

Scrum Master Responsibilities

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Ground Rule

Electronics in Class



Corner Talk



Sharing your problems



Sharing possible solutions



Asking Questions



Agenda

- Agile Value
- Scrum Values
- Agile Principles
- Scrum Roles
- A Servant Leader
- Skills, Responsibilities, Authorities of Scrum Master
- Discuss Real Life Challenges of Scrum Master & the solutions
- Daily Standup & Scrum Master
- Sprint Planning & Scrum Master
- Product Backlog Grooming & Scrum Master
- Sprint Review & Scrum Master
- Sprint Retrospective & Scrum Master
- As a Scrum Master You should not

Introduction

- Name
- Role
- Total Experience/ Agile PM Experience
- Expectations

Need of the Agile Project Management: A Recap

Project & Project Management

- Temporary Endeavor
- Catalyst for change
- Requires heterogeneous team
- High Degree of Risk compare to operations
- Output is unique product or service or result
- Requirements- Elaborates Progressively

Modern Project Management Challenges

- **Uncounted uncertainties**
- **Very tough to negotiate with stakeholders** a change in baselined plan
- Product **value realization at the end** of project lifecycle
- **Huge difference between expectations** of end user, customer and sponsor
- Typically development **team is isolated** from business scenario and it becomes very difficult to implement change request
- Technology and project **environment changes** during project execution
- Customer **does not want to hear about new timelines** even after requirement changes. Because project is baselined!
- **Customer end up paying more** because critical dates missed, non-usable product features, less-value product
- Not enough decentralized power stations to make **decisions during project execution**
- Execution team and project management **teams are different**. Execution team does not have power and execution does not happen as per initial plan
- Work product delivered at the end of every phase is **not usable work product**. Typical it is some paper prototype, document or some other thing.

How to address modern day PM challenges?

- Involve end user
- Engage relevant stakeholders
- Produce in increment
- Deliver high value feature first
- Take frequent feedback and allow customer to change original requirements
- Allow customer to prioritize
- Get commitment from team for valuable product not of activities
- Employ the power of level of planning
- Involve team in risk identification and responding to risk
- Transparency in project management
- Continuous improvement
- Learn quickly

What is Agility?

- Agility is about quickly responding to changes
- Learning quickly from mistakes and incorporate lessons learned
- Being proactive
- It helps in all aspects of success- Personal, Technical and Organizational

Defined Processes

- Assumes that every piece of work is completely understood
- Input is well-defined
- A set of well-defined input produces same output every time within known variance limit
- Has tightly coupled steps
- No checkpoint and feedback steps

Empirical Processes

- Relies on frequent inspections and adaption
- Applies to those process which are loosely defined because of their complexity
- Understand that output of a process can be unpredictable and unrepeatable

Value in Agile Manifesto

“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.

www.agilemanifesto.org

Agile Principles

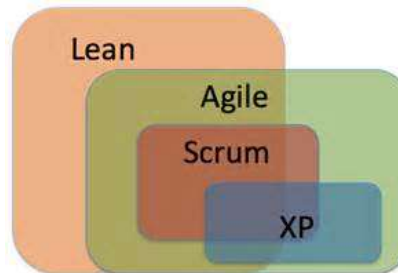
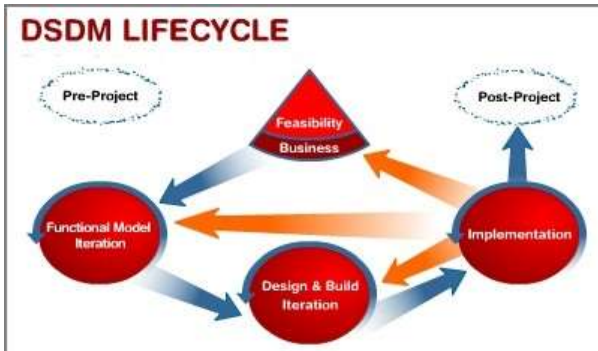
1. **Satisfy customer** by continuous delivery of valuable product
2. **Welcome Change** even at late stage
3. **Deliver** working product **Frequently**
4. Business and Developer **work together**
5. Build around **Motivated Individuals**
6. **Face-to-face communication**
7. **Working product** is **the primary measure** of progress.
8. **Sustainable** Development
9. **Continuous Technical** Excellence
10. **Simplicity** is essential.
11. **Self Organizing Team**
12. **Team reflection** at regular intervals

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Agile Characteristics

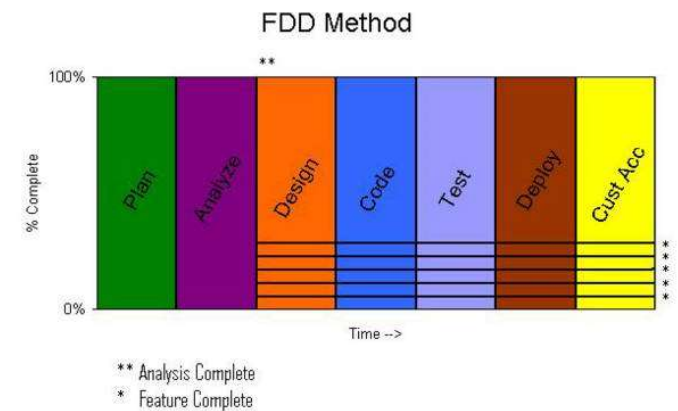
1. Adaptability not Predictability
2. Accepting that outcomes are not predictable and process are not repeatable
3. Values and Principles of Collaboration
4. The conventions which we agree we define those
5. Processes are in manuals; practices are in field.

Agile Methodologies (17+)

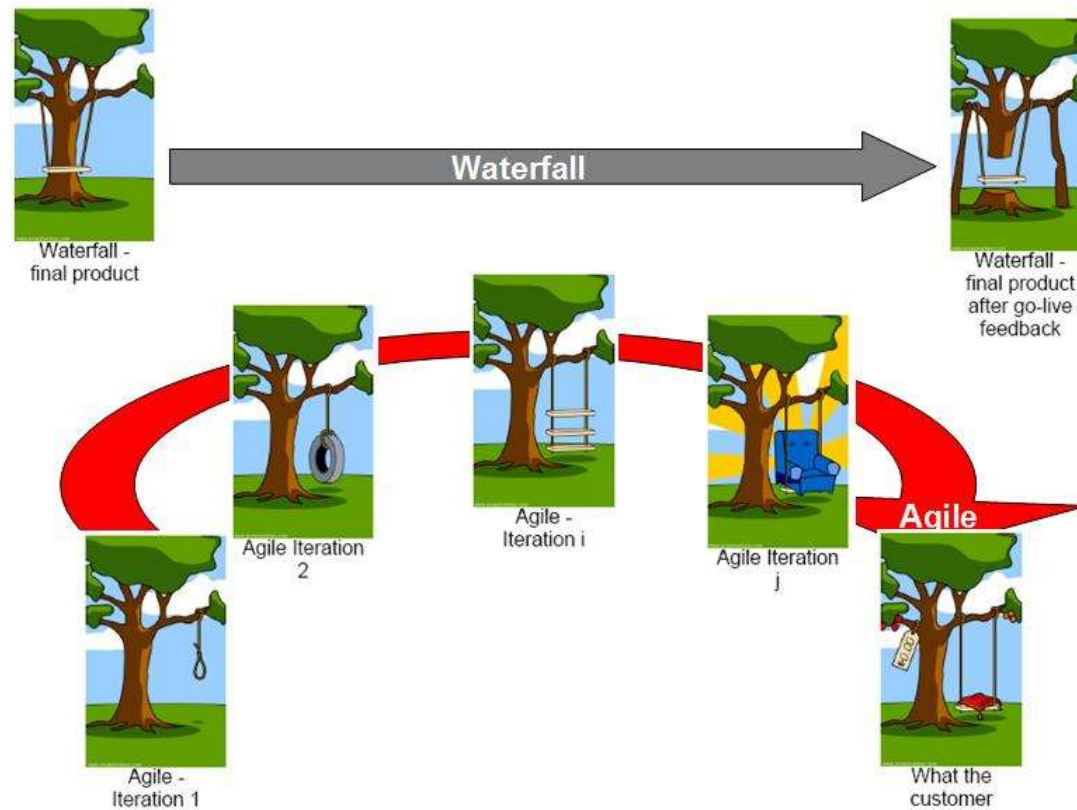


Crystal
Agile
Methodology

Allstair Cockburn



Delivery in Agile



Few Quotes

- You lose power when you use and gain when you give it.
- Everybody can be great...because anybody can serve.
- You have control over your actions and reactions. Controlling other's action and reaction directly leads to spoiling relations and harmony.
- Best competition a team or an organization or a manager can do is with his or her past.
- Everybody is unique so enjoy the diversity and do not try to equalize people based on your so called common parameters.

Community Leadership



- Intellect, Strength, innocence but purely to listen concerns of other and help others.
- Impediment resolver. “VighnaHarta”

Servant Leadership

- Intellect, Strength, Power but purely selflessness dedicated for Dharma.
- All power given to me by Lord so I use them to help my Lord.



Agile Methodologies- Scrum

- Scrum is widely accepted agile project management methodology among dozen of methodologies.
- Scrum is **lightweight management framework** with broad applicability for managing iterative and incremental projects of all type of projects
- Typical iteration (also called “**Sprint**”) length varies between 2-4 weeks.

Scrum Values

1. Commitment
2. Focus
3. Openness
4. Respect
5. Courage

Scrum Roles

- Product Owner
- Development Team
- Scrum Master

A Servant Leader

Discussion





Real Life Challenges of Scrum Master & the solutions

Discussion

Skills, Responsibilities, Authorities of Scrum Master

- Good Moderator, Facilitator
- A self disciplined person driven by values
- Respect in the eyes of the management
- Taken seriously by the team, support departments, product owner and customer
- Art of making consensus and taking decisions
- Trust of the stakeholder that the person will keep project interest always on the top priority and he will not favor any individual unprofessionally
- Trustworthy of the management and team
- Not boss of the team but Coach, mentor, facilitator

Daily Standup & Scrum Master

- Take note of the impediments
- Be aware that team is focused on sprint goal
- Be aware that team's moral is high and they are not avoiding daily stand-up
- Make sure that the team value daily standup
- Resolve or assign impediments to somebody. But ensure they are getting resolved within max 24 hours.
- Same impediments should not be repeated into next day's stand-up
- Ensure team is not reporting to you but sharing information with all
- Ensure team is using this opportunity to re-plan, reorganize, reassign so that sprint goal can be achieved
- Ensure daily standup is heart beat of the system.
- Ensure daily standup meeting finish on time and these meetings do not become impediment resolution meeting
- Ensure management people do not speak out in this meeting.

Estimation, Release Planning & Scrum Master

- Ensure groomed product backlog is in place
- Ensure release goal is defined with the help of Product Owner
- Decide estimation technique to be used for complexity assessment
- Break the release into number of sprints and number of teams.
- In case large project where project has release manager help release manager.
- Ensure all the sprints of a release are not there for building functionality but one sprint is kept of non-functional requirements, final integration, system testing, security, performance testing and incorporating feedback.

Sprint Planning & Scrum Master

1. Ensure groomed product backlog is in place
2. Ensure sprint goal is defined with the help of Product Owner
3. Ensure team is not over committing neither under committing
4. Identify the skill gap to complete the work
5. Ensure team break user stories into engineering task, estimate efforts and self assign the work
6. Ensure team is not forced to complete X number of user stories. But team based on the their velocity and prioritized product backlog commit the deliverables.
7. Ensure team remain focused to the sprint goal
8. Help team and management in understanding that in any sprint team need to spent time on meetings, planning, demo, retrospective, product backlog grooming, technical spike, documentation, refactoring etc.
9. And there is possibility that some risk may occur and it can consume some time of the sprint.
10. Therefore keeping above things in mind do not commit based on the 100% utilization and 100% productivity.
11. Maintain risk register.
12. If there are too many changes in sprint then recommend Product Owner to cancel the sprint.

Sprint & Scrum Master

- Ensure team is focused
- Ensure team is functional and they are not thinking in terms of department and individual responsibility but team's commitment to the Goal.
- Ensure product owner is available to explain requirements on need basis
- Ensure product owner is validating work using acceptance criteria
- Ensure regular builds are happening and testing work is not in spike towards the end of the sprint
- Ensure team has development, built, testing, release and deployment best practices and in place and they are being followed
- Ensure team is living agile values and principles
- Maintain agile health index
- Ensure team is updating burndown and burnup chart
- Ensure risks are identified and managed meticulously
- Maintain risk register & risk burndown chart
- Ensure impediments are getting resolved on regular basis

Product Backlog Grooming & Scrum Master

- Ensure development team and product owner spends 5-10% of the sprint efforts on product backlog grooming on regular basis.
- Do not club the Product backlog grooming, backlog estimation, release planning, sprint planning
- If required team is performing technical spike to provide input to the product owner to check the feasibility and make the priority, go/no-go decisions.
- Requirements in product backlog are in the form of user stories
- Ensure user stories are following INVEST model

Sprint Review & Scrum Master

- Ensure Sprint Review (Demo) is conducted by the Product owner to the end customer and not by the developers.
- Velocity chart is updated
- Customer feedback is documented
- Ensure sprint review is a structured meeting
- Sprint review do not happen **ONLY** incase sprint is cancelled.

Sprint Retrospective & Scum Master

- Irrespective of the success of a sprint, sprint retrospective must be conducted
- Ensure environment is conducive for conductive retrospective and time spent is worth.
- Assess the ROTI (return on time invested) of every sprint retrospective
- Ensure team members are not critical about individuals but share their experience and ideas to improve the next sprint.
- Do not take many ideas for the improvement in a single sprint
- Ensure team take this opportunity to improve their practices and processes.
- Ensure management is involved at right level to get their attention to make certain decisions (if required).

As a Scrum Master You should

- Empathize with the team
- Make sure senior people do not make bossy in the project
- Ensure people are learning from each other or by doing work
- Emphasize sprint goal, release goal, project goal every time
- Guide using Agile Values and Principles
- Know strength and weakness of individual team member
- Know project resource, task dependencies
- People driven rather than metrics driven
- Value people over Process
- Value Delivery over detail long term plan
- Value team over ego message of individual
- Protect the team so that they achieve the sprint goal

As a Scrum Master You should

- Take calculative risk
- Made decisions
- Focus on team work rather than heroic work
- Pay attention to your SQ rather IQ and EQ.
- Inspire team to take risk/fail fast, learn more, deliver more and support them in their tough time
- People driven.
- Engage with people
- Value uniqueness of everybody.
- Awareness
- Empathy
- Persuasion
- Give credit to the team
- Remove impediments

As a Scrum Master You should NOT

- Estimate on behalf of the team
- Plan on behalf of the team
- Assign work to the team member
- Be bossy over the team
- Sit far away from the team in some close cubicle. But remain available to the team all the time.
- Encourage heroism
- Take report from people
- Challenge estimation of the team members
- Encourage QA vs Dev team
- Create competition between people. Rather create great teams.

Driven by Values

- Commitment
- Selflessness
- Respectfulness
- Trust
- Focus
- Transparency

Interpersonal Skills

- Communication
- Listening
- Encouragement
- Delegation
- Teaching
- Coach, Mentor, Friend... Not Boss
- Negotiator
- Influencer
- Lead by High Moral

Revision

1. Project & Project Management
2. Modern Project Management Challenges
3. How to address modern day PM Challenges
4. What is Agility?
5. Defined Processes vs Empirical Processes
6. Agile Value
7. Agile Principles
8. Agile Characteristics
9. Agile Methodologies
10. Scrum Values
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