



Creating and Scaling an Agile Practice



Agenda

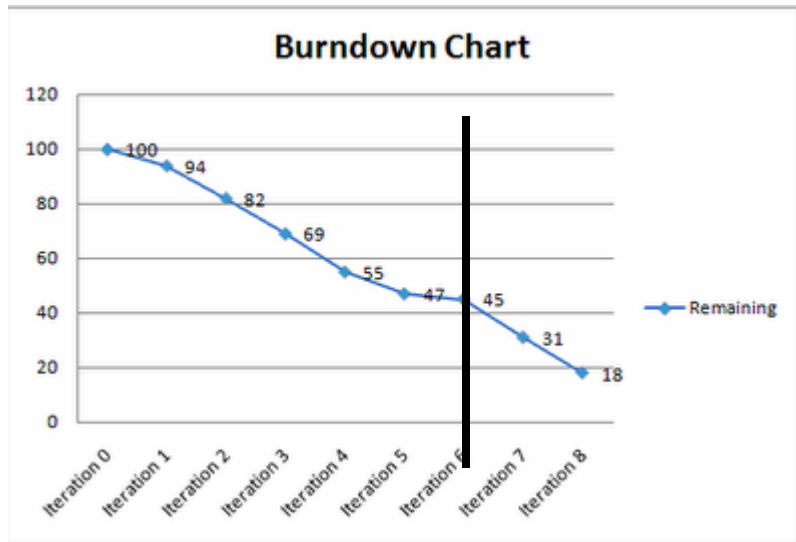
- ❖ **Why Create an Agile Practice?**
- ❖ **Core Metrics and Measurements**
- ❖ **Identifying and Building ScrumMasters**
- ❖ **Establishing an Agile Practice**
- ❖ **How We Can Support Your Agile Effort**

Why Create an Agile Practice?

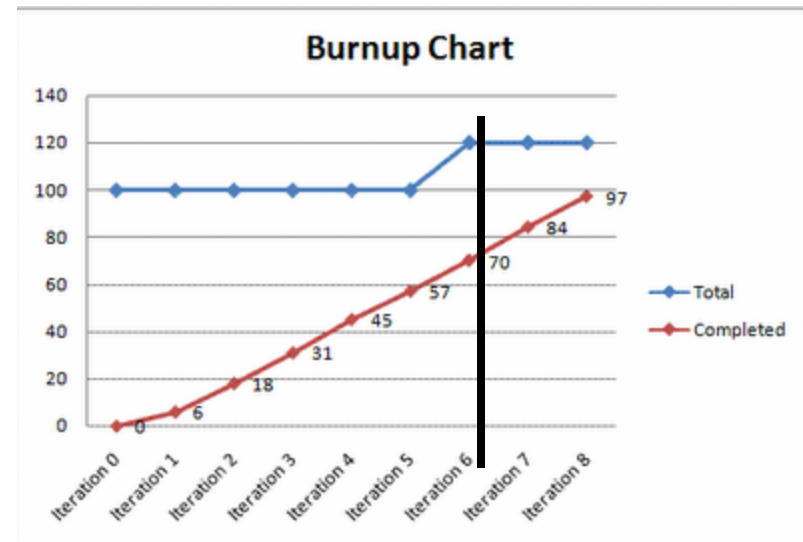
- ❖ **The primary goal of an Agile Practice within a company is to ensure that best practices are being utilized consistently across projects and to help company goals**
- ❖ **The secondary goal is to assure that your company is able to scale and meet the demand of new projects that wish to follow an Agile approach**

Core Metrics and Measurements

Release Burn-Down Charts *

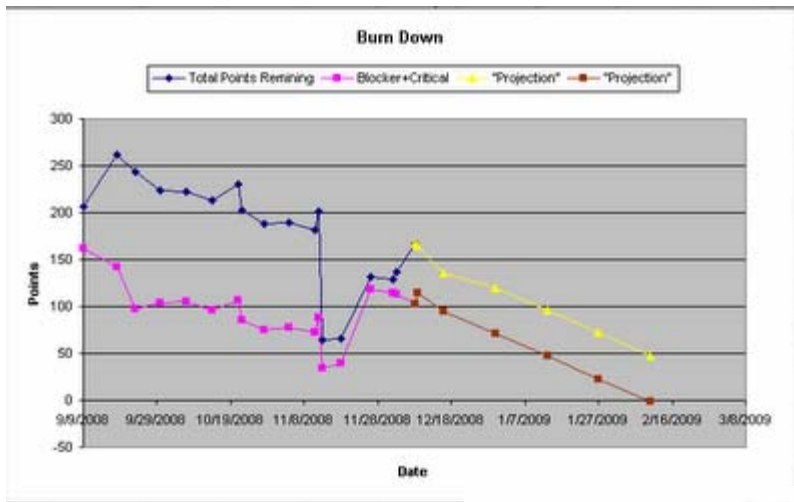


Release Burn-Up Charts *



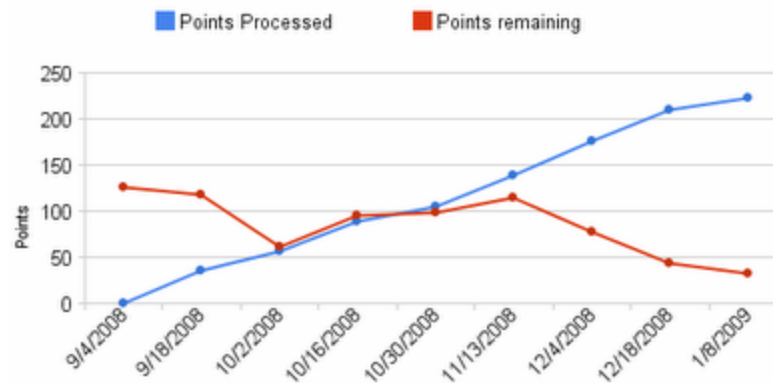
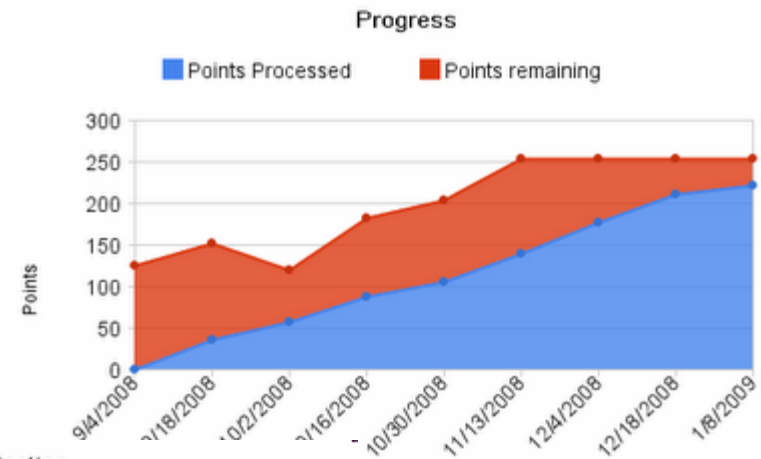
Core Metrics and Measurements

Sprint Burn-Down Charts



Burn Down Projection

Sprint Burn-Up Charts *



Core Metrics and Measurements

- ❖ **Tracking our sprint estimates, version the information (Estimating Quality and Risk Metric)**
 - Track this at the aggregate level due to social dynamics

- ❖ **Measure the number of interfaces (Risk Metric)**
 - How many exist
 - How many remain to be “done done”

Identifying and Building ScrumMasters

❖ The six attributes to look for in an individual who wants to be a ScrumMaster are*:

* Source: <http://www.scrumalliance.org/articles/36-leader-of-the-band>

1. Responsible
2. Humble
3. Collaborative
4. Committed
5. Influential
6. Knowledgeable

❖ Underneath all of these is a personal strength and confidence to do what you believe is right for the team despite any obstacles

❖ ScrumMasters aren't born they are created

Identifying and Building ScrumMasters (cont.)

1. **Servant to the team** – willing to be part of the team and do what is needed. The team doesn't report to them and they aren't the task master
2. **Passionate** about having the team and project be successful and therefore, understanding that the most important success is the team's success, not the individual's success
3. **Champion of the team** – represent the team's decisions and needs passionately and professionally
4. **Facilitator** – Always work towards an equitable solution. Understands what compromises can be made versus those that ultimately slow down velocity
5. **Tenacious** – Find a solution through an impediment or roadblock
6. **Willingness to confront issues** head on and early – not shy about identifying issues and addressing them
7. **Leadership** – guide, don't dictate; show, don't tell

Identifying and Building ScrumMasters (cont.)

8. Technical knowledge is a plus

We've found some of the most successful ScrumMasters are the one who also have a technical background, therefore we like to look at technical leads to grow into this position.

It's beneficial for the ScrumMaster to have a good understanding of the technology and architecture the team is using but , it isn't required in the beginning.

However, having said that, there needs to be significant growth in technical expertise in order to develop the trust of a software development team and to free up the expensive resource of the technical lead or architect.

* Source: <http://www.scrumalliance.org/articles/36-leader-of-the-band>

Establishing an Agile Practice

❖ **The following is a set of steps and activities required to create and sustain an Agile Practice group within a company**

- 1. Identify Agile Practice Participants**
- 2. Setup Agile Practice Kick-off Meeting**
- 3. Create Agile Practice Charter**
- 4. Establish Agile Practice Goals**
- 5. Establish Periodic Agile Practice Meetings**
- 6. Create Member Partnerships**
- 7. Establish an Agile Practice Forum**
- 8. Establish an Agile Practice Repository**
- 9. Hold Periodic Agile Practice Reviews**
- 10. Hold Quarterly Agile Practice Retrospectives**

1. Identify Agile Practice Participants

❖ Core Activities

- ScrumMasters, Executive Sponsor, Managers
- Does not have to include everyone or even all ScrumMasters
- Can be a formal organization with everyone reporting to a single manager or informal
- The Agile Practice must have a recognized leader. It can be either a manager or an appointed member for a set period of time (6 months to 1 year)

2. Setup Agile Practice Kick-off Meeting

❖ Core activities

- Minimal agenda as the participants should decide what they want to accomplish in the meeting and how to do it
- Should be from half day to two days based on the agenda
- Should be made clear that whether or not the Agile Practice is formal, the participation of the members is required. This should be signed off on by management and part of performance review
- Establish temporary sub committees or groups for particular activities

3. Create Agile Practice Charter

❖ Core activities

- Either in the kick off meeting or with a small group afterwards define the charter of the Agile Practice
- The charter is published in the Agile Practice Repository

4. Establish Agile Practice Goals

❖ Core activities

- Either in the kick off meeting or with a small group afterwards define the goals of the Agile Practice
- Define how the tasks associated with goals would be tracked and publicized
- The goals are published in the Agile Practice Repository (see below)

5. Establish Periodic Agile Practice Meetings

❖ Core activities

- There should be two kinds of periodic meetings. The first would be either weekly or every two weeks to discuss issues of immediacy such as project issues, personnel issues, team to team interactions, etc. This is not the same as a Scrum of Scrum project meeting.
- The second meeting would be every 3 to 4 months which reviews the Practice's processes, activities, membership, goals and charter and any other items the membership deems important. Again, a half day to two day summit.

6. Create Member Partnerships

❖ Core activities

- Either by self selection or by appointment, the members should be paired up
- One goal is for one member to have a backup on activities. The partner could attend Scrums or other meetings when the primary was unavailable
- Additionally, the partner could obtain sprint information when the primary was unavailable
- The partners should be aware of the issues pertaining to the other's team and provide assistance, suggestions and resolutions
- The partners could agree on other help as needed
- The partners would be expected to go to each other for help prior to management or other members of the Practice

7. Establish an Agile Practice Forum

❖ Core activities

- a. The Practice should have a private forum (or public if deemed more useful) for discussing issues or policies. The forum could also be for first suggestion of new processes or best practices.

8. Establish an Agile Practice Repository

❖ Core activities

- Establish a controlled repository for all Practice artifacts
- Templates – All Practice templates
- Best practices guides for defined roles such as Product Owners, ScrumMasters, team members, etc.

9. Hold Periodic Agile Practice Reviews

❖ Core activities

- Separate from the quarterly or trimester meetings should be a meeting for any and all to attend to discuss changes to the set of best practices
- Prior submission (via email, phone calls, notes, documents, etc) of changes or proposed discussion is recommended
- Agenda short but discussion could be long. At least half a day depending on submissions

10. Hold Agile Practice Retrospectives

❖ Core activities

- Every 3 or 4 months hold a meeting to track progress on goals and define targets for the next meeting
- As with the kick off, the additional agenda items would be created by the

How We Can Support Your Agile Effort

- ❖ **We can work with you to build the value proposition for the creation of an Agile Practice**
- ❖ **Full Agile Training Curriculum**
- ❖ **Agile Coaching**
- ❖ **Augment Team; i.e. Scrum Masters**