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Scrum Checklist 2012

Your Scrum Checklist

The Hard Facts:
Roles. Artefacts. All Meetings.

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Scrum is a framework with simple rules.

This Scrum Checklist will help you to remember rules in the heat of your daily work and stress. Additionally, the Scrum Checklist will enable you to create an enjoyable and productive work environment within your Scrum-Team.

Scrum is now enterprise ready!
You can also use Scrum for your multi-team, multi-location and multi-project environments. In this booklet, you will find the necessary checklists for scaled meetings, roles and artefacts to run Scrum effectively and successfully on a LARGE scale.

For *Scrum Beginners* - follow the Checklist, implement Scrum by the book.This will enable you to run your first 3 to 4 Sprints very successfully. Your success will facilitate the spreading of Scrum in your organisation.

For *Scrum Intermediates* - use your common sense to tweak the processes, but let yourself be guided by this Scrum Checklist.

For *experienced ScrumMasters* - use the Scrum Checklist as your safety belt in stressful situations.

The Scrum Checklist does not replace experience and practice. The Scrum Checklist does not provide the exact procedures that you have to follow. The Scrum Checklist, however will help you to successfully run Scrum in a demanding environment.

Maintain these *10 Basic Practices:*

1. A clear and catchy Vision
2. A groomed Product Backlog
3. A prioritised Product Backlog based on business value
4. Backlog Items sized by the Team
5. Daily Scrums
6. BurnDown Charts
7. Sprints are not disturbed or interrupted by the management and/or customers
8. The software delivered by the Team is “done”
9. A productive and collaborative Sprint Review is carried out
10. Sprint Retrospectives focus on the improvement in the work process of the Team and the organisation

General Meeting Rules

Basics:
Every meeting starts on time and ends on time.
Every meeting is a public meeting. Everyone can attend.
Every meeting is time-boxed.

Preparation:
1. Invite everyone who is required ahead of time so that they can prepare.
2. Send out an agenda with the goal and purpose of the meeting.
3. Prepare all resources for the meeting: room, projector, flip charts, facilitation equipment and all other materials that may be required.
4. Send out a reminder 24 hours before the meeting.
5. Prepare a flip chart with the ground rules for the meeting.

Facilitation of the Meeting:
1. The facilitator is present during the entire discussion. He is not allowed to get involved but he needs to follow the discussion and bring it back to the main topic in case the participants lose focus.
2. The facilitator presents the goal and agenda of the meeting.
3. The facilitator helps nominate a person that will keep the minutes during the meeting - if necessary.
4. The facilitator assists the Team in the documentation of the meeting by visualising their conversation on the flip chart.
5. The facilitator remains focused on the goal and agenda of the meeting by using tools like the Parking Lot for capturing issues or questions that are not related to the meeting's initial purpose, so that they may be addressed later.
6. The facilitator ends the meeting with a wrap-up and a very short Retrospective (5 minutes maximum).

Output:
- Documentation with sketches and/or flip chart notes. Take pictures of your boards and flip charts.
- Minutes of the meeting and its results must be clearly communicated.

Estimation Meeting

Purpose:

1. The Estimation Meeting fulfils two goals: The Team members get the necessary knowledge about the Stories in the Backlog as well as a clearer picture of the overall product.
2. The Team members estimate the range of functions of the Stories.
3. The breaking down of Stories and the forming of new ideas during the Estimation Meeting lead to the writing of further Stories.

Basics:

Only the Team estimates the functionality. A Product Owner needs to be present to help decide how a Story can be broken down into smaller Stories.

Ingredients:

- The Product Backlog, which is prioritised by the Product Owner according to business value.
- Magic Estimation Cards

Coloured icon = mandatory participant
Grey icon = optional participant

Don't

1.... estimate effort instead of functionality!
2.... let the Product Owner estimate or moderate the meeting.
3.... estimate Stories during the Sprint Planning Meeting #1.

Procedure:

1. The Product Owner presents the Product Backlog Items which need to be estimated by the Team.
2. The Team plays either Planning Poker or Magic Estimation for these Backlog Items.
3. In case a Backlog Item is too large but needs to be developed within the next or subsequent Sprint, the Team will break down the Backlog Item into smaller Backlog Items. The new Backlog Item can be estimated by playing Planning Poker or Magic Estimation for just that Item.
4. Re-estimate all Backlog Items that may be pulled during the next three Sprints.
5. Identify Backlog Items that need to be clarified by the Product Owner until the next Estimation Meeting.

35 mins

Duration:

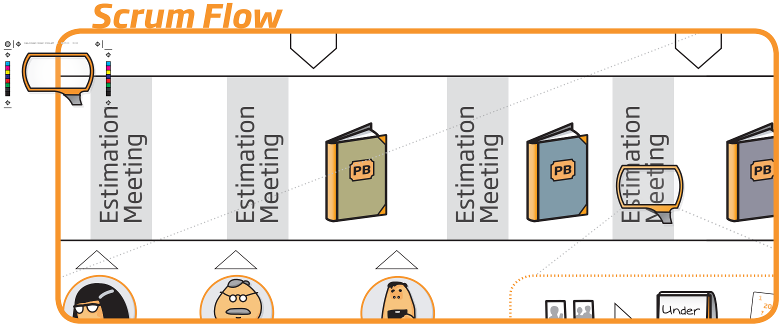
Time-box this meeting to 35 mins or less. These meetings should take place on a weekly basis.

Output:

- Estimated Product Backlog
- Smaller, decomposed Backlog Items
- A list of Stories that need to be looked into more closely.

InsiderTip:
Try also using this method for estimating the business value of Stories together with other Product Owners.

Scrum Flow



Sprint Planning Meeting #1

Purpose:
Metaphor for this meeting: Analysis.
Its goal is to understand exactly what functionalities the End User wants. At the end of this meeting, the Team will be able to decide what it will be able to deliver during the Sprint.

Basics:
Only the Development Team members can decide how many Backlog Items are taken into the Sprint.

Ingredients:

- Estimated and prioritised Product Backlog
- Flip charts, marker pens, scissors, glue, sticky notes, whiteboards, pencils, crayons etc.
- Vacation planner, contact details of important persons in case of enquiries

InsiderTip for the Product Owner:
Sometimes these meetings get off to a slow start. Create a sense of urgency by asking the Team to synchronise their watches or telling them where the emergency exits are.

60mins/
Sprint/W

Duration/Location:
60 mins per week of Sprint. Ideally, this meeting is held in the morning, so that the Sprint Planning Meeting #2 can take place on the same day.

Output:
- Selected Product Backlog
- Requirements for each Backlog Item
- User Acceptance Test for each Backlog Item

Procedure:

1. Start with the first Product Backlog Item (Story).
2. The Team questions & discusses the requirements of the Story.
3. The Team draws up the User Acceptance Test(s).
4. Write down the Constraints.
5. Define the Acceptance Criteria.
6. Determine the Level of Done for the Story.
7. Draw sketches of the Story‘s functionalities.
8. For the next Backlog Item, start again at Step 1.

Process Check:

After a few Stories, the ScrumMaster addresses the Team: *"Do we wish to deliver the Stories that we have just discussed within this upcoming Sprint*?"

Take a 5 minute **break**.
Continue with the process for the next Backlog Item.

Ending the Process:

1. Stop approx. 20 mins before the end of Sprint Planning Meeting #1.
2. The ScrumMaster asks again - only this time more seriously: *"Do we wish to commit ourselves to delivering the first Backlog Item, ...the second, ...?"*
3. Once the Team no longer explicitly agrees upon delivering a Story, stop. The previous Story is the last one that the Team has committed itself to for this Sprint.
4. Now - an important step: Send out the Product Owner. The Team must be able to make an uninfluenced decision. Everyone (Customer, End User etc.), except the Team and the ScrumMaster, leaves the room.
5. Once the Team is on its own, ask again: *„Is this the list you believe you can commit to delivering?“*
6. Hopefully, a short, open discussion will ensue on the contents of the upcoming Sprint.
7. The result is communicated to the Product Owner and End User. **This is not up for discussion**!

Don‘t

1. ... estimate Stories or Tasks.
2. ... ask the question by addressing the Team‘s potential: "Can you deliver these Stories?“.

Sprint Planning Meeting #2

Purpose:
Metaphor for this meeting: Design. The Team decides on HOW the committed Backlog Items will be implemented in this Sprint. At the end of this meeting, the Team knows HOW to develop the planned functionalities. (↗ see Sprint Planning Meeting #1).

Basics:
Only the Development Team defines the solution.
If necessary, architects and other persons not included in the Team are invited for consultation. However, they are not allowed to make decisions for the Team, while only remaining **guests** at this meeting.

Ingredients:

- People who consult the Team i.e. experts or specialists from other Teams.
- Selected Product Backlog
- Flip charts, marker pens, scissors, glue, sticky notes, whiteboards, pencils, crayons…

Don't:
1. … estimate Tasks.
2. … assign Tasks.

Output:
- Design of the application
- Architecture diagrams, charts, drawings , descriptions
- Some noted-down Tasks
- Drawing upon the code basis, the Team has a clear understanding of how it will implement each Backlog Item.

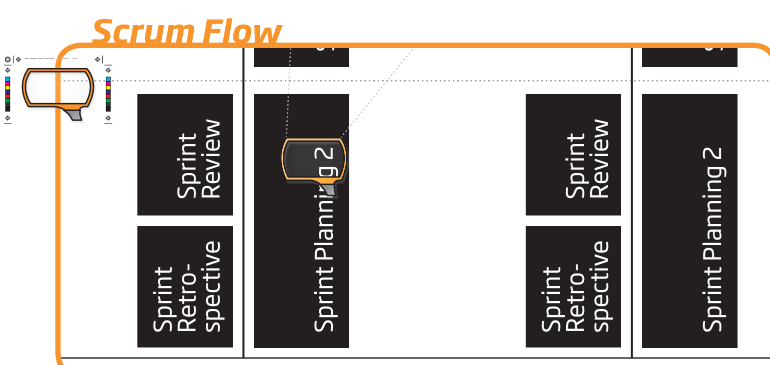
Procedure:
1. Start with the first Backlog Item.
2. Recapitulate the Team's understanding of what is actually wanted by looking at the flip charts from Sprint Planning Meeting #1.
3. Run a result-oriented discussion on how the Backlog Item could be implemented. These questions may help you:

- *Which interfaces do we need to write?*
- *Which databases will be needed?*
- *Which architecture is necessary?*
- *Which components do we need to update or create?*

Once the Team has a clear understanding of the way it wishes to build a feature, it can move to the next Backlog Item. In the last 10 minutes of the meeting, the Team members use sticky notes to write initial Tasks. This helps the Team members to know where to start their work on the next day. Do not estimate these Tasks.

60 mins/
Sprint/W

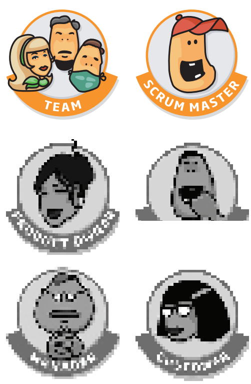
Duration/Location:
60 mins per week of Sprint. If possible, run this meeting right after the Sprint Planning Meeting #1.



Daily Scrum

Purpose:
Metaphor for this meeting: Time Out. The Team plans and coordinates its activities for the day as well as reports and discusses impediments. The Taskboard helps the Team to focus on its current activities. Now is the time to update the Taskboard and the BurnDown Chart.

Ingredients:



- Task board
- Sticky notes
- Marker pens

InsiderTip:
ScrumMaster - do not stand in front of the Team or beside the Taskboard. This would create an unproductive pupil-teacher atmosphere.

Basics:
- The whole Team must be present.
- If a Team member is unable to attend, another Team member must represent her/him by providing the necessary information.

Duration/Location
15 mins, same time, same location, every day.

Output:
- Overview of WHO does WHAT
- Input for the Impediment Backlog
- Input for the Team Backlog

InsiderTip:
While listening to each Team member, you should constantly consider whether you can do something to help him/her.

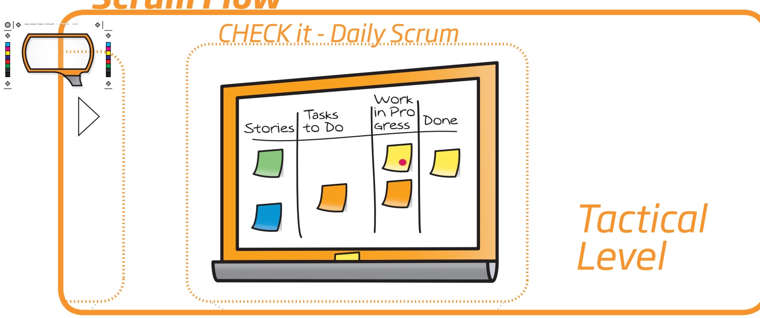
Procedure:

1. The Team gathers around the task board.
2. One Team member begins by explaining to his Team mates what he has managed to implement since the last Daily Scrum.
3. The Team member moves the corresponding Task into the correct column of the Taskboard.
4. If applicable, the Team member picks a new Task and places it into the "Work in Progress“ column.
5. If the Team member has encountered a problem or impediment since the last Daily Scrum, he reports this to the ScrumMaster who notes it down for immediate removal.

Don‘t:

1. ...have the ScrumMaster ask the questions.
2. ...let the Team report to the ScrumMaster.
3. ...use the meeting for other issues.
4. ...show up late.
5. ...blow the time-box.
6. ...discuss technical details.
7. ...let the ScrumMaster move the Tasks for the Team members.
8. ...have the ScrumMaster update the BurnDown Chart for the Team.
9. ...come unprepared.
10. ...simply not show up. If a person is absent, the Team must be notified and an informed representative nominated.

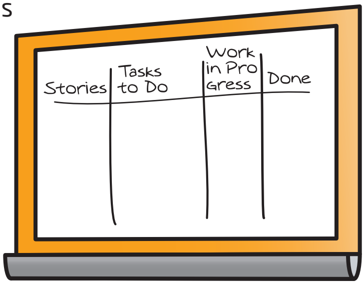
Scrum Flow

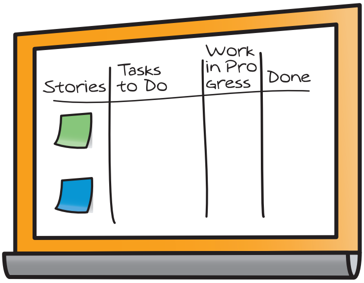


Taskboard

The Taskboard offers a visual overview of both the Selected Product Backlog (Stories) and the Sprint Backlog (Tasks).

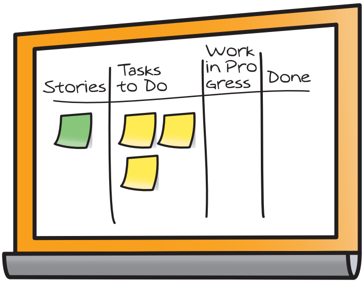
- The task board is maintained by the Team only.
- Nothing beats the experience of using a physical board on the Team room wall.
- If you have the case of distributed Teams working on one product, software will help you alleviate communication across distances.



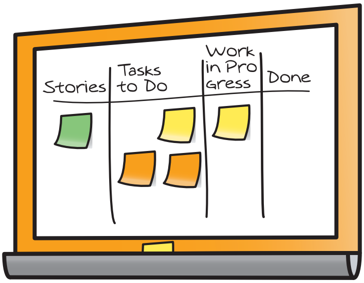


The Taskboard has 4 columns:

1. Selected Product Backlog (Stories)
This column holds all Product Backlog Items (Stories) which the Team wishes to implement in this Sprint in a prioritised order.



2. Tasks To Do
Every Story consists of Tasks which are placed in the second column of the Taskboard. These are a result of either the Sprint Planning Meeting #2 or have come up during the Sprint itself.



3. Work in Progress

- When a Team member starts a Task, s/he moves the sticky note of this Task into the third column named "Work in Progress".
- A task that has not been finished since the last Daily Scrum stays in this column and gets a red dot.
- Try to break down the Tasks so that they can be implemented within one work day. If this seems impossible at first, start breaking it down into smaller pieces as you go along. The newly created Tasks are put onto sticky notes which then replace the old one in the To Do column. Choose one of these and continue working on it. If a Task cannot be completed due to an impediment, the Task is marked with a red dot and the ScrumMaster notes down the named impediment on the Impediment Backlog.

4. Done

Once a Task is completed by a Team member, s/he moves the sticky note into the 'Done' column. The Team member can now start working on the next Task.

Definition of Done

The Definition of Done must be known and acknowledged by the entire organisation. It illustrates what "done" actually means to the Team(s).* A good idea is to run a short brain-storming session leading to a detailed list of the working steps that must be encompassed by the meaning of "done":

- Categorise the working steps (Story, Sprint, Release to Integration, Release to Production).
- Assort the steps and refine them.
- Publish that list within your organisation next to the Taskboard.

Follow this list.

* Based on an idea by Mitch Lacey

We proudly introduce THE SCRUMLIES

Scrum Roles

Metaphor: Let's make a movie!

***ScrumMaster** - The Film Agent*

The ScrumMaster protects the Team from all external interruptions and disturbances. He helps by getting rid of problems, improving the productivity of the Team, and pushing for „inspect and adapt" cycles. He is the moderator and lateral – meaning unauthorised – leader of the Team. He works with the Product Owner on maximising the Return on Investment (ROI). He makes sure that the agile principles and ideals are understood and respected by everyone within the organisation. However, he is not responsible for the delivery of the product. The ScrumMaster is part of the Scrum Team, but not the Development Team.

***Team** - The Actors*

The Development Team members take on the role of the Team. The Team delivers the product and is responsible for its quality. It works with all requesters - Customers, End Users - on creating the Product Backlog. The Team analyses the Product Backlog Items for available information that will help develop a functionality. The Team designs the product, tests the functionality and delivers the product increment as agreed upon. The Team voluntarily commits to delivering functionalities within one Sprint. It is accountable for its work and has to be able to assess the nature of its organisation and the project. The Team continuously works together with the Product Owner to define the strategic alignment of the product development within the project.

***Manager** - The Studio Boss*

Management is essential in a Scrum organisation. The Manager enables the Team(s) to work successfully by creating structures and the necessary stability. He continuously works with the ScrumMaster in order to develop and improve the structures and guidelines.

***Customer** - The Producer*

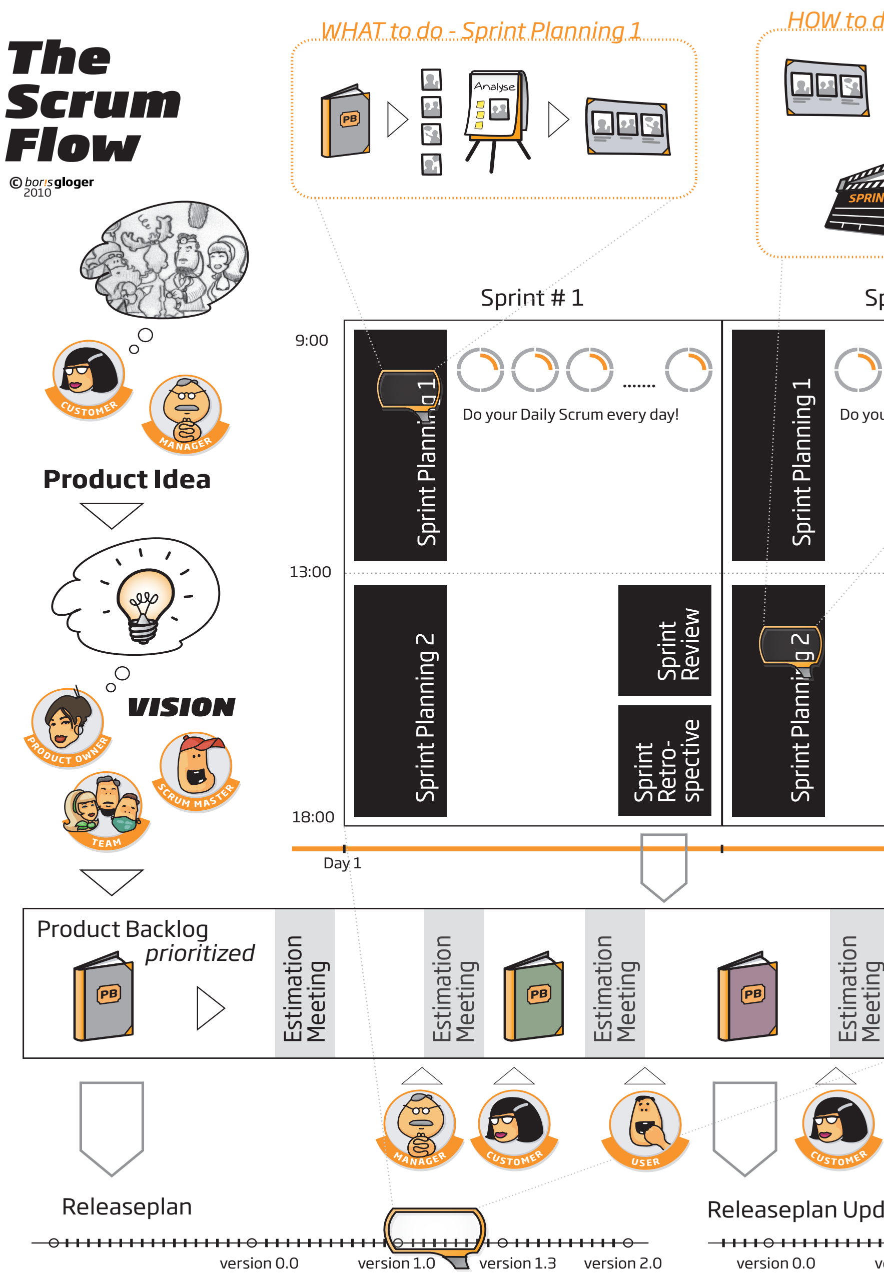
The Customer requests the product from the Scrum Team. S/he contracts organisations for developing products. Typically, Customers are executive managers of organisations who buy software development from external companies. In an internal product development organisation, the Customer is the person responsible for approving the product budget.

Product Owner *-The Movie Director*

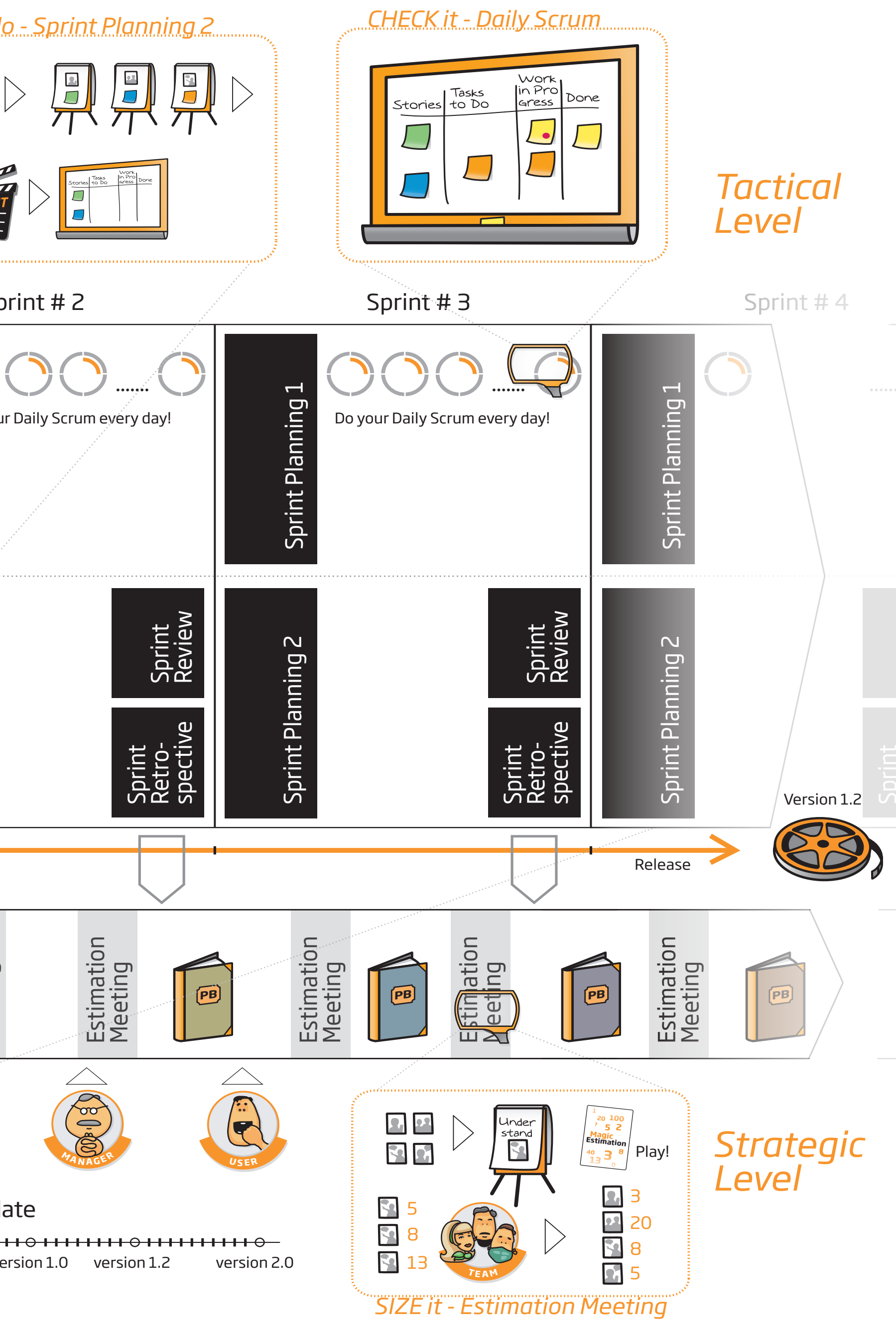
The Product Owner drives the project from the business point of view and is responsible for Return on Investment (ROI). She communicates a clear Vision of the product and defines its main characteristics. She is the one to take the product increment off the Team at the end of a Sprint. The Product Owner's main responsibility is to ensure that the Team only works on those Backlog Items that are worthwhile for the Customer. She has the same goals as the Team, therefore she helps the Team do its work during a Sprint by not disturbing its members and by promptly providing them with the necessary information.

End User *- The Audience*

The End User is a role which can be taken up by a lot of people, for example, someone from the marketing department, a domain expert, an external consultant, or the real End User.
The End User is the actual, often „hidden" requester. He defines the product with his business knowledge, as he tells the Team what he expects.



The Scrum Flow
© borisgloger 2010
WHAT to do - Sprint Planning 1
PB
Analyse
HOW to d
SPRIN
Sprint # 1
Sp
9:00
13:00
18:00
Sprint Planning 1
Do your Daily Scrum every day!
Do you
Sprint Planning 2
Sprint Review
Sprint Retro-spective
Day 1
CUSTOMER
MANAGER
Product Idea
VISION
PRODUCT OWNER
SCRUM MASTER
TEAM
Product Backlog prioritized
Estimation Meeting
USER
Releaseplan
Releaseplan Upd
version 0.0
version 1.0
version 1.3
version 2.0

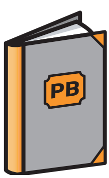

lo - Sprint Planning 2
Stories
Tasks to Do
Work in Progress
Done
CHECK it - Daily Scrum
Stories
Tasks to Do
Work in Pro gress
Done
Tactical Level
print # 2
Sprint # 3
Sprint # 4
ur Daily Scrum every day!
Do your Daily Scrum every day!
Sprint Planning 1
Sprint Planning 1
Sprint Review
Sprint Retro-spective
Sprint Planning 2
Sprint Review
Sprint Retro-spective
Sprint Planning 2
Version 1.2
Release
Estimation Meeting
PB
Estimation Meeting
PB
Estimation Meeting
PB
Estimation Meeting
PB
MANAGER
USER
late
ersion 1.0
version 1.2
version 2.0
Under stand
Magic Estimation
Play!
5
8
13
TEAM
3
20
8
5
SIZE it - Estimation Meeting
Strategic Level

Artefacts

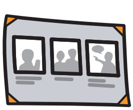
Scrum Teams use Scrum Artefacts to run Scrum successfully. They are intermediate work products (tools, sketches and work results) that enable the self-organised working of the Team.

Metaphor: Let's make a movie!

Impediment Backlog *- The Movie Mistakes List*
The ultimate risk action board. The ScrumMaster uses this list to visualize the impediments that get in the way of the productivity of the Team. Strictly speaking, it is the To Do List of the ScrumMaster.



Product Backlog *- The Screenplay*
The Product Backlog is a long list, which contains the so-called Product Backlog Items (keywords, requirements, constraints, features, functionalities and finished Stories) which represent the product from the Product Owner's point of view. The Product Backlog Items are prioritised in terms of their importance for the product itself.



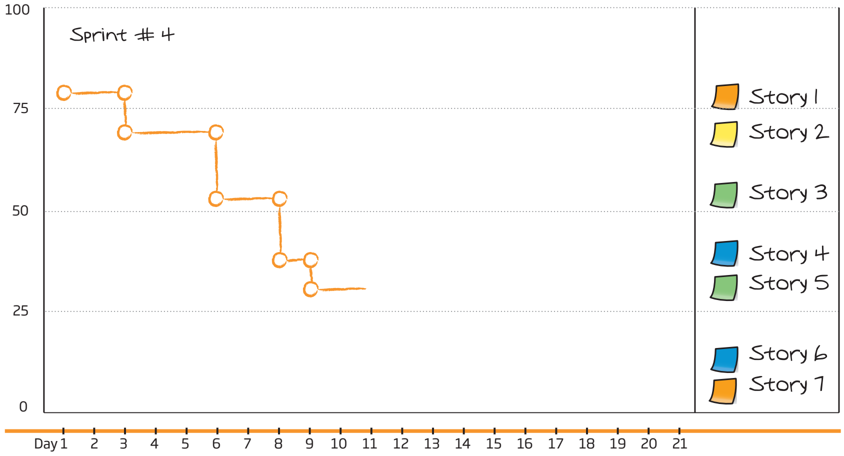
Selected Product Backlog *-The Scenes*
The prioritised list of Product Backlog Items that the Scrum Team has commited itself to delivering by the end of the Sprint.

Potentially Shippable Product Increment
- An Episode
At the end of each Sprint, the Team delivers a Potentially Shippable Product Increment. This is a finished product piece - if development were to be stopped the next day, the product piece could be sold on its own.

Sprint Backlog *- The Actual Shot*
Synonymous to the Selected Product Backlog and nowadays replaced by the Taskboard. It enables the Team to visualise its Tasks. The Taskboard is visually accessible to everyone in the organisation.

BurnDown Chart

Remember: Tracking of progress is done by the Team itself, so it should not forget to update its BurnDown Chart.



- The BurnDown Chart shows the progress of the Team measured in delivered functionality, not in implemented Tasks.
- The vertical axis shows Story Points, the horizontal axis depicts the days of the current Sprint.
- The Team updates the BurnDown Chart on a daily basis.
- In the example above, the Stories which the Team is currently working on during this Sprint are clearly listed on the right hand side.
- The Team should be able to update the BurnDown Chart easily and quickly. Simple solution: Draw the Chart onto a large piece of paper using thick marker pens and place it next to the Taskboard.

Sprint Review

Purpose:
Metaphor for this meeting: First Screening. The Scrum Team presents the results of of the past Sprint to the End User. Together, they then try to find ways to further improve the product.

Basics:
The Sprint Review allows every participant to try out the new functionality.

Ingredients:

- Potentially Shippable Product Increment presented by the Team
- Taskboard, sticky notes, marker pens

InsiderTip:
This is a working session. It's not about applause, but rather about getting new ideas for the product.

Output:
- Feedback from the End User
- Feedback from the Team with effects on the Product Backlog
- Input for the Impediment Backlog
- Input for the Team Backlog
- New Stories

Duration/Location
90 mins, at the end of the Sprint.

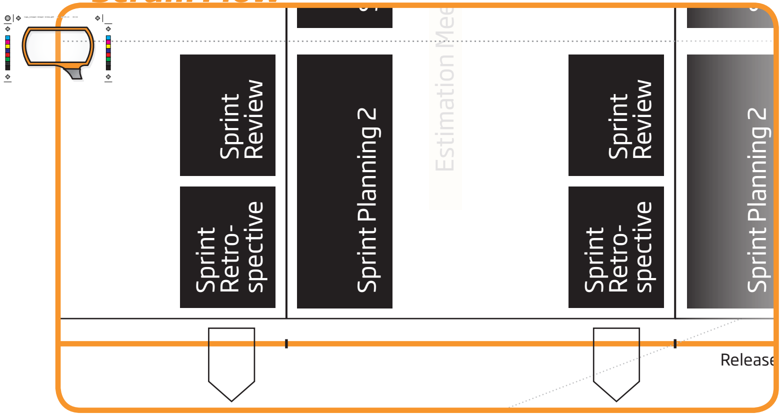
Procedure:

1. The Product Owner welcomes the participants to the Sprint Review.
2. The Product Owner reminds everybody in the room about the purpose of the past Sprint: the Sprint Goal which supports the Stories that the Team had selected.
3. The Development Team members demonstrate the new functionalities and ask the End User to try them.
4. The ScrumMaster moderates the session.
5. The End User's feedback is documented by the Product Owner and/or ScrumMaster.

Don't:

1. … present a Product Increment that is not potentially shippable or does not comply with the agreed-upon Level of Done.
2. … let the ScrumMaster present the results of the Sprint.
3. … let the Team present only to the Product Owner.

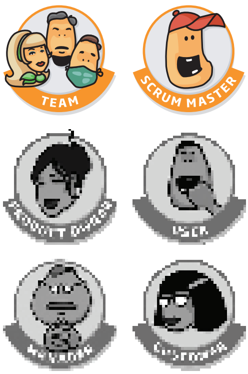
Scrum Flow



Sprint Retrospective

Purpose:
Metaphor: Medical diagnosis! The Scrum Team identifies possibilities for improving the joined work process in order to reach targets more effectively and efficiently.

Ingredients:



- 2 flip charts, 1 whiteboard, marker pens
- Sticky notes

Remember: Persons shown in greyscale may attend on invitation only

InsiderTip:
Our spatial conception sees the past on the left side and the future on the right side. Hence, it would be a good idea to work from left to right, meaning that the flip chart for „What went well?“ should be placed in the left corner of the room and „What could be improved?“ in the right corner.

Basics:
- Learning from the past for the future.
- Improving the productivity of the Team.

Don'ts:
1. … judge the findings.
2. … include managers in the meeting.
3. … talk about the findings of the meeting to anyone else but fellow Team members, unless specifically agreed upon.

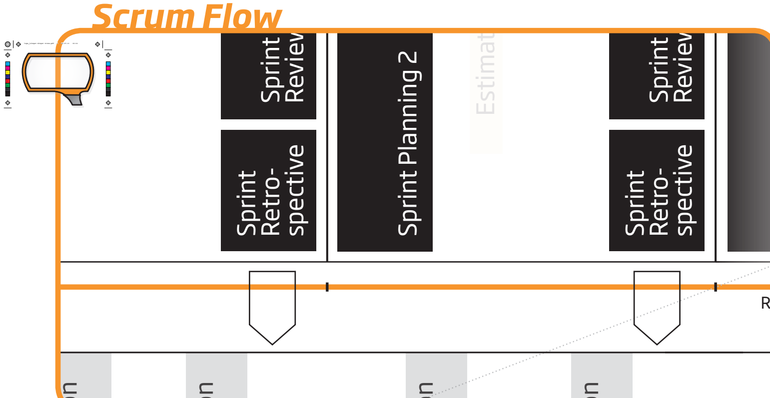
Output:
- Improvements that can be added to the Impediment Backlog
- Input for the Team Backlog

Duration/Location:
90 mins, if possible, immediately after the Sprint Review.

Procedure:

1. Prepare a flip chart on the question of *"What went well?".*
2. Prepare a flip chart on the question of *"What could be improved?".*
3. Draw a timeline from Sprint start to Sprint finish.
4. Hand out a pack of sticky notes to each Team member.
5. Start the Retrospective.
6. It is advisable to begin with an exercise that conveys security and indicates that the Team can now speak freely.
7. Collect facts – for 3-5 mins, the Team and its ScrumMaster should note down significant events that took place during the Sprint. Use one sticky note for each event. Afterwards, everyone gives a short explanation while hanging it onto the timeline.
8. *"What went well?"* – Same procedure as with the timeline, only this time place the sticky notes onto the prepared flip chart.
9. The ScrumMaster inserts an exercise for thought interruption in order to separate these two parts.
10. "What could be improved?" works just like the "*What went well*" part.
11. Now put the the sticky notes in order:
    a.) What can we do? → Input for the Team.
    b.) What cannot be done by us? → Input for the Impediment Backlog.
12. Prioritise both lists based on the opinion of the Team members.
13. The findings take immediate effect. It is advisable to choose three issues from a) for implementation in the next Sprint.

Scrum Flow



Scaling Scrum for the Enterprise

Scrum is now ready for implementation in the entire organisation. Scrum enables you to effectively run departments, multi-team projects, teams in different locations and teams that are confronted with more than one project. This section of the Checklist gives an overview on the roles, artefacts and meetings that are required when running Scrum on an enterprise level.

First: Stick to the principles.
You already know the Scrum principles, now you should enforce them! Enterprise Scrum needs commitment on all levels: ScrumMasters, Product Owners, Teams and particularly the Management must explicitly commit themselves to Scrum.

1. *Pull-System* - Teams define how much they can do. By sticking to this basic principle, you will be able to determine the velocity of Teams.
2. *Commitment of Teams* - In an organisational environment, it is important to ensure that Teams do not only feel committed to their share of work, but to the project as a whole.
3. *Enforce and enable communication* - Go the extra mile. It is very important to create and manage possibilities for communication in such an environment.
4. *Small Teams* - An ideal Scrum-Team consists of about 7 persons (1 ScrumMaster, 1 Product Owner, 5 Developers).
5. *Groups of Teams* - Cluster every 5 Teams together into groups that have their own Company ScrumMaster and Company Product Owner. The Product Owners form their own Team.
6. *Keep it simple* - Do not create more than 3 Levels:
   Team > Product Owner Team > Company Level

You will find your own way of applying these principles and implementing Scrum on an organisational level. However, we suggest that you start off by following this Checklist as closely as possible.

Second: Learning from the past - rules that have made us successful when implementing LARGE Scrum.

1. Teams that work together have a common Backlog.
   If we have more than 2 Teams collaborating, we call it the Company Backlog.
2. Synchronize the Sprints for all teams working together. This enables a smoother running when you start doing LARGE Scrum. You can always change this later.
3. Every Team must have one Product Owner and one ScrumMaster.
4. Set clear boundaries for the Teams (Vision, guidelines, visibility), but not too many rules.
5. Hold a Daily Scrum of Scrums and a Product Owner Daily Scrum.
6. Create a Company ScrumBoard similar to the Team's Taskboard.
7. Add additional meetings for synchronisation, if appropriate.

Additional Roles

In LARGE Scrum, you must add two supplementary roles:

Company ScrumMaster
He is responsible for setting up the necessary structure for implementing Scrum on an enterprise level. He organises and maintains the Product Owner Teams, Product Owner Daily Scrums, the Company ScrumBoard, the Scrum of Scrums. He works together with the Product Owner Teams to remove impediments on an enterprise level, to track impediments and to ensure that the productivity of the Product Owner Teams increases Sprint by Sprint. Additionally, he performs all activities of a ScrumMaster for the Team cluster.

Company Product Owner
She is responsible for the Return on Investment of the overall project. She works with the Product Owner Teams on the prioritisation of the Backlog Items. She maintains the relationship with the Customer and all other stakeholders. She knows her product by heart, but does not interfere in implementation details. By facilitating the ideas of the Product Owner Teams, she drives innovation without having to issue instructions .

Additional Scaled Artefacts

In LARGE Scrum environments, additional artefacts are necessary to ensure transparency throughout the whole organisation:

Company Product Backlog
All Customers communicate their ideas and Stories to the Company Product Owner. Out of these Stories, she then creates and prioritises the Company Product Backlog, from which the Teams can start pulling the top priority Items.

Company ScrumBoard
The Product Owner Teams use a Company ScrumBoard for creating transparency across all Teams and projects.

Company BurnDown Chart
Some companies create an enterprise wide BurnDown chart.

Insider Tip:
Use (baking) paper to build the largest Product Owner ScrumBoard possible. Resist building a digital version, as it would be insufficiently transparent.

Just like a Scrum Team needs a Product Backlog and a Taskboard, a scaled Scrum Team requires a Company Product Backlog and a Company ScrumBoard. In most cases, this does not yet refer to the whole company, but rather a department or at least more than 2 Teams.

Scaled Sprint Planning Meeting #1

Purpose:
The Scaled Sprint Planning Meeting #1 enables you to hold this meeting with up to 10 Teams. Here, the Teams synchronise their goals and their work, while identifying common impediments and dependencies.

Basics:
The members of all Teams hold the Sprint Planning Meeting #1 at the same time. Just follow the schedule shown below.

Don'ts:
1. ...send a ScrumMaster to the Scrum of Scrums.
2. ...let Managers lead the Scrum of Scrums.
3. ...save on flipchart paper. Good notes are important.
4. ...use projectors.

Ingredients:

- Scrum Teams
- Specialist departments, i.e. Customer Support, Legal, Marketing
- Company Backlog, Stories

Insider Tip
Sales, Marketing, copywriters, colleagues from the Legal department and anyone else contributing to the product should attend the Scrum of Scrums. Having everyone at one table helps to answer questions in an efficient way and to communicate current topics to those involved.

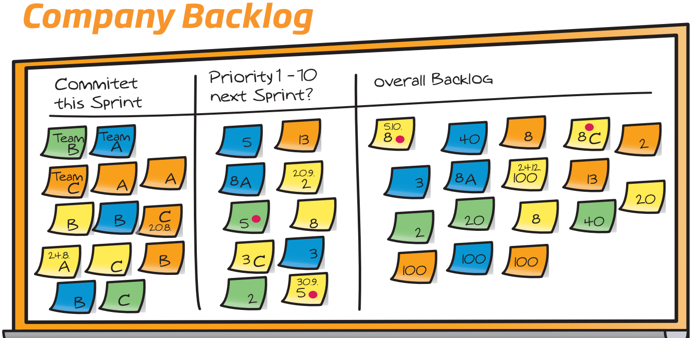
Output:
- ScrumBoard, flipcharts full of notes on analysis and design
- Commitment of all Teams
- Number of committed Stories
- Dependencies between Teams
- Identified impediments between Teams

Procedure:

Time	Duration	Activity
09:00	15 min	Explanation of this Sprint's content. It is important that everyone has a clear picture of the context.
09:15	60 min	Team members pick their Stories from the Product Backlog.
	Start the analysis of the Stories, one after another. Purpose: Get a clear understanding of the Backlog Items	
10:15	15 min	Scrum of Scrums (SoS) Purpose: Identification of impediments and dependencies
	The team members report on: 1. Their chosen Stories. 2. The identified impediments. 3. The identified dependencies to other Teams. The team members present the Stories that are worked on. Dependencies (Tasks of one Team for another Team) are brought along, having noted them down on cards earlier.	
10:15	60 min	The Teams continue working on their Stories.
11:15	15 min	SoS, see above.
11:15	60 min	The Teams continue working on their Stories.
12:15	15 min	SoS plus commitment of all Teams.

Duration/Location:
Duration depends on the length of your Sprints, but you should start with 3 hours.

Company Backlog



Scaled Sprint Planning Meeting #2

Purpose:
All Teams work together on finding solutions for the Stories they had committed to in Sprint Planning Meeting #1. They support each other.

Basics:
1. All Teams work on their Stories.
2. Dependencies are communicated during the Scrum of Scrums (SoS) and noted down.
3. Impediments are identified and noted down.

Ingredients:

- ScrumMaster, Team and Development Team
- Results from the Sprint Planning Meeting #1: Selected Product Backlog of the Teams
- Further information

InsiderTip:
For this meeting, it might be helpful to have system architects or information providers from other departments on call. They are only allowed to help out by giving advise.

Output:
- A common understanding of the Teams' solutions for the Backlog Items
- ScrumBoard with Tasks, design, architecture information
- Worked upon and solved dependencies and impediments

Don't:
1. ...send a ScrumMaster to the Scrum of Scrums.
2. ...interrupt the meeting for reasons such as lack of access to the code base, architecture diagrams or the like.

Procedure:

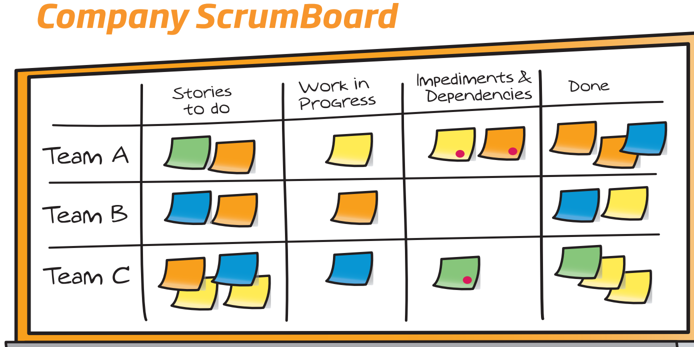
Time	Duration	Activity
13:00	5 min	All team members come together and kick off this afternoon's activities.
13:05	60 min	Team members work on the Stories and find solutions for their implementation.
14:05	15 min	Scrum of Scrum (SoS) Solve or work on solving the impediments and dependencies that were indentified in the Scaled Sprint Planning Meeting #1.

During SoS, Team members report on the Stories that they have found a solution for and on how they will solve the dependencies to other Teams.

14:20	60 min	The Teams continue working on their Stories.
15:20	15 min	SoS, see above
15:20	60 min	The Teams continue working on their Stories.
16:20	15 min	All team members come together and exchange information with the other Teams about the stories that have been commited to. All participants end the day together!

Duration/Location
Duration depends on the length of the Sprints, but you should start off with 3 hours.

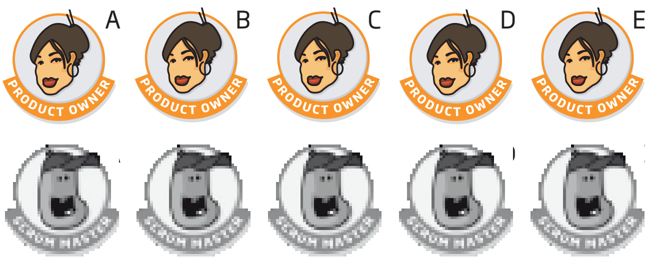
Company ScrumBoard



Product Owner Daily Scrum

Purpose:
Daily synchronization of the completed and open Stories of the Teams as well as the issues at Product Owner level. Update the Company ScrumBoard and your BurnDown Chart during this meeting.

Ingredients:
Product Owners of all Teams, ScrumMasters optional



Basics:
All Product Owners meet every day - same time, same location.

Don't:
1. ...skip this meeting. A daily meeting increases transparency in the company.
2. ...report to the Manager in this meeting. The Product Owner Daily Scrum correlates to a regular Daily Scrum.
3. ...discuss instead of solving the problems.

Output:
- An up-to-date Company ScrumBoard that reflects the progress of all Teams
- Status of the worked-upon impediments
- Status of the worked-upon dependencies

Procedure:
↗ See Daily Scrum.

Location/Duration:
In front of the Company ScrumBoard, max. 15 mins.

Scrum of Scrums

Purpose:
The identification of each other's progress, coordination across Teams, discussion of dependencies, technical issues, resource conflicts etc. Advice: An important question to ask would be, *"Did yesterday's integration of all components work?"*

Ingredients:
A member of each Development Team. Send the person with the best insights to the actual impediment.

Basics:
- One member from each Team.
- Every day, same time, same location.

!

Don'ts:
1. … send the ScrumMaster.
2. … blow the time-box.
3. … discuss solutions.

Output:
- Having updated each other on the current progress of the joint Sprint.

Procedure:
↗ See Daily Scrum.

Duration/Location:
Same time, every day for maximum 15 minutes in front of the Company ScrumBoard.

"As a *ScrumMaster,* I use the Scrum Checklist to ensure that I apply Scrum correctly."

"As a *Team member,* I use the Scrum Checklist to know what is expected of me and my role."

"As a *Product Owner,* I use the Scrum Checklist to prepare myself for the next Sprint Planning meeting."

"As a *Customer,* I read the Scrum Checklist to acquire a basic understanding of what these Scrum people actually do."

"As *Manager,* I use the Scrum Checklist to ensure that everyone involved has the same understanding of Scrum."

"As *End User,* I read the Scrum Checklist to understand my role during a Sprint Review."

"As *Company ScrumMaster,* I need the Scrum Checklist to help me run a Sprint Planning Meeting #1 with more than one Team."

"As *Company Product Owner,* I need the Scrum Checklist to see whether we have thought of everything during the Product Owner Daily Scrum."

The Scrum Checklist will help you run a good Scrum, even with an entire company!

Have fun using it!

Boris

For up-to-date information, discussions on new trends and topics in Scrum as well as our bor!sgloger Training schedule, please visit **www. borisgloger.com/en**

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