SCRUM
crash
course
Coach
Takeshi Yoshida
agile
Organization
Development

Before you start

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Start with the WHY

DO NOT proceed to learn how to do Scrum ***before first learning and thinking why we do Agile***. Learning Scrum only as a process mechanism may cause damage to the organization.

Required viewing:

What is agile? Why agile? How do we do agile? What's the difference between Agile, Scrum, Lean, Design Thinking? Tell me about Scrum. Is agile a fad? What's the difference between Agile and agility? All answered, in a 33 minute video.

https://agile-od.com/101

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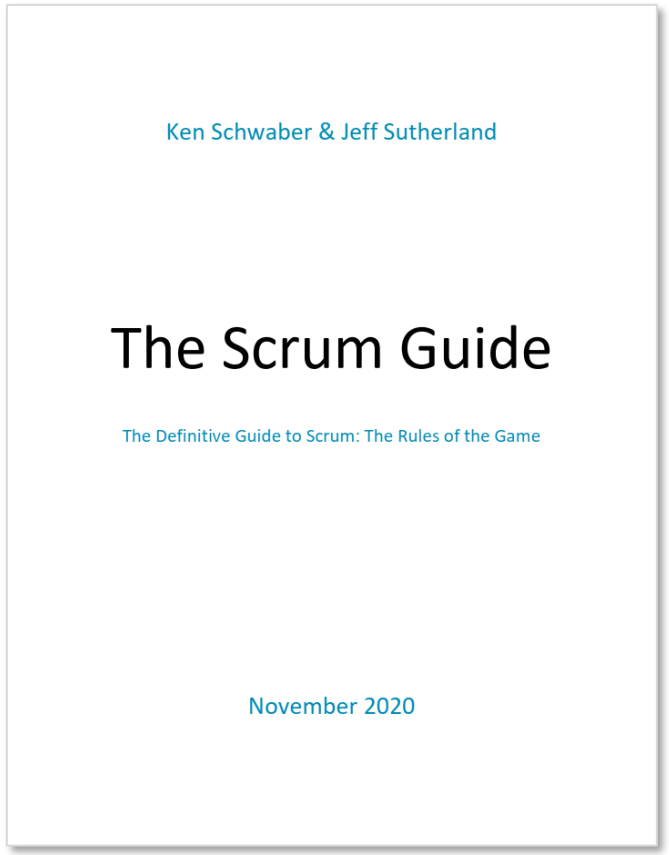
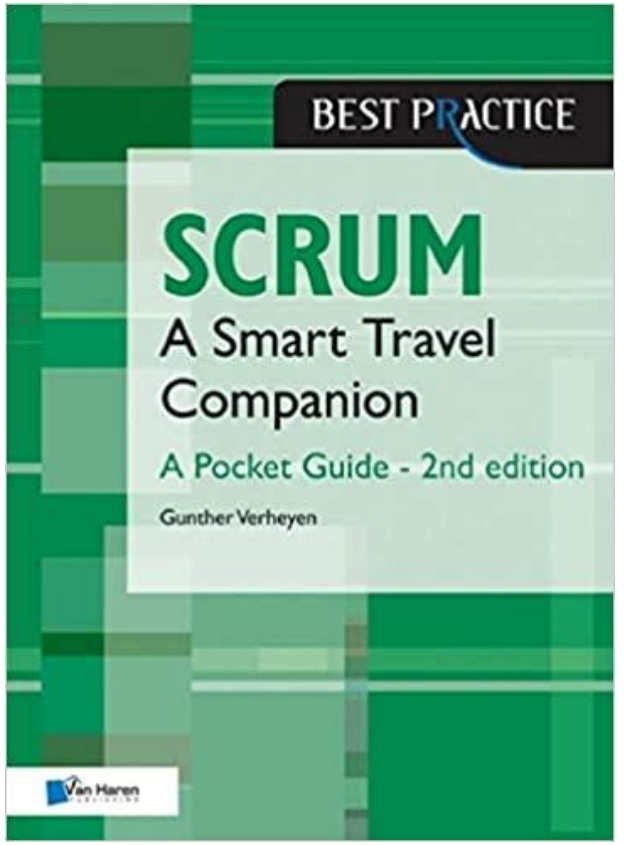
Required reading before crashing this course

(1) 2020 Scrum Guide



https://scrumguides.org/

(2) Chapter 2 of Scrum Pocket Guide



Scrum - A Pocket Guide
2nd edition
Gunther Verheyen
https://amzn.to/3pTgSZr

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It’s not just theory – you need to practice Scrum

- This is a crash course on learning Scrum theory. It’s a pre-requisite for doing Scrum right.
- Meanwhile, you can’t learn Scrum ***without doing Scrum***. Learning Scrum requires both learning of Scrum theory, and hands-on practicing Scrum.
- If you are doing this crash course in preparation for an upcoming Scrum with your team, great, you’re all set.
- But if you don’t have an upcoming opportunity to do Scrum, go find one. Until you’ve hands-on experienced doing product/service development and teamwork with Scrum, you can’t claim that you know how to do Scrum.
  - If you are already in a team setting and your organizational set-up may allow, propose to try Scrum with one of your teams on an appropriate product/service development opportunity.
  - If not, go find a team that may be interested in doing Scrum. Maybe approach a friend in a startup and offer to embed yourself in one of their teams to do Scrum. Opportunities abound.

Scrum Theory

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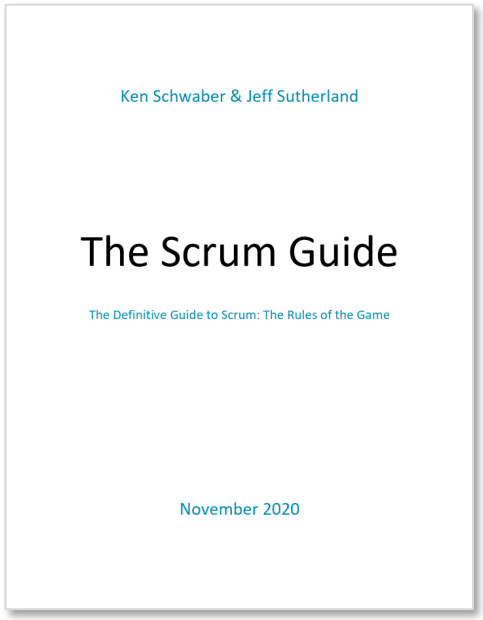
Scrum Definition

Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems.



2020 Scrum Guide

https://scrumguides.org/

- Scrum is simple.
- The Scrum framework is **purposefully incomplete**.
  - Various processes, techniques and methods can be employed with the framework.
- Rather than provide people with detailed instructions, the rules of Scrum guide their relationships and interactions.
- **Scrum Theory**: Scrum is founded on **empiricism** and **lean thinking**.
  - Empiricism asserts that knowledge comes from experience and making decisions based on what is observed.
  - Lean thinking reduces waste and focuses on the essentials.

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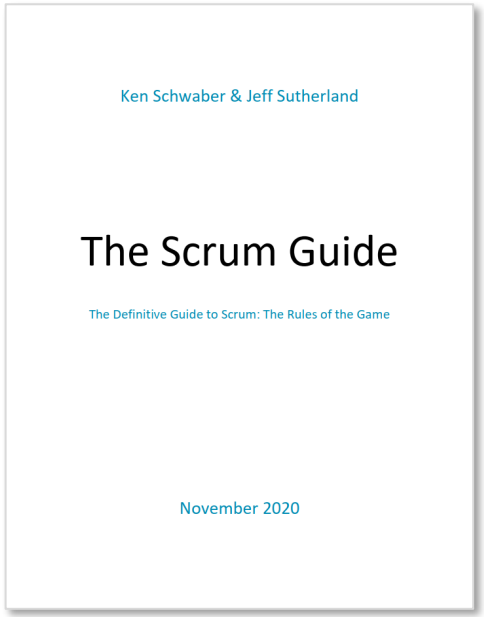
Scrum in a Nutshell



2020 Scrum Guide

https://scrumguides.org/

In a nutshell, Scrum requires a Scrum Master to foster an environment where:

1. A Product Owner orders the work for a complex problem into a Product Backlog.
2. The Scrum Team turns a selection of the work into an Increment of value during a Sprint.
3. The Scrum Team and its stakeholders inspect the results and adjust for the next Sprint.
4. Repeat

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Scrum Framework

Scrum Theory

- **Pillars**
  1. Transparency
  2. Inspection
  3. Adaptation
- **Values**
  1. Focus
  2. Openness
  3. Courage
  4. Commitment
  5. Respect
- **Scrum Team**
  - Developers
  - Product Owner
  - Scrum Master
- **Events**
  - The Sprint
  - Sprint Planning
  - Daily Scrum
  - Sprint Review
  - Sprint Retrospective
- **Artifacts** *(Commitment)*
  - Product Backlog *(Product Goal)*
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  - Increment *(Definition of Done)*
- **Rules**

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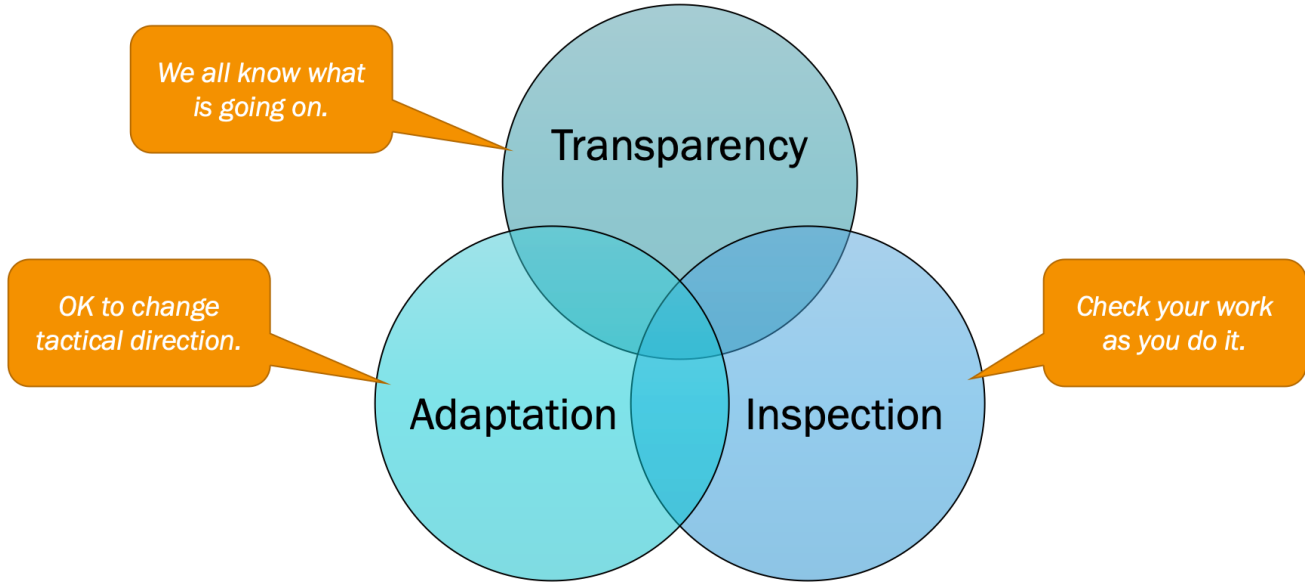
Scrum Pillars

- **Three Pillars of Empiricism**
  1. **Transparency**
  2. **Inspection**
  3. **Adaptation**

https://www.scrum.org/resources/blog/three-pillars-empiricism-scrum



- **Scrum's** three pillars of **empiricism** are **transparency**, **inspection** and **adaptation**.
- **Empiricism** means working in a **fact**-based, **experience**-based, and **evidence**-based manner. Progress is based on observations of **reality**, not fictitious **plans**.
- **Transparency** means making the emergent process and work visible.
- **Inspect** Scrum artifacts and progress toward goals frequently and diligently. Inspection enables adaptation. Inspection without adaptation is considered pointless. Scrum events are designed to provoke change.
- **Adaptation** in this context is about continuous improvement, the ability to adapt based on the results of the inspection. Adaptation becomes more difficult when the people involved are not empowered or self-managing. A Scrum Team is expected to adapt the moment it learns anything new through inspection.

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Scrum Values

1. **Focus**
2. Openness
3. Courage
4. Commitment
5. Respect

- x Without the Scrum values and the focus, we would be just going through the motions of Scrum.
- We focus on having a **"Done“ Increment** at least by the end of every Sprint.
- The Scrum *events* and *artifacts* help create focus on **inspecting progress** and new information.
- We focus on a **Sprint Goal** to guide the team in what to deliver.
- The **Product Backlog** is an ordered list, and that creates focus on what is most important thing to do next.
- **Time-boxed events** create a sense of urgency and help us focus on the purpose of the event.
- The entire Scrum Team is accountable for creating a valuable, useful Increment every Sprint. Scrum defines three specific accountabilities within the Scrum Team: the **Developers**, the **Product Owner**, and the **Scrum Master**.
- Focus facilitates empiricism and collaborative teamwork: instead of people working independently on separate Product Backlog Items, Scrum Teams are often more effective when they collaborate on one or two things.
- The entire Scrum Team’s *shared accountability* to deliver a valuable, useful Increment creates a **focus on the overall outcome**, not simply on what each individual can accomplish.
- Having a **Product Goal** creates focus on where we are going, and that can inform the team's decisions *on a daily basis*.
- When there are competing priorities, focus helps a team decide *what is the most important thing right now*.
- When the future is uncertain, there is a *tendency to want to keep analyzing*. Focus helps a team **accept uncertainty**, look at what they know today, and take a small step.

https://www.scrum.org/resources/blog/maximize-scrum-scrum-values-focus-part-1-5

https://www.scrum.org/resources/blog/accountability-quality-agile

Scrum Values

1. Focus
2. **Openness**
3. Courage
4. Commitment
5. Respect

- Being open about our work helps create transparency to our progress. Without transparency, any attempts to inspect and adapt will be flawed.
- Openness facilitates collaborative teamwork: it enables team members to *ask for help* and *offer help to each other*.
- Openness enables team members to *share their perspectives*, *feel heard* by their peers, and be able to *support team decisions*.
- Openness facilitates empiricism. When our *assumptions* turn out to be invalid, openness helps us *admit we were wrong and change direction*.

- Limiting a Sprint to one month or less promotes an *openness to changing direction* base on new information.
- The **Sprint Goal is fixed** and provides guidance, but **the plan** for meeting the Sprint Goal **is open to change** based on what the Developers are learning as they do the work.
- A transparent **Product Backlog** demonstrates **openness with our stakeholders** about what value is planned for the product (and what is not planned) and what is likely to be next.
- The **Sprint Review** demonstrates openness to *sharing progress* with our stakeholders, as well as openness to *feedback* and *collaboration* with them.
- The **Sprint Retrospective**'s focus on continuous improvement of our team's interactions, processes, and tools invites an openness to *feedback, reflection,* and *changing how we work*.

https://www.scrum.org/resources/blog/maximize-scrum-scrum-values-openness-part-2-5

Scrum Values

1. Focus
2. Openness
3. **Courage**
4. Commitment
5. Respect

- Every **Scrum Event** is an opportunity to inspect and adapt – with courage, we know it's okay to tweak or pivot. We can change direction regarding ***what*** we are building. We can change direction regarding ***how*** we are building it.
- The **time-box** of a Sprint *limits the impact of failure* to the length of a Sprint. This gives us courage to try new things, to experiment, to learn.
- The **Product Owner** is accountable for maximizing the value of the product, so she can demonstrate courage by *saying "no" to low value features*.
- The **Developers** are accountable for instilling quality by adhering to a **Definition of Done**, so they can demonstrate courage by *saying "no" to cutting quality under pressure*.

- It takes courage to be transparent about progress under pressure to deliver faster.
- It takes courage to *NOT show* our stakeholders *undone work*.
- It takes courage to *ask for help* or *admit we do not know how to do something*.
- It takes courage to *hold others accountable* when they are not meeting commitments to the team.
- We may discover *we built something our customers don't want*. *It takes courage to admit* our assumptions were wrong and change direction.
- It takes courage to try to build *something we've never built before*, not knowing if it will work or not.
- It takes courage to *share a dissenting opinion* with a team member and engage in productive conflict.

https://www.scrum.org/resources/blog/maximize-scrum-scrum-values-courage-part-3-5

Scrum Values

1. Focus
2. Openness
3. Courage
4. **Commitment**
5. Respect

- x Commitment in Scrum is not a promise to deliver a set scope by a set date.
- We commit to the **success** of the team.
- We commit to **doing Scrum fully**, not just picking and choosing the easy parts.
- We commit to **continuous improvement** and the courage to tweak and pivot based on new information or empirical data.
- We cannot predict or control all of the complexities in product development, but we can commit to taking actions and adjusting our behaviors based on feedback and new learnings.
- We commit to delivering **value**.
- The **Product Owner** demonstrates commitment by making the best decisions to optimize the value of the product, not simply trying to please every stakeholder.
- The **Developers** demonstrate commitment by creating an Increment that meets their definition of "Done," not something that is almost done.
- The **Scrum Master** demonstrates commitment by upholding the Scrum Framework.
- We commit to delivering a **"Done" increment**.
- Commitment to the **Product Backlog**, is a commitment to transparency.
- Commitment to the **Sprint Backlog**, is a commitment to transparency of our progress.
- Commitment to the **Daily Scrum**, is an opportunity for the Developers to demonstrate commitment to each other.
- Commitment to the **Sprint Retrospective**, is a commitment to continuous improvement as a team.

https://www.scrum.org/resources/blog/maximize-scrum-scrum-values-commitment-part-4-5

Scrum Values

1. Focus
2. Openness
3. Courage
4. Commitment
5. **Respect**

- By respecting that *people are naturally resourceful, creative, and capable* of collaboratively solving complex problems, we empower and enable **self-managing teams**.
- When we respect that people are **motivated** by **autonomy**, **mastery**, and **purpose**, we create an environment that engages people and enables teams to become greater than the sum of their parts.
- When there is respect for all opinions and perspectives, we can ensure everyone has the opportunity to be heard. When we feel we have been heard, ***it is possible to fully support team decisions even if the decision was not our preference*.**
- The **Scrum Team** is **cross-functional**, which means as a whole it has all of the skills necessary to deliver a usable product Increment. This promotes respect for everyone's experiences, skills, and ideas, and promotes learning and growth.
- The **Sprint Backlog** is **owned by the Developers**. We respect that the Developers decide how much they can do in a Sprint and how to do the work.
- By **only reviewing product Increment that meets the Definition of Done in a Sprint Review**, we bring transparency to our true progress. This demonstrates respect for our stakeholders.
- The **Product Owner** seeks input from, collaborates with, and *sets realistic expectations for stakeholders*. This is another demonstration of respect for stakeholders.
- The **Scrum Master**'s focus is on the health of the Scrum Team and the effective use of Scrum. **Having a role that focuses on teaching, facilitating, and coaching** demonstrates a respect for people and teams and their capacity for growth.
- Scrum's focus on delivering value shows *respect to our organization by not spending money on low value features or things that may never be used*. Having a usable Increment of value by the end of the Sprint shows respect to our organization by *not forcing more investment* to realize value. It gives the organization the flexibility to make investment decisions.

https://www.scrum.org/resources/blog/maximize-scrum-scrum-values-respect-part-5-5

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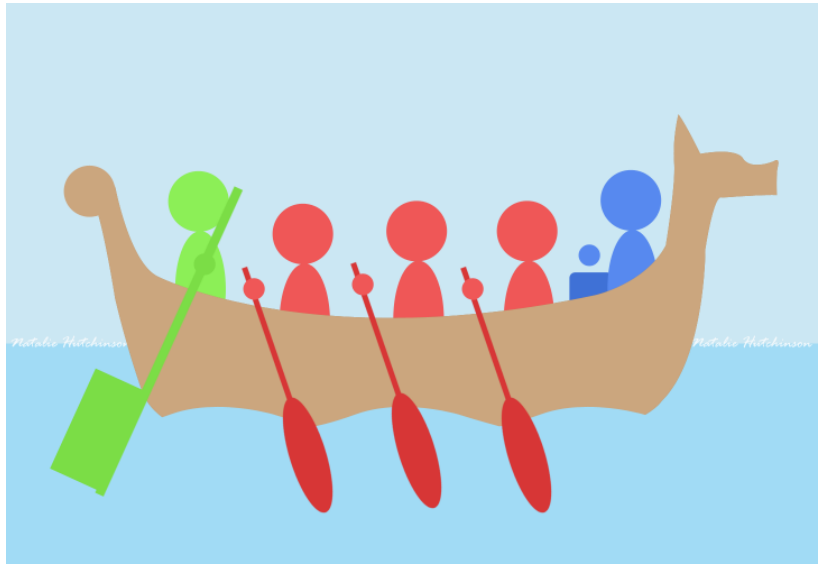
Scrum Team and Accountabilities



https://www.scrum.org/resources/blog/accountabilities-scrum

Scrum does not specify these roles as being full time, part time, etc. It is left out on purpose.

Scrum Team

The **Scrum Team** consists of one **Scrum Master**, one **Product Owner**, and **Developers**. Within the Scrum Team, which is typically **10 or fewer people**, there are no sub-teams or hierarchies. Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value each Sprint. They are also **self-managing**, meaning they internally decide who does what, when, and how. The entire Scrum Team is accountable for creating a valuable, useful Increment every Sprint.

Developers

Developers are the people in the Scrum Team that are committed to creating any aspect of a usable increment each Sprint and are accountable for instilling quality by adhering to a Definition of Done.

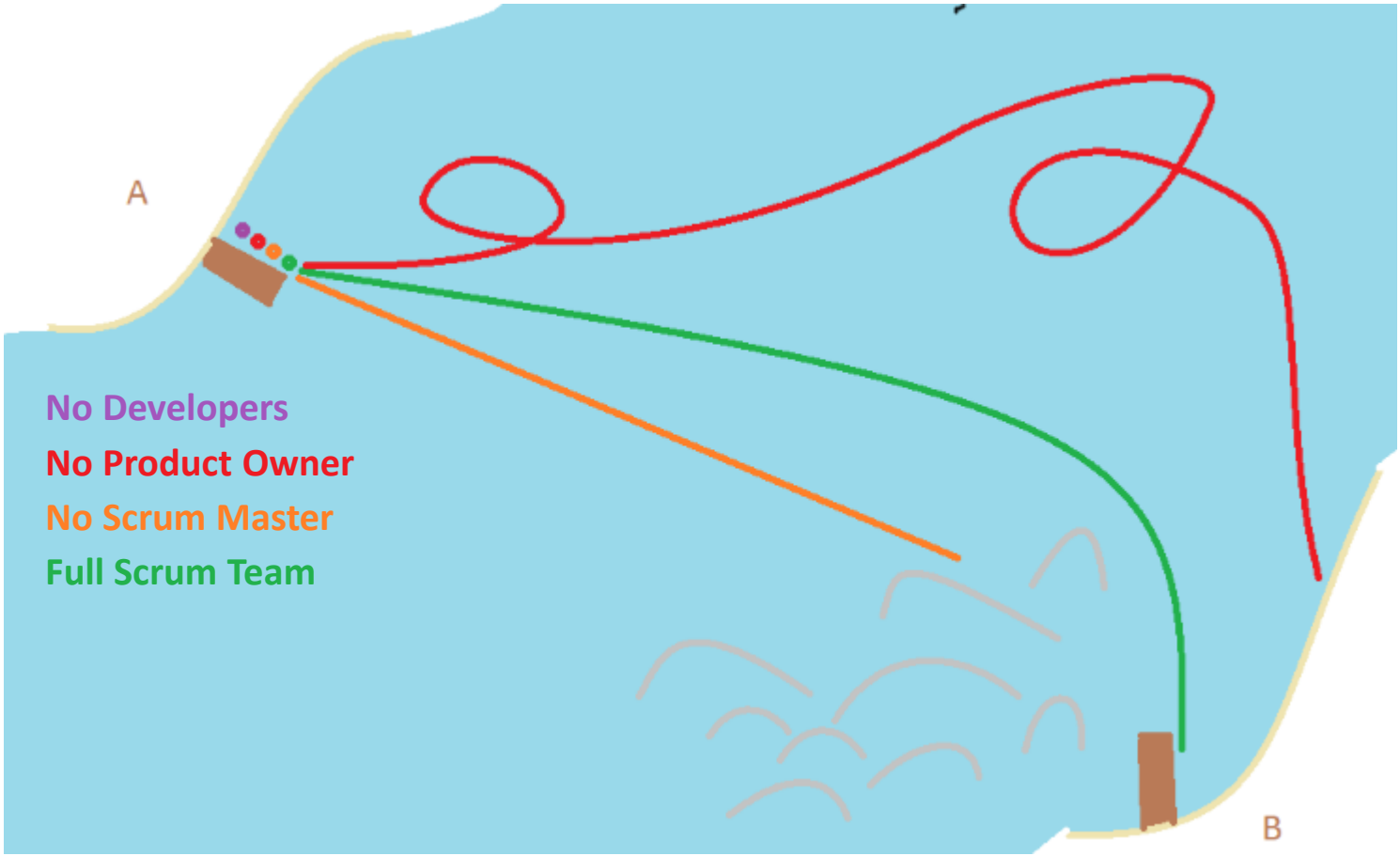
Product Owner

The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team.

Scrum Master

The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization.

Scrum Team and Accountabilities



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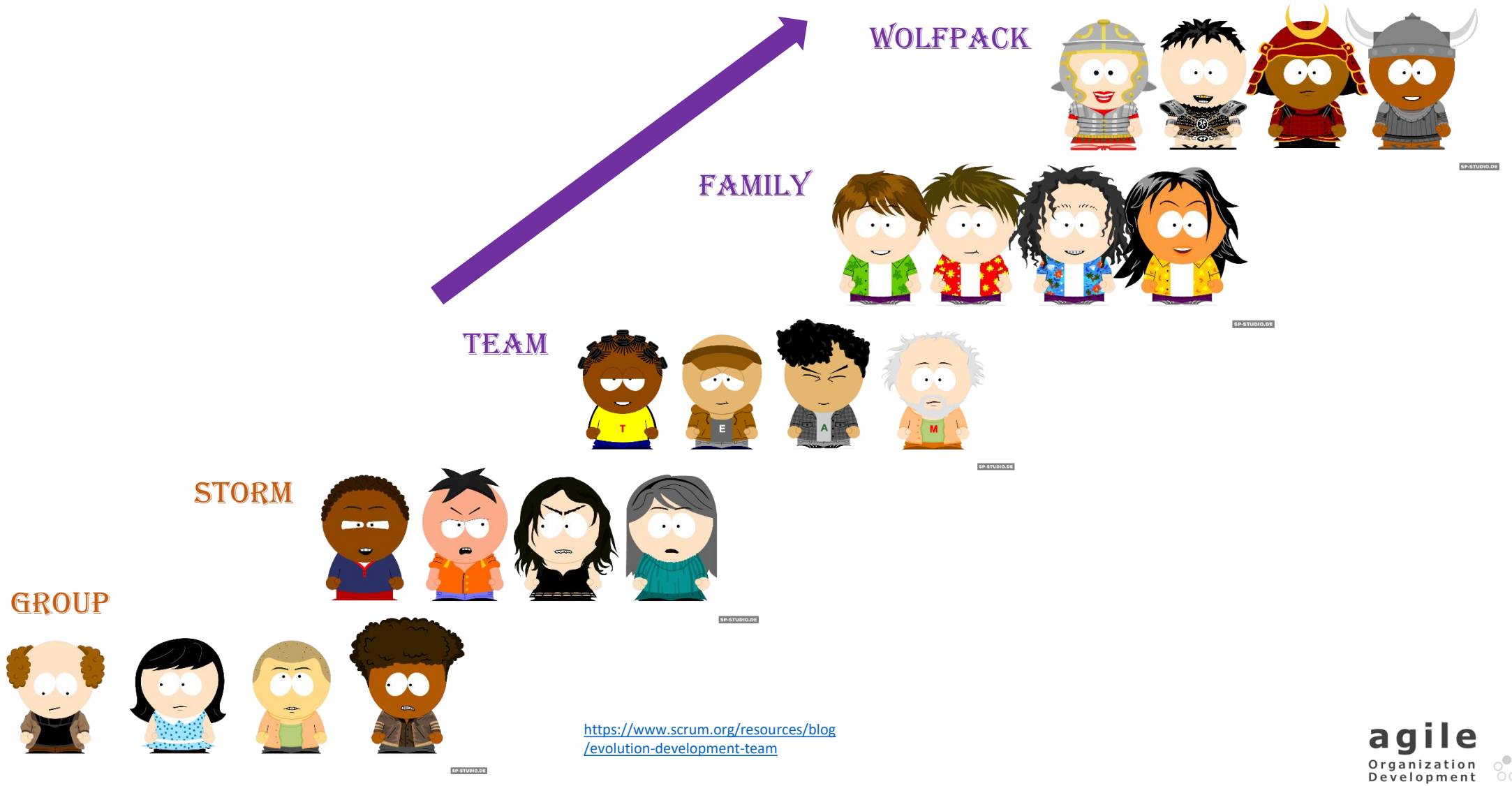
Developers

- Developers are the people in the Scrum Team that are committed to **creating any aspect of a usable Increment** each Sprint.
- The specific skills needed by the Developers are often broad and will vary with the domain of work. However, the Developers are always **accountable** for:
  - ***Creating a plan for the Sprint, the Sprint Backlog****;*
  - ***Instilling quality by adhering to a Definition of Done****;*
  - ***Adapting their plan each day toward the Sprint Goal****; and,*
  - *Holding each other accountable as professionals.*

Source: Scrum Guide 2020

*Evolutionary Path of the **Developers***



https://www.scrum.org/resources/blog/evolution-development-team

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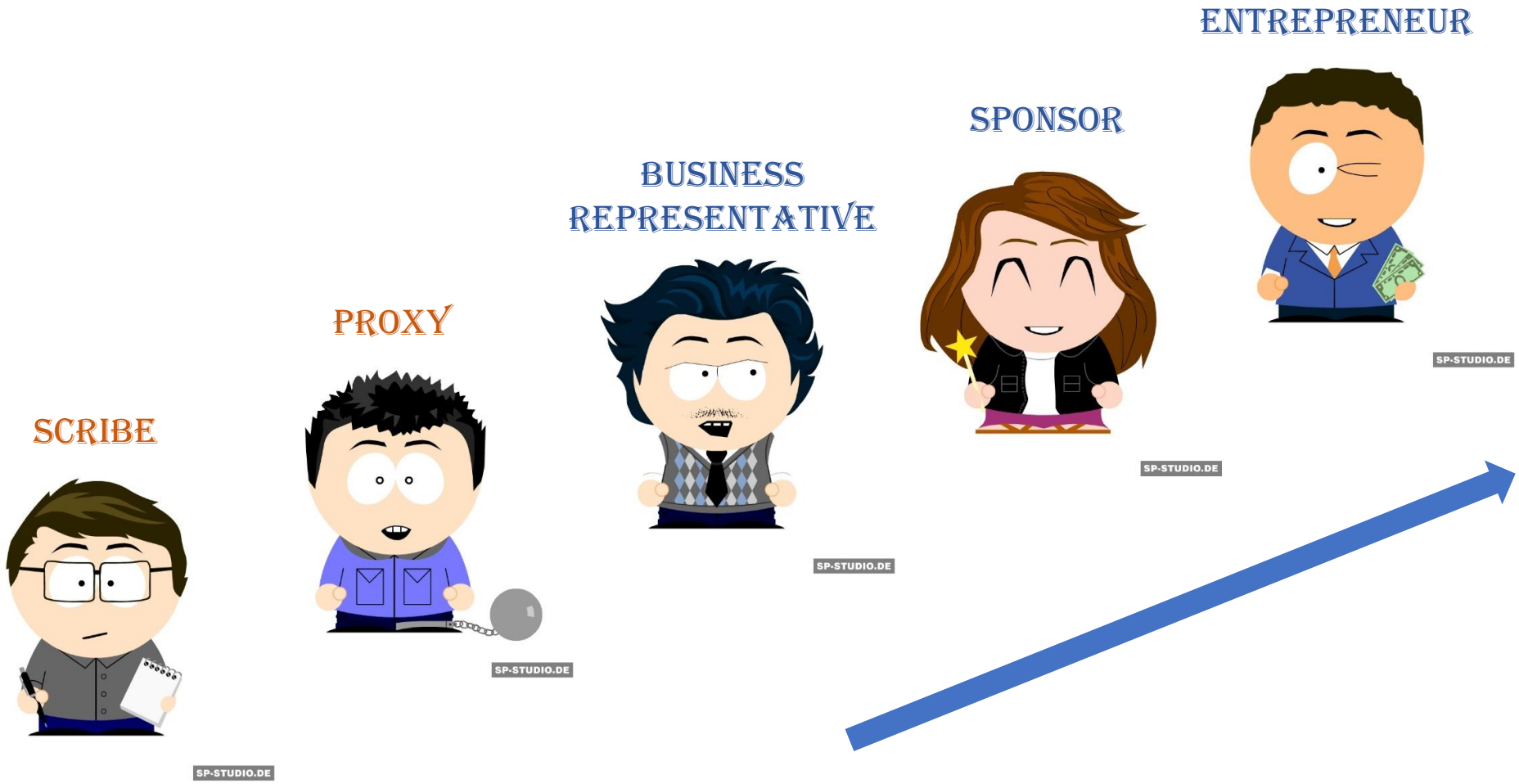
Product Owner

- **The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team**. How this is done may vary widely across organizations, Scrum Teams, and individuals.
- The Product Owner is also **accountable for effective Product Backlog management**, which includes:
  - *Developing and explicitly communicating the Product Goal;*
  - *Creating and clearly communicating Product Backlog items;*
  - *Ordering Product Backlog items; and,*
  - *Ensuring that the Product Backlog is transparent, visible and understood.*
- The Product Owner may do the above work or may delegate the responsibility to others. ***Regardless, the Product Owner remains accountable***.
- For Product Owners to succeed, the entire organization must respect their decisions. These decisions are visible in the content and ordering of the Product Backlog, and through the inspectable Increment at the Sprint Review.
- **The Product Owner is one person**, not a committee. The Product Owner may represent the needs of many stakeholders in the Product Backlog. Those wanting to change the Product Backlog can do so by trying to convince the Product Owner.

Source: Scrum Guide 2020

*Evolutionary Path of the **Product Owner***



https://www.scrum.org/resources/blog/evolution-product-owner

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Scrum Master

- The Scrum Master is **accountable for establishing Scrum as defined in the Scrum Guide**. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization.
- The Scrum Master is accountable for the Scrum Team's **effectiveness**. They do this by enabling the Scrum Team to improve its practices, within the Scrum framework.
- Scrum Masters are true leaders who serve the Scrum Team and the larger organization.

- The Scrum Master serves the **Scrum Team** in several ways, including:
  - Coaching the team members in *self-management* and *cross-functionality*;
  - Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done;
  - Causing the *removal of impediments* to the Scrum Team's progress; and,
  - *Ensuring that all Scrum events take place* and are positive, productive, and kept within the timebox.
- The Scrum Master serves the **Product Owner** in several ways, including:
  - Helping find techniques for effective Product Goal definition and Product Backlog management;
  - Helping the Scrum Team understand the need for clear and concise Product Backlog items;
  - Helping establish *empirical product planning* for a complex environment; and,
  - Facilitating stakeholder collaboration as requested or needed
- The Scrum Master serves the **organization** in several ways, including:
  - *Leading, training, and coaching the organization* in its Scrum adoption;
  - Planning and advising Scrum implementations within the organization;
  - Helping employees and stakeholders understand and enact an empirical approach for complex work; and,
  - *Removing barriers between stakeholders and Scrum Teams.*

Source: Scrum Guide 2020

*Evolutionary Path of the **Scrum Master***

https://www.scrum.org/resources/blog/evolution-scrum-master

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Scrum Framework

Scrum Theory

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Sprint

- **Events**
  - **The Sprint**
  - **Sprint Planning**
  - **Daily Scrum**
  - **Sprint Review**
  - **Sprint Retrospective**

Source: Scrum Guide 2020

- Sprints are the **heartbeat** of Scrum, where ideas are turned into value.
- They are fixed length events of **one month or less** to create consistency. *A new Sprint starts immediately after the conclusion of the previous Sprint.*
- All the work necessary to achieve the Product Goal, including Sprint Planning, Daily Scrums, Sprint Review, and Sprint Retrospective, happen within Sprints.
- During the Sprint:
  - *No changes are made that would endanger the Sprint Goal*;
  - Quality does not decrease;
  - *The Product Backlog is refined as needed*; and,
  - *Scope may be clarified and renegotiated with the Product Owner as more is learned.*
- Sprints enable predictability by ensuring inspection and adaptation of progress toward a Product Goal at least every calendar month. Shorter Sprints can be employed to generate more learning cycles and limit risk of cost and effort to a smaller time frame. Each Sprint may be considered a short project.
- *A Sprint could be cancelled if the Sprint Goal becomes obsolete.* **Only the Product Owner has the authority to cancel the Sprint.**

Sprint Planning

- **Events**
  - **The Sprint**
  - **Sprint Planning**
  - **Daily Scrum**
  - **Sprint Review**
  - **Sprint Retrospective**

- Sprint Planning initiates the Sprint by laying out the work to be performed for the Sprint. This resulting plan is created by the collaborative work of the entire Scrum Team.
- The Product Owner ensures that attendees are prepared to *discuss the most important Product Backlog items and how they map to the Product Goal*. The Scrum Team may also invite other people to attend Sprint Planning to provide advice.
- Sprint Planning addresses the following topics:

- Topic One: **Why is this Sprint valuable?**

  The Product Owner proposes how the product could increase its value and utility in the current Sprint. *The whole Scrum Team then collaborates to define a* ***Sprint Goal*** that communicates why the Sprint is valuable to stakeholders. The Sprint Goal must be finalized prior to the end of Sprint Planning.

- Topic Two: **What can be Done this Sprint?**

  Through discussion with the Product Owner, the *Developers select items* from the Product Backlog to include in the current Sprint. The Scrum Team may refine these items during this process, which increases understanding and confidence. In selecting how much can be completed within a Sprint, the Developers forecast the Sprint by considering their past performance, their upcoming capacity, and their Definition of Done.

- Topic Three: **How will the chosen work get done?**

  For each selected Product Backlog item, the Developers plan the work necessary to create an Increment that meets the Definition of Done. This is often done by decomposing Product Backlog items into smaller work items of one day or less. *How this is done is at the sole discretion of the Developers.* No one else tells them how to turn Product Backlog items into Increments of value.

- *The Sprint Goal*, the *Product Backlog items selected for the Sprint*, plus the *plan for delivering them* are together referred to as the *Sprint Backlog*.
- Sprint Planning is timeboxed to a **maximum of eight hours for a one-month Sprint**. For shorter Sprints, the event is usually shorter.

Source: Scrum Guide 2020

Daily Scrum

- **Events**
  - **The Sprint**
  - **Sprint Planning**
  - **Daily Scrum**
  - **Sprint Review**
  - **Sprint Retrospective**

- The purpose of the Daily Scrum is to *inspect progress toward the Sprint Goal* and *adapt the Sprint Backlog as necessary*, adjusting the upcoming planned work.
- The Daily Scrum is a **15-minute event for the Developers** of the Scrum Team. To reduce complexity, it is *held at the same time and place every working day of the Sprint*. If the Product Owner or Scrum Master are actively working on items in the Sprint Backlog, they participate as Developers.
- The Developers can select whatever structure and techniques they want, as long as their Daily Scrum focuses on progress toward the Sprint Goal and produces an actionable plan for the next day of work. This creates focus and improves self-management.
- Daily Scrums improve communications, *identify impediments*, promote quick decision-making, and consequently eliminate the need for other meetings.
- The Daily Scrum is not the only time Developers are allowed to adjust their plan. They often meet throughout the day for more detailed discussions about adapting or re-planning the rest of the Sprint's work.

Source: Scrum Guide 2020

Sprint Review

- **Events**
  - **The Sprint**
  - **Sprint Planning**
  - **Daily Scrum**
  - **Sprint Review**
  - **Sprint Retrospective**

- The purpose of the Sprint Review is to ***inspect*** *the outcome of the Sprint* and ***determine*** *future adaptations*. The Scrum Team ***presents*** *the results of their work to key stakeholders* and *progress toward the Product Goal is* ***discussed***.
- During the event, the Scrum Team and stakeholders review what was accomplished in the Sprint and *what has changed in their environment*. Based on this information, ***attendees collaborate on what to do next***. The *Product Backlog may also be adjusted* to meet new opportunities. The Sprint Review is a *working session* and the Scrum Team should avoid limiting it to a presentation.
- The Sprint Review is the second to last event of the Sprint and is timeboxed to **a maximum of four hours for a one-month Sprint**. For shorter Sprints, the event is usually shorter.

Source: Scrum Guide 2020

Sprint Retrospective

- **Events**
  - **The Sprint**
  - **Sprint Planning**
  - **Daily Scrum**
  - **Sprint Review**
  - **Sprint Retrospective**

- The purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness.
- The Scrum Team inspects how the last Sprint went with regards to **individuals, interactions, processes, tools,** and their **Definition of Done**. Inspected elements often vary with the domain of work. Assumptions that led them astray are identified and their origins explored. The Scrum Team discusses *what went well* during the Sprint, *what problems it encountered*, and *how those problems were (or were not) solved*.
- The Scrum Team *identifies the most helpful changes to improve its effectiveness*. The most impactful improvements are addressed as soon as possible. They may even be added to the Sprint Backlog for the next Sprint.
- **The Sprint Retrospective concludes the Sprint**. It is timeboxed to a **maximum of three hours for a one month Sprint**. For shorter Sprints, the event is usually shorter.

Source: Scrum Guide 2020

Scrum Framework

Scrum Theory

- **Pillars**
  1. Transparency
  2. Inspection
  3. Adaptation
- **Values**
  1. Focus
  2. Openness
  3. Courage
  4. Commitment
  5. Respect
- **Scrum Team**
  - Developers
  - Product Owner
  - Scrum Master
- **Events**
  - The Sprint
  - Sprint Planning
  - Daily Scrum
  - Sprint Review
  - Sprint Retrospective
- **Artifacts** *(Commitment)*
  - Product Backlog *(Product Goal)*
  - Sprint Backlog *(Sprint Goal)*
  - Increment *(Definition of Done)*
- **Rules**

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Product Backlog

- **Artifacts** *(Commitment)*
  - **Product Backlog** ***(Product Goal)***
  - **Sprint Backlog** ***(Sprint Goal)***
  - **Increment** ***(Definition of Done)***

Scrum's artifacts represent work or value. They are designed to maximize ***transparency*** *of key information. Thus, everyone inspecting them has the same basis for adaptation.*

Each artifact contains a commitment *to ensure it provides information that enhances transparency and focus against which progress can be measured.*

These commitments exist to reinforce ***empiricism*** *and the Scrum values for the Scrum Team and their stakeholders.*

Source: Scrum Guide 2020

- The Product Backlog is *an* ***emergent, ordered*** *list of what is needed to improve the product*. It is the ***single source of work*** undertaken by the Scrum Team.
- Product Backlog items that can be Done by the Scrum Team within one Sprint are *deemed ready for selection* in a Sprint Planning event. They usually acquire this *degree of transparency* after refining activities*. Product Backlog refinement is the act of breaking down and further defining Product Backlog items into smaller more precise items*. This is an ongoing activity to add details, such as a description, order, and size. Attributes often vary with the domain of work.
- *The* ***Developers*** *who will be doing the work are responsible for the* ***sizing***. The Product Owner may influence the Developers by helping them understand and select trade-offs.
- The ***Product Goal*** is the *commitment* for the Product Backlog. *The Product Goal describes a future state of the product* which can serve as a *target* for the Scrum Team to plan against. The Product Goal is in the Product Backlog. The rest of the Product Backlog emerges to define "what" will fulfill the Product Goal.
- ***A product is a vehicle to deliver value***. It has a *clear boundary*, known stakeholders, well-defined users or customers. ***A product could be a service***, a physical product, or something more *abstract*.
- *The Product Goal is the long-term objective for the Scrum Team*. They must fulfill (or abandon) one objective before taking on the next.

Sprint Backlog

- **Artifacts** *(Commitment)*
  - **Product Backlog** ***(Product Goal)***
  - **Sprint Backlog** ***(Sprint Goal)***
  - **Increment** ***(Definition of Done)***

- The Sprint Backlog is composed of the ***Sprint Goal*** (*why*), the ***set of Product Backlog items selected for the Sprint*** (*what*), as well ***as an actionable plan for delivering the Increment*** (*how*).
- ***The Sprint Backlog is a plan by and for the Developers***. It is a highly visible, *real-time picture* of the work that the Developers plan to accomplish during the Sprint in order to achieve the Sprint Goal. Consequently, *the Sprint Backlog is updated throughout the Sprint as more is learned*. It should have enough detail that they can inspect their progress in the Daily Scrum.
- The ***Sprint Goal*** is the *commitment* for the Sprint Backlog. ***The Sprint Goal is the single objective for the Sprint***. Although *the Sprint Goal is a commitment by the Developers*, it provides flexibility in terms of the exact work needed to achieve it. The Sprint Goal also creates coherence and focus, encouraging the Scrum Team to work together rather than on separate initiatives.
- *The Sprint Goal is created during the Sprint Planning event and then added to the Sprint Backlog*. As the Developers work during the Sprint, they keep the Sprint Goal in mind. If the work turns out to be different than they expected, they collaborate with the Product Owner to *negotiate the scope of the Sprint Backlog* within the Sprint *without affecting the Sprint Goal.*

Source: Scrum Guide 2020

Sprint Backlog

- **Artifacts**
  (Commitment)
  - **Product Backlog**
    (Product Goal)
  - **Sprint Backlog**
    (Sprint Goal)
  - **Increment**
    (Definition of Done)

- An Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, the Increment must be usable.
- Multiple Increments may be created within a Sprint. The sum of the Increments is presented at the Sprint Review thus supporting empiricism. However, *an Increment may be delivered to stakeholders prior to the end of the Sprint.* The Sprint Review should never be considered a gate to *releasing* value.
- ***Definition of Done*** is the *commitment* for the Increment. The Definition of Done is a *formal description of the state of the Increment when it meets the quality measures* required for the product. Work cannot be considered part of an Increment unless it meets the Definition of Done. The moment a Product Backlog item meets the Definition of Done, an Increment is born.
- The Definition of Done creates transparency by providing everyone a shared understanding of what work was completed as part of the Increment. *If a Product Backlog item does not meet the Definition of Done, it cannot be released or even presented at the Sprint Review*. Instead, it returns to the Product Backlog for future consideration.
- *If the Definition of Done for an increment is part of the standards of the organization, all Scrum Teams must follow it as a minimum. If it is not an organizational standard, the **Scrum Team** must create a Definition of Done appropriate for the product.*
- The Developers are required to conform to the Definition of Done. If there are *multiple Scrum Teams* working together on a product, they must *mutually define* and comply with the same Definition of Done.

Source: Scrum Guide 2020

Scrum Framework

Scrum Theory

- **Pillars**
  1. Transparency
  2. Inspection
  3. Adaptation
- **Values**
  1. Focus
  2. Openness
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- **Scrum Team**
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  - Sprint Review
  - Sprint Retrospective
- **Artifacts** *(Commitment)*
  - Product Backlog *(Product Goal)*
  - Sprint Backlog *(Sprint Goal)*
  - Increment *(Definition of Done)*
- **Rules**

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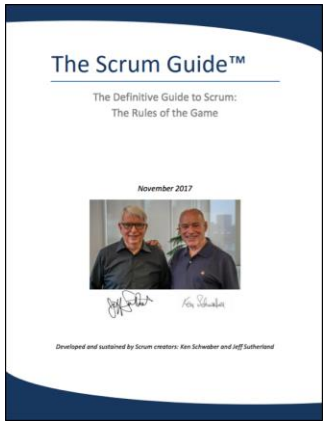
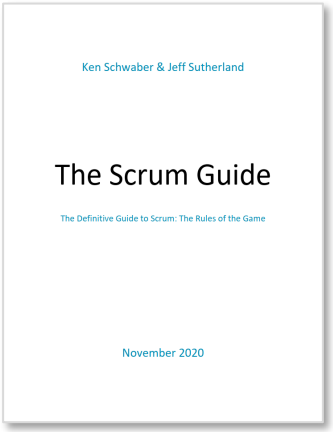
Scrum Rules



- The rules of Scrum bind together the roles, events, and artifacts, governing the ***relationships and interaction*** between them. **The rules of Scrum are described throughout the body of the Scrum Guide.**
- *Specific tactics for using the Scrum framework vary and are described elsewhere.*

Scrum Guide 2017



- The Scrum framework, as outlined herein, is immutable. ***While implementing only parts of Scrum is possible, the result is not Scrum***. ***Scrum exists only in its entirety*** and functions well as a *container for other techniques, methodologies, and practices*.

End Note, Scrum Guide 2020

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Scrum Practices

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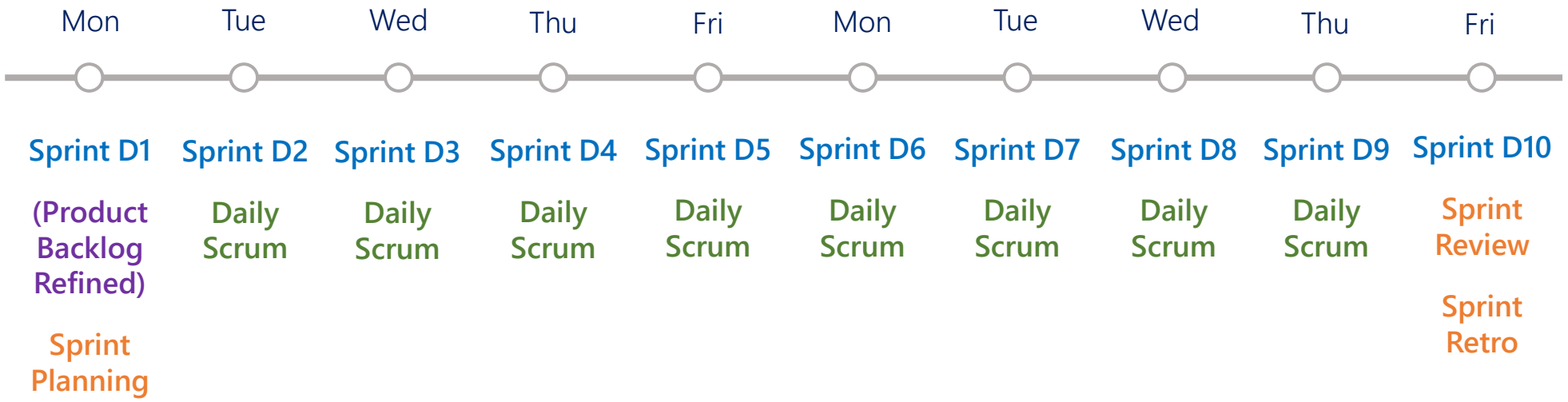
Two Week Sprint Example



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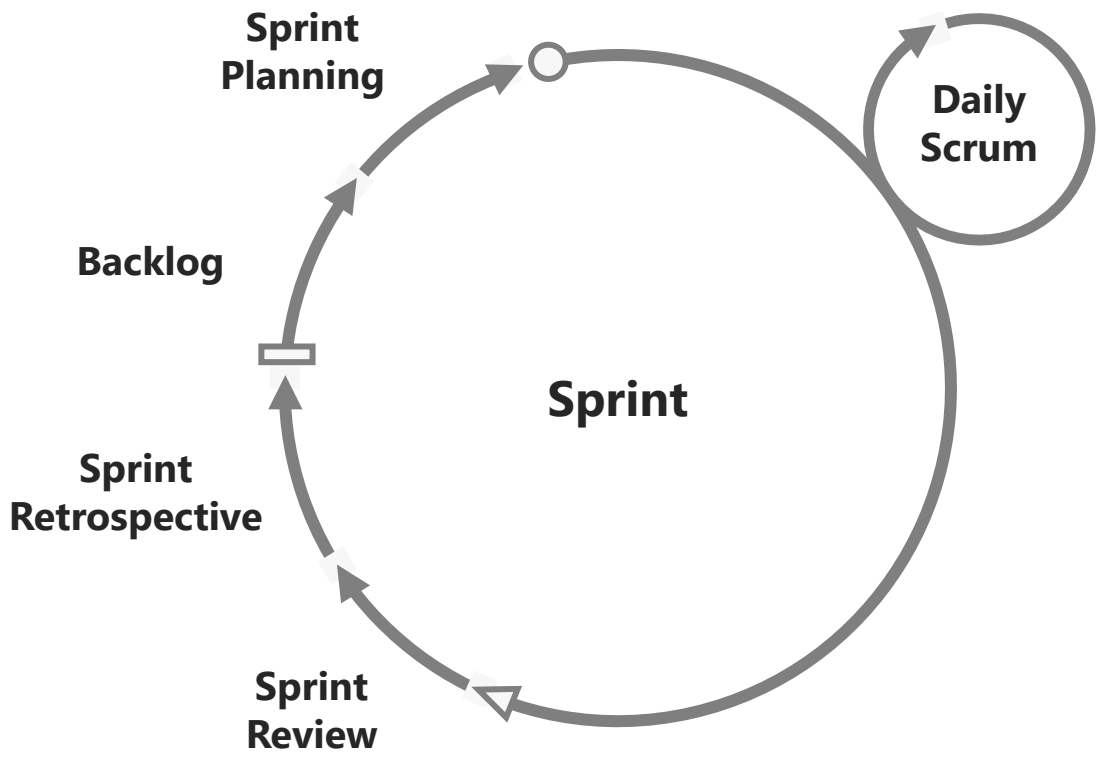
Sprint



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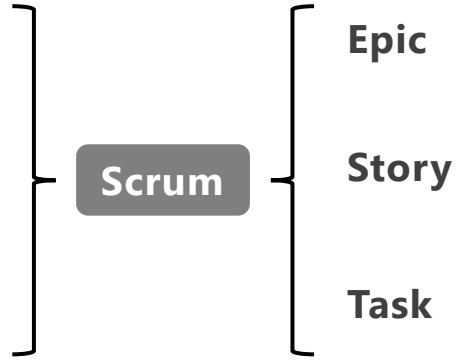
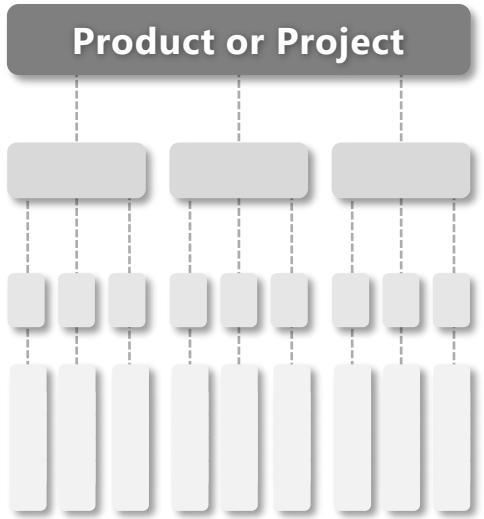
Product Backlog Items

*Note: Recall from the Scrum Guide that "Scrum … functions well as a container for **other techniques, methodologies, and practices**." Most of the practices introduced from this page onward are commonly used complimentary practices in Scrum and technically not official components of Scrum as defined in the Scrum Guide.*





User Story:

As a [*user*],
I want [*what*],
so that [*value*].

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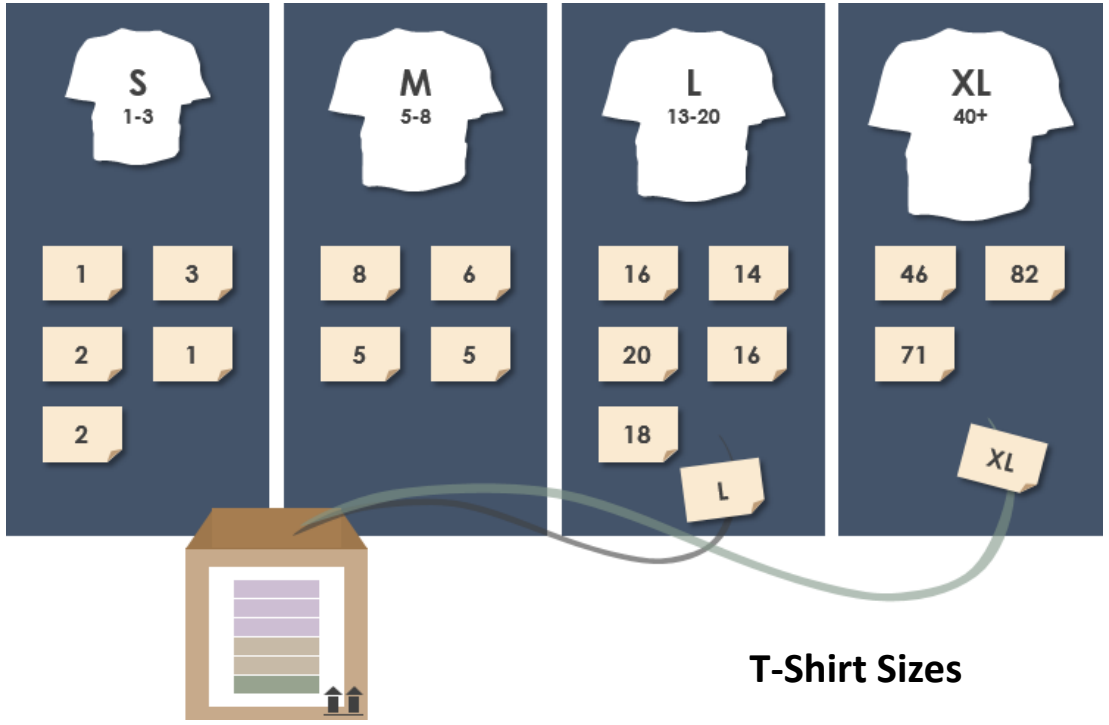
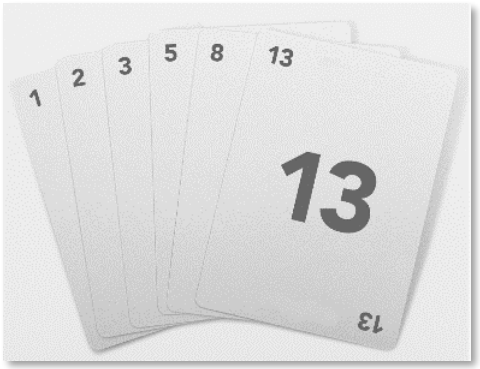
Estimating Product Backlog Items

*Okay to start with **time** estimation but eventually move to **story points***



T-Shirt Sizes



Planning Poker
with modified
Fibonacci numbers

https://www.visual-paradigm.com/scrum/what-is-agile-estimation/

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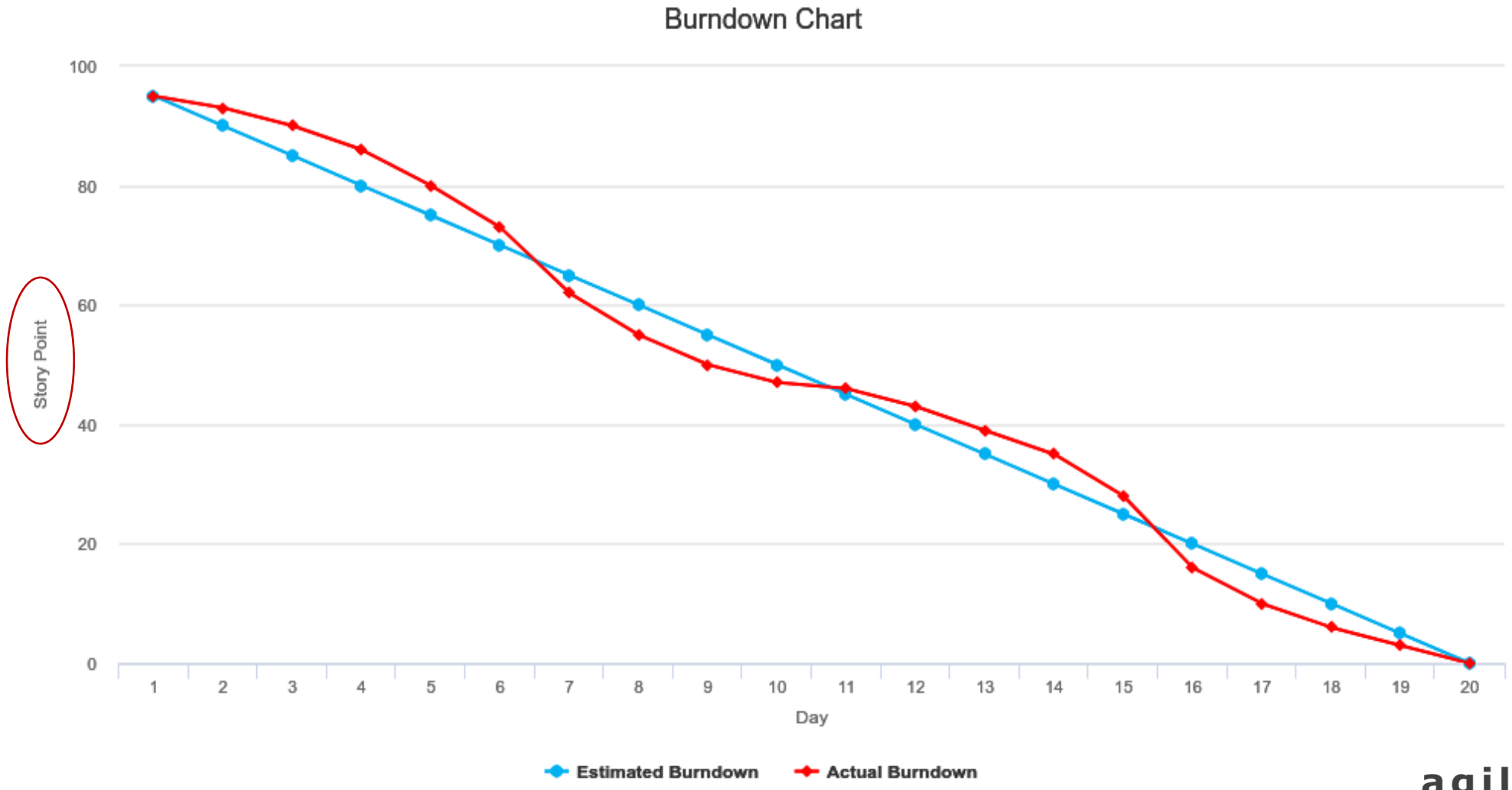
Burndown Chart



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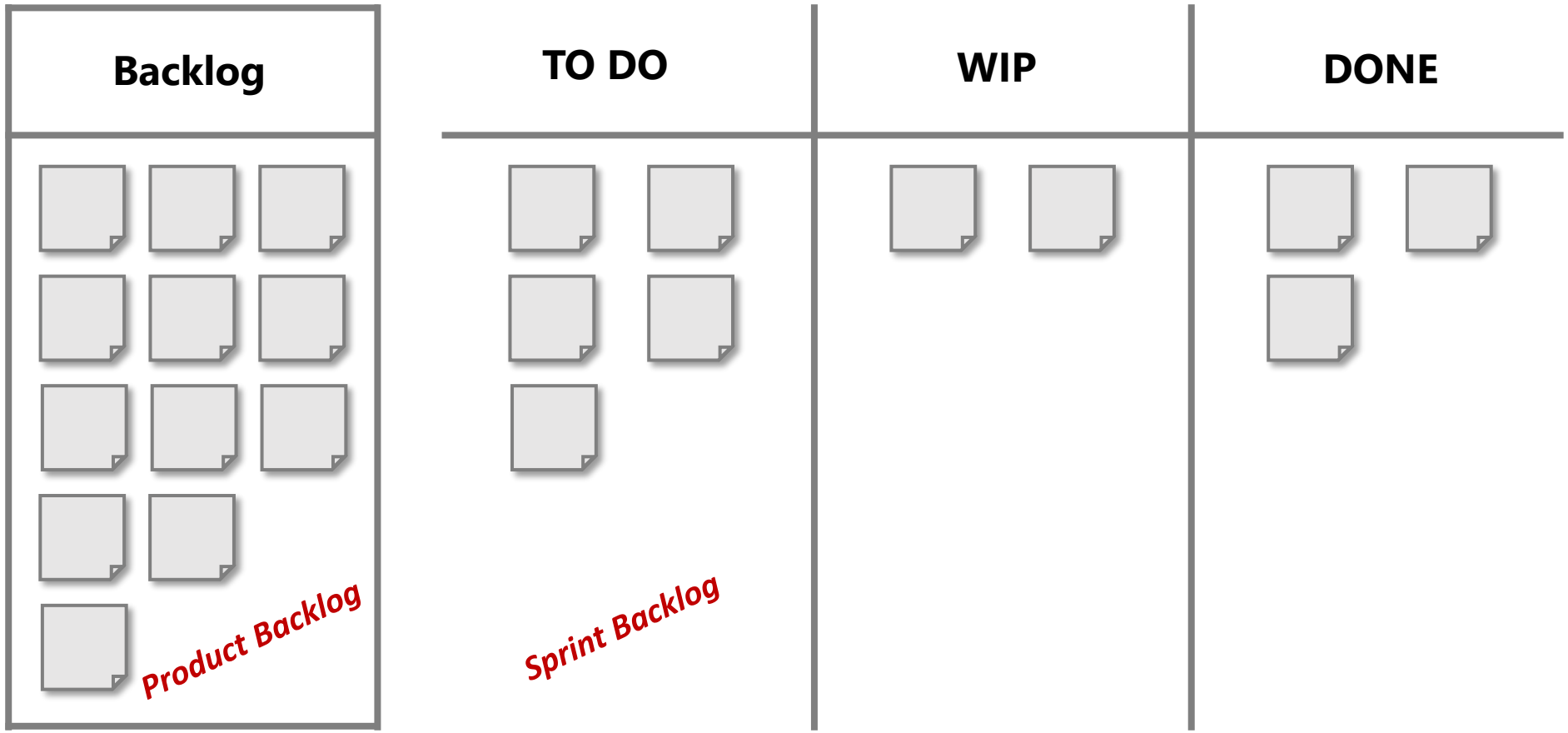
Kanban Board



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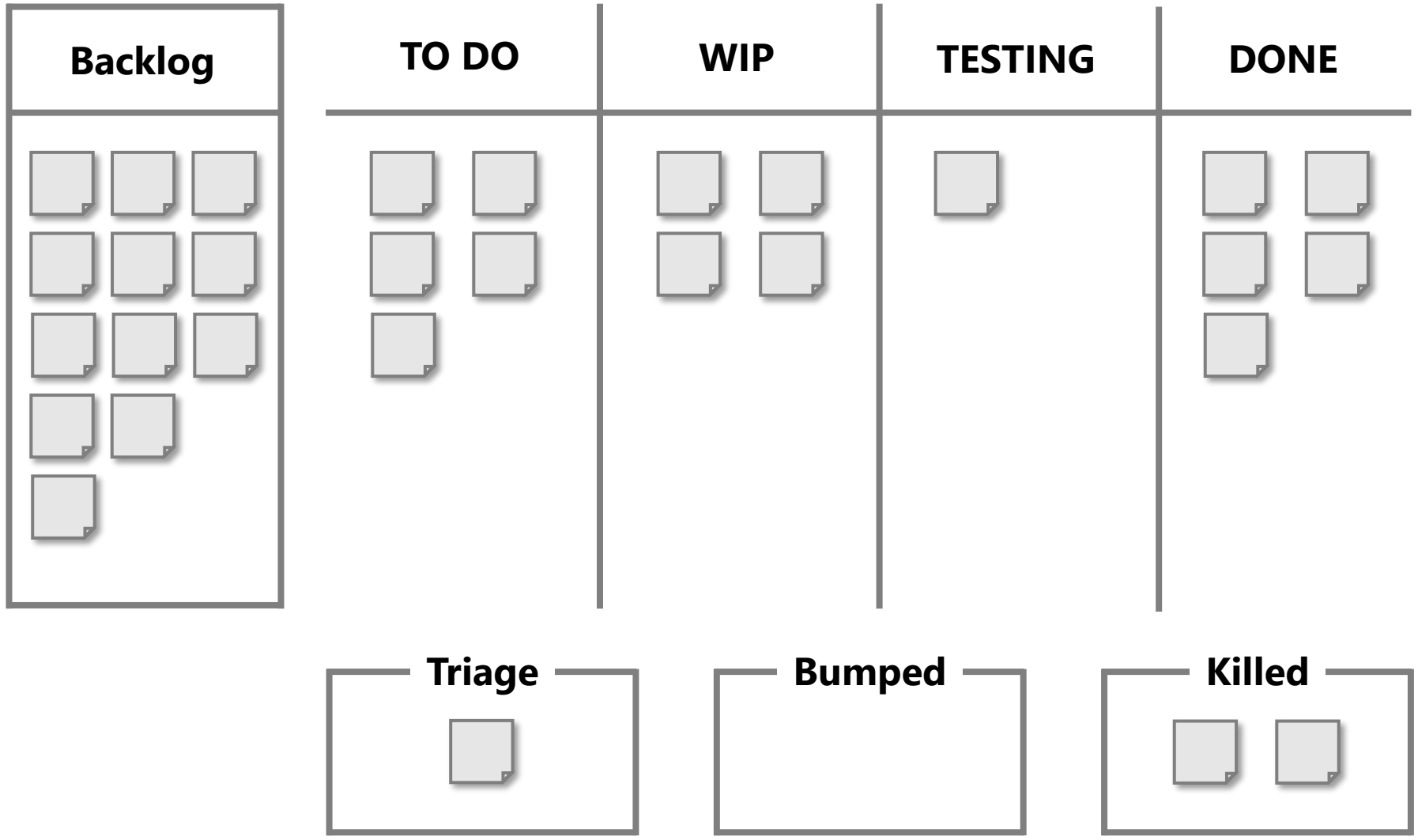
Kanban Board



Product Backlog Building

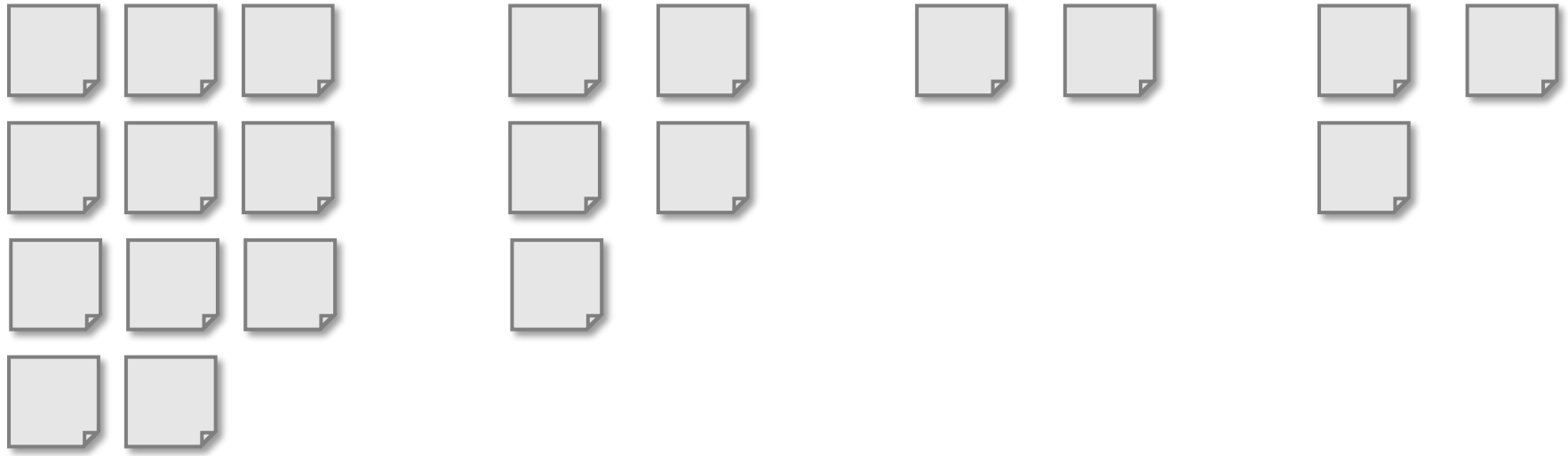
Step 1: Define Product Goal

Scrum Team: [ ]
Product Goal: [ ]

Product Backlog Building

Step 2: Brain Spill

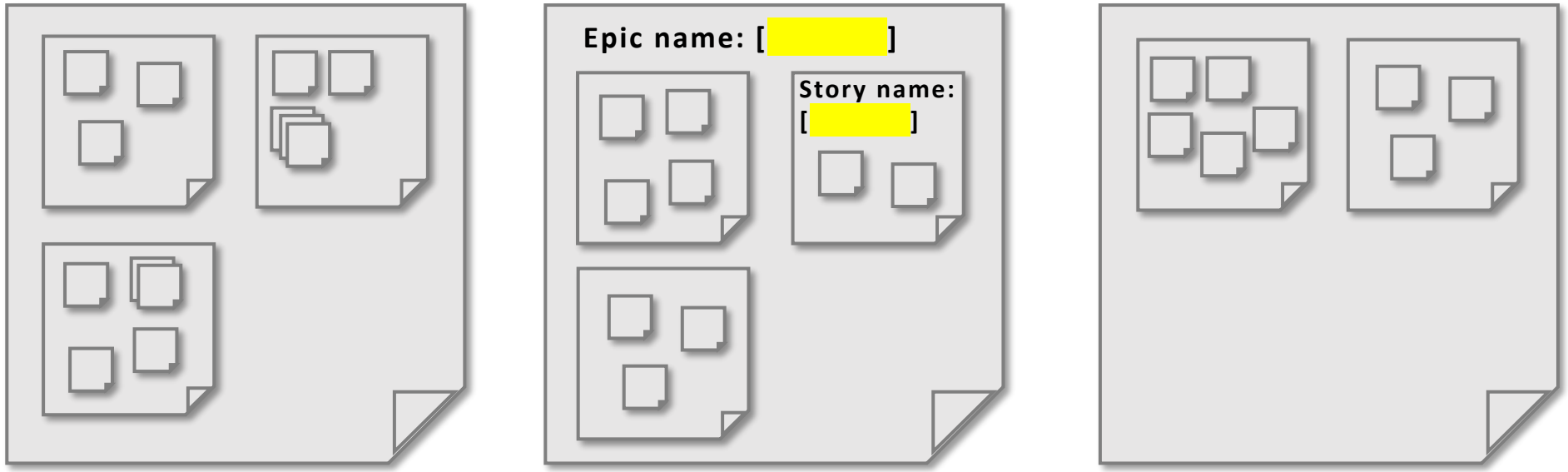
Scrum Team: [ ]
Product Goal: [ ]



Product Backlog Building

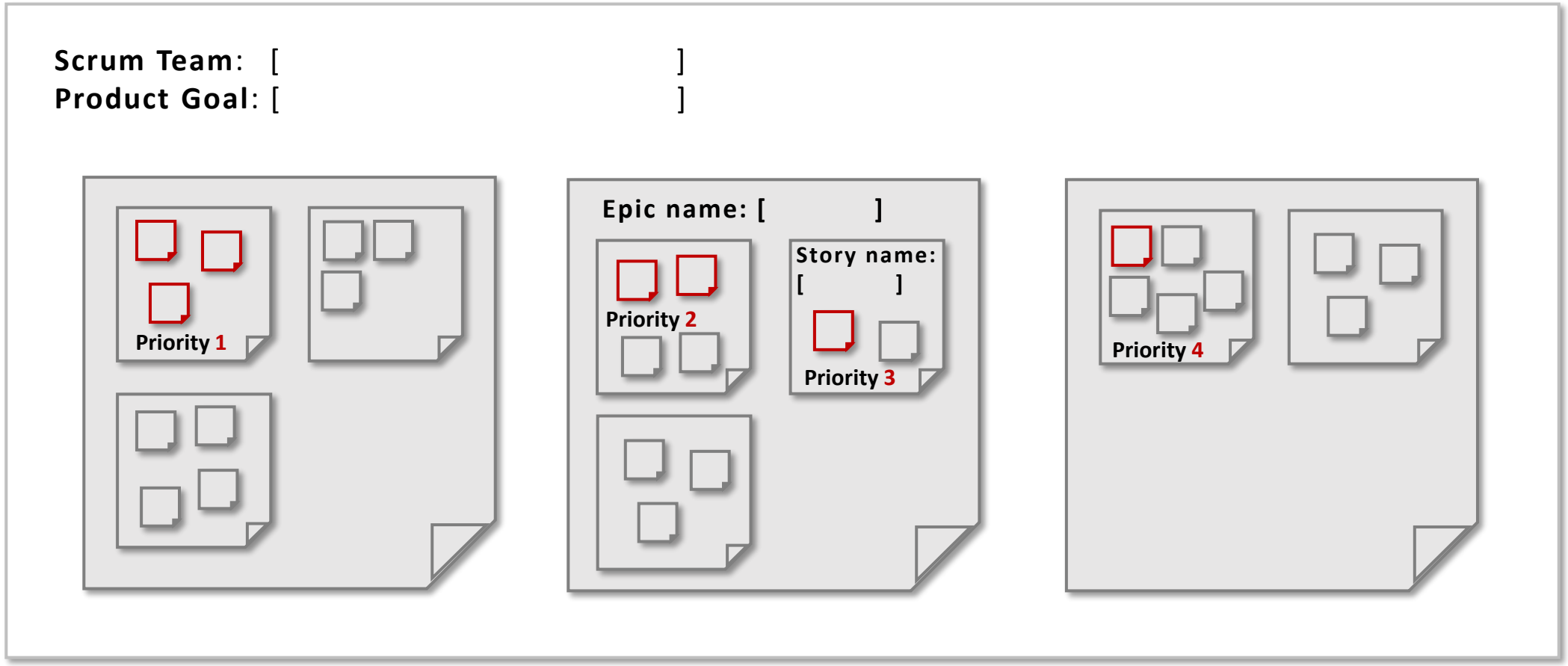
Step 3: Group

Scrum Team: [ ]
Product Goal: [ ]



Product Backlog Building

Step 4: Refine



Scrum.org Certification

Note: I (Coach Takeshi Yoshida) am not affiliated with Scrum.org and the following information is a share of my personal knowledge and interpretation of Scrum.org's certification process based on publicly available information from the Scrum.org website. Please check Scrum.org yourself for accurate information.

Professional Scrum Master (PSM) I

Details

- Fee: $150 USD per attempt
- Passing score: 85%
- Time limit: 60 minutes
- Number of Questions: 80
- Format: Multiple Choice, Multiple Answer and True/False
- Difficulty: Intermediate
- Language: English only

https://www.scrum.org/professional-scrum-master-i-certification
Open assessment: https://www.scrum.org/open-assessments/scrum-open

Professional Scrum Product Owner (PSPO) I

Details

- Fee: $200 USD per attempt
- Passing score: 85%
- Time limit: 60 minutes
- Number of Questions: 80
- Format: Multiple Choice, Multiple Answer and True/False
- Difficulty: Intermediate
- Language: English only

https://www.scrum.org/professional-scrum-master-i-certification
Open assessment: https://www.scrum.org/open-assessments/product-owner-open

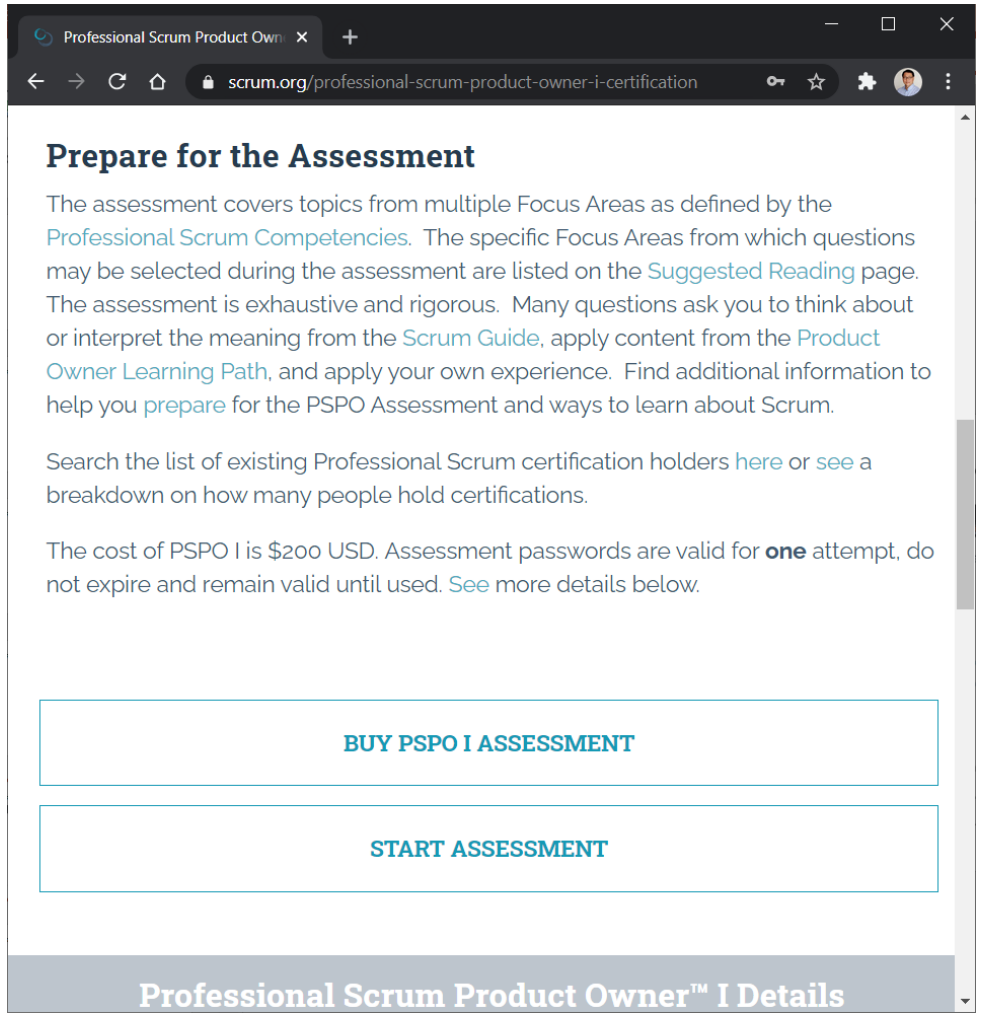
PSM I/II/III & PSPO I/II/III

370,885 10,828 935 97,208 1,906 347

PSM I / PSPO I Preparation

Note: Most of the Scrum theory knowledge required for PSM 1 / PSPO 1 is covered in this Scrum Crash Course. However, it's best to read the articles and watch the videos recommended in the following official study guides on Scrum.org.

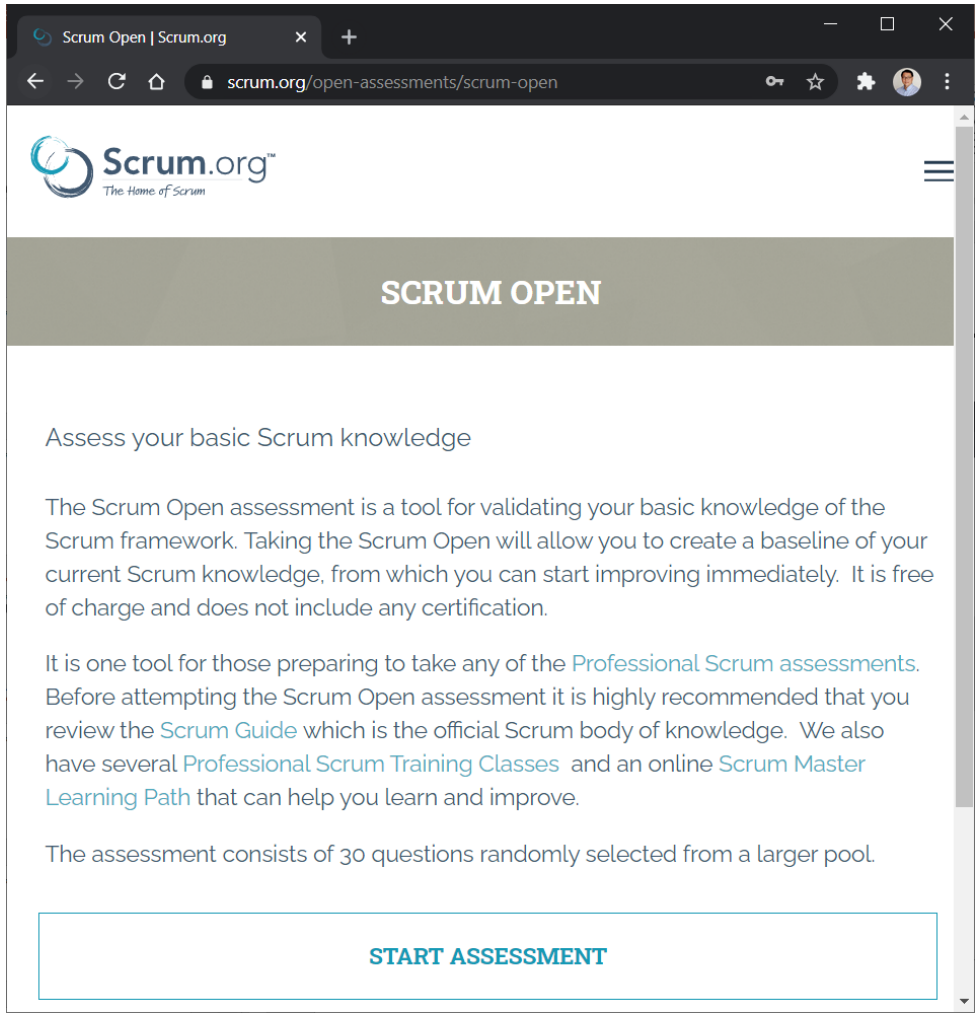
https://www.scrum.org/professional-scrum-master-i-certification



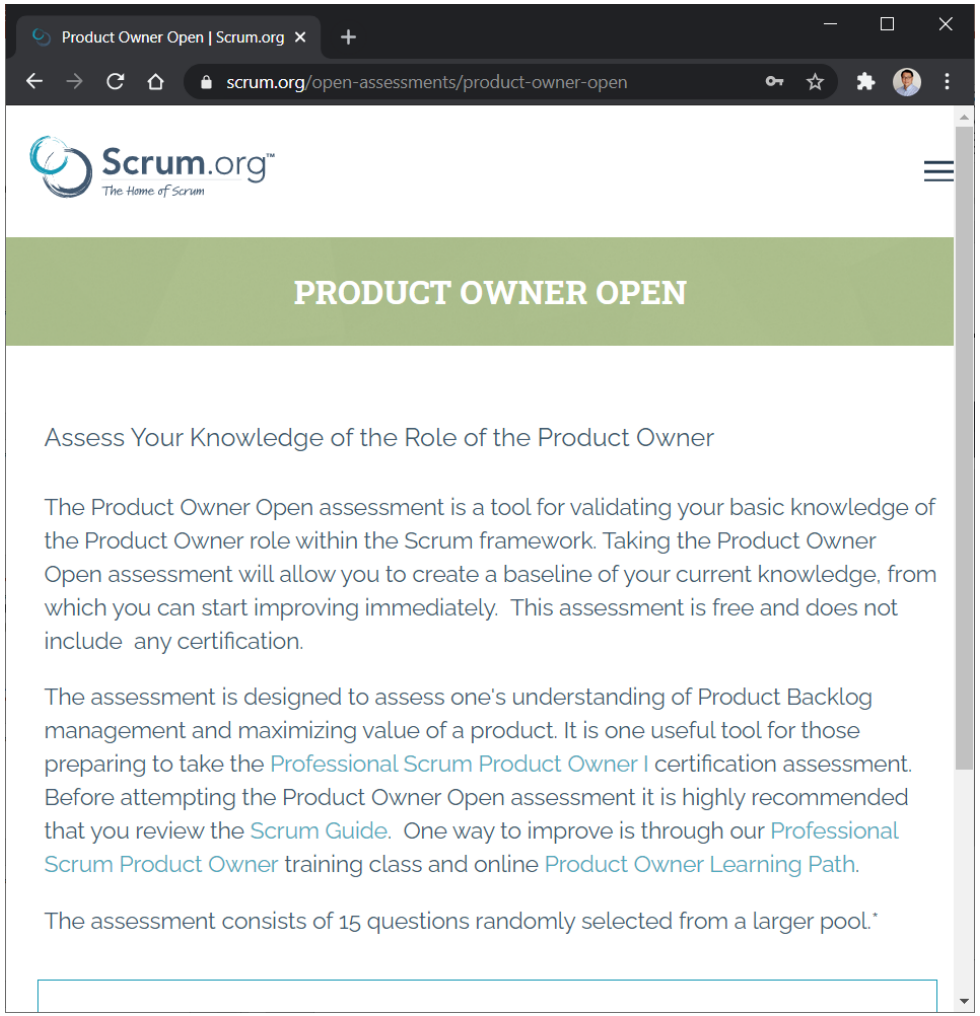
https://www.scrum.org/professional-scrum-product-owner-i-certification

PSM I / PSPO I Official Sample Test

Do these official mock tests repeatedly until you consistently get full marks. Some of the questions may appear in the actual PSM I / PSPO I assessment – free bonus point!



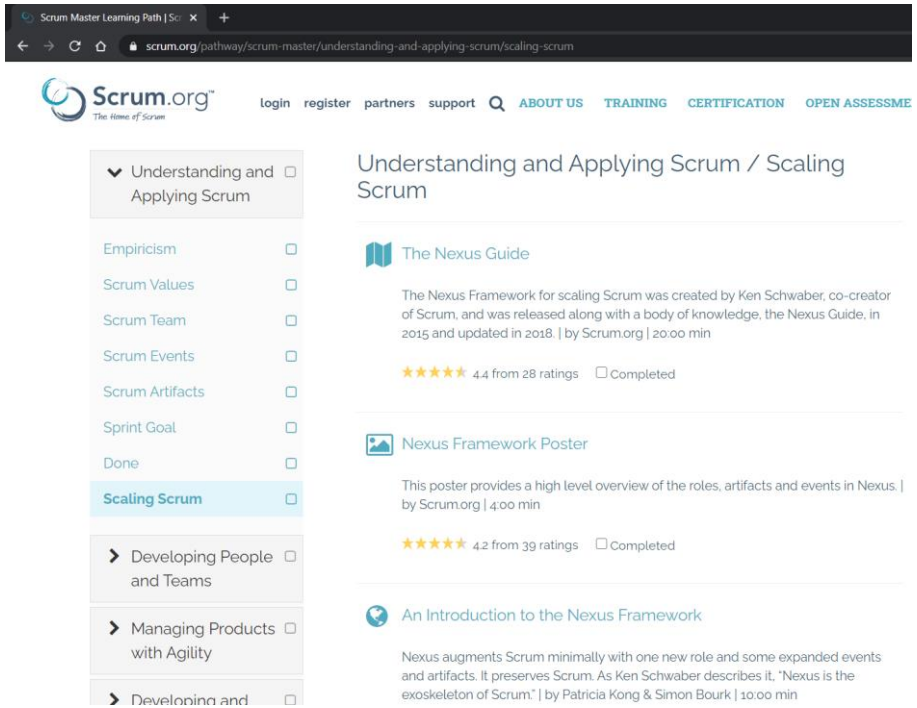
https://www.scrum.org/open-assessments/scrum-open



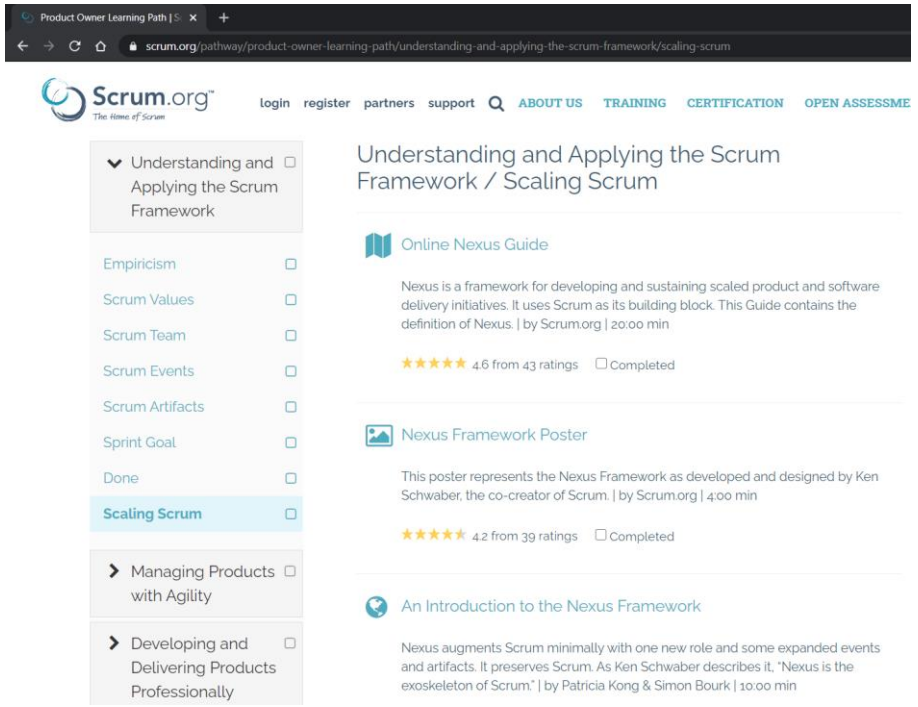
https://www.scrum.org/open-assessments/product-owner-open

Scaling Scrum

This Scrum Crash Course covers most Scrum theory knowledge required for PSM 1 / PSPO 1, with the exception of information on "scaling Scrum." There will be a few questions on each PSM 1 and PSPO 1 assessments, so please refer yourself to the relevant reading lists on each Scrum Master Learning Path and Product Owner Learning Path pages on Scrum.org and familiarize yourself with the scaling Scrum contents.



https://www.scrum.org/pathway/scrum-master/understanding-and-applying-scrum/scaling-scrum



https://www.scrum.org/pathway/product-owner-learning-path/understanding-and-applying-the-scrum-framework/scaling-scrum

About Coach Takeshi

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Organization
Development

Coach Takeshi

agile Organization Development

Takeshi Yoshida

Agile Organization Development
Chief Coach and Founder
Lifecycle Pte. Ltd. (Singapore)

1994~2001: Morgan Stanley
2001~2002: INSEAD MBA
2002~2004: Bank of America
2004~2009: Deutsche Bank
2009~2011: Barclays

2011~current: Lifecycle

- *Serial startup entrepreneur*
- *Professional coach, trainer, facilitator*
- *Bain External Advisor (Bain Advisor Network)*
- *INSEAD corporate executive program lecturer, trainer, facilitator*

INSEAD

Summary

Coach Takeshi leads a tribe of experts at Agile Organization Development (agile-od.com) where he designs and delivers learning interventions (coaching, training, facilitation) for complex organizational challenges, often around stalling and failing organizational change, agile & digital transformation and innovation programs.

Coach Takeshi delivers his work as three learning professionals in one – Behavioral Coach, Process Coach (Design Thinking, Agile Scrum, Lean Startup) and Organization Development expert – combined with 25+ years of front-line business experience as former banker and current serial startup entrepreneur.

Professional Certifications

International Association of Positive Psychology Coaches (IAPPC)
Certified Positive Psychology Coach (CPPC) Level II *(Credential: https://agile-od.com/cppc)*

International Coaching Federation (ICF)
Associate Certified Coach (ACC)
(Credential: https://www.youracclaim.com/badges/b9fa5cf3-b61f-4c7f-96ba-d2e7ebcd91b2/public_url)

Scrum.org
Professional Scrum Master II (PSM II)
Professional Scrum Product Owner (PSPO)
(Certifications: https://www.scrum.org/user/498256)

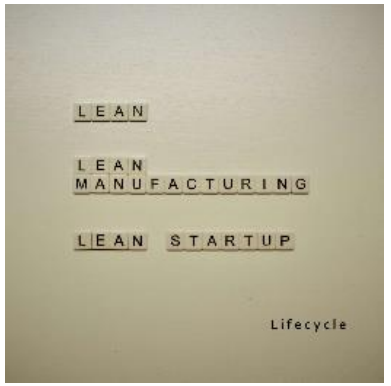
Association of Master Trainers in the LEGO® SERIOUS PLAY® Method
Certified LEGO® SERIOUS PLAY® Facilitator
(Certification: https://agile-od.com/lsp)

Current engagements

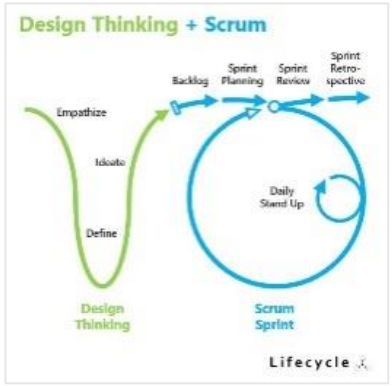
- *MNC FMCG: Agile transformation advisor and agile coach for CIO/CTO board*
- *Global consulting company: Organization wide leadership development programme director*
- *Global insurance company: Agile cultural transformation programme lead coach and trainer*
- *Global pharmaceutical company: Innovation interventions with Design Sprint etc.*
- *Singapore Government agency: Service Design consultant and executive leadership team coach*
- *Executive coaching engagements with global financial institutions, MNCs, GAFA*

More readings from Coach Takeshi

[A Pretty Good Summary of Lean, Agile, Scrum]

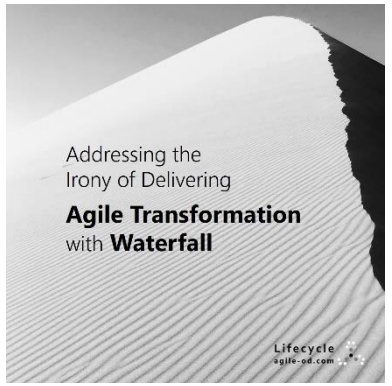


[Lean, Lean Manufacturing, Lean Startup: Explained]

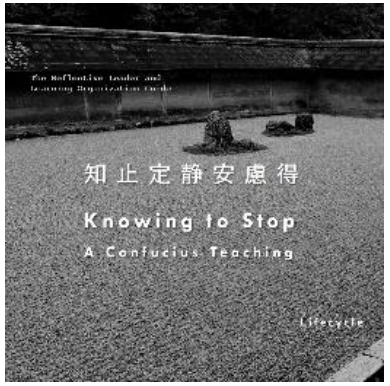


[Try Design Thinking + Scrum: A Powerful Hybrid Agile Approach]

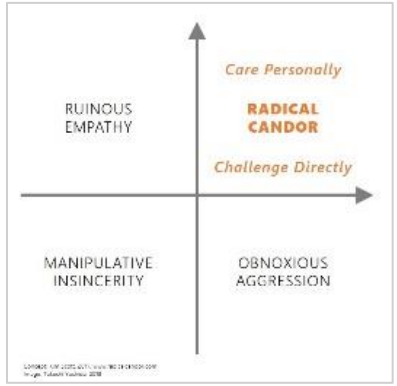
[Strategy Session Facilitation with Design Thinking + Liberating Structures]



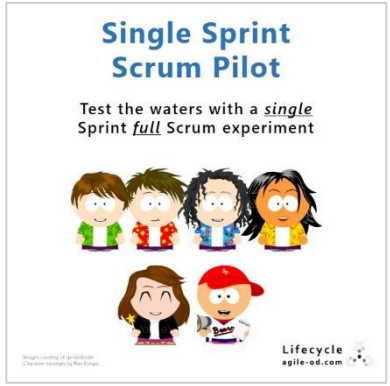
[Waterfall Agile: Addressing the Irony of Delivering Agile Transformation with Waterfall]



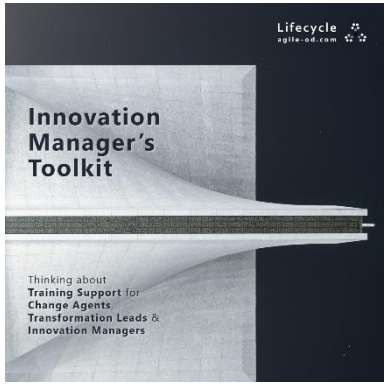
[Knowing to Stop, a Confucius Teaching]



[Radical Candor, My Go To Feedback Routine]



[How to Get Scrum Right on First Attempt: Single Sprint Scrum Pilot]



[Innovation Manager's Toolkit]

[Ambidextrous Organizations Explained]

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