# Engineer Preview Notes

This review captures two topics:

* Operational challenges *of the “One Team” Approach*
* Incremental Delivery Mindset *required to be embraced by everyone*

## Operational Challenges

### *of the “One Team” Approach*

The One Team approach makes the following operational assumptions:

1. The Product to be delivered is a Campaign
   1. Challenge: *If a campaign was a car race, we do not race the car, or provide the whole car, but rather we are a parts dealer, delivering the steering wheel, so others can use it in their car and in their race.*
   2. Solution: *We need to agree on the product. We support their ability to race, but we need to understand what it is we really provide.*
2. Each “One Team” (3 of them for O.H.) requires all necessary staff with different skills live together on a single operating team (even if they are managed somewhere else).
   1. Challenge: *Historically, this has never been true or at least successful, to the degree that it brings doubt that it is an achievable reality. If the staff with the skills cannot come together to form a team, then they really are not embracing the “One Team” approach*
   2. Solution: *Talk through the reasons why staff struggle with embracing the new approach. It needs to happen and would be better before attempting to begin.*
3. A P.O. is responsible to direct the Backlog Creation and Management activities
   1. Challenge: *P.Os are not responsible for this today. BSA staff create the backlog*
   2. Solution: *Ensure everyone knows the roles and expectations on the “One Team”*
4. A whole team is required to engage in Refinement of each Product Backlog Item (PBI a.k.a. Story)
   1. Challenge: *Teams do not “Refine” today but “review” the work created by others. Because it doesn’t work like this today, there is doubt that managers will allow staff to take part in Refinement or spend time refining or swarming instead of focused on their core skillset.*
   2. Solution: *Ensure everyone embraces the “One Team” roles and expectations*
5. Clients are expected to engage in Backlog Creation as well as answer questions from Team Refinement, and participate in the Sprint to answer questions and attend Sprint Reviews (the deliverable demo).
   1. Challenge: *This is a big one and a lot of discussion happened here. Historically, clients mostly engage at the start with BSA staff. Not many “User SMEs” are involved in sharing a insights for the benefit of PBI Acceptance Criteria. Clients tend to stay high level and would prefer to limit their involvement to the start of waterfall-style analysis and wait until the complete end to offer feedback in the form of “bug reports.” There is serious doubt clients will be willing to engage in this new workflow.*
   2. Solution: *Have specific conversations with the new O.H. client to explain the new process and on-board them to accept the new workflow before attempting to start the O.H. work using the new “One Team” Approach. Make use of the (below) Steering Wheel analogy to encourage them to embrace incremental delivery, and see that experience as valuable, even if they do not prefer to use any of it until the end of the entire scope of work is completed.*

## Incremental Delivery Mindset

### *The Steering Wheel Analogy*

Incremental delivery is the act of producing value in small units of work designed to validate the implementation of functionality for a target audience. While an Agile team cannot require clients to adopt incrementally delivered value, the process of incremental delivery is valuable.

Consider a parts manufacturer. In this analogy, we are delivering a new innovative steering wheel.

To determine the value of the targeted outcome we consider the various uses:

* As a Driver, I need to steer the direction of the vehicle so I can get to my destination.

We would also need to understand the acceptance criteria:

**Given** my destination is to the right

*And* the vehicle is not facing right

**When** I turn the wheel to the right

**Then** the vehicle changes direction to the right, whether moving forward or backward.

We may be given additional scenarios for the driver:

* Check the engine temperature
* Answer the phone
* Change the stereo volume

The driver might not prefer to use the new wheel without all the delivered scenarios, but we want to ensure each scenario is progressively delivered with attention by both the team and the client, as we go. This helps us by:

* Reducing compounding problems due to delayed inspection and use
* Users making use of incrementally delivered value results in better alignment through faster feedback
* Clients can choose to make use of incrementally delivered value quicker in the real world

Clients who embrace incremental feedback get immediate short-term benefits as well as more stable and productive outcomes in the long run by participating in incremental delivery.