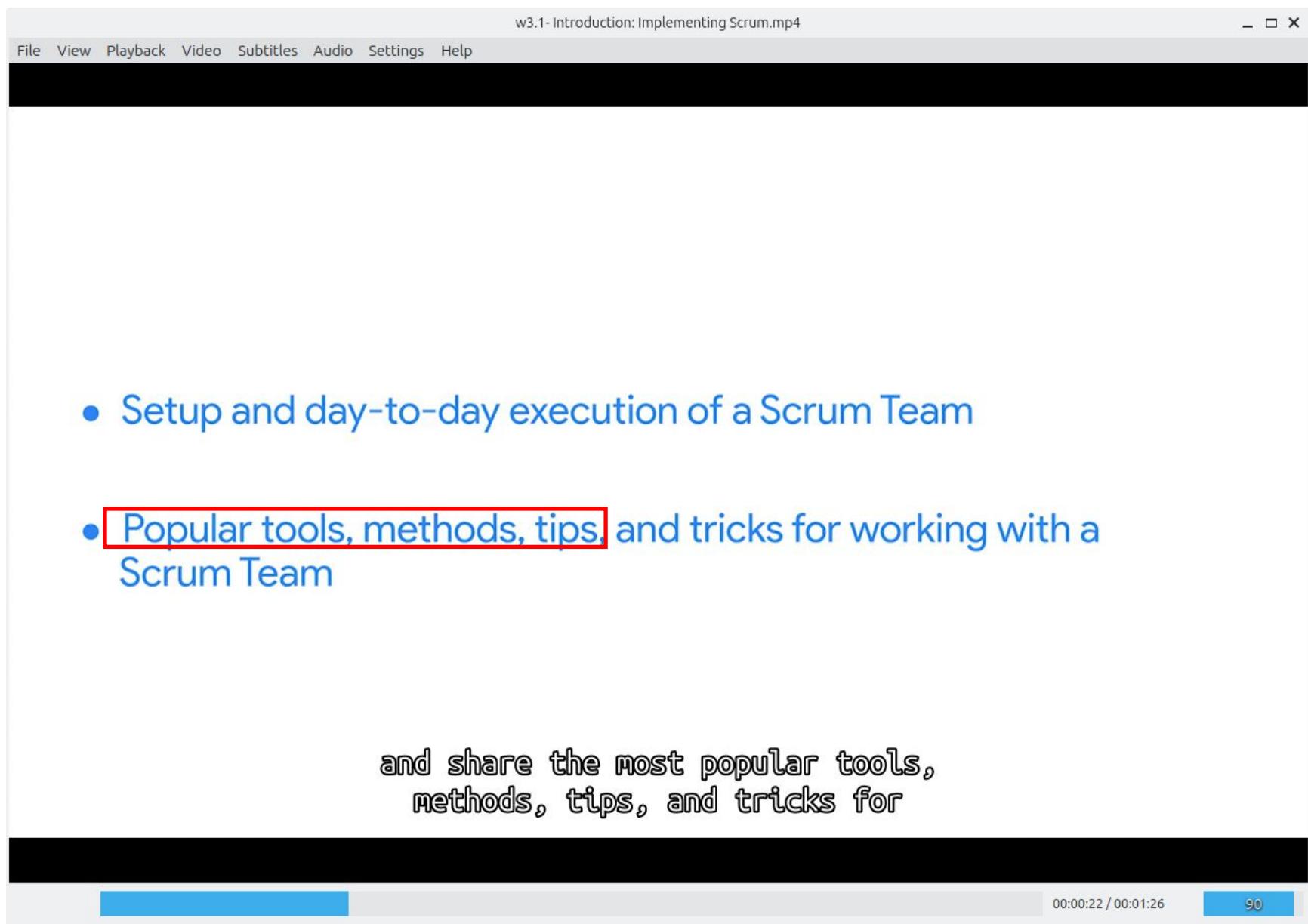


w3.1- Introduction: Implementing Scrum



w3.1- Introduction: Implementing Scrum.mp4

File View Playback Video Subtitles Audio Settings Help

- Setup and day-to-day execution of a Scrum Team
- Popular tools, methods, tips, and tricks for working with a Scrum Team

and share the most popular tools,
methods, tips, and tricks for

00:00:22 / 00:01:26 90

w3.1- Introduction: Implementing Scrum.mp4

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Product Backlog

the features, requirements, and

00:00:30 / 00:01:26 90

w3.1- Introduction: Implementing Scrum.mp4

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Estimation

We'll learn what T-shirt sizes and story points have to do with Scrum as we discuss

00:00:41 / 00:01:26 90

w3.1- Introduction: Implementing Scrum.mp4

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Relative effort estimation

a technique called relative effort estimation.

00:00:47 / 00:01:26 90

w3.1- Introduction: Implementing Scrum.mp4

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5 Scrum events

- Sprint
- Sprint Planning
- Daily Scrum
- Sprint Review
- Sprint Retrospective

the Sprint Review, and
finally, the Sprint Retrospective.

00:00:58 / 00:01:26

90

w3.1- Introduction: Implementing Scrum.mp4

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I'll show you some other useful tools like Google Docs, JIRA, Asana,

00:01:10 / 00:01:26

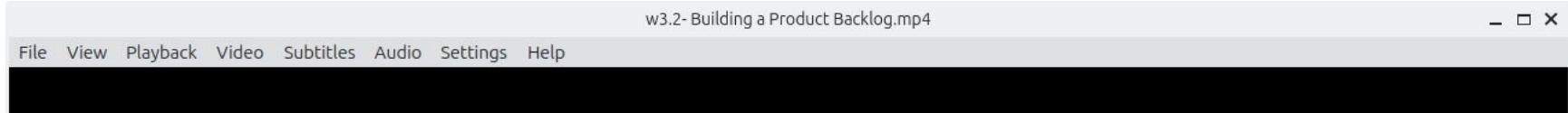
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This video serves as an **overview of the setup and day-to-day execution of a Scrum Team**, going beyond the official Scrum Guide to cover practical tools and methods.

The key topics to be discussed include:

1. **Product Backlog Management:** How to manage the **Product Backlog**, which lists all features, requirements, and activities needed for project deliverables.
2. **Relative Effort Estimation:** Techniques like using **T-shirt sizes** and **story points** for effort estimation, which is considered one of the trickiest parts of Scrum.
3. **The Five Scrum Events:** A deep dive into the five essential events: the **Sprint**, **Sprint Planning**, **Daily Scrum**, **Sprint Review**, and **Sprint Retrospective**.
4. **Progress Tracking:** Defining **velocity** and using tools like **burndown charts** to manage and track the team's progress.
5. **Useful Tools:** Sharing practical tools for organization and transparency, such as **Google Docs**, **JIRA**, **Asana**, **Trello**, and **Kanban boards**.

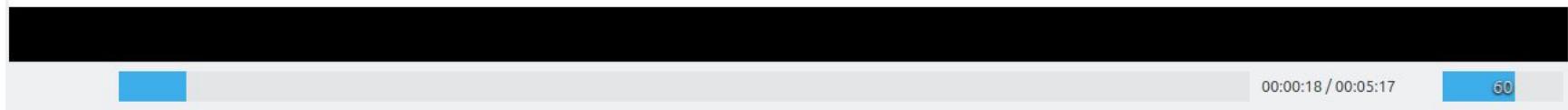
w3.2- Building a Product Backlog



Product Backlog

The single authoritative source for things that a team works on. It contains all of the features, requirements, and activities associated with deliverables to achieve the goal of the project.

the single authoritative source



w3.2- Building a Product Backlog.mp4

File View Playback Video Subtitles Audio Settings Help

1. Living artifact

2. Owned and adjusted **by the Product Owner**

3. Prioritized list of features

a prioritized list of features.

00:01:00 / 00:05:17 60

Product Backlog Essentials

The Product Backlog has three key features:

1. **Living Artifact:** It's constantly evolving, with new items added and refined throughout the project.
2. **Owner:** It is solely **owned and adjusted by the Product Owner**.
3. **Prioritization:** It's a perpetually **prioritized list** of features, also known as a **stacked rank**, with specific and well-defined items at the top and vaguer ones at the bottom.

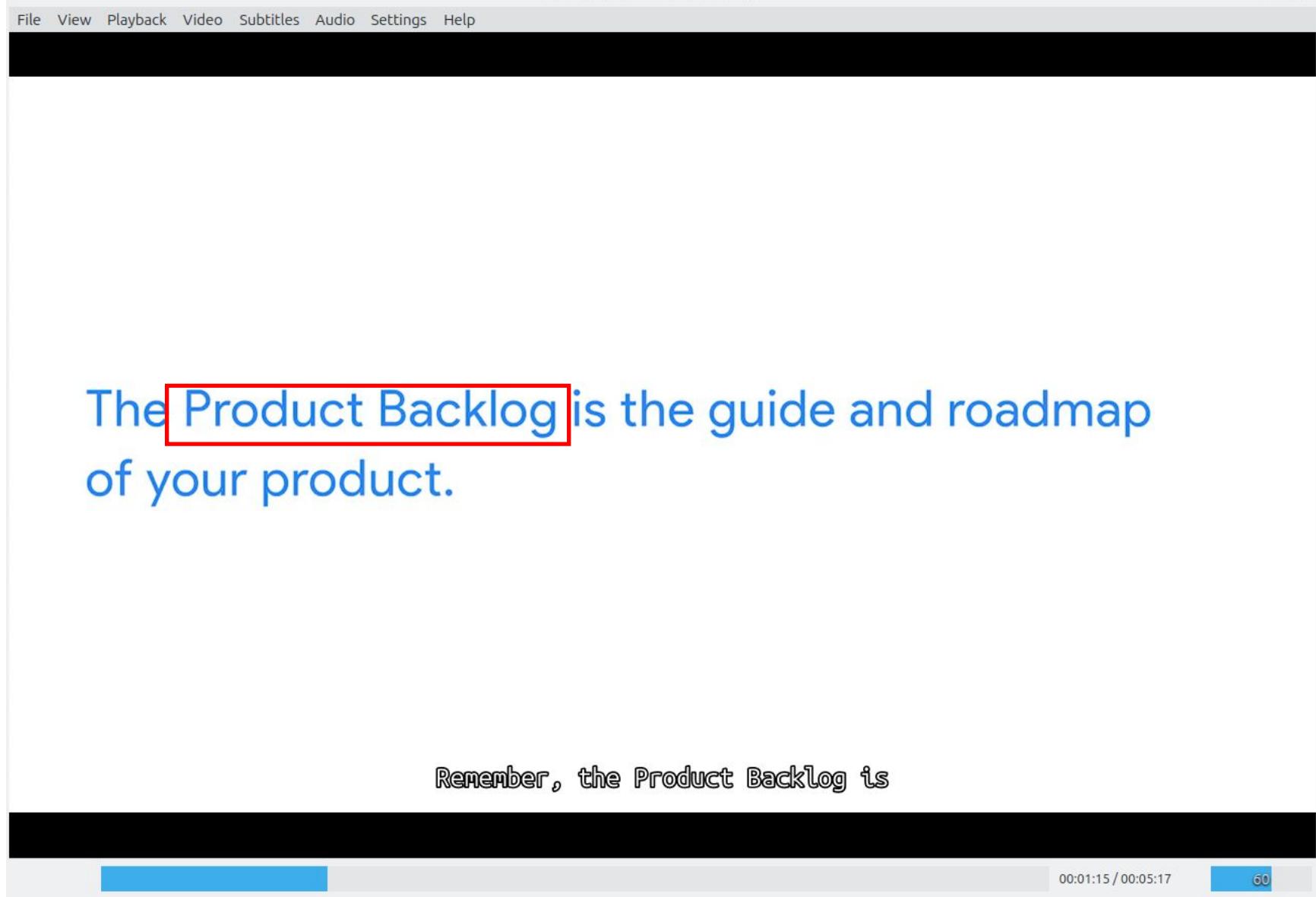
w3.2- Building a Product Backlog.mp4

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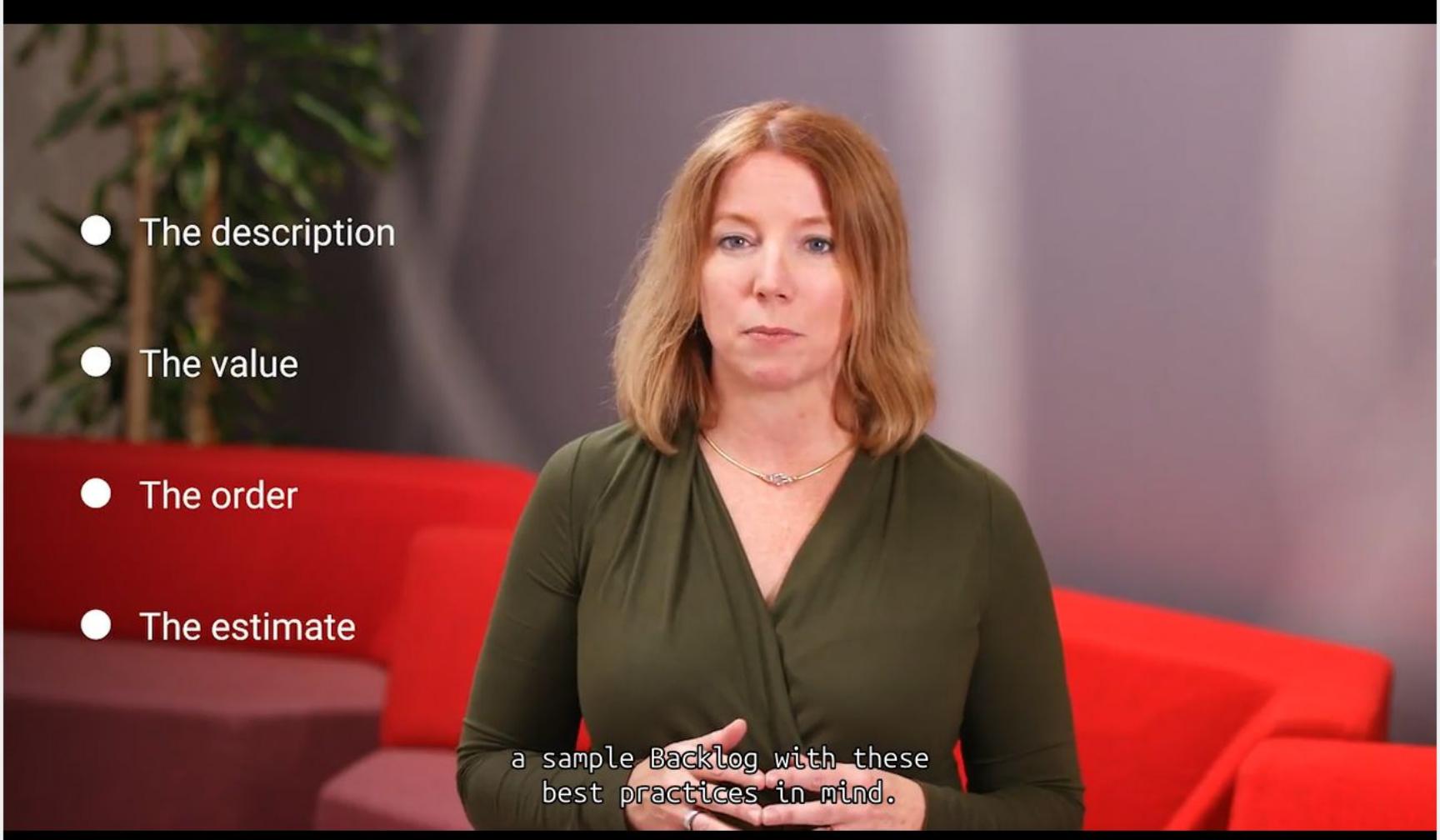
The **Product Backlog** is the guide and roadmap of your product.

Remember, the Product Backlog is

00:01:15 / 00:05:17 60



- The description
- The value
- The order
- The estimate



a sample Backlog with these best practices in mind.

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fx

	A	B	C	D	E	F
1						
2	Order	Description	Value	Estimate		
3	1	I plan to grow my choice of vegetables while I work from home in my New York City apartment	\$\$\$	Medium		
4	2	I would like to have plants that are easier to take care of (succulents)	\$\$	Low		
5	3	I'd like plants that are decorative (orchids)	\$\$	Medium		
6	4	I'd like plants that are decorative and calming (bonsai trees)	\$	Low		
7						
8						
9						
10						
11						
12						

as a Virtual Verde client,

00:02:04 / 00:05:17

60

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fx

	A	B	C	D	E	F
1						
2	Order	Description	Value	Estimate		
3	1	I plan to grow my choice of vegetables while I work from home in my New York City apartment	\$\$\$	Medium		
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5	3	I'd like plants that are decorative (orchids)	\$\$	Medium		
6	4	I'd like plants that are decorative and calming (bonsai trees)	\$	Low		
7						
8						
9						
10						
11						
12						

should always be prioritized.

00:03:10 / 00:05:17 60

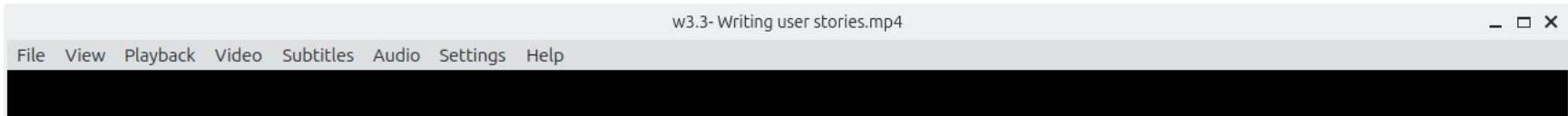
Best Practices for Backlog Items

To build an effective backlog, each item should capture four key pieces of data:

1. **Description:** A clear, detailed explanation of the item, ideally written from the customer's perspective.
2. **Value:** A metric (e.g., a dollar sign rating) indicating the business value the item delivers.
3. **Estimate:** The Development Team's assessment of the effort required for completion (using **relative effort estimation**).
4. **Order:** The priority rank, determined by the Product Owner using value and estimate to guide placement.

The goal is to include as much detail as possible without getting stuck on unknowns; assumptions can be documented and refined later when the item becomes a higher priority. The next video will discuss how to manage the changing backlog.

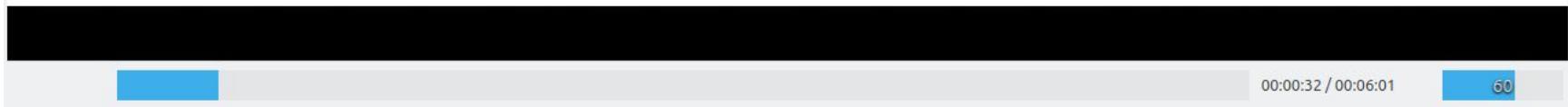
w3.3- Writing user stories



User stories

Short, simple descriptions of a feature told from the perspective of the user

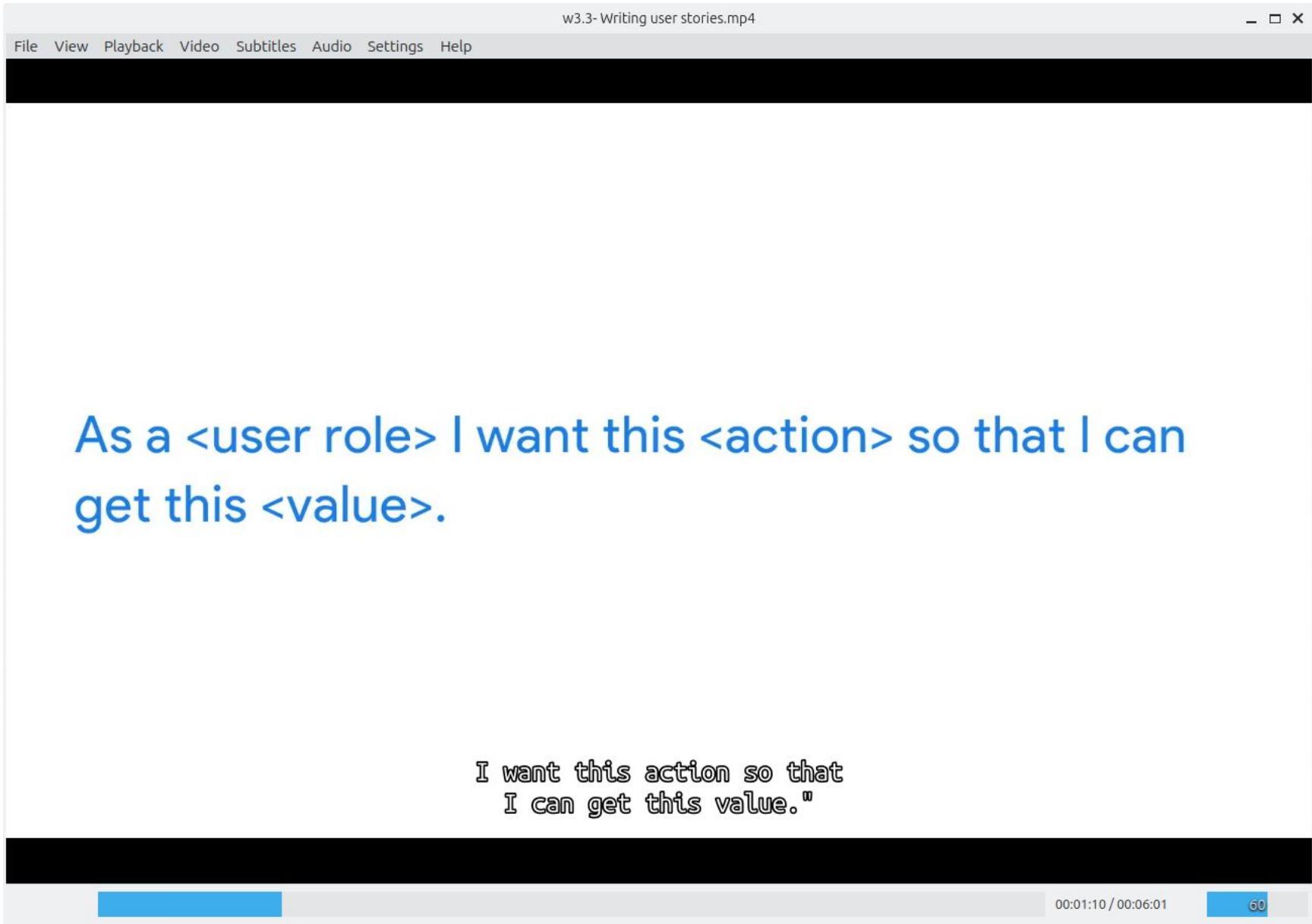
simple descriptions of a feature



- User
- Action
- Benefit



and the benefit to them.





Leo is my
Plant Vendor



Felicity is my
Gardening
Expert



Zach is my
Amateur
vegetable
gardener



Nia is my
Management
consultant



Reena is my
Flower
aficionado

**Zach is my amateur
vegetable gardener,**

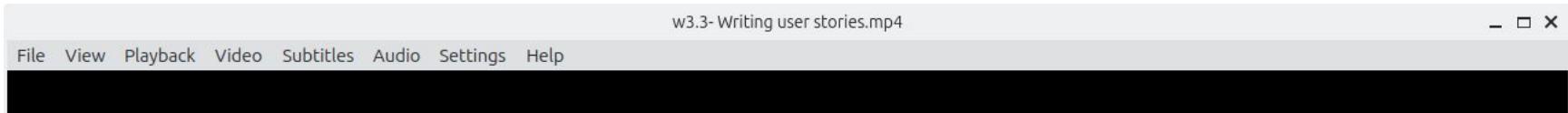
I ndependent
N egotiable
V aluable
E stimable
S mall
T estable

Finally, the T is testable:

The I.N.V.E.S.T. Criteria

Every user story must meet six criteria before the team starts work:

- **Independent:** Can be started and finished on its own.
- **Negotiable:** Allows for discussion and changes.
- **Valuable:** Delivers tangible value upon completion.
- **Estimable:** Has a clear "Definition of Done" so the team can provide an effort estimate.
- **Small:** Can fit within a single planned Sprint (large stories must be broken down).
- **Testable:** A test can be written against its **acceptance criteria**.



Epic

A group or collection of user stories

or collection of user stories.



The screenshot shows a video player interface with a dark theme. At the top, the title "w3.3- Writing user stories.mp4" is displayed. Below the title is a menu bar with options: File, View, Playback, Video, Subtitles, Audio, Settings, and Help. The main content area is mostly black, indicating the video frame. In the center, there is a large blue text block containing a user story. The text reads: "As a Virtual Verde client, I would like to acquire a bonsai tree so that I can have a beautiful plant and I can meditate as I trim the branches." The word "meditate as I trim the branches" is highlighted with a red rectangular box. At the bottom of the screen, there is a subtitle in a smaller font: "meditate as I trim the branches." A blue progress bar is visible at the bottom left, and at the bottom right, there is a timestamp "00:04:13 / 00:06:01" and a page number "60".

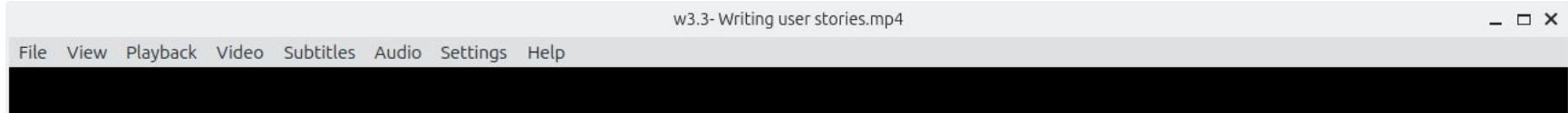
w3.3- Writing user stories.mp4

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As a Virtual Verde client, I would like to acquire a bonsai tree so that I can have a beautiful plant and I can meditate as I trim the branches.

meditate as I trim the branches.

00:04:13 / 00:06:01 60



Acceptance criteria

The checklist you will use to decide whether the user story is done

use to decide whether
the user story is done.

Users can:

- Browse for 3 different types of bonsai trees to purchase
- Compare the 3 trees to know which is easiest and hardest to grow in their home
- Purchase specific bonsai tree care packages, like fertilizer, trimming shears, etc
- Access online to a bonsai booklet sheet as well as having a care booklet packaged with the tree
- Find a troubleshooting bonsai tree issues page on Virtual Verde's FAQ page

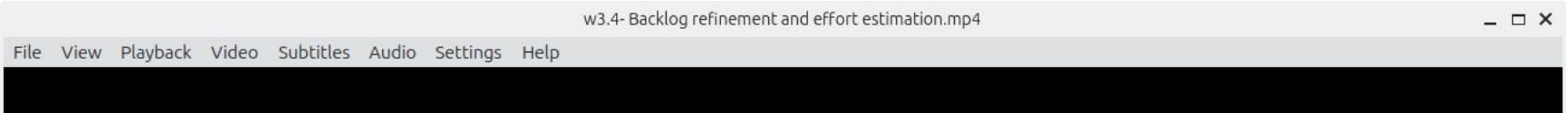
Can find a troubleshooting
bonsai tree issues

Epics and Acceptance Criteria

- **Epic:** A high-level collection or group of related **user stories**.
- **Acceptance Criteria:** A checklist, created by the **Product Owner**, used to determine if a user story is complete and meets all requirements.

Lower-priority items in the Backlog should intentionally be left vague, saving the team time until those items are scheduled for an upcoming Sprint. The next video will cover **Backlog refinement** and **relative effort estimation** (T-shirt sizes and story points).

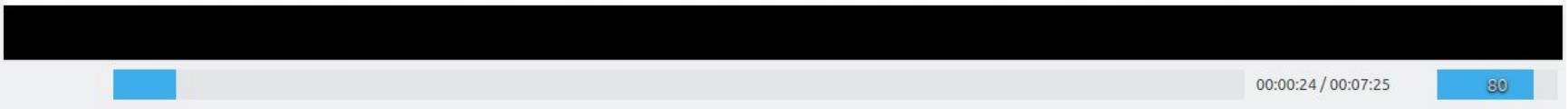
w3.4- Backlog refinement and effort estimation



Backlog refinement

The act of keeping the **Backlog described,** estimated, and prioritized so that the Scrum Team can operate effectively

Backlog refinement refers to the act of keeping the Backlog described, estimated



Review the Product Backlog to ensure

- It contains the appropriate items, and that nothing new is needed or nothing needs to be removed
- That the items are prioritized by the Product Owner, this is also called setting the order field
- That the items at the top of the Backlog are ready for delivery with clear acceptance criteria
- And that the Backlog items include estimates or an informed assessment about how much work a particular Backlog item will be
 - that the Backlog items include estimates, or

A

B

C

D

1



2

Order	Description	Value	Estimate
-------	-------------	-------	----------

3

1	I plan to grow my choice of vegetables while I work from home in my New York City apartment	\$\$\$	Medium
---	---	--------	--------

4

2	I would like to have plants that are easier to take care of (succulents)	\$\$	Low
---	--	------	-----

5

3	I'd like plants that are decorative (orchids)	\$\$	Medium
---	---	------	--------

6

4	I'd like plants that are decorative and calming (bonsai trees)	\$	Low
---	--	----	-----

w3.4- Backlog refinement and effort estimation.mp4

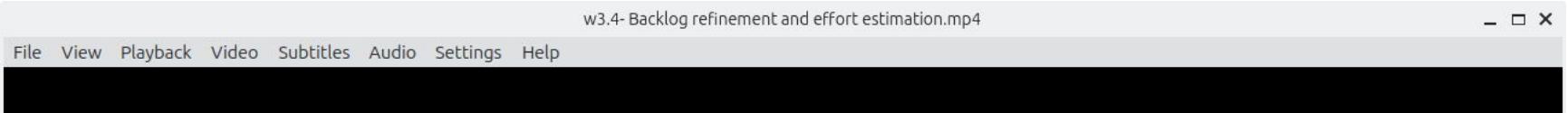
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Through estimation we can find out how much work
we have ahead of us.

user story. Through estimation, we can find
out how much work we have ahead of us.

00:01:21 / 00:07:25 80

A screenshot of a video player window titled "w3.4- Backlog refinement and effort estimation.mp4". The window has a menu bar with options: File, View, Playback, Video, Subtitles, Audio, Settings, and Help. The main content area displays a slide with the text "Through estimation we can find out how much work we have ahead of us.", where "we have ahead of us." is highlighted with a red border. Below this, a subtitle reads "user story. Through estimation, we can find out how much work we have ahead of us.". A progress bar at the bottom shows the video is at 00:01:21 of 00:07:25, and a volume slider is set to 80.



Relative estimation

Instead of trying to determine exactly how long a task will take, we compare the effort of that task to another task, and that becomes the estimate

in traditional project management.
Relative estimation means that instead of

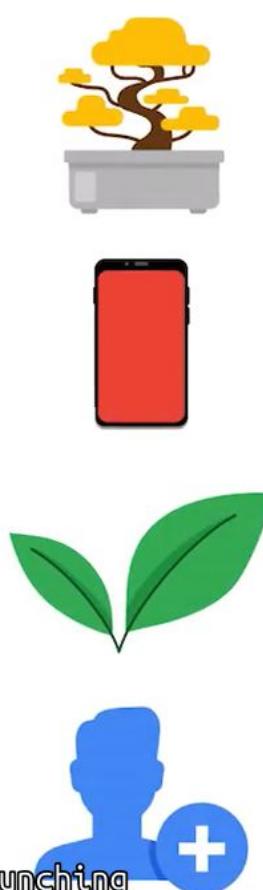
w3.4- Backlog refinement and effort estimation.mp4

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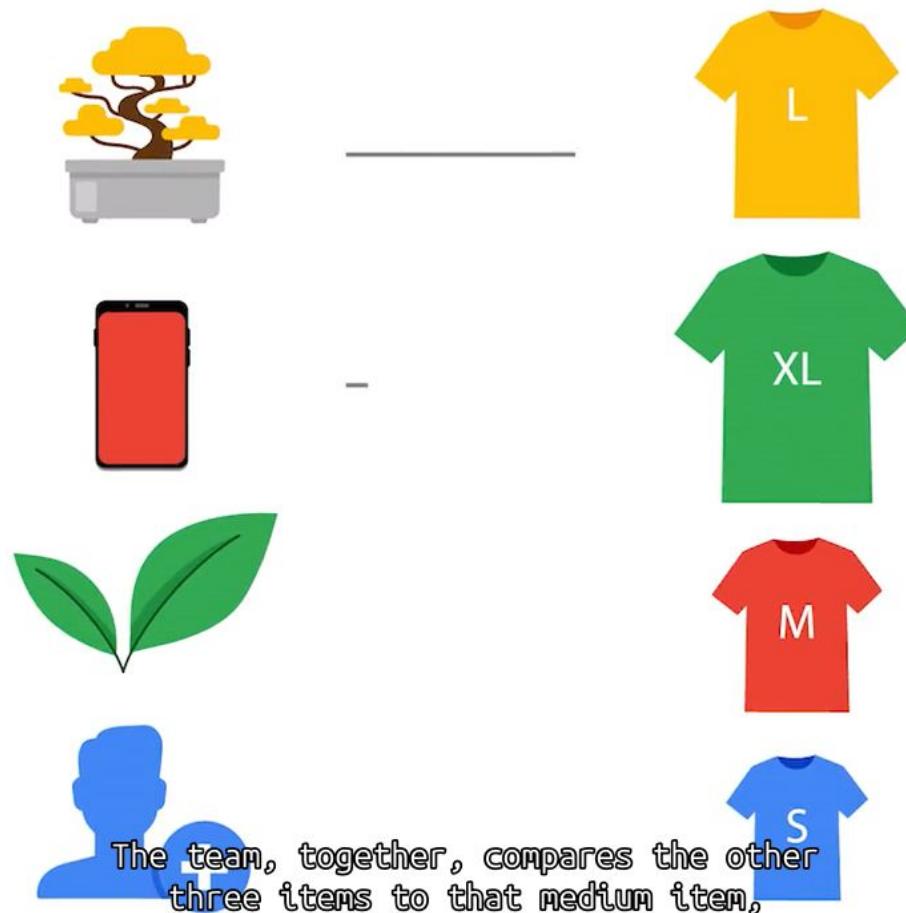
- T-Shirt sizes
- Story points

Let's start with the simpler of the two: T-shirt sizes. To get started,

00:02:25 / 00:07:25 80



The team decides that launching
a new logo is their medium.



What is T-Shirt Sizing?

T-shirt sizing is an estimation technique where teams assign abstract size values (like **XS, S, M, L, XL**) to backlog items instead of using concrete time units (like hours or days). 

The goal of this method is to:

- **Foster Relative Comparison:** Teams compare the effort required for a new item against an item already assigned a size, rather than trying to guess an absolute time. 
- **Reduce Complexity:** It avoids lengthy debates over minor differences in hours, focusing instead on whether a task is *small* or *large*. 
- **Acknowledge Uncertainty:** It recognizes that initial estimates for future work are inherently uncertain, and using broad size categories reflects this fuzziness better than precise numbers.

How T-Shirt Sizing Works (Example)

Step 1: Define the Sizes

The team first agrees on what each size represents in terms of relative effort.

Size	Relative Effort Description
XS	Trivial, likely achievable in a few hours.
S	Small, a straightforward task that might take one day.
M	Medium, a standard task that could take a couple of days. (Often used as the Anchor)
L	Large, a complex task that may take half a week or more.
XL	Extra Large, a massive, multi-faceted task that needs to be broken down into smaller stories.

Step 2: Set the Anchor Item (Medium)

The team selects one well-understood item from the backlog that everyone agrees represents an average amount of effort. This item is assigned the **Medium (M)** size.

- **Example (Virtual Verde Project):** The team chooses "**Add 3 new easy-to-care-for succulents to the product catalog**" and assigns it **M**.

Step 3: Compare and Assign Sizes

For every remaining item, the team collaboratively compares its total effort (including planning, development, and testing) to the **Anchor (M)** item to determine its relative size.

Backlog Item	Comparison to Anchor Item ("M")	Assigned Size
Create a "Forgot Password" function.	Much simpler than adding 3 succulents; very straightforward code change.	S
Launch a completely new company logo.	Requires design work, website implementation, and marketing changes; about the same effort as the Anchor.	M
Integrate a new third-party payment gateway.	More complex; involves vendor contracts, security reviews, and extensive integration testing.	L
Build a new mobile application from scratch.	Clearly too massive; this must be broken down first.	XL

Relative Estimation

To overcome the human tendency to underestimate time (**absolute estimation**), Scrum uses **relative estimation**. Instead of estimating exact hours or days, the team compares the effort of one task to another, assigning a **relative unit or size** that combines effort and risk. 

The two common methods are:

1. **T-shirt Sizes:** The simpler method where the team picks an anchor item (e.g., "Medium") and compares all other items to it, assigning relative sizes (S, M, L, XL). 
2. **Story Points:** A more advanced method that uses the **Fibonacci sequence** (e.g., 2, 3, 5, 8, 13...). The numbers spread farther apart as they get higher, representing the increasing **uncertainty and risk** associated **with larger tasks**. Story points are preferred because they reveal greater nuance in complexity and risk than T-shirt sizes. 

w3.4- Backlog refinement and effort estimation.mp4

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The Fibonacci sequence is 0, 1, 1, 2, 3, 5, 8, 13, 21
and continues on to infinity!

Most teams use a famous mathematical sequence of numbers called

00:03:51 / 00:07:25 80

w3.4- Backlog refinement and effort estimation.mp4

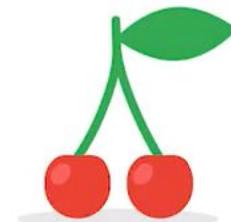
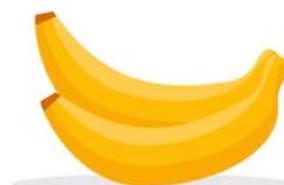
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This is helpful because, as the estimate gets higher,
the uncertainty and risk also gets higher.

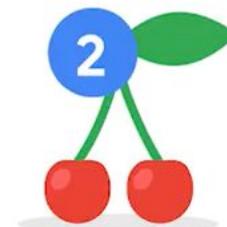
because as the estimate gets higher,
the uncertainty and risk also gets higher.

00:04:18 / 00:07:25

80



of you: an orange, a strawberry, a banana,
a mango, a pineapple and a cherry.



I can't eat it in one sitting. Cherry: two.
stems, seeds, you know what I mean. It's

1
2
3
5



8



13



21



a new user and adding bonsai trees to our catalogue aren't quite the same size,

w3.4- Backlog refinement and effort estimation.mp4

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It's up to the team to decide when and how often
to conduct Backlog refinement.

it's up to the team to decide when and
how often to conduct Backlog refinement.

00:06:51 / 00:07:25 80

When using relative estimation with Story Points, "**effort**" does not refer to the specific way a task is completed, but rather to the **overall work required** to deliver the completed, tested, and valuable user story.

1. Volume/Amount of Work (Size)

This is the sheer quantity of work involved. A story requiring three new database tables and five screen changes has a higher volume of work than a story requiring only one database update and one screen change.

2. Complexity

This is about how difficult the work is conceptually. A task involving a highly intricate, new algorithm is more complex than a standard data entry screen, even if the "amount of work" is similar. Complexity often introduces the risk of needing extra time for research or troubleshooting.

3. Risk and Uncertainty

This factor accounts for unknowns. If a team is building a feature with a technology they've never used before, or if the requirements are very vague, there is high uncertainty, which translates to higher effort.

Importance and Frequency

Estimation exercises are vital because they not only inform planning but also **uncover innovative solutions** and **surface high-risk areas** within the project. The team decides when and how often to conduct Backlog refinement, which can be done in special meetings, continuously, or as part of Sprint Planning. 

w3.5- Introduction to the Sprint

w3.5- Introduction to the Sprint.mp4

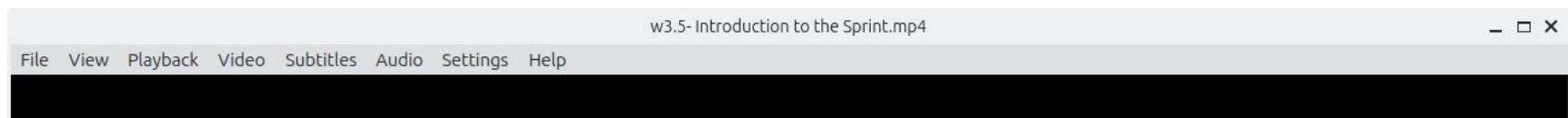
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Sprints

which we also called iterations,

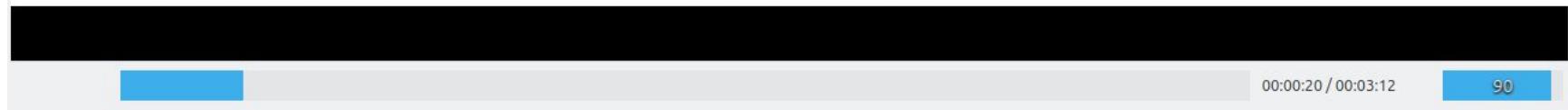
00:00:06 / 00:03:12

90



Within a Sprint, the amount of work is planned based on the historical capacity of the team and is made ready for the Sprint Planning event.

Within a Sprint, the amount of work is planned based on



w3.5- Introduction to the Sprint.mp4

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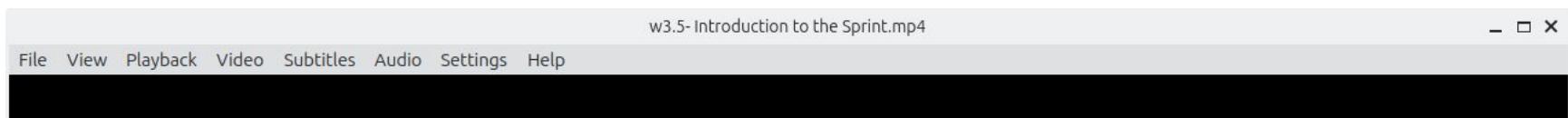
The Scrum Guide

- The Sprint
- Sprint Planning
- Daily Scrum
- Sprint Review
- Sprint Retrospective

and the Sprint Retrospective.

00:00:52 / 00:03:12

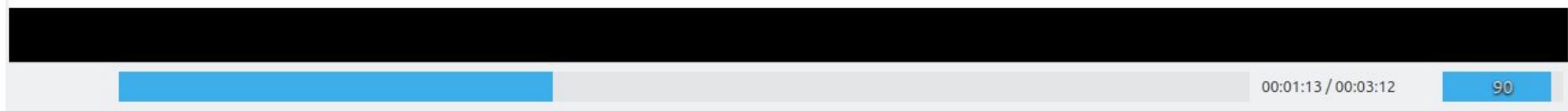
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Timeboxes

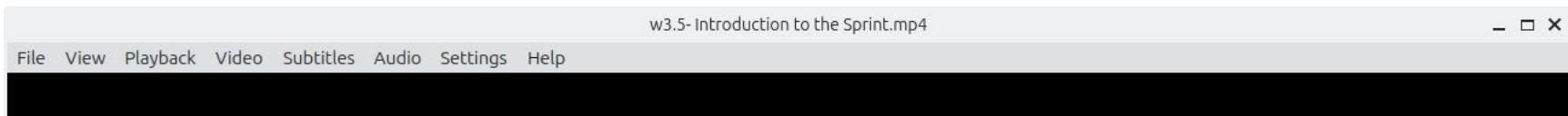
- Create a sense of urgency which will drive prioritization
- Provide a window of focus which will translate into productivity gains
- Help the team develop a predictable rhythm to their work

and they help the team develop



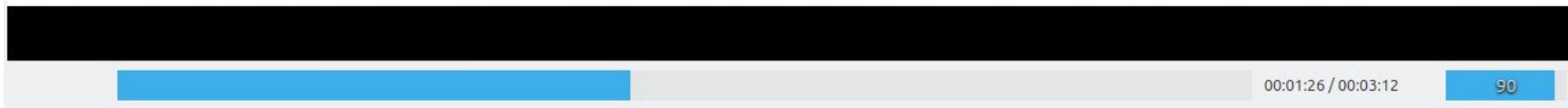
The Sprint and Timeboxing

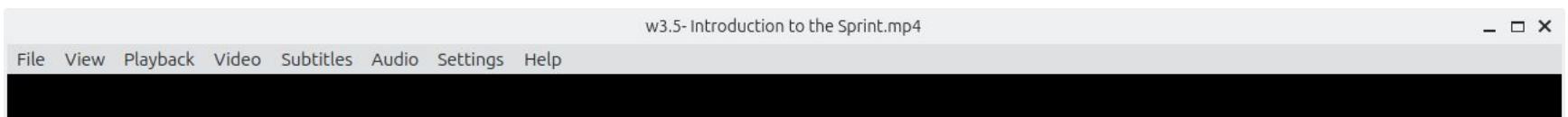
The Sprint is one of the five Scrum events, and the other four (**Sprint Planning**, **Daily Scrum**, **Sprint Review**, and **Sprint Retrospective**) revolve around it. The concept of a **timebox**—a fixed **maximum duration**—is crucial as it drives urgency, improves focus, and creates a predictable rhythm for the team.



First, think about what you expect the frequency of
changes to be.

think about what you expect





Second, think about how much focused time your
solution Developers need to build a Product
Backlog item.

Second, think about
how much focus time



w3.5- Introduction to the Sprint.mp4

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Third, think about how much overhead goes into a “delivery” of your product.

goes into a delivery
of your product.

00:02:06 / 00:03:12

90

Sprint Timebox

The typical duration for a Sprint can range from **one to four weeks**.

Factors for Choosing Sprint Length

The team should consider three factors when deciding on a Sprint length:

1. **Frequency of Change:** If the project expects requirements to change often (e.g., weekly), a **shorter Sprint** (e.g., one week) allows for more frequent adaptation. If requirements are stable, a longer Sprint is fine.
2. **Developer Focus Time:** If creating valuable increments requires **a minimum baseline of** effort (e.g., at least a week), the Sprint should be **at least two weeks** long to avoid "crunch mode."
3. **Delivery Overhead:** If delivering the product involves large stakeholder reviews or a rigorous, multi-day Quality Assurance (QA) process, a **longer Sprint** (e.g., three or four weeks) should be chosen to factor in that overhead.

The video concludes by noting that Sprint length is not **one-size-fits-all** and can be adjusted if the current length proves to be too long or too short for the team's work. The next video will cover **Sprint Planning** and the **Sprint Backlog**.

w3.6- Sprint planning

w3.6- Sprint planning.mp4

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Sprint Planning

The entire Scrum Team comes together and meets
to confirm how much capacity, meaning time and
people, are available during this Sprint

how much capacity, meaning time and
people, are available during this Sprint,

00:00:29 / 00:04:31 60

Sprint Planning Event

Sprint Planning is a meeting where the entire Scrum Team meets to:

1. **Confirm Capacity:** Determine the available **time and people** (capacity) for the duration of the Sprint.
2. **Select Work:** Identify which high-priority items from the **Product Backlog** can be completed within that capacity.

The **Scrum Master** facilitates the event by helping the team address key questions, including:

- Team availability (vacations, conflicts).
- Historical **velocity** (the team's average completed points/items per Sprint). ↗
- What work *will* be done.
- The ultimate **Sprint Goal** (the "why").
- How the work will be executed and who is responsible for which tasks.

The screenshot shows a video player interface with a dark theme. The title bar reads "w3.6- Sprint planning.mp4". Below the title bar is a menu bar with options: File, View, Playback, Video, Subtitles, Audio, Settings, Help. The main content area displays a slide with the following text:
This becomes the Sprint Backlog and ultimately the Sprint Goal.
The word "Sprint Backlog" is highlighted with a red rectangular box.

At the bottom of the slide, there is a large black rectangular redaction box covering the bottom third of the slide content.

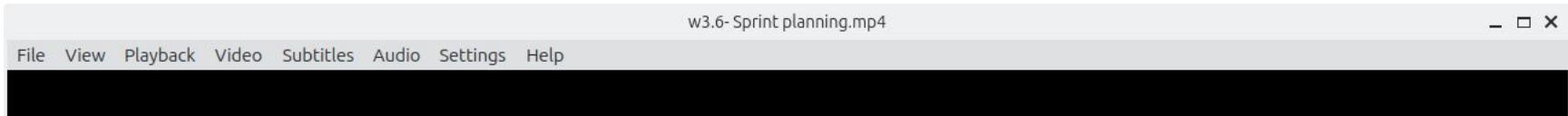
At the very bottom of the screen, there is a progress bar with a blue slider, indicating the video is at 00:00:42 / 00:04:31. To the right of the progress bar is a small blue box containing the number 60.

This becomes the Sprint Backlog and ultimately the Sprint Goal.

00:00:42 / 00:04:31 60

Deliverables of Sprint Planning

The main outputs of the Sprint Planning event are the **Definition of Done**, the **Sprint Backlog**, and the **Sprint Goal**.



Definition of done

Refers to an agreed upon set of items that must be completed before a user story or Backlog item can be considered complete

Definition of Done refers to an agreed upon set of items that must be completed

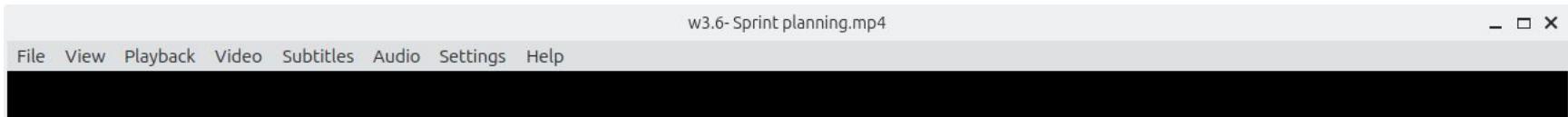
w3.6- Sprint planning.mp4

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Definition of done

- The code or solution itself is reviewed by an independent peer group
- The product or unit passes all testing requirements, which could include security or performance testing
- Documentation is completed
- All user story acceptance criteria specified by the Product Owner is met
- The Product Owner accepts the user story
And finally,
the product owner accepts the user story.

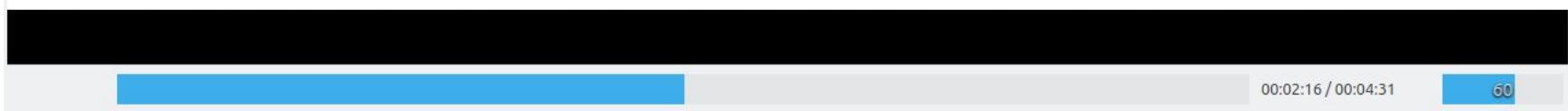
00:02:01 / 00:04:31 60

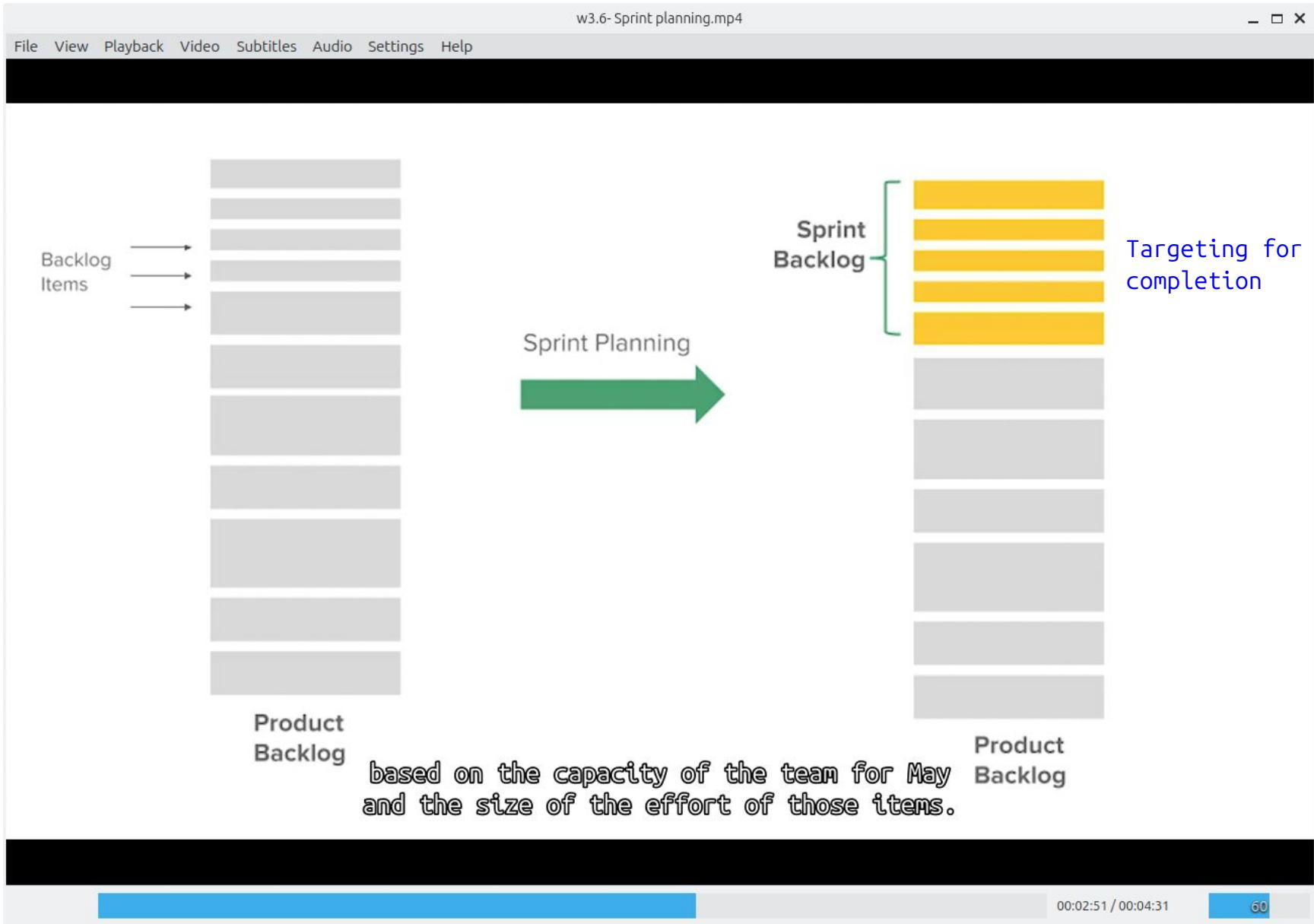


The Sprint Backlog

The set of Product Backlog items that are identified
for completion during the upcoming Sprint

The Sprint Backlog is the set of product
Backlog items that are identified for





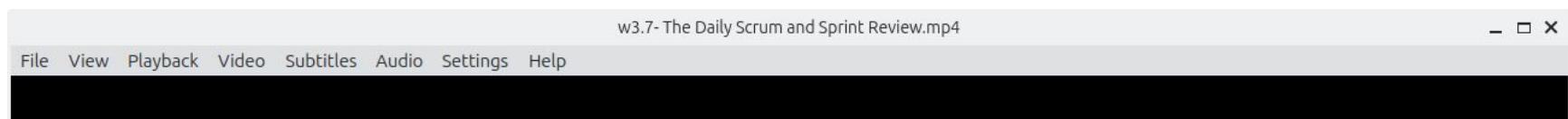
Sprint Backlog

The **Sprint Backlog** is a **subset** of items from the overall Product Backlog that the team commits to completing during the current Sprint, based on the team's capacity and effort estimates. 

Sprint Goal

The **Sprint Goal** is the **overarching objective** or "why" for the Sprint. It provides a big-picture focus that helps the team prioritize and align all the diverse items in the Sprint Backlog toward a single, **coherent user benefit** (e.g., "Provide a comprehensive experience to the user who wishes to install a bonsai tree in their home office"). 

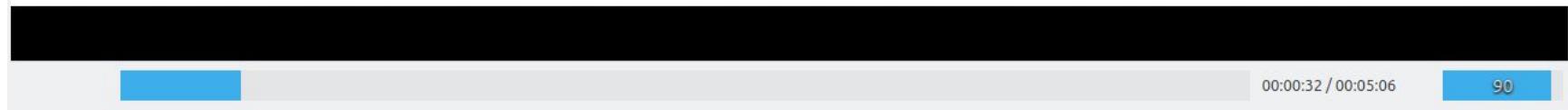
w3.7- The Daily Scrum and Sprint Review



Daily Scrum

Time for the Scrum Team to synchronize and
prioritize activities for the day

is a time for the Scrum Team to
synchronize and prioritize activities for



w3.7- The Daily Scrum and Sprint Review.mp4

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- What did I do yesterday?
- What will I do today?
- Do I notice any impediment?

the Development Team
from meeting our goals?

00:00:55 / 00:05:06 90

w3.7- The Daily Scrum and Sprint Review.mp4

File View Playback Video Subtitles Audio Settings Help

A cartoon illustration of five diverse team members (three men and two women) standing around a large whiteboard divided into five columns. Each column contains several colored sticky notes (yellow, orange, blue, red). The team members are dressed casually. One man in a green shirt holds a yellow clipboard, and another woman in a blue shirt holds a grey tablet. The scene is set in a simple room with a single pendant light hanging from the ceiling.

quickly unblock the team with little delay.
And Daily Stand-ups are an opportunity

00:01:04 / 00:05:06 90

The Daily Scrum (Stand-Up)

The Daily Scrum is a brief, time-boxed meeting designed to synchronize the **Development Team's** activities and prioritize work for the day.

- **Goal:** Synchronize activities and reinforce focus on the **Sprint Goal**.
- **Duration:** Time-boxed to **15 minutes**.
- **Frequency:** Traditionally, it happens at the same time and place **every single day**, though the video notes that some successful teams adjust this based on their Sprint length (e.g., meeting two days a week for a one-week Sprint).
- **Structure:** Each team member briefly answers three questions regarding the **Sprint Goal**:
 1. What did I do **yesterday** that helped the Development Team meet the Sprint Goal?
 2. What **will I do today** to help the Development Team meet the Sprint Goal?
 3. **Do I notice any impediment** that prevents me or the team from meeting our goals?
- **Scrum Master's Role:** The meeting provides the Scrum Master with the opportunity to quickly identify and **unblock impediments** for the team.

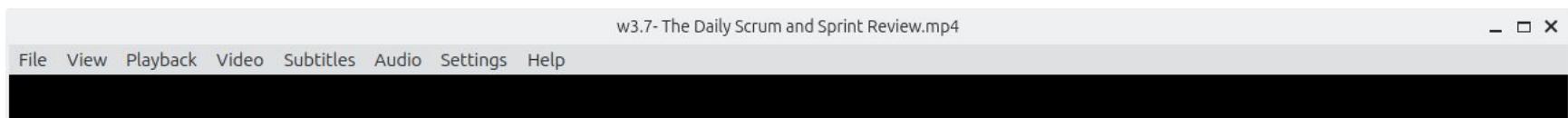
w3.7- The Daily Scrum and Sprint Review.mp4

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Sprint Review

the team will complete another event, known as the Sprint Review.

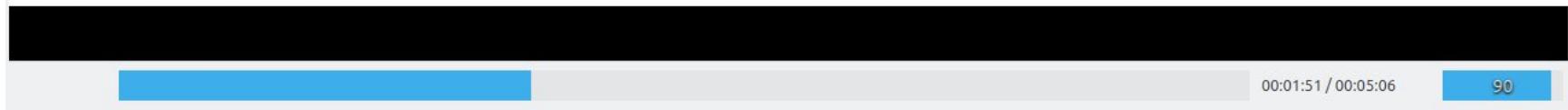
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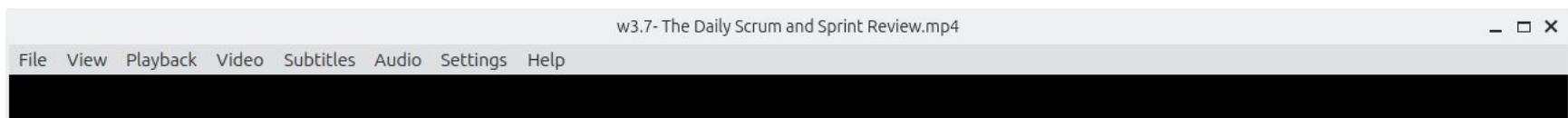


Sprint Review

A meeting with the entire Scrum Team where the product is demonstrated in order to determine which aspects are finished and which aren't

The Sprint Review is a meeting with the entire Scrum Team where the product is

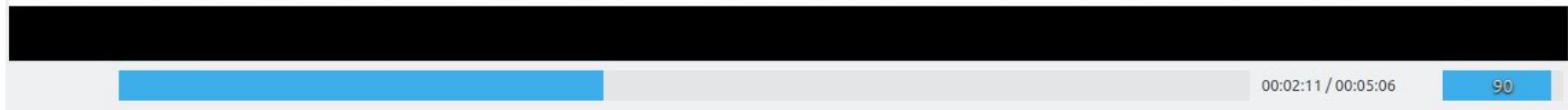




Sprint Review covers

- Exploration of which items should be considered done in the Product Backlog
- Demonstrate and inspect the product

the Product Backlog, and they'll demonstrate and inspect the product.



w3.7- The Daily Scrum and Sprint Review.mp4

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The illustration shows a team of four people (three men and one woman) gathered around a table, looking at laptops displaying a software interface. A projector is mounted above them, casting a beam onto a large screen that also displays the same software interface. The software appears to be a project management tool with a sidebar menu, a search bar, and several lists or tables.

During the Sprint Review meeting,
the team gets a demo of the email.

00:03:10 / 00:05:06 90

w3.7- The Daily Scrum and Sprint Review.mp4

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- First, it makes the feedback as immediate as possible
- Second, everyone has a voice
- Last but not least, the team learns more about how their marketing teammate does their job, leading to greater trust and understanding between team members

Last, but not least,

00:03:57 / 00:05:06 90

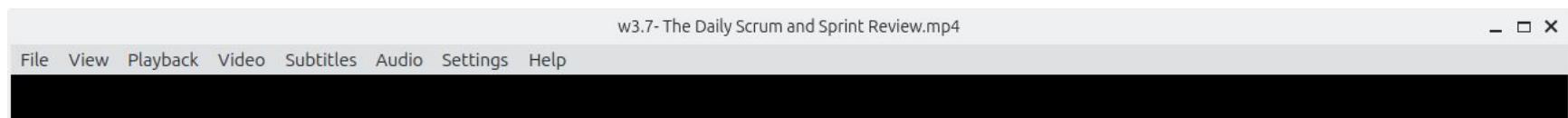
The Sprint Review

The Sprint Review is a formal event held at the end of the Sprint, crucial for the Scrum Pillars of **Inspection** and **Adaptation**.

- **Goal:** Demonstrate the finished work (**the Product increment**) to the entire Scrum Team and stakeholders to inspect the results and adapt the **Product Backlog** if needed.
- **Duration:** Should not exceed **four hours** (time-boxed).
- **Key Activities:**
 - The **Development Team and Product Owner** demonstrate the completed work.
 - The team discusses which items are considered "**Done**" versus **those that aren't**.
 - The group inspects the demonstrated product and collaboratively explores items for the Product Backlog.

- **Benefits:**

- **Immediate Feedback:** Feedback and adjustments are often made right in the meeting, eliminating the delay of asynchronous reviews.
- **Shared Ownership:** Everyone has a voice, leading to a stronger shared sense of product ownership.
- **Increased Trust:** Team members learn more about their colleagues' work (e.g., a developer learning about a marketing specialist's process), leading to greater trust and understanding.

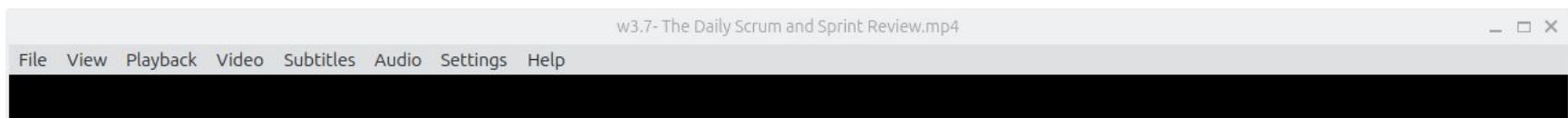


Product Increment

What is produced **after a given Sprint**

The Product Increment is what's
produced after a given Sprint and





Release/Releasable

When the team has developed a minimum viable product, which has a set of implemented features or requirements

implemented features or requirements.



Product Increment

The Sprint Review is where the team unveils the **Product Increment**.

- **Definition:** The Product Increment is the **releasable product** created after a given Sprint.
- **Releasable Condition:** The Increment must have met the **Definition of Done** and, often, represents a **Minimum Viable Product (MVP)**—a version with just enough features to satisfy early customers.
- **Backlog Management:** Only items that meet the definition of done are part of the Increment; anything unfinished goes **back to the Product Backlog**.

w3.6- Sprint planning.mp4

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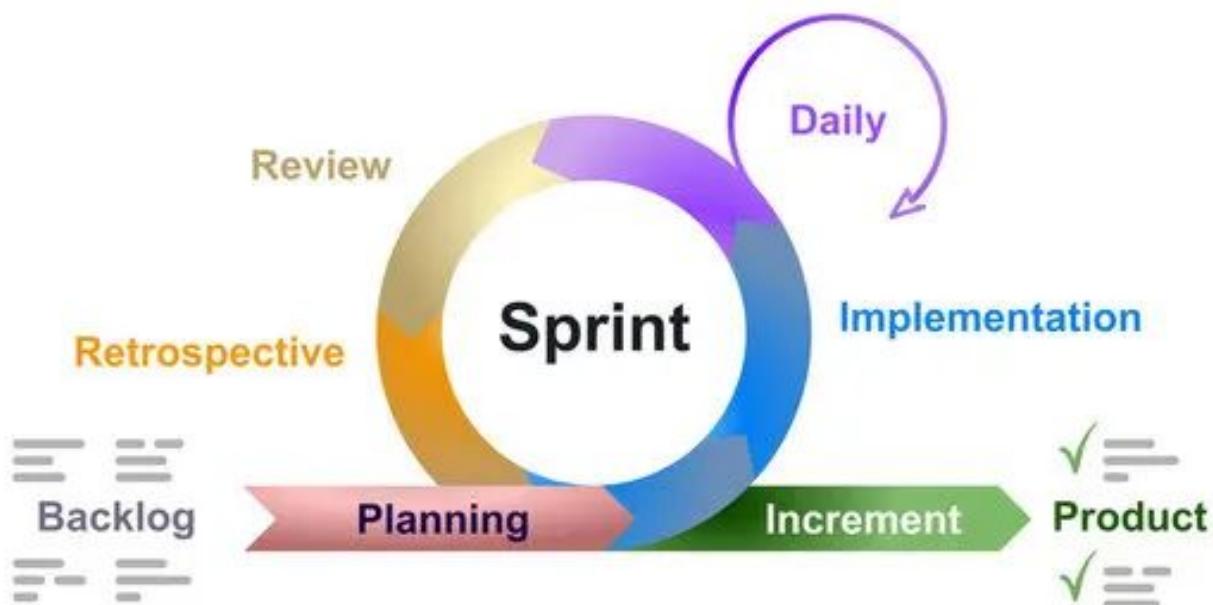
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Sprint Backlog

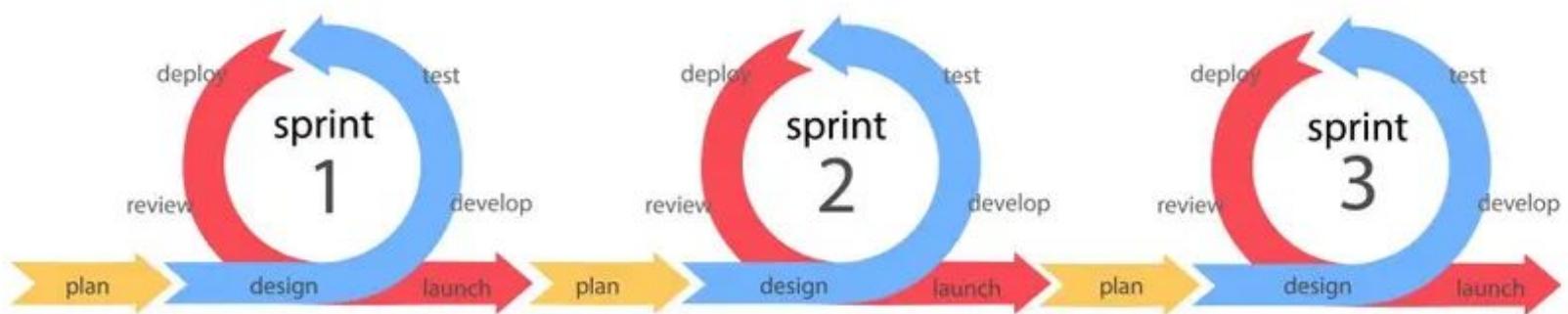
- Virtual Verde users can purchase Bonsai Trees
- Virtual Verde users can access an online discussion forum about home office decor
- Virtual Verde vendor management team can add audit results for vendors
- Virtual Verde users can use a coupon to purchase home office accessories
- Virtual Verde customer support can connect products to support tickets

00:03:52 / 00:04:31 60

Artifact	Purpose	What it Contains
Sprint Backlog	Plan & Commitment	The subset of Product Backlog items (User Stories, tasks, etc.) selected for the current Sprint , plus the plan for delivering the Increment and achieving the Sprint Goal . It is a <i>plan of work</i> .
Product Increment	Result & Value	The sum of all Product Backlog items completed during a Sprint (and all previous Sprints) , plus the value of the increments of all previous Sprints. It is the tangible, usable, and releasable product result.



AGILE DEVELOPMENT



w3.8- Sarah: The benefits of a Daily Standup

w3.8- Sarah: The benefits of a Daily Standup.mp4

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Subtitle scale: 0.7

Sarah
Program Manager

Hi, I'm Sarah, and I'm

00:00:06 / 00:02:45

60

w3.8- Sarah: The benefits of a Daily Standup.mp4

File View Playback Video Subtitles Audio Settings Help

“The goal of a standup isn't to be something at the length of a retrospective or like a town hall.”

of a retrospective or like a town hall.

00:00:53 / 00:02:45

60

The speaker, a Program Manager at Google, highlights the importance of **Daily or Weekly Standup meetings** as a critical, yet often underappreciated, tool for project management and team organization.

Standup Best Practices

Goal and Benefits

The primary goal of a standup is **not** to be a long discussion (like a retrospective), but to be **as short as possible** (ideally scheduled for 15-20 minutes). This brief conversation among the **cross-functional project team** achieves:

- **Visibility and Transparency:** Quickly informs everyone what others have finished and are currently working on, overcoming the tendency to assume separated roles don't need updates.
- **Team Cohesion:** Fosters a sense of **camaraderie and teamwork** that mere documentation cannot replicate.

Content and Blockers

Team members should quickly state:

1. What they just **finished**.
2. What they are **working on right now**.
3. **Any blockers** (issues getting in the way of progress).

If a blocker is identified, the project manager should set up **additional time** with the relevant team member or workstream owner outside the standup to resolve it.

Scheduling and Etiquette

- **Time Zones:** When working with geographically distributed teams, the project manager should **send a gut check or survey** to ensure the meeting time is set by **consensus** before putting it on the calendar.
- **Attendance:** For projects with very tight deadlines where daily standups are used, the speaker recommends **not making attendance mandatory** for every person every day, as some components of the project may be moving slower than others at a given time.
- **Timeboxing:** To keep the meeting short, it's helpful to **create an agenda** beforehand that allocates a specific number of minutes to each update. If a discussion goes over, avoid cutting someone off **mid-sentence**. Instead, wait for a **natural break** and suggest putting a pin in the topic to be discussed later or in the next meeting.

w3.9- The Sprint Retrospective

w3.9- The Sprint Retrospective.mp4

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Sprint Retrospective

An essential meeting **of up to 3 hours** for the Scrum Team to take a step back, reflect, and **identify improvements** about how to work together as a team

up to three hours for the Scrum Team to take a step back,

00:00:19 / 00:03:01 80

w3.9- The Sprint Retrospective.mp4

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- What's working or not working for the team regarding the people, processes, and the tools?
- What improvements are worth exploring in the next Sprint?
- And what improvements were put in place for the last Sprint? Were they helpful or not? Why?

What improvements were put in place for the last Sprint?

00:00:42 / 00:03:01

80

The Sprint Retrospective

The Sprint Retrospective is an essential meeting where the **Scrum Team** takes time to reflect on its processes and identify areas for improvement. 

- **Purpose:** To step back, reflect, and identify improvements regarding how the team works together, covering **people, processes, and tools.**
- **Time-Box:** The meeting should take **up to three hours.**
- **Key Questions to Address:**
 - What's **working or not working** for the team?
 - What **improvements** are worth exploring in the next Sprint?
 - Were improvements from the last Sprint **helpful** or not, and why?

w3.9- The Sprint Retrospective.mp4

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- Blamelessness
 - Create a safe space for candor by acknowledging potential awkwardness, and if needed, create a space for anonymous or private feedback

You'll need to create a safe space for candor

00:01:12 / 00:03:01 80

w3.9- The Sprint Retrospective.mp4

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- Blamelessness
- Participation is key!
 - Retrospectives only work if participants feel that their input matters

feel like their input matters.

00:01:25 / 00:03:01 80

w3.9- The Sprint Retrospective.mp4

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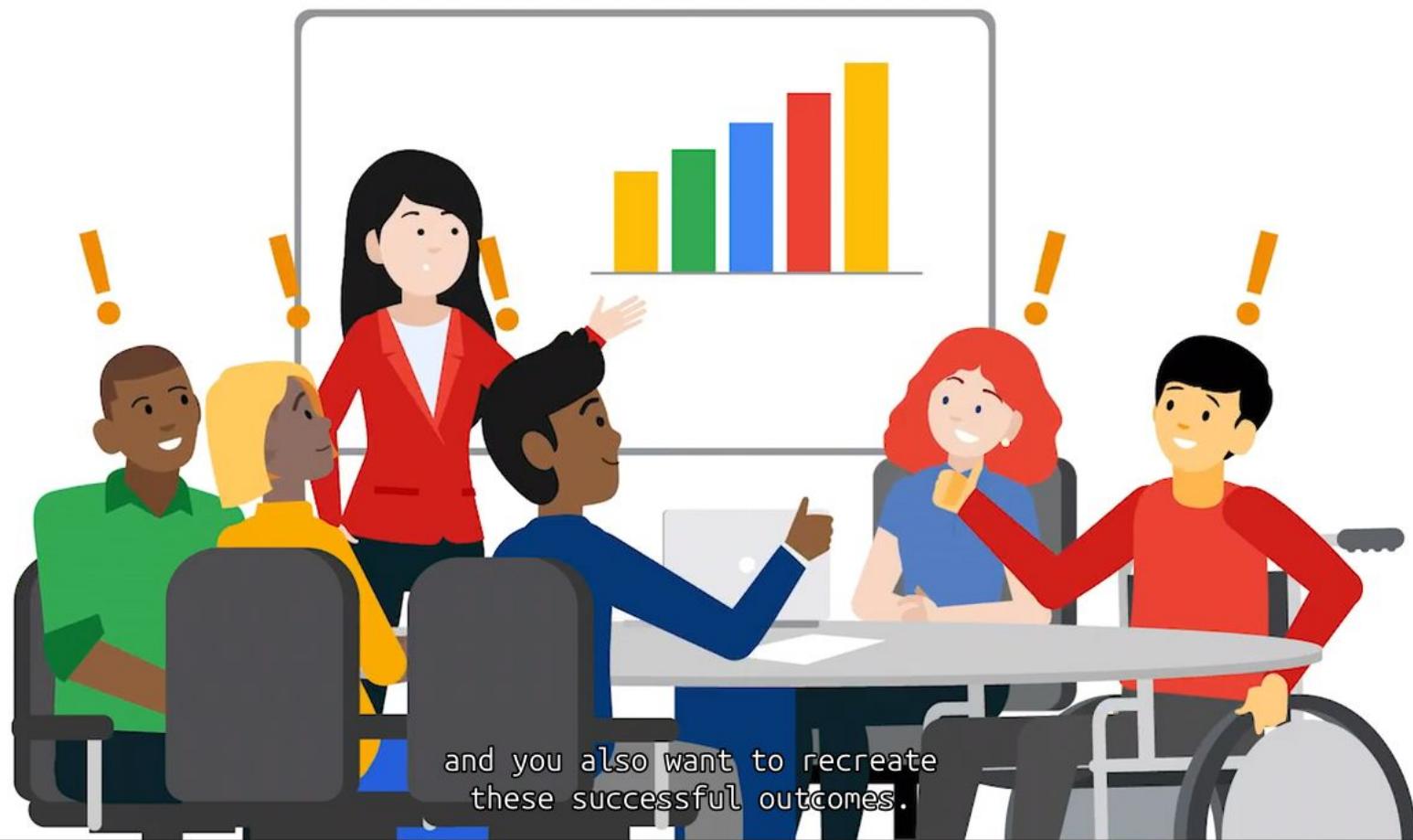
- Blamelessness
- Participation is key!
- Balance the negative with the positive
 - Don't just ask where you can improve, but also ask,
“Where did we notice success?”

Don't just ask where
you can improve,

00:02:07 / 00:03:01 80

w3.9- The Sprint Retrospective.mp4

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w3.9- The Sprint Retrospective.mp4

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- Blamelessness
- Participation is key!
- Balance the negative with the positive
- Act on it!
 - **Search for improvements** or simply convert the things that worked best into your team's habits and norms

the things that worked best into

00:02:32 / 00:03:01 80

Measures for a Successful Retrospective

The video outlines four key measures to ensure the retrospective is effective and productive:

1. Create a Safe, Blameless Space

- It's critical to demonstrate the Scrum value of **respect** and ensure the team remains **blameless**.
- If team members fear negative consequences for their feedback, the outcome won't be beneficial.
- The **Scrum Master** (or facilitator) must create a **safe space for candor**, perhaps by offering options for **anonymous or private feedback**.

2. Drive Participation

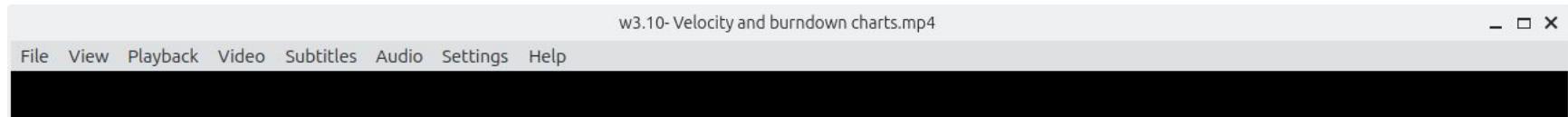
- Retrospectives only work if participants feel their input **matters**.
- If team members aren't volunteering their perspectives, the facilitator should use questions to generate ideas, such as:
 - "What is one thing we could try in the next Sprint?"
 - "**What slowed us down?**"
 - "What happened that we didn't expect?"
 - *Example:* A team realized dependencies on external stakeholders were slowing them down, leading them to decide **on new communication channels.**

down, leading them to decide on new communication channels.

3. Balance Positive and Negative

- Don't just focus on areas for improvement; also ask, "**Where did we notice success?**"
- This helps the team feel successful and identifies positive outcomes that should be **recreated and converted into habits or norms.**

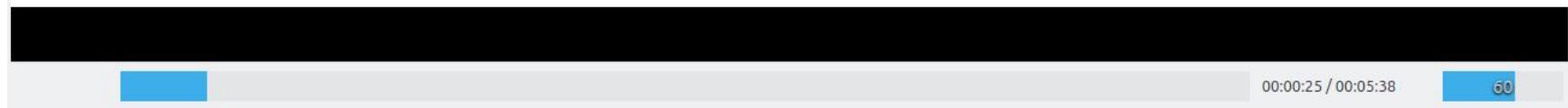
w3.10- Velocity and burndown charts

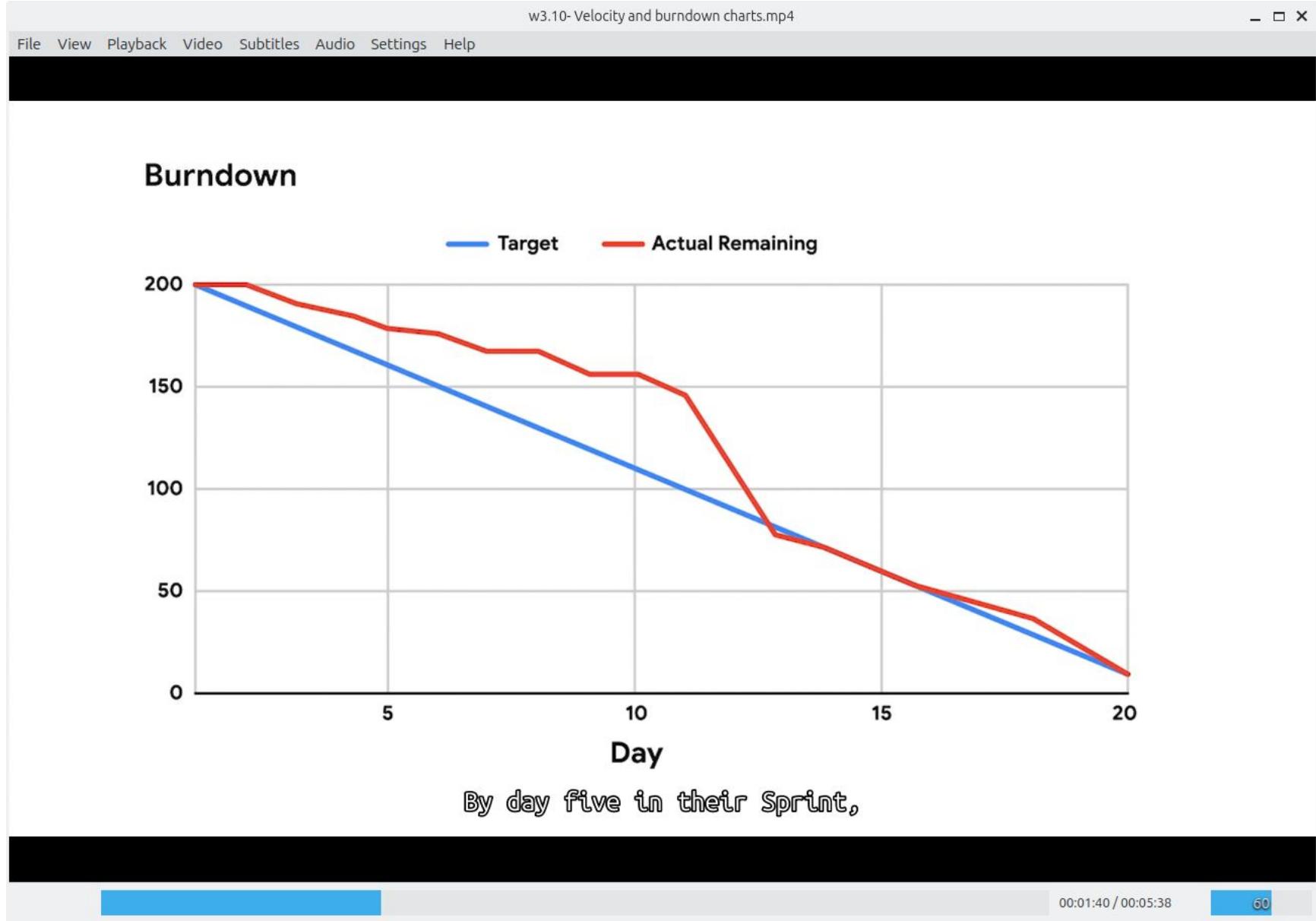


Burndown chart

Measures time against the amount of work
done and amount of work remaining

the amount of work done and
the amount of work remaining.

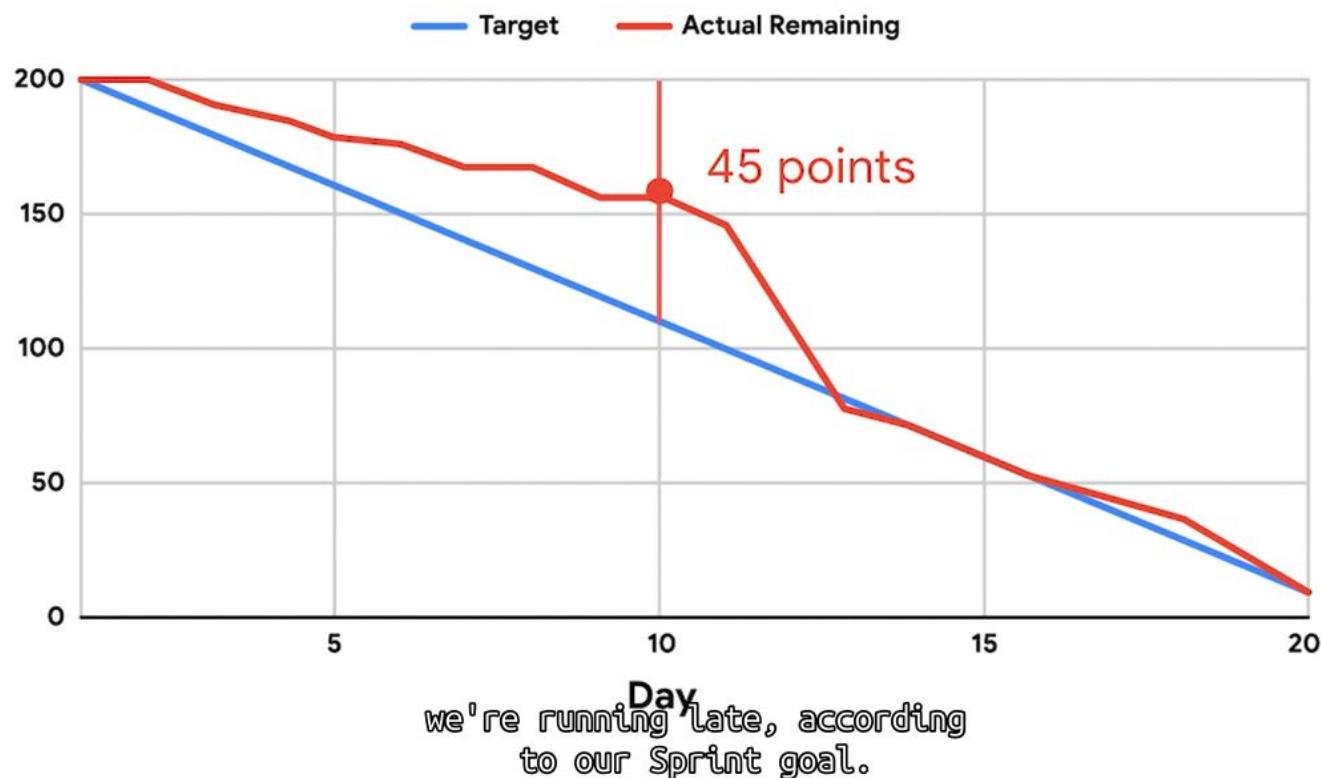




w3.10- Velocity and burndown charts.mp4

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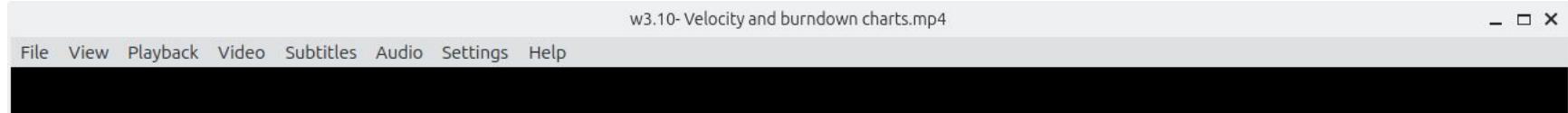
Burndown



Burndown Charts

A burndown chart is a visual tool that **measures time against the amount of work remaining** (typically measured in story points) in a Sprint.

- **Purpose:** To keep the team aware of their progress toward the Sprint Goal and to flag if they are on track to finish all committed work.
- **Usage:** The **Scrum Master** reviews the chart frequently (sometimes daily) to examine if the team will hit their goals. If the team falls **behind the expected "burn rate,"** the Scrum Master should immediately intervene to help unblock the team.
- **Note on Sizing:** If a team uses T-shirt sizes (XS, S, M, L) instead of story points, they should first map those sizes **to numerical points for chart calculations** (e.g., XS=1, S=2, M=5, L=8).



Velocity

The measure of how many points the team burns
down in a given Sprint

a team burns down during a
single Sprint on average.

w3.10- Velocity and burndown charts.mp4

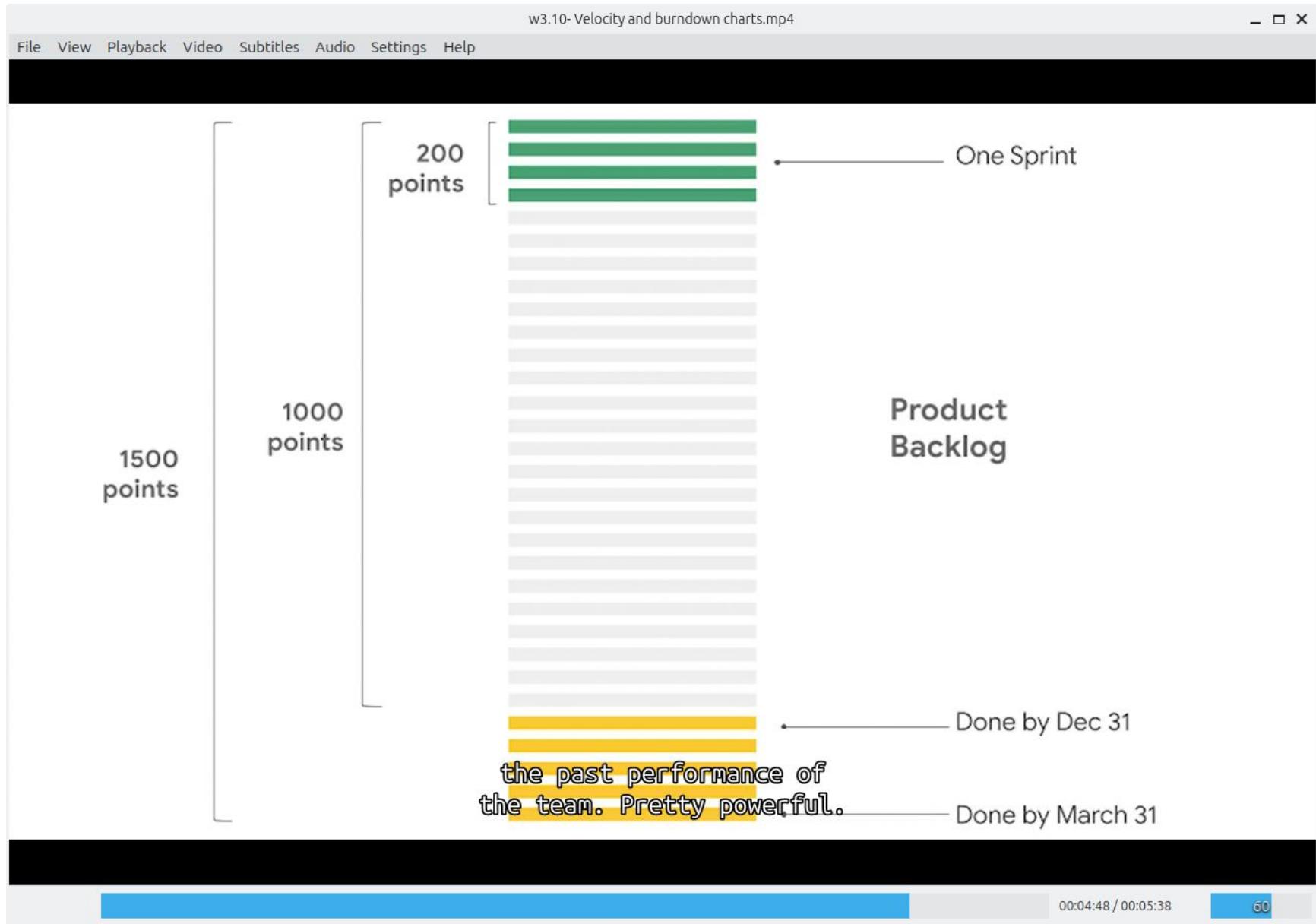
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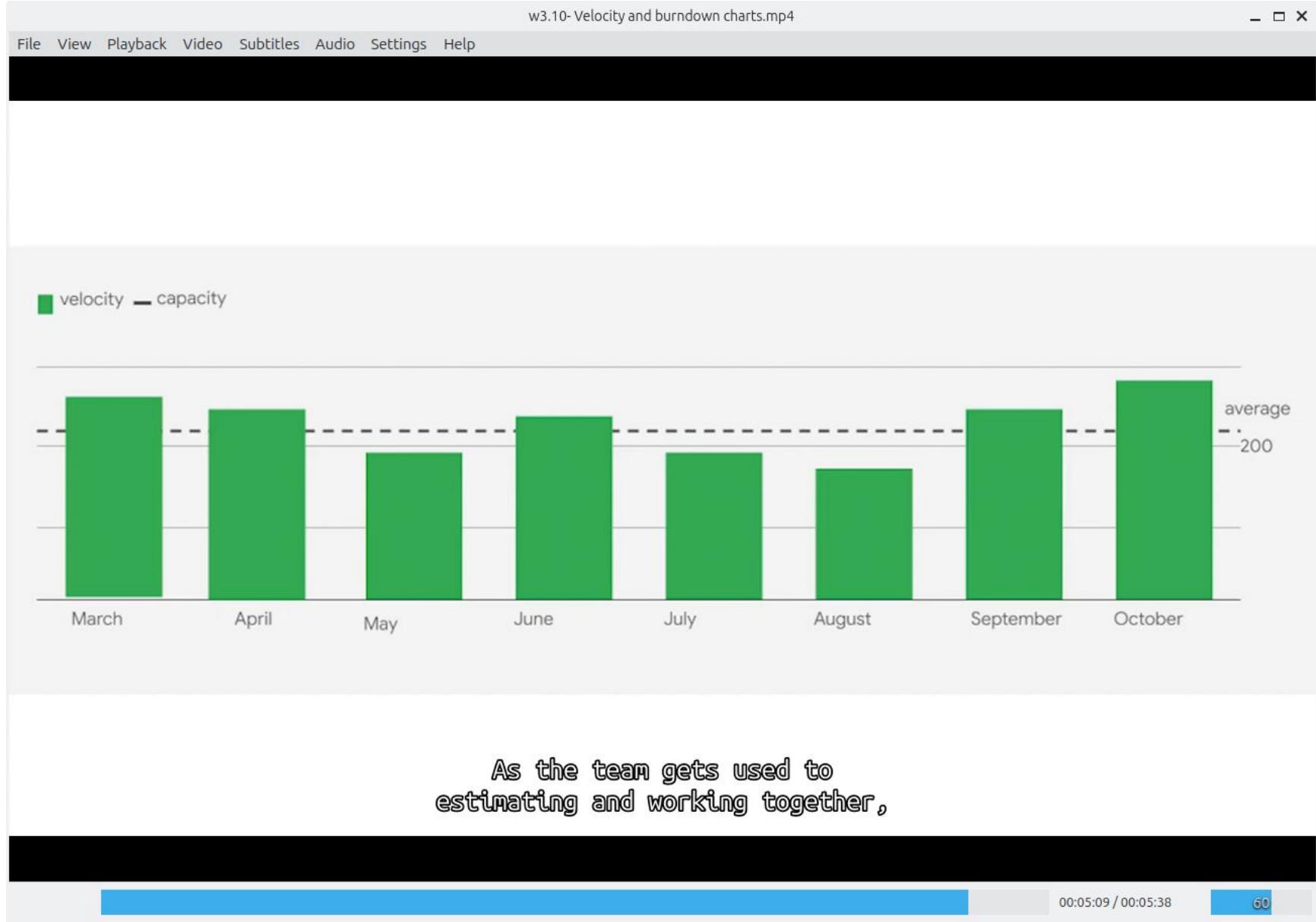
- How long it will take to complete the entire Product Backlog
- How much of your Backlog will be completed by a particular time

completed by a particular time.

00:04:04 / 00:05:38

60





Velocity

Velocity is a measure of the average number of story points a team consistently **completes** (burns down) in a single Sprint.

- **Calculation:** Velocity is calculated by averaging the points completed over at least **three previous Sprints**.
- **Use in Planning:** During **Sprint Planning**, the team uses its stable average velocity to confidently determine how many items they can safely add to the **Sprint Backlog**.
- **Key Principles:**
 - **No Good or Bad:** Velocity is simply a historical measure of a team's output in a predetermined timebox; there is no inherently "good" or "bad" velocity.
 - **Not Comparable:** Because each team calibrates its own point system, it is **impossible** to compare one team's velocity to another's (e.g., a velocity of 70 on one team is not necessarily better than 120 on another).
 - **Stabilization:** It often takes multiple Sprints for a new team's velocity to stabilize as they get used to working together and estimating.

The Power of Predictability

Having a stable velocity and a refined, estimated Product Backlog provides the team with a powerful ability to make reliable predictions for stakeholders and sponsors:

1. **Time to Completion:** The team can estimate **approximately how long it will take to complete the entire Product Backlog** ($\text{Total Backlog Points} / \text{Average Velocity} = \text{Number of Sprints}$).
 - *Example:* A team with 1,500 points remaining and a velocity of 200 points per Sprint will take about 7 or **8 Sprints to finish**
2. **Scope by Date:** The team can predict **how much of the Product Backlog will be completed by a particular future date** ($\text{Average Velocity} * \text{Number of Sprints} = \text{Total Points Delivered}$).

This ability to confidently predict execution is one of the most powerful tools in Agile and Scrum for managing expectations and making key project decisions (like adding resources or rearranging priorities).

w3.11- Utilizing Kanban boards

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Mission to the Moon

Board Conversations Calendar Progress Files

Not started ▾

- + Final safety checks
- + Launch day celebration
- + Astronaut headshots for press

In Progress ▾

- + Launch timeline
- + Launch countdown audio
- + Return mission logistics approved

Completed ▾

- + Final crew members
- + Astronaut technical trainings
- + Budget
- + Food inventory

some Scrum tools available in the market provide a board that add some features to

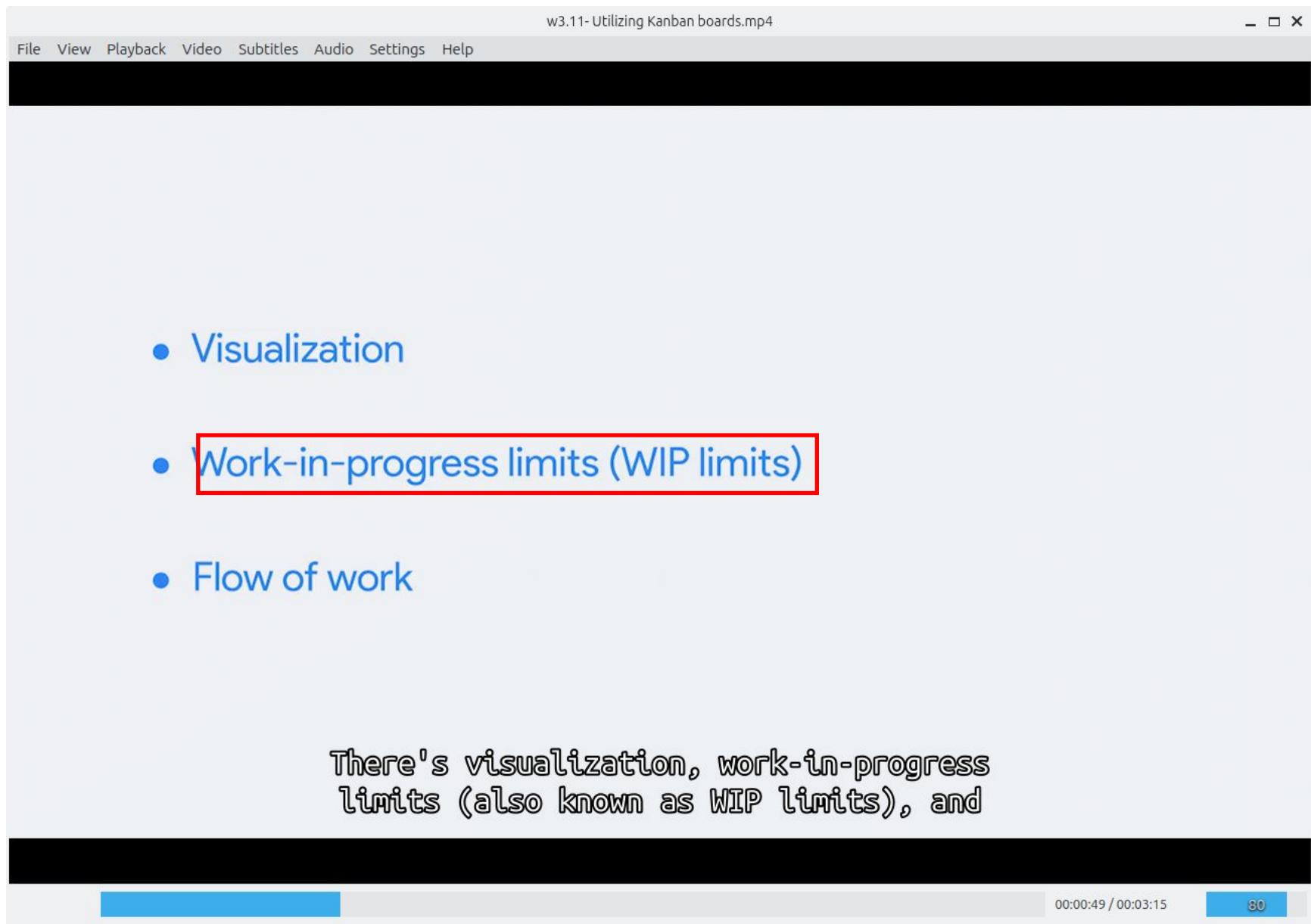
00:00:37 / 00:03:15 80

This video explains how the **Kanban board** (often called a **Scrum board** in a Scrum context) serves as a vital visual tool for tracking work and managing flow within a Sprint.

The Scrum/Kanban Board

While the Scrum Guide does not explicitly define a "Scrum board," both Kanban and Scrum boards refer to the same basic visual tool that helps Scrum Teams track their work. Software tools often add features to a basic Kanban board to make it more suitable for Scrum.

These boards provide three main benefits for Sprint tracking:



w3.11- Utilizing Kanban boards.mp4

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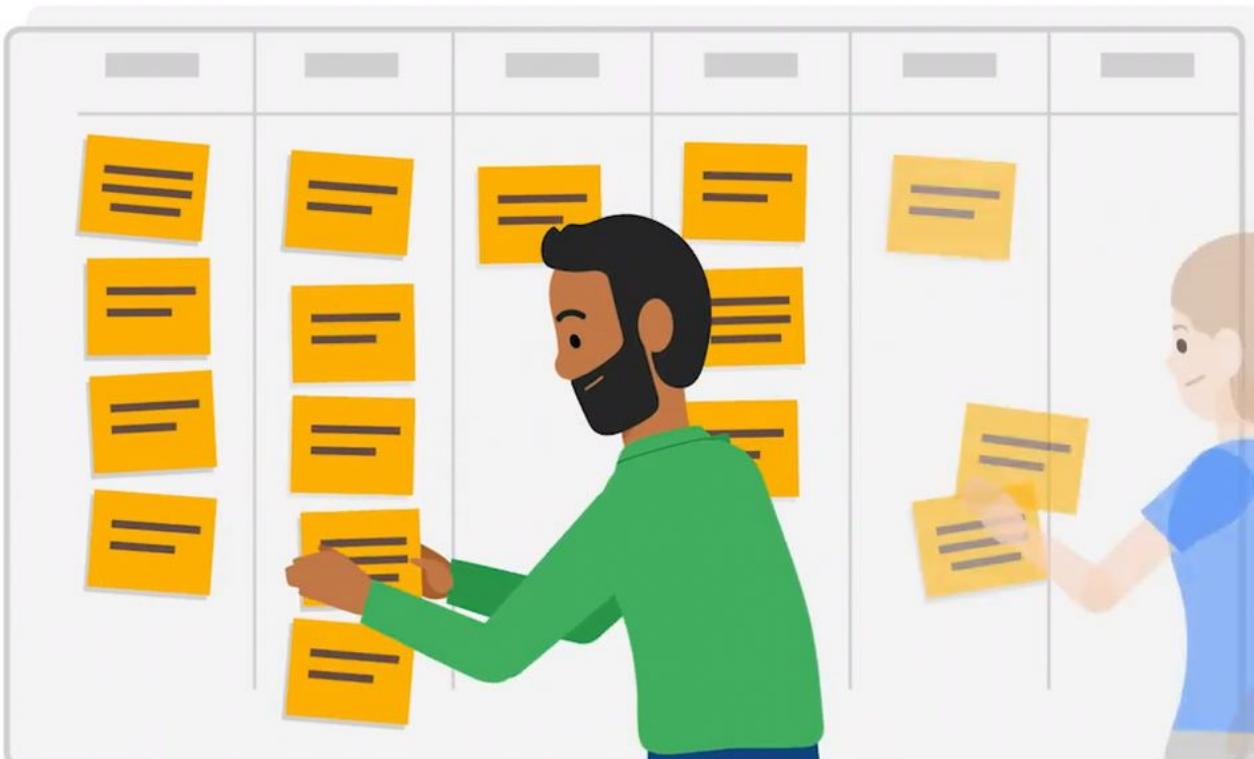
- Visualization
- Work-in-progress limits (WIP limits)
- Flow of work

There's visualization, work-in-progress limits (also known as WIP limits), and

00:00:49 / 00:03:15 80

w3.11- Utilizing Kanban boards.mp4

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An illustration showing two people, a man and a woman, standing in front of a large whiteboard divided into six vertical columns. Each column contains several yellow sticky notes with horizontal lines on them. The man, on the left, is wearing a green long-sleeved shirt and blue pants, and is pointing at one of the sticky notes in the third column from the left. The woman, on the right, is wearing a blue t-shirt and grey pants, and is holding a stack of three sticky notes. They appear to be discussing the items on the board.

We can point at specific work items
on the board we want to discuss,

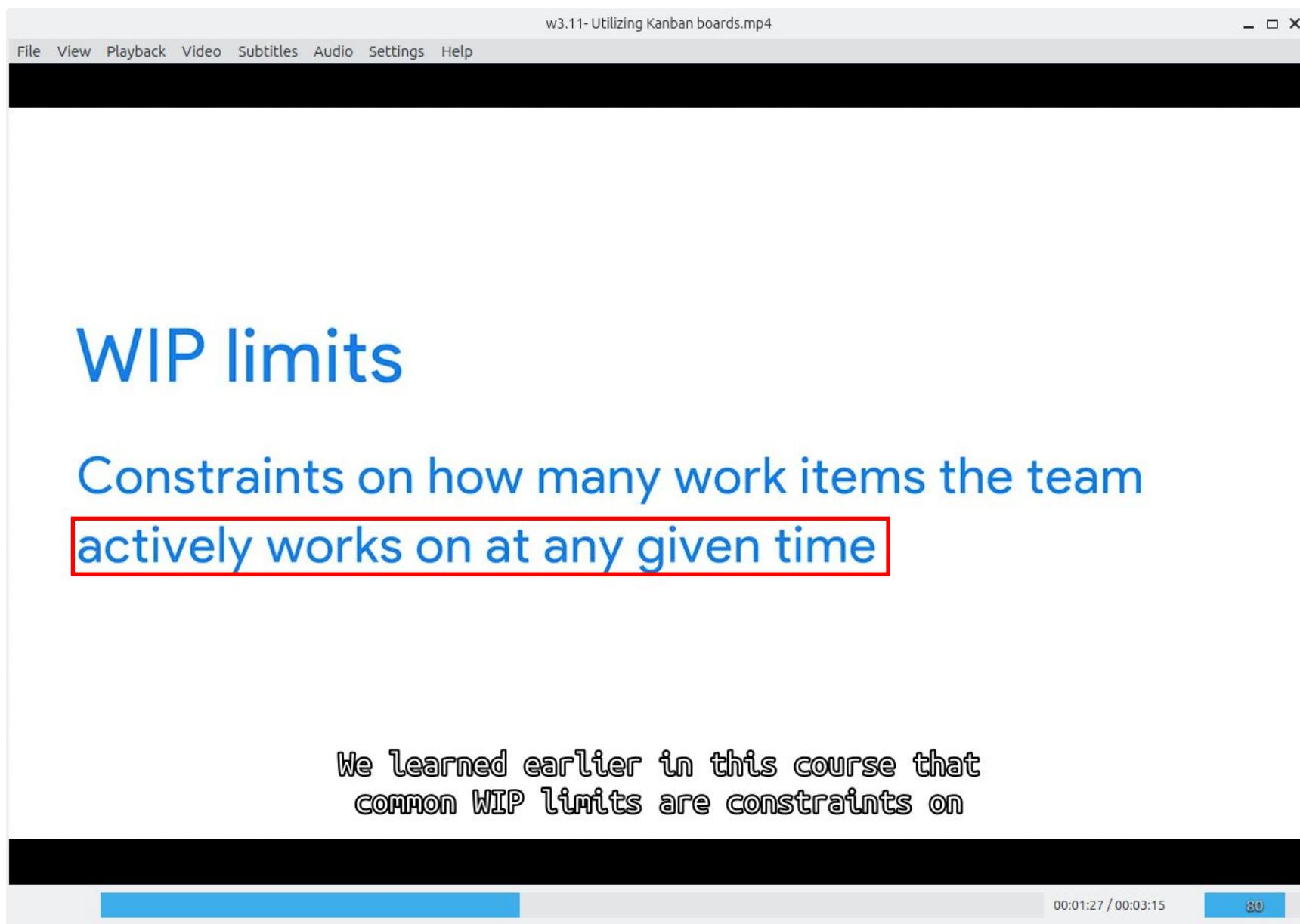
00:01:05 / 00:03:15

80

1. Visualization

The board communicates everything about the work at a glance, acting as an important strategy for learning and tracking progress.

- The team can easily point to specific work items (using colors, images, and sizing) to discuss progress.
- It makes it easy to notice where challenges are in the team's process, making improvements easier to identify.



w3.11- Utilizing Kanban boards.mp4

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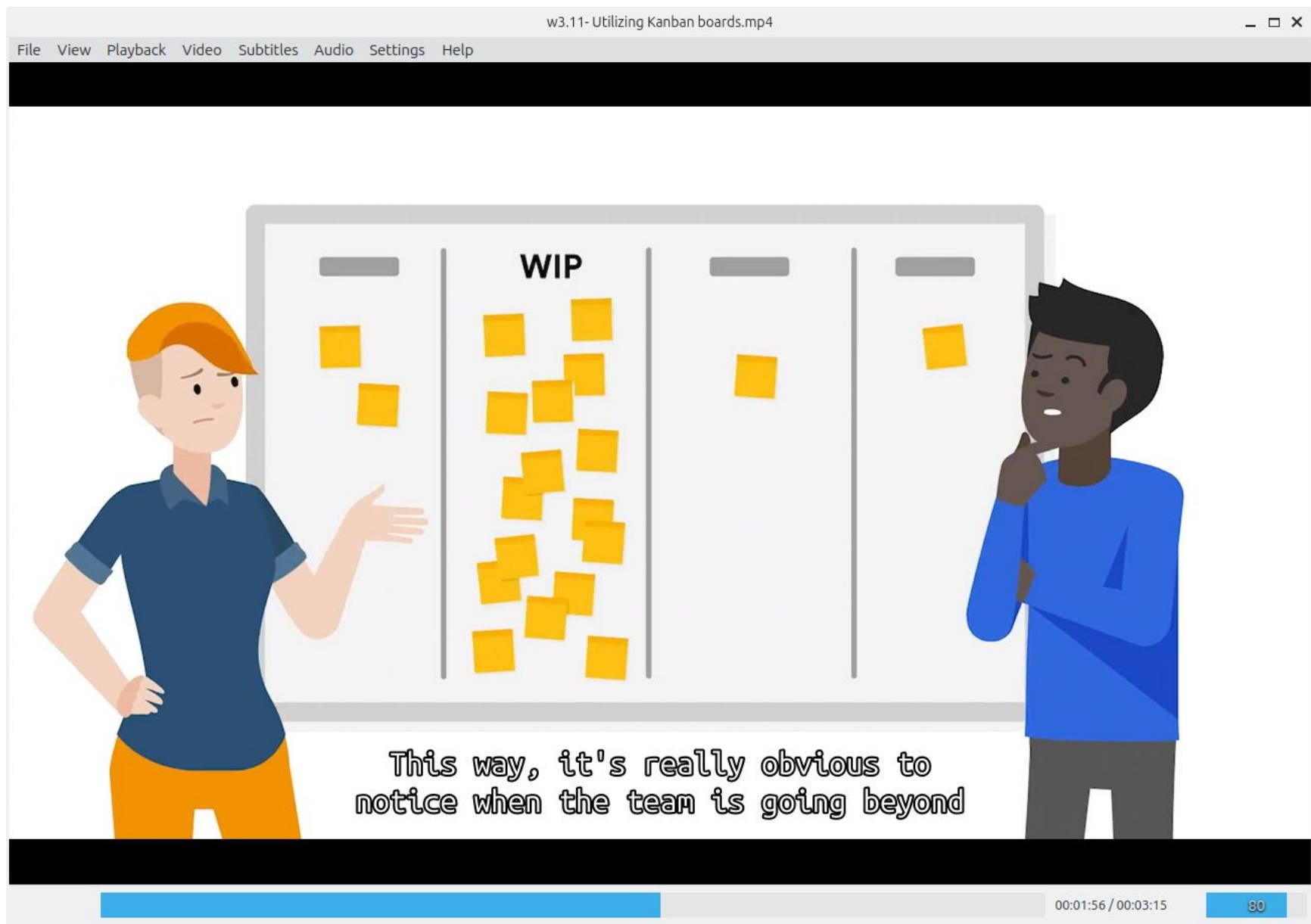
WIP limits

Constraints on how many work items the team
actively works on at any given time

We learned earlier in this course that common WIP limits are constraints on

00:01:27 / 00:03:15

80



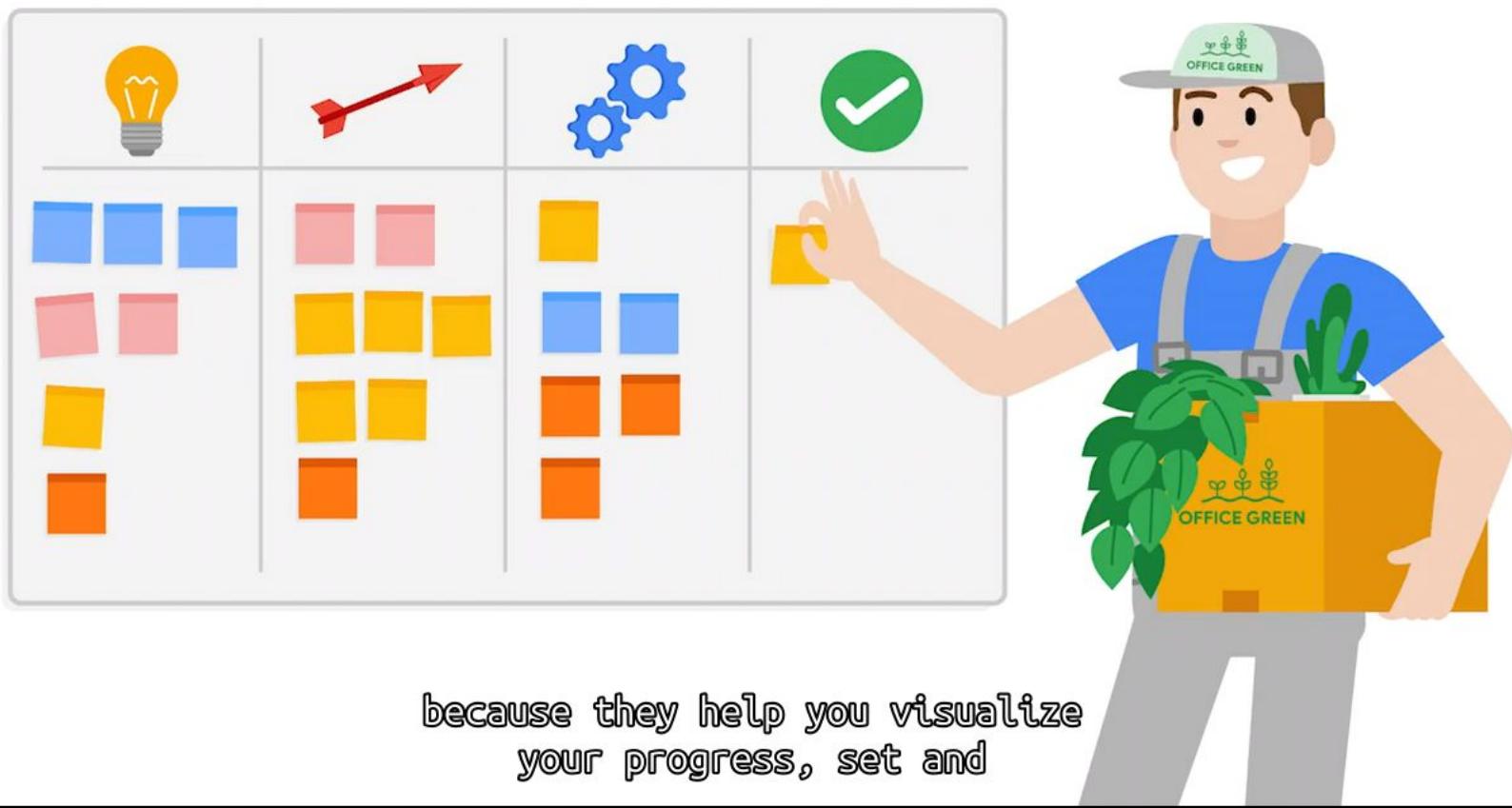
w3.11- Utilizing Kanban boards.mp4

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The diagram shows a Kanban board with three columns separated by vertical dashed lines. The first column is labeled "To Do" and contains a yellow lightbulb icon above two grey rectangular boxes, each with a horizontal bar icon. The second column is labeled "Doing" and contains two green gear icons above two grey rectangular boxes, each with a horizontal bar icon. The third column is labeled "Done" and contains a blue circle with a checkmark icon above two grey rectangular boxes, each with a horizontal bar icon. Below the board, a caption reads: "the team will move the items through the following stages: to do, doing, and done."

00:02:18 / 00:03:15

80



2. Work-in-Progress Limits (WIP Limits)

WIP limits are constraints on the number of work items a team actively works on at any given time.

- Maintaining WIP limits provides **focus for the team** (one of the Scrum values), reinforcing the idea that **multitasking reduces efficiency**.
- The board makes it **obvious** when the team exceeds their agreed-upon WIP limit, signaling a need to swarm on existing tasks.

3. Flow of Work

The board gives the team a better sense of the movement of work through their execution processes.

- Team members move items through standard stages: **To Do, Doing, and Done**.
- This movement often happens during the **Daily Scrum**, but items can be moved at any time.
- *Example:* When a team member finishes a contract item, they move the task from the **Doing** column to the **Done** column and then seek out the next item to work on or offer help to a teammate.

Scrum is much useful in Production

In summary, Kanban/Scrum boards are useful because they **visualize progress**, help **set and maintain WIP limits**, and provide a clear sense of the **flow of work** throughout the team's execution process, which is essential for a high-performing team.

w3.12- Tools for transparency and collaboration

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Transparency

So a Scrum Team's success is very

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Jira by Atlassian is

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Trello's Kanban capabilities just

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Asana is another tool
we've referenced in

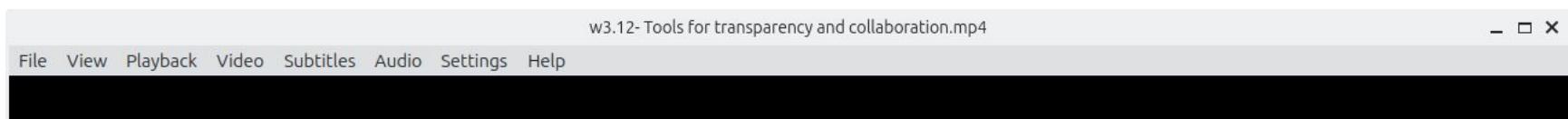
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1. Scheduling and Work Management Tools

The most critical tool for a Scrum Team is one that can manage the **Backlogs** and **Sprints**.

Tool	Description & Features
Jira (by Atlassian)	A highly popular, comprehensive Agile project management tool. It serves as a central hub for the Product Backlog , Sprint definitions , velocity tracking, and burndown charts. It is highly customizable.
Asana	Great for Sprint Planning and Backlog management, helping teams plan and coordinate work from daily tasks to strategic initiatives. It supports assigning tasks, automating workflows, and tracking progress.
Trello	A simple and fun tool, often used for its Kanban capabilities for simple project tracking (including personal use).
Other Tools/Spreadsheets	Many other similar paid tools exist, and some teams even build their own Agile tracking systems using spreadsheets (like Google Sheets or Microsoft Excel).



Types of tools

- Documentation or word processing
- Spreadsheets
- Presentations

You may also want a tool
to create presentations,



2. Documentation and Productivity Tools

Work management applications can't handle all team activities, making other productivity tools essential for capturing long-format information and project data.

Tool Category	Examples	Use Case
Documentation/Word Processing	Google Docs (and similar products)	Capturing key information and featuring collaboration in a long format.
Spreadsheets	Microsoft Excel , Google Sheets	Useful for capturing Backlogs, backlog item details, and various other project information.
Presentations	Google Slides (and Microsoft equivalents)	Used constantly to prepare and present information to the team and stakeholders.

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- Video conferencing
- Team and 1:1 online chats
- Emails

These tools will result in

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3. Collaboration and Communication Tools

Since Agile highly values **individuals and interactions**, effective communication tools are essential. These tools result in huge productivity improvements.

- **Types of Collaboration:** Video conferencing, team and **one-on-one online chats**, and emails.
- **Benefit:** They allow teammates to communicate more effectively, get quicker answers, and **unblock themselves** long before the next day's Daily Scrum.

w3.13- Wrap-up

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- The Product Backlog
- Refining the Backlog and the importance of relative effort estimation, using methods like t-shirt sizes and story points
- Five important Scrum events
- Tools like burndown charts and Kanban boards

We also explored tools like Jira, Asana,

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w3.13- Wrap-up.mp4

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We also explored tools
like Jira, Asana,

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Scrum Concepts Review

The video highlights the following core topics the user has learned:

- **The Product Backlog:** You learned about the **Product Backlog** as a crucial element of Scrum, including how to **refine** it.
- **Estimation:** You explored the importance of **relative effort estimation** using methods like **T-shirt sizes** and **story points**.
- **The Five Scrum Events:** You identified the five essential Scrum events and their specific purpose and timing:
 1. The **Sprint** (the container for all other events) 
 2. **Sprint Planning**
 3. **The Daily Scrum**
 4. **The Sprint Review**
 5. **Sprint Retrospective**

- **Visualization and Tracking:** You discussed visual tools that help track progress:
 - **Burndown charts**
 - **Kanban boards**
- **Tooling for Transparency:** You explored software tools like **Jira, Asana, and Trello**, which help keep the workflow **transparent** and ensure every team member is up-to-date on progress. 