AgileDad

AGILE MEETINGS PLAYBOOK

A DEFINITIVE GUIDE TO MASTERING AGILE MEETINGS

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ABOUT AGILEDAD & THE MEETING PLAYBOOK

ABOUT AGILEDAD

AgileDad provides innovative solutions to help your organization achieve Agile Excellence in ANY industry. By engaging trainers and coaches that have not only book knowledge, but years of practical real world experience in various industries we have had the opportunity to service hundreds of companies ranging in size from Fortune 10 to incubator startup. Whether you are scaling your agile implementation or just getting started, let us teach you how to find excellence in business agility.

This meeting playbook was born as a solution to a growing problem we have seen on our coaching engagements. One of the largest bottomless holes that organizations sink valuable resources into is meeting attendance, duration, and frequency. This guide will help eliminate waste.

By focusing on having more frequent meetings, for a shorter duration, with a smaller audience, we can spend less time figuring out what we should be doing and more time creating innovative solutions for our customers.

This playbook will help you learn the importance of focusing on outcome over output.

THE MEETING PLAYBOOK

AGILE MEETINGS

This playbook is intended to serve as a definitive reference regarding all of the intricacies around Agile meeting frequency, attendance, and details.

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ORGANIZATIONAL VISION & STRATEGY

Organizations often invest loads of money and many hours into formulating an organizational vision and strategy to help differentiate their product and service offering.

Through AgileDad Coaching, we have discovered that what may appear to be crystal clear to all those who had a part in it's creation, the organizational vision & strategy is often lost in translation to the teams that are responsible for performing the work to build your product or service.

Organizational alignment around a clear vision and strategy of execution is critical to achieving true business agility.

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ORGANIZATIONAL VISION & STRATEGY

INPUTS & OUTPUTS

It is often recommended prior to hosting a session of this type, that you consider a facilitated Agile Leadership workshop. Attending a session of this type will provide better alignment across the leadership team prior to any design thinking or brainstorming.

While this meeting is not a formal part of the Agile Framework, it may be the most critical meeting to insure that the organization best understands the true vision & strategy.

DURATION & FREQUENCY

While the brainstorming and feedback sessions should not ever exceed one hour in length, the duration of this meeting is intended to have a tangible output in the form of a clear vision and strategy statement. This statement should be reviewed either as the need arises or annually.

The final product should be crisp and easy to understand using an elevator pitch/press release type format.

ATTENDEES

Mandatory Participants: C-Level Executives, Board Members, High Level Leadership

Optional Participants: ScrumMaster, Key Stakeholders, All Hands

This meeting should be a very small intimate group until a proposed and approved solution has been decided upon. It is important to keep the session short, well facilitated, and focused on coming to consensus.

ORGANIZATIONAL VISION & STRATEGY

	Pre-Meeting	During Meeting	Post Meeting
Product Owner	The PO should take time upon being hired by the organization to research the organizational vision & strategy.	The PO should compile a list of key points and get any clarification where needed.	The PO should process the information and align how the key indicators align with their specific product or service offering.
ScrumMaster	The ScrumMaster should be prepared to facilitate this meeting as requested.	If called upon, the ScrumMaster will facilitate this session.	The ScrumMaster should take the lead in distribution of the Agile Press Release declaring the V&S
Scrum Team	The Scrum Team is not involved here.	The Scrum Team is not involved here.	The Scrum Team should review the Agile Press Release and formulate questions for any topic that is left unclear.

PRODUCT OR SERVICE VISION & STRATEGY

The product or service vision and strategy should extend from and be in alignment with the corporate vision and strategy. This is the perfect opportunity for the product owners to focus on limiting the number of products and or projects in flight at any given time.

By reducing work in progress and swarming to the products and services that yield the best outcome for our target consumer, we can be best prepared to align the organizational roadmap with the goals contained in the corporate vision and strategy.

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PRODUCT OR SERVICE VISION & STRATEGY

INPUTS & OUTPUTS

Input: We must have a Agile Press Release that maps directly to the corporate vision and strategy. This tool will drive the vision and strategy at the product or service level.

While this meeting is not a formal part of the Agile Framework, this meeting is critical to be prepared for a roadmap planning session.

Output: Product Vision & Strategy Press Release.

DURATION & FREQUENCY

The Product Vision and Strategy should be reviewed once annually. It should also be created or introduced when new products or services enter the workflow.

This meeting should not exceed sixty minutes in duration and should be a focused, facilitated, brainstorming or open workshop.

ATTENDEES

Mandatory Participants: Key Stakeholders, Product Owners, ScrumMaster

Optional Participants: Leadership, Scrum Teams

This meeting should be a very small intimate group until a proposed and approved solution has been decided upon. It is critical that the meeting be concise with a tangible outcome in order to be prepared for Roadmap Planning.

PRODUCT OR SERVICE VISION & STRATEGY

	Pre-Meeting	During Meeting	Post Meeting
Product Owner	The PO should meet with a team of trusted analysts to best insure that they thoroughly understand the voice of the consumer, the strategic direction, and the technological feasibility of the product or service being considered for build.	The PO should verify that they have identified the correct target consumer and should be able to explain what enhancement the new product will provide or what problem it will help resolve. Focus is Key!	The PO should have a working press release ready to present for roadmap planning. The PO should focus on promoting limited WIP and present their very best idea for roadmap consideration.
ScrumMaster	The ScrumMaster should be prepared to facilitate this meeting as requested. The ScrumMaster should also make certain all hard meeting room logistics or virtual meeting logistics are in place and in working order.	A ScrumMaster will facilitate this session and insure that we are following the recommended timebox and focusing on preparing logistically for the roadmap session.	The ScrumMaster should take the lead in distribution of the Agile Press Release declaring the V&S using visual indicators and creative dashboards.
Scrum Team	The Scrum Team is not involved here.	The Scrum Team is not involved here.	The Scrum Team should review the Agile Press Release and formulate questions for any topic that is left unclear.

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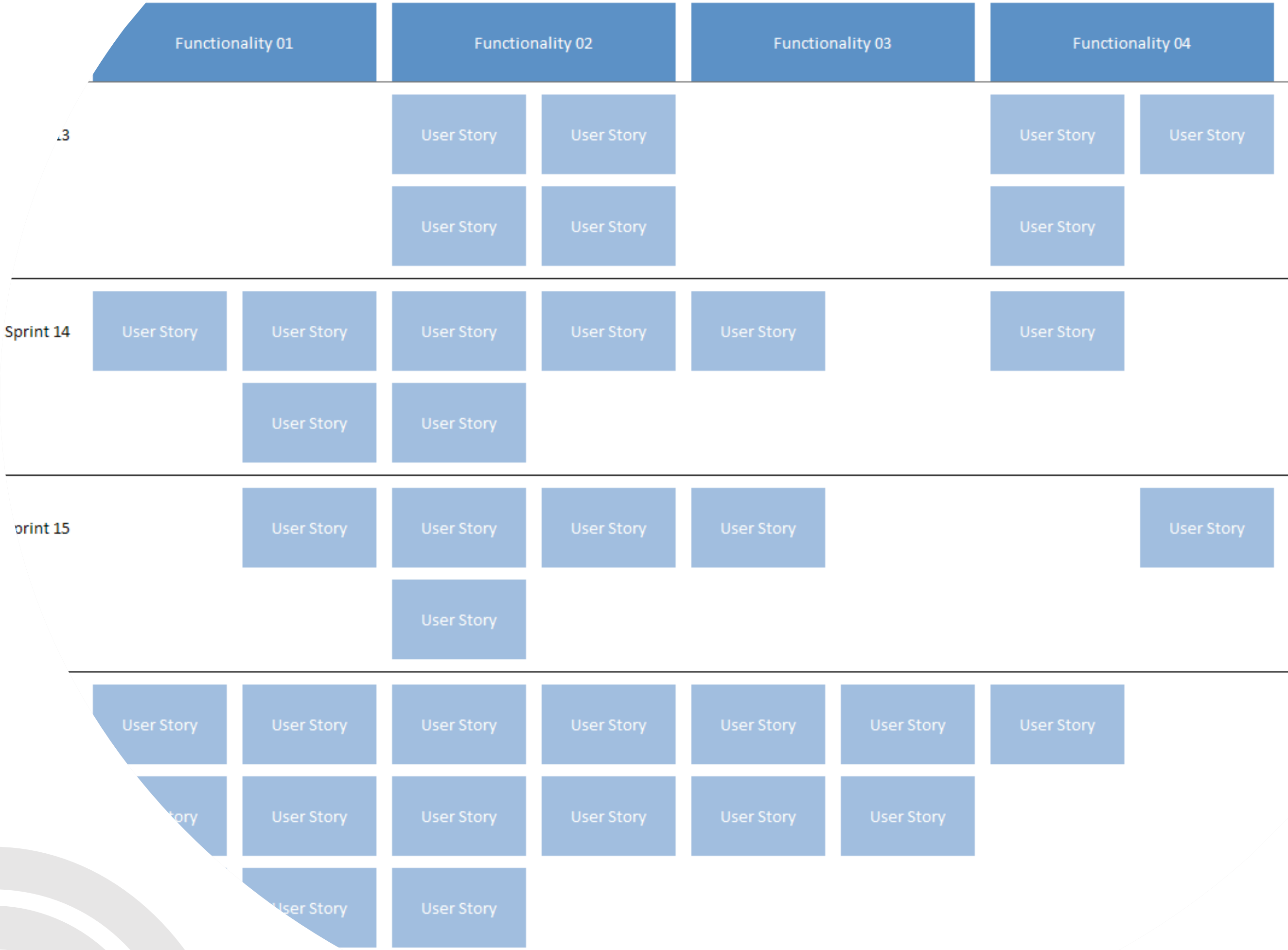
ROADMAP PLANNING

Roadmap planning is critical to make certain we are limiting the number of projects in progress at any given time. By taking time to focus on the outcome that best serves our targeted persona, we can allow teams to swarm to a smaller number of projects, thereby decreasing our time to market and increasing revenue with each released product increment.

Quarterly planning and project alignment allows for better forecasting within a single product or across an entire organization. The roadmap should provide a high level guide that outlines what is planned for the next four quarters of work.



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ROADMAP PLANNING

INPUTS & OUTPUTS

Prior to roadmap planning, it is critical that we have an Agile Press Release in place for each product or project being considered for placement in the roadmap.

The expectation is that at the conclusion of this meeting, a clear, concise and predictable roadmap will be delivered outlining the next most current quarter and the next three subsequent quarters.

DURATION & FREQUENCY

The roadmap planning session should be held once a quarter and should never exceed an hour in length. In the rare event where new work is introduced during a quarter, the roadmap should be revisited to make certain we do not have too many projects in flight at any given time. WIP Limits are key.

Both team velocity and capacity should be brought into consideration before finalizing items to be completed in any quarter.

ATTENDEES

Mandatory Participants: Product Owners, Key Stakeholders, Business Analysts, Functional Analysts, Technical Analysts, ScrumMaster

Optional Participants: Scrum Teams, Other Interested Parties

This meeting should be a small and only include those with a key interest in the roadmap output. Scrum teams should be invited in for the last few moment to ratify and validate technological feasibility of the roadmap as constituted.

ROADMAP PLANNING

	Pre-Meeting	During Meeting	Post Meeting
Product Owner	The PO prepares the Agile Press Release for each product they hope to be included in the roadmap.	The PO should actively present and pursue getting their product or project aligned and placed in the agile roadmap.	The PO should align with the teams or with the analyst group pending if their project is selected to be worked on in the next upcoming quarter.
ScrumMaster	The ScrumMaster should be prepared to facilitate this meeting as requested.	The ScrumMaster will facilitate this session and make certain we honor the team agreements and stick to the 60 minute timebox.	The ScrumMaster should take the lead in distribution of the Agile Press Release declaring the V&S
Scrum Team	The Scrum Team should be prepared to attend the end of this meeting to ratify the roadmap and validate technological feasibility.	The Scrum Team should attend this meeting for the last 10-15 minutes to ratify the backlog and provide any input regarding technological feasibility for upcoming work.	The Scrum Team should review the Roadmap and plan for the future of the products and services they will be building.

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BACKLOG ITEM CREATION WORKSHOP

As soon as the road mapping workshop concludes, product owners should evaluate where their product or project falls on the roadmap and invite the business analyst, functional analyst, and technical analyst into a brainstorming session where they can leverage tools such as story mapping to better grasp how the target persona will best utilize the product or system. Once that context is captured, they work together as a group to deliver well formed, clearly defined product backlog items that are ready to be sized in the Rapid Release Planning workshop. The focus of the product owner and analyst team should be to keep items consistently small in size if possible. Avoid creating epic sized items if possible.

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BACKLOG ITEM CREATION WORKSHOP

INPUTS & OUTPUTS

Input: A well refined roadmap with projects aligned by quarter in stack rank order is required in order for this meeting to be successful.

Output: Well defined concise backlog items that are sized correctly and ready to be estimated by the team in a Rapid Release Planning Workshop.

The product owner should also have worked closely with the technical analyst to provide an initial estimate with regard to the size and scope of the item. This initial estimate will help us discover if the Product Owner has a great understanding of the scope of the work.

DURATION & FREQUENCY

The duration and frequency of this meeting is at the sole discretion of the Product Owner.

If performed correctly, there should be roughly a six week period after roadmap planning where the Product Owner learns that their project has been queued for delivery in the next quarter until the well defined items need to be presented at the Rapid Release Planning Session. Based on availability, the Product Owner will arrange meetings with the analysts to create and refine backlog items.

ATTENDEES

Mandatory Participants: Product Owner, Business Analyst, Functional Analyst, Technical Analyst, Key Stakeholders

Optional Participants: ScrumMaster, Other Analysts as defined by the project

This meeting should be a very small intimate group that is working together to create small concise backlog items that are ready to be estimated by the team in the Rapid Release Planning Workshop.

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BACKLOG ITEM CREATION WORKSHOP

	Pre-Meeting	During Meeting	Post Meeting
Product Owner	The PO meets with the business, functional, and technical analyst to align the frequency and duration which they will meet to create and refine product backlog items.	The PO works closely with each analyst to discuss the needs of the consumer, the organizational strategic direction and the feasibility from a technical perspective of each backlog item they create.	The PO works with the analysts to refine each backlog item so that it has a clear title and description and will be easy for the Scrum Team to understand & consume.
ScrumMaster	The ScrumMaster should be prepared to facilitate this meeting as requested. The ScrumMaster will assist with removal of any logistic related impediments and coordinate.	The ScrumMaster will facilitate this workshop if called upon. The ScrumMaster will carefully timebox to keep the meeting short & focused.	The ScrumMaster will work to assist the Product Owner with any outstanding bandwidth they have to refine items prior to Rapid Release Planning Sessions.
Scrum Team	The Scrum Team is not involved here.	The Scrum Team is not involved here.	The Scrum Team should review the backlog item candidates prior to the Rapid Release Planning workshop so that they are ready to give accurate estimates.

RAPID RELEASE PLANNING

Rapid Release Planning may be the glue that holds all of the planning together. Many organizations struggle from using time based estimation practices. Rapid Release Planning allows teams to focus on the size of the job instead of how long it will take to complete as an individual or group. This will give the team greater confidence and will allow much more accurate forecasting.

Teams will swarm and engage to size the work very quickly and discuss outliers with the product owners present. This planning session replaces all other estimation workshops with the teams.

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RAPID RELEASE PLANNING

INPUTS & OUTPUTS

Inputs: Well prepared backlog items are a must for performing this session. The planning works best if items are small in size & well defined.

Outputs: The expectation is that at the conclusion of this meeting, all backlog items for an upcoming project will be well defined and that the product owner and team will have come to an agreement on size and scope.

This meeting is often referred to Product Increment planning, or big room planning.

DURATION & FREQUENCY

This planning session should never exceed one hour in length. Visit AgileDad.Com for a scale that illustrates approximate duration based on the number of teams participating and the number of backlog items being reviewed.

This planning session should be held once a quarter or as new projects are being introduced that require team estimates to insure better forecasting. All teams that could potentially work on the items are invited to attend and participate in estimating.

ATTENDEES

Mandatory Participants: Product Owners, All Scrum Teams, ScrumMaster

Optional Participants: Stakeholders, Business Analysts, Functional Analysts, Technical Analysts, Other Interested Parties

This meeting should include ALL teams that could potentially work on the product or service being sized. All Product Owners that have work being considered should also be present to clarify details for the teams.

RAPID RELEASE PLANNING

	Pre-Meeting	During Meeting	Post Meeting
Product Owner	The Product Owner should have all of the items well defined and ready to be T-shirt size estimated by the Scrum Teams who will be doing the work.	The PO should present the backlog items for review and be available to have short time-boxed discussion around any items where there is disparity between their estimate and the team's estimate.	The PO should take the newly estimated items and place them into mock sprints to get a good idea of which items will be completed, which are at risk, and which will not be completed.
ScrumMaster	The ScrumMaster should be prepared to facilitate this meeting. They should also make certain everything is logistically prepared for the meeting.	The ScrumMaster will facilitate this session and make certain we honor the team agreements and stick to the prescribed step-by step timebox.	The ScrumMaster will assist the PO in clarifying any outstanding items and will help them prepare the backlog to be refined and consumed at sprint planning.
Scrum Team	The Scrum Teams should review the candidate backlog items prior to this meeting and be prepared to estimate each item to allow forecasting.	The Scrum Teams should work quickly to place a t-shirt size estimate on each item and should provide information on any items where there is a disparity in size or scope.	The Scrum Teams should be prepared to meet with the PO to better refine the backlog items and help ratify clear acceptance criteria and a definition of done.

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PRODUCT BACKLOG REFINEMENT

Each team is required to spend one hour per week with the Product Owner to assist them in refinement of the product backlog.

Activities could include breaking down larger epics into smaller backlog items, refining acceptance criteria, breaking work down into small tasks to be better prepared for the sprint planning meeting, and any other duties as requested by the product owner.

The purpose of this session is to help the scrum team be in better alignment with the product owner and the product backlog.

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PRODUCT BACKLOG REFINEMENT

INPUTS & OUTPUTS

Input: Well defined t-shirt sized backlog items that are right sized and ready for refinement.

Output: Items should have clear acceptance criteria and be broken into tasks.

The Product Owner should work very closely with each team to make certain there is zero ambiguity and that each item has clear acceptance criteria and is ready to enter sprint planning where it will be allocated for a 2-week delivery slot and completed as requested.

DURATION & FREQUENCY

Each team should spend one hour per week with the product owner to help them prepare each backlog item so that it is ready to be consumed in spring planning.

This refinement session serves as the final preparation prior to the team consuming the work in a given sprint. This meeting is held weekly with each team and the product owner and is strictly timeboxed to not exceed one hour in length. It is critical to get the teams out of meetings and back to work.

ATTENDEES

Mandatory Participants: Product Owner, Scrum Team

Optional Participants: ScrumMaster, Other Analysts, Stakeholders

This meeting should be a very small intimate group that is working together closely to put the final touches on each backlog item prior to the work being allocated to a sprint.

PRODUCT BACKLOG REFINEMENT

	Pre-Meeting	During Meeting	Post Meeting
Product Owner	The PO makes certain each backlog item has been carefully reviewed with the analyst team and has been sized in Rapid Release Planning.	The PO works with each team to clarify any of the finer details of the item. They work together to define and refine acceptance criteria.	The PO does a final evaluation of each item to make certain it is ready to enter the sprint.
ScrumMaster	The ScrumMaster should be prepared to facilitate this meeting as requested. The ScrumMaster will coordinate logistics and provide support.	The ScrumMaster will facilitate this session and stick to a strict one hour timebox. They will note any impediments and run down any additional information as requested.	The ScrumMaster works with the PO & Scrum Team to make certain any final impediments are taken care of so that the work can be completed in an upcoming sprint.
Scrum Team	The Scrum Team should review the product backlog and be prepared to help the product owner better define each backlog item.	The Scrum Team works closely with the Product Owner to refine each item and break them down into consumable tasks in preparation for this work to enter a working sprint.	The Scrum Team gets back to work on items in their current sprint and looks forward to an upcoming sprint where they will be working on the backlog items that they have just refined.

SPRINT PLANNING

Sprint Planning is the culminating event of the scrum framework. This is the event where the team commits to completing the work. This event is pulls together all of the prior planning and is the final checkpoint before work physically begins on the sprint backlog.

This event is the lifeblood of what makes scrum and or agile so special. This is the final opportunity to inspect and adapt prior to work being set into motion. This short yet productive meeting serves as the conduit for the workload responsibility to shift to the Scrum team.

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SPRINT PLANNING

INPUTS & OUTPUTS

Inputs: A well refined Product Backlog is critical for this meeting to be successful. Each item to be considered for the sprint should be small in size, easy to consume by the team, and should have clear acceptance criteria.

Outputs: Work will be aligned into a Sprint Cycle Completed work is the output.

Sprint Planning is the conduit for the team to take on control of the deliverables and work on them until completion.

DURATION & FREQUENCY

This planning session should never exceed one hour in length. Most Sprint Planning sessions for a 2-week sprint run about 40 minutes.

By the time work reaches Sprint Planning, it should be small in size, well defined, with clear acceptance criteria. This is not the time to do thorough refinement. This session is designed to help the team see how much work is expected of them for the period and to accept the work into the sprint session. The frequency aligns with the agreed upon sprint cycle of 1-4 weeks. Two weeks is the most common.

ATTENDEES

Mandatory Participants: Product Owner, Scrum Team, ScrumMaster

Optional Participants: Stakeholders, Business Analyst, Functional Analyst, Technical Analyst

This meeting should be conducted with each team individually and should be held once per sprint to validate velocity or number of items to be included in the sprint and capacity to insure that someone who may not be present for the entire sprint, or someone who is shared is not signing up for too much work.

SPRINT PLANNING

	Pre-Meeting	During Meeting	Post Meeting
Product Owner	The PO should have projected work aligned into the sprint cycle not to exceed the team's velocity measurement.	The PO should actively provide any last minute clarifications regarding the work to be completed or the acceptance criteria. Work should be refined, small and ready to be consumed by the team.	The PO should make themselves available to the team throughout the sprint cycle and should begin preparation for the next Sprint Planning Meeting.
ScrumMaster	The ScrumMaster should be prepared to facilitate this meeting as requested.	The ScrumMaster will facilitate this session and make certain we honor the team agreements and stick to the 60 minute max timebox.	The ScrumMaster should help the team manage their commitment and do anything they can to uplift and empower the team to facilitate sprint completion.
Scrum Team	The Scrum Team should review the items and insure that they are ready to be consumed during the next sprint	The Scrum Team should review the proposed sprint work, ask any clarifying questions, then accept and commit to completing the work.	The Scrum Team should begin working on the Sprint Backlog.

THE DAILY STANDUP

The Daily Standup may be the most critical and the most misunderstood of all Agile meetings. While keeping up with status is critical, this meeting, like the retrospective, should belong to the team. This is a chance to practice team enforced accountability and build trust between the team and the organization. This meeting should be laser focused and deliver a solid accountability report for each person on the team. This meeting can also be leveraged to identify and resolve any outstanding issues. As long as the meeting is kept short, small in size, and relevant, this meeting will best help keep teams and organizations on task.

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THE DAILY STANDUP

INPUTS & OUTPUTS

Input: Individual accountability and the ability to report on completed work from the prior day. The ability to commit to what work you intend to complete today. The desire to help resolve any impediment that could be preventing work from moving forward for the team.

Output: A committed plan that is easily understood and adds value to the sprint goal.

This daily team meeting is designed to be a very fast checkpoint that allows teams to gain insight regarding work for the day.

DURATION & FREQUENCY

The duration for this meeting is 30 seconds per person not to exceed 15 minutes in total for the meeting. This meeting takes place daily with the exception of the sprint planning day.

In this meeting we address three questions: 1) Did you complete all of the work that you committed to complete yesterday? (If not, what happened?) 2) What do you commit to complete today? 3) If any impediments remain outstanding, this is a time to address them. While this meeting is not focused on problem solving, it is important to address outstanding issues that still need resolution.

ATTENDEES

Mandatory Participants: Product Owner, ScrumMaster, Scrum Team

Optional Participants: Anyone is invited to attend as an observer. They do not participate.

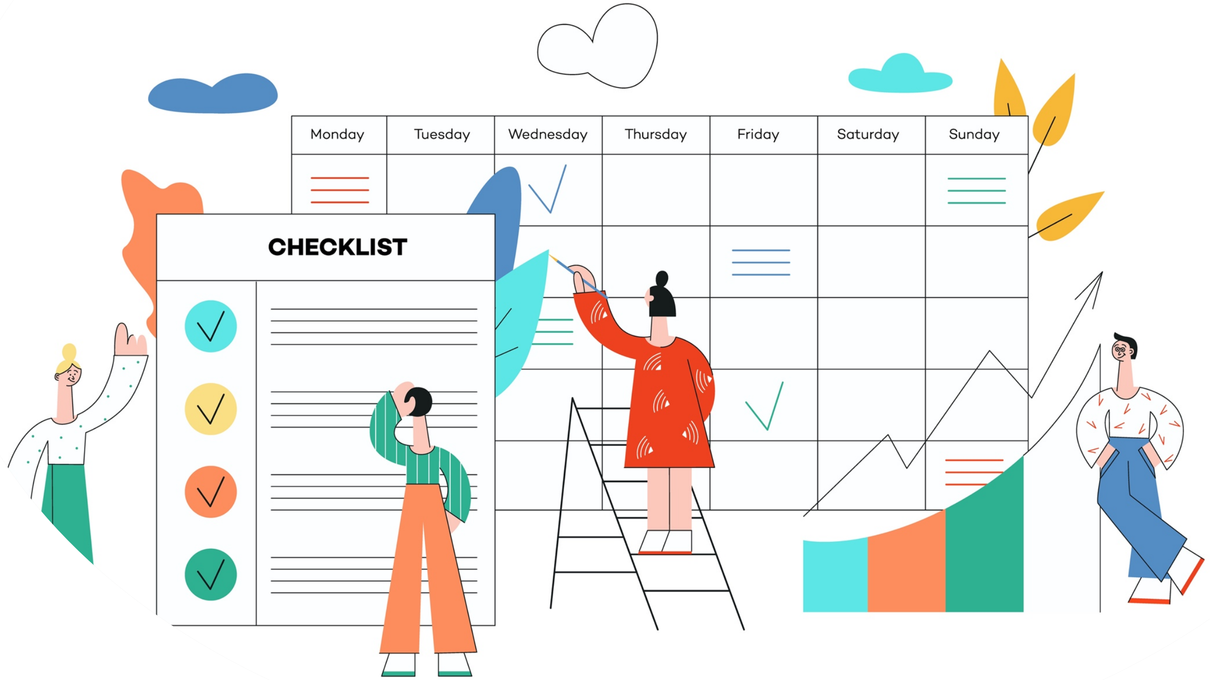
This meeting is for the Scrum Team and should be reserved for them to have a chance to openly communicate status and accountability. While other are invited to attend, they are strictly invited as observers. They are expected to follow all meeting rules as per the team agreement and are not allowed to participate.

THE DAILY STANDUP

	Pre-Meeting	During Meeting	Post Meeting
Product Owner	The PO should review any outstanding impediments from the previous workday and be prepared to report any updates on the resolution status.	The PO listens to the reports and immediately addresses any questions or concerns that come into focus as a result of the daily update.	The PO works with the team to address any outstanding questions or issues and prepares for the next day of work.
ScrumMaster	The ScrumMaster should be prepared to facilitate this meeting. The ScrumMaster reviews any impediments that remain outstanding and works with the team to resolve issues prior to the meeting.	The ScrumMaster will facilitate this workshop and remind all in attendance of the goal for the meeting. They will allow the team to control the flow and report / commit to upcoming work. They will assist as needed or as called upon.	The ScrumMaster will monitor team progress, work to assist the team with impediment removal, and do anything possible to help the team successfully complete the work allocated for the day.
Scrum Team	The Scrum Team should be prepared to report what they worked on and whether or not they met their commitment from the prior day.	The Scrum Team reports on completed work, forecasts what will be completed for the day, and works to resolve any outstanding issues.	The Scrum Team should now focus on work for the day and do all they can to deliver a potentially shippable product increment.

INTERNAL SPRINT REVIEW

The Internal Sprint Review is intended to be an exclusive meeting between the team and the Product Owner. This meeting is conducted to insure that all work meets the acceptance criteria and is ready for public demo. This is a failsafe mechanism to help us maintain short and relevant public demos. The team has the chance to present what is most relevant in the later demo and the Product Owner gets to give feedback regarding the product or service in its current state prior to revealing all new features to the general public. The audience for the demo can be fine tuned based on the findings from this internal review.



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INTERNAL SPRINT REVIEW

INPUTS & OUTPUTS

Inputs: Completed Sprint work ready to be presented to the Product Owner and any interested stakeholders.

Outputs: The presented work will be validated to make certain it meets acceptance criteria and that it is ready for the demo. The output is the well planned demo agenda.

While this meeting is not one of the core Scrum Meetings, it is vitally important as it allows us to be best prepared to showcase our work in the public facing demo.

DURATION & FREQUENCY

Duration: The Internal Review should never exceed an hour in length and should be held once per sprint just prior to the public demo.

It is critical that as a result of this meeting, we do not try to completely reinvent what we have built. While some fine tuning is perfectly acceptable, the purpose of this meeting is to best prepare for a crisp and precise demo to the internal or external stakeholders.

ATTENDEES

Mandatory Participants: Product Owner, Scrum Team, ScrumMaster

Optional Participants: None

This meeting should be everything that we need as a team or group of teams for a joint demo, to prepare for what will be displayed and validated to both internal and external stakeholders. Having proper reviews will help the PO and BA over time identify the target audiences for the demo of certain products and associated features.

INTERNAL SPRINT REVIEW

	Pre-Meeting	During Meeting	Post Meeting
Product Owner	The Product Owner should be prepared with acceptance criteria and should reserve a place for the team to show them what they have built.	The Product Owner should actively ask questions regarding new functionality and give final signoff for any items that were not presented to them during the planned sprint.	The PO should have by this point invited others to the demo with a clear agenda and list of what will be presented by the team.
ScrumMaster	The ScrumMaster should be prepared to speak as a voice of the team and help the team align expectations for a powerful demo.	The ScrumMaster will facilitate this session and make certain we honor the 60 minute total timebox.	The ScrumMaster will run any last minute logistics in preparation for a clear and concise product or service demo.
Scrum Team	The Scrum Team should have completed all of the work in line with the allocated acceptance criteria and should be prepared to show the work to an external audience as requested.	The Scrum Team should show their work to the Product Owner who will validate the acceptance criteria, alert the team to any last minute changes.	The Scrum Team should at this point be prepared to do a live demonstration to their internal or external stakeholders.

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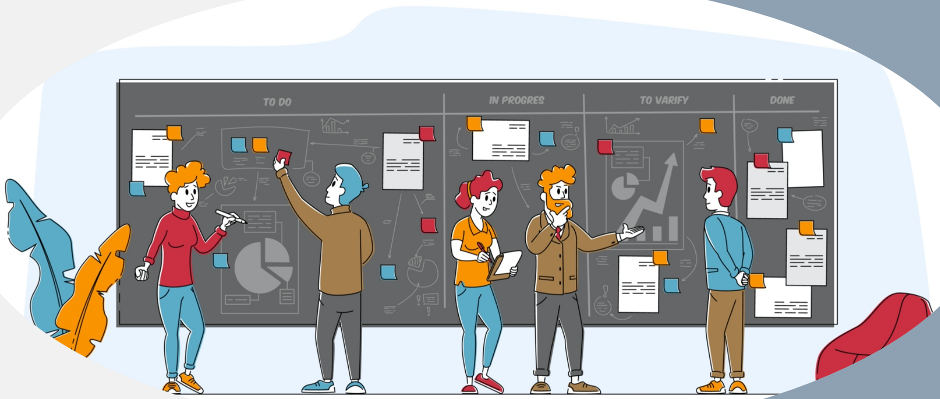
THE PRODUCT DEMO

The Product Demo is the perfect opportunity for the team to showcase the work that they have completed in the sprint. Different types of Product Demos are offered to different groups based on the type of work done in the sprint and the expected audience to review the completed work. The purpose of the demo is to align the stakeholder and end consumer wishes to the product or service which we are building. This also serves as a great time to realign on budget, cost, timeline, and new or existing feature updates. All interested parties are encouraged to attend and are welcome to comment or ask questions at the Q&A portion following the demo.



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THE PRODUCT DEMO

INPUTS & OUTPUTS

Input: Completed Sprint Work that has met all acceptance criteria and has been approved by the PO to be part of the public demo.

Output: A clear well illustrated demo of all new features and functionality which the team has completed in the prior Sprint. .

This meeting is also a great time for the Product Owner and related Analysts to assess the future of the product with all key stakeholders at the conclusion of the team led demo.

DURATION & FREQUENCY

The duration of this meeting is never to exceed one hour and the frequency is one each sprint directly following the Internal Review.

The Product Owner should help gear the demo to appeal to the correct audience based on what features are being presented. Each Demo could have a different audience and could showcase a different part of the product. The intent of the demo is to inspect and adapt as needed by gathering early and frequent feedback regarding the current items built.

ATTENDEES

Mandatory Participants: Product Owner, Business Analyst, Functional Analyst, Technical Analyst, Stakeholders, ScrumMaster, Scrum Team.

Optional Participants: Any other invited interested party.

This meeting should be a small in size and should give the team a sense of accomplishment and provide the Product Owner with critical information from stakeholders to best make product decisions going forward.

THE PRODUCT DEMO

	Pre-Meeting	During Meeting	Post Meeting
Product Owner	The PO should have validated during the review that the items were ready for demo. At this point, they should be inviting the correct interested parties to the working demo.	The PO works closely with each team member to present the work and capture appropriate feedback. The PO should perform the demo kickoff and present the team for Demo.	The PO consults with all stakeholders and discusses any outstanding questions regarding budget, timeline, additional features, rework, etc. with all interested stakeholders.
ScrumMaster	The ScrumMaster should coordinate all hard logistics for the demo and insure that the team and product owner have everything they need in order to have a successful demo.	The ScrumMaster will facilitate this workshop and help with crowd control. Their job is to hold all questions until the end and make certain that feedback is constructive and worthwhile to the team and PO.	The ScrumMaster will take the team to a separate area to prepare for the Sprint Retrospective. It is critical that the team have everything ready to have a great working discussion.
Scrum Team	The Scrum Team should have done a demo walkthrough and should be prepared to demo the features to a group of interested stakeholders.	The Scrum Team performs the demo based on the features they have worked on and answers questions for any stakeholder regarding the features presented in the demo.	The Team should review the demo and prepare to discuss opportunities for team & process improvement in the retrospective.

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TEAM SPRINT RETROSPECTIVE

The Team Retrospective is by far the most sacred of all Scrum ceremonies. This meeting serves as a point where the team can check in with each other to celebrate success and identify areas where they can set a goal for improvement. We should do our best to keep the meeting upbeat and uplifting.

If the subject matter of the meeting becomes entirely negative, the usefulness of the meeting greatly diminishes. The key to making this meeting successful is by keeping it hyper-relevant to the team doing the work. Make the goals achievable and never forget to celebrate success and collaboration.

TEAM SPRINT RETROSPECTIVE

INPUTS & OUTPUTS

Inputs: The team should come prepared to present findings from the last sprint and should be prepared to have open and honest discussion regarding the sprint goal and how they performed compared to what is expected.

Outputs: The output for this meeting is a tangible team sprint goal to be addressed in the next sprint and meaningful communication to help the team grow and improve their quest for organizational agility.

No notes, or minutes should ever be taken.

DURATION & FREQUENCY

The Retrospective is the only Agile meeting that I let flow without a strict timebox in place. I want to allow time for the team to have open and candid conversation regarding their current state and areas for improvement for as long as the conversation is being productive.

The Retrospective is held at the end of each sprint and is a required meeting prior to the next sprint planning session. This allow the team an opportunity to enhance cooperation and communication for the upcoming sprints.

ATTENDEES

Mandatory Participants: Scrum Team, a single third party objective facilitator, (this is most often the ScrumMaster)

Optional Participants: Product Owner for a short timebox allowance.

This meeting is owned by and governed by the team. It is strictly their meeting. They have the option to invite the product owner in for a short time to discuss how to better work together, etc. In the end however, this meeting is intended to focus on team improvement.

TEAM SPRINT RETROSPECTIVE

	Pre-Meeting	During Meeting	Post Meeting
Product Owner	The Product Owner should be in the Sprint Review prior to this meeting reviewing timeline, budget, and new features or enhancements for upcoming sprints.	The PO should only attend this session if invited in by the team. The PO time is typically time-boxed to 10 minutes with the team to discuss issues regarding product ownership.	The PO should be preparing the product backlog and doing any fine tuning prior to the next sprint planning session.
ScrumMaster	The ScrumMaster most often is preparing to facilitate this session for the team and is preparing the best method to enhance communication.	The ScrumMaster in most cases will facilitate this workshop unless asked not to facilitate by the team.	The ScrumMaster should be preparing to facilitate the next sprint planning session and should present the team goal to the PO.
Scrum Team	The Scrum Team should be prepared to attend actively participate in discussion regarding process improvement & team communication.	The Scrum Team should attend this session and have open discussion. In this session they will celebrate success, address concerns, and set meaningful achievable goals for improvement in the next sprint.	The Scrum Team should review items allocated for the next sprint and be prepared to enter the next sprint planning session.

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THANK YOU

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