

— A FIELD MANUAL —

The PLAYBOOK

Field notes from ceremonies that solved nothing, filed under
names that should not have been printed.

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CEREMONIES	ROLES & PERSONAS	TOOLS & TEMPLATES	FINDINGS

Chapter I. Ceremonies

Four rituals investigated.
No blockers reported.
Everything blocked.

Case No. 001		RECURRING
The Sprint That Planned Itself		
SUBJECT	Sprint Planning	
SYMPTOM	"We'll figure out scope during the sprint."	
DIAGNOSIS	Jira / ADO filled with vague hopes and duplicate epics. Nobody names the outcome.	
RECOMMENDATION	Start with outcomes, not tickets. If nobody can state the goal, do not start the sprint.	
FILED BY THE CULT OF CLARITY		SPRINT ∞

Case No. 002		UNRESOLVED
The Standup That Would Not End		
SUBJECT	Daily Standup	
SYMPTOM	"Yesterday I... Today I... No blockers."	
DIAGNOSIS	Rote status ritual with no real signal. Team performs updates for the room, not the work.	
RECOMMENDATION	Ask: "What would unblock the team today?" Then let people leave.	
FILED BY THE CULT OF CLARITY		DAILY @ 9:00

Case No. 003		STANDING
The Retro That Solved Nothing		
SUBJECT	Sprint Retrospective	
SYMPTOM	Complaints aired. Post-its written. Nothing changes by next sprint.	
DIAGNOSIS	Venting mistaken for progress. No owner assigned to any action.	
RECOMMENDATION	Turn one vent into one action item every sprint. Name the owner before the meeting ends.	
FILED BY THE CULT OF CLARITY		END OF SPRINT

Case No. 004		IN REGRESSION
The Demo That Demoed a Prototype of a Demo		
SUBJECT	Sprint Demo	
SYMPTOM	"Please imagine this is clickable."	
DIAGNOSIS	PowerPoint pixels shown in place of shipped work. Team performs delivery.	
RECOMMENDATION	Show real value or say the truth. "We did not ship this sprint" is a valid demo.	
FILED BY THE CULT OF CLARITY		FORTNIGHTLY

Chapter II.

Roles & Personas

Four archetypes at large.
Suspected of Agile theater
in varying degrees.

Case No. 005		CONFIDENTIAL
The Voice That Forgot to Listen		
SUBJECT	Product Owner	
ALIAS	"Voice of the customer."	
DIAGNOSIS	Speaks for customers. Has not spoken to customers in six sprints.	
RECOMMENDATION	Schedule the customer call. Bring transcripts. Stop paraphrasing.	
FILED BY THE CULT OF CLARITY		ONGOING

Case No. 006		SUSPECTED
The Master Who Forgot the Purpose		
SUBJECT	Scrum Grandmaster	
ALIAS	"Keeper of the ceremony."	
DIAGNOSIS	Enforces every ritual. Cannot explain why any of them exist.	
RECOMMENDATION	Ask what each ceremony is for. If the answer is "the framework," cancel it.	
FILED BY THE CULT OF CLARITY		RECURRING

Case No. 007		OPEN
The Lead Who Only Measured Delivery		
SUBJECT	Delivery Lead	
ALIAS	"Gets things shipped."	
DIAGNOSIS	Measures success only by shipping. Value shipped is not measured at all.	
RECOMMENDATION	Add one outcome metric per initiative. Ship becomes shipped-and-used.	
FILED BY THE CULT OF CLARITY		Q4

Case No. 008		WITNESSED
The Stakeholder Who Joined Sprint Six		
SUBJECT	Stakeholder X	
ALIAS	"I have a small change."	
DIAGNOSIS	Absent through discovery. Present through re-scoping. Loud through delivery.	
RECOMMENDATION	Publish the decision log. Late input is welcome; late overrides are not.	
FILED BY THE CULT OF CLARITY		SPRINT 6

Chapter III.

Tools & Templates

Four artifacts recovered
from the scene. All still
in circulation.

Case No. 009	PRESERVED
The Poster That Time Forgot	
SUBJECT	Definition of Done
CONDITION	Laminated. Last revised: pre-pandemic.
DIAGNOSIS	Written when the team was different. Referenced by no one. Enforced by silence.
RECOMMENDATION	Rewrite it in the next refinement. Anything you do not defend, you should not display.
FILED BY THE CULT OF CLARITY	WALL, THIRD FLOOR

Case No. 010	NEGLECTED
The Chart Nobody Read	
SUBJECT	Burndown Chart
CONDITION	Exists. Only reviewed when things go wrong.
DIAGNOSIS	Compliance artifact. Signal after the fact.
RECOMMENDATION	Delete it or use it. If you would stop reading it tomorrow and nothing would change, that is your answer.
FILED BY THE CULT OF CLARITY	AUTO-GENERATED

Case No. 011	MISAPPLIED
The Score That Was Not a Score	
SUBJECT	Velocity Metrics
CONDITION	Used to compare team happiness. Incorrectly.
DIAGNOSIS	Planning signal treated as performance metric. Teams inflate points to keep the number steady.
RECOMMENDATION	Use velocity for planning only. Never in a performance review. Ever.
FILED BY THE CULT OF CLARITY	DASHBOARD, TV LOBBY

Case No. 012	IN PROGRESS
The Board That Never Moved	
SUBJECT	Agile Board (Jira / ADO)
CONDITION	78% of tickets in "In Progress" or "Blocked" purgatory.
DIAGNOSIS	Board does not reflect the actual work. Standups happen anyway.
RECOMMENDATION	Jira and ADO are not the source of truth. People are. Talk to the humans before you touch the board.
FILED BY THE CULT OF CLARITY	ALL QUARTERS

Chapter IV • Findings

The Verdict.

Twelve cases reviewed. Four truths recovered. Filed under the only category that matters.

01	Jira / ADO is not the source of truth. PEOPLE ARE. If the board does not reflect reality, talk to the humans.
02	Velocity is not a performance metric. IT IS A PLANNING SIGNAL, NOT A SCOREBOARD.
03	You do not need more process. YOU NEED MORE COURAGE. Courage to speak clearly, say no, and show up human.
04	If you are never laughing, you are not doing it right. SATIRE IS A SIGNAL. It means we care enough to notice.

CHAPTER V • CLOSE OF FILE

Twelve cases. One standard.

The Playbook does not exist to make Agile prettier. It exists to help teams name the pattern before the pattern becomes culture.

Read the Manifesto and acknowledge receipt at fragileframework.com

Legal status: ceremonial. Emotional accuracy: unfortunately high.