📕 Scrum Theory :

- **3 Pillars** : Transparency, Inspection, Adaptation
- **5 Values** : Commitment, Focus, Openness, Respect and Courage
- Scrum is a **framework** that **eliminates complexity**
- Scrum is founded on **Empiricism** and **Lean Thinking**

Version 0.10
By Thomas Louvigné

👥 Scrum Team :

- 10 or less people
- Member of Scrum Team : PO (1), Scrum Master (1), Developers (Many)

💼 Accountabilities :

⤵️	PO	Dev Team	Scrum Master	StakeHolder *(Not in Scrum Team)*
PO *(1 person)*	Maximizes the product value. Maintains the product vision. Orders PBL and ensures it is visible and clearly understood. May delegate the ordering of the PBL. Is concerned about technical debt and customer feedback	Asks questions about the Product	Helps find techniques for effective PG & PBL Management. Helps establishing empirical, simple product planning in a complex environment	Can ask access to the BL. Must respect PO's decisions
Dev Team	Answers questions about the product during the sprint	Creates any aspect (tech or not) of usable increment each sprint. Creates a plan for the Sprint & the Sprint Backlog. Takes tech decision. Ensures quality by adhering to the DoD	Removes impediments, coaches the Dev team	Can give feedback to Devs (and all Scrum Team) during the Sprint if it is useful
SM *(1 person)*	Can be coached by SM	Can be coached by SM	Coaches scrum team while respecting self-management and cross-functionality; Is responsible of artifacts' transparency. Ensures Scrum events take place with the right timing	Can be coached by SM
StakeHolder *(Not in Scrum Team)*	Communicates necessary information, ensures PBL's transparency	Meet at Sprint Review	Facilitates stakeholder collaboration as requested or needed. Removes barriers between stakeholders and Scrum Teams	Gives feedback at Sprint Review

🔧 Scrum Artifacts :

Artifact	Product Backlog	Sprint Backlog	Increment
Definition :	Ordered list of PBLIs *(Ordered by PO)*	Ordered PBLIs selected for the Sprint **plus** the plan to deliver them	PBLI(s) which meet the DoD
Commitment ?	Product Goal	Sprint Goal	Definition of Done
Accountable and can modify ?	PO *(It can be delegated, but PO is still accountable)*	Dev Team	Scrum Team
Can stop it ?	Never *(Unless the product retires)*	PO *(Only if Sprint Goal is obsolete)*	If a PBLI doesn't meet the DoD, there is no increment
Input	Stakeholders' feedback, PBL, PO Vision	Stakeholder, Last sprint review, PO's vision	PBLI(s) which meet the DoD
Multiple teams on same product / Nexus	1 Backlog for 1 Product for all Team. Ordering by value, dependency to other products & PBLI	Developers pull in work in agreement with the Product Owner	1 increment must be released by sprint, they don't have to be synchronized

📅 Scrum Events :

Event :	Sprint	Sprint Planning	Daily Scrum	Sprint Review	Sprint Retro
Duration	<= 1 month	8h	15m	4h	3h
PO	Mandatory	Mandatory	Not allowed	Mandatory	Mandatory
Dev Team	Mandatory	Mandatory	Mandatory	Mandatory	Mandatory
Scrum Master	Mandatory	Mandatory	Ensures it's less than 15' & removes impediment	Mandatory	Mandatory
Stakeholder	Present in SR, allowed in SP	Allowed	Not allowed	Mandatory	Not allowed
Input	Length of sprint must be short enough to keep risk acceptable	Stakeholders potentially, PBL, Previous increments, Team Velocity…	Developers talks	Inspect last sprint & Increment. Get feedback from Stakeholders	Individuals interactions, process, tools, DoD
Output	Ends with Retro. New sprint starts just after the retro	Sprint Backlog (PBLIs + Plan to tackle them), Sprint Goal	Sync between Devs. Reduce Complexity, Warn about impediment	Potentially new ordering of PBL	Plan to increase quality, communication & effectiveness

🎯 Commitment :

Commitment	Product Goal	Sprint Goal	Definition of Done
Definition	Describes the future state of product. It is the WHAT of the project	Describes a future state of product to plan the sprint. It is the WHY of the sprint	Formal description of the state of the increment when it meets the quality measure required
Used for	Describes a future state of the product which can serve as a target for the Scrum Team to plan against	Expresses the purpose of a Sprint, often a business problem that is addressed	- Is assessed when work is completed on the product Increment. - Ensures artifact's transparency - Guides the Developers in knowing how many PBLIs they can select during a Sprint Planning
When is it created or changed?	Created by the **PO**. It is a long term objective and part of the PBL. It does not change	Created by the **Scrum Team** during the Sprint Planning	Created by **ST** during the retro. If multiple teams work on the same product, the DoD is in common at minimum
Responsible	PO	Scrum Team	Scrum Team

⛏ The Product Backlog Refinement

- ★ Adds granularity to the Product Backlog
- ★ Is a part-time activity during a Sprint
- ★ Can focus on the current and future sprints
- ★ Is owned by the PO and Devs
- ★ Multiple teams can participate
- ★ Not a Scrum Event

🚫 Cancel a sprint ?

- ★ Only when Sprint Goal becomes useless
- ★ Decided by PO
- ★ Done PBIs are reviewed
- ★ Potentially releasable can be accepted by PO
- ★ Incomplete PBIs are re-estimated and put back in PBL

💎 Criteria of Product Backlog Item ?

- ★ Depends on each team, but the Scrum Guide talks about : description, order and size
- ★ Test descriptions or acceptance criteria are optional
- ★ Dependances with other products or PBLIs can also be criterias to order the PBL when you have multiple team

🛠 Tools compatible with SCRUM ?

- ★ Cone of Uncertainty, User Story, Velocity, story points, Burn-Down / Burn-Up charts, velocity
- ★ **Not Compatible with Scrum**: Gantt Chart

💸 Technical debt

- ★ Technical Debt when software is of poor quality
- ★ This may be a technical choice to move quickly at a given time
- ★ If the technical debt is not "*paid*", it will be expensive in terms of bugs and maintainability
- ★ It concerns the whole Scrum Team

👨‍👩‍👧 Many Scrum Team with 1 product ?

- ★ 1 PBL, 1 PO for all teams
- ★ 1 DoD at minimal for all Scrum Teams
- ★ PBL is ordered by value and dependencies to other products and other PBLIs
- ★ You have to let the members build their own ST. (It's not built by a leader or according to a design).

📝 Glossary :

PBL : Product Backlog	**PG** : Product Goal
DoD : Definition of Done	**SG** : Sprint Goal
	ST : Scrum Team
PBLI : Product Backlog Item	**PO** : Product Owner
	SM : Scrum Master
	DEV : Developers

By Thomas Louvigné 🤹

- ★ Blog: https://thomas-louvigne.github.io
- ★ Twitter / X : @thomas_louvigne
- ★ Mastodon : zobi8225@framapiaf.org