

# 3. Team's Ceremonies

Ceremony	Goals	Attendees	Schedule	Owner	Inputs	Outputs	Tips!
<b>Iteration Planning</b> (SCRUM)	<ul style="list-style-type: none"> <li>• Check capacity</li> <li>• Plan next iteration</li> <li>• Review dependencies and risks</li> </ul>	<ul style="list-style-type: none"> <li>• Agile team members (mandatory)</li> <li>• Stakeholders if needed</li> </ul>	<ul style="list-style-type: none"> <li>• At the beginning of every iteration</li> <li>• 60' or more, as much as needed</li> </ul>	<ul style="list-style-type: none"> <li>• PO for content</li> <li>• SM for facilitation</li> </ul>	Next Iteration features and user stories understood and partially refined	Next Iteration features & user stories sized, refined and assigned	Have your planning right after the weekend, to start with a fresh day
<b>Daily meeting</b> (SCRUM/KANBAN)	<ul style="list-style-type: none"> <li>• Synchronize with your peers on your work today</li> <li>• Explain you've achieved yesterday</li> <li>• Ask for help if needed</li> </ul>	<ul style="list-style-type: none"> <li>• Agile team members (mandatory)</li> <li>• SM or Kanban Facilitator</li> <li>• PO for inputs (not mandatory)</li> <li>• Others can attend if relevant</li> </ul>	<ul style="list-style-type: none"> <li>• Everyday</li> <li>• <b>15' max</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>SM or Kanban Facilitator for organization,</b></li> <li>• Team members for content</li> <li>• PO not mandatory</li> </ul>	Roundtable on what is moving forward and what is stopping the flow	Jira tickets	Keep it short
<b>Iteration Review</b> (SCRUM)	<ul style="list-style-type: none"> <li>• Review KPIs</li> <li>• Review user stories delivered with live demo when possible</li> <li>• Get feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Agile Dev Team members (mandatory)</li> <li>• STK for feedback (Product manager, fellow POs, SMs, business impact)</li> </ul>	<ul style="list-style-type: none"> <li>• At the end of every iteration</li> <li>• <b>30' max</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>SM for organization,</b></li> <li>• Team members for content presentation,</li> <li>• PO for delivery</li> </ul>	<ul style="list-style-type: none"> <li>• KPIs update</li> <li>• Demo</li> <li>• User stories DONE</li> </ul>	<ul style="list-style-type: none"> <li>• Feedbacks from STK for improvements</li> <li>• Priorities changes if needed</li> </ul>	Make it interactive with a live demo! And on the last day of the week, so it has a flavor of completion.
<b>Iteration Retro</b> (SCRUM/KANBAN)	<ul style="list-style-type: none"> <li>• Improve way of working</li> <li>• Take actions and give feedback to management if needed</li> </ul>	<ul style="list-style-type: none"> <li>• Agile team members (mandatory)</li> </ul>	<ul style="list-style-type: none"> <li>• At the end of the iteration (scrum would be sprint, kanban as set by the team)</li> <li>• <b>Advised: 45m</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>SM or Kanban Facilitator for organization,</b></li> <li>• Team members for discussion</li> </ul>	<ul style="list-style-type: none"> <li>• Items well done,</li> <li>• Improve ment to do</li> </ul>	At least ONE concrete actions of improvement to implement next iteration into the backlog, with <b>owners</b>	Pushing the improvements into the backlog makes it really actionable
<b>Refinement</b> (SCRUM/KANBAN)	The work to be done is presented and explained to team members by the PO and any subject matters experts that are relevant to present it	<ul style="list-style-type: none"> <li>• Agile team members (mandatory)</li> <li>• Subject Matter experts to help on each scope refinement</li> <li>• In scrum : the PO is the one responsible for the backlog</li> <li>• In Kanban : to discuss depending on the team's topology</li> <li>• SM or Kanban Facilitator for organization</li> </ul>	<ul style="list-style-type: none"> <li>• Every week. <b>Advised: 60m</b></li> </ul>	<ul style="list-style-type: none"> <li>• In scrum : the PO is the one responsible for the backlog refinement meeting</li> <li>• In Kanban : to discuss depending on the team's topology</li> <li>• SM for facilitation if needed (not mandatory)</li> </ul>	<ul style="list-style-type: none"> <li>• Work in the backlog which is not ready to be taken by the team</li> </ul>	<ul style="list-style-type: none"> <li>• Work in the backlog which is ready to be taken by the team, aligned with the Definition of ready</li> </ul>	In Scrum , the more work you put into the refinement, the less time you spend during planning <a href="https://play.vidyard.com/tAbQ5rWUskj9FNHJ2dz4Ud">https://play.vidyard.com/tAbQ5rWUskj9FNHJ2dz4Ud</a>