Responsible / Accountable – The SM is expected own these, and drive them proactively.

Doing / Helping with – These are responsibilities for other roles, but SM can help in them.

Actively Avoid – These negatively impact Scrum success and should be avoided.

Scrum Is Silent – Scrum purposefully omits these, and organisations must agree how to handle them.

Responsible / Accountable

In order to be effective in helping the PO and the Team, the ScrumMaster must be one or two steps ahead in their understanding of Agile and Scrum. This requires continuous effort to expose oneself to new ideas.

Responsible / Accountable

Being neutral to the content gives the SM a unique opportunity to observe the systemic behaviors in the Team and the environment. Once detected, the SM must make these patterns observable to others, so that they can change or amplify them for improvement.

Responsible / Accountable

One of the biggest detractors from value delivery is continuous interruptions (of various kinds). Work with the Team and the environment to ensure appropriate space to get effective in. Mature high-performing Teams are also very attractive for poachers.

Responsible / Accountable

The ScrumMaster is not a messenger for others. Instead, he/she is working to create an effective network of communication, with effective communication practices. Sometimes they do get asked information, or to pass requests, and these serve as possible cues for broken links.

Responsible / Accountable

Personally, I don't "trust" self-organisation. We don't have a strong existing culture, and thus an unsupported self-organisation often leads to poor self-organized states (traditional shapes, people bullying each other, free-riders, fear of responsibility, etc.). The SM must help the team toward good shapes.

Responsible / Accountable

Forming into a proper team is maybe the most important factor in improving the overall system. Spontaneous team formation is very rare, and the SM's job is to help this rare occurrence become common, by supporting the Development Team through the process.

Responsible / Accountable

It is the ScrumMaster's responsibility to ensure the people know Agile and Scrum (and the other frameworks they use). They don't necessarily have to train it themselves. It's then up to the people themselves how they use that information, though the SM certainly coaches them in the desired use.

Responsible / Accountable

When the Scrum Team gets better, the impediments it has will move outside its boundaries. The organisation will be challenged to inspect and change its structure and policies, or stakeholder interaction needs to be changed. This is hard, and needs collaboration from many people from many sources.

Doing / Helping with

The Product Owner naturally owns the Product Backlog and the stakeholder interaction, but often needs help to make them effective. The ScrumMaster can provide support in the form of the Backlog and in facilitating stakeholder meetings.

Doing / Helping with

The people who own the content should also own the meetings and activities needed to create them. ScrumMaster can help them achieve them with facilitation. But the responsible people should know how to run them effectively even when the ScrumMaster is not present to help.

Doing / Helping with

The Development Team is responsible for their own way of working, but SM can ease the burden by helping them discover new good ideas to experiment with. The SM can challenge the Team to improve their game, but should never tell them what to do.

Doing / Helping with

Scrum is a high-energy state, and it will dissipate if not maintained by sufficient motivation to do a great job. While the SM is not responsible for it, they are very concerned about it and will work with everyone to create a motivating project and workplace.

Doing / Helping with

The SM is not a referee like in soccer, with the authority to enforce the rules of the game. But SM can be like a conscience, helping the Development Team and the Product Owner in noticing when they deviate from their agreements, and help them either follow them or change them (if they are no longer good rules).

Doing / Helping with

Collecting data and visualizing it is a great way to help the Development Team and Product Owner in owning and improving their work. They should still own them. If some data or visualisations are not useful to them, they should drop or change them.

Doing / Helping with

There are very few impediments the ScrumMaster can personally resolve. Most require others to take action and use their authority. The ScrumMaster should help them in that resolution and certainly maintain visibility in their resolution.

Actively Avoid

This is the responsibility of the Development Team as part of their self-organisation. It would be best if the Team took entirely care of this. Otherwise the ScrumMaster is on a slippery slope to become a project manager.

Actively Avoid

If the ScrumMaster is a manager to the Development Team members, it almost always bring the "invisible gun" problem to their relationship and makes it very hard to have truly honest relationships. Being the manager certainly influences the ability to observe the system properly.

Scrum Is Silent

While Scrum prefers two-way interaction, in many organisations and situations some amount of reporting is still necessary. Someone has to do it, but often the Product Owner is likely to be one responsible for it. But in many contracting situations it is someone else, possibly even the person who is also the ScrumMaster

Actively Avoid

The Development Team is always its own representative. When the whole team cannot be present, they should choose themselves who goes. The ScrumMaster should never be that person, since he/she cannot make any commitments in the name of the Development Team.

Scrum Is Silent

In many environments, proper change management (or at least documenting agreed changes) is a very important risk management activity. Contracts do play an important role in many interactions and need to be cared for. Someone has to do it.

Scrum Is Silent

In many situations, invoicing is a necessary part of the collaboration, and someone has to do it. The person being the SM could be the person to do it, but it could also be someone else.

Scrum Is Silent

In many consulting environments, this is an important function for the continuation of the business. If you need it, discuss internally who are the people doing it. Note that often also the Development Team members can be great ambassador and salespersons, if they just put their mind to it.

Actively Avoid

The ScrumMaster definitely should not be, as part of the role, taking any responsibility on defining what to do. The Development Team and the PO should directly discuss this issue.