Obstacles to Decision Making in Agile Software Development Teams

Meghann Drury
National University of Ireland,
Galway
Galway, Ireland
meghann.drury@nuigalway.ie

Kieran Conboy
National University of Ireland,
Galway
Galway, Ireland
kieran.conboy@nuigalway.ie

Ken Power
Cisco Systems, Inc.
Galway, Ireland
ken.power@gmail.com

Abstract—This research defines decisions made across four periods of the sprint cycle based on input from a focus group conducted with 43 people on agile teams. Results indicate that Sprint Planning includes decisions about planning work for the subsequent sprint, Sprint Execution includes tactical implementation and development decisions, Sprint Review includes decisions about continuing future sprints based on customer product satisfaction, and Sprint Retrospective includes decisions for improving the sprint process. Six key decision making obstacles were also identified.

Keywords-component; sprint decisions; decision making; sprint planning; retrospective; decision obstacles