Ranjith Tharayil & Jeff Dsouza
THE ART OF CRAFTING HIGH PERFORMING TEAMS
Part 1

WHY & WHAT
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Agile Adoption Vs Agile Maturity

Adoption is high

Maturity is low

A big gap in “doing agile” and “being agile”
HOW DO YOU DEFINE A HIGH PERFORMING TEAM?
A HIGH PERFORMING AGILE TEAM AND HOW TO BUILD IT

Fail Fast and Fail-Safe culture

Lean Product Thinking Mindset

High Performing Team

Impediment busters

Culture of continuous learning and innovation

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AN EXPERIMENT

Extreme Programming

SCRUM

Agile DOJO

Inspired

DOJO Labs

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OUR **FIRST EXPERIMENT**
LET’S REALIGN THE SCOPE AND TRY
SOME KEY LEARNINGS
3R REALIGNMENT IS REQUIRED AND NOT JUST SCOPE REALIGNMENT

Realign Scope

Realign Teams

Realign Thinking

4 ~ 8 weeks

Sprint Demo

MVP Demo

2 Sprints /week

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EMBRACE THE PHILOSOPHY  L.I.F.E

L • Less is more

I • Impediment buster
   • Leaders as chief impediment resolvers

F • Fail safe, fail mindfully
   • It’s not good enough to just fail fast

E • experience and expertise, exploration and execution
   • Learning is baked into the process
THE 4 POINT EXECUTION

1. Squad envisioning
   - Get visibility

2. Weekly realignment
   - 5 Business Days

3. Demo driven development
   - Hyper-Sprint 1
   - Hyper-Sprint 2
   - Demo
   - 5 Business Days

4. MVP

4-8 weeks between Value Increment Planning and Value Increment Demo

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WHY DOES IT WORK

DOJO acts as constructive constrain

Teams

DOJO

The constrain helps trigger the change
• Thought
• Behaviors
• Actions

Outcomes
“Dojo Delivery Agility is not just about delivering in hypersprints, but it’s all about discovering those impediments & busting them in hyper speed.”
EXAMPLE DOJO WEEK

Monday
• 30 min Re-plan
• 30 min grooming

Tuesday
• 5 min standup
• 30 min grooming

Wednesday
• 5 min standup
• 30 min grooming

Thursday
• 5 min standup
• 30 min grooming

Friday
• 15 min demo
• 30 min retro

4~8 Weeks

CEREMONIES
• Squad envisioning
• Daily stand up
• Hyper sprint Demo
• Retrospective
• Re-plan
• MVP Demo
• Continuous Grooming

ARTIFACTS
• Product back Log , Sprint Backlog and the increment
• MVP Plan
• Learning board
• Impediment board
• Personal Kanban

Squad envisioning
Delivery goals + learning goals
DOJO ACROSS ACCENTURE

What teams loved

**IMPROVED PREDICTABILITY**
- Achieve ~99.90% of on time releases
- Identify impediments earlier

**IMPROVED PRODUCTIVITY**
- Improve productivity by 20-30%
- Craft high-performing teams

**DELIGHT CUSTOMERS**
- Co-create the product with customer
- Build trust and empathy

**IMMERSIVE & APPLIED LEARNING**
- Make learning a part of delivery
- Enable a culture for innovation

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Dojo Delivery Agility is an Abstract (non prescriptive) product development framework.
“There is no such thing as a dumb question.”
— Carl Sagan
Part 2

HOW
SQUAD ENVISIONING

STEPS

Purpose Pitch

Learning / Improvement objectives with measures

Skill Metrics (optional)

Scope and plan (Hyper Sprint planning)

Social contract

Risks and impediments
Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:
“The SHE QC style of grooming is an effective style for refining and slicing complex stories. It’s highly structured & time-boxed approach enables teams to trigger the right conversation and thus craft the correct acceptance criteria”

SHE QC Acronym for

1. Sad Scenarios • Sad flow
2. Happy Scenarios • Happy Flow
3. Exceptional Scenarios • Never Expected flow
4. Quality Scenarios • Non Functional Requirements
5. Constraints Scenarios • Any System constraints

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The SHE QC ideation

Input

- HAPPY & SAD scenarios
  - Specification by example
- Dev + PO + QA + Ops

Scrum Master facilitates 30 to 45 min per complex story

Output

- More scenarios
- Questions
  - PO and Arch

Pre-Requisite before the meeting:
- Minimum quorum for the meeting: PO, SM, Developer(s), QA, Ops
- Time duration: 30-45 min per story
- Product Owner (PO) ready with basic scenarios in the form of “Specification by example”

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The SHE QC ideation

1. Explore
   - 5 min
   - Product Owner explains basic scenarios

2. Discover
   - 10 min
   - Discover any missed out scenarios

3. Uncover
   - 15 min
   - Iterate over each scenario type
   - Focused ideation

4. Converge
   - 10 min
   - Identify Must Have Scenarios (MHS)

PO pulls out a story
- Identifies HAPPY and SAD serious
- Specification by example

- More scenarios
- Question to Business and Architecture

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SOME KEY LEARNINGS
A single demo is worth a 100 meetings

#dodojo
DOJO delivery model is a humble way of saying "Building a software product is still a bit complex and we are uncovering better ways of developing software by doing it. Let us inspect + adapt at every step and collaboratively build the right product in the right way."
Questions

@TharayilRanjith

Ranjith Tharayil

https://www.linkedin.com/in/ranjiththarayil/