Being Agile in a Remote Team: the ICAgile Experience
• Introduce yourself to the people at your table and share your experiences of working or with remote teams
• Discuss and write in your workbooks the characteristics that you associate with each of the three points on the right

• High Performing Teams
• High Performing Agile Teams
• The Impact of Remote Work on High Performance

Being Agile in a Remote Team: the ICAgile Experience

Shannon Ewan and Shane Hastie
Myths & Facts

- Remote teams are less productive than collocated teams
- Remote team members spend all their time watching Netflix
- Remote team members spend all day in their pyjamas
- Remote team members are lonely
- Remote teams can’t be innovative
- Remote workers cannot be managers
- Remote teams are overwhelmed with email
- Remote teams are unable to become high-performing
- Remote team members don’t care about each other
- Remote team members are less committed
- Remote teams are overworked and underpaid
- Remote teams can’t work in an agile way
Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- **Individuals and interactions** over processes and tools
- **Working software** over comprehensive documentation
- **Customer collaboration** over contract negotiation
- **Responding to change** over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Kent Beck  James Grenning  Robert C. Martin
Mike Beedle  Jim Highsmith  Steve Mellor
Arie van Bennekum  Andrew Hunt  Ken Schwaber
Alistair Cockburn  Ron Jeffries  Jeff Sutherland
Ward Cunningham  Jon Kern  Dave Thomas
Martin Fowler  Brian Marick

Principles behind the Agile Manifesto

*We follow these principles:*

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Welcome changing requirements, even late in development. Agile processes harness change for the customer’s competitive advantage.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

**Business people and developers must work together daily throughout the project.**

Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
Working software is the primary measure of progress. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

Continuous attention to technical excellence and good design enhances agility.

Simplicity--the art of maximizing the amount of work not done--is essential.

The best architectures, requirements, and designs emerge from self-organizing teams.

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.
Benefits of Remote Teams
Are there any?

Org Benefits

Individual Benefits
Simply put, remote work is the opportunity to do your best work from anywhere. Great achievements are measured by outcomes — not places.

Brian de Haaf

https://blog.aha.io/19-big-myths-about-remote-work/
A Clear, Compelling Vision

OUR MISSION:
Advance the State of Agile Learning Globally
ICAgile Certified Professionals
Being Agile in a Remote Team - The ICAgile Experience

3/08/2018

Deliberately Designing CULTURE
**WHO WE ARE**
We are a small team of fearless leaders who like to punch above our weight class. We view failing as an important muscle for our growth and hold ourselves accountable without placing blame on others when we fail.

**HOW WE WORK WITH EACH OTHER**
We find ways to make sure our daily impact is felt; this is especially important because we’re a distributed team. We value and welcome feedback and trust that it comes with good intentions. We debate, not discourage. We create fun and laugh together to exercise our creative muscle and to strengthen our relationships.

**HOW WE SERVE OUR COMMUNITY**
We listen and learn from our community to advance the state of agile learning globally. We deliver value-service, not valet service.

**HOW DO WE CELEBRATE**
Our bar is high and we reward the extraordinary, and we also celebrate the failures.

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**Great Teams**

1. **Psychological Safety**
   Team members feel safe to take risks and be vulnerable in front of each other.

2. **Dependability**
   Team members get things done on time and meet Google's high bar for excellence.

3. **Structure & Clarity**
   Team members have clear roles, plans, and goals.

4. **Meaning**
   Work is personally important to team members.

5. **Impact**
   Team members think their work matters and creates change.

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https://rework.withgoogle.com/guides/understanding-team-effectiveness/steps/identify-dynamics-of-effective-teams/
What’s needed to create a collaborative remote team environment?

<table>
<thead>
<tr>
<th>Leader</th>
<th>Team</th>
<th>Individual</th>
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### Technology
- Item 1
- Item 2
- Item 3
- Item 4

### Policies
- Item 1
- Item 2
- Item 3
- Item 4

### Other
- Item 1
- Item 2
- Item 3
- Item 4
• Start with trust
• Measure outcomes not activities
• Provide the support needed
• Allow time/space in meetings and collaborative sessions for social bonding (yes, that can include some gossip)
• Try some experiments
• Hold each other to account
• Accept that different is not wrong
• Find ways to create “water cooler” moments
• Use “Inception Levels” idea for are you disturbable
• Establish team norms, adapt them as needed
• Agree which interactions need which level of context/response time (video vs chat vs email or task assignment)
• Consciously look for opportunities to have fun together
• Be disciplined - hold yourself to account
• Communicate, don’t assume, share your context, indicate mood, query intent if you’re not sure, use emoticons
• Presume good intent
• Practice empathy
• Understand how each other likes to communicate
• Be clear about time (who’s 10am is that, and which day?)
• Have a working space that isn’t your bedroom (if possible)
• Professional appearance
• Take care of your health - exercise, breaks, time out
• Take the time to understand your teammates - culture, background, interests, motivations …

Remote Agile teams work when supported in the right ways.
What Actions Will You Take

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ICAgile’s Learning Roadmap and Certification Paths

Business Agility Foundations

- People
- Marketing
- Finance
- Innovation
- Leadership