



COHESIVE TEAM

- Are we working on the squad's ground of health?
- Do members of the squad disagree? What happens when they disagree?
- Who asks questions? Is there an order or always one or two people?
- Have any sub-groups formed? What are they based on? How does the squad treat them?
- How do people bring up issues with each other? Directly or through a manager?



FOCUS ON THE PURPOSE

- How does the squad get information about their work and how it fits into the big picture?
- Do they know why this squad exists? Does everyone have the same definition?
- Do we have a good overview of the current/next increment and the big picture of what we are building/are going to develop?
- How do squad members express their mission?
- Is the Sprint goal set, printed, and visible to all?
- Are we following work-in-progress limit?



EXTREME OWNERSHIP (ACCOUNTABILITY)

- What happens when people make mistakes?
- What does discipline look like in the squad?
- How do squad members react when the squad agreement is violated?
- What does active and inactive participation look like in the squad?
- Do squad members wait to be told what to do, about anything?
- Do people feel free to speak up? How do they speak up? What happens?
- How do the squad members make the best possible decisions? What information are decisions based on?



VALIDATE THE FEEDBACK LOOPS

- How does the squad validate each other's thoughts, feelings, concerns, and ideas?
- Are we providing constructive feedback to each other?
- How do we know if we are blocked/slowed down by anything?
- How does the squad discover the value of the work they delivered?
- What are the indicators that they have the same measure of success?
- How does the squad incorporate feedback?
- What are the indicators the squad members understand each other?



THOROUGHLY COMMUNICATE

- How does the squad talk about their work?
- Do the done stories deliver value? Do they depend on different stories to be finished before value is delivered?
- Are all the necessary stakeholders/customers invited to the sprint review? Is the time compatible with their calendars?
- How are the squad members resolving their dependencies?
- Who knows who well? How does that affect collaboration?
- How and when is external support provided to the squad?



CONSTANTLY IMPROVE (TECHNOLOGY AND PRACTICE)

- Are we getting actionable items out of our retrospectives that are owned and followed up on by the owners?
- What agreements are explicit and which ones are implicit?
- Does the squad articulate compelling goals or technical challenges they are working on?
- How does the squad get feedback from customers?
- Does the squad have a ways of working/practice improvements backlog?
- What kinds of training/conferences do the squad members participate in?