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COLLABORATIVE  
LEADERSHIP  
TEAM  
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# Scrum Master or Armchair Psychologist?

<http://collaborativeleadershipteam.com>



@AgileAngela

**#REALCHANGE**



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PMP, PMI-ACP, CST

- 22+ years Information Technology with traditional SDLC and Scrum/Agile
- Volunteer Design Team Member Scrum Alliance Certified Agile Leadership (CAL)
- Volunteer Facilitator PMI-MN Agile Practitioner Community
- Based in Minneapolis, MN

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# Session Objectives



- Understand the people side of Scrum
- Give Scrum Masters realistic tools from psychology to promote Scrum Team versatility
- Give Scrum Masters practical coaching approaches to enable cooperation inside and outside of The Scrum Team

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# Let's Start with a Test



**Time Box:  
3 Min.**

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# Analysis

## On the Paper:

- Top: You have a tendency to be positive and optimistic
- Middle: You have a tendency to be a realist
- Bottom: You have a tendency to be pessimistic and may be prone to behaving negatively

## Direction:

- Facing Left: You have a tendency to believe in tradition and to be friendly; you may remember dates easily
- Facing Right: You have a tendency to be innovative and active; prone to forgetting dates and may not have a strong sense of family
- Facing Front: You have a tendency to be direct and may enjoy playing devil's advocate; you don't fear or avoid confrontation

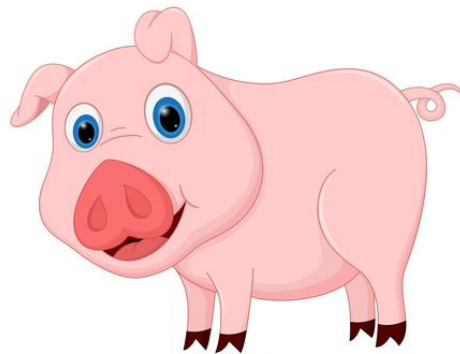
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# Analysis

## In the Details:

- Many Details: tendency to be analytical but also prone to being cautious to the point you struggle with trust
- Few Details: tendency to be emotional and to focus on the larger picture rather than details; greater risk taker but sometimes prone to reckless and impulsive decisions



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# Analysis

## Legs:

- With LESS than 4 Legs Showing: may indicate that you are living through a major period of change and as a result you may be prone to struggling with insecurities
- With 4 Legs Showing: you have a tendency to be secure and stick to your ideals; however, others may describe you as stubborn

## Ears & Tail:

- With Large Ears: indicates how good of a listener you are (the bigger, the better)
- With Long Tail: indicates how intelligent you are (the longer, the better)

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# The Scrum Master is not a Secretary

- Coaching the PO on Product Backlog refinement does not mean being their administrative assistant or the keeper of this artifact
- Coaching the Development Team on self-organization and cross-functionality does not mean taking tasks away from them
- Focus on creating a learning organization - not an organization of learned helplessness
- The Scrum Master is a servant leader to the Development Team, the PO and to the Organization - not a go-between or a bottle-neck

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# The Scrum Master is a Coach

- New Scrum Masters tend to focus on the mechanics of Scrum (events, artifacts, etc.)
- What's often overlooked, however, is the “people” aspect of the job
- Due to the increased collaboration and transparency, organizational impediments and people issues are exposed ... quickly
- If the problem is not a “Scrum” problem, is it a “people” problem?
- If yes, then what?



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# Scrum Master or Armchair Psychologist

- The Agile Manifesto reminds us to put people before process and tools, to communicate effectively, work together and to work with business people daily
- The Scrum Guide says that the Scrum Master helps everyone to improve these interactions so that the Scrum Team can maximize value created
- How can the Scrum Master improve the necessary people skills to effectively accomplish all of this?



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# Day in the Life of a Scrum Master

- How is my Product Owner doing?
  - Are Stories broken down to the appropriate level?
  - Is there enough detail and/or Acceptance Criteria included?
- How is my Team doing?
  - Do they have the information, tools, support that they need to meet the Sprint commitments?
  - Do they have what the detail that they need from the Product Owner?
- Information Radiators
  - Are Task Boards and/or electronic tools up to date with the latest information?
  - Do Stakeholders have visibility to information?

**See the full ScrumMaster Checklist by Michael James**

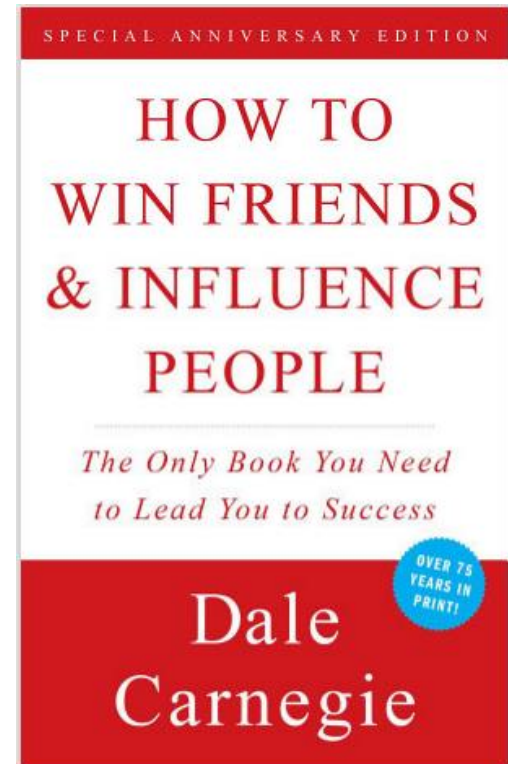
<http://www.scrummasterchecklist.org/>

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# Dale Carnegie Principles

- Don't criticize, condemn or complain
- Given honest, sincere appreciation
- Be a good listener
- Try honestly to see things from the other person's point of view
- Appeal to the nobler motives
- Begin with praise and honest appreciation
- Let the other person save face
- Use encouragement



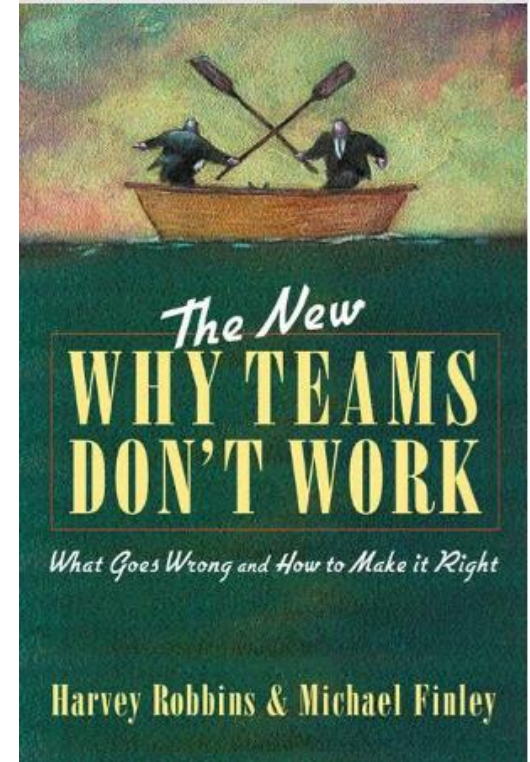
A full list of Dale Carnegie Principles can be found here:  
[https://www.dalecarnegie.com/assets/1/7/Secrets\\_of\\_Success.pdf](https://www.dalecarnegie.com/assets/1/7/Secrets_of_Success.pdf)

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# Dr. Harvey Robbins

- Personnel research psychologist
- Psychological services branch of the intergovernmental personnel programs division of the U.S. Civil Service Commission (CIA)
- Manager of personnel development research for Burlington Northern, Inc.
- Corporate manager organization development for Honeywell
- Author and business psychologist



For more information about Harvey Robbins visit:  
<http://www.harveyrobbins.com/>

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# Goals & Objectives

- Bad Teams: Vague
- Good Teams: Clear
- Best Teams: Short-term, continuous, high-priority goals and objectives in 30 day or less segments

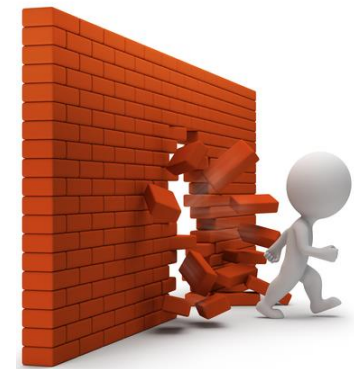


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# Barrier Identification

- Bad Teams: Lack barrier identification
- Good Teams: May engage in barrier identification
- Best Teams: Identify barriers to people, process, structures and develop contingency around these barriers



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# Interpersonal Relationships

- Bad Teams: Ignore
- Good Teams: Recognize differences
- Best Teams: Value differences and develop versatility plans



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# What Are Versatility Plans?

- This is more than generalized “adaptiveness”
- This refers to the ability to provide information in the manner in which others want to receive it based primarily on an understanding of their personalities
- This does NOT mean being all things to all people
- This is NOT about “fixing” someone else
- It’s more about being who we need to be in order to deal with the people we need to deal with – knowing what works best for you and adapting accordingly to effectively work with someone else

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# Choose your “Home Plate”

- Critical
  - Indecisive
  - Stuffy
  - Picky
  - Moralistic
- Industrious  
Persistent  
Serious  
Expecting  
Orderly

- Pushy
  - Severe
  - Tough
  - Dominating
  - Harsh
- Strong Willed  
Independent  
Practical  
Decisive  
Efficient

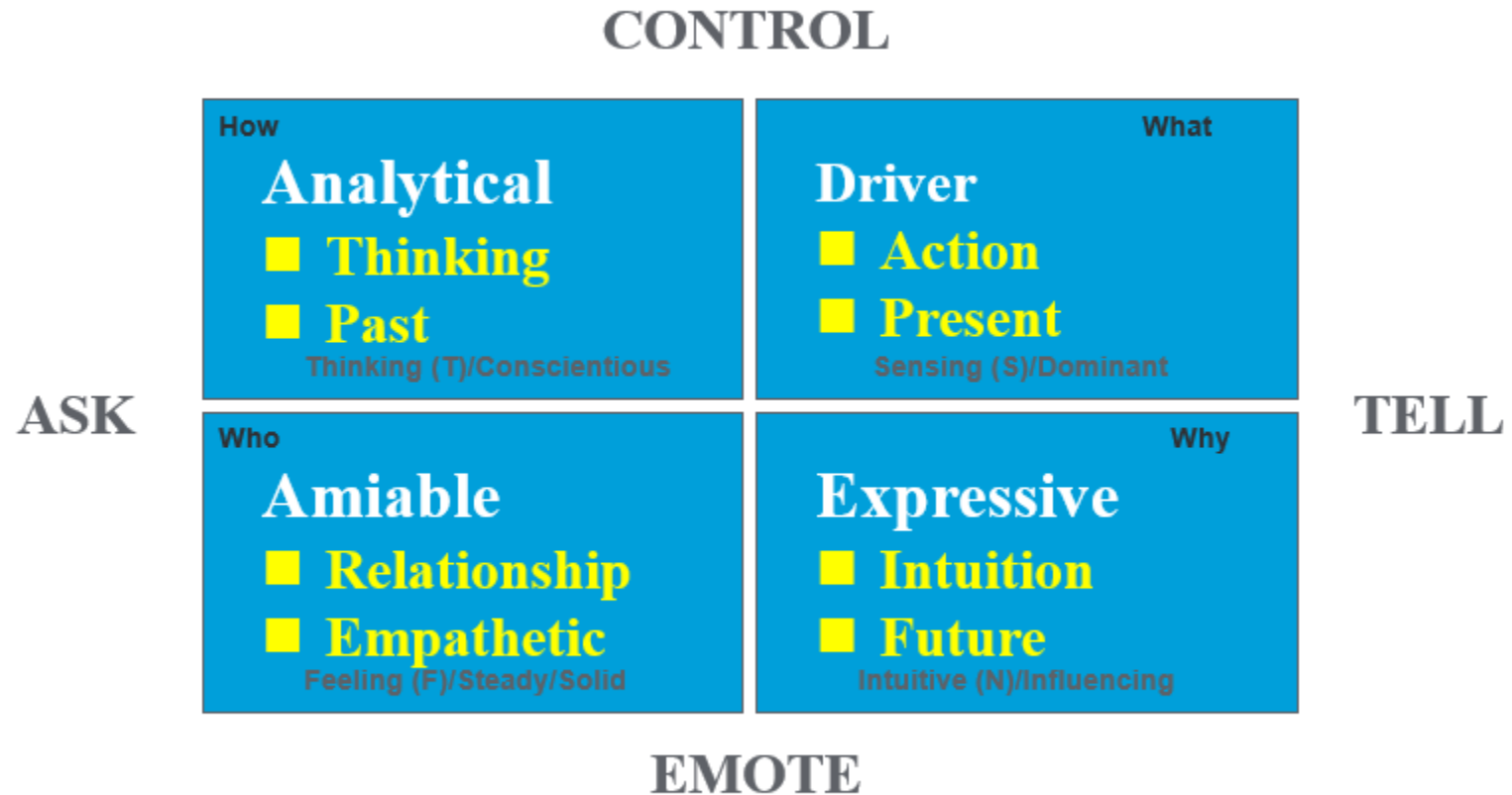
- Conforming
  - Unsure
  - Ingratiating
  - Dependent
  - Awkward
- Supportive  
Respectful  
Willing  
Dependable  
Agreeable

- Manipulating
  - Excitable
  - Undisciplined
  - Reacting
  - Egotistical
- Ambitious  
Stimulating  
Enthusiastic  
Dramatic  
Friendly

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# Behavioral Style Differences



Adapted from Personal Styles & Effective Performance by David W. Merrill and Roger H. Reid

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# Versatility with Drivers

## Do

- Be clear, brief, and to the point
- Stick to business
- Come prepared with all the requirements, objectives
- Present the facts logically – plan for efficiency
- Ask specific questions

## Don't

- Ramble or waste time
- Try to build personal relationship
- Forget or lose things
- Leave loopholes or cloudy issues
- Ask rhetorical questions
- Come with a ready-made decisions

Referenced with permission from Harvey Robbins, Ph.D., L.P.

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# Versatility with Drivers

## Do

- Provide choices
- Provide facts and figures about probability for success
- If you disagree, take issue with the facts not the person
- If you agree, support the results and the person
- Persuade by referring to results
- Leave

## Don't

- Speculate wildly or offer guarantees
- If you disagree, don't let it reflect on them personally
- If you agree, don't say "I'm with you."
- Don't try to convince by personal means
- Don't direct or order

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# Versatility with Expressives

## Do

- Support their dreams
- Be stimulating
- Leave time for relating/socializing
- Don't deal with details
- Ask their opinions
- Provide ideas for action
- Provide testimonials
- Offer incentives

## Don't

- Don't legislate
- Don't kid around too much
- Don't be curt, cold or tight-lipped
- Don't do facts first
- Don't leave things hanging in the air
- Don't be impersonal or judgmental
- Don't talk down to them
- Don't be dogmatic

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# Versatility with Amiables

## Do

- Start with personal comment
- Show sincere interest in them
- Draw out personal goals
- Present your case softly
- Ask “how” questions
- Be casual and informal
- Define individual contributions
- Provide assurances and guarantees

## Don't

- Don't rush into business
- Don't stick to business
- Don't be domineering or demanding
- Don't debate about facts and figures
- Don't manipulate or bully them
- Don't patronize or demean them
- Don't be abrupt or rapid
- Don't be vague
- Don't offer guarantees you can't deliver

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# Versatility with Analyticals

## Do

- Prepare in advance and be accurate
- Approach them directly
- Support their thoughtful approach
- Take your time but be persistent
- Draw up a step-by-step timetable
- Give them time to think
- Provide practical evidence

## Don't

- Don't be disorganized
- Don't be giddy or casual
- Don't rush decisions
- Don't be vague
- Don't waste time
- Don't provide personal incentives
- Don't threaten, cajole, coax or whine
- Don't use testimonials
- Don't use opinions as evidence
- Don't use gimmicks

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# Harvey's Versatility Tips

- Human beings like working with other human beings
- You can't listen once you are talking
- Nothing you can say or do will motivate someone else – you can only create an environment of self-motivation
- Tell people how to interpret what you're about to say
- If your tone does not match what you're saying, the message will be misinterpreted
- Don't overlook orientation – be it cultural, gender based, etc.

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# Harvey's Rules for Building Trust

- Have clear, consistent goals
- Be open, fair and willing to listen
- Be decisive
- Support all other team members
- Take responsibility for team actions
- Be sensitive to the needs of team members
- Given credit to team members
- Respect the opinions of others
- Empower team members to act

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# Don't Let the Words Get in the Way

## Instead of These

- That's not Agile!
- That's not Scrum!
- In the Real World...
- You're doing it wrong
- You're not doing it right
- You're being an impediment
- Change is hard

## Try These

- When you say Agile...what are you referring to?
- What is the problem that we're trying to solve?
- In my / our current reality...
- We have an opportunity to improve the way we work...
- Are we ready for what's next

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# Questions & Closing Discussion



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