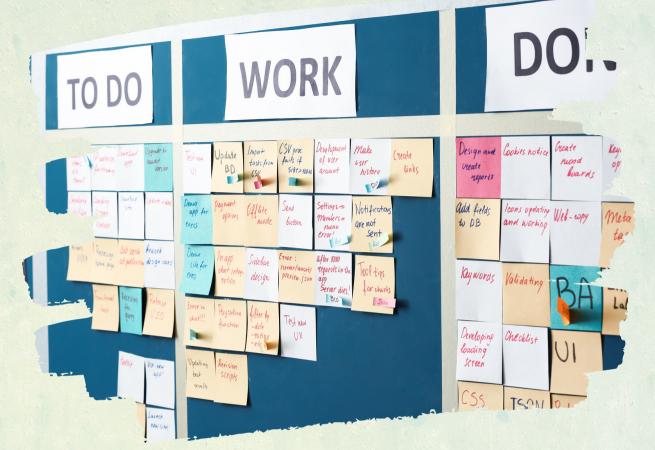
Monarch Coaching & Training



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

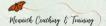


"A LIGHTWEIGHT FRAMEWORK THAT HELPS PEOPLE, TEAMS AND ORGANIZATIONS GENERATE VALUE THROUGH ADAPTIVE SOLUTIONS FOR COMPLEX PROBLEMS." ~2020 SCRUM GUIDE

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

COMMITMENT, FOCUS, OPENNESS, RESPECT, COURAGE

• LEADERSHIP COMMITS TO:

- o partner with the product owner, other stakeholders, managers, and team(s)
- o show up wholly engaged in support of creating a valuable increment
- o do our best to answer questions posed by the team
- o attend the sprint review event
- o 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:

- o provide honest, kind feedback to the teams in service of their growth, with a priority to kind
- o come to the sprint review, ask questions, and engage frequently and positively with the team
- o 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
- o 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
- o 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