

# RefineM

Turn Your Large,  
Distributed Team Into a  
Smooth-Running Agile  
Machine

NK Shrivastava, PMP, RMP, ACP, CSP, SPC4  
CEO/Enterprise Agile Coach - RefineM



# Agenda

1. Introductions and Expectations
2. Turn Your Large, Distributed Team Into a Smooth-Running Agile Machine
  - a. Large and Distributed Team Defined
  - b. Pain Points and Challenges
  - c. Overcoming the Challenges
  - d. Governance Models
  - e. Team Social Contracts
  - f. End-to-End Development Process for Squads
  - g. Collaboration Tools
  - h. Conclusion
3. Upcoming Learning Opportunities from RefineM
4. How to get 1 PDU for this Webinar?
5. Final Q&A

# RefineM's Virtual Lunch & Learn

This is a monthly webinar delivered during the lunch hour in the first week (Wednesdays) of every month.

It's designed to help you learn while you eat lunch, providing a relaxed environment to enhance your experience.

The monthly webinars will cover a variety of Project Management / Agile topics.

RefineM

# Your Expectations

What are your expectations from this webinar?

Why are you here today?

Refine**M**



# NK Shrivastava

## PMP, RMP, ACP, CSP, SPC4

- CEO/Consultant since Dec 2011
  - Agile Transformation/Coaching/Adoption
    - Enterprise Agile Coach @ IBM
  - Project Management/Process Improvement Consulting and Training
  - Products for Project Professionals
    - Essential Gear for Project Managers
    - PMP Exam Simulator
    - PMP Videos at Vimeo
- 20+ years of successful project leadership
  - Successfully led hundreds of projects of all sizes
  - Recovered many projects, saved millions of dollars
  - Implemented numerous process improvements
  - Coached/mentored hundreds of PMs and executives
  - Board member of SWMO PMI Chapter (2008-2014)

Helping organizations  
turn their project  
management capability  
into a *competitive  
advantage*

RefineM

# What's New at RefineM

Webinar Title	Date
Stop Making and Breaking Teams and Watch Enterprise Agility Flourish ( <a href="http://ProjectManagement.com">ProjectManagement.com</a> )	Apr 3
Scrum, Kanban, and Scrumban: Which Works Best Where?	May 1

- New Training and Outreach
  - Several in-person and virtual PMP classes in 2018
  - New BA classes – Business Analysis Fundamentals and Business Requirements Gathering for Agile Projects
  - New Agile class – Kanban Fundamentals / Kanban 101
- [PMP Exam Prep Test Simulator](#) -- **2-day free trial available now.**
- [Agile](#), [PMP](#), [Business Requirements Gathering](#) Videos at Vimeo

# Large, Distributed Team To Agile Machine



Refine**M**

# Large & Distributed Team Defined

- A team is large team if it has more than 20 team members
- A team is distributed where not all members are co-located at one place

**Managing a team that is both large and distributed is challenging**



# Pain Points/ Challenges

Which of these challenges do you see on large, distributed teams?

1. Managing time differences
2. Managing cultural differences
3. Coordinating / collaborating
4. Developing the collaboration infrastructure/tools/systems/processes
5. Splitting larger teams into smaller teams
6. Others

**Take the survey – 2 minutes**

RefineM

# Overcoming the Challenges

- Manage time and cultural differences by splitting teams by same geography / time zone / culture
- Increase coordinating / collaborating by implementing a governance model
- Develop infrastructure/tools/systems/processes by bringing in simple, incremental improvements
- Split larger teams into smaller teams by above criteria (time/culture) and others as appropriate

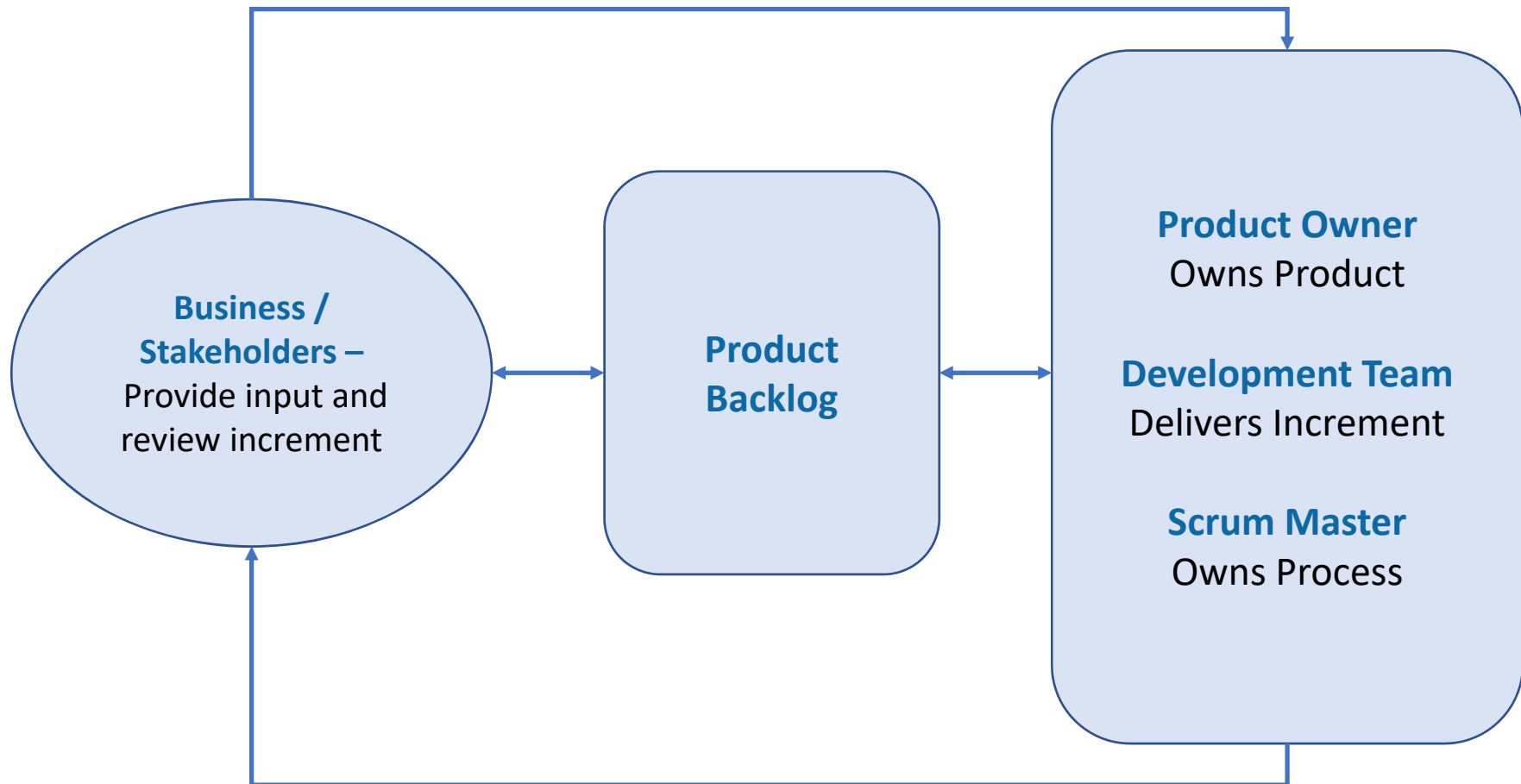
# Why Split Teams?

- Ideal Agile team size is 7 plus or minus 2
  - ✓ 20+ person teams face lot of coordination issues
  - ✓ Splitting into squads helps them self-manage
- Splitting by time zone helps lessen pain
  - ✓ Eliminates need for some squad members to meet past their normal work hours
  - ✓ It also helps in reducing the miscommunication or confusions caused due to cultural differences

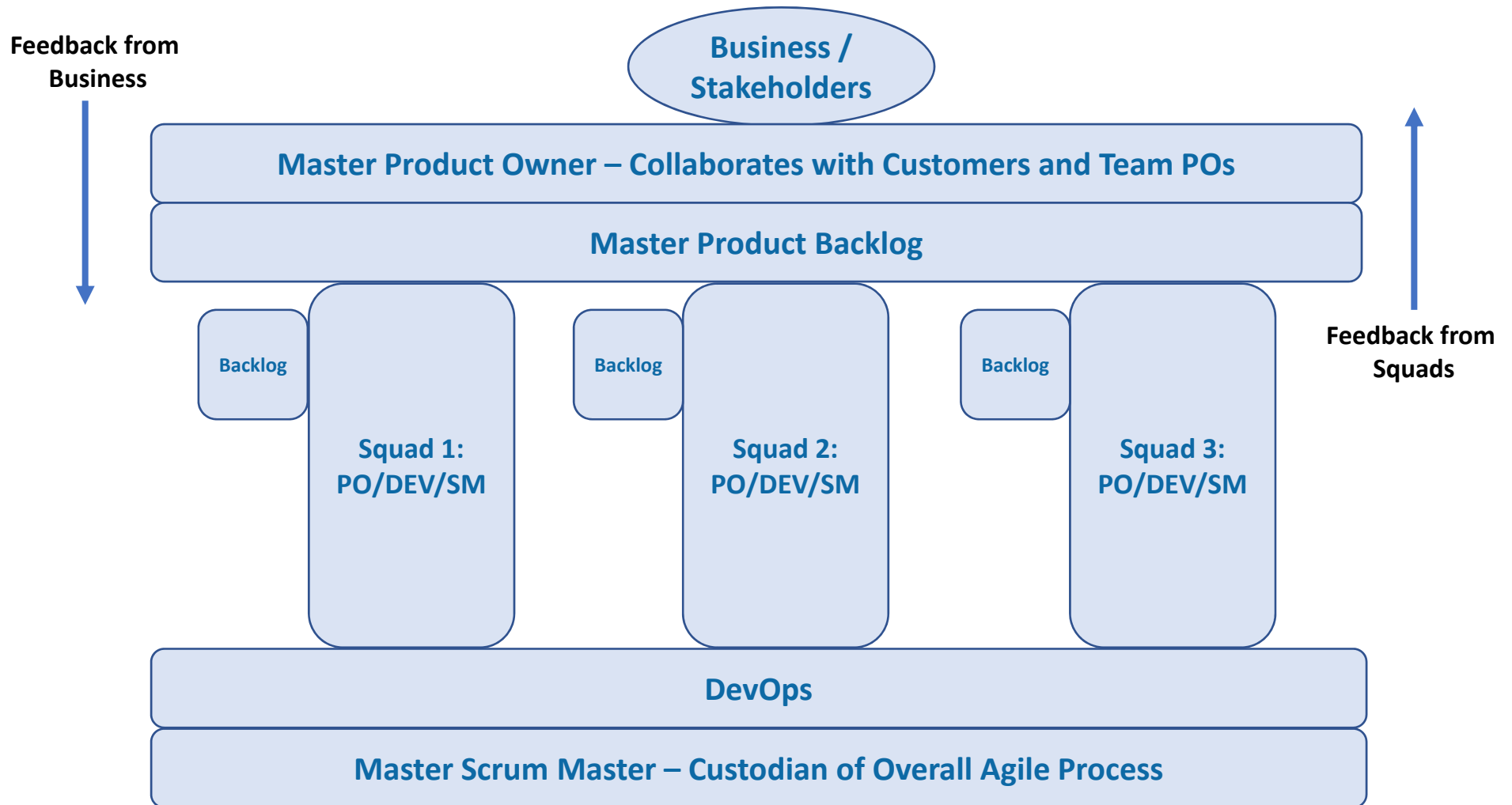
# Why Governance?

- More teams means more coordination
  - ✓ More support and oversight is needed
- More teams means more governance
  - ✓ Work output is harder to consolidate and synchronize

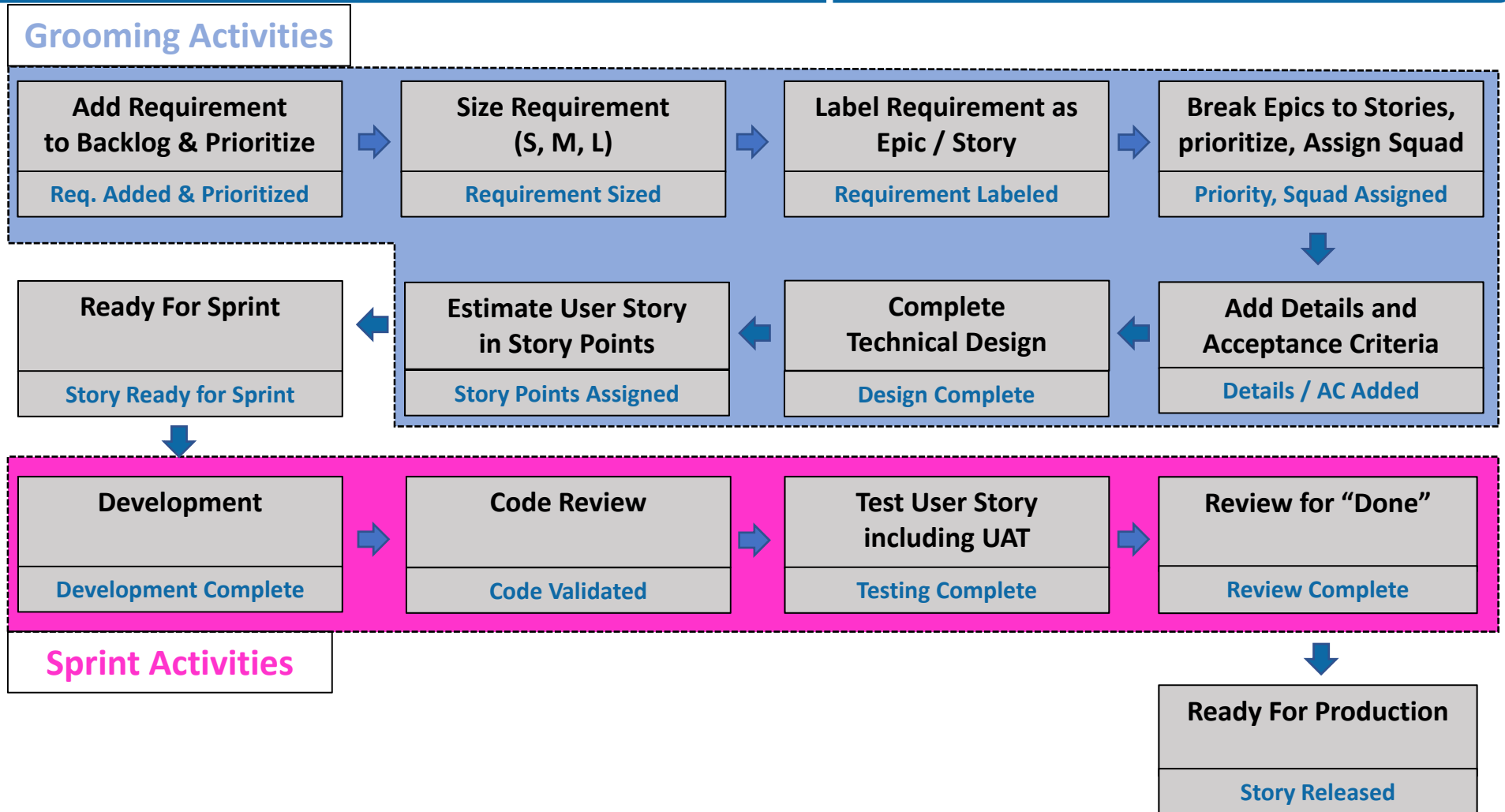
# Governance Model for Smaller Co-Located Teams



# Governance Model for Large Distributed Teams



# End-to-End Development Process



# Team Social Contract

- Social contract should:
  - Apply uniformly for each squad
  - Set firm standards for dos/don'ts and values, agreements, and ground rules
    - E.g. “DO attend daily standup at 8:30 AM Central” vs. “DON'T set any meetings from 12:00 noon-8:00 PM Central”
    - Another example: “DO be on time for all videoconferences and share your webcam, DON'T take mobile phone calls during the meeting
- The purpose is to build team and squad cohesion



# Team Social Contract Example

## **Values – the concepts we adhere to**

1. Honesty – we are forthcoming about our progress and our capacity.
2. Integrity – we say what we mean and mean what we say to ourselves and the customer.
3. Sustainability – we timebox work to our core hours and use overtime only when necessary.

## **Agreements – the commitments we’ve made based on these values**

1. We will define and adhere to a definition of “done” for everything we deliver.
2. We will define timeboxes for our work and our meetings and respect the timeboxes.
3. We will respect each other and our abilities and manage conflicts as they arise.

## **Ground Rules – the norms we’ve set based on these agreements**

1. It is your responsibility to ensure acceptance criteria are met. Reach out if you have questions.
2. Don't schedule a meeting over an existing meeting.
3. One person talks at a time during meetings so everyone can contribute.
4. Be on time for each meeting.
5. If you are on videoconference, be ready to share your webcam.
6. Try to manage any conflicts directly and escalate if you cannot.

# Collaboration Tools

Purpose	Tools
Team communication	Email, Slack, Messenger
EPIC/Story/Defect tracking	JIRA, Trello, Zenhub
Code management	GitHub, Team Server
Videoconferencing	Zoom, WebEx
File storing/sharing	SharePoint, Box, Google Docs
Retrospective tool	Mural

# Survey – Collaboration Tools

Which of these collaboration tools has provided you the best value? (select all that apply)

1. Slack
2. JIRA
3. GitHub
4. Zoom/WebEx videoconferencing
5. SharePoint/Box file sharing
6. Mural
7. Others

**Take the survey – 2 minutes**

RefineM

# How do we know teams are getting better?

- Decide, collect and track performance metrics
  - ✓ Burndown
  - ✓ Velocity
  - ✓ Repair-to-build ratio
  - ✓ Others
- Collect metrics for each squad and for the entire team



# Conclusion

- Managing large & distributed Agile teams is a unique challenge that takes lots of planning and coordination to overcome.
- Following strategies help
  - Splitting teams properly is one key to success
  - Implementing the right:
    - ✓ Governance
    - ✓ Process
    - ✓ Tools

**Do these things and your teams will flourish**

# Next Lunch and Learn

- ***Stop Making and Breaking Teams and Watch Enterprise Agility Flourish***
  - ✓ What is the product team approach?
  - ✓ How does it differ from the typical project team approach in terms of resource sharing?
  - ✓ How can this approach help you streamline teams and increase enterprise agility?
- ***Wednesday, April 3, 12:00-1:00 PM Eastern – ProjectManagement.com***

**Register Today - Don't wait for the last Minute**

RefineM

# Next Online Training Course

## Backlog Grooming for Agile Requirements



**March 22, 2019**

**One half day over the Web.**

**Early bird price - \$125 until March 8, 2019.**

*Learn how to groom backlogs and drive Agile team success.*

<https://refinem.com/backlog-grooming-for-agile-requirements/>

Refine**M**

# RefineM's Agility Assessment

Now available: <https://Agility.RefineM.com>



## Features

- Quick 8-question test
- Bar chart of results
- Ability to email results
- Follow-up for more insight on your results

Contact@RefineM.com

RefineM



# Agile Fundamentals Videos

<https://vimeo.com/ondemand/refinemagile/>



The screenshot shows the Vimeo on-demand interface for the 'Agile Fundamentals' series. The main video player area displays a cheetah in a blue field with the text 'Agile Fundamentals' at the top. Below the cheetah, it lists 'NK Shrivastava, PMP, RMP, ACP, CSP, SPC4' and 'CEO/Enterprise Agile Coach - RefineM'. The RefineM logo and website URL 'www.RefineM.com' are also visible. A 'Watch Trailer' button is located at the bottom right of the video player. To the right of the video player, there is a vertical sidebar with a 'Subscribe \$49.99/mo' button and a 'Module 1 Agile Concepts Part 1' label. Below the video player, the title 'Agile Fundamentals HD' is shown, along with the text 'from RefineM on February 20, 2018'. A 'Receive Updates' button is located below the title. At the bottom right, there is a 'Subscribe \$49.99/mo Unlimited streaming' button and a note: 'Watch on iOS, Android, Apple TV, Roku, and Chromecast. Learn more'.

## About the Series

- Four core modules and supplemental 1-hour videos cover Agile principles and mindset, planning and estimation, project execution, and more
- Over 9 total hours of videos
- **\$49.99/month** for access to all videos

Contact@RefineM.com

RefineM

# Business Requirements Gathering Videos

<https://vimeo.com/ondemand/refinembusreq/>



The screenshot shows a Vimeo video player interface. At the top left is the RefineM logo with the tagline 'PROJECT MANAGEMENT CONSULTING'. The main title of the video is 'Business Requirements Gathering for Agile Projects'. Below the title is a 'Watch Trailer' button. On the right side of the player, there is a 'Subscribe \$49.99/mo' button. Below the video player, the title 'RefineM-Business Requirements Gathering for Agile Projects Workshop' is displayed, along with 'HD' quality, 'from RefineM PRO on July 31, 2018', and a 'Receive Updates' button. A secondary 'Subscribe \$49.99/mo Unlimited streaming' button is also visible, along with text indicating availability on various devices.

## About the Series

- Business Requirements Gathering for Agile Projects is a 3-hour deep dive into how business requirements are gathered in an Agile environment.
- Learn techniques to gather business requirements in an Agile way.
- **\$49.99/month** for access to all videos

Contact@RefineM.com

RefineM

# RefineM's PMP Practice Test Simulator

<https://Examprep.RefineM.com> - **2-day free trial now available**

**PROJECT MANAGEMENT  
PROFESSIONAL  
(PMP®) EXAM  
PRACTICE TEST**

[ExamPrep.RefineM.com](https://ExamPrep.RefineM.com)

*Subscribe today!*

RefineM

## Subscriptions (USD)

Level	Duration	Price
Bronze	2 weeks	\$30
Silver	1 month	\$50
Gold	2 months	\$75
Platinum	3 months	\$100

## Features


- 20, 40, 100, 200 question tests
- Questions written by experts
- Knowledge area-wise tests
- Score history tracking
- Stop/restart tests

Contact@RefineM.com

RefineM

# Introducing Updated PMP® Videos

<https://vimeo.com/ondemand/refinempmpexamprep/>



Project Management Professional (PMP)® Exam Preparation  
Overview & Framework

RefineM PROJECT MANAGEMENT CONSULTING  
www.RefineM.com

Watch Trailer

RefineM's Project Management Professional (PMP) Exam Prep Videos

from RefineM on August 12, 2016

Receive Updates

Genres: Instructional  
Duration: 13 hours 23 minutes  
Availability: Worldwide

RefineM's Project Management Professional (PMP)® exam prep course video series fully covers the full Guide to the Project Management Body of Knowledge (PMBOK®)

Subscribe \$99.00/mo  
Unlimited streaming

Watch on iOS, Android, Apple TV, Roku, and Chromecast. Learn more

RefineM PROJECT MANAGEMENT CONSULTING  
Offering Project Management Professional (PMP) Exam Preparation Services.

## About the Series

- Updated for the *PMBOK® Guide 6<sup>th</sup>* edition
- Covers all knowledge areas to help you prepare with confidence.
- **\$99/month** for access to all videos
- **\$29/month** for individual videos.

RefineM

# How to Earn 1 PDU for this Webinar?

1. Log in to [ccrs.pmi.org](https://ccrs.pmi.org) and **Click** on “Report PDUs” link.
2. **Click** “Courses and Training” and **Input** the following:

<b>Activity Name</b>	“Turn Your Large, Distributed Team Into a Smooth-Running Agile Machine” <i>(complete before selecting provider)</i>
<b>Provider</b>	“RefineM LLC” <i>(key in the Provider name)</i>
<b>Date Started</b>	March 6, 2019
<b>Date Completed</b>	March 6, 2019
<b>Contact Person</b>	NK Shrivastava
<b>Contact Phone</b>	(417) 763-6762
<b>Contact Email</b>	<a href="mailto:Trainings@RefineM.com">Trainings@RefineM.com</a>
<b>PDUs</b>	1.00 Strategic/Business Management.

3. **Check** “I agree this claim is accurate” box and then **Submit**.

RefineM

# Questions?

**NK Shrivastava, MBA, PMP, RMP, ACP, CSP, SPC4**  
**CEO/Consultant, RefineM**

Nixa, MO 65714, USA

[nks@refinem.com](mailto:nks@refinem.com), [www.refinem.com](http://www.refinem.com)

 <http://www.linkedin.com/in/nkshrivastava>

 @justrightpm

Refine**M**

# Training Opportunities from RefineM

Name	Online	SGF	KC	Raleigh	LA	San Diego
PMP® Exam Prep		<a href="#">May 28-31</a>	<a href="#">Jun 04-07</a>	<a href="#">Jun 11-14</a>	<a href="#">Mar 19-23</a> <a href="#">Jun 18-21</a>	<a href="#">Mar 26-29</a> <a href="#">Jun 04-07</a>
Recipe to Deliver Projects Successfully	<a href="#">May 18</a>	<a href="#">Mar 26</a> <a href="#">Jun 27</a>	<a href="#">Apr 22</a>	<a href="#">May 13</a>	<a href="#">May 21</a>	<a href="#">Jun 06</a>
Agile Fundamentals / Agile 101			<a href="#">Apr 23-24</a>	<a href="#">May 29-30</a>	<a href="#">Jun 11-12</a>	<a href="#">Mar 26-27</a> <a href="#">Jun 25-26</a>
PMI-ACP® Exam Prep	<a href="#">May 14-16</a>		<a href="#">Apr 23-25</a>	<a href="#">May 29-31</a>	<a href="#">Jun 11-13</a>	<a href="#">Mar 26-28</a> <a href="#">Jun 25-27</a>
Agile for Waterfall/Operational Work	<a href="#">Apr 20</a>	<a href="#">May 04</a>	<a href="#">May 18</a>	<a href="#">Jun 01</a>	<a href="#">Jun 15</a>	<a href="#">Mar 30</a> <a href="#">Jun 29</a>
Backlog Grooming for Agile Requirements	<a href="#">Mar 22</a>	<a href="#">May 1</a>	<a href="#">May 15</a>	<a href="#">May 29</a>	<a href="#">Jun 12</a>	<a href="#">Mar 22</a>
Kanban Fundamentals / Kanban 101	<a href="#">Mar 23</a>					
Business Req. Gathering for Agile		<a href="#">Apr 30</a>	<a href="#">May 14</a>	<a href="#">May 28</a>	<a href="#">Jun 11</a>	

Click [here](#) for more details.

RefineM