ZEN EX MACHINA

DAILY SCRUM

Inspecting progress toward the Sprint Goal and adapting the Sprint Backlog.

DAILY SCRUM

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
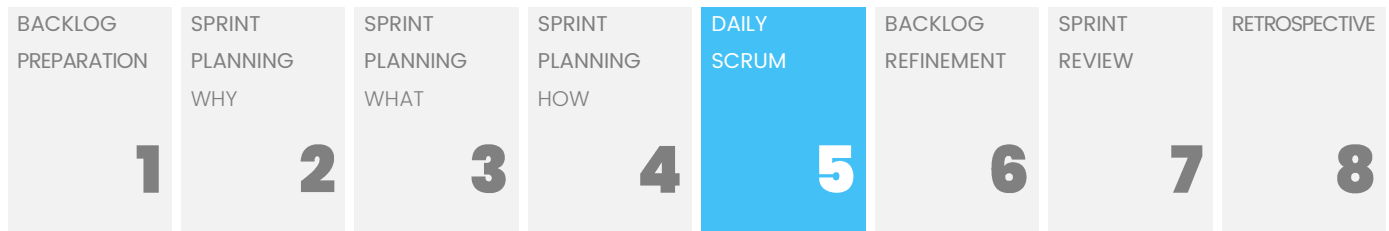
The Daily Scrum is a reoccurring event held at the same time every day for Developers to inspect their progress toward the Sprint Goal and adapt the Sprint Backlog so that it reflects the plan for the Scrum Team for the next 24 hours. This communication fosters shared responsibility as well as the ability to identify and more rapidly respond to any challenges and changes as they occur.

PURPOSE

Like every event in Scrum, the Daily Scrum is all about empiricism. Its purpose is for the team to inspect its progress toward the Sprint Goal and to adapt the Sprint Backlog so that its plan for achieving the goal is made transparent to everyone.

Time-box: Maximum of 15 minutes.

WHO ATTENDS?

Role
Developers (people in the team developing the product)
Scrum Master

KEY ARTEFACTS

- **Sprint Backlog** - The Sprint Backlog is composed of the Sprint Goal (why), the set of Product Backlog items selected for the Sprint (what), as well as an actionable plan for delivering the Increment (how).

AGENDA

Scrum Master

- Facilitates the event as required and ensures that all Developers attend.
- Supports and encourages self-management within the guide rails of Scrum's rules
- Helps the Product Owner and stakeholders to understand that this is an event for those people who are actively committed to creating any aspect of a usable Increment in the Sprint, and that the Daily Scrum is not designed as a status report to others on their progress.

Developers

- Assesses progress toward the Sprint Goal.
- Discuss what has happened in the last 24 hours.
- Creates a plan for the next 24 hours.
- Discusses risks or issues that are impeding them from achieving progress over the next 24 hours.
- Assesses any changes to their original plans to avoid or account for impediments.
- Escalates impediments to the Scrum Master **only when these are out of their control to change.**

KEY OUTCOMES

- Inspect the Sprint Backlog and Team's progress toward the Sprint Goal.
- Sprint Backlog is updated with the current plan and is transparent.
- Visual boards (physical or digital) are updated by the Developers which keeps their work transparent.
- Scrum Team has clarity and a shared understanding of what needs to be done over the next 24 hours to make progress toward the Sprint Goal.
- The Developers self-manage.
- If the Sprint Goal is at risk the Product Owner is immediately consulted.
- Scope may be clarified and renegotiated with the Product Owner as more is learned.

KEY CONSIDERATIONS

- The Product Owner doesn't need to attend. When they attend, the event often turns into a status update report. If the Product Owner needs to present some news or communicate to the team, they should do this separately.
- The Scrum Master doesn't need to attend. They only have to ensure that the event occurs.
- Has anyone learned anything new that impacts the Sprint Goal or requires the plan to change?
- What opportunities are there for Developers to collaborate today?
- Does any work need peer reviewing by another Developer?
- What needs to happen to get work to Done before taking on new work?
- Has any work met the Definition of Done yet?
- How can the Developers self-manage?
- Have we taken on too much work? Do we need to have a conversation with the Product Owner to negotiate the scope of work for the Sprint?
- Is anyone waiting on someone else? Is there something we can do to reduce this waiting time?

COMMON OBSTACLES TO AVOID

- If the event isn't held daily, empiricism suffers. The team loses the ability to inspect its progress and make necessary changes to their plan as reflected in the Sprint Backlog. Ultimately, not holding a Daily Scrum every day increases the risk that the Sprint Goal could be put in jeopardy.

- Don't use the pattern "what did you do yesterday" and "what are you going to do today". This pattern immediately turns the Daily Scrum into a status report to the Scrum Master. The Daily Scrum isn't for reporting to the Scrum Master.
- Developers go off their memory of what was planned at Sprint Planning rather than using tools such as digital or physical boards to assess their progress toward the Sprint Goal.
- Developers go into solution mode during the Daily Scrum rather than identifying that a conversation needs to happen after the event.
- There is no actual collaboration between the Developers – they do their own work and use Daily Scrum to report its status.
- The Product Owner uses the Daily Scrum to make key communications and provide updates to the Team. This isn't the purpose of the event.
- The Team synchronise their work and communicate so they're on the same page, but forget to inspect their progress toward the Sprint Goal and don't adapt the Sprint Backlog. As a result, Developers lose focus and the Sprint Goal and the Increment of work becomes at risk of not being achieved.
- The Sprint Backlog and associated task boards aren't transparent or up-to-date.
- The Scrum Master isn't responsible for keeping the boards up-to-date. The people doing the work are responsible for self-organising – and that means being transparent by keeping the board up-to-date themselves.
- Developers rely on the Scrum Master to remove impediments for them when it is clear that issues can be resolved by the Developers themselves. The Scrum Master's role is to support the Developers by helping to reveal the problem and helping them to determine the best plan of attack, not resolve the problem for them. Every time the Scrum Master resolves an impediment for others, they rob the Developers of learning how to self-manage.
-

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.