From OK-ish to Outstanding

How any team can become a high-performing one

Tobi(as Mende), Tech Unicorn Builders

Are you doing Scrum?

Why?

History Lesson

Let's go back 32 years.

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Scrum

Pentium Processor

Web Protocol

14.4 kbit/s

Mosaic   WiFi   Concur   SOA   Smartphones

PDF   Java   Google   **Agile**   HD Video   SaaS
                                                                       Manifesto   Conferencing

1993   1995   1997   1999   2001   2003   2005   2007   2009

                                                                       Certified
                                                                       Scrum
                                                                       Master

                                                                                                                                             Scrum
                                                                                                                                             Guide

Scrum
The good parts: Scrum Values

Scrum.org

COURAGE
Scrum Team members have courage to do the right thing and work on tough problems

FOCUS
Everyone focuses on the work of the Sprint and the goals of the Scrum Team

COMMITMENT
People personally commit to achieving the goals of the Scrum Team

RESPECT
Scrum Team members respect each other to be capable, independent people

OPENNESS
The Scrum Team and its stakeholders agree to be open about all the work and the challenges with performing the work

© Scrum.org

Scrum
The problematic parts

- Dailies

- Sprint Reviews

- Sprint Plannings

- Sprints

- "One Increment per Sprint"

- Backlogs

- Scrum Master

- Product Owner

Scrum = Training Wheels?
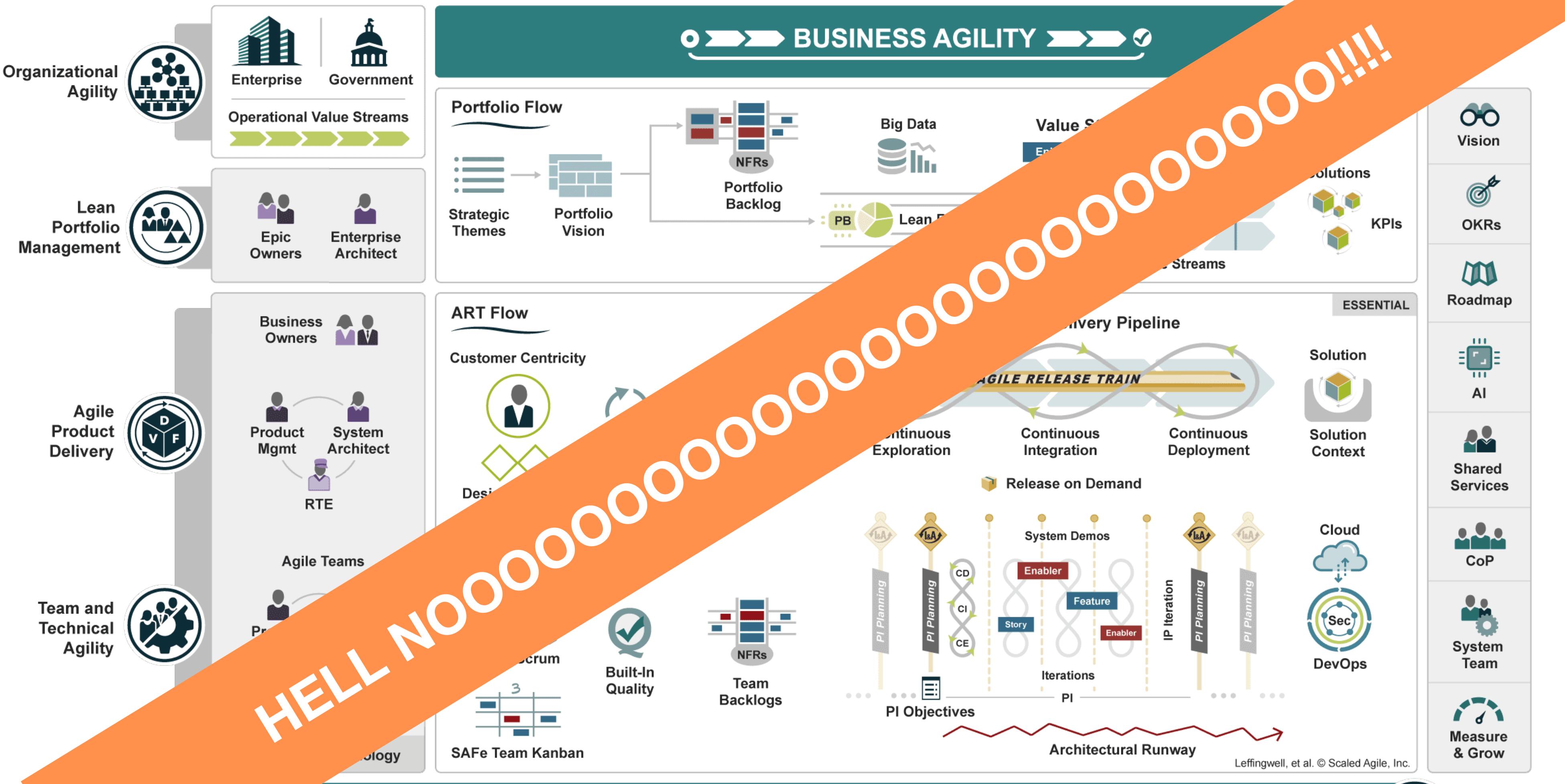
Agility is not a binary thing.

What is next?

SAFe

SAFe (Scaled Agile Framework) overview diagram with overlaid text "HELL NOOOOOOOOOOOOOOOOOOOOOOO!!!!"

Organizational Agility — Enterprise | Government — Operational Value Streams

BUSINESS AGILITY

Lean Portfolio Management — Epic Owners | Enterprise Architect

Portfolio Flow — Strategic Themes → Portfolio Vision → NFRs → Portfolio Backlog — Big Data — Value Streams — PB — Lean — Solutions — KPIs

Agile Product Delivery — Business Owners — Product Mgmt | System Architect — RTE — Agile Teams

ART Flow — Customer Centricity — Delivery Pipeline — Agile Release Train — Continuous Exploration — Continuous Integration — Continuous Deployment — Release on Demand — Solution — Solution Context — System Demos — CD — CI — CE — Story — Feature — Enabler — IP Iteration — PI Planning — Cloud — Sec — DevOps — Iterations — PI — PI Objectives — Architectural Runway

Team and Technical Agility — Scrum — Built-In Quality — Team Backlogs — NFRs — SAFe Team Kanban

ESSENTIAL

Vision — OKRs — Roadmap — AI — Shared Services — CoP — System Team — Measure & Grow

Leffingwell, et al. © Scaled Agile, Inc.

Lean-Agile Mindset — Core Values — SAFe Principles — Implementation Roadmap — SPC — Continuous Learning Culture
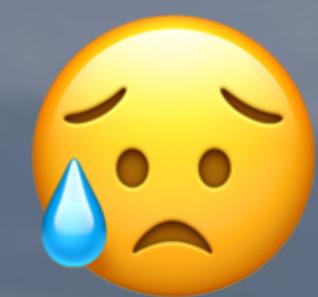
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Agile frameworks do not exist.

Look beyond your framework.

😥 Common Team Problems

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😥

Isolation + Low Collaboration

🤩

Collaborate as if you mean it. Discover challenges, co-create solutions, own results **together**.

😥

Competition prevents collaboration.

🤩

Collaboration over competition.

😥

Output obsession: Measuring tasks, not value.

🤩

Focus on **outcomes.**
Did our last delivery **improve lives?**
What did we learn?

😥

Unrelated tasks, no clear strategy, constant pressure.

🤩

Sprint Goal over content!

😵

Soulless meetings kill motivation.

🤩

Check your rituals.
Ask **why they matter** and **what value**
they bring.

😥
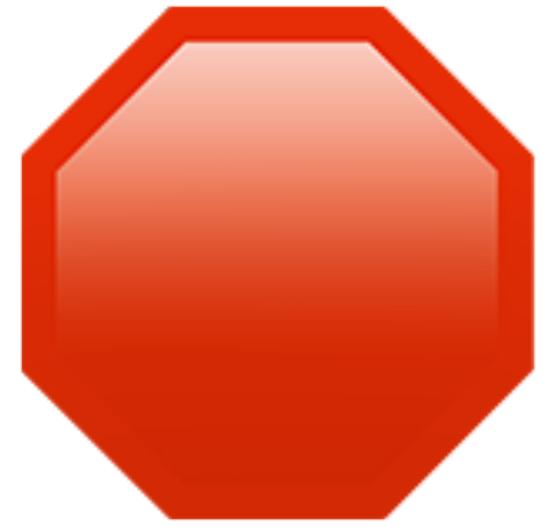
Power imbalances skew contributions.

💡

A diverse team is **worthless**
if diverse opinions are not surfaced.

Leaders speak last.

🛑

Resistance to change prevents progress.

💡

People don't resist change. They resist change **done to them.**

🚀 High-performing Teams
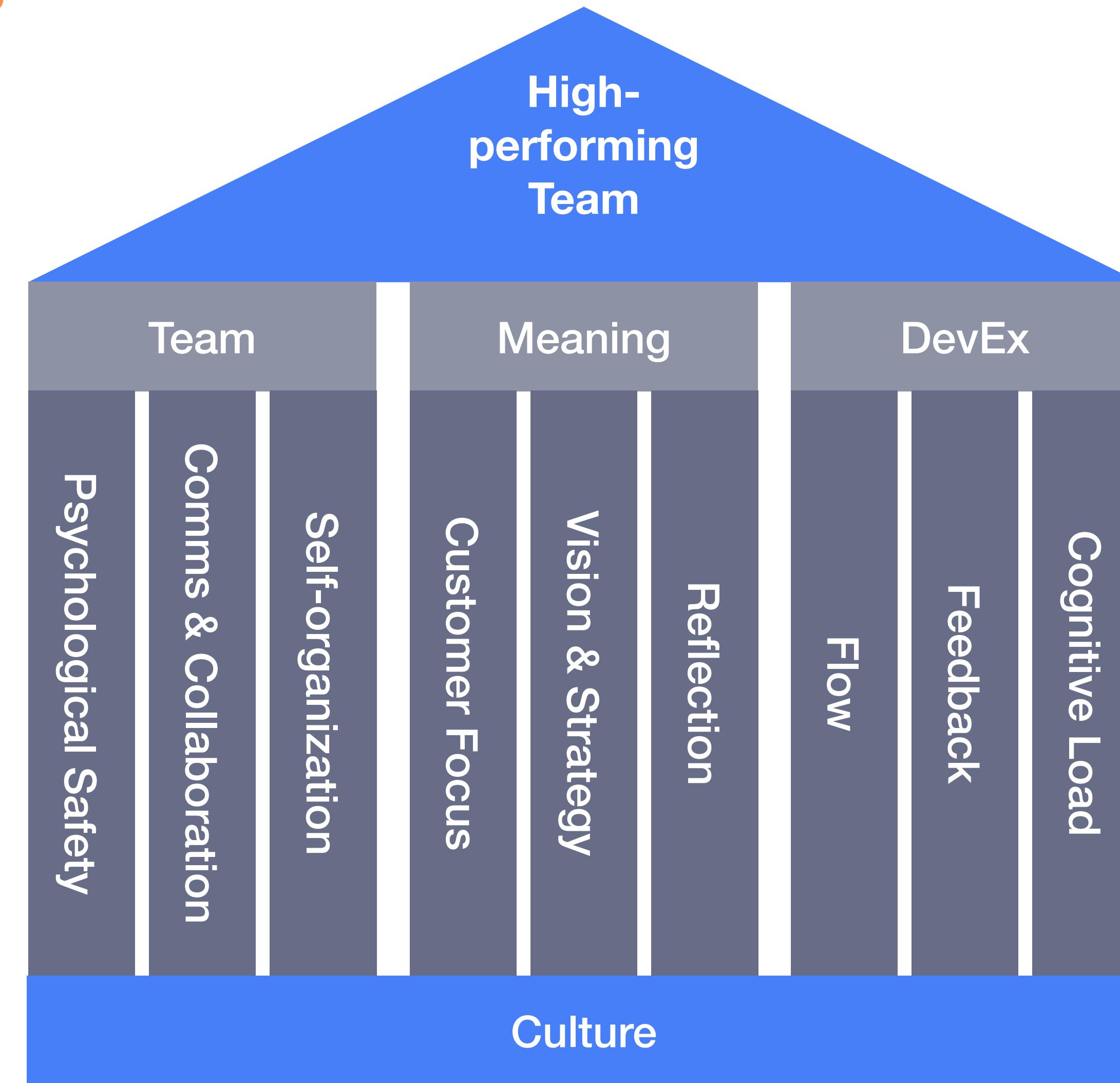
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"A high-performing team **consistently** delivers **outstanding results** by **working together, sharing responsibility,** and **relentlessly improving** to **exceed customer expectations.**"

Definition: High-performing Team
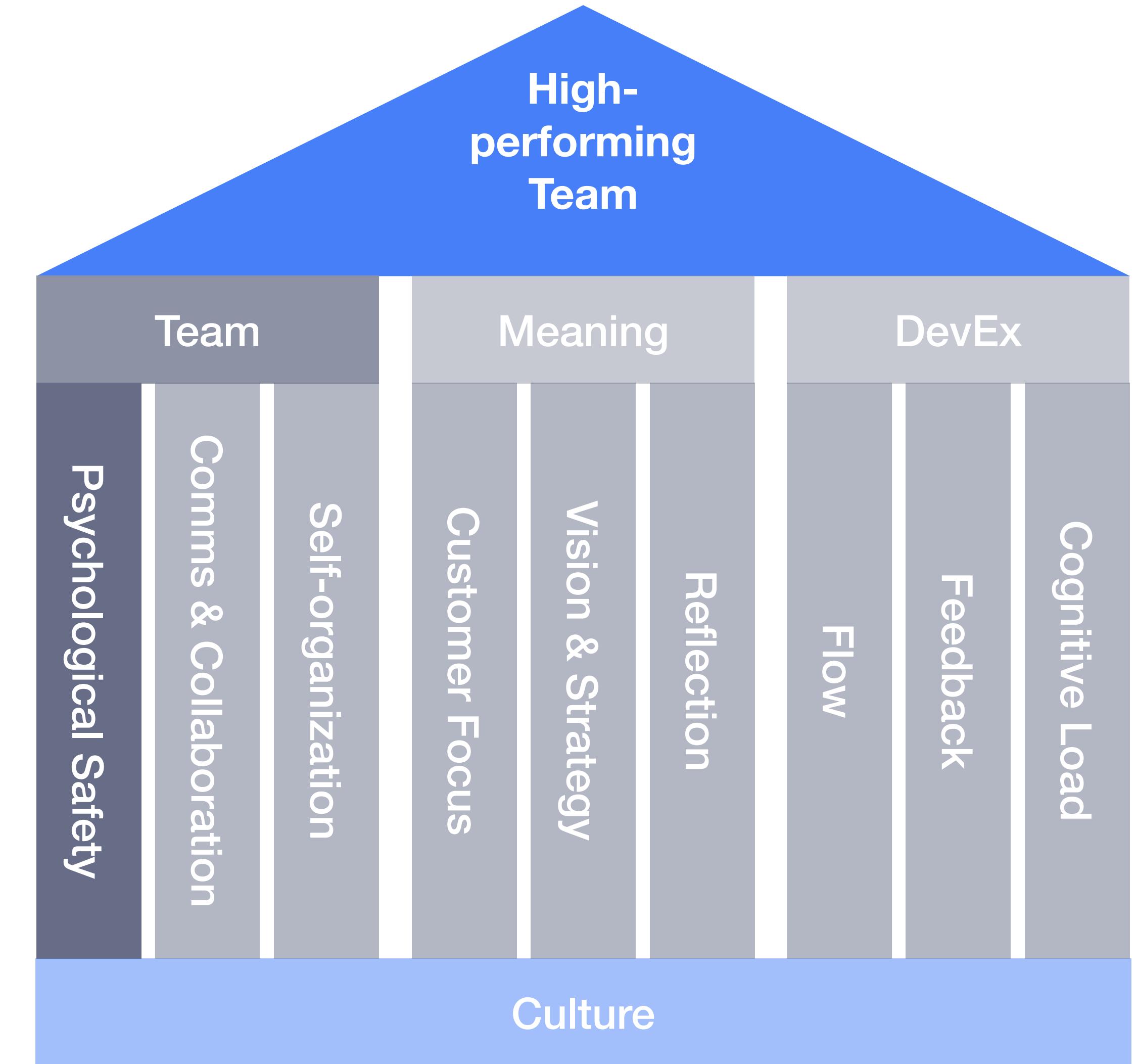
High-performing Teams
Psychological Safety

"a shared belief by members of a team that the team is **safe for interpersonal risk taking**"

Amy C. Edmondson

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High-performing Team

Team	Meaning	DevEx

Psychological Safety · Comms & Collaboration · Self-organization · Customer Focus · Vision & Strategy · Reflection · Flow · Feedback · Cognitive Load

Culture
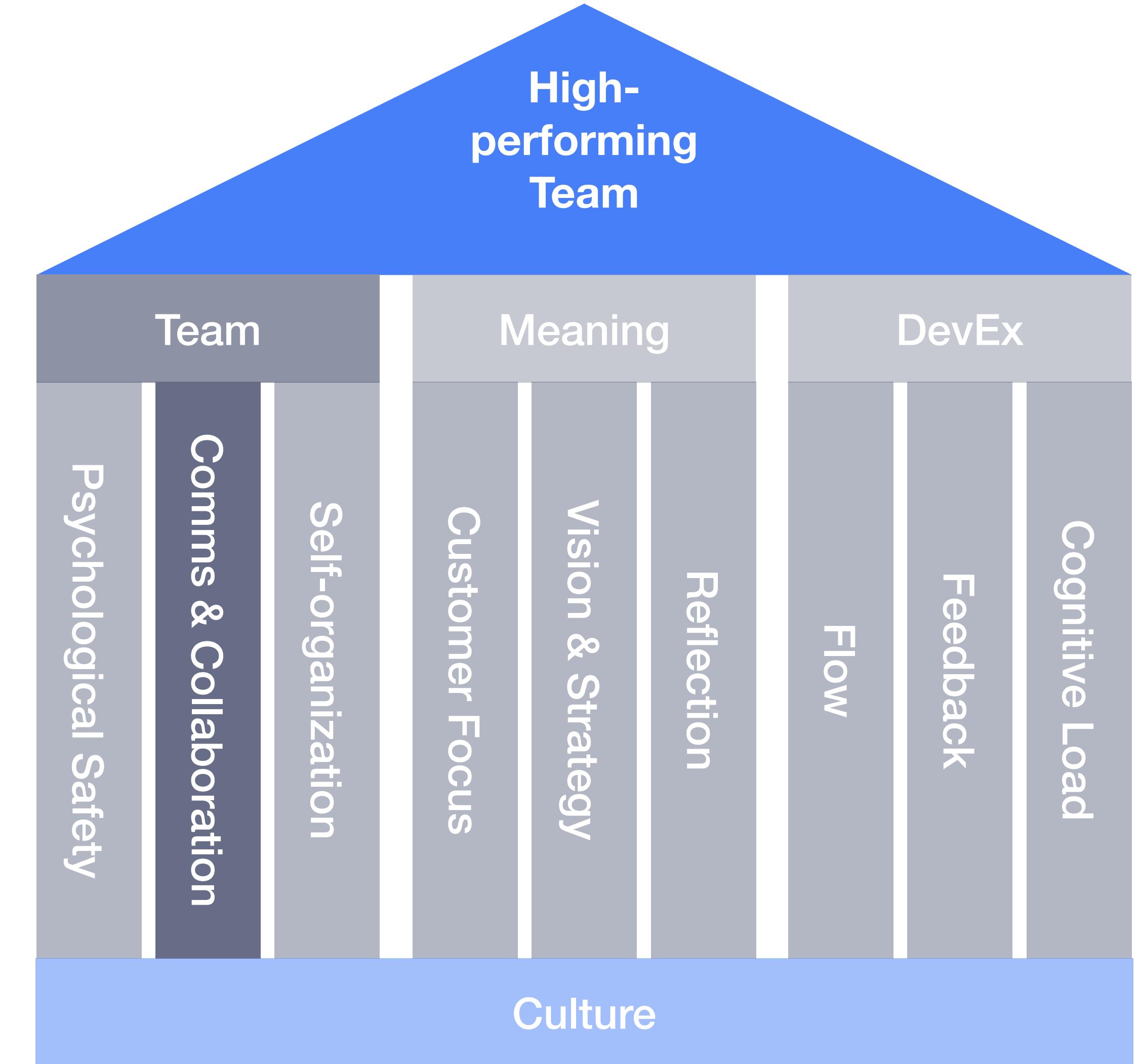
High-performing Teams
Communication & Collaboration

"**Communication** usually **fails**, except by accident."

Wiio's Law
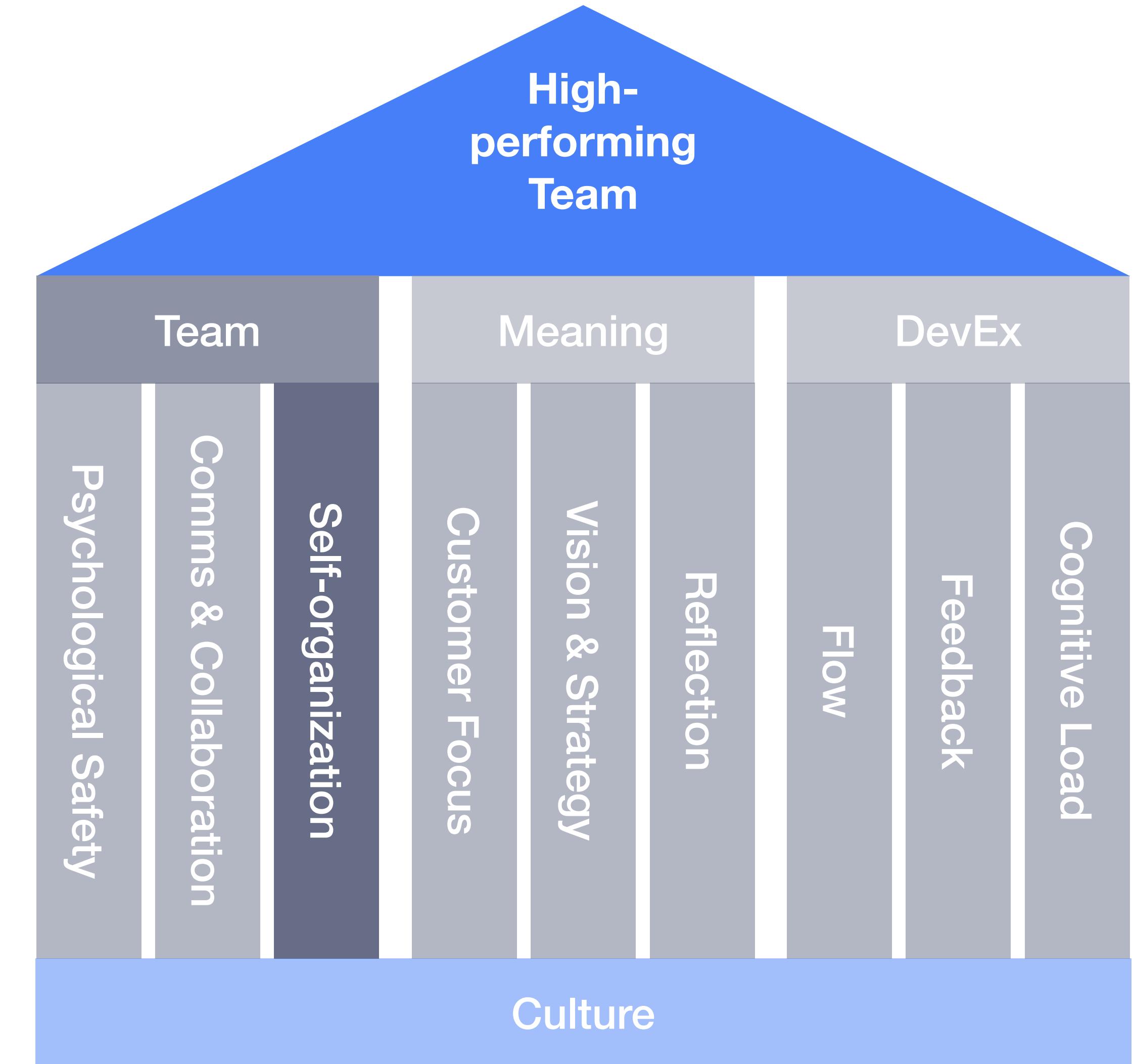
High-performing Teams
Self-organization

"Self-organizing companies have more leadership. Not less."

Me
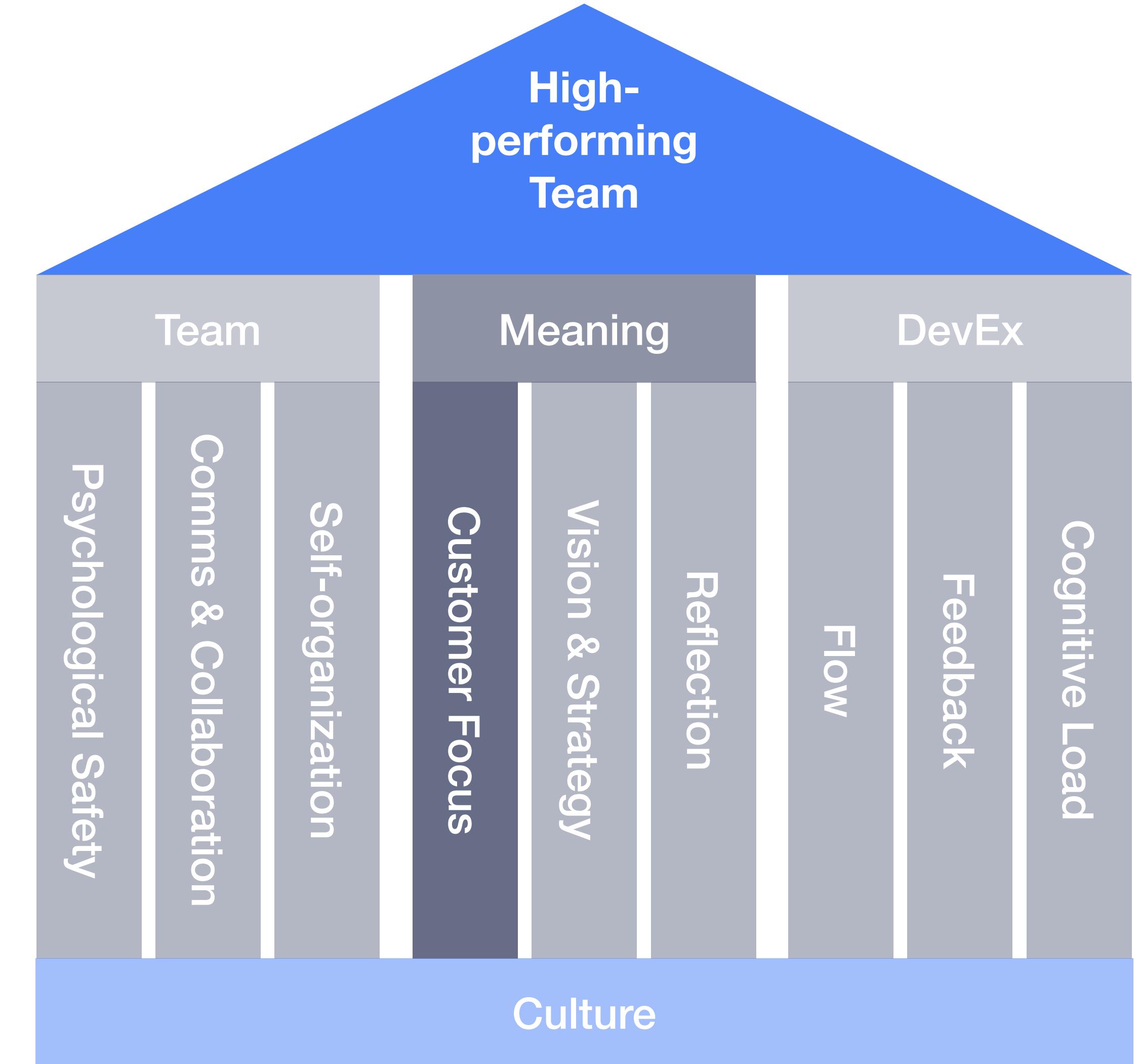
High-performing Teams
Customer Focus

Fall in love with *real* customer problems.
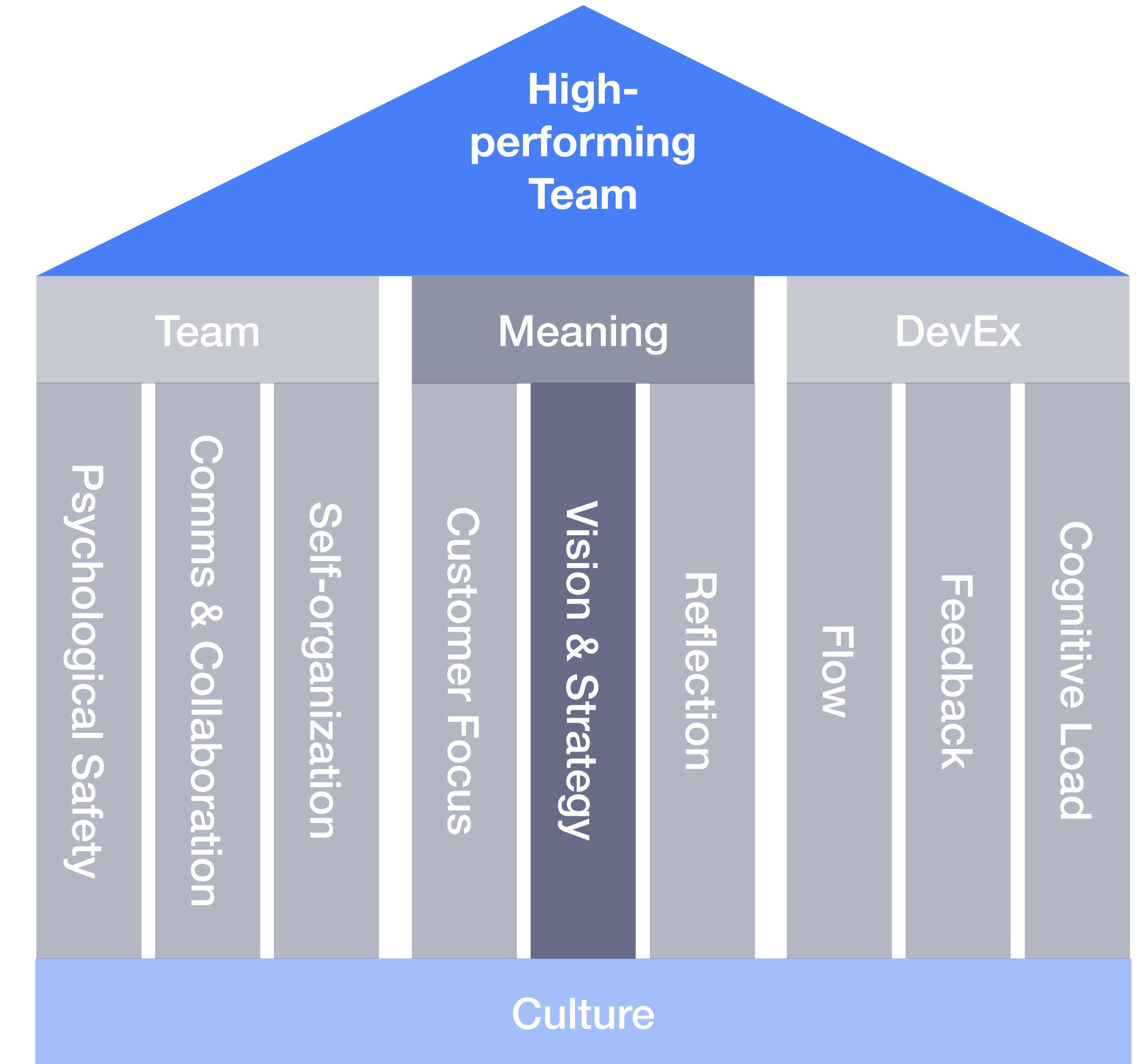
High-performing Teams
Vision & Strategy

"People can't be lazy if they have an exciting goal and are enabled to pursue it."
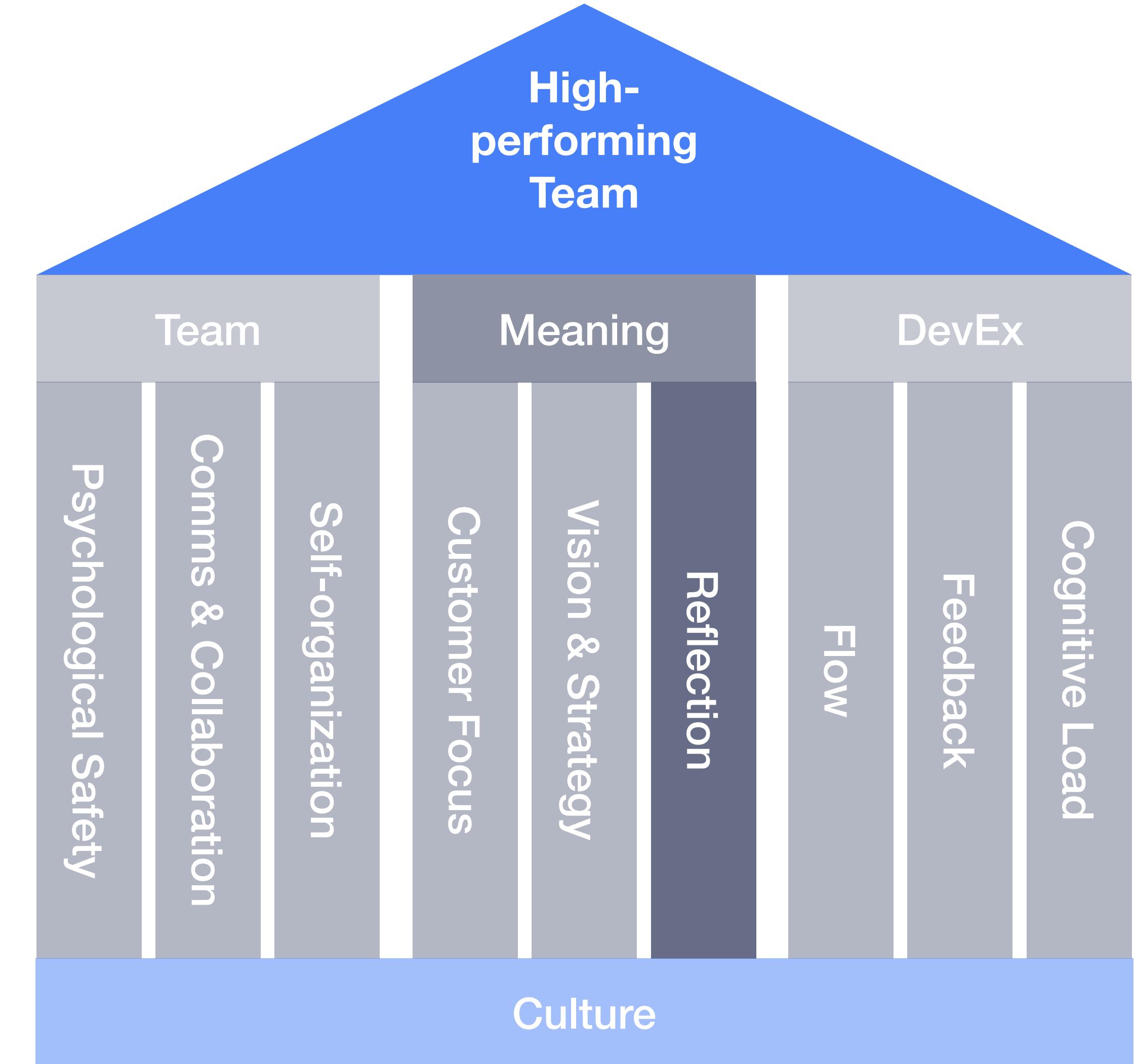
Also me
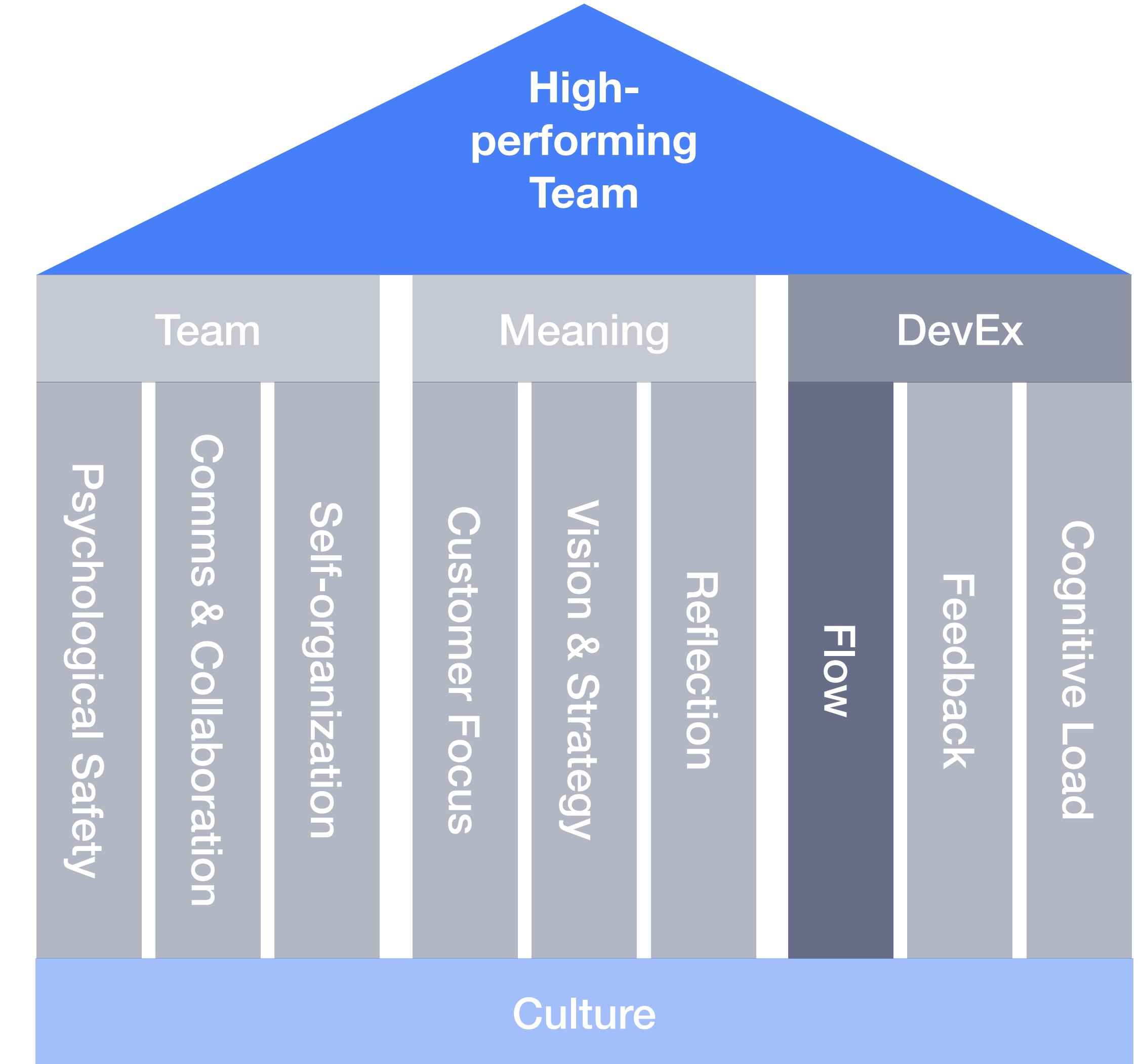
High-performing Teams
Flow
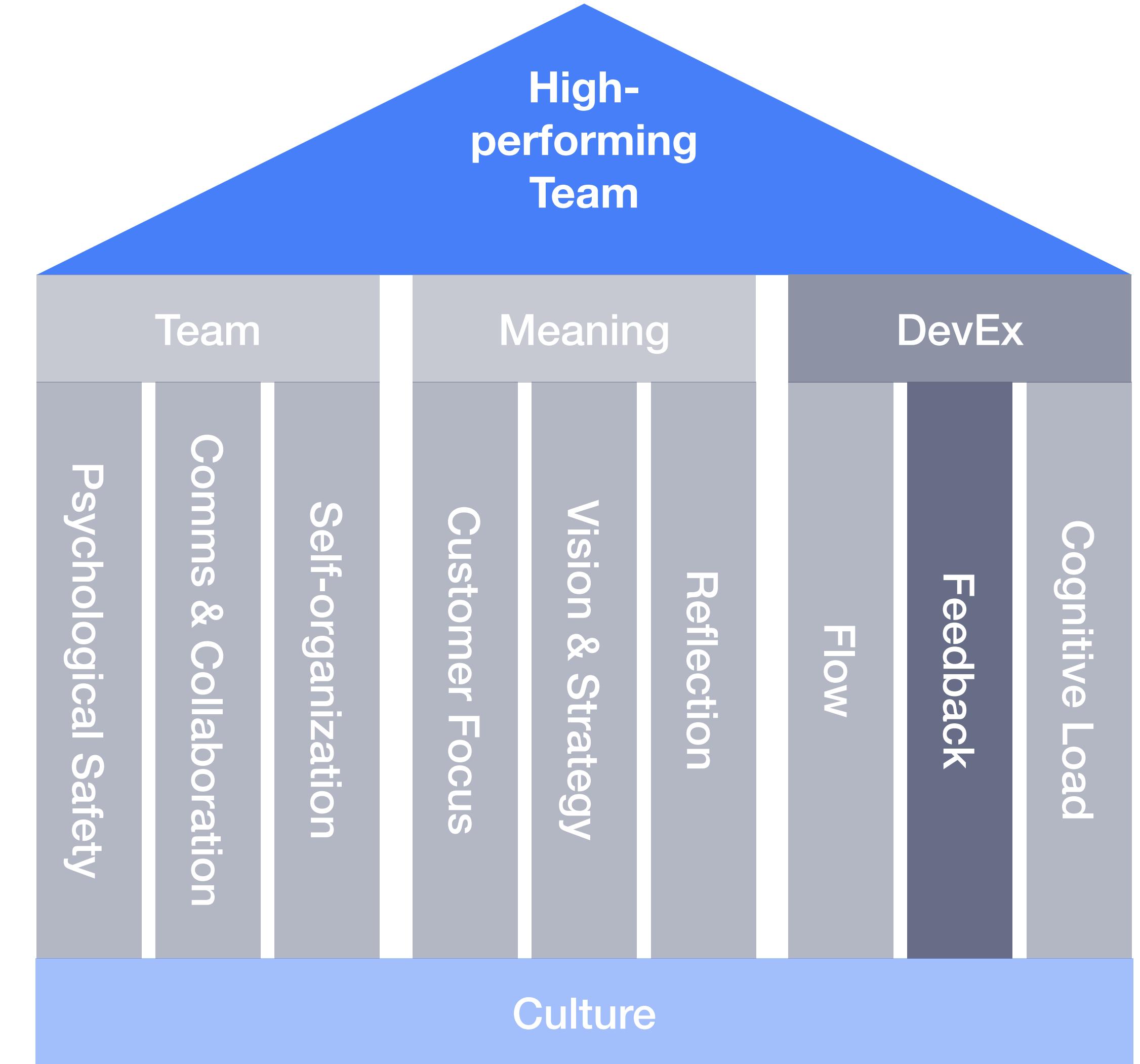
Flow =
Focused
Motivation

High-performing Team		
Team	Meaning	DevEx
Psychological Safety	Comms & Collaboration	Self-organization
Customer Focus	Vision & Strategy	Reflection
Flow	Feedback	Cognitive Load

Culture
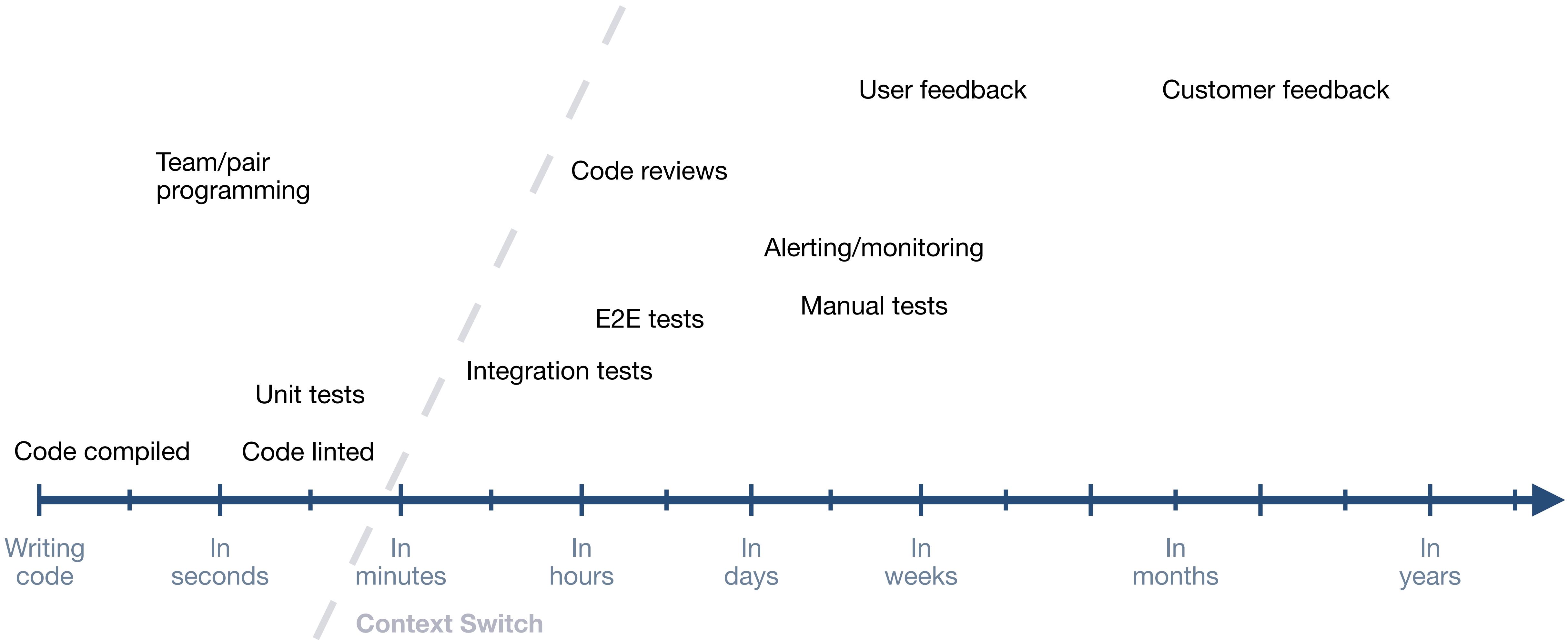
High-performing Teams
Feedback

Shift Feedback Left

High-performing Teams
Better feedback loops

User feedback   Customer feedback

Team/pair
programming   Code reviews

                              Alerting/monitoring

                    E2E tests   Manual tests

            Integration tests

    Unit tests

Code compiled   Code linted

Writing   In   In   In   In   In   In   In
code   seconds   minutes   hours   days   weeks   months   years

Context Switch
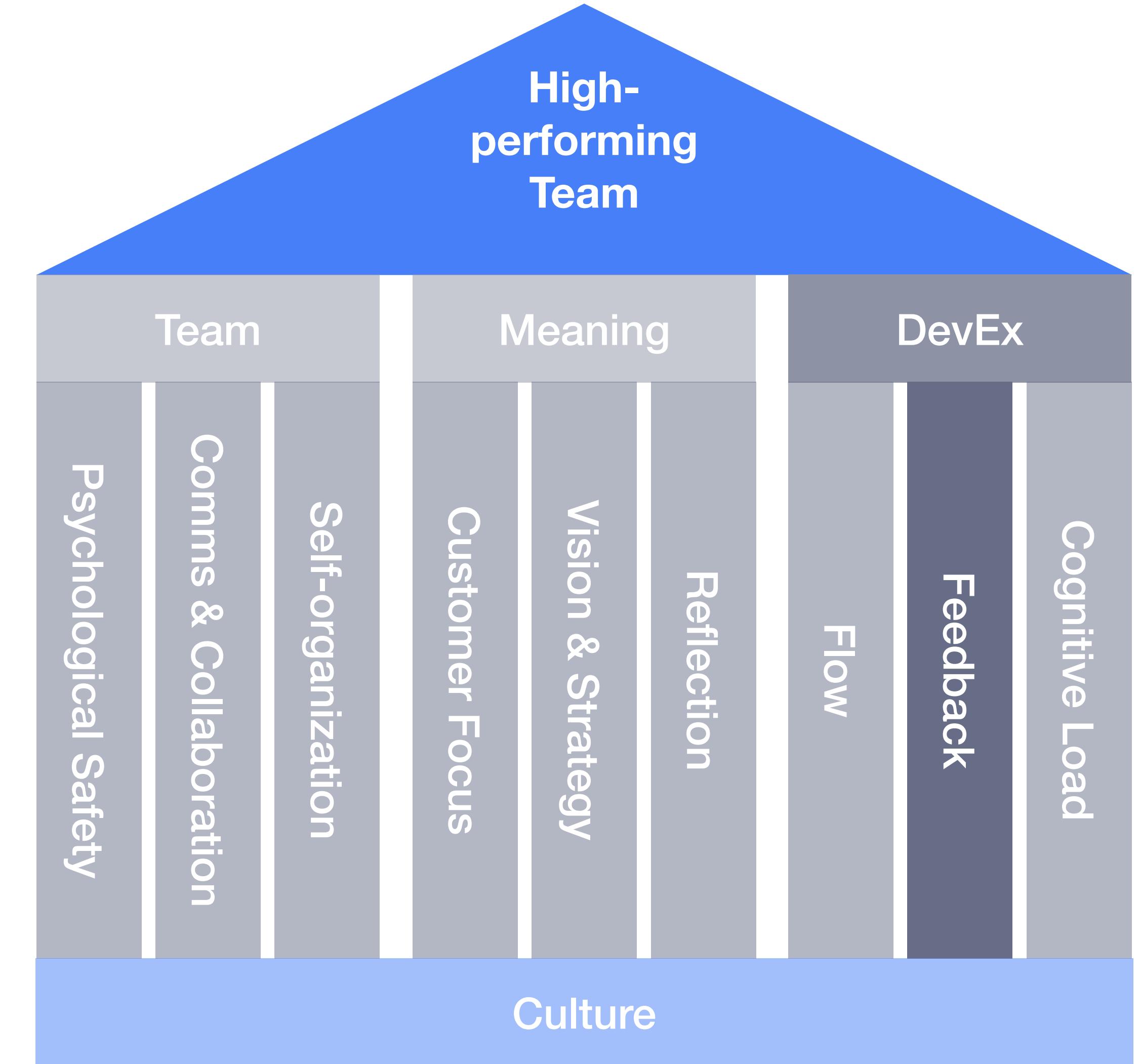
High-performing Teams
Feedback

Peer-to-peer feedback
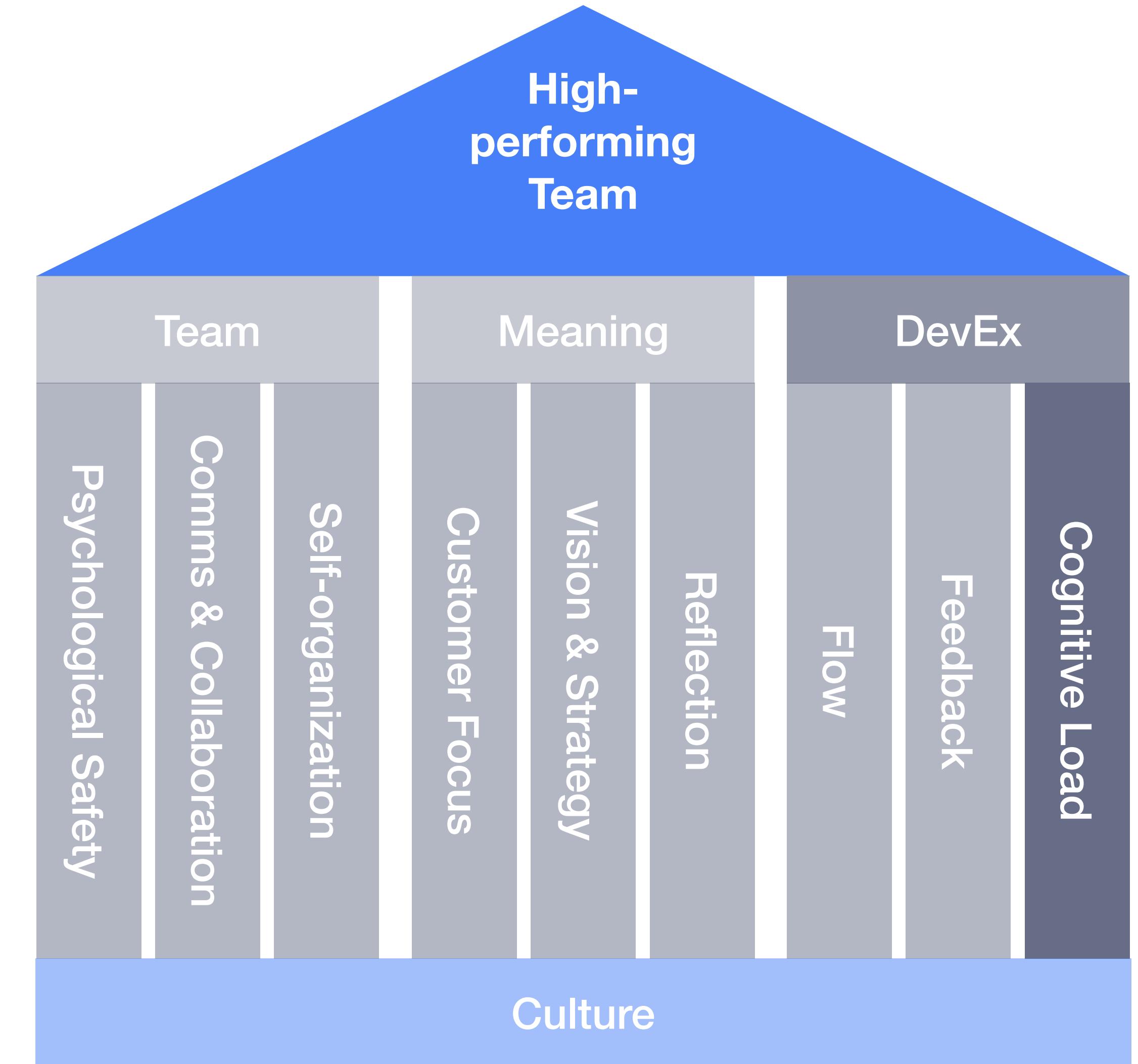
High-performing Teams
Cognitive Load
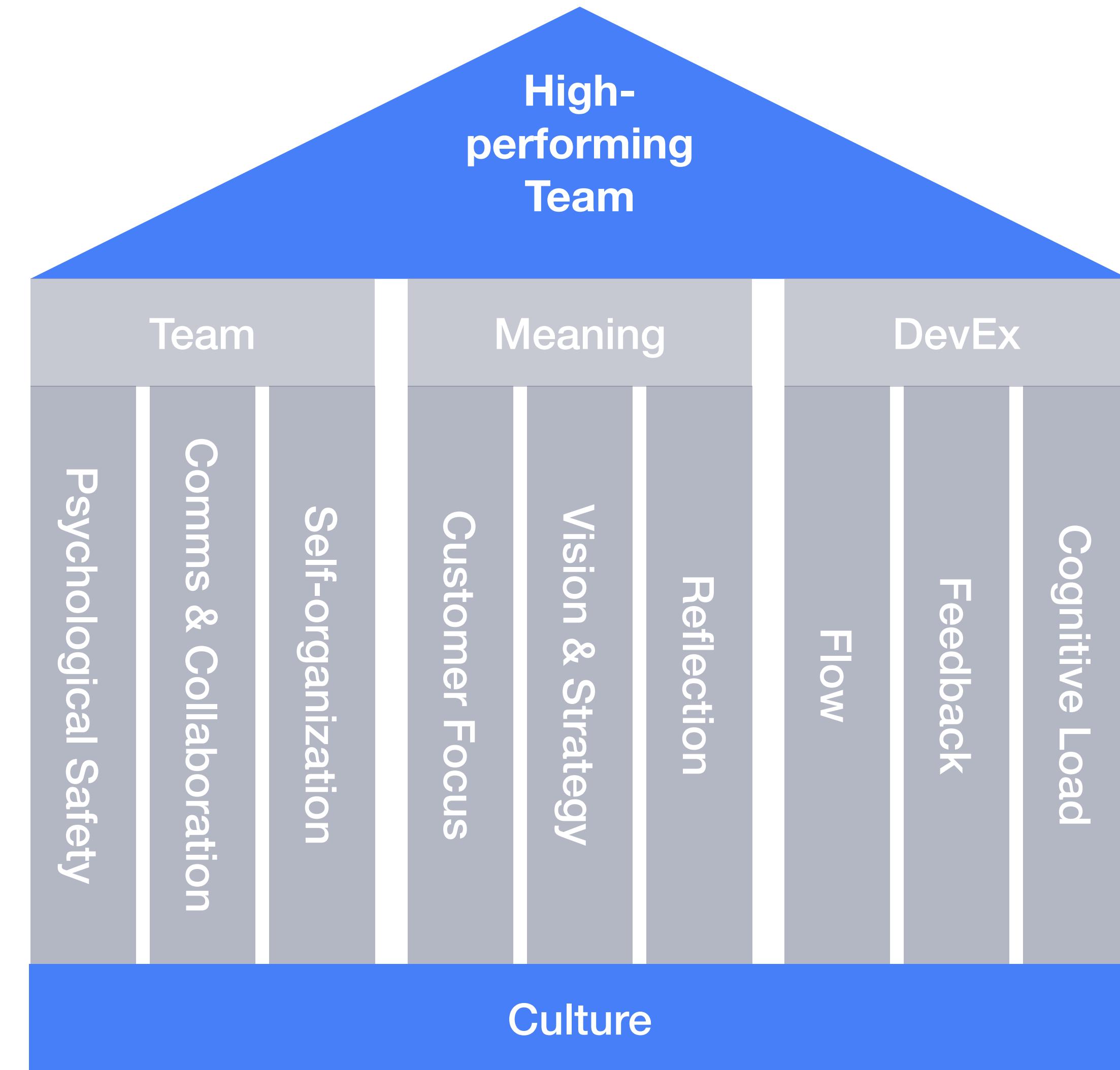
"cognitive load refers to the **amount of working memory resources used**"
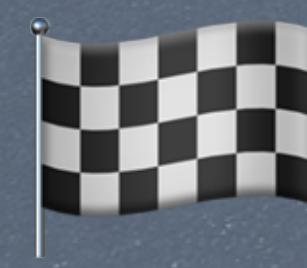
Wikipedia

High-performing Teams
Culture
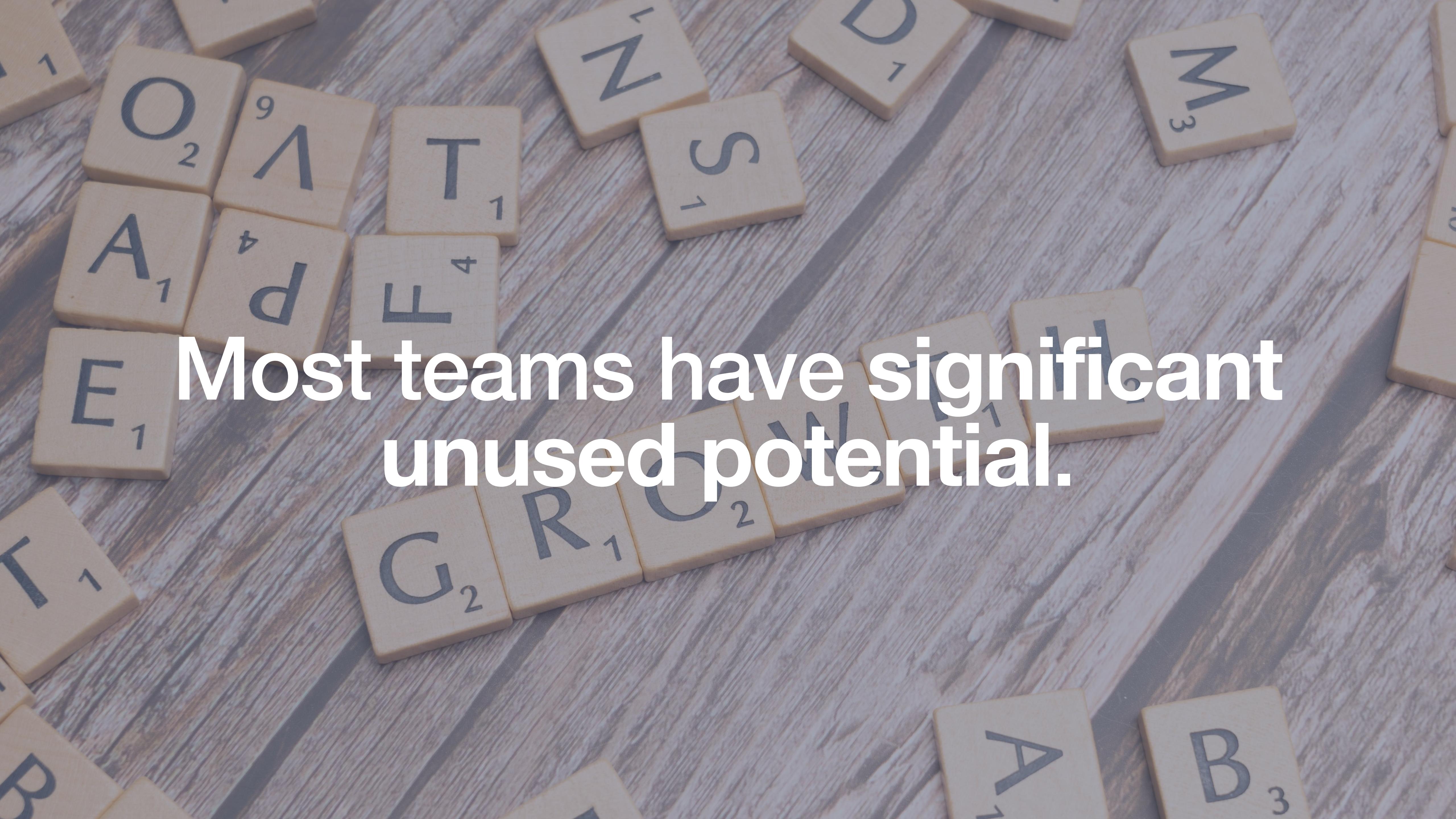
🏁 Closing Words

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# Improvement is a continuous game.

Most teams have significant unused potential.
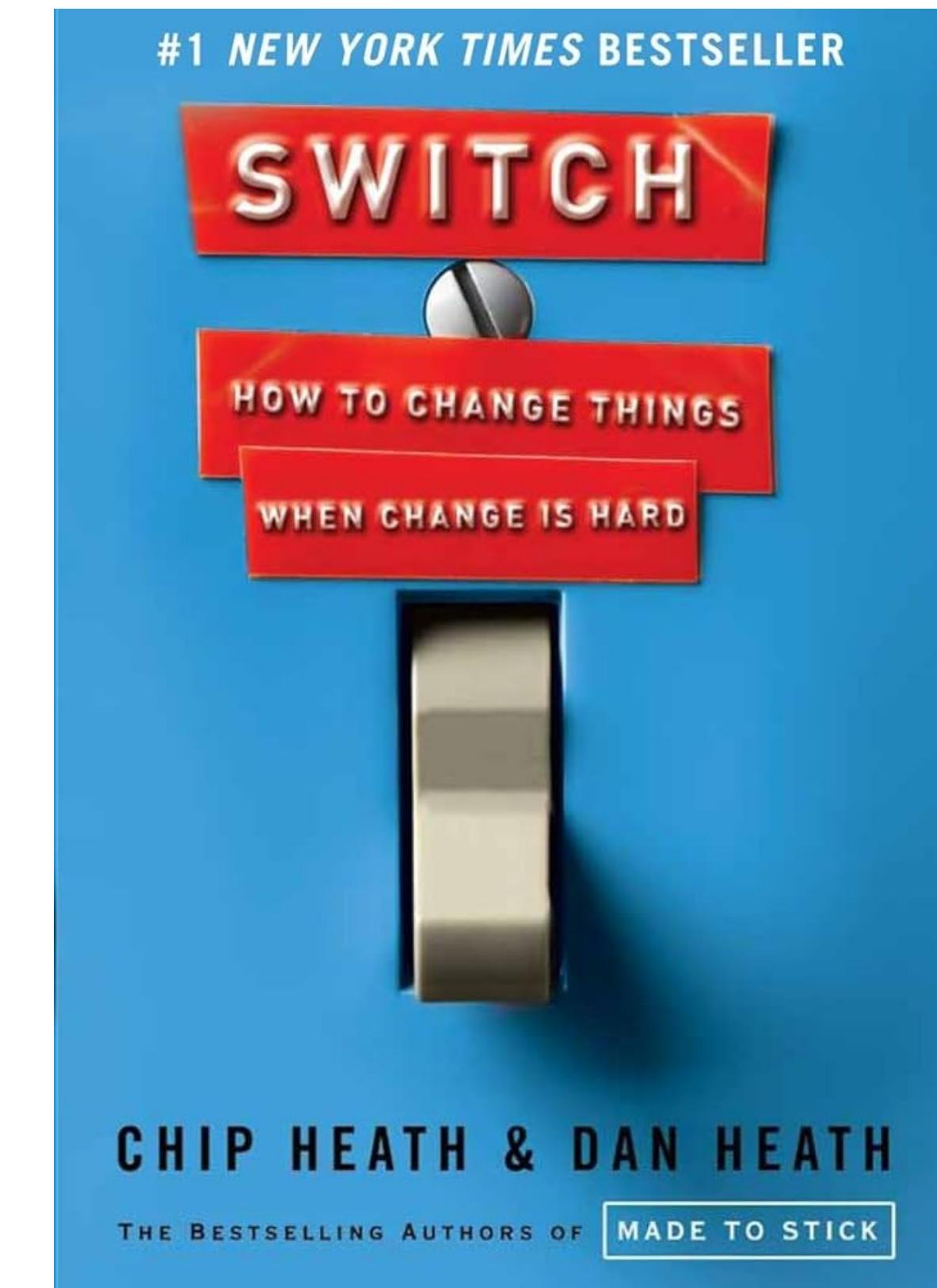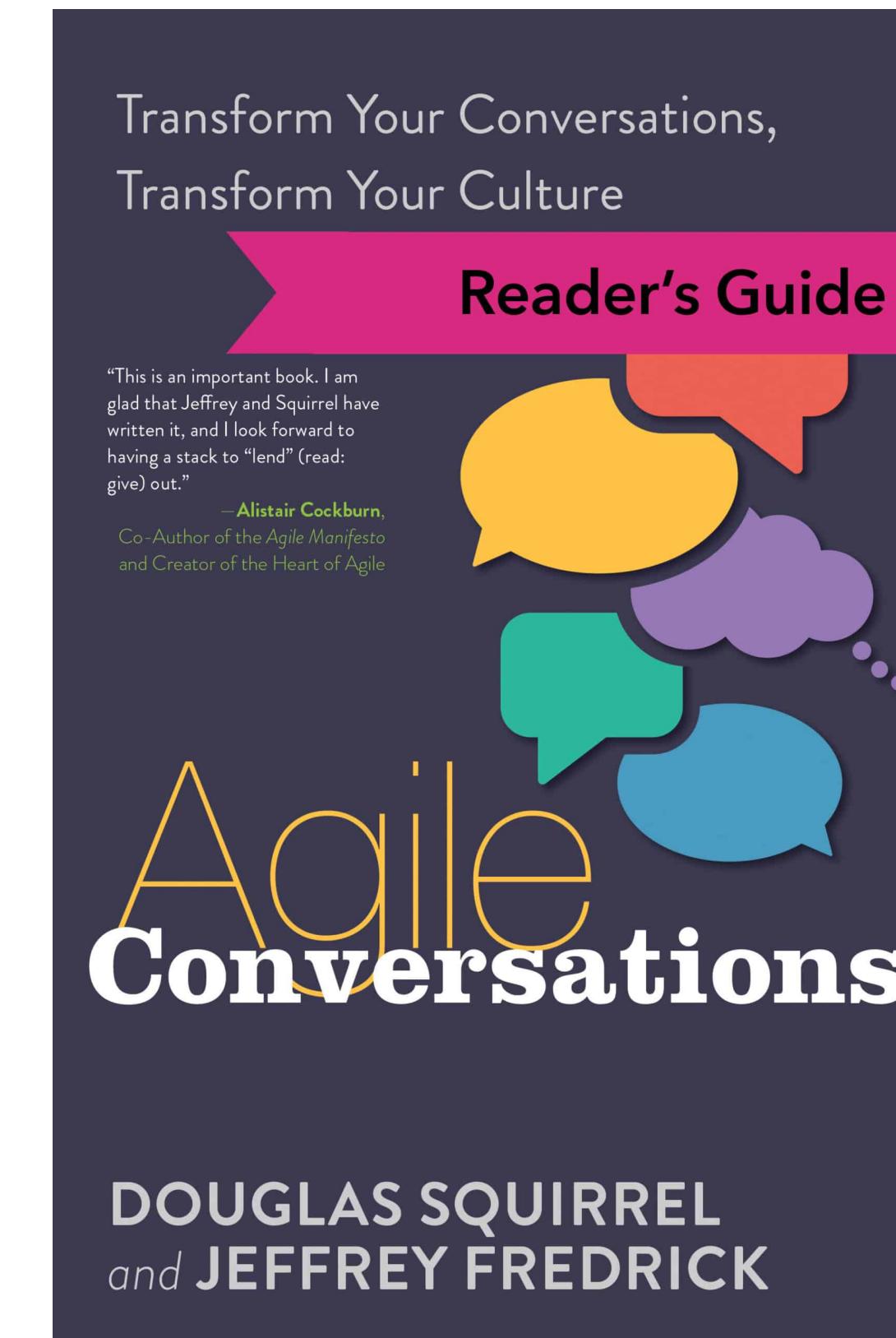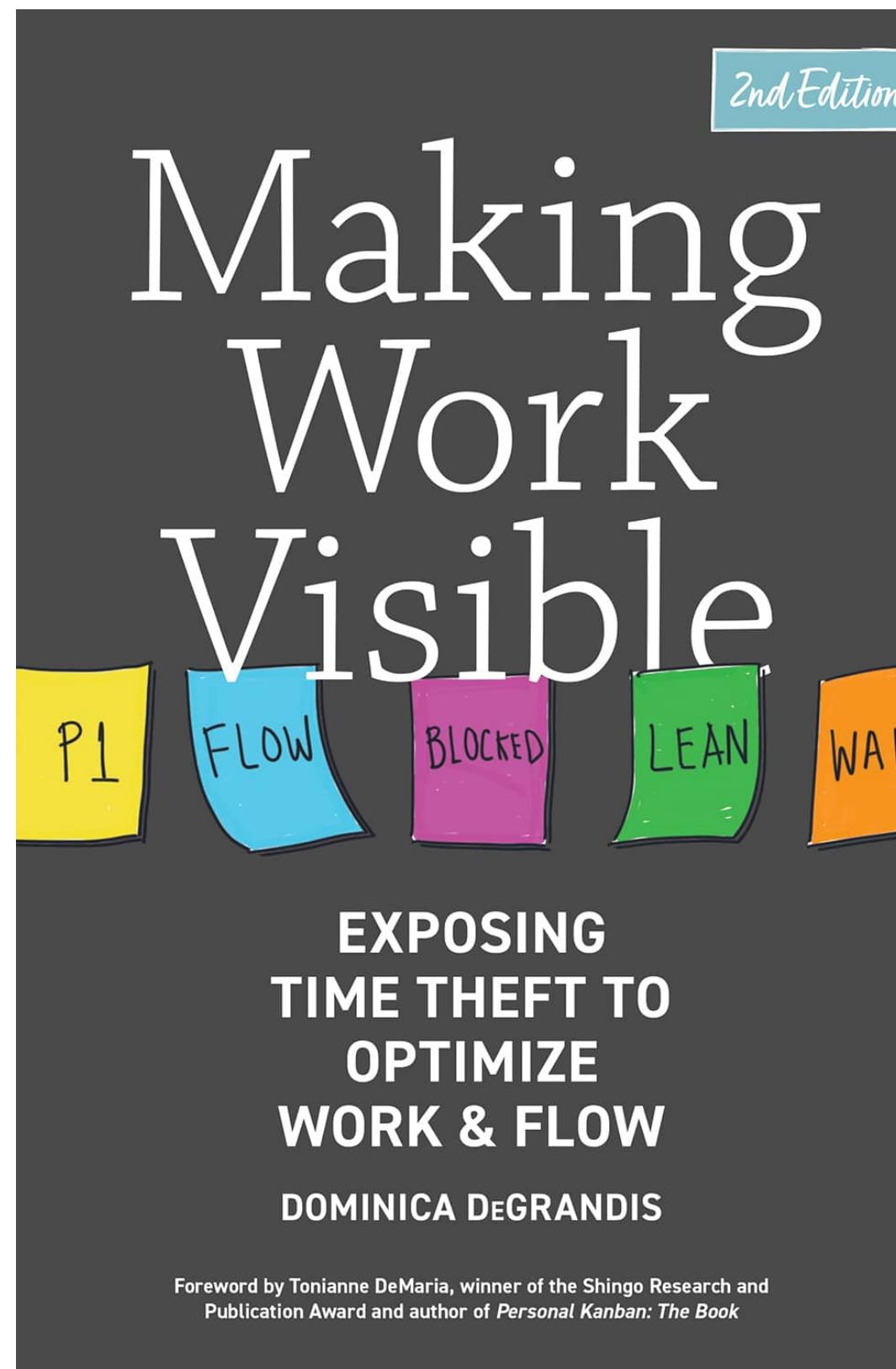
All you need:
Desire + outside perspective

No silver bullets
(… apart from experimentation &
collaboration)

Closing Words
Books

About me
Tobi(as Mende)

- Helping leaders build high-performing engineering organizations.

- Doing this through:

  - Leadership Consulting,

  - Technical Agile Coaching,

  - Interim Engineering Leadership,

  - Workshops, Courses, Mentoring

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Please Give Feedback,
Connect, Get Slides

What experiment should your team try next week?

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Please Give Feedback,
Connect, Get Slides