Agile Software Development

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Lecture 10

DAD: Roles
DAD Team Members: Rights

- Our rights as a team member:
  - Be treated with respect.
  - Work in a “safe environment”.
  - Produce and receive quality work based upon agreed standards.
  - Choose and evolve our way of working (WoW).
  - Self-organize and plan our work, signing up for tasks to work on.
  - Own the estimation process – the people who do the work are the ones who estimate the work.
  - Determine how the team will work together – the people who do the work are the ones who plan the work.
  - Be provided good-faith information and decisions in a timely manner.
DAD Team Members: Responsibilities

- With great rights come great responsibilities.

Team members have the responsibility to:

- Optimize their WoW.
- Be willing to collaborate extensively within your team.
- Share all information including “work in progress”.
- Coach others in your skills and experience.
- Expand your knowledge and skills outside your specialty.
- Validate your work as early as possible, working with others to do so.
- Attend coordination meetings in person or through other means if not collocated.
- Proactively look for ways to improve team performance.
- Avoid accepting work outside the current iteration without consent from the team.
- Make all work visible at all times, typically via a taskboard, so that current team work and capacity is transparent.
DAD: Roles

Team Lead

Product Owner

Team Member

Architecture Owner

Stakeholder

Team Roles

Primary Roles

Specialist

Independent Tester

Domain Expert

Technical Expert

Integrator

Supporting Roles

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[Ambler & Lines 2020]
DAD Roles: Stakeholder

- A Stakeholder is someone who is materially impacted by the outcome of the solution.

- A Stakeholder could be a:
  - Direct/Indirect user
  - Manager of users
  - Senior leader
  - The "gold owner" who funds the team
  - Support staff member
  - Auditor
  - A program/portfolio manager
  - Developer working on another solution that integrates or interacts with ours
  - Maintenance professional
  - etc.
DAD Roles: Product Owner (1)

- A go-between: Represents the needs and desires of the Stakeholders to the delivery team, and represents the work of the team to the Stakeholders.
- Each DAD team, or subteam in the case of large programs, has a single PO.
- As a Stakeholder proxy, the Product Owner:
  - Is the "go to" person for domain information.
  - Prioritizes all work for the team, including requirements (perhaps captured as user stories); defects to be fixed; technical debt to be paid down; and more.
  - Continually reprioritizes and adjusts scope based on evolving stakeholder needs.
  - Is an active participant in modeling and acceptance testing.
  - Helps the team gain access to expert Stakeholders.
  - Accepts the work of the team as either done or not done.
  - Facilitates requirements modeling sessions.
  - Educates the team in the business domain.
  - Is the gateway to funding.
When representing the agile team to the Stakeholders, the PO:

- Is the public face of the team to Stakeholders.
- Demos the solution to key Stakeholders, which may include coaching Team Members to run the demo.
- Announces releases.
- Monitors and communicates team status to interested Stakeholders.
- Organizes milestone reviews, which should be kept as simple as possible.
- Educates Stakeholders in the delivery team’s WoW.
- Negotiates priorities, scope, funding, and schedule.

It is important to note that PO tends to be a full-time job, and may even require help at scale in complex domains.

- A common mistake seen in organizations new to agile is that they try to staff this role with someone on a part-time basis.
The Difficult Life of a Product Owner

[Ambler & Lines 2020]
DAD Roles: Team Member

- Focuses on producing the solution for Stakeholders.

- Categories of skill levels:
  - Specialist: narrowly focused on a single specialty;
  - Generalist: with a broad knowledge; often good at organizing/coordinating others but without the detailed skills required to do the job;
  - Expert: with deep knowledge and skills in many specialties;
  - Generalizing Specialist: a medium between generalists and specialists.

- Ideally, Team Members are Generalizing Specialists; i.e., they have
  - one or more specialties (such as analysis, programming, testing, ...)
  - a general knowledge of the delivery process
  - at least a general knowledge of the domain that they’re working in
  - the willingness to pick up new skills and knowledge from others
Team Member: Skill Categories

- **Specialist**
  - Skill 1
  - Skill 2
  - Skill 3
  - Skill 4
  - Skill 5

- **Generalizing Specialist**
  - Skill 1
  - Skill 2
  - Skill 3
  - Skill 4
  - Skill 5

- **Generalist**
  - Skill 1
  - Skill 2
  - Skill 3
  - Skill 4
  - Skill 5

- **Expert**
  - Skill 1
  - Skill 2
  - Skill 3
  - Skill 4
  - Skill 5

[Ambler & Lines 2020]
Team Member: Additional Responsibilities

- Team Members have several special responsibilities:
  - Self-organize: They will identify tasks, estimate tasks, “signup” for tasks, perform the tasks and track their status towards completion.
  - Go to the Product Owner (PO) for domain information and decisions: They do not add new features or guess at the details.
  - Work closely with the Architecture Owner (AO) to evolve the architecture
  - Follow enterprise conventions, and leverage and enhance the existing infrastructure
  - Lead meetings
DAD Roles: Team Lead

- Facilitates or guides the team in performing technical management activities instead of taking on these responsibilities himself/herself.

- Often a part-time effort, particularly on smaller teams.
  - Often a Team Member or an Architecture Owner is chosen as Team Lead.
  - Another alternative is to have someone be the Team Lead on two or three teams.

- Team Leads are:
  - Servant-leaders to their teams: attitude is key to their success.
  - Agile coaches: help keep the team focused on delivering work items and fulfilling the iteration goals and commitments to the PO.

- When teams are self-organizing, effective leadership is crucial to your success.
Team Lead: Responsibilities

- Leadership responsibilities:
  - Guides the team through choosing and evolving their WoW.
  - Facilitates close collaboration across all roles and functions.
  - Ensures that the team is fully functional and productive.
  - Keeps team focused within the context of their vision and goals.
  - Is responsible for removal of team-based impediments and for the escalation of organizational impediments.
  - Protects the team from interruptions and external interferences.
  - Maintains open honest communication between everyone involved.
  - Coaches others in the use and application of agile practices.
  - Prompts the team to discuss and resolve issues when they’re identified.
  - Facilitates decision making, but does not make decisions or mandate internal team activity.
DAD Roles: Architecture Owner

- The person who guides the team through architecture and design decisions.
  - Facilitates the identification and evolution of the overall solution design.
- On small teams, the person in the role of Team Lead will often also be in the role of AO, assuming they have the skills for both roles.
- The Architecture Owner is typically the senior developer on the team.
  - Just like any other Team Member, is expected to sign-up and deliver work related to tasks.
  - Should have a technical background and a solid understanding of the business domain.
Architecture Owner: Responsibilities

Responsibilities include:

- Guiding the creation and evolution of the architecture of the solution; note that the Architecture Owner is not solely responsible for the architecture.
- Mentoring and coaching other Team Members in architecture practices/issues.
- Understanding and conveying the architectural standards of the organization.
- Working closely with Enterprise Architects to address enterprise management.
- Working closely with POs to explain/justify technical needs and technical costs.
- Understanding existing enterprise assets and ensuring that the team uses them.
- Ensuring that the solution will be easy to support by encouraging good design and refactoring to minimize technical debt.
- Ensuring that the solution is integrated and tested on a regular basis.
- Having the final say in technical decisions; however, tries to avoid dictating the architectural direction in favor of a collaborative, team-based approach.
- Leads the initial architecture envisioning effort at the beginning of a release and supports the initial requirements envisioning effort (particularly as to NFRs).
DAD Roles: Potential Supporting Roles

- Teams may need to add some or all of the following roles:
  - **Domain Expert (SME):** In complex domains, the PO may bring them in for help.
  - **Specialist:** Sometimes, particularly at scale, specialists are required; for example, business analysts may join the team to help explore the requirements.
  - **Technical expert:** To help with technical issues; such as a database admin to help in database design, or a security expert to advise on security issues.
  - **Independent Tester:** Typically needed for scaling situations within complex domains, using complex technology, or addressing regulatory compliance issues.
  - **Integrator:** For a large DAD team of subteams, one or more integrators are brought in to build the solution from the various subsystems produced by the subteams.
Leadership Roles: Viewpoints

Great product with great quality but it takes too long

Build the right product
Product Owner

Build the product right
Architecture Owner

Wrong product delivered to stakeholders

Build the product fast
Team Lead

Poor quality product delivered quickly
References
