

Leadership in Agile Project Management



study guide

Table of Content

Introduction to Agile: Understanding the History, Principles and Values

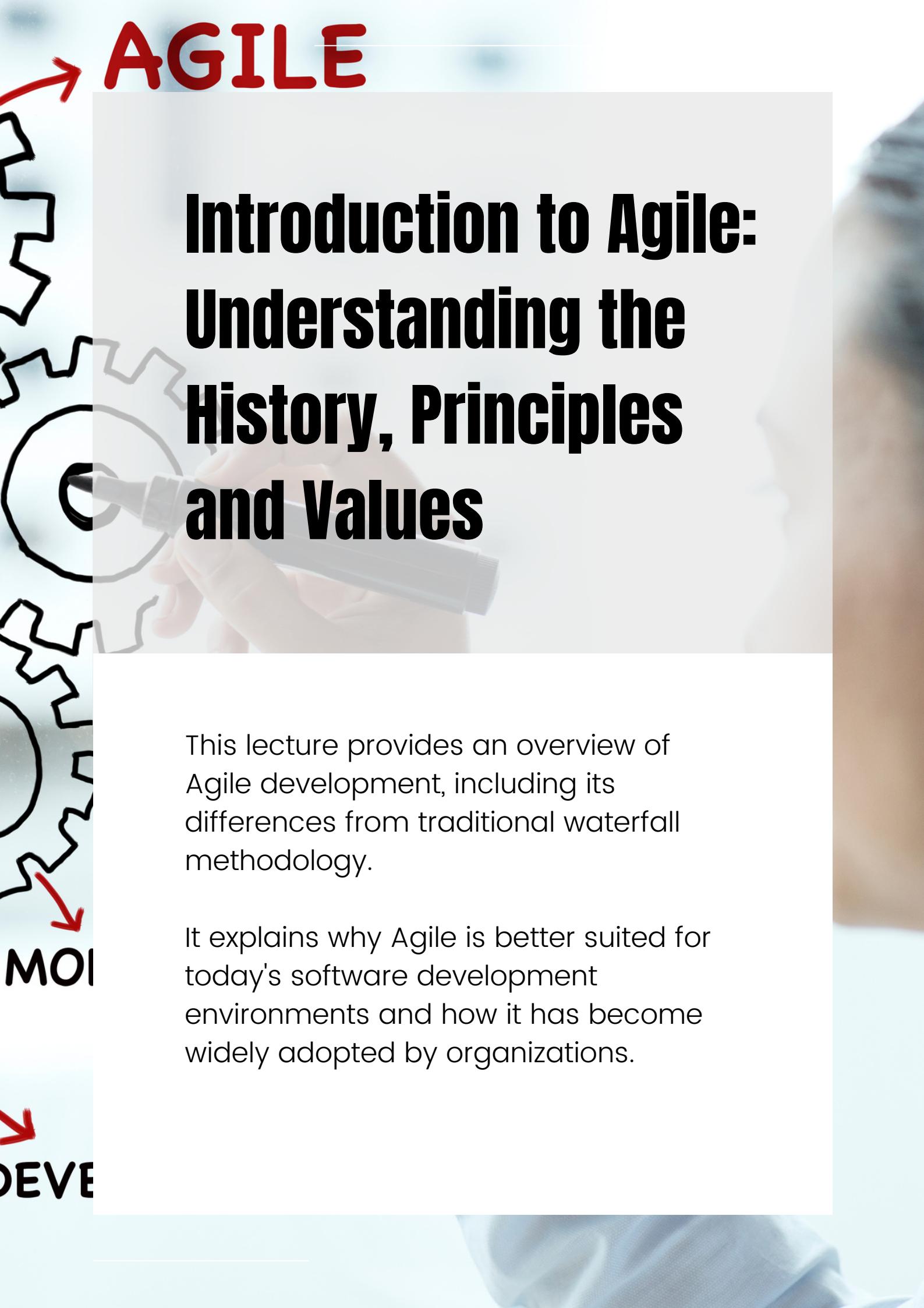
Transform Your Leadership Style: Learn to Lead in an Agile Environment

Develop Coaching Excellence: Adopt the 8 Essential Habits of Successful Coaching

Facilitate Like a Pro: Skills to Run Effective Meetings and Guide Discussions

Kickstarting and Developing Agile Teams

Understand Key Agile Frameworks: Learn Essentials of Scrum, Kanban, and more



AGILE

Introduction to Agile: Understanding the History, Principles and Values

This lecture provides an overview of Agile development, including its differences from traditional waterfall methodology.

It explains why Agile is better suited for today's software development environments and how it has become widely adopted by organizations.

FROM WATERFALL TO AGILE:

UNDERSTANDING THE SHIFT IN PROJECT MANAGEMENT



WE MUST FIRST UNDERSTAND THE PROBLEM THAT AGILE IS TRYING TO SOLVE

We look at a problem in traditional project management with the assumption that we can do enough analysis and research to understand everything that needs to be included in the solution.

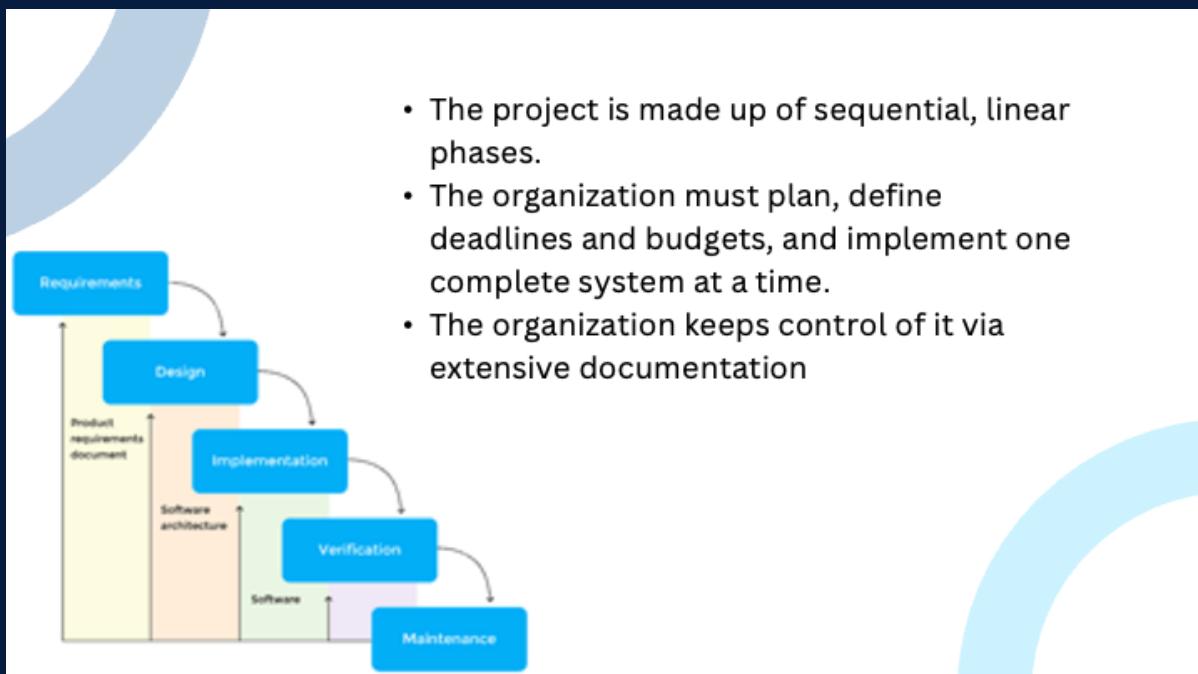
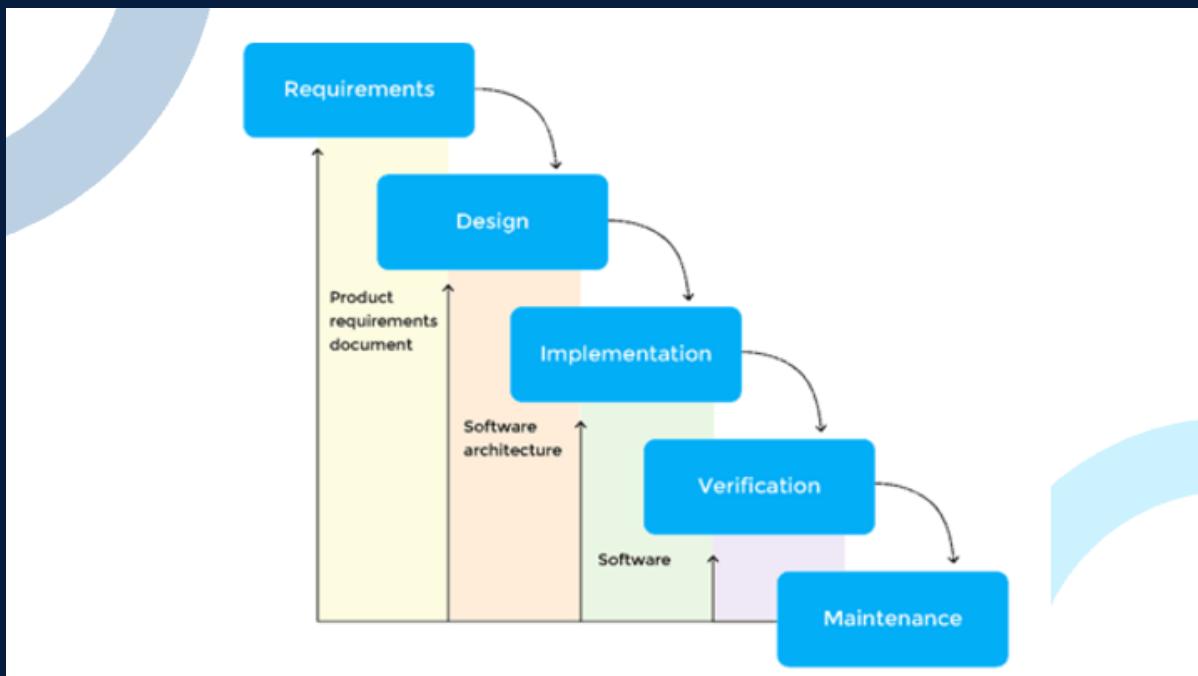


However, we have discovered that most projects planned in this manner have a number of issues.

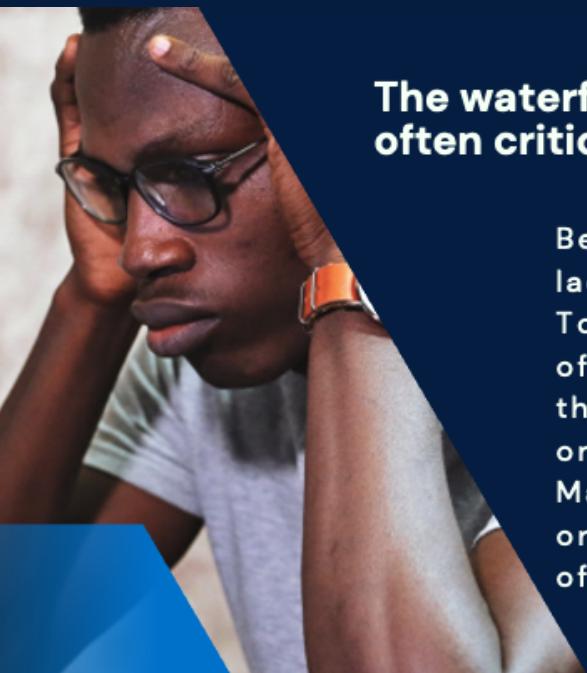


- Projects take longer than we anticipated
- They cost more than we anticipated
- Does not meet the needs of the customers by the time we deliver it

The waterfall model



- The project is made up of sequential, linear phases.
- The organization must plan, define deadlines and budgets, and implement one complete system at a time.
- The organization keeps control of it via extensive documentation



The waterfall model is often criticized for

- Being overly bureaucratic and lacking in flexibility.
- Too rigid because it is made up of phases that flow from one to the next in a predetermined order
- Making it difficult for organizations to react in the face of changing information.



SOME OF THE DISADVANTAGES OF THE WATERFALL MODEL:

- Working software isn't created until late in the project life cycle
- There's a large amount of risk and uncertainty
- Not suited for complex and object-oriented projects
- It is unsuitable for long and ongoing projects
- Measuring the progress within stages is difficult
- Changing requirements cannot be accommodated
- The end-user/client isn't focused on
- Testing is delayed until the project is completed

THE EVOLUTION OF AGILE:

THE VALUES AND PRINCIPLES



THE EVOLUTION OF AGILE THINKING

Dissatisfaction with traditional software development methodologies became more widespread in the late 1990s and early 2000s

In the spring of 2000, a group of influential figures in the software development field gathered in Oregon to address these challenges.

Another significant meeting occurred in Snowbird, Utah, in 2001. The Agile Manifesto was formalized at this point



FOUR KEY AGILE VALUES

- **Individuals and interactions over processes and tools**
- **Working software over comprehensive documentation**
- **Customer collaboration over contract negotiation**
- **Responding to change over following a plan.**



**THE GROUP ALSO DEFINED 12 PRINCIPLES
THAT SUPPORT THESE VALUES**

1.

Our highest priority is to **satisfy the customer** through early and continuous delivery of valuable software.



2.

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.



3.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference for a shorter timescale.



- 4.
- Businesspeople and developers must **work together** daily throughout the project.



- 5.
- Build projects around **motivated individuals**. Give them the environment and support they need and trust them to get the job done.



- 6.
- The most efficient and effective method of conveying information to and within a development team is **face-to-face conversation**.



7.

Working software is the primary measure of progress.



8.

Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a **constant pace** indefinitely.



9.

Continuous attention to technical excellence and **good design** enhances agility.



- 10.
- Simplicity**--the art of maximizing the amount of work not done--is essential.



- 11.
- The best architecture, requirements, and designs emerge from **self-organizing teams**.



- 12.
- At regular intervals, the team **reflects** on how to become more effective, then tunes and **adjusts** its behavior accordingly.



WHAT IS AGILE?

Agile project management is a project philosophy or mindset that takes an iterative approach toward the accomplishment of a task or a project.



To create early measurable ROI through defined, iterative delivery of product features meaning delivering a simple version of a project to the client, taking their feedback, and making the improvements per that feedback.

IN SUMMARY

By managing projects and developing software iteratively, Agile enables organizations to deliver value to customers faster and with fewer complications.

Deliver work in small, but consumable, increments rather than betting everything on a "big bang" launch.

Teams are able to respond to change in a timely manner as a result of continuously evaluating requirements, plans, and results.



WHY DOES AGILE DEVELOPMENT DELIVER BETTER SOFTWARE THAN TRADITIONAL METHODS?

Agile is built for adaptability and flexibility. Instead, you divide the problem into manageable chunks, which you then develop and test with users.

If something isn't working as well as expected, or if the effort reveals something you hadn't considered, you can quickly adapt the effort and get back on track—or even change tracks if necessary.

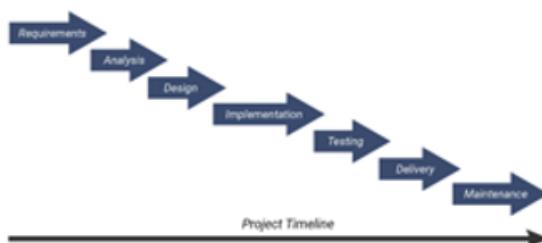
Agile allows each team member to make a contribution to the solution while also requiring each member to take personal responsibility for their work.

Agile teams are typically more productive and happier.



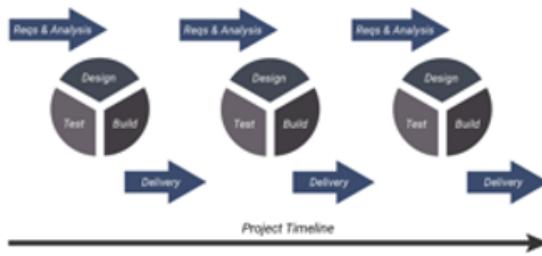
Waterfall

(Plan Driven)



Agile

(Value Driven)





OVERVIEW OF COMMON AGILE FRAMEWORKS

There are over fifty different Agile frameworks available today. I'll just mention some of the more common ones here

- **Scrum:** A highly structured framework designed to manage complex projects, emphasizing teamwork, accountability, and iterative progress.
- **Kanban:** Visualizes workflow, allowing teams to optimize flow and reduce waste by focusing on continuous delivery.
- **Lean:** Rooted in manufacturing, this approach aims to enhance efficiency by minimizing waste and streamlining processes.



- **DSDM (Dynamic Systems Development Method):** A robust Agile project delivery framework that ensures all aspects of a project align with business goals.
- **XP (Extreme Programming):** Prioritizes customer satisfaction, emphasizing flexibility to adapt to changing requirements.
- **FDD (Feature Driven Development):** Focuses on building features, with a detailed modeling phase to capture and analyze requirements.
- **Crystal:** A family of Agile methodologies emphasizing collaboration and adaptability. It tailors processes to team size and project needs.

AGILE OVERVIEW:

ESSENTIAL CONCEPTS AND WORKING MODEL





Key Agile Concepts

-  **User Stories:** Concise descriptions of a feature from an end-user's perspective. They detail what users need or want, ensuring the development delivers tangible value.
- Daily Meeting:** A daily sync-up where the team gathers to discuss progress, challenges, and plans for the day to ensure alignment and coordination.
- Personas:** Fictional, detailed profiles representing potential users of the product, created to guide design and development decisions.
- Team:** In Agile, a "team" refers to a dedicated group of professionals collaboratively working on the same project or initiative.



-  **Incremental Development:** In Agile, teams develop the product in small, tangible increments, with each increment building upon the previous, delivering visible user functionality.
- Iterative Development:** Agile approaches allow for cyclical development processes, giving teams opportunities to revisit and refine previously completed work based on feedback or changing requirements.
- Milestone Retrospective:** A dedicated session where the team reflects on significant project events and lessons learned after a substantial period or milestone.

HOW DOES AGILE WORK?

Define the project: The team, along with the customer, defines the project's goals, objectives, and requirements.

Create a backlog: A backlog is a prioritized list of tasks that need to be completed. The customer, product owner, and the team work together to create the backlog.

Plan the sprint: The team plans the sprint by selecting the highest-priority tasks from the backlog and determining how much work can be completed in the upcoming sprint.

Execute the sprint: The team works on completing the tasks planned for the sprint, with daily meetings to check progress and address any issues.

Review and demo: At the end of the sprint, the team demonstrates the completed work to the customer and gets feedback.

Retrospect: The team retrospect on the sprint, discussing what went well, what didn't, and what can be improved for the next sprint.

Repeat: The process is repeated for each sprint until the project is completed. The product is incrementally developed and delivered to the customer in small chunks.

Continuously improve: Agile methodologies focus on continuous improvement. The team reflects on its progress and makes adjustments as necessary to improve processes, tools, and communication for the next sprint.



WHEN SHOULD YOU USE AGILE PROJECT MANAGEMENT?



Agile is a project management approach that is better suited for **ongoing projects** and projects where **specific details are unclear** from the start.

As a result, an Agile approach is a good choice for a **project lacking precise constraints, deadlines, or resources**.



While the Agile methodology was originally intended for software development, it has since expanded to include a wide range of projects.

Agile principles are better suited to projects that result in tangible deliverables rather than services.



ANY OF THE FOLLOWING TYPES OF PROJECTS CAN BENEFIT FROM AGILE:

- Projects with **fast-changing deliverables**
- Projects that **evolve or lack clear scope and requirements** at the beginning.
- Projects that require **frequent customer interaction** and collaboration with external parties
- Projects focused on **innovation and continual improvements.**



- Projects with many **interdependent tasks and teams** that need to **work closely together**.
- Projects that require **building a prototype** before the final deliverable
- Projects that must be able to **act on feedback** during development.

THE FUTURE OF AGILE



Agile methodologies will **continue to evolve** and will quickly incorporate emerging technologies such as artificial intelligence, machine learning, and the Internet of Things.

This integration will open up new avenues for innovation and efficiency in software development and elsewhere.

Agile will expand its scope beyond software development.

SEVERAL KEY DEVELOPMENTS AND TRENDS

Scaling Agile: The need to scale Agile practices to larger teams and more complex projects is apparent

Agile in Non-IT Domains: Agile is now being used in marketing, sales, human resources, operations, and project management.

DevOps and Continuous Delivery: Agile is supplemented by DevOps, which shows continuous integration, continuous delivery, and infrastructure automation.



Agile Transformation and Organizational Culture:

There is an increasing focus on developing Agile capabilities, creating a learning culture, enabling self-organizing teams, and changing leadership styles.

Agile and Hybrid Approaches: Hybrid models enable organizations to leverage the strengths of various approaches.

EXERCISE:

WATERFALL VS. AGILE: PERSONAL REFLECTION"



INSTRUCTIONS:

1. Reflection :

Imagine you're about to start on a personal project, such as writing a book, starting a blog, or learning a new skill. Which approach (Waterfall or Agile) resonates more with how you'd naturally approach this project? Why?"

2. Follow-Up Questions:

- How might your chosen methodology benefit your personal project?
- What challenges might you face using this method?
- Think about a past personal project or task. Would a different approach (Waterfall or Agile) have resulted in a better outcome? Why or why not?



Transform Your Leadership Style: Learn to Lead in an Agile Environment

Many organizations are shifting to an inclusive agile approach, emphasizing teamwork, communication, and flexibility. Agile leadership requires a change in management style, embracing uncertainty, continual learning, and servant leadership.

Servant leaders prioritize the needs of their team, promote collaboration, and trust team members. Agile practices benefit various managers in today's dynamic business environment, encouraging a shift from traditional command and control to servant leadership.

CHANGING MANAGEMENT STYLES



Many organizations are transitioning or have already moved from a traditional, plan-driven culture

into an organization, that uses a more inclusive agile approach and incorporates more brainpower and a wider group of business stakeholders.

In the Agile way, you must find ways to get the team members to know each other, then they can start to trust each other, then they can learn how to communicate, solve problems, have good debates, and make decisions.



Therefore, a different style of management is needed. However, if leaders are to lead and manage that change, then surely, they are the first people who need to change.

A great Agile leader supports teamwork, customer collaboration, employee satisfaction, and flexibility.



SERVANT LEADERSHIP

The leader puts the needs of the employees and team first.

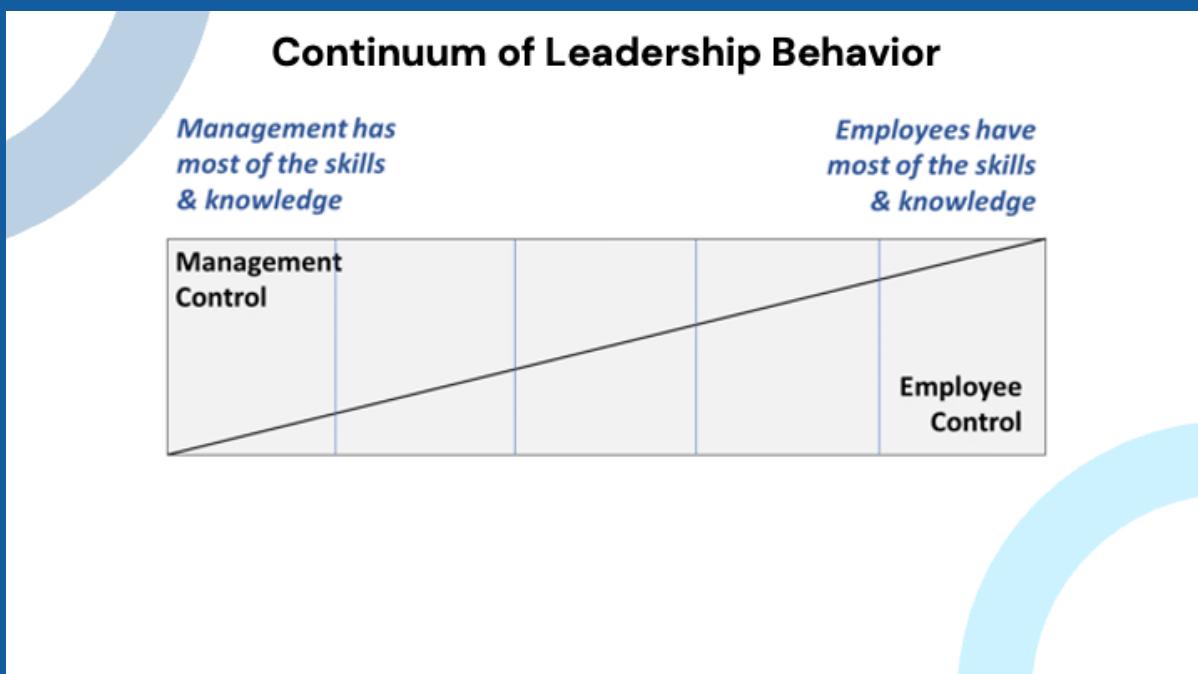
The leader is there to serve the people and not only the other way around.

Servant leaders are more likely to ask, *"How do you see it?"*

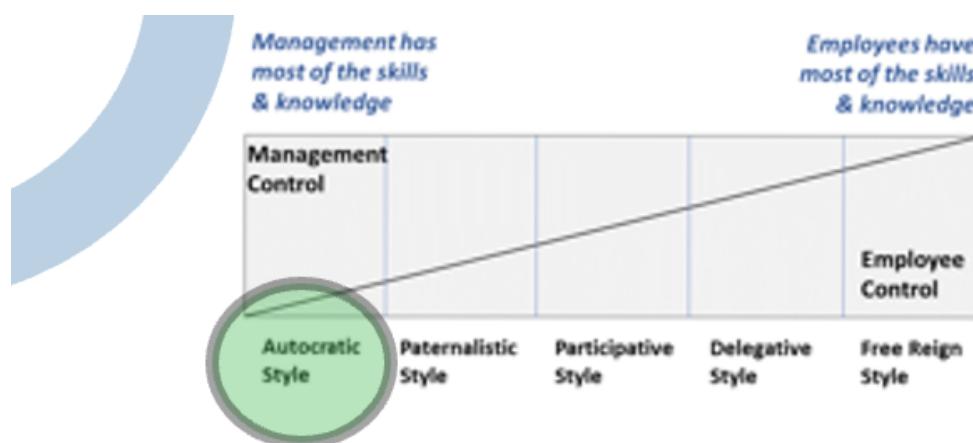
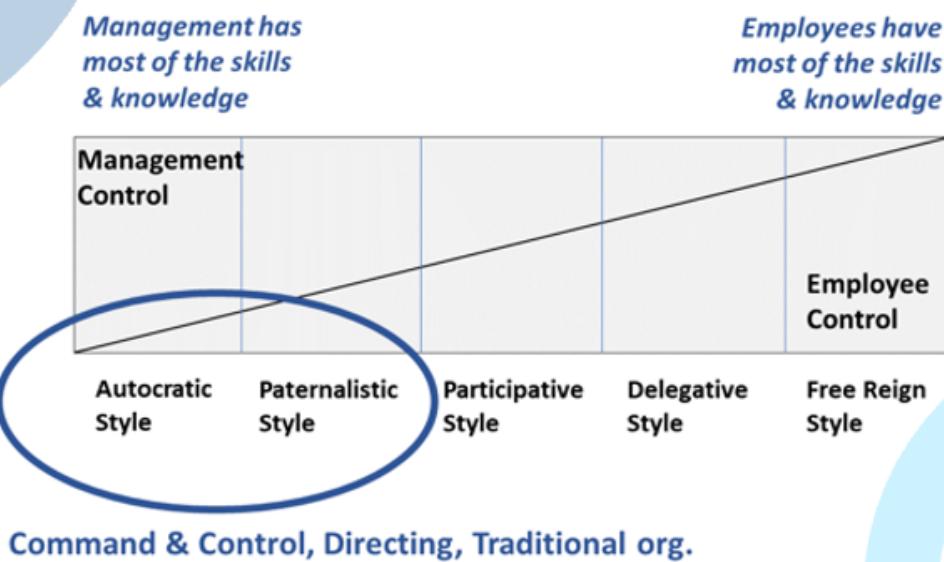
Wherever possible, they put their full trust in team members while they focus on the big picture



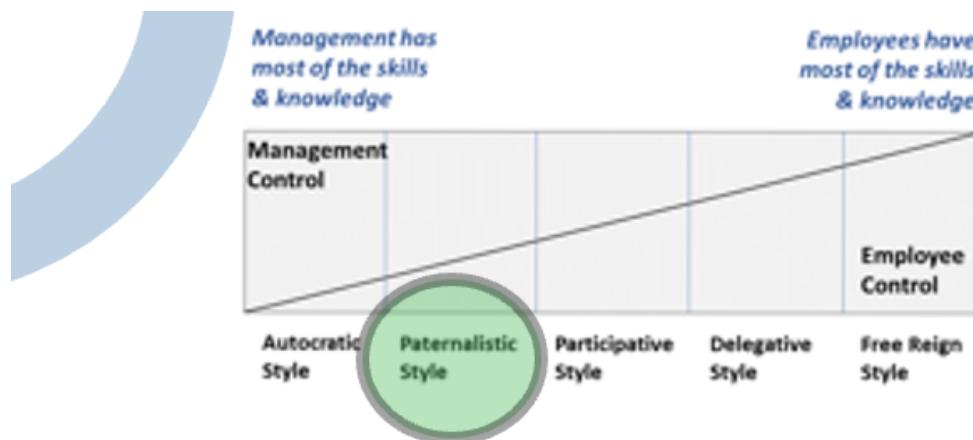
Here are a couple of recommendations to begin your quest to move from a traditional command and control management style **towards a more Servant Leadership style**.



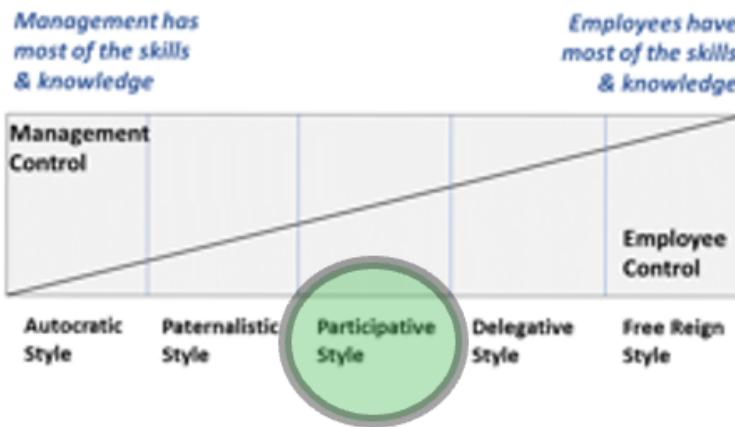
Continuum of Leadership Behavior



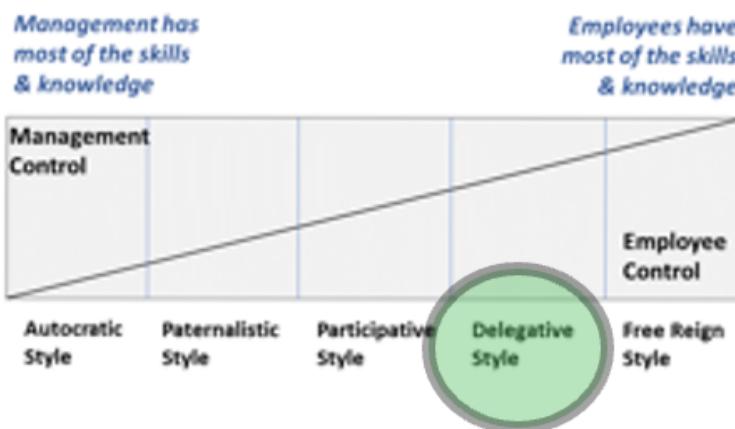
- Leaders make all the decisions with little to no input from team members.
- Can be efficient when decisions need to be made quickly
- Can be demotivating for team members, and stifle creativity and innovation.



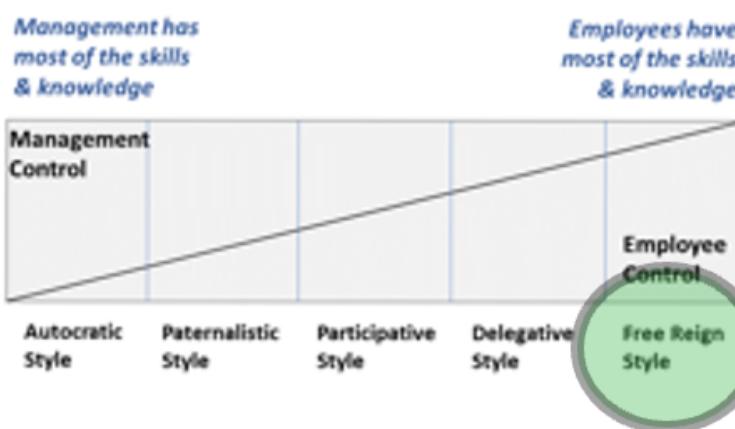
- Protect their employees and make decisions for their welfare.
- They provide structure and give guidance when necessary, but ultimately they control the decision-making process.
- might limit employee independence and stifle personal growth



- They encourage feedback and make sure everyone's voice is heard before a decision is made.
- Fosters a sense of ownership among the team and can lead to higher job satisfaction and engagement
- It can be time-consuming



- give a high level of autonomy to their team members.
- provide guidance and resources when necessary, but they generally allow their team to decide how they want to work and solve problems.
- It might lead to a lack of direction if not managed properly

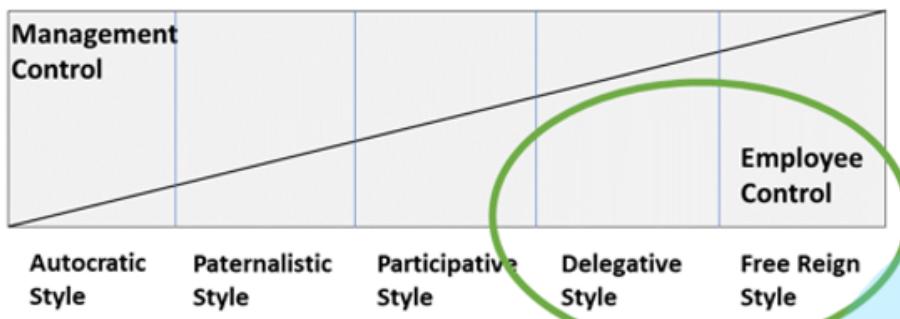


- An extreme version of delegative leadership
- Gives employees as much freedom as possible.
- All authority or power is given to the employees, and they must set goals, make decisions, and resolve problems on their own. This style can foster a high level of creativity and job satisfaction,
- Requires a high level of trust

Continuum of Leadership Behavior

Management has most of the skills & knowledge

Employees have most of the skills & knowledge



Servant Leadership

WHAT IS SERVANT LEADERSHIP IN AGILE AND HOW TO DO IT WELL



As products and services have become more complex and sophisticated, companies have realized that managers and senior company leaders can't always call the shots.



They need the skills and expertise of their teams. They need their creativity and innovation.



SO WHAT SHOULD LEADERS DO?

It is to become servant leaders

WHAT IS SERVANT LEADERSHIP?

"Servant leadership is characterized by leaders who put the needs of a group over their own. These leaders foster trust among employees by holding themselves accountable, helping others develop, showing appreciation, sharing power and listening without judging. While serving and leading seem like conflicting activities, these leaders are effective initiators of action."



WHAT DOES IT REALLY MEAN TO BE A SERVANT LEADER?

There is no single leadership style that works in all situations. A good leader should be capable of taking an adaptive and situational leadership approach that is appropriate

The way the servant leader role is implemented will be very dependent on the capabilities of the Agile team

- If the team is very strong and very capable, the role may be limited to a facilitation role
- If that is not the case, a more active leadership role may be needed

WHY IS THIS IMPORTANT IN AGILE?

An agile approach is best suited for projects with a high level of uncertainty.

In that kind of environment

- A lot of individual creativity may be needed to find an optimum solution
- Maximizing the creativity of the team requires that the team be empowered as much as possible.



Servant leadership primarily focuses on the following:

- Shielding the team from external interruptions
- Removing impediments to the teams progress
- Communicating the project vision
- Providing essential resources the team needs to stay productive



THE KEY QUESTIONS A SERVANT LEADER NEEDS TO ASK ARE:

- *What can I do to serve my team better and help them achieve their goal?*
- *What can I do to develop the skills of my team members and help them perform at their best?*
- *How can I help product owners and management to prioritize better and focus on business value and organizational goals?*



EXERCISE

- *What can I do to serve my team better and help them achieve their goal?*
- *What can I do to develop the skills of my team members and help them perform at their best?*
- *How can I help product owners and management to prioritize better and focus on business value and organizational goals?*



AGILE LEADER COMPETENCIES

So we have now seen the definition and characteristics of servant leadership but how can we translate this into **actionable competencies**?

Agile Coach Competency Framework which highlights key abilities that every Agile leader or manager should develop.

In essence, these competencies offer a roadmap for effective leadership and management in an Agile environments



AGILE-LEAN PRACTITIONER

Have experience with:

- Scrum team or an Agile environment
- A self-organized environment is crucial.
- Agile development practices, testing
- Agile leadership and management
- General understanding of Lean principles, Kanban, and Extreme Programming is useful as well.



- Search for additional resources to get some insight
- Attending conferences and discussing real situations
- Joining user group events



TEACHING

Leaders and managers have a responsibility to ensure their team members are equipped with the necessary knowledge and skills to perform their tasks.

For you to be effective you must know more about the subject than the group you are training

Most of the time the training will be on a best practice or process



The training we do is in order to give the team additional information that they might want to use to improve their processes.

We can explain why the process or practice is recommended and valuable.

Train for a short time and then have them activate the learning with an activity or exercise.



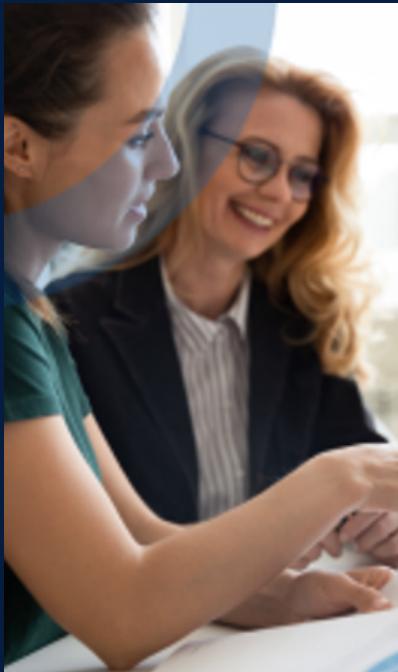
MENTORING

Sharing their own experiences and insights to guide their team.

This could be in the context of professional development or helping team members navigate through challenges they face in their roles.

Mentoring is usually done one-on-one but can be done in groups as well

You must know more about what you are mentoring than the person you are mentoring.



When you are mentoring, you share your experiences, thoughts, opinions, and ideas with others.



FACILITATION AND COACHING

You suppress any experience you have apply the skills of listening and curiosity, and let the team decide.

You are responsible for framing the discussion, not for the content.



FACILITATION AND COACHING

Facilitation is about not only making sure meetings happen but also how to make them efficient and valuable.



FACILITATION AND COACHING

The most important realization in coaching is that it's not about your understanding, or your advice or suggestions. As a good coach you ask so-called powerful questions to let the team realize what they want and why.



FACILITATING

Act as a facilitator, ensuring smooth communication within the team, leading discussions, resolving conflicts, and helping the team reach a consensus

Have process authority:

You own the process of the interaction but do not add knowledge directly into the discussion.

Creating an open and safe space to allow the group to find their answers



COACHING

Helping their team members realize their potential and improve their performance.

It's about fostering a sense of ownership and independence within the team members, encouraging them to find their own solutions and strategies.





Key Coaching Tools:

- **Flow of the Conversation:** This is a structured way to guide a coaching session from introduction to conclusion.
- **Powerful Questions:** Asking insightful questions lies at the heart of effective coaching.
- **Active Listening:** Not merely about hearing what the other person is saying but engaging with them empathetically.



BUSINESS MASTERY

A working knowledge of the organization's business model, competitive landscape, and stakeholder needs is vital.

- Align team initiatives with organizational goals.
- Enable the team to see how their tasks fit into the larger business strategy.
- Facilitate dialogue between team members and stakeholders.



CHANGE MANAGEMENT

Managers play a special role in guiding their teams through changes, whether they're big game-changers or small tweaks.

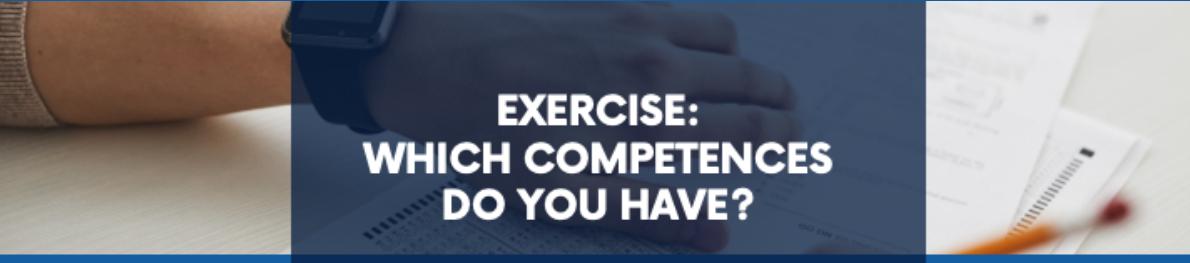


TECHNICAL MASTERY

While managers don't need to be technical or coding experts, they do need to have:

- A baseline understanding of the technical aspects that their team deals with daily.
- Capability to converse intelligently with technical team members to solve problems and remove obstacles.

Baseline technical knowledge ensures that the manager can make informed decisions, provide valuable input during problem-solving sessions, and understand the team's technical constraints and opportunities.

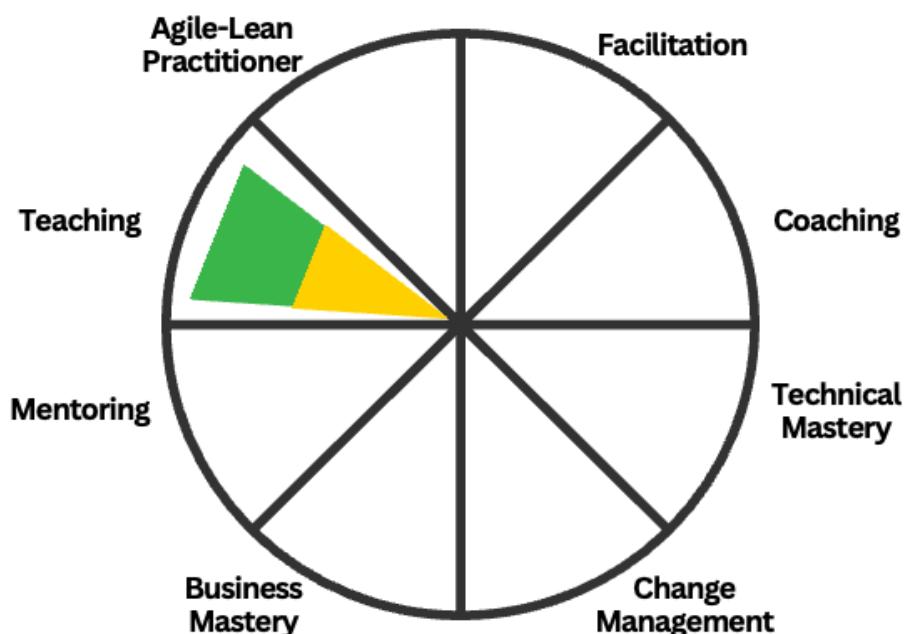
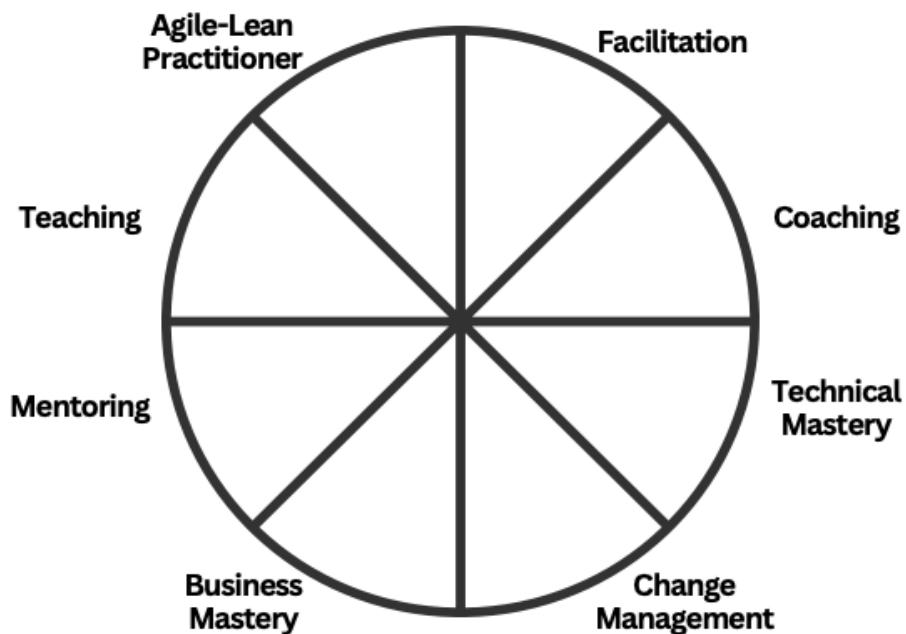


EXERCISE: WHICH COMPETENCES DO YOU HAVE?

Begin by taking stock of where you stand with each competency.

Shade each segment of the circle to represent your current proficiency level.

Next, using a different shade, highlight the areas where you aim to improve.



Develop Coaching Excellence: Adopt the 8 Essential Habits of Successful Coaching

Coaching is vital for Agile leaders, focusing on self-awareness and self-realization to develop creative solutions and set goals for growth. Coaching involves unlocking potential, not teaching and aims to maximize performance by assisting in learning.

It involves a thought-provoking process to motivate individuals, teams, and organizations to reach their full potential. Coaches should guide individuals to find their own solutions and perspectives.

COACHING IN AN AGILE ENVIRONMENT



PRINCIPLES AND PRACTICES OF EFFECTIVE AGILE COACHING



WHAT IS AGILE COACHING?

A series of artful conversations in which the coach helps the coachee see new perspectives and possibilities.

From here, the coachee can imagine the next step in their personal and professional growth and move into action to take that step.



WHAT IS THE PURPOSE OF OUR COACHING?

- Help the organization achieve extraordinary results
- Help the team develop and become healthier
- Help each person take the next step on their journey so that they can be more successful and contribute in a way that feeds team improvement and their own growth.
- Increasing people's feelings of joy and accomplishment in their work

COACHING AND SUBJECT-MATTER EXPERTISE

Individuals may have far more subject-matter expertise in the fields they work in than you do. That's fine.

You don't have to be an expert in any of their fields to coach them effectively, as long as you stick to coaching and avoid solving their problems for them.



TWO LEVELS OF COACHING

When you coach an agile team, you are coaching them on two levels at the same time: the individual level and the whole team level.



COACHING FROM A DISTANCE

Face-to-face interactions are essential in coaching

Direct engagement allows both the coach and the coachee to establish trust, comprehend nuances, and lay a solid foundation for their coaching relationship.



MAKING THE SWITCH TO REMOTE COACHING

Consider the following:

1. Loss of Direct Observation:

You are no longer a firsthand observer of team dynamics

2. Navigating Narratives:

When doing distance coaching, it's easy to get tangled up in different versions of events

3. Coaching from a Distance:

Remote sessions are often more individualistic than team-oriented.



8 ESSENTIAL HABITS OF SUCCESSFUL COACHING



8 Habits that enable conversations that provoke thinking in individuals as well as in teams.

1. Observing
2. Asking powerful questions
3. Engaged listening and mindful speaking
4. Giving Effective Feedback
5. Helping people explore options
6. Helping set goals
7. Challenging assumptions
8. Maintaining the flow / frame of the conversation



HABIT 1: OBSERVING

Quote: "Share what you see, hear and feel, not your judgement of it."

The primary role of a coach is to highlight areas that may require attention rather than to provide solutions.

Coaches can provide teams with an external perspective by embedding themselves as reflective observers, often revealing patterns and behaviors that the team itself was unaware of.



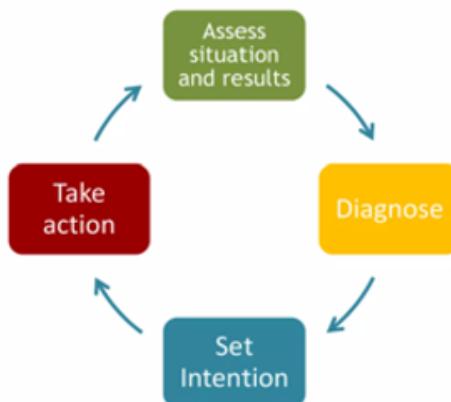
The ultimate goal is for the team to generate rich perspectives, encourage diverse viewpoints, and continue on their journey, iterating and improving along the way.

A helpful framework is the Reflective Action Cycle



THE REFLECTIVE ACTION CYCLE

A four step cycle that enhances the natural process of learning from experience. We move through it many times per day, but unconsciously...



THE REFLECTIVE ACTION CYCLE



1) Assess the situation and results:

This involves looking at how the team functions, identifying any obvious impediments, and identifying areas that could benefit from coaching interventions.

THE REFLECTIVE ACTION CYCLE



2) Diagnose:

Ask probing questions to get to the root cause of the observed patterns.

- Is there a dominant voice in the discussion? Why?
- Is there a lack of creative ideas? What could be the reason for this?

THE REFLECTIVE ACTION CYCLE



3) Set intentions:

It is critical to decide on the right course of action following a diagnosis.

- Is the team in need of advice on how to make sure that all voices are heard?
- Should there be training on how to better facilitate brainstorming sessions?

Specific goals for the following coaching sessions, such as improving the quality of team conversations and collaboration.

THE REFLECTIVE ACTION CYCLE



4) Take action:

Use tools: powerful observations, questions, and challenges.

This action step should always aim to empower the team to better navigate their conversations and achieve productive results.

THE REFLECTIVE ACTION CYCLE

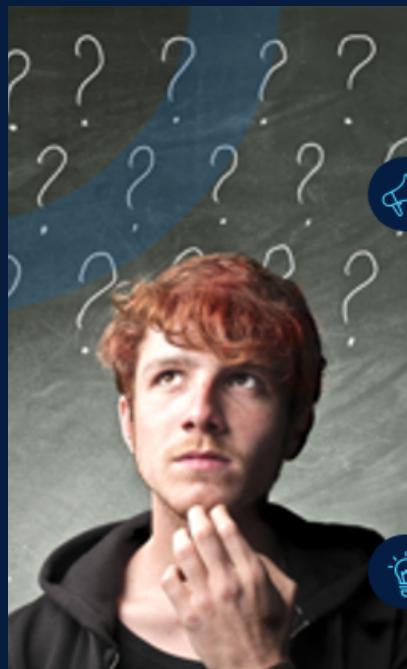


5) Assess situation and results (Again):

It is critical to go back and observe the team dynamics again.

- Is there an obvious change in the quality of conversations?
- Is everyone's voice being heard?

If the desired change is not observed, it means the cycle must be restarted.



OBSERVING TEAM CONVERSATIONS

- Is everyone being heard? Are some dominating while others remain silent?
- Are the ideas being presented of good quality?
- Is the team aiming for simplicity?
- Do they seem fatigued or stressed? Could they use a light-hearted moment?
- Are their ideas bold and barrier-breaking?
- Are they focusing on customer value?
- Do they seem stuck and need a fresh viewpoint?

Wait before you comment.

If you decide to provide feedback, phrase it carefully to ensure that it is useful.

EXERCISE:

THE REFLECTIVE OBSERVATION CHALLENGE



INSTRUCTIONS:

Q1.

Observation Journaling:

For the next week, set aside 10–15 minutes after every team meeting or interaction to journal your observations. Use the guiding questions provided under "Observing Team Conversations" as a basis.

Remember, it's about recording what you see, hear, and feel, not your judgment of it.

INSTRUCTIONS:

Q2.

The Reflective Action Cycle in Practice:

At the end of the week, review your observation journal and select one specific instance or meeting that stood out to you. Now, apply the Reflective Action Cycle to it:

- a. **Assess the situation and results:** Reflect on the dynamics of that specific interaction.
- b. **Diagnose:** Probe deeper into the patterns you observed. What might be the root cause?
- c. **Set intentions:** Based on your diagnosis, what specific goals do you have for the next similar interaction?
- d. **Take action:** Plan how you might intervene or approach the situation differently next time, utilizing observations, questions, or challenges.

INSTRUCTIONS:

- e. **Assess the situation and results (Again):** After your next intervention or interaction, revisit your journal and evaluate the outcome. Did you notice changes based on your actions?

HABIT 2: ASKING POWERFUL QUESTIONS

Quote: *I'm not here to answer your questions. I'm here to question your answers.*

As a coach, having the right questions is more valuable than having the right answers.

When people come up with their own solutions they're more likely to follow through.

A good question at the appropriate time can set change in motion for your coachees by creating insight or inspiration.



Ask questions – in a curious way – that help people see that what they are doing may not be moving them toward their desired outcome.

The Importance of Asking Questions:

- Empowerment over Directing
- Creating Insight
- Navigation through Curiosity



FOCUS ON THE COACHEE:

Directing your questions toward understanding the coachee's perspective ensures effectiveness.

Asking powerful questions reveals essential information beneficial to both the coaching relationship and the coachee.

A good question:

- **Reflects active listening** and comprehension of the coachee's viewpoint.
- **Challenges assumptions** and evokes discovery, insight, or action.
- **Invites clarity**, new learning, or opportunities through open-endedness.



THE NATURE OF POWERFUL QUESTIONS:

- **Open-endedness:** Good questions are open-ended and not directed towards specific yes/no answers.
- **Invoking Reflection:** The best questions often lead to a moment of silence, indicating reflection and introspection by the coachee.
- **Non-judgmental:** Powerful questions are unbiased, emphasizing the coach's belief in the coachee's ability to find the answers.



EXAMPLES OF POWERFUL QUESTIONS:

- What is your main goal or change you're aiming for?
- What currently holds significance for you?
- How does your ideal Standup appear?
- What aspects are working well for you now?
- What progress have you made towards your goal?
- What changes are necessary to reach that goal?
- How could you approach this differently?
- What actions or habits should you stop?
- What's the next step for you?
- What are the primary obstacles you're facing?



- How would you handle this if success was crucial?
- What opportunities or challenges do you see in this situation? If you had total freedom, what action would you take?
- Reflecting on past similar situations, how did you succeed then?



EXERCISE:

THE ART OF ASKING POWERFUL QUESTIONS CHALLENGE



INSTRUCTIONS:

Q1.

Questioning Journaling:

Over the next week, during any conversation or interaction, jot down the questions you ask. At the end of each day, reflect on them.

- Were they open-ended?
- Did they spark reflection?
- Were they judgment-free?



Q2.

Powerful Question Challenge:

Choose one of your coaching sessions or interactions. Before the session, set a goal to ask only open-ended questions, focusing on invoking reflection without judgment.

During the session, try to navigate the conversation using powerful questions from the provided list or your own.

After the session, reflect:

- How different was this session compared to your usual ones?
- How did the coachee react to the questions?
- Were there moments of silence or introspection?
- Did the coachee come up with any insights or realizations?

HABIT 3: ENGAGED LISTENING AND MINDFUL SPEAKING

Quote: "Listening is the way we connect with people."

Engaged listening is essential for a coach. We make connections, understand dynamics, and discover the unsaid by listening. It becomes the starting point for meaningful interactions and change when combined with mindful speaking.



Levels of Listening:

- 1) Level I – Internal Listening: Focus remains on the coach's perspective.
- 2) Level II – Focused Listening: The coach is deeply attuned to the speaker, deciphering not just the words but the emotions, pacing, and underlying meanings.
- 3) Level III – Global Listening: Listening extends beyond words. The coach picks up cues from the environment, tone, body language, and even room ambiance, leading to intuitive insights.



Engaged Listening in Practice:

- **Are You Truly Listening?** True listening is a gift. As coaches, we must develop and hone this skill to support teams in realizing their full potential.
- **Power of Silence:** After asking a question or hearing a statement, give it room.
- **Reflect on your listening habits:** After interactions, rate your listening level.



Mindful Communication:

- Intent Before Speaking: Always consider your intent before speaking.
- Practices for Mindful Speaking:
 - Don't Speak First:
 - Embrace Silence:



EXERCISE:

ENGAGED LISTENING AND MINDFUL SPEAKING



INSTRUCTIONS:

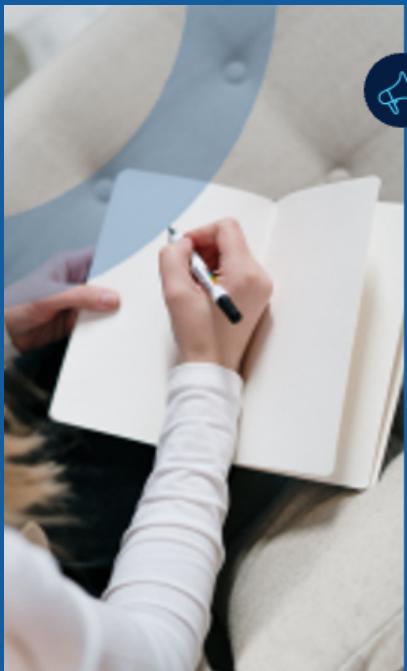
Q1

Active Listening Exercise:

During your next interaction or coaching session, practice the Levels of Listening.

Take note of the level at which you are operating most frequently.

After the interaction, jot down moments when you shifted between levels and what triggered these shifts.



INSTRUCTIONS:

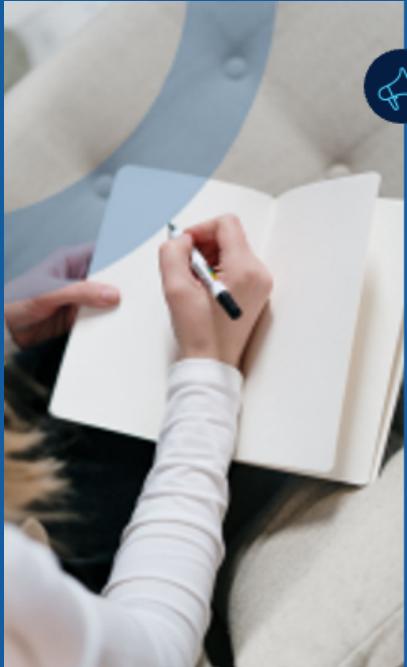
Q2

Reflection Moments:

After the interaction, jot down:

- A moment where you felt you were at Level I, and why.
- A moment where you felt you were deeply connected at Level II.
- Any cues or insights you picked up from the environment that gave you an intuitive insight (Level III).

Reflect on how these moments influenced the flow of the conversation.



INSTRUCTIONS:

Q3

Mindful Speaking Challenge:

In a group setting, engage in a discussion about a specific topic. Before speaking:

- a. Reflect on your intent.
- b. Give room for silence and let someone else speak first.
- c. When you do speak, ensure it's concise and focused on the topic.

HABIT 4: GIVING EFFECTIVE FEEDBACK

Quote: "Effective feedback is the bridge between intention and results."

Feedback is critical for personal and professional development.

It acts as a mirror, reflecting our actions and behaviors and highlighting areas where we can improve.

Feedback can act as a catalyst for positive change and improved performance.



The primary goal of providing feedback is to promote personal growth in the recipient.

It should be useful, relevant, and ideally reveal blind spots that the individual may not have noticed before.

Steps to Provide Critical Feedback Effectively:

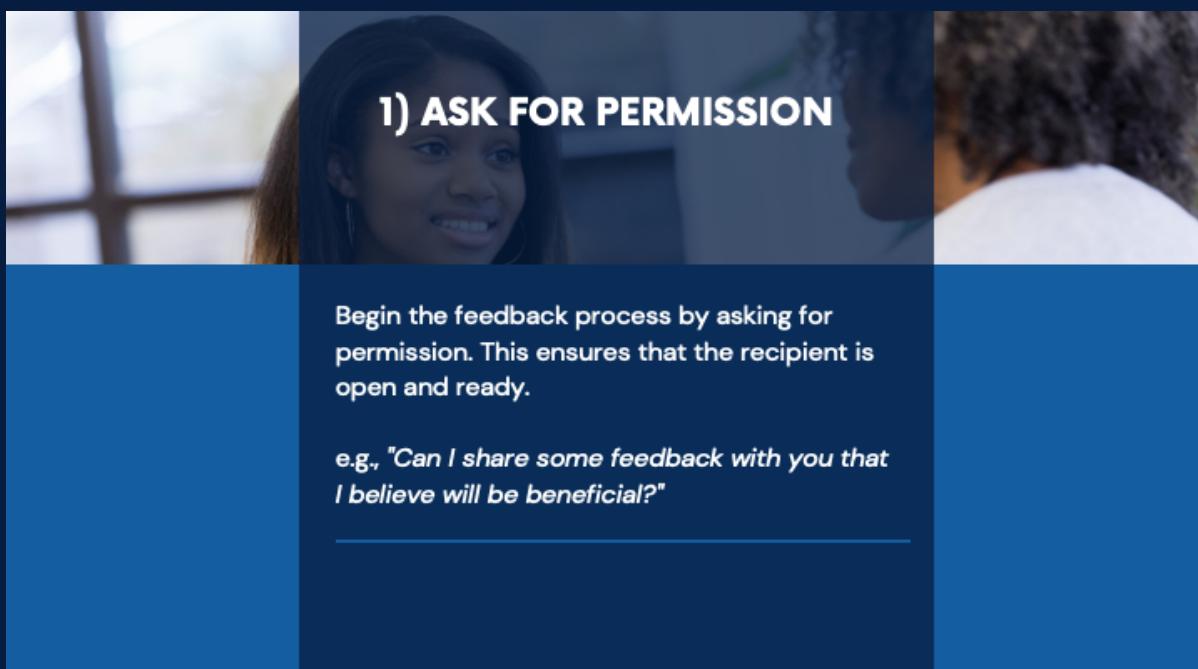
- Ask for Permission
- Describe the current behavior
- Explain the Behavior's Impact
- Describe the Desired Behavior

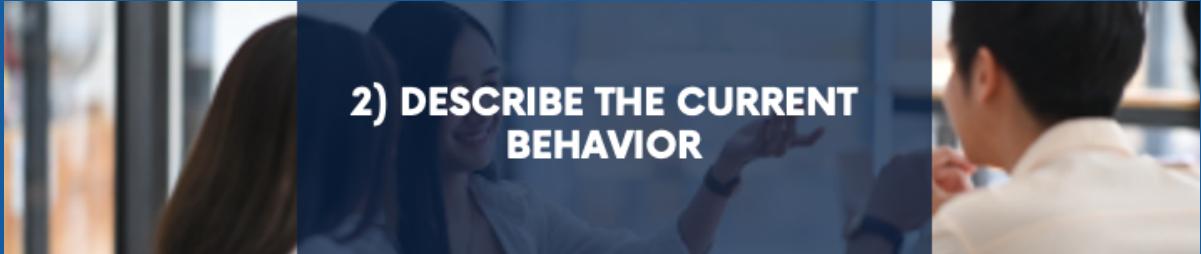


1) ASK FOR PERMISSION

Begin the feedback process by asking for permission. This ensures that the recipient is open and ready.

e.g., "Can I share some feedback with you that I believe will be beneficial?"





2) DESCRIBE THE CURRENT BEHAVIOR

Be specific and clear. To provide context, use recent examples.

Avoid vague statements and instead concentrate on specific observations.

e.g., *"I've noticed that during our last few meetings, you often interrupted others while they were speaking."*

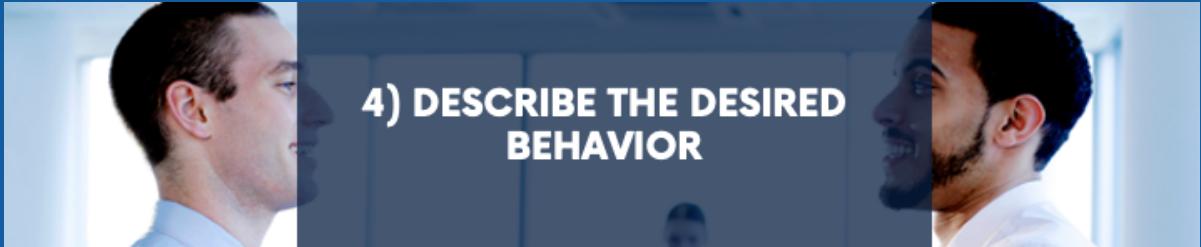


3) EXPLAIN THE BEHAVIOR'S IMPACT

Describe how the behavior affects you, the team, or the project.

Be gentle but honest about the consequences or feelings that the behavior causes.

e.g., *"When interruptions happen frequently, it makes the flow of discussion disjointed and might make team members feel undervalued."*



4) DESCRIBE THE DESIRED BEHAVIOR

State clearly what behavior or action you want to see in the future.

Provide constructive alternatives, and make sure your feedback is solution-oriented.

e.g., *"It would be beneficial to the team if everyone had the opportunity to finish their thoughts. Waiting for a natural pause before sharing your insights may be beneficial."*

Conclusion:

Effective feedback is a combination of art and science.

We are able to bridge the gap between current performance and desired outcomes by making sure it is timely, relevant, and delivered with genuine intent.

It's critical to approach feedback with empathy, knowing that its ultimate goal is to uplift rather than tear down.



Example

Step 1.:

"Hey, can I share some feedback on how you've been engaging with this online course?"

Step 2.:

"I've noticed that you've been watching the course videos on a regular basis and taking thorough notes." It's truly admirable!"

Step 3.:

"Your dedication not only benefits your own understanding but also positively influences the overall online learning environment for everyone."

Step 4.:

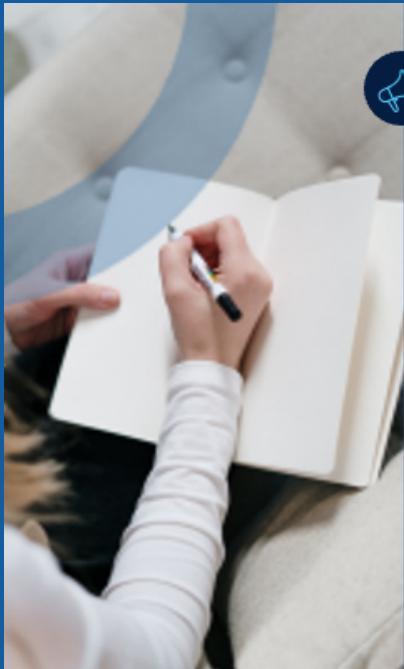
"Use this approach for the remainder of the course." It appears to be working well for you!"



EXERCISE:

THE FEEDBACK CHALLENGE





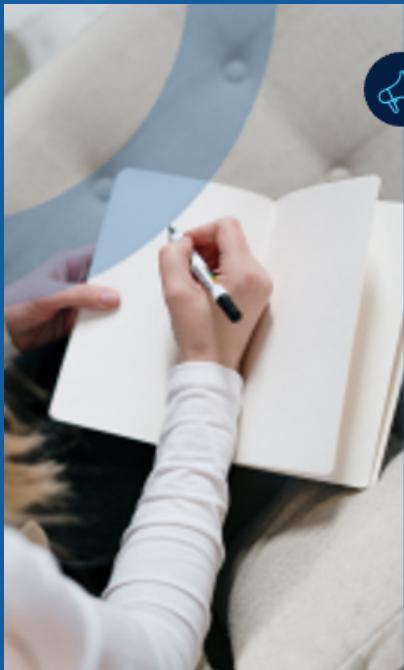
INSTRUCTIONS:

Q1

Feedback in Real Situations:

Think back over the last few weeks, were there some opportunities to provide positive or critical feedback?

Choose one of these opportunities in mind when doing the next exercise



INSTRUCTIONS:

Q2

Practicing the steps:

So think back to the chosen situation you experienced.

Now use the 4 steps to write down how you could have given feedback in that situation

Remember the steps to Provide Feedback:

- Ask for Permission
- Describe the current behavior
- Explain the Behavior's Impact
- Describe the Desired Behavior

HABIT 5: HELPING PEOPLE EXPLORE OPTIONS

Quote: "Dwell in Possibility"

As a Coach, you are helping in the development of your coachees' and teams' minds.

You help them in gaining a fresh perspective on what they might achieve. Here are some examples of effective coaching behaviors

- Provides genuine encouragement.
- Expresses or demonstrates belief in the potential of the coachee/team.
- Demonstrates dedication to the success of the coachee/team.
- Provides specific, positive feedback on the coachee's or team's behavior and performance.
- Reminds the coachee/team of his/her/their abilities, talents, knowledge, and experience.
- Inspires and elicits the coachee's/team's full potential.
- Where appropriate, taps into the coachee's/team's desire to leave a lasting legacy.
- Links the coachee's potential to potential opportunities and resources within the organization.



HABIT 6: HELPING SET GOALS

Quote "Setting goals is the first step in turning the invisible into the visible."

- Coaches assist people in setting and achieving better goals.
- Challenge their coachees to go above and beyond what they would have done on their own.
- Assist their coachee in focusing better in order to produce results more quickly.
- Give coachees the tools, support, and structure they need to succeed.



Here are some examples of effective coaching behaviors:

- Continually clarifies what the coachee intends
- Perceives what matters to the coachee
- Ask questions that reveal the coachee's intentions
- Bring the coachee back to what is important
- Rephrases coachee intentions in a way that adds value
- Questions intentions or assumptions, while respecting the coachee's goals and preferences.

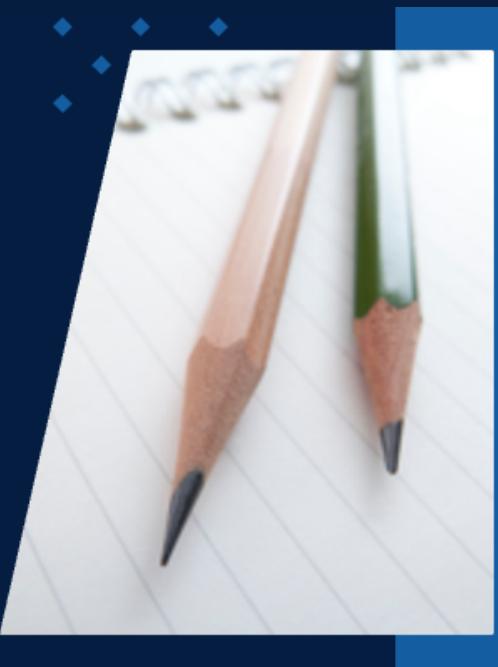


- Provides resources to improve the coachee's ability to clarify intentions;
- Perceives or inquires about, and responds to, changing coachee needs and desires;
- Aligns coaching points or intentions with the coachee's values; and
- Understands how the coachee's values and/or beliefs support the intentions.



EXERCISE:

QUICK GOAL CLARITY



INSTRUCTIONS:

1) Immediate Goals:

- Write down one goal you wish to achieve in the next month.

2) Why It Matters:

- In one sentence, state why this goal is important to you.

3) Alignment Check:

- List one personal value this goal resonates with.

4) Actionable Step:

- Write one specific action you'll take this week to move closer to this goal.

HABIT 7: CHALLENGING ASSUMPTIONS

Quote: *Questioning the Known, Paving the Way to the Unknown*

A good Coach will put your assumptions, organizational processes, and structure to the test.

Create a picture in their mind of what their desired future state looks like.

It is easier to challenge assumptions and break down limiting beliefs when you are in this expansive state.



They want more for themselves than they do for themselves.

During a conversation, you'll notice a lot of assumptions and limiting beliefs hindering the coachee's progress. Always question the Coachee/Team's assumptions and beliefs.

Question intentions and assumptions while respecting the coachee's goals and preferences

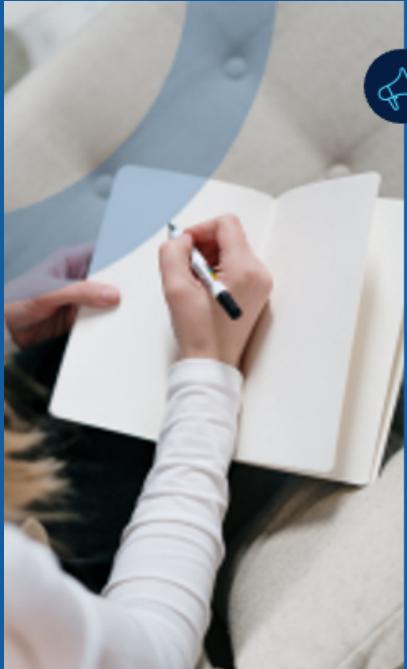
It's common for groups to make incorrect assumptions about what "they" ("the organization") will allow them to do.



EXERCISE:

ASSUMPTION CHALLENGE





INSTRUCTIONS:

- **Spot & List:**
 - Reflect on a recent decision or advice. List underlying assumptions.
- **Question:**
 - Ask: "Is this assumption based on evidence or just belief?"
- **Flip:**
 - Write the opposite of one assumption and consider its impact.
- **Challenge:**
 - This week, test one assumption's validity.
Adjust based on findings.

HABIT 8: MAINTAINING THE FLOW AND FRAME OF THE CONVERSATION

Quote: Conversations are an art; they start, flow, and conclude, painting a picture of understanding.

Starting the Coaching Conversation

The Introduction:

- Understand the potential unease
- Embrace authenticity



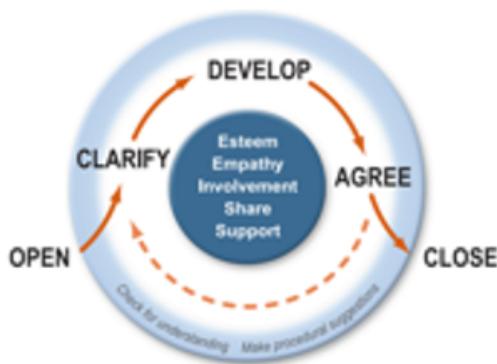
Starting the Conversation:

- Relax and go with the flow when the Coachee begins.
Allow their concerns and topics to guide the conversation's initial course.
- When the Coach Starts the Conversation:
Use informal settings to naturally ease into the topic. Starting the conversation with an observation or invitation can help it feel more natural.



THE EFFECTIVE INTERACTION MODEL

Five steps, each guideline represents an important, logical step in the communication or coaching process

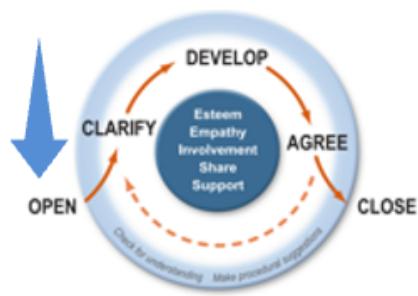


Together they provide a road map to guide you through any type of discussion.

OPEN

Ensure a clear Purpose (What) and the importance of accomplishing it (Why)

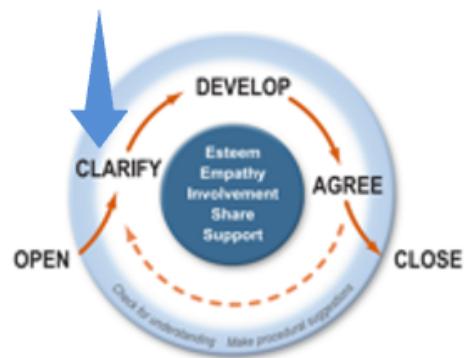
- 1** Tell how it would benefit the employee to accomplish the purpose
- 2** Ask if the coachee has related topics to discuss



CLARIFY

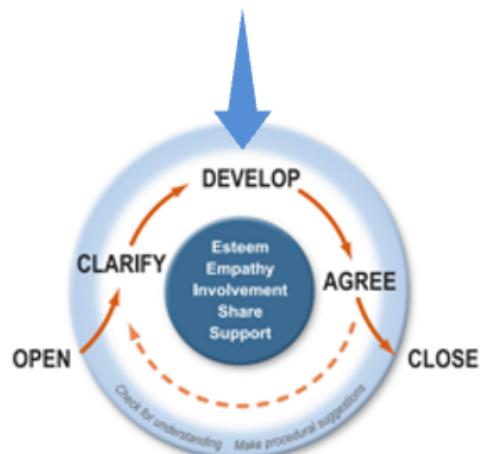
Before discussing ideas or solutions, make sure **the coachee understands** the details

Clarify facts, figures, or information that the coachee needs to know to move forward

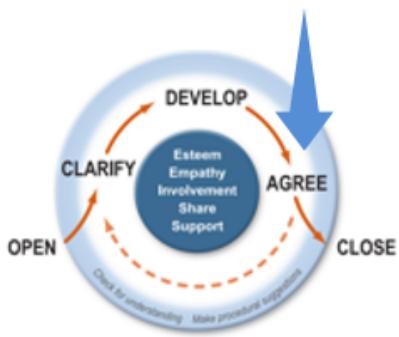


DEVELOP

- 1** Actively seek **involvement** from the coachee
- 2** **Share** your own ideas-after **listening**
- 3** Use idea generation and **evaluation techniques**
- 4** **Discuss any resources** or support the coachee might need



AGREE



- 1 Specify **What** will be done, **Who** will do it, and by **When**
- 2 Agree on any follow-up actions needed to track progress in carrying out the plan
- 3 Be sure to agree to needed resources or support

A CRITICAL SKILL:

Provide support without removing responsibility (to build ownership)



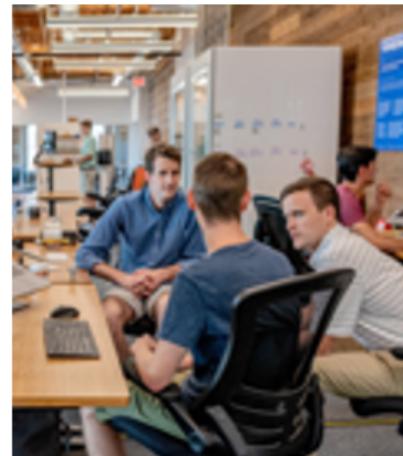
CLOSE



- 1 Go over the main points of the discussion and what people agreed to
- 2 Make a final check on the coachee's confidence in their ability to follow up on the actions they agreed to

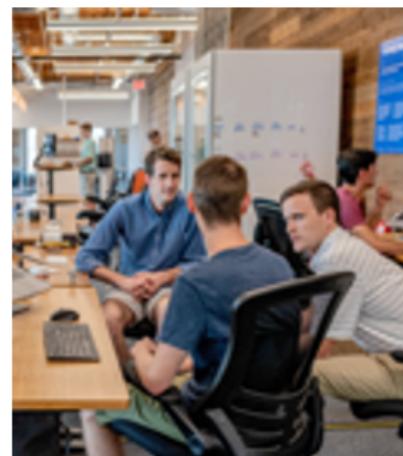
FOR DISCUSSIONS WITH A SINGLE TOPIC:

Cover each guideline from **OPEN** through **CLOSE** once



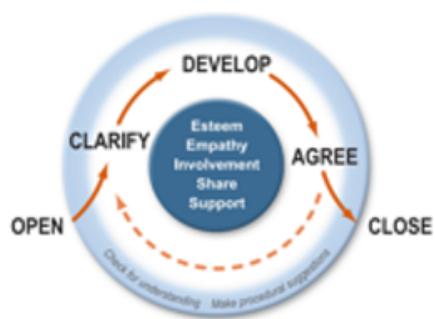
FOR DISCUSSIONS WITH MANY TOPICS:

CLARIFY, DEVELOP, and AGREE for one topic, then repeat them for the additional topics, then **CLOSE**



CLOSING ISSUES:

- 1 Return to **CLARIFY** and ask questions to understand concerns
- 2 Then **DEVELOP** ideas for resolving the concerns and reach revised **AGREEMENTS**
- 3 Then **CLOSE**
- 4 Check for Understanding
- 5 Confirm that the coachee has the same understanding of what has been discussed
- 6 Summarize the information in the form of a question then request confirmation or correction and close



Setting Accountability

- **Explicit Accountability:**
Agree on actions, set deadlines, and explain how the coachee will keep the coach up to date.
- **Soft Accountability:**
By suggesting check-ins or follow-ups, you can provide a more relaxed approach.



EXERCISE:

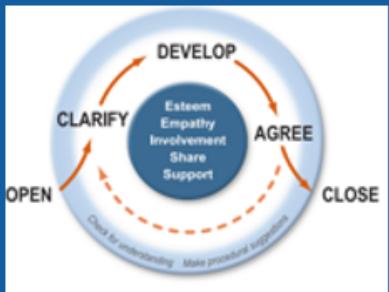
CONVERSATION FLOW



INSTRUCTIONS:

- 1) **Identify a Topic:**
 - Think of a topic or challenge that you would like to discuss with someone
- 2) **Introduction:**
 - Start the conversation. Embrace authenticity, either initiate the dialogue yourself or let your imaginary coachee guide the initial direction.
- 3) **Middle:**
 - Practice the Effective Interaction Model
 - Ensure clarity, develop, ask probing questions, and navigate any distractions.





- Decide on accountability – explicit or soft.
- End on a note of acknowledgement, thanking the imaginary coachee for their insights or contributions.

4. Reflection:

- How did it feel to guide the conversation?
- What would you do differently in a real conversation?



Facilitate Like a Pro: Skills to Run Effective Meetings and Guide Discussions

Facilitating meetings effectively, even without full Agile or Scrum knowledge, adds value to teams. Building rapport through meeting facilitation is crucial for coaching Agile principles.

Productive meetings are essential for idea generation and decision-making. Learning facilitation skills helps keep conversations on track, fostering group efficiency and validating the role of a Coach or servant leader as a change agent.

FACILITATING AND GUIDING THE TEAM



EFFECTIVE FACILITATION:

GUIDING SUCCESSFUL MEETINGS AND DISCUSSIONS



The term "facilitation" suggests the act of directing a meeting, it includes much more.

An Agile manager or coach is comparable to a conductor in charge of an orchestra.

Their role is to ensure that the team harmonizes effectively, that rhythm and coordination are maintained, and that outstanding results are produced.



WHAT IS FACILITATION?

The process of guiding and managing a group session in a manner that encourages effective participation, optimizes group dynamics, and helps the group achieve its goals.

A good facilitator helps facilitate the creation of an environment in which all participants feel they have a voice and can contribute to the discussion or decision-making process.



MOST IMPORTANT ASPECTS OF MEETING FACILITATION:

- ✓ Setting the Stage
- ✓ Guiding the Process
- ✓ Encouraging Participation
- ✓ Managing Group Dynamics
- ✓ Clarifying and Summarizing
- ✓ Decision Making
- ✓ Closure
- ✓ Neutrality



The principles and skills of facilitation can be applied in a wide range of group settings, from workshops and training sessions to team-building exercises and strategic planning sessions.



MOST COMMON AGILE MEETINGS

- Sprint Planning Meeting
- Daily Scrum or Daily Stand-up
- Sprint Review
- Sprint Retrospective
- Backlog Refinement (or Grooming)
- Release Planning

FACILITATION ACTIVITIES BEFORE THE MEETING



Make sure there is a clear purpose—**why** the meeting was organized.

Make it **SMART** (**S**pecific, **M**easurable, **AR**ealistic, **T**imed)



What deliverables the meeting should produce in order to make it successful?

- **Heads**—anything you can learn, such as skills, ideas, status updates
- **Hearts**—to get buy-in, belief, engagement, or excitement
- **Hands**—to create some tangible output, such as action plans, timelines, or lists



Finally, think about **who** needs to be involved, **when** and **where** the meeting will take place, and **how** you will facilitate it.

So in summary:

- **Purpose,**
- **Deliverables,**
- **Who, When, Where and How**

FACILITATION ACTIVITIES DURING THE MEETING





FIRST 5 MINUTES

Open with a strong start.

Think about the energy level and the engagement.

Always share the meeting's purpose, expected deliverables, and agenda

Let them think about what's in it for them.



DURING THE MEETING

the facilitator uses several tools, like:

brainstorming, mind mapping, problem-solving, voting, grouping, prioritization, working in pairs or groups, and closing the meeting with the expected outcome.



END OF THE MEETING

Summarize the meeting, review how the group addressed the purpose, and summarize the action items.

EXAMPLE: TEAM ALIGNMENT MEETING

Purpose: Align team members on current goals, priorities, and challenges.

Deliverables:

- Clear understanding of current team objectives.
- Identification of obstacles or blockers.
- Defined roles and responsibilities for ongoing tasks.

Who: All team members, Team Lead or Manager.

When: Midway through a project phase or work cycle.

Duration: 1 hour.

EXAMPLE: DURING THE MEETING

- 1) **Set the Mood:** Begin the alignment meeting with an engaging activity
- 2) **Provide Structure:** Briefly describe the flow of the meeting and go over the main objectives and deliverables.
Introduce a "Parking Lot" to park additional topics that are not part of the meeting and/or may need a separate discussion later.
- 3) **State Current Goals:** Present the current team objectives and major tasks. Highlight any changes or updates since the last alignment.

- 4) **Open Forum:** Let team members share their progress, highlighting successes and blockers. Allow for clarifications and questions.

- 5) **Group Discussion:** Foster a discussion around shared challenges and identify themes or patterns. This can be done using sticky notes or virtual boards. (*Mind mapping, grouping*)

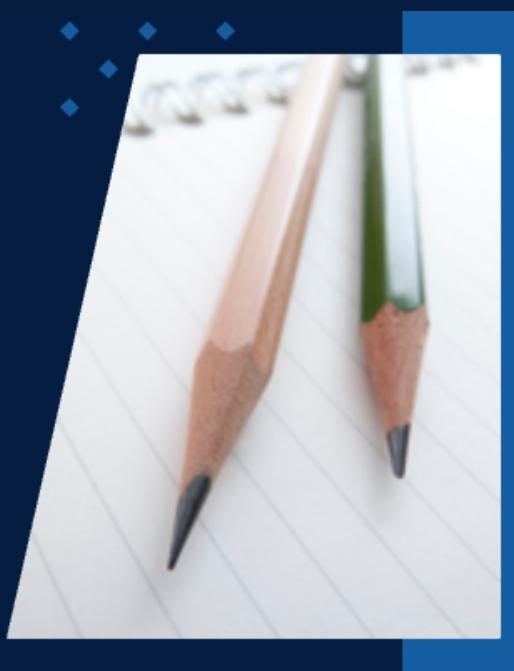
- 6) **Vote on Priorities:** Use dot voting to determine which challenges or topics need immediate attention and deeper discussion. (*Decision making*)

- 7) **Deep Dive:** Dive deeper into the highest priority topics. Encourage solution brainstorming, drawing from the team's collective knowledge.
(Problem-solving, Root Cause analysis)
- 8) **Assign Action Items:** Based on the discussion, assign action items and responsibilities to specific team members to address the highlighted challenges.
- 9) **Recap and Commit:** Go over the action items and ensure everyone is committed to their responsibilities.

- 10) **Conclude:** Review what was achieved during the meeting and end with a check-out activity, e.g., "In one word, how do you feel about our team's direction after this meeting?"

EXERCISE:

FACILITATION BLUEPRINT





INSTRUCTIONS:

Think about a meeting you want to plan?

Or a meeting you've been part of but wasn't run particularly well.

How would you do it?



1. Planning (Before the Meeting):

- **Purpose:** Draft the reason for the meeting. Ensure it is SMART.
- **Deliverables:**
 - **Heads:** Identify any knowledge or ideas you aim to disseminate.
 - **Hearts:** Pinpoint the emotional outcome (e.g., buy-in, excitement).
 - **Hands:** Determine the tangible outputs expected (e.g., plans, lists).
- **Logistics:** Decide on participants, time, and location. Consider tools and platforms if remote.



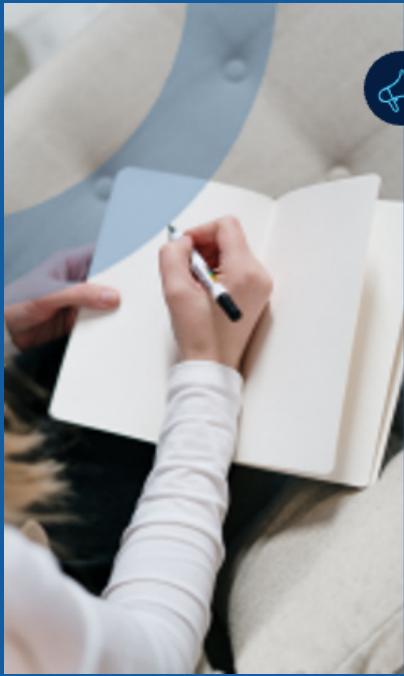
Execution (During the Meeting):

Strong Start: Engage participants from the get-go. Set the mood and energy. Share the purpose, expected deliverables, and agenda.

- How will you do this?

Methodology: Use facilitation tools that fit the meeting's objectives and needs. Whether brainstorming, voting, or grouping, ensure they serve the meeting's purpose.

- Which one are you going to use?



Open & Structured Discussion: Allow space for attendees to share, inquire, and collaborate. Introduce the "Parking Lot" concept for off-topic discussions.

- How will you facilitate the discussion?

Conclude with Clarity: Summarize the meeting, confirm how the purpose was addressed, and recap action items.

- How will you make sure you'll catch the main point?



FACILITATION TOOLS



FACILITATION TOOLS

- Mind-mapping for Ideation
 - Grouping Topics
 - Problem-solving tools (Root Cause Analysis, Fishbone, Five whys, Impact mapping)
 - Decision-making techniques (Roman vote, First of five, Majority voting, Dot voting, Consensus voting)
-

EFFECTIVE MIND-MAPPING IN AGILE MEETINGS





Mind-mapping is a technique used to create and articulate a bunch of ideas, very quickly, from a group of people.

A mind map is a graphical way to represent ideas and concepts. It is a visual thinking tool that helps structure information, helping you to better analyze, comprehend, synthesize, recall, and generate new ideas.



- Efficient Ideation
- Stimulates Creativity
- Collaborative Tool



HOW TO FACILITATE A MIND-MAPPING SESSION:

- 1) **Set Clear Objectives:** Define the purpose and desired outcome.
- 2) **Welcome All Ideas:** Encourage the contribution of every thought, no matter how unconventional.
- 3) **Avoid Self-Filtering:** All ideas are valuable at this stage; filtering can happen later.
- 4) **Open Mind Mapping:** Place the topic in the middle of the board using a sticky note, dry-erase whiteboard, or shared virtual board.
- 5) **Organize, Group, and Refine Ideas**



FACILITATOR'S ROLE:

- 1) **Guide, Don't Lead:** The facilitator focuses on the process, not the content.
- 2) **Maintain Flow:** Ensure a continuous flow of ideas without delving too deep into any particular one.
- 3) **Organize and Group:** After brainstorming, help the team group related ideas.

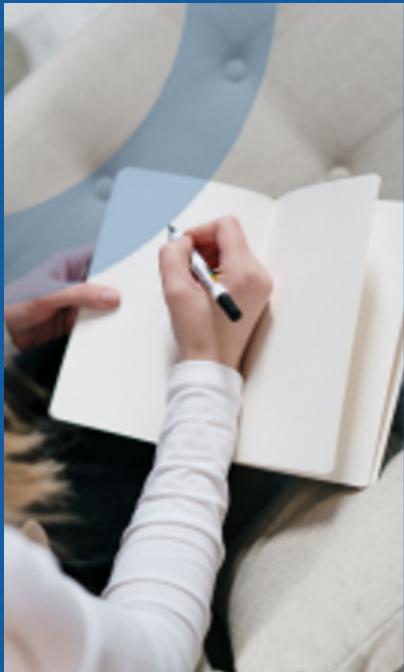
EXERCISE:

SOLO MIND-MAPPING EXPLORATION



INSTRUCTIONS:

- 1) **Choose a Topic:** Pick something personal, like a hobby or a project.
- 2) **Prepare Your Space:** Use paper or a digital tool. Have colored pens or drawing tools ready.
- 3) **Begin Mind-Mapping:**
 - Write your topic in the center.
 - Branch out with related ideas or themes.
 - Freely associate ideas for 10 minutes, avoiding self-filtering.



4) Review & Organize:

- Connect related ideas.
- Group similar thoughts together.

5) Prioritize:

- Highlight or rank important ideas.

6) Reflect:

- Consider your feelings about the solo process.
- Identify areas for potential group input.

MIND-MAPPING:

**FOCUS THE CONVERSATION
BY GROUPING TOPICS**



GROUPING TOPICS

Like-minded ideas can be clustered together.

This technique helps in prioritizing and deciding actionable items swiftly.

THE SIX BOXES TECHNIQUE



Six Boxes is exactly as it seems...you guarantee that ultimately there will only be six boxes from which to choose from.

HOW TO IMPLEMENT THE SIX BOXES TECHNIQUE



- 1) **Layout:** Underneath the main ideation theme, sketch six boxes (2x3 grid). Do not label the boxes
- 2) **Brainstorm:** Grant the group a time-box (10 minutes) to brainstorm.
- 3) **Placement:** Participants take turns reading their ideas and positioning them in a box.
- 4) **Naming:** Once a box accumulates 4–5 ideas, engage the group to label it. This box becomes fixed.



- 5) **Concluding Steps:** With clearly defined boxes, the group can progress to further activities, such as prioritizing or planning.

ROOT-CAUSE ANALYSIS AND IMPACT MAPPING:

PROACTIVE PROBLEM- SOLVING IN AGILE ENVIRONMENTS



The background features a collage of images related to Root-Cause Analysis, including a 3D geometric model, a speedometer-like graphic, and handwritten text 'Root Cause Analysis'.

You can either treat symptoms, and always be too busy, or learn how to identify the cause of a problem.

It's the difference between reactive and proactive approaches.

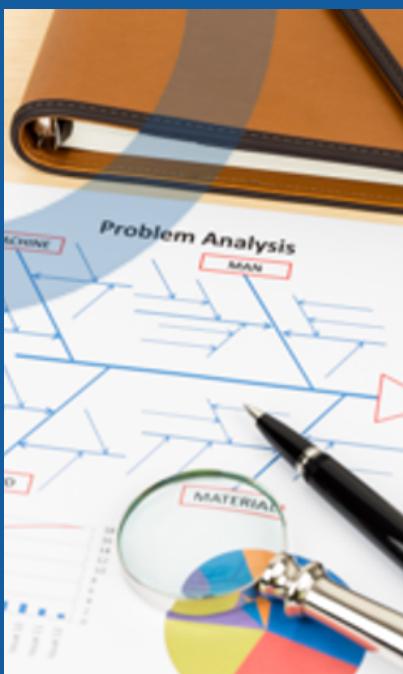
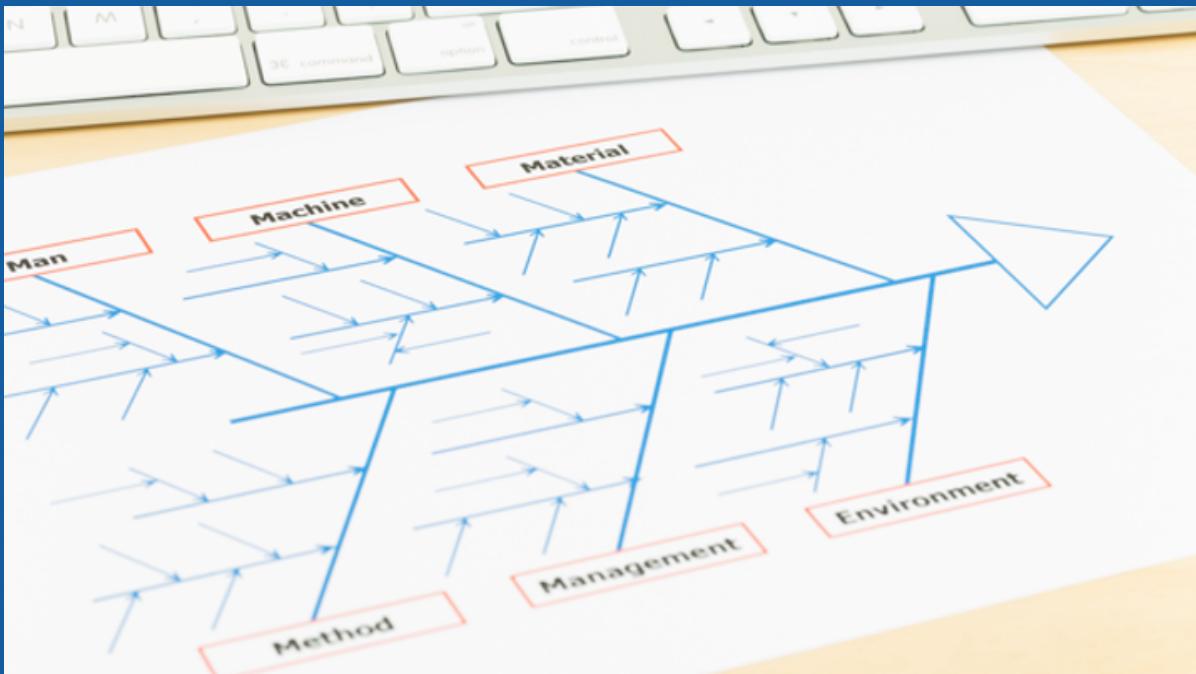
The background features a collage of images related to Root-Cause Analysis, including a 3D geometric model, a speedometer-like graphic, and handwritten text 'Root Cause Analysis'.

- ❖ Fishbone analysis
- ❖ Five Whys
- ❖ Impact Mapping



FISHBONE ANALYSIS

Fishbone Analysis, helps teams visually dissect a problem by examining its potential root causes across multiple categories.



EXAMPLE: FREQUENT APPLICATION CRASHES

Problem: *Users report the application crashes multiple times a day.*

What actions or conditions led to the crash?

- Specific features being accessed simultaneously.
- Running the app for extended periods.

Where do most crashes seem to originate?

- During transitions between different modules.
- In areas where third-party plugins are active.



When do these crashes usually happen?

- After software updates.
- During peak user activity hours.

Who reports these crashes the most?

- Users with older hardware.
- Users who have not updated their OS.

Why is the application not stable despite rigorous testing?

- Testing didn't cover all real-world usage scenarios.
- Incompatibility issues with certain hardware.
- Some bugs might have been introduced during last-minute hotfixes.

EXERCISE:

DIVE DEEP WITH FISHBONE ANALYSIS



INSTRUCTIONS:

- 1) **Pick a Software Problem:** Reflect on a recent software issue you've faced or one you've heard about. E.g., a frequently crashing app, slow load times, etc.
- 2) **Sketch the Fishbone Diagram:** On a sheet of paper or a digital tool, draw a horizontal arrow pointing to the problem (the "fish's head").
- 3) **Identify Main Categories:** These serve as the "bones" branching off the "spine" of the fish. Typical categories might be: What, Where, When, Who, Why.



4) Brainstorm Potential Causes:

- What specific actions or features might cause the problem?
- Where in the software does the problem usually arise?
- When does the problem usually occur?
- Who tends to experience or report the problem the most?
- Why might the problem exist despite precautions?



5) **Review & Analyze:** Examine the causes you've listed. Are there any patterns? Any causes that are easily addressable?

6) **Plan Action Steps:** Based on your analysis, list steps you or a development team could take to mitigate or resolve the issue.

7) Reflect:

- Think about the advantages of visualizing issues this way.

FIVE WHYS TECHNIQUE



A graphic design featuring a blue gradient background. Overlaid are several white rectangular cards, each containing the words "FIVE WHYS TECHNIQUE" in bold, black, sans-serif font. The cards are arranged in a staggered, overlapping manner.

Is a method used to trace the root cause of an issue by repeatedly asking the question "Why?"

EXAMPLE: SOFTWARE PERFORMANCE ISSUE

The software application is running slow.

"Why is the software application running slow?"

"Because there's a memory leak in the system."

"Why is there a memory leak in the system?"

"Because some parts of the code do not release memory after use."

"Why do parts of the code not release memory?"

"Because they were coded without best practices for memory management."

"Why were they coded without best practices?"

"The development team wasn't trained on efficient memory management techniques."

"Why wasn't the development team trained on those techniques?"

"Because it wasn't included in our training program, assuming that developers would have prior knowledge about it."

From this analysis, the solution is clear:

The organization should invest in training their developers on memory management best practices to prevent future software performance issues.

EXERCISE:

DISCOVER WITH THE FIVE WHYS





INSTRUCTIONS:

1) **Identify a Problem:** Reflect on a recent challenge or issue you've faced, whether in software or another context.

2) **Start with Your First "Why":** Ask yourself, "Why did this problem occur?" and jot down the answer.



3) Continue the Chain:

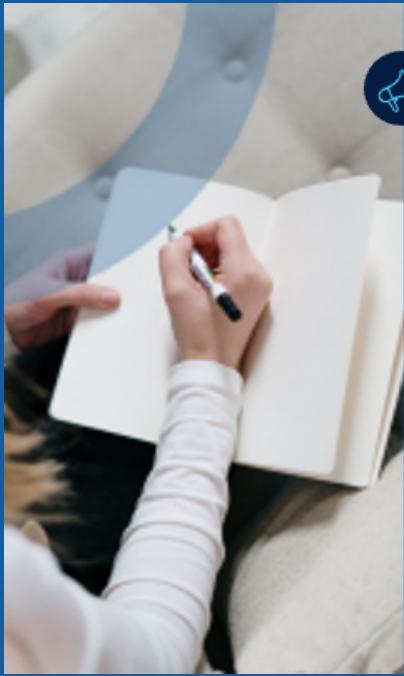
- Based on the answer from step 2, ask "Why?" again.
- Continue asking "Why?" and recording the answers until you feel you've identified the root cause.
- While it's called the "Five Whys," you might need fewer or more iterations depending on your problem.



4) Analyze Your Whys:

- Examine the chain of answers. Can you identify any patterns or systemic issues?
- Think about potential solutions or preventative measures based on the root cause you've identified.

5) **Plan Next Steps:** Based on the root cause and your analysis, list actionable steps that can help address or mitigate the issue in the future.



6) Reflect:

- Ponder on the power of this seemingly simple technique. How did it help you see the larger picture?

IMPACT MAPPING



is an effective technique often associated with product development.

However, it can also be applied in other contexts, such as organizational change, Agile adoption, and Scrum implementation.



1) Why are we doing this?

Start with a goal that is SMART

2) Who can produce the desired effect?

Focus on actors—who can support you and who can obstruct the desired effect? Who will be impacted by it?

3) How should our actors' behavior change?

Investigate the actors' impact—how the actors from the previous step can help you to achieve the goal or prevent you from achieving success.

4) What can we do to support the impact?

Think about the desired outcome and deliverables.
What can you do to make them happen?

SOFTWARE DEVELOPMENT SCENARIO

Imagine you're managing a software product designed to improve user engagement on a platform.

1) Goal: Increase user engagement by 30% in the next quarter.

2) Actors: Existing users, potential new users, marketing team, development team.

3) Desired Behavior Changes:

- Existing users to use the product more frequently.
- New users to sign up and onboard quickly.
- Marketing to create targeted campaigns.
- Developers to ensure stability and add features.

SOFTWARE DEVELOPMENT SCENARIO

4) Actions/Deliverables:

- Introduce a referral program.
- Improve onboarding experience.
- Marketing campaign for user engagement.
- Develop and launch new engagement features.

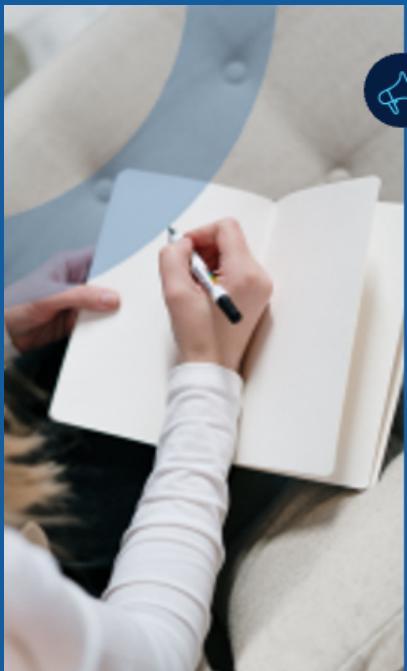
After laying out the map, it's crucial to prioritize tasks.

Star voting is one effective way to do this.

EXERCISE:

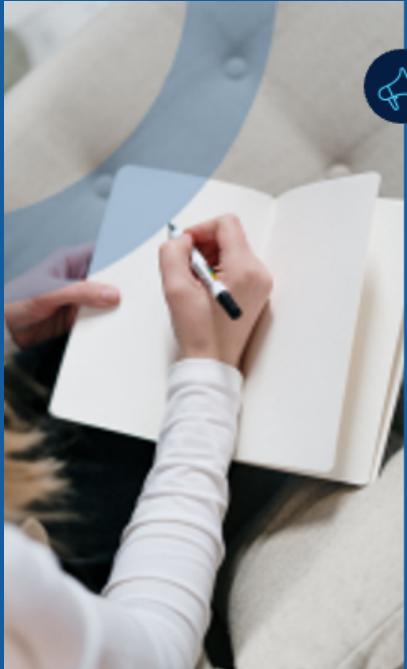
QUICK DIVE INTO IMPACT MAPPING





INSTRUCTIONS:

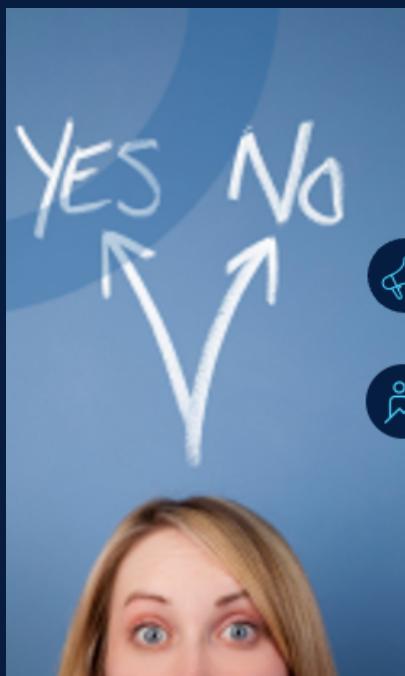
- 1) **Scenario Selection:** Choose a software challenge, e.g., designing an app for efficient remote work.
- 2) **Set a SMART Goal:** E.g., "Boost remote worker productivity by 20% in 6 months."
- 3) **List Actors:** Who influences or is affected by the scenario? E.g., remote workers, HR, IT support.
- 4) **Determine Behavior Changes:** Define desired changes for each actor. E.g., "Remote workers take effective breaks."



INSTRUCTIONS:

- 5) **Brainstorm Actions/Deliverables:** What supports the behavior change? E.g., "Feature for break reminders."
- 6) **Star Voting:** Prioritize actions by allowing participants to vote on the most crucial ones.
- 7) **Discussion & Refinement:** Share findings, get feedback, and adjust the map accordingly.

EFFECTIVE DECISION-MAKING TECHNIQUES IN GROUP SETTINGS



HELP ANY GROUP MAKE A DECISION



It is critical that not only everyone understands what the decision was, but that once made, everyone agrees and supports the decision.



Quickly guide a group to a clear, concise decision that results in takeaways, such as action items.

- ✓ Roman Vote
- ✓ Fist of Five
- ✓ Majority Voting
- ✓ Dot Voting
- ✓ Consensus Voting



ROMAN VOTE



One of the quickest ways to help a group make a decision.

Once you have stated the topic and clarified any remaining questions, count to three. At the end of the count, each person will use one hand to display one of three signs.



Thumbs Up – indicates agreement with the proposal

Thumbs Down – indicates rejection of the proposal

Flat Hand or Sideways Thumb – indicates neutrality



ROMAN VOTE



Useful for

- 1) deciding to continue a time-boxed conversation
- 2) asking if a group is ready for a break, or
- 3) any decision where it is not critical that everyone completely agrees.

FIST OF FIVE



FIST OF FIVE

A quick way of gaining feedback and decisions , extracting more information from participants as it is not a straight "yes" or "no" input.

Once you are ready to call the vote by clearly stating the proposal to be voted on, you count to three.

Each person then holds up the number of fingers on one hand of how strongly they agree with the proposal.



Five fingers indicate enthusiastic approval.

A closed fist, no fingers, indicates strong disagreement.

Three fingers or more the proposal is considered agreed upon.

If anyone has **two fingers or less**, then there needs to be more conversations on the reason that they are not interested in the proposal.



FIST OF FIVE

Use it to ask:

- How they feel about a topic
- Their happiness level
- Choosing where to go for lunch
- A group of people to define standards
- About creating working agreements
- etc.

MAJORITY VOTING



MAJORITY VOTING

Majority Voting is the method most people know from political voting.

There are three different Majority Voting standards:

- Simple Majority
- Lesser Majority
- Greater Majority



Simple Majority is simply the option with the most votes.

Lesser Majority requires greater than fifty percent of the vote in order for the proposal to pass.

Greater Majority is typically seventy-five percent of the votes for the proposal.

Voting can be conducted as closed or open voting structures.



How you facilitate voting depends on whether you are conducting closed or open voting.

Closed vote: have everyone write their vote on a small sticky note. Collect all the votes. Pull one sticky note at a time and read the vote. Then record the tally of each voting option.

Open voting: give each option and ask people to raise their hand if that is the option they chose. You simply count the number of hands to tally votes.

If the majority has not been reached, then the group might need more conversation and then additional votes until a majority is reached.

DOT VOTING



DOT VOTING

Dot Voting is a very quick way of getting a lot of information from a group, especially helpful when there are a lot of options from which to choose.

The **setup for Dot Voting:** Once you know how many items there are to be voted upon, divide that number by four and round up, to determine the number of votes each person will have.

For example: Ten ideas, then divide ten by four this is two and a half, which rounds up to three.



Explain that they can assign some or all of their votes on any given option

Votes can be given in a variety of ways: Checkmarks, tally marks, and even poker chips if in person.

After everyone has voted, you will tally the votes for each option.

CONSENSUS VOTING



CONSENSUS VOTING

The toughest of the voting styles because everyone needs to agree with the decision for it to be accepted.

Consensus Voting is conducted just like Majority Voting and can be done both closed and open.

However, if all the votes are not given toward one single option, the group needs to continue their discussion until they think they can attempt a successful voting outcome.

There is often a great deal of compromise done in order to make each of the options more appealing.



Kickstarting and Developing Agile Teams

When a company transitions to agile, the coach guides team formation, focusing on essential agile knowledge, team dynamics, product understanding, and team evolution.

The initial team setup is a critical teaching moment for fundamental agile principles before ongoing reinforcement during collaboration.

AGILE TEAMS



AN AGILE TEAM

Is a cross-functional group of typically **ten or fewer individuals** with all the skills necessary to **define, build, test, and deliver value to their customers**.

By quickly delivering work in small increments, all Agile Teams strive for fast learning, gaining fast customer feedback, assessing the results, and adjusting accordingly.



AN AGILE TEAM

Is Organized Around Value

The goal:

The continuous delivery of value to the customer.

Objective and Responsibilities



CHARACTERISTICS OF AN AGILE TEAM STRUCTURE

Cross-functional:

The team structure is cross-functional. Each team member has their own specific skill set, but they all work towards a common goal.

Capable, enabled, and able to:

- Define
- Build
- Test
- Deploy



CHARACTERISTICS OF AN AGILE TEAM STRUCTURE

Collaborative: There is plenty of collaboration and open communication within a cross-functional Agile team.

Members are described as “T-shaped” — the horizontal line represents their general understanding of various skills, while the vertical line is their core area of expertise.



CHARACTERISTICS OF AN AGILE TEAM STRUCTURE

Non-hierarchical: Agile teams favor a flat structure where people are given the autonomy to work independently and organize themselves.

KEY ROLES AND RESPONSIBILITIES

An Agile team structure will commonly outline specific roles for each team member.

While the focus is on a person's skill set rather than their job title, a defined set of roles can create clarity in Agile workflows.

These roles will vary depending on the project management methodology used by a team.

KEY ROLES AND RESPONSIBILITIES

Team lead

A team lead is responsible for coordinating the team and ensuring that processes run smoothly.

Product owner

A product owner represents the needs of the client.



KEY ROLES AND RESPONSIBILITIES

Team member

Team member is a broad term that can denote a number of different roles across different industries.

Stakeholder

A stakeholder is not directly involved in the project activities, but they play an important role in determining the final deliverables.



THE IDEAL TEAM PLAYER

possesses three essential virtues

Humility: Humble team players are not egotistical or self-centered.

Hunger: Hungry team players are always looking for more: more things to do, more to learn, and more responsibility to take on.

People Smarts: People smart team players are, "capable of interpersonal common sense."

KICKSTARTING AGILE TEAMS: **SHARED VISIONS AND TEAM VALUES**



CREATE A SHARED VISION

- What's in it for me?
- What's in it for us as a team?
- What's in it for my company?
- What's in it for the world?



WHAT'S IN IT FOR ME?

Creating this vision starts with the individual

Ask each team member to write their name and the completion of this sentence: *"When this project is over, I want to say I have...."*





WHAT'S IN IT FOR US AS A TEAM?

Guide them to create a brief and meaningful statement of what they desire to become together.

example:

"We're a creative team that supports one another to create meaningful products."



WHAT'S IN IT FOR MY COMPANY?

Often, the vision statement for the team's project or product or the hoped-for impact on customers or users serves as the basis for this goal.

Start with it, and guide the team to make it meaningful for them.



WHAT'S IN IT FOR MY COMPANY?

For example:

We are redesigning our website in order to attract and retain more customers by making it simple for them to obtain the services we provide.



WHAT'S IN IT FOR THE WORLD?

If the team's activities do not benefit the world in a remarkable way, invite them to look on a smaller world scale.

If you work with a team whose product will have a big world impact, guide them to be big, too



WHAT'S IN IT FOR THE WORLD?

"Our project saves the livelihoods of 100,000 at-risk children."



WHAT'S IN IT FOR THE WORLD?

All these goals taken together comprise this new team's shared vision. This vision gives them a destination to start moving toward.

HOW TO GET AN AGREED SET OF TEAM VALUES



HOW TO GET AN AGREED SET OF TEAM VALUES

Show an example of what a value can look like

Positivity — If something doesn't look right, we propose a better way to do it



WHAT ARE VALUES

Values could be any behavior the team wants to encourage and should be a mix of aspirational goals and some things the team already do, that they want to continue doing and improving.



EXPLORING VALUES METHOD

Ask the team to name some successful teams that have a good ethos, or teams within the organization that have admirable qualities.

Get the team to look at the example teams from the list and call out a few values that they have



Write out all these admirable values
Split the team into small groups and ask them to come up with three to five values that the team should aspire to, and a short accompanying description.



Once the small groups have some agreed values, these can be replayed back to the whole team and noted down

After all the sub-teams have had a turn, voting can take place



EXAMPLES VALUES

Teamwork, We will help each other complete work that may be outside our specialty

Being bold isn't bad.

Share the work = share the credit.

Notice when someone needs help and offer it.

Preserve open communication, even when not comfortable.



EXAMPLES VALUES

The success of the team is more important than the success of the individual.

Keep it simple.

Don't struggle for more than 30 minutes before asking for help

Be truly open so we can get the most creative solutions.



EXAMPLES OF OTHER NORMS

Rules for living together: The "no stinky food" rule goes here.

Logistics: Core hours (if not all day), sprint length, and stand-up time are typical logistical norms.



EXAMPLES OF OTHER NORMS

Being together in conflict:

- In what ways will we call out conflict at the moment?
- How will we get back to “the dream” of our shared vision when we are deep in conflict?
- Under what circumstances would we be willing to call it quits as a team?



A LIVING DOCUMENT

Should be changed and amended as the team changes

There will be issues that fall outside of what is covered, don't add more values each time

Our aim is to have a memorable number of key values which will help the team improve and work as a real team

THE JOURNEY OF TEAM DEVELOPMENT: FROM FORMING TO PERFORMING



Tuckman's Team and Group Development Model

Phases that groups of individuals go through when they first begin working together as a team



WHAT IS TEAM DEVELOPMENT?

Team development is a process of learning to work together.

Each time a new group of people is gathered to perform as a team, they have to find a way of communicating, define goals, and learn to work together effectively.

This process can be rather easy or quite difficult.



By recognizing the team development stages, we can help teams **solve issues and progress**.

By going through the development cycle, teams stop being a group of individuals and **become a unit**, all working together towards the same goal.



In an ideal case, the team linearly goes through each of them.

However, if circumstances change, teams can **go back and forth** between stages instead of moving forward.



1. TEAM IS FORMING

The new team getting acquainted

The team members must get to know each other and determine what they are trying to achieve and how they will start doing that.

The team is making little progress, and their progress is often riddled with errors.

They must learn to work together before creating any true value.



1. TEAM IS FORMING

This stage is filled with uncertainty, and most team members seek guidance.

TIPS

- Introduction and Icebreaking
- Goal Clarification
- Creation of team vision and values
- Role Assignment
- Establishing Communication Channels
- Building Trust
- Forming Norms



2. TEAM IS STORMING

The team has to learn how to work together despite their individual personalities

They must start searching for a way to collaborate and progress. It is common for teams to have several divided groups

The team productivity either stays the same or decreases. It is important the team solves all the underlying issues so that it can improve productivity and avoid long-term problems in the future.

TIPS

- Help by letting everyone have a say
- Listen to all sides of each conflict and facilitate a middle ground
- Define the communication rules to help your team
- Encourage them to talk and make working agreements on how they are going to act together.
- In this stage, facilitation is most important



3. TEAM IS NORMING

a sense of unity and a common goals are forming

The team starts to standardize their work practices and solidify roles.

There are no more groups within the team and instead, they all work in a unit with a clear leader.

Work efficiency increases and becomes the highest since the beginning of the team development cycle.

TIPS

- Set individual roles for the team members
- Recognize the value of everyone on the team.
- Show the team ways to get even better
- Encourage them to take ownership and responsibility and continue improving.
- The most important tool to be used is coaching.





4. TEAM IS PERFORMING

Everyone is working together towards a common goal and producing predictable results regularly

New issues are no longer a threat

There's a clear structure, unified goals, and, most importantly, steady results

TIPS

- Assist your team in continuing the great work by mixing the team roles.
- Your role is to prevent things from going wrong and prevent the team from returning to any previous stage.
- It is mostly observing, while focusing on other levels of the job, always being ready to step in as coach, facilitator, or impediments remover or to share experiences and teach the team new things.



5. TEAM IS ADJOURNING

At one point or another, every team reaches the endpoint and enters the Adjourning stage

The team as we know it ceases to exist

TIPS

- Help your team navigate this transition
- It's an opportunity to reflect on successes and growth.
- Consider holding an event or at least a short meeting to gather everyone from the team one last time and thank them for the job that has been done.



THERE IS ALWAYS SOME CHANGE

Even a small change can break a team apart and make them return to the first forming stage

You must observe any change and identify it early and adjust your behavior regarding the actual team stage, even if it's just for a couple of days.

Exercise



Using Tuckman's Group Development
At which level is your team right now?

1. Forming
2. Storming
3. Norming
4. Performing
5. Adjourning

Write down some action steps to take next.

UNDERSTANDING AND SOLVING TEAM PROBLEMS



PROBLEMS AT THE PROCESS LEVEL

Use health checks to detect problems at the process level.

A health check helps us remember the basic ingredients of agility.

A health check provides basic insights to reflect on the team's process, asking, "How are we doing with agile?"

Richer insights emerge when the health check is conducted in two stages with the entire team:

- questionnaire
- conversation.



SOME USEFUL QUESTIONS:

- 1) "Are our sprint reviews consistently resulting in actionable feedback?"
- 2) "How often do we revisit and adjust our definition of 'Done'?"
- 3) "Are team roles and responsibilities clear and adhered to in our processes?"
- 4) "Do we feel our retrospectives lead to tangible improvements?"
- 5) "How frequently do outside interruptions affect our sprint goals?"



PROBLEMS FROM THE QUALITY AND PERFORMANCE ANGLE

Examine the products that the team created to uncover any hidden issues.

Ask,

"Did the team produce real value?"

"Is the quality something they should be proud of?"

"If this product were a hamburger, would I serve it to my kid?"

"If I were the customer, would I be happy to pay for this?"

"How can the team produce better?"



PROBLEMS IN THE TEAM DYNAMICS

Identify issues with team dynamics, with analysis of the following question:

"How can the team become a better team?"

The tipping point is when "an individual's self-interest shifts to alignment with behaviors that support team achievement."



BART ANALYSIS

BART analysis asks us to consider the impact of four dimensions on team dynamics:

- Boundary,
- Authority,
- Role,
- Task.

When teams go wrong, the source of trouble can often be linked directly to one or more of these dimensions of team Dynamics



1) Roles:

- Are roles clearly defined and understood by everyone?
- Does everyone operate within their designated role without overstepping?
- Is there role redundancy, with individuals occupying multiple roles?
- If new roles are introduced, are they well-defined and integrated?



2) Tasks:

- Do team members share a unified understanding of the team's mission?
- Is it clear who's responsible for which tasks?
- Do past experiences or ingrained habits impact the perception and execution of current tasks?



3) Authority:

- Is the delegation of authority clear and respected?
- Are team members exercising their given authority appropriately?



4) Boundaries:

- Are members operating within the confines of their roles and responsibilities?
- How do roles and responsibilities shift or evolve over project stages?
- Are there distinct "territories" within the team? How do these impact collaboration and cohesion?

EXERCISE:

BART ANALYSIS



INSTRUCTIONS:

1) Recall:

- Remember a past team scenario where dynamics were challenging.
- Note the project, team composition, and main challenges.



2) BART Analysis:

- Use the BART questions to evaluate the past team issues:
 - **Roles:** Were they clear? Did members overstep?
 - **Tasks:** Was the mission clear? Were task responsibilities defined?
 - **Authority:** Was it clear and respected?
 - **Boundaries:** Were they clear? Any 'territories' within the team?
- Document insights, especially where Roles, Tasks, Authority, or Boundaries may have been sources of conflict.



3) Insight & Action:

- Identify major issues from the BART reflections.
- Note potential solutions or measures to mitigate such issues in the future.

4) Plan Forward:

- Create a list of actionable steps for better team dynamics based on insights.
- Set a reminder to periodically review this list for future applications.

MANAGING CONFLICT IN AN AGILE TEAM



RECOGNIZE THE DIFFERENCE BETWEEN CONFLICTS AND DISPUTES

Disputes

Are short-term disagreements that you can generally resolve.

They are usually caused by issues that are negotiable and can sometimes play themselves out without intervention.

Conflicts

Are more severe and require a more thought-out approach.

Conflicts tend to stem from differences in personal values or worldviews and often involve non-negotiable issues.



QUESTIONS YOU CAN ASK TO HELP IDENTIFY IF YOU'RE DEALING WITH A CONFLICT OR A DISPUTE:

"Is the disagreement over a particular outcome or approach?

Is there personal investment involved from either side regarding the outcome?

Is the language used objective, or are personal beliefs influencing the conversation?

Does the conflict involve personal issues?

Is a power struggle or goal misalignment the root of the conflict?

CONFLICT RESOLUTION AND COMPLAINT HANDLING IN AGILE TEAMS



WHAT SHOULD YOU DO ABOUT IT?

"Do I have to respond?"

Agile teams can often navigate conflict by themselves.

The team's efforts, even if imperfect, are preferable to imposing a top-down solution.



HANDLING TEAM CONFLICT EFFECTIVELY

If you feel you have observed long enough and decided to intervene, there are a few things to keep in mind.

- ✓ Observe
- ✓ Be Fair and Impartial
- ✓ Step in When Needed
- ✓ Avoid Assumptions



MANAGING CONFLICT IN THE WORKPLACE IN FIVE STEPS



1) Speak to Team Members Individually

It's always a good idea to consider inviting those involved to an informal one-on-one meeting.

During the session try to identify the root cause of the problem.

- Avoid making assumptions and let people open up in their own time.
- Reassure them that the discussion is confidential.
- Ask each party the same questions, to remain impartial.



2. BRING PEOPLE TOGETHER



Before beginning the conversation, set up some ground rules.

Encourage team members to listen to one another, respect one another's opinions, and avoid interrupting or making personal remarks.

During the discussion:

- Keep the tone of the conversation calm and non-threatening.
- Encourage active listening, so people understand where the other person is coming from.



- Encourage individuals to share ideas. What do they want or need? What would they be prepared to commit to? Have them to brainstorm some solutions.

- Ask the conflicting parties about situations where they've worked well together in the past. See if they can build on those positive experiences.

If the discussion becomes heated, take a break.



Reframing the Conflict

Instead of viewing the conflict as an issue for individual team members, try to frame it as a common issue shared between the team.

Re-framing the conflict is simply a tool to help everyone on the team take an objective stance and understand the root cause of the problem.



3. ASK THE WIDER TEAM FOR IDEAS

You can ask for everyone's opinion as long as it is not sensitive or confidential.

Openly discussing the conflict allows you and your team to consider alternative assumptions, beliefs, and decision-making strategies.

asking questions such as:

- Is this solution cost-effective?
- Will this solution fit with current time constraints?
- How easy will it be to implement the solution?
- Will it add value to the overall product?

Then you can run a brainstorming session or use another ideation tool you like.



4. DRAW UP A PLAN

Ask the parties to detail agreed-on actions for reconciliation. And get each to commit to this strategy.



5. FOLLOW UP

Ensure that issues have been resolved properly by following up on the situation.

You can use one-on-ones to prevent old disagreements from resurfacing.



IN CONCLUSION

Conflict is an unavoidable part of human interactions, including those within agile teams.

When approached with care, understanding, and strategic techniques, however, it can pave the way for growth, deeper understanding, and improved team dynamics.

Understand Key Agile Frameworks: Learn Essentials of Scrum, Kanban, and more.

Agile methodologies emphasize adaptability, collaboration, and continuous improvement in software development.

Various Agile frameworks exist beyond Scrum, offering tailored approaches for different team structures and project scopes. Familiarity with these frameworks helps in selecting the best fit for a project.

BRIEF OVERVIEW OF COMMON AGILE FRAMEWORKS

**SCRUM, KANBAN, LEAN,
DSMD, XP, FDD, CRYSTAL**



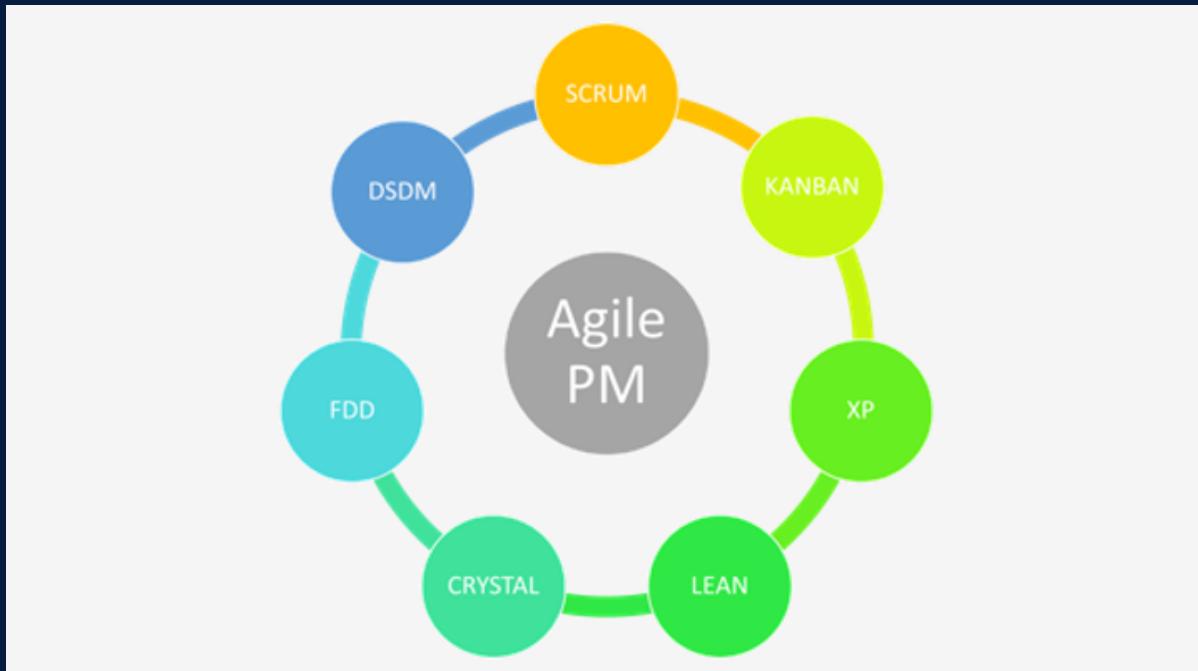
KEY AGILE FRAMEWORKS

- 1) **Scrum:** A highly structured framework designed to manage complex projects, emphasizing teamwork, accountability, and iterative progress.
- 2) **Kanban:** Visualizes workflow, allowing teams to optimize flow and reduce waste by focusing on continuous delivery.
- 3) **Lean:** Rooted in manufacturing, this approach aims to enhance efficiency by minimizing waste and streamlining processes.
- 4) **DSDM (Dynamic Systems Development Method):** A robust Agile project delivery framework that ensures all aspects of a project align with business goals.

- 5) **XP (Extreme Programming):** Prioritizes customer satisfaction, emphasizing flexibility to adapt to changing requirements.

- 6) **FDD (Feature Driven Development):** Focuses on building features, with a detailed modeling phase to capture and analyze requirements.

- 7) **Crystal:** A family of Agile methodologies emphasizing collaboration and adaptability. It tailors processes to team size and project needs.



KANBAN



KANBAN

Kanban, a term that originates from Japanese, translates to "signboard" or "visual board."

Kanban emphasizes visualization of work processes to enhance transparency and efficiency.

The framework employs visual tools, most prominently the "Kanban Board", to manage and track the progress of tasks.

Kanban Board



KEY PRINCIPLES:

- 1) **Visualize Work:** Display tasks visually to provide an at-a-glance understanding of work status.
- 2) **Limit Work in Progress (WIP):** By setting clear boundaries on how many tasks can be in a particular stage, teams prevent over-commitment and maintain a sustainable pace.
- 3) **Flow Management:** As tasks near completion, ensure the smooth transition of new tasks into the workflow, promoting a steady flow.



APPLICATIONS OF KANBAN

Kanban is a highly versatile framework used in various domains and contexts, not limited to software development.

Its primary application is to improve workflow efficiency and transparency.

In essence, any process or task that can benefit from visualization, flow optimization, and continuous improvement can leverage the principles of Kanban.

SCRUM



Scrum stands as one of the most widely adopted Agile frameworks.

Distinct from Kanban, Scrum focuses on **iterative** development, dividing projects into short phases termed as "Sprints."



CORE ELEMENTS

1) Roles:

- **Product Owner:** Represents stakeholders and manages the product backlog.
- **Scrum Master:** Ensures the team follows Scrum practices and removes impediments.
- **Developers:** Professionals who do the work of delivering a potentially releasable increment of the product at the end of each Sprint.



CORE ELEMENTS

2) Artifacts:

- **Product Backlog:** A prioritized wish list maintained by the Product Owner.
- **Sprint Backlog:** A set of items from the Product Backlog selected for the Sprint, along with a plan to deliver them.
- **Increment:** The sum of all items completed during a Sprint combined with the value of increments from previous Sprints.

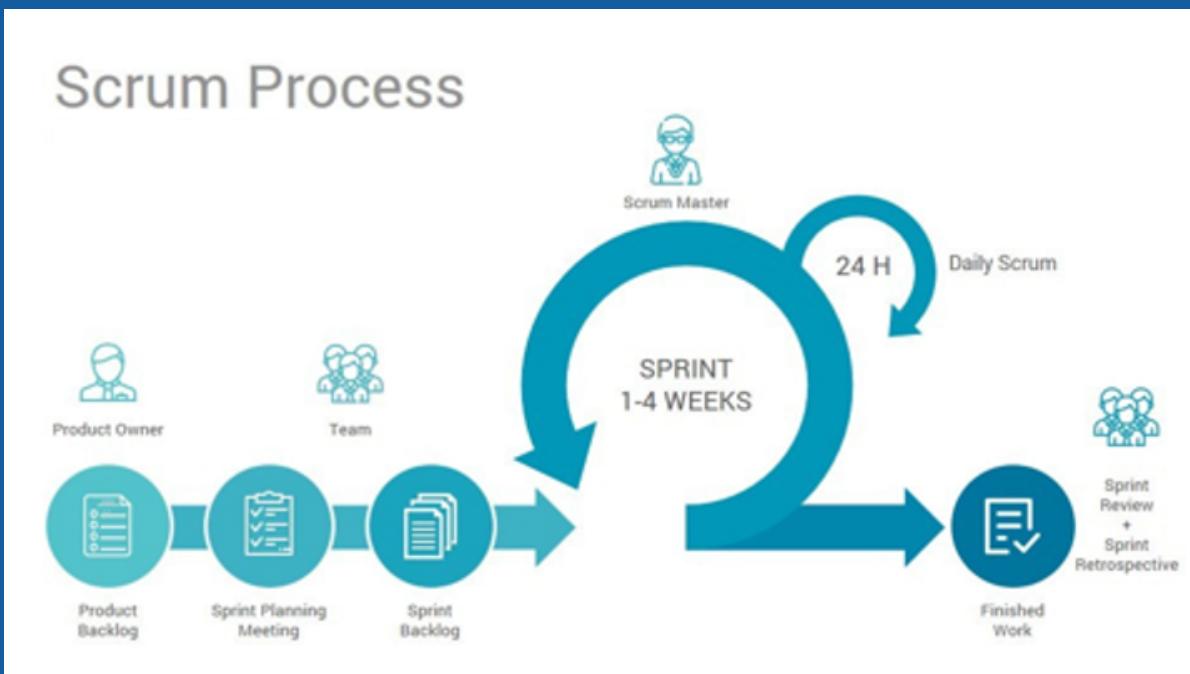


CORE ELEMENTS

3) Ceremonies:

- **Daily Scrum:** A daily meeting where the team inspects its progress and plans the work for the day.
- **Sprint Review:** Held at the end of the Sprint to inspect the increment and adapt the Product Backlog.
- **Sprint Retrospective:** Reflects on the past Sprint and identifies improvements for the next Sprint.

Scrum Process





APPLICATION

Scrum is embraced by cross-functional teams focusing on product development.

With its iterative nature, work is divided into 2-4 week periods, or Sprints.

The framework's adaptability means teams can integrate practices from other methodologies as needed, continually refining their approach based on real-world feedback.

LEAN



BACKGROUND & ORIGIN:

Lean is distinct from Agile, but there are some philosophical overlaps.

This methodology, originally known as "Lean Manufacturing," dates back to the twentieth century in Japan, with the goal of ensuring efficiency and value in production systems.

5 Principles of Lean





LEAN SOFTWARE DEVELOPMENT

Incorporating the essence of Lean manufacturing, Lean Software Development distilled the methodology into a set of principles specifically tailored for the software industry:

- 1) **Deliver Fast:** Accelerate delivery to promptly meet customer needs.
- 2) **Eliminate Waste:** Remove non-value-adding processes and artifacts.
- 3) **Respect for People:** Acknowledge the pivotal role of people in delivering value.
- 4) **Create Knowledge:** Emphasize learning and knowledge sharing.
- 5) **Build Quality:** Embed quality in every step rather than adding it later.
- 6) **Optimize the Whole:** Consider the entire value stream rather than local optimizations.
- 7) **Defer Commitment:** Keep options open and make decisions when they're most informed.



Lean is a holistic approach that seeks to optimize processes, minimize waste, and maximize value.

It has been adopted across various industries and serves as a guiding light for organizations striving for efficiency and excellence.

DYNAMIC SYSTEMS DEVELOPMENT METHOD (DSDM)

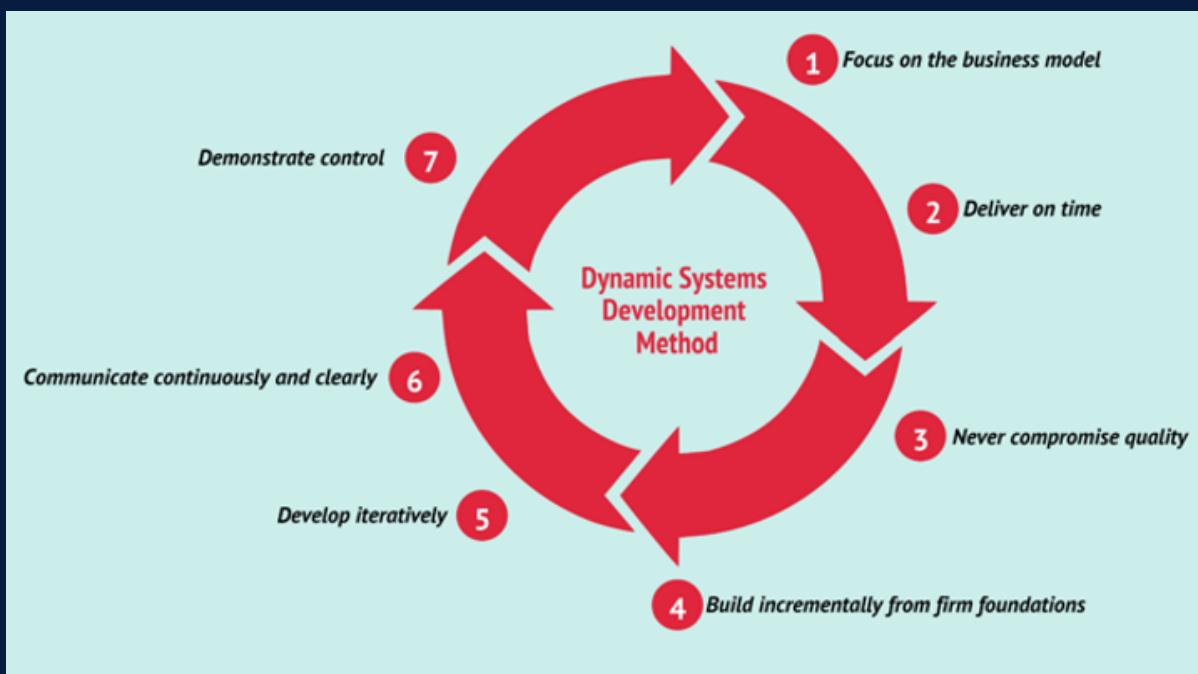


ORIGIN & BACKGROUND



Recognizing that post-delivery improvements are unavoidable, DSDM promotes adaptability by allowing for product changes even after delivery.

Furthermore, any additional developments should be easily reversible.



EXTREME PROGRAMMING (XP)



BACKGROUND & ESSENCE:



Extreme Programming (XP) is a unique Agile framework that prioritizes close collaboration between developers and customers.

Customers play a proactive role in the XP approach, through continuous feedback.

Developers tailor their software updates based on this feedback.





A framework for creating high-quality software that is closely aligned with user needs.

It combines rigorous software development practices with the flexibility of Agile, making it particularly useful when dealing with changing software requirements, working with small development teams, or leveraging technologies that support automated testing.

FEATURE DRIVEN DEVELOPMENT (FDD)



BACKGROUND & OVERVIEW:

FDD prioritizes detailed planning and design, making it particularly effective for teams with robust planning and design skills.

The essence of FDD is its focus on iterative development centered around distinct software features.

Typically, these feature-centric models are developed and refined bi-weekly.





SIGNIFICANCE

FDD's strength is its methodical approach to software development.

By concentrating on specific features, it ensures that each component of the software receives adequate attention.

This results in a unified product with meticulously planned, designed, and developed features.

CRYSTAL



BACKGROUND & CLASSIFICATION

Crystal isn't a singular methodology but rather a family of Agile frameworks, each tailored to different team sizes. These frameworks include:

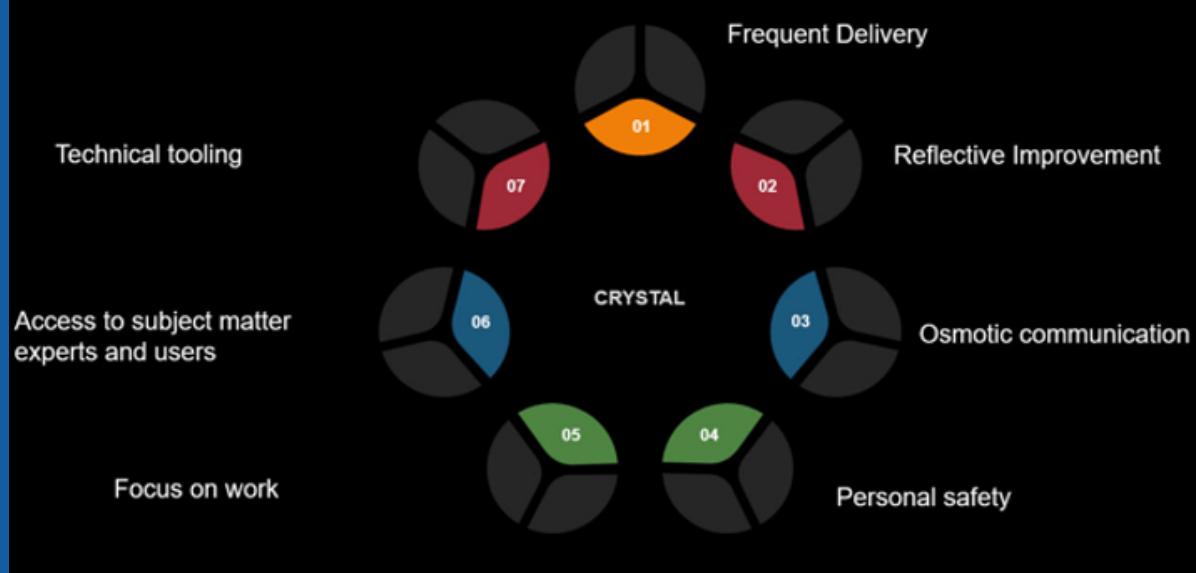
- Crystal clear: Teams of six or fewer employees
- Crystal yellow: Teams between 7 and 20 employees
- Crystal Orange: Teams between 21 and 40 employees
- Crystal red: Teams between 41 and 80 employees



- Crystal maroon: Teams between 81 and 200 employees
- Crystal diamond and Crystal sapphire: For larger projects

Each variant of Crystal is distinct, with practices and processes tailored to the team's size.

7 KEY PRINCIPLES OF CRYSTAL METHODOLOGY



IN SUMMARY

Crystal sets itself apart by focusing on people and their interactions over rigid tools and processes.

It's especially useful for projects that prioritize team communication, active user involvement, continuous integration, and adaptable processes.

FROM WATERFALL TO AGILE:

HOW TO DETERMINE IF IT'S THE RIGHT MOVE FOR YOUR PROJECT



CONSIDER THE FOLLOWING CRITERIA

1. Project Complexity and Uncertainty:

- *Is the project complicated, with a high level of uncertainty and frequent changes?*

2. Stakeholder Engagement:

- *Are stakeholders willing to participate in the iterative process and engage on a regular basis?*

3. Team Dynamics:

- *Is your team eager to collaborate, share responsibilities, and self-organize?*

4. Delivery Timeline:

- *Is it acceptable to deliver in stages or in increments?*

5. Organizational Support:

- *Is the culture and leadership of the organization supportive of a more adaptive approach?*

6. Customer Involvement:

- *Is the customer or end-user willing to take an active role in the process and provide frequent feedback?*

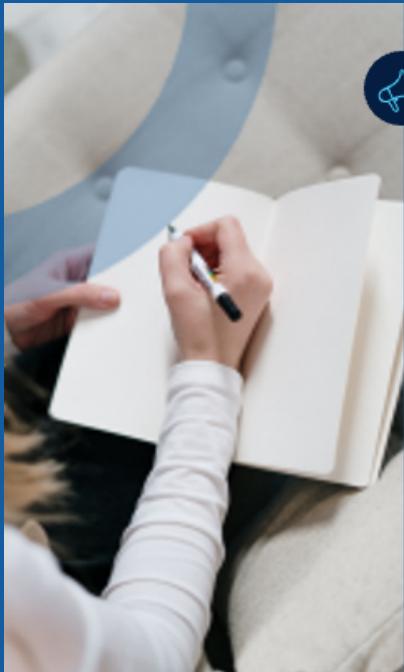
7. Risk Tolerance:

- *Is the organization willing to accept the risks associated with a new approach?*

8. Tool and Resource Availability:

- *Is the organization equipped with, or willing to invest in, tools to support Agile processes (e.g., project management software)?*





9. Training and Skillset:

- *Is the team willing to go through training, and is the organization willing to invest in this training, in order to effectively understand Agile principles and practices?*

10. Regulatory Constraints:

- *Are there any strict laws or regulations that would be incompatible with an Agile approach?*

If your project and organization meet the majority of these criteria, Agile could be a good fit. It is critical to obtain buy-in from your team and key stakeholders, as well as to be prepared for the cultural shift.

About your instructor

Ramon Janssen is an exclusive Udemy Instructor Partner, and a business professional with a Bachelor's degree in Marketing, a Master's in Business Administration, and a certification as a Trainer of The Success Principles™. His goal is to help managers improve their effectiveness and success, and has over two and a half decades of business, management, and leadership experience.

As an author, Udemy instructor, trainer, and personal coach, he provides guidance on management strategies and teaches with a direct, encouraging style. With over 38,000 students and 9,537 reviews, he is an accomplished instructor and mentor.



I hope to see you
again in the next
course

Ramon J. L. Janssen