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| **Background** | |
| An organisation has introduced UX Design as a mechanism to improve experience and reduce costs of transactions. New teams have been formed to change process and implementation throughout the organisation.  This team is specifically tasked with improving UX, the time to serve and the cost of each transaction, but has limited knowledge of working Agile.  I am working with the team to embed Agile-like practices in order to make the most progress we can in the shortest time. | |
| **Current Conditions** | |
| * Foundations stage in good progress * Fundamentals are being revised and embedded through practice * Existing Process Coach leaving in three weeks and there is a need for a handover and accelerated learning. | |
| **Goals & Targets** | |
| * Self sufficient team able to conduct own ceremonies * Understand the Scrum SDLC, can explain it and see where their process falls short * Embedded Continuous Improvement * Completed stories each iteration * Managed retrospective results * Plan for cross-skilling of team members * Understanding the needs of stakeholders, not least the IT teams for which designs are provided and the project management | |
| **Analysis of why the problem exists** | |
| * This is a new team with little IT engagement experience * Agile is a new methodology with strong philosophy not necessarily complimentary to existing practices * Strong, directive management of tasks is the default culture | |
| **Countermeasures: what can be done to improve the current conditions** | |
|  | * Team level coaching and mentoring in ceremonies * Ceremony facilitation with time box management * One-on-one sessions with team members * Leading by example: Production of artefacts by coach and coach initiated conversations. Impediment removal and clear communication of goals, expectations and vision. * Good written communications and presentations where appropriate * On-going, across simplification, workshops and brown bag meetings. * Formal Training where identified, as appropriate. * Coach and training networked influencers first. * Develop a communication channel through networked influencers * Protecting teams from external pressures and influencers, where possible. |
| **Plan for implementation** | |
| 2 Months  6 Months  4 Months   1. ***Foundation (0-3 months)***    1. Answer the question: What is agile?    2. Effective visual work boards – setting up and reading    3. The schedule of ceremonies and an introduction to Scrum    4. Introduce Continuous Improvement and retrospectives    5. How to keep stakeholders happy 2. ***Agile Fundamentals (0-6 months)***    1. Values and principles.    2. Roles and responsibilities    3. Epic and story, breaking out one from the other    4. Release Forecasting & story mapping    5. Good Story writing: CCC & INVEST    6. Minimum Viable Products    7. Timeboxes and facilitation for better ceremonies    8. Reporting and governance with metrics and commitment    9. The dangers and consequences of unclear priorities 3. ***Acceleration (3-9 months)***    1. Management by exception    2. Technology choices: Technology and structures that hold up progress    3. The advanced Product Owner    4. Automation & Technical practices       1. Acceptance criteria & testing first development       2. Continuous Delivery       3. Specification by example    5. Growing People:       1. Autonomy and responsibility       2. Recruitment and people acquisition – induction programmes, playbooks and follow ups       3. SCARF       4. Flow; lean, fast feedback and theory of constraints 4. ***Continuous Improvement (On-going)***    1. Improving & changing retrospectives    2. Meeting other agile teams and organisations    3. Taking time for innovation and thinking    4. Periodic external reviews and the agile maturity model | |
| **Follow up – how do we know it’s worked?** | |
| * Completed iterations where work promised is delivered within the iteration * Team is able conduct own ceremonies * Agile schedule is kept regardless of absenteeism or management involvement * The team focusses on priority work and this is well understood * Retrospective actions are completed and finished. | |