



Anchors

Anchor Meeting

Anchors are expected to...

- Keep leadership informed of the health of their team, client, and project
 - Project status
 - Practices status
 - Client happiness
 - Allocation needs
 - Communicate upcoming milestones
 - Communicate risks
- Have a longer rotation on a project or with a client
- Help a team arrive at and stick to our best practices
- Push the team to continuously improve on practices
- If there is no PM, there are additional expectations
 - Manage the backlog of work
 - Facilitate IPM
 - Ensure retros/demos are happening

What is an anchor?

- An experienced XP practitioner who can represent how and why we approach building software in the way that we do

- Someone who can understand the health of the team, where there is room for improvement, and help the team achieve that improvement
- Someone who is generally allocated to a project longer than over developers, in order to maintain context and client relationships
- Some who can start a new project with a new client
- Keeping track of technology, leading the tech practice, following best practices
- Mentor - ramping up people's context, understanding their roles, making sure they have context, are growing in their roles

Why do we need anchors?

- For us - Consistency in practices and team dynamics
- For clients - confidence - don't need to always rehash what we're doing, what's already been done
- Relationships are hard and take time
 - Trust by association - easier to bring in new folks to the client if there's someone there the client already trusts
- Helps us maintain context as well
- Allows us to rotate the non-anchors, someone there to keep that context

What are the responsibilities?

- Know the tech stack - know enough to be able to ramp new folks into it
- Managing the backlog
- Regularly meet with the client
- Keeper of the rituals - running IPMs
- Communicating staffing needs
- Coordinating the work
- Understand upcoming work - scope

- Keep an eye on scope - make sure team is focused on the project, doesn't get off track
- Communication with client - keep them informed about if we're going to miss/make deadlines
- Understanding actual business needs - product direction
- Making sure the team is following best tech practices
- Delegating!!!

What are not the responsibilities

- Doing everything themselves
- Training everyone on the tech stack
- People management - giving performance reviews, etc
 - Not an eng manager
- Not an architect - not there to design everything
- Lead, don't dictate
- Not on call 24/7
- You don't own all of the success or failures of the team
- Keeping all the context themselves - makes it too difficult to roll off

How do you know when you're the anchor?

- It should be designated by leadership

Rubric

Aa Item	≡ Description	▼ Status	≡ Notes
---------	---------------	----------	---------

Aa Item	Description	Status	Notes
<u>Overall project status</u>			
<u>Client happiness</u>	How is the client feeling about progress? Are you communicating with them enough to know?		
<u>Testing practices</u>	How confident are you in production deploys? Is the team having conversations around testing?		
<u>Upcoming milestones</u>	Upcoming releases, team changes, etc		
<u>Risks</u>	One sentence or less		
<u>Wins</u>	One sentence or less		
<u>Allocation needs</u>	Do you need more/less engineers? PMs? Design?		
<u>Technical debt</u>			
<u>Velocity and volatility</u>	Look for consistence over time, ratio of bugs to stories to chores		
<u>Release cadence</u>			
<u>Pairing</u>	Is the team pairing? Pairing with clients?		
<u>Client enablement (if applicable)</u>			

- Test coverage
 - How confident are you in production deploys? Is the team having conversations around testing?
- Velocity and volatility
 - Is it consistent?
- Allocations
 - Do you have the right number of engineers? PM? Design?
- Pairing
 - Is your team pairing consistently? Switching pairs regularly? If there are clients, are you pairing with them?

- Overall project status
- Client happiness
 - How is the client feeling about progress? Are you communicating with them enough to know?
-

Anchor Meeting