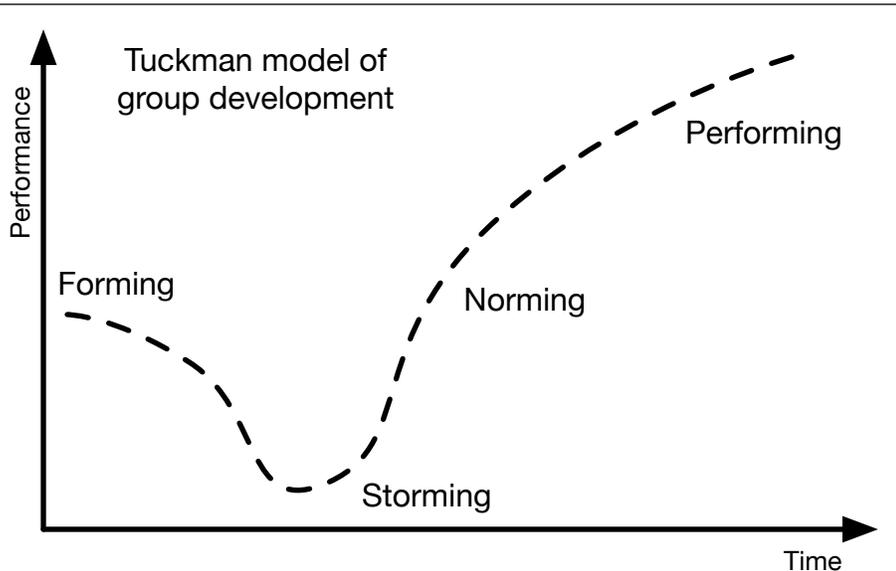


Team Performance



- While teams are guaranteed to move from forming to storming, there is no guarantee that they will move beyond that unless the conditions are right. Some teams move quickly through storming while others can remain there for years.
- Team chartering while forming, can reduce the time that a team spends in storming
- Storming is the least productive state that the team can be in. It is in everyones interest to help the team get past this as quickly as possible.
- Changing the team composition or other significant changes will throw the team back into storming. How long it stays in storming will depend on the change that was made.
- Teams will often hit a plateau when in norming and will require help to start improving again.

To make it more likely that a team will reach performing...

- Empower them to improve their own practices and remove their own obstacles.
- Colocate them in one physical location
- Leave the team together over the long term
- Reduce interruptions

"The difference between the highest and lowest performing software development teams is 2000:1^[1]. This is more than two orders of magnitude greater than the difference between the best and worst developer on a project^[2]."

— "Scrum Metrics for Hyperproductive Teams: How They Fly like Fighter Aircraft" by Downey & Sutherland 2014

[1] L. Putnam and W. Myers, Industrial Strength Software: Effective Management Using Measurement: IEEE, 1997.

[2] J. Spolsky. 2005, Hitting the High Notes. Joel on Software.

Flow of work

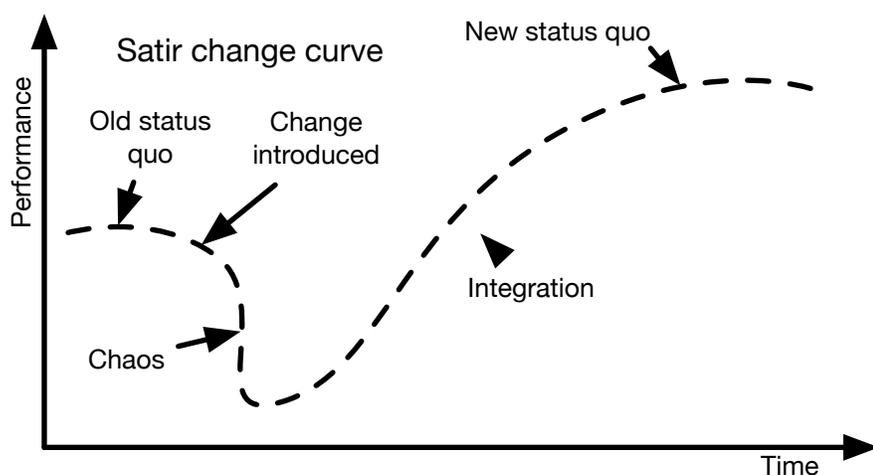
Little's Law shows us that throughput and work in progress (WIP) are inversely correlated. To increase throughput, decrease WIP.

Expedited items slow down the overall system. Reduce the amount of work that gets expedited.

Maker vs Manager time

A manager's time is interrupt driven. A meeting in the middle of the day is ok.

A maker's time requires large contiguous blocks without interruption. Software teams are made up of makers. Avoid interruptions.



Any change introduced to the team will cause a drop in productivity while they assimilate it into their routine. Assuming that it is a positive change and that the team willingly adopts it, the team will end up at a higher level of productivity than when they started.

We cannot eliminate this drop but we can minimize the depth of the drop or the length of time it takes to recover.

Reduce the frequency and size of changes