# AGILE & SCRUM TIP SHEET

## 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 & 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.

## 12 AGILE PRINCIPLES

1. Our highest priority is to **SATISFY THE CUSTOMER** through early and continuous delivery of valuable solutions.

2. **WELCOME CHANGING REQUIREMENTS**, even late in development. Agile processes harness change for the customer’s competitive advantage.

3. **DELIVER WORKING SOLUTIONS FREQUENTLY**, from a couple of weeks to a couple of months, with preference to the shorter timescale.

4. Business people and developers must **WORK TOGETHER** daily throughout the project.

5. **Build projects around MOTIVATED INDIVIDUALS**. Give them the environment and **SUPPORT** they need, and **TRUST** them to get the job done.

6. The most efficient and effective method of conveying information to and within a development team is **FACE-TO-FACE CONVERSATION**.

7. **WORKING SOLUTIONS** are the primary measure of progress.

8. Agile processes promote **SUSTAINABLE DEVELOPMENT**. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

9. Continuous attention to **TECHNICAL EXCELLENCE** and good design enhances agility.

10. **SIMPLICITY**—the art of maximizing the amount of work not done—is essential.

11. The best architectures, requirements, and designs emerge from **SELF-ORGANIZING TEAMS**.

12. At regular intervals, the team **REFLECTS** on how to become more effective, then tunes **AND ADJUSTS** its behavior accordingly.

## 3 SCRUM ROLES

### PRODUCT OWNER
Key business decision-maker, prioritizer, and communicator

### DEVELOPMENT TEAM
Cross-functional and self-organizing team of 5-9 people who do all the work to take backlog items to done

### SCRUM MASTER
Coach, trainer, impediment remover, and servant leader for the team

## 5 SCRUM EVENTS

### SPRINT PLANNING
**PURPOSE** - Understand WHAT the PO wants the Dev Team to work on and plan HOW to accomplish.

1. Backlog items should be small and well-understood by the Dev Team.
2. The Dev Team takes on a realistic amount of work based on capacity and past performance.
3. The Dev Team plans the work together with the goal of completing it together.

### DAILY SCRAM
**PURPOSE** - For the Dev Team to synch their efforts, assess progress toward the sprint goal and plan their next day.

1. The format can vary but the focus is on hitting the team goals for the sprint.
2. The meeting should last less than 15 minutes. All dev team members attend.
3. Those outside the team may observe only.

### BACKLOG REFINEMENT
**PURPOSE** - The team gets backlog items “ready” to increase likelihood of those items getting to done in a future sprint.

1. The Dev Team leads backlog refinement with input from the PO, SMEs and end users.
2. The Dev Team breaks backlog items down, adds details, and estimates backlog items.
3. Dev teams use good facilitation and definition of ready to limit refinement to no more than 10% of their capacity.

### SPRINT REVIEW
**PURPOSE** - Demonstrate progress, showcase the team’s results and get feedback on the product.

1. The Dev Team should show actual working results from the user’s perspective. Don’t show lines of code or PowerPoint.
2. Get organized, start on time and be succinct. Leave time for stakeholder discussion and feedback.
3. Expect feedback including new requests.

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

1. Retrospectives are owned by the Dev Team and the team decides who should attend.
2. Assume that everyone did the best they could under the circumstances.
3. Go deeper with root cause analysis. Select just one or two improvement actions each sprint.

## 12 AGILE PRINCIPLES

<table>
<thead>
<tr>
<th>Principle</th>
<th>Description</th>
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<tbody>
<tr>
<td>1. Satisfy the Customer</td>
<td>Our highest priority is to satisfy the customer through early and continuous delivery of valuable solutions.</td>
</tr>
<tr>
<td>2. Welcome Changing Requirements</td>
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<td>3. Deliver Working Solutions Frequently</td>
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<tr>
<td>4. Work Together Daily</td>
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<td>The best architectures, requirements, and designs emerge from self-organizing teams.</td>
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## Website
[www.vitalitychicago.com](http://www.vitalitychicago.com)