Interview Guidelines for
"Leadership Gap in Agile Teams:
How Teams and Scrum Masters Mature"

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1   Overview

The first guideline was used for the first round of conducting interviews predominantly containing Scrum Masters.
The second guideline was used for the second round of conducting interviews approaching teams as a whole.
Both questionnaires served as guidelines for the interviews. When we considered answers to provide valuable insights for our research objective, we dig deeper into the topic and asked further questions.

Guideline 1

1. Please describe which team your are in and what the task of the team is.

2. How long have you been working in that team?

3. How many team members are you?

4. What is your role within this group?

5. How long have you been playing the Scrum Master role? (Only if Scrum Master is interviewed.)

6. How did you get into the Scrum Master role? (Only if Scrum Master is interviewed.)

7. Which hindrances did you face when playing your role?

8. Which kind of support did you receive when playing your role?

9. What does agility mean to you? How would you describe it in your own words?

10. How would you describe 'agile leadership'?

11. How was Scrum implemented in this team?

12. What kind of hindrances did you face when implementing Scrum? How did you solve them?

13. In which way do you apply the Scrum method in this team?

14. In which way do you collaborate in your team?

15. Who says what's next in this group? How do you make decisions in the team?

16. Who takes on a leading role in this team?

17. Is there any time when team members take over the leadership role, if so in which situation?

18. In which way do the team members accept the agile way of working?

19. Did the Scrum Master role change over time? If so, in which way? What have you learned since the implementation of the Scrum method? Did your behavior change somehow since you started to work in an agile manner?

20. Which kind of advice would you hand over to a newbie who is about to take over the Scrum Master role?

21. Last but not least, is there anything you would like to add?

Guideline 2

1. In which project are you currently working and what is the project goal?

2. How long has the team been working on its goal?

3. When did you join this team?

4. What is your role in this team?

5. How many team members are you?

6. How diverse is this team regarding different expertise?

7. Which challenges did you face when working in this team?

8. Which challenges do you face when working cross-functionally? How do you solve them?

9. In which way does the Scrum Master support you to work cross-functionally?

10. How self-organized do you work in your team?

11. How much responsibility do you own in this team?

12. Which challenges do you face when taking over responsibility?

13. In which way does the Scrum Master support you to take over responsibility?

14. How do you learn from each other?

15. In which way does the Scrum Master support you in learning from each other?

16. How do you balance continuous learning and iteration pressure?

17. How did the Scrum Master influence the way you are working with each other over time?

18. Please describe, in which way the Scrum Master plays his role.

19. Which kind of behavior would you expect from a Scrum Master?

20. How do you divide tasks among each other? How do you decide on who does what?

21. Is there anything else you would like to add?