

The HUMAN SIDE of AGILE

GIL BROZA

How to Help Your Team Deliver



Supplementary resource for the book *The Human Side of Agile*. More at www.TheHumanSideOfAgile.com

Effective Team Leader Behaviors (SAMPLE)

Catch Yourself: to change habitual responses that don't yield desirable results.

Which behavior or action would I like to change?

Starting iteration planning in a foul mood because we're not ready.

Which situation typically triggers my action?

When the product owner shows up late (or not at all)

What am I observing – in me, in other people, in the context?

I'm getting upset. Team members are getting bored.

What am I feeling about these observations?

I'm angry! The PO is complicating things for us; the team doesn't even seem to care. I hope our VP doesn't hear about it – it would be another black eye for our Agile implementation.

What's the significance of these observations and my feelings?

Our next iteration is at serious risk. So is our use of Agile. The team is picking up on my frustration.

How was I going to react?

Say something snarky about the PO. Text her "WHERE ARE U". Stand in for her.

What are three better responses?

a. Ask the team what they think we should do.

b. Phone her and be gentle – maybe she got caught up someplace.

!! c. Let the team do some refactoring. The minute I get hold of the PO, we'll all gather in a retrospective meeting.

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

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Effective Team Leader Behaviors (SAMPLE)

Rehearse a Situation: to be more helpful and effective in upcoming, challenging situations.

Think forward to an upcoming situation (not a hypothetical one!) that might challenge the team and where you can help significantly. Answer these questions:

What specifically would that situation be? What would be happening?

New information about the product, and some serious reevaluation of its look and feel.

What would I be seeing, hearing, sensing?

Everybody seems to feel it's the right move, but in the short term: confusion. People will have a hard time making decisions, struggling to write stories and, even more, to estimate them.

Which outcomes would be desirable?

Getting clarity about the long term, and making sound decisions for the short term.

What specific actions would I take to achieve those outcomes?

Keep the right people involved. Facilitate some necessary and fairly significant discussions and decisions. Ensure the discussions happen when they need to happen, making sure everyone has a clear vision of the risks of this change in direction.

What would *that* feel like?

More relaxed, knowing that those who own the problem – the team – are actively making sound decisions.

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