

Serious Scrum R2M



Smooth Sailing
the Events

ROAD TO MASTERY
VIRTUAL EDITION
FOR GUIDES



Smooth Sailing the Events

SHOW UP, LET GO

Smooth Sailing the Events

Your Scrum Events will never be the same after this adventure. Navigating Scrum Events can be tricky. The weather often changes. By the end of this adventure, our sailors will know to combine and utilize various facilitation and coaching techniques to sail the events smoothly.

- Navigate Scrum Teams and Stakeholders safely through a Sprint;
- Master the tricks of the trade. Try several facilitation techniques;
- Try various plays to try during events;
- Formulate effective learning outcomes;
- Brainstorm ways to make events more safe, accessible, energizing, productive and worthwhile.

I'll refer to participants as sailors. As a guide, you may invite participants to select their vessel as a token to use during the plays.



To warm up, the sailors may:

1. Write down five things that are going smoothly during their Sprints.
2. Write down five things that are NOT going smooth during their Sprints.
3. Pair up and review this list with a partner for 5 minutes.

Sprint Retrospective



Sprint Planning



Daily Scrum



Sprint Review





By Sjoerd Nijland

Smooth Sailing

Tao is sometimes compared to the ocean. Deep and vast. All-powerful. We can learn to sail it with knowledge of knots, currents, mathematics, charts, and the stars. But we cannot control it.

Facilitating Scrum events is like Sailing. The ocean may be calm at times, but it is never still. Those of the sea are intimate with its moods. And its mood can suddenly change. The ocean can be very eventful. We may find ourselves in events in all sorts of conditions: drifting off-course, socked-in-with-fog, in stormy moods, etc. At sea, you cannot force your way. Try, and the sea will turn against you.

“Show up, let go.” - Sailors learn this naturally, honed by humility and perseverance.

We’re called to accept what is, make do with what we have, and let go of our former expectations.

The sea is far more than its waves, and we are more than the waves of our moods.

We don’t always have to be comfortable, and the best voyages often involve challenges and hardships.

Adaptation from “365 TAO, Daily Meditations” by Deng Ming-Dao.

project

heartbeat

the Sprint
Goal

one
month

the
Product
Goal

consistency

banana

deadline

predictability

ideas

SPRINTS ARE THE  OF SCRUM, WHERE  ARE TURNED INTO VALUE.

THEY ARE FIXED LENGTH EVENTS OF  OR LESS TO CREATE .

ALL THE WORK NECESSARY TO ACHIEVE  HAPPEN WITHIN SPRINTS.

SPRINTS ENABLE  BY ENSURING INSPECTION AND ADAPTATION.

EACH SPRINT MAY BE CONSIDERED A SHORT .



Fill in the



Sailing takes practice. And you also need to know the basics. Windward, Leeward, Upwind, Downwind. If our sailors want to become masters at sailing a Sprint in practice, they can first learn about the basics of the Sprint in theory.

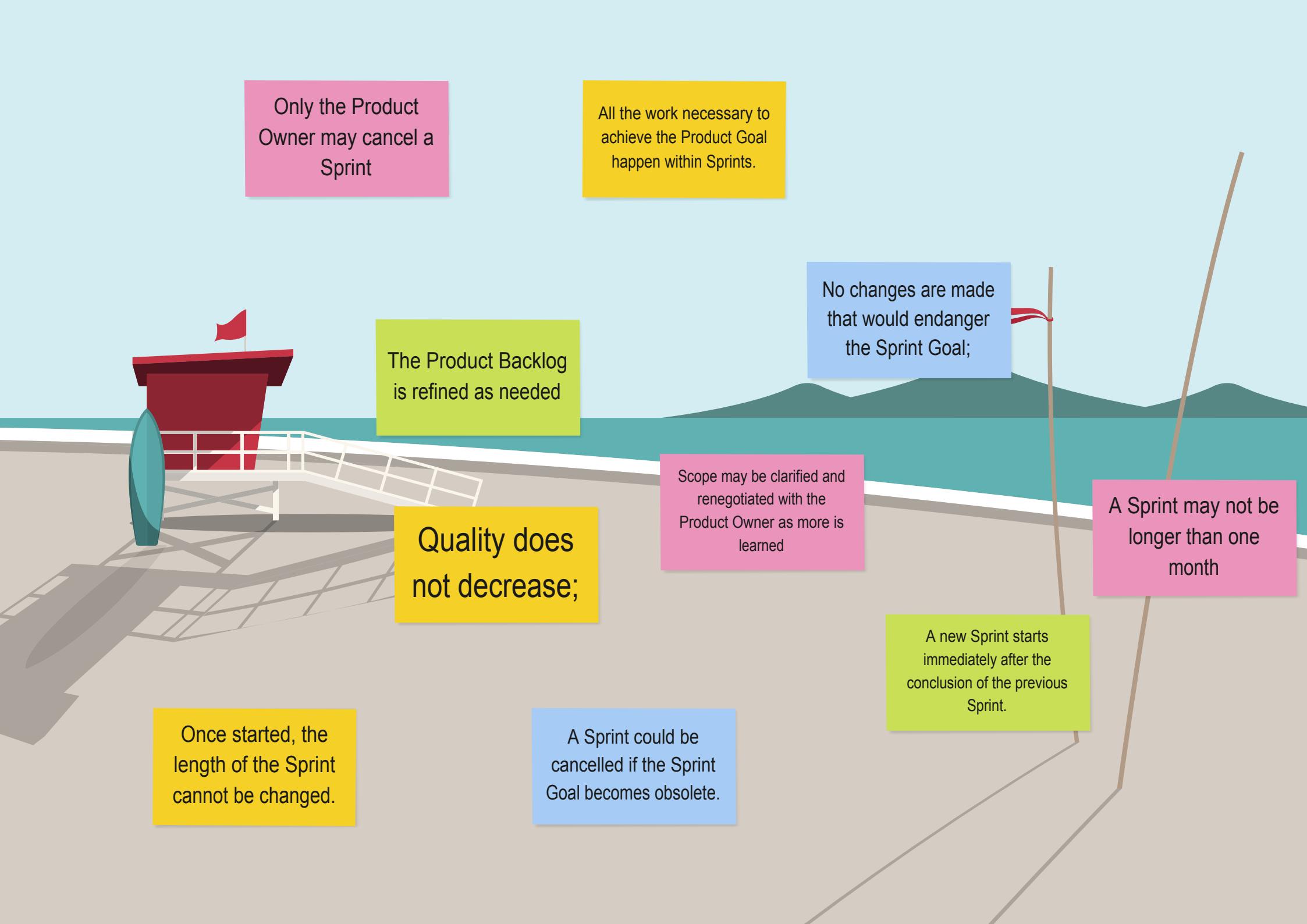
5 minutes

Invite our sailors to take turns and position one of the sticky notes to one of the buoys they think correctly completes the statement. Correcting a previously (mis) placed sticky is also allowed. The sailors may not consult the Scrum Guide.

As a guide, you know the correct placement is:

1. Sprints are the *heartbeat* of Scrum, where *ideas* are turned into *value*.
2. They are fixed-length events of *one month* or less to create *consistency*.
3. All the work necessary to achieve *the Product Goal* happen within Sprints.
4. Sprints enable *predictability* by ensuring inspection and adaptation.
5. Each Sprint may be considered a short *project*.

You may verify the placement or, even better, ask the group to consult the Scrum Guide and validate the answers themselves.



Only the Product Owner may cancel a Sprint

All the work necessary to achieve the Product Goal happen within Sprints.

No changes are made that would endanger the Sprint Goal;

The Product Backlog is refined as needed

Scope may be clarified and renegotiated with the Product Owner as more is learned

A Sprint may not be longer than one month

Quality does not decrease;

Once started, the length of the Sprint cannot be changed.

A Sprint could be cancelled if the Sprint Goal becomes obsolete.

A new Sprint starts immediately after the conclusion of the previous Sprint.

Rules of the Sprint

Scrum has some basic rules for the Sprint, which enable creative play. Players can focus on their game without arguing over its mechanics when the rules are clear.

1-2-4-all

2 minutes

Invite sailors to individually write as many rules of the Sprint as they can think of.

2 minutes

Pair up. Each pair consolidates the lists by grouping similar items and removing duplicates. New items may be added.

3 minutes

Merge Pairs into Quads. With uneven groups, three pairs may merge. Each quad consolidates its lists. New items may be added.

3 minutes

All together, consolidate the remaining lists and narrow it down to 10 items.

Now rules are rules. But what's the purpose behind those rules? How will a Scrum Team benefit from agreeing to these constraints?

5 minutes

Invite sailors to take turns by (fake-)passing an item to another sailor, and share one advantage of a specific rule they select. (right-to-pass always applies)

EVENT

PURPOSE

INSPECT & ADAPT

TIME(BOX)

WHO ATTENDS

The Sprint

Sprint Planning

Daily Scrum

Sprint Review

Sprint Retrospective

Turn ideas in to value.

Laying out and visualising the work to be performed for the Sprint.

Inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work.

Inspect the outcome of the Sprint and determine future adaptations.

Plan ways to increase quality and effectiveness.

The artifacts, individuals, interactions, processes, tools, the work environment.

Product Backlog, Sprint Backlog

Progress towards the Sprint Goal, Sprint Backlog.

Outcome of the Sprint. Increment. Product Backlog.

How the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done. Sprint Backlog for upcoming Sprint.

Fixed length. One month or less.

Maximum of eight hours for a one-month Sprint. For shorter Sprints, the event is usually shorter.

15 minutes.

Maximum of four hours for a one-month Sprint. For shorter Sprints, the event is usually shorter.

Maximum of three hours for a one-month Sprint. For shorter Sprints, the event is usually shorter.

The Scrum Team and key stakeholders.

The Scrum Team (+ invitees)

Developers

The Scrum Team and key stakeholders.

The Scrum Team

5x5: Event Containers

Every Sprint, the team gets together at regular, consistent intervals. Consistency reduces complexity. Through iterative cycles, Increments are created. This routine promotes continuous inspection and adaptation. This routine should eliminate, to an extent, the need for other meetings. This way, the team can focus on its goals.

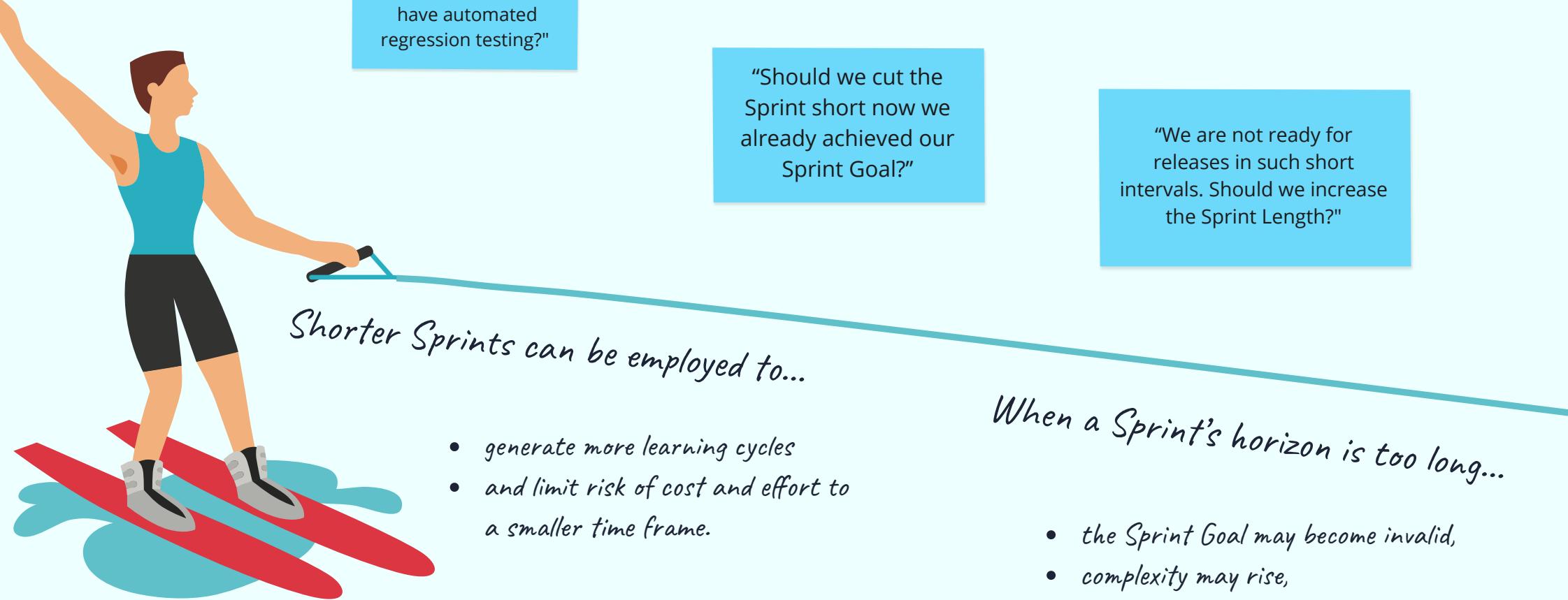
Scrum events are not conclaves where individuals discuss their work. Instead, they collaborate actively.

A timebox is an agreement made upfront about the duration of a specific activity. A timebox is a maximum duration: a timeboxed event may be concluded before the timebox runs out when the event's purpose is achieved. A timebox cannot be changed once in progress.

Not all events in Scrum are timeboxed! The Sprint should not be concluded before it's set length and the Daily Scrum is 15 minutes.

10 minutes

Invite sailors to co-create the 5x5 event container table. They may consult the Scrum Guide. Once they complete their table, they can review their answers with the answers shown to the left.



"We cannot finish all the forecasted work this Sprint, should we prolong the Sprint?"

"We are consistently unable to deliver a 'done' Increment each Sprint. Should we increase the Sprint duration?"

"Should we shorten the Sprint now that we are consistently meeting our Sprint Goals?"

"It's not good enough for the Sprint Review. Should we prolong the Sprint?"

"Should we reduce Sprint duration now we have automated regression testing?"

"Should we cut the Sprint short now we already achieved our Sprint Goal?"

"We are not ready for releases in such short intervals. Should we increase the Sprint Length?"

Shorten or Lengthen?

Hold on to your ropes! Keep your eyes up. Avoid looking down at the water. Keep your arms straight but bend your knees. You can't out-muscle the boat, so go with its flow. The ideal water ski rope length is 75 feet for most skiers. Beginners do better with shorter ropes (50-70 feet), and advanced skiers prefer longer ropes (75-85 feet).

But what is the ideal Sprint length in Scrum?

A steady routine enables fast habituation. Excellence is an art won by training and habituation. Sprints are consistent and continuous. It's a heartbeat. If your Sprint Cadence is unstable, the team's and product's performance will be too. Agility does not mean flexible cadences and doing things at a whim or ad-hoc. The Agile Manifesto also calls for "regular intervals".

"A Sprint should be as short as possible but no shorter." — Ken Schwaber

10 minutes

In triads or quads, review the seven scenarios. Would you agree with the suggestions?

All scenarios lack sufficient context to determine if changing the Sprint duration will yield any benefits. The Sprint Length is rarely the problem itself. Changing it may cover up problems, but not remove them.

The Sprint provides lessons: learning cycles, not deadlines. Ultimately, the length should be determined by how often it makes sense to inspect and adapt, to do so timely, without it getting in the way of doing meaningful and valuable work.

"Why, sometimes I've believed as many as six impossible things before breakfast."

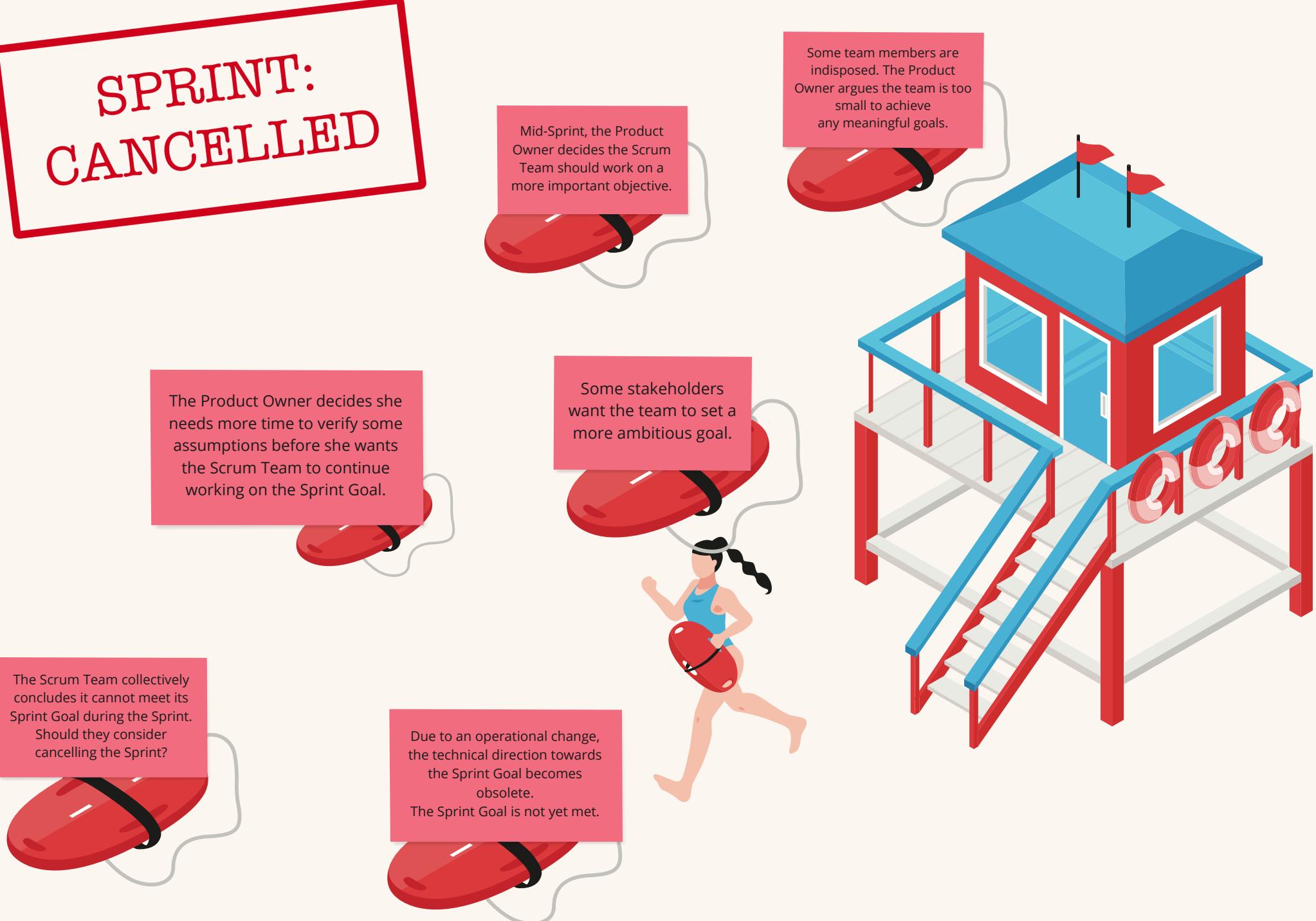
"Begin at the beginning," the King said, very gravely, "and go on till you come to the end: then stop."

"Would you tell me, please, which way I ought to go from here?"

"That depends a good deal on where you want to get to."

-Lewis Carroll, Alice's Adventures in Wonderland

SPRINT: CANCELLED



Cancel the Sprint?

Cancelling a Sprint is a value-based decision that rests with the Product Owner and is generally called for when the Sprint Goal becomes obsolete.

A Scrum Team might learn that achieving the Sprint Goal is harder than expected. They may believe they can't reach it before the end of the Sprint. This isn't a valid argument to call for a Sprint to be canceled. The goal is still valuable, and the Scrum Team can still adapt the plan to what they think they can do toward it. After all, they are a committed and courageous team working through tough challenges.

Another poor reason to cancel a Sprint is when a Sprint Goal is already achieved early, and there is still time remaining. The Sprint Backlog isn't fixed, and the Scrum Team can still figure out what else is valuable to them or their stakeholders.

Canceling a Sprint meddles with the heartbeat. It's not healthy and can be highly demotivating. Cancellations may be considered wasteful. However, this event may prevent waste too. When canceling Sprints, consider that productivity, stability, and predictability will decrease temporarily. It may also impact the team's morale.

8 minutes

In triads or quads, review the six scenarios. Would you agree with the suggestion to cancel the Sprint?

Once more, the scenarios require more context to determine if canceling the Sprint yields any benefit. Due to the short duration of Sprints, cancellation rarely makes sense.

7 minutes

Invite the sailors to share short stories about when they had their Sprints canceled.

Water Sports Stretch Break

Play some uplifting music.

Invite the players to mimic the
following watersports moves (one by one)

1. Swim (butterfly strokes)
2. Paddle (left)
3. Paddle (right)
4. Water Skiing
5. Fly Fishing
6. Kayaking (both sides)
7. Rowing (both sides)
8. Surfing



Checkpoint 1

That went smoothly! You've made it to our first checkpoint; well done!
At this point, our sailors:

1. Formulated the purpose and definition of a Sprint;
2. Listed the rules of the Sprint;
3. Assessed their understanding of Sprint rules;
4. Co-Created a Scrum Event table;
5. Reviewed scenarios when to or when not to change the Sprint Duration;
6. Reviewed scenarios when to or when not to cancel a Sprint.

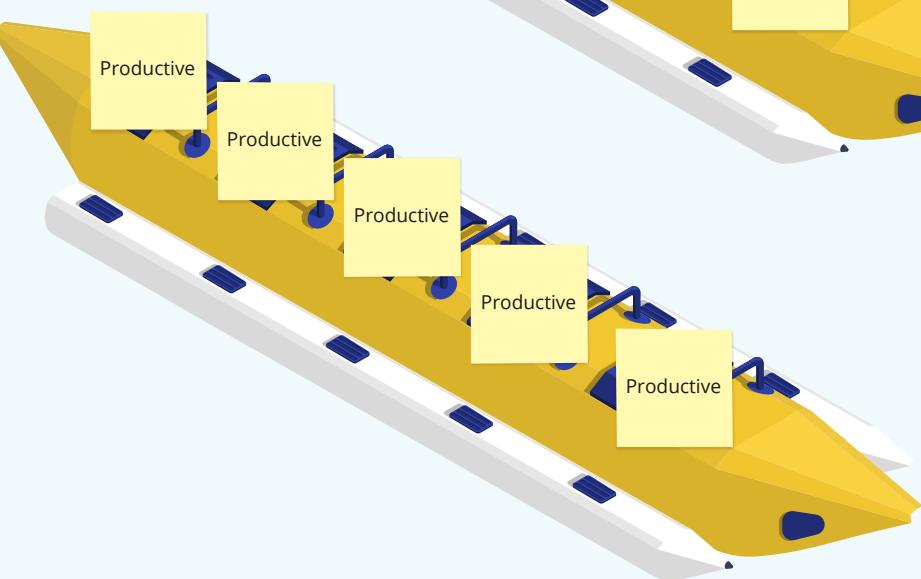
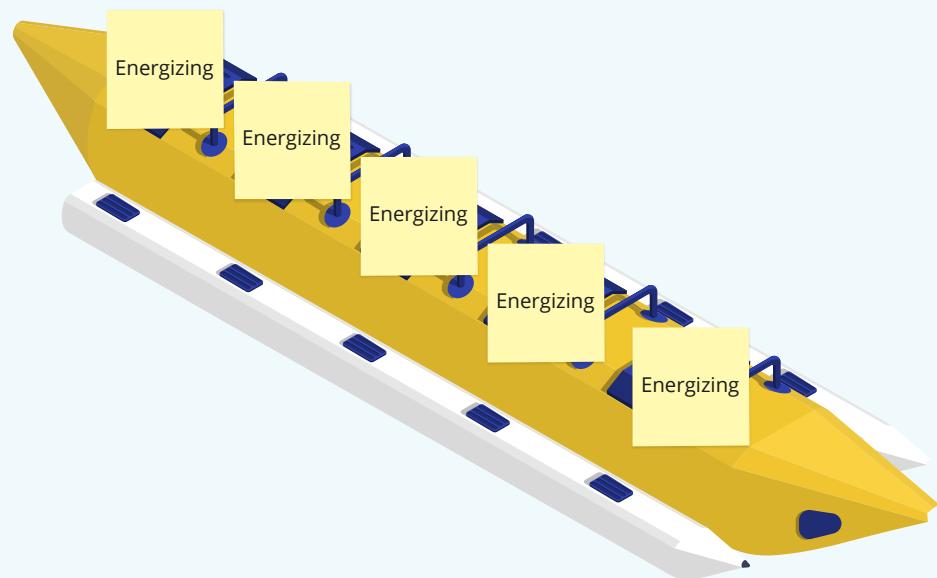
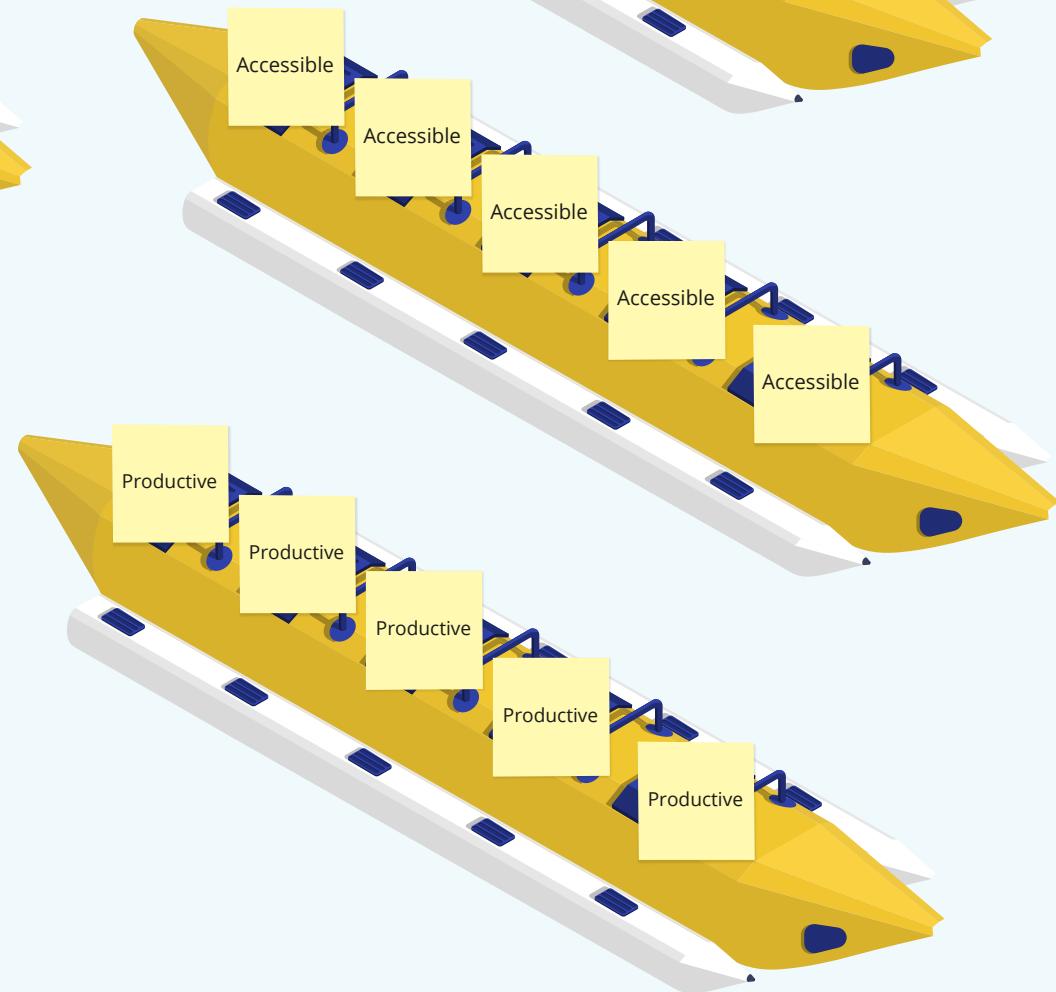
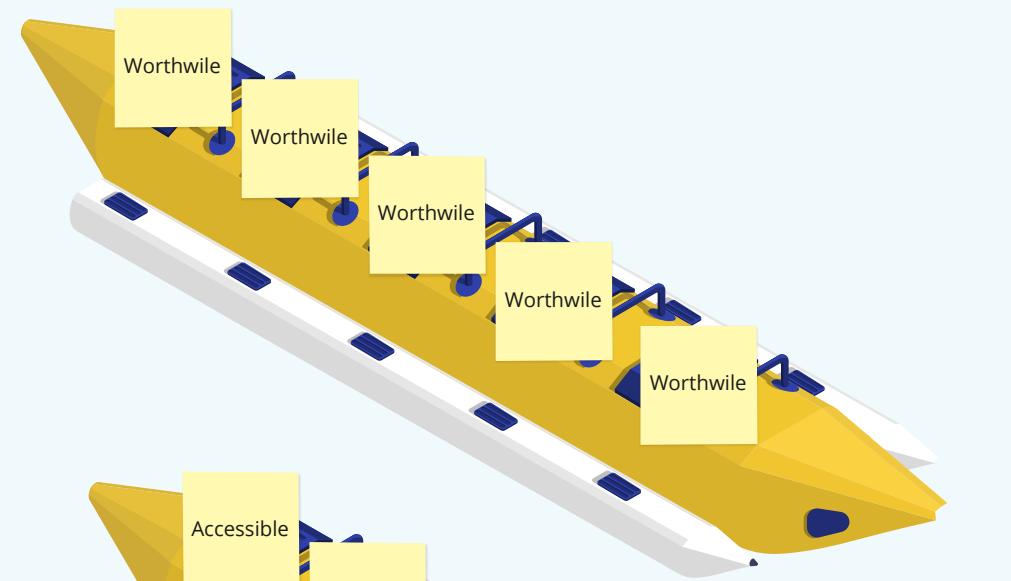
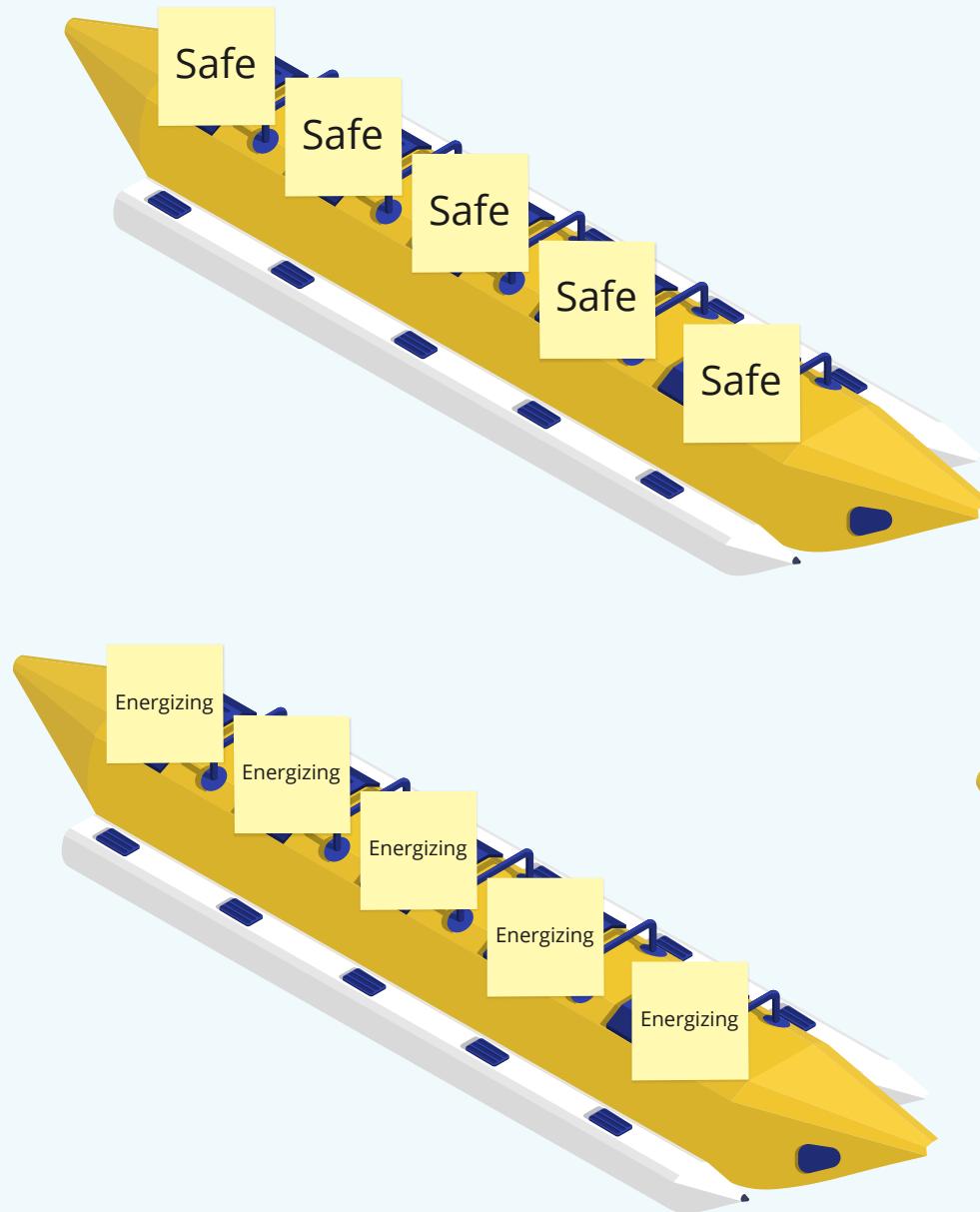
Check for Understanding

5 minutes

Smooth sailing requires smooth feedback.
Let's see how much has really caught on.
Aks for thumbs up or down for the following statements:

1. During the Sprint... no changes may be made. (false)
2. During the Sprint... quality does not decrease. (true)
3. During the Sprint... scope may be clarified and renegotiated with the Product Owner. (true)
4. Sprints have flexible lengths, which enhances agility. (false)
5. Sprints are where User Stories are turned into Features. (false)
6. The Sprint is an Event. (true)
7. Shorter Sprints can be employed to generate more learning cycles. (true)
8. Longer Sprints should be employed when complexity is high to limit risk. (false)
9. A Sprint should be canceled when the Sprint Goal can no longer be achieved before the end of the Sprint. (false)
10. Only a Product Owner may cancel a Sprint. (true)





5x5 Banana Boats

Let's go bananas!

A Banana Boat usually seats three to ten riders so that it may accommodate your Scrum Team. The Banana Boat makes sharp turns in the water so that people try not to fall, which is part of the fun! Balance and communication are necessary to keep people from falling and the boat from tipping.

For this play, the guide prepares 5 Banana Boats. Each may seat five sticky notes. Each boat represents one essential characteristic of a well-facilitated Event.

1. Safe
2. Worthwhile
3. Accessible
4. Productive
5. Energizing

During events, balance and communication are also vital. It can be a crazy ride sometimes, so let's ensure participating individuals don't fall off and get left behind.

5 minutes

With the whole group, brainstorm 5 concrete and practical ways for each of the 5 Banana Boats to smoothly facilitate Events. Time is short and it can get a little crazy!



Awesome Activities

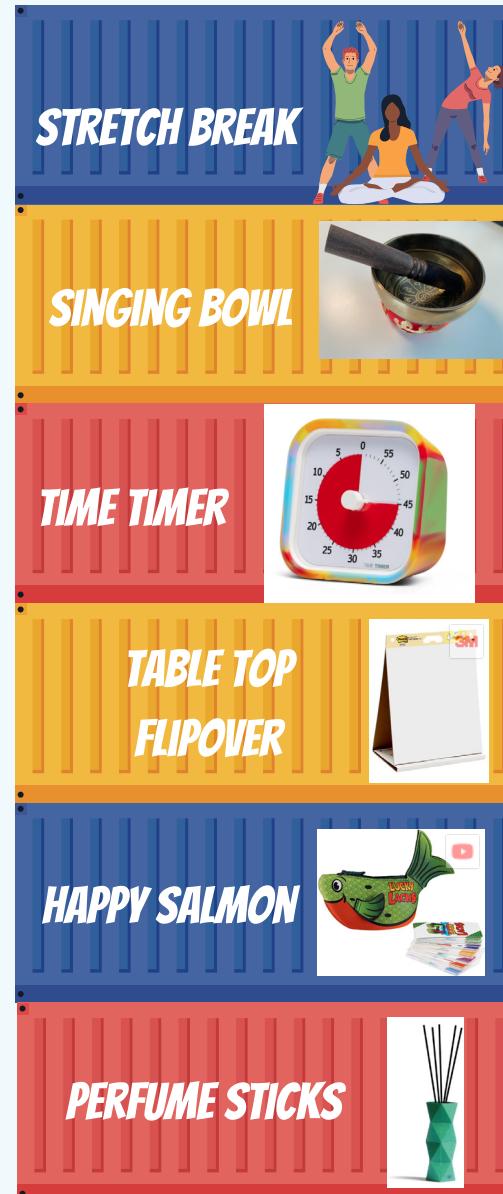
There are lots of activities Scrum Teams (and stakeholders) can *do* during events. An event means exciting things are happening! Don't let your events become dull, ceremonious conclaves.

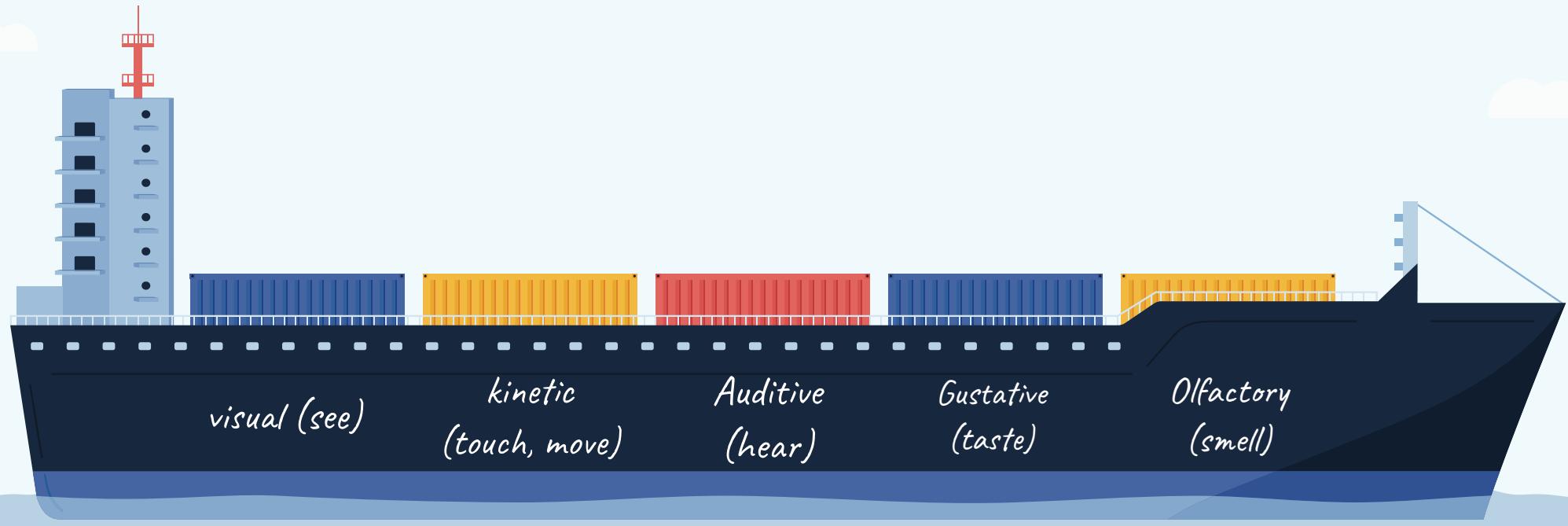
Here is a helpful (and incomplete list) of things participants could be *doing* during Scrum Events.

- adapting
- applying
- brainstorming
- celebrating
- choosing
- coaching
- concluding
- cooking
- correcting
- creating
- deciding
- deep-diving
- demonstrating
- designing
- discussing
- drawing
- imagining
- inspecting
- listing
- making
- mapping
- moving
- negotiating
- ordering
- pitching
- planning
- playing
- preparing
- presenting
- reading
- refining
- reflecting
- researching
- sizing
- solving
- stretching
- talking
- training
- updating
- verifying
- voting
- writing

5 minutes

Invite sailors to pair up. Each pair chooses a specific Scrum Event. The pair agrees on five activities that could take place during that event. Make it specific—for example, Sprint Planning: refining Product Backlog items. Fair enough, that was a dull example. What awesome activities can the pairs imagine?





Crazy Containers

Make use of all our senses to facilitate sensational events. Brain Science teaches us that the better we use all our senses, the more engaged we are and the better we learn.

It's time you turn that boring meeting room upside down and inside out. Location matters. Is there enough space, light, and fresh air? First of all, you don't want everyone seated around the table. So throw those tables and chairs aside and start designing your collaborative workspace that invites movement. Use the walls, the floor, and the windows.

5 minutes

Now, I'm shipping some goods to your sailors. Each container contains an item that appeals to one or more of our senses that can be used during events. Can our sailors dock them to the correct position on the containership?

5 minutes

Once all containers are docked, the sailors can make custom containers. They decide what goes in it and to what stack it will belong on the containership.

Virtual training may limit your options, but not your creativity. Events provide opportunities for playtime. When people attend events that I facilitate, the moment they enter, they know they are in for some playtime. With play, we get to be curious, focused, and absorbed: we can explore without any anxiety about wasting time or having to move forward and be done with it. When we play, we learn. We play far too little in our jobs. That's a tragedy because dealing with complexity requires creativity. Many Scrum Teams battle complexity with complex approaches because they lack the imagination to devise painfully simple ones.

"Creativity is not a talent, it is a way of operating." – John Cleese.

When we play, we open up. But most of the time at work, we are *closed*. Being closed is being in a slightly anxious and impatient mode. By contrast, the open mode is relaxed, expansive, and less purposeful. We're probably more contemplative, curious, and inclined to humor; we can enjoy broader perspectives.

"We need to be in the open mode when we're pondering a problem but once we come up with a solution, we must then switch to the closed mode to implement it. [...] For example, if you decide to leap a ravine, the moment just before take-off is a bad time to start reviewing alternative strategies. When you're attacking a machine-gun post you should not make a particular effort to see the funny side of what you are doing." – John Cleese.

Therefore, when you facilitate, bring things to play. How can you use all senses to make the event genuinely eventful and sensational?

Checkpoint 2

Ahoi! Since our last checkpoint, our sailors:

1. Brainstormed ways to make events more eventful;
2. Wrote effective learning outcomes;
3. Mapped techniques for using five senses during events.

Glow and Grow

5 minutes

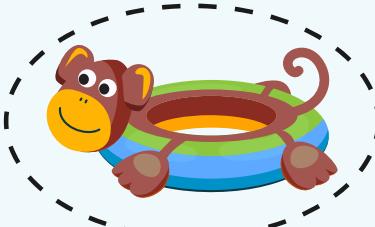
Smooth sailing requires smooth feedback. Sailors may take five minutes to pause and reflect on this adventure so far:

1. I like [...] because [...]
2. [...] worked well because [...]
3. Because [person] did this, I can [...]
4. A suggestion I have is [...]
5. In addition to [...] I like to try [...]
6. In addition, [...] would make it even better!



Next destination: Sprint Planning!

1



2



4



all



1-2-4-all

1-2-4-all is such a simple yet liberating structure that works well during any event. It helps to reach a shared understanding or agreement quickly and to draft a quick initial forecast or Sprint Goal. Let's promptly play 1-2-4-all to connect our sailors to the topic of Sprint Planning.

2 minutes

Invite sailors to individually write down things that may happen during the Sprint Planning.

2 minutes

Pair up. Each pair consolidates the lists by grouping similar items and removing duplicates. New items may be added.

3 minutes

Merge Pairs into Quads. With uneven groups, three pairs may merge. Each quad consolidates its lists. New items may be added.

3 minutes

All together, consolidate the remaining lists.

<i>WHY</i>	<i>WHAT</i>	<i>HOW</i>
<p>The Product Owner ensures that attendees are prepared to discuss the most important Product Backlog items and how they map to the Product Goal.</p>	<p>Spotlight</p>	<p>1-2-4-all</p> <p>Through discussion with the Product Owner, the Developers select items from the Product Backlog to include in the current Sprint.</p>
<p>Check for Understanding</p>	<p>The Product Owner proposes how the product could increase its value and utility in the current Sprint.</p>	<p>Sizing</p> <p>The Scrum Team may refine items, which increases understanding and confidence.</p>
<p>The whole Scrum Team then collaborates to define a Sprint Goal that communicates why the Sprint is valuable to stakeholders.</p>	<p>Stakeholder Map</p>	<p>Hypotheses Statements</p> <p>learn more about their past performance, their upcoming capacity, and their Definition of Done</p>
<p>Value Pyramid</p>	<p>Before the end...</p>	<p>Circle of View</p>
	<p>Clear the Way</p>	<p>Untold Stories</p>
		<p>Tacos</p> <p>For each selected Product Backlog item, the Developers plan the work necessary to create an Increment that meets the Definition of Done.</p>
		<p>Slicing</p> <p>Decomposing Product Backlog items into smaller work items of one day or less.</p>
		<p>Pairing / Swarming</p> <p>1-2-4-all</p> <p>Compass</p>

Mix & Match

By the end of the Sprint Planning, the Scrum Team should be able to visually show how they will work together as a self-managing team to accomplish the Sprint Goal. This is done in three steps.

1. Topic One: Why is this Sprint valuable?
2. Topic Two: What can be Done this Sprint?
3. Topic Three: How will the chosen work get done?

The Scrum Guide gives us some clues on what happens during these steps. It will not tell you, however, how to facilitate it. So let's mix and match and invite the sailors to make a Sprint Planning facilitation table using statements from the Scrum Guide and various plays they encountered on their Road to Mastery that may prove useful during Sprint Planning.

2 minutes

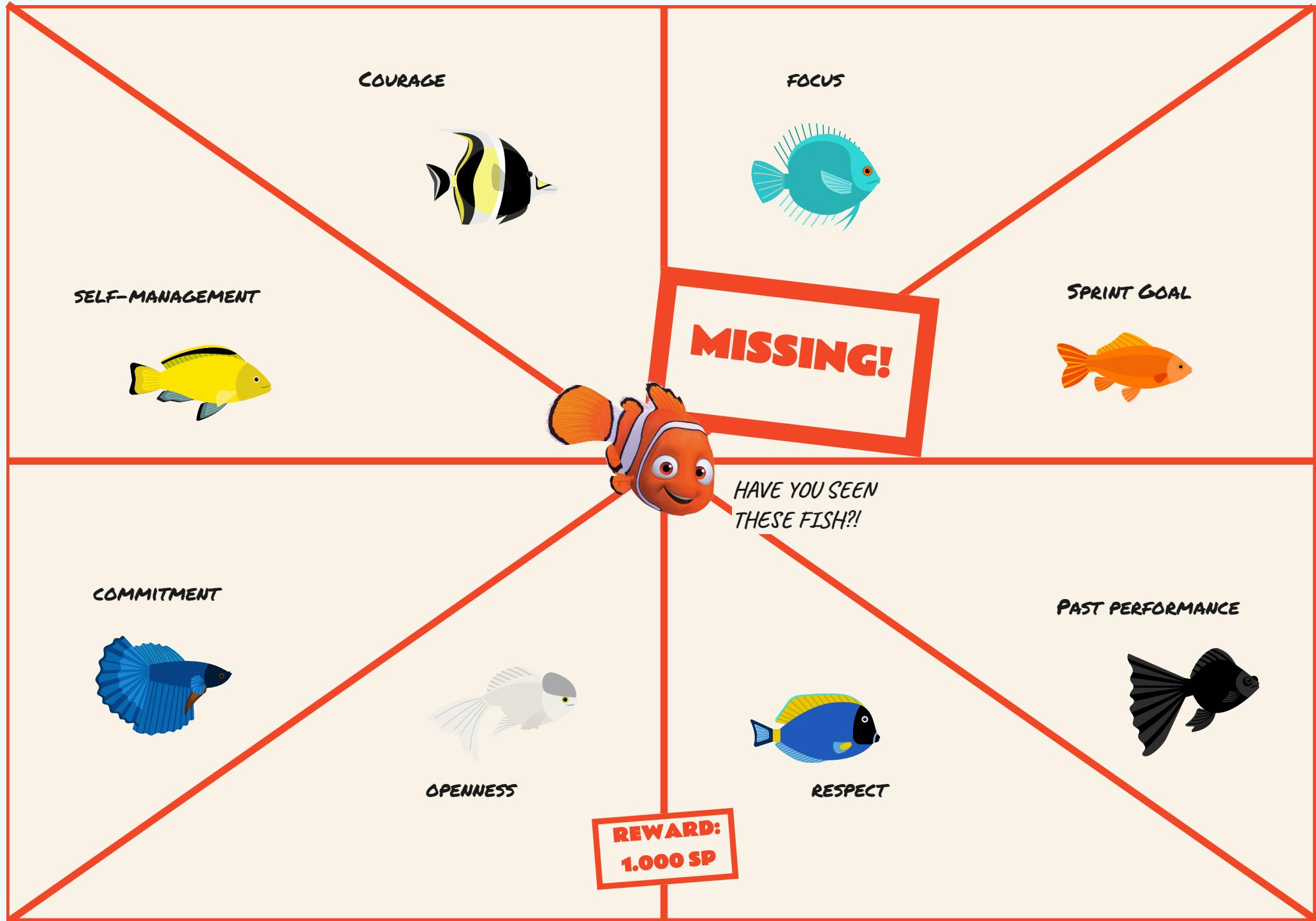
Divide the group into quads. As a guide, mix the yellow and pink cards/sticky notes and provide them separately to the "Why, What, How" table for each quad. The yellow cards/sticky notes must match correctly. The pink ones can belong to multiple topics. You may remind the participants about the purpose of the plays (in pink).

6 minutes

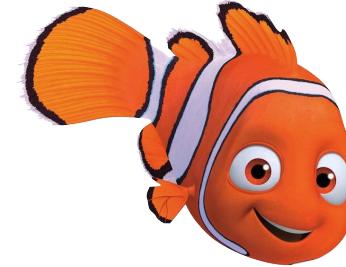
Each quad matches the various cards/sticky-notes to the related topic in the table: Why, What, How.

2 minutes

All together, review the tables, including the one shown to the left. Are there any differences?



Missing Poster



Learners rarely respond well to a preach about why something is essential. When you are preaching, the learners are not thinking for themselves. Instead, invite them to explore what may happen if crucial elements are NOT there.

“Missing Poster” is a versatile play. In this example, I listed eight essential things concerning Sprint Planning. What might happen if these are missing during the Sprint Planning?

10 minutes

Divide the group into triads or quads and hand them a missing poster. Alternatively, they may draw and copy the template. The participants may write sticky notes in each of the eight areas about what might happen if that element is missing from the Sprint Planning.

Try variants for the missing poster. For example, you can create one for each event. You can make it more challenging by inviting participants to (co-)create their Missing Poster. This way, they think of a topic and brainstorm eight missing elements.

Myth



Fact



The Scrum Team commits to the Sprint Goal

All Product Backlog items must be refined during the Sprint Planning

Subject-matter experts not part of the Scrum Team may be invited to attend the Sprint Planning

Each Product Backlog item must be assigned to a Developer during the Sprint Planning

The Sprint Backlog contains an actionable Sprint Plan for the Sprint.

After the Developers have forecasted the items, this plan becomes a fixed commitment for the Sprint.

The Product Owner determines the Sprint Goal

Mythbusters

Watch out for anti-patterns! Rigid behavior dies hard. Scrum Teams have a lot of un-learning to do during Sprint Planning. Let's see if our sailors can tell Myth from Fact.

8 minutes

Invite participants to take turns. In each turn, a participant may move a sticky note to either Myth or Fact. They may also move a previously placed sticky note. There is no time for lengthy arguments.

2 minutes

Review the answers and mark if they are correct (see below)

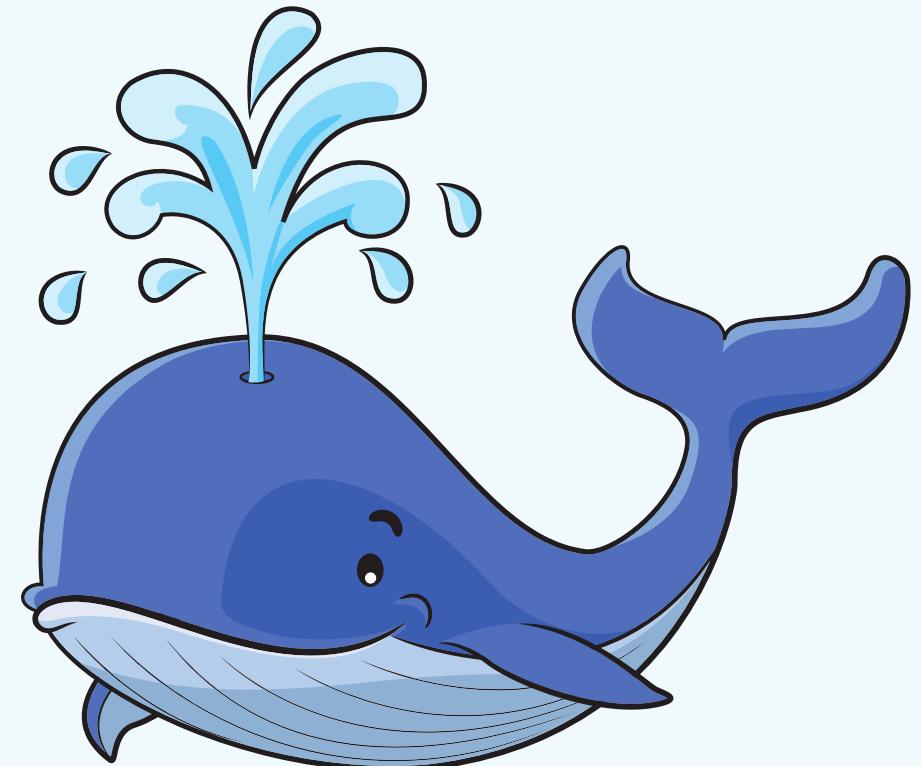
- Selected Product Backlog items are often decomposed into smaller work items of one day or less.
[Fact; smaller means less complexity, more transparency, less risk, and earlier delivery feedback. Work should not be decomposed to such a small degree that it gets in the way of work.]
- The Scrum Team commits to the Sprint Goal.
[Fact; the Scrum Team commits to the goals of the team and to supporting each other]
- All Product Backlog items must be refined during the Sprint Planning.
[Myth; only the most important Product Backlog items and how they map to the Product Goal.]
- Subject-matter experts not part of the Scrum Team may be invited to attend the Sprint Planning.
[Fact; The Scrum Team may also invite other people to attend Sprint Planning to provide advice.]
- Each forecasted Product Backlog item must be assigned to a Developer during the Sprint Planning.
[Myth; Product Backlog items are never individually assigned and remain the collective accountability of the Scrum Team. Developers will align on how to collaborate on the items.]
- The Sprint Backlog contains an actionable Sprint Plan for the Sprint.
[Fact, the Sprint Planning generally results in an actionable plan for the first days of the Sprint, which is visible on the Sprint Backlog.]
- After the Developers have forecasted the items, this plan becomes a fixed commitment for the Sprint.
[Myth, they inspect and adapt the plan as more is learned to optimize their chances of meeting the Sprint Goal.]
- The Product Owner determines the Sprint Goal.
[Myth, the entire Scrum Team collaborates to define a Sprint Goal.]

'Whale Breath':

1. Sit up tall and take a deep breath in.
2. Hold your breath while you count to 5.
3. Tilt your head up, pretend you're peeking out of the water.
4. Then blow all of the air out.

'Boat Trip'

1. Now close your eyes and pretend you are on a boat.
2. What do you see, hear, smell, feel, and taste?
3. Relax.
4. Check in with your feelings.
5. What's the weather like now you are on this boat?
6. How's the sea? stormy or calm?
7. Are you happy? tired?
8. How about a refreshing dive?
9. 3... 2... 1... plunge!



Checkpoint 3

Woooosh! Since our last checkpoint our sailors:

1. Listed what may happen during a Sprint Planning;
2. Mix and Matched an agenda for a Sprint Planning using R2M Plays;
3. Co-Created a Missing Poster to identify essentials of a Sprint Planning;
4. Visibly separated Sprint Planning statements: myth from fact.

5 minutes

Go for a short break to freshen up.

For example:

1. Splash some cool water on your face.
2. Hold something cool in your neck.
3. Make a refreshing drink (without sugar).
4. Open a window or step outside.

Next destination: The Daily Scrum!





improve
communications

eliminate the
need for other
meetings

creates
focus

identify
impediments

encourage self-
management

it's short

promote quick
decision-making

promotes
alignment between
developers

inspect progress
toward the
Sprint Goal

it's by and for
Developers

Daily Benefits

The Daily Scrum is like a lighthouse. When navigating rough seas and complex circumstances with inevitable ups and downs, it's easy to get caught adrift or hit rocks. A Scrum Team needs a reliable light to guide them. Visible in all (weather) conditions, a lighthouse offers stability and direction. It can guide us through storms, consistently leading us to safe havens.

When bad weather, stormy seas, or tempest threaten progress. The Daily Scrum should stand firm and do its job: offering guidance, support, direction, and hope. It's an opportunity to encourage each other to work through challenges. The Daily Scrum may offer kindness, truth, and the assurance that whatever you face, you aren't facing it alone.

The lighthouse may appear like a meaningless pillar when the seas are calm and the sun shines bright. But...

"There are times when the ocean is not the ocean – not blue, not even water, but some violent explosion of energy and danger: ferocity on a scale only gods can summon. It hurls itself at the island, sending spray right over the top of the lighthouse, biting pieces off the cliff. And the sound is a roaring of a beast whose anger knows no limits. Those are the nights the light is needed most." – M. L. Stedman — The Light Between Oceans.

a

2,5 minutes

Invite our sailors to write down the benefits of a Daily Scrum individually. (One benefit per sticky note).

2,5 minutes

Now let's collect all the sticky notes and consolidate them. Group duplicates and similar stickies.



Prabhat

How are we feeling?

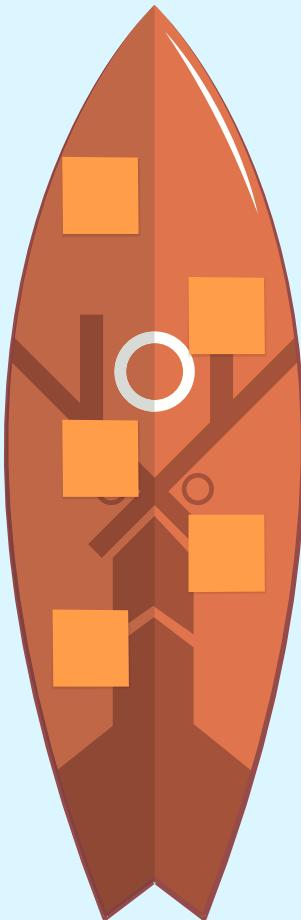
What's our confidence towards **the Sprint Goal**?

What is **slowing** us down?

- Distractions,
- Impediments,
- Dependencies

What's **speeding** us up?

- Focus,
- Teamwork,
- Tools,
- Techniques,
- Transparency,
- Support...



John

How will we work together to achieve **the Sprint Goal**?

What do we need from each other

How do we involve **stakeholders**?

How will we resolve

- Distractions,
- Impediments,
- Dependencies



Celine

Today's steps towards **the Sprint Goal**

Morning

Afternoon

By the end of the day we will have achieved..

A cartoon illustration of a person with dark skin and curly hair, wearing a yellow t-shirt and blue shorts, standing on a yellow surfboard and riding a blue wave.

Daily Surf Boards

The Daily Scrum is an event by and for Developers. The Daily Scrum lets them stay focused and committed to achieving the Sprint Goal. Not only that, it provides a short but powerful daily opportunity to self-manage.

“Daily Scrums improve communications, identify impediments, promote quick decision-making, and consequently eliminate the need for other meetings.” – The Scrum Guide.

In joining new Scrum Teams, I sometimes experience Developers turning up against their will, providing a mere status report by droning what ticket numbers they are working on. Those are 15 minutes of their lives they are never getting back.

Instead, I encourage developers to take control over these fifteen minutes: to make it worthwhile for themselves. It’s their event, after all, so why not make it enjoyable and meaningful? To help them with this, I hand each Developer a small wooden surfboard. A virtual surfboard also works. I invite Developers to take turns facilitating a Daily Scrum in whatever way they believe would make it respectful of everyone’s time.

They make an agenda on one side of the surfboard and visualize key information captured during the Daily Scrum on the other side of the surfboard. This way, every Developer is encouraged to self-manage this event and utilize their creativity and playfulness. They may reflect and comment on what they liked about each other surfboards and what might make it even more enjoyable.

5 minutes

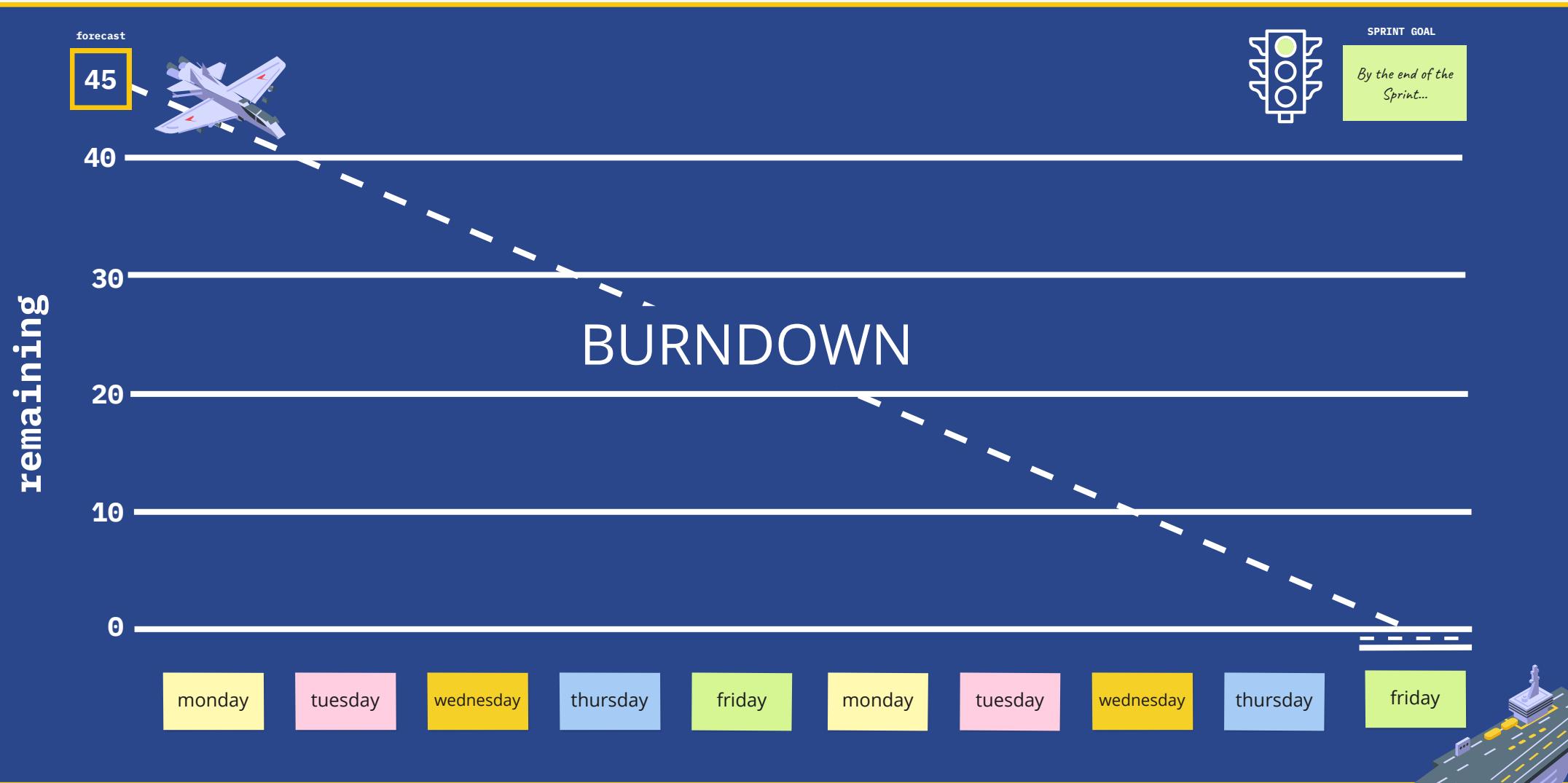
Invite our surfers to imagine they are Developers (if they aren’t already). They may draw their agenda for a Daily Scrum on a Surf Board.

5 minutes

Now our surfers may discuss the board with a partner. What do they like about it and what might make it even better? Once they are done they can put their surf board on display for others to view.

The Daily Scrum, like other events, is an opportunity to try things. As with surfing, it’s exciting to try crazy new ideas and techniques. A colocated team may try a refreshing game of Splashout during a hot and sunny day. Each Daily Scrum is an opportunity to try something creative.





The Burndown Chart

Burndown Chart is a visualization that shows the amount of work that is thought to remain for the Sprint. When it is used, it is part of the Sprint Backlog. The horizontal axis shows the time or days, and the vertical axis shows the remaining work items.

The Burndown Chart used to be a prescribed practice in Scrum. But as Scrum has grown less prescriptive, it is now optional. “Various practices exist to forecast progress, like burndowns, burn-ups, or cumulative flows. While proven useful, these do not replace the importance of empiricism. In complex environments, what will happen is unknown. Only what has already happened may be used for forward-looking decision making.” – The Scrum Guide The Burndown can effectively visualize what has happened and forecast. As the work on a Sprint Backlog emerges, work can be added, re-estimated, or removed during a Sprint. The Burndown chart can be a practical information radiator to encourage focus and provide visibility.

Ideally, Developers break down work into units of one day or less. They limit their work-in-progress and stay focussed. They finish work before starting new work. If this is going smoothly, the Burndown should reflect this. If this isn’t the case, the graph may stay relatively flat and high before it crashes down at the end of the Sprint.

A Burndown Chart can help developers to stay focused and make trade-offs timely.

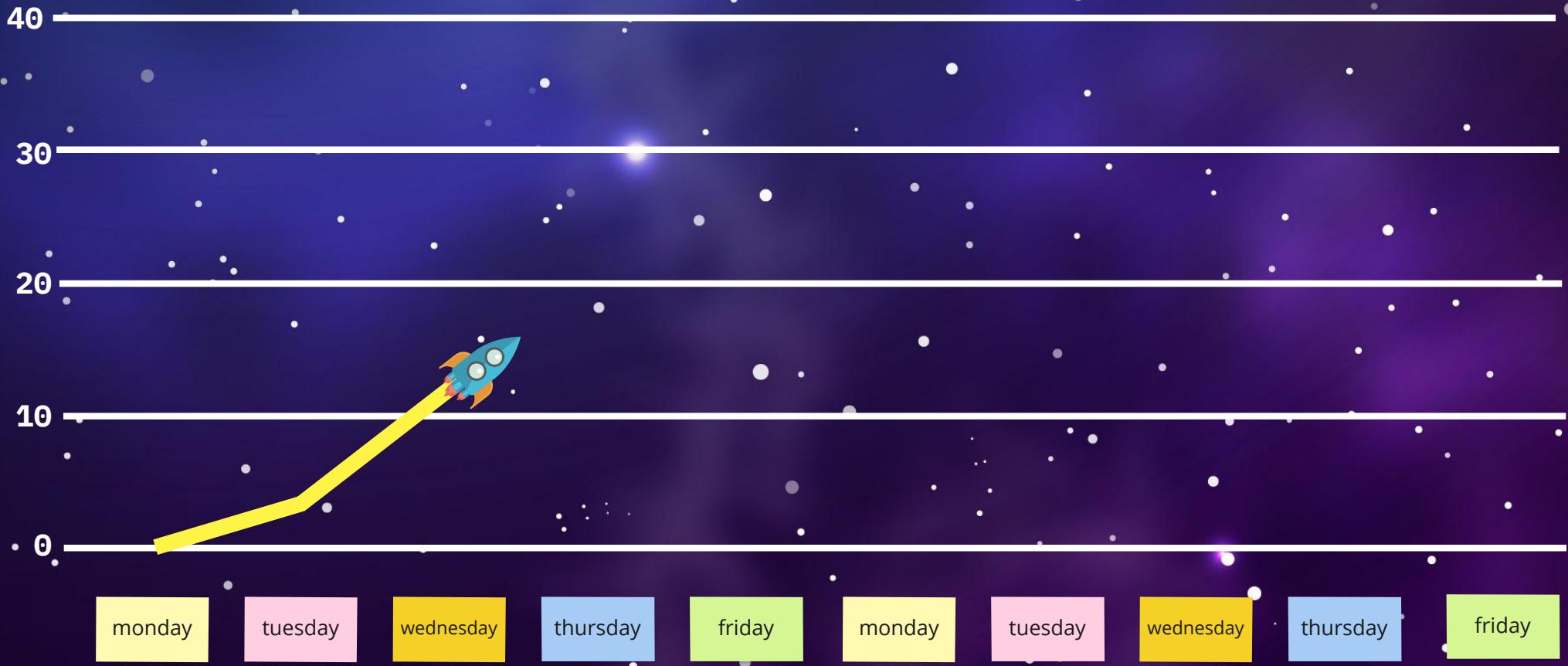
The worst way to use a Burndown Chart is to hold the team to its initial forecast and number of work items: that would be a sure way to kill agility. It would turn a Burndown Chart into a Burnout Chart. The goal is not to burn down ever more work items each Sprint. Remember: simplicity is the art of maximizing the amount of work NOT done.

Use the Burndown to limit work in progress, deliver daily, and inspect and adapt promptly.

As a guide, you may draw various trendlines and invite participants to interpret the information. Alternatively, participants can draw trend lines or bring examples of their Burndown charts.

5 minutes

As a guide, you may draw various trendlines and invite participants to interpret the information. Alternatively, participants can draw trend lines or bring examples of their Burndown charts.



The Burnup Chart

Maybe it's human nature to like charts moving up, not down. The Burnup chart shows the cumulative number of work items completed during a Sprint. Arguably, this makes the burnup chart more motivating as it offers a visual indication of completed work, regardless of the remaining work.

That said, Burnup Charts can be deceiving. It doesn't show the work items remaining. It can create a false sense of progress. Just because the chart rises doesn't mean the Scrum Team is getting closer to achieving its goal(s).

Pursuing the number of work items completed as a target may be tempting. But that would be a terrible measurement of progress. The number of completed work items does not validate the actual value or outcome. That would still require inspection and review.

So what is a Burnup Chart good for?

The Burnup can encourage teams to refine their work in small increments that can be achieved in a day. It also encourages them to deliver work continuously through active daily collaboration rather than working in mini-waterfalls. That means the work items are NOT individual or specialized tasks, but defines something potentially releasable.

Remember, as with any chart, there are many ways to cheat to create a false sense of progress. The emerging product is ultimately the primary measure of progress. Charts are always supplementary and should never be a replacement for inspecting the actual work.

5 minutes

Invite the group to form triads (or quads). Ask them to create a pitch for one strategy Developers can apply to make progress visible.

5 minutes
per triad/quad

Each triad/quad pitches its approach to another triad/quad. It may be that triads/quads have similar strategies. That's okay. Take note of any differences or patterns.



Kanban Board

day 5/14

Discovery	Developing		QA		Deployment	
	In Progress 1/4	Complete	In Progress 4/4	Complete	In Progress 3/4	Complete SLE: 85% in 5 days
O	N 1	I 3	E 4	B 5	A 3	
P	J 2	F 4	C 5			
Q	K 2	G 3	D 4			
R	L 1	H 3				
M	M 1					



→ Essential to achieve Sprint Goal



→ Impediment



→ Days in Progress

The Kanban Board

During the previous adventure Exploring Artifacts, travelers shared how to design a Sprint Backlog using Kanban as a strategy to make their work visible. In this example, the Scrum Team applies the metaphor of guiding ships into the harbor as a means to visualize their work. The lighthouse represents what's needed to obtain the Sprint Goal. A stormy-weather sticker indicates if an item (a ship) is suffering bad weather: impediments.

This particular team aims for 85% of their ships to spend at most five days at sea. After all, the longer they are at sea, the chances of hitting storms increase. They also limit the number of ships at any stage of the sea. This way, the Scrum Team can stay focussed, avoid jams and reduce complexities.

This particular board radiates more information than a Burndown or Burnup chart.

5 minutes

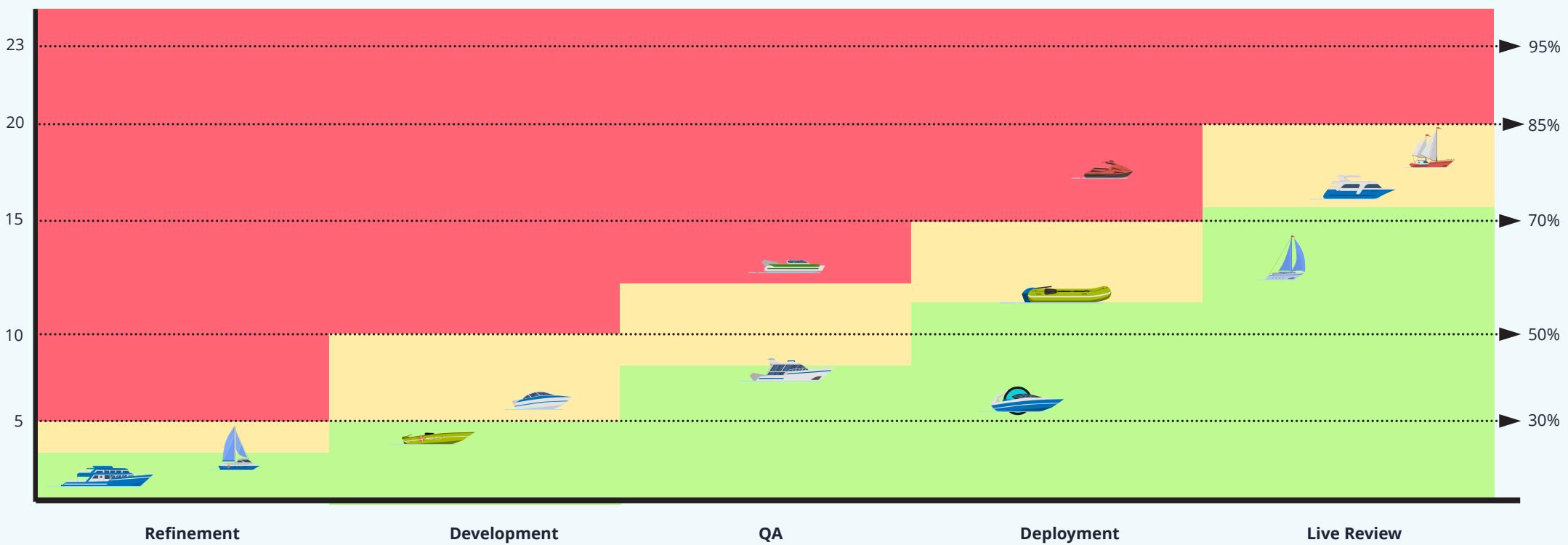
In triads or quads invite our sailors to list what information this board radiates.

5 minutes

Continue in quads: what other metaphors or visual icons/techniques can be used to radiate even more information on a Kanban board?

AGING WORK IN PROGRESS

SLE 85% in 20 days or less



Aging Chart

The Aging Work in Progress Chart is another helpful way to visualize work in progress. Ideally, Developers govern this chart themselves.

The purpose of this chart is to make challenges visible early, so that team members can act and support timely.

This chart shows the in-progress work items in the various workflow stages (horizontally) and the number of days they are in progress (vertically). The higher the item, the longer it is in progress. The chart also shows the Service Level expectation based on past performance.

Color coding can indicate how well the items are on track with the Service Level expectation. That makes it easy to see which items require attention and collaboration.

Check for Understanding

Invite the sailors to show thumbs up if they believe the statement is accurate and thumbs down if they believe it's not.

1. This chart shows how long it took to complete work items.
(false, this chart only shows in-progress items).
2. The higher the item, the closer it is to being finished.
(false, it shows the number of days they are in progress. Just because time passed, it does not mean they are closer to being finished.)
3. The sailboats represent work items.
(true, in this example, it does. Other labels or icons can also be used.)
4. This chart shows the workflow stages an item goes to before, from when it is considered «in-progress» to when it is considered «done».
(true)
5. When an item reaches the 30th percentile, it is 30% done.
(false, it means 30% of completed items have been completed by then in the past)

Rain Dance

Time for a short but refreshing body break. Let's conjure up a rainstorm!

1. Everyone starts tapping 1 finger on the desk;
2. then 2 fingers alternating hands,
3. then 4 fingers,
4. then the whole hand until you all feel like you're in the middle of a deluge.
5. Now start softly tapping your feet too!
6. And how harder! stamp them!
7. Work your way backward from 5 down to 1 as the storm ebbs away.

Checkpoint 4

Steady as she goes. Since our last checkpoint, our sailors:

1. listed the daily benefits of a Daily Scrum;
2. created their own daily surfboards;
3. interpreted burndown and burnup charts;
4. interpreted progress visualized using Kanban;
5. brainstormed work-visualization techniques.

10 minutes

Let's simulate a ten-minute Daily Scrum!

Take turns, allowing each to share:

1. How are you feeling?
2. What have you already achieved and learned?
3. What are you looking forward to next?
4. A positive shout-out to the group.

Participants have a right to pass.

Next destination: The Sprint Review.

Guide instruction: Introduce a short stretch break after each play.





Guess Who

“The purpose of the Sprint Review is to inspect the outcome of the Sprint and determine future adaptations.” – The Scrum Guide.

The purpose of the Sprint Review isn’t to provide a status update or a presentation to stakeholders. It’s an opportunity for Scrum Team members and stakeholders to inspect, adapt, and develop transparency. Without this, decisions will be flawed, progress will not be predictable, the risk is not controlled, conflict will occur, and value will go down the drain!

“The Sprint Review is a working session, and the Scrum Team should avoid limiting it to a presentation.” – The Scrum Guide.

It’s not enough to show up to receive a presentation from the Scrum Team. Stakeholders have work to do. It’s not required for all stakeholders to be present for the Sprint Review. Who are “Key” stakeholders? It’s better to have a smaller collaborative group than a big in-active one.

Let’s play “Guess who will show up for the Sprint Review” and “Guess what they might do to support the Scrum Team”.

3 minutes

Together, brainstorm different types of Stakeholders. The group generally identifies.

1. Users and customers are actively involved in the Development process (consider User Panels or Focus Groups).
2. Subject Matter Experts (SME) outside the Scrum Team.
3. Internal customers are affected by the value the Scrum Team delivers.
4. Sponsors, investors, and executives.

3 minutes

In pairs, brainstorm a list of things Stakeholders can do to *actively* support and collaborate with the Scrum Team.

3 minutes

Merge pairs and consolidate the lists.

3 minutes

Together, consolidate the lists. Include the options shown to the left.

Why look back?



What challenges have we already overcome?

What's obscuring our forward view?



How can we clear our windshield?

What has caused crashes in the past?



What are we still doing that causes us to crash?

What safety signs do we need?



How can we drive more safely?

Drive Safely

The Sprint Review is not just about looking back. It is also about looking ahead.

LOOKING BACK:

1. Inspect the outcome of the Sprint;
2. Review what was accomplished toward the Product Goal;
3. Review what has changed in the environment;

LOOKING FORWARD:

1. Determine future adaptations;
2. Collaborate on what to do next;
3. Adjust the Product Backlog to meet new opportunities;

Looking back and forward are topics for the Sprint Review. Remember that only what has already happened may be used for forward-looking decision-making. A Probabilistic Forecast, as covered in Exploring Artifacts, is an example of empirical planning.

What else can be used to look ahead?

10 minutes

Divide the group into four breakouts. Assign each breakout one of the four quadrants of the canvas to the left. Each breakout works on answering the questions. These answers will be pitched to the whole group after ten minutes. The breakout may visualize their answers.

12 minutes

Each breakout gets only three minutes to pitch their answers to the rest of the group.





Tribble Trivia

Tribbles are small, furry, gentle, cute, and slow-moving, lovable species from the Star Trek universe.

The trouble with tribbles is, however, that they rapidly reproduce!

Tribble Trivia is a fun play to do together with Stakeholders during Review. The goal is to produce trivia rapidly: fun facts about the sprint, product, team, market, users, impediments, A/B test results, etc. One (fun) fact may lead to another. This is an energizing way to bring data and evidence to the event. It's a transparency bomb.

Scrum Team members and stakeholders may use devices to produce the trivia. The trivia may be collected on a shared board or wall: a 'research wall'. Participants may draw and visualize data. They may also add memes.

There are various alternatives. You can try some of these options:

Divide the group into triads and quads. After the time runs out, each quad presents the trivia to the others.

These triads/quads could turn their trivia into a Quiz. They can combine it with *Fake or Fact* and *Myth Busters*.

Short interviews can produce trivia quickly. So during Tribble Trivia, you can initiate Lightning Interviews: Pair participants and invite them to interview each other to produce interesting facts, data, or other trivia.

To make it safe, do not share personal or sensitive data about individuals. Send invitations so that Stakeholders and Scrum Team members can come prepared.

5 minutes

Invite participants to individually look up, write down and visualize exciting trivia about their Scrum Team, Product, and market.

10 minutes

Form triads/quads. Participants can now share their trivia.

PRODUCT BACKLOG BALANCE CHART



Backlog Balance Chart

During the Sprint Review, the Product Backlog may be adjusted to meet new opportunities. The Product Backlog may also visualize the inventory of Unrealized Value.

It's generally a good idea to keep your inventory (the number of Product Backlog items) low and actual. I consider a Product Backlog to be clean when what is in it is recent, actual, and focused on a single Product Goal, and there is a shared understanding between the Scrum Team and Stakeholders on how its items will be of value.

It's considered bad practice to treat the Product Backlog as an ever-growing list of everything stakeholders may want in the future. It's not meant to be an exhaustive list. It's emergent. It should not contain every need, only what the Scrum Team intends to create in a relatively short term to achieve the Product Goal and deliver value to Stakeholders. As a general rule, the bigger your Product Backlog is, the longer the lead times will be.

Moreover, large inventory is a source of waste; long Product Backlogs slow the Scrum Team down. We all know the items are slowly rotting away at the bottom of the Product Backlog. The longer items sit there, the further transparency reduces. The Scrum Team will lose focus as it gets dragged into refinements way too early. Also, the management effort increases for the Product Owner.

It's generally a good practice to attune the inflow to outflow, like balancing the arrivals with departures. First, determine a good size to keep the Product Backlog in an actual and relevant state (for example, \pm one month). The Product Goal can be a helpful Spotlight where you can determine what's in its light (relevant now) and what's in the shadows (keep out for now). This means that the question should not be whether or not something should be in the Product Backlog but whether it should be in the Product Backlog *right now*. I also like to say: *Refine just-in-time*. Less inventory allows for more focus, shorter lead times, and a better flow.

The Product Backlog Balance chart is a way to visualize the balance between input (arrivals) and departures (throughput). It also shows a trend in the Product Backlog size over time. This may be valuable data to offer during a Sprint Review. In addition to this chart, a Product Owner may also choose to show the correlation between the Product Backlog size and the total time it takes for items to be completed.

Check for Understanding

1. This chart shows if the Scrum Team can keep up with demand.
(false, this chart is designed to balance the flow of work to keep the Scrum Team focussed).
2. This chart shows the throughput velocity of the Scrum Team.
(true, although items that are removed may also be considered throughput.)
3. This chart shows a forecast on how the Product Backlog will burn down over time.
(false, this only shows past data, and the Product Backlog is emergent. It can go both up and down.)
4. This chart shows the team's delivery performance over time.
(false; this chart contains no performance indicators. Throughput does not represent performance.)



BREAKOUT 1

SUBJECT A

BREAKOUT 2

SUBJECT B

Review Forum

Hosting a Review can be challenging when multiple Scrum Teams work on a single Product. When the number of developers and stakeholders grows, it will become increasingly complex to review the Sprint effectively and it optimizing transparency will be harder. Another challenge is that a Product Owner may find it hard to join all the various Sprint Reviews of the different Scrum Teams.

So, larger Scrum organizations require more careful event planning. When multiple Scrum Teams collaborate on a single large product, the Product Owner and Scrum Master can collaborate to host the Sprint Review as a shared forum. A forum provides a platform for addressing various simultaneous topics/areas. The Review Forum might also be called a Nexus Review, Bazaar Review, or Review Marketplace.

As a general rule of thumb, the forum begins with a shared keynote, generally by the Product Owner highlighting the overall vision and the current Product Goal. The Product Owner will emphasize that the purpose of the Sprint Review is to inspect the outcome of the Sprint and determine future adaptations. The Developers may then introduce what they accomplished. In breakouts, they invite stakeholders to inspect what has changed and collaborate on what to do next. The Product Owner may help delegate the attendance of Stakeholders so that each breakout enjoys a reasonable number of participants to allow for effective collaboration. Each breakout captures its feedback and potential changes.

Now that the developers have reviewed their Sprint, it's time for the Product Owner and key stakeholders to share what has changed in their environment. They may share important information about developments in the market, user feedback, and other (product) telemetry.

The forum may also allow for other workshops. For example, Liberating Structures can be applied, such as a Fishbowl or Celebrity Interview. Also, Product Training sessions could be hosted during a Forum so that Stakeholders learn how to use the latest updates.

To conclude the Review Forum, the Product Owner will review the outcomes of the breakout sessions and input from the environment to determine what to do next. The Product Backlog may be adjusted to reflect changes. Once a Product Goal is achieved, a new Product Goal is communicated.

Positive appraisals are key to a psychologically safe Forum Review. Individuals may be anxious during large events. Consider positive feedback mechanisms such as "Glow and Grow".

10 minutes

Invite participants to draw and visualize an agenda for a (fictional) Forum Review. They may use paper or a virtual board. They can be encouraged to use their creativity and may deviate from the format.

5 minutes

After ten minutes participants can pair up. They may review each other's agendas. They may give positive feedback: "what I like about it is ..."



Celebrity Interview

The purpose of a Celebrity Interview is to (re)connect stakeholders with the experts (being the celebrity) closest to the challenges at hand.

A well-hosted interview can turn what would otherwise be a passive, often dull presentation into an entertaining personal narrative, imparts valuable knowledge, and reveals the full range of rational, emotional, and ethical/moral dynamics at play. To make a Celebrity Interview (psychologically) safe, consider the following:

1. In advance, give the questions, materials, date, time, location, and potential attendees to the Celebrity.
2. Limit the audience to a size the celebrity is okay with.
3. Do not allow the introduction to become a mini-lecture.
4. Interview questions should not be too trivial.
5. The Interviewer must ask (repeatedly) for authentic stories and concrete examples that illustrate concepts.
“Can you give me an example of when you...”
“Why is _____ important to YOU (not the larger organization or system)?”

2 minutes

Ask one volunteer from the group if they want to be the Celebrity and one to be the Interviewer. For example, the first ones to raise their hand. The Celebrity may share one key area of interest and expertise they are both knowledgeable and experienced in. This topic may not be Scrum.

3 minutes

Each participant has three minutes to come up with questions they like to ask the Celebrity about the key area of interest and expertise. (both humor and gravity are appropriate)

3 minutes

The Interviewer consolidates and orders the lists of questions by removing duplicates or similar questions. The Interviewer may consider adding three questions as a baseline to start the interview:

1. What first inspired you in this work?
2. What challenges you in this work?

10 minutes

Run the interview (for as long as you agree, but at least for ten minutes). Only the Interviewer may ask, and only the Celebrity may answer. The audience remains silent (on mute).

5 minutes

The audience may write down questions on cards that may pop up during the interview. The Interviewer may collect those questions and select the ones to ask the Celebrity.

Fishbowl



What?



So What?



Now What?



Fishbowl

The purpose of a Fishbowl is to engage larger groups and increase transparency when making sense of complex challenges.

In a Fishbowl, a subset of people with direct field experience can quickly foster understanding, spark creativity, and facilitate the adoption of new practices among members of a larger community. The Fishbowl represents a small circle of people surrounded by a larger outside circle of people. The Fishbowl group is formed with people who made concrete progress on a challenge. Those outside the circle may only silently listen and observe. This makes it easier for people in the inside circle to collaborate, be as technical as they need, draw conclusions and make decisions. The outside group can see and hear what's going on, eliminating the need for additional indirect communication such as e-mail. This is why a Fishbowl is an excellent structure to apply during Sprint Reviews.

For safety in the Fishbowl, consider the following guidelines:

- For Fishbowl, pick only people with direct personal experience (without regard to rank).
- The Fishbowl is ideally between 3-7 but should be at most nine.
- Encourage the fish in the Fishbowl to share concrete, very descriptive examples rather than opinions.
- Advise the fish to imagine being in a car or a bar, sharing stories, and having a conversation.
- Enforce the “no speeches” and “talk to each other, not to the outer circle” rules!
- Collect ALL input or questions from the outside circle before the fish (re)start their conversation.
- Encourage the fish in the Fishbowl to be creative and playful. Humor is great!

3 minutes

Introduce the topic for the Fishbowl: “Do’s and Don’t during a Sprint Review”.
For structure, we’ll also apply the Liberating Structure: “What, So What, Now What?!”
That means participants will capture :

1. “What to do and what not to do during Sprint Review.”
2. “So, what is really important and why does it matter?
3. “Now, what’s next? What do we agree must change?”

Ask three volunteers to be in the fishbowl. The rest will listen, observe and take notes.

12 minutes

Start the Fishbowl. Those in the fishbowl brainstorm do’s and don’ts. They must refer to personal examples from their own experience. The audience may take notes and capture the What, So What, and Now Whats. They may also write down any questions for the Fishbowl.

5 minutes

After ten minutes, collect the questions from outside the Fishbowl. Pass these to those inside the Fishbowl. The fish may choose which questions to answer.

Min Specs

A Min Specs aims to specify only the absolute “Must dos” and “Must not dos” for achieving a goal. This play involves a larger group and is a quick way to establish a baseline agreement.

The aim is to establish as few rules as possible and to keep them simple. The Min Specs must then ABSOLUTELY be respected. Min Specs are “enabling constraints” that enable creative play, encouraging self-management.

Often two to five Min Specs are sufficient to boost performance by adding more freedom and responsibility to the group’s understanding of what it must do to make progress. To achieve this, the group must be instructed to:

- Be ruthless in dropping dos and don’ts;
- Consider: each rule/spec prevents individuals from thinking and acting for themselves.
- Don’t dwell on how-about and what-ifs. Can you trust individuals to do the right thing when a situation calls for it?
- Don’t make rules for hypotheticals.
- Don’t make rules for exceptions.
- Please keep it simple. “Simplicity--the art of maximizing the amount of work not done--is essential.” – The Agile Manifesto.

If a group is having difficulty, you may need to circle back to clarify the purpose and ensure that it is down to what is truly important.

3 minutes

Individually, generate the list of all must-do and must-not-do activities or rules (Max Specs) during a Sprint Review. Make the list as complete as possible in a short time.

5 minutes

Share the purpose of the Sprint Review with the whole group.
“The purpose is to inspect the outcome of the Sprint and determine future adaptations.”
Divide the group into break-outs no larger than five.
Each group tests each spec against the purpose of the Sprint Review:
“If we broke or ignored this rule, could we still achieve the purpose of a Sprint Review?”
If not, throw it in the bin!

5 minutes

Merge the groups together. Compare the lists and consolidate them to the shortest list.
“If you followed all the Min Specs except one, could we achieve the purpose of the Sprint Review? If yes, which one? you can drop that spec from the list.”
Do extra rounds elimination rounds as needed;



LIKED



MAKE IT EVEN BETTER



FIRST STEPS

NOW



NEXT



Feedback Wall

The Feedback wall's purpose is to quickly capture positive and constructive feedback about positive events, behaviors, contributions, actions, results, and other positive outcomes. It's constructive because it also gives information on how to continue positive practices and behavior in the future. The feedback must be aimed at raising someone's spirits and leveling someone or something up. It's never to bring someone down. It must be void of any negative or unconstructive criticism.

Examples of positive feedback:

- "I think it's fantastic how you [solved the problem]!"
- "I really enjoyed working with you on [Project Phoenix] because you [were really engaged and knowledgeable], and I think [we made a positive difference]."
- "Wow, I can see how much you improved [the User Interface]! Now it makes my life easier because [I can do it much faster]"
- "I liked the way you demonstrated [this new feature], because [it was very easy to follow]."
- "It was great that you caught [this bug]. Your report is very clear. Now [I can crush it fast]!"
- "It was really positive how well you were prepared! because you [brought new data], we can [make much better decisions]!"
- "[This event] went well because [you were clear about its purpose]."
- "Because you [gave me positive feedback], I [feel much more confident]."
- "I liked how you [drew the problem out on the board]; perhaps [adding some color] would make it even better!"

Examples of unconstructive feedback:

- That's / you're wrong.
- That's not working.
- It's not done yet / It's not good enough.
- It doesn't work / It doesn't look good.
- I don't get it / I don't understand why you did that.

3 minutes

Invite our sailors to reflect on the activities since the last checkpoint. What did they like? What do they like about the participation of other participants?

3 minutes

What would make the experience even better?

3 minutes

What are the next steps?

Crazy Cruise

5 minutes:

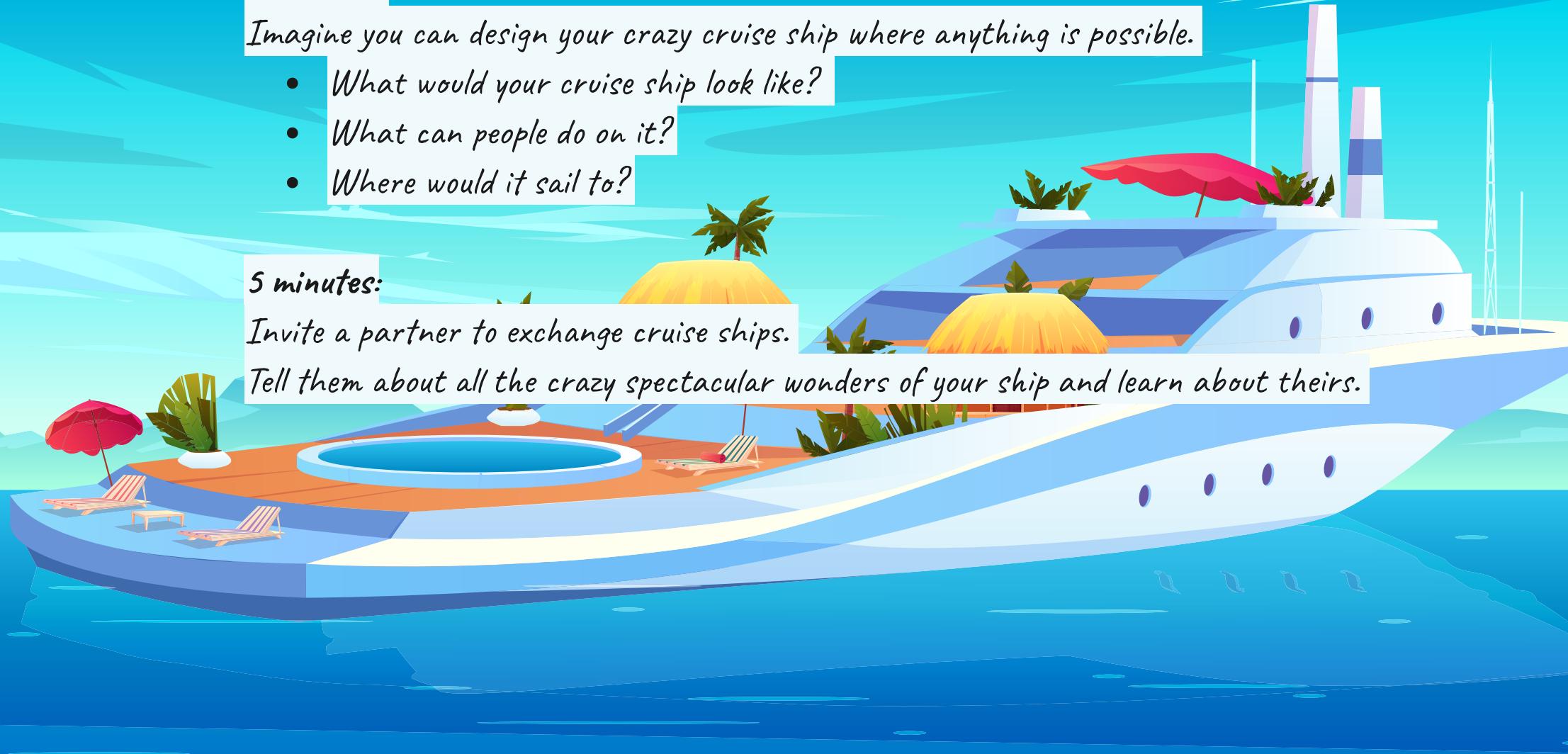
Imagine you can design your crazy cruise ship where anything is possible.

- What would your cruise ship look like?
- What can people do on it?
- Where would it sail to?

5 minutes:

Invite a partner to exchange cruise ships.

Tell them about all the crazy spectacular wonders of your ship and learn about theirs.



Checkpoint 5

Wow, that was quite the run, or should I say ‘Sprint’ since our last Checkpoint. We...

1. Wow, that was quite the run, or should I say ‘Sprint’ since our last Checkpoint. We...
2. Brainstormed many things Stakeholders can contribute during a Sprint Review;
3. Teached-back the purpose of the Sprint Review: looking back, looking forward;
4. Participated in Tribble Trivia with fun facts about our Scrum Teams, Products, and market;
5. Comprehend reading and utilizing a Product Backlog Balance chart;
6. Designed an agenda for a Forum Review;
7. Participated in an ad-hoc Celebrity Interview and Fishbowl;
8. Narrowed-down and decided on a Min Spec for Sprint Reviews;
9. Gave each other positive and constructive feedback and made it visible on a Feedback Wall.

10 minutes

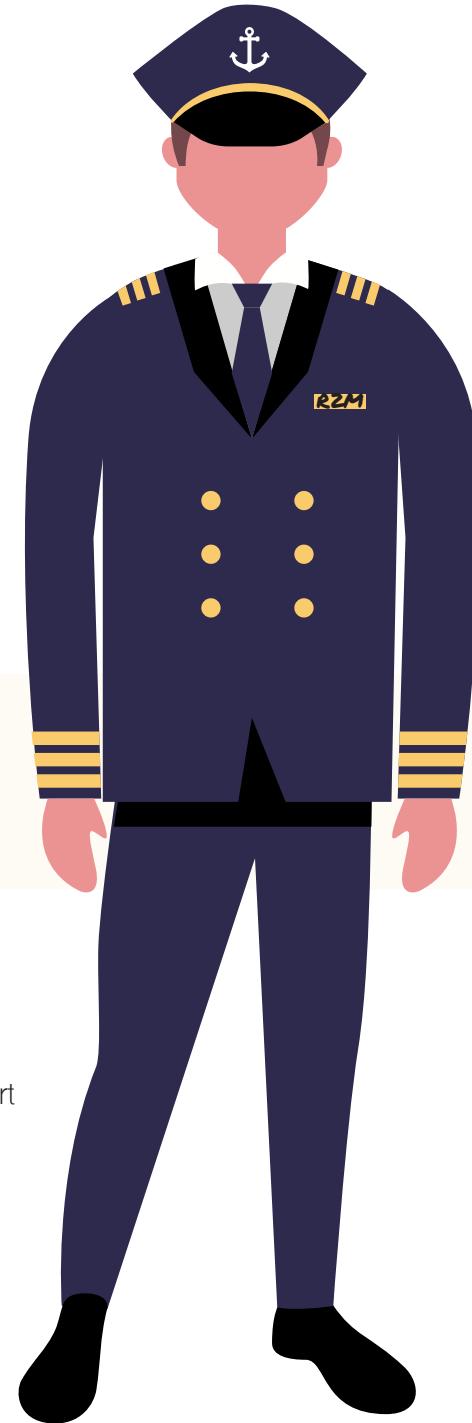
Sail away on your crazy cruise ship.

Next destination: The Sprint Retrospective.

Important Guide instruction:

The upcoming plays are great Sprint Retrospective formats. They don't all need to be played as part of the Road to Mastery training. Introduce them, but only select one or two to play with the group. Alternatively, divide the group into triads or quads where each plays a different Retro and then teaches it back to the main group.

Introduce a short stretch break after each play.





Campfire
Stories

Mad Tea
Party



Gallery
Walk



Postcard



Under
the Rug



Impact
Craters

Lenses



Hot Air
Balloon



Holy
Grail



Volcanic
Activity



Dead
and Alive



Terrible
Trolls



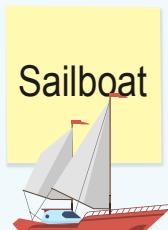
How I
Like To



Glow &
Grow



Pirate
Hat



Sailboat



Magic
Wand

Travel
Journal



Tiny
Monsters

Playbook Retros

Most of the time, people operate in closed consciousness at work, meaning individuals generally feel anxious and impatient. The aim is to make progress efficiently and to appear competent (worthy). Their general sense is that there is much to do, and it's not done fast enough.

Individuals think, act, and talk from metacognitive states. It's a state of mind. Contemplation, Reflection, Meditation, Introspection, Self-reflection, System-thinking, Active listening, Empathizing, Problem-Solving, Hyper-focus, Flow, Awe, Playing, Hallucinating, and Daydreaming are examples of metacognitive states.

Under the pressures of work, which we are all too familiar with, we are in a tunnel. Specialists or craftsmen can get addicted to being in an individual hyper-focused, problem-solving state. It's when they are productive. They are comfortably doing what they are good at. They are getting things done. They can be competent and safe. There is always more work to be done. Doing anything else might feel like "a waste of time," and they'll wonder when they can "go back to work". Many individuals think they need to prove they are worthy.

There is a problem with that. These states are labeled 'unproductive': Reflection, Meditation, Self-awareness, Introspection, Active Listening, Empathizing, Playing, Hallucinating, and Daydreaming.

They are framed as being wasteful, immature, unprofessional, and unproductive.

Logic and Reason dominate the workspace. But Logic and Reason do not sum up intelligence. Brilliance and Genius emerge from absurdity. Something feels magical when it defies logic. Agile is about expanding the realm of possibility. It's about finding better ways. We won't find these paths if we keep walking the ones we have always walked. But at work, we are also competitive. What if someone else finds a better way? Will that threaten "my" way? My position?

Creative play needs to be encouraged. Without professional play, we'll quickly become very efficient at being ineffective. The Sprint Retrospective provides a wonderful opportunity to foster those conditions. To play, we need:

- Freedom of movement (no fixed chairs/settings/agenda)
- Play Time
- Confidence
- Humor
- Liberating Rules

3 minutes

Invite participants to browse the R2M Playbook for plays that can be performed during Sprint Retrospectives. List them.

icebreakers	Perspective / size	Context / environment/break natural laws	Story / Metaphor / Analogy / Emotions	Surreal / Bizarre	Alternative Use / Meaning / Pivot
How would life be different if people could only get from place to place by walking?	Make it bigger. Much Bigger	Put it in completely different settings	Introduce it to a deeply emotional setting	Do something naughty with it	Change the context or situation in which it is applied/used
How would life be different if you were a bug instead of a human?	Make it smaller. Much Smaller	Put it somewhere inappropriate	Make people feel different emotions when using/interacting with it	Replace it with something completely different	Imagine something entirely different that does (basically) the same things.
How would life be different if there was only half the gravity?	Take it out of perspective so the understanding of it changes	Change a law of nature. What happens to it?	It is like...[something completely different]	Attribute strange, silly, inappropriate things to it	Imagine different meanings
How would life be different if everything but humans were suddenly twice their size	Change it's position. The sillier the better	Put it in a fictional setting	Randomly put it in a well known story. How would the story change?	Change the world so it becomes extremely more (or less) valuable	Take it apart and make something different from its parts
How would life be different if...	Change its shape	Imagine it was sent to the past or future	Imagine it lives an entire life from birth to death	Which band might use it as its stage decor?	What minor change would make a big difference
How would work be different if...	Change the size of certain elements	Change it's application: use it for something completely different	Make it feel different things. If it doesn't have emotions, give it emotions.	Give it senses/abilities (touch, hear, see, think, talk, taste, smell)	What intentional things could happen with/to it?
What would be different if certain events would suddenly trigger entirely unexpected emotions.	Change the shape of certain elements	Make it useless	Make it do something horrible/evil	What if it becomes a religious artifact	What if completely unintended people would try/use/apply it?



Warping

With Warping, anything goes. We can make jokes. Jokes don't even have to be respectful. Let's go crazy. There are no expectations besides having fun and being silly. We can relax. We can be UNproductive.

It takes a bit of time before our mind changes from a closed to an open, playful state. It takes a bit of time to ebb away. Mind and Stretch Breaks help us get there faster. Silly hats and items can be useful aids too.

Warping is a play where we bend the laws of nature and the rules of life. We create UNreality. Why play "Warping"? Play it for the fun of it. As a bonus, we grow some Psychological Safety and train our collective creativity.

IDEAL SPACE

- Ideally, a different setting than your usual meeting rooms;
- Be able to draw and write on large canvasses or boards. You can use walls and floors;
- Enable breakouts—no round-table;
- Refreshing drinks, sweets, fruit. Fresh air;
- Able to look outside to the world beyond the walls;
- Enough space to move around freely;
- No work distractions.

LIBERATING RULES

- We don't need to get anything done.
- Stupid is good. Taboo is good. "No" is bad. Try: "Yes, and..."
- There are no bad ideas. No matter how bad it is, it can be made even worse. Try it. There are no bad ideas. No matter how bad it is, it can be made even worse. Try it.
- What we do here stays here. Unless... Bananas.

5 minutes

Start with a five-minute warm-up. Pick an Icebreaker and run with it.

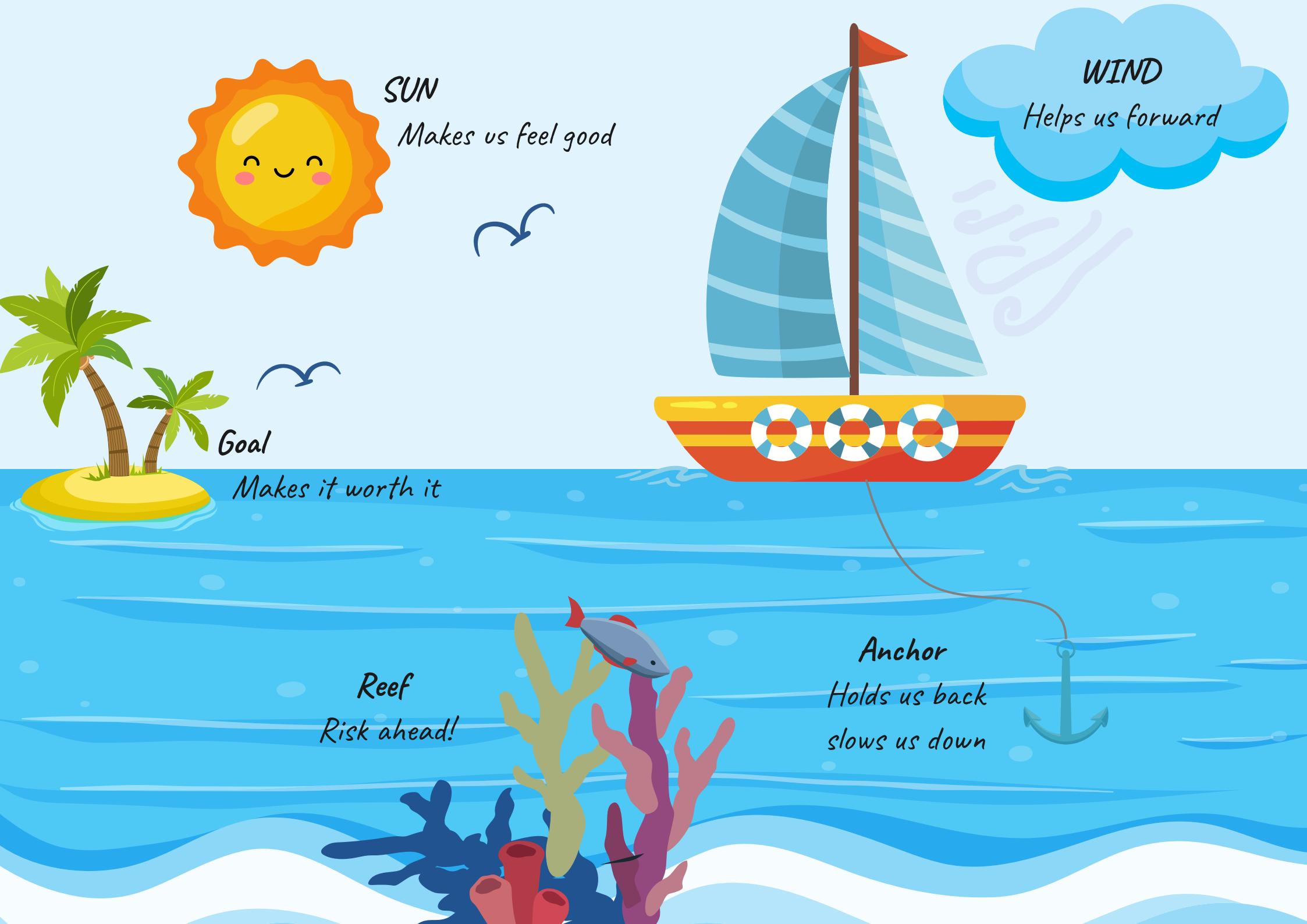
1 minute

Invite participants to write down a subject to warp. It may be Scrum related, but it doesn't have to be. Not quickly dot-vote a topic. If it's a tie, the guide decides.

9 minutes

Start warping! Pick prompts and run with it. Not all prompts will work. People can pick any prompt at any time. Give people time and space. Allow pairs, triads, or quads to form naturally. Capture ideas by drawing, recording, and writing them. Players can expand on ideas

After about fifteen minutes, go for a short stretch or mind break. You can run various rounds and even pick different subjects. There must be a maximum timebox. In my experience, it gets better when you're about an hour in.



Sailboat

The Sailboat Retrospective is a classic. It's a popular play, and for good reasons.

1. It uses metaphor magic.
2. It's positive and constructive.
3. It's visual.
4. It's simple.

4 minutes

Land (goal) is where your sailboat is headed. It represents our goals or vision. Invite our sailors to write down and discuss their goals for this adventure.
What makes it all worth it?

4 minutes

Wind! What is helping us get there? What's giving us support? What makes it easier?
What else could give us more wind?

4 minutes

Anchor! What held us back? What slowed us down? Is that good or not?
What else might be holding us back?

4 minutes

Reef! Watch out! What's risky? What takes courage? What challenges are ahead?

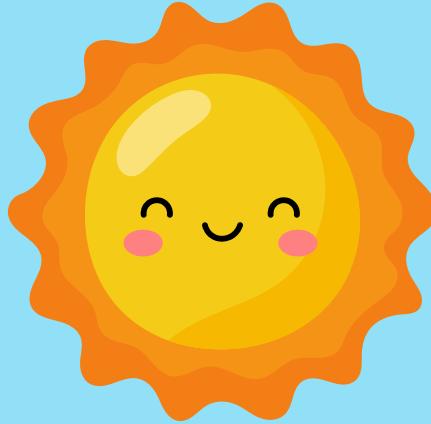
4 minutes

Sun! What's made us feel good? What and who are we proud of? What could make us feel even better? What else can we do to be proud of?

Note that the purpose of the Sprint Retrospective is not yet achieved. The Sailboat Retrospective helps to identify potential improvements. The Scrum Team still needs to draft an actionable plan to increase quality and effectiveness.

Why not host a Sailboat Retro on an actual sailboat? It'll make for a truly memorable experience.

SUNNY SKIES



What positive things
are ahead of us?

HOT AIR



What's lifting us up?
What's making us float on?

SAND BAGS

What's slowing us down or
holding us back?

STORMY CLOUDS



What problems do we
need to work through?

Hot Air Balloon

The Hot Air Balloon is a variant of the Sailboat Retro. It's good to mix it up—different trumps same. Changing up metaphors can surface new ideas. The Hot Air Balloon Retro does not include a goal or shared objective. A facilitator may still add one.

4 minutes

Hot Air! What's lifting us up? What's making us float (on)? What else might give us extra air?

4 minutes

Stormy Clouds ahead. Uh oh! what problems do we need to avoid or work through? What would take courage?

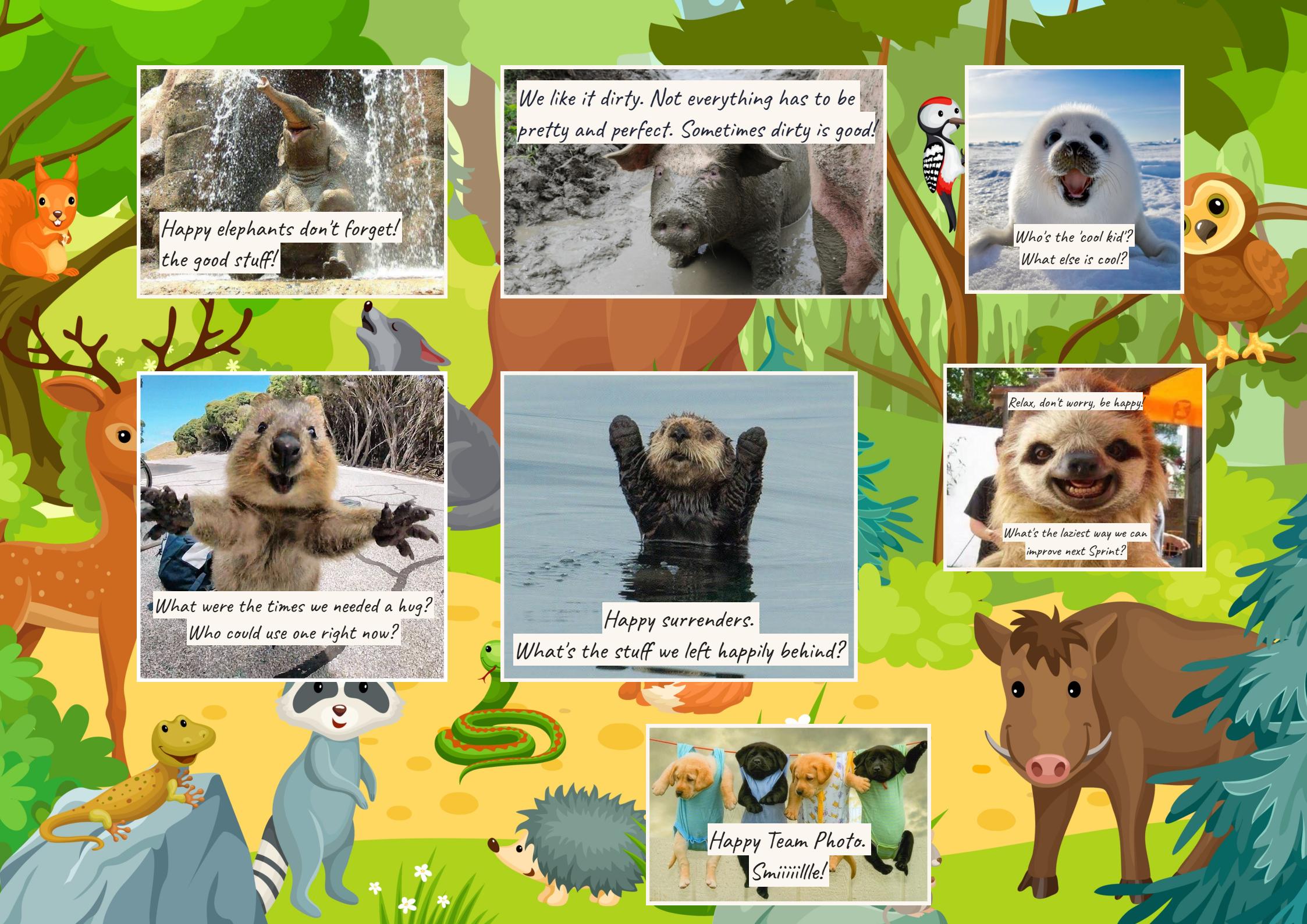
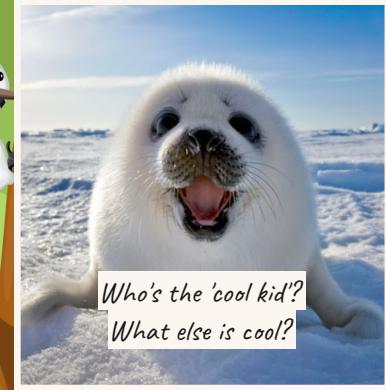
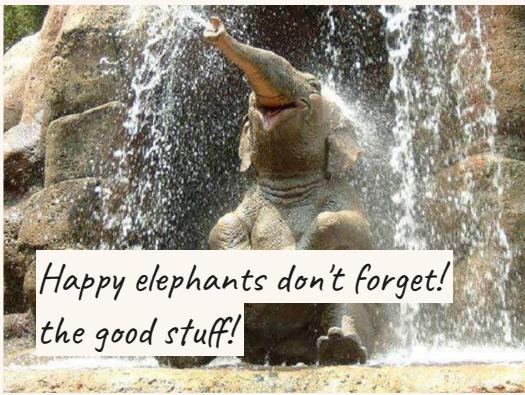
4 minutes

Sand Bags. What's slowing us down? What's holding us back? Is it good or bad? Ultimately we need sandbags. What are 'good' sandbags that promote sustainable pace and altitude? What are the bad ones?

4 minutes

Sunny Skies ahead! What are positive things to look forward to?

If your team members are not too scared of heights or are courageous enough to overcome them, hosting a Hot Air Balloon retro in an actual hot air balloon would be legendary. It could be a great team activity for bonding and trust. It broadens your perspective.



Kawaii!

Kawaii (a Japanese word meaning “cute”) things are popular because they produce positive feelings. Spending time looking at cute baby animals during work can no longer incur your boss’s wrath: Those pictures make you a more focused worker, according to a Japanese study “The Power of Kawaii”.

“This study shows that viewing cute things improves subsequent performance in tasks that require behavioral carefulness, possibly by narrowing the breadth of attentional focus.”

So, let’s put those cute and happy animals to use to increase our happiness and focus!

3 minutes

Happy elephants don’t forget the good stuff. What good things can we recall from our journey together?

3 minutes

We like it dirty! Not everything has to be pretty and perfect. Sometimes dirty is good (enough). What do we like dirty?

3 minutes

Who’s the cool kid? Who deserves some extra praise or a pat on the back? Who’s always there to take one for the team? Who’s the silent force, always supportive, never

3 minutes

What were the times we needed a hug? Who could use one now? What are the rough things we are going through?

3 minutes

Happy Surrenders. What’s the stuff we left happily behind?

3 minutes

Relax. Don’t worry. Be happy. It takes sloths thirty days to digest a leaf. What’s the laziest way we can improve next Sprint?

3 minutes

Happy team photo time. Let’s change something about our appearance and make a happy team photo.

what to remove?



What remains
a mystery?



What to
celebrate?



The Sprint

What's shocking?



what to recycle?



what to add?

Unboxing

Let's think outside the box.

"Unboxing" is a play to unpack something together. One can unpack any subject. When that subject is a Sprint, it makes for a beautiful Retrospective. What's there to unpack in a Sprint?

Many things happen in a Sprint. Let's imagine all those things happening in a Sprint inside our Mystery Box. To unpack it, all we need to do is answer some basic questions. Consider, for example:

1. What's to celebrate?
2. What to remove?
3. What was too much?
4. What to recycle?
5. What's shocking?
6. What to add?
7. What remains a mystery?
8. What's new?
9. Uh no, not this again...
10. What's funny?
11. What's sad?
12. What's pretty?
13. What's ugly?
14. What's really meaningful?
15. What are you not really sure about?

10 minutes

Let's unbox this adventure "Smooth Sailing the Events":

1. What's to celebrate?
2. What was too much?
3. What was new to you?
4. What are you not really sure about?
5. What was really meaningful?

Choose a genre for the Sprint



Popcorn Time

Let's make a movie or series about our last Sprint!

Horror or Romance? Hollywood or Bollywood? A bit of both?

We all enjoy a bit of drama in the office now and again. Is your team more like "the Office", "Avengers", or "Game of Thrones"?

"Popcorn Time" makes for a fun and creative Sprint Retrospective. The Scrum Team could write a movie Script for their past Sprint. We can play it in various ways, and you can naturally use your imagination. Here is an example:

1. Form triads or quads.
2. Pick a movie genre. Ideally, each group chooses a different one, but that is not required.
3. Now they can write their movie. One way to do this is using the 'Hero's Journey Story Arc'. Participants can write sticky notes placing them in and around the arc.
4. What would still happen for the movie to have a happy ending?
5. Optional Extension: Draw a movie poster.

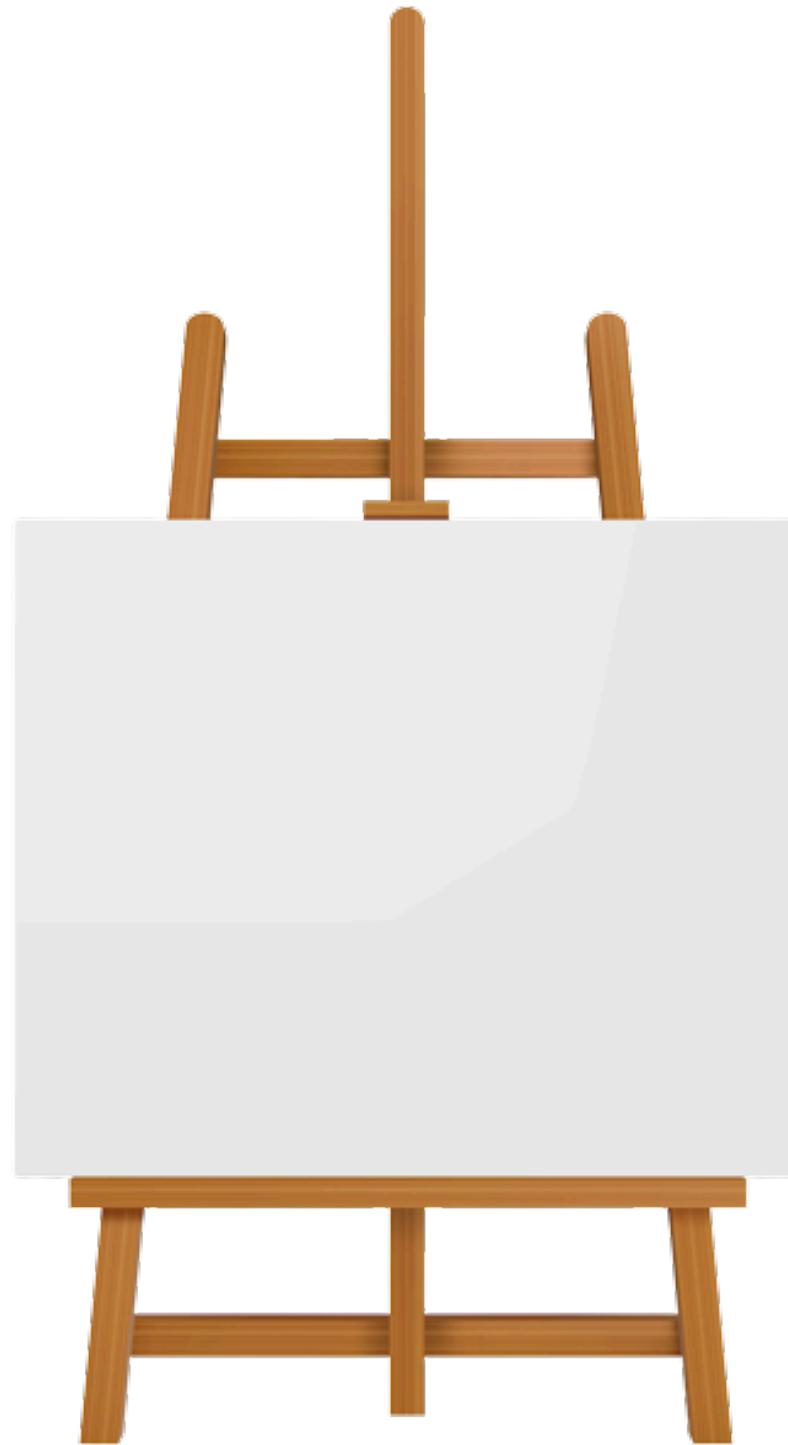
Use these Liberating Rules:

- Stupid is good. Taboo is good. "No" is bad. Try "Yes, and..."
- There are no bad ideas, unless they are unspoken ones.
- No matter how bad it is, it can be made even worse. Try it.
- Be respectfully playful.

15 minutes

Although "Popcorn Time" is best played within a 45-minute timebox, let's try a shorter alternative. Can the group create a "Road to Mastery" movie? Pick a genre and write sticky notes around the story arc.





Create Your Own!

There are hundreds of Sprint Retrospective formats online. A quick online hunt will provide you with Sprint Retrospective ideas for months to come. So why “waste” time creating your own? Here are 5 good reasons to:

1. It demonstrates care and dedication;
2. It attunes you to your team;
3. You can add personal touches;
4. You can include team members in this process which promotes self-management;
5. It's fun;
6. It's your wonderland; make it wonderful.

15 minutes

Invite travelers to put what they learned into practice. Can they design the outline for their own Retrospective play in just 15 minutes? They can draw inspiration from the R2M Playbook and other online sources.

**3 minutes
per person**

In triads or quads, briefly introduce your Retrospective play to other travelers in your triad/quad.



Write about your experience!

what was the
weather like?



Powerful Prompts:

What did you experience and learn?

What did you do that was meaningful to you?

What was unexpected?

What are you proud of?

What are you not so proud of?

What drained your energy?

What was exciting to you?

What did others do that you appreciated?

What would you like to remember?

What would you like to forget?

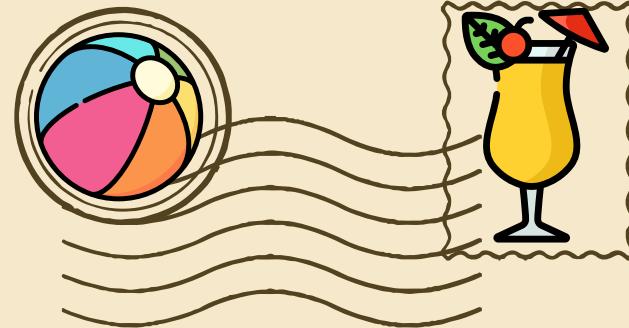
If you could go back, would you do anything differently?

If you had a magic wand, what would you wish for?

What small change will make your work more enjoyable/meaningful?

What are your expectations for what's next?

What doubts and questions do you still have?



Addressed to?

★
yourself, past-self, future self

team, scrum master, product owner

leadership outside team

stakeholders / users

Postcard

“Postcard” is a conclusions activity where travelers briefly reflect on what was meaningful about their experience. This is yet another creative way to reflect on the Sprint and capture essential learnings and feedback.

This play is an alternative to the ‘Travel Journal’. The card is addressed to oneself or others. It’s an opportunity to appreciate your (and others) work. Writing a postcard demonstrates you care about something or someone. Participants may write anything they want to capture. They can draw from a set of prompts. These prompts are powerful coaching questions.

Prompts / Powerful questions:

- What did you experience and learn?
- What did you do that was meaningful to you?
- What was unexpected?
- What are you proud of?
- What are you not so proud of?
- What drained your energy?
- What was exciting to you?
- What did others do that you appreciated?
- What would you like to remember?
- What would you like to forget?
- If you could go back, would you do anything differently?
- If you had a magic wand, what would you wish for?
- What small change will make your work more enjoyable/meaningful?
- What are your expectations for what’s next?
- What doubts and questions do you still have?

Tips:

- Consider posting actual postcards when working with remote team members for even stronger bonding.
- Add a joke or a meaningful quote.
- Add something personal, like a good cooking recipe, travel suggestions, or book recommendations.

10 minutes

Invite participants to write a postcard about their Smooth Sailing experience. They may address it to anyone (including themselves). The prompts are optional.

Appendix: 4C Map

C1 Connections - C2 Concepts - C3 Concrete Practice - C4 Conclusions

The R2M-VE applies a 4C baseline from Training From the Back of the Room, Virtual Edition (TBR-VE) by Sharon Bowman.

1. The Sprint

Learning Outcomes:

1. Formulate the purpose and definition of a Sprint.
2. List the rules of the Sprint.
3. Assess understanding of Sprint rules.
4. Co-CREATE a Scrum Event table.
5. Review scenarios when to or when not to change the Sprint Duration.
6. Review scenarios when to or when not to cancel a Sprint.
7. Brainstorm ways to make events more safe, accessible, energizing, productive and worthwhile.
8. Write effective learning outcomes for a Sprint.
9. Map techniques for using 5 senses during events.
10. Apply Glow and Grow for positive and constructive feedback.

Plays:

1. Embark (C1)
2. Tao Meditation: Smooth Sailing (C1)
3. Fill-in-the-Blanks (C2)
4. Rules of the Sprint (C2)
5. 5x5: Event table (C2)
6. Scenarios: Sprint Length (C3)
7. Scenarios: Sprint Cancellation (C3)
8. Checkpoint 1: Check for Understanding (C4)
9. Banana Boat (C1)
10. Crazy Containers: Sensory Aids (C2)
11. Awesome Activities (C3)
12. Checkpoint 2: Glow and Grow (C4)

2. Sprint Planning

Learning Outcomes:

1. List what may happen during a Sprint Planning.
2. Mix and Match an agenda for a Sprint Planning using R2M Plays.
3. Co-CREATE a missing poster to identify Sprint Planning essentials
4. Visibly separate Sprint Planning statements: myth from fact

Plays:

5. 1-2-4-all (C1)
6. Mix & Match (C2)
7. Missing Poster (C3)
8. Myth Busters (C4)
9. Mind Break & Checkpoint 3 (C4)

3. Daily Scrum

Learning Outcomes:

1. List the daily benefits of a Daily Scrum;
2. Created your own daily surf boards;
3. Interpret burndown and burnup charts;
4. Interpret progress visualized using Kanban;
5. Comprehend and utilize an Aging WIP chart;
6. Brainstormed work-visualization techniques.

Plays:

1. 10 benefits (C1)
2. Daily Surf Boards (C3)
3. Burndown & Burnup (C2)
4. Kanban Board (C3)
5. Aging Chart (C2)
6. Body Break: Rain Dance & Checkpoint 4 (C3/C4)

4. Sprint Review

Learning Outcomes:

1. Brainstorm things Stakeholders can contribute during a Sprint Review;
2. Teach-back the purpose of the Sprint Review: looking back, looking forward;
3. Participate in Tribble Trivia with fun facts about your Scrum Teams, Products and market;
4. Comprehend and utilize a Product Backlog Balance chart;
5. Design an agenda for a Forum Review;
6. Participate in an ad-hoc Celebrity Interview and Fishbowl;
7. Narrow-down and decided on a Min Spec for Sprint Reviews;
8. Give each other positive and constructive feedback and made it visible on a Feedback Wall.

Plays:

1. Guess Who (C1)
2. Drive Safely (C2)
3. Tribble Trivia (C3)
4. Backlog Balance Chart (C2)
5. Review Forum (C2, C3)
6. Celebrity Interview (C2, C3)
7. Fishbowl (C2, C3)
8. Min Spec (C2, C3)
9. Feedback Wall (C3 / C4)
10. Mind Break: Crazy Cruise & Checkpoint 5 (C4)

5. Sprint Retrospective

Learning Outcomes:

1. List which R2M Plays can be played during Sprint Retrospectives;
2. Explore other Retrospective plays;
3. Warp reality and enable creative play;
4. Create your own Retrospective play;
5. Write a postcard about the adventure;

Plays:

1. Playbook Retros (C1)
2. Warping (C2/C3)
3. Sailboat (C2/C3)
4. Hot Air Balloon (C2/C3)
5. Kawaii (C2/C3)
6. Unboxing (C2/C3)
7. Popcorn Time (C2/C3)
8. Create your Own (C3)
9. Postcard (C4)

Hi Sailors,

always sunny
here!



You're **amazing**. I'm having an amazing time on this trip. Thank you for your **courage** and **creativity**, for **trusting me as your guide**.

Being so **open**, doing all these **weird** plays really shows you're finding better ways, by **DOING** it.

You make my work and my life more meaningful and joyful. I hope it will help you inspire and help **others** along the way.

MAKE IT YOURS!



To the most amazing, creative, intelligent, funny, playful and inspiring people here with me

You're the best!



The Road to Mastery (R2M) is a Scrum Learning Journey containing 12 adventures (modules) from Basecamp to Bootcamp.

1. Basecamp
2. Agile Backpacking
3. The Game of Scrum
4. Living the Scrum Values
5. Mountaineering Scrum together
6. Kayaking the Value Stream
7. Surviving Self-Management
8. Deep Diving Developers
9. Exploring Artifacts
10. Smooth Sailing the Events
11. Bootcamp
12. Coaching Dojo

Acknowledgement

The Road to Mastery (R2M) is developed by Sjoerd Nijland.
The R2M is published at Serious Scrum; AGNC.

It builds on and is inspired by on the works of:

- Ken Schwaber and Jeff Sutherland: the Scrum Guide;
- Sharon Bowman: Training from the Back of the Room (TBR);
- Evelien Roos: Training from the Back of the Room Virtual Edition (TBR-VE);
- Project Zero: a research center at the Harvard Graduate School of Education;
- Henri Lipmanowicz and Keith McCandless: Liberating Structures;
- Scrum Patterns
- Freepik for vector illustrations;
- And others attributed in the various plays.

For feedback and questions, please contact:
sjoerd.nijland@gmail.com

Comment on attribution:

"I aim to diligently attribute anyone who deserves credit or reference and refer to those sources of inspiration from which the Road to Mastery emerged. Please reach out with suggestions and comments on where this can and should be improved". - Sjoerd Nijland.



Smooth Sailing the Events

Serious Scrum R2M

Smooth Sailing the Events

SJOERD NIJLAND

WWW.ROAD2MASTERY.COM