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Scrum Trainer

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Scrum: Supercharge your Sprint Planning

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Scrum Coaching & Training

- Professional Scrum Trainer, Scrum.org
- I Teach:
 - Professional Scrum Foundations (2 days)
 - Professional Scrum Master (2 days)
 - Professional Scrum Developer – Java (3–5 days)
- I Coach:
 - Short term and long term coaching engagements
- Background: 13 years as Senior Java Consultant, → B.S., Computer Science

Agenda

- ▶ Sprint Planning Topic 1 – The What?
 - Why do product backlog grooming?
 - What does grooming look like?
 - Tips for Effective Backlog Grooming
- ▶ Sprint Planning Topic 2 – The How?
 - Scrum Pattern: Parallel Sprint Planning
 - Sprint Tasking Tips

Product Backlog Grooming is
now called...

Product Backlog Refinement

But I'm still calling it grooming
for now, until people catch up!



Sprint Planning Topic 1: The What?

Why Do Product Backlog Grooming?

- ▶ Increases Efficiency by:
 - Greatly Reducing Unknowns and Bottlenecks
 - Increasing Team Shared Knowledge
 - Decreasing Sprint Planning Meeting Time
- ▶ Now a required “activity” in Scrum
 - As of 2011 Scrum Guide
 - Time-box: 10% of Sprint for entire Dev Team
- ▶ Article: Why Do Product Backlog Grooming?
 - <http://www.scrumcrazy.com/Why+do+Product+Backlog+Grooming%3F>

What does Grooming look like?

- ▶ Looks like Sprint Planning Topic 1 (The “What”)
 - PO Presents PBI’s
 - Dev Team asks questions
 - Acceptance Tests are defined/clarified
 - Dev Team estimates
 - Re-estimating when new information is known

What does Grooming look like? – 2

- ▶ Identify Splits and Spikes as necessary
- ▶ Action items are assigned for unknowns*
 - PO – requirements
 - Dev Team – existing behavior/logic
 - External Dependencies
 - Action items are generally “due” at or before the next grooming/Sprint Planning
- ▶ Weekly (~1–4 hours In my experience) *
- ▶ Article: What Does Product Backlog Grooming Look Like?
 - <http://www.scrumcrazy.com/What+does+Product+Backlog+Grooming+Look+Like%3F>

* Differences between Sprint Planning and Backlog Grooming

Tips for Effective Backlog Grooming

- ▶ Avoid scheduling in the first or last 20% of the Sprint
- ▶ Groom enough for 2 Sprints beyond the current sprint
- ▶ Estimates are not final until item is accepted into a Sprint
- ▶ Remain Agile, Accept Late Changes on occasion
- ▶ Goal: Just enough, just in time

- ▶ Article: Tips For Effective Backlog Grooming
 - <http://www.scrumcrazy.com/Tips+for+Effective+Backlog+Grooming>

Questions

- ▶ Common Question: What's left to do in the Topic 1 of Sprint Planning?
 - Late breaking PBI's
 - Clarifying Acceptance Tests
 - Re-estimate to reflect the results of action items or new information
 - On some occasions: Nothing!
- ▶ Other Questions?

Interactive Exercise

Sprint Planning Topic 2: The How?

Sprint Planning Topic 2: The How?

- ▶ Goals of Tips/Patterns
 - Increase Transparency to:
 - Optimize Efficiency
 - Identify Bottlenecks
 - Support Planning and Sprint execution via the Sprint Burndown

Scrum Anti-Pattern: Serial Sprint Planning

- ▶ Everyone sits around while a designated scribe creates the Sprint Backlog.
 - Even worse if the scribe is interacting with a tool while everyone watches
- ▶ Small exception for when this is ok
 - Sprint 1 or Sprint 2 of a new Scrum Team.
- ▶ Don't give in to the “dark side!”

Scrum Pattern: Parallel Sprint Planning

- ▶ 1. Establish the Sprint forecast
- ▶ 2. Divide and Conquer
 - Split the team into pairs
 - Prefer heterogeneous pairs
 - Each Pair Takes a PBI and tasks out
 - Repeat until all items tasked out
- ▶ 3. Unite and Consolidate
 - Lay out the plan for all Scrum Team to see
 - Tweak the plan

Sprint Tasking Tips

1. Create an environment for honesty and accuracy
 - Judge as a Team, not as Individuals
 2. Prefer right sized “one day or less” tasks
 3. Strongly Prefer Stickies over Software
 4. Go Small, Granular and Atomic
 - Increases Transparency
 - Reduces bottlenecks
 5. Prefer 3 Task Statuses
 - To Do
 - In Progress
 - Done
 6. Analyze with a Burndown Chart
 - Use a trend line
- ▶ Article: Sprint Tasking Tips
- <http://www.scrumcrazy.com/Sprint+Tasking+Tips>

Questions