

Real Teams & Better Sprint Planning Meetings

Webinar | Sept. 14, 2020 | Joe Little, CST, MBA

Intro

- Two topics:
 - Developing a Real Team
 - A better Sprint Planning Meeting
- 30 minutes each
- PLEASE: We want your questions and discussion



1) Real Teams

- Let me say a few things, and then we discuss.

What Is a Real Team?

- Less good than a Great Team...
- A Great Team is 5x-10x over base line (productivity).
- A Real Team is impressive, but not that good.
- *“They come together and do it.” And impress themselves.*



Let's Set This Goal

- You are not likely to do it if you do not make it a goal:
- A Real Team!



Define It

- Example:
 - Small team of 7
 - Double Velocity in 6 months
 - Higher happiness / fun
 - Higher quality
 - Fewer hours
 - More BV / SP
 - *“I never want to leave this team. This is my best 6 months ever.”*



Inspired

- If they really care about the mission (goal, product, customers) then they will make it happen.
- If not, why bother?
- So, the PO must inspire them...



Managers Set Up the Team

- ...with that goal (also)
- Chemistry...



Ask the Team

- *Do you want to be a Real Team?*
- With these people...
- Are we set up for success?



Make It Happen

- The SM, the Team, and the Manager
- The all need to put the oars in the water in rhythm
- A lot of this is fixing impediments



Track It

- Measure what you can
- The numbers are interesting
- BUT, what's important is real success



Quote

“Scrum is not magic.”

Grant Hill (famous basketball player)

“Every team I was on over my four years at Duke, he coached differently.” (Speaking of Coach K)

Reality

“If people don’t want to come out to the ballpark, nobody’s gonna stop them.” —Yogi Berra

It’s not clear how much it takes to keep them FROM becoming a great team. Maybe it’s one person.

But certainly, you cannot force random people to become a real team. They (probably all of them in their own way) must decide to want to be a real team.

And they decide (usually) because they care about the mission.

You do not have the power to make it happen. ...

You have the power to ask.

You have the influence to add people to or subtract people from the Team.

You can...

A Word About Chemistry

- We talk about chemistry between people.
- If you have bad chemistry, you may have to remove someone from the Team.
- You can try to work through it, and I think the mission is key:
 - (a) If they both (a two-person problem) care about the mission and the challenge, and they **can** fix their differences, then they will fix their differences. Your psychological tricks won't make much difference.
 - (b) Equally, sometimes they **can't** fix the problem. If you keep trying, you are only delaying success for the rest of the Team.

Hot Teams

- ☑ First, they were totally dedicated to achieving the end result.
- ☑ Second, they faced down a slightly ridiculous deadline.
- ☑ Third, the group was irreverent and nonhierarchical.
- ☑ Fourth, the team was well-rounded and respectful of its diversity.
- ☑ Fifth, they worked in an open, eclectic space optimal for flexibility, group work, and brainstorming.
- ☑ Finally, the group felt empowered to go get whatever else it needed.

Tom Kelly, 2001, GM of IDEO

IDEO is a firm famous for innovation.

Questions / Discussion

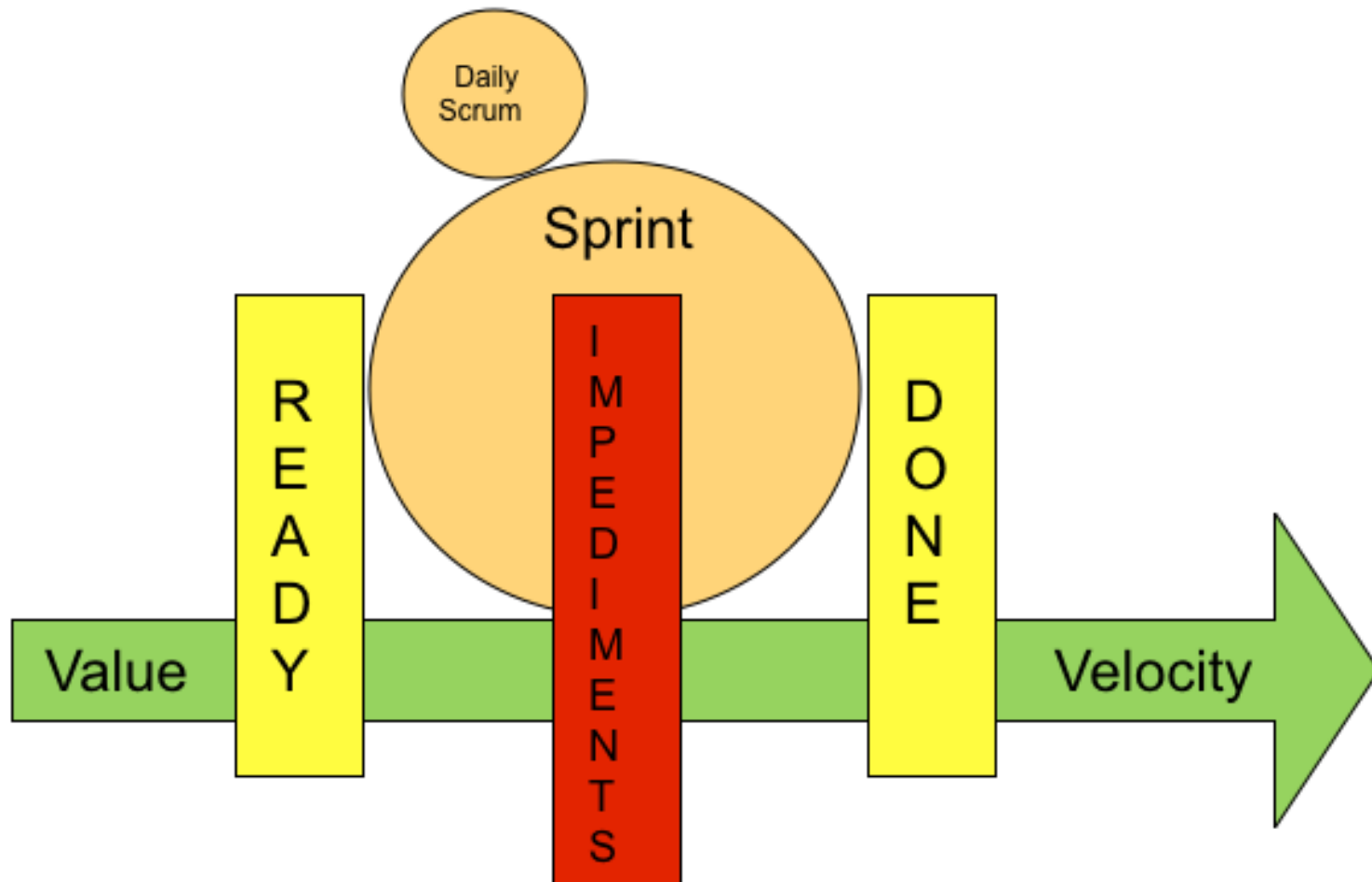
- How much time do we have?
- So,,,let's discuss for X minutes
- OK...



2) A Better Sprint Planning Meeting

- Let me say a few things, and then we discuss.
- Hmm. These are my ideas to make it better. Of course, it partly depends what your team is doing now.

SCRUM DYNAMIC MODEL



Context - 1

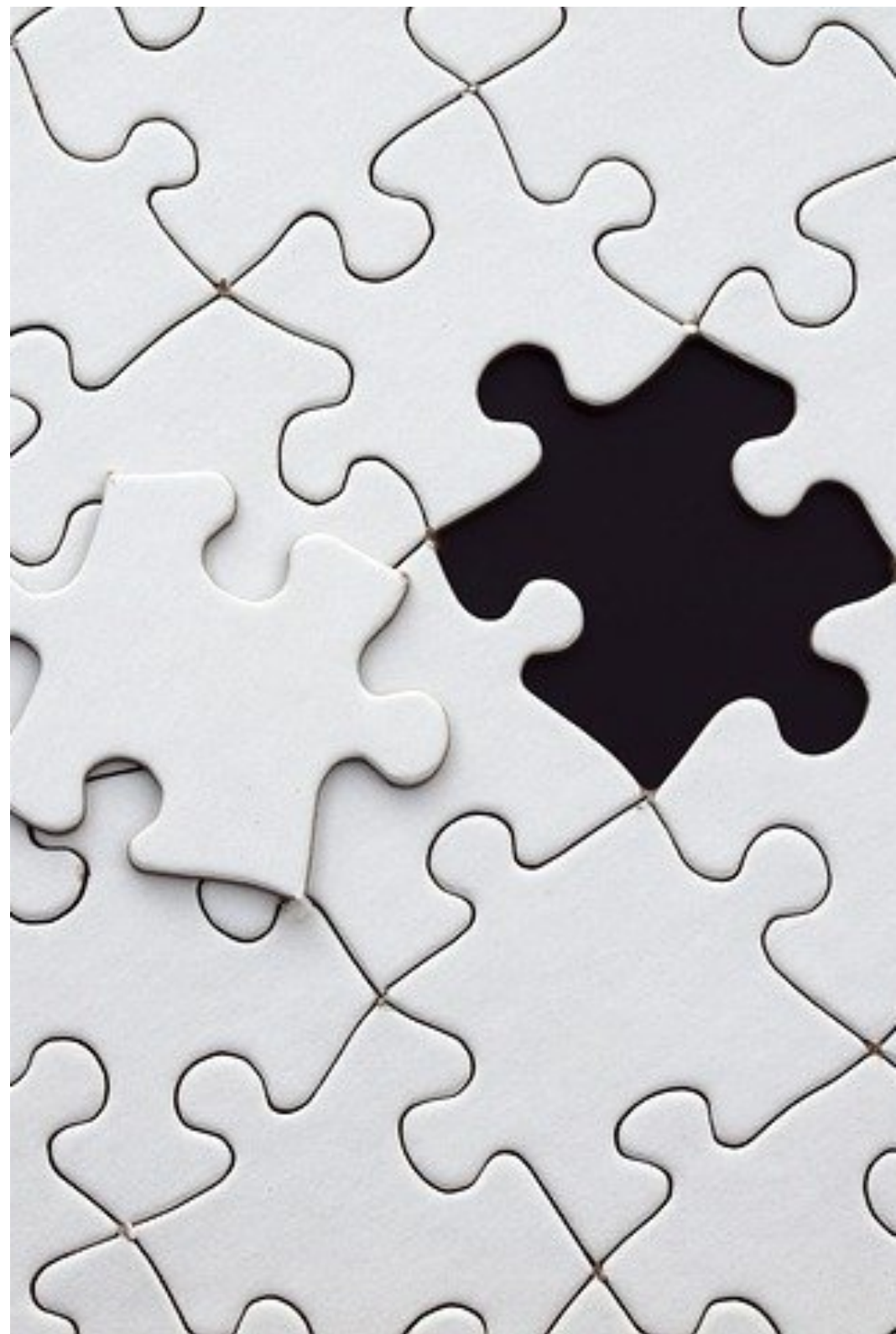
- The ready-ready or DOR process precedes the SPM.
- The Team has voted Thumbs Up on the details.
- The Team has reviewed the Story Points, and revised them if necessary beforehand.
- The User Story is already “small” (right size for a Sprint), and all are about equal in size.

Context - 2

- Specifically, the PO now has a decent process through which stories “flow” as the right people develop the details for each story. Just enough, J-I-T.
- You have “Business Stakeholders”
 - they come regularly
 - they are pretty good (e.g., give pretty accurate feedback about what the customer will want)
 - they have enough time.

Key from Drawing

- Include Scrum Team & BSHs
- Sprint Goal
- Pull stories in (volunteer)
- “Speak Now”
- Tentative commitment
- Tasks
- Commit
- Become reliable



Do the Drawing



Questions / Discussion

- How much time do we have?
- So, that gives us Y minutes...
- OK...



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