How
to be a
Great
Scrum Master

Leading Your Team for Improved Results

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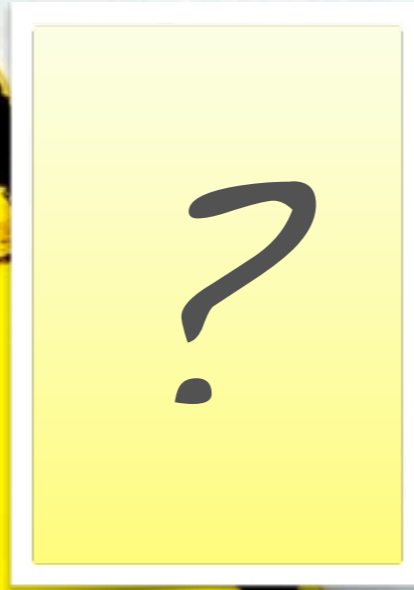
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What do Project Managers Manage?

- ‣ **When** will we be <u>done</u> with the project?

- ‣ How much **money** can we spend to get it all <u>done</u>?

- ‣ Is our team doing what I am **asking them to do**?

- ‣ Are **tasks** being completed on time?

- ‣ What are the **risks** that might keep us from getting the project done?

- ‣ Are we satisfying our **contract**?

- ‣ Are we satisfying our **customer**?

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What do we care about?
(Traditionally Speaking)

‣ Details in our plan

‣ Tasks and activities of our team

‣ Adherence to process

‣ Reporting status

‣ Managing our **resources**
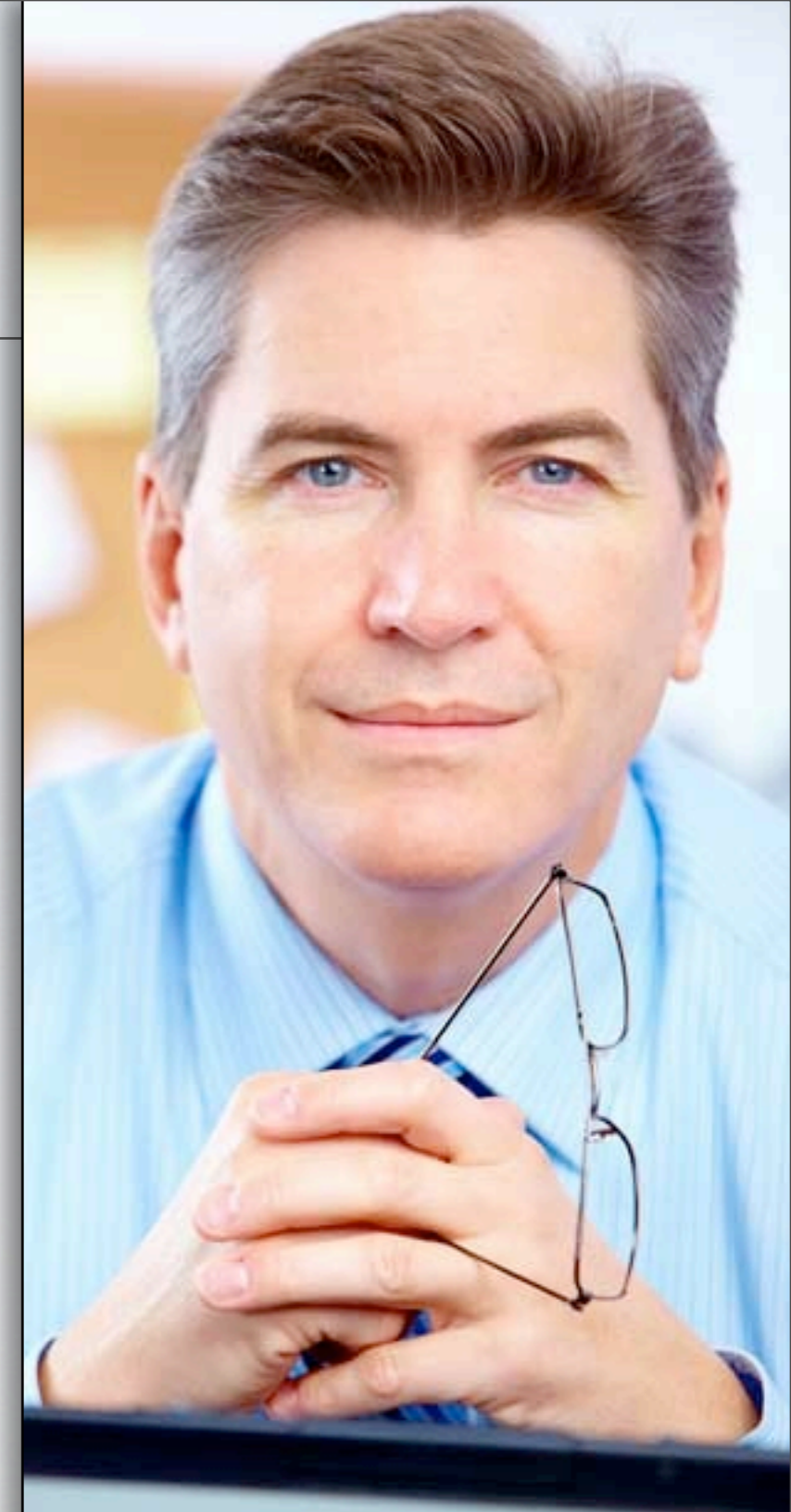
Try referring to your **family** as a <u>RESOURCE</u> and see where that gets you!

How *Should* We Define Success?

‣ Delivering successfully against our triple constraints?

> ‣ Deliver on time?
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> ‣ Deliver on budget?
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> ‣ Deliver all requested functionality?
>
> ‣ Satisfying our contract alone?

‣ What about satisfying the customer?

Bill's Law: $^{on}t + ^{all}s + ^{within}\$ \neq ^{:)}C$

Your Project

on time	all scope	within budget		happy customer

SCHEDULE:
‣ Project delivered within the timeframe originally identified

‣ No date slips

‣ Every milestone achieved

SCOPE:
‣ Everything originally requested is delivered

‣ Everything delivered works perfectly as the customer requested, no bugs

BUDGET:
‣ Did not spend a single cent more than originally estimated to spend

‣ Did not need any additional resources, hardware, etc. throughout entire project

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Bill's 2nd Law: $\overset{\circ\grave{}}{C} \neq sP$

An Unhappy Customer **never** equals A Successful Project

Broadening Our Definition of Success

‣ A happy customer must be a part of our definition of success

‣ Strict adherence to our original plans may not provide the best outcome

‣ We must support the best efforts of our team

‣ We must value our experience enough to want to improve our approach over time

What *Are* Scrum Masters Responsible For?

‣ Leading rather than simply managing

‣ Maintaining adherence to the Agile process

‣ Coaching the team to produce their best efforts

‣ The remover of blocks and impediments

‣ Insulating the team from outside disruption

Learning to Lead

People are more easily **led** than **driven**.

- David Harold Fink

Lead and inspire people.
Don't try to manage and manipulate people.
Inventories can be *managed*,
but people must be **lead**.

- Ross Perot

Do you
manage
or
lead?

Champion of the Agile Process

▸ Understands the principles of Agile and seeks to encourage them within the team

▸ Holds team accountable to seek that which add value

▸ Understands that a process needs to be continually re-examined

▸ Builds ownership in the process so that growth is more guidance than enforcement

▸ Empowers continuous improvement in the product, process, and the team

Acting as a Coach

‣ Like a coach, we are not on the field, we are not doing the work

‣ Yet, like a coach, we must do our best to lead our team to a victorious conclusion

‣ Supporting and leading our team means **serving** them

‣ Truly great Scrum Masters must be great leaders

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▸ Ensures required tools and environments are available

▸ Helps facilitate collaboration between business and the team

▸ Coaches individual personalities to ensure beneficial team environment

▸ Works to staff team with appropriate resource specializations

▸ Communicates with leadership organization to relay status

▸ **Scrum Master should not solve these problems himself, but is responsible for getting them resolved**

Insulating the Team from Disruption

▸ Team's focus should be meeting their commitment to the iteration goal

▸ Block disruptions where possible

  ▸ If disruptions are not avoidable (production issues, technical help, answering technical questions, etc) seek to group them together to avoid constant attention shifting while also scheduling time to address them

▸ Helping the team focus on their commitment enables the team to be better stewards of their own time

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Matching Needs to Opportunities

‣ A great Scrum Master does not need to be able to solve every problem, or be the technical expert on the project

‣ A great Scrum Master simply needs to be able to connect the right people together to find a solution

‣ Facilitating effective collaboration leads to better problem solving skillsets engendered by the team

‣ Follows up after issue is addressed to ensure satisfactory result achieved
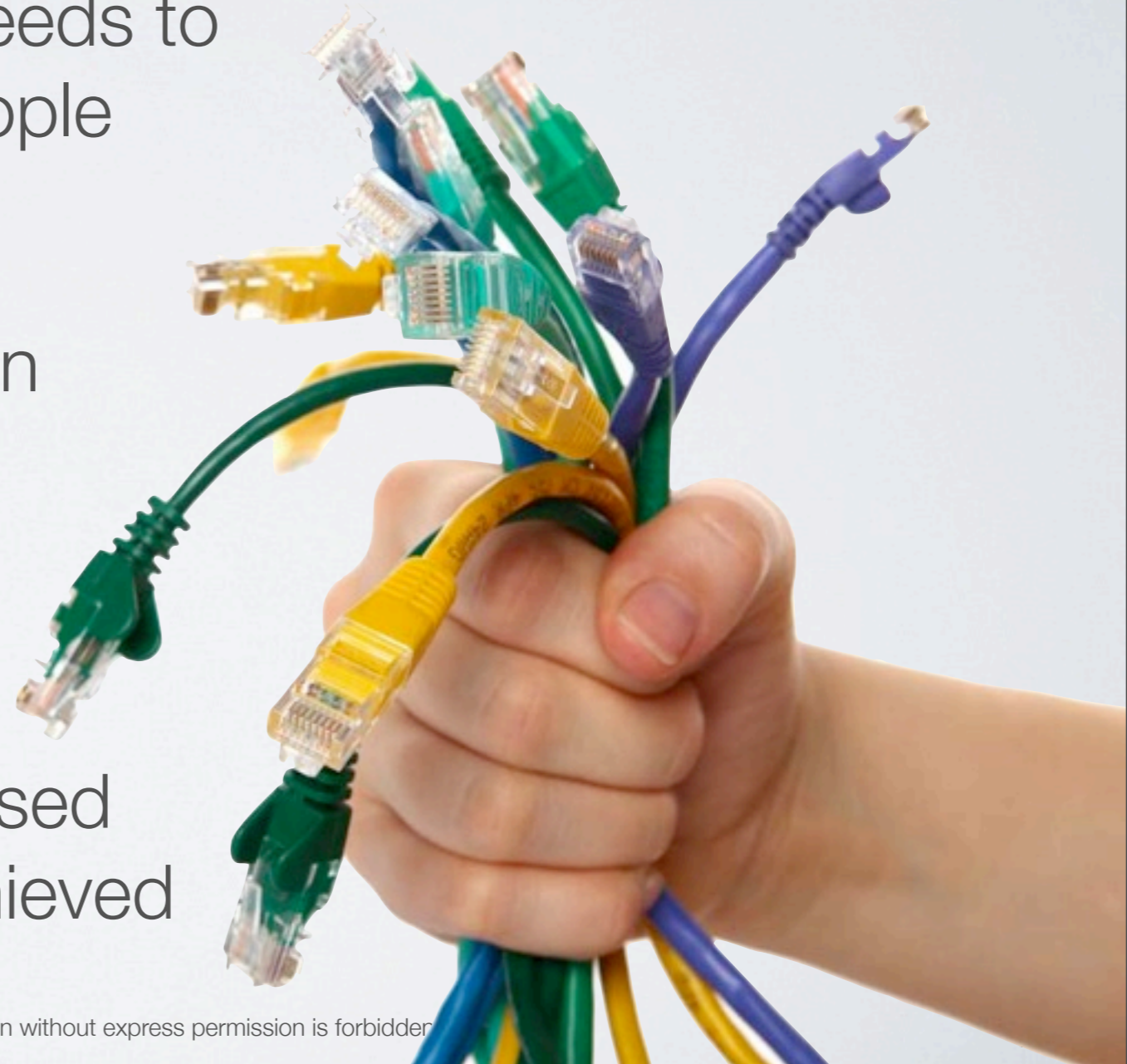
What's Important?

Serve your team. Do your best to ensure that the team is able to meet their commitments.

Lead by example. Close the gap between what you say and what you do.

Recognize that using only one coaching style will not work for every personality.

Ensure that continuous improvement is part of every portion of the process

Your Call To Action

‣ Find experts that can point you in the right direction.

‣ Recognize that training is the proper foundation on which team's build.

‣ It takes time to get good at anything, being a great Scrum Master is no exception, but the rewards are well worth it.

‣ Getting started is easier than you might think.

Join the Community, Build Your Network

Does your team or organization need Agile training?

www.aspe-sdlc.com/

To network, find Agile tools / resources, ask me questions...

Find me on LinkedIn: **Bill Gaiennie**

www.linkedin.com/in/billgaiennie

Find more information on my blog, www.**TheAgileAdvisors**.com

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Your Questions, My Answers

Note: For those questions we do not have time to answer during the webinar, I will be providing a written response.

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