
Acme Corporation

Memorandum

To: Craig Johnson
From: Team 1 Consultancy
CC: Mark Smith

Transitioning to agile is not a simple process, and often requires many changes throughout the organization. This memo addresses three key issues facing Acme Corporation's Manager of Application Development, Mark Smith. These three issues include:

1. How to distribute raises to team members
2. How to assign members to teams
3. When to remove someone from a team

In order to facilitate a successful transition to agile, the Application Development Manager will have to dramatically change the way he manages the IT department. The current process of managing all members as individuals and using performance reviews to decide salaries and salary increases should no longer be implemented.

Team 1 Consultancy suggests raises/incentives be based on team performance on specified projects. Team members will hold each other accountable to ensure all members of the team are performing to their potential and individuals with poor performance will not be able to hide behind the team's success.

In agile, teams should be self-organizing, with 5-9 members being the ideal team size. Team 1 Consultancy supports the goal of 7 teams of 7 members. The teams should be cross-functional with varying skills sets and levels of experience.

Teams with this makeup will promote knowledge sharing between team members. If few members in the IT department have experience with agile, it may be appropriate to initially assign members to teams ensuring the above recommendations are considered.

Once teams are assigned and have had some time to work together, there may be instances in which removal of a team member may be warranted. There are two primary ways a team member can be removed:

1. The team votes to remove the member
2. Management discretion (typically based on team performance)

If members of the team vote to remove a fellow team member, the team should be interviewed to determine the cause of removal. If determined appropriate, the team member that has been removed should switch teams with an individual from another team.

Management may also determine to remove individuals from a team. If a team is not performing as expected, replacing individual(s) on the team may help boost productivity. This can be an iterative process; however, teams need to be allowed time to “jell” – be careful not to prematurely remove team members.

While transitioning to agile is not a simple process, it can greatly increase the efficiency of your IT department. We applaud you in your decision to pursue agile, but that decision represents a long road ahead. Implementing these management practices will be the first steps toward facilitating Acme Corporation’s successful transition to agile.