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Does a LeSS- Scrum Master need to be Superhuman II

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Discussion 2021

/ Mandate: Being clear in managing various expectations

/ Staying sane: About staying positive and managing energy levels

/ Diversity: whether nontechnical Scrum Masters with different backgrounds can succeed



Section #01

How do I coach single skilled experts in crossfunctionality?

A modern office interior with glass walls. In the foreground, a woman in a light pink dress sits at a wooden table, looking towards a group of people. In the background, several people are working at desks with laptops. The office has a clean, minimalist aesthetic with concrete floors and large windows.

Getting it right from the start

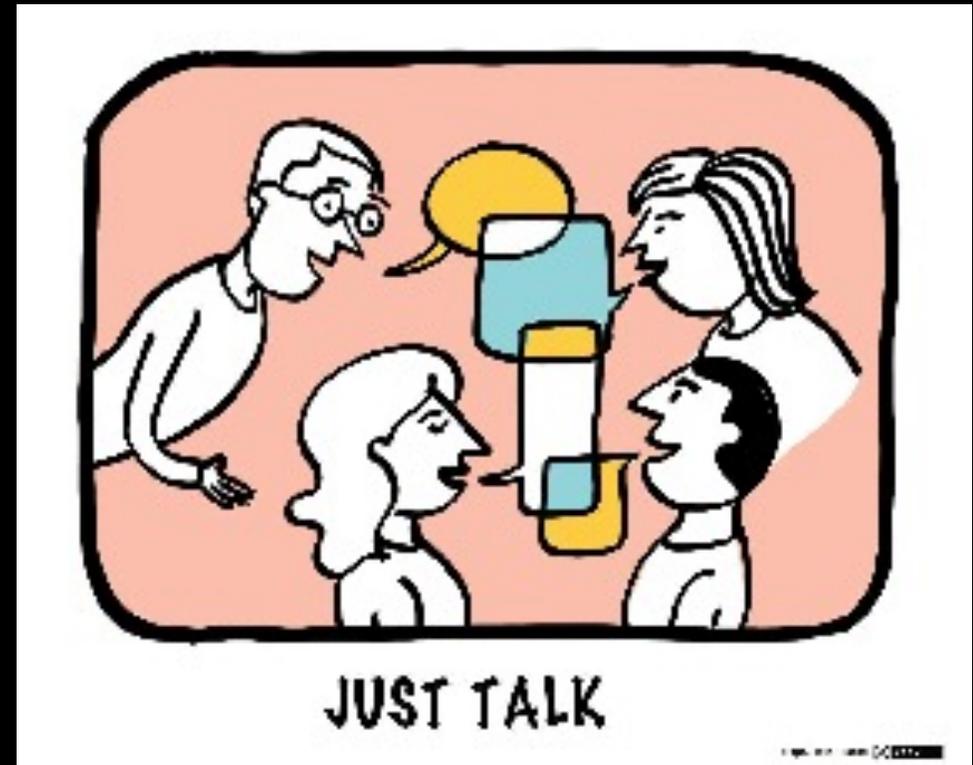
- / Don't take a shortcut on the Adoption Principles
- / Self-Designing Team Workshop
- / Feature Team Adoption Map
- / A shared prioritized backlog with customer centric Items drives learning *by nature*



Organize by customer value

What should a Scrum Master coach, train, mentor or facilitate?

- / Using the language of your customer for writing Backlog Items
- / Splitting Techniques
- / Multi-Team and “Just Talk”
- / Team-Responsibility, No sub-backlogs



Section #02

How can I avoid getting mentally overloaded?



Develop people, then build products

- / Deep and Narrow over Broad and Shallow
- / Learn to do Scrum, before you try LeSS
- / Avoid learning debt and “premature” scaling
- / Role of Management: Enhance the products
"Definition of Done" over time.
- / Establish a longterm philosophy and keep a
sustainable pace



My reality is different – what can I do?

- / Focus, prioritize or learn to say “no”
- / Avoid being a “scrum-mom”
- / Withstand to solve every problem
- / Foster that teams are coaching new Teams
- / Help teams to self-manage using multi-team practices to refine and deliver together

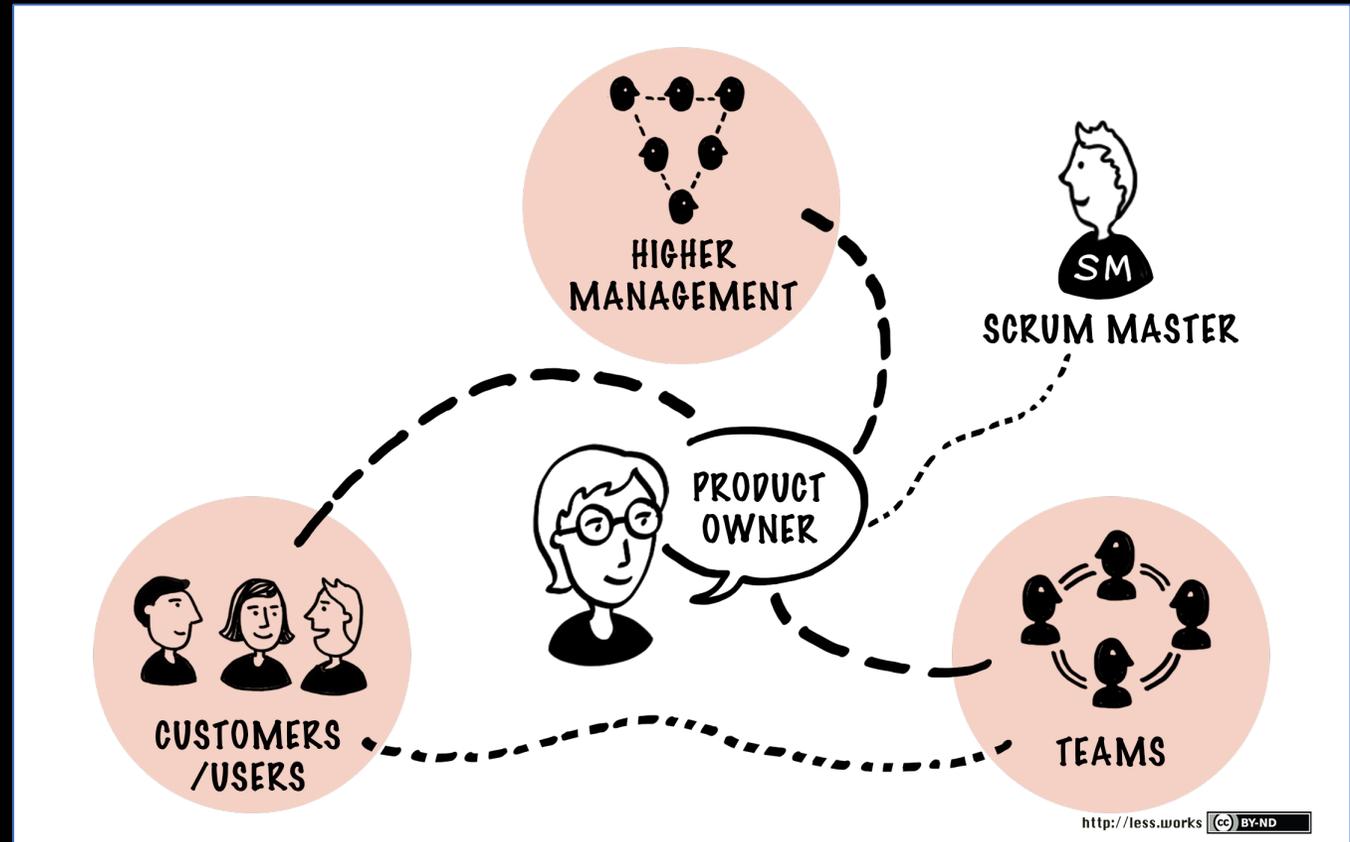
Section #03

How do I work effectively with an (Area)-Product Owner?



Product Owner Role

- / The Product Owner needs to understand and work to improve five key relationships that are affected by LeSS adoption
- / Focus on prioritization and stakeholder management



Prioritization over Clarification

/ Focus your PO & APO on the right things:

/ Lead & guide the people and let them organize around the work

/ Avoid (forbid!) early technical split and encourage incremental delivery of value

/ Prioritization as an investment decision: How much teams (= money) do I want to invest for what topic?

/ The Product Owner Team

/ PO is more of a moderator & facilitator of the PO team to enable joint decisions for which area or which teams do (=refine) what

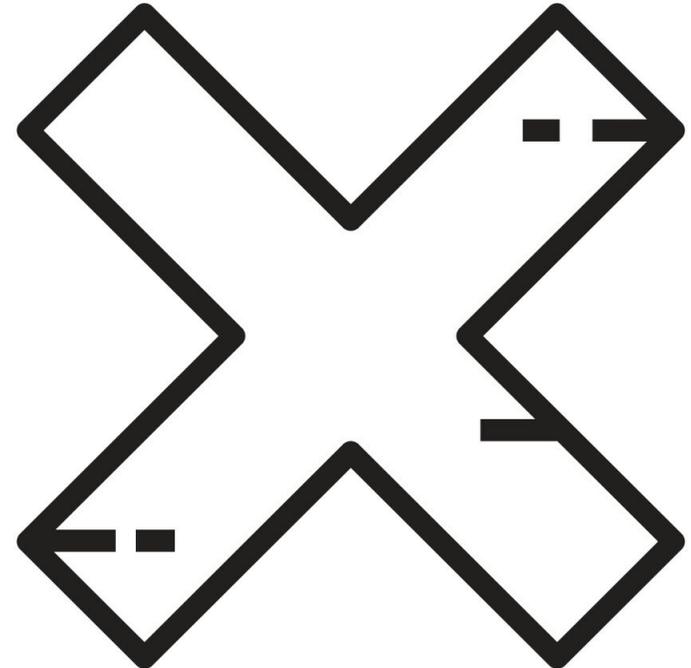
Section #04

**Conclusion –
Does a LeSS Scrum
Master need to be
superhuman?!**

No

Don't try to be superhuman!

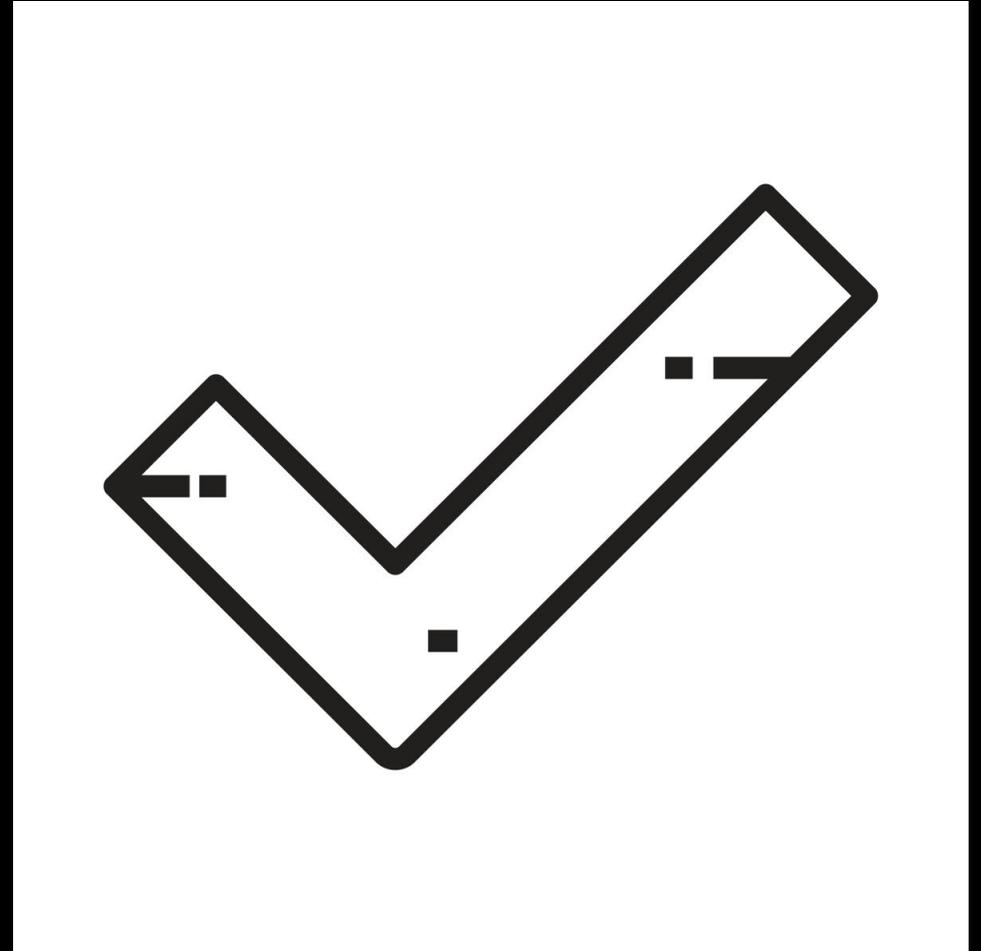
- / Teams are coaching teams – avoid being THE "Scrum-Expert" who has to handle everything
- / The LeSS Scrum Master focus more on a coaching stance rather than facilitating meetings
→ Conclusion from 2021 Discussion 😊
- / Scrum Masters should lead by example and keep a healthy distance



Yes

“Yes, in real life LeSS Scrum Master is a little bit of a superhuman”

- / At some point, Scrum Master may get overwhelmed by the organization's dysfunctions
- / How can a Scrum Master learn all that knowledge and get that experience needed to be successful?
- / Props to all the LeSS Scrum Masters out there!





Thank You

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