# Reluctant Rachel\*

You are the leader of an agile team.  Rachel, the product owner has worked with traditional software development teams for several years but has never worked with an agile team.  She is uncomfortable with the whole concept of user stories and acceptance criteria.  In fact user stories are created by others on the team, and the testers define the acceptance criteria for which they seek Rachel’s “approval”.  Rachel is a domain expert and has written (and continues to write) detailed functional specifications that describe how specific operations and calculations are to be performed. She seems to have little understanding of broader user goals or the user experience that is desired. While she attends the iteration reviews and demos, Rachel will not formally accept the deliverables of iteration preferring to wait until “everything is done” before spending much time exercising the software deliverables from each iteration.

How can you keep this team on the right track?

* **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***

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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:**  *Defining value*. Understanding what business value is associated with the requirements would help Rachel appreciate how to better enable her business users. (Slide 25)
* **Agile Project Management:** *Identifying value in releases***.** Helping Rachel see that pieces of functionality that can be released into production in incremental segments would help her appreciate that not everything needs to be done to be accepted. (Slide 25)

**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/>