

3 questions for sprint retrospective

3 Questions for Sprint Retrospective: Maximizing Learning and Improvement

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Keyword: 3 questions for sprint retrospective

Abstract: This article delves into the power of carefully crafted questions for sprint retrospectives, focusing on three highly effective inquiries designed to elicit meaningful feedback and drive continuous improvement. We explore the challenges of ineffective retrospectives, the opportunities presented by targeted questioning, and offer practical advice for facilitators to maximize the value of this crucial Agile ceremony.

Introduction:

The sprint retrospective is a cornerstone of the Agile methodology, a dedicated time for the development team to reflect on the past sprint, identify areas for improvement, and plan for future sprints. While the intention is clear – continuous improvement – many retrospectives fall short, resulting in unproductive meetings and missed opportunities for growth. A key factor in achieving impactful retrospectives lies in the quality of the questions posed. This article argues that focusing on 3 questions for sprint retrospective can significantly enhance their effectiveness. By selecting the right questions, facilitators can guide the team towards insightful discussions that lead to actionable changes.

I. The Challenges of Ineffective Sprint Retrospectives:

Many retrospectives suffer from common pitfalls, hindering their potential for positive change:

Lack of Focus: Discussions wander, lacking a clear objective and failing to address key issues.

Dominating Personalities: One or two individuals may dominate the conversation, silencing other team members' valuable perspectives.

Action Items Without Accountability: The retrospective ends with a list of

action items, but no one takes ownership, resulting in no tangible improvements.

Blame Culture: Instead of focusing on process improvement, the retrospective devolves into blame-gaming, hindering collaboration and trust.

Superficial Discussions: The team discusses surface-level issues without digging deeper to uncover root causes.

II. Three Powerful Questions for a Productive Sprint Retrospective:

To combat these challenges, we propose focusing on these three impactful questions for your sprint retrospective:

1. What went well this sprint? This question encourages positive reinforcement and identifies best practices to replicate. It fosters a sense of accomplishment and sets a positive tone for the meeting. The focus should be on specific examples and the why behind their success.
1. What could we improve next sprint? This question directly addresses areas needing attention. It's crucial to focus on specific, actionable improvements, avoiding vague generalizations. The team should brainstorm potential solutions and discuss their feasibility.
1. What one small change could have the biggest positive impact next sprint? This question forces prioritization and focuses the team on making one significant change rather than attempting to tackle everything at once. This promotes a more manageable and achievable improvement plan.

III. Opportunities Presented by Targeted Questioning:

By utilizing these 3 questions for sprint retrospective, teams unlock several key opportunities:

Enhanced Team Collaboration: The structured nature of the questions encourages participation from all team members.

Improved Problem-Solving: The focused nature of the questions promotes deeper analysis and more effective problem-solving.

Increased Accountability: Focusing on a single, impactful change increases the likelihood of successful implementation.

Faster Learning Cycle: The retrospective becomes a more efficient mechanism for learning and adapting.

Stronger Team Cohesion: Celebrating successes and collaboratively identifying areas for improvement strengthens team bonds.

IV. Facilitating Effective Sprint Retrospectives:

The success of these 3 questions for sprint retrospective hinges on effective facilitation. The facilitator should:

Set the Stage: Begin by clearly stating the objectives and the time constraints.

Encourage Participation: Create a safe and inclusive environment where everyone feels comfortable sharing their thoughts.

Manage Time Effectively: Ensure that sufficient time is allocated to each question.

Summarize Key Findings: Clearly document the key takeaways, action items, and assigned owners.

Follow Up: Ensure that the action items are tracked and addressed in the following sprint.

V. Adapting the Questions to Different Contexts:

While these three questions provide a strong foundation, it's crucial to adapt them to the specific context of the team and the project. For example, a team struggling with technical debt might adjust the questions to focus specifically on technical improvements.

VI. Conclusion:

The sprint retrospective is a vital Agile ceremony, offering a critical opportunity for continuous improvement. Focusing on the right questions can significantly enhance its effectiveness. The three questions proposed in this article – What went well? What could we improve? What one small change could have the biggest impact? – provide a powerful framework for guiding impactful and efficient retrospectives. By focusing on these 3 questions for sprint retrospective, teams can maximize learning, foster collaboration, and drive significant improvements in their development process.

FAQs:

1. Can I use these 3 questions for all types of teams? Yes, these questions are adaptable and can be used across various team structures and project contexts. However, minor adjustments may be necessary depending on the team's specific challenges.

1. How long should a sprint retrospective using these 3 questions take? Ideally, a retrospective using these 3 questions should last between 60-90 minutes, depending on the team size and the complexity of the sprint.
1. What if my team struggles to identify "what went well"? Start by prompting them with specific examples from the sprint. Encourage them to focus on even small successes, as these can be building blocks for larger improvements.
1. How can I ensure accountability for action items generated from the retrospective? Assign clear owners for each action item, set deadlines, and schedule a follow-up discussion in the next sprint.
1. What if my team gets stuck on one question? Gently guide the discussion back on track. The facilitator should use time-boxing techniques to ensure all three questions are addressed.
1. Can I use more than three questions in a retrospective? While these three questions provide a solid framework, you can add supplementary questions to explore specific issues in more detail. However, avoid overwhelming the team with too many questions.
1. How can I create a safe space for honest feedback during the retrospective? Establish ground rules at the beginning of the meeting, emphasizing respect, active listening, and a focus on improvement rather than blame.
1. What if my team is new to Agile and retrospectives? Start with a simpler approach, focusing on one or two questions initially. Gradually introduce more structure and complexity as the team gains experience.
1. What tools can I use to facilitate the retrospective? Various tools can

be used, including whiteboards, sticky notes, online collaboration platforms, and dedicated retrospective software. Choose the tools that best suit your team's preferences and working style.

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as a consultant, Gunther has employed Scrum in diverse circumstances. He was partner to Ken Schwaber and Director of the Professional Scrum series at Scrum.org. He is the founder of Ullizee-Inc and engages with people and organizations as an independent Scrum Caretaker.

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rather than do agile?" This profound insight is at the heart of LeSS (Large-Scale Scrum). In *Large-Scale Scrum: More with LeSS*, Craig Larman and Bas Vodde have distilled over a decade of experience in large-scale LeSS adoptions towards a simpler organization that delivers more flexibility with less complexity, more value with less waste, and more purpose with less prescription. Targeted to anyone involved in large-scale development, *Large-Scale Scrum: More with LeSS*, offers straight-to-the-point guides for how to be agile at scale, with LeSS. It will clearly guide you to Adopt LeSS Structure a large development organization for customer value Clarify the role of management and Scrum Master Define what your product is, and why Be a great Product Owner Work with multiple whole-product focused feature teams in one Sprint that produces a shippable product Coordinate and integrate between teams Work with multi-site teams

3 questions for sprint retrospective: User Stories Applied Mike Cohn, 2004-03-01 Thoroughly reviewed and eagerly anticipated by the agile community, *User Stories Applied* offers a requirements process that saves time, eliminates rework, and leads directly to better software. The best way to build software that meets users' needs is to begin with user stories: simple, clear, brief descriptions of functionality that will be valuable to real users. In *User Stories Applied*, Mike Cohn provides you with a front-to-back blueprint for writing these user stories and weaving them into your development lifecycle. You'll learn what makes a great user story, and what makes a bad one. You'll discover practical ways to gather user stories, even when you can't speak with your users. Then, once you've compiled your user stories, Cohn shows how to organize them, prioritize them, and use them for planning, management, and testing. User role modeling: understanding what users have in common, and where they differ Gathering stories: user interviewing, questionnaires, observation, and workshops Working with managers, trainers, salespeople and other proxies Writing user stories for acceptance testing Using stories to prioritize, set schedules, and estimate release costs Includes end-of-chapter practice questions and exercises *User Stories Applied* will be invaluable to every software developer, tester, analyst, and manager working with any agile method: XP, Scrum... or even your own home-grown approach.

3 questions for sprint retrospective: Agile Project Management with Scrum Ken Schwaber, 2004-02-11 The rules and practices for Scrum—a simple process for managing complex projects—are few, straightforward, and easy to learn. But Scrum's simplicity itself—its lack of prescription—can be disarming, and new practitioners often find themselves reverting to old project management habits and tools and yielding lesser results. In this illuminating series of case studies, Scrum co-creator and evangelist Ken Schwaber identifies the real-world lessons—the successes and failures—culled from his years of experience coaching companies in agile project management. Through them, you'll understand how to use Scrum to solve complex problems and drive better results—delivering more valuable software faster. Gain the foundation in Scrum theory—and practice—you need to: Rein in even the most complex, unwieldy projects Effectively manage unknown or changing product requirements Simplify the chain of command with self-managing development teams Receive clearer specifications—and feedback—from customers Greatly reduce project planning time and required tools Build—and release—products in 30-day cycles so clients get deliverables earlier Avoid missteps by regularly inspecting, reporting on, and fine-tuning projects Support multiple teams working on a large-scale project from many geographic locations Maximize return on investment!

3 questions for sprint retrospective: A Scrum Book Jeff Sutherland, James O. Coplien, 2019-08-16 Building a successful product usually involves teams of people, and many choose the Scrum approach to aid in creating products that deliver the highest possible value. Implementing Scrum gives teams a collection of powerful ideas they can assemble to fit their needs and meet their goals. The ninety-four patterns contained within are elaborated nuggets of insight into Scrum's building blocks, how they work, and how to use them. They offer novices a roadmap for starting from scratch, yet they help intermediate practitioners fine-tune or fortify their Scrum implementations. Experienced practitioners can use the patterns and supporting explanations to get a better understanding of how the parts of Scrum complement each other to solve common problems in

product development. The patterns are written in the well-known Alexandrian form, whose roots in architecture and design have enjoyed broad application in the software world. The form organizes each pattern so you can navigate directly to organizational design tradeoffs or jump to the solution or rationale that makes the solution work. The patterns flow together naturally through the context sections at their beginning and end. Learn everything you need to know to master and implement Scrum one step at a time—the agile way.

3 questions for sprint retrospective: User Story Mapping Jeff Patton, Peter Economy, 2014-09-05 User story mapping is a valuable tool for software development, once you understand why and how to use it. This insightful book examines how this often misunderstood technique can help your team stay focused on users and their needs without getting lost in the enthusiasm for individual product features. Author Jeff Patton shows you how changeable story maps enable your team to hold better conversations about the project throughout the development process. Your team will learn to come away with a shared understanding of what you're attempting to build and why. Get a high-level view of story mapping, with an exercise to learn key concepts quickly Understand how stories really work, and how they come to life in Agile and Lean projects Dive into a story's lifecycle, starting with opportunities and moving deeper into discovery Prepare your stories, pay attention while they're built, and learn from those you convert to working software

3 questions for sprint retrospective: Emotional Intelligence for Project Managers Anthony Mersino, 2013-06-15 You've spent years gathering the technical intelligence you need for this challenging career--now separate yourself from the pack by increasing your emotional intelligence! As recent research has indicated that emotional intelligence (EI) now accounts for 70 to 80 percent of management success, there is no doubt that today's successful project manager needs strong interpersonal skills and the ability to recognize emotional cues to lead their teams to success--the technical expertise the position depended on so greatly in the past simply isn't enough anymore! Emotional Intelligence for Project Managers introduces you to all facets of EI and shows how emotions can be leveraged to meet project goals. Project managers strong in technical skills but needing help in the EI department will learn how to: Set the tone and direction for the project Communicate effectively Motivate, inspire, and engage their team Encourage flexibility and collaboration Deal productively with stress, criticism, and change Establish the kind of high morale that attracts top performers Now in its second edition, Emotional Intelligence for Project Managers includes several expanded sections on self-awareness and self-management, as well as a new chapter on using EI to lead Agile Teams and a close look at Servant Leadership.

3 questions for sprint retrospective: Scrum - A Pocket Guide Gunther Verheyen, 2013-10-01 This pocket guide is the one book to read for everyone who wants to learn about Scrum. The book covers all roles, rules and the main principles underpinning Scrum, and is based on the Scrum Guide Edition 2013. A broader context to this fundamental description of Scrum is given by describing the past and the future of Scrum. The author, Gunther Verheyen, has created a concise, yet complete and passionate reference about Scrum. The book demonstrates his core view that Scrum is about a journey, a journey of discovery and fun. He designed the book to be a helpful guide on that journey. Ken Schwaber, Scrum co-creator says that this book currently is the best available description of Scrum around. The book combines some rare characteristics: • It describes Scrum in its entirety, yet places it in a broader context (of past and future). • The author focuses on the subject, Scrum, in a way that it truly supports the reader. The book has a language and style in line with the philosophy of Scrum. • The book shows the playfulness of Scrum. David Starr and Ralph Jocham, Professional Scrum trainers and early agile adopters, say that this is the ultimate book to be advised as follow-up book to the students they teach Scrum to and to teams and managers of organizations that they coach Scrum to.

3 questions for sprint retrospective: The Nexus Framework for Scaling Scrum Kurt Bittner, Patricia Kong, Eric Naiburg, Dave West, 2017-12-04 Improve and Accelerate Software Delivery for Large, Distributed, Complex Projects The Nexus Framework is the simplest, most effective approach to applying Scrum at scale across multiple teams, sites, and time zones. Created by Scrum.org-the

pioneering Scrum training and certification organization founded by Scrum co-creator Ken Schwaber-Nexus draws on decades of experience to address the unique challenges teams face in coming together, sharing work, and managing and minimizing dependencies. The Nexus™ Framework for Scaling Scrum is a concise book that shows how Nexus helps teams to deliver a complex, multi-platform, software-based product in short, frequent cycles, without sacrificing consistency or quality, and without adding unnecessary complexity or straying from Scrum's core principles. Using an extended case study, the authors illustrate how Nexus helps teams solve common scaling challenges like reducing cross-team dependencies, preserving team self-organization and transparency, and ensuring accountability. Understand the challenges of delivering working, integrated product increments with multiple teams, and how Nexus addresses them Form a Nexus around a new or existing product and learn how that Nexus sets goals and plans its work Run Sprints within a Nexus, provide transparency into progress, conduct effective Nexus Sprint reviews, and use Nexus Sprint Retrospectives to continuously improve Overcome the distributed team collaboration challenges

3 questions for sprint retrospective: *The Scrum Field Guide* Mitch Lacey, 2015-12-22

Thousands of organizations are adopting Scrum to transform the way they execute complex projects, in software and beyond. This guide will give you the skills and confidence needed to deploy Scrum, resulting in high-performing teams and satisfied customers. Drawing on years of hands-on experience helping companies succeed, Certified Scrum Trainer (CST) Mitch Lacey helps you overcome the major challenges of Scrum adoption and the deeper issues that emerge later. Extensively revised to reflect improved Scrum practices and tools, this edition adds an all-new section of tips from the field. Lacey covers many new topics, including immersive interviewing, collaborative estimation, and deepening business alignment. In 35 engaging chapters, you'll learn how to build support and maximize value across your company. Now part of the renowned Mike Cohn Signature Series on agile development, this pragmatic guide addresses everything from establishing roles and priorities to determining team velocity, setting sprint length, and conducting customer reviews. Coverage includes Bringing teams and new team members on board Creating a workable definition of "done" Planning for short-term wins, and removing impediments to success Balancing predictability and adaptability in release planning Running productive daily scrums Fixing failing sprints Accurately costing projects, and measuring the value they deliver Managing risks in dynamic Scrum projects Prioritizing and estimating backlogs Working with distributed and offshore teams Institutionalizing improvements, and extending agility throughout the organization Packed with real-world examples straight from Lacey's experience, this book will be invaluable to anyone transitioning to Scrum, seeking to improve their early results, or trying to get back on track.

3 questions for sprint retrospective: *Juliet's School of Possibilities* Laura Vanderkam, 2019

Despite putting in tons of extra work, ambitious consultant Riley Jenkins keeps losing clients who say they're looking for fresher ideas. When her firm send her on a women's leadership retreat, Riley is forced to put her phone and learn from the mysterious, kindly group leader who seems to be able to achieve so much with so little stress. Through this charming and inspiring story, bestselling author Laura Vanderkam applies everything she's learned about time-management and work-life balance.

3 questions for sprint retrospective: *Marriage Meetings for Lasting Love* Marcia Naomi

Berger, 2014-01-15 Most couples — because they watch so many of their peers divorce and are themselves the products of failed marriages — don't have many successful long-term-relationship role models. Parenting and communication issues are perennial, while some challenges, like increasingly 24-7 work lives and economic hardships, mark the current decade. Despite all this, psychotherapist and clinical social worker Marcia Naomi Berger asserts that most couples can make love last — they just need to learn how. Berger answers this need with a deceptively simple prescription: have an interruption-free thirty-minute (or even shorter) meeting each week and follow an agenda that includes the kind of appreciation and planning for fun that foster intimacy and pave the way for collaborative conflict resolution. Berger has refined these techniques while working with

hundreds of couples — with results that are both practical and profound.

3 questions for sprint retrospective: *7 Rules for Positive, Productive Change* Esther Derby, 2019-08-06 Change is difficult but essential—Esther Derby offers seven guidelines for change by attraction, an approach that draws people into the process so that instead of resisting change, they embrace it. Even if you don't have change management in your job description, your job involves change. Change is a given as modern organizations respond to market and technology advances, make improvements, and evolve practices to meet new challenges. This is not a simple process on any level. Often, there is no indisputable right answer, and responding requires trial and error, learning and unlearning. Whatever you choose to do, it will interact with existing policies and structures in unpredictable ways. And there is, quite simply, a natural human resistance to being told to change. Rather than creating more rigorous preconceived plans or imposing change by decree, agile software developer turned organizational change expert Esther Derby offers change by attraction, an approach that is adaptive and responsive and engages people in learning, evolving, and owning the new way. She presents a set of seven heuristics—guides to problem-solving—that empower people to achieve outcomes within broad constraints using their personal ingenuity and creativity. When you work by attraction, you give space and support for people to feel the loss that comes with change and help them see what is valuable about the future you propose. Resistance fades because people feel there is nothing to push against—only something they want to move toward. Derby's approach clears the fog to provide a new way forward that honors people and creates safety for change.

3 questions for sprint retrospective: *Retrospectives for Organizational Change* Jutta Eckstein, 2019-02-19 In this book, Jutta Eckstein examines how retrospectives –originally a kind of a facilitated workshop for gaining feedback- can be applied conceptually to initiate and implement organizational change. Technically, retrospectives were an instrument for a group to examine a past joint period of time and learn from that. The participants of a Retrospective for Organizational Change do not share a joint past, yet they learn from their different individual experiences and use this as a basis to form a shared future. The main strength is to leverage the experiences of a diverse group. Especially if the change is dynamic, which means the approach toward the goal is unclear or if it is complex, where the goal itself is indeterminate, Retrospectives for Organizational Change can provide a way to support the change. This book covers the conceptual idea of using Retrospectives for Organizational Change and additionally reports on the feedback and experiences of its practical application.

3 questions for sprint retrospective: *Scrum Narrative and PSM Exam Guide* Mohammed Musthafa Soukath Ali, 2015 Scrum continues to prove as an effective newer way of working. This new way is rapidly making into many organizations, in particular the software development divisions due to the transformation results it delivers. The authentic source to know about Scrum and the approved body of knowledge on Scrum is The Scrum Guide authored by Jeff Sutherland and Ken Schwaber. The 16 page guide is too dense to absorb without context and too theoretical without correlations. This book reveals Scrum Guide content with lot of context and correlations. The first part of the book is for the Executives, narrating Scrum in a lightweight and engaging fashion. While many books on Scrum position Scrum as collection of roles and practices, this book introduces Scrum's transformation roots that bring in a newer way of working, with far reaching effects. The second part is a coaching section for the Professionals getting into Scrum, getting into finer aspects of Scrum required for professionals working on the ground. It walks through the stages of Scrum Journey from Starting, Executing, and then Closing. Unlike many books that limit to the mechanics of Scrum, this book addresses plenty of practical questions including business management, team and task management, product engineering, etc such that this understanding enhances job skills on the top of the Scrum theory. The entire book is an all-in-one guidance book for PSM 1 Aspirants, preparing for the the most meritorious certificate of all that certify Scrum - Professional Scrum Master (PSM 1). PSM 1 is a high quality Scrum certificate administered by Scrum.org, that is guided by Ken Schwaber, one of the original two authors of Scrum. Unlike many other Scrum certificates,

PSM is not a vanity means to claim Scrum knowledge, but a rigorous assessment of the knowledge in original Scrum. Its fee is nominal @\$150. Once acquired, it does not require renewal. Though there are multiple scattered materials available, there is no comprehensive guidance for PSM assessment preparation. This book is a one-stop source including guidance on understanding, enrollment, preparation, practicing, and getting the certificate. The book augments the Scrum Narrative with exam preparation tips, quick tests and a full blown assessment like a real assessment. It provides 250+ PSM 1 assessment related questions to practice. What is unique about this book? Sticks to Authentic Version of Scrum: There are many sources available that teach Scrum and provide training material for PSM. It is common for them to provide a muddled version of Scrum associating it with Activities, artifacts, and sub-techniques not prescribed or endorsed by Scrum framework and interchange and incorrect representation of Scrum terms. Such sources may add confusion and cloud your attempt to understand Scrum. Also, such an understanding will make one lose the points by incorrect answers in PSM assessment. This book articulates the original unpolluted Scrum framework as defined in its authentic source, the Scrum Guide. Wherever, there are exceptions/additional pointers with respect to Scrum Guide, they are highlighted by DE-TOUR tag. Anchors the learning firmly using Active Learning technique: This book will help you dig the deeper meaning behind the Scrum by means of active learning. Active Learning used in this book refers to - Not just passive reading of the content, but taking frequent pauses during the reading, looking at a question about what was read, and then thinking, analyzing, and inferring the subject through answering that question. The questions make you think about the granular interpretations behind every statement of Scrum Guide. These granular interpretations are usually not...

3 questions for sprint retrospective: Agile Project Management Anthony Mersino, 2015-01-23
 AGILE PROJECT MANAGEMENT is a detailed guide to successfully applying Agile, Scrum, Kanban and Lean to your next project. Based on years of hands on experience implementing these proven techniques, the book walks through the details of building an Agile team and planning and executing an Agile project. It provides plenty of detail on various agile techniques and how they can complement traditional project management tools and methods. Whether you are a project manager, functional manager, team member, or stakeholder, the detailed guidance provided in this book will help you to successfully lead or support an Agile project.

3 questions for sprint retrospective: *SAFe 4.5 Reference Guide* Dean Leffingwell, 2018-05-04
 The Must-have Reference Guide for SAFe® Professionals "There are a lot of methods of scale out there, but the Scaled Agile Framework is the one lighting up the world." -Steve Elliot, Founder/CEO AgileCraft "Since beginning our Lean-Agile journey with SAFe, Vantiv has focused its strategic efforts and its execution. We have improved the predictability of product delivery while maintaining high quality, and have become even more responsive to customers-resulting in higher customer satisfaction. And just as important, employee engagement went up over the past year." -Dave Kent, Enterprise Agile Coach, Vantiv Fully updated to include the new innovations in SAFe 4.5, the SAFe® 4.5 Reference Guide is ideal for anyone serious about learning and implementing the world's leading framework for enterprise agility. Inside, you'll find complete coverage of the scaledagileframework.com knowledge base, the website that thousands of the world's largest brands turn to for building better software and systems. SAFe was developed from real-world field experience and provides proven success patterns for implementing Lean-Agile software and systems development at enterprise scale. This book provides comprehensive guidance for work at the enterprise Portfolio, Large Solution, Program, and Team levels, including the various roles, activities, and artifacts that constitute the Framework. Education & Training Key to Success The practice of SAFe is spreading rapidly throughout the world. The majority of Fortune 100 companies have certified SAFe professionals and consultants, as do an increasing percentage of the Global 2000. Case study results-visit scaledagileframework.com/case-studies-typically include: 30 — 75% faster time-to-market 25 — 75% increase in productivity 20 — 50% improvements in quality 10 — 50% increased employee engagement Successful implementations may vary in context but share a common attribute: a workforce well trained and educated in SAFe practices. This book-along with

authorized training and certification—will help you understand how to maximize the value of your role within a SAFe organization. The result is greater alignment and visibility, improved performance throughout the enterprise, and ultimately better outcomes for the business.

3 questions for sprint retrospective: *The Professional Product Owner* Don McGreal, Ralph Jocham, 2018-06-04 *The Professional Product Owner's Guide to Maximizing Value with Scrum* "This book presents a method of communicating our desires, cogently, coherently, and with a minimum of fuss and bother." —Ken Schwaber, Chairman & Founder, Scrum.org The role of the Product Owner is more crucial than ever. But it's about much more than mechanics: it's about taking accountability and refocusing on value as the primary objective of all you do. In *The Professional Product Owner*, two leading experts in successful Scrum product ownership show exactly how to do this. You'll learn how to identify where value can be found, measure it, and maximize it throughout your entire product lifecycle. Drawing on their combined 40+ years of experience in using agile and Scrum in product management, Don McGreal and Ralph Jocham guide you through all facets of envisioning, emerging, and maturing a product using the Scrum framework. McGreal and Jocham discuss strategy, showing how to connect Vision, Value, and Validation in ROI-focused agile product management. They lay out Scrum best-practices for managing complexity and continuously delivering value, and they define the concrete practices and tools you can use to manage Product Backlogs and release plans, all with the goal of making you a more successful Product Owner. Throughout, the authors share revealing personal experiences that illuminate obstacles to success and show how they can be overcome. Define success from the "outside in," using external customer-driven measurements to guide development and maximize value Bring empowerment and entrepreneurship to the Product Owner's role, and align everyone behind a shared business model Use Evidence-Based Management (EBMgt) to invest in the right places, make smarter decisions, and reduce risk Effectively apply Scrum's Product Owner role, artifacts, and events Populate and manage Product Backlogs, and use just-in-time specifications Plan and manage releases, improve transparency, and reduce technical debt Scale your product, not your Scrum Use Scrum to inject autonomy, mastery, and purpose into your product team's work Whatever your role in product management or agile development, this guide will help you deliver products that offer more value, more rapidly, and more often. Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

3 questions for sprint retrospective: *Great Big Agile* Jeff Dalton, 2018-12-07 *Big Agile* leaders need an empirical, high-trust model that provides guidance for scaling and sustaining agility and capability throughout a modern technology organization. This book presents the Agile Performance Hierarchy (APH)—a how-ability model that provides agile leaders and teams with an operating system to build, evaluate, and sustain great agile habits and behaviors. The APH is an organizational operating system based on a set of interdependent, self-organizing circles, or holons, that reflect the empirical, object-oriented nature of agility. As more companies seek the benefits of Agile within and beyond IT, agile leaders need to build and sustain capability while scaling agility—no easy task—and they need to succeed without introducing unnecessary process and overhead. The APH is drawn from lessons learned while observing and assessing hundreds of agile companies and teams. It is not a process or a hierarchy, but a holarchy, a series of performance circles with embedded and interdependent holons that reflect the behaviors of high-performing agile organizations. *Great Big Agile* provides implementation guidance in the areas of leadership, values, teaming, visioning, governing, building, supporting, and engaging within an all-agile organization. What You'll Learn Model the behaviors of a high-performance agile organization Benefit from lessons learned by other organizations that have succeeded with Big Agile Assess your level of agility with the Agile Performance Hierarchy Apply the APH model to your business Understand the APH performance circles, holons, objectives, and actions Obtain certification for your company, organization, or agency Who This Book Is For Professionals leading, or seeking to lead, an agile organization who wish to use an innovative model to raise their organization's agile performance from one level to the next, all the way to mastery

3 questions for sprint retrospective: Single Reference Guide for Scrum Certification Vishal Malhotra, 2020-05-01 Scrum has the magnetic characteristic to attract the individuals and organizations to adopt Scrum and achieve high value. Flexibility, creativity and productivity not only motivate those who work on projects but also give most favorable results to the organizations. The structure and unique features of this book that can help aspirants to adopt Scrum and get certified in PSM I or PSPO I examinations are: 1. Scrum Theory: Cover everything which is part of Scrum Guide. We have not adulterated the concepts of Scrum Guide in any manner. "Information Nuggets" are added at the end of the chapters to explain those aspects that need a little more explanation. 2. Additional Concepts: These topics are either mentioned in the Scrum Guide but not explained or are not part of Scrum Guide but are often asked in certification examinations. 3. Questions (400 Unique): This unit has 5 Model Test Papers (MTPs). Each MTP has 80 questions. We have endeavored to minimize repetition to zero levels. These 400 questions are result of in-depth research of those who train professionals to prepare for certification examinations and those who apply Scrum Framework in organizations. Master these 400 questions to clear PSM I or PSPO I certification exam in first attempt itself. 4. Scrum Rules in Tabular Format: Scrum journey requires referring to the Scrum rules as and when required. In Scrum Guide, these rules are not given separately and are merged with the theory. It is a time-consuming and tedious exercise for users to search these rules in theory. We have simplified this tedious exercise through a tabular format.

3 questions for sprint retrospective: Navigating Hybrid Scrum Environments Frederik M. Fowler, 2018-12-13 Know the details of each part of Scrum so you can understand the purpose each part serves in the framework. Many books describe the "what" part of Scrum, but few explain the "why. Every part of the Scrum framework is important. You need to know the purpose behind each of the parts of the Scrum framework to reap all of its benefits. This book uses stories and examples to provide the understanding of Scrum that is necessary to avoid failure in an Agile transformation effort, and fills an important gap in the existing body of literature about the Scrum framework. Advanced topics also are covered: scaled Scrum, Scrum for projects, and Scrum for the program and portfolio level. What You'll Learn Use the Scrum framework more effectively, especially if you are working in a "hybrid" Scrum environment Understand what to expect from the Scrum framework, how to support it in your organization, and how to measure and maximize results Study Scrum and pass Scrum Master certification tests given by Scrum.org Who This Book Is For Management professionals, existing Scrum masters, product owners, and Scrum developers, and beginners looking to learn Scrum

3 questions for sprint retrospective: Scrum Question Bank Vishal Malhotra, 2020-09-13 Scrum Questions Bank is an abridged version of "Single Reference Guide for Scrum Certification" written by the same Author. Aspirants looking for practice questions can buy this book. This book is has A5 Paper size, to provide ease of reading on hand held devices. For scrum theory, additional concepts, 400 unique questions, scrum rules in tabular format, aspirants can purchase "Single Reference Guide for Scrum Certification" available in both Kindle and Paperback format on Amazon. To get PSPO I or PSM I certified, at least 68 out of 80 questions are to be attempted correctly in 60 minutes. As quoted by Aristotle- "For the things we have to learn before we can do them, we learn by doing them." So, attempt these 5 model test papers with 80 questions each to get ready for the test. We have endeavored to minimize repetition to zero levels across these Model Test Papers. These 400 questions are result of in-depth research of those who train students to prepare for certification examinations and those who apply Scrum Framework in organizations.

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such as: - Definition of Done (DoD); - Development Team; - Product Backlog; - Scrum; - Scrum Daily; - Scrum Team; - Scrum Value; - Sprint Backlog; - Sprint Goal; - Sprint Planning; - Sprint Retrospective; - Sprint Review; - Much More! 4. Questions are similar to the actual exam, without duplications (like in other practice exams ;-)). 5. These tests are not a Professional Scrum Master I (PSM I) Exam Dump. Some people use brain dumps or exam dumps, but that's absurd, which we don't practice. 6. 245 unique questions.

3 questions for sprint retrospective: Kotlin and Android Development featuring Jetpack

Michael Fazio, 2021-06-15 Start building native Android apps the modern way in Kotlin with Jetpack's expansive set of tools, libraries, and best practices. Learn how to create efficient, resilient views with Fragments and share data between the views with ViewModels. Use Room to persist valuable data quickly, and avoid NullPointerExceptions and Java's verbose expressions with Kotlin. You can even handle asynchronous web service calls elegantly with Kotlin coroutines. Achieve all of this and much more while building two full-featured apps, following detailed, step-by-step instructions. With Kotlin and Jetpack, Android development is now smoother and more enjoyable than ever before. Dive right in by developing two complete Android apps. With the first app, Penny Drop, you create a full game complete with random die rolls, customizable rules, and AI opponents. Build lightweight Fragment views with data binding, quickly and safely update data with ViewModel classes, and handle all app navigation in a single location. Use Kotlin with Android-specific Kotlin extensions to efficiently write null-safe code without all the normal boilerplate required for pre-Jetpack + Kotlin apps. Persist and retrieve data as full objects with the Room library, then display that data with ViewModels and list records in a RecyclerView. Next, you create the official app for the Android Baseball League. It's a fake league but a real app, where you use what you learn in Penny Drop and build up from there. Navigate all over the app via a Navigation Drawer, including specific locations via Android App Links. Handle asynchronous and web service calls with Kotlin Coroutines, display that data smoothly with the Paging library, and send notifications to a user's phone from your app. Come build Android apps the modern way with Kotlin and Jetpack! What You Need: You'll need the Android SDK, a text editor, and either a real Android device or emulator for testing. While not strictly required, it's assumed you're using Android Studio, which comes with the Android SDK and simplifies creating an emulator. Also, a few examples require JDK 1.8 or later, though all of these pieces can be completed in other ways when using JDK 1.6.

3 questions for sprint retrospective: Off the Clock Laura Vanderkam, 2018-05-29 I well recall a conversation with an executive I hoped to interview about her astonishing productivity. I began our call with an assurance that I would not take much of her time. She laughed. 'Oh, I have all the time in the world,' she said. Most of us feel constantly behind, unsure how to escape feeling oppressed by busyness. Laura Vanderkam, unlike other time-management gurus, believes that in order to get more done, we must first feel like we have all the time in the world. Think about it: why haven't you trained for that 5K or read War and Peace? Probably because you feel beaten down by all the time you don't seem to have. In this book, Vanderkam reveals the seven counterintuitive principles the most time-free people have adopted. She teaches mindset shifts to help you feel calm on the busiest days and tools to help you get more done without feeling overwhelmed. You'll meet people such as... ♦ An elementary school principal who figured out how to spend more time mentoring teachers, and less time supervising the cafeteria ♦ An executive who builds lots of meeting-free space into his calendar, despite managing teams across multiple continents ♦ A CEO who does focused work in a Waffle House early in the morning, so he can keep an open door and a relaxed mindset all day ♦ An artist who overcame a creative block, and reached new heights of productivity, by being more gentle with herself, rather than more demanding The strategies in this book can help if your life feels out of control, but they can also help if you want to take your career, your relationships, and your personal happiness to the next level. Vanderkam has packed this book with insights from busy yet relaxed professionals, including time makeovers of people who are learning how to use these tools. Off the Clock can inspire the rest of us to create lives that are not only productive, but enjoyable in the moment.

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