TOOL DESCRIPTION

Stand-Up Meeting

The stand-up – a short coordination meeting – is used to regularly track a team's progress in terms of content and to ensure the exchange of information within the team.

The term "stand-up" originally comes from the Scrum methodology, often referred to as "daily Scrum". A stand-up meeting ensures timely exchange and the identification and resolution of impediments. It reduces the need for additional meetings and encourages ~~a~~ focus on small steps.

Note on use: While the stand-up meeting originates from the Scrum methodology, it can also be used independently to enhance the work process in a team. The stringent question logic of the stand-up meeting brings new momentum to traditional project team status updates.

The "triumphant advance" of the stand-up was particularly successful during the coronavirus pandemic, as it became difficult to keep up with the latest developments in the office.

The method enables a structured meeting culture and encourages team members to focus on the flow of work. Stand-up supports communication and transparency within the team, enables rapid adaptation to changes and helps to identify and remove obstacles at an early stage.

Duration	Participants	Facilitation
15 min – max. 1 h	all team members (typically, agile teams consist of about 4 to 7 individuals)	1 method coach or project manager with experience in facilitation

SOURCE: *Jeff Sutherland, Ken Schwaber (SCRUM Framework)*

Stand-up Meeting | **Process**

Explaining the method

5–10 min

Before starting the first stand-up, introduce the method to the team members for orientation: The stand-up is a short stand-up meeting to discuss current progress and any problems.

During a stand-up, all team members answer these three key questions in turn:

1. What has been achieved since the last meeting?
2. What needs to be done before the next meeting?
3. What are the obstacles to completing the tasks?

The facilitator guides you through the questions and ensures that the rules are followed:

- Team members come prepared.
- Discussions are not welcome → Obstacles are collected for separate discussions.
- Hold stand-ups at regular intervals, at the same time (e.g. weekly) and for the same duration (e.g. 15–30 min).

Implementation of stand-up

15–30 min each

The tasks of the facilitation during implementation (coach or project management) include

- time management.
- preventing discussions.
- documenting all issues/obstacles for all to see (e.g. on a flip chart).
- ensure that every team member has a say.
- monitoring the Kanban board, if available.

All team members attend the stand-up meeting and present their status quo one after the other.

OUR TIP: Clarify upfront if the presence of the manager (or product owner) is required, or if the independence and self-motivation of the team members is encouraged. The manager can also be informed about the progress in separate and maybe less regular meetings.

Handover to e.g. project management

If the team has been introduced to the method by an external method coach, the facilitation should be handed over to an internal person, such as the project manager, once the team has practiced and is familiar with the format. The type of question can vary if the team has mastered the ritual. Instead of asking each person all three questions in turn, for example, one question can be answered by everyone. Depending on the schedule of the stand-up meeting, it may be useful to begin with a short warm-up session to transition away from daily tasks and allow all participants to have their say (e.g. "How would you describe your current mood in terms of the weather?"). This introduction should be very short (maximum 5 min).