

IS IT WORKING?

Five checks for teams that attend every ceremony and still can't say what changed.

Not a diagnosis. A conversation starter. Mark Yes, Not yet or Unsure for each check.

There is no total and no pass mark. If people answer differently, that difference is worth talking about.

CLARITY

☐ Yes ☐ Not yet ☐ Unsure

01 Could three teammates state the sprint goal the same way?

SYMPTOM The sprint goal is "make progress on the epic."

INSTEAD Name the outcome. How will you know it happened?

OWNERSHIP

☐ Yes ☐ Not yet ☐ Unsure

02 Does each priority have someone driving it, who can tell you what's in the way?

SYMPTOM The ticket has been In Progress since the last reorg.

INSTEAD One owner per item. Trust people over stale boards.

HONEST FEEDBACK

☐ Yes ☐ Not yet ☐ Unsure

03 Has anything from recent retros actually changed how the team works?

SYMPTOM Fourteen sticky notes. Zero changes. Same notes next sprint.

INSTEAD Choose one change to try. Check whether it helped at the next retro.

CUSTOMER CONNECTION

☐ Yes ☐ Not yet ☐ Unsure

04 When the team debates what customers want, does someone bring evidence?

SYMPTOM The loudest opinion becomes the voice of the customer.

INSTEAD Talk to real customers. Personas don't file support tickets.

COURAGE

☐ Yes ☐ Not yet ☐ Unsure

05 When someone raises a risk, does the team address it without penalizing the person who raised it?

SYMPTOM Every status report is green. The project is on fire.

INSTEAD Reward early bad news. Green should mean green.

WHERE TO START

Choose one "Not yet," "Unsure," or disagreement worth exploring.

Name one change to try, who will take it forward, and when you'll revisit it. If a concern is hard to raise in the room, follow up one-on-one. Nobody should have to defend it in front of the group.

THE TEAM CHECK-IN ASKS

Are our ways of working helping?

THE READINESS CHECK ASKS

Is this one piece of work ready? →