

Processes: Sprint Planning / Daily Meeting



In our news last month we explained that we would manage projects moving in cycles: *Releases* and *Sprints*. We also reviewed the *Release Planning* and how we developed the *Release Backlog*, which is the list of tasks to perform to achieve the *Release*.

Going in detail into the *Release*, we see it is split in *Sprints*. These are short cycles of tasks we must complete to finish the *Release*. After each *Sprint*, we review the *Release* feasibility as originally defined, considering the appropriateness of changing or keeping the plans as we keep progressing towards the purpose.

Remember, innovation is not predictable; therefore it cannot be planned long term. We must move forward in small steps, constantly questioning where we are going and how we continue progressing.

We begin each *Sprint* with a ***Sprint Planning***. The objectives of this meeting are to:

- Select the *Release Backlog* tasks to perform in the coming 2 to 4 weeks.
- Itemize tasks to be manageable by one person. The final task list forms the *Sprint Backlog*.
- Each member of the *Team* must choose the task or tasks for which they are best prepared and estimate the time that it will take to perform them.
- If discrepancies arise, the *Planning Poker* artifact is used to reach agreements and decide.
- We begin our *Kanban* board with a post-it for each task in the first "To Do" column.

Once the *Sprint* has started, we use the ***Daily Meeting*** as a working tool. This *Daily Meeting* should be our compass and our guide. To do this, we must follow to the letter a very simple format:

- Frequency: daily.
- When: early in the workday.
- Duration: up to 15 minutes (2' maximum for each member of the team).
- Attendants: the complete *Team* and the *Product Owner*. They all stand in the room, as empty as possible, in front of the *Kanban* board.

Each *team* member should follow these dynamics during the *Daily Meeting*:

- Report the progress since yesterday.
- State the issues and/or threats found.
- Share the tasks to undertake today.

This short meeting yields huge benefits. It aligns the entire *team* in the progress of the *Sprint*. It generates valuable synergies to help circumvent any obstacle that threatens the future of the *Sprint*. It fully involves and informs first hand the *Product Owner*... What more could you ask for? 😊