

Service to the Team, PO, Organization



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Topics

- Service to the
 - Scrum Team
 - Product Owner
 - Organization



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Service to the Scrum Team

- Fostering a Collaborative Environment
 - Encourage swarming
 - Improve team focus (reduce interruptions)
- Ensure Scrum Events are Productive
 - Doesn't matter who facilitates
 - Every event has a goal and a timebox



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Removing Impediments

- Common Impediments
 - Technical
 - Procedural
 - Interpersonal



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Identifying Impediments

- Daily Scrum
- Active Listening
- Burndown/Burnup Charts
- One-on-One Check-ins
- Retrospectives
- Feedback from Stakeholders
- Observation of Team Dynamics
- Review of External Dependencies
- Pre-Sprint Risk Assessment



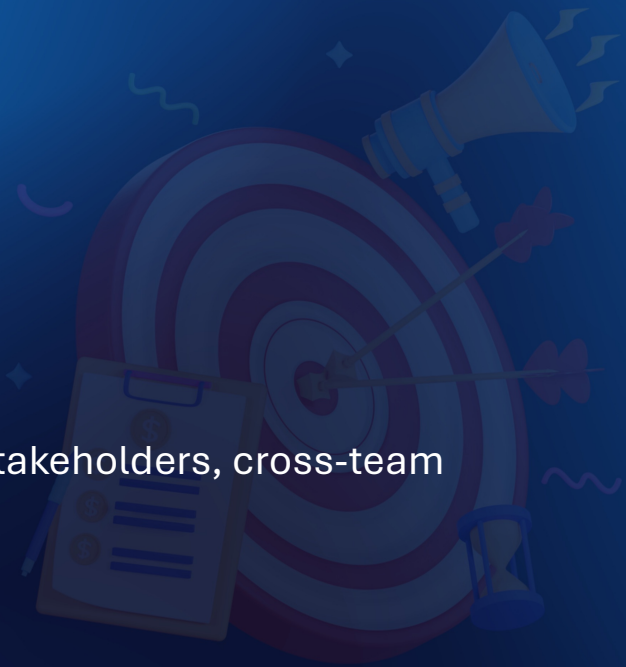
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Resolving Impediments

- Self-Resolution by the Team
 - Encourage self-management, knowledge sharing
- Scrum Master Intervention
 - Facilitation, removing blockers, escalation
- Collaboration with Stakeholders
 - Active engagement by the Product Owner, involving stakeholders, cross-team coordination
- Workarounds
- Improved Communication
- Tools
- Training
- Process Improvement



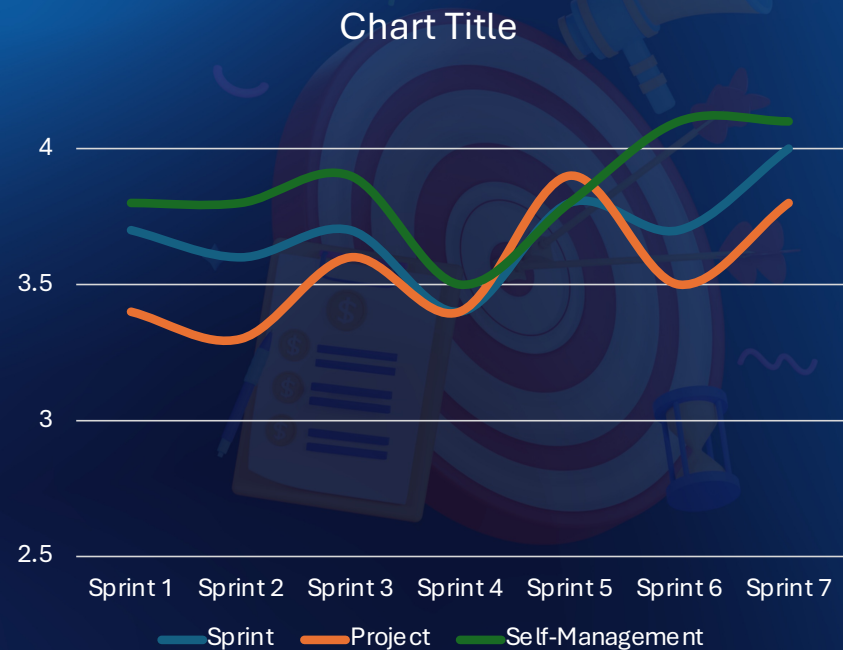
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Maintaining Team Health

- Monitor team dynamics
 - Happiness
 - Productivity
 - Sentiment analysis
- Encourage continuous improvement



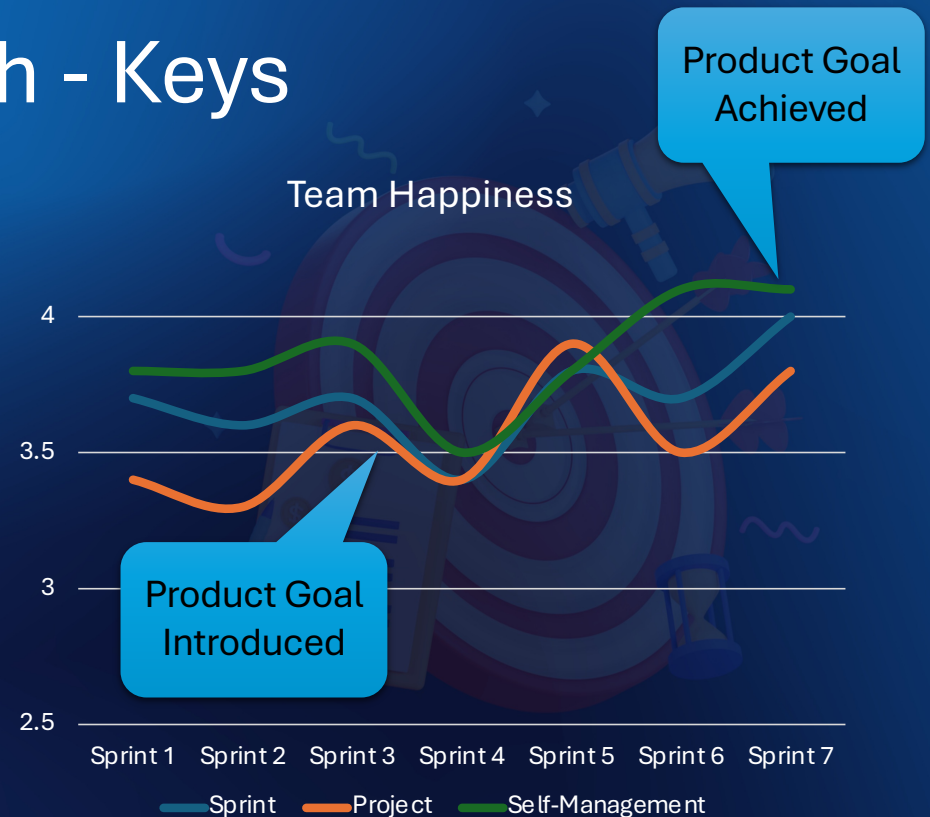
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Maintaining Team Health - Keys

- **Autonomy**
 - Team owns how they work
 - Management leaves the work to the team
- **Mastery**
 - Always looking for opportunities to learn, experiment, explore
 - Lunch 'n Learn sessions
- **Purpose**
 - Have a unifying goal across the team(s) and sprint(s)



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Maintaining Team Health - Sentiment

Positive Sentiment

- Collaboration & Communication
- Collaboration & Team Spirit
- Collaboration & Stakeholder Satisfaction
- Product Goal & Cross-Team Collaboration
- Team Collaboration
- Collaboration & Progress
- Collaboration & Progress

Negative Sentiment

- Unclear requirements
- Capacity & scheduling
- Meetings and changing requirements
- Backlog readiness planning
- External surprises (vendor)
- Defects and mid-sprint changes
- External surprises (vendor)



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Using ChatGPT

“Following are all the comments made during a retrospective with team <team> for sprint <sprint>. Do a sentiment analysis and tell me the number one negative sentiment and the number one positive sentiment.”



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Service to the Product Owner

- Ordering
- Maximizing Value
- Facilitating Communication
- Supporting Backlog Refinement
- Ensuring Decisions are Respected



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Activity

- Brainstorming ways to support the Product Owner



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Service to the Organization

- Clarifying Benefits
- Culture
- Structure
- Leading Change
- Overcoming Resistance



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Benefits of Agility

- Adaptability
- Quality
- Engagement
- Retention



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Culture Changes

From

- Hierarchical Control
- Silos
- Need-to-Know
- Yearly Feedback
- Task-Focus
- Date-Focus
- Centralized Decision-Making
- Long Projects
- Commitment to the Plan
- Individual Accountability
- Work to Achieve Dates

TO

- Team Self-Management
- Cross-Functional Teams
- Full Transparency
- Continuous Feedback
- Value-Focus
- Goal-Focus
- Team Empowerment
- Frequent Delivery
- Continuous Improvement & Adaptability
- Team (Shared) Accountability
- Sustainable Work to Achieve Desired Outcomes



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Structural Changes

From

- Hierarchical
- Silos
- Product-Based Teams
- Managers Direct the Work
- Handoffs
- Project Managers, Team Leads, Dept Heads
- Long Projects and Infrequent Product Reviews
- Project-Based Work
- Infrequent Customer Feedback
- Performance Based on Individual Output
- Project-Based Resource & Budget Allocations
- Cubicles

TO

- Flat
- Cross-Functional Teams
- Function-Based Teams
- Managers Lead the Team to Success
- Collaboration
- Scrum Master, Product Owner, Coaches
- Iterations and Frequent Product Reviews
- Product-Based Work
- Frequent Customer Feedback
- Performance Based on Team Outcomes
- Goal-Based Resource & Budget Allocations
- Collaborative Workspaces



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Leading Change

- Advocating Agile Practices
 - Promoting practices
 - Providing training/coaching
- Fostering Continuous Improvement
 - Encourage experimentation
 - Facilitate retrospectives
- Remove Impediments
- Coaching and Leading
 - From command-and-control to servant leadership
 - Team self-management, own the change
- Facilitate Swarming/Collaboration
- Align All Work to Organizational Objectives/Goals
- Build a Feedback Driven Organization
- Drive Sustainable Pace of Work



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Overcoming Resistance

- Understand the Root Cause of Resistance
 - Active Listening, Addressing Emotional and Rational Concerns
- Communicate the WHY
 - Explain the Vision, Highlight Success Stories
- Involve People in the Change
 - Don't just make decisions for the people you say to want empower.
- Provide Training and Support
- Address Fears and Misconceptions
- Build Trust Through Transparency
- Lead By Example
- Provide Quick Wins, Celebrate Milestones, Recognize Effort
- Build Alliances With Key Influencers
- Create a Safe Space for Feedback
- Incremental Changes Instead of Big Bang Effects
- Tailor Agility to the Organization



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Conclusion of Module

- Key Takeaways
 - Service to the Team
 - Service to the Product Owner
 - Service to the Organization
- Resources
 - The Artisan Agility TeamOS Learning Series
 - Artisan Agility Blog Posts
 - Student Handbook
- Questions



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