

The Island of Misfit Scrum Masters

What can you do with a group of scrum masters that are somewhat isolated from one another and lack confidence in themselves and their roles? Create a Community of Continuous Learning!

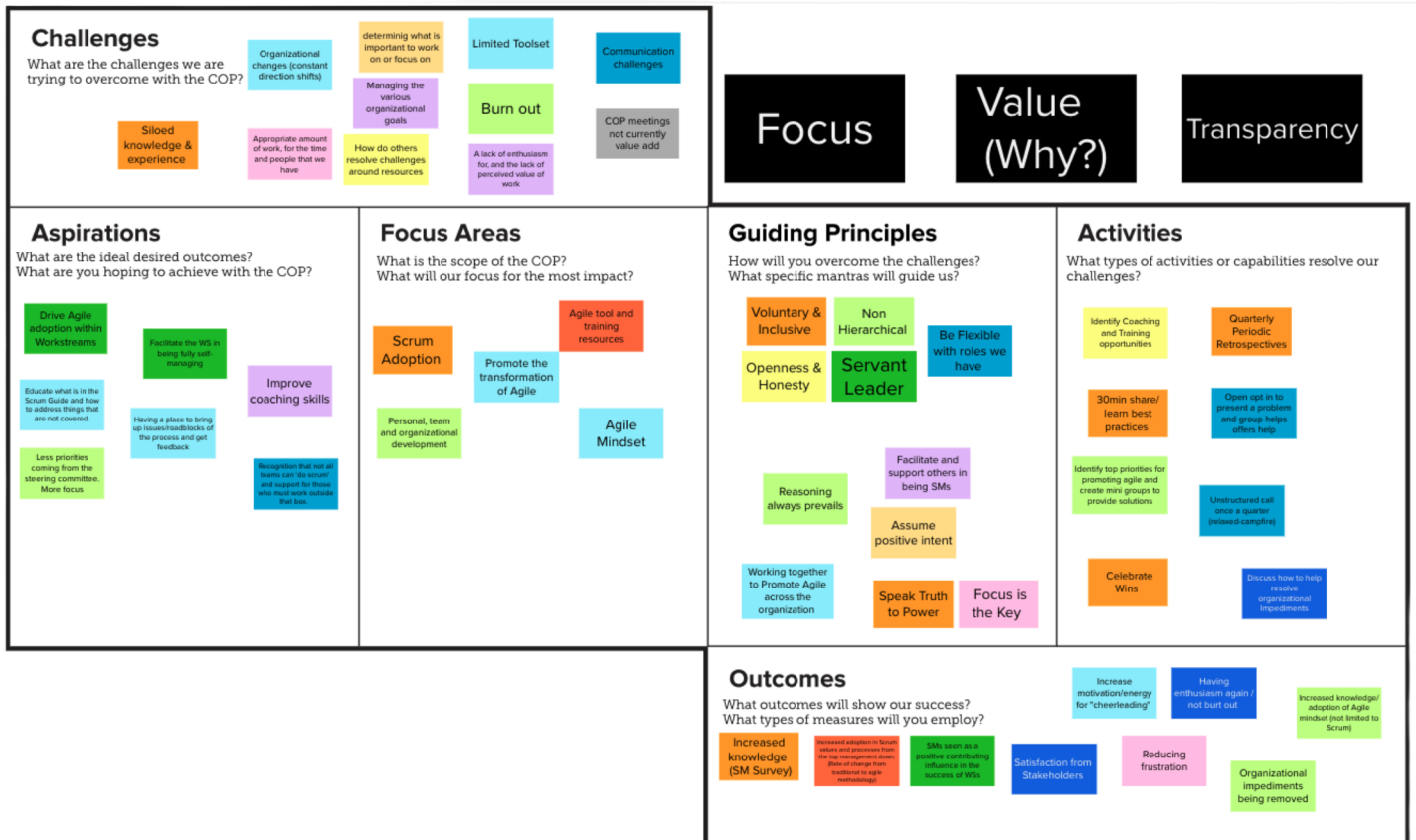
The Situation: When a medical device IT organization partnered with Project Brilliant, they were in desperate need to increase the knowledge, skill, and confidence of their 12 scrum masters. Instead of acting as beacons for transformational change and organizational agility, these critical individuals were frustrated with their environment and lacked focus. Disengagement and resistance were common attitudes.

The Solution: Project Brilliant coaches immediately took up the challenge to uncover the root of discontent within the scrum master team. Through active listening and purely voluntary working sessions, it became clear that isolation was a problem to be addressed with urgency. Creating a coaching community for these vital individuals became top priority.

A COMMUNITY OF CONTINUOUS LEARNING

The Community of Practice (COP) Canvas

Using retrospectives and team forming approaches, the Scrum Master community identified their greater purpose for why they exist. The COP Blueprint Canvas helped them solidify Focus, Value, and Transparency for their desired outcomes.



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THE 4 STANCES OF A SCRUM MASTER

Surveys and interviews also indicated that many scrum masters were uncomfortable with what role they were expected to play in their teams. Focused training, coaching, and mentoring on the 4 stances of a scrum master, **Facilitating**, **Coaching**, **Mentoring**, and **Educating**, built practical skills and confidence.



AGILE COACHING OFFICE HOURS

Knowing that the greatest impact comes from willingness to participate, Project Brilliant coaches offered consistent coaching hours for small groups and individuals. These purely optional sessions were driven by the needs of the scrum masters who participated. As trust and personal progress grew, the demand for these sessions increased and a coaching backlog to address common needs began to form.

PB exposed me to new topics that helped broaden my knowledge which I'm sure will help me in the future. I'm more confident that I will be able to support not just my team, but the entire organization in it's Agile journey. Genuinely, I'm very grateful.
- ScrumMaster

THE RESULT:

Building shared understanding and experience was the basis for the Scrum Master Community of Practice with this medical device IT organization. From here, knowledge, skills, and confidence grew as several scrum masters contributed to cultural change by volunteering to facilitate and dedicate time to learning. And as a bonus, the techniques used with the scrum masters were easily adapted by the scrum masters for building focus and shared understanding within their teams.

"I've seen a huge transformation in the SMs, they are much more engaged and enthusiastic."
- Global Director of IT