Sprint Review Meeting

(Meetings Section of CollabNet Scrum Web-Based Training)

by

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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.


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.

SCUMMASTER (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

SCUMMASTER
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.

SCUMMASTER
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.

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

PRODUCT OWNER
(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.

TIM
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.

PRODUCT OWNER
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 stomachs.

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


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