

The Impediment List and What We Do With It!

Lightning Webinar — November 2018

What is an Impediment List?

- You make an Impediment List from all the impediments the whole Scrum Team mentions.
- At any time (eg, Retrospective)
- An impediment is **ANYTHING** that is slowing down the team in any way.
- Think of it as our list of opportunities for improvement.



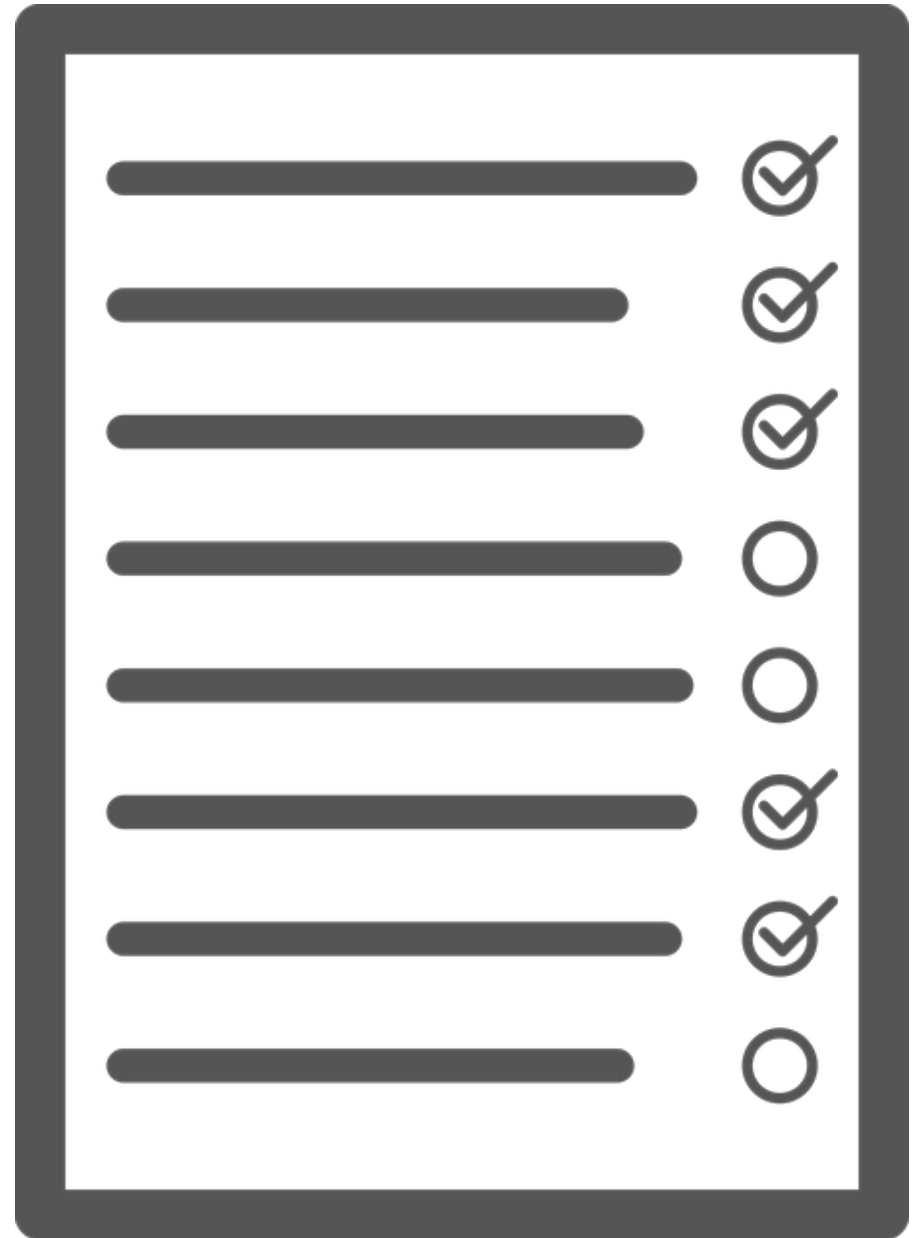
Continuous Improvement

- We must continuously improve as a Scrum Team.
- Every Sprint.
- OK — maybe success won't be continuous or even, but we must try to improve each sprint.



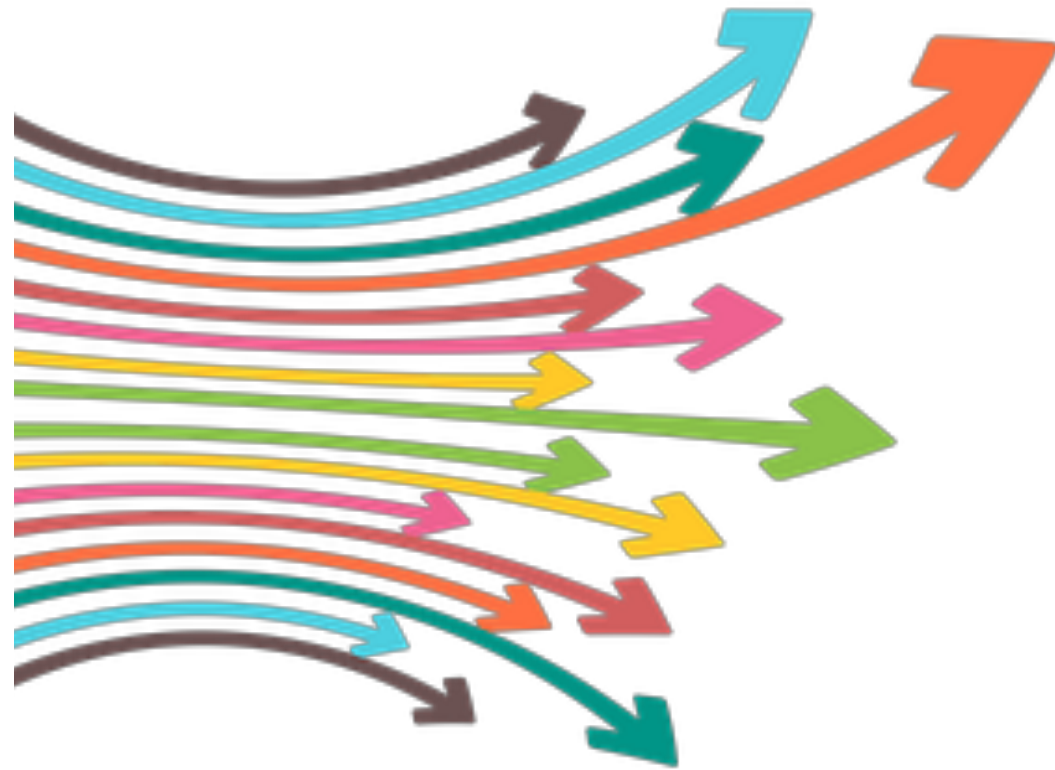
Prioritized

- The Impediment List must be prioritized.
- Mainly by ROI; benefit over cost.
- The benefit is mainly improved Velocity.



Some Impediment Types

- People issues
- Lack of a skill set (knowledge)
- Insufficient allocation of people
- Testing automation / CI
- Lack of support from management
- Wrong mindset / culture
- Interruptions/distractions
- Blocker to one story



“One thing at a time.”

- **Focus:** Do one thing at a time, and get it done.
- Single-piece continuous flow is such a useful concept, and we all violate it every day.
- The ScrumMaster must focus.



KEY

- You must aggressively attack impediments.
- And you must get management to support (via people, money or approval) mitigating impediments.



Constraints

- While increasing Velocity, the following must improve:
 - Fun / Happiness
 - Quality
 - BV / SP
 - Hours (a.k.a. fewer)



How Many Items?

- 20! (my guess)
- Enough that you might get to them all “soon.”
- Not too many.
- If you did a bunch, you could probably double Velocity.
(25%, 50% of them?)



How Does an Impediment List Help?

- We stop talking about items already listed.
- We stop worrying about things that do not make the list.
- Others can see and help.
- Managers can see and help.



Other Reasons

- Managers can see every day that we have troubles.
- We can take responsibility for our problems.
- We can prioritize the impediments better.
- We can help the ScrumMaster maintain focus on the top one.
- We stop being complacent.



We Win!

- In sports, we get better via practice. In Scrum, we get better via the Impediment List.
- You are not doing Scrum right if you are not attacking the impediments.
- Seldom does Velocity go up much without an Impediment List.
- High correlation.
- Good luck!



Contact Info

- Joseph Little
- www.LeanAgileTraining.com
- jhlittle@LeanAgileTraining.com
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