



Agile Context Assessment Question Library



Turning Point
Coaching

Agile Assessment Questions

Executive Context

1. Which of the following statements apply to the organization?
 - a. One strong leader whose position depends on power; no formal hierarchy, no job titles. First stage to use division of labor
 - b. Fixed Hierarchy. Long-term strategy. Stable processes to support the strategy. Strive for dominance and monopoly. Formal titles. Hardly any innovation. Critical thinking of self-expression. Problems and mistakes are blamed on others. Lots of silos and mistrust between them.
 - c. Meritocracy. Individuals can climb the corporate ladder based on individual achievement. Management by objectives.
 - d. Flat hierarchy, sometimes heterarchy (unranked, non-hierarchical). Organization driven by shared values. Responsibility to environment, investors, employee, society.
 - e. Holarchic structure, meshed network or hierarchy of purpose. Organization as a living organism. Self-management instead of either hierarchy or consensus. Trust in responsible human beings. Decisions made by individuals consulting others in an advice process.
2. What is company purpose? Why does it exist?
3. Do employees identify with purpose, values & goals?
4. Does company put positive pressure (a constant invitation, so to speak) on people, giving them the opportunity to grow together with others and thus allows people to change on a deep personal level?
5. Does the company serve as an exceptional model for shared values?
6. Are freedom, commitment, fun and love what holds your company together?
7. Do your shared values decide whether the company produces more of what it is good at or tries to be at the leading edge with innovative products?
8. How does your company make an impact in the world?
9. Do your shared values drive the behavior of your company?
10. Is your company in tune with the environment? Are you mindful of CO2 neutrality, green energy and your responsibility for pollution?
11. Is your company acutely aware of the social system it is embedded in?
12. What are competitors doing in the agile space? How does this company's delivery compare with competitor delivery?
13. Does rapid reaction to the market take place?
14. What conditions are driving the change to agile (e.g. unpredictable / late delivery, growth in complexity, too little visibility, dependencies, etc.)?
15. What are the expected outcomes? What is the future vision for how work gets done?
16. What levels of the organization are engaged (e.g. CxO, Executives, Middle Management, Front-Line Managers, etc.)?
17. How aligned are leaders on the motivations and expected outcomes of the transformation?
18. What areas of the organization are enrolled in agile transformation (e.g. business, IT, Production Support, vendors, etc.)?

19. How committed are executives to learning, embracing, practicing and modeling the mindset and practices necessary to create the desired changes?
20. What funding is available to support the transformation (e.g. training, coaching, mentoring, change management, etc.)?

Leadership and Organizational Alignment

1. Where is organization in embracing a lean / agile mindset on scale of 1 – 5 for (see House of Lean):
 - a. Focus on sustainably delivering value with high quality
 - b. Respect for people (employees, customers, vendors, etc.)
 - c. Continuous & sustainable flow of value to business
 - d. Innovative and creative solutions validated by customers; pivot as needed
 - e. Relentless improvement to optimize the whole via retrospection & experiments
 - f. Leadership demonstrates & teaches lean / agile mindset
 - g. Decentralizing decision making
2. How is the organization structured (e.g. by LOB, discipline, functionally, cross-functionally, by value streams, etc.)?
3. Do any of the following exist:
 - a. Value stream map (customer or delivery)
 - b. Personas & empathy maps for major user groups
 - c. Client / customer journey maps
 - d. Standardized processes for critical activities
4. What does the portfolio of IT investments include (e.g. projects / programs, typical durations, delivery model, how much WIP, etc.)?
5. What is the PMO's role, in it exists?
6. Do the processes the team encounters (Governance, SDLC) nourish, motivate the team and make it thrive?
7. Do processes continuously evolve and adapt and do the structures of the company change along with this?
8. What specific areas are of interest (short term vs. long term)?
 - a. Lean - Agile
 - b. Technical Practices / DevSecOps
 - c. Governance / Funding
 - d. Infrastructure / Architecture
 - e. Agile Development Center

Teams and Individuals (Prior to Team Self Assessments)

1. Do you use lean - agile practices and, if so, which practices are in place?
2. What technical practices are in place (e.g. TDD, ATDD, CI, CD, DevSecOps pipeline automation, technical standards established, etc.)?
3. How cross-functional are delivery teams? What dependencies routinely exist?
4. How much technical debt exists? Is technical debt currently being accumulated?
5. How are teams measured today? What metrics are used?
6. How is individual performance assessed?

Team Questions (Supplemental to Self Assessments)

1. How are teams organized (e.g. functional, cross-functional)?
2. What motivates the team?
3. Are values of individuals aligned with team values?
4. Why are people in this line of work? How meaningful is the work?
5. Are people secure enough to handle strong emotional reactions when they occur?
6. What makes the team special?
7. How deep is the team member's commitment to excellence?
8. What is the team culture like? Fun? Supportive or singling people out?
9. Do teams apply A.M. Values & principles in thinking and behavior?
10. What is the relationship with other teams & the company?
11. How much autonomy (team or individual) does the team have to remove impediments?
12. What is objectively measurable about the team?
13. What metrics make sense?
14. How are skills distributed on the team? What happens if someone is out sick?
15. Are team members learning?
16. How much technical debt is being accumulated or paid down?
17. What is workspace like? Co-located? Noisy?
18. Do the processes the team encounters (Governance, SDLC) support / motivate the team and make it thrive?
19. What kind of technical practices does the team follow?
20. What does the technical environment look like?

Individual Questions (Interview Only – Supplement with Self Assessments)

1. What is your role here?
2. What are your responsibilities?
3. What is your understanding of agile – knowledge and experience?
4. What pain points do you experience now, that get in the way of your objectives?
5. Given an opportunity, what positive change would you like to bring to your work and for the organization?

Change Management Questions

1. What steps have been taken on the organization's agile transformation? What results have been achieved towards expected outcomes?
2. Is there an organization responsible for supporting Change Management activities (both software & process)? If so, what model (if any) is used?
3. Are people in this company ready for this change?
4. What other competing changes are occurring in the organization? How do priorities stack up?
5. What communication methods / channels are available within the enterprise to create awareness of the change (e.g. intranet sites, wikis, yammer, virtual training, posters, video monitors, etc.)?


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