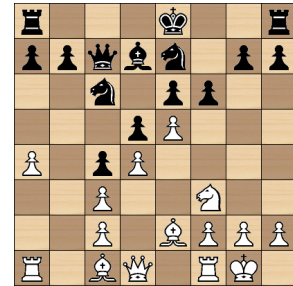


# Scrum Update: 2011

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For most all games and activities, rules are published and considered separately from strategy. For example, the rules of chess say nothing about the various strategies that have evolved for playing the game; so should it be for the rule book of Scrum.

With this distinction in mind Jeff Sutherland and I are pleased to announce the next update to Scrum, through the published Scrum Guide. We have worked closely with the community. David Starr and Jim Coplien contributed materially to this effort. We intend to provide annual updates hereafter.



The Scrum Guide is the definitive rule book of Scrum and the documentation of Scrum itself. The Scrum Guide and the rules of chess offer simply the rules on how the pieces move, how turns are taken, what is a win, and so on.

Strategies for playing Scrum or chess vary widely and are explained in many books, articles, and blog posts on the respective subjects. For those of us working on a revision to the Scrum Guide, this meant that all tips, optional practices, and techniques should be removed from this document. This was done along with refining some language to correct some long-standing misunderstandings about Scrum.

We want to share some of the changes made in this refined statement of Scrum. While nothing about Scrum is fundamentally changed, there are some clarifications made that are a long time coming. Each will likely deserve its own post in the future, so we will simply note them here.

- The team of people performing the work of creating an Increment is the Development Team. Regardless of the work performed by individual team members, they are known as Developers.
- Development Teams do not commit to completing the work planned during a Sprint Planning Meeting. The Development Team creates a forecast of work it believes will be done, but that forecast will change as more becomes known throughout the Sprint.
- Scrum does not mandate a burndown chart to monitor progress. Scrum requires only that:
  - Remaining work for a Sprint is summed and known on a daily basis.
  - Trending toward completing the work of the Sprint is maintained throughout the Sprint.
- Release Planning is a valuable thing to do when using Scrum, but isn't required by Scrum itself.
- The Sprint Backlog is the Product Backlog items selected for the Sprint, plus a plan for delivering them. There is no longer a required concept of "Sprint Backlog items" although that technique can make a great plan. A self-organizing Development Team always has a plan.
- The Product Backlog is "ordered," instead of "prioritized," providing flexibility to the Product Owner to optimize value in his or her unique circumstances.

*Jeff Sutherland Ken Schwaber*