

CS-C2130 / CS-E4910

Scrum Master's Role in the Course Project

6.10.2021

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Agenda

16:15 Scrum Master's responsibilities in the course project

- Setting up Scrum
- Team building
- Problems

16:45 Tips for from the previous Scrum Masters

17:05 break

17:15 Scrum Master's role in the Scrum Simulation, Ferrix Hovi

RESPONSIBILITIES OF THE SCRUM MASTERS IN THE COURSE PROJECT

Responsibilities of the Scrum Master in the Course Project

- **Study, plan, teach and ensure the application of Scrum**
- **Prepare and lead the Scrum events**
- Manage team building
- Initiate discussions on any problems, if the team does not react to them
- Try to give tips on methods and tools
 - for architecture, testing, user requirements, teamwork etc.
- Work as a development team member
 - if the time budget allows (>5cr course version)

www.scrum.org/resources/blog

www.scrum.org/forum/scrums-forum

Setting up Scrum

- Sprint length
 - frequent feedback vs. overhead from sprint change
 - equal effort vs. equal duration?
- Scrum events
 - Sprint planning, sprint review, sprint retro (sprint change)
 - Daily (“weekly”)
- Scrum artifacts
 - Product Backlog
 - Sprint Backlogs
 - Definition of Done

Involve the developers in planning how Scrum is applied!

Document the decisions so that they

- help the team members apply Scrum
- help the PO understand his responsibilities
- help the coach understand how you work

Motivate the use of Scrum.

Correct misconceptions (Scrum vs. inherent complexity of real projects).

Setting up Scrum

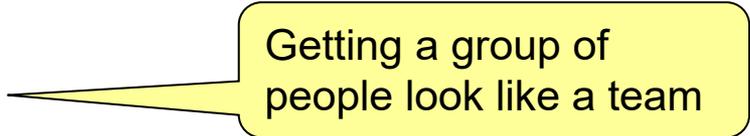
- Working with the Product Owner
 - Ensuring that PO knows his responsibilities in Scrum and what that means in your project
 - Preparing for the meetings with PO
 - Agendas
 - Converging the discussions
 - Someone writes down notes
 - Access to PO also during the Sprint
 - Further clarification of the chosen product backlog items
 - Feedback of completed items
 - Product backlog refinement to prepare for the next sprint planning

Setting up other Practices and Tools

- Communication channels
 - Team, PO, coach
 - Some rules for the use of communication channels
- Time tracking
 - Started from the first day of the project (~25.10.)
- Development environment

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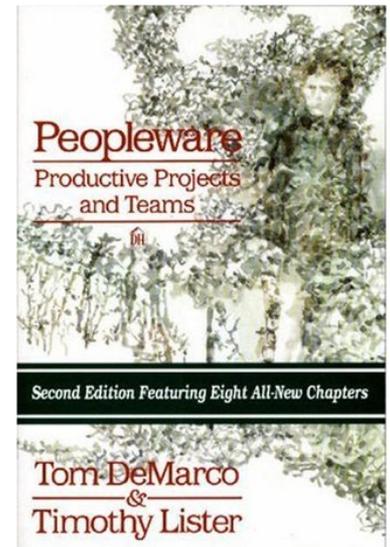


Getting a group of people look like a team

A Jelled Team (Dream Team)

*“A jelled team is a group of people so strongly knit that **the whole is greater than the sum of the parts**. The production of such a team is greater than that of the same people working inunjelled form. Just as important, the **enjoyment** that people derive from their work is greater than what you would expect given the nature of the work itself.”*

(DeMarco & Lister, 1999)



Characteristics of a Jelled Team

- A shared vision or goal
- A sense of team identity
- Competent team members
- A commitment to the team
- Mutual trust
- Effective and open communication
- Interdependence among team members
- A sense of autonomy
- A high level of enjoyment
- Small team size

Which will be difficult to achieve in your team, and why?

Good Teamwork Practices

- Good team name
- Kick-off meeting
- Everybody participates in defining the common goals and planning of the tasks

- Informal and formal communication
- Accurate and unambiguous communication
- Check for understanding and agreement

- Open communication – raise (potential) issues immediately
- Constructive feedback

Being a Good Team Member

Discuss these with your team members in the beginning of the project.

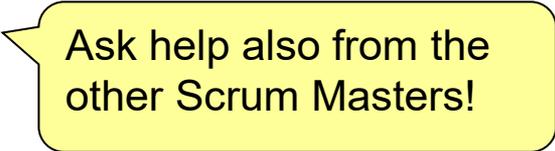
- **Participate** actively
- **Remember:** team goals are your goals
 - the project can be successful only when everybody works towards common goals
- **Help** your fellow team members when they have problems or questions
 - ask if they need help even if they might not ask for that -> they are happy to help you when needed
- **Ask** help right away when you have problems or don't understand something
- **Give** feedback to your fellow team members and to your Scrum Master — also positive!
- **Think** about how you could make your project fun to work in 😊😊
- **Motivate yourself**

Responsibilities of the Scrum Master in the Course Project

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 - team spirit, communication practices
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Solving Problems

- Tips
 - Raise issues as quickly as possible – that way small problems do not become big problems
 - Involve the team in solving problems
 - except if it is a problem with some individual which you could (first) discuss privately with him/her
 - Escalation
 - Coach
 - Course teacher



Ask help also from the other Scrum Masters!

Problem: Someone does not fully participate

- Talk/contact the person privately
 - Don't wait too long
- Try to understand the reason
 - Unclear tasks in Sprint backlog
 - Lack of confidence/skills to take responsibility of tasks
 - and no courage to admit it / ask help
 - Busy with other commitments / unsuitable work times
 - Has not understood that 225h of work is really required to pass
 - Lack of motivation
- Many reasons are possible to fix

The most common problems in the CS-C2130 projects

most common != most serious

Problem	Developers median (N=88)	Managers median (N=26)
Tech. skills - The team members were inexperienced with the implementation technologies	5,0	6,0
Testing - The developers took the testing tasks less seriously than coding tasks	5,0	5,0
Testing - The amount of testing was lower than planned	5,0	4,5
Quality requirements - Converting quality requirements into concrete tasks was difficult.	4,0	5,0
Estimation - Implementing tasks with the desired quality level required more effort than estimated	4,0	4,5
Estimation - Estimates for tasks that required learning activities were poor	4,0	4,5
Testing - Selecting the testing tools and practices was difficult	4,0	3,5
Estimation - Effort estimation was considered as an unhelpful activity	4,0	3,0
Testing - The requirements were specified on too general a level for supporting testing	3,5	2,5
Motivation - Paid work overrode the course project	3,0	5,0
Testing - For a long time, the system was too unfinished for testing	3,0	4,0
Task management - Started tasks remained uncompleted	3,0	4,0
Task management - The tasks were planned on too general a level	3,0	4,0

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- **Work as a development team member**
 - if the time budget allows (>5cr course version)
 - make it clear when you are working in the Scrum Master role

Based on the interviews of the Scrum Masters on the SW Project 3 course in 2018-2019 by Jhosimar Aguacia Fisco

TIPS FROM THE PREVIOUS SCRUM MASTERS

Tips

1. **Choose your project carefully** (PO availability and commitment, software or hardware project).
2. You will have **learning goals and project goals**. One must support the other.
3. Each teaching method has its benefits.
 - a. Certified Scrum Master training
 - b. Experience exchange sessions
 - c. Coach (discuss the role of the coach)
 - d. Learning diaries
 - e. [SM Certification Booklet](#) and course materials in MyCourses
 - f. Scrum simulation

Tips

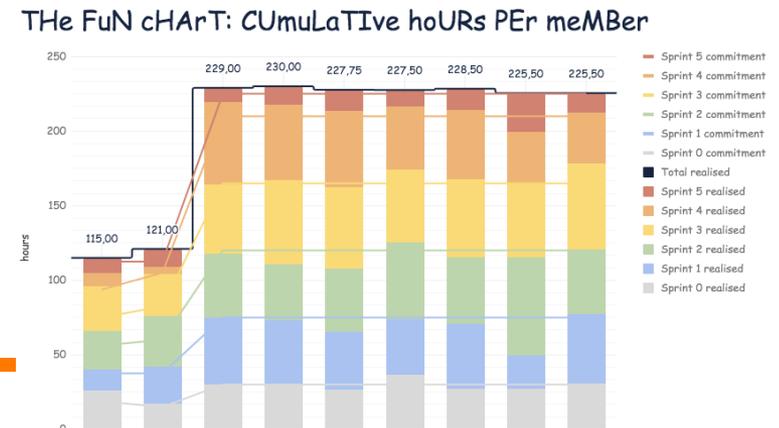
4. **First weeks matter.** The faster you create a motivated team, the faster you will develop momentum and commitment.
5. **Team building** could be accomplished by doing social activities, working together, having lunch together, internal Demos, hackathons, creating Telegram sticker packs, joking around, informal discussions.
6. “Not all groups are teams” (J.R. Katzenbach, D.K. Smith, 1993). Work together and create a team culture. Keep in mind that a shared leadership nurtures self-managed teams.
7. **Team rules** could save you the day (e.g. no interruptions, punctuality).

Tips

8. Create an ideal DoD at the beginning of the project. However, It is important to keep your **DoD realistic enough** (Automate as much as you can).
9. **Sprint Goal is important.** This will allow you to have some room regarding the functionality. It must be concise, it must not be repeated, and it must be measurable.
10. **Effort Estimation helps create the required tasks** to accomplish the user story.
Story points are helpful because they allow team members who perform at different speeds to communicate and estimate collaboratively (*Mike Cohn, 2014*).

Tips

- 11. Plan the Sprint execution!** Time tracking, time management and planning is important in this capstone project. (Google calendar, @slackbot, [Google sheet](#))
- Some other activities are happening at the University.
 - Everyone has different schedules.
 - This is a Part-time project (Full-time vs part-time project)
 - Working at Aalto or Client's premises?



Tips

12. Soft skills could be the key to succeed as an SM.

- a. People have feelings and emotions. There is something called Psychological safety (Edmondson, 1999).
- b. There are factors such as motivation, communication, among many others.
- c. Humour is beneficial for your teamwork.(Snyder et al., 1991; Vilaythong et al., 2013)

Tips

13. The SM should **read about Scrum** and SM responsibilities.
(Remember you are the one teaching Scrum)
14. Create a solid and direct **relationship with the PO**.
15. Collaborate with the PO to create and maintain the Product Backlog.
16. The SM should be present in the Daily Scrum.
17. The SM is not a secretary, all the team members should be aware of documents and minutes.

Tips

18. Doing something is better than doing nothing. Remember that this is a safe environment to fail.
19. Risk management is part of a project (bus factor, dependencies).
20. Being Scrum Master and Developer could be overwhelming.
21. Your project can succeed with you being an old-school manager, but remember that you are learning “how to become a Scrum Master”. Keep a balance between traditional management and servant leader.

References

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Next Steps

- Topic selection
 - Send Team “CVs” to your favorite clients 14.-18.10.
 - Mention all your strengths, but don’t give unrealistic promises
 - Check the overlaps with other teams’ topic preferences
 - send the CV also to some Client that you will “certainly” get
 - Use the Google sheet (Scheduling sub sheet) for
 - reserving 10-minute meeting slots with the favorite clients
 - publishing your team’s Zoom link to be used for the meetings
 - Scrum Simulation
 - Teach your team Scrum and get to know each other
 - Check that everyone has registered to a session
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