

### Tales from the Coffee House 3: The Case of the High-Performing Team

You are a ScrumMaster at an organization that has been working with Scrum for a little over two years. The team that you have been asked to serve has had a consistent, empowered Product Owner who is the right person to make the decisions for the product that the development team works on.

During the interview process, everyone that you met with said, that if selected, you would be the fourth ScrumMaster for this particular development team. When you asked about the circumstances surrounding the previous SMS' departures, you were told that the first one chose to leave the company after six months in the position and that the last two ScrumMasters were each rejected by the team after three months respectively.

You have been on the job for an entire two-week Sprint. Prior to the first Sprint Planning, you let the team know that you would be taking a look at their historical Velocity and holding a number of individual conversations in order to get to know them, their Product Owner and the company.

In reviewing the development team's Velocity, you notice that it is exactly the same with each Sprint. There was about a year and a half of nearly identical data; the only noted exceptions are during Sprints in which a major holiday occurred.

The development team supports one of the company's products from a technical perspective. These product support activities include research and analysis, programming and testing. All skill sets are represented on this development team. What is also curious to you as you review Capacity in relation to Velocity is that there is a team Velocity but that Capacity is broken out by individual, traditional activities such as analysis, programming, testing, etc.

It is the first Retrospective that you will be leading with this development team. You wait patiently in the reserved room as 5 minutes past the start time is reached. Then 10 minutes. Then 15 with nobody from the team arriving.

You leave the room and head over to the area where the Development Team sits. All team members are head's down working. You ask for their attention and continue "Did you all forget about the Retrospective that was to start 15 minutes ago?"

A few team members exchange glances and one says "No we didn't forget."

"How come none of you were in the room then?" you ask.

"We're a high-performing team," another team member offers. "We don't need Retrospectives anymore."

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- Consider Empiricism (Transparency, Inspection and Adaptation) specifically. What is not working effectively?
- What would you do if you were the Scrum Master in this situation? Be as specific as you can.