



Facilitation Foundation

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- Hundreds of Teams Thousands of Projects
- Agile Mentor Newsletter
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Beat up at Meetings?

The 3 most common downfalls of meetings are:

1. The meeting has no purpose or planned Agenda
2. The incorrect participants are invited or not invited
3. The meeting goes as planned, without positive results



Agenda



Item:

The Why Behind The What!

Tool Kit

Meeting Rules

Fist of Five

Release & Iteration Planning

The Art of Estimation

Dot Voting

Three Column Game – Task Writing

Daily Meetings

Review & Demo

Retrospectives

Innovation Games

Review – Q&A

The Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

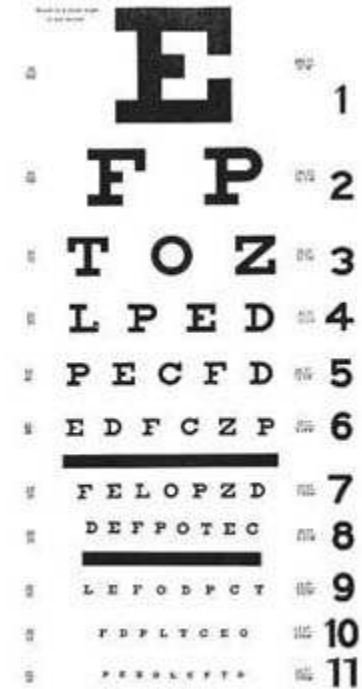
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

[*www.agilemanifesto.org](http://www.agilemanifesto.org)

The Why Behind The What

- Teams struggle when they have a Vision with no strategy to get there
- Meetings can quickly dissolve when the right parties are not engaged and attend with a purpose
- Once the vision and strategy are clear, the needed meetings fall into place



Forming-Storming



- Forming represents building of the team
- The Forming Stage is Important as team members get to know each other and gel
- Storming occurs when the team addresses how they will function both independently and as a group
- Storming may be painful, but is necessary for the team to be successful

Norming-Performing



- Norming happens when teams adjust their behaviors and begin to work together as a cohesive unit
- Motivation increases across the team as a result of Norming
- Not all teams reach the Performing stage
- At this point teams are able to handle both conflict and decision making without direct supervision

The Tool Kit ...

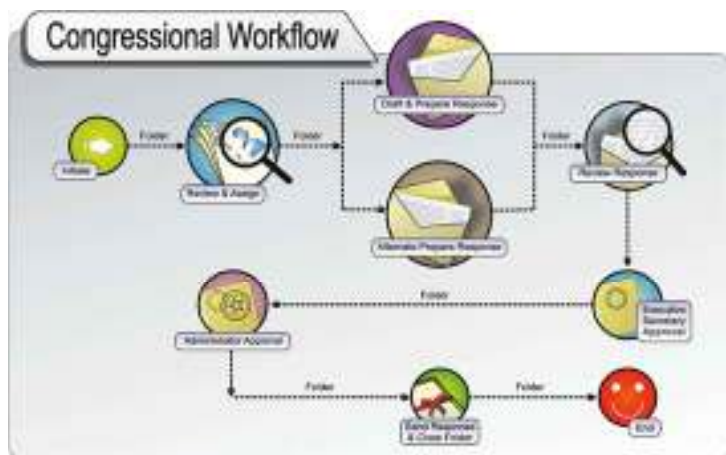


Meeting Rules



- Every Agile meeting should have a purpose and goal
- Prior to holding a meeting, all key participants should be invited
- The agenda for the meeting should be distributed prior to the meeting
- The meeting goal & agenda should be distributed prior to the meeting
- All resources should be reserved and prepared for the meeting
- The meeting facilitation toolkit should be well stocked and ready to go
- The team should establish and post effective meeting rules

Meeting Workflow



- The meeting goal and objective should be presented
- The time-boxed agenda should be presented
- The rules should be posted and all should be reminded to take heed
- If at any time a discussion begins that is not part of the agenda, the topic should be added to a running list for later discussion
- If the meeting ends and the goal has not been reached, arrange for a subsequent meeting at a later time (do not go over time in hopes of solving an issue)
- Once conclusive results have been reached, record all risks, assumptions, and action items
- Insure that all list items have a party responsible to address each topic outside of this meeting
- Post the results in a visible place for all to see

Reaching Consensus

- Team makes decisions, ScrumMaster only guides the decision process
- A ScrumMaster seeks consensus within the team, a quick way to do this
Consensus = “I can live with and support that.”
- Fist of five:
 - 5 = wild, unbridled support
 - 4 = this is a fine idea, wish I'd thought of it
 - 3 = I can live with and support it
 - 2 = I have reservations I'd like to think about
 - 1 = I am very opposed; we shouldn't move forward



Fist of Five



Release Planning Checklist

- ✓ Product Vision Statement
- ✓ Product Roadmap
- ✓ Release Themes
- ✓ Release Timeline
- ✓ Important Dates in Release
- ✓ Team Identification
- ✓ Prioritized Product or Release Backlog
- ✓ Team Velocity (or capacity)
- ✓ Technical 'gotchas' and dependencies that we know already

Release Planning Agenda

1. Product Owner reviews product vision, roadmap and release themes and date
2. Product Owner reviews his first take at the release backlog
3. Team asks questions to understand user stories
4. Team calculates its capacity (volume) of work per iteration
5. Team places user stories into iterations
6. Facilitator and team records decisions, assumptions, risks and issues throughout the conversation
7. Team presents its best approach in the form of a release plan

The Art of Estimation

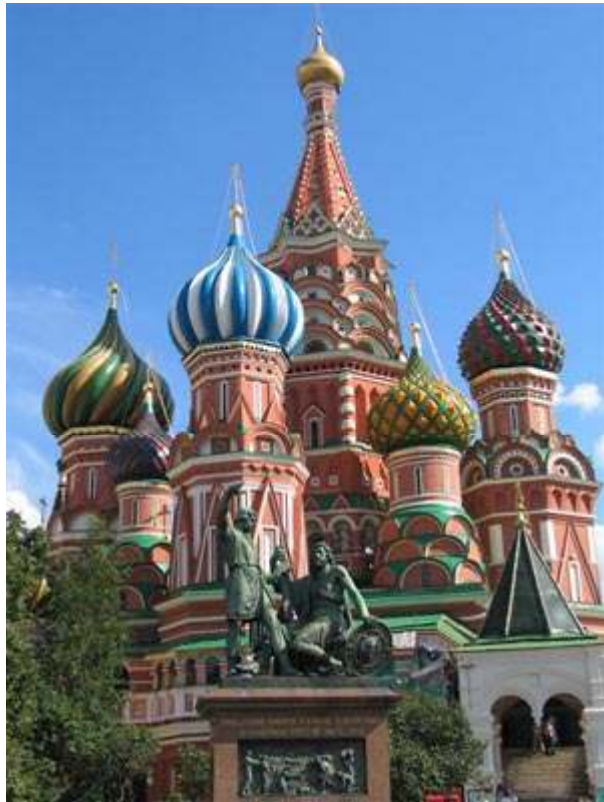


Time vs Relative Complexity

- Let's Paint the Room!
- How many hours will it take?
- Why all of the different answers?
- How difficult would it be to paint the room based on something else you have painted?
- Is it easier to reach consensus?
- Review and Discuss



MoSCoW



- MoSCoW = more than a Russian Capital
 - *Must Have*
 - *Should Have*
 - *Could Have*
 - *Would Like*
- Every Iteration should have a mix of the above types of Items
- Stake Holders Love the Would Likes
- The Product owner drives the Product Backlog and creates the rank order
- The Team Controls this at the iteration backlog level

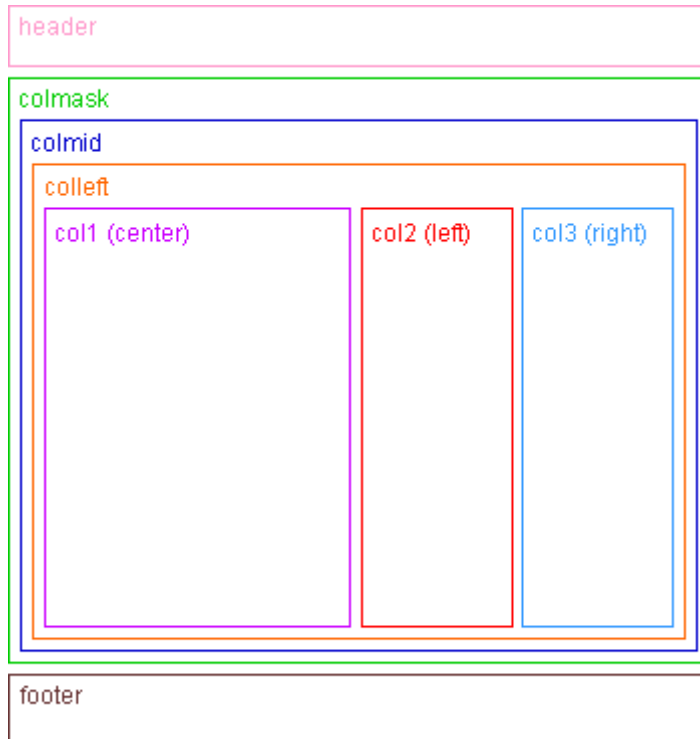
Dot Voting

- Team Dotmocracy also known as known as “dot voting” “sticky-dot voting” or “sticker voting,” is an established facilitation method for collecting and prioritizing ideas among a large number of people
- A Participants apply dots (using pens, markers or most commonly stickers) under or beside written ideas to show which ones they prefer. The final result is a graph-like visual representation of the group’s collective preferences
- Fist While Dotmocracy is not required within a traditional consensus facilitation model, it can often serve as a useful tool to help direct the focus of deliberations and recognize existing agreements within a large group.



~ <http://dotmocracy.org/>

3 Column Game



- Take the list of Stories we have created and perform the following:
 - Sort the Stories by Priority
 - Sort the Stories by Relative Complexity
 - Sort the Stories by MoSCoW
- Act as the product owner and arrange the stories in Rank Order taking all of the above into consideration
- Which has more weight? Business Value? Risk or Complexity? Or End User Satisfaction?

Hold a Daily Standup



- Rules:
 - Daily, 15-minute meeting
 - Same time, same place every day
 - *No problem solving*
- Each team member answers three questions:
 - What did you do yesterday?
 - What are you doing today?
 - What is getting in your way?
- Action the Impediments
- Note the Decisions
- Stakeholders may observe but can't talk
- Ask a Fourth Question?

Review & Demo



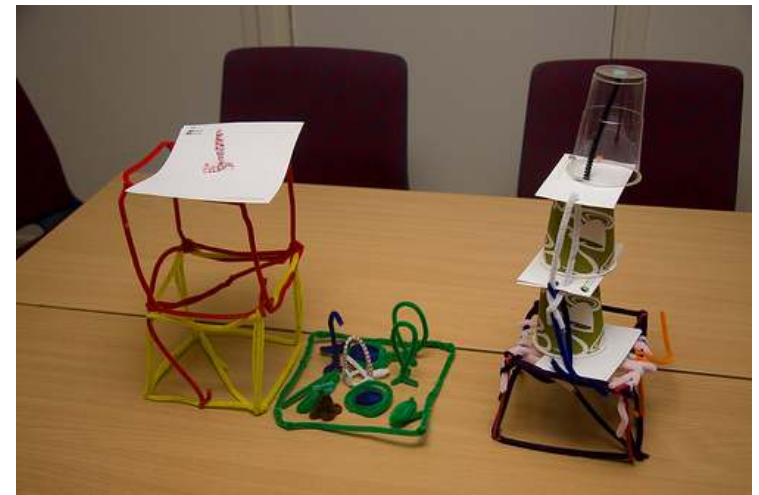
- Delivered features
- Incomplete features
- Verifying 'Done' with the customer/product owner
- Maintaining trust with customer by not "hiding" undone work
- Team and Customer responds to the delivery
- The Goal: Collaborative Decision-Making about the emerging product

Demo & Review Consequences

- Removing features from the Product Backlog that the team unexpectedly completed
- Restoring unfinished features to the Product Backlog (and reprioritizing if necessary)
- Working with the ScrumMaster to reformulate the team (add, remove team members)
- Reprioritizing the Product Backlog to take advantage of opportunities that the demonstrated functionality presents
- Ask for a release Sprint to implement the demonstrated functionality, alone or with increments from previous Sprints
- Choosing not to proceed further with the project and not authorizing another Sprint
- Requesting that the project progress be sped up by authorizing additional teams to work on the Product Backlog

Retrospectives

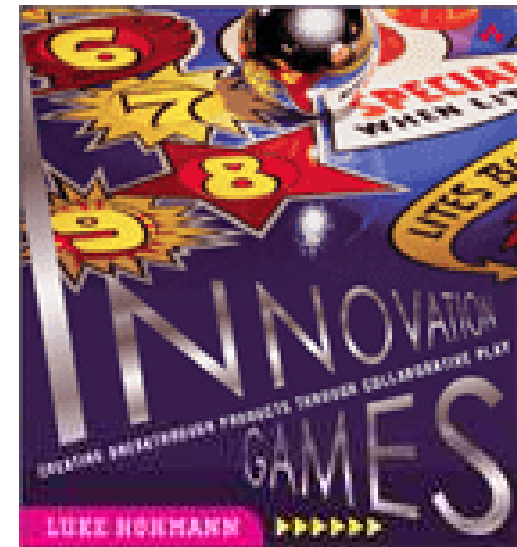
- Project retrospectives help teams examine what went right and what went wrong on a project
- Retrospectives are designed to:
 - Find & fix problems
 - Find and Reinforce team strengths
 - Address both people & technical issues
 - Use tools and practices proven in the real world
- The retrospective is the perfect chance to inspect and adapt.
- Teams who perform meaningful retrospectives are consistently better at completing work on time and under budget
- Ask the 3 questions and record findings



Innovation Games

- These interactive techniques let your customers and prospects help you create the products *they* want. Understand customer needs, identify product functionality, learn how customers interact with your products, and shape your products' future
- Luke Hohmann has devoted his professional career to creating environments where everyone can work to their fullest creative and intellectual abilities. He is a committed coach, working with every individual and the organization as a whole to achieve greater levels of performance

~ <http://innovationgames.com>



Conclusion

- You now hold the keys to success!
- Visit often and drink from the well!
- Download the slide deck & notes from:
<http://www.agilepalooza.com>



