

3. Team's Ceremonies

Ceremony	Goals	Attendees	Schedule	Owner	Inputs	Outputs	Tips!
Iteration Planning (SCRUM)	- Check capacity - Plan next iteration - Review dependencies and risks	- Agile team members (mandatory) - Stakeholders if needed	- At the beginning of every iteration 60' or more, as much as needed	- PO for content - SM for facilitation	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
Daily meeting (SCRUM/KANBAN)	- Synchronize with your peers on your work today - Explain you've achieved yesterday - Ask for help if needed	- Agile team members (mandatory) - SM or Kanban Facilitator - PO for inputs (not mandatory) - Others can attend if relevant	- Everyday 15' max	- SM or Kanban Facilitator for organization, - Team members for content - PO not mandatory	Roundtable on what is moving forward and what is stopping the flow	Jira tickets	Keep it short
Iteration Review (SCRUM)	- Review KPIs - Review user stories delivered with live demo when possible - Get feedback	- Agile Dev Team members (mandatory) - STK for feedback (Product manager, fellow POs, SMS, business impact)	- At the end of every iteration 30' max	- SM for organization, - Team members for content presentation, - PO for delivery	- KPIs update - Demo - User stories DONE	- Feedbacks from STK for improvements - Priorities changes if needed	Make it interactive with a live demo! And on the last day of the week, so it has a flavor of completion.
Iteration Retro (SCRUM/KANBAN)	- Improve way of working - Take actions and give feedback to management if needed	Agile team members (mandatory)	- At the end of the iteration (scrum would be sprint, kanban as set by the team) - Advised: 45m	- SM or Kanban Facilitator for organization, - Team members for discussion	- Items well done, - Improvements to do	At least ONE concrete actions of improvement to implement next iteration into the backlog, with owners	Pushing the improvements into the backlog makes it really actionable
Refinement (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	- Agile team members (mandatory) - Subject Matter experts to help on each scope refinement - In scrum : the PO is the one responsible for the backlog - In Kanban : to discuss depending on the team's topology - SM or Kanban Facilitator for organization	Every week. Advised: 60m	- In scrum : the PO is the one responsible for the backlog refinement meeting - In Kanban : to discuss depending on the team's topology - SM for facilitation if needed (not mandatory)	Work in the backlog which is not ready to be taken by the team	Work in the backlog which is ready to be taken by the team, aligned with the Definition of ready	In Scrum , the more work you put into the refinement, the less time you spend during planning https://play.vidyard.com/tAbQ5rWUuskj9FNHJ2dz4Ud