

## ***Scrum Meetings for Project Teams***

A scrum is a rugby play where team members come together in a tight formation in an attempt to move the ball down field while under competitive pressures. This concept is being used by some companies through holding short, daily team meetings to move critical projects forward. In this way the team can stay focused on their objectives and quickly address issues that might be standing in their way. These meetings also serve to clarify the goals and increase cross-team communication.

Scrum has some simple rules:

1. Focus on the people doing the work and not the managers. While managers may attend they must participate quietly and not influence the dialogue or meeting direction. Any questions or advice the manager has will have to wait until after the meeting. Scrum leadership is rotated among team members. The key role of the scrum leader is to enforce the rules.
2. Scrum focus should be on short-term goals, generally one to three weeks.
3. Scrum meetings should last only 15 to 30 minutes and, ideally, be held the first thing every morning in the same location.
4. All participants should address the following three questions at each scrum:
  - What has been accomplished since the last scrum?
  - What is planned to be accomplished between now and the next scrum?
  - What is standing in the way of meeting this plan?
5. Problem solving sessions are to be scheduled outside the scrum. The purpose of the scrum is to track short-term team progress and identify issues for later resolution.

Using scrums to help manage projects results in more on-time projects and increased feeling of being in control among the team members.