

Celebrating 25 years!

XP2024

BOLZANO, ITALY

JUNE 4-7

Roman Lobus

Team Autonomy Unleashed: A Blueprint for Self-Management



XP2024

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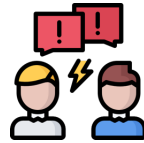
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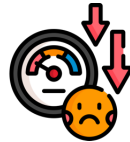
When self-management is not there



Tired scrum master and product owner



Low team morale



Product quality goes down

#1 - What does self-management look like?

CDE Model

Describes the **three conditions** that determine **speed, direction, and path** of a system as it self-organizes.



Container:

Similarities that contain the system while patterns emerge (C);



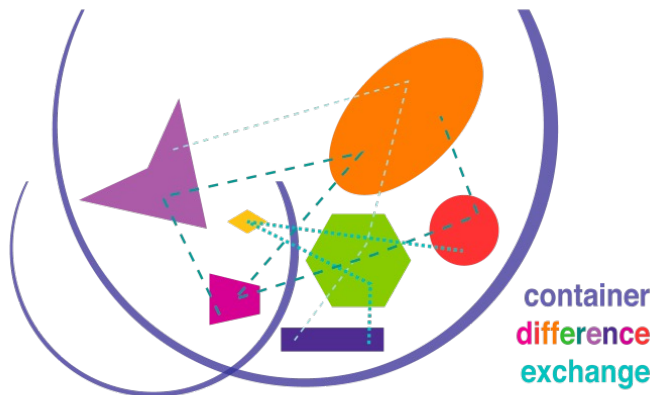
Differences:

The significant distinctions that hold tension and have greatest influence on decision and action (D); and



Exchanges:

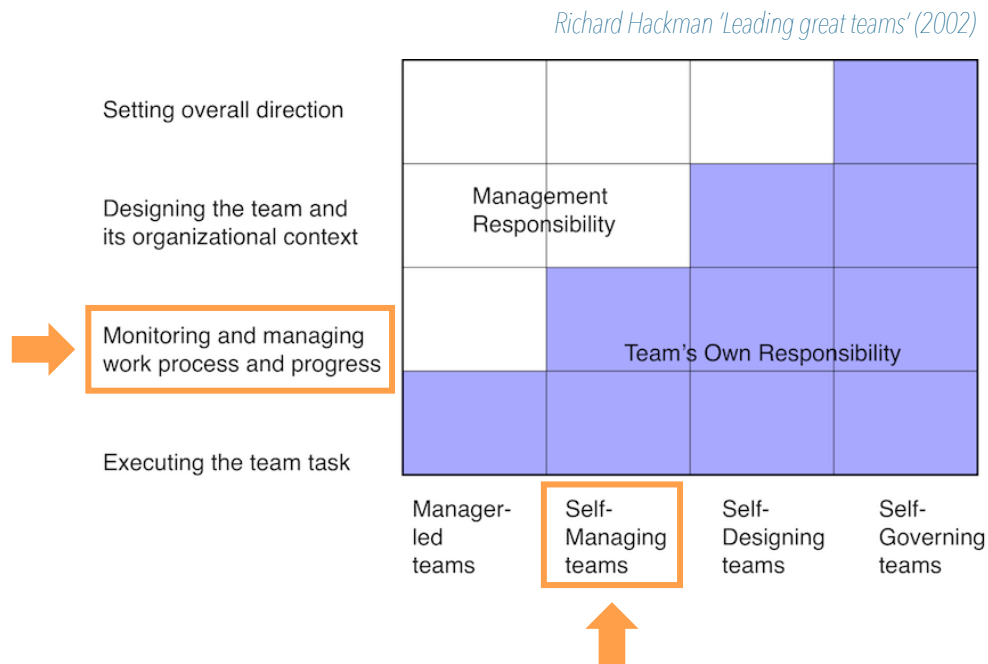
Connections in the system that ensure the movement of information, energy, and other resources (E).



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Richard Hackman's five factors of team effectiveness

1. Real team
2. Compelling direction
3. Enabling structure
4. Supportive context
5. Expert coaching



Self-Managing:

Scrum Teams are ... self-managing, meaning they internally decide who does what, when, and how.

Scrum Glossary

A framework for Self-Management

How the team manages their work practices is a good indicator of whether the team is self-managing:

- Do they define and improve their quality practices?
- Do they continually improve their adoption/implementation of Scrum?
- Is the work that's being done transparent?
- Are they dedicated to doing the work well?
- Do they "live" the Scrum Values?

The team manages their work by deciding **what they should be doing** on a day-to-day basis:

- Are you operating toward clear goals; does your team use the Product Goal and Sprint Goal to guide their decisions?
- Does your team focus on the value?
- Does the team decide what they should be doing without direction from outside the team?

How the members of the team interact with each other gives clues to whether it is a self-managing team:

- Do the developers decide **who** picks up the work?
- Is the team collaborating to solve problems?
- Does everyone on the team have a voice?
- Do they trust each other?
- Do team members work with and help each other?

The team manages their work by deciding **when they should do certain activities**.

They do this without outside direction:

- Does the team select a realistic and challenging amount of work for the Sprint and does the team get the work to Done?
- Does the team choose what and when to release?

Action Plan

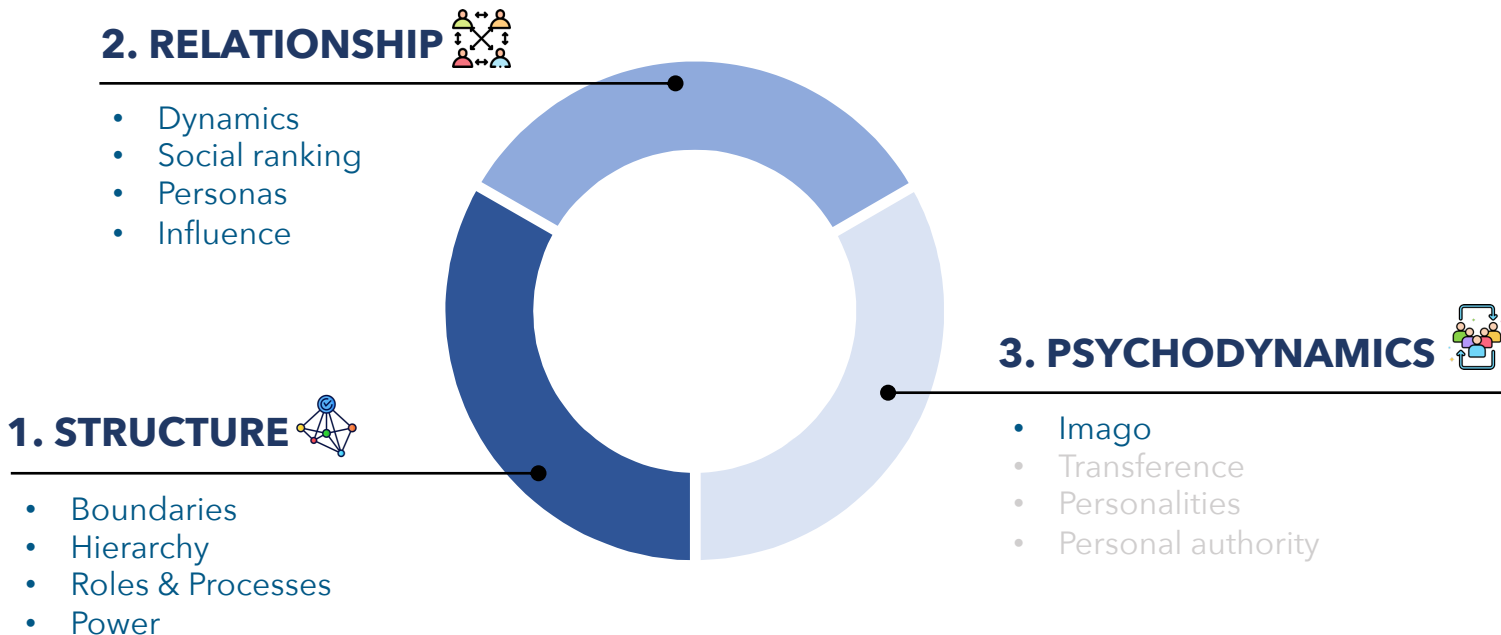
1

**Find out what your self-management will look like to create a generative image of the desired future BEFORE coaching a team.
Contract for that outcome.**

#2 - Where do we start and what to do?

Journey to a self-managed team

Based on Transactional Analysis (Eric Berne)



Establishing structure



KEY QUESTIONS TO ASK

Is it a real team?

Are the team members clear about their roles & responsibilities?

Are team members dedicated to this team?

Do the team members understand the future state of the product?

Do the team members associate themselves with what they do or with the product/team?

WHAT TO LOOK FOR - 'RED MARKERS'



No collective ownership of sprint outcomes

No goals

No interdependency between Product Backlog Items (no collaboration)

Team members confused about Scrum events' objectives and team roles

No artefacts to capture team agreements

Developers disinterested in teammates' work during Daily Scrum

COACHING INTERVENTIONS



Design Definition of Done (DoD)



WINFY
Scrum Master, Product Owner, Developers



Outcome goal setting
Product Owner, Sprint goal



Applied Professional Scrum (APS)



Product backlog structure
Enables incremental value delivery



Pair programming / Swarming



Team agreement



Untangling relationships



KEY QUESTIONS TO ASK

Can team members be themselves in the team?

Is there enough cohesion?

Do people gossip about each other?

Are there fights between people in the team?

Is there a lot of agitation?

Can the team be with each other in conflict?

WHAT TO LOOK FOR - 'RED MARKERS'



Team avoids talking about issues

Conflicts become personal / unproductive

Scrum Master is ignored / not visible

Team members rarely say positive things about each other

Team members discount their ability to influence / change anything

Team members avoid expressing their individuality / believe it's too vulnerable

COACHING INTERVENTIONS

4

The Four Horsemen

Criticism, Contempt, Defensiveness, Stonewalling



Skillful feedback



Frequent Appreciation

Appreciation loop, Kudos cards



Design Team Alliance (DTA)



2% Truth



Cycle of Resistance (Discounting) vs. Accounting



Revealing the hidden dynamics



KEY QUESTIONS TO ASK

What do team members dream up about their team?

Where is there mismatch between dreams and reality?

What is trying to happen?

Are people getting triggered?

What secret selves are active?

WHAT TO LOOK FOR - 'RED MARKERS'



Team members don't feel like they fit in

Team members are "sick" of their role

Team's behaviour is influenced by ghosts of the past

There is no explanation for some conflicts / interpersonal issues

COACHING INTERVENTIONS



Constellations
(Informal)



Bringing down the vision



High/Low Dream or Reclaiming the High Dream



De-triggering

Action Plan

1

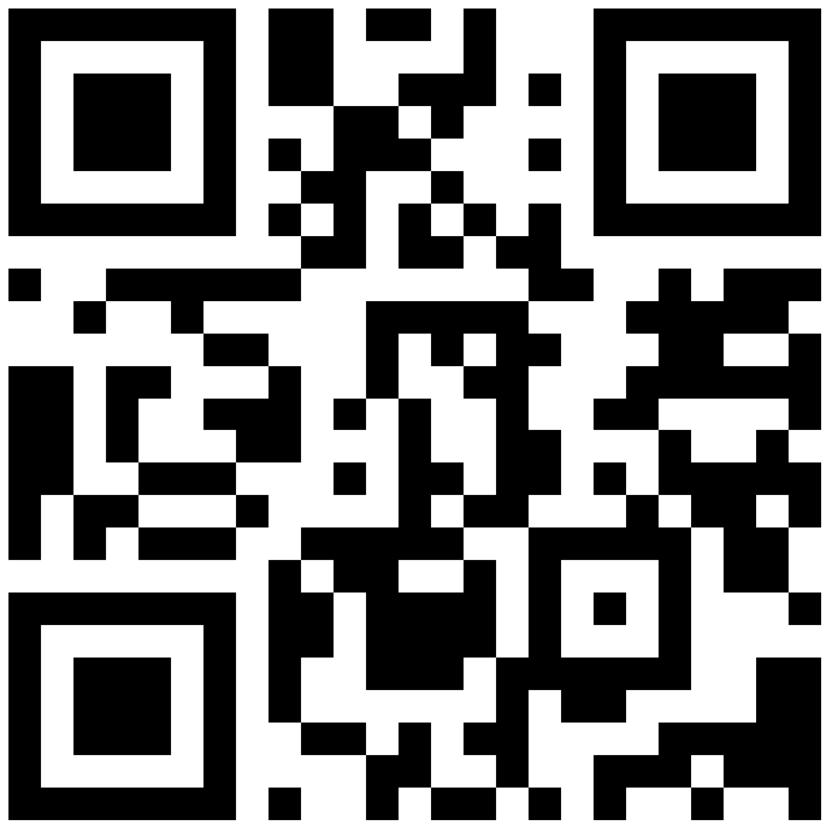
Contract with the team for a required change

2

Go from 'Structure' to 'Psychodynamic' levels and assess whether 'red markers' are present

3

Design interventions at the appropriate level

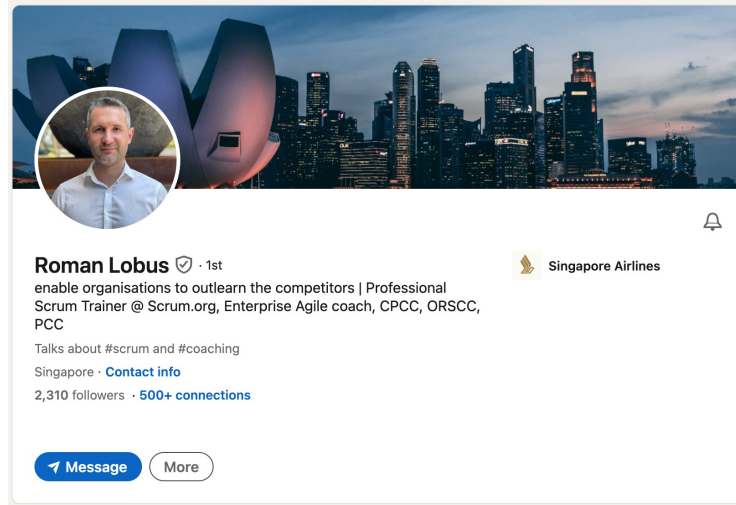


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materials**

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Thank you!





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