

Scrum for MANAGERS

TRAINING COURSE



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Scrum for Managers

Course Number:	S4M
Version:	1.1
Software version:	n/a

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Scrum for Managers

Course Introduction



Module Backlog

What are we forecasting for this module?

- Introductions
- Course Overview
- Course Backlog



Accentient

- A leader in AI, DevOps, and Scrum knowledge
- Helped thousands of teams and individuals implement DevOps and Scrum, and become more agile
- Has a close working relationship with Microsoft
- Course creator and steward for Scrum.org
- Has trainers that are Microsoft MVPs, Professional Scrum Developers, Professional Scrum Trainers, and authors

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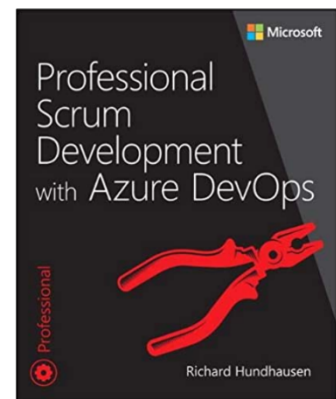


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- Professional Scrum Trainer
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<http://bit.ly/PSDAzDo>



Introductions

- Introduce yourself to the group:
 - Your name and role
 - How your teams use Scrum today
 - One thing you want to lead better



Course Overview

- Scrum for Managers is a one-day, activity-based class for managers and leaders.
- You will see how your role changes when teams adopt Scrum, and how leading shifts from directing the work to enabling self-managing teams.
- The day is hands-on throughout, with team activities and discussion in place of lectures.



Course Backlog

1. Scrum Essentials
2. Myths and Misconceptions
3. The Manager's Changing Role
4. Leading Self-Managing Teams
5. Measuring Success
6. Leading the Transformation

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What's in Your Backlog?



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- On your own, write down what you want from today:
 - What do you most want to learn or take away?
 - What team or organizational challenge are you bringing?

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Schedule and Logistics

- Breaks
 - When should we have breaks?
- Activities
 - Activities can be breaks too
- Lunch
 - When should we break for lunch?
- Ask questions and take notes
 - You are in charge of your own success



Scrum for Managers

Module 1

Scrum Essentials



Module Backlog

What are we forecasting for this module?

- Why Scrum Matters
- The Scrum Framework
- The Scrum Team
- Events and Artifacts



Why Scrum Matters



Why Scrum Matters to You as a Manager

- As a manager, your role shifts from directing the work to creating the conditions for teams to succeed.
 - Scrum makes value, progress, and impediments transparent, so you can lead with evidence.
 - Your focus becomes clear goals, the right people, and removing the organizational impediments only you can remove.
 - You measure outcomes and value, not activity or utilization.

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Agility == Adaptiveness

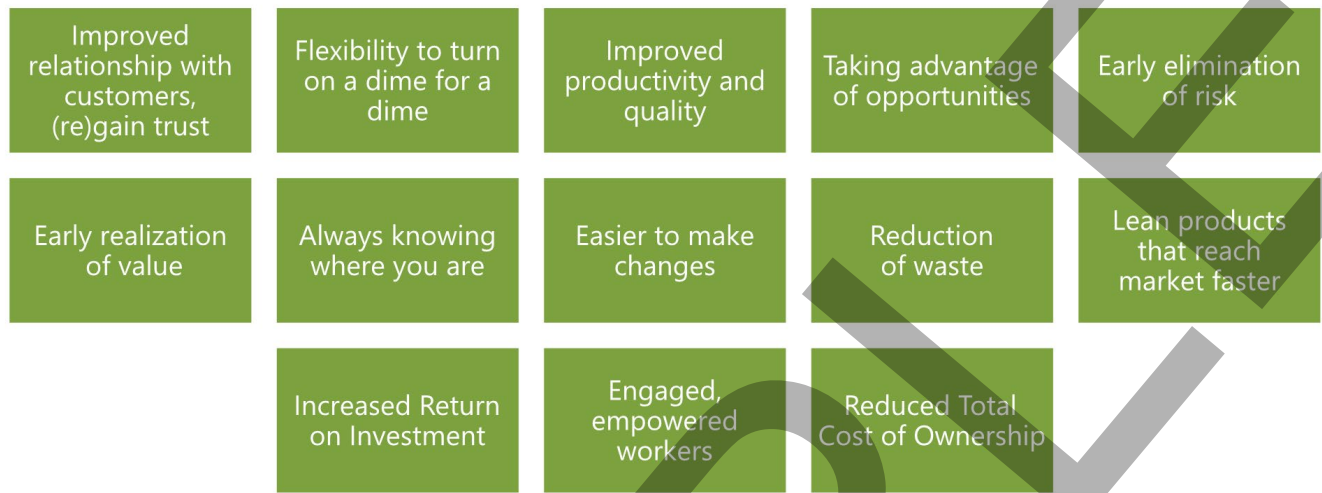
- Agility provides the capacity and capability of rapidly and efficiently adapting to change

“The ability to turn on a dime, for a dime”

- No silver bullet here, everyone involved must work and share in the risk to realize better, faster, cheaper
- Trivia: *Agile* software development was almost called *Adaptive* software development back in 2001

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Reasons to Pursue Agility



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Why are you pursuing agility?



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- As a class, discuss:
 - Why are you and your organization pursuing agility?
 - Which of the reasons on the previous slide resonated most with you?

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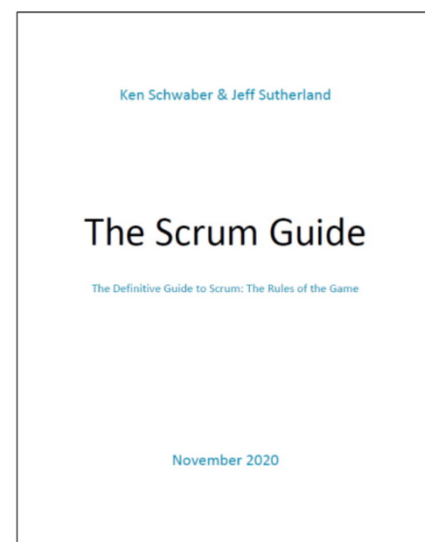
The Scrum Framework

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The Scrum Guide

- Documents the Scrum framework
 - Official rules of Scrum
 - Available in 30+ languages
- Maintained by Ken Schwaber and Jeff Sutherland
- Available at:

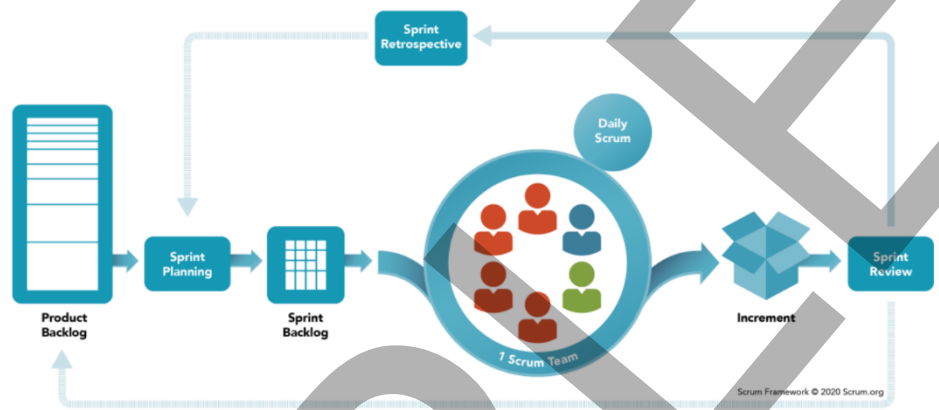
<http://scrumguides.org>



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The Scrum Framework

- Accountabilities
 - Product Owner
 - Developers
 - Scrum Master
- Events
 - Sprint
 - Sprint Planning
 - Daily Scrum
 - Sprint Review
 - Sprint Retrospective
- Artifacts
 - Product Backlog
 - Sprint Backlog
 - Increment
- Commitments
 - Product Goal
 - Sprint Goal
 - Definition of Done



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The Scrum Team

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Product Owner

Accountability

- The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team.
- How this is done may vary widely across organizations, Scrum Teams, and individuals
- The Product Owner is also accountable for effective Product Backlog management



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Scrum Master

Accountability

- The Scrum Master is accountable for ensuring Scrum is understood and enacted
- Scrum Masters do this by ensuring that the Scrum Team adheres to Scrum theory, practices, and rules
- The Scrum Master is also accountable for the Scrum Team's effectiveness
- The Scrum Master is a servant-leader for the Scrum Team



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Developers

Accountability

- Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint



- Only the Developers create the Increment
- Developers are accountable for creating the Sprint Backlog, instilling quality, and adapting their plan each day
- The Developers do all the sizing and estimating of the work

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How well do you know your Scrum Team?



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- As a class, discuss:
 - Do you know and interact with the Product Owner?
 - Has a Scrum Master ever asked you for help?
 - How have you supported the Scrum Team?

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Events and Artifacts



The Sprint

Event



- The heartbeat of Scrum is a Sprint, with a duration of one month or less during which ideas are turned into value
 - Sprints should have a consistent duration throughout the effort
 - A new Sprint starts immediately after the conclusion of the previous Sprint
 - All the work necessary to achieve the Product Goal, including Sprint Planning, Daily Scrums, Sprint Review, and Sprint Retrospective, happen within Sprints



Sprint Planning

Event



- The work to be performed during the Sprint is forecasted and planned at Sprint Planning
 - This includes *why* the Sprint is valuable (the *Sprint Goal*)
 - This includes *what* can be done this Sprint (the “forecast”)
 - This includes *how* the work will be achieved (the “plan”)
 - The entire Scrum Team collaborates on these topics

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Daily Scrum

Event



- The Daily Scrum is a 15-minute, timeboxed event during which progress toward the Sprint Goal is inspected and the plan for the day is adapted in the Sprint Backlog as necessary
 - This is done by inspecting the work since the last Daily Scrum and forecasting the work that could be done before the next one
 - The Daily Scrum should be held at the same time and same place each day to reduce complexity
 - This event is by the Developers, for the Developers

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Sprint Review

Event



- A Sprint Review is held at the end of the Sprint for stakeholders to inspect the Increment and adapt the Product Backlog as needed
 - During the Sprint Review, the stakeholders inspect what was done in the Sprint as well as progress toward the Product Goal
 - Based on that and any changes to the Product Backlog during the Sprint, attendees collaborate on what could be done in upcoming Sprints to further optimize value

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Sprint Retrospective

Event



- The purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness
 - The Scrum Team inspects the way it works in order to improve in upcoming Sprints
 - This is the last event in the Sprint

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Have you taken part in these events?



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- As a class, discuss:
 - Which of these Scrum events have you taken part in?
 - Were you aware they were happening, and what each is for?
 - Where might your involvement add the most value?

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Product Backlog

- The Product Backlog is an emergent, ordered list of what is needed to improve the product and is the single source of work undertaken by the Scrum Team
 - The Product Owner is accountable for effective Product Backlog management, including its content, availability, and ordering
 - A Product Backlog is dynamic and never complete
 - As long as a product exists, its Product Backlog also exists

Artifact



Feature requests	Constraints
Behaviors	User actions or stories
Bugs / Defects	Use Cases
Desirements	Non-functional requirements

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Product Goal

Commitment

- The Product Goal describes a future state of the product which can serve as a target for the Scrum Team to plan against
 - The Product Goal is in the Product Backlog
 - The rest of the Product Backlog emerges to define “what” will fulfill the Product Goal
 - The Product Goal is the long-term objective for the Scrum Team
 - The Scrum Team must fulfill (or abandon) the Product Goal before taking on the next



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How do you work with the Product Backlog?



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- As a class, discuss:
 - Do you have access to the Product Backlog, and how often do you look at it?
 - Have you ever added an item or helped clarify one?
 - Have you been asked for input on value or priority?

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Sprint Backlog

Artifact

- The Sprint Backlog is composed of the Sprint Goal (the *why*), the set of Product Backlog items selected for the Sprint (the *what*), and an actionable plan for delivering the Increment (*how*)
 - The Sprint Backlog is a forecast by the Developers about what functionality will be in the next Increment and the work needed to deliver that functionality as a Done Increment
 - The Sprint Backlog makes visible all of the work that the Developers identify as necessary to meet the Sprint Goal
 - The Sprint Backlog can change as the Developers learn more



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Sprint Goal

Commitment

- The Sprint Goal explains in a single sentence why the Sprint is valuable
 - The Sprint Goal creates coherence and focus, encouraging the Scrum Team to work together rather than on separate initiatives
 - The Sprint Goal provides flexibility in terms of the exact work needed to achieve it



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The Increment

Artifact

- An Increment is a concrete stepping stone toward the Product Goal



- Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together
- In order to provide value, the Increment must be usable

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Definition of Done

Commitment

- The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product



- Creates transparency by providing a shared understanding of what work was completed as part of the Increment
- If a Product Backlog item does not meet the Definition of Done, it cannot be released or even inspected at the Sprint Review
- The moment a Product Backlog item meets the Definition of Done, an Increment is born

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Module Retrospective

What have we learned in this module?

- Scrum is a lightweight framework for delivering value in complex, changing work
- Its accountabilities, events, and artifacts create transparency and drive inspection and adaptation
- Scrum makes value, progress, and impediments transparent, so you can lead with evidence
- Your job is to support the system and the team, not to run the work yourself



In this quiz, circle the letter of the best answer for each question.

1. Who is accountable for maximizing the value of the product resulting from the work of the Scrum Team?
 - A. The Scrum Master
 - B. The Product Owner
 - C. The Developers
 - D. The manager who funds the work
2. What is the Sprint Goal?
 - A. The list of tasks the Developers will complete
 - B. A single sentence explaining why the Sprint is valuable
 - C. The Definition of Done for the Sprint
 - D. The number of Product Backlog items forecast
3. True or False: The Daily Scrum is an event for the Developers to report status to management.
 - A. True
 - B. False
4. Which artifact is the single source of work undertaken by the Scrum Team?
 - A. The Sprint Backlog
 - B. The Increment
 - C. The Product Backlog
 - D. The Definition of Done
5. What does the Definition of Done create?
 - A. A schedule the Developers commit to
 - B. A list of features planned for the release
 - C. A shared understanding of the quality the Increment must meet
 - D. An estimate of the work remaining
6. True or False: A new Sprint starts immediately after the conclusion of the previous one.
 - A. True
 - B. False
7. As a manager, how does Scrum most change your focus?
 - A. From clear goals to detailed task assignment
 - B. From measuring outcomes to measuring utilization
 - C. From directing the work to creating the conditions for teams to succeed
 - D. From transparency to private status reporting