**Scenario**: My company is developing software that will help grad plan and class registration communicate with each other.

**Team/Department**: 1. Developer 2. UX/Designer 3. Management

**Impediments:**

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| Impediment | Influence | Scope | Strategies to mitigate the effects | Source of awareness |
| **Cultural issue-** People of different cultures have different viewpoints and habits. Normal for one group can be offensive for others. | People from different cultures may bring a communication problem.  If there are a group of Asians and a group of white people from Utah, Idaho, Montana, etc. there will be a grouping and team inside a team. | This thing usually does not happen at a higher management level but can occur across several departments. So, it is an organization-wide. | Having social activities in the workplace.  Fun technical competition by assigning people in random teams. | I have seen this for my lifetime. |
| **Misguided cost-saving:** Saving costs without measuring the overall impact | Saving on travel and buying cheap plane tickets for office work can demotivate workers.  Lack of good computers makes people feel less valued.  Centralized processes make people feel they are being ruled. | This usually happens when management allocates less money than needed for different departments. So, it is an organization-wide. | Giving enough travel allowance for workers.  Having new and updated hardware in the workplace.  Do not make tool-decision globally.  Use of open-source tools.  Recommend, not force the choice of tools. | There was an article which was a summary of a book.  [1] C. Larman and B. Vodde, *Scaling lean & agile development: thinking and organizational tools for large-scale Scrum*. Upper Saddle River, N.J: Addison-Wesley, 2009. |
| **Unrealistic promises:** When deadlines are short and workers are promised a lot for completing their work faster, developers will start cutting edges which will lead to error full and less-quality software. | Faster deadlines can make workers feel crushed.  Workers may not take their organization seriously.  Every promise will be a joke later.  Developers will take shortcuts to finish work faster can result in a useless product. | An unrealistic promise can run from the organizational level to the team level. At the organizational level, we can see Space-X which overpromised about their product launch in 2004. In a team, it can be like making sprint (in scrum) time very small. | Move product management closer to R&D.  Inform everyone that making useless products doesn’t mean you are faster. | This also comes from the book of Craig Larman and Bas Vodde, 2008. |
| **Silver Bullet thinking and Superficial adoption**: When an organization adopts agile to change things but they don’t change except the name. | Not getting the result as expected even after a lot of changes will demotivate workers.  May start panic mode in workers. | It happens at the organization level in a small organization and team level in a big organization. | Incorporate continuous improvement.  Do not afraid of change.  Make changes not just rename it. | It also comes from the book of Craig Larman and Bas Vodde, 2008. |
| **Failure to Remove Organizational Impediments.** | Workers won’t feel productive. They will feel they are able to give their 100%. Self-motivation will dropdown. | Since we are failing to remove organizational impediments it an organization-wide problem. | The scrum master should not only focus on their team but also in changing the organization.  Train the management on how to remove organizational impediments. | It also comes from the book of Craig Larman and Bas Vodde, 2008. It was said by Jeff Sutherland who works for Patientkeeper. |
| **Technical/Tools issues:** Old hardware, no efficient tools. | Lack of good tools in the workplace will make workers feel less valued. | It is a team-level issue. | Team should be allowed to decide their own tools.  Encouragement of open-source tools.  Introduction of updated hardware. | Nobody wants to work with old tools. We expect our Workplace to have better tools than what we have at home. If things turn out to be the opposite, then there will be no motivation.  It comes from my personal experience. |
| **Lack of knowledge/ specialty/ training:** Assuming all university graduates are ready for work. Considering training as a secondary need. | Lack of training will not increase workers' knowledge. People will feel their work redundant and unprogressive. | Team-wide:  Maybe the team is not teaching each other. | Establish an environment of sharing knowledge and learning.  Focus on coaching and training.  Provide subscription to online training platform. | It also comes from the book of Craig Larman and Bas Vodde, 2008. It was said by Larry Cai who works for Ericsson. |
| **Individual performance Evaluated and Rewarded:** Individual evaluation and reward destroy teamwork and team accountability. | Will decrease teamwork in a team.  People will stop teaching and helping each other in a team. | Team-wide: Individual rating is making team members competitive but decreasing the teamwork. | De-emphasize individual effort (IE) over team-effort.  Not link IE with productivity.  Have targets without rewards. | It also comes from the book of Craig Larman and Bas Vodde, 2008. It was said by Alan Atlas who works for Amazon. |
| **Self-Motivation Issues:** Sometimes people go through some psychological issues or some problems in their personal life. | Lack of one person in a team can harm the whole team's productivity. Less-motivated and lazy people in a team will make others feel, “they are working too much for nothing.” | It is a personal issue that affects individual effort and team-productivity. | Have people with a psychology degree in management.  Train manager to handle these situations. | **Intuition**: I believe self-motivation and self-teaching and self-learning is the best tool to be successful. |
| **Assuming book learning is enough:** Assuming a university degree is enough.  Assuming everything can be leaned on your own. | Will decrease teamwork.  Degrade the environment of teaching and learning in a group. | Individual Issue: All people do not think the same. Only a few people in a team think this way. | Create a culture in looking outside of your assigned area. Encouraging the environment of teaching and helping each other. | It also comes from the book of Craig Larman and Bas Vodde, 2008. It was said by Mike Bria who works for Reaktor. |
| **The gap between management and those doing the hands-on work:** Lack of communication and understanding between people doing the work and the management. | Lack of direction and communication between management and developer can lead to the development of a useless feature. | Organization-wide. | Promote management to see what is going on in development, but not micromanage. | It was said by Bas Vodde in his book Scaling Lean and Agile Development book. |
| **Making the workplace a place for political debate.** | Political talks inside a workplace can cause division and increase racism, discrimination, and hate-ism. | Organization-wide | Avoid politics in the workplace. | Personal Experience. |

**Plan:**

**Company-Level:**

**Reward people with good work ethics but do not punish the weak one:**

Team members will vote for each other based on who was most helpful, more fun to work with, and was respectful at work. Each month we/management will reward those people in a team of developers as well as designers. We won’t do the ranking for the people from top to bottom. We will reward those on the top, but the list will be secret. If some people frequently come to the bottom of the list, we/management will talk to them personally.

The reward will be small, something like a gift card, so it won’t affect the budget of the company much, but will motivate workers to work hard and work in a team helping each other. Will increase teamwork and collaboration.

**Focus on Intrinsic reward:** We will remind our employees why we exist and what is our plan. We will tell what their contribution is changing things and how it will affect thousands of students. We will tell them how students in BYUI and pathway are able to know what they should study by looking at their grad plan and graduate earlier. We will tell them this is not just a website, but it will help at least half of students of BYUI and pathway to not take classes they don’t need. Their work is saving students money, time and they are helping in the Lord’s work.  
 Humans by default love to help others, especially their young ones. As our Spiritual father and physical father love us, they care about us, every older one wants their young one to have a better life than they had. It will inspire my developer to make something that will benefit thousands of Lord’s children.

**Employee Stock Options:** Rather than increasing salary, I have decided to provide every worker with a stock bonus option. Doesn’t matter what is your role, everyone will have an ownership in the company. Nobody is working as a slave; exchanging their time with money.   
 Instead of a cash bonus, it will be a stock bonus, so employees may feel an ownership of it. They will start caring much about the success of their project and company. They will be willing to go above and beyond in their work to make a project successful.

**Create an Awe-inspiring work environment:** Work will be done in an open space. We will not change the whole thing that was already there to a totally new open office. But workers will have the freedom to work from anywhere in the office. They can work from the cafeteria or in the balcony.   
 Everyone can enjoy free lunch. Lunch will be a simple and cheap one, and it will be free.   
 By doing this we want to make our office look like a home, so they feel self-motivated to come to work every day.

**Team-level:**

**Breaking big goals into more manageable chunks:** We will try scrum and small sprint. Instead of looking for a big goal we will look for a combination of big goals and “small and S.M.A.R.T” goals. (Specific, Measurable, Achievable, Realistic, Timeline). [2]   
 By doing this big goal will keep the workers’s eye on the finish line and smart goal lights up our way. When worker will celebrate SMART goals, they will have a feeling of achievement which will motivate to push higher and harder.

**Job recognition and Spot-bonus:** When management recognizes each individual worker contribution they should be praised. Just by recognizing but not reacting will demotivate workers and won’t try it next time. To keep that motivation burning and to encourage them there would be a spot bonus. When people are rewarded instantly they can know what behaviors are appreciated so they can work harder to build upon these values.

**Celebrate Friday/Checkpoints/Project Completion:** Friday lunch must be done with the whole team. After Lunch workers can discuss about next week or if they are behind on something, they can work on that. After the successful completion of the checkpoints, there will be a small party and after the completion of the project, there will be a grand party.   
 By doing these workers can relax and enjoy project completion. It will help them think of their hard work and their success and will increase their self-esteem.

**Individual-level:**

**Give team/team-members autonomy:** We will not micromanage and give each employee autonomy to do work in a way they want. We would continuously keep in touch with each employee by talking with them.  
 Autonomy develops trust between employer and employee. Autonomy is the biggest motivator; this creates a self-sufficient, smart, and strong team.

**Figure out makes your employee tick And   
Knowing employees one to one:** Everyone is different. We will talk to each employee around half an hour every week to know how they are doing and everything. We will ask them what motivates them most outside of the workplace and inside the workplace. We would also talk about how things are going in his life.   
 The main reason for this conversation is to know individual workers better in a company. It is to develop a strong bond between a worker and an employee. It is to know what is the factor that inspires the most. By knowing these we can help him by giving the spot-bonus in a way he likes and also it will help to build a relation between an employer and an employee.

[1] C. Larman and B. Vodde, *Scaling lean & agile development: thinking and organizational tools for large-scale Scrum*. Upper Saddle River, N.J: Addison-Wesley, 2009.

[2] “21 Simple and Effective Strategies to Help You Motivate Employees,” *SnackNation*, 25-Nov-2019. [Online]. Available: https://www.snacknation.com/blog/how-to-motivate-employees/. [Accessed: 08-Dec-2019].

[3]. “Definition of Impediment: What are Impediments? Lean Agile Training,” *Lean Agile Training*, 27-Sep-2018. [Online]. Available: https://www.leanagiletraining.com/impediments/what-are-impediments/. [Accessed: 08-Dec-2019].

Self-Grade:

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|  | Exceptional 100% | Good 90% | Acceptable 70% | Developing 50% | Missing 0% |
| Impediments 30% | A comprehensive list of impediments has been identified and described. | It is clear that real thought went into the impediments list. | A few impediments have been identified and completely described. | A list of impediments has been made, but the list is incomplete or poorly described. | Little effort has been put in the impediments list. |
| Plan Detail 40% | The plan is unambiguous. | All aspects of the plan are described. | Nothing is missing and at least one aspect of the plan is well described. | At least one aspect of the plan is missing or poorly described. | Little effort has been put in the plan. |
| Plan Quality 30% | It seems highly likely that the plan will work as the author intended. The provided rationale is convincing and compelling. | The plan is realistic and well thought-out. The provided rationale makes sense. | No part of the plan is obviously unrealistic but rationale is lacking. | One aspect of the plan is far-fetched, is economically unfeasible, or will not work as expected. | Little effort has been put in the plan. |