

Scrum for STAKEHOLDERS

TRAINING COURSE



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Scrum for Stakeholders

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Scrum for Stakeholders

Course Introduction



Module Backlog

What are we forecasting for this module?

- Course Overview
- Prerequisites
- Team Formation



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- 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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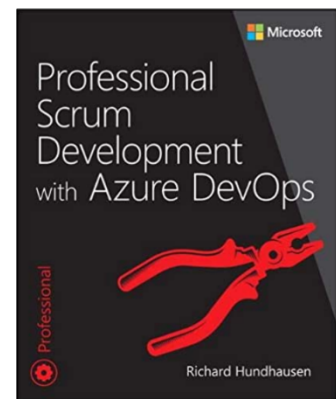


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Prerequisites

- No prior Scrum experience is required
- You should be associated with a product development organization
- You have a stake in the product being built, for example as:
 - Leadership / management
 - Customer
 - User
 - Sponsor / finance
 - Operations / support



Team Formation



- Identify yourself by stakeholder type:
 - ★ Leadership / management
 - ★ Customer
 - ★ User
 - ★ Sponsor / finance
 - ★ Operations / support
- Form into cross-functional teams
- Collocate your team (physically or virtually)
- Name your team



Introductions

- Name
- Title/Role
- Product development experience
- Scrum experience
- Expectations



Course Overview

- A practical introduction to Scrum from the stakeholder's point of view
- You'll learn how your role changes and how to help the team deliver more value
- Hands-on throughout, with team activities and discussion instead of lectures



Course Backlog

1. What is Scrum
2. Why Scrum
3. Myths and Misconceptions
4. Interacting with the Scrum Team
5. The Product Backlog
6. Participating in the Scrum Events
7. New Ways of Measuring Success
8. Roadmap

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What's in Your Backlog?

- What do you want to know before we are done with class?
 - Write down a question that you would like to have answered before class is over
- Possible topic areas:
 - Scrum
 - Agile product development
 - Measuring value and success
- The instructor will collect the questions

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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 Stakeholders

Module 1

What is Scrum



Module Backlog

What are we forecasting for this module?

- Overview of Scrum
- The Scrum Framework
- The Stakeholder



Overview of Scrum



Scrum in your own words



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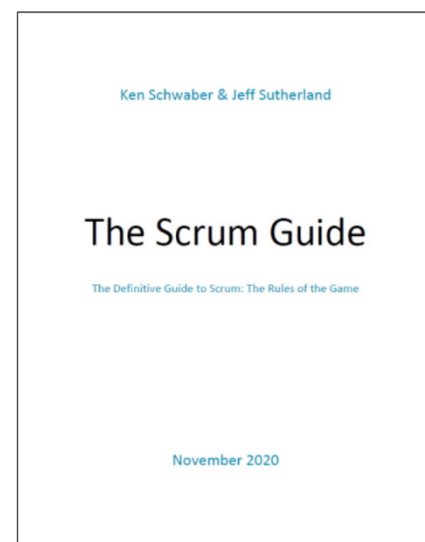
- As a team, put Scrum into your own words
 - In your team, share what you already believe about Scrum
 - Agree on a one-sentence definition of Scrum in your own words
 - Note one thing you hope Scrum will improve for you
 - Be ready to share with the room

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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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Explore the Scrum Guide



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- As a team, visit scrumguides.org and look up:
 - What is the maximum length of a Sprint?
 - What is the maximum length of the Daily Scrum?
 - What two things is the Scrum Master accountable for?
- Get comfortable going to the Scrum Guide to answer your own questions

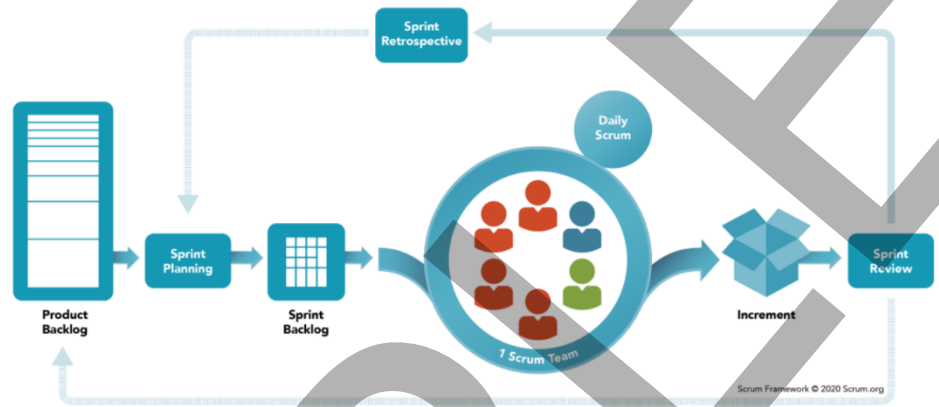
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The Scrum Framework

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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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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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Do you know your Scrum Team?



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- As a class, discuss:
 - Do you know who the Product Owner is for your product?
 - Do you know who the Scrum Master is?
 - Do you know who the Developers are?
 - If not, how could you find out?

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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

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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 joined these events?



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- As a class, discuss:
 - As a stakeholder, have you ever been invited to a Sprint Planning, Sprint Review, or Sprint Retrospective?
 - If you have, what was that experience like?
 - If you have not, why do you think that was?
 - Do you know how long your Sprints are?
- Send an email or set a reminder to get invited to these events at your organization

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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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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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Have you seen these artifacts?



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- As a class, discuss:
 - Do you have access to the Product Backlog?
 - Have you ever been allowed to inspect the Increment (prior to it being released)? Were you ever invited to give feedback?
 - Do you know the Product Goal for your product?
 - Do you know your product's Definition of Done?

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The Stakeholder



What Is a Stakeholder?

- Anyone with a *stake* in the product's outcome who is not on the Scrum Team
 - Users, customers, sponsors, leadership, management, finance, operations, support, SMEs, and more
- Stakeholders provide context, feedback, and funding, and they judge the results
- Scrum gives stakeholders frequent, transparent opportunities to influence the product



Who are your stakeholders?



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- As a class, discuss:
 - What stakeholders, or at least what groups of stakeholders, exist for your product?
 - Who has a stake in the outcome that you might overlook?

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A New Way of Working

- You may be used to getting what you need by going straight to the Developers
- Scrum sets a steady rhythm: Short Sprints, a Product Owner, and a focused team
- You still shape the product, but through new, reliable touch points
- The payoff: Working product every Sprint and the freedom to change direction

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Module Retrospective

What have we learned in this module?

- Scrum is a lightweight framework built on empiricism
- One team with three accountabilities, working together to deliver value
- The events create a steady rhythm of inspection and adaptation
- You have a real and valuable role as a stakeholder



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 stakeholders
2. Which of these best describes a stakeholder?
 - A. Anyone with a stake in the product's outcome who is not on the Scrum Team
 - B. Any person who attends the Daily Scrum
 - C. A Developer who also speaks for the customer
 - D. The manager that the Scrum Team reports to
3. True or False: The Sprint Retrospective is the last event of the Sprint.
 - A. True
 - B. False
4. Which commitment explains in a single sentence why the Sprint is valuable?
 - A. The Product Goal
 - B. The Definition of Done
 - C. The Sprint Goal
 - D. The Sprint Backlog
5. How many accountabilities does a Scrum Team have?
 - A. One, the Scrum Master
 - B. Two, the Product Owner and the Scrum Master
 - C. Three, the Product Owner, the Scrum Master, and the Developers
 - D. One for every person on the team
6. True or False: Stakeholders are members of the Scrum Team.
 - A. True
 - B. False
7. At which event do stakeholders inspect the Increment and adapt the Product Backlog?
 - A. Sprint Planning
 - B. The Daily Scrum
 - C. The Sprint Review
 - D. The Sprint Retrospective