LeSS Scrum Master

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LeSS Scrum Master

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Is Scrum Master and called Scrum Master

Scrum Master role
- Often misunderstood
- Full-time dedicated role
- Can serve 1-3 teams
- Responsible for well-working LeSS adoption

Exercise

Discuss real life examples of the misunderstanding of Scrum Master
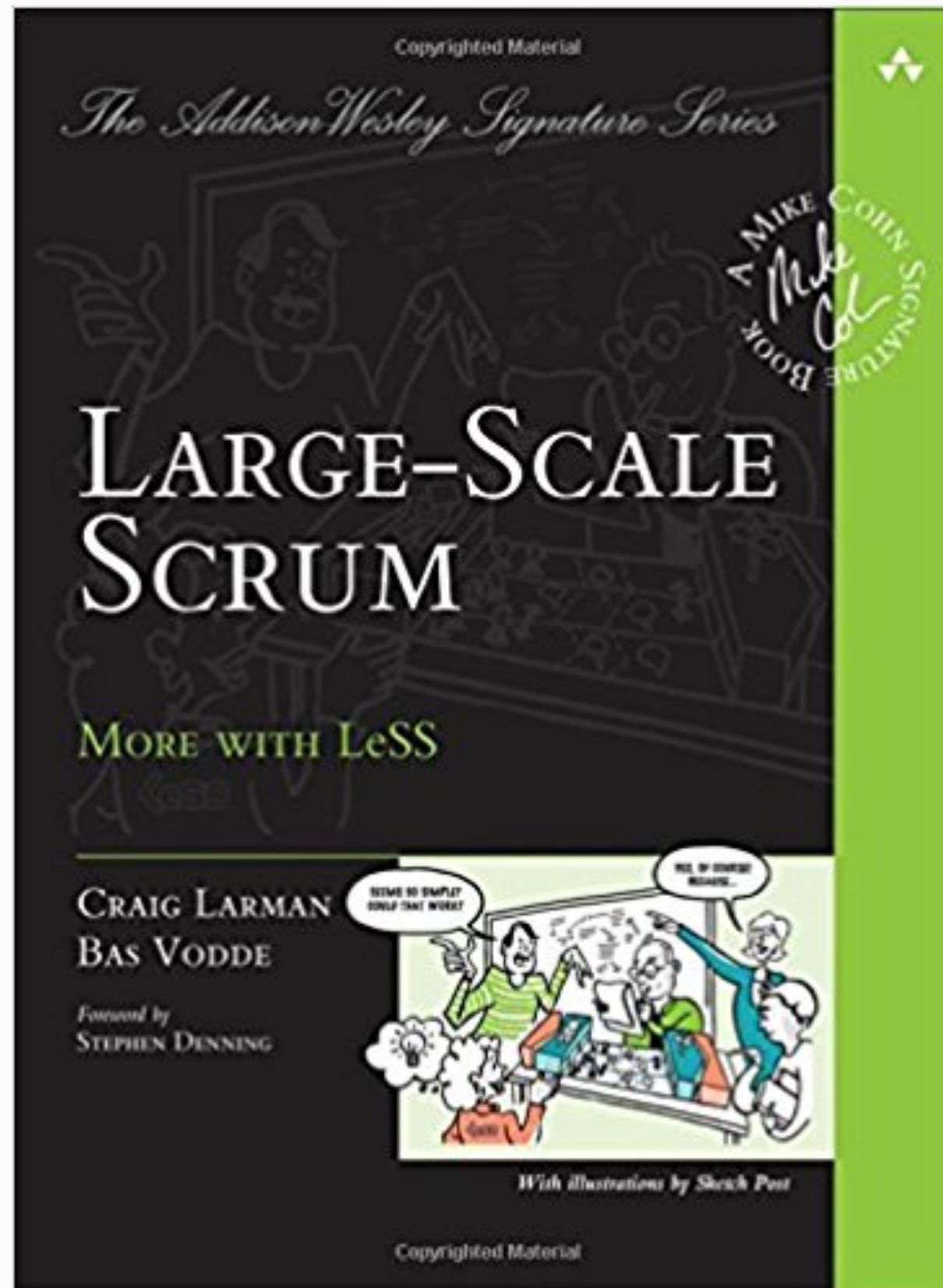
Common Mistakes

SM being team representative for various events

SM making decision for team

SM suggesting solutions that should come from the team

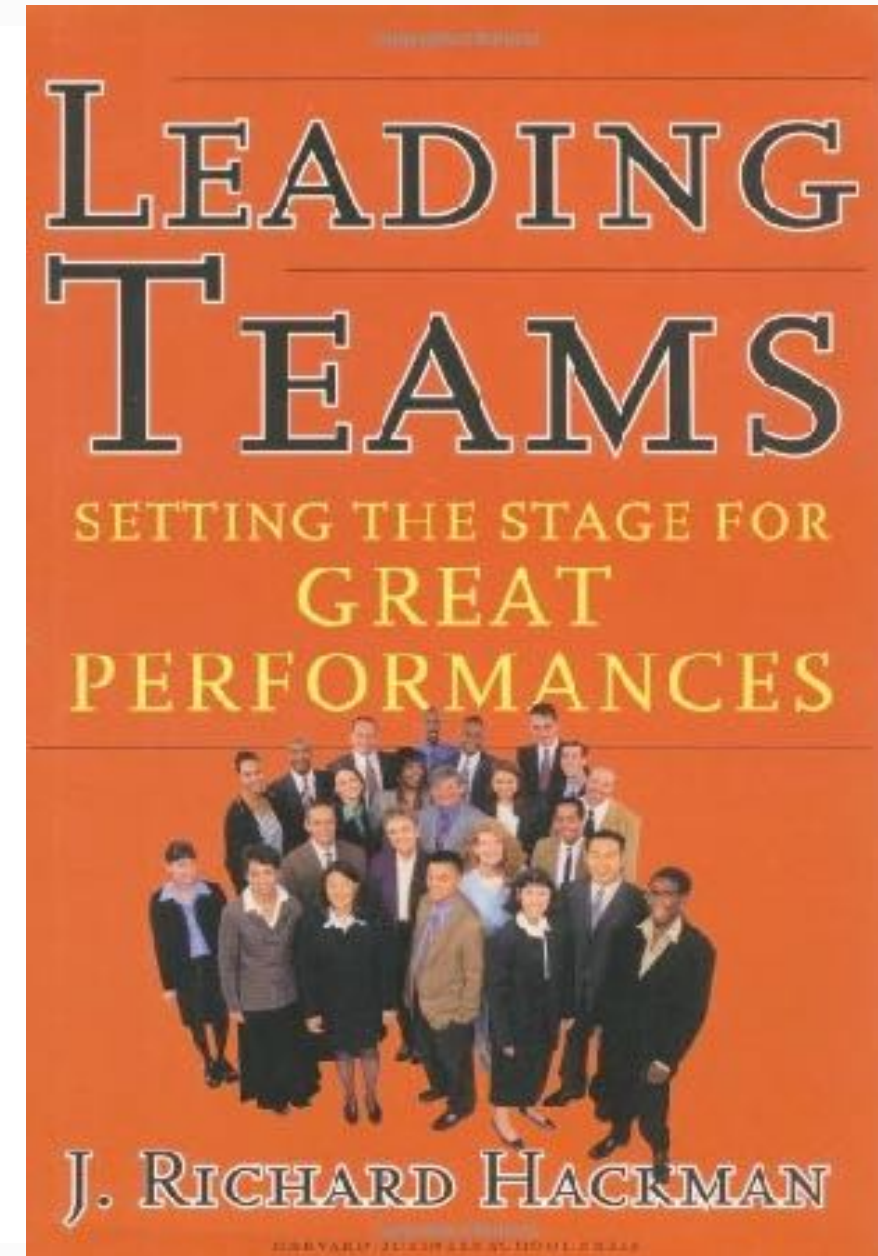SM removing impediments that team should remove

Scrum Masters 135

Scrum Master Focus Areas

Scrum Master Tools

Self-Managing Teams

Teams
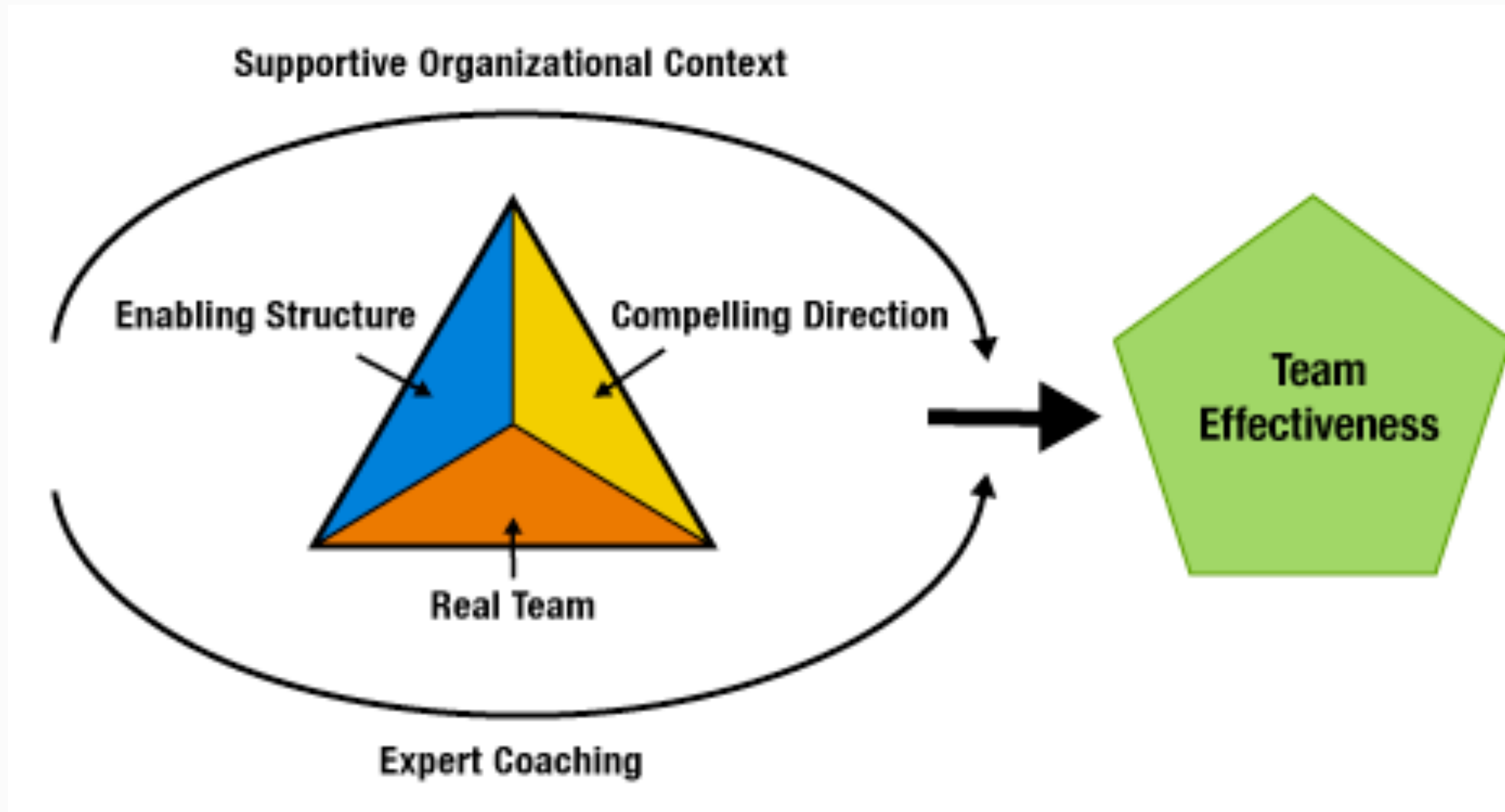
Real Team

Real team

Team task

Clear boundaries

Clear authority to manage their own work process

Membership stability over reasonable time
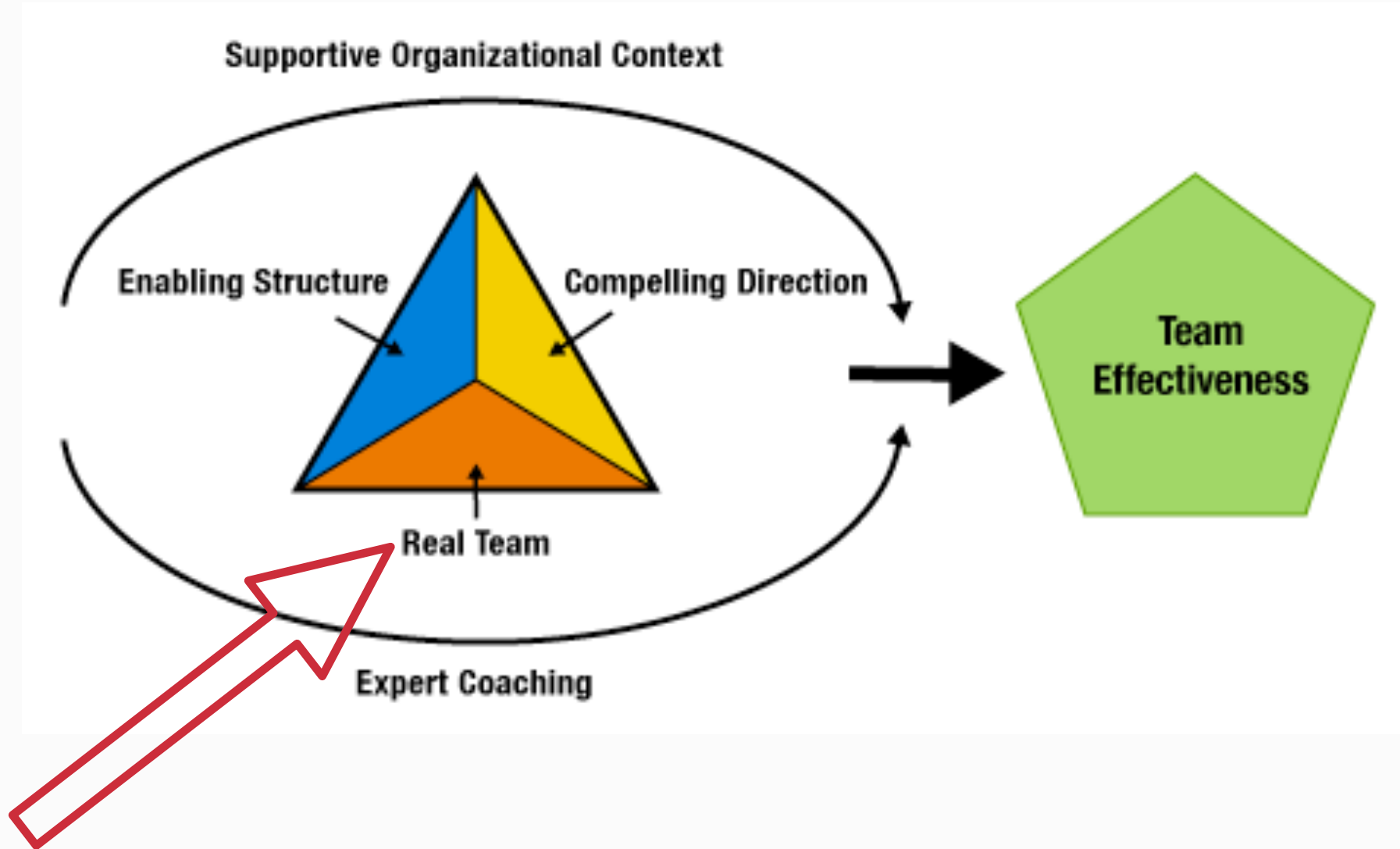
Team Task

Common mistake is to use team

- for a work that is clearly meant for one human being

Work for team

- has to require members to work together interdependently (*team members depend on each other*)

Work result is

- identifiable collective outcome

E.i. Customer centric requirement that is delivered as PSPI

Clear Boundary

Under-bounded team
- Turbulence of changing members lead to lose of identity
- No focus on delivering work

Over-bounded team
- Team is confined to it's own island
- No focus on cross-boundary exchanges

Team Authority Matrix

Setting overall direction

Designing the team and its boundaries

Monitoring and managing work process and progress

Executing team task

Management Responsibility

Team's Own Responsibility

From Leading Teams

Self Managing

Self Governing

Manager lead

Self Designing

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PRODUCT VISION & DIRECTION

PRODUCT CREATION & DELIVERY

PRODUCT OWNER
- PROVIDE VISION AND DIRECTION
- PRIORITIZE FEATURES
- UNDERSTAND USERS AND MARKETS
- SUPPORT ORGANIZATIONAL STRATEGIC DIRECTION

TEAMS
- CREATE PRODUCT
- DELIVER PRODUCT INCREMENT
- COORDINATE AND INTEGRATE
- IMPROVE PRODUCT CREATION
- CLARIFY FEATURES
- UNDERSTAND USER AND DOMAIN, WORK WITH THEM

SCRUMMASTER
- COACH ORGANIZATION
- SUPPORT CONTINUOUS IMPROVEMENT

MANAGERS
- IMPROVE CAPABILITY OF DEVELOPMENT SYSTEM
- DECIDE STRUCTURE AND POLICIES

optional in LeSS, but most organizations have

ORGANISATIONAL CAPABILITY IMPROVEMENT

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Stability over Time

Stability leads to better performance.

○ This is incontrovertible (*not open to question*) **according to team** studies

Compelling Direction

Compelling Direction
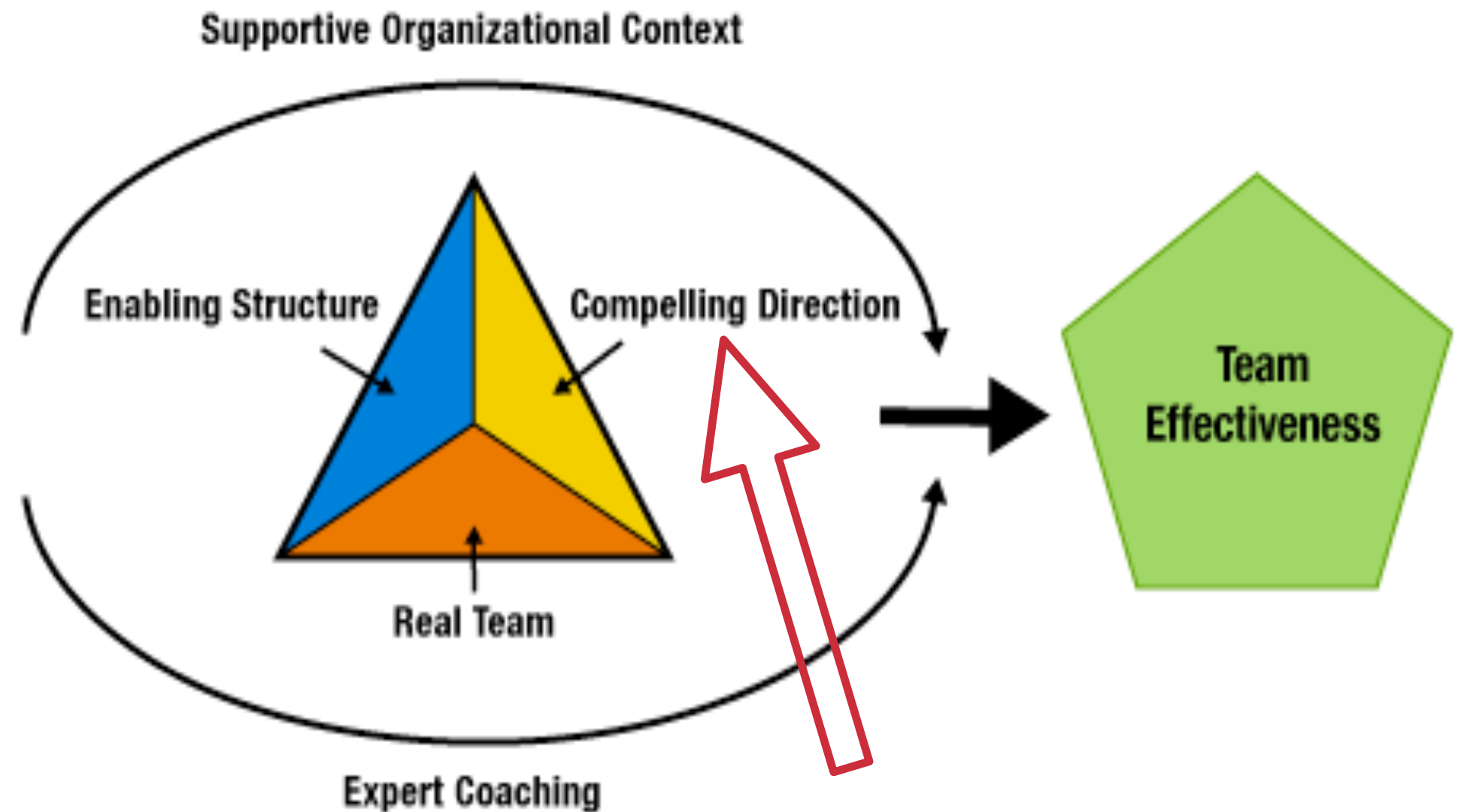
Energises
- Challenging

Engages
- Consequential

Orients
- Clear

Words are not enough
- The work has to really be these. Rhetoric does not help

Direction about What!

	Specify Ends	
	NO	**YES**
Specify Means — **NO**	Anarchy	**Self-Managed, Goal Oriented work**
Specify Means — **YES**	Turn-off (Worst of All)	Wasted Human Resourses

Focus of Different Roles

ORGANIZATIONAL FOCUS

MANAGERS

PRODUCT OWNER

SCRUM MASTER

TEAMS

PRODUCT FOCUS
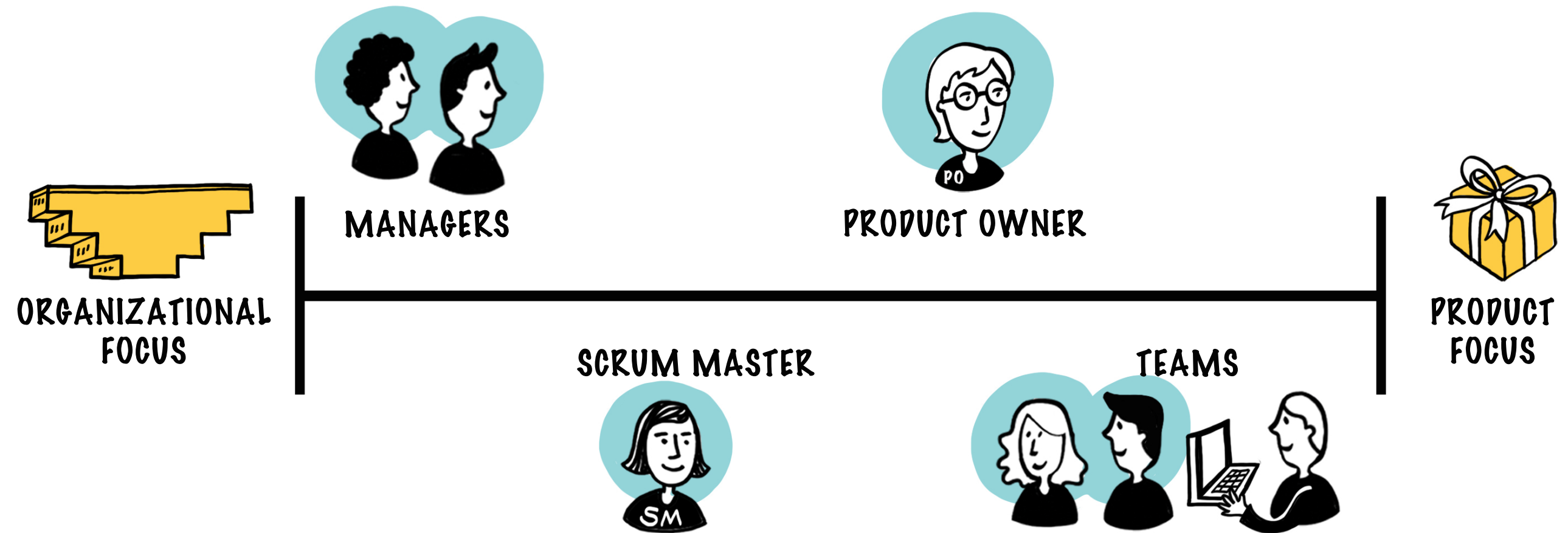
Exercise

How would you enable that teams have compelling direction?

Scrum Master and Compelling Direction

Working with Product Owner and Stakeholders (Managers)

Coaching PO to establish clear vision

Working with organisation to enable close collaboration with Customer to enable consequential feedback

Move towards Continuous Deployment to enable consequential fast feedback

Enabling Structure

Supportive Organizational Context

Enabling Structure

Compelling Direction

Real Team

Expert Coaching

Team Effectiveness

Gose
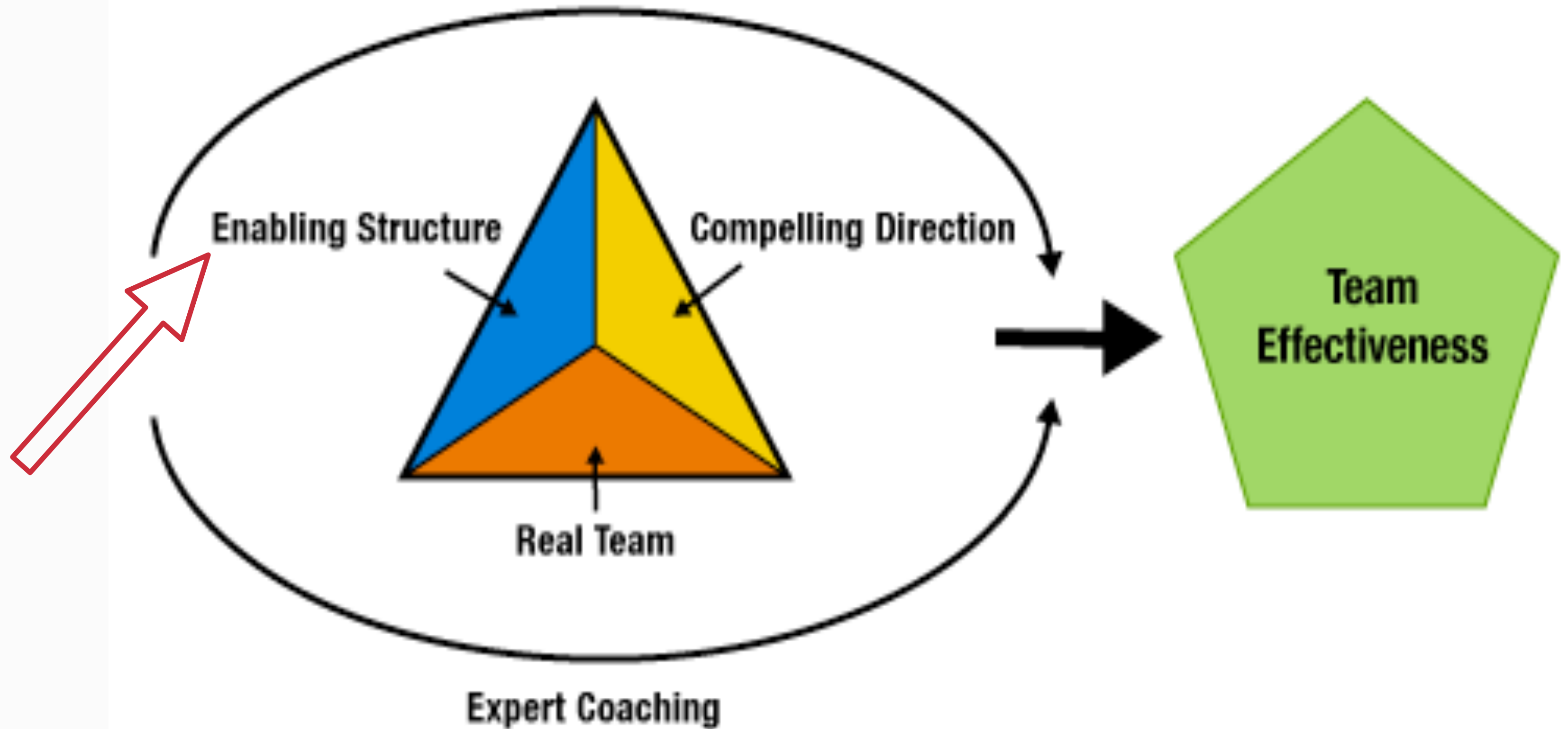
The Design of Team

Team Task

Bigger is better

○ Allow the team to compose the work to smaller task

○ Coordination responsibility with the team

But

○ Free riding can be problem

○ Small enough team size with frequent inspect and adapt loops help

Autonomy

Gives team room to excel

○ Owning work procedures enables team to experiment and improve
○ There is no one best way

But Autonomous team gone bad are really bad

○ Inspect and adapt will help

Learning

Feedback enables

○ Learning requires psychological safety

○ Well bounded and stable over time

Poor team design can lead to anti-learning

○ We are great others do not understand us
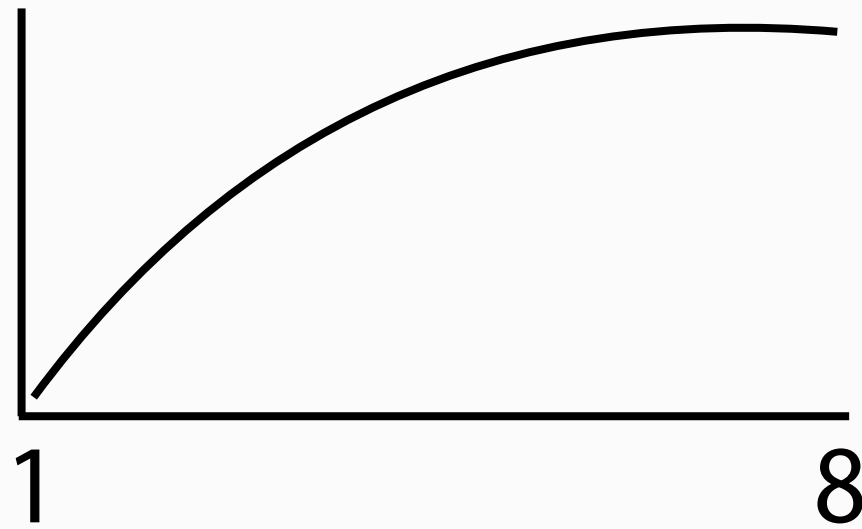
○ Team consists of people who turn all feedback away

Exercise

What are the problems with component teams?
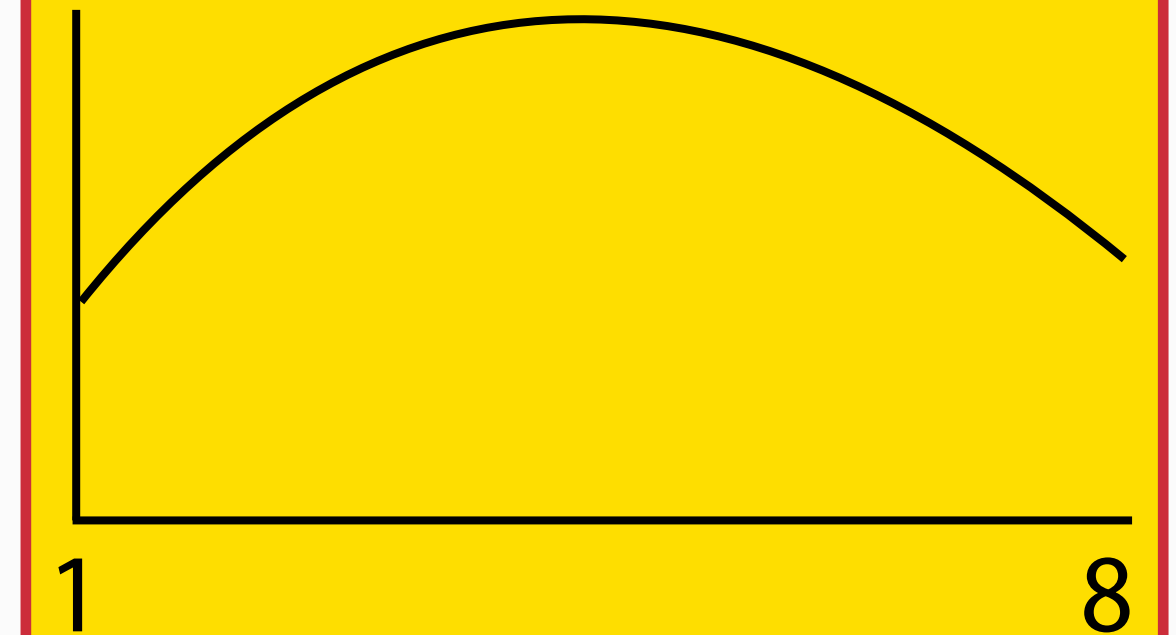
Composition of Team

Size

Potential productivity

1   8

Process losses

1   8

Actual productivity

1   8

Mix

Similar enough

But different enough

○ Ability to communicate and share relevant information

○ Having different problem solving approaches

  ○ The Difference by Scott E. Page

Expert coaching helps smoothing the edges of different enough team

Interpersonal Skills

Some people are not team players and forcing them to team is fruitless

Some people different opinions are right and not sign of unskillfulness

Scrum Master and Enabling Structure

Form Feature teams from beginning

Pay attention to Team Composition when doing Self-Designing teams WS

- Create prototype team that demonstrates outcome
- Use World Cafe to let teams to come up with optimal team designs

Work with management so there is support for the teams

Exercise

What to do when team composition is not correct?

Expert Coaching

Team Coaching

Coaching group processes

○ Facilitating meetings to help team to start working

○ Providing feedback about teams problems solving

○ Asking reflective questions about decisions made

Three main areas

○ Effort

○ Performance strategy

○ Knowledge and skills

Effort

How much team members work

Process loss: Free riding

Process gain: High shared commitment to the team and its work

Team task has to be meaningful and worth caring about so people put effort to get it done

Performance Strategy

How to do the work

Process loss: Mindless reliance on routine

Process gain: Invention of innovative task appropriate work strategy

Knowledge and Skill

Selecting persons of performing the work

Process loss: Inappropriate weighting of members contribution

Process gains: Sharing of knowledge and developing members skills

Exercise

How does Scrum help in

Effort, Performance strategy, Knowledge and skills

Where to Focus and When

Beginning:
- Effort
- Intervention: Motivational

Midpoint
- Performance Strategy
- Intervention: Consultative/ Facilitative

End of Cycle
- Knowledge and skill
- Intervention: Educational

What Does Not Work

Interpersonal interventions do not work

○ Look at work strategy, contextual or structural conditions

Interrupting at wrong moment

○ Active doing nothing could be the best strategy in most team problems

Scrum Master and Expert Coaching

Learn new skill and coach the teams

Get outside help for skills that you are not confident with yet

Invest in coaching by learning a coaching method

○ Results coaching, Co-active coaching, …

Reward System
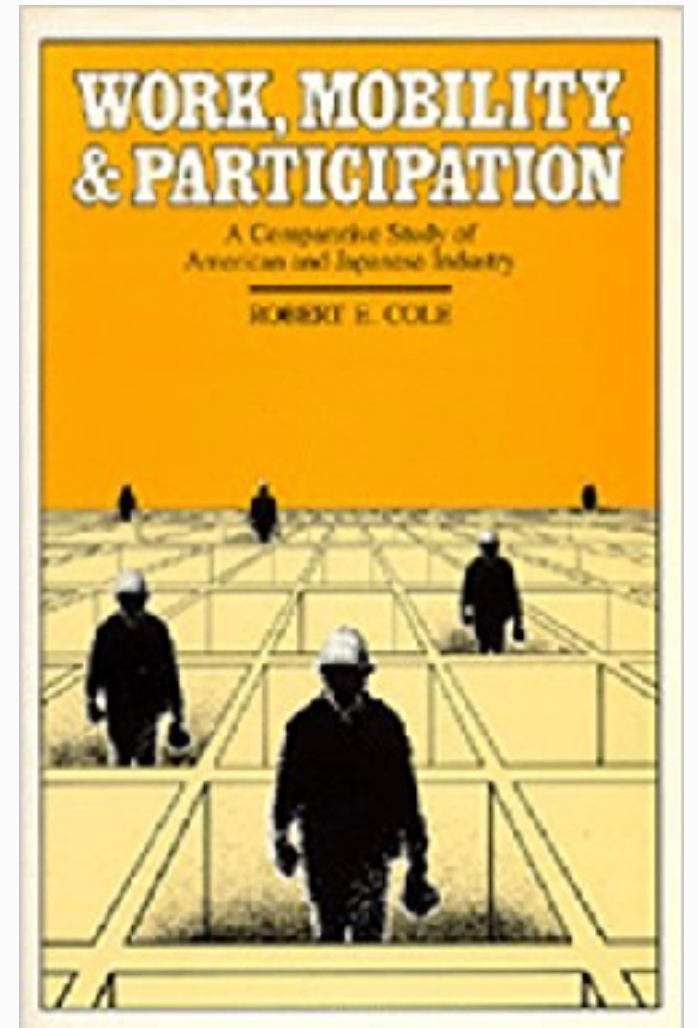
Excellent team performance is basis of rewards

But

- This is hard since rewards systems are out of control of many manages

- Who is benefitting from excellent team performance managers or teams?

- The longer the link between rewards and results are the less effective they are

Best Result

Work itself fosters internal motivation

Whole work redesign movement was formed around this

WORK, MOBILITY, & PARTICIPATION
A Comparative Study of American and Japanese Industry
ROBERT E. COLE

Internal Work Motivation

- Task Characteristics
  - Skill variety
  - Task identity
  - Task significance

  - Autonomy

  - Feedback from the work it self

- Psychological states

  - Experienced meaningfulness

  - Experienced responsibility

  - Knowledge of results

Educational System

Organisation supports teams to acquire needed skills

○ Training

○ Technical consultation

○ Mentors

○ Ways of finding help when needed

Exercise

How to make people own the new way of working?

Scrum Master and Supportive Context

Create Communities for learning
- Also LeSS community

Partner with managers to tackle organisational policies
- Meet weekly and start experimenting

Community

1) Design for value

2) Design to catalyse

3) Design for smart growth

4) Design to self-sustain

Facilitation Basics

Workshop Flow

Opening

Process

Close

Opening

Warming-up the participants

Introducing the participants; getting-to-know

Focusing the participants; orientation to the topic and goals

Contracting; clarifying the roles, rules and ways of working

Some Facilitation Techniques

Carousel

Me, we, us

World cafe

Talking stick

Unilateral Control

Unilateral control mindset, you attempt to make others do what you want them to do, believing that you are acting in the best interests of your organization.

Yet you and your team often get stuck without understanding why or knowing how to resolve the situation. When the stakes are high – you're in the middle of a sprint, you might lose an important goal, your product increment is late – you can easily see the individual and team behaviors that aren't working. These behavior patterns may be so deeply ingrained that you aren't able to see that what's at the heart of the problem is a unilateral control mindset.

Towards Mutual Learning

Mutual Learning mindset, you achieve your goals by learning from and with your team. You are open to being influenced by them. At the same time you seek to influence them. You see each member of your team as having a piece of the puzzle. Your job, along with your team members, is to jointly put the puzzle together. Your team works together to build on the strengths, talents and knowledge of the entire team.

Change thinking so we can change our conversations

Ground Rules for Effective Teams

○ State views and ask genuine questions

○ Share all relevant information

○ Use specific examples and agree on what important words mean

○ Explain reasoning and intent
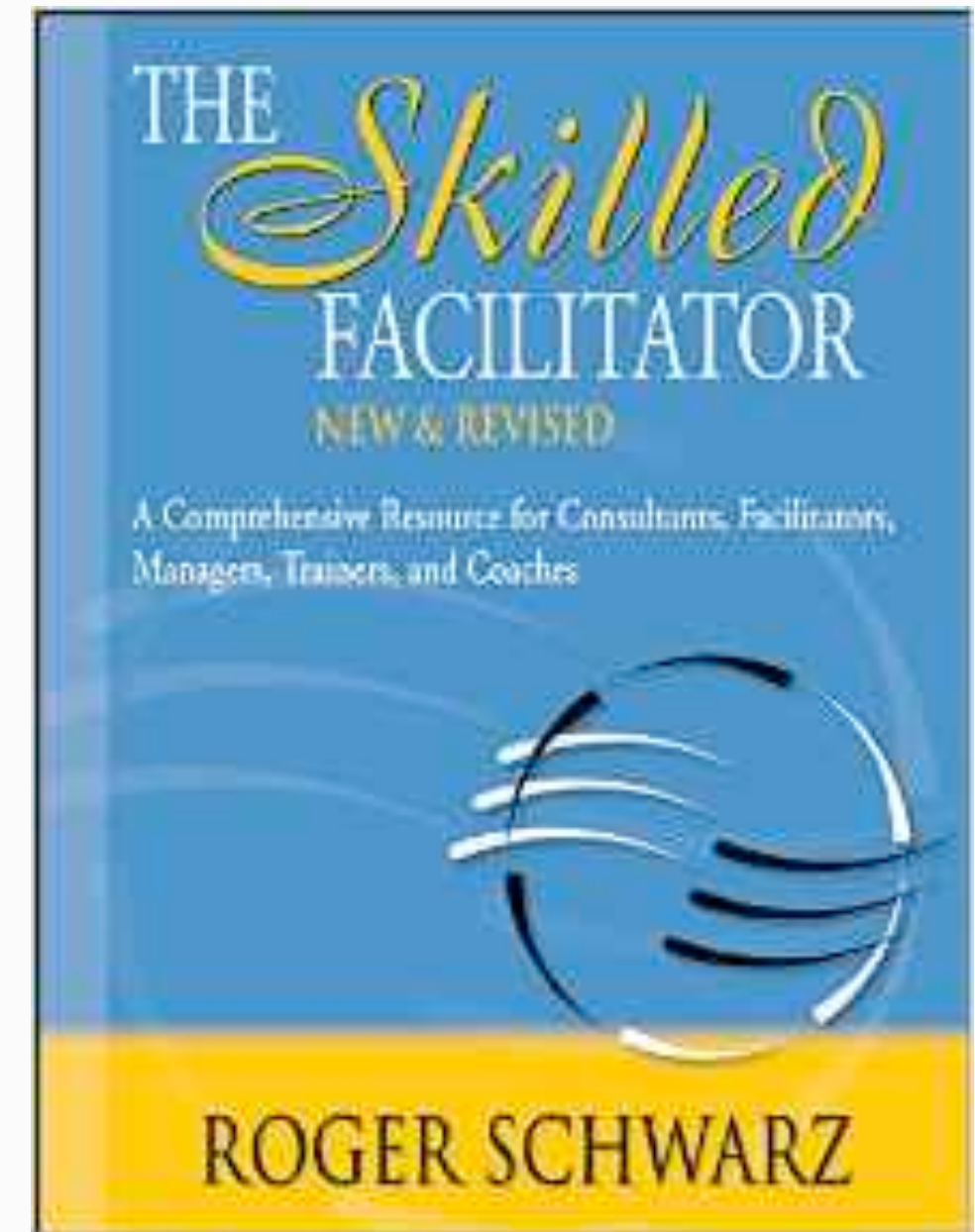
○ Focus on interests, not positions

Ground Rules for Effective Teams

○ Test assumptions and inferences

○ Jointly design next steps

○ Discuss undiscussable issues

○ Use decision model that generates commitment

Skilled Facilitator

Basic facilitation

- Help group solve problem
- Facilitator manages the group process
- Group relies on facilitator in future

THE Skilled FACILITATOR
NEW & REVISED

A Comprehensive Resource for Consultants, Facilitators, Managers, Trainers, and Coaches

ROGER SCHWARZ

Skilled Facilitator

Development facilitation

- Solve problems and improve the group process
- Develop group's skill on
  - managing their process
- Share process management
- Reduce dependency for facilitator in future by enhancing group's skills

Mutual Learning Model Mindset

The mutual learning values
- Transparency
- Curiosity
- Informed Choice
- Accountability
- Compassion

Mutual Learning Model Mindset

The mutual learning assumptions

- I have information and so do other people
- People may disagree with me and still have pure motives
- I may be contributing to the problem
- Each of us sees things others don't
- Differences are opportunities for learning

Mutual Learning Results

Shorter implementation times

Increased commitment

Higher quality decisions

Increased learning

Improved working relationships

Greater personal satisfaction and well-being