

Delivering Value

Optimizing Zone



Initial State



We only think of our needs each iteration



Emerging



We talk sometimes with our customers



Evolving



We align our products with feedback regularly
from our customers



Transcending



We innovate new ways of doing business
inspired by the feedback from our customers


Process Improvement

Optimizing Zone




Initial State

We work hard but not smart



Emerging

We occasionally talk about improving our process




Evolving

We continuously improve our process



Transcending

We are continuously optimising the way we do things based upon empirical evidence




Strategic Decisioning

Optimizing Zone




Initial State

We only think about the current iteration




Emerging

We get told our strategic direction




Evolving

We occasionally set our direction with some customer feedback



Transcending

We have absolute clarity on our short and long term goals and know why those goals are important for the world



Team Engagement

Delivering Zone




Initial State

We work as individuals in a group



Emerging

We occasionally get together and interact




Evolving

We regularly pair up and collaborate as a team



Transcending

We have a helping culture in the team and
continuously collaborate beyond the working
day



Team Awareness

Focussing Zone




Initial State

We don't know if we are on or off track




Emerging

We have some metrics that we use on an ad-hoc basis




Evolving

We use metrics continuously and often critically evaluate what can and can't be done



Transcending

We focus on delivering value and often consider how our work impacts the customer




Quality

Delivering Zone




Initial State

We build things that take multiple iterations to complete




Emerging

We build small things that are tested frequently in the same iteration




Evolving

We build lots of high quality small things that are tested and ready to ship in the same iteration



Transcending

We continuously deliver features to production with little or no incidents




Ambiguity

Optimizing Zone




Initial State

We avoid ambiguity by trying to define the work, the roles and the process




Emerging

We like some structure and process and also modify them as we go




Evolving

We are comfortable not knowing the end outcome and adapt towards an optimum



Transcending

We purposefully use ambiguity as a tool to inject creativity and innovation into our products and process



Focus

Focussing Zone




Initial State

We work on lots of things at the same time




Emerging

We reduce the amount of things that we work on to be effective




Evolving

We critically evaluate what we can and can't achieve and break up the work into smaller items



Transcending

We continuously collaborate as a team on a few items until they are completed




Dependencies & Blockers

Delivering Zone



Initial State

We are constantly held up and waiting for other people or systems




Emerging

We often resolve blockers ourselves




Evolving

We actively leverage the organisation to help us resolve blockers



Transcending

The organisation continuously removes blockers before they happen and improves our ability to deliver faster



Autonomy

Focussing Zone



Initial State



We are told what to do and are assigned work



Emerging



We have some discussions about what to work on and the leaders assign work



Evolving



We get to choose what we want to work on with some consultation from the leaders



Transcending



We continuously express our opinion as an engineering team and decide what we are going to work on


Sustainability

Optimizing Zone




Initial State

We often work overtime to achieve our objectives




Emerging

We work hard to achieve our objectives with some overtime




Evolving

We work within our usual working time and are productive



Transcending

We have slack time, work when we want to work sometimes outside of hours and often collaborate in a dynamic way




Experimentation

Optimizing Zone




Initial State

We depend upon written specs and requirements before we can build anything




Emerging

We do some prototyping to help us understand and deliver the features




Evolving

We experiment with prototypes and actively seek out feedback to inform us on what and how the features should be done



Transcending

We continuously experiment to discover new ideas and ways of working and often learn through failures



Mastery

Focussing Zone




Initial State

We only do the work that has been set




Emerging

We do the work and learn some new ideas on occasion




Evolving

We actively learn new techniques each week to help us improve our capability



Transcending

We continuously learn and research new ideas, skills and techniques in a lifelong learning approach




Purpose

Strengthening Zone



Initial State

We do the work that is asked and do the minimum




Emerging

We understand the importance of the work




Evolving

We have a connection to the customer and know why this work is important to them



Transcending

We have a mission that inspires us to go beyond what we would do normally




Intent

Strengthening Zone




Initial State

We use iterations to deliver our work




Emerging

We use iterations to deliver the work in discrete blocks of features




Evolving

We use goals for iterations to provide purpose for them



Transcending

We have a deepset intent behind what we are doing and know why we are doing it




Process

Delivering Zone




Initial State

We depend upon our process to tell us what to do next




Emerging

We use a defined process to help us do the work




Evolving

We use a light weight process with some intuitive adaptation to do the work



Transcending

We use almost no process at all and focus on our ability to interact and collaborate to be productive




Accountability

Focussing Zone




Initial State

We leave the decision making and ownership to the leaders




Emerging

We take some accountability for the work with the leaders' permission




Evolving

We take on the accountability of the work and consult with our leaders



Transcending

We take on the accountability for the work and define how it is to be delivered



Scaling

Delivering Zone




Initial State

We work as one large team




Emerging

We work in several teams that are aligned by skillset




Evolving

We work in several teams that are aligned as cross-functional teams



Transcending

We work in dynamic autonomous and independent teams within a larger teams community




Alignment

Strengthening Zone




Initial State

We work on individual items that have no relationship to the end customer




Emerging

We work on items that are related to customer requests




Evolving

We work on items that have a clear lineage back to the organisational objectives



Transcending

We collaborate intensely with other teams towards our mission and go beyond what is considered normal




XP + DevOps

Delivering Zone




Initial State

We work individually and do manual testing after the development work




Emerging

We work together in pairs sometimes and are experimenting with TDD




Evolving

We collaborate in pairs, use TDD + BDD approaches with CI/CD



Transcending

Releasing is quick, easy and often with no issues. There is no defined testing function anymore only quality approaches to features.




Flow of Work

Focussing Zone




Initial State

We work in batches of dev work and then test work




Emerging

We work on features that are built and tested as needed




Evolving

We collaborate around features until they are done



Transcending

We swarm intensely on a feature until it is done, done, done




Organisation Consciousness

Strengthening Zone




Initial State

We contribute individually to the goals and objectives




Emerging

We balance both short and long term objectives, and hold multiple perspectives




Evolving

We are comfortable with conflict and facilitate it as a means to generate greater creativity



Transcending

We instigate and support a movement of social change within the organisation



Systems Thinking

Strengthening Zone




Initial State

We fix issues that are immediately visible to us




Emerging

We have a deeper understanding of the underlying causes and effects of dysfunctions in the system




Evolving

We understand the reinforcing and balancing cycles between systems within the eco-system



Transcending

We understand the complex interplay between internal and external eco-systems




Organisation Culture

Strengthening Zone




Initial State

We have a hierarchy that is heavily reliant upon status within that hierarchy




Emerging

We focus on performance and define roles and processes accurately



Evolving

We focus on our people and values empowering them to self organise within the system



Transcending

We have a flat structure where we openly self manage to find where we can add value

