Group Process by Example

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A PO's and SM's perspective

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Who are we?

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Expectations

- Individuals and their interactions

- Delivering working software

- Customer collaboration

- Responding to change

- with some issues…

Reality check

➔ everyone does something different

➔ no common project goals

➔ scaterred team members micromanaged by leaders

➔ no team spirit

Delivering working software

➔ "never ending" stories

➔ bug fixing and fighting fires

➔ lack of care about quality

➜ no contact with client

➜ lack of trust between the team and stakeholders

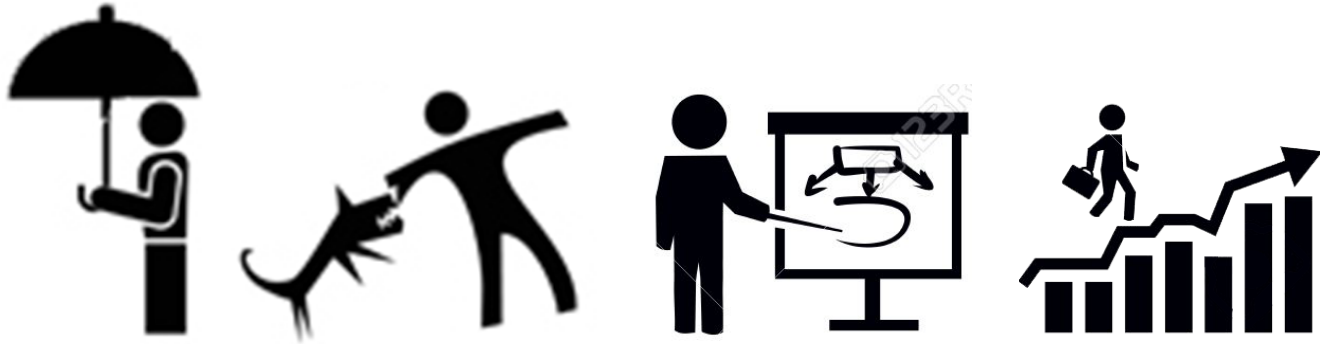➜ limited initiative from team's side

Responding to change

➔ chaos

➔ priorities changed every day

➔ no planning perspective

Tuckman's model

- 4 phases every group goes through
- no strict time frames
- can be accelerated or hindered

Forming

- they don't care
- there's no WE, only I
- this is a cruel punishment
- people are "laying low"

Forming

- Product Backlog - what is it?
- lack of big picture
- unclear business context
- focus on single tasks
- no impact on what and how is done

IDIOM: CHAOS

Forming
what works?

➔ building a safe environment

➔ empowering the team

➔ allowing everyone to speak

➔ giving them norms

➔ not requiring proactivity

Forming
what works?

➔ giving examples

➔ involve developers and testers to create user stories

➔ enforcing scrum rules

Storming

- they're trying to destroy everything
- does Scrum actually make sense for us?
- why do they hate me so much?

Storming

- different trials to organize product backlog
- no visible and common backlog
- bugs and single, small features
- planning perspective = max. one sprint
- poor quality & most of time dedicated to bug fixing

IDIOM: STRUGGLE FOR SUPREMACY

Storming
what works?

- wait it out - don't go to war
- let them try and fail
- leave space to inspect and adapt
- appreciate productive behaviours
- foster emergence of new order

Storming
what works?

- "let the team destroy everything"
- leave the space for the team to decide for themselves
- propose different solutions
- be unbending as to the values

Norming

- now we're getting somewhere :)
- the teams start to appreciate Scrum and the SM
- team identity is forming
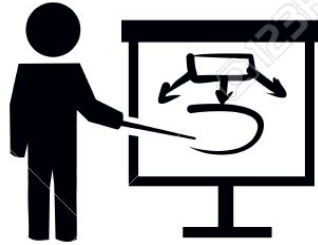- there's no I in TEAM

Norming

- first story map
- team members involved in starting new initiatives
- white board with a product backlog
- T-shirt size estimation
- improved communication with stakeholders
- PO knows what expect

IDIOM: PATTERNS DISCOVERY

- give the team space
- keep them on track to improvement
- show that the changes have an effect

Norming what works

- increase team's impact on the product's shape
- more autonomy
- encourage the usage of different techniques for requirements' analysis
- focus on quality

Performing

- I finally have a Scrum Team!
- they're finally commited to achieving project goals
- they're actively improving themselves

- start with WHY: focus on business goal
- team members actively propose HOW
- responsibility for whole product and its quality
- one Product Backlog in JIRA
- priorities are known and can be negotiated
- more partnership with business stakeholders

IDIOM: PATTERNS THAT WORK

- up the ante - constantly try to improve
- don't get in their way

Performing what works

- delegate tasks to team members
- let them decide
- openness for initiatives
- encourage new ideas

Where are we now?

- Individuals and their interactions

- Delivering working software

- Customer collaboration

- Responding to change

1. Build a safe environment so people can start storming.
2. Don't fight the team in storming stage.
3. Give the team space for norming
4. Reap the benefits of performing

Workshop

Divide into 4 teams

Where is your team now?

What should you do to move on?