

Coaching Scenario – If You Don't Have One in Mind

Why/how do you think Agile will improve the team's outcomes in the long run?

After the CIO attended a major tech industry conference 6 months ago and heard a case study about how successful Agile teams were, she came back and launched a pilot with 1 Scrum Team. The CIO has hired you as the Agile Coach to assess them and make recommendations. During your interview, the CIO shared that except for 2 people who are occasionally called-on for Production issues, the other 8 people are dedicated to this team, and she is very aware of their work because their work is transparent and demonstrated monthly, but does not seem to be producing more than the non-Agile teams. She wants to ensure they have whatever support they need to be successful.

The Team has a ScrumMaster and Product Owner, both attended a public training class for their roles. After returning, the ScrumMaster briefed the team for an hour on what Scrum was and their rules. When interviewed, the ScrumMaster shared that they "mostly follow Scrum", but the team complains about the number of meetings, and participation in all the events is mixed.

The Product Owner was previously a Customer Service Manager, and understands the customer complaints well, but doesn't have a clear vision of what the customers actually want, the Roadmap does not exist beyond 1 Sprint. The Product Backlog is a collection of large, Epic-sized "Stories" without Acceptance Criteria on the wall with the Sprint Backlog and Sprint Board.

The Scrum Team are all physically located in the same building, but several sit on a different floor from the rest. They are working to find space to all sit together. The Scrum Board is on the wall in the area where most of the team members sit. During the Standup, which happens between 9:15am and 9:30am on Mon/Wed/Fri each week, they all stand around the board and move their own work items across the board as they answer the three questions. In the six months they have been working together, they have shipped 3 Production Releases and held 6 Demos for stakeholders.