

# Scaling Up

Why Organizational Alignment is Critical and Tips for Achieving It

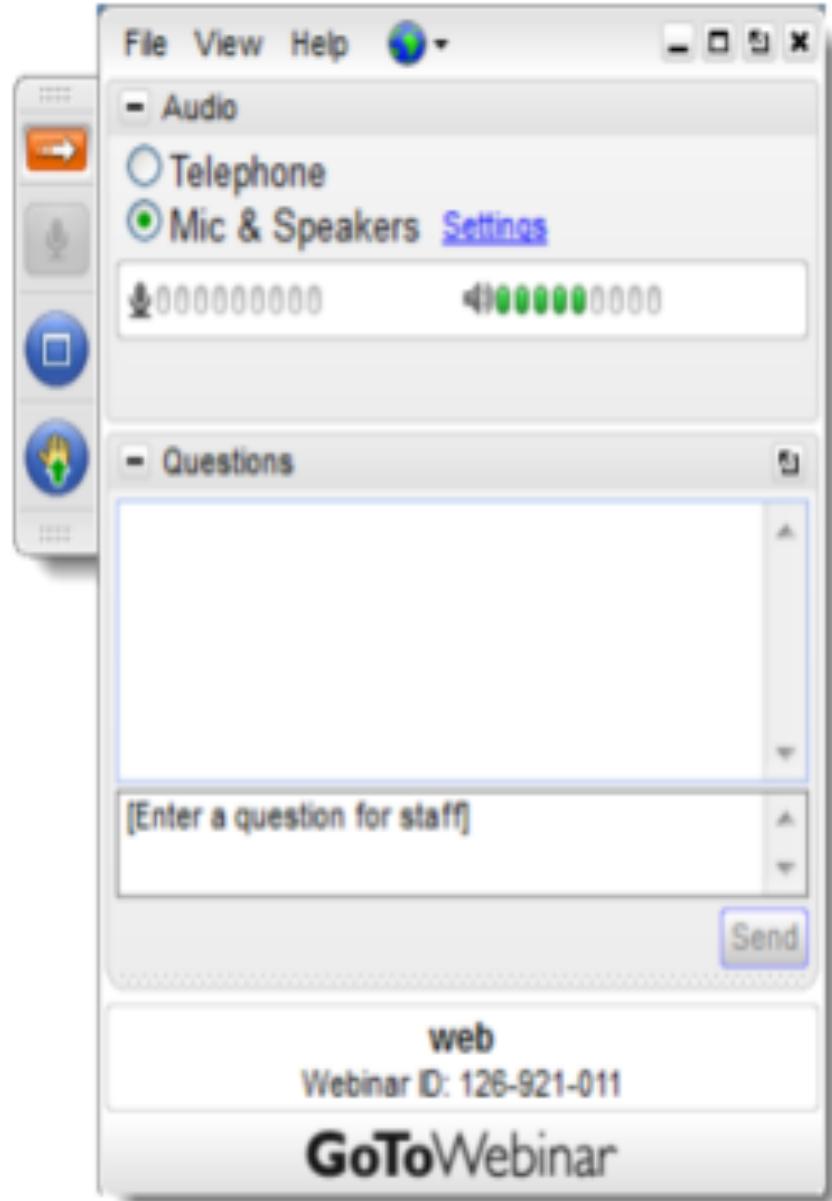


*Net Objectives*



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# Al Shalloway

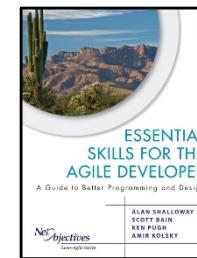
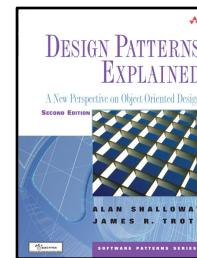
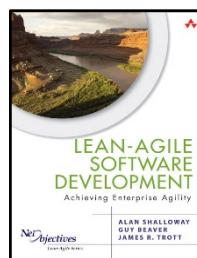
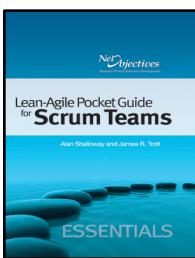
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Co-founder Lean-Kanban University  
Contributor to SAFe





# Scaling Up With Agile Product Management

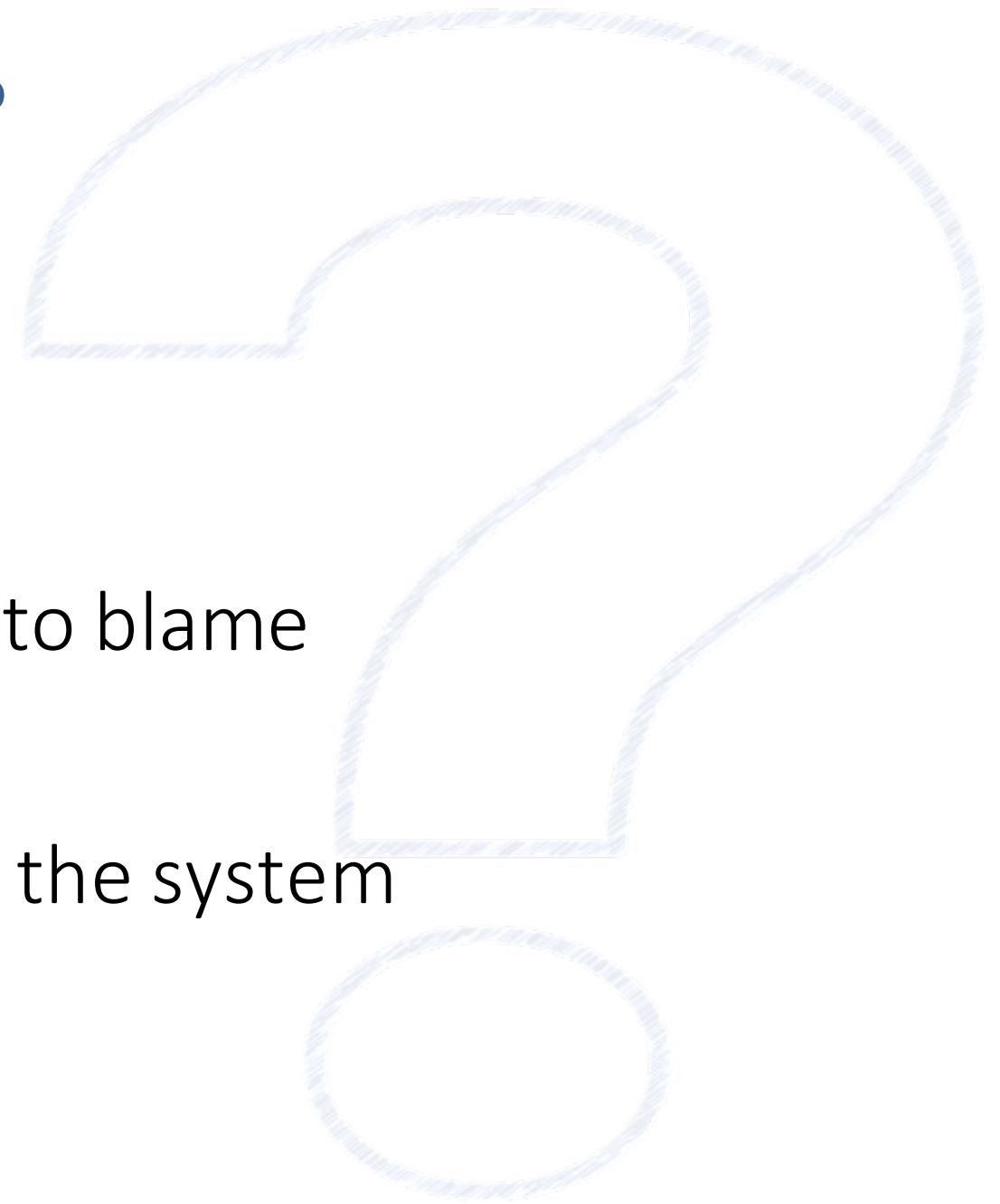
1. Our Challenges
2. Portfolio Level Agreement
3. Aligning Technology
4. Managing Work in Process
5. Shifting From Projects to Products

# Agile Stagnation: What Are The Symptoms?

- Teams have improved, but time to market is about the same
- Not everything built is useful – some things have to be redone
- Things get *almost* done quickly, but finishing takes time
- Lots of interruptions or waiting

# What Is Causing Agile Stagnation?

- The process?
- Development group?
- Management?
- People are looking for someone to blame
- Both in waterfall and Agile
- We must shift to a lean focus on the system

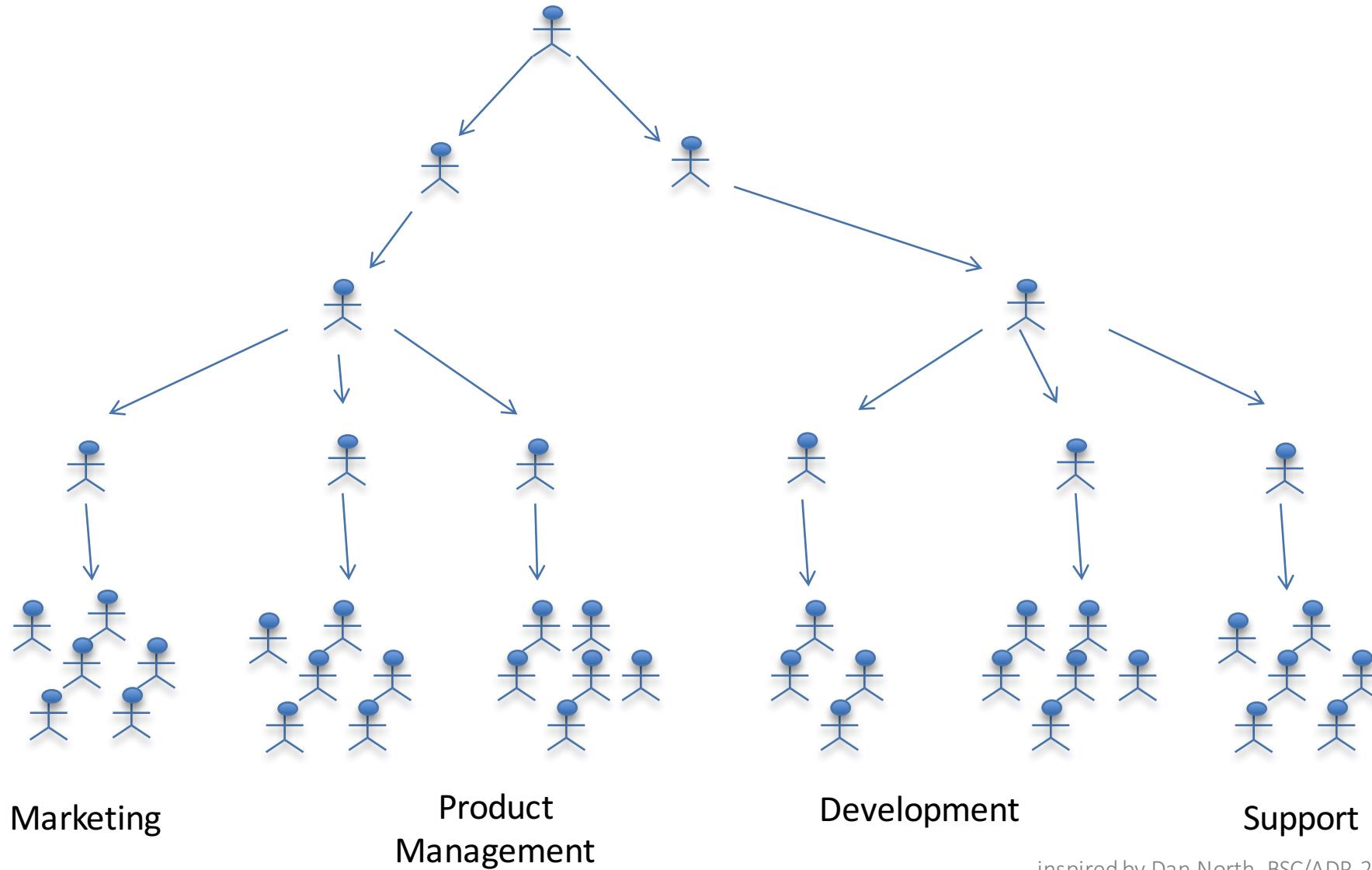


# Polling Question

## **What is the biggest challenge to scaling Agile within your organization?**

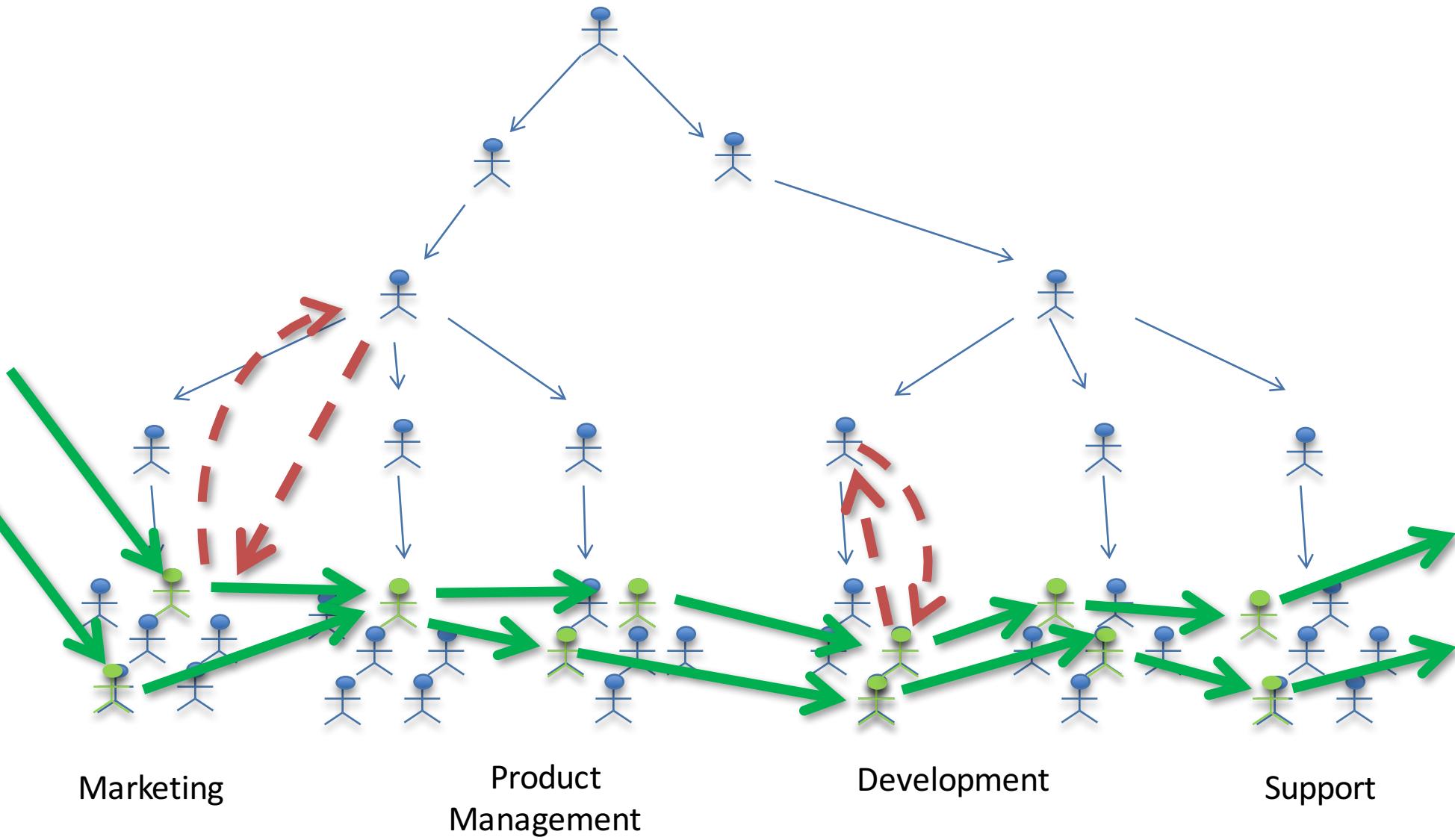
- We can't convince our teams to do Agile
- Teams are struggling to work together to finish things
- Product management is struggling when working with the teams
- Our business stakeholders and/or management aren't bought in

# Common Organizational Structure

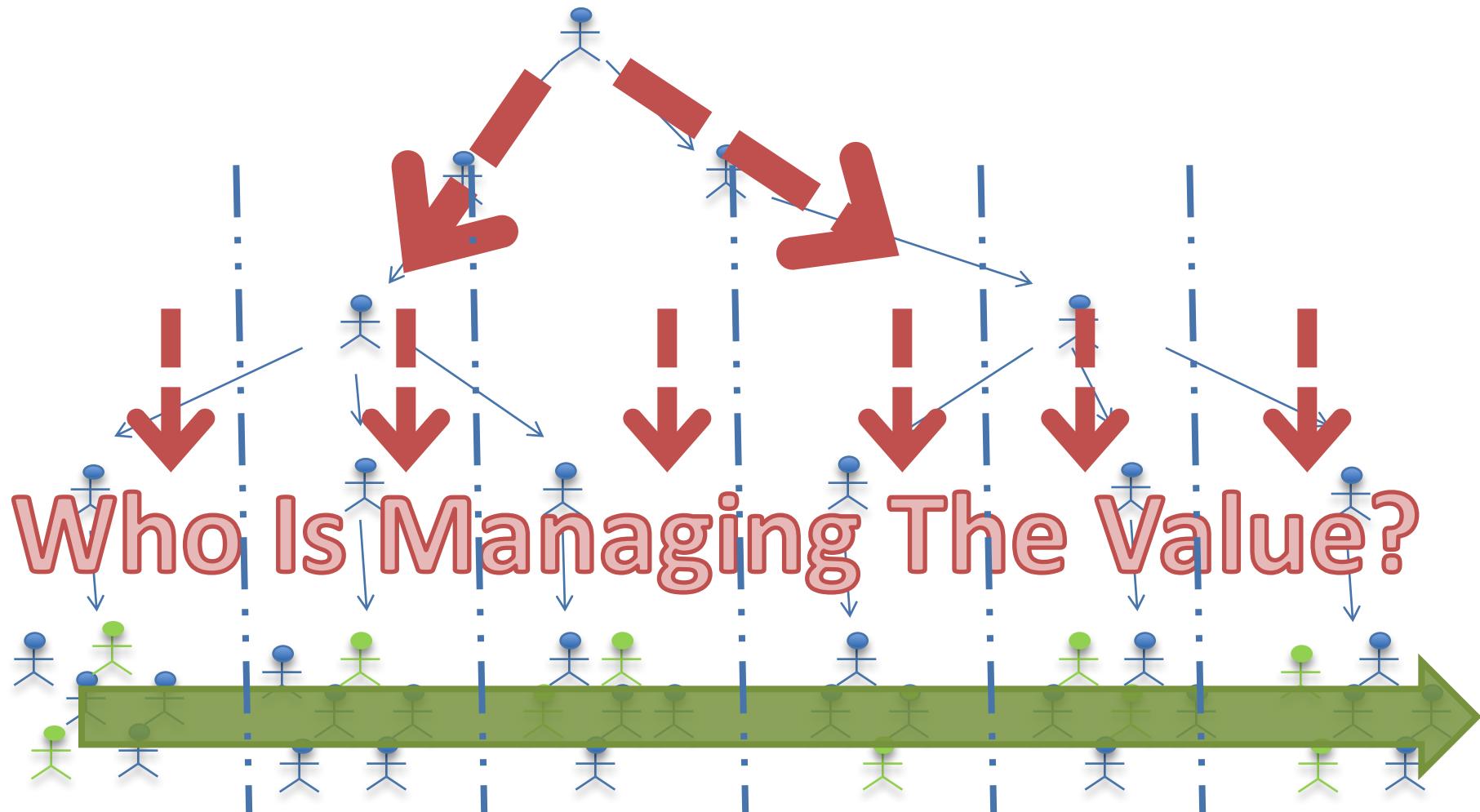


inspired by Dan North, BSC/ADP 2012

# The Nature Of Our Work

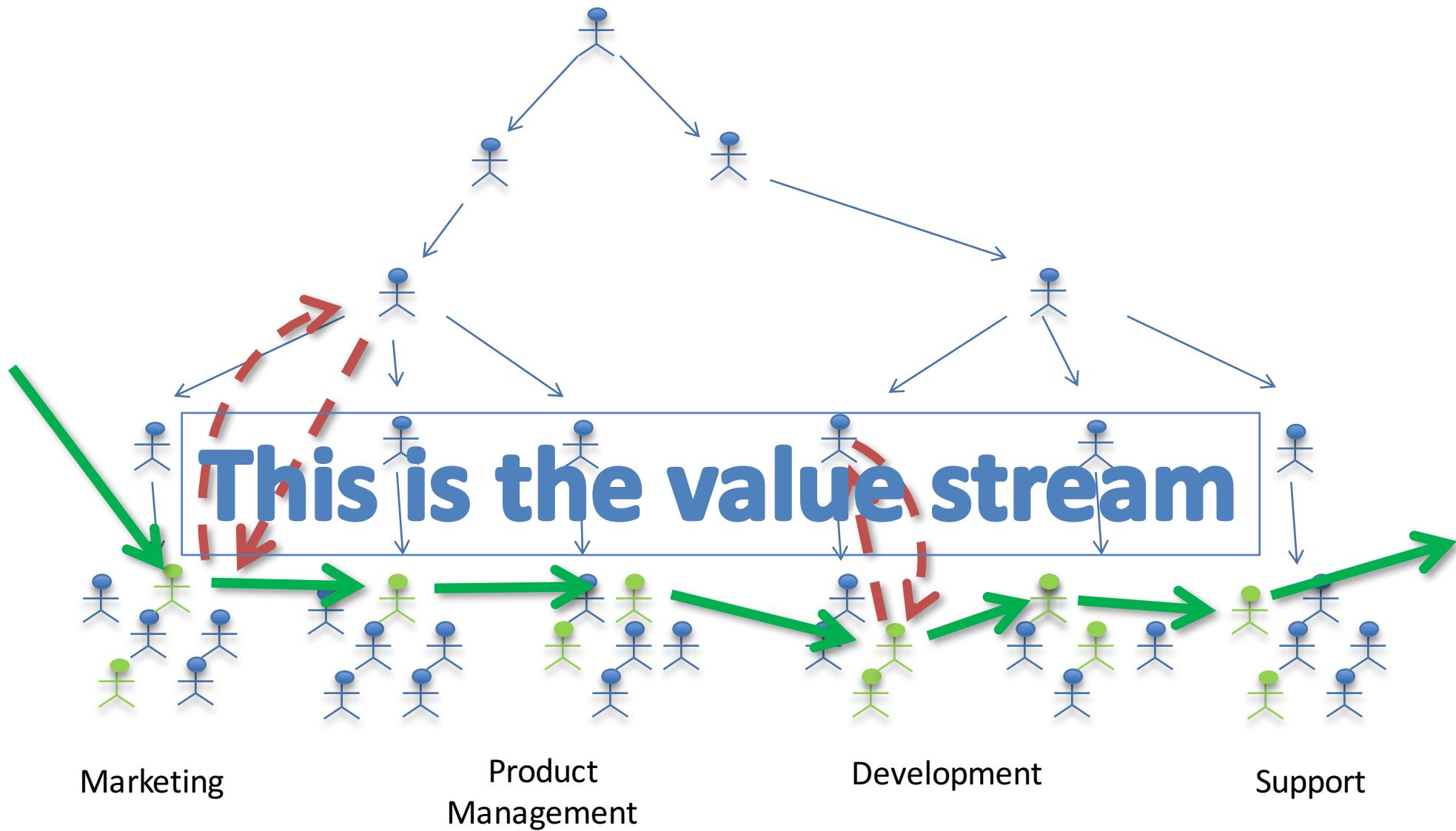


# We Manage Our People This Way



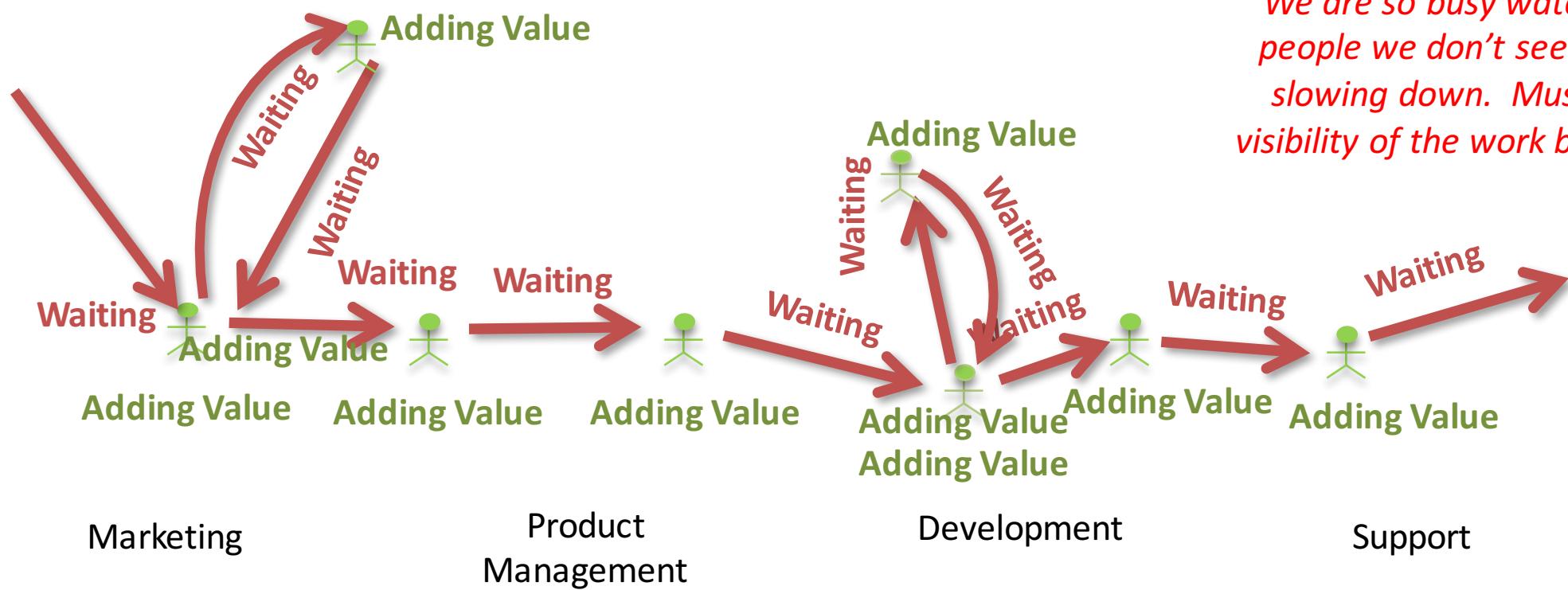
even though our *value* flows this way

# Time-to-Market



# How Often Does Work Wait?

Collaborate across boundaries



# What Does All This Get Us?

Usage of Features and  
Functions in Typical System



Source: Standish Group  
Study of 2000 projects at 1000 companies

# Get While The Getting's Good



# Scaling Up With Agile Product Management

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- 2. Portfolio Level Agreement**
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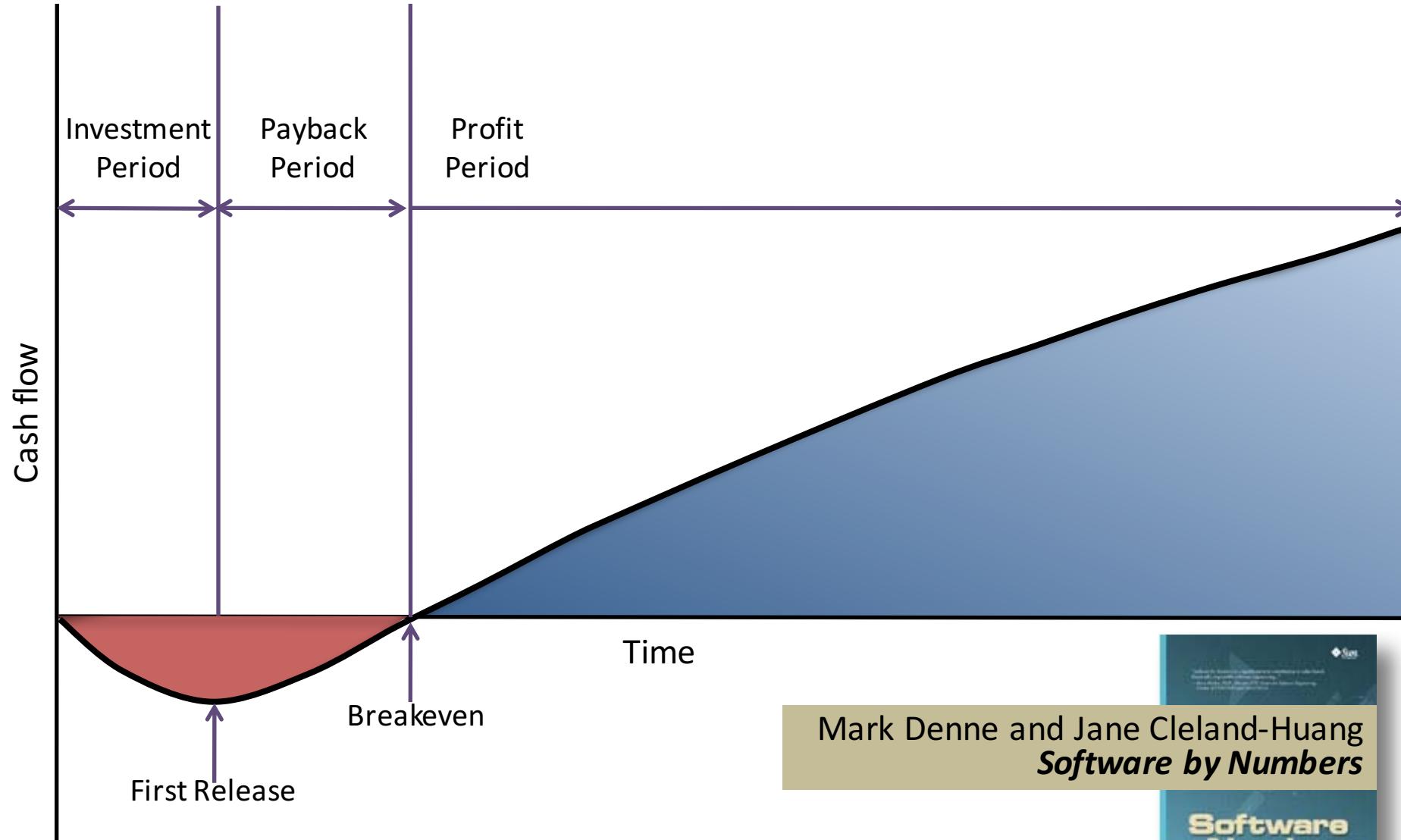
# Polling Question

## Where are you in your organizational Agile journey?

- We have not yet begun or have only pockets of Agile teams
- We are now considering scaling due to success of Agile teams
- We've been running Agile at scale, but not very successfully
- We are fairly advanced in our journey

# How can we get realization of value faster without going faster?

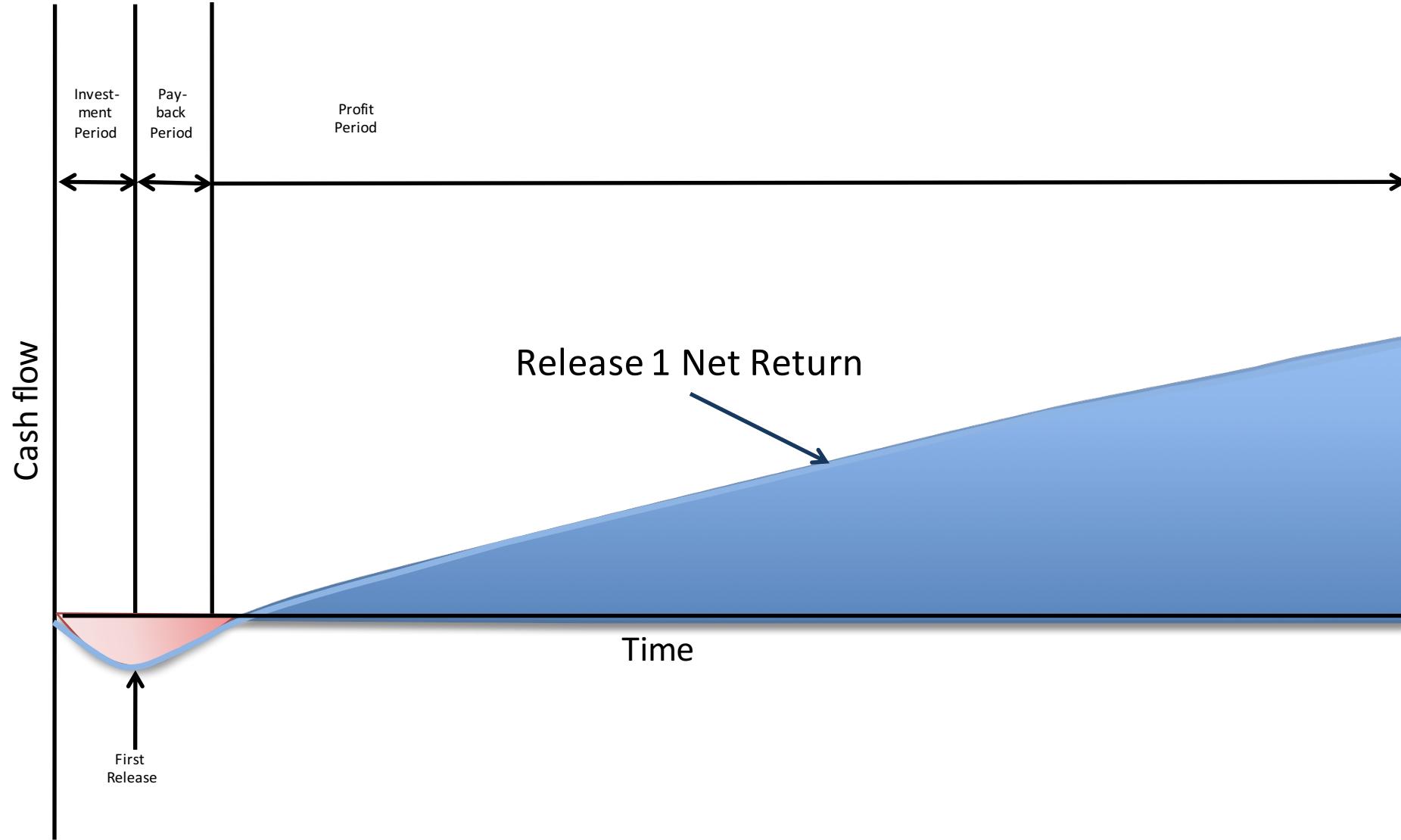
# Economics of Responsiveness



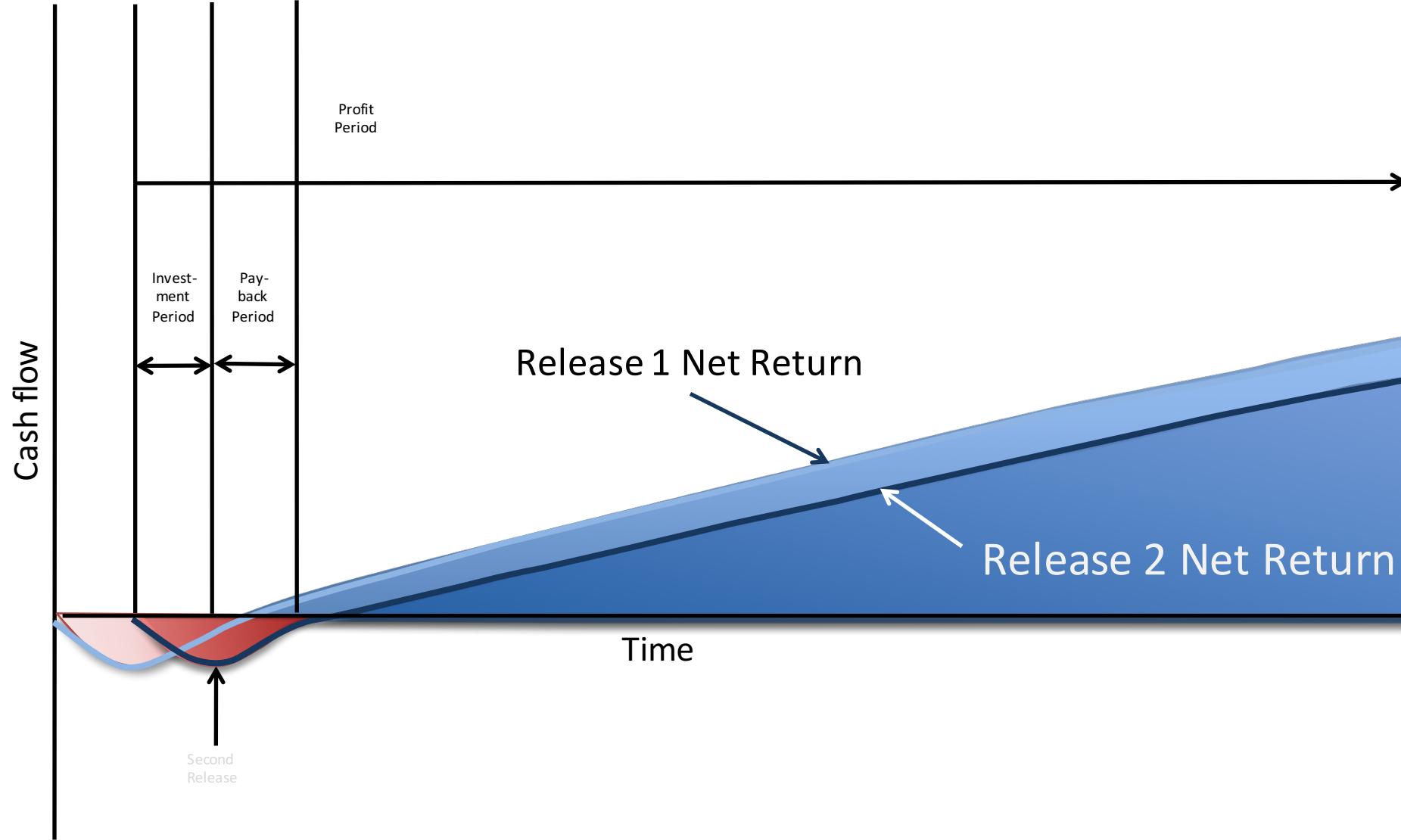
Mark Denne and Jane Cleland-Huang  
**Software by Numbers**



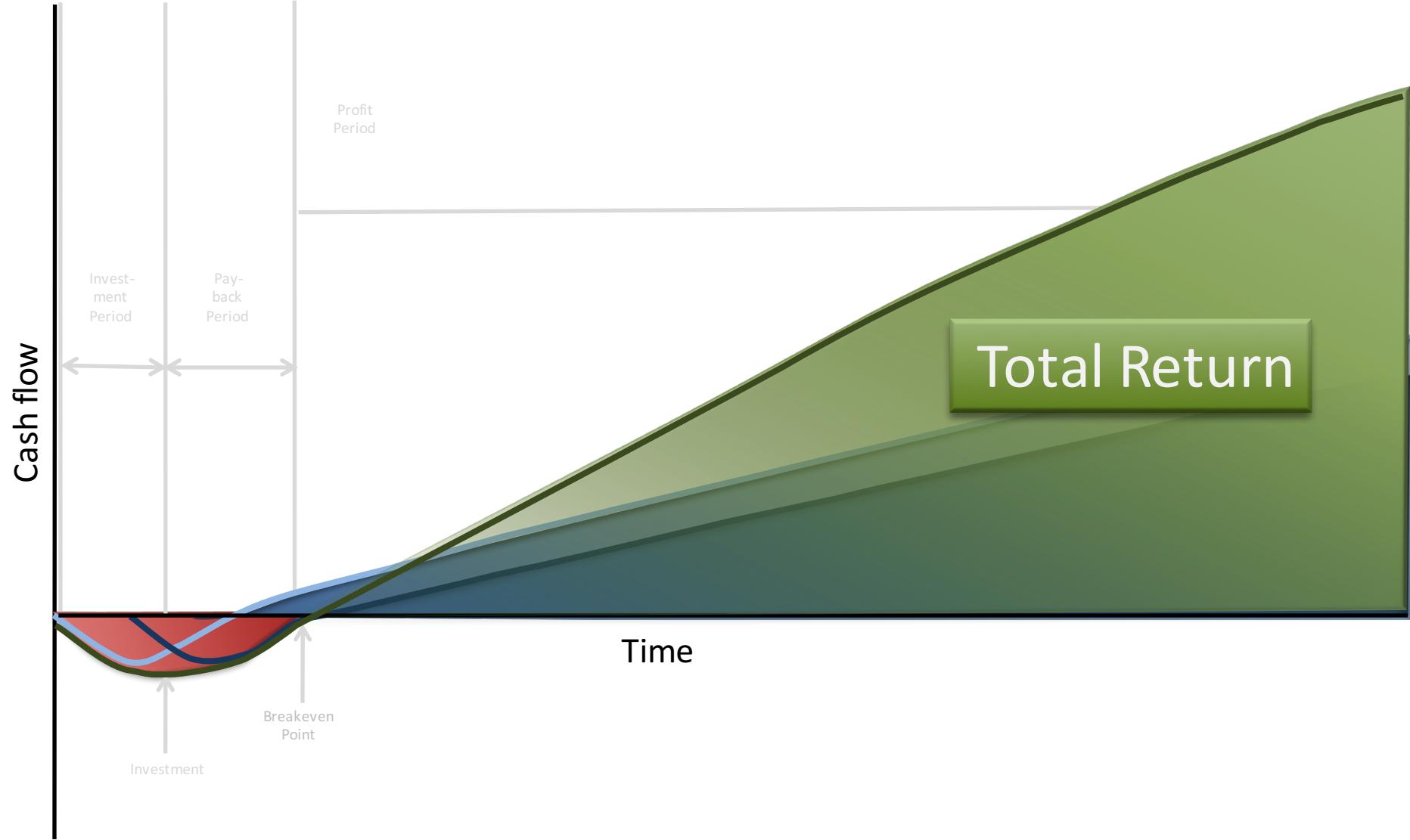
# Staged Releases



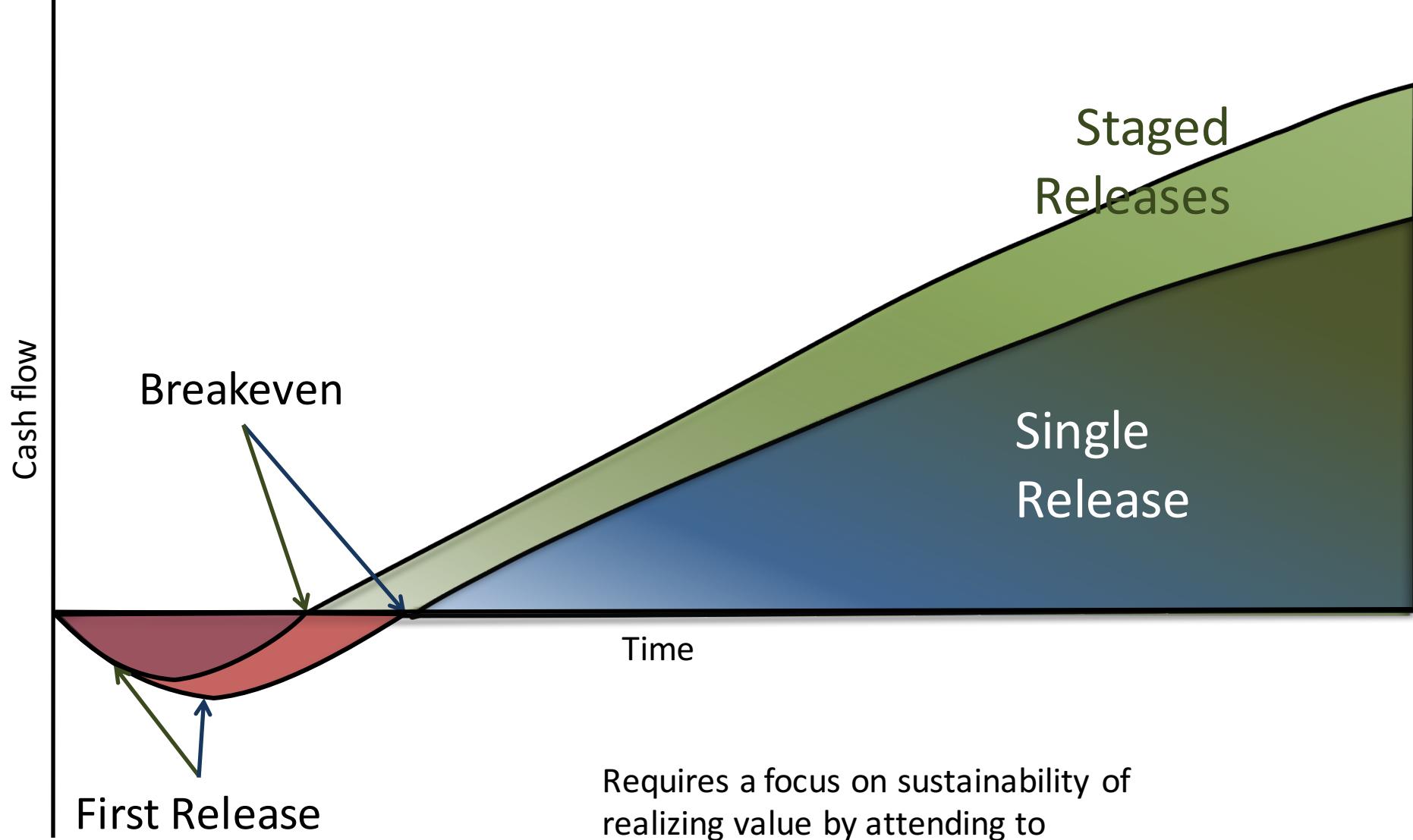
# Staged Releases



# Staged Releases



# Increased Profit



Requires a focus on sustainability of  
realizing value by attending to  
architectural roadmap of product line

# Minimum Business Increment (MBI)

The **minimum** amount of business value that can be built, deployed and consumed that makes sense from a **business** perspective

66 An MBI is not a reason to deliver less.

It is a reason to deliver  
**sooner.**

# MVPs Contrasted With MBIs

## MVPs

- Intended to verify what is of value
- Designed for startups
- Mostly for startup companies
- Organized around *product* delivery

## MBIs

- Intended to realize value to customer faster
- Designed for any company
- Useful for any maturity level
- Organized around *value* delivery

# Agility

*is about*

## Business Value Increments

*not development cycles*

- *Pick what's valuable*
- *Align around it*
- *Deliver incrementally*



Drive  
from  
Business  
Value

66

smaller vs  
bigger chunks

Often reducing batch size is all it takes to bring a system back into control

Eli Goldratt





# Alignment Requires Agreement on What to Align On

Business strategies should be based on values.

For example:

- \$ retention and growth
- Acquisition of new clients
- Total operating expense per client
- Customer experience
- Governance

# **Q: How does the customer fit into this approach?**

# Scaling Up With Agile Product Management

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**There is more value created  
with overall alignment than  
with local excellence.**

**- Don Reinertsen**

*Visualize the result, allow teams to  
form their own solutions.*

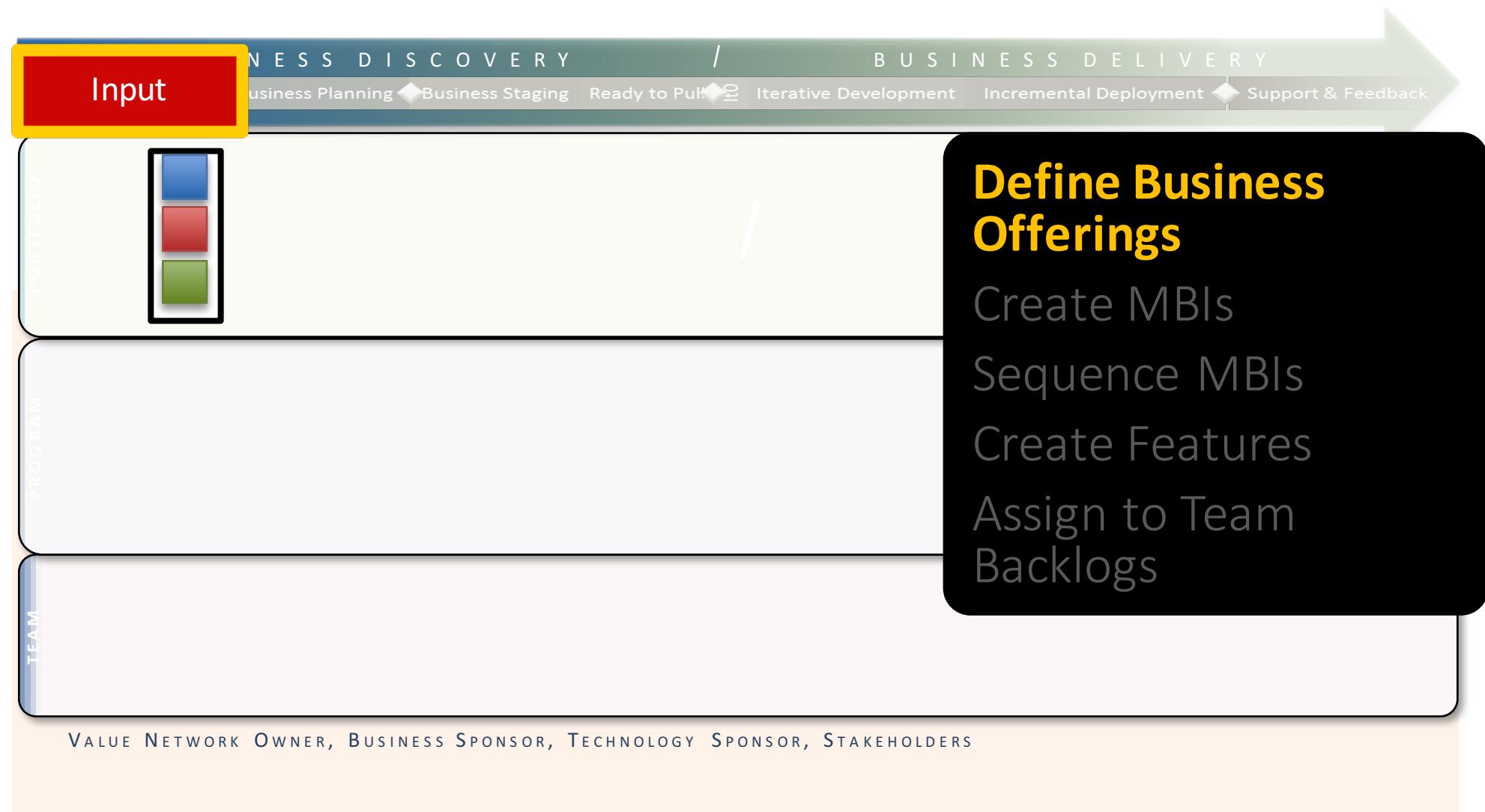
# Alignment Directly Works on Our Challenges

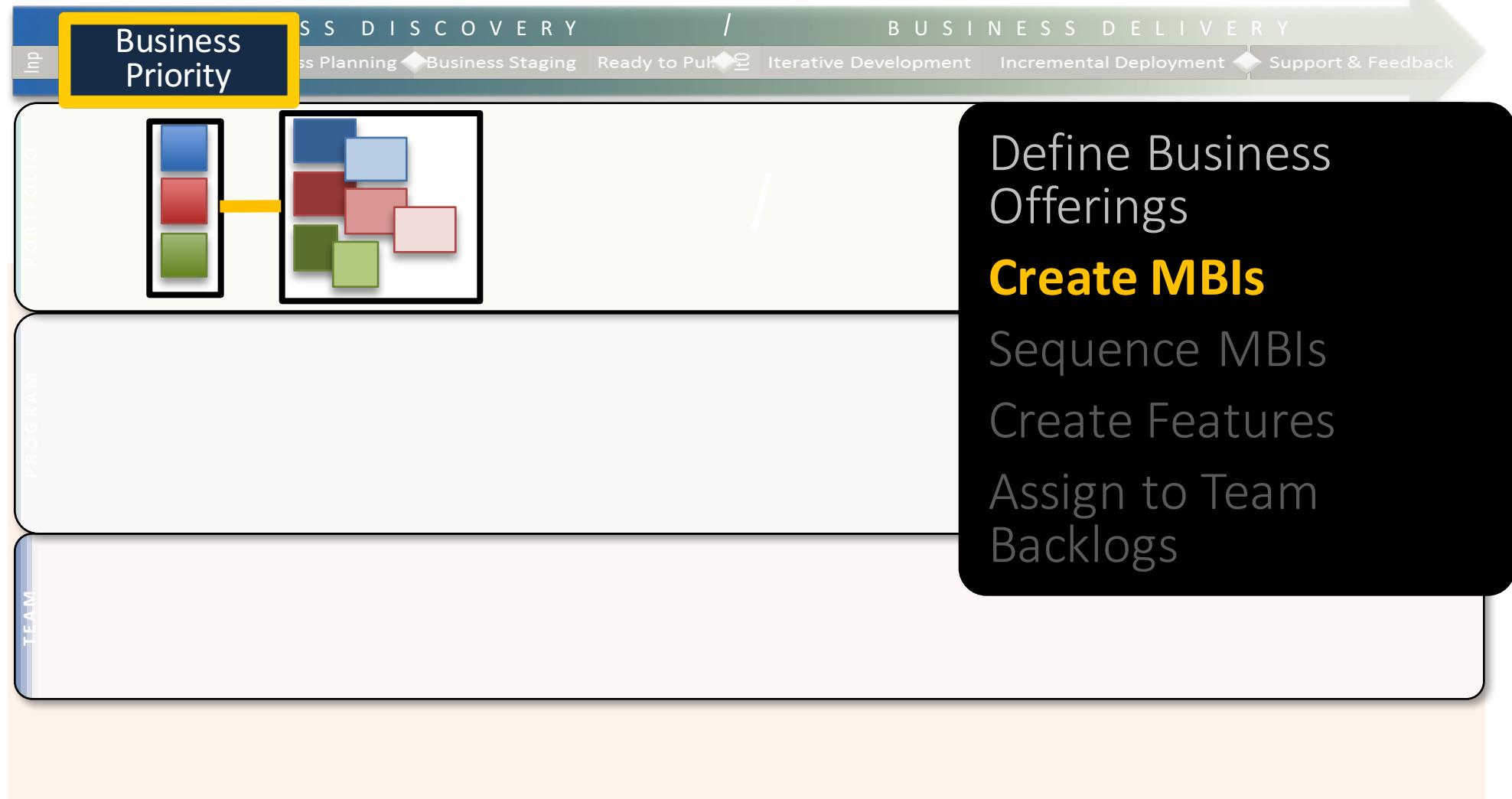
## Challenge: Not Working Together

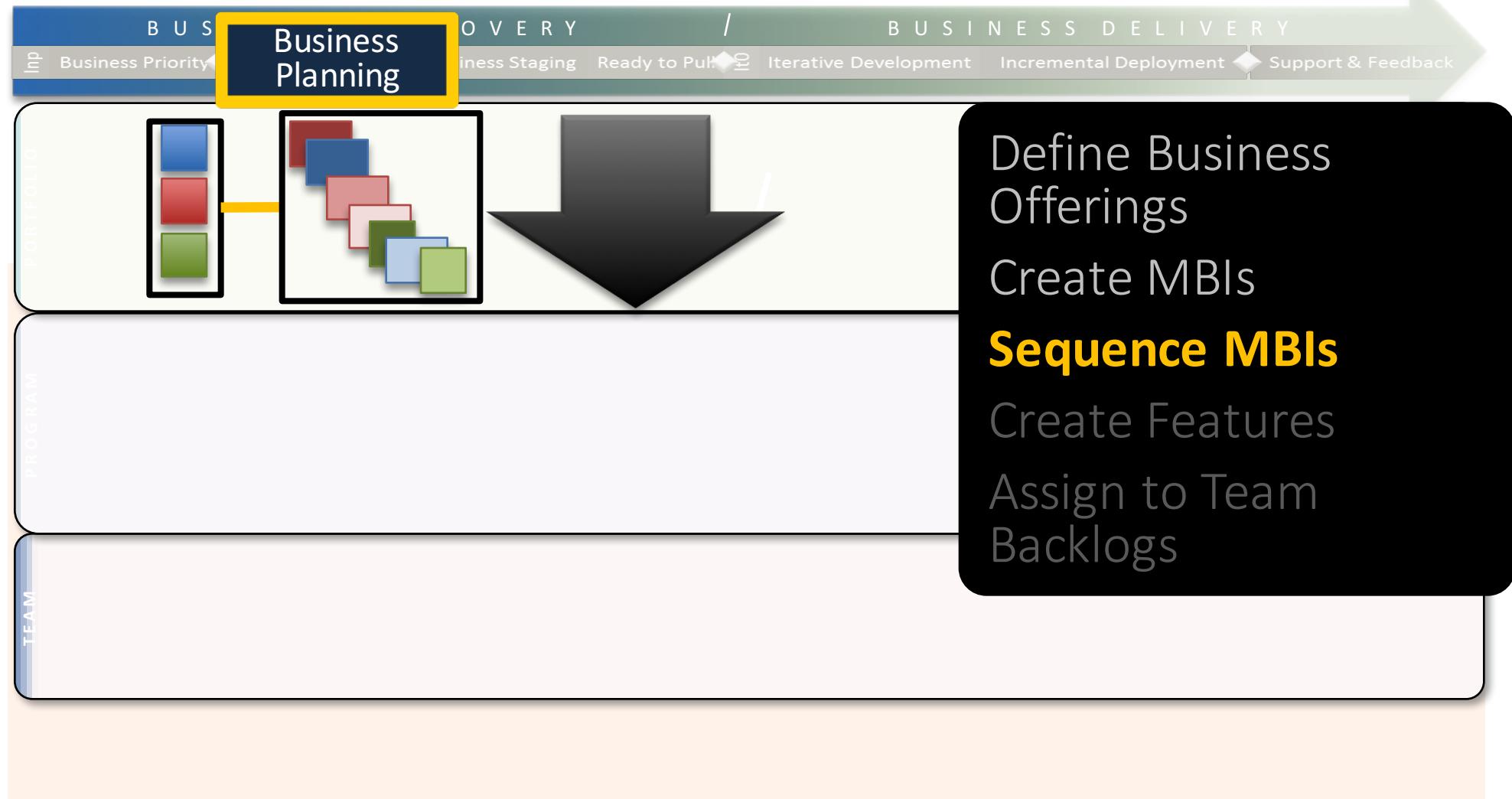
- Waiting for people
- Being interrupted by people
- Being out of synch and detecting during integration
- Delays in feedback
- Getting information
- Using information

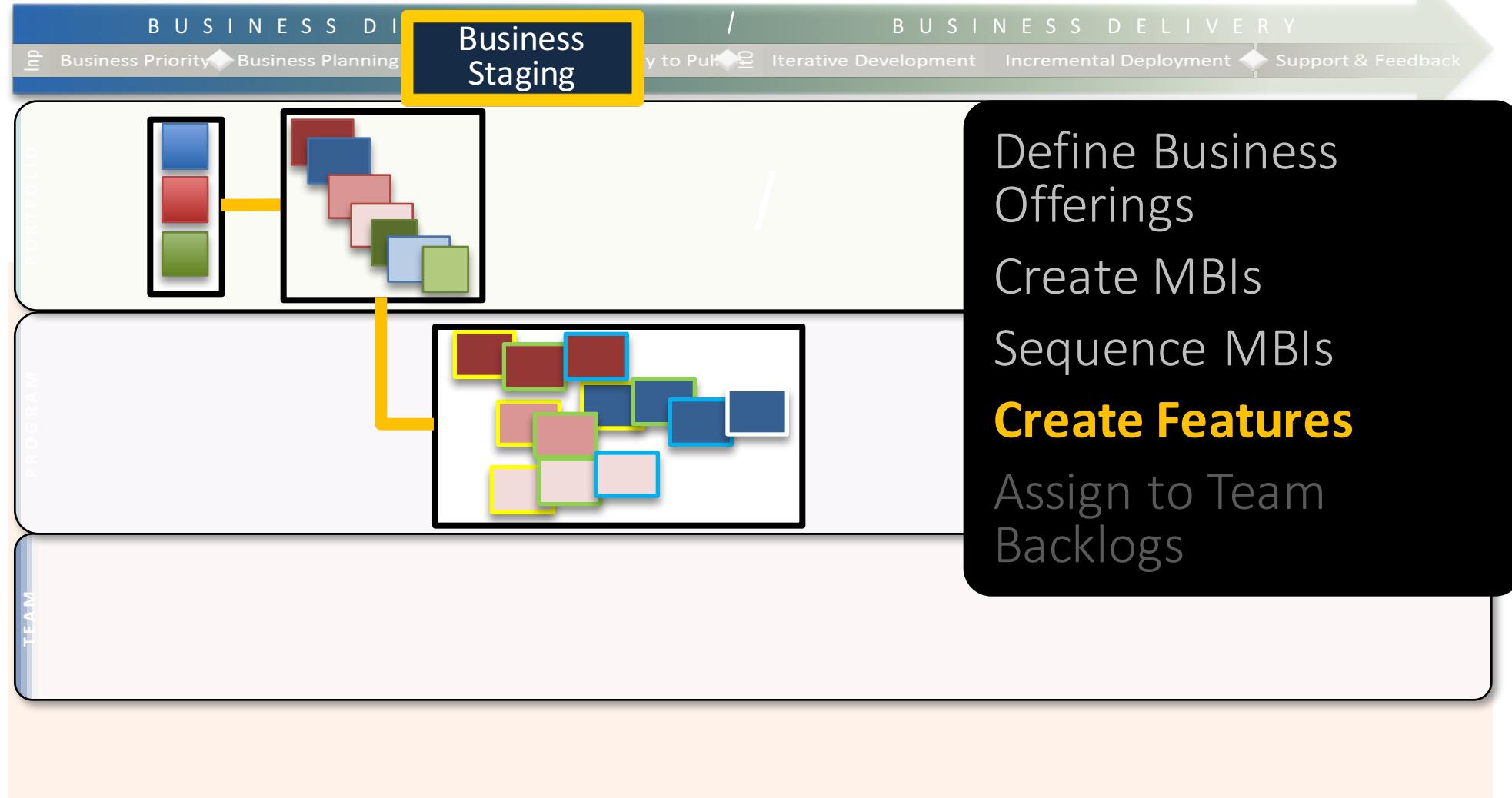
## Solution: Being Aligned

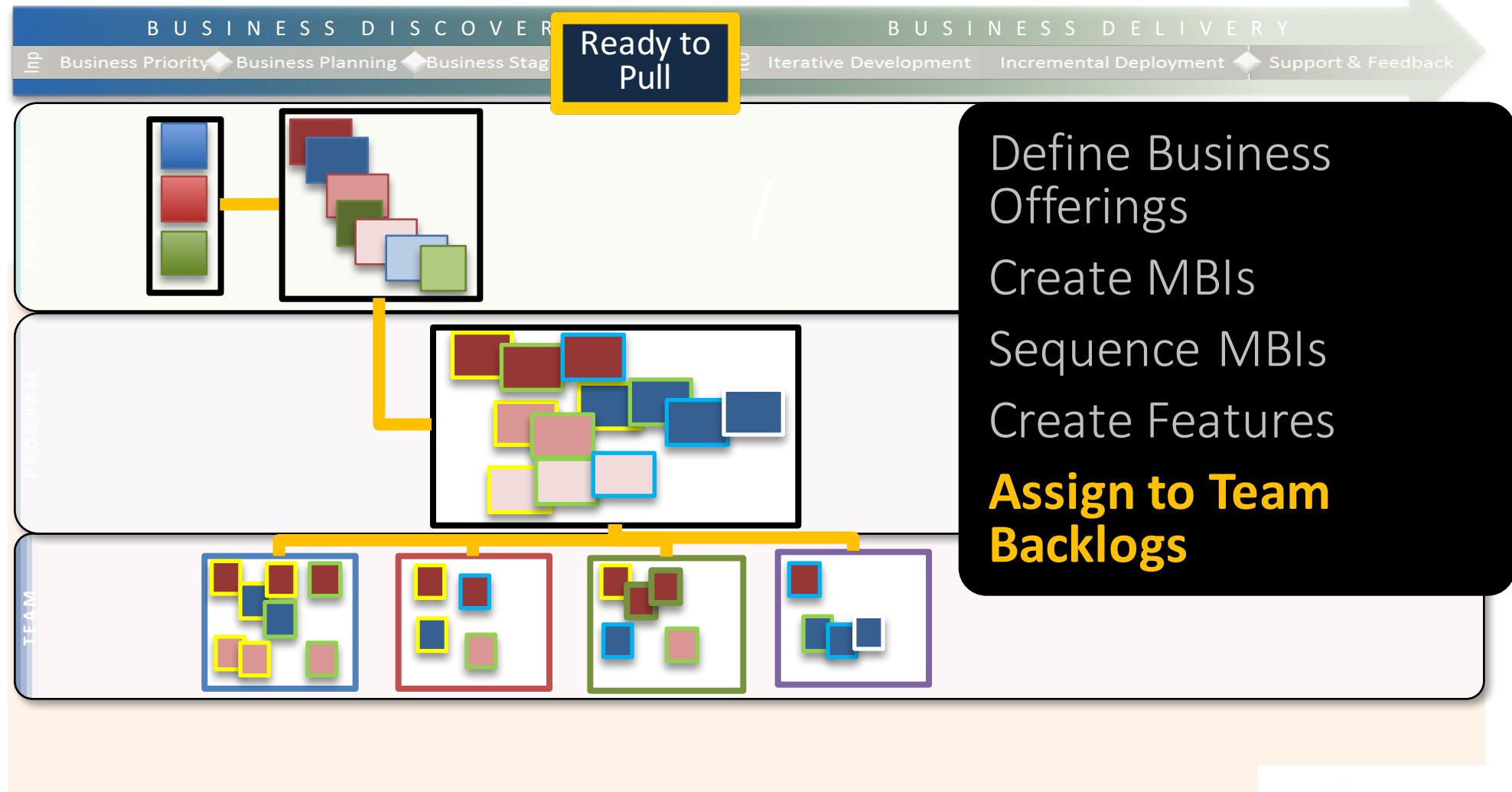
- Have visibility on what's most important
- See work coming your way
- Must work together, not merely manage dependencies
- Align team structures
- Align when teams work on thing
- Work on smaller pieces

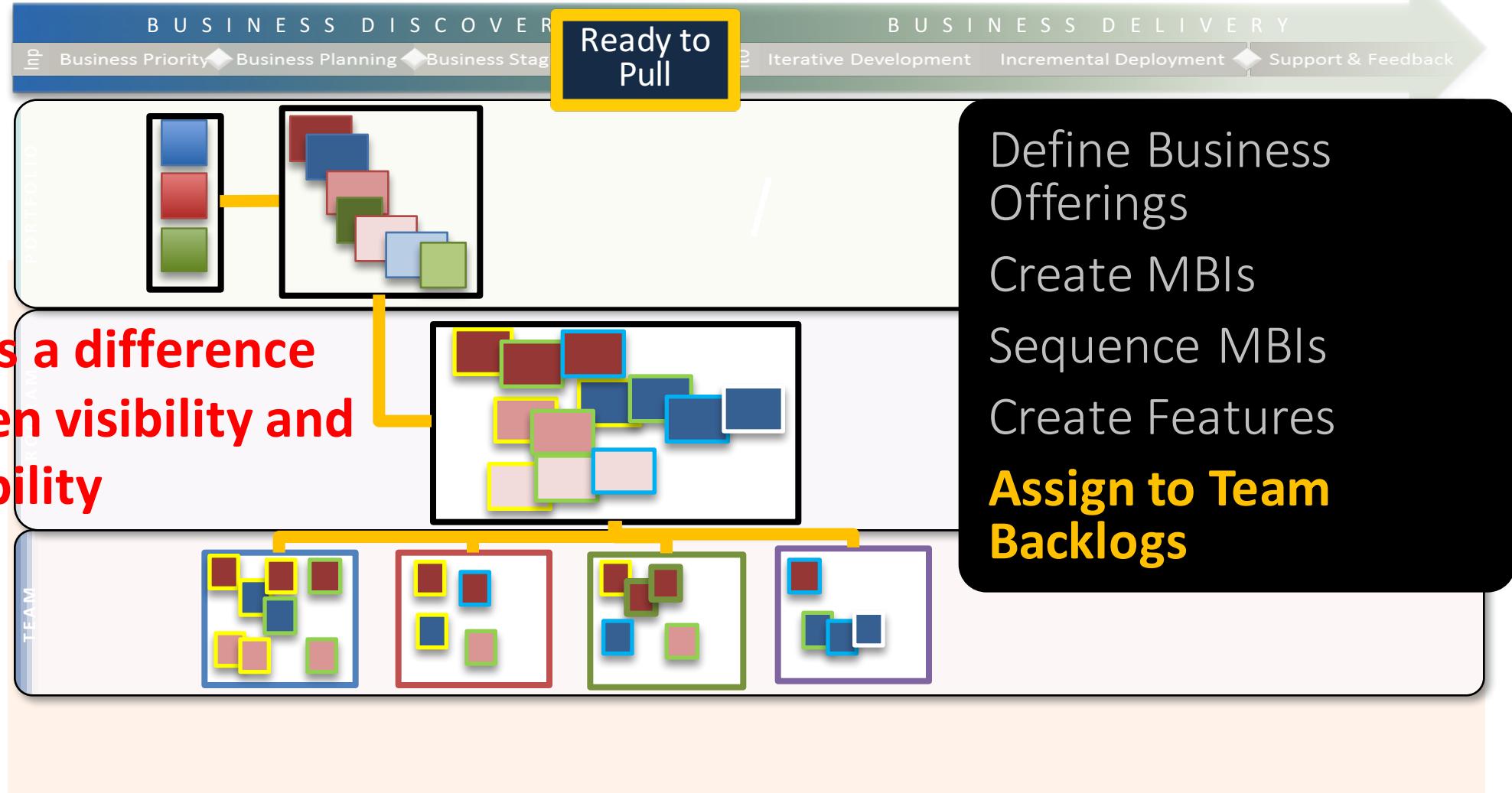


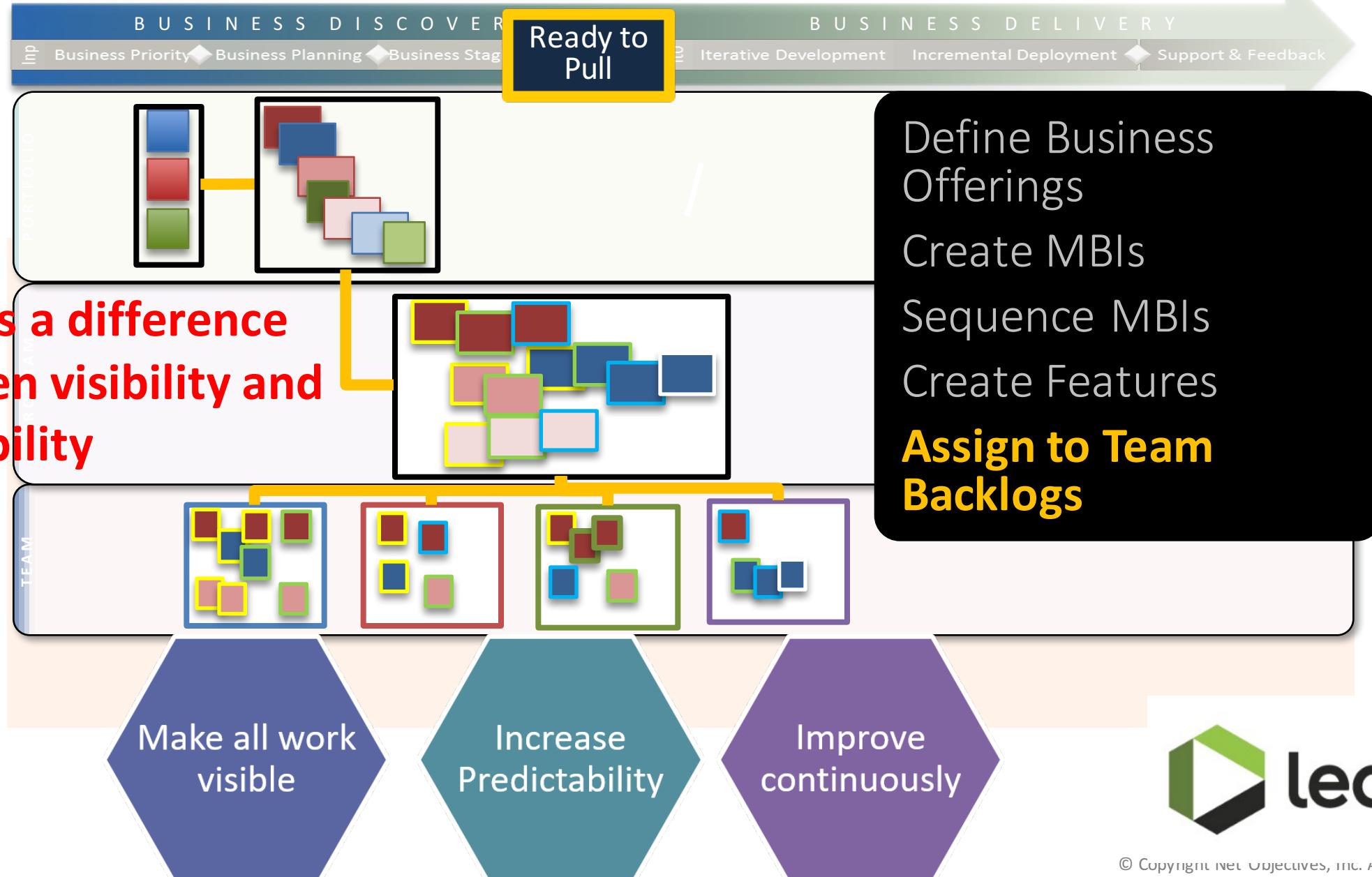




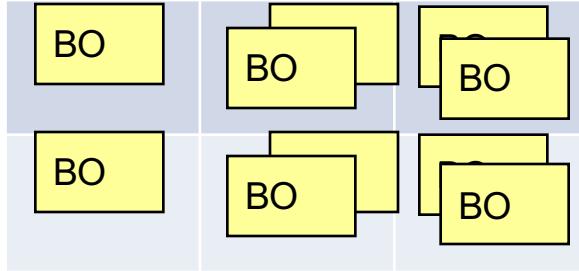








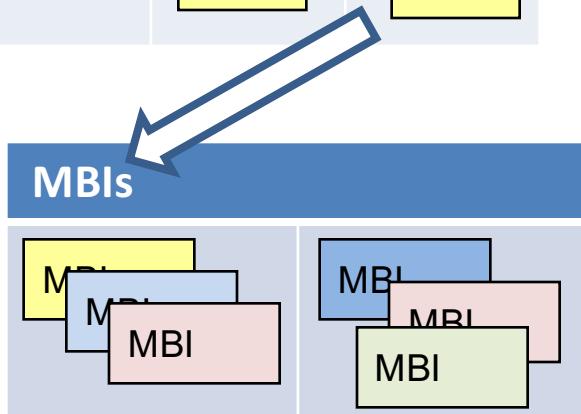
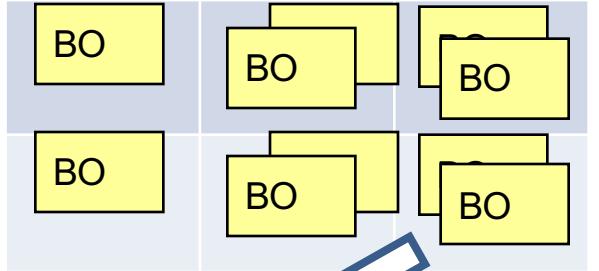
## Potential Business & Systems Offerings



We start with a board of potential business offerings.  
Best to limit the number of things that can go on there so it can be considered that this *is* a Kanban board.

# Workflow Boards Across the Enterprise

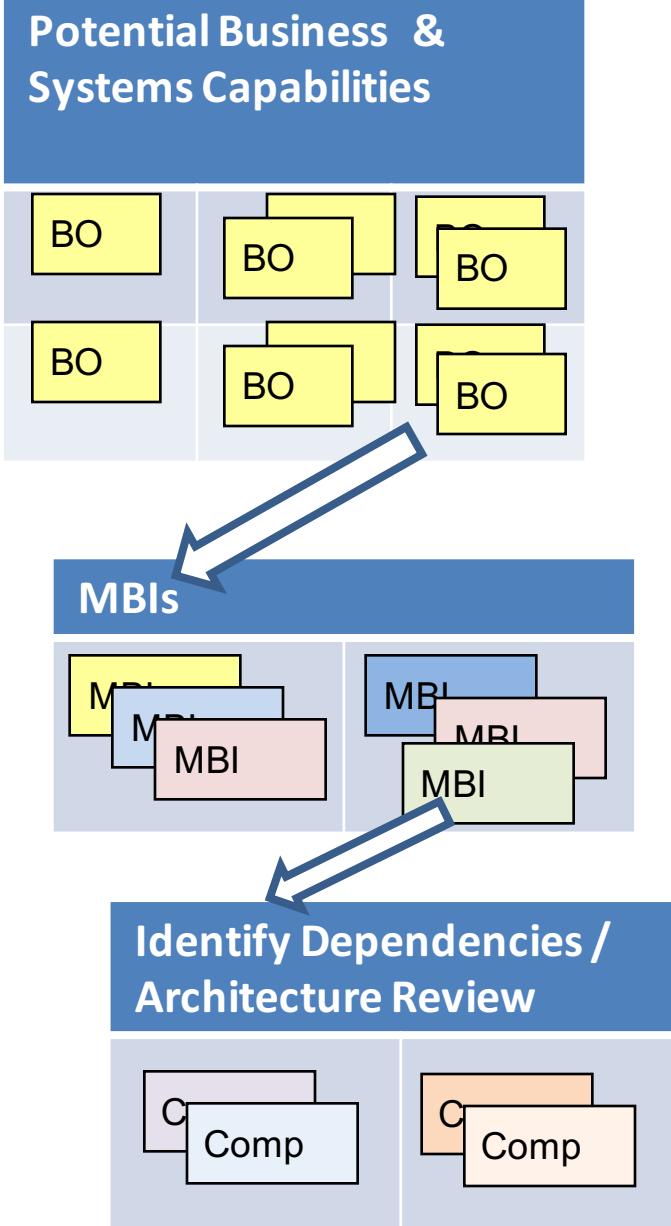
## Potential Business & Systems Capabilities



Create a release plan with MBIs

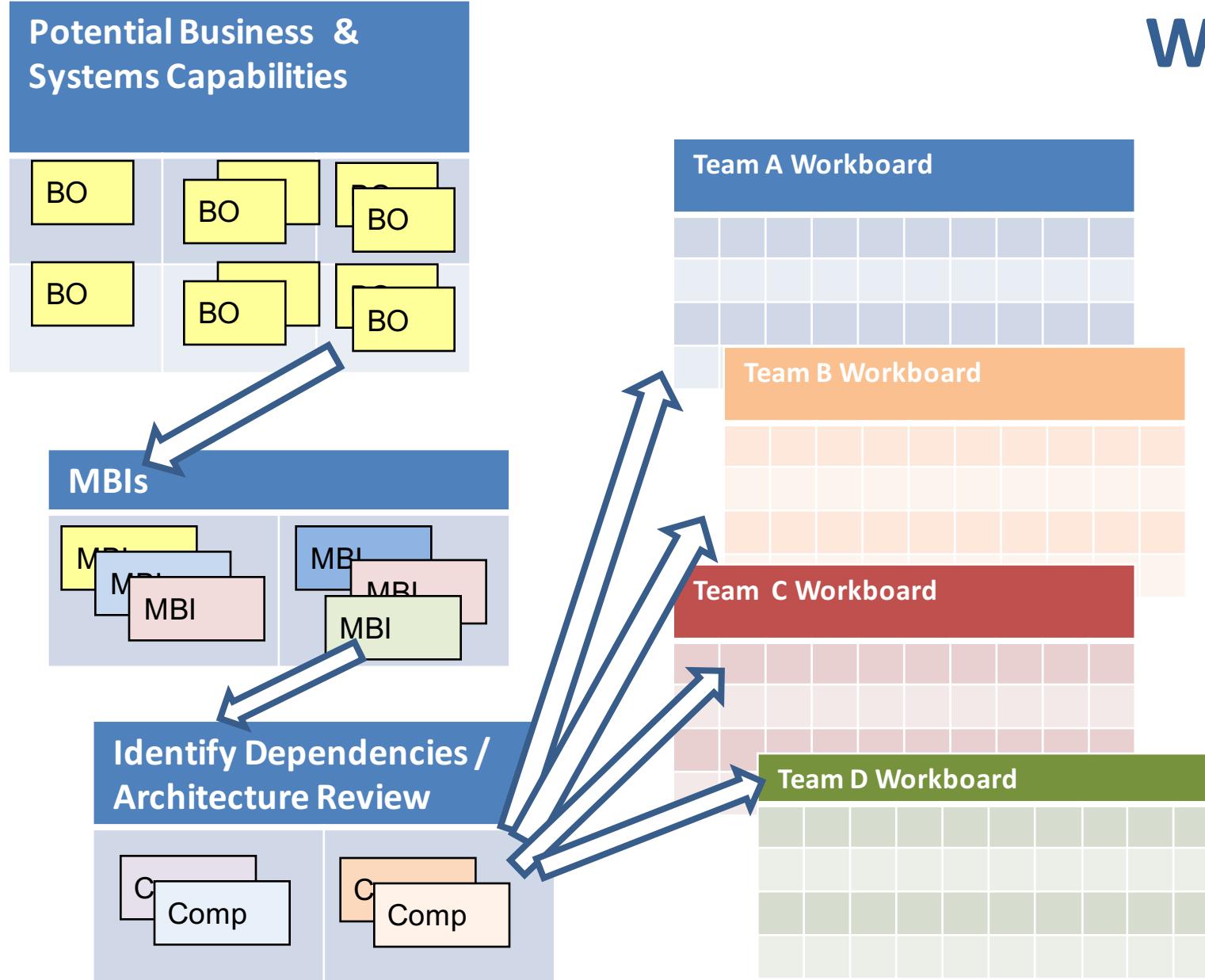
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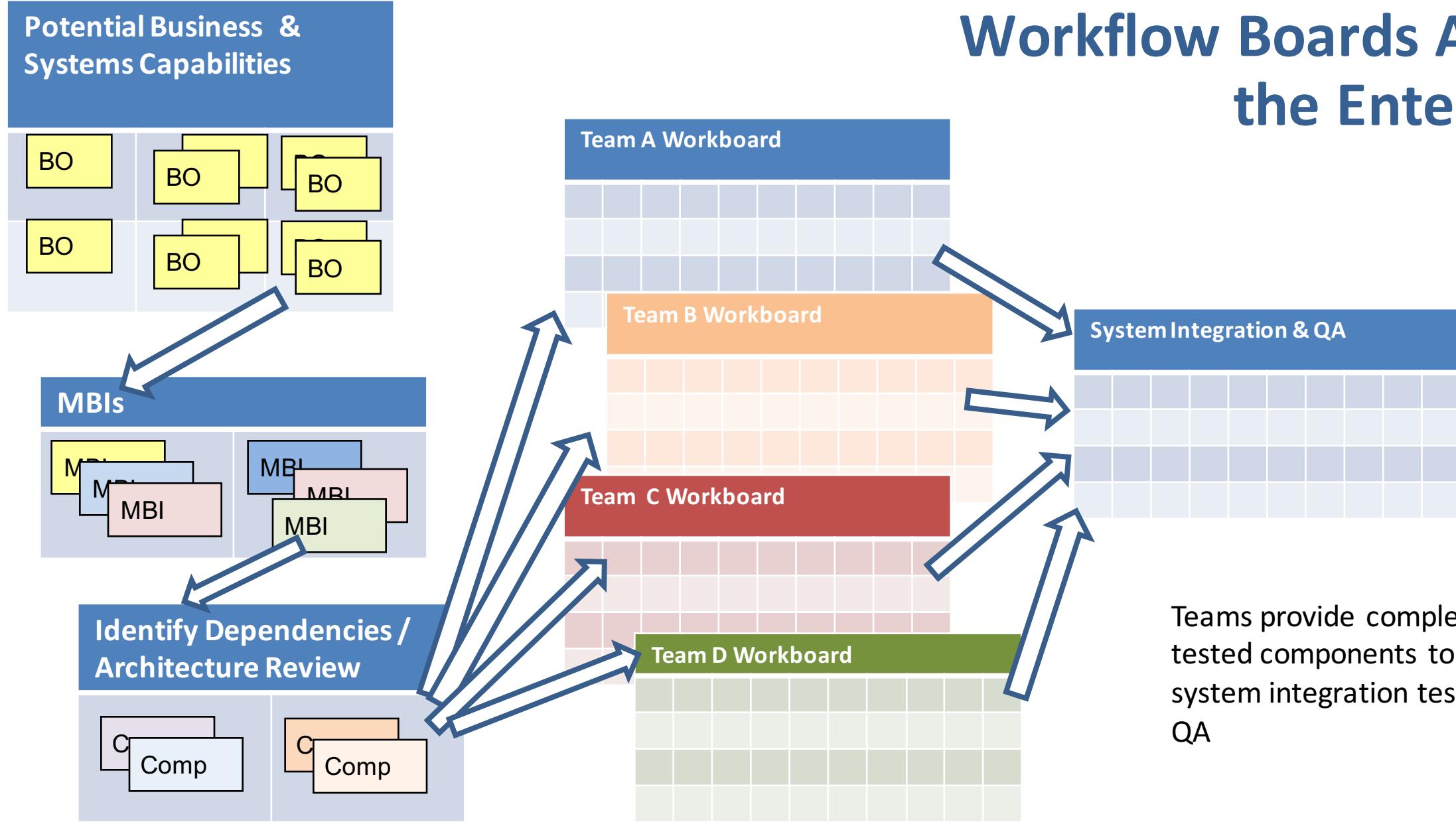
Break MBIs down into components and review the architectural issues of the release

# Workflow Boards Across the Enterprise



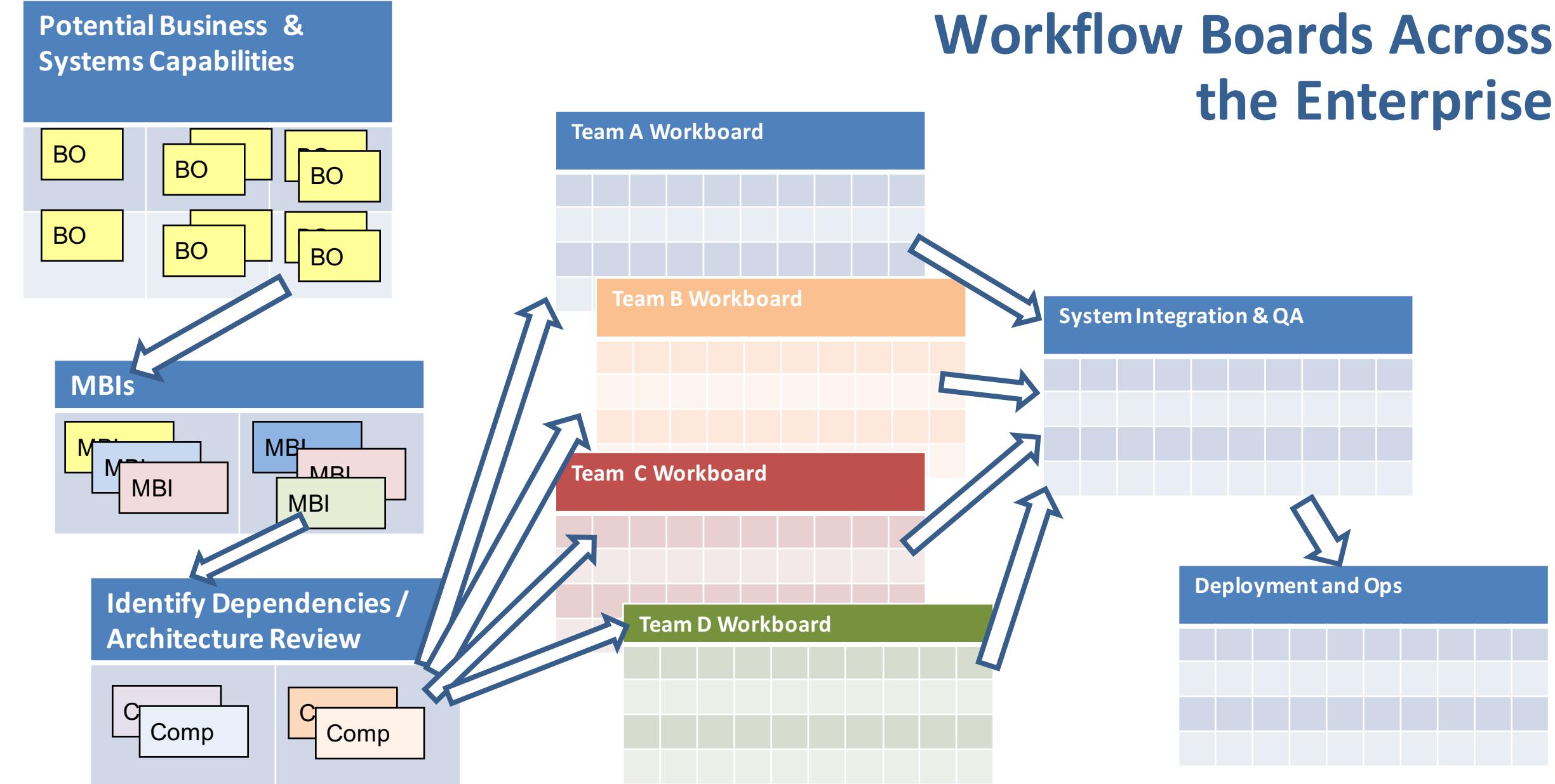
Put the components on the backlogs of their associated teams

# Workflow Boards Across the Enterprise



Teams provide completed, tested components to system integration test and QA

# Workflow Boards Across the Enterprise



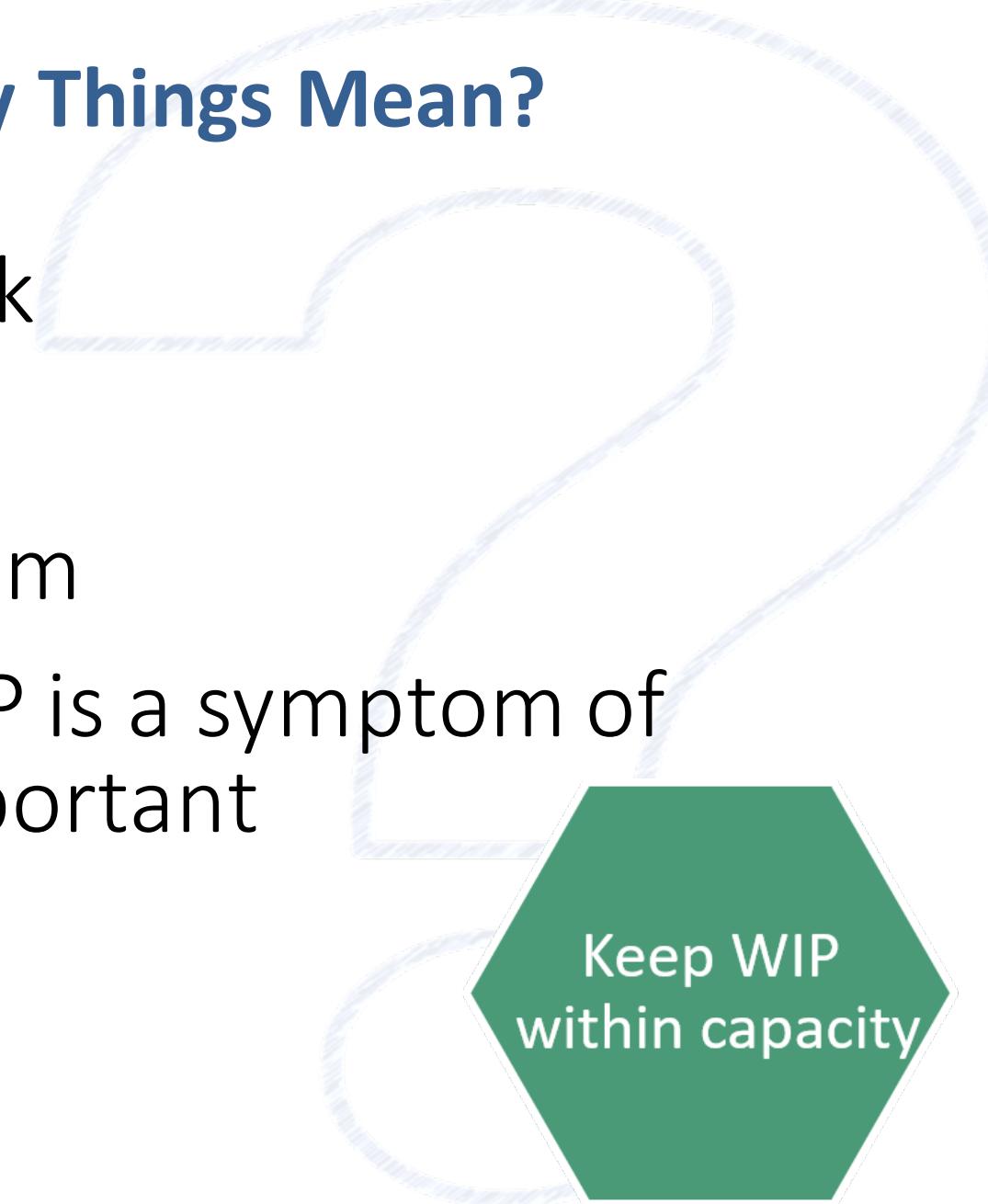
Applications provided to deployment and operations

# Scaling Up With Agile Product Management

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# What Does Working on Too Many Things Mean?

- Delaying more important work
- Breaking plans
- Injecting extra work into system
- Not being able to manage WIP is a symptom of not knowing what is most important



Keep WIP  
within capacity



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**Q: Maybe before you start,  
you should define what  
you mean by “product.”**

# Project Management → Product Management

## Project Management

- Project starts by allocating people
- Often lack in subject matter expertise
- Requires some time to learn to work together
- Not always full capability
- Fosters “getting while the getting is good” mentality

## Product Management

- Product starts with initial offering
- Have subject matter expertise
- Team (mostly) stays together
- Team (mostly) has full capability
- Business stakeholders understand they will get value quickly and can ask for what's next

# Whatever Approach You Take

Must be holistic

Must not be one-size fits all

Need agreements across organization

Lean for Executives

Product Portfolio Management

Business Product Owner

Product Owner

Business

Lean  
Enterprise

Management

Team

technical

Leanban / Kanban / Scrum

ATDD / TDD / Design Patterns

Lean Management  
Project Management

Onsite SPC

Leading SAFe®

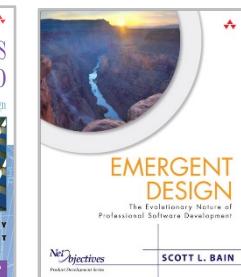
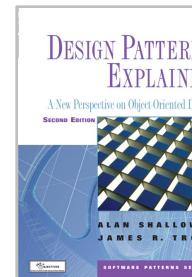
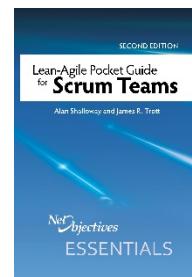
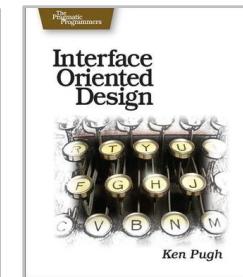
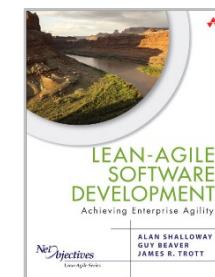
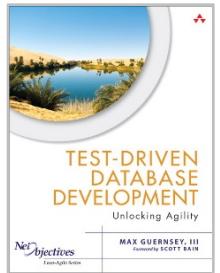
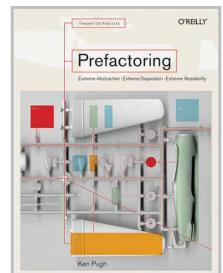
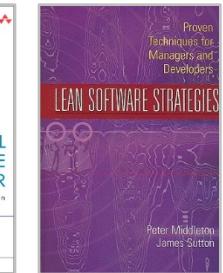
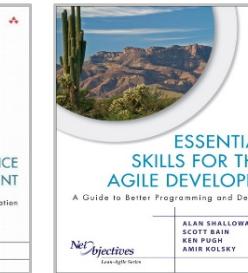
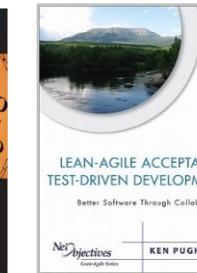
Agile Architecture

Product Manager/PO



ASSESSMENTS  
CONSULTING  
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# Where Can I Learn More?



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**Agile Product Management  
Symposiums in Seattle,  
Milwaukee, Orange County,  
Atlanta, ...**

# Questions

As organizations differ in process maturity, one framework may not be one-size-fits-all. How do you modify this alignment framework to fit orgs in different stages of process maturity?

In your opinion, are frameworks, such as SAFe, required to improve at scale?

Do you have any other tidbits on how to make iterative improvements to your organizational structure that result in easier management?

Could you please elaborate on how you used Scrum, XP, Lean, SAFe, TDD, ATDD, emergent design for iterative development?



*Net* Objectives

