

SCRUM MASTER



Role & Responsibilities

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SCRUM MASTER

Contents:

- What a SCRUM Master is not.
- What is a SCRUM Master?
 - Aspects of the role.
 - Responsibilities & Authority.
 - Personal characteristics.

SCRUM MASTER

A SCRUM Master is not:

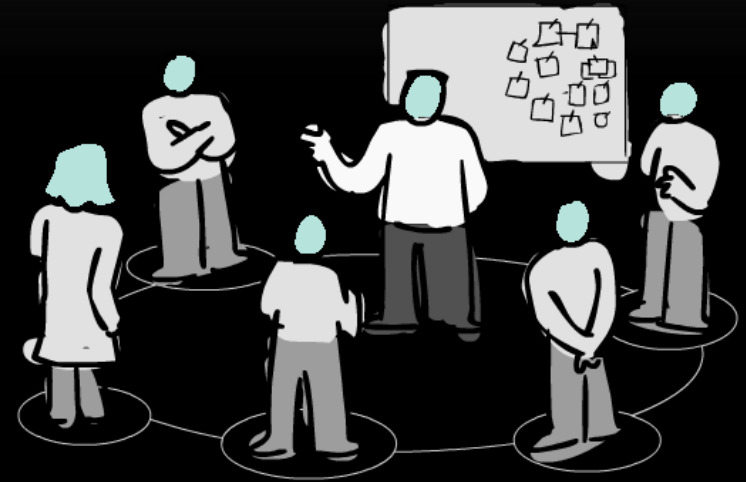
- ✗ A team / project / line manager.
- ✗ Someone with authority over team members.
- ✗ A team lead.
- ✗ An easy role.
- ✗ Necessarily a team member.
- ✗ Necessarily the most experienced team member.

SCRUM MASTER

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SCRUM MASTER



Different Skills

SCRUM MASTER

Aspects of the role



SCRUM MASTER

A SCRUM Master:

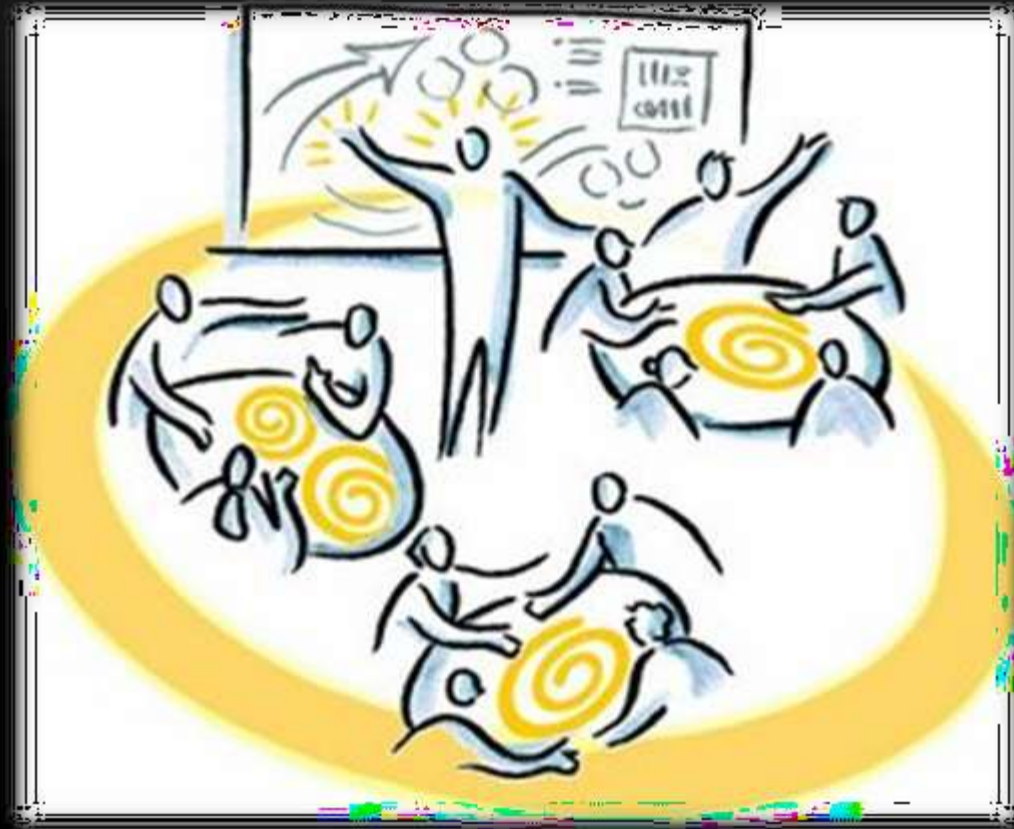
- ✓ Facilitates the team.
- ✓ Ensures SCRUM is used as intended.
- ✓ Resolves impediments.
- ✓ Protects the team.
- ✓ Coaches.

SCRUM MASTER

A SCRUM Master:

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SCRUM MASTER | FACILITATING



SCRUM MASTER | FACILITATING

Facilitating as a SCRUM Master:

- ✓ Plan and facilitate the SCRUM related meetings.
 - Manage the discussions.
 - Ensure that people keep the right focus.
 - Process the meeting results.
- ✓ Facilitate retrospective meetings.
- ✓ Facilitate communication between team and product owner.
- ✓ Establish and manage agreements within the team.

SCRUM MASTER

A SCRUM Master:

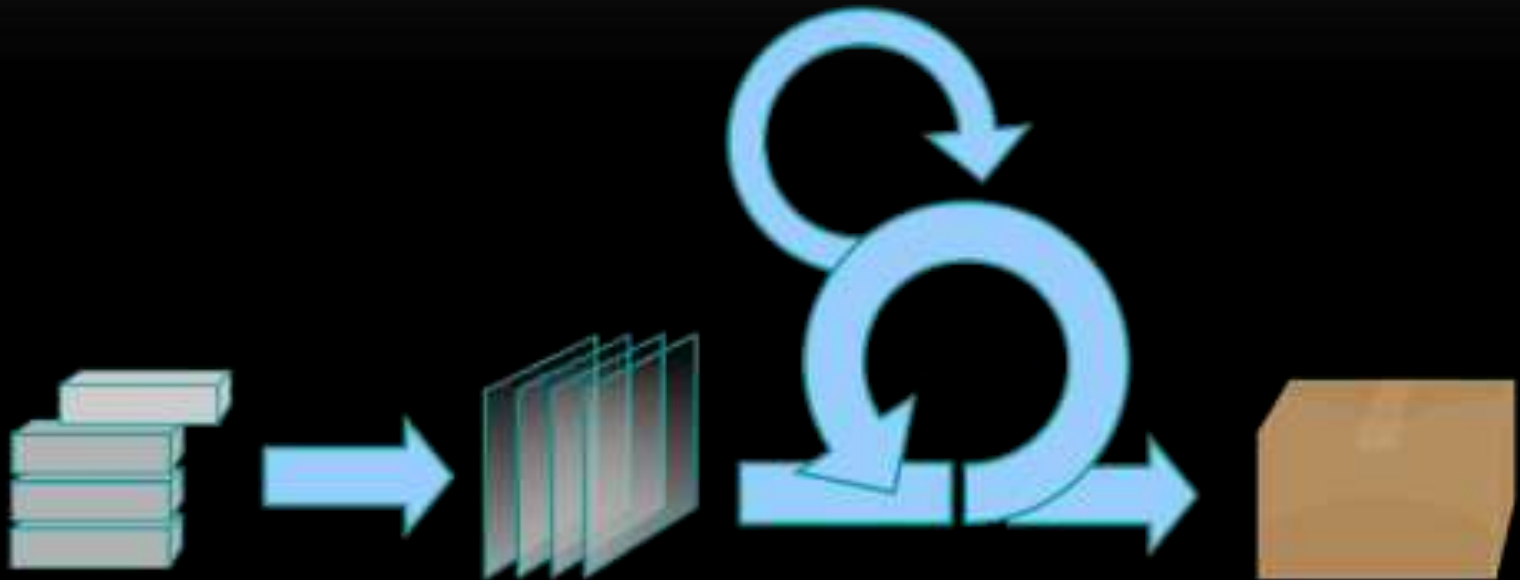
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SCRUM MASTER | SCRUM PROCESS



SCRUM MASTER | SCRUM PROCESS

Enforcing the use of SCRUM:

- ✓ Know and understand SCRUM and the agile mindset behind it.
- ✓ Ensure that the team uses SCRUM in the correct way and get them back on track if they don't.
- ✓ The SCRUM Master has authority over the process. Any changes to it have to be agreed with the SCRUM Master.

SCRUM MASTER

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SCRUM MASTER | IMPEDIMENTS

What is an impediment?

- ✓ Issues that are blocking people from completing the sprint goal.

But not only blocking issues.....:

- ✓ Anything that is hindering the team from performing at their optimum.

SCRUM MASTER | IMPEDIMENTS

Examples of impediments

- ✓ My computer is not working anymore.
- ✓ The build server is down.
- ✓ Our build is too slow, it slows us down.
- ✓ The internet connection is too slow for video conference, only audio works.
- ✓ The temperature in our room is too high.

SCRUM MASTER | IMPEDIMENTS



The SCRUM Master ~~resolves~~ impediments.

The SCRUM Master ensures that impediments are resolved.

SCRUM MASTER | IMPEDIMENTS



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The SCRUM Master ensures that impediments are resolved.

SCRUM MASTER | IMPEDIMENTS

Who to address to resolve impediments?

- ✓ Team members.
- ✓ Other departments
 - System administrator.
 - Operations.
- ✓ SCRUM Masters from other teams.
- ✓ Your agile coach.
- ✓ Upper management.

SCRUM MASTER | IMPEDIMENTS

How to keep track of impediments?

- ✓ Make an impediment backlog.
- ✓ Prioritize the impediment backlog with the team and if needed the PO.
- ✓ Make sure the impediment backlog is at all times visible to the team.
- ✓ An empty impediment backlog is a bad sign.

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SCRUM MASTER | PROTECTION

Protect the team against?

- ✓ Outside influences and distractions.
- ✓ Product owner pressure.
- ✓ From the team.

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SCRUM MASTER | PROTECTION

Protect the team from the team?

- ✓ Over committing, taking more then they can handle.
- ✓ Complacency, don't let the team become self satisfied.

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SCRUM MASTER | COACHING

Coaching as a SCRUM Master



SCRUM MASTER | COACHING

Coaching?

- ✓ The team.
- ✓ The product owner.
- ✓ The organization.

SCRUM MASTER | COACHING

Coaching the team:

- ✓ Help team members resolve conflicts.
 - Conflicts between team members.
 - Conflicts between team members & PO or stakeholders.
- ✓ Educate (new) team members in the SCRUM Process.
- ✓ Guide the team to high performance.

SCRUM MASTER | COACHING

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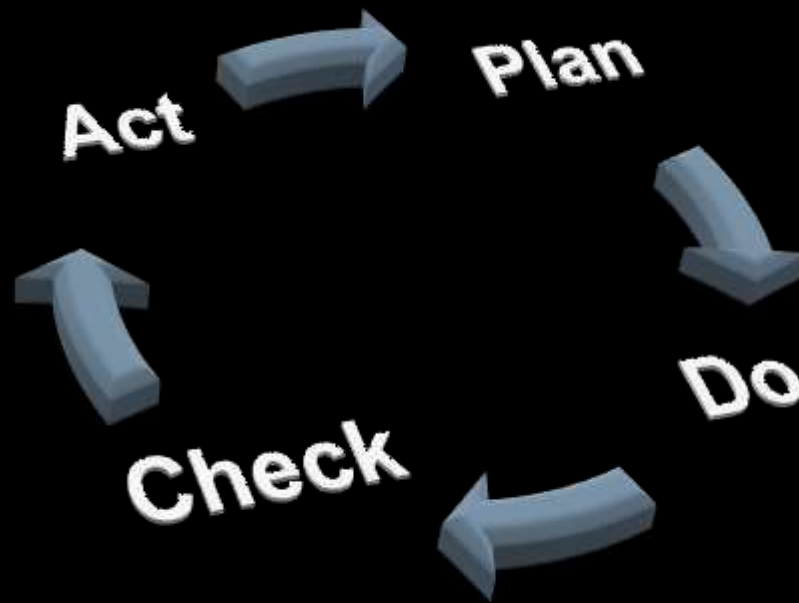
SCRUM MASTER | COACHING

Guiding the team to high performance:

- ✓ The goal of each team should be to achieve high performance.
- ✓ The SCRUM Master coaches the continuous improvement cycle of the team.
 - Don't tell the team what to do.
 - Inspire the team to think in possibilities instead of limitations.
 - Manage discussions.
 - Help the team to define their actions.

SCRUM MASTER | COACHING

Guiding the team to high performance.



SCRUM MASTER | COACHING

Guiding the team to high performance.

[The High Performance Tree \(YouTube\)](#)

SCRUM MASTER | COACHING

Coaching the product owner:

- ✓ Amount of coaching depends on the agile adoption level of the PO.
- ✓ Coach the PO in learning agile principles.
- ✓ Help the PO with the backlog
 - Write stories
 - Prioritize
 - Split stories
- ✓ Coach the PO in the communication with the team.

SCRUM MASTER | COACHING

Coaching the organization:

- ✓ Depends on the agile adoption level of the organization and other coaches in the organization.
- ✓ SCRUM Master can be the change agent to inspire change in the organization.

SCRUM MASTER | COACHING

Tools of the SCRUM Master as a coach:

- ✓ Powerful observations.
- ✓ Powerful questions.
- ✓ Understanding and knowledge of agile and SCRUM.
- ✓ Common sense.
- ✓ Flexibility.

SCRUM MASTER | COACHING

Don't provide a solution.

Help the people that you coach to find their own solution.

SCRUM MASTER

Responsibilities & Authority



SCRUM MASTER | RESPONSIBILITY

Responsibilities of the SCRUM Master:

- ✓ Radiate information.
- ✓ Remove impediments.
- ✓ Facilitate the continuous improvement process.
- ✓ Facilitate the team.
- ✓ Support the product owner.
- ✓ Be a team player.

SCRUM MASTER | AUTHORITY

Authority of the SCRUM Master:

- ✓ The SCRUM Master has authority over the process.
- ✓ The SCRUM Master has no authority over people.

SCRUM MASTER | AUTHORITY

What the SCRUM Master has authority of:

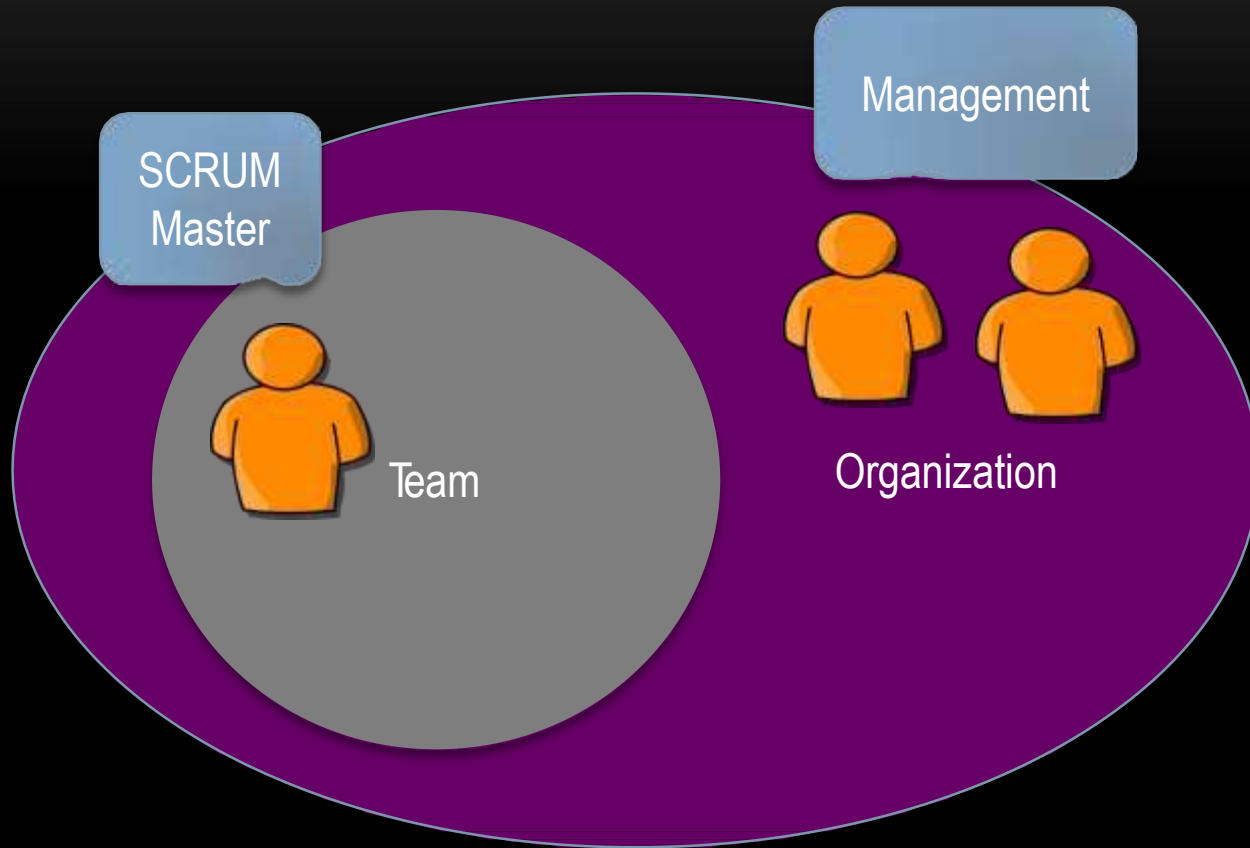
- ✓ The variables of the SCRUM process:
 - Grooming process.
 - Sprint length.
 - Sprint schedule.
 - Product owner collaboration.
- ✓ Ensuring people follow the agreed process.
- ✓ Ensuring people follow the agreed team agreements.

SCRUM MASTER | AUTHORITY

What the SCRUM Master has no authority of:

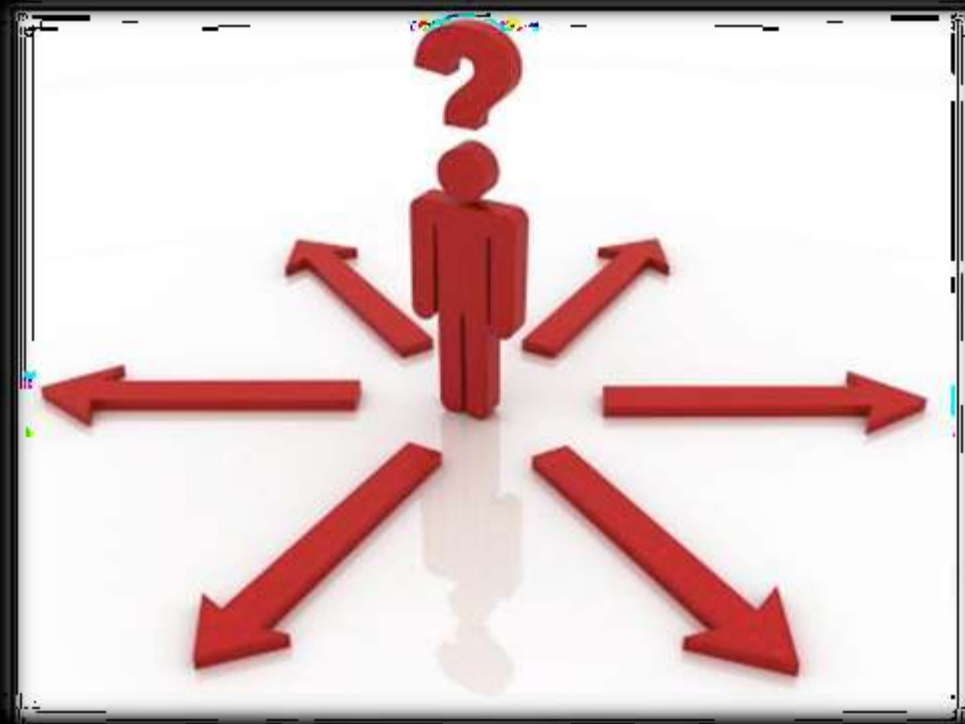
- ✓ The people within his / her team, meaning:
 - Their salary, bonus or secondary benefits.
 - Hiring / firing people.
- ✓ Basically everything HR related.

SCRUM MASTER | AUTHORITY



SCRUM MASTER

What a SCRUM Master needs



SCRUM MASTER | CHARACTERISTICS

What the SCRUM Master needs to be:

- ✓ Servant leader.
- ✓ Open minded.
- ✓ Unbiased.
- ✓ Collaborative.
- ✓ Humble.
- ✓ Cool minded.
- ✓ Enthusiastic.
- ✓ Honest.
- ✓ Have a sense of wonder.
- ✓ Agile minded.

SCRUM MASTER | CHARACTERISTICS

Servant leadership

“A servant leader looks to the needs of the people and asks himself how he can help them to solve problems and promote personal development.” - Wikipedia

- ✓ Mediate
- ✓ Listening
- ✓ Empathy
- ✓ Awareness
- ✓ Foresight
- ✓ Persuasion

SCRUM MASTER | CHARACTERISTICS

Humble

A good ScrumMaster is not in it for ego. A good ScrumMaster will take pride in achievements but the feeling will be “Look what I helped accomplish” rather than the more self-centered “Look what I accomplished.”

SCRUM MASTER | CHARACTERISTICS

Enthusiastic



SCRUM MASTER | CHARACTERISTICS

Have a sense of wonder

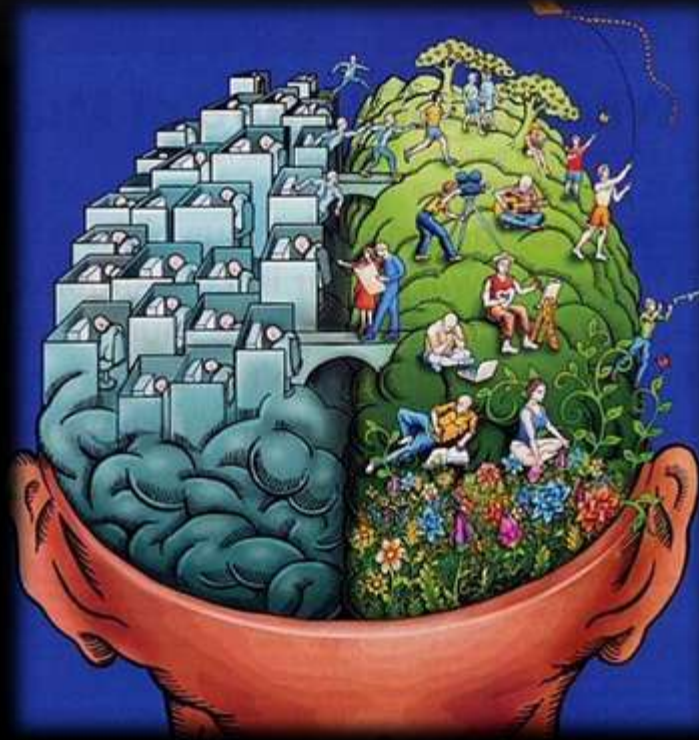
A good SCRUM Master has a sense of wonder. Don't think how things will fail, think "I wonder what will happen".

Expect to be surprised.

SCRUM MASTER | CHARACTERISTICS

Agile minded

Doing Agile



Being Agile

SCRUM MASTER

The coolest job in SCRUM

