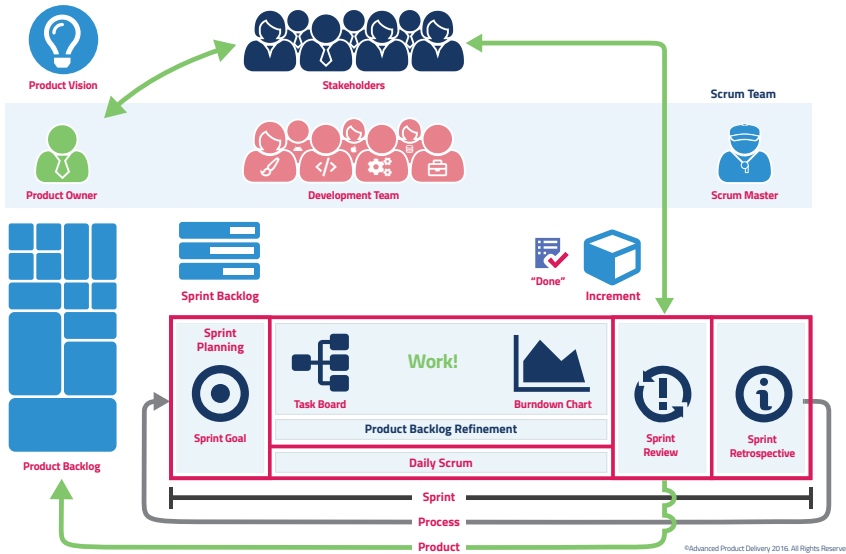


Scrum Diagram



Lean

The basic principles of Lean are:

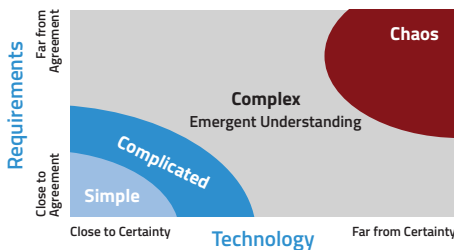
- Focus on delivering value to your Customer
- Maximise Flow
- Improve the Value Stream by eliminating waste
- Respect and engage the people
- Pull Through the System
- Strive for Perfection.

Manifesto for Agile Software Development

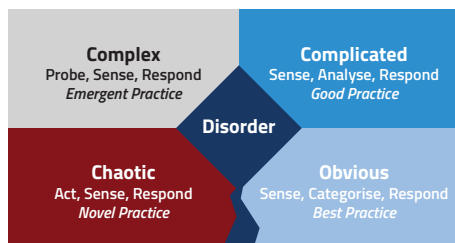
Values:

- Individuals and interactions over processes and tools
- Working software over comprehensive documentation
- Customer collaboration over contract negotiation
- Responding to change over following a plan.

Stacey Diagram



Cynefin Diagram



Scrum values

Focus | Respect | Openness
Courage | Commitment

Events

The Sprint

A consistent time box of one month or less. Work on items until "Done" and create a usable and potentially releasable product Increment.

During Sprint:

- No changes made that will affect Sprint Goal
- Dev Team composition remains stable
- Quality goals do not decrease
- Scope may be negotiated between PO and Dev Team
- Only PO can cancel Sprint before time-box over
- New Sprint starts immediately after end previous Sprint
- Sprint is a container for all events below.

Sprint Planning

Who: Entire Scrum Team

Time-box: 8 hrs/4 wk Sprint (usually less for shorter)

Dev Team agree with PO work to be completed (What) and the plan to deliver (How). At the end of Sprint Planning the Sprint Backlog and the Sprint Goal should be created.

Daily Scrum

Who: Dev Team. Usually held at same time and place every day.

Time-box: No longer than 15 minutes

Team reflects on how they are making progress to the Sprint goal. Classic three questions. What did you do since last Scrum, What will you do to the next Scrum, any impediments

Sprint Review

Who: Scrum Team and Stakeholders

Time-box: 4hrs/4wk Sprint (usually less for shorter)

Product improvement event. Review the work "Done" in the Sprint, current market conditions and planned release schedule. Updates made to the Product Backlog.

Sprint Retrospective

Who: Scrum Team

Time-box: 3 hrs/4wk Sprint (usually less for shorter)

Process improvement event. Reflect on how the Sprint went, technically and people focussed. Team agrees experiments to improve in next Sprint.

Product Backlog Refinement

Who: The Product Owner, Dev Team and others as needed

Time-box: 10% Sprint, no longer than 4 hr/wk

The PO and Dev Team work on the highest value items on the Product Backlog to ensure they understand the work for upcoming Sprints.

Definition of Done

Agreed quality standard between the Dev Team and the PO. The increment must meet this at the end of the Sprint, preferably more often (at least daily).

Sprint Goal

The objective to be met within the Sprint. Provides purpose and focus.

Roles

Product Owner (PO)

- Maximizes Product value
- Responsible for refined Product Backlog
- A single person.

Development Team

- Cross-functional and self-organising
- No titles or sub-teams within the team
- Responsible for delivering "Done" increment.

Scrum Master (SM)

- Servant leader
- Removes impediments
- Manages the Framework, not the people.

Scrum Team

Artefacts

Product Backlog

Single source of work for a product. PO solely responsible for the single Product Backlog, even when many Scrum teams are working. PO ensures Product Backlog is refined throughout the Sprint.

Sprint Backlog

- Dev Team forecast work to turn PBIs into Done increment
- It changes during the Sprint as needed
- Can only be modified by Development Team
- Constantly reviewed, especially at the Daily Scrum.

Increment

The product that was started with integrated with all the "Done" PBIs in the Sprint.