



THE SCRUM MASTER'S GUIDE TO EXPLAINING WHO DOES WHAT DURING THE SCRUM EVENTS

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.



WHO DOES WHAT IN THE SCRUM EVENTS?

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THE SPRINT CONTAINER

SCRUM MASTER

- SETS NECESSARY CALENDARING INVITATIONS
- FACILITATES WHAT THE TEAM NEEDS, WHILE TEACHING THEM
- WORKS COLLABORATIVELY WITH PRODUCT OWNER, OTHER SCRUM MASTERS, LEADERSHIP, CUSTOMER, & STAKEHOLDERS
- WORKS TO IMPROVE THE ORGANIZATION'S IMPLEMENTATION OF SCRUM
- RESOLVES IMPEDIMENTS WHERE POSSIBLE & ESCALATES WHERE NEEDED
- PREPARES METRICS
- CREATES A CONTAINER OF COLLABORATION

TEAM

- WORKS COLLABORATIVELY WITH PRODUCT OWNER, SCRUM MASTER, TEAM, & OTHERS TO COMPLETE THE WORK OF THE SPRINT
- COMES PREPARED EACH DAY, TO EACH EVENT, TO KEEP THE COMMITMENT TO ONE ANOTHER
- BROADCASTS ISSUES AS THEY ARISE, AS WELL AS NEEDS FOR SUCCESS

PRODUCT OWNER

- WORKS THE BACKLOG TO KEEP IT CURRENT, PRIORITIZED & FILLED WITH INFORMATION NEEDED, WHICH INCLUDES, BUT IS NOT LIMITED TO:
 - BACKLOG REFINEMENT
 - ENSURING TEAM HAS LIST OF BACKLOG ITEMS AHEAD OF TIME
 - GETTING ANSWERS TO QUESTIONS FOR THE TEAM SO THEY HAVE ALL THEY NEED TO ESTIMATE PROPERLY
- BEING AVAILABLE TO APPROVE WORK
- BEING AVAILABLE FOR QUESTIONS OR CLARIFICATIONS
- WORKING COLLABORATIVELY WITH TEAM, SCRUM MASTER, LEADERSHIP OTHER PO'S, & STAKEHOLDERS

STAKEHOLDERS (CUSTOMERS/LEADERSHIP OTHER TEAMS)

- ARE AVAILABLE TO THE TEAM, SCRUM MASTER, OR PRODUCT OWNER AS REQUESTED
- MAY PROVIDE DESIRED PRODUCT WORK TO THE PRODUCT OWNER
- MAY BE CALLED ON TO PARTICIPATE IN THE RESOLUTION OF ORGANIZATIONAL IMPEDIMENTS
- WORK COLLABORATIVELY WHEN CALLED UPON

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**WHO DOES WHAT IN
THE SCRUM EVENTS?**

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**DAILY SCRUM
VIRTUAL ENVIRONMENTS**

SCRUM MASTER

- SETS THE MOOD FOR THE EVENT BY:
 - BEING ON CAMERA
- FACILITATES THE EVENT UNTIL THE TEAM IS READY TO TAKE THIS RESPONSIBILITY
- HELPS THE TEAM TO STAY ON TOPIC (THE 3 QUESTIONS CAN BE HELPFUL)
- UPDATES THE TEAM ON ANY NEW PROGRESS ON IMPEDIMENTS
- IDENTIFIES & CAPTURES NEW TOPICS FOR RETROSPECTIVE THAT SHOW UP

PRODUCT OWNER

- NOTHING. THIS EVENT IS FOR THE DEVELOPERS TO DISCUSS THEIR PROGRESS, & SHIFT WHAT MAY NEED SHIFTING
- IF YOU ATTEND, YOU ARE SILENT, AND CAN BE OFF CAMERA
- YOU CAN HOWEVER, BE HELPFUL IN THE 16TH MINUTE, AT WHICH POINT COMING TO THE CAMERA IS HELPFUL

TEAM

- SETS THE MOOD FOR THE EVENT BY:
 - BEING ON CAMERA
- COMES PREPARED TO ANSWER THE 3 QUESTIONS:
 - WHAT HAVE I DONE TO HELP THE SPRINT
 - WHAT WILL I DO NEXT TO HELP THE SPRINT
 - WHAT IS IN MY WAY OF WORKING ON THE SPRINT ITEMS
- UPDATES THE BACKLOG ITEM WITH PROGRESS
- STEPS UP TO HELP OTHER TEAM MEMBERS WITH WORK IF NEEDED

**STAKEHOLDERS
(CUSTOMERS/LEADERSHIP
OTHER TEAMS)**

- NOTHING. THIS EVENT IS FOR THE DEVELOPERS TO DISCUSS THEIR PROGRESS, & SHIFT WHAT MAY NEED SHIFTING

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WHO DOES WHAT IN THE SCRUM EVENTS?

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SPRINT PLANNING VIRTUAL ENVIRONMENTS

SCRUM MASTER

- SETS THE MOOD FOR THE EVENT BY:
 - BEING ON CAMERA
- LISTENS, OFFERS INPUT ON AREAS OF SCRUM
- CALCULATES CAPACITY WITH TEAM INPUT & ADVISES TEAM OF AVERAGE VELOCITY CONSIDERING CAPACITY. EXAMPLE: IF THE AVERAGE VELOCITY IS 38 POINTS & CAPACITY IS AT 80% FOR THE SPRINT, THEN NO MORE THAN 30 POINTS FOR THIS SPRINT
- IDENTIFIES & CAPTURES NEW TOPICS FOR RETROSPECTIVE THAT SHOW UP
- CALLS FOR A FIST TO FIVE AT THE END OF THE EVENT

TEAM

- SETS THE MOOD FOR THE EVENT BY:
 - BEING ON CAMERA
- COMES PREPARED TO DISCUSS THE BACKLOG ITEMS OPENLY
- OKAY TO CHALLENGE PO TECHNICALLY
- UPDATES THE BACKLOG ITEM WITH PROGRESS
- PULLS ITEMS TO WORK ON AS READY

PRODUCT OWNER

- SETS THE MOOD FOR THE EVENT BY:
 - BEING ON CAMERA
 - HAVING EMAILED THE TEAM THE LIST OF BACKLOG ITEMS TO BE DISCUSSED IN THE EVENT AHEAD OF TIME SO THEY CAN BE PREPARED
- FACILITATES THE EVENT
- ASKS TEAM TO ESTIMATE & UPDATES TOOL ACCORDINGLY
- ACCEPTS THE TEAM'S ESTIMATES
- DOES NOT PUSH TEAM TO TAKE ON MORE THAN THEY ARE ABLE
- ANSWERS TEAM'S QUESTIONS, OR TAKES A NOTE TO DO SO IF THEY NEED TO RESEARCH

STAKEHOLDERS (CUSTOMERS/LEADERSHIP OTHER TEAMS)

- NOTHING UNLESS INVITED. IF YOU ARE INVITED, YOU ARE LIKELY GOING TO BE CALLED UPON TO ANSWER QUESTIONS ABOUT THE WORK ITEM(S).



**SPRINT REVIEW
VIRTUAL ENVIRONMENTS**

SCRUM MASTER

- SETS THE MOOD FOR THE EVENT BY:
 - BEING ON CAMERA
 - WELCOMING ATTENDEES
 - GENTLY REMINDING PEOPLE OF THEIR ROLE DURING THE EVENT
 - THANKING GUESTS FOR COMING
- INVITES THE PO TO START
- SHARES METRICS (OR PO)
- INVITES QUESTIONS FROM STAKEHOLDERS
- HELPS TEAM BY CAPTURING ITEMS THAT COME UP FOR FURTHER EXPLORATION
- IDENTIFIES & CAPTURES NEW TOPICS FOR RETROSPECTIVE THAT SHOW UP

PRODUCT OWNER

- SETS THE MOOD FOR THE EVENT BY:
 - BEING ON CAMERA
 - INTRODUCING PERSONS DEMOING & LIST OF ITEMS TO BE DEMOED
 - NARRATING THE DEMO OF COMPLETED ITEMS
- ENGAGES OPENLY WITH STAKEHOLDERS
- SHOWS PLAN FOR ITEMS TO BE WORKED ON NEXT SPRINT
- TALKS ABOUT WHAT IS & IS NOT WORKING FOR THE TEAM

**STAKEHOLDERS
(CUSTOMERS/LEADERSHIP
OTHER TEAMS)**

- SETS THE MOOD FOR THE EVENT BY:
 - ATTENDING
 - BEING ON CAMERA
 - LISTENS INTENTLY TO WHAT IS BEING SAID
 - IDENTIFYING QUESTIONS THEY CAN ASK BASED ON WHAT THEY ARE HEARING
- SHOWS THEIR SUPPORT BY CONGRATULATING THE TEAM FOR WORK WELL DONE & ASKING HOW THEY CAN HELP

TEAM

- SETS THE MOOD FOR THE EVENT BY:
 - BEING ON CAMERA
 - COMING PREPARED TO DEMO COMPLETED WORK
- DEMOS FROM THE SYSTEM ENVIRONMENT WHERE POSSIBLE
- ANSWERS TECHNICAL QUESTIONS

TO DO

WORK

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WHO DOES WHAT IN THE SCRUM EVENTS?

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SPRINT RETROSPECTIVE VIRTUAL ENVIRONMENTS

SCRUM MASTER

- SETS THE MOOD FOR THE EVENT BY:
 - BEING ON CAMERA
- FACILITATES THE EVENT
- WORKS WITH THE TEAM TO IDENTIFY RETRO FORMAT
- INVITES TEAM TO EXPLORE THEIR INPUT
- INVITES TEAM TO EXPLORE SOLUTIONS
- INVITES TEAM TO BE OPEN & TRANSPARENT
- CREATES A SAFE SPACE FOR TEAM
- INVITES WHOLE TEAM ONLY
- CAPTURES IMPROVEMENT ITEMS
- MODELS HONESTY, KINDNESS & TRANSPARENCY

PRODUCT OWNER

- SETS THE MOOD FOR THE EVENT BY:
 - BEING ON CAMERA
- PARTICIPATES OPENLY IN THE EVENT
- GIVES THE TEAM SPACE TO SPEAK
- ASKS THE TEAM HOW THEY CAN HELP
- PARTICIPATES IN THE CREATION OF A SAFE SPACE
- CONGRATULATES THE TEAM ON A SUCCESSFUL SPRINT & SITS IN THE SPACE OF HOPE WHEN THE SPRINT ISN'T SUCCESSFUL
- IS OPEN TO A BACKLOG ITEM FOR TEAM'S IMPROVEMENT ITEM DURING THE NEXT SPRINT

TEAM

- SETS THE MOOD FOR THE EVENT BY:
 - BEING ON CAMERA
- COMES PREPARED TO DISCUSS OPENLY
- PARTICIPATES FULLY
- CELEBRATES ONE ANOTHER
- TALKS ABOUT THE HARD THINGS TO SAY
- SOLUTIONIZES TO BECOME A BETTER TEAM
- IS HONEST, KIND, & TRANSPARENT

STAKEHOLDERS (CUSTOMERS/LEADERSHIP OTHER TEAMS)

- NOTHING. THIS EVENT IS FOR THE TEAM (SM, PO & TEAM) TO DISCUSS THEIR SPRINT & HOW TO BECOME A BETTER TEAM
- THIS IS A PRIVATE EVENT FOR THE TEAM ONLY; NO LEADERSHIP, CUSTOMERS, OR STAKEHOLDERS OF ANY KIND

REFERENCES

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

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