



LEARNING LOOP

BACKLOG REFINEMENT

FROM UNCLEAR WORK TO SHARED UNDERSTANDING

[60] MIN TRAINING



Learning objective

Understand the purpose of Backlog refinement and how the Scrum Team creates shared understanding, reduces uncertainty and makes upcoming work easier to plan.



WHAT MAKES UPCOMING WORK FEEL CLEAR?

1 Reflect individually and make a note for yourself

WRITE
[3] min

SHARE
[3] min

2 Be prepared to share in the big group

Concept

CONCEPT VIDEO



RUNTIME

[5] min

[LINK TO YOUTUBE](#)

Exercise

REFINE THE WORK

YOUR CHALLENGE

Turn this Backlog Item into work the team understands well enough to discuss in Sprint Planning.



PRODUCT BACKLOG ITEM

PBI-104

IMPROVE BOOKING CANCELLATION

DESCRIPTION

Customers should be able to cancel a booking online and receive a refund when applicable.



WHAT WE KNOW

- Customers currently contact support to cancel.
- Some bookings can be refunded, others cannot.
- Customers want to know the status of their refund.



WHAT WE DON'T KNOW

- Which bookings are refundable?
- Can cancellation always be automated?
- How should customers be informed?
- How long do refunds take?

 PRODUCT OWNER

 ADDED 2025-08-22

BRIEF
[5] min

EXERCISE
[20] min

SHARE
[5] min

EXERCISE STEPS

- 1 Split into groups of 2–4.
- 2 **READ** — Look at the backlog item together.
- 3 **UNDERSTAND & QUESTION** — Discuss the outcome. Ask questions and identify uncertainty.
- 4 **SHRINK** — Split the item into smaller, meaningful backlog items.
- 5 **CHECK** — Do you understand the work well enough for Sprint Planning?
- 6 **SHARE** — Prepare to show your split and explain **one important decision** your group made.

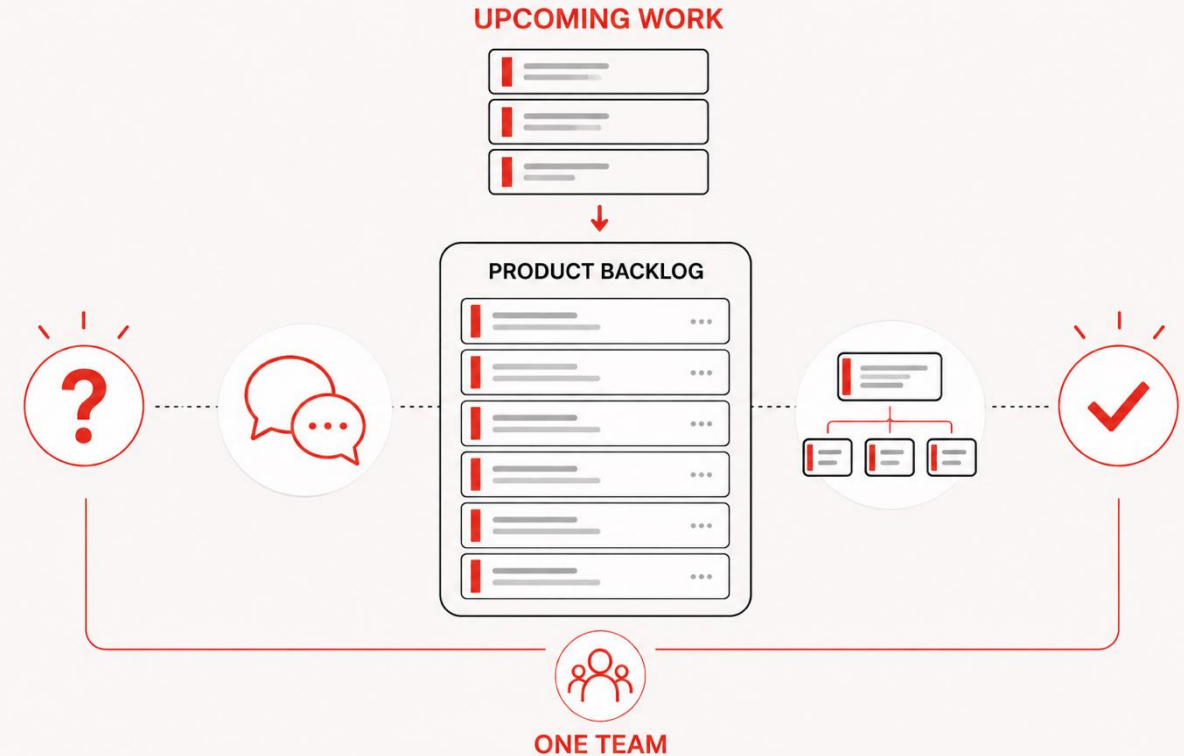


Conclusion

YOU HAVE NOW LEARNED

- **CREATE SHARED UNDERSTANDING**
Explore upcoming work together.
- **MAKE WORK SMALL ENOUGH**
Break work into meaningful pieces.
- **REDUCE UNCERTAINTY**
Learn enough to make good decisions.
- **KNOW ENOUGH, NOT EVERYTHING**
Be clear enough to make the next decision.

REFINEMENT CREATES UNDERSTANDING — NOT CERTAINTY



TRY ONE CHANGE IN YOUR NEXT REFINEMENT

TAKE IT BACK TO THE TEAM

Choose **one** thing to experiment with:

- Start with **why the item matters** before discussing details.
- Ask the team **what is unclear** before trying to find answers.
- Split one large item into **smaller, meaningful pieces**.
- Identify the **biggest uncertainty** and decide how to reduce it.
- Stop when you **know enough to make the next decision**.

Try the change in your next refinement. Notice what changes in the conversation and the team's shared understanding.

READ MORE

[The Scrum Guide — Schwaber & Sutherland](#)

[Product Backlog Refinement — Scrum.org](#)

[The Art of Product Backlog Refinement — Scrum.org](#)

[What is Backlog Refinement? — Atlassian](#)

[What Is Product Backlog Refinement? — Scrum Alliance](#)



Evaluation

TRAINING EVALUATION SURVEY

Thank you for joining. Your feedback helps us improve future sessions — it takes less than 5 minutes

[Agile Tribe Learning Loop evaluation survey](#)

