



GETTING TO KNOW YOU

WHAT & WHY

Often, we measure progress by the problems that are being solved and the questions that are being asked. The outcome of the technical coaching trek is to empower the team members with skills and practices to increase quality and throughput. To inform this plan we need to start understanding the answers to these questions:

1. *What are your products and systems?*
2. *What is the system or product's technical stack?*
3. *What coaching do you need or want?*
4. *What is painful?*
5. *What questions should we be asking?*

If we need more time, we will schedule it. And yes, the PO (Product Owner), PM (Product Manager), and Analysts are more than welcome to attend!

MORE DETAIL

The format of this conversation will be very structured. We will be using many 3x5 cards to answer these questions so that we can ensure everyone has input. We will be doing this in an anonymous format. This example should help you understand the format.

COACH

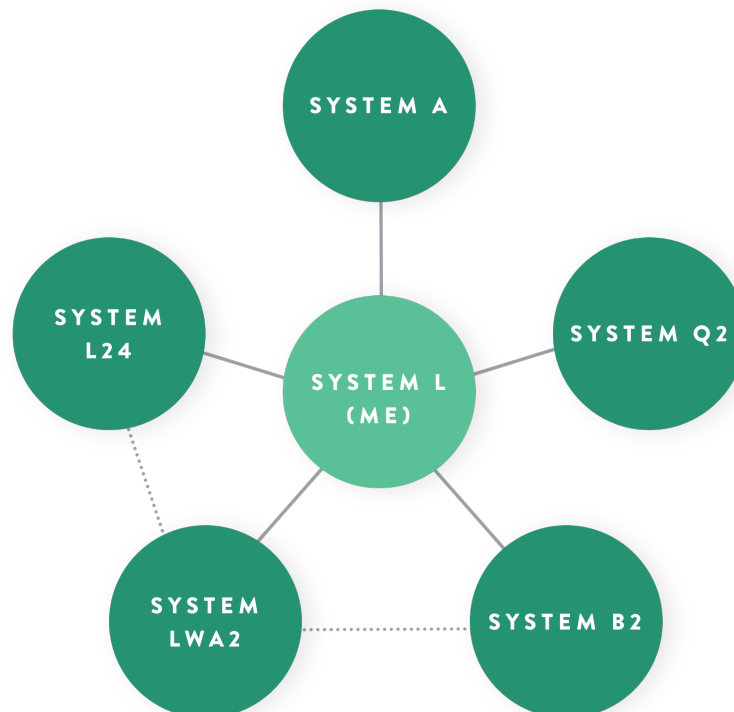
On 3x5 cards, as individuals please write down your systems/products and put them on the board. The coach will affinity map the answers, and then the team will discuss. To complete the session, the coach will summarize the information and set expectations for the next steps.



TECHNICAL DISCOVERY

Outcome: A Physical System Topography Map that is actionable

- Ownership
- Value vs Risk
- Product -Team Member Matrix shows individuals that have domain knowledge in the system/product.
- Product - Technical Stack Matrix identifies the technical stack required to operate the system/product.
- Team Member - Technical Stack Matrix identifies individuals that have domain knowledge in the system/product.



WHAT IS THIS?

Managing Dependencies is one of the more challenging aspects of adopting agile, we will be limited on delivery by our dependencies. Specifically, for this exercise, we will be focusing on system and product dependencies. These dependencies are connections that exist between two systems. Before we start identifying the connections, *we must first identify the system/product and some critical information.*

WHO DOES THIS?

Working through this as a team and having conversations is equally as valuable as the end product. It is important for everyone on the team to have input on this exercise. Regardless of how small you think your contribution can be, please do not hesitate to add your knowledge to the worksheet and process. For complex systems, it takes a team of teams to be successful.

HOW DO WE DO THIS?

List all the product/systems that your team owns:

- | | | |
|----|-----|-----|
| 1. | 6. | 11. |
| 2. | 7. | 12. |
| 3. | 8. | 13. |
| 4. | 9. | 14. |
| 5. | 10. | 15. |

For each product/system listed above fill out a worksheet (as a team) and hang it on the shared space. If you feel there is a missing question or other essential information, please add this to the worksheet

PRODUCT/SYSTEM DISCOVERY

NAME(S) *(List all names for this system)*

PURPOSE

1. What does this do?
2. What happens if it doesn't work?
3. If doesn't work, what other systems break?

VALUE

1. If it stopped working, how much \$/day does our company lose?
2. Who calls you if it doesn't work?
3. If this goes down at 2am December 25th, does the CEO call you directly?
Yes No Other: *Who?*

OWNERSHIP

1. Who owns this? *Note if they are external.*

CHANGE MANAGEMENT

1. How often does this change?

Daily Weekly Monthly Quarterly Yearly Never

2. Is it versioned?

No Yes: It is versioned by:

3. Is there any notification of the change?

No Yes: We are notified by:

QUALITY

1. Does this go down a lot?

Daily Weekly Monthly Quarterly Yearly Never

2. How often is it a suspect for support?

Daily Weekly Monthly Quarterly Yearly Never

3. How many team hours are spent supporting? _____ (team hours)

4. How hard is it to work with? (1 -5)

Easy Peasy (1) Meh (2) It can be done (3) Painful (4) Almost Impossible (5)

ANY OTHER IMPORTANT INFORMATION:

WHAT IS THIS?

Managing Dependencies is one of the more challenging aspects of truly becoming agile. In Basecamp 2, we will begin to identify and managing dependencies. Specifically, for this exercise, we will be focusing on system and product dependencies. These dependencies are connections that exist between two systems. Before we start identifying the connections, *we must identify the dependencies between the systems/product and how they are connected.*

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HOW DO WE DO THIS?

In our previous exercise, we defined the systems/products that our team owns. For each of those products list each connection, dependency, that the product/system has on the *Dependency Discovery Worksheet*. Keep in mind, it may be necessary to complete a *Product/System Delivery Discovery Worksheet* for external dependencies that are not listed on our shared working space.

When the *Dependency Discovery Worksheet* is complete, use a piece of yarn to connect the systems to represent the dependency and attach the worksheet to the yarn.

DEPENDENCY DISCOVERY

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MATRICES

Skills, Product Skills & Roadmap Skills

SKILLS MATRIX

WHAT IS THIS?

Our skills matrix is our own self-assessment. It is used by us for us so that we can help each other. It is not for measuring the value of each team member. We elect to put our names on these skills because we want to help others. If you don't see someone's name it's probably because they haven't filled it out, don't feel comfortable helping with that skill - and both are okay! No one will know everything, but together we can know most things! Skills aren't just technical. Skills are anything that we need to ship the product. These means filling out paperwork, navigating the organization, and training the customer are skills!

We can either make our own scale or use this scale.

- *Author - I can write a book about it.*
- *Expert - I can use it with ease.*
- *Novice - I am okay with it.*
- *Learning - I am learning it.*
- *Blank - This isn't my forte.*

	C#	Java	Angular	SQL	CI (Continuous Integration)	Payroll System
Mo		Author	Learning	Expert	Expert	
Kristie	Expert		Expert	Expert	Expert	
John			Expert			
Sara			Learning			
Jesse						Author

HOW?

With psychological safety, ask the group to derive their own scale or use this above scale. Ask the team members to individual rate only their skills. Ensure everyone in the system is on the matrix including all leadership. Any newly discovered skill, such as managing bureaucracy should be added and tracked.

PRODUCT SKILLS MATRIX

WHAT IS THIS?

The Product Skills Matrix is a simple listing of the skills required to successfully ship the product. In a portfolio setting, this can be used to ensure the skillsets required exist on the team. A temporal element can be used to forecast the need to acquire those skills.

Payroll System	C#	Java	Angular	SQL	CI/CD (Jenkins)
Product A	Now	Far	Near	Now	Now
Product B		Now	Now	Now	Now
Product C		Now			Far
Product D	Now				Now

HOW DO WE DO THIS?

Gather all the teams into one large room for two hours. Hand out 3x5 cards to each individual. Instruct the individuals to write down the product and the necessary skill, one skill per card. Once writing has ceased, affinity map and discuss. The ultimate outcome is to derive the above matrix.

ROADMAP SKILLS MATRIX

WHAT IS THIS?

The Roadmap Skills Matrix is a temporal element can be used to forecast the ability to successfully deliver a product feature.

	C#	Experience in Accounts Payable	Angular	SQL	CI/CD (Jenkins)
Feature A	High	High			High
Feature B		High		High	High
Feature C			Medium		High
Feature D	Low				High

HOW DO WE DO THIS?

Leveraging the product skills and the people skills matrix in backlog refinement, ask teams to swag a solution noting the skills necessary to be successful at delivery. Ultimately, this should be a portion of definition of ready, and any new skill discovered in exercise should be added to the people and product skills matrix.

The team should then be taught to ask for help when obtaining the new skills including the time and cost to acquire these skills.