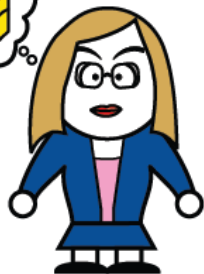# SCRUM MASTER IS AN ACCOUNTABILITY not a job title

Scrum Guide 2020

1. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide.
2. *The Scrum Master is accountable for the Scrum Team's effectiveness.*

THE RATIONALE ...

PRODUCT OWNER

The entire Scrum Team is accountable for creating a **valuable**, **useful** Increment **every Sprint**.
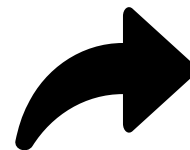
DEVELOPERS

SCRUM MASTER

effective (n): producing a result that is wanted : having an intended (effect)
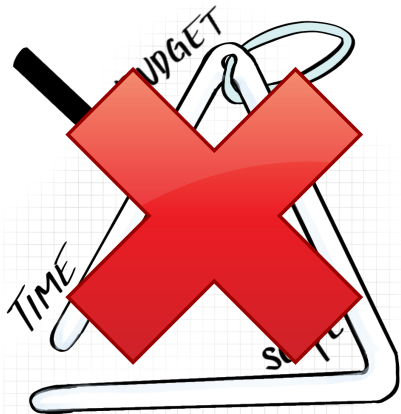
product goal

sprint goal

- **impact to customers**
- **impact to the business**

outcome

value

TIME BUDGET SCOPE

Not this ...

Impediments

Scrum team is effective when these are achieved

Capability

Value

WATER - SCRUM - FALL

Requirements Analysis
UX Research ...

Development Sprints

Quality Assurance
Testing ...

Number of Releasable increments ...

1000

Value is
realised late ...

Jan   Feb   Mar   Apr   May   Jun   Jul   Aug   Sep   Oct   Nov   Dec
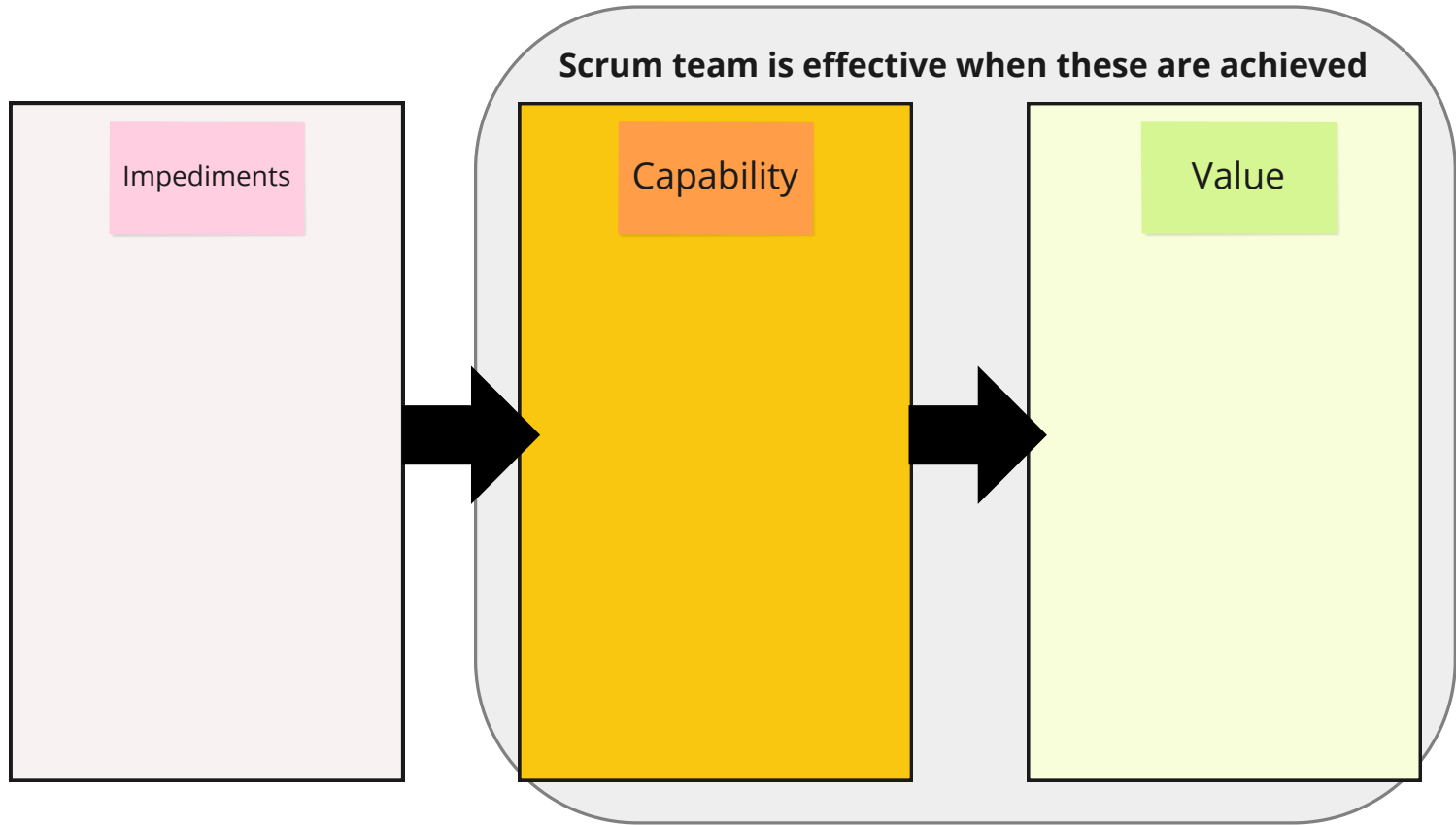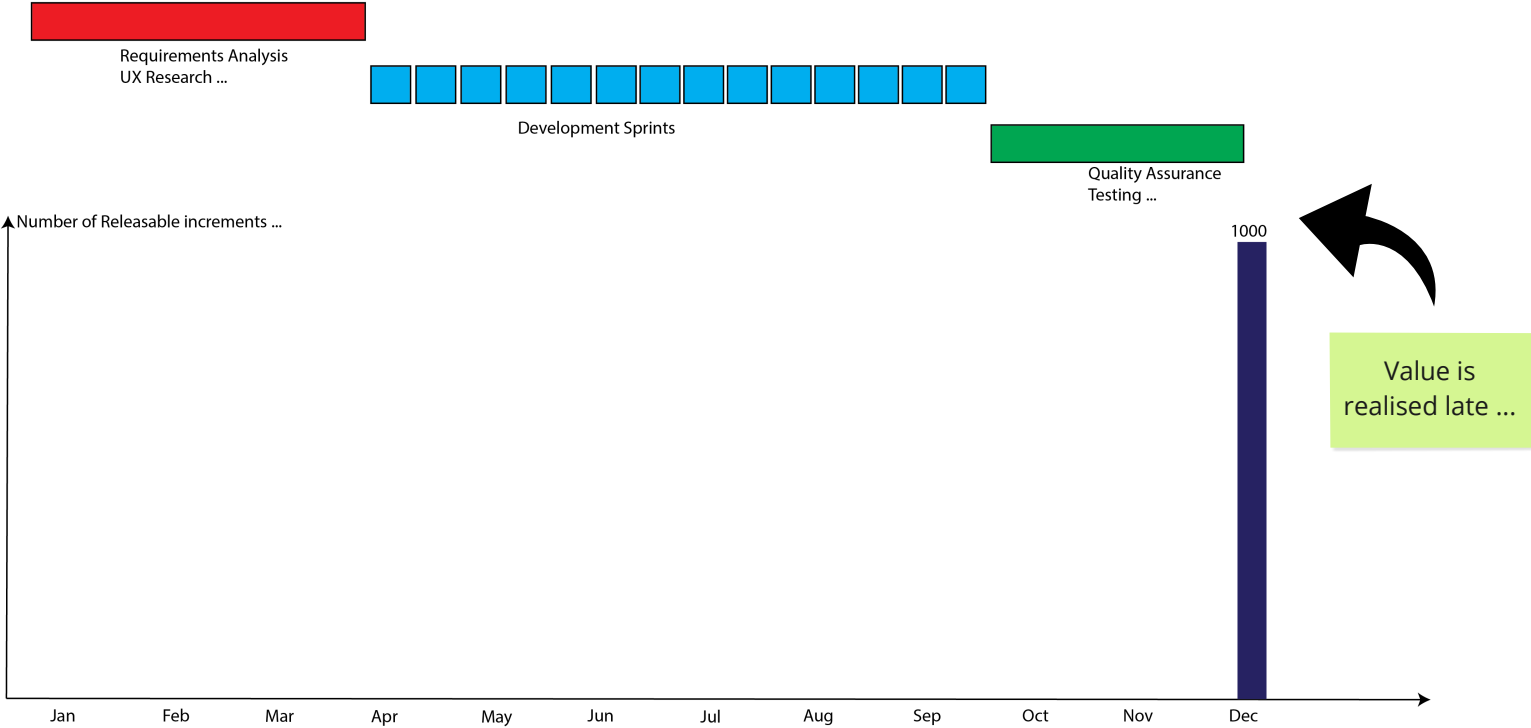
SCRUM

Sprints

□□□□□□□□□□□□□□□□ □□ □□□□□□□□□

Number of Releasable increments ...

Jan   Feb   Mar   Apr   May   Jun   Jul   Aug   Sep   Oct   Nov   Dec
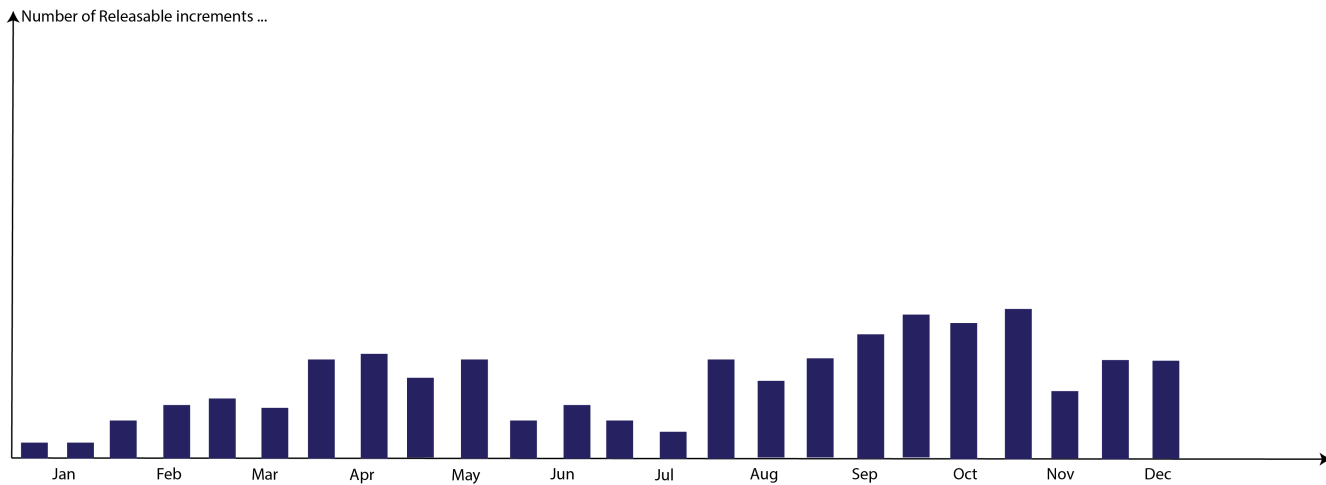
WHAT WE SHOULD UNDERSTAND ABOUT SCRUM ...

Planned

Delivered

PBI #1

PBI #2

PBI #3

PBI #4

PBI #5

Sprint Backlog

DONE

Increment #2

PBI #3

Increment #1

PBI #1

PBI #2
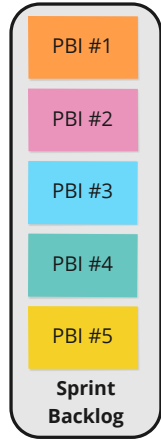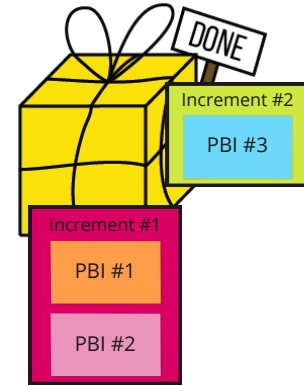
- Releasable increment != completing all of the Sprint Backlog
  - The Scrum team can have one or more releasable increments even though they didn't complete all of the Sprint Backlog
- Number of releasable increments != number of completed Product Backlog items
  - More than one Product Backlog item can form an increment
- Effective in Scrum does not mean Planned = Delivered.

THE FIRST METRIC TO MEASURE SCRUM TEAM EFFECTIVENESS

Releasable Increments

Frequency Releasable Increments Delivered

No of releasable increments per Sprint
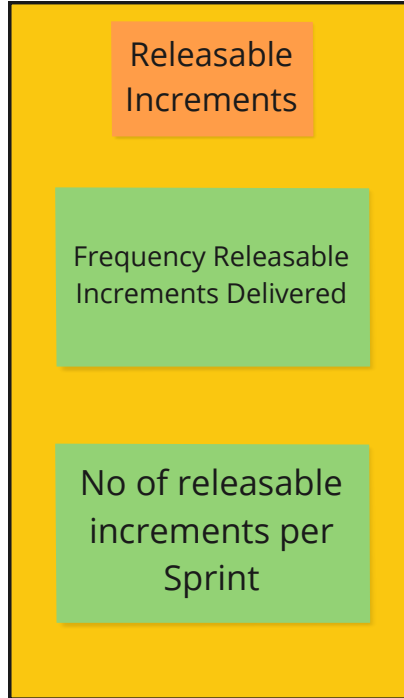
MULTIPLE INCREMENTS MAY BE CREATED WITHIN A SPRINT.

Scrum Guide 2020

2 weeks
Sprint

Number of Releasable increments ...

Mon   Tue   Wed   Thu   Fri   Mon   Tue   Wed   Thu   Fri
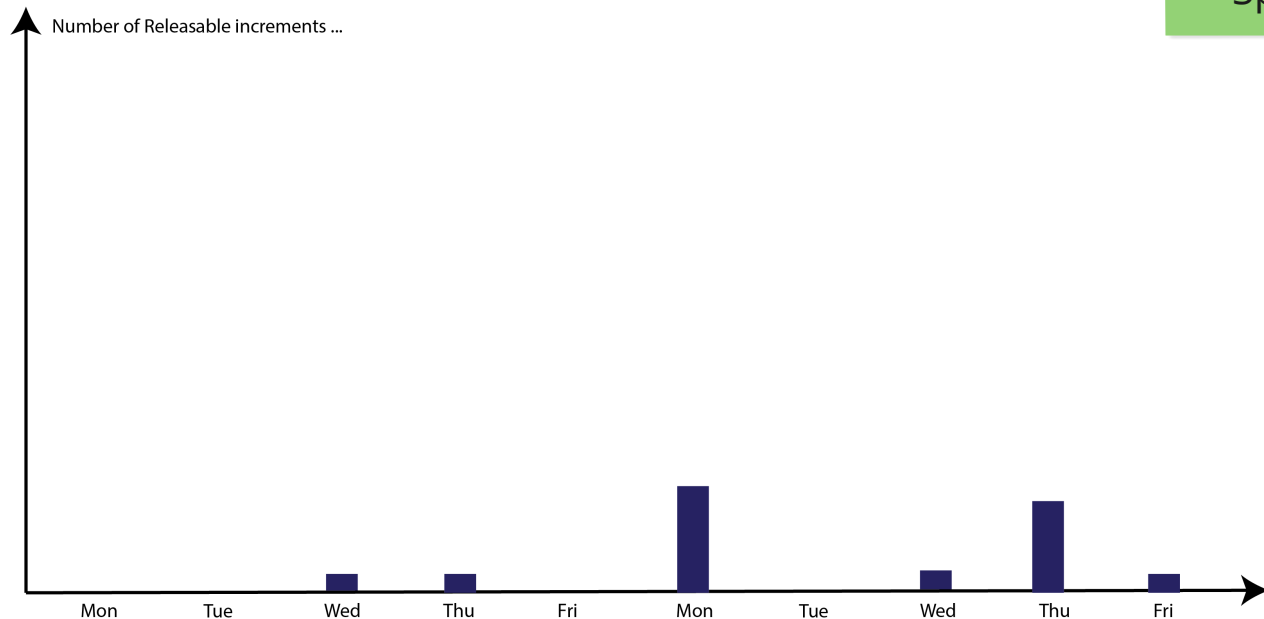
THE SPRINT REVIEW SHOULD NEVER BE CONSIDERED A GATE TO RELEASING VALUE.

2 weeks
Sprint

Release Frequency

If your team can deliver releasable increments multiple times in a Sprint, why not release it multiple times?

Amazon release multiple times a day https://www.youtube.com/watch?v=dxk8b9rSKOo

20

15

10

5

Sprint #1   Sprint #2   Sprint #3   Sprint #4   Sprint #5   Sprint #6   Sprint #7   Sprint #8   Sprint #9   Sprint #10

Your Scrum team effectiveness is measured by their capability to deliver.

Super effective

Achieved outcome driven Sprint Goal every Sprint

Release the increments multiple times in a Sprint

Release the increment once every Sprint

Effective ++

Multiple releasable increments every Sprint

Effective

One releasable increment every Sprint

Sometimes there is a releasable increment in a Sprint
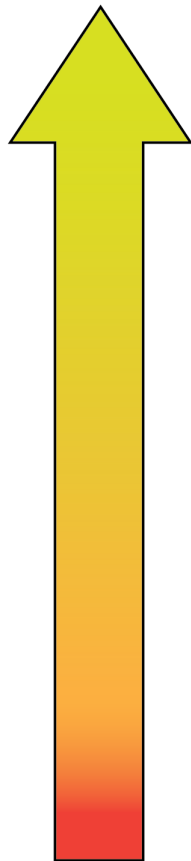
Not effective

No releasable increment every Sprint

If your Scrum team is unable to deliver at least one releasable increment, fix the systemic issue first so they can be at an effective state ...

Impediments

Percentage of time spent on products per Sprint	Time Spent for context switching
Technical debt rate	Waiting time for approvals or agreement
Production incident rate	Defects rate
Frequency Sprint cancellation	Frequency scope change in a Sprint

Releasable Increments

Frequency Releasable Increments Delivered

No of releasable increments per Sprint

Release frequency per Sprint

Frequency Sprint goal achieved

Fix this

To get this

Percentage of time spent on products per Sprint

Percentage of the spent per product per Sprint

One team working on multiple products

■ Product A
■ Product B
■ Product C

Sprint #1 Sprint #2 Sprint #3 Sprint #4 Sprint #5 Sprint #6 Sprint #7 Sprint #8 Sprint #9 Sprint #10

Even if the Scrum team is not working on multiple products ...

Sprint Backlog Composition

One team working
on one product with
inherently bad quality

- ■ Fixing Defects
- ■ Production Incidents
- ■ Developing New
  Functionalities

Sprint #1 Sprint #2 Sprint #3 Sprint #4 Sprint #5 Sprint #6 Sprint #7 Sprint #8 Sprint #9 Sprint #10
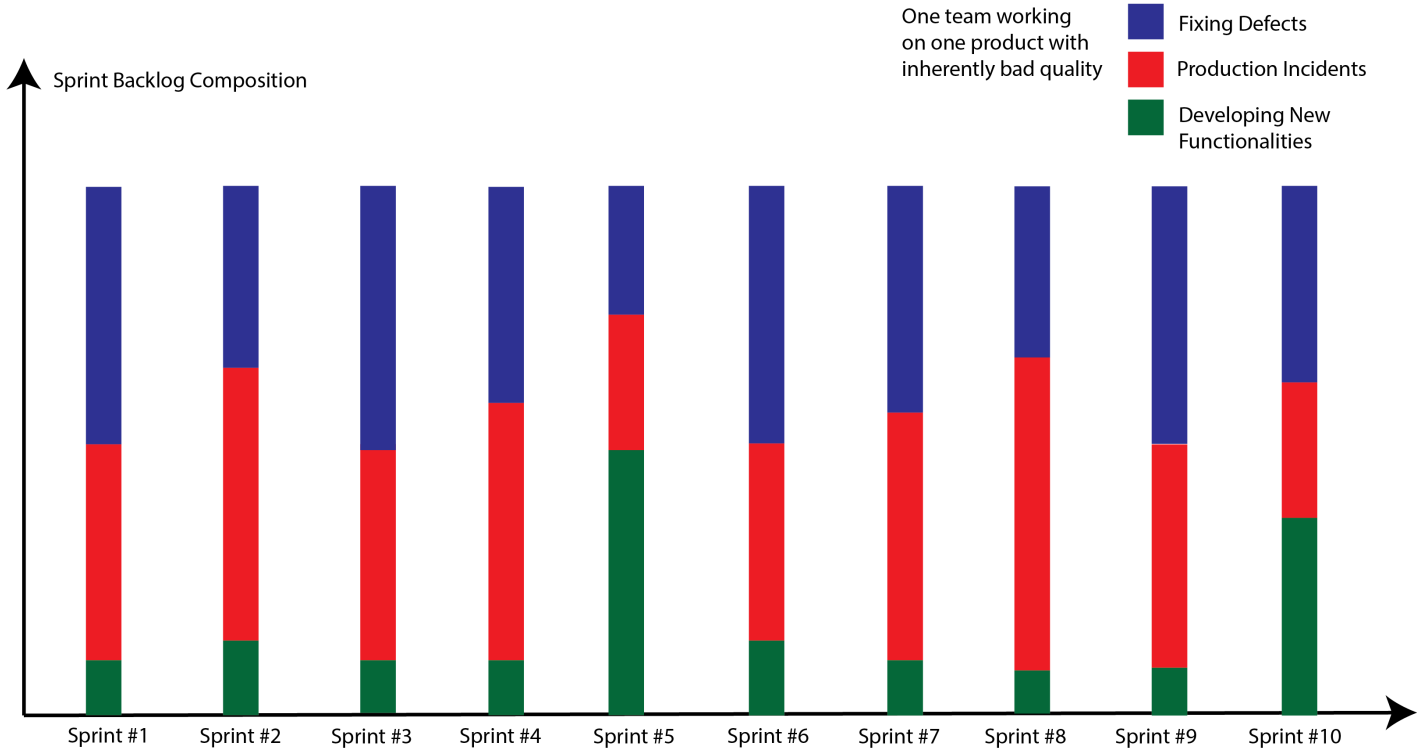
EFFECTIVE SCRUM TEAM IS ...

The one who deliver more value ... not more outputs

Capability

- Frequency Releasable Increments Delivered
- No of releasable increments per Sprint
- Release frequency per Sprint
- Experiments ratio per Sprint

Value

- Revenue per employee
- Customer satisfaction gap
- Consumer Usage index
- Market Share
- Cash Burn Rate
- Stock Price

Product Goal