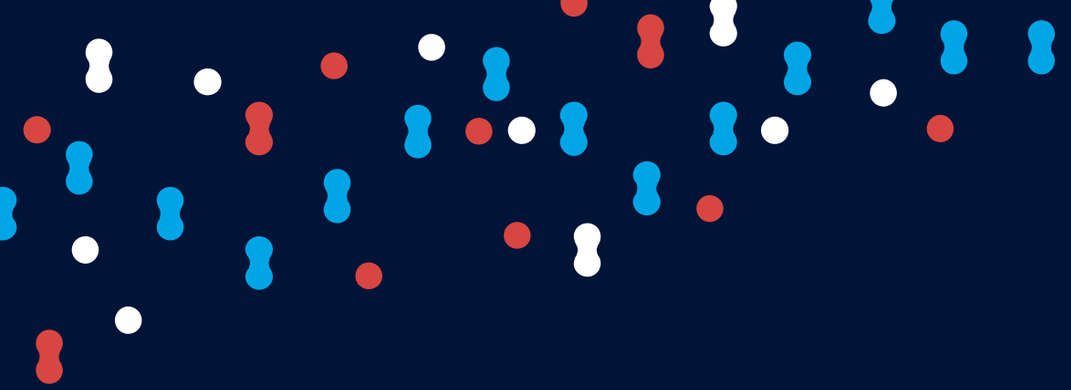


Turn The Team Around

Budapest Agile Meetup

Oliver Kocsis & Gábor Czakó

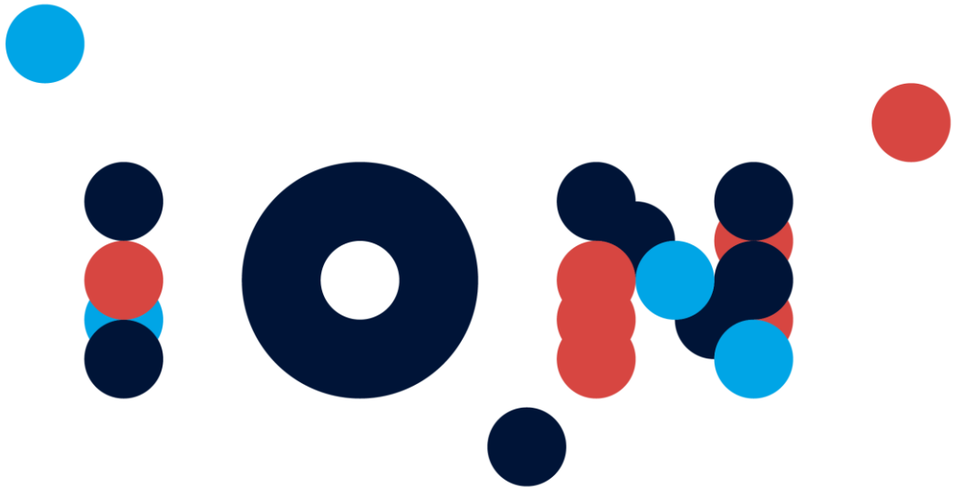
28 November 2019

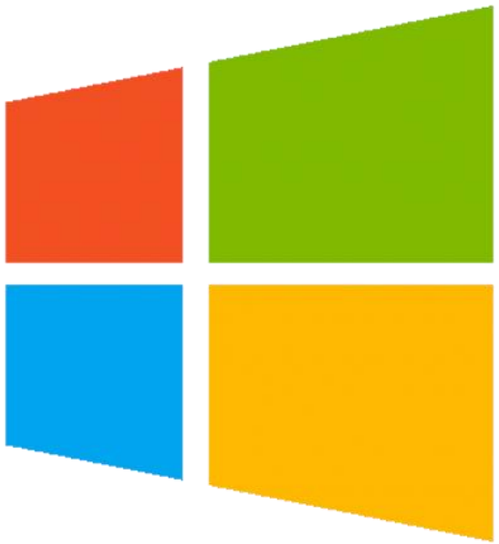
Try at least one of the techniques tomorrow

Long long time ago in a galaxy far away …

Glassdoor

> … Development moving to Budapest killed the product quality. Cheap labour means bad code quality … Company made tons of profit by outsourcing development to Budapest ..
>
> Glassdoor

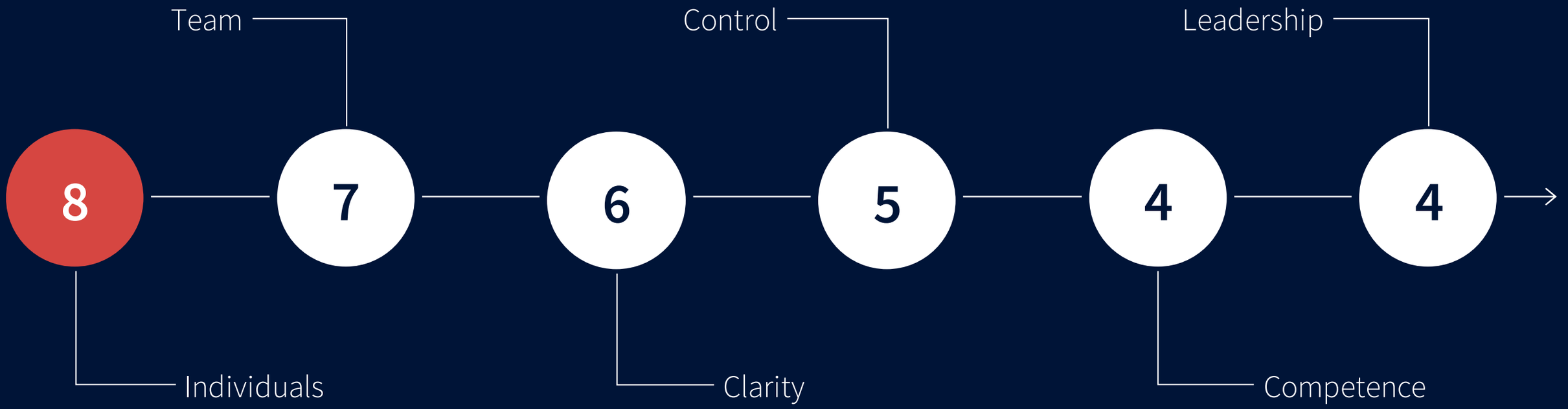




dealogic

dealogic

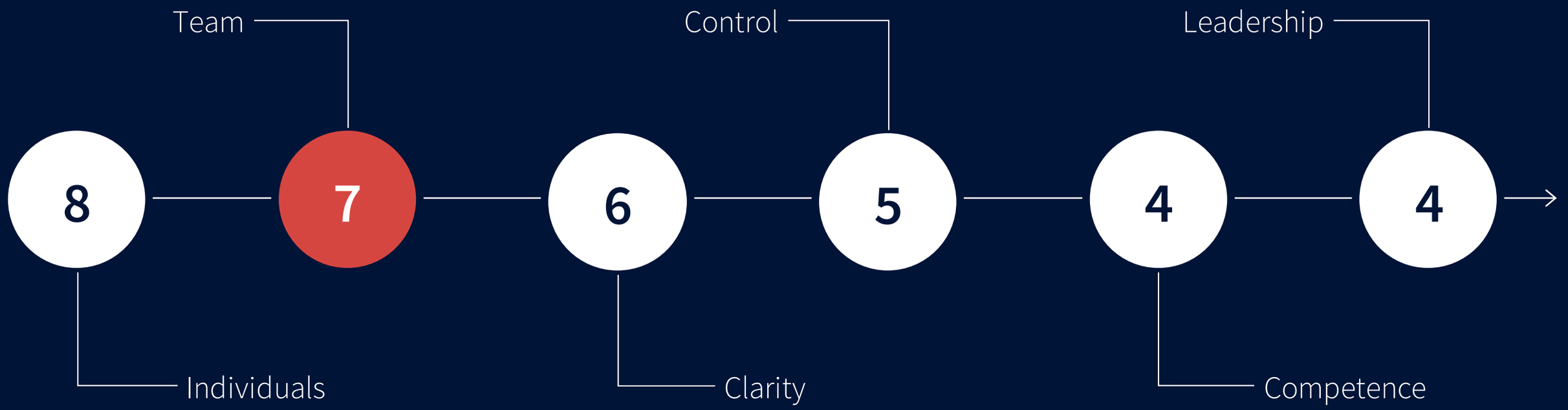
Individuals



dealogic

dealogic

Team


Team
Control
Leadership
8
7
6
5
4
4
Individuals
Clarity
Competence

dealogic

Group vs Team

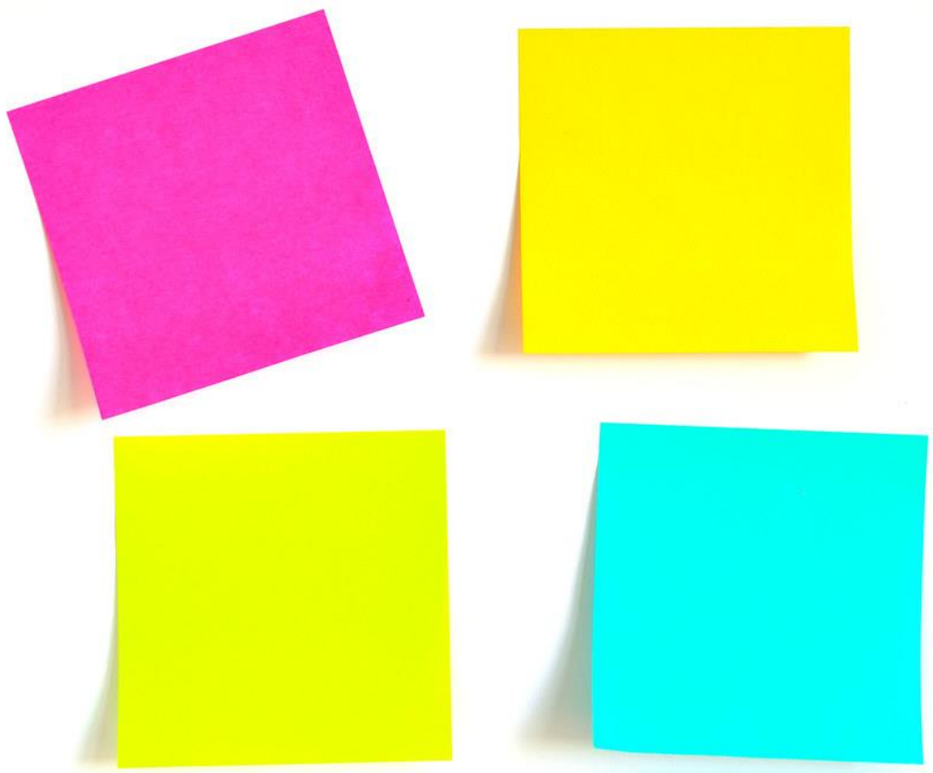
A group is a collective of mutually independent individuals with separate goals who are brought together by common interests and experience. Even though everyone shares information and resources with other group members, each member is responsible for their own work.

A team is an interdependent group of individuals who share responsibility and are focused on a common goal. People in a team have a mutual understanding with other members. By working together, they tend to maximize each other's strengths and minimize weaknesses. Unlike a group, where each member is expected to contribute separately, the most important characteristic of a team is synergy: the whole is greater than the sum of its parts.

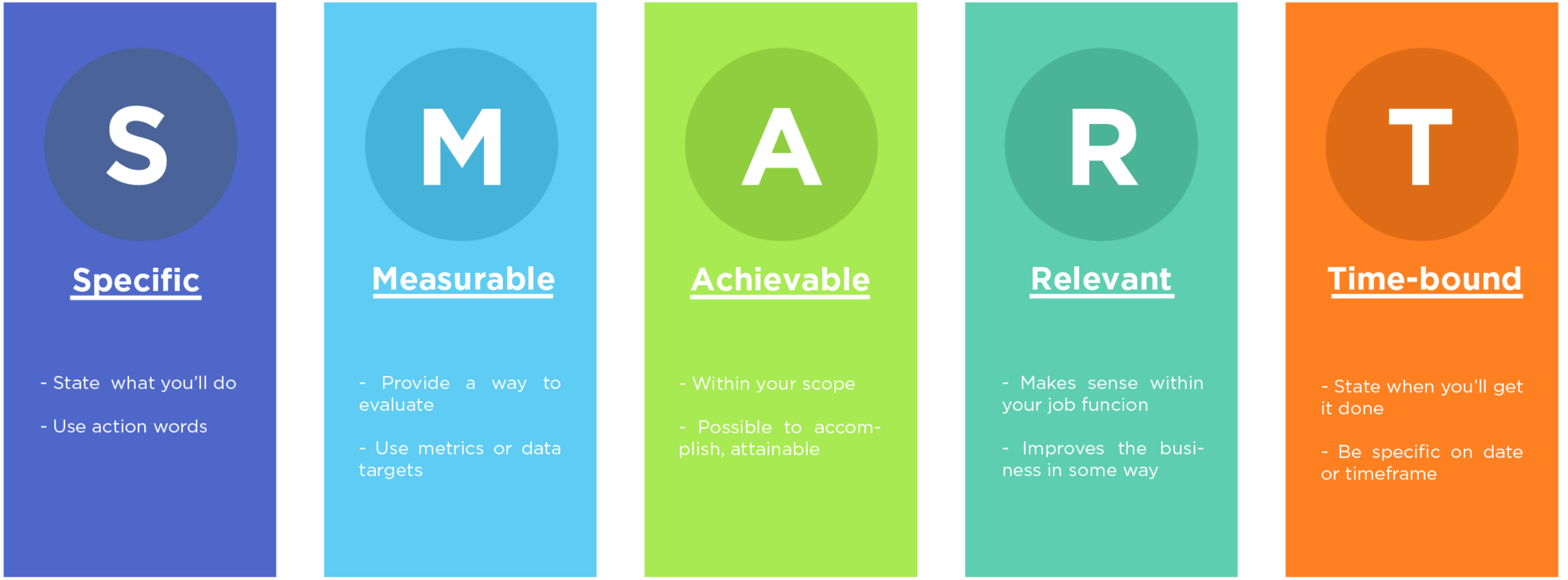
dealogic

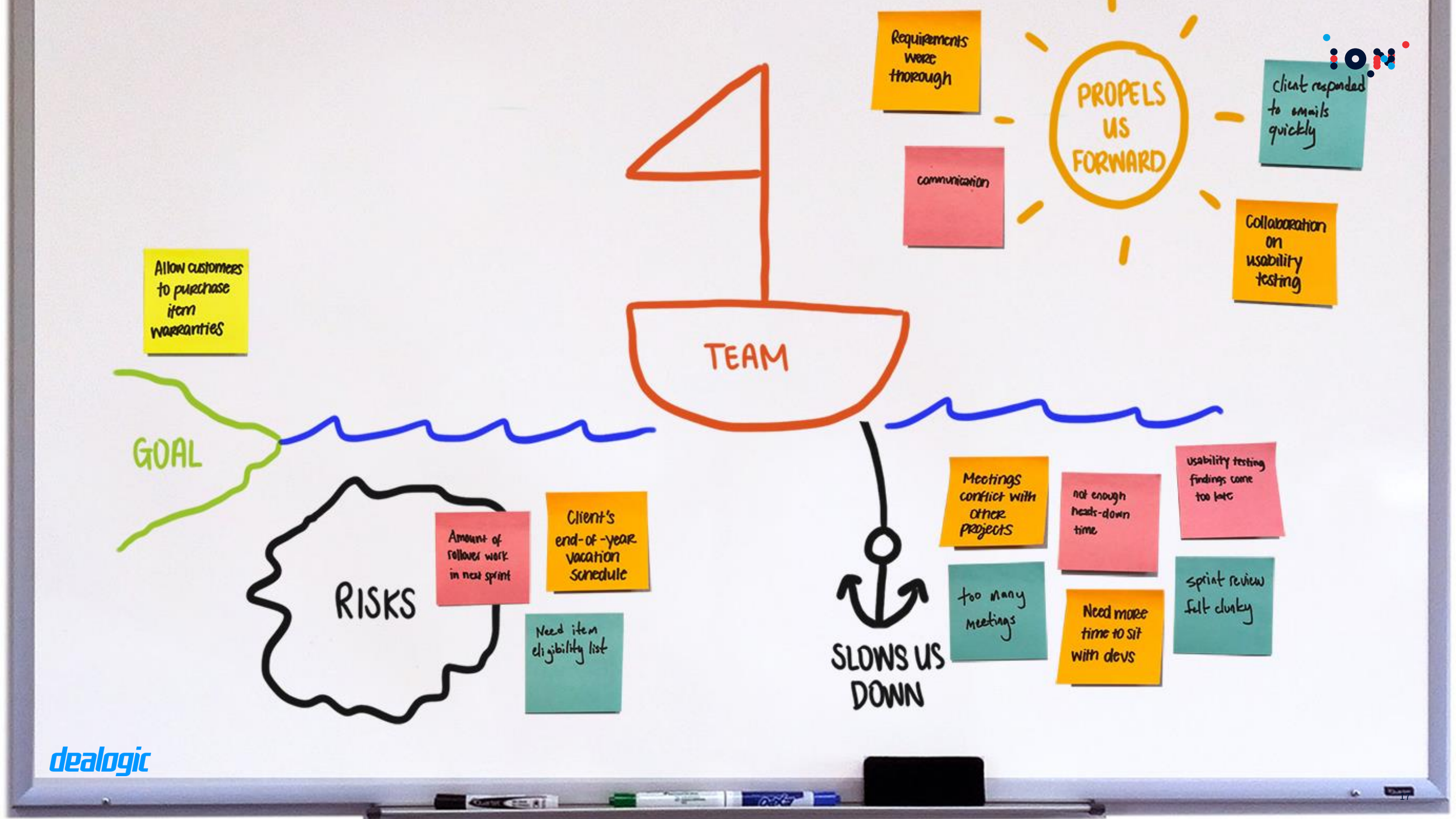
dealogic

Retrospectives



Retrospective: Outcome



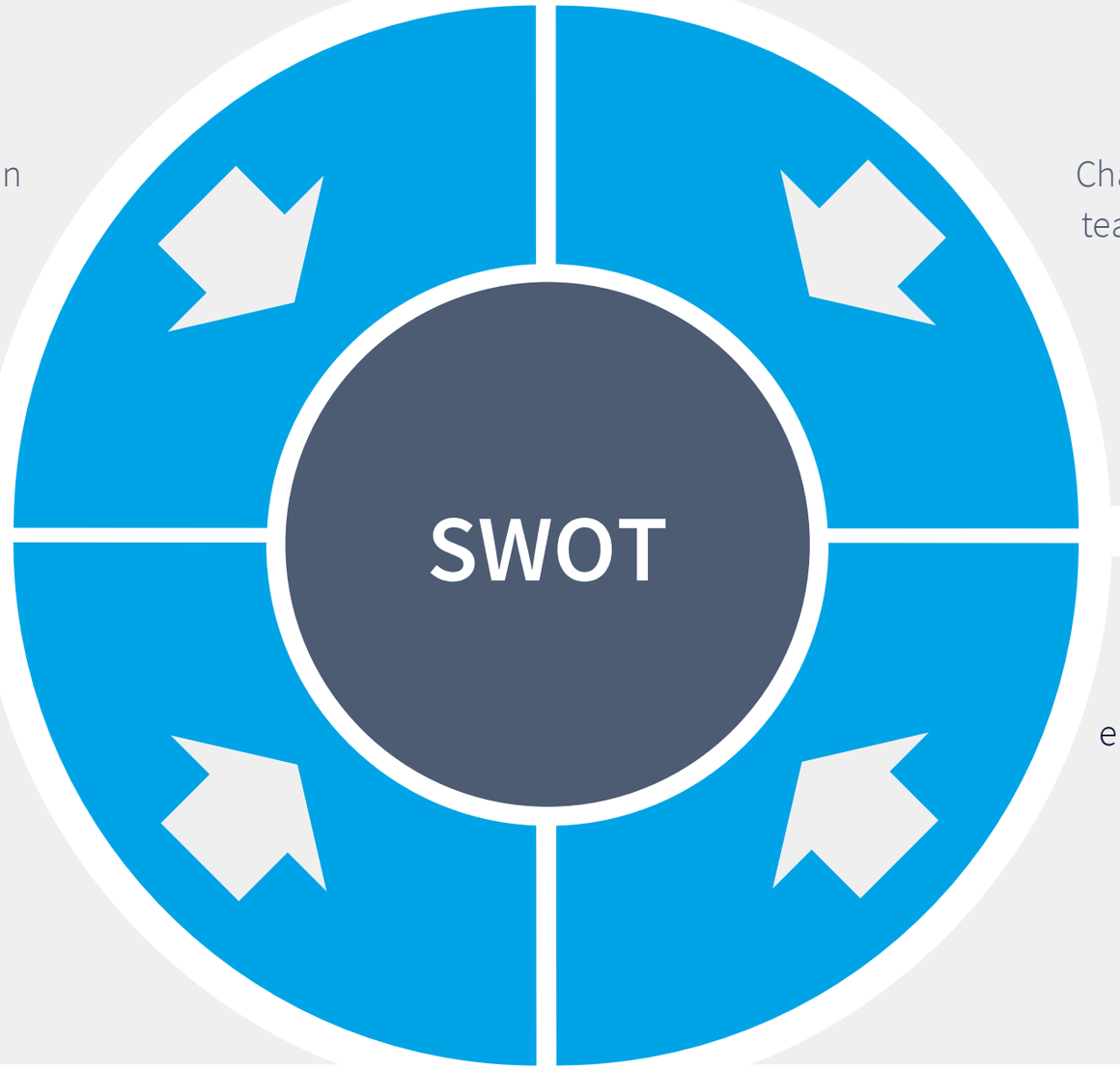

TEAM
GOAL
Allow customers to purchase item warranties
RISKS
Amount of rollover work in next sprint
Client's end-of-year vacation schedule
Need item eligibility list
PROPELS US FORWARD
Requirements were thorough
communication
Client responded to emails quickly
Collaboration on usability testing
SLOWS US DOWN
Meetings conflict with other projects
too many meetings
not enough heads-down time
Need more time to sit with devs
usability testing findings came too late
sprint review felt clunky

Strengths

Characteristics of the team that give it an advantage over others

Weaknesses

Characteristics of the team that place the team at a disadvantage relative to others



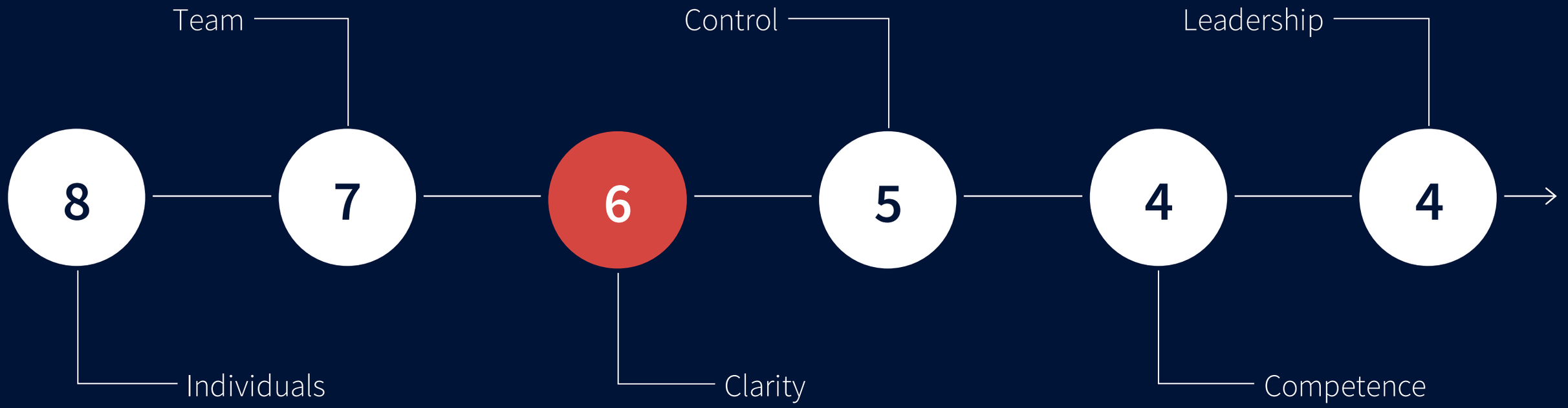
Opportunities

Elements in the environment that the team could exploit to its advantage

Threats

elements in the environment that could cause trouble for the team

Clarity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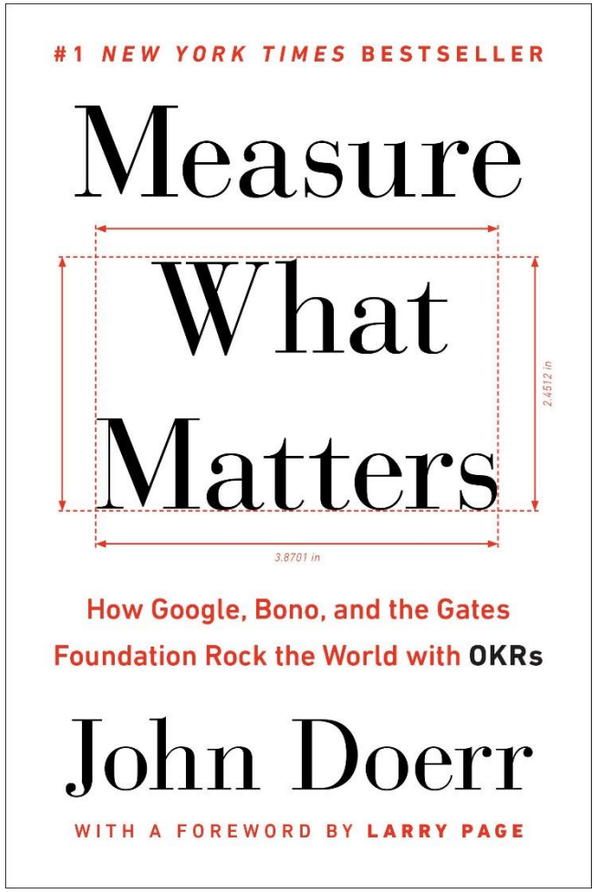
OKR



Public

Team Objectives

OGSM

Objective

An over-arching breakthrough vision

Strategies

The choices we make to achieve our objective

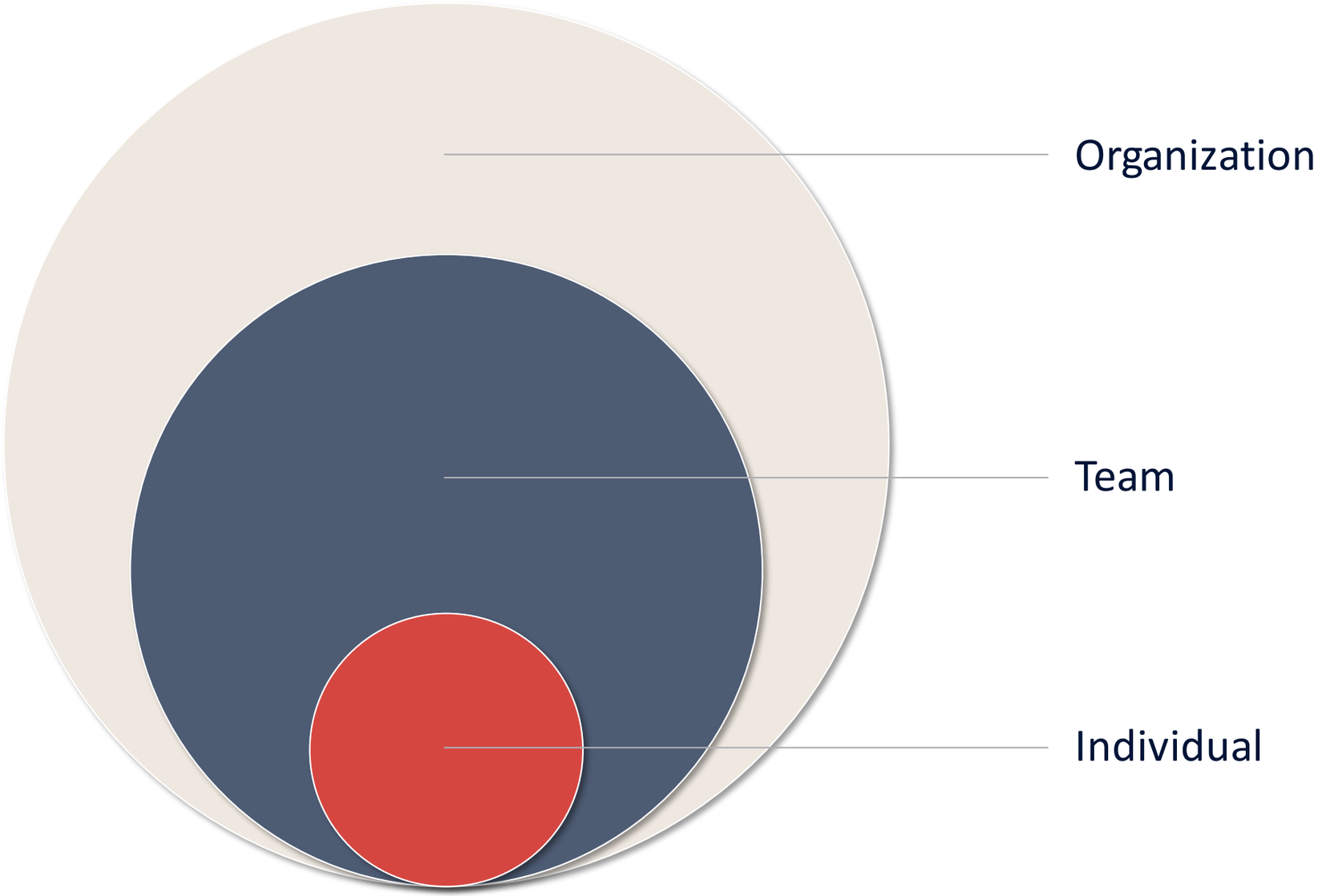
Measures

Numerical benchmarks on our progress

Goals

Stepping stones to achieving the higher level objective

Objectives Everywhere



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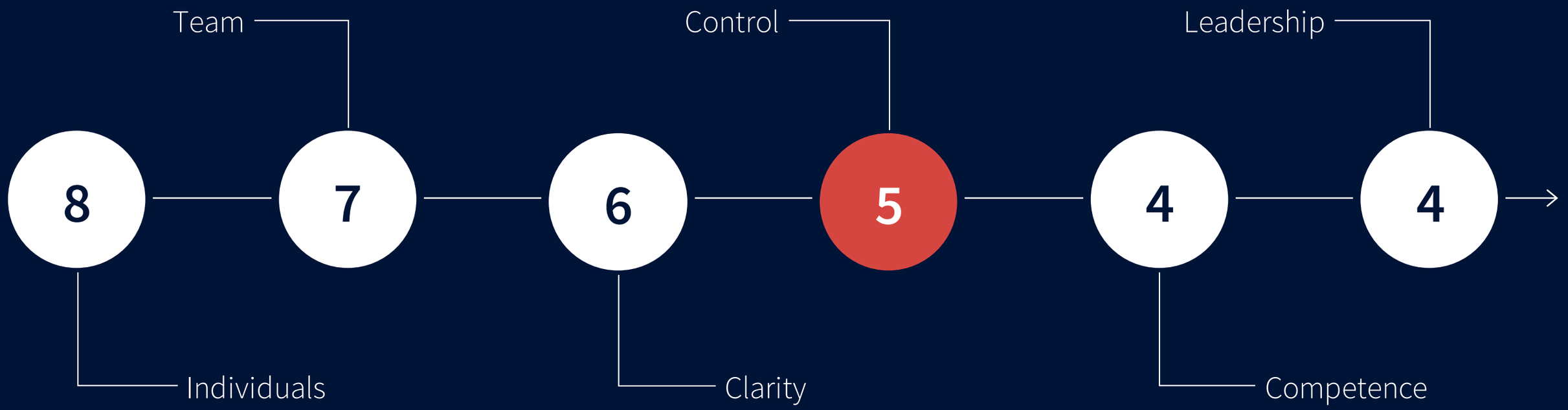
Control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Competence

Autonomy

Product Owner

What

(Feature)

Development Team

How

(Story)

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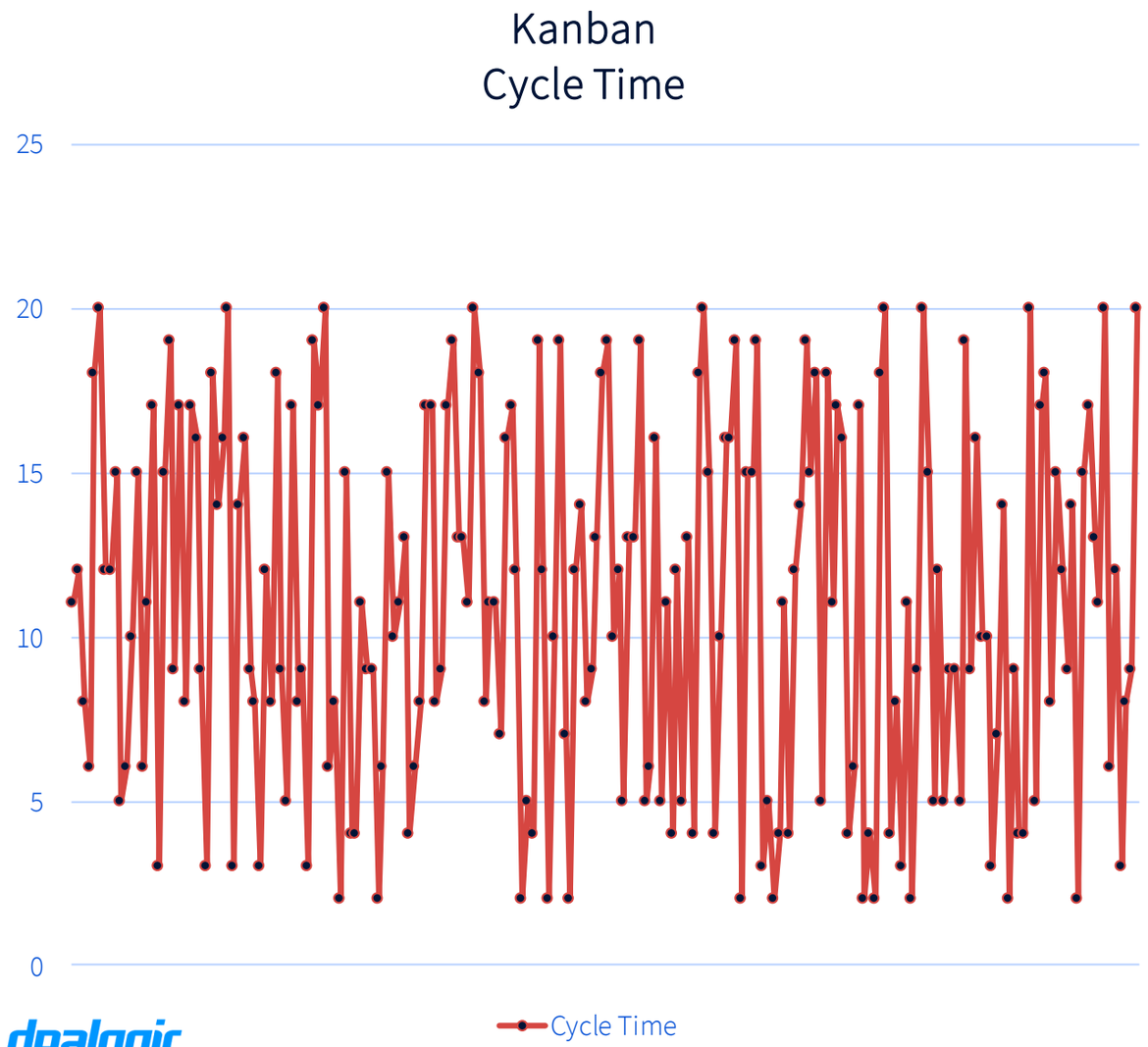
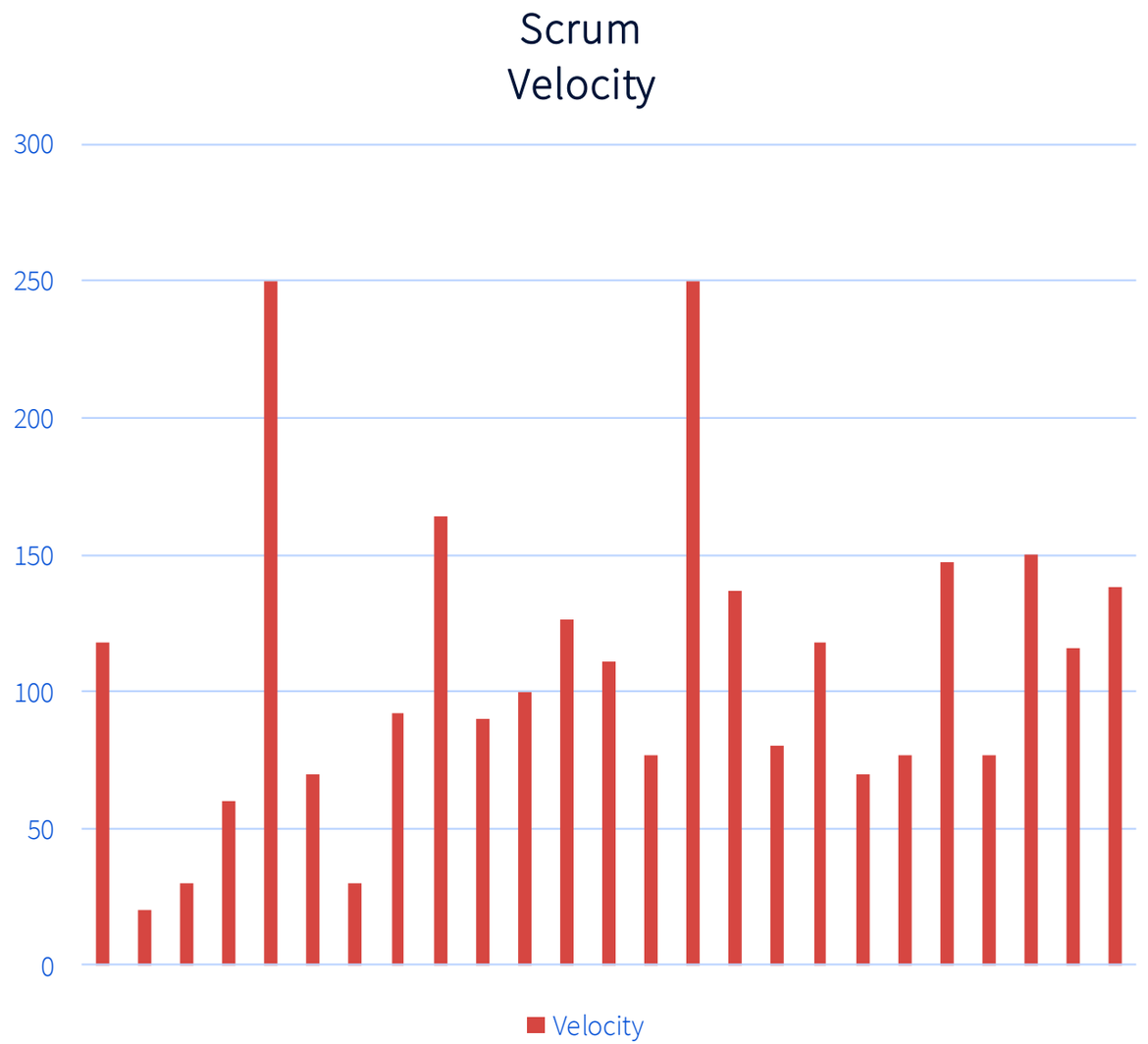
Scrum

Kanban

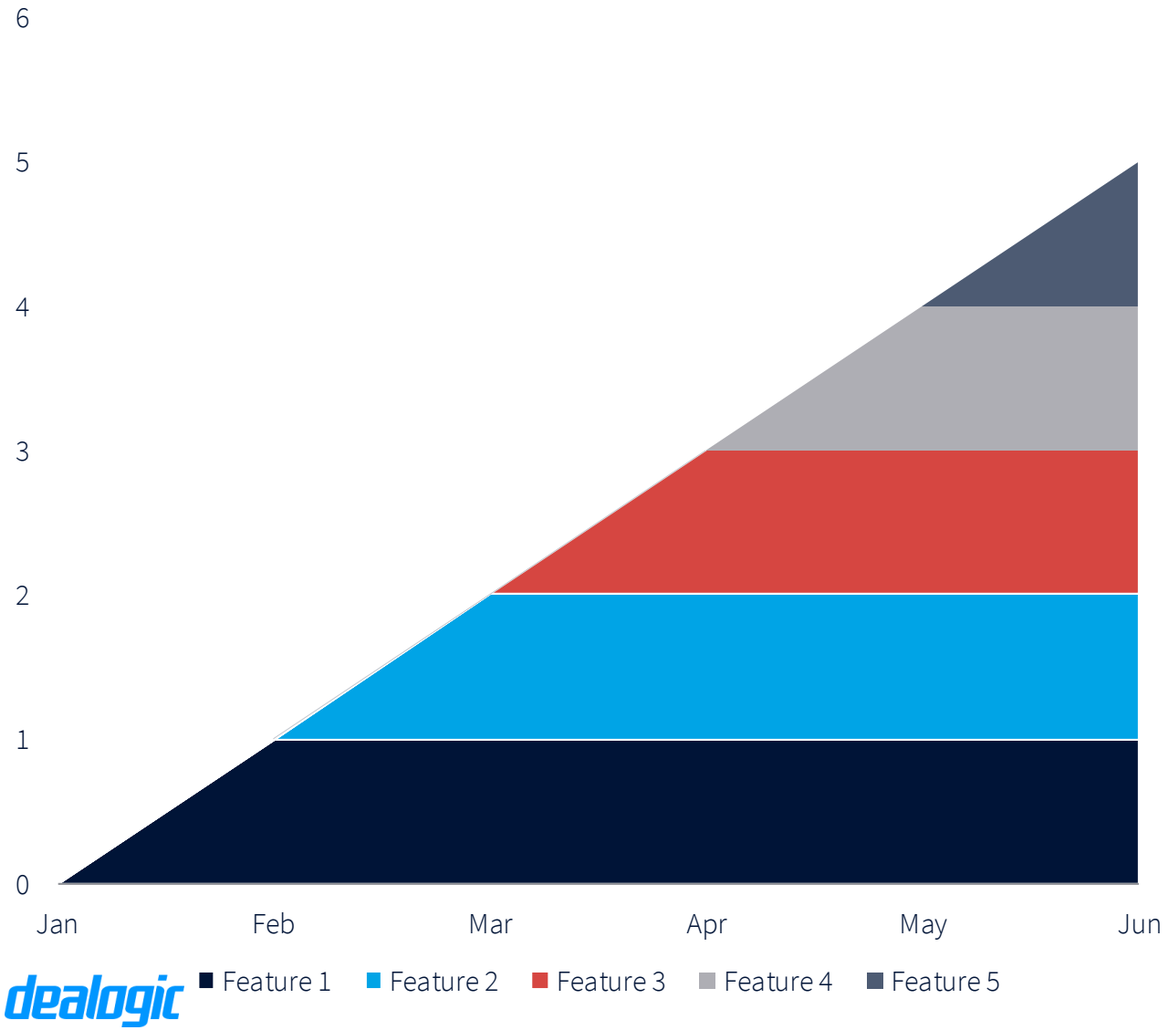
Cycle Time vs Velocity



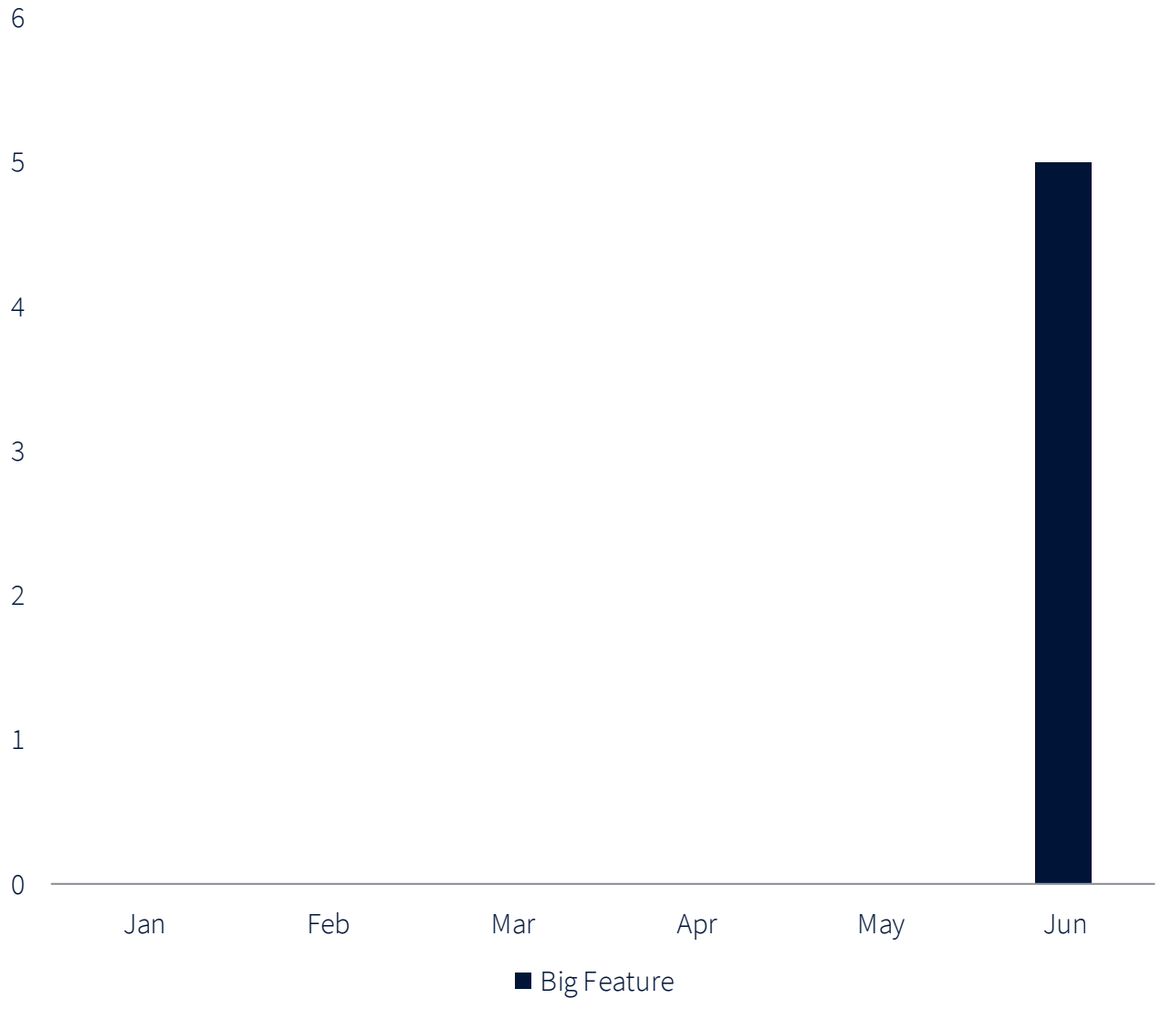


Cycle Time – Delivered Value Over Time

Short Cycle Time



Long Cycle Time



Rules

Feature

1-4 weeks

Stories

1-5 days

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Behavior Driven Development

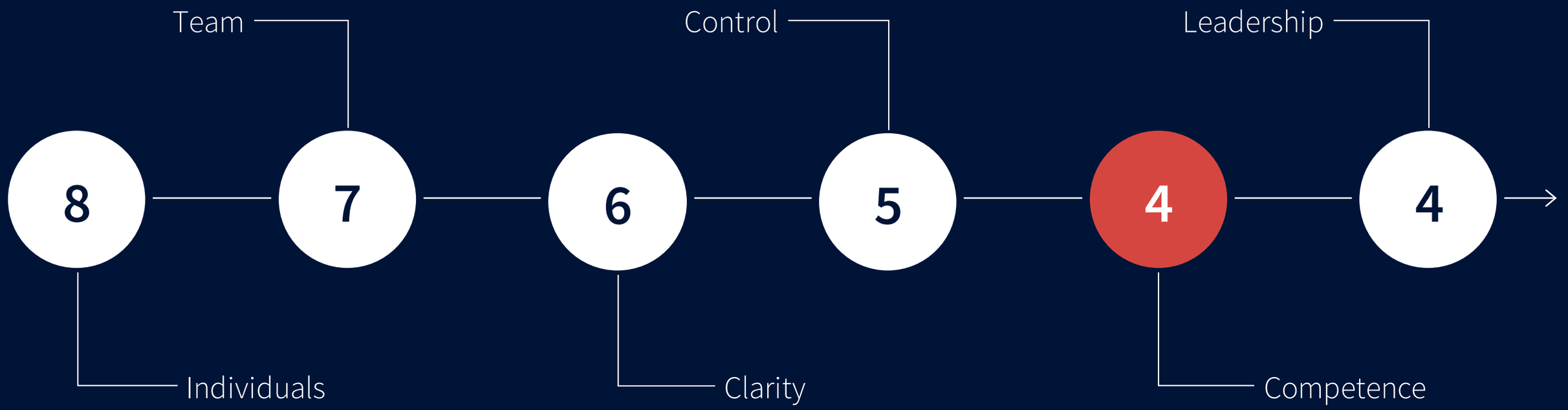
Three Amigo Sessions

Daily

Focus

Transparency

Competence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Clarity
Competence

Paternity Leave

Delegation

Objective

Outcome

What

How

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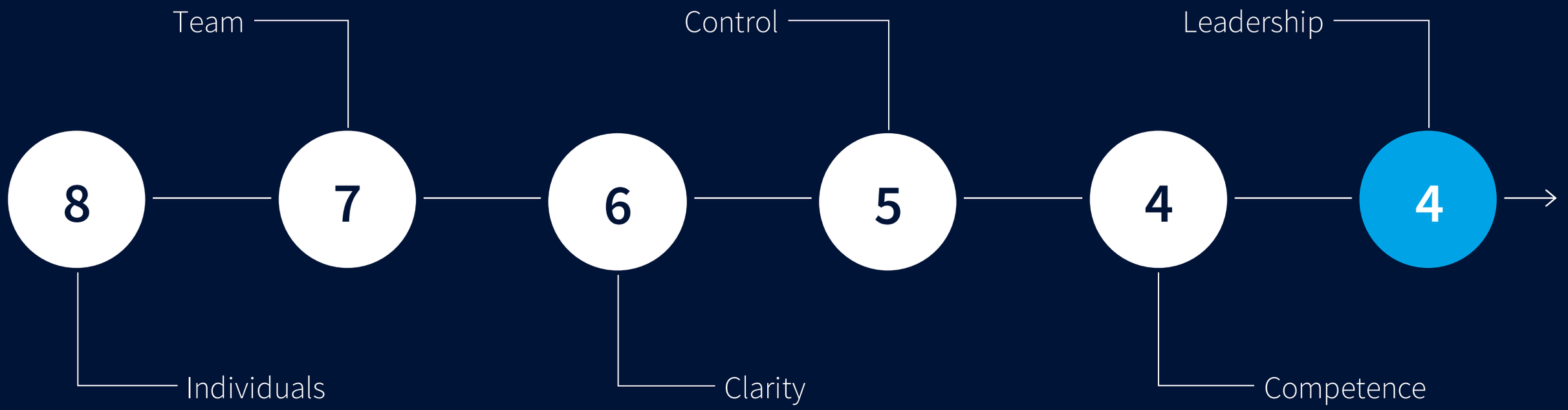
Leadership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Competence

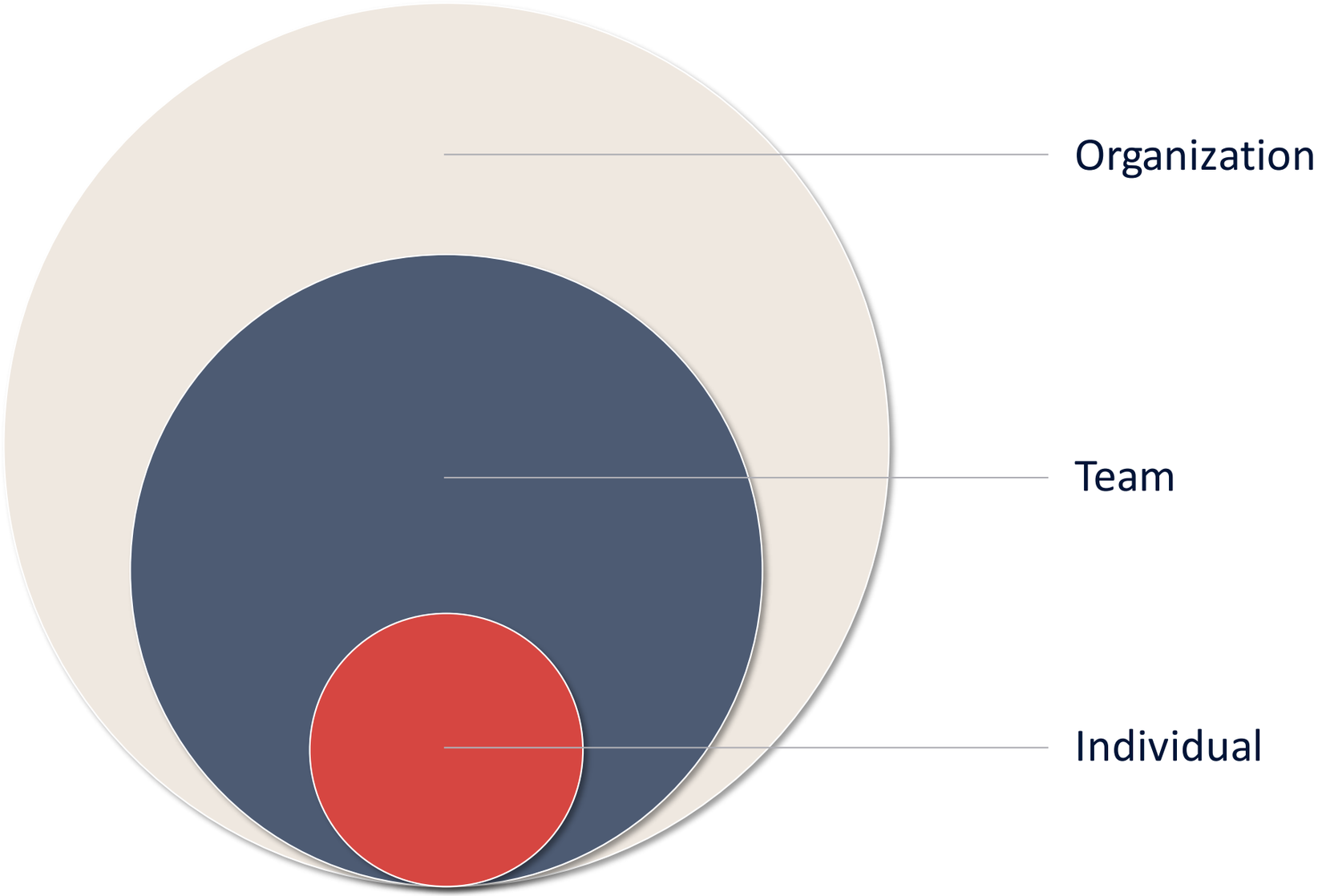
One on One

Career Path

Mentoring

Coaching

Objectives Everywhere



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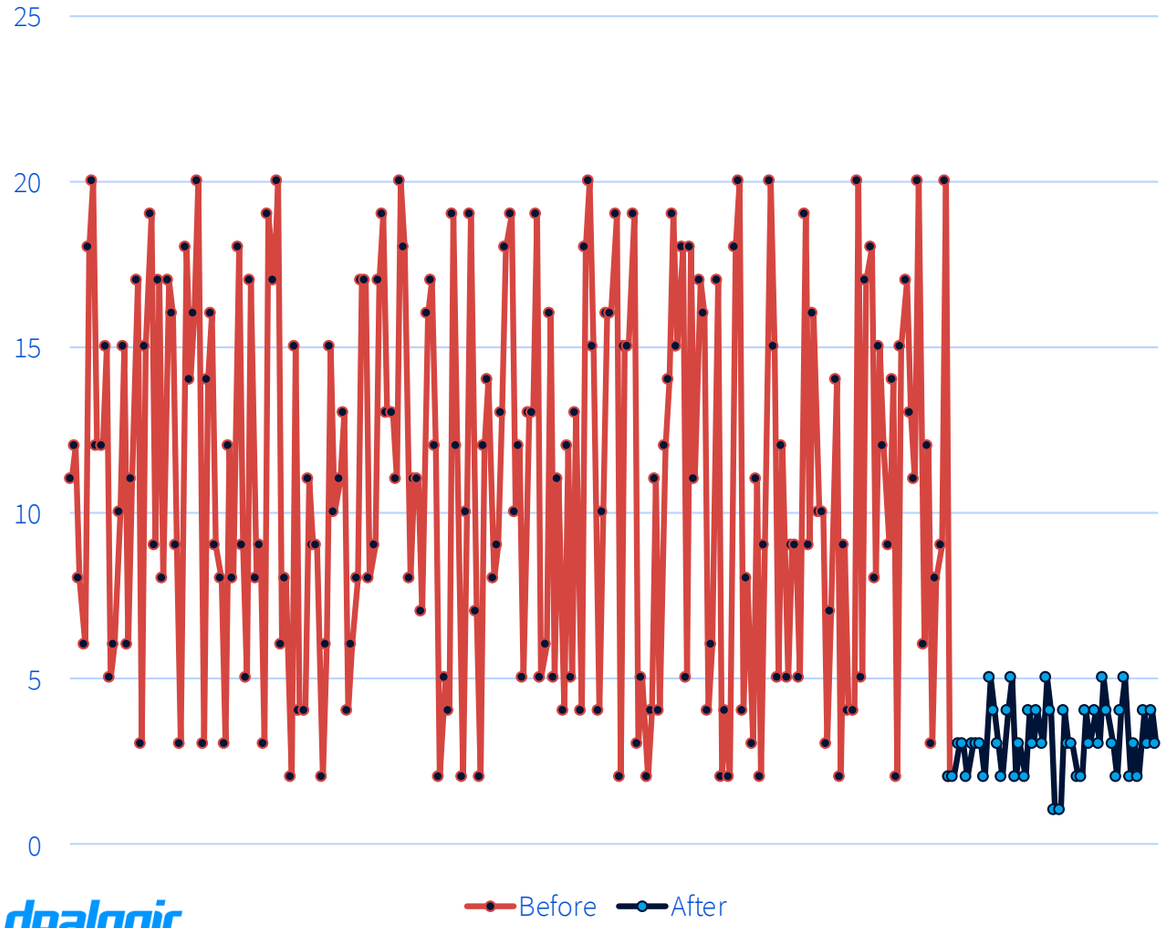
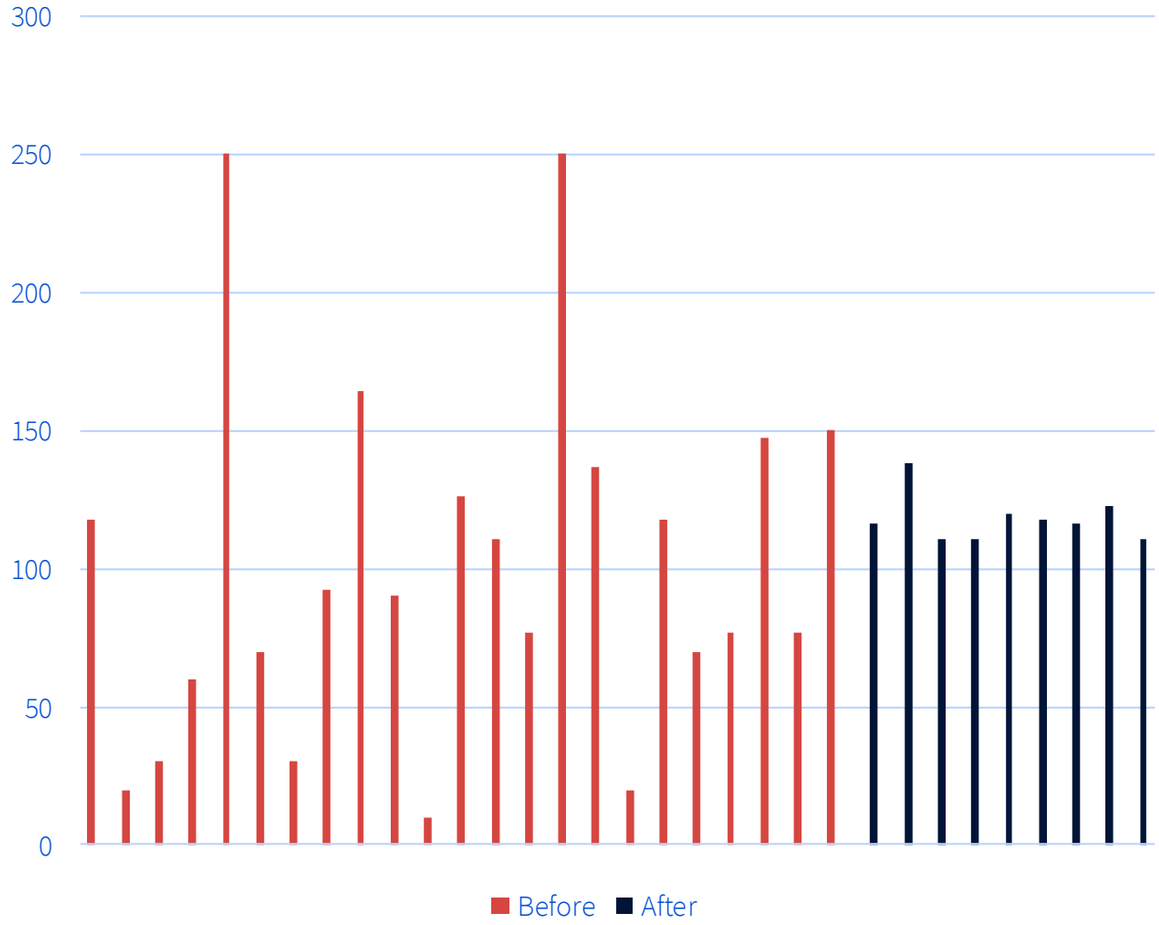
Today

Cycle Time vs Velocity

Kanban
Cycle Time



Scrum
Velocity



Scrum

Clarity

Control

Competence

Commitment

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Take Away

First

Attempt

In

Learning

Recommendations

Listen

Honest

Human

Trust

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Summary

Individuals Teams

- **Group vs. Team**
- **Hackathon, Coding Dojo**
- **Team Building**
- **Retrospective**
  - Post-it
  - SMART
  - Dixit, Sailboat, SWOT

Control

- **Autonomy**
- **Behavior Driven Development**
- **Three Amigos**
- **Physical Board**
  - Focus
  - Transparency

Clarity

- **Objectives and Key Results (OKR)**
  - Public Team Objectives
- **Objective, Goals, Strategies, Measures (OGSM)**
- **Objectives Everywhere**
  - Organization
  - Team
  - Personal

Competence

- **Delegation**
- **One on One**
- **Career Path**
- **Mentoring**
- **Coaching**

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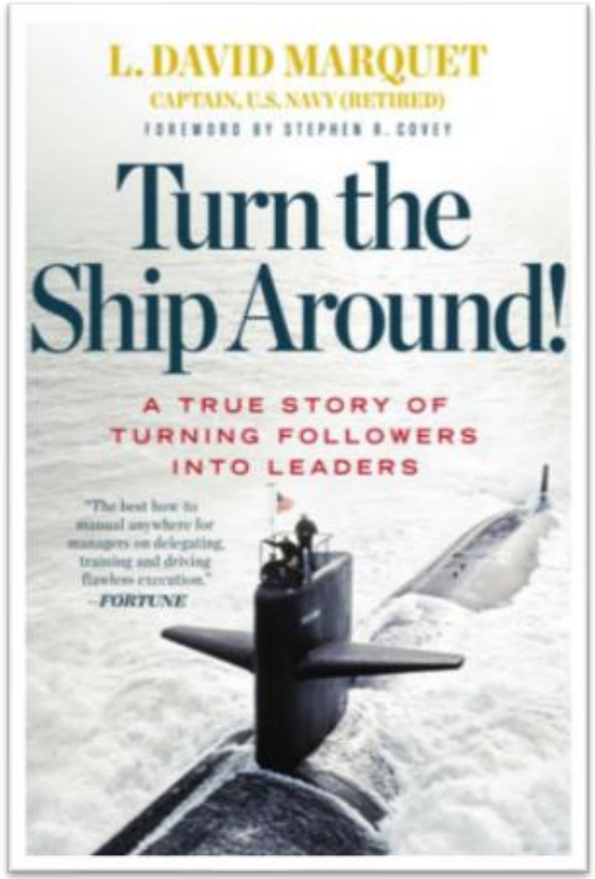
Turn the ship around by L. David Marquet



Leader – Leader

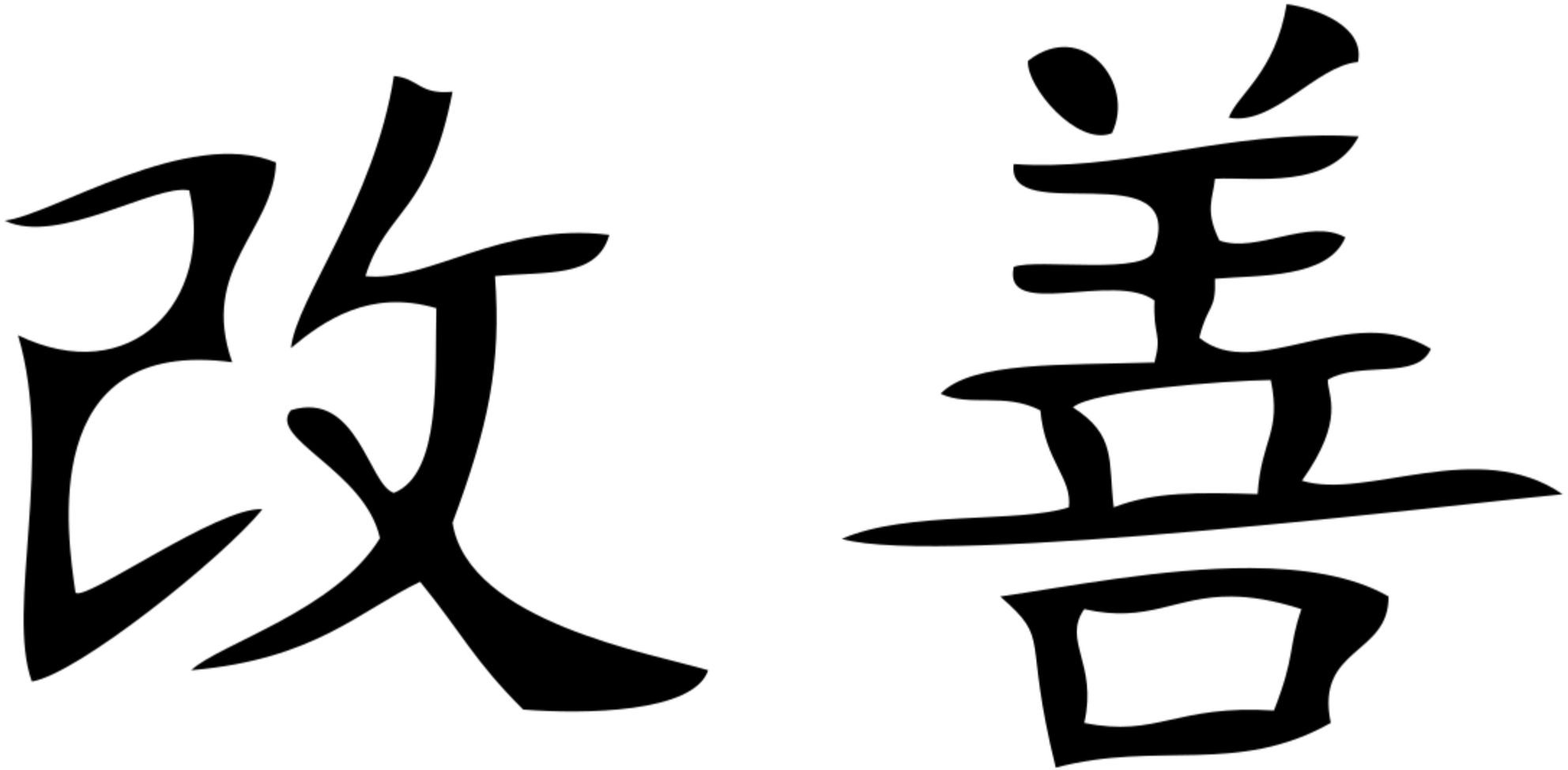
Clarity

Control

Competence

Thank You!

Kaizen



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