

CONTENTS

Foreword	xiii
Preface	xv
Acknowledgments	xix
About the Author	xxi
1. The ScrumMaster's Role and Responsibilities	1
The Self-Organized Team	2
A Group of Individuals	4
The Real Team	4
Exercise: The Self-Organized Team	5
The ScrumMaster's Goal	7
The ScrumMaster's Responsibilities	9
Pitfalls of Combining Roles	9
The ScrumMaster Is a Team Member	10
The ScrumMaster Is a Product Owner	10
The ScrumMaster Is a People Manager	11
The ScrumMaster Works with Multiple Teams	11
The ScrumMaster as a Servant Leader	13
Exercise: Are You a Servant Leader?	14
Stay One Step Ahead	15
2. The State of Mind Model	19
Teaching and Mentoring	21
Removing Impediments	21
Facilitation	22

Coaching	23
Example: Starting Agile	24
Example: Impediments	25
Example: Stuck	26
Example: Responsibility	27
Exercise: State of Mind—Now	28
The Missing Piece of the Puzzle	29
Exercise: State of Mind—The Future	30
3. #ScrumMasterWay	31
Exercise: #ScrumMasterWay	32
Level 1—My Team	33
Level 2—Relationships	35
Level 3—Entire System	36
The ScrumMasters' Group	38
The Organization as a System	39
<i>First Attempt</i>	41
<i>The ScrumMaster's Land</i>	43
<i>Change the World</i>	44
Cynefin Framework	46
<i>Obvious</i>	47
<i>Complicated</i>	47
<i>Complex</i>	48
<i>Chaotic</i>	49
<i>Disorder</i>	49
<i>Exercise: Cynefin Framework</i>	50
4. Metaskills and Competences	51
Metaskills	52
<i>The ScrumMaster's Metaskills</i>	52
<i>Exercise: Metaskills</i>	54
Competences	54
<i>Master of Agile</i>	54
<i>Explaining and Experience</i>	55
<i>Facilitation and Coaching</i>	56

Core Competences	57
<i>Exercise: Which Competences Do You Have?</i>	58
5. Building Teams	61
Tuckman's Group Development	62
Forming	62
Storming	62
Norming	63
Performing	63
Change	64
<i>Exercise: Using Tuckman's Group Development</i>	65
Five Dysfunctions of a Team	65
Absence of Trust	66
Fear of Conflict	66
Lack of Commitment	67
Avoidance of Accountability	67
Inattention to Results	67
The ScrumMaster's Role	68
<i>Exercise: The Dysfunctional Team</i>	68
Team Toxins	69
Blame	69
Defensiveness	70
Stonewalling	70
Contempt	71
The ScrumMaster's Role	71
<i>Exercise: Team Toxins</i>	71
Focus on Responsibility	72
Denial	73
Laying Blame	73
Justify	73
Shame	74
Obligation	74
Quit	75
Responsibility	75

Organization as a Tribe	76
<i>Stage 1: Life Sucks</i>	77
<i>Stage 2: My Life Sucks</i>	77
<i>Stage 3: I'm Great (but You Are Not)</i>	78
<i>Stage 4: We Are Great</i>	80
<i>Stage 5: Life Is Great</i>	81
<i>Exercise: Tribal Leadership Stages</i>	82
Choose the Right Leadership Style	82
<i>Leader-Follower</i>	82
<i>Leader-Leader</i>	83
Use Decentralization	84
<i>Book Club</i>	85
<i>Travelers</i>	85
<i>Review Bazaar</i>	85
<i>Experiment Board</i>	85
<i>Open Space</i>	86
<i>World Café</i>	86
6. Implementing Change	87
Go for a Change	88
<i>Exercise: Agile Wheel</i>	89
Change Behavior	90
Eight Steps for Successful Change	91
<i>Create a Sense of Urgency</i>	91
<i>Guiding Team</i>	92
<i>Change Vision</i>	92
<i>Understanding and Buy-in</i>	93
<i>Empower Others to Act</i>	93
<i>Short-Term Wins</i>	94
<i>Don't Let Up</i>	94
<i>Create a New Culture</i>	95

7. The ScrumMaster's Toolbox	97
Mastering Shu Ha Ri	98
<i>Shu</i>	98
<i>Ha</i>	99
<i>Ri</i>	99
<i>Application</i>	100
<i>Exercise: Shu Ha Ri</i>	100
System Rule	101
<i>Example: Improvements</i>	102
<i>Example: Product Owner</i>	102
<i>Example: Frustration</i>	103
Positivity	104
<i>How to Increase Positivity</i>	105
Facilitation	106
<i>Before the Meeting</i>	107
<i>During the Meeting</i>	108
<i>Example: Retrospective</i>	108
Coaching	110
<i>Powerful Questions</i>	111
<i>Exercise: Powerful Questions</i>	112
Root-Cause Analysis	112
<i>Fishbone</i>	113
<i>Example: Predictability</i>	114
<i>Five Whys</i>	114
<i>Example: Low Quality</i>	115
Impact Mapping	115
<i>Example: Impact Mapping</i>	118
Scaling Scrum	119
Kanban Insight Scrum Checklist	121
XP Practices Checklist	122
Product Owner Checklist	122

8. I Believe . . .	125
The Great ScrumMaster	126
Don't Know Whether Agile and Scrum Is for You?	126
Want to Transform Your Organization to Agile?	127
Don't Know How to Build a Good Product Backlog?	127
Looking for a Way to Improve Your Team?	127
Want to Become a Great ScrumMaster?	127
Want to Become a Great Product Owner?	128
Want to Solve Conflicts?	128
Want to Have a Modern Agile Organization?	128
Want to Move Your Organization to the Next Level?	128
Zuzana Šochová—sochova.com	128
<i>Agile Coach</i>	129
<i>Trainer</i>	129
References	131
Index	135
Go for a Change	112
Exercise: Agile Wheel	112
Change Behavior	113
Eight Steps for Successful Change	114
Create a Sense of Urgency	114
Guiding Team	117
Change Vision	117
Understanding and Buy-In	118
Empower Others to Act	119
Short-Term Wins	121
Don't Let Up	122
Create a New Culture	122