"founded on **Lean thinking** and **Empiricism**"
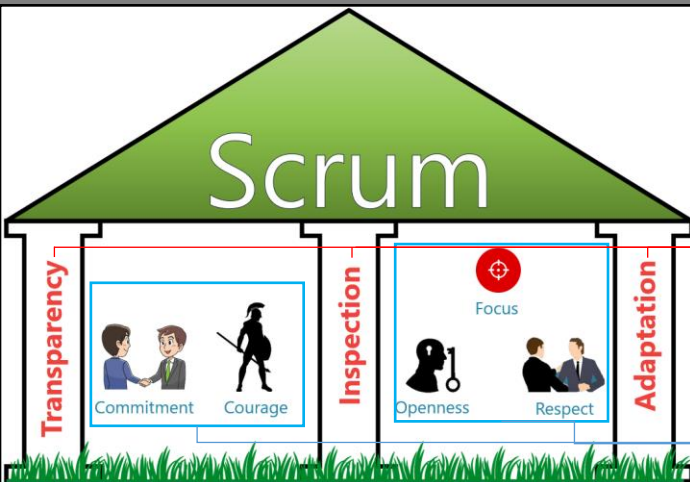
Pillars

Values

Artifacts and their Commitments

Product Backlog   ->   Product Goal

Sprint Backlog   ->   Sprint Goal

Increment   ->   Definition of Done

Mandatory!

Events

Formal opportunities for Inspect & Adapt

- **Sprint** — max 1 calendar month — Manage risks
- **Sprint Planning** — max 8 hours (usually shorter for shorter Sprints) — The Scrum Team – initiates Sprint.
- **Daily Scrum** — max 15 minutes — The Development Team
- **Sprint Review** — max 4 hours (usually shorter for shorter Sprints) — The Scrum Team and Key Stakeholders — informal session
- **Sprint Retrospective** — max 3 hours (usually shorter for shorter Sprints) — The Scrum Team – closes Sprint.

Scrum in a nutshell

1. PO orders Product Backlog (ideas)
2. Scrum Team defines turns ideas into value durint a Sprint
3. Scrum Team and stakeholder inspects the results and adjusts for the next Sprint.
4. *Repeat*

Scaled Scrum

1. A single PO. A single Product Backlog. A single Product Goal at a time
2. Scrum Teams self-manage
   1. Don't need to synchronize Sprints
   2. They decide how to handle dependencies

Scrum Team

- **Self-managed** and cross-functional
- No sub-teams or hierarchies
- Collective accountability
  - All product related activities
  - Valuable, usable Increment, each Sprint

Accountabilities
- Scrum Master
  - Facilitator
  - Causes Impediment removal
- Product Owner
  - Value maximiser
- Developers
  - create any aspect of a usable Increment each Sprint.

Typically, 10 or fewer members

Self-managed
- Internally decide who does what, when, and how.

Cross-functional
- Have all the skills to create value each Sprint

During the Sprint

- No changes are made that would endanger the Sprint Goal;
- Quality goals do not decrease; and,
- The Product Backlog is refined as needed
- Scope may be clarified and re-negotiated between the Product Owner and Developers as more is learned.
- Only **Product Owner** can **cancel** it.

Definition of Done

- Defined by Organization.
- If not, mutually defined by Scrum Teams.

Management

- Bottom-up intelligence.

Product Backlog

- Only one
- Only one Product Goal
- Estimated by Developers
- Refined by Scrum Team. Continuously.
- Pursue one Product Goal at a time.

Increment

- Can only be composed of "Done" work