

An aerial photograph of a large, green mountain peak with a rocky summit. The surrounding landscape is a valley with rolling green hills, a winding river, and scattered trees. The sky is overcast and grey.

SCRUM EVENTS

- GETTING THE MOST FROM SPRINT PLANNING, SPRINT REVIEW, RETROSPECTIVE AND DAILY SCRUM

THE PEAK CONSULTANCY

WHAT ARE THE SCRUM EVENTS FOR?

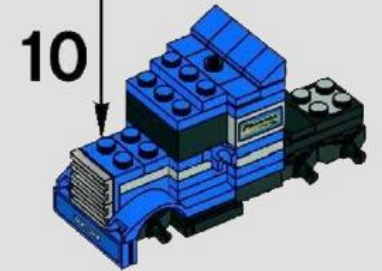
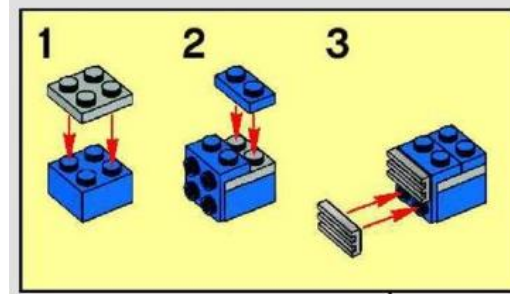
WHY DO WE HAVE SPRINTS?

- THE PURPOSE OF EACH SPRINT IS
- TO PRODUCE A NEW, POTENTIALLY
- SHIPPABLE INCREMENT OF A PRODUCT



FOR AN EFFECTIVE SPRINT, WE NEED TO...

1. UNDERSTAND THE START POINT BASED ON THE PREVIOUS INCREMENT
2. LEARN FROM THE PREVIOUS SPRINT TO IMPROVE OUR PROCESSES
3. KNOW WHAT THE INCREMENT IS
4. KEEP WORK ALIGNED TO THAT INCREMENT



WE DO THIS USING FOUR EVENTS



SPRINT REVIEW



RETROSPECTIVE



SPRINT PLANNING



DAILY SCRUM

WE DO THIS USING FOUR EVENTS



Sprint Review



Retrospective



Sprint Planning



Daily Scrum

understand the start point based on the previous increment

WE DO THIS USING FOUR EVENTS



Sprint Review



Retrospective



Sprint Planning



Daily Scrum

learn from the previous sprint to improve our processes

WE DO THIS USING FOUR EVENTS



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Daily Scrum

know what the increment is

WE DO THIS USING FOUR EVENTS



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Retrospective



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Daily Scrum

keep work aligned to that increment



SPRINT REVIEW

SPRINT REVIEW



TIME-BOXED SESSION TO
INSPECT THE LATEST INCREMENT AND
ADAPT THE BACKLOG IF NECESSARY

Further info: <https://www.scrumguides.org/scrum-guide.html#events-review>

SPRINT REVIEW – OUTCOMES



- STAKEHOLDERS UNDERSTAND LATEST INCREMENT
- BACKLOG PRIORITISED BASED ON STAKEHOLDERS' LATEST UNDERSTANDING
- DECISION TO DEPLOY TO LIVE OR WAIT, IF RELEVANT
- **EVERYBODY HAS A CLEAR UNDERSTANDING OF PRODUCT DIRECTION**

SPRINT REVIEW – FORMAT



- **PRODUCT OWNER** EXPLAINS WHAT HAS BEEN DONE AND WHAT HAS NOT
- **TEAM MEMBERS** DISCUSS WHICH BACKLOG ITEMS WENT WELL AND WHICH CAUSED ISSUES
- **TEAM MEMBERS** DEMONSTRATE “DONE” WORK ITEMS
- **PRODUCT OWNER** PROJECTS LIKELY COMPLETION DATES BASED ON CURRENT DATA AND BACKLOG
- **WHOLE GROUP** DISCUSSES WHAT TO FOCUS ON IN NEXT INCREMENT AND ADAPTS BACKLOG AS NECESSARY

SPRINT REVIEW – RECOMMENDED PREPARATION

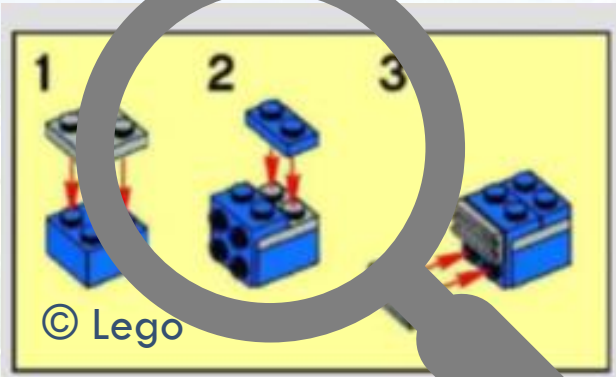


- PRODUCT OWNER FULLY UNDERSTANDS WORK IN “DONE”
- PRODUCT OWNER PLANS ORDER FOR PRESENTATION TO STAKEHOLDERS
 - SOME ITEMS WILL WARRANT DEMOS; SOME CAN BE TALKED THROUGH
- TEAM PREPARES DEMONSTRATIONS OF WORK COMPLETED, E.G.
 - USER ACCOUNTS & DEMO DATA SET UP
 - BROWSER WINDOWS OF WORKFLOWS IN APPROPRIATE STATE, ETC.



RETROSPECTIVE

RETROSPECTIVE



AN OPPORTUNITY FOR THE TEAM TO
INSPECT ITSELF AND CREATE A PLAN FOR
PROCESS IMPROVEMENTS TO BE ENACTED
DURING THE NEXT SPRINT

Further info: <https://www.scrumguides.org/scrum-guide.html#events-retro>



RETROSPECTIVE – OUTCOMES

- IMPACT OF PREVIOUS CONTINUOUS IMPROVEMENT PLANS IS UNDERSTOOD
- TEAM UNDERSTANDS IMPACT OF BEHAVIOURS, PROCESSES AND TOOLS ON THE PREVIOUS SPRINT'S PERFORMANCE
- POTENTIAL IMPROVEMENTS / EXPERIMENTS IDENTIFIED WITH ACTIONS IN PLACE
- **TEAM'S CONTINUOUS IMPROVEMENT PROGRESS IS MAINTAINED**

RETROSPECTIVE – FORMAT OPTIONS



- OPEN SESSION TO CAPTURE WHAT WENT WELL, WHAT DID NOT AND WHAT COULD BE IMPROVED
 - SEE WWW.FUNRETRO.IO OR WWW.FUNRETROSPECTIVES.COM FOR EXAMPLES
 - TRY FISH-BONE DIAGRAMS FOR ROOT CAUSE ANALYSIS
 - REVIEW METRICS PERIODICALLY AND DISCUSS INTERESTING ELEMENTS
- TEAM PROPOSES AND DISCUSSES POTENTIAL EXPERIMENTS TO IMPROVE SPECIFIC ASPECTS AND AGREES ACTION(S) FOR THE NEXT SPRINT

RETROSPECTIVE – RECOMMENDED PREPARATION



- SCRUMMASTER UNDERSTANDS RECENT METRICS AND TRENDS
- TEAM HAS NOTES OF THINGS THEY THOUGHT WENT WELL OR COULD BE IMPROVED
- SCRUMMASTER HAS PREPARED A SUITABLE FORMAT AND/OR AGREED A THEME WITH THE TEAM

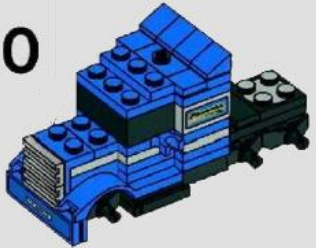


SPRINT PLANNING

SPRINT PLANNING



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TIME-BOXED SESSION FOR THE SCRUM TEAM TO AGREE A SPRINT GOAL AND PRODUCT INCREMENT, AND HOW THEY WILL WORK TO ACHIEVE THEM

Further info: <https://www.scrumguides.org/scrum-guide.html#events-planning>

SPRINT PLANNING – OUTCOMES



- SPRINT GOAL AND SPRINT BACKLOG AGREED BY THE DEVELOPMENT TEAM AND PRODUCT OWNER
- TEAM FULLY UNDERSTANDS THE IMPORTANCE OF THE ANTICIPATED PRODUCT INCREMENT AND HOW IT CONTRIBUTES TO BUSINESS OBJECTIVES
- FULL SCRUM TEAM KNOWS HOW IT WILL SELF-ORGANISE TO ACCOMPLISH THE SPRINT GOAL AND CREATE THE ANTICIPATED PRODUCT INCREMENT

SPRINT PLANNING – FORMAT



- **PRODUCT OWNER** EXPLAINS THE CANDIDATE SPRINT GOAL
- **SCRUM TEAM** ESTIMATES CAPACITY BASED ON TEAM MEMBER AVAILABILITY AND PAST PERFORMANCE
- **TEAM MEMBERS AND PRODUCT OWNER** NEGOTIATE WHICH BACKLOG ITEMS TO BRING INTO THE SPRINT BACKLOG AND AGREE THE SPRINT GOAL
- **TEAM MEMBERS** DISCUSS AND AGREE HOW THEY WILL APPROACH DELIVERING THE PRODUCT INCREMENT

SPRINT BACKLOG MAY CHANGE DURING THE SPRINT BUT THE SPRINT GOAL SHOULD REMAIN CONSISTENT

SPRINT REVIEW – RECOMMENDED PREPARATION



- PRODUCT OWNER HAS A CLEAR UNDERSTANDING OF THE INTENDED SPRINT GOAL
- THE PRODUCT BACKLOG IS PRIORITISED WITH MOST IMPORTANT ITEMS REFINED AND READY FOR SPRINT
- THE DEVELOPMENT TEAM UNDERSTANDS ITS CAPACITY FOR THE COMING SPRINT BASED ON TEAM AVAILABILITY AND PAST PERFORMANCE

SPRINT PLANNING – BACKLOG REFINEMENT



- NOT AN OFFICIAL SCRUM EVENT: CAN BE FORMAL SESSION OR AD-HOC, DEPENDING ON TEAM PREFERENCE
- AIM IS TO REFINE HIGH PRIORITY ITEMS SO THEY CAN BE BROUGHT INTO SPRINT
- GREATLY AIDED BY HAVING A TEAM DEFINITION OF READY

TEAM SHOULD AIM FOR CONSISTENT “READY” BACKLOG OF 1-2 SPRINTS

DAILY SCRUM



DAILY SCRUM



KEY DAILY INSPECT & ADAPT SESSION
FOR THE DEVELOPMENT TEAM TO
REVIEW PROGRESS AND PLAN THEIR
WORK FOR THE NEXT 24 HOURS

Further info: <https://www.scrumguides.org/scrum-guide.html#events-planning>

DAILY SCRUM – OUTCOMES



- DEVELOPMENT TEAM HAS AN OPTIMISED PLAN FOR WORKING TOWARDS THE SPRINT GOAL AND PRODUCT INCREMENT OVER THE NEXT 24 HOURS
- ANYTHING IMPEDING PROGRESS TOWARDS THE SPRINT GOAL IS UNDERSTOOD AND SHARED WITH THE DEVELOPMENT TEAM
- SCRUM TEAM HAS AGREED TO ANY FOLLOW-UP MEETINGS NEEDED TO RESOLVE ANY ISSUES IDENTIFIED IN THE SCRUM

DAILY SCRUM – FORMAT



- **EACH DEVELOPMENT TEAM MEMBER** OUTLINES THEIR CONTRIBUTION TOWARDS THE SPRINT GOAL AND ANTICIPATED PRODUCT INCREMENT:
 - WORK THEY HAVE DONE SINCE THE LAST DAILY SCRUM
 - WORK THEY INTEND TO DO IN THE NEXT DAY
 - ANY IMPEDIMENTS TO THE SPRINT GOAL THAT THEY ARE AWARE OF
- DEVELOPMENT TEAM PLANS ANY FOLLOW-UP ACTIONS NEEDED

SCRUM MASTER FACILITATES BUT DOES NOT CONTRIBUTE

DAILY SCRUM – RECOMMENDED PREPARATION



- EACH TEAM MEMBER HAS A CONCISE LIST OF THINGS THEY THINK ARE IMPORTANT FOR OTHER TEAM MEMBERS TO KNOW
- EACH TEAM MEMBER KNOWS WHAT INFORMATION THEY WANT FROM OTHERS
- EACH TEAM MEMBER CAN CLEARLY EXPLAIN ANY IMPEDIMENTS TO THE TEAM

DAILY SCRUM – FINAL THOUGHTS



- THE SCRUM IS FOR DEVELOPMENT TEAM MEMBERS TO SHARE INFORMATION – IT IS NOT TO PROVIDE A STATUS REPORT OR UPDATE ANYBODY OUTSIDE THE DEVELOPMENT TEAM.
- THE SCRUM MASTER'S ROLE IS TO FACILITATE AND ENSURE THE MEETING HAPPENS – NOT TO CONTRIBUTE.
- ANYBODY MAY OBSERVE THE SCRUM. OBSERVERS MAY SPEAK TO THE TEAM BUT ONLY AFTER THE SCRUM HAS FINISHED AND ONLY BY INVITATION.