

w2.1- Introduction: Scrum 101

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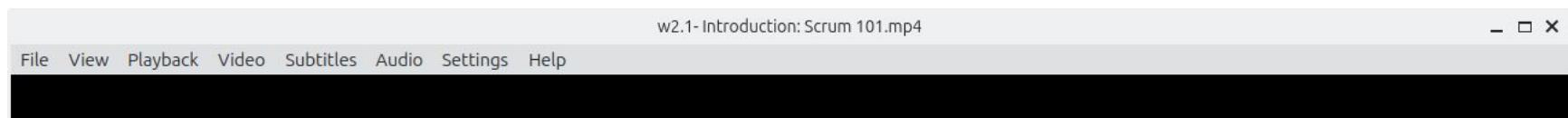
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Scrum Guide

A main source of truth for Scrum Teams and is available for free at [Scrumguides.org](https://scrumguides.org)

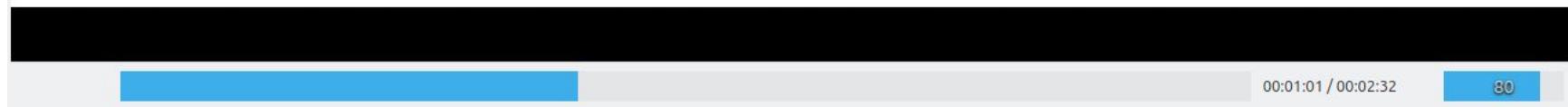
is a main source of truth for Scrum Teams and

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Agile is the foundational philosophy and mindset,
while Scrum is a framework that materializes or
brings that philosophy to life.

Agile is the foundational
philosophy and mindset,



Agile vs. Scrum

It's clarified that the terms "Agile" and "Scrum" are often confused:

- Agile is the foundational **philosophy and mindset**. 
- Scrum is a **framework** that brings the Agile philosophy to life. 

Interestingly, **Scrum predicated the Agile Manifesto** and served as an inspiration for the entire Agile movement.

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Subtitle scale: 0.5

Scrum theory

- 3 pillars
- 5 values

and we'll explore the five Scrum values.

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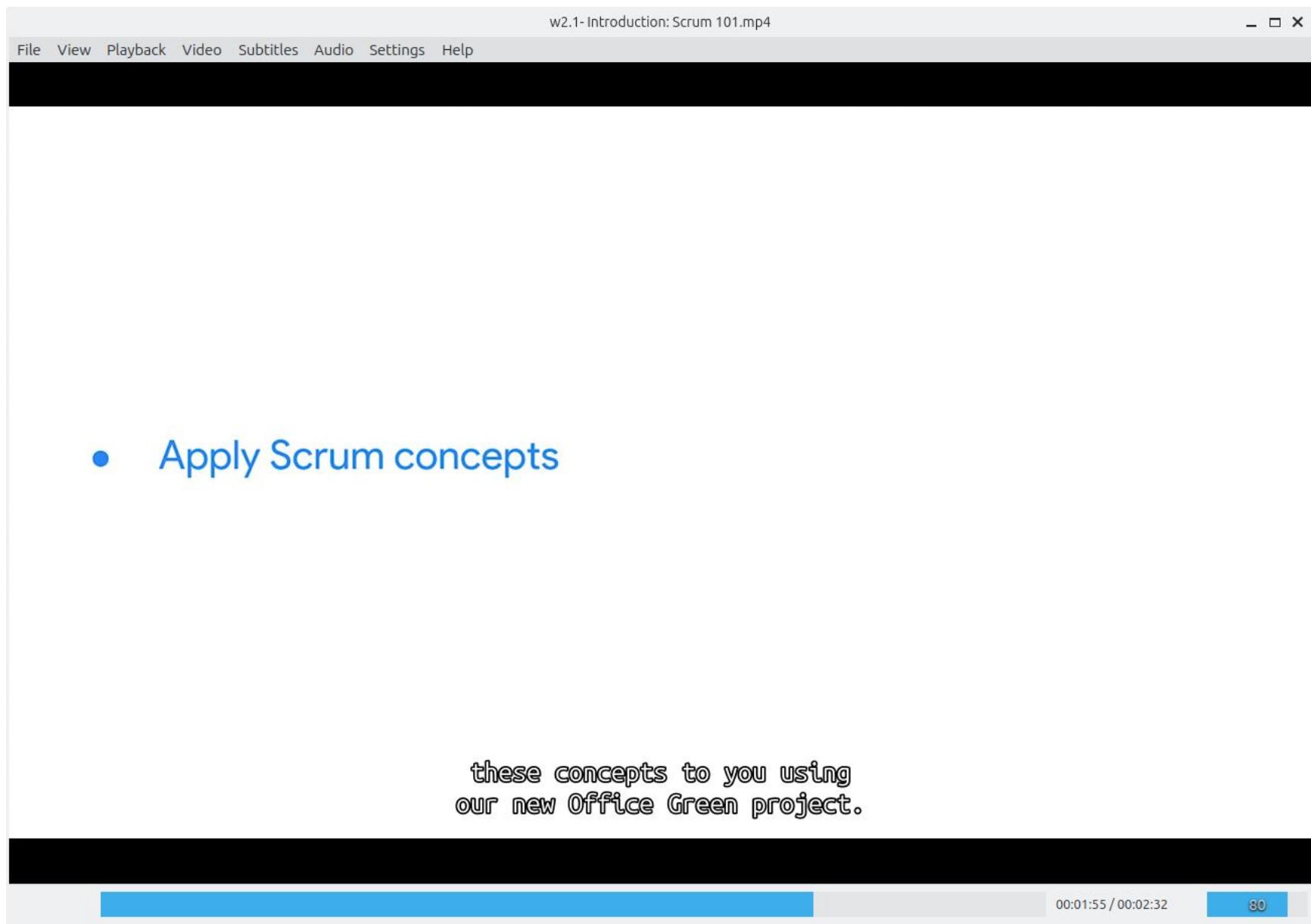
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Scrum Team roles

- Product Owner
- Scrum Master
- Development Team

and the Development Team.

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- Apply Scrum concepts

these concepts to you using
our new Office Green project.

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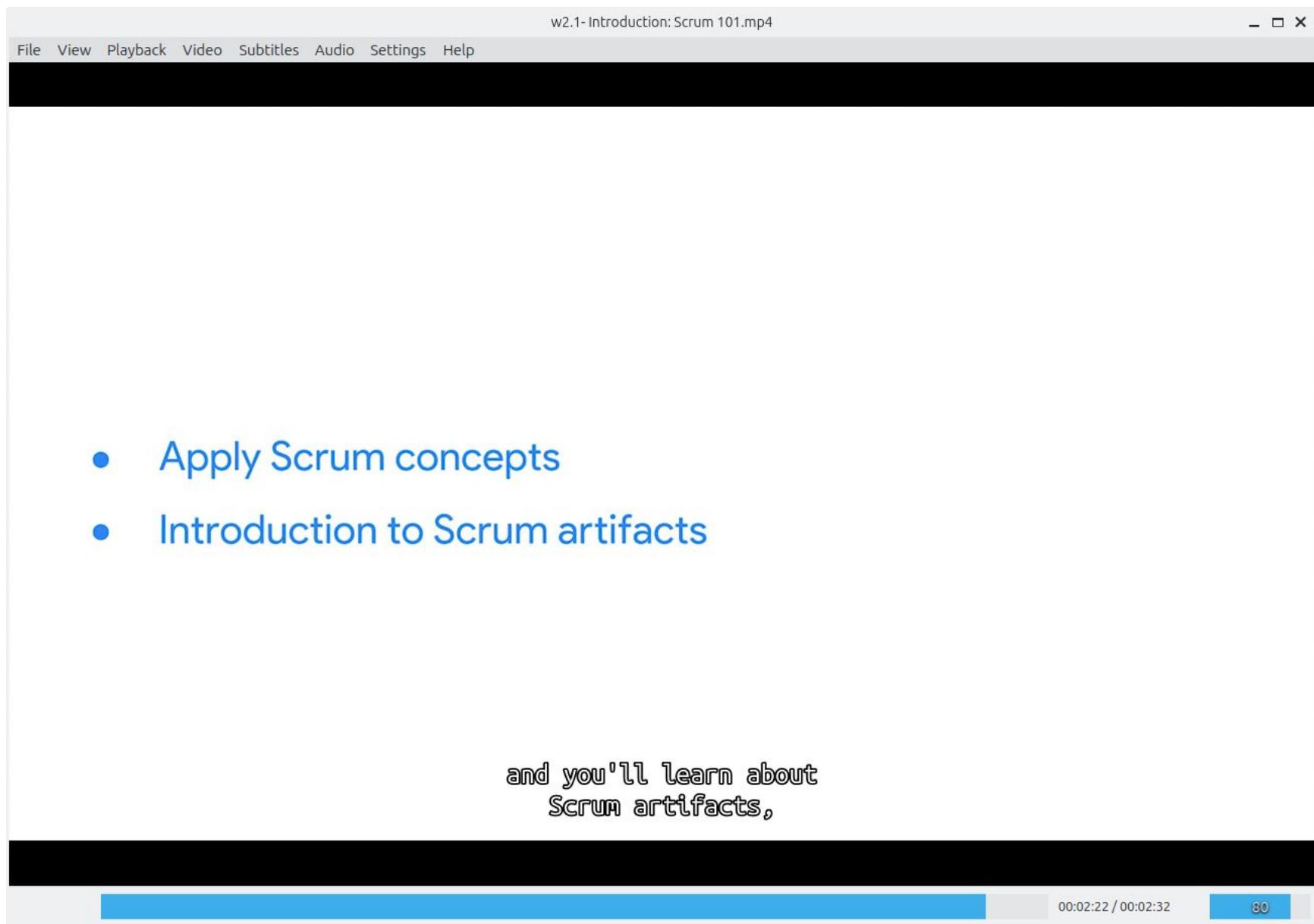


virtual
verde

Well, Office Green has

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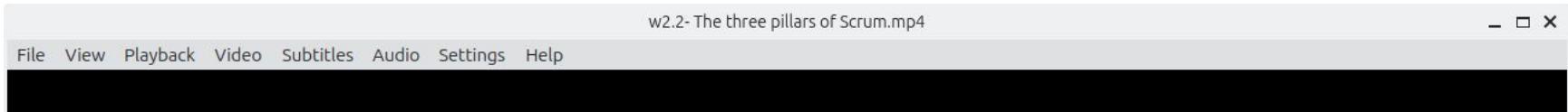
- Apply Scrum concepts
- Introduction to Scrum artifacts

and you'll learn about
Scrum artifacts,

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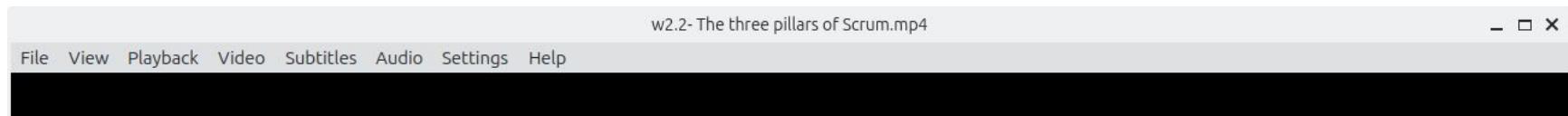
w2.2- The three pillars of Scrum



Scrum

A framework for developing, delivering, and sustaining complex products

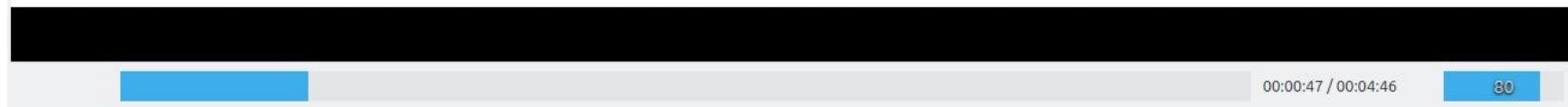
The Scrum Guide defines Scrum as a framework for developing, delivering, and

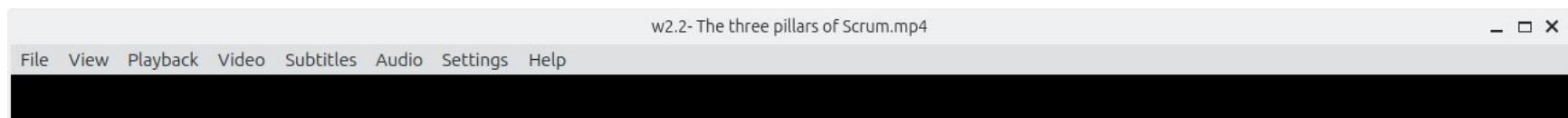


Iterative

Repeating cycles of delivery

Iterative refers to the fact that project processes are repeated.

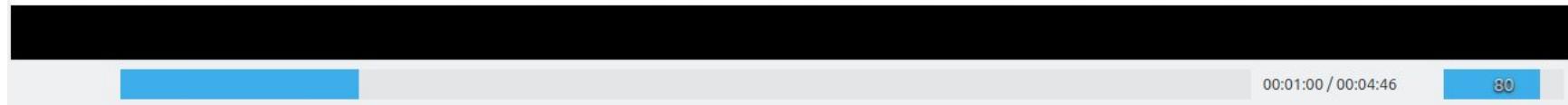


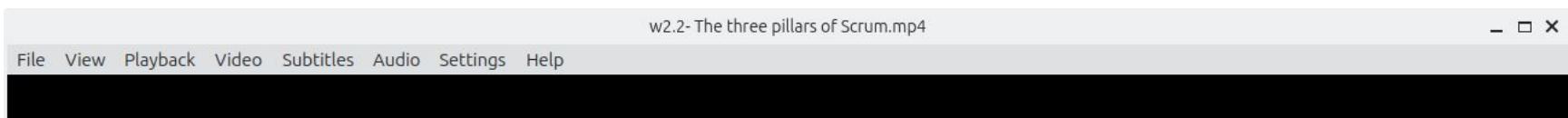


Incremental

Work is divided into **smaller chunks** that build on each other

Incremental refers to the work being divided into smaller chunks that build

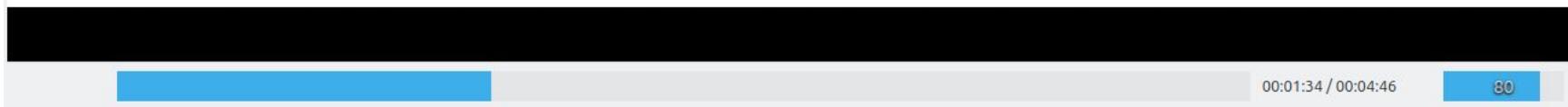




Empiricism

The idea that true knowledge comes from actual,
lived experience

This is a fancy word for a simple concept:



What is Scrum?

The **Scrum Guide** defines Scrum as a framework for **developing, delivering, and sustaining complex products**. It's designed for use in unpredictable or high-risk environments, allowing teams to create valuable products for their users.

Scrum uses an **iterative and incremental** approach:

- **Iterative** means the project process is repeated **in time boxes** or iterations (called Sprints).
- **Incremental** means the work is divided into smaller chunks that build on each other. The **product grows over time**, with each build called an **increment**.

This approach allows teams to check progress frequently, manage uncertainty, and become more predictable.

w2.2- The three pillars of Scrum.mp4

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The diagram illustrates the three pillars of Scrum. At the top, the word "SCRUM" is written in a large, dark gray font inside a white house-like outline. Below this, there are three vertical rectangular boxes: a yellow box on the left labeled "TRANSPARENCY", a blue box in the middle labeled "INSPECTION", and a green box on the right labeled "ADAPTATION". These three boxes are positioned under the eaves of the house outline. At the bottom, a light gray horizontal bar contains the text "Empiricism is built on three foundational pillars." in black font.

TRANSPARENCY

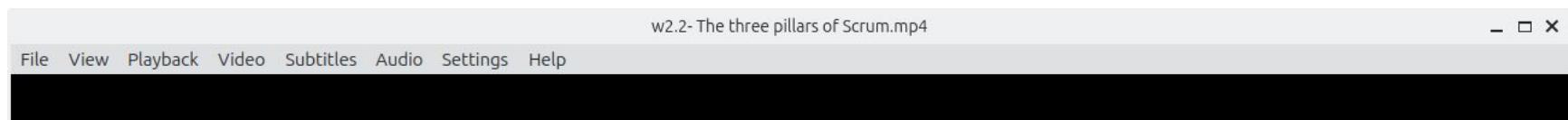
INSPECTION

ADAPTATION

Empiricism is built on
three foundational pillars.

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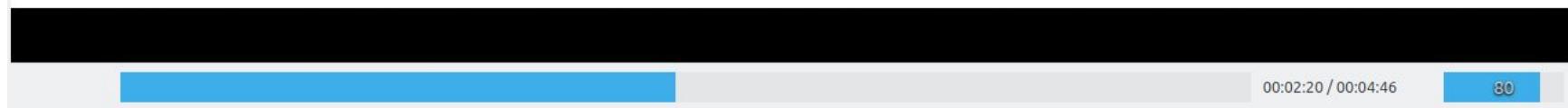


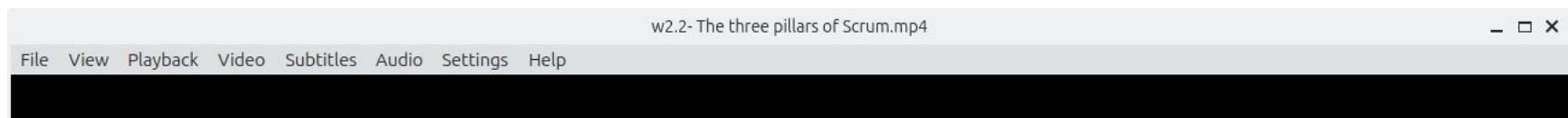
Scrum team- 3 to 9 ppl

Transparency

Make the most significant aspects of our work
visible **to those responsible for the outcome**

Transparency means that we make the most
significant aspects of our work visible to

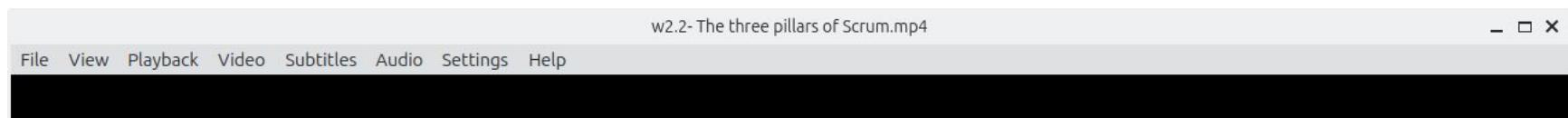




Transparency inside a Scrum team is critical to the team's productivity and the project's completion.

Transparency inside a Scrum Team is critical to the team's productivity and





Inspection

Conducting timely checks towards the outcome of a Sprint goal to detect undesirable variances

Inspection refers to conducting timely checks towards the outcome of a Sprint

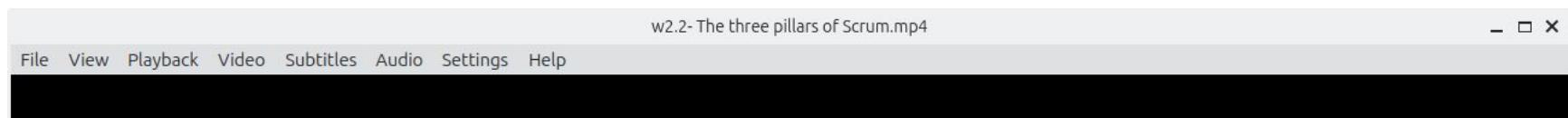


w2.2- The three pillars of Scrum.mp4

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This means that we're always checking in on our progress and deliverables so

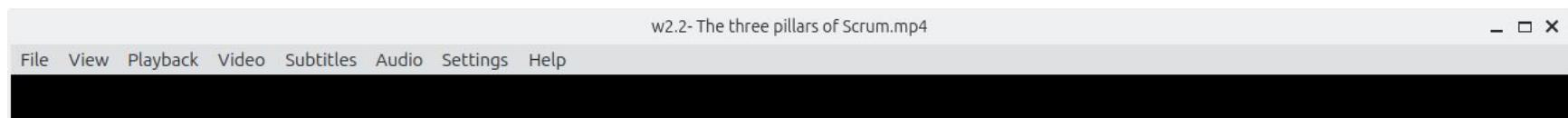
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The more inspections that take place, the more improvement a team experiences in their work.

The more inspections that take place,



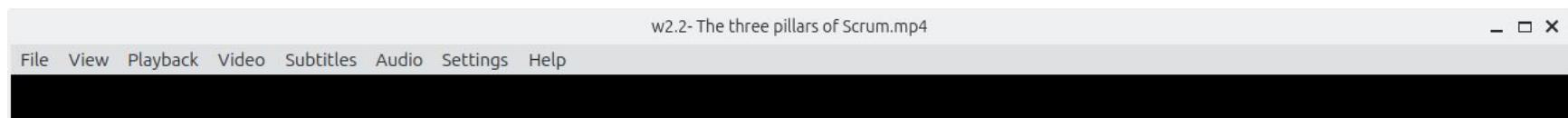


Adaptation

Adjusting project, product, or processes to minimize
any further deviation or issues

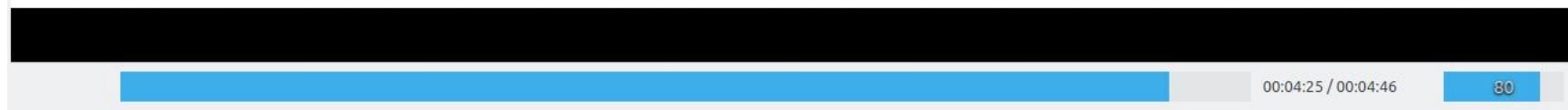
Inspection also propels our next pillar:
adaptation.





Although adaptation includes immediate fixes to problems, it may also be about implementing a change, so future projects **don't repeat past mistakes.**

it may also be about
implementing a change



Scrum's Foundation: Empiricism

Scrum is founded on the scientific **theory of empiricism**, which states that true knowledge comes from **actual, lived experience** and hard data, not assumptions or predictions.

In Scrum, each iteration and increment is treated as a **mini-experiment** to gather valuable knowledge and improve the project. Empiricism is built upon the **three foundational pillars** of Scrum:

The Three Pillars of Scrum

1. Transparency

- **Definition:** Making the most significant aspects of the work visible to everyone responsible for the outcome (Scrum Team, sponsors, users).
- **Application:** Scrum Teams are deliberately small (3–9 people) to facilitate clear communication and avoid mixed signals. Transparency with stakeholders builds trust, encourages collaboration, and reduces mistakes.

2. Inspection

- **Definition:** Conducting **timely checks** on progress and deliverables to detect undesirable changes or variances toward the Sprint goal.
- **Application:** Frequent inspection and stakeholder review of the work provide necessary opportunities for growth and improvement. Inspection generates the real data needed to make informed changes.

3. Adaptation

- **Definition:** Continuously **adjusting** the project, product, or processes to minimize deviation or issues.
- **Application:** Adaptation embraces change to ensure continuous improvement. Teams use the information gained from **transparency** and **inspection** to implement immediate fixes or systematic changes to prevent future mistakes.

w2.3- The five values of Scrum

w2.3- The five values of Scrum.mp4

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Five values of Scrum

1. Commitment
2. Courage
3. Focus
4. Openness
5. Respect

commitment, courage, focus,
openness, and respect.

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w2.3- The five values of Scrum.mp4

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Five values of Scrum

1. Commitment

- Personally committing to achieving the goals of the Scrum Team

is blocking their work from getting done,

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w2.3- The five values of Scrum.mp4

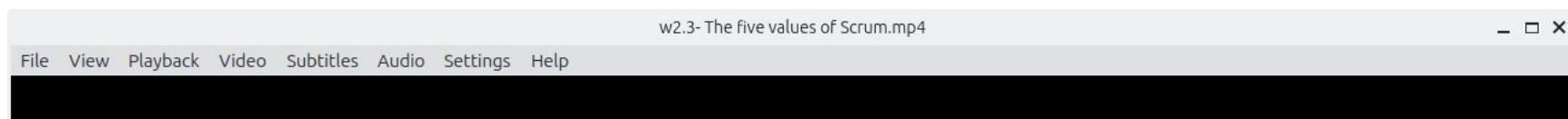
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Five values of Scrum

1. Commitment
2. Courage
 - The Scrum Team members must have the courage to do the right thing and work on tough problems

Scrum Team members must have the courage to do the right thing and

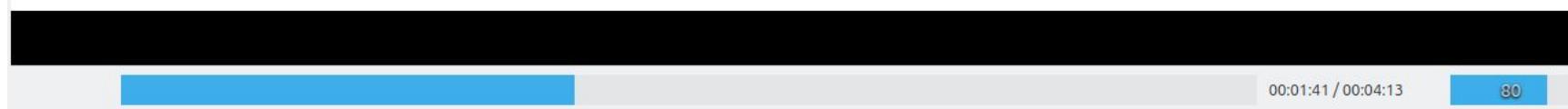
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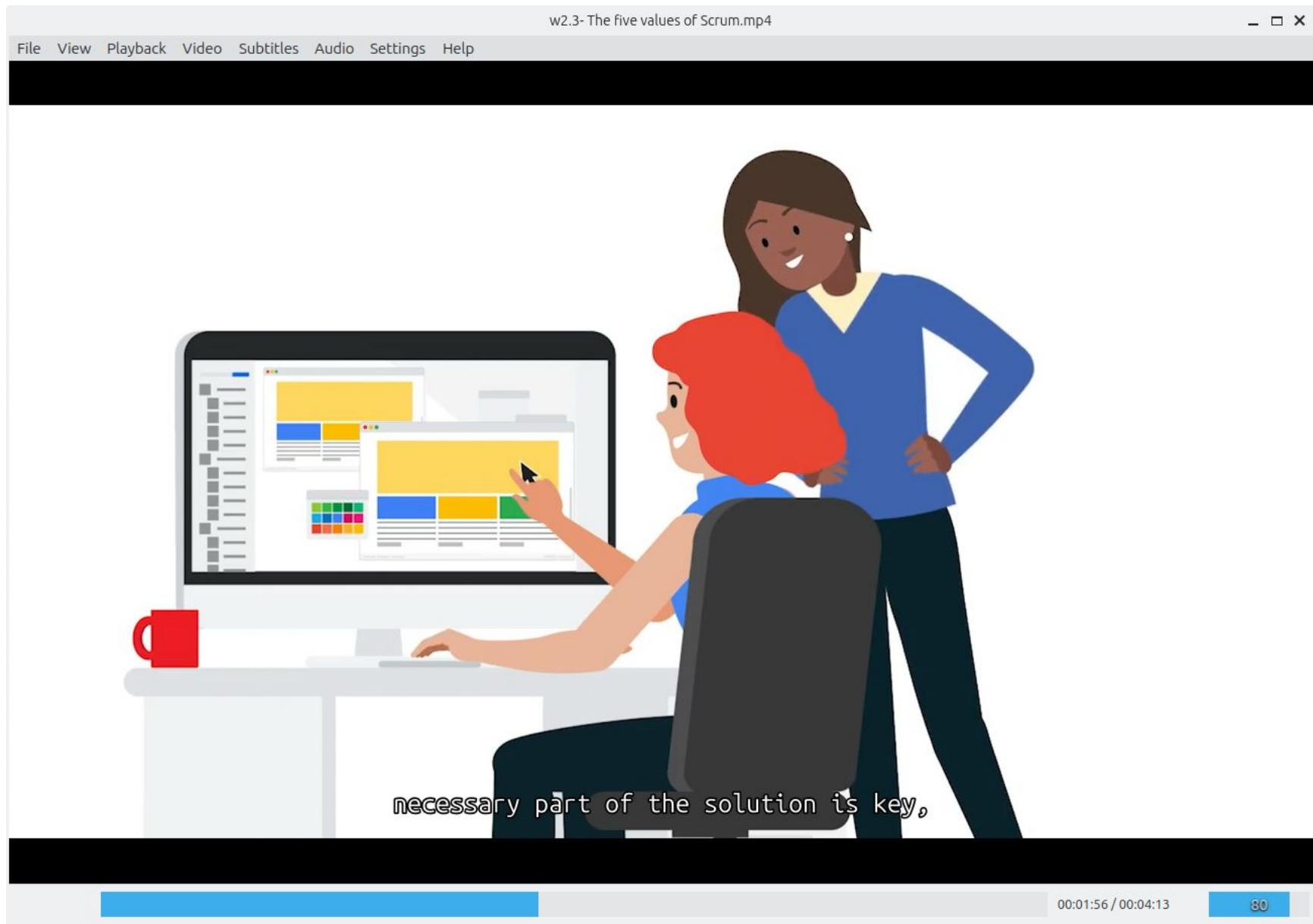


Five values of Scrum

1. Commitment
2. Courage
3. Focus
 - Everyone focusing on the work of the Sprint and the overall goals of the Scrum Team

This refers to everyone focusing on
the necessary work within the Sprint and





w2.3- The five values of Scrum.mp4

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Five values of Scrum

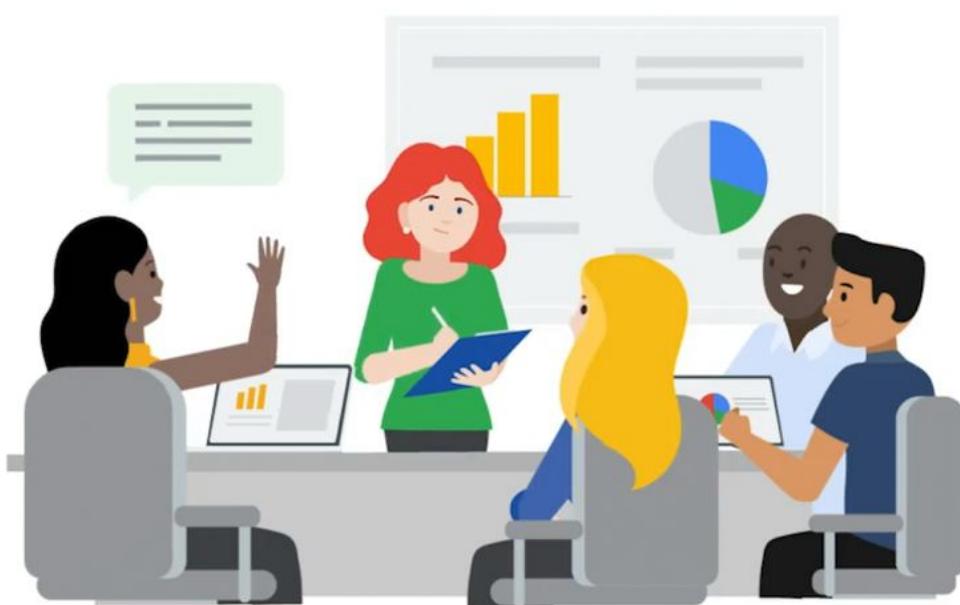
1. Commitment
2. Courage
3. Focus
4. Openness
 - The Scrum Team and its stakeholders agree to be open about all of the work and challenges with performing the work

For Scrum to work, the team and its stakeholders agree to be open about

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w2.3- The five values of Scrum.mp4

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If a team member runs into an issue within the project that they aren't sure how to

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w2.3- The five values of Scrum.mp4

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at least valuable insight into some options on how to handle their issue.

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w2.3- The five values of Scrum.mp4

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Five values of Scrum

1. Commitment
2. Courage
3. Focus
4. Openness
5. Respect
 - Team members should respect the opinions, skills, and independence of their teammates

Team members should respect the opinions,
skills, and

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w2.3- The five values of Scrum.mp4

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In order for a team to bring the three **pillars** of Scrum to life, they must act in accordance with the **five Scrum values.**

they must act in accordance with the **five Scrum values.**

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w2.3- The five values of Scrum.mp4

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The diagram illustrates the five values of Scrum. It features a central vertical axis with two horizontal branches extending from the right side. The top branch connects 'Transparency' and 'Commitment'. The bottom branch connects 'Adaptation' and 'Respect'. The middle section contains 'Inspection' and 'Courage'. The word 'Focus' is positioned between the two branches.

Transparency

Commitment

Inspection

Courage

Adaptation

Focus

Openness

Respect

the focus to share the most relevant information.

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w2.3- The five values of Scrum.mp4

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The diagram illustrates the five values of Scrum. It features a central node labeled "Inspection" connected by lines to seven surrounding nodes: "Transparency" (top-left), "Commitment" (top-right), "Courage" (right), "Focus" (bottom-right), "Openness" (bottom), "Respect" (bottom-right), and "Adaptation" (bottom-left). The entire diagram is enclosed in a light gray rectangular border.

have the mutual respect to really
listen to what others have to say.

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w2.3- The five values of Scrum.mp4

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The diagram illustrates the five values of Scrum, arranged in two columns. The left column contains three values: Transparency, Inspection, and Adaptation. The right column contains five values: Commitment, Courage, Focus, Openness, and Respect. Blue lines connect Transparency to Commitment and Courage, Inspection to Focus, and Adaptation to Openness and Respect.

Transparency

Inspection

Adaptation

Commitment

Courage

Focus

Openness

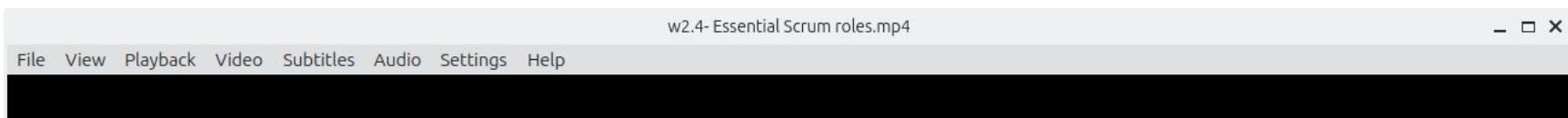
Respect

They must also be committed
to the goals of the team and

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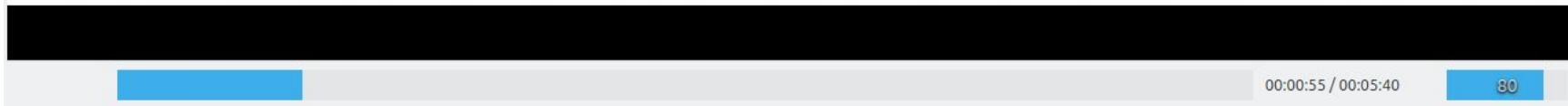
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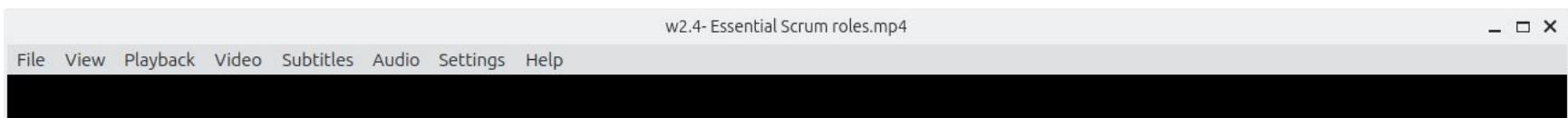
w2.4- Essential Scrum roles



“Build projects around motivated individuals.
Give them the environment and support they need,
and trust them to get the job done.”

One of the Agile principles states: Build
projects around motivated individuals.

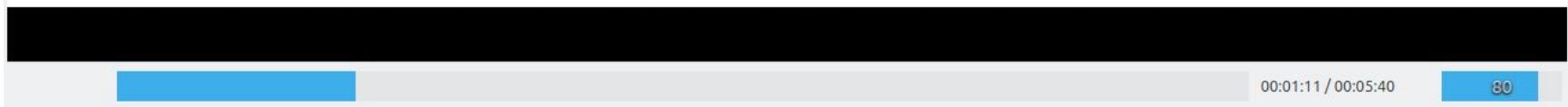




Mission

A short statement that stays constant for your team throughout the process and gives them something to work toward

In Agile, a mission is a short statement that stays constant for



w2.4- Essential Scrum roles.mp4

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Product vision

When you set a vision, you're making it clear what the team is responsible for and where your team's boundaries are.

and where your team's boundaries are.

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w2.4- Essential Scrum roles.mp4

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A mission tells me why we're doing the work. A product vision helps me imagine what the work will be like when we're done.

A product vision helps me imagine what the work will be like when we're done.

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w2.4- Essential Scrum roles.mp4

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Virtual Verde's Mission:
Virtual Verde improves users' health and happiness by bringing their at-home workspace to life!

Virtual Verde's Product Vision:
Virtual Verde is a living marketplace that transforms the home office.

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Scrum Team Mission and Vision

The video introduces the **Scrum Team's mission and product vision**, which are critical for motivating individuals, aligning with an Agile principle: "*Build projects around motivated individuals... and trust them to get the job done.*"

- **Mission:** A short, constant statement that defines **why** the team is doing the work.
 - *Example (Virtual Verde):* "Virtual Verde improves users' health and happiness by bringing their at-home workspace to life."
- **Product Vision:** Clarifies **what** the finished work will be like and defines the team's outcomes and boundaries.
 - *Example (Virtual Verde):* "Virtual Verde is a living marketplace that transforms the home office."

w2.4- Essential Scrum roles.mp4

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Scrum Team roles

- Scrum Master
- Product Owner
- Development Team (or Developers)

the Development Team.

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w2.4- Essential Scrum roles.mp4

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A Venn diagram consisting of three overlapping circles. The top-left circle is yellow and labeled 'Product Owner'. The top-right circle is blue and labeled 'Dev Team'. The bottom circle is green and labeled 'QA Team'. The text 'Build the right thing' is positioned to the left of the yellow circle. The text 'They also must ensure everyone understands the why.' is centered at the bottom of the diagram.

Build the
right thing

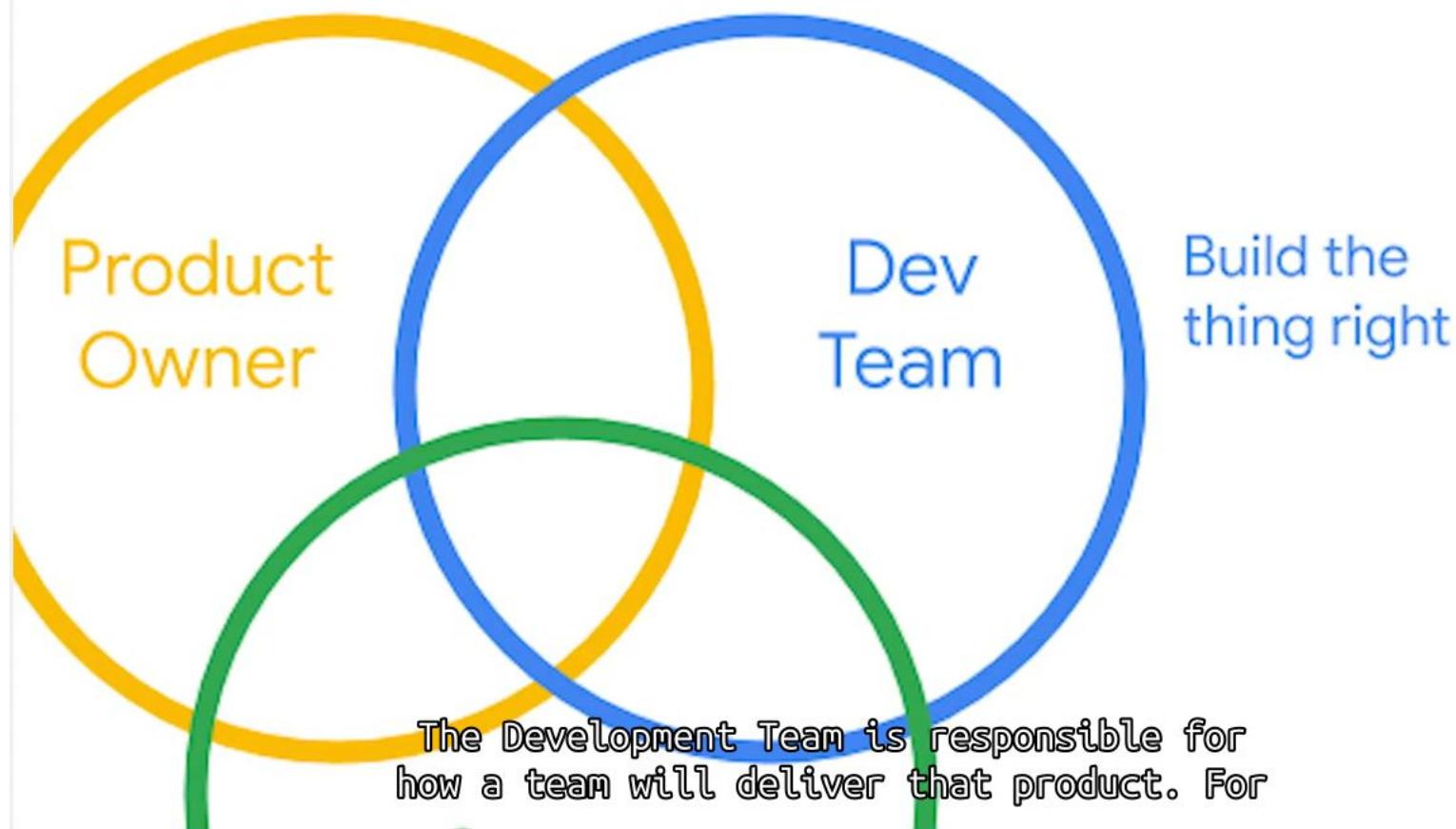
Product
Owner

Dev
Team

They also must ensure
everyone understands the why.

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w2.4- Essential Scrum roles.mp4

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Scrum
Master

Build the
thing fast

The Scrum Master is responsible for when
a team will deliver value to its users.

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w2.4- Essential Scrum roles.mp4

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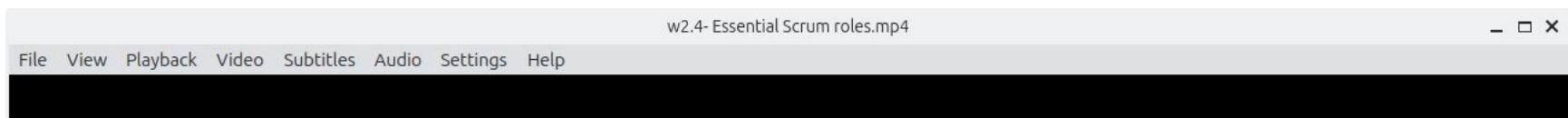
it's important to note that the entire team works together to achieve its goals.

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The Three Scrum Roles

The Scrum Team consists of three defined roles that work together to achieve the vision. While each has a specific focus, the entire team is collectively responsible for success. [🔗](#)

Role	Core Responsibility	Job Summary
Product Owner	What the team builds (and the <i>why</i>). To build the right thing.	
Development Team	How the product will be delivered (building, integrating, fixing). To build the thing right.	
Scrum Master	When the team will deliver value (helping unblock issues). To build the thing fast.	



Scrum Teams are **cross-functional**. When a Scrum Team delivers something, it's the accomplishment of the entire team.

When a Scrum Team delivers something, it's the accomplishment of the entire team,



w2.4- Essential Scrum roles.mp4

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Scrum Teams are **self-organizing** (or self-managing).

Scrum Teams are self-organizing.

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w2.4- Essential Scrum roles.mp4

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High performing Scrum Team has

a manager who sits outside of the Scrum Team and provides strategic leadership and

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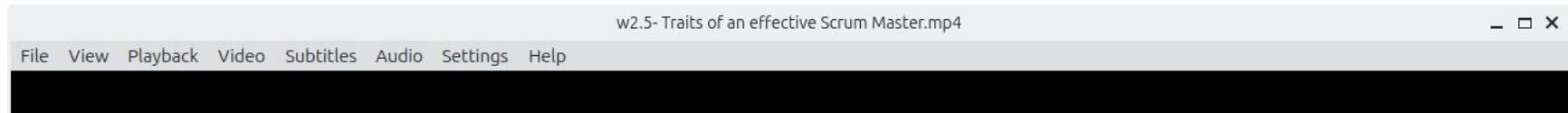
Collective Skills of the Scrum Team

The Scrum Team as a whole must exhibit two specific skills as detailed in the Scrum Guide:

1. **Cross-Functional:** The team possesses all the necessary skills (e.g., development, marketing, QA, logistics) to complete the work without needing to rely on people outside the team. Delivery is the accomplishment of the **entire team**.
2. **Self-Organizing:** The team works together organically to determine the best way to **accomplish its goals**, without being dictated tasks by a manager. This is based on the five Scrum values: **commitment, courage, focus, openness, and respect**.

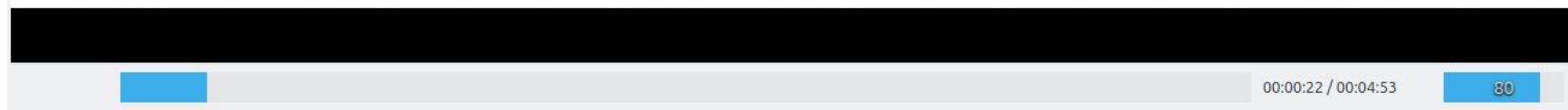
A manager may provide strategic leadership and career development from *outside* the team, but they must **avoid interfering with the team's self-organizing nature**, as doing so will cause the benefits of Scrum to collapse.

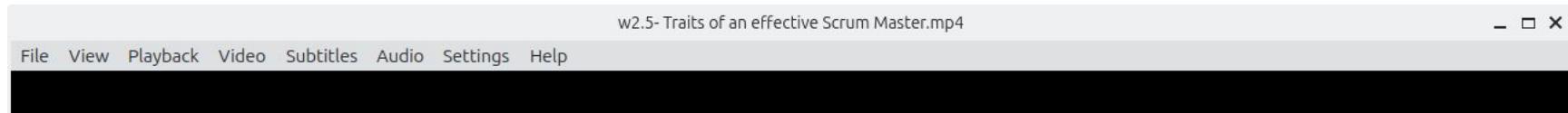
w2.5- Traits of an effective Scrum Master



The **Scrum Master** promotes and supports the
Scrum process by helping everyone understand
and implement Scrum.

The Scrum Master promotes and

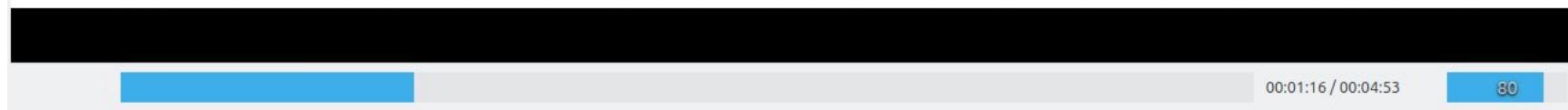




Scrum Master's responsibilities

- Coaching team members on Agile and Scrum practices, rules, and values
- Helping to find ways to manage the Product Backlog effectively

helping to find ways to manage
the Product Backlog effectively.



w2.5- Traits of an effective Scrum Master.mp4

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Product Backlog

The single authoritative source for things that a team works on to achieve the project goal

- Product features
- Product requirements
- Activities associated with product deliverables

activities associated with deliverables
to achieve the goal of the project.

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w2.5- Traits of an effective Scrum Master.mp4

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The Scrum Master is responsible for

- Facilitating Scrum events
- Helping the team remove blockers
- Preventing unhelpful interactions from outside of the team

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The Role of the Scrum Master



The **Scrum Master** promotes and supports the Scrum process by helping the entire team and organization understand and implement Scrum's practices, rules, and values. [🔗](#)

The role's core responsibility is helping the team **be their very best** by coaching individuals, managing external forces, and maximizing internal potential.

Key Responsibilities

- **Coaching:** Training team members on Agile and Scrum practices and values.
- **Backlog Management:** Helping to find ways to effectively manage the **Product Backlog** (the single source of all product features, requirements, and activities).
- **Facilitation:** Leading Scrum events, such as **Sprint Retrospectives**. [🔗](#)
- **Removing Blockers:** Eliminating obstacles (e.g., missing tools, information, access) that prevent the team from making progress.
- **Protecting the Team:** Preventing unhelpful interactions or interruptions from outside the team.

w2.5- Traits of an effective Scrum Master.mp4

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- Organizational skills
- Supportive leaders
- Facilitate productivity and collaboration
- Coach team members
- Great communicators

Finally, Scrum Masters must
be great communicators,

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w2.5- Traits of an effective Scrum Master.mp4

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The illustration shows a Scrum Master with long blonde hair, wearing a green cap with a logo, a green jacket over a striped shirt, and blue pants. She is holding a clipboard with a checklist and smiling. In front of her, six team members are seated in grey chairs, facing her. To the left of the team, there is a large whiteboard displaying a hierarchical organizational chart with several levels of boxes connected by lines.

As their primary responsibility, the Scrum Master acts as a facilitator and

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w2.5- Traits of an effective Scrum Master.mp4

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traditional project management-oriented work.

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w2.5- Traits of an effective Scrum Master.mp4

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That work may include things like budget management, risks spreadsheets, or

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w2.5- Traits of an effective Scrum Master.mp4

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They rely heavily on things like decision making, communicating flexibility,

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w2.5- Traits of an effective Scrum Master.mp4

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Scrum Masters have or develop these skills

- Organization
- Leadership
- Facilitation
- Coaching
- Stakeholder management

the ability to facilitate,
coach, and manage stakeholders.

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Essential Scrum Master Traits

Scrum Masters require a specific set of traits to succeed in this servant-leader role:

- **Organized:** Effectively organizing project artifacts and managing Scrum events.
- **Supportive Leader:** Focusing on the needs of the team before individual needs, often asking, "How can I help?" rather than giving orders.
- **Facilitator:** Ensuring every team member's voice is heard and that input is addressed to promote productivity and collaboration.
- **Coach:** Encouraging dialogue and discussion over simply giving direct answers.
- **Great Communicator:** Effectively engaging with diverse stakeholders, especially those with competing perspectives.

Scrum Master vs. Project Manager

While the roles can be performed by the same individual and require similar skill sets (like organization and communication), their **primary focus** is different:

Role	Primary Responsibility	Focus of Work
Scrum Master	Facilitator and Coach to the team; making sure the team executes Scrum effectively.	Promoting and supporting the process (Agile/Scrum).
Project Manager	Owning traditional project management activities.	Budget management, risk spreadsheets, Gantt charts, etc.

w2.6- Pete: What makes an effective Scrum Master

w2.6- Pete: What makes an effective Scrum Master.mp4

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Subtitle scale: 0.6

Pete
Technical Program Manager and I work as a Technical Program Manager in Google.

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w2.6- Pete: What makes an effective Scrum Master.mp4

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you're a good teacher
and communicator.

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w2.6- Pete: What makes an effective Scrum Master.mp4

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“A Scrum Master best leads the team when he or she is influential.”

the team when he or
she is influential.

00:01:22 / 00:02:07 80

A screenshot of a video player window titled "w2.6- Pete: What makes an effective Scrum Master.mp4". The window has a menu bar with options: File, View, Playback, Video, Subtitles, Audio, Settings, and Help. Below the menu is a large black video frame. In the center of the frame, there is a blue quote: “A Scrum Master best leads the team when he or she is influential.” The word "she" is highlighted with a red rectangular box. Below the video frame, there is a subtitle in black text: "the team when he or she is influential." At the bottom of the player, there is a progress bar showing a blue segment followed by a grey segment, with the time "00:01:22 / 00:02:07" and a page number "80" next to it.

The speaker, **Pete**, a **Technical Program Manager** at Google, explains the use of Agile and Scrum in their daily work, focusing on the essential qualities of an effective **Scrum Master**.

Agile, Scrum, and Delivery

- **Agile Framework:** The speaker uses the Agile framework as a core part of product delivery because it allows for **process iteration** and the faster delivery of products to users compared to traditional models.
- **Scrum:** Scrum is described as a **single implementation of the Agile methodology**. It focuses on delivering **rapid value** to customers by working iteratively over short periods of time.
- **Self-Organizing Team:** Scrum teams are **self-organizing**, meaning individuals are brought together, making it critical that everyone is clear on their roles and responsibilities. The **Scrum Master** is the leader who ensures the team is always working toward the same goal.

Qualities of an Effective Scrum Master

A Scrum Master's role requires leadership qualities that focus on guidance and influence:

1. **Good Teacher and Communicator:** This is vital for **instilling the Scrum values** throughout the team.
2. **Influential:** In most cases, the Scrum Master **does not have managerial authority** over the team. Therefore, they must lead through **influence**. Two key ways to achieve this are by:
 - Ensuring the team is **operating effectively**
 - Fostering a **culture of motivation** within the team.
3. **Direction Giver:** The Scrum Master is expected to give direction and ensure the team is continuously working towards the goals set during the **Sprint** (a focused, short burst of energy toward particular, well-defined goals).

w2.7- Traits of an effective Product Owner

w2.7- Traits of an effective Product Owner.mp4

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A Product Owner is tasked with ensuring that the team is building the right product or service.

building the right product or service.

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w2.7- Traits of an effective Product Owner.mp4

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A Product Owner's responsibilities include

- Continuously maximizes the value of the product delivered by the Scrum Team
- Helps the Scrum Team understand why their work matters within the overall goal and mission
- Prioritizes the Product Backlog to optimize delivery and value to customers
- Ensures the Backlog is visible and transparent to all
- Makes sure the product or service fulfills the customers' needs

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The Product Owner (PO) is fundamentally tasked with ensuring the team is **building the right product or service**—one that users actually want. They are responsible for **continuously maximizing the value** of the product delivered by the Scrum Team.

Key Responsibilities of the Product Owner

The Product Owner acts as the **voice of the customer** within the team. Their main duties revolve around the **Product Backlog**:

- **Own the Product Backlog:** The backlog is the single authoritative source of work for the Scrum Team.
- **Prioritize the Backlog:** They prioritize the items in the Product Backlog to optimize the delivery of value and goals for customers.
- **Ensure Transparency:** They make sure the Product Backlog is visible and clear to everyone.
- **Communicate the "Why":** They help the Scrum Team understand why their work matters in relation to the overall product goal and mission.
- **Fulfill Customer Needs:** They are ultimately responsible for ensuring the final product or service satisfies customer requirements.

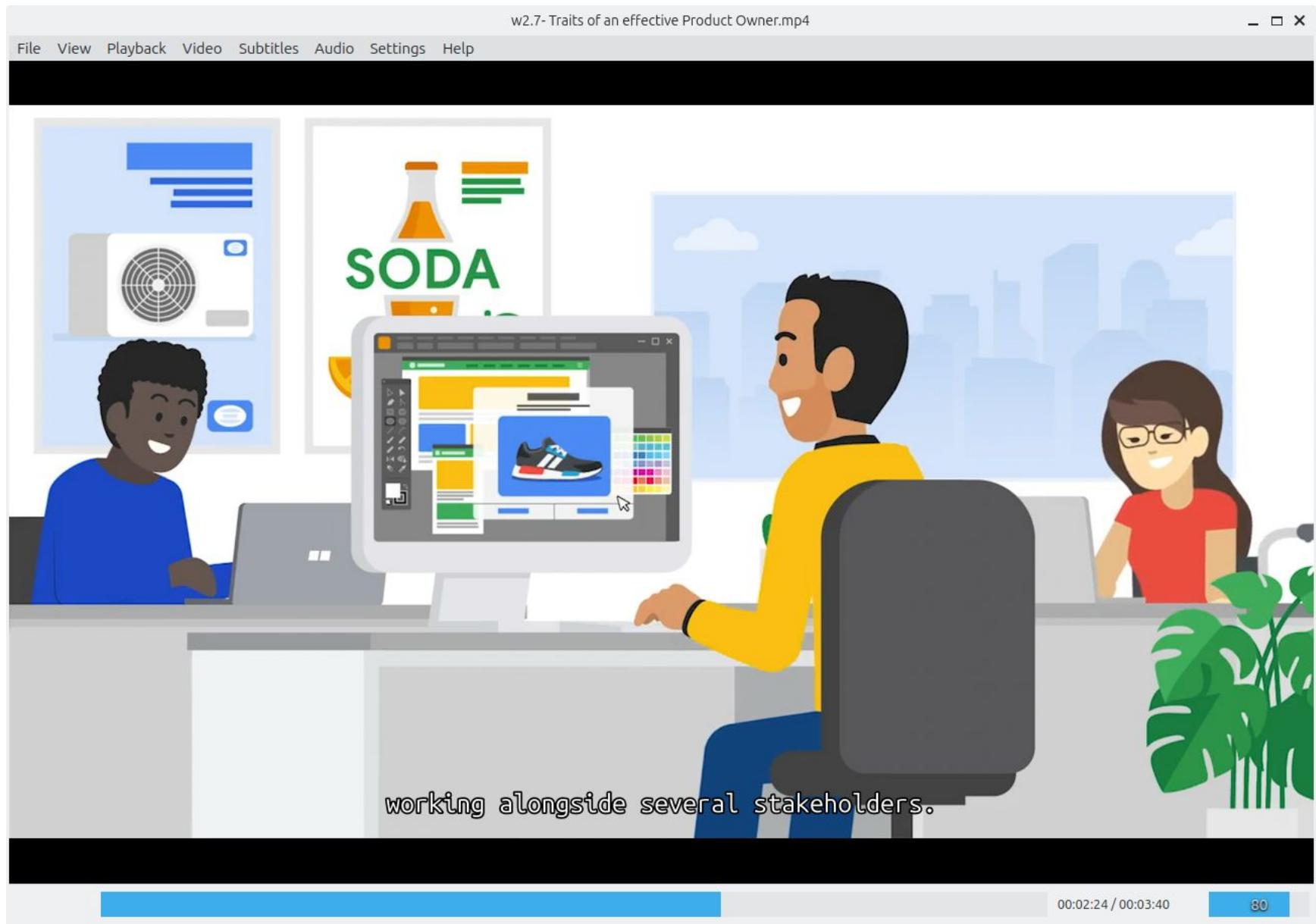
w2.7- Traits of an effective Product Owner.mp4

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- Customer-focused
- Decisive
- Flexible
- Optimistic and positive
- Available
- Collaborative

And finally, they must be collaborative.

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w2.7- Traits of an effective Product Owner.mp4

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Flower arrangements

Potted succulents

Large potted plants

Herb gardens

Team that they need to work on
the following features in this order:

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w2.7- Traits of an effective Product Owner.mp4

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A Product Owner is

- Customer-focused
- Decisive
- Flexible
- Optimistic and positive
- Available
- Collaborative

flexible, optimistic,
available, and collaborative.

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Essential Traits of an Effective Product Owner

To successfully accomplish these tasks, a Product Owner must possess several key character traits:

Trait	Description
Customer-Focused	Must deeply understand customer needs and the relevant industry.
Decisive	Must be able to make firm decisions and defend them to the team.
Great Communicator	Necessary for explaining the product vision and collaborating with stakeholders.
Flexible	Must be open to new information (like feasibility updates from the Development Team) that could lead to profitable changes in priority.
Optimistic & Positive	Delivers the product vision and inspires the team to believe in the mission.
Available	Must be regularly available to the team due to the iterative nature of Scrum (Sprints) to help inspect, adapt, and plan.
Collaborative	Works closely with the Development Team and various stakeholders to meet customer needs.

w2.8- Traits of an effective Development Team

Development Team

The people who do the work to build the product

The Development
Team is made up of

w2.8- Traits of an effective Development Team.mp4

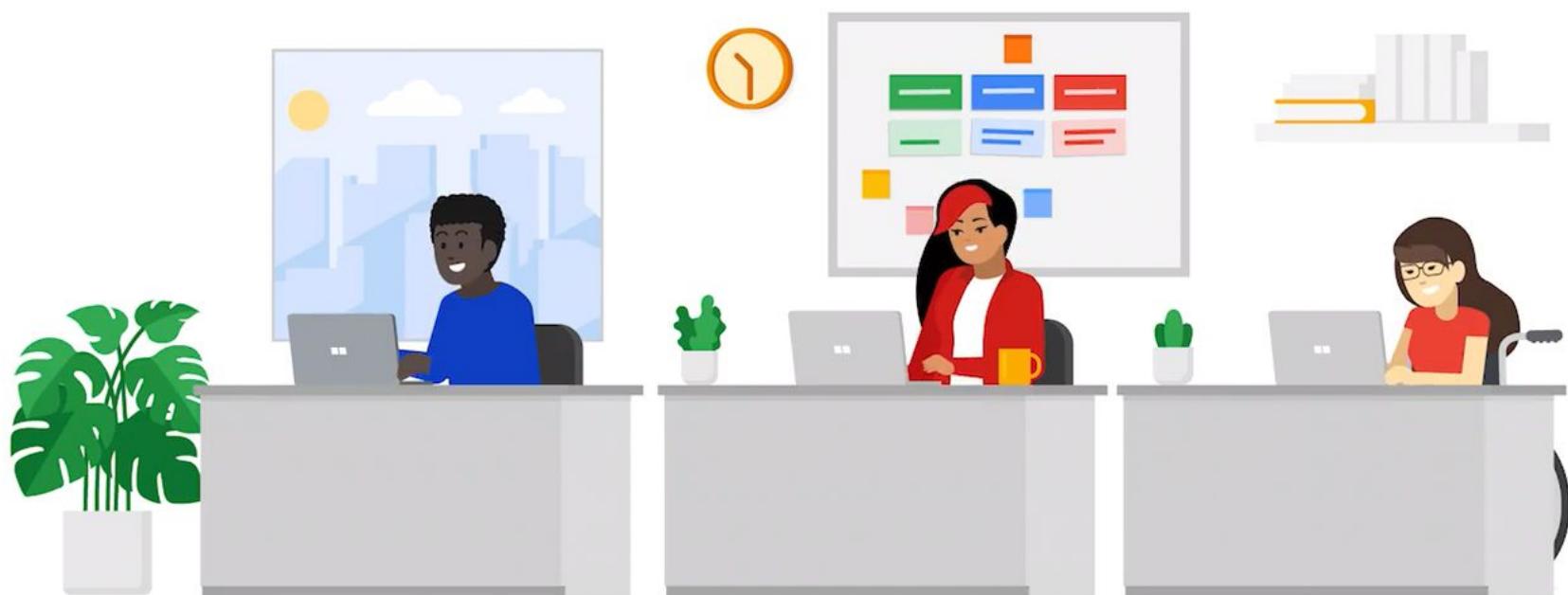
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Traits of the Development Team

- Cross functional
- Self-organizing
- Supportive
- Customer-oriented

who are customer-oriented and

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other in the same physical space.

w2.8- Traits of an effective Development Team.mp4

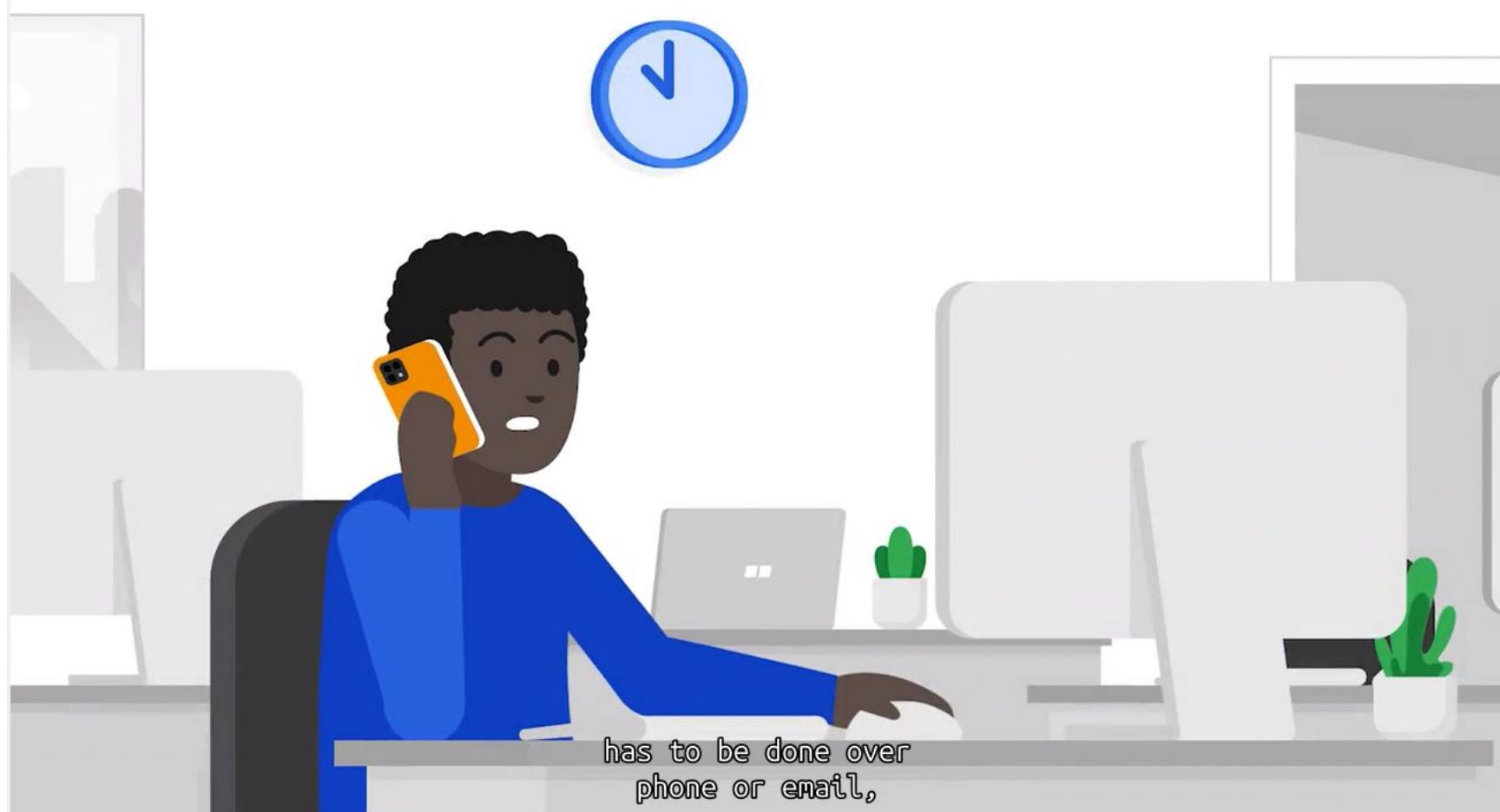
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get the work done or rearrange

w2.8- Traits of an effective Development Team.mp4

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w2.8- Traits of an effective Development Team.mp4

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videoconferencing platforms
like Zoom or Skype.

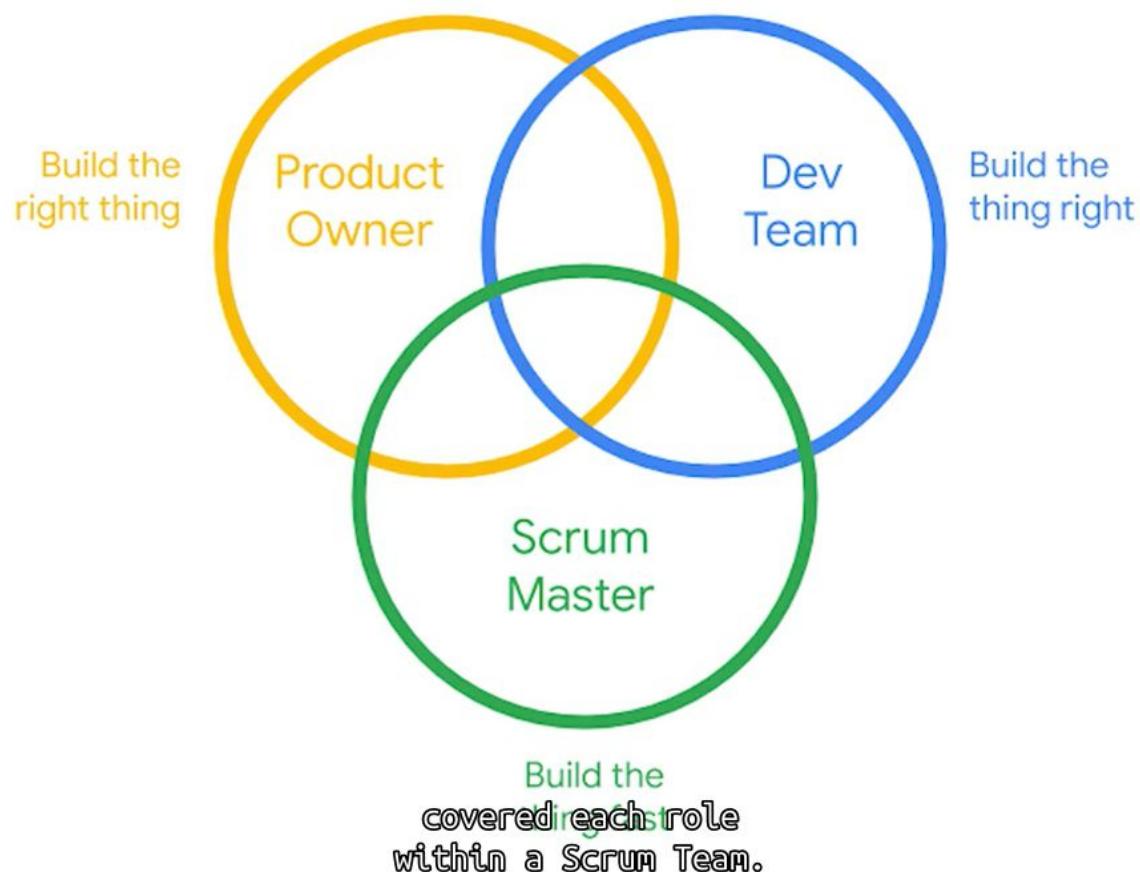
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Co-Location vs. Virtual Work

The text discusses how **co-located** (sitting together) teams are often believed to deliver higher-quality work and adapt faster, primarily because they can **quickly huddle** to resolve sudden issues (like the vendor problem in the Virtual Verde example). This immediate, face-to-face collaboration helps maintain Sprint goals.

However, in today's world, **virtual work** is a viable alternative. While virtual collaboration might require more coordination (phone, email, video conferencing) and can potentially lead to delays in complex scenarios, tools like Zoom or Skype make it possible for remote team members to participate effectively. The key takeaway is to **use whichever method (co-located or virtual) works best for the specific team and situation**, as both have benefits and drawbacks.



The segment concludes by reiterating the unique focus of the three Scrum roles:

Role	Core Responsibility	Focus (Simple Phrase)
Product Owner	Meeting customer needs.	"Building the right thing."
Development Team	Creating the product.	"Building the thing right."
Scrum Master	Improving efficiency.	"Building the thing fast."

w2.9- Wrap-up

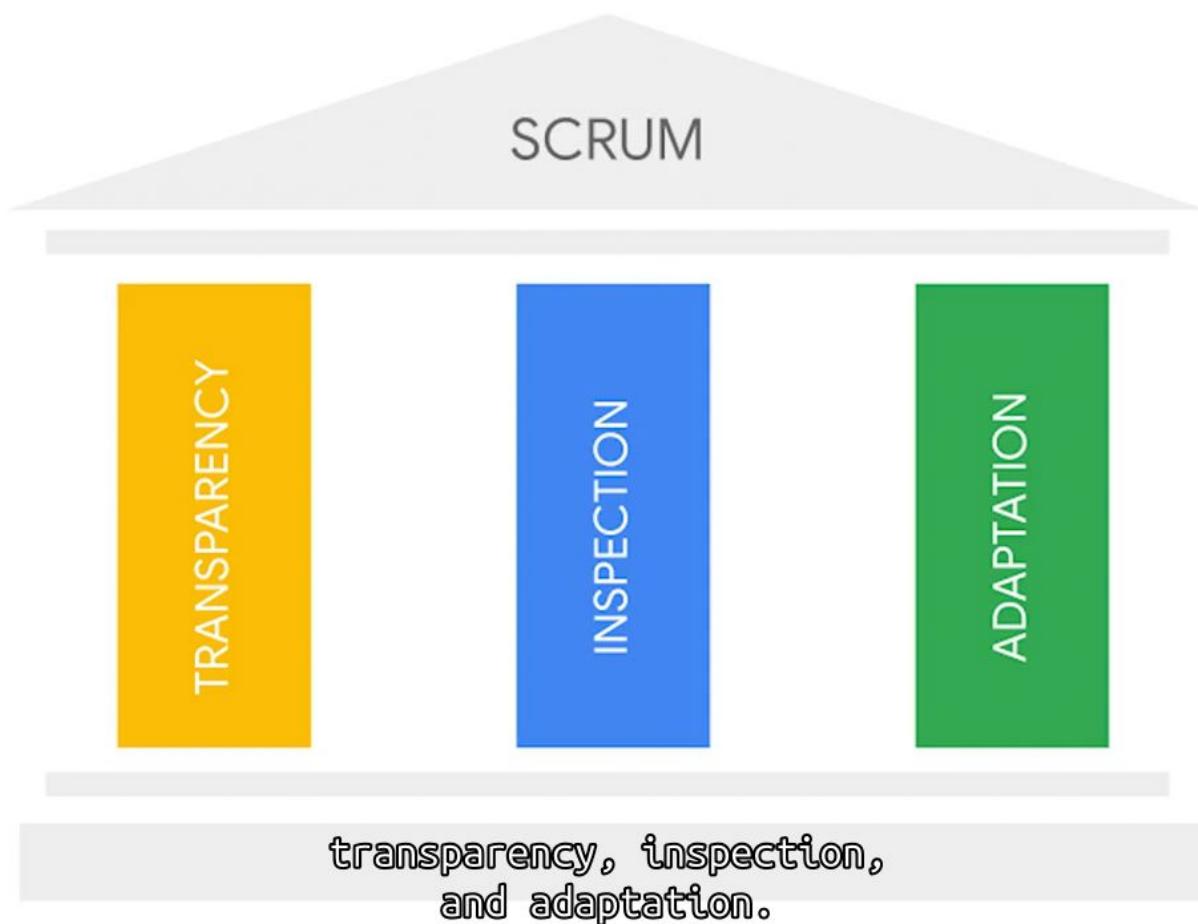
w2.9- Wrap-up.mp4

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- Reviewed a theory in the Agile framework called Scrum
- Scrum Team member's source of truth: the *Scrum Guide*

the *Scrum Guide*, which you
can always use as a resource.

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Five values of Scrum

- Commitment
- Courage
- Focus
- Openness
- Respect

courage, focus,
openness, and respect.

w2.9- Wrap-up.mp4

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Scrum Team

- Scrum Master
- Product Owner
- Development Team

whose role is to ensure the team builds the thing right.

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Core Scrum Concepts

Component

Details

Source of Truth

The **Scrum Guide**.

Scrum Theory (Pillars)

Transparency, Inspection, and Adaptation.

Scrum Values

Commitment, Courage, Focus, Openness, and Respect.