



Scrum (n): a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems.

Scrum employs **iterative, incremental** approach to optimize predictability and to control risk.

Empirical Scrum pillars
Transparency, Inspection, Adaptation

Scrum is founded on **empiricism** and **lean thinking**

Scrum Values
Courage, Focus, Openness, Respect, Commitment

Scrum is simple. The Scrum Framework is purposefully incomplete.

<p>Artifact transparency is crucial in Scrum. Each artifact contains a commitment to ensure it provides information that enhances transparency and focus to measure progress.</p>	<p>The Scrum team consists of one Product Owner, one Scrum Master, and Developers. Typically 10 or fewer people.</p>	<p>The Sprint is a container for all other events where ideas are turned into value. Sprints are fixed length of one month or less to create consistency. A new sprint starts after conclusion of the previous sprint.</p>
<p>Artifact: The Product Backlog</p> <ul style="list-style-type: none">★ Emergent, ordered list of what is needed to improve the product.★ The single source of work undertaken by the Scrum Team <p>Commitment: The Product Goal</p> <ul style="list-style-type: none">★ Describes a future state of the product that serves as a target for the Scrum team to plan against.★ Long-term objective that they must fulfill (or abandon) before taking on the next.	<ul style="list-style-type: none">★ The Product Owner is accountable for maximizing value of the product resulting from the work of the scrum team.★ Also accountable for effective product backlog management.★ Product Owner is one person not a committee.★ Develops and explicitly communicates the Product Goal	<p>Work to be performed during the sprint is planned in Sprint planning.</p> <ul style="list-style-type: none">★ Topic 1: Why is this Sprint valuable? – Define Sprint Goal★ Topic 2: What can be done this sprint? : Select Product Backlog Items★ Topic 3: How will chosen work get done? : The Developers decompose into smaller work items of one day or less. No one tells them how to decompose.★ Time-boxed to max of 8 hours for a one month Sprint. Scaled down proportionately for shorter sprint lengths.
<p>Artifact: The Sprint Backlog</p> <ul style="list-style-type: none">★ Composed of the Sprint Goal (why), the set of Product Backlog Items selected for the Sprint (what), as well as actionable plan for delivering the Increment (How)★ Planned by and for the Developers. Is highly visible, real-time picture of the work during the sprint. <p>Commitment: The Sprint Goal</p> <ul style="list-style-type: none">★ Single objective for the Sprint that creates coherence and focus, encourages the Scrum Team to work together.★ Provides flexibility in terms of exact work needed to achieve it.	<ul style="list-style-type: none">★ The Developers are committed to creating any aspect of a useable increment each sprint.★ Create a plan for the Sprint, the Sprint Backlog★ Instill quality by adhering to a Definition of Done★ Adapt their plan each day toward the sprint goal★ Hold each other accountable as professionals	<p>The Daily Scrum is 15 m event each working day for the Developers to focus on progress toward the Sprint Goal and produce actionable plan.</p>
<p>Artifact: Increment</p> <ul style="list-style-type: none">★ A concrete stepping stone towards the Product Goal.★ Increment must be useable.★ Each increment is additive to prior increments and meets the Definition of Done. <p>Commitment: Definition of Done</p> <ul style="list-style-type: none">★ Formal description of the state of the Increment when it meets quality measures required for the product.★ Can be part of the standards of the organization, or the Scrum Team must create for the Product.	<ul style="list-style-type: none">★ The Scrum Master is true leader who serves the Scrum team and the larger organization.★ Causes removal of impediments to the Scrum team’s progress★ Coaches the Development in self-organization, and cross-functionality.★ Helps establish empirical product planning for a complex environment.★ Leads and coaches the organization in its adoption of Scrum.	<ul style="list-style-type: none">★ The purpose of the Sprint review is to inspect the outcome of the Sprint and determine future adaptations.★ This is a working session where the Scrum team and stakeholders collaborate, not a presentation.★ Time-boxed to max of 4 hours for a one month Sprint.
	<p>Scaling Recommendations</p> <ul style="list-style-type: none">★ If Scrum teams become too large, consider reorganizing into multiple cohesive Scrum Teams, each focused on the same product. They share same Product Goal, Product Backlog, and Product Owner.★ Multiple Scrum Teams working together on a product must mutually define and comply with the same Definition of Done.	<ul style="list-style-type: none">★ The purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness.★ The Scrum team discusses what went well during the Sprint, what problems it encountered, and how those problems were (or were not) solved.★ Occurs after the Sprint Review and prior to next Sprint Planning.★ Time-boxed to max of 3 hours for a one month Sprint.
		<p>Product Backlog Refinement is the act of breaking down and further defining Product Backlog Items into smaller more precise items.</p>