# THE SCRUM MASTER'S GUIDE TO UNDERSTANDING THE SCRUM MASTER ROLE

## Scrum

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

# THE SCRUM MASTER

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

COMMITMENT, FOCUS, OPENNESS, RESPECT, COURAGE

- SCRUM MASTER COMMITS TO:
  - protecting the team, being the voice of the team when needed
  - growing the team by helping them think with the use of powerful questions
  - working with other scrum masters to grow the organization's understanding of scrum
  - partnering with the product owner, stakeholders, managers, and team(s)

- SCRUM MASTER FOCUSES ON:
  - protecting the team
  - ensuring the team understands scrum and the value of the events
  - helping the team overcome impediments or other things in their way
  - being a great communicator

- SCRUM MASTER IS OPEN TO:
  - speaking truth even when it's uncomfortable
  - helping managers to understand their new, complimentary role
  - helping the team communicate their truth
  - working with other scrum masters and/or other teams to help them grow too
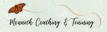  - learning new ways of working and trying new things with the team
  - receiving feedback

- SCRUM MASTER SHOWS RESPECT WHEN THEY:
  - stand as a guard at the gate of the team to allow the team to focus on their commitment
  - come prepared to the backlog refinement, and the events
  - speak plainly, openly, honestly, and with kindness in all settings
  - celebrate the team

- SCRUM MASTER SHOWS COURAGE WHEN they:
  - celebrate failures and the learning that came from them
  - celebrate planned experiments
  - face management that may not yet understand the processes or their complimentary role in this new world of scrum
  - holds strong that the retrospective is for the team alone

# THE SCRUM MASTER

The scrum master is the true leader. What does this mean? Simply put, they exhibit leadership qualities that help to grow their team, their product owner, and the organization in its adoption of scrum. The scrum master defends their team, they teach, guide, help their team. They are not a manager, they are someone that does not have a hierarchy over the team, they stand with the team in service of the team, the product owner, and the organization. They are the heartbeat of the team; the cheerleader, the champion, the voice of reason even sometimes. They grow their team by bringing in new ways of thinking, team building, camaraderie and when their team is struggling, they help them to think clearly and when the team is stuck, they sometimes even disrupt the team's way of thinking to bring about positive outcomes. In their role, they are accountable for, leading their team to greatness as an effective scrum team. Their primary role is to bring about a positive and productive environment that invites the following outcomes:

- a product owner committed to ordering the work into a product backlog
- a team that can turn work into an increment of value that meets the definition of done during a sprint
- a team and group of stakeholders that can work together to inspect the results of a sprint and adjust plans for the next sprint

The scrum master serves the team, the product owner, and the whole organization. It is a special person who can create a positive environment where people thrive and grow through experimentation and commitment.


DURING THE SPRINT, THE SCRUM MASTER:

- sets necessary calendaring invitations
- facilitates what the team needs, while teaching them
- works collaboratively with product owner, other scrum masters, leadership, customer, & stakeholders
- works to improve the organization's implementation of scrum
- resolves impediments where possible & escalates where needed
- prepares metrics
- creates a container of collaboration

# THE SCRUM MASTER

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

### SPRINT PLANNING

- SETS THE MOOD FOR THE EVENT BY:
  - BEING ON CAMERA
- LISTENS, OFFERS INPUT ON AREAS OF SCRUM
- CALCULATES CAPACITY WITH TEAM INPUT & ADVISES TEAM OF AVERAGE VELOCITY CONSIDERING CAPACITY. EXAMPLE: IF THE AVERAGE VELOCITY IS 38 POINTS & CAPACITY IS AT 80% FOR THE SPRINT, THEN NO MORE THAN 30 POINTS FOR THIS SPRINT
- IDENTIFIES & CAPTURES NEW TOPICS FOR RETROSPECTIVE THAT SHOW UP
- CALLS FOR A FIST TO FIVE AT THE END OF THE EVENT

### DAILY SCRUM

- SETS THE MOOD FOR THE EVENT BY:
  - BEING ON CAMERA
- FACILITATES THE EVENT UNTIL THE TEAM IS READY TO TAKE THIS RESPONSIBILITY
- HELPS THE TEAM TO STAY ON TOPIC (THE 3 QUESTIONS CAN BE HELPFUL)
- UPDATES THE TEAM ON ANY NEW PROGRESS ON IMPEDIMENTS
- IDENTIFIES & CAPTURES NEW TOPICS FOR RETROSPECTIVE THAT SHOW UP

### SPRINT REVIEW

- SETS THE MOOD FOR THE EVENT BY:
  - BEING ON CAMERA
  - WELCOMING ATTENDEES
  - GENTLY REMINDING PEOPLE OF THEIR ROLE DURING THE EVENT
  - THANKING GUESTS FOR COMING
- INVITES THE PO TO START
- SHARES METRICS (OR PO)
- INVITES QUESTIONS FROM STAKEHOLDERS
- HELPS TEAM BY CAPTURING ITEMS THAT COME UP FOR FURTHER EXPLORATION
- IDENTIFIES & CAPTURES NEW TOPICS FOR RETROSPECTIVE THAT SHOW UP

### SPRINT RETROSPECTIVE

- SETS THE MOOD FOR THE EVENT BY:
  - BEING ON CAMERA
- FACILITATES THE EVENT
- WORKS WITH THE TEAM TO IDENTIFY RETRO FORMAT
- INVITES TEAM TO EXPLORE THEIR INPUT
- INVITES TEAM TO EXPLORE SOLUTIONS
- INVITES TEAM TO BE OPEN & TRANSPARENT
- CREATES A SAFE SPACE FOR TEAM
- INVITES WHOLE TEAM ONLY
- CAPTURES IMPROVEMENT ITEMS
- MODELS HONESTY, KINDNESS & TRANSPARENCY

## REFERENCES

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