Team 2 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 Two
The organization recently adopted scrum. This included creating cross-functional teams with: front-end developers, back-end developers, and testers on each team. Their next product release went better than previous ones. They delivered the product close to the originally projected date, with improved quality, and the product was well received by the marketplace.

One critical bug slipped through and a hot-fix was needed. The CEO was very upset and came down hard on the VP of QA for this. The VP of QA, fearing for their job, pulled all of the QA people off of the scrum teams. They instructed the QA people to focus solely on testing candidate builds to prevent critical bugs from getting released. The QA people are not happy about the change, as they enjoyed being part of the scrum teams.

This move upset the VP of engineering who doesn't understand why the QA VP made the change. Development is going much slower now that the scrum teams aren't able to get things all the way done. The engineers aren't happy about this. The VP of engineering suspects the QA VP is trying to make them look bad, in an attempt to take their job.

The VP of product was pleased with the results of the most recent product release and is worried the organization is backsliding. The VP of product has good relationships with the other VPs and the CEO.

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?

Vasu: Critical bug slipped through.

Soumya - "scrum teams aren't able to get things all the way done." That is a pain point. QA people are not happy with the change in their team structure. Team is no longer self organizing. QA testing was not thorough and a critical bug slipped through. Lack of communication between QA and Engineering teams.

Sharon: 1) Scrum teams dismantled...removal of essential team members.
        2) VPs of different teams (product, QA) and CEO not communicating w/ each other

Anna: Critical bug slipped through when organization started implementing scrum and created cross-functional teams

 Eny - QA people are unhappy as they were pulled out of Scrum Teams, development is going much slower. VP of engineering is displeased with VP of QA for pulling out QAs from Scrum Teams while VP of product is worried bout future product releases.

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?

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>

Anna: Lack of communication between senior management and inside scrum teams. Probably not a safe enough space for sharing concerns and ideas to be able to identify the main cause of the problem and be able to resolve it.

Soumya: Lack of open communication between QA and Engineers. QA VP did not consider the preference of the team before removing them from the scrum team. Anti-patterns are visible and one QA error resulted in major changes which was not beneficial as a whole for the organization.

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Sharon: Lack of communication, Lack of change control in place, Lack of knowledge on how scrum teams should operate, Anti-patterns in place and not be checked

Vasu: Possible causes could be: 1) Lack of information sharing from front-end developers on corner cases and use cases. 2) Not starting the QA process soon enough to cover all the use cases. 3) Not having a system to capture whether all corner cases and use cases were actually tested.

Eny- Lack of Transparency and communication and collaboation, there should be more inspecting and adapting, the critical bug slipped through, Also review and retrospective to identify the root cause of the bug.

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

<Solution one goes here>

Vasu: Clear communication of specifications, use cases, and corner cases from front-end to QA team.

Anna: 1) Implement regular communication within senior management level and scrum teams (especially in terms of problem solving). Scrum Masters should facilitate the meetings

Sharon: Facilitation of meeting with Product VP, QA VP, and CEO to determine how best they can lend their support to the scrum teams so they can successfully implement corrections to bugs that may arise along with continue to implement product changes incrementally

Eny- Reintegrate QA into Scrum Teams

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Vasu: Start QA process ASAP in parallel with front-end development.

Anna: 2) Ensure that everyone feels comfortable while sharing their thoughts and ideas

Eny - Improve Communication and Collaboration

Soumya:
1) Discuss changes being made with the team and consider their input.
2) When QA and Dev work parallelly, the development process happens smoother and faster. The team saw success with that. They should discuss with the team regarding bringing that structure back.
3) Regular meetings at senior management level to resolve concerns and apprehensions. Senior management should meet with the team regularly and consider their preferences and input for maximum productivity.

Vasu: Having a system to capture whether all corner cases and use cases were actually tested.

Anna: 3) Give scrum teams a chance to resolve the issue internally instead of making decision without even consulting with the team.

Eny -   Focus on training and continuous improvement

Which of your solutions do you think is best?

Anna: Implementing more effective communication in the organization

Vasu: Clear communication of specifications, use cases, and corner cases from front-end to QA team.

Eny -   For me solution one , Reintegrate QA into Scrum Teams, will be the first best to implement. This solution directly addresses the immediate disruption caused by the removal of QA from the scrum teams, restores the original cross-functional team structure, and aligns with the principles of Scrum.

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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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