During a Daily Scrum you notice that a team member is more quiet than usual and seems distant. Nobody says anything and the event ends.

MEQIFY

1. Why didn't anyone react?
2. In what way can you build a team culture where you react?
3. How can you start a one-to-one conversation about "Difficult questions"?

Daily Scrum
1

A team member has invited a sales person to the Daily Scrum. They are both very enthusiastic about a new business opportunity. It's a small and risk-free implementation, but it has to be done before the next Sprint starts. The team member quickly adds the task to the Sprint Backlog.

MEQIFY

1. Did you notice that it was not the PO that came together with the sales person? Is that an issue?
2. Would you have reacted differently if it was the PO?
3. How can you balance enthusiasm with following the framework?

Sprint Backlog
2

During a Sprint planning session, the Scrum Master notices the team has become self-admiring and is not engaging in productive discussions. Potential risks are met with an "It will be fine!".

MEQIFY

1. Is it an issue that the team don't challenge themselves?
2. How can you help them to raise the bar?
3. How can you facilitate a risk session to understand if it is urgent?

Sprint Planning
6

The Developers have thoroughly prepared their Review. During the presentation everything goes smooth, and the Stakeholders looks interested. When the team open up for questions the room gets quiet.

MEQIFY

1. How can you design a Review to get more interactivity?
2. Is it a problem if the team always does a good job and that there is no feedback to be given?

Review; Stakeholders
3

A line manager contacts you regarding the upcoming performance review. She has noted that you have a good dialog with a team member and would like you to give her some written statements for the performance evaluation.

MEQIFY

1. How can a Scrum Master and a line manager share responsibilities and accountabilities?
2. Can this co-operation have any long-term effects?

Line Manager; Developers
4

The team have had some rough Sprints and looks like they will miss their Sprint Goal once again due to unforeseen issues. During a team lunch a member proposes that they skip the next Review to get some peace to try to stabilize the product.

MEQIFY

1. What could be the reason that you miss several Sprint Goals in a row?
2. Are there any consequences to skip a Review if there is nothing to give feedback on?
3. Are you allowed to go outside the Framework to reduce stress?

Sprint Goal; Review
5

During a Backlog refinement, you notice that team members are discussing features and designs at a detailed level, which is preventing them from understanding the big picture of the product.

MEQIFY

1. What level of detail should be discussed at Backlog refinement?
2. Can the Framework support you in communicating the big picture?
3. What methods can you use to create a compelling Goal?

Backlog Refinement; Product Goal
7

The team is in the middle of their Sprint Review, and the Sprint Goal, as well as many of the user stories have not been completed. The Product Owner is visibly disappointed and begins to question the effectiveness of the Scrum Master.

MEQIFY

1. Is inspection of the team effectiveness a topic for the Sprint Review?
2. How can Stakeholders give feedback on if the team meets expectations?
3. In what way can you measure progress towards customer commitments?

Review; Sprint Goal
8

During a Sprint Retrospective, the team discusses its struggle to meet deadlines and that they are frequently falling short of the Sprint Goals. The Scrum Master also notices that team members are not communicating effectively and are not collaborating on tasks.

MEQIFY

1. How can you increase communication and collaboration in a team?
2. Should a Sprint Goal always be fulfilled?

Retrospective; Developers
9

Card 11

You are standing in for a colleague to facilitate a Sprint Planning. They are supporting several projects. Before the planning has ended, the Developers asks you to help them find one Sprint Goal for each of the three active projects.

MEQIFY

1. Can you have multiple Sprint Goals?
2. Who is writing the Sprint Goals?
3. Should the Sprint Goal be written at the start or at the end of the planning?

Sprint Planning; Sprint Goal

11

Card 12

You are in the middle of a Sprint and are facing major issues with progress. The Product Owner has requested numerous changes to the Backlog, but the team has found it difficult to keep up with all the changes and has fallen behind.

MEQIFY

1. When can the Product Owner change the scope of the Sprint?
2. If the feedback comes often and is relevant, how can you handle it?
3. Are there any drawback with too much feedback?

Sprint Backlog; Product Owner

12

Card 13

You are working on a project that requires a very complex Product Backlog. The team is frequently running out of time to complete the Backlog items assigned to them before the end of the Sprint. The Product Backlog items carried over from the previous Sprints have continued to accumulate.

MEQIFY

1. What options do you have when the reality is that an item is not Done when the Sprint ends?
2. Are there any downside with pushing items to future Sprints? How can it be avoided?

Product Backlog; Sprint

13

Card 14

The company has been using the Scrum methodology for their projects for many years. You get assigned to a team that struggles with meeting their Goals. Upon investigation, you discover that the team has been skipping the Retrospectives.

MEQIFY

1. Are there any valid reasons to skip a Retrospective?
2. What could be potential issues with doing so?
3. How can you keep the Retrospective valuable for several years?

Retrospective

14

Card 15

A mature team needs a replacement during a paternity leave. During handover, you immediately notice that the team has Daily Scrum only three times a week.

MEQIFY

1. What are the pros and cons with not having Daily Scrum every day?
2. What could be the reason for this?
3. Should you enforce any changes when you are a temporary stand-in?

Daily Scrum

15

Card 16

At the end of the Sprint Planning, it is concluded that the work is too much to fit into the sprint, which is often the case. The Product Owner struggles with finding anything to descope from the Sprint: "Everything is highest priority from above, what can I do?"

MEQIFY

1. Can you start a Sprint even if you think its too much?
2. How can you manage the situation short term?
3. How can you support the Product Owner in solving the long term issue?

Product Owner; Sprint Planning

16

Card 17

The Scrum team has been working on a project for five Sprints and progress is steadily increasing. However, this Sprint the team has noticed that their output is not increasing any more, and it is not meeting the expectations of the Stakeholders.

MEQIFY

1. Is "continuous improvement" always the goal?
2. How can you measure "improvement"?
3. How can you manage the expectations from the Stakeholders?

Sprint

17

Card 18

Your team is working on a large project that involves multiple dependencies to other teams. The project has been ongoing for several months and progress has been slow due to delays in getting the necessary resources and information.

MEQIFY

1. Is there anything in the Framework that can help you out?
2. How can you manage the situation short term?
3. How can you support the company in solving the long term issue?

Scaling; External Dependencies

18

Card 10

During a Daily Scrum, a team member reveals that they have been struggling to keep up with the Sprint commitments due to a lack of external resources to complete their tasks. You notice that the team member is becoming increasingly frustrated and that the tone of the meeting is becoming tense.

MEQIFY

1. How would you de-escalate the situation?
2. Are there any ways of handling external dependencies in the framework?

Daily Scrum; External Dependencies

10

Card 19 — Developers

Your team is facing a high turnover rate, which has resulted in a lack of continuity and knowledge retention within the team. This is causing delays in the development and impacting the team's ability to deliver on time.

1. What turnover rate is acceptable?
2. If it is too high, how can you handle the situation?
3. Can you spend a lot of time on collecting and storing information and still be agile?

Card 20 — Product Owner

You get a new Product Owner with a sales background. She is often unavailable for clear and timely feedback on the work being done, which is causing confusion and rework.

1. When should the Product Owner spend time with the team?
2. What is most important: Customer feedback or Product Owner availability?
3. How can you support a non-technical Product Owner?

Card 21 — External Dependencies; High level plan

The team is facing technical challenges related to integrating their module with the customers existing systems. They are having difficulty getting the necessary access and information from the customer, which is causing delays.

1. Is there anything in the Framework that can help you out?
2. How can you manage the situation short term?
3. How can you support the company in solving the long term issue?

Card 22 — Transformation; Developers

You have just transitioned from stage-gate with a strong line organization to cross-functional agile teams. A team member has not adopted well and is refusing to do things outside of his specialist area.

1. Is Scrum suitable for every personality?
2. What could be the underlying issues for the refusal?
3. How can you handle specialists that need to stay specialists?

Card 23 — External Dependencies; Stakeholders

The team is facing unexpected delays in receiving critical components from an external vendor. The Stakeholders are also becoming increasingly impatient and are putting pressure on the team to deliver on time despite the challenges they are facing.

1. Is there anything in the Framework that can help you out?
2. How can you manage the situation short term?
3. How can you support the company in solving the long term issue?

Card 24 — Developers; Daily Scrum

Two team members are disagreeing over the best approach to solve a problem, resulting in them taking a lot of time arguing with each other during Daily Scrum. It is intensive but your evaluation is that it is a constructive dialog.

1. What pros and cons it there by prolonging the Daily Scrum when needed?
2. Should each Developer speak for the same time every day?
3. Can you argue with each other in front of the team?

Card 25 — Retrospective; Developers

During a Retrospective you notice that the same issue has come up three Sprints in a row. The issue is centred around an individual that is refusing to take the constructive feedback given.

1. Should you talk about issues regarding an individual during a Retrospective?
2. How would you de-escalate the situation?
3. What methods could you use to support the individual?

Card 26 — Product Backlog; Sprint Planning

You are a Scrum Master and plan a long vacation. You let the team facilitate their own planning the coming Sprint. When you come back you notice that Backlog items don't have Acceptance criteria's (as they usually have).

1. Why do you think it changed when you were not present?
2. Should the Scrum Master be available on all events?

Card 27 — Developers; High level plan

Another Scrum Master approaches you in the middle of a Sprint. They are missing a key competence, which a specific individual in your team has. They do not seem to be able to solve the issue without her.

1. What are your options short term?
2. Are there anything in the Framework that can handle priorities between teams?
3. How can you setup a structure to handle these situations long term?

Card 29

A team member is constantly telling bad jokes that you find offensive. No-one is laughing, but no-one is objecting either.

MEQIFY

1. Should the Scrum Master accept this if she is the only one that are offended? 2. What ways are there to create a strong and acceptable team culture?

Developers

29

Card 30

You are a Scrum Master in a team that is half-way into Sprint seven. They have fulfilled their last three Sprint Goals with ease. Now you judge that they are far behind their usual pace, but nobody seems to notice this.

MEQIFY

1. What methods can help the Developers to notice this by themselves next time? 2. Would you act differently in a new team? 3. Who is responsible for tracking progress in a Scrum team?

Sprint

30

Card 31

You are a Scrum Master in a team with a Product Backlog that contains several months of important work. The Product Owner tells you that even more business requirements are on its way.

MEQIFY

1. Is there a maximum size of the Product Backlog? 2. Should you add all requirement to the Product Backlog?

Product Backlog; Product Owner

31

Card 32

After reviewing the quarterly budget, the Product Owner informed the team during the next Sprint Planning that they need to increase their pace of new feature releases to meet sales quotas without increasing costs.

MEQIFY

1. How can you handle conflicting targets with support from the Framework? 2. What are the effects of a strict budget process.

Product Owner; Stakeholders

32

Card 33

During a Daily Scrum at the end of the Sprint, an important story has not been started yet. When you ask what's going on, you get the answer "Kim is the assignee in Jira, and she is sick this week".

MEQIFY

1. What are the pros and cons of a clear story ownership? 2. How can you stimulate shared responsibilities in the team?

Daily Scrum; Developers

33

Card 34

During a Daily Scrum, a Developer asks the Product Owner "We need a quick decision on the corner radius of the lid". The Product Owner promises to come back after the next meeting with the customers Key Account Manager.

MEQIFY

1. What are potential issues with that the Developers is far from the end customer? 2. How can you give the Product Owner the voice of the customer?

Product Owner; Developers; Stakeholders

34

Card 35

During a Retrospective, a Developer asks "In Scrum there should be a burn-down chart. Why don't we have it?". The team asks the Scrum Master to take action to set one up and keep it updated.

MEQIFY

1. Is a burn-down chart an essential practice in the Scrum Framework? 2. When would a burn-down chart be of value? 3. Who updates the burn-down chart?

Scrum Master; Developer; Retrospective

35

Card 36

At the start of the Sprint Planning an important and well-informed Stakeholder comes to the team area. "Our most important customer will try out the feature at the top of your Product Backlog at the end of this Sprint. Failure is not an option"!

MEQIFY

1. Who should participate in the Sprint Planning? 2. What are the pros and cons of hard deadlines? 3. How could a "Failure is not an option" approach affect the team long term?

Stakeholder; Sprint Planning

36

Card 28

The manager for the Scrum Masters approaches you. There are budget cuts needed and she wishes you to take on two additional teams since the team you are supporting right now is already high performing.

MEQIFY

1. How many teams are maximum for a Scrum Master? 2. Can you have two Scrum Master in one team if Developers are being cut? 3. What issues could rise if the Scrum Master is overloaded?

Scrum Master

28

At the end of the Sprint, issues outside the team's control have resulted in most of the tasks are stuck in the "waiting" column. The team is lost, and the Product Owner is on vacation.

MEQIFY

1. Are there anything in the Scrum Framework that can help you out? 2. Should the Product Owner always be reachable?

Sprint Backlog; Sprint; Sprint Goal

39

The sales department proposes new features in the middle of a quarter. The Scrum team thinks they are not valuable and the sales department is only suggesting them for a bonus. The Scrum team is unwilling to discuss them.

MEQIFY

1. Is there anything in the Framework that can help you to start a dialog? 2. In what way do personal incentives affect team dynamics? What are other options to bonus systems? 3. How can you create a cadence that suits both the team and the sales organisation?

Stakeholders; High level plan

40

A senior leader expresses concern to you about your coaching style and the lack of results from the team. "Other teams have great output, you have three Sprints to improve. Otherwise I will replace you!"

MEQIFY

1. Should the Scrum Master feel responsible for team output? 2. What metrics should you use to compare teams? Can they be compared at all?

Scrum Master; Developers

41

You are close to shipping your product. During planning, the team realize they need a local safety certificate. You make a quick phone call and get the reply: "I'm very sorry, but our legal team is choked and the certification body have a 3 month lead time". The team looks depressed.

MEQIFY

1. Is there anything in the Framework that could have prevented this from happening? 2. In what way can you take care of the team members? 3. How would you find out what to do the coming 3 months?

Sprint Planning; High level plan

42

MEQIFY

43

As a Scrum Master you find that the Product Backlog contains a bunch of features with no clear red thread, or overall goal. At the next Sprint Planning there is too much to do, and descoping is needed.

MEQIFY

1. Are there anything in the Scrum Framework that can help you out? 2. What are the risks of a team becoming a "feature factory"?

Sprint Planning; Product Goal

38

The teams only expert on low-level programming comes to you "I'm told to support another team the coming Sprint, they don't have any experts in my field and have a certification soon".

MEQIFY

1. Who can make priorities between Scrum teams? 2. If there is only one expert in the company (and none can be found outside), what options do you have? 3. How would you address the issue short term vs long term?

Developers; Scaling

37