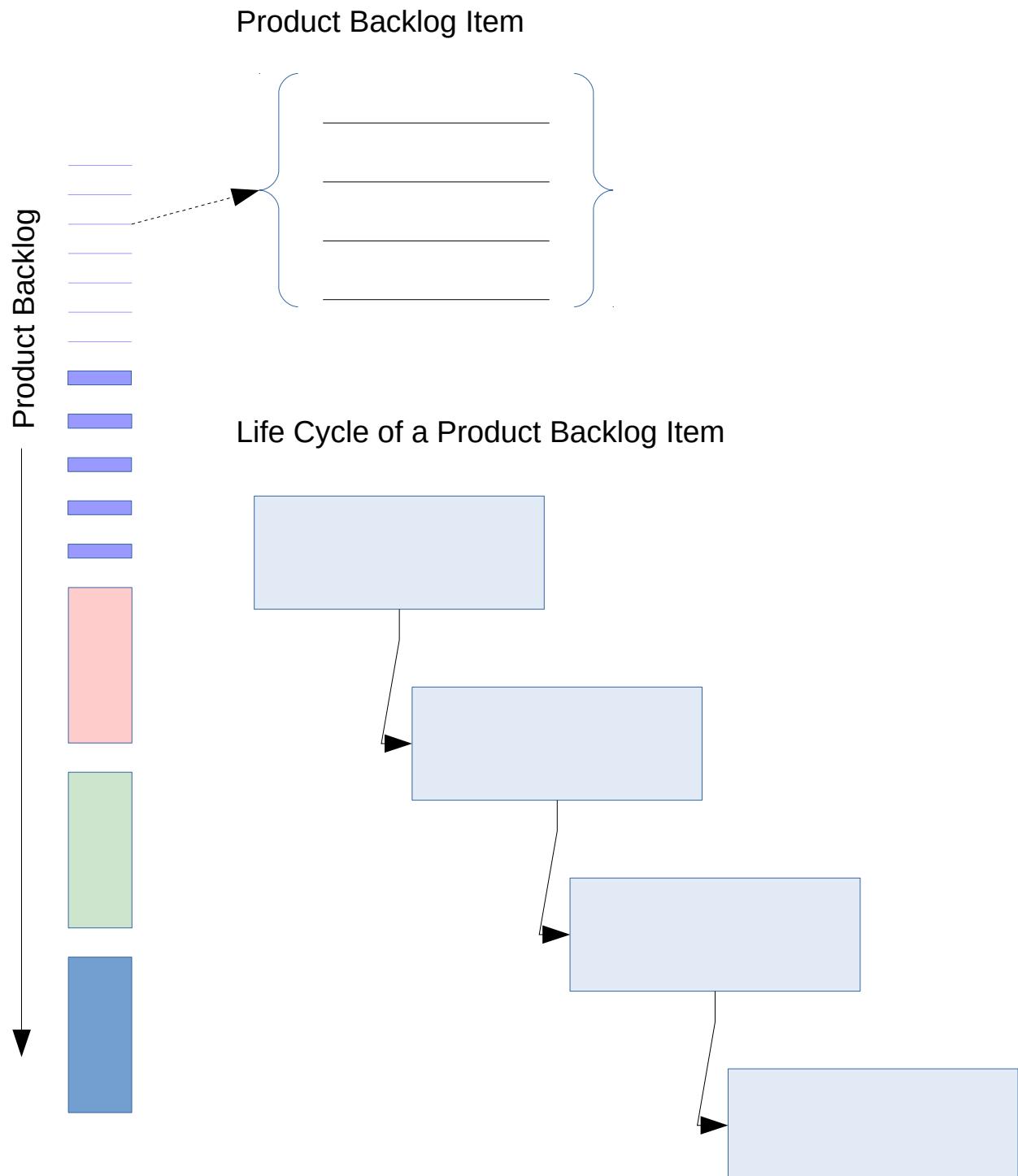
Consolidate and Prioritize the backlog to create the video. This backlog should recreate the most important elements of video.

Time Boxes

	Watch film & write stories	Sharing and Q&A	Discussion	Consolidate	Prioritize
Course	5 Minutes	1 Minute / Person + 1	0	3 Minutes	3 Minutes

20. How To Get Stories Ready to Implement?

Concepts



Definitions

- Backlog item – represents value to a customer, user or stakeholder. Often called a “story.”
- Task – used by the Development Team to help them organize themselves to implement backlog items. Tasks do not appear on the Product Backlog

General Classes of Backlog Items:

- Portfolio-level ideas: “Epics” “Themes” “Visions”
- Key Product characteristics: “Stories” or “Features”
- Ready to implement chunks: “Grains of Sand”

Widely used Agile Estimation Scales

- **XP Cards:** Description on the front of a card, confirmation on the back.
- **Story Points:** 1, 2, 3, 5, 8, 13, 20, 40, 100, Joker, Coffee.
- **T-Shirt Sizes:** XS, S, M, L, XL XXL, 3X.... Binary progression (1, 2, 4, 8...)
- **#NoEstimates:** 1, TFB, NFC. TB = Too Big, NC = No clue. F is For you to Figure out.
- **Count Acceptance Tests.**
Each step in How-To-Demo is a point.

Concrete Practice

How does backlog refinement work? The process of backlog refinement can be explained through the metaphor the “*product backlog iceberg*”.

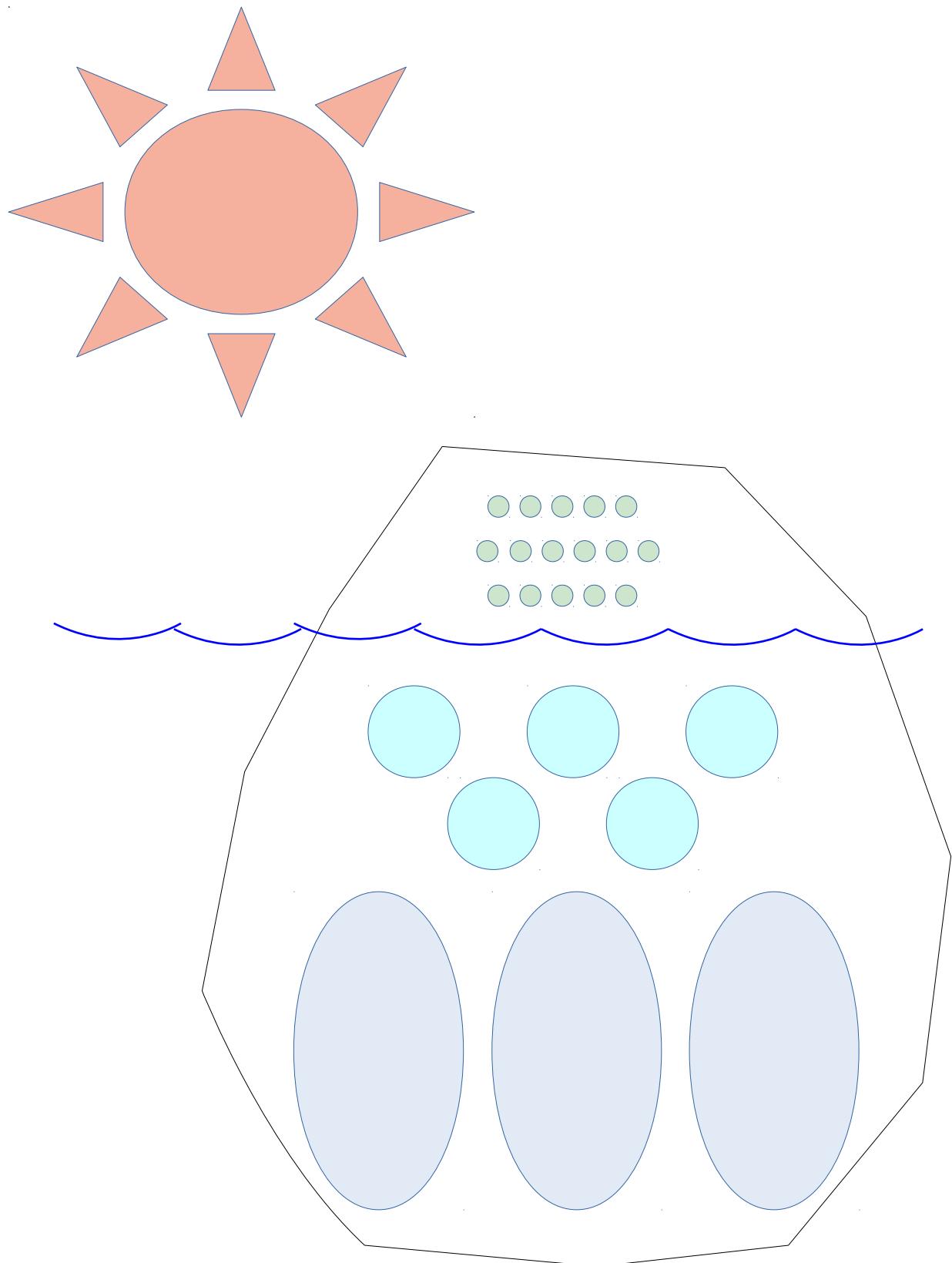
Annotate the diagram on the following page to explain the process.

Time-box 6:00

Some questions to answer:

- What is the significance of the water line?
- Where are your sprint goals? Where are your business goals?
- What are typical estimates for each size of Classes of Backlog Items?
- From idea to deployment, how long does it take to implement each class of backlog item in your company? How long should it take?
- When do you do backlog refinement?
- Who needs to be present for backlog refinement?
- What does the sun represent?
- What happens each sprint?

Product Backlog Iceberg



21. How Do You Craft A Vision?

We are going to build “analogue versions” of products of your invention. But which ones? As Product Owner, you will create and define your vision. Once everyone has a clear vision, we will select a few visions to implement based on your ability to excite your classmates.

Connections

How do you create a vision today?

Concepts

Start with Why

Concrete Practice

What is the basis for a compelling “Why?”

→ Why?

Product Name:

Lean Canvas – created by Ash Maurya

1./2. Problem What problem does your potential customer have that needs to be solved?	7. Solution What are the key features of your solution?	5. Unique Value Proposition What are the key benefits of your solution in the eyes of your customers (especially the early adopters). Why do they want to buy it?	Unfair Advantage What will prevent the competition from moving into your market?	1./2. Customer Segments Who has the problem? Who are potential customers?
				Channels
	8. Key Metrics How will you know your are succeeding?	6. High-Level Concept Remember <i>Groundhog Day</i> ? Imagine <i>Groundhog Day</i> with guns & aliens: Edge Of Tomorrow	How will you distribute your product or service? Who are your partners? Something people know + a delta they can understand	3. Early Adopters Among all your possible customers, who is most likely to buy first?
	4. Existing Alternatives How do you know, that your customers really have the problem? What are they doing now to solve it?			Revenue Streams Back of the napkin: how will money flow into and out of your venture?
	Cost Structure Back of the napkin: what will it cost to create/provide your service?			

Lean Canvas is adapted from The Business Model Canvas (BusinessModelCanvas.com) and is licensed under the Creative Commons Attribution-Share Alike 3.0 Unported License.

22. How Do You Validate A Vision?

Vision: Identify a Problem Worth Solving.

Individually: Start with the problem, or the customer, your choice. Handle the other one second. Define the problem. And identify who has the problem, i.e. who could be a customer.?

Fill in fields one and two (Problem/Customer Segments) on the Lean Canvas. Do not go beyond field 2 until instructed.

Time-box 3:00

What Signs Do You Have That This Is Really A Problem?

How can you validate that your understanding of the problem is correct? Talk to real customers. But who to talk to? And how to validate that they really have the problem?

Continue with fields three and four (Early Adopters, Existing Alternatives) of the Lean Canvas.

Time-box 3:00

Problem Validation interview

Confirm that you have understood the customer and their problem correctly! Now is the time to get out of the office and talk to real potential customers!

Here we will simulate this with a role play. Explain to your pairing partner who s/he is (presumably one of your early adopters) Then validate the problem with them.

Do not talk about or sell your solution. Discover their understanding of the problem!

Time-box: 3:00 for you, and 3:00 for your partner.

Define the Solution

Based on your understanding (as confirmed/adjusted in the previous step) complete fields 5 through 7 in order (Unique Value Proposition, High Level Concept, Solution)

Solution Validation interview

(We will probably skip this step).

Go back to your customer, confirm your understanding of the problem and then validate whether your proposed solution would be a viable solution to his problem. Don't sell it, but if s/he is interested, ask for a business card and permission to contact him when it's ready.

See also Dropbox Demo Video

Product Name:

Lean Canvas – created by Ash Maurya

1./2. Problem	7. Solution	5. Unique Value Proposition	Unfair Advantage	1./2. Customer Segments
				Channels
		8. Key Metrics	6. High-Level Concept	3. Early Adopters
	4. Existing Alternatives			Revenue Streams
				Cost Structure

Lean Canvas is adapted from The Business Model Canvas (BusinessModelGeneration.com) and is licensed under the Creative Commons Attribution-Share Alike 3.0 Unported License.

23. Which MVP Will We Build?

You will have 0:45 to pitch your idea to the class. If you inspire enough people to work on your project, we will build an analogue MVP in class.

Make a card with the name of your product on it:

<Product Name>

Form a short line, so when it's your turn, you're ready to go! Explain how your product will make the world a better place.

24. How to Create A Product Backlog From Vision?

From the Vision to the User Stories

Use Brainstorming to create a story map for your product.

In class, combine steps one and two. In real life, don't.

1. Who are your most important users?

Customer? Users? Marketing Partners? Which users are most essential to the success of your product?

2. What are your users' most important goals?

The user cards and goal cards will be the column headers for the story map of your product.

3. What functions will best help your users achieve their goals?

Create a story map and decide which cases are the most important to present in your MVP. Identify the top three cases. Be sure identify genuine must criteria!

Typical Time Boxes

	Thinking	Sharing and Q&A	Discussion	Consolidate	Prioritize
Course	2 Minutes	1 Minute / Person + 1	0	3 Minutes	3 Minutes
Real Life	3 Minutes	2-3 Minutes / Person	0 to 10 Minutes	5 Minutes	3 Minutes

Sample Story Map

	CI/CD	Forum	Events	Memberships	Chapters
	All Users	Members			Chapter Hosts
Epic	The site looks nice and consistent with our branding	As a member, I want to discuss interesting topics / ask interesting questions	As a member, I want see events & register for events organized by my chapter	As a member, I want to sign up easily (via facebook, twitter, linked in?) for the global forum and for one or more local chapters	As a chapter host, I want to communicate with members of my chapter
Vision (1): Creative Mornings with a business model	Milano site has to look nice	As a member, I want to send & receive private messages to other members	As an event participant, I'd like a friendly reminder of the upcoming event	Create first name and last name as required fields for joining the forum or joining an event	As a chapter host I would like how-to documentation so I can fulfil my role
Vision (2): = Communication (Forum) + Events + Chapters + Membership (payment)	Push existing design to production	As new member, I want to receive notifications of the main forum by default	As a event participant, I would like to see who else is attending an event	As a non-logged in user, I want easy and consistent invitations to register or sign in	As a chapter host I want to manage events for my chapter

25. Get Your Backlog Ready For Implementation!

Backlog refinement: Define your MVP

Your MVP is a live demonstration of your product. The essential “Why” of your product should come through. Your key users should see their most important problems solved by using your product.

Your MVP should include a clickable prototype, the analogue version implemented on A4 paper.

Your MVP should tell a story, so that when one of your early adopters sees your MVP, he also sees himself and wants to sign up. You may want to include “Easter Eggs” to give your users a laugh, a WTF or a reason to get excited about your demonstration.

Identify a small number of stories to include in your MVP. Discuss them in your team so that they understand the requirement. How do they know that they have done the right thing. Maybe you need to rewrite some of the stories, or slice them in to smaller pieces.

Your result should be the Ready queue. A small subset of the product backlog, which represents the best step forward given what you know now.

Total: 15 Minutes

26. Sprint/Create Your MVP

Get an Investor

Scenario

A group of investors are coming to evaluate your products for possible funding. They want to see how your products are going to make a dent in the Universe...!

Your goal is to demonstrate the essential functionality of your product. If you are successful, they will provide your first round of seed capital.

Timings

Thursday afternoon: create and select the visions for implementation. On Friday:

- 09:30 am, Create Backlog from the Vision
- 10:45 – Break
- 11:00 – Sprint starts at T-10:00
- 12:15 – Sprint Review is Completed / Break

The Sprint

We will perform 1 Sprint. The Sprint consists of Sprint Planning (10:00), 3 days of work (12:00 each), 2 Daily Scrums (4:00, one between each day), and a Sprint Review (5:00).

T-10:00	Prepare your environment (task boards) Define your Team(s) Scrum Master(s) & Product Owner(s) if necessary
T-05:00	Product Owner & Scrum Master Briefing with the trainer
T+00:00	Sprint Planning 1 – What?
T+05:00	Sprint Planning 2 – How?
T+10:00	Day 1 (work begins) Scrum of Scrums (Scrum Masters and Product Owners) Scrum Masters assume responsibility for time keeping
T+22:00	Daily Scrum
T+26:00	Day 2 Scrum of Scrums
T+38:00	Daily Scrum
T+42:00	Day 3 Scrum of Scrums
T+54:00	Sprint Review Scrum of Scrums
T+59:00	Done

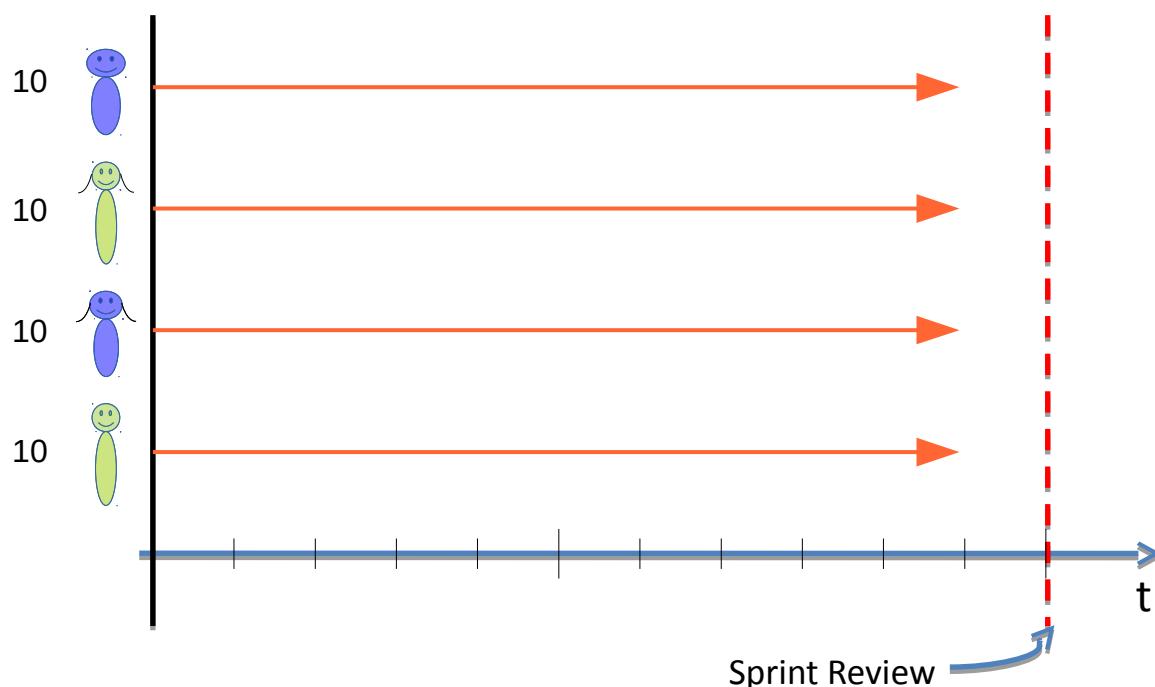
27. How Can A Dev Team Improve Its Performance?

The Orange Team – Focussed but alone

Assume a team of 4 people. Each person says, I'm going to focus. No multitasking for me! Each backlog item is "10" which should fit perfectly into a 10-day sprint.

On day 9, how many stories are done? None. How many stories will be done at the end of the Sprint?

- Best Case: 40 Points
- Worst Case: 0 Points
- "Average" Case: 20 Points (average of 40 and 0)



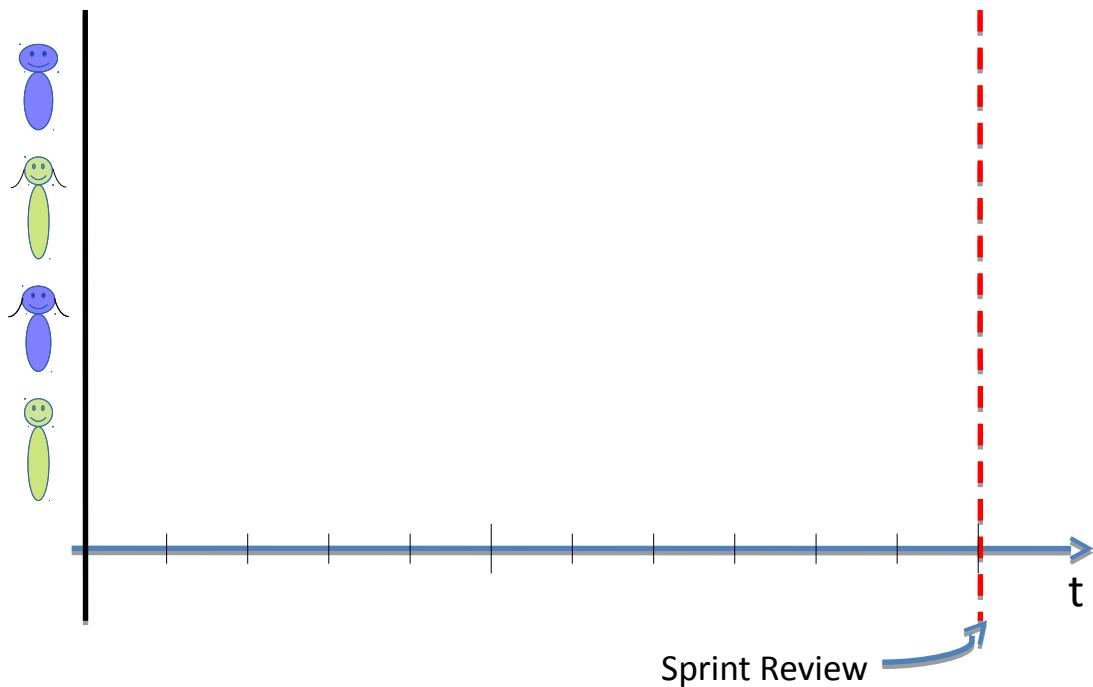
How many stories do you think will actually get done? What are reasons why they might not? List possible reasons why they might not get done, and classify them as predictable or unexpected.

Reason	Predictable	Unexpected
	<input type="checkbox"/>	<input type="checkbox"/>

The Green Team – Swarming

Assume the entire team could work on one story at a time without changing the estimates.

Show how the team members would be working each backlog item. Draw this in Green!



When would you expect each story to be done?

On day 9, how many stories would you expect to be done?

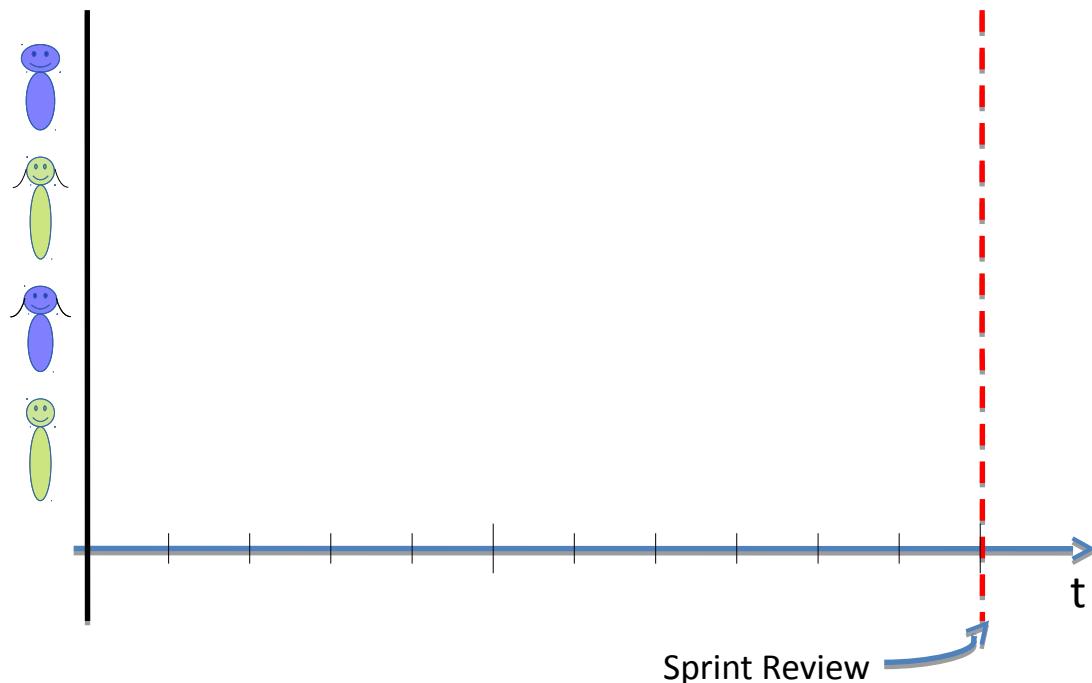
On the last day of the sprint, many stories would you expect to be done?

- Best Case _____
- Worse Case _____
- Average Case _____

The Blue Team – Refining and Pairing

Assume the each story could split so that two people could finish each story in the same time as in the previous case. Instead for 4 stories, you have 8. Note: each story continued to represent potential value for a user for customer.

Show how the team members would be working on and finishing each story. Draw this in Blue!



On day 9, how many stories would you expect to be done?

On the last day of the sprint, many stories would you expect to be done?

- Best Case _____
- Worse Case _____
- Average Case _____

Conclusions

What are the symptoms of having stories that are too big?

Suggestions:

- Stories should be small enough that the Team forecasts twice the team size
So with 4 people => about 8 stories in the Sprint
- Team should limit number of open stories to $\frac{1}{2}$ of Team Size
- The team should focus on the top priority stories

28. How Does The P-O Impact Team Performance?

Scrum Value Simulation -

<http://www.scrum-breakfast.com/2010/03/scrum-value-simulation.html>

Value

Run	1	2	3	4	5
Duration	2:00	2:00	2:00		
Batch Size	20	10	5		
First Value	:	:	:	:	:
Amount
Total Value

Efficiency

Run	1	2	3	4	5
Station 1	:	:	:	:	:
Station 2	:	:	:	:	:
Station 3	:	:	:	:	:
Total Utilization	:	:	:	:	:

Questions

How did reducing the batch size impact Time to First Value, First Value and Total Value

How did the work feel in Round 1?

What is the correlation between efficiency and value produced?

How did the customer's role change as the batch size got smaller?

Suppose we had run three tables in parallel with the same team? How would the performance change?

29. How to apply Scrum to a team of one?

How do you do more of what matters? I applied the principles of Scrum to create a new framework to help you beat procrastination, improve alignment with your spouse or manager, and get your life under control. I am now working on my book, *How to do more that matters?*



Want to join the early adopter book club? Join at <http://MyPersonalAgility.org/>!

30. What Will You Do...

...when you get back to the office?

Take this book and your notes with you!!

Record your Goal, Impediment and Try

My most important goal is: _____

My biggest impediment to achieving this goal is: _____

To fix/mitigate this impediment, I want to: _____

Plan: What will you do when you get back to the office?

Of all the Aha-Moments and Things to Discuss, where do you want to start? What are the three most important things to discuss or do?

1. _____

2. _____

3. _____

Follow up: What is the most important unanswered question?

1. _____

Ask this question at <https://scrumbreakfast.club/forum/public-forum/>

Join the community!

Claim your trial membership at <https://scrumbreakfast.club/register>

Appendix A. Agile Manifesto

Learning Objectives

- What does it mean to be Agile?
- Scrum is one of many Agile frameworks, but not all Agile is Scrum.
- The values and principles of Agility were created for software development. Are they applicable to your situation?

Concepts

Manifesto for Agile Software Development

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.

Principles behind the Agile Manifesto

We follow these 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 maximizing the amount of work not done--is essential.
11. The best architectures, requirements, and designs emerge from self-organizing teams.
12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Source: AgileManifesto.org

What is the Agile Mindset?

Values are an expression of what really matters. If two people agree on what really matters, their decisions will be in alignment. If your values are aligned with the Manifesto, then you can claim to have the Agile mindset.

At the very least, someone who has the mindset is in alignment with the first sentence of the Agile Manifesto: The Agile Mindset is a learning mindset.

Someone with an Agile mindset knows what they do, besides making money! What value do you bring to those whom you value? Someone with an Agile mindset is uncovering better ways to do what they do, both by doing it and by helping others to do the same. This is about advancing the state of your art, having time to improve your skills and technology, and learning and sharing beyond your own four walls.

Someone with an Agile mindset knows what they value. They have reflected on the Values and Principles of the Agile Manifesto and found their own beliefs to be largely in harmony with them. Values guide decision-making, so their decisions will be aligned with the Agile Manifesto as well.

Finally, someone with an Agile mindset knows why they value what they value. Values are not to be blindly followed. You may value other things beyond the 4 values expressed in the Agile Manifesto or you may find some of them not appropriate in your context.

Peter's 5 Question Agile Self-Assessment

1. What do you do for those whom you value? The answer must contain a verb and is not “making money.”
2. Are you uncovering better ways of doing what you do, by doing it?
3. Are you uncovering better ways of doing what you do, by helping others to do the same?
4. Have you reflected on the values and principles of the Agile Manifesto and what they mean for you?
5. Can you concisely explain what you value and why?

Concrete Practice

Has it worked for you?

This is about values and principles, not practices! Discuss with your pairing partner:

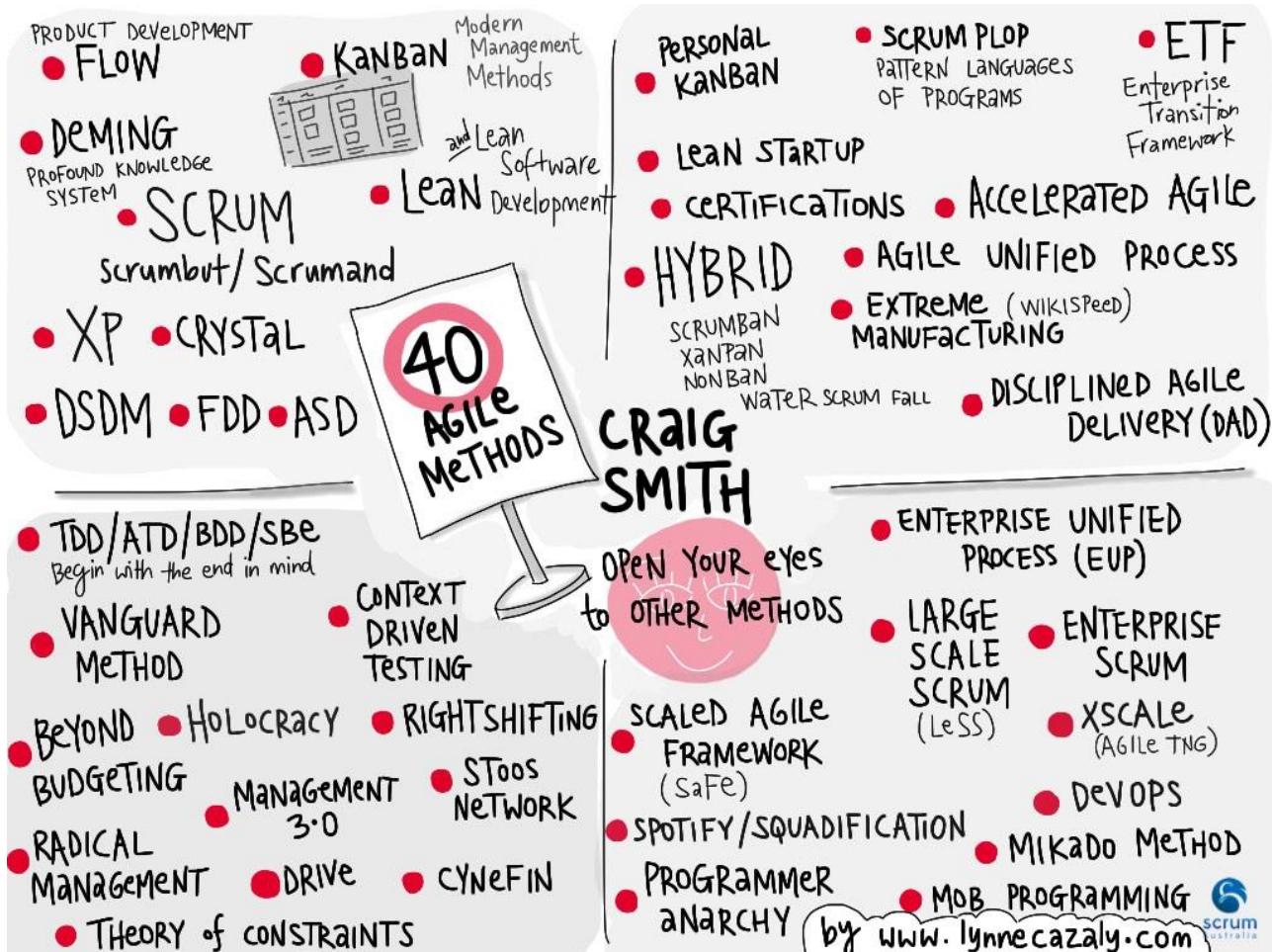
- Identify two cases where your company has acted in accordance with the Agile values and Principles, where it has produced good outcomes for your customer or your company.
- Identify one case where either:
 - Acting in accordance with the Agile values has produced a **bad** outcome for the company or its customers, or
 - Acting in accordance with the **traditional** values has produced a good outcome for your company or your customers

Could it work for you?

Review your goals, challenges, fears and frustrations about your current project. Identify three things you could do which would a) bring you more in accordance with Agile values and principles and b) mitigate or eliminate your impediment. Write your most promising idea on a white card.

Background Information

Well-known Agile frameworks



Selected Non-Software Agile Frameworks

Name	Website
Agile Classrooms	https://www.agileclassrooms.com/
Agile Marketing	http://agilemarketingcertification.com/
Agile Product Management	http://www.romanpichler.com/
Betacodex	http://www.betacodex.org/de
Beyond Budgeting	http://bbrt.org/
Clean Language	http://www.cleanlanguage.co.uk/
Collaboration Superpowers	http://www.collaborationsuperpowers.com/
Core Protocols	https://liveingreatness.com/
Cynefin	http://cognitive-edge.com/
Design Thinking	https://en.wikipedia.org/wiki/Design_thinking
DevOps	https://en.wikipedia.org/wiki/DevOps
EduScrum	http://eduscrum.nl
Extreme Manufacturing	http://wikispeed.org/extreme-manufacturing/
Fearless Change	http://www.fearlesschangepatterns.com/
Fractal Organizations	http://fractalorgs.com/

Name	Website
Google re:Work	https://rework.withgoogle.com/
GROWTH	http://growsmethod.com/
Growth Hacking	https://en.wikipedia.org/wiki/Growth_hacking
Happy Melly	https://www.happymelly.com/
Holacracy	http://www.holacracy.org/
Human-Centered Design	https://en.wikipedia.org/wiki/Human-centered_design
Innovation Games	http://www.innovationgames.com/
Intent Based Leadership	http://www.davidmarquet.com/
Kanban	https://anderson.leankanban.com/
Large Scale Scrum (LeSS)	http://less.works/
Lean Canvas	https://leanstack.com/
Lean Software Development	http://www.poppendieck.com/
Lean Startup	http://theleanstartup.com
Lean UX	http://www.jeffgothelf.com/
LEGO Serious Play	https://www.lego.com/en-us/seriousplay
Liquid Organizations	http://liquido.cocoongroup.com/
Management 3.0	http://management30.com/
Open Book Management	https://en.wikipedia.org/wiki/Open-book_management
Open Participatory Organization	https://medium.com/open-participatory-organized
Open Space Technology	https://en.wikipedia.org/wiki/Open_Space_Technology
OpenSpace Agility	http://openspaceagility.com/
Personal Agility	https://mypersonalagility.org/
Personal Kanban	http://www.personalkanban.com/pk/
Radical Management	http://www.stevedenning.com
Real Options	https://theitriskmanager.wordpress.com/
Reinventing Organizations	http://www.reinventingorganizations.com/
Responsive Organizations	http://www.responsive.org/
SD Learning Consortium	http://sdlearningconsortium.org/
Sociocracy	http://www.sociocracy.info/
Sociocracy 3.0	http://sociocracy30.org/
Startup Foundation	https://startup.foundation/
Strategy Deployment	https://www.lean.org/lexicon/strategy-deployment
The Responsibility Process	https://www.christopheravery.com/responsibility-process
Training from the Back of the Room	https://bowperson.com
Value, Flow, Quality	https://www.valueflowquality.com/
Vanguard Method	https://www.vanguard-method.com/

Some of these methods may be registered trademarks of their owners.

Source: <https://airtable.com/shrkJbP0PmK5IP7TU/tblyZPv4twL4YdQH>

Appendix B. Scrum Glossary

Term	Meaning
Acceptance Criteria	Tests which must pass for the Product Owner or customer to consider the Story accepted. The Team should verify these before submitting a story for final approval. Acceptance tests help ensure External Quality. Most Product Backlog Items can be mapped to one or more Acceptance Criteria.
Agile	A movement for finding better ways of developing software. Scrum and Extreme Programming are two leading examples. Others, such as Kanban or Lean Startup do not define themselves in the Agile tradition, but are based on compatible values and principles.
Agreement	The basis for planning and completing work in Scrum. Examples: the Definition of Done, the Selected Product Backlog, the Sprint Contract, and the Definition of Ready.
Artifact	Something that archaeologists find when digging. Often used to describe the documents produced by a project management methodology. Scrum artifacts are all living documents to guide and monitor work. In Personal Agility they are called "tools."
Best Practice	Some consultant's solution to someone else's problem. Is your context similar enough to the original for the solution to be applicable to you? Questionable. Will you do better by coming up with your own solution? Usually.
Ceremony	A fancy word for a meeting or routine process. In Personal Agility they are called "Events" to signify that something important happens and you want and need to be there!
Chickens	Deprecated term for people interested in the results of project, but not 100% committed to its success (e.g. due to conflicting priorities). Chickens can be very disruptive to the Team. Never call someone a chicken. Spectators is a better metaphor. The professional game is played for the spectators, but the spectators are not allowed to interfere with the game.
Commitment	A core value of Scrum which should not be interpreted to mean that the Team is expected to burn itself out trying to achieve unrealistic goals Sprint after Sprint after Sprint.
Daily Scrum	A daily opportunity for the team to inspect and adapt on their progress throughout the sprint. 3 defined questions to recognize that they need to talk to each other (preferably right after the Daily Scrum).
Definition of Done	An agreement on what 'this backlog item is done' actually means. Helps assure Internal and External Quality for each Story. Often expressed as a checklist to be completed before submitting the Story to the P-O. The Definition of Done applies to individual Stories, not to Tasks or the overall release.

Term	Meaning
Development Team	An interdisciplinary team with all the skills necessary to get a problem from wish to done.
Done (for a feature)	A binary state. Either a Story is completed according to the Definition of Done, or not.
Done (for a product)	A judgement call by the Product Owner. At the end of a Sprint, if the P-O believes that it's worthwhile to release, the product should be releasable. If it's not, there is undone work which should be addressed at the level of the Definition of Done in future sprints.
Estimate	A Team's best guess at the size, complexity or time involved to convert a PBI into a piece of finished functionality. An estimate is not a commitment.
Extreme Programming (XP)	An Agile approach to Software Development, often applied in conjunction with Scrum. XP defines the engineering practices needed to produce quality software in an iterative environment.
Evil	Something which is difficult or impossible to get rid of, but avoiding them is generally good for you. Weeds in the garden is one example. Treating Multitasking and Spillover as evil is usually good for team performance
Forecast	A Team's best guess at how much finished functionality it can deliver by the end of a Sprint. The team is normally expected to respect all the terms of the Sprint Contract, i.e. Quality, Time and Cost, which are more important than Scope
How-To-Demo	A short workflow for demonstrating to the Product Owner that the functionality has been implemented correctly. Also useful to limit scope creep while implementing a Product Backlog Item ("Story").
Impediment	Anything which slows the team down or prevents someone from working. Although the Scrum Master is charged with removing impediments and all Scrum meetings provide regular opportunities to recognize them, impediments can be identified and eliminated at any time by anyone.
Increment	An additional slice of customer visible value, delivered by the end of the sprint. The latest increment must integrate with the previous delivered increments to form a working whole.
Multitasking	Pretending you can do more than one thing concurrently. If there is unused capacity available, multitasking can improve performance. However multitasking has a cost, and if there is no free capacity it lowers performance by introducing wait times and creating dependencies between otherwise independent processes.

Term	Meaning
Must	Absolutely required, or else! The Product Owner must attend Sprint Planning 1, otherwise the meeting cannot be held.
PBI	Product Backlog Item
Pigs	Deprecated term for those people 100% committed to the project at hand. Always refers to Scrum Master and Development Team. If it does not refer to the P-O, this is a sign of dysfunction.
Priority	While it might be OK to call yourself a pig, “players on the field in a professional match” is a better metaphor. Yes the game is played for the spectators, and the spectators can have a surprising influence on the result, but the players must be able to play without undue interference.
Product Backlog	Sequence—which item comes first, second, third, etc. The term priority is deprecated because a) it contains emotional overtones and b) two items could have the same priority, but must have a unique place in line.
Product Backlog Item (PBI)	The single source of requirements for the product under development. It consists of functional and non-functional requirements . It is not used to plan work or define intermediate artifacts, like a specification, which have no value for the customer or user.
Product Owner	An entry in the Product Backlog, consisting of a description (often a user story), a sequence position, and an estimate. Often enriched with Acceptance Criteria and other useful information. A PBI is not a specification, but rather a reminder to hold a conversation shortly before implementation.
Product Owner	A servant leader who guides the Development Team to produce customer visible value. Sometimes called the Voice of the Customer (or User), the role represents all interests outside the Development Team to the Team.
Quality, External	Did you build the right thing? Does it perform the way the customer or user wants and expects? Acceptance tests strive to ensure external quality.
Quality, Internal	Did you build it right? Does the product behave the way its creators intended? Unit tests ensure that a program continues to behave correctly, even after modifications have been made.
Quality, Overall	Also known as 'Fitness for Use.' A state achieved incrementally in Scrum. The Product Owner decides when this has occurred by calling for a release.
Release Burn-down Chart	A tool for visualizing the progress of the team toward a medium term release goal. The y-axis is the sum of the estimates in the Product Backlog. When a PBI is Done, its estimate can be deducted from the Burn Down chart. It is the primary tool for ensuring that wishes and probable reality stay reasonably aligned.

Term	Meaning
Release Planning Meeting	Team and Product Owner come together to refine the Product Backlog. Although time-boxed, there is no decision to be taken at the end of the meeting, so it is often a useful preparation for SP1.
Retrospective	The Team (and anybody they invite) reflects on how they worked to identify improvements for the next Sprint.
Ritual	Fancy word for a meeting or routine process. Kind of implies you won't miss anything if you don't go. Call it an Event or an Activity instead.
Scrum	A simple, team-based approach to solving complex problems. A mindset based on a culture of transparency and regular cycles of inspection and adaption. A popular approach for developing software.
Scrum Master	A servant leader who helps Product Owner and Development Team perform better. Coaches & Facilitates. Removes impediments. Sometimes called the voice of common sense.
Scrum Team	All three roles together make up the Scrum Team. Sometimes called the Whole Team
Selected Product Backlog	The subset of (by definition top priority) PBIs that the Team reasonably believes it can complete during the Sprint. (Often mistakenly called the Sprint Backlog). Today this is called the Forecast
Sequence	A unique ordering. First, Second, Third... The product backlog is sequenced.
Should	Highly recommended. The Scrum Master should be present at the Daily Scrum. This is much stronger than optional. However no activity in Scrum is cancelled due to the absence of the Scrum Master. See also "Must."
Spillover	Work that has been started but not completed by the end of the sprint. Contrary to popular belief, spillover does not automatically carry over into next sprint. Excessive Spillover is typically a symptom of over-commitment in sprint planning and/or multitasking in the team. Technical Debt is a subtle form of spillover.
Sprint	A time-boxed period for completing work. A Sprint consists of planning, doing and review, both of the results and of how the Team worked. Maximum time-box is 30 days. 2 weeks is common. All forecast work should be Done by the end of the Sprint.

Term	Meaning
Sprint Backlog	The Selected Product Backlog, enriched with a technical concept and a task planning. The Sprint Backlog represents the Team's concept for achieving the goal set during Sprint Planning 1.
Sprint Contract	The agreement between Product Owner and Team at the beginning of a sprint: Time (Sprint Duration), Cost (Team Composition), Quality (Definition of Done) and Scope (Selected Product Backlog). If the team should fail to deliver on any aspect, it should fail on Scope.
Sprint Planning	Sprint planning addresses 2 questions: What and How. The meeting is divided in two halves, SP 1 and SP 2 for addressing these questions. While the Scrum Guide considers this to be one activity, many practitioners consider each half to be a separate meeting with its own time-box.
Sprint Planning 1 (SP1)	The Product Owner and Development Team agree on what will be developed during this sprint. The PO defines priorities, the Team estimates how much is doable. So both parties influence the final agreement: the Forecast and the Sprint Goal.
Sprint Planning 2 (SP2)	The Development Team decides how to solve the problem accepted in SP1. The result is a technical concept and a task planning, often in the form of a task board.
Sprint Review	The Team and Product Owner come together to inspect and adapt the product, based on Done functionality. They will review what has and has not been completed, and reflect on how to change the Product Backlog before the next sprint planning
Stoos	A movement for finding better ways of managing organizations that was inspired by the Agile movement. Stoos seeks to catalyze a lasting change in how businesses do business.
Story	Term often used to refer to a Product Backlog item, even if not formulated as a User Story. Can also refer to a medium sized backlog item (on the scale of Epic >> Story >> Grain of Sand)
Story Point (SP)	A unit to gauge the size of a PBI relative to other PBIs, estimate the size of a project and monitor progress. Something like a kilometer for code.
Task	The Team uses Tasks to plan the work in the Sprint. When all Tasks associated with a Story are completed, the Story should be Done. Typically a Task represents a goal for the day, or something smaller. Most coaches no longer recommend estimating tasks in hours.
Task Board	A visual representation of the work to be completed in the Sprint. Typically 4 columns, organized in swim lanes, per story: Story, Tasks Waiting, Tasks in Progress, Tasks Done. Often supplemented with Burn-down Charts, Impediments and other useful information.
TDD Test Driven Development	Also known as Red-Green-Refactor. 1) Write a failing unit test (red) 2) Code a first draft to turn the test green, keeping all other tests green). 3) "Refactor" to create an improved and final draft. TDD improves productivity by reducing misunderstood requirements, rework, and escaped errors.
Team	An older term for the Development Team. Because effective collaboration between P-O and

Term	Meaning
	Development Team is associated with high performance, Product Owner, Scrum Master and Development Team are now referred to as the "Scrum Team."
Technical Debt	A consequence of poor engineering practices which make a program difficult to modify. Like financial debt, technical debt must be paid off or technical bankruptcy follows: Throw the program away and write a new one.
Time-box	A constraint to prevent a complex situation from degenerating into chaos. All rituals in Scrum are time-boxed.
Undone Work	Can you release the product at the end of the Sprint? If not, there is undone work. Typical examples include: regression testing, usability testing, customer acceptance tests. The less undone work you have, the more predictable your release dates. See Spillover.
Unit Tests	Automated tests written by the Development Team to assure Internal Quality. Unit tests enable Refactoring and provide an essential safety net, so that changes and fixes do not introduce new errors.
User Story	A people-centered approach to defining requirements with a standardized form: As <some role or persona> I want <some value> so that I can achieve <some goal or purpose>. The word 'user' should never appear in a User Story.
Velocity	A unit to gauge the speed of development and estimate the completion date of large projects. Usually expressed as Story Points per Sprint.
WAP	Widely Adopted Practice, often used together with Scrum, but not part of Scrum—you may do it or not if you feel it applies to you. Examples include Story Points, User Stories, Definition of Ready.
Whole Team	An XP term for the Scrum Team
Work in Progress “WIP”	Work that has started but has not yet been completed. Lots of WIP is associated with poor performance and inability to get things done. See “Spillover.”
Working Agreement	An agreement among interested parties to enable more effective work. Working agreements are the basis for improvement in Scrum.

Appendix C. Audio Visual Materials

Videos

Basics/For the ScrumMaster

Title	Author	URL
The Scrum Framework	Lyssa Adkins	https://www.youtube.com/watch?v=_BWbaZs1M_8
The Scrum Master	Marcel van Hove	https://www.youtube.com/watch?v=yuHuSHoZlmk
Dysfunctional Daily Scrum	Various Scrum Trainers	https://www.youtube.com/watch?v=B3htbxIkzzM
High Moon Studios	High Moon	http://www.youtube.com/watch?v=UT4giM9mxHk
Lean and Agile Adoption with the Laloux Culture Model	Peter Green	https://vimeo.com/121517508

Basics/For the Product Owner

Title	Author	URL
Agile Product Ownership in a Nutshell	Henrik Knieberg	http://www.youtube.com/watch?v=502ILHjX9EE
Agile Product Ownership in a Nutshell / German Version	Henrik Knieberg Toby Baier	https://www.youtube.com/watch?v=ZUwo8tKoYnQ
Flash build	Nordstrom Innovations	http://www.youtube.com/watch?v=szr0ezLyQHY
Wikispeed TED Talk	Joe Justice	http://www.youtube.com/watch?v=x8jdx-lf2Dw
Start with Why	Simon Synek	https://www.youtube.com/watch?v=IPYeCltXpxw
Dropbox MVP	Dropbox MVP	http://www.youtube.com/watch?feature=player_embedded&v=7QmCUDHpNzE

Other Videos worth watching!

Title	Author	URL
LeSS Large Scale Scrum	LeSS Project	(f) https://www.youtube.com/watch?v=e7mzpKHOAHs (m) https://www.youtube.com/watch?v=1BZf_Oa7W94
Engineering Culture at Spotify – 1	Henrik Knieberg	https://labs.spotify.com/2014/03/27/spotify-engineering-culture-part-1/
Engineering Culture at Spotify – 2	Henrik Knieberg	https://labs.spotify.com/2014/09/20/spotify-engineering-culture-part-2/
The Puzzle of Motivation	Daniel Pink	http://www.ted.com/talks/dan_pink_on_motivation
Bradley Fighting Vehicle		http://youtu.be/aXQ2lO3ieBA

Title	Author	URL
Piano Stairs	TheFunTheory.com	https://www.youtube.com/watch?v=2IXh2n0aPyw
Why you need to Fail	Derek Sivers	https://www.youtube.com/watch?v=HhxCGuKOys
First Follower: Leadership Lessons from Dancing Guy	Derek Sivers	https://www.youtube.com/watch?v=fW8amMCVAJQ

Literature

The ScrumMaster's short list – what you need to know

- Twice the work in the half the time. Jeff Sutherland. I wish he'd called it twice the value in half the time, but you get the idea. Many examples from outside of software.
- Agile Project Management with Scrum. Ken Schwaber. Some of the advice is a bit dated, but still the book on Scrum. Start here.
- Five Dysfunctions of a Team. Patrick Lencioni. Creating a culture of fearless trust is the basis for almost everything else in a modern enterprise.
- Switch: How to Change Things When Change Is Hard. Chip Heath and Dan Heath – a simple approach to leading change. Combine with Storytelling.
- Squirrel Inc, Steve Denning – the Storytelling approach to Leadership. Storytelling is the single most effective way to lead change, regardless of your position in the company.
- User Stories Applied: Agile Software Development, Mike Cohn. After Ken's book & Mike's books I felt I was ready to conceive, plan and deliver software projects effectively
- The Art of Agile Development Jim Shore. OK, if you're a developer, you might prefer to start here.

The Product Owners short list – what you need to know

- Agile Project Management with Scrum. Ken Schwaber. Some of the advice is a bit dated, but still the book on Scrum. Start here.
- Agile Estimating and Planning. Mike Cohn. Estimating & planning are not black magic.
- User Stories Applied: Agile Software Development, Mike Cohn. After Ken's book & Mike's books I felt I was ready to conceive, plan and deliver software projects effectively
- Leaders Guide to Radical Management. Steve Denning – The purpose of a company is to delight its customers. Agile practitioners will recognize much of what Steve writes and profit tremendously from the rest.
- The Lean Startup, Eric Ries – the purpose of a company is to learn what its customers will pay for. Learn quickly! This book tells you how.

Scrum and Agile Project Management

- Agile Project Management with Scrum. Ken Schwaber..
- Agile Estimating and Planning von Mike Cohn. Proof that estimating & planning are not black magic.
- User Stories Applied: Agile Software Development, Mike Cohn. After Ken's book & Mike's books I felt I was ready to conceive, plan and deliver software projects effectively.
- Scrum and XP from the Trenches. Henrik Kniberg. This is what Scrum is really about.

- Lean Software Development: An Agile Toolkit for Software Development Managers, Tom & Mary Poppendieck. A bridge for managers between their MBA studies and real agility.
- Implementing Lean Software Development: From Concept to Cash Tom & Mary Poppendieck. Tools for putting your company on a diet.
- The Software Project Managers Bridge to Agility Sliger & Broderwick. If your manager is a PMP, this book will help her or him understand that words "agile" and "project management" can be applied to the same project successfully

Agile Development Practices

- The Art of Agile Development Jim Shore. OK, if you're a developer, you might prefer to start here.
- FIT for Developing Software: Framework for Integrated Tests Rick Mugridge und Ward Cunningham. Tests are the bleeding edge between customer and developers. How to know that you are getting what you want and that it stays what you want.

Scaling Scrum

- Scaling Lean & Agile Development, Larman and Vodde. An approach to scaling Scrum or an architecture for your company?
- The Enterprise and Scrum, Ken Schwaber. An approach for Scaling Scrum.
- Agile Software Development in the Large: Diving Into the Deep Jutta Eckstein. One of the first books on scaling agility. (Oddly, although the author is German, I found the English more readable. Maybe it's because I'm Swiss.)

Leading Change

- Switch: How to Change Things When Change Is Hard. Chip Heath and Dan Heath – a simple approach to leading change.
- Squirrel Inc, Steve Denning – the Storytelling approach to Leadership. Storytelling is the single most effective way to lead change, regardless of your position in the company.
- Fearless Change: Patterns for Introducing New Ideas Linda Rising. Changing the organization is the hardest part of agile.

Coaching Teams

- Five Dysfunctions of a Team. Patrick Lencioni. Creating a culture of fearless trust is the basis for almost everything else in a modern enterprise. This book should be under management, the concepts are so fundamental!
- Coaching Agile Teams – Lyssa Adkins book is a great companion for ScrumMasters to help them understand what their job really is and how to do it.
- Agile Retrospectives: Making Good Teams Great Esther Derby. The classic book on retrospectives.

Management/Agile Leadership

- Leaders Guide to Radical Management. Steve Denning – values, principles and practices for running and transforming a company in the 21st century. Agile practitioners will recognize much of what Steve writes and profit tremendously from the rest.
- The Lean Startup, Eric Ries – the purpose of a company is to learn what its customers will pay for. Learn quickly! This book tells you how.

- Disruptive Innovation, Clayton Christensen – why companies are challenged by innovations they could have done themselves
- The Ultimate Question (and the Ultimate Question 2.0), Frederick Reichheld – delighting your customer is the key to success in the 21st century. Here's why. A super attitude for Product Owner.
- Leading Lean Software Development Mary Poppendieck.

German Language Literature about Scrum and Agile

Title	Authors	Published
Agile Entwicklungspraktiken mit Scrum	Roman Pichler und Stefan Roock	30. Mai 2011
Agile Projekte mit Scrum, XP und Kanban...	Henning Wolf	31. Oktober 2011
Agile Softwareentwicklung	Henning Wolf und Wolf-Gideon Bleek	25. Oktober 2010
Agiles Produktmanagement mit Scrum: So entwickeln Sie Produkte, die begeistern	Roman Pichler	16. Januar 2012
APM - Agiles Projektmanagement: Erfolgreiches Time-boxing für IT-Projekte	Bernd Oestereich und Christian Weiss	29. November 2007
Der agile Festpreis: Leitfaden für wirklich erfolgreiche IT-Projekt-Verträge	Andreas Opelt, Boris Gloger, Wolfgang Pfarl und Ralf Mittermayr	6. September 2012
Die Kraft von Scrum: Inspiration zur revolutionärsten Projektmanagement	Henning Wolf und co.	19. September 2012
Geschichten vom Scrum: Von Sprints, Retrospektiven und agilen Werten	Holger Koschek	1. November 2009
IT-Projektmanagement: Was wirklich funktioniert - und was nicht	Matthias Geirhos	28. September 2011
Kanban in der IT: Eine Kultur der kontinuierlichen Verbesserung schaffen	Klaus Leopold, Siegfried Kaltenecker,	
Scrum - Einführung in der Unternehmenspraxis	Dominik Maximini	7. Dezember 2012
Scrum - kurz & gut	Dräther, Holger und Sahling	28. Februar 2013
Scrum in der Praxis: Erfahrungen, Problemfelder und Erfolgsfaktoren	Röpstorff und Wiechmann	1. Oktober 2012
Scrum Kompakt	Sebastian Neus und Carsten Oltmann	18. September 2012
Scrum mit User Stories	Ralf Wirdemann	3. März 2011
Scrum und das Standardmodell wirksamen Managements nach Malik: Eine Synthese systemischen Managements	Jacqueline Sharma	August 2012
Scrum: Produkte zuverlässig und schnell entwickeln	Boris Gloger	17. Januar 2013
Scrum: Schnelleinstieg	Andreas Wintersteiger.	7. März 2012
Testen in Scrum-Projekten: Leitfaden für Softwarequalität in der agilen Welt: Leitfaden für Softwarequalität...	Tilo Linz	27. Februar 2013

English Works Available in German Translation

Title	Authors	Published
Kanban	David J. Anderson und Barbara Heitger	3. Mai 2012
Agile Softwareentwicklung: Mit Scrum zum Erfolg!	Mike Cohn	19. August 2010
Agiles Projektmanagement mit Scrum	Ken Schwaber und Thomas Irlbeck.	4. Oktober 2007
Kanban: Evolutionäres Change Management für IT-Organisationen	David J. Anderson	24. Januar 2011
Scrum - Agiles Projektmanagement erfolgreich einsetzen	Roman Pichler	
User Stories: für die agile Software-Entwicklung mit Scrum, XP u.a.	Mike Cohn	25. Juni 2010

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Appendix D. Challenges of adopting Scrum and Agile

Learning Objectives

- What are the biggest challenges of an Agile transition?
- What do you need for a successful Scrum implementation?
- Biggest impediments to achieving high performance teams
- Roadmap for a successful implementation

Connection

Where do you think Scrum and Agile are a good fit in your organization?

What will be the biggest challenges to implementing Scrum in your organization?

Concepts

Seven Levels of Delegation (from Management 3.0):

- Tell – Manager decides
- Sell – Manager explains why their solution is the best
- Consult – Manager asks for opinions before deciding
- Agree – Manager and “other” decide together
- Advise – Manager gives opinion, “other” decides
- Inquire – Manager asks “other” about the decision and/or the successful implementation
- Fully Delegate – Manager gives “other” the problem and does not even inquire about the success of the result

Why do companies fail to achieve their expectations through Scrum and Agile?

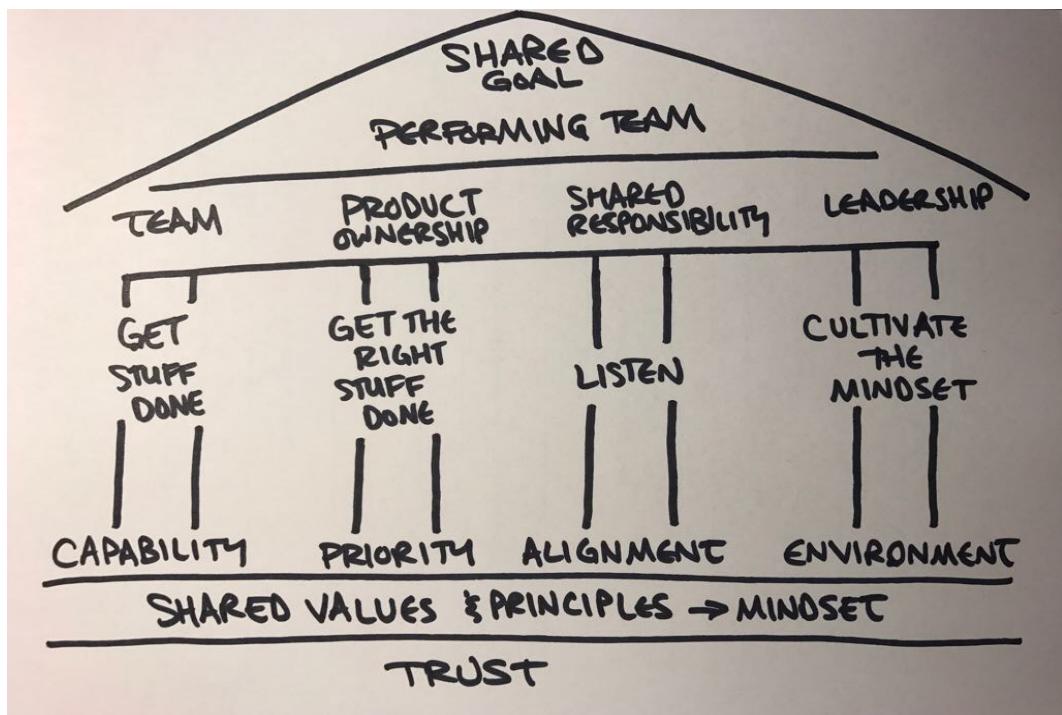
The basic motivation for switching to Scrum and Agile is performance. Getting better at delivering what your customers and stakeholders really want, and doing it faster.

I just completed interviewing 25 managers, executives and agile leaders from 20 different companies. Only three of them sounded genuinely happy with the progress of their organizations toward achieving the promise of Agility.

What's getting in the way? I see five recurring factors:

1. **Missing shared goal or purpose.** The goals and objectives of the project are not clear, not known or nor supported throughout the organization. Individual objectives may not be in alignment with project goals.
2. **Missing mindset.** Too many people in the organization don't understand or haven't bought into the agile mindset. The result is lip service or worse. Surprisingly, it's not just management. The challenges extend up and down the organization.

3. **Inability to create alignment.** If too many things matter, than nothing matters. Many organizations are not able to create alignment among their stakeholders about what should be done and why, so they are not able to focus their resources enough to achieve high performance.
4. **Inability to get things done.** Most teams are unable to perform the basic skill of delivering bug-free value to the organization or its customers at frequent, regular intervals. The happy organizations – could do this, the unhappy ones could not.
5. **Inability to hold the new mindset/Roadmap to agile organization is missing.** Old habits die hard. The agile mindset represents a new way of thinking, but it is easy to revert to the old ways before the new way is fully established. People often come out of their basic Scrum training full of enthusiasm, but making it real is challenging.



Points 1 through 4 are mostly about groundwork, i.e. points that must be addressed at the beginning and cemented during the first 6 months of the transformation. Point number 5 is about holding the course once you get started and never really ends.

Typical challenges

Classical management is fundamentally a “Tell” architecture. Agile frameworks usually operate at the levels of Consult, Agree, and Advise. In *Tell*, the discussions focus on what to do. In Agile organizations, the discussions focus on why to do them.

The typical challenges of getting a Scrum started include:

- Identifying and empowering a single product owner to make decisions about the product
Often the product owner does not have the standing in the company to make decisions or the person who has the authority refuses to “step up to the plate.”

- Identify and empower a Scrum Master to identify and fix impediments – Often the Scrum Master is charged with other tasks, reports to the product owner, is not given the necessary access to management or is otherwise prevented from identifying and removing impediments to performance.
- Creating a dedicated cross-functional team with all the skills needed to transform an idea from a backlog item to something “done” for the customer or stakeholder. Often people are scattered geographically, (over-)committed to multiple projects, and assigned to different departments.
- Reacting and rapidly fixing impediments (requires active support from management) - Sometimes the first levels of Management even see the Scrum Masters as threats to their position.

The challenges of transitioning from classical to agile organizations revolve around;

- Reorganizing functional units and time-shared staff as dedicated, cross-functional teams. with all the skills – including business skills – necessary to get to “Done”
- Delegating decision-making to those teams.
- Transitioning from Tell to Consult, Agree and Advise – The subject of discussions move from “what?” to “why?” Some managers perceive this as a loss of control; it is better described as a change from control to influence.
- Fear – Scrum does not define roles like Manager, Architect, Business Analyst or Chief Anything. So some people wonder what Scrum means for them personally. If they are afraid, they will resist the change. The good news is, nearly all of the skills are still needed.

What do you need for a successful Scrum implementation?

What is your goal? A single project or an Agile Enterprise?

You can create “an island of common sense” by doing Scrum at the project level. This will probably be an improvement over what you had before, but it will not be stable. The leadership is not operating by the same value system as the project teams. Eventually the leadership will undermine the success of the project teams and the organization will revert to its previous performance level.

The alternative is to create a company which can rapidly and reliably react to customers' needs. There are many companies which offer agile consultancy. Some of those companies actually live the agile mindset, while some only sell the services while living classical values. It is easy to tell which is which, especially at the first bump in the road.

Background Information

Eight Steps for starting a Scrum Project

1. Start with the willing. You need a desire to do Scrum from the future Scrum Team itself, its upstream and downstream stakeholders, and its management at least two, and preferably three levels up.
2. Agree and commit to doing Scrum. This includes:
 - A dedicated, interdisciplinary team with all the skills and authority needed to get work items done.
 - A Product Owner empowered to make decisions.
 - A Scrum Master empowered to identify and resolve impediments. The Scrum Master needs access to management.
 - Commitment from management to respect the Sprint Contract.

- Commitment from management to resolve impediments and other request from the Scrum Team quickly and positively.
3. Fill the roles: Scrum Master, Product Owner, Development Team
 4. Learn how to do Scrum. Initial training should include the Scrum Team, stakeholders up and downstream, and management three levels up.
 5. Identify initial impediments to doing Scrum and resolve as many of them as possible.
 6. Define or update the vision for the project and confirm support from stakeholders.
 7. Create the product backlog, at least enough for the first sprint
 8. Hold your first Sprint Planning.

Coaching and mentoring can lower the risk, reduce the cost and speed up the return on investment of the transition.

Six Steps for starting an Agile Enterprise

1. Start with the willing. The prerequisites are essentially the same as above. The leadership must want to establish an Agile mindset throughout the company. Leadership will apply Scrum to lead the transition.
2. Take away the fear. Ensure that everyone, especially managers and other leaders, know that their jobs and positions are safe. Their role may change, but they do not need to worry.
3. Start two Scrum projects in parallel: One project is about the business of the company (a traditional Scrum project), the other is about creating a more effective company (EnterpriseAgility Team).
4. The Project Team is created as described above.
5. The Enterprise Agility Team is also created as described above. The Product Owner and Scrum Master are senior executives of the company. The product backlog consists of measures to improve the organization and impediments generated by the project teams that they are unable to solve themselves
6. Add additional teams slowly as they desire to join the Agile eco-system in your company.

How to apply Agile concepts where a Scrum Team is not appropriate or possible

Use Personal Agility to identify what really matters and ensure that activities support what really matters.

Appendix E. Further Training and Support



As a Certified Scrum Trainer I offer training, coaching and mentoring services to help you achieve a smooth transition:

Trust, Shared Mindset

- “Discovering Scrum” Workshop – discover how Scrum can enable high performance
- In-House Scrum Master Training – lay the foundation for high-performance teams
- “Scrum bei uns” Workshop – how to apply in your context
- Initial Coaching – get up to speed doing Scrum yourself as quickly as possible

Capability

- Certified Scrum Master Training – lay the foundation for high-performance teams
- Scrum Development: How to Develop Bug-Free Software (in development)
- Scrum for Traditional Companies: How to build non-software products with Scrum

Prioritize

- Agile Business Basics (for customers and stakeholders): Get ready for Scrum & Agile
- Certified Scrum Product Owner Training: Leading Innovation
- PAS, The Personal Agility System: Double Your Professional Impact in 8 Weeks

Communicate, Leadership

- Guiding the Agile Transition: Leadership Mentoring with Peter Stevens
- Achieving Performance: Agile Supervision with Peter Stevens
- PAS, The Personal Agility System: Double Your Professional Impact in 8 Weeks

For more information, please contact me: peter@saat-network.ch

A-Ha! Moments

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To talk about back in the office

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The Personal Agility System [PASs]™

Have more impact at work



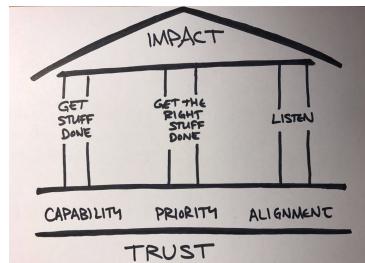
A workshop for Corporate Decision Makers, Advisory Boards, Executives and other leaders.

This workshop can be tailored for other staff in your organization.

Would you like to...

- Make promises you can keep?
- Have confidence about what really matters?
- Achieve alignment with those above, below, or around you?
- Be more efficient?
- Be more fulfilled and have more energy?

The Three Pillars of Impact



Learn the skills for achieving impact



*This workshop is lead by
Peter Stevens, Certified Scrum Trainer,
Author and Inventor of PASs*

This course is ideal for you if you have:

- Many projects in progress, few getting done
- Permanently shifting scope and targets
- Frequent interruptions
- Overwhelming workloads
- Lots of time wasted on inefficiency

What you can expect from The Personal Agility System

The Personal Agility System [PASs] is a simple framework for doing more that matters. At a personal level, it helps you understand what really matters to you and choose your actions accordingly. Because you know what matters and why, you have confidence in the priorities you set. It's easier to decide what to do next. You get more of the right things done and have more energy while you do it!

PASs is also a simple leadership framework for building agreement among peers, managers and direct reports. You can figure what really matters to your organization, what to do and why. Actions and decisions become aligned. Priorities shift less often, so there are fewer interruptions. You can focus more and get projects done faster. You go beyond being efficient to inspire collective action!

Learn to apply the Personal Agility System in 8 lessons

Part 1 – Do more that matters

Get your own act together so that you are good at getting the right things done!

- Lesson 1 – Manage your time for maximum impact.
- Lesson 2 – Achieve alignment with your first stakeholder.
- Lesson 3 – Identify priorities, set priorities, and make them stick.
- Lesson 4 – Identify potential to get even better at getting things done.

Part 2 – Have more impact at work

Apply Personal Agility Leadership at scale to become a “mover and shaker” in your organization!

- Lesson 5 – Improve interactions to achieve desired outcomes.
- Lesson 6 – Lead colleagues, managers and direct reports more effectively.
- Lesson 7 – Achieve alignment among multiple stakeholders.
- Lesson 8 – Create Alignment up and down the organization

For information contact

This workshop is offered publicly as an online workshop. See <https://saat-network.ch/pas> for details.

For company courses, you can hold the workshop in an online or face-to-face format, or in combination. Contact Peter Stevens, peter@saat-network.ch for more information.

What are people saying about the PAS Workshop?

"It gave me more focus on and helped me understand better the difference between the important and the urgent!"

– Thomas Bindzus

"Now I feel much more focused on what is really important and what makes my life happier!"

– Laura Quattri

"It allowed me to have... gives me a good framework in context to have a meaningful conversation with my wife about actual things that we need to get done"

– Rijon Erickson

"It also gave me a wider time horizon, what I need to do today, next week, what I accomplished last week, I'll give myself a pat in the back"

– George Verdolaga

"Now I know what is most important for me and what I have to do first, and this is the best thing I have learned from this program, to set my clear priorities"

– Piyali Karmakar

"Personal Agility has helped me to refocus on what really matters and be much more intentional about the things that I do"

– Maria Matarelli

Details subject to change without notice, © 2017 Peter Stevens

Achieving Performance through Agile: Group Mentoring with Peter Stevens

For Project Managers, Managers, Scrum Masters, Product Owners and other Agile Leaders

Are you transitioning to Agile or Scrum? Your Agile voyage can be difficult. Would you like to:

- Help with transition challenges?
- Learn from other practitioners?
- Discuss specific problems with your peers?
- Develop & cultivating your own Agile Mindset?
- Share your successes?

Would you like access to an expert? Would you like to share experiences with other practitioners?

You can join a community of like-minded professionals. Under leadership of Peter Stevens, we celebrate our successes and collaborate to solve our problems.

Agile Group Mentoring is ideal for you if:

- You and maybe your organization are striving to change from classical leadership to Agile self-organization
- Parts of your organization may be moving (or not) at different speeds towards agility
- You need an experienced, independent perspective on the challenges you are facing
- You want to reduce the risk of your Agile transition

What you can expect

I will help you on your voyage. As an experienced Scrum trainer and coach, I have helped many organizations, teams and individuals discover Agility and transform themselves. As author of *Personal Agility, Do More that Matters*, I have explored the Agile Mindset and have a deep understanding of how to build alignment around Agility.



We meet online. In each session, we review last month's challenges, the applied solution and what actually happened. Then we consider 3, maybe 4 issues brought by you (or your fellow Agilists). They propose solutions. I will propose a solution. You get to choose which one(s) to implement. Next month you report back on what happened. This process is called Supervisioning.

What you bring

- You have a Scrum role or a formal or informal leadership role or in your company
- You are serious about wanting to create a high performance team or organization
- You are committed to participate actively
- You have completed (or intend to complete) at least a Certified Scrum Master or a Certified Product Owner Training
- You are not a vendor of Scrum or Agile coaching, training or related services

* Please contact us if you have doubts about satisfying any of these criteria.

More space for your notes :-)

Agile Business Basics: Get ready for Scrum & Agile

(c) 2017 Peter Stevens.
Preliminary, Subject to change

For Decision Makers, Business Managers and Customers who want their Agile project to be a success.

Would you like to:

- Be successful with your upcoming agile project?
- Generate better results for your organization, faster?
- Hold constructive discussions about how and why agile processes work?
- Reduce the risk and costs of ineffective collaboration?

This course is ideal for you if:

- You are responsible for investments in business or technology projects.
- You are under pressure to deliver faster or to use Scrum and Agile
- You have experience with Agile but are not getting the quality or the performance you want.
- You don't have enough time to take a one or two-day course on Scrum or Agile

What this workshop is and is not

- This workshop is a mixture of prerecorded content and live training and coaching
- This workshop is helping you achieve your goals in an agile context
- This workshop does not block large chunks of your time
- This workshop is not trying to sell you on Scrum or Agile
- This workshop is not a replacement for Product Owner Training (which might be a logical next step)

Outcomes

By the end of this program you will be able to:

1. Understand and apply confidently Scrum and Agile
2. Make decisions on whether Scrum & Agile are appropriate
3. Budget, forecast and monitor progress of an Agile Project
4. Evaluate Supplier Performance & Deliverables
5. Know when and how to pull the emergency brake if necessary
6. Get better results and lower costs through better collaboration
7. Contract with an Agile Development company

Topics

Week 0- Kick-Off

1. Introductions, goals and objectives, how the course works. Get the technology working.

Week 1- Understanding the Basics

1. Under what conditions do Scrum and Agile make sense
2. What is Scrum, What is Agile, How do they work
3. What is your role in an agile project

Week 2 – How to Work with an Agile Team

1. What happens when a team starts doing Scrum
2. How to set up a project with Agile
3. How to forecast cost and schedule

Week 3 – Succeeding with an Agile Team

1. Who should supply the Product Owner and Scrum Master
2. How much planning is necessary
3. How do I know when it will be done

Week 4 – Where to go from here

1. Failure patterns to avoid
2. When to pull the emergency brake
3. Where else does it make sense to apply Scrum and Agile?

What you get

In this program you can get access to:

- The essentials delivered to your inbox 3 days per week with a link to a podcast
- In-depth podcast or video to learn. Each video or podcast for more in-depth information if you want it. Listen or watch at your convenience
- Five weekly live mentoring and coaching sessions, consisting of a brief presentation of the week's topics, followed by Question and Answer and Problem solving. All live sessions led by Peter Stevens, Scrum Trainer and author of Personal Agility: Do More That Matters
- Participant's workbook in electronic form with content and exercises
- A personalized list of talking points for improving your situation after each workshop
- Lifetime access to our private Scrum for Stakeholders community for mutual support
- Feedback on your progress from the instructor and fellow participants on your progress
- Access to our Scrum for Stakeholders electronic repository of videos (including recordings of all mentoring sessions), templates, tools, and quick reference cards
- Certificate of attendance for all who participate in the live sessions

Certified Scrum Master Training: Foundations of High-Performance Teams



For anyone involved in Scrum Project

ScrumMasters, Product Owners, Managers, Developers, Testers, Change Agents, Business Analysts, Consultant, Project and Program Managers

Would you like to:

- Apply Scrum in your team or project?
- Get better at doing Scrum in your team or project?
- Improve the reliability, predictability, and performance of your development efforts?
- Turn your current project into your best, most successful project ever?
- Become part of the world's largest most active Scrum community?

This course is ideal for you if:

- You suffer constantly changing and conflicting priorities
- Your timelines shift and interruptions are frequent
- You are under pressure to deliver faster or to use Scrum and Agile
- You are not getting the quality or the performance you want from Scrum or Agile
- You'd like work to be more fun

What this training is and is not

- This training is a two-day interactive, face-to-face workshop
- This training is taught by Peter Stevens, an active practitioner of Scrum and Agile
- This training is about helping you achieve your goals in an agile context
- This training does not put you through “death by PowerPoint”
- This training is not trying to sell you on Scrum or Agile

Outcomes

By the end of this program you will be able to:

- Understand and apply confidently Scrum and Agile
- Coach your team through all of the events in the Scrum Flow
- Introduce Scrum into your team or organization
- Identify and address impediments to team and individual performance
- Serve as a Scrum Master in your team
- Qualify for Certification as a Certified Scrum Master® (test required)

Topics

Day 1

- What Are The Core Principles Of Scrum?
- How Does A Team Self Organize?
- How Does Scrum Work (in 10 Minutes)?
- How Is Scrum Different? - Architecture
- When Is Something (really) Done?
- Who Is Responsible For What?
- What Happens When?
- How To Organize Work? - The Task-board
- How To Monitor Progress? -Burn up or burn down charts

Day 2

- What Does A Great Scrum Master Do?
- How To Manage Requirements In Scrum – The Product Backlog
- How To React To Change?
- Experience A Sprint
- How To Facilitate A Retrospective
- How To Get Started
- How Is Scrum Different? - Mindset
- When Is Scrum The Right Framework?
- Transfer – What To Do Before You Leave The Class?

What you get

In this program you can get access to:

- Two-Day face to face training with Peter Stevens, Certified Scrum Trainer®.
- 60 page Participant's handbook in electronic form with content and exercises, made available to you under a Creative Commons license
- Access to dropbox repository of course materials, templates, checklists, practitioners guides and other useful information
- 15 SEUs/PDUs
- 2 year membership in the Scrum Alliance
- Test fees for Certification as a Scrum Master
- A personalized list of discussion points for improving your project or organization
- Certificate of attendance

Certified Scrum Product Owner Training: Leading Innovation



Create great products with your Scrum Team!

For Product Owners, Product Managers, Business Analysts, Project and Program Managers, Consultants, Scrum Masters and Agile Coaches

Would you like to:

- Understand or fulfill the duties and responsibilities of the Product Owner role?
- Create products that are valued by users and customers?
- Deliver projects that are on-time and on-budget?
- Transition from a Business Analyst or Project Manager role?
- Achieve higher team performance, happier stakeholders, and more engaged staff?

This course is ideal for you if:

- Your product is not getting the traction you expect
- Your timelines shift and interruptions are frequent
- Your team is complaining about the User Stories and/or the Product Backlog
- You are not getting the quality or the performance you want from your Agile team
- You'd like work to be more fun

What this training is and is not

- This training is a three-day interactive, face-to-face workshop about creating great products
- This training is taught by Peter Stevens, an active Product Owner
- This training is not a repeat of the Scrum Master class (though it may refresh you on the basics if you need it)
- This training does not put you through “death by PowerPoint”

Outcomes

By the end of this program you will be able to:

- Validate with your customers and stakeholders that you are building the right product
- Collaborate effectively with your team through all of the events in the Scrum Flow
- Create user stories and prioritize the Product Backlog effectively
- Predict when your product will be ready
- Recognize and react when your project is challenged
- Serve as a Product Owner in your team
- Qualify for Certification as a Scrum Alliance Certified Product Owner®

Topics

Day 1 – The Product Owner

- Why Scrum?
- What are the core principles of Scrum?
- What does a Product Owner do?
- How does the P-O impact team performance?
- What happens when?
- How to manage requirements in Scrum?
- How to get stakeholders to agree on priorities?
- How to monitor progress?

Day 2 – From the Vision to the Minimum Viable Product

- What does it mean to be Agile?
- How do you work with customers and stakeholders?
- How do you craft and validate a vision?
- Which features must be present?
- Which MVP will we build?
- How do you create a product backlog from a vision?
- How to get the backlog ready for implementation?
- Sprint! Create your MVP

Day 3 – Scrum and the Organization

- How to react to change?
- Who is responsible for what?
- When is something (really) done?
- When is Scrum the right framework?
- Transfer – What will you do when you get back to the office?
- Questions and Case Studies
- Other topics as requested

What you get

In this program you can get access to:

- Three-day face-to-face training with Peter Stevens, Certified Scrum Trainer®
- 80 page Participant's handbook in electronic form with content and exercises
- Access to repository of course materials, templates, checklists, guides & useful information
- 22 SEUs/PDUs
- 2 year membership in the Scrum Alliance
- Recommendation for Certification as a Scrum Product Owner (if you meet the conditions)
- A personalized list of discussion points for improving your project or organization
- Certificate of attendance

Appendix F. Answers

1. What are the core principles of Scrum

The key principle of Scrum is **Inspect and Adapt**.

Common failure patterns are:

1. Don't Inspect
2. Don't Adapt
3. Garbage In / Garbage Out
4. The Bull must want to change

What should consider as evil in your project, and keep to a minimum?

1. Multitasking is evil
2. Spillover is evil
3. Bugs – Fixing bugs is 10 to 100 times more effort than initial development

Multitasking is evil because it is extremely detrimental to personal and team performance.

Spillover is evil because it is a symptom of multitasking and limits your organizational agility.

2. When Is Scrum the right Framework?

Scrum is a simple, team-based framework for solving complex problems. The results of a complex project are **not easily predictable, like product development or organizational transformation**.

Scrum implements a small set of patterns, that are associated with highly productive teams:

- Inspect & Adapt at regular intervals.
- Produce something of potential value at regular intervals.
- One voice in the team speaks for the customer, user or stakeholders.
- An interdisciplinary team solves the whole problem together.
- A coach helps everybody get better.
- (Management leads and guides, and knows when to stay out of the way.)

Scrum is most effective, when people want to do it.

Classical Management is suitable for problems sets that are **predictable**. The path to success can be defined in advance. Patterns associated with classical management include:

- Define a plan, follow the plan
- Define milestones and check progress against milestones
- Managers, Stakeholders and/or Customers decide
- Bring specialists on board only when and as long as they are needed.
- Well-defined processes, carefully followed, ensure predictable results.

3. What happens when

Sprint Planning 1

Attendance: **Must:** PO, DT, **Should:** SM; **Can:** Anyone the PO invites

Time-box: 1 hour per week of Sprint

Goal of the event: Determine what can be delivered in the Increment produced in this Sprint-

Agenda might include:

- Review of results of last sprint
- Status of progress toward overall goals
- Business Goal to achieve this sprint
- Availability of the team during this sprint (vacations, training, holidays)
- Best Backlog items to achieve the goal
- Discuss and refine backlog items for this print
- Confirm sequencing of the backlog
- Create the forecast

Sprint Review

Attendance: **Must:** PO, DT, **Should:** SM; **Should:** Key Stakeholders that the PO invites

Time-box: 1 hour per week of Sprint

Goal of the event: With the stakeholders, inspect the Increment and adapt the Product Backlog if needed.

Agenda might include:

- Attendees include the Scrum Team and key stakeholders invited by the Product Owner;
- The Product Owner explains what Product Backlog items have been “Done” and what has not been “Done”;
- The Development Team discusses what went well during the Sprint, what problems it ran into, and how those problems were solved;
- The Development Team demonstrates the work that it has “Done” and answers questions about the Increment;
- The Product Owner discusses the Product Backlog as it stands. He or she projects likely completion dates based on progress to date (if needed)
- The entire group collaborates on what to do next, so that the Sprint Review provides valuable input to subsequent Sprint Planning
- Review of how the marketplace or potential use of the product might have changed what is the most valuable thing to do next
- Review of the timeline, budget, potential capabilities, and marketplace for the next anticipated release of the product.

Backlog Refinement

Also known as: Release Planning, Estimation Meeting

Attendance: **Must:** PO, DT, **Should:** SM; **Can:** Key Stakeholders that the PO invites

Time-box: max 10% of the Development Team's capacity

Goal: add detail, estimates, and order to items in the Product Backlog

4. Who is responsible for what?

Which role is most similar to a Project Manager?

Product Owner

What duties are still assigned to a Project Manager in Scrum?

None. Scrum does not define the role Project Manager

What additional responsibilities are defined for the Scrum Roles compared to a Project Manager?

Product Owner	Scrum Master	Dev Team
Why?	Performance	How?
Decisions	Change Agent (Organization)	How Much?
ROI / Maximizing the value of the teams work	Remove Impediments	Solve the Problem
Vision, Focus, Flow		3 to 9 (7 +- 2) people

5. How to monitor progress

The mother-in-law problem:

- That depends on your assumptions: If continue to calculate at 120kmh, in 2 hours, i.e. 12:30 or 30 minutes late. If you assume that your first 120km is a good predictor for the remaining voyage, you would forecast to arrive in Geneva 3 hours later, or 4h30 after departure: 13:30 (9:00 + 3 * 1:30). You may choose to live dangerously and recover the lost time.
- That depends on your relationship with your mother-in-law. The level of trust and mutual respect you have may influence your decision.
- Some options are: Drive faster, meet in the middle, meet later, cancel the trip

6. How to manage requirements in Scrum

Which principles assure which benefits?

- Independent: c, d, g
- Negotiable: b, d, (a)
- Valuable: d,
- Estimable, Small and Testable: e, f, h, j

7. How to get backlog items ready for implementation?

- The waterline signifies your next release, or the next business goal. It should not be more than 3 months in the future.
- Typical Estimates (Story Points / T-Shirt / #NoEstimate scales)
 - Epics: 40 to 100 / XL / NFC
 - Features: 13 to 20 / M to L / TFB
 - Grains of Sand: 1 to 5 / XS to S / 1

- How long to implement? Often waiting time is more important than actual implementation time. Eliminating waiting team improves organizational performance and agility.
- When to do backlog refinement: continuously
- Who should be present? The whole Scrum Team, plus additional stakeholders and domain experts as appropriate.
- What does the sun represent: the team. Their work transforms backlog items into finished functionality.
- What happens each sprint. The Team delivers some finished functionality. Some stories need to be made ready (in to grains of sand) for the next sprint. Every once in a while, an epic gets turned into stories.

8. When is something really done?

The Definition of Done is an agreement among all Scrum Team members.

Every Scrum Project Needs to Answer 3 questions (and Software Projects need to answer 4 questions) about the value they produce:

1. “Right Thing?”
How do we know we have built the right thing?
Customer Intent/Perspective, External Quality/Acceptance Criteria
2. “Built right?”
How do we know we have built the thing right?
Developer Intent/Perspective, Internal Quality
3. “Built enough?”
How do we know we have built enough functionality to satisfy the user or market?
Completeness, Fitness for Use
4. “Still done?”
How do we know that the stuff that was done last sprint is still done this sprint?
Part of (2) but cannot be achieved economically without automation

The Definition of Done covers questions 1, 2 and 4. Question 3 is the responsibility of the Product Owner, though you may find patterns that allow you to release faster.

Note: A deeper answer to question 1 would also include validation: Will the users use it? Will the market buy it? How can you reduce the time to validate that you have really built the right thing?