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Sprint Planning	Daily Scrum	Sprint Review	Retrospective
<p>Preparation Duration: max. 4 h for a 2 weeks sprint</p> <ol style="list-style-type: none"> 1. Prepare and refine the Product Backlog. Have 2–3 sprints worth of ready stories (DoR) PO 2. Gather team absence/presence info SM <p>Have a default story for the relative estimation (:= 3 SP; have to be done once) SM</p>			
<p>Planning</p> <ol style="list-style-type: none"> 1. Show ready backlog items and suggest Sprint Goal PO 2. Estimate ready stories with planning poker or similar. Estimation is relative and in dimensionless Story Points DevTeam 3. Capacity planning: SPs to be delivered based on absence/presence and past velocity SM 4. Estimate Buffer for maintenance & support activities DevTeam for non-plannable work items, e.g. support, bug fixing, fixing infrastructure, ad-hoc refactoring, etc... All 5. Create Sprint Backlog by pulling estimated stories from the Product Backlog DevTeam 6. Formulate the Sprint Goal All 7. Discuss how to achieve the Sprint Goal, how to deliver the chosen stories and how to start the Sprint DevTeam (e.g. dependencies, personal preference for stories, pair negotiation/programming, story breakdown to tasks, foreseeable risks and impediments, wishes for how to deliver) 8. Summarize shortly the result of #7 DevTeam <p style="text-align: right;">Story Point effort estimation</p> <p style="text-align: right;">Easy Normal Problematic</p> <p style="text-align: right;">0 ½ 1 2 3 5 8 13 20 40 100 ?</p>			
<p>Post-Planning</p> <ol style="list-style-type: none"> 1. Update the Scrum Board SM 			

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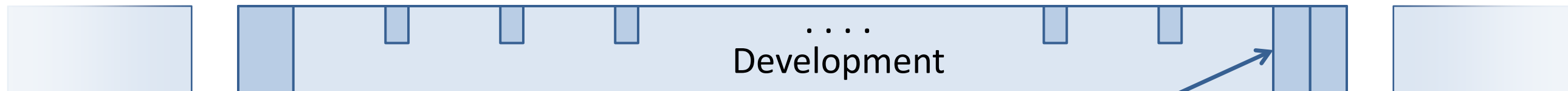


Sprint Planning	Daily Scrum	Sprint Review	Retrospective
<p style="text-align: right;">Duration: max. 15 min</p> <p>Aim of the Daily</p> <ul style="list-style-type: none"> • Allow team members to align and collaborate on clearing the Scrum Board and reaching the Sprint Goal • Identify impediments, along with persons and actions to help lifting them • Identify topics in need of detailed discussion and schedule separate meetings for them if needed <p>Course of the Daily</p> <ol style="list-style-type: none"> 1. Every developer answers the following 3 questions in the context of the open stories and the Sprint Goal: DevTeam <ol style="list-style-type: none"> a) What have I done since the last Daily? b) What will I do till the next Daily? c) Do I see any impediments/blockers? Limit yourself to 1–2 sentences per question, unless asked for details! 2. Actions to be taken are summarized at the end of the meeting SM <p>Common pitfalls to avoid</p> <ol style="list-style-type: none"> 1. Making the Daily a status reporting meeting, where everybody’s reporting to a perceived “Boss” figure 2. Going into the details. Don’t speak for too long! 3. Losing focus. Busywork: Work aligned neither with the Goal/Stories nor with the buffer 4. Identifying impediments but not deciding on actions to be taken (even if it’s just scheduling another meeting) 5. Allowing the meeting to take longer than 15 minutes 			

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<p>Aim of the Review</p> <ol style="list-style-type: none"> 1. Review what has been done and what not during the Sprint 2. Give and elicit feedback to/from stakeholders in an informal way 3. Foster collaboration with the stakeholders 		<p>Duration: max. 2 h for a 2 weeks sprint</p>	
<p>Review</p> <ol style="list-style-type: none"> 1. Review the Sprint Goal PO 2. Discuss iteration backlog items “Done” and the work done for the Buffer PO 3. Calculate the velocity of the team SM 4. Discuss Sprint Backlog items <i>not</i> Done. Put these items back into the Product Backlog with 0 SP, to be re-estimated PO 5. Discuss hanging Buffer items. Put these items as stories into the Product Backlog with 0 SP, to be estimated PO 6. Discuss that during the development... (Note: This is a technical discussion – everything non-tech → Retro) DevTeam <ol style="list-style-type: none"> a) ... what went well? b) ... what problems occurred? c) ... how these problems were solved? 7. Demo DevTeam, PO 8. Q & A All 9. Review the Kaizen and the resulting process improvement SM 10. Discuss the current status of the Product Backlog PO 11. Review the big picture project status (and the higher level backlog(s) where applicable) PO / scaled PO where applicable 			

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<p>Retrospective:</p> <ol style="list-style-type: none"> Record the Satisfaction Metric with Happiness Poker SM <ol style="list-style-type: none"> How satisfied are you with your role in the Team? How satisfied are you with the Team's role in the Company/Program/Dept.? Discuss the Team's satisfaction and make a list of the key observations SM <ul style="list-style-type: none"> Why do you feel the way you do? Why did it change the way it did in this Sprint? What one thing would make you happier the next Sprint? What did you like in the last Sprint you'd like to keep? What you didn't like? What shall we do less / stop doing? Where could we improve? What did you miss? What shall we do more / start doing? Was there a Sprint-wide impediment? Revisit some past Kaizens. Do the resulting process improvements still have an effect? SM Choose the Kaizen of the next Sprint based on the list of observations. Gather ideas on how to improve and how to measure the improvement All 		<p>Duration: max. 2 h for a 2 weeks sprint Team Retros are closed for non-team-members</p> <p>Satisfaction Metric Bad OK Good 1 2 3 4 5 6 7 8 9</p>	
<p>Post-Retrospective:</p> <ol style="list-style-type: none"> Record the Kaizen on the Scrum Board SM Compare the satisfaction and the list of observations to that of the previous Sprints. Is there a pattern? SM Come up with a plan to improve the situation. Pay special attention to the recurring issues SM Schedule a meeting with the Team to gather Kaizen action ideas and discuss them (if needed) SM 			