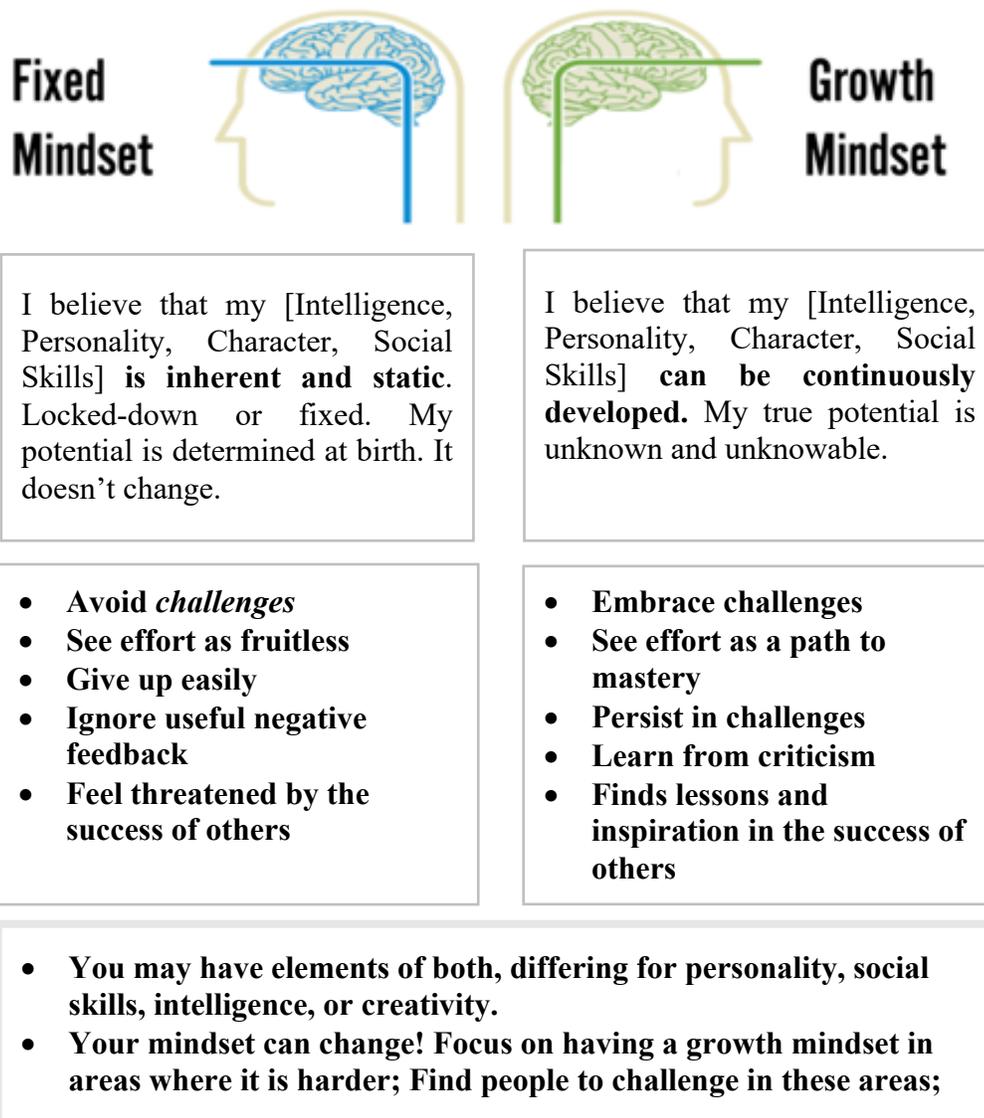


Leadership Development

In order to lead high performing teams, leaders must focus on their personal development too. To begin, we are asking you to reflect on your mindset, Scrum values, servant leadership characteristics and facilitator responsibilities.

Growth Mindset



Source: Carol Dweck

Where do you fall on the continuum between fixed and growth?

Characteristics of Servant Leadership

“The servant-leader is servant first. It begins with the natural feeling that one wants to serve. Then conscious choice brings one to aspire to lead. The best test is: do those served grow as persons: do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society; will they benefit, or, at least, not be further deprived?”

Source: Robert K. Greenleaf

Listening	A deep commitment to listening intently to others. The servant leader seeks to identify the will of a group and helps to clarify that will. He or she listens receptively to what is being said and unsaid. Listening also encompasses hearing one’s own inner voice. Listening, coupled with periods of reflection, is essential to the growth and well-being of the servant leader.
Empathy	The servant leader strives to understand and empathize with others. People need to be accepted and recognized for their special and unique spirits. One assumes the good intentions of co-workers and colleagues and does not reject them as people, even when one may be forced to refuse to accept certain behaviors or performance.
Healing	The healing of relationships is a powerful force for transformation and integration. One of the great strengths of servant leadership is the potential for healing one’s self and one’s relationship to others. Many people have broken spirits and have suffered from a variety of emotional hurts. Although this is a part of being human, servant leaders recognize that they have an opportunity to help make whole those with whom they come in contact.
Awareness	General awareness, and especially self-awareness, strengthens the servant-leader. Awareness helps one in understanding issues involving ethics, power, and values. It lends itself to being able to view most situations from a more integrated, holistic position.
Conceptualization	Servant leaders seek to nurture their abilities to dream great dreams. The ability to look at a problem or an organization from a conceptualizing perspective means that one must think beyond day-to-day realities.
Stewardship	“holding something in trust for another”. Servant leadership, like stewardship, assumes first and foremost a commitment to serving the needs of others. It also emphasizes the use of openness and persuasion, rather than control.
Commitment to the Growth of People	Servant leaders believe that people have an intrinsic value beyond their tangible contributions as workers. As such, the servant leader is deeply committed to the growth of each and every individual within his or her organization. The servant leader recognizes the tremendous responsibility to do everything in his or her power to nurture the personal and professional growth of employees and colleagues.
Building Community	The servant leader senses that much has been lost in recent human history as a result of the shift from local communities to large institutions as the primary shaper of human lives. This awareness causes the servant leader to seek to identify some means for building community among those who work within a given institution.

Source: Larry C. Spears; https://www.regent.edu/acad/global/publications/jvl/vol1_iss1/Spears_Final.pdf

Note: There are two other characteristics: Persuasion and Foresight. As this course focuses on leadership skills around group dynamics and not content needs, we have removed these from the list.

For both scenarios below: How did the ScrumMaster attempt to resolve an organizational impediment while showing the characteristics of a servant leader?

Scenario 1:

The Development Team was consistently running into the same impediments, but they were not being addressed by the Development Team or being raised to the ScrumMaster. The ScrumMaster often found out after the fact. The ScrumMaster was initially considering just telling the team what to do to resolve things and mandate that they raise the impediments every hour throughout the day. . . but realized while that might work in the short term, it would not help the team over the long term.

The ScrumMaster knew that they had the wisdom to sort this out, if they had the space to do it. The ScrumMaster facilitated a retrospective around what was really holding the team back from improving. They focused on discussions to uncover what was stopping the team from tackling the impediments, which appeared to be the root cause. This was a shift, since instead of targeting the impediments, the ScrumMaster targeted what the impediment was to resolving impediments! She was not sure what the outcome would be but felt better about that approach. This approach would let the team come up with the answers, which would help them solve more challenges down the road.

The result was the team realized that there were a few impediments that they had avoided, because they had gotten in trouble a few years back for trying to address problems on their own. While this was not happening anymore, they were still acting as if it might happen. The ScrumMaster was surprised at the root cause, since she was not at the company when these issues transpired. However, she was not surprised that the team could resolve their issues if they had the support and time to do it! The ScrumMaster realized that if she has attempted to list the issues, mandate impediment reporting, or direct everyone, the root cause would never have been exposed!

Notes:

Scenario 2:

The Product Owner is not participating in the Sprint Retrospective and neither the Product Owner nor the Development Team seem concerned. However, both parties have challenges that seem like they may be related to the absence. In the next retrospective, the ScrumMaster heard a few of the challenges come up from the Development Team. The ScrumMaster used a facilitation technique to dig into the root causes of these challenges. Many were associated to the relationship with the Product Owner, or lack thereof. One team member pointed out that they had never even invited the Product Owner to the retrospective. The ScrumMaster, mentions that typically, one of the benefits of the Product Owner attending is to celebrate with the team, which builds stronger relationships and Scrum Team cohesion. The ScrumMaster asks the team how they feel about having the Product Owner at the event. A team member mentions that it might help because many of the issues they run into have to do with backlog prioritization and refinement and we don't seem to be fixing the issue in the heat of the moment.

After the retrospective, the ScrumMaster talks with the Product Owner about the idea. They ask her what she can see as benefits of attending? She mentions that she really doesn't know the team very well, and she is not even that clear on how they work together. While she has been there for a year already, she feels disconnected from the team.

The ScrumMaster pauses for a moment, leaving a bit of space for anything else. . . the Product Owner then mentions that she feels like the team does not even like her and is wondering if she is a fit for the organization. The ScrumMaster works through these questions with the Product Owner [long story there - but in the end the Product Owner does feel they are a fit] and they start attending the Sprint Retrospectives.

As the ScrumMaster reflects on the situation, they realize that if they had made suggestions or pointed out the benefits of the Product Owner being at the Sprint Retrospective directly, the larger issues and root causes would never had been exposed. If they had just forced everyone to attend, the real challenges would have never been raised, given the ScrumMaster did not even know what they were.

Notes:

Scrum Values & Behaviors

A team's success with Scrum depends on five values: commitment, courage, focus, openness and respect. That starts with you.

As leaders, people perceive our behaviors in a variety of ways. We may have noble intentions. However, if our behaviors are sending mixed messages to the teams, problems will occur.

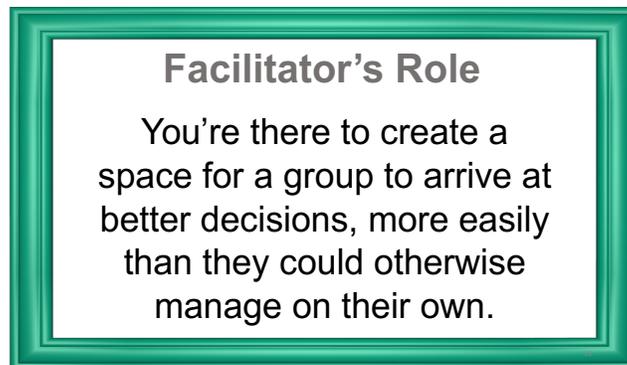
Scrum Value	Which of your behaviors support this value? Which contradict the value?
Focus: center of interest or activity; pay particular attention to; the state or quality of having or producing clear visual definition;	
Courage: mental or moral strength to venture, persevere, and withstand danger, fear, or difficulty;	
Openness: tendency to accept new ideas, methods, or changes; an honest way of talking or behaving in which you do not try to hide anything;	
Respect: to consider worthy of high regard; to refrain from interfering with;	
Commitment: an agreement or pledge to do something in the future;	

Source: Value Terms-Scrum Guide; Value Definitions-Dictionaries

Facilitator Skill and Responsibilities Self-Assessment

This course focuses on the next-level of skills and experience that agile professionals need as they dig into more challenging issues. Agile For All decided to specifically focus on increasing facilitation skills to:

- **Facilitate better dialogue** between the Product Owner, team members, customers, stakeholders, and executives.
- **Respond confidently** when encountering resistance to change, lack of engagement, low motivation, and unavailability of key people.
- **Increase engagement** to encourage greater accountability, commitment, and buy-in.
- Explore how to **have valuable agile scaling conversations**.



Facilitation is focused on group process and not on content.

- Focusing on content aims to help people achieve their outcomes and solve problems using **your knowledge and experience**.
- Focusing on group process aims to help people achieve their outcomes and solve problems using **their group wisdom**.

Facilitator Skills & Responsibilities	?	1	2	3	4	5	6	7	8	9	10
Group Process											
Create/hold space where group can thrive											
Hold group agenda											
Guide group to successful end-point											
Facilitation process											
Physical environment											
Collaborative environment											
Intervening											
Conflict management											
Maintain energy											
Evoke creativity											
Manage dysfunctions											
Foster collaboration											
Decision making											
More ideas											

Answer the following questions:

1. Which 2 skills or responsibilities will be easiest for you?

2. Which 2 skills or responsibilities will be most challenging for you?

3. Which 2 skills or responsibilities do want to learn more about?