

# Sprint Review



**Purpose:** Transform sprint reviews into value-driven, engaging sessions.

**Outcome:** Equip team leads and product managers to showcase impact, elicit feedback, and shift focus to outcomes.



The Sprint Review is probably the most misunderstood Scrum event. Most likely reduce it to a Sprint Demo where features are showcased, but it can be so much more valuable and useful than that!

To make matters worse, the Sprint Review is often a dull affair that saps the energy out of everyone, while it doesn't even add the value it's supposed to be adding.

## Common Sprint Review Anti-Patterns to Watch Out For



**Everything is always done.**

That most likely means you're performing delivery theater and busy creating the image that you completed lots of stuff.

We always want to do as little as possible that makes as much as difference as possible.

**Ignoring the purpose of the sprint review**

Team are not inspecting progress towards the product goal/objective, team are using as a status update on what they've done.

**Distrained participants.**

If everybody during the meeting acts like they're raising a hand, then they don't mind the meeting, because.

Are we discussing topics that the stakeholders aren't interested in?

Every Sprint Review should be exciting and interesting, and if it isn't then there's a problem with something we should dig into.

**Stakeholders should be talking, curious and asking questions.**

If the Sprint Review is not engaging in an interactive, then we won't get the feedback we need from our stakeholders. It needs to be a collaborative meeting not a meeting where one party is sending and the other is receiving.

**Sprint task accounting**

Developers demonstrate every task or talk through everything they've worked on.

**Same Faces Again**

It is always the same developers who participate in the Sprint Review. Non-participating members miss opportunities to build rapport. Strength of a scrum team is needed in collaboration.

## Defining Value & Impact & The New Demo Structure



**Focus on Value**

**Why Value-Driven Reviews Matter**

Ensures alignment with business goals and customer needs.

Helps stakeholders see the "why" behind our work.

Drives meaningful feedback and collaboration.



"Work Done"

"Customer Impact"

"Business Goals"



Product & Sprint Goal



Demo



Other Things We Delivered

**Value:** The tangible benefit to customers and the business.  
**Impact:** The change or outcome our work aims to achieve.

**Value Introduction by Product Manager:** The product manager briefly explains the problem, the intended impact, and how it ties back to customer needs or business goals.

**Sprint Goals must provide intent:** what are we trying to achieve and why does it matter? (Delivering a feature is not the goal, but what the feature is supposed to make possible is the goal)

**Team Demo:** The team then breaks up by showing the feature or progress, connecting it back to the product manager's info. Stakeholder Feedback: Prompt questions to invite meaningful input.

**Think outcome, not just output:** Sprint Reviews often mistakenly focus on what team did what and how much did they complete. Instead, don't deliver your work, what those features make possible in what deliver value and then what we should be talking about.

**You don't have to demo everything you complete:** Only show something if you want to receive feedback from the stakeholders that are present to act upon.

Are there any items in progress awaiting review?

In Other Things We Delivered, only did things that are done, which meet our Definition of Done.

Have you did the other features, improvements, bugs, or whatever that you've completed. You do this because not everything in your Sprint has to make to the Sprint Goal.

## Feedback & Discussion



- Are we working on the right things?
- Are we providing the information you're interested in as a stakeholder?
- Are we providing too much or too little detail?
- The key is to make the event better every time you do it.

Ideally, you have a discussion here whether the stuff you are building is moving the needle on the product metrics you care about.

## Product Manager questions to ask stakeholders

**Questions to Understand Value and Customer Impact**

"What value do you think this work will bring to our customers?"

"Can we articulate the customer feedback or market demand that led to prioritizing this work?"

Helps connect the work back to the business or market demand.

"What risks or uncertainties do we need to consider when thinking about the value of this feature?"

Encourages discussion about potential blockers or risks before delivery.

"From your perspective, is there anything we're missing or overlooking in this work?"

Gives stakeholders an opportunity to reflect and provide insight on potential gaps.

"How does this align with your understanding of the priorities or challenges in the market right now?"

Aligns stakeholder understanding and priorities with the work being done by the teams.

"What do you need to better understand how this work aligns with business goals?"

Opens the door for stakeholders to ask clarifying questions and ensure they are on the same page.

"Is there anything in this demo that sparks ideas for additional improvements or opportunities?"

## Team Lead Questions to Ask Stakeholders

**On Value and Impact**

"Does this solution address the problem in a way that aligns with what our customers need?"

"Are there additional outcomes you would expect from this work that we may not have considered?"

"From your perspective, is there anything in this solution that could be challenging for users?"

"Do you see any areas where this work might need adjustment based on customer feedback?"

**On Future Considerations**

"Are there upcoming projects or priorities where this work might connect or add value?"

"Do you think there's anything here that would be helpful to scale or apply across other teams?"

**On Opportunities for Improvement**

"Is there anything you'd like to see us refine or expand in our next sprint?"

## Other Tips!



You don't have to list everything you deliver at the Sprint Review, the primary reason to list something you've worked on is because you want feedback or you want your stakeholders to be aware you've finished it.

Make sure you don't create an information overload, sometimes it's better to tell less, so that what you tell really sticks, than to tell everything and bury them in an avalanche of unimportant information also notes.

Only list challenges that are interesting for stakeholders to be aware of that may impact things they care about.