Examining Scrum: Looking at gender through the lens of explicit and implicit practices - Facilitation Guideline

A. Present

The Analysis Matrix

Team Practices

Individual Behavior

Biases and Values

Group Dynamics

EXPLICIT

IMPLICIT

EXPLICIT

IMPLICIT


Let’s think about our work situation. How does the team iterate how they work together? How is the “perfect team” or “the good team that regulates working meetings and daily interactions? What criteria do we have for goodness? Do we have different expectations for people with different identity characteristics like gender? Who gets recognition and for what? Is it fair?

C. Brainstorm solutions in groups

Breakout: Let’s think about our work situation. How does the team iterate how they work together? How is the “perfect team” or “the good team that regulates working meetings and daily interactions? What criteria do we have for goodness? Do we have different expectations for people with different identity characteristics like gender? Who gets recognition and for what? Is it fair?

Team members vote or agree what solutions work.

D. Share solutions. Decide what to try out.

Brainstorm: Let’s think about our work situation. How does the team iterate how they work together? How is the “perfect team” or “the good team that regulates working meetings and daily interactions? What criteria do we have for goodness? Do we have different expectations for people with different identity characteristics like gender? Who gets recognition and for what? Is it fair?

Team members vote or agree what solutions work.

Share Results From Breakout
1 The Analysis Matrix

Instructions

As an intro, give a short talk on implicit and explicit and introduce the issues in each box and those that might be relevant for the process to be evaluated.

"A good way to start thinking about improving a process is to identify what is explicitly defined and what remains implicit. Transparency, which is an important pillar of Scrum, means just that: Things have to be visible and defined by its day-to-day activities and artifacts so the team can share a common understanding..."
## 2 Let's think about our work situation

### Team Practices
- Are our working meetings and processes well-structured and articulated?
- What procedures are still implicit, open to the influence of bias, power, and stereotypic attitudes?
- Where can we introduce more structure to ensure both the success of the team and equal participation for all?
- Where might our practices invite exclusion and devaluing of underrepresented and less experienced people?

### Individual Behavior
- Are the work expectations for each job role well-defined and people coached?
- Are criteria for goodness well-defined for each work product?
- Are expected behaviors within working meetings clear?
- Are challenging work and housework tasks pulled equally by all?

### Group
- What are the values in practice within the group that regulate working meetings and daily interactions?
- What is the culture of the team (e.g. habits, shared values, taste)? Does it work for women?
- How does the team iterate how they work together?
- How is the “perfect team” or “the good team member” portrayed? How gendered is this?

### Individual
- Have we designed daily practices with an eye towards undermining bias that help teams and managers collaborate and communicate value to all?
- Do we have different expectations for people with different identity characteristics like gender? Who gets recognition and for what? Is it fair?
- Who feels a sense of belonging and who does not?
- Do we monitor how we work and treat each other to continuously improve the work life? Can women easily share their concerns and have them addressed?

### Instructions
- Name the board for the aspect of Scrum you want to think about, e.g. “team communication”, “how we pull tasks”, “decision making”, “our retrospectives” etc.
- Introduce the questions in each quadrant for the team to think about.
- Encourage team members to think individually about what works and doesn’t work when going through the questions.
We all know the rules...

Instructions

Individual Work

‘In thinking about [our team, the work situation, our department...] we are going to look at what works and doesn’t work for you as a person, and for you as a team in terms of successful collaboration, productivity, and feeling of belonging and value.

Write sticky notes simultaneously in different corners of the board, then bring them to this frame.

Sort these by quadrant — where the issues fall in terms of what is implicit and explicit. Be clear not to lose the good things.’

Cluster

Facilitator clusters with participants’ help. Name the cluster behavior or issue.

Check For Conflicts

‘Let’s see if we have conflicts between values, policies, or expected behaviors influencing our work experience.’ For example team culture says everyone has equal say in getting challenging work but experienced men tend to take on the more challenging tasks.

Mark things that do not go together with a lightning bulb.

Prioritize issues to address

Vote on what the team wants to work on. Each member of the team gets three votes to assign to a clusters. Choose the top 2 to 3 issues to address in brainstorm groups.

Go To Breakout Groups

Move to brainstorm groups of 4-5. If you have more people than that, run more brainstorm groups.
Brainstorm

Instructions

Breakout

Brainstorm how to make what is explicit implicit or fix the process

- First everyone brainstorms independently
- Sort the ideas into common themes
- In round robin style, do + and – on the different ideas and iterate

How can we make what's implicit explicit?

How can we fix the situation?
Share Results From Breakout

Instructions

Share Solutions and Choose What to Try:

- Share their ideas with the whole team.
- Team members vote or agree on solutions to try out for an agreed-upon timeframe.
- Record commitments.
- Evaluate and tune your process changes in your retrospective meetings.

5 Share & decide

Results from Breakout 1

Results from Breakout 2

Team Commitments

We acknowledge that women experience dismissal in our team - and we are interested to hear about it. Every retrospective, we...

We will...

We...