



# Scrum Ceremony In a Nutshell

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# Topics

## Roles & Responsibilities

- Product Owner
  - Scrum team
  - Scrum of Scrum
  - Scrum Master
- 
- Scrum Process

# Product Owner



- **Is responsible for the profitability of the product (ROI)**
- Synthesizes interests of stakeholders
  - Lead the “customer team”
  - **Just-In-Time and in Just-Enough Details**
  - Constantly Prioritize the backlog
- Negotiates with the Scrum team:
  - Sprint Goals , Sprint Backlog Items, Done Criteria
  - Final arbiter of requirements questions
  - Accepts or rejects each product increment

**This requires high bandwidth communication and transparency into the team’s progress (in-bound) and with the market (out- bound)**

## Scrum Team

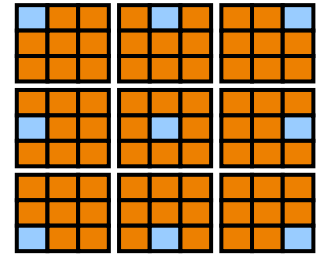
- A cross-functional team **committed to deliver user stories with clear business value**
- **Full Accountability! Self-Managed!** Authority to do whatever is needed to meet commitments
  - Team build the plan, estimate, commit
  - Decides who will do what;
  - Focus on meeting User Story done criteria
- Typically 4-8 people (cross-decipline)
  - Strive to be 100% committed to a team
  - Should be balanced in terms of skills, experience, knowledge
  - **As possible**, have the same team across Sprints - collocated !



# Scrum of Scrum (SoS)



- Members: Relevant Scrum team representatives, Architect, Optional – integration test team
- Objective : coordinate the work of several Scrum teams to ensure the successful delivery of an integrated scoping unit.
  - SoS team meeting is to identify impediments and synchronization of common activities.
  - To ensure better **communication** and early integration across the teams.
  - All tasks execution tracked within the Scrum teams



# Scrum Master



**Has no authority on the team, act as a “servant” leader**

- Safeguard the process, not the project. Making sure the Scrum team lives by the values and practices of Scrum.
  - Facilitates the Scrum process
  - Facilitating creativity and empowerment;
  - Improving the productivity of the team
    - Removing the barriers between development and the PO
    - Continuously removes impediments
    - Protect the team from external interferes
    - Ensures full daily visibility of team’s progress

**keep the team in the “zone”, protect the team so they can focus on meeting their commitments with high quality**

# Topics

- Roles & Responsibilities

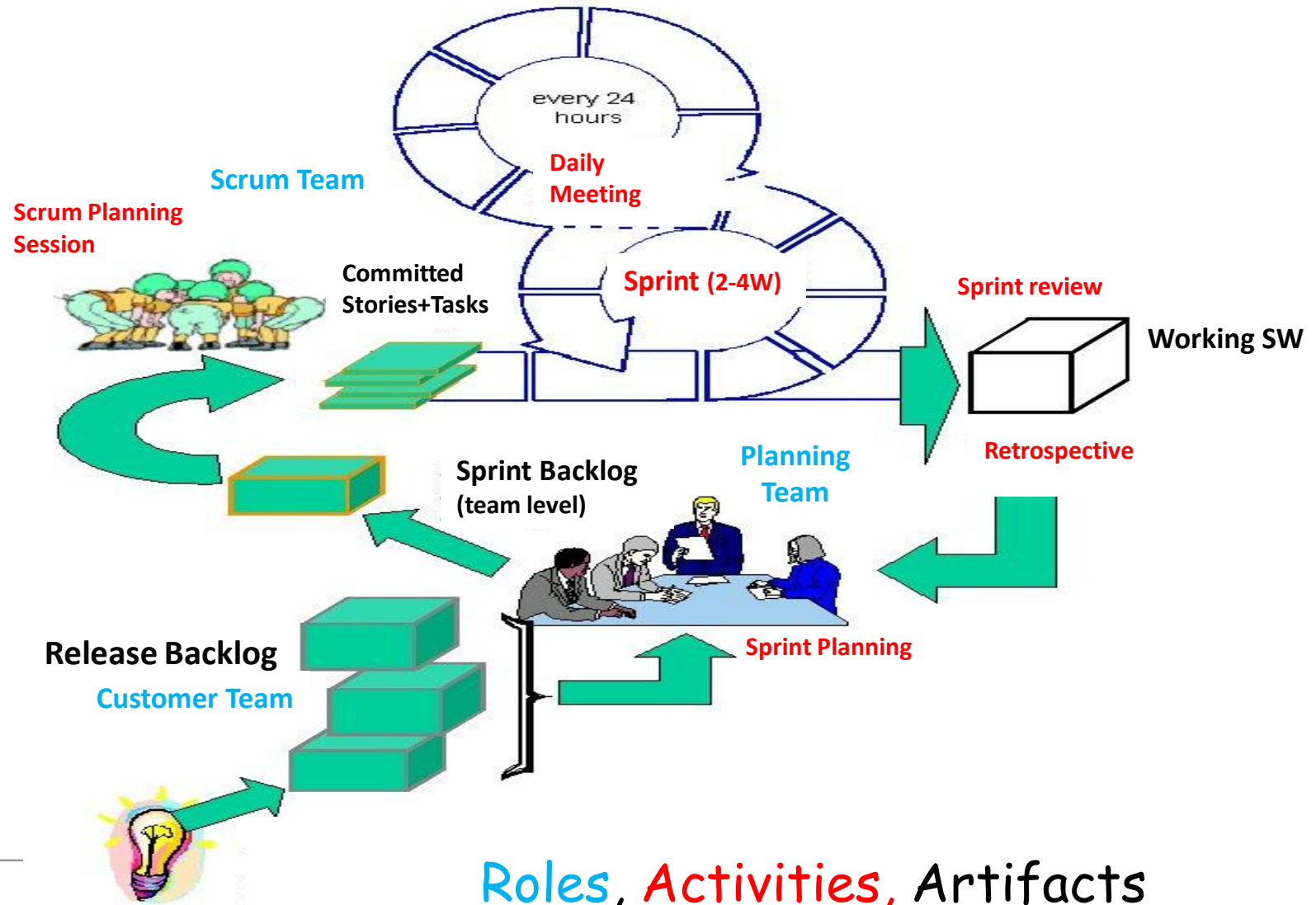


## Scrum Process

- Scrum Planning Session
- Sprint execution
- Daily Meeting
- Sprint Review
- Retrospective

# Scrum Flow

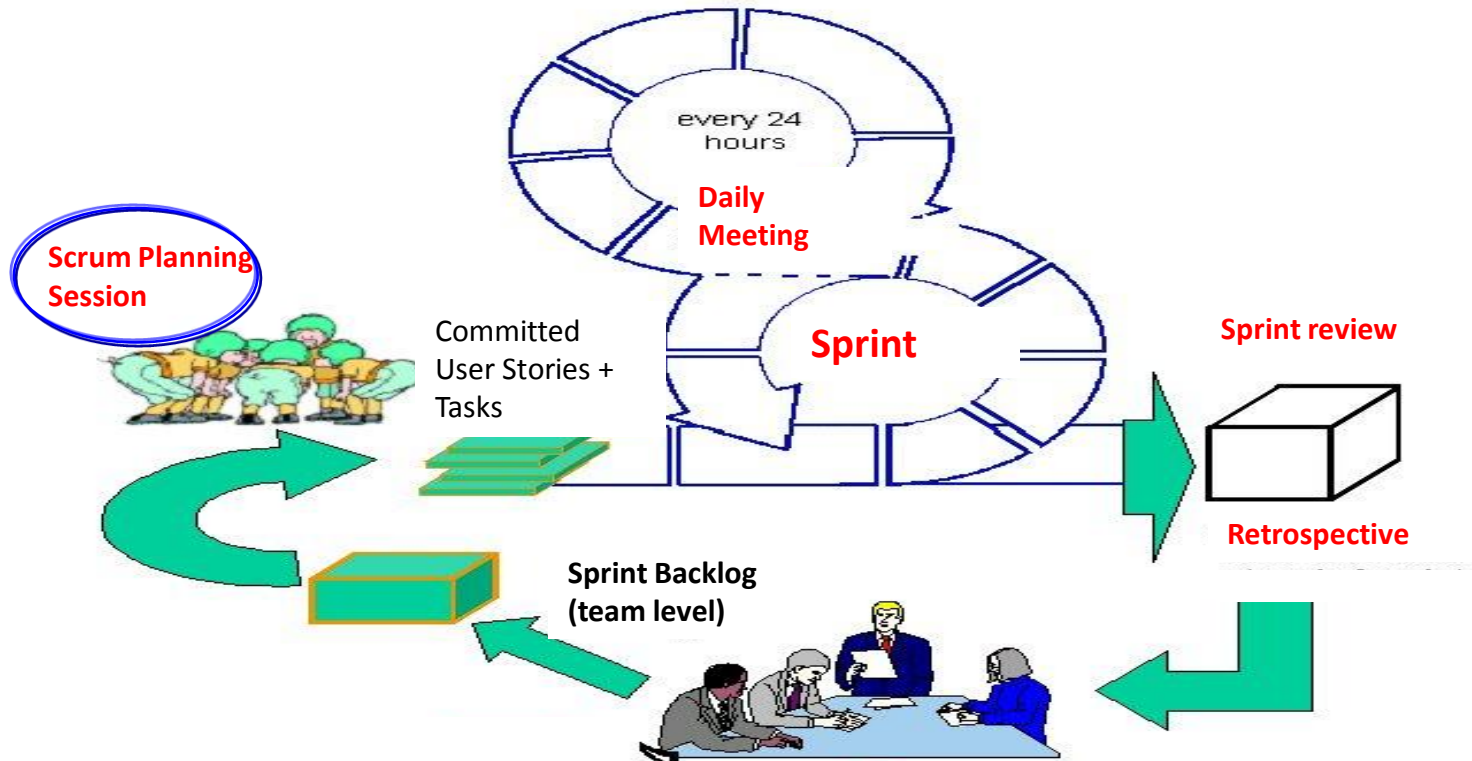
## Sprint Planning



Roles, Activities, Artifacts

# Sprint Stage

## Sprint Planning Session



# Scrum Planning Session: Creating the Committed Backlog

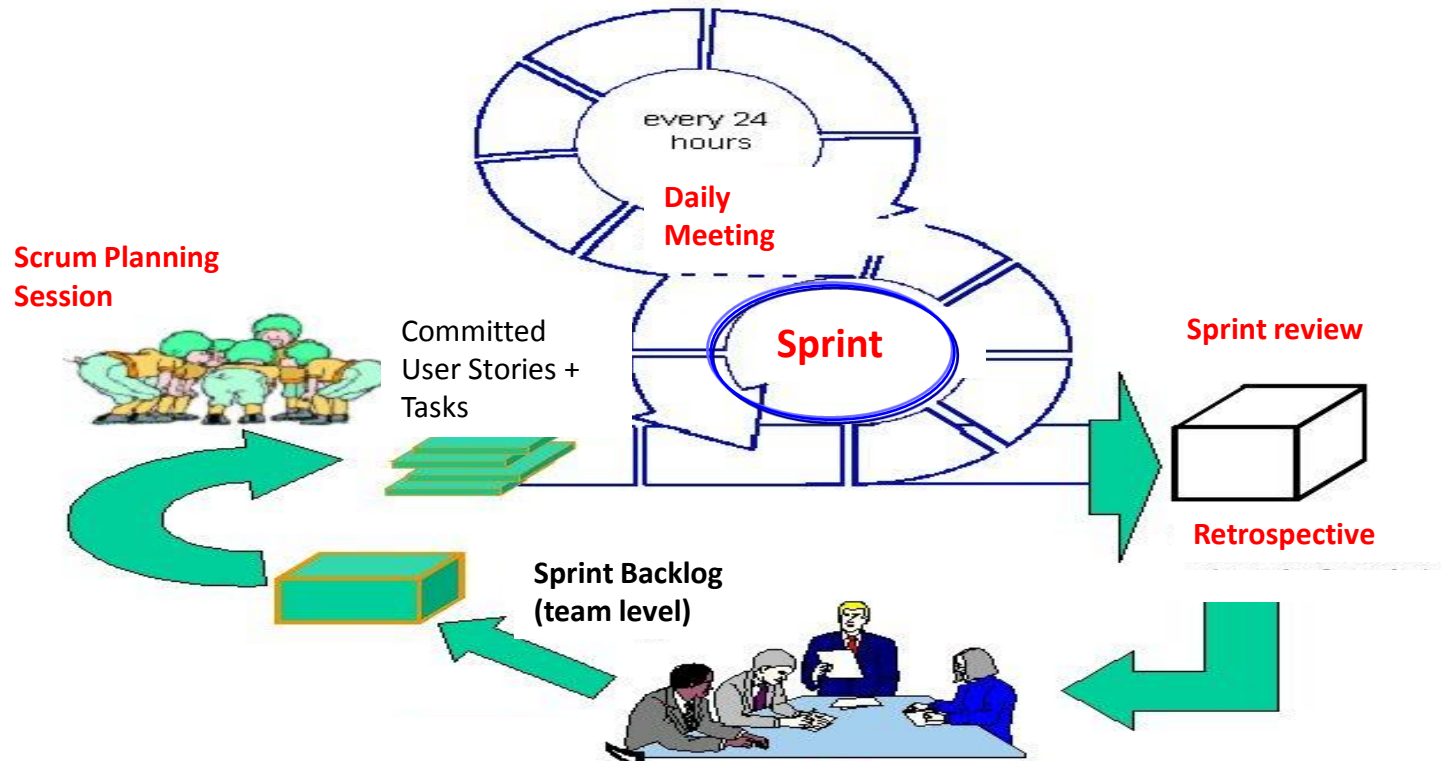
- **Segment 1- Product Owner describe the requirements, the user stories and done criteria –up to 4 hours**
  - Define the Sprint goals
  - Negotiate what items will be produced.
  - definition of “done”
  - Document assumptions
  
- **Segment 2 - Team decides what to commit and are planning the Sprint - up to 4 hours.**
  - Team calculate Capacity, **Relatively estimate user stories/tasks**
    - Optional: Team breaks items into tasks before committing.
  - See “thumbs up” from each team member for each User Story before moving it into the Sprint Committed Backlog.

# Velocity

- Measure of a team's rate of progress per sprint
  - – Number of Story Points per Sprint
- Velocity can be used to derive duration and extrapolate schedule
- Estimating Velocity:
  - Use historical values. We prefer empirical methods!
  - Run an Sprint.
  - Make a forecast.

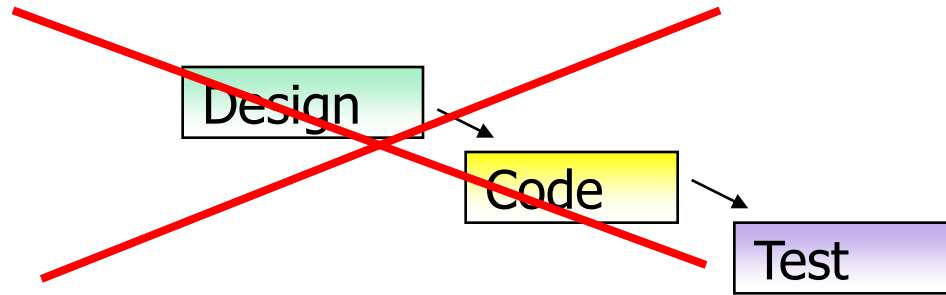
# Sprint Stage

## Sprint Execution

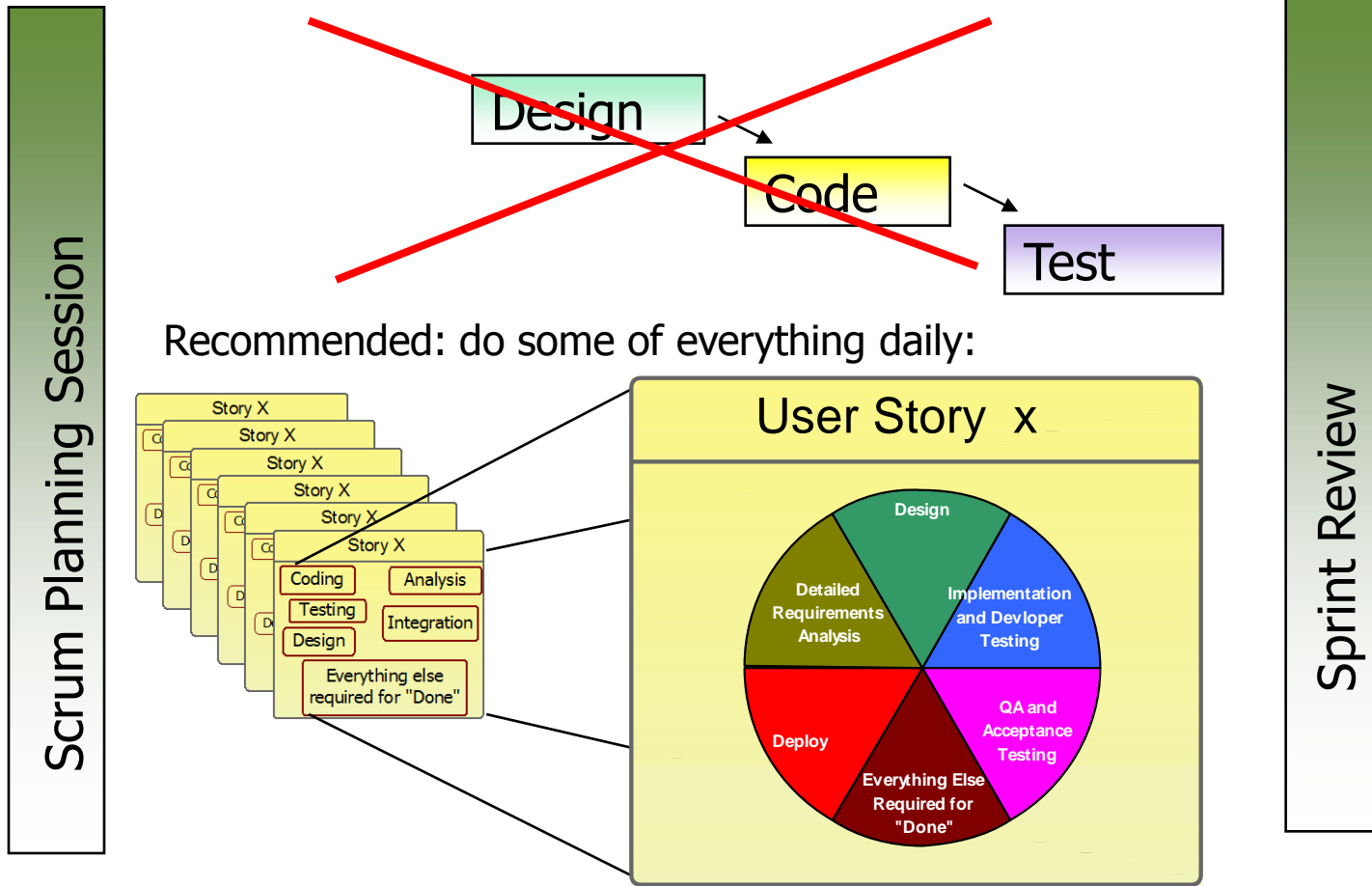


# Sprint Development

Not recommended: mini waterfall Sprints.



Recommended: do some of everything daily:

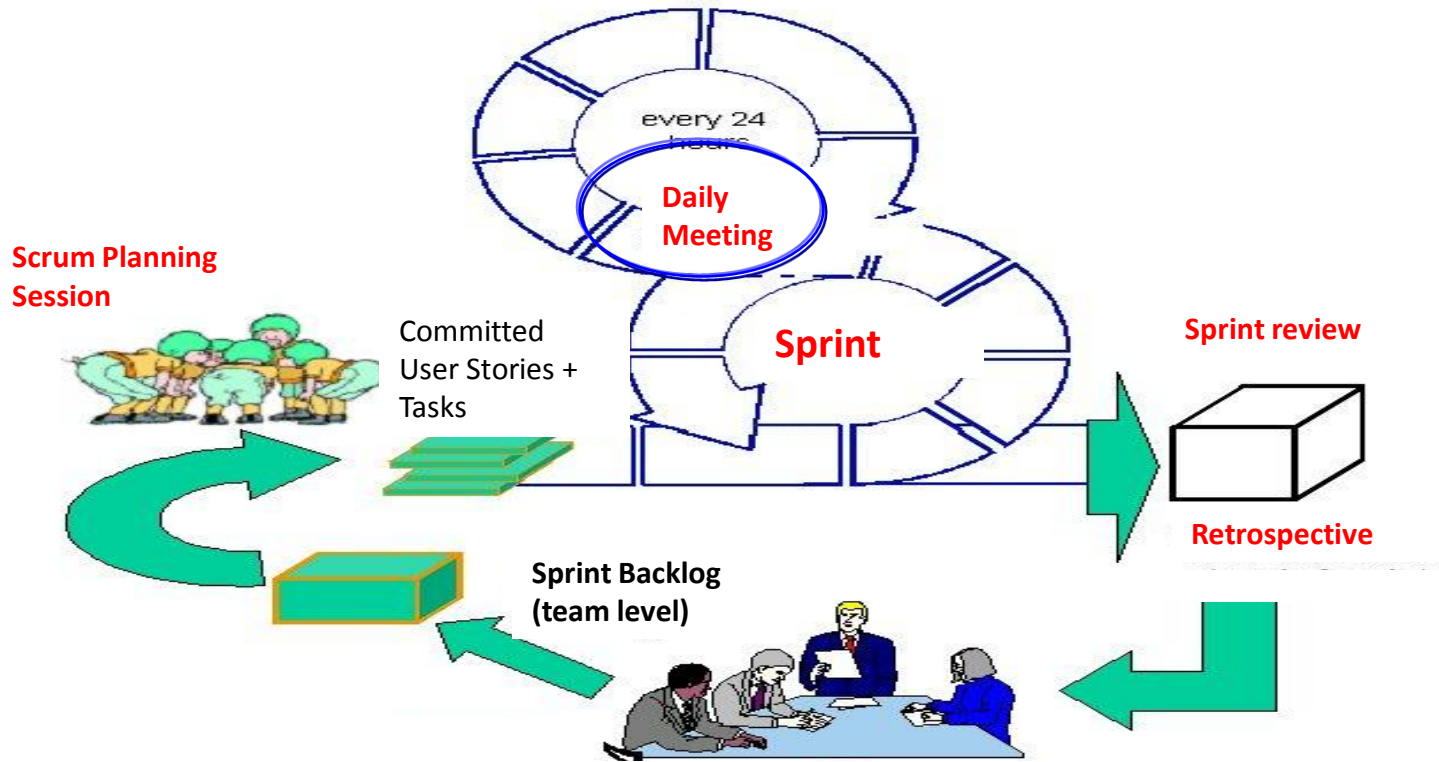


# Sprint Tasks

- Tasks are estimated in hours, usually 1-16
- Team members shouldn't sign up for work prematurely (until actually starting that task)
- **Estimated work remaining is updated daily**
- Any team member can add, delete or change the Sprint Backlog (theirs or new)
- **If the team believes that this is too much or less, they can meet again with the Product Owner**

# Sprint Stage

## Daily Meeting



# Sprint Stage

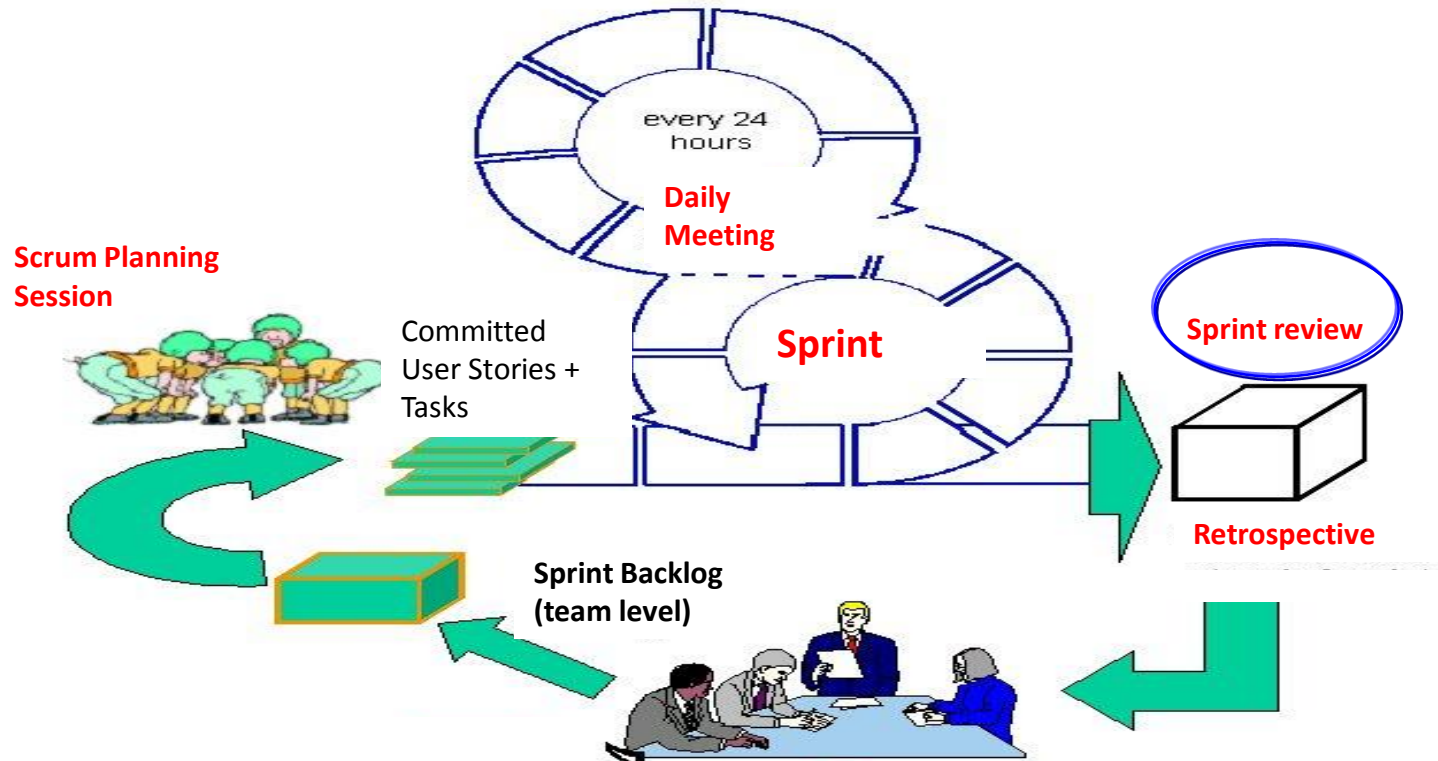
## Daily Scrum Meetings

- Daily 15 minute “stand-up” meeting
- Same place and time every day
- Three + one questions:
  - What have you done since last meeting?
  - What will you do before next meeting?
  - What is in your way?
  - *What is the probability we will meet the sprint goals ?*
- Declare “side-bar” topics for later discussion
- Impediments
- Decisions



# Sprint Stage

## Sprint Review



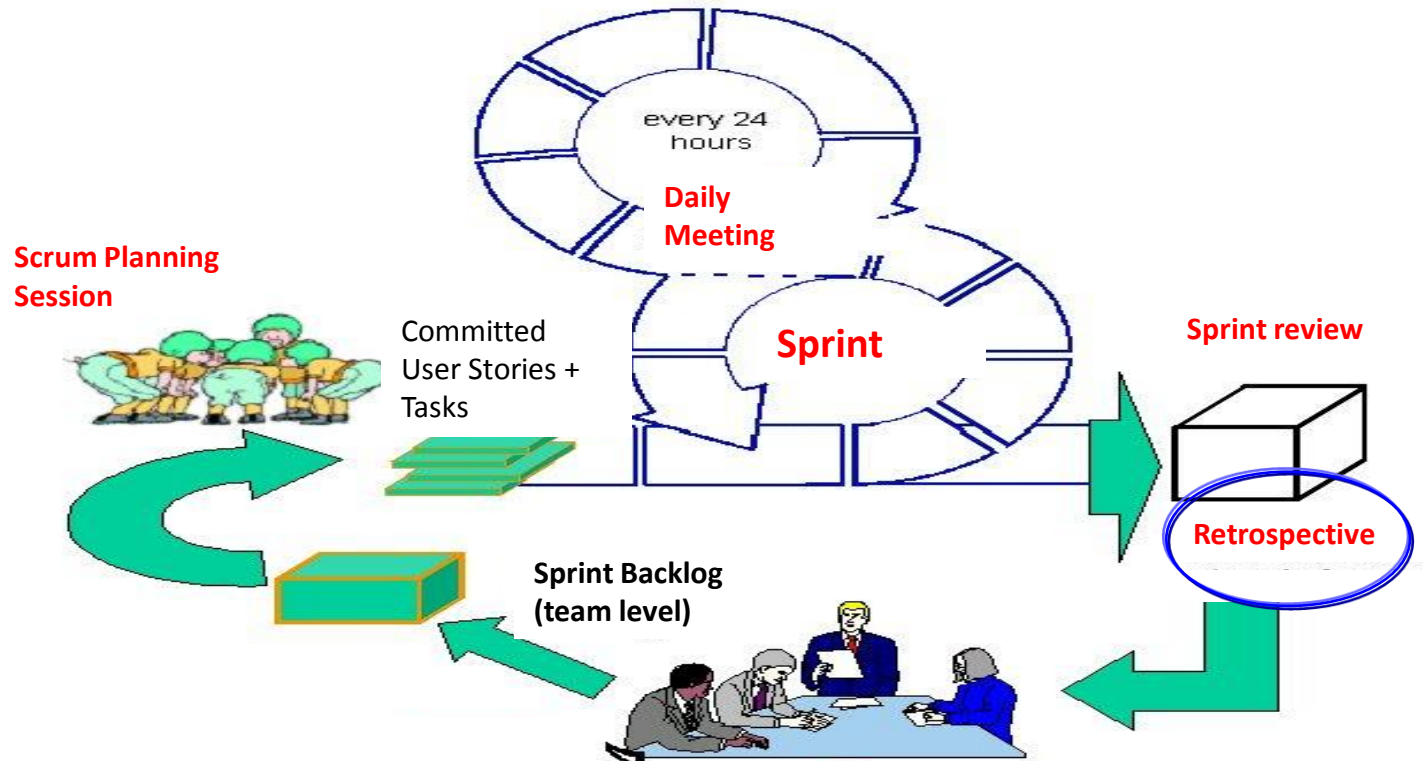
## Sprint stage

### The Sprint Review Meeting

- Time boxed of up to 4 hours of prep and 2-3 hours of meeting.
- Team demonstrates product increment to product owner's satisfaction.
- Informality is encouraged. **PowerPoint is discouraged.**
- PO decide if team met the **Sprint Goals and the Done criteria**
- Calculate no. of delivered points to assess the team velocity

# Sprint Stage

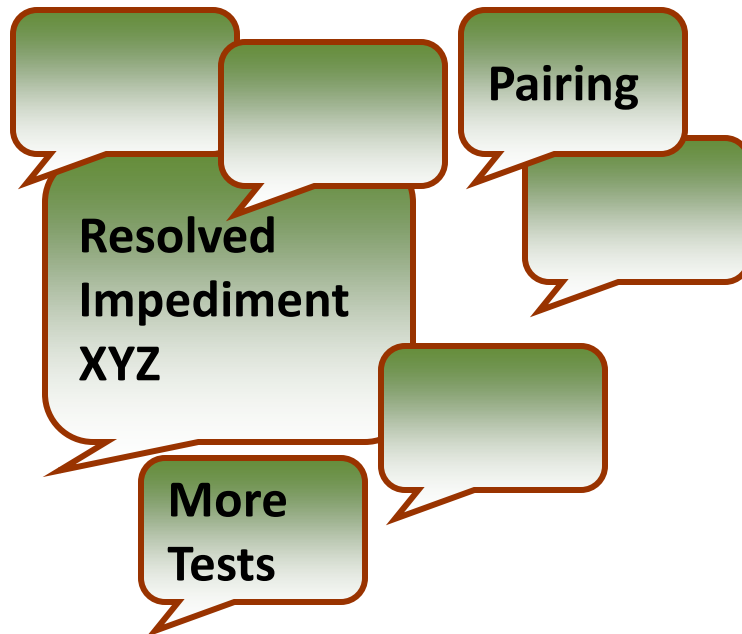
## Sprint Execution



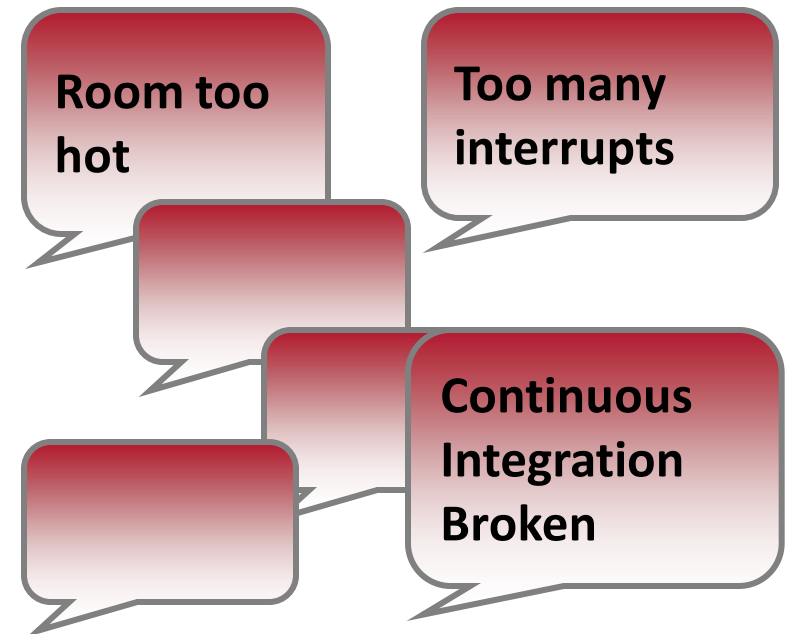
# Sprint Stage

## Retrospectives – the Good, the Bad, and the Ugly

### What Went Well

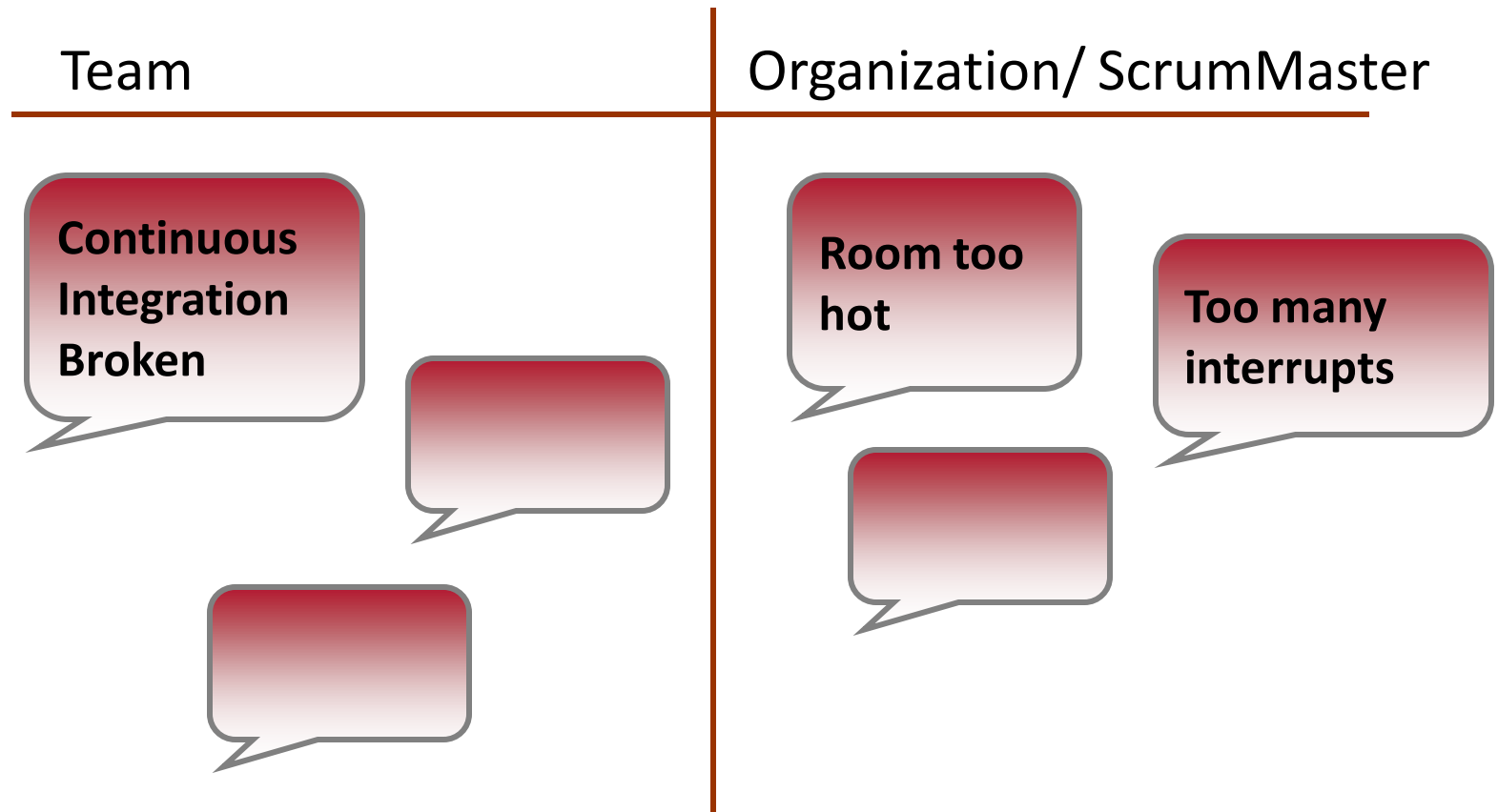


### What Could Be Improved



# Sprint Stage

## Retrospectives – Sphere of Influence





**Thank you!**

## Visibility

**How do you create  
the appropriate visibility?**

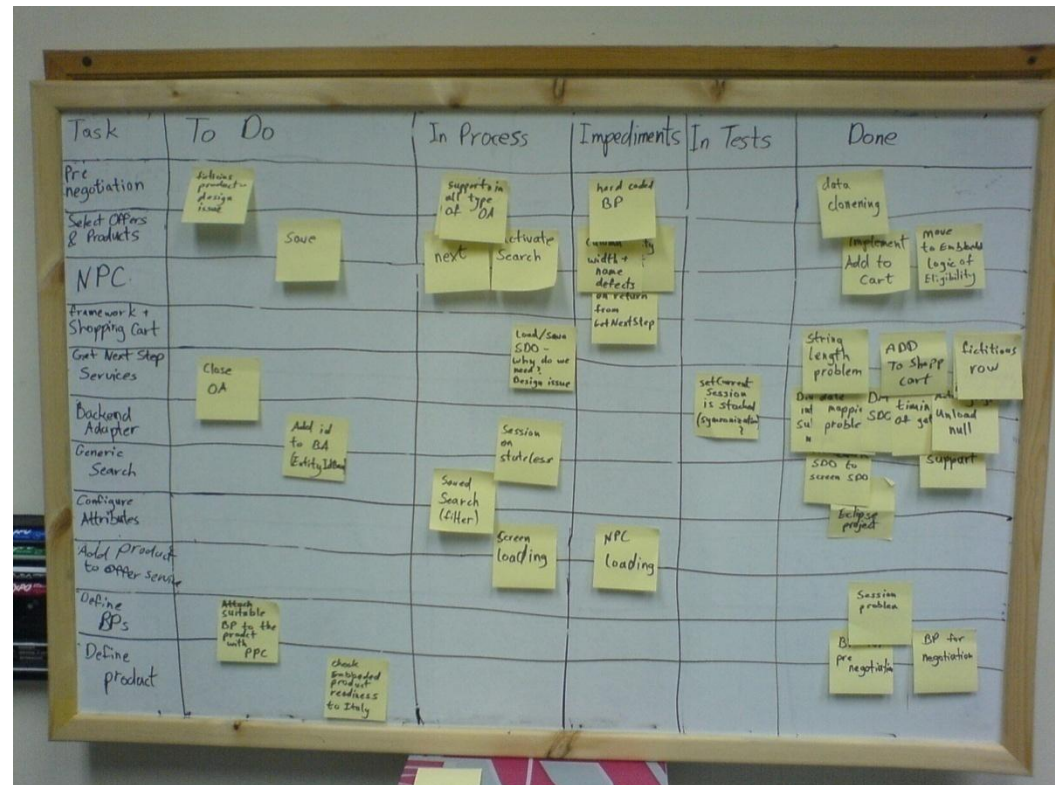
Progress visibility

Content visibility

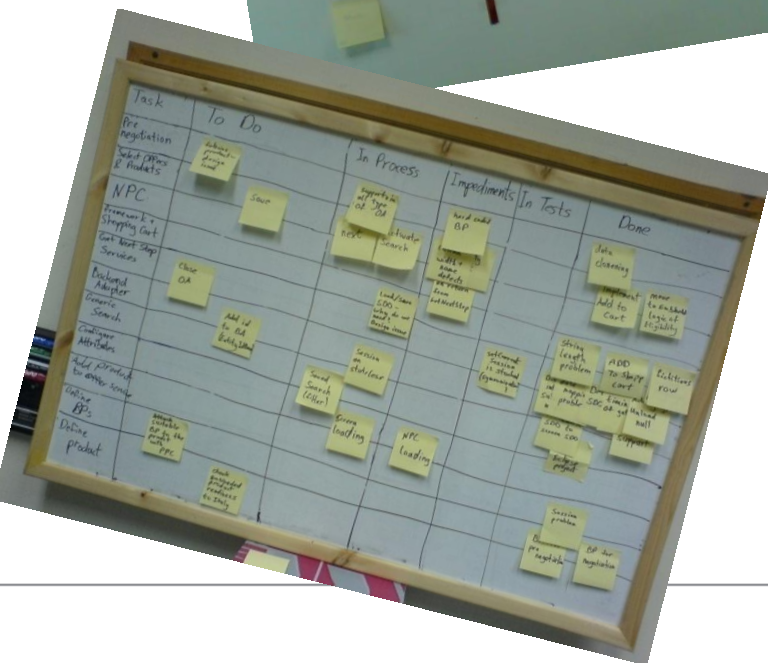
# Sprint Stage

## Communication and Daily Meetings

- “The “highlight” of this version, adds a flavor to our everyday. Finally a place where all-comes-in-sync, design-dev-QA”
- “We are all aligned on a daily basis and discuss quickly what happened yesterday and what challenges are to align today”

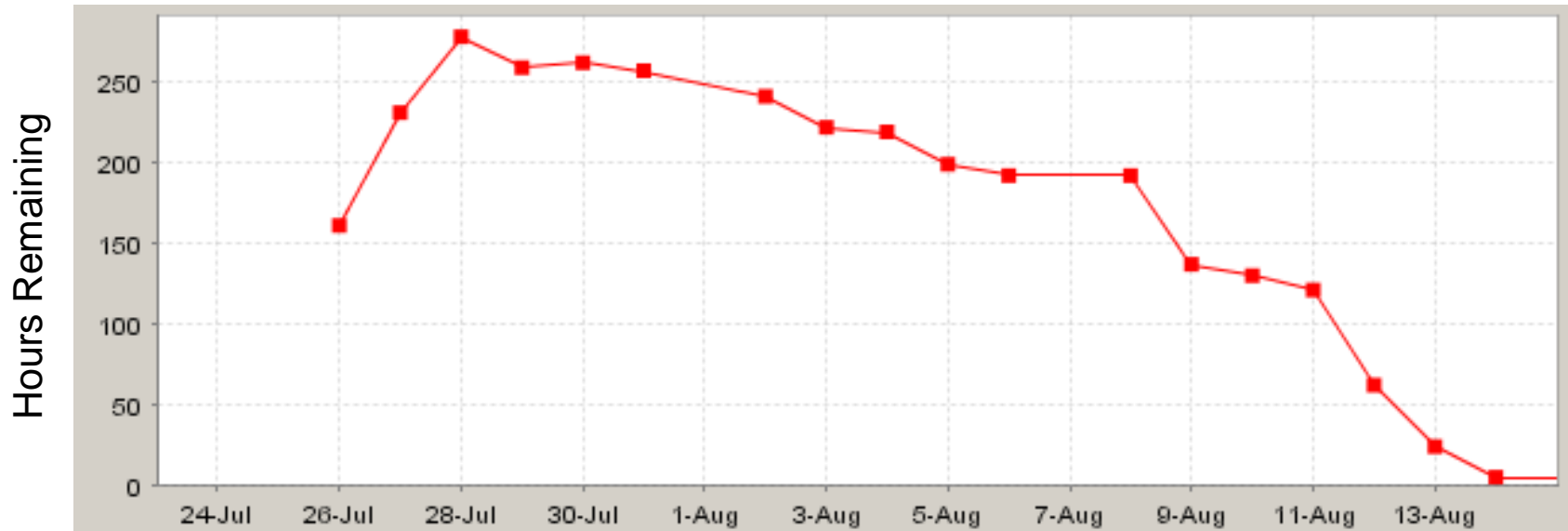


# More White Board examples



# Sprint Stage

## Burn Down chart



- Daily summation of remaining work
- Post for high visibility
- Together with the “Completed tasks” chart

# More BDC examples (with USs completion graph)

