

Scrum Events Overview

Meeting	Sprint Planning	Daily Scrum	Sprint Review	Sprint Retrospective
Purpose The “What” and the “How” of the Sprint What <ul style="list-style-type: none"> ❑ Product Owner discusses Sprint Objective & Product Backlog ❑ Team gets clarification on the items at the top of the Product Backlog ❑ Agreement on Acceptance Criteria and Definition of Done How <ul style="list-style-type: none"> ❑ Sprint Goal is crafted ❑ Team determines tasks for the Product Backlog Items ❑ Estimate the Product Backlog Items and map to past performance 	<ul style="list-style-type: none"> ❑ Communicate and synchronize; Plan the day; Daily Inspect and Adapt ❑ How to run this meeting is up to Development Team ❑ In most common format, every member answers three questions: <ol style="list-style-type: none"> 1. What I did yesterday towards Sprint Goal? 2. What I plan to do today towards the Sprint Goal? 3. What are the impediments? ❑ Purpose is not to report progress to Scrum Master, Product Owner, or anyone else 	<ul style="list-style-type: none"> ❑ Focus is Product Increment – Overview, demo ❑ Participants inspect the product increment and adapt Product Backlog. Any new product ideas may also be added. ❑ Review current Product Backlog, Marketplace, timeline, budget and potential capabilities ❑ It is a collaborative meeting. Everyone provides inputs. 	<ul style="list-style-type: none"> ❑ Inspect how the last Sprint went with regards to people, relationships, process, and tools ❑ Identify and order the major items that went well and potential improvements ❑ Plan for implementing 1-2 improvements ❑ Plan to increase product quality by adapting appropriate definition of done 	
Attendees	<ul style="list-style-type: none"> ❑ Scrum Team – Product Owner, Scrum Master, Development Team ❑ Development team may invite technical or domain advisors 	<ul style="list-style-type: none"> ❑ Scrum Team – Development Team, Scrum Master, Product Owner may also participate ❑ Others can join in listen mode 	<ul style="list-style-type: none"> ❑ Scrum Team – Product Owner, Scrum Master, Development Team ❑ Stakeholders invited by Product Owner 	<ul style="list-style-type: none"> ❑ Scrum Team – Product Owner, Scrum Master, Development Team
When	<ul style="list-style-type: none"> ❑ At the beginning of the Sprint 	<ul style="list-style-type: none"> ❑ Everyday. At same place. At the same time 	<ul style="list-style-type: none"> ❑ At the end of the Sprint 	<ul style="list-style-type: none"> ❑ At the end of the Sprint, after the Sprint Review
Duration	<ul style="list-style-type: none"> ❑ Maximum of 8 hours for one-month Sprint; lesser for shorter Sprints 	<ul style="list-style-type: none"> ❑ Time-boxed to 15 minutes everyday 	<ul style="list-style-type: none"> ❑ Time-boxed to 4 hours for one-month Sprint; lesser for shorter Sprints 	<ul style="list-style-type: none"> ❑ Time boxed to 3 hours for one-month Sprint; lesser for shorter Sprints
Input	<ul style="list-style-type: none"> ❑ Product Backlog ❑ Latest Product Increment ❑ Projected Development Team Capacity ❑ Past performance of Development Team 	<ul style="list-style-type: none"> ❑ Work since last Daily Scrum ❑ Impediments 	<ul style="list-style-type: none"> ❑ Product Backlog ❑ Sprint Product Increment ❑ Marketplace ❑ Timeline and budget 	<ul style="list-style-type: none"> ❑ Team’s feedback, observations and inputs on what is working and what is not working ❑ Any other data points that can help generate insights for improvements
Outcome	<ul style="list-style-type: none"> ❑ Sprint Goal ❑ Sprint Backlog: <ol style="list-style-type: none"> 1. A forecast of what will be completed in the Sprint 2. A plan on how it will be completed 	<ul style="list-style-type: none"> ❑ Plan till next Daily Scrum ❑ List of Impediments and risks therein ❑ Daily Inspect & Adapt 	<ul style="list-style-type: none"> ❑ Updated Product Backlog, with probable Product Backlog Items for next Sprint 	<ul style="list-style-type: none"> ❑ Plan for implementing 1-2 actionable improvements ❑ Adapted definition of Done to increase product quality

Scrum Events and Roles Guidelines (Before – Before the meeting; During – During the meeting; After – After the meeting)

Role	Sprint Planning	Daily Scrum	Sprint Review	Sprint Retrospective
Scrum Master (SM)	<p>Before:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Setup the meeting <input type="checkbox"/> Have an understanding of “Ready” PBIs <input type="checkbox"/> Coach PO to write clear PBIs & DT to prepare for the meeting by reviewing Ready PBIs <p>During:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Facilitate the meeting as necessary <input type="checkbox"/> Coach to craft & agree on Sprint Goal, Sprint Backlog & Definition of Done <input type="checkbox"/> Ensure Scrum Core Values are enacted <input type="checkbox"/> Coach DT to leave the meeting with a Task Board and Burndown chart <p>After:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Follow-up on any anti-patterns on Core Values, Meeting purpose, input & output 	<p>Before:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Progress/update on impediments from previous day(s) <p>During:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Facilitate. Gradually shift ownership to DT <input type="checkbox"/> Share impediment updates and collect new impediments <input type="checkbox"/> Keep focus on the purpose of the meeting & on update of Task board & Burndown <input type="checkbox"/> Ensure it remains a daily inspect & adapt meeting, & not become a status meeting <p>After:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Follow-up on any anti-patterns on Core Values, Meeting purpose, input & output <input type="checkbox"/> Follow-up on impediments 	<p>Before:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Setup the meeting <input type="checkbox"/> Knowledge of PBIs “Done” in the Sprint <input type="checkbox"/> Coach/mentor PO, DT and Stakeholders on the expected outcome of the meeting, as well as the time-box <p>During:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Facilitate the meeting as necessary <input type="checkbox"/> Ensure focus on meeting outcome & time-box; and enactment of Scrum Core Values <p>After:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Follow-up on any anti-patterns on Core Values, Meeting purpose, input & output <input type="checkbox"/> Coach/mentor PO in incorporating feedback into Product Backlog 	<p>Before:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Setup the meeting <input type="checkbox"/> Coach/mentor Scrum team on purpose of the meeting <p>During:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Facilitate the meeting by keeping it fun and interesting <input type="checkbox"/> Ensure it does not become a finger-pointing meeting <input type="checkbox"/> Ensure Scrum Team leaves with 1-2 actionable items to work in next Sprint <p>After:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Follow-up on any anti-patterns on Core Values, Meeting purpose, input & output <input type="checkbox"/> Follow-up on action items as necessary
Product Owner (PO)	<p>Before:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Ensure “Ready” PBIs are clear & visible <input type="checkbox"/> Ensure “Ready” PBIs align with proposed Sprint Objective <p>During:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Explain Sprint Objective & “Ready” PBIs <input type="checkbox"/> Discuss, clarify, negotiate PBIs with DT to arrive at Sprint Goal, Sprint Backlog and Definition of Done <p>After:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Be available to review & accept PBIs as they complete, and answer questions 	<p>Before:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Ensure any assigned tasks are complete <p>During:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Attend and listen <input type="checkbox"/> Provide update relevant to daily planning <p>After:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Be available to answer questions & discuss issues <input type="checkbox"/> Review & accept completed PBIs 	<p>Before:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Invite key stakeholders <input type="checkbox"/> Clearly know what was “Done” in the Sprint <p>During:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Explain what was “Done” in the Sprint & current state of Product Backlog <input type="checkbox"/> Collaborate on market place, product usage, timeline, budget, etc. <input type="checkbox"/> Incorporate feedback in Product Backlog <p>After:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Cleanup & provide clarity on PBIs <input type="checkbox"/> Get PBIs “Ready” for next Sprint 	<p>Before:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Thoughts on what went well, and what can be done better <input type="checkbox"/> Necessary data to generate insights and make any decisions <p>During:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Active participation on understanding the issues, helping generate insights, and collaboratively arriving at actionable items <p>After:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Follow-up on action items
Development Team (DT)	<p>Before:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Understand “Ready” PBIs <input type="checkbox"/> Know past performance & team capacity <p>During:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Discuss & clarify PBIs with PO <input type="checkbox"/> Decompose PBIs into tasks & estimate. Create Task board and Burndown chart <input type="checkbox"/> Set Sprint Goal & Sprint Backlog based on past performance, PBIs & capacity <input type="checkbox"/> Ensure Definition of Done & Acceptance criteria are set & agreed upon <p>After:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Put up the Task Board visibly <input type="checkbox"/> Begin work on Sprint Backlog 	<p>Before:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Know the answer to 3 standard questions <p>During:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Share answers to work completed yesterday, work planned today, any impediments <input type="checkbox"/> Update Task Board and Burndown chart <input type="checkbox"/> Stay within the time-box & not delve into problem resolution <p>After:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Work through the daily plan <input type="checkbox"/> Collaborate with the team members on issues that need further discussion 	<p>Before:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Ensure “Done” PBIs are demo-able <input type="checkbox"/> List of problems and their resolution <p>During:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Discuss the problems that arose during the Sprint and how they were resolved <input type="checkbox"/> Demo the product increment, clearly identifying PBIs that were “Done” <input type="checkbox"/> Answer questions related to the demo <input type="checkbox"/> Understand & obtain feedback on market place, timing, budget, etc. <p>After:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Review “Ready” PBIs for next Sprint 	<p>Before:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Thoughts on what went well, and what can be done better <input type="checkbox"/> Necessary data to generate insights and make any decisions <p>During:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Active participation on understanding the issues, helping generate insights, and collaboratively arriving at actionable items <p>After:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Follow-up on action items

