

STAND-UP

FROM HELL





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V1.0

Goal: Experience a dysfunctional Daily Scrum and practice how to act as a Scrum Master in this situation.

1. Ask 6-8 participants to form a circle, give one of them the role of Scrum Master (and later the corresponding card). If there are more participants in the training, ask them to act as observers.
2. Give the group some context: Imagine you are a member of a team developing an e-commerce site. The Sprint is halfway, with the Spring Goal 'Make it possible to pay by credit card'.
3. Ask the participants to think a moment about their update for the Daily Scrum.
4. Give each participant a blue card from the deck and explicitly say that it's only for him/her to see. During the game, the message on the card is the hidden agenda which they have to use. Give the observers a green card from the deck.
5. Let the participants do the Daily Scrum and role play. Ask the observers to note down what they see.
6. Debrief with the entire group. What did the observers notice? What was effective and ineffective behaviour of the team and Scrum Master? What did you learn?



Scrum Facilitators work globally with trainers in the Netherlands, United Kingdom, and Singapore. Our mission is to help professionals become awesome Scrum Facilitators by supporting Scrum Masters, Product Owners, Developers and Leaders. A Scrum Facilitator's work is based on Scrum Goals, Values & Principles. A Scrum Facilitator uses these aspects to support the effective use of Scrum in their organisation.

Scrum Facilitators are partners with **Scrum.org** and **ProKanban.org**. We design all classes to maximise the learning impact and student value. Our classes are highly interactive, industry relevant and an enjoyable learning experience. Each class has two certified, knowledgeable experts with extensive real-life experience.

This game is created in collaboration with Evelien Roos, a Professional Scrum Trainer at Xebia Academy





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Mr./Mrs. Always-Late

You are hardly ever on time. You do try, but things always come in between. You know people find it annoying, and you would love to change yourself. Today, you are late again.

Rush in when the stand-up has already started (at about the third person), apologize loudly and for a long time about the things that have kept you up, how annoying it is, how this will never happen again, et cetera.



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Mr./Mrs. Addicted-To-My-Smartphone

Your social network is very important to you. You are always online. You read (and answer!) your emails every 5 minutes. You tweet, you are on LinkedIn, Instagram, TikTok... You feel people have to be able to communicate with you 24/7.

During the stand-up, you are continuously looking at your smartphone. You don't pay much attention to the stand-up. When your phone rings, you answer it and walk away, mentioning: "Sorry, this is an important call".

IMPORTANT: Share your phone number secretly with one of the trainers, prior to the exercise.



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Mr./Mrs. Leave-Me-Alone

You don't like Agile with all its meetings and events. Life was a lot better with waterfall! In particular, you hate the stand-up, because it makes you feel like a kid back. Why do they all have to know what you are doing, you are a senior developer with 30 years of experience. At the moment you are struggling with a tough problem, but you are not going to tell them! You will solve the problem by yourself.

During the stand-up, look at your shoes and don't interact with the others. When it's your turn, be very brief. Do mention that you are still working on the task that you have been working on for 10 days, but there are no impediments.



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Mr./Mrs. Too-Busy-With-Other-Stuff

You have only recently joined the team. You have to be available for your previous projects too, in case there is something to hand-over or when there is a major escalation. You are an active, sociable person. You are an active member of the Works Council (OR) and the Technology Interest Group. Besides that, you are studying for your Java Certification.

When it's your turn, tell in detail about all the meetings you have attended yesterday. Therefore, you were not able to do anything for this project. Today, you won't be able to do anything either, because your previous project needs to deliver next week and they really need your help.



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Mr./Mrs. Know-It-All

You are the geek of the team and you like to show off your knowledge. You are convinced that you are smarter than everybody else. You know the best solutions, the best way to program, et cetera. You correct people and try to impose your solutions.

During the stand-up, react to a person and get into technical details. Like 'You say you finished this task. But are you sure you considered...'.

When it's your turn, boast about everything you have achieved yesterday. Say things like: 'I solved that technical problem no one could figure out last week.' and 'Today I will take a look at the code that [...] wrote two days ago because it was crap the last time I looked at it.'.



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Mr./Mrs. Not-Involved

This is your last month on the project. You have been offered a far more interesting job in the company. You are very eager to start your new assignment, but management has asked you to stay for another month to transfer knowledge.

During the stand-up, start talking to your neighbour about yesterday's football game. When it's your turn (or halfway the stand-up), look at your watch and say: 'Guys, I really have to go now, I have an important meeting with my manager. I'm sorry.'. Then immediately leave.



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Mr./Mrs. Exhausted

You are the tester on this team. In the first week of the Sprint you had little to do, but now all the user stories seem to be finished at the same time. The amount of stories in the 'To Test' column is overwhelming. You have been working three nights in a row now, all by yourself. You are tired, stressed and frustrated.

At the stand-up, you look sleepy and unhappy. When it's your turn, you are full of emotion. You have to do all this work, no one is helping you, and it's the developers' fault. You can choose how to act: you start to complain, whine and cry or you get very angry and yell at the team.



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Mr./Mrs. Scrum Master

You are the Scrum Master of this team and ready to hold the daily stand-up.

Before you start, you set up Skype to communicate with Mr./Mrs. Work-From-Home who is working from home today.



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Mr./Mrs. Work-From-Home

Today is your Work From Home day. You use Skype to attend the stand-up.

Sit in the back of the room. Before the meeting, set up Skype with the Scrum Master.

During the meeting, interrupt frequently. Ask them to speak up, because you can't hear them. Or to move the camera, because you can't see anything.

When it's your turn, make some cracking sounds, and then end the video conversation. Your internet connection has been lost. You have not been able to give your update.



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Mr./Mrs. Outsider

You are not part of the team. You need the room for an important meeting with customers. You have reserved the room in Outlook.

When the meeting is halfway through, interrupt it and ask the people to leave the room.



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Mr./Mrs. Stakeholder

You are a stakeholder of this project. You often attend the stand-up, as it is a great way to know how the team is doing. Yesterday you were at an external event and you have seen the new products of the competitors. They are far ahead of us. Ouch!

As you are a stakeholder, you stand slightly behind the team. In the beginning, you only listen. However, at some point you interfere. You tell the team that you need to change the scope, because you have gotten some new insights from the market. Now!



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Observer

You are an observer during the game. Closely observe what is happening and make notes. The following questions may help:

1. How many dysfunctions do you observe?
2. How does the Scrum Master cope with them?
3. Which behaviour had the most impact on not achieving the goal of the Daily Scrum?



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