

# Scrum Process Mechanics

## Roles



**Product Owner:**  
set priorities



**Scrum Master:**  
manage process,  
remove blocks

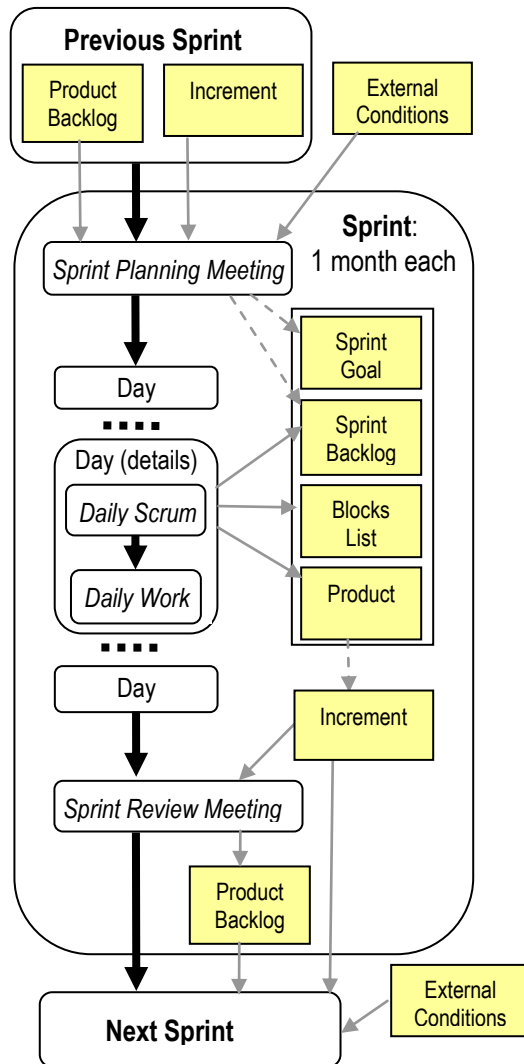


**Team Members:**  
Develop product



**Stakeholders:**  
observe & advise

## Sprint Process



## Meetings

### Sprint Planning Meeting

- SM hosts; all attend. ½ day
- Input: Product Backlog, latest Increment, business and technology conditions
- Output: Sprint Goal, Sprint Backlog
- Agenda:
  1. PO presents Sprint Goal + top-prio Product Backlog items
  2. T estimates items and budget
  3. T selects set of items for sprint according to priorities
  4. T turns business requirements into technical Sprint tasks

### Daily Scrum

- SM hosts; all attend; PO observes, catches up on status
- 15 minutes; same time every day
- Each T member (and optionally SM) answers:
  1. What did you do yesterday?
  2. What will you do today?
  3. What's in your way?
- T updates Sprint Backlog
- PO answers T's short questions if asked
- SM updates Blocks List

### Sprint Review Meeting

- SM hosts; all attend; ca. 2-3 hours
- Informal, informational
- Agenda:
  1. Demo and discuss Increment
  2. PO formally accepts Product Increment (or not)
  3. SM announces next Sprint Review Meeting

### Sprint Retrospective Meeting

- SM hosts; T attends (usually no PO!); ca. 2 hours
- Agenda:
  1. Read prime directive
  2. What went well/wrong during sprint?
  3. How can we improve product, Scrum process, work environment, T performance, engineering practices?

### Sprint Cancellation (rare)

- SM calls, if Sprint Goal cannot be met by T
- Ex.: unsolvable impediments; drastic environmental change; severe misestimation.

## Artifacts

### Product Backlog

- List of business requirements & issues
- Owned by PO
- Anybody can add to it, but only PO prioritizes

### Sprint Goal

- One-sentence summary, declared by PO
- Mutually acceptable to T and PO

### Sprint Backlog

- List of technical tasks per Product Backlog Item
- Owned by T, status & estimates updated daily
- Only T modifies it (PO must not change scope!)

### Blocks List

- Impediments, blocks, pending decisions
- Owned by SM, updated daily

### Product Burndown Chart

- Visualizes overall progress (estimated remaining efforts) and team velocity
- Updated after each sprint

### Sprint Burndown Chart

- Visualizes sprint progress (estimated remaining time)
- Helps detect problems in sprint
- Updated daily

### Definition of Done (DoD)

- List of quality criteria applicable to all requirements
- Mutually accepted by T and PO

### Product Increment

- Potentially shippable product version
- DoD-compliant (tested, documented etc.)
- Delivered once per sprint

### Information Radiators

- Scrum and other artifacts (e.g. architecture diagrams)
- Easily accessible for SH and other interested parties
- Big posters/monitors in public areas or project wiki
- Purpose: provide max. transparency about project