Team Agility Flow Scorecard MASTER

Team Agility Scorecard

<---- Less Flow ... More Flow---->

To learn more about team agility click this box.

#	Objectives	Roles, Mindsets, Events, Artifacts	1–3	4–6	7–9	10–12	13–15	Start Score	Cur-Rent Score	Goal Score		Category
1	Have a clear liason for the team to go to understand what work needs to be done and why. Responsibilities include: * be available to the team to answer questions * help the team understand the DoD for each story * refine the team backlog as needed * sequence the work on the team backlog appropriately and coach the team if they are not working in the proper order	Product owner role	no product owner role is defined	Doing about 25% of the role	Doing about 50% of their role	Doing about 75% of their role	Doing virtually all of their role	1	8	15	0	Roles
2	Have a coach for the team to assist them in improving their definition of workflow and in following it. They are responsible for liasoning between the team and the rest of the organization	Team Agility Coach role	no one is doing this role or it's being done by several people rotating the responsibility	attending to the duties of the team agility coach but mostly just attending to the project management aspects of it.	the role is being filled by some who is attempting to manage improvements but is taking a dogmatic attitude towards	the coach is taking respnosibility for the team's workflow and agreements and works with the team to improve them	all responsibilities to left plus attending to the bigger picture of how the team fits into realizing value quickly for the oranization	5	9	14		Roles
	Depending upon our situation we should we're using cross-functional teams or something else. 3a is Scrum's approach, 3b is Kanban's approach. Put scores in one or the other & only those will show up on reports. Note that the objectives are the											
3a	Have all of the capabilities needed to create value quickly in a predictable, sustainable and high quality fashion.	Development team	the development team is scattered			the team is cross-functional and is the team works from a common kanban board and is focused on the team's purpose. They create the	the team is cross-functional and co-located	3	6	9	2	
3b		Create true teams to the extent possible	the development team is scattered and working on other things besides the main focus of what		while teams aren't co-located they are in similiar time zones and are focused on the same work being		the team is cross-functional and co-located				1	
4	Keep work within capacity. Lower cycle time	Focus on Finishing / Managing Work in Process	Work is started in an ad hoc manner	Generally each person on the team starts work on a separate story	when starting a task people look to see how that story will contribute to finishing the bigger piece the	after finishing something they look to see how they can help someone else on their team to finish	after finishing something they look to see how they can help someone else on their team finish something	2	8	15	0	Mindsets
5	Ensure working on the right thing and don't start until ready	Definition of Ready & Definition of Done	There is no definition of ready or definition of done	DoR and DoD are defined, but not commonly used		DoR and DoD are defined and mostly used	DoR and DoD are well defined and being used for all stories	3	8	15	1	Mindsets
6	Use for improving the methods of the team while not leading to local optimization that hurts the overall bic picture.	Self-organization within the context of the development group	Team members are just trying to get their job done		Team members self-organize but don't attend to the context they are in.		Team members work together to improve how they are working while attending to their agreements with the rest of the	1	8	15	2	Mindsets
7	Improve collaboration within the team and make it easier for people to move from team to team when required	Definition of workflow	There is no definition of workflow besides "on backlog", "in process", "done"		The workflow includes some indication of whether stories have had acceptance criteria defined		All of the steps required to do the work have been explicitly discussed and are know by the team. In	3	8	15	2	Mindsets
8	Create a plan to improve focus and help people see what is happening to enhance dependency management	Sprint Planning	Not being done		planning is done but it is mostly guesswork	0planning is done base on velocity of the team	Sprint planning is being done and all stories on the sprint backlog have met DoR and DoD definition	3	7	12	1	Events / Ongoing
9	Communication, collaboration, ability to pivot, remove blockages	Daily Standups	Not being done	Daily standups are done but are mostly walk throughs without any	Daily standups are being done but from an individual perspective:	Daily standups are being done but from a team perspective. so thet "3	Standups happen the same time and place and are more about how	6	7	15	0	Events / Ongoing
	Depending upon our situation we should be using time-boxing (10a) or a cadence model (10b). Note the objectives of both is the same.											
10a	Have work be completed in a timely manner that provides quick feedback and is potentially realizable.	Quality of sprints	Sprint boundaries are mostly	A sprint consists mostly of one big .	Stories are mostly completed but cadences are defined but not	Most stories are started at .	If using iterations, all work is Cadences for readying work prior	3	6	9	0	
10b		Quality of cadence	No cadence is being used								1	
11	Get feedback from stakeholders and product owners and make any necessary corrections on direction	Product Demonstration	No regular demonstrations are done	Instead of running working software progress is disucssed via presentatino.	Software built is demonstrated but not enough attention is given to providing feedback.		Working software is demonstrated with feedback being well-received	1	7	12	1	Events / Ongoing
12	Create visibiliy on what's holding the team and/or organization back and work on them on a regular basis	Managing impediments	Impediments are mostly ignored and just treated as is		An impediment list is created but not used for much		An impediment list is maintained and worked on on a regular basis. it is reviewed daily.	1	5	12	2	Events / Ongoing
13	Use for improving the methods of the team	Retrospections	Not being done	Retrospections are done but are	Retrospections are done but not		Retrospections take place at end of	4	5	9	1	Events / Ongoing
14	Ensure backlogs are ready when a sprint or cadence starts	Product backlog	There is no product backlog, but teams are just given work on an	there is a product backlog from which the team pulls but it is not	The backlog has a couple of weeks of medium to small stories in it.		The backlog is refined to the extent that, if sprints are being used, at	1	8	12	0	Artifacts
15	Enable other teams to see both what will be required of them as well as when what they are depending upon is being developed	Visibility of work (team backlog)	Work is not visible. There is no organized list of work to be done	A sprint backlog exists, but the state of the work is not shown other than "in process" and "done"	All work regarding the team is visible, including stories added to the sprint after it started for	Visibility in the prior column exists as well as any dependences on other groups, dependencies that	Visibility in the prior column exists as well as work of different types such as customer focused on	5	8	15	0	Artifacts
16	Smaller batches assist flow and predictability. Velocity helps coordination	Story size, estimation velocity	stories that are almost ready to be worked on or committed to (if	stories that are almost ready to be worked on or commited to (if using		stories have been broken down into smallish size but are not being	Stories have been broken down so they take more than 2-3 days to be	3	4	15	1	Artifacts
17	Use visual controls to: 1) show rate of completion of work-eg burndown charts 2) see if stories are being worked in proper order 3) see time taken for each step (eg CFD) 4) see type of work being done	Burndown / Burnup Charts	No reports that show what is being done are avaialble	1 of these reports is available	2 of these reports are available	3 of these reports are available	4 of these reports are available	3	4	15	0	Artifacts

18	Build valuable product on a regular, frequent basis.	Increment	at the end of the sprint/cadence	demonstrable software gets	at the end of a sprint/cadence	at the end of the sprint/cadence	Continuous integration and	1	8	12		0
												15

Things missing

This scorecard is still being built. the following are comments we've received about thngs to add. There is a tradeoff between completeness and degree of complicatedness. Comments welcome

MBI mindset

Objective Based Thinking

measure of team flow behaviors (e.g. none - some pairing - true pair programming - business people working hand in hand with tech developers at task level - mob programming

measure of individual flow - or a practice that encourages/supports Flow (e.g. https://www.amazon.com/Flow-Psychology-Experience-Perennial-Classics/dp/0061339202)

This IS about SW Dev - so lets talk about storage of artifacts (code Repo)

Automated Test

DoD ready must include test specs

MBI mindset

Objective Based Thinking

measure of team flow behaviors (e.g. none - some pairing - true pair programming - business people working hand in hand with tech developers at task level - mob programming

measure of individual flow - or a practice that encourages/supports Flow (e.g. https://www.amazon.com/Flow-Psychology-Experience-Perennial-Classics/dp/0061339202)	from - multitasking on several projects during a week - to multitasking on One Project during a week - to One PBI per person - to One PBI for several people until done - to One PBI per team until done	
This IS about SW Dev - so lets talk about storage of artifacts (code Repo)	None - my Harddrive and your Harddrive - A branch early policy in 20th C. Repo - A no-branch policy in 21st C. Repo - Shared Code / Artifact Mindset / Practice - Continious Integration	
Automated Test	None - no concept of test as first class code artifact - - - test 21st C definition (http://agilecomplexificationinverter.blogspot.com/2012/05/21st-century-definition-of-test.html) - - - everything under our control is automated and one button deployable	

5

Cell: T2
Comment: Self-score each row from 1 (big batch) to, 15 (fast, flexible, flow)

Cell: V2
Comment: Self-score each row from 1 (big batch) to, 15 (fast, flexible, flow)

Cell: C13
Comment: See Vish note on grooming frequency