

The Stages of Scrum Master Maturity

Grow Your Leadership Through Vertical Development



Facilitators





CEC, CTC, LMC, ICF-PCC, ORSC brock@superheroes.academy

@brockargue

CEC, CTC, ICF-PCC, ORSCC erkan@superheroes.academy

@superheroesacad

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How do Scrum Masters perceive feedback?

Welcome feedback (especially if it helps them to achieve their goals and to improve), committed to change behavior and belief in ability to control it	А	
Hold feedback as a natural part of living systems; necessary for learning and change; see it as not fundamentally different from praise, radical acceptance and compassion for one's own and others' humanity	В	
Experience feedback as an attack, provocation; can quickly shift blame or be singularly dismissive, inclination to counter-attack or retaliate	С	
Invite feedback for self-actualization; conflict seen as an inevitable part of viable/multiple relationships, can own one's own contribution to others' experience	D	
View feedback as disapproval or as a reminder of norms, discomfort at being 'shown up', inclined to save face, internal dialogue about intent	Е	
Welcome feedback as necessary to uncover hidden aspects of their own behavior, acknowledge own conditioning, interested in diverse perspectives	F	
Take it personally, defend own position; dismiss feedback from those who are not seen as experts in the same field	G	

Experiment Canvas Team:	
Experiment Name:	Start: End:
Hypothesis	Experiment Results
We believe that [doing this] for [client] will result in [outcome]	What were the quantitative and/or qualitative results?
Experiment Description	Validated Learning
What form will the experiment take? Who will be involved?	Summarize what you learned from running the experiment.
Success / Fail Criteria	Next Steps
How will we measure our hypothesis (quantitatively / qualitatively)?	What will we do based on this experiment? What else should we explore?
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Accountability #1: Ensuring that all Scrum events take place and are positive, productive, and kept within the timebox

Do the event my way - or I withdraw completely. It's my way or the highway. The way that the organization has defined the backlog refinement process doesn't make sense for our team. I'm going to do it differently, starting by time-boxing the discussion on each user story as a way to stay focused and get more done during the meeting. I go home feeling great when the meetings I run are successful.

I get sort of grossed out when I think about these events pushing us to constantly deliver more. More for what? I'm not super motivated by our company's goal of 20% year-over-year growth and the role these meetings play in achieving that goal.

People say that no one facilitates Scrum events the way I do. I have an exquisite awareness of what is happening now - simultaneously attending to multiple practical, ethical, ecological, immediate, and long-term considerations, as well as to emotional, rational, and spiritual concerns. My intuition guides me and ensures that no two meetings are facilitated in the same way. Continuous improvement is critical, but self-discovery is divine.

2/3 - Self-Centric

3/4 - Skill-Centric

4/5 - Self-Questioning

5/6 - Construct-Aware

3 - Group-Centric

Scrum events are important, but keeping the team happy is more important. That's why I bring donuts and agreed to keep the Scrum events as short as possible.

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4 - Self-Determining

I have more time to focus on removing org impediments since I've trained others to run Scrum events. They don't facilitate the events exactly as I would, but I trust my team to get it done. Effecting change on a larger scale leads to career success.

5 - Self-Actualizing

Keeping our team focused on the why is how I add value. Why, not just for us, but also for the impact we're having on the community, our environment and future generations. Consensus decision making frustrates me because it's slow and all opinions are not equal.

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Accountability #2: Establishing Scrum as defined in the Scrum Guide

I teach the Scrum Guide and correct people/teams when they go astray. I take deviations personally. It's so great to have a group of qualified peers to commiserate with - I really enjoy our Scrum Master Community of Practice meetings. My team keeps skipping their Daily Scrums. I better do something about this as I don't want to look bad in front of my fellow Scrum Masters.

Following the Scrum Guide has served me and my team well in the past. However, I'm starting to question whether some of the rules and practices are arbitrary and unnecessary. It might be worth inquiring of the team what to keep and what to do away with. I'll go along with whatever the whole team decides. Climbing the corporate ladder is no longer a priority for me-I'm actually considering leaving the rat-race altogether.

The Scrum Guide is just that...a guide. When I'm not working on various boards, the social committee, volunteer team, and strategic planning committee, I like to encourage my team to be playful with "The Guide".

Transformation doesn't come from adhering to a set of rules, it's sensing what's needed in-themoment that changes us.

2/3 - Self-Centric

3/4 - Skill-Centric

4/5 - Self-Questioning

5/6 - Construct-Aware

3 - Group-Centric

I understand how things could be better if we followed the Scrum Guide. I'm uncomfortable with the idea of changing the way things are done. I'm not interested in telling my boss how to lead or being the face of a new process.

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4 - Self-Determining

I'm a pragmatist. Scrum isn't the goal; achieving business results is. I use Scrum when it helps us achieve our goals and depart from the Scrum Guide when it makes sense. At this point in my career, I'm considering becoming an Agile Coach because of their ability to impact change at a larger scale.

5 - Self-Actualizing

Scrum isn't something you implement and then you're done. Organizations are dynamic living systems that are constantly in flux. I see my role as shepherding into reality what's trying to happen. I tend to this constant unfolding by focusing on culture and the interdependencies between all levels within and external to the organization.



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Accountability #3: Helping the Scrum Team focus on creating highvalue Increments that meet the Definition of Done

I love it when my team is performing because it makes me look good. When there's a problem I push them out of the way and do it myself because winning is everything.

I have the deepest technical expertise on the team and am therefore the best choice to lead as Scrum Master, I was a technician before and enjoy rolling up my sleeves and getting into the weeds. Our definition of done clearly outlines the best way to complete code reviews, but quality issues remain. They're obviously not doing them correctly, so I've decided that all code changes must go through

I love working in sprints together with my team because Scrum creates mindful teams who are focused on this present moment together, not constrained by future plans or defined by past events. Not only do we build the best products this way, but we don't miss a single moment this life has to offer

Value is a many splendored thing. It is fleeting at times, while becoming near at other times. What's important is that we attend to our full selves when pursuing innovation. A person solely dedicated to delivery, ignoring their spiritual, emotional, and physical selves misses out on the opportunity to connect with what is valuable. Ha ha -"many splendored thing". Where do I come up with this stuff?:-)

2/3 - Self-Centric 3 - Group-Centric

3/4 - Skill-Centric

4/5 - Self-Questioning

5/6 - Construct-Aware

Helping my team to gel is my top priority so I add value by doing what I can to build our team bond and keep the harmony.

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4 - Self-Determining

It's not by chance that I have the highest performing team in the organization. I push the team hard to deliver and improve, while meeting our quality standards. The Definition of Done is a great start, but I expect more from my team. When they fail to deliver, I take the blame as any good leader should do.

5 - Self-Actualizing

I chose to be the Scrum Master of this team as they are making a positive contribution to the company, the environment, and society in general. The work we're doing aligns with my life's purpose -I was miserable when I was working my last team. I move into different roles when required and find creative solutions to conventional problems.



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Accountability #4: Helping establish empirical product planning for a complex environment

I'm most valued when coming to the rescue, reacting with speed to emerging problems and the requests of my manager. They would be lost without me. The most efficient way to plan a sprint is to determine each team member's available capacity, assign work to each team member accordingly, and then end the meeting early so that team members can execute on the plan. I know this to be true because that's what Mike Cohn advised in his blog, plus I've been doing Scrum for 14 years.

Planning is essential, but plans are useless. The moment a plan is written down, it's wrong. There is value in going through the act of strategic planning, but room needs to be left for what emerges over time. The complexity and ambiguity of our world is often a point of discussion in organizations today. Roadmaps are just predictions we've made up and which can't possibly come true. I love that we try, though. I've been told on more than one occasion that I have a knack for delivering the right feature at the right time. How do I do it? Beats me - I just keep in touch with my energy and that of those around me and encourage others to do what seems to be needed in this

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2/3 - Self-Centric

3/4 - Skill-Centric

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3 - Group-Centric

My company has a process for planning projects which I do my best to adhere to. Sometimes I disagree with the specifics of how that's done, but I value the sense of team that consistency brings.

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4 - Self-Determining

I helped my Product Owner create a compelling vision and 3-year roadmap for our team. I'm excited about where we're headed which is more important than hitting every sprint goal. I encourage my team to run experiments to determine the best way to maximize our overall value delivery towards achieving our 3-year goal.

5 - Self-Actualizing

I help my team flow in the moment considering the intergenerational impacts of our decisions. These people are amazing! They can forget to consider longer term perspectives or the values we've agreed to, but with a few well-placed questions, I can focus their thinking in this way. They come up with such creative, artful and innovative solutions that no one could have predicted.

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Accountability #5: Causing the removal of impediments to the Scrum Team's progress

Removing impediments is how I judge my sucess. I'm a clever person, and I'll do whatever it takes to remove them. I can usually outsmart people who get in my way.

I can remove a lot of impediments by just doing it myself, because if I were to wait for others to get stuff done, it would never happen.

This might be an impediment from my team's perspective, but the other team has a good reason for needing things to be this way. There's a lot happening behind the scenes here and who are we to judge that one way is better than another? To resolve this conflict, I might bring the two groups together and see if they can all agree on a path forward.

Many Scrum Masters in our organization fight with each other for resources to get what their teams need. I do see areas where there is competition for resources my team needs and I also see where collaboration is trying to happen in those same situations. I enjoy my time with Scrum Masters who see things differently than me and often find myself in the role of mentor, as they try their best to serve their team.

2/3 - Self-Centric

3/4 - Skill-Centric

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Impediments within my group suck, but that's the way it's always been so why rock the boat. Impediments caused by other groups are intolerable, and I'll spring to action and defend my group.

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4 - Self-Determining

I can remove any impediment with clear rational, systematic thinking. I often work on impediments that take years to shift by break them down into manageable chunks, creating a roadmap for change and following through on my plan. I can't stand people who don't think rationally or are unable to think longer term like me.

5 - Self-Actualizing

I focus mostly on organizational impediments and use systems thinking to understand the complex dynamics involved. I take a broad perspective and consider the social-, technological-, production-, and market-oriented forces at play. When I intervene in a system, I look for leverage points that will have the biggest influence and impact.

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Vertical Development has been identified as the 1st of 4 trends in Leadership Development emergent for the next decade.

Source: Petrie N, Dec 20122, "Future Trends in Leadership Development", a white paper, Greenborough, NC, Center for Createive Leadership



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Resources

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 - https://www.superheroes.academy/store/p/the-map-experience
- Vertical Development Academy
 - https://www.verticaldevelopment.com/
- Making the case for a developmental perspective Dr. Susanne R. Cook-Greuter
 - https://www.researchgate.net/publication/241580387_Making_the_case_for_developmental_perspective