



# Collaboration at Scale: 50 Frameworks for Agile Organizations

1-Aug-2018

conteneo

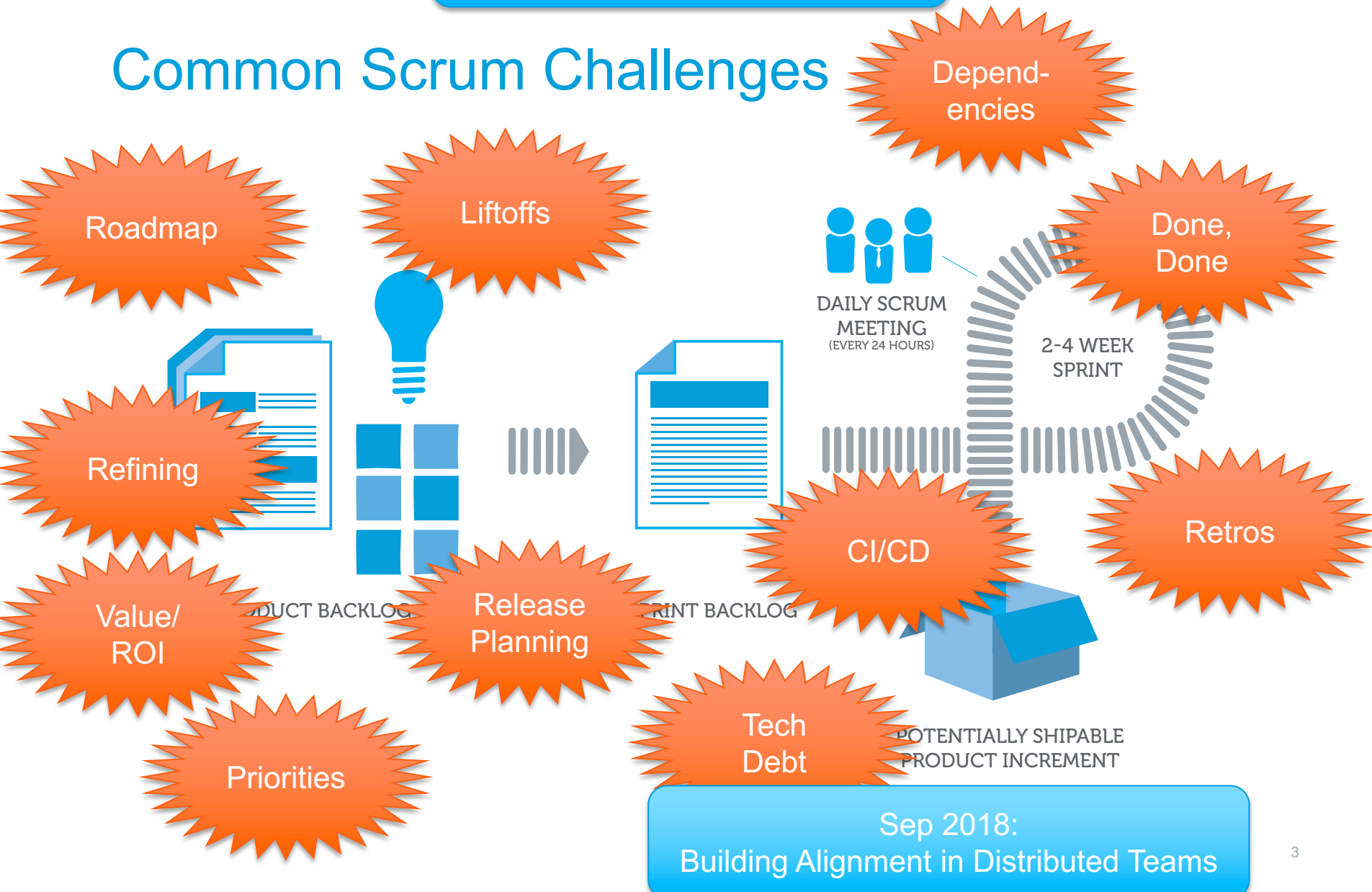


# Collaboration at Scale

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 will be joining our series.

# Common Scrum Challenges



# Agenda

- 1 What is a Framework? Why should we use them?
- 2 Drawbacks to Frameworks?
- 3 Frameworks for Strategy Development
- 4 Frameworks for Innovation / Value Proposition
- 5 Frameworks for Business Models
- 6 Using Frameworks in Distributed Teams
- 7 How do we know if a Framework is working?



Andi Roberts



Laura  
Richardson

## What best describes your current situation?

1. I use many frameworks (15+) all the time.
2. I use a few (3-5) frameworks all the time.
3. I use a couple (1-2) frameworks all the time.
4. I have tried a few frameworks but am unsure if they are helping.
5. I have not yet tried to use any frameworks and I do not know where to start or how to choose the right one to use.
6. I tried to use frameworks but with no success – I am not a fan.
7. What is a framework? I am here to learn!



# 1 - What is a Framework? Why should we use them?



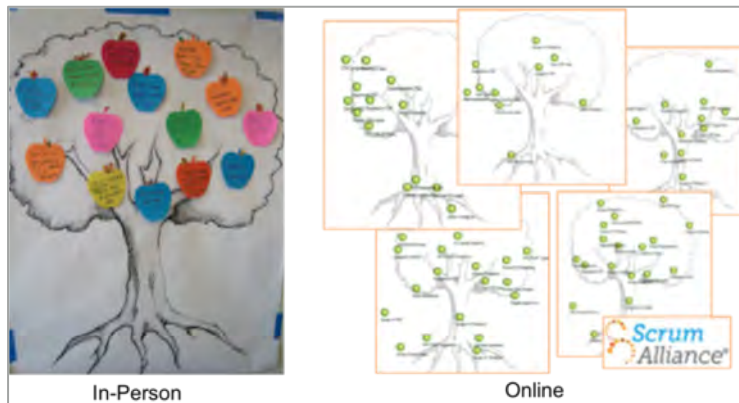
# What is a Framework

A *framework* is a tool that enables knowledge workers to perform their jobs. Frameworks

- Solve a problem.

- Fit into a process.

- Scale for both in-person and online use.



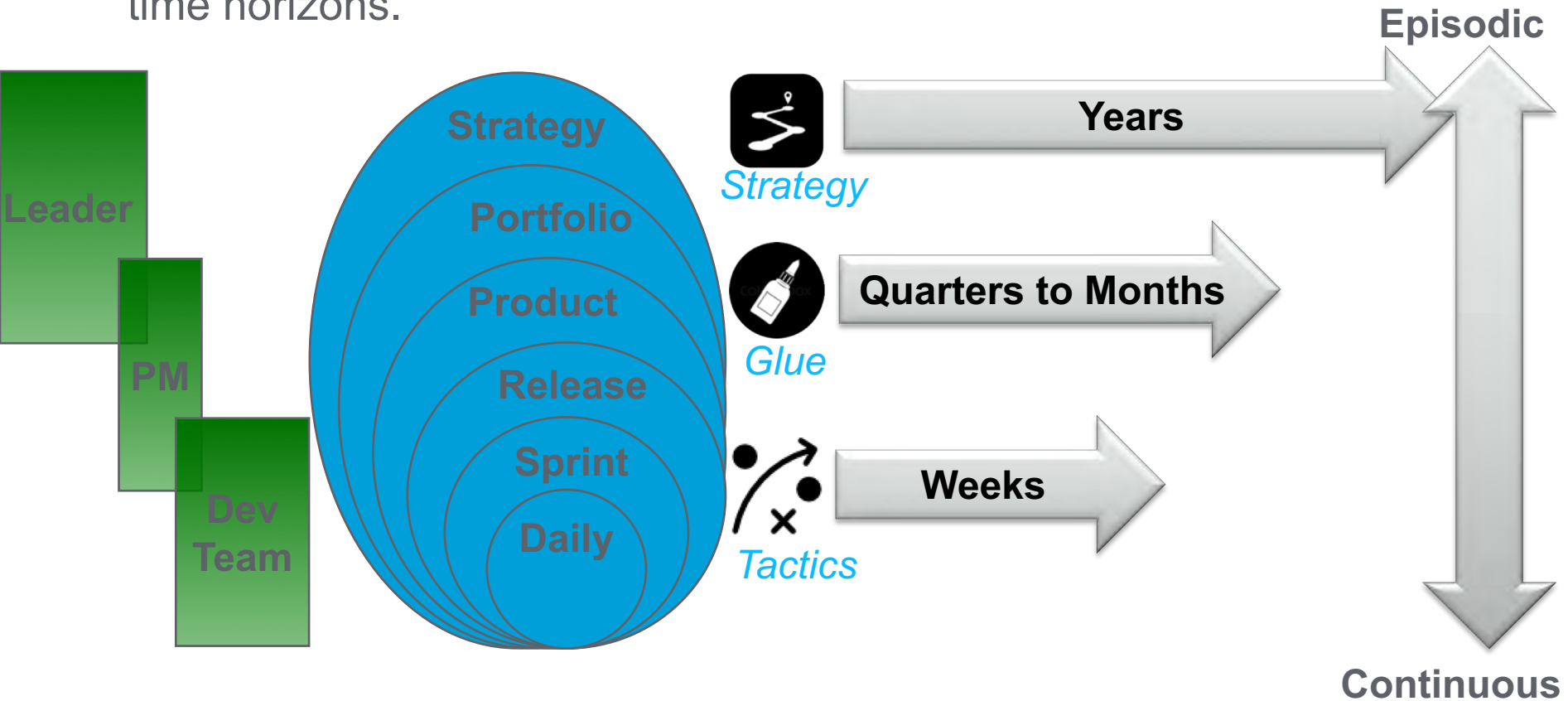
Prune the Future  
Develop product/service  
roadmaps



Speed Boat / Sail Boat  
Conduct scalable retrospectives

# Framework Time Horizons & Frequency

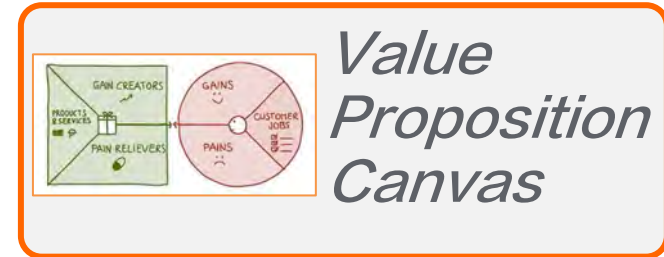
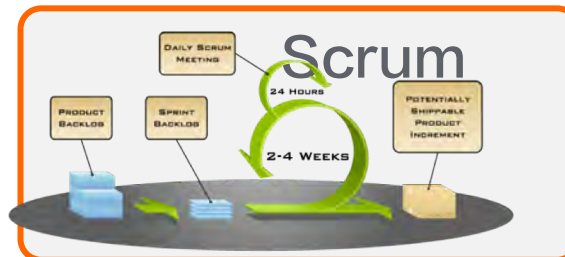
We use frameworks at different “levels” of abstraction and different time horizons.





# The Benefits of Frameworks

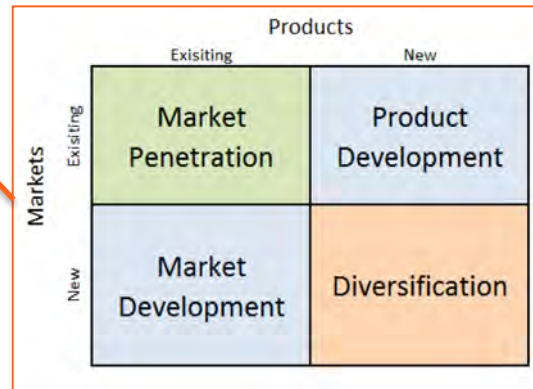
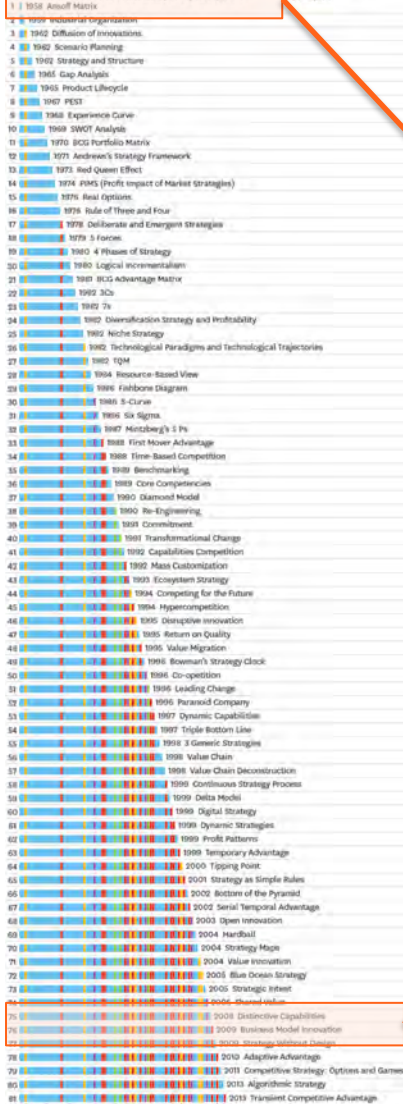
Frameworks...	Here's How...
Improve decision-making	Frameworks provide a clear structure to problem solving.
Enable efficient collaboration	Frameworks create shared mental models.
Solve increasingly complex problems	No one framework can meet all needs – for example, Scrum doesn't provide a framework for strategic planning.
Leverage wisdom and experience	High-impact frameworks are retained and low-impact frameworks are discarded.



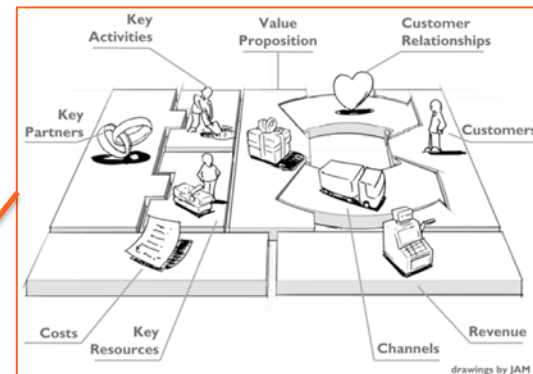
# Frameworks Have a Rich History

## The Number of Strategy Frameworks has Skyrocketed Over Time

CUMULATIVE NUMBER OF FRAMEWORKS / TYPE / YEAR / NAME



1958: Ansoff Matrix



2009: Business Model Canvas

# Frameworks Have an Exciting Future



Jeff Sutherland,  
co-creator of Scrum

## Framework to scale Scrum

- Simplicity, almost fractal
- Focus on profitability of the company
- Incorporates the entire organization
- Scrum@Scale is a meta-framework



## 2 - Drawbacks



# What business problem or goal do you think will be best served by the use of frameworks?

- Corporate Strategy
- Innovation
- Portfolio Management
- Product Roadmapping
- Scrum Team Collaboration
- Customer Insights / User Experience
- Prioritization
- Scaling Collaboration across Many Teams
- Something else



# 3 - Frameworks for Strategy Development



<http://bit.ly/50Frameworks>



Bigger picture

Longer range

"bet your org"

data

Dialogue

Significant Iteration

Facts  
Opinions  
Guesses

### The Mission Model Canvas

Mission/Problem Description:		Designed by:		Date:	Version:
Key Partners	Key Activities	Value Propositions	Buy-in & Support	Beneficiaries	
	Key Resources		Deployment		
Mission Achievement/Impact Factors					

Slow to develop

## 4 - Frameworks for Innovation / Value Propositions



<http://bit.ly/50Frameworks>

Deep insight

As accurate as possible

"bet your next few years"

Research driven

Customer engagement

Tighter group of people

Gain Creators



Gains



Products & Services



Pain Relievers



Customer Job(s)



Pains



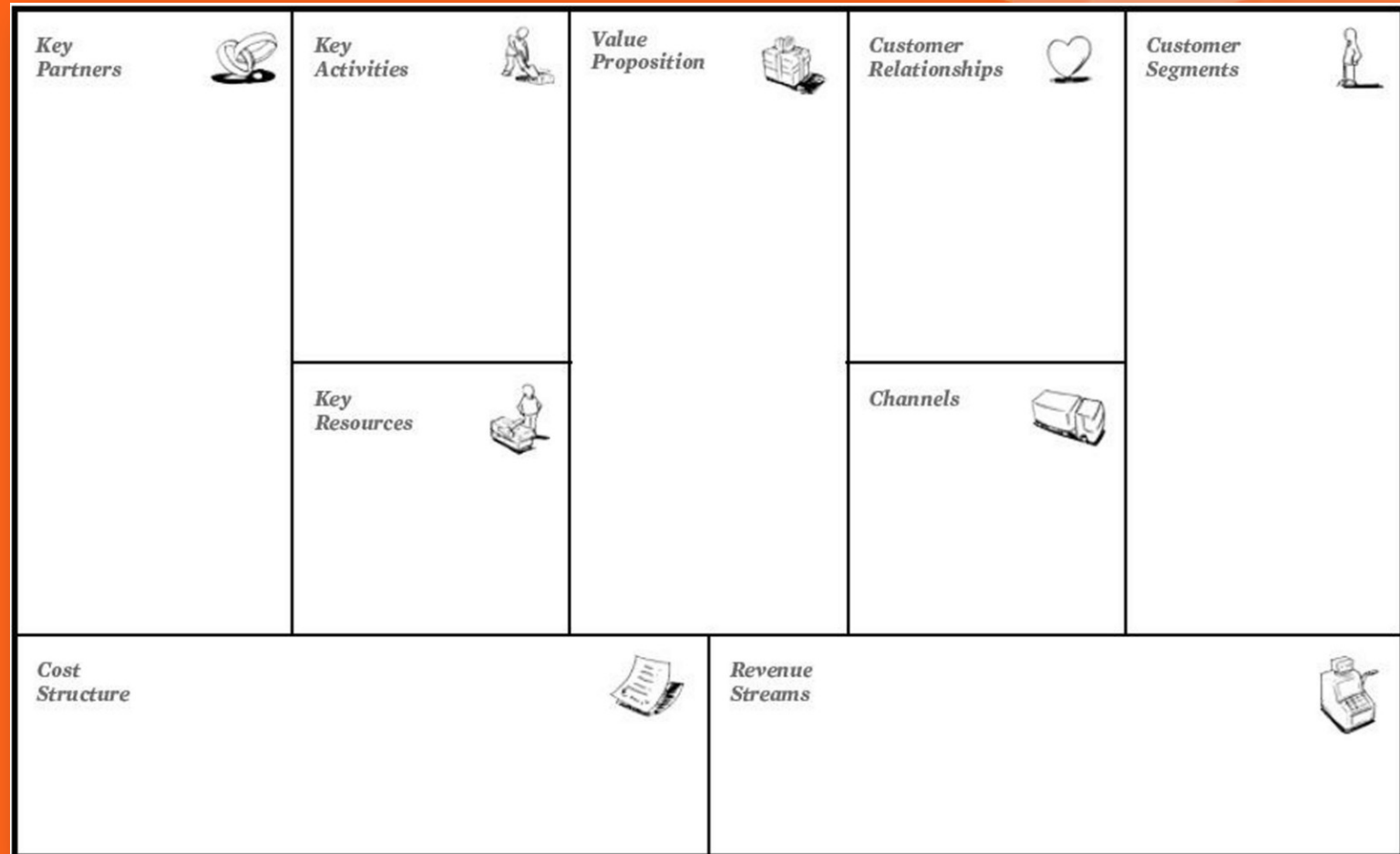



# 5 - Frameworks for Business Models















<http://bit.ly/50Frameworks>

# The obvious choice.....



project 

Project name \_\_\_\_\_ Project owner \_\_\_\_\_

<b>Purpose</b> <small>What is the purpose of this project?</small> 	<b>Scope</b> <small>What is the project's boundaries? What is not included in the project?</small> 	<b>Success Criteria</b> <small>What are the measurable outcomes of the project? How will success be measured?</small> 
<b>Milestones</b> <small>What are the key milestones in the project timeline?</small> 		<b>Outcome</b> <small>What is the final result of the project?</small> 
<b>Actions</b> <small>What are the key actions to be taken during the project?</small> 		
<b>Team</b> <small>Who are the team members?</small> 	<b>Stakeholders</b> <small>Who are the stakeholders involved in the project?</small> 	<b>Users</b> <small>Who are the users of the project?</small> 
<b>Resources</b> <small>What resources are required for the project?</small> 	<b>Constraints</b> <small>What are the constraints of the project?</small> 	<b>Risks</b> <small>What are the risks of the project?</small> 

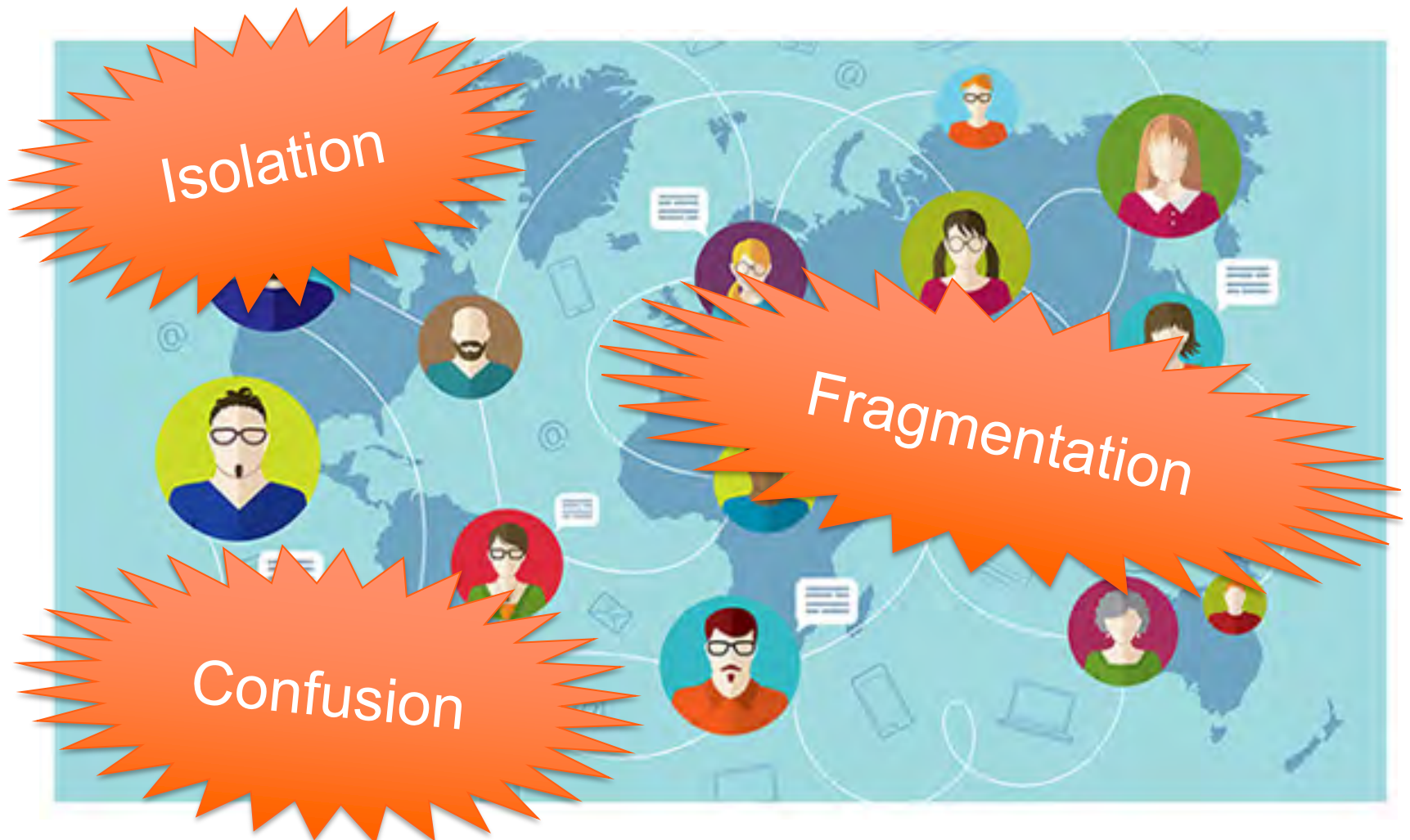


## 6 - Using Frameworks in Distributed Teams

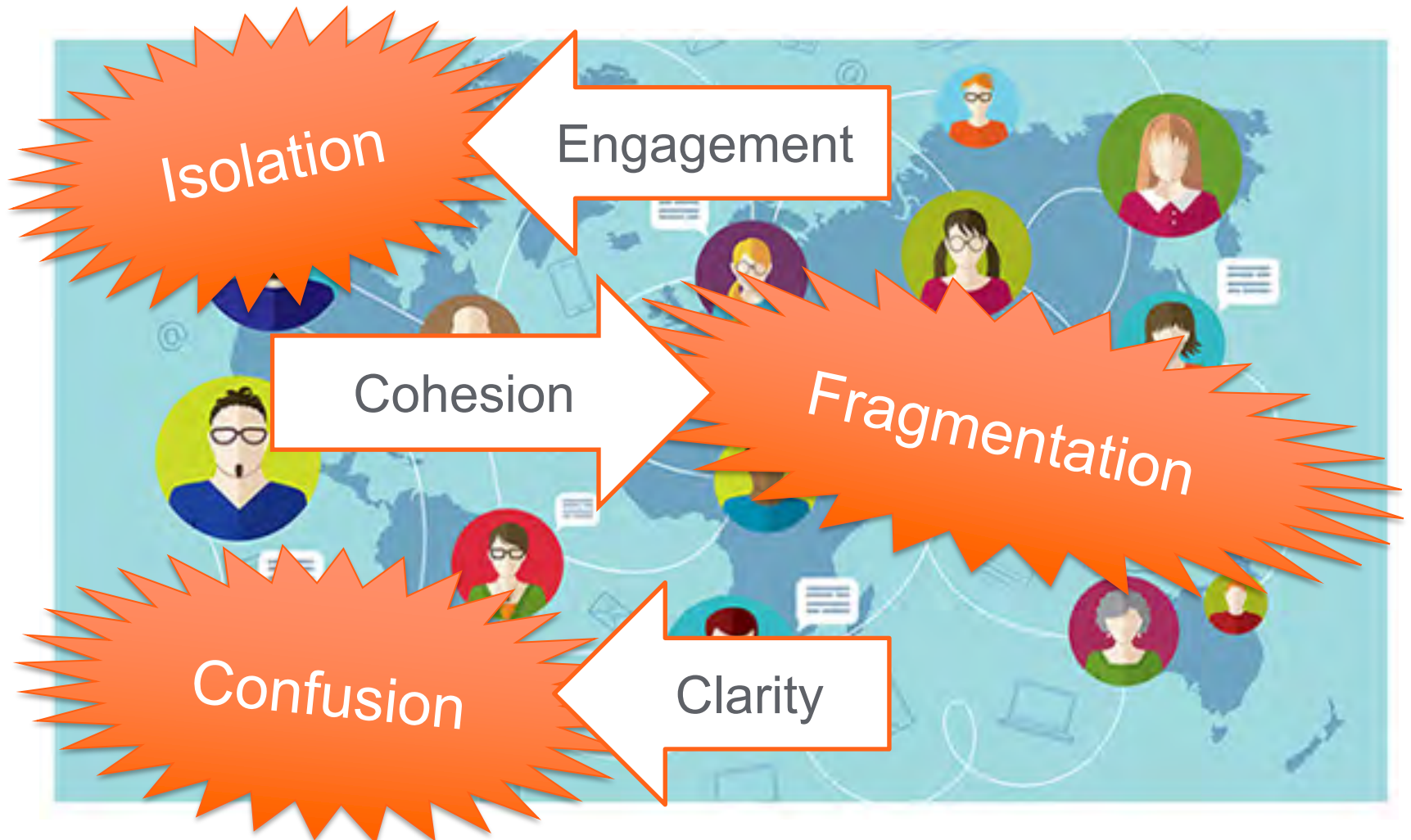


<http://bit.ly/50Frameworks>

## The three challenges



## The three challenges





# Team canvases

Version 0.8 | theteamcanvas.com | hello@theteamcanvas.com

Team name  Date

## Team Canvas

Most important things to talk about in the team to make sure your work as a group is productive, happy and stress-free

<b>PEOPLE &amp; ROLES</b> What are our names and the roles we have in the team?	<b>COMMON GOALS</b> What you as a group really want to achieve? What is our key goal that is feasible, measurable and time-bounded?	<b>PURPOSE</b> Why are we doing what we are doing in the first place?	<b>VALUES</b> What do we stand for? What are guiding principles? What are our common values that we want to be at the core of our team?	<b>RULES &amp; ACTIVITIES</b> What are the rules we want to introduce after doing this session? How do we communicate and keep everyone up to date? How do we make decisions? How do we execute and evaluate what we do?
	<b>PERSONAL GOALS</b> What are our individual personal goals? Are there personal agendas that we want to open up?		<b>NEEDS &amp; EXPECTATIONS</b> What each one of us needs to be successful? What are our personal needs towards the team to be at our best?	
<b>STRENGTHS &amp; ASSETS</b> What are the skills we have in the team that will help us achieve our goals? What are interpersonal/soft skills that we have? What are we good at, individually and as a team?	<b>WEAKNESSES &amp; RISKS</b> What are the weaknesses we have, individually? What our teammates should know about? What are some obstacles we see ahead?			

Team Canvas by theteamcanvas.com. Created by Alexey Ivanov, Dmitry Voloshchuk  
 Team Canvas is inspired by Business Model Canvas by Strategyzer.












# Team operating model

## WAYS OF WORKING Canvas

Use this canvas to facilitate a conversation with your team around how you want to work and what you expect from one another. Fill it out together using words and images, or print large scale and populate with sticky notes. As you complete each section be sure to synthesize your results into a key statement or bulleted list you agree on.

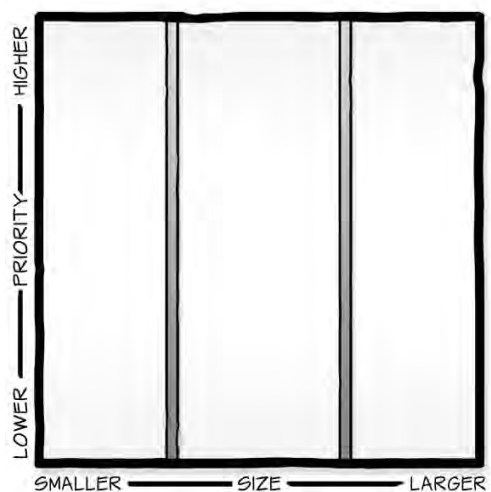
Team:

Date:

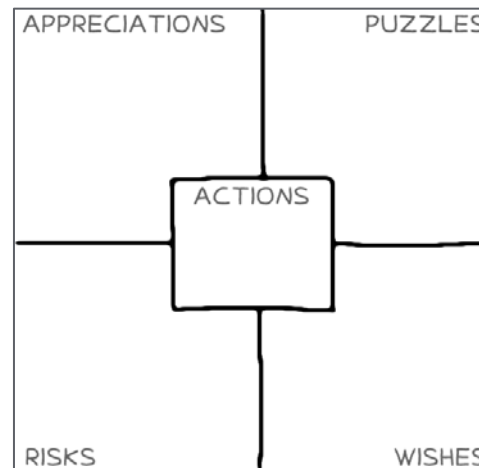
<p><b>1. What do we value?</b> What qualities and behaviors are important to us as individuals? Which ones are shared among us?</p>	<p><b>2. How will we behave based on these values? Explore the categories below.</b></p>		
<p><b>3. What commitments can we make to one another based on this?</b> How will we each show up differently as individuals and team members? What behavior change can we hold one another accountable to?</p>	<p><b>Communicate</b> When, how, and with what channels?</p> 	<p><b>Collaborate</b> When will we show one another our work? How will we work together on ideas? What tools will we use?</p> 	<p><b>Measure Our Work</b> What does success look like? How will we know we've reached it?</p> 
	<p><b>Provide Feedback</b> How do we expect performance feedback will be delivered and managed?</p> 	<p><b>Make Decisions</b> Is it through consensus or is there designated decision-maker? How do we know who the decision-maker is? How will decisions be communicated?</p> 	<p><b>Recognize One Another</b> How do we individually like to be rewarded? Do we have specific goals or milestones we'll celebrate together?</p> 
	<p><b>Handle Conflict</b> What does healthy conflict look like for us? What would unhealthy conflict look like?</p> 	<p><b>Prioritize Work</b> How will we resolve conflicting priorities?</p> 	<p><b>What is your team archetype?</b> What is our spirit animal, superhero, or historical representative?</p> 

# Team day to day

## Planning



## Retrospectives





## 7 - How do we know if a Framework is working?



<http://bit.ly/50Frameworks>

We know they are working.....



Engagement



Value  
(multiple  
levels)

GET FEEDBACK!

## What barrier do you feel needs to be overcome before you see widespread use of frameworks in your organization?

- Tools and software need to evolve and better support the use of frameworks
- Leadership needs to see their value in driving revenue
- Teams need a better way to find useful frameworks
- As organizations really start to scale Scrum, I predict that frameworks will be used more widely
- The problems are already apparent due distributed teams, adoption of Agile etc. so I already see that frameworks are being adopted
- Something else

If you remember nothing else...

Review for  
value &  
engagement

The framework  
helps create  
value  
(IS not the value)

Engage people  
in design &  
use of  
framework

## References



To leverage the frameworks described in this webinar, go to: [weave.conteneo.co](http://weave.conteneo.co)

For more information about the canvases referenced in this webinar visit:

<http://bit.ly/50Frameworks>

Or

<http://bit.ly/50canvas>

## Claiming Your SEU

This presentation is eligible for 1 SEU. For additional information and FAQs, please visit our website under the Get Certified section at [scrumalliance.org](https://scrumalliance.org).

- Use Category F
- Host email: [laura.richardson@conteneo.co](mailto:laura.richardson@conteneo.co)





Andi Roberts  
[masterfacilitator.com](http://masterfacilitator.com)



Laura Richardson  
[conteneo.co](http://conteneo.co)

Thank you for attending

Our next webinar will be 12-  
Sep-2018: **Building  
Alignment in Distributed  
Teams**