

# CHANGES OF THE 2020 SCRUM GUIDE™

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# PRESCRIPTIVE LANGUAGE

**Prescriptive language has been softened or removed** making The Scrum Guide™ focus even less on "how" and even more on "why" and "what". For example:

“Servant Leadership” was a term used to describe the style of leadership that serves Scrum Teams well. The 2020 Scrum Guide™ emphasis more on leadership, removing the potential misinterpretation that Scrum Masters are servants first and leaders second. Scrum Masters are true leaders who serve the Scrum Team and the larger organization.

What has been removed from the guide?

- The prescriptive elements of the Sprint Review.
- The detailed outcomes defined in the purpose of the Sprint Retrospective.
- The improvements that will be implemented in the next Sprint from the Retrospective.
- Refinement usually consumes no more than 10% of the capacity of the team.
- How to monitor progress towards the goal in Product Backlog.
- The use of an organization’s “Definition of Done”.
- The three questions for the Daily Scrum.
- Meeting after the Daily Scrum for detailed discussions, replanning, etc.

The fact that this topics are no longer a part of the Scrum Guide doesn't mean that they cannot be used, it means that they are no longer mandatory, by being less prescriptive the Scrum Guide is more usable and allows 'users' to add what works for them, in their context.



# ACCOUNTABILITIES

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In The 2020 Scrum Guide™, **the term role was replaced with accountabilities**. The purpose of this change was to place special emphasis and reduce the confusion often created by people thinking that a role is a job title and provides additional context.

The entire Scrum Team is accountable for creating a valuable, useful Increment every Sprint.

Scrum defines three specific accountabilities within the Scrum Team:

- Scrum Master.
- Product Owner.
- Developers.



# PRODUCT GOAL

The concept of a **Product Goal** is introduced, it describes a future state of the product which can serve as a target for the Scrum Team to plan against. The Product Goal is in the Product Backlog. The rest of the Product Backlog emerges to define “what” will fulfill the Product Goal. The Product Goal is the long-term objective for the Scrum Team. They must fulfill (or abandon) one objective before taking on the next.



# COMMITMENTS

The 2020 Scrum Guide™ added commitments for each Scrum Artifacts. They provide clarity and make the Scrum Guide simpler to read and use also creating a nice, structural way to describe some of the key characteristics of each artifact.

Scrum's artifacts represent work or value. They are designed to maximize transparency of key information. Thus, everyone inspecting them has the same basis for adaptation. Each artifact contains a commitment to ensure it provides information that enhances transparency and focus against which progress can be measured:

- For the Product Backlog it is the Product Goal.
- For the Sprint Backlog it is the Sprint Goal.
- For the Increment it is the Definition of Done.

These commitments exist to reinforce empiricism and the Scrum values for the Scrum Team and their stakeholders.



# SELF MANAGEMENT

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In The 2020 Scrum Guide™, teams are now referred as Self Managing teams, meaning they internally decide who does what, when, and how. The term “management” implies a level of discipline and describes how the Scrum Team should work.

However this doesn't mean that there are no managers. The Scrum Team, being accountable for delivering a valuable Increment and the addition of a Product Goal, have the freedom to take ownership of how, what, and when the work gets done, so if in the context of the project a manager outside the team is required, the team is free to assign one.



# 3 SPRINT PLANNING TOPICS

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The new topic "why" is introduced to put emphasis on the Sprint Goal, answering why a Scrum Team does a Sprint.





# SIMPLIFICATION OF LANGUAGE

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Redundant or overly complex language and IT-specific language has been removed to make the Scrum Guide more accessible to teams doing complex work outside IT.



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