

The 5 Dysfunctions of an Agile Team

Symptoms to watch for
and potential cures

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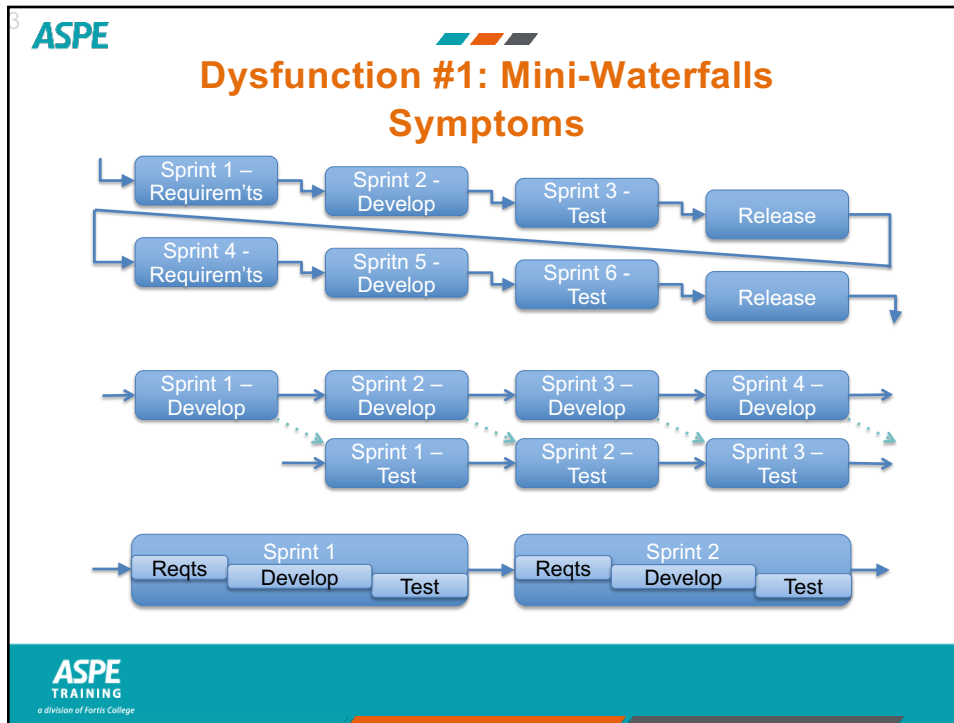
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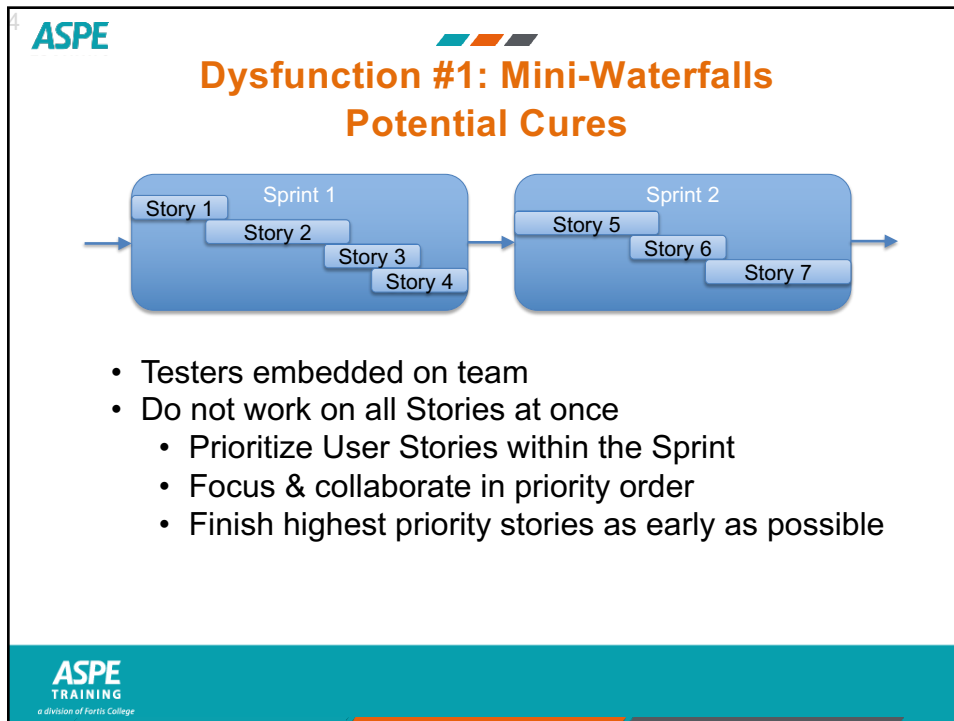
The 5 Dysfunctions of an Agile Team

1. Mini-Waterfalls
2. The Growing Backlog Tsunami
3. Meddling Managers
4. The Missing Product Owner
5. The Ineffective Scrum Master


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Dysfunction #2: The Growing Backlog Tsunami Symptoms

- Sprint Backlog not finished in Sprints
- Unfinished work always rolled into next Sprint
- Each Sprint Backlog bigger than prior
- Negative impacts on
 - Team morale
 - Customer confidence

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Dysfunction #2: The Growing Backlog Tsunami Potential Cures

- Sprint Review
 - Explicitly address unfinished User Stories
 - When is the best time to complete them?
- Adapting to Change
 - Adjust the Product Backlog & Release Plan based on the team's actual Velocity
- Sprint Planning
 - Estimate hours per task
 - Compare estimated totals to available hours in Sprint (Individual and whole team)
 - Adjust Sprint plan to match team capacity

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Dysfunction #3: Meddling Managers Symptoms

- Product Backlog changed by managers
- Sprint Plans dictated or changed by managers
- Team re-directed in mid-Sprint
- Team membership changed too often

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Dysfunction #3: Meddling Managers Potential Cures

- Senior management support for Agile
 - Obtain a senior sponsor for Agile transformation
 - Publish expectations that managers will support Agile
 - Require Agile status in regular manager reporting
 - Add Agile metrics to managers' annual evaluations
- Manager education (both senior and line)
 - Why Agile transformation is important
 - How Agile projects are different
 - How manager's behavior and expectations must change
 - What managers must do to encourage Agile behavior

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Dysfunction #4: The Missing Product Owner Symptoms

- Product Owner does not attend:
 - Project Kick-off
 - Building initial Product Backlog & Release Plan
 - Backlog Refinement
 - Sprint Planning
 - Sprint Review & Demo
- Product Owner not available to the team during the Sprint to
 - Answer questions
 - View and give feedback on work being done
 - Discuss problems that arise

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Dysfunction #4: The Missing Product Owner Potential Cures

- Product Owner education
 - How Agile works
 - Product Owner responsibilities
- Get the right person, someone who is:
 - Willing and able to (in person or virtually):
 - Attend team meetings (prior page)
 - Interact daily with the team
 - Knowledgeable about customer & user needs and priorities
 - Able to represent all stakeholders
 - Authorized to make decisions: Functionality and Acceptance
(BA as quasi-Product Owner has no authority, but it can work)

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Dysfunction #5: The Ineffective Scrum Master Symptoms

- Team effectiveness compromised by uncorrected issues:
 - Any of these 5 Dysfunctions of an Agile Team
 - A team member disregarding Agile Values & Principles
 - A team member not cooperating with an Agile practice
 - A team member not performing as committed to the team
 - Team members working individually (not collaboratively)
 - Daily Scrum longer than 15 minutes
- Customer dissatisfied with team performance:
 - Responsiveness to needs and priorities
 - Quality of the product

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Dysfunction #5: The Ineffective Scrum Master Potential Cures

- Scrum Master education
 - How Agile works
 - Scrum Master responsibilities & techniques
 - Team leadership, facilitation, & negotiation skills
- Get the right person, someone who is:
 - Committed full-time to the team
 - Aware of interpersonal dynamics
 - Confident of team leadership, facilitation, & negotiation skills
 - Able to lead by serving the team

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BONUS! Dysfunction #6: Hand-offs to Testers

Symptoms

- Lack of collaboration between Dev & Test:
 - Developers: “Testing isn’t my job”
 - Testers don’t know what’s coming (or not coming)
 - Testers & Developers understand Stories differently
- Product Quality issues:
 - Gaps in the testing
 - Defects that can’t be fixed quickly
- Mini-Waterfalls

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BONUS! Dysfunction #6: Hand-offs to Testers

Potential Cures

- Establish Dev-Test Collaboration as the norm
 - Understanding Stories
 - Interacting with Product Owner
 - Designing the solution
 - Designing Testing (Unit, Story, Regression)
 - Doing the testing
- Avoid Mini-Waterfalls

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6. Hand-offs to Testers

Questions?

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