

# Team 1 Organizational Impediments

In this exercise, your team's job is to figure out how a scrum master would diagnose and address an organizational impediment. You will do this by following the three C's approach:

- Complaint
- Cause
- Correction

## Read Your Team's Scenario

### Scenario One

Clients have been promised a new product will be available at the end of the quarter. **The director of application engineering has charged the front-end team with building this new product. The front-end team is currently blocked, waiting on the platform team to create some new APIs; they don't see a way forward until they get them. The front-end team doesn't know why the platform team isn't being responsive and they are feeling growing animosity towards the platform team.**

The director of platform engineering has instructed the **platform team to complete some infrastructure updates by the end of the quarter.** The platform team is not sure that they can get the updates done in time. They are trying to focus on the update work, but they keep getting interrupted by requests from the front-end team. They are getting more and more annoyed with the front-end team.

## Complaint

Complaints are the symptoms, or pain points, that alert us to the presence of an impediment. In your scenario, what complaints and pain points are people experiencing?

1. Lack of cohesion between devs & system engineers for platform builders
2. Distraction due consistent interruptions from front end team
3. Issues in Product backlog prioritization
4. Lack of understanding of infra updates of continuous work
5. Lack of communication from platform to frontend

# Cause

**The cause is the underlying reason the complaint exists.** The causes of organizational impediments often include: organizational structure, policies, politics, process, powerful personalities, and/or shared technologies. A complex organizational impediment may have more than one cause. A good starting place is to identify ways that the empirical scrum pillars of transparency, inspection, and adaptation are not working effectively. In this scenario, where do you see failings of transparency, inspection, and adaptation?

1. **Lack of Leadership and coaching on product side**
  - a. Lack of communication
  - b. Lack of prioritization
  - c. Lack of identification of dependencies

Now take your analysis deeper. One way to find root causes is by repeatedly asking ‘why?’ Start with a problem, then ask “Why is that so?” Take the answer you find and again ask “Why is that so?” In your scenario, what do you believe is the underlying root cause(s)?

<Your answer goes here>

# Correction

The correction is an intervention to address the cause, and ultimately relieve the complaints. Try to come up with three possible solutions. For each possible solution, describe:

- What needs to happen
  - Who should be involved
  - How a scrum master would begin to implement the solution
  - What problems might arise with this approach
1. Develop proper communication plan & channels - More frequent meetings
  2. Aligning product backlog & prioritizing- More deeper & frequent Product backlog refinement sessions
  3. Recommending team to deliver MVP rather than setting up super complex goals

Which of your solutions do you think is best?

Develop proper communication plan & channels - More frequent meetings

## Prepare To Present Your Findings

Your team will be sharing your scenario, complaints, cause(s), and your best solution with the rest of the group. Decide who will present each section. The time box for your presentation will be two minutes.

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