

Self-organization is the process by which order arises spontaneously from something that is initially disorganized.

This order is the result of self-organization **only** when it emerges from the interactions of the **smallest units** of the system and isn't imposed by outside influences.

Zombie Scrum Survival Guide

Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value each Sprint. They are also **self-managing, meaning they internally decide who does what, when, and how.**

The Scrum Guide

The Scrum Framework purposefully defines one essential rule for Scrum Teams to follow:

**Deliver a “Done”
Increment every Sprint
that achieves the Sprint
Goal**



Teams should have autonomy in the following areas:

- How new members of a team are selected and recruited
- How teams and its members are rewarded and evaluated
- How teams create a safe and collaborative environment
- How teams are trained in important skills, and by whom
- How teams spend their time
- How teams synchronize their work with other teams, departments, and units
- How teams set goals
- What facilities and tools teams need to do their work
- How decisions are made on the team
- How teams distribute their work
- Which methods, practices, and techniques teams use

Signs of Teams with Low Autonomy

- Scrum Teams have no role in deciding who is part of their team. Such decisions are made either by external managers or by a human resources department
- Scrum Teams cannot change their tools or work environment to suit their needs
- Product Owners have limited mandate over “their” product. Either they are not allowed to make decisions or they frequently have to ask for permission
- There is a lot of negative gossip about, and blaming of, other teams, departments, or people that a Scrum Team depends on. And vice versa
- People respond with cynicism to the purpose of their work and the product they are developing together. Team morale is low

Zombie Scrum Survival Guide

The Scrum Master serves the organization in several ways, including:

- Leading, training, and coaching the organization in its Scrum adoption;
- Planning and advising Scrum implementations within the organization;
- Helping employees and stakeholders understand and enact an empirical approach for complex work; and,
- Removing barriers between stakeholders and Scrum Teams.

The Scrum Guide

Locus of control/Role	Scrum Team	Product Owner	Developers	Scrum Master
Define the Product Goal		X		
Define Definition of Done	X			
Define the Sprint Goal	X			
Contents & Ordering of Sprint Backlog			X	
Contents & Ordering of Product Backlog		X		
How the work of Product Backlog Items is done			X	
Who is part of the Development team			X	
Resolving impediments that the team cannot resolve themselves				X
Maintaining Scrum in order to work empirically				X

