COURSES & TRAINING

TRANSITION TOOLS FROM GROUP TRANSFORMATION

SCRUM MASTER

PLUS

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

COURSE LEARNING OBJECTIVES

By the end of the course you will :

- be able to understand that agile is a robust approach for product delivery
- have a good knowledge of the Scrum framework and the role of a Scrum Master
- be able to show your ability to facilitate Scrum events and agile practices
- be able to coach a team to continually grow, through creating an environment which encourages inspection and adaptation.

© 2017 Lloyds Banking Group plc and its subsidiaries

AGENDA

- Module 1 - Getting started
  Agile and the Agile Mindset
- Module 2 - The Scrum Framework
- Module 3 - Skills of a Scrum Master
- Module 4 - Scrum Master Relationships
- Module 5 - Product Backlog and User Stories
- Module 6 - Estimating and Planning
- Module 7 - The Scrum Events
- Module 8 - Scrum Master Tools
  Course close and next steps

© 2017 Lloyds Banking Group plc and its subsidiaries

COURSES & TRAINING

TRANSITION TOOLS FROM GROUP TRANSFORMATION

GETTING STARTED

PLUS

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

OPTIONAL CERTIFICATION

This course has been designed to kick-start your Lloyds Banking Group Scrum Master journey. As part of that journey you may wish to validate your knowledge with industry certification. Lloyds Banking Group are providing funding to all participants of this class to work towards Scrum.org PSM certification following this class.

This course is not licensed by Scrum.org, what you have discovered can be used in conjunction with further studies to demonstrate an understanding of the Scrum framework and how to apply it to maximise the value delivered with a product by passing the PSM certification. You can read more about the certification here: www.scrum.org/professional-scrum-certifications/professional-scrum-master-assessments

Requirements for optional certification:

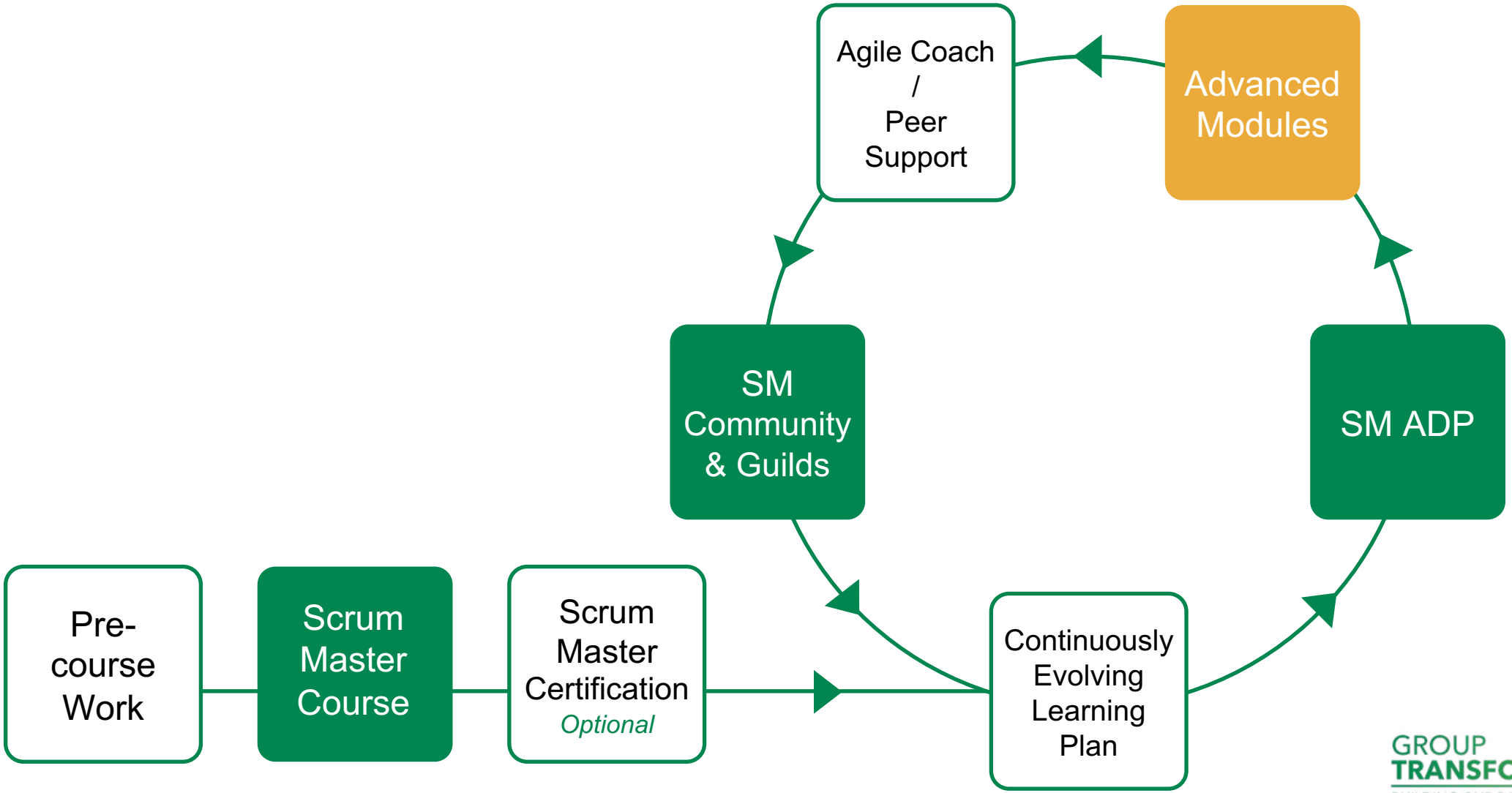
- Complete this two-day Scrum Master course
- Contact Radtac by visiting radtac.com/LBG-Certification to complete the request form.
- Ensure your request is received by Radtac within 90 days of the final date of your course.
- Complete the pre-examination preparation provided by Scrum.org sent with your exam link & detailed on the next slide

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

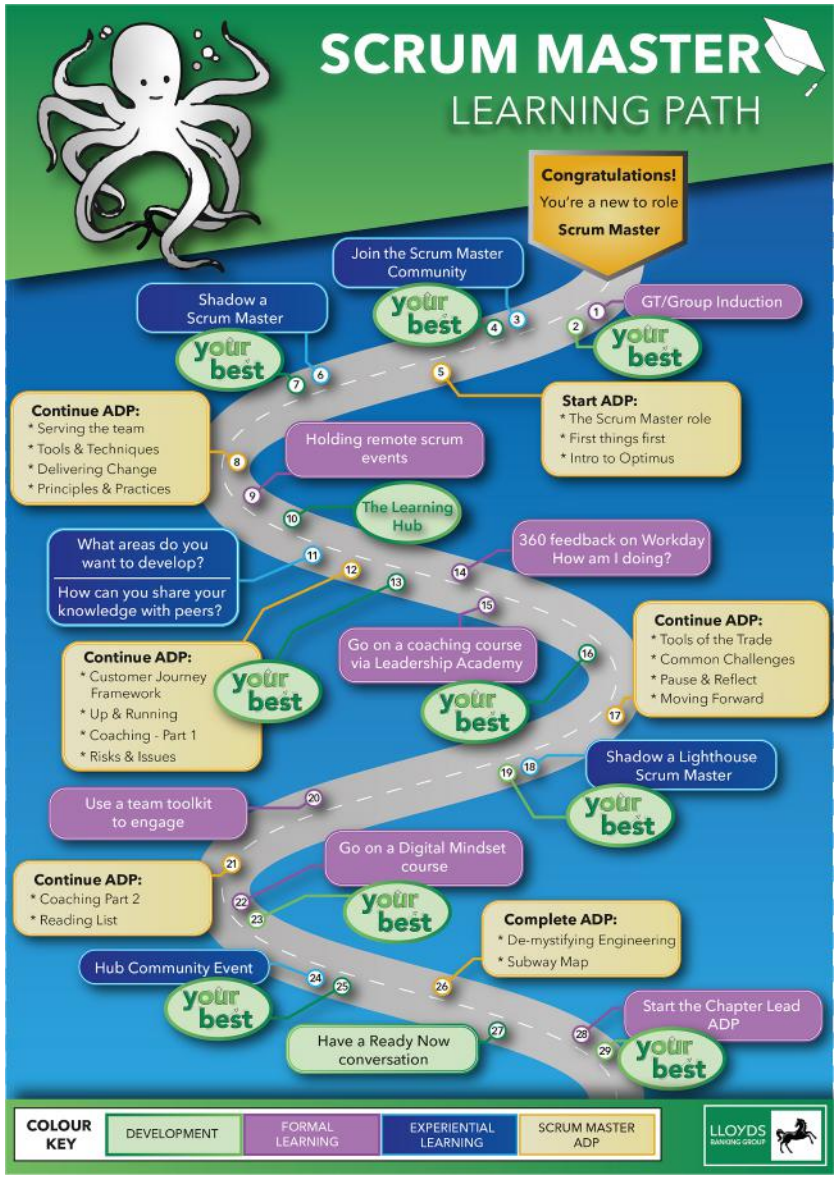
YOUR LEARNING JOURNEY



GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

© 2017 Lloyds Banking Group plc and its subsidiaries



Scrum Master Learning Journey

- The Scrum Master Community is designed to connect the 450+ Scrum Masters across GT together to help share their knowledge, experiences, skills and good practice with one another
- There is no better coach, teacher or trainer than your peer doing exactly the same job as you. We'll always learn more from our peers than in a classroom and having a support network to bounce of, talk to, solve common problems and share knowledge with is key culturally to any transformation.
- There is lots of activity within the Community, including Hub events, case studies, peer-to-peer learning sessions and loads more
- That said, there has to be a backbone of learning for our Communities to use as a foundation of knowledge and build upon and that's where the learning journey comes in
- Built by and for Scrum Masters, the Accelerated Development Programme provides hints & tips to put the skills you've learnt on your Scrum Master course into practice
- Move through the Leaning Journey and keep your eyes peeled, we'll be adding more & more to this throughout the coming months!

See what's happening next on our Hive page here: https://hive.intranet.group/groups/scrum-master-community

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

COURSES & TRAINING

TRANSITION TOOLS FROM GROUP TRANSFORMATION

MODULE 1: AGILE AND THE AGILE MINDSET

PLUS

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

HOW WE DELIVER CHANGE IN LBG

Delivery Approach

Agile Delivery

Optimus – DELIVERING WHAT MATTERS

Waterfall Delivery

FASTPATH

There are only 2

Policy

Group's Change Policy

Designed to help manage the risk of delivering change in Lloyds Banking Group and to help mitigate the risks of poor delivery which can lead to consequences such as operational losses, reputational damage or negative experiences for our customers.

Process

Lab Cycle (Confluence)	FastPath Toolkit

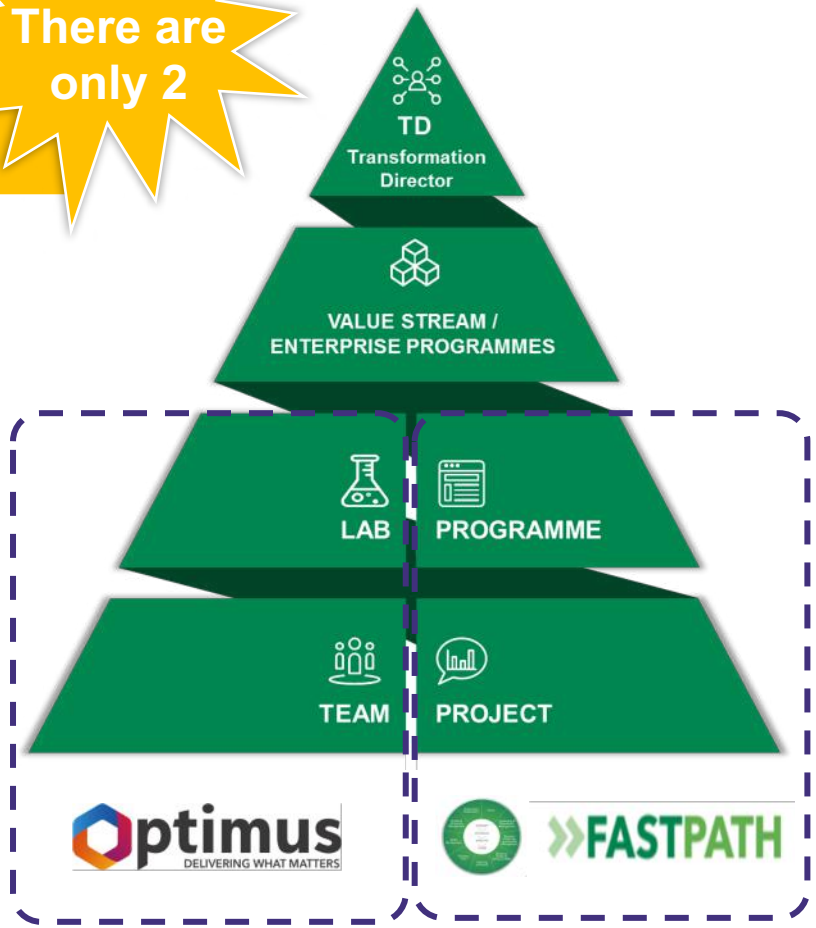
Tools

CMT, Clarity, JIRA, Confluence	CMT, Clarity *

Ways of Working

Adoption of Agile principles e.g. Kanban, Stand Ups.

This is where there is a lot of work underway !



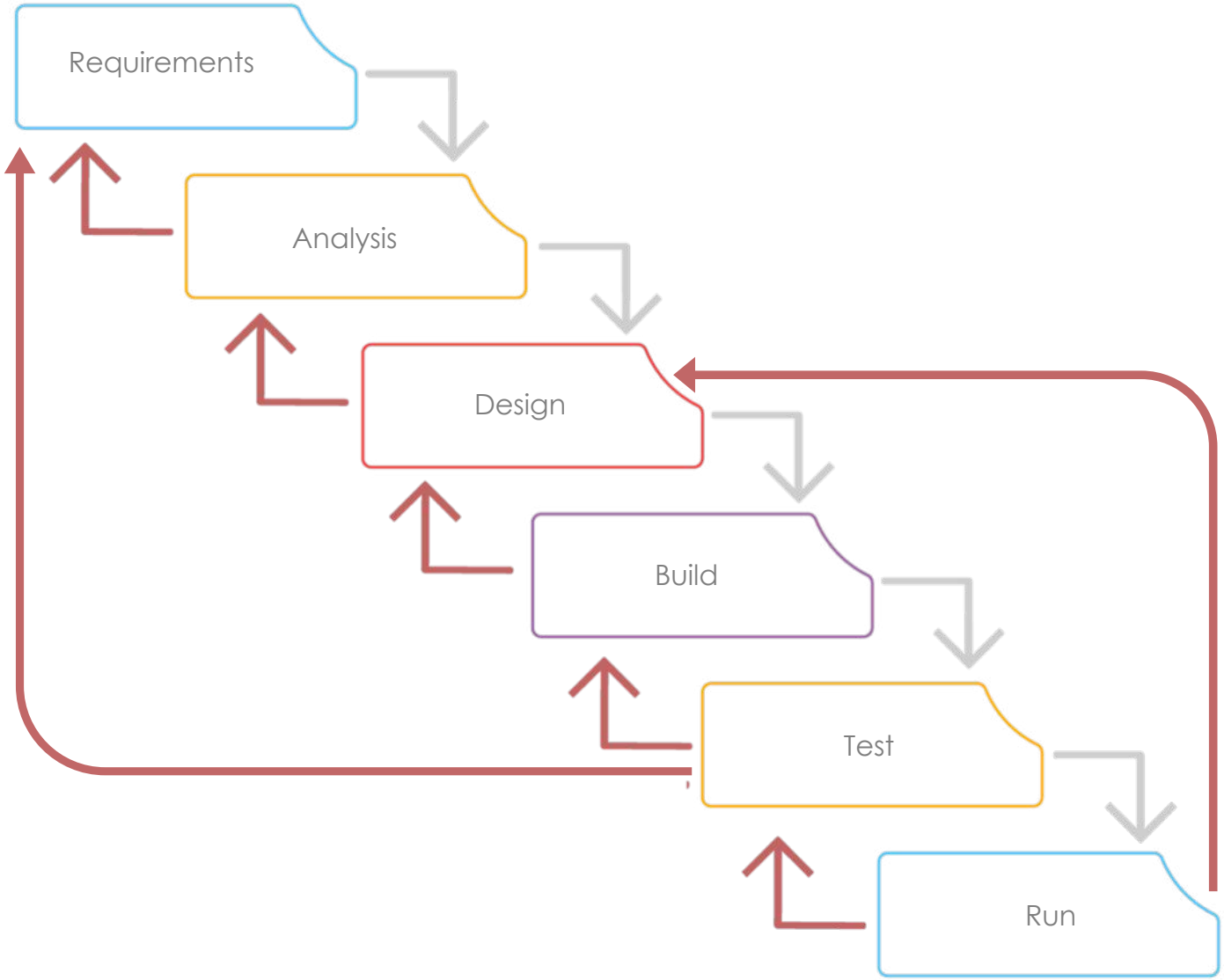
* FastPath projects can also use JIRA / Confluence.

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

WATERFALL



“Risky and Invites Failure”

Dr. Winston Royce (1970)

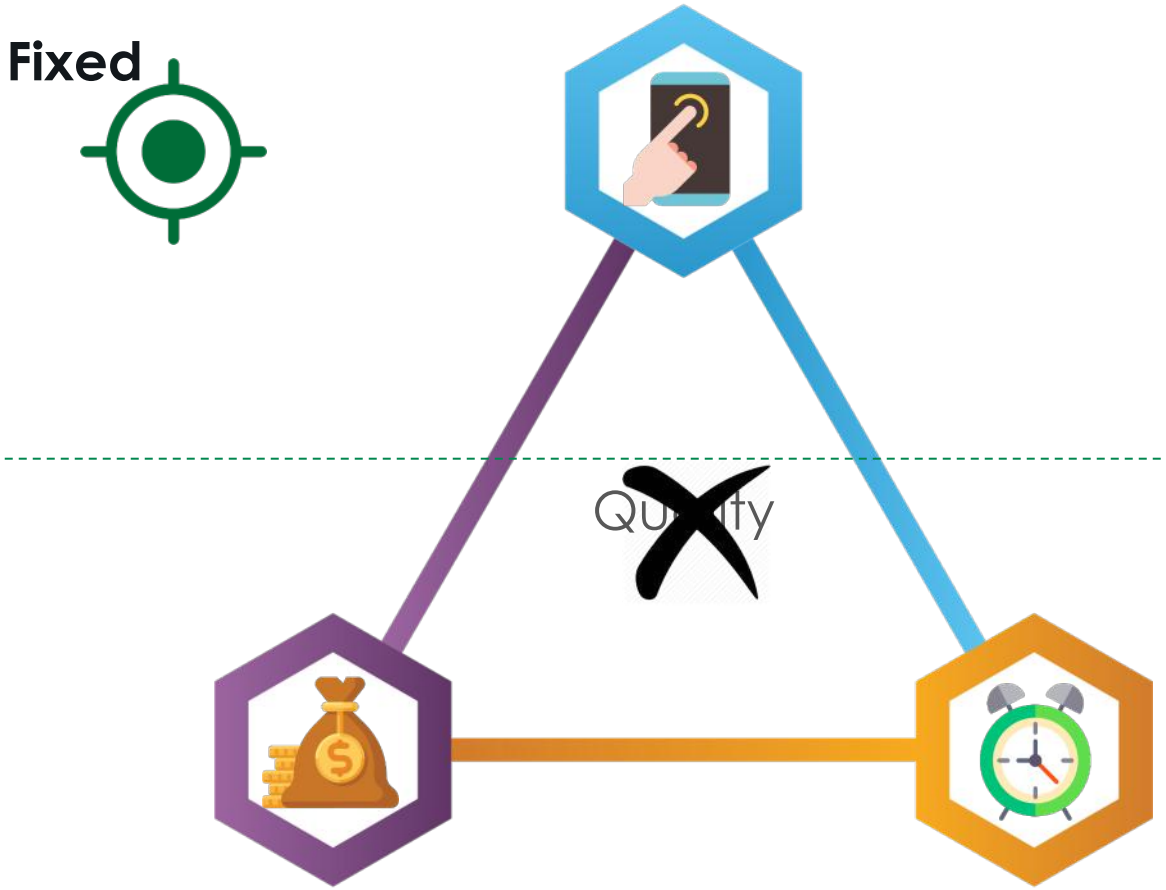
Source: “Managing the Development of Large Software Systems” – Winston Royce 1970

© 2017 Lloyds Banking Group plc and its subsidiaries

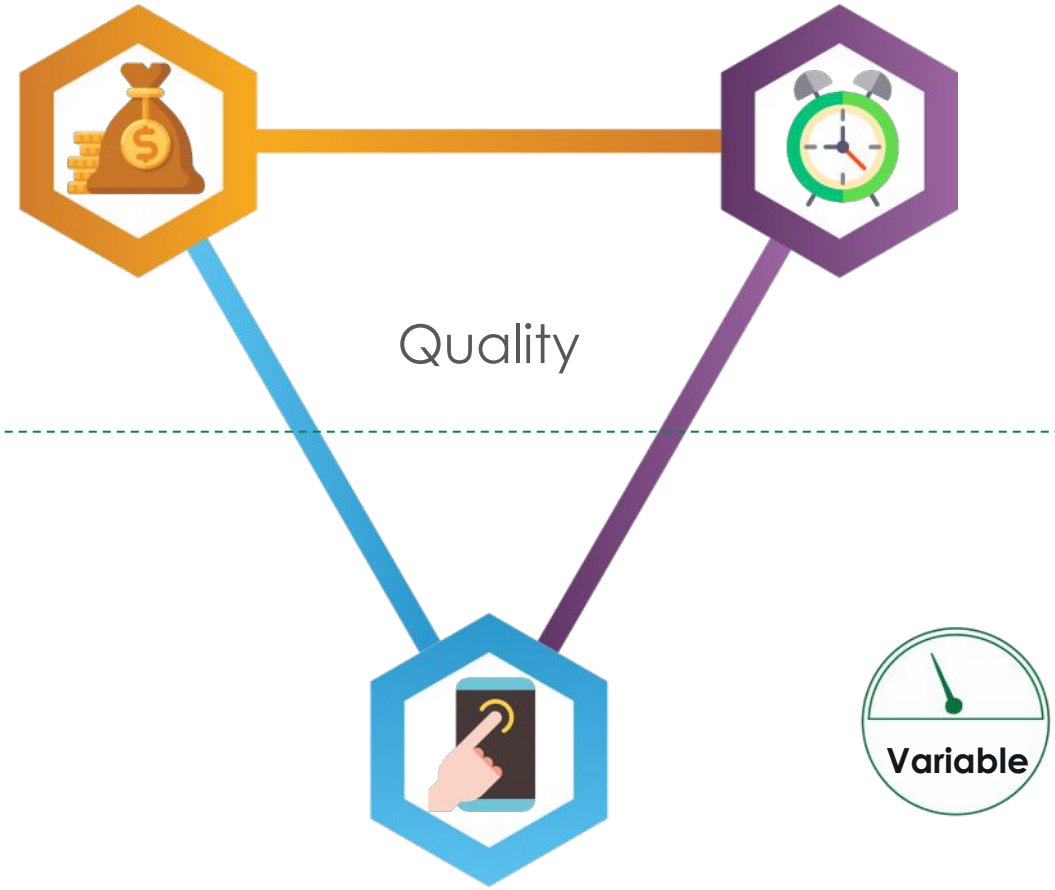
GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

IRON TRIANGLE



Waterfall Project



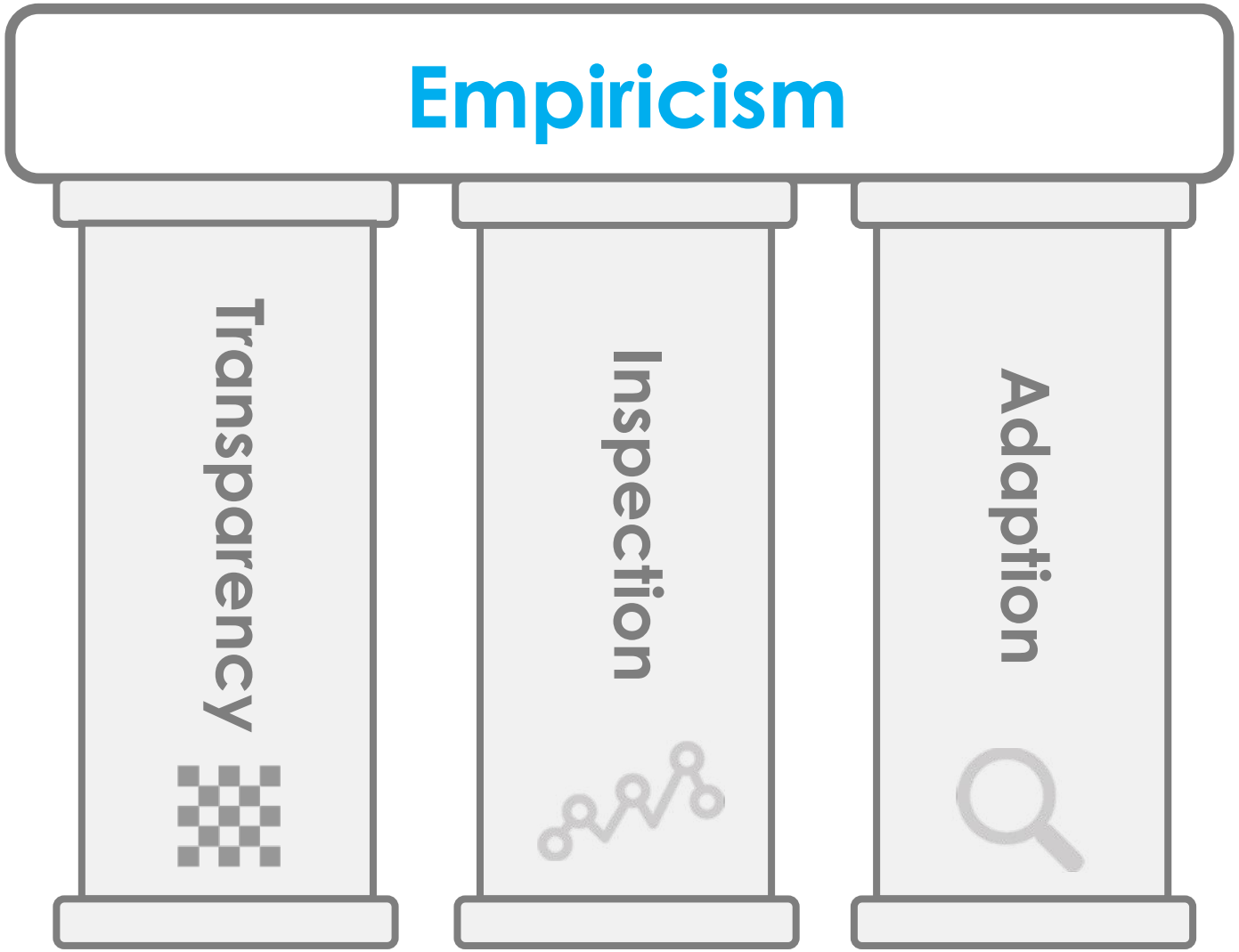
Agile Project

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

EMPIRICISM



GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

AGILE MANIFESTO - VALUES

Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.
Through this work we have come to value:

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Source: www.agilemanifesto.org

© 2017 Lloyds Banking Group plc and its subsidiaries

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

AGILE MANIFESTO – PRINCIPLES 1 TO 6

Agile Manifesto Principles

1 to 6

1. Our highest priority is to satisfy the customer through early and continuous delivery of business value.
2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Source: www.agilemanifesto.org

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

AGILE MANIFESTO – PRINCIPLES 7 TO 12

Agile Manifesto Principles

7 to 12

7 Working Software is the primary measure of progress.

8 Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

9 Continuous attention to technical excellence and good design enhances agility.

10 Simplicity--the art of maximizing the amount of work not done--is essential.

11 The best architectures, requirements, and designs emerge from self-organizing teams.

12 At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behaviour accordingly.

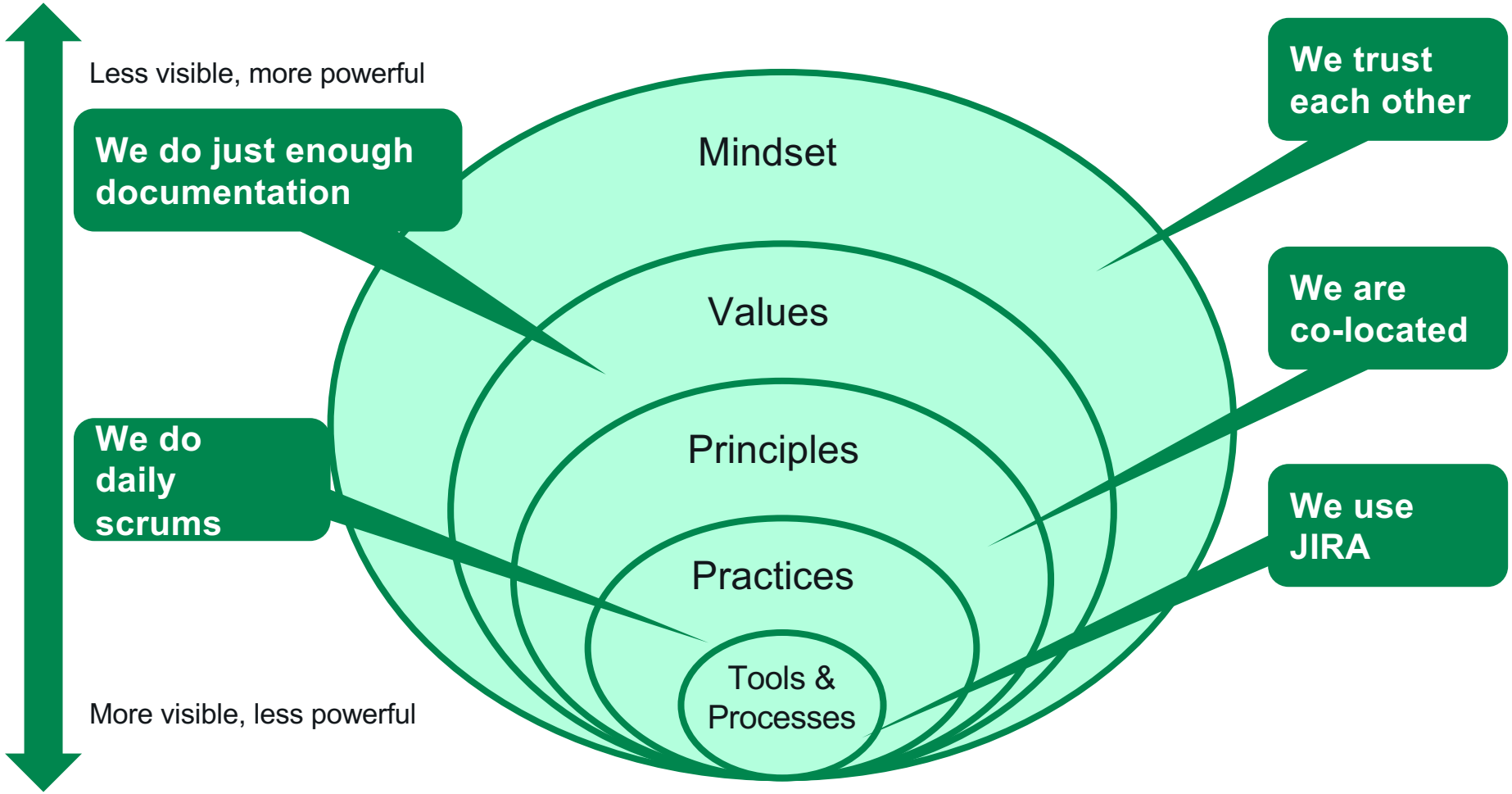
Source: www.agilemanifesto.org

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

AGILE MINDSET



Source: Radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

AGILE MINDSET

to **give customers, colleagues & stakeholders what they need**
as **early as possible**,
get **feedback**

to **keep learning and improving**

to **have a shared mindset**
where **diversity of thought is important**

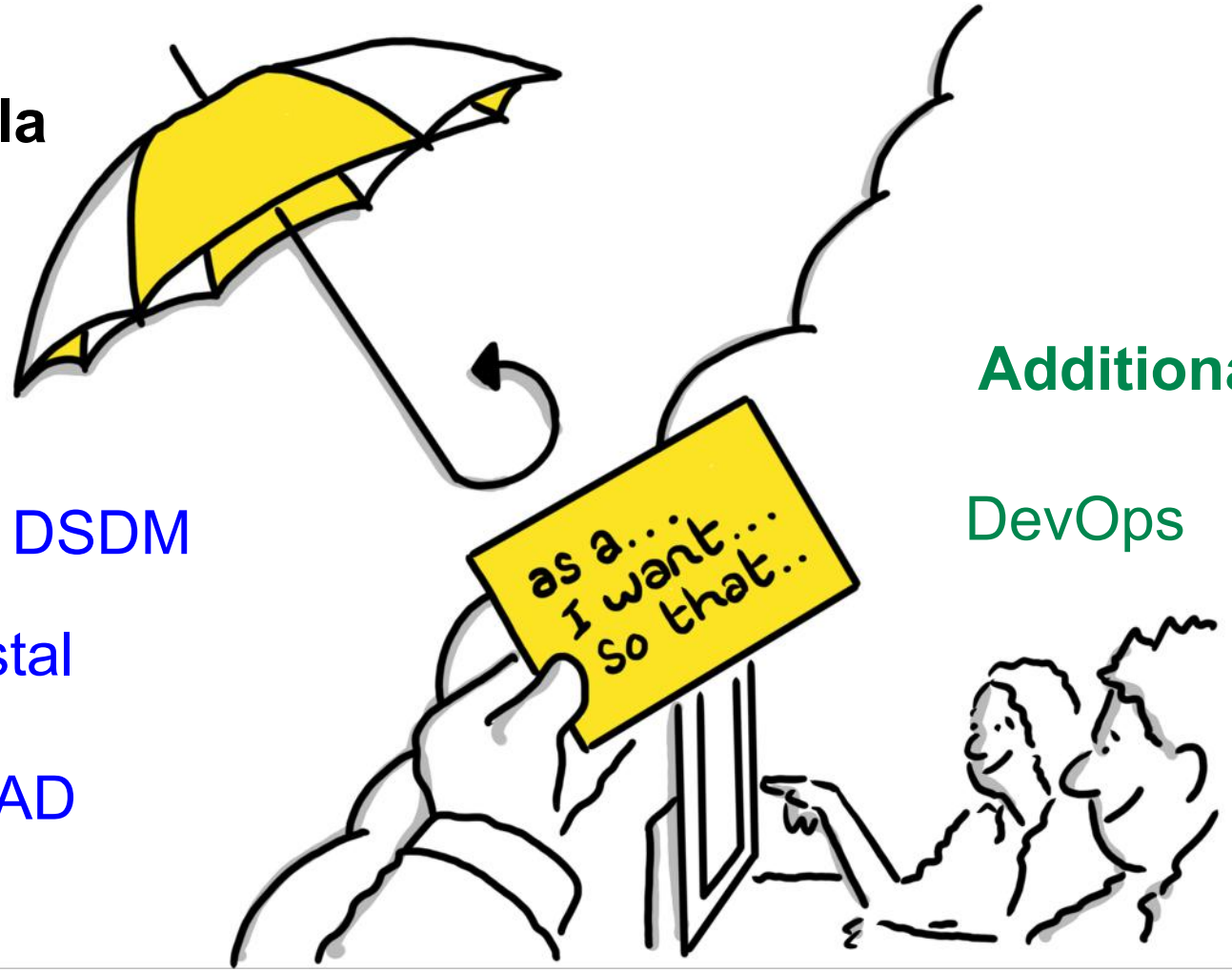
GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

AGILE & FRAMEWORKS AND PRACTICES

The Agile Umbrella



Frameworks

Scrum XP DSDM

Kanban Crystal

Lean DAD

SAFe

Additional Practices

DevOps ATDD TDD

User Stories

Story Points

Pairing

Continuous Integration

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

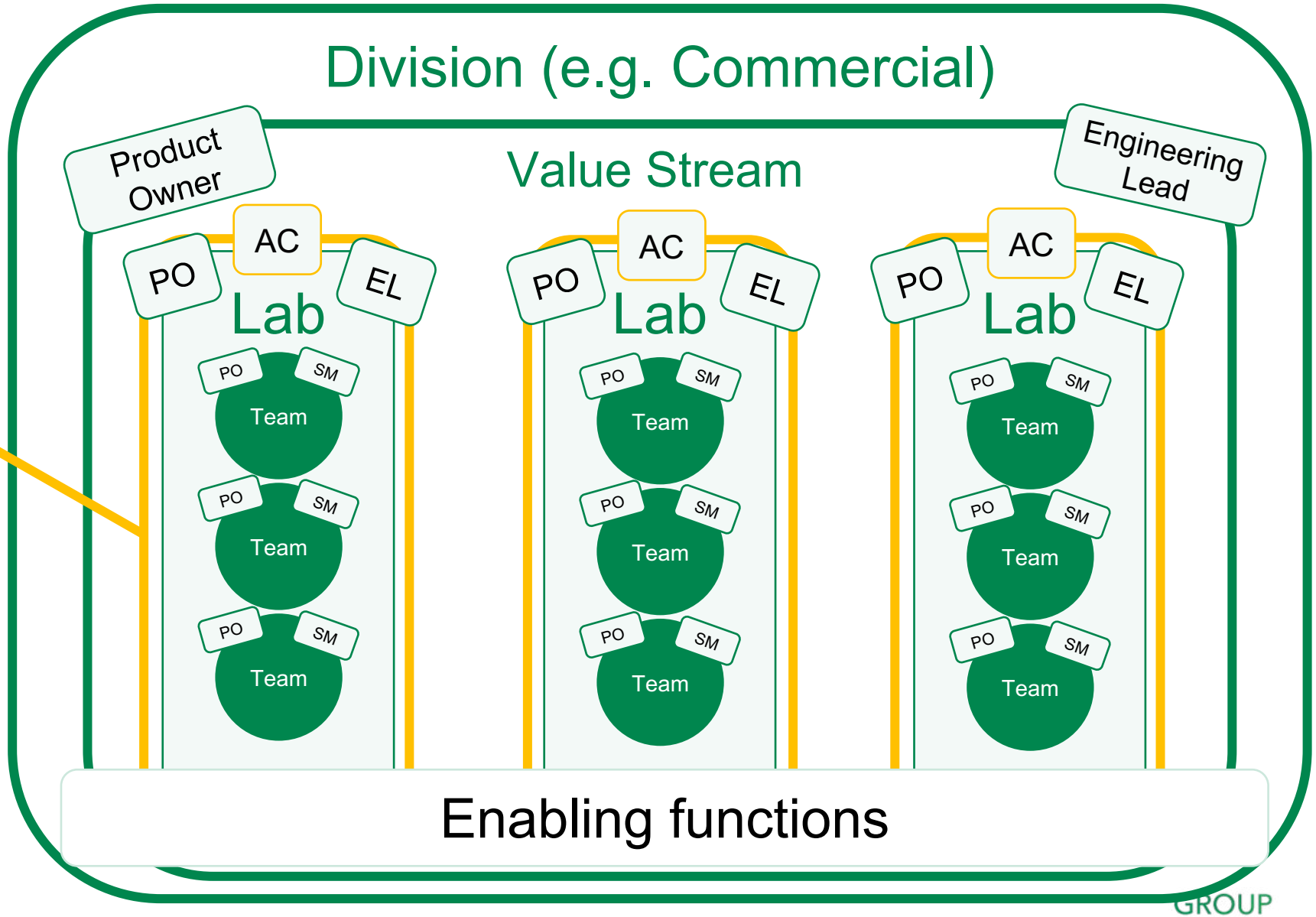
radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

Optimus
TRANSFORMING CHANGE

To help colleagues seamlessly deliver what matters to our customers.

AC = Agile Coach

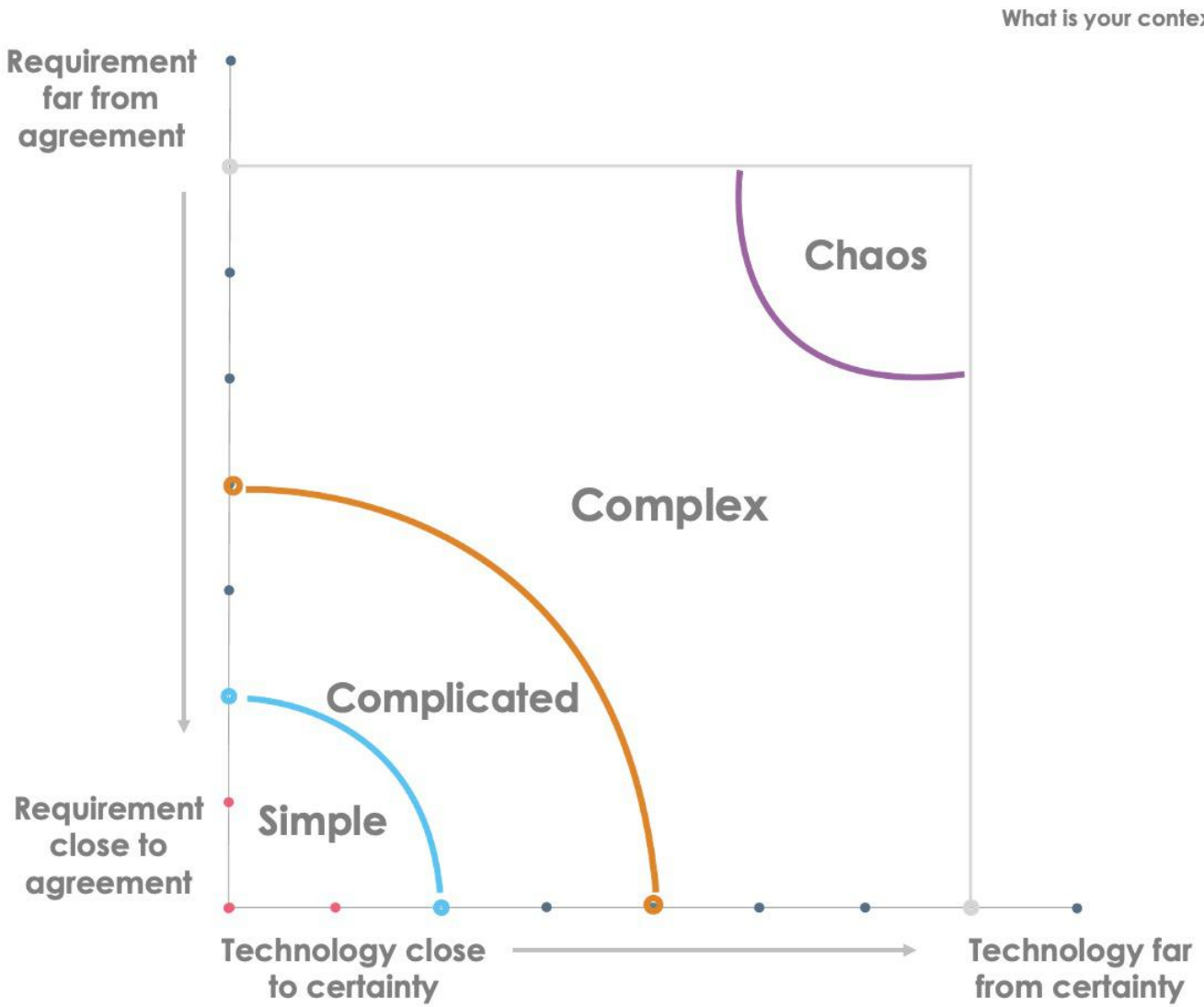


GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

When to use Agile



GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

END OF MODULE

Parking lot review and questions?

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

COURSES & TRAINING

TRANSITION TOOLS FROM GROUP TRANSFORMATION

SCRUM MASTER

PLUS

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

AGENDA

- Module 1 - Getting started
  Agile and the Agile Mindset
- Module 2 - The Scrum Framework
- Module 3 - Skills of a Scrum Master
- Module 4 - Scrum Master Relationships
- Module 5 - Product Backlog and User Stories
- Module 6 - Estimating and Planning
- Module 7 - The Scrum Events
- Module 8 - Scrum Master Tools
  Course close and next steps

© 2017 Lloyds Banking Group plc and its subsidiaries

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

COURSES & TRAINING

TRANSITION TOOLS FROM GROUP TRANSFORMATION

MODULE 2: THE SCRUM FRAMEWORK AND THE SCRUM MASTER

PLUS

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

THE COMPONENTS OF SCRUM

Scrum Team

- Product Owner
- ScrumMaster
- Developers

Scrum Events

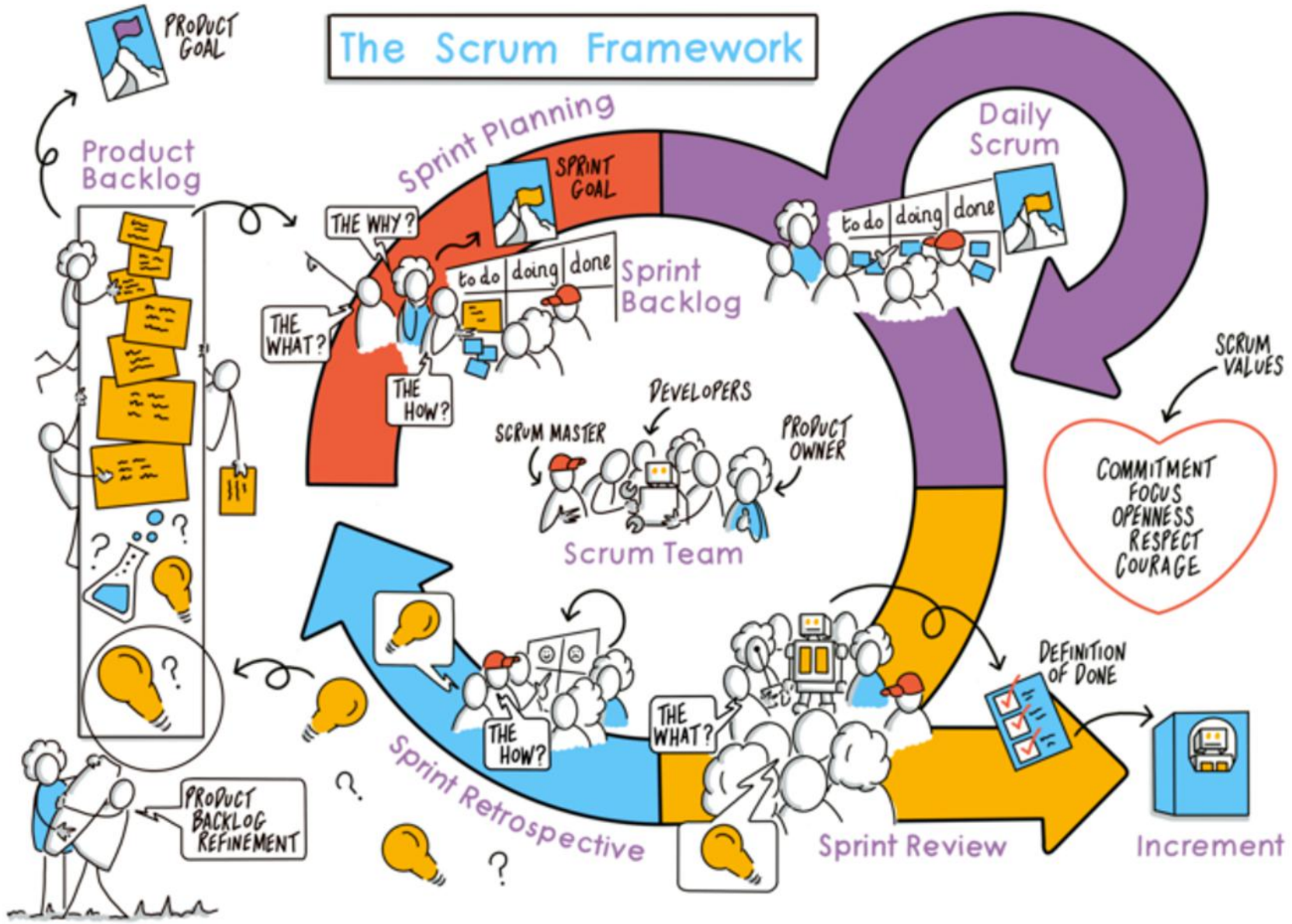
- The Sprint
- Sprint Planning
- Daily Scrum
- Sprint Review
- Sprint Retrospective

Scrum Artefacts

- Product Backlog
- Sprint Backlog
- Increment

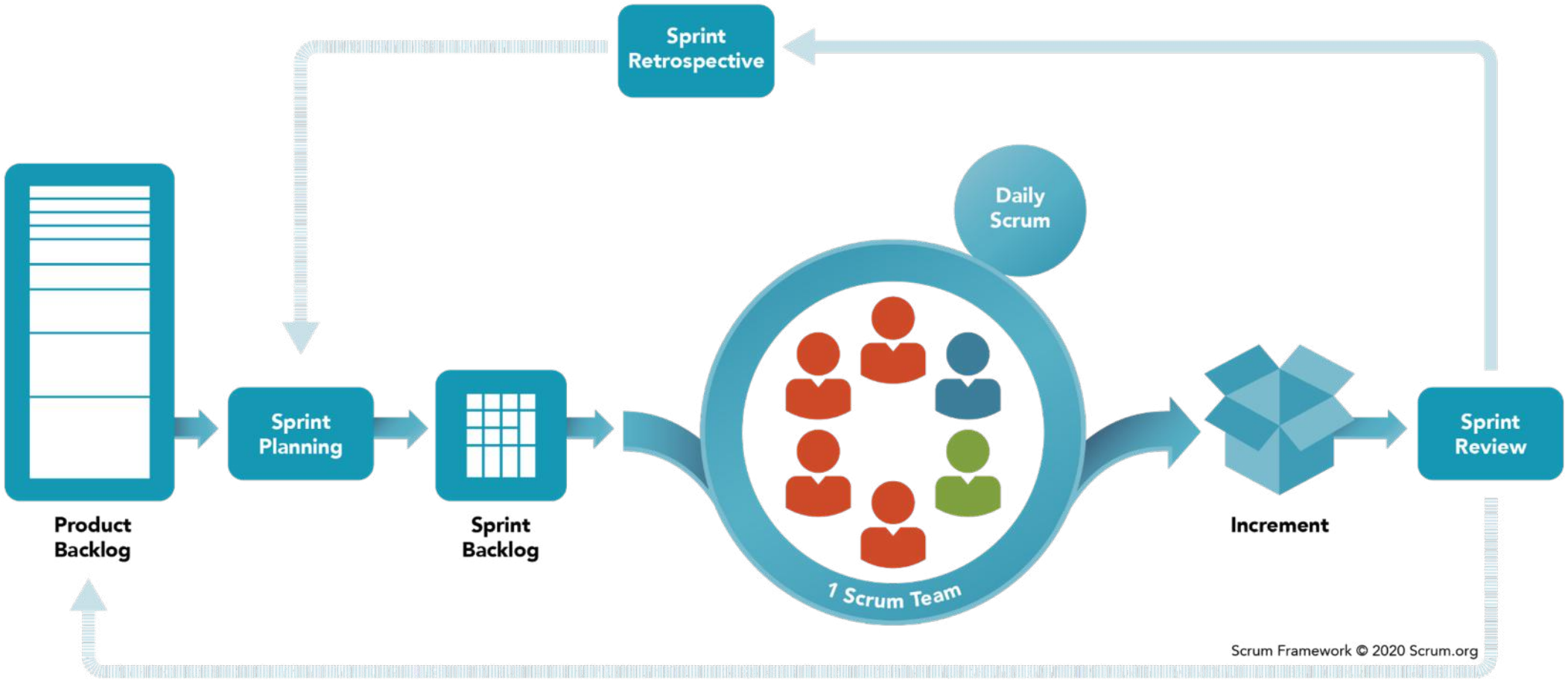
© 2017 Lloyds Banking Group plc and its subsidiaries

THE SCRUM FRAMEWORK



GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

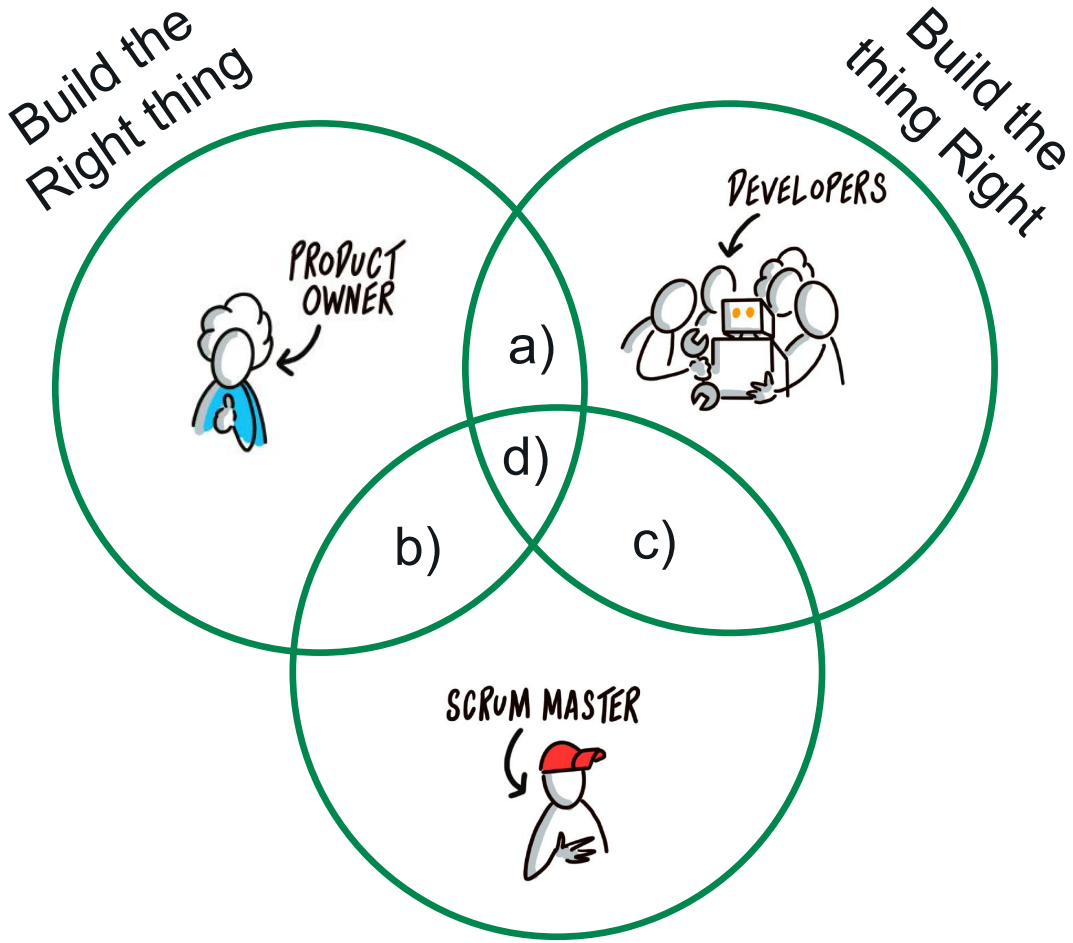


GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

BUILDING IT RIGHT OR FAST?



Build the thing fast and well

ScrumMaster's job is to shorten the feedback loop which will in turn accelerate learning.

a) Perfect product but we may miss the market window.
b) Great value but will probably be building technical debt.
c) Quick and great technically but will anyone use it?
d) The important thing is to find the right balance.

Source: Henrik Kniberg - https://www.crisp.se/konsulter/henrik-kniberg

© 2017 Lloyds Banking Group plc and its subsidiaries

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

THE SCRUM MASTER

The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization.

- Causes the removal of impediments to the Scrum Teams Progress
- Accountable for the Scrum Team's effectiveness
- Coaches the team members in self-management and cross-functionality
- Ensuring that all Scrum events take place
- A true leader who serves the Scrum Team and the larger organization
- Leading, training, and coaching the organization in its Scrum adoption

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

COURSES & TRAINING

TRANSITION TOOLS FROM GROUP TRANSFORMATION

MODULE 3: THE SKILLS AND MINDSET OF A SCRUM MASTER

PLUS

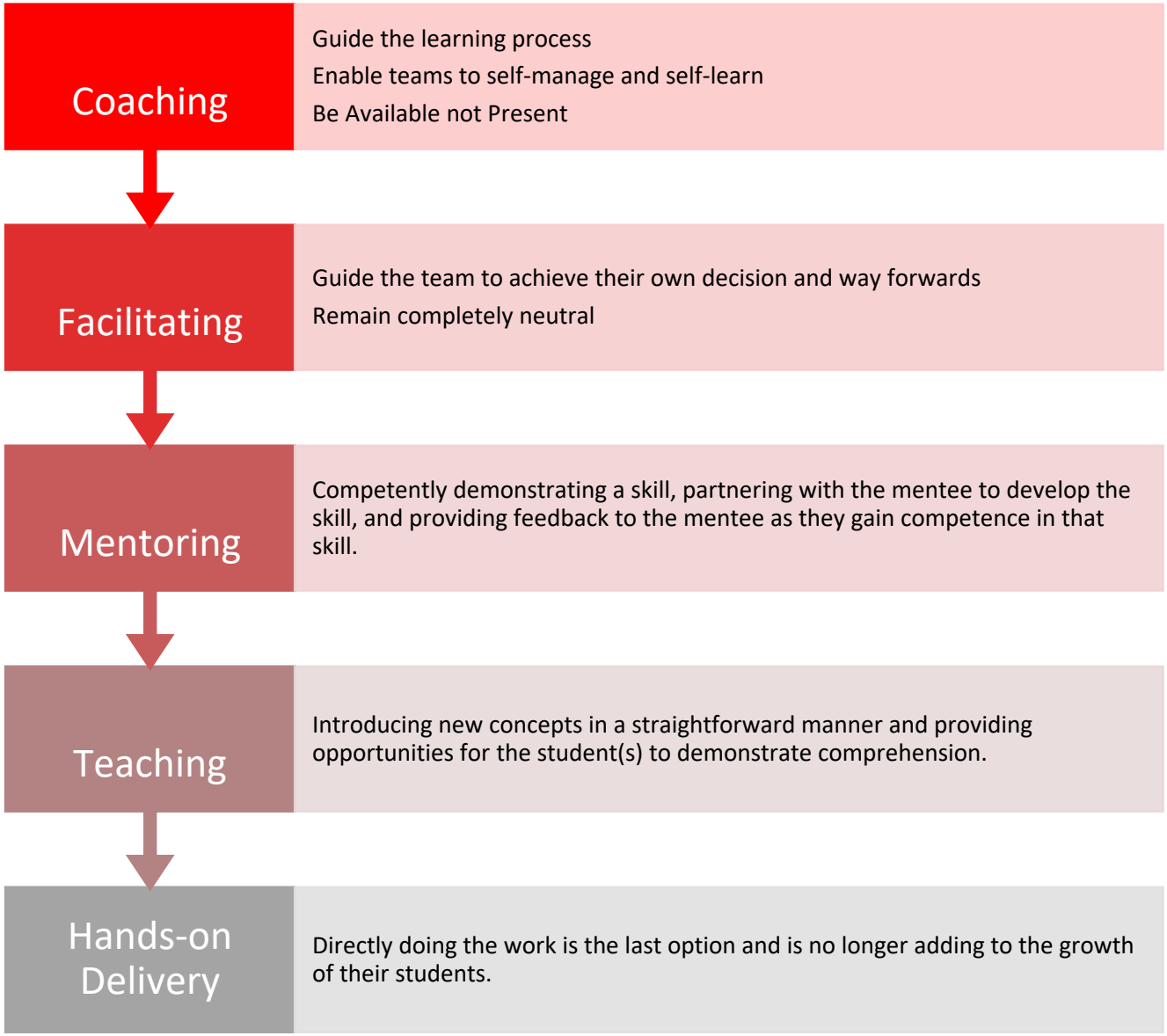
GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

FUNCTIONAL MODES OF THE SCRUM MASTER



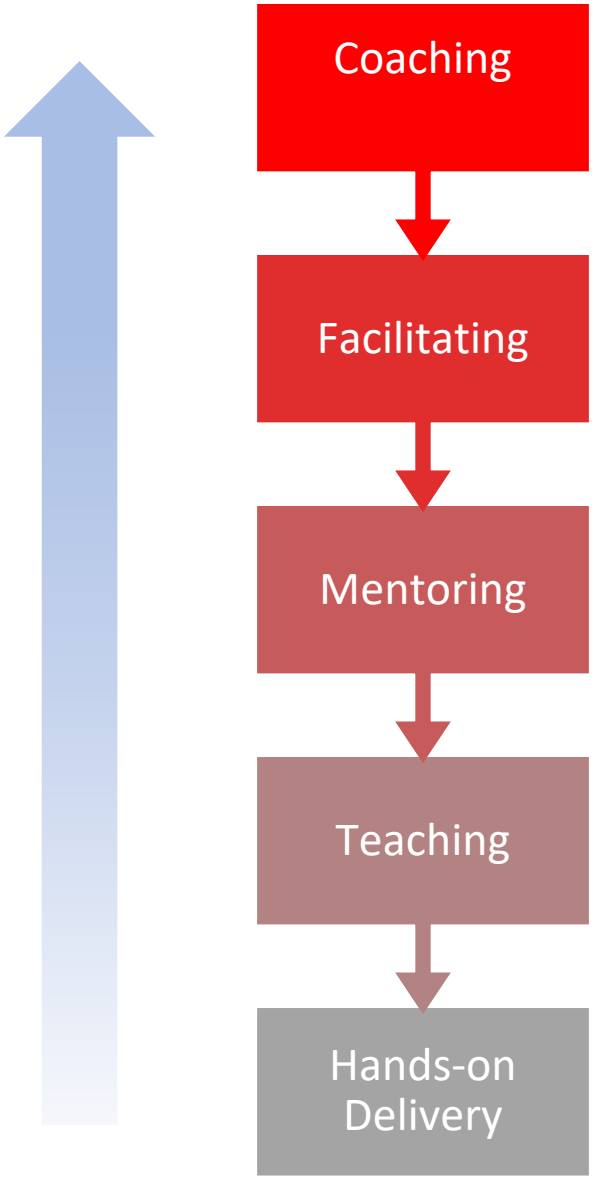
Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

FUNCTIONAL MODES OF THE SCRUM MASTER



The scrum master must analyse any given interaction and recognise where they need to be in that moment, from Coaching down to Teaching.

They must move down through the modes to provide aid where necessary and then return back up through the modes once that need is fulfilled.

The key to being a good scrum master is self awareness; recognising where they need to be in this flow at a given time and to recognise that greater return is found at the higher modes

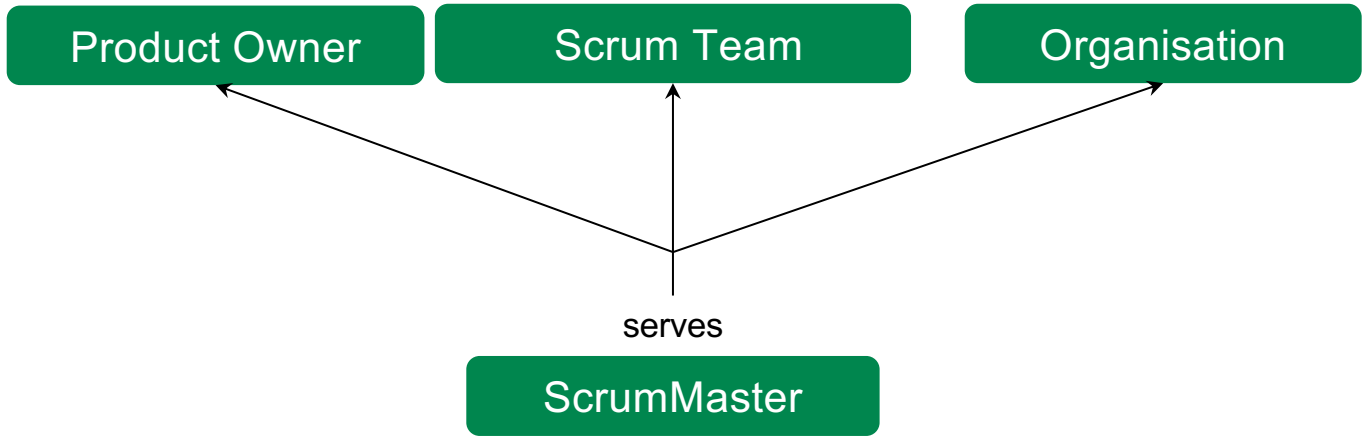
Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

WHO DOES THE SCRUM MASTER COACH?

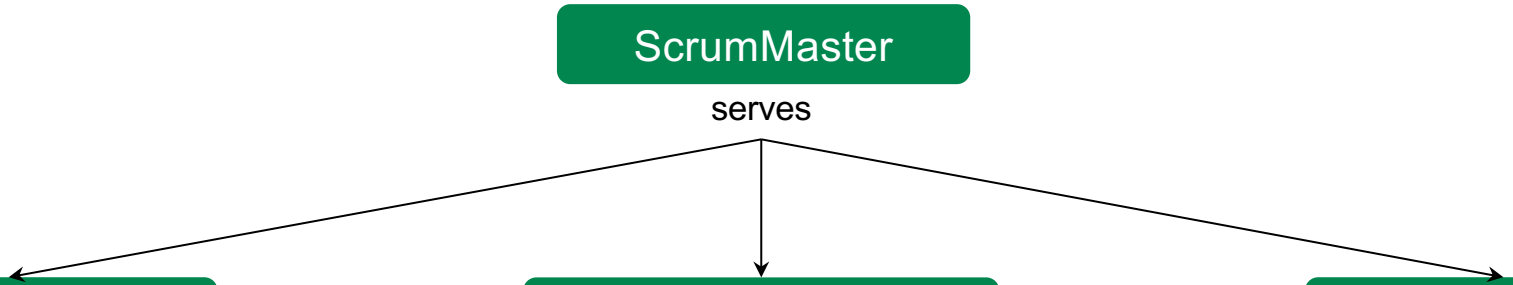


Scrum Guide says…

- Accountable for establishing Scrum, by helping everyone understand Scrum theory and practice as defined in the guide
- Are true leaders who serve both the team and the organisation
- Is accountable for the Scrum Team's effectiveness – by improving the team's practices within the Scrum framework

© 2017 Lloyds Banking Group plc and its subsidiaries

WHO DOES THE SCRUM MASTER COACH?



Product Owner

- Helping find techniques for effective Product Goal definition and Product Backlog management;
- Helping the Scrum Team understand the need for clear and concise Product Backlog items;
- Helping establish empirical product planning for a complex environment; and,
- Facilitating stakeholder collaboration as requested or needed.

Scrum Team

- Coaching the team members in self-management and cross-functionality;
- Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done;
- Causing the removal of impediments to the Scrum Team's progress; and,
- Ensuring that all Scrum events take place and are positive, productive, and kept within the timebox.

Organisation

- Leading, training, and coaching the organization in its Scrum adoption;
- Planning and advising Scrum implementations within the organization;
- Helping employees and stakeholders understand and enact an empirical approach for complex work; and,
- Removing barriers between stakeholders and Scrum Teams.

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

COACHING SKILLS

Move away from…	Move towards…
Coordinating individual contributions	Coaching the whole team to collaborate
Acting as a subject matter expert	Being a facilitator
Driving towards specific outcomes	Being invested in the teams overall performance
Knowing the answer	Asking the team for the answer
Directing	Guiding
Focus on deadlines and technical options	Focus on business value
Fixing problems	Helping others fix problems

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

COACHING VALUES

Maintaining neutrality with respect to the team and client's values or preferences

Being self aware and self-managing

Helping the team or client identify and articulate their own plan for growth and development

Helping the team or client realise when they are not aligning with their own goals and to 'keep their eye on the end goal'

© 2017 Lloyds Banking Group plc and its subsidiaries

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

A leader's role is not to control people or stay on top of things but rather to guide, energise and excite.

Jack Welch, former CEO of General Electric

DRIVING CHANGE

Individuals Resist Change when they…

- Feel threatened
- Feel insecure
- Feel dictated to
- Feel responsible
- Lack knowledge
- Have a fear of the unknown
- Distrust change agents / management
- Have vested interests and existing investments

Individuals Drive Change when they…

- Feel empowered
- Have confidence
- Are given the tools they need
- Are trusted
- Have high morale
- Understand the plan
- Understand why change if occurring and have buy-in
- Have reduced the unknowns

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

Powerful questions are open ended, thought provoking questions that trigger curiosity and stimulate creativity and new insights.

- What else?
- If this wasn't your problem, how would you fix it?
- If there were no consequences, what would you do?
- If you did nothing, what would happen?
- If you had access to a magic wand, what would you use it for?
- What did you learn?
- Who else could you go to for help?
- What have you tried so far?
- What other issues are actually more important than this one, if any?

Always be sure to coach the person, not the problem

Confidential

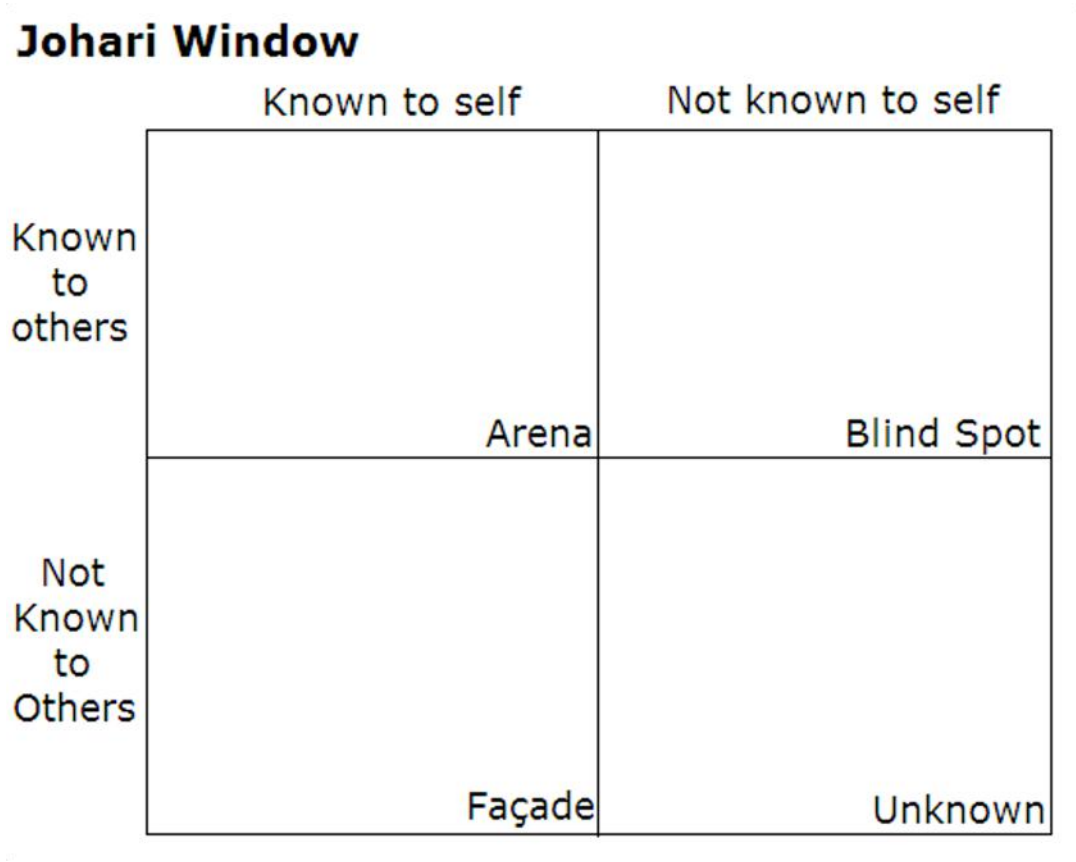
© 2017 Lloyds Banking Group plc and its subsidiaries

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

SELF-AWARENESS AND SELF MANAGEMENT

- Self-awareness Checklist
  - To improve yourself you must first know yourself
  - Consider the impact of yourself on any given situation, your bias and lack of context in a given situation.
  - Remember that you do not, and could not, know everything.
  - Never forget that you don't know the answer to every question.
  - Be present. Consider active listening, awareness of the environment, self-management, and consciously preparing for coaching.
  - Finally, remember, you should learn as much as the people you are coaching.



Created by psychologists Joseph Luft and Harrington Ingham in 1955

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

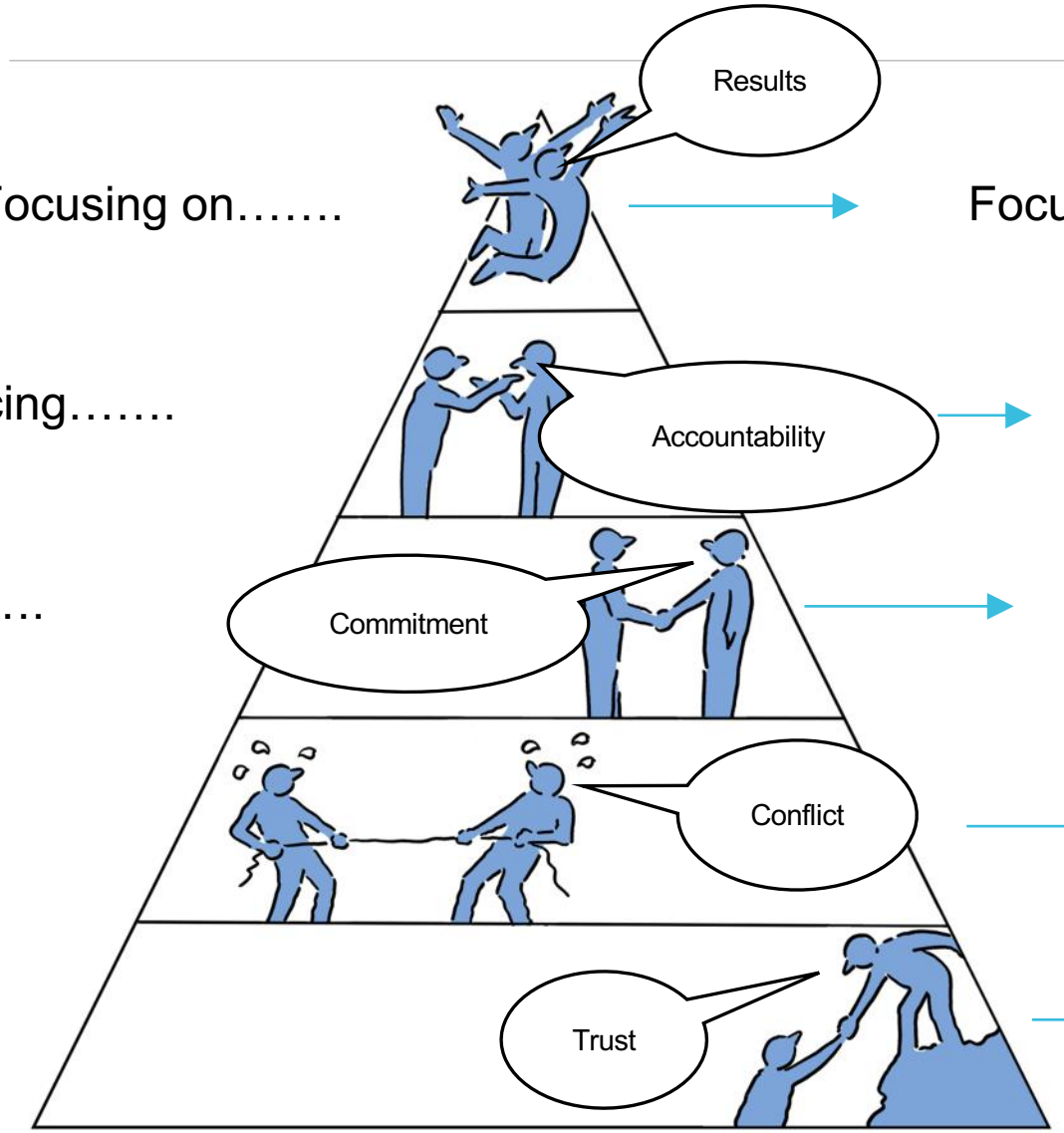
© 2017 Lloyds Banking Group plc and its subsidiaries

TRUE LEADERSHIP

True leadership
Listens and supports team members in decision identification
Understands and empathises with others
Encourages and supports the personal development of each individual
Persuades rather than uses authority
Thinks beyond day-2-day realities
Looks for help without diminishing other's commitments
Is open and appreciates openness

© 2017 Lloyds Banking Group plc and its subsidiaries

AVOIDING DYSFUNCTIONAL TEAMS



Focusing on…….

Focus on Collective Outcomes

Embracing…….

Confront Difficult Issues

Achieving…….

Force Clarity and Closure

Mastering…….

Mine for Conflict

Trust…….

Be Vulnerable

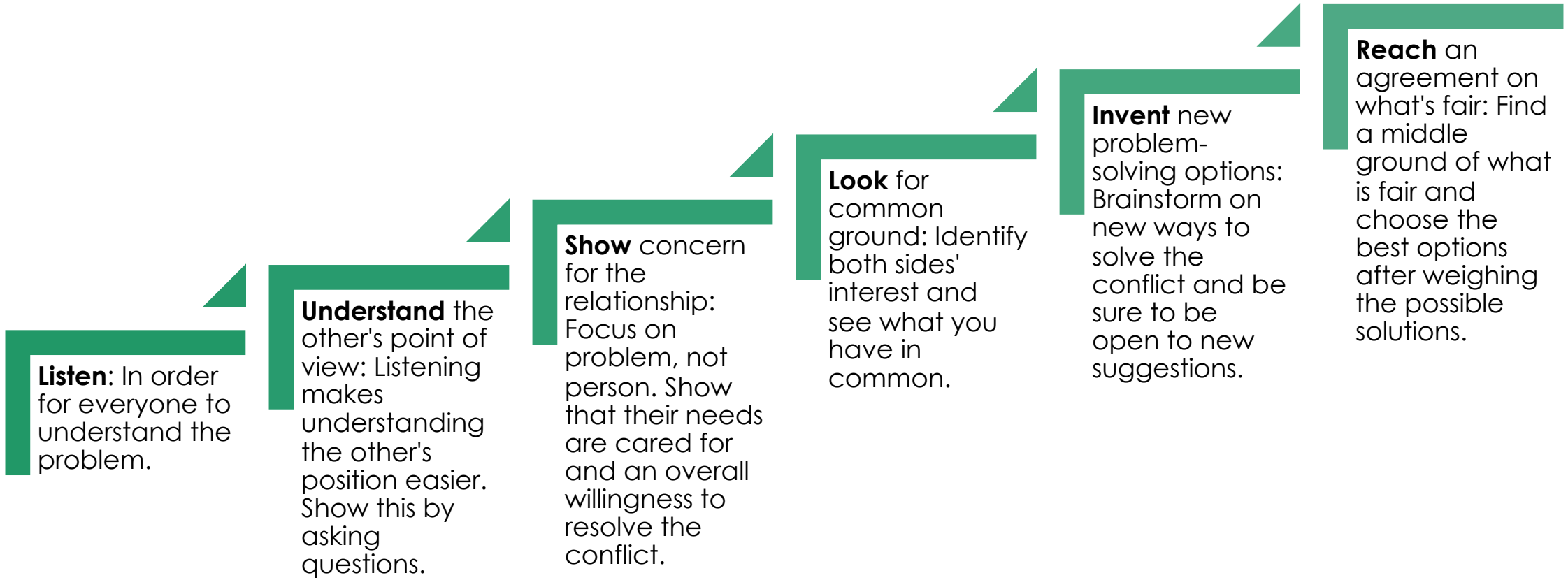
Source: Lencioni, P. (2002). The five dysfunctions of a team : a leadership fable. San Francisco: Jossey-Bass.

© 2017 Lloyds Banking Group plc and its subsidiaries

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

DEALING WITH CONFLICT IN TEAMS



GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

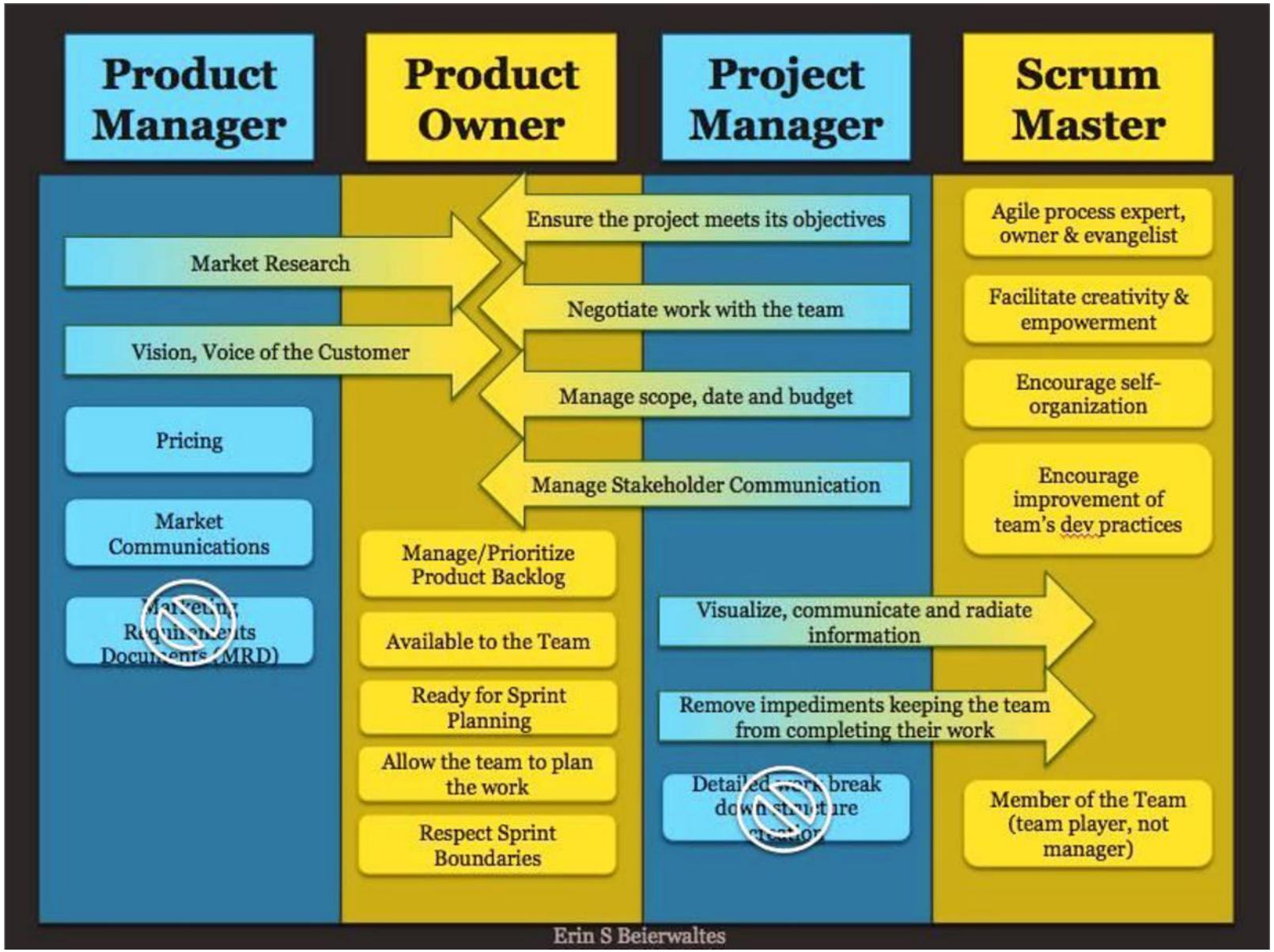
radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

MOVING FROM PM TO SM?

Project Manager	Scrum Master
Focus is on results and reports	Focus is on people and their environment
Answers to management	Answers to the development team
Utilises status reports, project plans and financials to communicate progress	Utilises team delivery and stakeholder feedback to communicate progress
Responsible for delivery of product	Responsibility to deliver a successful environment for the development team

© 2017 Lloyds Banking Group plc and its subsidiaries



Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

COURSES & TRAINING

TRANSITION TOOLS FROM GROUP TRANSFORMATION

SCRUM MASTER

PLUS

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

AGENDA

- Module 1 - Getting started
  Agile and the Agile Mindset
- Module 2 - The Scrum Framework
- Module 3 - Skills of a Scrum Master
- Module 4 - Scrum Master Relationships
- Module 5 - Product Backlog and User Stories
- Module 6 - Estimating and Planning
- Module 7 - The Scrum Events
- Module 8 - Scrum Master Tools
  Course close and next steps

© 2017 Lloyds Banking Group plc and its subsidiaries

COURSES & TRAINING

TRANSITION TOOLS FROM GROUP TRANSFORMATION

MODULE 4: SCRUM MASTER RELATIONSHIPS

PLUS

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

THE SCRUM TEAM

A cohesive unit of professionals focused on one objective at a time, the Product Goal.

- Consists of one Scrum Master, one Product Owner, and Developers (accountabilities)
- Cross-functional and Self-managing.
- Typically 10 or fewer people.
- No sub-teams or hierarchies.
- Responsible for all product-related activities e.g. stakeholder collaboration, maintenance, operation, experimentation, research and development.
- The entire Scrum Team is accountable for creating a valuable, useful Increment each sprint.

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

THE PRODUCT OWNER

The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team.

The Product Owner is one person, not a committee.

Product Backlog management includes:

- Developing and explicitly communicating the Product Goal;
- Creating and clearly communicating Product Backlog items;
- Ordering Product Backlog items; and,
- Ensuring that the Product Backlog is transparent, visible and understood.

Desire
Authority
Responsibility
Knowledge
Availability

The Product Owner may do the above work or may delegate the responsibility to others. Regardless, the Product Owner remains accountable.

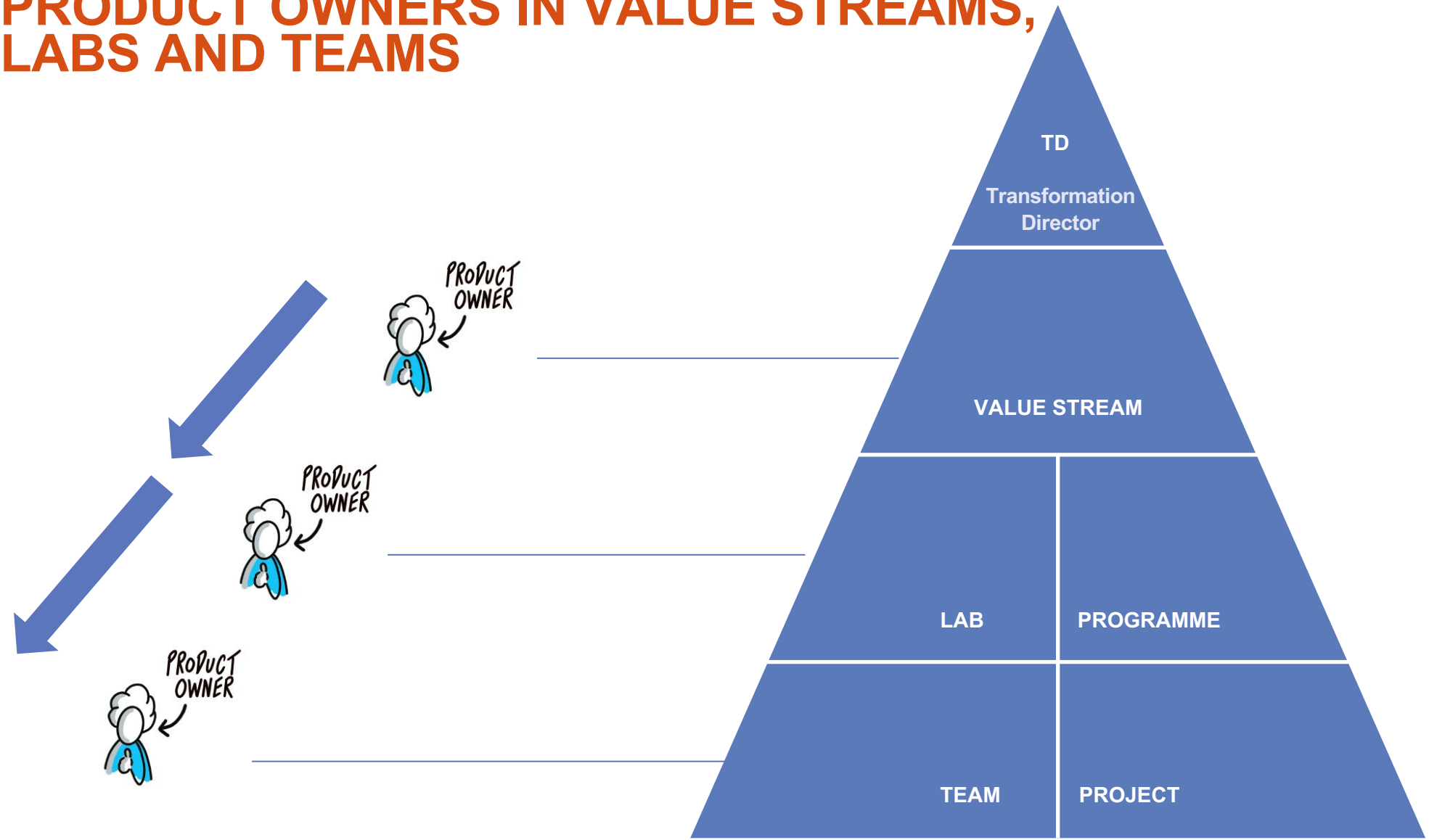
GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

PRODUCT OWNERS IN VALUE STREAMS, LABS AND TEAMS



GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

© 2017 Lloyds Banking Group plc and its subsidiaries

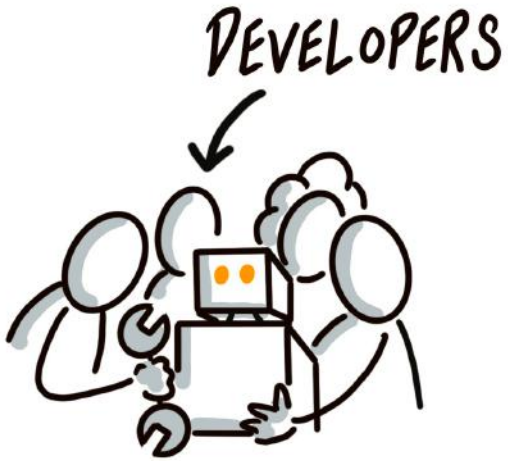
radtac

THE DEVELOPERS

Committed to creating any aspect of a usable Increment each Sprint.

The specific skills needed by the Developers are often broad and will vary with the domain of work. However, the Developers are always accountable for…

- Creating a plan for the Sprint, the Sprint Backlog;
- Instilling quality by adhering to a Definition of Done;
- Adapting their plan each day toward the Sprint Goal; and,
- Holding each other accountable as professionals.



Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

STARTING UP A NEW TEAM?

Find the right people
Understand the product needs and vision
Create team development environments
- Tools
- Resources
- Processes

Define quality standards
- Ready
- DoD
- Team charter

Create a sustainable environment which encourages the team to innovate

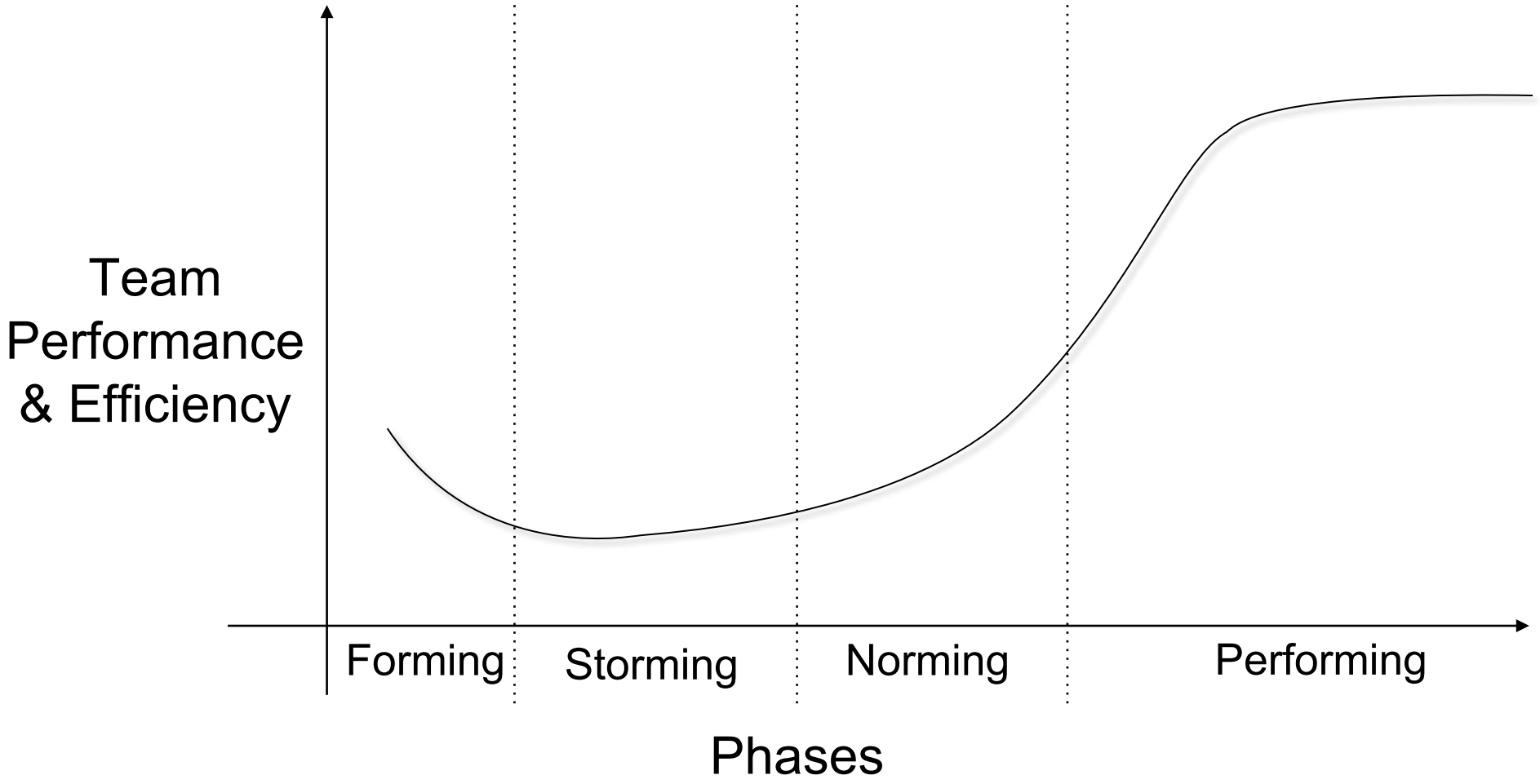
GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

TUCKMAN'S GROUP DEVELOPMENT MODEL



Bruce Tuckman 1965

© 2017 Lloyds Banking Group plc and its subsidiaries

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

TUCKMAN GROUP DEVELOPMENT MODEL

- Collection of individuals
- Hesitant, sizing up the situation
- Suspicious and closed
- Safe ground and peripheral subjects
- Seeking group identity
- Unfocused work

- Polarisation and disunity
- Confusion of objectives
- Challenging ideas
- Individual assertiveness
- Personal agendas
- Unfocused work

- Harmony, tolerance levels established
- Cohesiveness and sharing
- Established norms and practices
- Moderate work

- Constructive feedback
- Resolves problems
- Supportive
- Creative
- Productive work

Forming
'Honeymoon period'

Storming
'Coming together'

Norming
'Getting down to it'

Performing
'Getting on with it'

- Stimulate interaction of team members
- Establish clear objectives and mode of mode
- Provide direction and information

- Openly and quickly resolve conflict
- Reassurance on development process
- Listen, observe and give feedback
- Maintain dialogue

- Give team more responsibility
- Provide less structure
- Communicate progress

- Communicate dysfunctional behaviour
- Reduce direct involvement
- Celebrate success

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

SELF MANAGING TEAMS

Tightly Managed Teams	Self Managing Teams
Take directions	Take initiative
Seek individual reward	Focus on team contributions
Focus on low-level objectives	Concentrate on solutions
Compete	Co-operate
Stop at pre-set goals	Continuously improve
React to emergencies	Take steps to prevent emergencies

© 2017 Lloyds Banking Group plc and its subsidiaries

T-SHAPED TEAMS

Broad – can turn their hand to many things

	Charlie	Bob	Alice
Java coding	1	3	4
Writing acceptance tests	3	3	2
User interface design	2	4	2
….			

Skills map

1 – Would like to learn
2 – Can do this with help
3 – Can do this unaided
4 – Can teach others

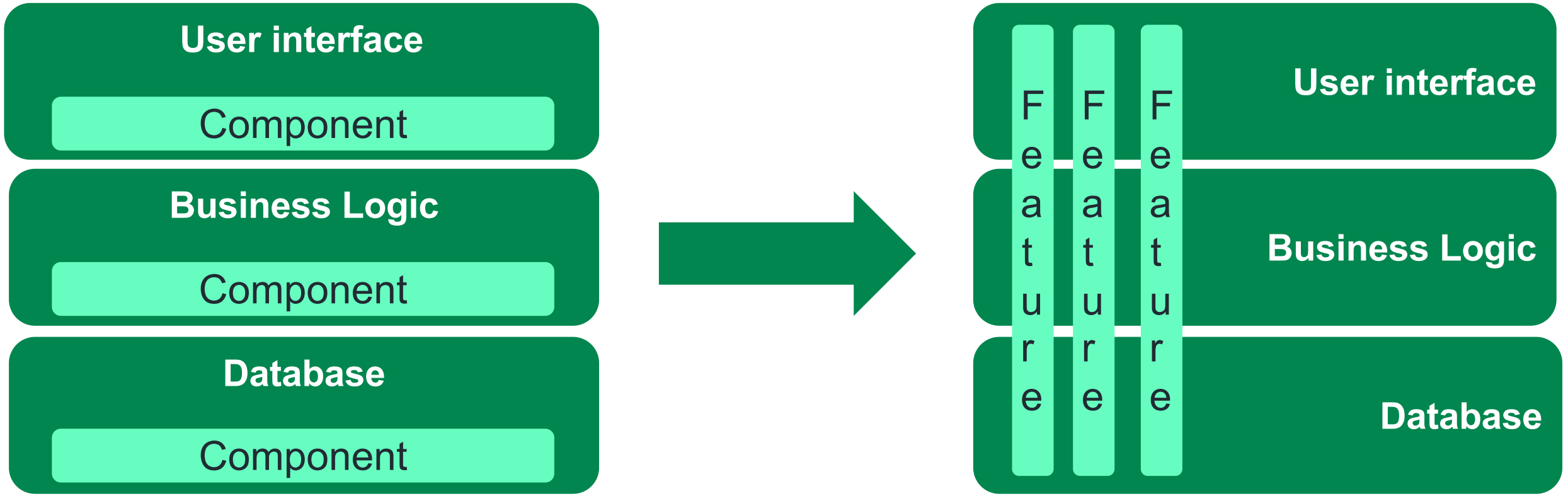
GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

FEATURE TEAMS



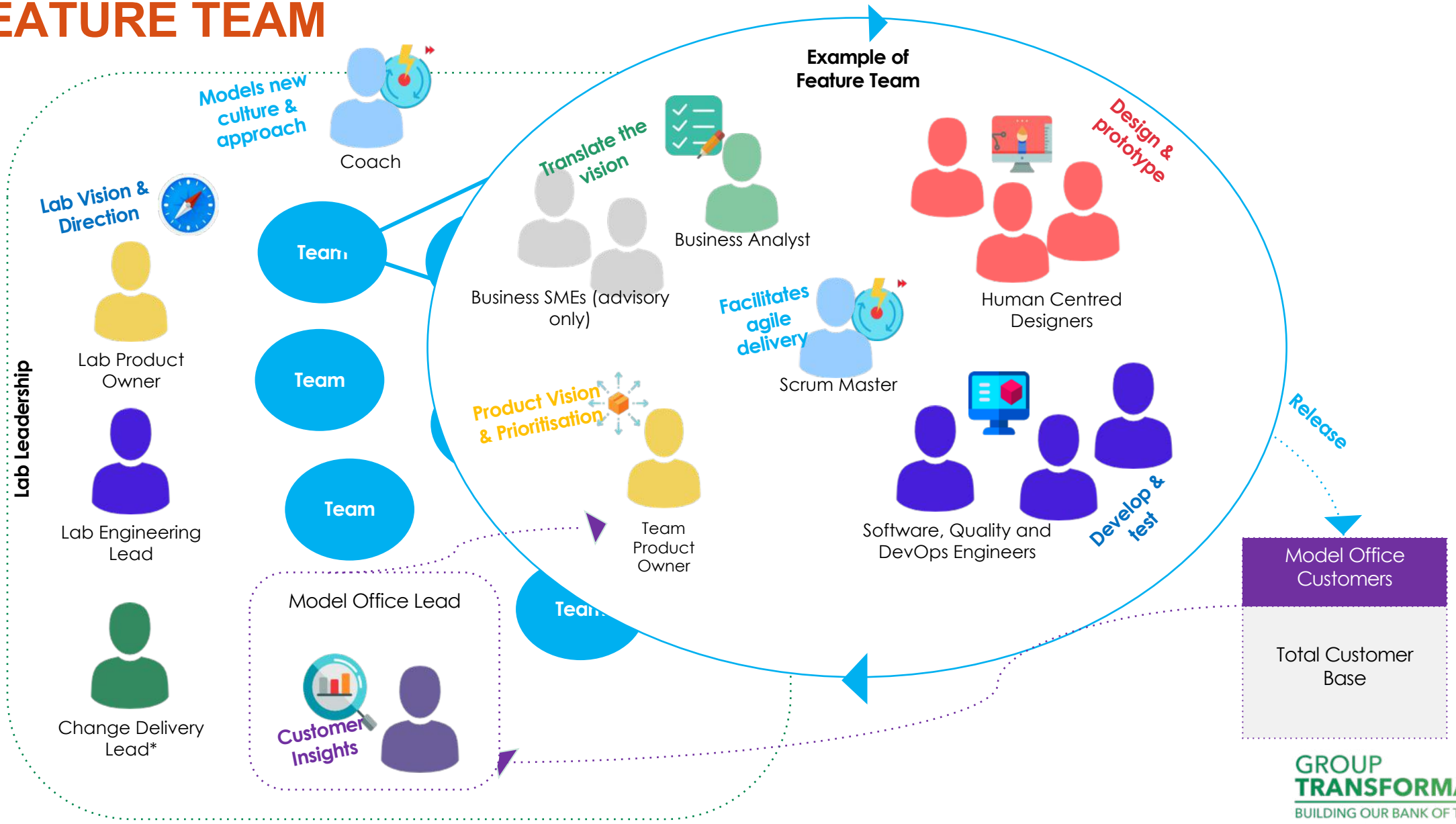
GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

FEATURE TEAM



*Transitionary role which may not be required in all labs

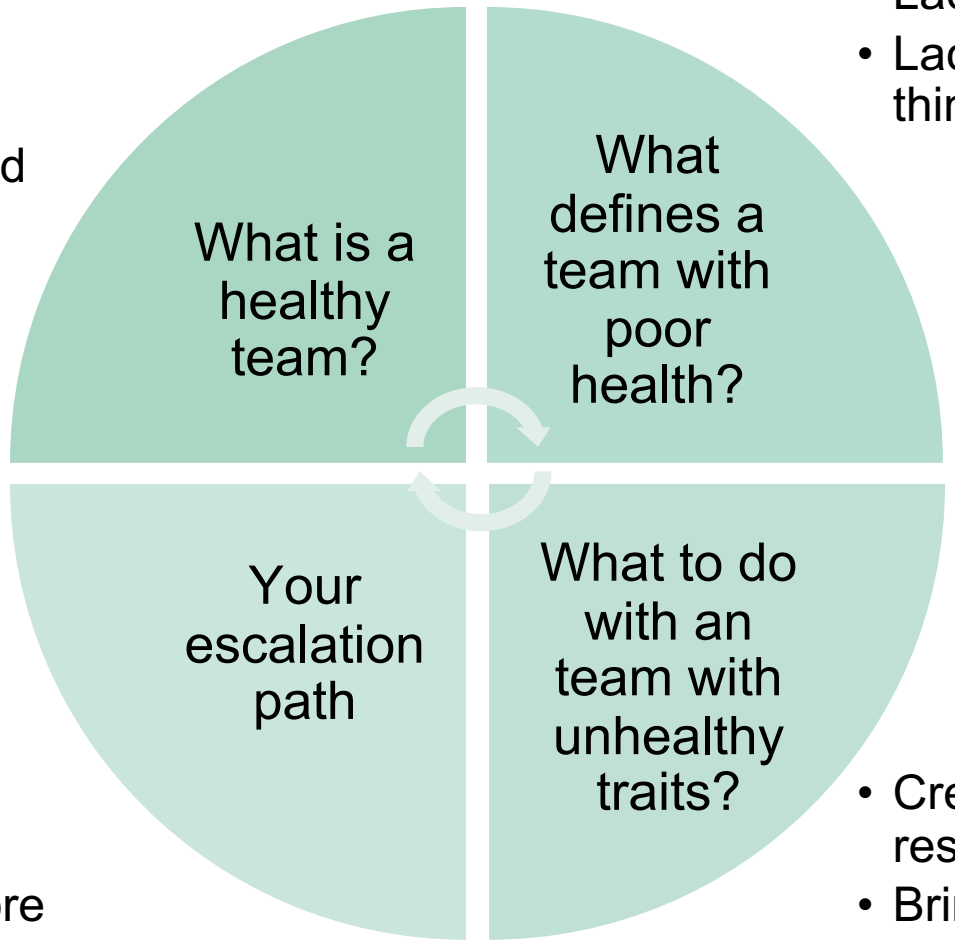
Note: The roles and information contained in this pack are subject to further changes

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

FACILITATING TEAM HEALTH

- Focus of Approach
- Awareness of impediments
- Environment of trust and safety



- Lack of focus
- Lack of team-based thinking or delivery

- Respect your own limitations
- Have a path ready before you need it

- Create a recognition of responsibility
- Bring awareness
- Support the team

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

COURSES & TRAINING

TRANSITION TOOLS FROM GROUP TRANSFORMATION

SCRUM MASTER

PLUS

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

AGENDA

- Module 1 - Getting started
  Agile and the Agile Mindset
- Module 2 - The Scrum Framework
- Module 3 - Skills of a Scrum Master
- Module 4 - Scrum Master Relationships
- Module 5 - Product Backlog and User Stories
- Module 6 - Estimating and Planning
- Module 7 - The Scrum Events
- Module 8 - Scrum Master Tools
  Course close and next steps

© 2017 Lloyds Banking Group plc and its subsidiaries

COURSES & TRAINING

TRANSITION TOOLS FROM GROUP TRANSFORMATION

MODULE 5: PRODUCT BACKLOG AND USER STORIES

PLUS

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

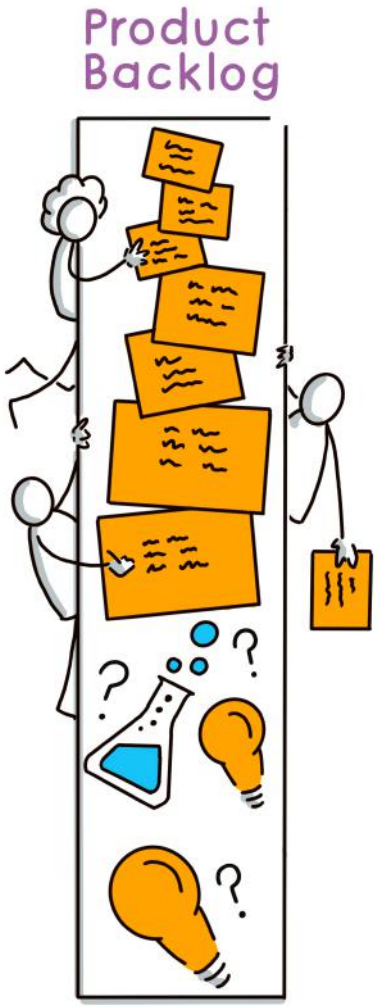
Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

PRODUCT BACKLOG AND REFINEMENT

Product Backlog - Scrum guide says..

- is an emergent, ordered list of what is needed to improve the product
- is the single source of work undertaken by the Scrum Team
- Product Backlog items that can be Done by the Scrum Team within one Sprint are deemed ready* for selection in a Sprint Planning event
- They usually acquire this degree of transparency after refining activities
- Attributes often vary with the domain of work.
- The Developers who will be doing the work are responsible for the sizing of backlog items.
- The Product Owner may influence the Developers by helping them understand and select trade-offs.



Refinement - Scrum guide says..

- is the act of breaking down and further defining Product Backlog items into smaller more precise items
- is an ongoing activity to add details, such as a description, order, and size

Source: http://www.scrumguides.org

© 2017 Lloyds Banking Group plc and its subsidiaries

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

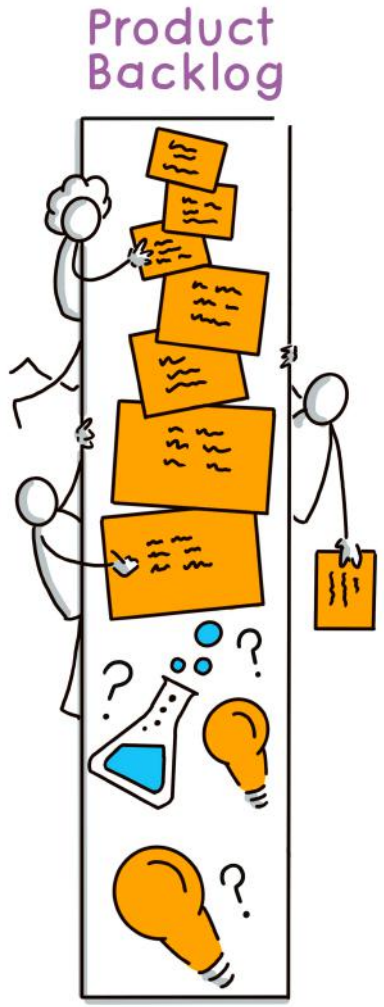
PRODUCT GOAL

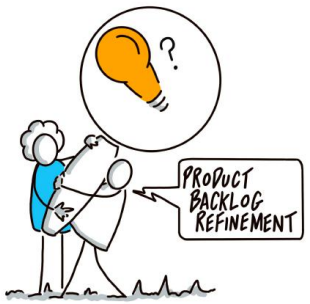
Product Goal - Scrum guide says…

The Product Goal describes a future state of the product which can serve as a target for the Scrum Team to plan against. The Product Goal is in the Product Backlog. The rest of the Product Backlog emerges to define “what” will fulfil the Product Goal.

A product is a vehicle to deliver value. It has a clear boundary, known stakeholders, well-defined users or customers. A product could be a service, a physical product, or something more abstract.

The Product Goal is the long-term objective for the Scrum Team. They must fulfil (or abandon) one objective before taking on the next.





Source: http://www.scrumguides.org

© 2017 Lloyds Banking Group plc and its subsidiaries

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

PRODUCT BACKLOG ITEMS

F

Features – New features driven by end-user or stakeholder needs. **Split into smaller pieces and prioritised in Refinement.**

S

Spikes – Research and proof-of-concepts to know what to build and how to build it. **Considered and prioritised in Refinement**.

US

User stories – to deliver Features or to enable delivery.

B

Bugs – Defects in existing Features.

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

READY or DEFINITION OF READY

A simple checklist to create a common understanding of readiness for a user story to be worked on in a sprint.

Tends to grow

Visible - put it on the Agile team board!

Definition of Ready

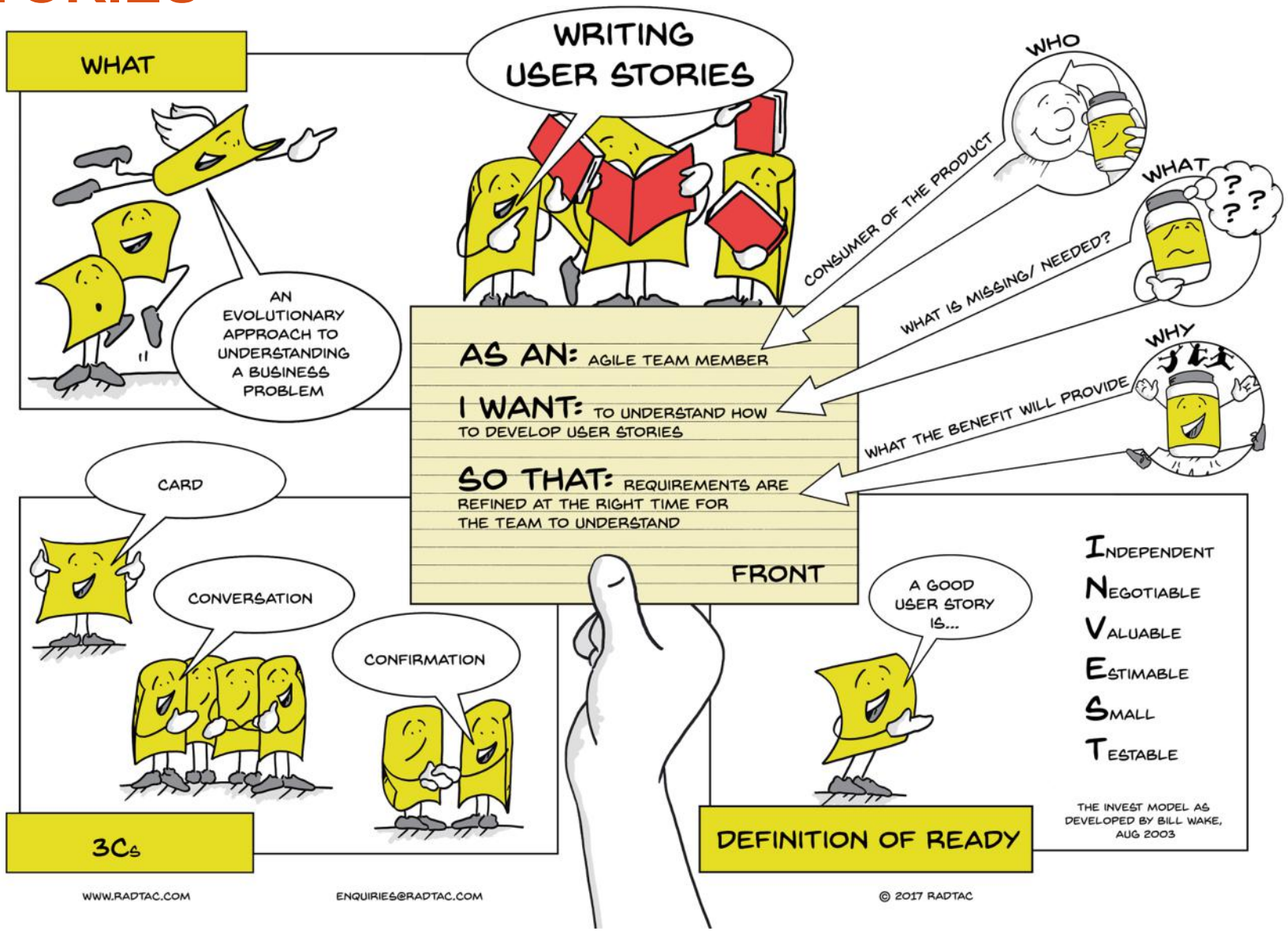
- ❑ Describes what, not how
- ❑ Independent
- ❑ Negotiable
- ❑ Valuable
- ❑ Estimable
- ❑ Stories are small enough
- ❑ Testable
- ❑ Delivers business value
- ❑ Requirement understood by Development Team
- ❑ Acceptance Criteria agreed

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

USER STORIES



GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

USER STORIES

Story cards do not contain enough information to build from

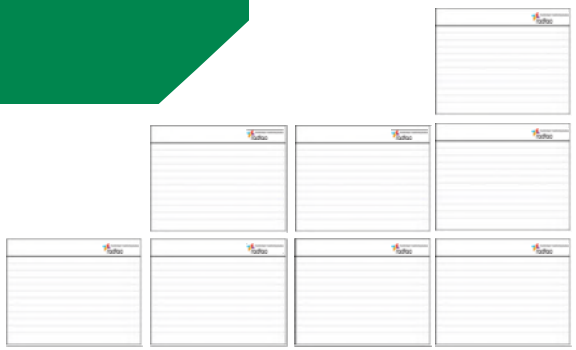
- High-level representation of the requirement and acceptance criteria
- A token / promise for a more detailed conversation later

Stories can be used beyond software e.g.

- Stories for research work, document creation etc.
- Coaching Stories for Agile Enablement work

Created by Product Owner

- Supported by ScrumMaster,
- Developers and other Stakeholders



GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

COURSES & TRAINING

TRANSITION TOOLS FROM GROUP TRANSFORMATION

SCRUM MASTER

PLUS

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

AGENDA

- Module 1 - Getting started
  Agile and the Agile Mindset
- Module 2 - The Scrum Framework
- Module 3 - Skills of a Scrum Master
- Module 4 - Scrum Master Relationships
- Module 5 - Product Backlog and User Stories
- Module 6 - Estimating and Planning
- Module 7 - The Scrum Events
- Module 8 - Scrum Master Tools
  Course close and next steps

© 2017 Lloyds Banking Group plc and its subsidiaries

COURSES & TRAINING

TRANSITION TOOLS FROM GROUP TRANSFORMATION

MODULE 6: ESTIMATING AND PLANNING

PLUS

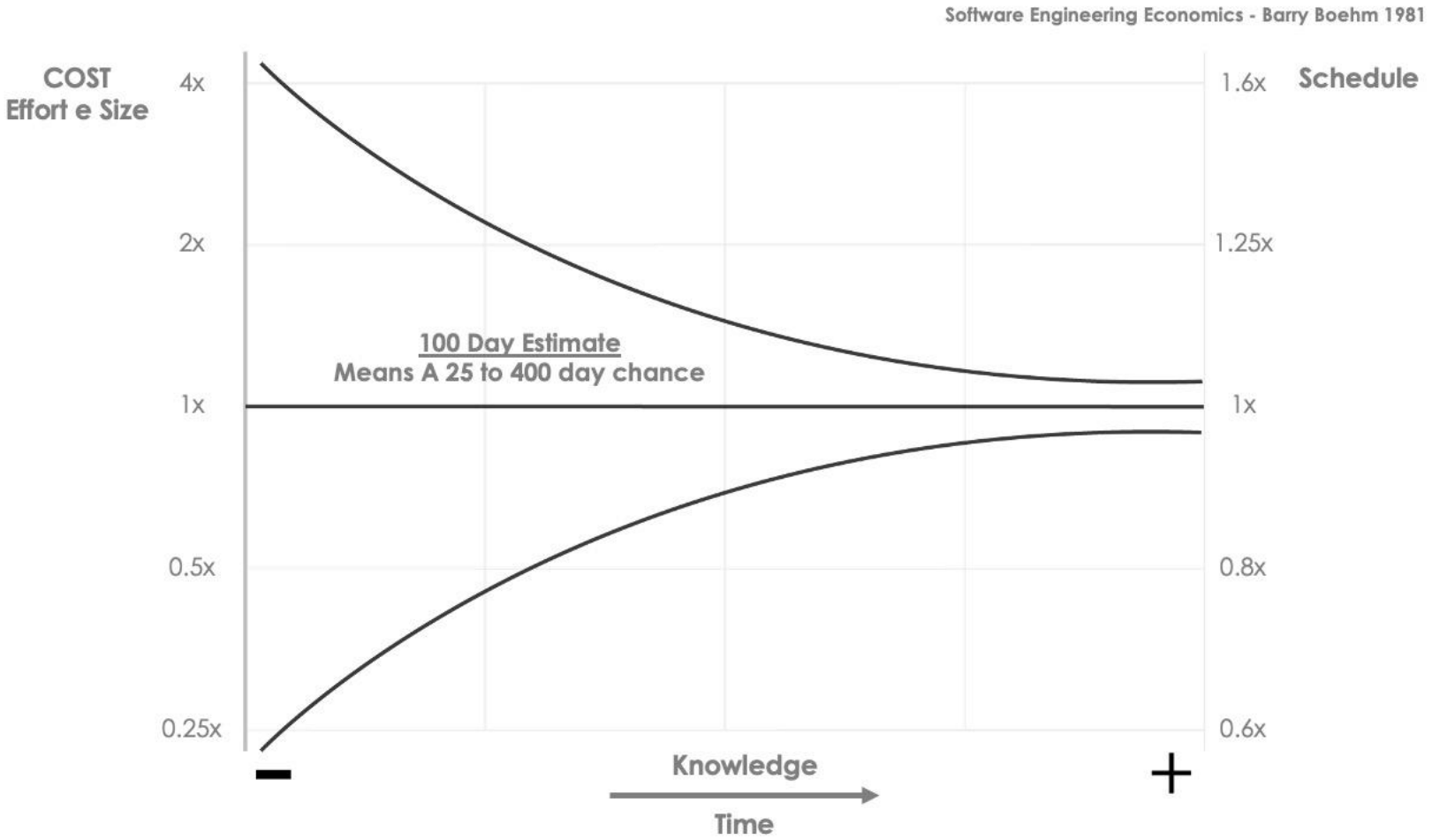
GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

THE CONE OF UNCERTAINTY



- Make releases as small as possible.
- Use iterative development to gain more knowledge.

Source: Software Engineering Economics - Barry Boehm 1981

© 2017 Lloyds Banking Group plc and its subsidiaries

AGILE ESTIMATING

Story Points

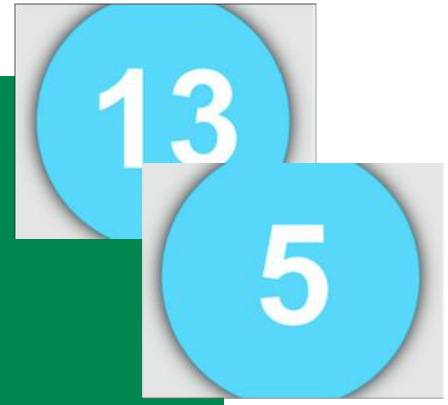
- Identify simplest Story and give it a size of 2 points
- Estimate sizes of other Stories relative to the 2-point Story

T-shirt sizes

- XL, L, M, S, XS
- Hard to calibrate but good to communicate uncertainty

© 2017 Lloyds Banking Group plc and its subsidiaries

PLANNING POKER



Planning Poker

Poker ‘cards’ for each player
E.g. 0,1,2,3,5,8,13,20,40,100, infinity
(Fibonacci-like sequence)
Team agrees smallest Story and baselines it as a size 2.
Product Owner explains Story ensures everyone understands
Each player, at the same time, shows their estimate card
Team iterates and discusses until consensus reached
Facilitator records the Story point value

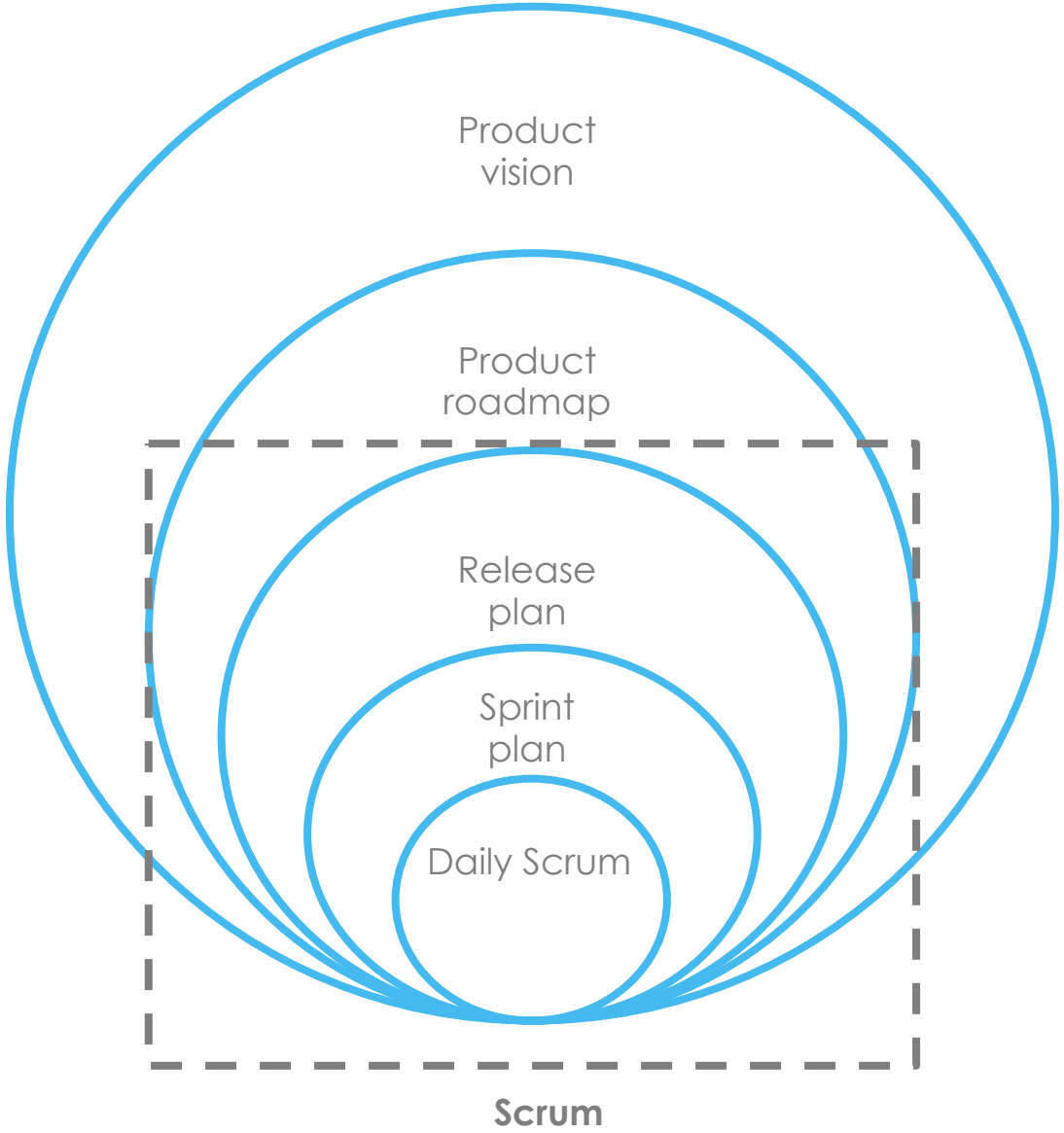
Encourages discussion, but prevents endless discussion
Particularly useful for Product Backlog Refinement, or size estimating for Release planning. Less frequently used for estimating tasks in Sprint planning

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

MULTI LEVEL PLANNING



© 2017 Lloyds Banking Group plc and its subsidiaries

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

COURSES & TRAINING

TRANSITION TOOLS FROM GROUP TRANSFORMATION

SCRUM MASTER

PLUS

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

AGENDA

- Module 1 - Getting started
  Agile and the Agile Mindset
- Module 2 - The Scrum Framework
- Module 3 - Skills of a Scrum Master
- Module 4 - Scrum Master Relationships
- Module 5 - Product Backlog and User Stories
- Module 6 - Estimating and Planning
- Module 7 - The Scrum Events
- Module 8 - Scrum Master Tools
  Course close and next steps

© 2017 Lloyds Banking Group plc and its subsidiaries

COURSES & TRAINING

TRANSITION TOOLS FROM GROUP TRANSFORMATION

MODULE 7: THE SCRUM EVENTS

PLUS

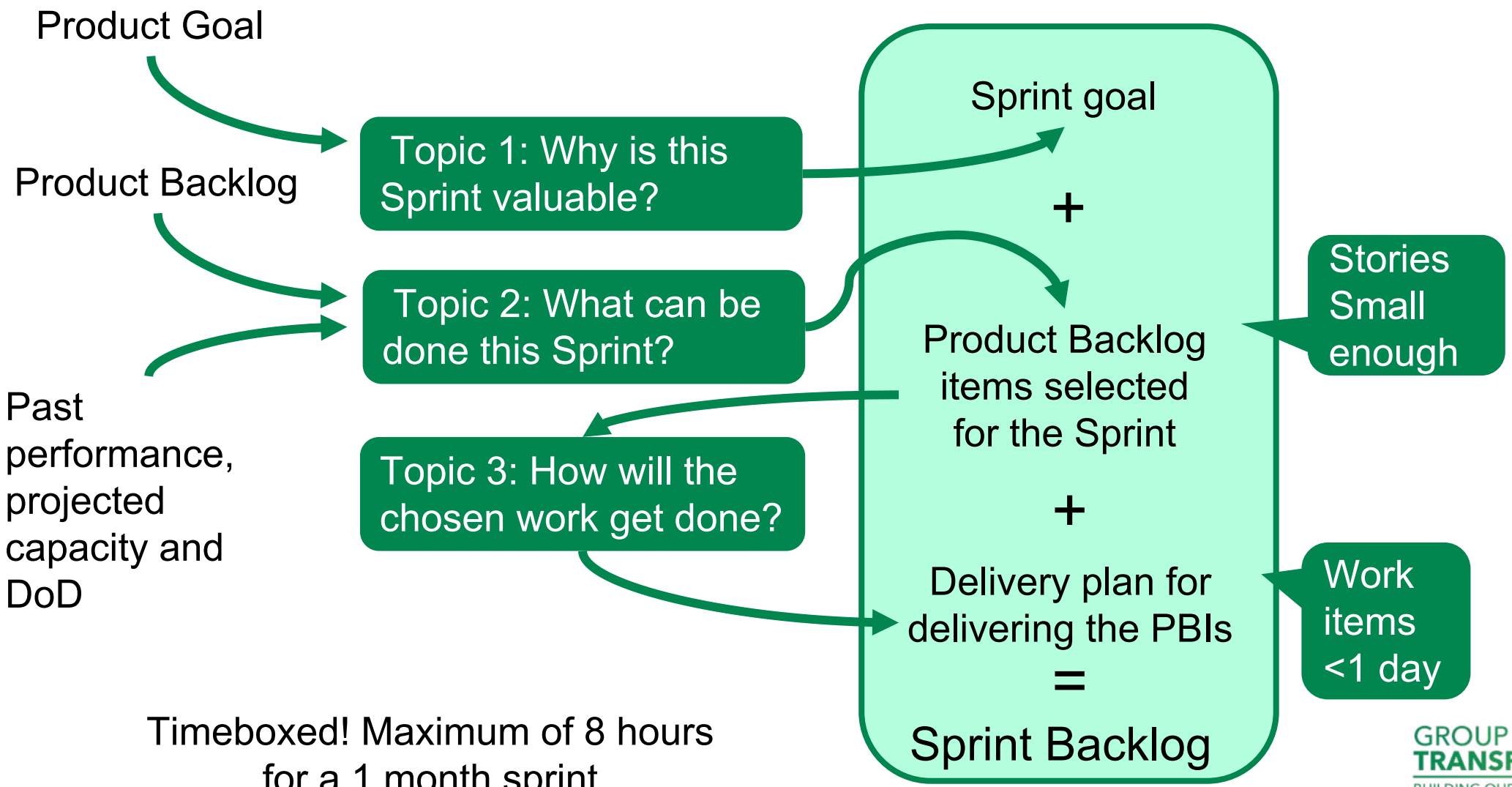
GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

SPRINT PLANNING



Timeboxed! Maximum of 8 hours for a 1 month sprint

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

Source: http://www.scrumguides.org

SPRINT GOAL AND SPRINT BACKLOG

Scrum guide says..

… a Spring Goal communicates why the Sprint is valuable to stakeholders. The Sprint Goal must be finalized prior to the end of Sprint Planning.

Scrum guide says…

The Sprint Backlog is composed of the Sprint Goal (why), the set of Product Backlog items selected for the Sprint (what), as well as an actionable plan for delivering the Increment (how).

The Sprint Backlog is a plan by and for the Developers. It is a highly visible, real-time picture of the work that the Developers plan to accomplish during the Sprint in order to achieve the Sprint Goal. Consequently, the Sprint Backlog is updated throughout the Sprint as more is learned. It should have enough detail that they can inspect their progress in the Daily Scrum.

What does the ScrumMaster do?

Source: http://www.scrumguides.org/

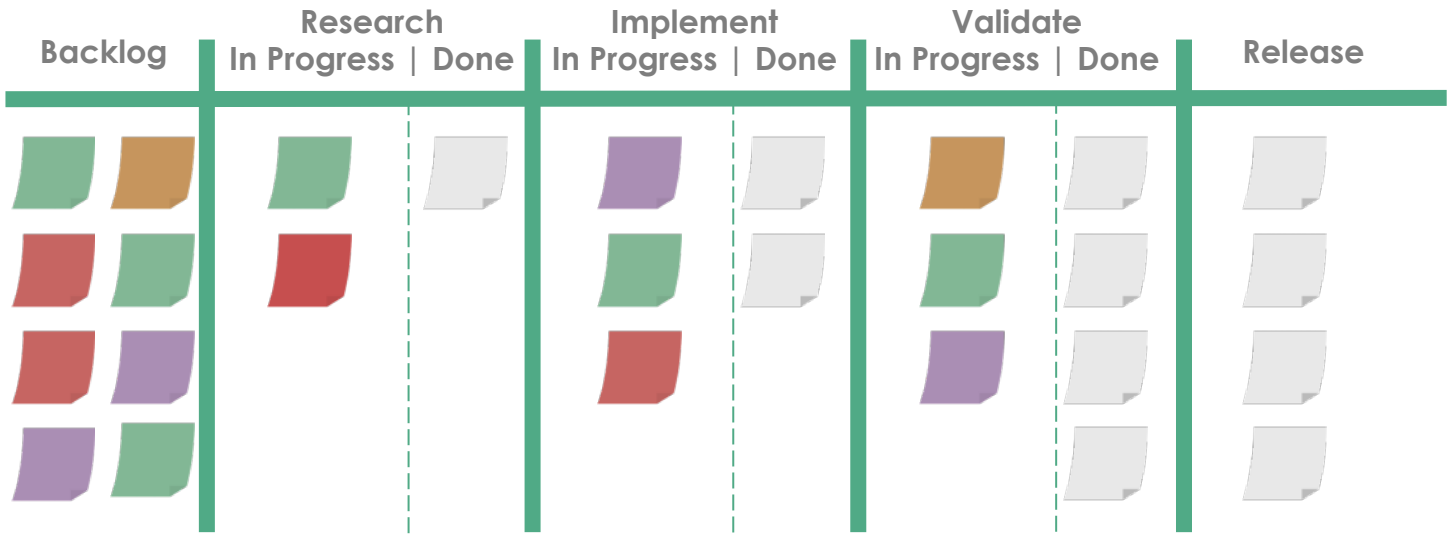
Confidential

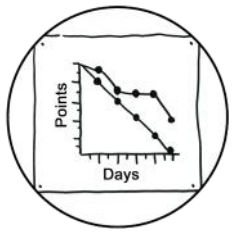
© 2017 Lloyds Banking Group plc and its subsidiaries

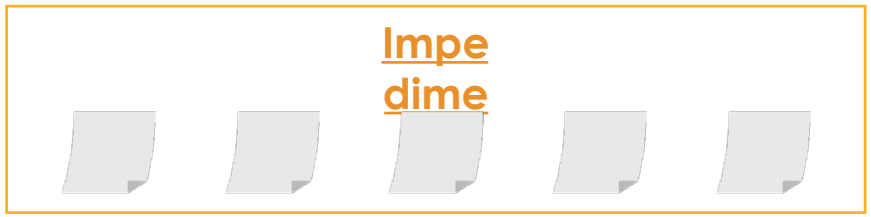
GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

TEAM BOARDS







- Team Board as an Information Radiator

Sprint goal	Current impediments
Sprint Burndown	Current risks
Definition-of-done	Holiday calendar
Release burn up	Anything else useful to the team

Also consider: product vision, architecture diagram…

Tip: Low tech is best!

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

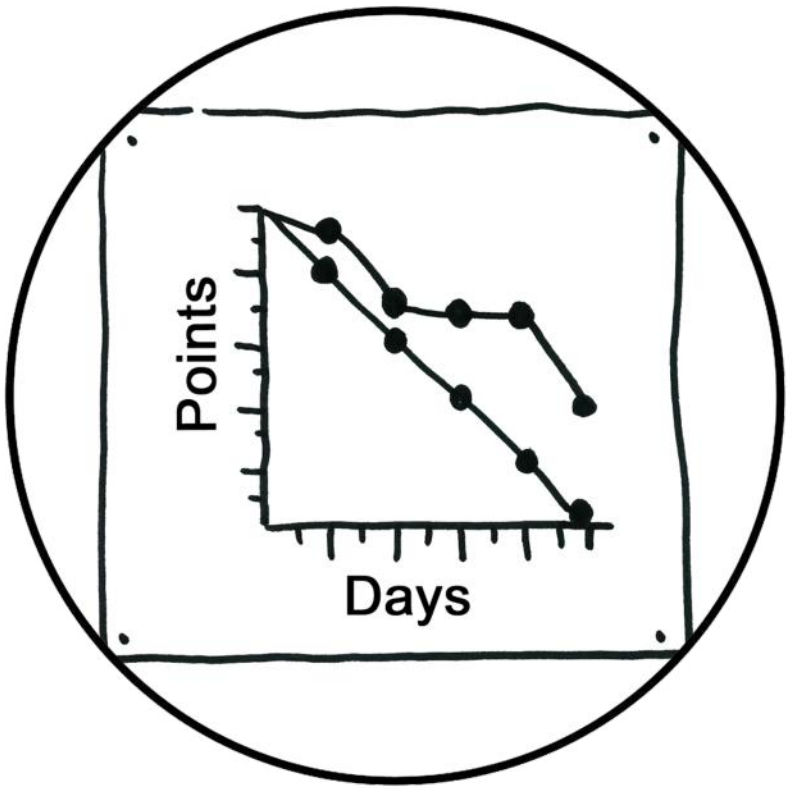
Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

BURN DOWN

Amount of work remaining

- Story-points
- Hours
- Tasks



Scrum guide says…

Various practices exist to forecast progress, like burn-downs, burn-ups, or cumulative flows. While proven useful, these do not replace the importance of empiricism.

Source: http://www.scrumguides.org

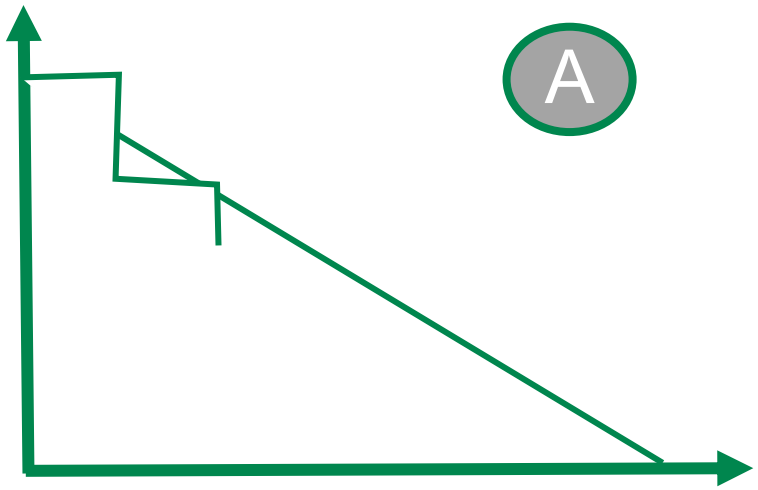
Confidential

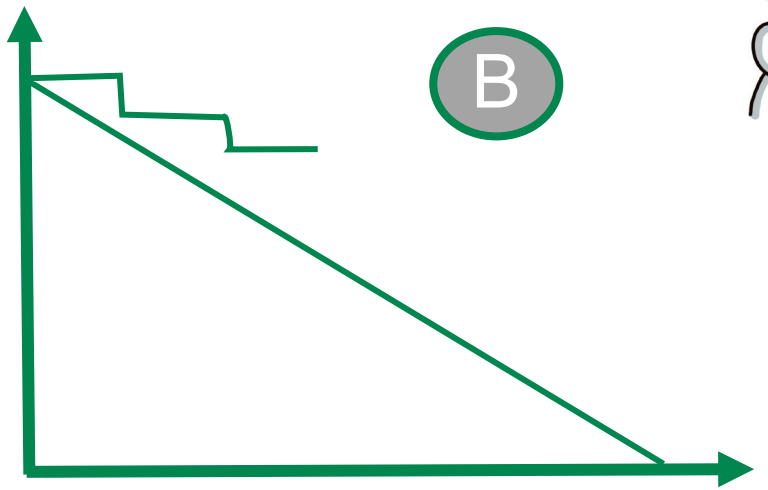
© 2017 Lloyds Banking Group plc and its subsidiaries

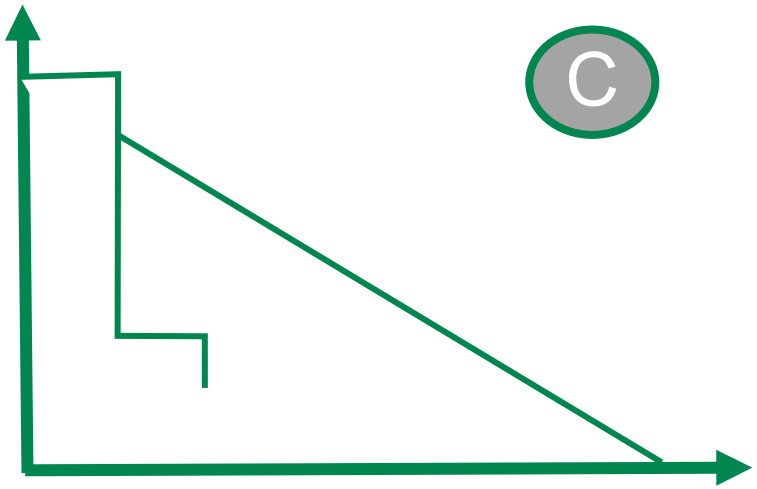
GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

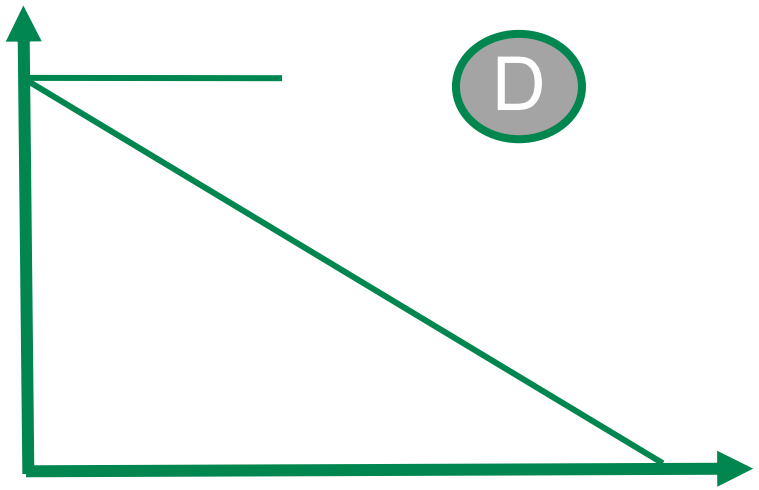
radtac

WHAT IS GOING ON









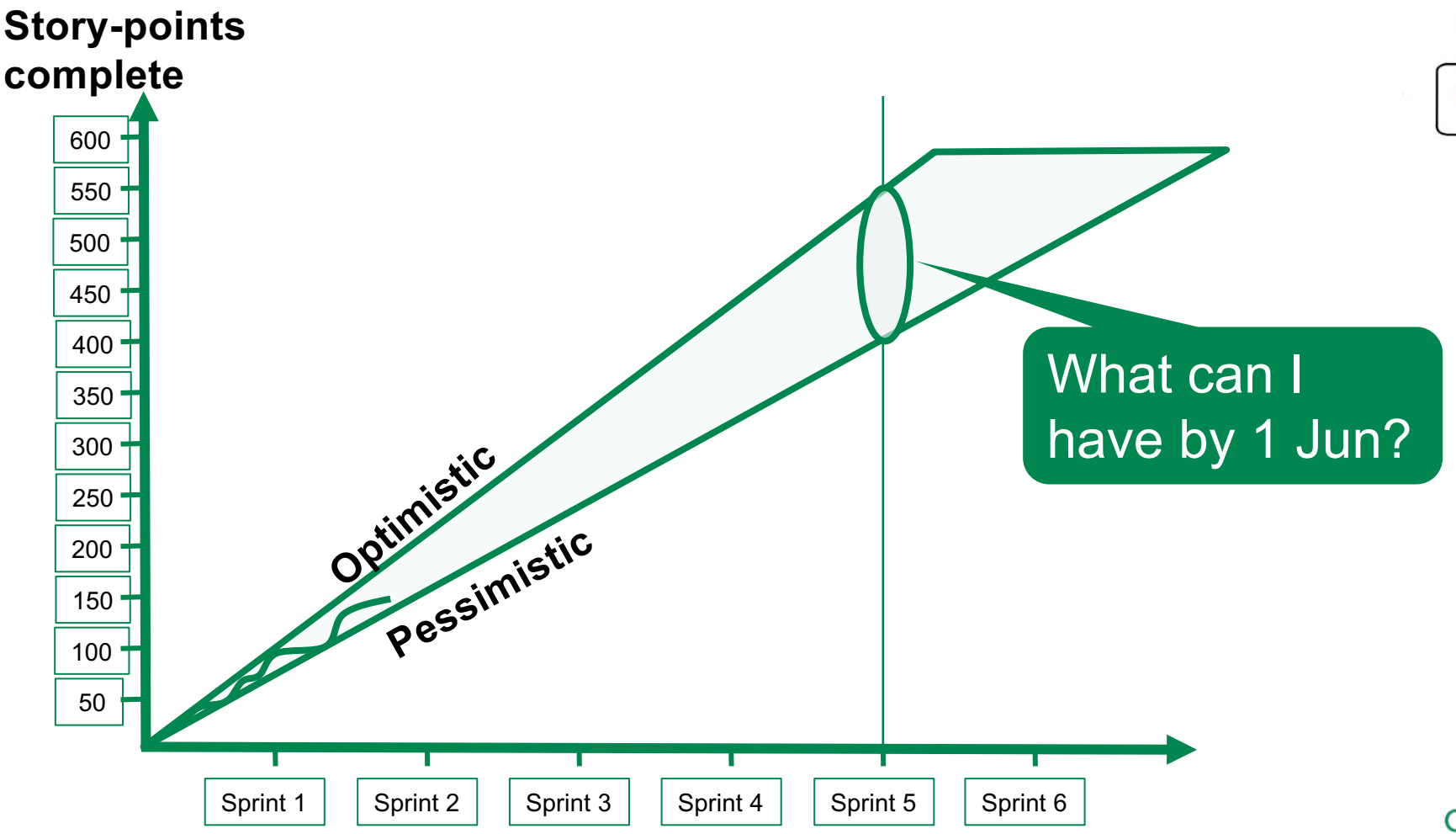
GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

BURN - UP



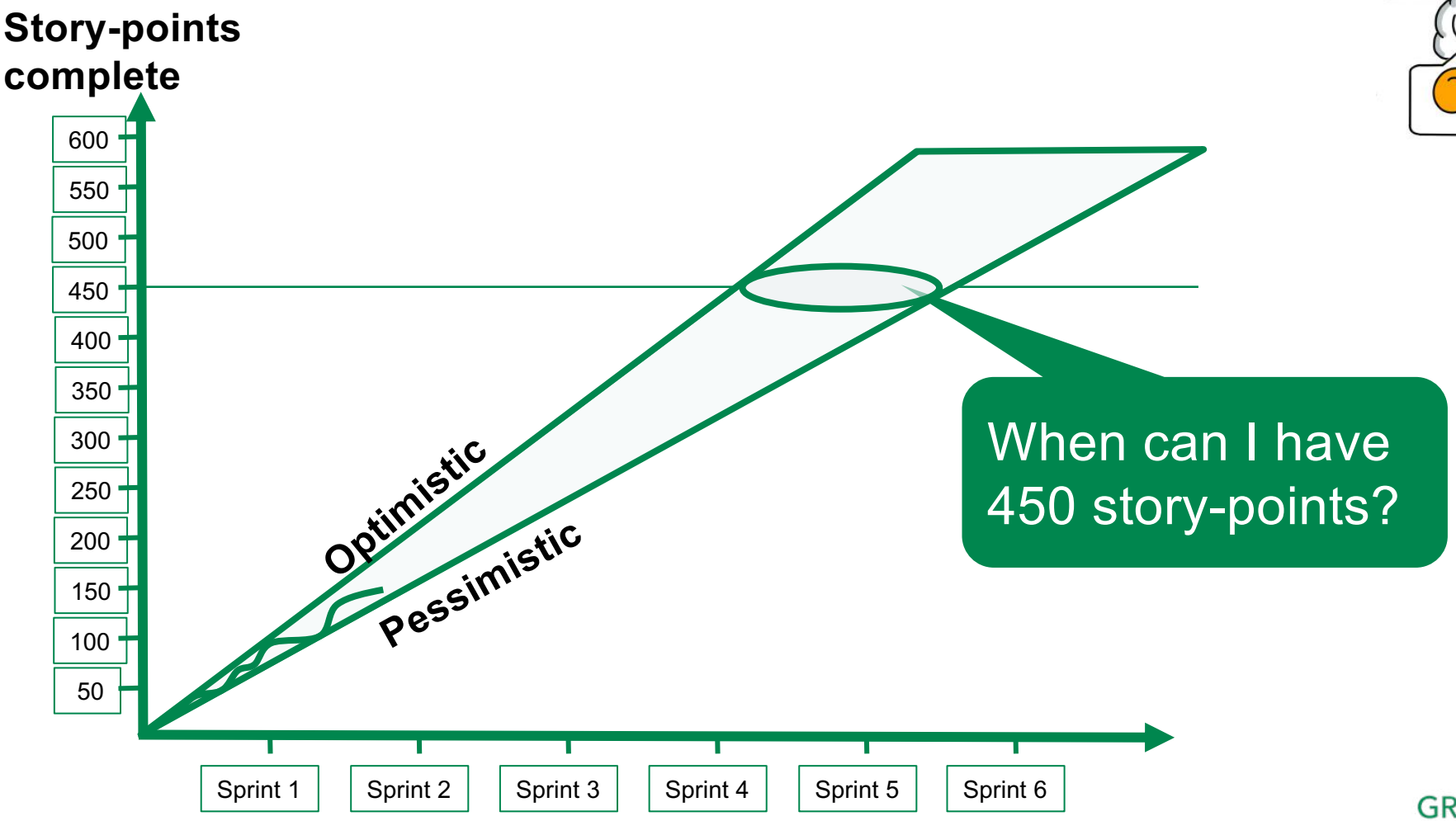
GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

BURN - UP

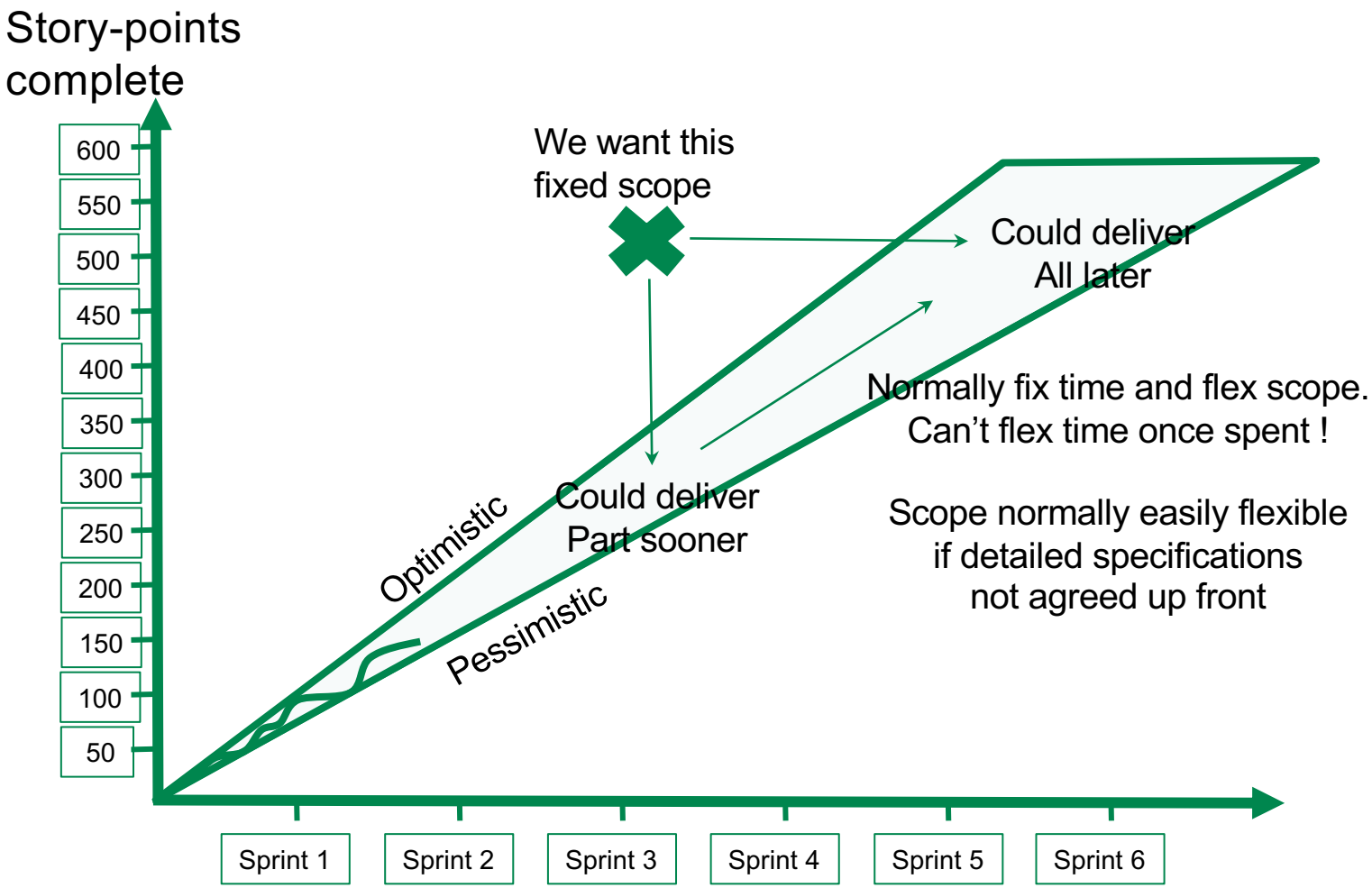


GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

BURN - UP



© 2017 Lloyds Banking Group plc and its subsidiaries

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

DAILY SCRUM

Objective: plan the next 24 hours
- 15 minutes max
- Synchronise team activities
- Review the sprint backlog and inspect and adapt it to meet the sprint goal

Common mistakes:
- Status reporting to management
- The only time developers can adjust their plan
- Going over time

What does the ScrumMaster do?

© 2017 Lloyds Banking Group plc and its subsidiaries

DAILY SCRUM

Scrum guide says…

The Developers can select whatever structure and techniques they want, as long as their Daily Scrum focuses on progress toward the Sprint Goal and produces an actionable plan for the next day of work. This creates focus and improves self-management.

The Daily Scrum is not the only time Developers are allowed to adjust their plan. They often meet throughout the day for more detailed discussions about adapting or re-planning the rest of the Sprint's work.

Scrum guide says…

The purpose of the Daily Scrum is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work.

…for the Developers of the Scrum Team.

Source: http://www.scrumguides.org

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

SPRINT REVIEW

Scrum guide says..

- The purpose of the Sprint Review is to inspect the outcome of the Sprint and determine future adaptations.
- The Scrum Team presents the results of their work to key stakeholders and progress toward the Product Goal is discussed.
- During the event, the Scrum Team and stakeholders review what was accomplished in the Sprint and what has changed in their environment. Based on this information, attendees collaborate on what to do next.
- The Product Backlog may also be adjusted to meet new opportunities. The Sprint Review is a working session and the Scrum Team should avoid limiting it to a presentation.
- The Sprint Review is the second to last event of the Sprint and is timeboxed to a maximum of four hours for a one-month Sprint. For shorter Sprints, the event is usually shorter.

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

SPRINT RETROSPECTIVE

Scrum guide says..

- The purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness.
- The Scrum Team inspects how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done. Inspected elements often vary with the domain of work.
- Assumptions that led them astray are identified and their origins explored.
- The Scrum Team discusses what went well during the Sprint, what problems it encountered, and how those problems were (or were not) solved.
- The Scrum Team identifies the most helpful changes to improve its effectiveness. The most impactful improvements are addressed as soon as possible. They may even be added to the Sprint Backlog for the next Sprint.
- The Sprint Retrospective concludes the Sprint. It is timeboxed to a maximum of three hours for a one-month Sprint. For shorter Sprints, the event is usually shorter.

What does the ScrumMaster do?

Source: http://www.scrumguides.org

© 2017 Lloyds Banking Group plc and its subsidiaries

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

SPRINT RETROSPECTIVE

Prime Directive
Regardless of what we discover, we understand and truly believe that everyone did the best job they could, given what they knew at the time, their skills and abilities, the resources available, and the situation at hand.

- Scrum team not just Developers
- Put action items on next Sprint backlog
- Bring relevant data

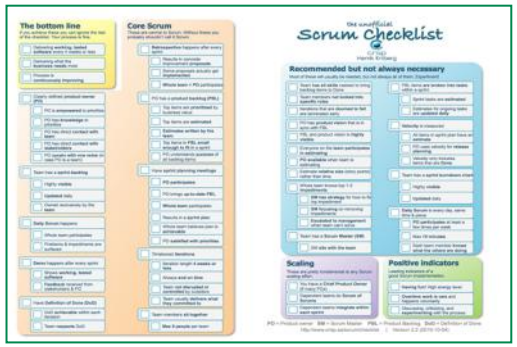
- Variation! It requires work to stop it getting stale
- Review actions from previous retrospective
- Run on the last day of the Sprint.

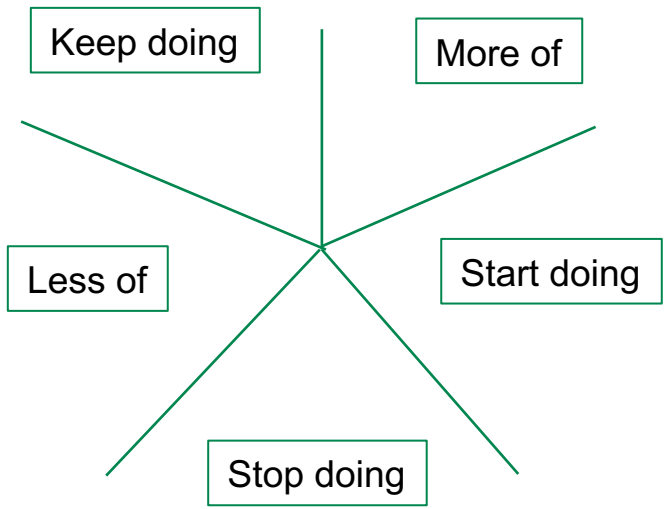
© 2017 Lloyds Banking Group plc and its subsidiaries

SPRINT RETROSPECTIVE

What went well?	Would have been even better if…

Scrum Checklist*





What went well?	What didn't go well?
What did we learn?	What still puzzles us?

*Source: http://www.crisp.se/gratis-material-och-guider/scrum-checklist

© 2017 Lloyds Banking Group plc and its subsidiaries

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

COURSES & TRAINING

TRANSITION TOOLS FROM GROUP TRANSFORMATION

SCRUM MASTER

PLUS

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

AGENDA

- Module 1 - Getting started
  Agile and the Agile Mindset
- Module 2 - The Scrum Framework
- Module 3 - Skills of a Scrum Master
- Module 4 - Scrum Master Relationships
- Module 5 - Product Backlog and User Stories
- Module 6 - Estimating and Planning
- Module 7 - The Scrum Events
- Module 8 - Scrum Master Tools
  Course close and next steps

© 2017 Lloyds Banking Group plc and its subsidiaries

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

COURSES & TRAINING

TRANSITION TOOLS FROM GROUP TRANSFORMATION

MODULE 8: SCRUM MASTER TIPS AND TOOLS

PLUS

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

DEFINITION OF DONE

Simple checklist to create a common understanding of the quality measures required for the product

Appropriate to the product - tends to adapt and grow

Creates transparency by providing everyone a shared understanding of what work was completed as part of the Increment.

Note: Consider versioning this for traceability

Definition of Done

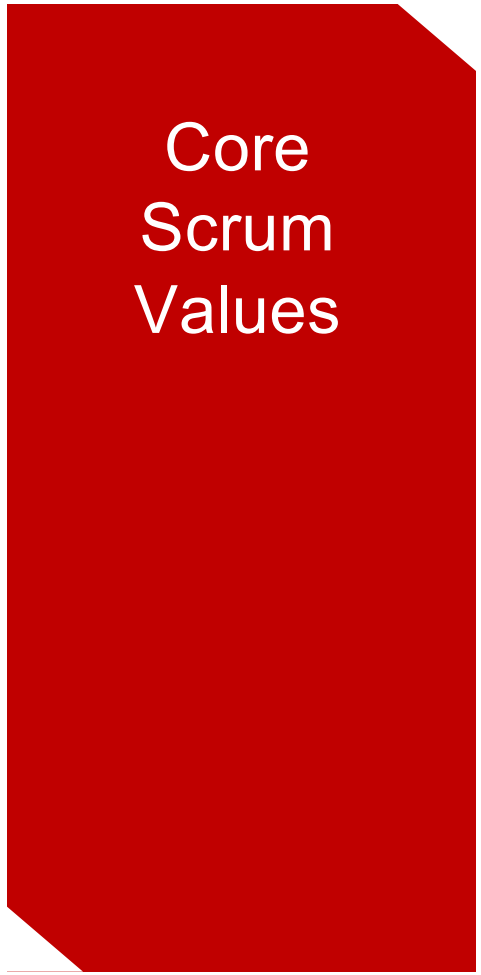
Changes checked in
Unit tests all pass
Unit test coverage > 80%
Release notes updated
Product training manual updated
Deployed to environment X
Demo'ed to Product Owner

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

CORE SCRUM VALUES



1

Focus

Because we focus on only a few things at a time, we work well together and produce excellent work. We deliver valuable items sooner.

2

Courage

Because we work as a team, we feel supported and have more resources at our disposal. This gives us the courage to undertake greater challenges.

3

Openness

As we work together, we express how we're doing, what's in our way, and our concerns so they can be addressed.

4

Commitment

Because we have great control over our own destiny, we are more committed to success.

5

Respect

As we work together, sharing successes and failures, we come to respect each other and to help each other become worthy of respect

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

SPRINTING TIPS

Back to back – no gaps between Sprints
Everything is managed through Sprints
Always same duration
Sets a heartbeat and rhythm
Always creates ‘a potentially shippable product increment’
Could deliver to ‘live’, however possibly put into a ‘holding’ area
Most common length is 2 weeks or 1 month

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

CHANGE DURING A SPRINT

Short Sprint length minimises impact of change

Only the Developers can change the Sprint Backlog

Developers consults Product Owner if commitments unachievable

Product Owner removes lower priority items from Sprint Backlog

Product Owner cannot introduce new Stories during a Sprint

© 2017 Lloyds Banking Group plc and its subsidiaries

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE
radtac

CANCELLING A SPRINT

Can only be done by Product Owner

If requirements change too much
and Sprint Goal no longer makes sense

If team feel that Sprint Goal
cannot be achieved

Stop, re-plan and start another Sprint

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

COURSES & TRAINING

TRANSITION TOOLS FROM GROUP TRANSFORMATION

NEXT STEPS

PLUS

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

POST COURSE EMAIL

Make sure you read your post course email.

It contains links to useful resources.

Connect with your Agile Coach and Chapter lead, they can help you apply what you have learnt in your workplace.

© 2017 Lloyds Banking Group plc and its subsidiaries

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

COURSES & TRAINING

TRANSITION TOOLS FROM GROUP TRANSFORMATION

COURSE CLOSE

PLUS

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

OPTIONAL CERTIFICATION TIPS & SELF-STUDY

If you're considering working towards Scrum.org PSM certification, we'd recommend spending time after the course completing additional self study to prepare for the examination. Remember Rome wasn't built in a day!

To prepare we recommend that you:

- Review the Scrum Guide,
- Take the Scrum Open assessment for practice,
- Review the PSM Suggested Reading List and Topic Areas,
- Look into other ways to study as outlined on the Scrum.org Ways to Learn about Scrum page.
- Speak to colleagues about their experience and top preparation tips for success!

There is no rush. The exam link issued will not expire, take your time to prepare. A good indication you are ready is passing the practice assessment 3 times in a row.

We're here to help. If you have any questions, please contact our team training@radtac.com.

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries

OPTIONAL CERTIFICATION

This course has been designed to kick-start your Lloyds Banking Group Scrum Master journey. As part of that journey you may wish to validate your knowledge with industry certification. Lloyds Banking Group are providing funding to all participants of this class to work towards Scrum.org PSM certification following this class.

This course is not licensed by Scrum.org, what you have discovered can be used in conjunction with further studies to demonstrate an understanding of the Scrum framework and how to apply it to maximise the value delivered with a product by passing the PSM certification. You can read more about the certification here: www.scrum.org/professional-scrum-certifications/professional-scrum-master-assessments

Requirements for optional certification:

- Complete this two-day Scrum Master course
- Contact Radtac by visiting radtac.com/LBG-Certification to complete the request form.
- Ensure your request is received by Radtac within 90 days of the final date of your course.
- Complete the pre-examination preparation provided by Scrum.org sent with your exam link & detailed on the next slide

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

Exam Tips

- 80 multiple choice questions, 60 minutes, 85% + to pass.
- Give the exam the respect it deserves.
- Read the Scrum Guide
- Use the practice assessments.
- Have the Scrum guide and the Scrum glossary to hand and use it to look up what you need.
- Don’t spend too long on each question. If unsure of an answer, note down the question number and move on.
- Google the question if really unsure, but be careful as this takes time and there are lots of unreliable sources out there.
- Keep in mind the accountabilities.
- Always think about self managing teams.
- Remember the Scrum Master is a coach and true leader. He/she does not tell the team what to do or how to do it, except in matters relating to the Scrum framework

RTFQ

Confidential

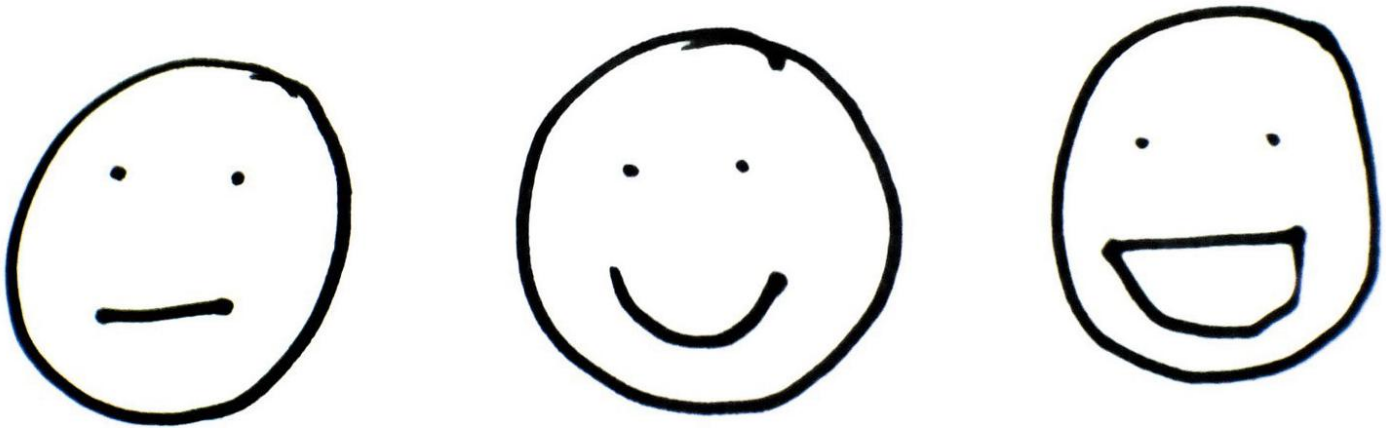
© 2017 Lloyds Banking Group plc and its subsidiaries

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE
radtac

Feedback

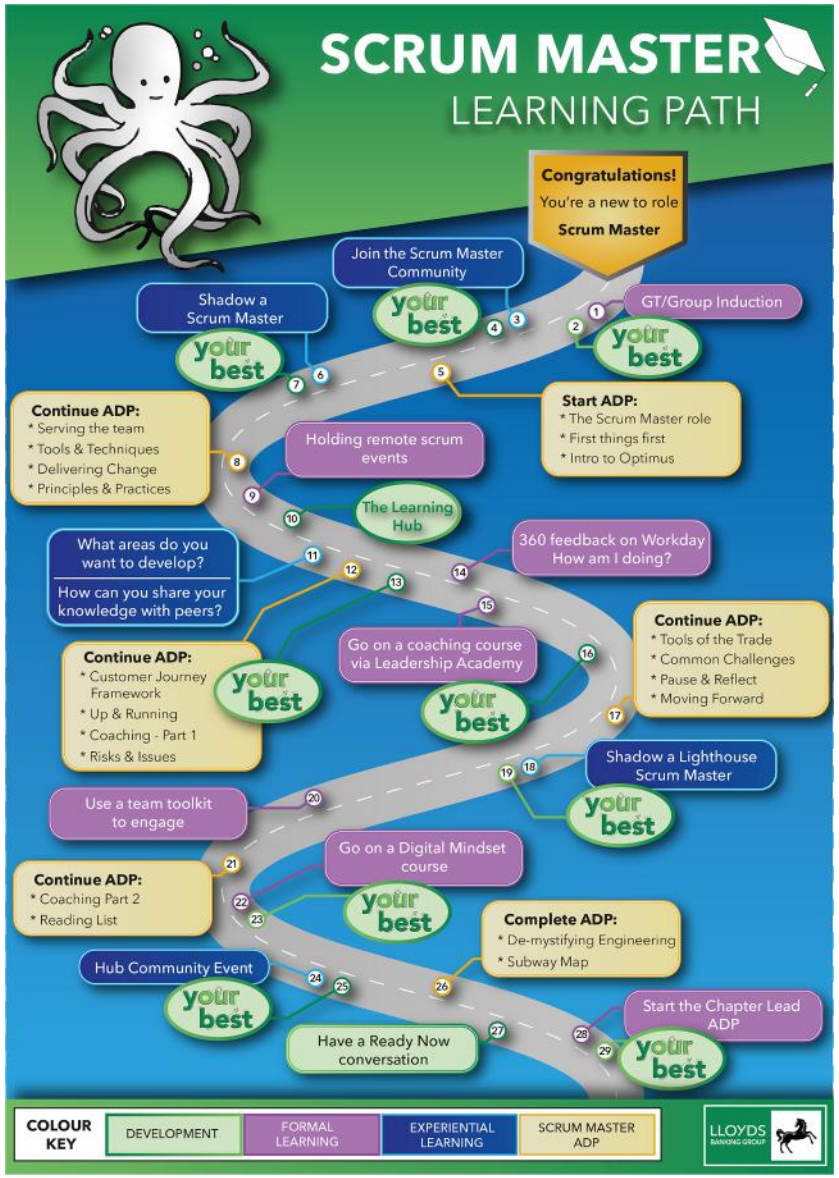
The LBG Capability Team will be sending you all a post course email within a few days of the course which includes a link to the feedback form.

It only takes a few minutes to complete so please take the time to complete the form to enable us to hear your thoughts and make improvements for future courses.



Confidential

© 2017 Lloyds Banking Group plc and its subsidiaries



Scrum Master Learning Journey

- The Scrum Master Community is designed to connect the 450+ Scrum Masters across GT together to help share their knowledge, experiences, skills and good practice with one another
- There is no better coach, teacher or trainer than your peer doing exactly the same job as you. We'll always learn more from our peers than in a classroom and having a support network to bounce of, talk to, solve common problems and share knowledge with is key culturally to any transformation.
- There is lots of activity within the Community, including Hub events, case studies, peer-to-peer learning sessions and loads more
- That said, there has to be a backbone of learning for our Communities to use as a foundation of knowledge and build upon and that's where the learning journey comes in
- Built by and for Scrum Masters, the Accelerated Development Programme provides hints & tips to put the skills you've learnt on your Scrum Master course into practice
- Move through the Leaning Journey and keep your eyes peeled, we'll be adding more & more to this throughout the coming months!

See what's happening next on our Hive page here: https://hive.intranet.group/groups/scrum-master-community

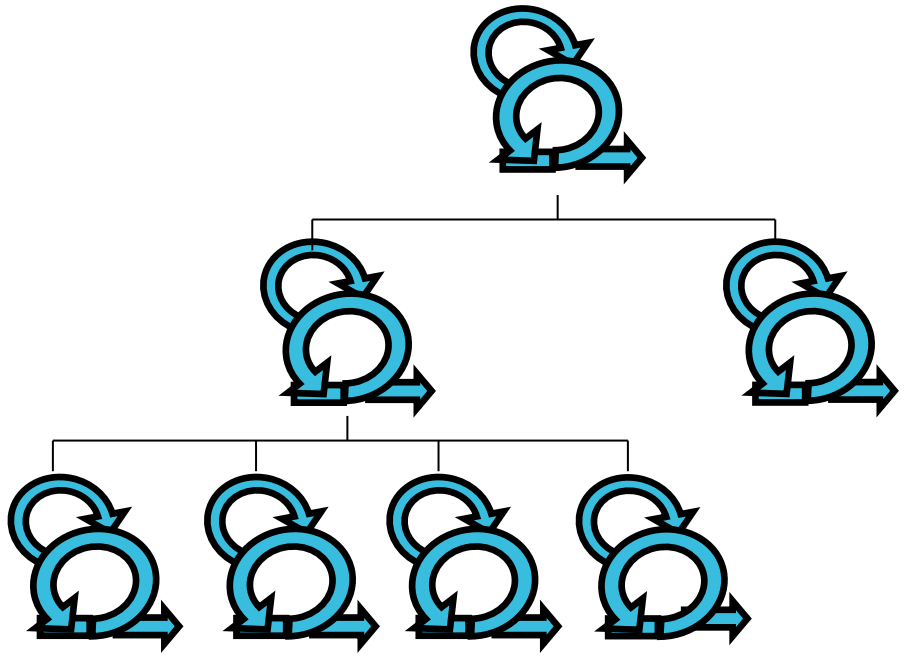
GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

CROSS TEAM COLLABORATION AND DEPENDENCIES

The Scrum Master is responsible for helping the feature team(s) discover the best ways to collaborate on dependencies



LBG collaboration events

- Chapters & Guilds
- Developer forums
- Platform discussion teams
- Common area forums
- Scrum masters hive group
- Gallery Walks

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

© 2017 Lloyds Banking Group plc and its subsidiaries

LLOYDS BANKING GROUP VALUES AND BEHAVIOURS

PUTTING CUSTOMERS FIRST

- **I care about customers,** putting myself in their shoes and building lasting relationships
- **I always deliver on customer promises** and try to exceed expectations
- **I take ownership of customer problems,** solve them fast and stop them from happening again
- **I speak up, challenge and act** when I see an opportunity or when something feels wrong

KEEPING IT SIMPLE

- **I fix bureaucracy and inefficiency,** making the bank easier to work at and do business with
- **I focus on what matters,** spending my energy on the things that make the most difference
- **I have the courage to test new ways of doing things.** When I get it wrong, I learn from my mistakes
- **I use the bank's money responsibly,** in the best interest of our shareholders

MAKING A DIFFERENCE TOGETHER

- **I trust my colleagues to do their jobs,** and give them freedom to do their best
- **I collaborate** within my team and across teams to make everyone successful
- **I am inclusive and I care,** valuing everyone's skills and opinions, and helping everyone to be the best they can
- **I play a part in the community,** working with others to Help Britain Prosper

LEADERSHIP BEHAVIOURS

Inspire Delivery
I will inspire and empower my team and help them to work with others to deliver

Encourage Simplicity
I will encourage new and simpler ways of working, celebrating success and learning from failure

Develop Confidence
I will develop confidence, resilience and judgement to help my team succeed even in changing times

Build Trust
I will listen and empathise to build trusted relationships

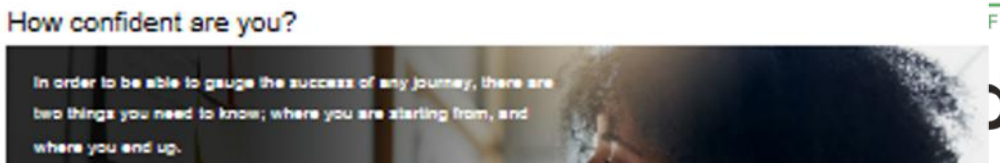
RMATION
NK OF THE FUTURE

© 2017 Lloyds Banking Group plc and its subsidiaries

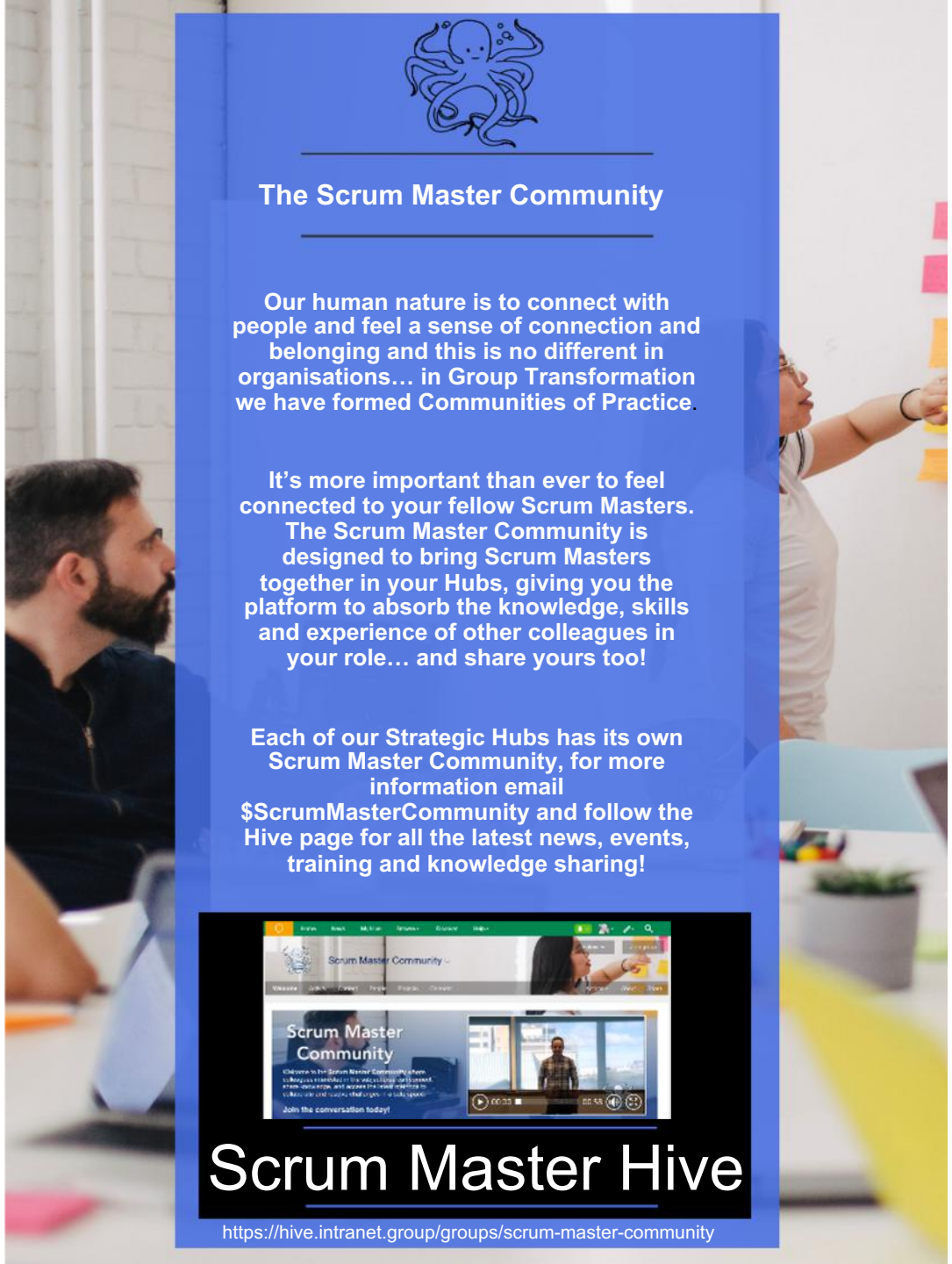
radtac

WHAT EXACTLY IS AN ACCELERATE DEVELOPMENT PROGRAMME?

• Role Specific and aligned to future key specialist roles
• Intensive, immersive and dedicated programme providing colleagues with a pathway to an agreed proficiency level in a particular role
• Accelerated (typically a maximum of 3 months in duration)
• Have multiple access points for colleagues
• ADPs will support to reskill and upskill colleagues thereby offering opportunities for career progression and redeployment
• Blended learning via a range of different medias F2F, E-Learning, Videos
• Content will be owned and developed by respective business area
• All ADP will have Business Exec sponsor



© 2017 Lloyds Banking



The Scrum Master Community

Our human nature is to connect with people and feel a sense of connection and belonging and this is no different in organisations… in Group Transformation we have formed Communities of Practice.

It's more important than ever to feel connected to your fellow Scrum Masters. The Scrum Master Community is designed to bring Scrum Masters together in your Hubs, giving you the platform to absorb the knowledge, skills and experience of other colleagues in your role… and share yours too!

Each of our Strategic Hubs has its own Scrum Master Community, for more information email $ScrumMasterCommunity and follow the Hive page for all the latest news, events, training and knowledge sharing!

Scrum Master Hive

https://hive.intranet.group/groups/scrum-master-community

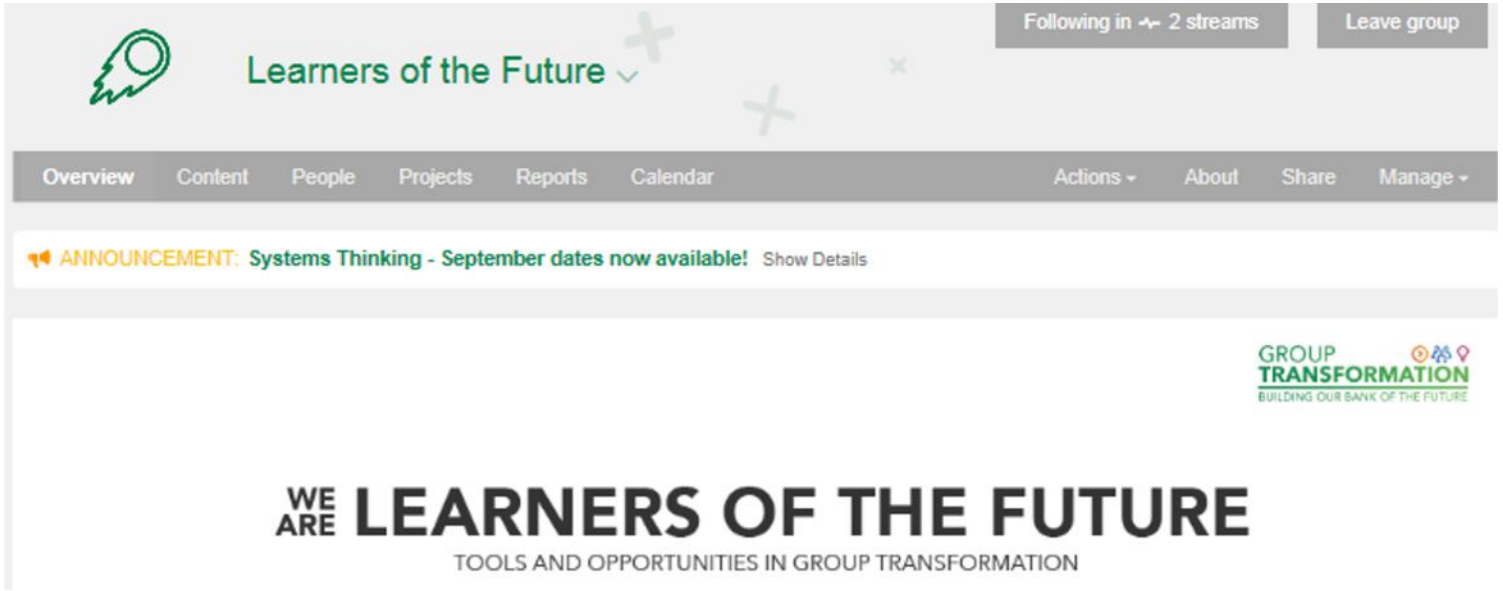
Confidential

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac

WHERE CAN YOU GET MORE SUPPORT?

Learners of the Future Hive



© 2017 Lloyds Banking Group plc and its subsidiaries

GROUP TRANSFORMATION
BUILDING OUR BANK OF THE FUTURE

radtac