CHANGES OF THE

2020

SCRUM GUIDE™

CONTENT

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 now true leaders who serve.

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

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.

Scrum Master is now accountable, too, for creating a valuable, useful Increment every Sprint and Development Team was a key role within the Scrum Framework which was replaced by the term Developer.

The accountabilities are split into 3 groups:
- Scrum Master.
- Product Owner.
- Developers.

PRODUCT GOAL

The concept of a Product Goal is introduced, providing focus to the Scrum Team on the desired future state of the product. Each Sprint should bring the product closer to the overarching Product Goal.

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. The commitments are:
- Product Goal for the Product Backlog.
- Sprint Goal for the Sprint Backlog.
- Definition of Done for the Increment.

Commitments are mandatory, if you ignore a commitment like if you ignore other elements of Scrum you are not doing Scrum. They are part of the existing artifacts and as such whoever is accountable for that artifact is accountable for that commitment.
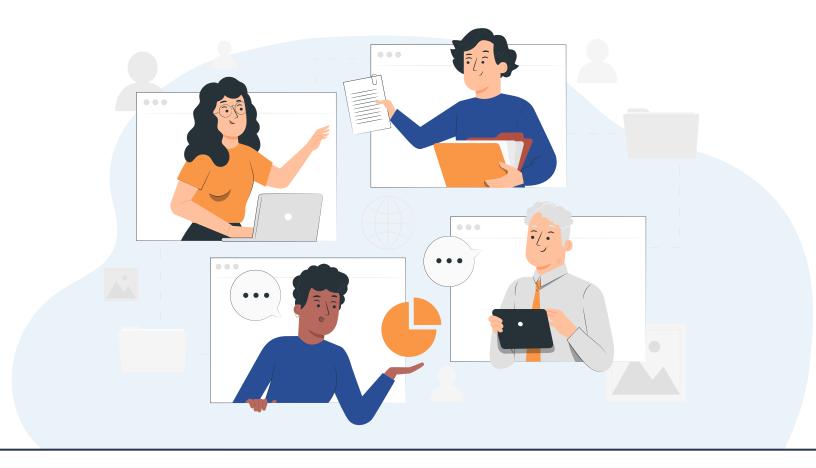
SELF MANAGEMENT

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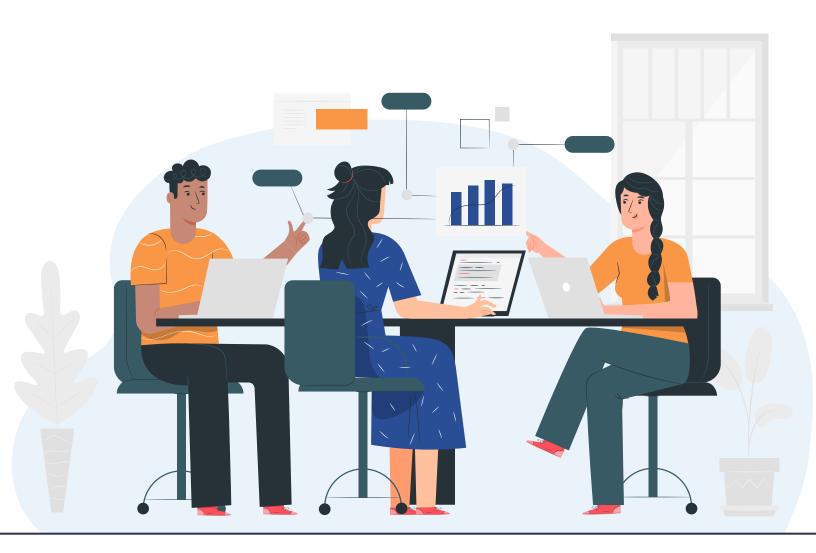
However this doesn't mean that there are no managers. The Scrum Team, being accountable for delivering a valuable Increment and the addition of a Product Goal, have the freedom to take ownership of how, what, and when the work gets done, so if in the context of the project a manager outside the team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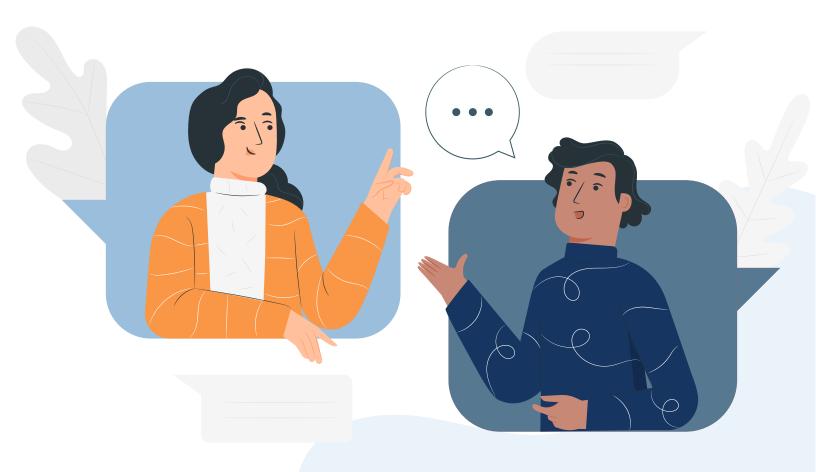
3 SPRINT PLANNING TOPICS

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

SIMPLIFICATION OF LANGUAGE

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.