

EXIN Agile Scrum Master

Lesson 4—Scrum Roles



After completing this lesson, you will be able to:



- Describe the roles and commitments of the Scrum Master.
- Explain the tools and techniques used by the Scrum Master to coach the team and resolve conflicts.
- Define the Product Owner role.
- Define the Developer role in a Scrum Team.
- Explain the essential attributes of being a Scrum Master, Product Owner, or a Developer in a Scrum Team.

The Scrum roles are an important feature of Scrum. Scrum defines three roles:

Scrum Master



Accountable to the team to remove impediments that will prevent them from achieving the goals of the Product Owner

Product Owner



Responsible for the project's success by defining the project vision, requirements, and priorities

The Team



Team comprises 5–9 people, with a mix of roles, and self-organizes to determine how to best meet the goals of the Product Owner



Scrum Roles

Topic 1—Scrum Master

Do's and Don'ts of being a Scrum Master:



A Scrum Master is:

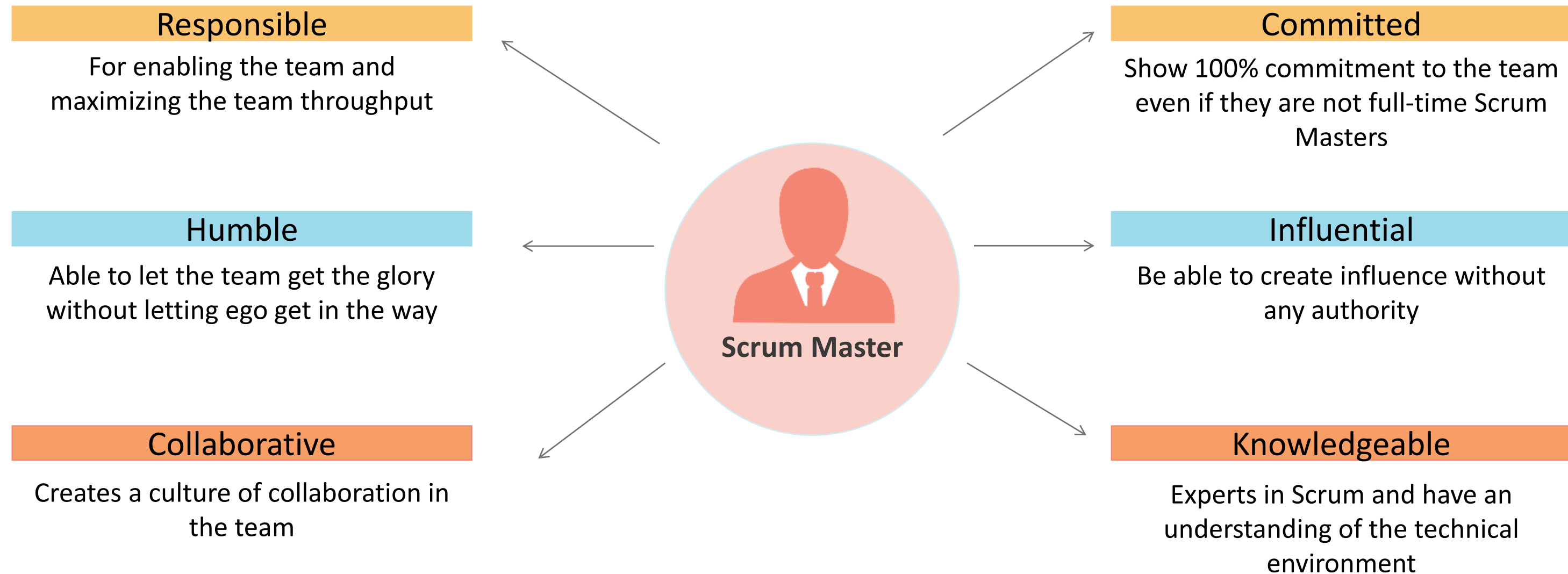
- A “servant leader”
- A facilitator of Scrum events
- An impediment remover
- A process “coach”



A Scrum Master is not:

- A “line” manager
- A task master
- A technical or design authority
- A decision maker

Scrum Masters should ideally have the following attributes:



The tasks for Scrum Master are listed below:

1

Serves the Team



- Sets up and facilitates the Scrum rituals
- Ensures that the team is collaborating and removes any roadblocks in communication
- Removes the issues blocking the team's progress

2

Protects the Team



- Shields the team from external interference and disturbance
- Keeps the team away from unnecessary pressure and unreasonable expectations
- Resolves and manages conflict within the team

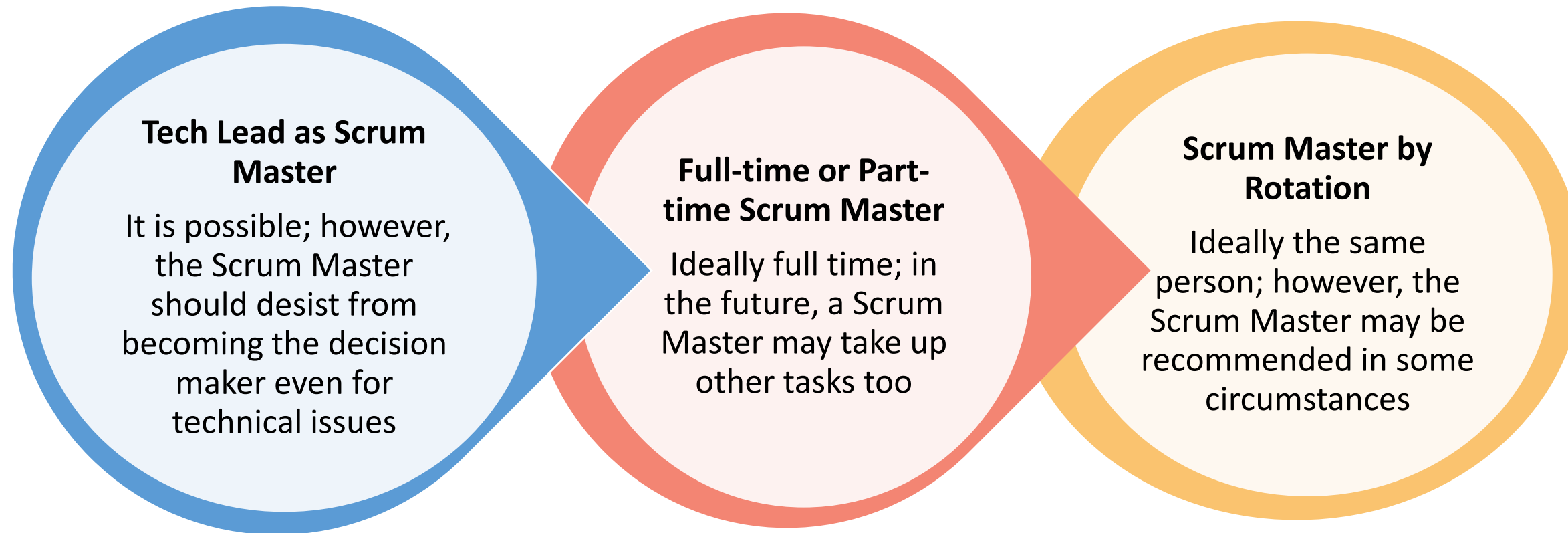
3

Coaches the Team

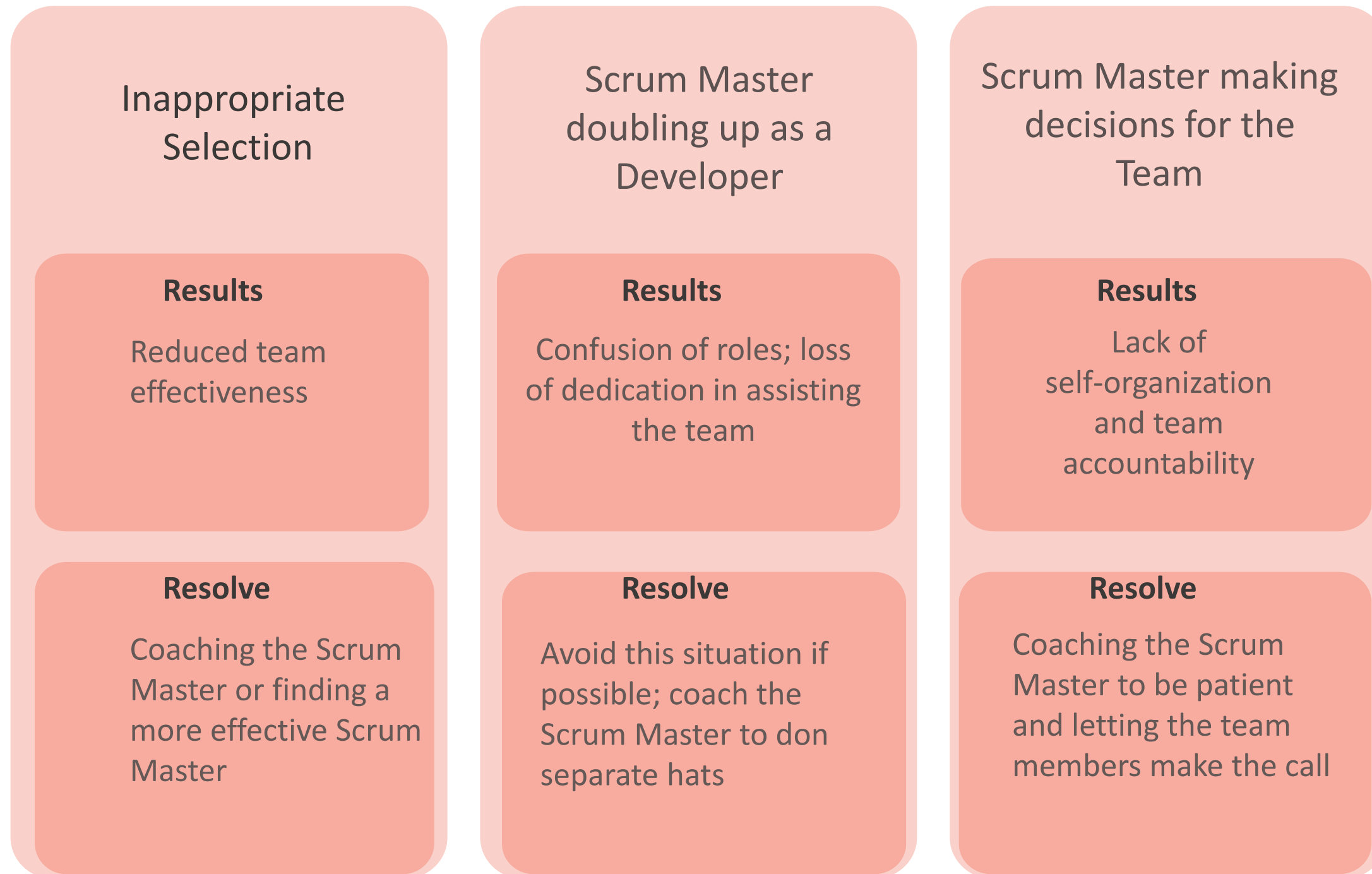


- Trains them on the Scrum methodology
- Ensures that the team stays true to the spirit of Agile development
- Reminds the team about the Agile Principles

Here are some common scenarios in appointing a Scrum Master for the team:



Some scenarios where the Scrum Master position may not work as expected are as follows:





Scrum Roles

Topic 2—Product Owner

Broadly, the Product Owner provides both vision and direction to the team.

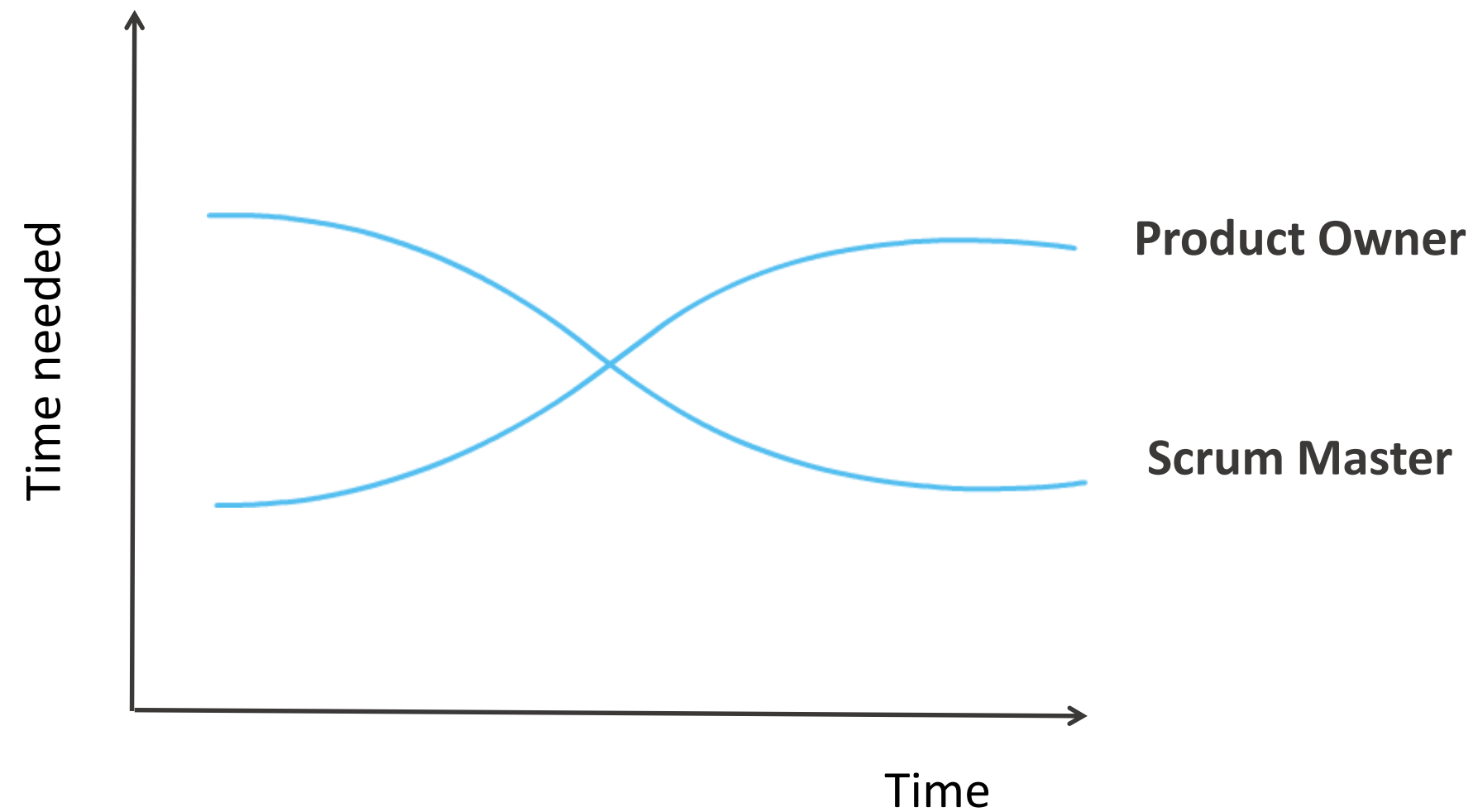
Vision Provider

- Establish and provide a compelling product vision
- Share the vision and gain consensus
- Ensure the creation of the product backlog
- Add details and clarify the backlog

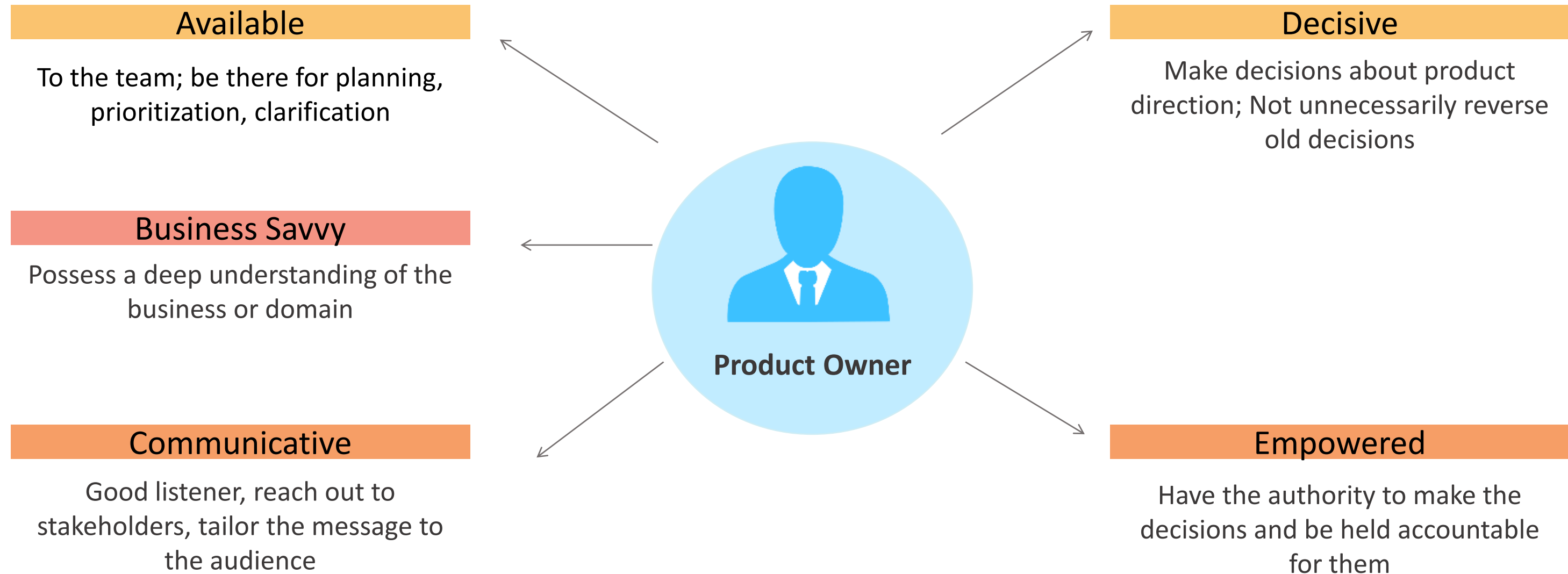
Boundary Provider

- Define success parameters like market window and desired timeline for the product
- Define the minimally viable product
- Define expectations around non-functional criteria
- Provide acceptance criteria

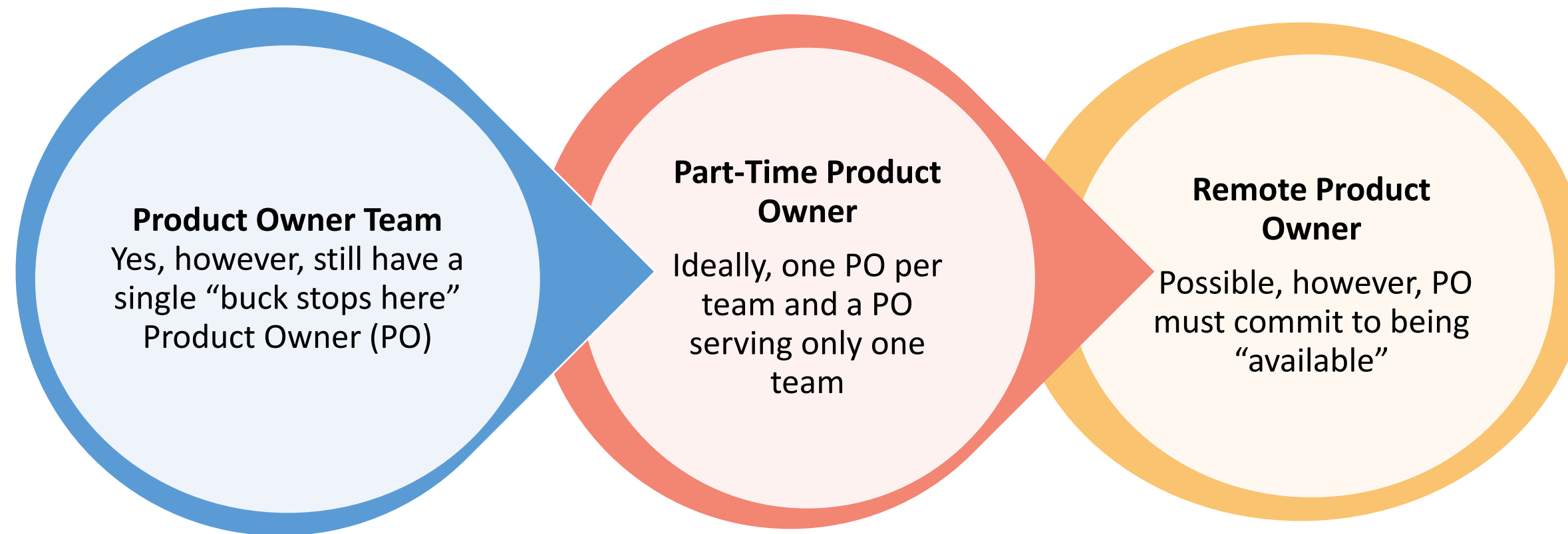
This is how the team's requirement of time from the Product Owner and Scrum Master evolves over time.



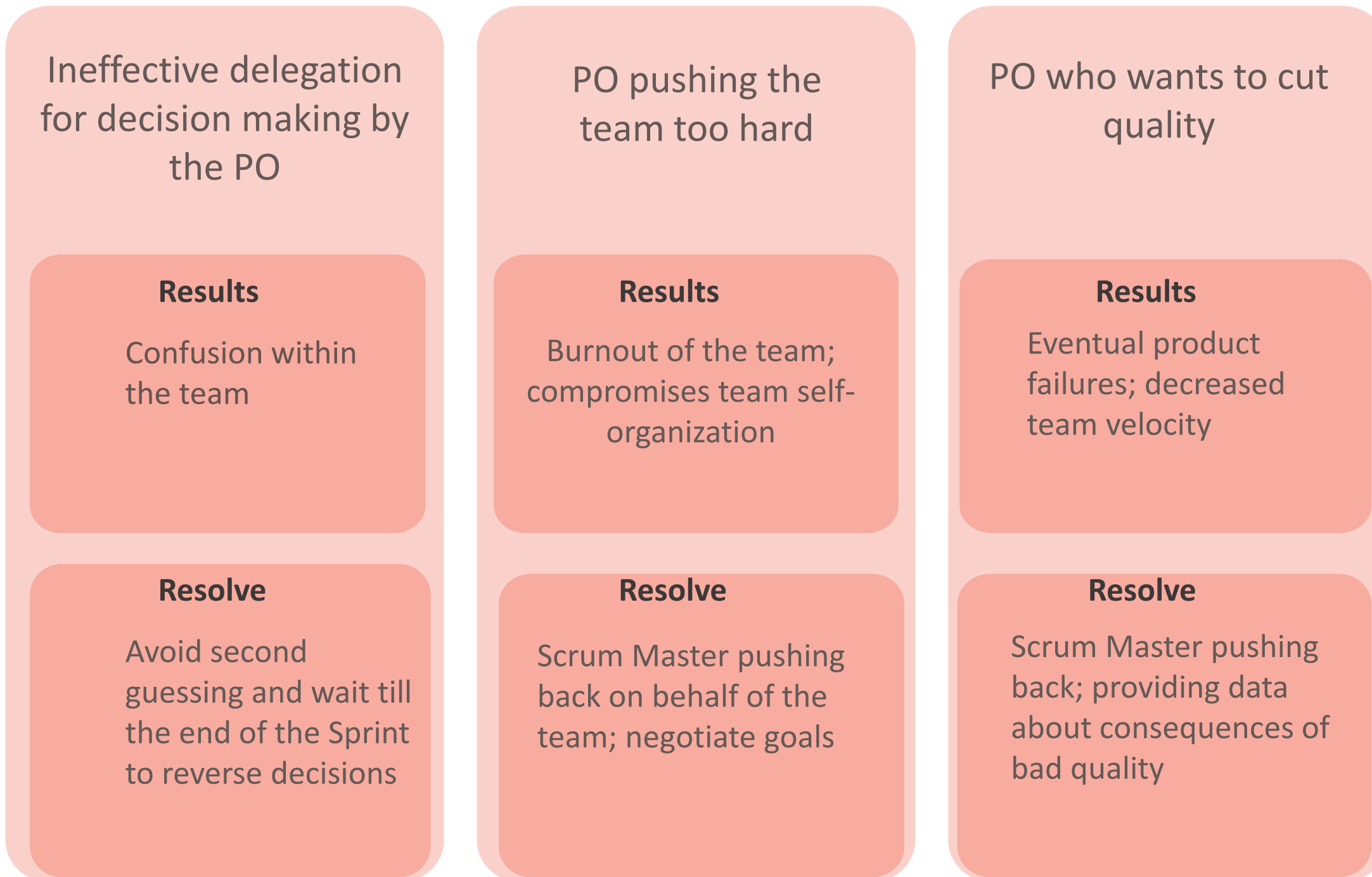
A Product Owner should ideally have the following attributes:



Here are some common scenarios in appointing a Product Owner for the team:



Some scenarios where the Product Owner position may not work as expected are as follows.





Scrum Roles

Topic 3—Scrum Teams

Following are some desirable characteristics of a Scrum Team:

Small and Nimble

- Ideally three to nine developers
- Avoid complexity and “social loafing,” which reduces productivity

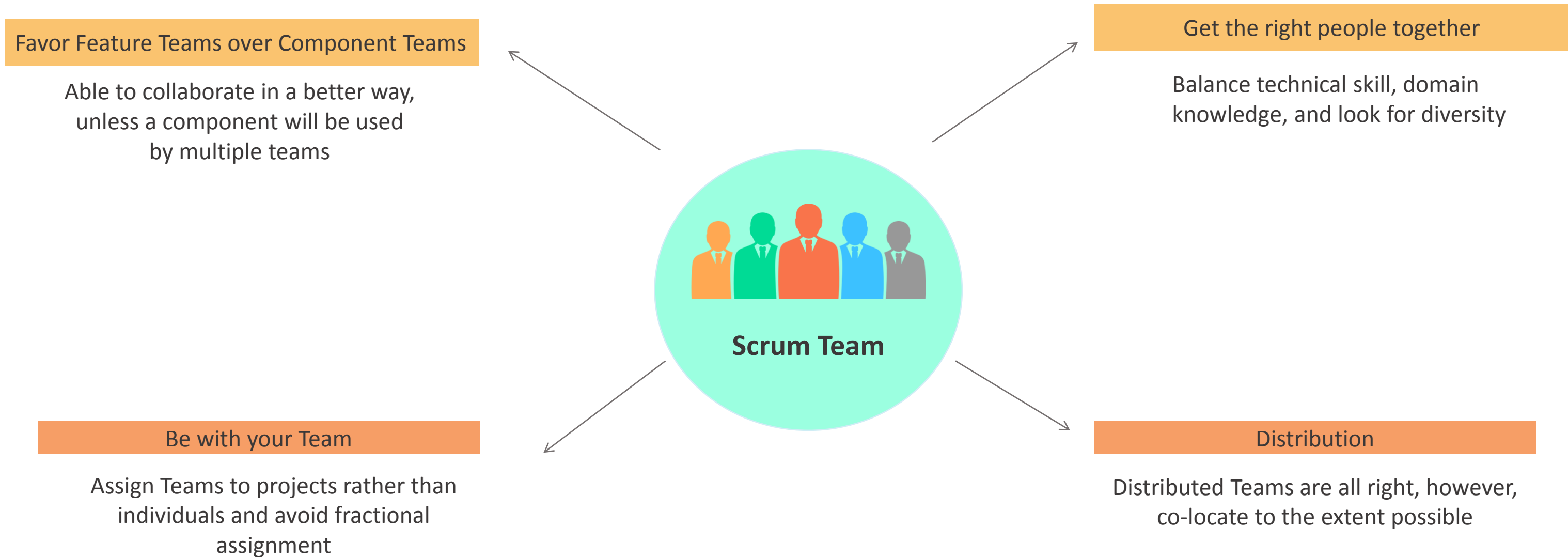
Self-sufficient and
Cross-functional

- Able to produce a “complete” product increment
- Preferably generalists who possess some specialized knowledge
- Favor “Feature Team” over “Component Team”

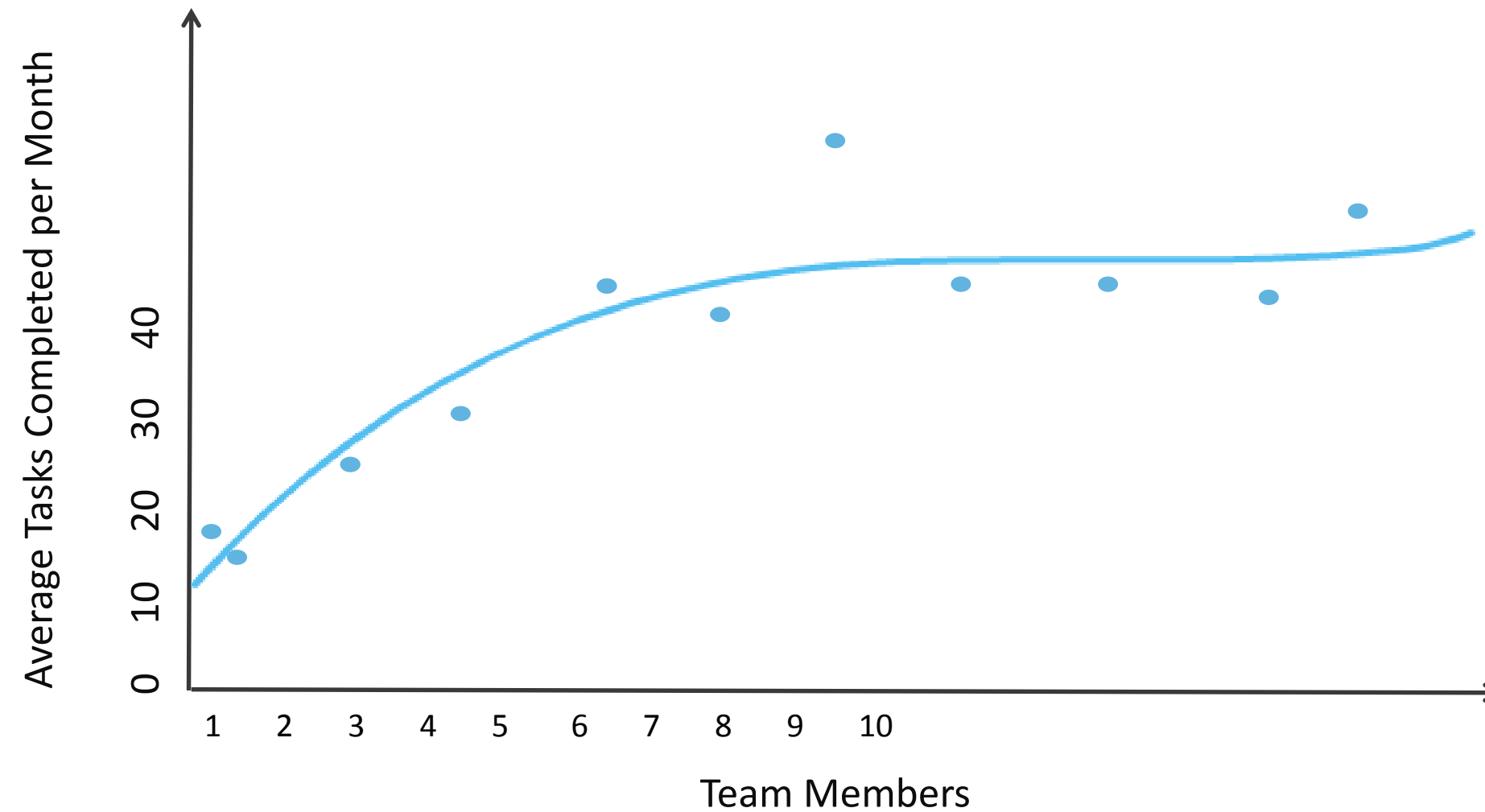
Autonomous and
Self-organizing

- Ideally no sub-teams, no separate roles
- Decide how to deliver what is expected

Common decision points in Scrum Team selection:



This is how the overall productivity of the team varies with the team size:

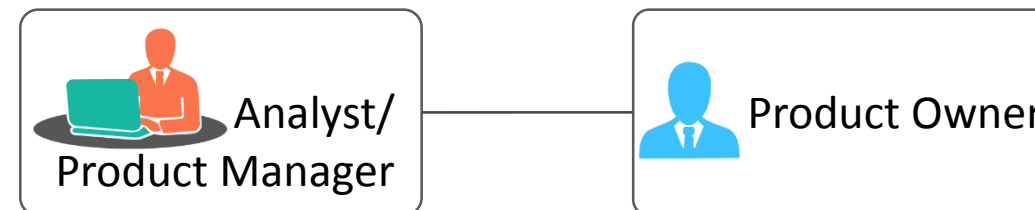


The common themes are Work incrementally, iteratively, and beyond your specialty.



- Avoid being decision makers
- Embrace servant leadership
- Learn about Scrum

- Avoid sitting in ivory towers
- Dedicate to the team cause



Provide direction, but is not the sole interpreter of customer's requirements



Scrum Roles

Key Takeaways

Let us summarize the topics covered in this lesson:



- The Scrum Master is a process coach of the team and facilitates the team's success by being the servant leader.
- The Product Owner provides the vision and boundaries for the product and the projects.
- A Scrum Team should be small, cross-functional, and self-organizing.
- There is reason for choosing different names for Scrum roles; it is important to evolve and shift out of the existing role to make Scrum successful.



QUIZ 1

The Product Owner (PO) wants a feature urgently, and the team's estimate for the feature was three Sprints. What is the best course of action for the Scrum Master?

- a. Take a step back and wait for the PO and the team to resolve the matter
- b. Request the team members if they can stretch their time to reduce the time estimate
- c. Tell the PO that the estimates of the team must be respected
- d. Organize a meeting to explore options of meeting the requirement in time



QUIZ 2

The best way to divide a large Project Team into smaller Scrum Teams is _____.

- a. into Developers, Testers, User Interface Designers, and Data experts
- b. according to components based on the product architecture
- c. around features that need to be developed
- d. by ensuring a mix of Senior and Junior Developers in each team



QUIZ 3

Why is diversity a desirable attribute for a Scrum Team?

- a. To encourage different view points and healthy debate to emerge
- b. To enable proper succession planning for each role
- c. To comply with Federal and State Regulations
- d. To help build cultural sensitivity



QUIZ

4

A part-time Scrum Master was working on a critical development activity when another team member asked for help. What should the Scrum Master do?

- a. Ask the team member to raise the issue at the next Standup meeting
- b. Explore the best way to help the team member
- c. Assist the team member as soon as the critical activity is finished
- d. Assign somebody else to assist the team member



This concludes “Scrum Roles.”

The next lesson is “Agile Estimating, Planning, Monitoring, and Control.”