*Is your team engaged in productive work?

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Providing IT Services for over 20 years for:
- ❑ Project Management, Quality Assurance, Software Estimation & Process Improvements
- ❑ Agile/Scrum, Rational Unified Process (RUP), & Waterfall methodologies
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*You are what you Do

Conversational Approach

- A few foundational principles.
- Red flags/Pain points.
- Questions to spark team conversations.
- Policy statements.
- Deferred questions.
- Closing thoughts.

Icon mean Q&A.

Outline

- To whom are we delivering our product?
- What are the five aspects of value?
- Why is Minimalism so important?
- Why must we consider the entire provisioning process, not just development?
- Does team size matter?

What will we talk about?
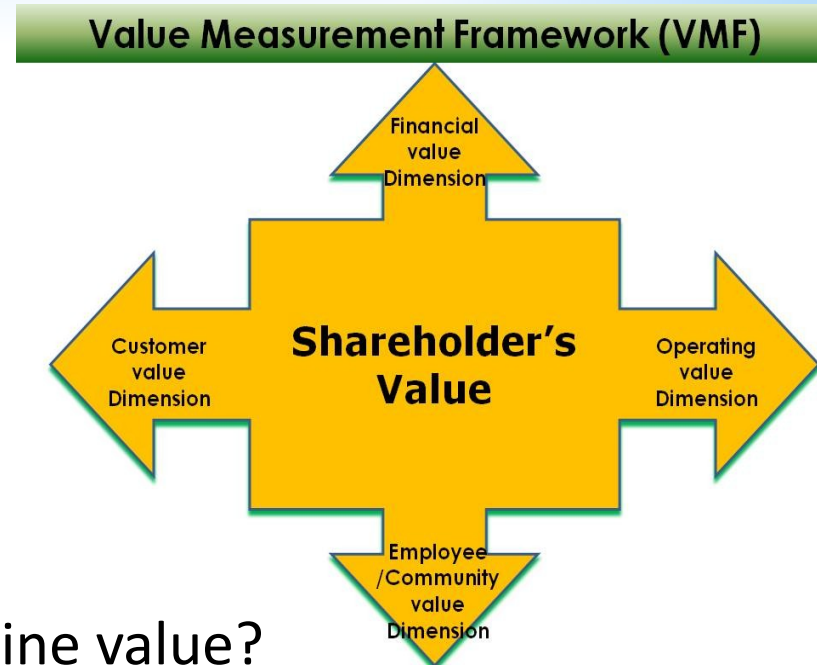
My favorite Agile Platitude

- Agile is the pursuit of productive work valued by our Stakeholders.

YOU ARE WHAT YOU DO, NOT WHAT YOU SAY YOU'LL DO.

- CARL GUSTAV JUNG

Is Agile just Scrum Ceremonies?

Are we providing value?

- The Scrum Team asks questions?
- The Product Owner represents the interests of the Stakeholders.
- Stakeholders try to predict the behavior of the product users.
- Stakeholders are buried in competing layers of bureaucracy.

- Do those who pay, or use it determine value?
- Does the marketplace determine value?

Value Measurement Framework (VMF)

Financial value Dimension

Customer value Dimension

Shareholder's Value

Operating value Dimension

Employee /Community value Dimension

Who determines value?

7

Value Proposition

- Clearly communicates what customers can gain from selecting your brand over your competitors.
- What is the brand offering?
- What job do customers hire my brand to do?
- Who is my competition?
- What sets my brand apart from the competition?

Product Owner articulates value!

Pain Points

- Difficult to identify the value of delivered features.
- Stakeholders request work without explanation
- High-valued features have a low priority in the work queue.
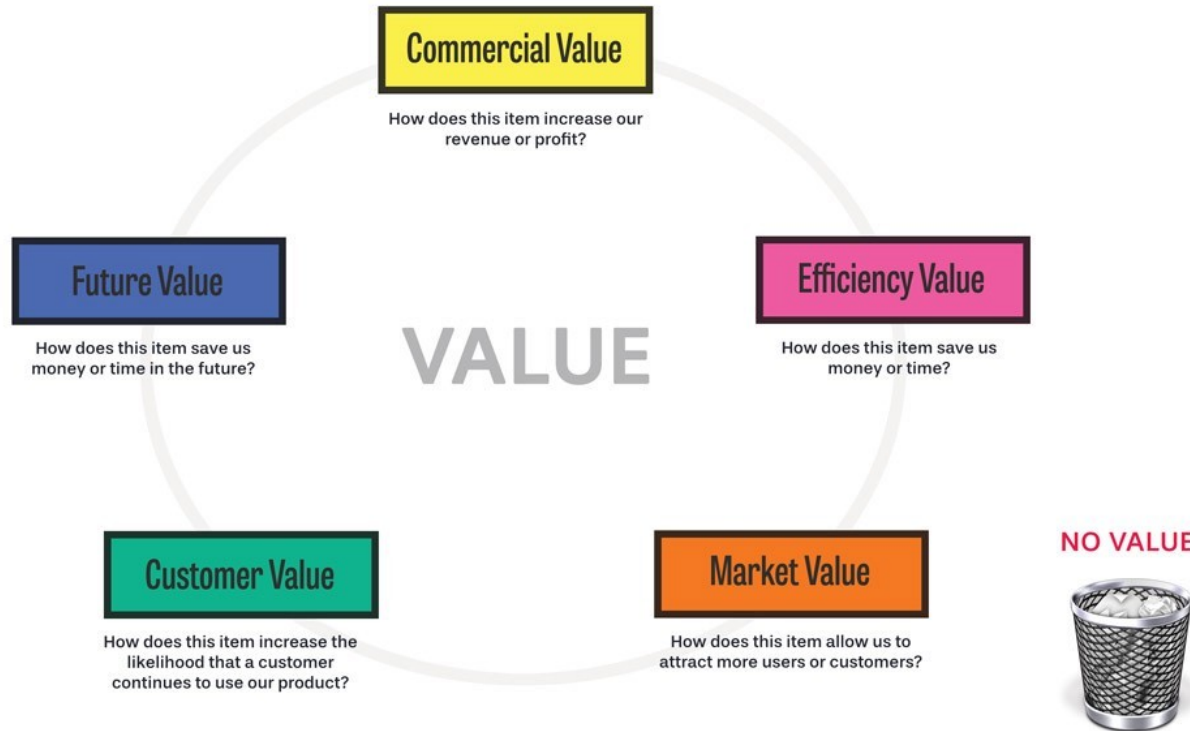
- Refactoring isn't performed.

A Few Red Flags

As Described by Christiaan Verwijs

Five Types Of Value

For each item on your Product Backlog, together distribute 100 points over the five types of value – or the trashcan.

Commercial Value
How does this item increase our revenue or profit?

Future Value
How does this item save us money or time in the future?

Efficiency Value
How does this item save us money or time?

VALUE

Customer Value
How does this item increase the likelihood that a customer continues to use our product?

Market Value
How does this item allow us to attract more users or customers?

NO VALUE

- What are your views on value?

10

What is Value?

- Commercial value directly produces revenue.
- Efficiency value is doing something well without waste, to achieve the highest amount of output.
- Market value is the price buyers are currently willing to pay in a competitive market.
- Future value is those activities with a future payoff, such as research, automation, and refactoring.
- Customer value makes the product more valuable or useful to its customers.

If it has no value – Why do it?

Assessment Questions

- How does this increase our revenue, customer retention, or enhance the customer experience?
- Does the product or service satisfy predicted market trends or emerging customer expectations?
- Has the Product Owner articulated the business value, Sprint goal of the Value Proposition?
- Are Sprints evaluated for customer satisfaction?
- How can we increase efficiencies, or maximize the use of productivity tools?

Are we creating value?

Policy Check Points

- The Product Owner has provided:
  - The Value Proposition, and
  - The Sprint Objectives.
- The work performed has an immediate, or future value
- The team is encouraged to ask questions from:
  - Scrum Master,
  - Product Owner,
  - Stakeholders, and
  - Management

So what is the path?

Questions

What's your story?

Agile is Minimalism

- Agile is a minimalistic philosophy that permeates the entire procurement and delivery process.
- It's a focus on what we value, rather than consuming and maintaining resources we don't need.
- It's about smart design, providing faster, more effective solutions, by reducing waste and and using the fewest and simplest elements to create the maximum effect.
- With fewer parts, there are lower production costs, higher reliability, and a reduction in the risk of failure.

Why less is more

Pain Points

- Ceremonies & events have insufficient time to cover their intended purpose.

- User Stories require lengthy descriptions or task lists.

- Stakeholders complain about features they never requested.

- The Sprint and Release are synonymous, due to dependencies or tradition.

A Few Red Flags

What is Agile Minimalism?

- Scrum is a minimalistic framework.
- Ceremonies and events have agendas and are time-boxed.
- User Stories are small (SP = 1 to 3).
- Use skinny rather than fat MVP.
- Embrace CD/CI as a minimalistic discipline.
- Architecture should support flexible code drops.

Time boxing everything.

Assessment Questions

- Are developers working on multiple User Stories simultaneously?
- Do you have an "On Hold" category where User Stories languish?
- Do you use a Pull Strategy to trigger a change in User Story Status?
- Are you implementing a "Fat MVP"?
- Are you using Cycle time to monitor User Story efficiency?
- Do User stories have an excessive number of tasks or Acceptance criteria?
- Do User Stories have non-essential features?
- Has the Product Owner committed to not changing the proposed functionality?

Are you a minimalist?

Policy Check Points

- Split all large User Stories into small ones.
- Eliminate all non-essential features.
- All meetings have a time-box and an agenda.
- The MVP is scalable, with only essential features.
- Use tools to increase productivity.
- Use a Pull strategy to trigure changes in a User Story Status.
- Product Owner commits to not adding new functionality.

So what is the path?

Questions

# What's your story?

Workflows

- A workflow is a sequence of tasks describing a pathway of activities that transform a product or service from its initialization to completion.
- Build a seamless, simplified provisioning process.
- Eliminate redundancies and dependencies.
- Extract lag times within and between various workflows th

> Now, here, you see, it takes all the running you can do, to keep in the same place. If you want to get somewhere else, you must run at least twice as fast as that!
>
> Lewis Carroll

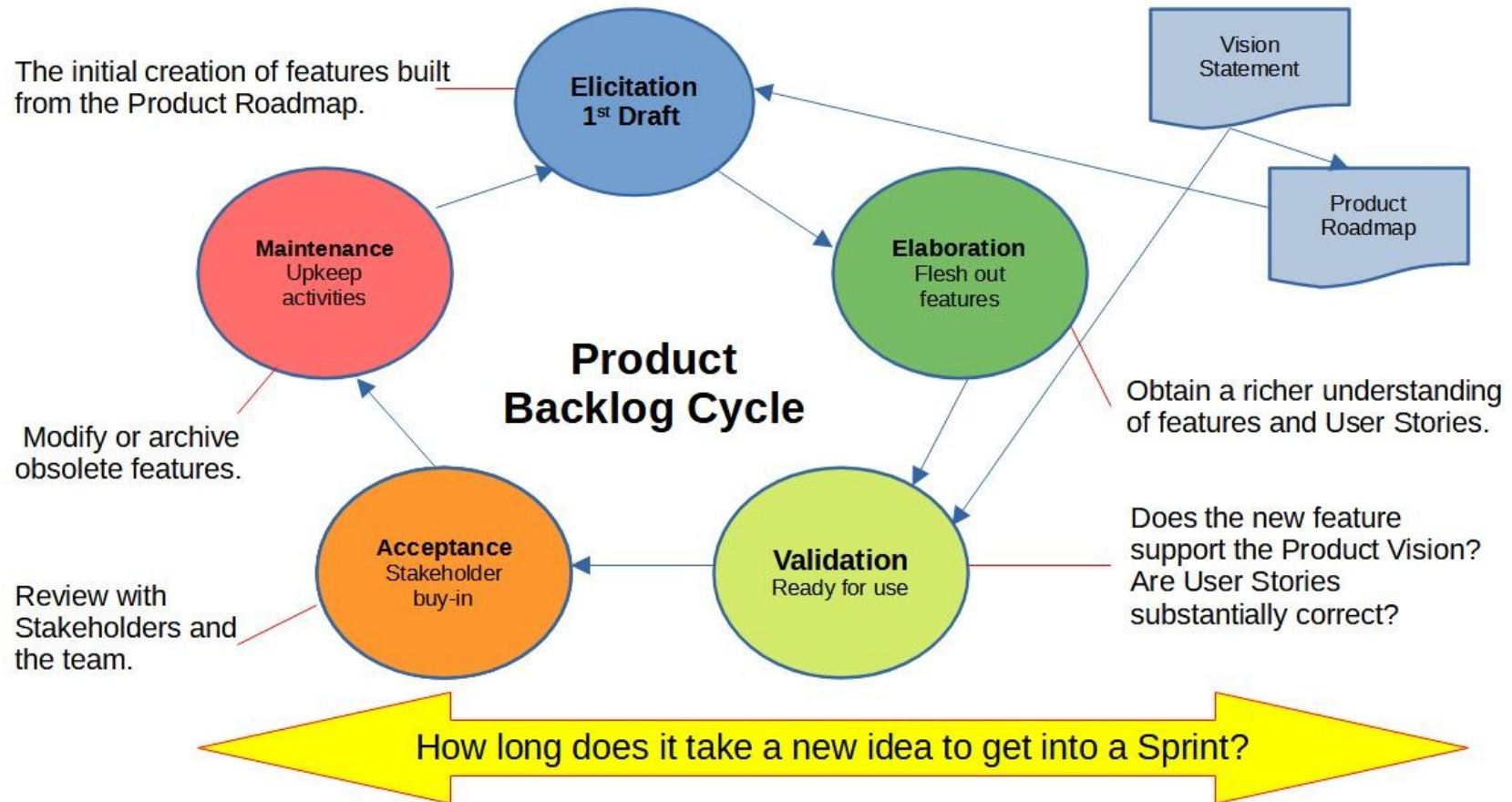# Optimize the whole process.

Procurement Cycle
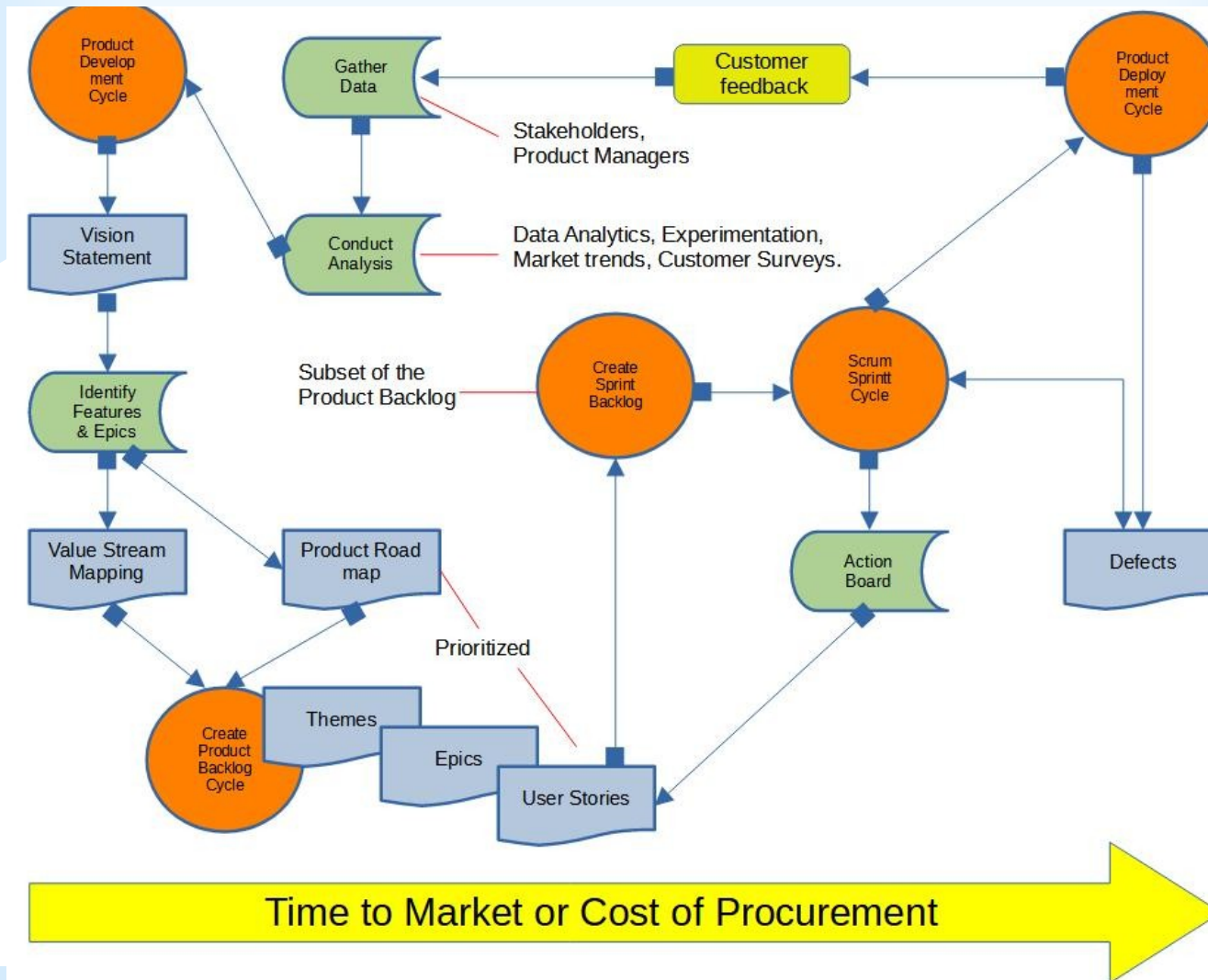
Pain Points

- The Product Owner is an order taker, and the team fulfills them.

- User Stories languish as they wait for hand-offs.

- Retrospective Action items drag on from Sprint to Sprint.

- Promotion to production is inconsistent.

A Few Red Flags

Product Backlog Cycle?

Assessment Questions

- What's the cycle time of a new product offering?
- Have Kanban Work-in-Progress limits been determined?
- Do User Stories require activities outside their Sprint, such as a Pre-Ready or Post-Done state?
- Is sufficient work available for the Sprint planning, or the next trigger pull
- Do Action items fall off the radar?
- What is the Backlog archival strategy?

Going with the flow.

Policy Check Points

- The Product Backlog will be maintained, & obsolete items will be archived.
- All work items are captured as User Stories and tracked on the Kanban board.
- Only User Stories in Ready condition will be considered for Sprint Planning.
- Retrospective Action Items will be treated like User Stories.

What's the shortest path?

Questions

What's your story?

Team Size

- Monster teams don't work
- We keep on building bigger teams.
- Many eyes on a problem - Gives us more approvers, with formal document sign-offs
- Many hands make light work – The Pareto Principle states 80% of the people do 20% of the work.
- Staff all the skills needed, but what skills are those?

What's the optimal?

Pain Points

- The team is bogged down by endless discussions.
- Constant back-channel communication.
- It seems like there are actually two or three teams in our group.

A Few Red Flags

Optimizing Team Size

- Ivan Steiner, Group Process and Productivity indicates the optimal team size is 5 to 6
- Patrick Laughlin's experiment concludes the ideal team size is three.
- The standard US Army light infrantry fire team is four: one Team Leader, one Rifleman One Automatic Rifleman and one Grenader.
- Each with a unique specilty.

Team Effectiveness

Optimizing Team Size

- Metcalfe's Law states that a network's impact is proportional to the square of the number of nodes in the network.

- Each person becomes a communications node.

- If each person must communicate with each other, with no back-channels or politicing:

- Two nodes makes only one connection
  - Five nodes can make 10 connectrions
  - Twelve nodes can make 66 connections.

- At what point do we start getting into each others way?

Communications Nodes

Assessment Questions

- Are your Ceremonies taking much longer than planned, when everyone has something to say.
- Does the team's back-channel seem to be constantly in motion.
- Are issues constantly being discussed ad infinitum?

TEAMWORK
Working together means sharing the credit

GrumpyDispatcher.blogspot.com

Teaming

Highly Dysfunctional Teams

And now a bit of Dilbert

Policy Check Points

- Embrace small, efficient teams.
- Limit Scrum Team sizes to 6 people.
- Consider creating 3-person Scrum Fire teams.
- Organize around working solutions
  - Paired Programming
  - One Developer with one QA Analyst, working directly with the Product Owner.
- "Teamwork – Ensuring that your hard work can be ruined by someone else's incompetence" - Demotivational Poster
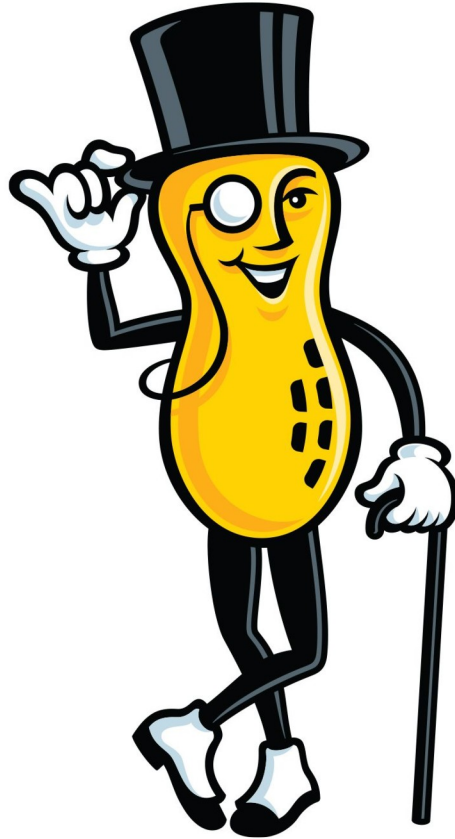
We few. We happy few?

Closing Thoughts

- Eliminate non-essential features and create value,
- Establish a minimalist mind-frame,
- How can we shorten and simplify the overall procurement process, and
- Are our teams effective?

Look for opportunities.

Closing Thoughts

And the Peanut Gallery says!