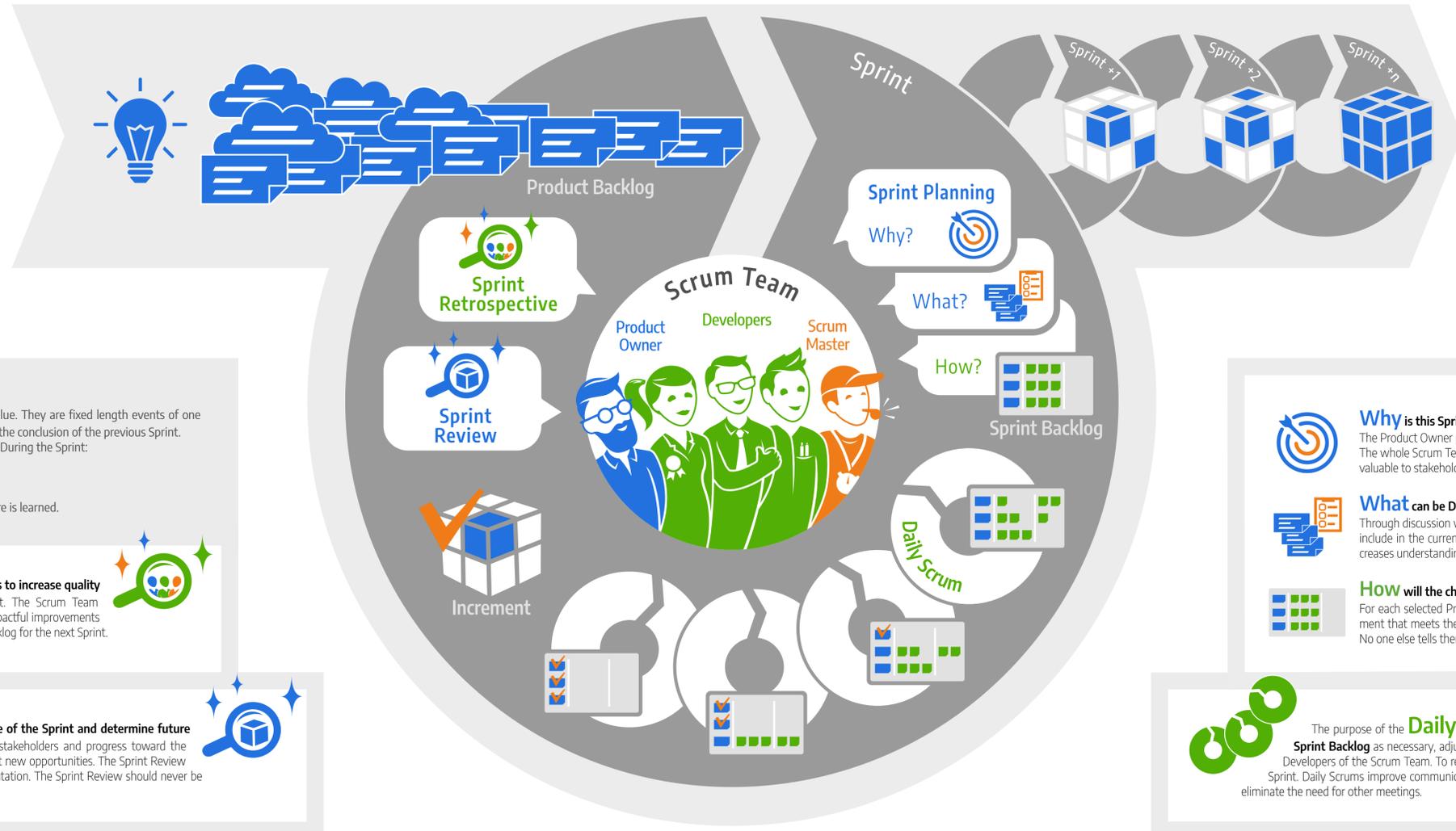


The Scrum Guide

Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems.



Sprints

Sprints are the heartbeat of Scrum, where ideas are turned into value. They are fixed length events of one month or less to create consistency. A new Sprint starts immediately after the conclusion of the previous Sprint. All the work necessary to achieve the Product Goal happens within Sprints. During the Sprint:

- No changes are made that would endanger the Sprint Goal;
- Quality does not decrease;
- The Product Backlog is refined as needed; and,
- Scope may be clarified and renegotiated with the Product Owner as more is learned.

The purpose of the **Sprint Retrospective** is to **plan ways to increase quality and effectiveness**. The Scrum Team inspects how the last Sprint went. The Scrum Team identifies the most helpful changes to improve its effectiveness. The most impactful improvements are addressed as soon as possible. They may even be added to the Sprint Backlog for the next Sprint.

The purpose of the **Sprint Review** is to **inspect the outcome of the Sprint and determine future adaptations**. The Scrum Team presents the results of their work to key stakeholders and progress toward the Product Goal is discussed. The Product Backlog may also be adjusted to meet new opportunities. The Sprint Review is a working session and the Scrum Team should avoid limiting it to a presentation. The Sprint Review should never be considered a gate to releasing value.

Sprint Planning initiates the Sprint by laying out the work to be performed for the Sprint. This resulting plan is created by the collaborative work of the entire Scrum Team. The Product Owner ensures that attendees are prepared to discuss the most important Product Backlog items and how they map to the Product Goal. The Scrum Team may also invite other people to attend Sprint Planning to provide advice.

Why is this Sprint valuable?
The Product Owner proposes how the product could increase its value and utility in the current Sprint. The whole Scrum Team then collaborates to define a Sprint Goal that communicates why the Sprint is valuable to stakeholders. The Sprint Goal must be finalized prior to the end of Sprint Planning.

What can be Done this Sprint?
Through discussion with the Product Owner, the Developers select items from the Product Backlog to include in the current Sprint. The Scrum Team may refine these items during this process, which increases understanding and confidence.

How will the chosen work get done?
For each selected Product Backlog item, the Developers plan the work necessary to create an Increment that meets the Definition of Done. How this is done is at the sole discretion of the Developers. No one else tells them how to turn Product Backlog items into Increments of value.

The purpose of the **Daily Scrum** is to **inspect progress toward the Sprint Goal and adapt the Sprint Backlog** as necessary, adjusting the upcoming planned work. The Daily Scrum is a 15-minute event for the Developers of the Scrum Team. To reduce complexity, it is held at the same time and place every working day of the Sprint. Daily Scrums improve communications, identify impediments, promote quick decision-making, and consequently eliminate the need for other meetings.

The fundamental unit of Scrum is a small team of people, a **Scrum Team**. The Scrum Team consists of one Scrum Master, one Product Owner, and Developers. Within a Scrum Team, there are no sub-teams or hierarchies. It is a cohesive unit of professionals focused on one objective at a time, the Product Goal. Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value each Sprint. They are also self-managing, meaning they internally decide who does what, when, and how. The Scrum Team is small enough to remain nimble and large enough to complete significant work within a Sprint, typically 10 or fewer people. If Scrum Teams become too large, they should consider reorganizing into multiple cohesive Scrum Teams, each focused on the same product. Therefore, they should share the same Product Goal, Product Backlog, and Product Owner.

The Product Owner is accountable for **maximizing the value of the product** resulting from the work of the Scrum Team. The Product Owner is also accountable for **effective Product Backlog management**. For Product Owners to succeed, the entire organization must respect their decisions. These decisions are visible in the content and ordering of the Product Backlog, and through the inspectable Increment at the Sprint Review. The Product Owner is one person, not a committee.

Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint. The specific skills needed by the Developers are often broad and will vary with the domain of work. However, the Developers are always accountable for:

- Creating a **plan for the Sprint**, the Sprint Backlog;
- **Instilling quality** by adhering to a Definition of Done;
- **Adapting their plan** each day toward the Sprint Goal; and,
- Holding each other accountable as **professionals**.

The Scrum Master is accountable for **establishing Scrum** as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. The Scrum Master is accountable for the **Scrum Team's effectiveness**. They do this by enabling the Scrum Team to improve its practices, within the Scrum framework. Scrum Masters are true leaders who serve the Scrum Team and the larger organization.

Scrum's **Artifacts** represent work or value. They are designed to maximize transparency of key information. Thus, everyone inspecting them has the same basis for adaptation. Each artifact contains a **commitment** to ensure it provides information that enhances transparency and focus against which progress can be measured.

The Product Backlog enhances transparency and focus against the **Product Goal**. The Product Backlog is an **emergent, ordered list** of what is needed to improve the product. It is the single source of work undertaken by the Scrum Team. Product Backlog items that can be Done by the Scrum Team within one Sprint are deemed ready for selection in a Sprint Planning event. They usually acquire this degree of transparency after refining activities. **Product Backlog refinement** is the act of breaking down and further defining Product Backlog items into smaller more precise items. This is an ongoing activity to add details, such as a description, order, and size.

The Sprint Backlog enhances transparency and focus against the **Sprint Goal**. The Sprint Backlog is composed of the Sprint Goal (why), the set of Product Backlog items selected for the Sprint (what), as well as an actionable plan for delivering the Increment (how). The Sprint Backlog is a **plan by and for the Developers**. It is a highly visible, real-time picture of the work that the Developers plan to accomplish during the Sprint in order to achieve the Sprint Goal. Consequently, the Sprint Backlog is updated throughout the Sprint as more is learned. It should have enough detail that they can inspect their progress in the Daily Scrum.

The Increment enhances transparency and focus against the **Definition of Done**. 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**. An Increment may be delivered to stakeholders prior to the end of the Sprint. Work cannot be considered part of an Increment unless it meets the Definition of Done.

Transparency
The emergent process and work must be visible to those performing the work as well as those receiving the work. With Scrum, important decisions are based on the perceived state of its three formal artifacts. Artifacts that have low transparency can lead to decisions that diminish value and increase risk. Transparency **enables inspection**. Inspection without transparency is misleading and wasteful.

Inspection
The Scrum artifacts and the progress toward agreed goals must be inspected **frequently and diligently** to detect potentially undesirable variances or problems. To help with inspection, Scrum provides cadence in the form of its five events. Inspection **enables adaptation**. Inspection without adaptation is considered pointless. Scrum events are designed to provoke change.

Adaptation
If any aspects of a process deviate outside acceptable limits or if the resulting product is unacceptable, the process being applied or the materials being produced must be adjusted. The adjustment must be made as **soon as possible** to minimize further deviation. Adaptation becomes more difficult when the people involved are not **empowered or self-managing**. A Scrum Team is expected to adapt the moment it learns anything new through inspection.

Commitment

Focus

Openness

Respect

Courage

