CHAPTER

# 5

# OPTIMISING AGILE STAND-UP MEETING FOR TEAM PERFORMANCE

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## 5.1 INTRODUCTION

In the process of system development, software development companies usually face several problems. Companies must manage a high level of product complexity while also ensuring effective cross-functional collaboration. On the other hand, they must reduce the duration to develop software and respond swiftly to changing requirements (Gabriel et al., 2021). Physical distances and communication barriers, loss of "teamness", racial diversity, strategic issues, process disparities, knowledge management, and technical difficulties are all present in today's software development complex environments (Vallon et al., 2018).

New approaches are needed to meet these obstacles and ensure successful software development. Agile methods are a promising option for these issues in software development companies because they promote collaboration and flexibility, and they may be able to tackle the problems. For example, daily stand-up meetings are an agile practise in software development projects that is based on empowered and self-organizing teams with a strong emphasis on cooperation and communication (Stray et al., 2017). As a result, team management is

enhanced, reaction time is faster, changes are more adaptable, and the organisation is more transparent.

Some members may feel the daily stand-up meeting is an important space for team communication, while others may feel it is a waste of time. Despite clear guidelines for how to conduct a 15 minute meeting, adopting daily stand-up meetings in a way that benefits the entire team has been proven to be difficult (Stray et al., 2018). Therefore, a comprehensive study of the potential benefits of agile practises, such as daily stand-up meetings in software development organisations, is required.

This chapter aims to elaborate on daily stand-up meeting implementation, describe employee experience on daily stand-up meetings, and analyse their effects on employees and the IT department.

## 5.2 AGILE SOFTWARE DEVELOPMENT AND STAND-UP MEETING

Agile software development first began in the late 1990s as a response to conventional plan-based software development methodologies, such as Waterfall and Rational Unified Process, failing to match the extremely dynamic nature of software development requirements. According to Tanveer (2016), widespread criticism of these methodologies in the lifecycle of software delivery is significantly slower in speed of development.

Failure to assign a qualified person to a team might result in a drop in service quality and project deadlines that are impossible to meet. Agile software development approaches rely heavily on the capabilities of professionals to provide suitable methods for adjusting to changing markets and minimising delivery time (Vishnubhotla et al., 2021). Agile methods are distinguished by their adaptability and flexibility when developing software products. They evolved when traditional software engineering approaches were proving inadequate to deal with the software market's rapid change and unpredictability.

Moreover, agile software development is in high demand in the software industry to adapt more swiftly to changing needs and provide solutions to

customers for evaluation and integration on a more regular basis. Agile software development attempts to address this requirement for flexibility by emphasising micro co-located team members, shorter production and delivery periods, regular open interactions within software team members, as well as the exclusion of practises that do not probably add value to the end user, such as formal documentation (Islam & Storer, 2020). The daily stand-up meeting is a formal assessment for agile teams because it allows members to analyse and manage their performance, which is important for self-management and work progress.

### 5.2.1 Daily Stand-up Meeting

Conducting a daily stand-up meeting is an important technique in agile software development projects to improve communication. Members share their knowledge and become aware of what other members are doing at these meetings, with the expectation that their progress will match everyone. It is used to keep everyone on the same page about what's going on, identify obstacles and risks early on, and improve team collaboration and transparency (Dalton, 2018). This process is known as mutual adjustment. Through this stand-up meeting, employee empowerment is also boosted, and it encourages access to knowledge among employees.

The daily stand-up meetings are usually held in the morning for 15 minutes to share information that is meant to be significant to the team's progress (Stray et al., 2016). The meeting takes place every day, as the name implies, and members usually stand for the entirety of the meeting to keep it short and avoid long discussions. In daily stand-up meetings, members are expected to answer a variation of only three questions: "What did I do yesterday?", "What will I do today?", and "Do I identify any obstacles?" (Stray et al., 2018).

Conducting a daily stand-up meeting can be done in one of two ways. The first way is to hold a meeting where information is shared based on the current sprint's active user stories. The other method is the "round-robin", which is used to convey information about current work,