



Global Scrum Gathering®

Minneapolis

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**Steven
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ScrumMaster: Servant or Leader
A Guide for New ScrumMasters

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Welcome!



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sgspearman



stevespearman

Why the name “Scrum Master”?

Does that mean you’re the Master of the team?

Nope!

Where did the title come from?

Reportedly, from an old term: webmaster

Just as a webmaster is a ‘master’ of web technologies, a Scrum Master is a master of Scrum .



SM role – multi-faceted

You're a **Scrum Expert**
a **Servant Leader**

At various times, you're a

- ✓ Coach
- ✓ Facilitator
- ✓ Trainer
- ✓ Protector of the team
- ✓ Remover of impediments
- ✓ Supporter of the PO & Dev Team
- ✓ Organizational change agent .



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You Lead by Influence



Not by Authority

Why?

You are part of the Team, not above it

You foster team self-organization .

ScrumMaster – more than you think!

SM Prerogatives include:

1. Asks insightful / powerful questions of anyone
2. Experiments with new ideas and challenges the team
3. Coaches and has easy access to stakeholders & leaders
4. Increases transparency. Brings issues into the open – even when it involves those in power



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And as if that's not enough:

You ensure that Scrum is understood and enacted in the whole organization! .

So then, are you the “single wringable neck”?

As ScrumMaster, you have a lot of roles!

Does that mean you're the most accountable individual in Scrum?

Nope!

So who is?

The Product Owner

But a SM is key! If you're not sure what you do all day, check out:

www.scrummasterchecklist.org .

ScrumMaster as a Facilitator

A Scrum Master should facilitate by creating a “container” for the team to fill up with their ideas and innovations.

The container, often a set of agenda questions or some other lightweight (and flexible) structure, gives the team just enough of a frame to stay on their purpose and promotes an environment for richer interaction, a place where fantastic ideas can be heard.

The coach creates the container; the team creates the content .



Facilitation Techniques

Techniques for Team Decision Making

1. **Thumb voting**
2. **Fist of five**
3. **Dot voting**

Other specific techniques to consider:

- ✓ **Fostering healthy conflict**
Why? Avoid lack of communication / dysfunctional communication
- ✓ **Inspiring story telling**
For you, but also to teach others how to inspire .



Table Talk: ScrumMaster combo

Within your table group, please discuss these 2 scenarios:

Situation 1:

ScrumMaster is also a part of the Dev Team

Situation 2:

ScrumMaster is also the Product Owner



Timebox:
1 min

ScrumMaster as a Coach

What does it mean to coach in Agile?

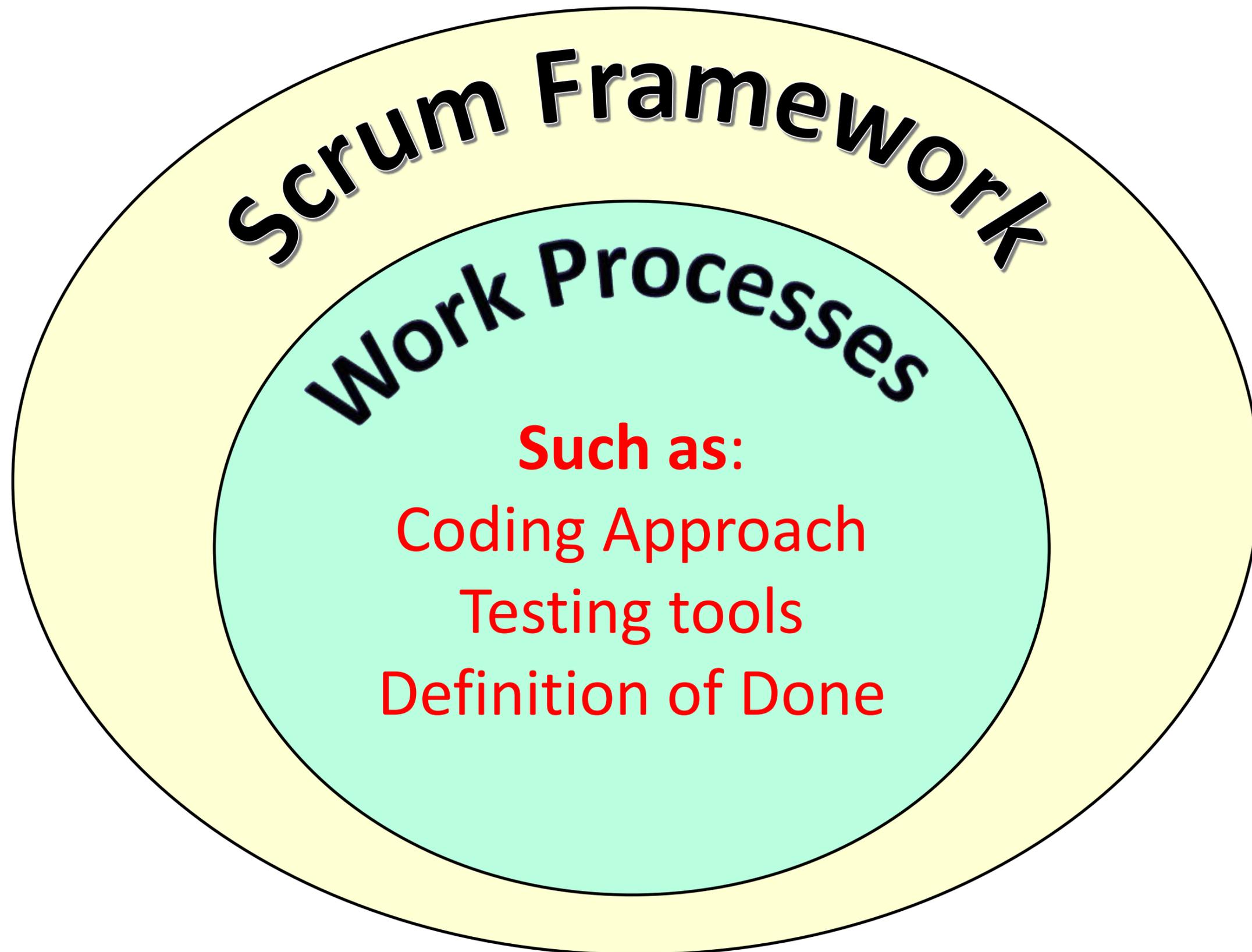
Coach – a guide, a trusted advisor, trying to work themselves out of a job. Typically involves facilitating someone else's thinking and helping them learn to be more effective. Often includes making observations and asking powerful questions. Yet you can occasionally be directive when required.



So, who do you coach then?

- ✓ **The Dev Team**
- ✓ **The Product Owner**
- ✓ **And... the whole organization! .**

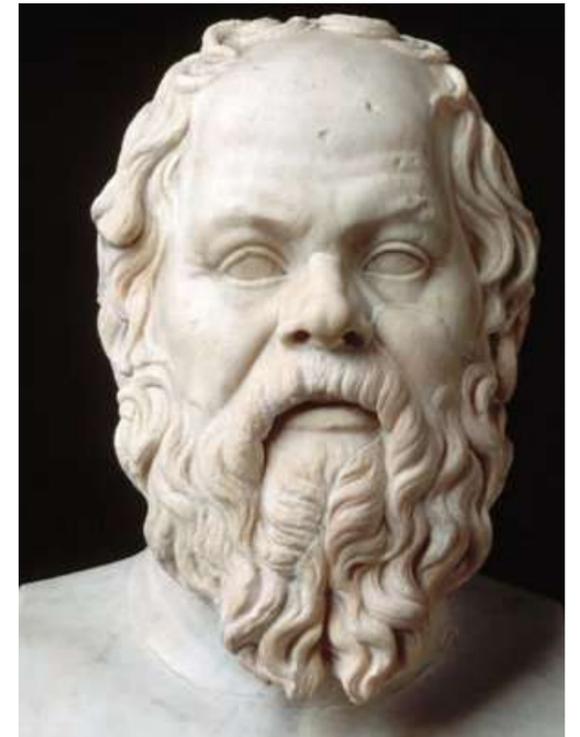
Scrum as a Container



Socratic Method: Ask, Don't Tell

A great SM technique – asking powerful questions

- ✓ I noticed that <situation>; what shall we do?
- ✓ I observed <something>; is that important?
- ✓ I feel <feeling>; do you share that?
- ✓ Shall we try to find out why <X happened>?
- ✓ What's the next improvement to pursue?
- ✓ What do you think we should do here?
- ✓ What would you like me to do?



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You may find this particularly helpful if you tend to be directive

Servant Leadership – a short intro

A Brief Definition:

"The servant-leader *is* servant first... It begins with the natural feeling that one wants to serve, to serve *first*.

"The difference manifests itself in the care taken by the servant-first to make sure that other people's highest priority needs are being served.

The best test, and difficult to administer, is: Do those served grow as persons? Do they, *while being served*, become healthier, wiser, freer, more autonomous,?"

From Robert K Greenleaf, author of the original 1970 essay "The Servant as Leader"



Quick Shout Out: SM characteristics

Based on what you have learned so far, what characteristics should a person ideally have in order to be the ScrumMaster for a team?

Is It an SM Function (True or False)

True! Helping the Dev Team to create high-value products

No Owning the processes for getting work done

True! Leading and coaching the organization in its Scrum adoption

True! Planning Scrum implementations within the organization

No Serving as an interface between the PO and the Dev Team to convey information and clarify expectations

True! Causing change that increases the productivity of the Scrum Team

No Coordinating between multiple Scrum Teams so they can remain focused on their work

True! Working with other Scrum Masters to increase the effectiveness of the application of Scrum in the organization

Is It an SM Function #2 (True or False)

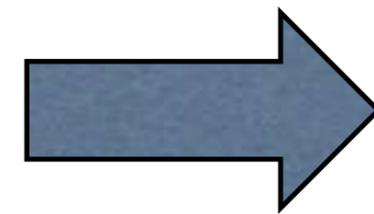
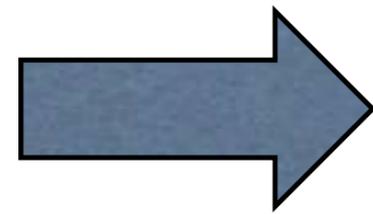
- True!** Ensuring that goals, scope, and product domain are understood by everyone on the Scrum Team
- True!** Finding techniques for effective Product Backlog management
- True!** Helping the Scrum Team understand the need for clear and concise Product Backlog items
- No** Running the Daily Scrum meeting to optimize team effectiveness
- True!** Ensuring the Product Owner knows how to arrange the Product Backlog to maximize value
- No** Scheduling meetings and producing charts for the team
- No** Presenting in the Sprint Review to ensure complete understanding by all those involved.

Take-Aways



- ❖ You're a **servant** to the team, the PO and organization
- ❖ You're a **master** of Scrum (keep learning to become one!)
- ❖ You have a key role: *“There’s never been a great Scrum team without a great ScrumMaster”*
- ❖ Check out the Scrum guide – [scrumguides.org](https://www.scrumguides.org)
- ❖ Other recommended reading can be found at the end of this presentation

Scrum Master is a Journey



Becoming a great ScrumMaster is a long journey – keep learning!

Thanks for Being Here - We can Keep Talking

Don't hesitate to email questions

THANK YOU!

Steve Spearman

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Suggested Reading

- Autry, James A, **The Servant Leader: How to Build a Creative Team, Develop Great Morale, and Improve Bottom-Line Performance**, Crown Business, 2004
- Beck, Kent, with Andres, Cynthia, **Extreme Programming Explained**. Addison-Wesley.
- Broderick, Stacia and Michele Sliger. **A Software Project Manager's Bridge to Agility**. Addison-Wesley
- Cohn, Mike. **User Stories Applied**. Addison-Wesley, 2004.
- Cohn, Mike. **Agile Estimating and Planning**. Addison-Wesley, 2006.
- Crispin & Gregory, [Agile Testing: A Practical Guide for Testers and Agile Teams](#), Addison-Wesley Professional, 2009
- Derby, Esther and Larsen, Diana. **Agile Retrospectives - Making Good Teams Great**. Pragmatic Bookshelf, 2006.
- Dolan, Gabrielle. **Stories for Work: The Essential Guide to Business Storytelling**, Wiley, 2017
- Rubin, Kenneth, [Essential Scrum: A Practical Guide to the Most Popular Agile Process](#), Addison-Wesley Signature Series, 2012
- Schwaber, Ken. **Agile Project Management with Scrum**. Microsoft Press, 2004.
- Sochova, Zuzana, **The Great ScrumMaster: #ScrumMasterWay**, Addison-Wesley Professional, 2017
- Tabaka, Jean. **Collaboration Explained: Facilitation Skills for Collaborative Leaders**. Addison-Wesley, 2006.

Scrum Glossary

- **Agile** the name coined for the wider set of ideas that Scrum falls within; the Agile values and principles are captured in the Agile Manifesto
- **Chicken** (obsolete) term for anyone not on the team
- **Daily Scrum** a fifteen-minute daily team event to share progress, report impediments and inspect & adapt
- **Done** also referred to as “Done” or “Done Done”, this term is used to describe a product increment that is considered releasable; it means that all design, coding, testing and documentation have been completed and the increment is fully integrated into the system
- **Emergence** the principle that the best designs, and the best ways of working come about over time through doing the work, rather than being defined in advance, cf. Empiricism, Self Organization
- **Empiricism** the principle of “inspect and adapt” which allows teams or individuals to try something out and learn from the experience by conscious reflection and change, cf. Emergence, Self Organization
- **Epic** a very large user story that is eventually broken down into smaller stories; Epics are often used as placeholders for new ideas that have not been thought out fully. There’s nothing wrong with having an Epic, as long as it is not high order
- **Estimation** the process of agreeing on a size measurement for the stories in a Product Backlog. Done by the team, perhaps using Planning Poker
- **Impediment** anything that prevents the team from meeting their potential (e.g. build servers are down). If organizational, it is the Scrum Master’s responsibility to eliminate it. If it is internal to the team, then they themselves should do away with it
- **Impediment Backlog** a visible list of impediments in a priority order according to how seriously they are blocking the team from productivity. Not a core Scrum concept.

- **Pig** (arch.) term for a team member, the term offended some people so is now rarely used
- **Planning Poker** a game used to apply estimates to stories; it uses the Delphi method of arriving at consensus
- **Product Backlog** a prioritized list of features or stories that are waiting to be worked on
- **Product Backlog Item** any feature that is on the backlog list, which will include user stories, Epics and possibly technical stories to deal with technical debt, etc.
- **Product Owner** person who holds the vision for the product and is responsible for maintaining, ordering and updating the Product Backlog
- **Release Burndown Chart** a visible chart to show progress towards a release
- **Retrospective** a session where the Team and Scrum Master reflect on the process and make commitments to improve
- **ScrumMaster (or Scrum Master)** a servant leader to the team, responsible for removing impediments and making sure the process runs smoothly so the team can be as productive as possible
- **Scrum events** Planning, Review, Retrospective, Daily Scrum
- **Scrum Roles** there are only three: Product Owner, Scrum Master, team
- **Spike** a short, time-boxed piece of research, usually technical, on a single story that is intended to provide just enough information that the team can estimate the size of the story
- **Sprint** a time boxed iteration
- **Sprint Burndown** a visible chart that indicates on a daily basis the amount of work remaining in the Sprint
- **Sprint Goal** aka Sprint Theme, the key focus of the work for a single Sprint
- **Sprint Planning** an event primarily involving the Team and the Product Owner to plan the Sprint and arrive at an agreement on the forecast / commitment
- **Sprint Task** a single small item of work that helps one particular story reach completion

- **Stakeholder** anyone external to the team with an interest in the product being developed
- **Story** a backlog item usually using the template form: as a [user] I want [function] so that [business value]
- **Story Point** a unit of measurement applied to the size of a story, cf. Fibonacci Sequence
- **Story Time** the regular work session where items on the backlog are discussed, refined and estimated and the backlog is trimmed and prioritized
- **Task** see Sprint Task
- **Task List** the tasks needed to complete the set of stories committed to a Sprint
- **Taskboard** a wall chart with cards and sticky notes that represent all the work of a team in a given Sprint; the task notes are moved across the board to show progress
- **Team** the Development Team, responsible committing to work, delivering and driving the product forward from a tactical perspective
- **Team Member** any member of the team, including developers, testers, designers, writers, graphic artists, database admins...
- **Timeboxing** setting a duration for every activity and having it last no more than that (i.e. neither events nor Sprint are ever lengthened)
- **Velocity** the rate at which a team completes work, usually measured in story points.
- **Vision Statement** a high-level description of a product which includes who it is for, why it is necessary and what differentiates it from similar products
- **XP Practices** the set of development practices, including pair-programming, test-first, or test-driven development (TDD) and continuous refactoring, which are drawn from the XP methodology; many Scrum teams find these practices greatly improve productivity and team morale