

Table of Contents


Frequently Asked Questions	3
Warning	3
FAQ	3

Frequently Asked Questions

As I work with people I find there are often situations where the same kind of questions come up. Rather than invent answers every time, here are some standard ideas, based on experience that has worked in the past, to get you started.

Warning

I wrote most of these because they came up more than once. Some of the ideas / responses are basic, especially if you've been doing Agile / Scrum for some time. Note - these are just ideas / approaches. If

the approach does not suite your context, believe the context, and adjust the approach. 

Also, some of these are WIP (work-in-progress). Typically they are labelled "ToDo". A list of these is at [Pages Where There is Work ToDo](#). Plus a [Table View of FAQ](#).

[How Do We Move Away from "Trust But Verify" Approach to Compliance](#)

FAQ

Filter:

Page	Tags
• Are There Any Benefits to the Team of Estimating?	team , estimates , forecast , faq , points , estimationapproach
• Can We Trust Story Points as a Measure of Effort?	team , estimates , forecast , faq , points , estimationapproach , capitalization
• Do Managers Matter in an Organization?	developmentmanager , faq , people , managers , organization , structure
• Do We Need Points To Generate a Release Burn-up Chart?	blogentry , faq , estimates , forecast , releaseburnup , release , burnup , noestimates , research
• Do we put Story Point estimates on a Spike (Enabler) Story?	faq , firstsprint , scrummaster , userstory , estimate , team
• Do We Really Need a Full-time Product Owner or Scrum Master	faq , diy , agile , coaching , leadership , why , productowner , scrummaster , structure
• Hans Samios - How to Work Personality Issues Without Sounding Like a Marriage Guidance Counsellor?	teamperformance , team , conflict , personalities , agile2016 , conference , proposal , faq
• How Can the Development Manager Be Effective?	faq , organization , managers , structure , people , executive

- How can the PO is to be the focal point for contact for work when an Project Managers (for example) are used to going to individual team members for status of work? status, team, t-shapedpeople, firstsprint, faq, projectmanager, productowner
- How Can We Decentralize Team Breakouts Process in a PI Planning Event? faq, safe, piplanning
- How Can We Determine How Many Undiscovered Defects We Have? faq, blogentry, estimation, defects, bugs, qa
- How Can We Forecast When We Do Not Have a Lot of Data? estimates, forecast, data, metrics, probability, faq, points
- How Can We Improve Collaboration on User Stories? userstory, blogentry, faq, acceptancecriteria, conditionsofsatisfaction
- How Can We Improve The Quality of Feedback at a Iteration Demo (Sprint Review)? consultant, tools, sprintreview, review, feedback, faq
- How Can We Introduce Scrum to Our (Customer or Field) Stakeholders? consultant, tools, team, stakeholder, roles, sprintreview, review, faq, presentationidea
- How Can We More Formally Capture an Experiment? faq, experiment, template
- How can we put an estimate on complexity? faq, estimating, complexity, cynefin, unknowns
- How Can We Scale Our Estimating Approach Beyond a Team? team, estimates, forecast, faq, scaling, points
- How Can We Understand the Real Value of Fast Feedback and Deciding Late? blogentry, faq, feedback, agile, failfast, lean, principle, presentationidea
- How Can We Use Scrum and Agile Principles to Increase Personal Effectiveness? personal, effectiveness, personaleffectiveness, scrum, agile, principles, faq
- How Can We Work More Effectively with Remote People? blogentry, faq, team, remote, distributed, collaboration, improvement
- How Do Architects Ensure Consistency? faq, architect, consistency, standards
- How Do I Convert Points and Velocity to Dollars? team, estimates, dollars, cost, faq, points
- How Do I Create the Best Organizational Structure for Success? faq, organization, structure, team, diy
- How Do I Hold My People Accountable? faq, accountable, leadership, diy, agile
- How Do I Lead, Practically? blogentry, faq, leadership
- How Do I Raise Awareness of Transformation Problems? smells, faq, antipatterns, facilitation, workshop
- How Do I Set The Expectations of My People So They Motivated to Improve? faq, diy, agile, leadership
- How Do I Support My People So They Improve? faq, improvement, motivation, leadership, diy, agile
- How Do Small Changes Lead to Big Improvements? faq, retrospective, incremental, compounding, improvement
- How Do We Allow for Innovation? faq, innovation, blogentry
- How Do We Assign Business Value to PI Objectives? consultant, tools, piplanning, program, piobjectives, safe, faq

- [How Do We Build and Maintain Context When All We Have Is a Backlog List?](#) [productowner](#), [practices](#), [faq](#), [userstory](#), [stories](#), [storymapping](#)
- [How Do We Calculate the Cost of Delay \(CoD\) and the Weighed Shortest Job First \(WSJF\)?](#) [safe](#), [faq](#), [wsjf](#), [cod](#), [prioritization](#), [sequencing](#)
- [How Do We Control Work-in-Progress \(WIP\)?](#) [basics](#), [utilization](#), [wip](#), [faq](#)
- [How Do We Deal With \(Product\) Backlog Explosion?](#) [blogentry](#), [faq](#), [productbacklog](#), [lean](#), [waste](#), [triage](#), [attic](#), [backlog](#)
- [How Do We Deal With Constant Interruptions?](#) [faq](#), [wip](#), [interruptions](#), [firstsprint](#), [unplanned](#), [planable](#), [support](#)
- [How do we Demonstrate Something that Results in a New API?](#) [faq](#), [api](#), [iteration](#), [demo](#), [review](#)
- [How do we determine what to demonstrate in the System Demo?](#) [faq](#), [safe](#), [systemdemo](#), [consultant](#), [tools](#), [program](#)
- [How Do We Do Software Capitalization When we Go to Agile?](#) [faq](#), [estimates](#), [forecast](#), [capitalization](#), [executive](#), [finance](#)
- [How Do We Encourage Agile Thinking in Non-Agile Organizations? - SSA](#) [faq](#), [subjectspecificarticle](#), [diy](#), [agile](#), [coaching](#), [leadership](#)
- [How Do We Ensure Critical Work Does Not Get Dropped as We Kick Off Teams?](#) [faq](#), [firstsprint](#), [wip](#), [dropped](#), [team](#)
- [How Do We Establish Skills Development in the Team?](#) [team](#), [kickoff](#), [faq](#), [skills](#), [t-shapedpeople](#)
- [How Do We Forecast Our Plan With Kanban?](#) [faq](#), [kanban](#), [forecast](#), [metrics](#), [throughput](#)
- [How Do We Get All the Work Addressed When Our Specialists Cannot Be Everywhere?](#) [consultant](#), [tools](#), [team](#), [t-shapedpeople](#), [firstsprint](#), [faq](#), [todo](#)
- [How Do We Get All the Work Addressed When Our Specialists Cannot Be Everywhere?](#) [consultant](#), [tools](#), [team](#), [t-shapedpeople](#), [firstsprint](#), [faq](#), [todo](#)
- [How Do We Get Away from “Business as Usual” Thinking On Teams?](#) [faq](#), [retrospective](#), [improvement](#)
- [How Do We Get More Training on User Stories?](#) [consultant](#), [tools](#), [userstory](#), [stories](#), [faq](#), [firstsprint](#)
- [How Do We Help Executives and Managers Learn the New Mindset?](#) [faq](#), [management](#), [culture](#), [workshops](#)
- [How Do We Improve Our Improvement Process?](#) [blogentry](#), [faq](#), [experiment](#), [improvement](#)
- [How Do We Improve Team Performance?](#) [blogentry](#), [faq](#), [highperformance](#), [team](#)
- [How Do We Initially Setup an Executive Scrum Team?](#) [enterprise](#), [leadership](#), [faq](#), [executiveteam](#)
- [How Do We Initially Setup Our Definition of Done?](#) [consultant](#), [tools](#), [definitionofdone](#), [dod](#), [firstsprint](#), [faq](#), [facilitation](#)
- [How Do We Introduce a New Technical Approach?](#) [faq](#), [architect](#), [collaboration](#)
- [How Do We Know a Product Owner is Being Successful?](#) [faq](#), [diy](#), [agile](#), [coaching](#), [leadership](#), [successcriteria](#), [productowner](#), [structure](#)
- [How Do We Know a Scrum Master is Being Successful?](#) [faq](#), [diy](#), [agile](#), [coaching](#), [leadership](#), [successcriteria](#), [scrummaster](#), [structure](#)
- [How Do We Know Definition of Ready Is Being Successfully Applied?](#) [faq](#), [diy](#), [agile](#), [successcriteria](#), [dor](#), [practice](#), [userstory](#), [ready](#)

- [How Do We Know We Have a Good User Story? The INVEST Criteria](#) [faq](#), [diy](#), [agile](#), [mnemonic](#), [userstory](#), [ready](#), [dor](#)
- [How Do We Know Where We Are Spending Our Money?](#) [faq](#), [investment](#), [executive](#), [reporting](#)
- [How Do We Move Away from “Trust But Verify” Approach to Compliance?](#) [faq](#), [behavior](#), [culture](#), [transformation](#), [compliance](#)
- [How Do We Move From SAFe to an Approach With Less Overhead?](#) [faq](#), [safe](#), [descaling](#), [process](#)
- [How Do We Overcome Traditional Project Release Reporting with an Agile Approach Focused on Change?](#) [faq](#), [estimates](#), [metrics](#), [forecast](#), [reporting](#), [executive](#), [finance](#), [agile2011](#), [conference](#)
- [How Do We Progress the Funnel of Ideas on a Portfolio Kanban?](#) [faq](#), [safe](#), [portfolio](#), [kanban](#), [funnel](#)
- [How do we put a Story Point estimate on a Spike \(Enabler\) Story?](#) [faq](#), [spike](#), [estimate](#), [story](#), [team](#), [productowner](#)
- [How Do We Reduce the Effect of Team Churn on Our Ability to Deliver Value?](#) [faq](#), [team](#), [organization](#), [structure](#), [churn](#)
- [How Do We Reward / Rank a Development Manager?](#) [faq](#), [organization](#), [managers](#), [structure](#), [people](#), [executive](#)
- [How Do We Run Our First Daily Scrum or Daily Standup?](#) [consultant](#), [tools](#), [team](#), [standup](#), [daily](#), [ceremony](#), [firstsprint](#), [faq](#)
- [How Do We Run Our First Iteration \(Sprint\) Planning Event?](#) [consultant](#), [tools](#), [team](#), [firstsprint](#), [planning](#), [ceremony](#), [faq](#)
- [How Do We Run Our First Iteration \(Sprint\) Retrospective?](#) [consultant](#), [tools](#), [team](#), [retrospective](#), [ceremony](#), [firstsprint](#), [faq](#)
- [How Do We Run Our First Iteration Demo \(Sprint Review\)?](#) [consultant](#), [tools](#), [team](#), [review](#), [ceremony](#), [event](#), [demo](#), [iteration](#), [firstsprint](#), [faq](#)
- [How Do We Setup An Organizational Impediment Removal System? - SSA](#) [faq](#), [impediment](#), [removal](#), [organization](#), [subjectspecificarticle](#)
- [How Do We Split a User Story?](#) [consultant](#), [tools](#), [userstory](#), [stories](#), [splitting](#), [faq](#)
- [How Do We Talk About Iteration \(Sprint\) Commitments That Have Not Been Met / Done?](#) [consultant](#), [tools](#), [sprintreview](#), [done](#), [faq](#), [firstsprint](#)
- [How Do We Talk To A Data Architect About An Agile Approach?](#) [faq](#), [database](#), [analytics](#), [refactoring](#), [bi](#)
- [How Do We Use a Definition of Ready \(DoR\)?](#) [faq](#), [diy](#), [agile](#), [use](#), [dor](#), [practice](#), [userstory](#), [ready](#)
- [How Do We Use Agile to Reduce Costs?](#) [faq](#), [efficiency](#), [resource](#), [cost](#), [management](#)
- [How Do We Use Assessments for Good?](#) [faq](#), [safe](#), [assessment](#)
- [How Do We Use Kanban at the Team Level When the ART Has a Cadenced Calendar? - SSA](#) [faq](#), [kanban](#), [scrum](#), [safe](#), [comparison](#), [agile](#), [subjectspecificarticle](#)
- [How Do We Use Points to Estimate? - SSA](#) [team](#), [estimates](#), [forecast](#), [faq](#), [subjectspecificarticle](#), [points](#), [storypoints](#), [featurepoints](#), [firstsprint](#)
- [How Do We Use Story Point Estimates To Forecast?](#) [team](#), [estimates](#), [forecast](#), [faq](#), [points](#), [storypoints](#), [featurepoints](#)
- [How Do We Work on the “Big” Architectural Initiative?](#) [faq](#), [architect](#), [initiative](#)

- How do we work with Non-Functional Requirements (NFRs)? [faq, safe, nfrs, features](#)
- How Do We Work with PI Objective Business Values During the Program Increment? [consultant, tools, piplanning, program, piobjectives, safe, faq](#)
- How Do We Write Good Features? [faq, features, good, safe, scaled](#)
- How Do We Write Great PI Objectives [consultant, safe, faq, piobjectives](#)
- How Do We Write User Stories When We Cannot Get All Development and Testing Done in One Sprint? [consultant, tools, userstory, stories, faq, todo, firstsprint](#)
- How Do You Become Aware of Impediments? [faq, ssa, impediment, removal, organization](#)
- How Do You Work Impediments? [faq, impediment, removal, organization](#)
- How Does a Team Initially Get Control of Work? [faq, team, safe, programmanagement, piplanning, firstsprint](#)
- How Does Multi-tiered Product Management Work? [faq, productowner, productmanger, scaling, safe, wip](#)
- How Does the Agile Approach Allow Us to Deliver Early? [faq, productbacklog, lean, waste, triage, trimthetail, scope](#)
- How Does the Architect Interact With the Product Management? [faq, architect, productmanager](#)
- How Does The Role of Architect Change in Agile? - SSA [faq, management, culture, mindset, safe, architect, subjectspecificarticle](#)
- How is Work Assigned During an Iteration (Sprint)? [firstsprint, faq, assignment, blogentry](#)
- How Much Coaching Do We Really Need? [faq, transformation, organization, coaching](#)
- How Much Productivity Will We Lose As We Transform to Agile? (Answer: None LOL) [faq, transformation, beginning, productivity](#)
- How Should We Initially Track Multiple Team's Progress? [consultant, tools, velocity, trends, firstsprint, faq](#)
- How Should We Initially Track Release Progress? [consultant, tools, releaseburnup, firstsprint, faq](#)
- How Should We Initially Track Sprint Progress? [consultant, tools, sprintburndown, interruptions, firstsprint, faq](#)
- How Should We Structure Our Organization As We Move To Agile (Development Manager)? - SSA [faq, subjectspecificarticle, organization, managers, structure, people, executive, developmentmanager](#)
- How Should We Update Our Estimates? [team, estimates, forecast, faq, points, storypoints, featurepoints](#)
- How To Overcome Win-Lose Type Thinking to Open an Organization to Learning? [conference, submission, faq, leadership, winlose, bets](#)
- How to Preempt Team Conflict? [blogentry, faq, team, conflict, workingagreements, firstsprint](#)
- How Will We Know We Are Making Progress on Impediment Removal? [faq, impediment, removal, organization, metrics](#)
- How Will You Make It Safe for People to Raise Impediments? [faq, impediment, removal, organization, psychologicalsafety](#)
- How Would You Describe Kanban in a Nutshell? [kanban, faq](#)

- [How Would You Describe Scrum in a Nutshell?](#) [scrum](#), [faq](#)
- [Is Generating an Estimate a Waste of Time?](#) [enterprise](#), [team](#), [estimates](#), [forecast](#), [noestimate](#), [faq](#), [presentationidea](#)
- [Rationale, Or "Why do I have this set of pages?"](#) [faq](#), [wiki](#)
- [Requirements View](#) [team](#), [xp](#), [simple](#), [faq](#)
- [Should We Do WIP Limits Even Though We Are Doing Scrum?](#) [scrum](#), [faq](#), [highperformance](#), [productivity](#), [wip](#)
- [Under what conditions is Full-Time Equivalent \(FTE\) resource planning effective?](#) [faq](#), [fte](#), [planning](#), [estimating](#), [portfolio](#)
- [We Need More People ... Or Do We?](#) [portfoliomanagement](#), [faq](#), [capacity](#), [demand](#), [flow](#), [flowimprovement](#)
- [What Alternative Estimation Approaches Are There?](#) [team](#), [estimates](#), [forecast](#), [faq](#), [points](#), [estimationapproach](#), [noestimate](#)
- [What Alternatives to the Creation of Product Owner and Scrum Master Roles Could We Try?](#) [faq](#), [roles](#), [scrummaster](#), [productowner](#), [structure](#), [firstsprint](#)
- [What Anti-patterns Do You See with the System Demo?](#) [faq](#), [safe](#), [systemdemo](#), [consultant](#), [tools](#), [antipatterns](#), [smells](#), [program](#)
- [What Are Some Good "Quick Fire" Round Questions We Can Ask to Assess Agile Knowledge?](#) [consultanttools](#), [faq](#), [coach](#), [scrummaster](#)
- [What Are the Benefits of a Collaborative Approach to Architecture?](#) [faq](#), [architect](#), [collaboration](#), [benefits](#)
- [What Are the Benefits of an Impediment Removal System?](#) [faq](#), [ssa](#), [impediment](#), [removal](#), [organization](#)
- [What are the Benefits of Establishing the Role of Development Manager?](#) [faq](#), [organization](#), [managers](#), [structure](#), [people](#), [executive](#), [developmentmanager](#)
- [What Are The Changes in Culture That Need To Happen with Agile?](#) [consultant](#), [tools](#), [culturechange](#), [organization](#), [faq](#), [presentationidea](#), [todo](#)
- [What Are The Changes in Management Approach That Need To Happen with Agile?](#) [consultant](#), [tools](#), [culturechange](#), [management](#), [organization](#), [faq](#), [presentationidea](#)
- [What Are the Characteristics of a Good Estimate?](#) [team](#), [estimates](#), [forecast](#), [faq](#), [points](#), [estimationapproach](#)
- [What Are The Characteristics of a Great Agile Coach?](#) [coaching](#), [characteristic](#), [agilecoach](#), [faq](#), [great](#), [role](#)
- [What are the Characteristics of a Great Development Manager?](#) [faq](#), [organization](#), [managers](#), [structure](#), [people](#), [executive](#), [developmentmanager](#)
- [What Are The Characteristics of a Great Manager?](#) [coaching](#), [characteristic](#), [manager](#), [faq](#), [great](#), [role](#)
- [What Are The Characteristics of a Great Product Owner?](#) [faq](#), [diy](#), [agile](#), [coaching](#), [leadership](#), [characteristics](#), [productowner](#), [structure](#)
- [What Are The Characteristics of a Great Scrum Master?](#) [faq](#), [diy](#), [agile](#), [coaching](#), [leadership](#), [characteristics](#), [scrummaster](#), [structure](#)
- [What Are the Differences Between Scrum and Kanban?](#) [faq](#), [scrum](#), [kanban](#)

- What Are the Guidelines for Kanban Teams Operating in a SAFe Environment? [faq, safe, kanban](#)
- What are the Potential Problems of Implementing OKRs in an Organization? [faq, okr, metric](#)
- What Are The Problems with Estimation? [team, estimates, forecast, faq, points, estimationapproach](#)
- What are the Pros and Cons of Assigning Business Value to PI Objectives? [faq, safe, businessvalue, consultant, tools, program](#)
- What Are the Responsibilities of a Product Owner? [faq, diy, agile, coaching, leadership, responsibilities, productowner, structure](#)
- What Are the Responsibilities of a Scrum Master? [faq, diy, agile, coaching, leadership, responsibilities, scrummaster, structure](#)
- What Are The Roles in an Agile (Scrum) Team? [consultant, tools, team, formation, roles, firstsprint, diy, agile, faq](#)
- What Are the Similarities Between Kanban and Scrum? [kanban, scrum, faq](#)
- What are the Steps in a Value Steam Mapping Workshop? [faq, safe, valuestreammapping, vsm, improvement](#)
- What are the Steps in a Value Stream Identification Workshop? [faq, safe, valuestreamidentification, structure](#)
- What Are The Steps Involved in an Initial Agile Assessment? [consultant, tools, enterprise, organizational, kickoff, faq](#)
- What are the Steps to Establish a Development Manager? [faq, organization, managers, structure, people, executive, developmentmanager](#)
- What Can We Do To Improve Our Point Based Estimates? [team, estimates, forecast, faq, points, improve](#)
- What Can We Do To Improve Our Retrospectives? [faq, retrospective, ceremony](#)
- What Content Should Be Considered To Start a Team Page? [consultant, tools, team, teampage, firstsprint, faq](#)
- What Do We Do If We Don't Have Budget for Product Owners and Scrum Masters? - SSA [faq, subjectspecificarticle, roles, scrummaster, productowner, structure, firstsprint](#)
- What do we do with Stories that are not "Done" at the end of an Iteration? [firstsprint, faq, scrummaster, story](#)
- What Do We Mean By SMART Goals or Objectives? [faq, diy, agile, coaching, goals, objectives, mnemonic](#)
- What Do We Need to Have in Place Prior to "Starting a Scrum / Agile Team" Training? [consultant, tools, team, kickoff, firstsprint, faq](#)
- What Do We Need to Think About When We Go From a PI Planning Approach to a More Continuous Planning Approach? [faq, safe, teamofteams, planning, continuous](#)
- What Do We Not Want to See in a Product Owner? [faq, diy, agile, coaching, leadership, smells, antipatterns, productowner, structure](#)
- What Do We Not Want To See When Applying Definition of Ready? [faq, diy, agile, antipattern, smell, dor, practice, userstory, ready](#)
- What Do You Mean When You Say ...? [faq, cheatsheet, terminology, safe, firstsprint](#)

- [What does a Development Manager Do All Day?](#) [faq](#), [organization](#), [managers](#), [structure](#), [people](#), [executive](#), [developmentmanager](#)
- [What Does a Scrum Master Do All Day?](#) [consultant](#), [tools](#), [team](#), [role](#), [scrummaster](#), [faq](#)
- [What Does It Mean To Be Done?](#) [consultant](#), [tools](#), [definitionofdone](#), [dod](#), [firstsprint](#), [faq](#)
- [What Events Should We Put in Place For Iterations \(Sprints\)?](#) [consultant](#), [tools](#), [meetings](#), [firstsprint](#), [cadence](#), [diy](#), [agile](#), [faq](#)
- [What Guidance Do You Have For Good Conference Calls?](#) [consultant](#), [tools](#), [conferencecalls](#), [remote](#), [faq](#)
- [What Happens When We Do These Roles Well?](#) [faq](#), [roles](#), [scrummaster](#), [productowner](#), [structure](#), [firstsprint](#)
- [What Happens When We Have Partial Assignments for Product Owners and Scrum Masters?](#) [faq](#), [roles](#), [scrummaster](#), [productowner](#), [structure](#), [firstsprint](#)
- [What Ideas Do You Have That Will Help Us Keep Retrospectives Fresh?](#) [retrospective](#), [team](#), [scrummaster](#), [faq](#)
- [What Inbuilt Biases Do We Have That Impede Good Decision Making?](#) [faq](#), [biases](#), [hard](#), [agile](#), [decisionmaking](#)
- [What insights do we get from tracking Investment Horizon?](#) [portfoliomanagement](#), [faq](#), [capacity](#), [demand](#), [flow](#), [flowimprovement](#)
- [What is a Definition of Ready \(DoR\)? - SSA](#) [faq](#), [dor](#), [ready](#), [subjectspecificarticle](#), [userstory](#), [practice](#), [onepager](#)
- [What is a Frequently Asked Question \(FAQ\) Site?](#) [faq](#), [wiki](#)
- [What is a User Story? - SSA](#) [consultant](#), [tools](#), [userstory](#), [stories](#), [faq](#), [subjectspecificarticle](#), [todo](#), [firstsprint](#)
- [What is a Wiki?](#) [faq](#), [wiki](#)
- [What is Pair Programming?](#) [faq](#), [benefits](#), [xp](#), [pairprogramming](#)
- [What is Session Based Testing?](#) [qa](#), [testing](#), [faq](#), [session](#)
- [What is the Basis of Our Estimating Process?](#) [team](#), [estimates](#), [forecast](#), [faq](#), [points](#), [estimationapproach](#)
- [What is the Best Approach to Making Decisions in Our Context?](#) [blogentry](#), [faq](#), [complex](#), [complicated](#), [cynefin](#)
- [What is the Difference Between Emergent and Intentional Design?](#) [faq](#), [architect](#), [intentional](#), [emergent](#)
- [What Is The Difference Between Value Stream Identification \(VSID\) and Value Stream Mapping \(VSM\)?](#) [faq](#), [safe](#), [valuestreammapping](#), [valuestreamidentification](#), [structure](#)
- [What Is The Effect of Batch Size On How Long It Takes to Get Something Done?](#) [enterprise](#), [utilization](#), [batchsize](#), [riskmanagement](#), [faq](#), [presentationidea](#)
- [What Is The Effect of Changing Team Members on Velocity?](#) [blogentry](#), [team](#), [faq](#), [velocity](#), [performance](#), [structure](#), [organization](#)
- [What is the Elevator Pitch for Agile and Scrum?](#) [consultant](#), [tools](#), [culturechange](#), [organization](#), [elevatorpitch](#), [faq](#), [presentationidea](#)
- [What is the Impact of a Reorg on an Agile Transformation?](#) [faq](#), [scale](#), [safe](#), [structure](#), [organization](#), [reorg](#)

- What is the Impact of Context Switching on the Ability to Deliver? consultant, tools, team, focus, presentationideas, faq
- What is the Mapping Between Features and PI Objectives? faq, diy, agile, coaching, goals, objectives, features, safe
- What is the Purpose of a Daily Standup (Daily Scrum) Event? consultant, tools, team, firstsprint, dailyscrum, standup, event, faq
- What is the Purpose of a System Demo in SAFe? faq, safe, systemdemo, consultant, tools, program
- What is the Purpose of Estimation? team, estimates, forecast, faq, points, estimationapproach
- What is the Purpose of Iteration (Sprint) Goals? consultant, tools, team, firstsprint, planning, ceremony, piobjectives, faq, goals
- What is the Reporting Structure for the Development Manager? faq, organization, managers, structure, people, executive, developmentmanager
- What is the Role of a (Development) Team? consultant, tools, team, role, developmentteam, faq
- What is the Role of a Product Owner? - SSA consultant, tools, team, role, productowner, subjectspecificarticle, faq, onepager
- What is the Role of a Stakeholders? consultant, tools, team, role, stakeholders, faq
- What is the Role of the Scrum Master? - SSA consultant, tools, team, role, scrummaster, subjectspecificarticle, faq, onepager
- What is the Structure of a Leadership Program in an Agile Transformation? faq, leadership, training, consultant, management, culture, mindset, transformation
- What is the typical agenda for a System Demo? faq, safe, systemdemo, consultant, tools, program
- What Is Typically Captured as a "Ready" User Story on the Story Card? consultant, tools, userstory, stories, faq, firstsprint, diy, agile, sample, dor, practice, ready
- What Is Wrong With 100% Utilization Thinking? enterprise, utilization, slack, risk, riskmanagement, faq, presentationidea
- What Kind of Questions Should We Ask if We Are Hiring a Coach? consultant, tools, role, coach, faq
- What Kind of Questions Should We Ask to Understand How Our Team is Doing? consultant, tools, team, survey, metrics, firstsprint, faq
- What Kind of Responsibilities Does a Development Manager Have? faq, organization, managers, structure, people, executive, developmentmanager
- What Kind of Working Agreements Should We Set Up for the Team? consultant, tools, team, workingagreements, firstsprint, faq
- What Kinds of Benefits Do People See When They Go Agile? consultant, tools, culturechange, organization, elevatorpitch, benefits, faq, presentationidea
- What Kinds of Problems Do People See When They Go Agile? consultant, tools, culturechange, organization, elevatorpitch, problems, faq, presentationidea
- What Kinds of Problems Do You See When Agile Teams Churn Team Members a Lot? faq, team, structure, organization, churn
- What Kinds of Problems Do you Typically See As The Organization Transforms to Agile / Lean? faq, antipatterns, smells, problems, transformation, mindset, culture
- What Other Kind of Structural Approaches Have You Seen? faq, organization, managers, structure, people, executive

- [What Problems Have You Seen With the Business Value Assignment Process?](#) consultant, tools, piplanning, program, piobjectives, safe, faq
- [What Question are we Voting on When we do a Confidence Vote in PI Planning?](#) consultant, tools, piplanning, program, confidencevote, planning, ceremony, piobjectives, safe, faq
- [What Should Our Iteration Goals \(Sprint Goals\) Look Like?](#) sprintgoals, team, firstsprint, sprintplanning, faq, goals
- [What Should We Consider When Forming a New Team?](#) consultant, tools, teamformation, kickoff, firstsprint, faq, team
- [What Subjects Should We Cover at a Team Kickoff or Re-Baseline Event?](#) faq, kickoff, team
- [What Team Events Is A Scrum Master Typically Involved In?](#) faq, diy, agile, coaching, leadership, events, scrummaster, structure
- [What Team Events is the Product Owner Involved In?](#) faq, diy, agile, coaching, leadership, events, productowner, structure
- [What tips and tricks do you have to make a good System Demo?](#) faq, safe, systemdemo, consultant, tools, tips, program
- [What Tips Do You Have for a Product Owner?](#) faq, diy, agile, coaching, leadership, tips, productowner, structure
- [What Tips Do You Have for a Scrum Master?](#) faq, diy, agile, coaching, leadership, tips, scrummaster, structure
- [What Tips Do You Have To Help Develop the Definition of Ready?](#) faq, diy, agile, tips, dor, practice, userstory, ready
- [What We Don't Want to See in a Scrum Master?](#) faq, diy, agile, coaching, leadership, smells, antipatterns, scrummaster, structure
- [What's The Difference Between Kanban and Scrum? - SSA](#) faq, kanban, scrum, comparison, agile, subjectspecificarticle
- [When should the System Demo be scheduled?](#) faq, safe, systemdemo, consultant, tools, program
- [Where Did This Estimation Approach Come From?](#) team, estimates, forecast, faq, points, estimationapproach
- [Where Do We Find Product Owners?](#) faq, diy, agile, coaching, leadership, source, productowner, structure
- [Where Do We Find Scrum Masters?](#) faq, diy, agile, coaching, leadership, source, scrummaster, structure
- [Which is Best for My Team? Kanban, Scrum or ...?](#) faq, kanban, scrum, comparison
- [Who is invited to the System Demo?](#) faq, safe, systemdemo, consultant, tools, program
- [Who is responsible for orchestrating and facilitating the System Demo?](#) faq, safe, systemdemo, consultant, tools, program
- [Why a Plan Based on Average Velocity Will Fail?](#) blogentry, estimates, forecast, montecarlo, research, faq
- [Why Do People Overcommit?](#) faq, commit, wip, behavior, team
- [Why Do We Assign Business Values to PI Objectives?](#) consultant, tools, piplanning, program, piobjectives, safe, faq

- [Why Do We Do a System Demo in SAFe? - SSA](#) [faq](#), [safe](#), [systemdemo](#), [consultant](#), [tools](#), [program](#), [subjectspecificarticle](#)
- [Why Do We Establish a Cadence of Events?](#) [consultant](#), [tools](#), [meetings](#), [firstsprint](#), [cadence](#), [faq](#)
- [Why Do We Form Teams When We Transition To Agile?](#) [consultant](#), [tools](#), [teamformation](#), [kickoff](#), [firstsprint](#), [faq](#), [team](#)
- [Why Do We Have a Definition of Ready?](#) [faq](#), [diy](#), [agile](#), [userstory](#), [dor](#), [ready](#), [practice](#)
- [Why Do We Have the Product Owner and Scrum Master Roles?](#) [faq](#), [roles](#), [scrummaster](#), [productowner](#), [structure](#), [firstsprint](#)
- [Why Do We Have the Role of Product Owner?](#) [faq](#), [diy](#), [agile](#), [coaching](#), [leadership](#), [why](#), [productowner](#), [structure](#)
- [Why Do We Have the Scrum Master Role?](#) [faq](#), [diy](#), [agile](#), [coaching](#), [leadership](#), [why](#), [scrummaster](#), [structure](#)
- [Why do we run a System Demo when we've just done a Sprint Review or Iteration \(Team\) Review?](#) [faq](#), [safe](#), [systemdemo](#), [consultant](#), [tools](#), [program](#)
- [Why Do We Start and End Iterations \(Sprints\) Mid-week?](#) [consultant](#), [tools](#), [meetings](#), [firstsprint](#), [cadence](#), [diy](#), [agile](#), [faq](#)
- [Why Do We Use Story Points Instead of Hours or Days?](#) [team](#), [estimates](#), [forecast](#), [faq](#), [points](#), [estimationapproach](#)
- [Why Does a High Utilization Rate Make It Impossible to Create Good Estimates?](#) [faq](#), [estimation](#), [utilization](#), [basics](#)
- [Why Does a Lean-Agile Approach Encourage Collaborative Decision Making?](#) [faq](#), [collaboration](#), [decisionmaking](#), [workingagreement](#)
- [Why does a Lean-Agile approach focus on the completion of work \(running, tested features\)?](#) [faq](#), [fte](#), [agilebasics](#), [dod](#)
- [Why Don't Agile Tools Automatically Change Status When a Related Item Changes?](#) [faq](#), [promote](#), [tool](#), [feature](#), [story](#)
- [Why Don't We Burn-down Stories Instead of Hours for a Sprint?](#) [consultant](#), [tools](#), [team](#), [burndown](#), [storypoints](#), [hours](#), [firstsprint](#), [faq](#)
- [Why Don't We Use Gantt Charts in Agile?](#) [faq](#), [projectmanager](#), [project](#), [pm](#), [gantt](#)
- [Why Don't We Use Written English to Communicate Requirements?](#) [consultant](#), [tools](#), [userstory](#), [stories](#), [faq](#), [firstsprint](#)
- [Why Have an Organizational Impediment Removal System?](#) [faq](#), [ssa](#), [impediment](#), [removal](#), [organization](#)
- [Why Is Agile So Hard - The Backward Bicycle?](#) [blogentry](#), [knowledge](#), [understanding](#), [faq](#)
- [Why Not Just Track Hours Like We Traditionally Do?](#) [team](#), [estimates](#), [dollars](#), [cost](#), [faq](#), [points](#)
- [Why Should an Architect Collaborate with Teams?](#) [faq](#), [architect](#), [enterpriseasset](#), [role](#)
- [Why Should We Consider Moving to Agile?](#) [consultant](#), [tools](#), [culturechange](#), [organization](#), [elevatorpitch](#), [why](#), [faq](#), [presentationidea](#)
- [Why Should We Focus on Doing One Thing To Completion at a Time?](#) [consultant](#), [tools](#), [team](#), [focus](#), [presentationideas](#), [faq](#)
- [Why Should We Name Our Team?](#) [faq](#), [team](#), [name](#), [scrummaster](#)
- [Why Should We Start Without Doing a Complete Analysis?](#) [faq](#), [productbacklog](#), [lean](#), [waste](#), [triage](#), [juststart](#), [scope](#)

- [Why Should We Work Harder to Eliminate the Effect of Dependencies?](#) [enterprise](#), [scale](#), [dependencies](#), [risk](#), [riskmanagement](#), [faq](#), [presentationidea](#), [blogentry](#)
- [Why Shouldn't We Set Up Dedicated Defect Teams?](#) [faq](#), [quality](#), [bugs](#), [defects](#), [team](#)

[Consultant](#), [Tools](#)

From:

<https://www.hanssamios.com/dokuwiki/> - **Hans Samios' Personal Lean-Agile Knowledge Base**

Permanent link:

https://www.hanssamios.com/dokuwiki/frequently_asked_questions?rev=1667844309

Last update: **2022/11/07 10:05**

