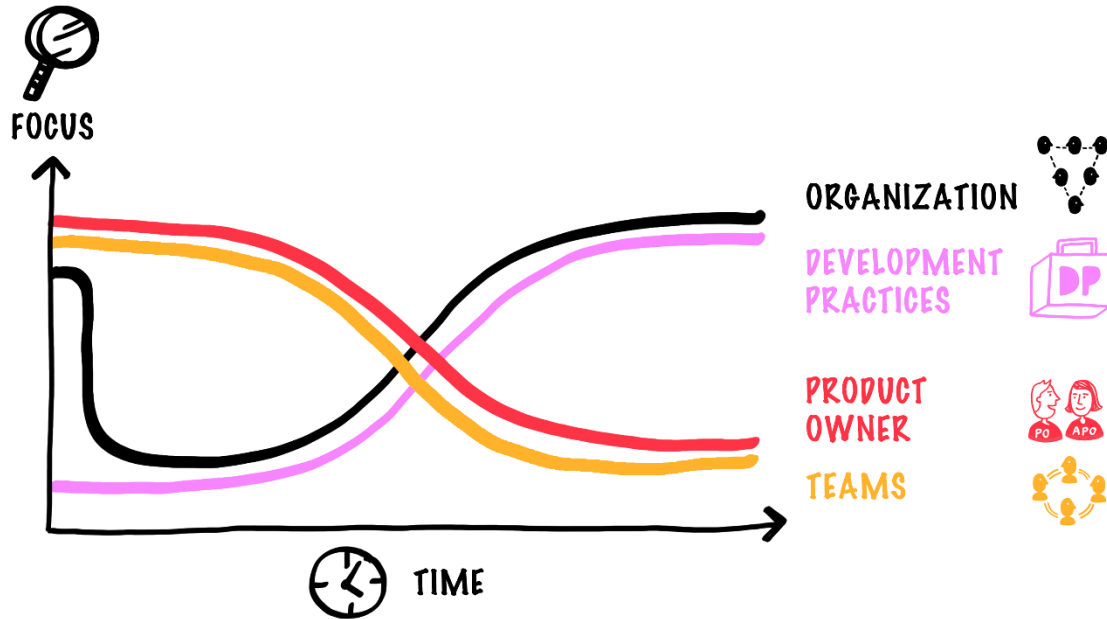


## Do Less to Do More

Over time, a Scrum Master should focus more heavily on the organization and the system and less on the team as this illustration from [LeSS](#) suggests.



<http://less.works> 

To do so, we must master the art of actively doing nothing. As a team matures, mark items off this checklist as you hand responsibility for the team to the team. With every responsibility we hand over, use that time to assist the organization with development practices, to assist leadership in analyzing and modifying the [system](#), and to help everyone with their continued adoption of an agile mindset. Finally, I encourage you to modify this checklist to fit the context of your organization and situation.

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### Sprint Planning

- The commitment made is done so entirely by the team without coercion from the PO.
- The team can defend any work added to the sprint after sprint planning.
- Through discussion and experimentation, the team has identified a means to reliably predict the amount of work they can complete. Examples include [commitment-driven planning](#) and [yesterday's weather](#).

- The team facilitates itself by ensuring all members maintain the spirit of the agenda without Scrum Master assistance.

### Stand Up

- Team members can reliably tell the team what others are up to.
- The team consistently talks about only the last and next 24 hours.
- More discussions occur after the event than during the event.
- Team members consistently update the task board before the event.
- Team members proactively engage with others in the organization to remove impediments.
- The team facilitates itself by ensuring all members maintain the spirit of the agenda without Scrum Master assistance.

### Backlog Refinement

- Product Owner and the team work collaboratively to decompose stories and epics.
- Team members value the conversation over the estimate itself.
- Team members appreciate that an estimate is not an actual and embraces the idea that not all details are known at the time of estimation.
- All team members are actively engaged in estimating all stories.
- Stories consistently model all attributes of [INVEST](#) and contain acceptance criteria.
- The team exercises the [last responsible moment](#) when estimating and decomposing work.
- The team facilitates itself by ensuring all members maintain the spirit of the agenda without Scrum Master assistance.
- (Relative estimation only) Stories are compared against other comparable stories to determine an estimate without the need to convert story points to hours.

### Sprint Review

- Team members answer more of our guests' questions than the PO.
- Team members only show work that meets their Definition of Done.
- Team members can politely but effectively ensure guests stay true to the review's agenda.
- Team members are delivering working software at least once a sprint (ideally, more frequently).

### Retrospective

- Discussions are messy but constructive.
- All team members have facilitated the event.
- The team consistently leaves the event with at least one actionable item to address for next sprint.
- The team has embraced a culture of continuous learning and experimentation.
- The team has created metrics that important to them. The team reviews and discusses these metrics frequently as they experiment with new ways of working. Such metrics could include predictability, quality, happiness, among many others. ([Read more.](#))