



# What happens when in Scrum

*“Each event in Scrum is an opportunity to ask powerful questions about your endeavor!”*

	Sprint Planning	Daily Scrum	Sprint Review	Retrospective	Backlog Refinement
<b>Purpose</b>	Lay out the work to be performed in the Sprint: Why, What, How?	Inspect & adapt on progress toward the Sprint Goal	Inspect & adapt on the outcome of the Sprint	Increase quality and effectiveness	Make high priority backlog items small & understood
<b>For</b>	Scrum Team	Developers	Stakeholders Scrum Team	Scrum Team	Scrum Team
<b>Who could</b>	Invitees	Product Owner Scrum Master	Invitees	Invitees	Stakeholders Invitees
<b>Who should not</b>	Uninvited guests	Uninvited guests		Uninvited guests	
<b>Inputs</b>	Product Goal & Backlog Business Objectives Current Increment	Recent achievements, current impediments, state of work	Latest Increment	Experience in the Sprint	Product Backlog
<b>Outputs</b>	Goal, Forecast & Plan “Sprint Backlog”	Plan for next 24 hours, Updated Sprint Backlog	Updated Product Backlog	Helpful changes	Updated Product Backlog with more, smaller stories
<b>Timebox</b>	8 hours for one-month Sprint	15 Minutes	4 hours for one-month Sprint	3 hours for one-month Sprint	Not specified
<b>Comments</b>	Starts the Sprint	Format is up to the developers	Ends the Sprint		Ongoing activity



Based on the Scrum Guide, 2020 edition,  
courtesy of Ken Schwaber and Jeff Sutherland.



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