Workbook for

CSM
(Training)

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Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

Individuals and Interactions	over	processes and tools
Working Software	over	comprehensive documentation
Customer Collaboration	over	contract negotiation
Responding to Change	over	following a plan

That is, while there is value in the items on the right, we value the items on the left more.

12 Principles
Of Agile Software

#1 Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

#2 Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

#3 Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

#4 Business people and developers must work together daily throughout the project.

#5 Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

#6 The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

#7 Working software is the primary measure of progress.

#8 Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

#9 Continuous attention to technical excellence and good design enhances agility.

#10 Simplicity --the art of maximizing the amount of work not done-- is essential.

#11 The best architectures, requirements, and designs emerge from self-organizing teams.

#12 At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Fill in the value pairs.

Agile Manifesto, values

Manifesto for Agile Software Development

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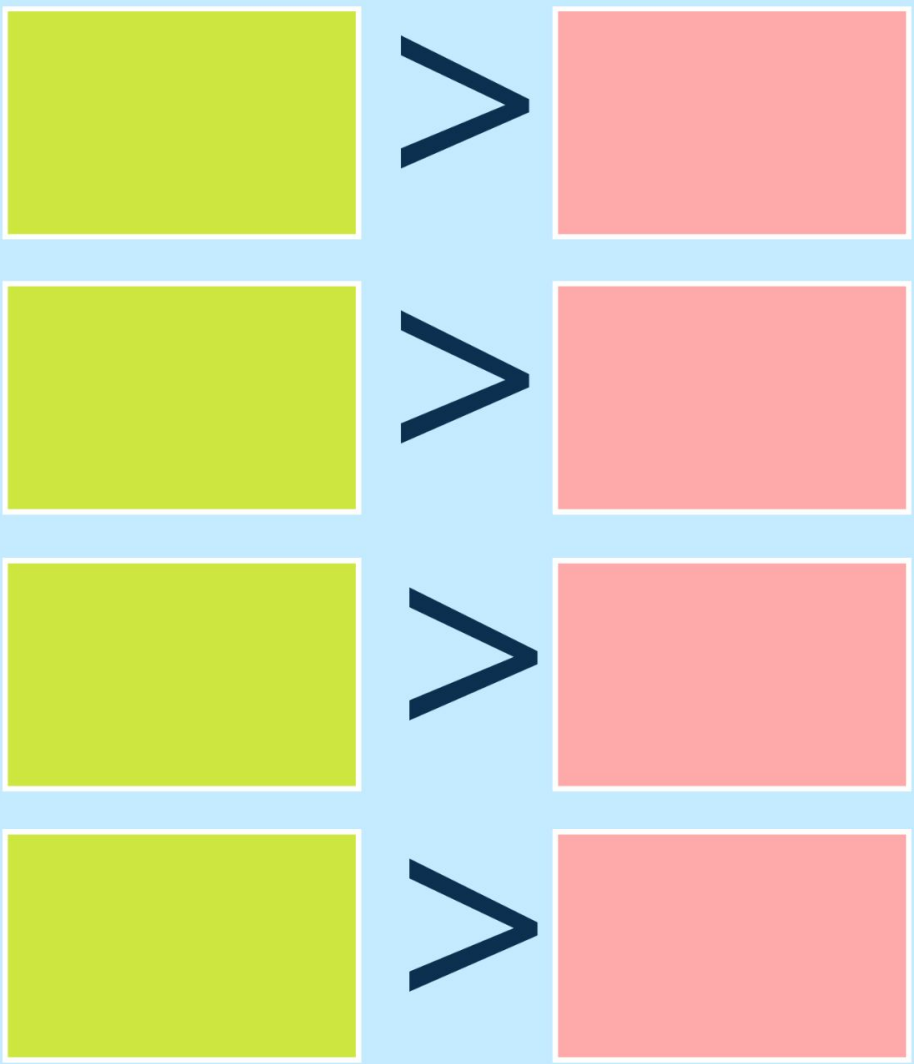
software by doing it and helping others do it.
Through this work we have come to value:



That is, while there is value in the items on
the right, we value the items on the left more.

Read the principles and reflect on them.

Agile Manifesto, principles

Principles behind the Agile Manifesto

We follow these principles:

#1 Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.	#2 Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.	#3 Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
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https://agilemanifesto.org/

Scrum and the Agile Manifesto...

How do you see Scrum aligned to the Agile Manifesto?

Where do you see this **value or principle of the Agile Manifesto** implemented in **Scrum**?

Individuals and interactions

Scrum...

#1 Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Scrum...

#6 The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Scrum...

#12 At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

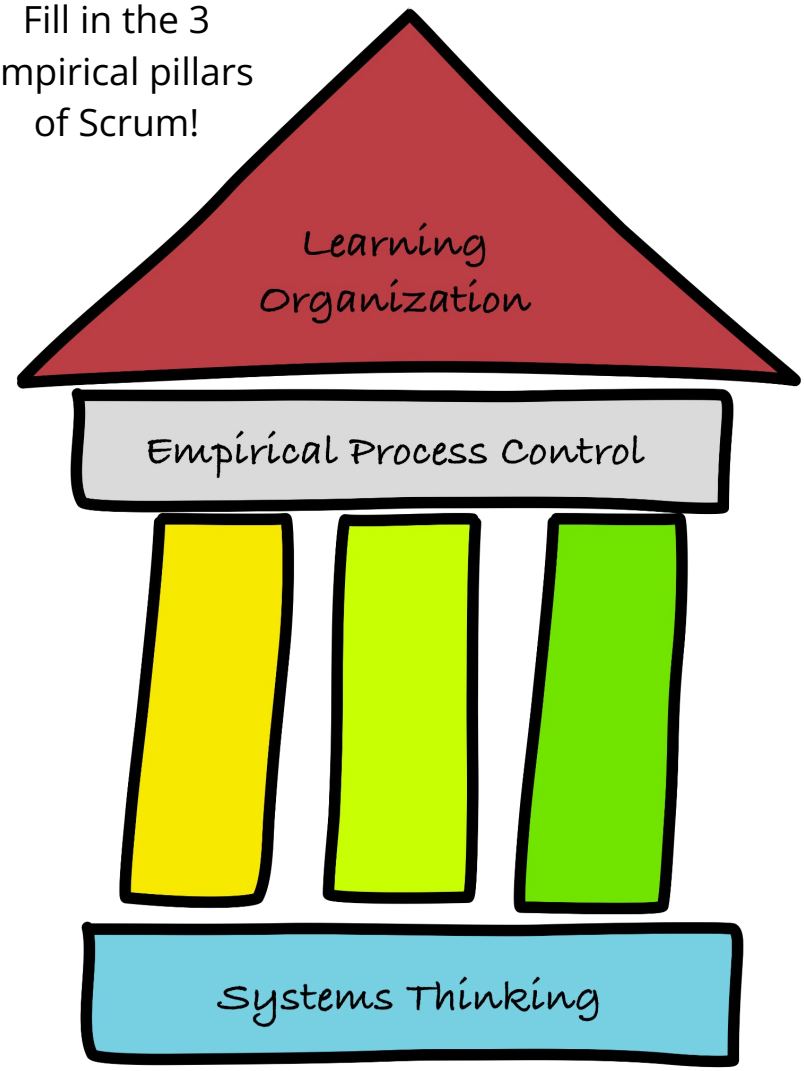
Scrum...

Empiricism + 3 Pillars of Scrum

Define Empiricism in your own words:

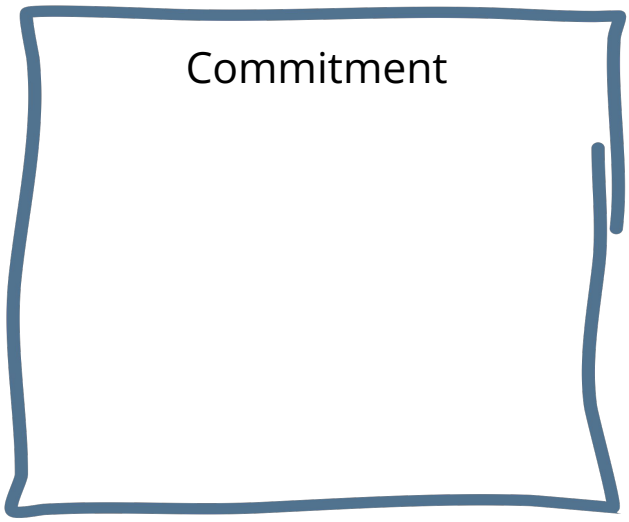
What are advantages of an iterative incremental approach?

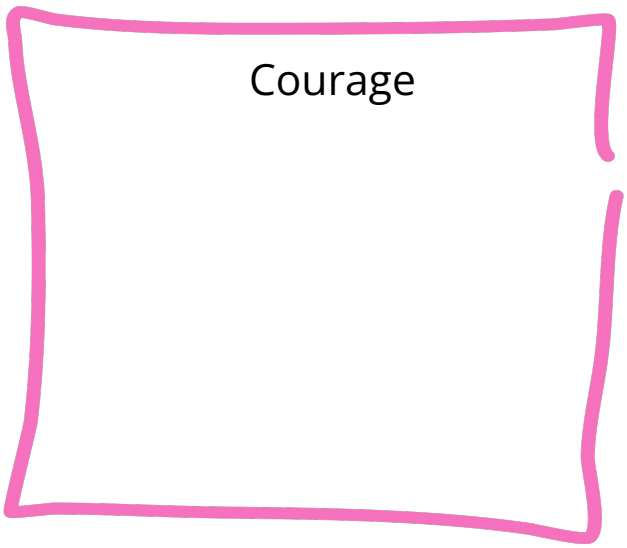
Fill in the 3 empirical pillars of Scrum!

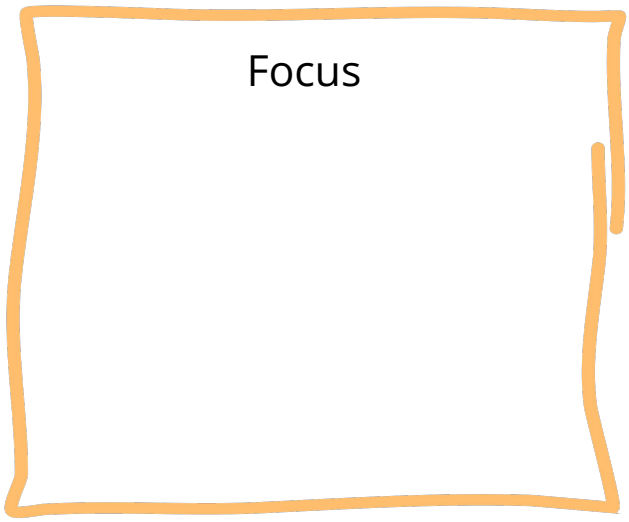


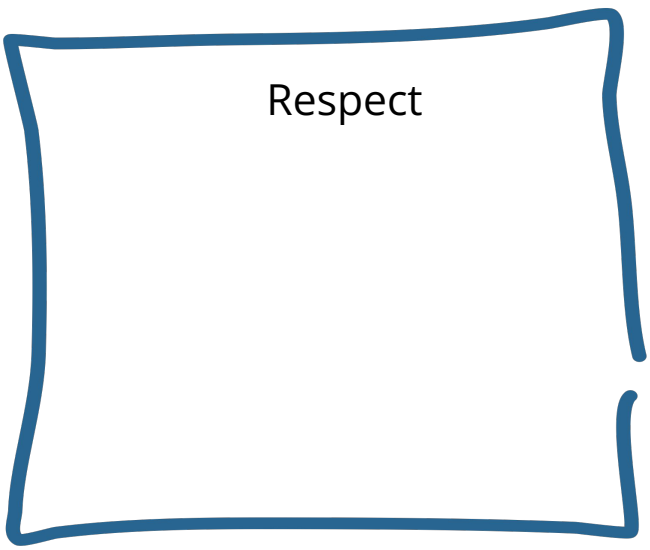
5 Scrum Values

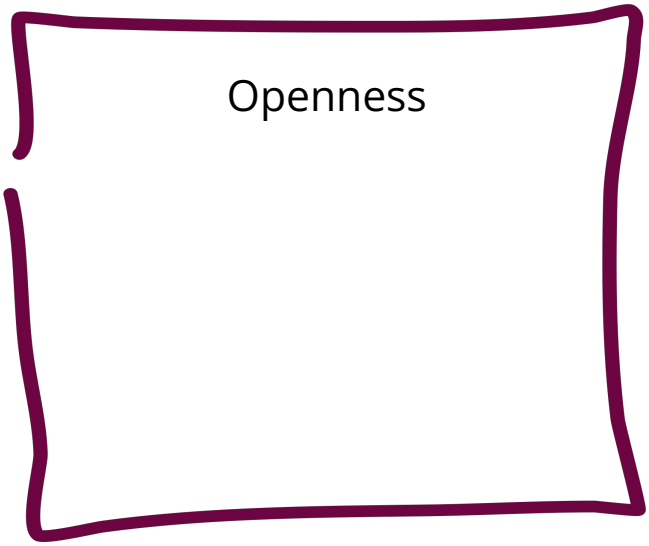
Draw the 5 Scrum Values and reflect their presence in your work life.









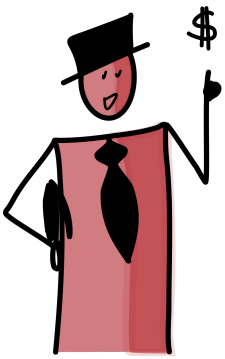


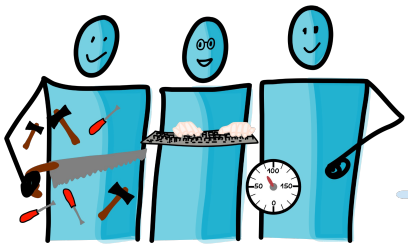
Scrum Team

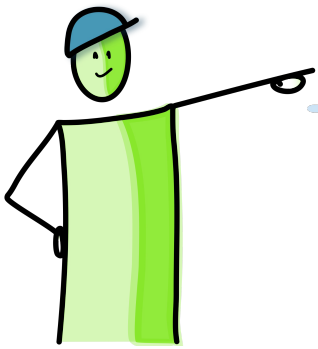
Label the Accountabilities.

Which question describes their main focus?

Describe responsibilities and accountabilities of each.

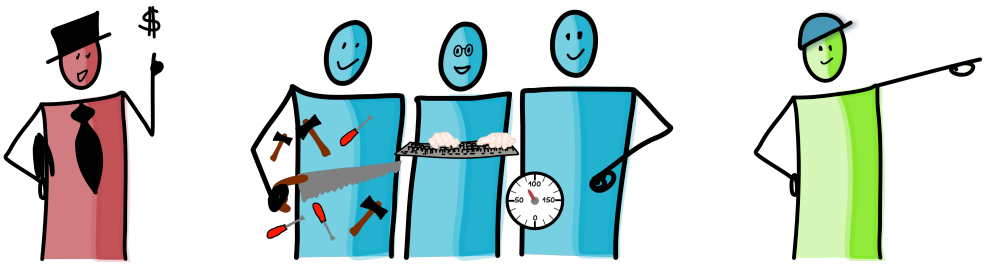






Scrum Team

Describe accountabilities and responsibilities of the Scrum Team (all together).



What are accountabilities and responsibilities that the Scrum Team together take care of?

How are these tasks of project management handled?

Time Management

Scope Management

Quality Management

Risk Management

Problem Solving

List benefits of a cross-functional self-managing Scrum Team.

Scrum Team Quiz

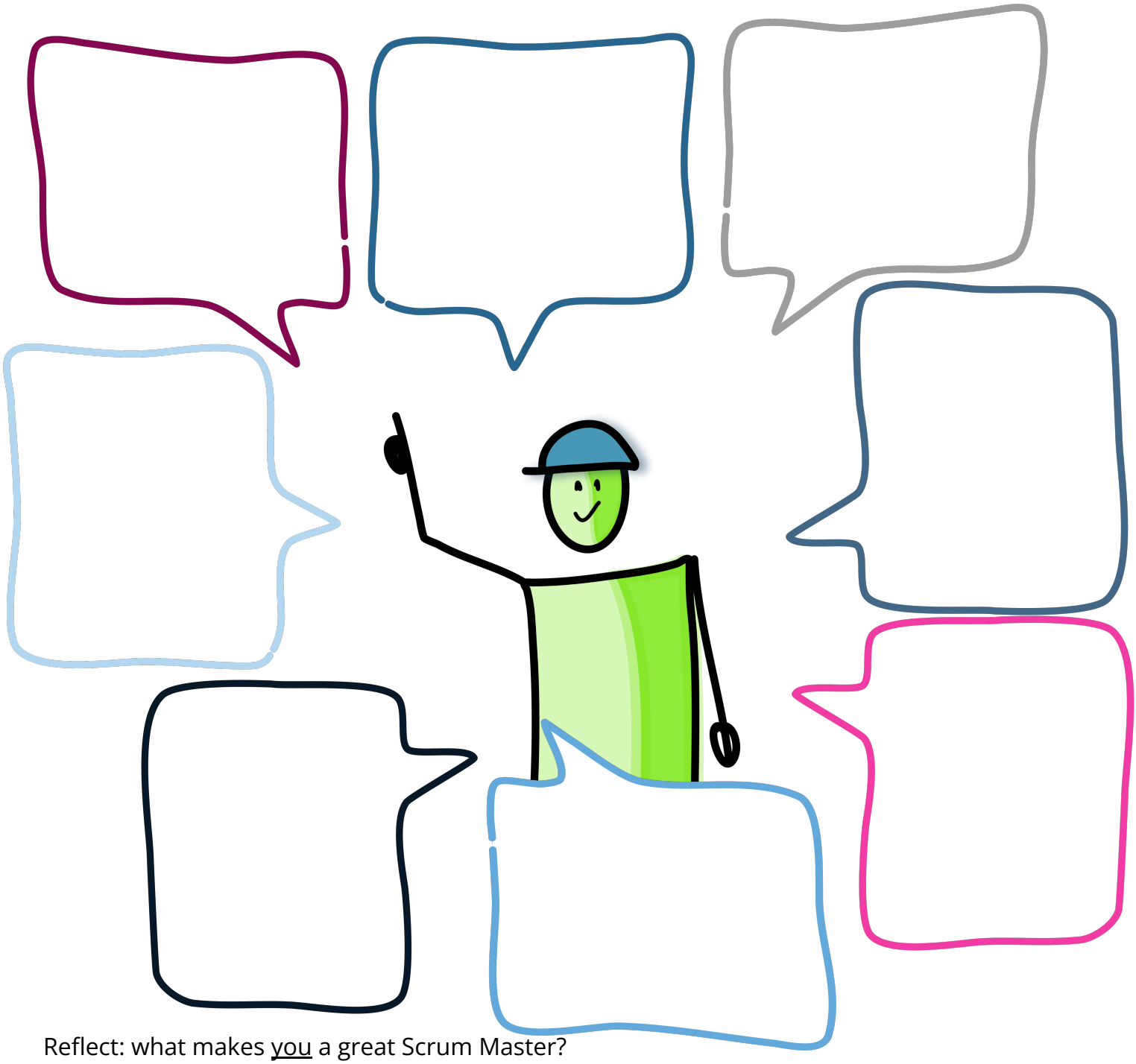
Which answer(s) fit(s) best?

	Who is it?	Devs	PO	SM	Scrum Team
1	Accountable for creating a plan for the Sprint (=the Sprint Backlog)	◯	◯	◯	◯
2	Accountable for the Scrum Team's effectiveness	◯	◯	◯	◯
3	Committed to creating any aspect of a useful Increment each Sprint	◯	◯	◯	◯
4	Responsible for all product-related activities from stakeholder collaboration, verification, maintenance, operation, experimentation, research and development, and anything else that might be required.	◯	◯	◯	◯
5	Accountable for creating and clearly communicating Product Backlog Items, and ordering them	◯	◯	◯	◯
6	Instilling quality by adhering to the Definition of Done	◯	◯	◯	◯
7	Cohesive unit of professionals focused on one objective at a time, the Product Goal	◯	◯	◯	◯
8	Accountable for the Product Backlog and that it is transparent, visible and understood	◯	◯	◯	◯
9	Helping understand and enact an empirical approach for complex work	◯	◯	◯	◯
10	Helping everyone understand Scrum's theory and practise	◯	◯	◯	◯
11	Adapting the plan each day toward the Sprint Goal	◯	◯	◯	◯
12	Removing barriers between stakeholders and Scrum Teams	◯	◯	◯	◯
13	Causing the removal of impediments to the Scrum Team's progress	◯	◯	◯	◯
14	Accountable for creating a valuable, useful Increment every Sprint	◯	◯	◯	◯
15	Accountable for developing and explicitly communicating the Product Goal	◯	◯	◯	◯
16	Ensuring that all Scrum events take place and are positive, productive, and kept within the timebox.	◯	◯	◯	◯
17	Cross-functional and self-managing	◯	◯	◯	◯
18	Help the Scrum Team focus on creating high-value Increments that meet the Definition of Done	◯	◯	◯	◯

Scrum Master

Find characteristics and traits of a great Scrum Master.

Reflect what strength you bring for a great Scrum Master!



Reflect: what makes you a great Scrum Master?

Scrum Event:

Sprint

Fill in this Cheat Sheet!

when? duration?

participants?

purpose?

outcome?

structure, format, agenda?

responsibilities: who does what?

Scrum Event:

Sprint Planning

Fill in this Cheat Sheet!

when? timebox?

participants?

purpose?

outcome?

structure, format, agenda?

responsibilities: who does what?

Scrum Event:

Fill in this Cheat Sheet!

Daily Scrum

when? timebox?

participants?

purpose?

outcome?

structure, format, agenda?

responsibilities: who does what?

Scrum Event:

Sprint Review

Fill in this Cheat Sheet!

when? timebox?

participants?

purpose?

outcome?

structure, format, agenda?

responsibilities: who does what?

Scrum Event:

Sprint Retrospective

Fill in this Cheat Sheet!

when? timebox?

participants?

purpose?

outcome?

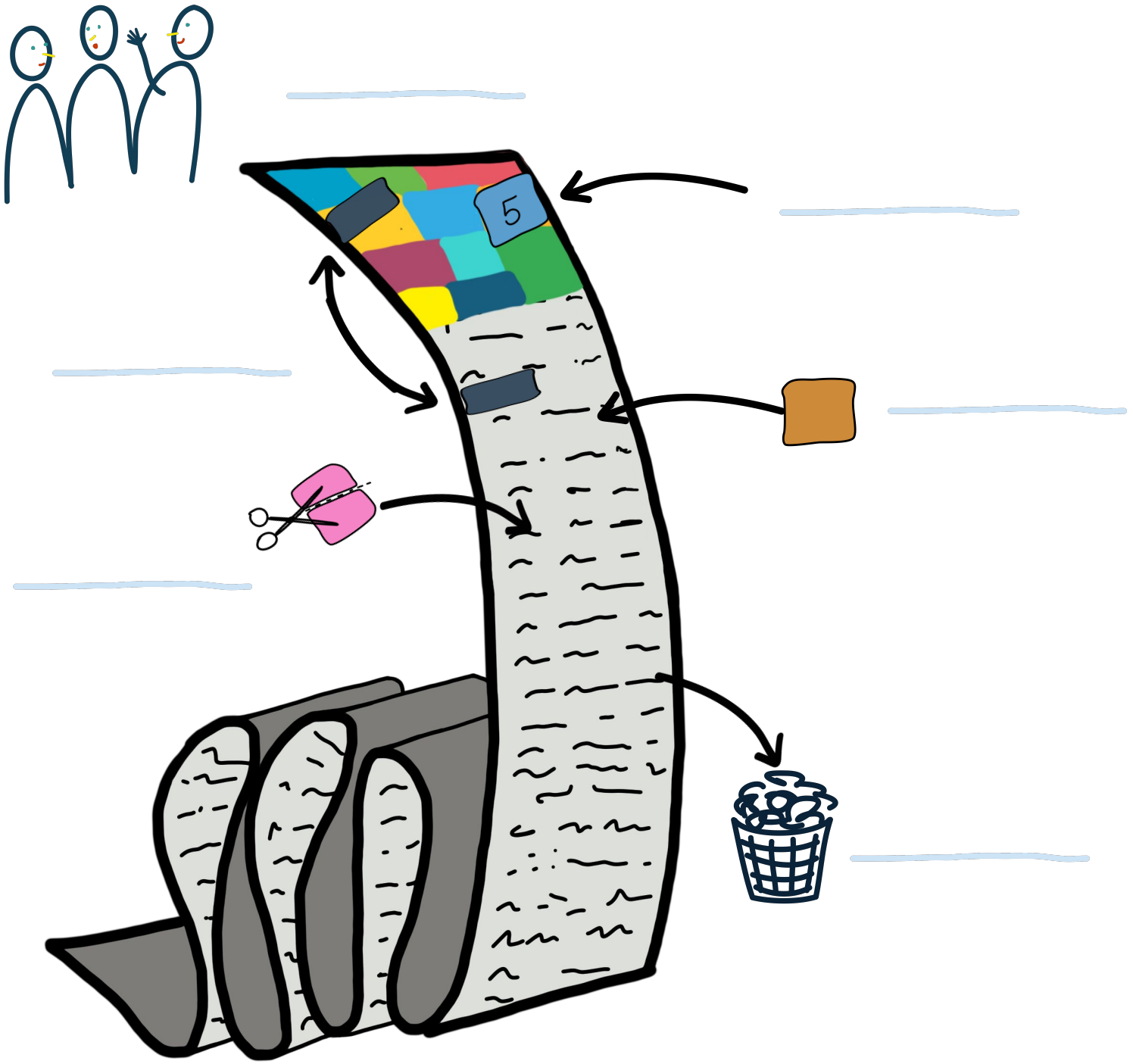
structure, format, agenda?

responsibilities: who does what?

Product Backlog Refinement

Product Backlog refinement is the act of breaking down and further defining Product Backlog items into more precise items.

Which activities are visualized here?



Why would a Scrum Team dedicate time for Product Backlog refinement?

1)

2)

Scrum Events&Activity Quiz

What are the correct answers?

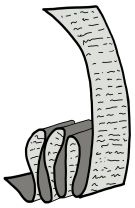
	Check your Events&Activity knowledge!	Sprint	Sprint Planning	Daily Scrum	Sprint Review	Sprint Retrospective	Refinement
1	plan ways to increase quality and effectiveness	○	○	○	○	○	○
2	4-hour-timebox for 1-month-Sprint	○	○	○	○	○	○
3	container for the other events	○	○	○	○	○	○
4	timebox: 15 minutes	○	○	○	○	○	○
5	strategic work to prepare for future sprint(s)	○	○	○	○	○	○
6	3 topics: why? what? how?	○	○	○	○	○	○
7	by the Developers, for the Developers	○	○	○	○	○	○
8	fixed length of up to one month	○	○	○	○	○	○
9	during the … the Sprint Backlog is created	○	○	○	○	○	○
10	the act of breaking down and further defining Product Backlog items into smaller more precise items is called …	○	○	○	○	○	○
11	inspect the outcome of the Sprint and determine future adaptations	○	○	○	○	○	○
12	concludes the Sprint	○	○	○	○	○	○
13	8-hour-timebox for 1-month-Sprint	○	○	○	○	○	○
14	one immediately after the other, no gap in between	○	○	○	○	○	○
15	ongoing activity to add details, such as a description, order, and size	○	○	○	○	○	○
16	inspect progress toward the Sprint Goal and adapt the Sprint Backlog	○	○	○	○	○	○
17	3-hour-timebox for 1-month-Sprint	○	○	○	○	○	○
18	the … is a working session for the Scrum Team and stakeholders to discuss progress toward the Product Goal and adjust the Product Backlog	○	○	○	○	○	○

Scrum Artifacts

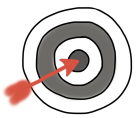
Name the artifacts and their commitments.

For each artifacts write their purpose and 3 attributes.

For commitments answer questions.



How does it differ from a Product Vision?



Why does it not change during a Sprint?

How does it evolve over time?

Deep dive: Increment and Definition of Done

Discuss and generate ideas!

Explain one way to create a Definition of Done!

What are advantages of a strong Definition of Done?

How does the Definition of Done evolve over time?

Why do multiple teams who work on the same product share their Definition of Done?

How could multiple increments be created during one Sprint?

Scrum Artifacts Quiz

Which answer fits best?

3 for each Artifact and Commitment.

	What is it?	Product Goal	Product Backlog	Sprint Goal	Sprint Backlog	Definition Of Done	Increment
1	... is a concrete stepping stone toward the Product Goal.	◯	◯	◯	◯	◯	◯
2	During the Sprint work Developers keep the ... in mind.	◯	◯	◯	◯	◯	◯
3	... is an emergent, ordered list.	◯	◯	◯	◯	◯	◯
4	... is in the Product Backlog.	◯	◯	◯	◯	◯	◯
5	Refinement is the act of breaking down and further defining ... items into smaller more precise items.	◯	◯	◯	◯	◯	◯
6	... is updated throughout the Sprint as more is learned.	◯	◯	◯	◯	◯	◯
7	If multiple Scrum Teams work together on a product, they must mutually define and comply with the same ...	◯	◯	◯	◯	◯	◯
8	... describes a future state of the product.	◯	◯	◯	◯	◯	◯
9	In order to provide value, the ... must be usable.	◯	◯	◯	◯	◯	◯
10	... provides flexibility in terms of the exact work needed to succeed in the Sprint.	◯	◯	◯	◯	◯	◯
11	... is a formal description of the quality required for the product.	◯	◯	◯	◯	◯	◯
12	Multiple ... may be created within a Sprint.	◯	◯	◯	◯	◯	◯
13	Developers are responsible for the sizing of the items in the ...	◯	◯	◯	◯	◯	◯
14	... is a highly visible, real-time picture of the work.	◯	◯	◯	◯	◯	◯
15	... is the single objective for the Sprint.	◯	◯	◯	◯	◯	◯
16	... creates transparency by providing everyone a shared understanding of what work was completed.	◯	◯	◯	◯	◯	◯
17	... can serve as a target for the Scrum Team to plan against.	◯	◯	◯	◯	◯	◯
18	... contains an actionable plan for delivering the Increment (how).	◯	◯	◯	◯	◯	◯

Working modes "stances"

Distinguish these 4 stances of a Scrum Master's daily work.

What do they have in common?

Teaching

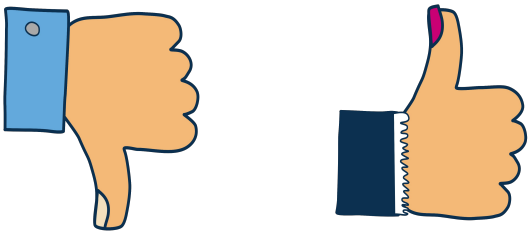
Facilitating

Mentoring

(Professional) Coaching

How are these techniques of team decision making called?

Team Decision Making



What other strategies of team decision making do you know?

Scrum-but...

Collect ideas what might happen if Scrum is not lived and applied in full!

Scrum is a minimal framework and works best if applied and lived holistically. Analyze what might be missing if it is only partially implemented:

If the Scrum Master is missing...

If the Scrum Team has no Sprint Backlog...

If ...

If ...

Identify 3 possible effects if the Scrum Team **skips the Retrospective**:

1)

2)

3)

Development Practices

Below you find 3 Agile development practices (blue boxes) and 3 non-software situations (green).

How could they match?

Continuous Integration is the practise of merging all working copies of developers into one common place. It helps to to detect integration errors earlier and speed up releasing.

Documents for the approval are missing. After resubmission, another office clerk will continue with further processing.

Refactoring is the process of restructuring existing computer code without changing its external behavior. It improves product quality and thus minimizes adjustments for new features.

A woman takes dishes out of the dishwasher and resorts them, so that more fit in.

Collective code ownership means that the code is owned by the entire team and anyone may make changes anywhere. This reduces island knowledge or bottlenecks due to unnecessary specialization.

3 authors write a book together use use GoogleDoc as their one place to write.

book recommendation

James Shore
The Art of Agile Development
https://www.jamesshore.com

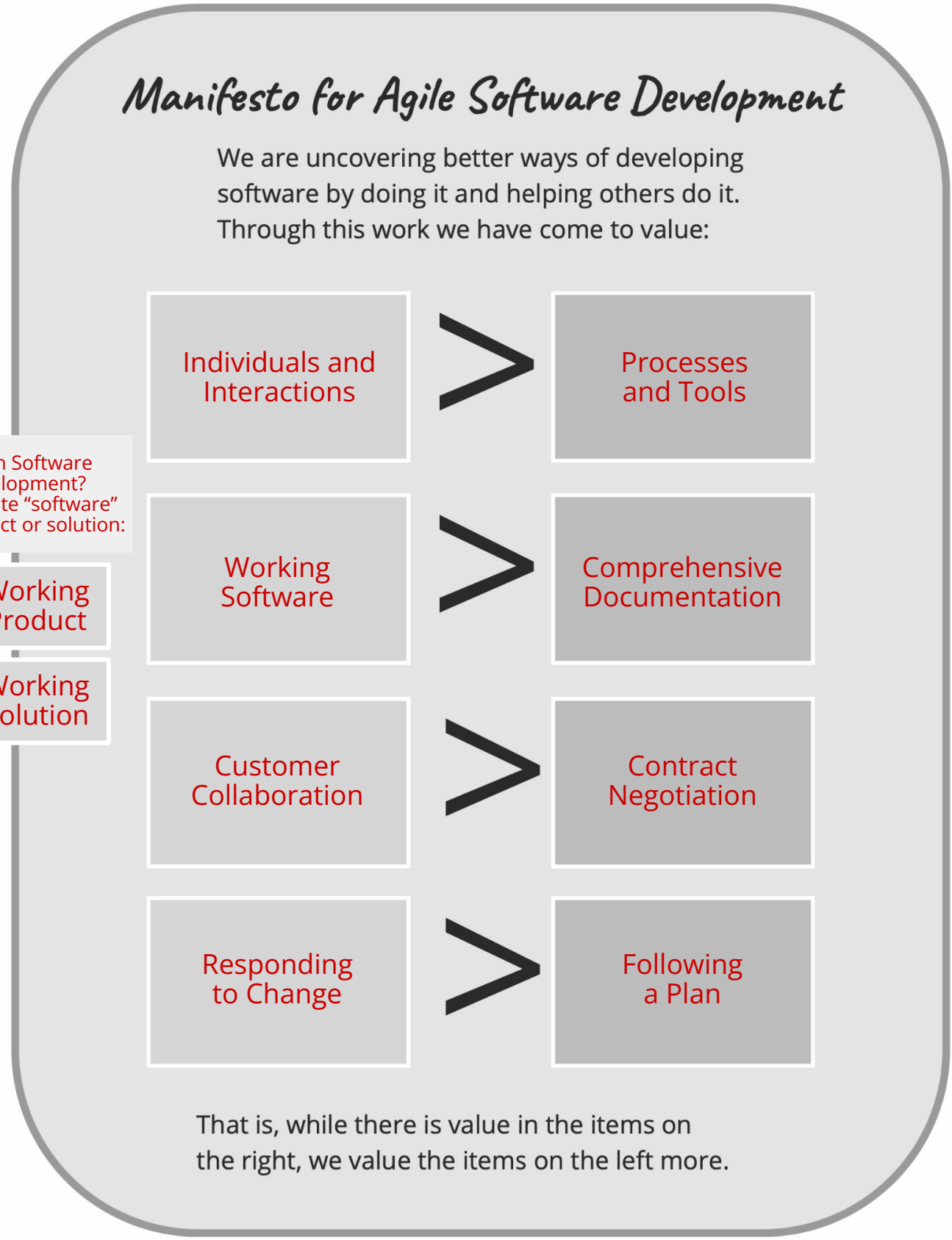
SOLUTIONS

Appendix

SOLUTION

Fill in the value pairs.

Agile Manifesto, values



Not in Software development? Substitute "software" by product or solution:

Working Product

Working Solution

answers are examples

SOLUTION

Scrum and the Agile Manifesto...

How do you see Scrum aligned to the Agile Manifesto?

Where do you see this **value or principle of the Agile Manifesto** implemented in **Scrum**?

Individuals and interactions

Scrum...

- ➢ Scrum defines values and works with them.
- ➢ Scrum gives decision authority to the Scrum Team and the individual accountabilities. This fosters motivation. This gives respect.
- ➢ The Scrum Master protects the Scrum Team and helps to make the workplace a safe space.
- ➢ Scrum gives a framework for people to collaborate. This fosters humanity.

#1 Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Scrum...

- ➢ Scrum defines the PO to collaborate with the stakeholders and customer on their needs.
- ➢ Scrum invites stakeholders and customers to the Sprint Review to share feedback.
- ➢ Scrum demands an valuable, usable Increment by the end of each Sprint. Earlier possible. Multiple Increments possible.

#6 The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Scrum...

- ➢ Scrum invites all in the Scrum Team and stakeholders to regular events... for sharing and aligning on information in face-to-face conversations.

#12 At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Scrum...

- ➢ One of the mandatory Scrum Events is the Sprint Retrospective to plan ways to increase quality and effectiveness.

some answers are examples

SOLUTION

Empiricism + 3 Pillars of Scrum

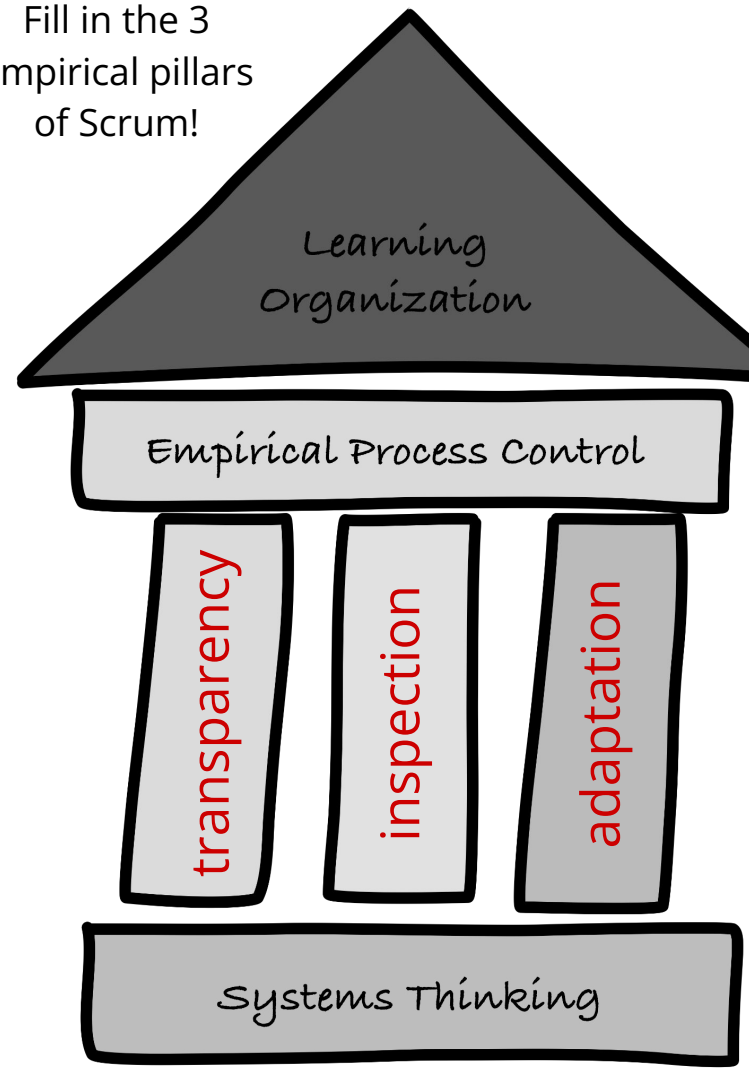
Define Empiricism in your own words:

Empiricism means generating knowledge from the past and from past experiments for the future. Of course, this works best when other changes are kept to a minimum.

It means being transparent about the status, situation, and progress, inspecting and adapting accordingly.

What are advantages of an iterative incremental approach?

Fill in the 3 empirical pillars of Scrum!



deliver value early
-> happy customers
-> early feedback

adapting to change
(e.g. changing requirement from the market)

ability to experiment and learn for further development

reduced risk
by early feedback and learning

some answers are examples

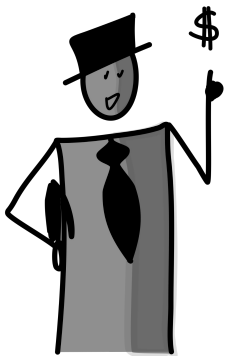
SOLUTION

Scrum Team

Label the Accountabilities.

Which question describes their main focus?

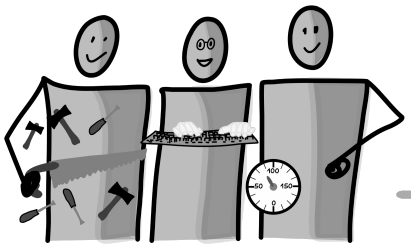
Describe responsibilities and accountabilities of each.



Product Owner

Why? and **What**?

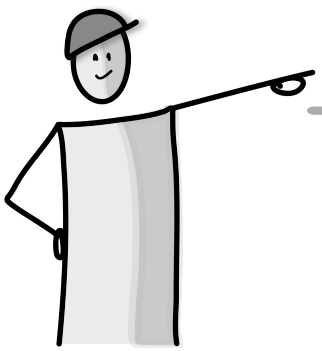
- ❏ Owns the product, empowered
- ❏ Owns the Product Backlog
- ❏ Prioritization
- ❏ Just 1 person
- ❏ Communication to stakeholder
- ❏ Stakeholder management
- ❏ Working with developers



Developer

How?

- ❏ Own the technical solutions
- ❏ Multiple people
- ❏ Own the Sprint Backlog
- ❏ Size the Product Backlog items
- ❏ Cross functional (=sw-dev, tester, designer, ...)
- ❏ T-shape
- ❏ Collective code ownership



Scrum Master

How do we get **better**?

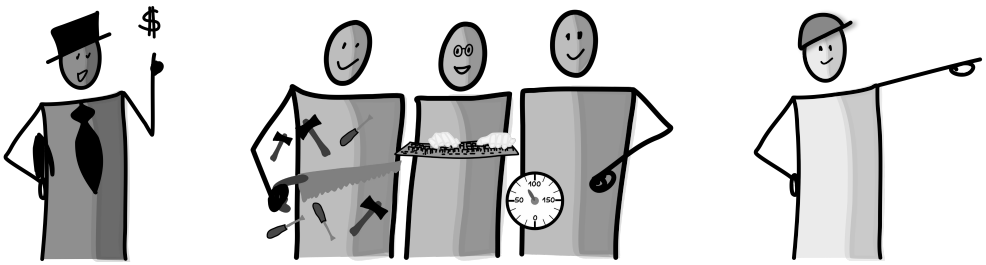
- ❏ Coaches the Developers
- ❏ Coaches the Product Owner
- ❏ Coaches the organization
- ❏ Trains people on Scrum
- ❏ Facilitates the Scrum Flow
- ❏ Agile-lean practitioner

some answers are examples

SOLUTION

Scrum Team

Describe accountabilities and responsibilities of the Scrum Team (all together).



What are accountabilities and responsibilities that the Scrum Team together take care of?

- ❑ Responsible for all product related activities
- ❑ <= 10 people
- ❑ Cross-functional
- ❑ Self-managing
- ❑ Empowered
- ❑ Craft a Sprint Goal
- ❑ Time-, Scope-, Quality, Risk-Management
- ❑ Accountable for creating a valuable, useful Increment every Sprint

How are these tasks of project management handled?

=> this means the additional role of Project Manager is not required!

Time Management	When do we release? -> PO	Who does what when? -> Devs	Timeboxing? -> SM
Scope Management	What is in our scope? -> PO	How much is in our scope? -> Devs	
Quality Management	Quality of requirements? -> PO	Quality of Increment -> Devs	Quality of Process? -> SM
Risk Management	Market risks? -> PO	Technical risks? -> Devs	Individuals, Teams, and Interaction risks? -> SM
Problem Solving	-> Scrum Team together	Technical Problems? -> Devs	People / Process problems -> SM

List benefits of a cross-functional self-managing Scrum Team.

Definitions

Cross-functional: has all the skills necessary to create value each Sprint
Self-managing: they internally decide who does what, when, and how.

Benefits

- ➔ Has all the skills to create an Increment (no dependencies)
- ➔ Decentralized decision making (best informed by the specialists)
- ➔ chooses how best to accomplish their work rather than being directed by others outside the team
- ➔ Motivation through autonomy (see: Daniel Pink “Drive”)

SOLUTION

Scrum Team Quiz

Which answer(s) fit(s) best?

	Who is it?	Devs	PO	SM	Scrum Team
1	Accountable for creating a plan for the Sprint (=the Sprint Backlog)	●	○	○	○
2	Accountable for the Scrum Team's effectiveness	○	○	●	○
3	Committed to creating any aspect of a useful Increment each Sprint	●	○	○	○
4	Responsible for all product-related activities from stakeholder collaboration, verification, maintenance, operation, experimentation, research and development, and anything else that might be required.	○	○	○	●
5	Accountable for creating and clearly communicating Product Backlog Items, and ordering them	○	●	○	○
6	Instilling quality by adhering to the Definition of Done	●	○	○	○
7	Cohesive unit of professionals focused on one objective at a time, the Product Goal	○	○	○	●
8	Accountable for the Product Backlog and that it is transparent, visible and understood	○	●	○	○
9	Helping understand and enact an empirical approach for complex work	○	○	●	○
10	Helping everyone understand Scrum's theory and practise	○	○	●	○
11	Adapting the plan each day toward the Sprint Goal	●	○	○	○
12	Removing barriers between stakeholders and Scrum Teams	○	●	●	○
13	Causing the removal of impediments to the Scrum Team's progress	○	○	●	○
14	Accountable for creating a valuable, useful Increment every Sprint	○	○	○	●
15	Accountable for developing and explicitly communicating the Product Goal	○	●	○	○
16	Ensuring that all Scrum events take place and are positive, productive, and kept within the timebox.	○	○	●	○
17	Cross-functional and self-managing	○	○	○	●
18	Help the Scrum Team focus on creating high-value Increments that meet the Definition of Done	○	○	●	○

all answers are examples

SOLUTION

Scrum Master

Find characteristics and traits of a great Scrum Master!

Reflect what strength you bring for a great Scrum Master!

Lives Agile values, applies Agile practices

Courageous

Eager to learn and improve

Dares to step into vulnerability

Encouraging and motivational

Changing stances: Teaching, facilitating, mentoring, coaching, ...

Empathetic, caring

Role model

Reflect: what makes you a great Scrum Master?

This is very individual and depends on your personality.
There is no one perfect answer.
All of the above apply, and so do many more.

Scrum Event: Sprint

some answers are examples

Fill in this Cheat Sheet!

SOLUTION

when? duration?

Heartbeat of Scrum
One after the other, no gap
Constant length

Duration: Up to 1 month

participants?

Scrum Team

purpose?

Container for all
other Scrum Events

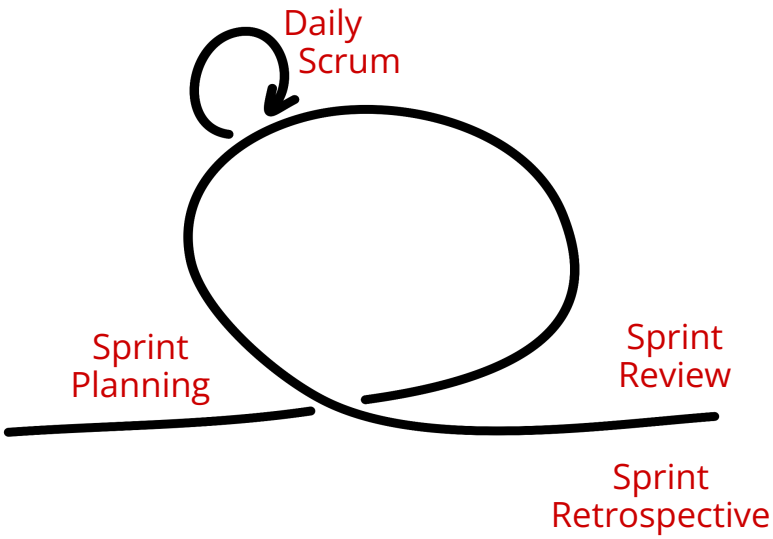
outcome?

valuable, usable
Increment

Ideas to improve product

Action items to improve
process and collaboration

structure, format, agenda?



responsibilities: who does what?

Developers follow Sprint Goal and create Increment(s) accordingly, adhering the Definition of Done.

Scrum Master helps all to use Scrum effectively, to understand and live the Scrum values, to use Agile development practices effectively. SM removes impediments.

Product Owner manages the Product Backlog and refines it for upcoming Sprints, with stakeholders and with Developers.

Scrum Event: Sprint Planning

some answers are examples

Fill in this Cheat Sheet!

SOLUTION

when? timebox?

first Event in the Sprint

timebox:
8 hours for 1 month Sprint

participants?

Scrum Team

Guests / stakeholders permitted
(recommendation: clarify
their topics in advance)

purpose?

Create a Plan for the Sprint

a.k.a. Sprint Backlog

outcome?

Plan for the Sprint,
including the Sprint Goal

Understanding and alignment
of the goal and the work
in this Sprint

structure, format, agenda?

1 - Why?

2 - What?

3 - How?

responsibilities: who does what?

Product Owner brings
prepared Product Backlog
(and an idea for a Sprint Goal).

Developers clarify with Product Owner
questions about next
Product Backlog items.
Developers decide how much they
trust to be achieved in the Sprint.

Scrum Team crafts a Sprint Goal.

Developers decide how to create the
Increment from the Product Backlog
items, according to the Sprint Goal.

Scrum Master facilitates it all.

Scrum Event: Daily Scrum

some answers are examples

Fill in this Cheat Sheet!

SOLUTION

when? timebox?

Daily
Same time, same place
Up to 15 minutes

participants?

by the Developers
for the Developers

(guests by request
and permission)

purpose?

Align and adjust
the Sprint Backlog

outcome?

Adjusted Sprint Backlog

structure, format, agenda?

As it is helpful
to the Developers

typical: 3 questions
or “walk the board”

responsibilities: who does what?

by the Developers
for the Developers

Scrum Master is responsible that it is effective (e.g. in timebox, all important information heard, ...)

PO only silent guest

Scrum Event: Sprint Review

some answers are examples

Fill in this Cheat Sheet!

SOLUTION

when? timebox?

2nd to last Event in the Sprint

timebox:
4 hours for 1 month Sprint

participants?

Scrum Team
+
stakeholders!

purpose?

- inspect the outcome of the Sprint
- determine future adaptations

outcome?

Adjusted Product Backlog
to meet new opprtunities

structure, format, agenda?

Working session,
not a presentation, not a demo!

Scrum Team presents the results to key stakeholders and progress toward the Product Goal is discussed: what was accomplished, what has changed?

No defined structure.

Useful information might be:

- ❏ PO informs about general roadmap, upcoming features
- ❏ Scrum Team shares impediments and how they solved them, or not.
- ❏ What was not achieved?

responsibilities: who does what?

Scrum Team + stakeholders work together

Scrum Event: Sprint Retrospective

some answers are examples

Fill in this Cheat Sheet!

SOLUTION

when? timebox?

last Event in the Sprint

timebox:
3 hours for 1 month Sprint

participants?

Scrum Team

(others only in rare occasions by demand an permission)

purpose?

Plan ways to
increase quality
and effectiveness

outcome?

- most helpful changes to improve effectiveness identified
- most impactful improvements to be addressed as soon as possible

structure, format, agenda?

Scrum Team inspects the last Sprint with regards to individuals, interactions, processes, tools, and Definition of Done (and other)

responsibilities: who does what?

Scrum Master facilitates
(and stays neutral if possible)

Other Scrum Team members participate actively

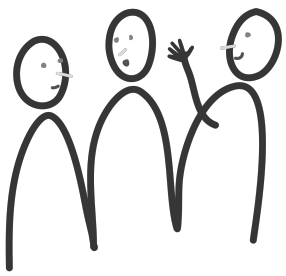
Product Backlog Refinement

some answers are examples

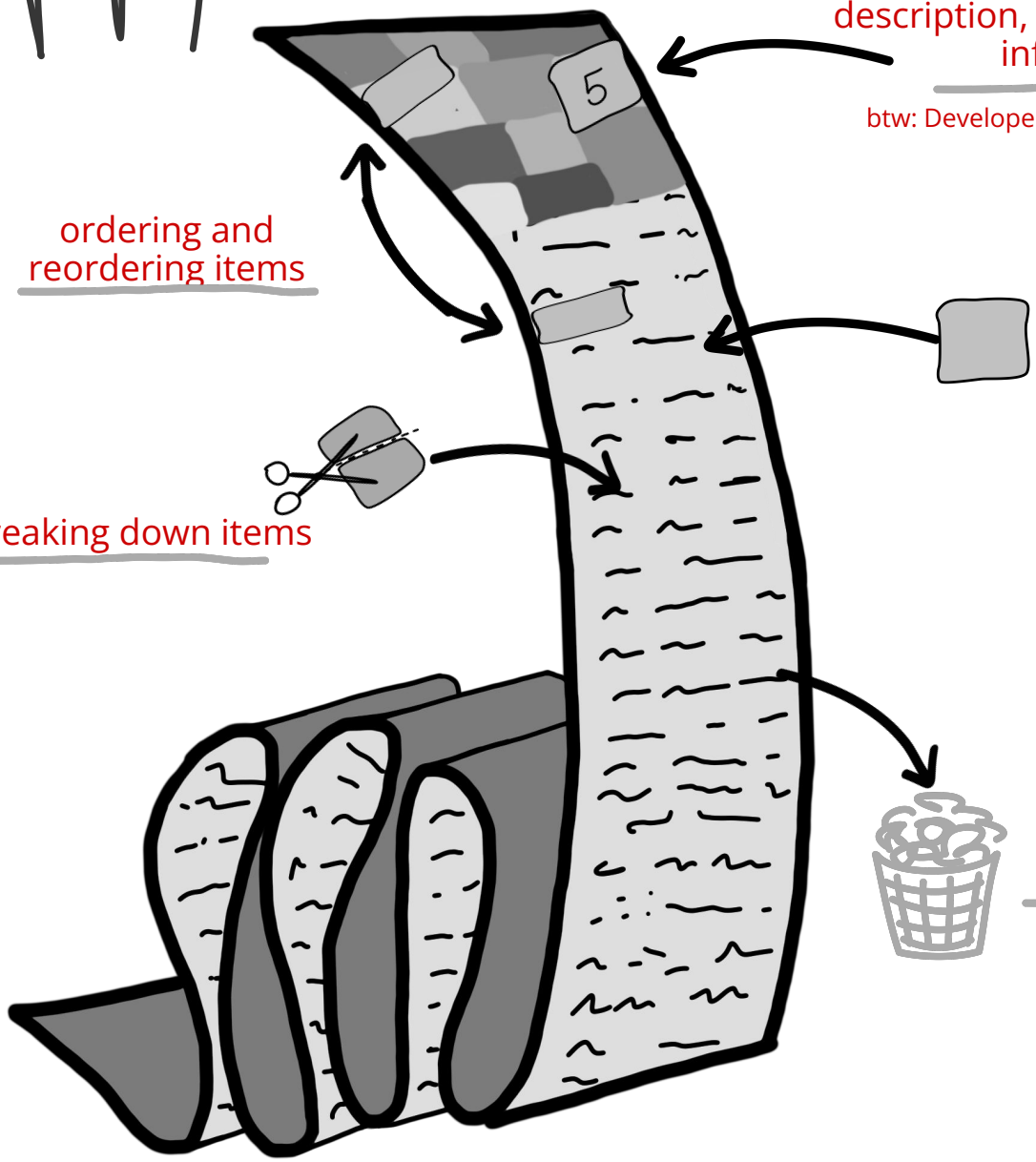
SOLUTION

Product Backlog refinement is the act of breaking down and further defining Product Backlog items into more precise items.

Which activities are visualized here?



having a conversation about the Product Backlog and its items



adding more details, like description, size, value, additional information...

btw: Developers are responsible for sizing!

ordering and reordering items

adding items

breaking down items

deleting items

Why would a Scrum Team dedicate time for Product Backlog refinement?

1) Refinement increases understanding and confidence. Developers get familiar with the next items and can comment on them at an early stage and the Product Owner gets the Developers' feedback and has time to clarify questions.

2) Refinement increases the chance of a successful Sprint Planning.

SOLUTION

Scrum Events&Activity Quiz

What are the correct answers?

	Check your Events&Activity knowledge!	Sprint	Sprint Planning	Daily Scrum	Sprint Review	Sprint Retrospective	Refinement
1	plan ways to increase quality and effectiveness					●	
2	4-hour-timebox for 1-month-Sprint				●		
3	container for the other events	●					
4	timebox: 15 minutes			●			
5	strategic work to prepare for future sprint(s)						●
6	3 topics: why? what? how?		●				
7	by the Developers, for the Developers			●			
8	fixed length of up to one month	●					
9	during the … the Sprint Backlog is created		●				
10	the act of breaking down and further defining Product Backlog items into smaller more precise items is called …						●
11	inspect the outcome of the Sprint and determine future adaptations				●		
12	concludes the Sprint					●	
13	8-hour-timebox for 1-month-Sprint		●				
14	one immediately after the other, no gap in between	●					
15	ongoing activity to add details, such as a description, order, and size						●
16	inspect progress toward the Sprint Goal and adapt the Sprint Backlog			●			
17	3-hour-timebox for 1-month-Sprint					●	
18	the … is a working session for the Scrum Team and stakeholders to discuss progress toward the Product Goal and adjust the Product Backlog				●		

some answers are examples

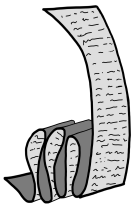
SOLUTION

Name the artifacts and their commitments.

For each artifacts write their purpose and 3 attributes.

For commitments answer questions.

Scrum Artifacts



Product Backlog

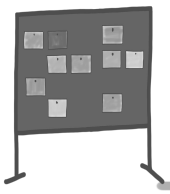
purpose: single source of work undertaken by the Scrum Team

dynamic, emergent, ordered list

Product Goal

How does it differ from a Product Vision?

Scrum Guide: "Product Goal is the long- term objective for the Scrum Team. They must fulfill (or abandon) one objective before taking on the next."
This means that there can be a sequence of Product Goals for a given product. A vision is typically more loosely described than a goal.

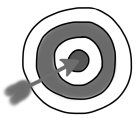


Sprint Backlog

purpose: plan for the Sprint by and for the Developers

enough detail to inspect progress, highly visible, real time/updated picture

Sprint Goal



Why does it not change during a Sprint?

= single objective of the Sprint.
scope/work of Sprint can change (Dev&PO).
if Sprint Goal is obsolete: cancel Sprint (only PO).

Increment

purpose: concrete step toward Product Goal, additive to all prior Increments

thoroughly verified, valuable, usable

Definition of Done

How does it evolve over time?

e.g. as continuous improvement, action item from retrospective, after specific findings, adjustments to organizational standards, ... anytime suitable

some answers are examples

SOLUTION

Deep dive: Increment and Definition of Done

Discuss and generate ideas!

Explain one way to create a Definition of Done!

- ❏ Use the organizational standard for the as a starting point
- ❏ Copy the DoD from another product or team
- ❏ Create a DoD in a facilitated session
- ❏ DoD is a living document and should be updated when appropriate.

What are advantages of a strong Definition of Done?

- ❏ Higher quality
- ❏ Product meets quality requirements for the product
- ❏ Better alignment what needs to be fulfilled
- ❏ Better understanding what was accomplished as part of the Increment

How does the Definition of Done evolve over time?

- ❏ Update the DoD when something is wrong or missing
- ❏ Check the DoD on a regular basis, e.g. in the retrospective
- ❏ Changing the DoD should always involve the entire Scrum Team.

Why do multiple teams who work on the same product share their Definition of Done?

- ❏ Consistent quality throughout the product
- ❏ Quality of a Product Backlog item does not depend on which team implemented it.
- ❏ Clarity on quality when multiple teams collaborate

How could multiple increments be created during one Sprint?

- ❏ Increments can be created throughout the Sprint.
- ❏ Each increment needs to fulfill the DoD.
- ❏ Whenever a Product Backlog item meets the DoD, it could lead to an Increment.

SOLUTION

Scrum Artifacts Quiz

Which answer fits best?

3 for each Artifact and Commitment.

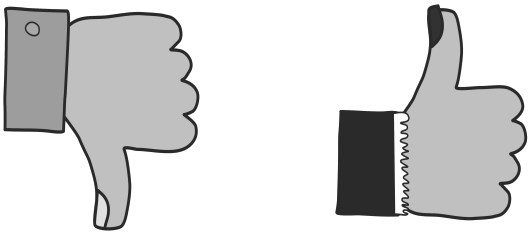
	What is it?	Product Goal	Product Backlog	Sprint Goal	Sprint Backlog	Definition Of Done	Increment
1	... is a concrete stepping stone toward the Product Goal.	○	○	○	○	○	●
2	During the Sprint work Developers keep the ... in mind.	○	○	●	○	○	○
3	... is an emergent, ordered list.	○	●	○	○	○	○
4	... is in the Product Backlog.	●	○	○	○	○	○
5	Refinement is the act of breaking down and further defining ... items into smaller more precise items.	○	●	○	○	○	○
6	... is updated throughout the Sprint as more is learned.	○	○	○	●	○	○
7	If multiple Scrum Teams work together on a product, they must mutually define and comply with the same ...	○	○	○	○	●	○
8	... describes a future state of the product.	●	○	○	○	○	○
9	In order to provide value, the ... must be usable.	○	○	○	○	○	●
10	... provides flexibility in terms of the exact work needed to succeed in the Sprint.	○	○	●	○	○	○
11	... is a formal description of the quality required for the product.	○	○	○	○	●	○
12	Multiple ... may be created within a Sprint.	○	○	○	○	○	●
13	Developers are responsible for the sizing of the items in the ...	○	●	○	○	○	○
14	... is a highly visible, real-time picture of the work.	○	○	○	●	○	○
15	... is the single objective for the Sprint.	○	○	●	○	○	○
16	... creates transparency by providing everyone a shared understanding of what work was completed.	○	○	○	○	●	○
17	... can serve as a target for the Scrum Team to plan against.	●	○	○	○	○	○
18	... contains an actionable plan for delivering the Increment (how).	○	○	○	●	○	○

some answers are examples

SOLUTION

How are these techniques of team decision making called?

Team Decision Making

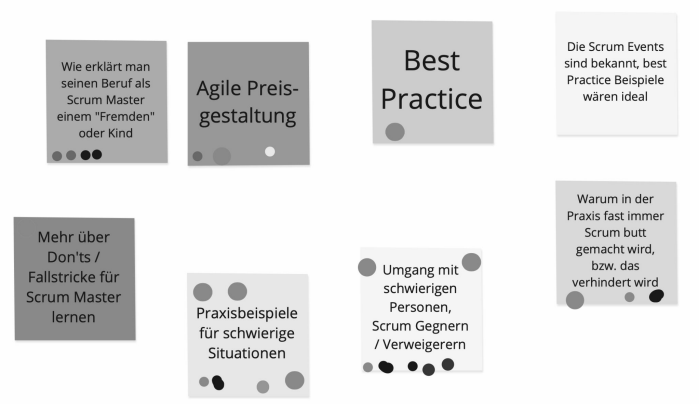


Roman Voting

Everybody signals thumb-up, thumb-down or neutral position.
Consensus: all thumbs up
(hard to reach!)
Consent: no thumbs down
(easier for teams)

Confidence Vote

5 means: totally confident
0 means: the opposite
(make clear for yourself and for others: are we fine with a majority of votes of 3-5 or would we replan if only 1 person indicates a low confidence 0-2?)



Dot-Voting

Start with the alternative that got most votes (=dots)
(this applies majority vote)

What other strategies of team decision making do you know?

Decision strategies
Democratic (majority vote)
Autocratic
Consensus
Consent

Autocratic Decisions by Product Owner

Planning Poker / Magic Estimation

Other strategies: expert decision, consultative individual decision, random decision, intentionally no decision, last-responsible-moment, ...

answers are examples

SOLUTION

Distinguish these 4 stances of a Scrum Master's daily work.

What do they have in common?

Working modes "stances"

typically 1:n

Teaching

Teaching means
to instruct or train someone or give someone knowledge of something
(Cambridge Dictionary).

We know teaching from school and university and again learn through teaching when we attend 2-day Scrum Master classes, for example.

Facilitating

Facilitation means the **process of making something possible or easier** (Cambridge Dictionary).

This means to support a group of people in achieving their desired goals completely independently within a change process, workshop, or meeting.

Facilitation is completely open and never seeks to influence, instruct, push, or judge.

content

content -neutral

Mentoring

Mentoring means the **the activity of supporting and advising someone with less experience to help them develop in their work** (Cambridge Dictionary).

Examples:
Organizations train people through 1-on-1 mentoring. Mentoring programs are a way to increase the company's competitive advantage.

typically 1:1

(Professional) Coaching

The International Coaching Federation (ICF) defines coaching as **partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.**

The process of coaching often unlocks previously untapped sources of imagination, productivity and leadership.

answers are examples

SOLUTION

Scrum-but...

Collect ideas what might happen if Scrum is not lived and applied in full!

Scrum is a minimal framework and works best if applied and lived holistically. Analyze what might be missing if it is only partially implemented:

If the Scrum Master is missing...

- ❏ Scrum implementation might get sloppy
- ❏ Continuous improvement might slack
- ❏ All might have problems understanding and using Scrum
- ❏ No driver for Agile-Lean mindset in organization
- ❏ No coach for Scrum Team, PO, and Organization

If the Scrum Team has no Sprint Backlog...

- ❏ Missing Sprint Goal
- ❏ Missing clarity on scope of the Sprint
- ❏ Missing alignment and focus in Sprint
- ❏ Missing commitment

If ...

If ...

Identify 3 possible effects if the Scrum Team **skips the Retrospective**:

1)
   - ➢ "Quality and effectiveness" would not be increased
   - ➢ "Assumptions that lead them astray" might not be identified or challenged

2)
   - ➢ "Helpful improvements" would not be planned

3)
   - ➢ Quality of Scrum implementation might decay: if we could skip this Event, let's skip more and other Events
   - ➢ Harder to instill the quality of the Scrum implementation

SOLUTION

Development Practices

Below you find 3 Agile development practices (blue boxes) and 3 non-software situations (green).

How could they match?

Continuous Integration is the practise of merging all working copies of developers into one common place. It helps to to detect integration errors earlier and speed up releasing.

Documents for the approval are missing. After resubmission, another office clerk will continue with further processing.

Refactoring is the process of restructuring existing computer code without changing its external behavior. It improves product quality and thus minimizes adjustments for new features.

A woman takes dishes out of the dishwasher and resorts them, so that more fit in.

Collective code ownership means that the code is owned by the entire team and anyone may make changes anywhere. This reduces island knowledge or bottlenecks due to unnecessary specialization.

3 authors write a book together use use GoogleDoc as their one place to write.

book recommendation

James Shore
The Art of Agile Development
https://www.jamesshore.com