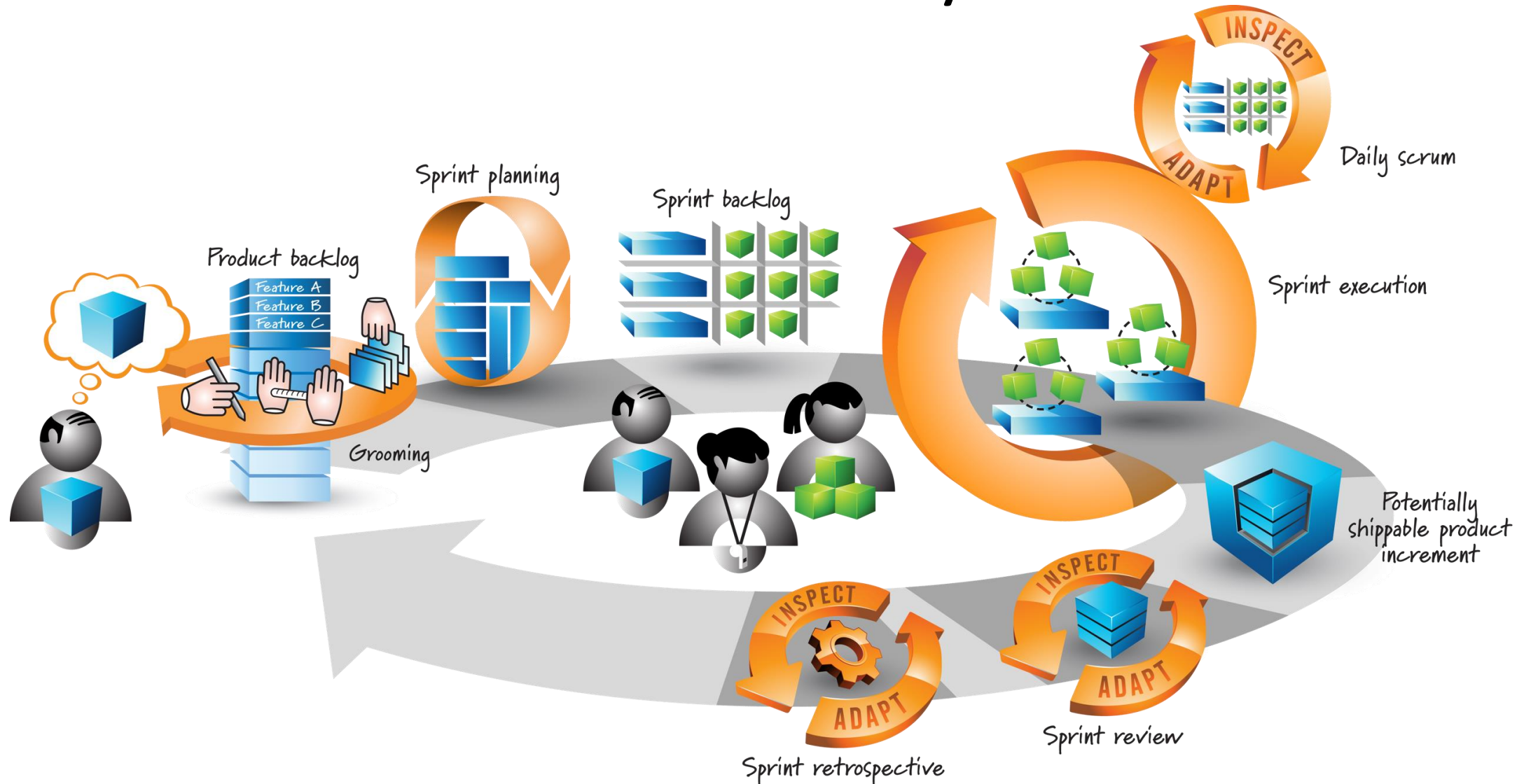# Intro to the Scrum System, and the Scrum Master's Role

System Definition

From Wikipedia: **system** is a group of interacting or interrelated elements that act according to a set of rules to form a unified whole.

The Scrum System

The Four Sub-systems in Scrum

These sub-systems reinforce the following in the larger scrum system:

- Predictability
- Productivity
- Continuous Improvement
- Risk Management

Agile Values

These agile values are codified and reciprocated in the scrum sub-systems:

- Trust
- Transparency
- Commitment
- Continuous Improvement

The Systems Thinker's Edge:
Why Is Codifying Agile Values Important?

Codify human values into a continuously improving system to …

Eliminate/Mitigate:
- bad feelings
- finger-pointing
- politics
- egos

Enhance/Increase:
- leadership trust
- autonomy

Role/Scope of the Scrum Master
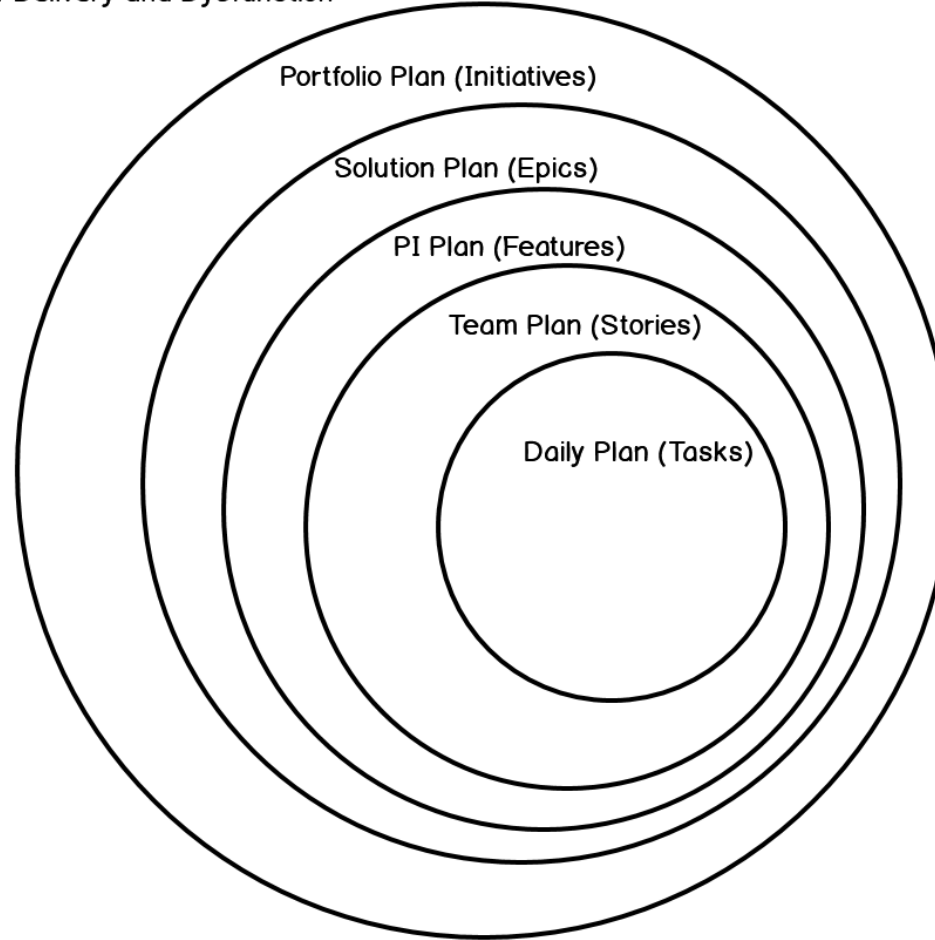
Specific:
- Running Scrum Events
  - Sprint Planning (2 hours per week of sprint)
  - Daily Standup (15 minutes)
  - Backlog Refinement (1 hour per week of sprint)
  - Sprint Review (1 hour per week of sprint)
  - Sprint Retrospective (45 minutes per week of sprint)

General:
- Managing flow of value
- Facilitate removing impediments
- Protecting the scrum team's autonomy (org scalability)
  - Defend team's DoR
  - Make sure external risks are acknowledged
- PO of the process (ceremony stories)
- PO of team's Risk Governance

The Scrum Master and Team's Risk Governance Model

Development Delivery System
Flows of Delivery and Dysfunction

Portfolio Plan (Initiatives)

Solution Plan (Epics)

PI Plan (Features)

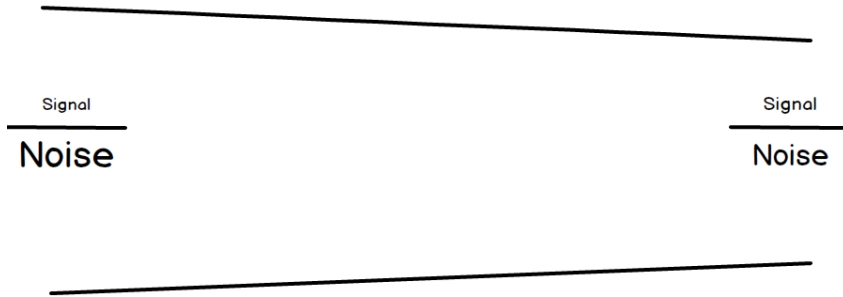Team Plan (Stories)

Daily Plan (Tasks)

Elaboration
Value
Stream

Downflow

Upflow

Dysfunction
Discovery
(Healthy Backpressure)

The Cost (Energy Usage) of Good Scrum
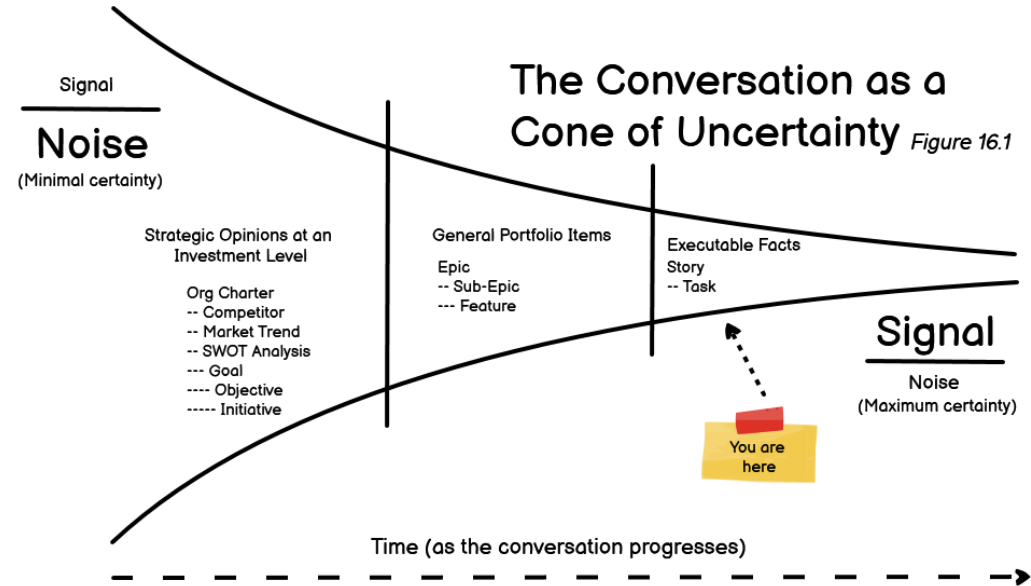

The Way Most Cones End Up Looking

Signal / Noise

Signal / Noise

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Signal / Noise (Minimal certainty)

The Conversation as a Cone of Uncertainty *Figure 16.1*

Strategic Opinions at an Investment Level

Org Charter
-- Competitor
-- Market Trend
-- SWOT Analysis
--- Goal
---- Objective
----- Initiative

General Portfolio Items
Epic
-- Sub-Epic
--- Feature

Executable Facts
Story
-- Task

Signal / Noise (Maximum certainty)

You are here

Time (as the conversation progresses)

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This cost   VS   This cost

Where's the lowest cost (energy usage)?

What the Scrum Master Thinks About

If Goldilocks Was Risk Management

High

You don't want to be here!

Cost of Risk

Waterfall Solutions

Agile System That Doesn't Deliver Increasing Certainty and Stability

Low

You want to be here!

Agile Goldilocks Porridge that is just the right temperature

- Optimal Signal/Cost Ratio (consider Mission Criticality and Mission Safety)
- Optimal Backlog Runway*
- Optimal DoR and DoD to enable certainty, stability, automation, parallel work
- Optimal Transparency

*What's a backlog runway? It's a taxonomy with work-items that support development of just enough signal (cone of uncertainty) that doesn't encourage duplication in work-item hierarchy, but also doesn't throw your delivery teams a giant snowball that they waste time trying to figure out. So do you need Initiatives? Do you need sub-epics? Be agile - experiment and find out.