

Free PDF distributed
in partnership with

InfoQ venue

Scrum Checklist 2011

Your Scrum Checklist

The Hard Facts:
Roles. Artefacts. All Meetings.



borisgloger Wien. New York. Recife. Baden-Baden.

Text by Boris Gloer | Scrumlies by Jo Legat | Realization by Katrin Dietze

Version 3/11 © Boris Gloer

ISBN 978-3-000-32112-2

Scrum

is a framework with simple rules.

Scrum Checklists will help you to remember these simple rules in the heat of daily work and stress. Scrum Checklists enable you to create an enjoyable and productive work environment with your Scrum-Team.

Now Scrum is enterprise ready!

Use Scrum also for your multi-team, multi-location and multi-project environments. In this booklet you will find all necessary Checklists for scaled Scrum meetings, roles and artefacts to run Scrum in a LARGE scale effective and successful.



For *Scrum Beginners* - Follow the Checklists, do Scrum by the book. This will enable you to run your first 3 to 4 Sprints very successfully. Your success will facilitate to spread Scrum in your organization.



For *Scrum Intermediates* - Use your common sense to tweak your processes guided by these Scrum Checklists.

As an *experienced ScrumMaster* - Use Scrum Checklists as your safety belt in stressful situations.

Scrum Checklists do not replace experience and practice.

Scrum Checklists are not procedures that you have to follow.

Scrum Checklists help to run a successful Scrum in a demanding environment.

Keep alive *10 Basic Practices*:

1. A clear and catching Vision
2. A maintained Product Backlog
3. A sorted Product Backlog based on business value
4. Backlog Items are sized by the Team
5. Daily Scrums
6. Burn down charts
7. The Sprint is not disturbed by management and/or customers
8. The software the Team delivers is "done"
9. A collaborative Sprint Review
10. Sprint Retrospectives with focus on improvement in the work process of the Team and the organization

General Meeting Rules

Basics:

Every meeting starts on time and ends on time.
Every meeting is an open meeting. Everyone can attend.
Every meeting is time-boxed.

Preparation:

1. Invite everybody who is necessary ahead of time so that they can prepare.
2. Send out an agenda with goal and purpose of the meeting.
3. Book all resources for the meeting:
room, data projector, flip charts, facilitation equipment and anything else you will need for your meeting
4. Send a reminder 24 hours before the meeting.
5. Prepare a flip chart with meeting rules.

Facilitation of the Meeting:

1. The facilitator has to be present during the discussion. He is not allowed to be involved in the discussion but he needs to follow and bring the discussion back to the topic in case the participants lose focus.
2. He presents the meeting goal and agenda.
3. He agrees on a person who will write the meeting minutes if necessary.
4. He will be the scribe for the Team or teach them how to do the documentation themselves and might record what is said on a flip chart to visualize the conversation.
5. He keeps the focus of the meeting by using tools like the Parking Lot to capture issues or questions that aren't related to the meeting's purpose so that they may be addressed later.
6. He ends the meeting with a wrap-up and a very short retrospective (5 minutes only).

Output:

- Document using scribbles or flip chart notes.
Take some photographs of your boards and flip charts.
- Meeting minutes and a clear understanding of the meeting result must be communicated.

Estimation Meeting

Purpose:

1. For strategic planning you need to know the size of the Backlog Items. It is a necessary input for release planning and for gaining an understanding of how much a Team might be able to develop in a Sprint.
2. It enables the team members to see what will happen in the following phases of the project.
3. Grooming Backlog Items: Get better understanding for Backlog Items by decomposing them if appropriate.

Basics:

Only the Team estimates. A Product Owner needs to be present to help to decide when a story can be broken into smaller stories.

Ingredients:



- The Product Backlog that is prioritized according to business value by the Product Owner.
- Magic Estimation Cards

Colored icon = mandatory participant
Grey icon = optional participant

Don'ts

1. Do not size effort - only the Team does!
2. The Product Owner does not size.
3. Do not do this activity as part of the Sprint Planning Meeting #1.

Procedure:

1. The Product Owner presents the Product Backlog Items she wants to have estimated.
2. The Team plays Planning Poker for those Backlog Items.
3. In case the Backlog Item is large but needs to go into the next or subsequent Sprints, the Team will split the Backlog Item into smaller Backlog Items. Re-size the new Backlog Item by playing Planning Poker for it again.
4. Re-size Backlog Items that are not done but likely to be a request for the next three Sprints.
5. Identify Backlog Items that need to be clarified for the next Estimation Meeting.

You can replace playing Planning Poker by doing Magic Estimation. That's just faster.



90 min

Duration:

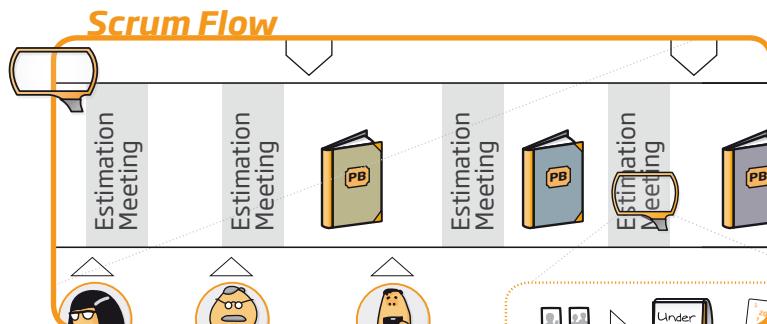
Time-box this meeting to 90 min or less.

If the Sprint is longer than a week, a desirable frequency of Estimation Meetings is two meetings per Sprint.

Output:

- Estimated Product Backlog
- Smaller Backlog Items
- Issues that need to be clarified

*Insider Tip:
Try also business value estimation meetings for Product Owner(s) on a weekly basis.*



Sprint Planning Meeting - Part 1

Purpose:

Metaphor for this meeting: Analysis. The goal of this meeting is to understand in detail what the End User wants. This meeting will enable the product development team to get a clear picture of what is needed by the End User. At the end of this meeting the Team will be able to decide what they are able to deliver.

Basics:

Only the team members decide how many Backlog Items the Team can take on for the Sprint.

Ingredients:



- Estimated and sorted Product Backlog
- Flip charts, markers, scissors, glue, sticky notes, whiteboards, pencils, crayons
- Vacation planner, contact details of important persons

*Insider Tip for the Product Owner:
Create a sense of urgency by asking
the Team for synchronization of their
wristwatches or by telling everybody
where the emergency exits are.*



60 min/
SprintW

Duration/Location:

60 min per week of the Sprint. Run this meeting in the morning - to be able to have the Sprint Planning Meeting #2 on the same day.

Output:

- Selected Product Backlog
- Requirements for each Backlog Item
- User Acceptance Test for each Backlog Item

Procedure:

1. Start with the first Product Backlog Item (Story).
2. Understand this Product Backlog Item by discussing its requirements.
3. Clarify the user acceptance tests.
4. Find the aspects (performance, stability, ...).
5. Find the acceptance criteria.
6. Figure out what the story's level of done is.
7. Get a clear picture about every Backlog Item.
8. Draw pictures about what needs to be delivered (flow charts, UML diagrams, scribbles, screen designs).
9. Go back to step 1 - take the next Backlog Item.

Process Check:

Ask the Team if they can quickly answer the following question, only as a rough guess: *"Can we do the first Backlog Item in this Sprint?"* If the answer is "Yes" keep asking until the last Backlog Item you have analyzed so far.

Next - Take a **break**.

After the break:

Start with the process above for the next Backlog Item.

Ending this Process:

1. Stop 20 min before the end of the Sprint Planning #1.
2. Ask again - this time more seriously:
"Can you do the first Backlog Item, ..., the second, ...?"
3. Stop if they do not believe they can do any more Backlog Items.
4. Now - a very important step: Send out the Product Owner.
She really must go! Everyone, except the Team and the Scrum Master, goes away. Customer, End User, everyone else - out!
5. Ask the Team after everyone else left the room:
"Very seriously - Is this the list you believe you can do?"
6. Hopefully they will now hold a short discussion to find out what they really think they can do.
7. Communicate the answer to the Product Owner and End Users.
No discussion allowed!



Don'ts

1. Do not resize the Backlog Items.
2. Do not estimate tasks.

Sprint Planning Meeting - Part 2

Purpose:

Metaphor for this meeting: Design. The product development team has the chance to create the design for the solution they want to implement. At the end of this meeting, the Team knows how to build the functionality they will develop in that Sprint.
(↗ see Sprint Planning Meeting #1).

Basics:

Only the product development team defines the solution. Architects or other people outside the Team are only invited to help the Team. They are not allowed to make design decisions for the Team. The role of these people in the meeting will be defined by the team members only.

Ingredients:



- People who can help the Team to build the solution during the Sprint, e.g. vendors or people from other teams.
- Selected Product Backlog
- Flip charts, markers, scissors, glue, sticky notes, whiteboards, pencils, crayons...

! Don'ts:

1. Do not estimate tasks.
2. Do not assign tasks.

Output:

- Design of your application
- Architecture diagrams, charts, drawings
- Some tasks
- Ensure that the Team has a clear understanding of how to do it!

Procedure:

1. Go to Backlog Item 1.
2. Confirm your understanding of what is wanted by looking at your flip charts.
3. Run your design session around this Backlog Item based on questions like:
 - *What interfaces do we need to write?*
 - *What architecture do we need to create?*
 - *What tables do we need to update?*
 - *What components do we need to update or write?*

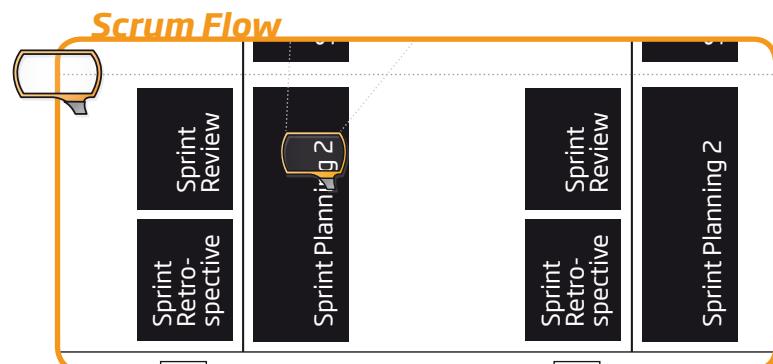
When the Team has a clear understanding about the way it wants to build that feature, it can move to the next Backlog Item. In the last 10 min of the meeting the team members use sticky-notes to write initial tasks. This helps the team members to know where to start the next day. Put it on the task board. Do not estimate these tasks.



60 min/
SprintW

Duration/Location:

60 min per week of the Sprint. Run this meeting right after the Sprint Planning Meeting #1, e.g. have lunch as a greater break, but do the Sprint Planning #2 on the same day.



Daily Scrum

Purpose:

Metaphor for this meeting: Time Out. The Team plans and coordinates its daily activities and reports and discusses impediments. The task board helps the Team to focus on its daily activities. Update the task board and the Burn down chart now!

Ingredients:



- Task board
- Sticky notes
- Markers

InsiderTip:
ScrumMaster – do not stand in front of the Team or beside in front of the Task board. Don't create the atmosphere of pupil and teacher.

Basics:

- The whole Team must be present.
- A team member not able to be present needs to be represented by a teammate.



Duration/Location

15 min, same time, same location every day.

Output:

- Clear insight into who does what!
- Input for the Impediment Backlog
- Input for the Team Backlog

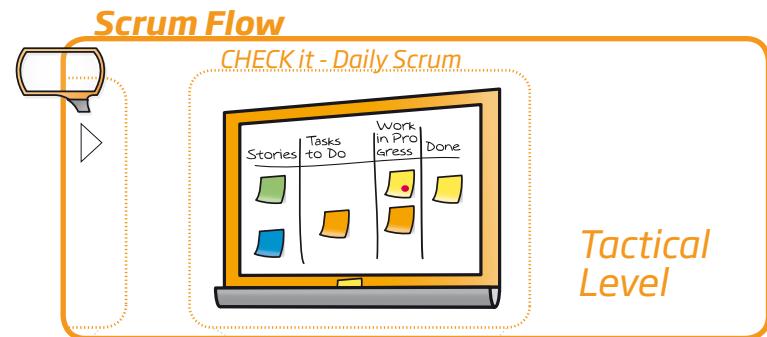
InsiderTip:
Every team member should, while listening think about the question: "How can I help him/her to be faster?"

Procedure:

1. The Team gathers around the task board.
A circle is a good shape.
2. The person on the left side starts to explain to his teammates what he has achieved by now.
3. Now the person moves the tasks on the task board into the correct column.
4. The person picks a new task if appropriate and puts it into "Work in Progress".
5. If the person has a problem/impediment he reports this to the ScrumMaster.
6. Repeat Step 1 to 5 for each team member.

Don'ts:

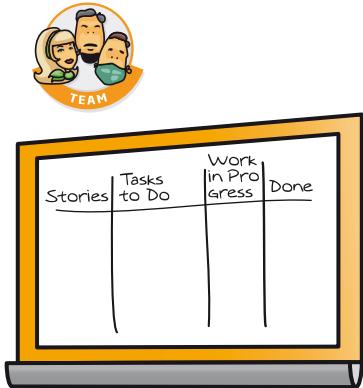
- 1. The ScrumMaster does not ask the questions.
- 2. Do not report to the ScrumMaster or a Manager.
- 3. Do not sidetrack the meeting.
- 4. Do not show up late.
- 5. Do not overrun the timebox.
- 6. Do not discuss technical issues.
- 7. The ScrumMaster does not move the tasks for the team members.
- 8. The ScrumMaster does not update the Burn down chart for the Team.
- 9. Do not show up unprepared.
- 10. Do not do a 'no show' on the Daily Scrum. Inform the Team and have a representative for you.



Task board

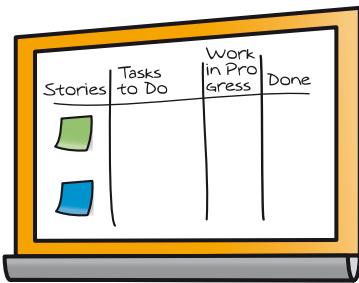
The task board is a combined visual representation of the Selected Product Backlog and the Sprint Backlog.

- The task board is maintained by the Team only.
- Try to have a big white board. If you have a distributed Team, you may use software. Check the 'Scrum tools list' on www.borisgloger.com and choose one that fits your needs. Keep things simple, a Scrum tool will not solve problems. It helps you to communicate over distances. Talk about your work, not about your tool.

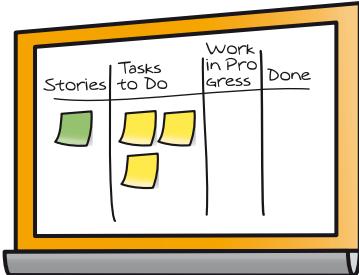


The task board has 4 columns:

- 1. Selected Product Backlog (Stories)**
Put all Product Backlog Items /Stories the Team wants to do in this Sprint in prioritized order into this column.



- 2. Tasks To Do**
To complete a story you usually need to have some tasks done. Collect all necessary new tasks you find for this specific Backlog Item either in the Sprint Planning Meeting or while performing the Sprint in this column.



3. Work in Progress

- When a team member starts a task, he moves the card of this task into the 'Work in Progress' column.
- A task that has not been finished since the last Daily Scrum stays in this column and gets a mark (usually a red dot) on it.
- Try to split the task in smaller pieces when it stays longer than a day in 'Tasks to Do'. Then put the new tasks into that column, remove the parent card, take a new task and start working on it.
- If a task can not be completed because of an impediment, it gets a red dot and the Scrum-Master notes down an impediment.

4. Done

When a task card is finished then it is put into the 'Done' column by the team member who worked on it. Start to work on the next card.

Definition of Done

Clarify what "Done" means for your Team by making it visible to the organization. A very good idea is to run a short brain-storming session. Create a list that describes in detail what "Done" means for your Team.*

- Brainstorm about the items in your Team.
- Categorize the items (Story, Sprint, Release to Integration, Release to Production).
- Sort the items and refine it.
- Publish that list to your organization.

Follow this list.

* I got this idea from Mitch Lacey



Scrum Roles

Metaphor: We run a movie!



ScrumMaster - The Film Director

The ScrumMaster protects the Team from all external disturbances. He is not part of the Team and is its leader and a facilitator. He improves the productivity of the Scrum Team and controls the "inspect and adapt" cycles of Scrum. He protects the Team and works with the Product Owner to maximize the return on investment. He makes sure that the agile ideals are understood and respected by all stakeholders. However he is not responsible for the delivery of the product.



Team - The Actors

The Team delivers the product and is responsible for its quality. The Team works with all the requestors - the Customers and the End Users - to create the Product Backlog. The Team analyses the Product Backlog Items so that its members will have the necessary information in order to build it. The Team creates the design of the functionality, it tests the Backlog Items and delivers the product as agreed. The Team performs its commitment voluntarily. It is accountable for its work and has to consider the nature of its organization and of the project. The Team also works continuously together with the Product Owner to define the strategic direction of the product development project.



Manager - The Studio Boss

Management is essential in a Scrum organization. The Management enables the Team to work by building the right environment for Scrum Teams. Managers create structures and stability. They also work with the ScrumMaster to refactor the structures and guidelines when necessary.



Customer - The Producer

The Customer is the requestor of the product from the Scrum Team. She contracts organizations for developing products. Typically these are executive managers in organizations who buy software development from external software development companies. In an internal product development organization the person who is responsible for approving the budget for a project is in the customer role.



Product Owner - The Storywriter

The Product Owner drives the project from the business point of view. She communicates a clear Vision of the product and she defines its main characteristics. She also accepts the product at the end of a Sprint. The Product Owner's main responsibility is to ensure that the Team only works on the most important Backlog Items needed by the organization. She has the same goals as the Team and she helps the Team to do its work during a Sprint by not disturbing its members and by giving them all necessary information promptly. The Product Owner is responsible for the return on investment.



End User - The Audience

The End User is a role which can be played by a lot of people, for example a marketing department person, the real End User, the best domain expert you have or maybe consultants that have been hired because of their knowledge. The End User is the requester. With his business knowledge he defines the product by telling the Team what he expects.

The Scrum Flow

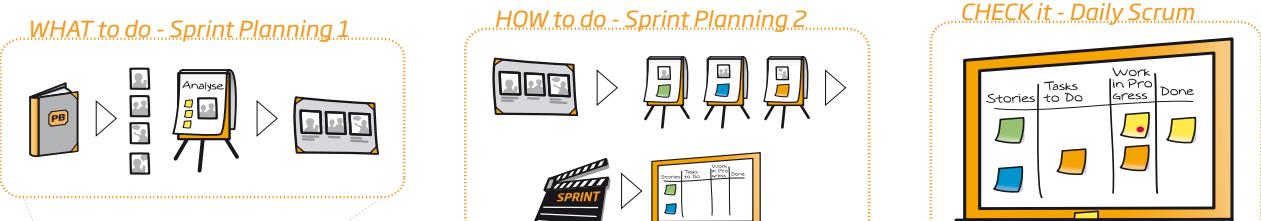
© bor@gloger
2010



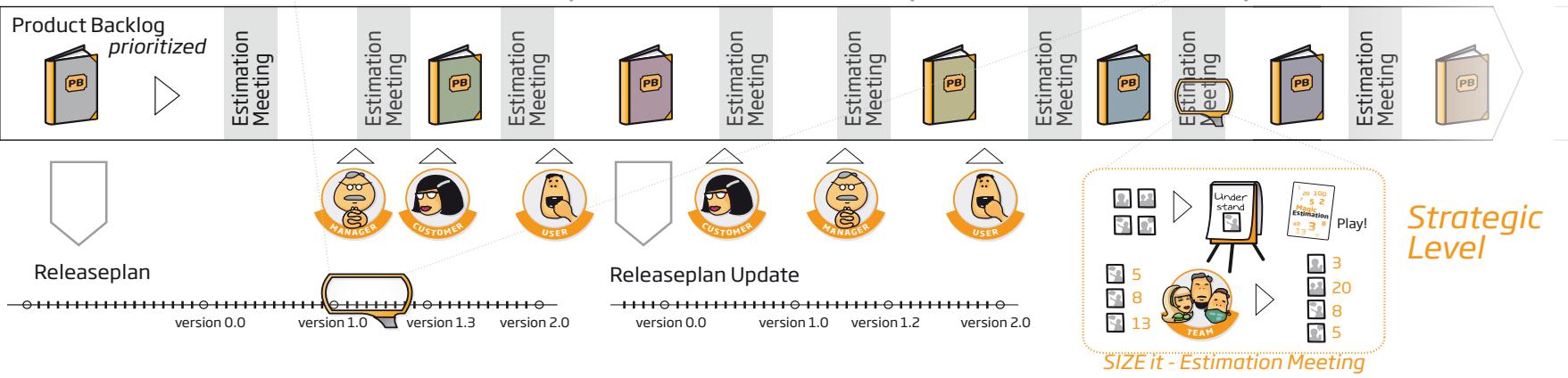
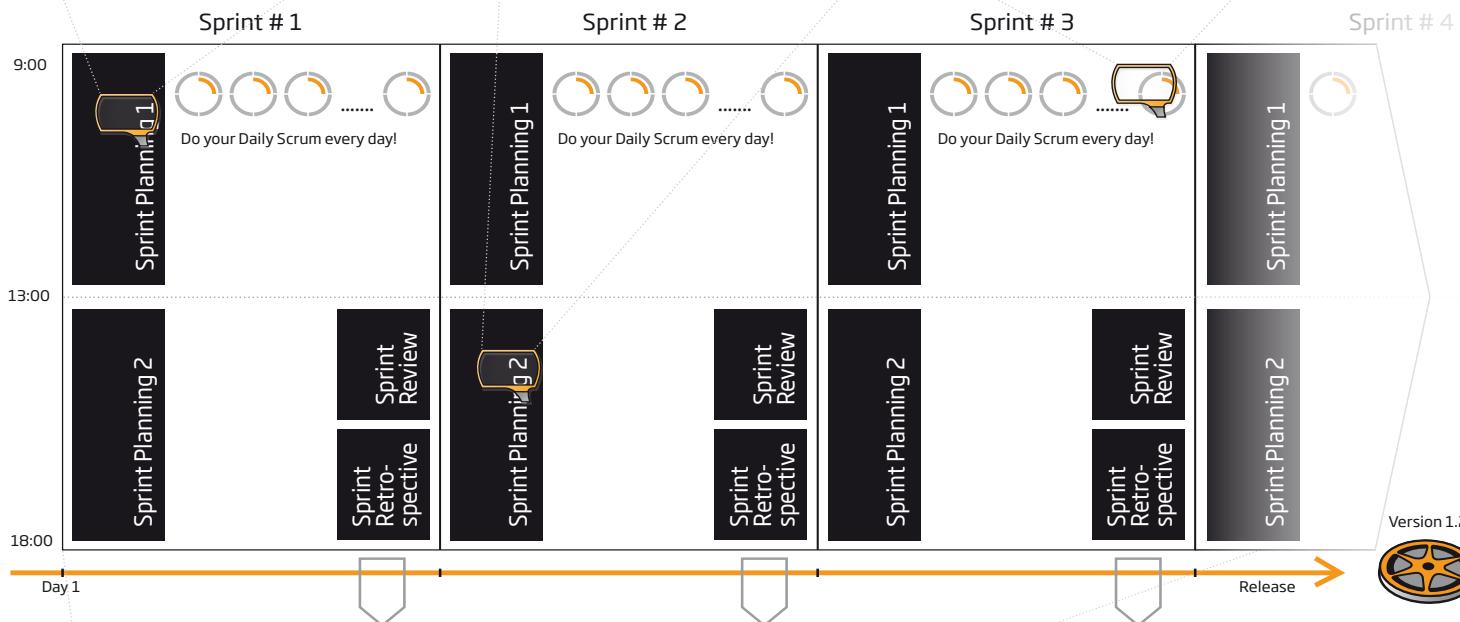
Product Idea



VISION



Tactical Level



Artefacts

Scrum-Teams use Scrum Artefacts to run Scrum successfully. They are tools and intermediate work products that enable professional work in challenging environments.

Metaphor: We run a movie!



Impediment Backlog - The Error List

The ultimative risk action board. A ScrumMaster uses this list to visualize impediments to the productivity of the Scrum Team. It also reflects his action items as he needs to remove these blocking issues as fast as possible.



Product Backlog - The Screen-play

The Product Backlog is a list. This list contains so called Product Backlog Items (words, stories, requirements, features, functionality, etc.) a Scrum Team wants to deliver in future. All the Product Backlog Items in this list are sorted based on business value and return on investment.



Selected Product Backlog -The Scenes

The sorted list of Product Backlog Items the Scrum Team wants to build till the end of a Sprint.



Potentially Shippable Product Increment

- An Episode

At the end of the Sprint the Scrum Team delivers a Potentially Shippable Product Increment. A piece of the product that you would not need to work on again. If development stops right now, it is in a shape that it could be used as it is.

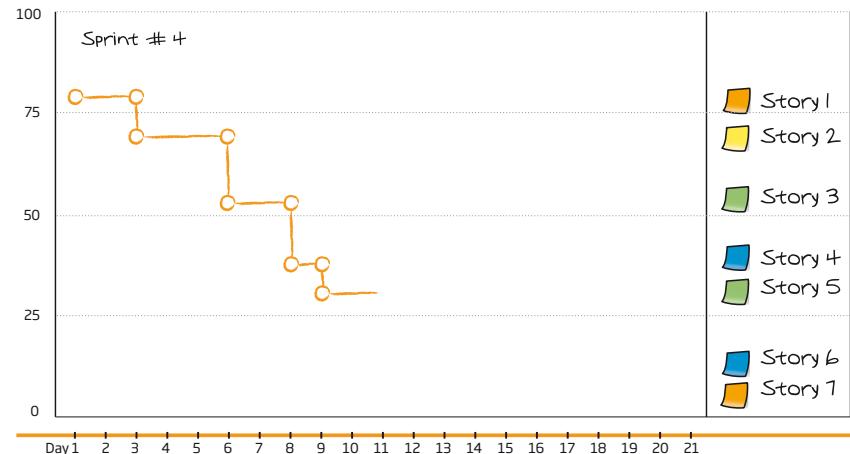


Sprint Backlog - The Actual Shot

A list of tasks that enables the development team to visualize its activities. It helps to synchronize the activities of the development team. It is only useful for the development team. It does not reflect progress but shows the current situation of the Team to everybody.

Burn Down Chart

Remember: Tracking of progress is done by the Team. You have to have a Sprint Burn down chart!



- The Burn down chart shows burned Story Points not hours.
- The vertical axis shows Story Points, the horizontal axis shows days of the current Sprint.
- The Team updates the Burn down chart on a daily basis.
- In the example above you see on the right the themes the Team wants to tackle in this Sprint.
- A Burn down chart needs to be easy to update **by the Team**. Do not make it fancy or complicated to maintain.

Sprint Review

Purpose:

Metaphor for this meeting: Feedback/review of a movie. The Scrum-Team shows the results of its work to the End User. The team members want to have feedback. This feedback can be used to create or change Backlog Items.

Basics:

The Sprint Review allows every participant to try the new functionality shown by the Team.

Ingredients:



- Potentially Shippable Product Increment showed by the Team
- Task board, sticky notes, markers

*Insider Tip:
This is a working session.
It's not about applause,
it's about getting new ideas.*

Output:

- Feedback from the End User
- Input for the Impediment Backlog
- Input for the Team Backlog
- Feedback from the Team generates inputs to the Product Backlog



Duration/Location

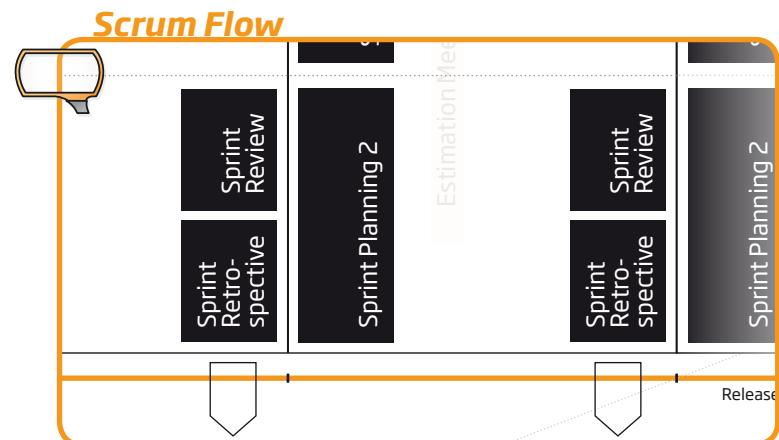
90 min, at the end of the Sprint.

Procedure:

1. The Product Owner welcomes the people to the Sprint Review.
2. The Product Owner reminds everybody in the room what the purpose of the Sprint has been: Sprint Goal, Stories the Scrum-Team had selected for this Sprint.
3. The product development team demonstrates the new functionality and lets the End User play with the new functionality.
4. The ScrumMaster facilitates the session.
5. The Feedback of the End User will be documented by the Product Owner and/or ScrumMaster.

Don'ts:

- 1. Do not present a Product Increment that is not Potentially Shippable Code.
- 2. The ScrumMaster does not present the output.
- 3. The Team does not present to the Product Owner.



Sprint Retrospective

Purpose:

Metaphor: Medical diagnosis! It is not for the determination of the cure, but for finding out what needs to be improved.

Ingredients:



- 2 flip charts, 1 whiteboard, marker
- Sticky notes

Remember: Persons shown in grey-scale may attend by invitation only

Insider Tip:
In people's imagination the past is on the left side of a room - the future on the opposite side. Therefore work from left to right - put the flip chart 'What went well' on 'left' and the second one 'What should be improved' on 'the right corner of the room.'

Basics:

- Learning from the past for the future.
- Improving the productivity of the Team.



Don'ts:

1. Do not judge the findings.
2. Do not have Managers in the meeting.
3. Do not talk about the findings outside the Team.

Output:

- Input for the Impediment Backlog
- Input for the Team Backlog

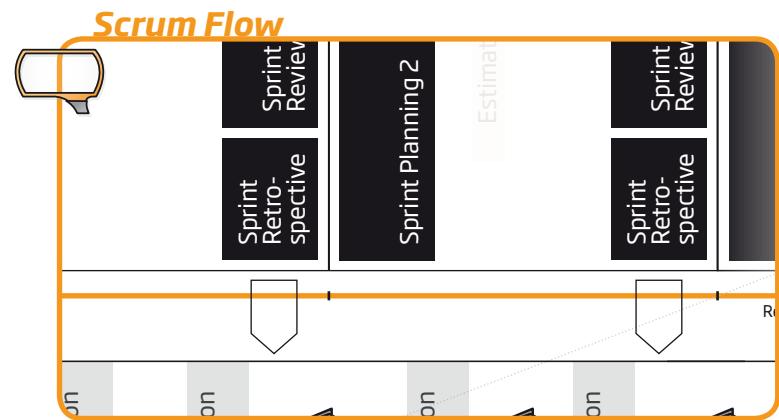


Duration/Location:

90 min, a couple of minutes after the review.

Procedure:

1. Prepare 1 flip chart with "*What went well?*".
2. Prepare 1 flip chart with "*What could be improved?*".
3. Prepare a timeline with start and end date.
4. Hand out a block of sticky notes to each team member.
5. Start the Retrospective.
6. Do a Safety Exercise.
7. Collect Facts - Do a timeline by handing out sticky notes.
Every team member (ScrumMaster also) writes 1 significant event per sticky note. Do this for 3 - 5 min. Now everyone posts his notes on the timeline and explains the respective event.
8. "*What went well?*" - Same procedure as when collecting facts, but this time you put the sticky notes on the prepared flip chart.
9. Do a separator - to distinguish the "*What went well*" part from the next step.
10. "*What could be improved?*" - Run it as the "*What went well*" part.
11. Now group the sticky notes:
 - a.) What can we do? → Input for the Team.
 - b.) What is not in our control? → Input for the Impediment Backlog.
12. Sort both lists based on the opinion of the team members.
13. Use both lists as an input for the Sprint Planning Meetings #1 and #2 of the next Sprint, and then decide how you want to deal with these findings.



Scrum for the Enterprise

Now Scrum is ready for the enterprise. With Scrum you can run departments, multi-team projects, teams in different locations and teams that are confronted with more than one project. This part of the Checklist will guide you through the roles, artefacts and meetings you need when you want to run Scrum on enterprise level.

First: Stick to the Principles.

You already know the Scrum Principles, now enforce them! Enterprise Scrum needs commitment on all levels. A ScrumMaster must commit to Scrum and his Team.

1. *Pull-System* - Teams define how much they can do. By sticking to this very basic principle you will be able to determine the velocity of a whole group of people.
2. *Commitment of Teams* - In an enterprise environment you must ensure that Teams do not only commit to their share of work but to the overall project in every Sprint.
3. *Enforce and enable communication* - Go the extra mile. It is very important to create possibilities for communication, especially in an enterprise environment
4. *Small Teams* - Every Scrum Team consists of about 5 persons.
5. *Create groups of Teams* - Join 5 Teams together into a clustered, greater Team. Every 5 Team cluster gets a Company ScrumMaster and a Company Product Owner.
6. *Keep it plain* - Do not create more than 3 Levels:
Team > Product Owner Team > Company Level

You will find your way of applying these principles and you will create your way of doing LARGE Scrum, but at the beginning we recommend to follow this Checklist by the book.

Second: Learnings from the past - rules that have made us successful in running LARGE Scrum.

1. Teams that work together must have a shared common backlog. If we have more than 2 Teams collaborating we call this backlog Company Backlog.
2. Synchronize Sprints when you start doing LARGE Scrum. Later you might change this.
3. Every Team must have one Product Owner and one ScrumMaster.
4. Set clear boundaries for the Teams, but not too many rules.
5. Create a Daily Scrum of Scrums and a Product Owner Daily Scrum.
6. Create a Company ScrumBoard likewise to the board of a Team.
7. Add additional synchronization meetings if appropriate.

Additional Scaled Roles

In LARGE Scrum you must add two supplementary Roles:

Company ScrumMaster

He is responsible for setting up the necessary structure on enterprise level. He establishes and maintains Product Owner Teams, Product Owner Daily Scrums, the Company ScrumBoard, the Scrum of Scrums. He works together with the Product Owner Team to remove impediments on company level, to track impediments and to ensure that the productivity of the Product Owner Teams increases Sprint by Sprint. Additionally he performs all activities of a ScrumMaster for the Team cluster.

Company Product Owner

She is responsible for the Return on Investment of the overall project. She works with the Product Owner Team on the prioritization of the Backlog Items. She maintains the relationship with the overall Customer and all other stakeholders. She knows her product but she does not go into details. She drives innovation by facilitating the ideas of the Product Owner Team, but she never directs her Product Owner Team.

Additional Scaled Artefacts

In LARGE Scrum environments you need some additional artefacts to ensure transparency throughout the whole organization:

Company Product Backlog

All Customers communicate their ideas and stories to the Company Product Owner. Out of these stories she creates a Company Product Backlog. Based on her ranking, Teams can now select the highest priority items.

Company ScrumBoard

The Product Owner Team uses a Company ScrumBoard for creating transparency across all Teams and projects.

Company Burn Down Chart

Some companies create an enterprise wide Burn down chart.

As a Scrum Team needs a Product Backlog and a TaskBoard, a scaled Scrum Team needs a Company Product Backlog and a Company ScrumBoard. In most cases this does not refer to the whole company, but a larger subset, usually more than 2 Teams.

*Insider Tip:
Use paper to build
the Product Owner
ScrumBoard as large
as possible. Resist
building a digital
version.*

Scaled Sprint Planning Meeting #1

Purpose:

In addition to the Sprint Planning Meeting #1 on Team level, the Scaled Sprint Planning Meeting #1 allows up to 10 interdependent Teams being one LARGE Scrum Team to synchronize their work. Impediments and any dependencies between Teams are identified on working level during this meeting.

Basics:

All members of all Teams do the Sprint Planning #1 at the same time. Follow the schedule shown above and always remember - only team members participate in the Scrum of Scrums.



Don'ts:

1. Do not send a ScrumMaster to the Scrum of Scrums.
2. Do not let Managers lead the Scrum of Scrums.
3. Do not save flip chart paper. Good notes are important.
4. Do not use data projectors.

Ingredients:



- Support Department, Legal, Marketing
- Company or large Project Backlog

Insider Tip
Bring in Vendors, Marketing, Texters, the Legal department and every other contributor to the Scrum of Scrums. This is a good way to use their time as efficient as possible and you can also get all issues communicated to them.

Output:

- ScrumBoard, flip charts full of analysis and design notes
- Commitment of all Teams
- Number of stories the Team(s) have committed to
- Dependencies between Teams
- Identified impediments between Teams

Procedure:

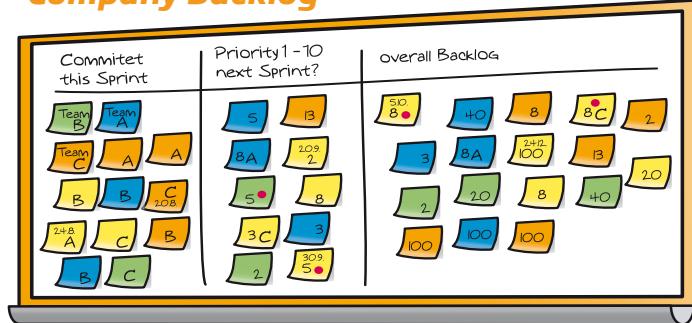
Time	Duration	Activity
09:00	15 min	Explanation of this Sprint's purpose. It is important to get a clear picture of context.
09:15	60 min	Team members pick their stories from the Product Backlog. <i>Start the Analysis of story 1</i> Purpose: Get a clear understanding of this Backlog Item
10:15	15 min	Scrum of Scrum (SoS) Purpose: Identification of impediments and dependencies <i>The team members report:</i> 1. The stories they picked. 2. The identified impediments. 3. The identified dependency items to other Teams. All team members explain the items one by one. In case Team A has a story or a dependency for Team B, they bring a story card with their request for Team B.
10:15	60 min	The Team continues working on the stories.
11:15	15 min	SoS, see above
11:15	60 min	The Team continues working on the stories.
12:15	15 min	SoS plus commitment of all Teams.



Duration/Location:

Duration depends on the length of your Sprints, but you should start with 3 hours.

Company Backlog



Scaled Sprint Planning Meeting #2

Purpose:

Second part of the synchronized Sprint Planning Day. All Teams work together on finding solutions for the deliverables they committed to in part # 1.

Basics:

1. All Teams work on their stories.
2. If they find dependencies, they communicate all of them in the Scrum of Scrums.
3. If they find impediments they communicate them in the SoS.

Ingredients:



- ScrumMaster, Team, all collaborating Teams
- The output of Sprint Planning Meeting #1: Selected Product Backlog
- Storys, all information

InsiderTip:
In this meeting it might be very valuable to involve system architects or technical people who can help the Teams to come up with good solutions.

Output:

- ScrumBoard with tasks, design, architecture information
- Clear understanding about how to create solutions for the Backlog Items as a Team
- Managed dependencies and managed impediments



Don'ts:

1. Do not send a ScrumMaster to the Scrum of Scrums.
2. Do not interrupt the meeting due to lack of access to the code base, the architecture diagrams or other necessary work items.

Procedure:

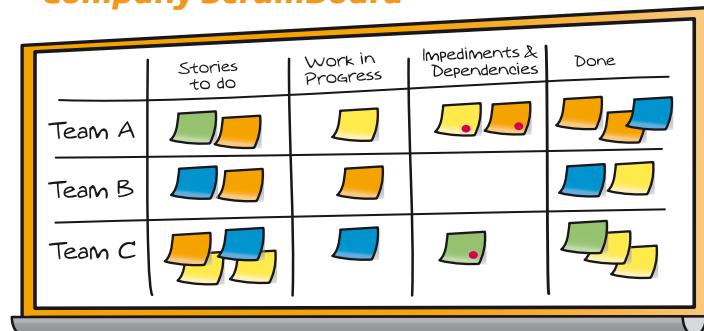
Time	Duration	Activity
13:00	5 min	All team members come together and kick off this afternoon's activity. Feel to be together.
13:05	60 min	Team members work on the stories and craft out necessary design solutions. Purpose: To build a solution per story
14:05	15 min	Scrum of Scrum (SoS) Remove the impediments and dependencies that are indentified in Scaled Sprint Planning Meeting #1.
		The team members report stories they have a solution for and the way they want to address dependencies to other Teams.
14:20	60 min	The Team continues working on the stories.
15:20	15 min	SoS see above
15:20	60 min	The Team continues working on the stories.
16:20	15 min	All team members come together and give the other Teams information about the stories they have commited to. All participants end the day together!



Duration/Location

Duration depends on length of your Sprints, but you should start with 3 hours.

Company ScrumBoard



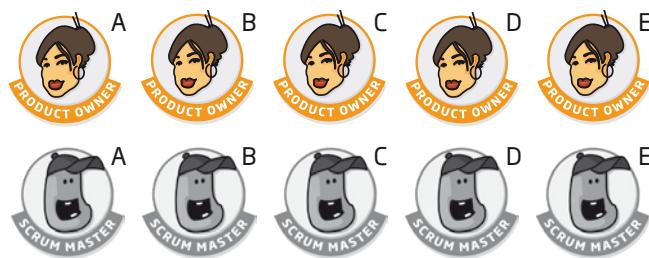
Product Owner Daily Scrum

Purpose:

Daily synchronization of deliverables and organizational issues on Product Owner level. Update the Company ScrumBoard and your Burn down chart in this meeting.

Ingredients:

Product Owners of all Teams, ScrumMasters optional



Basics:

All Product Owners meet every day - same time, same location.

Don'ts:

1. Do not skip this meeting. A company needs to have transparency on a daily basis.
2. Do not report to the management in this meeting. Perform a regular Daily Scrum.
3. Do not discuss items. Focus on solving problems.

Output:

- Updated ScrumBoard that reflects the progress of all Teams
- Managed impediments
- Managed dependencies
- Updated commitment status of all Teams

Procedure:

- ↗ See Daily Scrum.



Location/Duration:

In front of the Company ScrumBoard, max. 15 min.

Scrum of Scrums

Purpose:

A dedicated meeting to identify inter-team impediments, dependencies, technical issues, resource conflicts etc. day by day.

Ingredients:

A team member of each Team. Send the person with the best insights to the actual impediment.



Basics:

- Meet every day with a member from every Team.
- Same time, same location.

Don'ts:

1. Do not send the ScrumMaster.
2. Do not overrun the timebox - 15 min!
3. Do not discuss solutions, it is a Daily Scrum.

Output:

- People agreed upon an issue and know how and who will work together to solve it till the next Scrum of Scrums.

Procedure:

- ↗ See Daily Scrum.



Duration/Location:

Same time every day for 15 min, in front of the Company ScrumBoard.

"As a *ScrumMaster* I want to use the Scrum Checklist to ensure that I run a good Scrum."

"As a *Team member* I want to use Scrum Checklist to know what is expected from me."

"As a *Product Owner* I want to use Scrum Checklist to be prepared in the next Sprint Planning meeting."

"As a *Customer* I want to read the Scrum Checklist to have a first understanding about what these people do."

"As a *Manager* I want to use Scrum Checklist to make sure everyone uses the same way doing Scrum."

"As an *End User* I want to read the Scrum Checklist to understand what my role in a Sprint Review is."

"As a *Company ScrumMaster* I want to have a Scrum Checklist that helps me to run a Sprint Planning #1 with more than one Team."

"As a *Company Product Owner* I want to have a Scrum Checklist where I can tick guidelines when we perform the Product Owner Daily Scrum."

The Scrum Checklists will help you to run a good Scrum, also with an entire company!

Have fun using it!

Boris

© Boris Gloer | version 3/11

For up-to-date information, discussions about recent tendencies in Scrum and more trainings scheduled please visit www.borisgloer.com

borisgloer