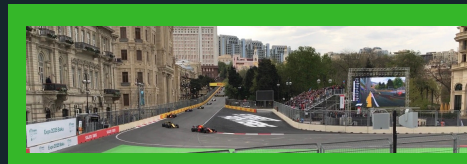What is agility ?   What is agility (environmental change version) ?   Why agility ?   Lean & Agile Principle sorter   Evidence Based Management

IF USING SCRUM THEN PLEASE USE SCRUM GUIDE AND ...

SOME HINTS FOR LAUNCHING A SCRUM TEAM, SPRINT 1, & SCRUM TEAM HEALTH

For >=3 teams, here are patterns that can help avoid WaterScrumFall:
LeSS – https://less.works/resources/less-rules-cards.pdf
Nexus – https://www.scrum.org/resources/nexus-guide
S@S – https://www.scrumatscale.com/scrum-at-scale-guide/
SAFe – https://www.scaledagileframework.com/
From XScale, see https://xscalealliance.org/
What's the difference between Nexus and LeSS?
Scaling patterns – mirror mirror which is the best of them all?

Not designed for B&W printing, traffic lights are not RAG status :), they are F1 Grand Prix lights (red = [maybe you] don't start yet [not until you have ...], yellow = safety car / don't go too fast or too slow so the team warms up, green = go:). If not all tick boxes get ticked maybe you have some hints to improve. Best of luck!

value delivered +/- as confirmed by (external) customers, # inspired people, cycle time, frequency of release to customer

delivered valuable PBIs, flow efficiency
small bets on new opportunities

- [ ] Consistent sprint length per team, 1-4 week sprint regardless
- [ ] Product Owner (PO), Scrum Master (SM), and Team in place.
- [ ] Team trained on Scrum as per role, aiming to shorten sprint
- [ ] Clear vision from PO, ordered Product Backlog to support it
- [ ] Colocated team, same desk area, same days, same time
- [ ] Stakeholder, customer end user list in place & up to date
- [ ] PO has authority and manages politics, Team clear on vision
- [ ] #NoProjects, customer-centric product, w/o re-tenders
- [ ] Space booked that one tends not to get bullied out of
- [ ] Events & timeboxes emphasized, all in-progress work visible
- [ ] 1st increment is valuable and complies with "Definition of Done"
- [ ] Every increment is delivered often in each sprint, is "Done"
- [ ] Potentially releasable increment every sprint for Sprint Goal
- [ ] SHs, Customers & end-users embrace recurring forecasts
- [ ] No Team member gets "volunteered", no other "day job"
- [ ] Dedicated stable Team with all nec. skills including discovery
- [ ] Team self-manages, worries about details, & is time-sensitive
- [ ] Team is multi-learning, not stuck in "its own" PB Items (PBIs)
- [ ] Full-time Scrum Master using stances of a SM at the right moments
- [ ] Self-managing style to punctual Scrum time-boxed events
- [ ] 1 Product Owner & 1 emergent Product Backlog per product
- [ ] Customer & end-users attend Product Backlog Refinement
- [ ] Selected PBIs fully actionable within sprint, 4-10 PBIs ps
- [ ] PBIs estimated, ideally against historical reference items
- [ ] Sprint Review seeks feedback on the increment (not slides)
- [ ] >=1 improvement finished every sprint, e.g., multi-learning

REALLY SHOULD

- [ ] Managers change system
- [ ] System modelling
- [ ] "Informed consent"
- [ ] Self-designing team w/s
- [ ] Mobbing / swarming
- [ ] Story / Impact Mapping
- [ ] Tech Excellence e.g. tdd/ci/cd
- [ ] Specification by Example
- [ ] Team learns business domain
- [ ] #NoEstimates
- [ ] Team influences order

SHOULD / COULD

- [ ] Kanban board & statistics
- [ ] "Which to start/move" policies
- [ ] Work in progress limits
- [ ] Work aging policy
- [ ] No applause
- [ ] Defn of Ready (not a gate)
- [ ] Dependency board
- [ ] User stories
- [ ] Role & event checklists
- [ ] Velocity :(
- [ ] Happiness survey :(
- [ ] Done Done (avoid if poss)

Kanban Guide for Scrum Teams   https://www.scrum.org/resources/kanban-guide-scrum-teams

Daniel Vacanti's "Actionable Agile Metrics for Predictability: An Introduction" book is a highly recommended read to support the Professional Scrum with Kanban assessment – see https://www.amazon.co.uk/Actionable-Agile-Metrics-Predictability-Introduction/dp/098643633X/ref=sr_1_1?ie=UTF8&qid=1527072928&sr=8-1&keywords=daniel+vacanti

Scrum and Kanban: Make your teams better by busting common myths – https://www.scrum.org/resources/scrum-and-kanban-make-your-teams-better-busting-common-myths

Kanban the Flow Strategy™ and Kanban for Complexity™ (Kanplexity™) at https://kanbanguides.org

Troy Magennis' website for more on Monte Carlo Probabilistic Forecasting – http://focusedobjective.com/free-tools-resources/

How are leaders showing up? Here are the steps on a journey to 21st-century executive leadership

John Coleman & Scrum.org

Step 1- apprentice, values efficiency, commitments are not made by teams, scale as much as possible, outsource as much as possible because speed is of the essence.

To exit Step 1 of the journey – Survey with instant results

Step 2- tiger, values "star performers" over teams, values big bets, measures cycle time, improves the ideas of others, still values efficiency over effectiveness, uses the equivalent of tiger-teams to solve problems that the normal organization struggles with.

To exit Step 2 of the journey – Survey with instant results

Step 3- impediment blaster, more customer centric, actively removes bottlenecks, values smaller bets and still expects bets to win, ventures into the land of long-term-stable-product-teams.

To exit Step 3 of the journey – Survey with instant results

Step 4- system-inverter, in tune with the customer, understands that the customer often doesn't really know what she wants, values effectiveness, values small bets while expecting most bets to lose, insources or builds long term partnerships, changes the organization design, changes the ways we finance work, changes the way we reward/promote people, thinking in direction of being guardian of the culture, applies coaching skills, de-scales the organization.

To exit Step 4 of the journey – Survey with instant results

Step 5 – custodian-of-the-culture, in tune with staff and customer Jobs To Be Done, values sustainability, embodies consciousness, sees backlogs as wasteful queues, can operate based on principles such as the Agile Principles ("back to the future") and without frameworks. Somewhat akin to an executive leader of a "Teal organization" but not necessarily.

To exit Step 5 of the journey – Survey with instant results

video time

Why "Scrum" Isn't Making Your Organization Agile: Harmful Misconceptions About Product Owner Role

Scrum Master Checklist – http://scrummasterchecklist.org/

Less video (8 minutes)

Nexus video (7 mins)

Scrum @ Scale video (15 minutes)

SAFe marketing video

Product Owner in a Nutshell (16 mins)

learn more

John Coleman's pick of videos

Scrum.org training, Scrum, Scrum with Kanban, Scrum with Lean UX, Agile Leadership, Nexus / Scaled Professional Scrum
https://www.scrum.org/classes

Large Scale Scrum Training
https://less.works/courses/less-courses.html

Tameflow Kanban training
https://agileagonist.com/kanban-classes/

ACe.works blog   https://www.ace.works/blog   Value Glide blog   http://www.valueglide.com/blog

John Coleman is a LeSS Friendly Scrum Trainer, Professional Scrum Trainer, and Tameflow Kanban trainer who also teaches Professional Scrum with Kanban. John is also co-author of Kanban the Flow Strategy™ and Kanban for Complexity™ (Kanplexity™).
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