

CS-C2130 / CS-E4910

Scrum Master's Role in the Course Project

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Agenda

- Some instructions for the Scrum Masters
 - Setting up Scrum
 - Team building
 - Solving problems
- Results of a study about the Scrum Master's role in this course
- Scrum Master's role in the Scrum LEGO Game

Responsibilities of the Scrum Master in CS-C2130 Projects

- **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)

Setting up Scrum (1/2)

- Communication channels
 - Team, PO, coach
 - Some rules for the use of communication channels
- 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 writing down notes

Setting up Scrum

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

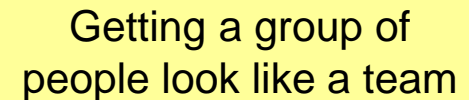
Involve the team in planning how Scrum is applied!

Document the results in the Process Overview so that it

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

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- 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 is struggling with them
- Try to give tips on methods and tools
 - for architecture, testing, user requirements, teamwork etc.
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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 easy/difficult to achieve in your team?

Good Teamwork Practices

- Good team name
- Kick-off meeting
- Informal and formal communication
- Everybody participates in defining the common goals and planning of the tasks
- Accurate and unambiguous communication
- Check for understanding and agreement
- Open communication – raise (potential) issues immediately
- Constructive feedback

Being a Good Team Member

- **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 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**

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

Responsibilities of the Scrum Master in CS-C2130 Projects

- Study, plan, teach and ensure the application of Scrum
- Prepare and lead the Scrum events
- Manage team building
 - team spirit, communication practices
- **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)

Solving Problems

- Tips
 - Raise issues as quickly as possible – that way small problems do not become big problems
 - Involve the team in solving problems
 - Escalation
 - Coach
 - Course teacher

Ask help also from the other Scrum Masters!

Who would like to set up a communication channel for the ScMs?

Problem: Someone does not fully participate

- Talk/contact the person privately
 - Don't wait too long
- Try to understand the reason
 - Lack of confidence/skills to take responsibility of tasks
 - Unclear tasks in Sprint backlog
 - 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
 - but in some cases quitting the course can be the best solution

The most common problems in CS-C2130 projects

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

Next Steps

- Topic selection
 - Send Team CVs to clients 9.-14.10.
 - Mention all your strengths, but don't give unrealistic promises
 - Check the overlaps with other teams' topic preferences
 - keep the topic preferences up-to-date
 - send the CV also to some Client that you will “certainly” get
 - Scrum LEGO Games
 - Opportunity for you to teach your team Scrum and get to know each other
 - Read the Scrum LEGO Game Compact Guide carefully
 - Arrive at 16:00 and prepare your team's workspace
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