Shaun Bradshaw
VP of Consulting Solutions
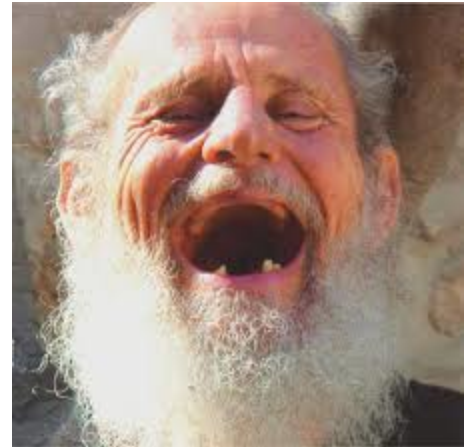
Essential Patterns of _Mature_ Agile Teams

Shaun Bradshaw
VP of Consulting Solutions

"Doing" vs. "Being" Agile?

➢ One debate in the agile community surrounds agile maturity. A way of characterizing it surrounds

   • **Doing Agile** – focusing towards is tactics, ceremonies, and techniques vs.

   • **Being Agile** – focusing towards team mindset, leadership mindset, behaviors, organizational adoption, etc.

➢ The Mature Patterns workshops crosses both, with an emphasis towards the Being-side of the equation.

Team Maturity Patterns Outline

1. Truly Emergent Architecture

2. Pursue Ruthless KISS

3. Behaving Like a Team

4. Truly Collaborative Work

5. Lean Work Queues

6. Quality on ALL Fronts

7. Testing is Everyone's Job

8. Active Done-Ness

9. Product Ownership takes a Village

10. Righteous Retrospectives

1) Truly Emergent Architecture

➤ Comfortable with on-the-fly de-composition; *no BDUF!*

➤ Sprint 0's as appropriate

➤ Backlogs contain learning activity – Research Spike stories

➤ Should demonstrate architectural evolution in Sprint Reviews

➤ Architects work in "slices"

 • Skewed research; delivered from within the teams

2) Ruthless KISS

➢ Getting LEAN deep into your cultural DNA

  • Fight complexity

  • People & Collaboration over Process & Tools

  • Fight Gold-plating developing (Just Enough) of EVERYTHING!

➢ Deliver small increments (Just in Time) and pay attention to feedback

➢ Continuously engage your Product

3) Behaving Like a Team

➢ Includes the Scrum Master and Product Owner

➢ Developing trust
  - Congruent feedback
  - Getting the "Elephants" on the table
  - Asking for help; helping each other

➢ *Passionate debate; Healthy conflict*

➢ Strengths & weaknesses; adjust to each; maximizing & minimizing

➢ Succeeding or failing – as a team

![zenergy TECHNOLOGIES]
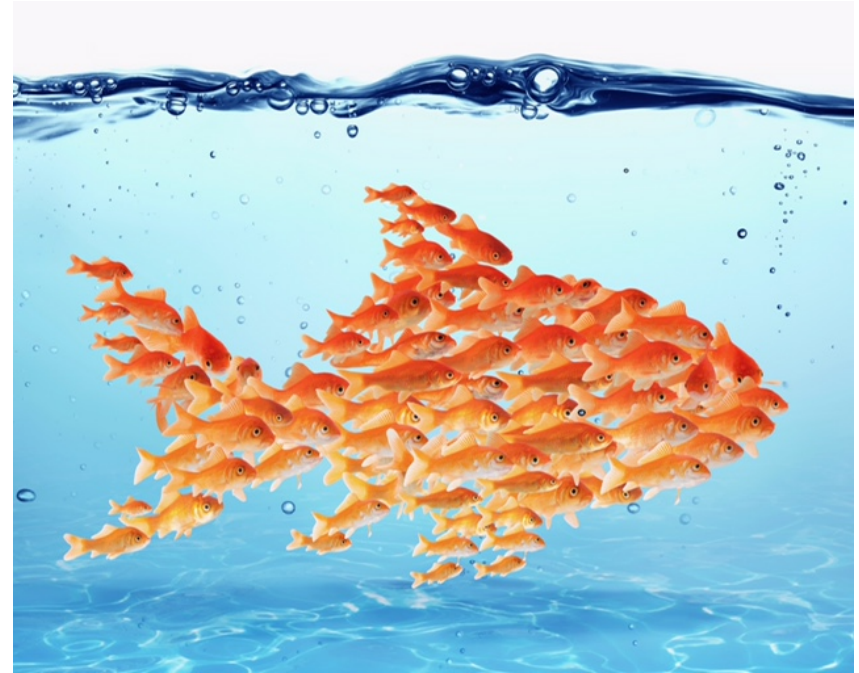
4) Truly Collaborative Work

➢ Co-located teams

➢ Avoiding Scrummerfall-like dynamics

- Stages and gates within the team
- Long queues with hand-offs

➢ Comfortable pairings (across the team); Three Amigos

➢ Listening to each other; mutual respect, honor experience

![zenergy TECHNOLOGIES]

5) Lean Work Queues

➢ Limited WIP

- Fewer things "in process" and small tasks

- Visible workflow

- Kanban is interesting variant of the 'correct' team behavior

➢ Blending roles – individuals doing more themselves and handing off less

- Swarming!

➢ Think in terms of reducing & eliminating WASTE

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6) Quality on ALL Fronts

➢ Leaving behind the notion of "Testing in quality..."

➢ Professionalism within the team

  • Doing the right things...doing things right

➢ Self-inspecting; self-policing

➢ Just enough quality

  • Quality has a cost and should be variable based on your context

➢ Focus on *Craftsmanship and Professionalism*

7) Testing is Everyone's Job

➢ **Willingness on the part of the whole-team to pitch in for testing**
  - All types, even manual
  - Extending it to test automation
  - Never letting tests break
  - Building in testability

➢ **Listening to test estimates as part of work estimation**

➢ **Understanding functional and non-functional testing**

➢ **Root Cause Analysis as a team**

8) Active Done-Ness

➢ Actively create and automate Acceptance Tests on a Story or a Feature basis

- Customer heavily involved with definition
- Not just functional tests

➢ Have established a view to multiple levels of *Done-Ness*

- Work - Done
- Story Acceptance
- Sprint Goals
- Release Criteria & Goals

➢ Think in terms of traditional Entry, Exit, and Release criteria

9) Product Ownership takes a Village

➤ Fostering an environment where the entire team 'owns' the Product Backlog

- Freely contributes

- Passionate debate on priority, themes, and release goals

➤ Shared-

- Vision & Goals
- Business Values
- Technical direction

➤ Functional, Technical, and Product 'voices'

10) Righteous Retrospectives

➢ For the team!

➢ Remember Norm Kerth's "Prime Directive":

  • Everyone tried their best
  • Safe environment

➢ Drives "Continuous Improvement"

  • Challenge one other!

➢ Get the "Elephants" out in the open

➢ *Be creative- try new things; take some risks*

Brian Snelson: flickr.com/photos/exfordy/123900378/

Presentation Wrap-up

➢ What were the most compelling patterns?

➢ What essential patterns did we miss?

➢ Final questions or discussion?

Thank you!

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Contact Info

Zenergy Technologies | 336.245.4729 | Zenergytechnologies.com | contact@zenergytechnologies.com

Shaun Bradshaw

shaun@zenergytechnologies.com