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Event	Goal	Who	Inputs (Inspection)	Output (Adaptation)
<b>Product backlog refinement</b>  (5-10% team available time during the sprint)	Make product backlog ready (for 2-3 sprints)  Includes:  Defining, splitting, estimation, reprioritize	PO + dev team+SM  Possibly, stakeholders	Product backlog	Refined product backlog (meet DEEP and INVEST principles)
<b>Sprint Planning</b>  (2 hours max per one week sprint length)	Arrive at a “commitment” for spring goal with a set of PBIs as a team	Scrum team	DoD  Team Capacity  Velocity  Product backlog  Product increment as a baseline  Constraints  Initial sprint goal	Sprint backlog  Sprint goal (Why has this sprint? or theme of the sprint, why to choose those features/stories?)
<b>Daily Scrum (15 mins max)</b>	<ul style="list-style-type: none"><li>• Synchronies the info</li><li>• Identify the problems</li><li>• Inspect and adapt (re-plan)</li><li>• Self-organized activity (ceremony)</li></ul>	SM+Dev Team (PO is optional)	<ul style="list-style-type: none"><li>- Story/task status</li><li>- Impediments</li><li>- Sprint burn-down chart</li><li>- Any risks to achieve Sprint's goal (such as dependency)</li></ul>	<ul style="list-style-type: none"><li>- Add/remove/update tasks (any missing task?)</li><li>- daily planning to sign up for different tasks or remove impediment(s) (SM and team—listen and act)</li><li>- Renegotiate stories' scope (burn-down chart cannot burn)</li></ul>

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<b>Sprint Review</b>  <b>(1 hour as a max for one week sprint length or 1 hour to 2 hours)</b>	<p>Product goal inspect&amp; adapt product</p> <ul style="list-style-type: none"> <li>• <b>Release goal</b></li> <li>• Product vision and roadmap</li> </ul> <p>(product vision and roadmap guides sprint-by-sprint inspection and adaptation)</p>	<p>Scrum + stakeholders + anyone who is interested in the product</p>	<ul style="list-style-type: none"> <li>- Product increment generated (PSPI)</li> <li>- sprint goal/sprint backlog</li> <li>- Product backlog</li> <li>- Release burn-down</li> <li>- Any risks to reach release goal</li> </ul>	<ul style="list-style-type: none"> <li>- Add/remove/update user story in product backlog based on feedback/review (using index cards) including reprioritize (updated product backlog)</li> <li>- Define Next sprint's goal (coming next)</li> <li>- Updated release plan (continuous planning)</li> <li>- Cancel the project if needed – it is also adaptation, the bad news coming early</li> </ul>
<b>Sprint Retrospective</b>  <b>( timeboxed to 45 mins as max per one week of sprint length)</b>	<p>Process goal – continuous improvement</p> <ul style="list-style-type: none"> <li>• Improvement vision</li> </ul> <p>(define your improvement vision for the next few sprints by team envisioning workshop), people, performance, relationship, and process</p>	<p>SM+ dev team and PO ONLY</p>	<ul style="list-style-type: none"> <li>- What happened in the last sprint? (collect data sprint backlog, sprint burn-down, bugs, etc.).</li> <li>- What worked well?</li> <li>- What can be improved?</li> <li>- What issues to escalate?</li> </ul> <p>The way of working</p> <p>Action items from last retro</p>	<ul style="list-style-type: none"> <li>- Improvement actions ( Kaizen, tackle one biggie and couples of smaller ones), and could use spring backlog to track those efforts</li> <li>- Review and update team working agreement</li> <li>- Expand DoD ( Definition of Done) if possible</li> <li>-Try engineering practices such as pair programming...</li> <li>- updated product backlog (possible)</li> </ul>

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