

	Scrum Master Cycle		Product Owner Cycle	
	Scrum of Scrums	Executive Action Team	Product Owner Team	Executive MetaScrum
Goal	coordinate in order to deliver value to customers	Align the development of the entire organization along a shared and transparent transformation strategy and ensure that a prioritized transformation backlog exists to execute that vision; remove impediments	create an overarching vision for the product & make it visible to the organization; align the teams' priorities along a single path so that they can coordinate their team backlogs and build alignment with stakeholders to support the backlog	create an overarching vision for products & make it visible to the organization; eliminate dependencies
Product Owner	Chief Product Owner	Chief Chief Product Owner	Chief Product Owner	Chief Chief Product Owner
Scrum Master	Scrum of Scrums Master	Scrum of Scrums of Scrums Master	any member of team	any member of team
Members	Scrum Masters from scrum teams	policy changer, check writer, scrum star, motivator, hr, legal	Product Owners from scrum teams	the Product Owner Team for the entire organization along with key stakeholders who control funding, personnel, and customer commitments
Meeting Frequency	daily: Scaled Daily Scrum	at least once per sprint, but ideally daily; meeting may be more than 15 minutes due to complexity	at least once per sprint	stakeholder alignment meeting, the MetaScrum event, at least once per sprint
Backlog Includes	impediments; backlog shared with product owner team	organizational transformation initiatives, impediments	single, prioritized backlog of value to be delivered by all of the teams, including impediments from Scrum of Scrums	single, prioritized backlog of products; impediments raised by Executive Action Team
Deliverables	fully integrated set of potentially shippable increments of product at the end of every Sprint from all participating teams	organizational transformation strategy; vision and goals regarding culture, structure, values, norms, etc.	coordinated Release Plan and forecast beyond the current Release Plan (often called a roadmap)	strategic vision; business strategy; minimal, uniform "Definition of Done" that applies to all products
All Teams Have				
3 Roles	5 Events	3 Artifacts		
Product Owner	Sprint	Product Backlog		
Scrum Master	Sprint Planning	Sprint Backlog (or Board)		
Team	Daily Scrum	Product Increment		
	Sprint Review			
	Retrospective			
	(Backlog Refinement)			