

| Practice | No Agile Values or Practices | Basic Agile | Doing Agile | Producing in an Agile Manner | Being Agile |
|--|--|--|--|--|---|
| Project User Stories | Not used | Teams understand importance of user stories and are exploring their use. | Half the efforts use user stories. | Most work uses user stories. | All projects use user stories. |
| Workloads Estimated | Done occasionally or outside the team. | Done regularly. | Most of the team uses story points. | Everyone uses story points. | The entire team uses story points all the time. |
| Backlogs Groomed | Teams start work on stories before stories are completed. | Teams have started reviewing backlog. | Two-thirds of the time teams have enough stories to pull from. | Teams have just enough pertinent stories. | Teams have a surplus of stories. |
| Daily Scrums | No daily scrums | Regular daily scrums. | Most of the team participates in daily scrums. | Scrums happen daily and teams run them on their own. | Daily standups are short and effective. |
| Reviews and Retrospectives | Reviews rarely or never happen. Retrospectives never or infrequently happen. | In reviews, teams not prepared to review stories or are resistant to comments and suggestions. Retrospectives do not happen often enough. | Reviews occur regularly and teams attend them. Teams follow up on action items. Retrospectives happen after most sprints. Not all stories are reviewed and teams are not always prepared to review stories. Teams sometimes resistant to comments and suggestions. | Reviews occur regularly and are well attended. Teams usually act on action items. Retrospectives happen after every sprint. Teams are prepared to review most stories. They seek feedback, which is included in new stories. | Teams attend reviews and seek stakeholders involvement. Stakeholders find reviews valuable. Retrospectives often produce creative and unexpected ideas. |
| Progress Tracked | No metrics or tracking | Common agile metrics are in use. | Teams use metrics and use results to make improvements and confirm the effectiveness of practices. | Teams act on metrics and results. | Teams use metrics and other results to anticipate obstacles. |
| Teamwork and Servant Leadership | When things go wrong, people blame each other, throw each other under the bus, and often complain about their job and work environment. Employee turnover is high. Management has to make all the decisions. | People are happier. Teamwork is improving. Management encourages teams to discuss blockers. Management is starting to show trust in teams. | Teams work well together. People are comfortable asking questions and raising blockers. Most problems are resolved. | Teams work well together and are productive. It is common for people to raise Impediments. Individuals and teams address their own blockers as much as possible. | People expect problems to be addressed and solved. They are happy and proud to come to work each day with their team. Management and team members trust each other to get work done well. |
| Sustainable Production Pace | Teams regularly work overtime. People are frustrated and tired. People expect to work long hours and check email on vacations. | Management and teams understand that they cannot maintain this pace. | Although periods of heavy workloads occur, the pace is more manageable. | The organization understands the value of maintaining a sustainable pace. | The organization and the team work to ensure a sustainable pace. |
| Self-Organized Teams | People want to be told what to do. Team members do not have the skills to self-manage work. Other people chafe because they are not allowed to make their own work decisions. | Teams are learning Agile work organization skills. | Teams regularly pull work from the product backlog, do their own team-based estimation, choose tasks, and use the definition of done to organize and finish work. | Anyone in the team can assume the Scrum Master role. Teams have the skills to complete work even when some members are absent. | Teams completely self organize. |
| Dedicated and Consistent Teams | People work on many projects and with different teams. People are often expected to stop regular work to pick up emergency projects. | Most people work half the time on dedicated team projects. | Most people work almost three-quarters of the time on dedicated team projects. | Most people work almost all of the time on dedicated team projects. | Most people work 100 percent the time on dedicated team projects. |
| Frequent Releases | Releases take at least four weeks. Release frequency is not tracked. | Release frequency is measured and tracked. | Teams work to complete more frequent releases. | Two-thirds of releases are completed in four weeks. | Almost all releases go are completed in less than two weeks. |
| Cross-Functional Efforts, Colocated Teams, Free Communication | Most resources for completing stories and tasks exist outside a team. Team members are not seated together or do not have collaboration tools. | Need to understand model's behavior | Most resources for completing work exist in teams. Most team members can connect with other team members within minutes. | All resources needed for completing work exist on teams. Teams have cross training. Most team members are co-located or can contact each other within minutes. | All resources for completing work exist on the team. Most team members have cross-functional skills. Team members sit together in a dedicated area, or have customized collaboration tools. |