Definition of Scrum

Scrum (n): A framework within which people can address complex adaptive problems, while productively and creatively delivering products of the highest possible value.

Scrum is simple to understand, but difficult to master.

- The Product Owner owns the Product Backlog as he/she has to maximize Return on Investment.
- The Product Owner is responsible for expressing backlog items and prioritizing them.
- The Product Owner discusses and agrees with Stakeholders what to do, why and when to release.
- Collaborates with the Development Team on the details of the Product Backlog during the Sprint.

- The Development Team is a cross-functional team with an optimal size between 3 and 9 members.
- The Development Team delivers a Potentially Shippable Increment at the end of each Sprint.
- They are self-organizing. No one (not even the Scrum Master) tells the Development Team how to turn the Product Backlog into Increments of potentially releasable functionality.
- Scrum recognizes no titles for Development Team members other than Developer, regardless of the work being performed by each person.

- The Scrum Master is responsible for ensuring Scrum is understood and enacted. Scrum Masters do this by ensuring that the Scrum Team adheres to Scrum theory, practices, and rules.
- The Scrum Master is a servant-leader for the Scrum Team, supporting the Product Owner with managing the Product Backlog and coaches the team in self-organization and cross-functional collaboration.
- Helps with removing impediments to the Development Team’s progress.
- The Scrum Master leads and coaches the organization in its adoption of Scrum.

- The Scrum Team consists of a Product Owner, the Development Team, and a Scrum Master.
- The team model in Scrum is designed to optimize flexibility, creativity, and productivity.

Scrum Values

- Openness: Being open drives continuous improvement.
- Focus: Teams focus to deliver customer value incrementally.
- Commitment: Teams commit to goals and improvement.
- Respect: Accept & respect the strengths of different people.

- The Product Backlog is an ordered list of Product Backlog Items (PBIs).
- Product Backlog items are requirements for changes to the product (e.g., user stories...).
- The Product Backlog is ordered by priority, the highest items need to be more detailed.
- The team needs to be able to estimate and test all of the Product Backlog Items.
- The list of items is constantly evolving, changing and updating, the Product Owner is responsible for reflecting the changes in the Product Backlog.

- The Sprint Backlog is list of Product Backlog items selected by the Development Team for delivery in the sprint, plus a plan to deliver the increment.
- Only the Development Team can change its Sprint Backlog during a Sprint. This happens throughout the Sprint and in particular in the Daily Scrum when necessary changes are understood.
- The Development Team tracks total work remaining in every Daily Scrum to forecast the likelihood of achieving the Sprint Goal.

- The Increment is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints.
- An Increment must meet the Scrum Team's Definition of “Done”.
- It must be in useable condition regardless of whether the Product Owner decides to actually release it.

- Artifact Transparency is crucial in Scrum. Decisions to optimize value and control risk are made based on the perceived state of the artifacts.
- The Scrum Master must work with the Scrum Team, and other involved parties to make sure the artifacts are transparent and understood.

- Sprint Planning is a two-part meeting time-boxed to a maximum 8 hours for a 1 month Sprint.
  - Part 1: The Development Team creates a forecast of the items that will be developed in the Sprint.
  - The Scrum Team crafts a Sprint Goal for the Sprint through the implementation of the Product Backlog.
  - Part 2: The items in the Sprint Backlog are broken down into units of work of one day or less by the Development Team.

- The Daily Scrum is a daily 15-minute time-boxed event for the Development Team to synchronize activities and create a plan for the next 24 hours.
  - This is done by inspecting the work since the last Daily Scrum and forecasting the work that could be done before the next one.

- The Sprint Review is held at the end of the Sprint to inspect the product increment.
  - During the Sprint Review, the Scrum Team and stakeholders review what was done in the Sprint.
  - The result of the Sprint Review is a revised Product Backlog that defines the probable Product Backlog items for the next Sprint.

- The Sprint Retrospective occurs after the Sprint Review and prior to the next Sprint Planning.
  - The purpose is to inspect the process of the last Sprint and identify potential improvements.
  - The Scrum Team creates a plan to incorporate these improvements into the way they do their work.

- The Scrum Team regularly does Product Backlog Refinement together with the stakeholders to add detail, estimates, and order to items in the Product Backlog.
- The Scrum Team decides how and when refinement is done.
- Product Backlog Refinement usually consumes no more than 10% of the capacity of the Development Team.
Scrum in a Nutshell

**Sprint Planning**

- **Product Owner (PO)**
- **Sprint Backlog**
- **Sprint**
- **Backlog Refinement**
- **Sprint Review**
- **Sprint Retrospective**

**Daily Scrum**

- **15min.**
- **TO DO**
- **DOING**
- **DONE**

**Product Backlog**

- PBI 1
- PBI 2
- PBI 3
- PBI 4
- PBI 5
- PBI 6

**Sprint Planning**

- Units One Day or Less
- **PO**
- **Stakeholders**

**Visible Progress**

- Optional
- PBIs
- Day

**Increment**

- Potentially Shippable
- Definition of Done

**Quality**

- Checkmarks

**Scrum Master**