

SPRINT PLANNING

PURPOSE - First part is to understand WHAT the PO wants team to work on, second is to plan HOW to accomplish

- 1 BE REALISTIC**
The Product Owner should offer items to the team that are roughly equivalent to the team's capacity.
- 2 SMALL & EVENLY-SIZED WORK**
Break down Product Backlog items to be 1/3 of a sprint or less
- 3 TEAMS ESTIMATE**
Team members are responsible for estimating the tasks required to complete each backlog item.
- 4 WHOLE TEAM**
Teams should plan as a team, rather than taking a divide and conquer approach.
- 5 BURN DOWN**
Use the burndown chart to show the work remaining for the sprint.

DAILY SCRUM

PURPOSE - For the Dev Team to synch their efforts, assess progress toward sprint goal, and plan the day

- 1 EACH PERSON ANSWERS THE 3 QUESTIONS:**
 1. What did you work on yesterday?
 2. What will you commit to today?
 3. Any impediments or dependencies? Is anything stopping you?
- 2 ONE QUESTION RULE**
Discuss Issues AFTER the meeting
- 3 TAKE TURNS**
One person talks at a time / no side conversations
- 4 STAY FOCUSED**
Only folks with tasks are allowed to talk; those with tasks must attend
- 5 NOT A STATUS REPORT**
Report to your team, not the Scrum Master
- 6 GET IN & GET OUT**
Meeting should last less than 15 minutes

BACKLOG REFINEMENT

PURPOSE - Backlog refinement is a Scrum Team activity where the team gets future backlog items "ready" to reduce the risk of backlog items failing to be completed within a sprint.

- 1 ALLOCATE TIME FOR REFINEMENT**
Teams should allocate 5 - 10% of their sprint time in refinement for future items
- 2 BACKLOG ITEMS**
The Team breaks items down, adds details, and estimates backlog items
- 3 DEFINITION OF READY**
Teams use a definition of ready as a checklist
- 4 NO HAND OFFS**
Team works directly with the SMEs or end users; no handoffs
- 5 USE TIMEBOXES**
A facilitator can use timeboxes to keep discussions focused
- 6 JOINT EFFORT**
The whole team participates in backlog refinement

SPRINT REVIEW

PURPOSE - Demonstrate progress, showcase the team's results, get feedback on the product

- 1 GET ORGANIZED IN ADVANCE**
- 2 TAKE THE USER PERSPECTIVE**
Show working results from the User's Perspective. Don't show code, or PowerPoint.
- 3 SHOW THE USER STORIES**
Orient participants to the business need before showing how the team solved the need.
- 4 BE INTERESTING & RELEVANT**
- 5 START & FINISH ON TIME**
Get organized in advance and start on time
- 6 BE BRIEF**
5-8 minutes per story would be generous.
- 7 DONE**
If it isn't "Done" by the team's standard, don't show it.

RETROSPECTIVE

PURPOSE - Allow the team to pause, reflect on their performance, and identify ways to improve.

- 1 RETROSPECTIVES ARE OWNED BY THE TEAM**
It is not open to outsiders, and the team decides what should be focused on.
- 2 NO BLAMING**
Assume that everyone did their best given the circumstances.
- 3 NO COMPLAINING**
Focus on what needs to improve, and how to improve it.
- 4 PICK ONE**
Pick only one item to try to improve on each iteration. Doing more will dilute the team and nearly always result in less getting done
- 5 ACTIVITIES, NOT INTERVIEWS**
Rather than the Scrum Master interrogating everyone, get everyone involved using exercises such as silent brain storming, or having pairs or trios work on items.

12 AGILE PRINCIPLES

- 1 SATISFY THE CUSTOMER**
Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
- 2 WELCOME CHANGE**
Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
- 3 DELIVER SOFTWARE FREQUENTLY**
Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
- 4 WORK TOGETHER**
Business people and developers must work together daily throughout the project.
- 5 MOTIVATED INDIVIDUALS**
Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
- 6 FACE-TO-FACE CONVERSATION**
The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
- 7 WORKING SOFTWARE**
Working software is the primary measure of progress.
- 8 SUSTAINABLE DEVELOPMENT**
Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
- 9 CONTINUOUS ATTENTION**
Continuous attention to technical excellence and good design enhances agility.
- 10 SIMPLICITY**
Simplicity--the art of maximizing the amount of work not done--is essential.
- 11 SELF-ORGANIZING TEAMS**
The best architectures, requirements, and designs emerge from self-organizing teams.
- 12 REFLECT & ADJUST**
At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

4 AGILE VALUES

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

INDIVIDUALS AND INTERACTIONS

Over Processes and Tools

WORKING SOFTWARE

Over Comprehensive Documentation.

CUSTOMER COLLABORATION

Over Contract Negotiation.

RESPONDING TO CHANGE

Over Following a Plan.

That is, while there is value in the items on the right, we value the items on the left more.