



## THE SCRUM MASTER'S GUIDE TO UNDERSTANDING HOW TO BE A LEADER IN A SCRUM ENVIRONMENT

# Scrum

"A LIGHTWEIGHT FRAMEWORK THAT HELPS PEOPLE, TEAMS AND ORGANIZATIONS GENERATE VALUE THROUGH ADAPTIVE SOLUTIONS FOR COMPLEX PROBLEMS."  
~2020 SCRUM GUIDE

# LEADERSHIP

LET'S TALK ABOUT THE VALUES OF SCRUM AS IT PERTAINS TO THE LEADERSHIP:

COMMITMENT, FOCUS, OPENNESS, RESPECT, COURAGE

- **LEADERSHIP COMMITS TO:**
  - partner with the product owner, other stakeholders, managers, and team(s)
  - show up wholly engaged in support of creating a valuable increment
  - do our best to answer questions posed by the team
  - attend the sprint review event
  - leave team to meet alone during the retrospective unless expressly and unanimously invited by the whole team
  - tell the team what is most important to them to see in a demo when finished
- **LEADERSHIP FOCUSES ON:**
  - coming to agreement with other stakeholders when work is competing
  - finding ways to show the team they care (coming to sprint review, commenting, encouraging, complimenting, and understanding when the team has a rough sprint)
- **LEADERSHIP IS OPEN TO:**
  - the team celebrating failures and the learning that came from them
  - the team celebrating planned experiments
  - kind feedback when their actions aren't helpful
  - working together with stakeholder to suspend unhealthy competition in service of the team's need to focus
- **LEADERSHIP SHOWS RESPECT WHEN THEY:**
  - provide honest, kind feedback to the teams in service of their growth, with a priority to kind
  - come to the sprint review, ask questions, and engage frequently and positively with the team
  - show support for the team experiencing challenges
  - allow the team to remain focused on the work in sprint
  - invite and allow the PO to prioritize their needs along with the needs of others
  - are honest about when they need specific work
- **LEADERSHIP SHOWS COURAGE WHEN THEY:**
  - welcome a new change that impacts them as initiated by the team trying to bring about a more cohesive, dynamic process designed to improve their work
  - calmly slip into their new role of growing people; even coaching them
  - let's go of command and control actions and communications
  - ask the team how long something will take and respects the reply

**DURING THE SPRINT, LEADERSHIP:**

- is available to the team, scrum master, or product owner as requested
- may provide desired product work to the product owner for prioritization in the larger scheme of the work
- may be called on to participate in the resolution of organizational impediments
- works collaboratively when called upon

## LEADERSHIP

### THE SPRINT (THE EVENT WHERE THE WORK HAPPENS)

#### SPRINT PLANNING

- NOTHING UNLESS INVITED. IF YOU ARE INVITED, YOU ARE LIKELY GOING TO BE CALLED UPON TO ANSWER QUESTIONS ABOUT THE WORK ITEM(S) REFERENCED IN THE INVITATION.

#### DAILY SCRUM

- NOTHING. THIS EVENT IS FOR THE DEVELOPERS TO DISCUSS THEIR PROGRESS, & SHIFT WHAT MAY NEED SHIFTING

#### SPRINT REVIEW

- SETS THE MOOD FOR THE EVENT BY:
  - ATTENDING
  - BEING ON CAMERA
  - LISTENING INTENTLY TO WHAT IS BEING SAID
  - IDENTIFYING QUESTIONS THEY CAN ASK BASED ON WHAT THEY ARE HEARING
- SHOWS THEIR SUPPORT BY CONGRATULATING THE TEAM FOR WORK WELL DONE & ASKING HOW THEY CAN HELP

#### SPRINT RETROSPECTIVE

- NOTHING. THIS EVENT IS FOR THE TEAM (SM, PO & TEAM) TO DISCUSS THEIR SPRINT & HOW TO BECOME A BETTER TEAM
- THIS IS A PRIVATE EVENT FOR THE TEAM ONLY; LEADERSHIP IS NOT TO ATTEND UNLESS EXPRESSLY INVITED

## REFERENCES

*www.scrumguides.org, 2020 Scrum Guide, by Jeff Sutherland, Ken Schwaber*