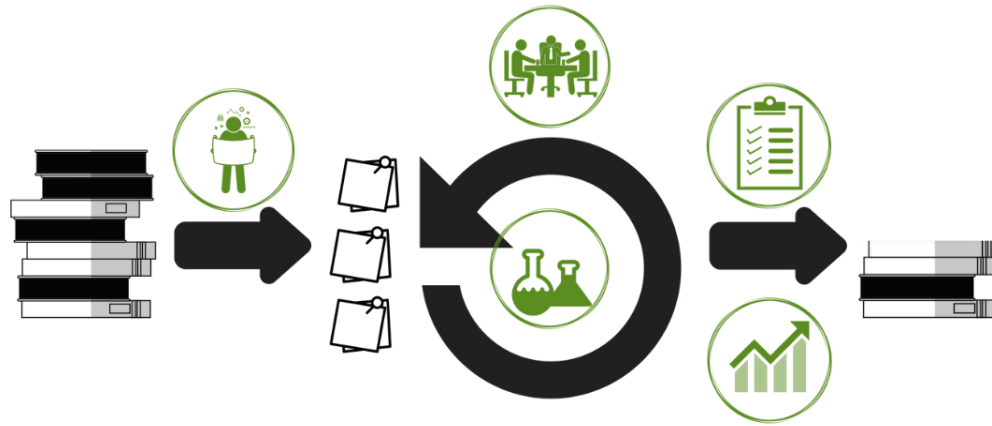



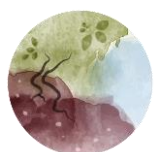


Growing Responsible Ownership™ (GROw™)



PLANNING EXPERIMENTS	
	<p>ACTIONS</p> <ol style="list-style-type: none"> 1. Review your pain 2. Agree what hurts most 3. Decide how to measure progress at pain reduction 4. Define how you will measure that 5. Define some experiments to try 6. Define some improvements based results of past experiments
RUNNING EXPERIMENTS	
	<p>ACTIONS</p> <p>During planning, decide:</p> <ul style="list-style-type: none"> • Improvement vs Experiment • Impact Measurement <p>In tracking, note:</p> <ul style="list-style-type: none"> • Did we finish the work? • What happened to the impact measure?
LEADING OWNERSHIP	
	<p>ACTIONS</p> <p>Logistics Meet weekly for 7 min Attendees: Executive, Team Optional: Other teams under same executive</p> <p>Intent Team: Show current decisions Executives: Coach on ownership</p> <p>Team Agenda:</p> <ul style="list-style-type: none"> • What was learned since last time? • How did that insight change what we measure? • Any overall changes in technical strategy • Any resources we need, and on what timeline? <p>Executive Agenda:</p> <ul style="list-style-type: none"> • Ask what informed any specific decision • Note successful ownership moments
ASSESSING OWNERSHIP	
	<p>ACTIONS</p> <ul style="list-style-type: none"> • Which teams need my help? • Which teams should be left alone? <p>Score teams on their ability to prioritise, handle the unknown, learn & execute, and decide well. <i>See Team Assessment Rubric for specific criteria within these categories.</i></p>
SHOWING IMPROVEMENT	
	<p>ACTIONS</p> <p>Add to the demo agenda the following items:</p> <ul style="list-style-type: none"> • Target measure • Experiments run • Results • Any strategy shifts (measure or experiments) for next week.



This Team's Current Debt

The current largest pain point is that bugs cross between code from several teams. Bugs bounce back and forth and get blocked on other teams.

Last Meeting's Hypothesis

- Bugs aren't prioritized equally for all teams.
- Cross team communication and prioritization needs improved.

This Meeting's Goal

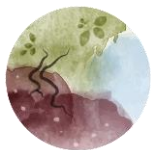
- **Team** is sharing results of this line of inquiry.
- **Leader** wants to improve team's ability to own tech debt.

Beliefs

The problem is clearly that bugs that bounce between teams and then sit there with no action for days.

Remember Your Stance!

- Ownership is more important than the team finding the right solution immediately.
- The team has more info than you, always.
- Learning happens when there are unexpected outcomes. You don't want everything to happen as planned or hoped!
- If the team asks for ideas, help them create options rather than give direction.



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Last Meeting's Hypothesis

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This Meeting's Goal

- **Team** is sharing results of this line of inquiry.
- **Leader** wants to improve team's ability to own tech debt.

Beliefs

Tracking and communication experiments are simply not fixing it.

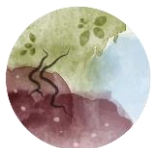
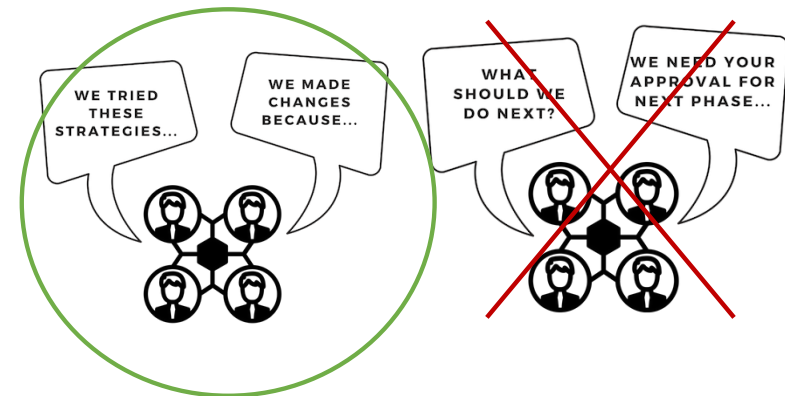
Diagnosing these bugs is hard because 1) it requires deep knowledge, 2) the information is arcane, and 3) only a few people understand the code well.

Key individuals lose time thrashing between tasks, and bugs block on them.

Everybody on both teams are trying to do the right thing.

Remember Your Stance!

- You own this. You probably know more than the leader.
- Don't try to convince; just try to show what is true.
- If you need a resource, ask for it. But labor is not a resource – your labor is your own and you don't have to ask for it.



Team Assessment Rubric

Growing Responsible Ownership™ (GROW™)

	GOAL	INDICATORS	VALUE LEVEL
Learning and Execution	Have hypotheses	Each card has an impact measure, in addition to acceptance criteria.	High
	Incorporate learning	At least 70% of experiments result in a specific, substantial change in future plans or execution.	High
	Improvement is visible within team	Each day, everyone in the team knows what specific improvement the team is working on and can see their immediate results.	High
	Optimize for learning	About 50% of experiments deliver their impact.	Medium
	Still deliver well	>90% of improvements deliver their impact.	Medium
	Improvement is happening	Team agrees what better means from a business perspective and is improving on that each quarter. ROI is known	Medium
	Improvement is visible to project community	At least weekly, all stakeholders can see the specific improvements the team is making, in business terms.	Medium
Deciding Well	Right people decide	Made by those impacted by the outcome, not by those nominally responsible	High
	No outside vetos	Once a decision is reached, it is not overturned by someone who wasn't in the room	Medium
	Decision-making is fast, clear, and incorporates information equally	Decisions take <10 min to make; pre-decision discussion is done such that all information and perspectives are incorporated, yet still completes in <30 min.	Medium
	Decisions incorporate info from others	Each decision asks what important info might be held outside the room, and pauses to gather that info before deciding	Lower
Prioritization	The planned work that doesn't get done should be evenly distributed among features, experiments, and improvements.	% non-complete. Total, and segmented by card category.	Medium
	Team follows its budget.	When exiting the sprint planning, the cards reflect that budget, for each category.	Medium
	The team has an intentional budget for tech debt.	Everyone on team, including PO, agrees on how much effort is spent where and how that is computed.	Lower
Handling the Unknown	Team knows how much unknown work will appear during the sprint.	Measure exists.	Medium
	Sprint plan leaves space for unknown work.	At exit of sprint planning, the planned work leaves space for the unknown.	Medium
	Unexpected work is triaged well	The right work is pushed off to next sprint, regardless of whether it was planned or unplanned.	Lower

INCREASING COMPETENCIES

M.H. Wilke

PROFICIENCY TAXONOMY

1 FAMILIARITY
-simple recall-

1

2 COMPREHENSION
-explanation to others-

2

3 CONSCIOUS EFFORT
-trying to apply skill-

3

4 CONSCIOUS ACTION
-successfully applying skill-

4

5 PROFICIENT
-naturally applying skill-

5

6 UNCONSCIOUS COMPETENCE
-unknowingly applying skill-

6

I'M REALLY GETTING THIS...

...but I don't.

I FEEL LIKE A FRAUD...

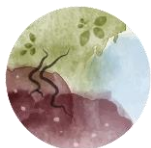
1500 LIKES

...but I'm not.

EVERYBODY UNDERSTANDS THIS...

...but they don't.

SOURCE: GLORIA GERY



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