



Driving Teams  
Where the Rubber Meets the Roadmap

# Steve Dempson

CAL POLY POMONA



- 2/19 – Driving Teams
- 10/18 - ScrumMasters
- 9/18 – Accountability
- 5/15 – Watch the Board
- 4/13 – Agile-Waterfall Impedance Mismatch
- 4/12 – ScrumBan



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CAPITAL GROUP™

FOOD - EXIT 257



# Which Gear Are You In?



# Which Gear Are You In?





Driving Teams  
Where the Rubber Meets the Roadmap



# We Blaze Our Own Trail



# Or Enhance a Highway



# We Get Going



# Accountability & Planning



1<sup>st</sup> Gear vs 5<sup>th</sup> Gear, & Integration

# Accountability & Planning

Build projects around motivated individuals.  
Give them the environment and support they need,  
and trust them to get the job done.

<http://agilemanifesto.org/principles.html>

# Accountability & Planning



Visibility

# Accountability & Planning

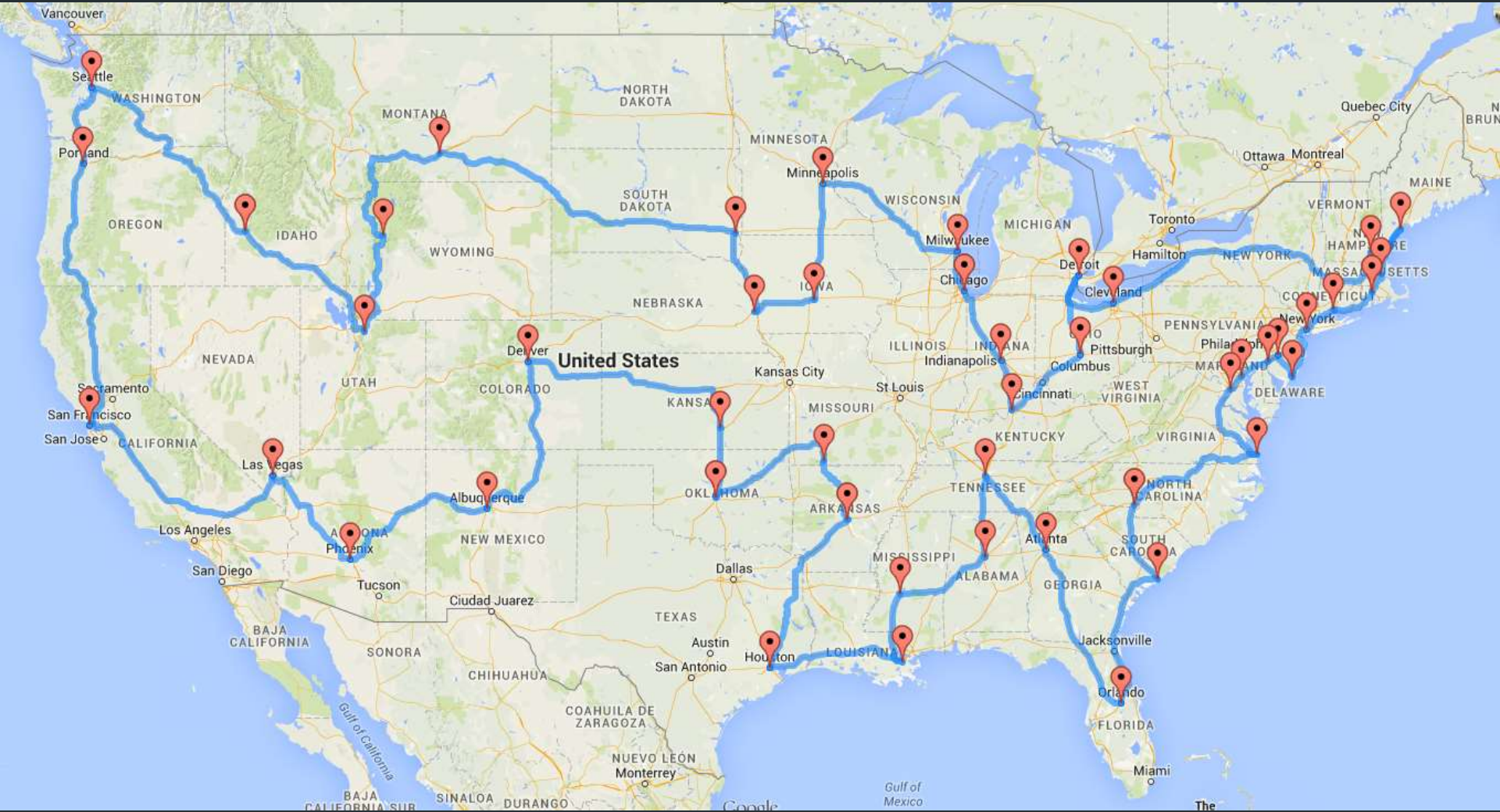


Visibility

# It's a Journey



# It's a Journey



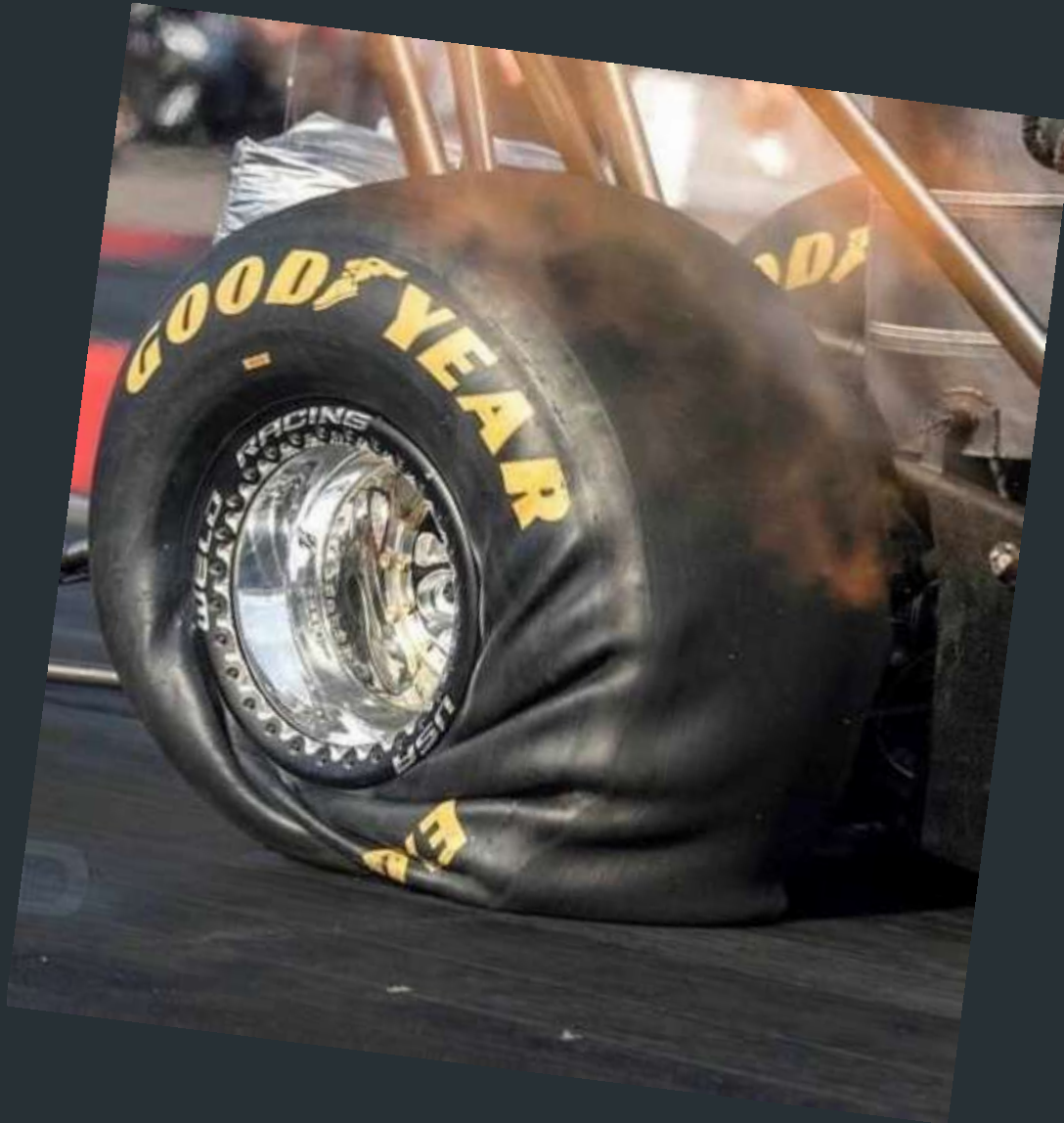
# New ScrumMaster (1<sup>st</sup> Gear)



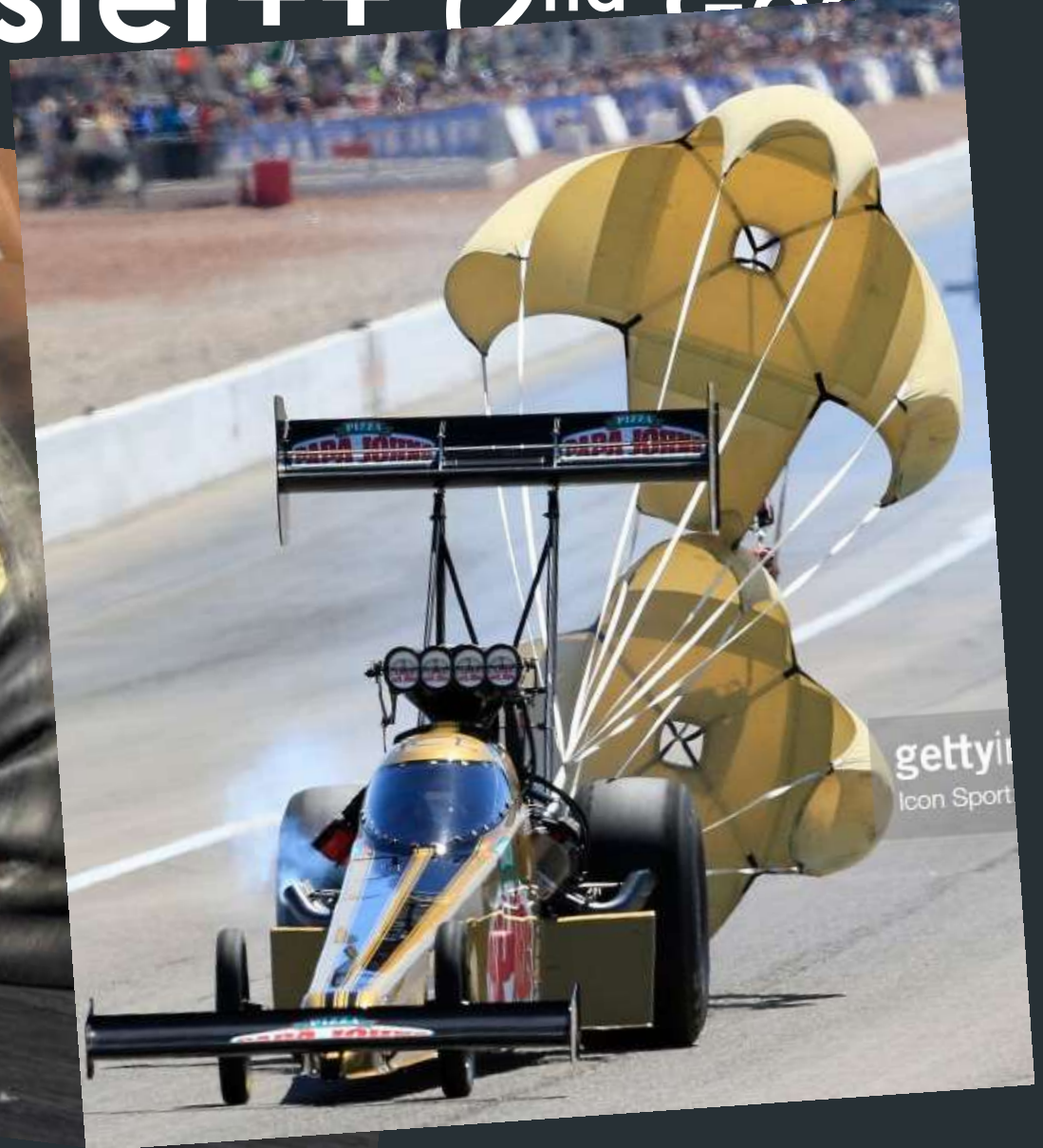
# New ScrumMaster (1<sup>st</sup> Gear)



# ScrumMaster++ (2<sup>nd</sup> Gear)



# ScrumMaster++ (2nd Gear)



# ScrumMaster++ (2nd Year)



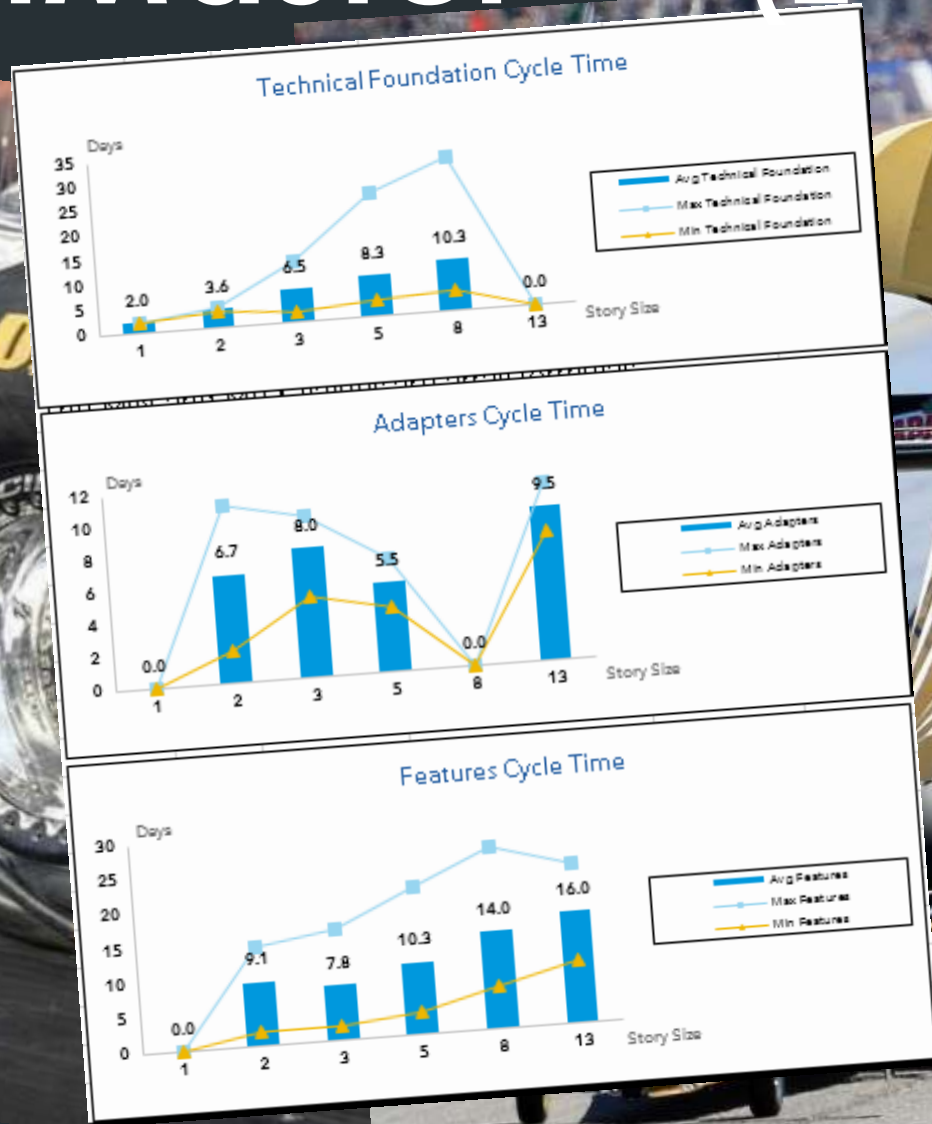
- ALISTAIR COCKBURN

## AGILE SAFETY NET

\* BEFORE GETTING THE REWARD OF A SIMPLER DEVELOPMENT PROCESS, THIS SAFETY NET MUST BE PUT IN PLACE FOR THE TEAM:

- TEAM IN SMALL DISTANCE FROM EACH OTHER
- AUTOMATED TOOL USED FOR CONTINUOUS INTEGRATION, RESULTS POSTED AS INFO. RADIATOR
- AUTOMATED INTEGRATION TESTS RUN DAILY AGAINST SMALL, INCREMENTAL CODE CHECK-INS THAT HAVE FIRST BEEN UNIT-TESTED AUTOMATICALLY
- SPONSOR, KEY USERS VISIT & PROVIDE FEEDBACK TO THE TEAM OFTEN
- TEAM DELIVERS RUNNING TESTED FEATURES TO REAL USERS WEEKLY, MONTHLY, OR QUARTERLY
- AFTER EACH DELIVERY, TEAM, SPONSOR, & KEY USERS REVIEW MISSION, QUALITY, & WORKING CONVENTIONS

# ScrumMaster++ (2<sup>nd</sup> Gear)



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Icon Sport

# ScrumMaster++ (2<sup>nd</sup> Gear)



# Increase Velocity



gettyimages®  
Bettmann

Continuous Improvement

# Increase Velocity



Remove Impediments, Improve Practices

# Increase Velocity



Did we head in the right direction?

# Catalyst - Milestone

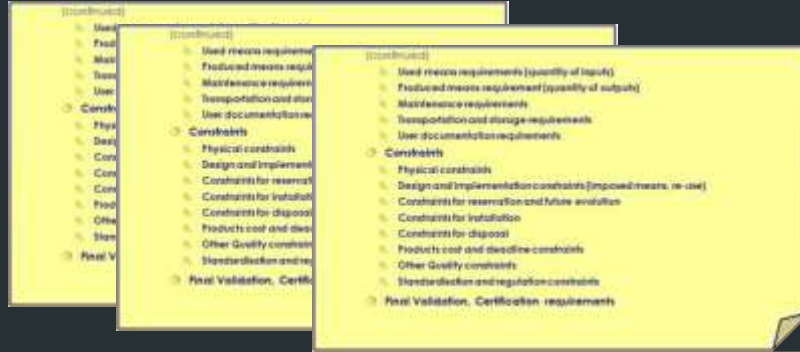


Missed Delivery or Deliberate?

# Catalyst - Fear

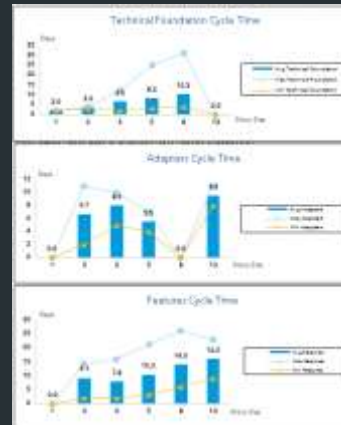
## Requirements

Sum

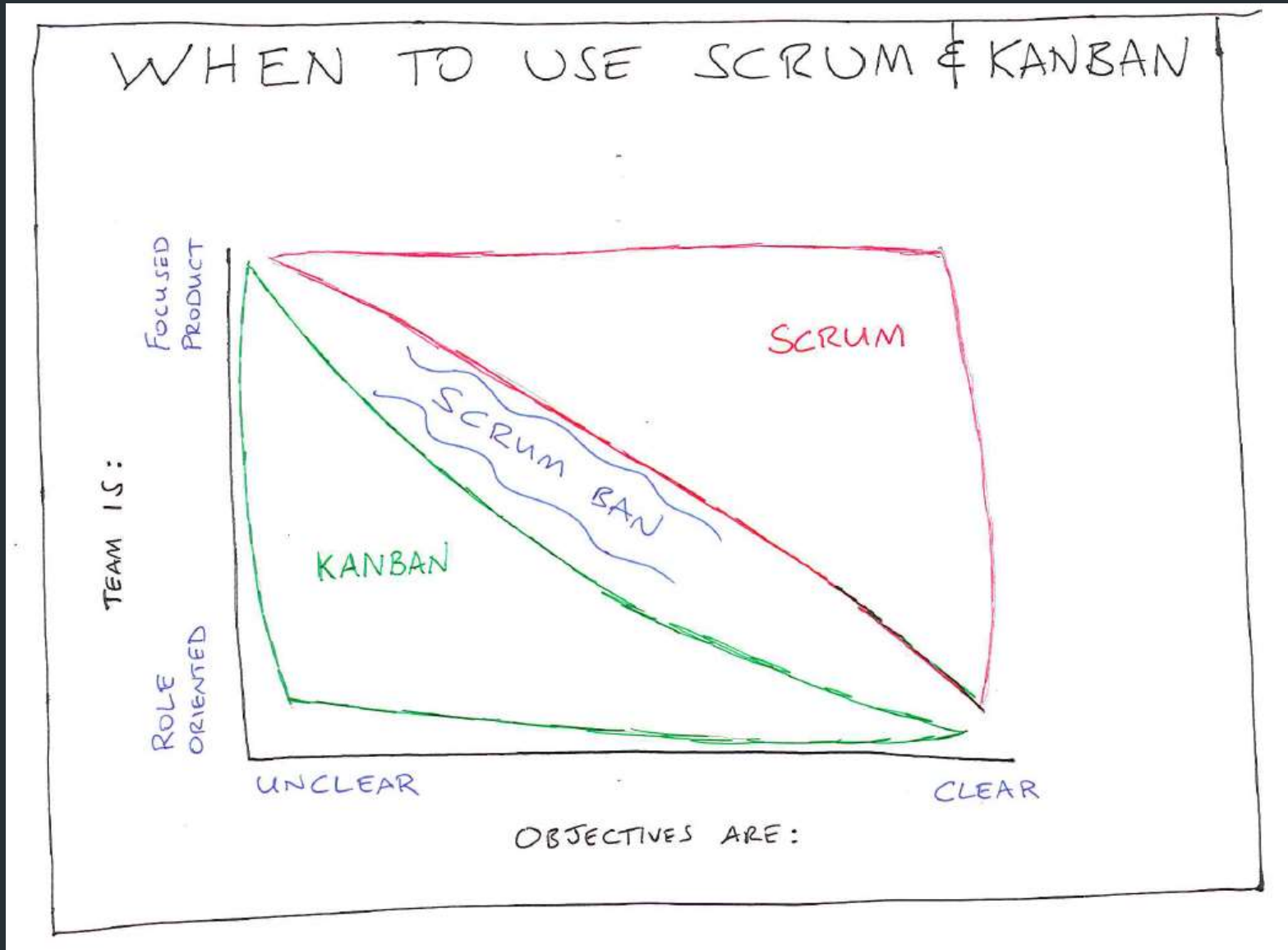


## Delivery

Sum



# The Debates



# The Debates

WHEN TO

## Big Plan Up Front

vs.

## Doing/Being Agile

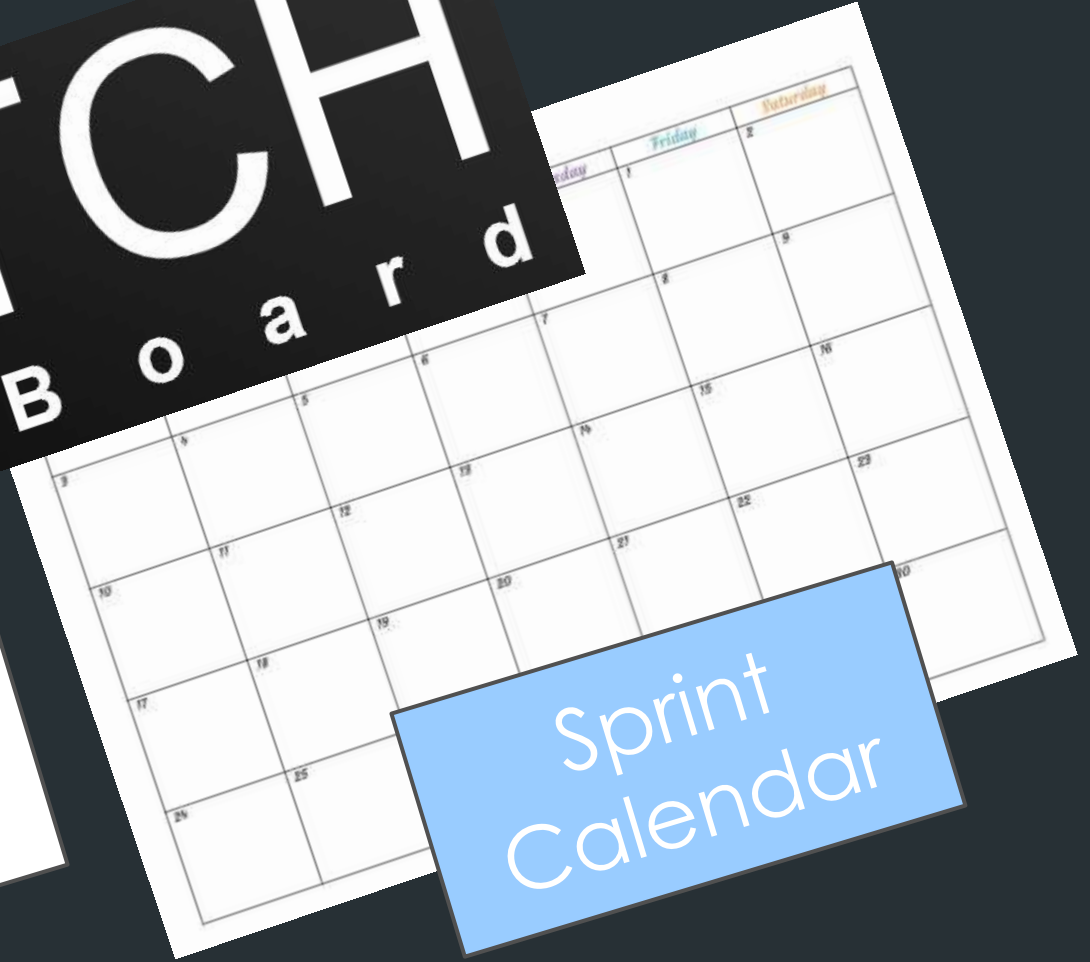
(Fear: We are not supposed to plan, we  
are supposed to just keep adapting)  
→ Myth

# Beyond the Frameworks

**WATCH**  
The Board

Daily  
Standup

Sprint  
Calendar



W

A

T

C

H

Who

Accountability

Test

Card

Help

Why

Average Time

Tech.

Conversation

What

Confirmation

Where

When



# Roadmap (Epic Plan)



# Example Daily Stand-Up Agenda

*In Daily Stand-Ups, focus on work expected to complete, impacts, blocks*



## Step 1 Quick Intro

**2-Minute max** – Facilitator quick clarifications on current tasks:

- Who needs work
- Update on blocks
- Critical task updates

## Step 2 Amigos per Story

**~1 min. per story:**

- **Completed** task, **who** needs to know
- **Next** task expected complete (why not today)
- **Impacts & blocks** on team

*Lower level discussion saved until Post Stand-Up*

## Step 3 Post Stand- Up

- **Announcements** from Pigs & Chickens
- **Facilitator closes Stand-Up**
- **Post Stand-Up:** Lower level discussion for tasks, stories, blocks

**Step 1**  
Quick Intro

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**Step 3**  
Post Stand-Up

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Camelback

Story	Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri
#123		Conv.	1 <sup>st</sup> Build	Man. Test	2 <sup>nd</sup> Build	Man, auto test	Final dep.	Conf Doc		
#456		Conv.	Only Build	Man. Test	Man. Test		Man, auto test	Final dep.	Conf Doc	

RZ MOBILE ADS

# Sprint Calendar: Cadence + Teamwork

Story	Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri
#123		Conv	1 <sup>st</sup> Build	Man. Test	2 <sup>nd</sup> Build	Man, auto test	Final dep.	Conf Doc		
#456		Conv	Only Build	Man. Test	Man. Test	Data	Man, auto test	Final dep.	Conf Doc	

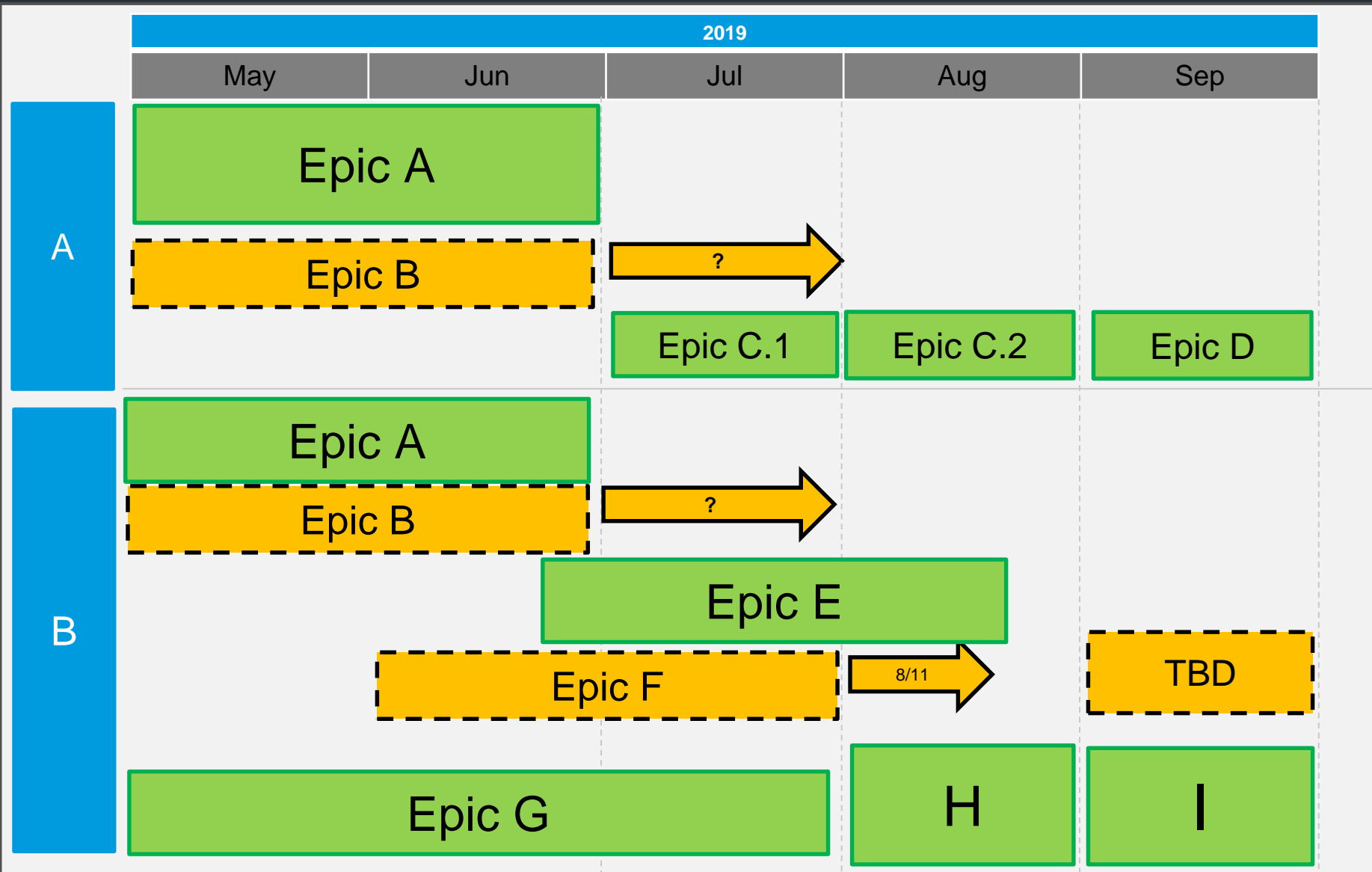
Analysis	Code	Test
----------	------	------

# Sprint Calendar

(Show It's possible)

Ref Data Entry	Dev	QA	Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri	Mon & Status	
	5/4	5/5	5/6	5/7	5/8	5/9	5/10	5/11	5/12	5/13	5/14	5/15	5/16	
Team	AI	AI	AI	AI	AI	AI	AI	AI	AI	AI	AI	AI	AI	
1013 Web service (1) Demo	Person	Person		Fix Push		POP dev		Code done (24-24)	Demo prep POP	Fix POP		Review Priority	Unit test done auto done	On track - Finish RQM dev
1124 Jazel Piter (1) Demo	Person	Person	Code start	SHOL, INYSR, JFAM done			Code done branch issue	Man. & Auto test start			Replay Man. test Done		Auto done	Test start late in Sprint - Bug blocking
1171 R&RD Gal.	Person	Person			Review est.	Review est.	Final est. due	Meet with prog.						On track
714 Ract Fields	Person	Person		Code		Code Start	Code Done	Test Start					Code change Auto done Man test done	Req change - Only 2 fields now
1112 Toggle (1) Demo	Person	Person	Toggle off everything but Asset	MIKE, INYMS done		Need test date		Code Done	test start			Demo prep Test Done (24)		Complete
1113 Bambus (1) Demo	Person			push issue	Need task dates	build config issue						Final configuration. Re-prioritize tasks Demo prep		Complete
1112 in Resp	Person	Person		Code		Code done & pulled		test start					Logging change Auto done Man test done	On track - logging change in process
1170 WP testing	Person			Prereq test	Asset test	MP Test Done (24)								Complete
1177 CND	Person			add to Remedy		Get CRDA								Complete
1147 POP Dev RQM	Person													Complete
1199 New Order & Some bonus refactoring	Person	Person				Test Start Unit test start	Wait for vendor vis	Code Done (24)		Man. test done	Get auto test date			Miss 21 Del. address sheet
1181 Vendor Validation	Person	Person		push block		Test Start	Unit test failure (JBL) DMVK help with thread	Code Done		Man. test start	Get test date	Code fix		Miss 127 Del. test sheet. Issue found in test list
1186 Update Order	Person					Wait for New				Code start (24)		Get code date	Code due	Miss 210 Scope Add Del. code & test date
1411, 1414 Ord. Clp. Hw. & IDs	Person									Code start	Code Done	Man. test done		Complete
1185 New Trade	Person	Person		Code Done Test Start						Get test date				Miss 21 Del. address
1186 Update Trade	Person	Person		Code Done						Get test date				Miss 21 Del. address
1187 Real Estimate	Person						Rel f est. done							On track
1188 Comp. Order Resp.	Person						Code Done							Complete
1194 New Comp.	Person						Code Start			Code done			Code due	Miss 210 Del. address
1435 Log	DMVK									Code Start			Code End	On track, resolving Xwing error
1199, 1204, 1205 New, Update, Cancel Peer Order	Person												Code due	Miss 210 Del. sheet
Cancel Order	Person												Code start Code done	Miss 210 Del. test sheet

# Epic Plan (Release Plan)

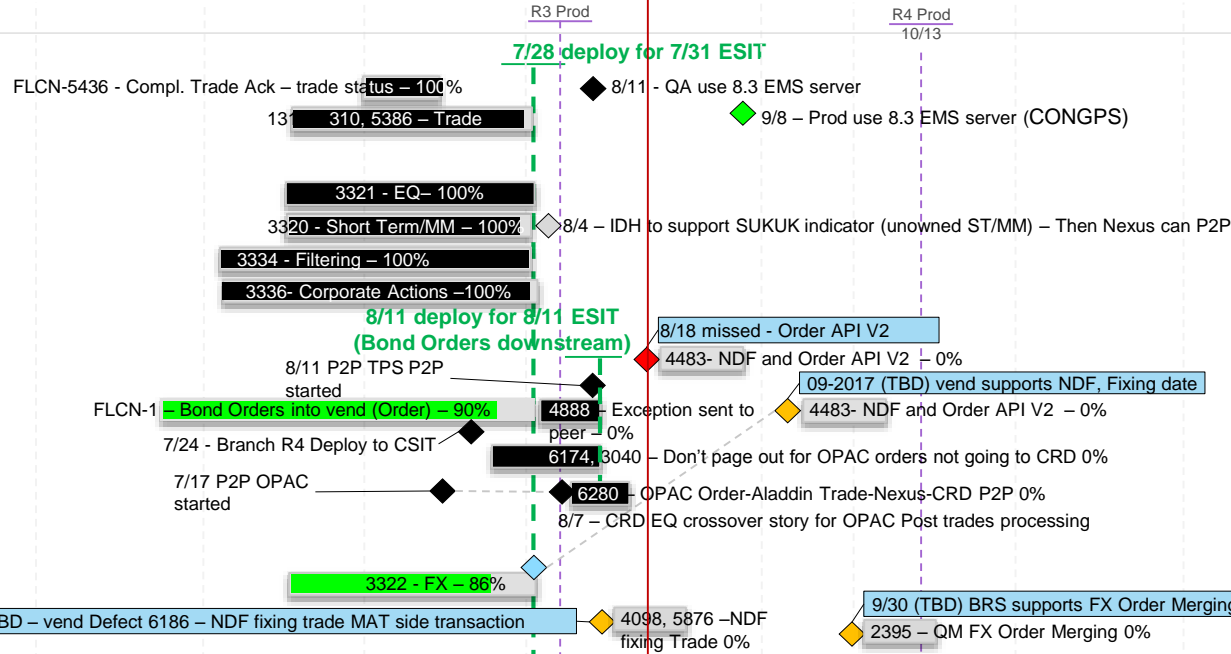


# <App> R5 EPIC Timeline

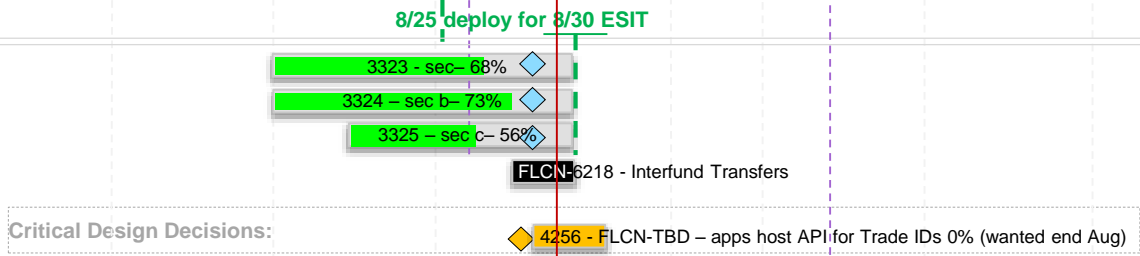
Date

												UAT					
Apr	May			Jun		Jul		Aug		Sep		Oct		Nov	Dec	Jan	Feb
Sprint	24	25	26	27	28	29	30	31	32	33	34	35	36	37			

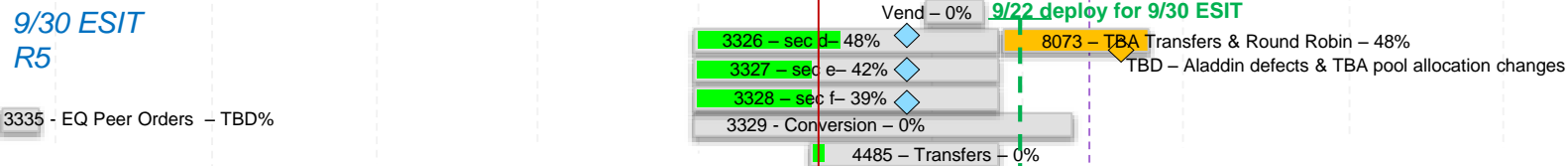
## 7/28 ESIT R5



## 8/30 ESIT R5



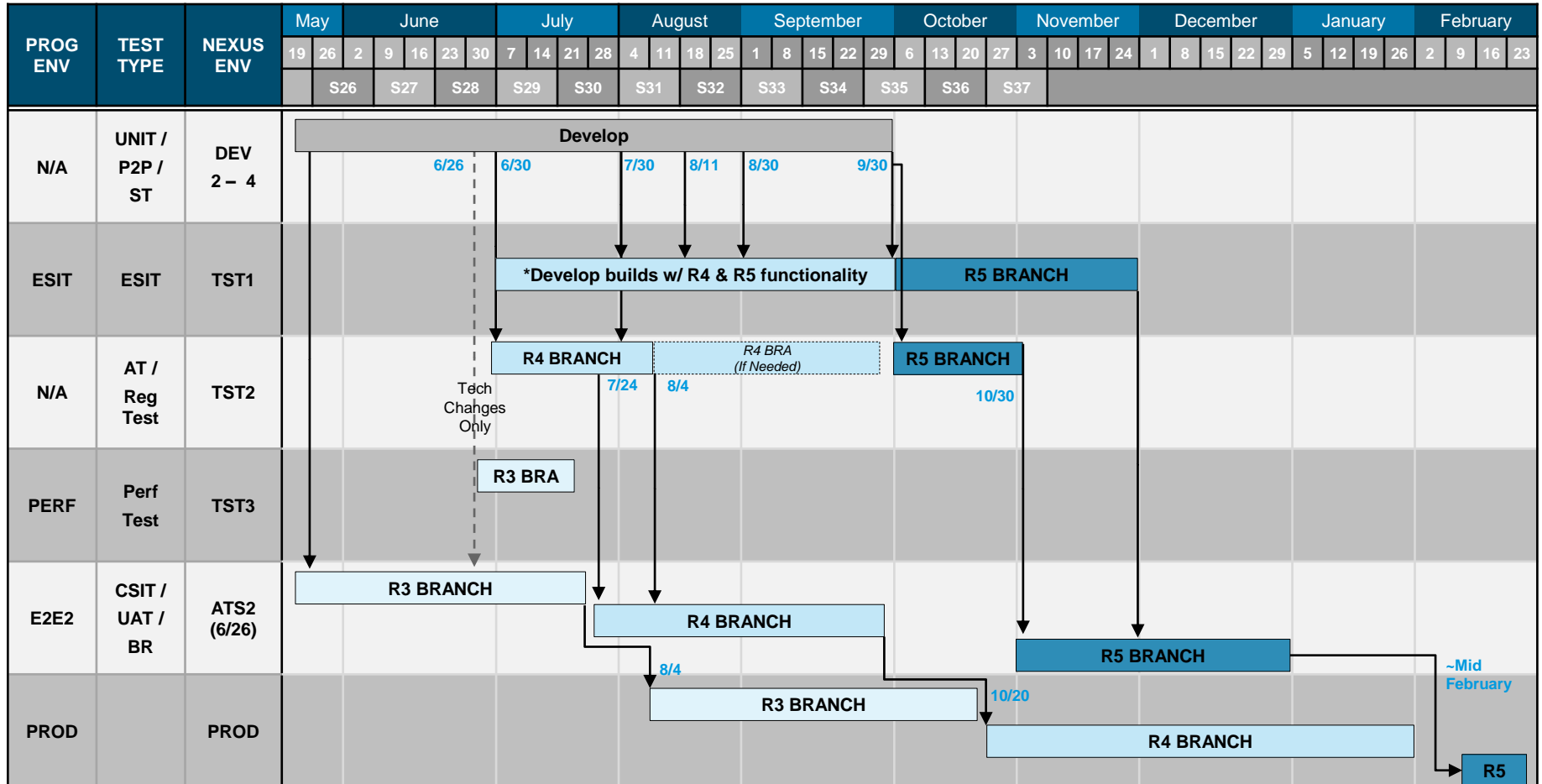
## 9/30 ESIT R5



◆ P2P Test   
 BRS Delivery   
 Need % Complete, Planning   
 Not Started   
 In Progress /No Issues   
 At Risk/Potential Impact or Doesn't match desired SIT Entry   
 Overdue/Impacted or doesn't match desired SIT Entry   
 Completed

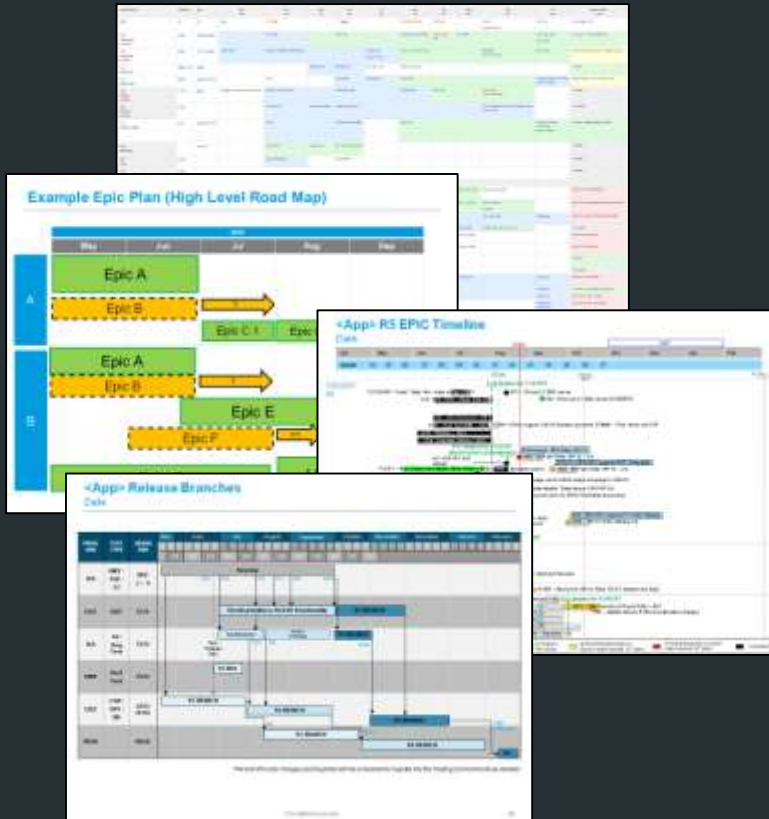
# <App> Release Branches

Date



\*R4 and R5 code changes and bug fixes will be scheduled to migrate into the Testing Environments as needed

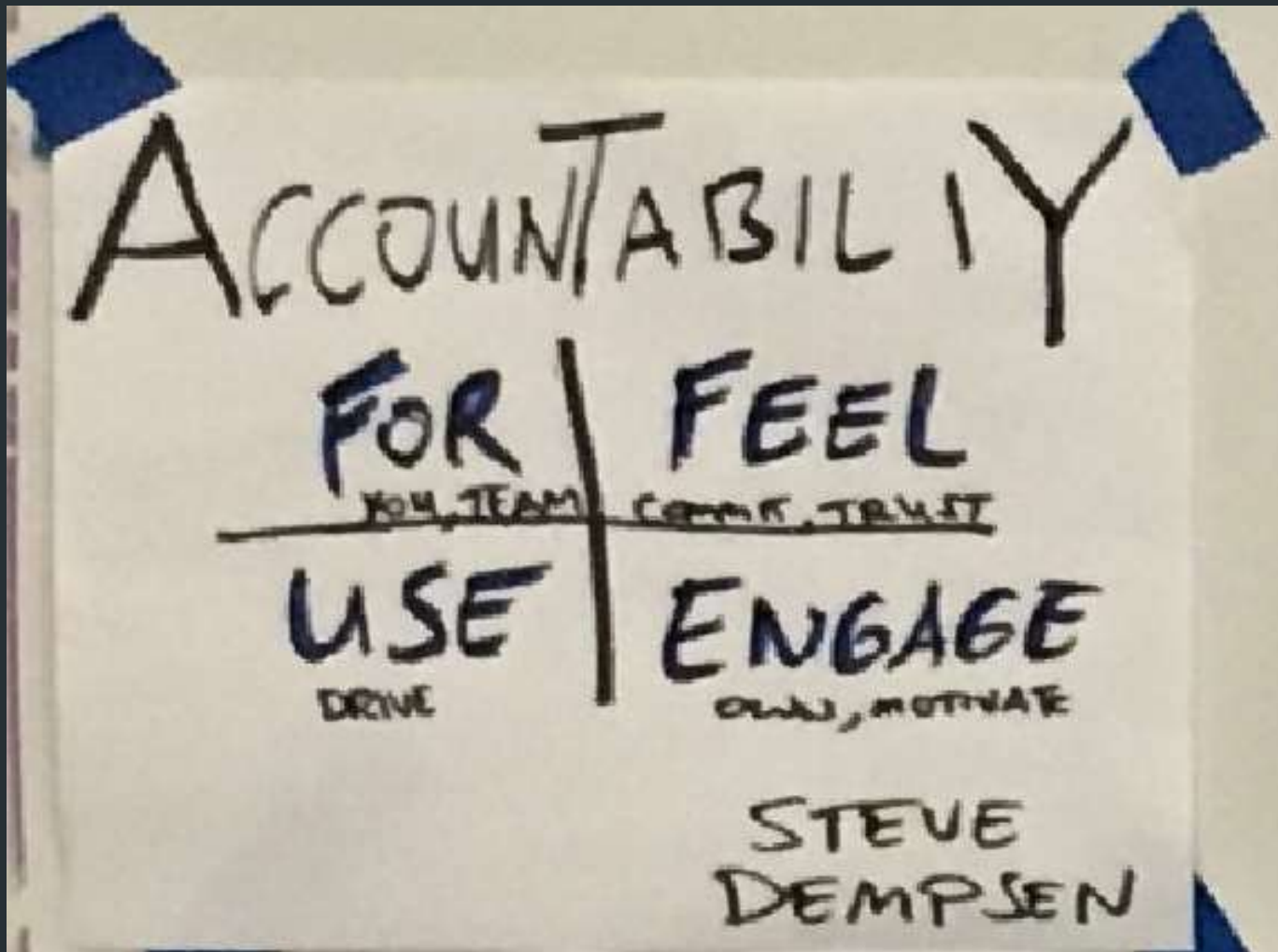
# Quite a planning load. Sustainable?



How can we better enable the team to keep it sustainable?



# Accountability



# Accountability is Implemented

// ... BUILD PROJ'S AROUND  
MOTIVATED INDIVIDUALS ... //

// ACCOUNTABILITY DOESN'T HAPPEN BY CHANCE,  
IT'S IMPLEMENTED //

# Accountability – Starts w/ You

1. STARTS W/ YOU
2. LEADER ACCOUNTABLE
3. @ ALL TIMES
4. EVERYONE HELD
5. OWNERSHIP, ACCT.. NOT DELEGATED
6. OWNERS LOOK 4 SOLUTIONS
7. CHECKPOINTS, REVIEWS, PRAISE

# Accountability Can Lead to Engagement

## Accountability:

An obligation or willingness to accept responsibility or to account for one's actions

We are visibly accountable	For	Setting expectations, ...
We can	Use	Our accountabilities to drive dates, ...
We	Feel	Accountable when we see the commitment, trust, ...
With a culture of accountability,	Engaged	teams demonstrate ownership, increase motivation, ...

# Accountability Can Lead to Engagement – Agile SoCal '19

## FOR

- FOLLOW UP DEPENDENCIES
- <sup>SET</sup> CLEAR EXPECTATIONS
- OFFER ALTERNATIVES
- WORKING SOFTWARE
- TECH. EXCELLENCE / <sup>CLEAN</sup> CODE
- CREATE SAFETY
- COMM. NEED AHEAD OF TIME

## FEEL

- HAVE TO DELIVER
- HELP, TEAMWORK SUPPORT
- ASSIGNMENTS, ROLLS, GOALS
- CLEAR DIRECTION
- VISIBILITY
- FEEDBACK

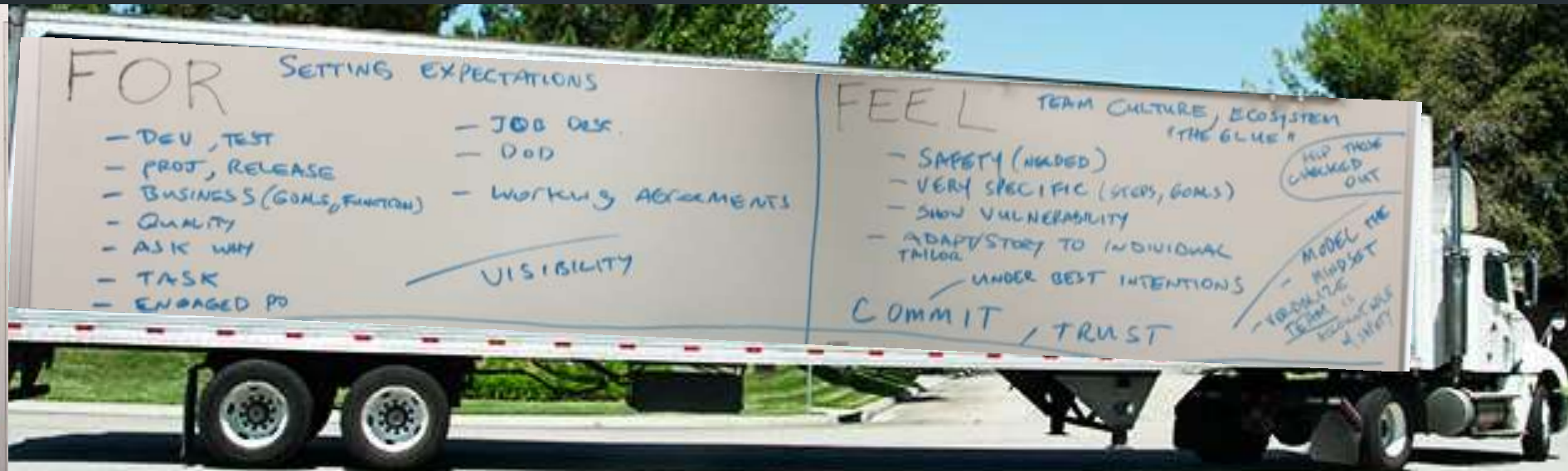
## USE

- BUILD A PLAN
- BETTER SOLUTION, OUTCOMES, DESIGN
- CUST. FEEDBACK, GEN. REVENUE, ↓ COSTS
- PUSH FOR CREATIVITY, INNOVATION, COLLABORATION

## ENGAGED

- OFFER HELP
- NOT LOOKING BAD
- SOLVE OWN PROBLEMS
- PROVIDE VISIBILITY
- CONNECTED TO VALUES

# Accountability Can Lead to Engagement – Agile Open '18



# Accountability Can Lead to Engagement - Agile Open '18

## FOR

SETTING EXPECTATIONS

- DEV, TEST
  - PROJ, RELEASE
  - BUSINESS (GOALS, FUNCTION)
  - QUALITY
  - ASK WHY
  - TASK
  - ENGAGED PD
- JOB DESC.
  - DOD
  - WORKING AGREEMENTS

VISIBILITY

## USE

MODEL ACCOUNTABILITY

• PUT ON CALENDAR,  
SHOW HOW  
IT CAN BE  
DONE

- TELL WHEN BLOCKED (EARLY)
- CREATE FOCUS, EMPOWERMENT
- HELPING TEAM MATES, GALVANIZE TEAM
  - SHARED GOAL
  - THE EXTRA SPICE
- INNOVATION

DRIVE DATES

## FEEEL

TEAM CULTURE, ECOSYSTEM  
"THE GLUE"

- SAFETY (NEEDED)
  - VERY SPECIFIC (STEPS, GOALS)
  - SHOW VULNERABILITY
  - ADAPT/STORY TO INDIVIDUAL  
TAILOR
- UNDER BEST INTENTIONS

HELP THOSE  
CHECKED  
OUT

MODEL THE  
MINDSET  
- VERBALIZE  
TEAM IS  
ACCOUNTABLE  
w/ SAFETY

## COMMIT, TRUST

## ENGAGED

- PRIORITIES, SEQUENCING,  
DEPENDENCIES
- CLARITY OF VISION, WHO WHAT WHY...
- SAY VS. DO
- TEAM HAS IDENTIFIED THE STEPS NEEDED (SELF-ORGANIZE)  
"BUY IN" @ TEAM MEMBER LEVEL

OWNERSHIP MOTIVATION

# Next Steps (Timeline)

