

AGILE for NON-SOFTWARE TEAMS

GIL BROZA

A Practical Guide for Your Journey



Supplementary resource for the book *Agile For Non-Software Teams*. More at AgileForNonSoftwareTeams.com

Chartering

Chapter 4 guided you to *frame the work*, an activity also known as *chartering*. Even if you're not setting out to try a new way of working, chartering an initiative before starting the work aligns the initiative to corporate strategy and themes, increases buy-in and excitement, and simplifies governance. Here are the elements Gil Broza likes to include in a charter, using the more formal terminology you're likely to encounter in other management literature.

MISSION: What is the work? What is the initiative about? How does it contribute to realizing the vision?

- Typically one or two sentences. Might start it with "We will ..."

CUSTOMERS: Who benefits from the deliverables? Whose outcomes does the work support?

- There may be several customer types: users, buyers, market segment, other departments, etc.

VISION: Why do this work? How will the organization/customers/world be transformed as a result of it?

- One or two sentences. Note: achieving the vision might require work beyond the current mission.
- If appropriate, you might prefer the "Elevator Test" format, which combines mission and vision:

"For <target customer> who <has need/opportunity> <product name> is a <product category> that <key compelling reason to buy>. Unlike <primary competitive alternative>, our product <primary differentiation>."

SUCCESS CRITERIA: What are the top 3-5 business effects we hope to see from this initiative?

- Success criteria **are not** requirements, release criteria, deliverables, or work items. They are objectives, or conditions, that justify working on this initiative.
- If possible, make them binary (pass/fail), or provide desired ranges.
- You might cast some of them as SMART goals.

ASSUMPTIONS/BELIEFS: What are we assuming/believing that might affect our success?

VALUES AND CONSTRAINTS: What is (or should be) important to us as we work so that we're successful? What aspects of work are we optimizing for? Which constraints (time, quality, cost, etc.) are nonnegotiable?

- Constraints might be self-imposed, rather than externally imposed, but they should not be arbitrary.
- If there are more than 5 constraints and values, short-list them to 5. Consider prioritizing them.

SPONSORS: Who has the authority to determine the work's constraints, values, and parameters?

COMMUNITY: Who are the team members and the stakeholders? Names and roles, not titles.

Visit us at: AgileForNonSoftwareTeams.com and www.3PVantage.com

© 2010 3P Vantage, Inc.

Email: gbroza@3PVantage.com

3PVantage