1) Envisioning

The Goal: The core team agrees on the value of a project, the constraints, and the initial needs.

Key Steps:
* Create an elevator statement or review existing
* List constraints in a focus matrix
* Create initial product backlog
* Understand project well enough to research support needed in each functional area

Outputs:
* Elevator statement
* Focus matrix
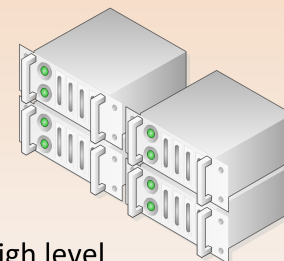* Initial backlog with "light" stories
* Items to research by area

Tip: *Create an elevator statement for each group that receives value*

2) Foundation Design

The Goal: Get everything ready for development

Key Steps:
* Verify environments (architecture) will support the project
* Set-up test system, build system, project tracking
* Solidify documentation needs

Outputs:
* Architectural runway
* Environments ready
* Documentation plan
* Key risks known
* Understand user interaction at a high level
* Layout sprint structure, number of sprints
* Backlog prioritized

Tip: *Lack of environments is the most common reason for project delay. Request your environments ASAP.*

3) Release Planning

The Goal: Deliver a project/release plan to stakeholders

Key Steps:
* Discuss each story as a team
* Understand story value and risk
* Prioritize stories for tech risk
* Estimate stories in story points
* Load stories into the framework
* Identify stories previously missed

Outputs:
* An enhanced backlog
* A project/release plan
* Consistent understanding

Sprint 2	Sprint 3	Sprint 4
6/28 - 7/9	7/19 - 7/23	7/26 - 8/6
Can deliver 32 points	Can deliver 32 points	Can deliver 32 points
Place item for bid 5	Contact Seller 1	PayPal Support
Search for auctions 3	Mark a posting 2	Trend Reporting
View seller feedback 3	Retract my bid 2	Auction suggestions
Record seller feedback 8	Auction engine 8	Personalization
Bid on auctions 8	Customize toolbar 5	Auto auctions

Tip: *The customer can send a light overview of each story to the team in advance of the release planning session.*
NOTE: This phase is skipped when we can only envision enough requirements for one sprint.

4) Sprint Planning

The Goal: Plan the sprint in detail. Verify the work will fit within team member availability before starting (commit).

Key Steps:
* Team designs stories in detail
* Team identifies/ estimates tasks
* Estimates are compared to availability
* If the work fits, the sprint begins

Outputs:
* Detailed tasks for the sprint
* An agreed upon sequence for building the stories in
* A team commitment that they are 90% sure the work they agreed to can be completed
* Detailed acceptance criteria for each story
* Team defines what "done" will mean for the sprint

Tip: *UX can outline story screens in advance of an sprint planning session.*

5) Construction Sprint

The Goal: Deliver a working subset of code that is production ready.

Key Steps:
* Write functional tests
* Code/unit test each story
* Functionally test each story
* Customer acceptance for each story
* 15 minute daily status review
* Backlog grooming
* Pre-work for next sprint
* Code review

Outputs:
* Completed stories ("done")
* Complete sprint documentation
* An updated velocity

Tip: *Have Dev and QA agree on build sequence before the sprint starts.*

6) Adapting in Between Sprints

The Goal: Adjust to project discoveries and determine which stories to take into the next sprint planning session

Key Steps:
* Review/update velocity
* Review changes made to backlog
* Prioritize and estimate new stories
* Assign stories to next sprint
* Demo to stakeholders
* Sprint retrospective

Outputs:
* An updated plan for the next sprint, a list of stories to take into sprint planning, a list of items to improve

Tip: *Have leads meet with the PO throughout the project to envision the next sprint.*