

the
braintrustSM
consulting group
Your Trusted Agile Advisors



Welcome To
The ScrumMaster Maturity Model!



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How To Assess...

Your Effectiveness At Enabling The Hyper- Productive

braintrustgroup.com/blog



Want These Slides?

Objectives





Introductions

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- President, The Braintrust Consulting Group
- BS CS from Auburn University
- MS EE from UAB
- CSM, CSD, CSP, CST, PMP
- 16 years of software development experience
- Agile coach, trainer, and consultant



As a workshop attendee,

I want to list the responsibilities of a
ScrumMaster,

so that I can better understand the role.

Take A Guess?



Write down facts that you think we will cover about the ScrumMaster



ScrumMaster



- Process mentor
- Coach/facilitator
- Clears roadblocks
- Servant leader



Article review exercise

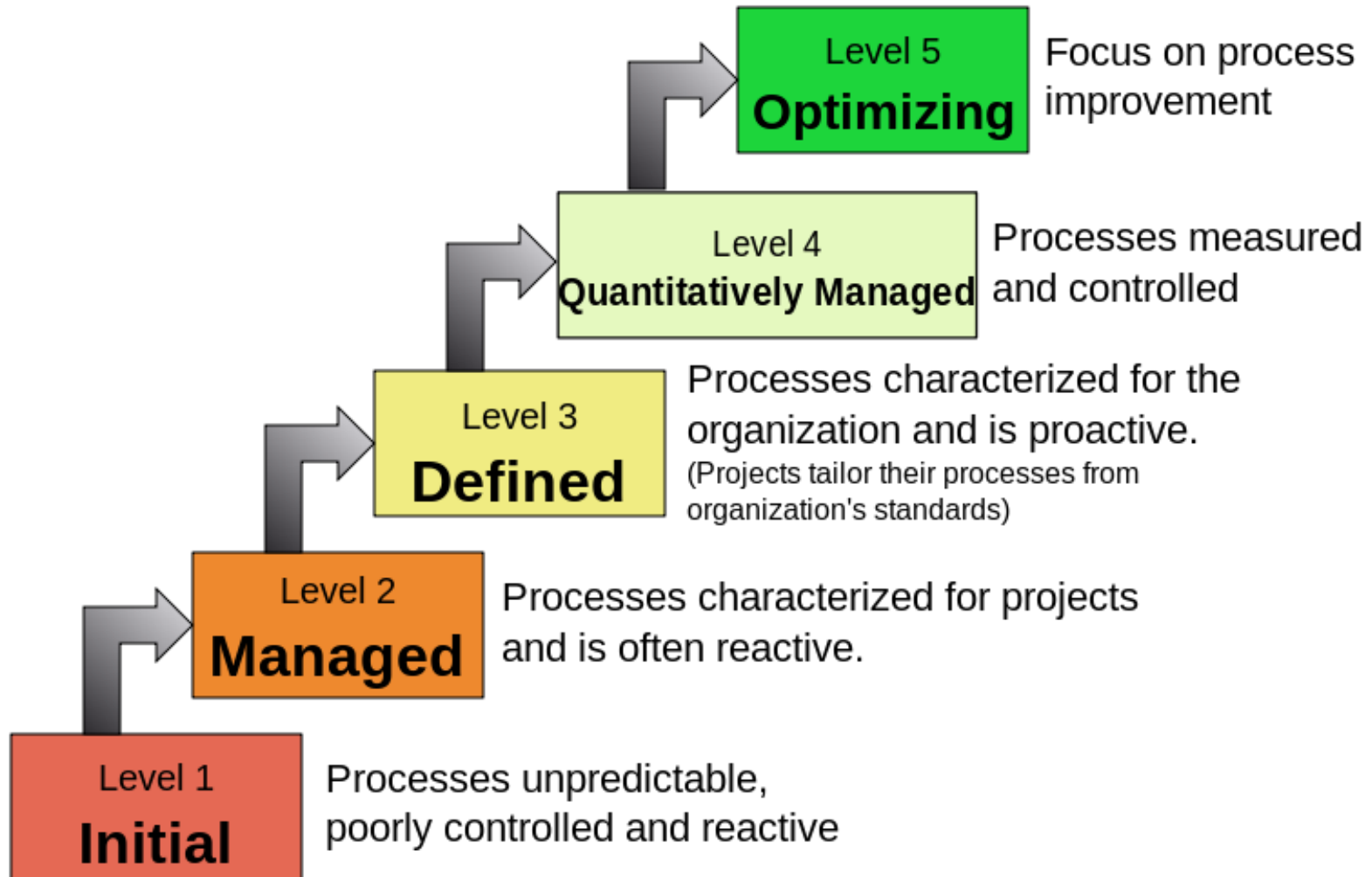
As a workshop attendee,

I want to understand the intent behind the
ScrumMaster Maturity Model,

so that I can better understand why we need it.

Capability Maturity Model Integration (CMMI)

Characteristics of the Maturity levels





LEVEL 5

Servant Leader (highest level)
The ultimate ScrumMaster

LEVEL 4

Coach

Someone who has moved past the basics and is now helping the team to grow

LEVEL 3

Facilitator

Someone who has the basics of the role down, but doesn't help the team mature

LEVEL 2

Scrum Scribe

Someone who is the administrative assistant to the team

LEVEL 1

Wolf In Sheep's Clothing (lowest level)

Someone who claims to be a ScrumMaster, but really is a command and control manager pretending to be more



As a workshop attendee,

I want to take the ScrumMaster Maturity Model
assessment,

so that I can see how I am doing as a
ScrumMaster.

1. Every day at the daily Scrum I...
 - a) Ask the 3 questions of each team member
 - b) Listen for roadblocks and only give an update when asked by the team
 - c) Spend 10 minutes going over all the charts and metrics that I have compiled
 - d) Take meeting minutes and e-mail them to senior management

2. A team member is late every day for the daily Scrum, what should I do?

- a) Ignore the issue, the team is self-organizing
- b) Fine the team member \$1 each time it happens
- c) Bring the lateness up at the next retrospective
- d) Publically chastise the team member for showing up late

3. During sprint planning I...

- a) Watch for signs that the team is over-committing
- b) Assign each task to a team member
- c) Go over the product backlog with the team and let them know the top priorities in my opinion
- d) Don't attend the sprint planning meeting

4. At the sprint review meeting I...

- a) Focus on the teams accomplishments and successes
- b) Seek stakeholder feedback on the product and how to make it better
- c) Observe and take notes for the team
- d) Lead the demo

5. You are walking down the hall and you see the CIO approach one of the members on the Scrum team that you support, what do you do?

- a) Continue walking and ignore their conversation
- b) Continue walking but circle back to ask the team member what the conversation was about after it's over
- c) Stop and join the conversation
- d) Turn around and quickly walk the way you came, hoping that no one saw you

6. A team member repeatedly raises a roadblock that his computer is under-powered and that it's taking too long to get their work done, what should you do?

- a) Drive to the local computer store and buy them a new computer
- b) Tell them that there is no budget for new computers
- c) Take note of the roadblock
- d) Work with the IT department to get the individual the right tools

7. The product owner for the Scrum team that you support has suddenly left, what should you do

- a) Temporarily assume the role of the product owner in addition to scrummaster
- b) Note the roadblock and look for the product owner later
- c) Escalate the absence to the product owner's boss
- d) Immediately terminate the sprint

8. The team's burn down chart shows that they won't complete the sprint backlog by the end of the sprint, what should you do?

- a) Let the product owner know that the team won't complete their sprint goal
- b) Demand that they team work overtime until they catch up
- c) Call attention to the burn down chart in the next daily Scrum
- d) Suggest to the team that they extend the sprint until they can finish everything

9. The sprint retrospective keeps getting shorter in duration; with team members contributing less and less feedback each time. Everyone agrees that the retros have gotten stale and no one wants them to continue. What should you do?

- a) The team is now high-performing, so advise the team to stop doing sprint retrospectives
- b) Sit the team down and scold them for not being more open and sharing
- c) Move the meeting to an alternate venue, perhaps to a nearby bar
- d) Change the agenda of the meeting each time to keep it fresh

10. Two team members don't get along and they are constantly fighting, it's disturbing the other team members and they have asked you to deal with it. What should you do?

- a) Bring the conflict up with your human resources representative and ask them to solve it
- b) Hold an all-hands team meeting and refuse to end the meeting until the issue is resolved
- c) Meet with the two team members and do a root cause analysis on why they are fighting
- d) Ask management to move one of the fighting team members to another team

Scoring Table

Question	A	B	C	D
1	3	4	1	2
2	3	1	4	2
3	4	3	1	2
4	4	3	2	1
5	1	3	4	2
6	3	1	2	4
7	1	2	4	3
8	3	1	4	2
9	2	1	3	4
10	1	2	4	3

Where You Stand

Score	Level	Title
1 to 12	1	Wolf in sheep's clothing
13 to 20	2	Scrum Scribe
21 to 30	3	Facilitator
31 to 34	4	Coach
35 to 40	5	Servant Leader

Think And Write

Brainstorm a new question
with 4 answers for the
assessment






As a workshop attendee,

I want to understand the levels of the
ScrumMaster maturity model,

so that I can figure out where I am and where I
need to go.



Pair Share



Turn to your neighbor and
share

1. Where you assessed on
the ScrumMaster
maturity model
2. What you think your
level means

Level 1

- Wolf In Sheep's Clothing
 - Aka command-and-control
 - Someone who uses Scrum to micro-manage the team

Level 1

- Wolf In Sheep's Clothing
 - Most likely someone who was a
 - A bad project manager
 - Technical lead

Level 1

- Wolf In Sheep's Clothing
 - Sample behaviors
 - Asks the 3 questions at the daily Scrum
 - Assigns tasks to team members
 - Holds people accountable for their estimates
 - Tells team members how to do their job

Level 2

- Scrum Scribe
 - Someone who serves as the administrative assistant to the team

Level 2

- Scrum Scribe
 - Most likely someone who was a
 - Business analyst
 - Project expediter
 - Project coordinator
 - Technical writer

Level 2

- Scrum Scribe
 - Sample behaviors
 - You are invited to the Scrum ceremonies
 - The team looks to you to document everything (user stories, tasks, etc.)
 - The team ignores your advice and suggestions

Level 3

- Facilitator
 - Someone who is efficient and effective at coordinating and guiding the Scrum ceremonies

Level 3

- Facilitator
 - Most likely someone who
 - Has some experience as a ScrumMaster
 - Has earned their Certified ScrumMaster (CSM)

Level 3

- Facilitator
 - Sample behaviors
 - You schedule meetings and prepare agendas ahead of time
 - You continue to be creative and keep things interesting
 - You are skilled at managing conflict

Level 4

- Coach
 - Someone that the team trusts and seeks advice from regularly

Level 4

- Coach
 - Most likely someone who
 - Has extensive experience as a ScrumMaster
 - Has successfully rolled out Scrum
 - Has earned their Certified Scrum Professional (CSP)

Level 4

- Coach
 - Sample behaviors
 - You can facilitate the Scrum meetings when necessary, but you don't need to
 - Instead of giving answers you ask questions
 - You help everyone grow professionally

Level 5

- Servant Leader

- Someone that *“has the skill of influencing people to enthusiastically work toward goals identified as being for the common good, with character that inspires confidence.”*

– James Hunter

Level 5

- Servant Leader
 - Most likely someone who
 - Has extensive experience as a coach
 - Has no formal power over the team, but has built up lots of authority

Level 5

- Servant Leader
 - Sample behaviors
 - Inspires everyone to action
 - Takes care of the teams needs
 - Influence the team to be the best that it can be



LEVEL 5

Servant Leader (highest level)
The ultimate ScrumMaster

LEVEL 4

Coach
Someone who has moved past the basics and is now helping the team to grow

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LEVEL 1

Wolf In Sheep's Clothing (lowest level)
Someone who claims to be a ScrumMaster, but really is a command and control manager pretending to be more





Circle the room and add your thoughts



As a workshop attendee,

I want tips for becoming a better ScrumMaster,

so that I can move up the ScrumMaster Maturity Model.

Let Go Of Your Twos!



Character



Stimulus

Response



Power Vs.
Authority

TAKE

OWNERSHIP



COMMUNICATE
COMMUNICATE
COMMUNICATE
COMMUNICATE
COMMUNICATE
COMMUNICATE



Ask The Team!



Manager/Employee Exercise

Table Talk

What other tips do you have to become a better ScrumMaster?





As a workshop attendee,

I want to understand the motivation necessary to be a great ScrumMaster,

so that I can determine if I have what it takes to be one.

MOTIVATED PEOPLE ONLY

By entering here, you agree to give 100% of what you have.

There are no excuses or second chances.

Everyday, every moment is an opportunity to excel, to be more, to achieve your best. Do not squander your time by going through the motions. Train hard and get results.

At the end of the day, look in the mirror and ask yourself if you gave your all. If you don't have that level of commitment, don't waste your time or ours.



Resources

- <http://blogs.collab.net/agile/2007/08/13/a-scrummasters-checklist>
- *Crucial Conversations*, Kerry Patterson, 978-0071401944
- *The Servant Leadership Training Course* (Audio book), James Hunter, 978-1591794769

Willing To Help?

- Writing a book on how to be an effective ScrumMaster
- If you are a practicing ScrumMaster
 - Please leave your e-mail address

braintrustgroup.com/blog



Want These Slides?

Questions And Resources

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