

AGILE for NON-SOFTWARE TEAMS

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A Practical Guide for Your Journey



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

Tips for an Effective Daily Standup / Touchpoint

Purpose

Facilitate the team's progress toward their current goals and commitments.

Specifically by: dealing with *risks, dependencies, and impediments*; sharing *information*; *micro-planning* and making *micro-commitments*.

Participants

- Required: The team (anyone who contributes to current deliverables) + customer
- Facilitator: Team leader / Scrum Master / coach / project manager
- Optional: Stakeholders and managers, who may only share updates

Duration

<10 min for teams in low- to medium-complexity situations. <15 min otherwise, even for a large team.

Format

Everyone stands in front of the current plan/board in a manner that allows full eye contact.

Possible processes

- **Item-by-item** ("walk the board," right to left): Briefly share important updates. Review recently completed items. Then, for each in-progress item, starting with those closest to being done, members discuss what they'll do to finish it (with emphasis on impediments and dependencies). Identify items likely to be started before the next meeting.
- **Focus on the outcome**: The team discusses outcome-focused questions such as "What's the best progress we can make toward our iteration goal?" or "How can we be most effective over the next 24 hours?"
- **Person-by-person** (traditional procedure, not great for teamwork): Every person shares with the team brief answers to three questions: "What have I **completed** since the last meeting? What am I thinking of **completing** until the next one? What's in my way of achieving that?" The important questions are #2 and #3 as they inform valuable decisions.

Keep in mind

This is a micro-planning meeting, not a status meeting. It's one of the team's means to continuously share the responsibility of achieving their goal. This meeting can help build the team.	If people don't show up, don't provide useful information, or mumble inaudibly, the meeting is pointless. Ask them to come prepared and to speak up, or try a different setting.
If folks don't feel safe, they'll try to appear busy (e.g., share minutiae), and say everything's fine. Urge them to focus on impediments instead.	Have this meeting daily if members don't talk with each other and with their lead <i>a lot</i> during the day. Otherwise, every 2-3 days is okay.
This recurring meeting can get boring. Spice it up, change the format occasionally, or just make it fun.	If a discussion requires a deeper exploration or only some of the members, they should convene it immediately after the whole-team meeting.

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