The Sprint Review marks the end of the Sprint. The Sprint Review is a mechanism to inspect what was delivered in order to adapt, improve and introduce changes into the next Sprint. As such, this key meeting is used by the Team to undertake a storytelling session that shows what was completed, how it was completed, and how each of those Product Backlog items meets the Product Owner’s Definition of Done. This session prepares the Team for its discussion on issues in delivery and the actions required to improve.

Time-box: 2 hours (2-week Sprint).

### Agenda

- **Scrum Master**
  - Introduces the agenda.
  - Clarifies the rationale and the rules of the key meeting.
  - Indicates the time-box for the key meeting.
  - Steers any conversation away from talk about new requirements.

- **Product Owner**
  - Relates her Vision for this Sprint.
  - Introduces the items from the Product Backlog that the Team committed to delivering and the associated Definition of Done.
  - Asks questions for clarification of what is being presented during the Demo.
  - Assesses whether or not the Team have met the Definition of Done as defined at the beginning of the Sprint.
  - Makes notes regarding any changes needed to future Product Backlog items and associated Definition of Done in order to improve the value proposition inherent in the items delivered this Sprint.

- **The Team**
  - Presents each of the Product Backlog items in turn.
  - Demonstrates the Product Backlog item in working condition according to the Definition of Done.
  - Relates what it took to deliver the User Story to the Definition of Done. This should encompass the approach, considerations and solutions that were used to deliver them, including what worked and what didn’t work.

- **SMEs and other interested stakeholders**
  - Observe.
  - May ask questions of clarification regarding what they are seeing, so long as this is permitted under the rules established by the Scrum Master at the beginning of the key meeting.
  - Should take notes about ideas for additional features or requirements.
  - Discuss notes, features and requirements with the Product Owner after the Review has been
completed so that these can be considered and ranked in preparation for the next Sprint.

Key meeting participants

<table>
<thead>
<tr>
<th>Role</th>
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<tr>
<td>Team</td>
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<tr>
<td>Scrum Master</td>
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<tr>
<td>Product Owner</td>
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<tr>
<td>Subject Matter Experts</td>
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<td>Interested stakeholders</td>
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Key outcomes

- Inspect the Increment – this Scrum event is about a point of inspection at the end of the Sprint and an opportunity to adapt the product Backlog.
- Demonstration that the items committed to for this Sprint that are “Production Ready”.
- Product Owner can confirm what the Team committed to and what they were able to deliver was done in accordance with their acceptance criteria (Definition of Done).
- Subject matter experts and interested stakeholders have a clear understanding of what has been completed by the Team.
- The Team use this key meeting as an opportunity to use a storytelling technique to help the Product Owner fully understand the work effort required by the Team to deliver the value the Product Owner was seeking.
- The Product Owner and stakeholders are sufficiently prepared to discuss the Product Backlog and items that will become the focus the next Sprint Planning session.

Key considerations

- No surprises – People external to the Team should already be familiar with what the Team has committed to delivering.

Common obstacles to avoid

- All Team members are not present.
- The Team members do not prepare for the key meeting. The Team should timebox preparation for the meeting at 90 minutes.
- The Sprint isn’t reviewed but the session is replaced with a showcase or demo of working software only. A showcase is only one method the Team can use to demonstrate what they’ve accomplished, but the need to do one is often redundant if the Product Owner has seen working software throughout the Sprint.
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