Sprint Review Meeting

(Meetings Section of CollabNet Scrum Web-Based Training)

by

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February 23, 2012 2:08 PM

We see the title page.

We see the same six-module table of contents page as before, this time emphasizing the Daily Scrum Meeting.

                    NARRATOR
          Welcome to part five of CollabNet's
          Scrum Training Series: The Sprint
          Review Meeting. I'm Michael James.

We see the Scrum Flow diagram.

                    NARRATOR (CONT'D)
          As you learned in the part four, our
          team has already conducted a Backlog
          Refinement Meeting, a Sprint Planning
          Meeting, and nine or ten Daily Scrum
          Meetings.

Checkmarks appear on the Backlog Refinement Meeting, Sprint Planning Meeting, and Daily Scrum Meeting (of the Scrum Flow diagram).

Visual emphasis on the Sprint Review Meeting box (of the Scrum Flow diagram).

                    NARRATOR (CONT'D)
          Now that the time has run out for
          Sprint Execution, we'll watch the
          team's Sprint Review Meeting. Be ready
          for quiz questions interspersed during
          the module.

As viewers, we are now standing outside the team room door.

                    NARRATOR
          Since the Sprint Review Meeting is open
          to outside stakeholders, the team
          shouldn't be surprised to see us here
          this time.

INT. PRESENTATION ROOM

The room now has a projector and screen, and an empty area labeled "PBIs DONE/VELOCITY." The room also has things we've seen before, the SPRINT BACKLOG and PRODUCT BACKLOG. 95% of the task Post-it notes in the Sprint Backlog are in the "COMPLETED" column. The last PBI has a few associated tasks scattered in

the other columns. The Product Backlog is de-emphasized for now.

TEAM faces PO and STAKEHOLDERS. SCRUMMASTER is out on the edge of the room.

STAKEHOLDERS include a character from Module 4, SAMMY SEAGULL, plus two new characters VICTOR VIP and URI USER. VICTOR VIP looks like an important, busy executive (maybe based on the exec from the Sprint Review section of the intro module). URI USER is a schoolteacher (who will be an end user of the product), maybe wearing a tweed jacket, or otherwise obviously a teacher.

The room has background noise until the ScrumMaster starts speaking.

                    SCRUMMASTER
          Hello, I'm your ScrumMaster. Welcome
          to the Sprint Review Meeting. This
          meeting is open to any stakeholder
          who's interested. Today we're being
          visited by Sammy Seagull, Victor
          V.I.P., and Uri User.

Image zooms in, or somehow visually emphasizes the new characters as they are named.

                    SCRUMMASTER (CONT'D)
          The highlight of every Sprint Review
          Meeting is a live product
          demonstration. The team

Visual emphasis on the team.

                    SCRUMMASTER (CONT'D)
          will demonstrate their attempt to build
          a potentially shippable product
          increment to the Product Owner.

Visual emphasis on the Product Owner.

                    SCRUMMASTER (CONT'D)
          After that, the Product Owner will
          declare which of the PBIs committed to
          the Sprint meet the acceptance criteria
          agreed at the Sprint Planning Meeting,
          and whether Sprint goals were met.

Visual emphasis on the COMMITTED PBIs column of the Sprint Backlog (taskboard). @DESIGNERS, probably the ScrumMaster should point at them.

                    SCRUMMASTER (CONT'D)
          When the Product Owner considers items
          done, they'll be counted as *velocity*.

Visual emphasis on the PBIs DONE/VELOCITY board.

          The only purpose of velocity is to help
          the Product Owner make forecasts.
          Items that are not done, or "almost
          done" will be moved in their entirety
          back to the Product Backlog.

          Lastly, we'll listen to feedback from
          the stakeholders which may result in
          new Product Backlog Items for the
          Product Owner to prioritize according
          to his vision.

          Here's that agenda again for those of
          you who are hard of hearing.

Visual display of a sign or markerboard labeled "Sprint Review Meeting Agenda." The Agenda contents are:

1. Product Demonstration

2. Product Owner declares what's done.

3. (Optional:) Measure velocity.

4. Stakeholder feedback.

URI USER starts clapping, but is quickly corrected by the ScrumMaster.

                    SCRUMMASTER
          Oh, yes, thanks for the reminder. At a
          previous Sprint Retrospective, the team
          and Product Owner decided to discourage
          applause because it was interfering
          with neutral measurement.

ScrumMaster's word bubble contains a flashback to the animated circuit diagram from the intro module.

>   SCRUMMASTER (CONT'D)
>   The Sprint Review Meeting is a key
>   inspect and adapt mechanisms in Scrum
>   so we want to avoid things that could
>   interfere with transparency.

>   VICTOR VIP
>   I'm confused. Don't we need to praise
>   people to motivate them?

>   ANDY ARCHITECT
>   Actually we were finding it a little
>   demeaning when it was obligatory. It
>   also raised the question "What if they
>   don't clap next time?" This can cause
>   us to try to make things look better
>   than they really are. I'm more
>   motivated by solving interesting
>   problems to build a cool product.

>   VICTOR VIP
>   So we don't need to pay you?

>   CARLA COOK
>   We didn't say THAT!

MORE INFO: "Drive: The surprising truth about what motivates us"

http://www.youtube.com/watch?v=u6XAPnuFjJc

END MORE INFO

>   SCRUMMASTER
>   It sounds like we're getting off topic.
>   Anyone else feel we should return to
>   the agenda?

QUIZ -- MULTIPLE CHOICE

What's the first thing we should see at a Sprint Review Meeting?

Right answer: Live demonstration of a potentially shippable (properly tested) product increment.

Wrong answer: PowerPoint slides describing project status.

Wrong answer: Design artifacts such as UML diagrams and architectural drawings of things that haven't been built and tested yet.

Wrong answer: A report about what happened during the Sprint.

END QUIZ

                    SCRUMMASTER
          Here's that agenda again.

ScrumMaster points to item #1 on the agenda.

                    PETER PILOT
          I'll start the product up now.

We hear the sound of the product starting up. @DESIGNERS: Unless you have another idea, let's use the sound of a car/truck engine starting then idling, or maybe a propellor airplane.

While we hear the sound, the projector is also blinking to life with an image of the product UI. We can't see the actual details of the UI, but the participants in the room can.

                    PRODUCT OWNER
          While Peter's doing that, I'll remind
          everyone our Product's Vision is to
          reduce clerical work for school
          teachers and school administrators.
          This Sprint's goal was rudimentary
          capabilities around grading.

                    PETER
          So here's one of the features we built:
          students can log in and view their
          current grades. Want to try it?

                    PRODUCT OWNER
          Sure!

We hear a typing sound as PRODUCT OWNER interacts with the
product. @DESIGNERS: Possibly we see him typing on a keyboard
if you can make this work aesthetically.

                    PRODUCT OWNER
          It's simple and easy enough to use.
          Shouldn't the grades display be color
          coded though? Maybe failing grades
          should blink!

                    CARLA
          That wasn't what we agreed.

                    PRODUCT OWNER
          Fair enough. Is what you just showed
          me properly tested?

                    PETER
          Yes. It has automated regression tests
          triggered by our Continuous Integration
          server.

Peter's word bubble contains an image of the Continuous
Integration server from Module 4.

                    CARLA
          We also did exploratory testing.

                    SCRUMMASTER
          I'll keep a list of new PBIs to add to
          the Product Backlog as candidates for
          future Sprints.

ScrumMaster writes two new PBIs with titles only: "Color Coded
Grades" and "Failing Grades Blink."

                    PRODUCT OWNER
          According to the acceptance criteria we
          agreed, this should work on the jPhone
          also. Can I see that?

                    TIM
          Sure, try it out.

Tim gives Product Owner his phone. We hear beeping as Product
Owner plays with the phone.

                    ANDY
          We can also update grades. I'll log in
          as a teacher and show you.

More typing sound as Andy operates the product.

                    PRODUCT OWNER
          OK, I saw the grade update. During
          Sprint execution you showed me how this
          updates the legacy system as well. Is
          this feature properly tested now?

                    TIM
          Yes. We hammered this pretty hard
          until all the edge cases worked.

QUIZ -- MULTIPLE CORRECT

Question: "What did this team previously agree should be in
their definition of 'done'? Choose three."

WRONG ANSWER: "All bells and whistles."

RIGHT ANSWER: "Properly tested."

RIGHT ANSWER: "Code is refactored."

WRONG ANSWER: "All features needed for a sellable product."

RIGHT ANSWER: "Potentially shippable."

END QUIZ

                    CARLA
          We can also view grades from previous
          semesters. Want to try?

                    PRODUCT OWNER
          Sure!

More typing sound as Product Owner operates the product.

                    PRODUCT OWNER
          Can I update the previous semester's
          grades?

                    TIM
          Not reliably yet. We'd rather wait
          until that's properly tested to
          demonstrate it. Also that wasn't among
          the PBIs we agreed to do this Sprint.

                    PRODUCT OWNER
          It wasn't? I thought it was.

ScrumMaster points to the COMMITTED PBIs column of the Sprint
Backlog.

                    SCRUMMASTER
          Here's what the team committed, or
          "forecasted," as some people prefer to
          put it.

BEGIN QUIZ -- MULTIPLE CHOICE

Question: "When were the four PBIs committed to the Sprint?"

WRONG ANSWER: "During the Backlog Refinement Meeting."

RIGHT ANSWER: "During the Sprint Planning Meeting."

WRONG ANSWER: "During the Release Planning Meeting."

WRONG ANSWER: "During the Daily Scrum Meeting."

END QUIZ

                    VICTOR VIP
          Hey Tim, did you add the Scholarship
          Awards feature yet?

                    TIM
          No, that wasn't one of our Sprint
          Goals.

                    VICTOR VIP
               (getting angry)
          I just promised that feature to our new
          customer, Elastic Education! What kind
          of team are you?

BEGIN QUIZ -- MULTIPLE CHOICE

Question: "To whom should the stakeholder direct his complaint about priorities?"

WRONG ANSWER: "Any developer on the team."

RIGHT ANSWER: "The Product Owner."

END QUIZ

> PRODUCT OWNER
> This is the first I've heard of this.

> VICTOR VIP
> (more angry)
> But I sent you an email!

> SCRUMMASTER
> It's considered the Product Owner's job
> to prioritize, after consideration.
> Perhaps Victor VIP and the Product
> Owner should talk at the end of the
> meeting.

BEGIN QUIZ -- MULTIPLE CHOICE

Question: "What's the best time within the Sprint Review Meeting to discuss feedback from outside stakeholders?"

WRONG ANSWER: "The beginning."

WRONG ANSWER: "Any time they interrupt."

RIGHT ANSWER: "The end, after the demonstration and measurement of which goals were achieved."

END QUIZ

> PRODUCT OWNER
> Fine. What about GPA? I remember you
> warned me during the Sprint that one
> was at risk.

Carla blushes.

                    CARLA
          Um, we still have a *tiny bit* of
          integration work left on GPA. Want to
          call it 80% done?

The ScrumMaster starts to look worried, but doesn't say
anything.

                    TIM
          I thought one reason we started doing
          Scrum was to introduce clarity. We
          don't know how "done" something really
          is until we've tested it.

The ScrumMaster looks relieved.

                    PRODUCT OWNER
          I agree. Let's wait until then to
          demonstrate it.

QUIZ -- MULTIPLE CHOICE

Question: "Does Scrum have a concept of a 'partially done' PBI?"

Wrong answer: "Yes, it's important to be precise."

Right answer: "No, it's important to avoid self deception."

END QUIZ

                    SCRUMMASTER
          Is there anything else ready to
          demonstrate?

Andy holds up a small book labeled "User's Guide," then gives it
to the Product Owner to inspect.

                    ANDY
          Yes, as we agreed, we also updated the
          documentation related to the features
          we added.

Product Owner leafs through the book, seems happy.

                    PRODUCT OWNER
          OK, this looks good. Now what?

QUIZ -- MULTIPLE CHOICE

Question: "What should happen immediately after the demonstration?"

Wrong answer: "Discussion about what went well, what could be improved."

Right answer: "Product owner declares which committed PBIs are done, which items aren't."

END QUIZ

ScrumMaster points to item #2 on the agenda.

>   SCRUMMASTER
>   Now we're up to the second agenda item:
>   Product Owner declares what's done.

The ScrumMaster points to the "COMMITTED PBIs" column of the Sprint Backlog.

>   SCRUMMASTER
>   I suggest telling everyone which
>   committed PBIs you consider done so we
>   can clear out the Sprint Backlog.

>   PRODUCT OWNER
>   (reading the first
>   committed PBI)
>   View Grades, current semester: As a
>   student, I can see my grades online so
>   that I don't have to wait until I get
>   to school to know whether I'm passing.
>
>   Acceptance criteria: Columns align
>   neatly on FingerFly 4.1 and jPhone.
>
>   I declare "View Grades, current
>   semester" to be done!

Product Owner pulls that PBI from the Committed PBIs column and moves it to the PBIs DONE/VELOCITY board.

>   PRODUCT OWNER
>   (reading the next
>   committed PBI)
>   Update Grades, current semester

> As a teacher, I can update grades
> online so I don't depend on
> administrators to do it for me.
>
> Well, I saw that working and you said
> you tested it thoroughly. I declare
> "Update Grades, current semester" to be
> done!

Product Owner pulls that PBI from the Committed PBIs column and
moves it to the PBIs DONE/VELOCITY board.

QUIZ -- MULTIPLE CHOICE

Question: "When should a PBI be considered *done*?"

Right answer: "When the Product Owner declares it meets the
definition of done and any acceptance criteria negotiated with
the team."

Wrong answer: "When all its tasks have been completed."

END QUIZ

> PRODUCT OWNER
> (pointing to the third
> committed PBI)
> Next we had View Grades, previous
> semester.
>
> As a student, I can see my old grades
> online because I lost my report card.
>
> I'm not quite sure what to do with this
> one. A student can indeed view old
> grades, as the story says. But I still
> want the related capability of a
> teacher updating grades, which you said
> isn't done yet.

QUIZ -- MULTIPLE CHOICE

Question: "The Product Owner feels this PBI is done, but there
are other related things he wants. What should he do?"

Wrong answer: "Enter a bug against this PBI into a bug tracking
system kept separate from the Product Backlog."

Right answer: "Declare this PBI done. The additional
functionality should be identified by other PBIs."

END QUIZ

><center>PRODUCT OWNER</center>
>(still pointing to the
>PBI)
>I've decided View Grades, previous
>semester is done.

Product Owner pulls that PBI from the Committed PBIs column and
moves it to the PBIs DONE/VELOCITY board.

The Product Backlog currently contains:

update grades, previous semester, EFFORT MEDIUM

attendance, full time students, EFFORT SMALL

report cards, ugly formatting, EFFORT SMALL

attendance, part time students, EFFORT MEDIUM

report cards, pretty formatting

event calendar

alumni archives

color coded grades

failing grades blink

Tim points to the Update Grades, previous semester PBI in the
Product Backlog.

><center>TIM</center>
>Don't forget there is another PBI for
>updating old grades that we haven't
>committed yet.

The Product Owner looks at the Product Backlog with Tim.

><center>PRODUCT OWNER</center>
>It's a real eye opener having
>everything we need to do in one
>prioritized list instead of the two
>separate systems we were using before.

The Product Owner returns his attention to the Sprint Backlog and points to the last item, GPA.

> PRODUCT OWNER
> You said GPA was mostly done. We've
> had some bad experiences with "mostly
> done." I wonder what I should do with
> the GPA PBI.

> SCRUMMASTER
> Remember that time we all ate some
> "mostly done" food at the company
> picnic?

[@DESIGNERS: In the word bubble, can you include an image of some incompletely-cooked food coming off a grille, or on a plate?]

Team and Product Owner look a little sick from remembering time they ate the food that hurt their stomaches.

> ANDY
> Until an item is properly tested,
> calling it *any* amount done is pure
> fantasy. If we don't know what's wrong
> with it, we don't know what's involved
> with fixing it.

> TIM
> Or fixing the other problems caused by
> fixing it.

> CARLA
> (getting upset)
> But calling the whole PBI not done will
> reduce our velocity!

> ANDY
> (getting upset)
> Yes, that's good! Metrics are usually
> abused anyway.

> SCRUMMASTER
> (interrupting)
> Guys, this is the Product Owner's
> decision.

QUIZ -- MULTIPLE CHOICE

Question: "What should a Product Owner usually do with a partially complete PBI?"

Correct answer: "Return the entire PBI wherever he wants within the Product Backlog."

Wrong answer: "Try to count the part that's done and put the rest back into the Product Backlog."

Wrong answer: "Call it done but log a defect against it in a separate tracking system."

END QUIZ

> PRODUCT OWNER
> Definition of *done* is much more
> important than velocity metrics. I
> know you worked hard on this but I'm
> going to call the GPA PBI not done and
> return it to the Product Backlog.
> Maybe not at the very top because I've
> recently discovered some other things
> are more important.

Product Owner returns the GPA PBI about 1/3rd of the way down the Product Backlog.

> PETER
> What should we do with these old tasks?

> SCRUMMASTER
> I usually tear them up. What matters
> is which PBIs got done. Remember the
> time you got all the tasks done but the
> Product Owner didn't feel the PBI was
> done the way you agreed?

Team nods.

> ANDY ARCHITECT
> I also remember the time we got an item
> done and realized there were some tasks
> not completed because they turned out
> to be unnecessary. We try to keep the
> goals fixed within each Sprint but the
> initial task list is just a guess of
> how to achieve them.

The team tears up the old tasks.

ScrumMaster points to agenda item #3.

                    SCRUMMASTER
          Now we're up to the third agenda item:
          Measure Velocity. This isn't part of
          Scrum, but it can sometimes be useful.

Peter examines the PBIs DONE/VELOCITY board.

                    PETER
          So we got done one Medium and two
          Smalls.

Peter's word bubble shows one Medium estimation card plus two
small ones. 4+2+2=8.

                    PETER
          Using our relative sizing numbers, our
          velocity works out to 8 story points
          this Sprint.

Peter writes "8 story points" on the PBIs DONE/VELOCITY board.

                    PRODUCT OWNER
          What does that mean?

ScrumMaster points toward the middle of the Product Backlog.

                    SCRUMMASTER
          Not much right now. If it stays stable
          for several Sprints it may eventually
          help you forecast how far down the
          Product Backlog you'll get before the
          release date.

                    PRODUCT OWNER
             (getting anxious)
          But the Product Backlog grows faster
          than we get work done! We keep finding
          more important items than the original
          plan! Some of the original items might
          never get done!

ScrumMaster gives the scissors (from Backlog Refinement Meeting)
to the Product Owner.

                    SCRUMMASTER
          Get used to adjusting scope to hit
          release dates. You'll constantly have

to bring the highest value items to the
top.

MORE INFO -- An Agile Approach to "Metrics": Applied
Macromeasurements to Ensure On-Time Delivery

http://danube.com/system/files/
CollabNet_WP_Macromeasurements_061710.pdf

END MORE INFO

QUIZ -- MULTIPLE CHOICE

Question: "What should we do now that we've seen the product
demonstration, the declaration of what's done, and a measurement
of velocity?"

Wrong answer: "Crack open a beer."

Right answer: "Get feedback from stakeholders leading to new
PBIs and the possibility of re-prioritization."

Wrong answer: "Proceed to the Sprint Retrospective meeting while
all stakeholders watch."

END QUIZ

ScrumMaster points to agenda item 4.

                    SCRUMMASTER
          Let's get stakeholder feedback about
          the product.

                    URI USER
          Hi. I'm one of the teachers who will be
          using this. I don't like the user
          interface.

                    PRODUCT OWNER
          What you don't like?

                    URI USER
          It's convenient for updating one
          student's grade at a time, but seeing
          this caused me to realize I'd rather

>   enter a whole class's grades at once.
>   I don't want to go back and forth
>   selecting each student.

>   PETER
>   But that's what you asked for.

>   URI USER
>   It's what I originally asked for, but
>   your demo helped me realize what I
>   actually want.

>   ANDY ARCHITECT
>   It's a good thing we're using
>   techniques like Test Driven Development
>   to reduce our cost of change.

>   URI USER
>   Can I add items to the Product Backlog?

>   SCRUMMASTER
>   Yes, anyone here can submit PBIs, and
>   the Product Owner prioritizes them.

Uri hands the Product Owner a new PBI:

Update Multiple Grades: As a teacher I want to enter a whole
class's grades at once to save steps.

>   PRODUCT OWNER
>   This seems pretty important, so I'll
>   put it on top for now.

Product Owner adds PBI to the top of the Product Backlog.

>   VICTOR VIP
>   Hey, what about Scholarship Awards?

>   NARRATOR
>   Hi, this is Michael again. No one
>   knows what the Product Owner should do
>   with Victor VIP's request, but we do
>   know it's the Product Owner's decision.

QUIZ -- MULTIPLE CHOICE

Question: "If we keep the product visible and encourage open communication, will the Product Backlog usually get bigger or smaller over time?"

Right answer: "The Product Backlog will grow because people ask for things in response to what they've seen."

Wrong answer: "The Product Backlog will shrink because Scrum teams work so fast."

END QUIZ

QUIZ -- MULTIPLE CHOICE

Question: "What's a good use for velocity?"

Right answer: "To help the Product Owner make forecasts about what might be done by a given release date."

Wrong answer: "To specify exactly how much work the Team should commit into the next Sprint."

Wrong answer: "To guide a conditional reward system for employees."

END QUIZ

MORE INFO - same as other modules

END LESSON

NEXT LESSON - Sprint Retrospective Meeting