

# The HUMAN SIDE of AGILE

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How to Help Your Team Deliver



Supplementary resource for the book *The Human Side of Agile*. More at [www.TheHumanSideOfAgile.com](http://www.TheHumanSideOfAgile.com)

## The Evolution of an Agile Team

**Forming:** Members learn what the team is supposed to accomplish. They get to know each other and their first-draft idea of roles and responsibilities. Most of the work is still individual, and some members try extra hard to look good. Members generally wait for leader guidance.

In a *forming* Agile team, process, meetings, and artifacts are not established yet. Some members seem quite driven although no major work has been started. Members create technical and process frameworks.

**Storming:** The team experiences conflict and difference of opinion. Some of the decisions they need to make draw out tensions and emotions. There might be some jockeying for influence and leadership.

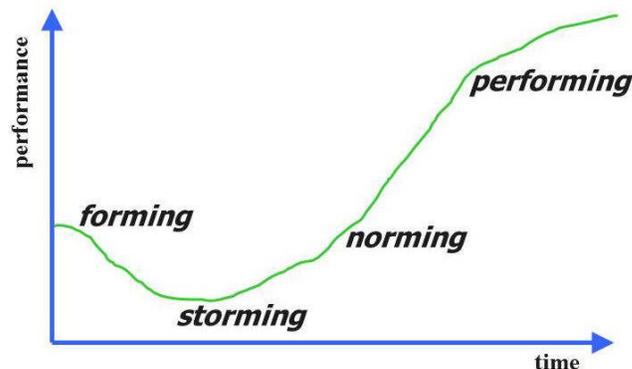
In a *storming* Agile team, the first several iteration planning sessions include disagreements about estimation approaches, the extent of detail in user stories, and task assignments. In retrospectives, they rehash complaints. Standup meetings are erratic and frequently cause iteration replanning. Roles and responsibilities are fluid or uncomfortable.

**Norming:** Members understand the rules of engagement. They establish, follow, and adapt agreements. Everyone understands the team's goals the same way and cooperates to achieve them. They know and follow their process.

In a *norming* Agile team, retrospectives give rise to healthy conversations. Agile specification and planning mechanics are in place; value definition and delivery flow at a fairly stable rate. There is a sense of flow and harmony; people use "we" language and mean it.

**Performing:** Members are motivated and delighted to be part of the team. Difference of opinion doesn't escalate into confrontation. Consensus and self-organization are easy for them. They don't worry about making their team work anymore; that has been taken care of, and now they focus on results. They don't merely cooperate, they collaborate.

In a *performing* Agile team, the Agile Buzz is palpable. The drive to deliver customer value, increase productivity, and innovate is ever-present. Ceremonies are shorter and on point. More and more people are specializing generalists. The team feels comfortable with a balance of solo work, cooperation, and collaboration.



Visit us at: [www.TheHumanSideOfAgile.com](http://www.TheHumanSideOfAgile.com) and [www.3PVantage.com](http://www.3PVantage.com)

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