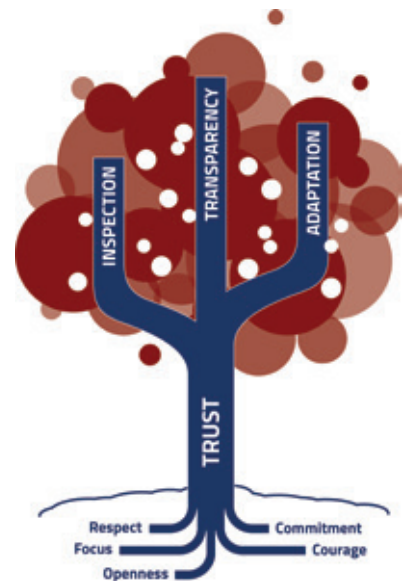
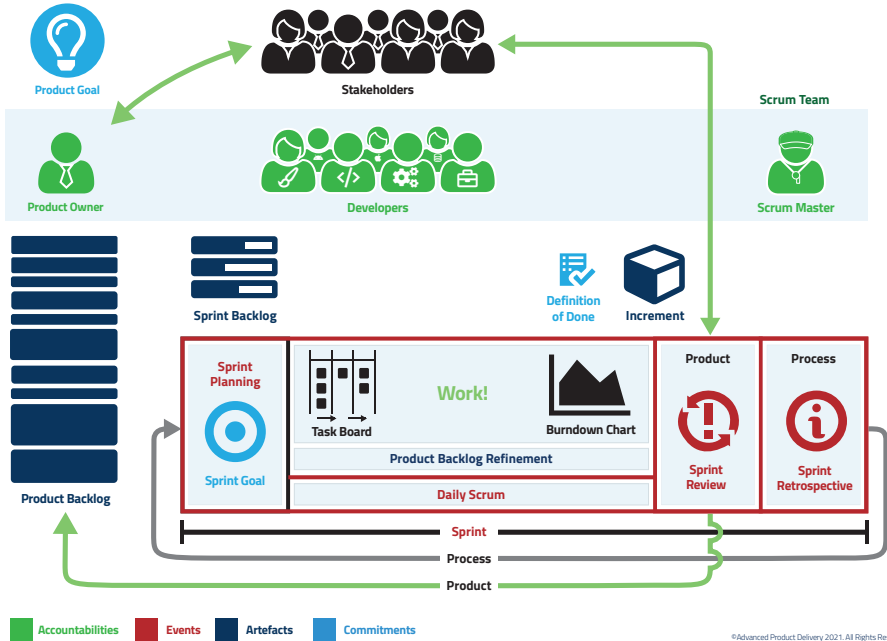


Scrum is a lightweight framework that helps people, teams and organisations generate value through adaptive solutions for complex problems.

Scrum Diagram



Scrum is based on the 5 Scrum values (**Focus, Respect, Openness, Courage & Commitment**) to uphold empiricism: **(Transparency, Inspection, Adaptation).**

Trust Tree

- Transparency**
Artifacts must be visible and understood by the Scrum Team and Stakeholders. Enables Inspection.
- Inspection**
Diligent and objective review of the artefacts to provoke change as needed.
- Adaptation**
Prompt change to update the artefacts as soon as new learning emerges. Supported through empowered, self managing people.

Accountabilities

Accountability:	Accountable For:
Scrum Team	Made up of one Product Owner, Developers and one Scrum Master Cross functional and self-managing, typically <10 people Accountable for creating a valuable, useful Increment every Sprint, as defined by the Definition of Done .
Product Owner - Single Person	Maximising the value of the product. Building and sharing the Product Goal The creation of an ordered, refined, transparent, visible Product Backlog .
Developers - within the Scrum Team	The creation of a usable Increment every Sprint that meets the Definition of Done Creation of the Sprint Goal , and adapting their daily plan Have all the skills needed to create an increment.
Scrum Master - Single Person	A true leader that serves the Scrum Team and the larger organization to use Scrum as defined in the Scrum Guide. Empiricism and the Scrum values are used. Each member use Scrum to perform their accountabilities. Events occur in sequence within timebox. Causing impediments to be removed.

Artefacts & Commitments

Artefact:	Commitment (supports the Artefact)
Product Backlog "The What" Single emergent ordered list of work to improve the product, in line with the Product Goal, even with many Scrum teams.	Product Goal The single strategic long term goal of of the product. The Product Goal must be achieved or abandoned to change.
Sprint Backlog The plan created by the developers on how to achieve the Sprint Goal. Constantly updated through the Sprint as learning emerges. Sufficient detail to inspect and adapt in the Daily Scrum .	Sprint Goal Single objective of the Sprint, building towards the Product Goal. Should not change in a Sprint, encouraging focus and coherence.
Increment A usable tangible step towards the Product Goal . Each increment is added and integrated to previous increments. Becomes an Increment when it meets the Definition of Done , and may be released.	Definition of Done The formal quality measures required for the Product. Includes all work needed to make the increment usable and releasable. Owned by the Scrum Team . Shared across Scrum Teams if there are many working on the Product.

Events (Inspect & Adapt)

Events:	Timebox:	Attends:	Purpose:
The Sprint	1 month or less	Scrum Team	Create a useable valuable increment.
Sprint Planning	8hrs/ month (usually shorter for less)	Scrum Team	Why: Agree a Sprint Goal. What: Agree work to be done (Product Backlog Items.) How: Create plan to deliver (Sprint Backlog).
Daily Scrum	15 mins	Developers	Inspect and adapt progress to the Sprint Goal. Create an action plan until next Daily Scrum.
Sprint Review	4 hrs/month (usually shorter for less)	Scrum Team & Stakeholders	Product improvement event. Review the Done Increment (undone work not shared), Product Backlog, Market Conditions together to update the Product Backlog.
Sprint Retrospective	3 hrs/month (usually shorter for less)	Scrum Team	Process focus event. Reflect on how the Sprint went in technically and people. Team inspects and adapts the way they work.