

Scrum, The Authority Framework

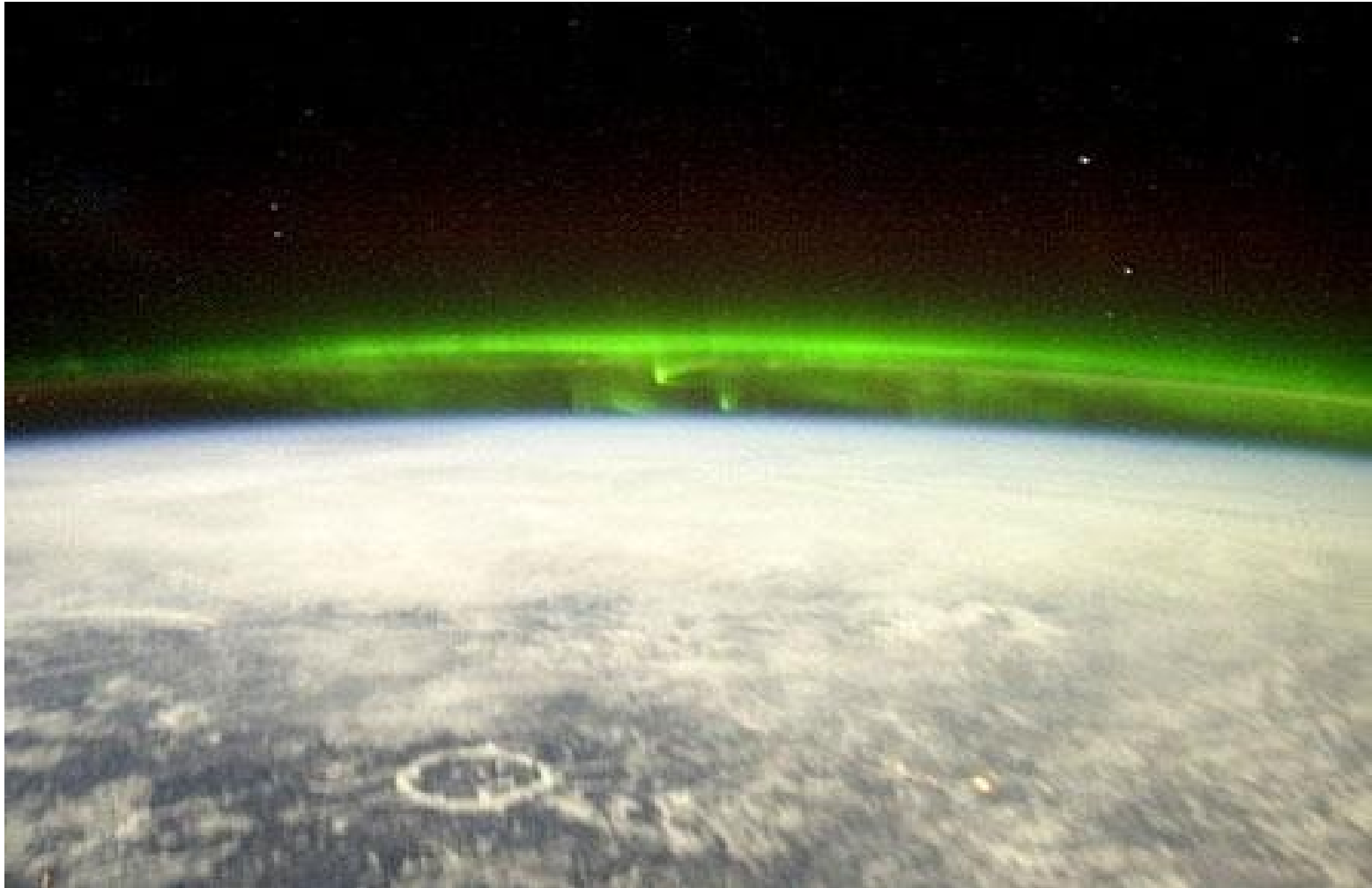
Scrum Authority Mapping

- **Boundary, Authority, Role and Task**
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The BART System of Group Analysis

- 60 minute presentation roadmap
 - **Part 1** (Overview): Boundary, Authority, Role and Task Overview (BART)
 - **Part 2** (Details): Deconstructing authority in Scrum by Role; Introducing Authority Mapping
 - **Part 3** (Scrum in Context): Examples of various levels of team health in Scrum... focusing on Authority
 - **Questions and Answers**

Part 1: Overview



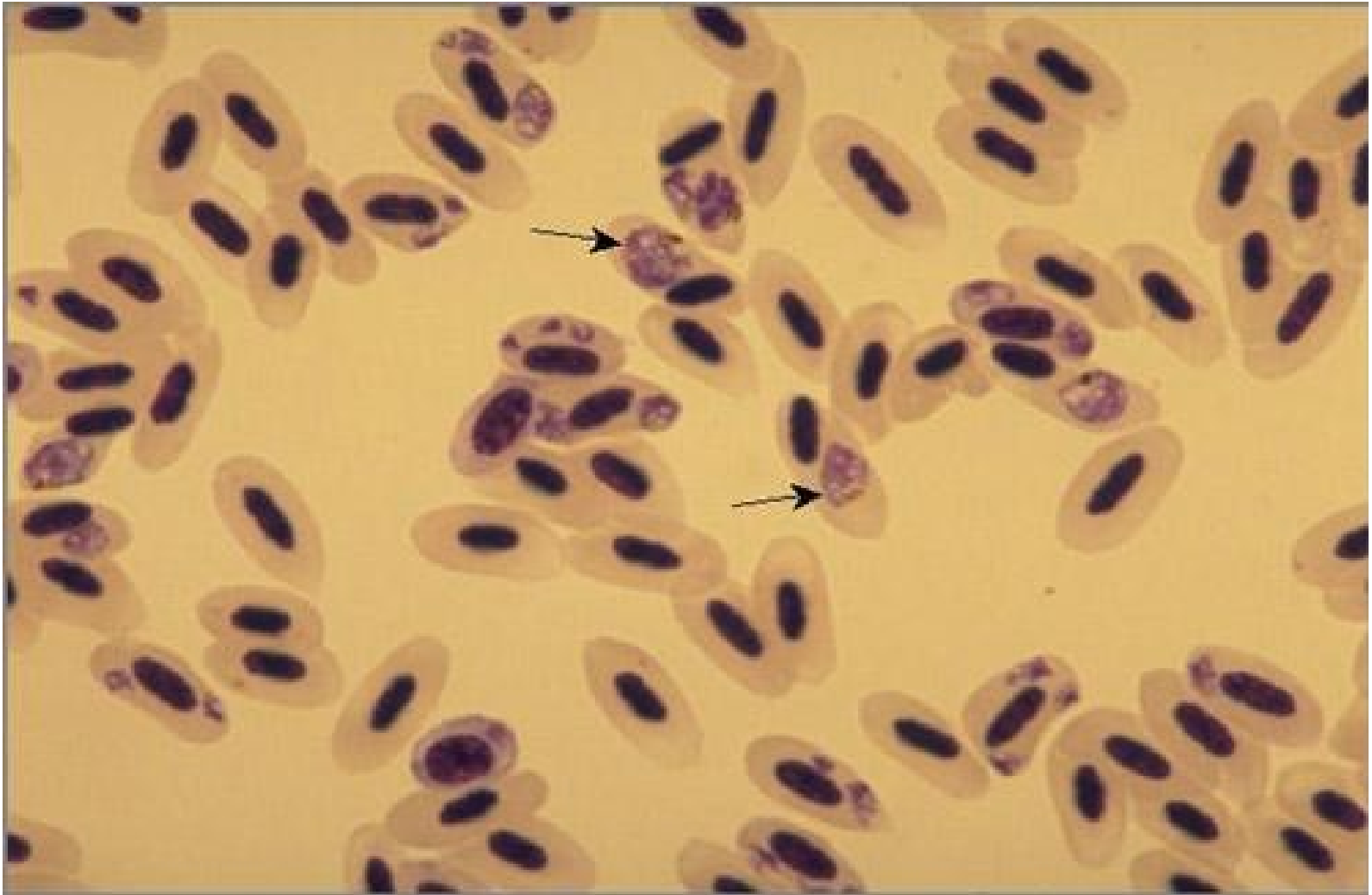
The BART System of Group Analysis

- Overview
 - Work is hard to perform in groups when everything is a negotiation
 - Fuzzy definitions for BART elements can lead to huge amounts of WASTE
 - Ground rules strongly influence culture
 - Authority and associated boundaries form composition of ground rules

The BART System of Group Analysis

- Why you care
 - BART is a tool for understanding yourself
 - BART is a tool for understanding other individuals
 - BART helps to understand the “group as a whole”. You can use BART analysis to help make sense of the groups in which you participate.
 - BART is a framework for making sense of social complexity

Part 2: Details



Boundary



The BART System of Group Analysis

- Boundary
 - The container for work
 - Types
 - Time (deadlines)
 - Territory (borders and perimeters)
 - Resources
 - Task (a key boundary type)
 - Task boundaries (time for example) are often subverted, ignored, or outright violated

The BART System of Group Analysis

- Boundary Types
 - Boundaries on Physical Spaces
 - Boundaries on Roles
 - Boundaries on Responsibilities
 - Boundaries on Resource Access
- Resource Access Boundaries
 - These boundaries often determine ultimate success or failure on a project

The BART System of Group Analysis

- “Boundary Culture”
 - Rigid, fixed
 - Fluid, variable based on context
- Group culture is defined in part by the boundary styles an organization adopts and accepts as norms
 - Clear or undefined, rigid or fluid
- Boundary is “container that holds the work”

The BART System of Group Analysis

- Container Concept is Key
- Containment is how we cope with complexity
- Containers (like Role) are composed of BOUNDARIES
- Containment with 'no leaks' manifests *repulsion & attraction* dynamics (the "secret")

The BART System of Group Analysis

- Healthy, productive boundaries are:
 - Clearly specified
 - Agreed upon
 - Adhered to
- Most organizational problems trace directly to these 3 boundary properties
- Boundaries can be simple or complex
 - Single line, or a layered “zone”

Authority



The BART System of Group Analysis

- Authority
 - “The right to do work”
 - Formal Authority: Delegated
 - Personal Authority: defined by the individual taking up his or her formal authority
 - It is here that all sorts of interesting dynamics manifest and take shape and form

Role



The BART System of Group Analysis

- Roles
 - PEOPLE occupy Roles
 - Formal Roles- well defined
 - Contain clear authority definitions including boundaries on that authority
 - Formal Roles- poorly defined
 - Contain unclear authority definitions, and very fuzzy boundaries on that unclear authority

The BART System of Group Analysis

- Example: The Police Officer Role
 - Clear intersection of Role, Authority, Task
 - Real life is seldom this clear in the roles we take up at work ... and socially
- Misperceptions about Role occur frequently
 - Uniforms, robes and other forms of dress help keep Role unambiguous.

The BART System of Group Analysis

- Roles
 - Role always has authority and associated boundaries
 - Misperception of Role is always a misperception of authority and boundaries related to that role
 - Example: If a Manager is authorized to do performance reviews but subordinates are not aware of this fact, they in fact behave differently.

The BART System of Group Analysis

- Role dynamics
 - Role Transitions: Previous Roles inform new Roles
 - Example: Promoted to a new position
 - Multiple Roles: Require frequent clarification
 - Requires a communication of specific clarity for self and others regarding the role you are in at any given time
 - Example: Scrum Master who also is a Team member from time to time

The BART System of Group Analysis

- Informal Roles
 - Taken up with personal authority (these roles are not formally authorized)
 - These roles fill the gaps of authority that are:
 - Abandoned
 - Ceded
 - Yielded by org or group
 - Discovered later, after formal roles are defined which define the situation

The BART System of Group Analysis

- Informal Roles: Examples
 - Caretaker roles
 - Bringing the donuts & coffee
 - Coordinating roles
 - Regulating the flow of work
 - Antagonist roles
 - Questioning every decision & procedure
 - Steering roles
 - Influencing group-level attention
 - Directly and indirectly

The BART System of Group Analysis

- Informal Roles
- Depends on “valence”
 - Valence is your tendency to take up specific roles
 - Internal factors: temperament, preferences
 - Your valence is mostly unconscious
 - The types of roles you take up typically do not change as you move from group to group
 - Valence is activated to regulate your anxiety
 - Valence influences formal and informal role

The BART System of Group Analysis

- Role Essentials:
 - Formal roles require complete descriptions
 - For Authority and Tasks and related Boundaries
 - Awareness and understanding of our formal and informal roles
 - This awareness allows you to deliberately choose alternative roles that may be more effective in completing the group's task.

Task



The BART System of Group Analysis

- Task
 - Is unique now
 - Even recurring tasks are unique each time
 - Importing history and experience to a task
 - We all do this
 - “Baggage”: re-enactments of previous wins and losses in executing this task
 - “curious and often dramatic reenactments” of past experience in groups

Part 3: Scrum Authority Structures



Scrum Roles

- Actually 3 roles in Scrum per Scrum Guide:
 - Product Owner
 - Scrum Master
 - Team (developers & testers)
- Additional “role”: Scrum Team (“Team” + Product Owner)
 - Scrum Team (Team + PO) participates in Retro

Scrum [Product Owner] Authority

- Gather requirements and describe in PB
- Define per-story acceptance criteria and “definition of done” as part of requirements
- Gather estimates
- Prioritize and properly size Product Backlog items
- Present PB at Sprint Planning meeting
- Preside in authority over Sprint Planning meeting
- Behave in conformance with Scrum rules

Scrum [Product Owner] Authority

- Develop Release Backlog & Plans
- Preside in authority over the Sprint Demo
- Participate in the iteration retro

Scrum [Scrum Master] Authority

- Authorized Tasks:
 - Facilitate Sprint Planning meeting for PO
 - Facilitate Sprint Review (demo) meeting for PO
 - Facilitate Sprint Review (retro) for Scrum Team
 - Facilitate Daily Scrum (each day) for Team
 - Protect Team from distractions and threats
 - Referee the rules of Scrum (keep the process)
 - Identify and remove impediments for Team
 - Arrange for Daily Scrum (location and time)
 - Help identify a Product Owner

Scrum [Team] Authority

- Supply estimates to PO for PB items
- Pull work (the “what”) from PB to SB during SP meeting
- Carve SB into tasks (the “how”) during Sprint
- Execute Daily Scrum meeting
- Deliver per-Sprint increments
- Demo increments at Sprint Review
- Participate in Retro

BART Analysis of Scrum: Roles

- Role Essentials
 - (formal) **Roles** require complete descriptions
 - For Authority and Tasks and related Boundaries

BART Analysis of Scrum: Authority

- Authority is effective when it is:
 - Clearly defined
 - Taken up appropriately
 - Bundled with the tools to exercise it

BART Analysis of Scrum: Boundaries

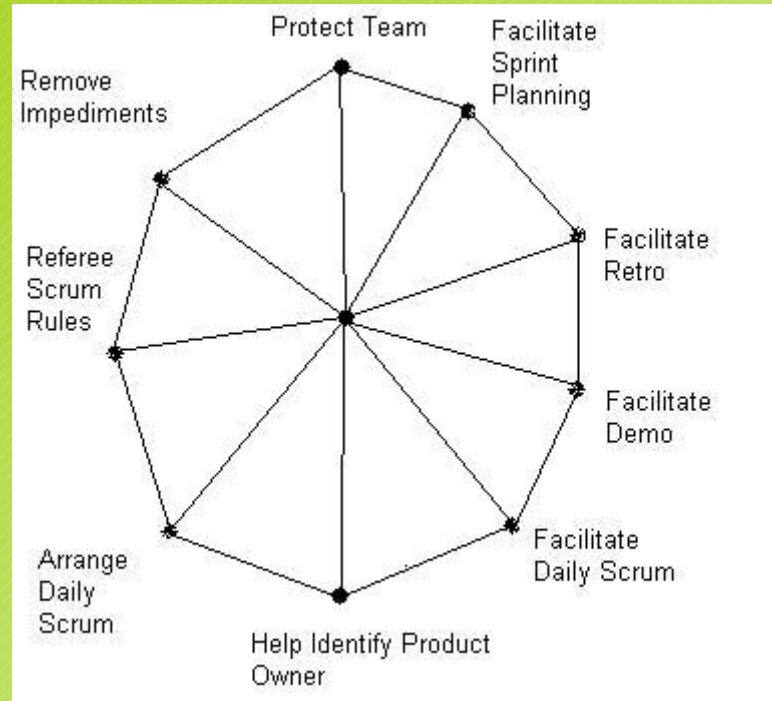
- **Boundary Essentials:**
 - Clearly specified
 - Agreed upon
 - Adhered to

Authority Mapping of Role

- Authority exists in a “space”
 - Social
 - Experienced in a Role
 - People occupy roles with various forms and levels of authority
- Authority Mapping
 - Spatial and visual
 - Along several axes
- Mapping the “authority space”

Authority Mapping of Role

- Authority map: Scrum Master

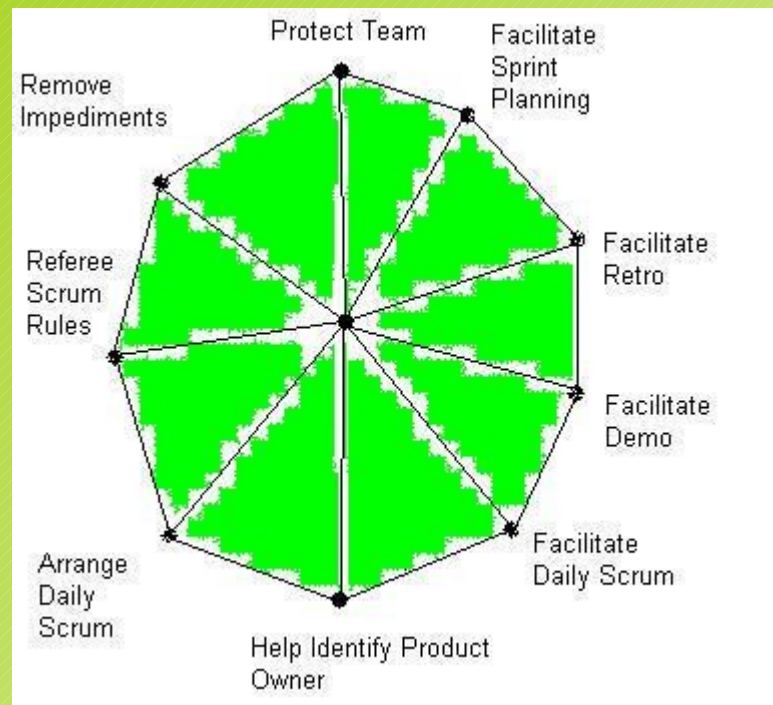


Authority Mapping of Role

- Scenarios
 - Scrum Master cannot fully take up role because a Team member has taken up the “Protect the Team” Scrum Master task
 - The team is hesitant to take up the team role, because it is uncomfortable with the higher authorization.
 - Product Owner takes up Team authority on pulling from Product backlog in Sprint planning

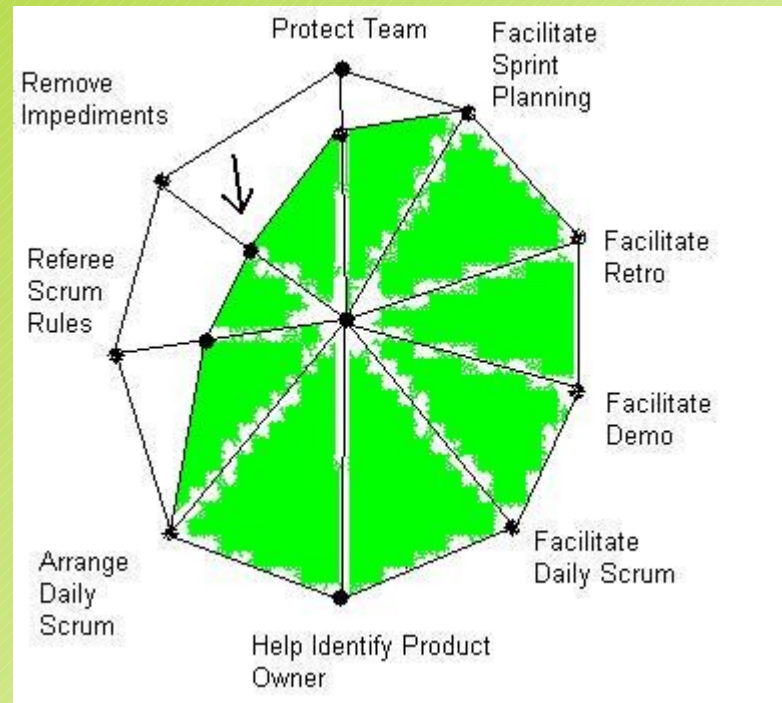
Authority Mapping of Role

- Healthy Scrum Master- person takes up the role authorization appropriately:



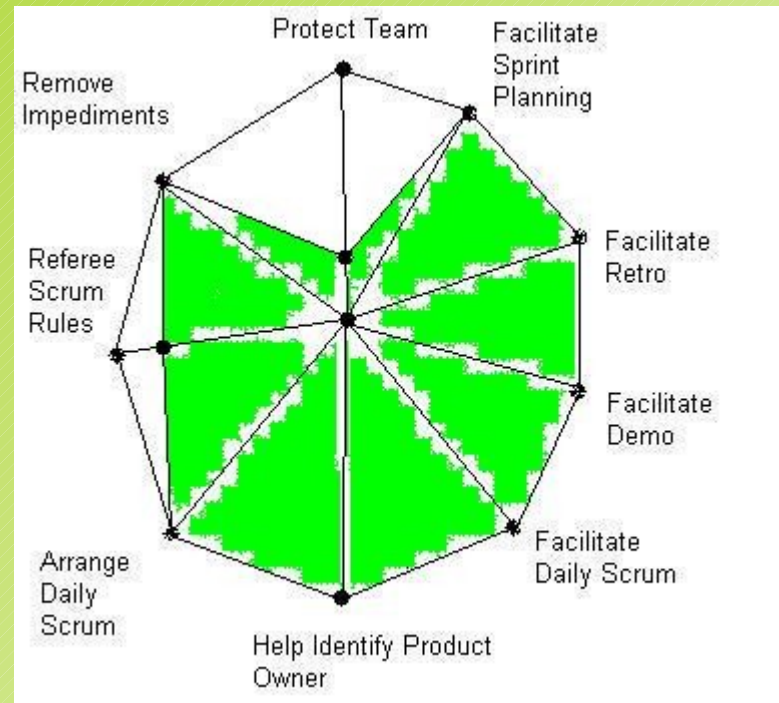
Authority Mapping of Role

- Scenario: Scrum Master is not active and/or effective in removing impediments:
- Related issues



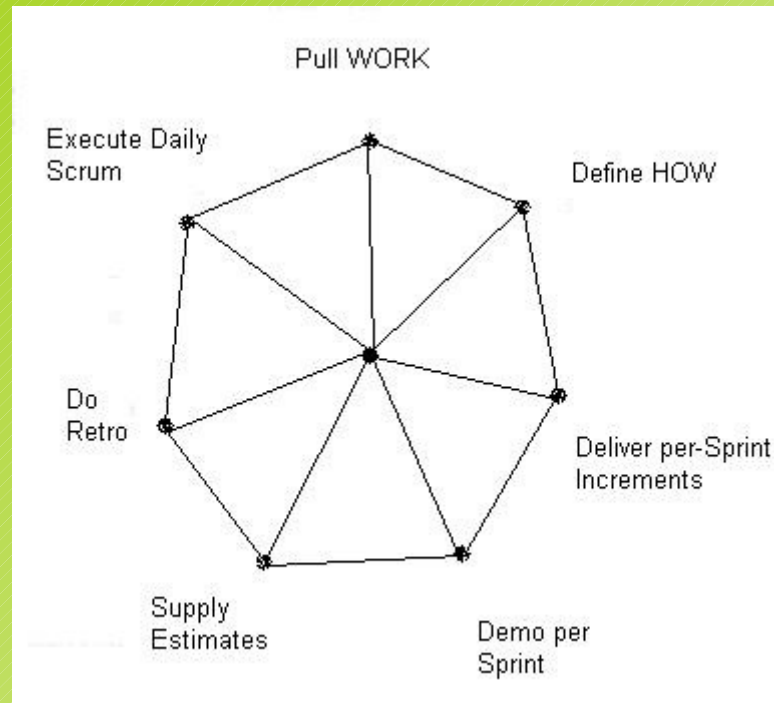
Authority Mapping of Role

- Scenario: A *Team member* “owns” Protect-the-Team task that belongs to Scrum Master:



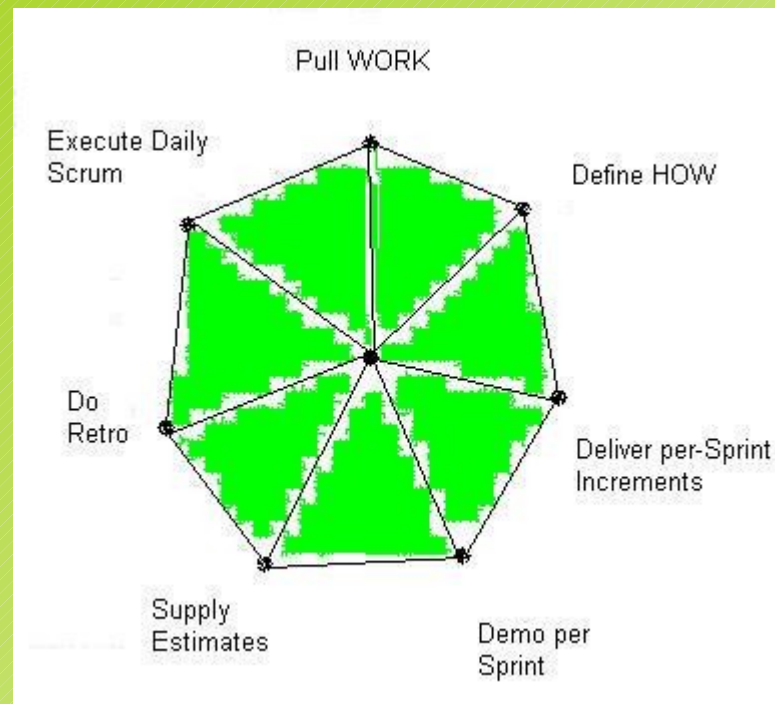
Authority Mapping of Role

- Scenario: Basic Team Map



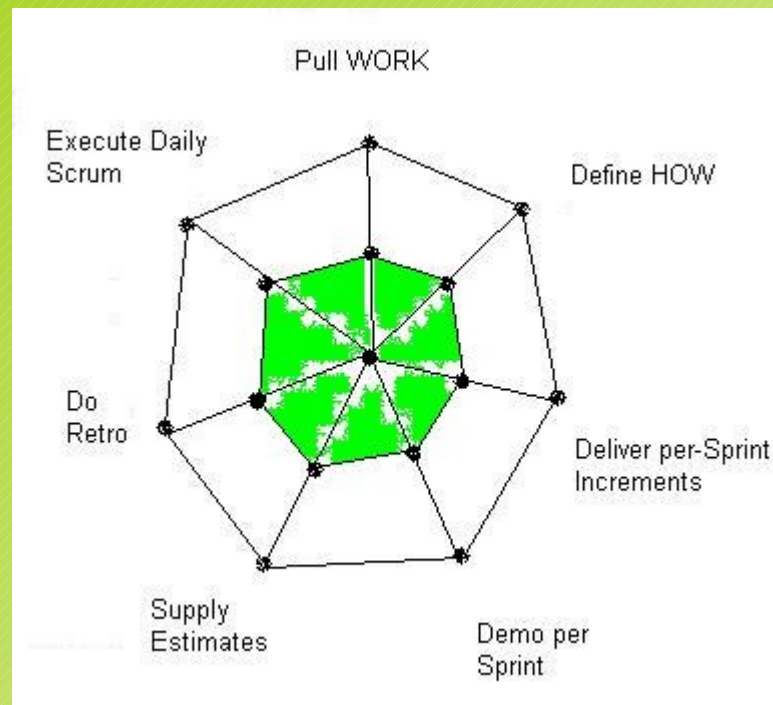
Authority Mapping of Role

- Scenario: Healthy Team, typically 3-4 Sprint in, in a willing organization:



Authority Mapping of Role

- Scenario: Team new to Scrum, typical organization

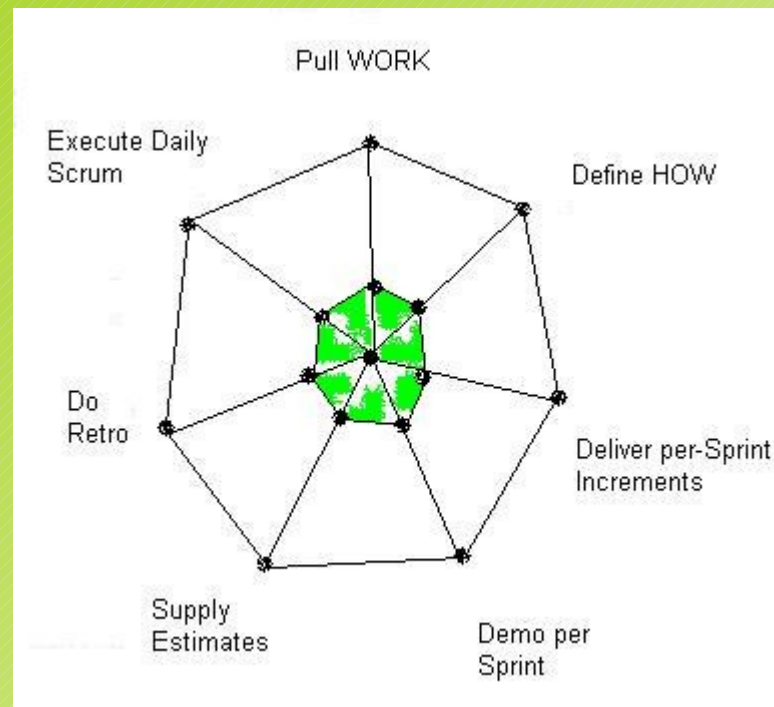


Authority Mapping of Role

- Teams test “the space” before diving in and really taking up the authority Scrum grants them
- When others such as PO, SM or managers take up these authority scraps, teams are DEAUTHORIZED and CHECK OUT
 - So called ‘Zombie’ teams

Authority Mapping of Role

- Scenario: Team after repeated de-authorization at Daily Scrum (“Scrum from hell” scenarios)



Summary

- Most problems you have with Scrum are authority-related
- The rest of the problems have a substantial authority aspect, or an authority “edit” that may be informal
- Most Scrum problems are either directly related to authority dynamics or otherwise have an authority-related aspect

Summary

- Understanding the Authority boundaries in Scrum is important for diagnosis
- Realize that Teams take up authority after a substantial delay
- Scrum is explicit about task authority on a per-role basis
 - Clear “separation of powers”
- If you mess with Scrum’s authority structure, expect trouble

Summary

- Authority mapping can help to more clearly depict an nearly unlimited number of authority-related scenarios and “authority states” in Scrum implementations

About Dan

- Agile Coach
- Teacher of course in lean/agile, Scrum, Kanban
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How to Reach Dan

• Scrum Authority Mapping

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Boundary, Authority, Role, & Task

