

Case 1:

Clean desk & wall policy

Together with 3 other Scrum Masters you've been part of a "Scrum Safari", visiting three other organizations. The safari resulted in lots of inspiration and ideas.

Something that impressed the most was the concept of "creating an external memory". The organization you visited decided to make everything they considered worth remembering physically transparent. All the walls of the team spaces were covered with the Product & Sprint Backlog, improvements, impediments, dependencies, Sprint Goals, etc.

Inspecting the content and making adaptations was a shared effort. Not only by the team members but stakeholders as well.

You and your fellow Scrum Masters are tremendously excited about this concept! However... your organization has a "clean office policy". Meaning that nothing can be put on walls. Otherwise, the teams might reveal 'sensitive' information and from a practical point of view: cleaning the office becomes much more difficult with stickies everywhere!

What are the arguments you could raise within your organization to support the concept of creating an external memory? How would it support empiricism? What would be the impact on the Scrum values?

Case 2:

Scrum for Hardware

You've been hired as the Scrum Master for a company that develops time punch-clocks and associated products. The Scrum Team that is about to be formed will be developing both the software and the hardware for a new series of bluetooth-enabled clocks.

Although the software can be developed in-house, the clocks themselves are built in a remote factory based on specifications provided by your team. Because the factory also works for other customers, it generally takes two months for a new prototype to be delivered.

The mix of hardware and software puts you in a tricky spot. You wonder what a "Done" increment should look like for this team, and what should be on the Definition of Done? If you are the Scrum Master of this team, what would you focus on?

Case 3:

The CTO wants to do things differently

You've recently been asked to join an ambitious startup as a Scrum Master. They have been at it for a few years, growing rapidly and expanding into new markets. From the very start, the developers and the Product Owners have been organized into small teams that are in close contact with their customers and end-users. The quality of the codebase is top-notch and releases happen every day.

But there are growing pains. Now that the startup is expanding into international markets, and customers become more demanding, an experienced CTO has been hired to oversee the technical aspects of product development.

In her first weeks, she decides to make several significant changes. The first is that developers should no longer interact directly with stakeholders, and leave this to the Product Owner. This creates a clear "chain of information" and can keep developers focused on their work. Another change is that releases should now only happen at the end of a Sprint, and not intermittently. The CTO hopes that this will reduce breaking issues and simplify communication about releases.

You can sense that the Scrum Teams are not happy with the changes. But nobody is expressing this. What conversations are you going to have right away? How do certain Scrum Values come into play in your behavior? How might the decisions of the CTO impact empiricism?

***All cases come from "The Liberators – 52 Challenging Cases for Scrum Masters.pdf" purchased from <https://theliberators.com/> on 7/26/2020