

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

A Present

1 The Analysis Matrix

| | |
|--|---|
| Team Practices e.g. daily stand-up meetings Example question for the team: How do we communicate and collaborate with each other? | Individual Behavior e.g. prioritizing customer needs Example question for the team: How do we handle customer needs and priorities? |
| Values and Culture e.g. team goals Example question for the team: How do we define success and what are our goals? | Beliefs and Biases e.g. gender equality in the workplace Example question for the team: How do we ensure that everyone has an equal voice and that we are not biased against anyone? |

WIT:ops

2 Let's think about our work situation

| | |
|---------------------------|----------------------------|
| Team Practices | Individual Behavior |
| Values and Culture | Beliefs and Biases |

WIT:ops

B Analyze: What works and what doesn't. Pick what to address.

3 Let's think about our work situation

| | |
|---------------------------|----------------------------|
| Team Practices | Individual Behavior |
| Values and Culture | Beliefs and Biases |

WIT:ops

C Brainstorm solutions in groups

4 Brainstorm

How can we make women's implicit explicit?

How can we fix the situation?

WIT:ops

4 Brainstorm

How can we make women's implicit explicit?

How can we fix the situation?

WIT:ops

D Share solutions. Decide what to try out.

5 Share Results From Breakout

Results from breakout 1

Results from breakout 2

Team Commitments

WIT:ops

1 The Analysis Matrix

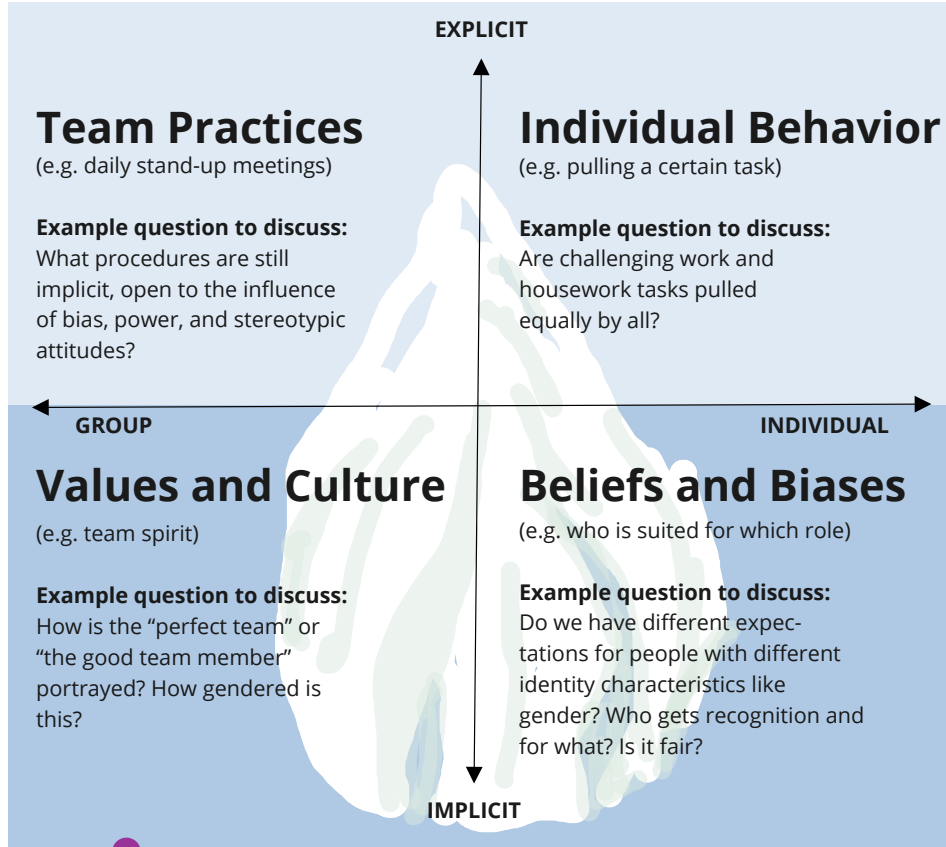
Presentation

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

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.

Presentation

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 stereotypical 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?
- ...

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?
- ...

Values and Culture

EXPLICIT

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?
- ...

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?
- ...

Beliefs and Biases

IMPLICIT

3 Let's think about our work situation

Exercise

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.

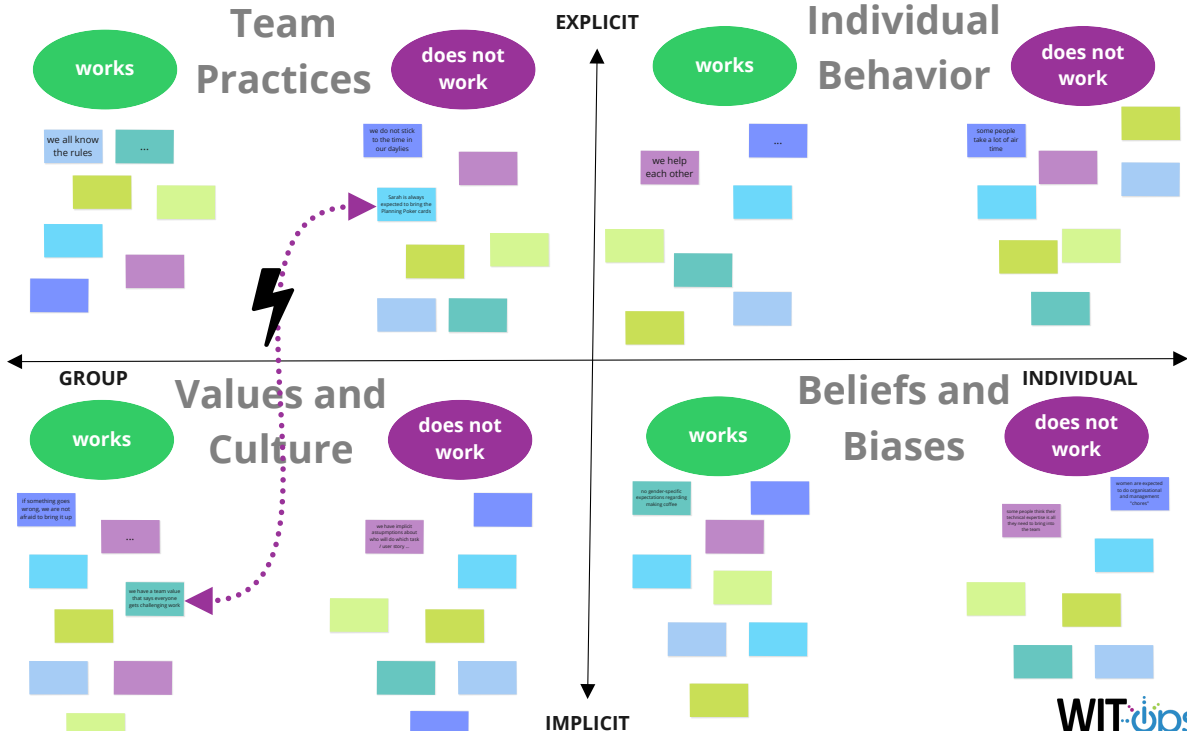
Mark things that do not go together with a lightning bulb

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.



4 Brainstorm

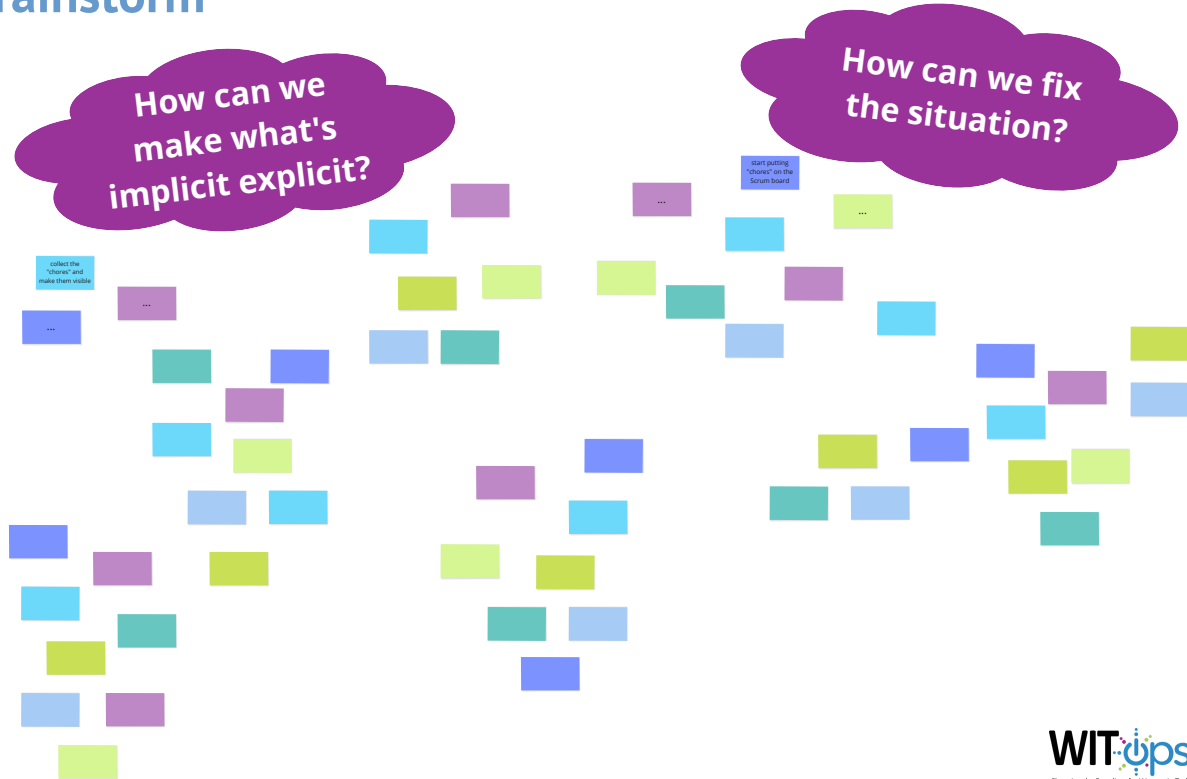
Breakout A

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



5 Share Results From Breakout

Share & decide

Instructions

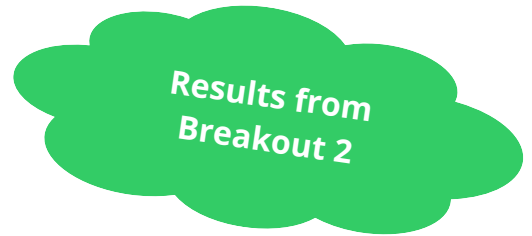
Share Solutions and Choose What to Try:

Sub-team share their ideas with whole team.

Team members vote or agree what solutions to try out for an agreed upon timeframe.

Record the commitments

Evaluate and tune your process changes in your retrospective meetings.



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...