Playbook for Creating Champion Scrum Teams

One Team at a Time

The enclosed exercises were developed and grouped into a playbook to focus teams, build team cohesion, and help teams achieve greater levels of success. The Playbook for Creating Champion Scrum Teams is a collective effort of:

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Strategy 1: A Commitment to Accountability

Working Agreements Exercise

Value of the Activity (Why Do This Activity?):

Formerly called Team Agreements, the Working Agreements exercise is based on Oz Principles of Accountability®[2], and eliminates any tentative words such as, 'will,' 'plan to,' 'desire,' 'want' and so on, replacing them with words with a backdrop of certainty and commitment such as, 'demonstrate,' 'take,' 'are,' 'have' and the like. Because ALLDATA® is investing in upgrading our culture to one of accountability through the incorporation of the "Oz Principles Accountability Training®," the team stays away from the former more casual and even sometimes inappropriate style of Team Agreements used by other teams like, "Use Conference Bridge for stand up," or "Always wear pants (or skirts). No nudity."

When to Do This Activity:

- Do this activity at the start of the project when the team has been identified and first meets.
- Revisit this activity when/if things on the team start to go awry. ScrumMaster should revisit the list every other sprint or so, reading it aloud and asking the team if they all make good sense still and if they need to add anything else.
- Revisit this activity for new team members, seeking their Fist to Five and identifying if they have any new agreements to add (team must agree).

Associated Costs:

Printer ink and paper, food/snacks for the team, ScrumMaster time and team time.

ScrumMaster/Facilitator Time:

- Approximately .5 hour of ScrumMaster/Facilitator prep time is needed.
- Approximately 1 hour of post activity time is needed.

Team Time:

- Approximately .5 hours of team time.

Pre-Activity Preparation:

- Secure a room with audio/visual capability (or bring a laptop and a projector).
- Review the Oz Principles of Accountability with the team at a separate meeting if possible.

On the Day of the Activity:

- Team meets and begins brainstorming the agreements.
  ScrumMaster captures the agreements and refines them at team direction until the team is ready to formally agree through a Fist to Five.
  ScrumMaster documents the results of the Fist to Five at the bottom of the agreements and publishes the document for other teams and management to see (full transparency). Document is posted in the team's dedicated war room. *See example document next page.

Examples of the Above the Line Working Agreements:

- We demonstrate “Above the Line” behavior. We **S**ee it®; **O**wn it®; **S**olve it®, and **D**o it® (SOSD).
- We learn from our successes and failures. We identify successes/failures as soon as they are visible, and identify what we can learn from them. We document our successes and our failures.
- We offer feedback to team members, and we act on feedback we receive from others. Feedback is defined as an open dialogue about anything project related directed to the betterment of the team. Feedback includes topics such as technical decisions, business decisions, SOSD items. Feedback is not taken personally. We do not retaliate.
- We take necessary risks; we do what we say.
- We take accountability, ownership, and do not blame others.
- We reach out to our team members to help each other, and this Team, succeed.
- We ask others for help if we are struggling with something.
- We appreciate and utilize our strengths and differences.
- All meetings have a specific agenda, an expected outcome, and are time boxed.
- We have one conversation at a time during meetings.
- We utilize parking lot and yellow cards for off topic conversations.
- Artifacts: we create file name(s) with YMD for ease of sorting.
- We are on time for meetings and send status via email (send to the team alias EG-Team Wu-Ji) when we cannot make it to meetings.
- We are transparent in our communication; always cc’g the Team alias on any email regarding Team work. We do not work in silos.
- We stay focused and engaged during our Team meetings. We do not check our email, or answer our phones.
- We prepare a script for demo, with a list of who is demoing each story on the script. We pick someone to prepare the script for each sprint.
- We present our Team as unified, and aligned. Team decisions are supported by Team members unanimously.

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[2] *The Oz Principles: Getting Results Through Individual and Organizational Accountability*, Rev May 2004

Strategy 2: Creating the Future

Vision Statement/Purpose Exercise
(Walk the Wall©[1] exercise)

Value of the Activity (Why Do This Activity?):

The goal of this exercise is to build a unified team Vision Statement/Purpose that supports the Product Owner's Vision Statement for the product. The Walk the Wall© exercise is critical to a team. Without a unified vision and purpose identified, the team works toward an uncommon end result – no matter how much they believe they are aligned, results show later in the SDLC that the team is not unified and aligned without this process.

A project without a common vision statement and an identified purpose will experience impeded progress, and even possibly deliver something other than what was envisioned by the Product Owner. It is the project that has not completed a vision/purpose activity of some sort in which one can here comments such as, "I thought that's what we were working on," "I'm sure that's what we were supposed to be working on," "How did we get so far off track?"

Properly completed, the Walk the Wall© exercise is designed to leave the team with a completely unified understanding of the intended outcome of the project; it gives them a clear picture of what they are working towards, and ultimately helps them understand how their specific work plays into the overall success of the project.

When to Do This Activity:

- Do this activity at the start of the project when the team has been identified and understands the value proposition of the project to which they are assigned.
- Revisit this activity when/if things on the team start to go awry. ScrumMaster should revisit the list every other sprint or so, reading it aloud and asking the team if the vision is still appropriate to the current value proposition of the project and if the statement needs to be revised.
- Revisit this activity for new team members, seeking their Fist to Five and identifying if they have any changes to suggest (team must agree).

Associated Costs:

Printer ink and paper, food/snacks for the team, ScrumMaster time and team time.

ScrumMaster/Facilitator Time:

- Approximately .5 hour of ScrumMaster/Facilitator prep time is needed.
- Approximately 1 hour of post activity time is needed.

Team Time:

- Approximately .5 hours of team time.

Pre-Activity Preparation:

- Secure a room with audio/visual capability (or bring a laptop and a projector).
- Review the Oz Principles of Accountability with the team at a separate meeting if possible.

On the Day of the Activity:

- Team meets and begins brainstorming the agreements.

NOTE: If there are any remote participants, secure an audio/visual cart, and a WebEx session for the meeting. Attendance by all on the team is critical.

- The project Product Owner prepares his/her vision for the product based on customer input, feedback, focus groups, or other means of customer input. The vision has been communicated to and approved by the senior management staff. This is a critical step in the process and the exercise itself should not be completed with the team without this initial step having been completed.
- Next, the team is pulled together, and the Product Owner presents his/her vision for the product. The team is allowed to ask as many questions as they have. All questions are answered before the exercise is continued, inasmuch as any unknown answers may in fact alter the team vision.
- The Product Owner vision statement is hidden from view. Each team member is given a sheet of paper to write as much as they remember without discussing it with other team members. Be sure to have them include their names on the paper. NOTE: Remote team members should send an email with their text.
- Next, the vision statement is shown again for all to see. Each team member is to review his/her notes and re-craft the statement in his/her own words using their notes where appropriate.
- Next, all team members place their understanding of the vision up on the wall. Everyone stands in front of their own sheet.
- Each participant should relocate themselves to the next sheet to the right (last person moves to the first sheet, hence the name – Walk the Wall). Each person modifies the statement as they see fit. This continues until everyone has had a chance to review everyone else's work. Lastly, the vision statements are vetted group wide to come to a common agreement. (NOTE: If there are remote participants, the facilitator should read everyone's statements one at a time, asking as each one is read, should we accept it or modify it. Make any requested changes, continuing to morph the vision until all statements have been modified in the same manner as outlined above.)
- In closing a "Fist to Five" is completed. Anything less than a 5 requires discussion. The goal is to have all 5's not because of compromise, but because of consensus and team cohesion.

[1] *Walk the Wall© exercise developed 2005 by Karen Bruns, Monarch Business Solutions. Used with permission.*

Strategy 3: Managing Boundaries (Charter and Roles/Responsibilities)

Project Charter Exercise

Value of the Activity (Why Do This Activity?):

A Team Project Charter is intended to identify the project timeline, elevator pitch (the 30 second speech given to people curious about what the team is doing on a particular project), to identify the project goals and success criteria. The Project Charter keeps the team focused on the goal and lets them know when they have successfully met the goals of the project. This is usually done after the Vision Statement/Purpose.

When to Do This Activity:

- Do this activity at the start of the project when the team has been identified and understands the value proposition of the project to which they are assigned.
- Revisit this activity when/if things on the team start to go awry. ScrumMaster should revisit the list every other sprint or so, reading it aloud and asking the team if the vision is still appropriate to the current value proposition of the project and if the statement needs to be revised.
- Revisit this activity for new team members, seeking their Fist to Five and identifying if they have any changes to suggest (team must agree).

Associated Costs:

Printer ink and paper, food/snacks for the team, ScrumMaster time and team time.

ScrumMaster/Facilitator Time:

- Minimal prep activity time is needed.
- Minimal post activity time is needed.

Team Time:

- Approximately .5 hour of team time.

Pre-Activity Preparation:

- Secure a room with audio/visual capability (or bring a laptop and a projector).

On the Day of the Activity (Part 1):

- Team meets to complete their Project Charter. (See format next page).

Format for Project Charter

PROJECT CHARTER – Project name and Team name

Project Name:

Time Frame:
Release 1 = date and/or event
Release 2 = date and/or event
Release 3 = date and/or event

Elevator Pitch:
The 30 second speech given to people curious about what the team is doing on a particular project. Typically, the elevator pitch is no more than a few sentences.

Project Goals:

Business
A bullet list of business goals

Category of team (example Data Production)
A bullet list of specific team goals

Success Criteria:
A bullet list of success, which should be linked to strategic goals for the company, include the financial EBIT goals for the fiscal year, and any identified sales goals or other goal priorities.

Strategy 3: Managing Boundaries (continued)

What Happens When He/She Wins the Lottery? ©[2]
(Roles & Responsibilities)

Value of the Activity (Why Do This Activity?):

This exercise eliminates the fuzzy lines between roles. It helps to identify clearly for all team members who will do what, who will be the back up, what specific team members will do what, what is expected of a particular role from the whole team. Where are the cross-training opportunities, development opportunities, and who is a single point of failure; all of which leads to an action plan that can improve overall team success. Clearly delineating expectations, removes disappointment, blame, and the need to double-check another's work. The document is in effect a contract between the team members.

Who benefits from completing this exercise?*

- Any team sprinting for 3 or more sprints.
- Any team never having worked together before.
- Any team with team members assigned to multiple teams.
- Any team that is one component of a multiple team project, in which case, all related teams should conduct a modified version of this exercise.
- Any team working with vendors. Having the vendor identify their commitment in this format identifies gaps and potential dependencies.
- Single points of failure are identified. This affords the team the opportunity to develop a plan to resolve the single points of failure either through new training, cross training, mentoring, and team shuffling of resources or workload, or seeking resource assistance outside the team.

* This should not be made mandatory for single teams sprinting for 1-2 sprints, or for teams that are less than 5 members who have worked together successfully before.

When to Do This Activity:

This activity is broken up into two meeting times (part 1 and part 2).

This is an exercise best suited to be completed before the team really starts sprinting and immediately revisited after the first sprint when the document can be refined with a sprint's experience from which to work. It is critical to revisit this document if the following conditions exist:

- A new team member joins – revise the matrix to include the new team member. Seek the team's fist to five on the final document. If anything less than a 5 is present, investigate and resolve the concerns to the point that everyone is completely aligned with the matrix.
- A team member leaves expectedly or unexpectedly – revise the matrix to consume the missing team member's responsibilities until a replacement can be obtained.
- Expectations of a particular team member are challenged or not met – revisit the matrix to make any necessary adjustments to team members' responsibilities, seek additional training, or level set any accurate expectations.

Associated Costs:

Printer ink and paper, food/snacks for the team, ScrumMaster time and team time.

ScrumMaster/Facilitator Time:

- Approximately 1 hour of ScrumMaster/Facilitator prep time is needed.
- Approximately 2 hours of post activity time is needed.

Team Time:

- Approximately 2.5 hours for each team member (one-half hour to prepare their list and 1.5 -2 hours of team time to review/discuss all other team members).

Pre-Activity Preparation for Part 1:

- Email team the blank format (included on the jump drive) to prepare a list of what all they plan to do for, give the team in the way of their commitments in tasks/responsibilities. Identify a deadline of a few days for them to prepare the list. Have them email their lists back to the ScrumMaster/Facilitator a few days ahead of the second session (Part 1).
- Collect all lists into a single format and email back to team directing them to review all lists and to come prepared to Part 1 with suggested modifications their fellow team mates' lists. Example: If there is a business analyst assigned to the team and he/she doesn't have requirements gathering on the list of associated responsibilities, the team might suggest that these be added.
- Secure a room with audio/visual capability (or bring a laptop and a projector). The lists will be shown on the wall for all to see, or the lists can be printed (poster size) and hung on the walls for all to view.

On the Day of the Activity (Part 1):

- Team meets and reviews all team members' lists, making their recommended changes. A dialogue and negotiation of duties begins between the members. Once all team members agree that their list is representative of their commitment to the team and the project, the meeting ends. If everyone comes prepared, this should take about an hour to go through for a team of 10 people.
- ScrumMaster initiates a Fist to Five to secure team agreement. If anyone gives less than a 5, it should be discussed. Document the Fist to Five results at the bottom of the document for all to see.

Pre-Activity Preparation for Part 2:

- Email the team the updated document asking them to start thinking about who might be the best person to fill the tasks should the assigned role depart from the team (the Lottery game). Identify a deadline of a few days for them to complete the task.
- Secure a room with audio/visual capability (or bring a laptop and a projector). The lists will be shown on the wall for all to see, or the lists can be printed (poster size) and hung on the walls for all to view.

On the Day of the Activity (Part 1):

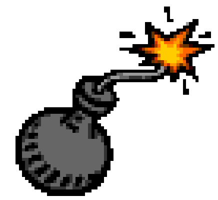
- Team arrives to the meeting, having reviewed the list of the responsibilities of all team roles.
- Team members inspect and adapt the various members' lists; initialing any additions, changes, deletions for later discussion. Team members discuss each role and list of responsibilities and come to an agreement (through Fist to Five) on each member's list.
- Team members play "what if this role is no longer present on the team" to determine who will backfill each identified responsibility for each role. This exercise is where ownership begins to be evident, as well as where single points of failure or missing skill sets are identified.

NOTE: Team can play "what if the person playing this role wins the lottery," or "what happens if the person holding this role retires," or any other scenario. However, do remember to be sensitive to team members that may not share similar beliefs such as playing the Lottery.

- CSM prepares a document that encapsulates all of the work from the sessions and shares it with the team for a final Fist/Five confirmation. CSM has the document printed by role and displayed it in a prominent place for all team members to see and consult. Each team member is requested to post their list in their immediate work area.
- CSM publishes the document alerting management to single points of failure and works with whomever necessary to secure training, cross-training, additional resources, etc (full transparency).

[2] *What Happens When He/She Wins the Lottery© exercise developed 2005 by Karen Bruns, Monarch Business Solutions. Used with permission.*

Strategy 4: Risk planning



Landmine Exercise©[3]

Value of the Activity (Why Do This Activity?):

The Landmine Exercise© is a risk mitigation exercise. It is intended to make the team aware of potential pitfalls that a team might encounter, and to encourage them to identify strategies to fend off the risks as they occur at worst scenario. At best scenario, it shows a team the value of the exercises as a whole as they are able to identify the percentage of landmines for which they are already prepared. Finally, it helps a team identify and plan next steps in order to minimize the damage and even avoid the risks altogether.

When to Do This Activity:

- Do this activity when the project has been identified, the team brought together and enough of the project's desired outcomes are understood.
- Do this activity when a new phase of an existing project is launching.
- Do this activity when the problems arise if it has not been done before. If the activity was done previously, revisit the outcome spreadsheet for direction.

Associated Costs:

Colored paper, sticky tack, printer ink and paper, laminating the landmines, food/snacks for the team, ScrumMaster time and team time.

ScrumMaster/Facilitator Time:

- Approximately 3 hours of ScrumMaster/Facilitator prep time is needed.
- Approximately 3 hours of post activity time is needed.

Team Time:

- Approximately 2 hours for the activity. After that, about 15 minutes each sprint is needed per landmine.

Pre-Activity Preparation:

- When planning the Landmine activity©, each department/team should review the landmines list captured to date and see if there are any missing landmines that apply solely to their area. Laminated landmines should be created for those scenarios.
- Always plan to have a few blank landmines to capture new landmines.
- Try not to exclude any landmines. It is better to review the landmines as a team and agree they are not an issue, or can be moved to the Wall of Safety, than to exclude them and fall victim to poor planning.
- Printing the landmines on single sheets of colored paper (we like red)
- Cut the landmines out and send out for laminating
- When the landmines have been laminated, use reusable removable dual-sided sticky tack to attach to walls. Put one square on each side of each landmine. In the absence of the dual-sided sticky tack, blue carpenter's tape works well too.
- Identify a room with lots of wall space and audio/visual equipment (or secure a laptop and a projector – Internet access is needed). The room needs to have enough wall space to accommodate all the landmines (we used a room with white board space of 30' in length).

- Locate a video of a landmine exploding (YouTube has some great ones).
- Plan an agenda.

On the Day of the Activity:

- Hang the laminated landmines on the wall of the room in which the activity will take place. If no white board space is available, attach two landmines to a single sheet of giant sticky poster paper (flip chart paper works well).
- Load the boomy explosion wave file on the laptop's desktop for ease of access.
- Load the you tube video of the landmine exploding so that it is ready for playing once all the team is present.
- Create a Wall of Safety by identifying an area where landmines that were previously disarmed can be posted to show the team the work they have done together has made a difference.
- Bring good snacks – all teams like food.
- Identify a time keeper.
- Get a ball to toss.
- When the team arrives, introduce the activity and take a few minutes to review the directions so that the team is clear.
- Turn down the lights and start the video of the explosion.
- Turn lights back on and toss the ball to someone to start the event.
- Conclude the session with a one word or one sentence retro of the exercise.

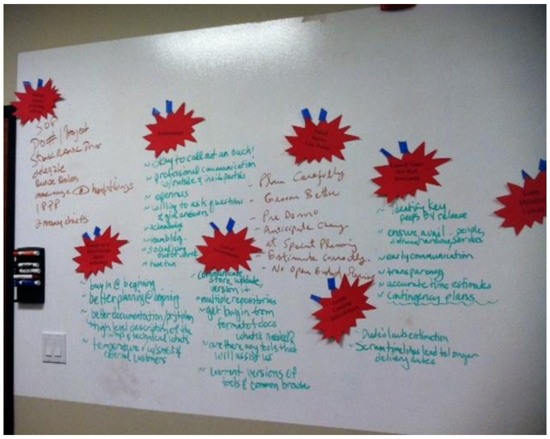
Landmine Activity Directions:

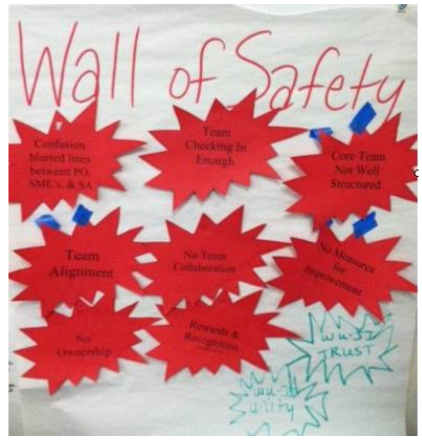
- Each time someone is thrown the ball; he/she must turn over a landmine, read it aloud and within 30 seconds, write down everything you know that will/might correct the problem identified on the landmine. If while writing solutions, the person identifies more landmines that weren't accounted for the item can be written on a blank landmine.
- Participants not identifying the first solution within the first 30 seconds will unfortunately set off the landmine (the boomy explosion sound) at which time anyone on the team can start calling out solutions.
- NOTE: If the team has already done something to avert the landmine, the activity or action can be called out by anyone. The person holding the landmine runs the landmine over to the wall of safety and returns to the "other side" for the next participant, tossing them the ball.
- If a person is completely frozen on what they should do, they have the right to call out for assistance from another person.
- At the end of the event, participants will discuss whether they saw every landmine or if they have experience with a missing landmine that needs to be added. There are blank landmines for such categories.
- Finally, the team will review three things: 1) the number of landmines that were averted by previous team activities, 2) the number of landmines where the team identified strategies to disarm, and 3) the number of landmines that remain a threat to the team's success.

NOTE: If the team is short on time, the above instructions can be substituted as follows: Ball is still thrown to a team member, but the whole team can call out the possible solutions to the situation. No boomy explosion is triggered.

Post activity tasks:

- Photos are taken of the team, the landmines and list of solutions associated with the landmine, as well as the Wall of Safety landmines that were averted.





- Return the sticky tack squares used to attach the landmines to the wall to the package for future exercises.
- The facilitator enters all the data from the photo of each landmine into an Excel spreadsheet. (See format included on the jump drive)
    - For landmines with solutions expressed in one-three word solutions, facilitator converts those words into an action strategy. Example: Landmine title: No cross functional collaboration>>>Mitigation Strategy #1 was a one word response: Collaborate>>> Expand the strategy to: Set up collaboration sessions with other teams. Mitigation Strategy #2 was a four word response: Include teams in meetings>>>Expand the strategy to: Invite other teams to demo, grooming and planning.
    - For landmines that are moved to the Wall of Safety, facilitator and/or team identifies why the landmine belongs on the Wall of Safety. Example: What activity or team agreement qualifies this landmine for the Wall of Safety? This information is also logged in the post activity spreadsheet to show management the value of the activity and where the team anticipates success.
- The team reviews the mitigation strategies, clearing up anything confusing, and prioritizes the strategies that need to be worked on.
- The team plans their next steps to resolve identified risks (typically in the confines of the sprint).
- The team celebrates their Wall of Safety items.
- The facilitator finalizes the report to share with senior management (and other teams) celebrating the team and the results of the exercise. This can be in the form of a company report format, a PowerPoint, or an Excel spreadsheet. Use whatever mode of delivery is preferred by the company. Make sure to include the photos of the landmine activity (full transparency).

[3] *Landmine Exercise© developed 2004 by Karen Bruns, Monarch Business Solutions. Used with permission.*

Strategy 5: Understanding Collaborative Strengths & Weaknesses (Belbin Team Mapping Exercise & Belbin Based Team Agreements)

Belbin Team Mapping®[4]

Value of the Activity (Why Do This Activity?):

- The Belbin® Mapping Exercise is a valuable activity for a team, helping them to glean a better understanding of their strengths and weaknesses.
- It helps them identify any resource limitations and gives them an opportunity to seek ways to alleviate any identified stressors.
- It helps the team build their formal Team Agreements that are Belbin and Oz based.

When to Do This Activity:

- Once the team members have been identified and preferably before the project starts.
- Any time someone new joins the team.
- Any time the project changes focus, direction or delivery date.

Associated Costs:

- Contact 3Circle Partners for costs associated with this exercise.

ScrumMaster/Facilitator Time:

- Minimal prep activity time is needed.
- Minimal post activity time is needed

Team Time:

- Approximately .5 hour for a team to complete his/her Belbin Assessment and approximately .5 hour for others to complete the Belbin for that team member.
- Approximately 4 hours of team time with 3Circle Partners to conduct their Mapping session.

Pre-Activity Preparation:

- Secure a room with audio/visual capability (or bring a laptop and a projector) to review the outcomes.

On the Day of the Activity:

- Team meets with 3Circle Partners to discuss the outcomes of their collective Belbin Mapping.
- ScrumMaster documents identified successes as well as any strategies for later reporting.

Post-Activity Preparation:

- ScrumMaster/Facilitator prepares a report in desired company format to share their strengths and opportunities for success and strategies identified with appropriate management individuals.

A Pictorial Representation of the Sample Team:

There are three main categories to map; Thinking, Action, and People. When the example Team conducted this exercise, they learned that they were heavy on Thinking and really low on People. What this told the team was that they really needed to work on the People aspect and rely on the folks in the team that were strong in the People skills such as Coordinator, Teamwork, and Resource Investigator.

The example team only has one Resource Investigator (team member 5) and one person skilled in Teamwork (also team member 5). Of particular interest, is team member 9; the Project Manager. She is all Action. To compound matters, she is an 8 for Teamwork. For people outside of her core team with whom she must interact, she is seen as abrasive, reckless, even demanding. For people on her core team who have come to appreciate her Belbin in all its glory, she is heralded-even applauded for being bold enough to get the tough things done in a timely manner.

Participant Name	**Thinking**			**Action**			**People**		
	PL	**SP**	**ME**	**SH**	**IM**	**CF**	**CO**	**TW**	**RI**
Team Member 1		2	3	9	7		1		8
Team Member 2	7	1		2	8	3	9		
Team Member 3	2	1	3	9				7	8
Team Member 4	9	1	3	7		2			8
Team Member 5		9	7	2	8			3	1
Team Member 6	3	8		9	2	1			7
Team Member 7	1	2	3	7			8		9
Team Member 8		1	2		9	7	3		8
Team Member 9	7			2	1	3	9	8	
Team Member 10	3	2		9		1	7		8
Team Member 11	1		3	9	8		2		7
Category Count	5	7	6	3	2	5	3	1	1
		18			10			5	

[4] *Belbin Mapping© Activity used with permission from 3Circle Partners.*

Strategy 5: Understanding Collaborative Strengths & Weaknesses (continued)

Team Agreements (Post Belbin Analysis)

Value of the Activity (Why Do This Activity?):

Standard Team Agreements in the Scrum world are seemingly little more than general working agreements. One common complaint is that the agreements formed often feel as though they should just be common sense. This exercise takes the Team Agreement to the next level. Information gleaned during the Belbin® Mapping exercise generates key insights into the team. Once a team has an in-depth understanding of their strengths and weaknesses, how they work for and against a team they are able to have deeper communication to quickly identify strategies for success. Building Team Agreements after identifying strengths from a Belbin analysis allows the team to take advantage of the strengths, and know the weaker areas, to manage and work collaboratively. In this way weaknesses rarely come to the forefront.

When to Do This Activity:

- After the Belbin Mapping activity has been completed.
- Revisit the agreements any time the people change on the team (additions/deletions).
- Revisit the agreements any time the project changes focus, direction or delivery date.

Associated Costs:

- ScrumMaster time and team time.

ScrumMaster/Facilitator Time:

- Prep time varies by the understanding of the Belbin Mapping activity.
- No post activity time is required.

Team Time:

- Approximately .5 hour for a team to review their Belbin Mapping and generate sound, beneficial agreements for the initial pass, as much of the findings are called out by 3Circle Partners.
- Additional time may need to be added as new agreements are identified.

Pre-Activity Preparation:

- Secure a room with audio/visual capability (or bring a laptop and a projector) to review the outcomes.
- Bring food. This is an exercise best served with food.

On the Day of the Activity:

- Team meets with 3Circle Partners to discuss the outcomes of their collective Belbin Mapping.
- ScrumMaster documents identified successes as well as any strategies for later reporting.

Post-Activity Preparation:

- ScrumMaster/Facilitator emails to team and prints for the dedicated war room.

Strategy 6: Continual Improvement

Team Accelerator Exercise®[5]

Value of the Activity (Why Do This Activity?):

The Team Accelerator® is a series of questions that is asked of the team of its performance in six categories:

- Goal Setting & Alignment
- Planning Team Processes
- Assigning Responsibility
- Discovery of Data
- Handling Conflict & Making Decisions
- Learning & Feedback

The data gathered offers an opportunity to see a team's cohesiveness, as well as insight to areas of needed improvement. The scores returned by each member are tracked and compared individually as well as averaged with the team's responses. The example team created a spreadsheet that tracked the responses and compared them side by side. At the end of the project, the team's growth and continual improvement is evident, even with the addition of two team members over time. During the course of the six months this team sprinted together there were vast improvements in several of the above performance categories.

When to Do This Activity:

Three times during the life of their project

- The beginning of a project
- At the anticipated midway point of the project
- At the end of the project

Associated Costs:

Printer ink and paper, food/snacks for the team, ScrumMaster time and team time.

ScrumMaster/Facilitator Time:

- Minimal prep activity time is needed.
- Approximately 1 hour post activity time is needed for a team of 10 people for each time the activity is conducted. A final hour of additional comparative analysis to show growth.

Team Time:

- Approximately .5 hour of team time to review the questions and clarify any misunderstandings of question intent.
- Approximately .25 hour of team time each time they answer the questions.
- An additional .5 to 1 hour of discussion and strategy time for each of the three events.

Pre-Activity Preparation:

- Email the blank form (included on the jump drive) to the team members. Identify in the email a date for completion. Instruct the participants that their participation is critical. Tell them that they need to answer each of the questions with a Yes or No answer (Y/N is acceptable. See example spreadsheet included on the jump drive for how to complete the data).

- Secure a room with audio/visual capability (or bring a laptop and a projector) to review the outcomes.

On the Day of the Activity:

- Team meets to discuss the outcomes of their collective scoring effort (both positive ones and negative ones) and strategize on methods of improving scores next time.
- ScrumMaster documents identified successes as well as any strategies and/or action items (with due dates).

Post-Activity Preparation:

- ScrumMaster/Facilitator combines all participants' scores into a master spreadsheet (see sample spreadsheet included in jump drive).
- ScrumMaster emails the identified successes, strategies and any action items (with due dates) to the whole team.