

Agile + DevOps **WEST**

A TECHWELL EVENT

AD36

Leading & Coaching Teams

11:30 AM

AD36 - Distributed Scrum Teams Whack-a-Mole- Creative Solutions to - Common Obstacles

Presented by:

Kimberly Andrikaitis

Vaco

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Kimberly Andrikaitis

Kimberly Andrikaitis is a ScrumMaster, Agile Coach and self proclaimed "Agile Dork". She's bounced around IT for over 20+ years, starting off as a graphic designer which propelled her into testing, business analysis and product ownership, with a stint in podcasting. She's worked for large corporations (IBM, Deutsche Bank, Credit Suisse) and smaller "family run businesses" as well. The one thing in common is her passion towards injecting creativity, dissecting agile principles and promoting the Scrum values within her teams. Especially when it comes to distributed teams, which is now more common than ever before. Kimberly is obsessed with collaboration, continuous improvement, and experimentation; always contemplating creative and lively techniques for improving dialogue, strengthening team dynamics and making meetings more effective and energizing. She's an energetic optimist, the undercover investigator, the one who wants to discover what's under the hood. Kimberly is also CSM, ICP-ACC, SAFe® 4.0 RTE and SA certified.



DISTRIBUTED SCRUM TEAMS WHACK A MOLE:
**CREATIVE SOLUTIONS TO
COMMON OBSTACLES**

Kimberly Andrikaitis, Agile Coach, Vaco

About You

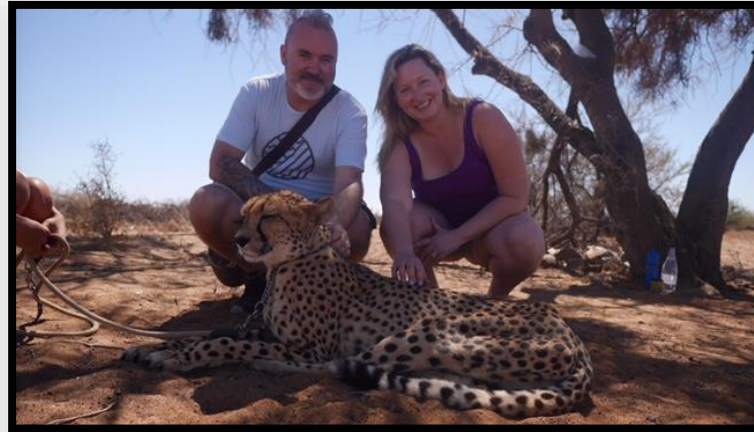
2



www.menti.com
code 46 92 18

About Me

3



www.agile-dork.com

[in](#) LinkedIn: Kimberly Andrikaitis

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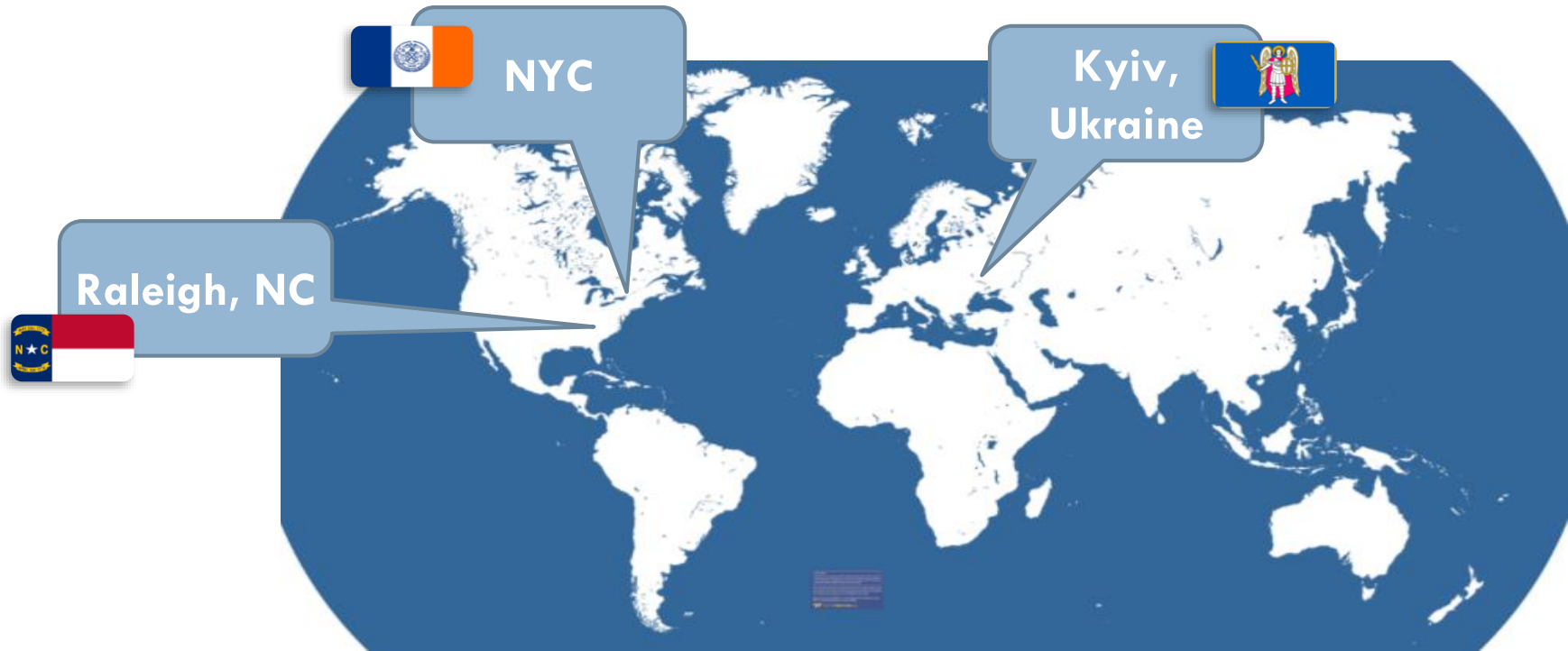
4

- My Story
- Distributed Team Challenges
- Moles & Whacks
 - Relationship Building
 - Agile Mindset
 - Limited Focus
 - Sad Ceremonies
- Conclusion



Once Upon a Time...

5



Meet My New Team

6



Product Owner



Manual Tester



Developer



Developer



Product Owner



Developer



Auto Tester



Developer



Product Analyst



Developer



Auto Tester



Developer



Scrum Master



Developer



Manual Tester

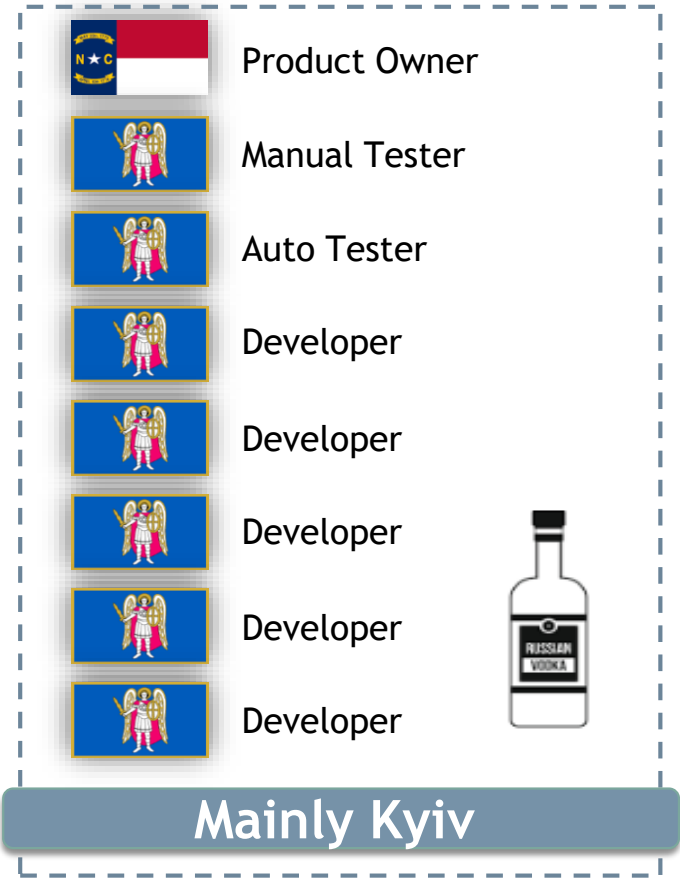


Developer

One Team of 16 people
Across 3 Locations

Lack of trust. Spotty communication. Misunderstanding of Scrum. No Team Unity. Low Morale.

The Team Split



A vertical list of team members for the 'Mainly Kyiv' team, enclosed in a dashed blue border. The members are: Product Owner (N★C flag), Manual Tester (angel icon), Auto Tester (angel icon), Developer (angel icon), Developer (angel icon), Developer (angel icon), Developer (angel icon), and Developer (angel icon). A bottle of Russian Vodka is positioned to the right of the bottom four members. A blue bar at the bottom contains the text 'Mainly Kyiv'.

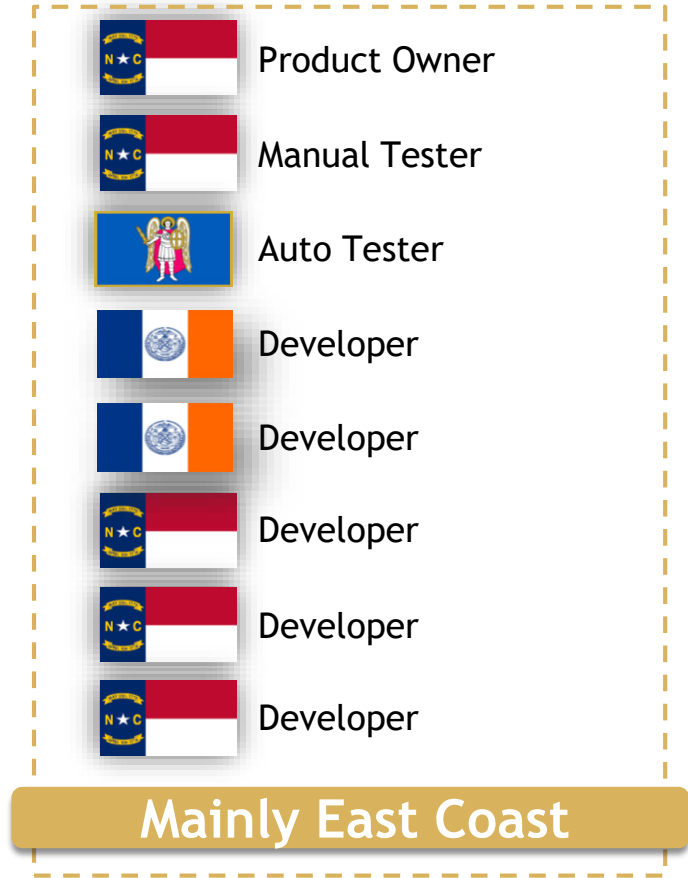
- Product Owner
- Manual Tester
- Auto Tester
- Developer
- Developer
- Developer
- Developer
- Developer

Mainly Kyiv



Two team members listed in the center: Product Analyst (N★C flag) and Scrum Master (N★C flag).

- Product Analyst
- Scrum Master



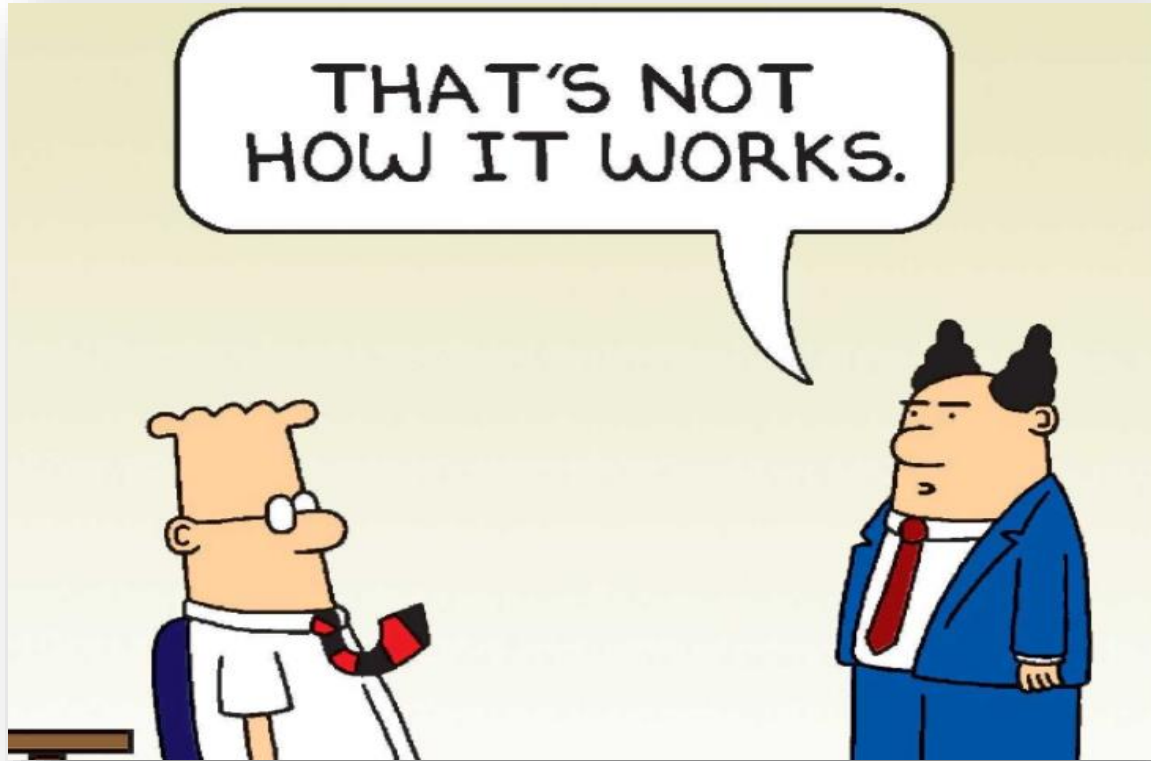
A vertical list of team members for the 'Mainly East Coast' team, enclosed in a dashed orange border. The members are: Product Owner (N★C flag), Manual Tester (N★C flag), Auto Tester (angel icon), Developer (US flag), Developer (US flag), Developer (N★C flag), Developer (N★C flag), and Developer (N★C flag). A gold bar at the bottom contains the text 'Mainly East Coast'.

- Product Owner
- Manual Tester
- Auto Tester
- Developer
- Developer
- Developer
- Developer
- Developer

Mainly East Coast

The Response

8



Distributed Team Challenges

9

1 Satisfy the **customer**



2 Welcome **change**



3 Deliver **frequently**

Sprint 1	Sprint 2	Sprint 3	Sprint 4	Sprint 5
story	story	story	story	story
story	story	story	story	story
story	story	story	story	story

4 Work **together**



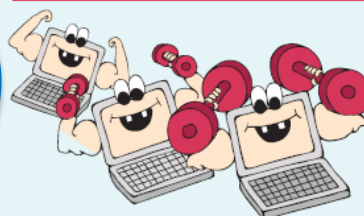
5 Trust and **support**



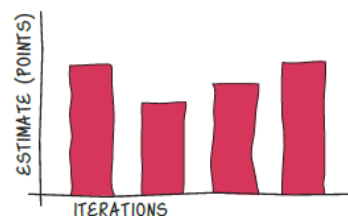
6 Face-to-face **conversation**



7 Working **software**



8 Sustainable **development**



9 Continuous **attention**



10 Maintain **simplicity**



11 Self-organizing **teams**



12 Reflect and **adjust**



Distributed Team Challenges

10



Raleigh / Kyiv Team

- Time Zone Mismatch
- Cultural Differences
- Language Differences
- No F2F Interaction
- “Us” vs. “Them”

Moles In the Road Ahead

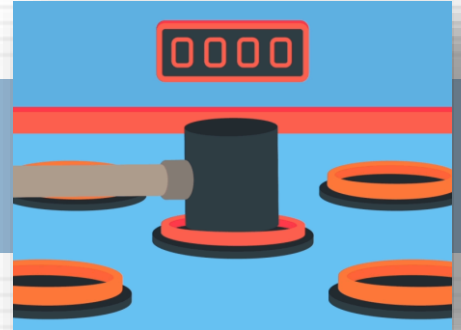
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- Building Relationships
- Agile Mindset
- Limited Focus
- Sad Ceremonies



4 Moles: Building Relationships

- Suspicious of “True” Motives
- Lack of Connection
- Withdrawn / Reserved Team Members
- Minimal Opportunities for Teaming



Suspicious? Ease their Weary Minds

13

“What does she want?”

“Why is she here?”

“What will she make me do?”

“Can she be trusted?”

“What are her intentions?”

“What will she change?”

“What will she tell my Mgr?”



No Strong Connection? Schedule 1:1's

14

- Create a Recurring Meeting
- Swap Agendas
- Find a Quiet Room
- Turn the Camera On
- Grab a Pen & Paper
- Listen. Inquire. Understand.



Reserved? Ask Powerful Questions

15

Inside these walls:

- Motivations
- What's working
- What's Not
- How do you feel about...
- Suggestions
- Pain points
- Needs
- Help?



Outside these walls:

- Hobbies
- Vacations
- Weekends
- Sports
- Books / TV / Movies
- Career
- Achievements
- Family

Withdrawn? Encourage Sharing

16

- Desk Show & Tell
- Photo Exchange
- Google Earth!

FREE!



TomTom

Too Serious? Inject Surprise

17

FREE!

www.thinkwitty.com



PRIZE!

https://thinkwitty.com/2007/10/who-owns-zebra-puzzle.html#.XMWc5ehKg2w

Apps Vaco Webmail Vaco Personal Portal OneDrive Business Agility - V... JIRA Noun Project Headshots

Think Witty Puzzles Humor Facts Book Summary Lateral Thinking Puzzle of the day The Am

Who Owns the Zebra Puzzle

BY SUNIL KUMAR · PUBLISHED OCTOBER 20, 2007 · UPDATED JULY 26, 2017

f t p in +

Who own the Zebra Riddle

“ On a city block there are five houses in a row, numbered from left to right, each of a different color and inhabited by men of different nationalities, with different pets, drinks and cigarettes. You are given the following clues:

- * The Englishman lives in the red house;
- * The Spaniard owns the dog;
- * Coffee is drunk in the green house;
- * The Ukrainian drinks tea;
- * The green house is immediately to the right of the ivory house;
- * The Old Gold smoker owns snails;
- * Keels are smoked in the yellow house;

SHARE

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Team Disconnected? 7 Questions

18

Guess Who?

1. What was the first thing you bought with your own money?
2. What was your first job?
3. Have you ever met anyone famous? If so, who and where?
4. If you could pick up a new skill instantly, what would it be?
5. What is your favorite place you've ever visited?
6. Who had the most influence on you when growing up?
7. What is something you would like to do next year that you've never done before?



Still Disconnected? Let the Wheel Decide

19

Is confession
good for the
soul?







Who is the
one person
you can
depend on
when you are
in trouble?

Just Plain Curious? 16 Personalities

20

- Analysts
- Diplomats
- Sentinels
- Explorers

Analysts

 <p>Architect INTJ-A / INTJ-T</p> <p>Imaginative and strategic thinkers, with a plan for everything.</p>	 <p>Logician INTP-A / INTP-T</p> <p>Innovative inventors with an unquenchable thirst for knowledge.</p>	 <p>Commander ENTJ-A / ENTJ-T</p> <p>Bold, imaginative and strong-willed leaders, always finding a way - or making one.</p>	 <p>Debater ENTP-A / ENTP-T</p> <p>Smart and curious thinkers who cannot resist an intellectual challenge.</p>
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FREE!

www.16personalities.com

4 MOLES

- Suspicious of “True” Motives
- Lack of Connection
- Withdrawn / Reserved Team Members
- Minimal Opportunities for Teaming

13 WHACKS

- Summarize Your Role
- Demonstrate Active Listening during 1:1s: Quiet Room, Camera On, Swap Agendas, Take Notes
- Encourage Communication (Powerful Q's, Show & Tell)
- Exchange Photos
- Travel Virtually Through Google Earth App
- Inject Surprises (Riddles/Games)
- Engage the team - Spin the Wheel, “Guess Who” Game
- 16 Personalities

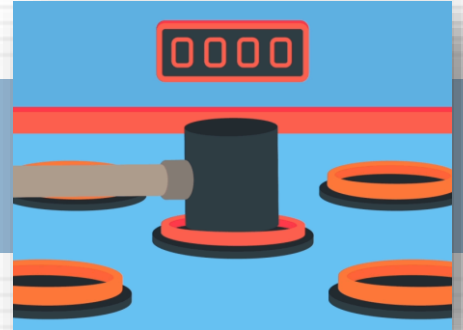
RELATIONSHIP MOLES



22

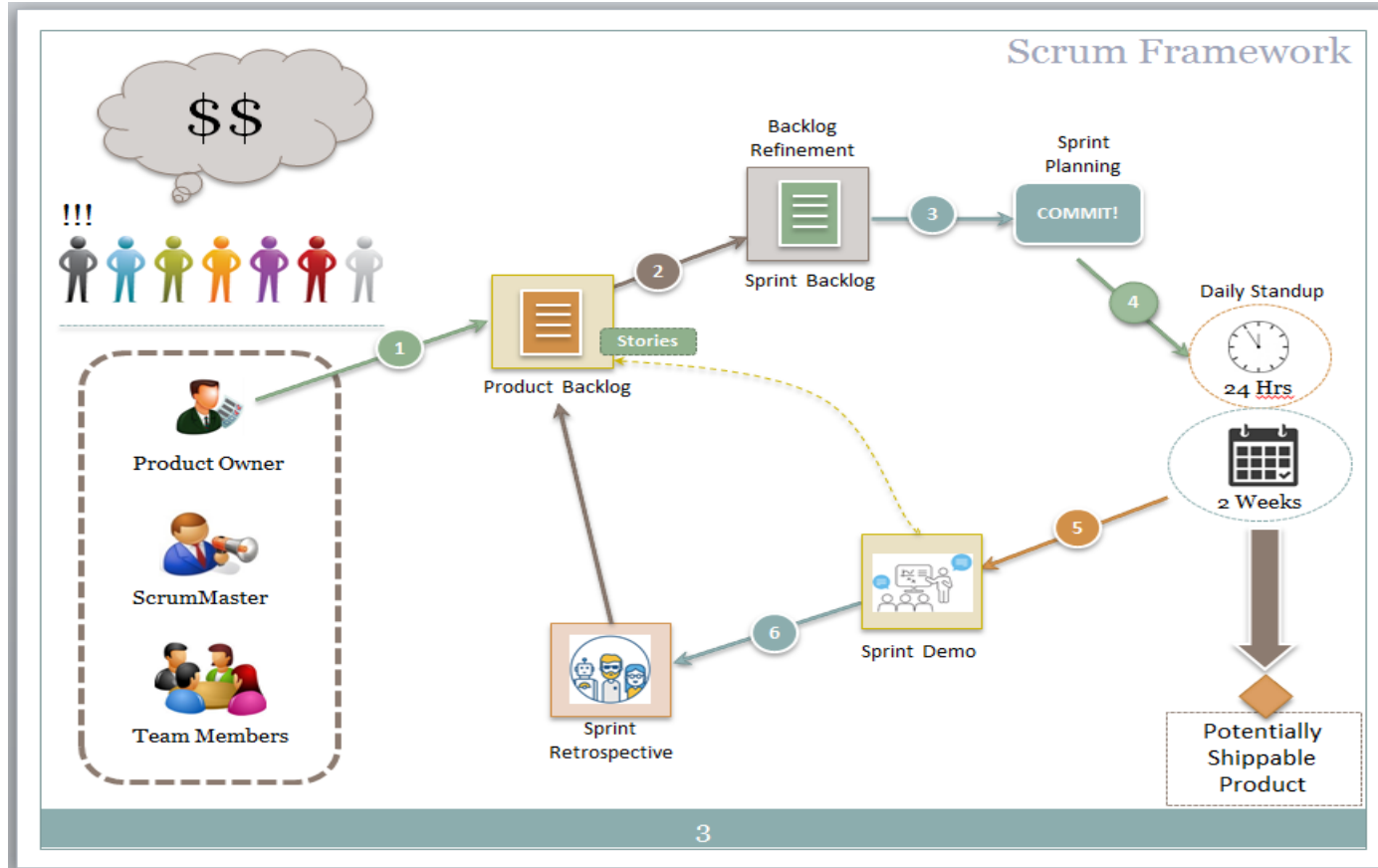
3 Moles: Agile Mindset

- Not Bought In
- Lack of Team Identity / Unity
- Resistant To Change



UnScrum? Teach the Framework

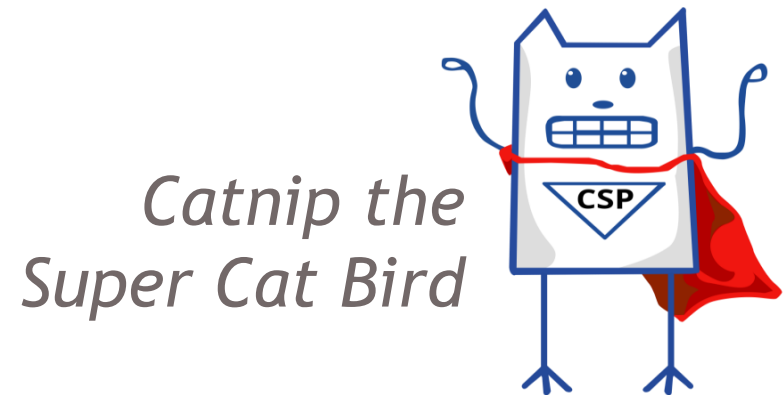
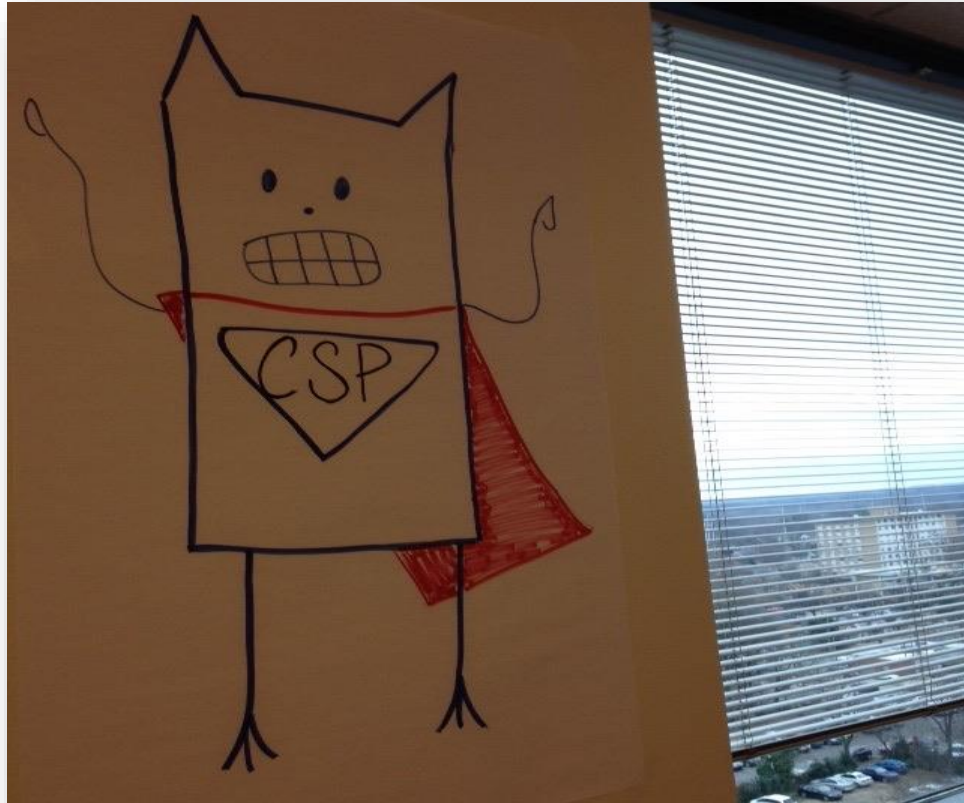
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- Sprint
- Scrum Roles
- Events
- Flow

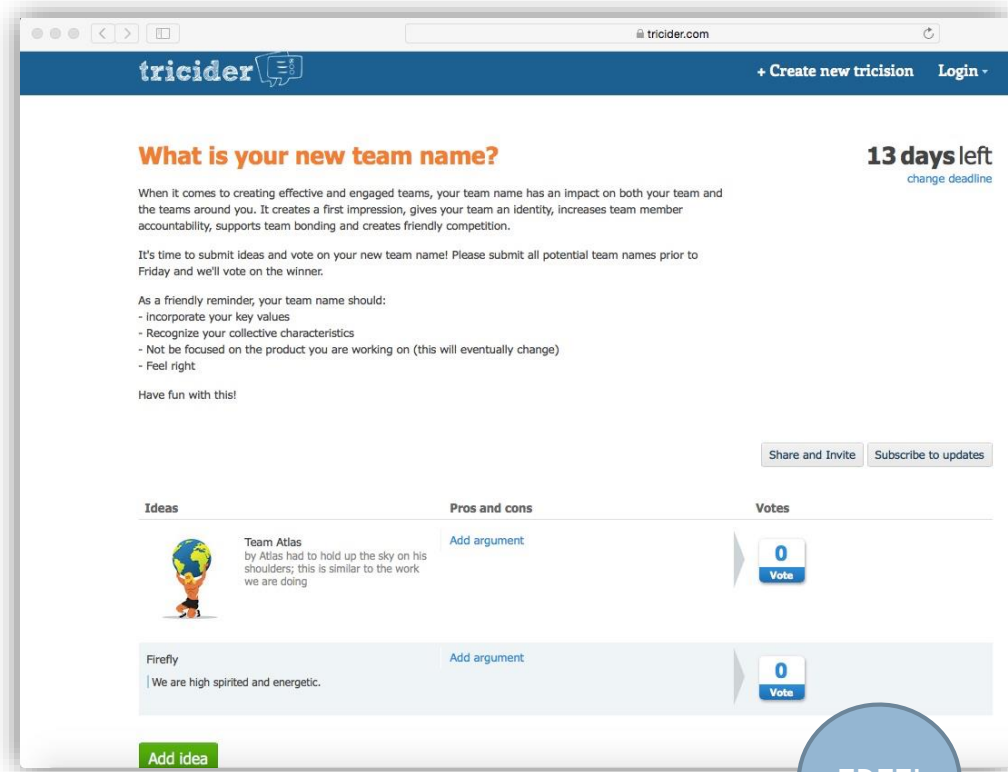
No Identity? Listen, Observe, Respond

24



Not Unified? Identify Team Names

25



The screenshot shows the Tricider website interface for creating a new team name. The page title is "What is your new team name?" and it features a "13 days left" countdown timer. The main content area includes a paragraph explaining the importance of team names, a list of guidelines for naming a team, and a section for submitting ideas and voting. Two ideas are visible: "Team Atlas" and "Firefly". Each idea has an "Add argument" button and a "Vote" button. A "Share and Invite" button and a "Subscribe to updates" button are also present. At the bottom left, there is an "Add idea" button.

Importance of Team Names:

- Creates a first impression
- Gives your team an identity
- Team member accountability
- Supports team bonding
- Creates friendly competition

FREE!

www.tricider.com

Resistant to Change? Find a Proxy

26

- Locate your kindred spirit
- Reach out
- Explain your problem
- Ask for help
- Check in repeatedly



Who can you partner with?

MOLES

- Not Bought In
- Lack of Team Identity / Unity
- Resistant To Change

WHACKS

- Teach the Framework
- Cultivate a strong team identity (ie: Team Mascot, Team Names)
- Pinpoint and leverage your global partners (Who's your Svitlana?)

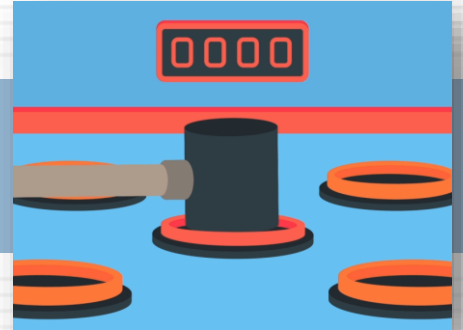
AGILE MINDSET MOLES



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4 Moles: Reduced Focus

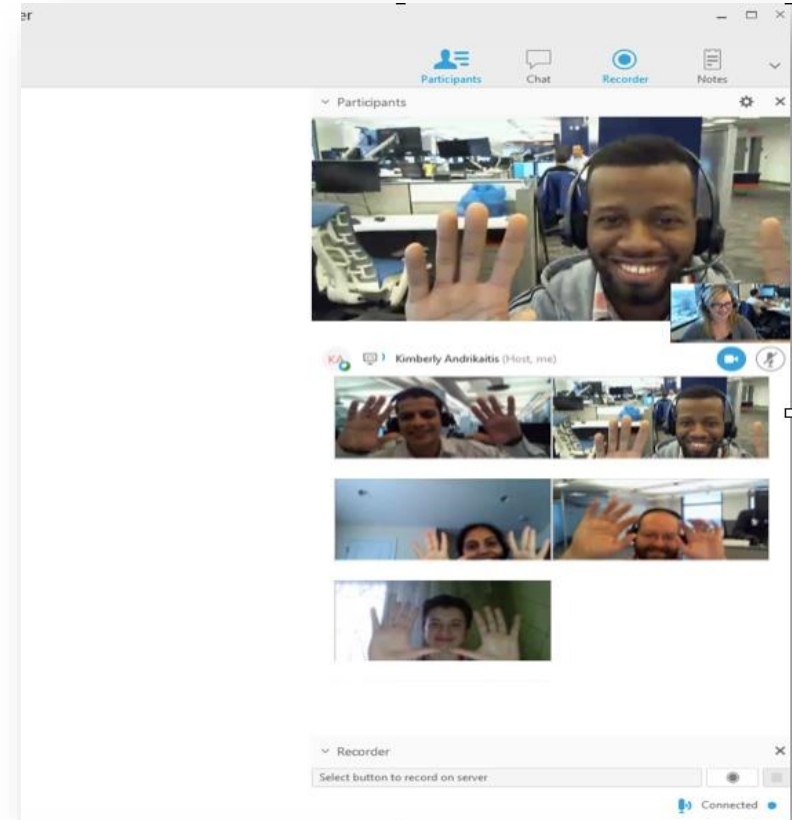
- Distracted Team Members
- Chaotic / Never Ending Meetings
- Lack of Participation / Engagement
- Reluctance to Step up



Team Distracted? Regain Focus

29

- Camera On
- No Meetings Day
- Physical Room, if possible
- ~~Bribery~~ Carrot Dangling, when all else fails



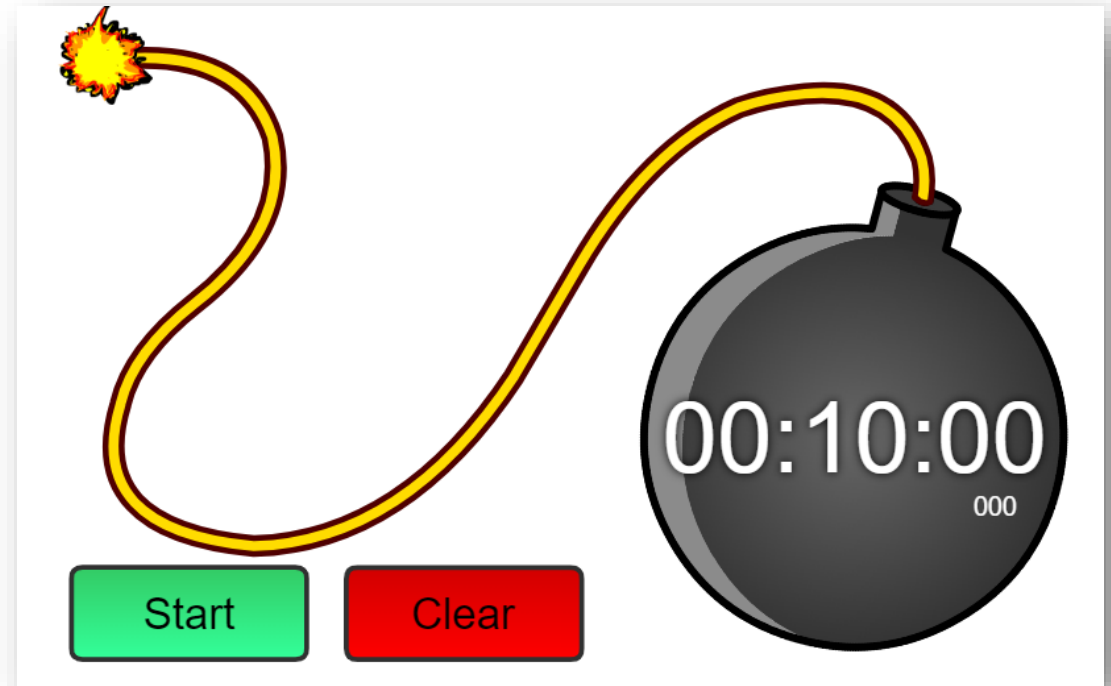
Meeting Digressing? Watch The Time

30

- Define and Limit the Time
- Upfront Team Agreement
- Enlist Help



www.online-stopwatch.com



Meeting in Chaos? Use MeetingMinders

31



Team Uncertain? Incorporate Voting Techniques

32

** FIST OF FIVE **

- Closed fist: No. {Blocks consensus}
- 1 finger: Major concerns
- 2 fingers: Minor issues
- 3 fingers: Whatever
- 4 fingers: It's all good
- 5 fingers: Yes! 100%



Reluctance? Gamify It!

33

Any Volunteers?

Anyone?

Am I on mute?

Great for:

- Sprint Reviews
- Support Rotation
- Standup Facilitator

RANDOM.ORG Search RANDOM.ORG Search
True Random Number Service

Do you own an iOS or Android device? Check out our app!

List Randomizer

This form allows you to arrange the items of a list in random order. The randomness comes from atmospheric noise, which for many purposes is better than the pseudo-random number algorithms typically used in computer programs.

Part 1: Enter List Items

Enter your items in the field below, each on a separate line. Items can be numbers, names, email addresses, etc. A maximum of 10,000 items are allowed. Please don't enter anything you would consider confidential ([here's why](#)).

Kim
Heena
Brad
Josh
Borys
David
Will
Polina

(you're viewing this form [securely](#))

Part 2: Go!

Be patient! It may take a minute while to randomize your list...

Randomize Reset Form Switch to Advanced Mode

There were 8 items in your list. Here they are in random order:

1. Brad
2. Josh
3. Will
4. Kim
5. Heena
6. Polina
7. Borys
8. David

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FREE!

www.random.org/lists

4 MOLES

- Distracted Team Members
- Chaotic / Never Ending Meetings
- Lack of Participation / Engagement
- Reluctance to Step up

8 WHACKS

- Regain Focus: Cameras On, No Meetings Day, Physical Rooms, Carrots
- Watch the Time!
- Use Visual Cues: MeetingMinders
- Capture Consensus with the Fist of Five Technique
- Gamify Team Resistance with randomizer

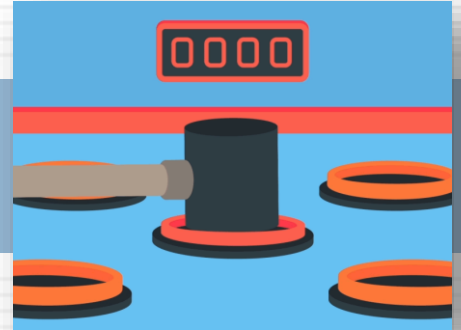
REDUCED FOCUS MOLES



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3 Moles: Sad Scrum Events

- Silent Retrospectives
- Low Team Morale
- Lack of Recognition



Silent Retros? Go Wordless

36

The image shows a digital retrospective board with three columns. The first column, 'What went well?', contains icons for a gift, a person celebrating, a flower, and boxing gloves. The second column, 'What didn't go well?', contains icons for a person at a desk, a fire, an ambulance, a tire, and a sleeping face. The third column, 'Ideas for Improvement?', contains icons for gears, a checklist, a cycle diagram, a cookie, and a robot. The board is titled 'Sprint 19: Thank you to...', 'Sprint 19: What went well?', 'Sprint 19: What didn't go so well?', and 'What's on your mind?'.

















































Before ^

After >

Miro (formally: www.realtimeboard.com) or Mural (www.mural.com)

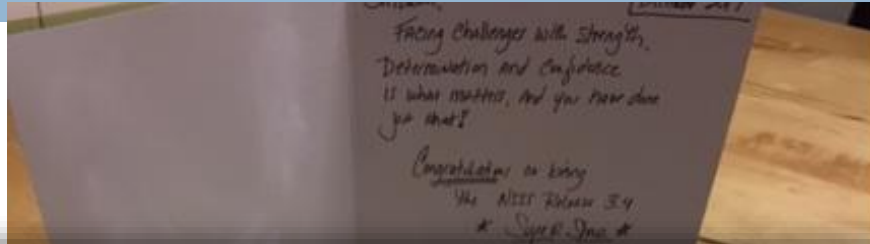
Feeling Unappreciated? Kudos Board

37

Alisa	 Your assistance with test automation truly helped the team meet their sprint goals	 good JOB																			
Andrii	 	 Thank you for working those hot fix items!! (SP 22)	 Your focus helped your team meet their sprint commitments!																		
Denys	 	 For picking up Atlas automation in sprint 22	 Useful Review																		
Dmytro	 	 Although you are new to the team, you have quickly taken ownership of your work	 Always first on standups!	 Helping investigate PROD issue	 Your focus helped your team meet their sprint commitments!																
Illia	 	 	 For staying late on code freeze night during sprint 22	 Your focus helped your team meet their sprint commitments!	 Good JOB																
Maks	 The king of FIX!	 Your focus helped your team meet their sprint commitments!																			
Pavlo	 	For staying late on code freeze night during sprint 22	 Your focus helped your team meet their sprint commitments!																		
Rick	 For coordinating w/ Azeem to write detailed user stories																				
Ruslan	 	 For staying late on code freeze night during sprint 22	 True Open-Door-man	 Finding denom error in PROD issue	 Your focus helped your team meet their sprint commitments!																
Svitlana	  	 For brainstorming Retro ideas with me	 For staying late on code freeze night during sprint 22	 For all the testing that you do!	 Your focus helped your team meet their sprint commitments!	 Thank you for the IL Presentation!															
Vlad	 	 For staying late on code freeze night during sprint 22	 Your focus helped your team meet their sprint commitments!																		

No Recognition? Release Superstar

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Release Superstars!



Kimberly Andrikaitis
Last modified Jan 05, 2018

Release	SuperStar	Awards
3.5 (18.1)	[Redacted]	A row of ten award icons with descriptions: 1. Thank you for showing the team's work off in the Sprint 24 review. 2. Great client presentation! 3. Big to thank you for the release of the daily standup. 4. Thank you for being with the daily standup. 5. Successful Release 3.4 recovery. 6. Squashing UI bugs at fast pace! 7. Ready to grab a new task. 8. Scrum Master.
3.4	[Redacted]	A row of seven award icons with descriptions: 1. THANKS. 2. For brainstorming Retro ideas with me. 3. For staying late on code freeze right during sprint 22. 4. For all the testing that you do! 5. Your focus helped your team meet their sprint commitments! 6. Thank you for the IL Presentation!



3 MOLES

- Silent Retrospectives
- Low Team Morale
- Lack of Recognition

4 WHACKS

- Facilitate lively and engaging retrospectives (using **only** images)
- Provide opportunities for peer appreciation (Kudo's Board)
- Recognize high performers by identifying a Release Superstar
- Provide inexpensive / thoughtful rewards to show your appreciation

SAD MOLES

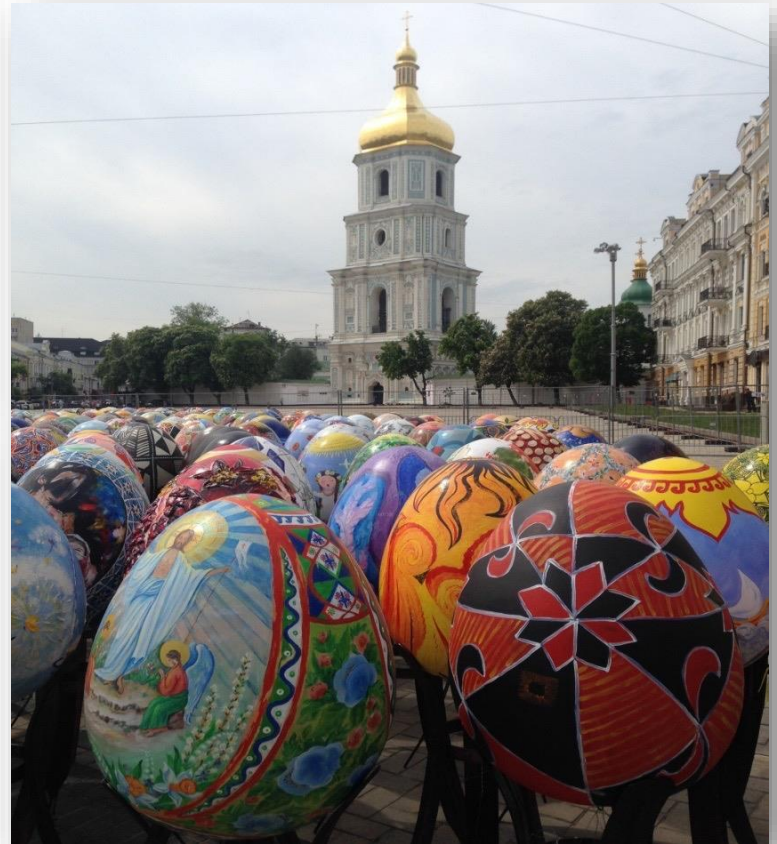


... RESULTS?

- **Healthy, Happy, Respectful Team**
 - ... of Scrum Promoters!
 - ... and Risk Takers
- **Who embraced the Core Scrum Values**
 - ... Commitment | Focus | Openness | Courage | Respect |
- **And held each other**
 - ... accountable
 - ... by asking the hard questions

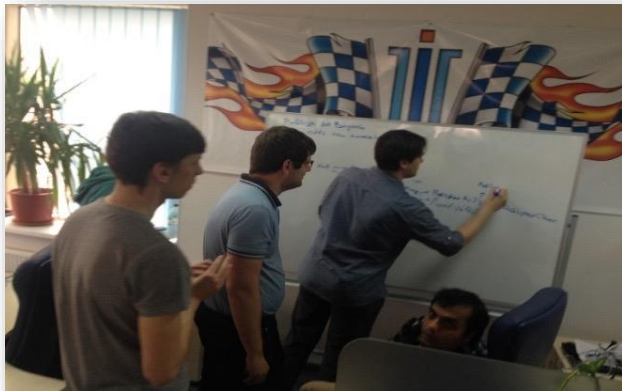
And Finally!

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Teaming! (And Vodka!)

42



KEY TAKEAWAYS



- Be Creative
- Have Fun, Experiment
- Identify Opportunities
- Don't Give Up!!



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CONNECT WITH ME

 LinkedIn: Kimberly Andrikaitis
www.agile-dork.com

Any Questions?

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Online (Mostly Free) Resources!

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Website	Address	Description	Used For
Think Witty	www.thinkwitty.com	Various brain teasers and puzzles.	Injecting fun (ie: Zebra Puzzle). Works best when prizes are awarded.
Miro Or Mural	www.realtimeboard.com www.mural.co	Online whiteboard for remote team collaboration.	Anything you can imagine! Image only retrospectives, kudos board, release superstar, sprint/PI planning, brainstorming, bullseye game, team agreements etc.
16 Personalities	www.16personalities.com/	Personality Test which describes who you are and why you do things the way you do.	Learning about your colleagues. *Tip! Visibly post your characters in a shared space for easy accessibility.
Tricider	www.tricider.com	Tool for easy brainstorming, voting, decision making, crowdsourcing and idea generation.	Deciding on team names, team events, logos etc.
Random	www.random.org	Randomly reorders lists.	Choosing volunteers for team demo's, support rotation or meeting facilitator. This is a fantastic resource when you face team reluctance.

Online (Mostly Free) Resources!

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Website	Address	Description	Used For
Online Stopwatch	www.online-stopwatch.com	Easy to use and accurate stopwatch with lap times and alarms.	Keeping track of time during sprint reviews, tight agendas or refinement sessions.
Google Earth	https://www.google.com/earth/	Explore the globe with a swipe of your finger. You'll never have to travel again!	Showing off your neighborhood / favorite coffee shop / most loved park to your global colleagues.
Slack	www.slack.com	A collaboration hub where you can communicate efficiently, stay connected, and get things done faster. Sorry ya'll. This one isn't free.	Staying connected with your colleagues, sharing photos / links / news etc (bloopers page).
Kimberly Andrikaitis	agile-dork.com	Agile website containing blog posts, creative ideas and shopping!	Purchasing MeetingMinders, connecting with Kim for future speaking engagements, keeping on top of her latest agile experiments.
Wheel Decide	www.wheeldecide.com	A free online spinner tool that allows you to create your own digital wheels for decision making	Getting to know one another, identifying retrospective items to focus on