# Errant Ernie\*

Ernie is one of the stronger developers on your agile team and has convinced the team to move forward with his proposal for a particularly complex implementation that in your opinion is both unwarranted and faulty. As you have observed the long discussions about this implementation decision, you have noticed that the rest of the team has not so much agreed with Ernie but just given in to him.

In an effort to keep the team from going too far astray, you have stepped in and countered the implementation decision by setting our own direction for the team; i.e. you have made the a different implementation decision for the team.

Have you acted in the best interests of the team? Why or why not?

* **Read the scenario aloud to your team**
* **Identify a person to act as the spokesperson for the team**
* **Discuss approaches to the scenario leveraging some of the practices from the presentation.**

***Notes***

# Errant Ernie\*

The following are some suggestions on how to address the issues found in the Fearless George example. Each of the answers reference a slide in the Presentation material to provide more context.

* **Agile Project Management:** *Managing Risk***.** Helping the team understand the risks associated with the implementation might help ensure that they are can assess whether they should follow Ernie’s advice. (Slide 25)
* **Agile Teams**: *Committed to Success as a Team*: The team needs to commit to success as a team. That is not likely to happen if Ernie becomes the defacto leader and decision maker.
* **Agile Teams**: *Empowered Decision Making:* Overriding the decisions of the team if they agree with Ernie will not empower the team. Also in some cases (based on the risk) allowing the team to fail with their own collective decision is an important learning experience. (Slide 33)

**To access all the material from the presentation you can visit**:

* <http://robbiemaciver.com/downloads/presentations/33-apln-leadership-summit> or
* <http://www.bryancampbell.com/Downloads/AgileMaturity/>