



Daily Scrum Patterns Summary

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Warning! The Scrum Patterns Prime Directive:

Patterns are not a concrete methodology, and using **only** documented patterns is a sure fire way to destroy creativity and innovation. These patterns are not an official part of Scrum in any way -- they're just ideas. So... use the patterns with care, and don't forget to be creative. Mix and match, combine, tweak, create a new pattern, or **don't ever hesitate to use your own technique that doesn't resemble an already existing pattern.**

This chart and the accompanying presentation can be found at: <http://www.ScrumCrazy.com/DSPatterns>

Pattern or Pattern Category	Possibly Good For:	Possibly Bad For:
Talk Order Patterns		
Round Robin <ul style="list-style-type: none"> • One person starts, talk order proceeds in some spatial pattern (clockwise, counter-clockwise, left to right, etc) • Teams often stand in a circle or semi-circle 	<ul style="list-style-type: none"> • New Scrum teams • Experienced Scrum teams • Works well broadly 	<ul style="list-style-type: none"> • Bored Teams. Change it up! (Not necessarily a permanent change -- could be temporary)
Talking Stick <ul style="list-style-type: none"> • The person speaking in a Daily Scrum holds a "talking stick" or token of some sort. • Helps Focus Team • Smooth Speaker Transitions 	<ul style="list-style-type: none"> • Bored Teams. Change it up! • Teams that have trouble focusing • <i>Possible Strategy:</i> For Distributed Teams: "Toss the microphone" <ul style="list-style-type: none"> ◦ Forces people to pay attention • <i>Possible Strategy:</i> For Co-located Teams: "Random Order, Toss the Token" 	<ul style="list-style-type: none"> • Bored Teams. Change it up! (Not necessarily a permanent change -- could be temporary) • Teams annoyed by the "kitchiness."

<p><u>Controversial Pattern: Walk the Items</u></p> <ul style="list-style-type: none"> • Rather than going person by person, the meeting is facilitated to go PBI by PBI • Someone indicates which PBI is being discussed <ul style="list-style-type: none"> ◦ Each person that worked on it yesterday or plans to work on it today talks about Yesterday/ Today/ Obstacles for only the currently discussed PBI. 	<ul style="list-style-type: none"> • Non closing teams • Highly co-located and Highly communicative teams 	<ul style="list-style-type: none"> • Teams that share improvement info at the DS • Teams where this approach <Turns into a Waterfall Status Meeting> • Team members who remember better chronologically (yesterday, today, etc)
<p><u>Create Your Own Pattern!</u></p> <ul style="list-style-type: none"> • <Your Pattern Description Here> 	<ul style="list-style-type: none"> • <Possibly Good For these situations...> • See the "Scrum Patterns Prime Directive" 	<ul style="list-style-type: none"> • <Possibly Bad For these situations...> • See the "Scrum Patterns Prime Directive"
<p>Obstacle Resolution Patterns</p>		
<p>Defer Obstacle Resolution</p> <ul style="list-style-type: none"> • Don't attempt to solve obstacles and impediments in the Daily Scrum. • <i>Possible Strategy:</i> Hand sign or other signal to indicate someone's preference for deferring a particular obstacle's resolution 	<ul style="list-style-type: none"> • Teams that have trouble keeping the DS time-box • Teams that prefer short Daily Scrums 	<ul style="list-style-type: none"> • Teams that are smaller, or can quickly discuss their obstacles and impediments within the 15 minute time-box.
<p>Allow Obstacle Resolution</p> <ul style="list-style-type: none"> • Allow some obstacle resolution in Daily Scrum • Can include discussion • Must be able to consistently conform to the 15 minute time-box 	<ul style="list-style-type: none"> • Teams that are smaller, or can quickly discuss their obstacles and impediments within the 15 minute time-box. 	<ul style="list-style-type: none"> • Teams that are time-box busters • Teams that want short Daily Scrums
<p><u>Anti-Pattern: Save All Obstacles For The Daily Scrum</u></p> <ul style="list-style-type: none"> • Team defers discussing and resolving nearly all obstacles until the Daily Scrum • Common anti-pattern with new Scrum teams • Increases obstacle delays <ul style="list-style-type: none"> ◦ <u>Instead,</u> report and/or resolve all possible obstacles as soon as they are identified. 	<ul style="list-style-type: none"> • Obstacles that appear shortly before the Daily Scrum. 	<ul style="list-style-type: none"> • Just about any situation that does not meet the "Possibly Good For" context. Attempt to report/resolve all possible obstacles as soon as they are identified.
<p>The After Party</p> <ul style="list-style-type: none"> • The Dev Team meets just after the Daily Scrum to handle things that are inappropriate for the Daily Scrum. <ul style="list-style-type: none"> ◦ Non Dev Team members can also attend • Can be a sit down. • Beware the <Save All Obstacles For The Daily Scrum>anti-pattern. <ul style="list-style-type: none"> ◦ The After Party – Part 2 • <i>Possible Strategy:</i> Largest audience to smallest. • <i>Possible Strategy:</i> Vote with your feet. 	<ul style="list-style-type: none"> • Discussions with those not on the Development team • Obstacle resolution if you're following the <Defer Obstacle Resolution> pattern. • Discussions where only a small subset is needed 	<ul style="list-style-type: none"> • Any team that might succumb to the <After Party Defeats the Daily Scrum> pattern.

<p><u>Anti-Pattern: After Party Defeats the Daily Scrum</u></p> <ul style="list-style-type: none"> One or more non Scrum Team members “takes over” <The After Party> and harms the self organization of the Scrum Team. <ul style="list-style-type: none"> Related: See <Authority Figure Attends> anti-pattern. Often renders Daily Scrum moot 	<ul style="list-style-type: none"> No known context where this pattern is good for a Scrum implementation. 	<ul style="list-style-type: none"> Pretty much all teams
<p><u>Create Your Own Pattern!</u></p> <ul style="list-style-type: none"> <Your Pattern Description Here> 	<ul style="list-style-type: none"> <Possibly Good For these situations...> See the "Scrum Patterns Prime Directive" 	<ul style="list-style-type: none"> <Possibly Bad For these situations...> See the "Scrum Patterns Prime Directive"
<p>Facilitation Patterns</p>		
<p>Standup Meeting</p> <ul style="list-style-type: none"> Participants stand up Popular, Proven Practice 	<ul style="list-style-type: none"> Teams that are time-box busters Good, quick communication 	<ul style="list-style-type: none"> Distributed teams that attend the DS via audio or video conferencing at their desks or at home.
<p>Sit Down Meeting</p> <ul style="list-style-type: none"> Participants in the Daily Scrum sit down for the meeting There is no Scrum Guide requirement that the Daily Scrum be a standup meeting Should be used with caution 	<ul style="list-style-type: none"> Distributed teams that attend the DS via audio or video conferencing at their desks or at home. 	<ul style="list-style-type: none"> Teams that are Time-Box Busters Low Energy Situations – Stand Up!
<p>Close Facilitator</p> <ul style="list-style-type: none"> A facilitator (often the Scrum Master) facilitates the meeting very closely <ul style="list-style-type: none"> Might give hints to team members to mention something Might coach members closely on what to do, say, or that they need to let the next person talk Might simply just ask insightful questions to the team or its members to “expose the system to itself” Subtle difference between <Close Facilitator> and <Controlling Facilitator> anti-pattern 	<ul style="list-style-type: none"> New Scrum Teams Distributed Scrum Teams to keep it moving <ul style="list-style-type: none"> See <Talking Stick> pattern (“Toss the Microphone Strategy”) as an alternative. 	<ul style="list-style-type: none"> Most Scrum Teams, so long as they have good Daily Scrums, and no longer need the close facilitation and teaching.
<p><u>Anti-Pattern: Controlling Facilitator</u></p> <ul style="list-style-type: none"> A facilitator controls the meeting very tightly <ul style="list-style-type: none"> Might call out the name of each person before they talk Might quiz the person several levels deep to go further on “what is holding them up” Controlling Facilitator can be a Scrum Team member OR a Non Scrum Team member. <ul style="list-style-type: none"> Often happens when <Authority Figure Attends> 	<ul style="list-style-type: none"> No contexts are currently documented for when this anti-pattern might be possibly good for a Scrum implementation. 	<ul style="list-style-type: none"> This is an anti-pattern for any Scrum team because it harms self-organization. See Also: <ul style="list-style-type: none"> Anti-Pattern: <Turns into a Waterfall Status Meeting> Anti-Pattern: <Authority Figure Attends>

<p><u>Anti-Pattern:</u> Turns into a Waterfall Status Meeting</p> <ul style="list-style-type: none"> • Focus on time (% complete, actual hours, etc) instead of inspecting and adapting the plan. • PO or Non Scrum Team member facilitates • A <Controlling Facilitator> is present, <ul style="list-style-type: none"> ◦ Polling each person for their status, and/or ◦ Interrogating people about obstacles or things that take longer than expected ◦ Constantly reminding team members about deadlines • People dread going to the meeting • People appear to be "reporting" to a particular person, rather than fellow Dev Team members <ul style="list-style-type: none"> ◦ See <Authority Figure Attends> anti-pattern. 	<ul style="list-style-type: none"> • No contexts are currently documented for when this anti-pattern might be possibly good for a Scrum implementation. 	<ul style="list-style-type: none"> • This is an anti-pattern for Scrum team because it harms self-organization, and the ability of the team to inspect and adapt. • See Also: <ul style="list-style-type: none"> ◦ Anti-Pattern: <Controlling Facilitator> ◦ Anti-Pattern: <Authority Figure Attends>
<p><u>Create Your Own Pattern!</u></p> <ul style="list-style-type: none"> • <Your Pattern Description Here> 	<ul style="list-style-type: none"> • <Possibly Good For these situations...> • See the "Scrum Patterns Prime Directive" 	<ul style="list-style-type: none"> • <Possibly Bad For these situations...> • See the "Scrum Patterns Prime Directive"
<p>Who Participates? Patterns</p> <ul style="list-style-type: none"> • Note the difference between "attend" and "participate." 	<p>Attend ~= Observe Participate ~= Talk</p>	
<p><u>Controversial Pattern:</u> Product Owner Participates</p> <ul style="list-style-type: none"> • Product Owner Participates in the Daily Scrum • Scrum Guide(Scrum.org) says No. • Agile Atlas(Scrum Alliance) says Maybe. 	<ul style="list-style-type: none"> • Teams that have a good working relationship with their PO 	<ul style="list-style-type: none"> • Teams where the PO might harm Dev Team self organization or exhibit one of the following anti-patterns: <ul style="list-style-type: none"> ◦ Anti-Pattern: <Authority Figure Attends> ◦ Anti-Pattern: <Controlling Facilitator>
<p><u>Anti-Pattern:</u> Non Scrum Team Member Participates</p> <ul style="list-style-type: none"> • A person who is not on the Scrum Team participates by speaking or doing the "yesterday/ today/ obstacles" • This is a direct violation of the Scrum Guide which says that <u>only the Dev Team participates</u>. 	<ul style="list-style-type: none"> • No contexts are currently documented for when this anti-pattern might be possibly good for a Scrum implementation. 	<ul style="list-style-type: none"> • Any Scrum Team. This violates a very specific Scrum rule, and harms self-organization, transparency, and the purpose of the Daily Scrum itself. <ul style="list-style-type: none"> ◦ Outsiders can participate in the <The After Party>
<p><u>Create Your Own Pattern!</u></p> <ul style="list-style-type: none"> • <Your Pattern Description Here> 	<ul style="list-style-type: none"> • <Possibly Good For these situations...> • See the "Scrum Patterns Prime Directive" 	<ul style="list-style-type: none"> • <Possibly Bad For these situations...> • See the "Scrum Patterns Prime Directive"

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Who Attends? Patterns <ul style="list-style-type: none"> Note the difference between "attend" and "participate." 	Attend ~= Observe Participate ~= Talk	
Only Dev Team Attends <ul style="list-style-type: none"> Only the Dev Team attends the Daily Scrum <ul style="list-style-type: none"> Caveat: The Dev Team should make sure that they are still serving/communicating with the Scrum Master, Product Owner, and wider organization well, through any other needed communication mechanisms besides the Daily Scrum. 	<ul style="list-style-type: none"> Experienced Scrum Teams 	<ul style="list-style-type: none"> New Scrum Teams Need Scrum Master as Shield <ul style="list-style-type: none"> See <Authority Figure Attends> anti-pattern Teams where a Scrum Master's extended absence has allowed slow degradation of the quality of the Daily Scrum
Scrum Master Attends <ul style="list-style-type: none"> The Scrum Master Attends the Daily Scrum 	<ul style="list-style-type: none"> New Scrum Teams Need Scrum Master as shield <ul style="list-style-type: none"> See <Authority Figure Attends> anti-pattern Teams That Need a Refresher on Effective Daily Scrums 	<ul style="list-style-type: none"> Scrum Master who exhibits <Authority Figure Attends> anti-pattern Teams that grow dependent on the Scrum Master to have a good Daily Scrum
Product Owner Attends <ul style="list-style-type: none"> The Product Owner Attends the Daily Scrum 	<ul style="list-style-type: none"> Dev Teams who often need to speak to the Product Owner at <The After Party> Product Owners who are "team players" 	<ul style="list-style-type: none"> Scrum Teams that forget that the Product Owner should be highly available <u>throughout the sprint</u>, not just at the Daily Scrum. Product Owners who exhibit the <Authority Figure Attends> or <Controlling Facilitator> anti-pattern.
<u>Anti-Pattern: Authority Figure Attends</u> <ul style="list-style-type: none"> Someone of authority attends <ul style="list-style-type: none"> Team Lead Manager Executive Powerful Stakeholder Authoritative Product Owner 	<ul style="list-style-type: none"> Rare visits so the authority figure learns about Scrum. Teams who have an authority figure on the Scrum Team. <ul style="list-style-type: none"> SM should coach that member to not act as their authority role in the Daily Scrum 	<ul style="list-style-type: none"> Pretty much any situation not described in the "Possibly Good For" section Authority figures who don't realize the effect they have on the team – somewhat akin to the "lab coat effect"
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Sprint Backlog at The Daily Scrum Patterns		
View Sprint Backlog at Daily Scrum <ul style="list-style-type: none"> The Sprint Backlog is viewed or displayed at the Daily Scrum. Popular, proven practice. Examples: 	<ul style="list-style-type: none"> Pretty much any Scrum Team, so long as they are not exhibiting some other anti-pattern (<Authority Figure Attends> , <Controlling Facilitator>, <Turns 	<ul style="list-style-type: none"> No contexts are currently documented for when this pattern might be possibly bad for a Scrum implementation.

<ul style="list-style-type: none"> ○ Physical Scrum board(Most popular by far) ○ Photograph of the Physical Scrum board ○ Webcam pointed at the Physical Scrum board ○ ALM tool screen 	<p>into a Waterfall Status Meeting>, etc)</p>	
<p><u>Controversial Pattern:</u> Update Sprint Backlog During Daily Scrum</p> <ul style="list-style-type: none"> • The Scrum team updates the Sprint Backlog and/or Burndown during the Daily Scrum 	<ul style="list-style-type: none"> • Very advanced/experienced Scrum Teams who will not let the updating get in the way of the purpose of the Daily Scrum. 	<ul style="list-style-type: none"> • New Scrum Teams • Teams where the “updating” will distract and take time away • Teams where the updater is influenced by attendees. <ul style="list-style-type: none"> ○ See <Authority Figure Attends> anti-pattern • Transparency – Sprint Backlog could be 24hrs out of date
<p><u>Create Your Own Pattern!</u></p> <ul style="list-style-type: none"> • <Your Pattern Description Here> 	<ul style="list-style-type: none"> • <Possibly Good For these situations...> • See the "Scrum Patterns Prime Directive" 	<ul style="list-style-type: none"> • <Possibly Bad For these situations...> • See the "Scrum Patterns Prime Directive"

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