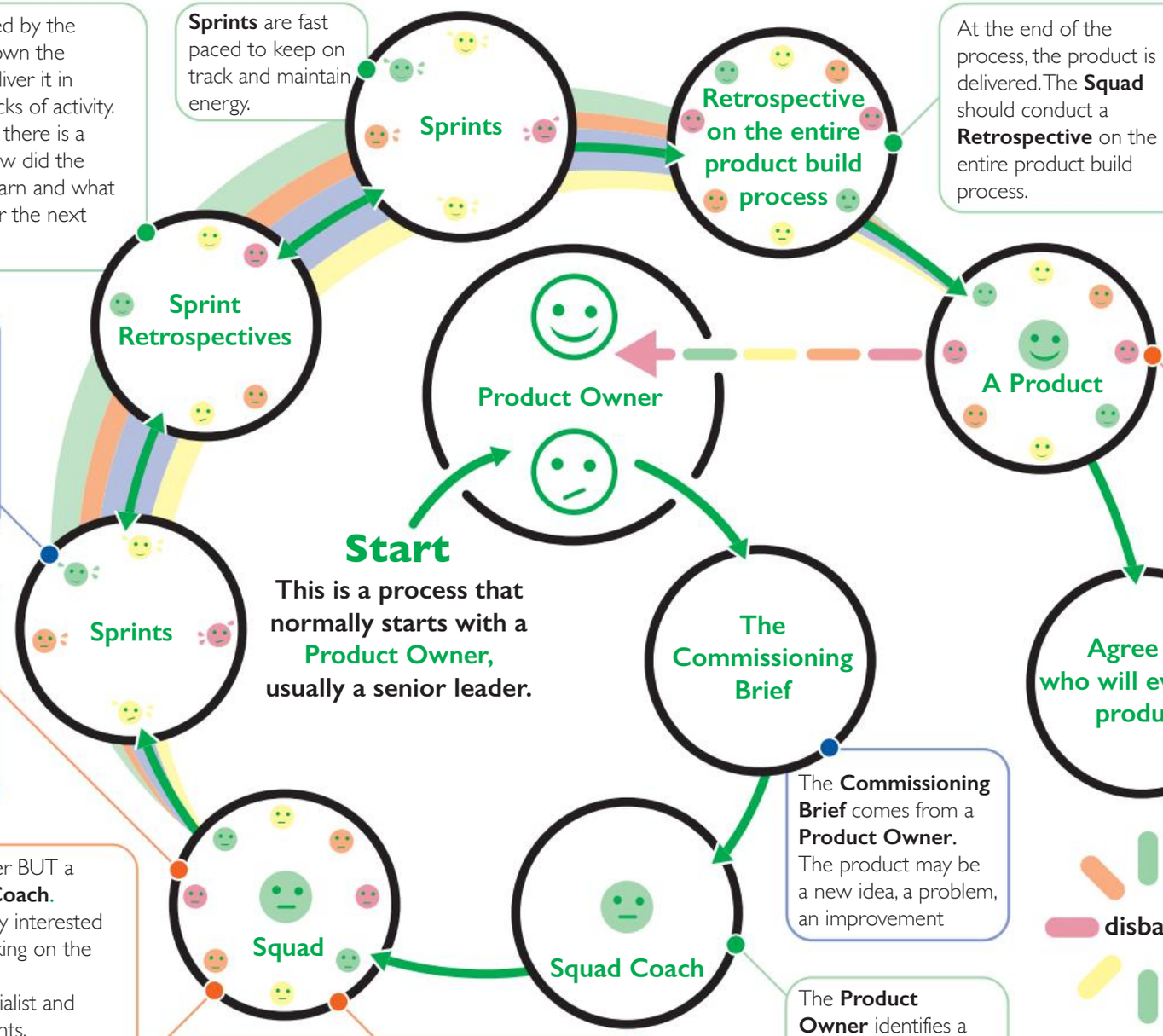
Being part of a Squad - how does it work?

It is up to the **Squad**, guided by the **Squad Coach**, to break down the product into stages and deliver it in smaller parts, not large blocks of activity. At the end of each **Sprint**, there is a **Sprint Retrospective**. How did the **Sprint** go? What did we learn and what do we need to consider for the next **Sprint**?

Sprints are fast paced to keep on track and maintain energy.



At the end of the process, the product is delivered. The **Squad** should conduct a **Retrospective** on the entire product build process.

There is always a **Product**, for example:
a report; some recommendations;
a new policy;
a campaign or a brand refresh.

The working within a **Squad** is around task allocation, timelines and getting going through **Sprints** - which are staged periods of (sometimes) intense creating activity.

Squads will be self-directed with people taking initiative, with checks and balances to ensure strategic alignment and coherence to governance and protocols.

The **Squad** will then disband once they've agreed if they or another **Squad** will come together to evaluate the success of this product at a future point.

The **Commissioning Brief** comes from a **Product Owner**. The product may be a new idea, a problem, an improvement

You will have not a manager BUT a facilitator called a **Squad Coach**.

- **Squad** will be made up by interested volunteers suited to working on the product.
- **Squads** may include specialist and leadership team participants.
- **Squads** are normally made up of five to eight people who will utilise and involve people who are experts, without them having to join the group.

The **Product Owner** identifies a **Squad Coach**.

The **Squad Coach** can call out to their colleagues and form a **Squad** to deliver the product. Colleagues with experience and ideas from across the organisation are best this helps engagement

CARLISLE CITY COUNCIL

www.carlisle.gov.uk