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| Team Notes | | | |
| TEAM | Gladiators | DATE | 2/19/2021 |

* Discussion about: How do we handle power-outages/events that lower team capacity
  + We reduce capacity and examine/adjust our deliverable goals
  + We do not extend the sprint/change the PI/Iteration schedule
  + We would not be expected to continue with the sprint plan without analysis

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| Team Notes | | | |
| TEAM | Eagles | DATE | 2/19/2021 |

* Discussion about release schedule and compliance and sign-off by the business
  + Elena asked how the process differs
  + Kanya felt that the process changes have not been determined but the team is moving away from using SRs to denote Agile team development changes
* Blocked Stories: There is a story that is in “high-risk” of being blocked
  + Show how to block stories visually in Rally
  + Hierarchy data that should be part of the definition of ready is missing/not ready
  + Discuss “Definition of Ready” criteria
    - Review: DoD and DoR

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| Team Notes | | | |
| TEAM | Gladiators | DATE | 2/24/2021 |

* Discussion about: How do we handle defects
  + Evaluate impact and priority
  + Schedule with the PO (might bump something out of the Sprint)

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| Team Notes | | | |
| TEAM | Eagles – Lee Notes | DATE | 3/1/2021 |

* Changing the priority of Backlog Features
  + Affect: elimination of ready-backlog items
  + Affect: elimination of ready work (wipes out work already done)
  + ASSESSMENT: It has been communicated that leadership is concerned with the speed of the teams in producing results. The concern is that leadership is unaware of how the above decisions directly impact the ability to move with speed. The backlog strategy affects the speed and readiness of teams but it is getting expressed in a manner that could be construed as a team performance issues. Question: is leadership aware of how this affects perceived speed of delivery?
* You lost your scrum master.
  + Scrum Master and Product Owner were able to collaborate well on executing the scrum events and helping to debug team maturity and performance.
  + General bummer she is leaving.
  + Any collaborative progress is non-transferable and have to start over with a new Scrum Master.
  + Hope that you can achieve that level of collaboration again.
  + Hope to increase the level of impact to debugging those observations (not to say that you were ineffective previously, but desire to continue going forward).
* Testing is generally slowing down our ability to deliver (complete a Story in a Sprint)
  + Do not have Insurance Solutions experience around the QA experience (standards and expectations) enough to speak into debugging the nature and scope of the slow down.
  + Assessment: without the process and/or expectation changing, delivery will not speed up
* Backlog building:
  + Meeting with AJ to get the general scope and requirements
    - Story conversations with AJ (story titles for scope and a little Acceptance Criteria)
      * AJ typically answers the WHY (and Who and WHAT)
      * Fairly quick: 30 minutes with AJ
    - Story Mapping with AJ and SMEs: 1+ hours
      * Bill N and Seema act as SMEs or help find SMEs (Who) to unpack current state (Impact on the What)
    - SMEs creating Use-Case documents:
      * Driving criteria from here
* Refinement:
  + *Too much of a slog through the details of refinement*
  + Who: Teams including the PO (PO facilitates)
  + Why:
    - For the benefit of the team understanding as well as ideating potential solutions
    - Helps the PO understand the technical concerns
    - Helps the PO understand the flow of potential solutions
    - Helps identify new questions
    - To nail the shared definition and scope (what does success look like)
  + What:
    - Present a feature
    - Determine story presentation order (priority)
    - Present a story one-by-one
      * Read description
      * Read any acceptance criteria
      * Ask questions/ for questions/share answers/find answers
      * Share an understanding
      * Get to an estimation
    - Is this a technical meeting? (scopes in the group discussion)
      * Not really a technical discussion
      * A discussion about the how in terms of feasibility
  + How:
    - Start at a higher level
      * Higher level workflows that explain a story (non-technical)

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| Team Notes | | | |
| TEAM | Gladiators - Stephen | DATE | 3/1/2021 |

* Backlog Readiness-
  + Constant state of concern around backlog readiness:
    - Focus and priority of the backlog shifting
      * Happening above Lori and the team
        + Observation:

Really late re-prioritization of features

Sets the team all the way back to lack of feature readiness

* + - * Observation: Change of direction creates pressure
      * Concern:
        + Business prioritization switches late

Example:

Grace period:

Readiness

Refinement happening

Requirement flux in back-and-forth created new insights and derailed prioritization on the feature

Results: 3 Features ready-for-refinement were removed from the backlog

* Team Documentation-
  + Existing documentation for current state “might not” be accurate
    - *“What we thought is happening inside the system, might not actually be happening”*
      * Results:
        + Confusion – Confuses the solution plans for the story

Dependent on use-cases that are not accurate

Use-cases end up misaligning, giving the wrong expectation

* + - * + Delays - resulting from the confusion during sprinting (discovered the problems late)
        + Bugs/defects – mistaken understanding might result in mis-logged bugs or overlooked expectations
* Team interaction in Refinement
  + Observation: not everyone is speaking up in refinement.
  + SM will ask people for participation, by name
  + Cannot tell if this is a team dynamic issue or a personality issue
    - Observations:
      * Uncertain if a lack of participation leads to more defects
  + Team Maturity:
    - Where do you get agile maturity help?
      * Scrum Master
      * Go to each other (team members)
    - What do you when you observe someone else’s need for agile maturity?
      * Contribute to help where you can (“Show them”)
      * Know external resources:
        + Websites
        + Communities of practice
        + Manager
    - How do you resolve when you are impacted by the agile maturity of others?
      * Be patient
      * Be sure the space is inclusive and safe for good conversation
      * Demonstrate encouraging safe transparency
      * Encouraging and celebrating transparent collaboration
      * Eliminating reasons to not speak up
      * Being open to side channels for communication
    - Scrum master: To make Master’s of Scrum out of the team
      * Your SM is your top collaboration partner on achieving Scrum Mastery
        + It should be safe to regularly have these kind of conversations:
        + Advice:

Make the discussion about the systemic behavior you observe, and not an individual

BUT (it is ok to be on the same page with the SM on watching for growth in an individual)

* + - Technique:
      * Sprint Retrospective:
        + *To review what works and doesn’t work in terms of agile processes and how the team can improve*
        + The Scrum Guide: The orientation of the team when in Retrospective mode, is Flat. Hierarchy goes away and everyone is peers.

Bring up opportunities for improvement:

Ask for change.

Ask for how the change should happen.

Make space for suggestions (create silence).