Scrum Guidelines

v.2

2011

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Agile Ceremonies

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

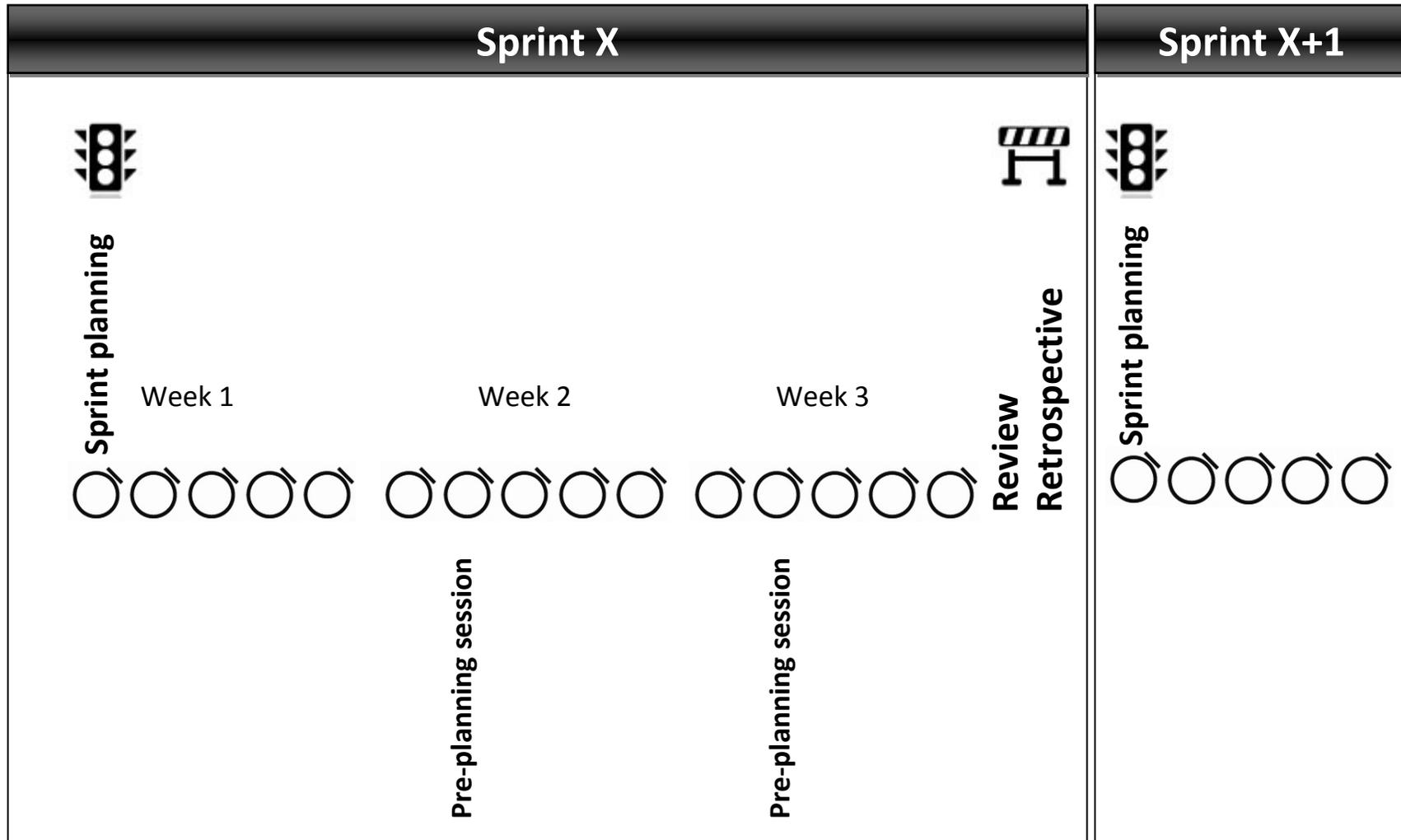|	
Product Strategy	Once per year
Release Planning	Every quarter
Sprint Planning	Every three weeks
Daily standup	Every day
Review & Retrospective	Every three weeks
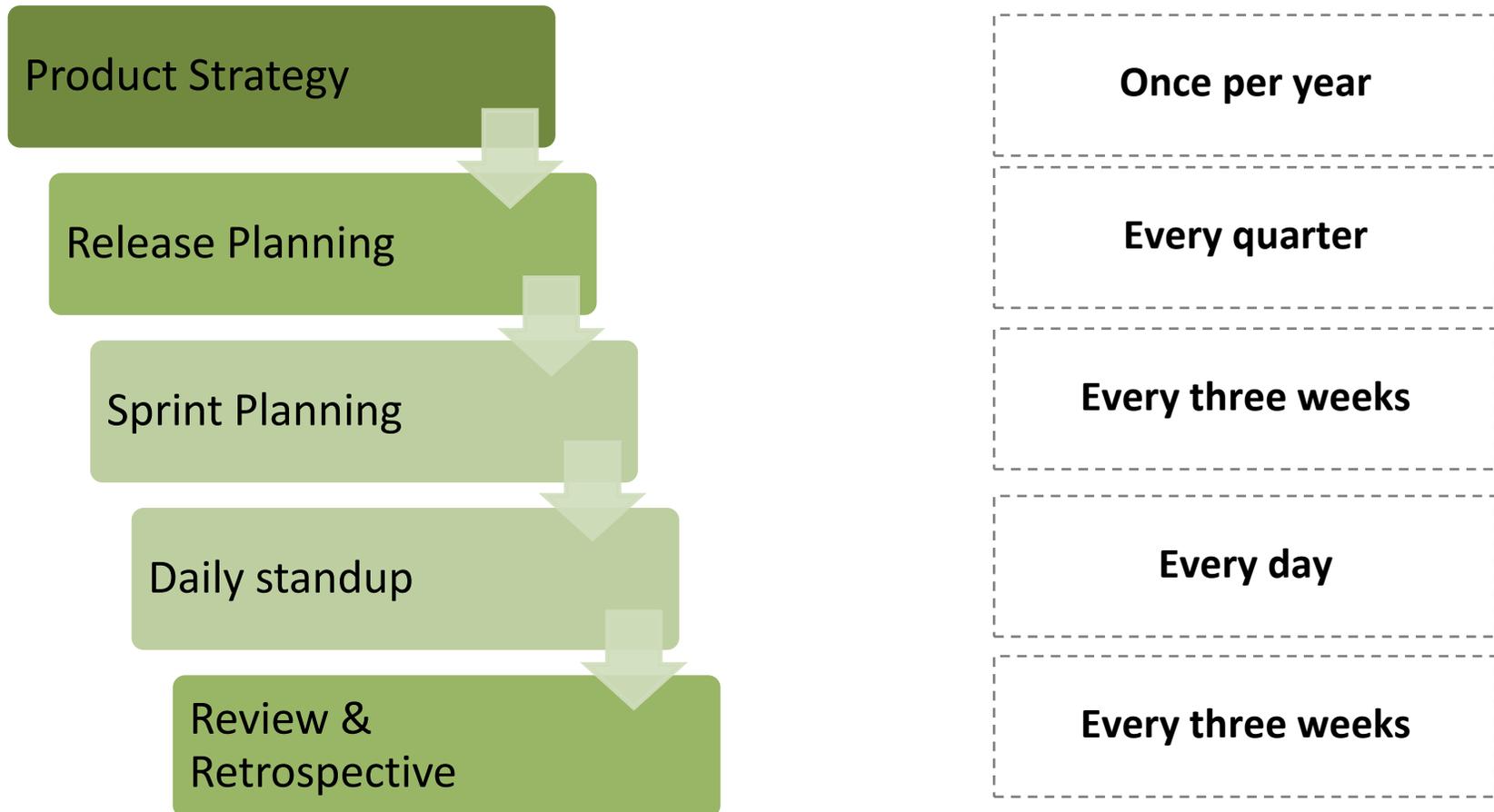
Agile Roadmap

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

Release 1	Release 2	Release 3

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

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

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

Objective D
- Epics

Objective E
- Epics

Objective F

Objective G

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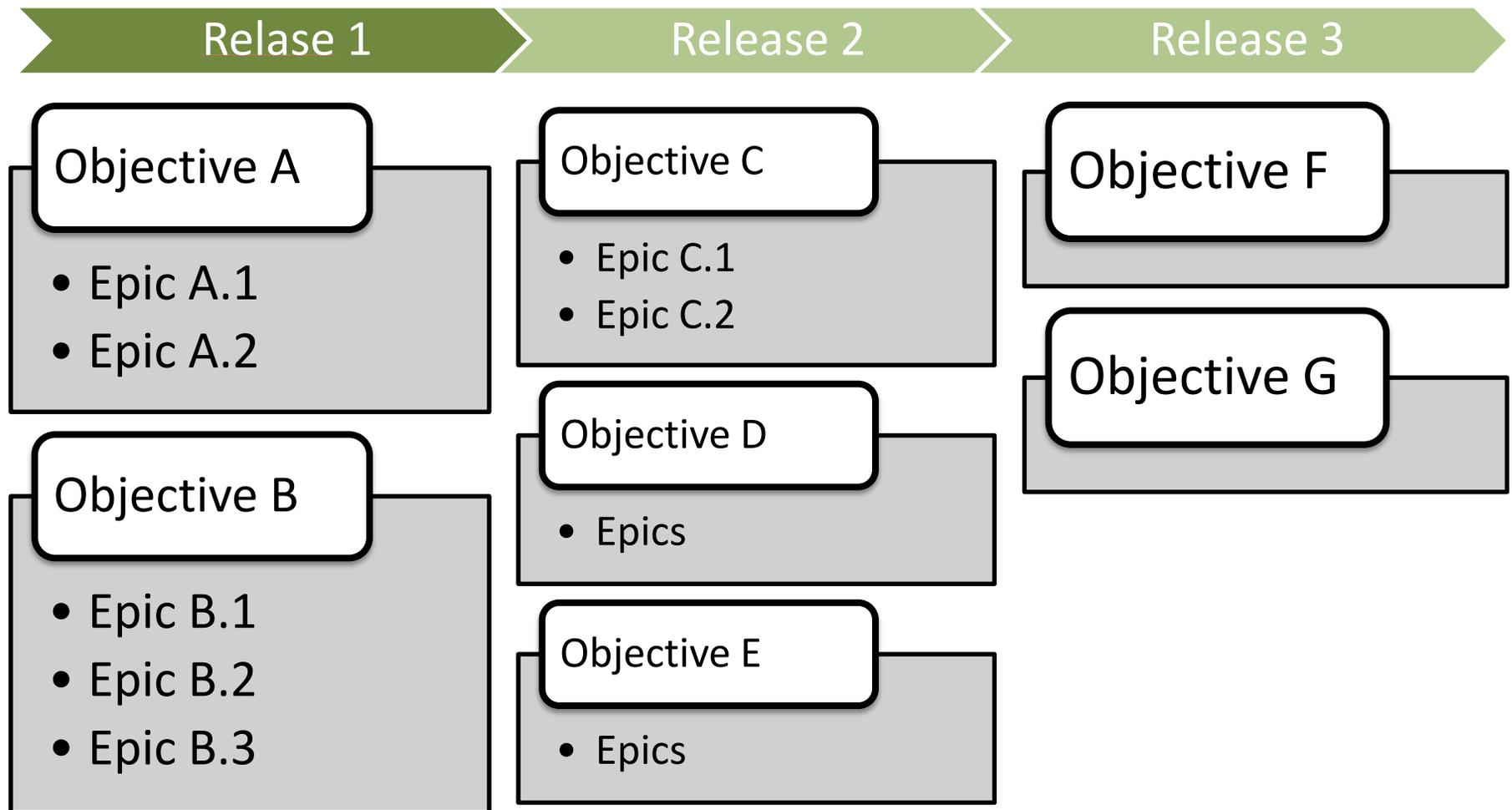
Sprint ceremonies

Sprint schedule

This Sprint		Day	The Next Sprint	
Sprint Planning Meeting	½ day	**Monday**		
Daily	15 minutes	**Tuesday**		
Daily		**Wednesday**		
Daily		**Thursday**		
Daily		**Friday**		
Daily		**Monday**		
Daily		**Tuesday**	Pre-planning session	1 hour
Daily		**Wednesday**		
Daily		**Thursday**		
Daily		**Friday**		
Daily		**Monday**		
Daily		**Tuesday**	Pre-planning session	1 hour
Daily		**Wednesday**		
Build, Integration, Finalization		**Thursday**		
Review Retrospective	1 hour ½ hour	**Friday**	The next sprint backlog finalized	

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

In

Vision, strategy and goals reviewed

Out

Stakeholders identified

Elevator statement

Teams & roles

Roadmap agreed

Key dates agreed

Dependencies identified

Risks identified

Objectives agreed

HOW

Team onsite

Requirements discussed

Team commitment

Product owner prepares a vision before the meeting. Vision and strategy are updated in the meeting

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Elevator Statement

WHY 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

WHO

All team participates

Driven by Product Owner

WHEN

Happens **before the release**

1-5 days

WHAT

In

Vision, strategy and goals

Out

- Features broken into epics
- Preliminary estimation of complexity, risk and business value
- Epics ordered
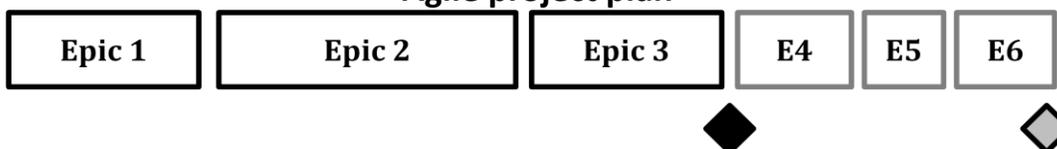- Milestones agreed
- Risks updated

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

In

What have you **done yesterday**?

What do you **plan to do today**?

What **problems** are you encountering?

Out

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**

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Retrospective

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

In

Ideas from previous retrospectives

Implementation status reported by Scrum Master

Out

Prioritized list of ideas

Assigned ideas (optional)

HOW

implementation status of ideas reported previously

Apply different retrospective practices based on books & blogs

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

In

Working, potentially shippable, increment

Presentation is optional

Out

Iteration backlog closed at the end

Acceptance of sprint outcome

HOW

Live show

Sprint backlog items presented

Discussion

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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

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Scrum Master Daily Checklist

Task board

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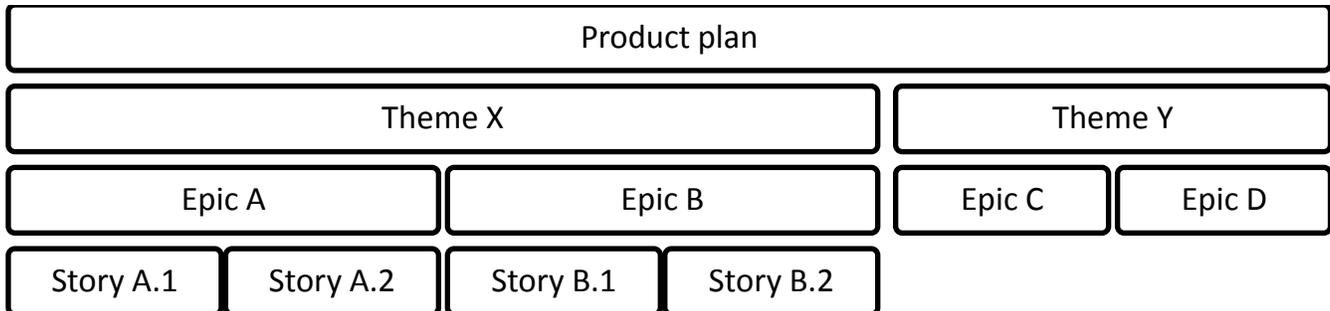
Impediments

- o Are impediments visible to everyone?
- o Is the status of impediments updated?
- o Are impediments assigned to concrete persons?
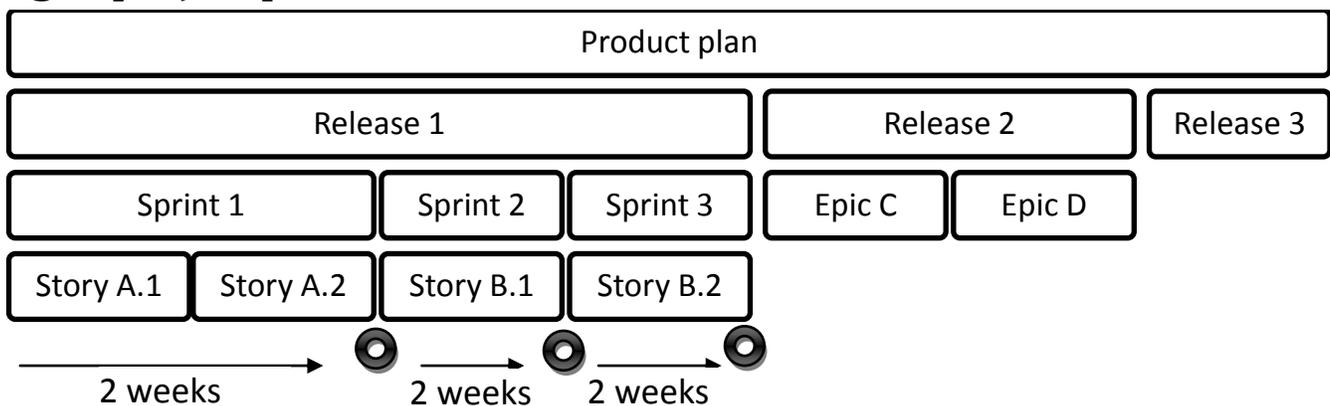
Burn Down chart

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

Examples

Agile Product Backlog break-down

Product plan

Theme X	Theme Y

Epic A	Epic B	Epic C	Epic D

Story A.1	Story A.2	Story B.1	Story B.2

Agile project plan

Product plan

Release 1	Release 2	Release 3

Sprint 1	Sprint 2	Sprint 3	Epic C	Epic D

Story A.1	Story A.2	Story B.1	Story B.2

2 weeks   2 weeks   2 weeks

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.'

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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.

Name	Role	Availability	Influence	Engagement
X Y	Stakeholder	High	High	Actively Engaged
John Doe	Stakeholder	High	Low	Keep informed
Mary Ewans	Sponsor	Low	High	Keep Satisfied
Jeffrey Herrison	Subject Matter Expert	Low	Low	Monitor

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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

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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

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.

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