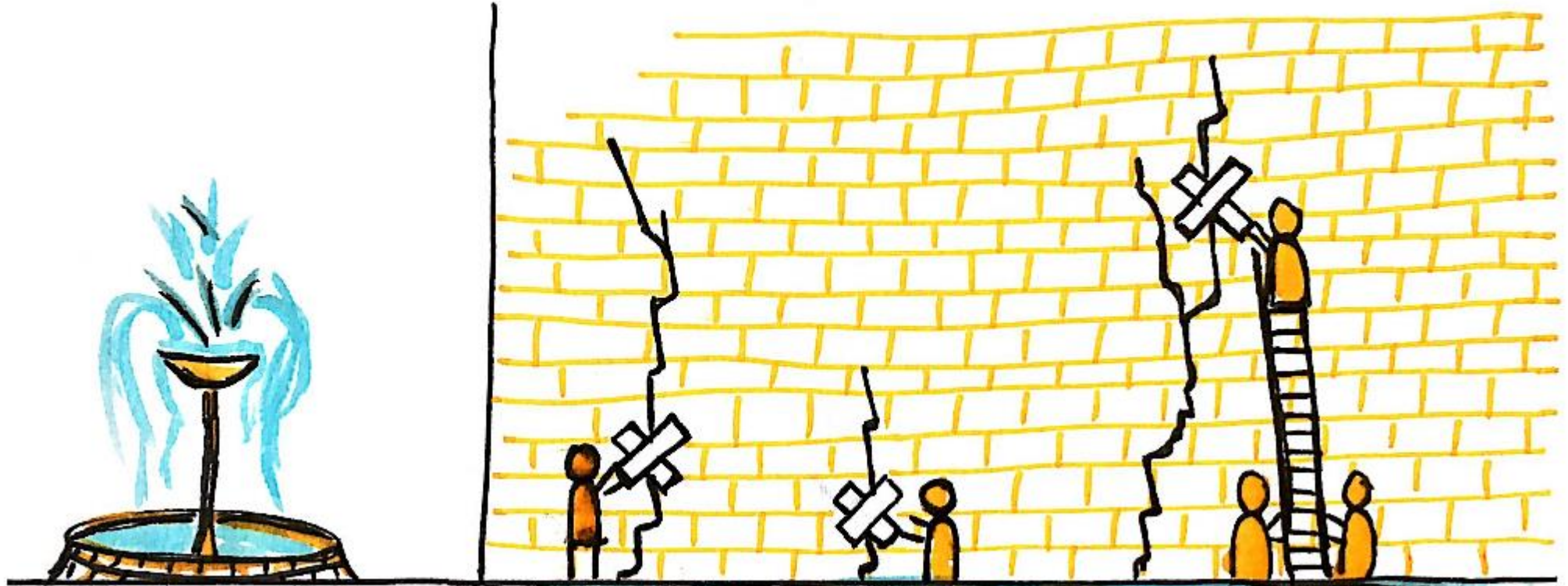


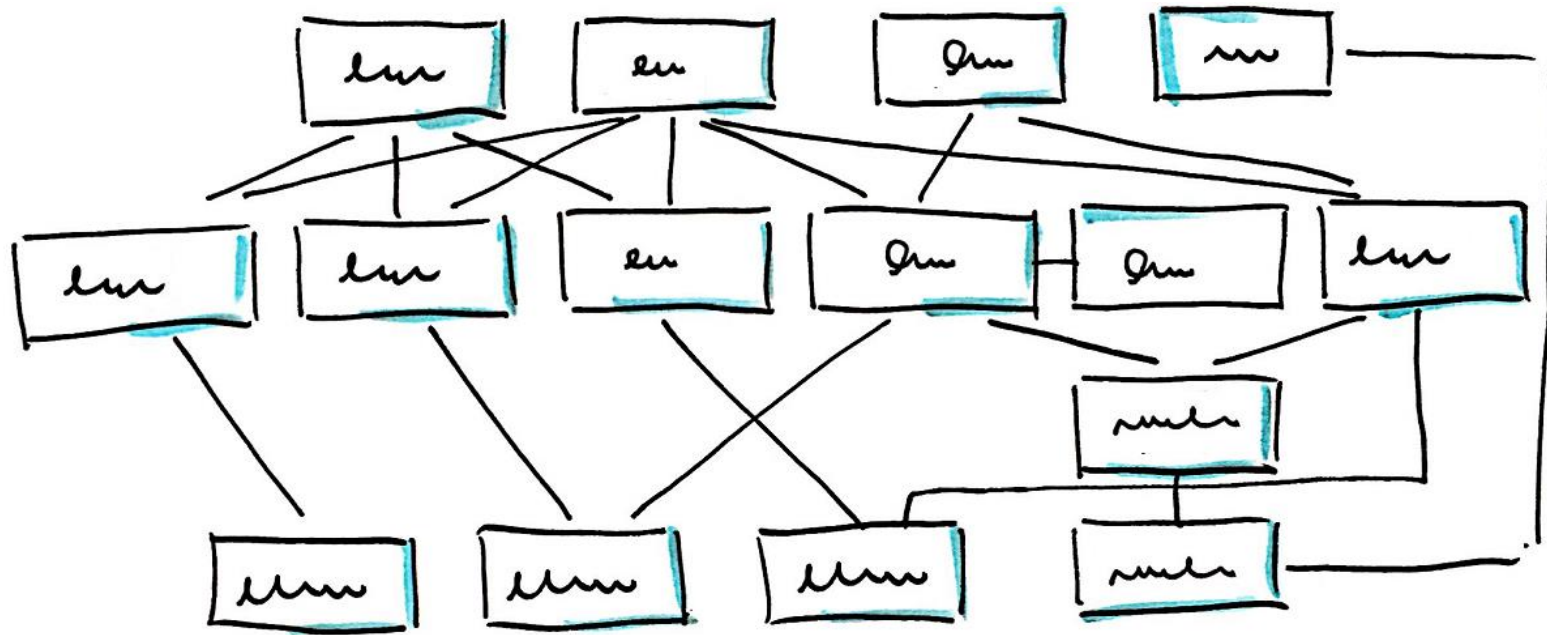
5 ways  
to waste  
team's time  
on  
**SYMPTOMS**  
not  
**ROOT CAUSES**

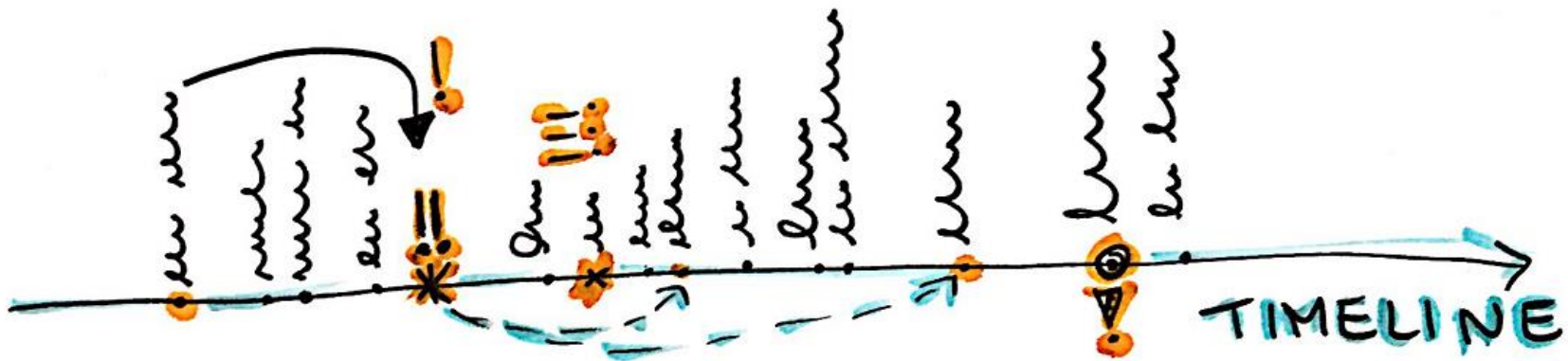
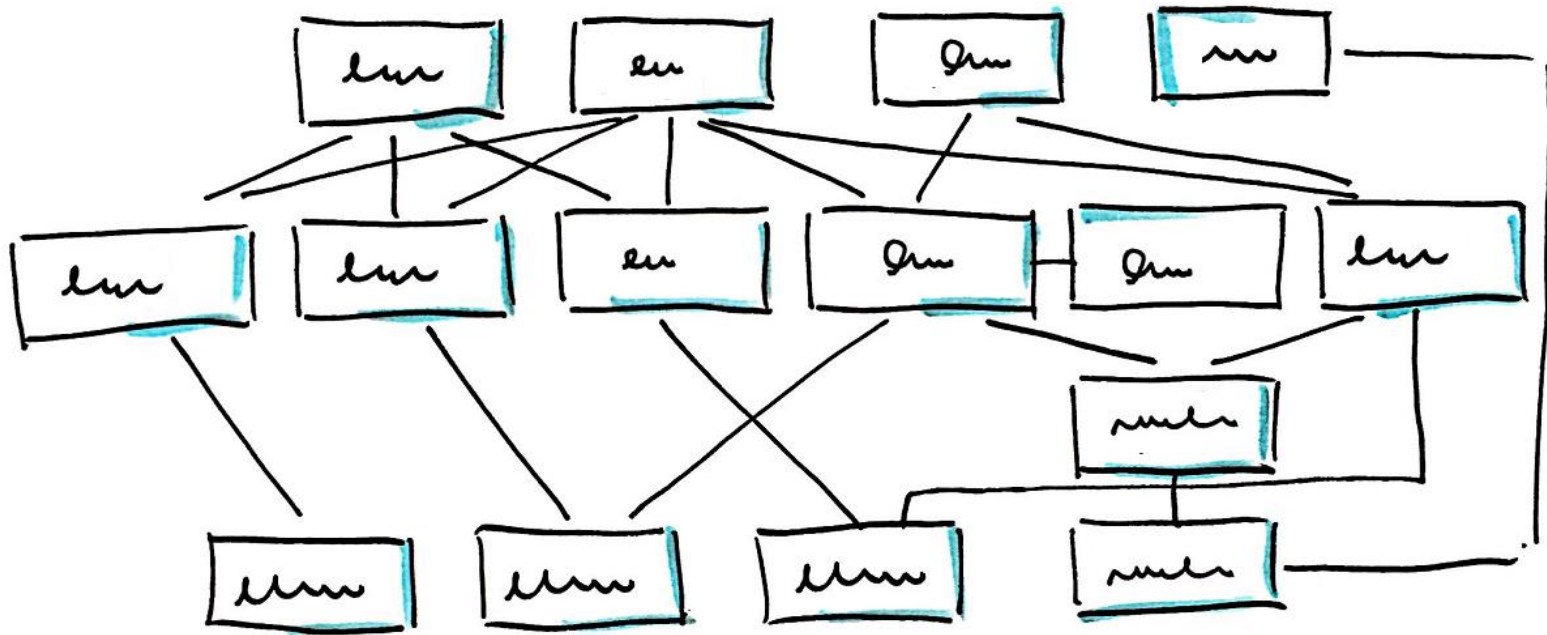
Iza Goździeniak  
Lean & Agile Coach

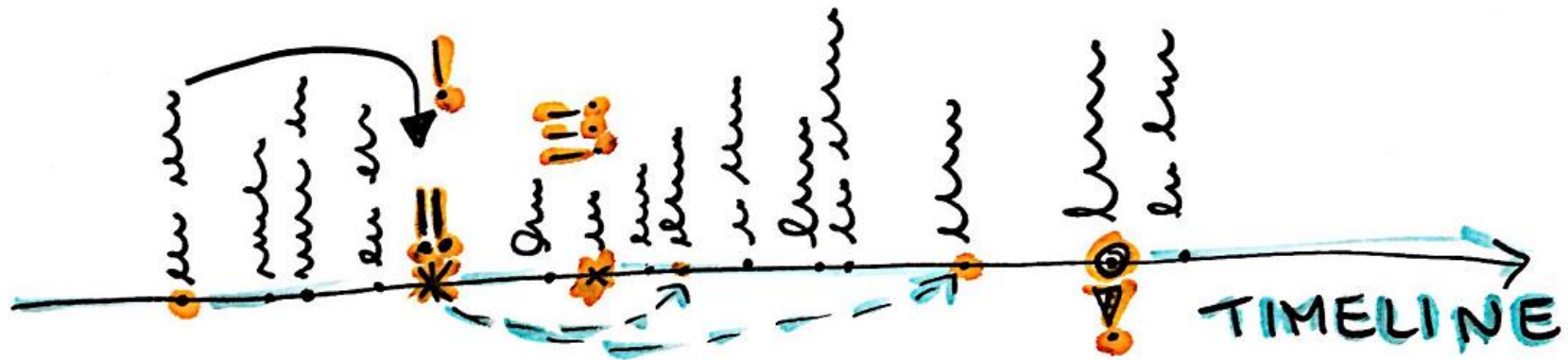
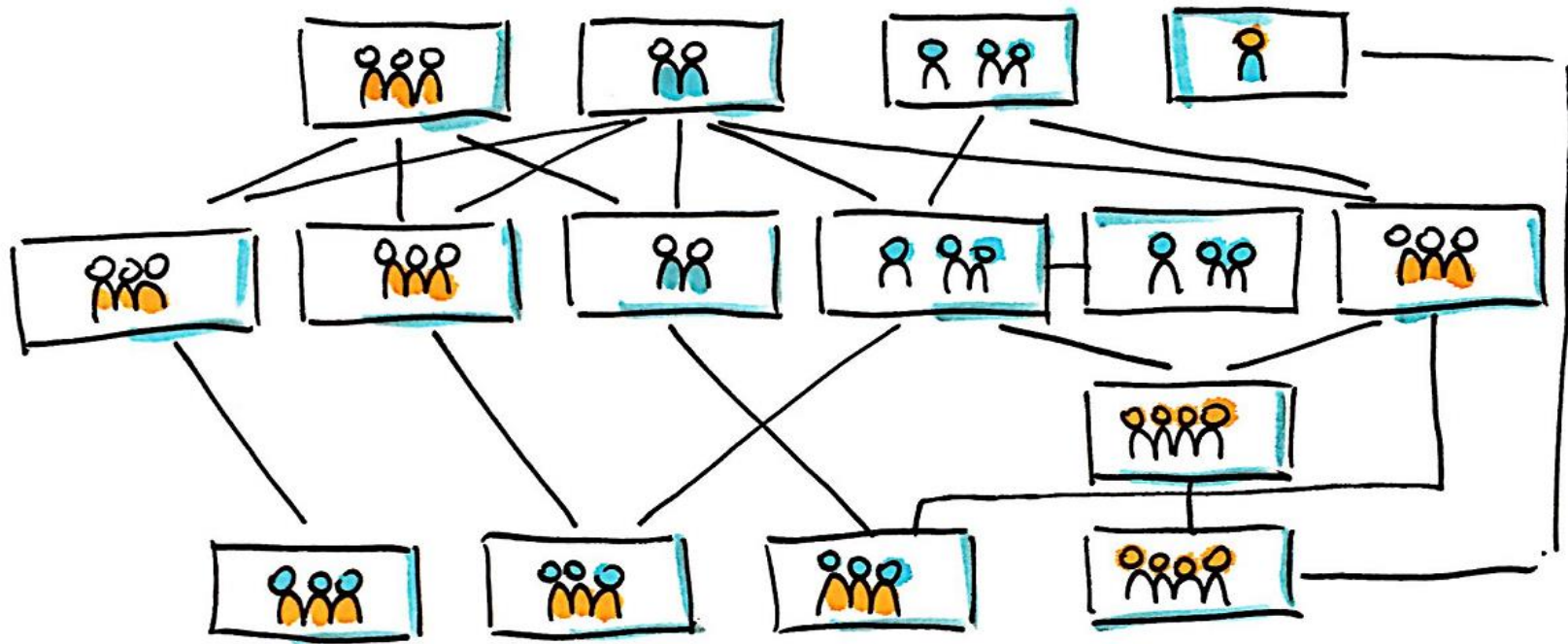
**allegro** Tech

# 1. Loosing the big picture

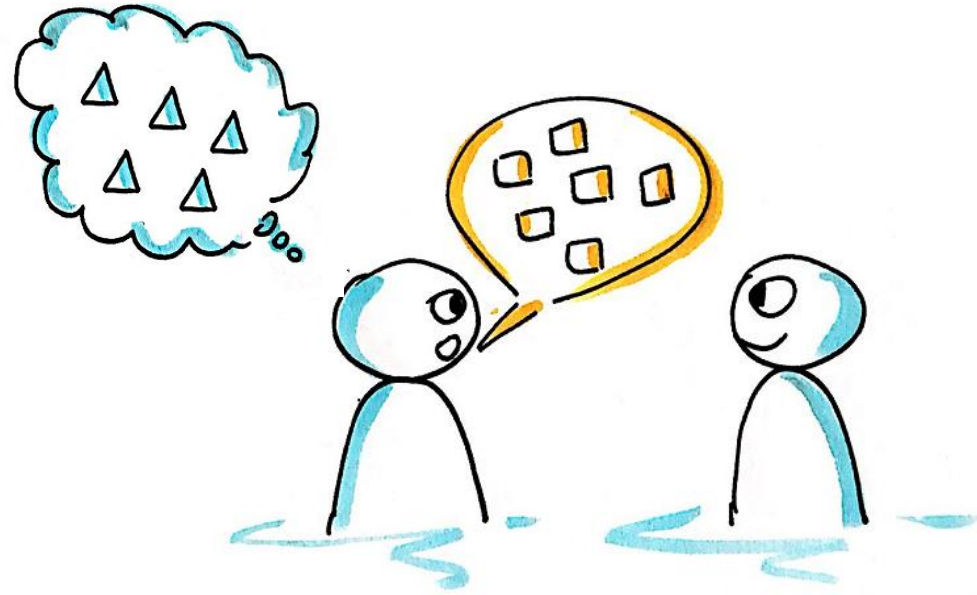








## 2. Lack of skills to communicate tough topics

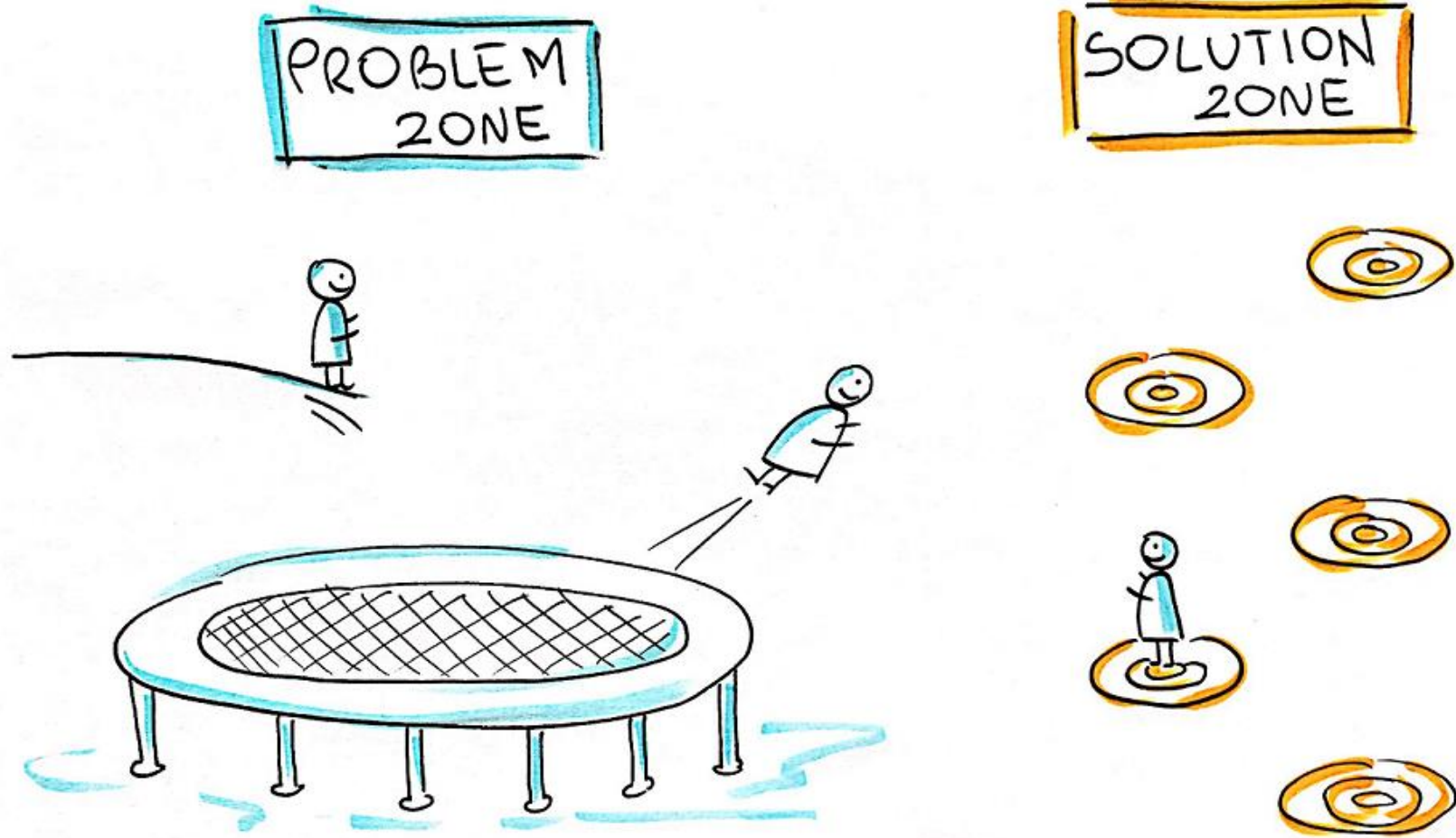


SITUATION

BEHAVIOUR

IMPACT

### 3. Habit of looking for solutions





# 5 x WHY

The problem:

we spend too much time (about 45! min) on Daily Scrum

1. WHY?

2. WHY?

3. WHY?

4. WHY?

5. WHY?

Root cause



# 5 x WHY

The problem:

we spend too much time (about 45! min) on Daily Scrum

1. WHY do you need so much time?

2. WHY

3. WHY

4. WHY

5. WHY

Root cause



# 5 x WHY

The problem:

we spend too much time (about 45! min) on Daily Scrum

1. WHY do you need so much time?

Because we often argue about how things should work

2. WHY

3. WHY

4. WHY

5. WHY

Root cause



# 5 x WHY

The problem:

we spend too much time (about 45! min) on Daily Scrum

1. WHY do you need so much time?

Because we often argue about how things should work

2. WHY do you argue about it?

3. WHY

4. WHY

5. WHY

Root cause



# 5 x WHY

The problem:

we spend too much time (about 45! min) on Daily Scrum

1. WHY do you need so much time?

Because we often argue about how things should work

2. WHY do you argue about it?

Because it's not written down

3. WHY

4. WHY

5. WHY

Root cause



# 5 x WHY

The problem:

we spend too much time (about 45! min) on Daily Scrum

1. WHY do you need so much time?

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Root cause



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Because we don't have time for it during Backlog Refinement

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Root cause



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Root cause





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3. WHY isn't it written down?

Because we don't have time for it during Backlog Refinement

4. WHY don't you have time for it?

Because there're so many topics to discuss during the meeting

5. WHY

Root cause



# 5 x WHY

The problem:

we spend too much time (about 45! min) on Daily Scrum

1. WHY do you need so much time?

Because we often argue about how things should work

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4. WHY don't you have time for it?

Because there're so many topics to discuss during the meeting

5. WHY are there so many topics?

Root cause



# 5 x WHY

The problem:

we spend too much time (about 45! min) on Daily Scrum

1. WHY do you need so much time?

Because we often argue about how things should work

2. WHY do you argue about it?

Because it's not written down

3. WHY isn't it written down?

Because we don't have time for it during Backlog Refinement

4. WHY don't you have time for it?

Because there're so many topics to discuss during the meeting

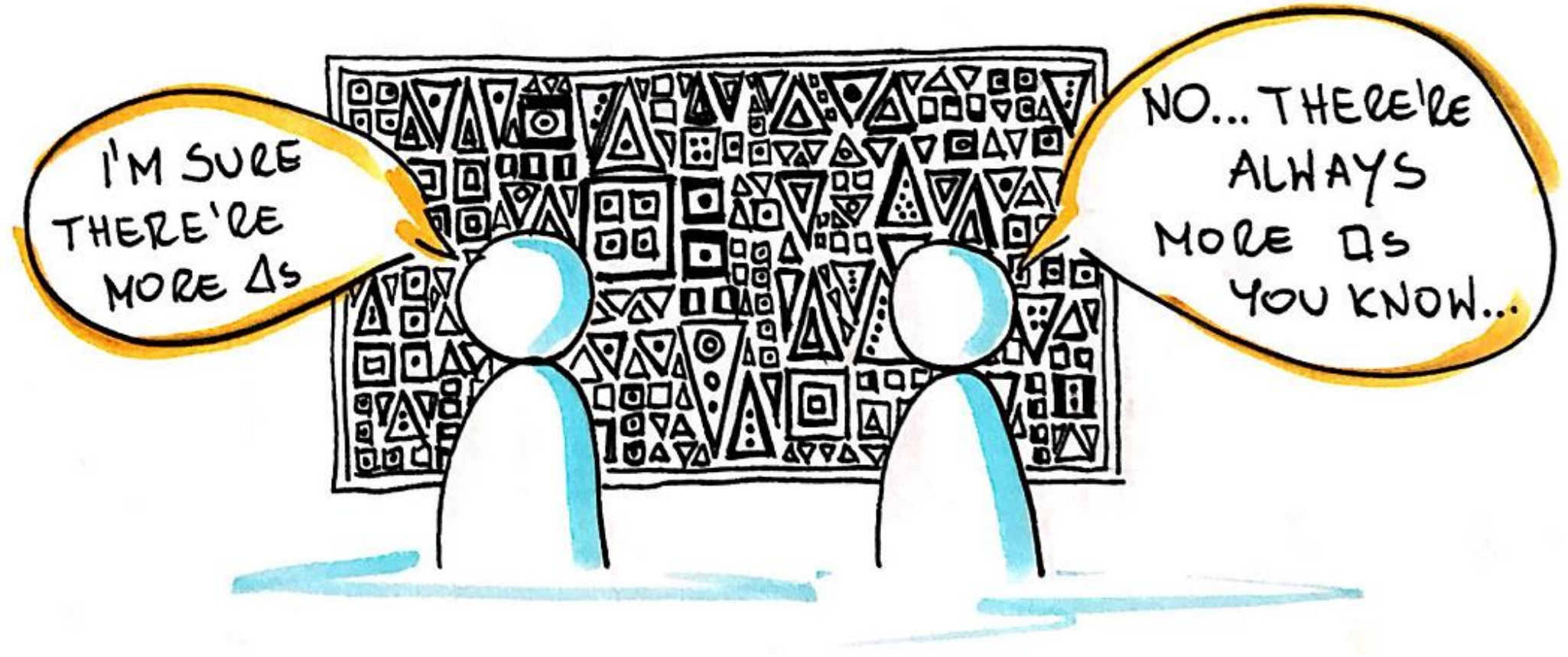
5. WHY are there so many topics?

Because we have Refinements rarely

Root cause



## 4. Cognitive biases



## 4. Cognitive biases

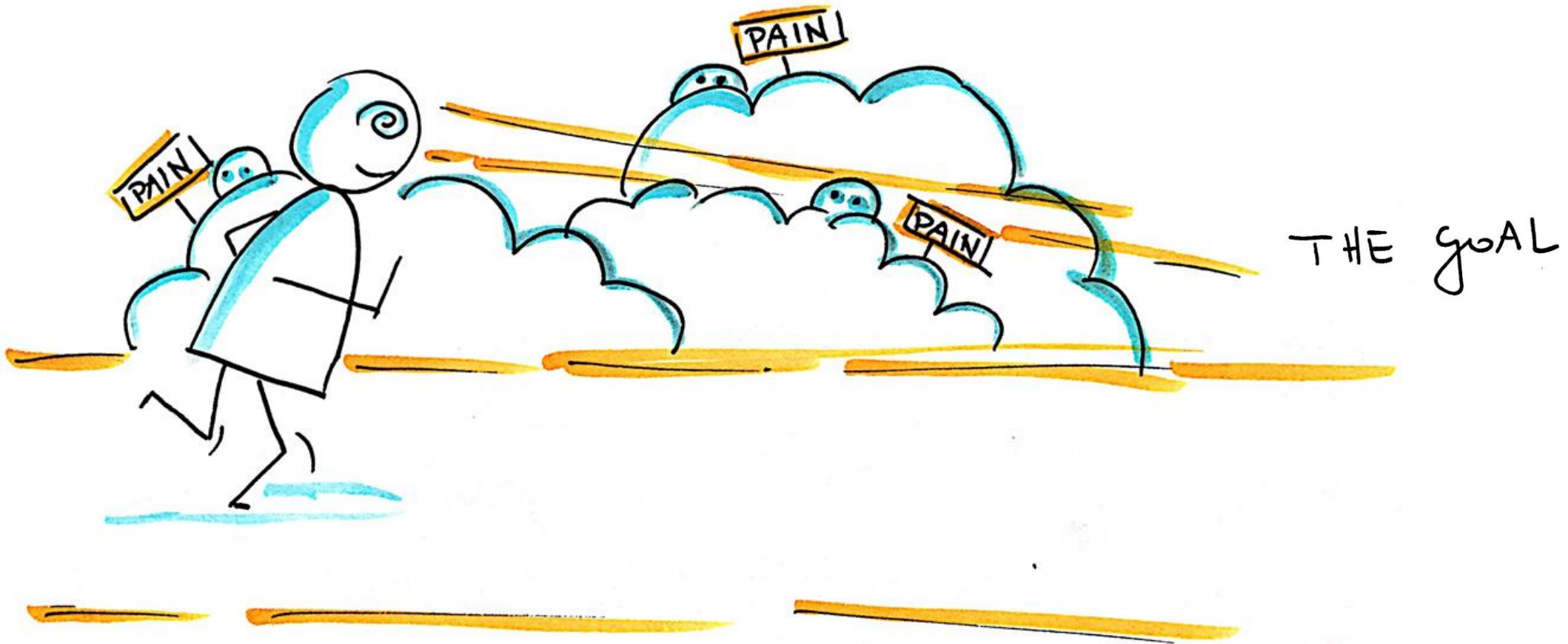


Availability heuristic



Confirmation bias

## 5. Missing pain points



## Take aways – watch out for:

### 1. Loosing the big picture

> Ask about the context; visualize (e.g. graph, timeline)

### 2. Lack of skills to communicate tough topics

> Lead by example; give people tools (e.g. SBI)

### 3. Habit of looking for solutions

> Choose most painful problems & dive deeply into them (e.g. 5x why)

### 4. Cognitive biases

> Explain biases; use data to confront judgements with facts

### 5. Missing pain points

> Put attention to what bothers people

*Thank you!*

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