THE SCRUM ROLES:
Describing the Individuals & Interactions
EXERCISE

Instructions: read the article about the various rights for the different roles (plus Stakeholders) in Scrum and underline any concepts that are new, or unfamiliar, to you. When finished, complete the activity on the next page.

We hold these truths to be self-evident...

Every Development Team member has the following rights:

- To produce quality work at all times.
- To know what is needed from the business with clear declarations of priority.
- To ask for, and receive, help from peers, management, and customers.
- To experiment with new ideas, technologies and roles to grow both as a professional and an individual.

Every Product Owner has the following rights:

- To receive the greatest possible value out of every week.
- To know what can be accomplished by the Team, when and at what cost.
- To see incremental progress in a viable product proven to work by passing acceptance criteria they specify.
- To be informed of schedule changes promptly in order to take effective countermeasures and reset expectations with the stakeholders.
- To collaborate with the business on setting the future direction of the product.

Every ScrumMaster has the following rights:

- To try out different ideas, approaches and techniques to remove impediments which impede the flow of value.
- To be given time for initiatives to take hold and produce change.
- To take measured risks and learn from setbacks.
- To be supported by senior leaders in the organization.
- To be provided access to different parts of the business while identifying and removing impediments.

Every Stakeholder has the following rights:

- To receive regular status updates through interacting with a working product.
- To change their mind, substitute functionality, and adjust priorities without paying exorbitant costs.
- To cancel the product at any time and be left with a working product providing real business value reflecting the investment to date.
Instructions: based on what you know right now about the Scrum roles and the reading you just completed, mark with an “X” to indicate who is responsible for completing these common product development jobs - Dev(lopment) Team? Product Owner? ScrumMaster? or some Other people? Please note, it is possible that some job duties may have one, or more, owners.

## Whose Job Is It?

<table>
<thead>
<tr>
<th>Job Duty</th>
<th>Dev Team</th>
<th>Product Owner</th>
<th>Scrum Master</th>
<th>Other</th>
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</thead>
<tbody>
<tr>
<td>Selects the Development Team members</td>
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<tr>
<td>Creates and manages the schedule</td>
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<td>Monitors progress and success</td>
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<tr>
<td>Coordinates work between the Development Team members</td>
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<td>Manages the budget</td>
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<tr>
<td>Sets priorities</td>
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<td>Commits to delivery dates</td>
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<tr>
<td>Assigns tasks</td>
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<tr>
<td>Communicates with stakeholders</td>
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<tr>
<td>Represents status</td>
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<tr>
<td>Interdependency management</td>
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<td></td>
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<tr>
<td>Integrated schedule management</td>
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<tr>
<td>Contract management</td>
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<tr>
<td>Risk and issues management</td>
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<tr>
<td>Program strategy</td>
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<tr>
<td>Portfolio management</td>
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<tr>
<td>Manages stakeholders expectations</td>
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<tr>
<td>Estimates work items</td>
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<tr>
<td>Product Backlog owner</td>
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<tr>
<td>Sprint Backlog owner</td>
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</table>
Now take a moment to watch two short videos on the website about the different roles in Scrum. Use the space below to take any notes you might want to capture or to write any questions you might have for your instructor. After watching the videos, review the exercise above and make any corrections to your choices.

<table>
<thead>
<tr>
<th>Provides the Sprint Goal</th>
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</thead>
<tbody>
<tr>
<td>Removes obstacles and impediments</td>
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<tr>
<td>Responsible for improvements</td>
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<tr>
<td>Responsible for implementing the Product Vision</td>
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<tr>
<td>Gets the work done</td>
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<tr>
<td>Provides feedback on progress</td>
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<tr>
<td>Manages scope</td>
</tr>
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**APPLY YOUR LEARNING**

Instructions: review the list of statements below and identify the statements that are true and those that are false.

**Scrum Roles - True or False?**

1. The ScrumMaster is responsible for the delivery of the product.
   (a) True
   (b) False

2. The Product Owner has the right to get the most value out of every week.
   (a) True
   (b) False

3. Development Team members provide estimates to Product Backlog and Sprint Backlog items.
   (a) True
   (b) False

4. Only the Product Owner analyzes and decomposes Product Backlog items.
   (a) True
   (b) False

5. Development Team members are assigned to only one team at a time.
   (a) True
   (b) False

6. The ScrumMaster is a full-time role dedicated to assisting the Development Team, Product Owner and Stakeholders in receiving the maximum benefit from using Scrum.
   (a) True
   (b) False

7. The Product Owner is responsible for the business outcomes.
   (a) True
   (b) False
8. The Development Team has the responsibility to deliver a high-quality product that can change over time.
   (a) True
   (b) False

   (a) True
   (b) False

10. Development Team members give the Product Owner status updates at the Daily Scrum.
    (a) True
    (b) False

11. The Product Owner is allowed to make commitments on behalf of the Development Team.
    (a) True
    (b) False

12. As a recognized authority of Scrum, the ScrumMaster assigns work to people in order to maximize business value for the Product Owner.
    (a) True
    (b) False

13. Stakeholders are involved in the day-to-day activities of the Development Team.
    (a) True
    (b) False

14. Once the Product Backlog is defined, the Stakeholders do not have to pay attention to the outcomes of the Scrum Team.
    (a) True
    (b) False

15. The role of ScrumMaster and Product Owner can be combined.
    (a) True
    (b) False
16. The technical lead is empowered to make architectural decisions for the Development Team.
   (a) True
   (b) False

17. When a Development Team member has completed all their tasks for a Sprint, they have no more responsibilities to the Sprint.
   (a) True
   (b) False

18. The ScrumMaster is the guardian of the Scrum process and works to ensure the organization improves over time.
   (a) True
   (b) False

19. The term “Scrum Team” refers to the four roles of Development Team, Product Owner, ScrumMaster and Stakeholders.
   (a) True
   (b) False

20. Once the Development Team members understand how to do Scrum well, the ScrumMaster has nothing more to do.
   (a) True
   (b) False
Instructions: read the Technique “Pains-Gains Map” in the workbook. Next, for each of the roles in Scrum - Development Team, Product Owner and ScrumMaster - identify the top pains and gains for each role. While thinking about each role, be sure to identify AT LEAST four bullet points for pains and gains.

<table>
<thead>
<tr>
<th>Development Team</th>
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<tbody>
<tr>
<td><strong>PAINS 😞</strong></td>
</tr>
<tr>
<td>• What does a bad day look like for them?</td>
</tr>
<tr>
<td>• What are they afraid of?</td>
</tr>
<tr>
<td>• What keeps them awake at night?</td>
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<tr>
<td>• What obstacles stand in their way?</td>
</tr>
<tr>
<td><strong>GAINS ☺</strong></td>
</tr>
<tr>
<td>• What do they want and aspire to?</td>
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<tr>
<td>• How do they measure success?</td>
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<tr>
<td>• What would make their jobs (or lives) easier?</td>
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<tr>
<td>• What can Scrum offer them?</td>
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<td></td>
</tr>
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</table>
### ScrumMaster

#### PAINS 😞
- What does a bad day look like for them?
- What are they afraid of?
- What keeps them awake at night?
- What obstacles stand in their way?

#### GAINS 😊
- What does this person want and aspire to?
- How do they measure success?
- What would make their jobs (or lives) easier?
- What can Scrum offer this person?

When complete, enter your information in the
ADDITIONAL RESOURCES

BOOKS
• The Art of Agile Development: Pragmatic Guide to Agile Software Development - by James Shore
• Scrum Mastery: From Good to Great Servant-Leadership - by Geoff Watts
• The Great ScrumMaster: #ScrumMasterWay - by Zuzana Sochova
• User Story Mapping: Discover the Whole Story, Build the Right Product - by Jeff Patton (don’t let the title fool you, this is one of the best books on the role of the Product Owner)
• Agile Product Management with Scrum: Creating Products that Customers Love - by Roman Pichler
• Product Mastery: From Good to Great Product Ownership - by Geoff Watts

BLOGS
• The Scrum Guide (the official source of Scrum in multiple languages)
  http://www.scrumguides.org/index.html
• Scrum Roles Demystified
  https://www.scrumalliance.org/agile-resources/scrum-roles-demystified
• Characteristics of a Great Scrum Team
  https://www.infoq.com/articles/great-scrum-team
• 42 Tasks for a Scrum Master’s Job
• Evolution of a ScrumMaster
  https://www.scrum.org/resources/blog/evolution-scrum-master
• 37 Tasks for a Product Owner’s Job
• Every Product Owner Needs a Great ScrumMaster
  http://www.romanpichler.com/blog/every-great-product-owner-needs-great-scrummaster/

VIDEOS
• Scrum Roles and Responsibilities
  https://www.youtube.com/watch?v=fnqefJlx0K0
• Agile Product Ownership in a Nutshell
  https://www.youtube.com/watch?v=502ILHjX9EE
• Sh*t Bad Scrum Masters Say
  https://www.youtube.com/watch?v=GGbgs611MM
TECHNIQUE

Pains-Gains Map

<table>
<thead>
<tr>
<th>TIME NEEDED</th>
<th>PARTICIPANTS</th>
<th>OUTCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 - 15 minutes</td>
<td>3 - 10 people</td>
<td>Customer empathy &amp; understanding</td>
</tr>
</tbody>
</table>

WHAT YOU CAN LEARN

Develop an understanding of the motivations and decisions for a specific person, role, persona or market segment.

WHAT YOU NEED

1) Post-it notes
2) Sharpies
3) Flip chart paper, whiteboard or a large wall

HOW TO DO THIS

Many decisions often boil down to one’s basic choices between benefit and harm. By capturing these specifics for a key person, you may uncover the most relevant points to bring up in presenting or influencing this person’s decisions. This key person may be user of the product (expressed as a persona), a crucial customer (or market segment) or even the leader of an organization whose approval is sought.

Start by drawing a quick sketch of the person you are examining on sheet of chart paper. This is not an art contest, so stick figures and simple representations are just fine. If you are completely at a loss on how to draw the person, simply write their name on the top of the sheet of paper.

After that, draw a line down the center of the paper. Write “Pains” on the left side of the paper and “Gains” on the right side of the paper. Distribute the post-it notes and sharpies to the group. Make sure that everyone have a sharpie and post-its.
Begin creating your map by asking about the person’s pains. Encourage the group to step inside this person’s mind and to think and feel as this person by reflecting on the list of questions below.

- What does a bad day look like for them?
- What are they afraid of?
- What keeps them awake at night?
- What obstacles stand in their way?

Allow the participants about five minutes of silent writing (or working in pairs) to capture their responses on post-it notes, one answer per post-it. After the five minutes timebox is complete, put the post-it notes on the left side of the paper. Cluster similar post-it notes together and capture the duplicates.

Many times, a person’s gains can be the inverse of their pains. However, to discover the real innovation, or the breakthrough thinking that motivates a person to change their long-standing behavior(s), it is important to go beyond listing the gains as the mirror image of the pains. Use the questions below to think deeply on what motivates this person.

- What does this person want and aspire to?
- How do they measure success?
- What would make their jobs (or lives) easier?
- What can we offer this person?

Again, allow the participants about five minutes of silent writing (or working in pairs) to capture their responses on post-it notes, one answer per post-it. After the five minutes timebox is complete, put the post-it notes on the right side of the paper. Cluster similar post-it notes together and capture the duplicates.

When finished, ask the group to summarize and prioritize the top pains and gains from the exercise. Use these pains and gains when developing presentations, value propositions or any other instance where you are trying to influence a decision.

Finally, please keep in mind that without further validation these pains and gains are highly speculative. It is important to quickly (and cheaply) find a way to test that the pains and gains you have identified are indeed pains and gains for your target profile.

**WHO SHARED THIS WITH US**

James Macanufo and Sunni Brown
**CHALLENGE**

For this challenge, we are asking you to complete a scavenger hunt. The goal is to find all the items on the list before your course begins.

**Scrum Roles Scavenger Hunt**

1. Tell a colleague that you are taking this course and ask them for three questions they would like answered about the Scrum Roles. Write those questions down.

2. Research the authors “Ken Schwaber”, “Jeff Sutherland”, “Lyssa Adkins”, “Craig Larman”, “Mitch Lacey” and “Mike Cohn” on the Internet. Write down the title of ONE book they have authored about Scrum (or Agile) and identify the book you are MOST interested to read after the course.

3. If there was only one question you could ask in this course about the Scrum roles, what would it be? Write it down.

4. The Product Owner is a bridge between the Stakeholders and the Development Team members. Find a picture of a famous bridge, upload it to the website and explain why the Product Owner is like the bridge in the picture.

5. Successful Development Teams swarm on the work rather than dividing individual Product Backlog items to separate Development Team members. Find a picture of a group of animals working together as a team and upload it to the website.

6. Research the topics of “Servant-Leader” and “Servant Leadership” on the Internet. Write down the URL of the three best websites on these topics that are related to Scrum and Agile.

7. Take five minutes to ask your supervisor, direct manager or a senior leader in your organization, what are two questions they would like answered about the Scrum roles. Write those questions down.

8. The Product Owner often times acts as a translator between the world of the business and the world of development. What language do they speak and why?