

Attend:
1 Agile Team
(Tips for Scaling)

Pre-Time:
10 Mins

Run Time:
45 ~ 60 Mins

Needs:
Facilitator
Scribe

Triggers:

- Low team morale
- Missing sprint goals frequently
- Quality of Code has decreased
- Team frustration is high
- Everything seems to be going great!

Outcomes:

- Identify strengths and weakness of Team
- Identify ways to resolve issues
- Identify reasons they should be resolved
- Knowing your Health is important!

Preparation:

- Determine when to run this play. We recommend doing this in place of a retrospective or adding this on a regular cadence once you've gotten the hang of it.
- First Time? – Distribute Team Health Attributes Handout (included below) to team in advance.
- Assign Facilitation and Scribe duties to ensure all members of team can participate.
- Arrive 10 minutes early to draw attributes table on a white board or setup a computer to project (alternative: bring print outs for everyone).
- Familiarize yourself with the last assessment, bring some printouts if needed.

Dominion Tip!

Make your own attributes!
These attributes are ones we've found the most useful but modify this template to work for your team!

What to Draw:

We love a good Oregon Trail reference but feel free to change the headings for your team!

Attribute	On the Trail	Broken Wheel	Died from Dysentery	Direction (since last iteration)
Balanced Team				
Shared Understanding				
Democracy or Dictatorship				
Delivering Value				
Managed Dependencies				
Velocity				
Code Base Health				
Suitable Process				
Fun				

Set the Stage: ~ 2 Mins; 10 if it's the first time

1. Tell a joke, do a check-in or thank them; whatever you think will get everyone talking!

2. Confirm everyone is familiar with the Attributes. If not, review.

Explain the Rules: ~ 5 minutes

1. Team votes at the same time for each attribute, like planning poker, so no one feels influenced.
2. Describe voting method: We use our Thumbs! Up, Middle, or Down. Makes for a quick assessment. Here are some other suggestions:
 - a. Members go to board and put checks where they want, 1 per person, per attribute.
 - b. Have people fill out printed copied and turn in when complete for the Scribe / Facilitator to tally up.
3. Scribe writes the number received for each column except Direction.
4. Scribe records the majority rule for direction indicated with an arrow.

Dominion Tip!
Make it fun! Get creative, use animal shapes or have the team design their own vote cards!

Play ~ 10 min

1. Facilitator calls out Attribute Name and gives a brief summary of the attribute
2. Team votes using prescribed method
3. Scribe records each vote in the appropriate column

Table 1 Example: Board in Progress

Attribute	On the Trail	Broken Wheel	Died from Dysentery	Direction (since last sprint)
Balanced Team	111	1	1	↑
Shared Understanding	11	111		→
Democracy or Dictatorship		1	1111	↓
Delivering Value	1	111	1	↑
Managed Dependencies				
Velocity				
Code Base Health				
Suitable Process				
Fun				

Discuss ~ 10

1. Celebrate being on the trail! Don't forget about the positive changes in Direction
2. Identify the Broken Wheel and Died from Dysentery attributes
3. Decide on which attributes to focus on for Today (Suggest limiting to 2)

Define Actions ~ 15

1. Discuss as a team how to improve
2. Define specific, measurable, ways to improve these areas
3. Add actions to your improvement backlog and prioritize them
4. Post notes and results from this play to your team's project repository

Dominion Tip!
Regular check-ups! While we listed triggers, this is great to do on a cadence.

Advanced Moves

Measure your Team’s Health over Time

Dominion Consulting recommends conducting this on a regular basis. At the end of each assessment, record the majority result for each attribute and direction as the result in the following table to track your team’s health over time.

Table 2 Example - Team Health Over Time

Attribute	Check Point 1	Check Point 2	Check Point 3	Check Point 4	Check Point 5	Check Point 6	Check Point 7
Balanced Team	● ↑						
Shared Understanding	● →						
Democracy or Dictatorship	● ↓						
Delivering Value	● ↑						
Managed Dependencies							
Velocity							
Code Base Health							
Suitable Process							
Fun							

Scale for Multiple Teams

So you have several teams and you’d like to check the health across your program, easy! Simply change the headings of the Team Health Over Time table from Check Point to Team and add a Majority column at the end. Record the majority value for each team for each attribute and assess what the majority is across your teams in both Attribute and Direction. Once determined, record that under Majority and you’re done! We recommend scheduling a workshop when conducting this play at scale to complete this in one setting as a group.

Table 3 Example Headings for Multiple Teams

Attribute	Team 1	Team 2	Team 3	Majority

Team Health Attributes Defined

Attributes	Definition	Examples	Coaching
Balanced Team	Roles and responsibilities are clear and agreed upon. There is one person accountable and they are available at least 80% of the time. Team understands members can change and has the right mix of people to be successful.	<p>Some members thought the owner was Ellie others thought it was Oliver.</p> <p>Team waited three days for some clarification on a question.</p> <p>Team waited until the “tester” came back to work to test anything.</p>	<ul style="list-style-type: none"> Who needs to be consulted, was feedback implemented, or parked with reasons why? Who needs to be informed, any feedback that was not implemented or acknowledged? Do we have proper representation of skills; are functional areas involved? Who is the one person accountable for driving our project?
Shared Understanding	It is very clear to us what the mission and vision of our work is. The mission is defined as are the values behind it. The Product Owner keeps us informed on direction and where we are heading. The team has a common understanding of why they’re here, the problem, are convinced about the idea, confident they have what they need, and trust each other.	<p>Stories are frequently not accepted by product owner.</p> <p>Lots of “defects” during the sprint.</p> <p>Team can’t answer what problem they are trying to solve or why it’s important.</p>	<ul style="list-style-type: none"> Are we confident we have what we need to deliver the project? Are we convinced about the concept and understand how it fits into the larger picture? Does everyone have a sense of ownership of the project? If any of the team were stopped and asked what they were doing, would we all have similar answers?
Democracy or Dictatorship	The team feels they have input into the direction of the product. Can provide open and honest feedback about what is possible. The team does not feel like they are told to do something and must get it done regardless of their feelings or reality.	Dev Team feels their opinion is sought after and they can help decide the product path.	<ul style="list-style-type: none"> Do you feel safe providing critical feedback regarding the product and implementation plan? Do you think your input is valued or ignored? Have we established trust between the team and stakeholder/influencers?
Delivering Value	Our Team stands behind the increment delivered every sprint as they strongly believe it is valuable and is ready for use due to our superior quality. Our work is brutally measured against a clear Definition of Done and Acceptance Criteria and change is welcome.	<p>It takes months to deliver a product increment to production.</p> <p>Defects ratio in production is high.</p> <p>Team gets frustrated when the backlog is modified or direction is changed.</p>	<ul style="list-style-type: none"> How comfortable are you with the 12 Agile principles? What metrics can we measure? What are our targets? How do we receive quick feedback from the user community?

<p>Managed Dependencies</p>	<p>Clear understanding of complexity, infrastructure involved, risks, resources, effort, and timeline. Clear understanding of who we depend on, and who depends on us.</p>	<p>Dependencies are clearly identified on the Product Backlog and are continually discussed by the team to ensure they are actively being worked.</p>	<ul style="list-style-type: none"> • Are we clear on any risks associated with this project, and how we're mitigating them? • Do we know what other people, projects, and/or infrastructure we are relying on to succeed? • Do they know we're relying on them? • Are the people and projects we affect informed about what we're doing and why? • Do we have a communication plan in place to keep stakeholders up to date as things change?
<p>Velocity</p>	<p>The team is making incremental progress by shipping concrete product increments to stakeholders and/or production, learning along the way, and implementing lessons learned along the way, resulting in greater success.</p>	<p>We are making our milestones but often sacrificing some of our own continuous improvements.</p>	<ul style="list-style-type: none"> • Are we making tangible, trackable progress, or are we spinning wheels? • Are our estimates being met, and are we learning how to make them more accurate? • Are we implementing the results of retrospectives, and are we seeing improvements? • Are we delivering?
<p>Code Base Health</p>	<p>As a team and as individuals we feel that the current state of our code-base is very healthy, it can be easily read, tested against and re-factored. If a major change to the software came tomorrow, we would smile because it would be so easy to add due to the dynamic architecture design and easily manageable code-base we have.</p>	<p>You receive a major change to the original design and the team freaks out.</p>	<ul style="list-style-type: none"> • Do you continually consider good design practices when you personally develop? • Does the Def of Done address coding / architecture standards? • Are you using automation to the best of its abilities to increase code coverage? • Is the code flow process documented and everyone aware?
<p>Suitable Process</p>	<p>The team feels the process yields a high value stream of features at a steady pace sprint by sprint and was derived as a team. We do not fear outside interferences, the process does not slow us down, it is not in our way, it is there to serve us so that we can serve the customer.</p>	<p>The team frequently complains about the burden of meetings and documentation.</p>	<ul style="list-style-type: none"> • Was the entire team involved with defining the process? • How big is your improvement backlog? • Have you been able to implement improvements? • Does the team feel safe recommending changes to the process?
<p>Fun</p>	<p>Our Team is having so much fun they actually enjoy being at work!</p>	<p>The team has a top jokes board that's updated frequently!</p>	<ul style="list-style-type: none"> • Do you celebrate incremental wins as a team? • Do you think the pace is sustainable? • Is there anything too serious? • Are there any conflicts with team members? • How frequently do you do non-work activities together as a team?

Team Health Assessment Board

Instructions: Place a mark in each column, except Direction, to indicate how you feel about the attribute. Limit to one vote per person, per attribute! For Direction, place an arrow up, down, or sideways to indicate how you feel this attribute has performed since the last sprint. If it's your first time, leave Direction blank.

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