

SCRUM ALLIANCE®

Learning Objectives Examples

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The examples are added as appendix to the learning objective documents, as a resource for Scrum Alliance guides offering the Path to CSP.

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A note about examples used in the following Learning Objectives:

The Path to CSP Design Team has compiled a collection of examples to help clarify the intent of the learning objectives. When developing content for the offering, trainers or coaches can use the provided examples, their own examples that still meet the objective, or a mix of both. Examples do not imply that they are the only options, nor that they constitute an exhaustive list.

Scrum Foundations

Entirety: If Scrum events are just ceremonies, adaptations of product and process might not happen / explain why realizing Scrum's benefits requires that it is practiced with discipline and dedication.

- 1.7 **Examples of possible benefits might include:** optimize predictability, control risk.
- 2.2 **Examples of possible benefits are:** has all the skills necessary to create a Product Increment, chooses how best to accomplish their work rather than being directed by others outside the team.
- 3.2 **Example of a possible purpose might be:** the Sprint Review is an effective inspect-and-adapt step to review the Product Increment, user insights, experiments, options, and product opportunities.
- 4.1 **Examples of possible purpose might be:** maximize transparency of key information.
- 4.2 **Examples of possible purpose might be:** quality should not be sacrificed.
- 4.3 **Examples of reasons include:** identify dependencies, make Product Backlog items "Ready" for the next Sprint, reinforce the collaborative relationship between the Development Team and the Product Owner.
- 4.4 **Examples of possible activities are:** adding details to Product Backlog Items, estimating, reordering the Product Backlog.

CSM

- 1.1 Examples of Product Owner rights are:** independent authority, defining scope for the Development Team, deciding when to release.
- Examples of Product Owner responsibilities include:** ongoing visioning, ordering, budgeting, and dates; maximizing the value of the product resulting from the work of the Development Team.
- Examples of Development Team rights are:** produce quality work, provide their own estimates, sign up for work rather than be assigned work.
- Examples of Development Team responsibilities include:** produce a “Done,” usable, releasable Product Increment each and every Sprint; improve their development practices; estimate; assist Product Owner in maintaining the Product Backlog; implement action items.
- Examples of Scrum Master rights are:** experiment with new ideas, have access to stakeholders and decision makers, address issues openly.
- Examples of Scrum Master responsibilities include:** promoting and supporting Scrum as defined in the Scrum Guide, help those outside the Scrum Team understand which of their interactions with the Scrum Team are helpful and which aren’t.
- 1.3 Examples of how to maintain authority over the product might include:** gather ideas and input, receive feedback, maintain contents and order of the Product Backlog, decide when to release and when to stop developing.
- Examples of reasons are:** no interrupts the Development Team’s focus, no undermining of the Product Owner’s independent authority.
- 1.7 Examples of reasons why the Sprint Goal doesn’t change are:** promotes the successful delivery of the Sprint Goal, supports the Scrum Team to learn how to deliver valuable increments iteratively.
- 1.8 An example of an outcome for a Sprint might be:** a potentially releasable Product Increment that adheres to the current definition of “Done.”
- 1.11 Example Sprint goals might be:** have a first functional slice of the system, enable credit card payment, remove A-level bugs, extend business to a new market, reduce unit weight by 5%.
- 1.12 Examples of how a Daily Scrum is different than a traditional meeting are:** no more than 15 minutes, meets every day.
- 1.13 Examples activities that occur during a Sprint Review are:** review/discuss the timeline, budget, potential use in the marketplace, Product Backlog, and/or release schedule.
- 1.15 Example of a way to conduct a Sprint Retrospective:** What went well / what could be improved, Try/Keep / Drop.
- 1.16 Examples characteristics of a Product Backlog are:** dynamic, ordered, having varying levels of detail.
- 1.17 Example attributes of Product Backlog items include:** description, order, estimate, value.
- 1.18 Examples characteristics of the Sprint Backlog include:** just enough detail, highly visible, real-time snapshot of the Development Team’s work for the Sprint.
- 1.19 Examples of how the Sprint Backlog could be changed are:** show how the Development Team can add/remove/modify items at any time; the Product Owner can remove selected Product Backlog items and thus modify the Sprint Backlog indirectly; the Scrum Master can make suggestions about missing items to fulfill the definition of “Done,” the modification should not endanger the Sprint Goal.

CSM Continued

- 2.1 **Examples for ways the Scrum Master could facilitate for the Scrum Team:** through supporting the decision making process in planning events, through leveraging creative techniques in Product Backlog refinement, through helping the team pick possible improvements in a Sprint Retrospective.
- 2.2 **Examples of techniques facilitating group discussions include:** dot voting, fist of five, thumb voting.
- 2.3 **Examples for restating the distinction:** this is intentionally open. One possible distinction is described in the ACI Coaching Competencies Framework.
- 2.4 **Examples of the techniques: bad forecast:** visualize the history of forecasts and actual results and facilitate a group discussion, technical debt: train the team about engineering practices and coach them in their application, someone leaves the team: support the team in finding out potential issues and perform a special retrospective.
- 3.1 **Example of a definition of servant-leadership:** See Robert K. Greenleaf: “Servant leadership is a philosophy and set of practices that enriches the lives of individuals, builds better organizations and ultimately creates a more just and caring world.”
- 3.4 **Examples of the impact from having technical debt include:** technical debt impacts the capacity of the team over time; the increase of cost in addressing technical debt too late.
- 3.5 **Examples of development practices might include:** For software: test-driven development, pair programming, continuous integration, collective code ownership, refactoring (from Extreme Programming). You can use different best or good practices from other areas.
- 3.6 **Examples of how development practices impact delivery might be:** continuous integration helps to detect integration errors earlier and speed up releasing; refactoring improves product quality and thus minimizes adjustments for new features; collective code ownership reduces island knowledge and bottlenecks due to unnecessary specialization.
- 4.1 **Examples of ways the Scrum Master supports the Product Owner are:** ensuring that goals, scope, and product domain are understood as well as possible by everyone on the Scrum Team; finding techniques for effective Product Backlog management; helping the Scrum Team understand the need for clear and concise Product Backlog items; understanding product planning in an empirical environment; ensuring the Product Owner knows how to arrange the Product Backlog to maximize value; understanding and practicing agility; facilitating Scrum events as requested or needed.
- 5.1 **Examples of how the Scrum Master can assist the Scrum Team with impediments:** making impediments visible, working with the Scrum Team to resolve impediments.
- 5.2 **Examples of organizational impediments are:** geographical distribution, people in multiple project teams, incentives and HR policies, no constructive safe-to-fail culture.
- 5.3 **Examples of major organizational changes are:** elimination of single-function groups, traditional career paths, or annual appraisals.

A-CSM

- 1.1 **An example of how the *Agile Manifesto* is present in Scrum might look like:** frequent inspection and adaptation in the Sprint Review, Sprint Retrospective, and Daily Scrum.
- 1.3. **Examples of other Lean/Agile approaches are:** Lean Software Development (LSD), XP, Kanban.
- 1.5. **Examples of Scrum Master personality traits might include:** proactive, curious, humble, improving, learning, responsible, committed.
- 1.6 **Examples of when transparency, inspection and adaptation are not working are:** when the Daily Scrum is just used for status reporting; when retrospectives are skipped; when the results of a Sprint Review do not influence the Product Backlog.
- 2.2 **Example challenges might be:** the “Groan Zone” (see Sam Kaner: *Facilitator’s Guide to Participatory Decision Making*), lack in one or more of the “Seven Cs of Communication” (Cutlip and Center).
- 2.3 **Examples of facilitative listening techniques are:** paraphrasing, mirroring, making space, stacking.
- 2.4 **Examples of alternatives to open discussion are:** structured go-arounds, individual writing, listing ideas, dialogue in pairs or small groups.
- 2.6 **Examples of agenda topics are:** strong definition of “Done,” creation/refinement of the product vision, Product Backlog refinement session.
- 2.9 **Example coaching stances include:** neutrality, self-awareness, client agenda.
- 2.10 **Example coaching techniques include:** active listening, powerful questions, reflection, feedback, GROW model.
- 2.12 **An example explanation can be found in:** “Agile product ownership in a nutshell,” by Henrik Kniberg.
- 3.2 **Example challenges include:** bad forecast, technical debt, someone is leaving the team.
- 3.3 **Examples of how working groups and teams differ:** teams demonstrate on-demand leadership, ability to deal with conflicts, equal voice, well-known and practiced norms, shared goals, mutual accountability, long-term composition, full dedication.
- 3.4 **Example attributes of effective Agile teams might be:** have working agreements in place, have awareness of capabilities and capacities, show effective and efficient collaboration.
Examples of pitfalls are: lack of different perspectives, experiences, and viewpoints.
- 3.5 **Example methods for improving team performance include:** making common goals/purpose, having shared accountability, creating a working agreement, promoting psychological safety.
- 3.6 **Examples of a multi-staged model for team formation:** The Tuckman Model, Lencioni, Team Performance Curve.
- 3.8 **Example contexts for a definition of “Done” for a non-software product:** insurance tariff, hardware product, event planning.
- 3.9 **Examples of how development practices can help a Development Team are:** continuous integration helps to detect integration errors earlier and speed up releasing; refactoring improves product quality and thus minimizes adjustments for new features; collective ownership of designs and implementations reduces island knowledge and bottlenecks due to unnecessary specialization.
- 4.2 **Examples of techniques are:** product vision board, business model or Lean canvas, customer journey, impact mapping, user story mapping.
- 4.3 **Examples of techniques to create or refine Product Backlog items are:** PBI splitting, BDD, Specification by Example, estimating, user story workshop.

A-CSM Continued

- 5.1 **Examples of analyzation methods:** root cause analysis, 5 Whys, Causal Loop Diagrams, Speedboat retrospective.
- 5.3 **Examples of approaches are:** LeSS, Scrum@Scale, Enterprise Scrum, Spotify, Nexus.
- 5.4 **Examples for reasons why not to scale:** learning curves, adaptivity and agility, information loss, communication clutter.
- 5.6. **Examples for benefits of feature teams:** Product Backlog can contain actual user requirements or stories, less dependencies between teams, planning is sped up because of team capabilities.
Examples for benefits of component teams: compatible with existing structures, consistency within components, knowledge transfer about technologies easier.
- 5.7. **Examples for the nature of complex systems:** large numbers of interacting elements, system is dynamic, elements evolve with one another and with the environment, unpredictability.
(see David Snowden: *A Leader's Framework for Decision Making*).
- 5.8 **Examples for organizational change frameworks:** Lewin's change management model, The McKinsey 7-S model, Kotter's theory, Nudge theory, ADKAR, Bridges' transition model, Kübler-Ross' change curve, The Satir change management model.
- 6.1 **Examples of how to evaluate personal fulfillment might include:** using a radar chart or other scale.
- 6.2 **Example driving factors are:** respect, wealth, relationships.
- 6.3 **Examples of detecting a destructive conflict are:** emotionality, tone of voice, low interest in solution.
- 6.4 **Examples of responding to conflict include:** denial, consensus, giving in, overpowering, withdrawal.
- 6.5 **Example attributes of an effective servant-leader are:** putting people first, communicating skillfully, being a systems thinker.

CSP-SM

- 1.1 **Examples of the origins of Lean Thinking are:** Total Quality Management, Toyota Production System.
- 1.2 **Example core concepts of Lean Thinking include:** value, value stream, flow, pull and perfection.
- 1.3 **Examples of wastes in product development are:** extra features, partially done work, extra processes, handoffs, defects, delays, task switching.
- 1.4 **Example Agile practices that relate to Lean practices are:** continuous integration, test-driven development, simple design, retrospectives, collective code ownership - or any development practices in the context of the learner.
- 2.1 **Examples of the alternatives to group discussion might be:** structured go-arounds, individual writing, listing ideas, dialogue in pairs or small groups.
- 2.2 **Example facilitator actions are:** brainstorming, decider protocol, powerful questions.
- 2.3 **Examples of visual facilitation techniques are:** card question, clustering, dot voting, visual notetaking.
- 2.4 **Example practices for facilitating remote meetings are:** turn-taking between those face-to-face with remote participants, establishing communication protocol, shared note taking.
- 2.5 **Example elements of coaching agreements include:** role of the coach, duration, expectations, feedback, responsibilities.
- 2.7 **Examples of fundamental psychological concepts are:** EQ/emotional intelligence, MBTI, ORSC, DiSC, transactional analysis, mindset, empathy, DRIV.
- 3.2 **Example techniques that improve team effectiveness include:** building trust, encouraging healthy conflict, fostering mutual accountability, physical team building exercise, trust-building conversation models.
- 3.3 **Example reasons for why the start of a new Scrum Team is different include:** level of collaboration, lack of experience in Agile environments, importance of shared understanding.
- 3.4 **Examples of Product Owner responsibilities for a new Scrum Team are:** communicate vision, purpose, and customer needs, clarify constraints, context, and stakeholder expectations.
Examples of the Development Team responsibilities are: get to know each other, create transparency about capabilities, create ground rules and working agreements.
- 3.6 **Example strategies are:** Learning budget, pairing, include externals.
- 3.7 **Examples of automated testing tools include:** Fittesse, Gherkin.
- 4.1 **Example techniques to move from product vision to Product Backlog are:** innovation games, user story mapping, user story workshop, brainstorming.
- 4.2 **Examples of criteria that can be used include:** by feature area, by team.
- 5.1. **Example methods to improve a Scrum adoption:** Value Stream Mapping, Causal Loop Diagrams, Wardley Mapping.
- 5.2 **Example methods that can help a new Scrum Team are:** causal loop analysis, value stream mapping.
- 5.3 **Example approaches to a complex intervention are:** identify the situation, the underlying root cause(s), list measures/experiments, and results.
- 5.4 **Example patterns to scale the Product Owner role include:** shifting clarification responsibility to the Development Team; defining feature areas or different sub-products; having a PO team; having a Chief Product Owner.
- 5.5 **Examples of techniques to improve inter-team collaboration are:** Scrum of Scrums meeting, Open Space, shared planning sessions, co-location, cross-visits during Daily Scrum meetings, World Cafe, Liberating Structures 1-2-4-all, Sprint Review Bazaar.

CSPO

- 1.1 **Examples of possible anti-patterns are:** The Product Owner is viewed as simply an order taker; the Product Owner says, “It’s all important,” focusing only on strategy and handing details off to the delivery team; leaving everything ambiguous, letting the team figure it out with no input; telling the team how to do their job; the organization assigns “proxy Product Owners” that don’t have authority to reorder; the organization has technical Product Owners for customer-facing products; a “part-time Product Owner” who is attempting to fill the role while doing another job.
- 1.2 **Examples of organizational contexts that affect the Product Owner role are:** A Product Owner has complete ownership of target customer, problem, and solution; a Product Owner owns the delivery of someone else’s idea or initiative; a Product Owner delivers a shared service to other teams in the organization; a Product Owner works on short-term projects for which they own the outcome.
- 1.3 **Examples of how to provide transparency to stakeholders are:** release burn-up chart, roadmap, Sprint Reviews.
- 1.4 **Examples of techniques that engage stakeholders include:** affinity grouping, dot voting, fist of five, open-ended questions.
- 2.3 **Example techniques to plan a product release include:** ordered Product Backlog, create a prioritized product roadmap with stakeholders, opportunity backlog, incremental release plan, story map, impact mapping.
- 3.2 **Examples of approaches to segmenting customers/users are:** customer types, geography, regulatory bodies.
- 3.4 **Examples of the aspects of product discovery are:** user research, customer experience design, interaction design, usability engineering, visual design.
- 3.5 **Examples of techniques to describe users/customers include:** empathy maps, personas or customer profile.
- 3.6 **Examples of ways to connect the Development Team to customers/users are:** Sprint Review, job shadowing, customer interviews, customer observation, collaborative customer games, usability testing, or simulating customer experience.
- 3.7 **Examples of benefits:** empathizing with customer needs, mutual understanding, shorter feedback cycles
- 4.1 **An example of how Scrum supports validating product assumptions is:** by using each Sprint to experiment and learn about the product, specific process adaptations, and the followed plan.
- 4.2 **Example approaches to validate product assumptions include:** Quantitative marketing research, interviews, demonstration of the Increment in Sprint Review, prototypes.
- 5.1 **An example of how to describe the difference between outcome and output might look like:** Output is a measure of what was built; outcome is how that output impacts users and customers and the resulting business value that this provides.
- 5.2 **Examples of Product Backlog item attributes are:** who needs it, why do they need it, how to test it, why it is valuable, how long it might take to build.
- 5.3 **Examples of value are:** modeled or assumed value, actual value to customer, ROI, maximizing learning, risk/de-risk, acquiring new customers.
Examples of techniques to measure value include: usage metrics, NPS, customer and user interviews, social media sentiment, direct observation, ROI, profitability of the product, inbound customer feedback.

CSPO Continued

- 5.4 **Examples of different stakeholder groups include:** users, business stakeholders, or Development Team members.
- 5.5 **Example terms that relate to product economics include:** cost of delay, NPV, TCO, time value of money, margin.
- 5.6 **Examples of desired Product Backlog Item formats that include the description of desired outcome and value are:** user stories and acceptance criteria, acceptance tests, use cases, hypotheses, BDD, system qualities, spikes.
- 5.7 **Example approaches to Product Backlog refinement are:** user story brainstorming, customer interviews, open planning meeting, collaborative games.
- 5.8 **Example criteria for ordering the Product Backlog are:** strategic alignment, business value, user value, learning value, time to market, estimated cost of building, risk.

A-CSPO

- 1.1. **Examples of the mindset of a successful Product Owner:** collaborative, competitive, empathetic, business focused, adaptive, visionary.
Examples of the actions of a successful Product Owner: deliver product solutions that delight customers and users, integrates aspects and constraints of technical feasibility, organizational context, and regulatory requirements; collaborates as a member of the Scrum Team.
- 1.2. **Examples why Product Ownership is important:** improve accountability, better adaptivity, being able to set a compelling direction for effective teamwork, foster alignment, represent the business focus.
- 1.3. **Example techniques include:** Product Backlog refinement, road mapping, release planning, qualitative market research, Sprint Reviews, observe Daily Scrums.
- 1.4. **Examples for why a Product Owner might not want to act as a facilitator include:** emotional conflict, impediment to creativity, lack of facilitation skills, too invested in the outcome of the discussion to be impartial.
- 1.5. **Examples of facilitative listening techniques include:** paraphrasing, mirroring, making space, stacking.
- 1.6. **Example alternatives might look like:** structured go-arounds, individual writing, listing ideas, dialogue in pairs or small groups.
- 1.7. **Examples for how to help stakeholders reach their final decision might be:** fist of five, decider protocol, majority vote.
- 1.8. **Examples of why the Product Owner should be cautious about technical debt include:** technical debt impacts the capacity of the team over time; there is an increase of cost for addressing technical debt too late; a design strategy is adopted that isn't sustainable in the long term (reference the "Debt Quadrant," by Martin Fowler).
- 1.9. **Example development practices might include:** from extreme programming: test-driven development, pair programming, continuous integration, collective code ownership, refactoring.
- 1.10. **Examples of development practices that make an impact are:** continuous integration allows early feedback; pairing speeds up understanding and reduces documentation effort; test driven development improves quality and reduces rework and regression testing time.
- 1.12. **Examples of approaches are:** LeSS, DAD, Enterprise Scrum, Scrum@Scale.
- 1.13. **Examples for benefits of feature teams:** Product Backlog can contain actual user requirements or stories, less dependencies between teams, planning is sped up because of team capabilities.
Examples for benefits of component teams: Compatible with existing structures, consistency within components, knowledge transfer about technologies easier.
- 2.2. **Example approaches to identify purpose and define strategy include:** co-creating, collaborating, product or vision box, cover story, selling, or telling.
- 2.3. **Examples for planning a product plan or forecast are:** ordered Product Backlog, create a prioritized product roadmap with stakeholders, opportunity backlog, incremental release plan, story map, impact mapping.
- 2.4. **Examples of techniques to visualize and communicate might look like:** business model canvas, customer journey map, user story map, user scenario, or design comic.
- 3.1. **Examples of techniques that connect teams to customers include:** job shadowing, customer interviews, customer observation, collaborative customer games, usability testing, simulating customer experience.

A-CSPO Continued

- 3.2 Example techniques for product discovery are:** user research, customer experience design, interaction design, usability engineering, visual design.
- 4.1 Examples of cognitive biases include:** anchoring (on prior opinion or desired total effort), priming based on assumptions, confirmation bias, framing bias, self-serving bias, fundamental attribution error.
- 4.3 Example approaches to validate assumptions might include:** product, customer interviews, ethnographic research, direct user observation, A/B tests, collaborative games, concierge/Wizard of Oz MVPs, paper prototypes, functional prototypes.
- 4.4 Examples of how to incorporate validation assumptions are:** validation is completed prior to starting Sprints; the Product Owner validates assumptions a Sprint or two ahead of the Development Team and the Scrum Team uses the Sprint Goal to deliver results to test assumptions.
- 4.5 Example hypotheses might look like:** “I believe [target market] will [do this action/use this solution] for [this reason].” “The signal to detect whether the hypothesis is true or false is...”
- 5.1 Examples benefits are:** don’t build features that won’t be used; faster time to market by focusing only on highest outcome.
- 5.2 Example techniques to model value look like:** “We believe that if we do X, then the result will be Y.”
“By adding this capability, we expect click-through rates to increase by 20% in the next three months.”
Example techniques to measure value might be: usage metrics, NPS, customer and user interviews, social media sentiment, direct observation, ROI, profitability of the product, inbound customer feedback.
- 5.4 An example technique for organizing and filtering looks like:** focusing on specific user/customer types for discovery and delivery versus a strategy of focusing on multiple users and customers without focus.
- 5.5 Examples of how to refine Product Backlog items might include:** create a shared definition of “Ready”; hold frequent refinement sessions; empower more people to do this work.

CSP-PO

- 1.1 **Examples of organizational designs are:** a Product Owner who has complete ownership of target customer, problem, and solution; a Product Owner who owns the delivery of someone else's idea or initiative; a Product Owner who delivers a shared service to other teams in the organization; a Product Owner who works on short term projects for which they own the outcome.
- 1.2 **got moved downwards**
- 1.2 **Examples for how to improve a session include:** having an external facilitator, using visual management and facilitation methods, establishing ground rules at the beginning of the session.
- 1.3 **Example techniques include:** collaborative customer games, customer interviews, customer observations, Kano method, customer surveys (in-person or online).
- 1.4 **Example reasons include:** level of collaboration, lack of experience in Agile environments, importance of shared understanding.
- 1.7 **Example techniques are:** Kanban flight levels, Multi-team-boards, Product Backlog management tools.
- 1.8 **Example patterns for scaling the PO role:** shifting clarification responsibility to the Development Team; defining feature areas or different sub-products; having a PO team; having a Chief Product Owner.
- 1.9 **Example methods are:** team scoring, collaboration games, feature ownership, open prioritization meeting.
- 2.1 **Examples of business models are:** time-based access (perpetual, annual, subscription), transaction, meter, service.
Other examples by category include: payment (subscription, freemium), go-to market (reseller, affiliate, direct), contribution to organization (franchise opportunity, auction).
- 2.2 **An example way to develop a business model is:** Business Model Canvas, value proposition design, business-model generation, Lean Canvas.
- 2.4 **An example of how to calculate opportunity size is:** apply market research and collaborative methods to determine the potential size of the market for the product or feature.
- 2.5 **Example techniques are:** user story map, two-dimensional roadmap, timeline, create a vision, prioritize features, identify dependencies, macro-level estimation, alignment to marketing plan or organizational events.
- 2.6 **Example release strategies:** release incrementally to different market segments, release new versions continuously, big bang release, release limited version first.
- 2.7 **Example product launch goals are:** increase new customers, repeat purchases, new market, new partnerships, increase subscribers.
- 2.8 **Example elements are:** preparing internal stakeholders or groups, preparing customers, collaborating to create communications, transition or migration plan, distribution plan.
- 2.9 **Examples methods are:** calculate margin, total cost of ownership (TCO), cash flow.
- 2.12 **Examples ways to improve ROI include:** remove less important features, reduce time to market, apply prioritization and estimation methods that help determine the most valuable product features for the least investment.
- 2.13 **An example way to calculate the cost of delay is:** determine potential losses and other risks.
- 2.14 **Examples approaches are:** time and materials with variable scope, short prototype projects, cost ceiling.
- 3.1 **Examples of plans might include:** customer discovery, customer validation, customer creation, company building.

CSP-PO Continued

- 3.2 Examples of customer research techniques are:** storyboards to communicate context, user flows, and interactions.
Examples of product discovery include: vision creation, generating new product ideas, road-mapping, opportunity mapping, prioritization, market research.
- 5.2 Examples of value creation strategies might be:** focus on short term vs. long term, risk reduction, knowledge creation, regulatory/legal requirement compliance, return on investment (ROI).
- 5.5 Examples of analysis items might be:** how it increases shared understanding; how it provides focus on small increments of value delivery; level of Development Team involvement.