1/2	1	2
1/2	**1**	**2**
1/2	1	2
3	5	8
3	**5**	**8**
3	5	8
13	20	40
13	**20**	**40**
13	20	40

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Scrum when...

...the end solution is not clear, requirements are likely to shift, not all of the product is required to deliver value, deadlines are absolute, you have a good dialogue with the customer.

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Don't Scrum if...

...a similar solution has been implemented before, the requirements for the solution are well documented, scope is fixed, communications with the customer are difficult.

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Burndown Charts

A Burndown Chart is a graphical display of work to do versus time. The outstanding work is on the vertical axis, time along the horizontal. Work may be in Story Points, Ideal Days or another unit.

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Product Backlog Item

A Product Backlog Item (PBI) represents a piece of functionality or a User Story that is to be developed by the Scrum Team. Complex PBIs may be further broken down into Tasks during Sprint Planning.

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ScrumBut

A ScrumBut has a particular syntax: (ScrumBut)(Reason)(Workaround)

ScrumBut Example:
"(We use Scrum, but) (having a Daily Scrum every day is too much overhead,) (so we only have one per week.)"

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Spike

A Spike is a Time-Boxed activity used when the Development Team have to work with unfamiliar technology, to assess significant technical or functional risk or to disaggregate an Epic.

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Cancelling a Sprint

A Sprint can be cancelled before the Sprint time-box is over. The Product Owner has the authority to cancel the Sprint; the most common reason for doing so is that the Sprint Goal has become obsolete.

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Sprint Review

A Sprint Review is held at the end of the Sprint to inspect the Increment and adapt the Product Backlog if needed. This is a four-hour time-boxed meeting for one-month Sprints.
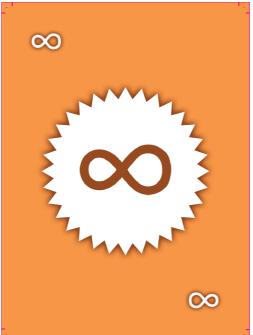
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Agile

Agile is a group of methods based on iterative & incremental development, where requirements & solutions evolve from self-organizing, cross-functional teams.

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Technical Debt

Also known as 'code debt', Technical Debt is the term used to describe the work to be done rectifying existing errors in a product. Accumulated Technical Debt is a major cause of projects overrunning.

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Ideal Days

An Ideal Day is the equivalent of a 'man-day' with adjustments made for distractions & other tasks outside the project. The factor between an Ideal Day and a 'man-day' is often between 0.5 & 0.7.

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Impediment

An impediment is anything that stops a member of the Scrum Team from being effective. It is the Scrum Master's duty to remove &, where possible, pre-empt such barriers to productivity.

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User Stories

As a (Scrum Team member) I want (to collect & collate requirements in the form of User Stories) so that (features are transparent, traceable & testable).

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Backlog Refinement

Backlog Refinement is the process of adding, refining, estimating & deleting Product Backlog Items from the Product Backlog. It is a continuous process involving the Development Team & Product Owner.

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Definition of 'Done'

Definition of 'Done' represents a shared understanding of what it means for work on an Increment to be complete. When multiple Scrum Teams work together, the definition of 'Done' should be universal.

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DSDM

DSDM is a an Agile project management & delivery framework designed to be easily tailored & used with traditional methods such as PRINCE2$^®$ or to compliment Agile approaches such as Scrum.

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EDUF

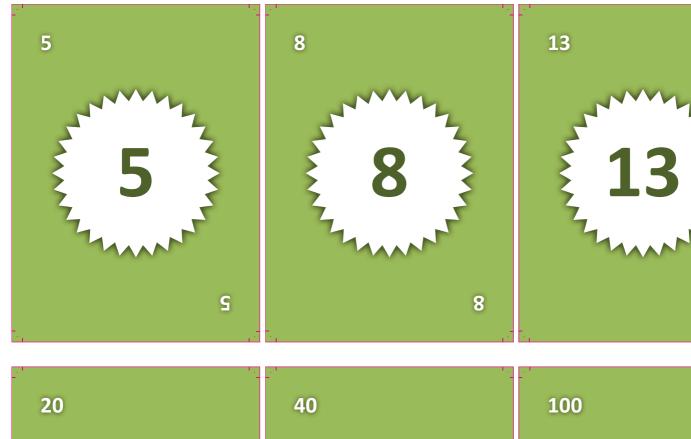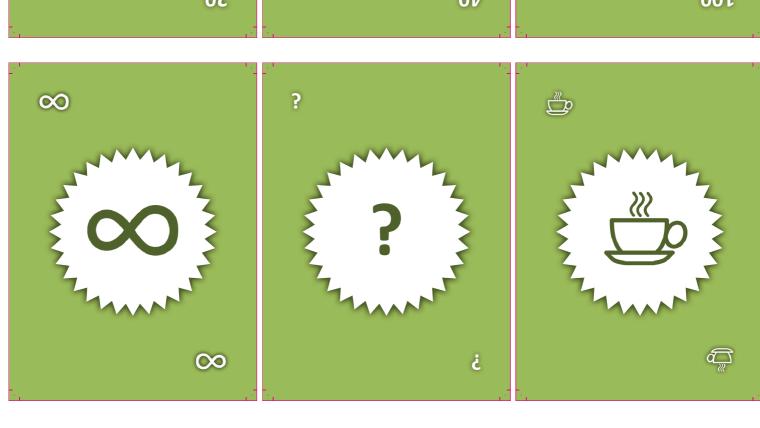Enough Design Up Front (EDUF) suggests that having just enough information to commence design is the optimal amount. As more work is completed, more will become apparent about the final design.

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5	8	13
5	8	13
5	8	13

20	40	100
20	40	100
20	40	100

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∞	?	☕
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Extreme Programming

Extreme Programming (XP) is an Agile software development methodology which utilises practices such as pair programming, a flat management structure & emphasises simplicity & clarity of code.

Kanban Boards

Kanban Boards are a lean scheduling tool often used by Scrum teams to visualise workflow & limit work-in-progress. Column headings can be as simple as 'To Do', 'In Progress' & 'Done'.

Lean

Lean is a production practice that considers the expenditure of resources for any goal other than the production of value as wasteful. Many Lean tools mesh well with Agile concepts.

MoSCow

MoSCoW (Must, Should, Could, Won't) is a prioritisation technique used to gain common understanding with stakeholders over which features they consider most important in a product.

Placeholder Stories

Placeholder stories are 'blank' User Stories consisting of an effort value only. They are used to reserve Sprint Capacity for 'known unknowns'.

Scrum

Scrum (n): A framework within which people can address complex adaptive problems, while productively and creatively delivering products of the highest possible value.

Events & Artefacts

Scrum has a handful of key events (Sprint, Sprint Planning, Daily Scrum, Sprint Review & Sprint Retrospective) & artefacts (Product Backlog, Sprint Backlog & Product Increment).

Barriers to Adoption

Scrum is easy to learn but hard to live. To maximise the value of Scrum it is important that cultural change is achieved throughout the organisation. When one person doesn't Scrum, we all don't Scrum.

Scrumban

Scrumban combines features from Scrum & Kanban. The 'pull' nature of this framework helps to minimise lead times & waste while maximising quality & emphasising continuous improvement.

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Scrummerfall

Scrummerfall (n): The practice of combining Scrum & Waterfall so as to ensure failure at a much faster rate than you had with Waterfall alone.

Brad Wilson

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Sprint Capacity

Sprint Capacity is the actual effort available for a given Sprint. It may vary from the team's Velocity due to a reduction of effort caused by holidays, non-project duties & other responsibilities.

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Sprint Planning

Sprint Planning involves the Scrum Team scheduling the work to be considered in the next Sprint. Sprint Planning is Time-Boxed to eight hours for a one-month Sprint.

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Story Points

Story Points are an arbitrary currency of effort used by the Development Team to estimate the size of a feature. Their relative value is unique to an individual Scrum Team & are not interchangeable.

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DSDM 60/20/20 Rule

Taking MoSCoW one step further, the DSDM 60/20/20 rule mandates that, in any given Sprint, a maximum of 60% of effort should be given to Must Have items. The rest should be split between Should & Could Haves.

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Test Driven Development

Test-Driven Development (TDD) is a process where the developer first writes an automated test case that defines a function, then produces the minimum amount of code to pass that test.

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Daily Scrum

The Daily Scrum is a 15-minute Time-Boxed event where the Development Team creates a plan for the next 24 hours. The Daily Scrum is held at the same time & place each day to reduce complexity.

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Development Team

The Development Team consists of professionals who do the work of delivering a potentially releasable Increment of product at the end of each Sprint. They are empowered to manage their work.

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Instructions

1. Each estimator holds a set of Planning poker cards.

2. The product owner or customer reads the item to be estimated.

3. The item is discussed.

4. Each estimator privately selects a card representing their estimate. The card should not be shown to the other estimators at this stage.

5. Once each estimator has selected a card, all selected cards are revealed at the same time.

6. If everyone played the same card, that's the estimate.

7. If estimates are not the same, the group discusses the estimates, focusing on any outlying values.

8. Repeat unit all estimates converge.

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Sequence oof values is ®2007, Mountain Goat Software

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Increment

The Increment is the sum of all the Product Backlog Items completed during a Sprint & of the increments of all previous Sprints. The new Increment must meet the Scrum Team's definition of 'Done'.

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Product Backlog

The Product Backlog is a prioritised list of everything that might be needed in the product. The Product Owner is responsible for the Product Backlog, including its content, availability, and ordering.

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Product Owner

The Product Owner is responsible for maximising the value of the product & the work of the Development Team. How this is done may vary across organisations, Scrum Teams, and Development Teams.

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Scrum Coach

The Scrum Coach has expertise around all of the major roles in Scrum & has the ability to mentor individuals & organisations regarding successful Scrum adoption & accelerating Scrum maturity.

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Scrum Master

The Scrum Master is responsible for ensuring Scrum is understood and utilised. Scrum Masters do this by helping the Scrum Team to adhere to Scrum theory, practices, and rules.

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Scrum of Scrums

The Scrum of Scrums is a meeting attended by representatives of multiple Scrum Teams in order to tackle problems such as overlap & integration.

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The Scrum Team

The Scrum Team is a self-organising, cross-functional team consisting of a Product Owner, the Development Team & a Scrum Master. The team model is designed to optimise flexibility & productivity.
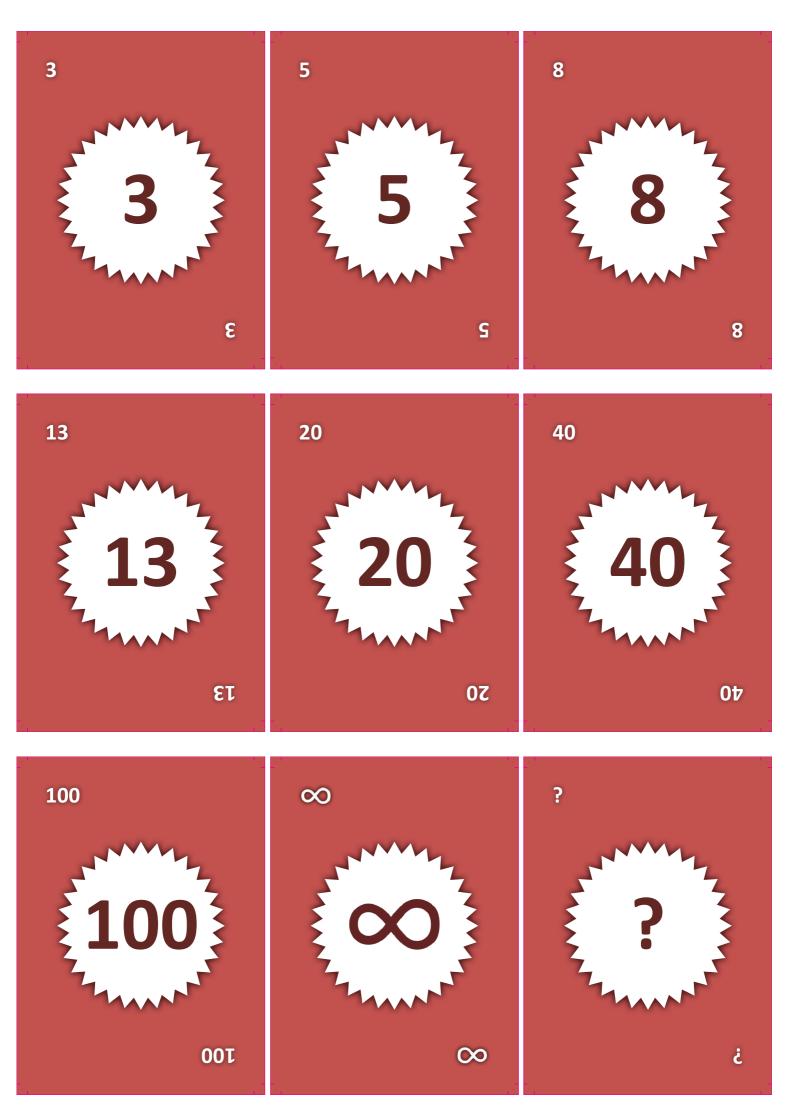
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Sprint Backlog

The Sprint Backlog is a set of Product Backlog items selected for the Sprint. The Sprint Backlog acts as a forecast by the Development Team about what functionality will be in the next Increment.

3 **3** 3	5 **5** 5	8 **8** 8
13 **13** 13	20 **20** 20	40 **40** 40
100 **100** 100	∞ **∞** ∞	? **?** ?

Sprint Goal

The Sprint Goal encompasses the objective(s) which a Sprint should achieve & the associated Product Backlog Items which should be completed. The entire Scrum Team decides on the Sprint Goal.

Sprint

The Sprint is a Time-Box of one month or less during which a 'Done' & potentially releasable product Increment is created. Sprints have consistent durations throughout a development effort.

Sprint Retrospective

The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements. It occurs after the Sprint Review & prior to the next Sprint Planning.

Time-Boxing

The vast majority of events & ceremonies in Scrum are Time-Boxed. Time-Boxed events have a maximum duration that can't be exceeded. Time-Boxing increases focus & encourages continual improvement.

Delphi Method

This estimation technique involves having a group of experts assess a task individually, these estimates are then presented to the group, then re-estimated individually until a consensus is reached.

Velocity

Velocity is how much Product Backlog effort a team can handle in one ideal Sprint. This can be estimated from previous Sprints, assuming the team composition & Sprint duration are kept constant.

Waterfall

Waterfall is a sequential design process where progress is seen to cascade through different stages. Criticisms of this model include lack of flexibility & the need for Big Design Up Front.

Multiple Scrum Teams

When a project requires multiple Scrum Teams, all teams should work off a shared Product Backlog & a common understanding of the definition of 'Done' is vital.

Epics

When a User Story becomes very large &/or complex it is known as an Epic. Epics are best dealt with by disaggregating them into a selection of smaller User Stories.

Instructions

1. Each estimator holds a set of Planning poker cards.

2. The product owner or customer reads the item to be estimated.

3. The item is discussed.

4. Each estimator privately selects a card representing their estimate. The card should not be shown to the other estimators at this stage.

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8. Repeat unit all estimates converge.

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WIP

Work in Progress (WIP) represents the Scrum Team's partially finished features. It is best practice to limit the amount of WIP; many teams allow members to only have a maximum of two WIP features.

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