CS 250 SNHU Clifton Brann

Module 2- Journal Entry 9/15/2024

A Scrum Master has a lot of responsibilities to take on and maintain throughout the cycles of sprints, and must be able to adjust themselves to be what the team members need at any given moment. The Scrum Master is accountable for the team’s effectiveness at adopting and executing the Scrum framework. (Schwaber & Sutherland 2020) Setting the agenda for the team also falls under the responsibilities of the Scrum Master. In my opinion, it is important to note that although the Scrum Master is thought of as a servant-leader, they are on the same level and equal to the other team members, and their primary responsibility is to utilize and implement the Scrum Framework, through usage of all the aspects of the Scrum framework.

As part of Sprint a Scrum Master must organize and hold the following five events: Sprint Planning, Daily Scrums, Backlog Refinement, Sprint Review, and Sprint Retrospective. Since proper planning is important I would hold the Sprint Planning meeting, time-boxed for 2 to 8 hours (depending on Sprint Length) as the first item to happen during a new Sprint. By holding it first thing, it allows the team to assemble and decide what needs to be done from the Product Backlog. In keeping with my belief that meetings should be done early, I would time-box the Daily Scrum meeting for 15 to 20 minutes at the start of each workday. Ideally the Daily Scrum allows each team member time to speak about what they have completed, what they are working on, and what their next steps are, as well as identifying any roadblocks or impediments that need attention. I would plan to hold the Backlog Refinement event in the center of the Sprint, and time-box it appropriately for 2 to 3 hours, and use the time to refine or groom the next Stories or items that will need to be worked on for the next sprint. Sprint Review of 1 to 4 hours, depending the length of the Sprint, would be held on the last day of the Sprint, and would assess how much had been achieved and what goals had been met or missed. This would be followed by the Sprint Retrospective, of 45 minutes to 3 hours, which would identify how well the team functioned and what process improvements could be made before starting the next Sprint. (Scrum Alliance, 2024)

A benefit of Sprint planning is that each team member gets to participate in choosing which parts of the project to work on, and as a group agree on standards of what the Definition of Done is. Daily Scrums have the benefit of keeping the team on task by being transparent about what they have and have not accomplished. Refining the Backlog has the benefit of allowing the team to see whats coming down the pipe for work to be done, which will allow them to better plan for integration of all the parts. The primary benefit of a Sprint View is to show the team how the Sprint went, and by showing where the team can improve processes. And finally a Sprint Retrospective has the benefit of examining or inspecting the previous Sprint, and determining how successful it was in terms of “team interactions, tools and processes.”(Scrum Alliance, n.d.)

The overall benefit to the team is that there is a framework and structure to the “how” the work will be done. But with one of the biggest differences from a traditional management scheme, the tasks, schedules and goals are self chosen, so every team member has ownership of what tasks they take on. This is hugely different from a top down model, where everything from tasks and scheduling are set by a member of management, often without consultation of the actual team doing the work, which can cause a lot of friction, delays, and low quality due to any number of factors, ranging from low buy in of line level employees to poor understanding of what actually has to be done by the supervising member of management.

By educating and informing the team members on the principles and functions of Scrum, and reinforcing the appropriate values of Scrum I would be better able to lead the Development Team through a Sprint effectively.My approach would be to guide, mentor, and coach each team member as an individual and engage them in a manner that is most effective for the individual. What I mean is that some people need to be told things, others do better reading instructions, and others will need to be challenged to work up to their potential; everyone has a different motivation, and that needs to be identified and appealed to by a Scrum Master to get the best performance from each team member.

References

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Scrum Alliance. (n.d.). *The Sprint Retrospective*. Retrieved September 15, 2024, from https://resources.scrumalliance.org/Article/sprint-retrospective#:~:text=A%20sprint%20retrospective%20brings%20your,the%20end%20of%20each%20sprint.

Scrum Alliance. (n.d.). *The Scrum Events*. Retrieved September 15, 2024, from https://resources.scrumalliance.org/Article/scrum-events#:~:text=The%20general%20guidance%20is%20to