



Scrum of Scrums

A set of Scrum Teams that have a need to coordinate to collaboratively deliver a product (or integrated set of products). A Scrum of Scrums acts as a 'release team' and needs to have all the skills necessary to deliver a fully integrated potentially-shippable product increment at the end of every Sprint. Scrum of Scrums are:

- Self organizing
- Cross-functional
- Flexible
- Creative
- Productive

and operate as a Scrum Team under the guidance of a Chief Product Owner and a Scrum of Scrums Master.

Applies to: Team



Chief Product Owner

The Chief Product Owner is responsible for maximizing the value of the product(s) resulting from the work of a Scrum of Scrums. They are the sole person responsible for managing the Shared Product Backlog ensuring:

- The Vision is understood
- A Release Plan is created that reflects the vision
- The Shared Product Backlog is ordered, visible, transparent and clear to all
- All Shared Product Backlog Items are clear
- The teams within the Scrum of Scrums understand the Shared Product Backlog Items.

Part of: Product Owner Team
 Scrum of Scrums



Product Owner Team

A group of Product Owners who need to coordinate the backlog for a network of teams to:

- Create alignment across the teams and their stakeholders
- Establish the Vision
- Generate a single prioritized backlog
- Generate a coordinated Release Plan
- Eliminate dependencies and overlap between the teams

There is a Product Owner Team for every Scrum of Scrums. It is led by a Chief Product Owner who is responsible for establishing the Scrum of Scrum's Shared Product Backlog.

Applies to: Team



Scrum of Scrums Master

The Scrum of Scrums Master is responsible for ensuring that Scrum@Scale is understood and enacted within a team of teams. They are a servant leader for a Scrum of Scrums. Amongst other things they help:

- Facilitate Scrum@Scale events
- Remove impediments
- Promote agility
- Everyone to understand Scrum@Scale
- The Chief Product Owner to effectively manage the Shared Product Backlog
- The Scrum Teams collaborate to maximize the value delivered.

Part of: Scrum of Scrums



Action Team

The leadership team for a Scrum of Scrums. It:

- enables the fast, frequent integration of all the teams work ensuring there is a fully integrated product every Sprint
- quickly removes impediments escalated by the teams
- drives cross-team improvements
- focuses on improving / optimizing the entire value stream
- is not just the Scrum Masters; it includes architects, QA and other roles shared by the teams in the Scrum of Scrums.

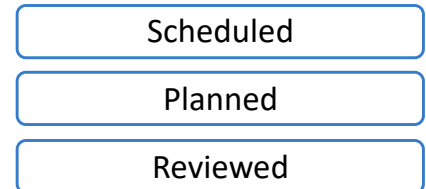
It is itself a Scrum Team operating under the guidance of the Scrum of Scrums' Chief Product Owner and Scrum of Scrums Master.

Applies to: Team



Common Sprint

A time-box of one month or less during which a "Done", useable and potentially shippable Shared Increment is created. This is a shared time-box that synchronizes all the teams in a Scrum of Scrums. A new Sprint starts immediately after the conclusion of the previous Sprint.

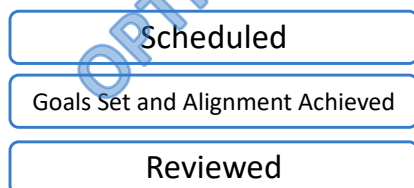


Relates to: Work



Sprint of Sprints

A time-box of three months or less that contains 2 or more Sprints and is focused on achieving one or more Common Sprint Goals. It is a shared time-box that aligns and synchronizes all the teams in a Scrum of Scrums. A new Sprint of Sprints starts immediately after the conclusion of the previous one.

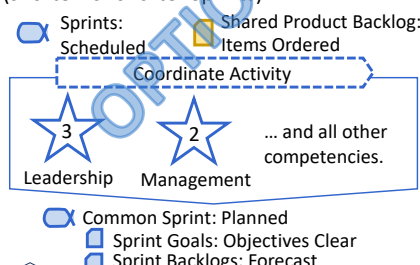


Relates to: Work



Shared Sprint Planning

All the teams in the Scrum of Scrums collaboratively plan the work to be performed in their Common Sprint and forecast what can be delivered. It aligns a set of teams on a common goal and shared backlog before they undertake their own Sprint Planning. A time-boxed event of no more than 4 hours for a one-month Sprint (shorter for shorter Sprints).



Common Sprint: Planned
 Sprint Goals: Objectives Clear
 Sprint Backlogs: Forecast



Scaled Daily Scrum

Plan and replan the work for the next 24 hours or so; to resolve emergent dependencies and issues, to optimize team collaboration, and to get things to Done. Normally held daily after the teams' Daily Scrum, this is 15-minute time-boxed event for the Scrum-of-Scrums.



Work: Under Control



Scaled Sprint Review

An informal meeting, held at the end of the Common Sprint, to inspect the Shared Increment and adapt the Shared Product Backlog. A time-boxed event of no more than 4 hours for a one-month Sprint (shorter for shorter Sprints), which can remove the need for individual team Sprint Reviews.

Shared Product Backlog Shared Increment

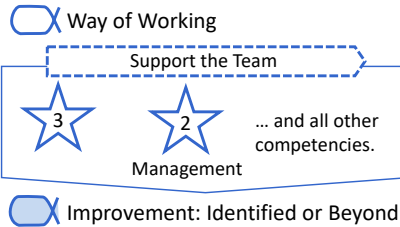


- Common Sprint: Reviewed
- Shared Product Backlog Items: Identified
- Shared Product Backlog: Items Ordered
- Metrics: Results Available



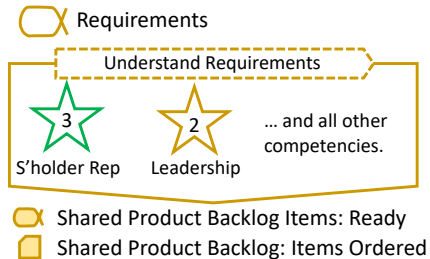
Scrum of Scrums Retrospective

An opportunity for the Scrum of Scrums to inspect itself and create a plan for Improvements to be enacted across the teams. A time-boxed event of no more than 3 hours for a one-month Sprint (shorter for shorter Sprints). It follows on from the individual team Retrospectives. It is not necessarily done every Sprint but must be done at least once every 3 months.



Scaled Product Backlog Refinement

The on-going process of adding detail, estimates, and order to the items in the Shared Product Backlog and decomposing complex items so they can be pulled by the individual teams. A Product Owner Team activity led by the Chief Product Owner and held at least once a Sprint.



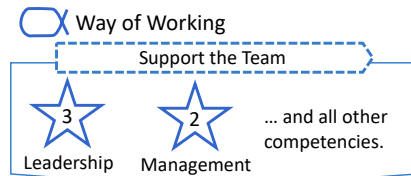
MetaScrum

A stakeholder alignment event where the Chief Product Owner shares the Shared Product Backlog with the business owners who control funding, personnel and customer commitments so they can express their preferences and, sometimes, urgent demands. Led by the Chief Product Owner, this is a time-boxed event of no more than 2 hours for a one-month Sprint (shorter for shorter Sprints) and held at least once a Sprint.



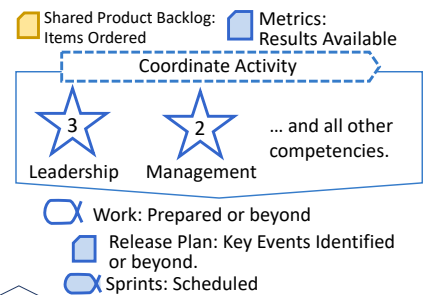
Improvement Backlog Refinement

The on-going process of adding detail, estimates and order to the items in the Improvement Backlog, and transforming opportunities and impediments into actionable improvements. A Scrum of Scrums level activity led by the Scrum of Scrums Master.



Release Planning

Collaboratively plan what is to be achieved by a Scrum of Scrums using a higher-level planning horizon than a single Sprint (usually 1 to 6 months). A time-boxed event of no more than 4 hours for a one-month period (longer for longer periods).



Product Envisioning

The on-going process of aligning a Scrum of Scrums along a shared path forward whilst responding to rapidly changing market conditions.

A Product Owner Team activity led by the Chief Product Owner.



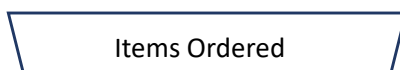
- Opportunity
- Product Vision: Solution Envisaged



Shared Product Backlog

A shared backlog that feeds a network of teams working on the same Product or Product Family. It creates clear priorities across the teams and avoids the duplication of work.

The items in the Shared Product Backlog are known as Shared Product Backlog Items and are typically larger than those held in the teams' backlogs.

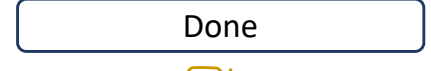


Describes: Requirements



Shared Product Backlog Item

An item of significant value to be delivered by a Scrum of Scrums (for example a new capability, feature, or service). Typically a larger, more complex backlog item than those found in the individual teams' backlogs.



Relates to: Requirements

Dependency Board

A visualization of any dependencies, collaborations and events that will impact the teams during the Sprint (or Sprint of Sprints) especially those that go outside the control of the Scrum of Scrums. It provides a way to manage the flow of work within a Scrum of Scrums and should be reviewed and updated at least daily.

Key Events Identified

Dependencies Captured

Other Detail Captured

Describes:  Work




Shared Increment

The sum of all the Increments completed by the teams in a Scrum of Scrums during a Sprint and the value of the Increments of all previous Sprints. The Shared Increment must be "Done" which means it must be in a usable condition, integrate all the work done by all the teams and meet the Shared Definition of Done.

Product Backlog Items Listed

Value Quantified

Describes:  Sprint



Common Sprint Goal

An objective set for the Scrum of Scrums that can be met through the implementation of the Shared Product Backlog. It provides guidance on why the Shared Increment is being built and helps the teams to align and collaborate. At scale a Common Sprint Goal may take more than one Sprint to achieve.

Objective Clear

Describes:  Common Sprint or  Sprint of Sprints



Improvement

An action to be taken to improve the way of working (for example an experiment to be tried, an improvement to be made or an impediment to be removed).

Identified

Ready

Done

Relates to:  Way of Working



Improvement Backlog

An ordered list of everything that is to be done to improve the way of working, including the removal of everything known to be hindering or blocking the work of a Scrum of Scrums. The Improvement Backlog drives continuous improvement and is made up of Improvements that address opportunities, drive change or remove impediments.

Items Ordered

Describes:  Way of Working



Vision

Clearly align an entire Scrum of Scrums along a shared path forward; compellingly articulating why the team exists, what it will produce and how it will respond to rapidly changing market conditions.

Need Identified

Solution Envisaged

Value Forecast

Describes:  Opportunity



Release Plan

A shared plan that sets the direction for the teams in a Scrum of Scrums; identifying key events, predicting changes in capacity, and forecasting product releases.

Created by the Product Owner Team with the help of the Scrum of Scrums Master and the other members of the Scrum of Scrums.

Key Events Identified

Delivery Forecast

Describes:  Work



Shared Definition of Done

A uniform "Definition of Done" that applies to everything produced by the teams in the Scrum of Scrums. It complements and aligns any more specific "Definitions of Done" used by the teams.

Note: All teams working on the same Product or System should share the same Definition of Done.

Completion Conditions Listed

Quality Criteria and Evidence Described

Describes:  Way of Working



Metrics

A key to transparency, metrics provide everyone in the Scrum of Scrums with appropriate context to make good decisions. As a minimum a Scrum of Scrums should measure:

- Team Productivity
- Value Delivery
- Product Quality
- Sustainability

Measures Agreed

Results Available

Trends Analyzed

Describes:  Way of Working

