Lee was told by Amanda: Amanda recommending lee should refine every day

Feeling of being setup to fail:

* Backlog taken away – 8 weeks of effort disappeared
  + 2 weeks ago there was a late week meeting (Business leaders representing most active projects, Ted Abbot, Steve Eckfield)
    - AJ communicated that the Grace period feature has been differed to 2022
      * Evaluation and risk was the reason
      * Eliminated the previous 8 weeks of effort (including the backlog)
    - In response:
      * Stephen spoke with the PM the next day/next available time, ASAP
      * Informed Amanda and Lee
      * Lori inevitably figured out what the teams would work on next
        + It ended up being WAVE 2 work
        + New features

Some features have proper definitions

Not all features are yet defined

Know the order of the features (3 that can be unpacked)

* + - * + Missing information

Makes it difficult to write stories

* + - Impediments:
      * As of March 1, there are 3 features
    - Plan of action:
      * Features are moving into the 30%
      * 1 of the features are mapped (stories exist)
      * Refine those stories with the Team/confirming with the BO
      * Goal: get stories into the 20%
    - Factors for “setup to fail”:
      * Features existed in the 50% but not ready (not to the 30% with a proper definition) as of next week: this is a matter of days not weeks
      * Communicated Impending “PI coming” pressure – pressure to get Features into stories and get refined and into 20%
      * Constantly reactive race
      * Communication:
        + Amanda wants us to refine every day
        + Is this an antipattern?
        + Is this good RTE coaching?
      * Team management
        + Some key member are not 100% allocated to the team
        + Up to 2 hours each day not sprinting

What are they doing in those 2 hours:

Corresponding

Working on work not in their Agile allocation

Product support

Nearly an hour for break

30 minutes not accounted for each day

= 5 hours per sprint

Minimum of 4 hours per sprint (4x1 hours sessions)

* + - * Pragmatic response to the idea of “refine every day”:
        + Schedule 4 additional 15-minute sessions in a sprint
        + No a practical solution
      * Solutions:
        + Sacrifice sprint delivery

PO: Canceling stories out of a sprint

PO: Cancel the sprint

* + - * Root cause:
        + Felt desire to “do a PI planning”
        + Concern that certain things are not being communicated to management
        + Mixed-messaging:

Transform at a slow pace

Get your velocity up

* Limited access to Business and SMEs