ScrumAlliance®

Transforming the World of Work

ScrumMaster or Arm-Chair Psychologist?

Angela Johnson | March 9, 2016

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Live Tweet During The Webinar!

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#SAMW16

Awesome Product Owner Webinar with @AgileAngela and @ScrumAlliance! #Scrum Fundamentals Series: #SAMW16

Angela Johnson
PMP, PMI-ACP, CST

- Certified Scrum Trainer with 21+ years in Information Technology

- Scrum Alliance Volunteer:
  - Trainer Approval Committee
  - Agile Leadership Learning Objective Team

- Founder Collaborative Leadership Team

- Founder Scrum Day Twin Cities

- Based in Minnesota

Webinar Learning Outcomes

- Understand the people side of the ScrumMaster role

- Use proven Scrum community techniques in daily ScrumMaster work

- Apply proven principles from outside the Scrum community in daily ScrumMaster work

- Provide realistic tips for team member versatility from the psychology community

- Implement practical coaching tools to enable cooperation in your Scrum adoption

Scrum is simple…but it is not easy

What is Scrum?

- Scrum is an adaptive framework for developing and sustaining complex products

- Scrum is not a methodology nor is it specific to software development

- Scrum is about people – working together to deliver the highest possible value early and often

- Scrum is lightweight, simple to understand but difficult to master

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The ScrumMaster

- Servant Leader to Product Owner, Development Team and Organization
- Responsible for Scrum theory, practices and rules being understood and enacted
- Helps everyone understand which interactions with the Scrum Team are helpful and which ones are not to maximize business value created by the Scrum Team
- Active Facilitator
- Neutral

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Poll Question #1:

Are you a practicing ScrumMaster?

The ScrumMaster is not a Secretary

- Coaching the Product Owner on Product Backlog refinement does not mean being the administrative keeper of this artifact

- Coaching the team on self-organization and cross-functionality does not mean taking tasks away from them

- Leading the organization in its Scrum adoption does not mean publishing status reports

- Every conversation isn't led by the ScrumMaster … including the Daily Scrum

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Poll Question #2:

Have you read the Scrum Guide?

The ScrumMaster is a Coach

- New ScrumMasters latch on to the mechanics of Scrum

- What's often overlooked, however, is the people aspect of the job

- Due to the increased collaboration and transparency, organizational impediments and people issues are exposed quickly

- If the problem is not a "Scrum" problem, is it a "people" problem?

- If yes, then what?

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Is the ScrumMaster an Arm-Chair Psychologist?

- The first value in the Agile Manifesto begins with Individuals and Interactions

- The Agile Manifesto principles emphasize face to face communication, working together and working with business people daily

- The ScrumMaster ensures helpful interactions occur with the Scrum Team

- Where does the ScrumMaster learn

all these people skills?

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The ScrumMaster Checklist

- ## How is my Product Owner doing?
  - Are Stories or PBIs broken down to the appropriate level?
  - Is there enough detail and/or Acceptance Criteria included?

- ## How is my Team doing?
  - Do they have the information, tools, support that they need to meet the Sprint commitments?
  - Do they have what the detail that they need from the Product Owner?

- ## Information Radiators
  - Are Task Boards and/or electronic tools up to date with the latest information?
  - Do Stakeholders have visibility to information?

See the Full ScrumMaster Checklist by Michael James
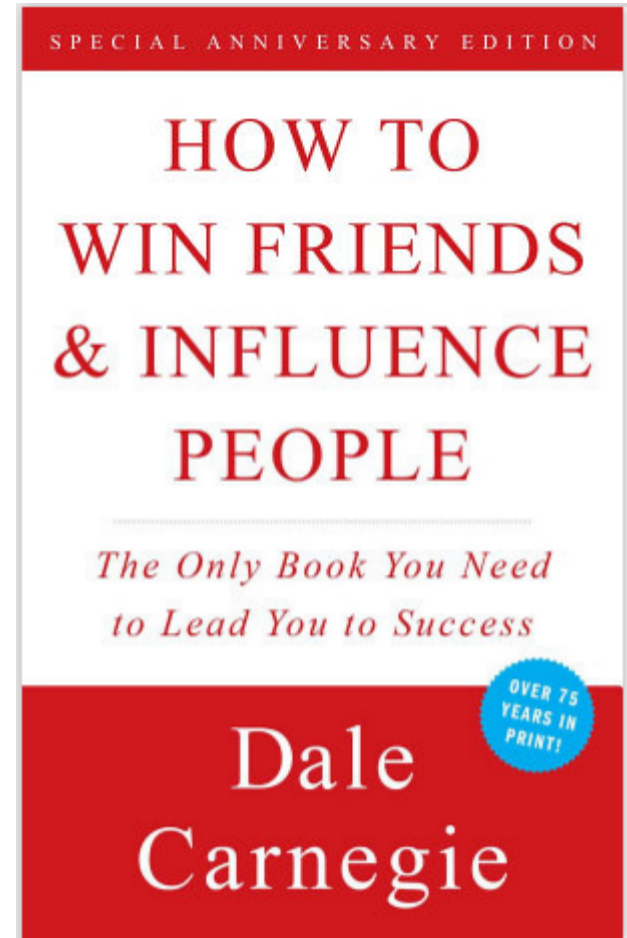http://scrummasterchecklist.org/

Dale Carnegie Principles

- Don't criticize, condemn or complain
- Give honest, sincere, appreciation
- Be a good listener
- Try honestly to see things from the other person's point of view
- Appeal to the nobler motives
- Begin with praise and honest appreciation
- Let the other person save face
- Use encouragement

A full list of Dale Carnegie Principles can be found here: https://www.dalecarnegie.com/assets/1/7/Secrets_of_Success.pdf

SPECIAL ANNIVERSARY EDITION

HOW TO WIN FRIENDS & INFLUENCE PEOPLE

The Only Book You Need to Lead You to Success

OVER 75 YEARS IN PRINT!

Dale Carnegie
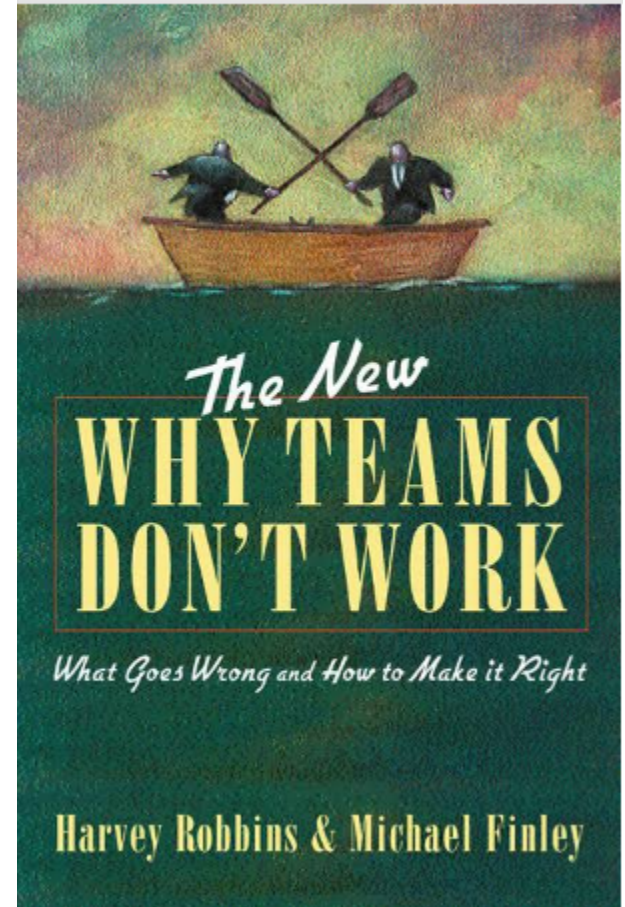
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Dr. Harvey Robbins

- Personnel research psychologist psychological services branch of the intergovernmental personnel programs division of the U.S. Civil Service Commission (CIA)

- Manager of personnel development and research for Burlington Northern, Inc.,

- Corporate manager of organization development for Honeywell

- Author and business psychologist

For more information about Harvey Robbins visit:
http://www.harveyrobbins.com/

The New
WHY TEAMS DON'T WORK

What Goes Wrong and How to Make it Right

Harvey Robbins & Michael Finley

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Goals & Objectives

- Bad Teams: Vague

- Good Teams: Clear

- Best Teams: Short-term, continuous high-priority goals and objectives in 30 day or less segments

Barrier Identification

- Bad Teams: Lack barrier identification

- Good Teams: May engage in barrier identification

- Best Teams: Identify barriers to people, process, structures and develop contingency around these barriers
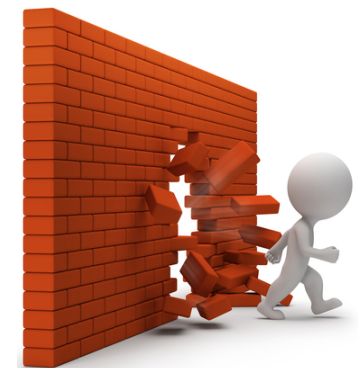
Interpersonal Relationships

- Bad Teams: Ignore

- Good Teams: Recognize differences

- Best Teams: Value differences and develop versatility plans

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Circle All That Apply

- Critical   Industrious
- Indecisive   Persistent
- Stuffy   Serious
- Picky   Expecting
- Moralistic   Orderly

- Pushy   Strong Willed
- Severe   Independent
- Tough   Practical
- Dominating Decisive
- Harsh   Efficient

- Conforming Supportive
- Unsure   Respectful
- Ingratiating Willing
- Dependent   Dependable
- Awkward   Agreeable

- Manipulating   Ambitious
- Excitable   Stimulating
- Undisciplined Enthusiastic
- Reacting   Dramatic
- Egotistical   Friendly

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Behavioral Style Differences

ASK

How	What
Analytical	**Driver**
■ **Thinking**	■ **Action**
■ **Past**	■ **Present**
Thinking (T)/Conscientious	Sensing (S)/Dominant
Who	Why
Amiable	**Expressive**
■ **Relationship**	■ **Intuition**
■ **Empathetic**	■ **Future**
Feeling (F)/Steady/Solid	Intuitive (N)/Influencing

TELL
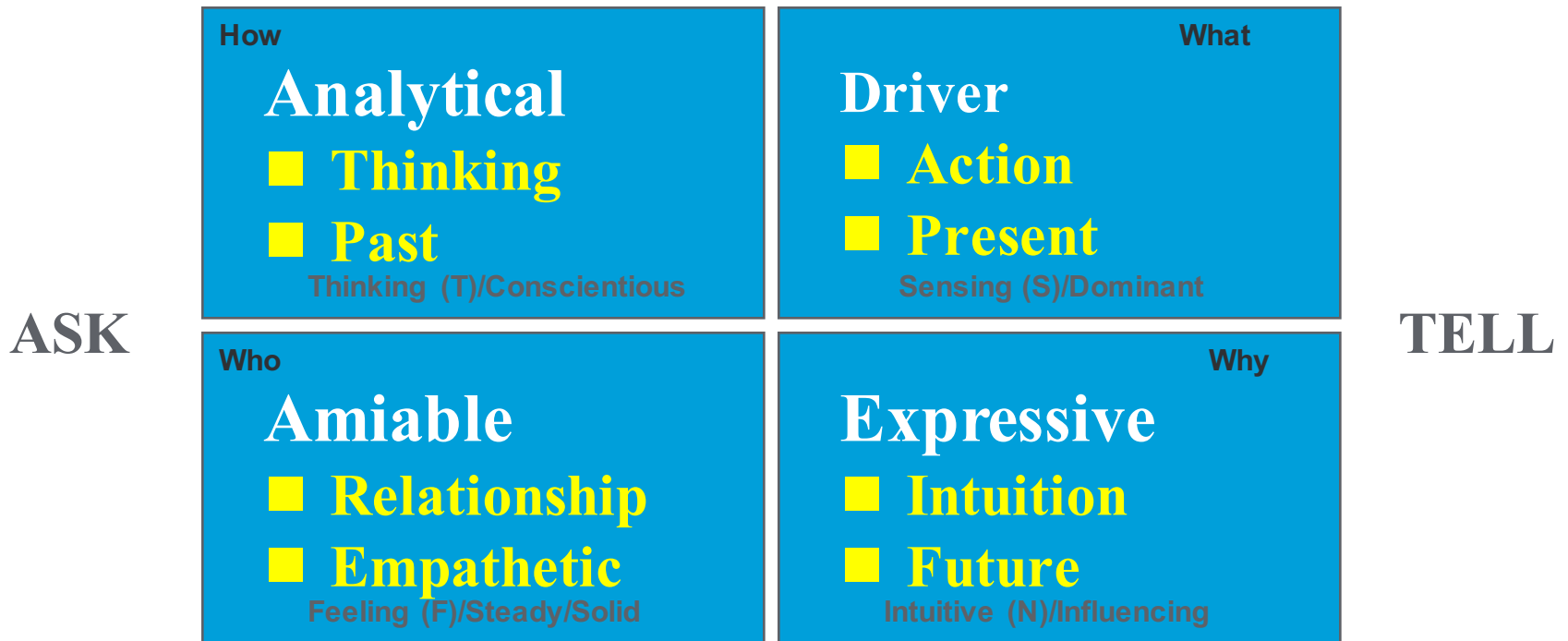
EMOTE

Adapted from Personal Styles & Effective Performance by David W. Merrill and Roger H. Reid

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Versatility with Drivers

Do

- Be clear, brief, and to the point
- Stick to business
- Come prepared with all the requirements, objectives
- Present the facts logically – plan for efficiency
- Ask specific questions

Don't

- Ramble or waste time
- Try to build personal relationship
- Forget or lose things
- Leave loopholes or cloudy issues
- Ask rhetorical questions
- Come with a ready-made decisions

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Versatility with Drivers

Do

- Provide choices
- Provide facts and figures about probability for success
- If you disagree, take issue with the facts not the person
- If you agree, support the results and the person
- Persuade by referring to results
- Leave

Don't

- Speculate wildly or offer guarantees
- If you disagree, don't let it reflect on them personally
- If you agree, don't say "I'm with you."
- Don't try to convince by personal means
- Don't direct or order

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Versatility with Expressives

Do
- Support their dreams
- Be stimulating
- Leave time for relating/socializing
- Don't deal with details
- Ask their opinions
- Provide ideas for action
- Provide testimonials
- Offer incentives

Don't
- Don't legislate
- Don't kid around too much
- Don't be curt, cold or tight-lipped
- Don't do facts first
- Don't leave things hanging in the air
- Don't be impersonal or judgmental
- Don't talk down to them
- Don't be dogmatic

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Versatility with Amiables

Do

- Start with personal comment
- Show sincere interest in them
- Draw out personal goals
- Present you case softly
- Ask "how" questions
- Be casual and informal
- Define individual contributions
- Provide assurances and guarantees

Don't

- Don't rush into business
- Don't stick to business
- Don't be domineering or demanding
- Don't debate about facts and figures
- Don't manipulate or bully them
- Don't patronize or demean them
- Don't be abrupt or rapid
- Don't be vague
- Don't offer guarantees you can't deliver

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Versatility with Analyticals

Do

- Prepare in advance and be accurate
- Approach them directly
- Support their thoughtful approach
- Take your time but be persistent
- Draw up a step-by-step timetable
- Give them time to think
- Provide practical evidence

Don't

- Don't be disorganized
- Don't be giddy or casual
- Don't rush decisions
- Don't be vague
- Don't waste time
- Don't provide personal incentives
- Don't threaten, cajole, coax or whine
- Don't use testimonials
- Don't use opinions as evidence
- Don't use gimmicks

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Harvey's Rules for Building Trust

- Have clear, consistent goals
- Be open, fair and willing to listen
- Be decisive
- Support all other team members
- Take responsibility for team actions
- Give credit to team members
- Be sensitive to the needs of team members
- Respect the opinions of others
- Empower team members to act

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Harvey's Versatility Tips

- Human beings like working with other human beings

- You can't listen once you are talking

- Nothing you can do or say will motivate someone else – you can only create an environment of self-motivation

- Tell people how to interpret what you're about to say

- If your tone does not match what you're saying, the message will be misinterpreted

- Don't overlook orientation – be it cultural, gender based, etc.

SUCCESS

Poll Question #3:

As a ScrumMaster do you serve:
1 Development Team
2 Development Teams
3+ Development Teams?

Which One is your Favorite?

- When serving multiple development teams, do you insist that events and ceremonies be scheduled to accommodate you and not when it works for them and the Product Owner?

- When serving multiple development teams and each has needs that require you as their coach, how do you choose who gets your time?

- Who is coaching the Product Owner(s)?

- Who is coaching the Organization?

- What is the root cause for splitting the ScrumMaster focus across multiple development teams?

Old Habits Die Hard

- Scrum is different
- Traditional ways of doing work focused on utilization and temporary endeavors called projects
- Scrum focuses on maximizing the delivery of business value because it approaches that work holistically
- If the organization wants to continue doing work the traditional way, but using Scrum vocabulary, whose job is it to coach them on change?

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Don't let the Words get in the Way

Instead Of

- That's not Agile!
- That's not Scrum!
- In the Real World…
- You're doing it Wrong
- You're not doing it Right
- That's an impediment

Try These

- When you say Agile…what do you mean exactly?
- What is the problem that we're trying to solve?
- In my current reality…
- In our current reality…
- We have a choice to work the old way or try something new
- We have an opportunity to improve the way we work

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Wrap Up / Q & A

ScrumAlliance®

Membership Webinar in April with Mitch Lacey

Hiring Agile Teams

April 27th at 4:00PM EST USA

- Agile practitioner & trainer
- Author of the popular book, "The Scrum Field Guide, Agile Advice for Your First Year and Beyond."
- Over 10 years of Agile experience
- 18+ years managing projects