3 **Pillars**
of empiricism

- **Transparency** - presents the facts as is (enables inspection)
- **Inspection** - frequent and diligent detection of potentially undesirable variances or problems (enables adaptation)
- **Adaptation** - ability to adapt based on the result of the inspection - continuous improvement (Successful when the people involved are empowered and/or self-managed)

5 **Values**

- **Commitment** - people personally commit to achieving the goals of the Scrum Team
- **Courage** - Scrum Team members have courage to do the right thing and work on tough problems
- **Focus** - Everyone focuses on the work of the Sprint and the goals of the Scrum team
- **Openness** - The Scrum Team and its stakeholders agree to be open about all the work and the challenges with performing the work
- **Respect** - Scrum Team members respect each other to be capable, independent people

5 **Events**

- **Sprint** - enable predictability by ensuring inspection and adaptation of progress toward a Product Goal at least every calendar month
- **Sprint Planning** - the team decides what it will deliver in the current Sprint
- **Daily Scrum** (Daily Standup) - helps the Scrum Team to coordinate its efforts
- **Sprint Review** - the Scrum Team and Stakeholders view and discuss what was "DONE" in the Sprint
- **Sprint Retrospective** - an opportunity for the Scrum Team to discuss what could be improved for the next Sprint

3 **Accountabilities**
The Scrum Team

- **Product Owner** – accountable for maximizing the value of the product and effective Product Backlog management
- **Scrum Master** - accountable for establishing Scrum, helps the Scrum Team to adopt and maintain good habits
- **Developers** - committed to creating Integrated Increments that are "Done" in each Sprint

3 **Commitments**

- **Product Goal** - long-term objective for the Scrum Team
- **Sprint Goal** - single objective for the Sprint
- **Definition of Done** - formal description of the state of the Increment when it meets the quality measures required for the product

3 **Artifacts**

- **Product Backlog** - prioritized list of Epics, Features, User Stories, Tasks, and Bugs
- **Sprint Backlog** - lists the items that the team will deliver in the current Sprint
- **Increment** - the collection of Product Backlog items completed during the Sprint