

Agile Roles - SCRUM

[DT-0540] Metodi di sviluppo agile

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Agile Roles Overview

- **Manager:** Supports and empowers the team to self-organize
- **Team Members:** Cross-functional individuals who collaborate to deliver increments of value.
- **Product Owner:** Responsible for defining the product backlog and prioritizing work based on customer needs.
- **Scrum Master/Agile Coach:** Facilitates the Agile process, ensuring the team follows Agile principles and practices.
- **Stakeholders:** Individuals or groups outside the team who provide feedback, requirements, and priorities.

Traditional Manager vs Agile Manager

Traditional Manager:

- Controls and directs team activities.
- Monitors progress and ensures deadlines are met.
- Makes key decisions and allocates resources.

Agile Manager:

- Supports and empowers the team to self-organize.
- Facilitates team collaboration and decision-making.
- Removes obstacles and enables continuous improvement.

Key Difference: Traditional managers focus on directing and controlling, while Agile managers focus on enabling and supporting.

The Manager's Role in Agile Teams

How Managers Adapt in Agile:

- Managers become coaches and facilitators, focusing on team dynamics rather than micromanaging tasks.
- They create an environment where the team can thrive and focus on delivering value.
- Managers help align the team's work with the organization's goals and vision.

Focus on People Over Processes:

- Encouraging growth, learning, and collaboration within the team.
- Ensuring that the team members have the resources and tools they need to succeed.

Manager's Responsibilities in Scrum

Although Scrum does not have a formal “manager” role, managers still contribute in the following ways:

- **Supporting the Product Owner:** Ensuring the Product Owner has access to market research, customer feedback, and other resources needed to prioritize the backlog.
- **Coaching Scrum Masters:** Helping Scrum Masters improve their facilitation and leadership skills.
- **Developing Team Members:** Encouraging continuous learning and professional growth within the team.
- **Managing External Dependencies:** Addressing issues outside the team's control, such as stakeholder expectations and organizational policies.

Agile Manager as a Servant Leader

What is Servant Leadership?

- A leadership philosophy where the main goal of the leader is to serve the team.
- The leader focuses on the needs of the team members, helping them grow and perform at their best.

Servant Leadership in Agile:

- Managers remove impediments and provide resources so the team can focus on delivering value.
- They trust the team's expertise and help empower them to make decisions.
- Agile managers create a safe environment where the team can experiment, fail, and learn without fear of repercussions.

How Managers Enable Self-Organizing Teams

Empowering Teams:

- Agile managers encourage teams to make decisions independently.
- They guide teams towards self-organization, allowing them to determine how to accomplish tasks.

Creating a Collaborative Environment:

- Managers foster a culture of open communication and trust.
- They encourage the team to solve their own challenges, stepping in only when necessary.

Providing Clear Objectives:

- Agile managers focus on setting goals rather than prescribing how to achieve them.
- They help the team understand the “why” behind their work, aligning their efforts with organizational objectives.

Skills Needed by Agile Managers

Key Skills for Agile Managers:

- **Coaching and Mentoring:** Helping team members grow professionally and develop their skills.
- **Emotional Intelligence:** Understanding team dynamics and providing support during challenges.
- **Facilitation:** Leading collaborative meetings and ensuring that everyone's voice is heard.
- **Problem Solving:** Identifying and removing obstacles that block the team's progress.

Technical Knowledge:

- Agile managers should have a solid understanding of Agile and Scrum practices to guide the team effectively.
- While they may not need to be technical experts, they should be able to communicate with the development team about their challenges.

Summary of Agile Manager Roles

Agile Manager:

- Shifts from controlling to enabling, empowering teams to self-organize and take ownership of their work.
- Focuses on people and processes, helping the team continuously improve.

In Scrum:

- Though Scrum does not have a formal "manager" role, managers support the Product Owner, Scrum Master, and Development Team.
- Agile managers act as servant leaders, removing impediments and fostering collaboration.

Key Skills:

- Agile managers need strong facilitation, coaching, and problem-solving skills to help the team succeed.

Specific Roles in Scrum

- **Product Owner:**

- ▶ Defines the product backlog and ensures it reflects customer needs.
- ▶ Prioritizes features and tasks based on business value.
- ▶ Acts as the bridge between the development team and stakeholders.

- **Scrum Master:**

- ▶ Facilitates Scrum ceremonies and removes impediments for the team.
- ▶ Ensures the team follows Scrum practices.
- ▶ Coaches the team to improve collaboration, productivity, and efficiency.

- **Development Team:**

- ▶ Cross-functional team members who are responsible for delivering increments of functionality.
- ▶ Self-organizes and decides how to accomplish the work selected for the sprint.

Product Owner

Key Responsibilities:

- Owns and manages the product backlog.
- Clearly communicates the vision and goals to the Scrum team.
- Ensures the team is building the right product that delivers value to the customers.
- Works with stakeholders to gather requirements and feedback.

Skills Needed:

- Strong communication skills.
- Ability to prioritize based on business value.
- Knowledge of the product and customer needs.

Scrum Master

Key Responsibilities:

- Facilitates Scrum ceremonies (Sprint Planning, Daily Standups, Sprint Review, Sprint Retrospective).
- Removes obstacles that block the development team's progress.
- Helps the team adhere to Scrum practices and principles.
- Coaches the team on self-organization and continuous improvement.

Skills Needed:

- Strong facilitation and conflict resolution skills.
- Deep understanding of Agile and Scrum practices.
- Ability to coach and mentor team members.

Development Team

Key Responsibilities:

- Works collaboratively to build the product increment during each Sprint.
- Self-organizes to plan, execute, and complete the work selected for the Sprint.
- Ensures the product increment is of high quality and meets the definition of "Done."

Skills Needed:

- Cross-functional skills (design, coding, testing).
- Strong collaboration and communication skills.
- Ability to self-organize and work independently without constant supervision.

Collaboration Among Roles

How Roles Interact in Scrum:

- The Product Owner sets the vision and priorities.
- The Development Team turns the backlog into working product increments.
- The Scrum Master facilitates the process and ensures smooth collaboration.

Key to Success:

- Clear communication and regular feedback between roles ensure that the product meets customer expectations.
- Trust and respect among team members are essential for effective collaboration.

What is the Scrum Development Team?

Definition:

- The Scrum Development Team consists of professionals who work together to deliver a potentially shippable product increment at the end of each Sprint.
- The team is self-organizing, cross-functional, and typically has no sub-teams or hierarchies.

Team Size:

- Ideal team size is 3 to 9 members.
- Teams smaller than 3 may lack sufficient skills, while teams larger than 9 may struggle with communication and collaboration.

Roles and Responsibilities of the Development Team

Key Responsibilities:

- Delivering a potentially shippable product increment at the end of each Sprint.
- Collaborating closely with the Product Owner to understand backlog items.
- Planning, estimating, and deciding how to accomplish the Sprint Goal.
- Ensuring the quality of the product through testing, integration, and continuous feedback.

Shared Accountability:

- The entire team is responsible for all aspects of the product, from design and development to testing and delivery.

Characteristics of a Scrum Development Team

Self-Organizing:

- The team decides internally how best to accomplish the work, without relying on external guidance or micromanagement.

Cross-Functional:

- The team collectively possesses all the skills required to deliver the product increment (e.g., development, testing, UX/UI).
- Team must work together across disciplines to ensure high-quality outcomes (e.g., developers and testers collaborate on features).

No Titles or Sub-Teams:

- Everyone on the team is responsible for delivering the product, regardless of their specific skillset.
- There are no formal roles like "tester" or "designer"; everyone is part of the development process.

Collaboration and Communication

Collaboration:

- The Development Team works closely with the Product Owner and Scrum Master.
- Effective collaboration ensures that the team delivers valuable product increments.

Daily Communication:

- The team holds a Daily Scrum (15-minute standup) to discuss progress, roadblocks, and plans for the day.
- Open communication ensures that any issues are identified and addressed quickly.

Development Team Best Practices

Key Best Practices:

- **Collaboration:** Foster an environment of trust where team members share knowledge and work together to solve problems.
- **Continuous Improvement:** Use the Sprint Retrospective to regularly reflect and improve team performance.
- **Swarming:** Focus as a team on one item at a time to quickly move work through the Sprint Backlog.
- **Definition of Done:** Clearly define what "done" means to ensure that the product increment is complete and meets quality standards.
- **Avoiding Silos:** Ensure that no single team member is solely responsible for one part of the work; all work is shared and collaborative.

Summary of Agile and Scrum Roles

Agile Roles:

- Team members, Product Owner, Scrum Master, Stakeholders.

Scrum Specific Roles:

- Product Owner: Manages the backlog and prioritizes work.
- Scrum Master: Facilitates the Scrum process and removes obstacles.
- Development Team: Cross-functional team that builds the product.

Collaboration:

- Success in Agile and Scrum depends on clear communication, collaboration, and trust among all roles.

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