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# Scrum Mastery in the Modern World

Agile Tour Vienna 2023

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## In the Beginning...

# 1983



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# 1985



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# 1991



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# 1994



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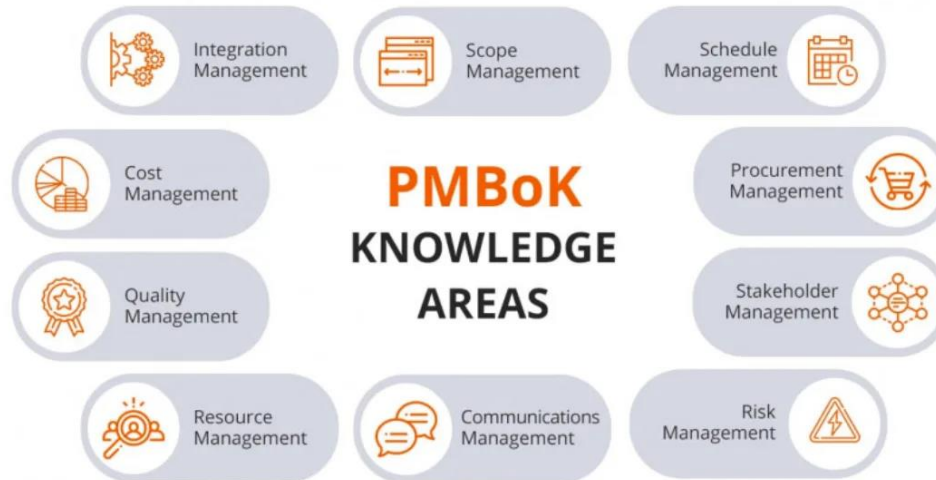
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# Dinosaurs of Agility



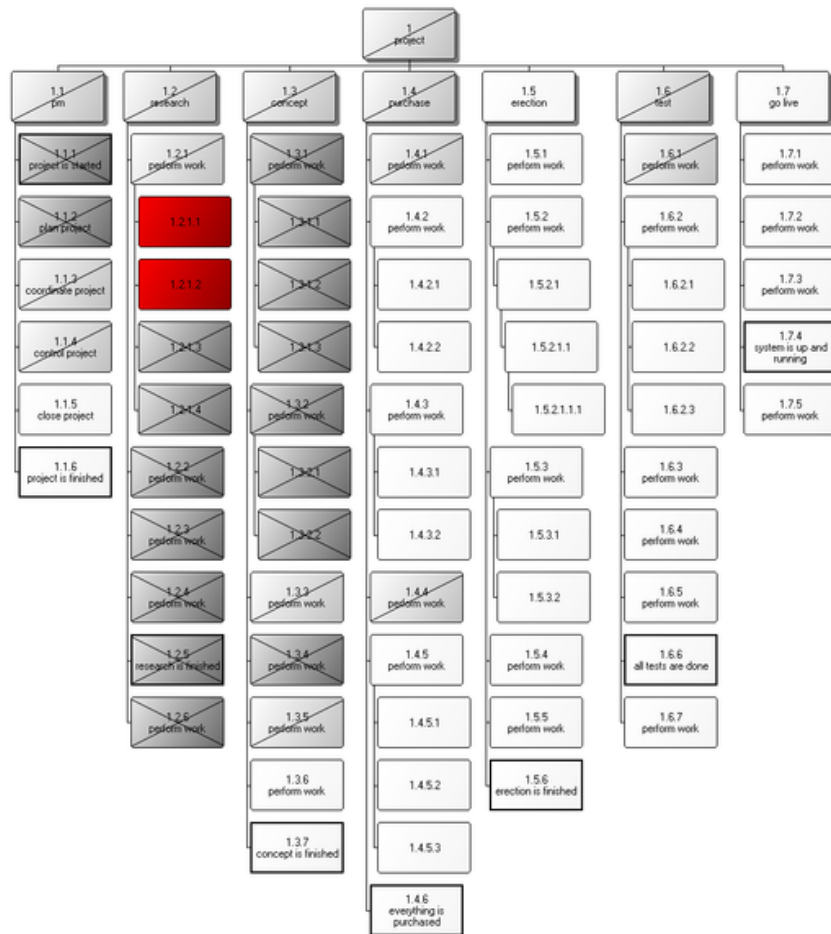
# Traditional Project Management

- Project Management Institute (PMI)
- Project Management Body of Knowledge

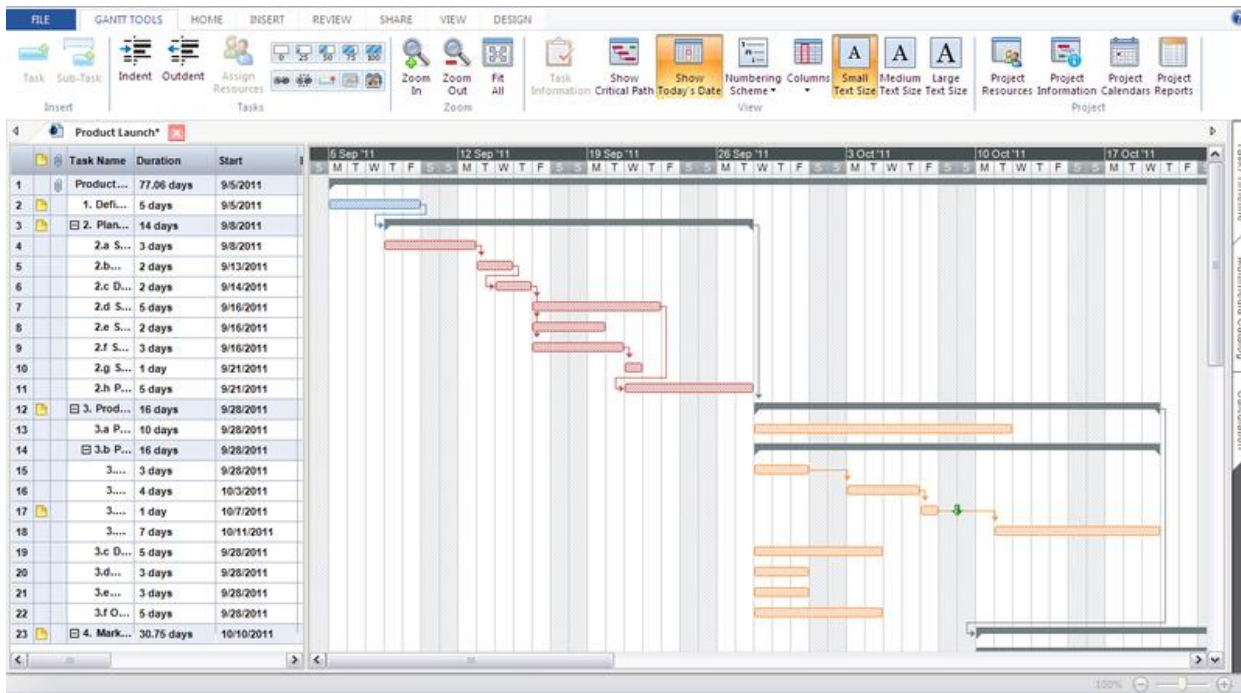




# Project Structure Plan



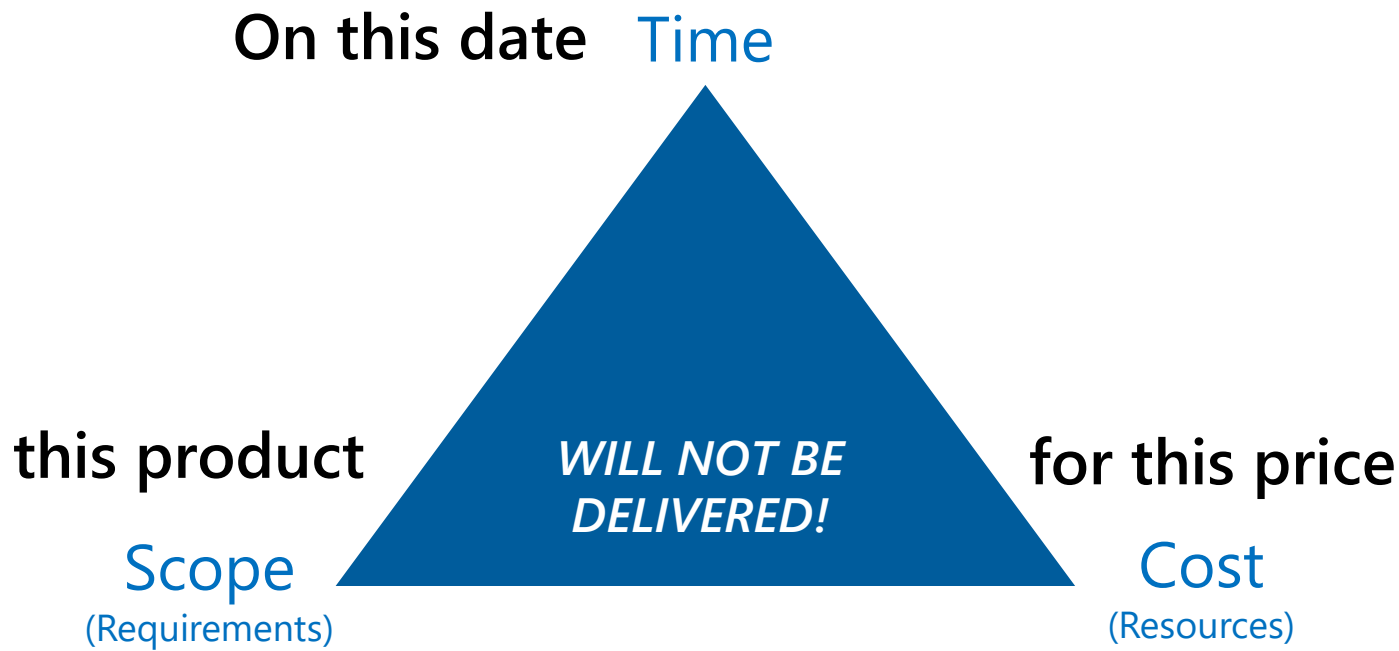
# Gantt Chart



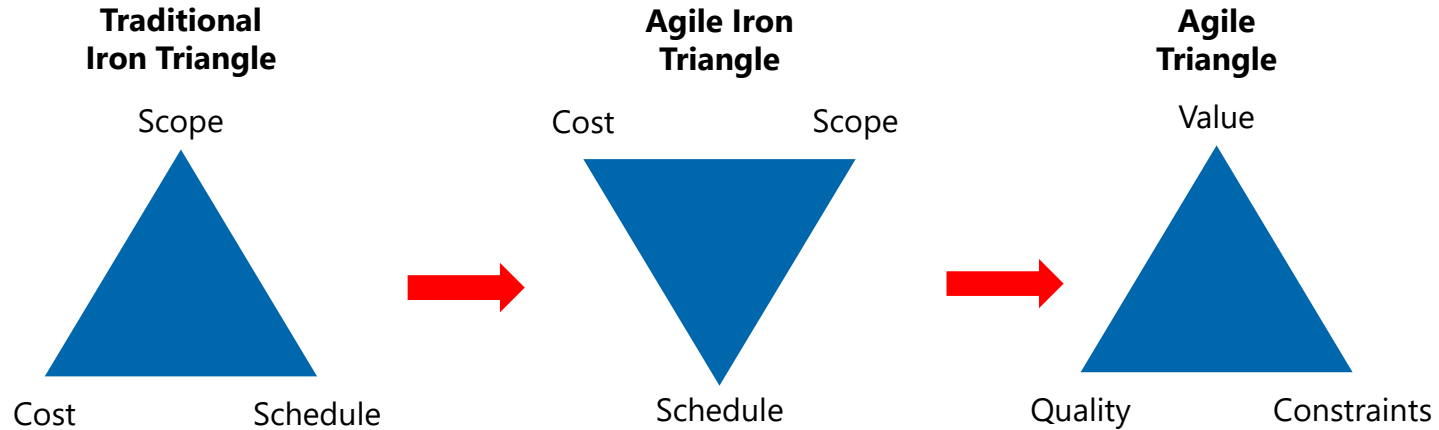
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# The Iron Triangle



# Agile Triangle (The Evolution)



PORSCHE  
INFORMATIK

kapsch >>>

LKW  WALTER



upc

ANECON



Global Blue

 Genesys®

  
ALCATEL

Raiffeisen  
Software



 FFG  
Forschung wirkt.

  
UNIQA

inew  
UNIFIED MOBILE SOLUTIONS

A1 Telekom Austria



 IT SOLUTIONS



Allianz 

TECHTALK 



 Raiffeisen Bank  
International

ERSTE 

RISE 

Therefore™  
PEOPLE PROCESS INFORMATION 

  
mobilkom austria



CIRSE  
Cardiovascular and Interventional Radiological Society of Europe



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## How did we go from Scrum Apprentices to Scrum Masters?



## ...in our lived experience

- Organizations where we were working did not have Scrum Masters
- We were IT Project Managers, Developers, Architects, everything except Scrum Masters
- Agile was an act of subversion! (not the source code versioning tool!)
- We had to explain everything from the ground up – few people had heard of Agile or Scrum



## ...in our lived experience

- It was a grass-roots movement without management support (not that we looked for it!)
- We got into trouble
- The organization wasn't ready – no one wanted to change their existing processes to accommodate teamwork, autonomy, test and dev together, operations!
- We were too caught up with being Agile – we didn't realize that we were actually *change agents*





## ...but it wasn't all bad!

- We learned a lot!
- We were motivated and had a lot of energy (we were young!)
- We surrounded ourselves with people with a genuine wish to live agile values and principles
- We created “green” islands in “orange” organisations of people working collaboratively
- We had fun!



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**What are we seeing in companies now?**



## ...what we've seen recently

- Scrum Masters are a recognized position in the company – Agile Coaches are as well!
- The role has been *institutionalized*
- This often means that the scrum masters are already part of the system – *When did that happen?!*
- The initial grass-roots push by teams, has become an IT push for agility
- Expectations of “Agile” have grown out of all proportion



## ...what we've seen recently

- Scrum Masters slot into existing processes and groupthink
- There's already a way to be a Scrum Master in the company
- There's seldom a structured way of becoming a Scrum Master
- It's harder to rebel
- Everyone is an agile expert these days – we need more dialogue to understand different perspectives
- Agile-fatigue has set in!



## ...some plus points!

- We do not need to persuade organizations (as much anymore) to become more agile/adaptive/flexible
- Communities of Practice are gaining acceptance as a form of knowledge transfer in organizations
- There are undoubtedly more quality courses now (e.g. ICAgile)
- Learning Journeys, both within and outside organizations, are steadily gaining mainstream acceptance
- There is no shortage of meetups, books, conferences, etc.



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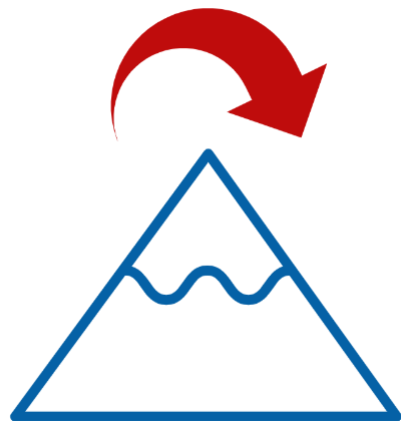
**What is a Scrum Master for us?**



# A Change Agent

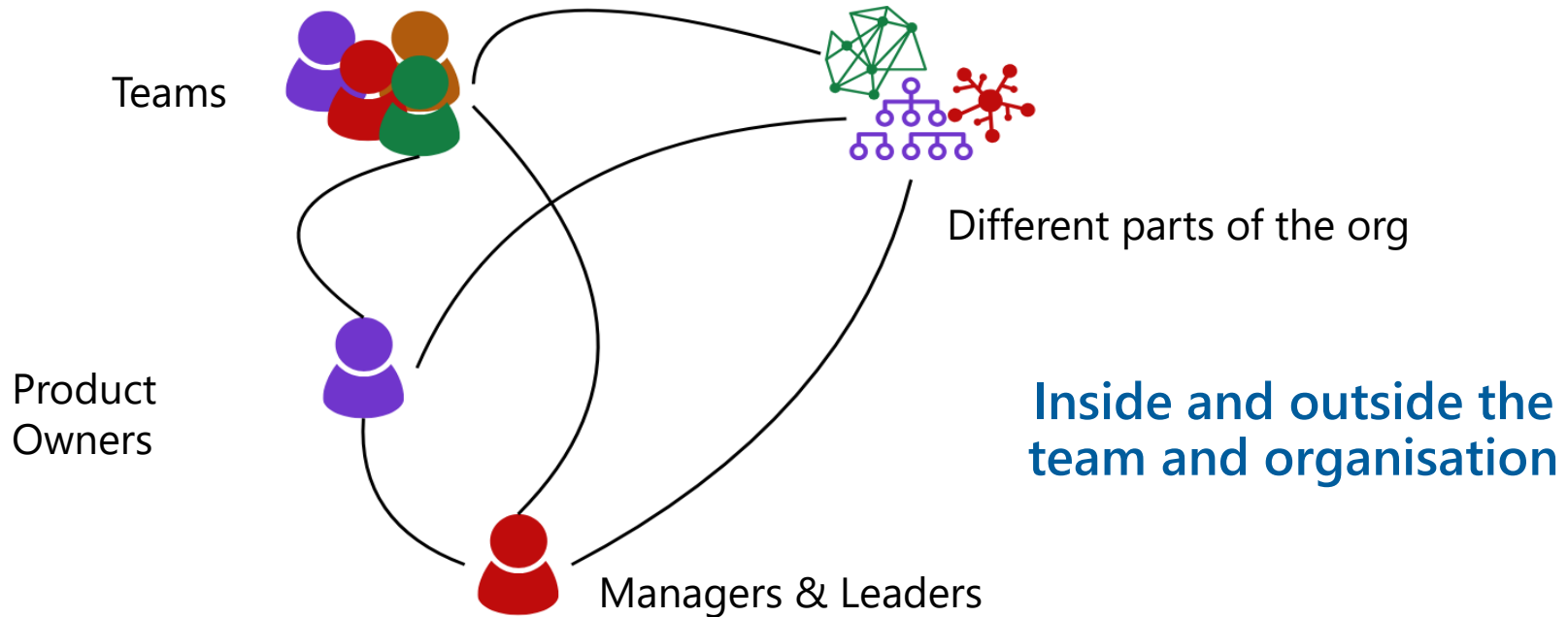
- It doesn't really matter if you're introducing Scrum, Kanban, DevOps, SAFe, LeSS – ***you're a change agent!***
- The science behind this isn't specific to Agile

Where are we now?



What is emerging?  
Where do we want to go?

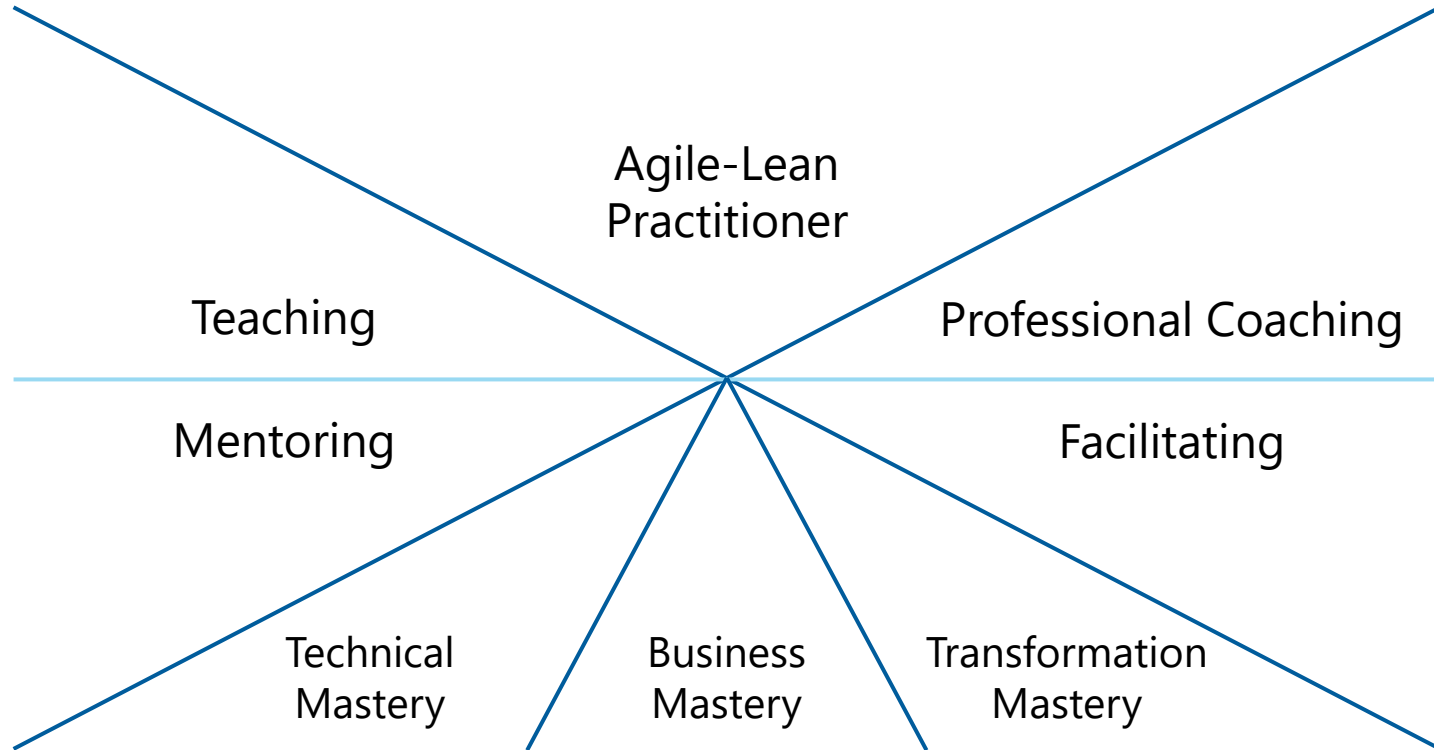
# Connecting & Building Relationships



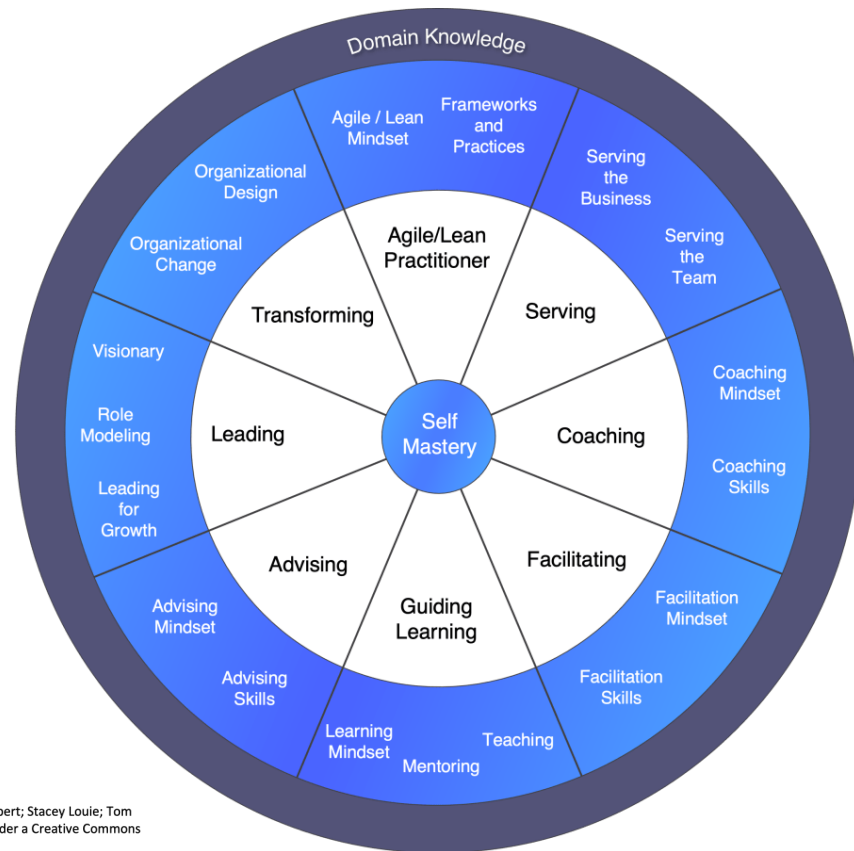


# Agile Coaching Competency Framework

by Lyssa Adkins & Michael K. Spayd



# Agile Coaching Growth Wheel



Agile Coaching Growth Wheel concept by Shannon Carter; Rickard Jones; Martin Lambert; Stacey Louie; Tom Reynolds; Rohit Ratan; Andre Rubin; Kubair Shirazee; and Mark Summers is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Source: <https://agilecoachinggrowthwheel.org/>



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**What do we want to achieve with  
Scrum Master Learning Journey?**

Scrum Masters need space  
and time to make their  
own mistakes and learn

Practice!

Organizations can benefit from this role by:

- going into dialogue with Scrum Masters
- reflecting and increasing the level of transparency in the organization

Practice!

## Awareness

Scrum Masters need time for  
inner work (self-mastery)

Practice!

People development (HR)  
departments should involve  
Scrum Masters in defining the  
career paths for them

Build experience through various  
formats:

- Actual practice in teams
- Learning Journeys
- Communities of Practice
- Mentoring programs
- Inspect and adapt on these formats



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# Course Structure and Content

Safe space to experiment  
and learn

Hands-on time for  
learning supported by  
assignments

Opportunity to hear the  
stories outside of the  
own organization



Onsite Training

Remote Lean Coffee/Mentoring

Hands-on

Creating a cohort of  
people learning together

Devoted time for sharing own  
stories and getting advice  
from peers

Broadening the learning  
opportunities for scrum  
masters



# Course Programme

## DAY 1

- Intros
- Course Structure
- Alliances
- Complexity
- Scrum & Lean
- Agile Coaching Growth Wheel

## DAY 2

- Impact Mapping
- Feature Mapping
- Technical Skills
- Joy of Jira
- Assignments

## DAY 3

- Homework Review
- Facilitation
- Team Effectiveness
- Team Topologies
- Assignments

## DAY 4

- Homework Review
- Scaling Frameworks
- Lean Portfolio
- Change Models
- Team Coaching
- Journey Retro



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## Public vs. In-house Courses



## Public Training

Collecting inputs/inspiration from a diverse group of people

Content given, with Lean/Agile coffee participants can bring their own topic/content

Great opportunity to get connected with peers in the community

Stories and experience sharing from outside (broadening the horizon)

## In-House Training

Opportunity to involve other parts of the organization in creating own learning journey (HR...)

Adapt the content to the organization's needs

Great opportunity for onboarding – for new Scrum Masters

Stories about how do we solve problems in the home organization



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## Learnings and new Experiments

## What went well?

Working  
exercises  
and hands-  
on approach

Training  
days not in  
a row

Diversity of  
topics

Group  
work at on-  
site days

Discussions

Trainers  
complementing  
each other

Amount of  
topics

New stuff  
even after  
years of  
working as a  
scrum master



# Questions and Answers