

Summer 2021  
Challenging Cases

Case 1:

## **“Can I skip the Daily Scrum?”**

One of the members in your Scrum Team is consistently not showing up for the Daily Scrum. For her, it's just a waste of time and she prefers to just keep focused on her work. This bothers others in the Development Team, but they also recognize how much work she gets done in 'focus mode'. You, and others in the team, have had conversations about this with her. But she has been unwilling to change her behavior.

How do you deal with a situation like this? What can you make transparent? How do the Scrum Values inform your behavior? And what would servant leadership look like for you, in this case?

Case 2:

## Scrum Master is responsible for performance reviews

The organization you work for implemented Scrum a couple of years ago. By using Scrum, many things have changed: new roles, events, and processes. Something that has stayed the same, are the annual performance reviews, for all the employees.

To respect the Scrum Team's autonomy, they have asked you to conduct these reviews. This means it's up to you to discuss the individual performance with each team member. Did they achieve their personal goals? Do they deserve an increase in salary? It's your call.

You're expected to have the individual performance reviews next Sprint.

If you would conduct the performance reviews, how would this impact your relationship with the Scrum Team? How would it change your role as a Scrum Master? How would it impact the Scrum values?

What would be an alternative approach?

Case 3:

## Product Owner without a mandate

During Sprint #12, you're approached by the Product Owner of your Scrum Team. You can see she's angry. During the conversation she tells you that, once again, her decision to release the product this Sprint was overruled by a group of stakeholders. Also, they approached the Development Team directly and told them to release next month and to include a different feature. The Product Owner learned about it this morning from a team member.

This isn't the first time this has happened.

Personally, you (and the Development Team) have a good relationship with the Product Owner. Also, you're convinced that she is a great Product Owner. She's got all the necessary skills & capabilities, but she's struggling with organizational politics and power play by management.

You just wrapped up your conversation with the Product Owner. Something must change, but what? How would you approach this situation? What is something you would definitely do or not do? How does this situation impact the empirical process of Scrum, and what are the arguments you could raise with management?

\*\*\*All cases come from "The Liberators – 52 Challenging Cases for Scrum Masters.pdf" purchased from <https://theliberators.com/> on 7/26/2020