

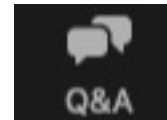
# Scrum – The Leader's Perspective

Yuval Yeret

July 26, 2022

# Quick Guidelines

- Your microphones will be muted throughout
- This session is recorded. The recording and slides will be available after the webinar within 24 hours.
- Please ask questions!
- Submit questions by selecting the Q & A icon:



# Who is Scrum.org

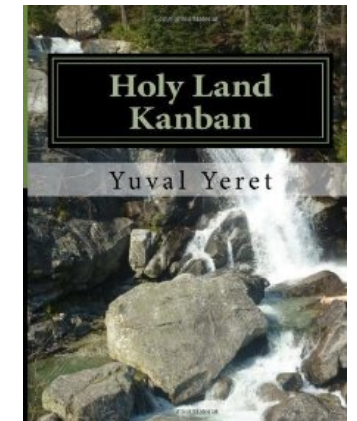
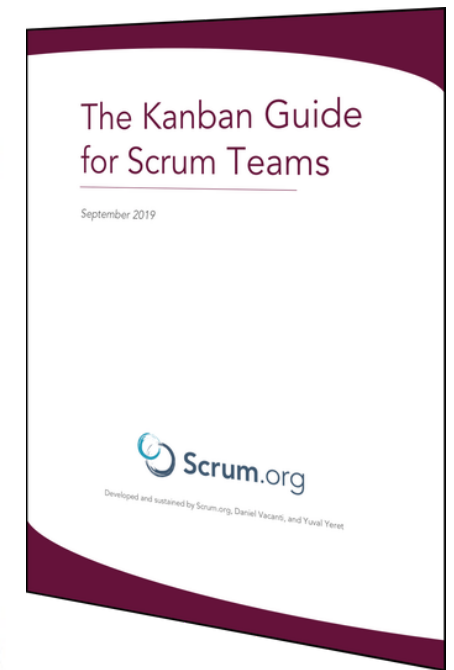


**Ken Schwaber**  
Scrum.org Founder,  
Chairman and  
Co-creator of Scrum



# About Yuval Yeret

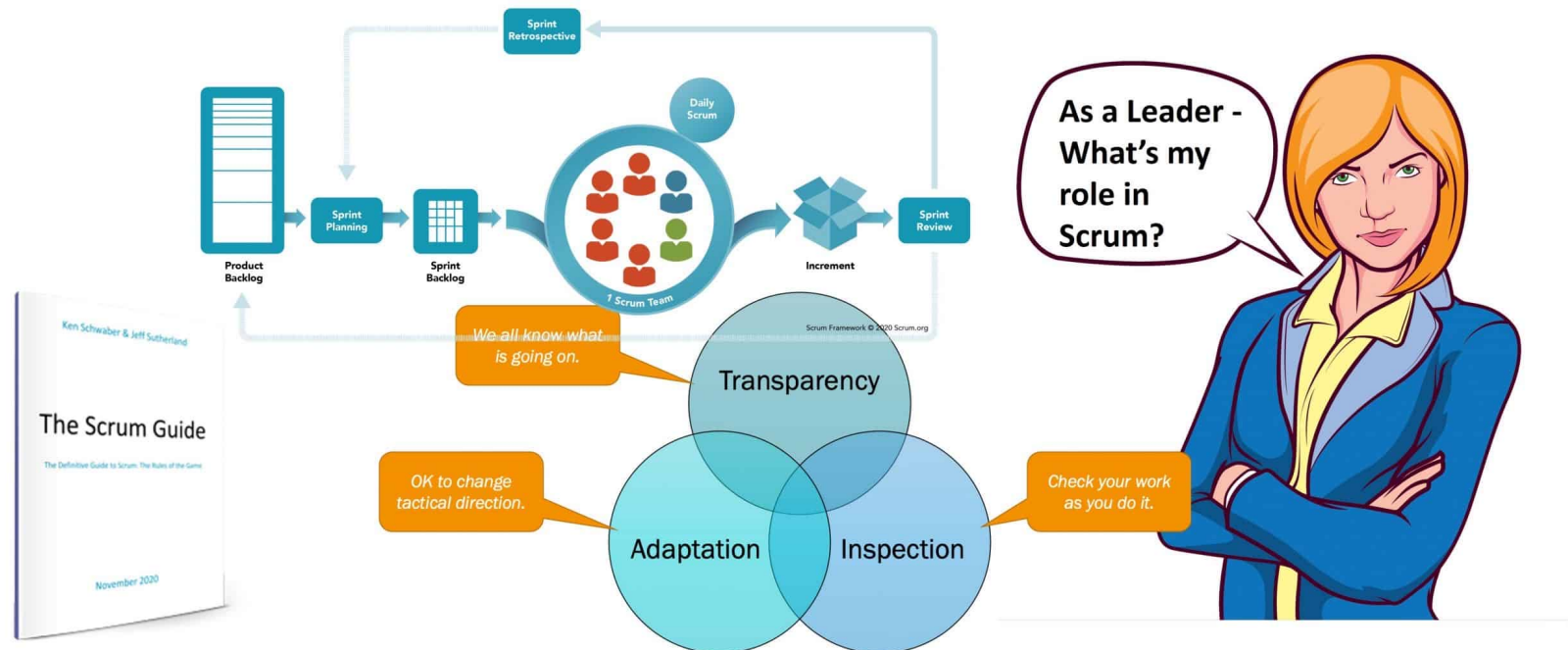
- Co-creator of Kanban Guide for Scrum Teams, Professional Scrum with Kanban
- Co-Founder of AgileSparks North America
- Author of Holy Land Kanban  
<https://leanpub.com/holylandkanbanbestof>
- <http://lkna.leankanban.com/brickell-key-award/meet-yuval-yeret-the-kanban-guy-in-the-holy-land>





# What we'll discuss today...

- What Scrum means for you as a leader
- How leaders can support the Scrum accountabilities, artifacts and events
- How to create the conditions in which Scrum can thrive
- How leaders can leverage Scrum to help them lead their teams





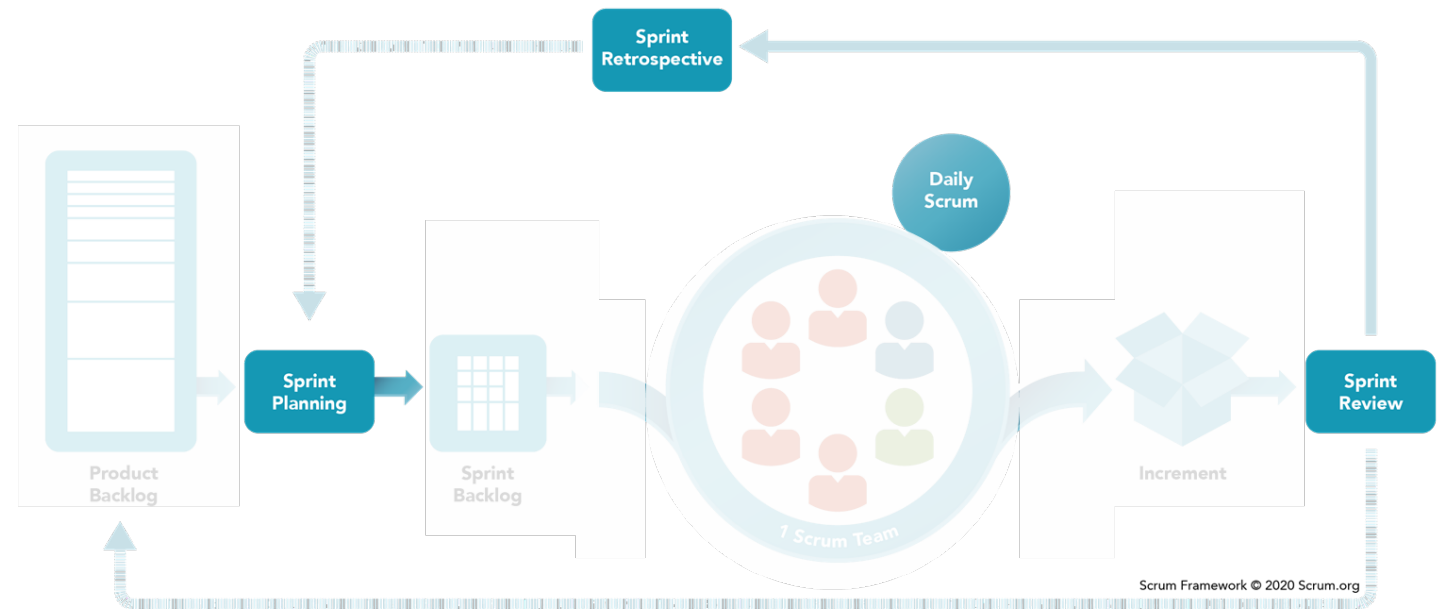
## 2

# **How leaders can support the Scrum accountabilities, artifacts and events**



# How can Leaders serve/enable successful Scrum events for the Scrum Team?

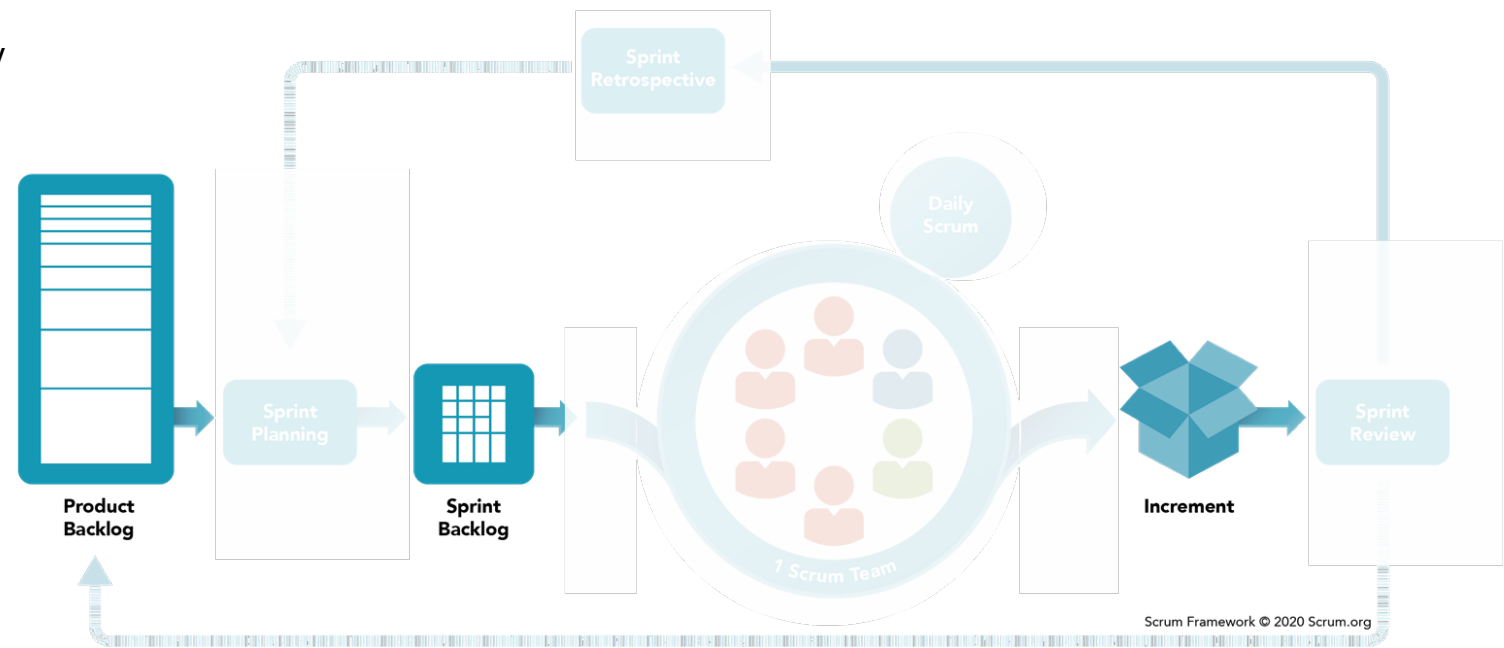
- Which am I relevant in?
- How can I help make them effective?
- What's needed to enable empiricism in these events?
- Can I free the team from other events that are less relevant now?



The Leader's role isn't necessarily to be IN the Scrum Events. Their main role is to create the conditions for successful Scrum Events and to serve the team by being interested in the feedback and

# Using the Scrum artifacts as a window into the work of the Scrum Team

- How can we feature/use the Scrum Artifacts more prominently to amplify empiricism and empowerment?
- What help do the teams need to effectively use the Scrum artifacts? (e.g. when using an agile tool)
- What boundaries do we need to respect as leaders to setup the team for success?



# How leaders can leverage the Scrum commitments

## Product Goal

- Leaders can use conversations around Product Goals to help shape the topology/focus of the organization.

## Sprint Goal

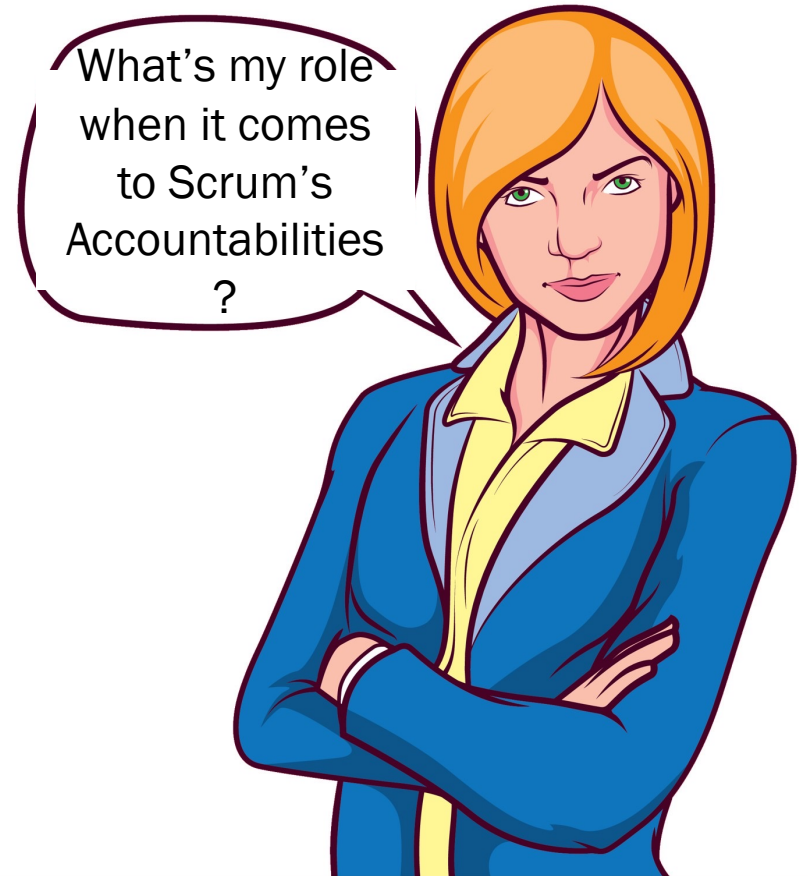
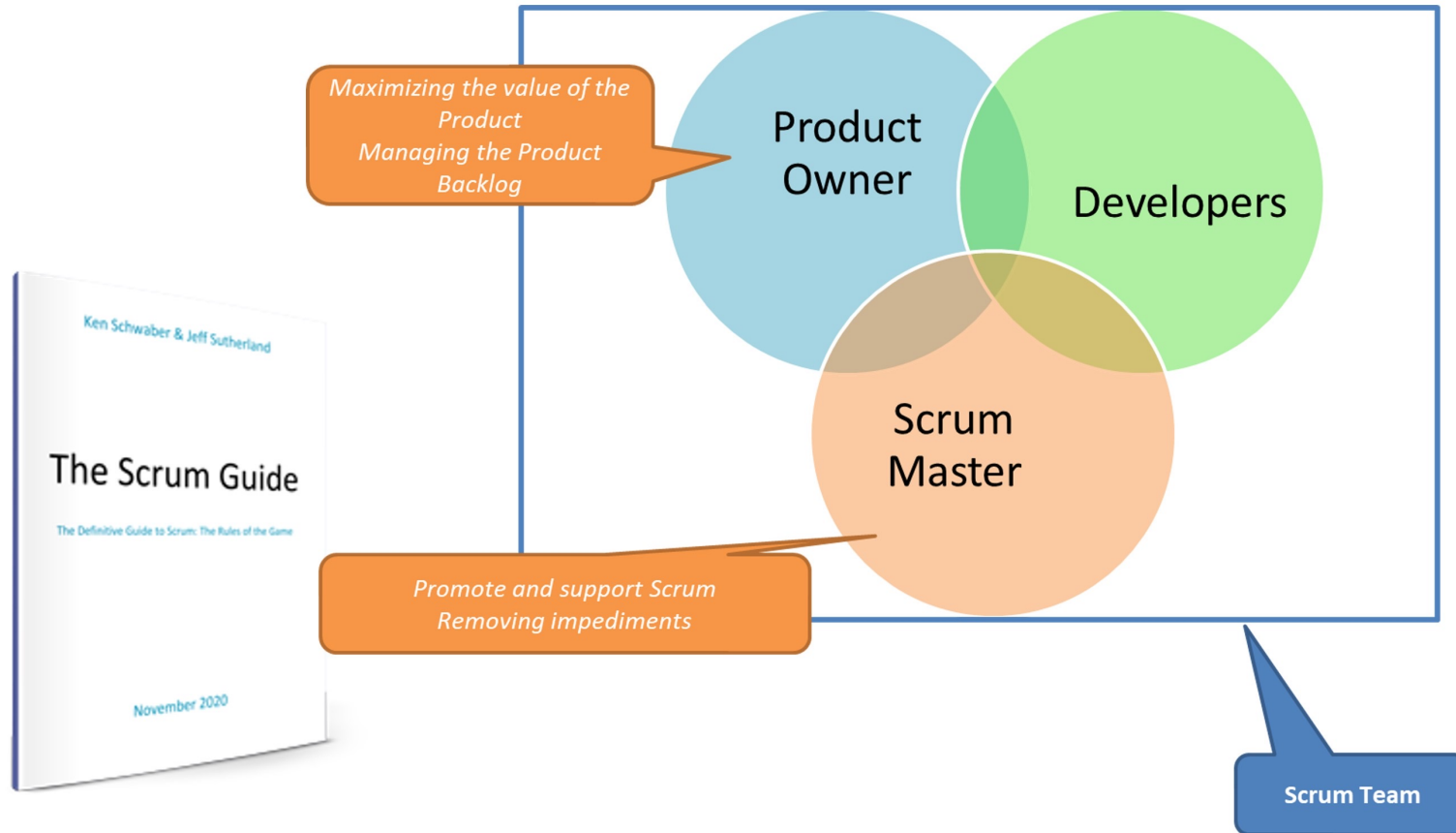
- Window into the team's tactical focus, WITHOUT diving too deep into the details.

## Definition of Done

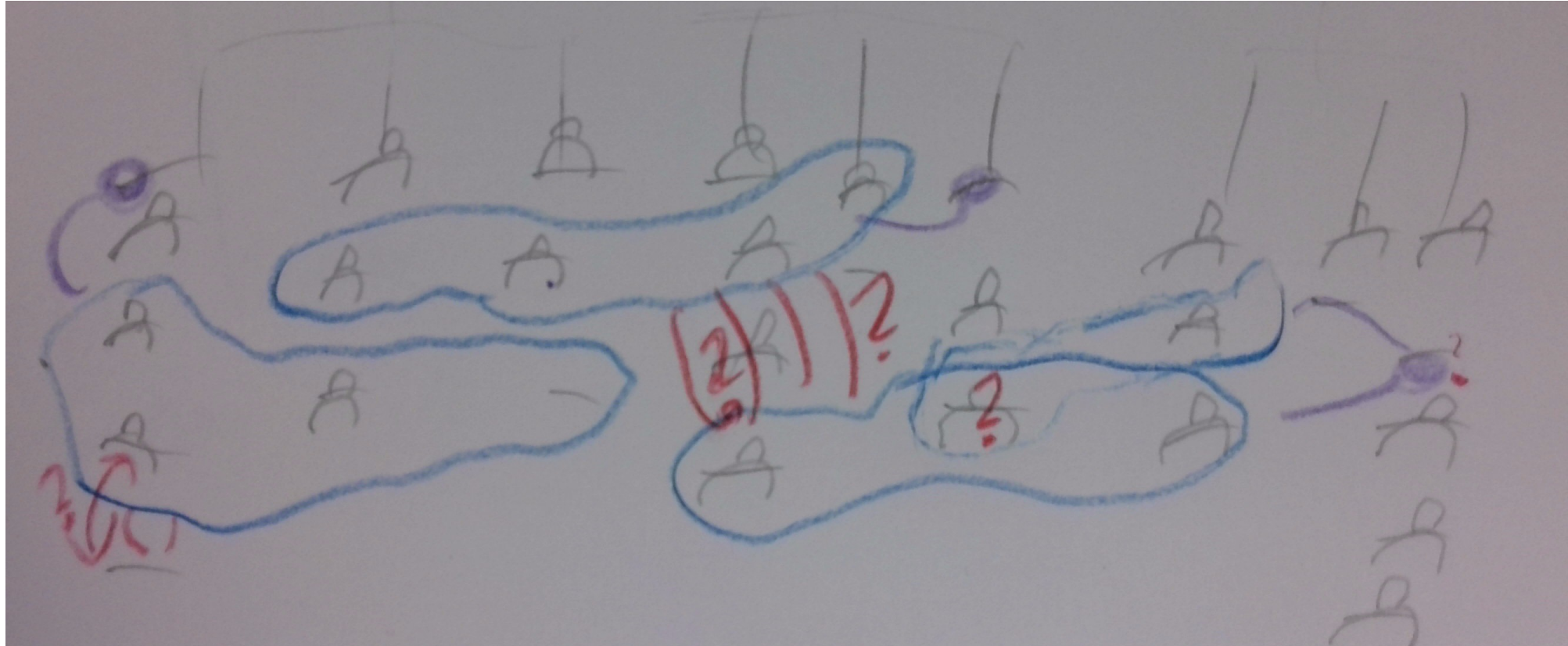
- Opportunity to discuss quality, professionalism and transparency while letting the Scrum Team/s self-manage.
- Support teams trying to improve their Definition of Done



# Leveraging the Scrum Accountabilities



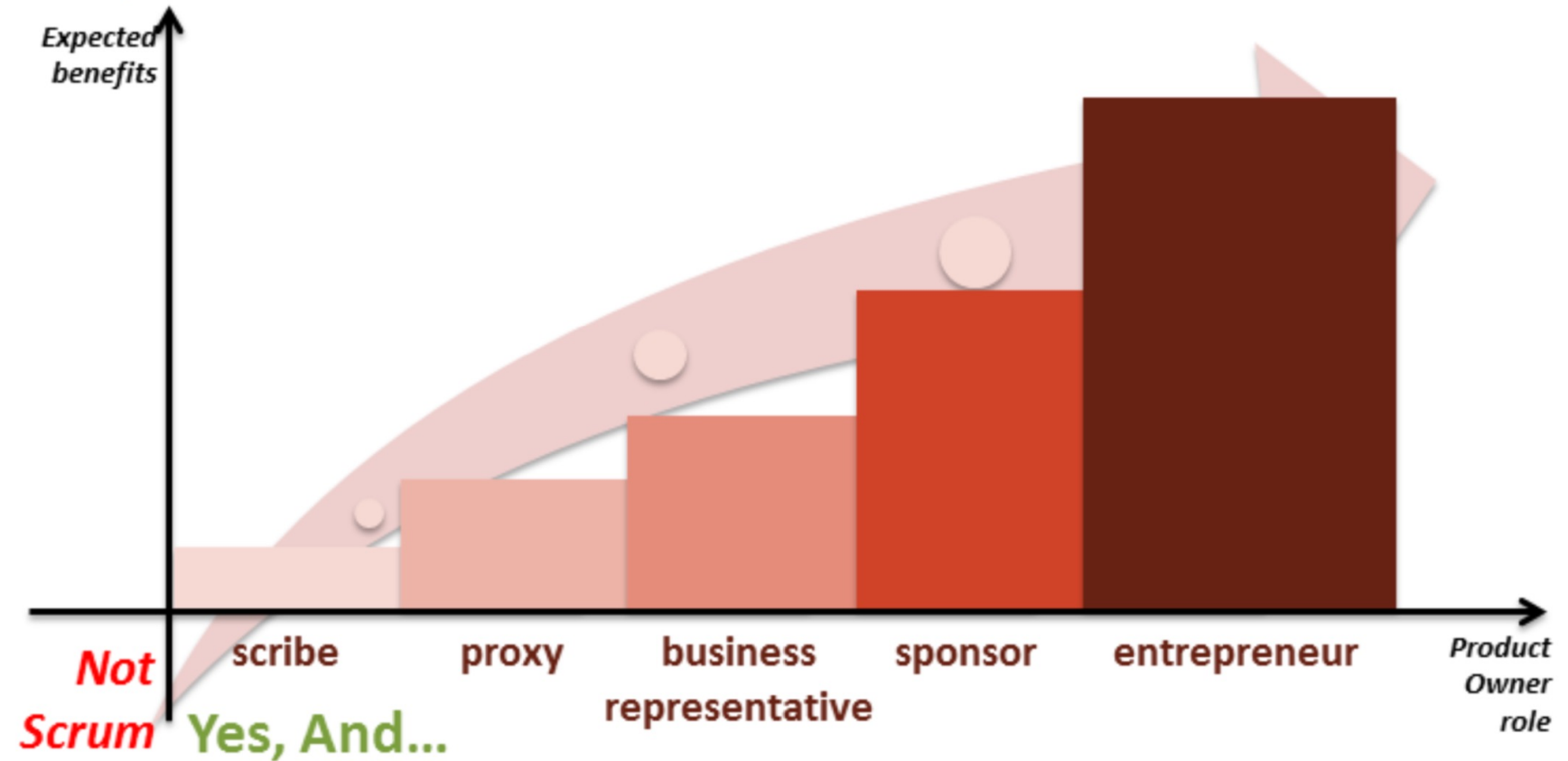
# Leaders lead the design of Scrum Products/Teams



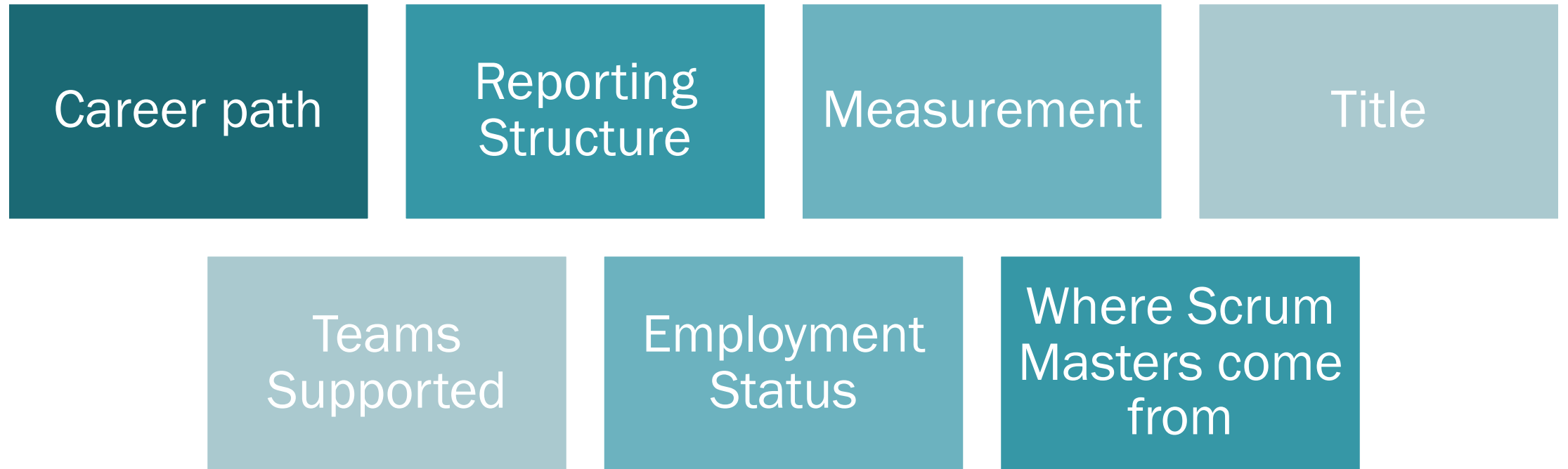
What are the  
**RIGHT**  
Products /  
Product  
Goals?

Who are the  
**RIGHT** Product  
Owners?

Yes, We Do Scrum. And our Product Owner is a ...

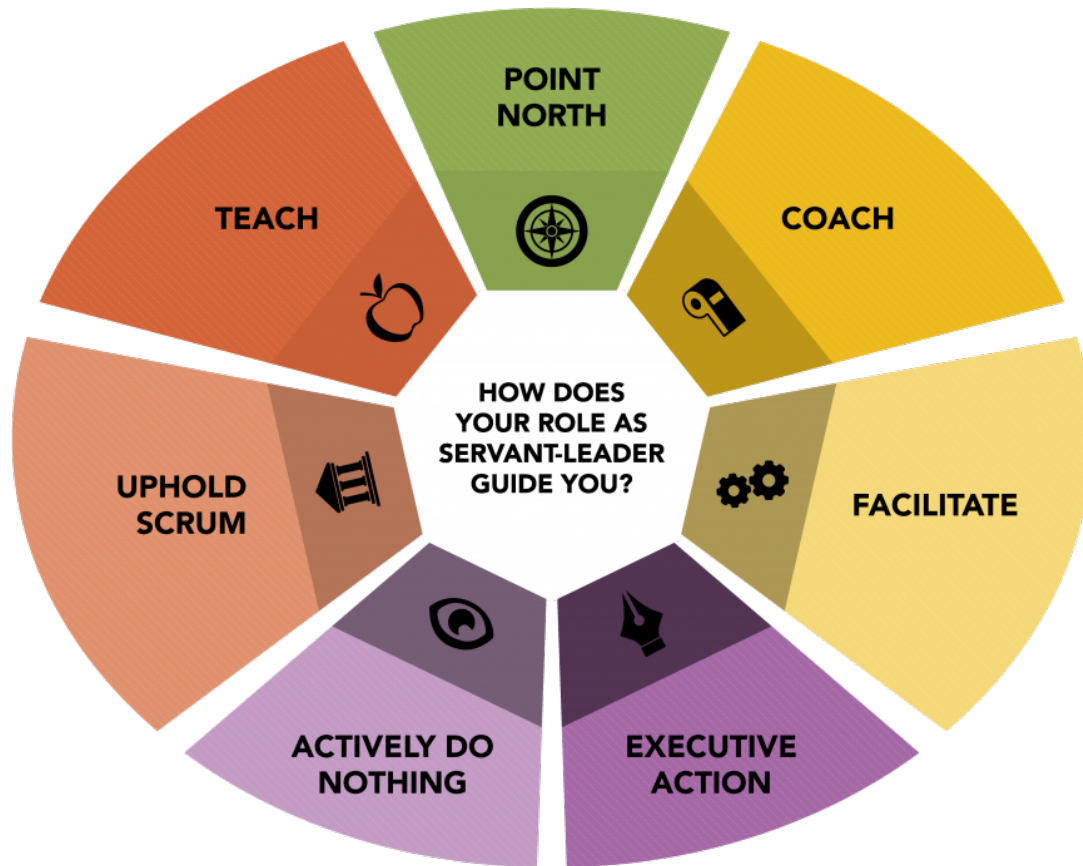


# Considerations when figuring out how to implement the Scrum Master accountability



# ***“Scrum Masters are true leaders who serve the Scrum Team and the larger organization”***

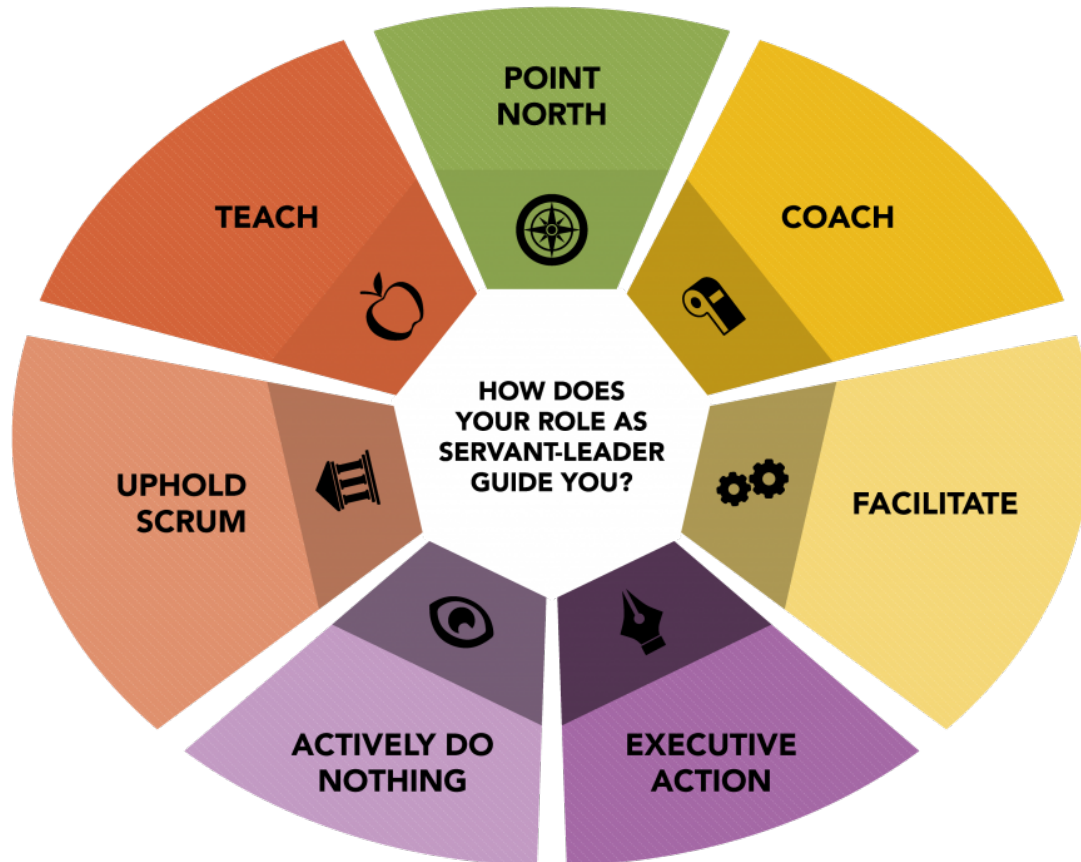
Switching from Role-  
>Accountability enables  
some interesting thinking  
about Scrum Masters...





*There's an additional choice to add to the mix...*

**LEAD**







# 2

## **The Bigger Picture – Creating an ecosystem where Scrum/Agility can thrive**



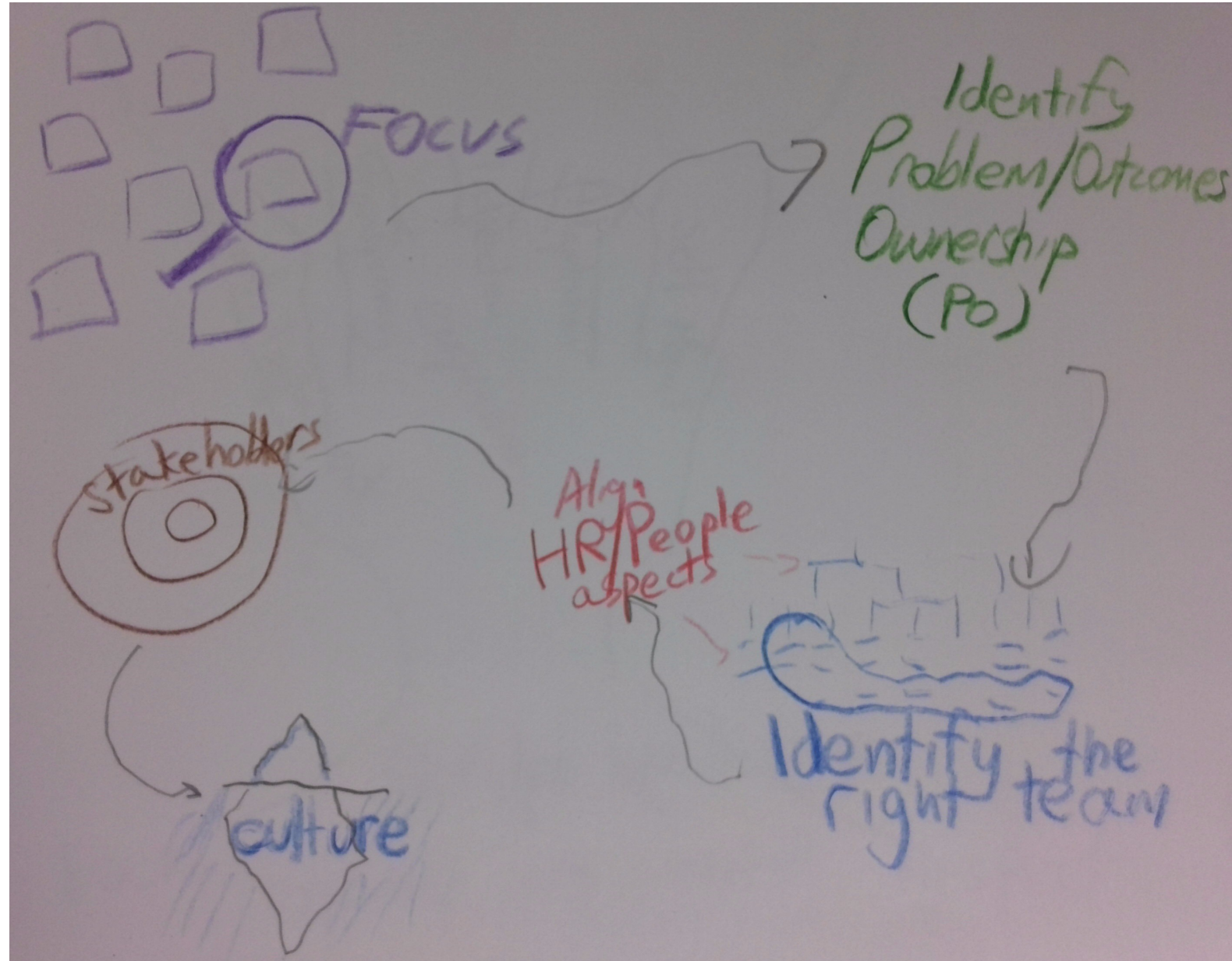


Be careful not to implement Scrum using Waterfall / Command and Control thinking...



# Ongoing Considerations for Agile/Scrum Leaders

- Here are some of the typical questions a leader would ask:
- **Focus** - What work are we doing in the organization where it's most worthwhile to implement Scrum?
- **Problem Ownership** - For each of these areas, who should own value identification and maximization? (This is called the Product Owner in Scrum)
- **Team Structure** - What's the best way to organize into teams or teams of teams that will allow the team to focus? How can we create these teams in such a way that will enable them to self-manage and run an effective empirical process of learning and value creation?
- **Human Resources** - What in the way we are structured, staffed and governed do we need to change to enable successful value creation with Scrum?
- **Stakeholder Management** - Who are the right stakeholders to inspect the results of every Sprint? How can we get them to engage with the team and give useful feedback?
- **Culture** - How can we create an environment where feedback is an opportunity to do better rather than a demonstration of a mistake?





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NO PETS  
EXCEPT SERVICE ANIMALS



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# PULL



HAVE IT YOUR WAY®

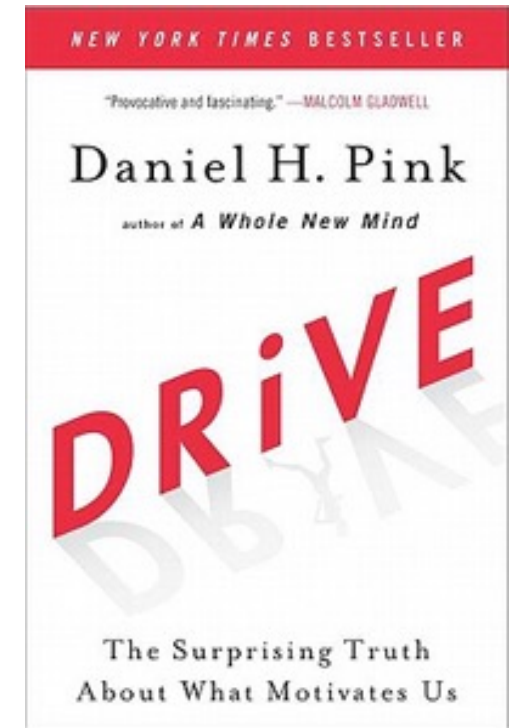
You can have things your way and push if  
you want, but this door is pretty stubborn.

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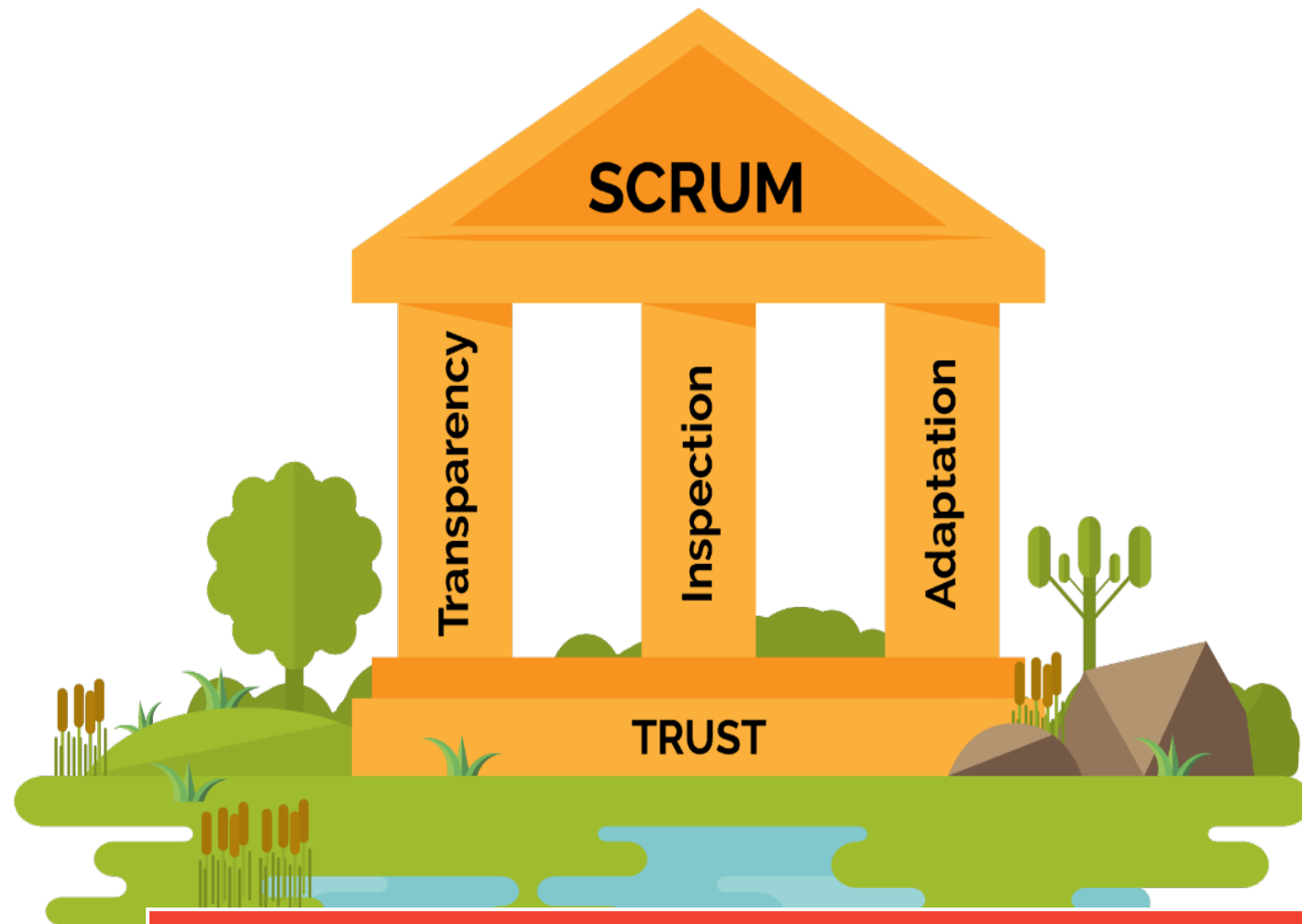


# Leaders should work on creating the environment where people are intrinsically motivated to “pull” Scrum

- **Autonomy** – what role do people have in choosing Scrum? Choosing when/how to use Scrum?
- **Mastery** – Are people passionate about learning how to use Scrum professionally? About the accountability they’re taking on? Are they setup for success and given a chance to master it?
- **Purpose** – Have we established the Why? Do people relate to it?



# Leaders are stewards of the Heart of Scrum



*“The leader's number one responsibility is to provide clarity and to help ensure that the environment that the teams are working in supports the use of Scrum”*



## **COURAGE**

Scrum Team members have courage to do the right thing and work on tough problems



## **FOCUS**

Everyone focuses on the work of the Sprint and the goals of the Scrum Team



## **COMMITMENT**

People personally commit to achieving the goals of the Scrum Team



## **RESPECT**

Scrum Team members respect each other to be capable, independent people



## **OPENNESS**

The Scrum Team and its stakeholders agree to be open about all the work and the challenges with performing the work

# Is there a better way to be a steward for the heart of Scrum than to be a Scrum Master?

- What does it mean?
- Advantages
- Risks

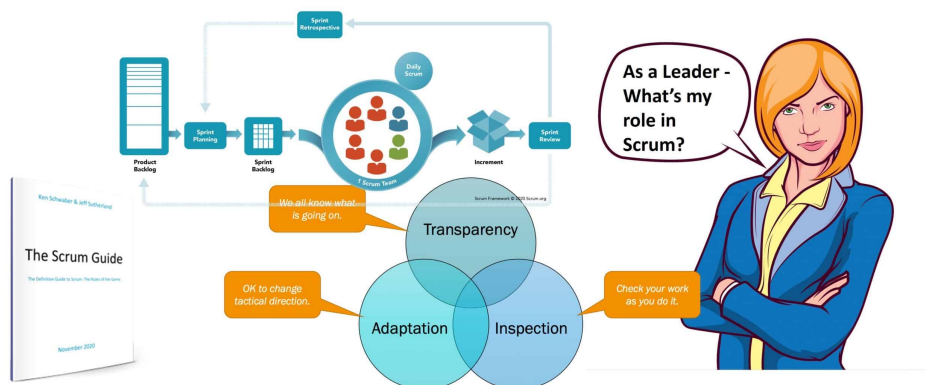
To be continued...



# Agile Leader Learning Path



<https://www.scrum.org/courses/professional-agile-leadership-essentials-training>



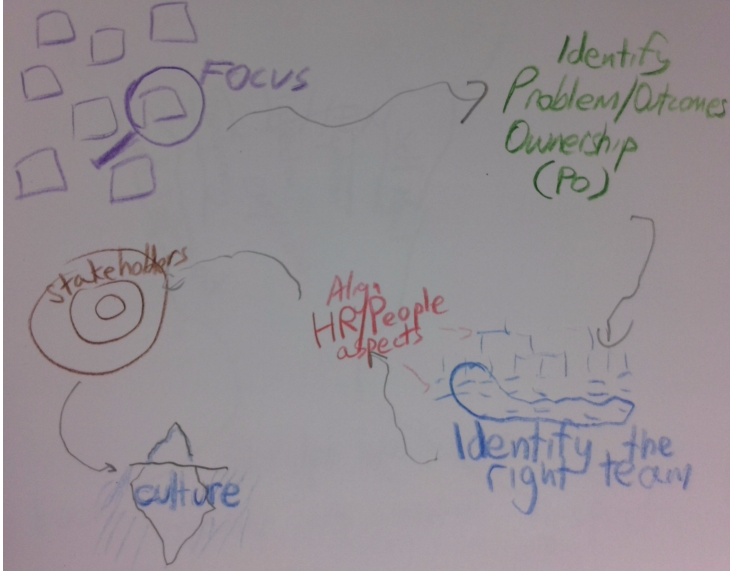
<https://www.scrum.org/resources/scrum-guide-companion-leaders>

The screenshot shows the "Agile Leader Learning Path" page on Scrum.org. The page header includes the Scrum.org logo and navigation links: ABOUT US, TRAINING, CERTIFICATION, OPEN ASSESSMENTS, COMMUNITY, and RESOURCES. The main heading is "Agile Leader Learning Path" with a 4.8 rating from 2 reviews. A "Watch" button and a login prompt are present. The page describes the path's purpose and organization. A sidebar on the left lists topics: Understanding and Applying the Scrum Framework, Empiricism (with sub-links for Scrum Values, Scrum Roles, Scrum Events, and Scaling Scrum), Developing People and Teams, Managing Products with Agility, and Evolving the Agile Organization. The main content area features "Understanding and Applying the Scrum Framework / Empiricism" with two articles: "The Agile Manifesto" and "Empiricism, the Act of Making Decisions Based on What Is". A right sidebar contains buttons for "READ THE SCRUM GUIDE", "VIEW THE SCRUM FRAMEWORK", "THE SCRUM GLOSSARY", "FIND TRAINING", and "GET CERTIFIED".

[www.scrum.org/pathway/agile-leader-learning-path](https://www.scrum.org/pathway/agile-leader-learning-path)

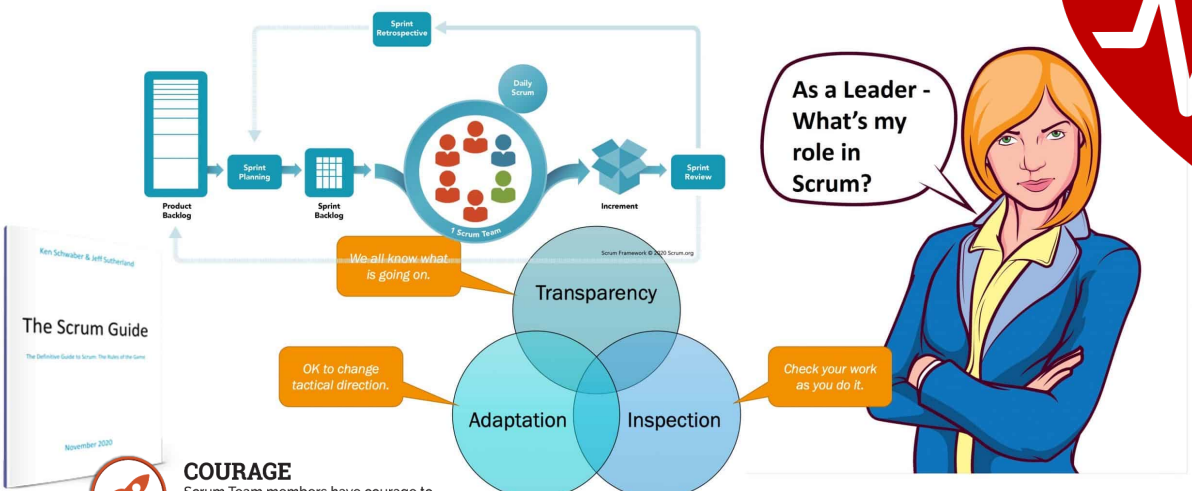
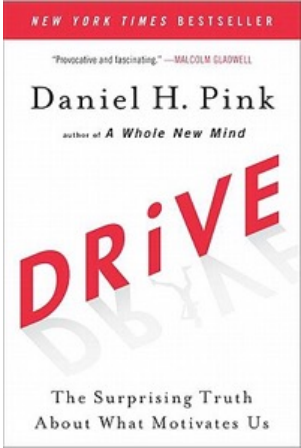


# Questions?

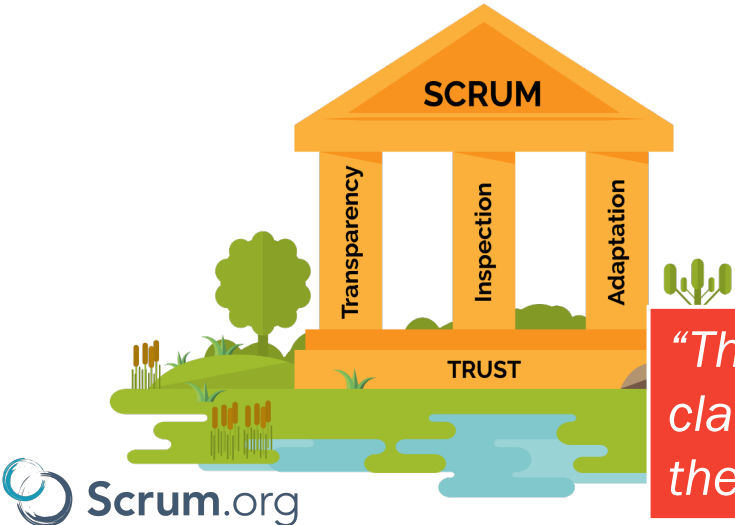


Who are the RIGHT Product Owners?

What are the RIGHT Products / Product Goals?



LEAD



- COURAGE**  
Scrum Team members have courage to do the right thing and work on tough problems
- FOCUS**  
Everyone focuses on the work of the Sprint and the goals of the Scrum Team
- COMMITMENT**  
People personally commit to achieving the goals of the Scrum Team



“The leader's number one responsibility is to provide clarity and to help ensure that the environment that the teams are working in supports Agility/Scrum”



# Questions

# Each role has a clear Learning Path

Product Owner

Developers

Scrum Master

Agile Leaders

## Product Owner Learning Path

★★★★★ 4.9 from 5 ratings

Unwatch

As described in the [Scrum Guide](#), a Scrum Product Owner is responsible for maximizing the value of the product resulting from the work of the Development Team. How this is done may vary widely across organizations, Scrum Teams, and individuals.

The learning path is organized by a set of [Professional Scrum Competencies](#) which each contain a number of focus areas. Resources are laid out in a prescribed order, however it is your journey, so follow in the best way that helps you learn.

Understanding and Applying the Scrum Framework

Empiricism

Scrum Values

Scrum Roles

Scrum Events

Scrum Artifacts


Sprint Goal

Done

Scaling Scrum

Managing Products with Agility


### Understanding and Applying the Scrum Framework / Empiricism

The Agile Manifesto

Created by 17 visionaries in 2001, the Agile Manifesto was developed to look at the core principles and values for Agile software development. [0:04:00]

★★★★★ 4.8 from 6 ratings


Completed

Empiricism, the Act of Making Decisions Based on What Is

Ken Schwaber writes about commitment and Scrum as an empirical process. [0:03:30]

★★★★★ 4.8 from 7 ratings

Completed

The Three Pillars of Empiricism (Scrum)

READ THE SCRUM GUIDE

VIEW THE SCRUM FRAMEWORK

THE SCRUM GLOSSARY

FIND TRAINING

GET CERTIFIED

- <https://www.scrum.org/pathway/scrum-master>
- <https://www.scrum.org/pathway/product-owner-learning-path>
- <https://www.scrum.org/pathway/team-member-learning-path>
- <https://www.scrum.org/pathway/agile-leader-learning-path>

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## SCRUM PULSE

A free monthly webcast by Scrum.org **Professional Scrum Trainers** addressing common challenges faced by the software profession.



# Thank you!