Agile Software Development

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Lecture 11

Scrum: Sprint Review
Sprint Review

- **What?**
  - An informal meeting with low ceremony and high value during which we inspect (and adapt) the result of the work (the potentially shippable product increment).
  - Provides a transparent look at the current state of the product, including any inconvenient truths.
  - Time to ask questions, make observations or suggestions, and have discussions about how to best move forward given current realities.
  - An important learning loop which allows for frequent course corrections to keep the development moving in the right direction.

- **When?**
  - Near the end of each sprint cycle, just after sprint execution and just before (or occasionally after) the sprint retrospective.
# Sprint Review: Participants

<table>
<thead>
<tr>
<th>Source</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Scrum team</td>
<td>The product owner, ScrumMaster, and development team should all be present so that they can all hear the same feedback and be able to answer questions regarding the sprint and the product increment.</td>
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<tr>
<td>Internal stakeholders</td>
<td>Business owners, executives, and managers should see the progress firsthand so that they can suggest course corrections. For internal product development, internal users, subject matter experts, and the operations manager of the business function to which the product relates should attend.</td>
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<tr>
<td>Other internal teams</td>
<td>Sales, marketing, support, legal, compliance, and other Scrum and non-Scrum development teams might want to attend sprint reviews to provide area-specific feedback or to sync their own groups’ work with the Scrum team.</td>
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<tr>
<td>External stakeholders</td>
<td>External customers, users, and partners can provide valuable feedback to the Scrum team and other attendees.</td>
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[Rubin 2012]
Sprint Review: Prework

- Determine whom to invite
- Schedule the activity
- Confirm that the sprint work is done
- Prepare for the demonstration
- Determine who does what

[Rubin 2012]
Sprint Review: Prework Activities (1)

1. Determine Whom to Invite
   1. The goal is to invite the right set of people to extract the highest value.
   2. The team might need to constrain attendance to a certain person or group whose input is essential to reviewing this sprint’s work.
   3. General Approach: Identify a core group that should be invited to every review and then issue a separate invitation to others on a sprint-by-sprint basis.

2. Schedule the Activity (when, where, and how long)
   1. If we use consistent-duration sprints, we can schedule the sprint review meetings using a regular cadence (e.g., every second Friday at 2:00 p.m.).
   2. Sprint reviews vary in duration depending on several factors, including sprint length, team size, and whether multiple teams are participating in the review.
      - Many teams have found the one-hour-per-sprint-week rule helpful; e.g., for a two-week sprint the review should take no more than two hours.
Sprint Review: Prework Activities (2)

3. **Confirm That the Sprint Work Is Done**
   
   1. At the sprint review, the team is allowed to present only completed work—work that meets the agreed-upon definition of done.
   
   2. It is the product owner’s responsibility to determine the work which has been done.

4. **Prepare for the Demonstration**
   
   1. The goal is to provide transparency for inspecting and adapting the product, not to put on a showcase to create excitement.
      - Participants should see working software, not a PowerPoint presentation.
   
   2. Rules of thumb:
      - Do not spend more than 30 minutes to an hour per week of sprint duration to prepare for the sprint review.
      - Only show the artifacts produced as a consequence of achieving the sprint goal.
Sprint Review: Prework Activities (3)

5. **Determine Who Does What**

1. Prior to the sprint review, the team needs to decide who on the Scrum team is going to facilitate the review and who will demonstrate the completed work.

2. Typically:
   - The Scrum Master facilitates.
   - The product owner might kick things off by welcoming members of the stakeholder community and providing a synopsis of the sprint results.
   - Preferably, every member of the development team should have an opportunity at some sprint review to go hands-on and demonstrate.
Sprint Review: Process

- **Inputs:** Sprint goal, Sprint backlog, and Potentially shippable product increment.

- **Activities:** Summarize, Demonstrate, Discuss, and Adapt.

- **Outputs:** Groomed product backlog and Updated release plan.
Sprint Review: Process

[Diagram showing participants, inputs, and outputs related to the sprint review process]

[Rubin 2012]
Sprint Review Activities: Summarize

- The sprint review starts with a Scrum team member (frequently the product owner) presenting:
  1. The sprint goal.
  2. The product backlog items associated with the sprint goal.
  3. An overview of the product increment that was actually achieved.

- This information provides a summary of how the sprint results compare with the sprint goal.

- If the results do not match, the Scrum team provides an explanation; it is important that the sprint review be a blame-free environment.
  - If the goal was not met, everyone participating should refrain from trying to assess blame.
  - The purpose is to describe what was accomplished and then to use the information to determine the best course of action for moving forward.
Sprint Review Activities: Demonstrate

- One or more Scrum team members will demonstrate all relevant aspects of the product increment that was built during the sprint.

- Although a demonstration is quite helpful in the sprint review, the demo is not the aim of the sprint review:
  - The most important aspect of the sprint review is in-depth conversation among the participants to enable productive adaptations to surface and be exploited.
  - The demo aims at energizing this conversation around something concrete.

- In certain organizations, such as game studios, it can be even more effective to let the stakeholders actually try the produced increment.

- What if there is nothing to demo?
  - If the team did not get anything done, the sprint review will focus on why nothing got done and how the future work will be affected.
  - If the product is hard to demo, the team must at least demo the tests that it has used to verify that the work is done to the satisfaction of the product owner.
Sprint Review Activities: Discuss

- Observation, comments, and reasonable discussion on the product and direction are strongly encouraged.
  - Deep problem solving, however, should be deferred to another meeting.

- Benefits of discussion are two-way:
  - It allows the participants who are not on the Scrum team to understand the state of the product, and help guide its direction.
  - Scrum team members gain a deeper understanding of the business and marketing side of their product.
Sprint Review Activities: Adapt

- Through demonstration and discussion, the team is able to ask and answer questions, including the following:
  - Do the stakeholders like what they see?
  - Do they want to see changes?
  - Is what we’re building still a good idea in the marketplace or to our internal customers?
  - Are we missing an important feature?
  - Are we overdeveloping/investing in a feature where we do not have to?

- Asking and answering these questions provides input on how to adapt the product backlog and release plans.
  - New PBIs are often created or existing PBIs are changed, reprioritized or deleted if they are no longer needed.
  - Changes may propagate to the release plan; e.g., we might decide to alter one of the key release-planning variables: Scope, Date, or Budget.
Sprint Review Issues

- **Sign-offs**
  - Sprint reviews are not the proper venue to sign off on (approve) PBIs.
    - PBIs should have already been “approved” by the product owner before the sprint review starts.
  - What if during the sprint review a stakeholder believes a PBI is not done?
    - The product owner can schedule a change to the feature by creating a new product backlog item to reflect the requested behavior.
    - He should also investigate to determine why he disconnected from the stakeholders on this PBI and make adjustments to prevent future mishaps.

- **Sporadic Attendance**
  - Encourage the stakeholders to attend through early and frequent release of valuable and working software.

- **Large Development Efforts**
  - If you have a larger development effort with multiple Scrum teams, it might make sense to consider doing a joint sprint review.
References
