Agile and Kanban Maturity Assessment

Description of Agile Maturity Assessment

Overview   The Agile Maturity Assessment examines the current states of teams that are part of the organizations agile transformation efforts to identify opportunities for continuous improvement (target goals) that will increase agility and organizational effectiveness.

Dimensions   The structure of the assessment consists of functional areas and levels that indicate the degree of agile maturity within and across all areas.

Usage   This assessment is to provide insight and guidance for the organization and can be used both to capture continuous improvement action items for teams and to measure progress toward organizational agile adoption over time. Even though this is not an indicator of individual performance and is not related to performance reviews it can help you improve your overall contribution to your team.

Dimensions

Agile Principles

12 principles and 4 core values, agile methods/framework

Team Dynamics

Team health and interactions

Technical Processes

Tools and processes used for delivery

Organizational Dynamics

How is the organization supporting and practicing agile principles and practices

Scoring Description

Scoring = 0: Developing

Behaviors at this level limit agility.

Scoring = 1: Emerging

Behaviors reflect the beginning of a change in culture/mindset and the way we work that align with agile principles and values.

Scoring = 2: Operating

Behaviors reflect a foundational level of understanding/practicing of agile principles and values.

Scoring = 3: Adaptive

Behaviors reflect an intermediate level of understanding/practicing of agile principles and values.

Scoring = 4: Innovative

Behaviors reflect an advanced level of understanding/practicing of agile principles and values.

Agile Principles: Visualization

Level	Level Description	Behaviors
0	Developing	Team does not have a collective visualization of the work being done
1	Emerging	The team is visualizing all work but in different locations
2	Operating	The team can collectively visualize all their work in one place and has an up-to-date team board
3	Adaptive	The team has visibility into the work and knows the business value of each item
4	Innovative	There is always a clear, concise backlog prioritized by business value

Agile Principles: Prioritization

Level	Level Description	Behaviors
0	Developing	Team works items as they come in or according to SLA or due date
1	Emerging	The team works items from a prioritized list and from other intake methods (shoulder-tap, email, etc) on a regular basis
2	Operating	The team is regularly working items from only the backlog (prioritized list) and rarely must take in work from other intake methods
3	Adaptive	The team is working items from only the backlog (prioritized list), and has a system for managing unplanned work
4	Innovative	The team is working from a clear, concise backlog that is made up of product and project work, items are prioritized by business value

Agile Principles: Work in Progress/Workflow

*Focus on swarming, focus on most important items first. How many items are active at any given time?

Level	Level Description	Behaviors
0	Developing	Team does not actively manage the amount of WIP
1	Emerging	The team is aware of WIP risk and is beginning to improve
2	Operating	The team has WIP limits and adheres to them most of the time
3	Adaptive	The team has WIP limits and uses them to make improvements in cycle and lead time as well as flow
4	Innovative	The team no longer needs WIP limits as they limit the amount of work in progress on their own and the work flows through the system seamlessly

Agile Principles: Feedback Loops

Level	Level Description	Behaviors
0	Developing	The team is not seeking feedback from customers on the products they support
1	Emerging	The team has a process to get feedback from the customers but it is rarely used
2	Operating	The team has a process to get feedback from customers and is using the feedback to enhance the backlog
3	Adaptive	The team is regularly getting feedback from the customer to improve the products they support
4	Innovative	The team is consistently working with the customer to improve the product and is measuring the value of items delivered

Agile Principles: Continuous Improvement

Level	Level Description	Behaviors
0	Developing	The team does not have a process in place to inspect/adapt the way they work
1	Emerging	The team has a process in place to inspect the way they work but there is very seldom action taken
2	Operating	The team identifies action items for improvement and prioritizes identified actions
3	Adaptive	The team works a continuous improvement item through to completion at least every 1-2 weeks
4	Innovative	The team owns their own continuous improvement plan and is consistently improving through daily interactions and prioritized needs (organically)

Agile Principles: Explicit Policies

Level	Level Description	Behaviors
0	Developing	The team does not have formal explicit process policies
1	Emerging	The team has started to develop explicit process policies, but they are not followed consistently
2	Operating	The team has explicit process policies and they are being followed consistently
3	Adaptive	The team has evolving explicit process policies that the team is committed to and they are visible to all
4	Innovative	Explicit process policies are owned by the team and no longer need to be formally facilitated

Team Dynamics: Teamwork

Level	Level Description	Behaviors
0	Developing	We are a bunch of individuals that neither know about nor care about what the other people in the team are doing
1	Emerging	Some people show interest in what other team members are doing but others still work in a silo
2	Operating	We collaborate on work but succeed as individuals
3	Adaptive	We collaborate on all work, knowing that we succeed as a team and step in where we are needed to help meet goals
4	Innovative	We all have the same goals and are a cross-functional team that collaborates without formal facilitation to complete all work

Team Dynamics: Trust

Level	Level Description	Behaviors
0	Developing	We are paranoid and not willing to share with each other
1	Emerging	We trust that each team member will complete their own work but are not willing to allow others to do our work
2	Operating	We trust each other and are starting to teach each other to do work that they previously could not do
3	Adaptive	We have worked to cross-train all team members and trust each team member to pick up pieces of work they are trained on and ask for help when needed
4	Innovative	We completely trust each other to do the right thing and anyone can pick up any piece of work

Team Dynamics: Conflict Management

Level	Level Description	Behaviors
0	Developing	The team avoids conflict, external help is needed to identify and resolve it
1	Emerging	The team is aware of conflict, external help is needed to resolve it
2	Operating	The team begins to establish trust and can identify conflict and determine solutions with little to no outside assistance
3	Adaptive	The team identifies conflict and determines solutions and owns the actions to resolve it on their own
4	Innovative	The team is not afraid of conflict, when conflict emerges, the team resolves it via open discussions

Team Dynamics: Work Balance/Satisfaction

Level	Level Description	Behaviors
0	Developing	Team members feel overwhelmed and overworked
1	Emerging	The team is bringing visibility to capacity issues and is starting to resolve them
2	Operating	The team is able to work at a sustainable pace some of the time
3	Adaptive	The team works at a sustainable pace and has opportunities to work on new things
4	Innovative	The team works at a sustainable pace, feels engaged daily and has opportunities to be innovative and introduce new ideas

Technical Processes: Quality

Production defects caused by change

Level	Level Description	Behaviors
0	Developing	The team is not discussing quality concerns and/or does not measure quality
1	Emerging	The team is identifying ways to improve quality and has defined metrics to measure it
2	Operating	The team is proactive in identifying up-stream process improvements and prioritizes this work
3	Adaptive	The team is continuously improving quality by implementing automation or other built-in quality solutions
4	Innovative	The team has consistent high quality due to automation and other built-in quality solutions and rarely has to manually test

Commented [SS4]: Do they need to start measure quality issues/defect at the emerging level?

Commented [SS5]: I could see teams checking this box. What is high quality? See comment on #4.

Commented [KK6R5]: It would be based on the measures defined by the team

Commented [KK7R5]:

Technical Processes: Build it Right

Technical debt example: You have a piece of functionality that you need to add to your system. You see two ways to do it, one is quick to do but is messy you are sure that it will make further changes harder in the future. The other results in a cleaner design but will take longer to put in place. The quick way causes technical debt because you will have to go back later to fix it.

Level	Level Description	Behaviors
0	Developing	The team continues to acquire technical debt and is not taking action to resolve it
1	Emerging	The team is starting to document and prioritize technical debt but not taking action to stop acquiring it
2	Operating	The team has an active technical debt backlog that is prioritized and worked and are starting to use better design practices to limit the amount of tech debt created
3	Adaptive	The team has little technical debt due to past decisions and regularly uses good design practices to avoid creating more
4	Innovative	The team only acquires technical debt when it is deliberate and immediately develops a plan to resolve it

Technical Processes: Definition of Done

Definition of Done is not the same as Acceptance Criteria. AC defines scope for a particular piece of work whereas DoD defines a certain level of quality to ensure work is completely done (i.e. peer review, testing, documentation, etc).

Level	Level Description	Behaviors
0	Developing	The team does not have a visible agreed upon Definition of Done for any level of work
1	Emerging	The team has a Definition of Done but does not enforce it
2	Operating	The team has a Definition of Done that is applied to all work
3	Adaptive	The team has an evolving definition of done that is applied to all work
4	Innovative	The team has a definition of done at a story level that is evolving and advancing the team toward continuous deployment (and/or story level release activities where deployment is not involved)

Technical Processes: Code Changes

Level	Level Description	Behaviors
0	Developing	Code check ins happen less than weekly
1	Emerging	Code check ins happen at least once per week
2	Operating	Code check ins happen multiple times a week
3	Adaptive	Code check ins happen daily
4	Innovative	Code check ins happen several times a day

Technical Processes: Deployment

Level	Level Description	Behaviors
0	Developing	Build processes are complex and outdated (others deploy for me)
1	Emerging	The team is beginning to update build processes to eliminate complexity
2	Operating	The build process is the same within the team - there are no customized builds
3	Adaptive	There is a single code repository and the build process is the same within the team
4	Innovative	The use of a single code repository is used by other teams you are working with

Technical Processes: Risk Management

Safety, exposure, media, security

Level	Level Description	Behaviors
0	Developing	The team is not tracking risks caused by the work they are doing that may impact the organization
1	Emerging	The team documents risks at the start of an initiative but does not update them throughout the execution
2	Operating	The team is documenting and updating risks at least every quarter on each initiative
3	Adaptive	The team is documenting and updating risks at least every iteration(sprint) on each initiative
4	Innovative	The team is documenting and updating risks without being prompted and working to ensure they are continuously eliminated or reduced

Organizational Dynamics: IT Leadership Support

IT Leadership includes Director and Sr. PO's, excludes direct leader (PO/SO)

Level	Level Description	Behaviors
0	Developing	IT leadership does not actively support agile principles and practices
1	Emerging	IT leadership supports some agile principles and practices
2	Operating	There is clear, visible support from IT leadership regarding most agile principles and practices
3	Adaptive	IT leadership actively supports agile principles and practices and is supporting organizational agile transformation initiatives
4	Innovative	IT leadership has implemented agile principles and practices Being agile is engrained in the culture

Organizational Dynamics: Resourcing

Level	Level Description	Behaviors
0	Developing	People are dedicated to multiple initiatives with multiple teams or projects
1	Emerging	Long lived cross functional teams are starting to be formed but team members are often pulled into other projects/work
2	Operating	Long lived cross functional teams are starting to be formed and team members are rarely pulled into other projects/work
3	Adaptive	There are multiple long lived cross functional teams that are 100% dedicated to a backlog of work
4	Innovative	Resources are dedicated and aligned to business outcomes - silos do not exist

Organizational Dynamics: Customer Support

This applies to the customers your team serves holistically (i.e. if some customers support and some do not, select the lower level)

Level	Level Description	Behaviors
0	Developing	The customer is not responsive to requests for support or testing
1	Emerging	The customer responds to requests for support or testing but it's usually delayed
2	Operating	The customer responds in a timely manner to most requests for support or testing
3	Adaptive	The customer is consistently available to the team when needed
4	Innovative	The customer acts as part of the team and is proactively supporting the team in any way possible

Organizational Dynamics: Business Value

This applies to business customers that are not internal to IT when possible. If you are, for example, an infrastructure team, then assess how your key stakeholders are aligned on goals.

Level	Level Description	Behaviors
0	Developing	We do not have visibility into the goals of our business customers
1	Emerging	We have visibility into the goals of our business customers but we do not understand them
2	Operating	Key business customers agree on goals but they often do not translate to the work that is being done
3	Adaptive	Key business customers agree on goals and the priority of work
4	Innovative	Key business customers agree on goals and the priority of work and the business iteratively reviews the goals with us to ensure work is aligned to business value