

Team 3 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 Three

The organization has development offices in Berlin and San Francisco. Each location has programmers and testers. The company has two products under development: Bit-AI and CryptoCloud. Both products use C++ as the primary programming language. The Bit-AI product owner is located in San Francisco and the CryptoCloud PO is based in Berlin. The other members of each team are split roughly equally between Berlin and San Francisco. Thus both teams are geographically distributed.

The product owners are upset that progress seems very slow and there are often mix-ups and miscommunications between team members in different locations. The team members are feeling frustrated. Frequently, the team members in one country build something that breaks something built by their teammates in the other country. There has also been confusion about which tasks will be done in which location, leading to duplicated effort as well as sprint goals not being met.

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. Product is slow
2. Miscommunication between team members
3. Duplication of task>
4. Sprint goals are not being met

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?

Product is breaking

Team in two time-zones and possible different languages

Not equally committed to the sprint goals

Resolution of sprint goals might not be equally effective

Timing of communication between development team members in getting work done

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)?

<Standardize team cadence and communication vehicles/tools for a global corporation>

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

Standardize team cadence and communication vehicles/tools for a global corporation

<Solution two goes here>

<Solution three goes here>

Which of your solutions do you think is best?

<Your answer goes here>

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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