Elevating the Scrum Master at Capital One
Together we’ll change banking for good.
Now that you know who we are, let’s talk about our company’s Agile journey.
Capital One’s Agile Journey

Refill your coffee.
“...the winners in banking will have the capabilities of a world-class software company.”

Rich Fairbank
Founder & CEO
Capital One
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<tbody>
<tr>
<td>• Agile pilot</td>
<td>• SAFe applied broadly</td>
<td>• Significant Test Automation (i.e. Shift Left)</td>
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<tr>
<td>• Adoption program</td>
<td>• System Teams bring technical practices closer to the teams (e.g. ATDD)</td>
<td>• CI/CD practices maturing</td>
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<td>• Process redesign</td>
<td>• Distributed/Off-shore model evolved</td>
<td>• Dev Ops applied in team design</td>
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<td>• Training, Coaching, Communications and Tools developed</td>
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<td>• Product Centricity</td>
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Elevate the Role of the Scrum Master
So, what exactly are we hearing across the organization?

I don’t understand my career path as a Scrum Master.

I don’t know how to grow my skills as a Scrum Master.

I don’t know how to hire great Scrum Masters.

I don’t understand the value of my Scrum Master.

Image credit: alburychurch.org.au
We needed to align on target behaviors
Let’s see the journey we’ve been on

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<tr>
<td>Project Managers transition to new Scrum Master role</td>
<td>Ceremony facilitation</td>
<td>?</td>
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<tr>
<td>Learn the basics of Scrum</td>
<td>Team adherence to practices</td>
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<td>Ceremony facilitation</td>
<td>Remove impediments</td>
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<td></td>
<td>Support coordination of team dependencies</td>
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<td>Status reporting</td>
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What do we need from our Scrum Masters?
Let’s consult…

1. The Scrum Guide
2. Organizational Goals
   Culture
   Feedback
3. Industry Trends
We needed to align on target behaviors

### 2012-2013
- Project Managers transition to new Scrum Master role
- Learn the basics of Scrum
- Ceremony facilitation

### 2014-2015
- Ceremony facilitation
- Team adherence to practices
- Remove impediments
- Support coordination of team dependencies
- Status reporting

### 2016-2017
- Optimize *flow* of delivery
- **Experiment** with practices
- Learn *technology* within domain
- Continuous Agile & Lean learning
- Support product & tech strategy
- Encourage self-organization
- Improve Team Dynamics
- Encourage XP Practices

**Novice**

**Facilitator**

**Coach**
Optimize flow of value through a team/train

Feature Delivery Flow

Product
- Product Owner (Team)
- Product Manager (ART)

Team & Practices
- Team
- Team Lead

Pipeline
- Team Lead (Team)
- Tech Lead (ART)

SM (Team) / RTE (ART)

Identify gaps and drive flow optimization across all dimensions of delivery
What does **technical** mean for a Scrum Master?

You can...

- Understand the architecture within your solution domain
- Describe technical stories
  - narrative, context, value
- Leverage tools to:
  1. radiate how the teams are performing
  2. identify improvement opportunities
- Understand and encourage XP Practices
Experiment with practices

The Culinary Spectrum

- By the Book Cook
- Cook With Unique Style
- Cook With Innovations
- Chef

100% Verbatim Recipe Follower

Cooks

Chefs

100% Recipe Creator

waitbutwhy.com
Let's get organized

Career Path

Curriculum

Executive Sponsor

Recruiting

Communications

Cross-LOB Working Groups
<table>
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<tr>
<th>Enterprise</th>
<th>Line of Business</th>
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<tbody>
<tr>
<td><strong>Career Path</strong></td>
<td><strong>Curriculum</strong></td>
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<tr>
<td>• Job Descriptions</td>
<td>• Gather feedback</td>
</tr>
<tr>
<td>• Performance Objectives</td>
<td>• Staffing models</td>
</tr>
<tr>
<td>• Career Path Within &amp; Outside of Job Family</td>
<td>• Performance Management</td>
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<tr>
<td>• Job Aides for People Managers</td>
<td>• Workshops based on maturity &amp; department need</td>
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<tr>
<td><strong>Recruiting</strong></td>
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<tr>
<td>• Beginner, Intermediate, Advanced</td>
<td>• Additional interview requirements</td>
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<tr>
<td>• Added material/offers on flow, coaching, XP practices, metrics</td>
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<tr>
<td>• Partnership with corporate training initiatives</td>
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<tr>
<td><strong>Communications/ Community</strong></td>
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<tr>
<td>• Revise interview practices</td>
<td></td>
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<tr>
<td>• Communication Strategy</td>
<td>• Local Scrum Master Town Halls</td>
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<tr>
<td>• Scrum Master Summit</td>
<td>• Leverage local CoPs</td>
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<tr>
<td>• Intranet presence</td>
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<tr>
<td>• Leverage Scrum Master CoP</td>
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<tr>
<td>• Scrum Master Guild</td>
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Here are some lessons that we learned:

1. Reliance on People Managers for full communication does not work
2. Reliance on only “Agilists” does not work
3. Connection to Leadership & Corporate objectives

Role evolution will continue…
We hope this was insightful.

Please don’t hesitate to reach out with any questions.
Any Questions?