

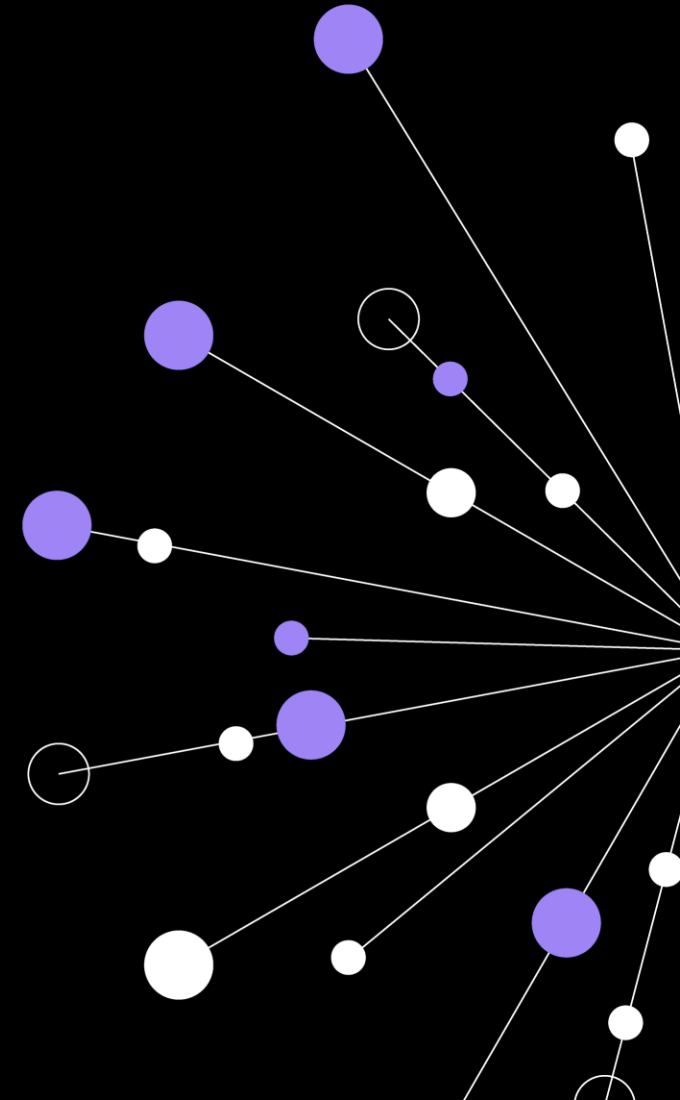
# Scrum Fundamentals: Mastering the Framework

Tony Cotgrave



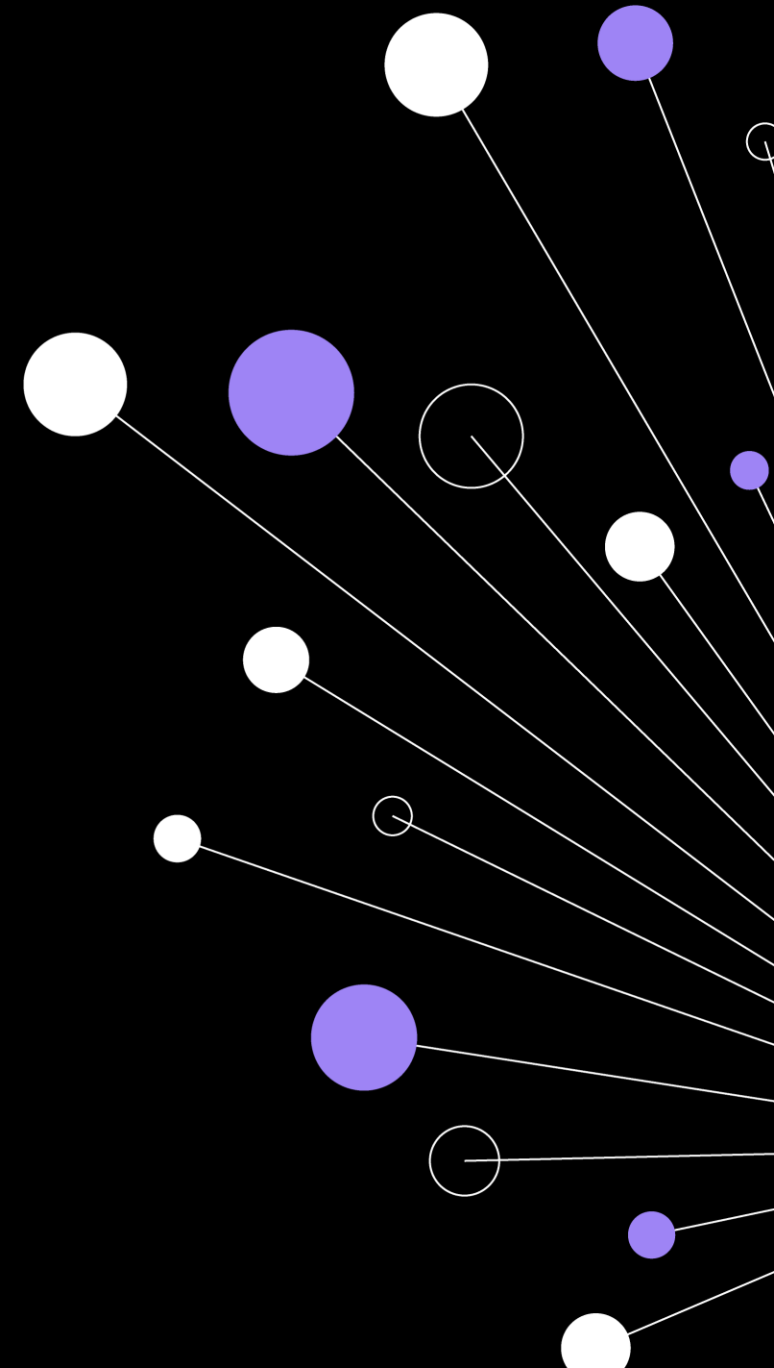
# FAQ's

- Will the session be recorded? – Yes! You will be sent an email to relevant links
- Can we have a copy of the presentation? – Yes! A pdf will be made available [www.qa.com/resources](http://www.qa.com/resources) :-



# Learning objectives

- **Understand the Scrum Framework** – Learn the key components of Scrum, including its structure and purpose.
- **Identify Scrum Roles and Responsibilities** – Explore the roles of the Scrum Master, Product Owner, and Developers, and how they collaborate.
- **Explain Scrum Events** – Gain insight into key Scrum events such as Sprints, Sprint Planning, Daily Stand-ups, Sprint Reviews, and Retrospectives.
- **Recognise Scrum Artefacts and Commitments** – Understand how the Product Backlog, Sprint Backlog, and Increment help teams track progress and deliver value.
- **Appreciate the Benefits of Scrum** – Discover how Scrum promotes transparency, adaptability, and continuous improvement in dynamic work environments.



# What is Scrum?

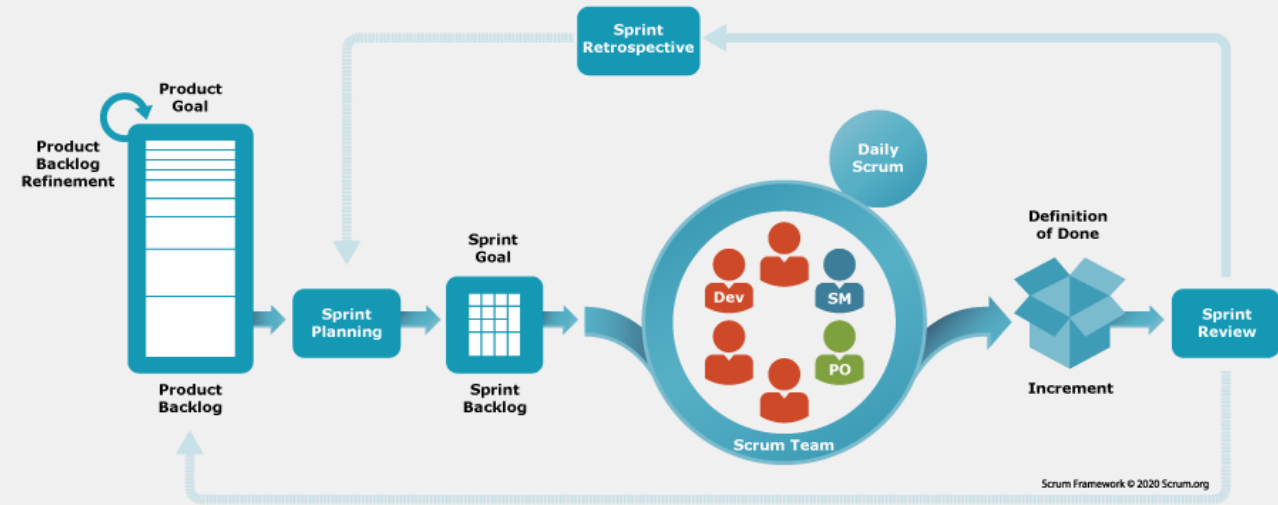


# Scrum definition

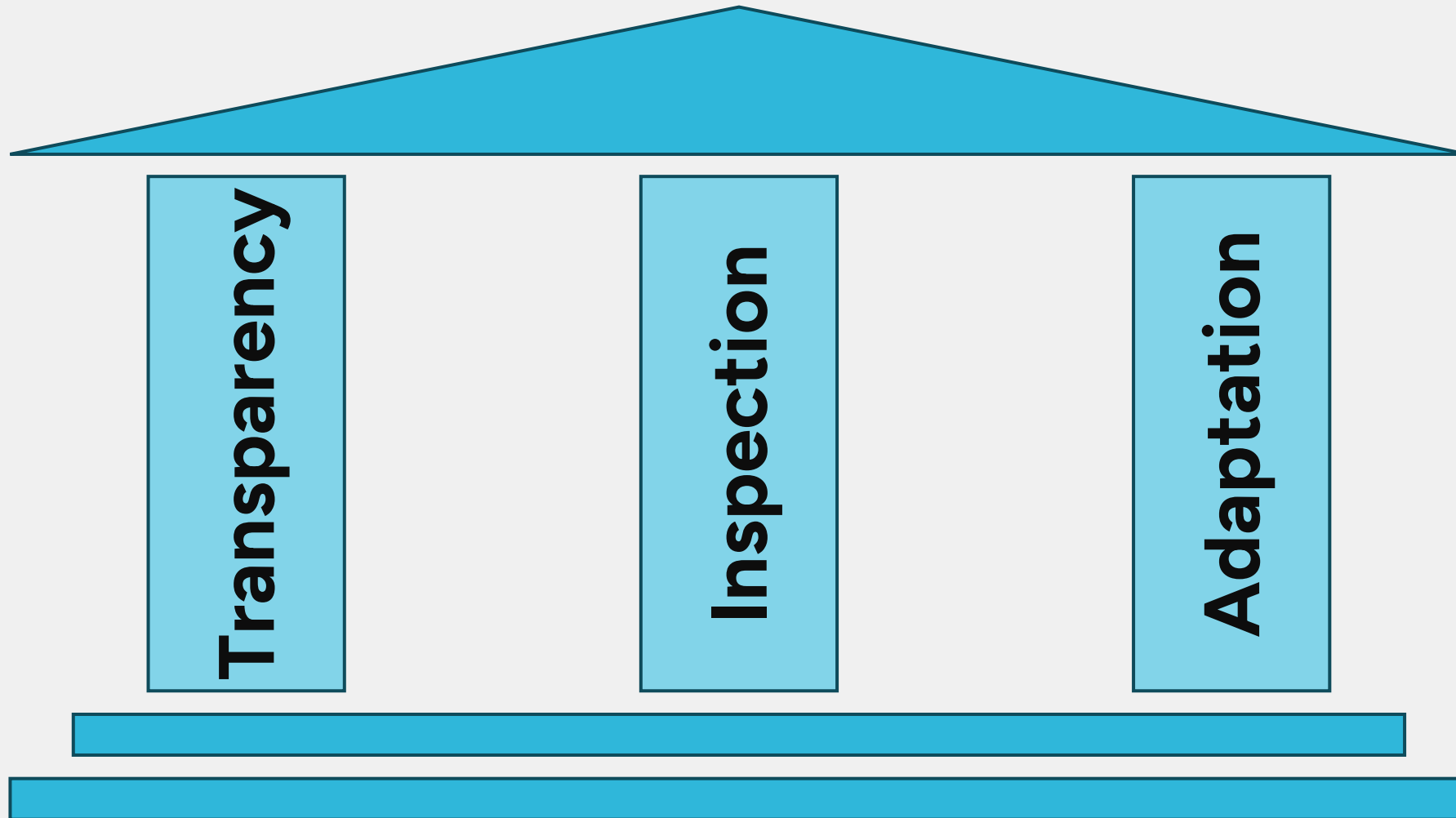
Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems.

In a nutshell, Scrum requires a Scrum Master to foster an environment where:

1. A Product Owner orders the work for a complex problem into a Product Backlog.
2. The Scrum Team turns a selection of the work into an Increment of value during a Sprint.
3. The Scrum Team and its stakeholders inspect the results and adjust for the next Sprint.
4. *Repeat.*



# Empiricism – the pillars and their role in continuous improvement

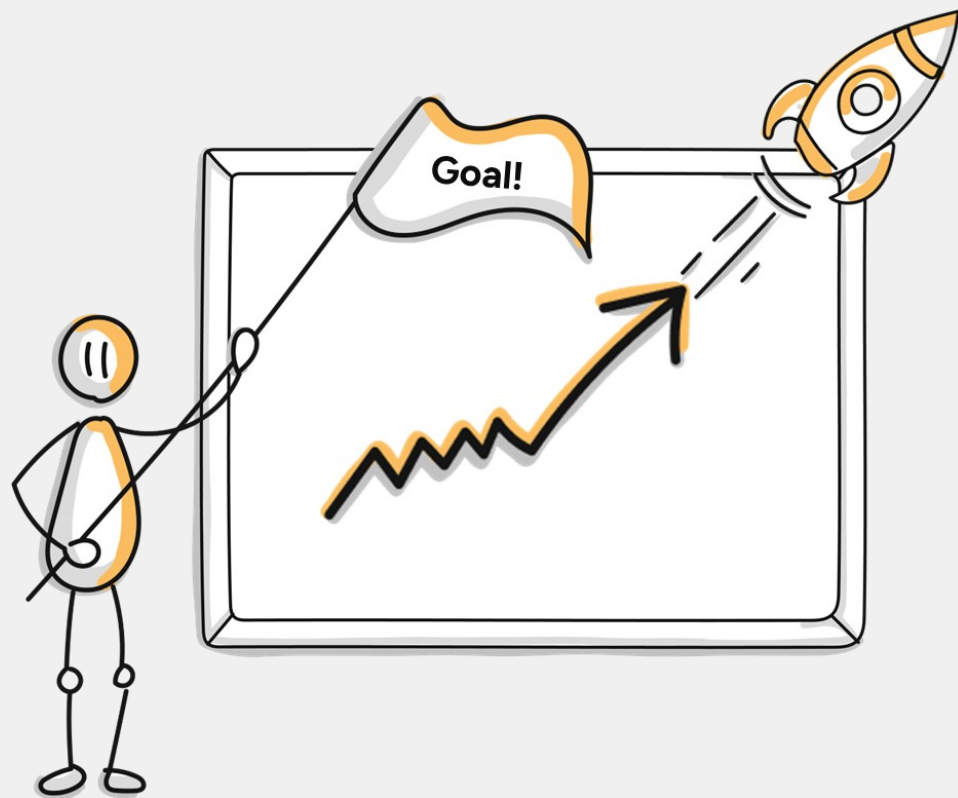


# Scrum values





# Scrum roles



**Product  
Owner**



**Scrum  
Master**

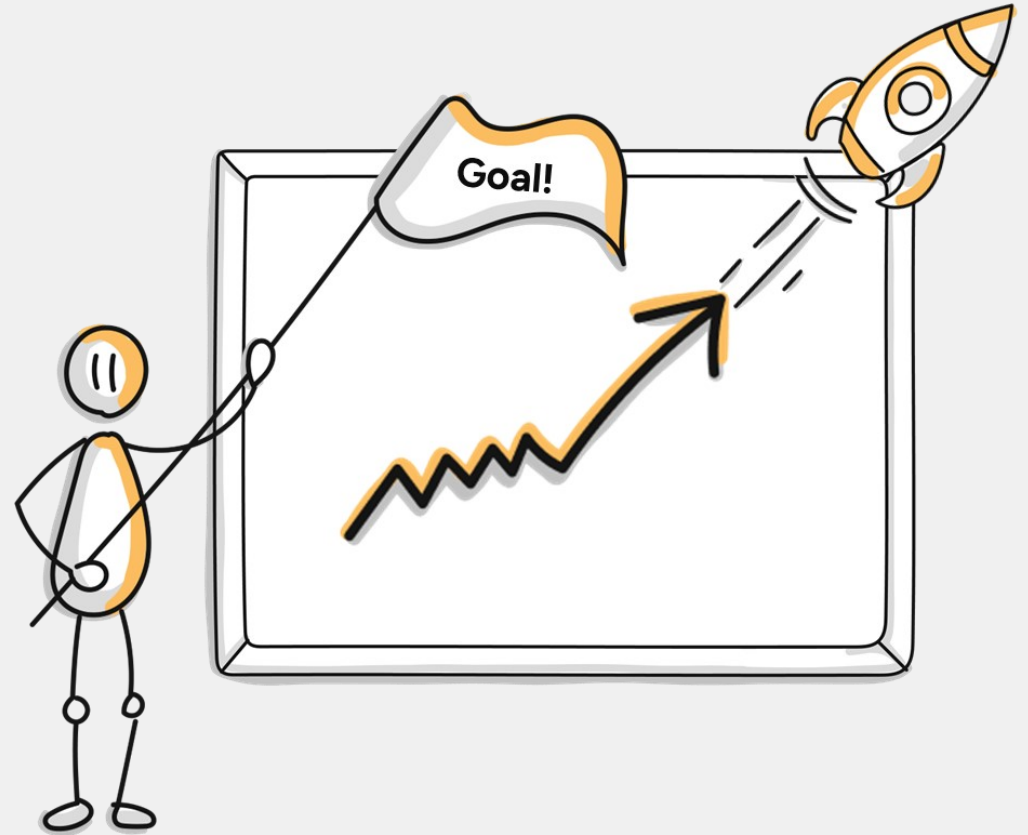


**Developers**



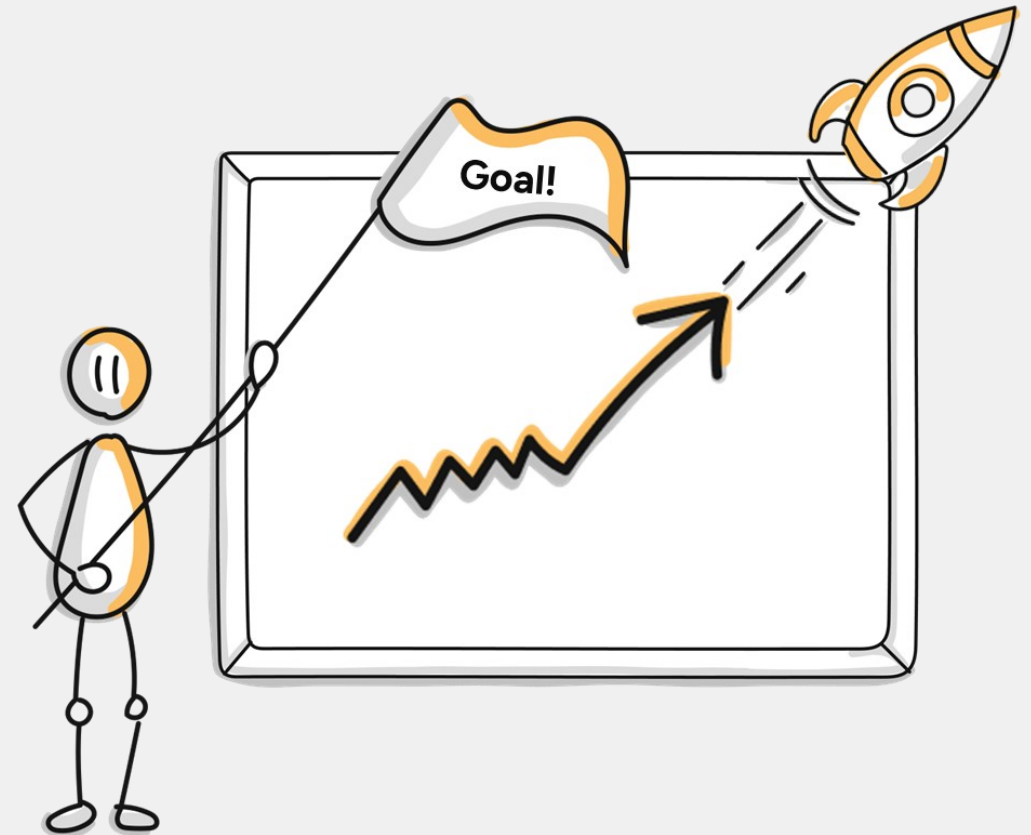
# The Product Owner and their key responsibilities

- Value maximiser
- Clearly expressing Product Backlog Items
- Ordering the Product Backlog to achieve goals



# The Product Owner and their key responsibilities

- Optimising the value of development team's work
- Ensuring transparency in the Product Backlog
- Helping the development team understand Backlog Items



# What's the goal?

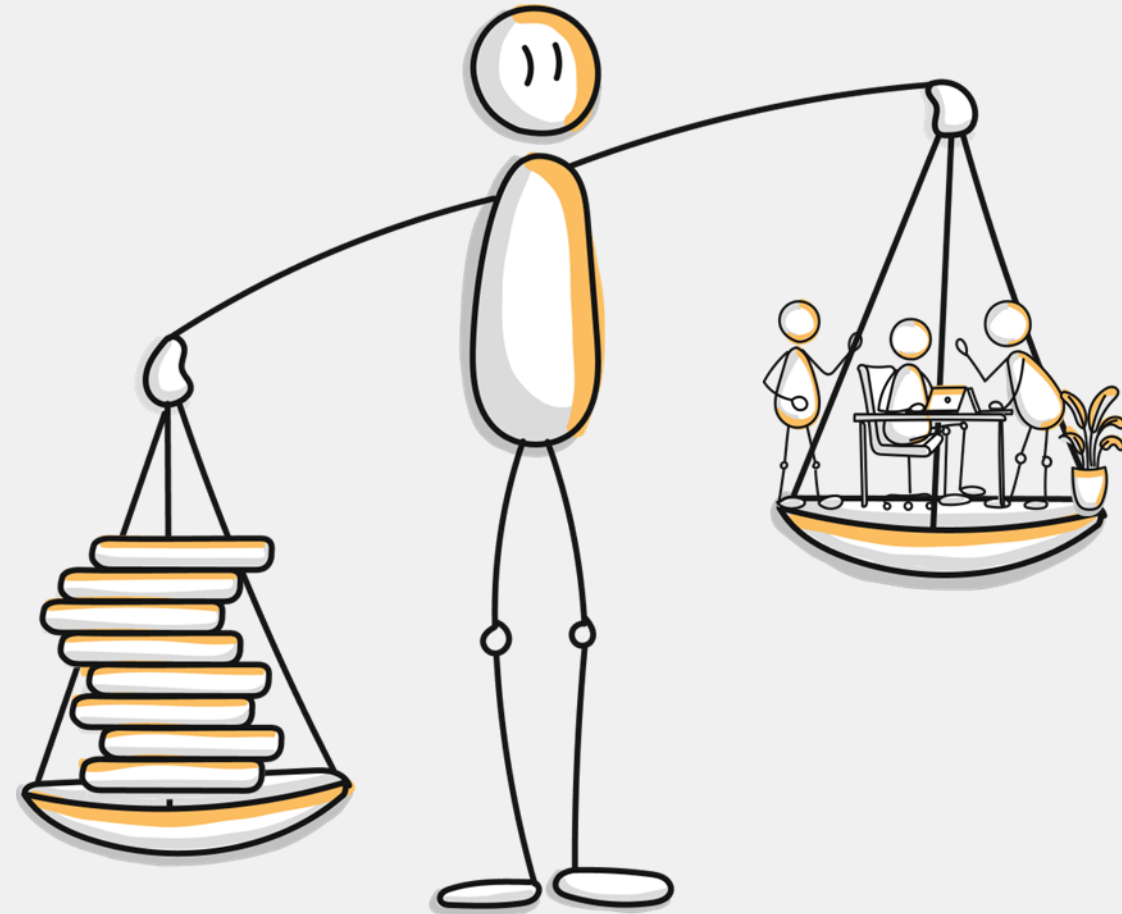
**Value** refers to the benefit, usefulness, or impact derived from an investment of resources such as time, effort, or money. In different contexts, value can have varying meanings:

## **Delivering value as fast as possible**

Agile teams focus on delivering usable increments rather than waiting for a full solution to be completed.

This allows for early feedback and faster improvements.

**Example:** Instead of launching a full website, a team delivers a basic version first and iterates based on user feedback.



# The Developers and their key responsibilities

- Delivering a Usable Product Increment
- Planning and forecasting work during Sprint Planning
- Collaborating and communicating effectively



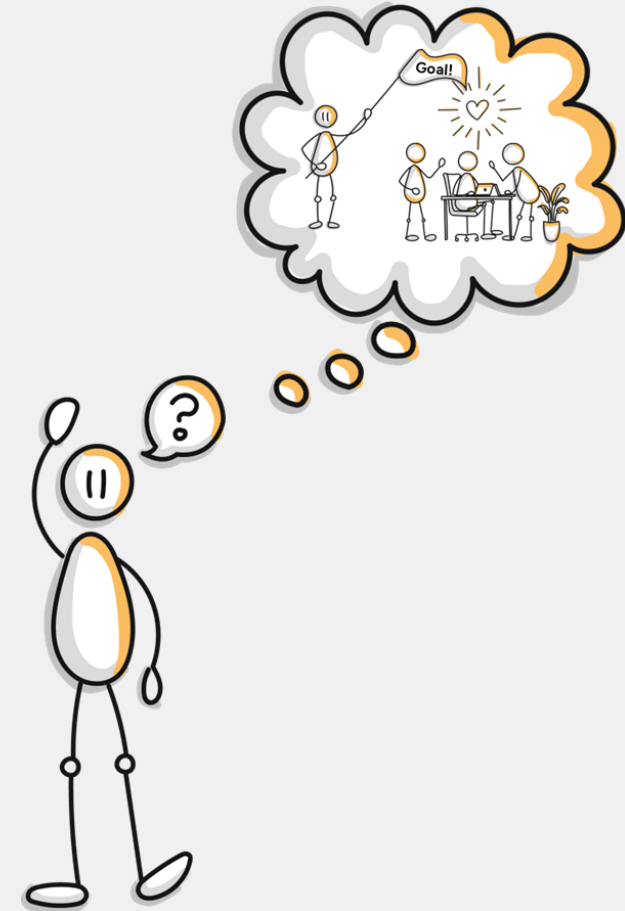
# The Developers and their key responsibilities

- Maintaining technical excellence and quality
- Inspecting and adapting through Sprint Events
- Managing work transparently
- Committing to self-management



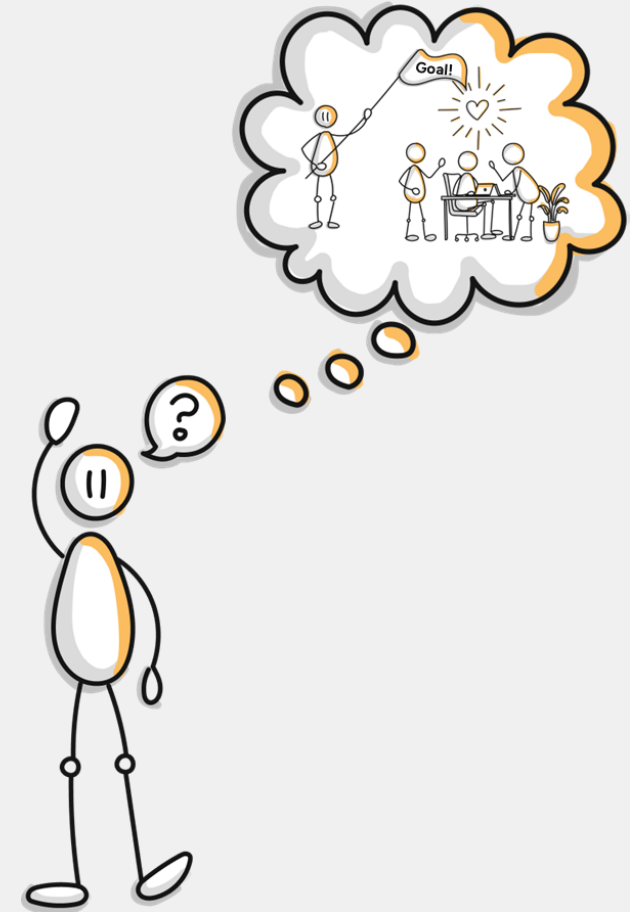
# The Scrum Master and their key responsibilities

- Facilitating Scrum Events and Agile processes
- Removing impediments and enabling flow
- Coaching the team towards self-management



# The Scrum Master and their key responsibilities

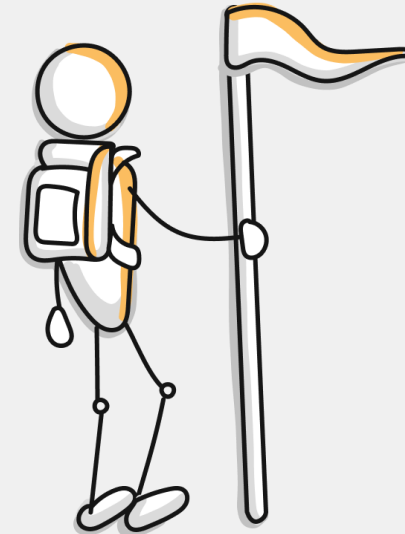
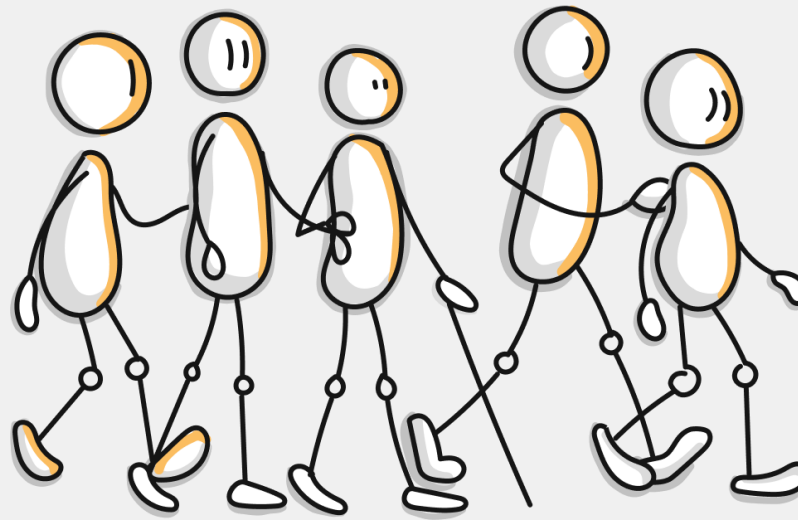
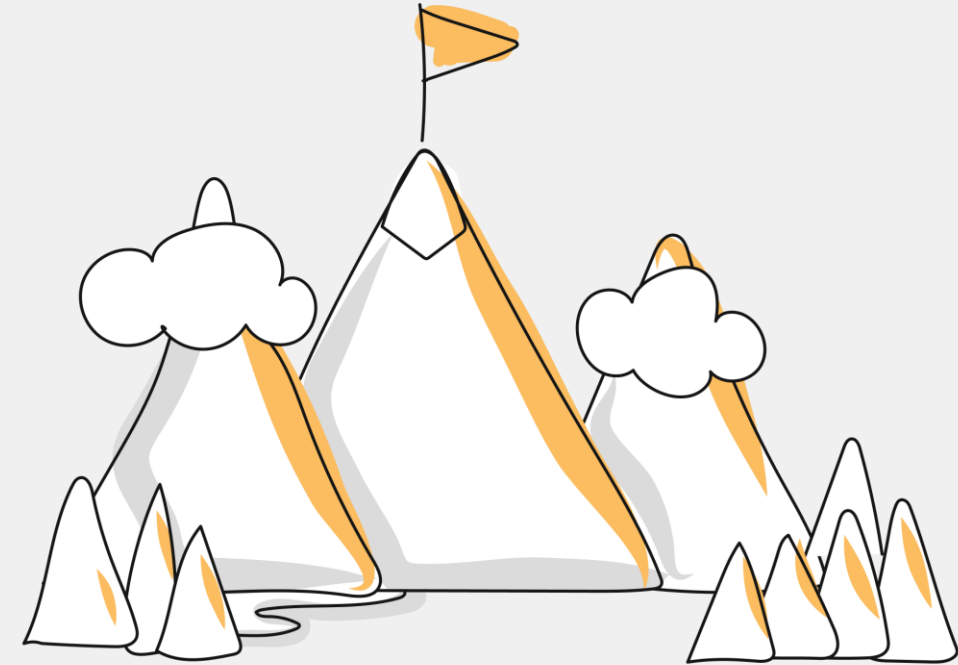
- Supporting the Product Owner in backlog management
- Fostering a culture of continuous improvement
- Advocating Agile principles across the organisation



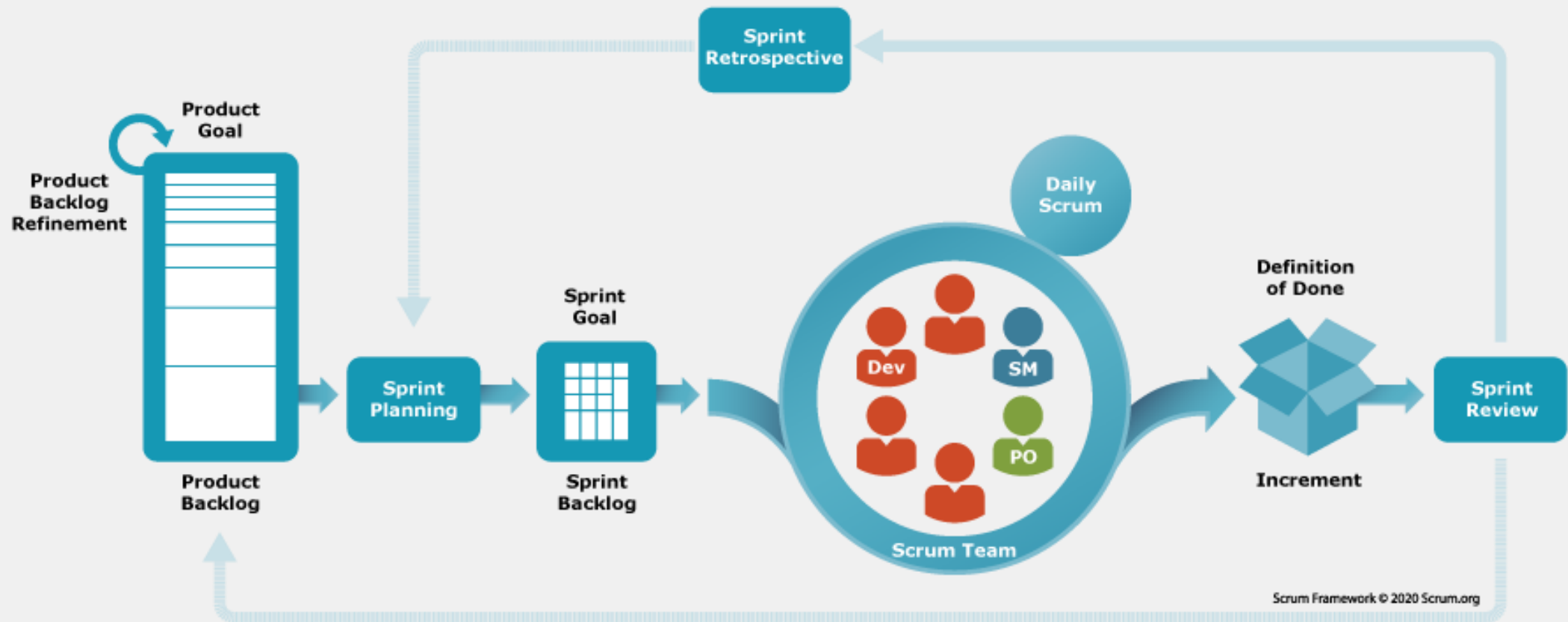


# Servant leadership

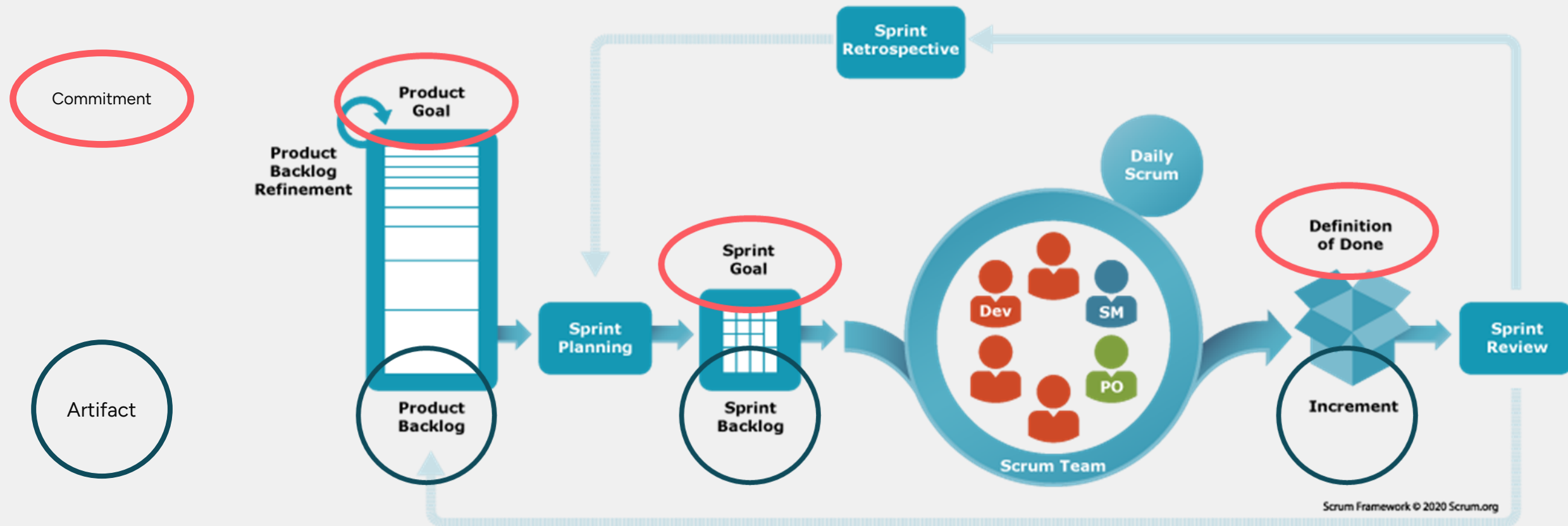
- Encourage – A servant leader motivates and inspires the team, fostering trust and psychological safety.
- Enable – They remove blockers, facilitate decision-making, and provide support without micromanaging.
- Support Development – They champion team success and encourage learning.



# The Scrum events



# Scrum Artifacts and their commitments



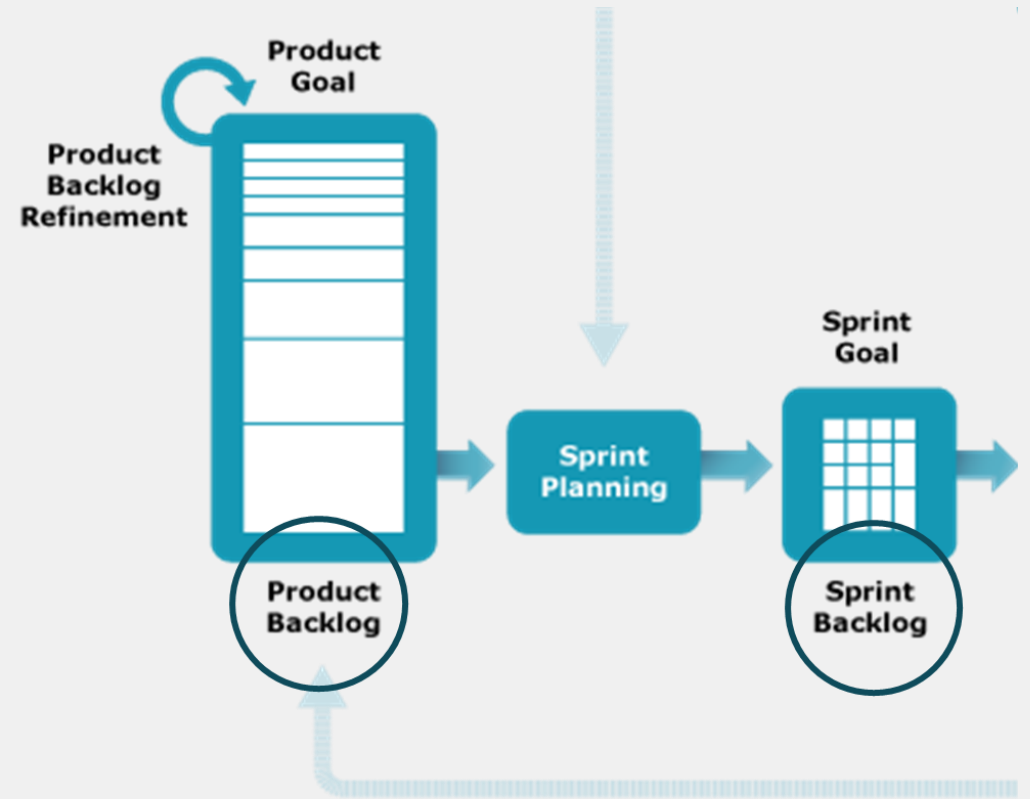
# Backlog

## Direct communication with the customer or end user

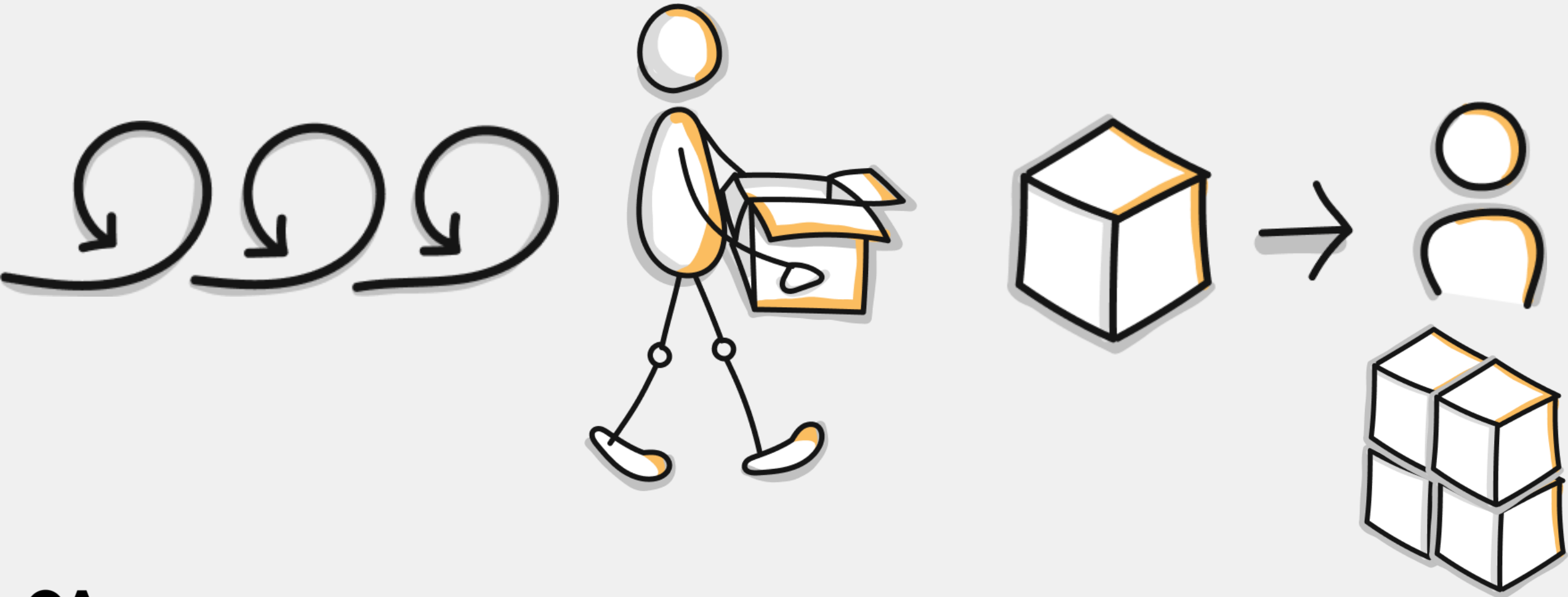
Agile teams strive to work closely with customers rather than relying on intermediaries.

Frequent interactions help teams understand real needs and adjust accordingly.

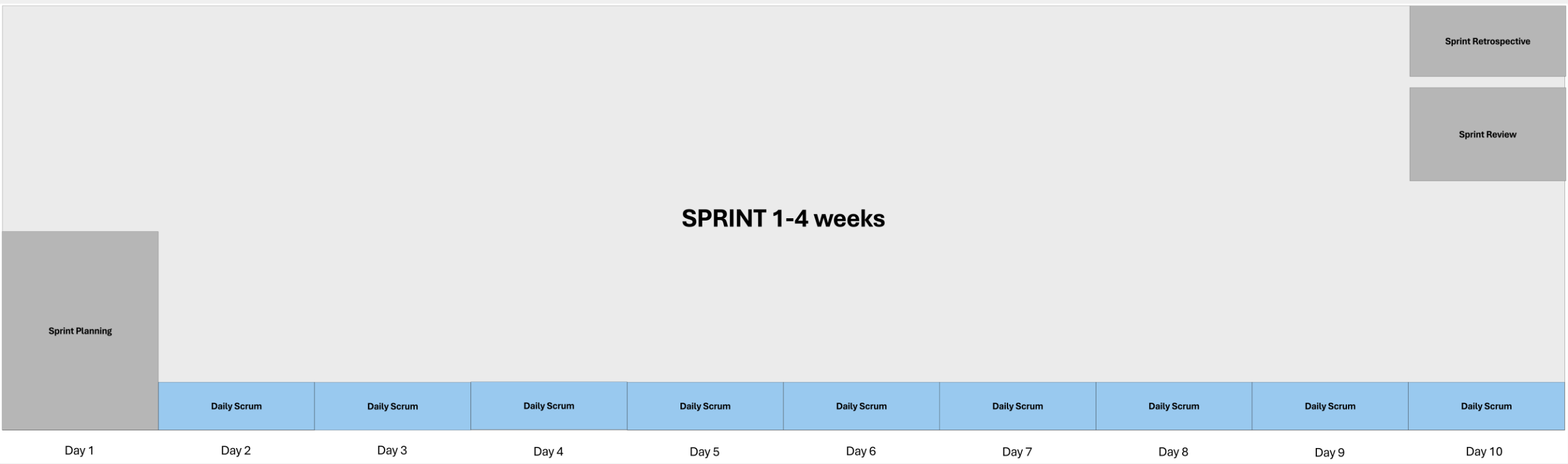
Early and ongoing feedback reduces the risk of building the wrong thing.



# Iterative and Incremental delivery



# The Sprint



# Training courses you may be interested in



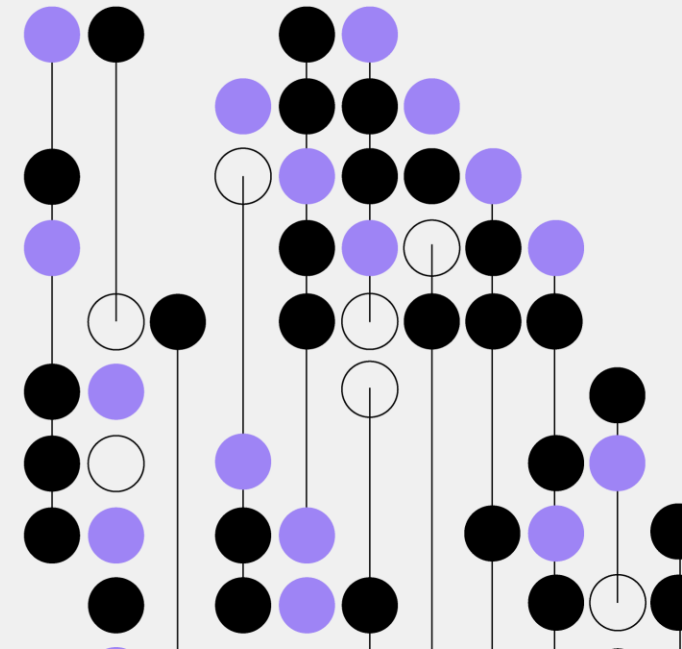
A screenshot of the QA website's training courses page. The header is black with the QA logo on the left and navigation links 'How we help' and 'What v' on the right. Below the header is a blue banner with the text 'Looking for a specific course?' and a search bar containing the word 'scrum'. The main content area is divided into two columns. The left column contains a list of filters: Learning method (Virtual Classroom: 42, Classroom: 43, Online (self-paced): 11), Difficulty level, Duration, Job family, Portfolio, Training type, Skills domain, Partner, and Subject. The right column is titled 'Courses (54)' and lists several courses with icons, titles, and details. The courses listed are: Scrum Alliance Certified Product Owner (PPMSASPO), Scrum Stakeholder Engagement Online Learning (QASEOL), Scrum Master Online Learning (QASMOL), Scrum Alliance Certified Scrum Master (PPMSASCM), Professional Scrum Facilitation Skills (PSF) (QAPFSF), Professional Scrum with Kanban (PSK) (QAPSK), and Professional Scrum with User Experience (PSU). Each course entry includes a small icon, the course title, the product code, level, duration, and type, followed by a yellow tag indicating the methodology (Agile, Lean and DevOps).



**Signup for future events at:  
[QA.com/resources/events](https://QA.com/resources/events)**

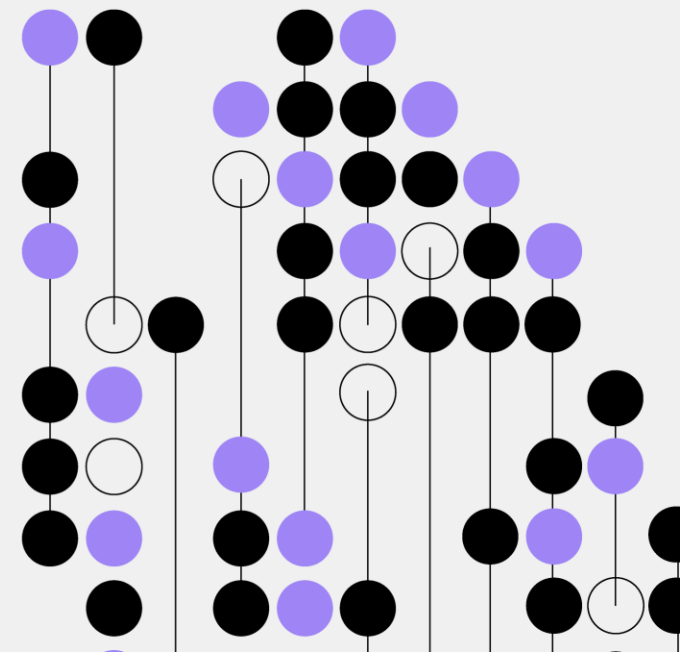
**Kanban for Continuous Delivery**

**18<sup>th</sup> June 2025 | 11:00am -  
12:00pm GMT | 6am - 7am EST**



# Q&A

QA



Rosie	Does the Scrum Master deal with business stakeholders and the challenges they bring? Or does this sit with the Product Owner?	Primarily, the Product Owner (PO) is responsible for stakeholder engagement and managing their expectations. However, the Scrum Master may support the PO by facilitating communication and resolving impediments caused by stakeholders.
Nitin	Where can i find the link for webinar which went on before this one? And will the link for this webinar be shared with the participants?	You will receive an email in the next week – you can also go to <a href="https://www.qa.com/resources/events/">https://www.qa.com/resources/events/</a> which will be updated with the link and presentation.
Kristina	What is your view on the product owner asking the developers for estimates to be able to make decisions on priorities? Thank you in advance!	<p>It is entirely appropriate. Developers provide estimates to help the Product Owner understand the effort involved, which aids not only in effective prioritisation and backlog management but also in assessing value. When an item requires significant effort but delivers relatively low value, it may be deprioritised or rethought.</p> <p>Estimates, especially when done relatively (e.g. using story points), support comparative decision-making across the backlog and help ensure the team focuses on delivering the highest value for the lowest reasonable effort.</p>

Samantha	<p>Other than the 3 roles (product owner, developers and scrum master) are the durations and numbers you stated essential or a recommendation? (eg scrum every day for 15 mins, sprint 2-4 weeks, developer fewer than 10 ppl)</p>	<p>Apologies Edgar but this is going to be a waffly answer.</p> <p>These are recommendations based on best practices as outlined in the Scrum Guide. While they can be adapted slightly to fit your context, deviating too far can undermine the benefits of Scrum.</p> <p>Event durations should be seen as maximums they can and often should be shorter. For example, a Sprint Planning is time-boxed to no more than eight hours for a one month Sprint, but if the team achieves its purpose in less time, that's fine.</p> <p>Scrum Team size is advised to be 10 or fewer. If a team becomes too large, communication and coordination typically suffer. In that case, consider forming multiple Scrum Teams that work from a shared Product Backlog. Consider planning together and demo'ing together and have sync points during the Sprint for the purposes of communication.</p> <p>A Sprint should be no longer than a calendar month. However, this doesn't mean you must release at the end of every Sprint. You might release quarterly if that aligns with business needs, but doing so delays value delivery.</p> <p>One of Scrum's advantages is that it helps shorten the path to value.</p> <p>On the other hand, if your context allows it, you can release multiple times a day some organisations release thousands of times daily.</p>
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Katie	How important is standardising story points across feature teams when scaling agile for large departments? E.g. for department level metrics?	It's generally not necessary to standardise story points across teams. What's more important is that each team uses points consistently within their context.  Also focus on measuring did the teams achieve the goal, because...that is the goal.
Rishi	can you explain the difference between Sprint Review and Retrospective?	Sprint Review focuses on what was delivered and gathering feedback. Sprint Retrospective is for the team to inspect and improve its processes and collaboration.
Pramod	Could you please explain bit more about sprint retrospective ?	It's a time-boxed meeting at the end of each sprint where the team reflects on what went well, what didn't, and identifies actions for improvement.  Check out Fifty Quick Ideas To Improve Your Retrospectives by Tom Roden and Ben Williams or you are looking for ideas.
Pamel	what is the main difference between sprint review and sprint retrospective?	Sprint Review is about the product (feedback on the increment). Retrospective is about the process (team improvement).

Rishi	<p>What's the fundamental differences between a BA and PO? The reason I ask is because a lot of companies seem to think the two are interchangeable.</p>	<p>This is a great question as there is a lot of confusion, I think this is because there is some overlap in skills, the roles of Business Analyst (BA) and Product Owner (PO) are fundamentally different in focus, accountability, and authority.</p> <p>Firstly, I have a massive amount of respect for Business Analysts, and I believe everyone should develop skills in this area, ANALYSIS EVERYWHERE!</p> <p>Apologies, back to the question. A Business Analyst typically supports the discovery, analysis, and documentation of business requirements. They often act as a bridge between business stakeholders and delivery teams, helping to clarify needs and translate them into usable artefacts like user stories or process flows. BAs are excellent at eliciting requirements, analysing impacts, and ensuring clear communication between technical and non-technical stakeholders.</p> <p>In contrast, the Product Owner is a Scrum role with clear accountability for maximising the value of the product resulting from the work of the Scrum Team.</p> <p>The PO is responsible for maintaining and prioritising the Product Backlog, defining the product vision, making trade-off decisions, and ensuring alignment with business and customer needs. The PO has the authority to say "yes" or "no" to features and scope.</p> <p>During my talk I spoke about a BA as a Developer, where the BA assists a PO especially in large or complex products, however the PO owns the product backlog and is ultimately accountable for product success.</p> <p>In organisations where the two roles coexist, BAs often focus on detailed</p>
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		<p>requirements and support the PO by providing in-depth analysis to inform prioritisation decisions.</p> <p>Confusion arises when organisations treat the roles interchangeably, which can dilute the PO's accountability and disrupt agile decision-making or even worse you have a BA with no real decision-making authority who is acting as a proxy to the decision maker, who may be time poor. So now you have the BA being held accountable but with no authority and that's just mean spirited.</p>
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Annita	<p>what if the developers disagree with the PO for the definition of done?</p>	<p>This is an interesting one!</p> <p>The Scrum guide says, <i>"If the Definition of Done for an increment is part of the standards of the organization, all Scrum Teams must follow it as a minimum. If it is not an organizational standard, the Scrum Team must create a Definition of Done appropriate for the product."</i></p> <p>So the Definition of Done (DoD) should be a shared agreement created collaboratively by the team, including the PO, not something imposed by the PO.</p> <p>I have always felt that Developers have the final say as their specific responsibility is, "Instilling quality by adhering to a Definition of Done" and a lot of the DoD is around technical aspects, this doesn't mean the Po as part of the team doesn't have a say.</p> <p>In reality disagreements should be resolved by aligning on quality standards and expectations as a team and make sure to involve your Scrum Master in facilitating the conversation.</p>
Simon	<p>Sometimes agile feels very noisy, that there is so much discussion of different solutions and approaches that sometimes people can't remember what has been decided. Any suggestions on how to manage the noise?</p>	<p>This is why we sometimes need an independent facilitator, and why Scrum has the Scrum Master role.</p> <p>The Scrum Master can establish clear facilitation during discussions, define decision logs, summarise decisions at the end of meetings, and the team can use visual boards to track what's agreed.</p>

Manisha	How does PO handle the deadlines of a project which are not achievable	<p>When working within an Agile project structure, particularly where time and cost are fixed; prioritisation techniques like MoSCoW are often applied during the foundation or initiation phase. This helps define what must be delivered and what can be traded off if necessary. The idea is to use scope as the variable, allowing lower-value requirements to be dropped in order to remain on time and within budget. We'll explore this in more detail in a later talk.</p> <p>In a Scrum delivery context, the Product Owner plays a critical role in managing constraints. They should communicate any risks or limitations early, collaborate with stakeholders to re-negotiate scope or timelines, and continually prioritise the backlog to ensure the team delivers the highest possible value within the given constraints.</p> <p>When project management and Scrum are combined, this means keeping a tight feedback loop between delivery teams and project stakeholders, using data from each Sprint to guide realistic expectations and decisions.</p> <p>As a final point try and maintain stakeholders focus on outcomes, rather than outputs which will help when you are trading out requirements.</p>
Darlene	If there is no definition of done, who puts one in place? Thank you.	The Scrum Team (Developers, PO, and Scrum Master) collectively defines it. The Scrum Master should facilitate its creation if missing.
Darlene	What is the difference between a product owner and a product manager?	PO focuses on the delivery and prioritisation of features for a Scrum Team. PM has a broader strategic focus, often handling market positioning and product lifecycle.

Hannah	I am not always empowered to say no as a product owner. Some clash between project and product mindset.	<p>This is a common tension. It helps to educate stakeholders on the value of empowered product ownership, part of the Scrum Master role is to coach the organisation so ask them to help, remember this takes time as it is a change, so be patient.</p> <p>Some stakeholders find it difficult to give control and some decisions will need to remain centralised.</p>
Sreelakshmi	How do you make 'daily standup' more engaging and not just status updates ? Could you elaborate?	<p>Focus on collaboration and shared goals. Ask, what's blocking us? or how can we help each other instead of just status reports.</p> <p>Over time if they will just become more conversational.</p>
Ron	What does the scrum master do if the company is "acting scrum", but the product owner and business stakeholders, don't want to listen to advice or recommendations?	<p>The Scrum Master should continue to coach the team and stakeholders, raise organisational impediments, and work to foster a culture of empiricism and continuous improvement. A key part of the role is highlighting dysfunctions, not just within the team, but across the wider system.</p> <p>That said, while agility promotes openness to change, the reality is that resistance is common, especially when Scrum challenges established hierarchies or habits. In these cases, the Scrum Master should look for escalation paths or engage agile leadership champions, (if you have them) who can help influence at higher levels.</p> <p>Truthfully though, sometimes you do your best and still hit walls. In those moments, focus on what you can influence, support the team where possible, and maintain integrity in your practice even if the environment isn't yet ready to embrace it fully.</p>

Hisham	For a founder of a SaaS startup without any technical background, what is the best way for him/her to learn how to do a scrum?	<p>Shameless plug time! Take a Scrum course with QA, you could sit an Understanding and Scrum course <b>QAUAS</b> or a Scrum Master course, I sat a Scrum Alliance Certified Scrum Master <b>PPMSASCM</b> recently to refocus my mind, (sometimes I start to lose my way) and really enjoyed it.</p> <p>If you are the founder of a SaaS startup, will you be dropping into the Product Owner role initially to get things of the ground? The Product Owner acts as the domain expert, understanding how the solution is going to be used and prioritising customer requirements.</p> <p>I like the ICAgile Product Ownership course <b>QAICAPO</b>, it focuses on the role rather than Scrum but would give you a deeper understanding, day to day.</p> <p>Speak to your account manager or visit <a href="https://www.qa.com">qa.com</a></p>
Justin	Are there any materials from Introduction to Agile - Principles and Practices?	<a href="https://www.qa.com/resources/events/introduction-to-agile-principles-and-practices/">https://www.qa.com/resources/events/introduction-to-agile-principles-and-practices/</a>
Chris	What role sits above the product owner and what impact do they have on the developers, if they should	Nowadays you typically find a Product Manager or Head of Product in large organisations, not in the Scrum framework. Their impact on developers should be indirect, via prioritisation and strategy, whilst delivery decisions stay within the Scrum Team.

jodie	As part of the sprint reviews would you expect 'bug fixes' to be demo'ed especially if they relate to the overall sprint goals?	Yes, especially if the fix adds value or was a notable issue. Reviews are about transparency, so demo what matters.
jodie	Currently we set sprint goals every sprint but they are more task orientated, what would be an example of a sprint goal, so I can understand the level please.	<p>A good Sprint Goal is value-oriented, describing the outcome or capability the team aims to deliver, not a list of tasks. It should provide a shared purpose that guides the team throughout the Sprint.</p> <p>Tasks are needed to deliver the goal, the goal itself should reflect why those tasks matter. Try phrasing Sprint Goals in terms of user value, business outcomes, or system improvements that can be clearly demonstrated.</p> <p>As an example:</p> <p><b>Task</b> - Fix 10 bugs from the backlog.  <b>Value</b> - Improve user satisfaction by resolving key usability issues reported in the last release.  <b>Focused and flexible</b> - Improve the onboarding experience for new users by addressing key usability issues identified in recent feedback.</p>
Sarah	What are the ratios of the sprint planning and reviews	<p>For a one-month Sprint, the Scrum Guide provides the following time-boxed durations:</p> <ul style="list-style-type: none"> <li>• Sprint Planning: Up to 8 hours</li> <li>• Sprint Review: Up to 4 hours</li> <li>• Sprint Retrospective: Up to 3 hours</li> <li>• Daily Scrum: 15 minutes each day</li> </ul> <p>For a shorter Sprint they are typically shorter as an example for a 2-week sprint:</p> <ul style="list-style-type: none"> <li>• Sprint Planning: Up to 4 hours</li> <li>• Sprint Review: Up to 2 hours</li> <li>• Sprint Retrospective: Up to 1.5 hours</li> <li>• Daily Scrum: 15 minutes each day</li> </ul>