Launching Agile Teams
The Skills Matrix

Toronto Agile Community Conference
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BERTEIG
Transforming People, Process and Culture Through the power of REALagility

Check out www.scrumteamassessment.com
Agile Values and Principles

Individuals and interactions over processes and tools.

Build projects around motivated individuals. Give them the environment and support they need and trust them to get the job done.

Continuous attention to technical excellence and good design enhances agility.

The best architectures, requirements and designs emerge from self-organizing teams.

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behaviour accordingly.
Scrum Values and Rules

The Scrum Team members have courage to do the right thing and work on tough problems.

Scrum Team members respect each other to be capable, independent people.

Scrum Teams are self-organizing and cross-functional.... Cross-functional teams have all competencies needed to accomplish the work without depending on others not part of the team.

- [Scrum] Development Teams are cross-functional, with all of the skills as a team necessary to create a product Increment;
- Scrum recognizes no titles for Development Team members other than Developer, regardless of the work being performed by the person; there are no exceptions to this rule;
- Scrum recognizes no sub-teams in the Development Team, regardless of particular domains that need to be addressed like testing or business analysis; there are no exceptions to this rule; and,
- Individual Development Team members may have specialized skills and areas of focus, but accountability belongs to the Development Team as a whole.
Team Development

Most Projects!

Not a Team
Forming
Storming
Norming
Performing

PERFORMANCE

TIME
Team Development

Forming and Storming:
- Team members need skill awareness…
- ...but it is hard to do active skill development.

Norming and Performing:
- Now it is critical to do skill development.
- Best way is with systematic cross-training.
The Skills Matrix
What is a Skills Matrix?

A skills matrix is a visual tool to help a team or group collaborate on skill development within the team.

Comes from Toyota

- Used to help employees do career development
- Called “Multi-function Worker Training Timetable”
- Great reference: “Toyota Talent” by Liker and Meier

Adapted to Agile Teams

- Early adaptation at Capital One in 2004-2005
- Current use for Agile Team launch in 2010 at Empathica and many times since
## Skills Matrix

| Initiative | Training | Consulting | Product | Content | Common | Coordination | Care 
|------------|----------|------------|---------|---------|--------|--------------|--------
| Cultural Skills | Disciplines | Training Lab | Consulting Lab | Product Lab | Content Lab | Common Service | Coordination Service | Care Service |
| Initiative | Training | Consulting | Product | Content | Common | Coordination | Care |
| Initiative | Training | Consulting | Product | Content | Common | Coordination | Care |

### Core Tech

- Mishkin Berteig
- David Sabine
- Justice Berteig
- Valerie Senyk
- Travis Birch

### CCCC Technology

- Mishkin Berteig
- David Sabine
- Justice Berteig
- Valerie Senyk
- Travis Birch

### STA Technology

- Mishkin Berteig
- David Sabine
- Justice Berteig

### Other Skills

- Project Management
- Business Development
- Marketing
- Customer Service
- Sales
Facilitating a Skills Matrix

Three steps:
1) Identify key skills (remember: no dependencies) including technical, process, business, tools, and soft skills
2) Individuals work on filling in quadrants
3) Invite the team to make observations about skills, team members or the overall team

Keep in mind:
- Like any group exercise, creating safety and taking on a facilitation stance are critical to its success
- This takes up to two hours the first time through
- Blank skills matrix posters are open source here: http://bit.ly/OpenAgileSkillsMatrix
  (Open Document editable and PDF printable formats)
Table Activity: Skills Matrix

Imagine your table is a team just starting to work at a convenience store. At your tables, create a mini-skills matrix. Using a piece of paper, write each person’s name along the left. Along the top, write down a list of skills needed to run the store. Include some technical, business, process and soft skills – no more than 10 skills total. Each person takes a sharpie and self evaluates. (Worksheet on next slide.)

(20 minutes)
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Creating a Learning Plan
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This person is a teacher

Team is dependent on outsiders for this skill

This person is a specialist
# Sample Learning Plan

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*This person volunteers to learn*

*So does this person*

*Agrees to expand skills*
Q & A