**1** **The thing we want to make better is**
Benefit

**2** **We're doing it because**
Strategic alignment

**3** **It feels like this now we're here**
Outcome

**4** **We'll know how much further we have to go by measuring**
Progress metrics

**6** **What these people want is**
User cards

Priority

As ........................................................................................
I want ...................................................................................
Because ................................................................................
I'll be happy when ................................................................

**5** **People who care about this are**
Stakeholders

**7** **Start with the highest priority user card and create your backlog of tasks**

| *As …* | Priority | *As …* | Priority |
|---|---|---|---|
| *I want …* | | *I want …* | |
| *Because …* | | *Because …* | |
| *I'll be happy when …* | *User card* | *I'll be happy when …* | *User card* |
| *As …* | Priority | *As …* | Priority |
| *I want …* | | *I want …* | |
| *Because …* | | *Because …* | |
| *I'll be happy when …* | *User card* | *I'll be happy when …* | *User card* |

## User card

As …

I want …

Because …

I'll be happy when …

*User card*

## User card

As …

I want …

Because …

I'll be happy when …

*User card*

## Task card

Story points

Do …………………………

DoD Definition of Done

………………………………

*Task card*

## Task card

*Put your 1 story point calibration task here*

1

*Task card*

## Questions to ask your stakeholders

Tell me about a time when you………

Mon   Tues   Weds   Thurs   Fri

Mon   Tues   Weds   Thurs   Fri

Mon   Tues   Weds   Thurs   Fri

## Corporate strategy

↓

## Epic(s)
Big chunks of work
*3-18 months duration*

↓

## Feature(s)
Medium chunks of work
*2-12 weeks duration*

↓

## Stories
Small chunks of work
*1-5 days duration*

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# Roles

### Scrum Lead
*The person responsible for leading the scrum team and making sure they do what they are meant to. Runs the daily standup, sprint planning and sprint retrospective*

### Scrum team
*All the skills you need (stripy team) working together to deliver the stories within the sprint*

### Product Owner
*The person representing the end user community (or business) who speaks authoritatively on their behalf and makes priority decisions for the scrum team during sprint planning*

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# Running a retrospective



*Use routinely to build a habit of continuous improvement. Put three post-it notes on the wall – a smiley face, a sad face and an upwards arrow. Ask people to write things that went well (smiley), things that didn't (sad) and what we could do differently (arrow) on separate post-its. Stick them to the wall then discuss through them. Use to look back over a meeting, the last week, month, 3 months etc.*
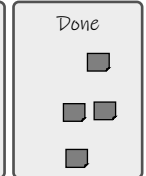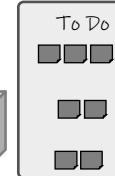
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# Sprint planning

*Meet for an hour on the last day of each sprint and combine with the retrospective: 20 mins retrospective, 40 mins planning. Review what you completed in the last sprint and how many story points you completed. Put unfinished tasks in the backlog (if they are no longer important) or move them to the new sprint if they need to be completed. Review your backlog and choose your next set of stories according to the priority of your features. Estimate story points. Load up the sprint 'to do' column making sure your total story points is aligned to the average number of story points you have been delivering historically per sprint.*

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# Story point estimating
## 1 2 3 5 8 13 20 40

*In your team, pick the smallest task in your backlog and assign this "1". Pick another task and vote how much effort it requires relative to your calibrated '1-pointer'. Don't over think it and only use the numbers above. In your sprint retrospective explore how effectively you estimated your team capacity. After a few sprints you will get the feel for how many story points your team can complete per sprint.*

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# Kanban



*Add to the backlog whenever you want – just don't open it until sprint planning!*

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*Use **"tell me about a time when you did / felt something ……"** to get evidence from stakeholders to better understand their needs*

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## 6 sprints = one Programme Increment (PI)

| plan | 2 week sprint | retro | plan | 2 week sprint | retro | plan | 2 week sprint | retro | plan | 2 week sprint | retro | plan | 2 week sprint | retro | plan | 2 week PI planning & innovation sprint | retro |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|

*During your "PI planning and innovation" sprint (the last sprint in each PI) you should reassess your Epic priorities (you may have new Epics to add or old ones to remove), review your backlog of features, and pick the features you want to focus on for the next PI. And start drafting the stories you will need to deliver to complete each feature.*

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# Daily standup….

*This will only work if you do it daily….it should only take 10 minutes when you have the hang of it. Ask 3 questions of each person.*

- **What did you do yesterday?**
- **What will you do today?**
- **What is blocking you?**