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Sprint Planning

NK Shrivastava, PMP, RMP, ACP, CSP, SPC4
CEO/Enterprise Agile Coach - RefineM

Agenda

1. Introductions and Expectations

2. Sprint Planning

    a) Intro to Scrum – Roles and Ceremonies

    b) Challenges in Sprint Planning Survey

    c) Sprint Planning Goals

    d) Sprint Planning Activities

    e) Sprint Capacity Planning

    f) Sprint Planning Outputs

3. Summary / Q&A

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RefineM's Virtual Lunch & Learn

This is a monthly webinar delivered during the lunch hour in the first week (Wednesdays) of every month.

It's designed to help you learn while you eat lunch, providing a relaxed environment to enhance your experience.

The monthly webinars will cover a variety of Project Management / Agile topics.

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Your Expectations

What are your expectations from this webinar?

Why are you here today?

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NK Shrivastava
PMP, RMP, ACP, CSP, SPC4

- CEO/Consultant since Dec 2011
    - Agile Transformation/Coaching/Adoption
        - Enterprise Agile Coach @ IBM
    - Project Management/Process Improvement Consulting and Training
    - Products for Project Professionals
        - Essential Gear for Project Managers
        - PMP Exam Simulator
        - PMP Videos at Vimeo

- 20+ years of successful project leadership
    - Successfully led hundreds of projects of all sizes
    - Recovered many projects, saved millions of dollars
    - Implemented numerous process improvements
    - Coached/mentored hundreds of PMs and executives
    - Board member of SWMO PMI Chapter (2008-2014)

Helping organizations turn their project management capability into a *competitive advantage*

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What's New at RefineM

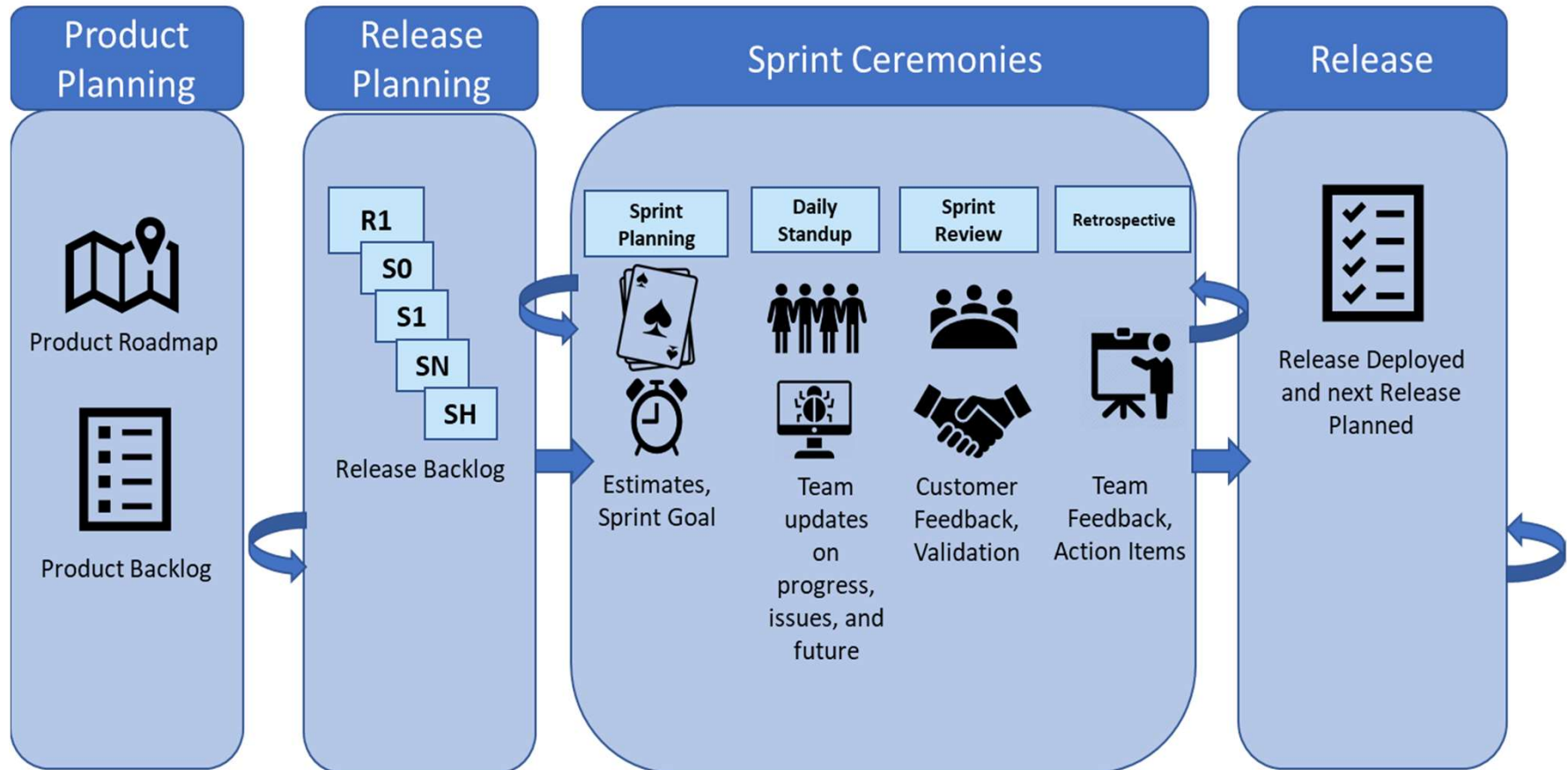| Webinar Title	Date
Agility Assessment	Sept 4
Sprint Planning – *ProjectManagement.com*	Oct 3

- New Training and Outreach
  - Several in-person and virtual PMP classes in 2018
  - New BA classes – Business Analysis Fundamentals and Business Requirements Gathering for Agile Projects
  - New Agile class – Kanban Fundamentals / Kanban 101

- PMP Exam Prep Test Simulator -- ***2-day free trial available now.***

- Agile, PMP, Business Requirements Gathering Videos at Vimeo
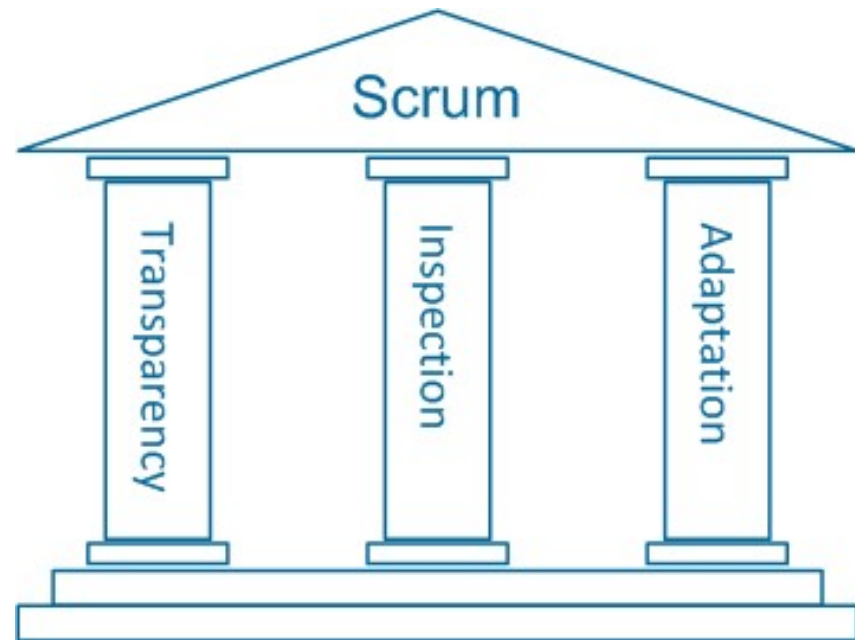
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Sprint Planning

- Intro to Scrum – Roles and Ceremonies
- Challenges in Sprint Planning Survey
- Sprint Planning Goals
- Sprint Planning Activities
- Capacity Planning for Sprints
- Sprint Planning Outputs

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Intro to Scrum: Roles and Ceremonies

Product Planning
- Product Roadmap
- Product Backlog

Release Planning
- R1
- S0
- S1
- SN
- SH
- Release Backlog

Sprint Ceremonies

Sprint Planning	Daily Standup	Sprint Review	Retrospective
Estimates, Sprint Goal	Team updates on progress, issues, and future	Customer Feedback, Validation	Team Feedback, Action Items

Release
- Release Deployed and next Release Planned

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Scrum

Scrum is an iterative and incremental Agile software development framework that focuses on delivering the highest business value in the shortest time.

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Scrum Artifacts

Product Increment

- During each sprint, team builds an increment of the solution.

- In sprint review, they demo the increment and get feedback.

- Team and product owner agree on definition of "done"

Product Backlog

- Backlog items are prioritized by the product owner and sorted so that highest-priority work is at the top of the list.

- Team will always try to work on top-priority items first (most details).

- Work items are refined as they get closer to being worked on.

- Lowest-priority items might not get developed at all.

Sprint Backlog

- Serves as a highly visible view of the work

- May only be updated by the development team

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Scrum Roles

- **Product Owner** – represents the stakeholders and is the voice of the customer. Responsible for ensuring the team delivers value to the business. Develops and maintains product backlog.

- **Scrum Master** – responsible for helping the team follow the Scrum process. Accountable for removing impediments to the ability of the team to deliver the sprint goal/deliverables.

- **Agile/Cross-functional Teams** – formed mostly of generalizing specialists.

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Scrum Ceremonies: Sprint Planning

- If sprint duration is 2 weeks then the sprint planning meeting is 2*2 = 4 hours

- If sprint duration is 4 weeks then the sprint planning meeting is 4*2 = 8 hours

- Part 1 focuses on what the team is being asked to build and is attended by both the Product Owner and the team.

- Part 2 focuses on how the team plans to build the desired functionality. Attendance by the Product Owner is optional.

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Challenges in Sprint Planning Survey

Which of the following challenges do you face in your sprint planning?

1. Sprint backlog too big or too small

2. Sprint planning meetings take too much time

3. Team is not skilled in estimating

4. Product backlog is not prioritized

5. Backlog is not groomed to the detailed level for the sprint

6. Other

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Sprint Planning Goals

By the end of Sprint Planning, the following questions need to have answers:

1. What can be delivered in this Sprint?

2. How will the work be delivered?

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Sprint Planning Activities

What	Who
Understand what needs to be done during the Sprint	All
Finalize the Sprint Goal	All
Evaluate Sprint Capacity	All
Forecast what will be delivered at the end of the Sprint	Development Team
Estimate the work	Development Team
Create / review Definition of Done	Development Team
Discuss objective of the Sprint	Product Owner
Clarify and Prioritize the work and make tradeoffs	Product Owner
Facilitate Sprint Planning	Scrum Master

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Sprint Capacity Planning

- Useful activity to aid Development Team in planning a "just-right" product increment – not too big or too small

- Use a sprint capacity planning sheet to sum total available hours and measure against available work *across different skill sets*

- Focus factoring entails adjusting capacity up or down based on factors such as availability, skill, and experience. It is a powerful tool to adjust available hours against external factors.

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Sprint Capacity Planning Sheet

| <Project> Resource Plan-Sprint # 0 | | | | | Start | 8/12/2019 | End | 8/23/2019 | Days | 10 | Holidays | | 0 | | | | |

#	Team Member	Role Played During the Sprint	Vacation Days during Sprint	Capacity (After Vacations)	Days for non-project/non-sprint work				Capacity (Available for Projects)	Days for Work Categories in Current Sprint						Over/ Under Allocation
					Admin/ Training/ Meetings	Production Fixes	Backlog Grooming/ Story Estimation	Total		Dev (UI/ Front-end)	Dev1	Dev2	QA1	QA2	Total	
Totals			0.0	80.0	4.5	6.5	10.0	21.0	59.0	2.5	10.0	0.0	12.0	3.0	27.5	31.5
1	Dev1	Developer	0.0	20.0	0.0	4.5	0.0	4.5	15.5	1.0	5.0				6.0	9.5
2	Dev2	Developer	0.0	20.0	0.0	2.0	0.0	2.0	18.0	1.0	5.0				6.0	12.0
3	QA1	QA	0.0	10.0	0.0	0.0	0.0	0.0	10.0				9.0		9.0	1.0
4	QA2	QA	0.0	10.0	0.0	0.0	0.0	0.0	10.0				3.0	3.0	6.0	4.0
5	SM	Scrum Master	0.0	10.0	0.5	0.0	6.0	6.5	3.5	0.3					0.3	3.3
6	PO	Product Owner	0.0	10.0	4.0	0.0	4.0	8.0	2.0	0.3					0.3	1.8

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Sprint Planning Outputs

1. **Sprint Goal**

2. **Sprint Backlog**

3. **Definition of Done** *(updated)*

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Conclusion

- Sprint Planning is made more effective with right people in the room doing the planning

- Having a properly groomed backlog before sprint planning will make planning more accurate

- Paying attention to available capacity across different skills will make planning more accurate

- Agreeing on Definition of Done is important

Prepare for success by planning your sprints

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Next Lunch and Learn

- ***Agility Assessment***
  - ✓ Is your team/organization on track with Agile?
  - ✓ How do you know?
  - ✓ What tools can you use to track assessment?

- ***Wednesday, September 4, 12:00-1:00 PM Central***

Register Today - Don't wait for the last Minute

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Next Training Course

Agile for Waterfall and Operational Work

Aug 24, 2019, Over the Web.
$225

Learn how to use Agile techniques in any project environment.
https://refinem.com/agile-for-waterfall-and-operational-work/

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RefineM's Agile Products

Agility Assessment:
https://Agility.RefineM.com

Features
• Quick 8-question test
• Bar chart of results
• Ability to email results
• Follow-up for more insight on your results

Agile Fundamentals:
https://vimeo.com/ondemand/refinemagile/

About the Series
• Four core modules and supplemental 1-hour videos cover Agile principles and mindset, planning and estimation, project execution, and more
• Over 9 total hours of videos
• **$49.99/month** for access to all videos

Contact@RefineM.com

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How to Earn 1 PDU for this Webinar?

1. **Log in to** ccrs.pmi.org and **Click** on "Report PDUs" link.
2. **Click** "Courses and Training" and **Input** the following:

Activity Name	"Sprint Planning" *(complete before selecting provider)*
Provider	"RefineM LLC" *(key in the Provider name)*
Date Started	August 15, 2019
Date Completed	August 15, 2019
Contact Person	NK Shrivastava
Contact Phone	(417) 763-6762
Contact Email	Trainings@RefineM.com
PDUs	1.00 Technical.

3. **Check** "I agree this claim is accurate" box and then **Submit.**

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Questions?

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Training Opportunities from RefineM

Name	Online	SGF	KC	Raleigh
PMP® Exam Prep				Sept 10-13
Recipe to Deliver Projects Successfully	Sept 14			
Agile Fundamentals / Agile 101	Sept 23-24			
PMI-ACP® Exam Prep	Sept 23-25			
Agile for Waterfall/Operational Work	Aug 24			
Backlog Grooming for Agile	Sept 28			
Kanban Fundamentals / Kanban 101	Nov 02			

Click here for more details.

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