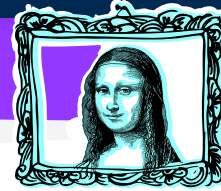
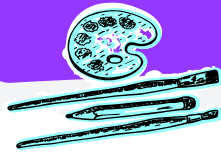


Implementing Changes by Establishing Baseline Metrics



“I have great respect for Sketch's expertise in the agile coaching space. The coaches are real people with real-life experience that reinforces their credibility. They demonstrated flexibility and agility throughout the process - adjusting the approach 'on the fly' at times.”

— Director, Business Technology Enablement

CHALLENGE

A large grocery store chain's IT department began an agile transformation. **They needed to understand their baseline measures of agile maturity in order to understand where the team's and organization's biggest improvement areas were.** The leadership and teams also needed some coaching to help overcome hurdles of implementing the necessary changes.

SOLUTION

A two-person coaching team from Sketch came in to facilitate training, workshops, and coaching for leaders and teams. Focus on key roles for the teams such as Scrum Master and Product Owner. Full in-depth assessment for all teams and org. Continued coaching for several sprints to provide support through the changes.

RESULTS

Agile knowledge level-set across the organization with tailored topics relative to the company via boot camps, workshops, and discussions. **Teams received guidance to improve their agile practices including baseline data provided via self-assessment toward improving agile maturity. Leaders received guidance toward outcome-based leadership and insight into systemic impediments to the team agile maturity.** Continuous discovery led to deeper insights into root causes of hindered outcomes of predictability and quality (top outcomes from the success sketch).

ENABLEMENT ACTIVITIES

BOOT CAMP

DESCRIPTION

Formal training environment. Covered tailored curriculum for 3 weeks of training.

OUTCOME

All participants received a common foundation of agile principles and practices. Positive feedback from participants.

SCRUM MASTER WORKSHOP

DESCRIPTION

Focused on facilitation, coaching, and continuous improvement.

OUTCOME

Scrum Masters were level-set regarding ceremonies and "better practices", and enabled with tools to lead their teams' continuous improvement.

PRODUCT TEAM WORKSHOPS

DESCRIPTION

Interactive and tailored workshops facilitated to form Product Teams. Deeper dive into roles and responsibilities from boot camp, working agreements, stakeholder tools, value stream mapping tool, and engagement in team ceremonies deeper dive.

OUTCOME

Product team members were enabled to function more as a team than a collection of distinct roles..

CEREMONY OBSERVATIONS

DESCRIPTION

Attended and observed team ceremonies, at least once for each type.

OUTCOME

Teams received inline improvement guidance, as appropriate. Observations also helped shape the workshops to address specific concerns and impediments.

ASK THE COACH

DESCRIPTION

Semiweekly discussion of topics of interest in lean coffee style.

OUTCOME

Participants received detailed guidance in the practical application of agile practices to their real-world challenges. They also demonstrated willingness to collaborate across team boundaries. Positive poll results and attendance was consistently >15 people. Participation was optional so being able to see who joins, speaks up, shares, and discusses was enlightening.

AGILE MATURITY ASSESSMENT

DESCRIPTION

Each team extensively surveyed via Waypointr regarding its current perceived state of agility.

OUTCOME

All teams that were surveyed now have a baseline of measurements to start with and the leadership team has a view of systemic challenges that need more immediate focus.

SM/PO COACH WORKING SESSIONS

DESCRIPTION

Smaller group setting enabled more focused conversation around pain points and improvement areas. For pairings that didn't have both parties present, we shifted to address individual questions and pain points.

OUTCOME

SM/PO built a backlog of 1-3 items of improvement and actions over the next 90 days. SM/PO also received guidance and encouragement from coaches as they continue to lead teams toward their goals.

LEADERSHIP WEEKLY SYNC

DESCRIPTION

Reviewed OKR format and examples. Coached leadership to come up with their OKR and work toward weekly goals.

OUTCOME

Progress was made toward ensuring activities are in support of measurable outcomes.