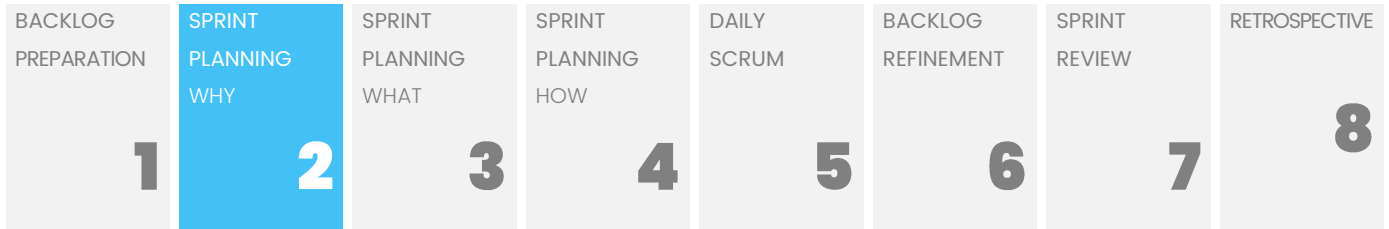# SPRINT PLANNING – WHY

Starting planning with why helps provide a deeper connection to a collective goal for the team and its Sprint.

ZEN EX MACHINA

SPRINT PLANNING – *WHY*

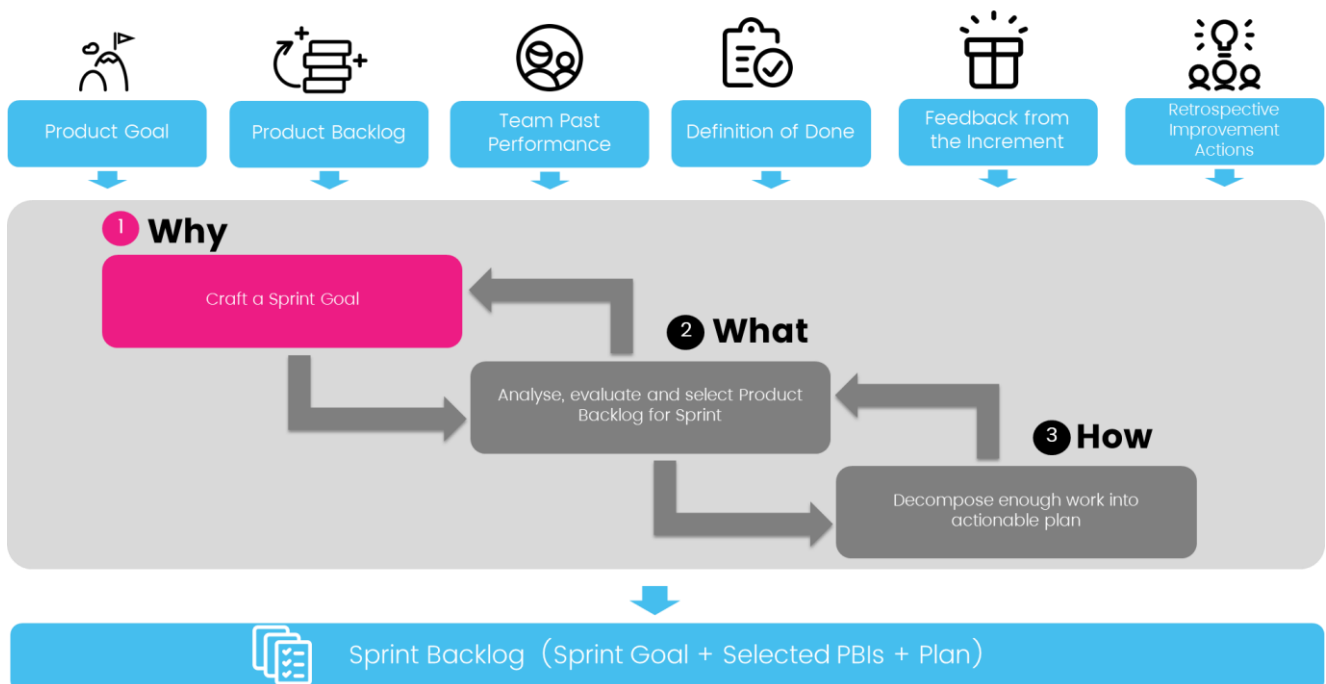| BACKLOG PREPARATION	SPRINT PLANNING WHY	SPRINT PLANNING WHAT	SPRINT PLANNING HOW	DAILY SCRUM	BACKLOG REFINEMENT	SPRINT REVIEW	RETROSPECTIVE
1	2	3	4	5	6	7	8

Sprint Planning initiates the Sprint by laying out the work to be performed for the Sprint. Topic one is "why" and addresses the value the Sprint will bring to the product and its users and what it will contribute to the Product Goal.

PURPOSE

The "Why" part of Sprint Planning helps relate the value the Sprint will deliver, to whom, and the impact delivery of the work will achieve.

Time-box: Maximum of eight hours for a one-month Sprint for Sprint Planning. For shorter Sprints, the event is usually shorter.

| Product Goal | Product Backlog | Team Past Performance | Definition of Done | Feedback from the Increment | Retrospective Improvement Actions |

① Why
Craft a Sprint Goal

② What
Analyse, evaluate and select Product Backlog for Sprint

③ How
Decompose enough work into actionable plan

Sprint Backlog (Sprint Goal + Selected PBIs + Plan)

Based on Scrum Guide (2020) by Jeff Sutherland and Ken Schwaber

WHO ATTENDS?

Role
Scrum Team – Scrum Master, Product Owner, Developers (people in the team developing the product)
Subject Matter Experts (SMEs) – Provide expertise and insights the team may not have
Interested stakeholders – Provide business context and perspective, invited by the Product Owner

KEY ARTEFACTS

- **Product Backlog** - The Product Backlog is an emergent, ordered list of what is needed to improve the product and achieve the product's goal. It is the single source of work undertaken by the Scrum Team. Product Backlog items that can be Done by the Scrum Team within one Sprint are deemed ready for selection in a Sprint Planning event.

AGENDA

Product Owner

- Describes why the product will increase its value and utility in the current Sprint.
- Proposes their objectives for the Sprint and how these are hypothesised to contribute to the Product Goal.
- Discusses product, user and value-based metrics that relate to the rationale of the objectives for the Sprint.
- Relates how the items in the Product Backlog for this Sprint relate to the Product Roadmap.

KEY OUTCOMES

- There is a clear understanding why this Sprint is important and valuable.

KEY CONSIDERATIONS

- Teams that have no "why" tend to be less motivated and therefore less effective than teams with a clear goal other than "deliver 10 items from the Product Backlog".

COMMON OBSTACLES TO AVOID

- Many agile teams are Feature factories, loaded up with work out of a Product Backlog with no sense of how their efforts add value to wider organisational and customer needs. For people to perform at their best, a clear goal and purpose is important.
- Avoid having the Product Owner come to the event without having any clear objectives for the Sprint.
- Ensure the Product Owner participates in Sprint Planning. They are an important part of the Scrum Team.
- Product Owners are not the customer or "business owner". They are a part of the Scrum Team. The Product Owner is one person, not a committee, and represents the needs of potentially many internal stakeholders in the Product Backlog. Avoid having someone fill this role only to serve as a proxy for a more senior business leader. For Product Owners to succeed, the entire organisation must respect their decisions.

ABOUT ZEN EX MACHINA

Zen Ex Machina (ZXM) provides independent and objective agile coaching and consulting, founded in organisational psychology, culture and change management, to help leaders succeed in their organisations. Ranging in scope from a short strategy session to full agile operating models, ZXM services connect you directly with experienced, certified agile practitioners who apply expert insight to your specific strategic and operational challenges.