

How to Reboot Your Agile Team



MARTIN LAPOINTE • AGILEKLIX • ML@AGILEKLIX.COM
MAURIZIO MANCINI • EXEMPIO • @QAANDPROCESSGUY • EXEMPIO.COM

Martin Lapointe



I'm Martin, an Agile Coach with many years of working with Agile teams and software organizations.

Over the years, I have had the opportunity to work in places with a high potential for experimentation. I was able to develop a deep understanding of what it means to be part of an Agile team.

Today, I want to share with you my many years of experience rebooting Agile teams in Canada and Europe.

In my personal life, I'm a triathlete and owner of an Agile family.



The Agile Household: How Scrum Made Us a Better Family

<http://www.mountaingoatsoftware.com/blog/the-agile-household-how-scrum-made-us-a-better-family>



Maurizio Mancini



- A leader in the quality and process industries with a sixth sense for Agile, quality, and business process.
- I have been refining my Agile approach for more than 10 years.
- My passion is to deliver quality software and to see how Agile can help teams deliver quality software!
- Frequent blogger on a number of sites

exempio

People Process Tools QA

[Agile 2014](#) – Agile: One Size does not fit all!

Walmart Labs California 2014 – Quality and Process

[Atlassian Summit 2014](#) – From Incremental & Iterative to Agile: What is the right process for your team?

[Quest 2015](#) – Building a QA Team that Matters

[Atlassian Summit 2015](#) – How to Build in Quality from Day 1 using Lean QA and Agile Testing

[Agile Tour Montreal 2016](#) – Le guide de réparation de l'équipe Agile : La recette secrète !

[Agile Tour Ottawa 2016](#) – How to Reboot Your Agile Team!



A large yellow pencil is shown in the upper right corner, pointing towards the center. A thick, black, textured line is drawn by the pencil, forming a question mark shape. This line starts from the pencil's tip, goes down, loops to the left, then up, then down, then left, and finally down to form a question mark. The line ends at a bright light source on a road that recedes into the distance. The background is a cloudy sky and a green field.

Today's presentation

- Organizational change
- Simplicity
- The Ingredients
- Change and Emotions
- Rebooting the Agile Team
- The 5th Agile Value

Organizational Change

Organizational Change

“Can you help me Spin Up some Agile teams?”



It takes time to build an organization with mature Agile teams

... It doesn't happen overnight !



Whether we like it or not, change will happen...

There's a gap between the pace of change in the world
and the pace that an organization is changing



**Adapt and change, otherwise
organizations will not survive...**



Organizations have to be ready for change

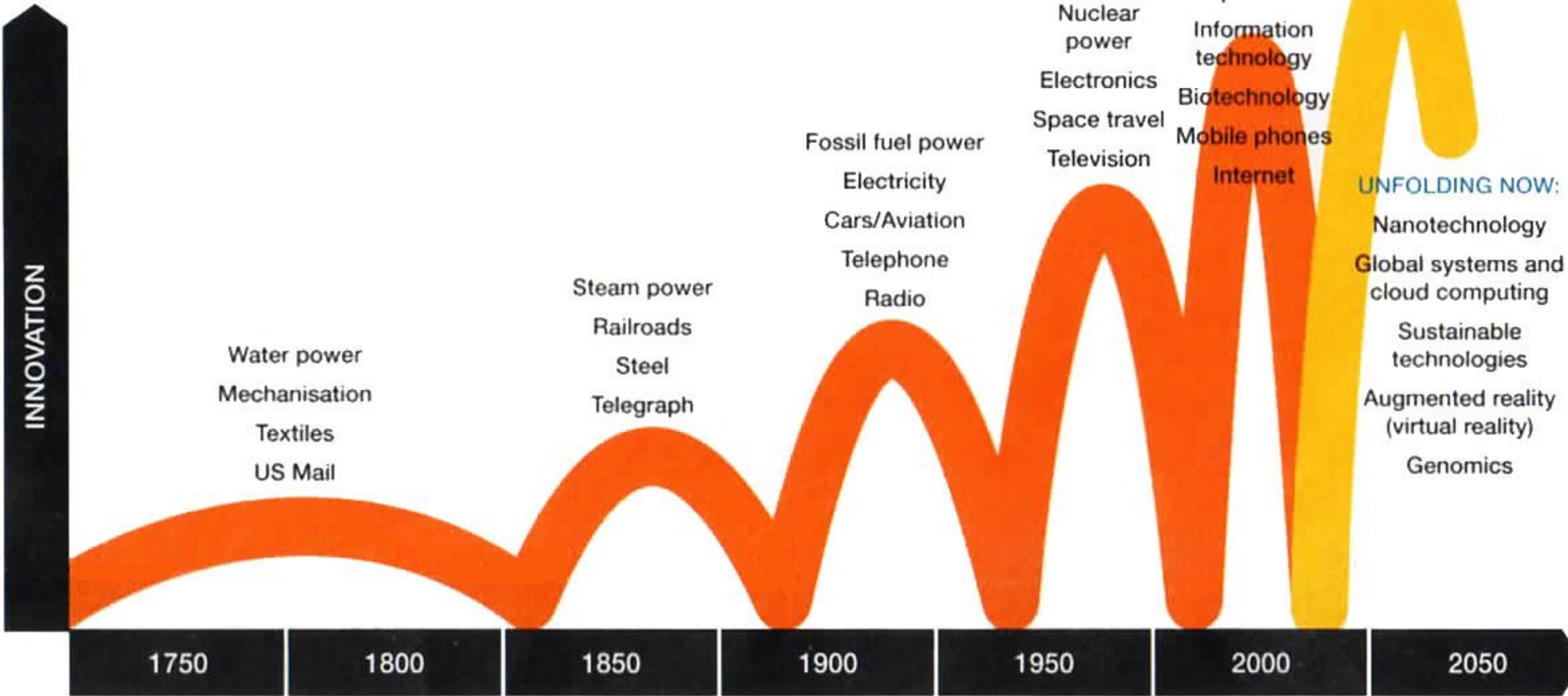
Creative Destruction

- Comes from the world of economics
- It is the art of renewing an organization from within



Historic waves of innovation

A historical overview shows how technological advancement is accelerating.



ADAPTED FROM WAVES OF INNOVATION MODEL, *THE NATURAL ADVANTAGE OF NATIONS*, K. HARGROVES AND M. SMITH. (2005)

Keep
it
Simple

“ La semplicità è la più grande sofisticatezza. ”

“ Simplicity is the ultimate sophistication. ”

LEONARDO DA VINCI

Simplicity is the key to an Italian recipe

A true Italian recipe uses
5 and 6 good quality
ingredients



It's just not the same...

Just because you have the recipe, doesn't mean that it will taste good!

As much as we try to make mom's recipe...

It's just not the same!





5 AUTHENTIC ITALIAN PASTAS WITH 5 INGREDIENTS

Simplicity and Agile

We think the **secret is not** so much in the **recipe itself**, but in **how you execute the recipe...**

This is why there seems to be **many people that have “the recipe”** to do Agile and yet there are numerous **stories of Agile failures...**

When we implement Agile we follow very **simple rules**, we **don't over complicate** it, and we have **minimal quality ingredients** in our approach...

6 Essentiel Ingredients

Leadership

We believe that leadership is required at all levels of an organization.



Team Coaching



Executive Coaching



Management Style

Management 3.0

It is the future of management, which is all about doing the **right thing for your team, involving everyone** in improving the system and **fostering employee engagement**.

Jurgen Appello



Management 3.0 promotes the same principles that we need to start the transformation of an Agile team

...



The Vision

But why is The Vision essential?

In Agile, a vision is crucial because of the speed that Agile is executed at...

- Deliverables are frequent
- Business needs change quickly
- You need a Vision of **what the team needs to achieve** and why, in order to help **maintain the team's focus**.



Engagement

Develop engagement at all levels of the organization...

- Management Participation
- Motivated team members
- People that take responsibility
- Promote a culture of change



With Agile we don't have time to be a tourist!



Quality

Building in Quality!

- Quality is built into the recipe
- Quality must be understood **at all stages** of the process
- Quality is a **key ingredient** for building a **good cadence**

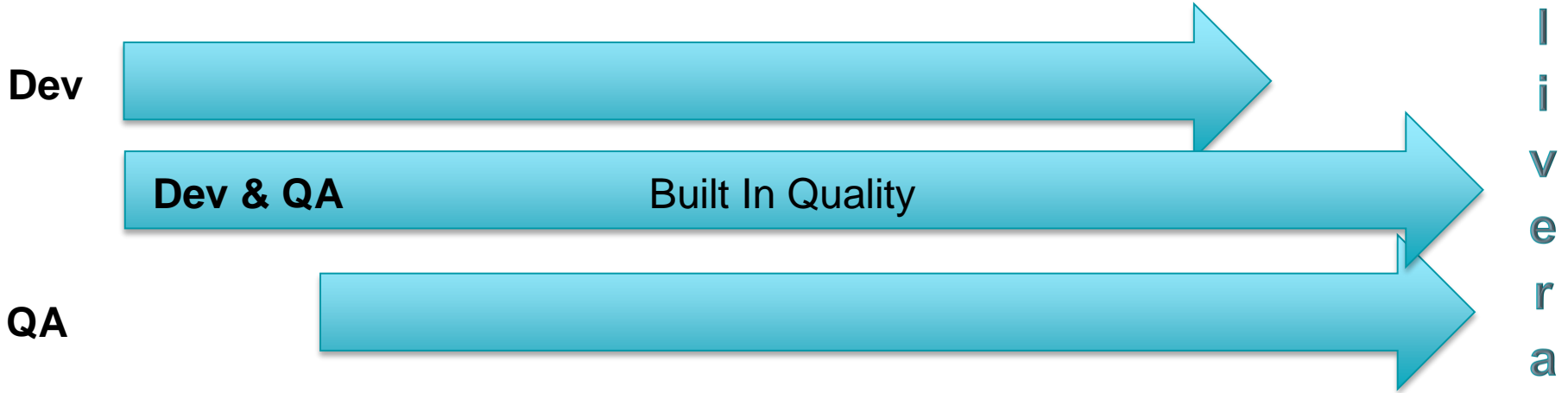


**Quality is one
of the core
principles of
Agile/Scrum!**



Quality

If your quality assurance is offset, this is not Building in Quality!!



One of the most common frAgile patterns!

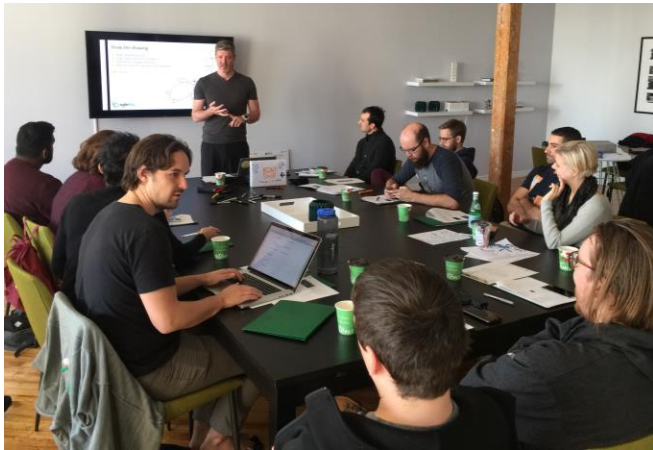


The Agile Coach

And finally the Chef...

A good Agile Coach knows how to blend all of the previous ingredients to achieve success.

The Agile Coach will know the right amount of each ingredient to make the Agile team successful!



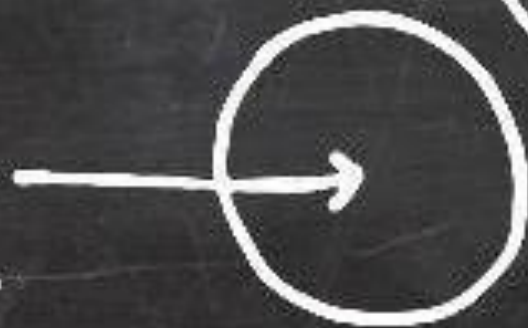


We are ready to reboot...

- Engaged management and developed the leadership
- Communicated the Vision
- Developed engagement and a quality strategy
- We have an amazing Agile Coach

**Let's not forget we are
dealing with humans...**

Your
Comfort
Zone



Where the
magic happens



The success of your Agile transformation will depend on being aware that emotions are part of the change process

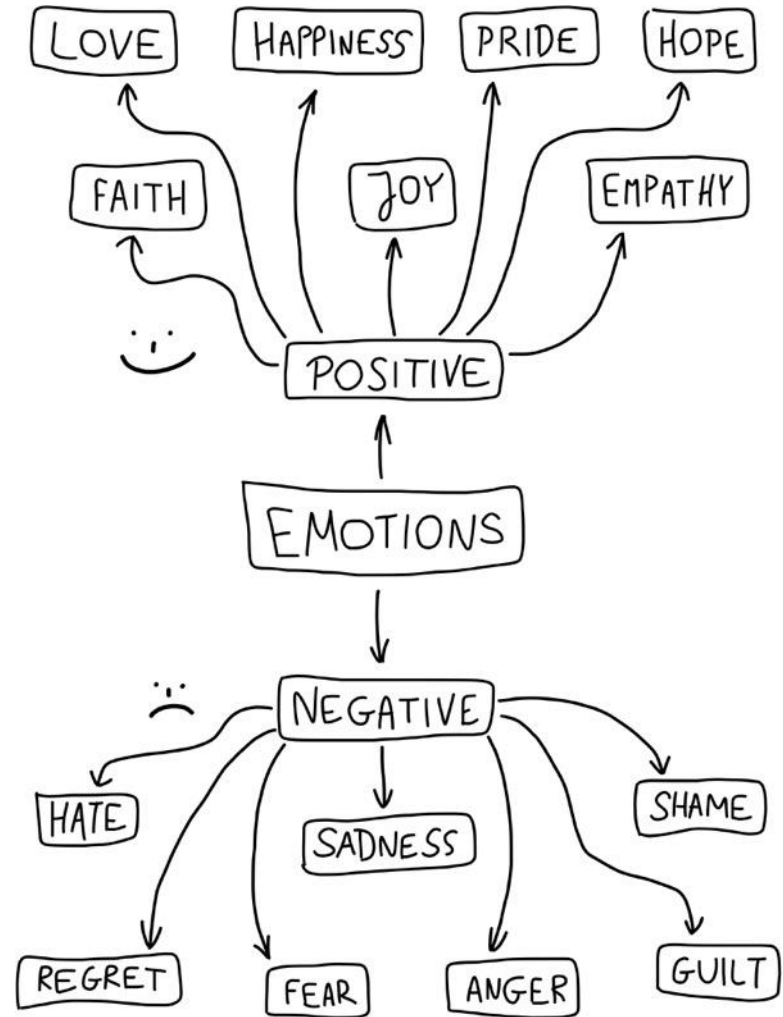
Emotions

➤ Positive emotions

makes us **feel good** and brings us to happy emotional state.

➤ Negative emotions

sap our energy and **kill our effectiveness**. In a negative emotional state, you don't feel like doing anything.

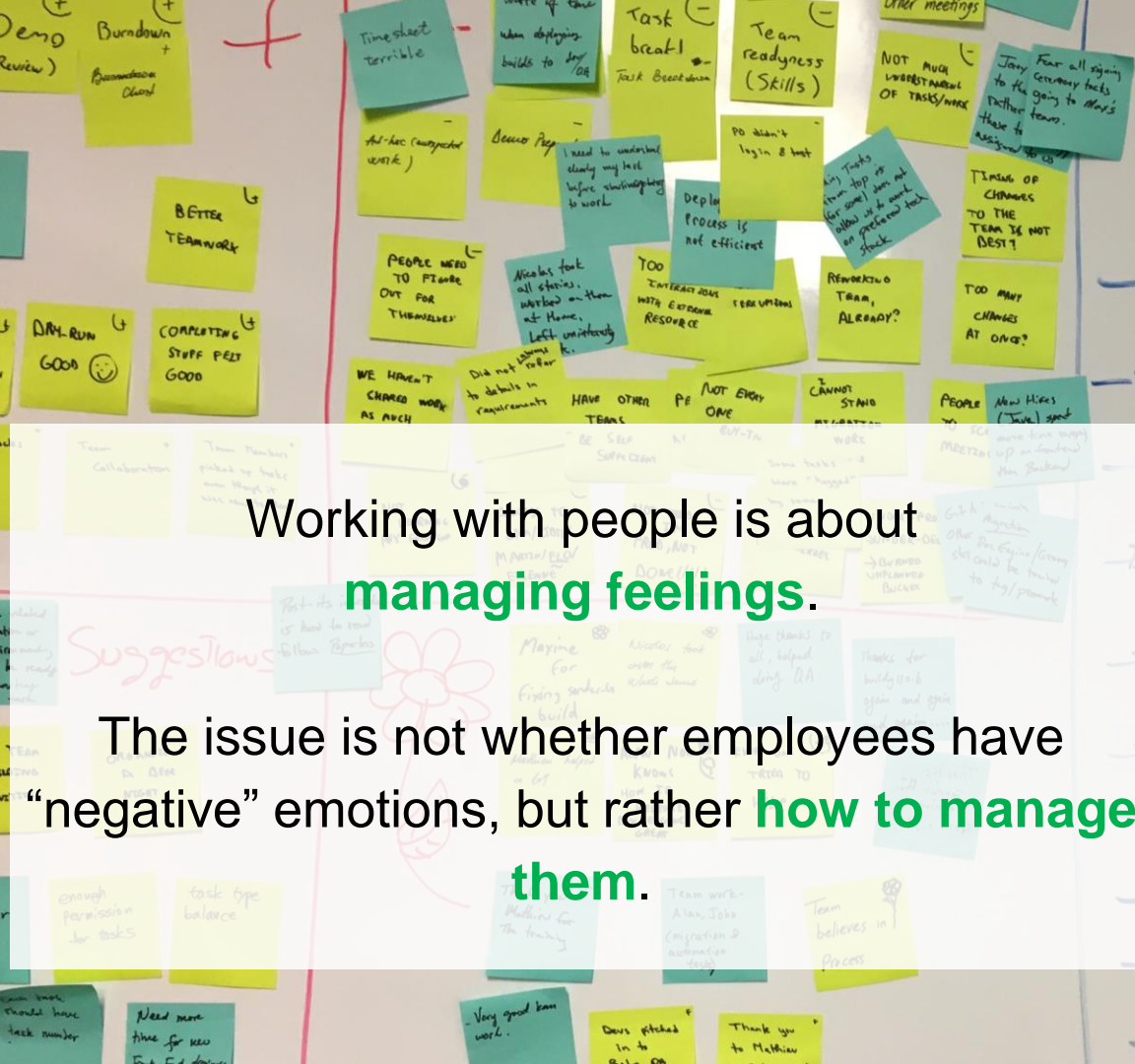


STATE OF MIND

- BUSINESS AS USUAL
- BULLSHIT
- NOT GOOD ENOUGH
- LEGENDARY
- OVERWHELMED
- TEAM WORK?
- ADJUSTING
- ROUGH
- COLLABORATION
- FRUSTRATION

Working with people is about **managing feelings.**

The issue is not whether employees have “negative” emotions, but rather **how to manage them.**



An iceberg floating in the ocean. The tip of the iceberg is above the water line and contains the text: Vision, Leadership, Management Style, Agile Coach, Engagement, and Quality. The much larger part of the iceberg is submerged below the water line and contains the text: Emotions.

Vision
Leadership
Engagement
Management Style
Quality
Agile Coach

Emotions

Change is Hard

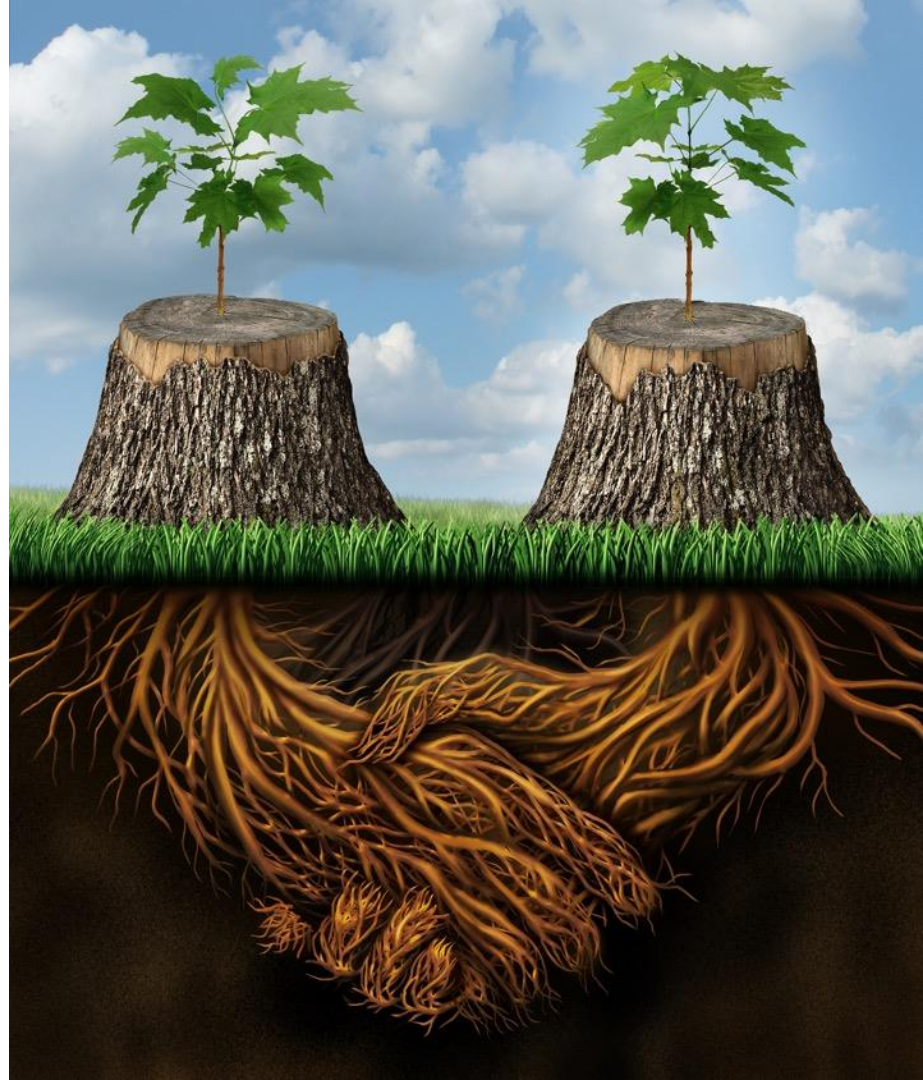
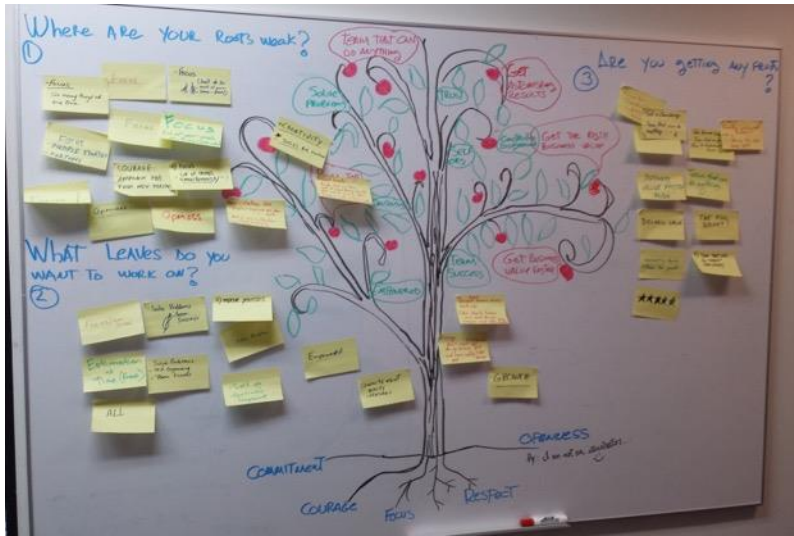
Companies that want their workers to contribute with their heads and hearts have to accept that emotions are essential to the new management style

Change

Change should be enabled from the top

but

it needs to take root and flourish from the bottom!



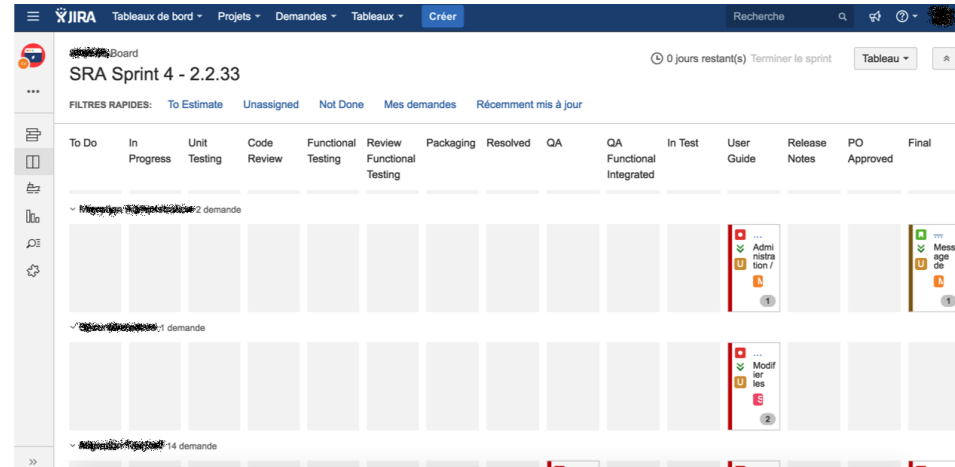
Rebooting the Agile Team

by **M**artin & **M**aurizio

Why reboot an Agile team?

Is your team "Wagile", very FrAgile or TrAgile?

- Your backlog contains thousands of tickets? Mostly tasks and a board with 15 columns?
- Project managers fill the role of Scrum masters?
- The team size is more than 20 persons?
- Your QA team is 2 sprints behind the dev team?
- Daily stand-up is a daily status reports?
- The Sprint planning takes 2 days and Sprints are never stable?
- ...



Reboot Your Team in 5 Sprints

Sprint 1: Run in the rain

Sprint 2: Thunderstruck

Sprint 3: Start the M&M pain machine

Sprint 4: Open-up and look at the sun

Sprint 5: Removing the training wheels



Sprint 1: Run in the rain





Sprint 1: The group has seen better days

- Deliveries are now difficult
- Lots of frustration in the team

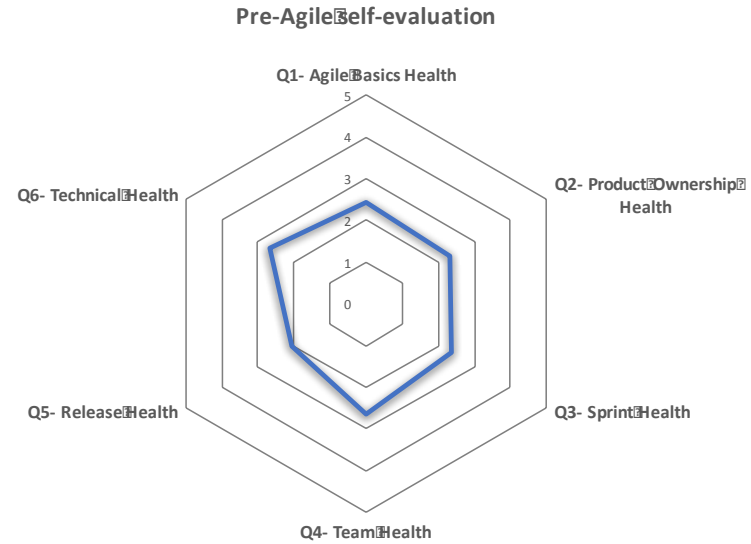


Sprint 1: Understand the team's current reality

Ingredient:
Agile Coach

- Not the time for changes
- Coaches time to listen
- Discussions with group members

Sprint 1: Understand why it's always raining



- What is causing problems
- Diagnose what is happening in the team

Sprint 1: Define the path to the sun

- Create an iterative change roadmap
- Understand the destination

- Communicate = Trust in the upcoming change

Ingredient:
Vision




Sprint 2: Thunderstruck

A hand holding a lightning bolt against a stormy sky. The hand is clenched in a fist, gripping a bright white lightning bolt that branches out across a dark, cloudy sky. The lightning bolt is the central focus, with its main stem running vertically through the center of the hand and branching out horizontally and diagonally. The sky is a deep, dark blue with lighter, wispy clouds. The hand is positioned in the lower right quadrant, with the fingers curled around the lightning bolt. The overall mood is one of power, strength, and resilience.

• **Courage!**

Sprint 2: Break the status quo

A dramatic landscape featuring a large, leafy tree standing in a field of tall grass. The sky is dark and stormy, with several bright lightning bolts striking down. The overall mood is intense and powerful.

Ingredient:
Agile Coach

- Training
- Common Vocabulary

Sprint 2: Creative-Destruction

DEFINITION OF DONE

- NO BLOCKERS OR MAJOR DEFECTS LEFT
- ACCEPTANCE CRITERIA VALIDATED & MET
- BUILDS ARE PASSING
- DEPLOYED ON QA ENVIRONMENT
- TEST CASES CREATED & EXECUTED
- TEST CASES CREATED & EXECUTED
COMMITTED + PUSHED TO SOURCE CONTROL
- TEST CASES CREATED & EXECUTED
COMMITTED + PUSHED TO SOURCE CONTROL
WRITTEN + PASS (UI+UNIT+API)
- TEST CASES CREATED & EXECUTED
COMMITTED + PUSHED TO SOURCE CONTROL
WRITTEN + PASS (UI+UNIT+API)
PEER REVIEW MET
- TEST CASES CREATED & EXECUTED
COMMITTED + PUSHED TO SOURCE CONTROL
WRITTEN + PASS (UI+UNIT+API)
PEER REVIEW MET
SERIALIZED
- TEST CASES CREATED & EXECUTED
COMMITTED + PUSHED TO SOURCE CONTROL
WRITTEN + PASS (UI+UNIT+API)
PEER REVIEW MET
SERIALIZED
VALIDATED

Ingredient:
Leadership

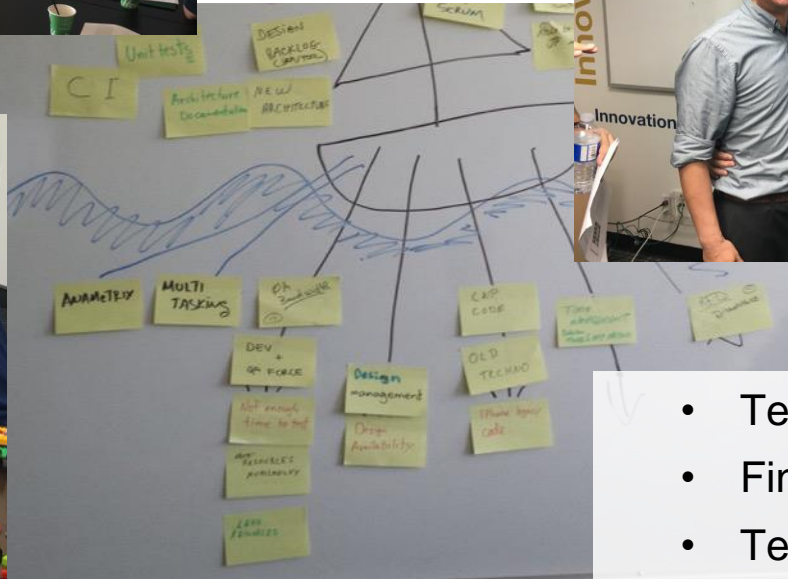
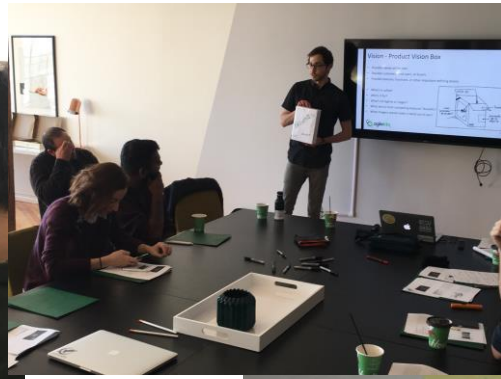
- Backlog
- Scrum Board
- Definition of Done

Sprint 2: Discover motivated individuals

- Find creative people
- Help talent to emerge
- Identify future champions




Sprint 2: Manage negative emotion



Ingredient:
Agile Coach

- Team activities
- Find the anchors
- Tell stories



**Sprint 3: Start the
M&M pain machine**



Sprint 3: Live the pain with the team



Ingredient:
Engagement



- Crossing the desert
- Favor communication
- Manage emotions

Sprint 3: Fail, fail fast



Ingredient:
Leadership

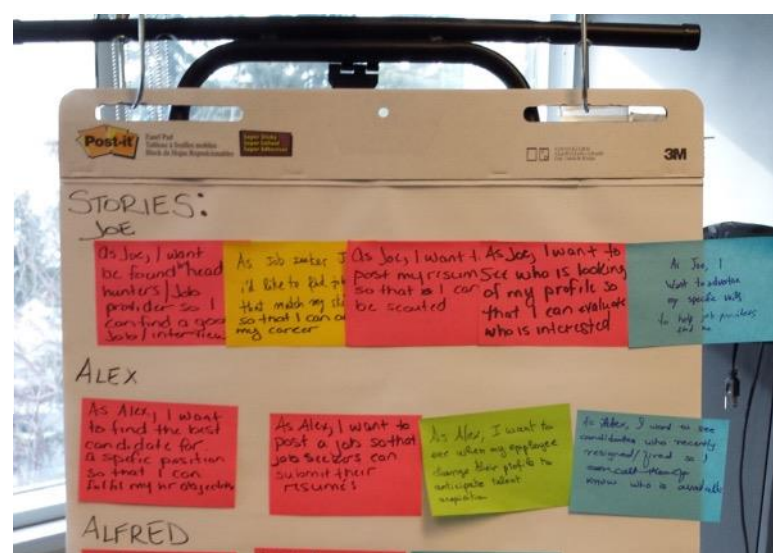
- Quit the superman syndrome
- Strengths & weaknesses
- Failing the demo

Sprint 3: Deliver nothing and manage frustration

We need to:

- Guide the Product Owner in planning the rollout of the product
- Mentor the Scrum Master how to help the team based on the lessons learnt
- Help team members collaborate better
- Manage the « Work in progress » with the team

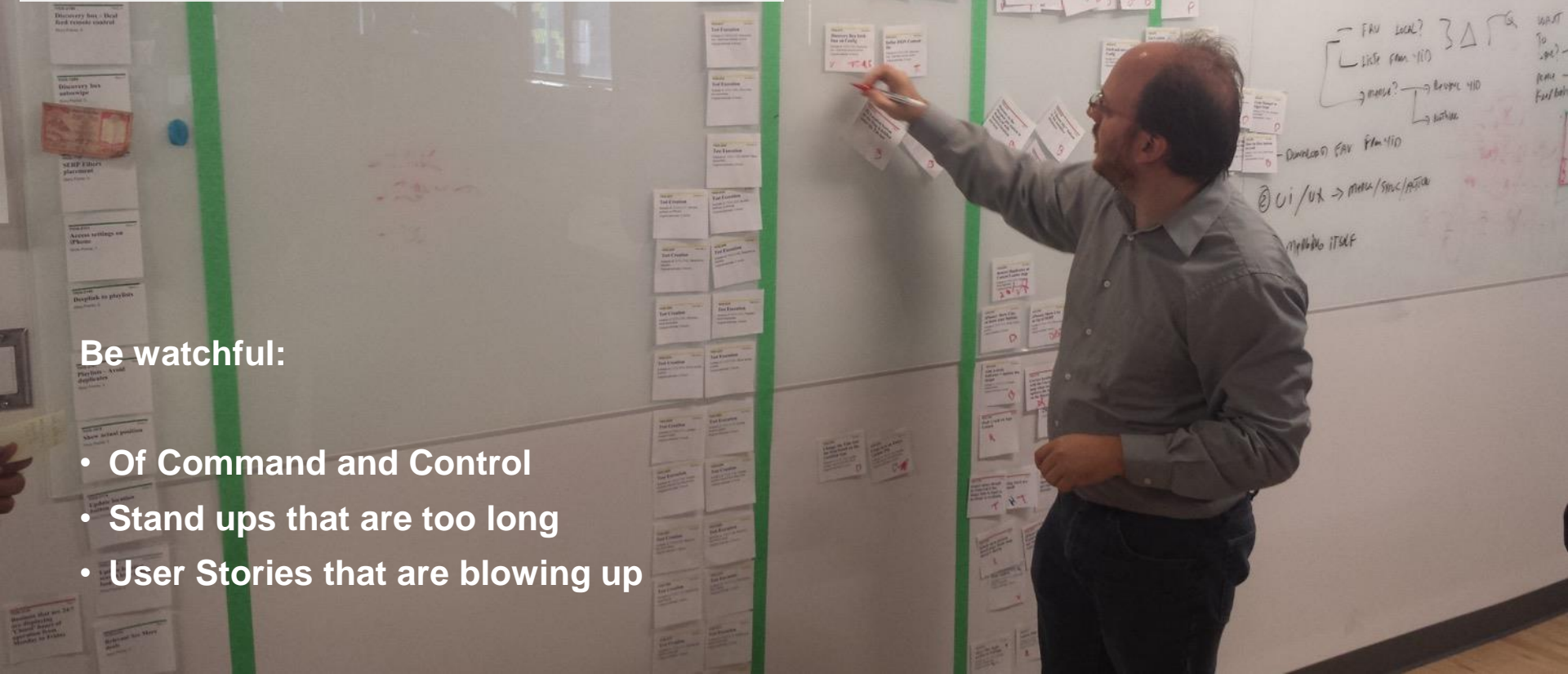
Ingredient:
Agile Coach



Sprint 3: Break the frAgile temptations from the start

Be watchful:

- Of Command and Control
- Stand ups that are too long
- User Stories that are blowing up



Sprint 4: Open-up and look at the sun



Sprint 4: Crossing the edge



Ingredients:
Engagement
Quality

The team metamorphosis

- Working software
- Building in Quality
- Trust Mindset

Sprint 4: Promote a group mindset approach

- Promote fun at work
- Powerful Agile team
- Team is becoming self-organized





Sprint 4: Deliver working products to customer

Ingredient:
Quality

- Value is in working software
- Small chunks allow the client to provide valuable feedback

Sprint 4: Repeat success and make benefits visible



Ingredient:
Mgmt. Style

- Release planning
- Story mapping
- Refinement sessions
- Dynamic sprint planning

Sprint 5: Removing the training wheels



Sprint 5: The performing stage of an Agile team

- Mastering of tools and techniques
- Team of Agile Masters promoting Agile values


Ingredients:
Vision
Leadership
Mgmt. Style
Engagement
Quality



Sprint 5: Train next teams and scale



- Promote techniques between teams
- Beware comparing teams, not same maturity



Sprint 5: Grow the Agile mindset in the organization

- Meta-Scrum
- Product Owner collaboration
- Managing at the feature level

Sprint 5: Start promoting

GOING VIRAL



loading...

LEAN COFFEE

How it works...

Bring your own coffee!

Bring your ideas and your questions

Topic..... Agile Roll Out
Who's Welcome... **EVERYONE**

When..... Wednesday March 29th
Time..... 9:45 am
Location..... The Kitchen

There will also be a snack

M&M

Transformation Canvas

Strategic Canvas for the Reboot of an Agile Team

Team Name:

Reboot Assessment Date:

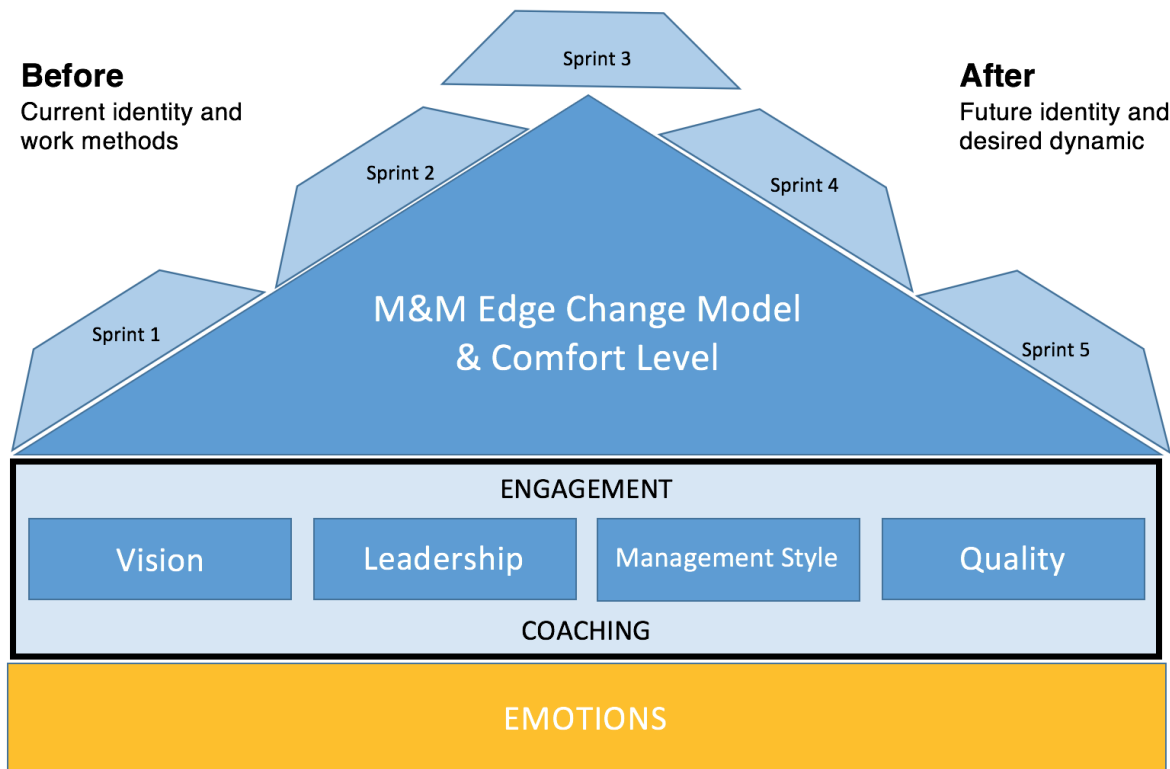
Strategic Canvas for Rebooting an Agile Team				
<p>Leadership <i>Are your leaders focused on Command and Control? Describe how teams are currently organizing themselves today.</i></p>	<p>Vision <i>What kind of value do you want the teams to deliver in the short-term?</i></p>	<p>Management Style <i>Describe the management style of the current leaders in the organization.</i></p>	<p>Quality <i>What is the quality strategy of the team?</i></p>	<p>Engagement <i>Who will support change and promote it in the organization?</i></p>
<p>What is the current emotional state of the team on the essential ingredients?</p> <p><i>The more positive the emotions are the beginning of the reboot, the more painful the intervention will be...</i></p>				
Reboot Dimensions				
<p>Product Definition <i>Vision? In what state is the backlog?</i></p>	<p>Team and Roles <i>Do you have the right roles defined for an Agile team and do you have the right skilled people to fill the roles?</i></p>	<p>Processes <i>Does your current process look like a waterfall process masquerading as Scrum?</i></p>	<p>Deliverable <i>Is the delivery cycle fostering Business Value?</i></p>	



Strategic Canvas for the Reboot of an Agile Team

Team Name:

Reboot Assessment Date:



Before

Current identity and work methods

After

Future identity and desired dynamic



Key Takeaways

Key Takeaways

Start with the essential ingredients: leadership, management style, The Vision, Engagement, Quality and an Agile Coach.

Emotions are an inevitable part of any organizational change process.



Emotions

Key Takeaways

Employees do not resist change per se but rather, the impact of the change on them.



Use a modern Management Style.



Key Takeaways

When you are trying to reboot an Agile team, you need to have a clear action plan and be organized on the execution of that plan!



But let's not forget Simplicity...

Commit to deliver as a team!


Deliver what makes sense, even if it is a sprint of just one Story!

Stay with the basics!

Deliver working quality software answering the questions Who, What and Why!



**The 5th Agile
Value**



Have fun at work
beyond
following the recipe!



exempio

People Process Tools QA



Thank You!



MARTIN LAPOINTE • AGILEKLIX • ML@AGILEKLIX.COM

MAURIZIO MANCINI • EXEMPIO • [@QAANDPROCESSGUY](https://www.qaandprocessguy.com) • EXEMPIO.COM

Reference Books

