

# Scenario - Truck factor 1

## Old experts and imbalanced capabilities

For many years the output of the team was developed by specialists focusing on their individual components. As the system grew, more risks and limitations were introduced due to the fact that knowledge and expertise of the system was not well spread.

People still feel responsible for their components and the old, overburdened senior developer is slowing the pace of development.

Management advocated for Scrum to better balance the knowledge in the team and reduce the limitations of having expert knowledge with few people.

The team itself feels the need to stick to their original expert domain wherever possible in order to stay efficient.

The shared overview of the system is still limited and support for components owned by others is difficult.

# Scenario - Unplanable Team

You started working with Scrum a year ago. The outside world likes the flexibility, but there are huge complaints on the lack of reliability. The team is not able to give any delivery dates. The outside world needs dates in order to manage expectations and to be able to coordinate their work.

The backlog has become a huge list of hundreds of items and is continuously increasing. Some stakeholders are constantly asking when to expect their issues to be solved and what will be delivered next. Some try to create pressure and feel that only in this way can they get something out of this system which is not transparent.

The team is quite far away from this discussion, just preparing the next Sprint. They don't care much for the longer-term outlook. They say it is the job of the PO to deal with it. The PO is highly overloaded by the constant micro requests and requests for status updates.

Based on this pressure, the PO convinced the team to take more into the Sprint in order to motivate them to do more.

The team struggles to deliver reliably in each Sprint, with only 50% of each Sprint getting done. The team doesn't see much of a problem and say they will finish it most likely the following Sprint.

Now the frustrated stakeholders increase the pressure and complain to the CEO that they have problems interacting with customers based on missing information and being unable to manage expectations.

# Scenario - Ineffective Retrospective

## Why are we doing it if we are already great?

The team has been doing Scrum for a year. They are using the five phases from the Agile retrospective book, but it brought some action items and improvement only in the beginning. The actions decreased and people didn't always follow through on them. Team members argue that they are quite good by now and that this retrospective meeting could be used to do more "real" work in the Sprint. On the other hand, you see the need to reflect and find improvements with the team.

# Scenario - The rotten system

## Delivering Quality

The system has grown over many years and it is getting harder and harder to maintain and extend the system. Many years of development were driven by deadlines. The demand is still high, but meeting customer wishes is getting more challenging.

Even while doing Scrum, the pressure from Sales creates compromises that lead to further challenges.

The team often falls back into dogmatic discussions around whether to throw away the legacy system and start from scratch even though this is not an option based on the current customer situation.

You also doubt that, in this state, the team would be able to develop a new, more sustainable system and that we will be back to the same problems of today quite soon.

# **Interventions - First thoughts**

**3-5 ideas on how you would intervene as a Scrum Master**

# **Describe the success state**

**If we are 6-8 Weeks in the future, how would you recognise being on the right track or tremendous improvements?**

# Scrum Flow

