

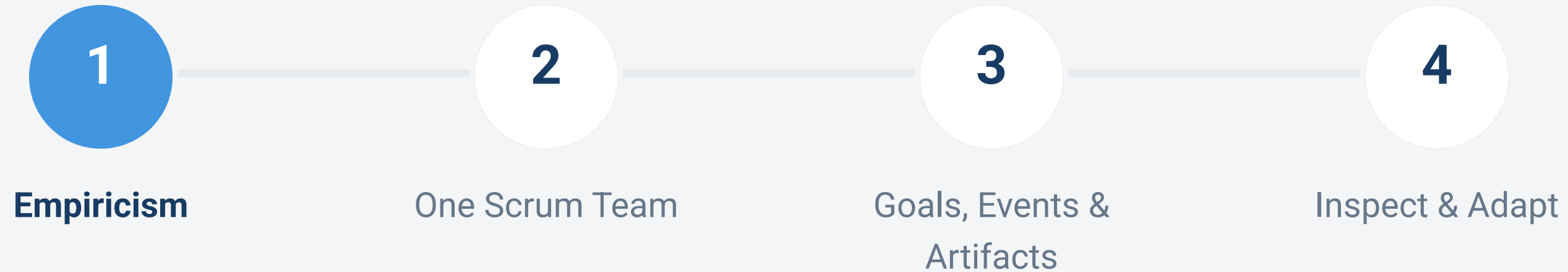
Scrum

A practical introduction to the framework

Your Name Here



Four Things to Understand about Scrum

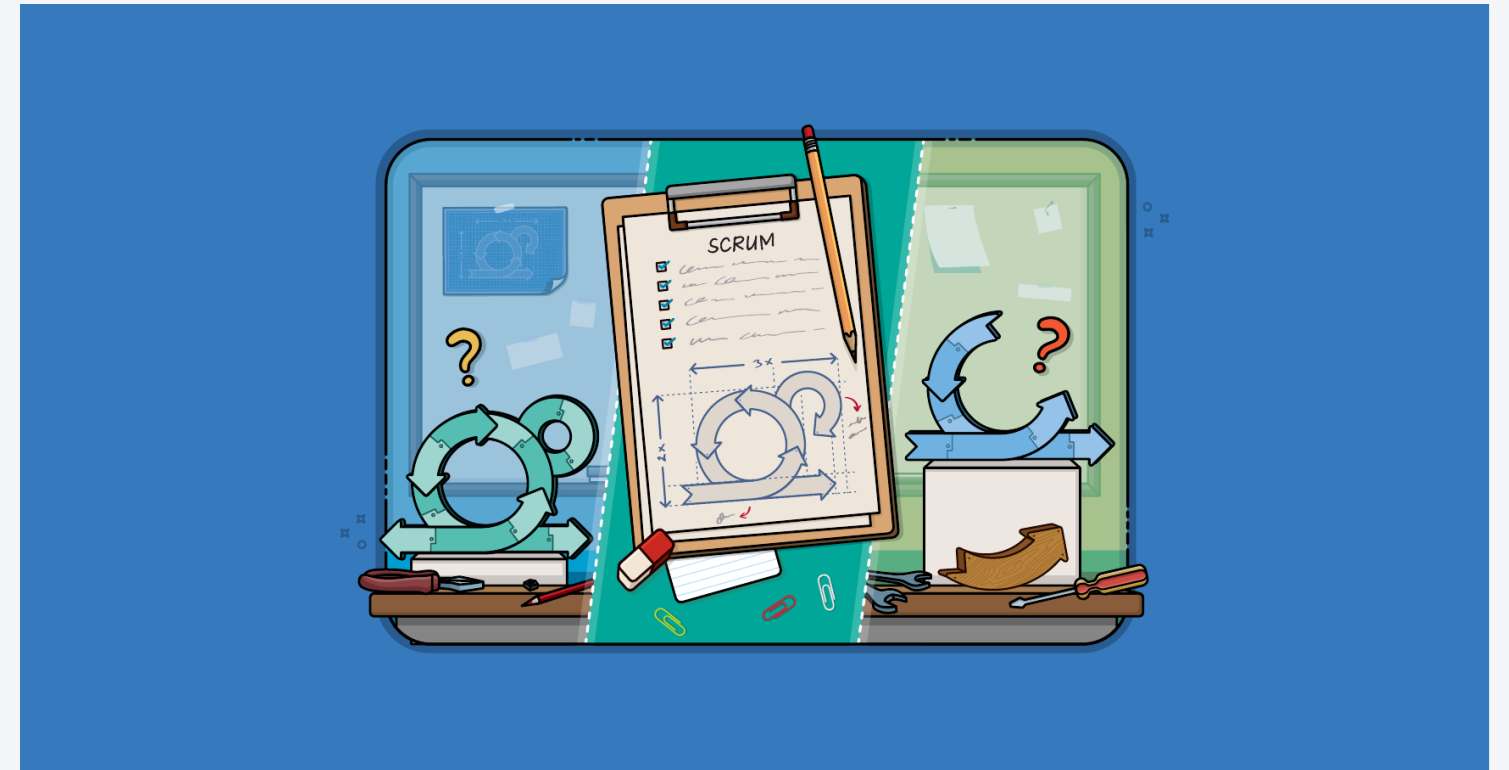


Empiricism

Is your work complex?

**Can you know the right
solution before you
begin?**

If learning changes the plan, empiricism
matters.



Predictable work and complex work need different controls

Predictable

Known cause and effect

A detailed plan can hold

Optimize execution

Complex

More is discovered as we work

Plans must adapt

Optimize learning

Scrum is founded on empiricism

1

Transparency

Make the work and its state visible.

2

Inspection

Check progress and outcomes frequently.

3

Adaptation

Adjust when reality differs from expectations.

Scrum is purposefully incomplete

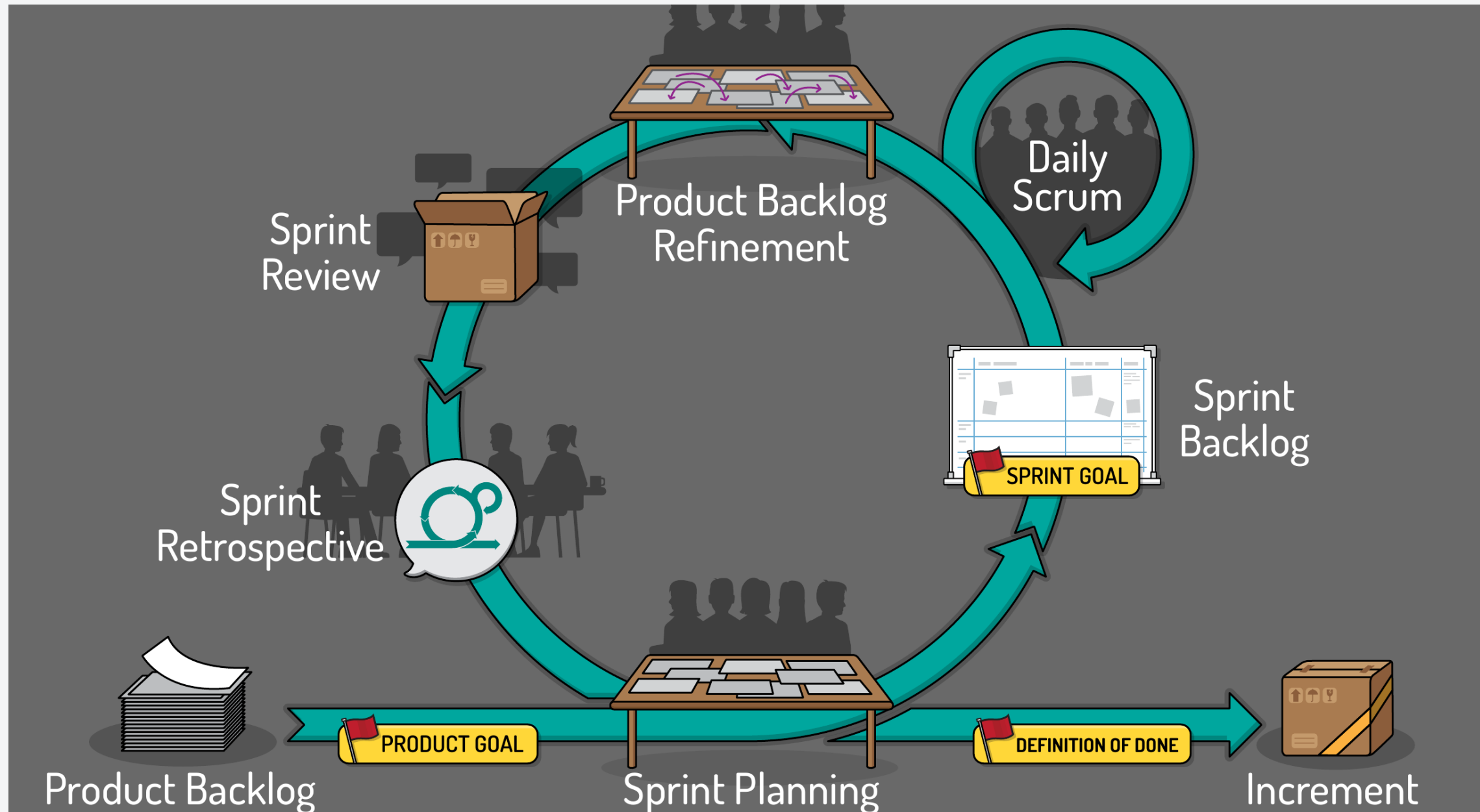
SCRUM DEFINES

A small set of accountabilities, events, artifacts, and commitments that create a cadence for learning.

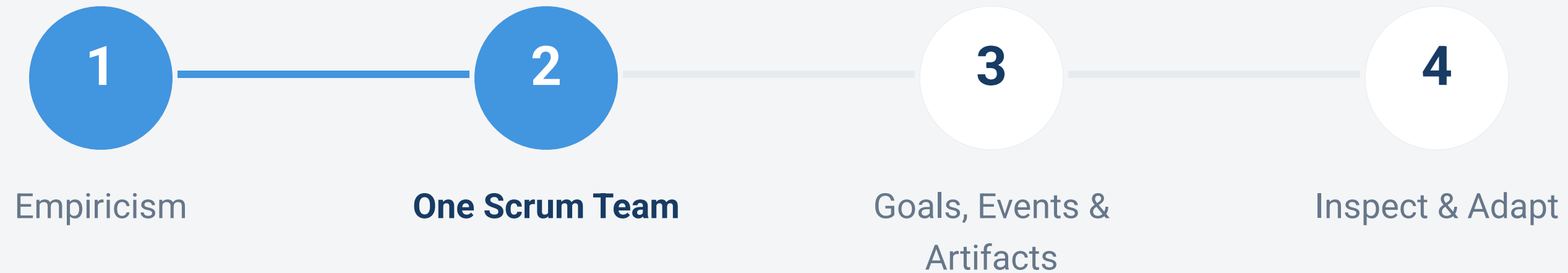
YOU CHOOSE

- Engineering practices
- Product discovery techniques
- How to estimate—if at all
- How to visualize and manage the work

Scrum in one picture



Four Things to Understand about Scrum



One Scrum Team

Scrum values shape how the team works



When the values are absent, Scrum becomes ceremony without learning.

One Scrum Team. One Product Goal.

- A small, cohesive unit focused on one product.
- No sub-teams or internal hierarchies are required by Scrum.
- The whole team is accountable for creating value.



Succeed together—not as a collection of specialists.

Three accountabilities—one team

1

Product Owner

Maximizes the value of
the product.

2

Developers

Create a usable Increment
each
Sprint.

3

Scrum Master

Helps Scrum be
understood and
effective.

The Product Owner maximizes value

- Develops and communicates the Product Goal.
- Orders Product Backlog items.
- Ensures the Product Backlog is transparent and understood.
- May delegate work—but remains accountable.



One person—not a committee.

Developers turn ideas into a Done Increment

- Create the Sprint plan and Sprint Backlog.
- Adapt their plan every day toward the Sprint Goal.
- Build quality in through the Definition of Done.
- Hold one another accountable as professionals.



The Scrum Master enables effectiveness

- Coaches self-management and cross-functionality.
- Helps remove impediments.
- Ensures Scrum events are useful and within their timeboxes.
- Serves the team, Product Owner, and organization.



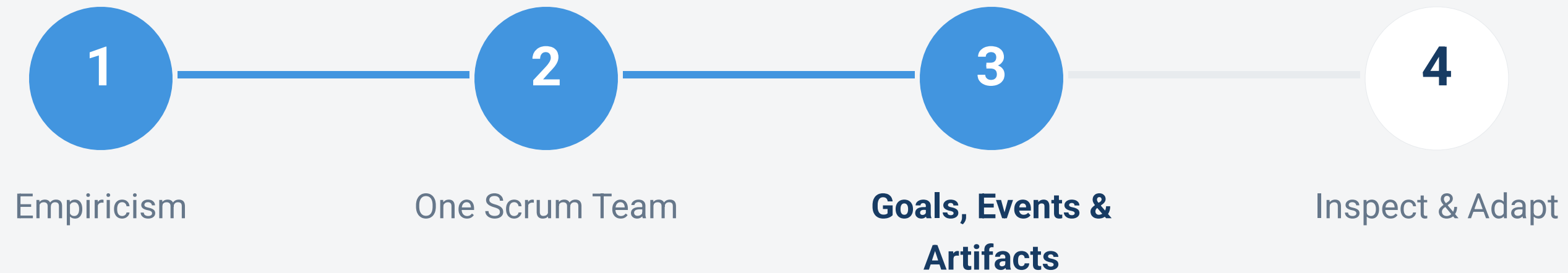
A leader who serves—not the team's task manager.

Self-managing and cross-functional

- The team decides who does what, when, and how.
- Collectively, it has the skills needed to create value.
- Collaboration matters more than keeping everyone busy.



Four Things to Understand about Scrum



Goals, Events & Artifacts

Three commitments create focus

1

Product Goal

The long-term objective for the product.

2

Sprint Goal

The single objective for this Sprint.

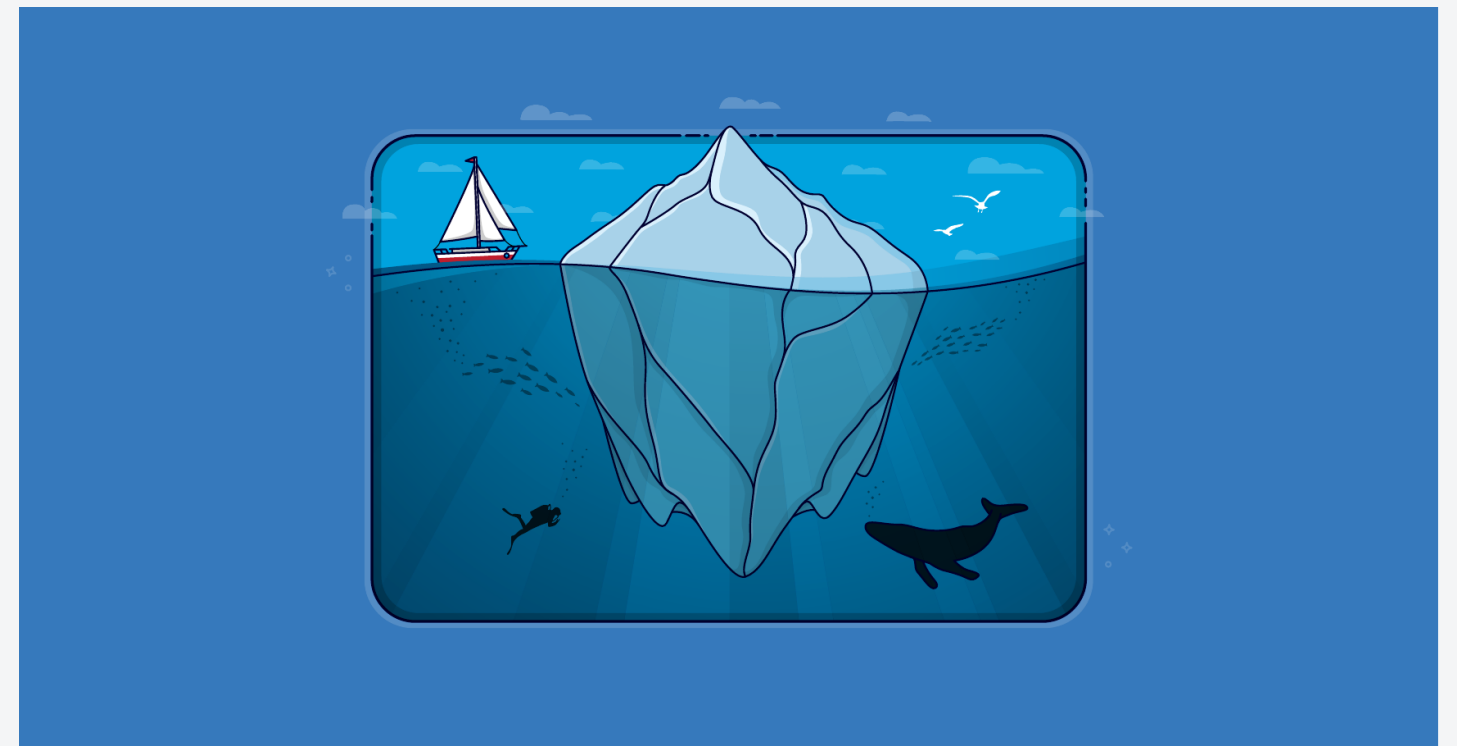
3

Definition of Done

The shared quality commitment for the Increment.

The Product Backlog is the single source of work

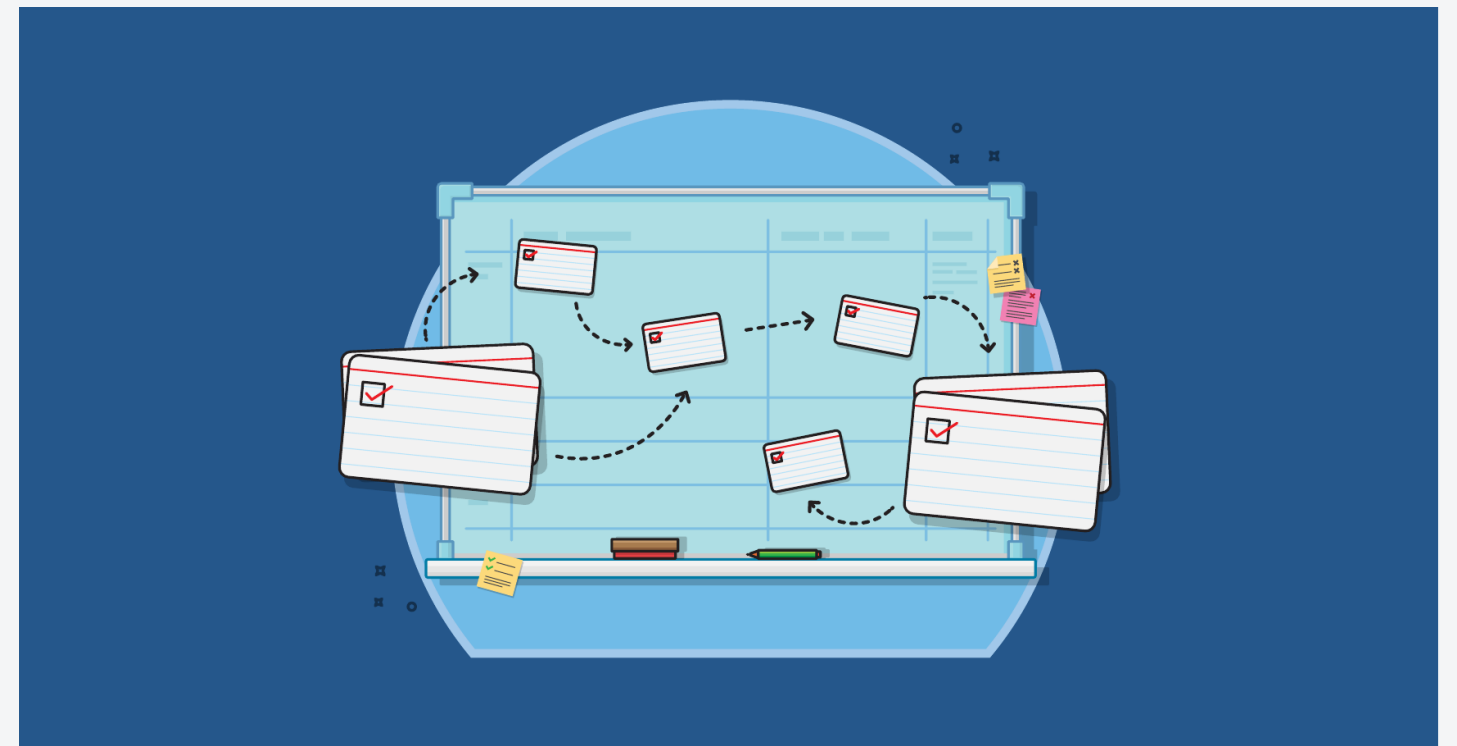
- An ordered, evolving list of what is needed to improve the product.
- Items vary in size and detail.
- The Product Goal provides direction.



Transparent, visible, and understood.

Refinement prepares likely future work

- Break down and further define Product Backlog items.
- Add useful details such as description, order, and size.
- Refinement is ongoing—not a formal Scrum event.



Sprint Planning answers why, what, and how

WHY

Why is this Sprint valuable?

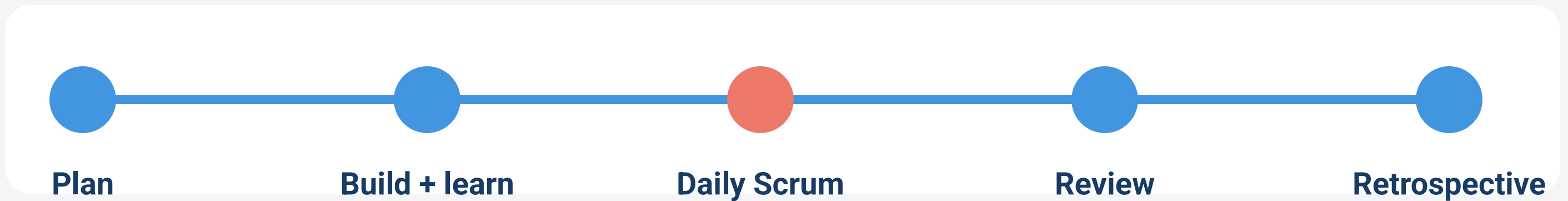
WHAT

What can be Done this Sprint?

HOW

How will the chosen work get Done?

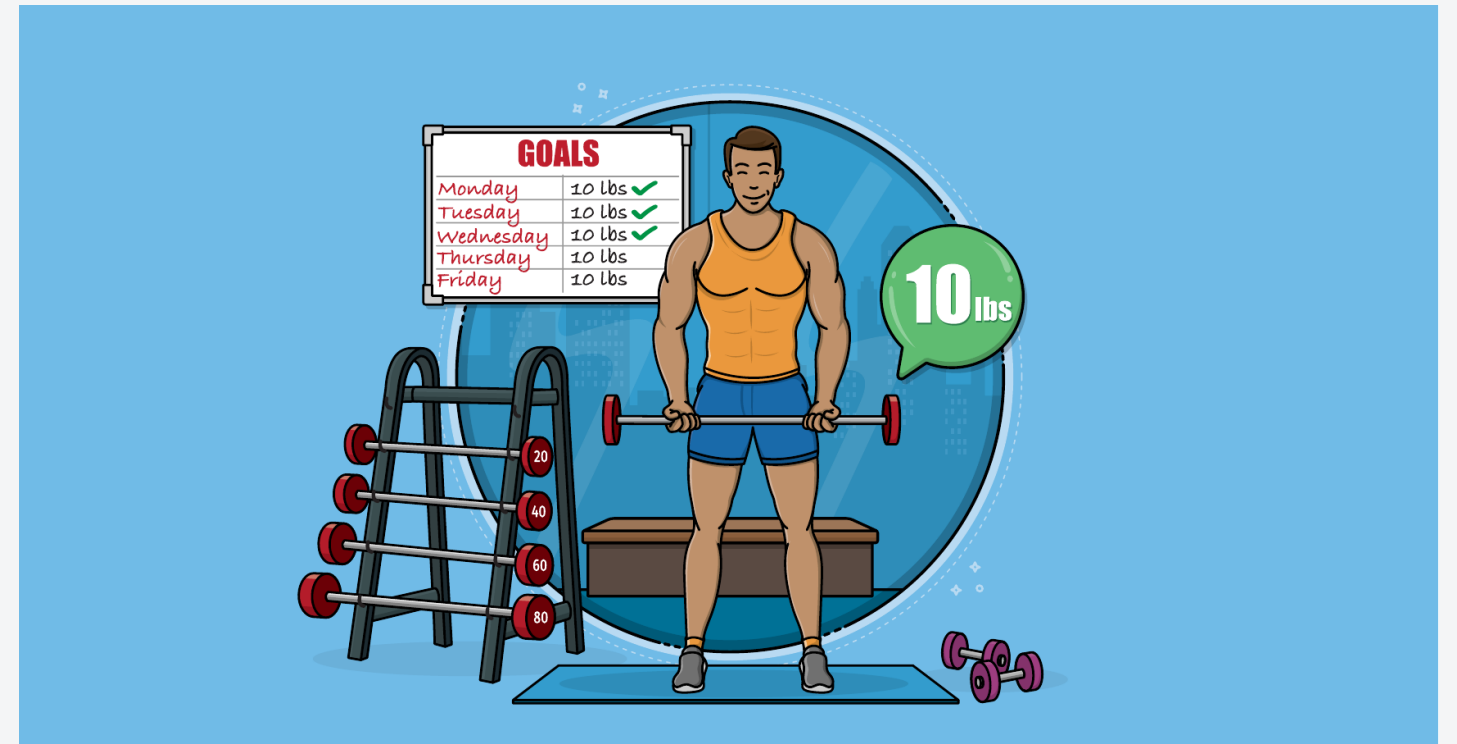
One Sprint creates a steady rhythm



A Sprint is one month or less. A new Sprint starts immediately after the previous one.

The Sprint Backlog is a plan by and for Developers

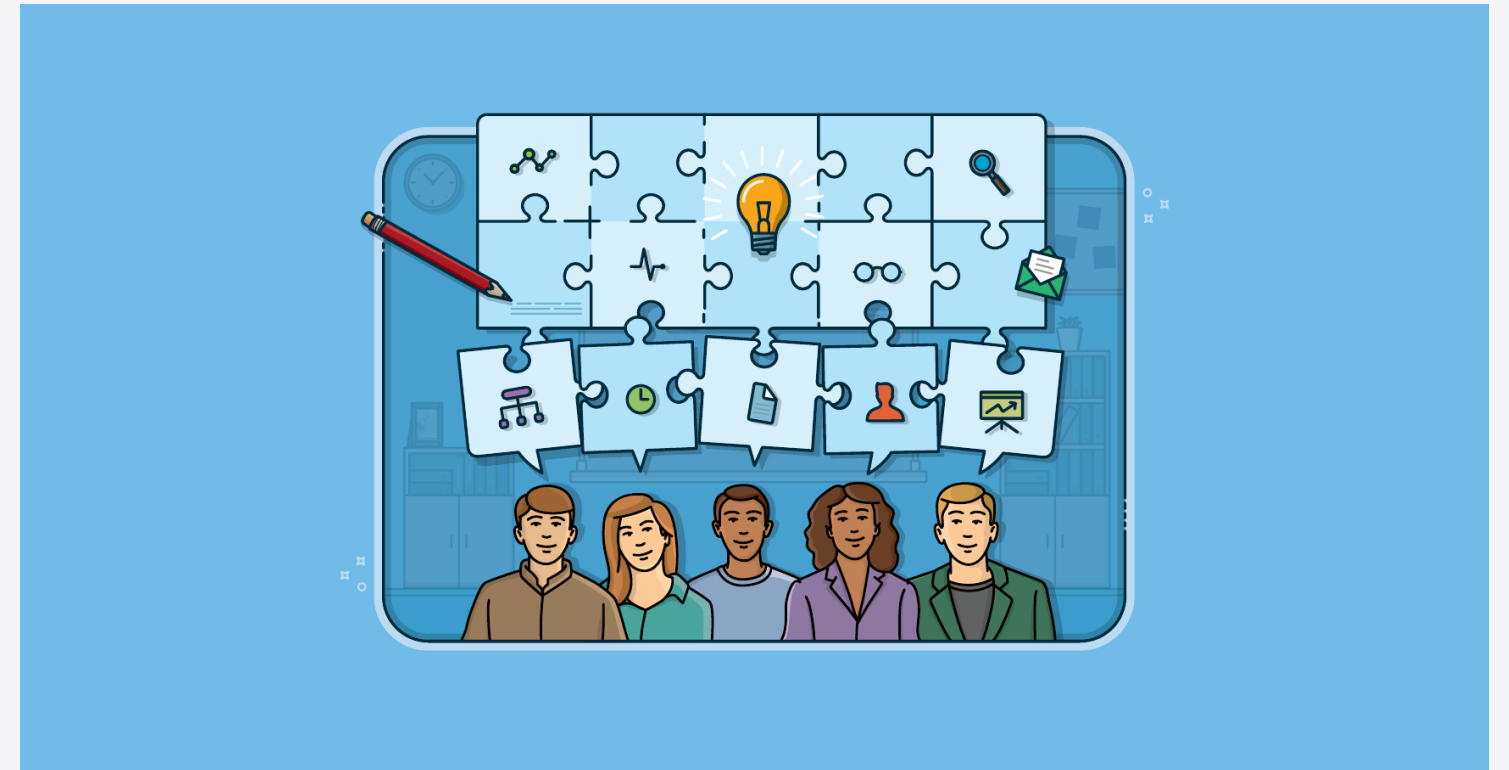
- Sprint Goal: why the Sprint is valuable.
- Selected Product Backlog items: what will be done.
- An actionable plan: how the work will be created.
- Updated throughout the Sprint as more is learned.



The Daily Scrum

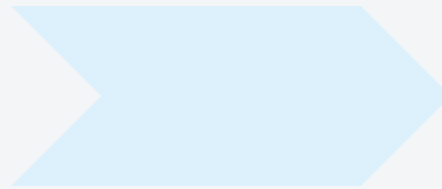
Are we still on course for the Sprint Goal?

Developers inspect progress and adapt the plan. Fifteen minutes or less.



Finish together—don't just stay busy

START LESS



FINISH MORE

- Collaborate to move work all the way to Done.
- Swarm when finishing is more valuable than starting.
- Use the Sprint Goal to make trade-offs together.

A usable Increment meets the Definition of Done

- Each Increment adds to all prior Increments.
- Work that does not meet the Definition of Done is not part of the Increment.
- Multiple Increments may be created within a Sprint.



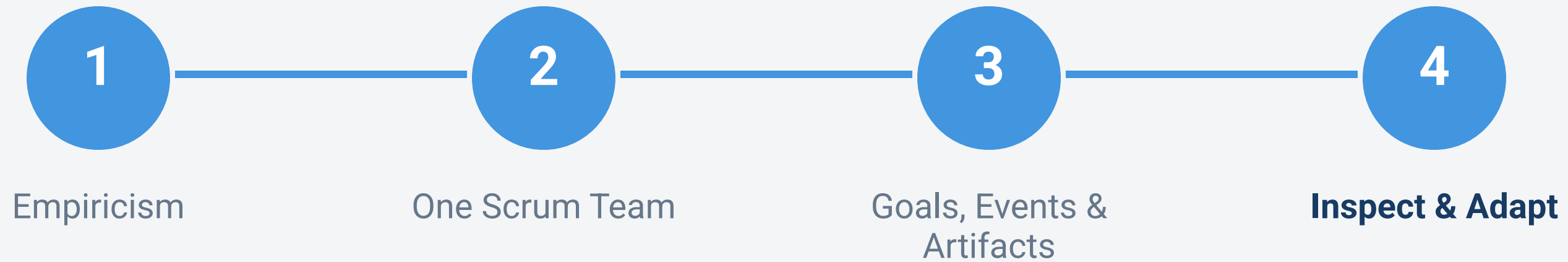
Release whenever it makes sense

- A Sprint Review is not a gate to releasing value.
- A Done Increment may be delivered before the Sprint ends.
- Release decisions remain product decisions.



Cadence and release timing are separate choices.

Four Things to Understand about Scrum



Inspect & Adapt

The Sprint Review is a working conversation

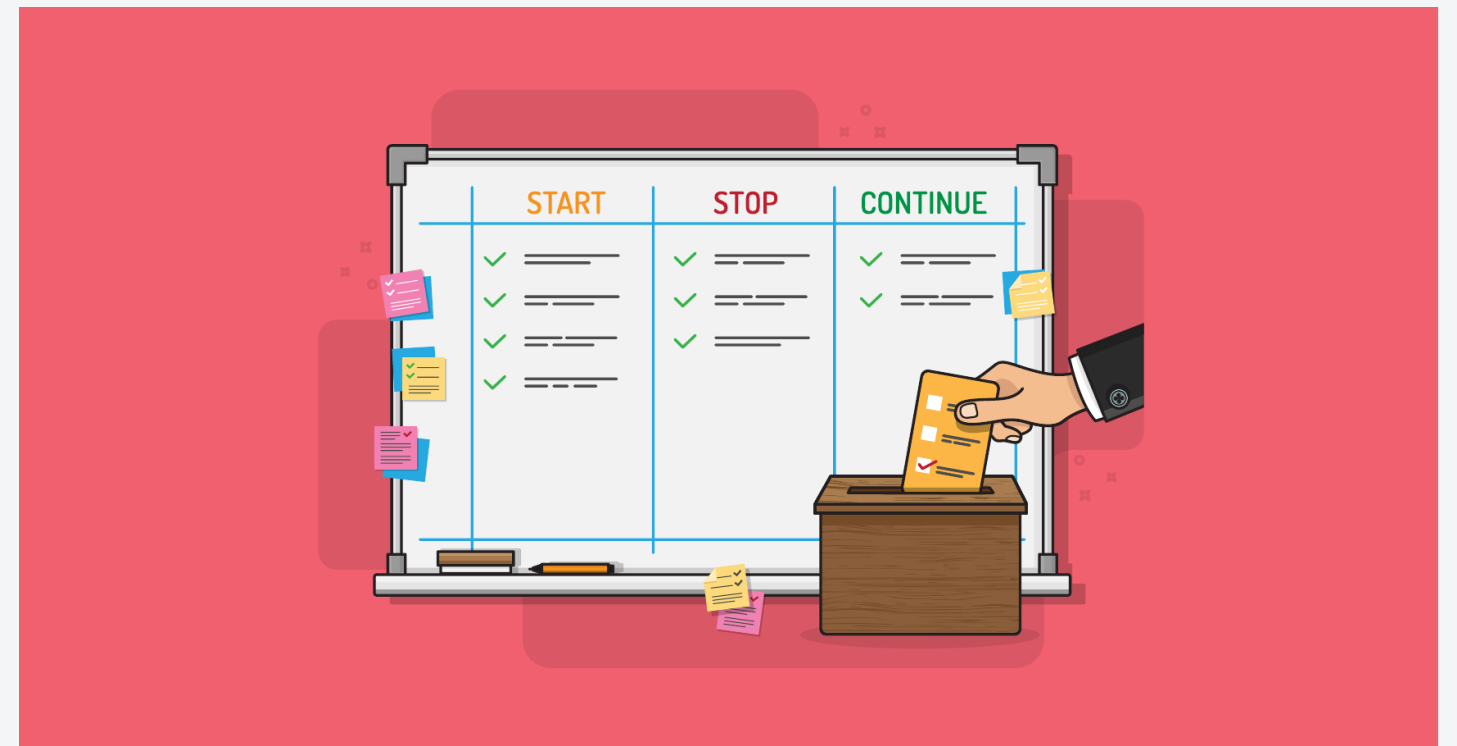
- Inspect the outcome of the Sprint with stakeholders.
- Discuss what changed and what was learned.
- Adapt the Product Backlog and next steps.



Not merely a demo or status meeting.

The Sprint Retrospective improves quality and effectiveness

- Inspect people, interactions, processes, tools, and the Definition of Done.
- Explore assumptions and root causes.
- Choose the most helpful improvements.



Scrum doesn't prescribe everything

- ✓ User stories
- ✓ Planning Poker®
- ✓ Velocity
- ✓ A separate refinement meeting
- ✓ Story points
- ✓ Burndown charts
- ✓ Three Daily Scrum questions

Exercise: Diagnose the dysfunction

What Scrum principle is being missed—and what would you try next?

CASE 1

The Daily Scrum is a status report to the Scrum Master.

CASE 2

Nothing can release until the Sprint Review.

CASE 3

Specialists finish their tasks, but the Increment is not Done.

Start simply. Learn deliberately.

- 1 Choose one product and one Product Goal.
- 2 Form one small, cross-functional Scrum Team.
- 3 Agree on a real Definition of Done.
- 4 Run short Sprints with every Scrum event.
- 5 Inspect outcomes and improve the system.

Four things to remember

1. Use empiricism for complex work

2. Create one cohesive Scrum Team

3. Connect goals, events, and artifacts

4. Inspect and adapt—often

Scrum works when it makes reality hard to ignore

- Make important information transparent.
- Inspect the product and the way you work.
- Adapt promptly—and keep learning.



Scrum reveals problems. The team still has to solve them.

Continue learning

The Scrum Guide

scrumguides.org

The concise definition of Scrum, its accountabilities, events, artifacts, and commitments.

Scrum Foundations

mountaingoatsoftware.com

Video-based foundations from Mountain Goat Software, with practical context and examples.

Use the guide as the baseline—and experience as the feedback loop.

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