

# Athletic Development and Scrum.

Athletic Development  
with Scrum.

## Scrum.

"A framework within which people can address complex adaptive problems, while productively and creatively delivering products of the highest possible value." - the scrum guide

The format is simple, but strict:

- 5 values.
- 5 recurring events: Sprint, Planning, Daily Scrum, Review, Retrospective.
- 3 roles: Scrum Master, Product Owner, Development Team.
- 3 artefacts: Product Backlog, Sprint Backlog, Product Increment.

This guide contains an easy to follow, step by step checklist, on how to follow the framework. Contents:

1. Cheat Sheet
2. Values
3. Roles
4. Routine
5. Sprint Planning
6. Daily Scrum
7. Sprint Review
8. Sprint Retrospective

# SCRUM CHEAT SHEET

SERIOUS SCRUM

## Values

Commitment  
Courage  
Focus  
Openness  
Respect

## Pillars

Transparency  
Inspection  
Adaptation

## Roles

Scrum Master  
Product Owner  
Scrum Developer

## Events



Planning

< 2h x weeks per sprint

Daily Scrum

< 15m

Review

< 1h x weeks per sprint

Retrospective

< 45m x weeks per sprint

## Terminology

### Scrum Team

A self-organizing and cross-functional team that consists of a Product Owner, the Development Team, and a Scrum Master.

### Timebox

An event can take no longer than a set timeframe.

### Sprint

A timebox of one month (or less) in which a 'done' increment is created.

### Definition of Done

A shared understanding of what it means for work to be complete.

### Product Backlog

It is an ordered list, of everything that is known to be needed.

### Sprint Backlog

This is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the increment and realizing the Sprint Goal.

### Sprint Goal

An objective within a Sprint that provides guidance to the Development Team.

### Refinement

The act of adding detail, estimates, and order to items in the Product Backlog.

### Impediment

Something that hinders progress or adds unexpected complexity.

# SCRUM VALUES

We personally **commit** to achieving the **goals** of the Scrum Team.

We have **courage** to do the right thing and work on **tough** problems.

We **focus** on the work of the Sprint and the goals of the Scrum Team.

We agree to be **open** about all the work and the challenges with performing the work.

We **respect** each other to be **capable**, independent people.

# GET STARTED

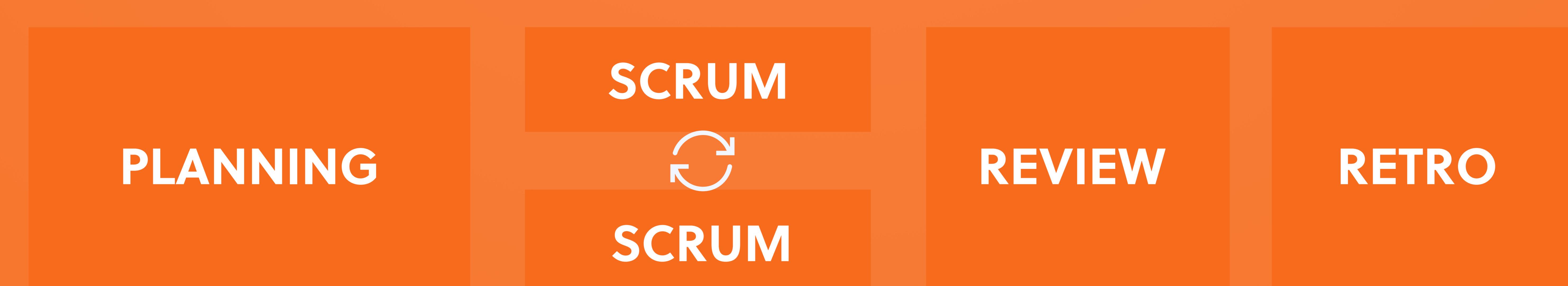
Assign the roles.

**Scrum Master**

**Product Owner**

The maximum **timebox** for a Sprint is one month. Shorter Sprints result in more transparency and shorter feedback loops. Weekly routines result in more consistency and a faster rate of improvement.

- Determine the timebox for a **sprint** (1 to 4 weeks)   weeks
- Schedule recurring **Sprint Planning** (max. 2 hours  $\times$  weeks per sprint). 
- Schedule recurring **Sprint Review** (max. 1 hour  $\times$  weeks per sprint).
- Schedule recurring **Sprint Retrospective** (max. 45 minutes  $\times$  weeks per sprint).
- Schedule **Daily Scrums** (max 15 minutes). Note that this also take place on days on which other events take place.



# SCRUM MASTER

**Sprint**   **Day**   **Name**

## Daily checklist:

- I've facilitated events as needed or requested.
- I've made sure the Development Team and Product Owner are aligned on their focus for today.
- I've helped the team refine the Product Backlog.
- I've assisted the team in working together, rather than individually.
- I've assisted the team in discovering and removing impediments.
- I've reminded the team members to their commitments to each other.
- I've made sure the team is aware of potential distractions to achieving the Sprint Goal.
- I've assisted the Product Owner in techniques for effective Product Backlog management.
- I've helped those involved better understand the theory, values, rules and practices of Scrum.

## Log

# PRODUCT OWNER

Sprint Day Name

--	--	--

## Daily checklist:

- I've made sure that everyone in the team understands the value and contents of the Product Backlog to the level needed.
- I've made sure the Product Backlog is valuable, ordered, refined and accessible.
- I've collected feedback from both the Development Team and Stakeholders and processed this in the Product Backlog.
- I've kept track on the progress the Development Team makes. I am aware of newly discovered complexities and impediments and made this transparent.
- I've made sure the Development Team is not working from other sets of requirements.

## Log

--

# SCRUM DEVELOPER

Sprint Day Name

## Daily checklist:

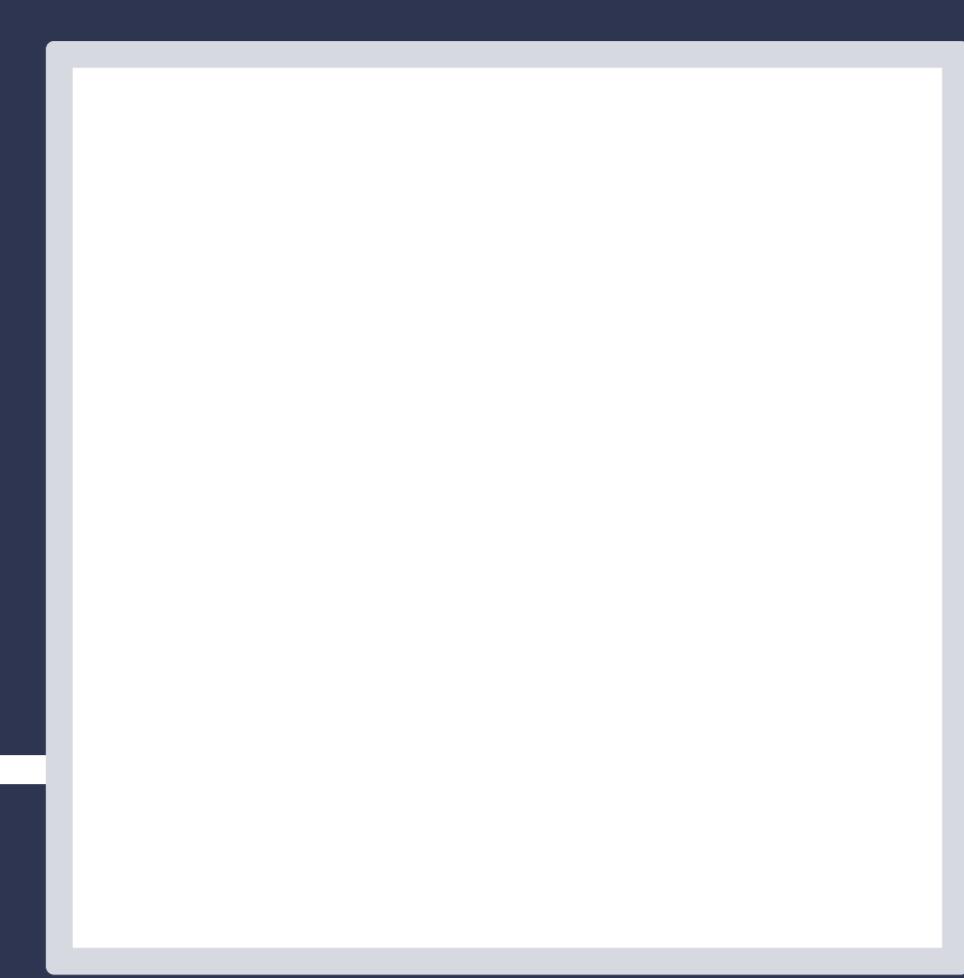
- I've worked together with my team on Sprint Backlog items.
- I've complied to the Definitions of Done (DoD).
- I've worked with the Product Owner to better understand the Sprint Goal and Sprint Backlog items.
- I've helped the Product Owner refine Product Backlog items.
- I've prepared delivered work for Review.
- I've kept track on events I might bring up during the Retrospective.
- I've been transparent on the progress made, newly discovered complexities and impedements.
- I've provided feedback on how an increment can be further improved.
- I've actively coached my team on their commitments such as the DoD.

## Log

# SPRINT



#

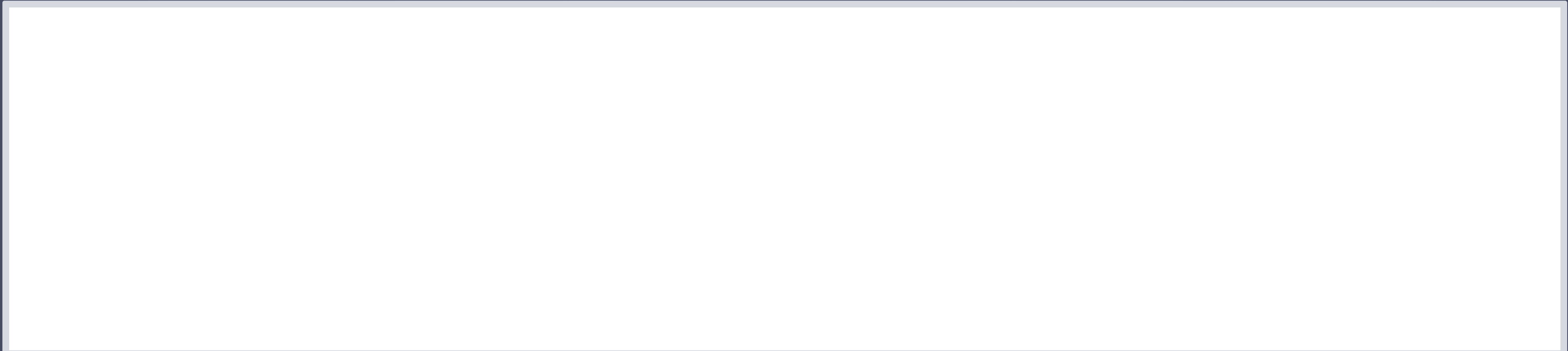


## During the Sprint

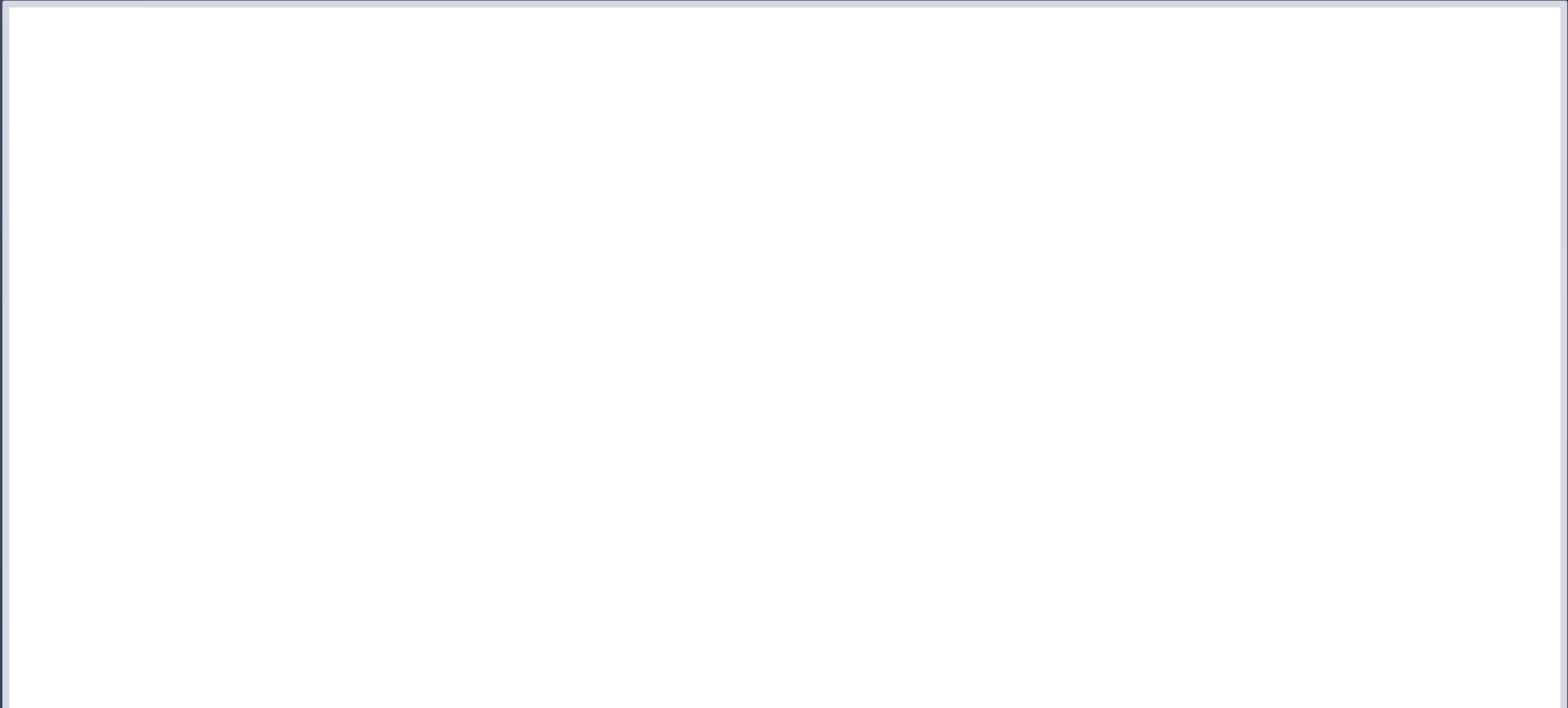
### Start date

- No changes are made that would endanger the Sprint Goal;
- Quality goals do not decrease; and,
- Scope may be clarified and re-negotiated between the Product Owner and Development Team as more is learned.
- The Sprint timebox cannot be adjusted.
- A Sprint ends when the timebox expires.
- The next Sprint starts directly after the previous Sprint expires.

## Goal

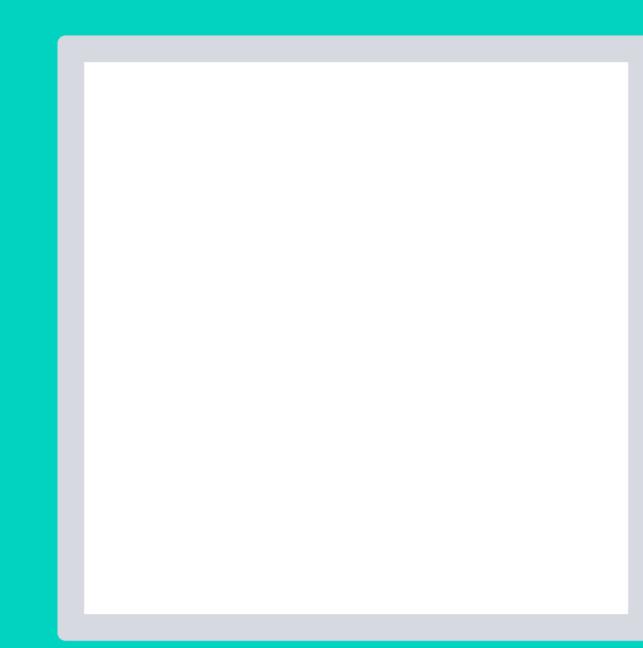


## Definitions of Done



# SPRINT

#



# PLANNING

max. 2 hours  $\times$  weeks per sprint

The work to be performed in the Sprint is planned at the Sprint Planning. This plan is created by the collaborative work of **the entire Scrum Team**.

The number of items selected from the Product Backlog for the Sprint is solely up to the Development Team. Only the Development Team can assess what it can accomplish over the upcoming Sprint.

## ■ What can be done this Sprint?

The Development Team works to forecast the functionality that will be developed during the Sprint.

For this it will take as input:

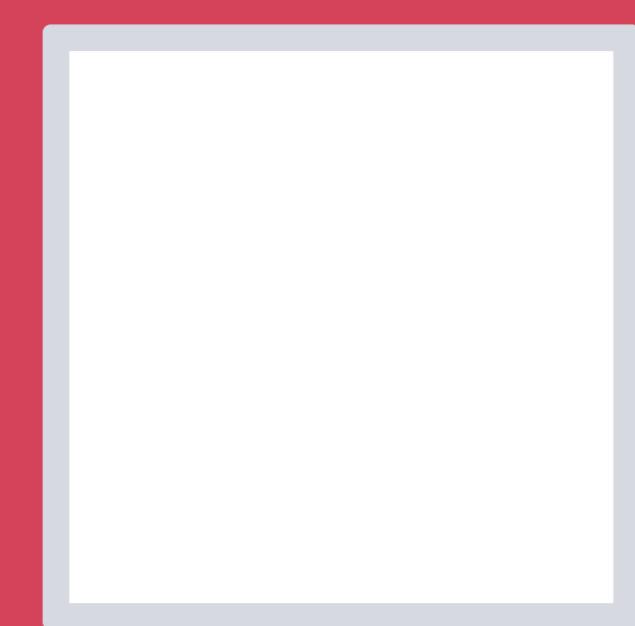
- The Sprint Goal
- The Definitions of Done
- The Sprint Backlog
- The Product (Increment)
- The projected capacity of the Development Team
- Past performance of the Development Team

## ■ How will the chosen work get done?

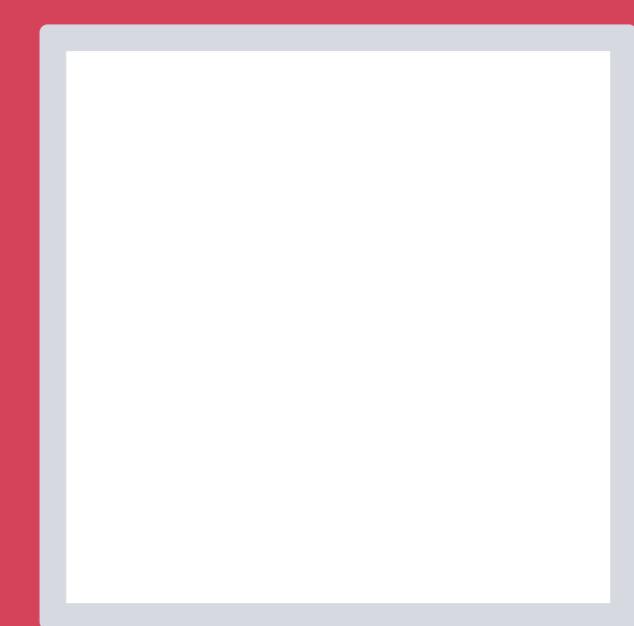
The Development Team self-organizes by creating a plan on how the work gets done; this is called the Sprint Backlog. It needs to contain enough work to at least start the first days of the sprint.

# DAILY

#



day



# SCRUM



Max 15 minutes.

During the Daily Scrum the Development Team plans work for the next 24 hours. The Daily Scrum is held at the same time and place each day.

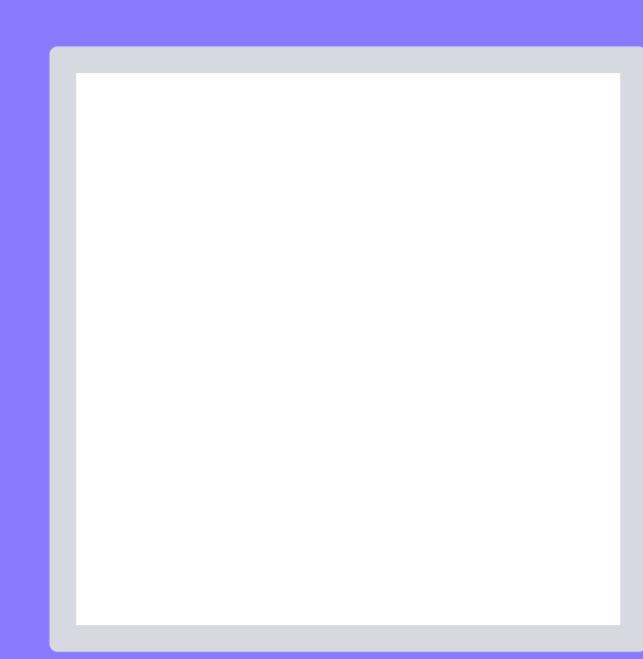
Daily Scrums improve communications, eliminate other meetings, identify impediments to development for removal, highlight and promote quick decision-making, and improve the Development Team's level of knowledge. This is a key inspect and adapt meeting.

Some Development Teams will use questions, some will be more discussion based. Here is an example of what might be used:

- What did I do yesterday that helped the Development Team meet the Sprint Goal?**
- What will I do today to help the Development Team meet the Sprint Goal?**
- Do I see any impediment that prevents me or the Development Team from meeting the Sprint Goal?**

# SPRINT

#



## REVIEW

max. 1 hour **x** weeks per sprint

A Sprint Review is held at the end of the Sprint, before the Retrospective.

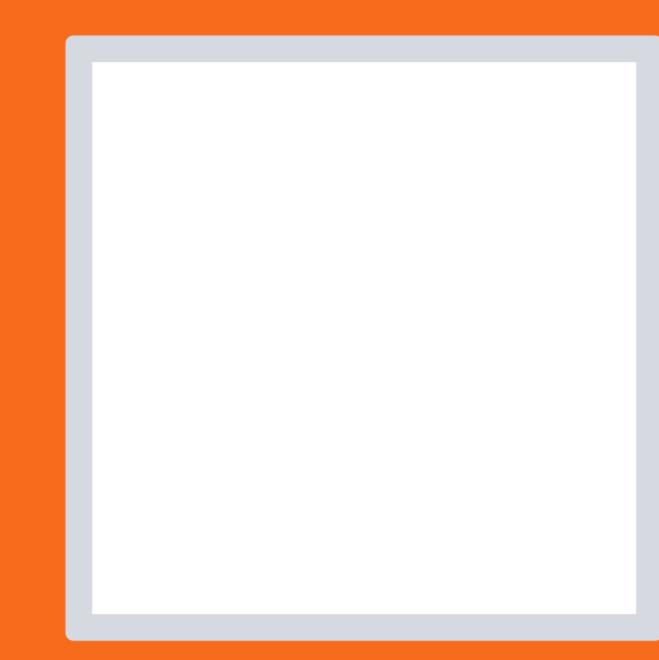
The Scrum Team and stakeholders (invited by the Product Owner) collaborate about what was done in the Sprint. Feedback is collected and the Product Backlog updated.

The Sprint Review includes some of the following elements:

- The Product Owner explains what Product Backlog items have been "Done" and what has not been "Done";
- The Development Team discusses what went well, new insights, learnings and challenges overcome;
- The Development Team demonstrates the work that it has "Done" and answers questions;
- The Product Owner discusses the Product Backlog as it stands;
- The entire group collaborates on providing valuable input to subsequent Sprint Planning; for this any new insights, learnings, metrics may be shared and discussed.

# SPRINT

#



# RETROSPECTIVE



max. 45 minutes  
x weeks per sprint

## The purpose of the Sprint Retrospective is to:

- Inspect how the last Sprint went with regards to people, relationships, process, and tools;
- Identify and order the major items that went well and potential improvements; and,
- Create a plan for implementing improvements to the way the Scrum Team does its work.
- Plan ways to increase product quality by improving work processes or adapting the **Definition of Done**.

The Scrum Master encourages the Scrum Team to improve, **within the Scrum process framework**, its development process and practices to make it more effective and enjoyable for the next Sprint. The Scrum Master may introduce various creative ways to exercise a retrospective.

## GETTING STARTED: TIPS!

- △ Study the official [Scrum Guide](http://www.scrumguides.org/) at <http://www.scrumguides.org/>
- △ Understand [SHUHARI](#) as an adoption pattern to mastery.
- △ Stick to the core before introducing 'house rules'.
- △ The ideal size for a Development Team is [3 to 9](#) members.
- △ 'Developer / Development' refers to the ability to resolve complex work; it is not limited to software development; it may cover design, UX, QA, architecture or anything that contributes to delivering working increments.
- △ The Development Team has to be [cross-functional](#); they require all the skills to deliver a working increment end-to-end.
- △ Don't setup Sprints as 'Phases' or 'Stages'. There can be no such thing as a Sprint 0, Design Sprints, Architecture Sprints, Test Sprints, Discovery Sprints/Tracks or the like.
- △ Don't fool yourself, your team, or your organisation by masking Waterfall practises through hybrid terminology/practises.
- △ The Product Owner needs to have the [authority](#) from stakeholders to represent them. This includes a [mandate](#) from senior management.
- △ Value a '[growth mindset](#)'! be willing to try (and fail!)
- △ '[Demonstrate](#)' in order to 'convince', rather than 'convince' in order to 'demonstrate'.
- △ Take the time to do it right.
- △ Be in it to win it.
- △ It's okay to disagree.
- △ Stick to the [routine](#)!
- △ Eliminate other meetings now you have Scrum Events.
- △ Help each other along the way.
- △ There is always a '[next step](#)' to take.