CS-C2130 / CS-E4910 Scrum Master's Role in the Course Project

30.9.2020

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Agenda

- 16:15 Responsibilities of the Scrum Masters
  - Setting up Scrum
  - Team building
  - Solving problems

- 16:40 Experiences from a Scrum Master on the 2019-20 course, Nikolai Denissov

- ~17:00 break

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

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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

- 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

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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Setting up Scrum

- Communication channels
  - Team, PO, coach
  - Some rules for the use of communication channels
- Time tracking
- 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

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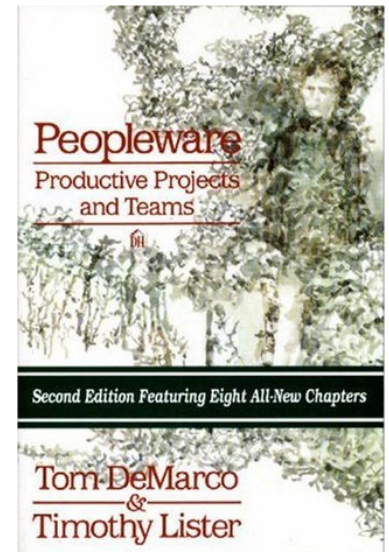
Responsibilities of the Scrum Master in CS-C2130 Projects

- Study, plan, teach and ensure the application of Scrum

- Prepare and lead the Scrum events

- **Manage team building**

  > Getting a group of people look like a team

- 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
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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 in unjelled form. Just as important, the **enjoyment** that people derive from their work is greater that what you would expect given the nature of the work itself."*

(DeMarco & Lister, 1999)

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&
Timothy Lister

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, ans why?

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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

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…and working together!

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**

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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)

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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
  - Escalation
    - Coach
    - Course teacher

> Ask help also from the other Scrum Masters!
>
> Who would like to set up a communication channel for the ScMs?

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Problem: Someone does not fully participate

- Talk/contact the person privately
  - Don't wait too long
- Try to understands 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

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

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Scale: "not at all" (1) – "very much" (7)

Next Steps

- Topic selection
  - Send Team "CVs" to your favorite clients 8.-12.10.
    - 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
  - Opportunity for you to teach your team Scrum and get to know each other

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