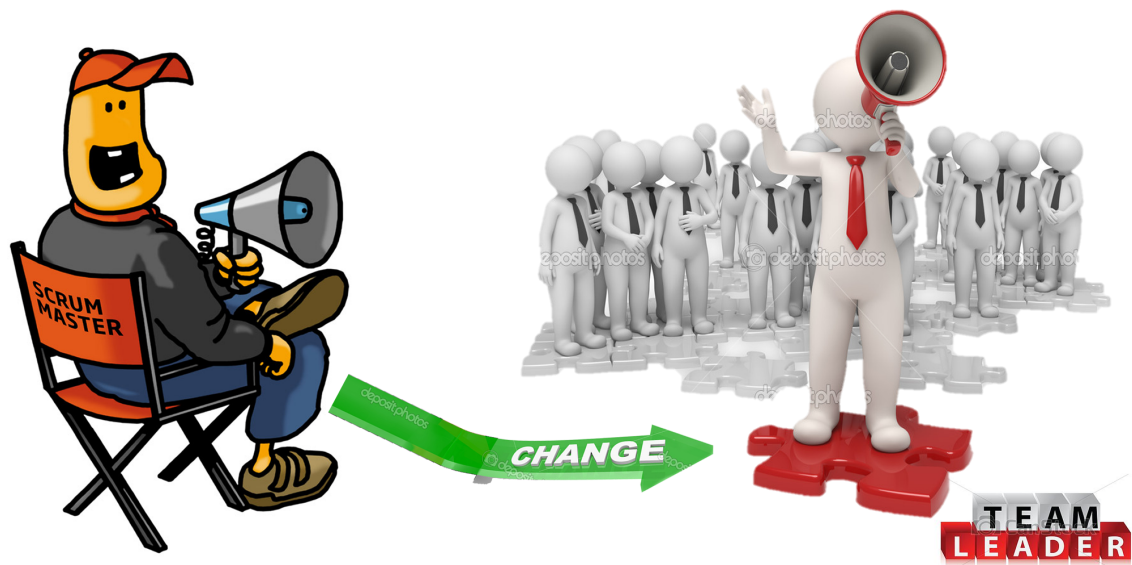


# The Evolution from Scrum Master to Lean Team Leader

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Master's Thesis - Group IS911E15 - Autumn 2015  
Aalborg University - Department of Computer Science - Software





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STUDENT REPORT

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The Evolution from Scrum Master  
to Lean Team Leader

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Systems Development

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**Participants:**

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Dan Petersen

**Supervisor:**

John Stouby Persson

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*The content of the report is freely available, but may only be published (with source reference) with consent from the authors.*



# Preface

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Aalborg, October 5, 2015

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Alexander Drægert

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Dan Skøtt Petersen



# Contents

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<b>Preface</b>	<b>v</b>
<b>1 Introduction</b>	<b>1</b>
1.1 Scrum Overview . . . . .	1
1.2 Lean Software Development Overview . . . . .	2
1.3 Compatibility . . . . .	2
<b>2 Research Methodology</b>	<b>3</b>
<b>3 Scrum Explained</b>	<b>5</b>
<b>4 Lean Explained</b>	<b>7</b>
<b>5 Different approaches to Leadership</b>	<b>9</b>
<b>6 Discussion</b>	<b>11</b>
<b>7 Conclusion</b>	<b>13</b>
<b>Bibliography</b>	
<b>A Examples &amp; ToDo</b>	





# Introduction 1

In the last 10? years, Scrum has become vastly used in the Software industry. Studies <sup>1</sup> suggests that about 72% of agile frameworks used are Scrum or Scrum variations.

Given that Scrum is the most commonly used framework in the industry, we believe it would prove too difficult to convince the industry to change framework, discarding Scrum. Therefore we have looked at frameworks which support and complement Scrum.

In recent years, an interest for Lean Software Development (LSD) has become apparent, hence a study about the compatibility of these two frameworks is relevant.

**Alexander:** Source?

## 1.1 Scrum Overview

Scrum consists largely of three roles, five practices, and three artefacts. The purpose of the roles, practices, and artefacts are to support the principles of Scrum which are:

- Something

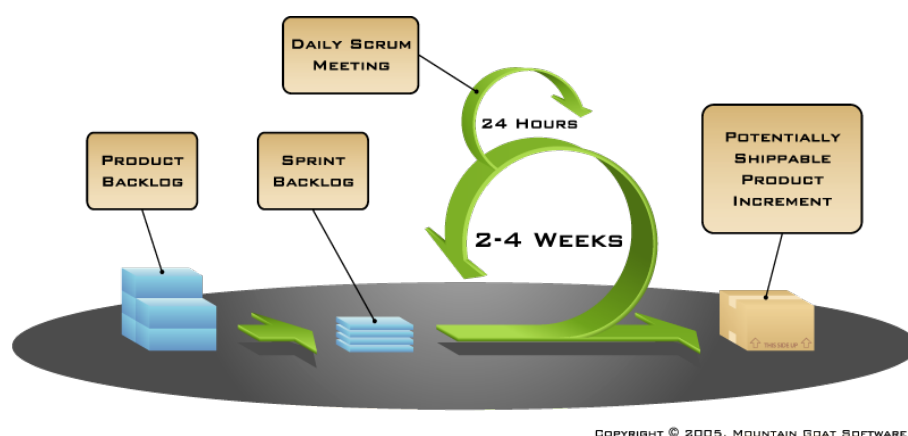


Figure 1.1: Overview of the Scrum Framework

For a more in-depth analysis of Scrum, see Chapter 3.

<sup>1</sup><https://www.versionone.com/pdf/state-of-agile-development-survey-ninth.pdf>, page 9

## 1.2 Lean Software Development Overview

Lean Software Development consists of the seven principles:

- Eliminate waste.
- Amplify learning.
- Decide as late as possible.
- Deliver as fast as possible.
- Empower the team.
- Build integrity in.
- See the whole.

## 1.3 Compatibility

When aggregating these two frameworks, just from looking at the principles of each framework, it is clear that some principles oppose or complement each other. Some of the principles which oppose each other are:

- ...
- Approach to team management/leadership
- ...

This study will focus on the conflicts in the team leader role, what impact it has on the team, and how to facilitate the aggregation between the two frameworks.

# Research Methodology 2

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Concept formulation of method based on a literature study. This formulation will then be debated amongst an expert panel/group interview, generating qualitative data. In the end, this data should be analysed.

**Alexander:** Nowhere near done, just initial thoughts.



# Scrum Explained 3

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- Which principles are behind the roles, practices, and artefacts?
- What does each role, practice, and artefact achieve?
- Describe mindset.
- Describe approach to leadership/management.



# Lean Explained 4

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# **Different approaches to Leadership**

# 5

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# Discussion 6

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# Conclusion 7

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# Bibliography

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Firstname1 Author1 and Firstname2 Author2. Example of preabmle source: Title. *Ergonomics*, 49(15):1597–1610, 2006. doi: 10.1080/00140130600899104. URL <http://dx.doi.org/10.1080/00140130600899104>. PMID: 17090506.





# Examples & ToDo A

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**Alexander:** Example of comment/ToDo made by Alexander

**Dan:** Example of comment/ToDo made by Dan

**John:** Example of comment/ToDo made by John

```
1 public class HelloWorld {  
2  
3     public static void main(String[] args) {  
4         System.out.println("Hello, World");  
5     }  
6  
7 }
```

Listing A.1: Caption of code snippet

This is how you refer to a source written by Author1 and Author2 (2006).

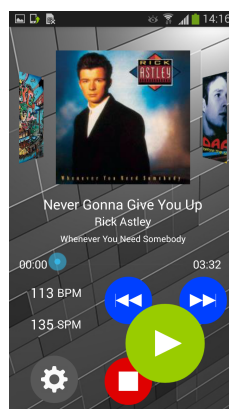







Figure A.1: A screenshot showing Tempo Player's main screen.

## List of Todos

- 1,  **Alexander:** Source?
- 3,  **Alexander:** Nowhere near done, just initial thoughts.
- 17,  **Alexander:** Example of comment/ToDo made by Alexander
- 17,  **Dan:** Example of comment/ToDo made by Dan
- 17,  **John:** Example of comment/ToDo made by John