

<b>Challenge/issue</b>	<b>Improvement/action</b>
User Stories come in the form of a solution rather than a requirement	Product Owner is responsible for providing <b>requirements</b> Scrum Master could facilitate the process to address this issue
For a greenfield development lot of setup required, architecture, etc.	Options include <ul style="list-style-type: none"> <li>- Minimise the up-front 'phase' (do just enough with initial product backlog, architectural 'vision', release planning, etc. to get started with sprint 1)</li> <li>- Do a 'sprint 0' for the setup work so at least its timeboxed</li> <li>- Remember Scrum tries to deliver (business) value every sprint</li> </ul>
Multiple Product owners with no overall decision maker <ul style="list-style-type: none"> <li>- Availability an issue</li> <li>- Not having sufficient influence</li> </ul>	There must be one ultimate Product Owner with the authority. They may be supported by others and delegate work to them but there is one decision maker. Facilitated meetings/workshops help to get all stakeholders on the same page.
ScrumMaster was a project manager and still manages the team	Consider capabilities required when selecting ScrumMasters
Release planning – unclear what role does this	Product owner in scrum is typically responsible for this. The release plan is lightweight and adaptive and identifies incremental deliveries to the customer that make sense in your business context.
Distributed teams	Communicate, communicate, communicate Flexitime to maximise overlap in working hours between main development team centres. Invest in communication technology, webcams combined with meetings, visits/rotation, etc.
Lack of ownership by individuals in the team not pulling their weight	Product owner explains the business drivers and their importance. Ensure all team members understand the goal – scrummaster can help ensure team aligned with goal Lean focuses on cycle time Have team members pair up/mentoring
Backlog grooming/refinement not done	Scrummaster responsibility to ensure process enacted Educate team/Product owner on the value of backlog refinement and why Scrum requires it Could be done somewhat in sprint planning but not an advised solution Include a definition of 'ready' for product backlog items
Quality of product - define	Definition of done is the key artefact that defines what testing and other practices required and the coverage that needs to be

	achieved. Refactoring as part of TDD etc are all contributing to the required level of quality.