



# Collaboration at Scale: Prioritizing a Backlog

13-Dec-2017



# Collaboration at Scale

Designed for Scrum-centric organizations with more than 10 Scrum teams, the **Collaboration at Scale** webinar series provides focused, outcome-driven solutions to collaboration problems faced by Product Owners, ScrumMasters, and Development Teams.

Produced by the Scrum Alliance and Conteneo, Inc., we're proud of the many distinguished experts who share their wisdom in our series.

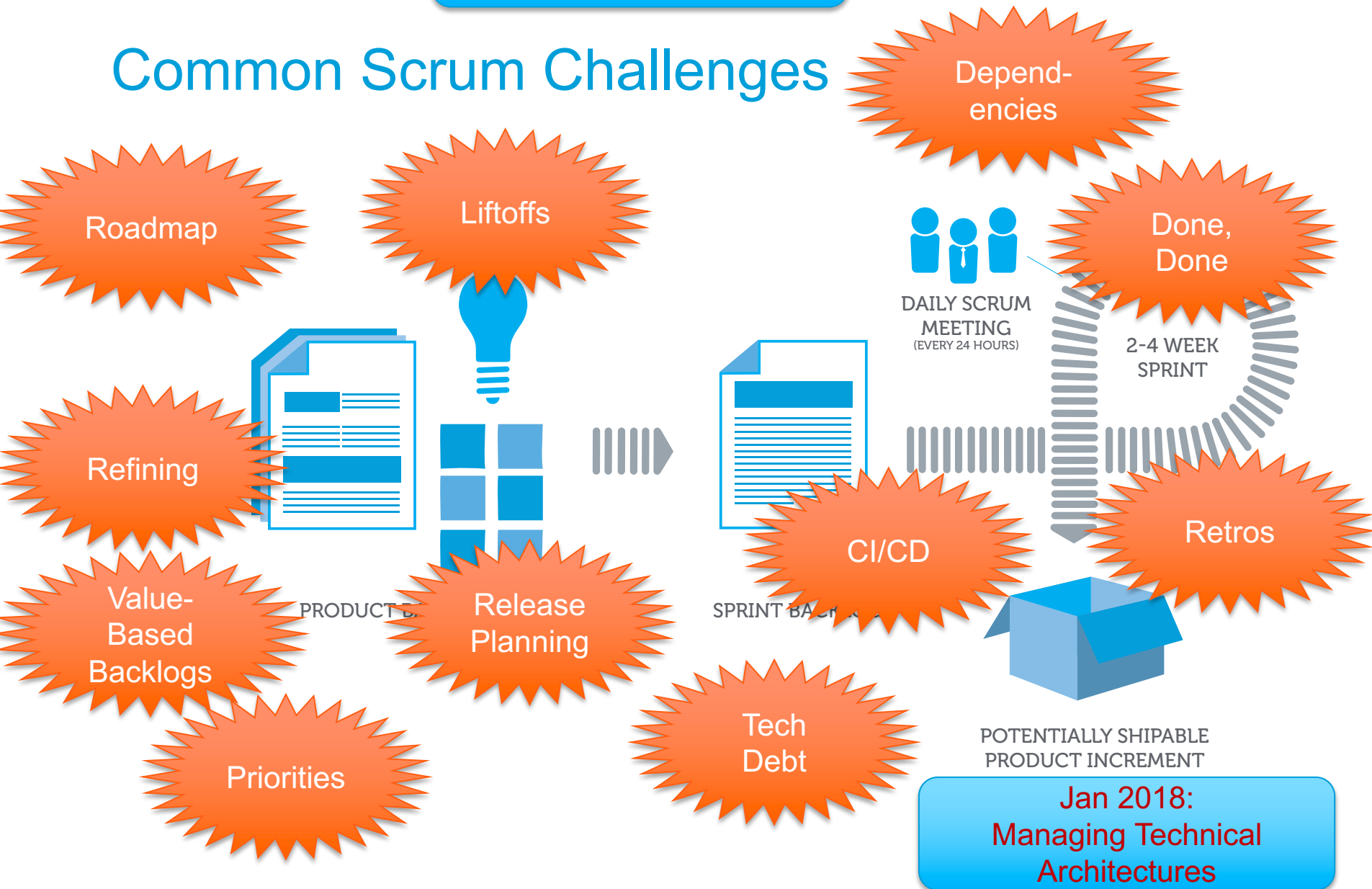


Carlton Nettleton



Luke Hohmann

# Common Scrum Challenges



## How are you prioritizing your backlog?

- Business value
- Customer satisfaction
- ROI (Return-On-Investment)
- HIPPO (Highest Paid Person's Opinion)
- Salesperson requests
- Technical risk
- I don't know

# Agenda

- 1 Why Prioritize?
- 2 Attributes and Weights
- 3 Prioritizing for Profit
- 4 Business vs. Dev Priorities

# Why Prioritize?





# YOU CAN'T

ALWAYS GET

# WHAT YOU WANT

but if you  
prioritize

*but if you  
try sometime*

YOU JUST MIGHT FIND

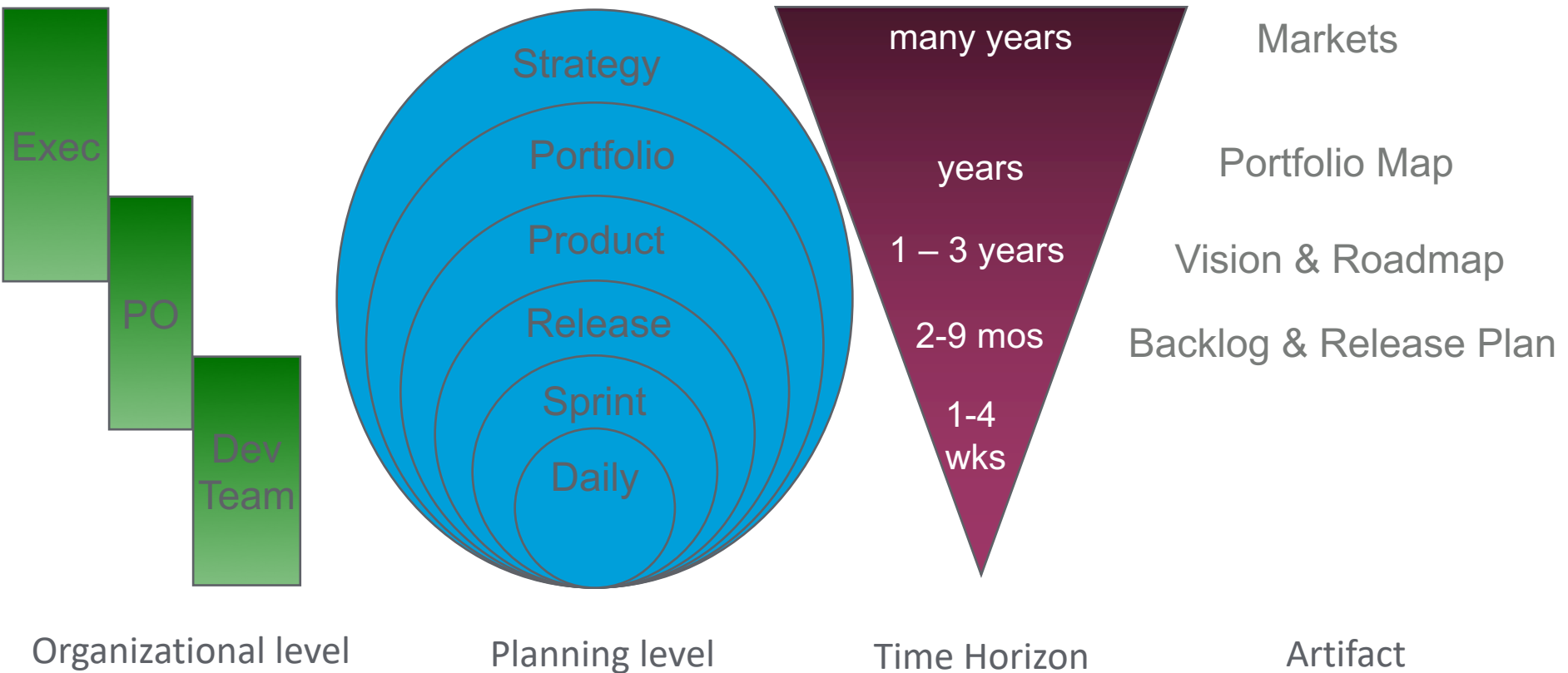
( YOU GET WHAT YOU )

# NEED

THE  
ROLLING  
STONES



# We Prioritize At All Levels of Agile





Customers want “big chunks” of value!  
These “epics” belong in your roadmap prioritized by time and market opportunity.



Agile teams want “small items that fit a Sprint”.  
These go into your backlog.

	Time Horizon -- Quarters work well...			
Market Map				
F/B Map				
Market Events & Rhythms				
Tarchitecture Roadmap				
The Real Schedule				

Sep 2016 Webinar  
Agile Roadmapping  
<http://bit.ly/2huAcxL>

Feature
User story
■ ■ ■
Bug Fix
Enhancement
User Story
■ ■ ■

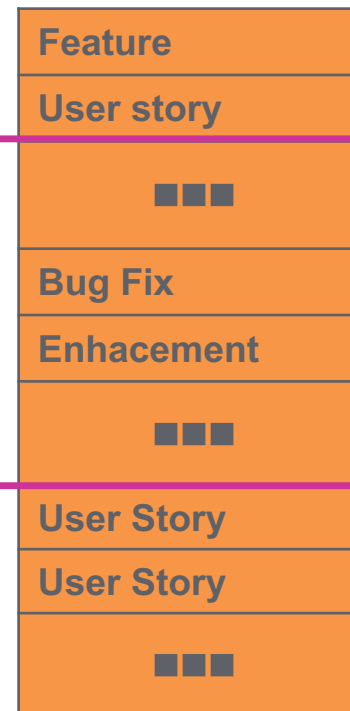
## Backlogs have a “Mushy Middle”

Stuff you know you will do!

### The Mushy Middle

*This are the PBIs that deserve our focus when prioritizing.*

Stuff you know you will NOT do!



Should the PBI move up?

Should the PBI move down?

# Attributes and Weights

To understand prioritization we need to “dig deep”.



## Prioritization Means Ordering

Do This

Do That

Do Other

Do This

Do That

Do Other

Do That

Do This

Do This

Do Other

Do Other

Do That



# To Order You Need Attributes

Do This

Do That

Attribute1

Attribute2

## To Sort You Need Values

	Attribute1	Attribute2
Do This	<i>value</i>	<i>value</i>
Do That	<i>value</i>	<i>value</i>



# It Helps To Group Attributes

	Internal Stakeholders	
	Sales	Service
Do This	yes	no
Do That	no	yes

*Does this backlog item directly improve your ability to do your job?*

## Not Everyone is Equal

Internal Stakeholders		
	Sales	Service
weight	20	10
Do This	yes	no
Do That	no	yes

*Sales has  
twice the  
influence*

*Does this backlog item  
directly improve your ability to do your job?*

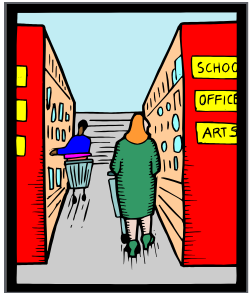
# Prioritizing for Profit

The Business Perspective



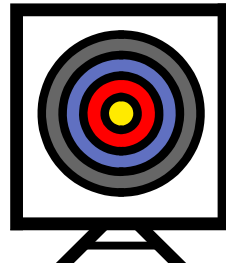
## Three Core Groups

Stakeholder  
Alignment



*Shows how  
you're meeting  
market needs.*

Strategic  
Alignment



*Shows how  
you align with  
the big picture.*

Driving  
Profit



*Shows how  
you're going to  
make money.*

## External / Internal Stakeholders

External: Customer personas  
Partners  
Channel

Internal: Sales & Marketing  
Professional Service  
Customer Care  
**The System**

# Strategic Alignment

	Strategic Alignment			
	Global	Social	Mobile	Weight
	25	15	10	
<i>weight</i>				
DO THIS	1		1	35
DO THAT		1	1	25

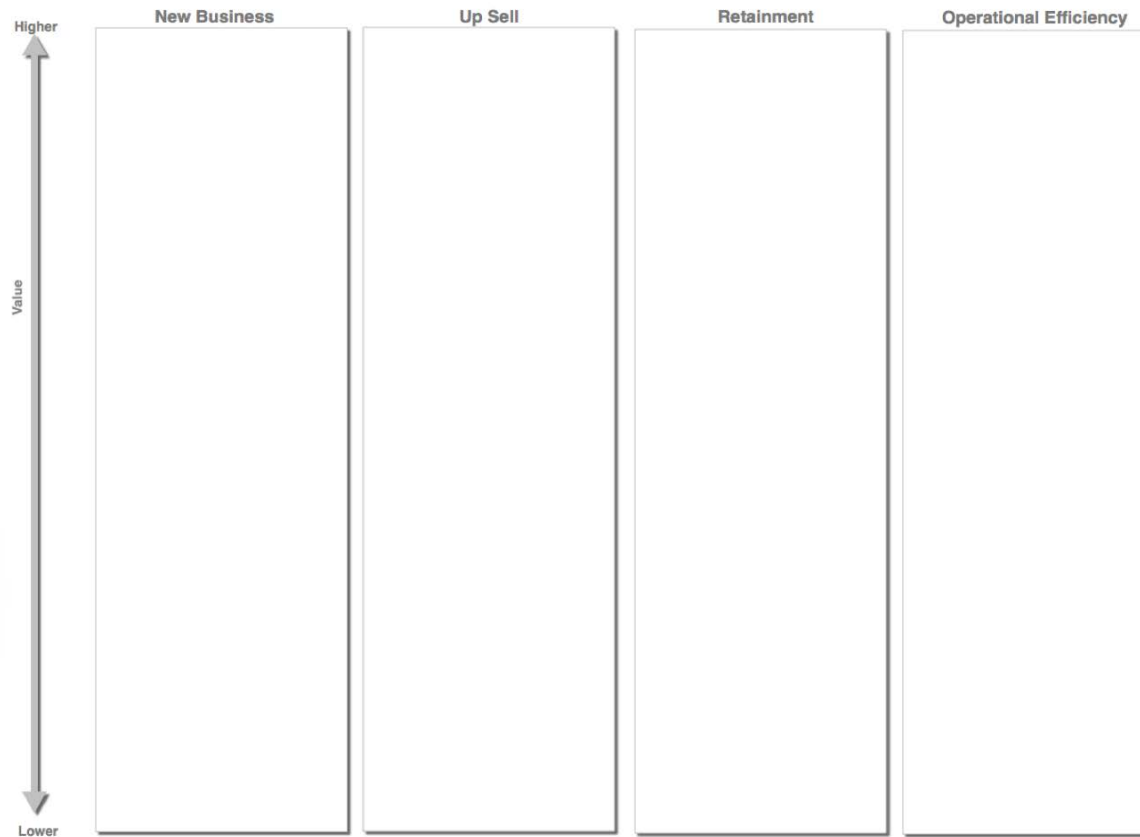


	Strategic Alignment			
	Global	Social	Mobile	Weight
<i>weight</i>	25	15	10	
DO THIS	1		1	35
DO THAT		1	1	25

## What is the most important driver of profit?

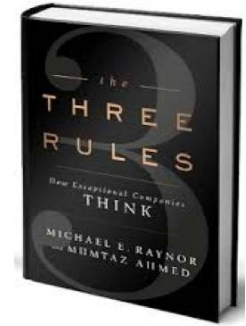
- Raising Prices
- Growing More Customers
- Reducing Operational Costs
- Reducing Churn
- Increasing Quality

# Driving Profit



<http://bit.ly/try-bizvalue>

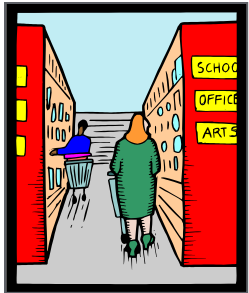
## When Items Are “Equal”



1. **Better before cheaper:** When you must decide between making something better or cheaper, choose to improve rather than cut prices.
2. **Revenue before cost:** When you must decide between finding a way to increase revenue or reducing cost, choose to look at ways to increase revenue.
3. **Change anything to follow Rules 1 and 2. Why? Read the article or book.**

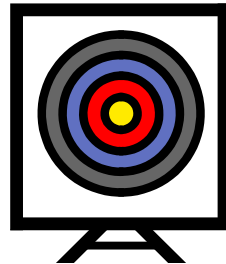
## A Well Prioritized Backlog

Stakeholder  
Alignment



*At least one  
item for every  
stakeholder.*

Strategic  
Alignment



*At least one  
item that aligns  
to strategy.*

Driving  
Profit



*At least one  
item that drives  
profit.*

# Managing Implementation Details

## The Developer Perspective





# When Business and Dev Don't Align...

## Business Priorities

1	User Story
2	User Story
3	Bug Fix
4	Enhancement
5	User Story
6	User Story
7	User Story
8	User Story
9	User Story
...	

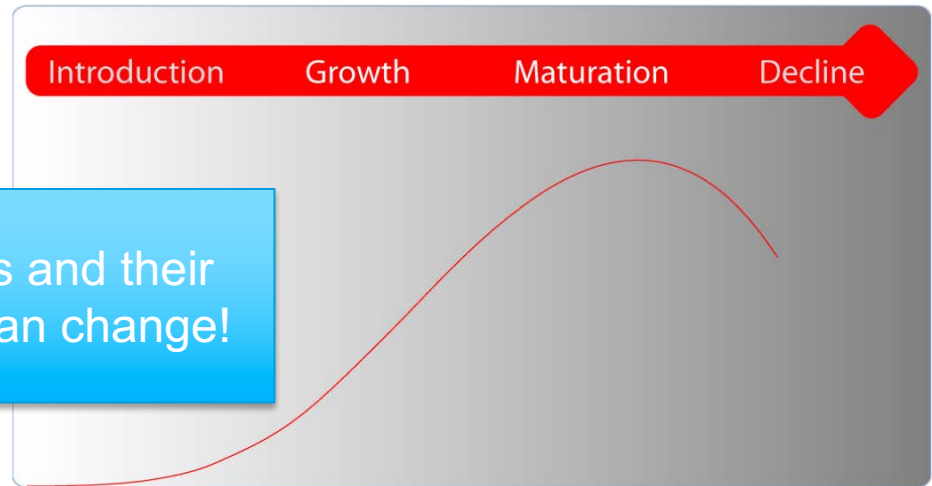


## Dev Team Analysis

3	Bug Fix
4	Enhancement
1	User Story
2	User Story
4	User Story
5	User Story
6	User Story
7	User Story
8	User Story
...	

## Some Guidelines...

Attributes and their weights can change!



Not More  
Than 7  
Attributes!

1	User Story
2	User Story
3	Bug Fix
4	Enhancement
5	User Story
6	User Story
7	User Story
8	User Story
9	User Story

PBIs often move in  
“clusters” or “chunks”



# Summary



## Summary

Prioritization exists at all levels of Agile.

Find the attributes that work for you.

Apply them consistently.

Reflect and improve on them.

## What do you want for the Feb 2018 webinar?

- Distributed Team Liftoffs / Kickoffs
- Buyer and User Personas
- Facilitating Online Meetings
- How To Implement Lean Coffee at Scale
- Analyzing Retrospective Data at Scale
- Running Distributed Sprint Reviews
- Committing to the Release
- Motivating Distributed Teams
- Testing at Scale
- Defining Ready, Ready and Done, Done
- My desired topic isn't listed – email [luke.hohmann@conteneo.co](mailto:luke.hohmann@conteneo.co)

# Discussions





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Thank you for attending.

Our next webinar is  
**10-Jan-2018 on Managing  
Technical Architectures.**

Order = function\_of(Value, Effort, *other attributes*)

