



AGILE & SCRUM FUNDAMENTALS

Your Path to Inspired Teams and Amazing Products.

Successful Event Planning

TRAINING GUIDE

Continue your Agile learning journey with more
Artisan Academy programs by going to our web site
<https://artisanagility.com/academy>

For inspiration, motivation, and expert tips that will keep you being Agile, visit the Artisan
Agility blog.



702.827.3500 • www.artisanagility.com

© Artisan Agility

ALL RIGHTS RESERVED. No part of this work covered by the copyright laws herein may be reproduced, stored, transmitted, or used in any form or by any means, except as permitted under Section 107 or 108 of the United States Copyright Act, without the written permission of Artisan Agility.

Any business documents, suggestions, or other ideas or information that participants may provide to Artisan Agility at or in connection with any Artisan Agility program will be deemed non-confidential and non-proprietary and may be used or disclosed by Artisan Agility without liability or compensation (unless otherwise agreed to in a writing signed by Artisan Agility).

Table of Contents

<i>Successful Event Planning</i>	4
Plan How the Scrum Team Will Complete a Scrum Event.	4
Manage Scrum Events to the Plan, Modifying as Needed.	6
<i>The Topic Areas of the Scrum Events</i>	7
<i>Approaches for Accomplishing Goals</i>	9
Discussion Management	9
Ensure That Actions, Once Agreed Upon, Are Carried Out	10
Support the Decision-Making Process Intentionally	10
<i>Conclusion</i>	11
<i>Scrum Event Planning Worksheet</i>	12

Successful Event Planning

Imagine sitting in a team meeting and, throughout the meeting, the conversation wanders without the team ever coming to an understanding of the problem they want to solve much less a solution for the problem. It's very likely you've experienced this.



In a recent survey of 182 senior managers in a range of industries: 65% said meetings keep them from completing their own work. 71% said meetings are unproductive and inefficient. 64% said meetings come at the expense of deep thinking. 62% said meetings miss opportunities to bring the team closer together.

Facilitation is about helping teams understand their common objectives and devising a common solution.

Plan How the Scrum Team Will Complete a Scrum Event.

Different kinds of discussions call for different approaches. Decision making can be done in a variety of different manners. For example, a Scrum Master could design and plan the approach to Sprint Planning by recommending that the first part of Sprint Planning (when the Product Owner and the Development Team discuss Product Backlog Items and make decisions about the content of the Sprint) be done through ten-minute Q&A sessions about each backlog item followed by an up or down vote to include in the Sprint. Any down votes result in another five-minute follow-up and another vote. Three failed votes and the team agrees that the backlog item isn't ready for planning and moves on.

Your plan should include

- Topics – what are the major topics you want to address during the event?
- Goal – what is the goal of addressing the topic? Is there a decision you want to ensure is made?
- Approach – what's your approach to addressing the topic? Round-robin discussion? Presentation? Simple voting? Breakout sessions? There are a lot of possibilities – don't get yourself stuck using the same approach again and again (or worse, no approach at all).

Did You Know...?

Sprint Planning contains multiple steps that you will want to plan to complete.

1. What is the Sprint Goal?
2. Which product backlog items will allow us to achieve the goal?
3. How do we incorporate the Sprint Retrospective finding from the previous Sprint into this Sprint?
4. How will we complete the forecasted work?

Mapping out each topic, what exactly you want to accomplish, how you want to accomplish it, and how much time you want to reserve to get it done IS CRUCIAL for having a successful event.

A Common Mistake

...is to assume that Sprint Review is simply a demo!

Sprint Review ALSO contains multiple steps that you must plan to complete.

1. The development team demonstrates the work completed on the product during the Sprint and answers questions about the work.
2. Which product backlog items are DONE and which are not?
3. The development team discuss how the Sprint went in general as well as problems encountered with the product and how those problems were solved.
4. The Product Owner provides an update on the Product Backlog and projects likely delivery timeframes (e.g., will something be late or likely dropped from the release?) as well as how changes in the marketplace or the expected use of the product may have changed.
5. Everyone discusses what should be worked on next (not necessarily the content of the next Sprint, just what needs to be focused on next, generally).

Scrum Event Worksheet

Scrum Event (circle one): Planning Daily Scrum Review Retrospective

 ARTISAN
AGILITY

Scrum Team: *Perfect Pug*

Sprint (name/date): *Milkbone Sprint (November 2019A)*

Topic	Goal	Approach	Timebox
<i>Sprint Goal</i>	<i>Go around the team and see if anyone wants to contribute to a Sprint Goal. Vote to determine goal.</i>	<i>Discuss and vote</i>	<i>10 minutes</i>
<i>Retrospective Finding</i>	<i>Discuss the retrospective finding(s) from the previous Sprint and decide how to incorporate into the Sprint.</i>	<i>Discuss, delegate into Sprint if more information is needed.</i>	<i>10 minutes</i>
<i>Scope the Sprint</i>	<i>Determine the PBI content of the Sprint</i>	<i>Q&A and up/down votes. Down requires more discussion. 3 downs excludes PBI.</i>	<i>70 minutes (plus 15 minute break)</i>
<i>Solve the content</i>	<i>Determine how to solve each PBI</i>	<i>Breakouts (15 minutes) with report out until solution.</i>	<i>120 minutes (plus 15 minute break)</i>
Evaluation (how did it go?)			

Manage Scrum Events to the Plan, Modifying as Needed.

Not every plan works. A good facilitator updates and improves their planning, learning from experience and what the team prefers. This includes making sure that everyone is properly heard, that every idea gets appropriate consideration, and **MOST IMPORTANTLY** that the team **OWNS** their decisions once those decisions have been made.

The Topic Areas of the Scrum Events

When planning your next Scrum event, use the worksheet on page 12, and start by incorporating the following topics based on the event:

<p>Sprint Planning</p>	<ol style="list-style-type: none"> 1. What is the Sprint Goal? 2. Which product backlog items will allow us to achieve the goal? 3. How do we incorporate the Sprint Retrospective finding from the previous Sprint into this Sprint? 4. How will we complete the forecasted work?
<p>Daily Scrum</p>	<ol style="list-style-type: none"> 1. How is everyone doing toward the Sprint Goal? These are the standard (but optional) questions: <ol style="list-style-type: none"> a. What have you done since the last Daily Scrum to help your team achieve the Sprint Goal? b. What do you plan to do before the next Daily Scrum to help your team achieve the Sprint Goal? c. What, if anything, is or will be in the way of the team’s efforts to achieve the Sprint Goal? 2. EXTRA – Are we going to achieve the Sprint Goal by the end of the Sprint? If so, GREAT! If not, after the daily Scrum, discuss how the team plans to address this problem.
<p>Sprint Review</p>	<ol style="list-style-type: none"> 1. The development team demonstrates the work completed on the product during the Sprint and answers questions about the work. 2. Which product backlog items are DONE and which are not? 3. The development team discuss how the Sprint went in general as well as problems encountered with the product and how those problems were solved. 4. The Product Owner provides an update on the Product Backlog and projects likely delivery timeframes (e.g., will something be late or likely dropped from the release?) as well as how changes in the marketplace or the expected use of the product may have changed.

	<p>5. Everyone discusses what should be worked on next (not necessarily the content of the next Sprint, just what needs to be focused on next, generally).</p>
Sprint Retrospective	<ol style="list-style-type: none">1. Regarding our retrospective goals from the previous Sprint, what did we accomplish?2. What do we need to do to improve our performance in the next Sprint?3. How SPECIFICALLY will we accomplish this improvement?

Approaches for Accomplishing Goals

Once you know the topics you need to discuss and the goals of those discussions, you'll need to consider two more items:

1. How do you want to manage the discussion?
2. How do you want to reach a decision?

Discussion Management

There are a lot of approaches you can use to allow your team to discuss problems. Almost ALL these approaches benefit from setting a timebox for the discussion so that there is some endpoint where the team can be polled regarding their decision. So, you will want to ensure that every item in your event agenda has a clear timebox on it that everyone in the event is aware of. Feel free to use a timer that everyone can see (or, if they can't see it, remind everyone periodically how much time is left).

When discussing something, use any of the following approaches:

1. Round robin – go around the “room” and call on each attendee to voice their thoughts or opinions. If they have a question, be sure to let them ask, but try to keep the respondent to just a couple minutes. After the round robin, you can call for a decision (see Support the Decision-Making Process Intentionally on page 10).
2. Breakouts – divide the participants into random groups (or specialized groups) to discuss a problem independently. Each breakout team selects a spokesperson who reports back to the whole group when the breakout session ends. This can be repeated several times to allow for adequate discovery. Consider shuffling the teams each time.
3. Debate – allow for free-form discussion where participants get a set amount of time to make their point. They can end early, but they may not run long. Capture points of agreement and disagreement somewhere where everyone can see the lists – invite discussion on the disagreements. Keep everyone on topic. Additional topics can be captured – let the participants decide whether or not they want to drop what they are discussing and deal with the new topic or simply “park” the new topic and come back to it later.

Once the discussion has reached a logical end (people are pretty set in their positions) or time runs out, see if you can get the team to make a decision to move on.

Ensure That Actions, Once Agreed Upon, Are Carried Out

Don't do people's work for them, but if someone commits to getting something done, feel free to follow-up with them in a few days to ensure that they remember and follow through on what they said they were going to do.

Support the Decision-Making Process Intentionally

Teams that are properly formed have the skills they need to do the job, but they often lack the skills they need to make good, committed decisions. A good Scrum Master can help with decision-making:

- *Modified Borda* – Everybody ranks their choices from least-favorite (which gets 1 point) to most favorite (which gets a point value equal to the number of options). For example, when there are seven options to choose from, each team members ranks the options from 7 (most favorite) to 1 (least favorite). Add up the total scores for each option. The team doesn't HAVE to go with the option with the most votes, but it certainly clarifies how everyone feels.
- *Multi-voting (using dot voting)* – everybody gets a few votes equal to half of the available options (for example, with ten options to choose from, everyone gets five votes). In round one, everyone votes and the options that finished in the top 40-50% move on to round two. Reduce everyone's vote count to half of the remaining options and do it again. By round three, you should be able to eliminate all but the winner. **Note:** sometimes the "winner" is obvious in round one. Don't keep doing voting rounds if the team is satisfied. The point of this exercise is to ensure that everyone feels that their option was heard, not necessarily agreed with.
- *Consensus decision* – everyone gets an up/down vote. You can either go with the majority or the team could decide that a decision is so important that it can't move forward without a "super-majority" (60-75%) agreement.

Conclusion

Meetings aren't inherently bad, though people tend to treat them like they are a pariah to getting work done. This isn't true, however. Meetings are how a diverse cross-section of people collaborate and make decisions. It isn't the meeting itself that is bad, but rather how poorly it was facilitated that makes a meeting "bad."

- Use the suggestions made in this document. Even if you are an experienced Scrum Master, print out the **Scrum Event Planning Worksheet** on page 12 to help you.
- Use the topic list on page 7 to understand which topics need to be discussed depending on the Scrum event.
- Determine your goals for each topic. What SPECIFICALLY do you want to accomplish?
- Use the discussion approaches on page 9 to consider how you want to drive the discussion for this topic to achieve the goal.
- Set a timebox for the discussion. You don't have to absolutely stick to it, but if you don't consider a timebox, you're chances of getting everything accomplished in a desirable timeframe become slim.
- Write your evaluation of the meeting in the bottom of the worksheet. How well did the meeting go? What could you have done better? What discussion approaches worked best? Which decision making approaches worked best? Inspect and adapt. Get it better next time.

Development Teams HATE meetings. Turn the tables on them and start running meetings that are respectful of everyone's time and priorities and GET STUFF DONE. When you combine the skills and talents of your team with productive and effective meetings, the sky is the LIMIT!!

Scrum Event Planning Worksheet



Scrum Event (circle one): Planning Daily Scrum Review Retrospective

Scrum Team:

Sprint (name/date):

Topic	Goal	Approach	Timebox

Evaluation (how did it go?)

Stay Connected with Artisan Agility

Your learning journey with Artisan doesn't need to end today. We hope it doesn't! Stay connected with us through



Detailed information about our training programs is located on our website; you can visit us at www.artisanagility.com.

We are active in the social media world, so you can

- Like us and engage with us on Facebook®
- Follow us on Twitter®
- Connect with us through LinkedIn®
- Share with us on Instagram®
- Subscribe to “Jim’s Blog” the official Artisan Agility blog.