

The ScrumMaster Journey

The ScrumMaster journey is a program of education designed to provide London-based ScrumMasters with mentorship and guided learning in pursuit of personal excellence. Optionally, the program offers Scrum Alliance certification at three levels.¹

“No man can reveal to you aught but that which already lies half asleep in the dawning of your knowledge. The teacher who walks in the shadow of the temple, among his followers, gives not of his wisdom but rather of his faith and his lovingness. If he is indeed wise he does not bid you enter the house of his wisdom, but rather leads you to the threshold of your own mind.” —Kahlil Gibran, The Prophet

The ScrumMaster journey offers a self-motivated, peer-supported and networked-learning approach. It is rooted in the principles of andragogy (adult learning) as outlined by Malcolm Knowles.²

1. Adults need to be involved in the planning and evaluation of their instruction.
2. Experience (including mistakes) provides the basis for the learning activities.
3. Adults are most interested in learning subjects that have immediate relevance and impact to their job or personal life.
4. Adult learning is problem-centred rather than content-oriented.

With these principles in mind the ScrumMaster journey is designed to draw on the students' own motivation and experience in the workplace, while remaining aligned with essential Scrum principles and values, including those of servant leadership, self-management, co-location, collaboration, reflection, incremental progression, sustainable pace, and trust. It is a rigorous and disciplined program that requires commitment and engagement from all participants.

There are three main elements to this journey, self study, mentoring and interactive workshops, each contributing to the student's discovery and realisation of his or her own ScrumMaster abilities, while using the Scrum Alliance learning objectives³ as a guide throughout the journey.

¹ Certified ScrumMaster (CSM) , Advanced ScrumMaster (A-CSM) and Certified Scrum Professional, ScrumMaster (CSP-SM)

² Adapted from *Andragogy: An Emerging Technology for Adult Learning*, by Malcolm Knowles, 1970, www.nationalcollege.org.uk/cm-andragogy.pdf

³ The Scrum Alliance learning objectives for CSM, A-CSM and CSP-SM can be found at scrumalliance.org

1st Element, Self Study

In addition to the Scrum Alliance learning objectives the student is expected to study Scrum, and the many associated ideas that support its successful implementation, through books, articles, videos, podcasts and attendance at local meetups. Recommendations will be made, as a start, but the student is encouraged to seek out resources that resonate with them.

2nd Element, Mentorship

Each student will have a mentor to guide them through the learning objectives at the appropriate level. The purpose of this is twofold. The student benefits through conversation and support from a more experienced ScrumMaster, and the mentor benefits through the 'teaching back' principle, consolidating their own learning, and ensuring they stay a few steps ahead of the student.

Learners are expected to meet with their mentors for one-to-one conversations, either in person or remotely, at a pace and regularity decided between the student and the mentor. In order to witness the action-oriented learning objectives mentors may also choose to observe students in their workplace, if appropriate.

The mentor is responsible for ensuring the student meets the learning objectives, and together with the CST will review written documentation, and determine if the student is ready to move to the final workshop of each phase.

Mentors themselves will receive guidance from program leaders, and will meet regularly as a group to reflect on the work, exchange stories and experiences, offer mutual support and generally work towards improving the ScrumMaster mentorship model.

3rd Element, Interactive Workshops

All students will progress through a series of short workshops, known as ScrumMaster clinics,⁴ where they will work alongside other ScrumMasters at the same or different levels of progression, possibly including their chosen mentor. Students are also expected to attend Scrum events, such as gatherings, exchanges or meetups, initially as an attendee, later as a presenter or facilitator, and to write of their experiences.

In addition to the clinics those seeking certification will be required to attend a series of one-day and two-day workshops, designed to challenge the student's thinking and offer additional ideas and ways of working to those expressed in the formal learning objectives. Specific information on these workshops is given in the phase descriptions below.

⁴ See tobiasmayer.uk/workshops/smclinics for a description of the ScrumMaster Clinics

Program Overview

The ScrumMaster journey is described in three phases, each with its own vision, and an optional end goal of a Scrum Alliance certificate: CSM, A-CSM and CSP-SM respectively. Students will progress at their own pace.

As well as studying the essentials of Scrum and its real world application, students will also experience aspects of related and relevant disciplines such as Clean Language, The Human Givens, improv, theatre games, Extreme Programming principles, Spiral Dynamics, Theory U and Sociocracy, and will be encouraged to explore related methods and concepts such as those expressed in Lean, Kanban, LeSS, FAST, and the models suggested by the Scrum Alliance learning objectives.

Students considered to be advanced—through ScrumMaster or coaching experience and/or deep study and/or event participation and/or respected online presence, e.g. blogging, podcast, video creation and/or previous attendance at one or more the workshops—may skip some of the described requirement as they will already be deemed to have covered them sufficiently. Such students may act as mentors to others from an early stage in this program.⁵

Phase I

ScrumMaster as Law-giver and Evangelist

One who lives Scrum out loud. The CSM workshop is often the entry point to Scrum, or occasionally a reset or clarification to adjust common misunderstandings and misinformation. After the preparatory study and the workshop a participant is ready to take on the role of ScrumMaster and start to teach/socialise/evangelise Scrum to his or her teams and *the wider organisation*.

Achievement: Scrum Alliance CSM certificate (optional)

If the student is choosing the non-certification route this phase can be completed in other ways, e.g. through an alternative introductory class and/or reading and/or practical experience.

Entry Requirements

- None

Individual Study

- Read the Agile Manifesto
- Read the Scrum Guide
- Study CSM learning objectives and bring questions/requests to the CSM workshop

Interactive Work

- Attend 2-day CSM workshop⁶ & take the CSM test
- or, achieve equivalent level of understanding

⁵ See *Fast-track Option* on page 6

⁶ See tobiasmayer.uk/workshops/csm for a description of the CSM workshop

Phase 2

ScrumMaster as Prophet

An effective ScrumMaster must have the trust of others and the courage of him/herself to speak truth to power. Scrum transitions will commonly go through difficult phases. When times get tough, old habits kick back in, sprint boundaries are not respected, ceremonies are dropped, long working hours to fix "critical issues" become commonplace and the voice of management says "we can't do Scrum right now, we'll come back to it". At such times the ScrumMaster needs to channel the Old Testament prophets, reminding people of their truth/law/agreements, predicting the inevitable outcome of the straying behaviour, and ultimately bringing them back to the true (i.e. agreed) path. This stage transcends and includes the law-giver/evangelist.

Achievement: Scrum Alliance A-CSM certificate (optional).

The candidate must be able to prove one year's work experience as a ScrumMaster to complete this phase. It is recommended the work experience is gained in parallel with this course of study.

Entry Requirements

- Phase 1 (or equivalent study) successfully completed
- CSM achieved (if A-CSM certification required)

Individual Study

- Read The ScrumMaster Checklist by Michael James
- Read The ScrumMaster Role by the LeSS team
- Study A-CSM learning objectives, discuss with mentor, and bring requests for learning to the ScrumMaster clinics. Be confident that each learning objective is met.
- Read *at least* one introductory Scrum book, e.g. The Elements of Scrum by Sims/Johnson, Scrum Mastery by Geoff Watts, Scrum: a pocket guide by Gunther Verheyen
- Write a book review describing your learnings, and how the book inspired your journey

Written work will be reviewed by the CST and/or the student's own mentor. Students are free to publish the work on their blog, the Scrum Alliance website, or elsewhere to receive wider feedback from the community. If preferred a student may make a video or podcast to express the same intent.

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Phase 2, continued

Interactive Work

- Attend at least four ScrumMaster Clinics and find a mentor
- Pair with the mentor to work through the A-CSM learning objectives
- Attend one Scrum Exchange, Scrum Gathering, Scrum Day or similar event
- Write a review of the event, and how it affected your journey, *or*
- Write an experience report, describing how you are applying the learning objectives
- Attend the following one-day Advanced ScrumMaster workshops
 - Storytelling in the Workplace workshop ⁷
 - Speak Truth to Power workshop ⁸
 - Collaborative Product Owner workshop ⁹
- Those who have completed the CSM with a trainer other than Tobias Mayer will also need to attend the half-day Why of Scrum workshop ¹⁰

⁷ See tobiasmayer.uk/workshops/storytelling for a description of this workshop

⁸ See tobiasmayer.uk/workshops/truthtopower for a description of this workshop

⁹ See tobiasmayer.uk/workshops/collabpo for a description of this workshop

¹⁰ See tobiasmayer.uk/workshops/whyofscrum for a description of this workshop

Phase 3

ScrumMaster as Gardener

The vision for the end of this phase is of the ScrumMaster as an organic gardener, lovingly preparing the organisational soil, letting change emerge, nurturing it, guiding the growth patiently, gently and naturally, and removing weeds without introducing toxins. This stage transcends and includes both the law-giver and the prophet.

Achievement: Scrum Alliance CSP-SM certificate (optional).

The candidate must be able to prove two years' work experience as a ScrumMaster to complete this phase. It is recommended the work experience is gained in parallel with this course of study.

Entry Requirements

- Phase 2 successfully completed
- CSM and A-CSM achieved (if CSP-SM certification required)

Individual Study

- Study CSP-SM learning objectives, discuss with mentor, and bring requests for learning to the ScrumMaster clinics. Be confident that each learning objective is met.
- Read at least one non-Agile book that relates to self-organisation or management through release, e.g. *Artful Making* by Austin/Devin, *Surfing the Edge of Chaos* by Pascale et al, *Slack* by Tom DeMarco, *Maverick* by Ricardo Semler, *The Starfish and the Spider* by Brafman/Beckstrom, *The Answer to How is Yes* by Peter Block
- Read *The People's Scrum* by Tobias Mayer
- Write a book review describing how you were inspired and what ideas you will attempt to implement in your workplace—or are currently implementing

Interactive Work

- Attend at least four ScrumMaster Clinics, acting as a mentor to new ScrumMasters
- Pair with your own mentor to work through the CSP-SM learning objectives
- Attend at least one Scrum Exchange, Scrum Gathering, Scrum Day or similar event as a speaker or session facilitator
- Write a review of the event, and how it affected your journey, *or*
- Write an experience report, describing how you are applying the learning objectives
- Attend the one-day Empathic Facilitation workshop ¹¹
- Attend the two-day Emergent Leadership workshop ¹²

Written work will be reviewed by the CST and/or the student's own mentor. Students are free to publish the work on their blog, the Scrum Alliance website, or elsewhere to receive wider feedback from the community. If preferred a student may make a video or podcast to express the same intent.

¹¹ See tobiasmayer.uk/workshops/empathic-facilitation for a description of this workshop

¹² See tobiasmayer.uk/workshops/emergent-leadership for a description of this workshop

Fast-track Option

This program promotes a mentorship model, so I have spent time gathering a group of mentors to help start this program. Each mentor has multiple years' experience in the role of ScrumMaster and/or Agile coach. Some have already achieved (the original, generic) CSP status, others have not. All have done much self study and are certified in various other disciplines, including coaching.

According to the terms of acceptance of this program by the Scrum Alliance I have the freedom to assess these people in light of what they have *already* achieved within the Scrum community and their own careers, and, where appropriate, offer the Advanced CSM early on. This will immediately establish a group of official advanced ScrumMasters, and set the mentorship program firmly in place. These mentors would then work towards CSP-SM, perhaps taking less than a year to achieve this level.

If you consider yourself a candidate for the fast-track program, please get in touch to work out a personal program of advancement.

The Scrum Alliance Learning Objectives

Whether a student chooses to take the Scrum Alliance certification or not, all will be expected to use the Scrum Alliance learning objectives as guides for each of the three phases. While the phase 1 learning objectives (CSM) are largely taught in a classroom setting, the learning objectives at the next two levels are not, and students are expected to take ownership of their own learning for these two levels. A booklet will be provided at each level and the student expected to work through the learning objectives with his or her mentor and—if certification is sought—with the Certified Scrum Trainer.

In keeping with the principles of andragogy, the student is trusted to learn what they need to learn, to spend just as much time as they need or would like, and to ask for help and support as necessary. The majority of the learning objectives will be learnt—or *have already been learnt*—through self-motivated study, mentorship and practice in the workplace. The ScrumMaster journey provides guidance for that learning, including peer support, informed advice, and periodic assessment waypoints to inspect and adapt as necessary.

Program Summary

This is a rigorous program that requires involvement and commitment over two years—or longer. I'm honoured to have the help and support of close and trusted colleagues, willing to offer their time and expertise to support these learning journeys. My own journey to become a ScrumMaster, and later a ScrumMaster mentor and teacher was likewise supported by many experienced and inspiring people. This program, at the same time both disciplined and freeing, is my way of passing on to others what was so kindly given to me—the skills certainly, but more importantly the passion, and the intrinsic motivation to continuously seek to learn, and above all to embrace the beginner's mind. I hope you find your investment in this program to be worthwhile.

Tobias Mayer, August 2017