

The Agile Alliance logo, featuring the words "Agile" and "Alliance" stacked vertically in a white, sans-serif font, enclosed within a white circular border.The main event title "AGILE 2024" is written in a large, bold, white, sans-serif font. Below it, "DALLAS, TEXAS" is written in a smaller, white, sans-serif font. The text is centered within a white rope-like circular border that has a knot at the bottom.

#AGILE2024

Kimberly Andrikaitis

From Dinosaur to Dynamo: Reinventing the Scrum Master
Role for modern Agile success



The great Scrum Master strike of 2024

**We STAND
(up) for our
rights!**

We don't *just*
facilitate, we
elevate!

Without
Scrum Masters,
it's just waterfall!

Sprint without us?
HA!
You'll stumble!

Agile without SMs?
That's not Agile!

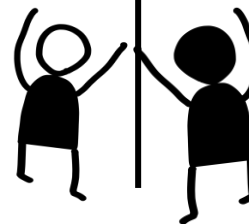
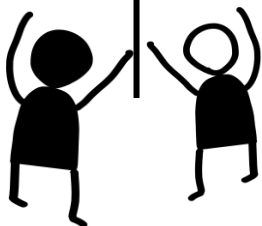


Table discussion



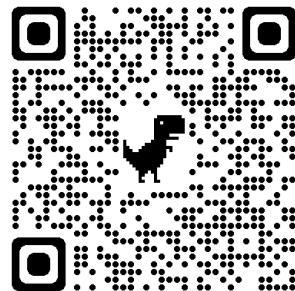
What impact would a Nationwide Scrum Master strike have on an organization that half heartedly embraces Agility?



5 minutes

Hi friends!

- Introduced to Agility in 2004
- I ♥ Agile
- PO, SM, Coach, Consultant
- Wife, dog Mom, explorer, writer
- Scrum Master advocate



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I feel compelled to tell you this.

**AGILE
UTOPIA
DOES NOT
EXIST**

- Most companies don't embrace Agility
- If they did, you wouldn't be here
- Scrum Mastery is perceived as unnecessary
- Lack of understanding, questioning value
- Let's fight this together!

How did we get here?

“Where’s my money going?”



I'll hire consultants!

Welcome Agile Transformation!

We do daily standups now!

- Agile = buzzword
- Means little; change mindset was never adopted
- Leaders don't want the frameworks
- They do want: Faster delivery, more \$/customers, improve change mgmt., to outperform
- They didn't get what they were promised
- SM Focus: immediate, tactical actions
- = Leaders don't see the connection
- The value is misunderstood, the why

Try not to be discouraged! Together, we'll fix this.

Where are we going today?

1. Uncover strategies to discover the Organization's true objectives
2. Identify hidden Scrum Master opportunities
3. Learn how to use the problem identification template
4. Prove your value and champion this role



Together, let's reinvent the Scrum Master role
for the modern world.

The unsuspecting Scrum Master

*"What DO you do all day?"
"Can't anyone do that?"*



Opportunity! Identify your marketing strategy

handout 

1 Who is your stakeholder?

- Product/Program Manager
- QA/Dev Managers
- CTO

2 Why should you build a relationship?

- Ensure alignment & synergy
- For collaboration and brainstorming
- To understand their challenges
- Foster trust, enable candid conversation

3 What outcome are you trying to achieve?

- Dual partnership, support
- To be sought after as the SME
- Make my contributions visible

4 How will you market yourself?

- Recurring one-on-ones
- Facilitate training to communicate how my function aligns with their desired outcomes

5 What action will you take next?

- Schedule a "meet & greet" conversation
- Invite stakeholder for coffee

Putting it into practice



PAIR UP

Using the Marketing Strategy map, discuss how you will articulate, market and demonstrate your value.

- Who is your stakeholder?
- What is your why, perceived outcome, and marketing strategy?
- What are your next actionable steps



10 minutes

Articulating the “why”

“I facilitate the Scrum process, force the team to attend events, remove impediments, promote collaboration, motivate the team, encourage self organization, protect the team, monitor progress, foster a culture of continuous improvement, start the sprint, end the sprint, nag the developers, communicate metrics, resolve team conflicts, champion agility, act as the servant leader, blah blah blah...”



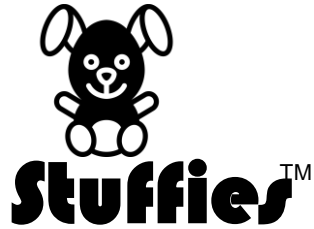
- The Product Owner is accountable for maximizing the value of the product.
- Development team is committed to creating any aspect of a usable Increment.
- The Scrum Masters are accountable for the speed of delivery.



I own the speed of delivery

This means I am accountable for ensuring our motivated team is efficiently developing and delivering high value, high quality, useful increments every Sprint.

Opportunity! Take ownership of the flow...



- Improve efficiencies
- Enhance the processes / productivity
- Integrate the principles (flow, feedback loops, cost of delay)
- Promote continuous improvement
- Drive the success, speed, quality & delivery



This is yours. You own it.



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... And own the speed of delivery



CHECKING THE BOXES

- ✓ Asked the 3 daily scrum questions
- ✓ Identify working agreements
- ✓ Calculate capacity
- ✓ Start/end the sprint
- ✓ Assemble and communicate metrics



**“I own the speed
of delivery.”**

Table discussion



“I own the speed of delivery.”

= Accountability, ownership

What could happen when a Scrum Master shifts their mindset from “box checker” to one of ownership?



5 minutes

Every second counts



Table discussion



Scrum Masters are responsible for **creating the conditions** that **determine the speed of delivery**.

What questions can you ask to find delays?



5 minutes

Questions you could ask

- What's slowing the team down?
- Where are the hidden delays?
- What's the average cycle time? Lead time? Throughput?
- How often are we deploying?
- How much is in progress at a given time (WIP)?
- How often is the team context switching?
- Where are the dependencies?
- What patterns are you seeing?
- What are you hearing?



It's not enough to answer these questions, you need to address & help solve the issues. Identify the problem, build your hypothesis and experiment to find the ideal solution.

Introducing... the Problem Identification Template (PIDT)

Identifies what the problem is & how it can be solved

- Use to develop potential solutions, encourages creativity
- Helps to define and analyze problems
- Assists in gaining clarity
- Aids in developing effective strategies
- Uncovers assumptions
- Identifies logical metrics

Opportunity! Adopt a PIDT

TEMPLATE

- 1.) What item will you pursue improving?
- 2.) What is the current challenge with this? What are your painful symptoms?
- 3.) What is your logical hypothesis? Changing x will result in y?
- 4.) What experiment could you try to test your hypothesis (which will presumably make the current situation better)?
- 5.) What data can you collect and/or monitor to evaluate the results?
- 6.) What obstacles may prevent you from running this experiment?
- 7.) What is the next action you will take? When?

SAMPLE

- 1.) There is confusion as to what the customer needs
- 2.) Misunderstandings, misaligned expectations, and delivery delays. Team frustration.
- 3.) Having a business oriented PO will ensure that what we deliver drives business value and contributes to our overall success.
- 4.) Train and embed someone from the business to fulfill the Product Owner role for 6 sprints.
- 5.) Predictability % increases and Scope Creep % decreases
- 6.) Uncertain how budgeting would be managed or what the implications are. Who would be willing to (and can) try this?
- 7.) Review with PM for alignment and determine the go forward approach. By COB Friday.

Paired activity: Complete the PIDT



PAIR UP

Complete this template with a partner using the problem below or your own challenge.

"I don't see value to having a Scrum Master on the team."



15 minutes

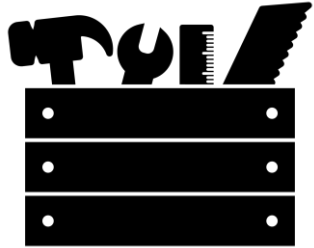
Wrap up! What are you walking away with?

1. Grab a blank sheet of paper
2. Fill in the blank: I am walking away with _____
(Repeat 1 & 2 if you have another)
4. Crumble up your paper(s), then stand and prepare for...

5. A SNOWBALL FIGHT!

6. Pick up a random snowball, uncrumple it
7. Let's hear from you, raise your hand

Key takeaways



- Scrum Masters are essential! They are accountable for the speed of delivery
- You create the conditions that determine the flow
- Prove your value by building partnerships (Marketing Strategy Map)
- Rely on the Problem Identification template to take thoughtful action



Save Yourself

Are you ready to fight against extinction?
Let's keep the role of Scrum Master not just alive, but also thriving!

What's on your mind?



... Or give me a shout on linked in! Kimberly Andrikaitis, Agile Coach | Kimberly.Andrikaitis@gmail.com | agile-dork.com | stopplayingsmall.net



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