10 TIPS TO FACILITATE EFFECTIVE SPRINT REVIEWS

Nagesh Sharma, Tony Lee, Ravi Verma
Quick Guidelines

• Your microphones will be muted throughout

• This session is recorded. The recording and slides will be available after the webinar within 24 hours.

• Please ask questions!
  • Submit questions by selecting the Q & A icon:
Who is Scrum.org

Ken Schwaber
Scrum.org Founder, Chairman and Co-creator of Scrum

Helping people and teams solve complex problems

Consistent  Global  Community
Who Are The Presenters...

NAGESH SHARMA  
TONY LEE  
RAVI VERMA
Nagesh Sharma
Co-Founder & CEO | Flight Levels Guide | SAFe Program Consultant | Professional Scrum Trainer | Professional Kanban Trainer

Nagesh is very passionate about causing change and delivering business results. He has helped many companies in their journey of transformation into a Lean-Agile Enterprise. He is an active speaker at various international conferences like Scrum Day Europe, Scrum Deutschland, Scrum Day India, Agility today, Agile NCR, Regional Scrum Gathering & track Curator for Scrum Master Summit 2021.

18 plus years of industry experience:
- Banking
- Insurance
- Airlines
- Oil & Gas
- Automotive
- Travel
- IT Manufacturing
- Building Automation
- Energy Management

EXPERIENCE
- Large IT company in Germany for their Scaled Agile Transformation
- Large Buildings Business for Solution Train Implementation
- Large Investment Bank in their Agile @ Scale Transformation
- Large American Insurance Company in their Scaling Agile Transformation
- American Airlines company in their Nexus Plus implementation
- Agile @ Scale for a large System development firm in Beijing
- Agile @ Scale for a large insurance company Non-R&D
- Agile @ Scale for a large Solution in SAFe for a healthcare company
- IT hub of a large Oil & Gas company
- Embedded software firm having geographically distributed teams

Trained more than 6000 people across the globe
Tony Lee

• Professional Scrum Trainer
  • Scrum.org
  • Scrum.org

https://scrum.org/Tony-Lee

• Background
  • Software Engineering in Test
  • Web Developer

• Personal stuff
  • Manga (Japanese Comics)

• Email: Tony@HowAgile.org

• LinkedIn: linkedin.com/in/chilinlee/
Your guide on the path to Agility...

- Agile Diagnostics
- Agile Leadership
- Agile Scoreboards
- Agile Product Management
- Agile ROI
- Agile Teams
- Agile Risk Management
- Agile Evolution
- Agile Scaling

smoothapps.com  info@smoothapps.com  214-785-5570
What We Will Cover...

- Present a structure for Sprint Reviews
- Suggest topics, flow, questions
- Include facilitation tips
- Connect to facilitation principles and values
- Draw upon real-world experience
- Stay true to Scrum Guide

Sprint Review

The purpose of the Sprint Review is to inspect the outcome of the Sprint and determine future adaptations. The Scrum Team presents the results of their work to key stakeholders and progress toward the Product Goal is discussed.

During the event, the Scrum Team and stakeholders review what was accomplished in the Sprint and what has changed in their environment. Based on this information, attendees collaborate on what to do next. The Product Backlog may also be adjusted to meet new opportunities. The Sprint Review is a working session and the Scrum Team should avoid limiting it to a presentation.

The Sprint Review is the second to last event of the Sprint and is timeboxed to a maximum of four hours for a one-month Sprint. For shorter Sprints, the event is usually shorter.
What We Will Not Cover...

• Scrum Fundamentals – What Is Scrum
• Scaling Professional Scrum - Nexus
• Industry specific questions – Community Forum
Caveats...

- Don’t allow the *tool* (slides) used in this webinar to distract you from the *intent* of this webinar – achieving the outcomes of Sprint Review
- Use whatever tools might make sense in your context (including no tools)
- Stay focused on applying what you learn in this webinar to enable effective Sprint Reviews in a way that’s true to Scrum Values

**COURAGE**
Scrum Team members have courage to do the right thing and work on tough problems

**FOCUS**
Everyone focuses on the work of the Sprint and the goals of the Scrum Team

**COMMITMENT**
People personally commit to achieving the goals of the Scrum Team

**RESPECT**
Scrum Team members respect each other to be capable, independent people

**OPENNESS**
The Scrum Team and its stakeholders agree to be open about all the work and the challenges with performing the work

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Managing Expectations

• We can’t answer all questions from 1000 people in a free 60-minute webinar

• How we can handle unanswered questions...
  • Suggest applicable Scrum.org training on each slide
  • Share our contact info
  • Share applicable free resources
<table>
<thead>
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<th></th>
<th>PURPOSE</th>
<th>EXPECTATIONS</th>
<th>GOAL</th>
<th>DEMO</th>
<th>QUALITY</th>
<th>CHALLENGES</th>
<th>ENVIRONMENT</th>
<th>FORECAST</th>
<th>CELEBRATIONS</th>
<th>ADJUSTMENTS</th>
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<td>1.</td>
<td>Purpose</td>
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<td>Celebrations</td>
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WHO ARE WE...

• **PRODUCT OWNER:** Patricia
• **DEVELOPERS:**
  - Tony
  - Nagesh
  - Ravi
• **SCRUM MASTER:** Lindsay
• **STAKEHOLDERS:** All other attendees
WHY ARE WE HERE...

• To crowd-source your ideas on where we go next...
  • As a Product
  • As a Team
  • As partners

• We are **not** here for...
  • A status report
  • A demo
  • A presentation
### WHAT DO WE NEED FROM EACH OTHER...

<table>
<thead>
<tr>
<th>AVOID THIS</th>
<th>TRY THIS</th>
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<tbody>
<tr>
<td>1. Be <em>project / feature</em> centric</td>
<td>1. Be <em>customer, user</em> centric</td>
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<td>2. Be <em>activity / task / output</em> oriented</td>
<td>2. Be <em>business outcome</em> oriented</td>
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<td>3. Be <em>vague, withholding</em></td>
<td>3. Be <em>transparent</em></td>
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<td>4. Be <em>fixed, closed</em> to ideas</td>
<td>4. Be <em>open, receptive</em> to ideas</td>
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<td>5. Be <em>critical</em></td>
<td>5. Be <em>constructive</em></td>
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<td>6. Be <em>theoretical</em></td>
<td>6. Be <em>in action</em></td>
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<td>7. Be <em>deflective</em></td>
<td>7. Be <em>accountable</em></td>
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</table>
WHAT WAS OUR GOAL...

PERSONAS

SPIRIT GOAL

BARRIERS:

IMPACTS:

TARGET STATE:

BENEFITS:
### WHY DOES OUR GOAL MATTER...

Here’s how the Sprint Goal enables the Product & Company Goals...

<Insert Company Goal here and explain how Sprint Goal enables it>

<Insert Product Goal here and explain how Sprint Goal enables it>

<Insert Sprint Goal here>
How does our goal implement our strategy...

Inspiring leaders unleashing awesome teams.

Expected %-age ROI
50%

Culture
40%

Expected %-age investment
30%

Frameworks – EVI + EBM + ROI Institute

Value
20%

Time to Market
30%

Quality & Risk Management
20%

NPS
75%

What are the Strategic Pillars that Support the Vision?, Greg Githens

Read my blog on this topic

Webinar on Strategic Scrum
HOW DOES OUR GOAL CONNECT TO OUR BUSINESS MODEL...

THE PRODUCT VISION BOARD EXTENDED

- **VISION**
  - What is your motivation for creating the product?
  - What positive change should it bring about?

- **TARGET GROUP**
  - Which audience or market segment does the product address?
  - Who are the target customers and users?

- **NEEDS**
  - Which problem does the product solve?
  - Which benefit does it provide?

- **PRODUCT**
  - What product is it?
  - What makes it stand out?
  - Is it feasible to develop the product?

- **BUSINESS GOALS**
  - How is the product going to benefit the company?
  - What are the business goals?

- **COMPETITORS**
  - Who are your main competitors?
  - What are their strengths and weaknesses?

- **REVENUE STREAMS**
  - How can you monetize your product and generate revenues?

- **COST FACTORS**
  - What are the main cost factors to develop, market, sell, and service the product?

- **CHANNELS**
  - How will you market and sell your product?
  - Do the channels exist today?
PRODUCT QUALITY

• Every single aspect of the product that is about to be shared today, meets our quality standard – the “Definition of Done” (DOD)...
  •
  •
  •
  •
  •
  •
WHAT PRODUCT IMPROVEMENTS DID WE COMPLETE...

• Key product capabilities added...

• Key defects fixed...

• Other improvements...
LET’S REVIEW THE LATEST VERSION OF OUR PRODUCT...

<Share demo of the increment...>
PRODUCT FEEDBACK

• **Please answer these questions...**

  • On a scale of 0 to 10, to what extent does this version of the product maximize value for our customers, users and organization?
  • What improvements can we (Scrum Team and stakeholders) make to earn a perfect score from you?
WHAT IMPROVEMENTS HAVE WE MADE IN PRODUCT QUALITY...

• Key quality improvements we made in this version of the Product...
  
  •
  
  •
  
  •
Purpose
Expectations
Goal
Demo
Quality
Challenges
Environment
Forecast
Celebrations
Adjustments

QUALITY FEEDBACK

• Please answer these questions...

• On a scale of 0 to 10, to what extent does this version of the product optimize quality for our customers, users and organization?

• What improvements can we (the Scrum Team and stakeholders) make to earn a perfect score from you?
WHAT CHALLENGES DID WE ENCOUNTER...

- *What would you add to this list...?*
- *How can we improve...?*

<table>
<thead>
<tr>
<th>#</th>
<th>CHALLENGE</th>
<th>IMPACTS TO CUSTOMERS, USERS &amp; OUR ORGANIZATION</th>
<th>OUR RESPONSE</th>
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WHAT’S STOPPING US NOW, OR MIGHT GET IN OUR WAY...

• What would you add to this list?

• How might we better manage our risks and impediments?

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<tr>
<th>#</th>
<th>TYPE: RISK / IMPEDIMENT</th>
<th>SUMMARY</th>
<th>AGE</th>
<th>IMPACT TO CUSTOMERS, USERS &amp; OUR ORGANIZATION</th>
<th>OUR RESPONSE / REQUEST FOR HELP: WHO / WHAT / WHEN</th>
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WHAT HAS CHANGED IN OUR ENVIRONMENT...

- Users -
- Customers –
- Competitors –
- Regulators –
- Industry –
- Other –

What would you add to this list...?
HOW WE MIGHT PROGRESS TOWARD OUR PRODUCT GOAL...

• We are about to share our forecasts on how we might progress toward our Product Goal...
<table>
<thead>
<tr>
<th>CULTURE</th>
<th>QUALITY &amp; RISK MANAGEMENT</th>
<th>TIME TO MARKET</th>
<th>VALUE</th>
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<tr>
<td>JULY 1.0</td>
<td>AUGUST 2.0</td>
<td>SEPTEMBER 3.0</td>
<td>Q4 4.0</td>
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**ROADMAP**

- **TIME**
  - JULY 1.0
  - AUGUST 2.0
  - SEPTEMBER 3.0
  - Q4 4.0
  - 1H 4.0

- **STRATEGIC PILLAR**
  - CULTURE
  - QUALITY & RISK MANAGEMENT
  - TIME TO MARKET
  - VALUE

- **RELEASE GOAL**
  - JULY 1.0
  - AUGUST 2.0
  - SEPTEMBER 3.0
  - Q4 4.0
  - 1H 4.0
FEEDBACK ON PROGRESS TOWARD PRODUCT GOAL...

• Please answer these questions...

• On a scale of 0 to 10, to what extent does our forecast optimize progress toward our Product Goal?

• What improvements can we (the Scrum Team and stakeholders) make to earn a perfect score from you?
WHAT DO WE KNOW NOW THAT WE DID NOT KNOW WHEN WE LAST MET...?

• About our...
  • Users & Customers –
  • Industry –
  • Competitors –
  • Regulators –
  • Industry –

• Product –
  • Process –
  • Culture –
  • Each other –
  • Anything Else -

What would you add to this this list?
WHO DO WE WANT TO ACKNOWLEDGE AND APPRECIATE...?

- For modeling our organization’s values –
  -
  -

- For modeling Scrum values –
  -
  -

- For any other reason –
  -
  -

Who would you add to this list?
HOW CAN YOU LEARN MORE AND ENGAGE WITH US...

• Our Slack / Microsoft Teams Channel for feedback
• Our Confluence / SharePoint Page
• Our Scoreboard
• Our Product Backlog
• Our Forecast
• Our DOD
• Our Working Agreement
• Other Links...
WHAT ADJUSTMENTS SHOULD WE MAKE...

• Let’s collaborate!
• Please join a break-out room based on where you would like to help us improve...
  • Quality
  • Impediments
  • Risks
  • Forecasting
  • Making Progress Toward Product Goal
  • Other?
  • <Consider a liberating structure>

[Image: Liberating Structures Menu]
RECAP & Q&A

1. Purpose
2. Expectations
3. Goal
4. Demo
5. Quality
6. Challenges
7. Environment
8. Forecast
9. Celebrations
10. Adjustments

NAGESH SHARMA
TONY LEE
RAVI VERMA
Questions
Each role has a clear Learning Path

Product Owner

Developers

Scrum Master

Agile Leaders

https://www.scrum.org/pathway/scrum-master
https://www.scrum.org/pathway/product-owner-learning-path
https://www.scrum.org/pathway/team-member-learning-path
https://www.scrum.org/pathway/agile-leader-learning-path
Thank you!