

CASE FILE: #CAPONE-RDC

STALLED VALUE STREAM: THE PATIENT

Performance: Completed only 6/300 items in two Sprints.

Trend: DECAYING — 4 items in S1 → 2 items in S2. Pressure makes it worse, not better.

Forecast: 147 Sprints (~6 years) to finish at current rate.

The Design Flaws:

- **Split Allocation:** Devs are on 5 separate projects — each gets ~8% focused time, not 20%.
- **SM Load:** Scrum Master is juggling 3 teams. Nobody is shielding this team from noise.
- **PO Absence:** PO has a day job and misses Refinement. No one is framing 'why this matters.'

2026 AI Risk

If this team uses AI today, will it:	☐ Accelerate value	☐ Generate 5x more uncoordinated technical debt?
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4 ANCHORS™ DIAGNOSTIC — Score each Anchor 1–5, then circle the primary bottleneck

Score each Anchor based on the Capital One RDC team as described in today's session. Use the guide below to calibrate. The sample column shows one interpretation — use it to check your thinking, not copy it.

1	2	3	4	5
Doesn't exist Structurally broken	Rarely present Works against it	Sometimes Fragile / partial	Usually present Mostly supported	Always present Designed for it

Anchor (circle your primary bottleneck below)	Score (1–5)	Sample — for calibration
Psychological Safety Shield from drive-by noise		Nobody surfaced the structural problem. SM can't shield 3 teams. Score: 1
Trust Stable, long-lived membership		Devs on 5 projects = no stable team. PO & SM unavailable. Score: 1–2
Shared Vision Strategic bets over feature lists		No Sprint Goal. PO absent. Nobody framing 'why this matters.' Score: 1–2
Equal Voice Collective intelligence unlocked		Only 3 of 7 at Planning. Nobody challenged the structure. Score: 1

Total score:	/ 20	4–8 Structurally broken	9–15 Fragile	16–20 Designed for flow
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ARCHITECTURAL REPAIR PLAN

- **Task:** Identify two structural changes using the 4 Anchors™ (Safety, Trust, Vision, Voice)
- **The Constraint:** You cannot suggest a new meeting or a “mindset” training. You must move a line on an org chart or change an allocation percentage.

Repair Plan:

Fix #1:

SAMPLE : *Consolidate devs from 5 projects to 1. Move 4 developers to full-time RDC dedication. Remove all other project assignments. Anchor fixed: Trust (stable membership).*

Your Fix #1 — name the Anchor it addresses, the specific org change, and who needs to approve it.

Fix #2:

SAMPLE : *Free the PO from their day job for 8 Sprints — formal role change: 100% PO, 0% day job. Anchor fixed: Shared Vision — no dedicated PO means no one frames ‘why this Sprint matters.’*

Your Fix #2 — must address a DIFFERENT Anchor than Fix #1. No meetings. No training. Move a line.

The Executive Rebuttal:

“If we keep these developers split across 5 projects, we aren’t getting 20% of their time—we are paying a 60% Context-Switching Tax. At current burn rate this project costs \$2M and is forecast to finish in 6 years. To get this project on track, we must...”

SAMPLE : *...consolidate the team onto RDC exclusively, dedicate the PO full-time, assign one SM to this team only. Cost of fix: ~\$200K. Cost of inaction: \$2M and 6 years.*

Complete the rebuttal. Use numbers. Name the cost of inaction. Make the ask specific enough that an executive can say yes or no.

THE ARCHITECT’S VOW: “I will no longer accept ‘Mindset’ as an excuse for a ‘Structural’ failure. On Monday, I will advocate for

(structural fix)

because my team deserves a design that allows them to win.”

Find one person in this room you didn’t come with and tell them what you just wrote. 60 seconds. Social commitment triples follow-through.