How to Reboot Your Agile Team

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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

- [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!
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.

UNFOLDING NOW:
- Nanotechnology
- Global systems and cloud computing
- Sustainable technologies
- Augmented reality (virtual reality)
- Genomics

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!
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.

Executive Coaching

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

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

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

Ingredient: Agile Coach
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

- Courage!
Sprint 2: Break the status quo

- Training
- Common Vocabulary

Ingredient: Agile Coach
Sprint 2: Creative-Destruction

- 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

- Team activities
- Find the anchors
- Tell stories

Ingredient: Agile Coach
Sprint 3: Start the M&M pain machine
Sprint 3: Live the pain with the team

- Crossing the desert
- Favor communication
- Manage emotions

Ingredient: Engagement
Sprint 3: Fail, fail fast

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

Ingredient: Leadership
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
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

The team metamorphosis

Ingredients:
- Engagement
- Quality

- 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

- Value is in working software
- Small chunks allow the client to provide valuable feedback
Sprint 4: Repeat success and make benefits visible

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

Ingredient: Mgmt. Style
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...
M&M
Transformation
Canvas
### Strategic Canvas for Rebooting an Agile Team

#### Leadership
Are your leaders focused on Command and Control? Describe how teams are currently organizing themselves today.

#### Vision
What kind of value do you want the teams to deliver in the short-term?

#### Management Style
Describe the management style of the current leaders in the organization.

#### Quality
What is the quality strategy of the team?

#### Engagement
Who will support change and promote it in the organization?

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**What is the current emotional state of the team on the essential ingredients?**

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*The more positive the emotions are the beginning of the reboot, the more painful the intervention will be...*

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#### Reboot Dimensions

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<th><strong>Product Definition</strong></th>
<th><strong>Team and Roles</strong></th>
<th><strong>Processes</strong></th>
<th><strong>Deliverable</strong></th>
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<tr>
<td>Vision? In what state is the backlog?</td>
<td>Do you have the right roles defined for an Agile team and do you have the right skilled people to fill the roles?</td>
<td>Does your current process look like a waterfall process masquerading as Scrum?</td>
<td>Is the delivery cycle fostering Business Value?</td>
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*Image credit to: [agileklix](http://www.agileklix.com) / [exempio](http://www.exempio.com) | [Agile Team M&M Reboot Canvas 2.0](http://www.agileklix.com) / April 2017*
Strategic Canvas for the Reboot of an Agile Team

Before
Current identity and work methods

M&M Edge Change Model & Comfort Level

After
Future identity and desired dynamic

ENGAGEMENT
Vision | Leadership | Management Style | Quality

COACHING

EMOTIONS
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.
Key Takeaways

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

Use a modern Management Style.
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!
Thank You!

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Reference Books