

# How to debug your team





# About Me

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# About Me



How do we instill a sense of urgency into the team??



# Why is our pace of delivery so slow??



# Debugging teams



**iN Touch**

**Life & Style**

**heatw**orld

**EMPIRE**

**MOJO**

**now**  
TO LOVE

**Take 5**

**MCN** 



# XCEL MEDIA



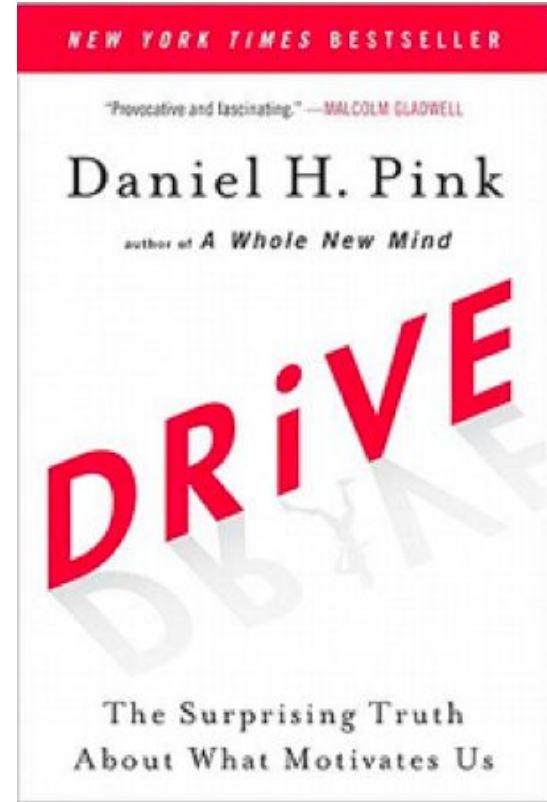




XCEL MEDIA

UNFINISHED

- Mastery
- Autonomy
- Purpose
- Safety



# Mastery



# Autonomy



# Purpose



# Safety



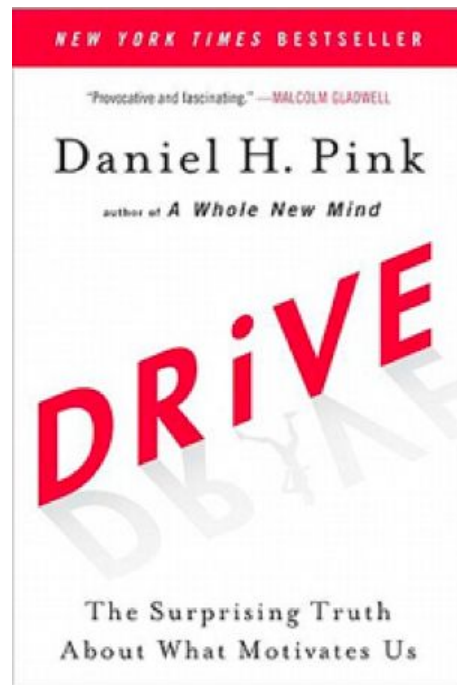
# Measuring pace of delivery



# Cycle time







# Safety

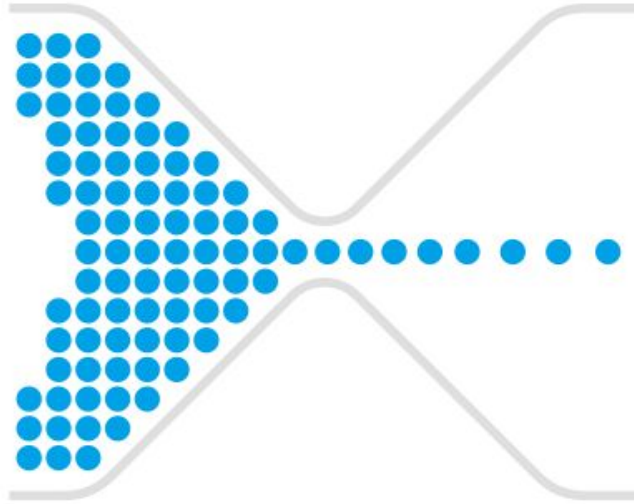


# Purpose



# Mastery pt 1

## Don't assign stories



# Mastery pt 2

## Skills matrix



# Levelling



# Skills matrix

|                  | Technical Skill  | Impact   | Agile Knowledge              | Communication & Leadership                             | Mentoring & teaching others        | Architecture  | Recruiting | Helpful books   |
|------------------|--|--|------------------------------|--|------------------------------------|---|------------|---|
| Junior developer |  |  |                              |  |                                    |   |            |   |
|                  | <a href="#">Learning coding best practices (see guidelines here)</a> | Capable of completing well defined sub-tasks   | Learning to estimate stories | Communicates status to team                            | Learning pairing                   | Learning MVC  |            | Practical Object-Oriented Design in Ruby by Sandi Metz                |
|                  | Learning coding standards  | Capable of providing on-call support for their team's code with assistance from other team members |                              | Asks for help  | Learning to respond to PR comments | Learning REST   |            | Clean Code by Robert C Martin   |
|                  | Learning source control and development tools                        |  |                              | Accepts feedback graciously                            |                                    | Learning at least one web or javascript framework                           |            | Art of Agile by James Shore   |
|                  | Learning Ruby on Rails   |  |                              | Learning how to ask for clarification on unclear tasks |                                    | Learning how browsers work: request lifecycle, how events work, blocking vs |            | Growing Object Oriented Software Guided by Tests by Steve Freeman and |

# Change toolkit





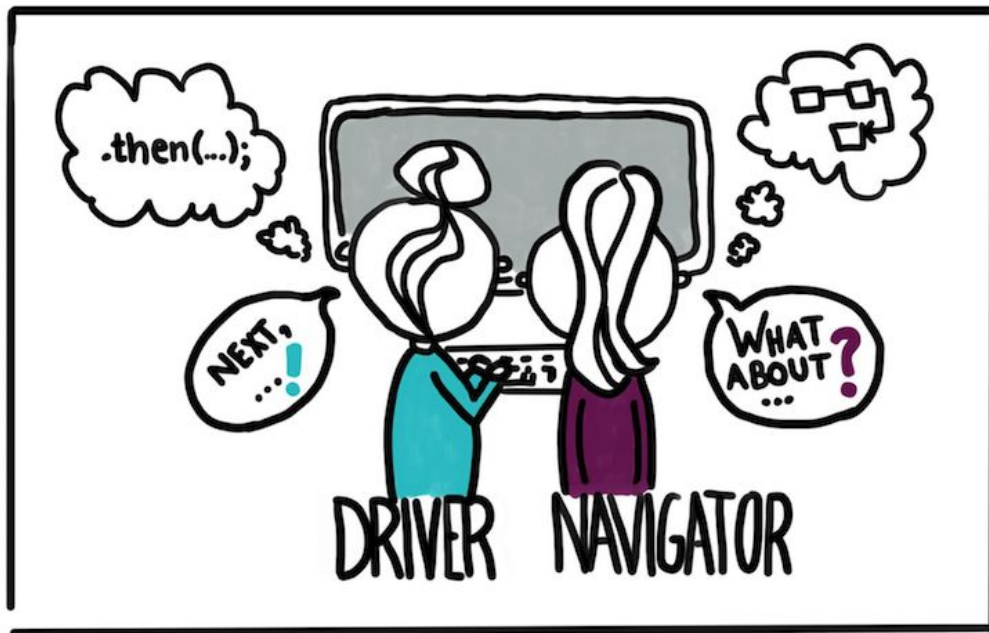
# Gathering data



# Open Questions

- What takes up too much of your time?
- What do you wish you could spend more time doing?
- What keeps you up at night?
- If you had a magic wand and could change anything at your company, what would you change?

# Pair Programming



# Retrospectives



What went well?



What caused  
problems?

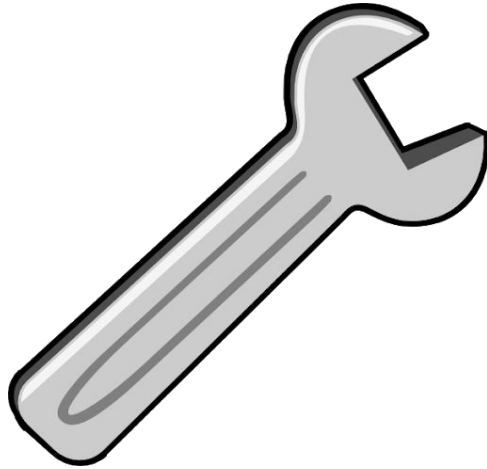


What can be done  
differently?

# Running a good retro

- Do people vote on what they want to talk about?
- Do you only talk about the top voted items?
- Does everyone on the team talk?
- Do you have clear action items?
- Do action items have an owner & a date?
- Do you review progress of action items before each retro?

# Implementing change



# Nemawashi

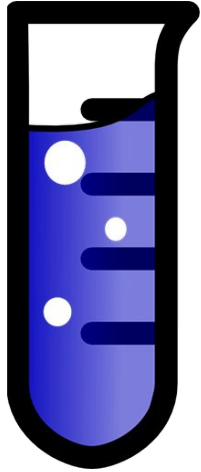
Informal process of quietly laying the foundation for some proposed change or project, by talking to the people concerned, gathering support and feedback

Give engineers power to  
control change





# Kaizens

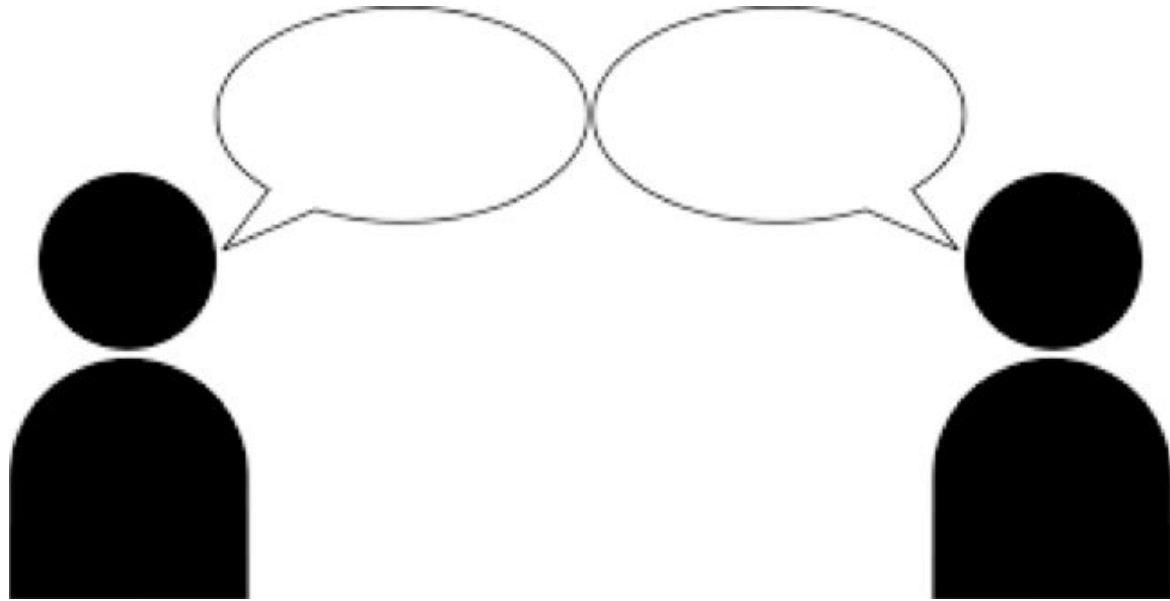


Small experiments that lead to  
"continual improvement "

Lean manufacturing -

Toyota Way

# Reward hard feedback

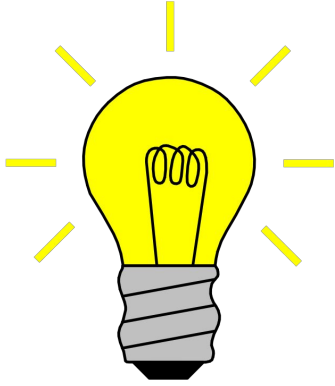


Admit when I'm wrong



# End Result





# Learnings

You can't have autonomy without mastery



Stride  
Consulting

Acme corp

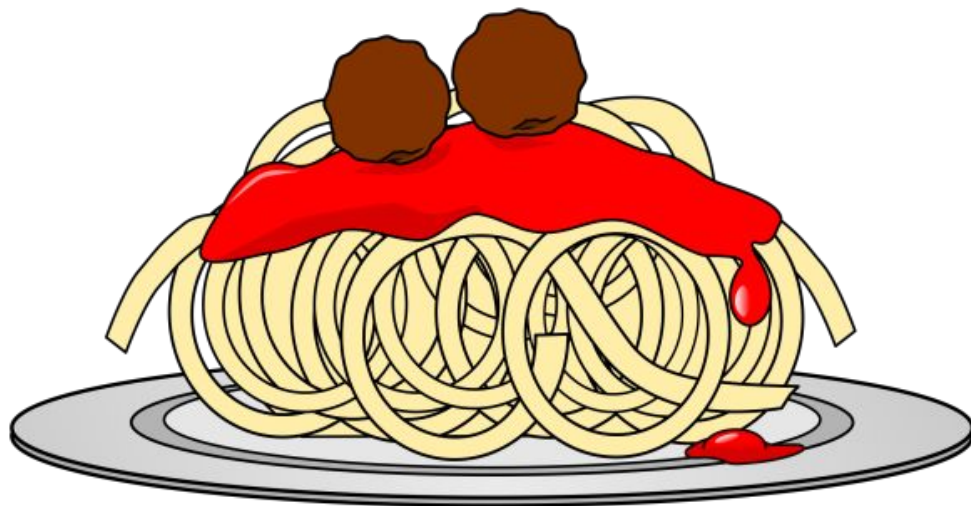
**LATE**

# Autonomy



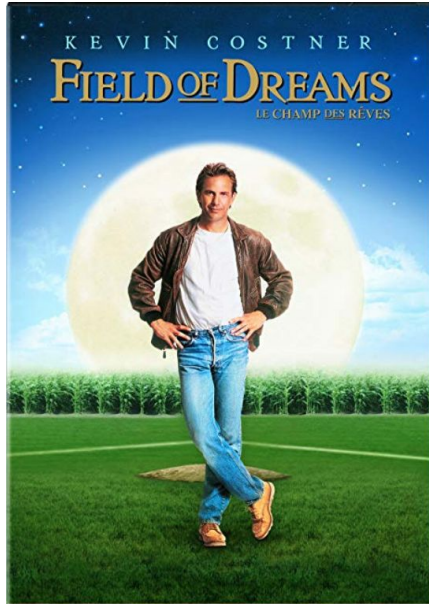


# Mastery



# Purpose

Build it & they will come?



# Safety



# Find the user - find the purpose



# Mastery

E2E Tests

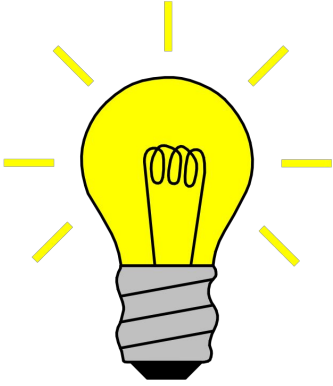


# Autonomy



# End Result





# Learnings

You can't have autonomy without purpose



*Meetup*



*meetup*

**Top**  
**5**

# Safety



**OBJECTIVES + KEY RESULTS**

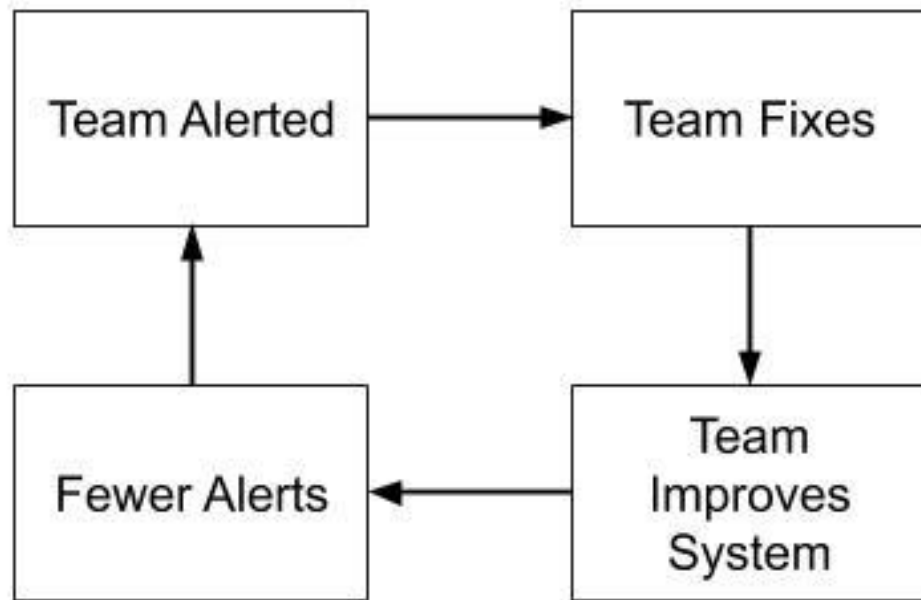
# Quality



# Autonomy pt 1

## Operational ownership





Team Alerted



Team Fixes

Team 1



Fewer Alerts



Team  
Improves  
System

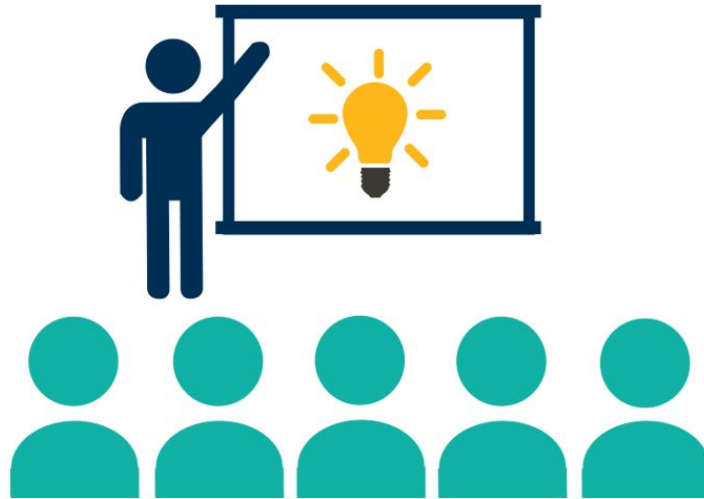
Team 2



pagerduty



# Oncall training



# Oncall

**RESULTS**

# Cycle time



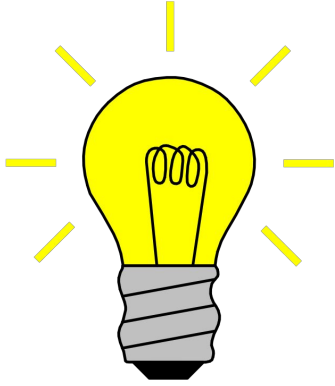
# Autonomy pt 2

No sub tasks



# End Result





# Learnings

Sometimes you need outside help

# How do we instill a sense of urgency into the team??



# What to look out for..





You get what you measure....



# Safety



# Mastery



# Autonomy



# Purpose



# Questions?



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