

# I'm a Scrum Master... Now What?!\_ Webinar Transcript

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## SUMMARY KEYWORDS

agile, scrum, scrum master, coach, product owner, facilitation, agile coaching, scrum alliance, project manager, competency, work, team, wheel, agile coach, talk, csm, scrum masters, good, certified scrum master, webinar

 01:14

All right, as everybody is trickling in, I'm just gonna go ahead and get us started. Hello everybody. My name is Molly and I am with the scrum Alliance. Thank you so much for joining us for today's webinar. I'm a scrum master. Now what this is going to be one of our first webinars exploring the Agile coaching Growth Wheel and talking about how it's an amazing resource that can help you and agile list on their journey whether you're a scrum master or becoming an Agile coach, and how those skills can really help you within your career. And today's webinar, our very knowledgeable speaker, Joe Bancroft Connors will show you how the wheel is a jumping off point to explore various scrum master career opportunities, and provide resources that you can use to start pursuing this opportunities. A few items before we get started. So all of our wonderful participants are going to be in listen only mode. So if you have any questions throughout the webinars regarding logistics, please throw them in the chat. We our team will be here to answer those questions. And if you have any questions for Joel about the contents of the webinar, please put those into the q&a box at the bottom. We will be addressing as many questions as we can at the end of today's webinar. So again, logistics questions go in the chat. Any questions for Joel go in the q&a box. Again, this webinar is actually going to be recorded and we will be sending a recording out to everybody who's registered for the webinar at as soon as we have it ready. It will also be posted to our resource library for future use and reference. So with that, we can go ahead and get started with a quick introduction introduction to Joel. So Joel helps organizations go from the chaos of creativity to the success of repeatability. He starts where they are now and guide them to a new better without tossing out all the learning and gold good culture they have already developed. He strives to lead by example showing flexibility and agility to recognize when things are not working, and pivot when the needs of the stakeholder customer market or business changes. And his agile and change coaching. He combines agile, lean and plain old sound management principles together to coach people, teams and organizations. He's passionate about helping them tackle the tough and challenging gorillas in the room. All right, so I'm going to hand it over to Joel.

 03:37

Thank you, Molly. You know, it always sounds so much better when you're typing up your bio, but when other people read it back, it's like wow, that sounds pretentious. Hi there, I'm Joe

but when other people read it back, it's like wow, that sounds pretentious. Hi, there. I'm Joe Bancroft counters. Quite often I'm called the gorilla coach. The reason I'm called the gorilla coach is I have long had a habit of talking to uncomfortable truths. And the gorilla in the room is part elephant in the room. That problem No one wants to talk about and part 800 pound gorilla that can do whatever it wants. And I've just got a habit of dealing with those. Honestly, I think the topic we're talking about right now is really important in that same regard. It's the Okay, I've just taken my certified scrum master or I've been a scrum master for a little while. Now what especially we've got all of those things out is agile dead is scrum dead? Where are we going? Well, maybe if we get back to some foundational basics, we can figure out what we can do to be better, because then we can help everyone else to get better. As they said, we'll answer questions and I'll also provide my contact information at the end of the deck. So I want to start with a question and we're going to see whether or not minty is working. So the question is, what is the go to stands for a starting scrum master. And we're gonna see if this works. If it doesn't, you know what, hey, we'll move on. So let's see if the mentee pool works. Okay, there we go. So if you go to mentee.com, and you enter 45931713. Hopefully, this will work. And we'll see what happens with the votes



05:26

why we're gonna give it a moment here to see if it works. And if it does great, if it doesn't, we'll move on. And I'm actually logging into minty in the background to see if it's populating in the background. I want to be anywhere. Alright, that looks like it's working so awesome.



05:54

All right. We got a strong feeling around facilitation, we got over 100 votes. And already we're Kochi, Kochi. Wow, feel like watching a watching horse race now. So facilitations in the lead, but coaching is coming up fast. We'll give it a few few more seconds, because I think we have, we have, like 700 people in the webinar right now.



06:29

I think well, one of the things we'll do is what we'll do is we'll come back to this slide later on and take a look at it and see where we are. For now though. As you can see, facilitation is really strong coaching is really coming in later. I will let you know because of what it is. I'm not looking at chat all that much. Molly and the scrum Alliance folks are monitoring. If there's anything I do need to know, they're gonna let me know otherwise, I will be focused on the presentation. All right. So we've got an idea of these traditional, what are considered the traditional stances in coaching, facilitation, coaching, mentoring and teaching? And where do people think is the go to stands for a scrum master? I'm going to give you my personal answer in a little bit here. So let's move on. First off, before we can go too far, we've got to we have to understand history, we need to understand where things come from, even in just the basics of doing Scrum. If we don't go back and look at where where's the foundations, we're gonna get lost in in the mix. And the all the confusion that's come about in the last decade or so. We need to recognize the incredible work done by Lisa Adkins and Michael spade. They gave us the Agile competency model back in 2010. And it has been the go to standard for defining agile coaching. We go even farther back when Lisa first published the book coaching agile team, she had an idea of kind of a coaching wheel in the in the book there. And you can see that diagram

there. One of the things I love here was back then we were still figuring this stuff out and she had your favorite goes here. She admitted she didn't know everything that was going to be needed to be a good Agile coach at that time. Now, the problem is, again, this came out in 2010. And a lot has changed in how we do Agile how we do Scrum. It didn't this competency model didn't answer questions like Well, where does consulting fit into this? Where is leadership in all of this? And how do we measure competency? How do we know this? Okay, great. I'm a coach. How good am I? What do I need to be better? So the question is, where do we go from here? we fast forward to 2018. The London guides retreat. The guides retreat is place where Certified Scrum trainers, team coaches and enterprise coaches get together and they kind of talk about okay, how are we going to improve things? Where are we going to go from here? And they got together and they started asking, Okay, is the competency model enough? What needs to happen to improve it now where we are today? Nothing really happened too much after 2018. It kind of was in the background. There were a few people around the world that were using it until June of 2020 Bob Galan published a blog that said agile coaches need more than coaching skills. And he outright challenged the Agile community that we were getting too far into professional coaching, international coaching Federation skills and losing a little bit of what else there was it was needed to be an Agile coach. People heard this including the scrum Alliance. And in April of 2021, the scrum Alliance held agile coaching competencies open space and they invited coaches of all manner from around the world to get together and have conversation about this. And the gentlemen you see over there were in the name tech in the TEALS I guess the turquoise shirt. Mark Summers was there and Mark Summers is brilliant scrum trainer from Europe. And he talked about the Agile coaching Growth Wheel and it came back into the conversation. And at that point in April 2021, we kicked off this initiative called the Agile coaching Growth Wheel working group. It's a collection of coaches from around the world, mostly assess people that have come out of guide levels scrum Alliance, we picked up some other people over time. And it's an Open Source Initiative with the stated intention to professionalize the world of agile coaching. So we need to understand the history of where we are and what what's important about that history to be able to move on and be into the next step. All right. So we have a new definition and a new set of stances. Remember, we're talking about what are the go to stances, facilitation, coaching, mentoring, teaching, we've got a new definition and new stances with the new wheel. So the definition around application Growth Wheel in some ways, kind of what is an Agile coach is anyone who wants to get better at helping teams and organizations grow and deliver sustainable value, using Agile Lean principles and practices, something that just baffles me so much right now, as I'm seeing a lot of Scrum gone wrong in the world. And part of it just because they've just lost the purpose of Scrum. The scrum guide very clearly says to generate value for complex problems. And we lose this generate value, we need to learn how to deliver sustainable value. And that's what Scrum and Agile is about. And that's what being an Agile coach, an agile leader, a scrum master is about. So that's our new definition. Let's look at those stances. And such, we're gonna introduce the Agile coaching growth, we'll take a little bit of, we're gonna get everybody on the same page on this. And then we're going to talk about how to use this to grow as a growth model. So if you've seen this part, this is only the a little part, then we're gonna move into a whole new material here in just a minute. So the Agile agile coaching Growth Wheel. The idea here is you have eight competency areas around a hub of self mastery. Let's break this down, because it can be a lot to look at. And start with that self mastery. This is something that Lisa Adkins really leaned into and celebrated when we brought her and showed her the Agile coaching Growth Wheel that we had been working on as a successor to her original model. And she talked about this last year about how important this is self mastery. And if you look into Agile and Lean, the current principles are already there. If you as a scrum master are not focusing on your own personal development, your own personal sustainability, your own emotional intelligence, you're not going to be able to help the team, the product owner or the

organization's. So you've got to start with yourself. Then we take the whole eight competencies, and we try and break them down and understand that a little bit more. The way I explain this is, let's divide the wheel into two parts. The top three competency areas are what I call the masteries. These are your knowledge areas, for example, I have a deep mastery in Agile and Lean. I know a whole lot of information about that. Now the challenge with mastery, the challenge with knowledge is you can have tons and tons of knowledge. If you don't have a way to impart that knowledge, then it's kind of useless. And that's where the bottom part of the wheel comes in. These are now the stances. There are five stances within the coaching, Growth Wheel. Coaching, facilitating are ones we recognize from the past, mentoring and teaching we really recognize that there was kind of two sides of a similar coin, and we put them under guide learning. And then we introduced advising and leading, advising. Some people also can call this consulting. And actually this concept existed in Lisa Adkins books, she just didn't make it into her competency model, and then leading and these are the stances. The stances are how do you take that knowledge and expertise and convey it to others? For example, I leverage teaching and facilitation competencies when I'm teaching my certified scrum master workshops. Alright, so I understood a little bit more about the wheel. Let's take this and start going. Okay, great. What does this mean about me? So the first thing is, you got to know how do I measure myself? The Agile coaching growth will introduce a competency scale based on Excuse me. Based on the Dreyfus model of skill acquisition, the Dreyfus model basically argues that you learn through formal instruction and practice, you don't just go from 9999 hours and you're a novice to 10,000 hours and you're an expert. So what's that level of progression through the competence sees an important thing I want to point out here though, a lot of people are going to see this and instantly go oh, I need to be a catalyst. 90% of the of the Agile coaches, Scrum Masters and everything out there are probably gonna be great if they have a strong foundation at practitioner level. I don't even consider myself a catalyst In any of the competency areas yet, that's that's a place I'm still working towards catalysts are people like Lisa Atkins, Simon Sinek cynic, Dan Pink, Bob Galen, those are the kinds of people that are catalyst level. One of the things is a lot of people go, Oh my God, that's so much how can we ever do that? I want to give you an example, a lot of people already have a lot of the skills in the Growth Wheel, they just haven't learned how to apply them properly. Here's an example of business analysts. Here's a definition of the business analyst from the International Institute of business analysts can see this enabling change, defining needs recommending solutions, Agent of Change, introducing managing change to organizations. Okay, great. So these are the things that define a business analyst by the international definition. If we align this to the Agile coaching growth, we'll align angle advising a line on goals and creating environments for success. Serving the business, understanding the customer purpose and strategy, managing the backlog, supporting business stakeholders. You look at serving the business, you look at traditional skills of a business analyst, and it's like, wow, business analysts already have that part of the of the advocate and Growth Wheel really locked in themselves. So when you look at the wheel, don't go Oh, my goodness, I can't do this. Go where? What do I already have? And how can I apply it better? Okay, so how does it work? How do you use the Agile coaching Growth Wheel?



16:34

Just realized I was not in Do Not Disturb mode. And I don't want my computer to bother anybody. There we go. So how does this all work? How do we use the Growth Wheel? So the first thing is, I want to start with a reality. After you come out of my certified scrum master class, where would you probably be on this Growth Wheel. And I'm going to be really honest, you're not going to be very far. A certified scrum master class is a foundational level skill. One

of the things I love about the scrum alliance is they don't try and go, Oh, here's this huge barrier that you've got to get. And you've got to learn all this stuff before you can ever even get there. It's the mill, we have a progression of certifications that help you to move along the skills. And I'm going to show you later how you can use those certifications to map out your career progress using the Growth Wheel. So if we look at where do you start, we look at these stars, we look at these green areas. And you'll see that we have, we start to have a solid foundation in Agile and Lean practitioner practitioner skills. We learn a little bit about serving, we learned a lot about facilitation, we don't get a lot of coaching, we get a little bit about teaching because I really try and show people how I actually teach them I try and keep show them how I do that because it's important as a scrum master to be able to easily teach your Scrum teams new concepts, and then advising leading and transforming. Those are not things that are covered in a scrum master workshop. So these green areas are what you come out of a scrum master skill workshop with plus whatever skills you already have. Where do I think then if you're a CSM, and you've literally just taken your CSM in the last couple of months, where do you need to now go? And I'm going to actually show you stuff like show directly from my scrum master workshop. What I tell Scrum Masters Okay, great. Where do you go next? So we're gonna take a look and we're gonna start looking at wedges in the Agile coaching growth window. The first thing I tell a starting scrum master in my CSM class is Focus, focus on Scrum. Don't worry about the whole world of agile, just focus on becoming really good at Scrum, understand the why behind Scrum. Don't worry about scaling. Don't worry about the rest, just understand scrum really well. And if we look at the competency levels, you're going to really want to work at being an advanced beginner in the mindset and a practitioner in scrum itself. So it's actually we're asking you to jump really high in scrum knowledge, not the rest of agile but scrum knowledge really fast to be a really good and effective scrum master. So this is our this is our competency or knowledge, knowledge area, or mastery area. What are the stances that you should lean into first as a scrum master? So we're gonna go back to that question we had at the beginning. And a lot of you nailed it right on the head. The starting stands for Scrum Master is facilitation. You need to be a really, really good facilitator as when you first start as a scrum master. I honestly don't tell my my CSM students don't worry about coaching right now. That's not what you need to worry about. Focus on, on on facilitation. So you see, I recommend get to at least advanced beginner level in facilitation. And then as I like to joke, get a side order of teaching. Again, if you can't quickly teach people why daily Scrum is effective, then it's going to be hard to get them to want to actually go through the mechanics of doing daily scrum. So this is if we then take a look at this and we compare This to from CSM to being a good effective Scrum Master, we see the green area. These green lines are basically where you're going to start coming out of a class that I teach, and probably most scrum trainers teach. And then you're gonna see to be a good Scrum Master, you still got to advance your journey. So it's like, oh, okay, I need to increase my scrum framework, I need to increase my serving the team, I need to increase my facilitation and my training, you can already see how this can be a way to start to look at mapping out your growth. And what I want to do is I want to come back here to the Dreyfus model, and you can see in the Agile coaching Growth Wheel website agile coaching, growth wheel.org. Every single one of the competency areas actually gives you a five step, but the five levels and talks about what are the skills you need to have. So if we look specifically at this, we can see agile lean practitioner. Sorry, I've got a touchy mouse. And we're just looking at frameworks and practices. So a beginner just needs to be able to describe at least one agile approach and what's the history of agile, whereas a practitioner needs to demonstrate how they moved a team to agile ways of working. So coming out of a scrum master class, you just need to be able to describe the approaches and the history. As you move into trying to become a really effective Scrum Master, you need to show how you move the team into using Scrum ways of working.

 21:37

So I want to take a pause here and check in with Molly and see if there are any questions you think are really relevant. Now before we go to the next step. And I'll tell you what the next step is. We're gonna start talking about Okay, great. Now that we know this, what are the skills I get coming out of CSM? And what are kind of the skills of a starting Scrum Master? I'm going to now start to talk about where can you go as a scrum master in your agile career path? What are the different options and everything? So if we've got questions about the wheel itself, or how it works before we start to go, okay, great. Where can I go with the wheel? This might be a good time to pause for a couple of questions. Molly,

 22:14

I think you are good to keep going. We have a few questions. But I think you're good to continue on.

 22:20

All right. I just always feel bad talking a lot without getting feedback. It's always hard to do these webinars because you don't get as much feedback as you do when you're in a in a class and you can see people's faces. Alright, so let's talk about Okay, great. Where do we go from here. So journey paths of a scrum master. First thing I want to do is I want to recognize a little truth, we need to go back and step farther back. I need to reintroduce myself for a moment here. Hi, I'm Joel. I'm a recovering project manager. It's been over 13 years since I opened Gantt chart, I quite literally said in 2009, you will probably waterfall from my cold dead hands. I wasn't anti agile list. I was a project manager, I was afraid of agile, because I didn't understand it. A lot of project managers that come into the Agile space come through my scrum master workshops. So let's just hit that reality really quickly. I recognize not everybody that's on here are project managers. I think it's an important thing to kind of talk about it because the same things apply with other job roles are trying to shove them in without really looking at the person instead of the job. So we look at the definition of a project manager, person, the overall charge of planning and execution, responsibility of planning, procurement, execution of the project in any other tech taking has defined scope defined start to find fit and finish. So that's how we define a project manager. I've been working with project managers, I was a project manager that moved into agile for 15 years now, almost 15 years now. And what I most often see in organizations is simple. All project managers are now Scrum Masters. Problem solved. Yeah, not so fast. Because we're looking at the job title and not the people. And we have to understand people are very important when you're thinking about how to be a sustainable business. In my experience as a project manager, and as an analyst, I have found that the majority vast majority of project managers fall into one of two buckets. Not everybody just the majority. So the first bucket is the doer. This is the project manager that knows all about the business how the work is done with the customer as they likely used to be a doer a hands on keyboard Person of the work that they are now a project manager over. In my experience, the majority of project managers I have met fall into the doer bucket. Then we have what I was, I was a facilitator. I always started my meetings on time. I always made them effective when running. I knew how to deal with conflict between teams and individuals. I knew who to talk to for all Most any problem I knew who you needed to talk to. And when I was in the office, I couldn't walk down down a hallway without getting stopped three or four times. I was a

facilitator. We look at how this maps into Scrum, we actually find that the doers actually make better product owners. I want to give you a big plug for a book by my one of my mentors, Bob Galen Robert Galan, Scrum Product ownership and idiot. He has a diagram that talks about the the aspects of a good product owner. And one of the quadrants is project management, milestones, schedules, risks, budget, external communication. These are all the responsibilities of a project manager and our traditional jobs of a project manager. Really only facilitation is the only thing that a project manager for my traditional project management skills that apply into my scrum master job, but I was a facilitator. And so I naturally moved towards scrum master in my career. Let's just think about this. And while I'm giving project management as an example, this applies to a lot of job roles. When we try and move them over into to scrum we try and do this. We're going to take this job and we're just going to take all the people in this job, this accountability and Scrum, that's not the way it works. We need to look at the people themselves and go, What are they going to be good at. And in fact, we also have a third place that project management can go in Agile, and that's recognizing that agile program management still exists. While it doesn't exist at the scrum team. There is no project manager on the scrum team. When you got 5678 Scrum teams, you need to you have to start to look at who's organizing who's keeping these all moving in the right direction. And this concept of agile program management does exist. It's just not well understood right now. And I think honestly, it's a growing area that we need to focus on more. So we understand and we can see how a project manager can suddenly map into two different jobs or accountabilities inside of a scrum inside of Scrum and Agile. Let's start to look at okay, great. Where are the Where can a scrum master go? Once you are a scrum master? Where can you go? So we're gonna start simple. You took your CSM, you became a scrum master. First thing is, you might have gotten forced into being a scrum master. Again, I think a good 80% of project managers that get forced into being a scrum master probably would have been a lot more successful as a product owner. So the first thing is, as a scrum master recognize that being a product owner is not close to you. Being a product owner is not you do not have to be a perfect expert on the technology. You have to be an expert on the people, the users, the customers and the art of product management, how to conduct user interviews, how to do collaborative roadmaps and how to do good prioritization. So don't think the product ownership is close to and then the next obvious one is go from a scrum master to what I generally call a team coach. This is somebody who is helping teams and they're still very, very focused at the teams and helping teams to be more effective. So it might be a scrum master, who starts as one team scrum master and then grows maybe to two teams. And then as they go that maybe eventually they're supporting four teams, and those teams have got SCRUM masters of their own now. So this is kind of the the simple path. It gets more complicated, though. Because then we start to look at this and go okay, well, from there, where can we go. So the scrum master can also become an agile program manager, they can become a team coach, a product owner can become a product coach. And a product coach is a little different from a team coach, because their focus is very much on product management and product owners. There's a wonderful gentleman out there, Cory Byron, he runs a podcast called deliberate. And he's what I would call a product coach, Bob Galen, my mentor really focuses more on product and product management than he does on teams at at this stage in life. So that's kind of where you can go and then from there recognize the chicken problem, there are two more meta paths of training and kind of what I would think of as enterprise coaching, going from focused on the team focused on the product to how can we help the whole organization as a whole? I want to take this now and start to look at the how we how do we use the existing resources we have. One of the next projects the Agile coaching growth will open source group has is we want to start mapping out resources to specific skill skills, specific growth areas in the in the competency model. So we will go hey, I want to be a practitioner in facilitation. Here are courses here are books here are videos, we think will help you to achieve this level of competency and will probably also then provide examples. Here's the kinds of experiences you

need to have. Because remember, this isn't just about book or classroom learning. What I want to do is kind of give you an idea of how you can take this what the scrum Alliance already offers, and how you can use those To start to map out your career journey. Again, CSM is a foundation certification, it's a place to start your journey, there's not a place to end your journey. So let's start on the product owner track first, say you want to go from being a scrum master to being a product owner. First thing you're gonna want to do is you're gonna want to go and get your product owner certification. A good product, a good Scrum Master knows the art of product management, because one of their jobs is to support the product owner. From there, if you wanted to become a product coach, you would want to get the Advanced Certified product owner and the Certified Scrum professional product owner certificates to start to become a product coach because you want to learn more about all of the art and science of Product Management. From there, you could then want to become a product coach, you could go you know what I want to be a certified team coach now. And you could get that certification kind of as a recognition of where you've gone, you want to become an agile program manager. There, there's a lot more about facilitation, the organization keeping everything coordinated. So I recommend the Advanced Certified Scrum Master and the new coach facilitation certification that the scrum Alliance introduced this year, I think it was this year or early last year. So that's where you would go with an agile program manager. And then obviously, if you're going down the training path, you're going to want to look at how would I become a Certified Scrum trainer. And there's a whole level of stuff there. If you want to become an enterprise coach, the epitome of saying I am an enterprise coach is the certified enterprise coach. And I think today is still the leading certificate in regards to this is a person who knows how to help organizations make see changes and how they operate. Let's look at that agile program manager path. Say you want to be your Scrum Master, you really like that larger coordination, you like dealing with big the big thing is keeping all all the trains moving in the same direction. So first, the ACSM and the Agile coaching certification certified facilitator I think is what that's called Molly, correct me if I got that wrong. From there, though, you can go you take the product coach path, and I forgot to put in



32:12

actually, the this CSP POS should be up here. So I messed up on that. If you want to become a team coach, you're going to want to go down the Certified Scrum professional scrum master path. And that could eventually lead you to be a certified team coach, you want to be an enterprise coach. Again, you want to pick up the CSPs and and the csps. Because as an enterprise coach, you need to know a lot more about the the art of product management than a team coach needs to know and finally, your scrum master. And you that's what you really love doing. You love rolling up your sleeves working with the teams. And you see that as where you really want to go. A lot of people kind of think this is the traditional agile coaching path. And so the first is that team coach, what do you need to do to become a good team coach, the ACSM and then the Certified Scrum professional scrum master are really going to give you a lot of the skills you need to be successful there. If you want to become a team coach, you want to add in the product owner, professional as well. And then you can see how things go here. I do want to make it take a moment here. Molly's never seen this deck scrum Alliance has never seen this deck. I told them what I was thinking about I gave them some high levels of this scrum Alliance didn't ask me to promote certifications. I am putting these here because this is a scrum Alliance webinar. And if you want to understand scrum better, these are certificates that will help you along those journey paths. There are other learning resources, you do not have to get a certification to become a really, really great enterprise coach or a really, really good instructor. These are just certifications that by pursuing these paths, you will learn the skills that I think



are really important in getting there. All right. So this kind of talking about the scrum master path and where you can go. In a lot of ways this is kind of the path I took. And we'll talk about this. So in 2009, I took a CSM. And at that time, I was still very dubious project project manager and I took it for two, two and two, only two reasons. Reason number one was I needed CSM on my resume. It was the middle of the recession in Silicon Valley, and I was trying to get job interviews. Reason number two was I actually was intending to prove that it was all a load of bleep. Well, I got the certification. And it really changed my life. And I continued down the path. At that time, the advanced scrum master certification didn't exist. And it actually I stumbled around for many years trying to figure out where to go next. Eventually, I got my CSP. And then from there again, I stumbled around because there wasn't a lot. There wasn't something like the Agile coaching Growth Wheel. And I eventually got onto a path and I became a certified team coach. And from there I took that and went into becoming a certified scrum Trainer. So I kind of went from the, I've rolled up my sleeves, and I've worked with teams and I've gotten and implemented it to, I'm going to take all of that learning, I'm going to take it into the classroom and try and help teach other Scrum Masters how to do that in the future. So that's kind of an example in a nutshell of how I used how I grew through this. And trust me, if I would have had the Agile coaching Growth Wheel in the form it is today, I think my journey would have been a lot shorter and filled with a lot less false starts blind alleys and a couple of crashes. So this is just an overall diagram of everything. So you can see all kind of all of the different journey paths that are possible here. And what I want to do now I'll leave, I'm going to come to here. I want to give you one last example. So I want to be a scrum Coach, how do I get there, so I want to actually show you how you can actually use the Growth Wheel to create an actual learning journey. So the idea here, and I will, we will be providing this, we have a we have a PDF file that you can download, that has this graphic in the next graph of we're about to show you, and it's a learning journey. So what you can see is the way that you do this exercise, is you're gonna get the get this exercise. And I'm also I think I can provide a, I might be able to provide a mirror as well. You get this exercise. And what you do is the first thing is, you figure out what's my current state, you go through the Agile coaching Growth Wheel and you look at facilitation, and you look at Proficient, Proficient in facilitation, you ask yourself, can I do these things and go, Okay, great. I'm proficient in facilitation. And so you map out where you are in your skills with all these, remember, you've already got some of these skills. If you have done, you took a change management course, or have done any kind of organizational design stuff, you probably already have stuff in the transforming wedge. And so where are your skills right now? And then where do you want to go. And what I am hoping is that working with the scrum Alliance over the next few months, we're going to start to define these a little better. And go, here are a specific recommendations for what competency levels you need and some resources for how you would grow. This is that first example, if you want to become a team coach. I'm going to say I'm going to show the blue stickies here are your classic, proficient scrum master somebody has been practicing as a scrum master for a year or so. And where would that person go? So if you're a scrum master, you've been doing this for a year or so you have an ACSM or a CSP SM, kind of think about you're in the blue stickies, and where would you need to go. The big areas you need to as you're gonna need to really up at this point is now the time when you start leaning into your coaching skills, you have to start stepping away from facilitation and leaning more into coaching. And so you're gonna grow your coaching skills, you're gonna need to grow more of you're serving the team. And you're also going to need to really lean more into advising now, you didn't really need advising earlier as a scrum master. As you move into a team coach, you're going to need to build your advising chops. And also you're role modeling, you're stepping into this, Hey, everybody's going to be looking at me every time I do something, I have to be aware of that if you stay 60 hours work 60 hours, you are not role modeling sustainability, how can you role model that sustainability. So this slide will be useful. For example, specifically, if you want to go from scrum master to a team coach,

and I define team coach as somebody as a basically a scrum coach over several teams that hopefully have their own Scrum Masters, and you're helping them all continuously improve as individual teams. Here is the other half of that, that that PDF that will provide you. And this is how you create a backlog. Just like a product backlog, you've got a product goal, your product goal is I want to become a team coach. How do you get to that product goal? Here is my recommendations. How that pert how the person that we were just looking at in this slide would do that. So the first thing they would do is they would they would start with frameworks and practices and broadened beyond just Scrum. Remember, as a scrum master. I told the Scrum Masters just focused on worry about anything besides Scrum. Now you're gonna start to learn more about what a scaling practices which ones are right for me, how does Kanban fit into all of this and start to understand the bigger picture of agile and move into proficient in all of Agile and Lean practitioner practitioner, not just in Scrum, then you're going to do the same thing with your mindset around Agile and Lean. As we just talked about in the last slide, you're gonna first thing is improve. You're serving the team, how can you focus on things to help a team to become more effective? Then you're going to bring up your training skills being even as a as a team coach, even if you never go down the path of being a Certified Scrum trainer, you've got to be able to quickly teach people how to do something effectively. Because you're always going to be teaching new concepts, then you're going to want to improve your facilitation mindset. A lot of us don't know facilitation really well. We don't know the the whys behind facilitation, and we need to understand that to be able to be better facilitators. And then we increase our facilitation skills, and then our learning mindset, and then inspect and adapt does the product backlog still stand down along the body is kind of bottom is kind of where I would go, if I were coaching somebody to become a certified team coach, after after they've gone through this first pass, most likely, we would start leaning more into role modeling, coaching, serving mentoring. And you can see how this how this can progress all the way from being a team coach, to a scrum Alliance certified team coach. So this gives you an example, the first example of a learning journey. My goal is that over time I and the scrum alliance can help you to go Okay, great. I'm a scrum master and I want to be a product coach. I am a scrum master. And I want to be a scrum trainer. What are the what are the learning paths and that's where I hope that we will be able to go into more detail in the future. So now it's time for Ask Hogarth anything. This is Hogarth. You can also ask me questions, though. So Molly, what questions can I answer around all this?



41:37

Fantastic. Well, first of all, thank you drill that was incredible. It's given me some ideas for how I can develop some of my agile skill sets moving forward. So I'm trying to group questions and kind of consolidate couples that are similar. So I think one of the big ones we're getting is how do you transition industries and transition into a scrum role? Like what would be your guidance for that?



42:01

Ah, okay, so how do you how do you transition industries? So there's been a huge debate going on, and several different LinkedIn posts, threads that I've been involved in, does a scrum master need technical knowledge to be successful? I do not believe that a scrum master needs technical knowledge, a Scrum Masters job is to help a team to become more effective. And so what you need to understand you need to scrum scrum well, you need to understand how to

help teams? Well, yes. Does it help to know the technology helps another product or building? Yes, it does. That said I was incredibly successful first as a project manager. And then as a scrum master and an Agile coach in Silicon Valley. I am a former art major, I can't code. I know nothing. I know about technology, just because I've been around it for a long time. You don't need to know the technology in depth, you just need to be aware of the technology. Changing industries, it's bloody frickin hard. I have done it. I mean, I did it when I moved into agile coaching. The secret there really is you need to focus on on who you know, and who you are. Get active in, in LinkedIn, get active in meetups. Don't just like things, comment on things. Show your your expertise, because the way you're going to change industries most often is going to be because somebody else says hey, yeah, this person is great. I recommend them. You know somebody from a meetup or from a LinkedIn group that is working in a company that you want to move into. That's one of the ways you're going to do it. Otherwise, what you really need to do is find a way to do that job where you are now. And maybe you're still project manager level three. But can you introduce and start to use Scrum and Agile techniques, so that you can get into that? When I first got into agile, what I did was I went back through my project management experience, and looked at places where I had naturally been doing Agile, and I rewrote my I updated my resume, to use the right language and to talk about how in the 1990s I essentially formed a scrum team around a critically failing project and we have daily teams, daily stand ups, we call them Tiger Teams then and it was all about what can we do to improve the stability of this product. And I used that as an example when I got my very first job in Agile.



44:30

All right, so to kind of build off of that question, we have a follow one that is how do we work on convincing sea level that it is better to develop and transform existing roles than trying to hire all agile roles outside.



44:59

So I'm gonna go for And I'll work on answering this question. There is definitely some value to bringing in outside knowledge sometimes and don't, don't shut off from that. That said, look, you've got really smart people. And it's, it's the team factor. And with this, we look at a couple of things we call or we looking at the Satir change curve, S A, T ir, I believe and the Tuchman model, T UC que ma N. Tuchman model is forming, storming, norming, performing the Satir change curve talks about if you make a change, you're gonna have a dip, and then you're gonna go, you're gonna go up both of these, you can flatten those curves, you can flatten the those transitions, if people are already used to working together. If you've got five brilliant Java developers, and you're going to go to Angular, don't go hire five Angular people that have never worked together, send us five, five Java developers who have been working together for four years and know each other backwards and forwards, send them to Angular training. And they're going to work there. An example I'll give here is actually if you think about it, let's look to the military for an example. And we're going to look at the Navy SEALs, when Osama bin Laden was found in Pakistan, they didn't find a chopper pilot who had been an army chopper pilot who had four years of experience in Pakistan, they didn't find a Navy corpsman who'd been serving at the embassy and knew that Pakistan like the back of his hand, they didn't find a marine sniper. They went cross the ocean, SEAL Team Six, and they said you have you here as a team that knows how to work really, really well together. Here's a whole new thing. You've

never done this, we need you to go do this, because they have the team skill. teaching the skill is a lot easier than forming a new team. So when it comes to talking to leadership, with agile as well, it's like, look, we've got these really smart people, they're used to working together, let's give them the right training. And when it comes to that, don't just stop at the certified training. It's like great, yeah, send your SCRUM masters to scrum master workshops, send your product owners, the product owner workshops, but then bring them back in with the teams and do team lift offs to teach everybody agile at the same time.



47:16

Second, just answering a quick question in the chat. Um, so trying to pick a question. A lot of questions around, you know, starting as a scrum master. What are the first steps? How do you build confidence? Like how do you really start in that role and embrace it?



47:46

I'm sorry, say that one again?



47:48

I'm not sure. Sorry. So we have quite a few questions around people are just have either just become a scrum master or starting with their first team. How would you recommend they build confidence as a scrum master build trust with their team? And like what What should their first steps be as they're establishing that relationship?



48:04

Okay, yeah, absolutely. So I talked about these in my scrum master classes. First. First is there are two



48:16

there are two words that you want to strike from your language that are going to make you more effective as a scrum master and eventually an agile leader or Agile coach, the first word to remove from your languages. But yes, that's a great idea. But all but does it say that everything that I said before, this doesn't matter? And I'm about I'm about to go into negative direction? Instead, say yes. And that's a great idea. And if and have we thought about taking into account the server load on that? So that's the first thing to get rid of. But the next one is never asked. Don't use the word why. Don't ask a developer, why don't you want to go to daily scrum? What is the reason daily Scrum is not effective for you? The only time you ever ask somebody a why question is when you want to see their emotional state. Ask what and how questions and you're going to, you're going to get a lot more success. The next one, the next piece of advice is don't lead with Scrum. Instead, find out what the problems they have are. Find out what the team's problems are. And then take your knowledge of Scrum to try and solve it. Sometimes your it's going to take you a while you're going to build up to getting to full

on scrum, maybe you just do you get the team to be doing something that resembles a daily Scrum and they start to see that's effective. Maybe you do a good effective retrospective that actually has outcomes and results that grow. So instead of leading with oh, I'm here scrum Oh, this is gonna be wonderful. It's like okay, what are the problems we have? And then try and solve them. Because sometimes Scrum is not good. Need to work there are going to be times other frameworks. In agile work. I've never seen anything in my career where Agile principles and practices don't apply. There are places where I won't use my scrum knowledge and I'll lean on something else. I generally find that Scrum is the place that I will always start with. And without a strong foundation in Scrum, a lot of the other parts of agile are harder to make sense of. So I guess those are my three things is get rid of but don't ask why. And start with the problem, then provide the solution.



50:32

Right? We have a couple questions kind of around the dual roles of Scrum Master and product owner and how they work together. But then also can one person fulfill both roles on a team.



50:45

So we'll start with the second second one. So a lot of people get the scrum guide doesn't say anything about not being able to combine the accountabilities was first off, one of the things I like to think about is we used to call them roles now we call them accountabilities can still get confusing, I think of them as jobs to be done. There is a there's the job of product ownership, there's the job of being a scrum master, there is the job of being a developer. So if we start to look at that, then we go, it's like, can somebody do two jobs, they can do two jobs. If they do though, we're multitasking, we're context switching. So first off, we're applying waste because they're not able to focus on either job completely, and they lose, they lose time and context switching. Second is, everything takes longer, because when you're multitasking, all tasks will take longer to complete. And third is you introduce up to 50% more errors. The scrum guide doesn't say you can't do it, unless you actually look at the thing called the scrum values. And we have focus and commitment, focus and commitment to show us that no, you can't have one person doing two accountabilities, because then they don't have focus, and they can't meet their commitments. So no, I do not think that a scrum master and product owner convenient and be in the same person. Because your context switching, there's a conflict in the priorities of what a product product owner needs over product, no one wants over what a scrum master is trained to do. And you're also introducing errors. And if you get a product owner, introducing 50% more errors, that means that they've you're having the developers building stuff that is not valuable to the company. And again, this is all about generating sustainable value. So I've really shifted on that argument. I've started saying, Look, this isn't fiscally responsible to try and merge merge these roles. I think product owner and Scrum Master very, very important jobs to be done on a scrum team. I'm gonna I'm gonna go out there on a limb. And while I teach a lot of Scrum Master and everything, and I also teach product ownership. It starts with product owner. If you do not have a product owner on a scrum team, that scrum team was not going to be successful. I literally just released a bit a one minute YouTube short yesterday on why do you hire a product owner, and it boils down to the look, you've got a scrum team, think of them as a machine, they're always running. And if you feed material, and they're going to build something, if you don't feed material, and they're still running, you're still paying the electricity, you're still paying the maintenance costs, you're still paying it paying to repair it, if it breaks,

the product owner is the person that makes sure that you are feeding value into the machine. Without that you just have people building work. And that, again, is waste. It's not fiscally responsible. I think a good scrum master. To be effective though. Remember, your product owner is your partner, figure out how you can help them get good and understanding what the needs of a product owner are, so you can help them. I like to think of a scrum master a lot of times as being the product owner of Scrum, because their job is to make scrum valuable so that the product owner can make the product valuable.

 53:49

Right we have a couple questions as well. Just if what what is the average time that someone works as a scrum master before moving on to being a team coach? Is it uncommon for people to stay SCRUM masters for very long?

 54:05

So I don't know the answer. The first one I think that's all over I don't think there's any average. It is not uncommon for people to be SCRUM masters for a long time. I have seen teams where there are people that have been SCRUM masters for several years because that organization understands the value of Scrum, in part because the Scrum Masters were good about showing their value and communicating and such and that's kind of a whole other conversation, almost a whole other webinar of how do you show your value? I think a lot of times, I was actually an Agile coach at AOL and I got laid off. And when I talked with my fellow coaches, it was our fault. We've made huge, massive successes with the teams but we didn't do a good job communicating up. So nobody knew what we had done. And so we were seen as not being essential. In organizations that understand the value of Scrum being a scrum master is something you can do for a long time. I mean, how long were you were people, project managers, I mean, people have been project managers 1020 years. And they're really good at it being a scrum master. I actually know people that have been agile coaches, and they've done enterprise stuff that have gone back to being Scrum Masters because they really loved it. And they were really good at it. And they could help one team be super hyper effective. And that one team literally helped change an organization.

 55:27

All right, I think we have time for one or two more questions. So we'll start with when charting the development activities. How do you identify the competencies and actions to move between current state and goal state for any area of the wheel?

 55:44

Wow, that is, that is a big question. Unpack. Can you read that again?

 55:48

First, second, When charting the development activities, how do you identify the competencies

first, second. when charting the development activities, how do you identify the competencies and actions to move between current state and goal state for any area of the wheel?



56:02

Okay, so I think what they're asking me is basically, okay, great. I'm here, and I want to get here, how do I do that? Again, we're going to provide you with the graphic organizer, which will have the wheel and then it has a backlog. The big thing here is the education growth skills and ongoing evolution. And there's only a couple of us that have been in the working group that are even looking at, okay, how do we use this to start mapping to other skills? So right now, there isn't anything out there to say how do I use the Agile coaching Growth Wheel to go from being a software developer to being a product coach, there isn't anything about how to go from being a project manager to being an agile program manager. So I hope to be I am really passionate about that, I actually have a workshop that I have that I can I do with with private companies, where I come in, and I work with their agile coaches who are trying to figure out their growth paths. And to map that out. It's the big thing you do as its you start with a self assessment, and your brutal about your self assessment. And then you start to go, okay, what are the skills I need to get into this job role. And over time, I hope to provide more resources on the hey, here are the recommendations of what you need. And I'm hoping to work with the scrum alliance to do things like align competencies of becoming a certified scrum trainer to the Agile coaching Growth Wheel and go okay here, and then here are the skills you go. And then the Agile coaching growth will is again, working to try and provide resources. Okay, great. I want to become a practitioner in facilitation, what are the skills I need right now, the big thing is you got to start with really, really being truthful and honest about where you are today. And then you can start to look at some of the resources at least that are in this slide deck to start to go okay, where, where do I need to go? Obviously, if you want to be good and agile, you've got to lean and agile lean practitioner. And I would say, no matter what the job is, if you are good at agile, lean practitioner, you understand serving the business and serving the team and you understand facilitation. You can't go wrong by developing any of those skills, because those are all critical to any successful agile leader.



58:15

All right, so we are nearing the end of the webinars. So I will actually have documented all the questions that are left in the q&a. And I will work with Joe after this to see what we can do to get a few more of these answered for you. Again, thank you so much for everybody who attended our webinar. Today. We are so excited to have you all here. Whether you are just starting out on your agile journey or if you've been practicing Agile and Scrum for a few years and are trying to figure out what's next. Just a quick pitch for some continuing education options. You are always encouraged to continue on whatever path you're on whether it's scrum master or product owner. We have our foundational level with the Certified Scrum Master and certified product owner as well as advanced certs in each of those pathways as well as our Certified Scrum professional. In order to become a coach, you do need to hit the CSP level in or you do have to hit a Certified Scrum professional level. I'd also love to encourage people to look into our latest course offering which is actually kind of inspired from one of the we are one of the spokes on the Agile coaching Growth Wheel which is our agile coaching skills certified facilitator certification. And this course you can learn all a deeper insight into how to become a good facilitator and an effective facilitator. So please take a look at that we will be sending a link to that course out in the post event email. If you didn't see in the chat, we did include the

link to autoclave your se use for attending this webinar. That link will also be included in the post webinar email that's going out. Again, if you have any questions, please email us at marketing at scrum alliance.org and we will get those questions answered for you. But Thank you Joel for your your time and for your amazing insight and knowledge and we will hopefully see you all at a webinar in the future. Have a great rest of your day. Thank you Molly.