

The Agile Team in a Nutshell

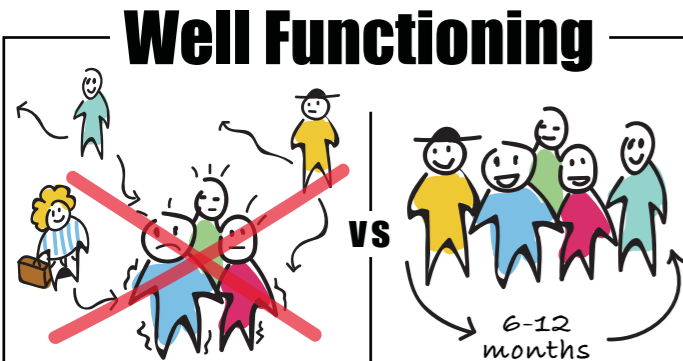
Focus
Everyone focuses on the work of the sprint or timebox and the goals of the Agile team.

Courage
Agile team members have the courage to do the right thing and work on tough problems.

Openness
The Agile team and its stakeholders agree to be open about all the work and the challenges with performing the work.

Commitment
People personally commit to achieving the goals of the Agile team.

Respect
Agile Team members respect each other to be capable, independent people.



Keeping teams stable over time is needed to become and stay well-functioning and high-performing teams where smooth collaboration and innovation take place. Any change in the team setup may cause the team to go back to where they were as newly formed. Teams of 5-7 people who are kept together and get to high-performance are 100% faster.

Type of Agile Teams

Development Team
Develop, maintain and deliver products or services to external or internal customers.

Leadership Team
Acts as Servant Leaders with a growth mindset to several teams to enable them to make quick decisions themselves.

Supportive Team
Some Agile teams act as a support for other teams to enable the best possible autonomy & alignment.

Two things are needed to be a team:

- A common goal
- Needing each other



ROI of an Agile Team

Clear Purpose ↑ 100%
Purpose leads to focus, which increases the speed and value delivered by the teams by 100%.

Mandate ↑ 100%
A clear mandate minimizes bureaucracy, which increases the speed & possible innovation of the team by 100%.

Small & Stable Teams - "Brooks Law" ↑ 100%
Team size really matters. Teams of 5-7 people who are high-performing are 100% faster.

Employee Engagement ↑ 100%
Being in a team gives a sense of belonging and context, which increases employee engagement by 100%.

T-shape ↑ 100%
T-shape increases the speed of team deliveries by 100%.

T-shape

In cross-functional teams skills are more important than roles. Team members who have a T-shaped competence profile improve the team's collaboration, delivery flow and reduces the dependency on specific individuals. T-shaped team members double the velocity of the team.

Visualizing Teams T-shape

	Design	Coding	So Me	Financial	Legal
Mia	😊	😞	😊	😞	😞
Jennie	😊	😊	😊	😊	😞
Mathias			😞	😊	😊
Michael			😞	😊	😊

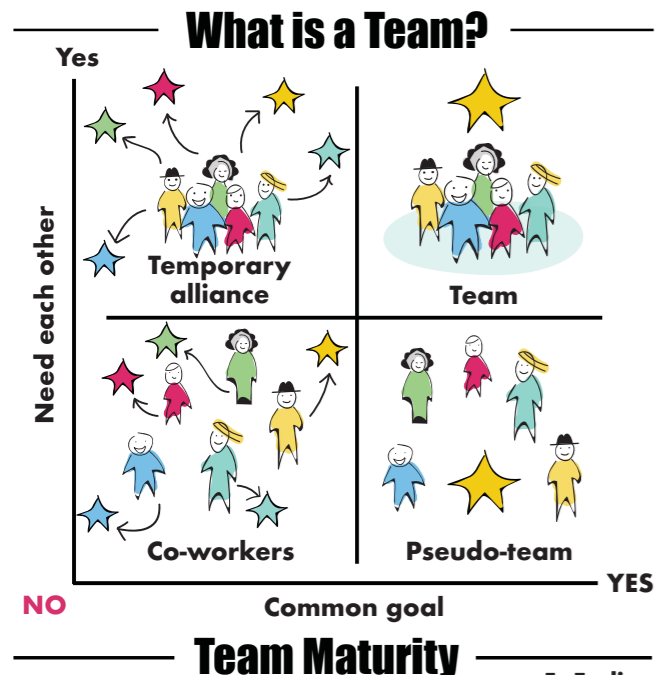
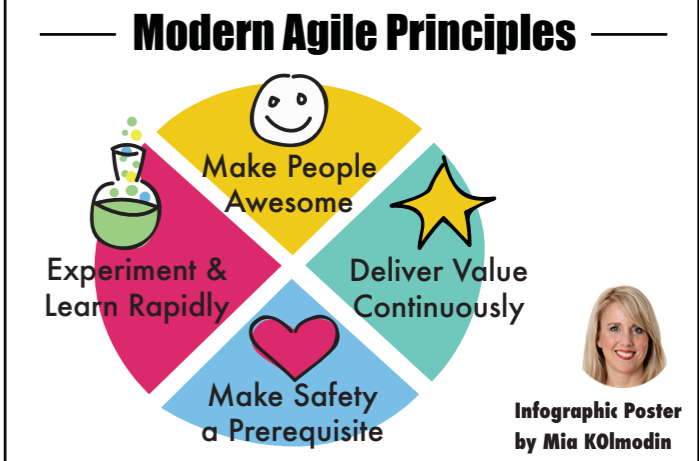
Legend:
 😊 Like it!
 😞 Ok
 😞 Hate it
 😊 Expert
 😊 Good enough
 😞 Beginner

The team can visualize their T-shape in connection to their team purpose to support valuable learning in the daily work.



Continuous Improvement

The retrospective is the improvement function of Agile Teams. It is the most important practice and is usually done every second week. The team looks at how to do more of what worked, and what to improve. The team makes actions clear and adds improvement work to the next sprint backlog.



1. Inclusion
Team members fear group rejection. No conflicts. Not challenging the leader.
Leaders Provide structure. Make sure everyone is included. Initiate open discussions of values & goals.

2. Friction
Increased feeling of safety allows for conflicting views. There is tension in the team.
Leaders Support, coach & train the team in how to keep an open dialogue. Help solve conflicts. Build trust.

3. Structure
Establishing procedures. Feedback culture. Coping with issues. Developing skills.
Leaders Share responsibilities with the team. Reward initiative. Coach & facilitate individual development.

4. Performing
Flexible & resourceful. Open climate. Feedback. Innovation and productivity.
Leaders Act as consultants when needed. Support by removing impediments outside of the team.

Roles of an Agile Team

Product Owner
Responsible for optimizing value delivered by the Team. Owns the product backlog and the vision for the product and has the mandate to make business decisions.
NOT a project manager.

Scrum Master
A Servant Leader for the team and the PO. Responsible for facilitating the work process and optimizing flow in the team. Helps the team improve and builds a mature and strong team.
NOT managing the people.

Team
A self-organized team that is responsible for the WHAT - the solution. The team works together with the PO to understand the value for the business and the customer and decides how the solution should work to solve the prioritized problems.
NOT with individual priorities.

