Where Agile teams struggle	Reason for these struggles	Strategies
Alignment on common objectives and goals	Absence of a shared vision and unclear team member roles	• **Have a shared vision and roadmap that is clearly understood by the team.** What is the team trying to accomplish and why? What value will the team's activities bring to our customer? • **There should be a roadmap owner** that is accountable for this vision. The Roadmap Owner should align with the rest of the team on the vision. The team's roadmap should be created by the entire team, in collaboration with the Roadmap Owner. • Make sure each Agile iteration **has clear goals and objectives and that every team member buys into it.**
Adopting new tools and practices	Lack of training and hands-on exposure to new concepts	• Make sure the **team agrees on the tools they will use** and that training is available to them: Jira, Confluence, Github, Grafana, Kafka, whatever the team uses.

		• If a team discovers a new tool that works better for them than an existing one then **they should be empowered to adopt that tool.** • If an existing tool does not meet the team's requirements they are empowered to look for and use another one.

Incorporating agile testing and automation	Following traditional testing practices and not incorporating automation strategies	• **Involve QA as early as possible in the planning cycle.**
		
		   ○ For more information:
		      ■ <u>What QA Engineers Do at Stuart</u>
		      ■ <u>Shifting Left QA</u>
		
		• **Make sure test cases are clearly understood** and that testing is a part of the acceptance criteria of a ticket. It should be considered when estimating the ticket, not as an afterthought. Is testing automated or do we need to test manually? Do we know how to test what we are building? Etc.
		
		• **Everyone has a role to play in Quality of the product**, pair programming, peer reviews, pull requests, Unit Testing, User Acceptance Testing, etc. Quality is everyone's accountability.

		• For non ENG teams, think about what your quality assurance process is and try to employ it as soon as possible in your cycle. **Automate as much of it as possible.**
Decomposing epics into user stories and acceptance criteria	Failure to take a user perspective during discussions with the Product Owner / Manager during backlog refinement sessions	• **Make sure the Product Designer and Analyst provide sufficient input** and research into the solution. • Collaboration between Product and ENG is paramount. • **Understand your user journey** (can make use of user journey maps). • Consider leveraging a 3 Amigos meeting or some other meeting to **refine stories before the entire team starts working on them.**
Dealing with cultural transformation	Failure to encourage the correct mindset, continuous improvements, experimentation. Failure to create self organized autonomous teams	• Agile evolutions are hard! **Create an environment of fast and short iterations.** • **Encourage experimentation** and celebrate failures as much as success.

		• **Break dependencies with other teams** so your team is fully autonomous and controls its product end to end.
Being operationally disciplined	No commitment or discipline for collaborative events and agile ceremonies	• **Stay focused on outcomes and goals.** • **Make sure you understand the purpose of the ceremonies** and speak up if they are not meeting that purpose. • **Hold each other accountable** so that one person isn't accountable for the ceremonies, the entire team is.
Understanding the business purpose	Focusing only on individual components, technicalities and immediate needs	• We do not want to be a feature factory, **keep your focus on the long term while implementing just in time planning.** • **Understand the long term vision of the product** and the long term needs of the customer.
Having an atmosphere to embrace conflicts, failures and experimentation	Failure is punished and ingenuity is discouraged due to traditional mindsets	• **Understand the nature of conflict** and how to manage and even take advantage of them.

| | | ● **Celebrate failure**, view it as a successful experiment that saved you time, money and taught you something you didn't already know. |