

Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.
Through this work we have come to value:

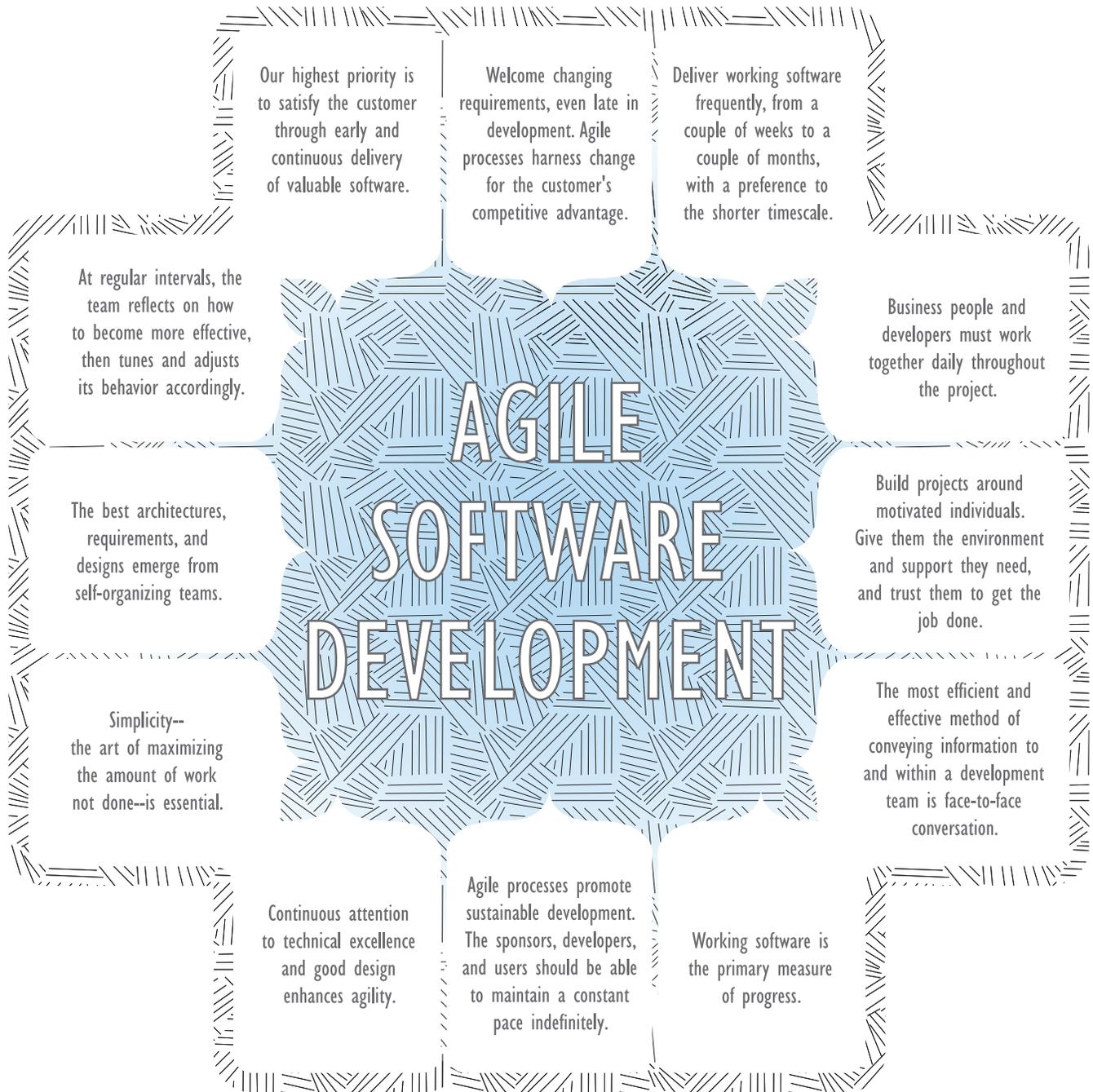
Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Kent Beck Mike Beedle Arie van Bennekum Alistair Cockburn Ward Cunningham Martin Fowler James Grenning Jim Highsmith
Andrew Hunt Ron Jeffries Jon Kern Brian Marick Robert C. Martin Steve Mellor Ken Schwaber Jeff Sutherland Dave Thomas
© 2001, the above authors this declaration may be freely copied in any form, but only in its entirety through this notice.

See the original Agile Manifesto and Principles at agilemanifesto.org

Print this poster from weisbart.com/agileposters/



Kent Beck Mike Beedle Arie van Bennekum Alistair Cockburn Ward Cunningham Martin Fowler James Grenning Jim Highsmith
Andrew Hunt Ron Jeffries Jon Kern Brian Marick Robert C. Martin Steve Mellor Ken Schwaber Jeff Sutherland Dave Thomas
© 2001, the above authors this declaration may be freely copied in any form, but only in its entirety through this notice.

See the original Agile Manifesto and Principles at agilemanifesto.org

Print this poster from weisbart.com/agileposters/

	Responsibility	Owner
1	Defining Scope & Vision	PO (& Stakeholders)
2	Cancelling a Sprint	PO
3	Adding new PBIs to Product Backlog	PO
4	Communicating Product Vision	PO
5	Prioritizing Product Backlog	PO
6	Writes new PBIs	PO (& Development Team & Stakeholders)
7	Facilitates meetings	SM
8	Facilitates retrospectives	SM
9	Decides on time, scope and budget issues	PO
10	Makes sure the product is built right	Development Team
11	Removes Impediments	SM
12	Protects the Team from interruptions	SM
13	Chooses how much work fits in a Sprint	Development Team
14	Commits to delivering the Sprint	Development Team
15	Inspects & Adapt to improve	Scrum Team
16	Manages the work of the Development Team	Nobody OR Development Team
17	Points out other people's mistakes	Nobody
18	Decides how to build the product	Development Team
19	Makes sure the right product is built	PO
20	Accepts a PBI as "Ready"	Development Team
21	Informs about impediments & blocking issues	Development Team
22	Accepts a Story as "DONE"	PO
23	Ensures something valuable is built by release date	PO
24	Represents the stakeholders / customers	PO
25	Keeps stakeholders informed	PO
26	Tracks progress towards project/product goal(s)	PO
27	Coaches people & organization	SM
28	Assigns tasks to Development Team Members	Nobody OR Development Team
29	Helps Dev Team visualize their work and agreements	SM
30	Manages the budget of the project / product	PO (& Stakeholders)
31	Determines who will work on which task	Development Team

32	Reports on progress to stakeholders	PO
33	Decides when & where the Scrum Meetings take place	Scrum Team
34	Selects the Development Team	?
35	Ensures all timesheets are filled in correctly	?
36	Writes all meeting minutes	?
37	Writes and agrees to Definition of Done	Dev Team & PO
38	Writes and agrees to Definition of Ready	Dev Team & PO
39	Self-Organizes to deliver the Sprint Goal	Development Team
40	Assigns blame if Development Team does not deliver Sprint	Nobody
41	Decides on scope of release	PO (& Development Team)
42	Decides on start time for Daily Scrum	Development Team + SM
43	Promotes cultural change within the organization	SM
44	Increases Sprint duration to ensure Team can deliver all PBIs	Nobody
45	Gives feedback in Sprint Reviews (Demos)	PO + Stakeholders
46	Defining success criteria for project / product	PO + Stakeholders
47	Ensures the necessary physical resources are available to Team	?
48	Guides and challenges the Development Team	SM
49	Responsible for overall Return-on-Investment for the Product	PO (& Stakeholders)
50	Delivers and demonstrates a product increment at the end of each Sprint	Development Team (& PO)

? = not defined in Scrum, anybody can do it

If you finish before other tables, discuss the following questions:

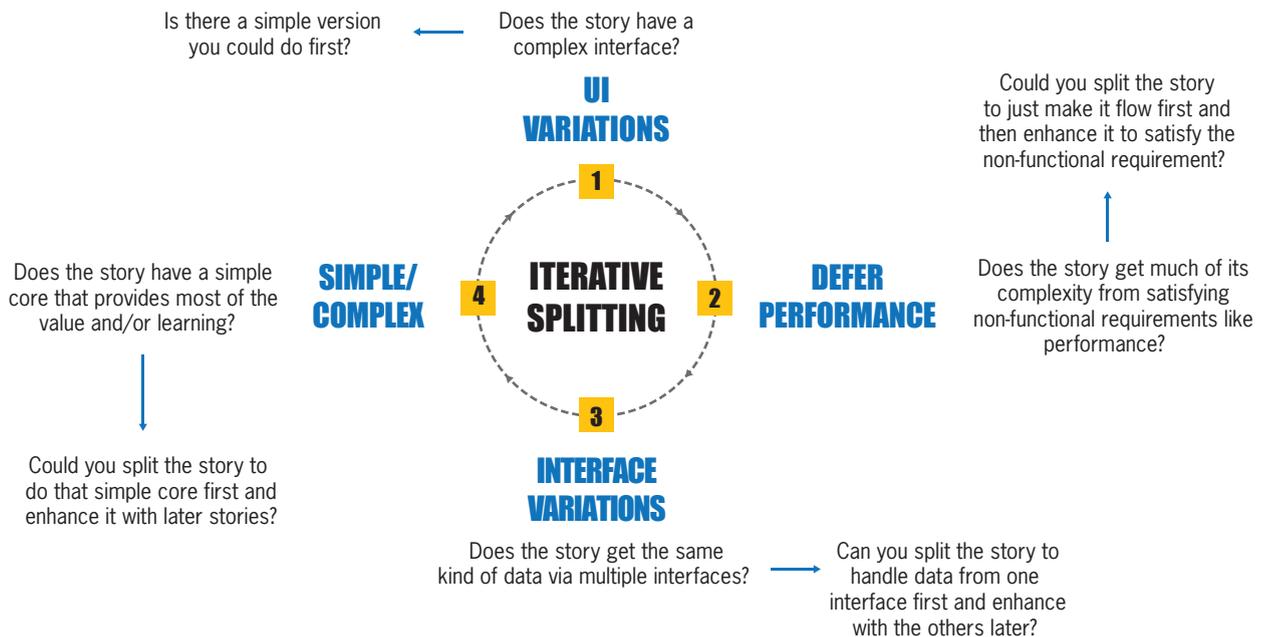
- 1) Is the ScrumMaster a full time job? What else would you do if it isn't?
- 2) What are the risks of having one person share two roles?
- 3) What skills and empowerment would you recommend for the Product Owner?
- 4) What skills and empowerment would you recommend for the ScrumMaster?
- 5) Should the ScrumMaster have technical skills? Discuss pros and cons

SPLITTING USER STORIES

A

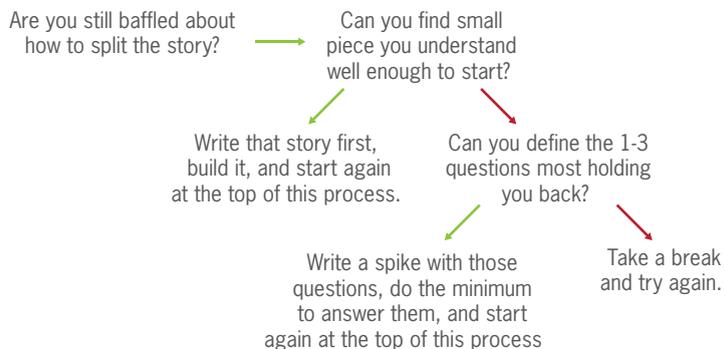


B



C

BREAK OUT A SPIKE



Definition of Ready exercise

Decide which of these you would want in your "Definition of Ready". Justify.

We are ready to take this PBI into the next sprint when...

1. The PBI has clear acceptance criteria.
2. The PBI is estimated in story points.
3. The PO has signed off on the specs of the PBI.
4. Some questions remain, but the PO is confident the Dev Team can 'wing it'.
5. The Continuous Integration environment is in place.
6. Mockups/prototypes of the UI changes have been created.
7. Third parties we depend on have delivered their parts.
8. We have a commitment from third parties we depend on that they will deliver their parts.
9. The PBI is small enough to fit comfortably in one sprint.
10. The architectural impact of the PBI is clear.
11. We know how we are going to test the PBI.
12. The PO has answered all questions from the Dev Team.
13. The PBI has been fully analyzed and the analysis is properly documented.
14. The PBI has a positive business case and budget approved.
15. The language translations we need have been delivered.
16. The PBI has been deployed to the testing environment.
17. The PBI has been designed (technical design).
18. The other teams we depend on have committed to delivering their stuff.
19. The PBI has a unique identifier, title and description.
20. The test data we need to test the PBI is available.
21. The PO has committed to being present in the sprint.
22. The people we need to develop the PBI will be available.
23. The PBI is fully tested.
24. The PBI business rules are clear.

25. _____

26. _____