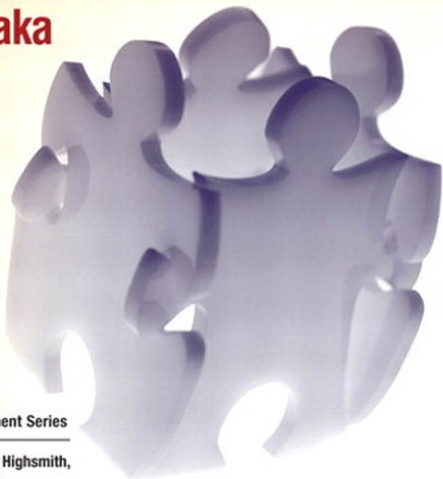




Collaboration Explained

Facilitation Skills for Software Project Leaders

Jean Tabaka



Agile Software Development Series

Alistair Cockburn and Jim Highsmith,
Series Editors

Praise for Jean Tabaka's *Collaboration Explained*

“Collaboration Explained is a deeply pragmatic book that helps agile practitioners understand and manage complex organizational and team dynamics. As an agile coach, I’ve found the combination of straightforward advice and colorful anecdotes to be invaluable in guiding and focusing interactions with my teams. Jean’s wealth of experience is conveyed in a carefully struck balance of reference guides and prose, facilitating just-in-time learning in the agile spirit. All in all, a superb resource for building stronger teams that’s fit for agile veterans and neophytes alike.”

—Arlen Bankston, Lean Agile Practice Manager, CC Pace

“If Agile is the new ‘what,’ then surely Collaboration is the new ‘how.’ There are many things I really like about Jean’s new book. Right at the top of the list is that I don’t have to make lists of ideas for collaboration and facilitation anymore. Jean has it all. Not only does she have those great ideas for meetings, retrospectives, and team decision-making that I need to remember, but the startling new and thought-provoking ideas are there too. And the stories, the stories, the stories! The best way to transfer wisdom. Thanks, Jean!”

—Linda Rising, Independent Consultant

Collaboration Explained: Facilitation Skills for Software Project Leaders

Table of Contents

Contents

Acknowledgments

About the Author

Foreword

Preface

Overview

Section I: Setting the Collaborative Context

Chapter 1: What Is Collaboration?

Collaboration, the Definition

How Collaboration Has Guided the Agile Movement

Chapter 2: What Are Collaborative Cultures?

The Non-Collaborative Cultures

The Collaboration Culture

Characteristics of the Collaboration Culture

Chapter 3: Who Are Collaborative Leaders?

The Sacred Hoops of Collaborative Leadership

The Collaborative Military Leader

Good to Great Corporate Leaders

Collaborative Leadership Through Facilitation Lessons

Collaborative Leadership in Service

Pulling It All Together

Table of Contents

Chapter 4: What Are Collaborative Teams?

- What Defines a Team
- How Teams Evolve to High-Performance
- What Teams Do to Evolve
- How Teams Falter
- What We Can Do
- Personalities in High-Performance Teams
- The Collaborative Team It All Comes Together

Section II: Applying Collaboration

Chapter 5: Defining Project Collaboration Events

- Status Meetings
- Planning Meetings
- The XP Release Planning and Iteration Planning Meetings
- Project Working Sessions
- Retrospection Meetings
- The Meeting That Shouldn't Have Happened

Chapter 6: Preparing Yourself as the Process Owner

- Establishing Your Convictions About Collaboration
- Stay Positive
- Foster Self-Organization
- Ask Questions
- Encourage Information Sharing
- Drive to Consensus
- Make Everything Else Highly Visible
- Take Away the Blame (It's My Fault)

Chapter 7: Preparing Participants for Collaboration

- What It Means

Table of Contents

Interviewing the Sponsor

Determining the Participants

Surveying Participants

Setting the List of AttendeesParticipants and Observers

Setting the Expectations

Chapter 8: Setting the Collaborative Agenda

How Much Planning Is Enough?

Steps for Planning the Agenda

Managing the Work of MeetingsKeeping an Agenda Backlog

Chapter 9: The Organizing Tools

The Underlying Communication

General Guidance About Organizing Tools

Meeting Purpose

Agenda

Ground Rules

Parking Lot

Decisions Board

Action Plan

Communication Plan

ConsensusI Can Live with That and Support It

Other Organizing Tools

Chapter 10: Starting the Collaborative Meeting

Setting Up the Room

Setting Up Supplies

Do Food

Welcoming Participants

Kicking Off the Meeting

Chapter 11: Defining the Steps

Table of Contents

1. Prepare

2. Prompt

3. Gather

4. Process

Chapter 12: Gathering the InformationBrainstorming and Listing

Brainstorming Versus Listing

Techniques for Brainstorming

Applying Brainstorming Techniques for Listing

Chapter 13: Dialogues, Small Groups, and Expert Input Approaches

Team DialogueNext-Generation Collaboration

Small-Group WorkGetting Started

Small-Group ScribedTurning Over the Pen

Small-Group DialogueNext-Generation Collaboration

Individual and Dyad Scribed Work

Sharing Individual and Dyad Work

Sequential Questioning

Expert Input

Chapter 14: Team Estimating Approaches

Wideband Delphi Estimating

Velocity Estimates

T-Shirt Sizing

Triangulate Estimating

Chapter 15: Processing the Information

Grouping and Categorizing

Facilitator-Led Categories

Silent Grouping

Timeline Creation

Table of Contents

- Facilitator-Led Labeling
- Group Brainstorming of Labels
- Impact/Effort Grid Definition
- Prioritizing and Weighting
- MoSCoW Prioritized Requirements List (PRL)
- Multi-Voting/Dot Voting
- Pass the Cards
- Priority/Weighting Grid
- Chapter 16: Visioning, Retrospection, and Other Approaches**
 - Project Visioning
 - Timelining
 - Other Information-Gathering Techniques
- Chapter 17: Managing the Meeting Participants**
 - Planning Problems Away
 - Maintaining Composure
 - Maintaining Participation
 - Managing Dysfunction
- Chapter 18: Managing Conflict**
 - Encouraging Conflict
 - Resolving Conflict
- Chapter 19: Guerilla Collaboration**
 - Questions for Guerilla Facilitation and Collaboration
 - Other Guerilla Collaborator Considerations
- Chapter 20: Closing the Collaborative Meeting**
 - Take the Time to Close
 - Review the Purpose and Agenda
 - Celebrate the Work
 - Review the Personal Objectives

Table of Contents

Clear the Parking Lot
Complete the Action Plan
Complete the Communications Plan
Reflect on the Meeting
After the Meeting A Bridge to Each Desk

Section III: Extending Collaboration

Chapter 21: Collaboration Practices for Small Teams

Planning for Two
Ready to Rumble
Make It So
Follow-up

Chapter 22: Collaboration Practices for Distributed Teams

Guiding Practices for Distributed Teams
Conference Call Collaboration Practices
Real-Time Interactive Technologies for Collaboration
Non-Interactive Tools for Collaboration

Chapter 23: Collaboration for Organizations

The Shu-Ha-Ri of Collaboration
Creating Organizational Shu-Ha-Ri for Collaboration
Facilitation Training and Certification
Measurement and Reflection (Surveys and Retrospectives)

Section IV: Collaborative Facilitation Guides

Chapter 24: Generic Project Meetings

Chapter 25: Crystal Clear

Chapter 26: Scrum

Chapter 27: XP and Industrial XP

Bibliography

Table of Contents

Index