

SCRUM ESSENTIALS

The essentials of Scrum presented as a deck of cards. The cards act as an interactive glossary in support of The 2020 Scrum 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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Scrum Essentials

Scrum is a framework that helps people generate value through adaptive solutions for complex problems.



Daily Scrum

Plan and replan the work for the next 24 hours to optimize progress towards the Sprint Goal. A daily, 15-minute event for the Developers (including Scrum Masters and Product Owners actively working on the Sprint Backlog).

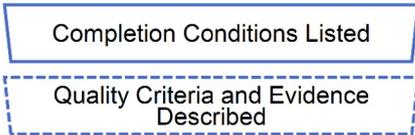


- Work: Under Control (contributes to)
- Sprint Backlog: Actionable Plan in Place or beyond



Definition of Done

A formal description of the state of the Increment when it meets the quality measures required for the product. It must be met by all Product Backlog Items. If there are multiple Scrum Teams working together on a product they must comply with the same definition of done.



Describes: ○ Way of Working and □ Product Backlog Item



Developers

Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint. The Developers are accountable for:

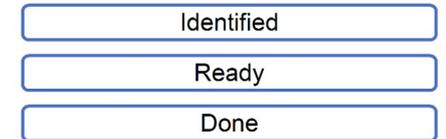
- Creating a plan for the Sprint, the Sprint Backlog
- Instilling quality by adhering to a Definition of Done
- Adapting their plan each day toward the Sprint Goal
- Holding each other accountable as professionals

Part of: □ Scrum Team



Improvement

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

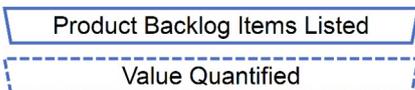


Relates to: ○ Way of Working



Increment

A concrete stepping stone towards the Product Goal. A Sprint may produce multiple Increments. Each Increment is additive to all prior Increments. In order to provide value the Increment must be usable and meet the Definition of Done.



Describes: □ Sprint and ○ Sprint



Product Backlog

An emergent, ordered list of what is needed to improve the product. The single source of work undertaken by the Scrum Team. The items in the Product Backlog are known as Product Backlog Items.

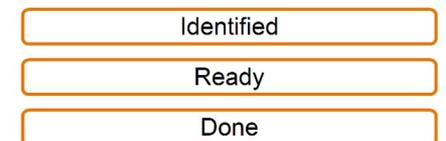


Describes: ○ Requirements, □ Product Backlog Item and ○ Product Goal



Product Backlog Item

An improvement to be made to the product (for example a story, feature, function, requirement, enhancement or fix). Items that can be done by the Scrum Team within one Sprint are deemed ready for selection in the Sprint Planning event.



Relates to: ○ Requirements



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Product Backlog Refinement

The ongoing activity of breaking down, and further defining Product Backlog Items into smaller, more precise items (adding detail such as description, order and size). A whole team activity led by the Product Owner.

○ Requirements



- Product Backlog: Goal Set or beyond
- Product Backlog Item: Ready
- Product Goal: Identified or beyond



Product Goal

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



Relates to: ○ Requirements



Product Owner

The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. They are accountable for effective Product Backlog management including:

- Developing and explicitly communicating the Product Goal
- Creating, clearly communicating, and ordering Product Backlog Items
- Ensuring the Product Backlog is transparent, visible and understood

The Product Owner is one person, not a committee.

Part of: □ Scrum Team



Scrum Master

The Scrum Master is accountable for ensuring that Scrum is understood and enacted. They are true leaders who serve the team in several ways:

- Coaching self-management and cross-functionality
- Removing impediments
- Helping the Product Owner manage the Product Backlog effectively
- Helping the Team focus and create high-value products
- Helping the organization understand and enact Scrum

They are also accountable for the Scrum Team's effectiveness.

Part of: □ Scrum Team



Scrum Team

The fundamental unit of Scrum, the Scrum Team consists of one Scrum Master, one Product Owner and Developers. A small, focused team of people, typically 10 or fewer, Scrum Teams are:

- Cross-functional
- Self-managing
- Empowered

A cohesive unit of professionals, the entire Scrum Team is accountable for creating a valuable, useful increment every Sprint.

Consists of: □ Product Owner, □ Developers and □ Scrum Master



Sprint

The heartbeat of Scrum, where ideas are turned into value. A time-box of one month or less, a new Sprint starts immediately after the conclusion of the previous Sprint. Regular Sprints create consistency and enable predictability.

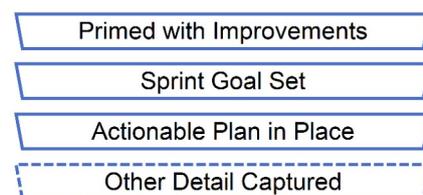


Relates to: ○ Work



Sprint Backlog

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.

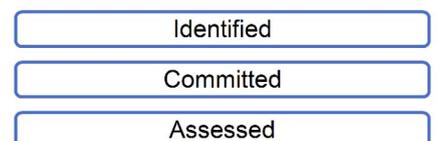


Describes: ○ Sprint and ○ Sprint Goal



Sprint Goal

The single objective set for a Sprint. It creates coherence and focus, encouraging the Scrum Team to work together.



Relates to: ○ Sprint



Sprint Planning

Collaboratively plan the work to be performed in the Sprint and agree what can be delivered in the Sprint's Increment. A whole team event of no more than 8 hours for a one-month Sprint (shorter for shorter Sprints).



- Product Goal: Committed (optional)
- Sprint: Planned
 - Sprint Backlog: Actionable Plan in Place or beyond
 - Sprint Goal: Committed

Sprint Retrospective

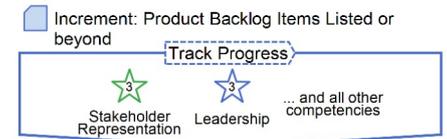
Collaboratively plan and enact ways to increase quality and effectiveness. A Scrum Team event of no more than 3 hours for a one-month Sprint (shorter for shorter Sprints).



- Sprint Backlog: Primed with Improvements (optional)
- Definition of Done: Completion Conditions Listed or beyond (optional)
- Improvement: Identified or beyond

Sprint Review

A working session, held at the end of the Sprint, to inspect the 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).



- Increment: Product Backlog Items Listed or beyond
- Product Backlog: Items Ordered
- Product Backlog Item: Identified (optional)
- Product Goal: Fulfilled or Abandoned (optional)
- Sprint: Reviewed
 - Sprint Goal: Assessed

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Resources

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SCRUM FOUNDATION

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Scrum Foundation

The foundations of Scrum.



Scrum Values

Successful use of Scrum depends on people living the five Scrum Values. When the values are embodied by the Scrum Team, and the people they work with, the Scrum Pillars of transparency, inspection and adaptation come to life, building trust.

Applies to: Team
Are: Commitment, Focus, Openness, Respect and Courage



Commitment

The Scrum Team commits to achieving its goals and to supporting each other.



We regularly make and meet our commitments. We commit as a team to achieving our goals and to support one another.



We don't commit to anything. When forced to make commitments we don't take them seriously and rarely meet them.

One of the Five: Scrum Values



Focus

The Scrum Team focuses on the work of the Sprint and progressing towards the committed goals.



We focus on the current Sprint and Product Goals and on only doing what we need to do to achieve them.



We are easily distracted and rarely achieve our Sprint Goals as there is always something else to do.

One of the Five: Scrum Values



Openness

The Scrum Team and its stakeholders are open about the work and the challenges.



We are open and honest with ourselves, our team mates and our stakeholders, sharing our challenges and actively seeking their feedback and advice.



We carefully control what we present to our team mates and stakeholders to make sure we look good and that nothing that looks like bad news ever leaks out.

One of the Five: Scrum Values



Respect

Scrum Team members respect each other to be capable, independent people, and are respected as such by the team's stakeholders.



We treat our colleagues and stakeholders with respect and receive their respect in return.



We don't respect anybody inside or outside the team.

One of the Five: Scrum Values



Courage

The Scrum Team members have the courage to do the right thing, to work on tough problems.



We rise to the challenge no matter how tough it is. We have the courage to challenge the status quo and fight to do what's right.



We do whatever is easiest. We like to follow instructions to the letter so that when we fail it isn't our fault.

One of the Five: Scrum Values



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Scrum Pillars

Scrum is founded on empiricism and lean thinking. Three pillars uphold every implementation of empirical process control. In turn they are the foundation of every successful Scrum implementation.

Applies to: Team and
 Way of Working

Are: Transparency, Inspection and
 Adaptation

Transparency

The emergent process and work must be visible to those performing the work as well as those receiving the work.



We are transparent about everything we do and share the progress and health of our work in a way that is available for all to see.



We don't like to share what's really going on for fear of judgement; we feel we are measured on velocity and not results.

One of the Three: Scrum Pillars

Adaptation

If any aspects of a process deviate outside acceptable limits or if the resulting product is unacceptable, the process or materials used must be adjusted.



We constantly adjust our way of working, and the resulting product, to ensure we produce the best results.



We don't change anything unless we are made to. Things may be bad now, but they can always get worse.

One of the Three: Scrum Pillars

Inspection

The Scrum artifacts and progress towards the agreed goals must be inspected frequently and diligently.



We inspect our artifacts and progress during every one of Scrum's five events, treating each event as an opportunity to adapt and provoke change.



We don't inspect anything and rarely perform all the Scrum events during a Sprint. We're busy and there's just not enough time.

One of the Three: Scrum Pillars

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Forming Teams

Principles and patterns for creating well-formed teams.

Successful implementations of Scrum are built on a foundation of well-formed teams - teams that are small enough to remain nimble and large enough to complete significant work within a Sprint.

Applies to: Team

Are: Cross-Functional Teams and
 Self-Management

Cross-Functional Teams

A cross-functional team has all the skills necessary to create value each Sprint.



As a team we have all the skills we need to complete the vast majority of our backlog items on our own.



We can't complete any of our backlog items without outside help.

Cross-functional teams are proven to be more flexible, creative and productive than teams that specialize in only one or two of the skills needed to get the work done.

Self-Management

Self-managing teams are teams that internally decide who does what, when and how.



We organize and manage ourselves. As a team we decide who does what and when.



We are micro-managed and are only allowed to work on things assigned to us.

For any form of complex work, self-managing teams are proven to be more adaptable, committed and productive than teams that are told what to do and how to do it.

Applies to: Team

Resources

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SCRUM ACCELERATOR

Patterns that are proven to enable hyper-productive Scrum Teams presented as a deck of cards.

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Scrum Accelerator

Patterns to help Scrum Teams achieve Hyper-Productivity.



Small Teams

Having many people working in the same team inflates communication overhead.

Small teams out-perform large teams with less variability.

According to the Harvard Business Review the optimum size for a Scrum Team is 4 – 5 people.



Stable Teams

Stable teams promote effective team-work, increasing: collaboration, ownership, accountability and transparency.

If you need predictability, then keep teams stable and avoid shuffling people around.

Note: The work that the team does should also be stable so that the team spends its time working together. Dedicated teams can double productivity.



T-Shaped People

Scrum teams are cross-functional and require deep functional knowledge across many areas.

T-Shaped people have both the breadth and depth of experience to shape their knowledge to fit the problem, move outside their comfort-zone to learn new skills, and do whatever they can to help their team.

Scrum Teams made up of T-Shaped people have better team-working, flow, predictability and responsiveness than teams of specialists.



Point-Based Estimation

It is important to easily make estimates that are reliable enough to confidently forecast the amount of work that the team can complete in a Sprint.

Point-based estimates, using unitless relative numbers for effort estimation, are both faster and more reliable than hour-based estimates.



Yesterday's Weather

Use the amount of work done in the last Sprint to forecast the amount of work that can be done in the next Sprint.

Taking just enough work into a Sprint improves team performance.



Interrupt Buffer

For each Sprint allot time for interruptions and do not allow the time to be exceeded.

Research from Carnegie Mellon demonstrates that creating an Interrupt Buffer can enable 42% more points.

If the interrupts overflow the buffer, abort the Sprint.



Ready Backlog

A Product Backlog is 'ready' if it has enough 'ready' backlog items at its top to fill a Sprint.

Improperly defined backlog items lead to wasted development effort and other delays, which in turn cause the team to miss the Sprint Goal.

Teams should create an objective 'definition of ready' and apply it before placing an item into a Sprint.



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Swarming: One-Piece Continuous Flow

Working on too many things at once reduces velocity and the quality of work.

Focus maximum team effort on the item at the top of the Sprint Backlog to get it done as soon as possible.

Implementing this pattern moves the team towards one-piece continuous flow. Toyota demonstrated that this optimizes production capacity.



Good Housekeeping / Daily Clean Code

Where there's a mess, you lose time and energy finding where and what to start on.

Maintain a completely clean product and work environment continuously, or at least daily.

Fix all bugs in less than a day. Research at Palm, Inc in 2006 showed that a bug that is not fixed the same day can take as much as 24 times longer to correct 3 weeks later.



In-Sprint Testing

If your code hasn't been integrated and tested then it is not 'done'.

Teams that code and test their Product Backlog Items in the same Sprint get more done and have better quality than teams that defer their testing to later Sprints.

Teams that rely on others to do their testing create more technical debt, have less frequent releases and get less work into production than teams that do their own testing.



Quantum Entanglement

Dispersed teams are unable to work at the same level of productivity as co-located teams.

Establish social, cultural and technical connections between the team members at the time the team is formed. Continually work to improve these connections.



Scrum Emergency Procedure

When unanticipated problems arise that cause the Sprint Goal to slip out of reach, don't wait for the the Sprint Review, re-evaluate your plans mid-Sprint and apply the Scrum Emergency Procedure (do only as much as necessary):

1. Innovate / Change the way the work is done
2. Get Help
3. Reduce Scope
4. If all else fails 'Abort the Sprint'



Scrumming the Scrum

Scrum is about more than just doing the work, it is also about improving the way we work. High-performing Scrum teams make at least one improvement every Sprint. This pattern assures continually increasing efficiency or sustainable high-level work capacity.

Identify the single most important impediment or thing to improve during the Sprint Retrospective. Put it directly into the Sprint Backlog as an Improvement and make sure it is done.



Happiness Metric

Being happy at work makes individuals more productive, passionate and engaged. Changes in a team's happiness are a good predictor of future performance.

Regularly take the pulse of the team by finding out how happy they are with their role, their work and the company as a whole.

WARNING: Don't allow happiness to turn into complacency and undermine the Kaizen mindset.



Teams that Finish Early Accelerate Faster

Teams often take too much work into a Sprint and cannot finish it. Failure prevents the Team from improving. Therefore, take less work into a Sprint.

When you finish early use the time to reduce technical debt, improve your way-of-working or pull more work from the Product Backlog.

OpenView Venture Partners noticed this pattern after analysing data from from dozens of sprints with multiple teams - Jeff Sutherland and Igor Altman, Take No Prisoners: How a Venture Capital Group Does Scrum. Proceedings of Agile 2009.



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- **Hyperproductive Scrum Blogs:** These patterns are based on "A Pattern Language for Hyperproductivity" by Jeff Sutherland: <http://www.scrumplp.org/> and "Teams That Finish Early Accelerate Faster: A Pattern Language for High Performing Scrum Teams" by Jeff Sutherland, Neil Harrison and Joel Riddle: <https://ieeexplore.ieee.org/document/6759182>
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