



Scrum Master Collaboration

in a LeSS Adoption

JIPP.IT GmbH
Agile Change Agency
www.jipp.it

- Scrum Master /Agile Coach
- Certified LeSS Practitioner
- Scrum since 2003
- Development Group CAMPUSonline (TU Graz):
 - » 5 Feature Teams
 - » 2 Scrum Masters
 - » 1 Component Team to include
 - » 2 Development Teams to include
 - » 1 Scrum Master to be



- Agile Coach and Trainer at JIPP.IT
- Certified LeSS Trainer
- XP since 1998
- Scrum since 1999
- Loves traveling, cars, and simplicity
- Dislikes if things disappear without a good reason ;)

In the next hour

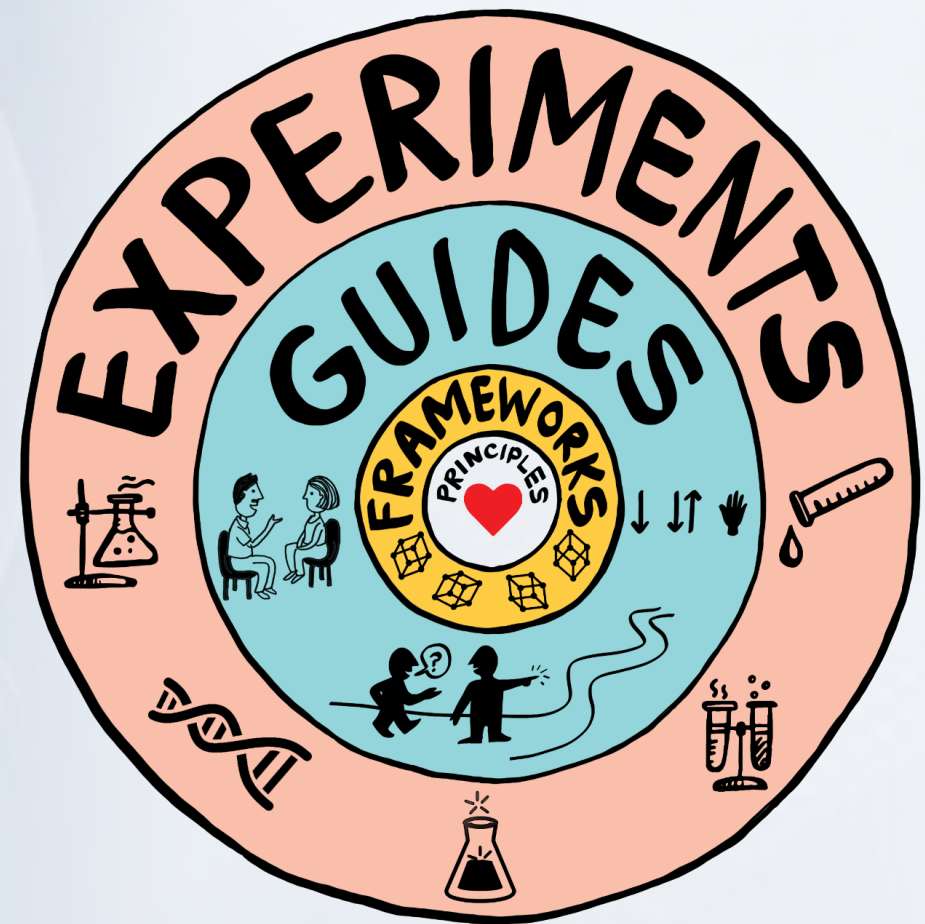


- We will..
 - give a brief introduction to LeSS and the context for Scrum Masters
 - share theory, our experiments and experience
- You will ..
 - learn about challenges and triggers for interaction in a group of Scrum Masters
 - take home ideas how to improve your Scrum Master collaboration

LeSS – Large Scale Scrum

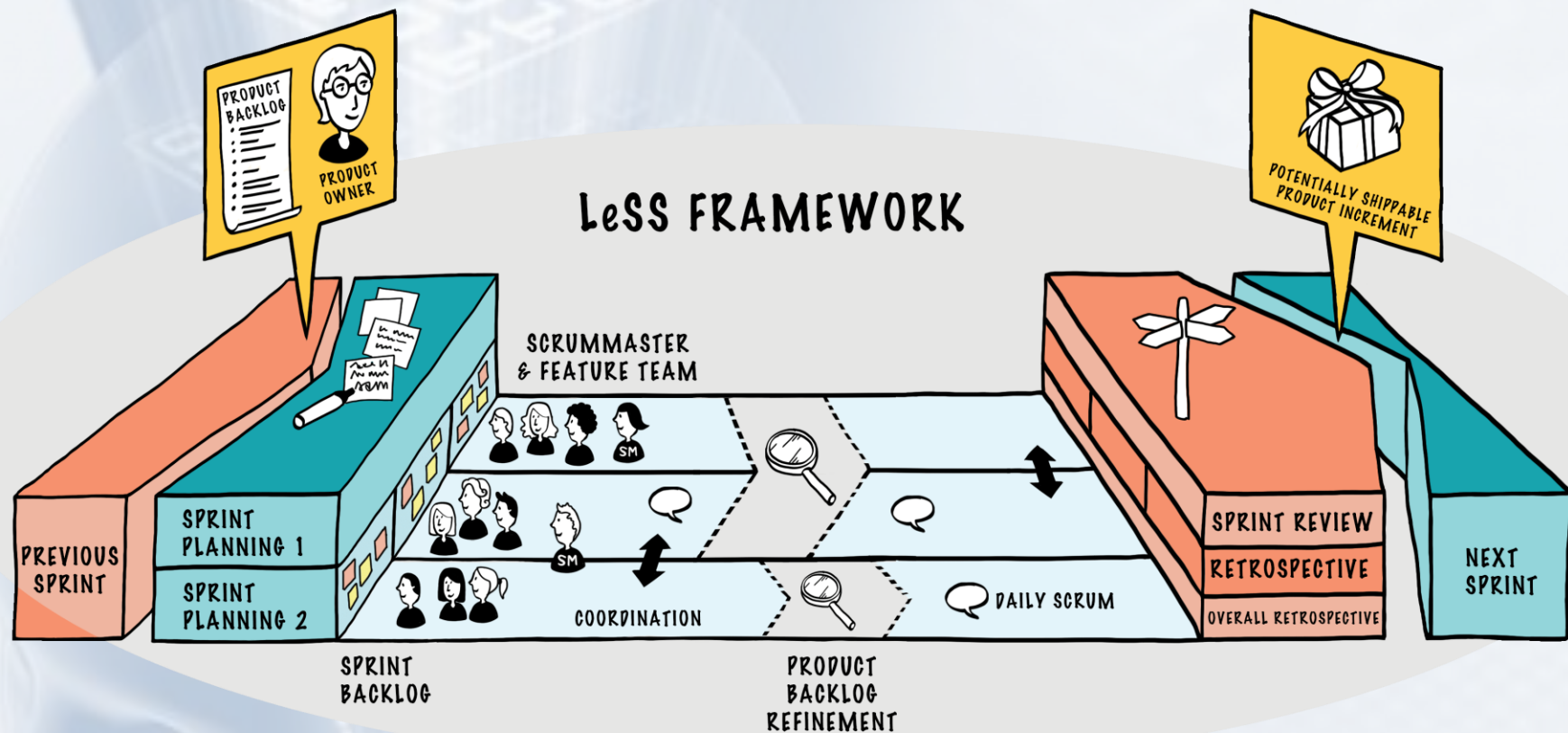
- LeSS is Scrum
 - ... applied to many teams ...
 - ... working together ...
 - ... on one product.

= More with LeSS

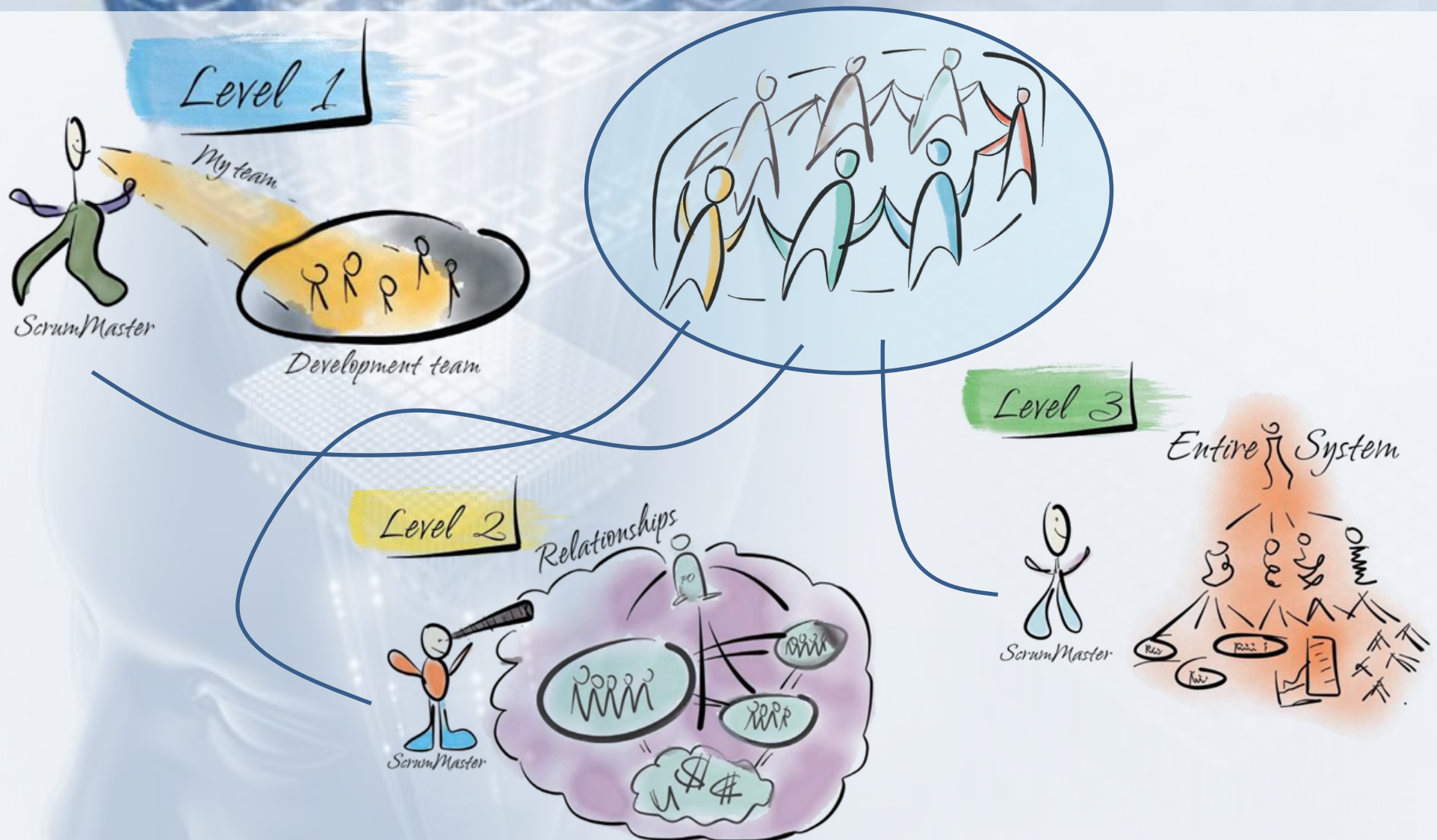


<http://less.works>

LeSS – Large Scale Scrum



The Group of Scrum Masters





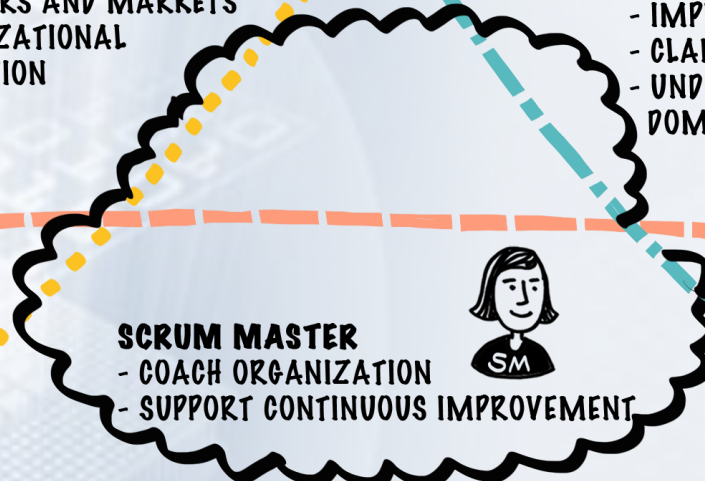
PRODUCT OWNER

- PROVIDE VISION AND DIRECTION
- PRIORITIZE FEATURES
- UNDERSTAND USERS AND MARKETS
- SUPPORT ORGANIZATIONAL STRATEGIC DIRECTION



TEAMS

- CREATE PRODUCT
- DELIVER PRODUCT INCREMENT
- COORDINATE AND INTEGRATE
- IMPROVE PRODUCT CREATION
- CLARIFY FEATURES
- UNDERSTAND USER AND DOMAIN, WORK WITH THEM



SCRUM MASTER

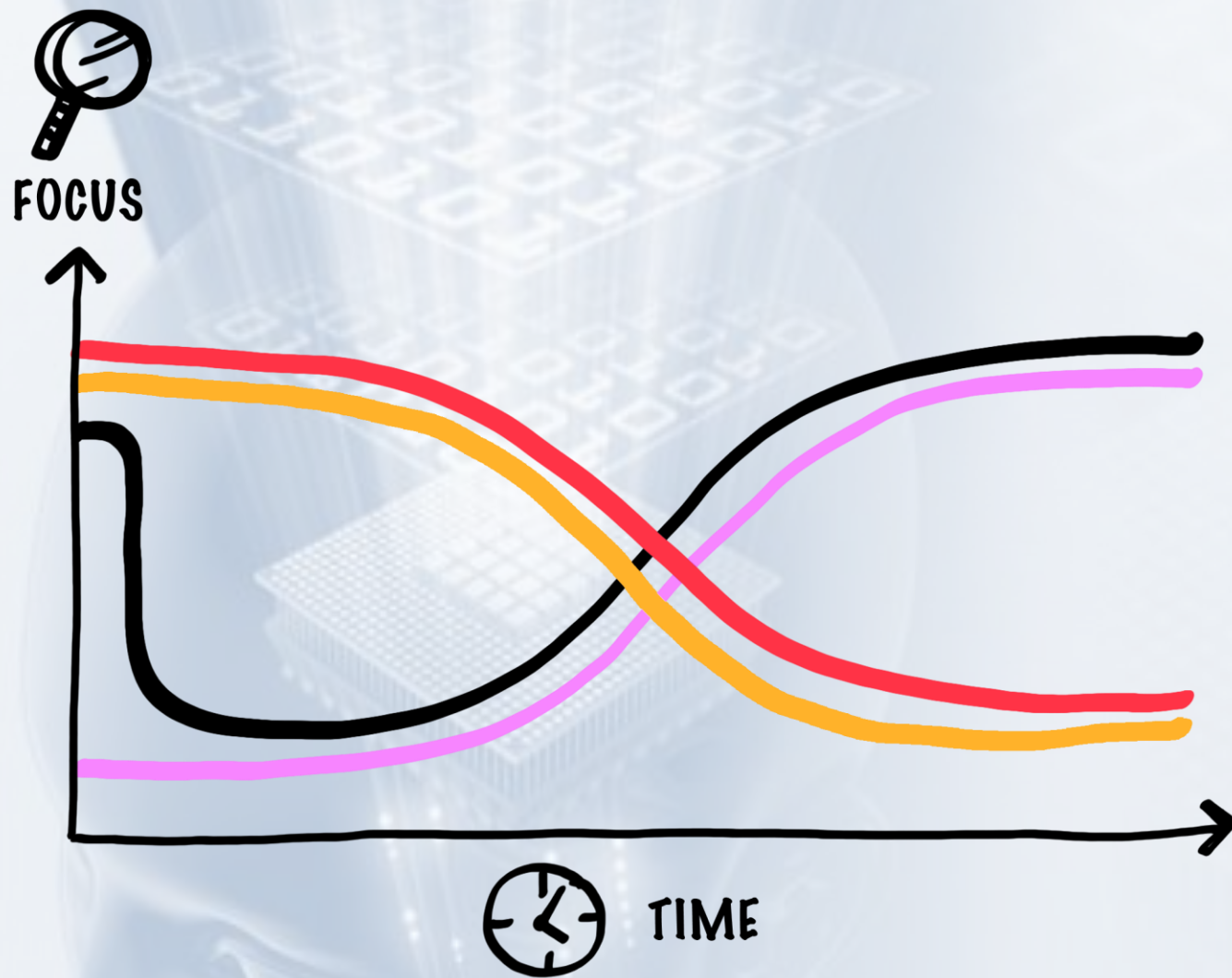
- COACH ORGANIZATION
- SUPPORT CONTINUOUS IMPROVEMENT



MANAGERS

- IMPROVE CAPABILITY OF DEVELOPMENT SYSTEM
- DECIDE STRUCTURE AND POLICIES





ORGANIZATION



DEVELOPMENT
PRACTICES



PRODUCT
OWNER



TEAMS



One Team – One Goal



A **team** is a group of people linked in a common purpose. Human teams are especially appropriate for conducting tasks that are high in complexity and have many interdependent subtasks.

Team Effectiveness



- **Output** - The final outputs produced by the team must meet or exceed the standards set by key constituents within the organization
- **Social Processes** - The internal social processes operating as the team interacts should enhance, or at least maintain, the group's ability to work together in the future
- **Learning** - The experience of working in the team environment should act to satisfy rather than aggravate the personal needs of team members

Challenges in Scrum Master Collaboration



- **Availability** - e.g. Part-time worker, pursuing a degree, other 'hats', ..
- **Professional background** - ScrumBut, ITIL, ..
- **Education Level/Type** - self-educated, trained on the job, formal, ..
- **Experience**
- **Personality**
- **Result in** - rework, double work, voids, confusion at team level, ...

Intra Team Conflicts

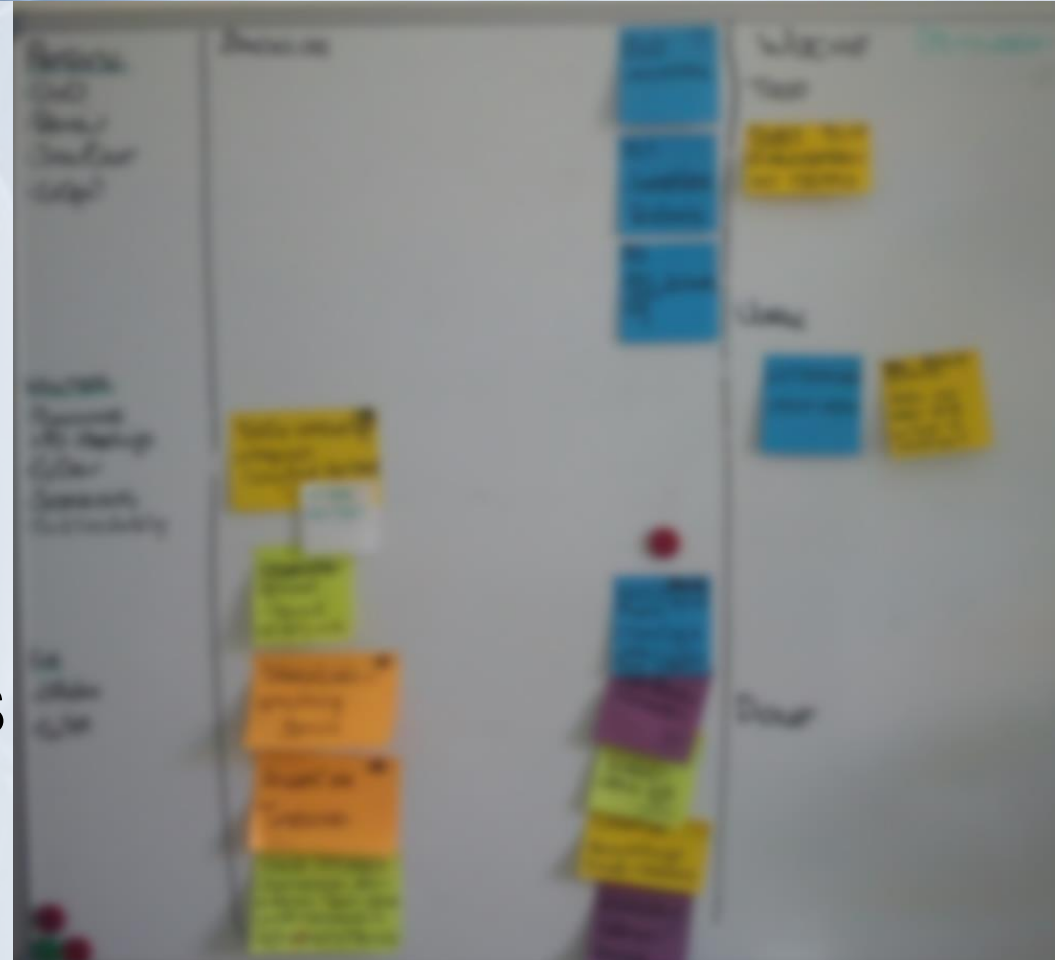
- **Relationship conflict** - This is the interpersonal incompatibilities between team members such as annoyance and animosity
- **Task conflict** - This occurs when members convey divergent ideas and opinions about specific aspects related to task accomplishment



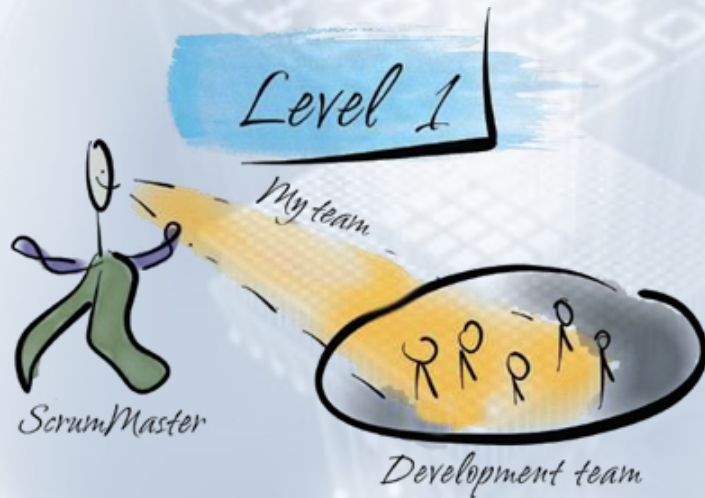
Collaboration Improvement Experiments



- Scrum Masters Backlog
- Regular MeetUps
- Short Planning each Week
- Scrum Master Community
Guide: Communities
- Scrum Master Lunch
- Development Goals
- Mentor/Responsibility for LeSS
Guide: Component Mentor
- Scrum Master Retrospectives
- Other Guides to use:
 - Just talk
 - Coordination-Friendly Environment



When to consult/inform the Scrum Master Team?



Work with development team solely?



Work with Scrum Master Team?

When to consult/inform the SM-Team - Activity

- Work in pairs
- List a couple of elements typically used in Scrum (e.g. Backlog, Definition of Done, Retrospectives,...)
- Discuss for each element if it could be changed at team level without impact on other parts of the organization

An Example a Scrum Master Group came up with



Consult/inform Scrum Master Team when changing:

- Continuous Integration
- Sprint Review
- Sprint Planning I
- Product Backlog
- Definition of Done Baseline
- Organizational Guidelines (e.g. Time Recording)
- Decisions regarding the Product or Customers
- Overall Retrospectives
- User Story Contents

An Example a Scrum Master Group came up with



Mostly inside Responsibility of Development Team:

- Social Events
- Retrospectives
- StandUp
- Sprint Planning II
- Sprint Backlog
- Refinement
- Definition of Done Extended
- Additional Team Meetings (e.g. Lean Coffee Sessions)
- Estimation Sessions
- Procedure of writing User Stories

A rule of thumb

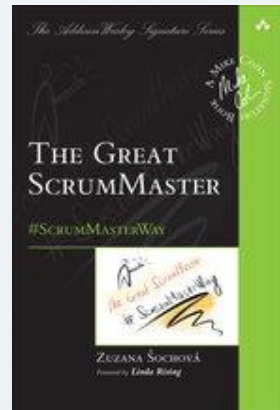


Consult your fellow Scrum Masters if there is impact on another team, the product, the organization or, simply, on the system.

Inform them if you learned something, heard something, observed something, or, simply, if you have something to share.

All the best!

- Large-Scale Scrum: More with LeSS
Craig Larman, Bas Vodde
- The Great ScrumMaster: #ScrumMasterWay, First Edition
Zuzana Šochová
- <http://less.works>



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