	Select (<10) with X	Dimension	Current Level	Target Level	Level 0 - Regressive	Level 1 - Repeatable	Level 2 - Consistent	Level 3 - Quantitatively Managed	Level 4 - Optimizing	Backlog Items
Team Dynamics		Being Agile			No understanding of the spirit of Agile	"Going through the motions": Lack of accountability Ceremonies "checking boxes" Poor or no estimates	80% of the team can explain the benefits of Agile, believe in the benefits of Agile, understand the spirit of Agile. The team is making improvements on a regular basis	Working in an Agile manner. Context is most often about value to the user and definition of done.	Actively pursuing new ways of working in an Agile manner.	Column A, B
		Team Working Agreement			Non-existent	Some de facto team norms that are generally recognized, but haven't yet been written down and agreed on by the team.	Written down, co-created by the team, published for all to see.	Observed by the team, including introduction to new team members. Revisited during Retrospective.	Followed naturally, very short list, highly visible, exceptions are quickly identified and addressed.	Column A, B
		Common Definition of 'Done'			Non-existent	Codified in Team Agreement. Common understanding that "3 finished is better than 10 started". May still look like "throwing over the wall" but with a smooth cadence.	Common understanding within the organization (not just team) what DoD is. Recognition that Fixed Roles are an impediment to the Team finishing stories most efficiently.	Context for any scope discussion starts from the DoD. Common understanding to ensure completeness without crossing the line to "gold plating".	Actively pursing new ways for "Done" to expand and deliver more value to users, e.g.: More frequent releases. Push-button CI/CD to Production when a feature is accepted by PO	Column A, B
		Morale			Blame game, finger pointing, etc. behaviors on a regular basis. Active resistance to change.	There are still elements of previous state, but there is open communication and steady progress away from those behaviors, problems are being actively addressed, and there is a general feeling that morale is improving.	Team members are cordial and enjoy their work. There is very little if any talk about "going back", and it is generally accepted that things are better than before and improving.	The team generally believes that their work life is significantly better than before. They are happy, engaged, productive, and genuinely enjoy working together.	Most team members feel like this is one of the best teams they have ever worked on, they are excited to come in to work and are looking forward to the next day when they leave.	Column B
		Tuckman Stage of Group Development			Forming	Storming	Norming	Performing consistently for at least 2 Sprints	Performing within existing teams. Ability to quickly Adjourn (5th stage) and transition to new teams avoiding Forming/Storming.	Column B

Select (<10) with X	Dimension	Current Level	Target Level	Level 0 - Regressive	Level 1 - Repeatable	Level 2 - Consistent	Level 3 - Quantitatively Managed	Level 4 - Optimizing	Backlog Items
	Team size			>20 people on team	Aware smaller team size needed: plan for / actively being reduced in size.	< 20 people on the team	< 10 people on the team	7 +/- 2 people on the team	Column B
	Dedicated resources			Most team members are on multiple teams or working on multiple projects	Most people are 50% dedicated to the team. Nobody is less than 30% dedicated to the team.	Most people are 70% dedicated to the team. Nobody is less than 50% dedicated to the team.	Most people are 90% dedicated to the team. Nobody is less than 70% dedicated to the team.	Most people are 100% dedicated to the team, nobody is less than 60% dedicated to the team.	Column B
	Continuity / Standing team			Constant churn of people on the team and/or team was formed for a single release or a single major initiative and will be disbanded after shipping.	There is an understanding that this is important, progress is being made, and further steps are being taken to get to the next stage	50%+ of the team is constant for 9 months, and has shipped multiple releases or worked on multiple major initiatives without being reformed.	More than 70% of the team constant over 9 months, has shipped multiple releases and worked on major initiatives without being reformed.	More than 90% of the team has been constant over the past 12 months	Column B
	Cross functional			A significant portion of what is needed to get the stories to done exists outside of the team	Some of the skills necessary to get the stories to done exists outside of the team	All of the necessary skills for performing the work exist on the team	All necessary skills exist on the team with some cross training of skills	All necessary skills exist on the team, and members are cross-trained on most skills.	Column B
	Colocation			Team members have very little proximity to each other.	Plans in place to move team members as close to each other as feasible.	Team members are accessible to each other within 30 seconds	Most team members sit within hearing distance of each other	Most team members are sitting in a team area together.	Column B
	Self organization			Team members do not choose what they work on, estimates not determined by the team, decisions can't be made independently.	Some of the behaviors from the next stage are being discussed, encouraged, or tried	Teams pull work from the product backlog, perform their own team-based estimation, and using the definitions of *ready* and *done* to guide.	The roles and responsibilities of the Scrum Master are shared. the need for a designated and/or dedicated SM is reduced.	The team is self organized	Column B
	Sustainable pace			People are tired, irritable, burnt out, working overtime on a regular basis. Current situation is considered business as usual.	There is a recognition that the current pace is not sustainable and steps are being taken to improve the situation.	Consensus the team's pace is indefinitely sustainable, though the workload is still inconsistent with bursts of heavy work loads	Consensus is that the team is working at a pace that is sustainable indefinitely, though there is still occasional crunch time	Team has a high morale, is comfortable with their work investment, has time for innovation, and is a high performing team	Column B
	Impediments			Invisible and/or ignored. Fear of reprisals. Reluctance to raise impediments. Impediments that are raised are not resolved.	Raising impediments encouraged and is frequently done. Some impediments resolved. Team is beginning to see benefits of this practice.	Team members comfortable raising impediments. Impediments are usually resolved. Root cause analysis sometimes performed.	Raising & Resolving impediments is a norm. Individual and team impediments are addressed. Root cause analysis is frequently performed and acted on.	Root cause analysis and resolution is a cultural norm	Column B

(Row grouping label spanning all dimensions above: **Scrum Team**)

Select (<10) with X	Dimension	Current Level	Target Level	Level 0 - Regressive	Level 1 - Repeatable	Level 2 - Consistent	Level 3 - Quantitatively Managed	Level 4 - Optimizing	Backlog Items
	Work Sizing			No stories shippable in less than four weeks from ready to done, or not measured.	Shippability is measured and visible	Team strives for shippability	60% of story points go from ready to done in less than four weeks	90% of story points go from ready to done in less than two weeks	Column B, D, E
	Concept-to-cash cycle time			A year or more from concept to ready to release	Can get from concept to ready to release in 6 months	Can get from concept to ready to release in 3 month	Can get from concept to ready to release in weeks	Days from concept to ready to release	Column B, C, D, E
	Product vision			Not defined	It is written down somewhere or the product owner or similar person knows what it is	There is a written definition which is accurate and well known by everyone involved	There is a compelling product vision which can be clearly articulated by the product owner or similar person	Simple, clear, compelling, everyone involved can articulate it well.	Column C, D
	Backlog Refinement			Stories are rarely ready to be worked on prior to the team starting to work on those stories	It is understood that consistent and frequent grooming is an important goal and steps are being taken to get there.	60%+ of the time there are stories ready when needed	There are usually just enough stories ready	There are always more than enough stories ready	Column B, C, D
	Story size			Random	The team is starting to see the relationship between small stories and success.	Team has a rule of thumb encouraging small stories	Most stories can be done in a week or less	Most stories shippable in 1-3 days	Column B, D, E
	Stories use vertical slices			No knowledge of vertical slices or they can't be done due to external constraints	Using vertical slices for an increasing percentage of stories	Using vertical slices for 50%+ of stories	Using vertical slices for 70%+ of stories	Using vertical slices for 90%+ of stories	Column B, D, E
	Work in progress			Amount of WIP unknown. No knowledge of one piece flow (e.g. small batch size)	WIP is tracked and visible. One piece flow is understood and there is interest in doing it. Most of the time, members are working on 2 or more stories at a time.	One piece flow is actively being pursued, WIP limits are set, most of the time members are working on at most 2 stories and usually only one. Sometimes, multiple members are working on the same story.	WIP limits are set and respected. Most of the time members are only working on one story and frequently more than one member is working on the same story.	Only as much work that can be done simultaneously without increasing the cycle time of any of the work in progress. Most of the time multiple members are working on the same story.	Column B, D, E

Product

Select (<10) with X	Dimension	Current Level	Target Level	Level 0 - Regressive	Level 1 - Repeatable	Level 2 - Consistent	Level 3 - Quantitatively Managed	Level 4 - Optimizing	Backlog Items
Adherence to Scrum	Daily Standup or Huddle			Not being held	Being held regularly and on their way to stage 2.	80% of team participates regularlu, the meeting is 15 mins or less, real impediments raised regularly, focus is on the stories for this team, team understands the meeting is for them.	Daily, short, effective. Runs well with or without somebody officially responsible for the meeting. Team does an on-the-spot analysis of progress towards shippability and takes corrective action if needed.	Positively adapted to the needs of the team	Column A, B
	Retrospectives			Not being held	Held, but not regularly or not frequently enough	Held regularly, well attended, produces action items. Action items are frequently acted on	Held regularly, well attended, enjoyable, produces action items that are recorded and generally acted on	Creatively run, format varied from time to time, forward looking, often produces breakthrough ideas that are acted on and produce results	Column A, B
	All work based on User Stories			Not being followed	It is understood that it is important to use user stories for all work and steps are being taken to get there.	User stories exist for 50%+ of the work, but still using other artifacts for some work or translating some user stories to other artifacts for some work.	User stories exist for 80%+ of work, but still using other artifacts for some work or translating some user stories to other artifacts for some work.	All work based on user stories	Column A, B, D
	Estimation			Ad-hoc, done by a few people, based on hours, or entirely task-based	Done on a regular basis	The whole team participates in estimation, real story points are used. Most team members no longer thinking in hours.	90+% of the time estimation involves the whole team thinking in story points.	Consistently done at least weekly by the whole team thinking in story points.	Column A, B, E
	Transparency of Work			Not implemented	Progress tracked transparently using burn-up, burn-down, CFD, or similar method.	Progress is tracked and frequently influences the behavior of the team	Progress information usually influences the behavior of the team	The team proactively uses progress information to head off potential problems	Column A, B
	Demos			Not happening, not happening on a regular basis, or happening less often than once in 6 weeks	Happening at least every 6 weeks, but: not reviewing all stories, ill-prepared to do the review, and/or trying to "sell" what was done if it missed expectations.	Happening at least once every four weeks, most stories are reviewed, team is fairly well prepared, feedback is encouraged and incorporated into future stories	Reviews are a cultural norm. Every story reviewed and team is well prepared. Active feedback encouraged, reviews are well-attended and perceived as valuable to stakeholders.	Team involves stakeholders regularly during reviews. Team and stakeholders work closely together, and often discover unexpected value from that interaction.	Column A, B, D