

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 a 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.

4 SCRUM ROLES

SCRUM TEAM
The Scrum Team is 10 or fewer people including one Product Owner, one Scrum Master and Developers.

PRODUCT OWNER
A single decision-maker who is responsible for prioritizing the backlog and maximizing the value delivered by the Scrum Team.

DEVELOPERS
Cross-functional team of 3-9 people who plan, adapt and hold each other accountable to deliver a usable increment each sprint.

SCRUM MASTER
Servant Leader, coach & trainer who supports the Scrum Team, Product Owner and Org to adopt Scrum as defined in the Scrum Guide.

5 SCRUM EVENTS

THE SPRINT

PURPOSE – The sprint is a fixed length event up to a month in length where all the work is completed to turn ideas into value. Considered the heartbeat of Scrum.

- Every Sprint should be the **SAME LENGTH**.
- As soon as one Sprint ends, the **NEXT SPRINT BEGINS**.
- The Sprint is a container for all the other **SCRUM EVENTS**.

SPRINT PLANNING

PURPOSE - Understand **WHY** the Sprint is valuable, **WHAT** prioritized items the team will work on and **HOW** the team will complete the work.

- The **SCRUM TEAM IS RESPONSIBLE** for planning each backlog item and taking on a realistic amount of work based on their capacity and past performance.
- The Scrum Team **PLANS THE WORK TOGETHER** with the goal of **COMPLETING the work TOGETHER**.
- The Sprint Goal, selected Backlog Items and plan for delivering them is called the **SPRINT BACKLOG**.

DAILY SCRUM

PURPOSE – Inspect progress toward the sprint goal, coordinate efforts and adapt plans.

- The Daily Scrum is for the **DEVELOPERS** to improve communication and decision-making.
- The format can vary but the **FOCUS** is on hitting the **SPRINT GOALS**.
- The meeting should last **LESS THAN 15 MINUTES** and be held at the same time and place every working day of the sprint.

SPRINT REVIEW

PURPOSE - Demonstrate progress, inspect the team results and get feedback for future adaptations.

- The Scrum Team should show actual working **RESULTS FROM THE USER'S PERSPECTIVE**. Don't show lines of code or PowerPoint.
- GET ORGANIZED**, start on time and be succinct. Plan for 4-5 minutes per completed backlog item and leave time for engagement with stakeholders.
- EXPECT FEEDBACK** including new requests.

RETROSPECTIVE

PURPOSE - Allow the Scrum team to pause, reflect and play ways to improve team quality and effectiveness.

- Retrospectives are **FOR THE SCRUM TEAM** and the team decides who should attend.
- NO BLAMING OR COMPLAINING**. Assume that everyone did the best they could under the circumstances.
- Use **ROOT CAUSE ANALYSIS** to go beneath the surface. Select just one or two improvement actions each sprint.