

BACKGROUND

The Scrum Objectives Worksheet lists objectives for the different roles, events, and practices in Scrum. Some of the objectives are specifically tied to a characteristic that is desirable within Scrum. Example: The cross-functionality of the Development Team. Use this worksheet to understand a specific role, event, artifact, or practice from the perspective of its objectives. By better understanding all the objectives behind it, you can assess whether you are “doing it right” or have perhaps missed something in your adoption or implementation of Scrum.

Teams sometimes resist adopting or sometimes decide to abolish one of these without realizing the complications that may arise when any one of the objectives is no longer met. Using this worksheet can help highlight the objectives and re-adopt or even address them as needed.

SCRUM ROLE

THE PRODUCT OWNER

- Maximize the value of the product resulting from work of the Scrum Development Team
- One person responsible and accountable for managing the "Product Backlog" from which the Scrum Team is working
- One person whom must be addressed by those wanting to change the priority of a Product Backlog item
- One person knows all the work of the team, along with what the value of the work is, the reason for the specific ordered, and who the business stakeholders are, because the Development Team's work comes only from this one source and no-one can force them to work from a different set of requirements
- Product Backlog items expressed clearly
- Product Backlog items ordered to best achieve goals and missions
- Optimizing the value of the work the Development Team performs

- Product Backlog is visible, transparent, and clear to all and shows what the Scrum Team will work on next
- The Development Team understands items in the Product Backlog to the level needed

THE SCRUM DEVELOPMENT TEAM

Characteristic: A self-organizing team with no one (not even the Scrum Master) telling the Development Team how to turn Product Backlog into Increments of potentially releasable functionality

- Optimizes flexibility, creativity, and productivity; and the Development Team's overall efficiency and effectiveness

Characteristic: A cross-functional team, with all the skills necessary to create a product Increment without depending on others not part of the team

- Optimizes flexibility, creativity, and productivity; and the Development Team's overall efficiency and effectiveness

Characteristic: An egalitarian team, with no titles, regardless of work being performed, and no sub-teams, regardless of domains that need to be address

- Team members respect each other's input and viewpoints, and work together for the success of the team and the organization, not the success of individual at the expense of the team, the work product, and the organization

Characteristic: A small team, from 3 to 9 team members, (not counting the Product Owner and Scrum Master)

- ❑ Fewer than 3 members decrease interaction and results in smaller productivity gains. Smaller Development Teams may encounter skill constraints during the Sprint, causing the Development Team to be unable to deliver a potentially releasable Increment

Characteristic: A small team, from 3 to 9 team members, (not counting the Product Owner and Scrum Master)

- ❑ More than nine team members requires too much coordination, and large Development Teams generate too much complexity for an empirical process to be useful

THE SCRUM MASTER

- ❑ Everyone understands Scrum theory, practices, rules, and values
- ❑ Maximize the value created by the Scrum Team by showing people outside the Scrum Team which of their interactions with the Scrum Team are helpful and which are not, and by helping them change these interactions to achieve this objective
- ❑ The Product Owner provides goals, scope, and product domain in a way that is understood by everyone on the Scrum Team as well as possible
- ❑ The Product Owner has techniques for effective Product Backlog management
- ❑ The Product Owner knows how to arrange the Product Backlog to maximize value
- ❑ The Scrum Team understands the need for clear and concise Product Backlog items
- ❑ The Product Owner understands product planning in an empirical environment
- ❑ The Product Owner understands and practices agility
- ❑ Scrum events can be facilitated as requested or needed
- ❑ The Development Team is coached in self-organization and cross-functionality
- ❑ The Development Team is coached in creating high-value products
- ❑ Impediments to the Development Team's progress are removed
- ❑ The organization is led and coached in its Scrum adoption
- ❑ Effective application of Scrum in the organization

SCRUM EVENT

THE SPRINT

- ❑ "Done", useable, and potentially releasable product Increments are created in one month or less
- ❑ The Development Team has a protected work timebox during which no changes are made that would endanger the Sprint Goal; quality goals do not decrease; and, scope may be clarified and re-negotiated between the Product Owner and Development Team as more is learned.

Characteristic. Sprints have consistent durations throughout a development effort

- ❑ Predictable forecasting and planning

Characteristic. Sprints are one month or less in duration

- ❑ Limit unnecessary goal changes, increased complexity, and increased risk that result from too-long planning horizons

Characteristic. Sprints are one month or less in duration

- ❑ Enable overall predictability by ensuring that the team is inspecting and adapting their progress at least every calendar month

Characteristic. Sprints are one month or less in duration

- ❑ Limit risk to one calendar month of cost

Characteristic. Sprints are one month or less in duration

- ❑ Limit the risk of incurring costs associated with cancelling planned work because the planning horizon is short

Characteristic. All Scrum Events are repeated every Sprint

- ❑ The Scrum Team builds the discipline of always setting clear goals and demonstrating progress against it, frequently inspecting and adapting their planned work, and frequently inspecting and adapting the way they work

SPRINT PLANNING

- ❑ The Scrum Team has an agreed-upon timebox during which they will collaboratively plan the Sprint
- ❑ The Scrum Team has crafted the Sprint Goal for the upcoming Sprint
- ❑ The Scrum Team has clarity on what can be delivered in the Increment resulting from the upcoming Sprint
- ❑ The Development Team has clarity on how they will achieve the work needed to deliver the Increment

Characteristic. The Development Team selects the appropriate number of items from the Product Backlog for the upcoming Sprint

- ❑ Only the people who will be doing the work make the commitment on doing the work, and they do so based on what they believe they can accomplish over the upcoming Sprint

DAILY SCRUM

- ❑ The Development Team inspects their progress toward the Sprint Goal at least once every day and adapts as needed, or collaborates with the Product Owner if the Sprint Goal has become at risk of not being achieved
- ❑ The Development Team looks for ways to optimize team collaboration and performance at least once every day
- ❑ Eliminate unnecessary meetings that arise due to a lack of frequent communication and collaboration
- ❑ The Development Team quickly identifies impediments to the development so that they can be removed

SPRINT REVIEW

- ❑ The Scrum Team has an agreed-upon timebox during which they will collaborate with their stakeholders to inspect the Increment and collaborate about what was done in the Sprint
- ❑ The Scrum Team and stakeholders collaborate on the next things that could be done to optimize value
- ❑ The Scrum Team receives feedback and collaboration from stakeholders
- ❑ Stakeholders see demonstrations of the work done in the Sprint and get the opportunity to ask the Scrum Team questions about the Increment
- ❑ Stakeholders and the Development Team can get a sense from the Product Owner on likely projected target and delivery dates based on progress to date
- ❑ The Scrum Team and stakeholders adapt the Product Backlog as needed to address market and business needs as known at the time to ensure that the most valuable things are done next

SPRINT RETROSPECTIVE

- ❑ The Scrum Team has an agreed-upon timebox, at least once every calendar month, during which they collaboratively inspect how their work has progressing with regards to people, relationships, processes, and tools

- ❑ At least once every calendar month, the Scrum Team identifies the major items that went well, and identifies and orders potential improvements
- ❑ At least once every calendar month, the Scrum Team plans ways to increase product quality by improving work processes or adapting the Definition of Done
- ❑ At least once every calendar month, the Scrum Team creates a plan for implementing improvements to the way the Scrum Team does its work

SCRUM ARTIFACT

PRODUCT BACKLOG

- ❑ Provide transparency and opportunities for inspection and adaptation on the Scrum Team's work items as well as requests of them for value creation
- ❑ The Product Owner's decisions are visible in the content and ordering of the Product Backlog
- ❑ There is a single source of requirements for any changes to be made by the Scrum Team
- ❑ Stakeholders are not having individual Scrum Team members do work without that work being visible and transparent to the entire Scrum Team and other stakeholders
- ❑ Eliminate wasteful changes to the requirements of the work items that the Scrum Team are already working on in the Sprint
- ❑ Provide transparency on the Scrum Team's work items that the Scrum Team are working in the Sprint
- ❑ Enable the Development Team to control and optimize the order in which they will achieve the work needed to deliver the Increment and meet the Sprint Goal
- ❑ Enable the Product Owner to change the Product Backlog without impacting the work items that the Scrum Team are working in the Sprint

SPRINT BACKLOG

- ❑ Enable the Scrum Team to have a measurable quantity of work that can be used for forecasting and planning
- ❑ Enable the Development Team to see and track how much work is remaining for the Increment so that they can manage their progress and project their likelihood of Achieving the Sprint Goal

SPRINT GOAL

- The Development Team has a coherent goal to work together rather than on separate initiatives
- The Development Team has consistent guidance throughout the Sprint on why it is building the Increment
- The Development Team has some flexibility regarding the functionality implemented within the Sprint
- As the Development Team works, they have a way to measure if their work turns out to be different than the Development Team expected, prompting them to collaborate with the Product Owner to negotiate the scope of Sprint Backlog within the Sprint
- The Scrum Team has a signal that will enable them to stop working on obsolete work, especially should if the Sprint Goal becomes obsolete

INCREMENT

- Have a body of inspectable, done work at the end of the Sprint that supports empiricism
- Create a demonstrably valuable and usable incremental step toward a vision or goal

DEFINITION OF DONE

- Eliminate wasteful changes to the requirements of the work items that the Scrum Team are already working on in the Sprint. If changes do occur, it is a warning that the requirements were either not understood well enough by the Scrum Team or was not agreed to by the relevant stakeholders, allowing them to inspect and improve their practices
- The Scrum Team has clear understanding of what they need to achieve (i.e. one or more SMART goals for the work item) and agreed on by the relevant stakeholders so that they can inspect and adapt their work and progress against this agreed understanding
- Provide the Scrum Team with guidance on all the essential work that must be completed to consider this item done. Example: documentation completed, standards met
- The Development Team can estimate the effort with enough accuracy so that the Scrum Team can be predictable in their forecasting and planning
- Enable the Scrum Team to determine whether they are ready to commit to completing a work item within a single Sprint
- Enable the Scrum Team to make predictable forecasts and plans

- Gives the Scrum Team a standard that can be used for continuous improvement (as Taiichi Ohno says, "Without standards, there can be no improvement.")

DEFINITION OF READY

- Eliminate wasteful changes to the requirements of the work items that the Scrum Team are already working on in the Sprint
- Gives the Scrum Team a standard that can be used for continuous improvement

BACKLOG ITEM ESTIMATION

- Enable the Scrum Team to have a measurable quantity of work that can be used for forecasting and planning
- Enable the Scrum Team to make predictable forecasts and plans
- Enable the Scrum Team to determine whether a work item is small enough for them to commit to completing it within a single Sprint
- Facilitate Definition of Done and Definition of Ready

PRODUCT BACKLOG REFINEMENT

- The Scrum Team has an agreed-upon timebox during which they will collaboratively review their Product Backlog and add detail, estimates, and order to items in the Product Backlog, and revise items as needed (both the Product Owner and the Development Team benefit from this arrangement)
- The Product Owner can gain an understanding from the Development Team on any additional detail, clarification, and decomposition that is needed before the Development Team can predictably commit to completing it within one Sprint
- Eliminate wasteful changes to the requirements of the work items that the Scrum Team are already working on in the Sprint