Scrum Master Workshop
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Course materials can be found on www.accelinnova.com/scrummaster.html

Objective

- To clarify the Scrum Master roles and responsibilities on Agile Teams during
  - Sprint Planning
  - Sprint Retrospectives
  - Sprint Reviews and Demos
  - Outside these meetings
- To provide a set of tools and resources to meet these responsibilities and help agile teams succeed.
- To practice and find solutions for difficult situations such as distributed teams, Product Owner’s blowing up sprints, teams struggling to commit and reach “done, done, done”, and managers not letting teams take ownership.

Agenda

8:30 – 9:00 Introduction

Level Setting

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<th>Time</th>
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<tr>
<td>9:00 – 9:30</td>
<td>What do you want from this class?</td>
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<tr>
<td>10:00 – 10:30</td>
<td>Roles and Responsibilities?</td>
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<td>10:30 – 10:45</td>
<td>Break</td>
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Scrum Master Tools and Tips

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<th>Time</th>
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<tr>
<td>10:45 – 12:00</td>
<td>Planning</td>
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<td>12:00 – 12:30</td>
<td>Lunch</td>
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<td>12:30 – 13:30</td>
<td>Sprints</td>
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<td>13:30 – 14:30</td>
<td>Logistics</td>
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<td>14:30 – 14:45</td>
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Scenarios

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<td>15:00 – 16:30</td>
<td>Scenarios</td>
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<td>16:30 – 17:00</td>
<td>Wrap Up and Feedback</td>
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What do you want to learn in this class?

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Who Does What When

There are three major roles in agile development: Product Owner, Scrum Master and the team. What are their roles and responsibilities?

Review:

- Stakeholders: Input to Product Business Objectives
- Product Owner Team: To deliver the right product
- Delivery Team: To deliver the product right
- Scrum Master: Help Product Owner Team and Delivery Team work together

What are the responsibilities of a Scrum Master?

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What are the responsibilities of a Product Owner?

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What are the responsibilities of the Team?

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Planning Tools and Tips


What are the success factors? What can a Scrum Master do to ensure team success?

What are the billboards for your project?

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What are the decision filters for your project?

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What are the decision filters for your release?

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**Writing Acceptance Criteria**

![Diagram showing the relationship between Examples, Tests, Can Become, and Validate]

Write Three Examples of Acceptance Criteria

1. 
2. 
3.
Estimating with Story Points

Review:
- Story Points represent relative “bigness” of a feature
- Story Points are unit-less
- Influenced by how hard it is, how much there is
- Determine story points via triangulation

Working with dependencies

How do you deal with dependencies?

Planning the sprint backlog with the PO

Two part Sprint Planning Meeting:
Part 1: Sprint Prioritization – Use commitment based planning to determine the stories the team commits to delivering
Part 2: Sprint Planning – Decide how to achieve Sprint Goal; Create Sprint Backlog (tasks) to deliver the sprint commitment

Sprint Planning Checklist
- Sequenced & estimated Release Backlog
- Stories are appropriately small
- Acceptance tests for each story
- Daily standup time and place
- Definition of Done
- Sprint Goal
- Do all stories align with goal?
What does your planning checklist look like?

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**Proactively Managing Risks**

Uncertainty: Market uncertainty, technical uncertainty, project duration, number of customers, scope flexibility, dependencies

Complexity: team size, culture, mission criticality, team location, time zones, team maturity, domain knowledge gaps, dependencies, lack of trust.

**Exercise: Uncertainty**

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Exercise: Complexities

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For both Uncertainty and Complexity, What is an acceptable score (1-10). Update your spider diagrams with these thresholds.

MIA Product Owner

What are you going to do if the Product Owner won’t come to meetings or comes unprepared or takes too long to clarify the stories?

What can you do about a MIA Product Owner?

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Sprint Tools and Tips

The scrum master’s major responsibilities are doing the sprint – getting the team to work well with the Product Owner.

The Daily Standup Meeting

- Start them on time
- Each team member answer 3 questions or speak to each card
- Do stand up at the information radiator
- No chairs in the standup area
- Make everyone turn their Smart phones in

What will you do differently at your daily standups?

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What can you do when they start to problem solve?

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Coaching the team on “done, done, done”

- How to get the team to agree to what it is

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How to get the team to reach done, done, done

What was the D3 for your last sprint?

What was the D3 for this sprint?

What is missing?

Getting the team to take ownership

- PO must clearly explain the Business Context and the Value of the Stories being delivered
- PO & Scrum Master must allow team members to select what they can do within the sprint. Peer pressure will build ownership
- Scrum Master must continually hold up the “mirror” to the team so that they can:
  - Understand their own progress
  - Understand their individual contributions
  - Step up to help each other when needed
- Continually “Ask Questions to Guide”

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• PO & Scrum Master must be visibly seen to support the team and actively address issues outside the team’s responsibility
• **Other ideas???

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What can you do to help your team take ownership?

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**Sprint Blowup Prevention**

The cost of blowing up a sprint (when someone outside the team adds something to the sprint) can be as high as losing 70% of the code.

• If PO can’t wait for changes, is the sprint duration too long?
• Don’t say no, just that they will have to wait until the next sprint
• Direct changes to the release backlog
• Remember the decision filters

**Calculating team velocity**

• Use the 60/40 rule
• Example:
  • 9 months to deliver
  • 6 months of activities planned
• This becomes a decision filter:
  • “Can we get this done in 6 months”
• Integrity matters

[www.accelinnova.com/scrummaster.html](http://www.accelinnova.com/scrummaster.html)
- Don’t ‘sort of’ pass the filters!

### Make it Visible!

Keep the current state of the project visible for everyone!

- **Information Radiator**
  - Scrum Backlog and progress
  - Dependencies
  - Actions from retrospective
  - Spider diagrams (risk)
  - Burn up/burn down chart

- **Decision Filters**

- **Billboard**

- **Rules of Engagement**
  - Definition of Done, Done, Done
  - Standup meeting info
  - Coding standards

- **Product Owner contact info and backup contact**

- **Scrum Master contact info**

### How to run a good demo

The purpose of the demo is to get feedback. Don’t waste the attendees’ time!

- Give a short overview of the project
- Explain value being demonstrated
- Only demo what was done in this iteration. Do not add what was in the previous sprint.
- Listen and ask open ended questions
- Let every voice be heard
- Send out an time boxed agenda

### Logistics

- Send out an agenda in advance
- Give minor stakeholders a chance to have a preview
- Prepare and do a dry run
- Hold demo to 15 minutes – never over 30 minutes

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Demo Exercise

- What is the value in your next demo?

- Create an agenda for your next demo

- What minor stakeholders need to have a preview?

- Who will do the demo?

- Who needs to attend?

Elements of a good Retrospective

Team learning is essential for improving their effectiveness.

- Set The Stage
- Gather Data
- Generate Insights
- Decide What To Do
- Wrap Up

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Retrospective Exercise

- What did your team learn from the last retrospective?

- What action items resulted from that?

- Who is doing what about them?

Logistics Tools and Tips

Best agile performance comes when all the team is face-to-face. But that rarely happens. So, what can we do about that?

Distributed Teams

- Sort out the communications
  - Video

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• Audio
• Community space
• email

- Build aligned vision and goals
  • Focus especially on cultural differences where teams are in different countries
  • Personal relationships across teams

- Clear organization and structure - understood by all
  • Clear responsibilities for each team

- Inter-team
  • Project Management / Co-ordination = "Scrum of Scrums"
  • Team to team technical interfaces
  • Overall status reporting

- Common Tools
  • Development
  • Communications

- Increase frequency of integration
- Set up alert system: Push not pull

**Distributed Teams Tips and Tools**

- A Scrum Master at onshore and offshore sites
- Scrum of Scrums
- PO is available for some time to each team
- Post PO availability time and contact
- Co-locate entire team for one sprint
- Project wide wiki
- Encourage informal communications across members of distributed teams
- Scrum of Scrum meeting rotates the time zone meeting time
- Create a “community of practice” across geography teams to share resources

**Dealing with multiple teams working on the same project**

- Set a process for making decisions
- Sync the sprints on the same timeframe
- Scrum of Scrums with Development Mangers as well as Scrum Masters
- Create a communications plan and process

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On Becoming a Great ScrumMaster

Be Aware!

[www.accelinnova.com/scrummaster.html](http://www.accelinnova.com/scrummaster.html)
• Leading without Authority
• Purpose of Personal Agenda
• Listen between the lines
• Ask don’t tell
• Who’s having a bad day?
• Let healthy conflict resolve its self
• Use process to hold people accountable

**Review:**

**How to Step Aside**

- Give ownership to the team
- Use Authentic Motivation
  - Get teams to collaborate & make decisions
  - Let people choose how, what and when as much as possible
  - Provide meaningful work
- Create a Culture of Trust
- Let the teams figure out “how” when they understand the “what”
- Create a safety net for the team

**What to do when the team needs help**

- Keep the focus by asking questions
- Maintain team integrity – don’t take ownership away from them
- Use their problem solving ability
- Bring the team together
- Ask the team to describe their work, approach, the path they took and why
- Help them discover a new view

**Who is on your inception team?**
Who is on your core team?

What one improvement do you want to make to improve your scrum master skills?

What actions will you take? By when?

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**Bibliography**

Books, Articles and Related Links

Find it all here:  
www.accelinnova.com/scrummaster.html

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**Scrum in General**

- *On Doing Scrum: An unofficial set of tips and insights into how to implement Scrum well.* Peter Hundermark, PDF

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### Planning

- **Agile Planning and Estimating**, Mike Cohn

### Sprints

- “To Dos for your Sprint Reviews” blog by Ilan Goldstein, http://www.scrumshortcuts.com/blog/retrospectives-reviews/to-dos-for-your-sprint-reviews/

### Logistics

- **The Distributed Scrum Primer**, Pete Deemer, PDF http://www.goodagile.com/distributedscrumprimer/
- **Agile Contracts**, http://www.agilecontracts.org/
- **Practices for Scaling Lean & Agile Development: Large, Multisite, and Offshore Product Development with Large-Scale Scrum**, Craig Larman and Bas Vodde, Addison-Wesley Professional; 1 edition (February 5, 2010)

### ScrumMaster in General

- **Agile Adoption Patterns: Roadmap to Organizational Success**, Amr Elssamadisy, Addison-Wesley Professional; 1 edition (July 7, 2008)
- **Scrum Shortcuts Without Cutting Corners**, blog http://www.scrumshortcuts.com/blog/

### Becoming a Great Scrum Master

www.accelinnova.com/scrummaster.html
Suggestions From Lisa Crispin on Running a Demo:

We try to keep ours to 15 minutes, and no longer than 30 (after all, we release every two weeks so that’s a big investment of time from everyone in the company).

We have a page on our company wiki for each sprint that lists all the stories, tasks, bug fixes and database changes for that sprint. For each story, we link off to a wiki page for that particular story. But, where appropriate, we also include links to screenshots that illustrate the user story. We find this helpful when we go back months later to try to remember what we did in a given user story. We also often use these screenshots in place of demo-ing the actual page “live”. Heresy! I know! But, navigating to every page needed in a sprint review takes valuable time. If the only thing that changed was a report, or static text on a page, nobody really needs to see that real-time.

We’re also attuned to how many stakeholders there actually are for each story. If we do a user story that only the accountants care about, we make sure to show them in advance, and don’t spend a ton of time on that story in the meeting. For that matter, we demo early and often on every story, so the sprint review is usually just for the people not directly involved to get an idea of what’s about to be released.

Since we keep our meetings short, we don’t have to check blackberries at the door. One thing we’ve learned to do is, after talking about each user story, we ask if anyone has any questions, and make sure everyone has understood.

At the end of the sprint review, we go over our stories for the upcoming sprint. This is sometimes a chance to get a bit of input to those stories, or at least make people aware they might want to come get their two cents’ worth in later.