

AGILE REMOTE CONTROL: HOW TO MANAGE A DISPARATE TEAM WHILE MAINTAINING VELOCITY

Jesse Rodriguez

Project Manager

jesse.rodriguez@aknorthstar.com

INTRODUCTION

- The Problem
- Understanding where you are in Agile
- Comparing Agile and Waterfall
- Unique role of the scrum master
- Understanding remote work
- Frameworks to measure work output
- Building a culture

THE PROBLEM

HOW DO YOU MAINTAIN THAT VELOCITY WITH A PARTIALLY OR TOTALLY REMOTE WORKFORCE?

- One of Agile's main advantages is that velocity can be reached in capability delivery.

Supervisors are often trained to rely upon "seeing" progress through day-to-day interaction and in-person visibility.



Remote work is not going away.



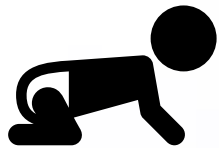
UNDERSTAND WHERE YOU ARE WITH AGILE



KNOW YOUR PATH

Where are you in your Agile journey?

Management for team differs based on your project's maturity



CRAWL



WALK



RUN



FLY

Are you using an **Agile** or a **hybrid Agile-Waterfall** approach?

COMPARING AGILE & WATERFALL

CHARACTERISTIC	AGILE	WATERFALL
Utilize Iterations/Sprints	✓	
Rapid Delivery of Capability	✓	
Adaptable to Change	✓	
Continuous Customer Feedback	✓	
Firm Requirements at Start		✓
Phase Gated		✓
Documentation Heavy		✓
Minimal Scope Creep		✓

UNIQUE ROLE OF THE SCRUM MASTER

A Scrum Master is not a Project Manager, and you shouldn't expect them to be.

Manages work output while managing people.

Encourages the customer to be part of the team, not outside of it.

Manages customer expectations while encouraging participation.

Maintains awareness of work activities across the team.

Your Scrum Master will be key to the success of your remote Agile engagement.

REMOTE WORK



Remote work is not simply “work from home”.

- Disparate team members in different offices.
- Team members working while traveling.



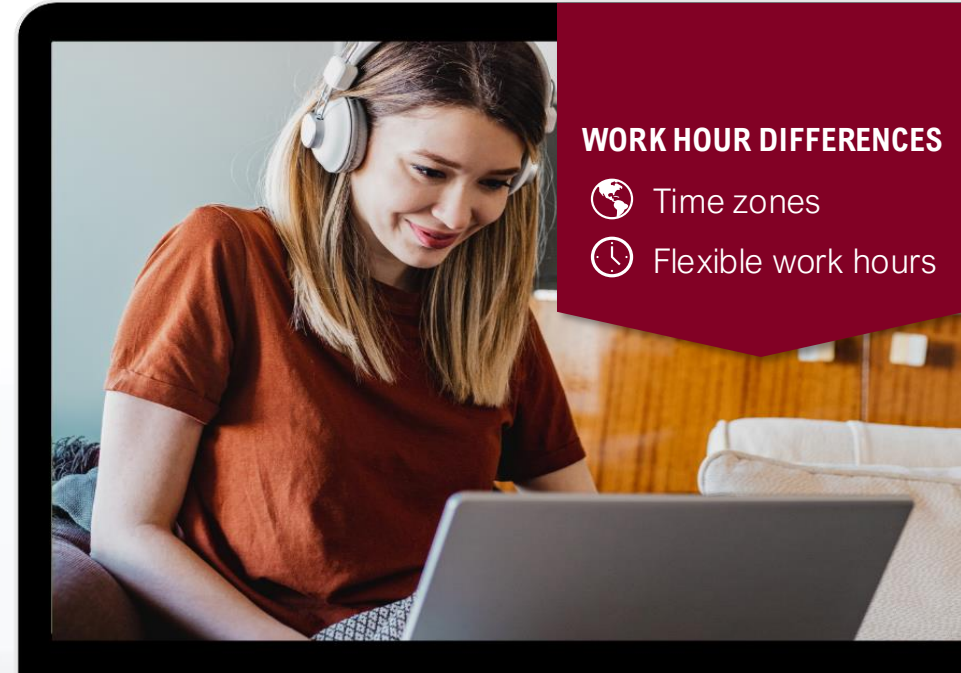
Coordinating hybrid schedules.

- Certain workdays to be in office and out of office.



Access to a greater percentage of the workforce.

COVID-19 solidified a remote work paradigm.



WORK HOUR DIFFERENCES

- 🌐 Time zones
- 🕒 Flexible work hours

HOW DO YOU MANAGE REMOTE TEAMS?

STATE EXPECTATIONS UPFRONT AT THE START OF THE PROJECT.



Make a concerted effort to develop rapport with workers.

Communication is key and “to be clear is to be kind”.

- Charter teams individually based on your team’s needs
- Availability
- Decorum
- Roles and responsibilities
- Setting standards of communication
- Set meeting cadence with team inputs
- Understand the difference between negotiables and non-negotiables

THE CUSTOMER IS PART OF YOUR TEAM



IT'S NOT YOUR PROJECT — IT'S OUR PROJECT.

Understand that the customer is not outside the team, they are part of the team.

FRAMEWORKS TO MEASURE WORK OUTPUT

- There are multiple frameworks to measure work that's being done.
- Frameworks can help measure output, but you need to know your team to determine if your framework is a burden to them.
- Defining and agreeing on metrics is important to the overall health of the team.
 - What is a story point?
 - What is your definition of done?
- If it is important, it should be measured.
 - Conversely, measuring something doesn't *make* it important.
- A dashboard is more useful than words.

BUILDING A CULTURE



ENCOURAGE OWNERSHIP

Build a remote team where all members feel project ownership and maintain in-team accountability.



BE EMPOWERED

Team members feel empowered to make recommendations on how to make changes when necessary.



FEEL VALUED

Make team members feel valued regardless of whether they are in-person or remote.



MAINTAIN SOCIALITY

Leave space in meetings to allow team members to get to know each other.



HOST ACTIVITIES

Incorporate virtual team-building activities. Don't save it for the end of the day where people "stay late".



MEET IN PERSON

Encourage in-person get-togethers if you can.

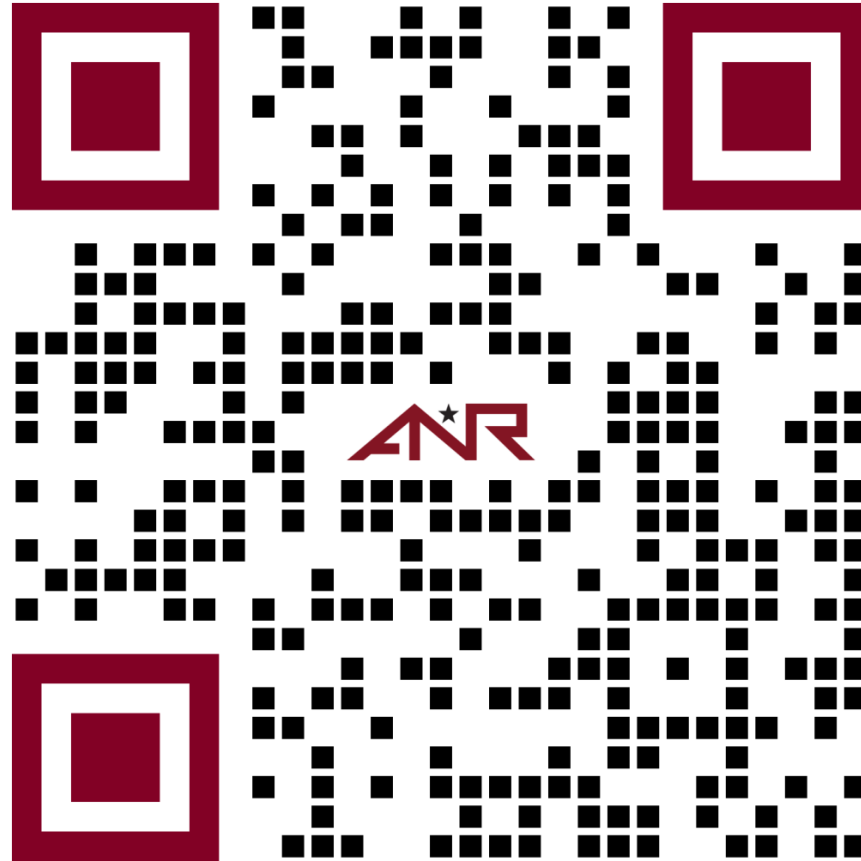
CONCLUSION

- Understand that remote work is going to continue to be relevant.
- Ensure that you understand where you are in your Agile journey.
- Define your project's expectations, and ensure your team fully understands them.
- Maintain a team structure that encourages accountability between team members.
- Work to build a culture that includes remote workers, especially if you have a hybrid team.



THANK YOU! QUESTIONS?

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Jesse Rodriguez

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jesse.rodriguez@aknorthstar.com