AGILE SPORTS FRAMEWORK™

A Blueprint for Measuring Value, Improving Player IQ and Creating Team Synergy

VICTOR HOLMAN
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About the Author and Creator of the Agile Sports Framework™

Victor Holman is a business performance expert, management consultant, speaker, and author. His thought leadership in business performance, organizational performance and process improvement has been demonstrated in books, frameworks and products he’s published over the last 20 years. Victor has served as a performance expert, project manager and management consultant to over 50 government agencies worldwide and a hundred corporations of all sizes. He’s been featured in major television, radio and print media outlets for his ability to help small businesses outperform their competition by applying strategies, frameworks and management tools that work for large, successful businesses.

Victor’s true passion however, is sports and his love for analytics. The Agile Sports Framework™ and processes are an adaptation based on the performance management and systems development frameworks Victor has implemented and lessons he has learned over the years as a consultant. Victor believes that like small businesses, less talented sports programs can level the playing field by applying a framework that transcends their analytics programs beyond management decision making and into quantitative value delivered by the players.

Victor created the Agile Sports Framework™ with the dream that all young athletes will understand how they can leverage their unique set of skills, data and player IQ to create value and reach personal and team goals. Victor can help any team apply Agile Sports to their existing data and analytics systems to help players measure agility, increase IQ and create synergy. His Agile Sports Analytics Software automates the Agile Sports process and ensures teams reach their season goals.
Purpose of the Agile Sports Framework™

There’s a saying, “what gets measured gets done”. This concept can be validated by simply asking anybody who has held a job and goes through an annual review process. The human brain is wired to achieve once we are able to create clear, measurable goals and a plan for reaching them. If teams can successfully identify metrics that capture the intangible attributes that drive team success, and present it in a format where players can clearly understand and decide what they can do to create value, then a shift from the individual mentality to the team first mentality will occur, and teams will achieve synergy. Synergy is the interaction or cooperation of the players to deliver a combined value greater than the sum of their separate value. Synergy is the state that every team should strive to reach and maintain. Agile Sports helps teams identify these strategies and achieve synergy faster.

This guide provides a framework that every team can apply to their existing analytic and reporting system to translate their data to results on the court, field or ice.

Kevin Pelton wrote in an ESPN article titled Advanced Stats Are Changing the Game and Leaving Some Big Markets Behind:

"Organizations risk realizing no advantage from investment in an analytics program if they do not also invest in understanding and planning how to integrate analytics into the decision-making process."

This is true. And many teams are capitalizing on data to make informed management decisions. But while team analysts utilize spatial data, neural networks, and advanced algorithms to discover new ways to measure agility and make decisions, they fail to truly yield the benefits of analytics by not translating these tools used for decision-making into tools that players can understand, create value and translate to actions on the court, field or ice. Success in analytics cannot be achieved until they are translated into a common language where players can fully understand them, and discover on their own, how they can add more value to help their team achieve its goals.

Access to real time analytics necessary to accurately evaluate team and player performance without the need of a coach’s “expert judgement” is changing the way we approach the game. With the data available today every athlete should be a student of the game and an analyst. Teams that find success in today’s competitive sports landscape will be the ones that have a deep understanding of analytics, clearly defined goals, a plan to execute them, total buy-in to the plan, and the ability to self-organize, create synergy and continuously improve.

The Agile Sports Framework™ is based on the Scrum principle of collective empiricisim, or the concept that teams with high IQ gained through deliberate and repeated inspection and adaptation achieve synergy and reach their goals the fastest. Ken Schwaber and Jeff
Sutherland developed Scrum for application development and project execution, and this Agile Sports guide applies Scrum framework principles, Agile methodologies and performance management processes to provide a roadmap for building a agility driven, continuously improving sports team. This guide contains the definition of Agile Sports, the roles of an agile sports team, the method for managing and delivering a team built on the principles which guide the Agile Sports Framework™, the tools that drive value creation, and the processes that bind them together.

**Why Is It Time For Change?**

Professional sports are advancing at a lightning pace. Data is available on a scale never before seen. The popularity of sports continues to rise and salary caps are at an all-time high. With change being a constant, teams that surface to the top are the teams that are able to absorb the information coming in, translate it to meaningful information, make quick, informed decisions and yield constant, quantifiable improvements. And with salaries skyrocketing through the roof, more and more teams are finding themselves with big contracts and little returns to show for it. Over the next few years, the organizations that are able to architect rosters with players who can learn how to add quantifiable value and contribute to the team’s overall goals will reap the greatest returns. And the teams that do not adapt their data and player development models to reflect the speed of new information and change will find themselves on the bottom.

The main challenge that is keeping sports teams from unlocking the full potential of their data is their inability to translate complex data sets into data that players (the ones executing the work) can easily understand and identify ways to add value. Data is useless if it can’t be easily analyzed and acted on by players.

Other challenges that the Agile Sports Framework™ helps teams resolve include the following:

- The culture to constantly hire new coaches expecting different results
- Lack of player discipline or buy-in to coach’s strategy
- Staff (player) turnover from discontent or greed
- Inability to accurately measure player agility based on intangibles
- Lack of clarity/transparency of goals
- Lack of team identity and understanding how each player encompasses that identity
- Adapting to change (trades, injuries, firings, etc.)
- Lack of ball or puck movement and court, field or ice spacing
- Lack of investment to teaching players analytics and sports IQ
Agile Sports Framework™

The Agile Sports Framework™ uncovers better ways of creating team synergy, improving team dynamics and applying real-time and historical analytics in order to reach team goals. The rules of the Agile Sports Framework™ integrates the pillars, roles, events, and tools guiding the relationships and interactions between them.

Agile Sports employs an iterative, incremental approach to optimize performance and adapt quickly to change. The concepts of agile sports are described throughout this guide. Complete buy-in to philosophy, team strategy and game plan coupled with commitment to continuously gain a deeper understanding of how to measure team and player agility through analytics are key fundamentals to this process.

Through the Agile Sports Framework™ teams will come to value:

- Team goals and accountability over personal achievements
- Intuitiveness and sports IQ over set plays and coaching
- Continuous improvement over quick fixes through trades
- Incremental adaptation over long term plans
- Analytics and empiricism over expert judgement
- Discovering new metrics over traditional statistics

In the Agile Sports Framework™ value is placed on the fundamentals, focus is placed on team synergy, and no player is more important than the team. Each player maximizes their value based on the needs of the team for any particular game or matchup (See Estimating Player “Agility” toward Team Goals).

Benefits of Adopting the Agile Sports Philosophy

Teams following the Agile Sports Framework™ can expect to:

- **Adapt a higher quality style of play**: High performance is achieved through techniques such as real time analytics, continuous improvement, iterative adaptation, team synergy.
- **Gain knowledge through empiricism**: Increased knowledge comes from focusing more on high-value performance measurement, aligning player goals to team needs, improved decision making, self-organization, and knowledge and improvement through empiricism.
- **Provide greater fan satisfaction**: Greater fan satisfaction is achieved by exciting game play and continuous improvement.
- **Deliver results quicker**: Goals are reached faster through data, transparency, inspection, adaptation, self-organization and synergy.
• **Increase team IQ:** Increased sports IQ and player agility through player agility cards, performance dashboards and self-organization.

• **Maximize agility:** Forces players to find ways they can add value and forces teams to increase value on a Sprint to Sprint basis.

• **Decision-based analytics:** Forces teams to make decisions based on analytics and continuous improvement through expert judgment.

• **Achieve synergy:** Promotes team play, value creation, and self-organization, and increased opportunities through team work.

### 10 Principles That Drive Agile Sports Framework™

1. The highest priority is to reach organizational goals through team synergy and collective team IQ.

2. Every member of the organization must know exactly how their role contributes to the Sprint Goals.

3. Foster openness, honesty and transparency in player feedback and team analysis.

4. All organization members have buy in and accountability toward reaching team goals.

5. Players work together to determine how they will reach team goals and ensure each player understands how their value contributes to the team’s goals.

6. Iterative processes control promotes continuous improvement and added value.

7. Synergy and continuous improvement are enhanced through analytics.

8. The best results and team performance comes from self-organizing teams.

9. After each Sprint the team reflects on how to become more effective, from the players to the assistant coaches to the analysts.

10. Empiricism is achieved through a balance of veteran coaches, known outcomes and lessons learned from the previous Sprints. Knowledge is fed back into the algorithms for metric value readjustment.
Six Pillars of the Agile Sports Framework™

There are six pillars that form the foundation of the Agile Sports Framework™ as team data is transformed into action on the court, field or ice: data, transparency, inspection, adaptation, self-organization and synergy.

Data
The core of Agile Sports’ adaptation and decision making process is data and analytics. The organization must fully commit to discovering new ways of interpreting data, measuring agility and creating value. Agility refers to a player’s ability to adapt their playing style in order to help the team fulfill their needs and achieve their goals. Agility is discovered through empiricism and evolutionary analytics performed and inspected incrementally.

Transparency
All tools and events of the Agile Sports process must be visible to the players and coaching staff, who are responsible for delivering the outcome on the court. Transparency requires that the definition and value of metrics be clear, as well as a definition of their successful execution.

For example:

- A common language of what constitutes agility must be shared by all participants; and,
- All stakeholders must understand the definition of success.

Inspection
The team must frequently inspect their performance analytics and progress toward their Sprint Goals and overall goal to detect performance variances. Inspections should be frequent and performed by the lead analyst. Inspections are most beneficial when performed regularly and decisions are based on a combination of analytics and expert judgment. The body of work for inspection should be at least one Sprint.

Adaptation
If the lead analyst determines that one or more areas of the team or player’s goals deviate outside acceptable limits (defined at the beginning of the process), and the resulting performance is unacceptable, the strategy must be adjusted. An adjustment must be made immediately to minimize goal and value deviation.
Agile Sports consists of five key events which drive inspection, adaptation, self-organization and synergy. These events are described in the *Agile Sports Events* section of this document:

- The Sprint
- Sprint Planning Session
- Post-Game Meeting
- Sprint Review Meeting
- Sprint Retrospective

**Self-Organization**

Self-organization is a fundamental concept in Agile Sports. Self-organization does not mean that players instead of managers control the team strategy and execution. Nor does it mean letting players do whatever they want to do. It means that management commits to guiding the evolution towards synergy, which emerges from the interaction of players, committed to team goals and learning through inspection, adaptation, self-organization and empiricism.

The coach clarifies to players what the team objectives are for each 5 or 10 Game Sprint, and players (along with the lead analyst and assistant coach’s guidance) determine how they will add value. But they are nonetheless self-organizing, with influence from those who can assist them in achieving the team goal (such as analyst creating ways of measuring agility and the coach adopting new offensive/defensive strategies). The player’s job is to self-organize around team challenges, boundaries, and constraints identified by the lead analyst or coach. The less constraints or controls put on a team the better. If the coach over manages how the team plays, self-organization and team synergy will be constrained and creativity and production will be limited.

**Synergy**

Synergy is the state that every team should strive to reach and maintain. Synergy is the collective ability for all team members to be able to interpret in real time the opponents’ game plan and know exactly how each team member will react, based on the team philosophy and game situation. Synergy occurs when a team learns which strategies are most effective for their unique makeup and how to work as a single unit to achieve the team goals. The Agile Sports Framework™ helps teams identify these strategies and achieve synergy faster.

**Key Roles of an Agile Sports Organization**

The key members of the Agile Sports Framework™ are the lead analyst, coaches, players, and the Agile Sports Consultant. Secondary roles include the owner, architect, General Manager, front office, scouts, event staff, fans and other stakeholders. Players are self-organizing and
versatile (cover a wide range of skill sets and attributes). Self-organizing teams determine the best way to accomplish their goals, with direction from the coaching staff. The continuous improvement model in Agile Sports is designed to maximize agility, performance and synergy.

In Agile Sports teams execute their plans and improve performance incrementally. This allows them to evaluate (inspect) and make adjustments (adapt) frequently, and increase their chances of staying on track and meeting team objectives.

The Agile Sports Analytics Application, developed by Victor Holman, supports the roles that drive Agile Sports.

**Lead Analyst**
The lead analyst is responsible for maximizing the results on the court through analytics and shaping the goals of the Sprint, as well as the overall objectives. In Agile Sports, the lead analyst is the head decision-maker in the data/analytics team. The lead analyst is responsible for team data, the interpretation of data, and reporting performance. This person translates the needs and goals of the team to the player’s performance. The lead analyst clarifies any details regarding the team’s focus and areas for improvement, and is responsible for maintaining a dashboard that lists and prioritizes the target metrics and goals, and recommends the planned agility for each Sprint. It’s the lead analysts’ responsibility to analyze what metrics and strategies drive organizational success and constantly search for new ways of interpreting data, so that players can understand it, and most important identify new ways of adding value to the team.

The lead analyst has the following additional roles:

- Communicates the team’s progress towards its overall goals and presents the results to key stakeholders.
- Identifies key analytics and recommends areas for team and player improvement, and ways the team can reach their long-term goals.
- Gathers data, identifies key attributes and analytics that align to team objectives, prioritizes areas for improvement, and manages player and team statistical reporting.

The lead analyst is responsible for maximizing player productivity and identifying areas of concern as quickly as possible.

The lead analyst is responsible for managing the Agility Points Portfolio. Agility Points Portfolio management includes:

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• Clearly defining Sprint performance metrics and their associated value and agility scores,
• Ordering the metrics in the Agility Points Portfolio to best achieve goals and missions,
• Optimizing player performance through their Player Agility Cards,
• Ensuring that the Agility Points Portfolio is transparent and shows what the team is trying to accomplish during the Sprint, and,
• Ensuring that players understand the metrics in the Agility Points Portfolio and what each can do in order to add value and accomplish the Sprint Goals.

The lead analyst is one person. They may represent the analytic team or stakeholder group’s recommendations, but those wanting to change the goals, metrics and/or their agility must do so through the lead analyst.

In order for the lead analyst to be successful, all stakeholders must buy into their decisions. The lead analyst’s decisions are transparent in the Agility Points Portfolio. No one is allowed to change player or team goals, except the lead analyst. However, coaches and players decide who these goals are.

**Players**

The players consist of the athletes who deliver the organization’s product on the court. They are the individuals responsible for setting and meeting their Sprint Goals and executing their roles which contribute to the team’s overall objective.

Through their planned Player Agility Cards players can manage their game plan on how they will add value and help achieve team goals (see Player Agility Cards for more details). With the assistance of the lead analyst and/or coaching staff, the players use data to identify how they can add value and contribute to each game. Provided the metrics are valued correctly, the player’s and team’s overall efficiency and effectiveness will be optimized.

Players also provide recommendations to the lead analyst into areas they believe data could be organized to help them play with more synergy.

Players have the following characteristics:

- Players on the team are self-organizing. No one dictates to the players how to achieve their target agility scores during the Sprint,
- Continuously building their skill-set and sports IQ to self-organize and build synergy,
- Agile Sports Framework™ does not recognize ranking or seniority for players, regardless of age, experience or salary. Players are measured by their ability to create and add value,
While some individual players may have key strengths or skillsets that clearly add value, they are encouraged to identify and learn new skillsets that add value in the areas the team needs skills the most, and

- The whole team shares equal accountability.

In Agile Sports, the way the players work together to create synergy is the top priority. The boundaries between player status and role are torn down for the goal of working as a team instead of a group of individual players. Team members are encouraged to be versatile and grow beyond their skillset and specialty. Because team members are versatile, they gain skills beyond their primary roles, and can be used more effectively. Some players may be reluctant to give up the role where they feel comfortable or have the most expertise, for fear they may lose relevance or value. The opposite is true with the Agile Sports Framework™. Players learn to create value in the areas where the team needs them the most, even if those areas are not where the player perceives their value to be. This helps players grow and learn how to create value, which ultimately will allow them to stay in the league longer by sending a message to other teams that they are team players, goal oriented and willing to learn and adapt their game.

**Coach**

The coach is the team decision maker and works closely with the lead analyst. While this role functions much like a traditional coach, the self-organizing principles of Agile Sports open up the possibilities of utilizing a player-coach for this role. Players such as Lebron James, Russell Westbrook, Tom Brady, Aaron Rogers, Connor McDavid and Sidney Crosby are a few who possess the qualities to possibly fulfill the dual function of player/coach. The coach’s job is to guide the team toward synergy, where all players are working together on both sides of the court, field or ice, delivering the agility scores they commit to during Sprint Planning (see Estimating Player “Agility” toward Team Goals to learn more about measuring agility). The coach guides the team in executing the game plan and adjusting the strategy as necessary to win games. They are the leader in team conversations and validating that all team members have total buy-in into the team’s strategy. They are responsible for ensuring the team stays focused on the Sprint Goals, and overall team objectives. The coach facilitates communication, empowers the team to self-organize and optimize its strategy, ensures that the team’s voice is heard across all stakeholder groups, and works with the lead analyst to prepare the game plan.

**Architect**

Team architecture is a key source of success and risk, and the architect is responsible for ensuring the team is built around players that complement each other, fit the team identity and can build and sustain value. The architect is the person who owns the personnel
decisions for the team and who facilitates the creation and evolution of the overall team identity.

Some owners are more closely involved in player personnel decisions, while others leave these decisions to the architect, GM, scouts and assistant coaches. The architect can be the owner, however the rule of empiricism and analytics within the Agile Sports Framework™ suggest that the decision maker(s) for player personnel be an expert in the sport, an analytics guru and able to map player acquisitions (drafts and free agents) to the performance needs and goals defined by the lead analyst. For non-professional teams, the architect is the coach.

**General Manager**

General Managers oversee the business and financial operations of the team, thus making it critical that the GM, architect and lead analyst share common strategy for helping the team achieve its goals. The lead analyst is responsible for prioritizing the needs and performance goals of the team. The architect is responsible for recommending the players that best fill the unmet needs or goals identified by the lead analyst. The General Manager can be the architect.

The General Manager takes the feedback received from the lead analyst, scouts and architect during each Sprint Review Meeting, and integrates feedback into the decision making process.

GMs also have an important public relations role. They oversee the day-to-day operations and short-and long-term strategic planning. Effective GMs surround themselves with a rounded staff capable of making sure they have all the information necessary to make a decision.

**Assistant Coaches**

Assistant coaches help the players develop their skills and knowledge of the game. They share their experience with the players, and help the players reach their Sprint target metrics and maximize their agility. The key role of assistant coaches is to make sure player IQs are growing, and that the players are developing synergy. Ideal assistant coaches are former coaches or players with deep understanding of spatial data, improving offensive and defensive efficiency, and teaching players how to react off the ball or puck. They have a track record for promoting ball movement, player movement and team synergy, in addition to exploiting analytics from spatial data.
**Scouts**

The job of a scout is to evaluate players on their strengths, weaknesses and ability to add value to the team. The ultimate goal of scouts is to identify the players who can add the greatest contribution to achieving the team’s goals. Scouts deliver reports that identify these players and their availability status (free agency or trade). Through Agile Sports, a scout can persuade a player to join the team because the data and analytics supports the value they can add to achieving the team’s goals.

Scouts are team ambassadors and are responsible for creating relationships with players around the league, specifically players who can buy into the team’s Agile Sports philosophy and help the team achieve its goal.

Scouts must have a keen eye for identifying and rating players in their league, developmental league, international leagues, college and high school whose style is consistent with the team identity. While there are some stats and performance indicators that can indicate an external player’s compatibility with the team’s players and philosophy, scouts must be skilled at evaluating the intangibles, or attributes that can’t be quantifiably measured.

**The Agile Sports Consultant**

The Agile Sports Consultant is responsible for ensuring the Agile Sports Framework™ is understood and executed successfully. Agile Sports Consultants do this by providing feedback and recommendations to ensure that the team adheres to Agile Sports principles, processes, and rules.

The Agile Sports Consultant is a passive-leader for the organization who helps stakeholders understand how to effectively communicate with the players how they can maximize value and performance.

**Role of Advisor to the Lead Analyst**

The Agile Sports Consultant advises the lead analyst in several ways, including:

- Providing techniques for effective Agility Points Portfolio management;
- Helping the lead analyst develop clear and concise Agility Points Portfolio goals and metrics;
- Understanding Sprints and Sprint Performance Planning and using past known outcomes for adaptation and refinement;
- Ensuring the lead analyst knows how to prioritize the Agility Points Portfolio metrics to maximize performance and player agility;
- Comprehending and executing agile principles;
- Facilitating Agile Sports Framework™ events when requested.
Role of Advisor to the Players

The Agile Sports Consultant advises the players in the following ways:

- Coaching the players in self-organization and understanding how to add value;
- Helping players assess what they must do to perform at the highest level;
- Removing obstacles that impede on a player’s or the team’s progress;

Role of Advisor to the Organization

The Agile Sports Consultant advises the organization in several ways, including:

- Providing leadership in adopting Agile Sports Framework™ processes;
- Helping plan Sprints throughout the season;
- Helping the team and stakeholders understand and implement the Agile Sports Framework™; and maximize player and team performance;
- Recommending changes that build upon the six pillars of Agile Sports.

Agile Sports Events

Prescribed events are used in the Agile Sports Framework™ to create consistency and to maximize team performance throughout each Sprint as the team strives to reach its overall goal. All events have a maximum time frame and must be completed within that time to avoid distraction from day to day operations and activities.

Aside from the Sprint, which comprises of the other Agile Sports Events (The Sprint, Sprint Planning Session, Sprint Review Meeting, Sprint Retrospective and Post Game Meetings), each event in Agile Sports serves the purpose of increasing transparency, promoting inspection and self-organization, and building synergy. Failing to deliver on any of these events throughout the process can result in undesirable performance.

The Agile Sports Analytics Software, developed by Victor Holman, supports the events that drive Agile Sports.

The Sprint

The core of the Agile Sports Framework™ is a Sprint, an incremental schedule of typically 5 or 10 games during which a set of specific target metrics and goals are planned and accomplished. It is recommended that each of the Sprints have a consistent number of games to ensure consistency when measuring progress and effectiveness of various strategies and game plans implemented throughout the season. When the Sprint is completed, the next Sprint begins immediately.
Sprints contain and include the Sprint Planning Session, the scheduled games, the Post-Game Meetings, the Sprint Review Meeting, and the Sprint Retrospective.

During the Sprint the following rules apply:

- Adjustments cannot be made to the Agility Points Portfolio that keeps team from reaching the Sprint Goal,
- Existing performance benchmarks do not decrease, and,
- Players can change the metrics they plan to achieve as long as it does not decrease their planned agility,
- Goals may be re-negotiated between the lead analyst and player(s) as more is learned regarding the value of metrics.

Each Sprint is considered a period of performance over a set amount of games where evaluation and necessary adjustments are made. Sprints are used to get players accustomed to hitting target goals and improving upon an area of weakness or other attribute deemed critical to achieving the organization’s overall goal. Each Sprint has a definition of the goal to be accomplished, a plan that will be followed, how success will be defined, and the results.

For professional sports with longer seasons, a 10 game sprint is optimal. For teams with less than 50 games in a season, a five game sprint is more effective. When a Sprint’s duration is too long the strategy and plan to accomplish it may change, focus may diminish, and performance may decrease. The predictability of Sprints are increased through empiricism gained through incremental inspection and adaptation, and by measuring progress toward overall team goals. Sprints also limit unidentified performance issues to 5 (or 10) games or less.

**Sprint Breakdown**

In a season like the NBA and NHL, which consists of between 6-8 preseason games and 82 regular games (totaling approximately 90 games), there would be 9 Sprints with the first Sprint beginning on the first game of the preseason. The Sprint breakdown would be as follows:

**Sprints 1 and 2** - Focus on gathering a performance baseline (preseason plus first 12-14 games)

**Sprints 3 through 7** – Making performance adjustments, evaluating player compatibility and ROI, learning which performance improvement strategies yield the greatest results. Making trades based on the lead analyst recommendations.
Sprints 8 and 9 – Fine tuning strategy, increasing synergy, adjusting goals based on historical Sprint data and performance.

Sprints 10+ - Playoffs. Maintaining state of synergy.

**Sprint Planning Session**

The metrics to be achieved during the Sprint is determined at the Sprint Planning Session. The Sprint Plan is a collaborative work among the lead analyst, coaching staff and players.

Sprint Planning Sessions are limited to a maximum of eight hours for a ten game Sprint. The majority of that time is dedicated to the coaching staff and analyst inspecting and making adjustments from the previous Sprint. The Agile Sports Consultant ensures that the Sprint Planning Session takes place and that everybody understands its purpose. The Agile Sports Consultant teaches the team to keep the session within the eight hour time frame.

Sprint Planning Sessions answer the following:

- What areas can we improve and which goals can we reach in the upcoming Sprint?
- How will the players deliver the desired results?
- What will the team need to do in order to achieve its Sprint Goals?

**What areas can we improve?**

The lead analyst works with the players to forecast the performance results they will need to deliver during the Sprint. The lead analyst discusses the Sprint objective and metrics in the Performance Metric Log which are critical to reaching the Sprint Goal. The team collaborates on the plan to achieve the Sprint Goal. It usually takes a few Sprints for the lead analyst to create accurate agility estimates, but once metric impacts are better understood and scores are tweaked, results can become predictable.

The inputs to this meeting are the Performance Dashboard, the previous Sprint results, projected capabilities of the players during the upcoming Sprint, and past performance of the players. The value of metrics selected from the Performance Dashboard comprises the player’s Planned Agility for the upcoming Sprint. During Sprint Planning, players receive a Player Agility Card which has the team performance metrics and their associated agility scores for that player for each game within the Sprint (based on the player’s matchup strength). The selected metrics to be achieved on each Player Agility Card are the sole decision of the players. Only the players can determine what performance goals they can achieve during the upcoming Sprint. However, the combined player’s Total Planned Agility should be equal to or greater than the lead analyst’s Recommended Team Agility. A key role for the players is to encourage their team mates to push themselves and set challenging
goals that will help the team maximize value and achieve its overall goal. This is a self-organization characteristic of the Agile Sports Framework™.

After the players and lead analyst forecast performance for the upcoming Agility Points Portfolio and agility scores are estimated, the team develops the Sprint Goal, which are the objectives that should be met during the Sprint by executing the Sprint Strategy and achieving the metrics listed in the Agility Points Portfolio.

**How will players deliver desired results?**

Now that the Sprint Goal and the selected Agility Points Portfolio metrics are identified, the players must decide how they will accomplish their goals during the Sprint. This forms the team’s Sprint Strategy. The Agility Points Portfolio metrics selected for this Sprint, plus the plan developed to deliver them is the Sprint Strategy.

The players usually start by developing personal and team strategies needed to accomplish the Agility Points Portfolio metrics selected. The value of metrics listed may vary from Sprint to Sprint, depending on the matchups throughout the Sprint. The goal is to increase agility points each Sprint. The lead analyst determines what the key metrics are to achieve their Sprint Goal (planned agility and expected wins/losses). Players forecast what performance metrics they believe they can accomplish in the upcoming Sprint. The strategy for the first few games of the Sprint is outlined during this meeting. The players self-organize to execute the Sprint Strategy, both during the Sprint Planning Session and as needed throughout the Sprint. Coaches and the Assistant Coaches guide players toward a state of synergy.

The lead analyst can help to clarify the selected Agility Points Portfolio metrics and make trade-offs if higher value metrics are identified or team circumstances change.

As a result of the Sprint Planning Session, the players should be able to explain to the lead analyst, coach, and key stakeholders how they intend to accomplish the Sprint Goal and deliver the anticipated performance (through their Player Agility Cards). This forms the self-organizing concept of The Agile Sports Framework, where players contribute to and have buy-in to the strategy and what they must do to create and sustain value.

**What will the Team need in order to achieve its Sprint Goal?**

There will be times, based on the data and/or the feedback from players when it becomes evident that a player change will need to be made in order to give the team the skills it needs to reach its goals. Frequent inspections and continuous adaptation help make player decisions easier, as the lead analyst is able to provide the organization with specific key attributes and skills the team needs in order the fill performance or skill gaps. And scouts are
able to identify the players who fulfill these needs. The Agile Sports Consultant and lead analyst are responsible for ensuring that these decisions are available and backed by solid data.

**Sprint Goal**
The Sprint Goal is a set of metrics for the Sprint that the individual players and the team as a whole can meet to achieve its planned outcome (wins-losses and total agility). It provides clarification into how reaching the goals of the Sprint contribute to the overall team goal. The Sprint Goals are identified during the Sprint Planning Session meeting. The player’s planned agility, the team’s planned agility and the projected wins/losses comprise the Sprint Goal. The Sprint Goals become the set of objectives that encourage the players to work together to achieve team goals. When the team deviates from its overall goal, the coach makes adjustments to strategy and team analyst re-evaluates metric values in the upcoming Sprint.

During practices and games, players keep the Sprint Goal in mind. If unplanned events cause a player or players to not be able to achieve their Sprint objectives (such as injury, suspension, major slump, trade), they collaborate among themselves and with help from assistant coaches and analysts to identify how other players can pick up the slack to avoid renegotiating the Sprint Goal.

**Post-Game Meeting**
The Post-Game Meeting is a 15-minute event for the players to reflect on the game and create/validate their plan for the next game. This allows the team to decide if the adjustments made from the previous game were effective.

The Post-Game Meeting is held at consistent times (such as immediately following the game) to reduce complexity and promote consistency. During the meeting, the players review the stat sheets as they compare to their individual and team goals (planned agility) and they make self and team assessments on the following:

- How did I perform this game against my assigned metrics?
- What areas I’ll improve on next game?
- What obstacles may jeopardize team from meeting our Sprint Goal?

The Post-Game Meeting allows the team to inspect the impact of the previous game’s adjustments as well as make adjustments if progress is deviating away from the Sprint Goal. The Post-Game Meeting increases the probability that the players and team as a whole maintain buy-in to the strategy and meet their Sprint Goals. Every game, the players should understand their plan for working together as a self-organizing, synergistic team to achieve
their goals. The Post-Game Meeting offers quick detailed discussions necessary to determine whether adaptation or re-planning is necessary to achieve the Sprint’s Goal.

The team members (players and coaching staff) are the only ones required to attend the Post-Game Meeting. The Agile Sports Consultant ensures that the post-game meeting takes place and that the key questions are answered by each of the players, but the players and coach are responsible for conducting the meeting and assessing their performance. The Agile Sports Consultant teaches the players to keep the Post-Game Meetings within the 15-minute time frame and to be open, honest and true to themselves and their team mates.

Post-Game Meetings improve communications, eliminate confusion of team/player goals, quickly identify issues the team needs to resolve, and improve player IQ level. They are an opportunity for players to identify and address bad habits before team synergy deteriorates. Post-Game Meetings support the pillars of inspect, adapt, self-organize and synergy.

**Sprint Review Meeting**

Sprint Review Meetings are held at the completion of each Sprint. The purpose of the meeting is to inspect the results of the Sprint and adapt the Agility Points Portfolio metrics and agility for next Sprint, if needed. During the Sprint Review Meeting, the team and invited attendees discuss what they achieved during the Sprint, what they need to improve upon in the upcoming Sprint and any obstacles or challenges that may keep the team from meeting its overall objectives. Based on this collaboration, as well as any changes to the Agility Points Portfolio during the Sprint, the team determines the next metrics that need to be incorporated to the upcoming Sprint to optimize performance and produce wins. This is an informal meeting and the purpose is to gather feedback and foster transparency among the team.

The Sprint Review Meeting is a four-hour meeting following each Sprint. The Agile Sports Consultant ensures that the Sprint Review Meeting takes place and that everyone understands its purpose. The Agile Sports Consultant ensures that the meeting stays within the four-hour time frame.

The Sprint Review Meeting involves the following steps:

- The lead analyst invites the team and key stakeholders to the Sprint Review Meeting;
- The lead analyst presents which Agility Points Portfolio metrics were achieved and which ones were not;
- The lead analyst presents potential new areas for improvement, and/or new analytics to observe and evaluate;
- The players discuss what went well during the Sprint, what challenges they faces, and how those challenges were overcome, or will be resolved in the upcoming Sprint;
• The lead analyst discusses the Agility Points Portfolio as it stands, and projects the likely performance targets necessary to be met in order to reach team goals;

• The entire group collaborates on how it will collectively, and individually, meet performance goals in the upcoming Sprint, which becomes an input to the Sprint Planning Session;

• Review of fan and management approval of the product that the organization is putting on the court;

• Discussion on any risks (changes, distractions or obstacles) that may keep the team from reaching its goals. This allows teams to address off court issues that could potentially affect team chemistry and gain buy-in on how issues will be handled.

The result of the Sprint Review Meeting is an updated Agility Points Portfolio that defines the probable performance goals for the next Sprint. The Agility Points Portfolio may also be adjusted to reflect changes that occurred in the previous Sprint or anticipated changes in the upcoming Sprint, such as trades, lineup changes, injuries, etc.

**Sprint Retrospective**

The Sprint Retrospective is a three hour meeting, which follows the Sprint Review Meeting and precedes the upcoming Sprint Planning Session (preferably the first day off). The Sprint Retrospective allows the team to inspect its performance and make adjustments for the next Sprint. The Agile Sports Consultant ensures that the Sprint Retrospective takes place and that attendees are clear on the objective of the meeting. The Agile Sports Consultant teaches the team to manage the meeting within the time frame. The Agile Sports Consultant is a participant in this meeting and provides oversight for the Agile Sports process.

The purpose of the Sprint Retrospective is to:

• Inspect the previous Sprint and evaluate its efficiency and effectiveness in terms of player collaboration, self-organization, goal attainment, and wins;

• Identify and order the performance targets that were hit and missed, and potential improvements; and,

• Identify any obstacles or challenges that may keep the team from reaching its goals.

During the Sprint Retrospective the Agile Sports Consultant helps the team improve, within the Agile Sports Framework™, its performance improvement processes, self-organizing processes and execution in the next Sprint. The team collaborates on ways it can increase synergy and quality of play.

The results of the Sprint Retrospective is the identification of performance improvement strategies and player efficiencies that it will apply during the next Sprint. The application of these improvements and efficiencies in the upcoming Sprint is the core of the adaptation
principle in the Agile Sports Framework. While improvements are constantly being sought out and implemented throughout the season, post-season and even during games, the Sprint Retrospective provides another chance for the team to focus on inspection and adaptation.

**Game Management**

Game management is key for any team’s success. The ability to know when to make substitutions, call time outs, foul, etc. can be the difference between regaining control of momentum and being the victim of a 15+ point or 2+ goal run.

The coach is responsible for managing the game plan. In an Agile Sports organization, the coach leverages player feedback and analytics to craft and gain buy-in to strategy.

The assistant coaches are responsible for creating advanced scouting reports for upcoming games and offering the coach suggestions during the game based on that advance scouting.

Assistant coaches are responsible for tracking data during the game, which, combined with an analytic or stat tool can provide key insight for the coaching staff, and provide real time decisions.

**Agile Sports Framework™ Tools**

Agile Sports tools are the products and tools that provide transparency of data and opportunities for inspection, adaptation, self-organization and synergy. The tools that drive the Agile Sports Framework™ are designed to maintain data transparency, so that everyone in the organization has a common understanding of what the data means. This ensures that management decisions and player agility is optimized.

The Agile Sports Analytics Application, developed by Victor Holman, supports the tools that drive the Agile Sports Framework™.

**Performance Metrics Log**

The Performance Metrics Log is a prioritized list of team and player metrics created by the lead analyst, which reflects input from past data and performance, and stakeholders (such as the owner, GM, and fans through polls). Inputs include organizational goals and objectives, past Sprint performance data and any new metrics identified during the Sprint Review and Sprint Retrospective. The Performance Metric Log is the key input to the Agility Points Portfolio. As the team gets a better understanding of how metrics impact the game and add value towards reaching player and team goals, the lead analyst is able to assign more accurate metric values and Recommended Team Agility for upcoming Sprints.
Sprint Performance Dashboard

The Sprint Performance Dashboard provides views and access into all the tools within the Agile Sports Framework. It offers analysts, coaches, players and scouts views and accessibility into team performance, strategy and Player Agility Cards.

Agility Points Portfolio

The Agility Points Portfolio is an ordered list of all of the metrics in the Performance Metrics Log identified by the lead analyst to be included in the upcoming Sprint. The lead analyst is the owner of the Agility Points Portfolio and translates team goals and objectives into key performance metrics. The lead analyst assigns an agility score to each performance metric (see Estimating Player “Agility” toward Team Goals and Tracking Velocity). The lead analyst also provides the Recommended Team Agility for the team and players to strive for as their Sprint Goal.

The Agility Points Portfolio is a continuous work in progress. The first iterations of the Agility Points Portfolio lays out the initial baseline of metrics. The Agility Points Portfolio evolves as the players and team performance evolves and as new metrics are identified. The Agility Points Portfolio is constantly changing as the lead analyst assesses what the most valuable performance metrics and stats are which translate to the team’s ability to win and achieve its goals. When the season is over, the Agility Points Portfolio is used to make off season player adjustment decisions and to shape the following season’s goals.

As players understand how their role, on a game to game basis, adds value and contributes to the team’s success, and as the lead analyst identifies new ways to measure agility and add synergy, the Agility Points Portfolio provides more insight into the team’s progress and forecasted performance. Performance improvement opportunities never stop presenting themselves, and thus the Agility Points Portfolio is always highlighting new ways to measure agility.

The Agility Points Portfolio can be refined by reprioritizing metrics, fine tuning recommended agility, or adding new performance metrics to the Agility Points Portfolio. The Agility Points Portfolio metrics can only be updated by the lead analyst.

Higher priority Agility Points Portfolio metrics are usually more aligned to the team’s overall goal and more clear than lower priority metrics. More precise estimates are made based on experience from past Agility Points Portfolios and increased understanding of agility score for each metric. The players are responsible for estimating the value they plan to deliver. The lead analyst may help the player by clarifying what must be done to achieve success or by renegotiating metric value, but the players, the ones who deliver the outcomes, determine how they’ll deliver value. This forces players to push themselves, and since they are setting their performance goals (with the assistance of the lead analyst and coaching...
staff) they are more inclined to achieve those goals and identify new ways they can create value. This, in turn, makes players who are capable of creating their own value, much more valuable to the team. This is the win/win for both players and owners in the Agile Sports Framework™.

The Agility Points Portfolio does not replace existing performance reporting. It is an extension of the team’s analytics program and increases empiricism.

**Sprint Performance Plan**

The Sprint Performance Plan is the set of Agility Points Portfolio metrics selected for the Sprint, plus the Sprint Strategy for realizing the team’s Sprint Goal. The Sprint Performance Plan is a forecast by the players about what metrics will be achieved and the strategy to achieve those goals and deliver a successful Sprint. The coach is responsible for providing the Sprint Strategy for both the team and the players.

The Sprint Performance Plan adds transparency to the team and player game plans and the performance results necessary to reach Sprint Goals.

The Sprint Performance Plan provides enough detail to clarify what each player and what the team as a whole is expected to deliver. Progress towards the Sprint Performance Plan is discussed during the Post-Game Meetings. Players submit their Player Agility Cards before the Sprint, the team crafts its strategy, and the Sprint Performance Plan is created. This plan becomes more precise each Sprint as the team learns more about how metrics impact their ability to achieve Sprint Goals.

As the Sprint is completed, the estimated remaining progress to reach the team’s overall goal is updated. When performance metrics and/or strategies in the plan are deemed successful for a series of consecutive Sprints (two or more), the value of the metric is reduced, so that new areas of performance can take focus and be improved upon. This is measured through Burndown Charts, comparing sprint performance and utilizing trending tools, which measure the teams’ progress towards achieving its performance goals (see [Burndown Charts](#) for more information). The Sprint Performance Plan is a highly visible outline of the goals that the players and team plan to achieve during the Sprint, along with the Sprint Strategy.

**Player Agility Cards**

The Agile Sports Framework™ provides a simple way for players to plan and achieve sprint goals and overall team goals through Player Agility Cards. Player Agility Cards are each player’s list of the metrics (along with their agility scores) the lead analyst deems as important toward achieving the Sprint Goal. Think of Player Agility Cards as a menu for players, where they have a budget and must select a number of items, or metrics whose

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total agility equals or exceeds the budget, or Planned Agility. Player Agility Cards are like fantasy sports for the athletes, where they earn agility points based on their actual performance. Each sprint the player can review and adjust their Player Agility Card, which is provided by the lead analyst. Player Agility Cards represent each player’s individual plan for helping the team achieve its Sprint Goals. Player Agility Cards play into inspect, adapt, and self-organize functionality.

**Team Agility Cards**

Team Agility Cards are like Player Agility Cards, but include metrics which the team as a group commits to achieving during each sprint. Team Agility Cards measure the team’s planned and actual values and are the inputs for the Player Agility Cards. Together they drive team goals and maximize player agility.

**Burndown Charts**

In Agile Sports, burndown charts are used for tracking progress toward achieving the key performance metrics identified by the lead analyst in the Performance Metrics Log. Burndown charts are graphical representations of team performance metrics left to achieve versus the schedule. The outstanding key metrics to achieve (or backlog) is often on the vertical axis, with time along the horizontal axis. The definition for successfully achieving a key metric must be understood by all stakeholders. Remember, the metrics in the Performance Metrics Log are key metrics that the lead analyst identified as critical for achieving synergy and reaching team goals. Burndown charts allow the team to predict when they will be playing at the level needed to achieve their season goals. Burndown Charts are part of the inspect and adapt functionality.

**10 Game Increment**

The 10 Game Increment is the value of all the Agility Points Portfolio metrics successfully delivered during the current Sprint, and the sum value of the previous Sprints. The number of wins is the main goal for measuring success of the Sprint and agility points reflects team growth, or its ability to achieve greater success in the key areas that impact goal attainment. See [Estimating Player “Agility” toward Team Goals](#) and [Tracking Velocity](#) for more explanation on how to measure agility. The concept is through incremental inspection and adaption, empiricism is increased and metric value becomes a key indicator for predicting team success.

**Sprint Scouting Reports**

Scouting reports are a keystone of the team’s game strategy and player acquisition strategy. In the Agile Sports Framework™, the assistant coaches are responsible for evaluating opponent performance and providing pre-game scouting reports for the games within the
Sprint. Pre-game scouting reports help the coach plan the team strategy for the upcoming Sprint.

In addition to the pre-game scouting reports, there are also player scouting reports which are provided by the scout team. Scouts are responsible for evaluating elite players across the globe on their strengths, weaknesses and ability to add value to the team, based on data and observation.

At the end of each Sprint the coaching staff deliver Sprint Scouting Reports that identify players that fit the team’s identity, their priority rankings, the areas where they can add value to the team and its mission, and which of these player’s rights will soon be available through free agency or trade. The Scouting Reports are presented briefly during the Sprint Review Meeting and sent to front office for further assessment.

**Post-Game Surveys**

Following each game, the players, coaches, assistant coaches and analyst take a post-game survey, which captures the mood of the team and it’s on court effectiveness. Post-game surveys consists of five questions covering the following topics: Game Plan, Team Synergy, Defensive Support, Strategy Execution and Value Creation. Results of the surveys are displayed in the reporting section of the Sprint Performance Dashboard and can be used to create parallels between strategies and team synergy.

**Sprint Schedule**

The Sprint Schedule captures all of the games and activities during the sprint. In the Agile Sports Analytics Application the following activities and deadlines are captured in the Sprint Schedule:

- Game dates, opponents and times
- Sprint Review/Retrospective meetings (typically on the first non-game day following previous sprint)
- Sprint Planning meetings (typically on the first non-game day following previous sprint)
- Submitting Player Agility Cards and Team Agility Cards (the day of the last game of the previous sprint)
- Submitting Post Game Surveys (following each game of the sprint)
- Submitting Post Game Review Notes (following each game of the sprint)
- Submitting the Sprint Strategy (the day following the last game of the previous sprint)

**The Importance of Artifact Transparency**

Agile Sports relies on transparency in order for the team to succeed. Transparency in the data, transparency in the player’s feedback, transparency in the team goals and

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transparency in the outcomes. Decisions to optimize value, make personnel decisions and craft a strategy are dependent on the quality and transparency of the data that the team collects and analyzes. If transparency is achieved, decisions can be based on quantitative analysis. If the data and analysis are not transparent, the resulting decisions will be poor, value and performance will diminish, and team winning may be compromised.

The Agile Sports Consultant works with the lead analyst, the team and management to ensure the tools are clear and understood by all stakeholders. It’s the Agile Sports Consultant’s job to detect transparency issues by inspecting the tools, seeking out trends, paying attention to feedback, and highlighting deltas between planned and actual results.

The Agile Sports Consultant is responsible for ensuring the organization maintains tool transparency and encourages player feedback. This involves observation, an understanding of team culture, persuasion, and adaptation.

**Monitoring Team Progress in Agile Sports**

Monitoring team progress is one of the cornerstones of the inspection, adaption, self-organization and synergy pillars. This section outlines the Agile Sports process for monitoring team progress.

**Monitoring Sprint Progress**

During Sprints, team and player performance and value can be compared to their projected performance in the Sprint Strategy. The lead analyst tracks performance and players assess their actual agility every Post-Game Meeting to project the chances of achieving their Sprint Goals. By tracking performance throughout the Sprint, the team can manage their progress and make adjustments to ensure that they are on track and deliver the value necessary to win games and contribute to the team goal.

The Agile Sports Analytics Application, developed by Victor Holman, measures team progress toward achieving Sprint Goals.

**Monitoring Progress towards Team Goals**

At any point in the season, the team’s actual performance can be compared to their projected performance to determine how the team is progressing towards their goal. The lead analyst tracks this progress at least every Sprint Review Meeting, using tools such as burndown charts. The outstanding key metrics to achieve (or performance backlog) is displayed on the vertical axis, with time along the horizontal
The lead analyst compares Player Planned Agility and Team Planned Agility to the actual agility they delivered in order to assess progress toward achieving their goal. This information is transparent to the organization.

Trending methods and tools can be used to forecast progress. But the best results are yielded from strategies based on known outcomes, and understanding what is necessary for the team to win games. In long seasons where countless variables exist only known outcomes may be used for predicting Sprint performance and fine tuning metric value. These known outcomes are the foundation that shape the lead analysts agility scoring system.

**Defining “Success” in Agile Sports**

When an Agility Points Portfolio metric or goal is described as “successful”, there must be a consensus on what success means. Everyone in the organization must buy into that shared definition of success, in order to ensure transparency. This definition of success is used to assess Sprint Goals and validate that the team is on pace to reach its overall goal.

The same definition guides the team in knowing which Agility Points Portfolio metrics it can commit to during Sprint Planning Sessions. The ultimate goal of each Sprint is to deliver wins and performance results that can be defined as successful.

Players produce performance goals for each Sprint. Each Sprint Increment is added to previous Increments during that season, and thoroughly assessed and reviewed (during Sprint Reviews and Retrospectives), ensuring a successful season once completed.

As teams mature, their definition of success will become clearer and will include more strict criteria for better results. Every season should have a definition of success that is a standard for how the team is expected to perform.

**Estimating Player “Agility” toward Team Goals**

When a lead analyst sets the key objectives of a sprint, they prioritize the performance metrics (in the Agility Points Portfolio), assess the complexity of each metric based on the schedule and individual matchups within the Sprint, and assigns an Agility Scoring System to them. Agility performance metrics vary from Sprint to Sprint and player to player based on the competition of the schedule and what the team needs him to do. This assesses the feasibility of each metric and forces players to challenge themselves in other areas when goals related to their strengths and skillsets are difficult to accomplish (for example, in basketball the chances of winning the matchup of scoring or rebounding against a guard like Russell Westbrook is low, therefore the guard in that matchup is forced to find other performance metrics they will win in that matchup, thus creating value).
It’s very important that the entire team share a clearly defined and common understanding of the agility point system. It offers a method of tracking progress and player contribution toward the overall team goal. The agility system takes time and adjusting before it can become a precise system.

The agility point system encourages players to take on greater responsibility and accountability for identifying solutions for how they can add value and contribute to the team goal. When players set these goals for themselves, subconsciously their play on the court is translated to reflect them. Players subconsciously remember that they need to focus on their help defense, crashing the boards, or making the extra pass, or closing out faster. This subconscious connection to each player and their individual performance targets as they relate to the overall team objective is what creates synergy, selflessness and ultimately translates into wins.

**Tracking Velocity Using the Agile Sports Framework™**

At the end of each Sprint, the team looks at the performance goals reached and adds up the number of agility points associated with those achieved metrics. The total number of agility points gained is the team’s velocity, or production on the court, for that Sprint. After the first few Sprints, the Analyst will start to see a trend and will be able to calculate the average velocity. The agility point system will allow players to track their progress with a single number, and it encourages them to aim for more key metrics in an effort to accumulate agility points in the Sprint and gain velocity. Players see their agility based on points accumulated by hitting performance targets rather than scoring points.

The average velocity is the total number of agility points gained, divided by the total number of Sprints completed. For example, if the team’s velocity was...

Sprint 1 = 120 agility points  
Sprint 2 = 125 agility points  
Sprint 3 = 170 agility points  
Sprint 4 = 135 agility points

....the total number of agility points gained through the first four Sprints is 550. The average velocity is 137.50. After the team has run a few Sprints team analysts can determine velocity and start forecasting the team’s progress toward their goals (beyond wins and losses). The objective is to use velocity to make sure the team is constantly improving, adding skills and attributes that add agility.
Transitioning From Traditional Analytics to the Agile Sports Framework™

When you adopt a new approach and process for managing an organization, there will be obstacles. For one, there’s a learning curve that the organization must overcome. In addition, there will be push back from some players and other organizational staff.

Organizations that decide to adopt the principles of the Agile Sports Framework™ must invest in training key team members and educating stakeholders. Agile Sports Framework™ requires that the organization accept some changes in roles and processes. It is critical that all team members, including coaches and analysts receive the proper Agile Sports Framework™ training and that management commits to ongoing training to reinforce Agile Sports values, until they become part of the organization’s culture. This ensures that everybody is on board, understands the new process and most important, understands their role and responsibilities.

Agile Sports training, in combination with hiring an Agile Sports consultant to oversee the transition and to consult the organization on how to implement the framework, is the recommended strategy for transition.

To learn more about transitioning your team to the Agile Sports Framework, contact Victor Holman. Victor is available to work with teams to discover how they can apply these concepts to their existing analytic platforms to measure agility, improve player IQ and create synergy.

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