Agile Assessment Tool

Presented by:

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Providing IT Services for over 20 years for:
- ❑ Project Management, Quality Assurance, Software Estimation & Process Improvements
- ❑ Agile/Scrum, Rational Unified Process (RUP), & Waterfall methodologies
- ❑ Logistics, Health-care, Insurance, Automotive, Telecommunications, Marketing & Financial applications

Software Developer

- ❖ Quality Assurance Analyst
- ❖ Project Leader Development
- ❖ Project Leader Testing
- ❖ QA Manager

- ❖ Test Coordinator
- ❖ Project Manager
- ❖ Process Improvement Manager
- ❖ Scrum Master
- ❖ Coach - Mentor - Trainer
- ❖ Software Estimation Expert
- ❖ Speaker

*You are what you Do

Building A Mature Agile Team

*Scrum is conceptually simple
*Yet implementing a mature process is difficult
*Teams need to embrace a philosophy of continuous improvements:
  *A framework of an incremental and iterative process,
  *Viewed through a lens of value-added and experimentation

Continuous Improvement

Experiment Continuously

ACT | PLAN
Continuous Improvement
CHECK | DO

Improve Performance
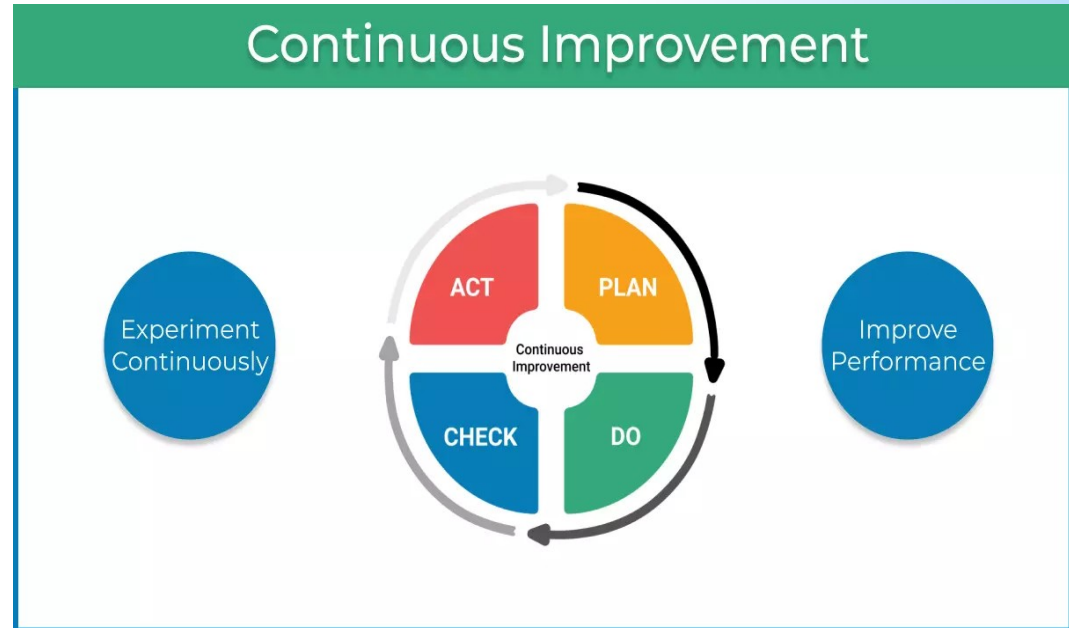
Why is it so difficult?

Assessment Tools

* **The Retrospective:**
  * **Incremental, based on previous Sprints**
  * **Doesn't address systemic issues**
* **Detailed Questionnaires:**
  * **Target specific Scrum features**
  * **May not address non-Scrum behaviors**
* **Versions of the Capability Maturity Model:**
  * **Certified levels of maturity**
  * **Predetermines path to agility**
* **Conversational Approach**
  * **Team-centric,**
  * **Focus on the needs of the team**
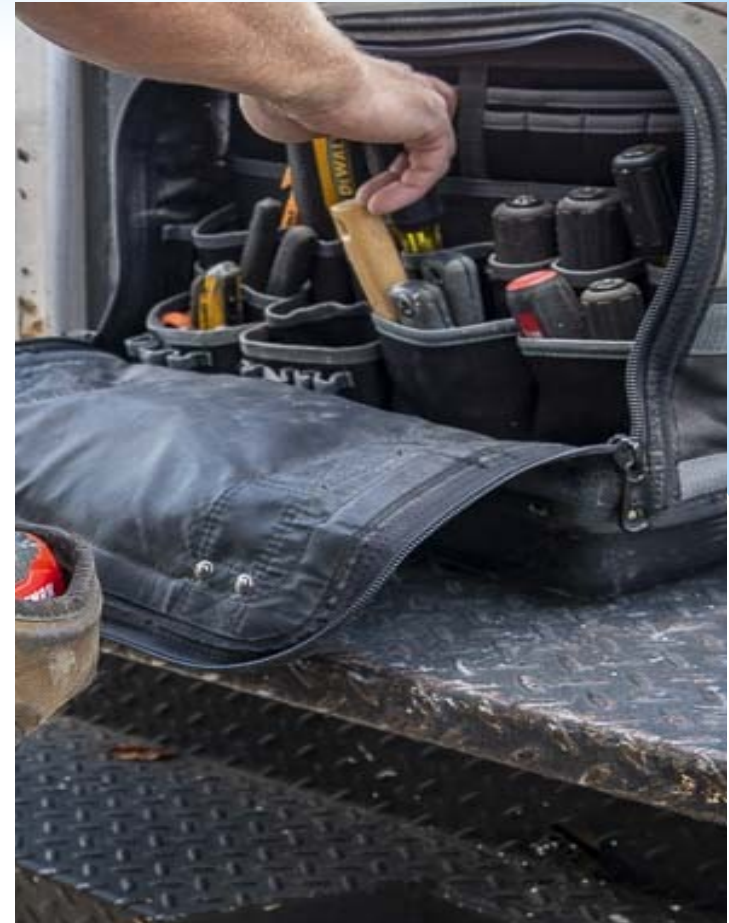
What are you trying to accomplish?

Conversational Approach

* **Engage the Scrum Master, Product Owner & Agile Coach to observe the team for several Sprints**
  * **Discuss areas of concern**
  * **Is the team following agile principles?**
  * **Narrow the focus to a few specifics**
* **Engage the entire team in a conversation**
* **Prioritize items to be changed, and**
* **Implement changes, assess results & repeat**

Let's have a conversation!

Six Dimensions of Agility

*Agile Dimensions:
   *Process Focused
   *Team Dynamics,
   *Transparency,
   *Customer Focused,
   *Manageable Work, and
   *Human Capital.
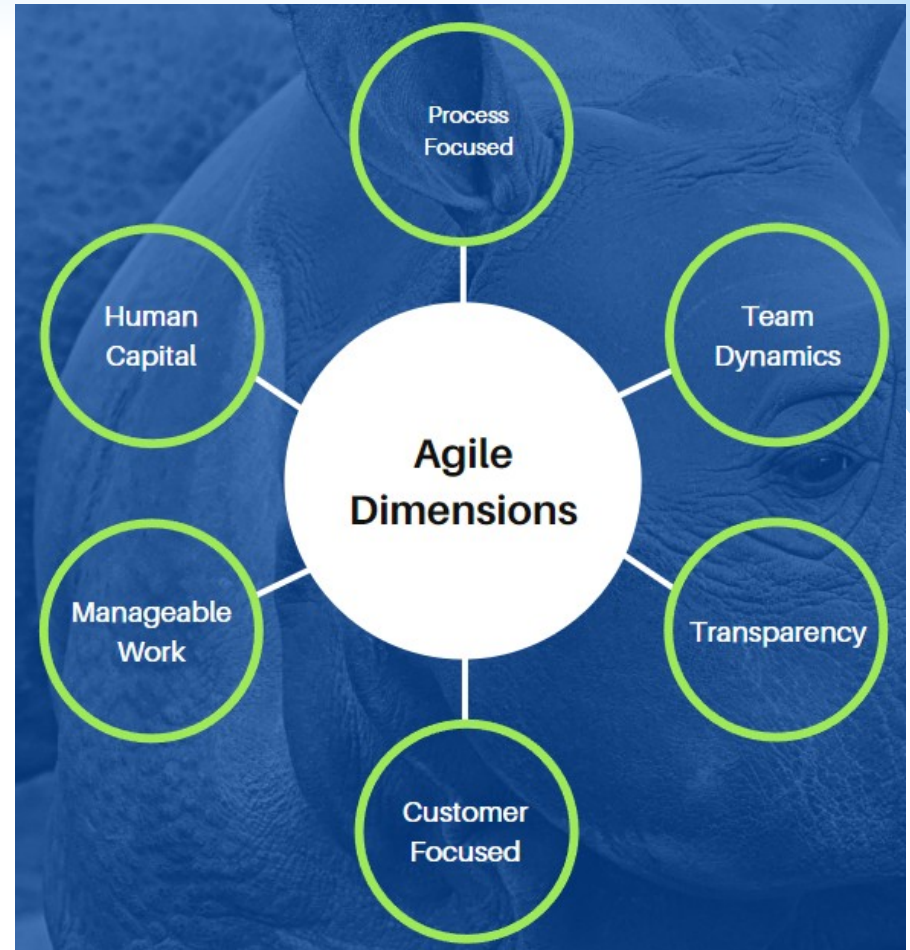
What are yours?

Process Focus

* **Teams need to react to the current business climate.**
  * **Process Controls - visual, pull-based scheduling systems,**
  * **Iterative & Incremental - size and duration of how work is delivered, and**
  * **Ceremonies. Rituals or Events - traditional Scrum plus a few extras.**

Let's Do Scrum!

Process Focus Questions

*Process Controls:
  *Do legacy documents have formal approvals and sign-offs?
  *Is your Kanban board difficult to manage?
  *Has the Kanban board been dictated to the team?
*Iterative & Incremental Development
  *How long is the average Cycle Time?
  *Are there Sprint themes similar to Waterfall Phases?
  *How often do your Sprint lengths change?
*Sprint Cadences:
  *Does team consistently perform all the cadences?
  *Does Sprint Planning lack focus?
  *Does the Product Owner review the User Stories?

What are your Questions?

Team Dynamics

*The factors that influence how a team interacts internally & externally:

  *Cooperative & Collaborative - the team is greater than the sum of its parts,

  *Safe Environment - everyone can contribute ideas,

  *Self-organizing teams - the team is permitted to decide on how best to perform their mission.

Shared Purpose & Values

Trust & Openness

Monitoring & Flexibility

Valued, Inspired & Productive

Communication & Constructive Debate

Active Contribution & Recognition

Ownership & Accountability

Who Does Scrum!

9

Team Dynamics Questions

* **Cooperative & Collaborative**
  * **Do the same team members dominate the ceremonies?**
  * **Are participation techniques encouraged, such as: Pairing, Breakout sessions or Mob programming?**
  * **Are all team members given a chance to participate?**
* **Safe Environment**
  * **Are people encouraged to raise difficult questions?**
  * **Do changes in process require management approval?**
  * **Does the team feel there is a hidden agenda?**
* **Small, Independent & Self-organizing teams**
  * **Has the team expanded its size or functional scope?**
  * **Is the PO empowered to make functional decisions?**
  * **Are decisions dominated by the SM or the PO?**

What are your Questions?

Transparency

*Vital for self-managing teams:
  *Explicit Policies – the team needs to state their internal working policies,
  *Project Tracking & Oversight – judicious use of metrics & dashboards,
  *Communications – other ways the team communicates with itself & others.

How To Do Scrum!

11

Transparency Questions

* **Explicit Policies**
  * **Is there a definition for Ready & Done?**
  * **Are team working agreements & policies made public?**
  * **Are Scrum ceremonies open to a wider audience?**
* **Project Tracking & Oversight**
  * **What type of metrics is being tracked?**
  * **Are metrics used to improve processes or behaviors?**
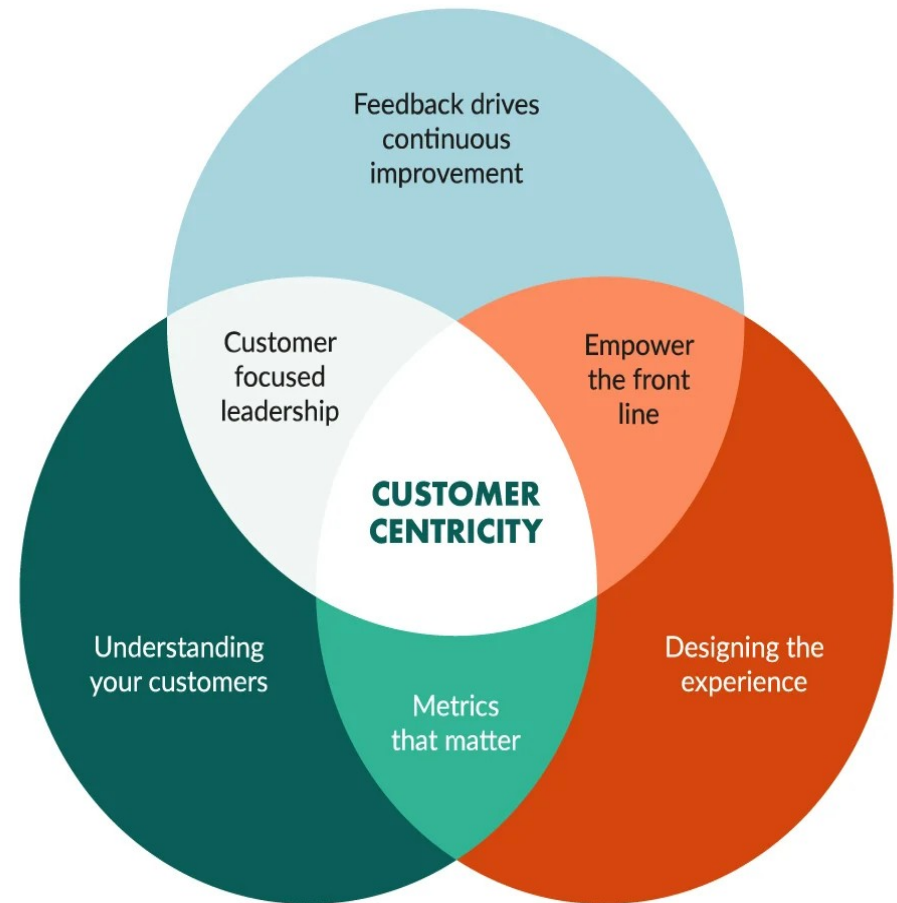 * **Are deviations discussed during the Retrospective?**
* **Communications**
  * **What facilities are available for remote or collaborative work?**
  * **Are there chat rooms available for topical discussions?**
  * **Are public calendars set up for team member availability?**

What are your Questions?

Customer Focused

*Explore how best to satisfy customers and the mission:
  - *Continuous Improvement embraces the philosophy of incremental & continuous improvements,
  - *Quality Focused should be on equal footing with the time to deliver to the market,
  - *Value-Added are features that increase the desirability or monetary value of the product.

Feedback drives continuous improvement

Customer focused leadership

Empower the front line

CUSTOMER CENTRICITY

Understanding your customers

Metrics that matter

Designing the experience

Why Do Scrum!

Customer Focused Questions

*Continuous Improvement
  *Is the team provided time for Refactoring?
  *Is time available for experimentation?
  *Are new & innovative solutions encouraged?
*Quality Focused
  *Do User Stories at times lack Acceptance Criteria?
  *Is sufficient time available to conduct all planned tests?
  *What types of tests are performed?
*Value-Added
  *Are the customers asked about their satisfaction?
  *Do functional changes increase the value of the product?
  *Is the team being tasked with improving their product?

What are your Questions?

Manageable Work

Too Much Scrum!

* **Efficient & productive work either valued by stakeholders or improves the delivery process:**
  * **Value-Based Work – the team has a clear and aligned purpose,**
  * **Minimalism – a simple and elegant solution is better than complexity without adding value,**
  * **Managed Backlogs – both the Sprint and Product backlog need to be managed.**

Manageable Work Questions

* **Value-Based Work**
  * **Has the PO provided the benefits of the Sprint?**
  * **Has the Roadmap & business objectives been discussed?**
  * **Does the Sprint have a theme based on the Roadmap?**
* **Minimalism**
  * **Do meetings over-run their scheduled time?**
  * **Are User Stories > 5 SP, rewritten into smaller ones?**
  * **Are User Stories with multiple dependencies rewritten?**
* **Managed Backlogs**
  * **Are historic User Stories archived in the Product Backlog?**
  * **Are Stories organized by Epic, Themes, or Functionality?**
  * **Are Sprint Backlog User Stories Pointed, Prioritized & in Ready condition?**

What are your Questions?

Human Capital

*The team needs to encourage individual's desire for growth and professional development:

  *Building Communities – creating support structures that build agile communities,

  *Professional Development – encourage and sponsor individual growth and development,

  *Something Else – lack of opportunities & job satisfaction is a major reason for leaving jobs.

I Do Scrum!

Human Capital Questions

* Building Communities
  * Is participation in user groups or conferences encouraged?
  * Are lunch and learn, or Lean-coffee sessions held?
  * Is a digital space provided to discuss issues or tools?
* Professional Development
  * Are the team members given challenging assignments or encouraged to pursue stretch goals?
  * Is there a plan to quickly onboard new team members?
* Something Else
  * Are the team members encouraged to pursue internal opportunities for advancement or growth?
  * Are the team and individuals praised for a job well done?

What are your Questions?

Framework Hybrids

*Consider what the foundational principles are

*Evaluate one approach, asking key questions, and

*Evaluate the other features next.

Alien Human usually end badly