



Execution Effectiveness	Outstanding*	Solid	Needs Improvement
<b>Remove Obstacles</b>	Identifies the true source of obstacles and demonstrates skill overcoming difficult obstacles impacting the team. (e.g. obstacles that result from organizational issues outside the team.) Anticipates and prevents potential obstacles before they occur.	Identifies and effectively removes obstacles that are slowing down the team, with a sense of urgency.	Does not understand, cannot recognize, ignores or cannot remove obstacles for the team.
<b>Plan &amp; Facilitate Meetings</b>	Facilitates meetings that are enjoyable and energizing.	Demonstrates core facilitation skills during scrum meetings (release and sprint planning, daily meetings, and retrospective): time management, conflict management, maintaining focus and flow. Effectively includes and engages any remote team members.	Does not sufficiently prepare for meetings or cannot facilitate them effectively to achieve results. Team members complain that meetings are not an effective use of their time.
<b>Protect the Team</b>	Anticipates potential outside interference and minimizes impact on the team. Effectively negotiates with Senior Management when needed to protect the team.	Helps the team stay focused on the goals of the sprint. Recognizes and deflects interference from people outside the team that could impact the team's productivity.	Ineffective in protecting the team from outside interference. Not attentive to work that is happening that is not on the sprint backlog.
<b>Optimize Team Throughput</b>	Inspires creative solutions that eliminate waste and/or improve team throughput. Effectively influences change outside the team which improves team throughput.	Helps the team know their velocity and maintain a sustainable pace. Helps team establish an effective rhythm and flow in their work.	Team does not know their velocity or does not talk constructively about issues impacting their velocity. Enables or ignores factors that are creating an unsustainable pace or are disrupting team productivity.
<b>Provide Visibility</b>	Communication is extremely clear, concise, helpful, and impactful. Very skilled in anticipating what others need to know.	Clearly communicates team release and sprint goals, and then provides ongoing visibility into progress towards goals, changes to goals, blockers, and risks.	Provides insufficient data or visibility to support understanding and needed action by the team or others.

Teamwork	Outstanding*	Solid	Needs Improvement
<b>Create an Environment of Trust</b>	Influences factors and conditions outside the team that may be undermining trust on the team.	Demonstrates and encourages behaviors that build trust, such as: honesty, openness, direct communication, taking responsibility, following through on commitments, and treating others with respect.	Demonstrates or enables any of the many possible behaviors that undermine trust, such as disrespect, dishonesty, incongruence (what you say is not what you do), hostility, manipulation, etc.
<b>Build a Highly Collaborative Team</b>	Continually helps the team overcome any obstacles to collaboration, either within the team or with other teams. Scrum team operates with an incredibly high level of cohesion: team is unified around a common goal, has extremely effective communication, and works in synchronization towards the success of the whole team.	Demonstrates and encourages behaviors that promote collaboration, such as: <ul style="list-style-type: none"> <li>• Listening attentively to others</li> <li>• Providing constructive feedback</li> <li>• Relating to others in an open, accepting, and respectful manner.</li> <li>• Building strong relationships</li> <li>• Effective conflict resolution</li> <li>• Appreciating others</li> </ul> Builds and supports collaboration with other teams as needed.	Demonstrates or enables any of the many behaviors that can undermine collaboration, such as: selfishness, unresponsiveness, poor communication, disrespect, secrecy, exclusion, etc.

\*Note: An Outstanding ScrumMaster would also be doing everything in the Solid column.

<b>Teamwork (cont.)</b>	<b>Outstanding*</b>	<b>Solid</b>	<b>Needs Improvement</b>
<b>Enable Self-Organization</b>	Deep understanding of self-organization and how to coach a self-organizing team. Coaches the team to take ownership of the scrum processes and principles, and operate effectively without ScrumMaster involvement.	Supports the team in making its own decisions and self-organizing around the solution. Provides light-touch leadership that empowers team members and builds responsibility and accountability. Creates the environment for the team to solve its own problems.	Makes decisions or solves problems that team members can handle themselves. Command and control leadership style.
<b>Inspire Ownership &amp; Engagement</b>	Creates an environment that inspires high performance and builds enthusiasm, optimism, ownership, and commitment in others.	Demonstrates a high level of energy, enthusiasm, optimism, ownership, and commitment. Is actively engaged with team members outside of team meetings.	Demonstrates a low level of energy, does not take ownership, or does not demonstrate commitment. Not available or not involved with the team outside of team meetings.
<b>Facilitate Continuous Improvement</b>	Very skilled at facilitating reflective conversations that generate insight, learning, and continuous improvement. This applies not only to retrospective meetings, but to other conversations as well. Freely shares insights and learning with other teams and influences continuous improvement beyond the team.	Facilitates regular retrospectives which surface issues/concerns and identify clear action steps. Follows up on actions from prior retrospectives. Challenges the team to grow.	Does not facilitate regular retrospective or facilitates retrospectives in a way that does not enable open and constructive communication.

<b>Coaching</b>	<b>Outstanding*</b>	<b>Solid</b>	<b>Needs Improvement</b>
<b>Coach Team on Agile Principles</b>	Influences change in the team or organization to bring greater alignment with lean/agile principles.	Helps the team understand the 7 lean/agile principles (Eliminate Waste, Build Quality In, Respect People, Optimize the Whole, Create Knowledge, Just-in-Time Decisions, Deliver Fast) and how to apply them in their day-to-day activities.	Does not know the 7 lean/agile principles or does not recognize behavior that clearly violates the principles.
<b>Coach Team on Agile Practices</b>	Very articulate at explaining the reasons for and value of the scrum practices. Overcomes resistance to the practices and is continually focused on achieving excellence in the practices.	Effectively guides team in using basic scrum practices such as storypoints, velocity, sprint planning, release planning, daily meeting, and retrospectives.	Does not follow basic scrum practices or is not able to guide the team to use them effectively. Is dogmatic about agile practices and not able to adapt them when necessary.
<b>Coach Product Owner</b>	Very strong partnership with product owner. Very articulate at explaining the reasons for and value of the key product owner behaviors. Can overcome resistance to the practices, and is continually focused on achieving excellence in the practices.	Actively coaches product owner on key product owner behaviors, such as: prioritized backlog, well written user stories, properly sized stories, and proper preparation for sprint/release planning meetings.	Does not understand the key product owner behaviors or does not actively coach the product owner when there are issues.
<b>Coach Functional Managers</b>	Very strong partnership with functional managers. Regularly discusses the performance of the team with functional managers and how to support and grow the team.	Helps functional managers understand how they can best support the scrum team without interfering with team self-organization.	Unable to coach or influence functional managers that are too involved with the team or otherwise interfering in the self-organization of the team.