Agile Ceremonies

**WHY**

Agile project is developed in *repeatable ceremonies* that give *rhythm* to delivery.

- **Product Strategy**
  - Once per year

- **Release Planning**
  - Every quarter

- **Sprint Planning**
  - Every three weeks

- **Daily standup**
  - Every day

- **Review & Retrospective**
  - Every three weeks
Agile Roadmap

Roadmap is our **plan of intent** that allows us to be **ready for changes**.

**Release 1**

- **Objective A**
  - Epic A.1
  - Epic A.2

- **Objective B**
  - Epic B.1
  - Epic B.2
  - Epic B.3

**Release 2**

- **Objective C**
  - Epic C.1
  - Epic C.2

- **Objective D**
  - Epics

- **Objective E**
  - Epics

**Release 3**

- **Objective F**

- **Objective G**
Sprint ceremonies

<table>
<thead>
<tr>
<th>Sprint X</th>
<th>Sprint X+1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1</td>
<td></td>
</tr>
<tr>
<td>Pre-planning session</td>
<td>Sprint planning</td>
</tr>
<tr>
<td>Week 2</td>
<td>Review Retrospective</td>
</tr>
<tr>
<td>Pre-planning session</td>
<td></td>
</tr>
<tr>
<td>Week 3</td>
<td></td>
</tr>
</tbody>
</table>

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# Sprint schedule

<table>
<thead>
<tr>
<th>This Sprint</th>
<th>Day</th>
<th>The Next Sprint</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sprint Planning Meeting</strong></td>
<td><strong>½ day</strong></td>
<td><strong>Monday</strong></td>
</tr>
<tr>
<td>Daily</td>
<td><strong>15 minutes</strong></td>
<td><strong>Tuesday</strong></td>
</tr>
<tr>
<td>Daily</td>
<td></td>
<td><strong>Wednesday</strong></td>
</tr>
<tr>
<td>Daily</td>
<td></td>
<td><strong>Thursday</strong></td>
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<tr>
<td>Daily</td>
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<td><strong>Friday</strong></td>
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<tr>
<td>Daily</td>
<td></td>
<td><strong>Monday</strong></td>
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<tr>
<td>Daily</td>
<td></td>
<td><strong>Tuesday</strong></td>
</tr>
<tr>
<td>Daily</td>
<td></td>
<td>Pre-planning session</td>
</tr>
<tr>
<td>Daily</td>
<td></td>
<td><strong>Wednesday</strong></td>
</tr>
<tr>
<td>Daily</td>
<td></td>
<td><strong>Thursday</strong></td>
</tr>
<tr>
<td>Daily</td>
<td></td>
<td><strong>Friday</strong></td>
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<tr>
<td>Daily</td>
<td></td>
<td><strong>Monday</strong></td>
</tr>
<tr>
<td>Daily</td>
<td></td>
<td><strong>Tuesday</strong></td>
</tr>
<tr>
<td>Daily</td>
<td></td>
<td>Pre-planning session</td>
</tr>
<tr>
<td>Daily</td>
<td></td>
<td><strong>Wednesday</strong></td>
</tr>
<tr>
<td><strong>Build, Integration, Finalization</strong></td>
<td><strong>1 hour</strong></td>
<td><strong>Thursday</strong></td>
</tr>
<tr>
<td>Review Retrospective</td>
<td><strong>½ hour</strong></td>
<td><strong>Friday</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>The next sprint backlog finalized</td>
</tr>
</tbody>
</table>
# Product Strategy

## WHY
We need to understand **WHAT**, for **WHOM** and **WHY** product is developed.

We need to understand **vision**, **strategy** and **goals** for better planning, management, development and demonstration our product.

## WHO
- All team participates
- Driven by Product Owner

## WHEN
Happens **before development is officially started**
- 1-5 days

## WHAT
<table>
<thead>
<tr>
<th>Vision, strategy and goals reviewed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholders identified</td>
</tr>
<tr>
<td>Elevator statement</td>
</tr>
<tr>
<td>Teams &amp; roles</td>
</tr>
<tr>
<td>Roadmap agreed</td>
</tr>
</tbody>
</table>

| Key dates agreed                   |
| Dependencies identified            |
| Risks identified                   |
| Objectives agreed                  |

## OUT

| Team onsite                        |
| Requirements discussed             |

| Team commitment                    |
| Product owner prepares a vision    |
| before the meeting. Vision and     |
| strategy are updated in the meeting|
Elevator Statement

Elevator statement helps us to focus on product goals with an understanding what our product is, what is not for who is developed and how is different comparing to our competition.

FOR <our customers>
WHO <needs something>
THE <product is>
THAT <product key benefit, why is necessary>
UNLIKE <competition alternative>
OUR PRODUCT <is different>
Release Planning

**WHY**

We would like to identify **what next release means, when** it should be published and agree on preliminary plan.

**Release plan** is an increment to our vision according our strategy.

We will create **estimated release backlog** to drive our effort.

**WHO**

All team participates

Driven by Product Owner

**WHEN**

Happens before the release

1-5 days

**WHAT**

Vision, strategy and goals

Features broken into epics

Preliminary estimation of complexity, risk and business value

Epics ordered

Milestones agreed

Risks updated

**HOW**

Team onsite

Requirements discussed

Team commitment

Subject matter experts invited if necessary

Agile project plan

Epic 1  Epic 2  Epic 3  E4  E5  E6
## Daily Standup

### Why

**Synchronize** our progress and plans.
**We share** our status, plans and problems.

### Who

- **All team participates**
- **Facilitated by Scrum Master**
- **Product Owner is welcome to answer questions**
- **Managers as chicken**

### When

- **Happens every sprint day**
- **1 minute per team member**
- **~15 minutes**

### What

- **What have you done yesterday?**
- **What do you plan to do today?**
- **What problems are you encountering?**
- **Updated impediments**
- **Meetings agreed**

### How

- **Use WebEx/Skype (optional)**
  - Task board **updated before meeting.** It is **checked** in the meeting
  - Burn Down chart **updated before meeting.** It is checked in the meeting
- **Use chat**
  - Details discussed **after meeting**
  - Keep communication **channel open**
# Retrospective

## Why

We **examine** how to **improve** our team and the way we work together. We are ready to provide our ideas **what is good** and **what can be better**.

## Who

- All team participates
- Facilitated by Scrum Master
- Product Owner is welcome
- Managers, please, stay away

## When

- Last day in a sprint
- ½ hour

## What

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ideas from previous retrospectives</td>
</tr>
<tr>
<td>2</td>
<td>Implementation status reported by Scrum Master</td>
</tr>
<tr>
<td>3</td>
<td>Prioritized list of ideas</td>
</tr>
</tbody>
</table>

## Out

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Assigned ideas (optional)</td>
</tr>
</tbody>
</table>

## How

- Apply different retrospective practices based on books & blogs
- implementation status of ideas reported previously
- What was good?
- What can be better?
- Any other ideas?
- Discussion
- Vote for ideas, prioritize them and pickup few to be implemented in the next sprint
Review

**WHY**
We would like to **demonstrate real increment** to our **customers** and **stakeholders**. We expect our stakeholders will either **accept or not accept** our achievements.

**WHO**
- All team participates
- Arranged by Scrum Master
- Lead by Product Owner
- Customers & stakeholders invited
- World is welcome

**WHEN**
- Last day of sprint
- 1 hour

**WHAT**
- Working, potentially shippable, increment
- Presentation is optional
- Iteration backlog closed at the end
- Acceptance of sprint outcome

**HOW**
- Live show
- Sprint backlog items presented
- Discussion
Scrum Roles

**Product Owner**
- Father of the product
- Represents the voice of customers
- Communicates with clients, customers and stakeholders
- Accountable for ensuring the team delivers value
- Responsible for product vision and roadmap
- Responsible for product planning
- Manages a product backlog
- Setting up priorities based on business value and risk
- Aligns product plans with other dependent products
- Accepts outcome of development process
- Stays in contact with marketing & sales

**Scrum Master**
- Team protector
- Facilitator
- Coach of scrum process
- Accountable for removing impediments with help of others
- Helps team to deliver the sprint goals
- Not a team leader, but buffer between team and distraction
- Enforces rules
- Collaborates with other scrum masters to align development with others
- Helps to team members to focus on tasks

**Team**
- Responsible for delivering the product
- Small team, 5-9 people
- Multi-discipline, cross-functional
- Self-organized
- Applying pull principle
- Estimates complexity
- Reflecting problems
- Identify risks
- Demonstrate the product increment
Scrum Master Daily Checklist

Task board

- Does the team know what has been committed?
- Is task board visible?
- Is board updated since the last stand-up?
- Is time remaining updated since the last stand-up?
- Are all stories and tasks estimated (maybe except spikes)?
- Are stories broken to tasks?
- Are all tasks which are in progress or done assigned?

Impediments

- Are impediments visible to everyone?
- Is the status of impediments updated?
- Are impediments assigned to concrete persons?

Burn Down chart

- Is burn down chart current?
- Do you understand the current status and progress?
- Does anyone add new work into sprint backlog?
- Are you taking an action in case you are late as soon as possible?
## Agile Product Backlog break-down

<table>
<thead>
<tr>
<th>Theme X</th>
<th>Theme Y</th>
</tr>
</thead>
<tbody>
<tr>
<td>Epic A</td>
<td>Epic B</td>
</tr>
<tr>
<td>Story A.1</td>
<td>Story A.2</td>
</tr>
<tr>
<td>Story B.1</td>
<td>Story B.2</td>
</tr>
</tbody>
</table>

## Agile project plan

<table>
<thead>
<tr>
<th>Release 1</th>
<th>Release 2</th>
<th>Release 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sprint 1</td>
<td>Sprint 2</td>
<td>Sprint 3</td>
</tr>
<tr>
<td>Epic C</td>
<td>Epic D</td>
<td></td>
</tr>
<tr>
<td>Story A.1</td>
<td>Story A.2</td>
<td>Story B.1</td>
</tr>
<tr>
<td>Story B.1</td>
<td>Story B.2</td>
<td></td>
</tr>
</tbody>
</table>

### Epic

> ‘We want a system to be able to help us with management our client base’
> ‘Product portfolio management’
> ‘Reports and analyses’

### Story

> ‘As an account manager I would like to add details of a new client into our CRM system so we know how to contact him’

> ‘As a user I would like to configure my printer before document is printed so I get document printed correctly.’
**Stakeholders matrix**

A tool that helps team to understand who customer and their potential clients are and what the team should expect or fulfill while communicating the current status and getting requirements priorities.

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Availability</th>
<th>Influence</th>
<th>Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>X Y</td>
<td>Stakeholder</td>
<td>High</td>
<td>High</td>
<td>Actively Engaged</td>
</tr>
<tr>
<td>John Doe</td>
<td>Stakeholder</td>
<td>High</td>
<td>Low</td>
<td>Keep informed</td>
</tr>
<tr>
<td>Mary Ewans</td>
<td>Sponsor</td>
<td>Low</td>
<td>High</td>
<td>Keep Satisfied</td>
</tr>
<tr>
<td>Jeffrey Harrison</td>
<td>Subject Matter Expert</td>
<td>Low</td>
<td>Low</td>
<td>Monitor</td>
</tr>
</tbody>
</table>
Glossary

Release

A milestone in which potentially shippable increment is developed and delivered.

In release are more (completed only) stories delivered based on value and priorities so release adds a product value important for users.

Sprint

An iteration in which potentially shippable increment is developed by a team. It typically starts with sprint planning session, continues every day with daily meeting and is finished by review and retrospective. Suggested length of the iteration is 1 to 3 weeks.

Epic

A big functionality that requires huge effort for completion. Epic is a container of other stories defining big functionality. Epics are slotted into releases typically. An epic should be broken into smaller parts aka stories.

Example: ‘We want a system to be able to help us with management our client base’

Story

User story is one or more sentences written in the language of end user to capture what user want to achieve including a benefit that might be gained if story is completed. It is efficient way to handle customers’ requests without formalized documents.

User story is typically written on an index card. It should also have acceptance criteria defined.

Example: ‘As an account manager I would like to add details of a new client into our CRM system so we know how to contact him’

Planning poker

A game developed by Mike Cohn used for an estimation of stories complexity based on relative comparison to a reference story of size 1. Different scales are used, but typically the
scale is 0, ½, 1, 2, 3, 5, 8, 13, 20, 40, 100. Game is facilitated by Scum Master. Team estimates complexity and product owner should be available to explain and answer questions.

**Stakeholders matrix**

Stakeholders matrix helps identify important stakeholders who are available to product team to help them with strategy and goals. The outcome of this matrix is an understanding about communication necessities.

**Credits**

Illustrations of scrum master, product owner, pig and chicken are ownership of Michael Vizdos, [www.implementingscrum.com](http://www.implementingscrum.com)

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**About ScrumDesk**

ScrumDesk company shares the knowledge about agile and scrum in Central Europe region since 2008.

Our Scrum project management solution called ScrumDesk helps agile teams with all Scrum practices to self-organize and manage development process through intuitive tools available on Windows, iOS and soon on Android and web.

Together with experienced agile coaches we bring agile knowledge in unique Agile Knowledge Hub initiative.

Join our community on our pages [www.scrumdesk.com](http://www.scrumdesk.com).