

THE SCRUM MASTER'S GUIDE TO EXPLAINING

Scrum

"A LIGHTWEIGHT
FRAMEWORK THAT
HELPS PEOPLE, TEAMS
AND ORGANIZATIONS
GENERATE VALUE
THROUGH ADAPTIVE
SOLUTIONS FOR
COMPLEX PROBLEMS."
~2020 SCRUM GUIDE

TO DO

WORK

DO.

Monarch Coaching & Training



EXPLORING Scrum

SCRUM THEORY

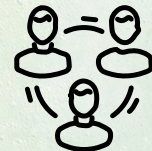
FOUNDED ON
EMPIRICISM & LEAN
THINKING, SO WE
LEARN FROM DOING
AND IMPROVING WHILE
ELIMINATING WASTE
BY FOCUSING ON
ESSENTIALS

"A LIGHTWEIGHT
FRAMEWORK THAT
HELPS PEOPLE, TEAMS
AND ORGANIZATIONS
GENERATE VALUE
THROUGH ADAPTIVE
SOLUTIONS FOR
COMPLEX PROBLEMS."
~2020 SCRUM GUIDE

3 ROLES

SCRUM MASTER
PRODUCT OWNER
DEVELOPERS

THESE ROLES =
THE SCRUM TEAM



3 PILLARS

TRANSPARENCY
INSPECTION
ADAPTATION

5 VALUES

COMMITMENT
FOCUS
OPENNESS
RESPECT
COURAGE

BACKLOG REFINEMENT

- BECOME CLEAR ON
THE EXPECTATION OF
THE BACKLOG ITEMS,
- REFINED AS NEEDED

5 EVENTS

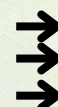
THE SPRINT
SPRINT PLANNING
DAILY SCRUM
SPRINT REVIEW
SPRINT RETROSPECTIVE

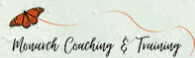
3 ARTIFACTS

PRODUCT BACKLOG
SPRINT BACKLOG
PRODUCT INCREMENT

3 COMMITMENTS

PRODUCT GOAL
SPRINT GOAL
DEFINITION OF DONE





SCRUM THEORY

Scrum is founded on empiricism & lean thinking. So it's about learning from doing and improving while eliminating waste by focusing on essentials, while holding true to the spirit of by focusing on the work processes of the team. Scrum theory employees 3 pillars, 5 values, the 3 roles, the 3 artifacts and their commitments. These tools provide the structure for the house that is Scrum.

When scrum is done well, it's like the team becoming an AI tool that inspects and adapts what it learns from the mistakes or less than optimal choices it makes in the execution of the work. The more inspection that is done, the smarter the tool (the team) becomes.

3 PILLARS

Transparency - At its heart, transparency is about being open, vulnerable, willing to make a mistake and own, even welcome the learning that comes from it. This takes trust in the system, the team, and leadership. Trusting that we are allowed to grow and to run experiments to increase the learning for us and all those we work with.

Inspection - Though it may seem obvious to some, inspection is about the heart and the courage it takes to be brave enough to take a good strong look at what happened in the last sprint, even when it may not be an ideal outcome.

Adaptation - This is about taking what we have learned (the good and the not-so-good) and finding ways of doing things better. It's about becoming better teams, better team members, and better at the work we do. This doesn't apply to just processes; it applies to relationships. Becoming better communicators, taking accountability and ownership in the way we interact with each other.



FOCUS AS A VALUE

Focus isn't just about being heads down and elbows moving. There are varying things during a sprint that will draw our focus depending on what role we play.

- **TEAM FOCUSES ON:**
 - the work of the sprint that has been committed to
 - better communication sooner (raising concerns sooner)
 - building quality into their work to create a valuable increment
 - how we can improve as a team every sprint
- **SCRUM MASTER FOCUSES ON:**
 - protecting the team
 - ensuring the team understands scrum and the value of the events
 - helping the team overcome impediments or other things in their way
 - being a great communicator
- **PRODUCT OWNER FOCUSES ON:**
 - creating value
 - product goal
 - keeping the stakeholders and sponsors in the know
 - getting ready for the next sprint
 - getting answers for the team



OPENNESS AS A VALUE

Openness isn't just about crazy full transparency, it's about relationship; and growing both yourself and the team, and openness looks a little different depending on what role we play. It's about being open to new ideas, ideas that may be counter to what we think, open to receiving new team members and welcoming them in and helping them to be successful.

- **TEAM IS OPEN TO:**
 - improving ways of working
 - asking for help when needed
 - creative ways to get the process work done
 - receiving feedback
- **SCRUM MASTER IS OPEN TO:**
 - speaking truth even when it's uncomfortable
 - helping managers to understand their new, complimentary role
 - helping the team communicate their truth
 - working with other scrum masters and/or other teams to help them grow too
 - learning new ways of working and trying new things with the team
 - receiving feedback
- **PRODUCT OWNER IS OPEN TO:**
 - working side by side with the team
 - hearing the team when a technical reprioritization will benefit the product
 - making time for the team to learn
 - making time for the team to do the work without creating technical debt wherever possible, and open to the team bringing technical debt into the sprint
 - working with competing stakeholders and listening to them
 - working with challenging stakeholders to help them to understand the priorities
 - receiving feedback



RESPECT AS A VALUE

Respect is about relationship, communication, ownership and accountability, and how it looks changes depending on what role we play.

- **TEAM SHOWS RESPECT WHEN THEY:**
 - listen to the scrum master advise the team about historical metrics to help inform them of current sprint capability
 - speak up when there is a technical challenge
 - come prepared to the backlog refinement, and the events
 - speak plainly, openly, honestly, and with kindness in retrospective
 - participate wholly
- **SCRUM MASTER SHOWS RESPECT WHEN THEY:**
 - stand as a guard at the gate of the team to allow the team to focus on their commitment
 - come prepared to the backlog refinement, and the events
 - speak plainly, openly, honestly, and with kindness in all settings
 - celebrate the team
- **PRODUCT OWNER SHOWS RESPECT WHEN THEY:**
 - come prepared to the events
 - take the technical advice of the team with regard to priority (example: if we can do your 4th priority 1st, it will technically enable us to complete 3 more items this sprint)
 - honor that the scrum master is working to implement scrum by following the processes in faith
 - meet with all the stakeholders together and invites them into discussion so they can hear one another
 - ask the team their thoughts about the how of the work, and listens
 - meets with customers to find out what they want and need, and listens



COURAGE AS A VALUE

Courage is absolutely necessary for a healthy and successful team, and how it looks changes depending on what role we play.

- **TEAM SHOWS COURAGE WHEN THEY:**
 - say the hard things about the planned work
 - speak openly about their challenges, all of their challenges
 - welcome a new change that impacts the team and they work together to receive it
 - politely ask their manager to talk about added work with their scrum master
- **SCRUM MASTER SHOWS COURAGE WHEN THEY:**
 - celebrate failures and the learning that came from them
 - celebrate planned experiments
 - face management that may not yet understand the processes or their complimentary role in this new world of scrum
 - holds strong that the retrospective is for the team alone
- **PRODUCT OWNER SHOWS COURAGE WHEN THEY:**
 - fearlessly face competing stakeholders to tell of the chosen priorities even when the choice may not be popular, and they stand in the conviction of their reasoning
 - meet with customers and stakeholders to demo the new functionality
- **MANAGERS SHOW COURAGE WHEN THEY:**
 - listen to the scrum master explain their new role of growing people
 - come to the sprint planning, and reviews to see how their employees engage with the team
 - are open to the new adventure that awaits them



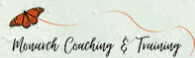
SCRUM MASTER AS A ROLE

SCRUM MASTER

The scrum master is the true leader. What does this mean? Simply put, they exhibit leadership qualities that help to grow their team, their product owner, and the organization in its adoption of scrum. The scrum master defends their team, they teach, guide, help their team. They are not a manager, they are someone that does not have a hierarchy over the team, they stand with the team in service of the team, the product owner, and the organization. They are the heartbeat of the team; the cheerleader, the champion, the voice of reason even sometimes. They grow their team by bringing in new ways of thinking, team building, camaraderie and when their team is struggling, they help them to think clearly and when the team is stuck, they sometimes even disrupt the team's way of thinking to bring about positive outcomes. In their role, they are accountable for, leading their team to greatness as an effective scrum team. Their primary role is to bring about a positive and productive environment that invites the following outcomes:

- a product owner committed to ordering the work into a product backlog
- a team that can turn work into an increment of value that meets the definition of done during a sprint
- a team and group of stakeholders that can work together to inspect the results of a sprint and adjust plans for the next sprint

The scrum master serves the team, the product owner, and the whole organization. It is a special person who can create a positive environment where people thrive and grow through experimentation and commitment.



DEVELOPERS

Alright, so tell us about "developers":

- COPYRIGHT 2023 KAREN BRUNS OF MONARCH COACHING & TRAINING, LLC



ABOUT THE SCRUM TEAM

SCRUM TEAM

The 3 roles that make up the scrum team are the Scrum Master, the Product Owner, and the Developers. They work with the five scrum values as their guiding light for how they think, work, collaborate, and communicate. The scrum team:

- is made up of one scrum master, one product owner, and developers
- has no sub-teams and no hierarchies
- is a close knit group of people who work together to achieve the product goal
- is cross-functional, meaning they have all the skills necessary to do the work
- is self-managing deciding who does what when and most importantly, how
- they are small, 10 or fewer but not too few (which includes the scrum master and the product owner); this number helps to create an environment where better communication is possible and the team can be more productive
- is responsible for all product related activities
 - working with stakeholders
 - verification (testing as well as validating the understanding of the work)
 - maintenance and operations (keeping necessary systems in working order and fixing problems)
 - experimentation, research and development (trying new approaches, researching the best ways, and developing whatever is needed for the product)
- is grouped together by the organization and empowered to do what they need to do to produce the best possible outcomes
- tries to improve their practices and work at a sustainable pace to help focus and build consistency
- is accountable for creating value in every sprint, which can mean refining backlog items to increase understanding
- presents their completed work in sprint review and then opens a working session
- meets to hold the sprint retrospective where they focus on how to make a better sprint, better processes, and a better team



BACKLOG REFINEMENT

Backlog Refinement is a meeting where the whole scrum team, involved stakeholders, subject matter experts, anyone and everyone who has the knowledge to bring complete and accurate understanding to the team so that the work is considered ready to be taken into sprint. Some teams call this the definition of ready, though that is not mentioned in the Scrum Guide by name. It is not one of the formal events in scrum, but it is so very important because without it, sprint planning is rough, daily scrum becomes about sharing the learning that bites us in the face, and sprint review won't be nearly as successful and move us closer to meeting the product goal. There isn't a directed amount of time to meet for this task, so a helpful rule of thumb for new teams or new to us work, should start with backlog refinement right away and work until they have enough work to begin and an extra sprint or two work of ready items.

In short, the team reviews the backlog items of the highest priority, and considers the following:

- What details are needed/missing (description, level of effort in terms of size, complexity, related backlog items tagged, test acceptance criteria, who will use it when it is built, what do they want, how will I know I've finished building it)?
- Does the team understand what is being asked for?
- Are there certain must have's in this item?
- Can the item be finished in a single sprint? If not, how can it be split?
- Are there dependencies that must be resolved before we start work on this item?
 - Can the dependencies be resolved by someone inside our team or must they be resolved by someone outside of our team?
 - If outside, who will I have to speak to and how soon do we need this resolved?
- What don't we know about this item?
- What could go wrong if we take this into sprint now?
- Who can we ask if questions arise? Ideally this would be the product owner, and yet sometimes, it's a subject matter expert.

Many teams meet a minimum of once a sprint to refine their backlog.



ARTIFACTS & COMMITMENTS

Scrum has 3 artifacts. The term 'artifact' can be confusing in some organizations that use anything that is created so that the team can build software. Outside of Scrum, anything, even a business requirements document is considered an artifact. In scrum, there are fewer artifacts, and though the 3 artifacts are also created so the team can build software, it's also a little different. The artifacts are about transparency for all. They represent what work we will do, how we will do it, what kind of quality it will have, and what it will look like when delivered. Everyone is encouraged to be familiar with these artifacts.

Each artifact has what is called a commitment. These commitments help the team, and in fact, the organization, measure progress and quality of the work. On the next page, we will explore the artifacts, their commitments, and the value they bring.

Artifact	Commitment
Product Backlog	Product Goal
Sprint Backlog	Sprint Goal
Product Increment	Definition of Done



Artifact	Commitment	Value
Product Backlog	Product Goal	<p>Because the product backlog is the single source of work for the scrum team, the product goal helps guide what will be in the product backlog. It keeps us on track.</p> <p>The product goal helps the team stay on track instead of getting sidetracked with additional unrelated objectives.</p>
Sprint Backlog	Sprint Goal	<p>If the sprint backlog is the plan for the developers, the sprint goal being a single goal for the sprint creates focus for the team.</p>
Product Increment	Definition of Done	<p>Increments are small steps towards achieving the ultimate product goal. Every piece of finished work is an increment to deliver a single product goal and there can be several created in a single sprint. These increments can and should be delivered to stakeholders or customers when they are ready. The team doesn't have to wait until the sprint review for the big tada. In fact, seeing incremental deliveries is exciting to those waiting for it.</p>

THE 5 EVENTS OF

Scrum

THE SPRINT (THE EVENT WHERE THE WORK HAPPENS)

SPRINT PLANNING

- FOR SCRUM TEAM & INVITED GUESTS
- 8 HRS FOR 1-MONTH SPRINT (LESS FOR SHORTER)
- BEFORE THE NEW SPRINT STARTS
- THERE IS A FORMAT
- QUESTIONS ANSWERED:
 - WHAT WILL BE DONE?
 - HOW WILL IT GET DONE?
- CREATE SPRINT GOAL(S)

DAILY SCRUM

- FOR DEVELOPERS
- 15 MINUTES
- DAILY
- NO FORMAT
- NEW TEAMS MAY FIND VALUE IN 3 QUESTIONS:
 - WHAT HAVE I DONE?
 - WHAT WILL I DO?
 - WHAT'S IN MY WAY?
- GUESTS CAN ATTEND AND SPEAK AT THE 16TH MINUTE

SPRINT REVIEW

- FOR SCRUM TEAM &. INVITED GUESTS
- MAX OF 4 HRS FOR 1-MONTH SPRINT (LESS FOR SHORTER)
- TO INSPECT THE OUTCOME OF THE SPRINT & DETERMINE FUTURE ADAPTATIONS
- THERE IS A FORMAT
- TEAM PRESENTS FINISHED WORK TO STAKEHOLDERS
- WORKING SESSION FOLLOWS DEMO

SPRINT RETROSPECTIVE

- FOR SCRUM TEAM ONLY
- MAX OF 3 HRS FOR 1-MONTH SPRINT (LESS FOR SHORTER)
- TO INSPECT INDIVIDUALS & INTERACTIONS, PROCESSES, TOOLS, INCORRECT ASSUMPTIONS, WHAT WENT WELL, WHAT DIDN'T, WHAT IMPROVEMENTS CAN BE MADE

REFERENCES

www.scrumguides.org, 2020 Scrum Guide, by Jeff Sutherland, Ken Schwaber

.....