

Scrum Values

Successful use of Scrum depends on people becoming more proficient in living five values:

Commitment, Focus, Openness, Respect, and Courage

The Scrum Team commits to achieving its goals and to supporting each other. Their primary focus is on the work of the Sprint to make the best possible progress toward these goals. The Scrum Team and its stakeholders are open about the work and the challenges. Scrum Team members respect each other to be capable, independent people, and are respected as such by the people with whom they work. The Scrum Team members have the courage to do the right thing, to work on tough problems. These values give direction to the Scrum Team with regard to their work, actions, and behavior. The decisions that are made, the steps taken, and the way Scrum is used should reinforce these values, not diminish or undermine them. The Scrum Team members learn and explore the values as they work with the Scrum events and artifacts. When these values are embodied by the Scrum Team and the people they work with, the empirical Scrum pillars of transparency, inspection, and adaptation come to life building trust.

Scrum Values

--- What are the scrum values?

Commitment, courage, focus, openness and respect

Scrum Team

The fundamental unit of Scrum is a small team of people, a Scrum Team. The Scrum Team consists of **one Scrum Master, one Product Owner, and Developers**.

1. Within a Scrum Team, there are **no sub-teams or hierarchies**. It is a cohesive unit of professionals focused on one objective at a time, the Product Goal.
2. Scrum Teams are **cross-functional**, meaning the **members have all the skills necessary to create value each Sprint**.
3. They are also **self-managing**, meaning they **internally decide who does what, when, and how**.

The Scrum Team is small enough to remain nimble and large enough to complete significant work within a Sprint, typically **10 or fewer people**. In general, we have found that **smaller teams communicate better and are more productive**. If **Scrum Teams** become **too large**, they should consider reorganizing into **multiple cohesive Scrum Teams**, each focused on the **same product**.

Therefore, they should share the same **Product Goal, Product Backlog, and Product Owner**.

The Scrum Team is responsible for all product-related activities from stakeholder collaboration, verification, maintenance, operation, experimentation, research and development, and anything else that might be required. They are structured and empowered by the organization to manage their own work. **Working in Sprints** at a sustainable pace improves the Scrum Team's focus and consistency. The entire Scrum Team is accountable for creating a **valuable, useful Increment** every Sprint.

Scrum defines three specific accountabilities within the Scrum Team: the Developers, the Product Owner, and the Scrum Master.

Scrum Team

----- What is the scrum team made up of?

Product Owner, Scrum Master and the Development team.

----- What are the characteristics of Scrum teams?

Self-organizing and cross functional.

----- What does Self-organizing mean?

Teams know how best to accomplish their work, rather than being directed by others outside the team. They are also **self-managing**, meaning they **internally decide who does what, when, and how.**

----- What does Cross functional mean?

The team has all the competencies needed to accomplish the work without depending on others who are not part of the team. Scrum Teams are **cross-functional**, meaning the **members have all the skills necessary to create value each Sprint.**

----- What does the team model in scrum optimize?

Flexibility, creativity and productivity

----- What should be the size of Scrum team?

10 or fewer people

----- What the problem with larger group?

It hampers productivity as smaller teams communicate better and more productive

-----What if the team becomes large?

They consider breaking into reorganising themselves into smaller cohesive teams who are focussed on the same product.

-----Then will they have different Scrum artifacts?

No, they will have the same Product Goal, product backlog and product owner

-----What increases Scrum's focus and consistency?

Working in Sprint at a sustainable pace i.e., Sprint velocity

-----What is the Scrum team accountable for?

Valuable and Usable increment every sprint

Developers

Developers are the people in the Scrum Team that are committed to **creating any aspect of a usable Increment each Sprint**.

The specific skills needed by the Developers are often broad and will vary with the domain of work. However, the Developers are always accountable for:

- **Creating a plan for the Sprint, the Sprint Backlog;**
- **Instilling quality by adhering to a Definition of Done;**
- **Adapting their plan each day toward the Sprint Goal;** and,
- **Holding each other accountable as professionals.**

Development Team

-----What are the characteristics of the development team?

- a) Self-organized
- b) Cross Functional
- c) No sub teams
- d) No sub titles
- e) Share collective Accountability

-----What is the ideal development team size?

3–9

-----What are the developer committed to ?

Creating any aspect of a usable increment each sprint

-----What are the developers accountable for?

- **Creating a plan for the Sprint, the Sprint Backlog;**
- **Instilling quality by adhering to a Definition of Done;**
- **Adapting their plan each day toward the Sprint Goal;** and,
- **Holding each other accountable as professionals.**

Product Owner

The Product Owner is accountable for **maximizing the value of the product** resulting from the work of the Scrum Team. How this is done may vary widely across organizations, Scrum Teams, and individuals.

The Product Owner is also accountable for effective Product Backlog management, which includes:

- **Developing and explicitly communicating the Product Goal;**
- **Creating and clearly communicating Product Backlog items;**
- **Ordering Product Backlog items;** and,
- **Ensuring that the Product Backlog is transparent, visible and understood.**

The Product Owner **may do the above work** or **may delegate the responsibility to others**. Regardless, the Product Owner **remains accountable**.

For Product Owners to succeed, the entire organization **must respect their decisions**. These decisions are visible in the content and ordering of the Product Backlog, and through the inspectable Increment at the Sprint Review.

The Product Owner is **one person, not a committee**. The Product Owner may represent the needs of **many stakeholders** in the Product Backlog. Those wanting to change the Product Backlog can do so by trying to **convince** the Product Owner.

Product Owner

-----What is the product owner responsible for?

- a) Maximizing the value of the product and development team
- b) Managing the product backlog

-----What does Product Backlog management include?

- **Developing and explicitly communicating the Product Goal**;
- **Creating and clearly communicating Product Backlog items**;
- **Ordering Product Backlog items**; and,
- **Ensuring that the Product Backlog is transparent, visible and understood**
- Optimizing the value of work the development team performs

-----Can anyone else do the work of Product owner ?

Yes, he can delegate his work to others but in any case, he will be responsible for it

-----Can anyone go against the Product owner's decision?

No one can go against his decision

-----How is his decision visible in the scrum?

Through the content and ordering of the product backlog and through the inspectable increment at the Sprint review

-----How many product owners can there be ?

Only 1, It is one person and not a committee

-----How many stakeholders can Product owner represent?

He can represent many stakeholders in the product backlog

Scrum Master

The Scrum Master is accountable for **establishing Scrum** as defined in the Scrum Guide. They do this by helping everyone **understand Scrum theory and practice**, both within the **Scrum Team** and the **organization**.

The Scrum Master is accountable for the **Scrum Team's effectiveness**. They do this by enabling the

Scrum Team to improve its practices, within the Scrum framework.

Scrum Masters are **true leaders** who serve the Scrum Team and the larger organization.

The Scrum Master serves the **Scrum Team** in several ways, including:

- **Coaching the team members in self-management and cross-functionality;**
- **Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done;**
- **Causing the removal of impediments to the Scrum Team's progress; and,**
- **Ensuring that all Scrum events take place and are positive, productive, and kept within the timebox.**

The Scrum Master serves the **Product Owner** in several ways, including:

- **Helping find techniques for effective Product Goal definition and Product Backlog management;**
- **Helping the Scrum Team understand the need for clear and concise Product Backlog items;**
- **Helping establish empirical product planning for a complex environment; and,**
- **Facilitating stakeholder collaboration as requested or needed.**

The Scrum Master serves the **organization** in several ways, including:

- **Leading, training, and coaching the organization in its Scrum adoption;**
- **Planning and advising Scrum implementations within the organization;**
- **Helping employees and stakeholders understand and enact an empirical approach for complex work; and,**
- **Removing barriers between stakeholders and Scrum Teams**

Scrum Master

-----What is the scrum master responsible for?

Supporting and promoting scrum.

----- What are the Scrum Master characteristics?

- a) Ensures scrum is understood and enacted
- b) Servant leader
- c) Maximizes productivity of scrum team
- d) Helps those outside the team understand which of their interactions are helpful

-----What is Scrum Master's Service to the Product Owner?

- a) Product Backlog management techniques
- b) Ensuring team understands need for clear and concise PBIs
- c) Ensuring Product owner knows how to arrange PBIs to maximize value
- d) Ensuring team knows how to understand and practice agility
- e) Facilitate scrum events as needed

- f) Ensuring that goals, scope and product domain are understood by the scrum team
- g) Understanding product planning in an empirical environment

-----**What is Scrum Master's service to the development team?**

- a) Coaching development team in self-organization and cross functionality
- b) Removing impediments
- c) Creating products of high value
- d) Facilitate scrum events as needed
- e) Coaching dev teams in environments where scrum is not yet fully adopted or understood

-----**What is Scrum Master's service to the organization?**

- a) Leading and coaching the organization in scrum adoption
- b) Planning scrum implementations within the organization
- c) Helping employees and stake holders understand and enact scrum and empirical product development
- d) Causing changes that increase productivity of scrum team
- e) Working with other scrum masters to increase effectiveness of scrum