

ROLES

CEREMONIES

ARTIFACTS AND TOOLS

SCRUM IN A NUTSHELL

Product owner

- Market and customer expert
- Product vision
- Maximize value
- Stakeholder and budget management
- Grooming the product backlog

Scrum master

- Guarding the rules of scrum
- Facilitating the team
- Challenge and grow the team members
- (Teach to) remove impediments
- Agile ambassador in the organization

Development team

- Deliver working increments
- Cross-disciplinary development
- Self-organize the work
- Improve yourself and the team
- The team is assessed as a team
- Nurture the scrum values

The customer

Scrum is all about **creating value** for the customer and the organization at the earliest possible stage. The goal of scrum is **to involve the real customer live** in the development. A group of customers can be contained in a **persona**, a fictional person who symbolizes the entire group.

Stakeholders

These are all parties involved in the product. In addition to the end users, stakeholders can be external and internal customers, external specialists or investors. The PO manages the stakeholders.

In the **DAILY SCRUM** the team coordinates the collaboration. The result is an 'attack plan' for the coming day where helping each other to finish work is always key.

Scrum works with short **sprints** of 2 to 4 weeks. In the sprint, increments are made. These are (partial) products or functionalities that are 'potentially releasable'. In the sprint planning, the team determines a realistic amount of work that it can deliver in the sprint. The development speed is called **velocity**.

Sprint planning

In the sprint planning the complete **scrum team** (developers, Product owner and Scrum master) defines a sprint goal and selects a feasible amount of work for the upcoming sprint. The development team indicates **how** the work will be picked up.

Sprint review

In the sprint review, the development team demonstrates the delivered functionality to the PO and stakeholders. The goal is to collect feedback, promote collaboration, and groom the backlog. This meeting is often called a demo.

Sprint retrospective

In the 'retro' the team looks back on the performance it has delivered. What can we do better? The Scrum master chooses a suitable retrospective format. The findings are translated into concrete actions to improve the team and its work.

Product backlog

All potential functionality is collected on the product backlog that is managed by the product owner. In the **refinement**, product wishes are made 'sprint ready' in collaboration with client, team and stakeholders. Items are discussed, provided with a description, **estimated** on their size (often in story points) and ordered by **value**.

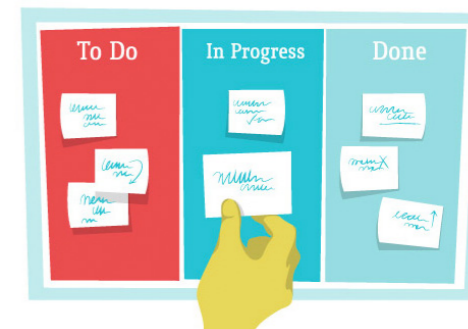
Sprint backlog

The sprint backlog contains a set of user stories that are achievable for this sprint and are prioritized by the Product owner. He/she determines **WHAT** must be made and **WHY**, the development team **HOW** it is realized.

The board

A handy tool for scrum is the scrum board. This is available as software and online, but a physical board is often most convenient. The scrum board (officially called Kanban board) provides insight into the progress at any time.

Scrum is an **empirical** process. The third pillar, next to inspection and adaptation, is **transparency**. The Scrum board fits seamlessly into this vision.



User story

The wishes and requirements are translated from the perspective of the end user (often the customer) into an umbrella **epic**. This epic is further divided into user stories. The format of a user story is "As ... I want ... so that ...". A user story can be further divided by means of a **break-down**, as long as child stories result in working, demonstrable functionality. In the sprint backlog, the development team breaks up the user stories into individual items (tasks).

Ready and Done

The Definition of Ready is a checklist with the requirements to be able to label a story 'ready for sprint'. The Definition of Done describes when the built (partial) functionality meets the team's quality requirements and is releasable. The sum of all 'done' is called the **increment**.

Agile is a **mindset**, a

vision on product development. Key items are **responding to change**, prioritizing on **value** and to base decisions on what has **happened**. The core is contained in the Agile Manifesto and the 12 principles.

AGILE MANIFESTO

Individuals and interactions over processes and tools

Working software

over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

Scrum is an Agile framework.

A method for product development in which a **multi-disciplinary team** incrementally develops - and **continuously delivers** - working products and functionality in short iterations (**sprints**), always in close **collaboration** with the customer.