



# Webfleet Solutions, Bridgestone

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# Developing Scrum Masters

We help people look beyond the obvious and challenge their assumptions. Our approach encourages people to see things afresh, to let go of “old baggage” and historical habits. Enabling them to discover new solutions and make the better decisions.



## The challenge

Bridgestone Mobility Solutions wanted to develop the capacity and capability of their Scrum Masters around their key culture and leadership principles – developing personal accountability for getting things done, a focus on the customer, quality and continuous improvement, and critically leading with empathy and trust.

Our aim was to bring this together to inspire Scrum Masters to improve the performance of others and build an appreciation of how behaviour and engagement influence delivery and ultimately enhance performance.

## The Scrum Master Role

The Scrum Master role is aligned to agile methodology in the technical space, with Scrum Masters leading cross-functional teams in short, project focused ‘sprints’.

Scrum Masters are instrumental in bringing people together to deliver results at pace, without positional authority.

Many are technical specialists with little or no formal management or leadership development, with some unwittingly finding themselves in the position of ‘leader’ without appreciating the changes that this may require of them.

Bridgestone Mobility Solutions has over 50,000 customers worldwide and services drivers in more than 100 countries and is one of the world’s leading telematics solution providers, dedicated to fleet management, vehicle telematics and connected car services.

In addition, they provide services for the insurance, rental and leasing industries, car importers and companies that address the needs of businesses as well as consumers.

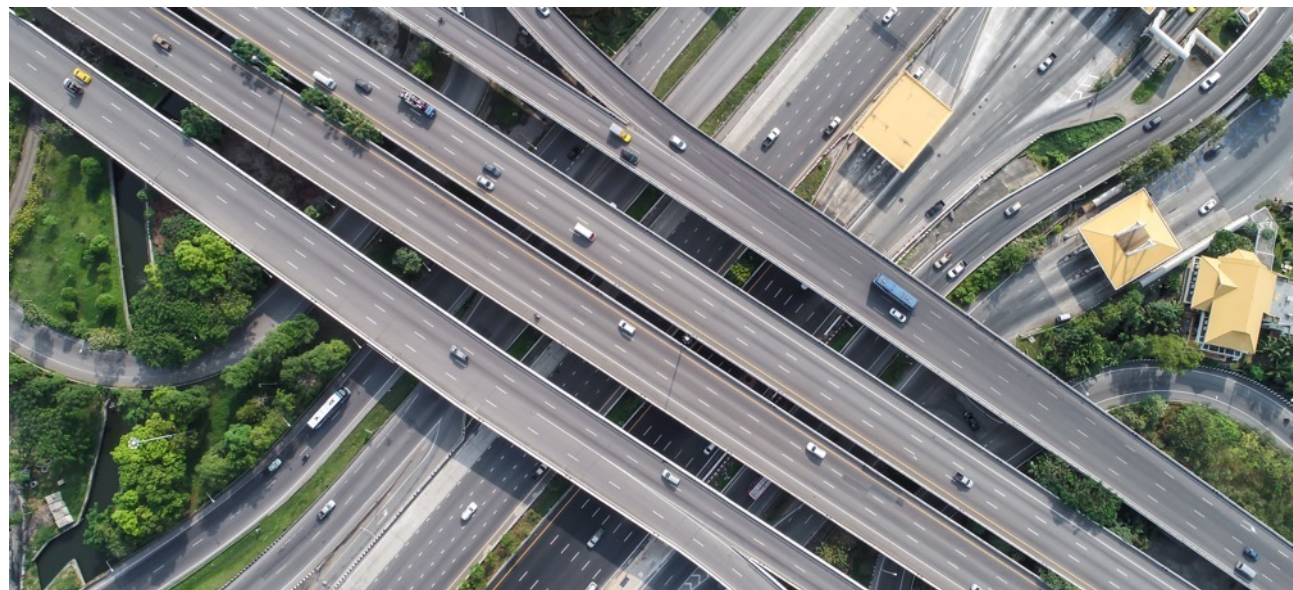


# Developing Scrum Masters



We designed and facilitated a virtual programme to equip Scrum Masters with the necessary managerial and leadership skills to better engage teams and produce high performance.

Structured as a series of 'Sprints' the programme replicated the Scrum environment, with short bursts of learning interspersed with on-the-job activities and guided action learning sets ('Sprint Reviews') and reflection ('Retrospectives').



## Working in Sprints

A confidential 360 Feedback Questionnaire at the start of the programme, individually debriefed by a Coach, provided participants with real-time feedback on their personal impact, enabling them to shape their individual experience of the programme.

Each 'Sprint' focused on key areas of the Scrum Master's role as a 'leader' - 'Focus' (setting intentions, personal impact and resilience, why people stuff matters), 'Do' (leading without authority, clearing the way, building improved performance), 'Review' (testing new approaches in a safe environment and receiving in-the-moment feedback).

Each 'Sprint' consisted of several interactive 2-hour modules, followed by a 30-minute 'Retrospective' in which participants discuss and commit to actions to put their learning into practice.

## The Results

- A group of Scrum Masters with a shared identity and focus who value the role they play in enabling their organisation and their customers to succeed
- Self-aware individuals who are better able to foresee and manage sources of day-to-day pressure and frustration
- Scrum Managers who show up well and are beginning to build psychological safety within their teams and projects - taking accountability, communicating with clarity and authenticity, holding space for difficult conversations

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