

Team 6 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 Six

Because of the CEO's desire for faster delivery of product goals, the organization has recently adopted scrum. This included forming cross-functional teams with programmers, testers, a scrum master, and a product owner on each team. The reporting structure hasn't changed. Programmers report to engineering managers, and ultimately the VP of engineering. Testers report to QA managers under the VP of quality. Product owners report to the VP of product.

The performance review process, which is overseen by the VP of HR, is based on achieving individual goals, which fold into departmental goals set by the VPs of each department. The testers are being measured by how many bugs they report. Programmers are being measured against progress towards an infrastructure rewrite that the VP of engineering sees as vital. Product owners are being judged by how much progress their teams make on strategic product goals.

The individual goals that the team members have are not aligned with the goals of their product owners. The VP of product, and the CEO, are frustrated by the slow rate of delivery of product features by the scrum teams. They don't understand why scrum isn't working better, they suspect the scrum masters are to blame.

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?

<Your answer goes here>

- The teams are not allowed to be self-managing and deliver as a team.
- Focussed on individual achievements. Not really following scrum.
- Lack of transparency. Not working toward common goals.
- Leadership focussed on how many reported bugs vs teams actually working on bugs
- Technology challenges (Code quality)

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?

<Your answer goes here>

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

<Solution one goes here>

<Solution two goes here>

<Solution three goes here>

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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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