

## Scenario #1: Jo's Perspective

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You're a new-to-the-company Scrum Master and you notice that a particular team member always interrupts whenever you're speaking in team settings, whether it's refinement, Sprint Planning, or even just during casual gatherings at the water cooler with your other teammates. It's gotten to a point where it's beyond ridiculous. You've scheduled a meeting to discuss this with them. What is your purpose in this conversation? Prove a point? Persuade? Or give a piece of your mind?

## Scenario #1: Layla's Perspective

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You don't understand the point of the Scrum Master on the team. What do they do? What's their function? They seem like a big waste of space. They are not like the Product Owner that tells you what to work on next, and they certainly don't code, perform BA work, or test software – sometimes they may test things but they aren't a QA Engineer. All they seem to do is make the team do a bunch of pointless touchy-feely waste of time things during "Retrospectives." What's the point of a Retrospective anyway? It's not like anything ever changes. Now Jo scheduled another meeting with you. What is your purpose in this conversation? Prove a point? Persuade? Or give a piece of your mind?

## Arbiter Card

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Your purpose is to be an outside observer and relate what you've observed in the conversation at its conclusion. Please use the Scenario Worksheet to fill out details and keep an eye out for additional information, such as:

- What purpose can you identify for the two participants based on the conversation you heard? Were you correct or incorrect in your assessment? Why or why not?
- What constructive words did you hear in this conversation? What unproductive words did you hear?
- What supported the participants' purposes? What undermined them?
- Did the participants try to create safety in the conversation?

## Scenario #1: Robin's Perspective

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You're a very busy senior software developer. You have a lot of knowledge to share with other developers to help them learn the cutting edge tools. You know that you've been hired to help the company create new software and you're very happy to teach others. You have to juggle teaching with other obligations, such as participating in the delivery of your sprint goals, and to your own professional development. While you enjoy teaching, you also need to be careful with your time. How will you handle this situation? What is your purpose in this conversation? Prove a point? Persuade? Or give a piece of your mind?

## Scenario #1: Patrick's Perspective

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You've been working at the company for seven years now. As the company has evolved, technologies and tools have changed as well. You're excited to learn about new technologies to keep yourself relevant in this company and be a part of new software development. You're also a bit anxious because you worry that if you don't learn these new tools well, your job will be at risk, so you really want to learn everything and become an expert as quickly as you can. What is your purpose in this conversation? Prove a point? Persuade? Or give a piece of your mind?

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## Scenario #1: Marcus' Perspective

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You still feel new to the company, even though you've been there for two years. There are nuances in the system you're still not sure with, and you're shy and less comfortable asking questions and asking for help. What is your purpose in this conversation? Prove a point? Persuade? Or give a piece of your mind?

## Scenario #1: Susie's Perspective

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You find that the architecture models your team mate gives you often lack a big-picture view of the system and misses the nuances. These models, if implemented, could cause serious issues down the road. What is your purpose in this conversation? Prove a point? Persuade? Or give a piece of your mind?

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## Scenario #1: Amanda's Perspective

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Amanda is very knowledgeable and passionate about her product and is afraid the team doesn't have any ownership over the work they do. She feels like to them it's just a rote, 9-5 job. In order to make sure they don't mess up or deliver late she needs to tell them how and what to do. The team has tried new things a few times but it's always been disastrous because it's clear they don't know what they're doing.

## Scenario #1: Bailey's Perspective

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Bailey feels he isn't given the opportunity for creativity in the work he's doing since the Product Owner Amanda is always telling him and the rest of the team how to do things. The few times they've tried to branch out and try new things it hasn't ended well, mostly because they haven't fully understood the ask, because Amanda's kept changing things until the last minute – even mid-sprint – and they were rushed as a result.

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## Scenario #1: Janet's Perspective

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I'm annoyed because Bob wasted my time—I don't mind that he did the work, but he heard me say in stand up that I was going to. Was he not listening to me during that time? I could have been working on something else instead to help us reach our goals. Now everyone else has already grabbed stories I could have worked on so now I don't have anything else to do this sprint. Janet is very annoyed because this has happened to her before and she wants to resolve this issue right away.

## Scenario #1: Bob's Perspective

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I finished my work early, grabbed the story. Let's be honest, Janet never finishes things fast enough anyway, I'll bet she wouldn't even get to it until tomorrow or next week. She takes forever and she always puts stories at risk because of that. Bob is dedicated to finishing the sprint, but doesn't like conflict and is hesitant to call Janet out in front of the entire team in Standup. Further, Bob feels that as a senior developer it's his responsibility to make sure that the work gets done in the sprint.

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