## **Key Roles Required**

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| **Key Role Requirement** | **Rationale** |
| Marketing team product owner | essential role, represents the vision, breaks down the end goal to user stories |
| Scrum Master | makes sure that the whole process goes the right way, removes impediments and connects stakeholders |
| Marketing team members | bottleneck team, the changes mostly target them, they need to determine how to comply |
| Sales team member(s) | important feedback sources |
| IT team member | making sure the tech is behind the ideas |
| Voice of the Customer | important feedback source |
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## **Training Needs Assessment**

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| **#** | **Key Skill and Competency Requirements to Implement Scrum at NAD Inc.** |
|  | communication |
|  | outside the box thinking |
|  | honesty and openness |
|  | cooperation (also between regular teams and roles) |
|  | discipline (adhering to the set common rules – working agreement) |
|  | commitment to the goals (connection between the personal goals and team goals understood) |
|  | respect |
|  | focus |
|  | trust in the scrum process (and each other) |
|  | conflict resolution |

## **Challenges and Recommendations**

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| **Key Challenges to Implement Scrum** | **Recommendations to Address the Challenges** |
| No previous experience, easy to sink back to the familiar patterns | Employ an experienced scrum master |
| Blaming each other – team work can be challenging if the team fails to adopt the ‘we’ thinking instead of ‘we – them’ | Team building sessions to overcome the general blaming and potential animosity |
| Time shortage – teams work a lot (ineffectively) to keep up with the work, and have little time for learning and changing | Temporarily take back from the work to understand and get used to Scrum, so later on it can go seamlessly |
| Traditional project managers have a tendency to fall back to the known methods that hinder scrum functions | Train them constantly and make scrum of scrums with them. |
| Due to fragmented communication and the company culture, some employees may not want to participate on the Scrum events | Facilitate participation in ways that are most comfortable to the employees (writing, preparing, …) |
| Different timetable of different team members | Marketing, sales, IT persons are directed (and granted time) to partake on the scrum events. |
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