Transforming a Project Manager to LeSS Scrum Master. Is it even possible?

Konstantin Ribel
Daniel Heinen

Disclaimer

All presented opinions are personal opinions of Daniel and Konstantin and do not express the views or opinions of their employer.

Hello!

I am Konstantin Ribel

- Born in Russia
- Live in Germany
- Scrum Master
- LeSS enthusiast
- Experience with large embedded products

konstantin@ribel.eu

LinkedIn

konstantin-ribel.com

Konstantin's Journey

2008	2010	2013	2016	2017	2019
HW & SW Engineer	SW Architect	SW Project Manager	So-called PO	Scrum Master	Still learning to be a good Scrum Master

Start of my Scrum Master journey

LeSS Huge at BMW Group
Video recording from the LeSS conference 2018.

Let's debug my brain

It’s like being on drugs

- Dunning-Kruger effect
- Confirmation bias
- Reward system

The Inner
Battle

The Reward System

- Choice-supportive bias

Acceptance

LEARN

Hello!

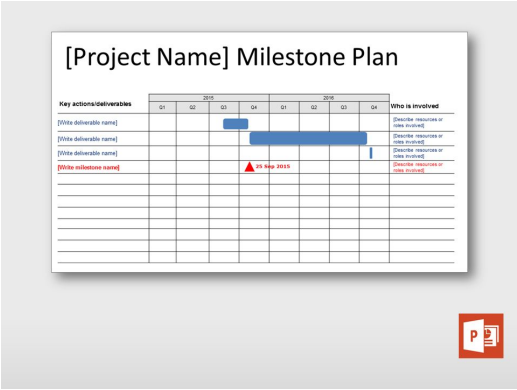
I am Daniel Heinen

- Born in Cologne
- Live in Munich - “Zuagroaster”
- Table Tennis
  (good for self control)
- Sword fighting
  (even better for self control)

unityproductdev@gmail.com

LinkedIn

Daniel's Journey
2011-13: IT Project Lead - Welcome to "industrialized IT"…

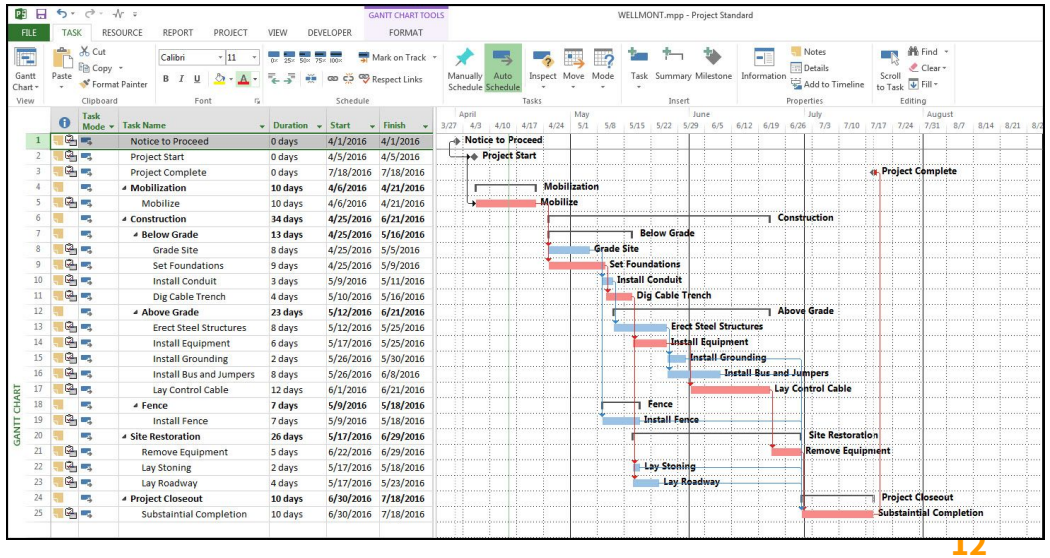


Source: https://projecttemplates.guru/templates/milestone-plan/

Source: https://www.ip-insider.de/

No	Task Creation Date	product	Subject	Action Item	Resp
1	01 Feb 14	no1	create OPL	Use this OPL every day of my life. Yes you should use it everyday of your life	myself
2	13 Apr 14	no2	create OPL	Use this OPL every day of my life	myself
3	13 Apr 08	no3	create OPL	Use this OPL every day of my life	myself
4	01 Jan 14	no4	create OPL	Use this OPL every day of my life	myself
5	13 Apr 14	no6	create OPL	Use this OPL every day of my life	you
6	20 Jan 15		this is a sample row	Select the row and insert it whereever you want in the OTL.	you
7	01 Nov 14	test	test	test	john
8	20 Jan 15	test2	test2	test2	Laura
9	20 Jan 15	test3	test3	test3	Lana
10					
	Do not add any thing under this line. Use the insert row function before reaching this line.				
14	20 Jan 15		this is a sample row	Select the row and insert it whereever you want in the OTL.	
	press shif ctrl ; to enter the date				
	save: use ctrl s as often as possible				

Source: https://www.excelmadeeasy.com/open-topic-list-excel.php



Source: https://www.vertex42.com/ExcelTemplates/excel-gantt-chart.html

Daniel's Journey
2013-2017 IT Project Lead for Innovation Systems
→ became Scrum Master & CLP

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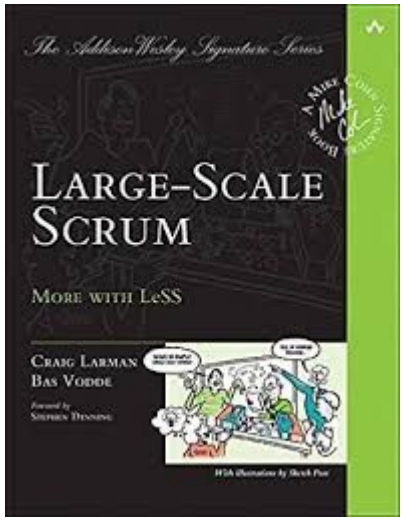
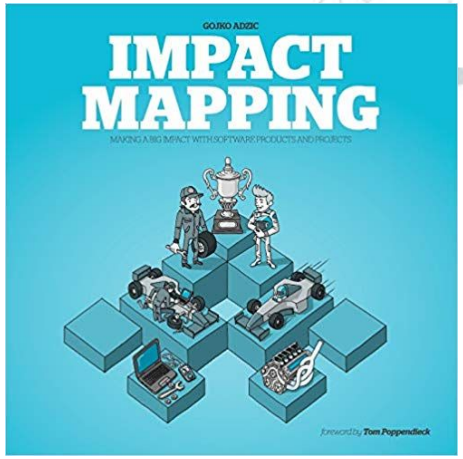
Daniel's Journey
2017-2018: Agile Coach for IT@BMW
→ Starting Major shift to Agile for >7000 employees



Source: https://motorgrafik.wordpress.com/



Source: scrum.org

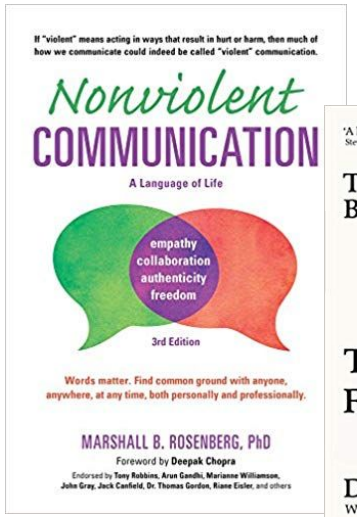
Source: https://me.me/i/ai-34-osaka-epic-fail-not-for-the-weak-of-6450964

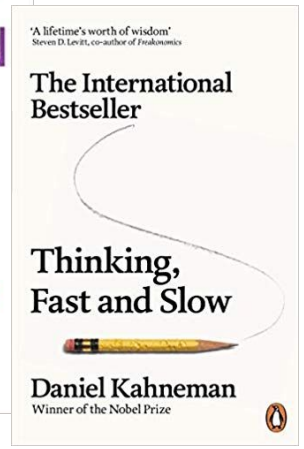
EPIC FAIL

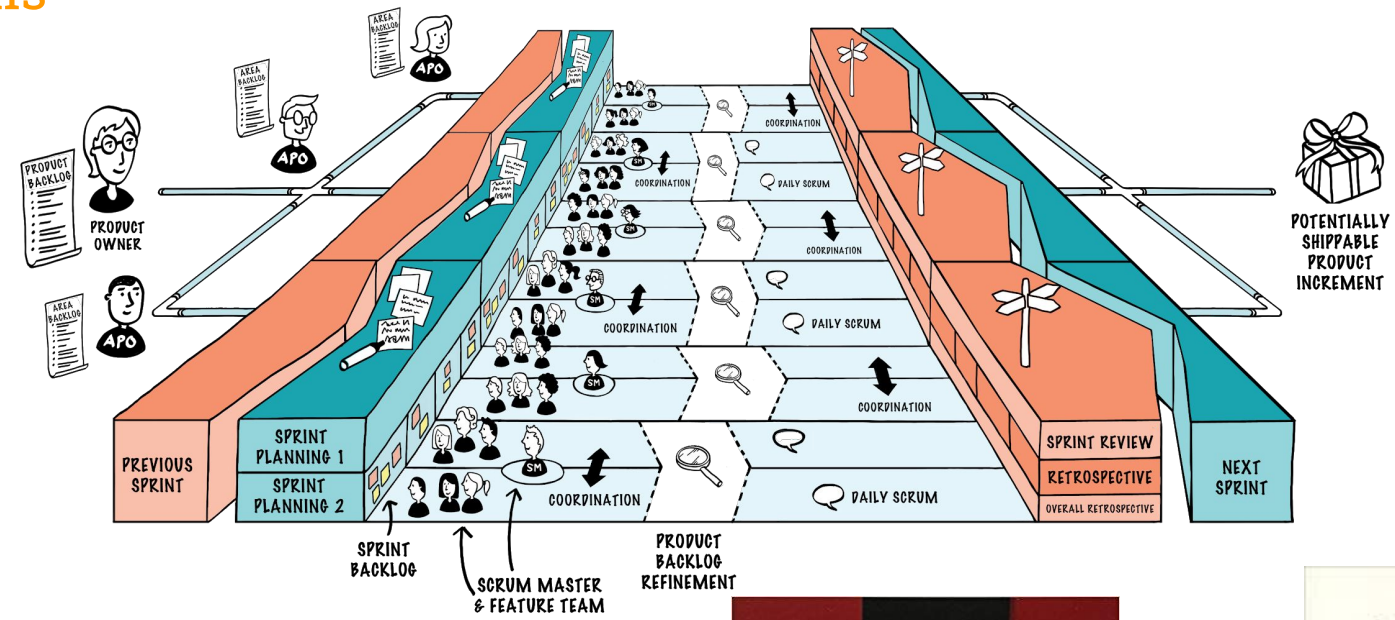
Not for the weak of forehead

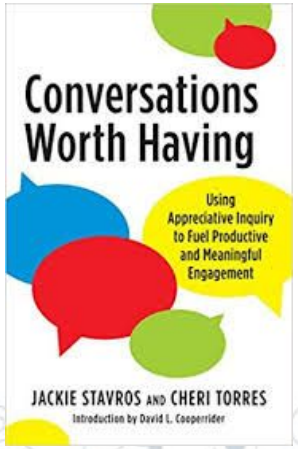
motifake.com

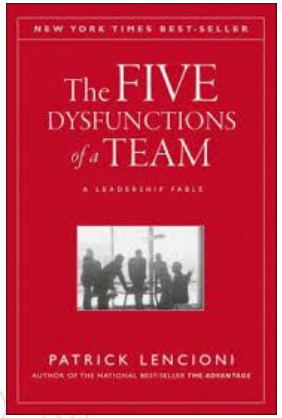
Daniel's Journey
Since 03/2018: Scrum Master in LeSS Huge Adoption at Autonomous Driving
→ Scrum Master for 2 teams



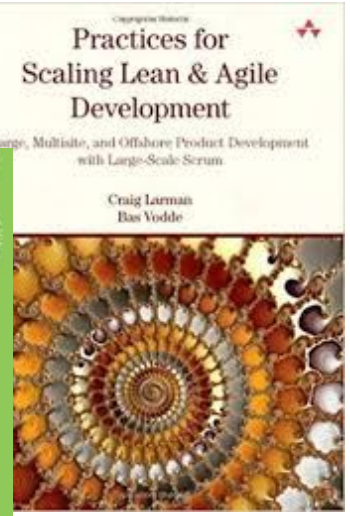


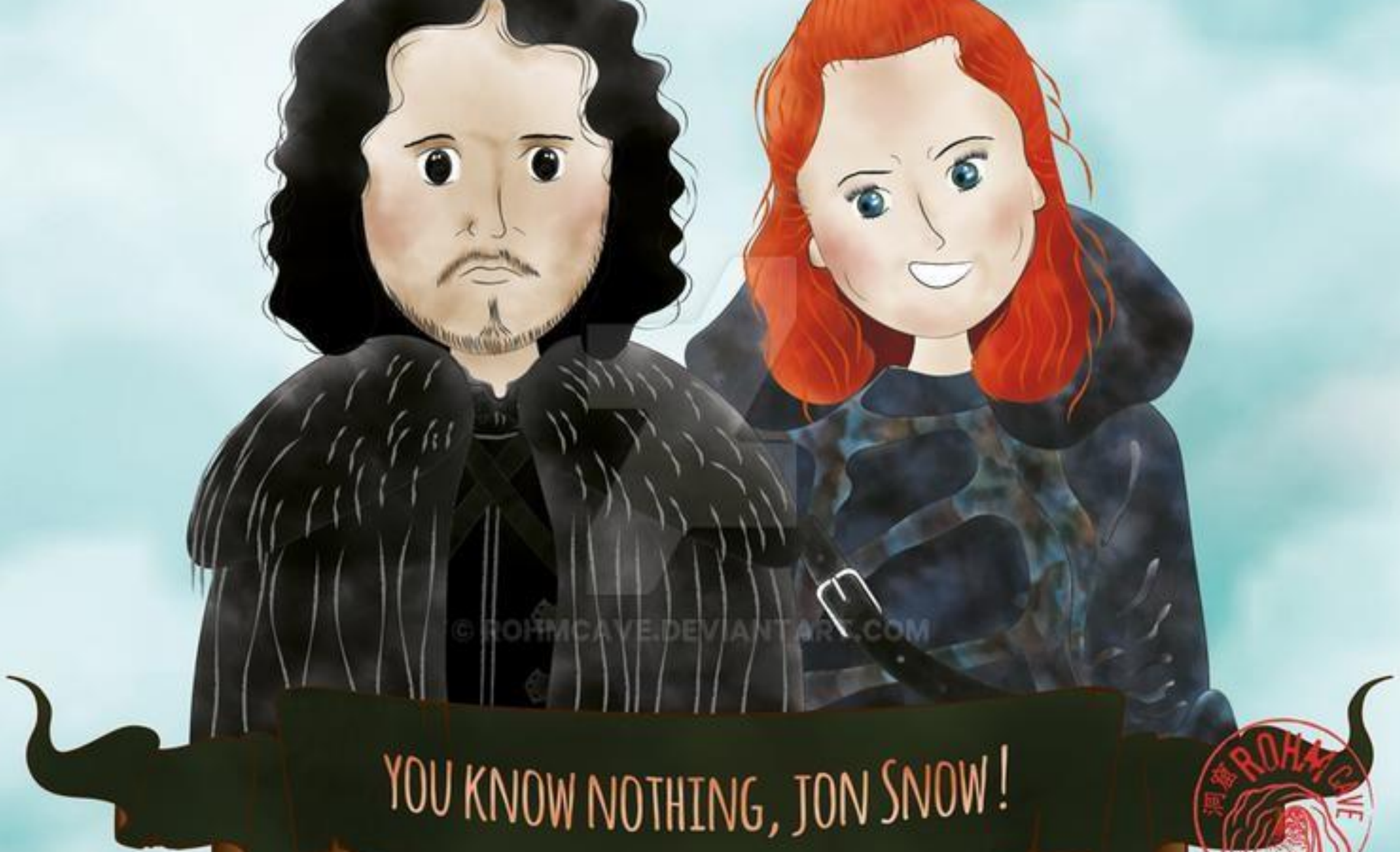






http://less.work

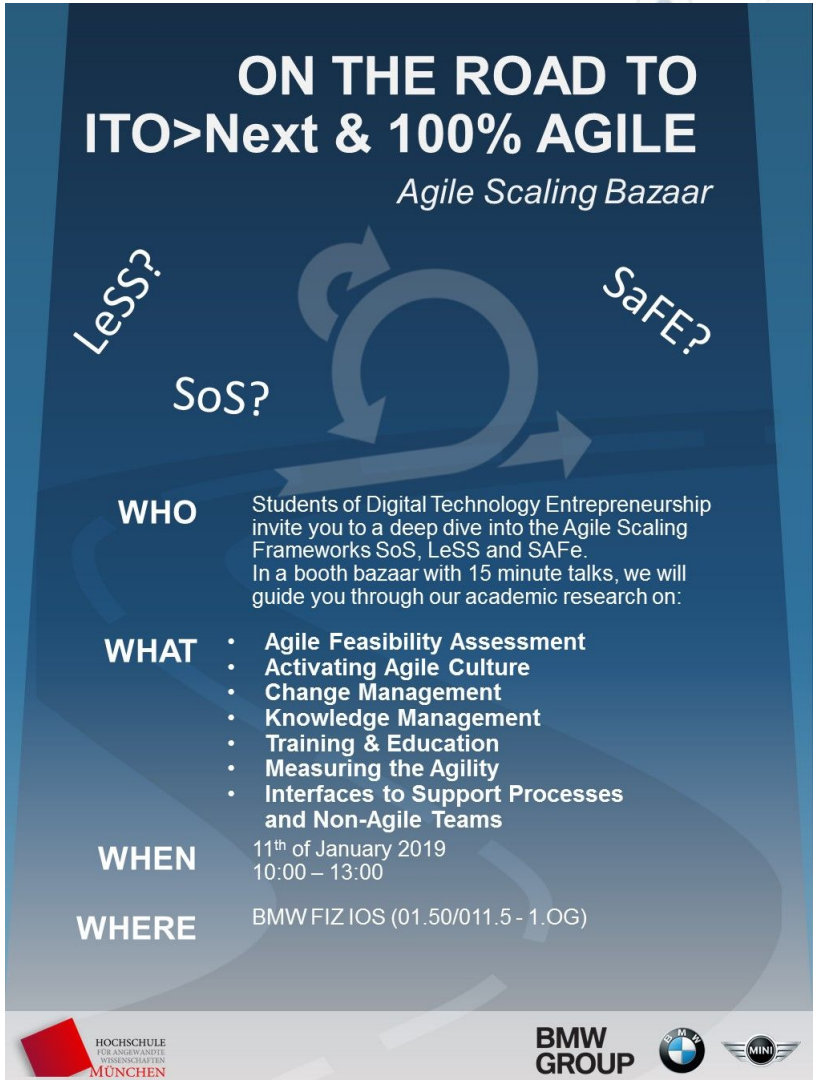




Source: https://www.deviantart.com/rohmcave/art/Jon-Snow-and-Ygritte-Couples-by-ROHM-655971399

Daniel's Story
Since 10/2018:
Lecturer for Scaled Agile Frameworks at University of Applied Sciences Munich

HOCHSCHULE
FÜR ANGEWANDTE
WISSENSCHAFTEN
MÜNCHEN



Pack stuff
10.00 AM. - Flight to
Flight: SP1475
Meeting
Organize new system
Develop social selling
Review Dashboard

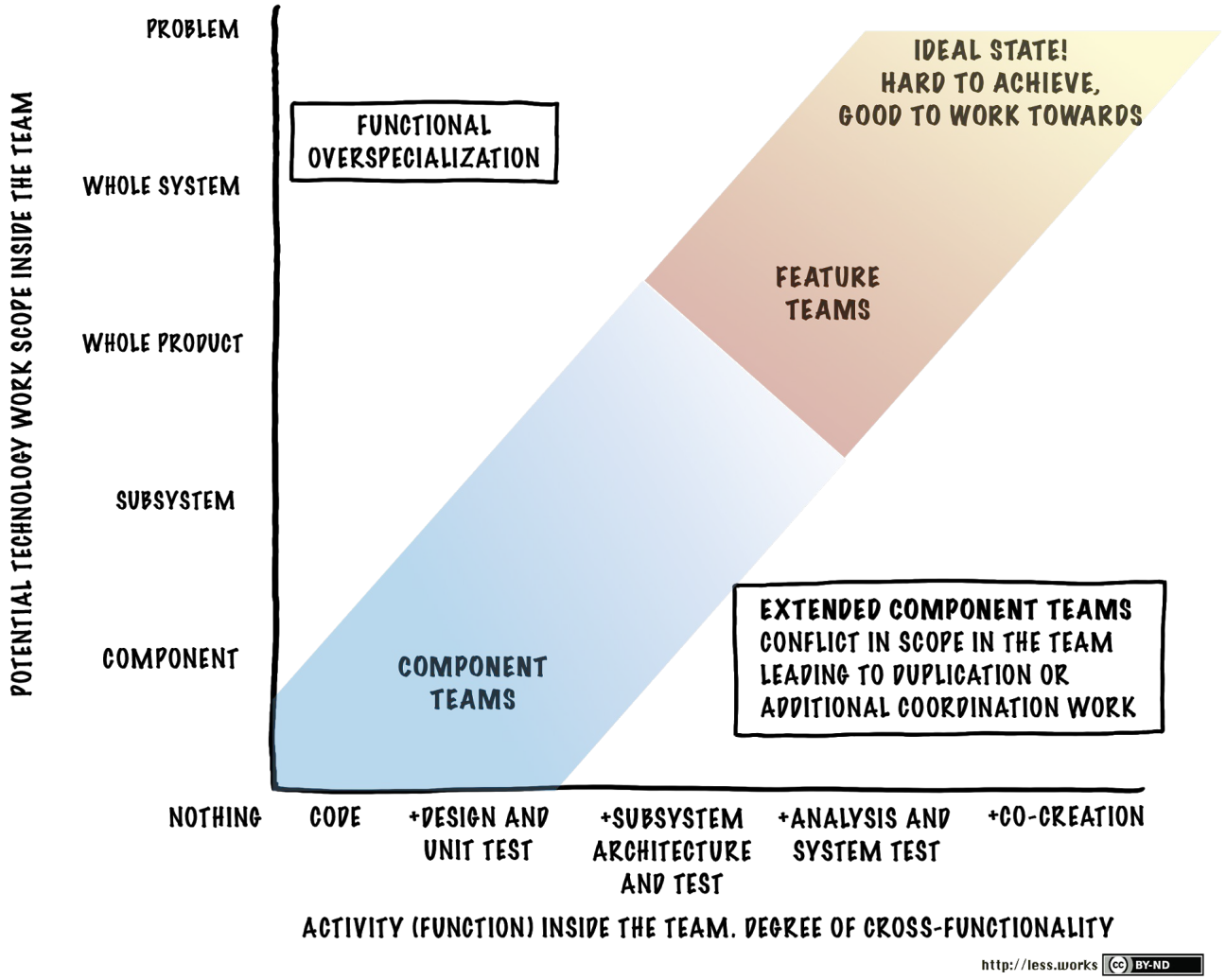
Summary

Learnings of Both Stories Summarized

- Choice-supportive bias
- Confirmation bias
- Dunning–Kruger effect
- Positivity effect
- Authority bias

Scrum Master Adoption Map

Feature Team Adoption Map



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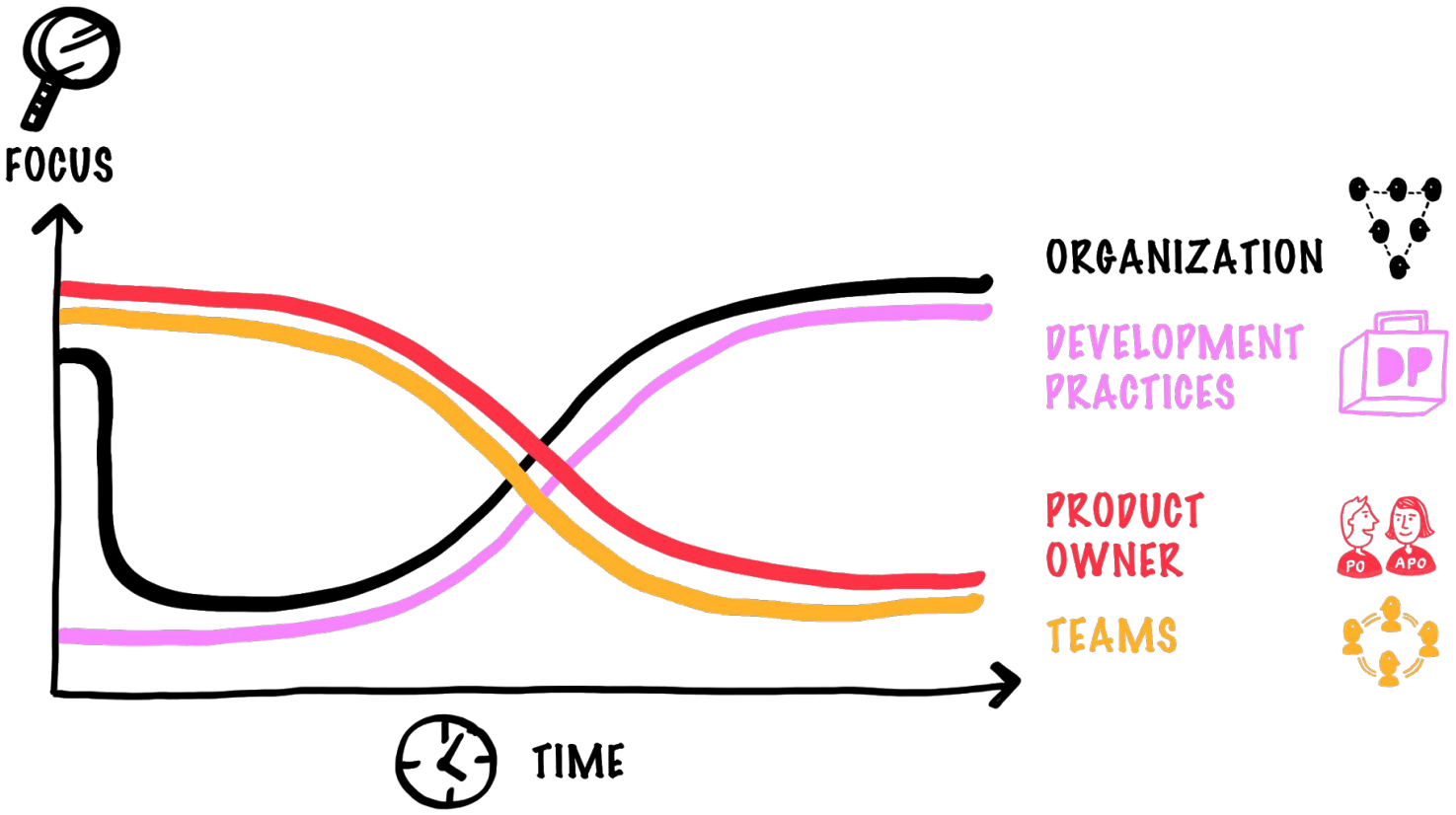
Scrum Master Focus over Time



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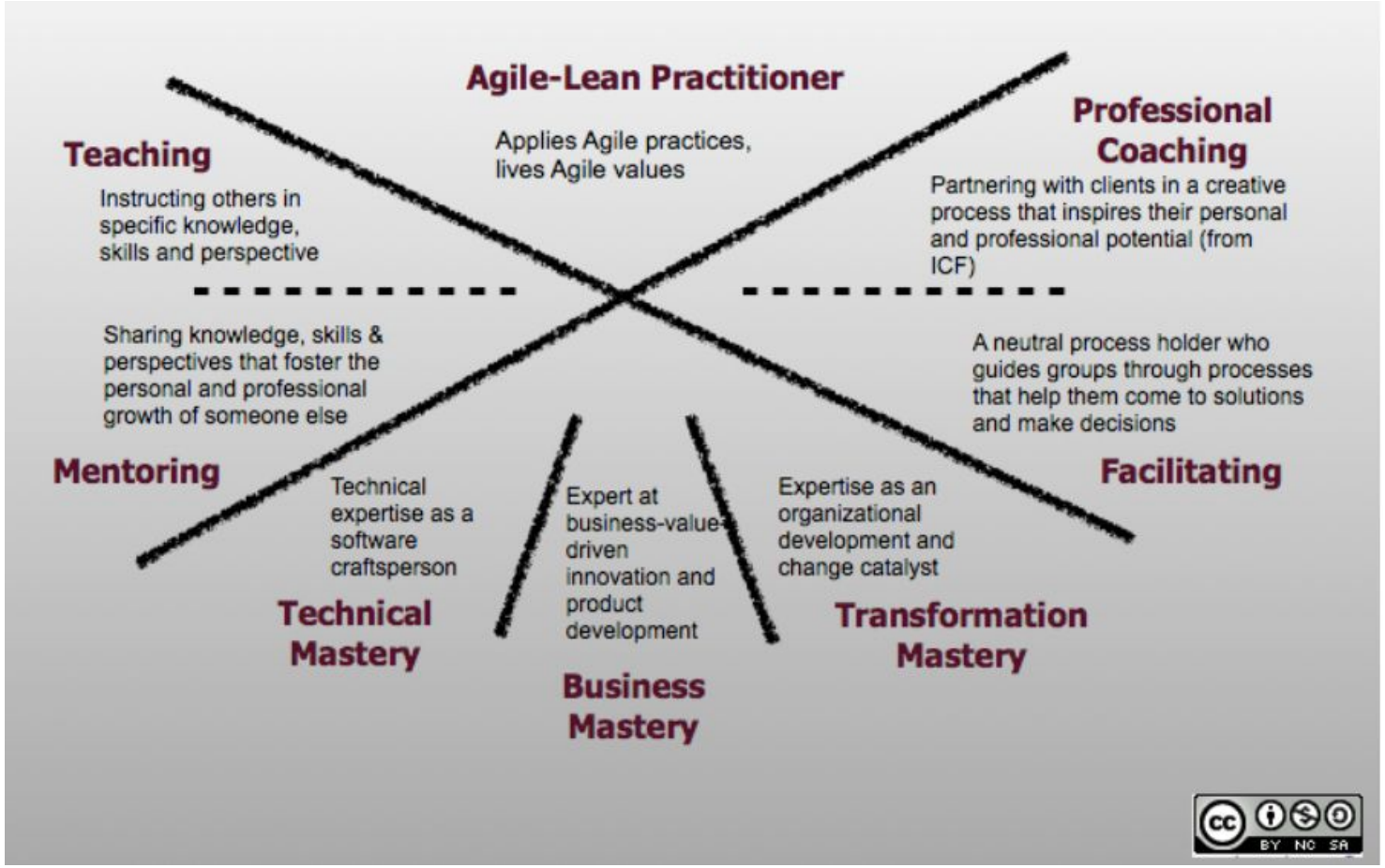
Agile Coaching Competency Framework by Agile Coaching Institute



Source: https://agilecoachinginstitute.com/agile-coaching-resources/

Self Assessment & Action Plan

What is your current skill level of those competencies?

0: None
1: Essentials
2: Average
3: It is my superpower

Ability to learn and deeply understand Agile frameworks and Lean principles, not only at the level of practices, but also at the level of the principles and values that underlie the practices enabling appropriate application as well as innovation.

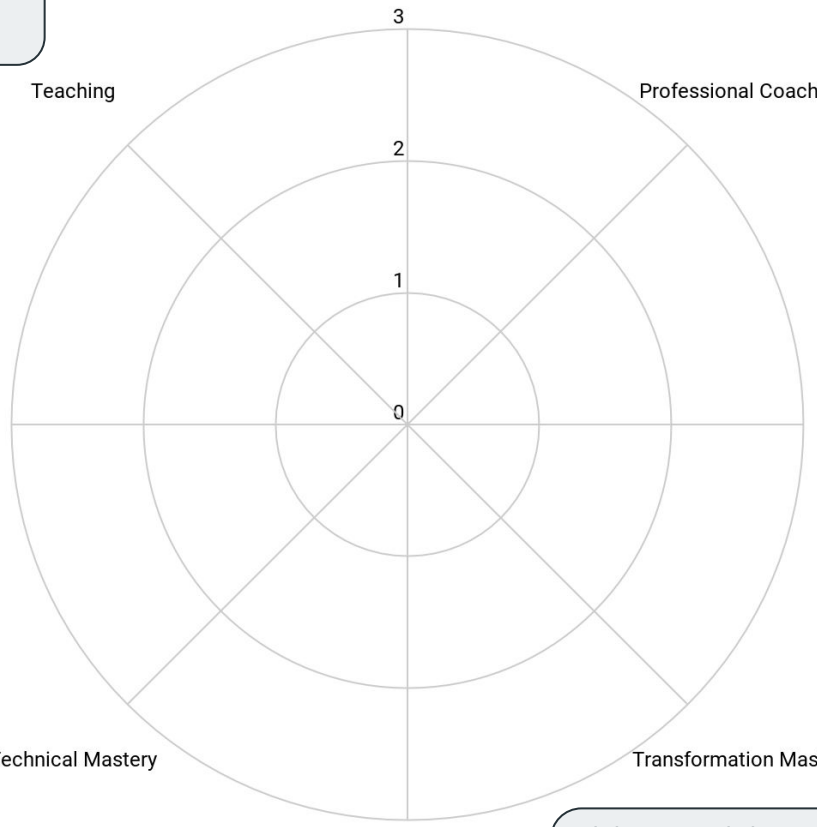
Agile & Lean Practitioner

Ability to offer the right knowledge, at the right time, taught in the right way, so that individuals, teams and organizations metabolize the knowledge for their best benefit.

Teaching

Ability to act as a coach, with the client's interest determining the direction, rather than the coach's expertise or opinion.

Professional Coaching



Neutral process holder that guides the individual's, team's, or organization's process of discovery, holding to their purpose and definition of success.

Facilitating

Ability to impart one's experience, knowledge and guidance to help grow another in the same or similar knowledge domains.

Mentoring

Ability to facilitate, catalyze and (as appropriate) lead organizational change and transformation. This area draws on change management, organization culture, organization development, systems thinking, and other behavioral sciences.

Transformation Mastery

Ability to get your hands dirty architecting, designing, coding, test engineering, or performing some other technical practice, with a focus on promoting technical craftsmanship through example and teaching-by-doing. And, expertise in agile scaling patterns or structures.

Technical Mastery

Ability to apply business strategy and management frameworks to employ agile as a competitive business advantage such as Lean Start-Up, product innovation techniques, flow-based business process management approaches, and other techniques that relate to innovating in the business domain.

Business Mastery

Content modified from:
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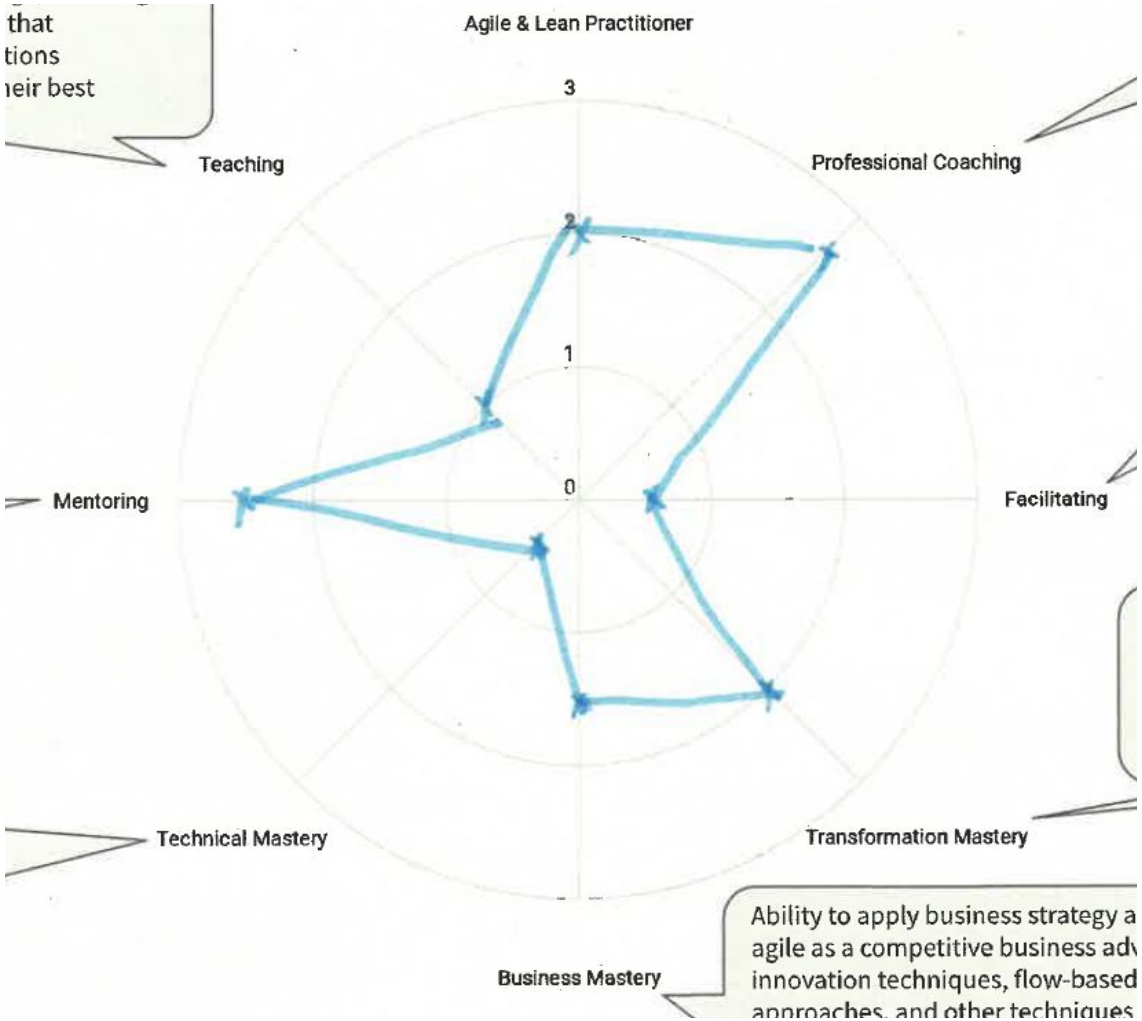
What is your current skill level of those competencies?



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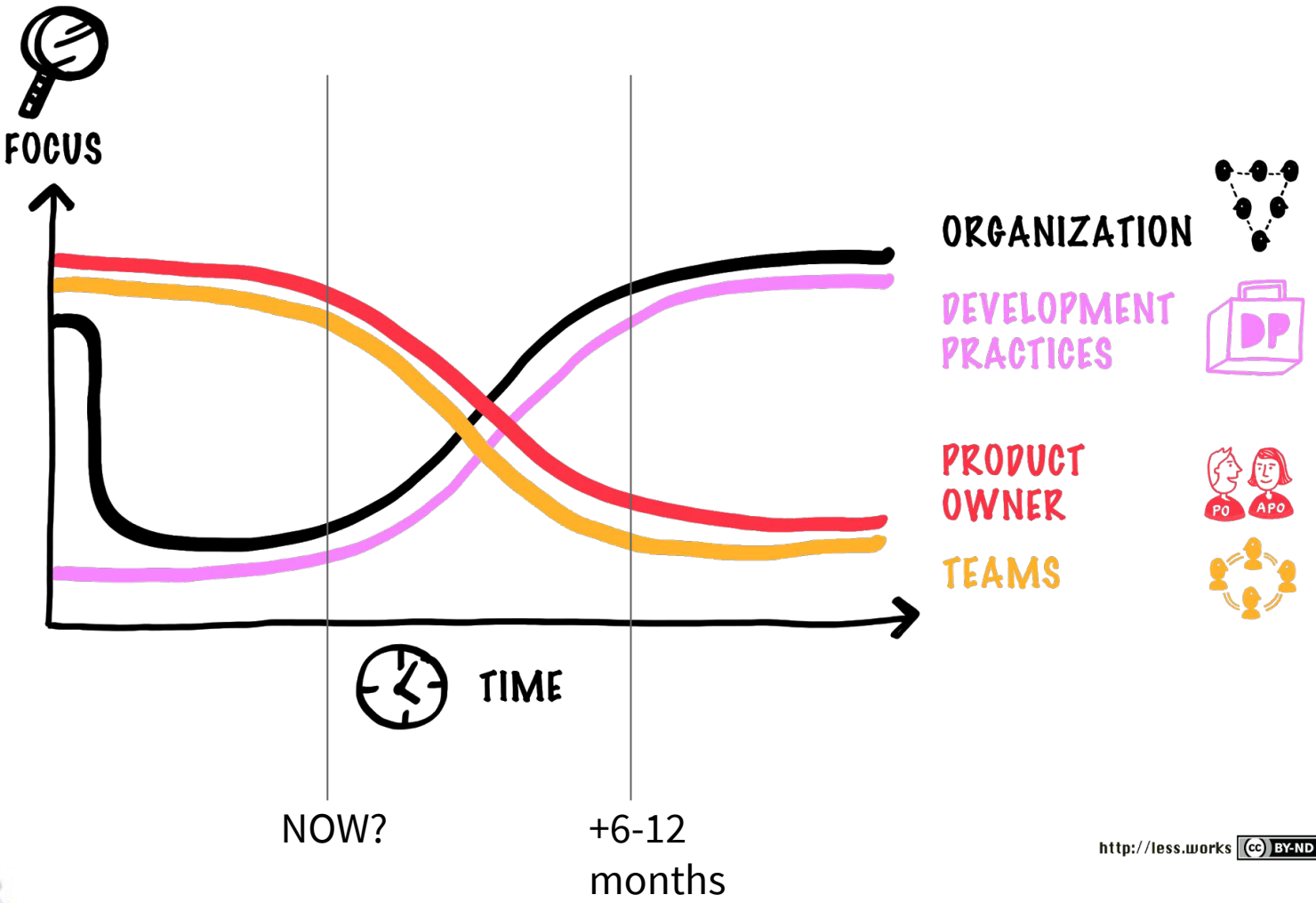
Scrum Master Focus over Time
At which stage is the organisation you are in right now?
What should be your focus for the next 6-12 months?



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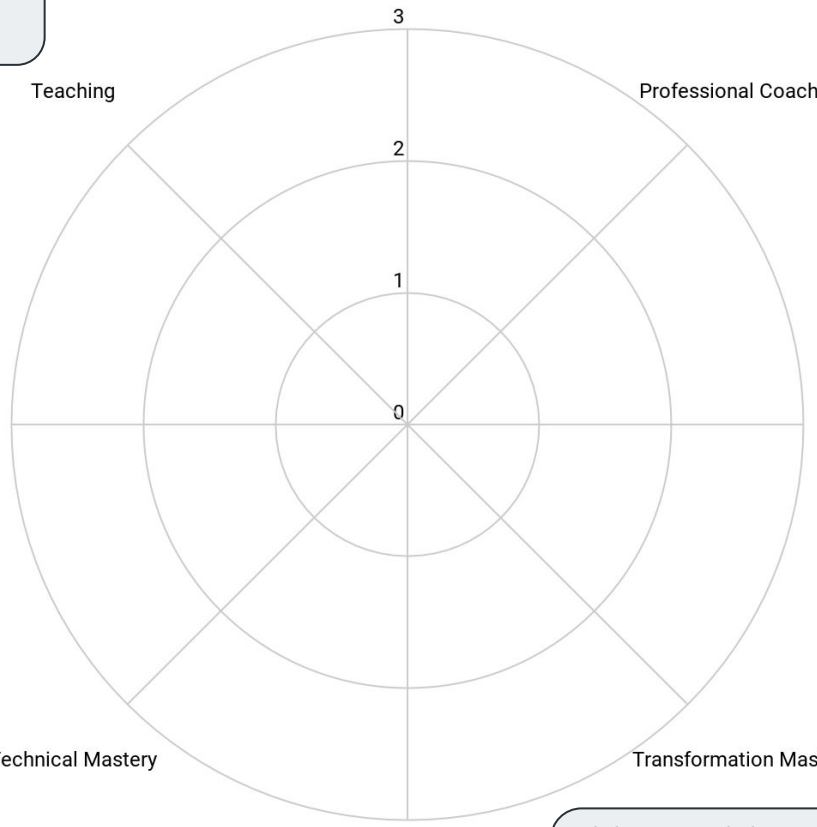
Scrum Master Focus over Time
How much do you need to focus on each focus-area?

ORGANIZATION	%
DEVELOPMENT PRACTICES	%
PRODUCT OWNER	%
TEAMS	%

How should your competencies profile look like for the next 6-12 months?

0: None
1: Essentials
2: Average
3: It is my superpower



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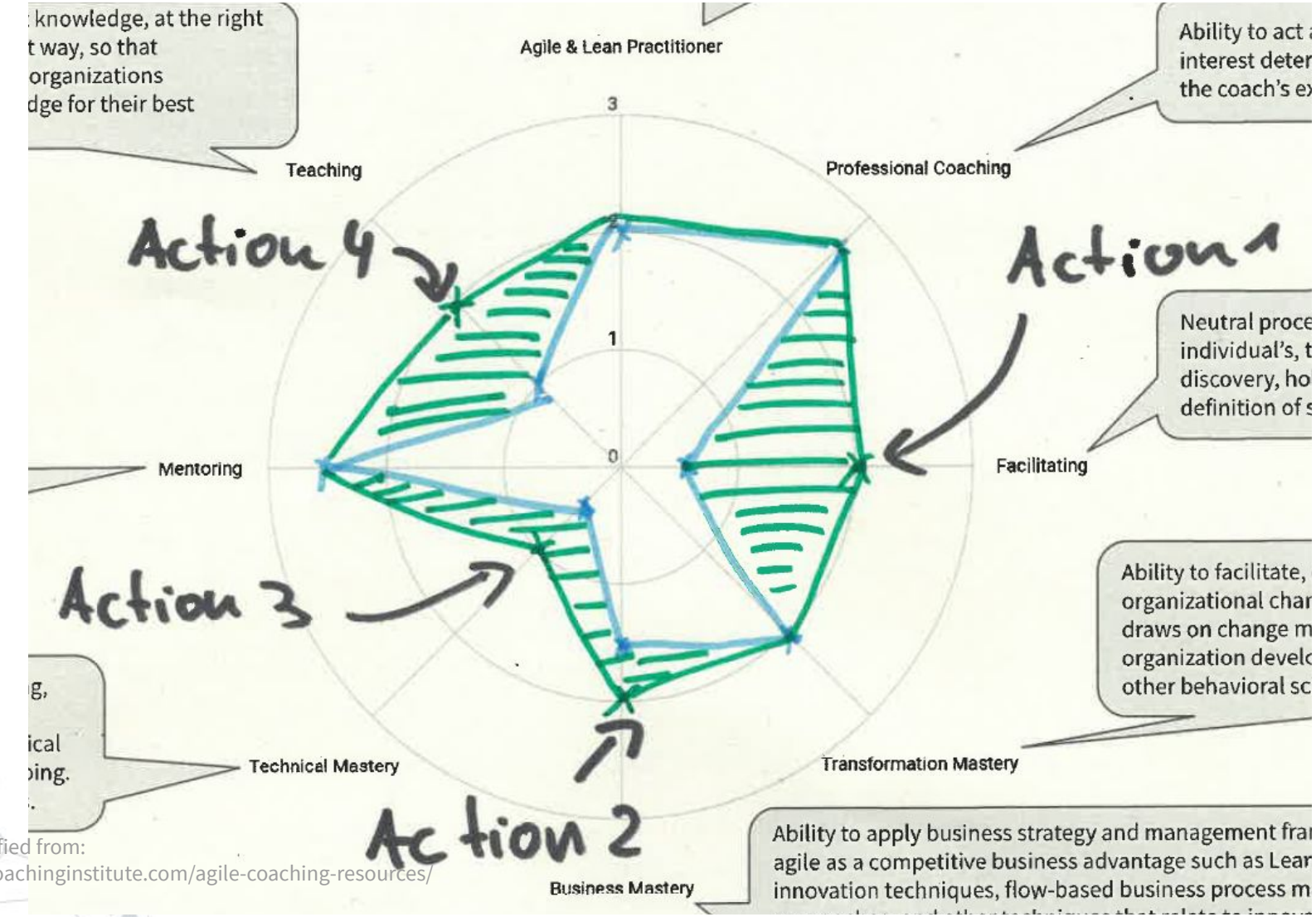

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Questions
&
Answers

Thank You!