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# Introduction to Scrum - Part II
## Theory, Processes, Relationships

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## Scrum Values

*"When the values of* **commitment**, **courage**, **focus**, **openness** *and* **respect** *are embodied and lived by the Scrum Team, the Scrum pillars of transparency, inspection, and adaptation come to life and build trust for everyone."*

# Scrum Values

**1 Commitment**
People personally commit to achieving the goals of the Scrum Team

**2 Courage**
The Scrum Team members have courage to do the right thing and work on tough problems

**3 Focus**
Everyone focuses on the work of the Sprint and the goals of the Scrum Team

## Scrum Values

**4** **Openness**
The Scrum Team and its stakeholders agree to be open about all the work and the challenges with performing the work

**5** **Respect**
Scrum Team members respect each other to be capable, independent people

## Product Backlog

- An ordered list of everything that is known to be needed in the product

- Lists all features, functions, requirements, enhancements and fixes that constitute the changes to be made to the product in future releases

- Higher ordered Product Backlog Items are usually clearer and more detailed than lower ordered ones

### Important

Multiple Scrum Teams that work together on the same product use the same Product Backlog

## Product Backlog Items

Product Backlog Items have the following attributes:

1 Description

2 Order

3 Estimate

4 Value

### Additional Attributes

Product Backlog Items often include test descriptions that will prove its completeness when "Done"

### Refinement

Refinement is the act of adding **detail**, **estimates**, and **order** to items in the Product Backlog

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## Product Backlog Items

- Product Backlog items that will occupy the Development Team for the upcoming Sprint are refined so that any one item can reasonably be "Done" within the Sprint

- Product Backlog items that can be "Done" by the Development Team within one Sprint are deemed "Ready" for selection in a Sprint Planning

### Estimates

The Development Team is *responsible* for all estimates

### Important

The Product Owner may influence the Development Team by helping it understand and select trade-offs, but the people who will perform the work make the final estimate

# Sprint Planning

Sprint Planning answers the following:

- What can be delivered in the Increment resulting from the upcoming Sprint?

- How will the work needed to deliver the Increment be achieved?

## Meeting Input

- The Product Backlog

- The latest Product Increment

- Projected capacity of the Development Team

- Past Performance of the Development Team

# Sprint Planning

- **Step 1**
  The Product Owner discusses the objective that the Sprint should achieve and the Product Backlog Items that, if completed in the Sprint, would achieve the Sprint Goal

- **Step 2**
  The Development Team selects a number of items to be built during the Sprint and adds them to the *Sprint Backlog*

- **Step 3**
  During Sprint Planning the Development team also crafts a *Sprint Goal*

## Sprint Planning

### Sprint Goal

- An **objective** that will be met within the Sprint through the implementation of the Product Backlog

- Provides guidance to the Development Team on *why* it is building the Increment

- **Step 4**
  The Development Team decides *how* it will build this functionality into a "Done" product Increment during the Sprint

## Sprint Planning

### Important

The number of items selected from the Product Backlog for the Sprint is **solely** up to the Development Team

- The Product Owner can help to clarify the selected Product Backlog items and make trade-offs

- If the Development Team determines it has too much or too little work, it may renegotiate the selected Product Backlog items with the Product Owner

## Cancelling a Sprint

- A Sprint should be cancelled if it no longer makes sense given the circumstances

- **Only** the Product Owner has the authority to cancel the Sprint

- They may however do so under influence from the stakeholders, the Development Team or the Scrum Master

### Important

Sprint cancellations are often traumatic to the Scrum Team and should be avoided

## Cancelling a Sprint

When a Sprint is cancelled:

- Any completed and "Done" Product Backlog items are reviewed

- If part of the work is potentially releasable, the Product Owner typically accepts it

- All incomplete Product Backlog Items are re-estimated and put back on the Product Backlog

## Sprint Review

- During the Sprint Review, the Scrum Team and stakeholders collaborate about what was done in the Sprint

- An informal meeting

- The presentation of the Increment is intended to elicit feedback and foster collaboration

# Sprint Review

- **Step 1**
  The Product Owner explains what Product Backlog items have been "Done" and what has not been "Done"

- **Step 2**
  The Development Team discusses what went well during the Sprint, what problems it ran into and how those problems were solved

- **Step 3**
  The Development Team demonstrates the work that it has "Done" and answers questions about the Increment

## Sprint Review

- **Step 4**
  The Product Owner discusses the Product Backlog as it stands. If necessary, they project likely target and delivery dates based on progress to date
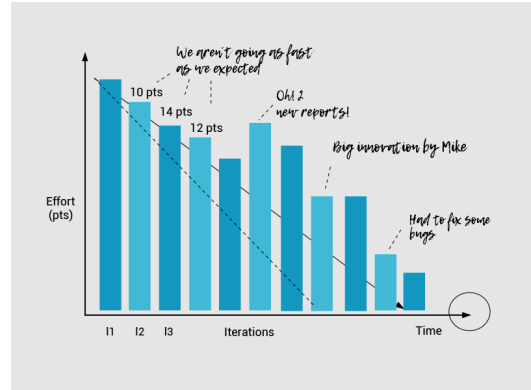
- **Step 5**
  The entire group collaborates on what to do next, so that the Sprint Review provides valuable input to subsequent Sprint Planning

# Sprint Progress

- At any point in time in a Sprint, the total work remaining in the Sprint Backlog can be summed

- The Development Team tracks this total work remaining at least for every **Daily Scrum**

- It then evaluates the likelihood of achieving the Sprint Goal

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# Release Progress

- At any point in time, the total work remaining to reach a goal can be summed

- The Product Owner tracks this total work remaining at least every **Sprint Review**

- Compares this amount with work remaining at previous Sprint Reviews to assess progress toward completing projected work

## Delivering "Done" Increments

- Development Teams deliver an Increment of product functionality every Sprint

- The Increment **must** be useable, should the Product Owner chooses to immediately release it

# Delivering "Done" Increments

- When a Product Backlog Item or an Increment is described as "Done", everyone must understand what "Done" means

- Scrum Team members must have a shared understanding of what it means for work to be complete, to ensure transparency

## Definition of Done

- The definition of Done is used to assess when work is complete on the product Increment

- It also guides the Development Team in knowing how many Product Backlog Items it can select during a Sprint Planning

### Important

If the definition of "Done" for an increment is part of the conventions, standards or guidelines of the development organization, all Scrum Teams must follow it as a minimum

## Definition of Done

- As Scrum Teams mature, it is expected that their definitions of "Done" will expand to include more stringent criteria for higher quality

- If there are multiple Scrum Teams, they must use the same definition of "Done"

# Resources

1. The Scrum Guide
   https://www.scrumguides.org

2. There's value in the Scrum Values
   https://guntherverheyen.com/2013/05/03/
   theres-value-in-the-scrum-values/

3. The Definition of Done: What does "done" actually mean?
   https://medium.com/@dannysmith/
   the-definition-of-done-what-does-done-actually-mean-ef1e5520e153

# End of Presentation

Questions?