GLOBANT
AGILE PODS

CONSTITUTION
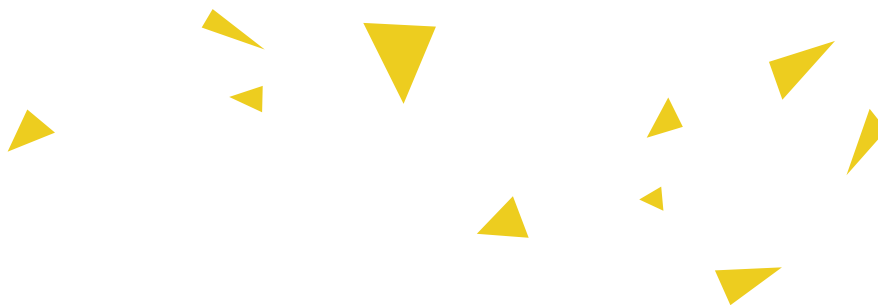
Globant

AGILE PODS CONSTITUTION

Preamble

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We, the representatives of Globant's Agile Pods, gathered in General Constituent Assembly by the will and election of the members which compose it, in fulfillment of pre-existing pacts, in order to guarantee Impact, Velocity, Quality, and Autonomy, promote incremental Maturity; do ordain, decree and establish this Constitution.

As of this line, the members of the Pod will be referred as "you" (plural). The following is a statement of our duties, obligations and rights that will be defended until the last consequences to ensure Teamwork, Innovation and maintain an entrepreneurial culture.

THE AGILE POD MANIFESTO

- Your pod is the most important part of Globant. **You matter.**

- There is no pod without a **purpose**. Make sure everyone knows what the mission is.

- There is no pod without an **identity**. Give your pod a name and encourage a sense of belonging.

- Your pod's #1 goal is to **make your customer love what you deliver.**

- Your pod was founded following a purpose. Make sure everyone knows the **expectations** of our customer, and any relevant information he may have shared with us.

- Everyone at Globant is here to **help you and your team be successful**. Ask for help if you feel you need it. Your team is not alone. We expect your team to help others.

- Your team must become better and better. **Establish metrics and review them periodically.**

- A healthy workplace is a transparent one. Rather than complaining on the back, **give honest feedback.**

- As in a football team, there are many roles someone needs to fill. Agree with your team **in which position(s) you will play** and get ready to be the best at it. We like to see you grow.

- Your team is multidisciplinary. You can **get together with people like you in the Studios.**

- Saying "yes" to everything is not the best recipe. We expect you act professionally, and be frank to the customer. **Make your "No's" become "What ifs"**. Always bring solutions to your customer.

- Good software is loved by its users. **Deliver frequently** to production and **learn fast for the next iteration.**
  We look for a sustainable company for all of us. Your objective is to **achieve the mission in a way that is economically viable.**

- Team spirit and integrity are important values at Globant. **Work issues out openly and collaboratively within your team**. If you honestly can't be happy and productive in your current team, make a responsible transition plan that gives notice and does not compromise delivery.

  Above all, don't forget to read and act following **Globant's corporate values and Manifesto.** Those are our guiding principles that should lead our way.

BECOME A CORE MEMBER.

ARTICLE TWO:

CHARACTER ROLES

Each pod shall be constituted by members that will act according to a specific character role. Character roles have different tasks and responsibilities that should be reviewed regularly.

The roles are valid for any type of pod and are independent from the formal methodological roles and skillsets given by the agile methodology adopted, or the technology skills required to perform.

POD MEMBERS WILL DECIDE ON WHO WILL PLAY WHICH ROLE FOLLOWING THESE GUIDELINES:

One Glober may play more than one role, but he cannot play ALL roles. Members should pick who plays which role based on each other's personality, expertise and know-how of the client or the business. If you don't have the personality, soft skills or abilities to cover these roles within the pod, you need to discuss with your Delivery Director and Technical Director. **Be honest with your DD and TD. They exist to support you.**

Members should ask themselves:
Where are these roles played from? Is the member offshore or onsite? Where you are and the roles you play need to be compatible with your stakeholders' personality. Rule of thumb: assess the communication channels as they are critical to allow roles to be effective.

You can create new character roles as needed to succeed. New character roles need to be approved in your Act of Constitution.
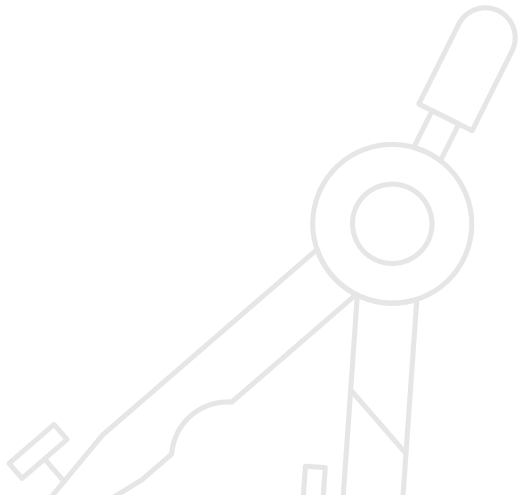
ENTREPRENEUR

PURPOSE

Drive product or journey success, playing high degree of customer advocacy.

ACCOUNTABILITIES

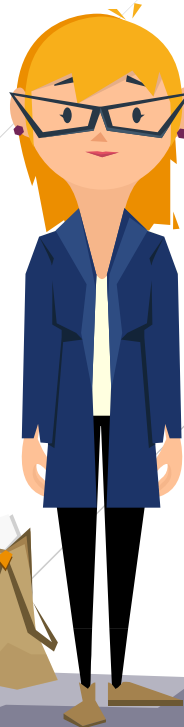**Convey** vision of the product (or journey) to multiple stakeholders.
Steer the team constantly on what's worthwhile, how much, and why we are doing what.
Negotiate, prioritize and sell the vision to the client stakeholders

PERSONALITY TRAITS

Visionary   Resilient
Creative   Strategic
Diplomatic

PROFESSOR

PURPOSE

Communicate and gain consensus on the details of the solution (design, architecture approach, implementation, test) among the pod and client stakeholders.

ACCOUNTABILITIES

Coach the team on various dimensions, which may be architecture, product, design, test, or communication.
Detect experience gaps in the pod, escalate appropriately and fill these gaps.
Present, negotiate and agree on the solution approach with the client.

PERSONALITY TRAITS

Passionate   Articulate
Altruistic   Enthusiastic
Learner

FRIEND

PURPOSE

Recruit stakeholder champions, and socialize the pod with other pods, and the larger client organization.

ACCOUNTABILITIES

Promotes relationships based on trust and fun, reaching outside the pod.
Hosts social activities and entertainment among pod members, other pods and the client stakeholders.

PERSONALITY TRAITS

Social   Persuasive
Empathetic   Outgoing
Loyal

CLOSER

PURPOSE
Gears the team towards high-quality closure of feature, test and ship the iteration/product.

ACCOUNTABILITIES
Negotiates and prioritizes scope with stakeholders in a non-offensive, very articulate way. He is keen and liked by the product stakeholders.
Helps organize the team tasks and activities with the required level of efficiency, quality and synchronization to get things done.

PERSONALITY TRAITS
Assertive   Realistic
Practical   Goal-oriented
Logical

ACCOUNTANT

PURPOSE
Make sure we have predictive metrics in place which are shared and agreed with client.

ACCOUNTABILITIES
Report material progress, linking reality (product, feature, test, etc) to plan, and metrics.
Demonstrate through quantitatively (metrics) and live (showcase, demo) HOW the team will get there. Build credibility.

PERSONALITY TRAITS
Reliable   Disciplined
Detailed-oriented   Service-oriented

OPTIONAL ROLES: The following character roles may also be needed depending on project complexity, pod size, aggressive timelines, degree of backlog refinement or dependency status

POLISHER

PURPOSE
Quality prevails in technical deliverables (feature, technical briefs, etc) and communication (reports, metrics, presentations, even chats).

ACCOUNTABILITIES
This role does not replace the QA function. It's a subliminal role that guarantees quality prevails despite project turns (re-prioritizations, de-scopings or re-scopings).

PERSONALITY TRAITS
Meticulous   Tenacious
Sharp-eyed

HANDLER

PURPOSE
Outside dependencies do not de-rail and disrupt the Pods performance.

ACCOUNTABILITIES
Makes sure **"the pieces of the puzzle" are in the right order**.

Communicates with dependency stakeholders, makes sure there's clear alignment among the pod itself, other pods and the client in the pod ecosystem

PERSONALITY TRAITS
Realistic
Risk-averse
Forward-thinking

AGILE POD SET-UP RULES

IN THIS GENERAL CONSTITUENT ASSEMBLY, WE STATE THAT EACH POD SHOULD:

1 Define an **Identity** for your pod (name, avatar). From now on, you may pride yourself of your achievements, get everyone to know you and foster a sense of belonging.

2 Make sure you agree on the purpose and clearly state it. This will give everyone perspective. A tweet-sized description of your mission as a team is all you need.

3 Sign an **Act of Constitution** to commit to your name, identity and roles.

4 Study, evidence, discuss, understand, play with the host client's products and/or services. Understand **your client's business** well.

5 Validate assumptions quickly. Treat assumptions as a flight risk. Prioritize by uncertainty and impact (high to low).

6 Define your goals with **Maturity** Criteria format (Impact, Velocity, Quality, Autonomy). If you don't have all the data, start with a few dimensions and build up your metrics as needed to evidence that you are incrementally adding value to the pod's work, and to the client.

7 Host **bonding** sessions with your stakeholders. These are in-person, non-work related interactions to break the ice and strike a few friendships.
Spend time together.

8 Detect **missing** roles among the team. E.g. do we need more product, design, engineering, test roles. Create a gap analysis between the scope given, the complexity of the deliverables, the dependency risks and expected time to market, versus the seniority and diversity of skills available in the pod. Escalate the gaps with your internal coaches (TDs, DDs) first, and create a communication strategy to address the client.

9 Analyze your **stakeholders:** who they are, their personality, their likes, dislikes, background. Meet among the team and try to figure out who in the pod is more suitable to deal with whom from the client. These are by no means exclusive 1:1 relationships. Remember this is a human network. Many people could be related to many others, but be smart about who you put in front of whom.
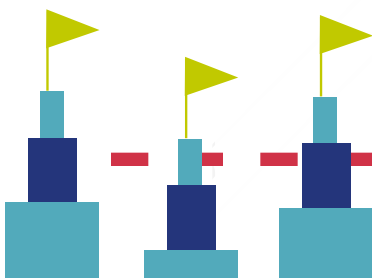
ARTICLE FOUR:

AGILE POD ONGOING RULES

IN THIS GENERAL CONSTITUENT ASSEMBLY,

WE STATE THAT EACH POD IS OBLIGED TO:

1 Always be **proactive** in the right measure. The extremes to avoid are: fatalism and over-optimism. Any extreme will discredit you.

2 Spread your network. Recruit **champions**. You need to have as many stakeholder friends as possible. They show you the way out of work storms, and they recommend/promote you within the client organization. Remember the human network. You are building bonds that transcend this project, this client, and this company. Strong relationships are the highest value that render long term impact. Recruit your champions.

3 **Show** your work very often. Ask for feedback but sanitize among the pod members and practice leads before you reach the client. Don't make unnecessary alarms go off. Avoid the extremes, find the middle between unprofessional transparency and perfectionism.

4 Do your **metrics**, always. No exceptions. You will lose all respect when you cannot demonstrate your way out of trouble because you have no objective way of proving how you have performed in the past, and how you will need to perform in the future to meet the deadlines and quality goals.

5 **Show your metrics.** Similar attitude than showing your work... not too little, not too much. Sanitize your numbers, get to the point, show information in context. Facts will help you steer out of political issues. Clean, well articulated, and honest reports pay off in the long run. Consult with other pod members and your TD, and DD before you communicate issues to the client.

BECOME A CORE MEMBER

ARTICLE FIVE:

METRICS

We vow our dedication to our Maturity Goals to define them, be guided by them and scale in our path to better serve the client. Maturity Criteria format relies on these dimensions: Impact, Velocity, Quality, Autonomy. These would be progressive.
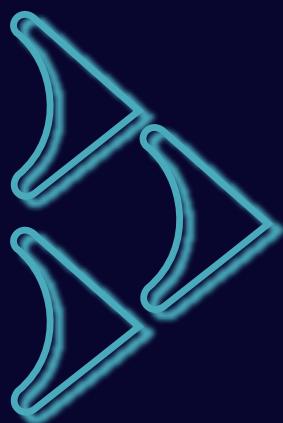
ARTICLE SIX:

FINAL WORDS

THE RATIFICATION OF THE CONVENTIONS OF THE PODS, SHALL BE SUFFICIENT FOR THE ESTABLISHMENT OF THIS CONSTITUTION BETWEEN GLOBANT AGILE PODS.

THIS CONSTITUTION SHALL BE ACCEPTED BY UNANIMOUS CONSENT OF THE MEMBERS.