

Webinar: How can Scrum Masters be effective in a hybrid remote working world?

Webinar guidelines

- Please keep yourself muted
- For polls and Q&A Rowan will be using **Mentimeter**. In a browser go to menti.com and enter code provided by Rowan
- We'll run a Q&A at the end using **Mentimeter**, please hold your questions until then
- We're recording the video and will make this available

Equinox IT and Scrum WithStyle

Working together to deliver Scrum Alliance training in New Zealand since 2009.



Rowan Bunning, Certified Scrum Trainer

- Australia's first Scrum Master and accredited Scrum Master
- Delivering Scrum Alliance courses since 2008, approaching his 400th course
- Primary Scrum Alliance trainer in NZ
- First and only to deliver path to CSP® incl Advanced Certified ScrumMaster (A-CSM) and Certified Scrum - Professional ScrumMaster (CSP-SM)



Goals for this session

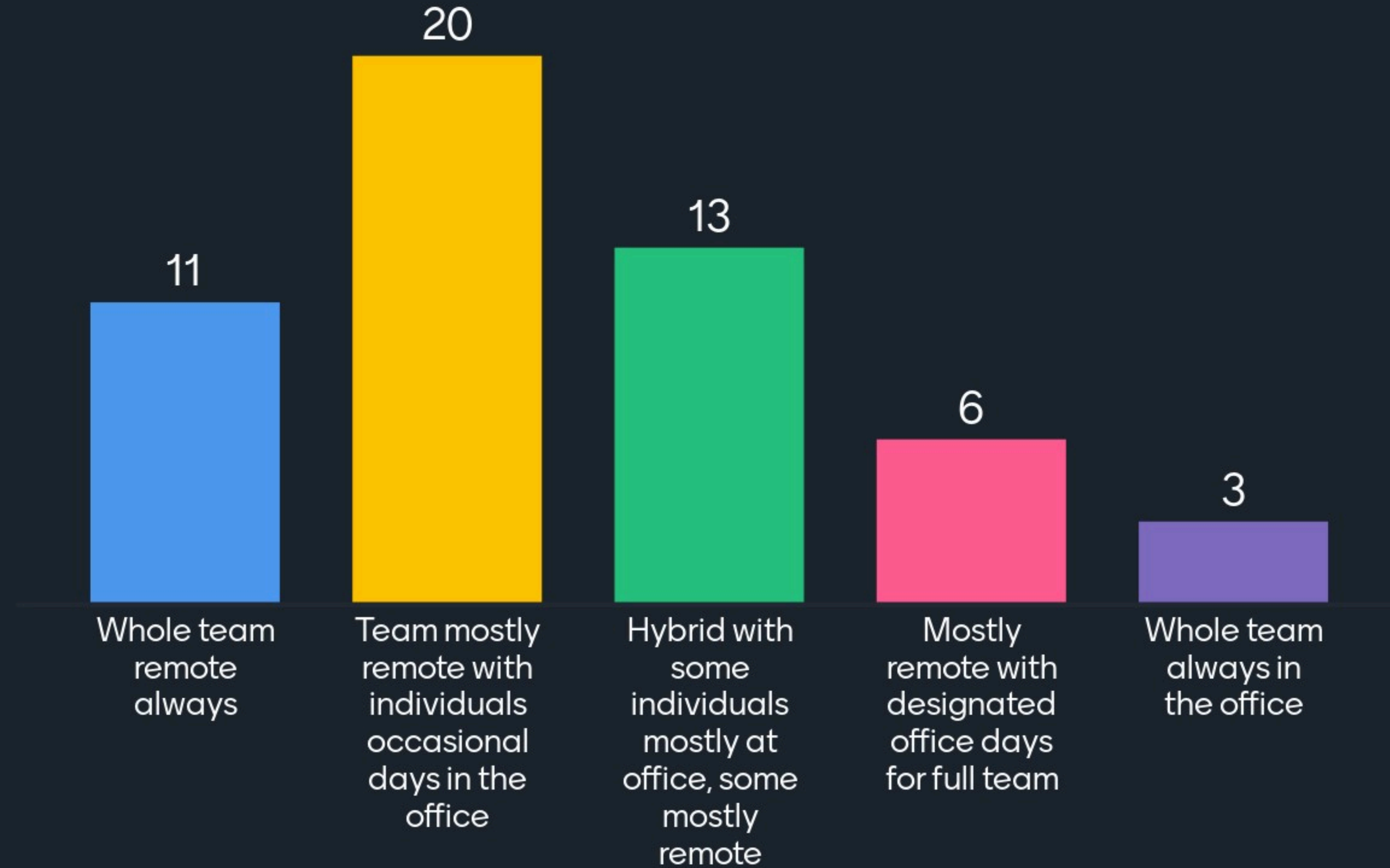
- Help you to self-assess your remote Agile working capability
- Inspire you to find more creative ways to be effective
- Offer you opportunities to deepen your skills

Agenda

- The new normal?
- Our remote Scrum Mastering effectiveness
- Remote facilitation
- Day-to-day Remote Scrum Mastering
- Q&A

The new normal?

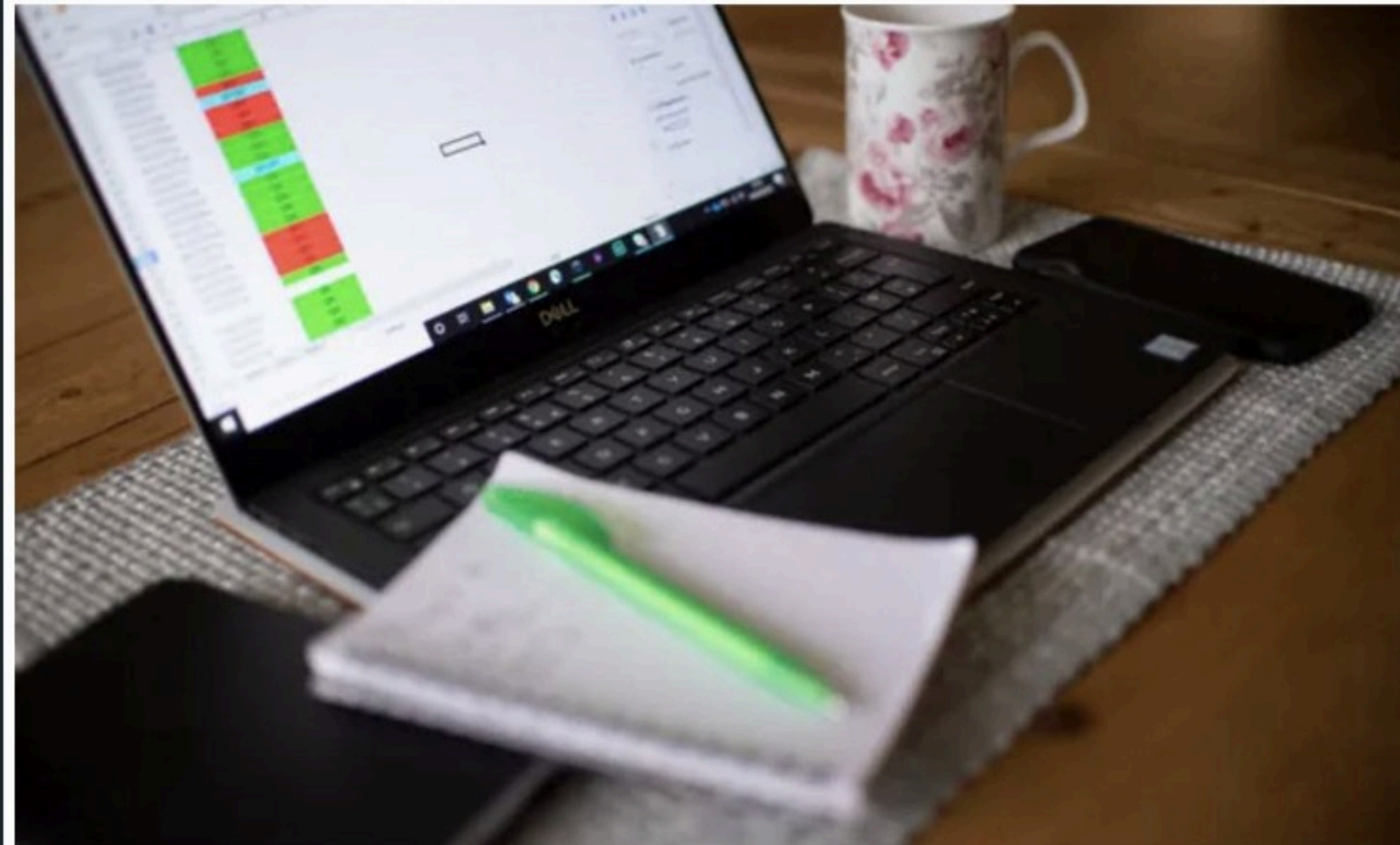
How remote is your team?



Industrial relations

Unions push for better protections as 80% of employees say they want to keep working from home

Exclusive: survey finds 40% are working longer hours and 90% are not being paid overtime or penalty rates for the extra time



▲ An ACTU survey found 81% of workers would like to work from home if they are provided with enough support and 47% say they are more productive at home. Photograph: Joe Giddens/PA

Paul Karp

🐦 @Paul_Karp

Wed 4 Nov 2020 03.30 AEDT

"The new normal"?

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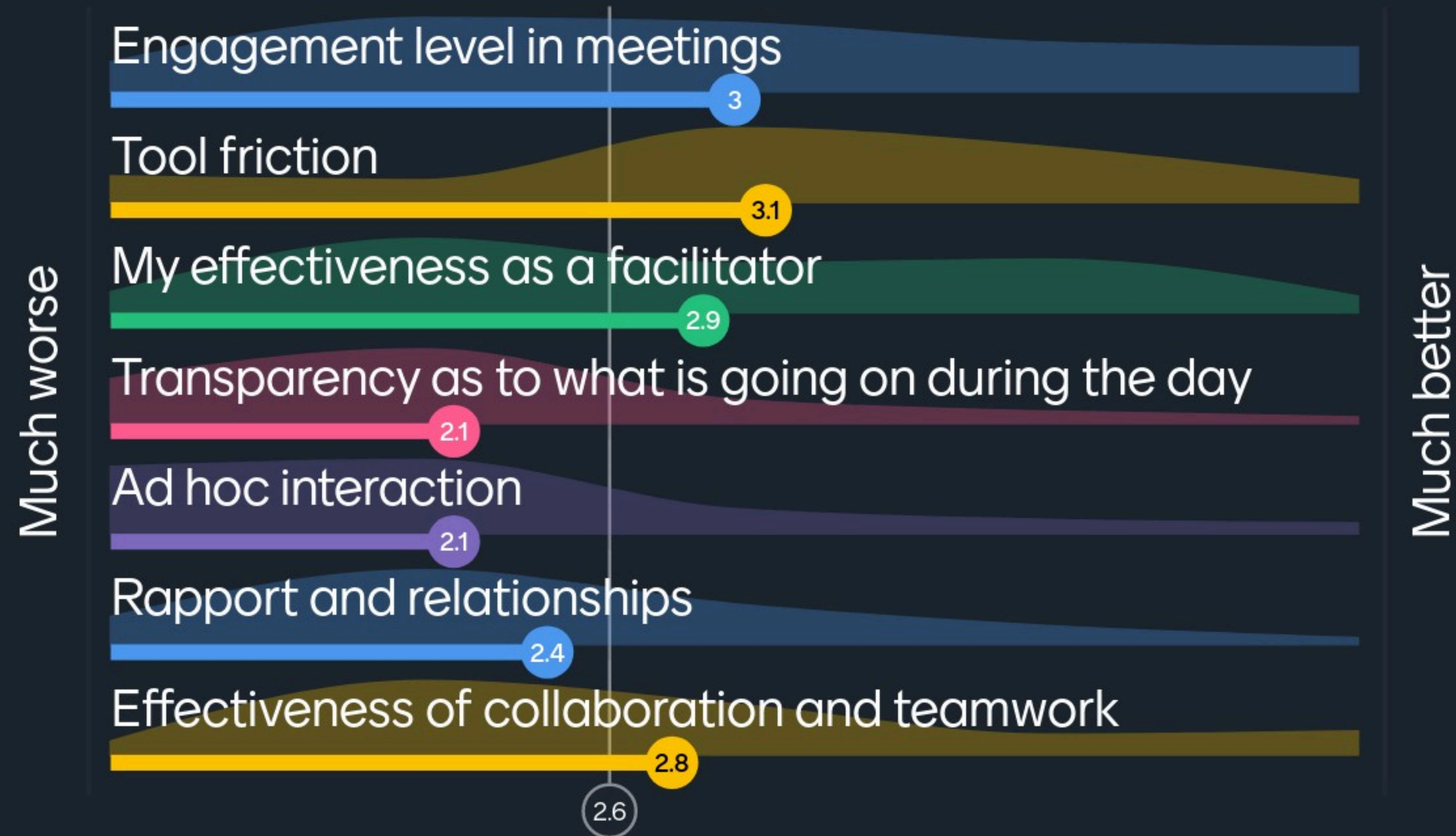




If you're all remote it's one thing, and if you're all in-person, it's usually awesome. But when it's hybrid, you run into all kinds of problems.

– - Lisette Sutherland, <https://www.owllabs.com/remote-work-interviews/lisette-sutherland>

How have these changed since the start of 2020?

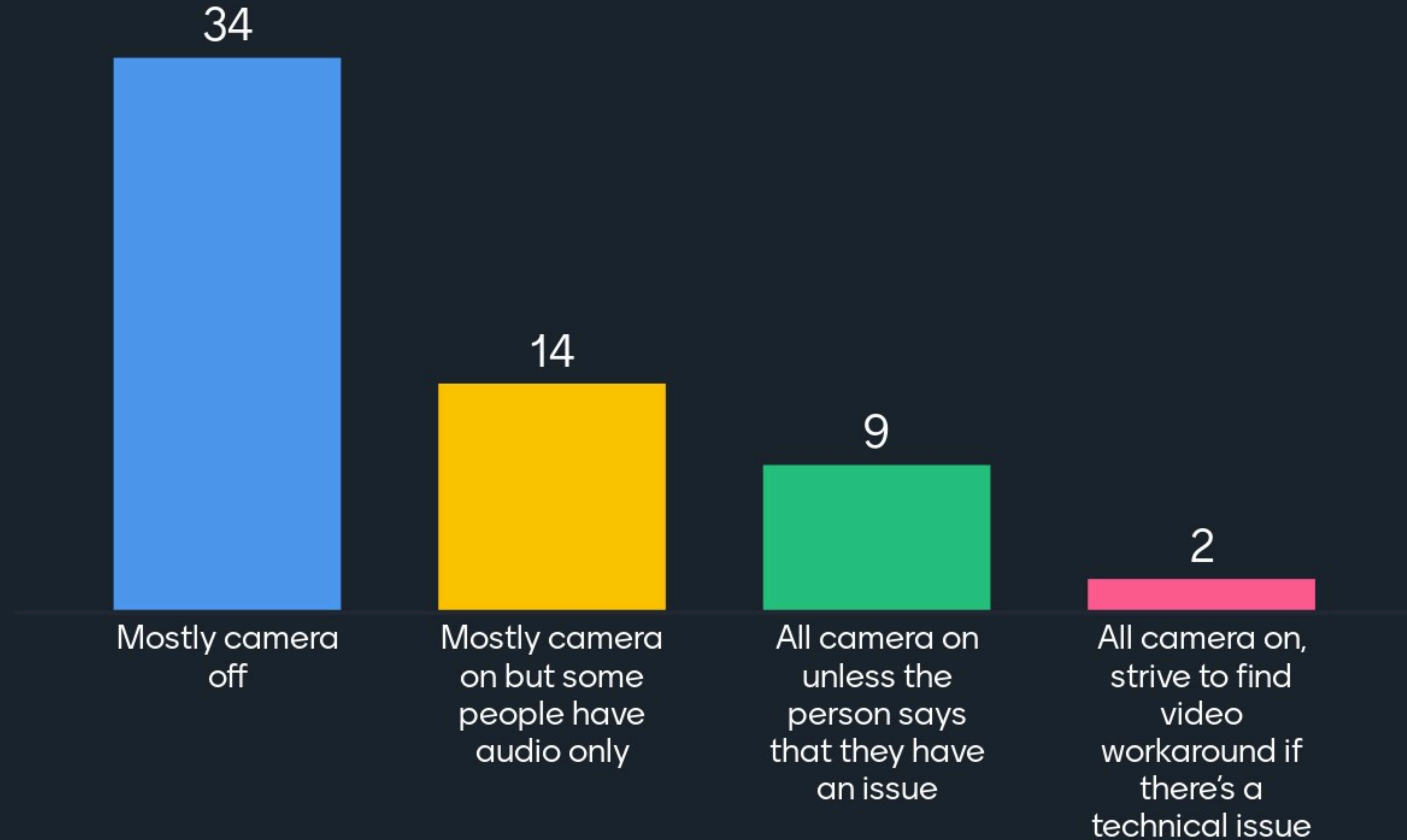


Thanks for sharing your challenges!



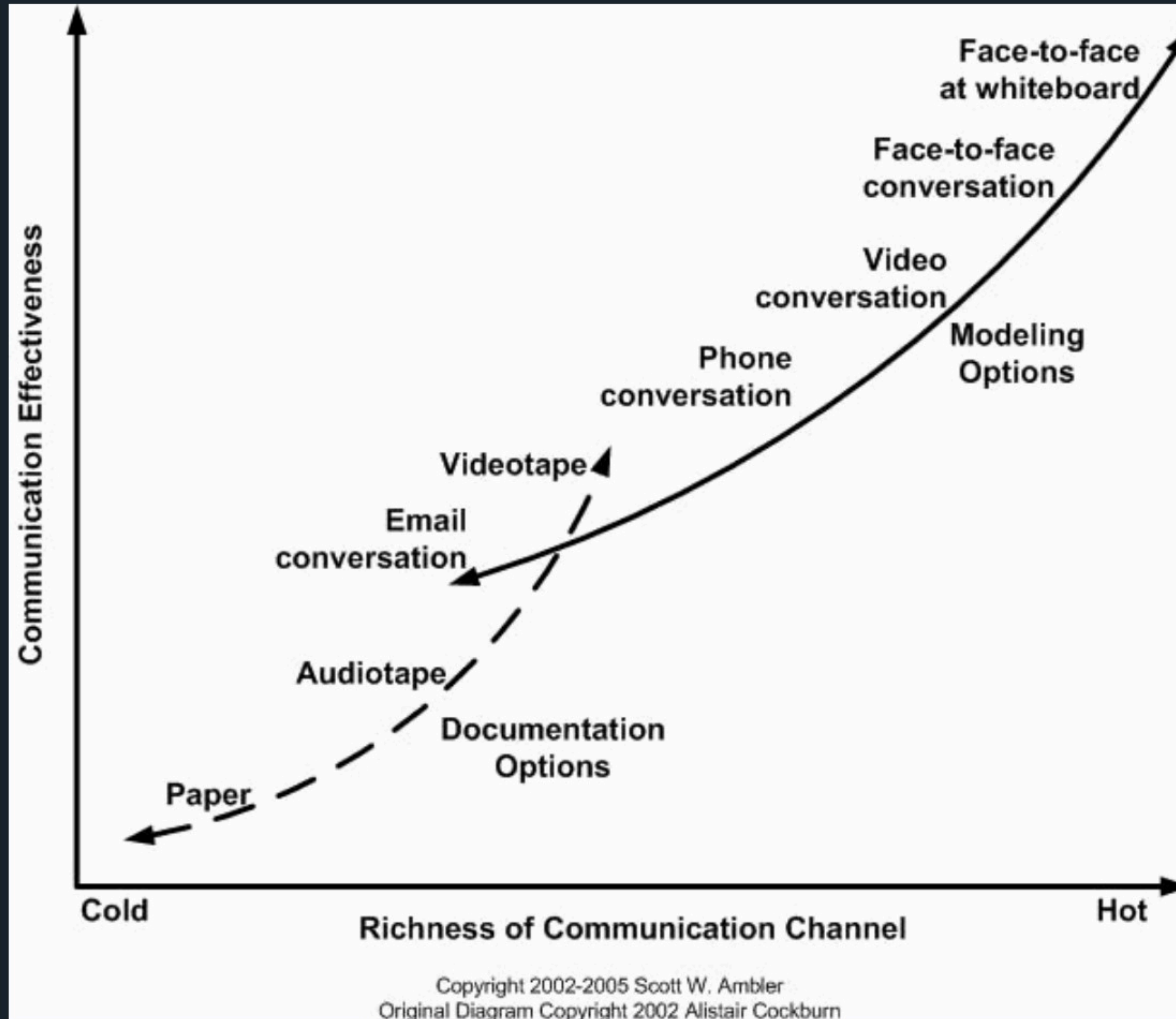
Remote facilitation

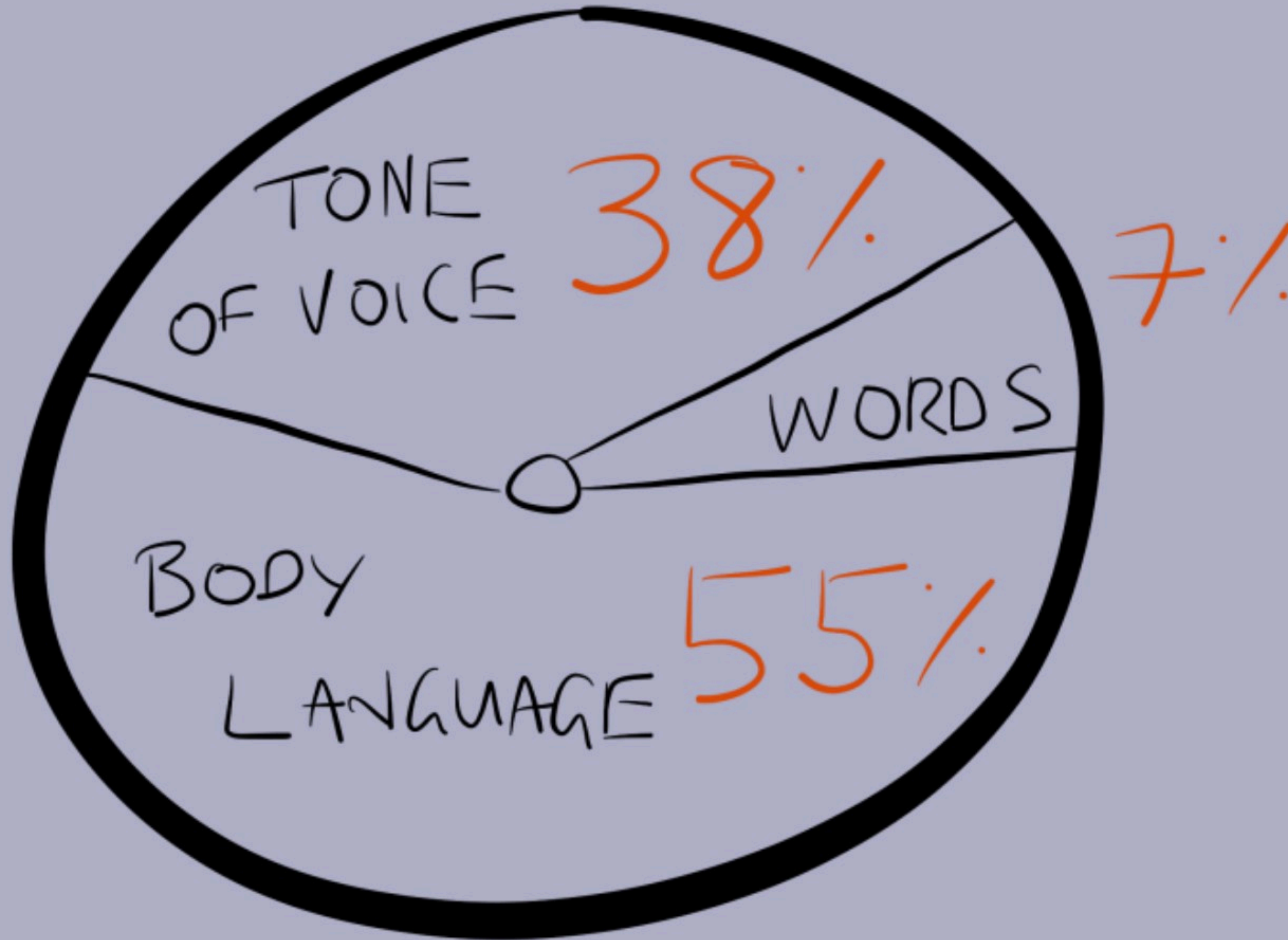
What happens with video in remote meetings?



“
The most efficient and effective
method of
conveying information to and within
a development
team is face-to-face conversation.

– Beck et al. agilemanifesto.org/principles.html





Non-verbal is critical for emotion & inconsistent communication

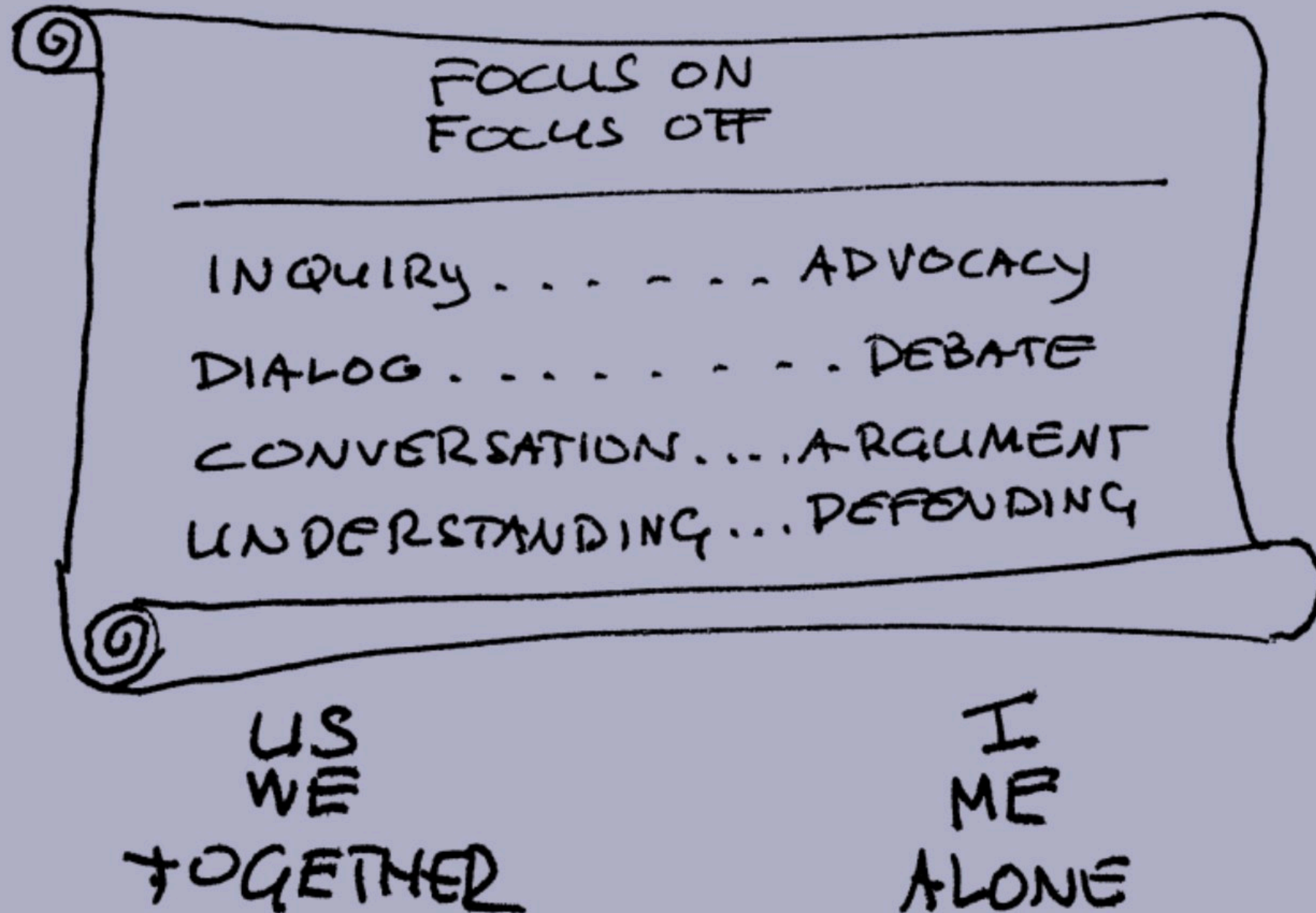
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In terms of team building, the biggest advice I have is to turn on the cameras. Turn on the webcam and see each other -- that creates empathy instantly. It's a lot easier to communicate and create bonds when you see each other.

- Lisette Sutherland

Check-in

- Speaker says "I feel [one or more of mad, sad, glad, afraid]." Speaker may provide a brief explanation.
- Speaker says "I'm in." This signifies that Speaker intends to behave according to the Core Commitments.
- Listeners respond "Welcome."



Focus on - Focus off

Team decision rules

Rule	When applied
Majority > 50% agree	<p>Who to represent the team at a Scrum of Scrums event.</p> <p>Whether to adopt a new coding standard.</p> <p>Whether to clean up substantial technical debt in area of change now or defer.</p>
Delegation accept decision by smaller group	<p>Which User Experience design option to pursue.</p>
Delegation ratify or reject recommendation	<p>Whether to rearrange seating positions in the team area.</p> <p>Whether to pursue a change of team membership.</p>
Super Majority > ____ % agree	<p>Whether to propose a new standard to other teams.</p> <p>option to pursue.</p>
Multi-voting distribute multiple dots across options	<p>Sprint Retrospective: Which retrospective action / experiment to pursue.</p> <p>Sprint Retrospective: Which observations to address in this Retrospective.</p>
Consent every member can live with & supports	<p>Who to represent the team at a Scrum of Scrums.</p> <p>Daily Scrum: Which Backlog Item to get "Done" next.</p> <p>Which Backlog Item to select for the Sprint.</p> <p>Sprint Planning Topic 2: Which Backlog Items are forecast at conclusion of Sprint Planning.</p>
Consensus every member fully agrees & supports	<p>Whether to change a team working agreement.</p> <p>Sprint Planning Topic 1: Agreed Sprint Goal.</p> <p>Sizing estimate on a Backlog Item.</p> <p>Whether a Backlog Item is "Ready".</p> <p>Sprint: Whether a Backlog Item implementation is "Done".</p>

Team Decision Rules poster

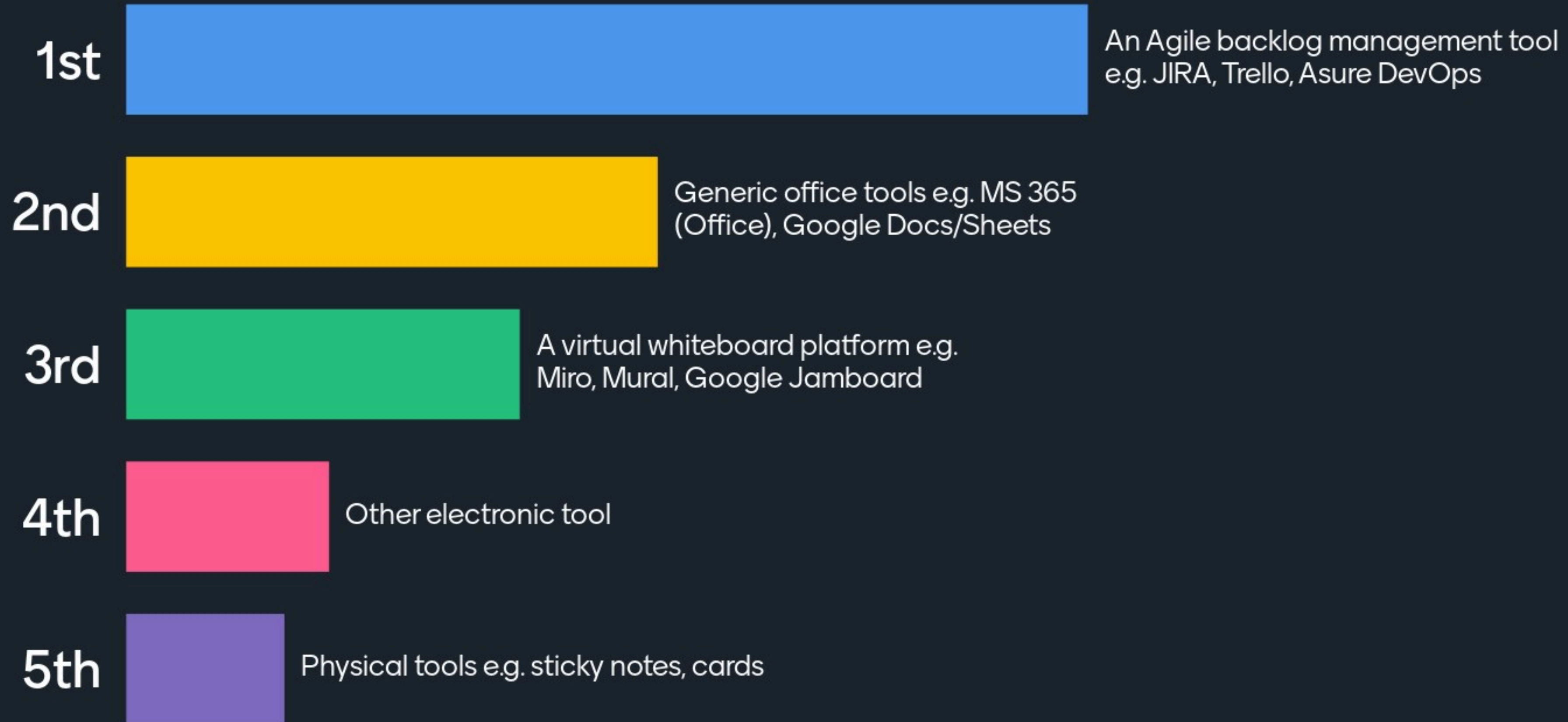
Do you have explicit decision protocols in our working agreements?



How are agreements used?



How much are these tools used in workshops?





It's incredibly shortsighted to take expensive engineers performing important work and to hobble them with inadequate tools and infrastructure.

– Schwaber and Beedle, *Agile Software Development with Scrum*, 2002



Background	PLAN
<p>Games out of date, 2 years time to market</p> <ul style="list-style-type: none"> Missed market windows → revenue declining Demotivated teams → key developers about to quit Overhead costs → Time to develop games steadily increasing due to declining technical quality Pressure to Work FASTER! 	

Current condition (value stream map)	PLAN
<p>3 months value add = 12% process cycle efficiency 25 months cycle time</p>	

Goal / Target Condition	PLAN
<ul style="list-style-type: none"> 8x faster cycle time 5x fewer escaped defects 20% improvement in revenue 	

Root Cause Analysis (cause-effect diagram)	PLAN

A3: Slow game development	DO
<p>Owner: Lisa</p> <p>Mentor: Henrik</p> <p>Date: 18 May, 2009</p>	

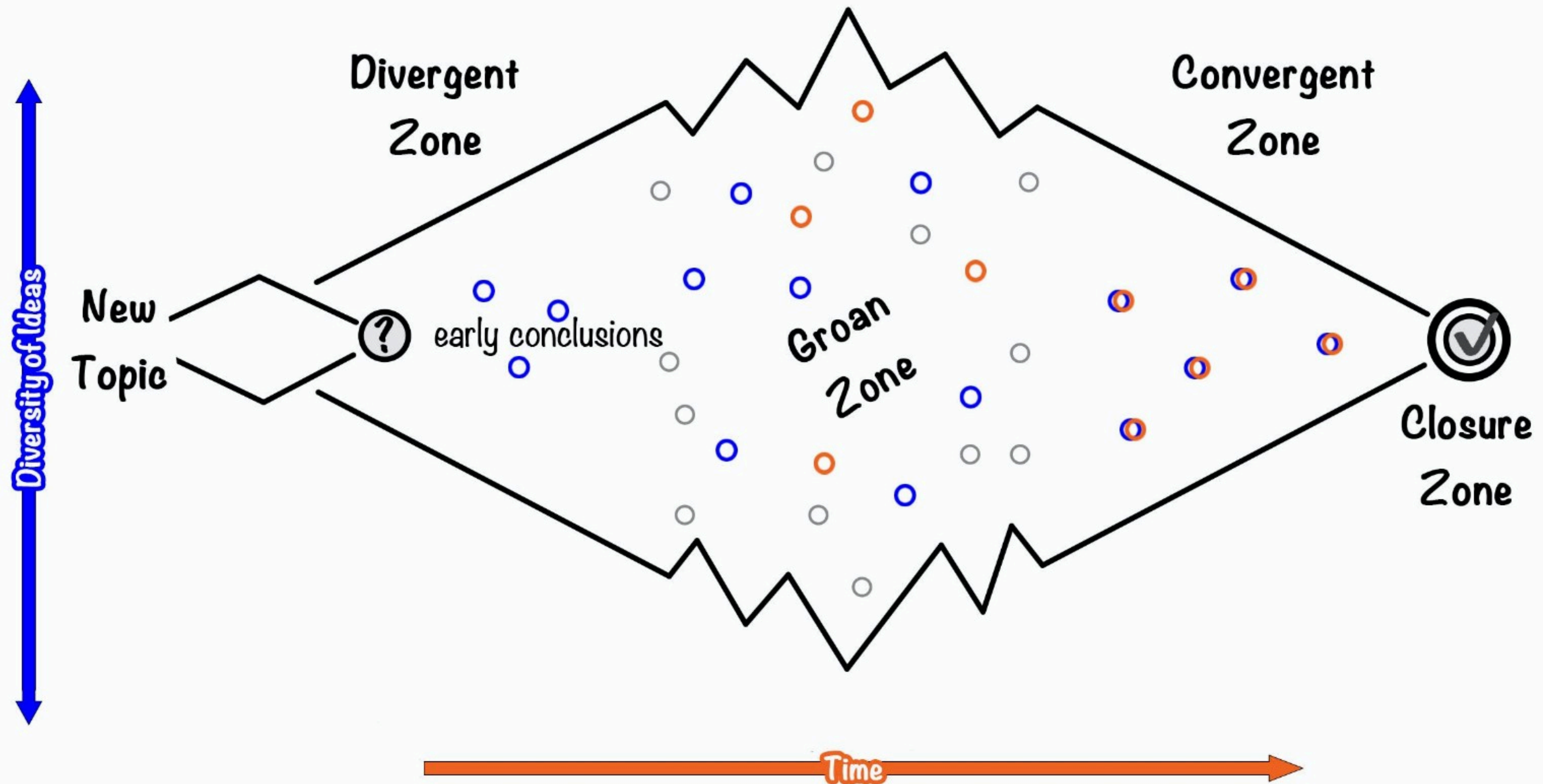
Countermeasures (experiments)	DO
<ol style="list-style-type: none"> Cross-functional teams - Graphics design through deployment <ul style="list-style-type: none"> Predict 2x faster delivery ⇒ End dependencies - now spend 75% of time waiting/negotiating Abandon all but most promising 3 games in each queue. Do ONE game at a time per cross-functional team. <ul style="list-style-type: none"> 4x faster delivery from reduced task switching Eliminating queues will cut 1.3 years from schedule Engage developers in playing games and selecting ideas <ul style="list-style-type: none"> 30% more profit to par with best competitor ⇒ improved filtering on which games to develop ⇒ more fun games, more popular 	

Confirmation (results)	CHECK
<ol style="list-style-type: none"> Cross-functional teams <ul style="list-style-type: none"> ⇒ Half as much time waiting One game at a time <ul style="list-style-type: none"> ⇒ Queues eliminated, time to complete game is 3-4 months (6-8x faster) ⇒ Technical Debt is decreasing - escaped defects down by 2x so far. Engage developers in playing games and selecting ideas <ul style="list-style-type: none"> ⇒ One team taking to to play is producing more innovative games. ⇒ Impact on profit is to be determined. 	

Follow up (actions)	ACT
<ol style="list-style-type: none"> Consider more cross training of team members to reduce waiting for expertise. Reduce difficulty of integration and deployment steps Improve processes for generating and selecting game ideas <ol style="list-style-type: none"> Recruit talent if identifiable/available Improve skills/process of best people already in company Broaden both participation in selection and game playing experience of everyone in the company Continue improvement of reused game components/engines to improve development throughput and reduce defects. 	

A3 Problem Solving Template v1.2 (April 2015) by [Henrik Kniberg](#) and [Tom Poppendieck](#)
 License: [Creative Commons Attribute 4.0 International](#)
 Original link: <http://www.crisp.se/lean/a3-template>

Do you use structured impediment analysis?

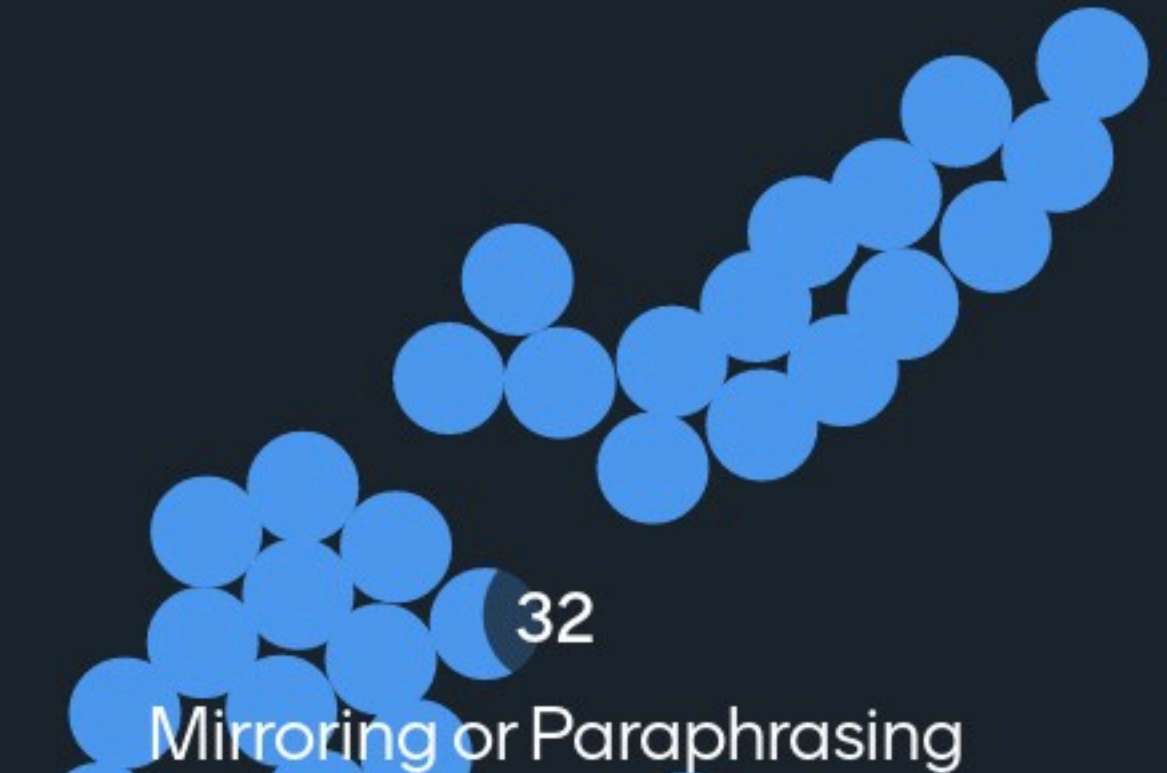




www.agilepainrelief.com

Adapted from/inspired by *Facilitator's Guide to Participatory Decision-Making* (Sam Kaner et al.) and Carrie Kappel

Do you have facilitation techniques across all zones?

Which of these facilitation techniques do you use?



LS Menu 	Wicked questions 	What ^a debrief 	Min specs 	Heard, seen respected 	What I need from you 	Integrated autonomy 
Design elements 	Appreciative interviews 	Discovery and action dialog 	Improv prototyping 	Drawing together 	Open space 	Critical uncertainties 
1-2-4-All 	TRIZ 	Shift & share 	Helping heuristics 	Design storyboards 	Generative relationships 	Ecocycle 
Impromptu networking 	15% solutions 	25 : 10 crowdsourcing 	Conversation café 	Celebrity interview 	Agree/certainty matrix 	Panarchy 
9-whys 	Troika consulting 	Wise crowds 	User experience fishbowl 	Social network webbing 	Simple ethnography 	Purpose to practice 

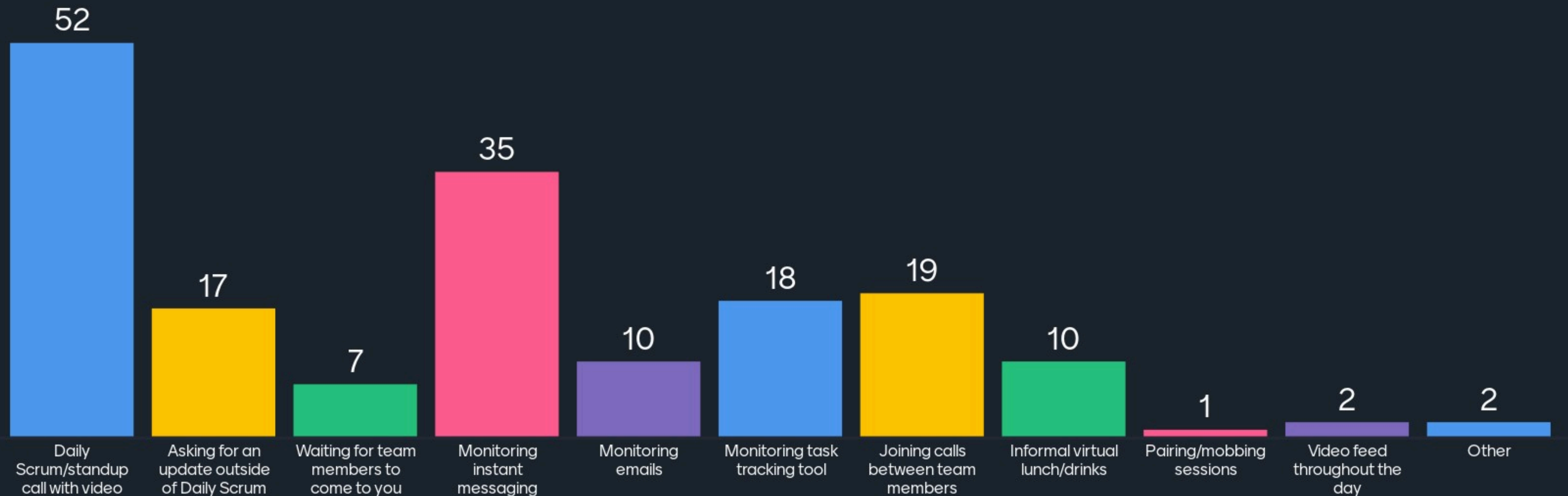
Liberating Structures - many of which can work well online

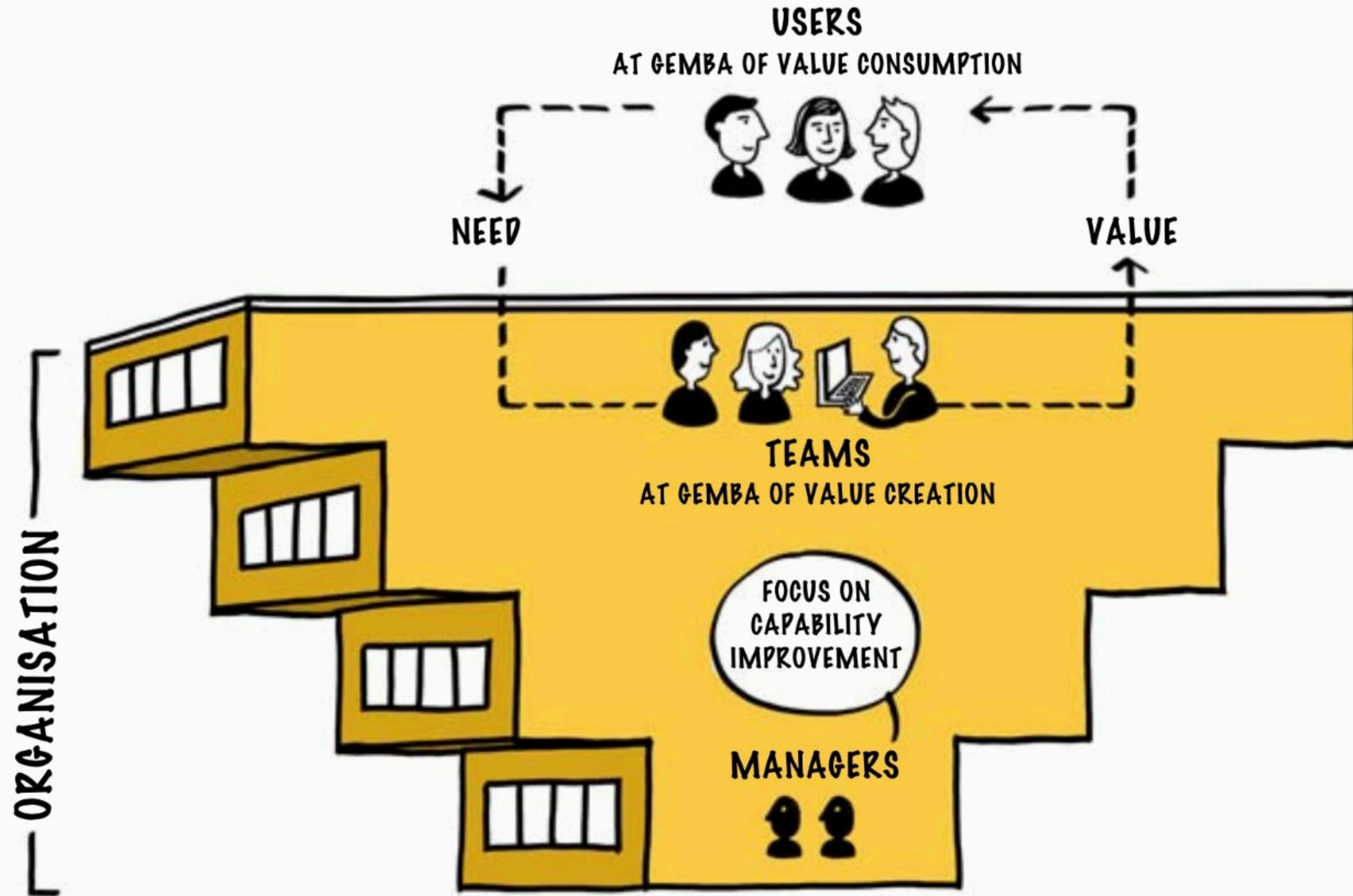


Remote Scrum Mastering

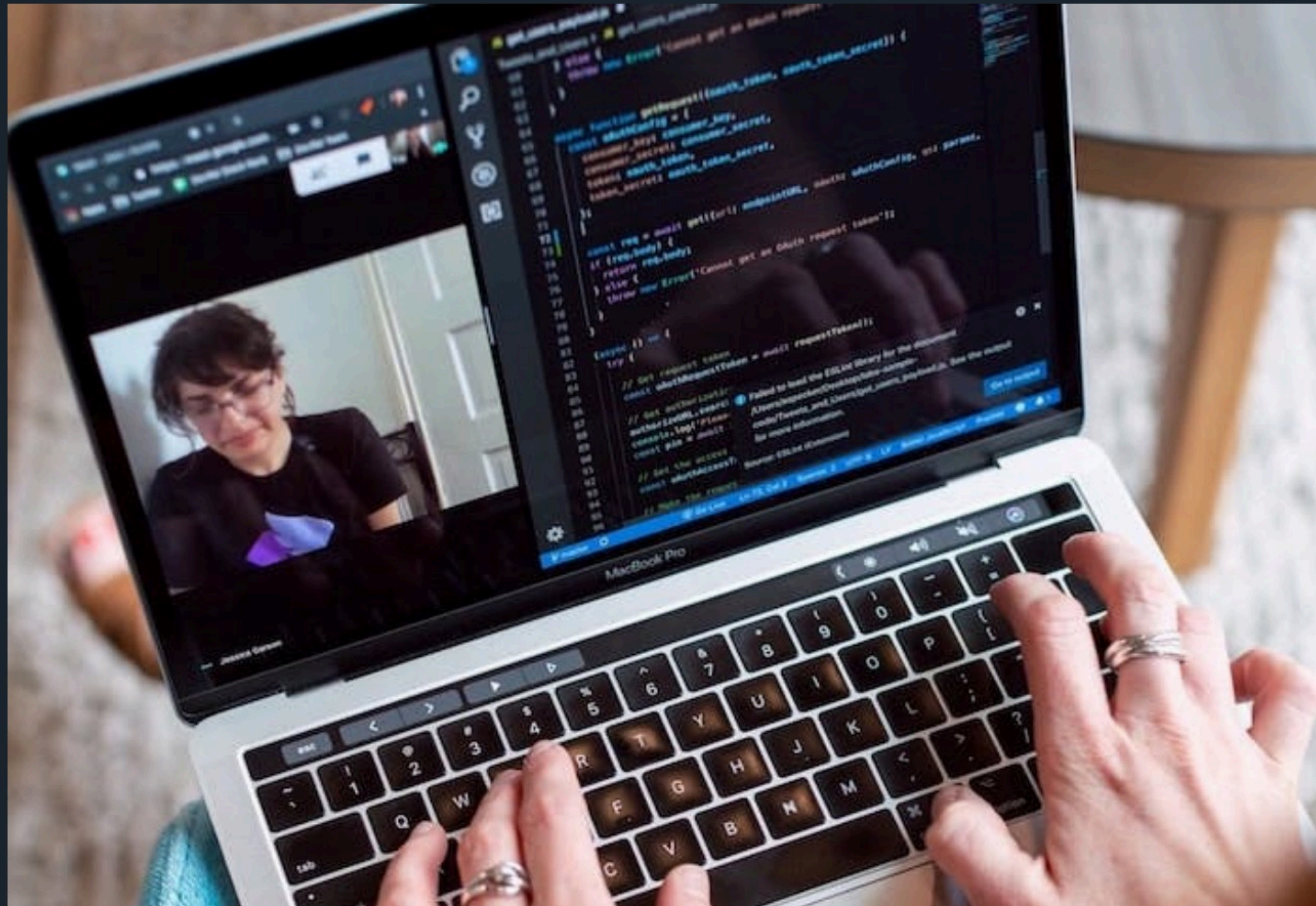


As a Scrum Master/coach what are your top 3 channels for keeping in touch with what's going on during the day?





What is it to be at "Gemba" when remote?



Remote pairing

Pairing productivity

"The data show that we were more productive the more promiscuous we were — as long as we remained with each partner long enough to exchange knowledge. What they don't show is that we also had a lot more fun. It took the team a little time to adjust to the more rapid pace, but working with that team was a career high point for every person involved."

Source: <https://csis.pace.edu/~grossman/dcs/XR4-PromiscuousPairing.pdf>





Dojo for deliberate practice

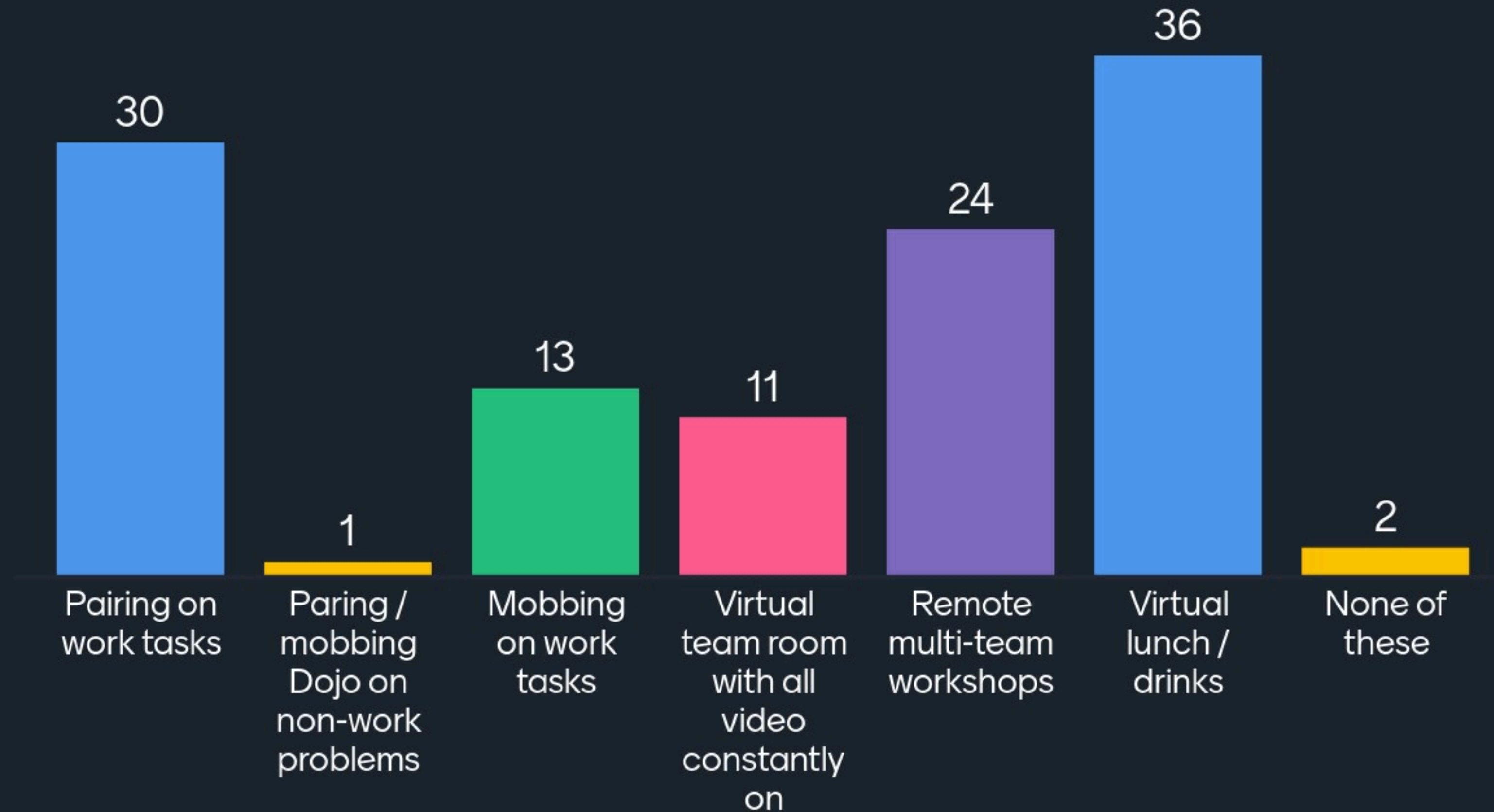
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Virtual team room

- Always on video and audio
- Shorter core hours than in-person
- "Works really well"
- "Scrum Mastering and coaching are easy under these conditions"
- (WIP limit of 1 Product Backlog Item)

Which of these practices have you used remote?



What impediments do you expect to implementing a virtual team room / office?

Not good internet connection at home -

Yes we can

We have multi languages, multi timezones. How do we handle the global DSU but not have people awake at stupid hours? run two? have written updates?

A reminder to consider team members with disability, eg, some tools better for accessibility than others

Not everyone works in an environment they want others viewing via camera and we have to consider psychological safety.

The hybrid team, WFH and in the office combo is challenging when adhoc whiteboard session are spun up from conversation. How have overs handled the graphic side?

internet bandwidth. Often team calls is a challenge for some and slows down the whole call.

Allowing for 'bio breaks' between meetings, eg, automatically setting to finish 5 or 10 mins before the hour

I have an issue currently with team members in Sydney/Melbourne, Perth and London. There is no crossover in work hours between the eastern Australia and London guy.

Upcoming 'Live Online' Scrum Training (NZ and Aust time zone)

Scrum Master Path to CSP



Find out more and register

NZ: eqit.co/scrumnz

Australia: eqit.co/scrumau

Rowan is approaching his 400th Scrum Alliance course.

Q&A

EQUINOX IT

Please enter your questions and
vote on them at menti.com

Questions?

12 questions
23 upvotes



Delivering pragmatic
results together