

SCRUM OF SCRUMS

The Essence of Scrum @ Scale's approach to running a Scrum of Scrums, presented as a deck of cards. The cards act as an interactive glossary in support of The 2020 Scrum @ Scale Guide™.

Use the cards to:

- Act as a quick reference
- Improve your Scrum implementation
- Play games
- Perform health checks
- Integrate Scrum with other practices

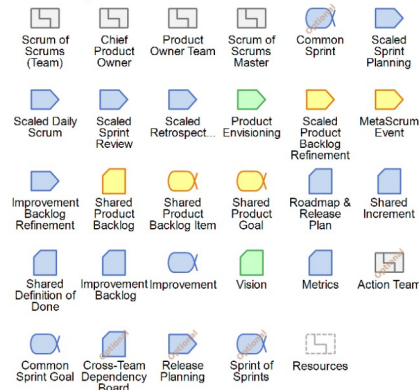
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For all things Scrum and Essence visit www.ivarjacobson.com/essence

Scrum of Scrums Essentials

A Scrum@Scale practice for when many teams are working together on the same Product, Value Stream or other endeavor.



Scrum of Scrums (Team)

A team of Scrum Teams that need to coordinate to collaboratively deliver a Shared Increment. Scrum of Scrums are:

- Cross-functional
- Self-managing
- Empowered

A cohesive team of teams, the Scrum of Scrums is accountable for creating a fully integrated, valuable, useful increment every Sprint. It operates as a Scrum Team (replicating the ideals of a Scrum Team at scale). Optimally, it carries out all of the functions required to release value directly to the customers.

Applies to: Team

Led by: Chief Product Owner and

Scrum of Scrums Master

Has a: Product Owner Team



Chief Product Owner

The Chief Product Owner is accountable for maximizing the value of the product(s) resulting from the work of a Scrum of Scrums. Their responsibilities include:

- Developing and explicitly communicating the Vision, Roadmap and Product Goals
- Creating a single, prioritized backlog to be delivered by all the teams
- Ensuring the Shared Product Backlog is transparent, visible and understood
- Assessing customer feedback and adjusting priorities accordingly

The Chief Product Owner is one person, not a committee.

Member of: Product Owner Team

Owns: Shared Product Backlog

Facilitates: MetaScrum Event



Product Owner Team

A group of Product Owners who coordinate the backlog for a network of teams. Their main focus is ensuring that the individual team's priorities follow along a single path by:

- Creating alignment across the teams and their stakeholders
- Sharing the Vision and Shared Product Goals
- Generate a single Shared Product Backlog and a coordinated Roadmap / Release Plan
- Eliminating dependencies and overlap between the teams

There is a Product Owner Team for every Scrum of Scrums.

Applies to: Team

Led by: Chief Product Owner



Scrum of Scrums Master

The Scrum Master for a Scrum of Scrums accountable for ensuring that Scrum@Scale is understood and enacted. True leaders they serve the team in several ways:

- Coordinating the teams' deliveries
- Making impediments, process improvements and progress visible
- Facilitating the prioritization and removal of impediments, paying particular attention to cross-team dependencies
- Helping the teams focus, collaborate and create high-value products

They are accountable for the release of the joint teams' efforts and improving the Scrum of Scrums effectiveness.

Facilitates: Scaled Daily Scrum and

Scaled Retrospective

Owns: Improvement Backlog



Common Sprint

The Sprint is the heartbeat of Scrum, where ideas are turned into value. A common sprint establishes a shared time-box that synchronizes all the teams in a Scrum of Scrums. A time-box of one month or less, a new Sprint starts immediately after the conclusion of the previous Sprint. Common Sprints create consistency and enable predictability.

Scheduled

Teams Aligned

Planned

Reviewed

Relates to: Work



Scaled Sprint Planning

Before they help their own team's Sprint Planning, the Product Owner Team and the Scrum Masters get together to align on the Shared Product Goal(s) and pull items from the Shared Product Backlog. A time-boxed event of no more than 2 hours for a one-month Sprint (shorter for shorter Sprints).

Common Sprint: Scheduled

Coordinate Activity

Leadership Management ... and all other competencies

Common Sprint: Teams Aligned

Common Sprint Goal: Agreed (optional)



Scaled Daily Scrum

A forum to discuss how teams can work together more effectively, what has been done, what will be done, what is going wrong and why, and what the group is going to do about it. Normally held after the teams' Daily Scrum, this is a 15-minute time-boxed event for the Scrum of Scrums. At least one member of each team must attend.

Coordinate Activity

Leadership Management

Work: Under Control



ACCESS MORE SCRUM CARDS

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To view the full-set of cards as part of a freely-accessible 'card web-site' please scan the code.



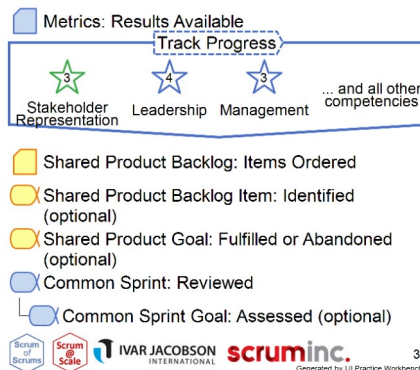
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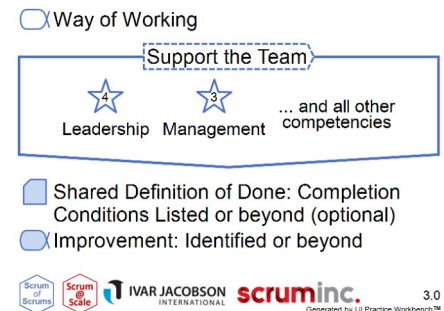
Scaled Sprint Review

A working session, held at the end of the Sprint, to inspect the overall outcome of the Sprint and determine future adaptations. A time-boxed event of no more than 4 hours for a one-month Sprint (shorter for shorter Sprints).



Scaled Retrospective

The Scrum Masters of each team get together to collaboratively plan, and enact, ways to increase quality and effectiveness. A time-boxed event of no more than 3 hours for a one-month Sprint (shorter for shorter Sprints). It builds on the team retrospectives to address cross-team impediments and improvements.



Product Envisioning

The on-going activity of aligning a Scrum of Scrums along a shared path forward whilst responding to rapidly changing market conditions.

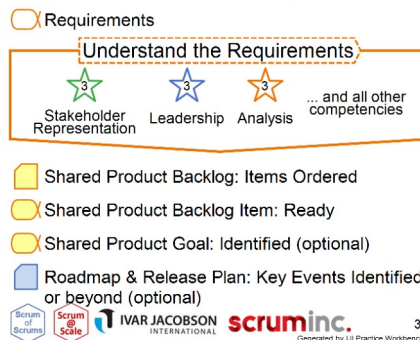
A Product Owner Team activity led by the Chief Product Owner.

☐ Opportunity



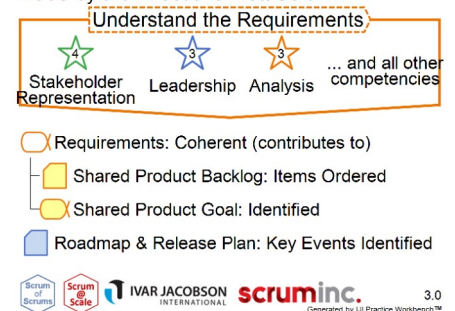
Scaled Product Backlog Refinement

The ongoing activity of breaking down, and further defining Shared Product Backlog Items into smaller more precise items (adding detail such as description, order and size) so they can be pulled by the individual teams. A Product Owner Team activity held at least once a Sprint.



MetaScrum Event

A stakeholder alignment event led by the Chief Product Owner who shares the Shared Product Backlog with the business owners who control funding, personnel and customer commitments so they can express their preferences and sometimes urgent demands. Not all Scrum of Scrums need their own MetaScrum Event as the decisions can be made by the Executive MetaScrum.

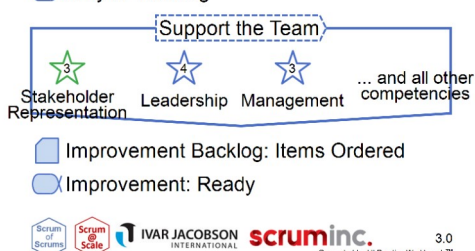


Improvement Backlog Refinement

The on-going activity of adding detail, estimates and order to the items in the Improvement Backlog, and transforming opportunities and impediments into actionable improvements.

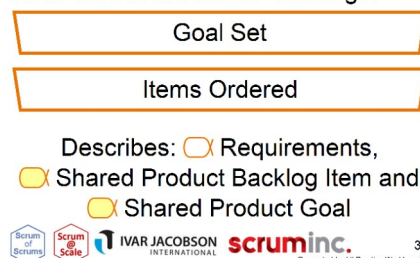
A Scrum of Scrums level activity led by the Scrum of Scrums Master.

☐ Way of Working



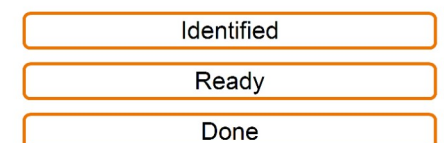
Shared Product Backlog

A shared backlog that feeds a network of teams working on the same Product or Product Family. It creates clear priorities across the teams and avoids the duplication of work. The items in the Shared Product Backlog are known as Shared Product Backlog Items and are typically larger than those held in the teams' backlogs.



Shared Product Backlog Item

An item of significant value to be delivered by a Scrum of Scrums (for example a new capability, feature, or service). Typically a larger, more complex backlog item than those found in the individual teams' backlogs.



Shared Product Goal

A long-term objective for a Scrum of Scrums that describes a future state of the product which can serve as a target for the teams to plan against. The Scrum of Scrums should fulfill (or abandon) one objective before taking on the next.

Identified

Committed

Fulfilled or Abandoned


Relates to:  Requirements

Roadmap & Release Plan

A shared plan that sets the direction for the teams in a Scrum of Scrums; identifying key events, predicting changes in capacity, visualizing the achievement of Product Goals, and forecasting delivery of key Product Increments and capabilities. Created by the Product Owner Team with the help of the Scrum of Scrums Master and the other members of the Scrum of Scrums.

Key Events Identified

Delivery Forecast



Describes:  Work

Shared Increment

A concrete stepping stone towards the Shared Product Goal, the Shared Increment produced by a Scrum of Scrums is the full integration of all the Increments produced by the teams. Each Increment is additive to all prior Increments. In order to provide value the Shared Increment must be usable and meet the Shared Definition of Done. There will be at least 1 Shared Increment produced every Sprint.

Product Backlog Items Listed

Value Quantified



Describes:  Common Sprint and
 Common Sprint

Shared Definition of Done

A formal description of the state of the Shared Increment when it meets the quality measures required for the Product. It is a minimally uniform "Definition of Done" that applies to everything produced by the teams. It complements and aligns any more specific "Definitions of Done" used by the teams.

Completion Conditions Listed



Quality Criteria and Evidence Described

Describes:  Way of Working and
 Shared Product Backlog Item

Improvement Backlog

An ordered list of everything that is to be done to improve the way of working, including the removal of everything known to be hindering or blocking the work of a Scrum of Scrums. The Improvement Backlog makes impediments and improvements visible to all. It drives continuous improvement and is made up of Improvements that address opportunities, drive change or remove impediments.

Items Ordered

Describes:  Way of Working and
 Improvement

Improvement

An action to be taken to improve the way a Scrum of Scrums does its work (for example an experiment to be tried, an improvement to be made or an impediment to be removed).

Identified

Ready

Done

Relates to:  Way of Working

Vision

Clearly align an entire Scrum of Scrums along a shared path forward; compellingly articulating why the team exists, what it will produce and how it will respond to rapidly changing market conditions.

Need Identified

Solution Envisaged

Value Forecast

Describes:  Opportunity and
 Shared Product Goal

Metrics

A key to transparency, metrics provide everyone in the Scrum of Scrums with appropriate context to make good decisions.

As a minimum a Scrum of Scrums should measure:

- Team Productivity
- Value Delivery
- Product Quality
- Sustainability.

Measures Agreed

Results Available

Trends Analyzed

Describes:  Way of Working

CONTINUE YOUR ESSENCE JOURNEY

These cards are only part of the Essence solution. Visit the link below for more information including:

- Help on using the cards and facilitating workshops.
- Training Courses such as Better Scrum Through Essence.
- Tools for applying and creating practices such as TeamSpace and WorkBench.
- Additional practices covering all aspects of software development such as Use-Case Essentials.

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Action Team

Leadership team for a Scrum of Scrums. It:

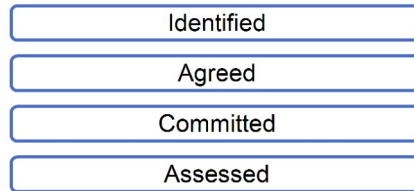
- enables the fast, frequent integration of all the teams work ensuring there is a fully integrated product every Sprint
- quickly removes escalated impediments
- drives cross-team improvements
- focuses on improving / optimizing the entire value stream
- is not just the Scrum Masters; it includes architects, QA and other roles shared by the teams in the Scrum of Scrums.

It is itself a Scrum Team under the guidance of the Chief Product Owner and Scrum of Scrums Master.

Guided by: Chief Product Owner and Scrum of Scrums Master

Common Sprint Goal

The single objective set for a Common Sprint. It creates coherence and focus, encouraging all the Scrum Teams in the Scrum of Scrums to work together.



Relates to: Common Sprint

Cross-Team Dependency Board

A visualization of any dependencies, collaborations and events that will impact the teams during the Sprint (or Sprint of Sprints) especially those that go outside the control of the Scrum of Scrums. It provides a way to manage the flow of work within a Scrum of Scrums and should be reviewed and updated daily.



Describes: Work

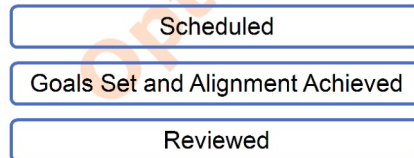
Release Planning

Collaboratively agree what a Scrum of Scrums will achieve over a longer horizon than a Sprint (usually 1-6 months). A Product Owner Team led event to forecast deliveries, justify funding and align stakeholder expectations. Time-boxed to no more than 4 hours for a 1 month period (longer for longer periods).



Sprint of Sprints

A time-box of three months or less that contains 2 or more Sprints and is focused on achieving one or more Shared Product Goals. It is a shared time-box that aligns and synchronizes all the teams in a Scrum of Scrums. A new Sprint of Sprints starts immediately after the conclusion of the previous one.



Relates to: Work

Resources

- Scrum@Scale™ Guide:** The Scrum@Scale content in this Practice is based on the Scrum@Scale™ Guide Version 2.0 - March 2020, available from <https://www.scrumatscale.com/scrum-at-scale-guide/>, Copyright © 2006-2020 Jeff Sutherland and Scrum Inc. All Rights Reserved. Released under Creative Commons 4.0 Attribution-ShareAlike License, accessible at <https://creativecommons.org/licenses/by-sa/4.0/legalcode> and also described in summary form at <https://creativecommons.org/licenses/by-sa/4.0/>.
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EXECUTIVE SCRUM

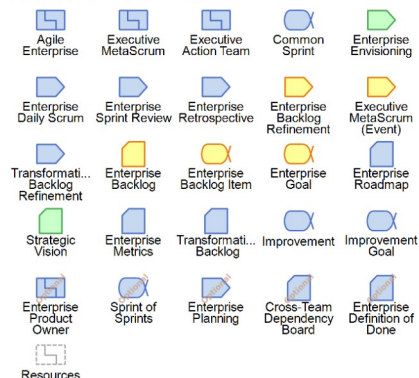
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Executive Scrum Essentials

A Scrum@Scale Practice for running a business, business unit or portfolio organized as a set of Scrum Teams.






Agile Enterprise

An enterprise that wishes to be agile from top to bottom. This could be the entire organization or any organizational unit within the organization that is to be run as an agile business. It comprises a set of teams that have a need to coordinate to maximize the value delivered to their customers.

An Agile Enterprises is:

- Self organizing
- Cross-functional
- Flexible
- Creative
- Productive
- Made up of 1 or more Scrum Teams and/or Scrum of Scrums

Led by:  Executive Action Team and  Executive MetaScrum


Applies to:  Team

Executive MetaScrum

A dynamic group of executives, leaders and product owners who set the direction for an enterprise. It:

- Aligns all the teams & stakeholders around common goals
- Establishes the strategic priorities, vision and roadmap
- Generates a single set of priorities for the entire enterprise
- Eliminates dependencies and overlap between the teams
- Establishes a shared Enterprise Backlog (if required)

The Executive MetaScrum fulfils the Product Owner accountabilities for an Enterprise. In large implementations the Executive MetaScrum may need to coordinate multiple MetaScrums. Optimally, this group of leaders acts as a Scrum Team.


Applies to:  Team

Executive Action Team

The leadership team for an Agile Enterprise. It:

- Coordinates multiple Scrum of Scrums
- Creates the agile ecosystem
- Implements the Scrum Values making sure that Scrum, and Scrum@Scale, are enacted and supported
- Quickly removes organizational impediments
- Interfaces with any non-agile parts of the organization

The Executive Action Team fulfils the Scrum Master accountabilities for an entire agile organization. It is itself a Scrum Team with a Product Owner, a Scrum Master and a transparent backlog.

Applies to:  Team


Common Sprint

The Sprint is the heartbeat of Scrum, where ideas are turned into value. A common sprint establishes a shared time-box that synchronizes all the teams in an Enterprise. A time-box of one month or less, a new Sprint starts immediately after the conclusion of the previous Sprint. Common Sprints create consistency, enable predictability, and facilitate transparency, alignment and faster changes of direction.

Scheduled

Goals Established

Reviewed

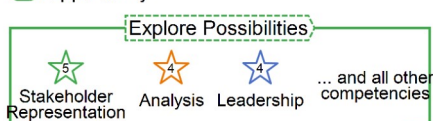
Relates to:  Work


Enterprise Envisioning


The on-going activity of aligning an enterprise along a shared path forward whilst responding to rapidly changing market conditions.


An Executive MetaScrum activity.

 Opportunity



 Opportunity: Identified - Solution Needed - Value Established


 Strategic Vision: Strategy Set

 Enterprise Goal: Identified

Enterprise Daily Scrum

A forum to discuss how teams can work together more effectively, what has been done, what will be done, what is going wrong and why, and what the group is going to do about it. Normally held daily after the teams' Daily Scrum, and led by the Executive Action Team, this is a 15-minute time-boxed event for the entire Agile Enterprise.




 Work: Under Control


Enterprise Sprint Review


An informal event, held periodically, to inspect the Enterprise's results and adapt the Enterprise Backlog. A time-boxed event of no more than 4 hours for a one-month timebox (shorter for shorter timeboxes).


 Enterprise Metrics: Results Available or beyond



 Enterprise Backlog: Items Ordered

 Enterprise Backlog Item: Identified

 Enterprise Goal: Fulfilled or Abandoned

 Common Sprint: Reviewed

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Enterprise Retrospective

An opportunity for the Enterprise to inspect itself and create a plan for Improvements to be enacted across the teams. A periodic, regularly repeated, time-boxed event of no more than 3 hours for a one-month period (shorter for shorter periods).

☐ Way of Working



☐ Enterprise Definition of Done: Completion Conditions Listed or beyond (optional)

☐ Improvement: Identified or beyond



Enterprise Backlog Refinement

The ongoing activity of breaking down, and further defining Enterprise Backlog Items into smaller more precise items (adding detail such as description, order and size) so they can be pulled by the teams. An Executive MetaScrum activity held at least once a Sprint.

Understand the Requirements



☐ Enterprise Backlog: Items Ordered

☐ Enterprise Backlog Item: Ready

☐ Enterprise Goal: Identified (optional)

☐ Enterprise Roadmap: Key Events Identified or beyond (optional)



Executive MetaScrum (Event)

A stakeholder alignment event where the executives and key stakeholders who control funding, personnel and customer commitments meet with the Chief Product Owners so they can express their preferences and, sometimes, urgent demands. It is the forum where priorities can be negotiated, budgets altered and teams realigned. This event occurs as often as needed but at least once a Sprint.

Understand the Requirements



☐ Enterprise Backlog: Items Ordered

☐ Enterprise Goal: Identified

☐ Enterprise Roadmap: Key Events Identified or beyond (optional)



Transformation Backlog Refinement

The ongoing activity of adding detail, estimates and order to the items in the Transformation Backlog, and turning opportunities and impediments into actionable improvements or experiments. An Enterprise level activity led by the Executive Action Team.

☐ Way of Working



☐ Enterprise Roadmap: Key Events Identified or beyond

☐ Transformation Backlog: Items Ordered

☐ Improvement: Ready

☐ Improvement Goal: Identified (optional)



Enterprise Backlog

A shared backlog that feeds an enterprise, creates clear priorities across the teams, and avoids the duplication of work. The items in the Enterprise Backlog are strategic in nature and known as Enterprise Backlog Items. They are typically large in size and broad in scope affecting many, if not all, the teams in the enterprise.

Goal Set

Items Ordered

Describes: ☐ Requirements,
☐ Enterprise Backlog Item and
☐ Enterprise Goal



Enterprise Backlog Item

An item of significant value to the enterprise that will typically involve many teams, cross many products and take many sprints (for example a new initiative, business capability, product line or service).

Identified

Ready

Done

Relates to: ☐ Requirements



Enterprise Goal

A long-term objective for an Enterprise that describes a future state of the organization, or the products it produces, which can serve as a target for the teams to plan against.

Identified

Committed

Fulfilled or Abandoned

Relates to: ☐ Requirements



Enterprise Roadmap

A plan that sets the direction for an Enterprise; identifying key events, predicting changes in budgets, visualizing the achievement of Enterprise Goals, and forecasting product launches and availability. Created by the Executive MetaScrum with the help of the Executive Action Team and the other key members of the Enterprise's Scrum of Scrums.

Key Events Identified

Delivery Forecast

Describes: ☐ Work





Strategic Vision

Clearly align an entire Enterprise along a shared path forward; compellingly articulating why the organization exists, what it will produce and how it will respond to rapidly changing market conditions.

Need Identified

Strategy Set

Value Forecast

Describes: Opportunity,
 Enterprise Goal and
 Improvement Goal



Enterprise Metrics

A key to transparency, enterprise metrics provide decision makers with appropriate context to make good decisions.

As a minimum enterprises should measure:

- Productivity
- Value Delivery
- Quality
- Sustainability.

Measures Agreed

Results Available

Trends Analyzed

Describes: Way of Working



Transformation Backlog

A shared product backlog that drives relentless improvement across all the teams in an Enterprise. It includes everything that is to be done to improve the way of working including the removal of everything known to be hindering or blocking the work of the Enterprise. It is made up of Improvements that address opportunities, drive change, conduct experiments or remove impediments.

Items Ordered

Describes: Way of Working,
 Improvement and
 Improvement Goal



Improvement

An action to be taken to improve an enterprise's way of working (for example a change initiative, an improvement to be made, an experiment to be conducted, or an impediment to be removed).

Identified

Ready

Done

Relates to: Way of Working



Improvement Goal

A long-term objective for an Enterprise that describes a future state of the organization, or its way-of-working, which can serve as a target for the teams to plan against.

Identified

Committed

Fulfilled or Abandoned

Relates to: Way of Working

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- Tools for applying and creating practices such as TeamSpace and WorkBench.
- Additional practices covering all aspects of software development such as Use-Case Essentials.

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Enterprise Product Owner

The Enterprise Product Owner is responsible for maximizing the value generated by an Agile Enterprise. As the chief Chief Product Owner they are the sole person responsible for managing the Enterprise Backlog ensuring:

- The Strategic Vision is understood by all
- A roadmap is created that reflects the Vision
- The Enterprise Backlog is ordered, visible, transparent and clear to all
- All Enterprise Backlog Items are clearly expressed
- The teams within the enterprise understand the Enterprise Backlog Items that affect them.

Part of: Agile Enterprise and
 Executive MetaScrum



Sprint of Sprints

A time-box of three months or less containing 2 or more Sprints usually used to support rolling budgeting and the achievement of enterprise-wide goals. It is a shared time-box that aligns and synchronizes everyone in an enterprise. A new Sprint of Sprints starts immediately after the conclusion of the previous one.

Scheduled

Goals Set and Alignment Achieved

Reviewed

Relates to: Work



Enterprise Planning

The on-going activity of planning the work to be performed by an Agile Enterprise including: creating roadmaps to sequence Enterprise and Product Goals, forecasting capacity, adjusting budgets, and evolving team structures.

Enterprise Backlog: Items Ordered

Enterprise Metrics: Results Available

Coordinate Activity
Leadership Management ... and all other competencies

Enterprise Goal: Identified

Enterprise Roadmap: Key Events Identified or beyond

Cross-Team Dependency Board: Key Events Identified or beyond (optional)

Common Sprint: Scheduled

Sprint of Sprints: Scheduled (optional)




Cross-Team Dependency Board

A visualization of any business-significant events, dependencies, and collaborations that will impact the organization during the Sprint (or Sprint of Sprints) particularly those that cut across the entire organization. It provides a way to manage the flow of work within an enterprise and should be frequently reviewed and updated (at least weekly if not daily).

Key Events Identified

Key Dependencies Captured

Other Detail Captured

Describes:  Work



Enterprise Definition of Done

A minimally uniform “Definition of Done” that applies to all teams in the Enterprise. Complements, and aligns, the more specific “Definitions of Done” defined for the Product Increments being produced.

Completion Conditions Listed

Quality Criteria and Evidence Described

Describes:  Way of Working



Resources

- **Scrum@Scale™ Guide:** The Scrum@Scale content in this Practice is based on the Scrum@Scale™, Guide Version 2.1 - November 2020, available from <https://www.scrumatscale.com/scrum-at-scale-guide/>, Copyright © 2006-2020 Jeff Sutherland and Scrum Inc., All Rights Reserved. Released under Creative Commons 4.0 Attribution-ShareAlike License, accessible at <https://creativecommons.org/licenses/by-sa/4.0/>.
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