Today’s Webinar:
Essential Patterns of Mature Agile Teams

Featuring Bob Galen & Shaun Bradshaw

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Essential Patterns of Mature Agile Teams

Bob Galen
Director, Agile Practices

Shaun Bradshaw
VP of Consulting Solutions
Zenergy Technologies - Solutions

- Agile Implementations & Transformations
- Agile Training & Coaching
- Software QA & Testing Facility
- On-Demand (Swarm) Testing
- Test Automation – Open Source & Commercial

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Zenergy Technologies - Solutions

- Agile, QA, and Automation Staffing
- Outsourced & Managed Testing Services
- DevOps Automation
- Performance Testing
- Mobile Device Testing

zenergytechnologies.com
Presenters

Bob Galen
Director, Agile Solutions

• In-demand agile adoption coach, trainer, and consultant
• 10+ years of agile experience across Software, QA/Test, and Project Management
• Specialty in Agile at-Scale challenges
• bob@zenergytechnologies.com

Shaun Bradshaw
VP of Consulting Solutions

• Experienced test manager, consultant, trainer
• 15 years of multi-domain experience
• Software QA/Testing strategist with deep Agile experience
• Scrum Master
• shaun@zenergytechnologies.com
Essential Patterns of Mature Agile Teams

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“Doing” vs. “Being” Agile?

- One debate in the agile community surrounds agile maturity. A way of characterizing it surrounds
  - **Doing Agile** – focusing towards tactics, ceremonies, and techniques vs.
  - **Being Agile** – focusing towards team mindset, leadership mindset, behaviors, organizational adoption, etc.

- The Mature Patterns workshops crosses both, with an emphasis towards the Being-side of the equation.
# Team Maturity Patterns Outline

1. Truly Emergent Architecture
2. Pursue Ruthless KISS
3. Behaving Like a Team
4. Truly Collaborative Work
5. Lean Work Queues
6. Quality on ALL Fronts
7. Testing is Everyone’s Job
8. Active Done-Ness
9. Product Ownership takes a Village
10. Righteous Retrospectives
1) Truly Emergent Architecture

- Comfortable with on-the-fly decomposition; *no BDUF!*
- Sprint 0’s as appropriate
- Backlogs contain learning activity – Research Spike stories
- Should demonstrate architectural evolution in Sprint Reviews
- Architects work in “slices”
  - Skewed research; delivered from within the teams
2) Ruthless KISS

➢ Getting LEAN deep into your cultural DNA

  • Fight complexity
  • People & Collaboration over Process & Tools
  • Fight Gold-plating developing (Just Enough) of EVERYTHING!

➢ Deliver small increments (Just in Time) and pay attention to feedback

➢ Continuously engage your Product
3) Behaving Like a Team

➢ Includes the Scrum Master and Product Owner

➢ Developing trust
  • Congruent feedback
  • Getting the “Elephants” on the table
  • Asking for help; helping each other

➢ **Passionate debate; Healthy conflict**

➢ Strengths & weaknesses; adjust to each; maximizing & minimizing

➢ Succeeding or failing – as a team
4) Truly Collaborative Work

- Co-located teams
- Avoiding Scrummerfall-like dynamics
  - Stages and gates within the team
  - Long queues with hand-offs
- Comfortable pairings (across the team); Three Amigos
- Listening to each other; mutual respect, honor experience
5) Lean Work Queues

➢ Limited WIP
  • Fewer things “in process” and small tasks
  • Visible workflow
  • Kanban is interesting variant of the ‘correct’ team behavior

➢ Blending roles – individuals doing more themselves and handing off less
  • Swarming!

➢ Think in terms of reducing & eliminating WASTE
6) Quality on ALL Fronts

➢ Leaving behind the notion of “Testing in quality…”

➢ Professionalism within the team
  • Doing the right things...doing things right

➢ Self-inspecting; self-policing

➢ Just enough quality
  • Quality has a cost and should be variable based on your context

➢ Focus on *Craftsmanship and Professionalism*
7) Testing is Everyone’s Job

➢ Willingness on the part of the whole-team to pitch in for testing
  • All types, even manual
  • Extending it to test automation
  • Never letting tests break
  • Building in testability

➢ Listening to test estimates as part of work estimation

➢ Understanding functional and non-functional testing

➢ Root Cause Analysis as a team
Actively create and automate Acceptance Tests on a Story or a Feature basis

- Customer heavily involved with definition
- Not just functional tests

Have established a view to multiple levels of *Done-Ness*

- Work - Done
- Story Acceptance
- Sprint Goals
- Release Criteria & Goals

Think in terms of traditional Entry, Exit, and Release criteria
9) Product Ownership takes a Village

- Fostering an environment where the entire team ‘owns’ the Product Backlog
  - Freely contributes
  - Passionate debate on priority, themes, and release goals

- Shared-
  - Vision & Goals
  - Business Values
  - Technical direction

- Functional, Technical, and Product ‘voices’
10) Righteous Retrospectives

➢ For the team!

➢ Remember Norm Kerth’s “Prime Directive“:
  • Everyone tried their best
  • Safe environment

➢ Drives “Continuous Improvement”
  • Challenge one other!

➢ Get the “Elephants” out in the open

➢ Be creative- try new things; take some risks
Webinar Wrap-up

➢ What were the most compelling patterns?
➢ What essential patterns did we miss?
➢ Final questions or discussion?

Thank you!
Contact Info

Zenergy Technologies | 336.245.4729 | Zenergytechnologies.com | contact@zenergytechnologies.com

Bob Galen
bob@zenergytechnologies.com
@bobgalen

Shaun Bradshaw
shaun@zenergytechnologies.com

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