



# Project to Product - Practical Realities

Nicole Bryan, Carmen DeArdo | 18 June 2018

# Speakers

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## Nicole Bryan

*Vice President, Product Management @ Tasktop Technologies*

Nicole is the leader of our Product Management organization and has extensive experience in software and product development, focused primarily on bringing data visualization and human considerations to the forefront of DevOps and Agile.



## Carmen DeArdo

*Former member of DevOps leadership team @ Nationwide*

Carmen had roles that spanned the value stream and drove the DevOps journey for over 200 teams (with folks like Cindy Payne and Jim Grafmeyer) with a focus on Systems Thinking. Also the Product Owner for the integrated delivery pipeline.



# Thriving In A Dynamic, Highly-regulated World

\$46  
BILLION

DIRECT WRITTEN  
PREMIUM

\$236  
BILLION  
IN TOTAL ASSETS

FOUNDED IN

1926  
BY MEMBERS OF  
THE OHIO  
FARM BUREAU

#9

WRITER OF  
VARIABLE  
ANNUITIES

\$430  
MILLION

CONTRIBUTED  
TO NONPROFITS  
AND COMMUNITIES  
SINCE 2000

#68

ON THE  
FORTUNE 500 LIST

We're #1 in:



TOTAL SMALL  
BUSINESS<sup>1</sup>



PET<sup>2</sup>



457 PLANS<sup>3</sup>  
(based on number of plans)



FARM AND  
RANCH<sup>4</sup>



CORPORATE  
LIFE<sup>5</sup>

FORTUNE  
**100  
BEST  
COMPANIES  
TO WORK FOR<sup>•</sup>**  
2017



7<sup>th</sup>

LARGEST  
COMMERCIAL  
INSURER

7th largest

HOMEOWNERS<sup>7</sup>  
INSURER  
&  
COMMERCIAL  
LINES INSURER<sup>8</sup>



8th largest

AUTO INSURER<sup>10</sup>



& LIFE  
INSURER<sup>11</sup>

# 5 Problems

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01 IT is **disconnected** from the business and vision.



02 Leadership is tracking activities **not the results**.



03 Project funding is fundamentally **broken**.

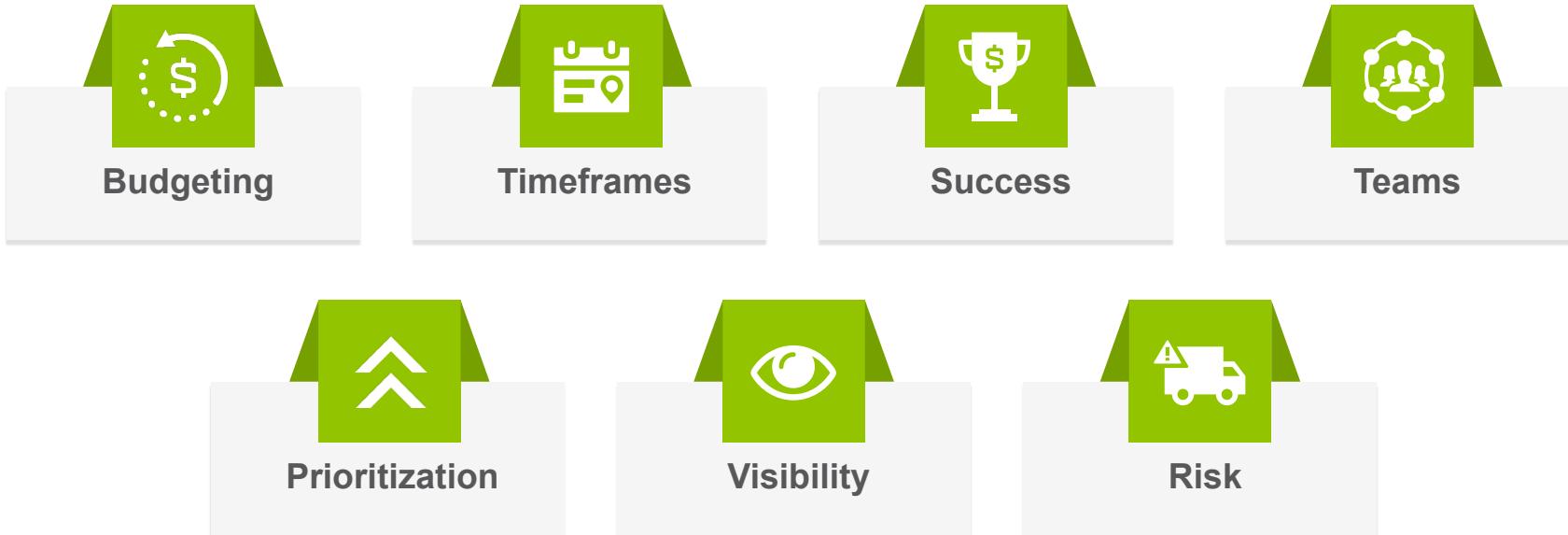


04 Business feels IT is solving its own problems, **not delivering more** (cost center view as opposed to profit center)



05 IT feels like a **black box** to the business.

# Project vs Product Orientation



# Project

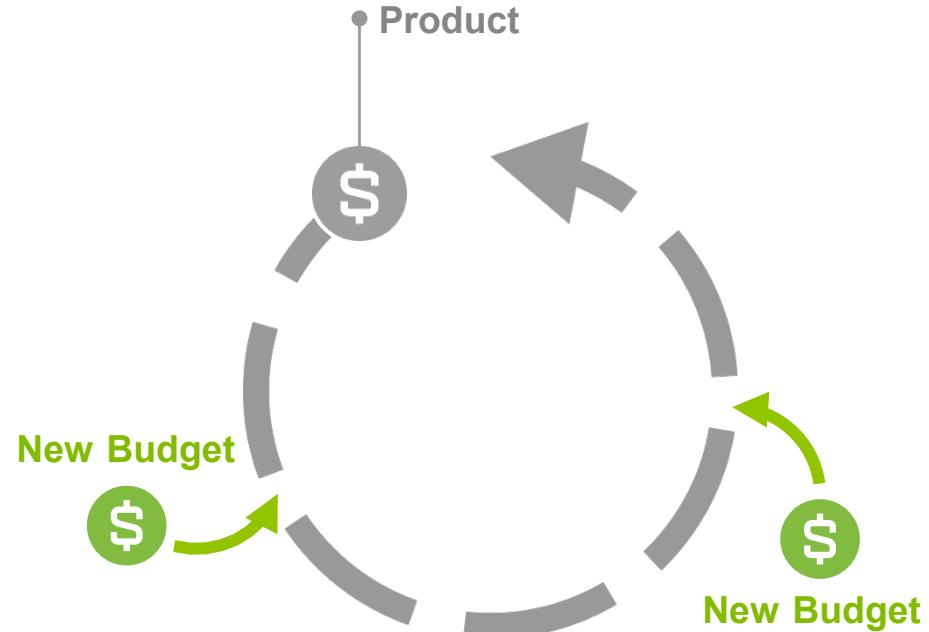
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Budgeting

# Product

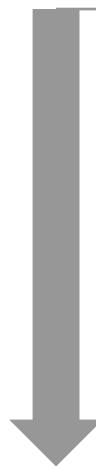
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# Project

Start

- Define Project  
(e.g. for a year)



End



Maintenance

# Timeframes

# Product

Ideate

Customer

Product Lifecycle  
(for years)

Create

Operate

Release

# Project

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Cost Center



Success

# Product

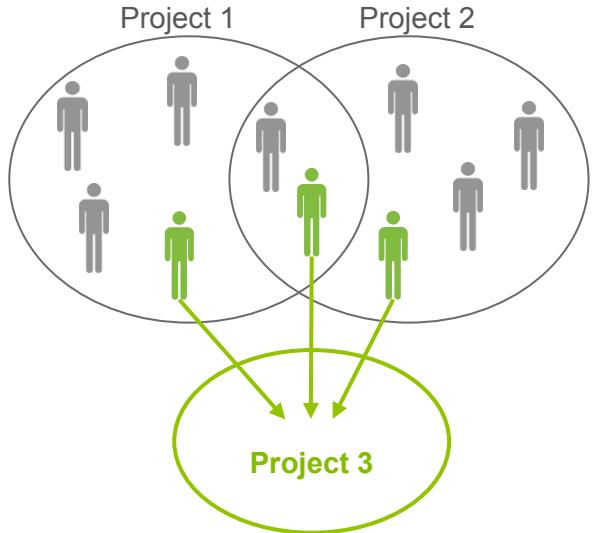
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Profit Center

# Project

People are brought to work



# Teams

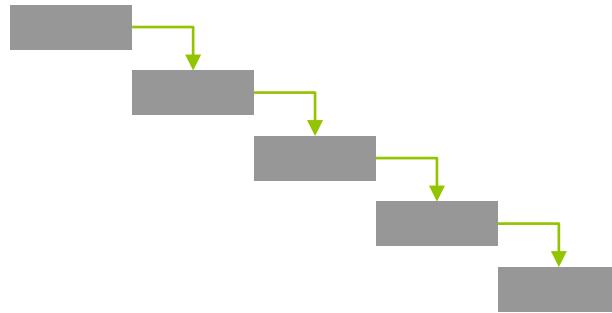
# Product

Work is brought to People



# Project

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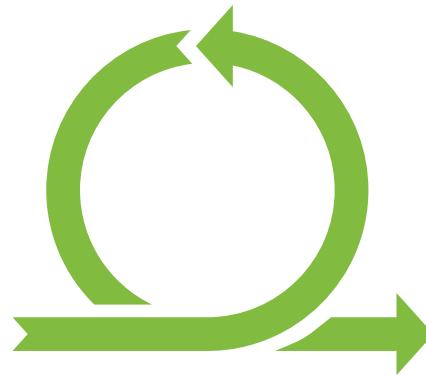


Waterfall orientation

Prioritization

# Product

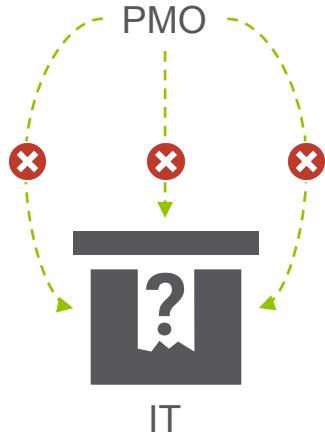
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Agile orientation

# Project

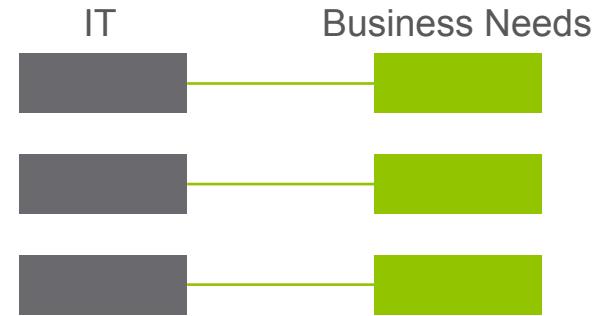
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Visibility

# Product

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# Project

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Start



Delivery



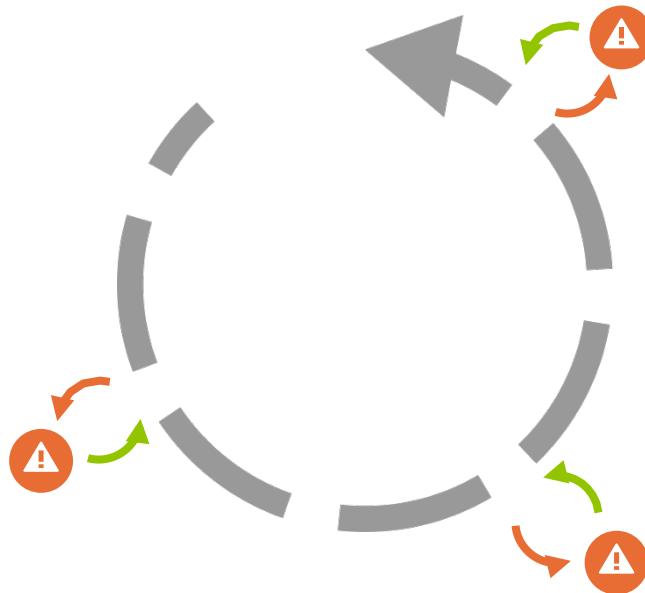
All learning,  
specification, and  
strategic decision  
making **up-front**



Risk

# Product

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# Project vs Product Orientation (table)

	<b>Project Oriented</b>	<b>Product Oriented</b>
<b>Budgeting</b>	Funding of milestones, pre-defined at project scoping. New budget requires creation of a new project. Incentive	Funding of value streams, adjusted based on business results. New budget allocation based on demand. Incentive to deliver incremental results.
<b>Time frames</b>	Term of the project (e.g., one year). Defined end date. Not focused on the maintenance/health after the project ends.	Life cycle of the product (multiple years), includes ongoing health/maintenance activities through end-of-life.
<b>Success</b>	Cost center approach. Measured to being on time and on budget. Capitalization of development results in large projects. Business incentivized to ask for everything they might need up front.	Profit center approach. Measured in business objectives and outcomes met (e.g., revenue). Focus on incremental value delivery and regular checkpoints.

# Project vs Product Orientation (table)

	Project Oriented	Product Oriented
<b>Teams</b>	Bring people to the work: Allocated up-front, people often span multiple projects, frequent churn and re-assignment.	Bring work to the people: Stable, incrementally adjusted cross-functional teams assigned to one value stream.
<b>Prioritization</b>	PPM and project plan driven, focus on requirements delivery. Projects drive Waterfall orientation.	Roadmap and hypothesis testing driven, focus on feature and business value delivery. Products drive Agile orientation.
<b>Visibility</b>	IT is a black box. PMOs create complex mapping and obscurity.	Direct mapping to what the business wants that enables transparency.
<b>Risk</b>	Delivery risks, such as product market fit, areis maximized by forcing all learning, specification, and strategic decision making to occur up-front.	Risk is spread across the timeframe and iterations of the project. This creates option value, such as terminating the project if delivery assumptions were incorrect, or pivoting if strategic opportunities arises.



## Bell Labs Model (circa 1990s)

01

Product network centric teams

02

Quarterly funding model to determine funding levels

03

Teams focused on the features for their next release

04

Interfaces between systems were well defined network APIs

05

Independent releases using dark launching principles



## Nationwide Model (circa 2005)

01 All work (except run work) done in projects.

02 Teams constantly being formed, stormed, etc.

03 Lots of time spent in project related meetings

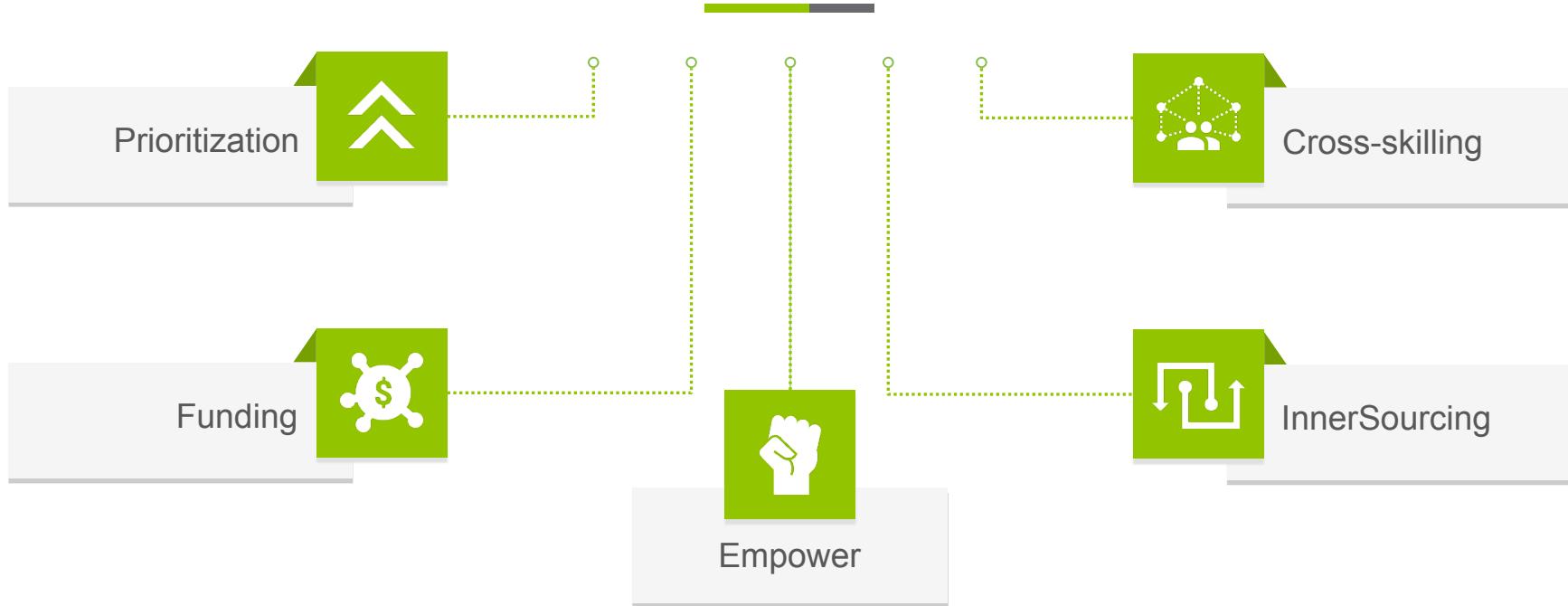
04 Application integrity hard to manage

05 Dependencies not visible and hard to manage.

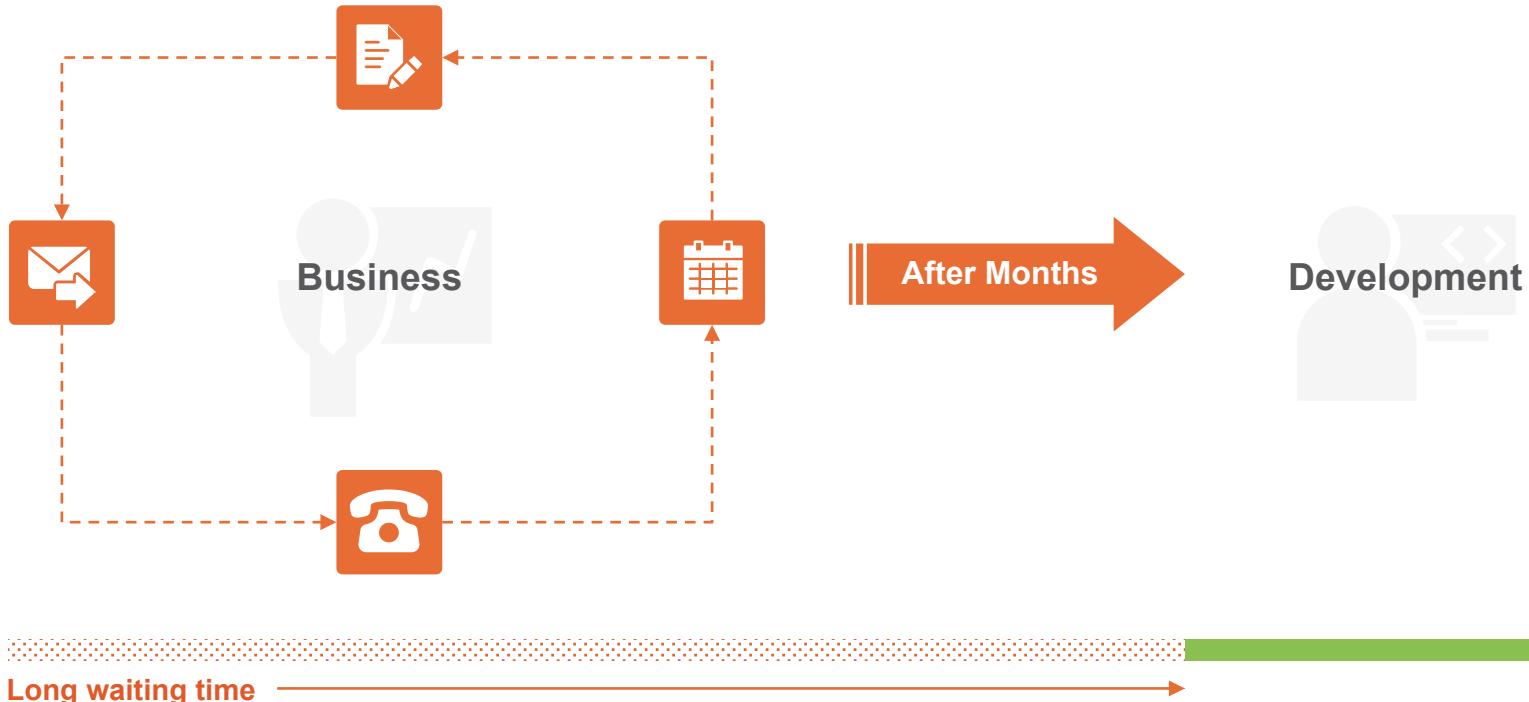
06 Large batch size projects, long release cycles

# VALUE STREAM

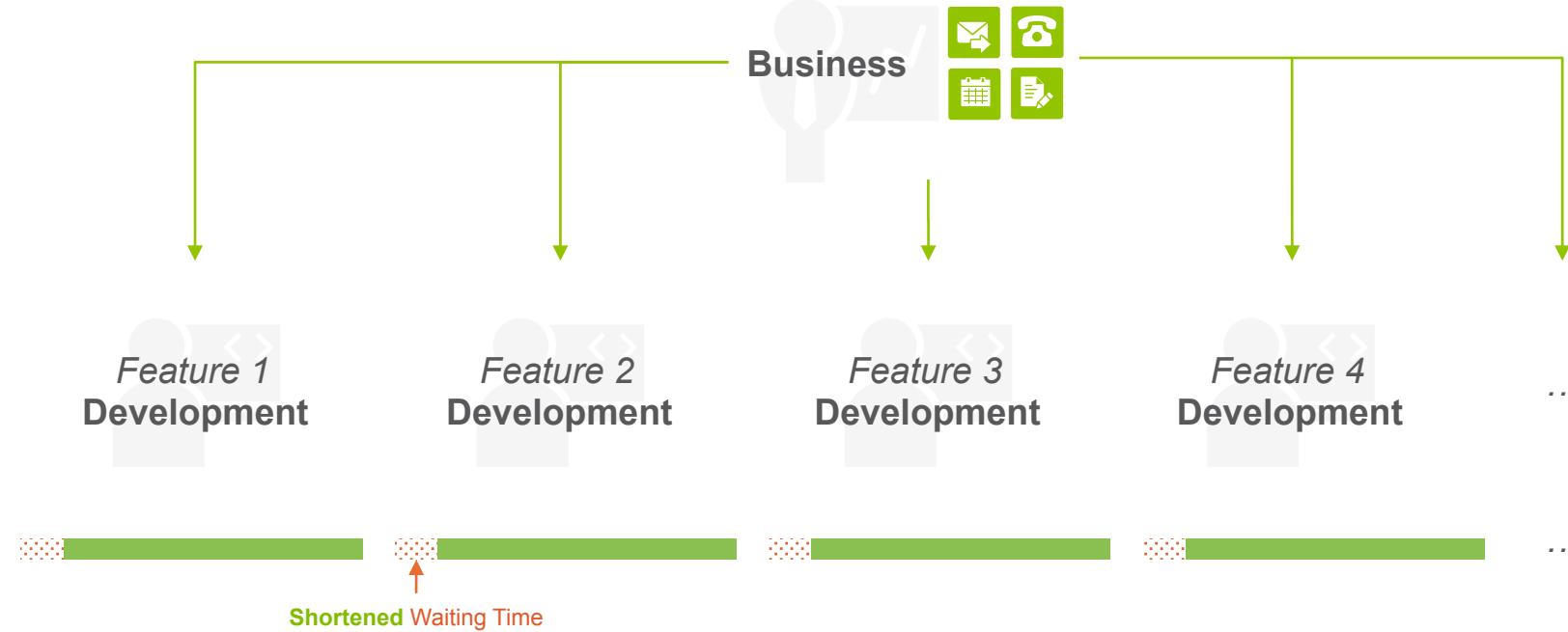
## Product Owner



# Create Flow and Empower

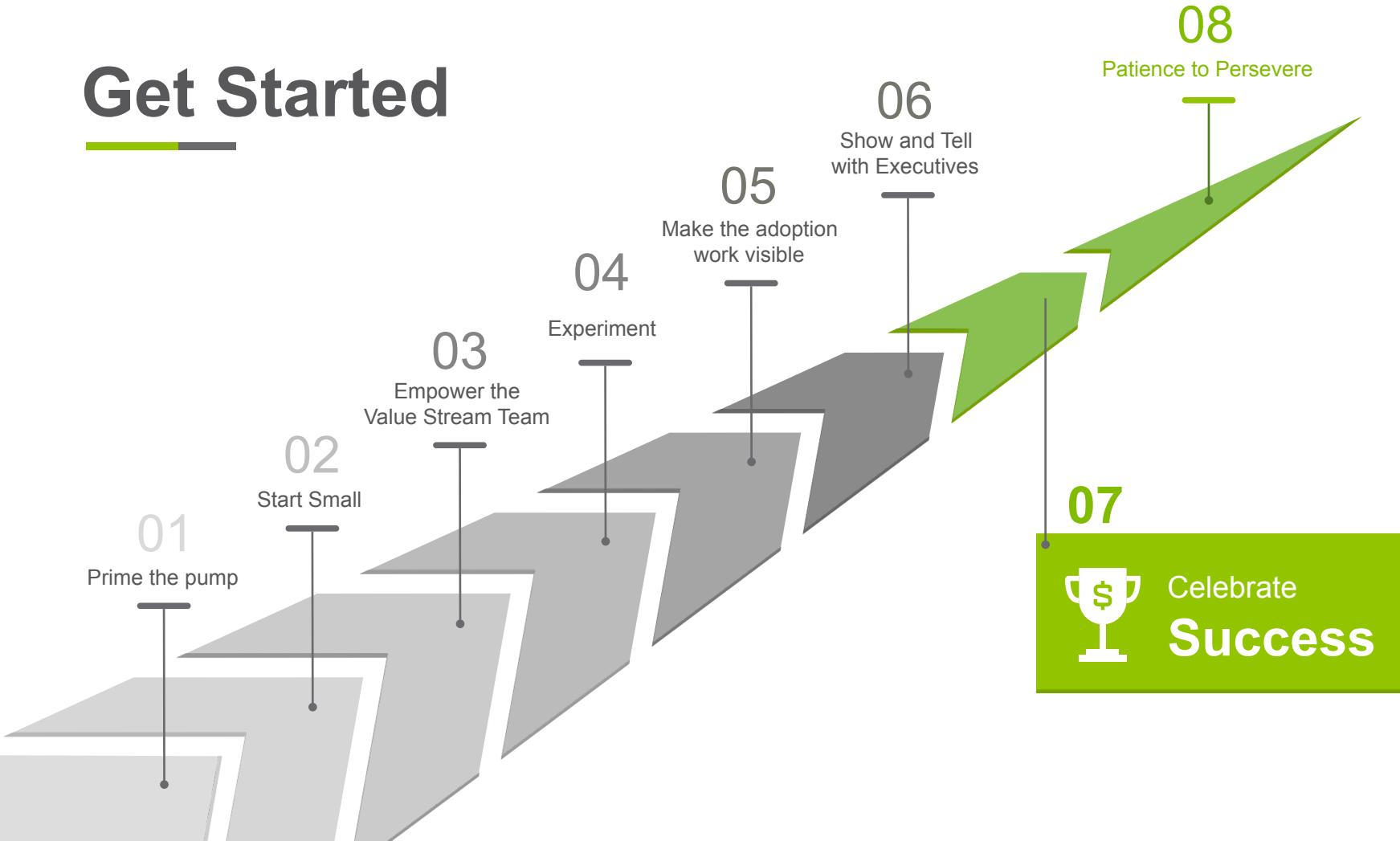


# Create Flow and Empower



# Get Started

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# Abstraction & Complexity

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01 What is the likelihood that Nationwide can **change their entire budgeting cycles and framework instantly?**

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02 When making these cultural and organizational changes, what is the likelihood that the changes they make will be **“perfect” the first time?**

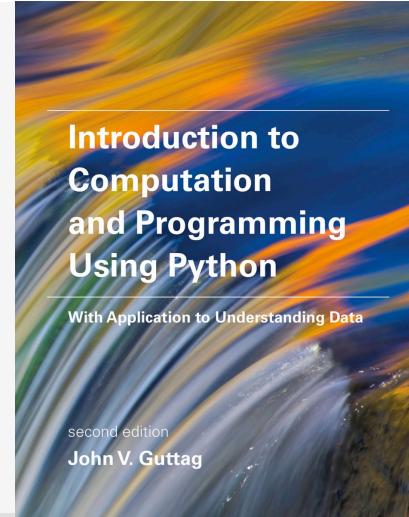
?

03 Even if there was the perfect approach, can any of you imagine going in and **changing all of the tool structures instantly?**

“

The essence of **abstractions** is preserving information that is relevant in a given context, and forgetting information that is irrelevant in that context.

- *John V. Guttag*



2013-01-18). *Introduction to Computation and Programming Using Python* (Spring 2013 ed.). Cambridge, Massachusetts: The MIT Press. ISBN 9780262519632.

# Measure

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?

01 How long did it take for this feature to get through the value stream?

?

02 How much wait time was there for defects?

?

03 What is the distribution between defects, features, risk and technical debt?



Business

# PERSPECTIVE

IT

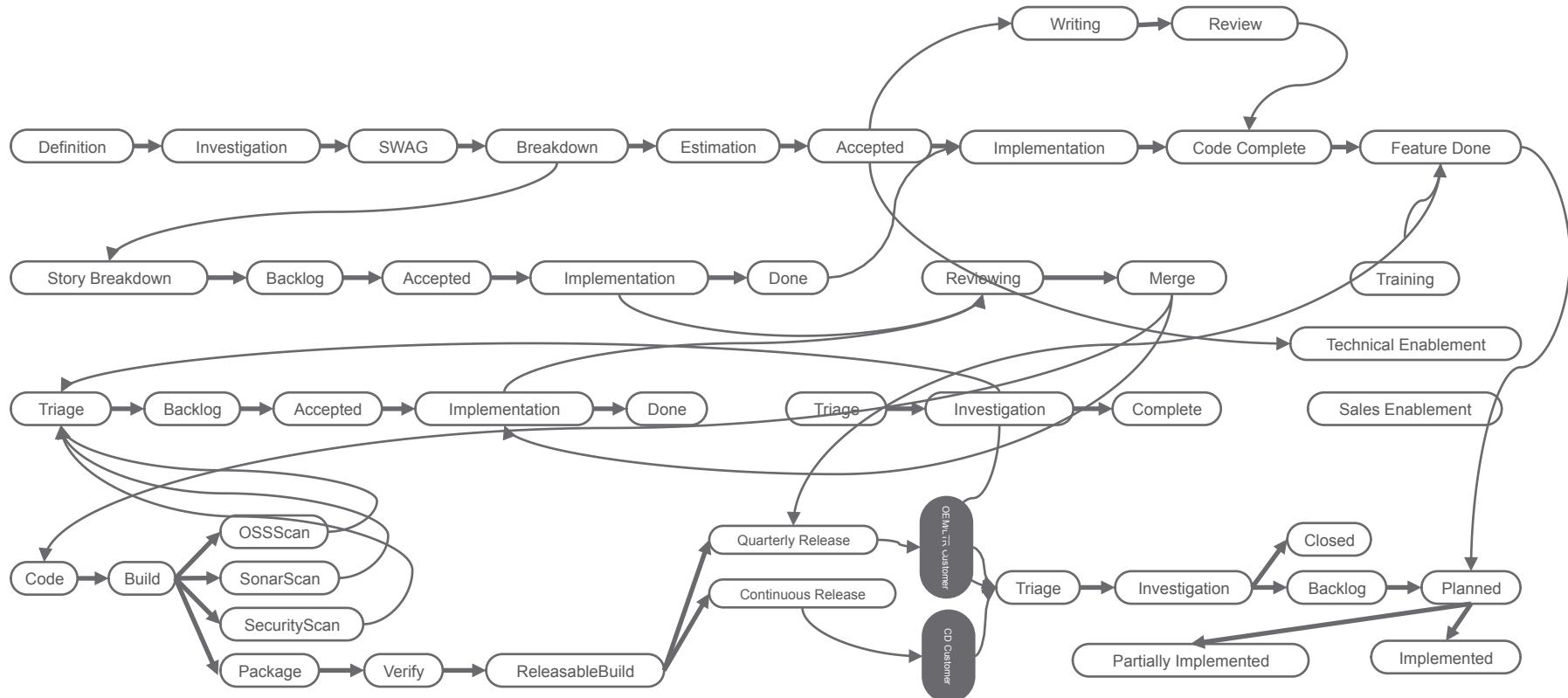
## *Business Perspective*

# Product: Tasktop Integration Hub

The screenshot shows the Tasktop Integration Hub application. The top navigation bar includes icons for Integrations, Collections, Models, and Repositories, along with Activity, Metrics, Help, and Settings. The main interface features a green gradient background with the text "Connecting the World of Software Delivery". On the left, there's a sidebar with three dots and a "TASKTOP" logo. Below the sidebar, three bullet points are listed: "Create integrations in minutes", "Explore key integration concepts", and "Learn how to easily scale your integrations". The central part of the screen displays a diagram illustrating the integration flow between three management domains: Project and Portfolio Management, Requirements Management, and Application Lifecycle Management. Arrows indicate the flow of data between these domains: "Epic" from Project and Portfolio Management to Requirements Management; "Feature" from Requirements Management to Application Lifecycle Management; "Build Failure" from Application Lifecycle Management back to Requirements Management; and "Defect" from Application Lifecycle Management back to Requirements Management. A double-headed arrow labeled "Feedback" connects Requirements Management back to Project and Portfolio Management.

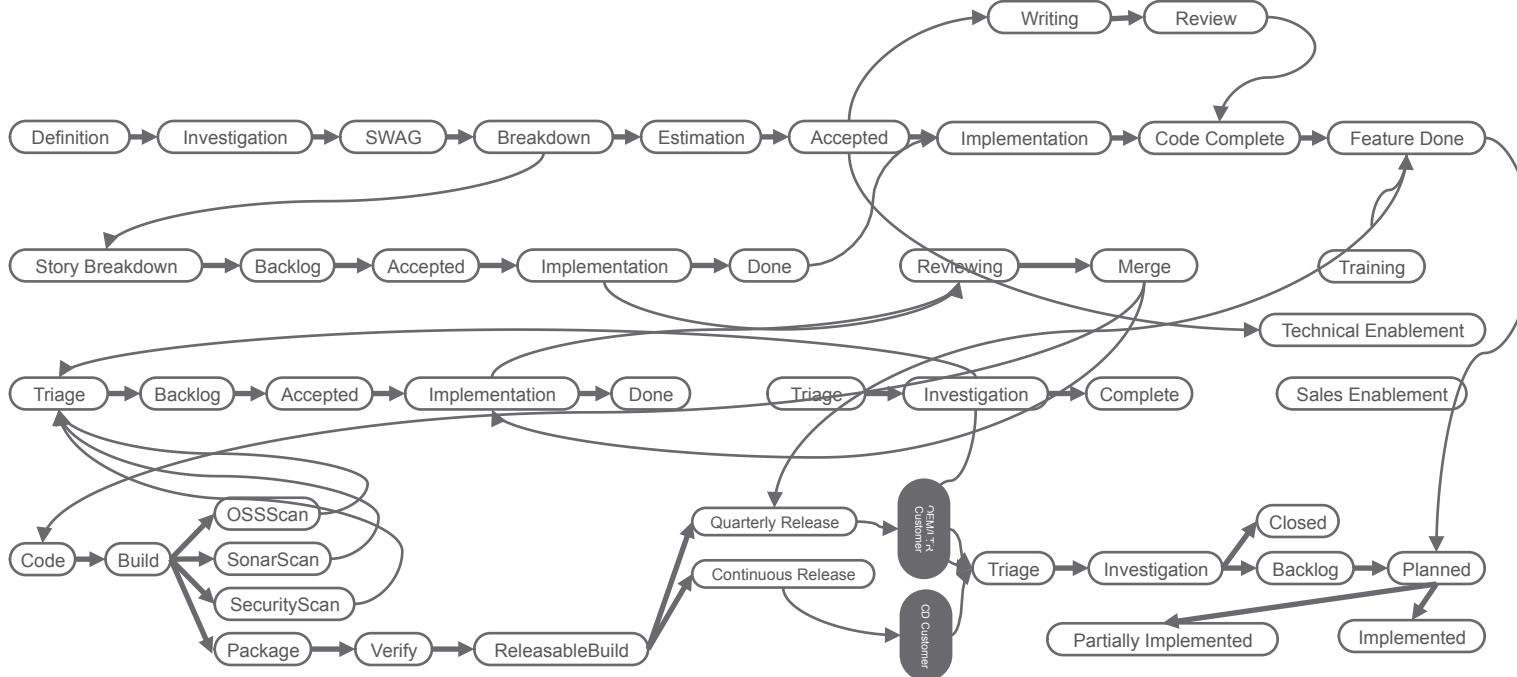
# Value Stream

## Product: Tasktop Integration Hub



# Value Stream

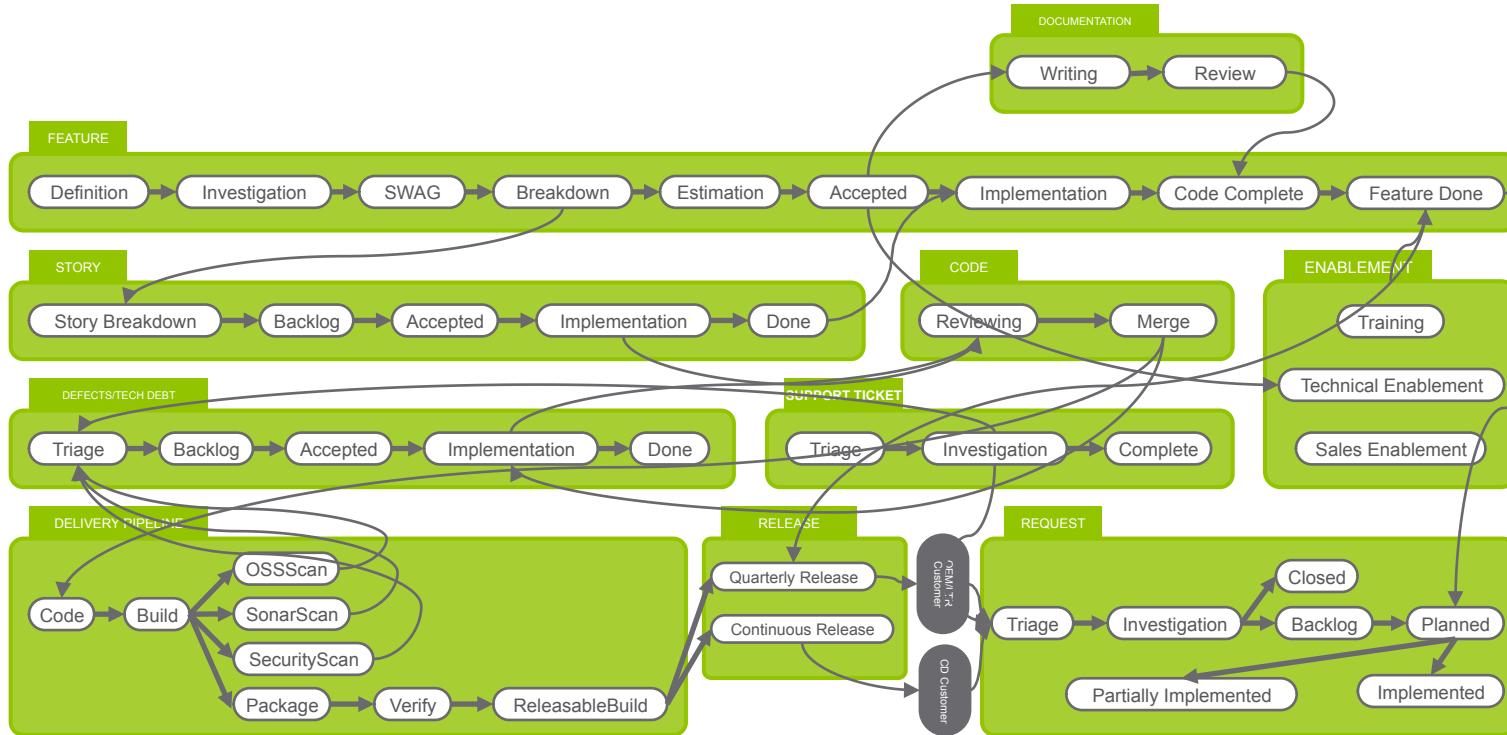
## Product: Tasktop Integration Hub



# Value Stream

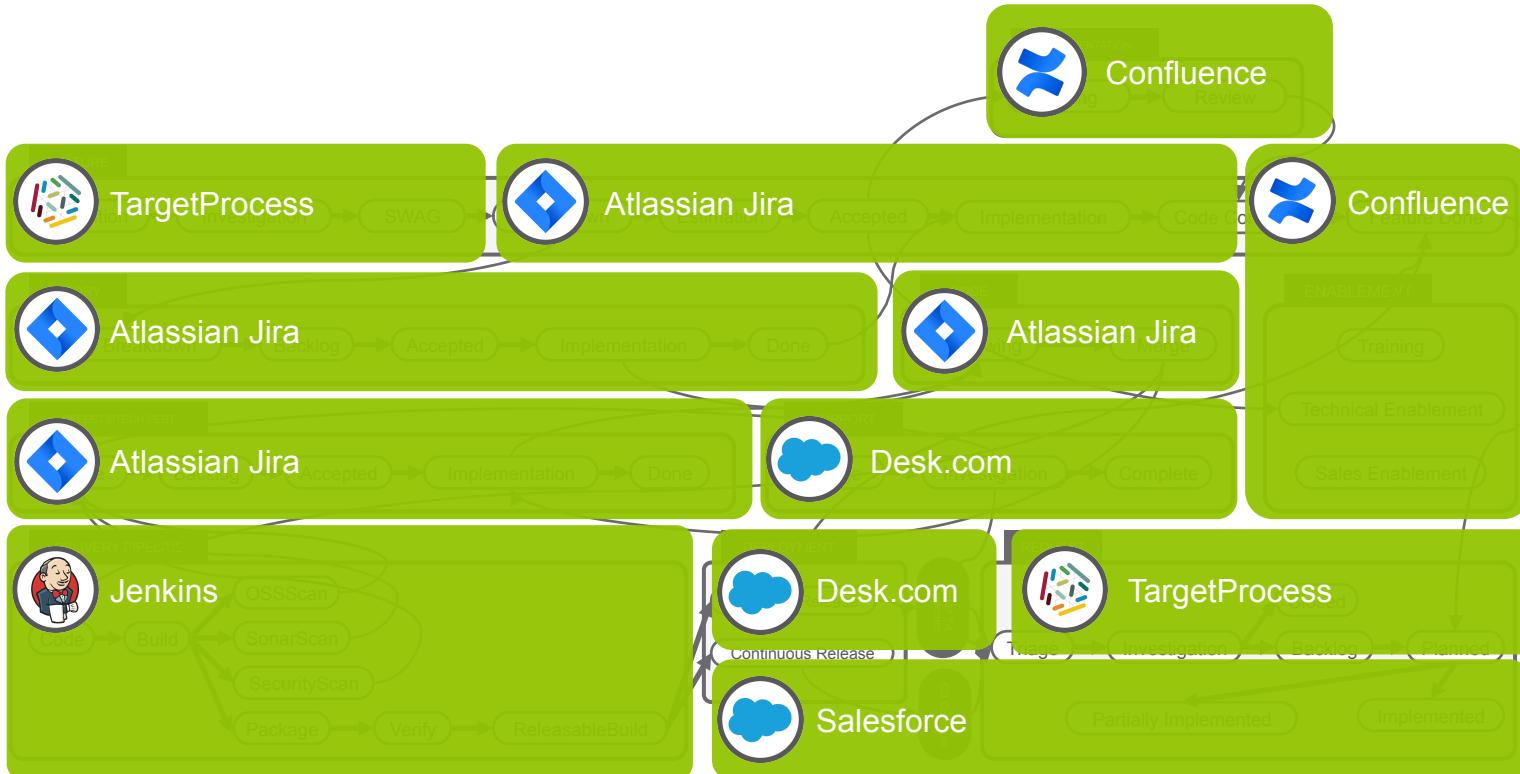
## Product: Tasktop Integration Hub

7 Artifact Types



# Value Stream

## Product: Tasktop Integration Hub

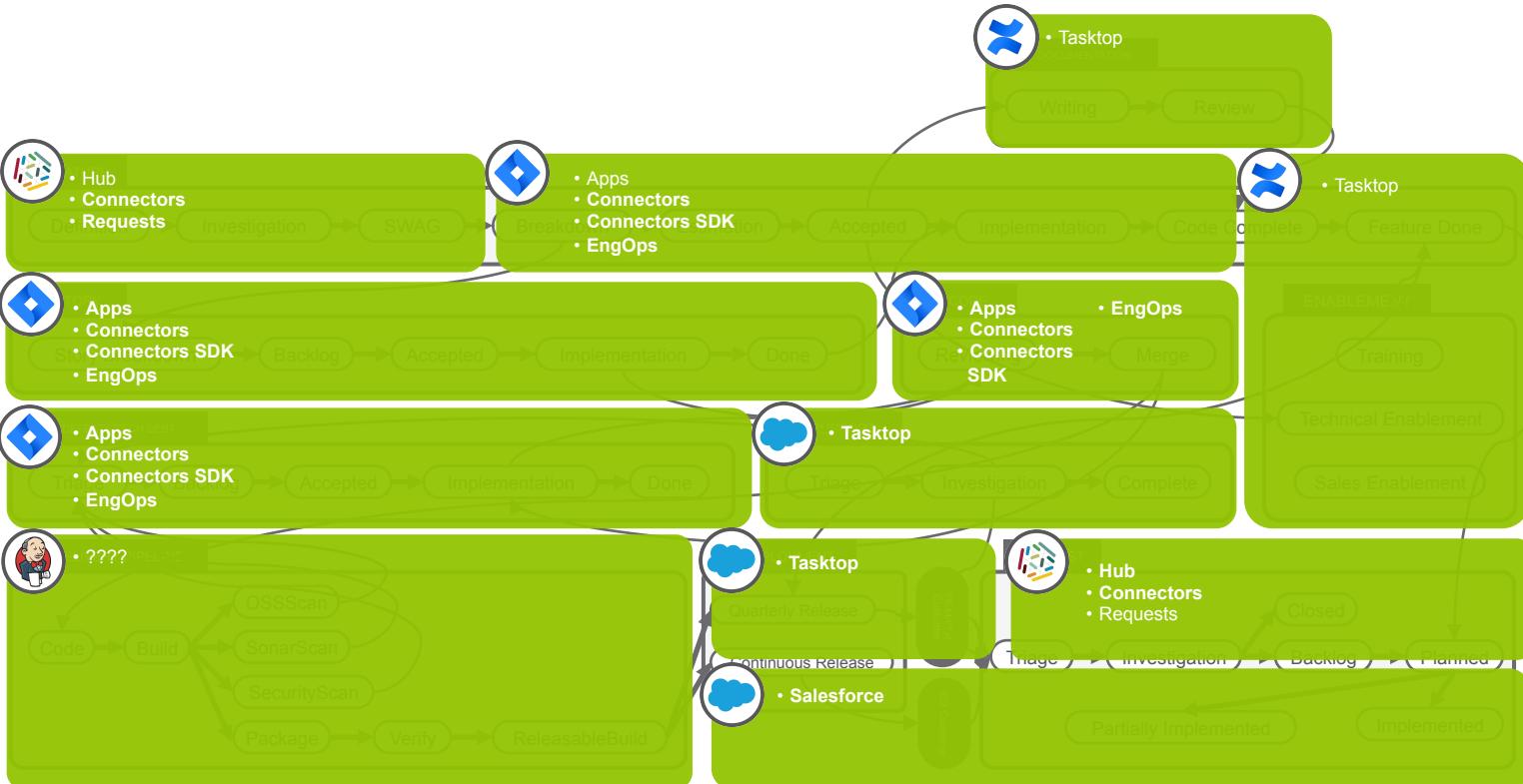


7 Artifact Types

6 Tools

## **Value Stream**

# Product: Tasktop Integration Hub



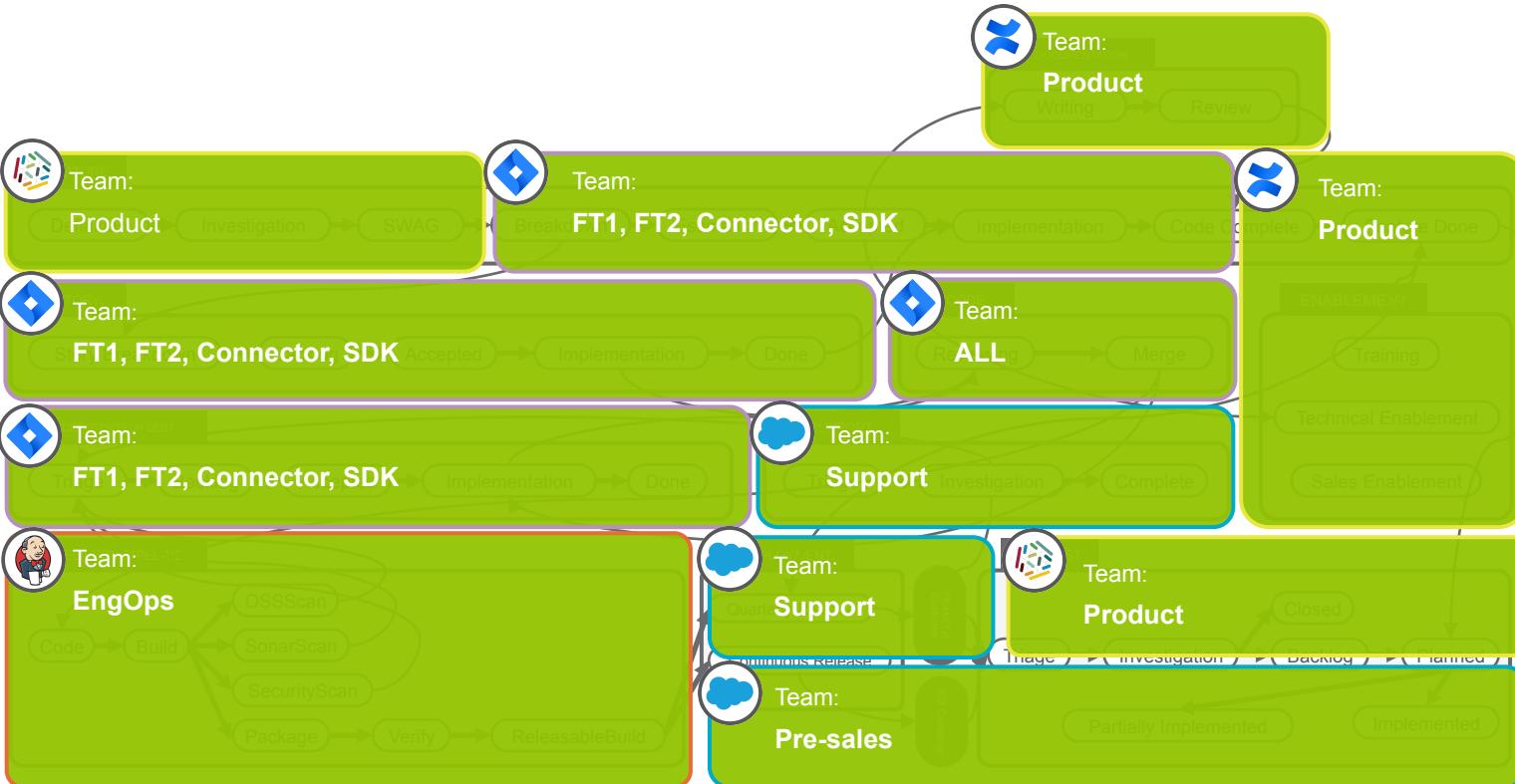
# 7 Artifact Types

# 6 Tools

# 10 Projects

# Value Stream

## Product: Tasktop Integration Hub



7 Artifact Types

6 Tools

10 Projects

8 Teams



## **Measure = Artifacts = *Currency of Communication***



Which artifacts matter?

In our example:

Artifacts in 10 Projects that are  
in 6 different tools

## **Measure = Artifacts = *Currency of Communication***

?

Which artifacts matter?

In our example:

Artifacts in 10 Projects that are  
in 6 different tools



**Product Model**

# Product Model

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Tool 1



Tool 2



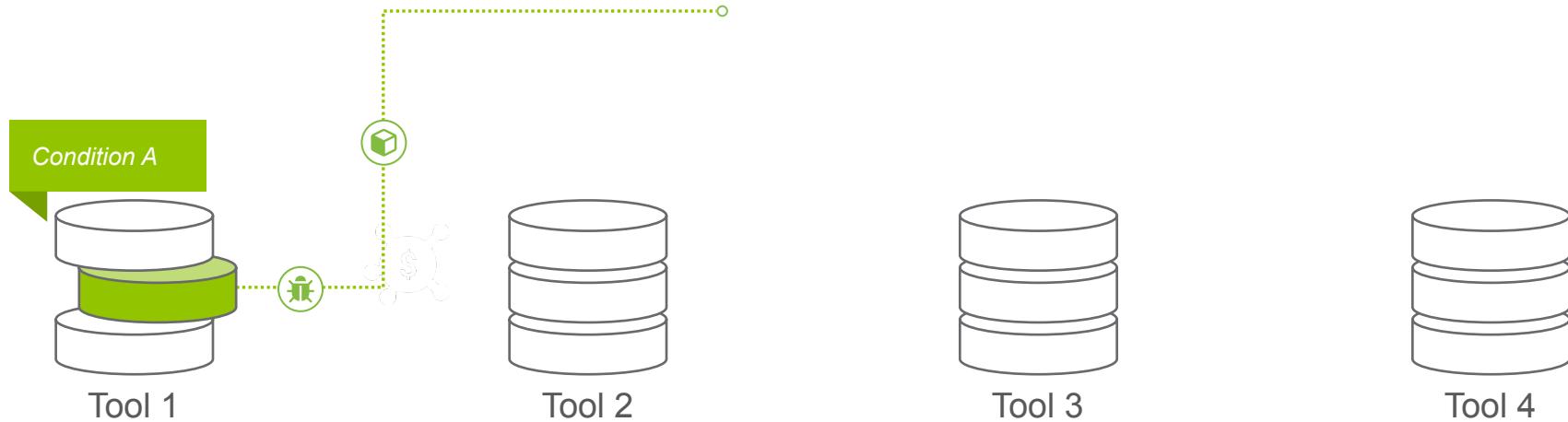
Tool 3



Tool 4

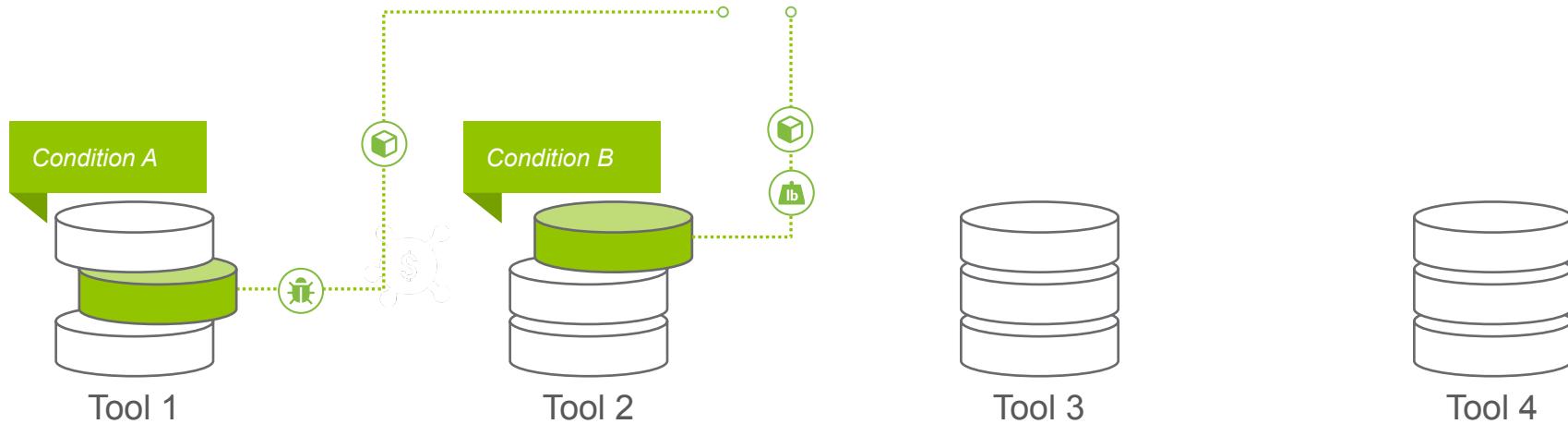
# Product Model

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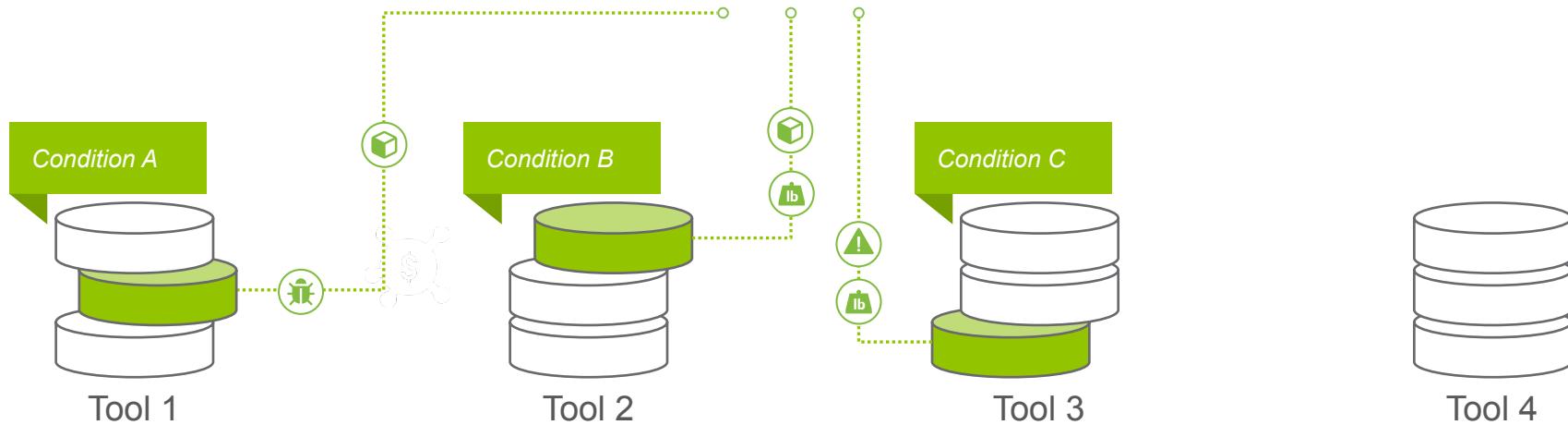
# Product Model

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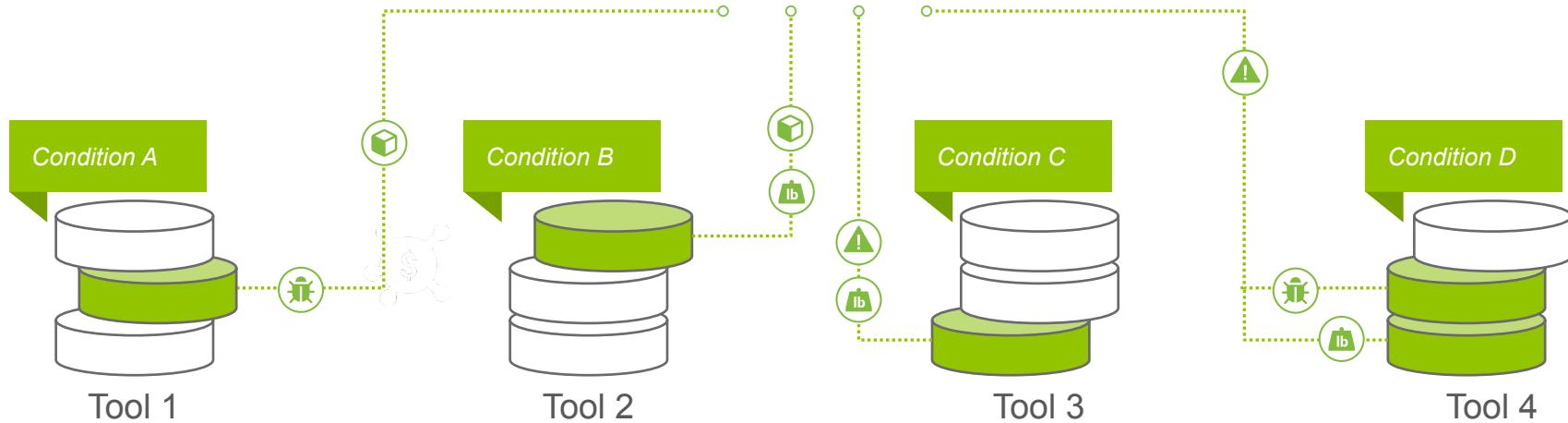
# Product Model

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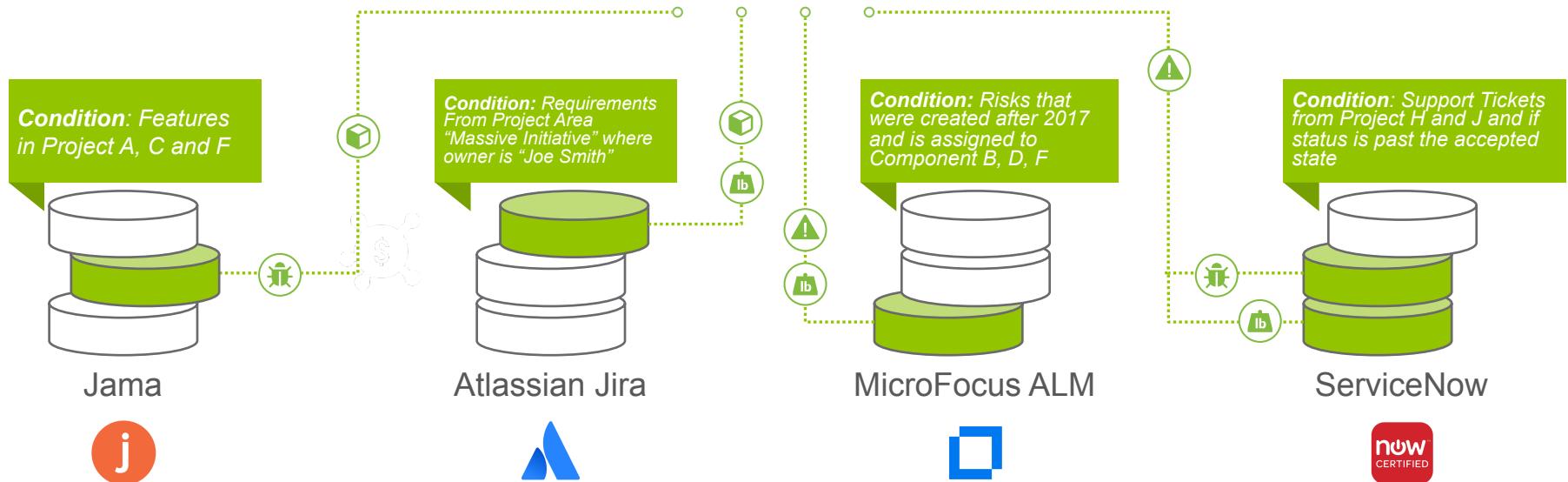


# Product Model

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# Product Model



# Questions

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?

01 How long did it take for this feature to get through the value stream?

?

02 How much wait time was there for defects?

?

03 What is the distribution between defects, features, risk and technical debt?

# Answers

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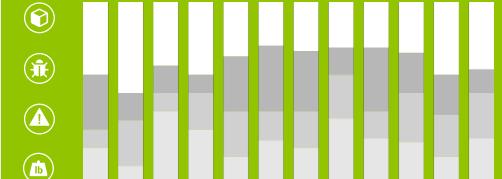
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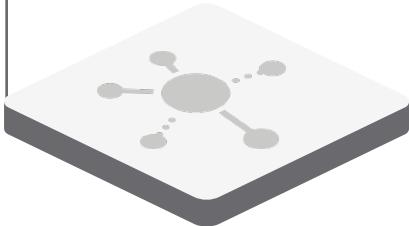


# Actions to Take Today

01

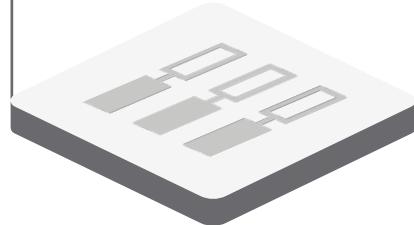
## CONNECT

Get Your Tools Talking



02  
**MODEL**

Model Your Artifacts  
Model Your Statuses

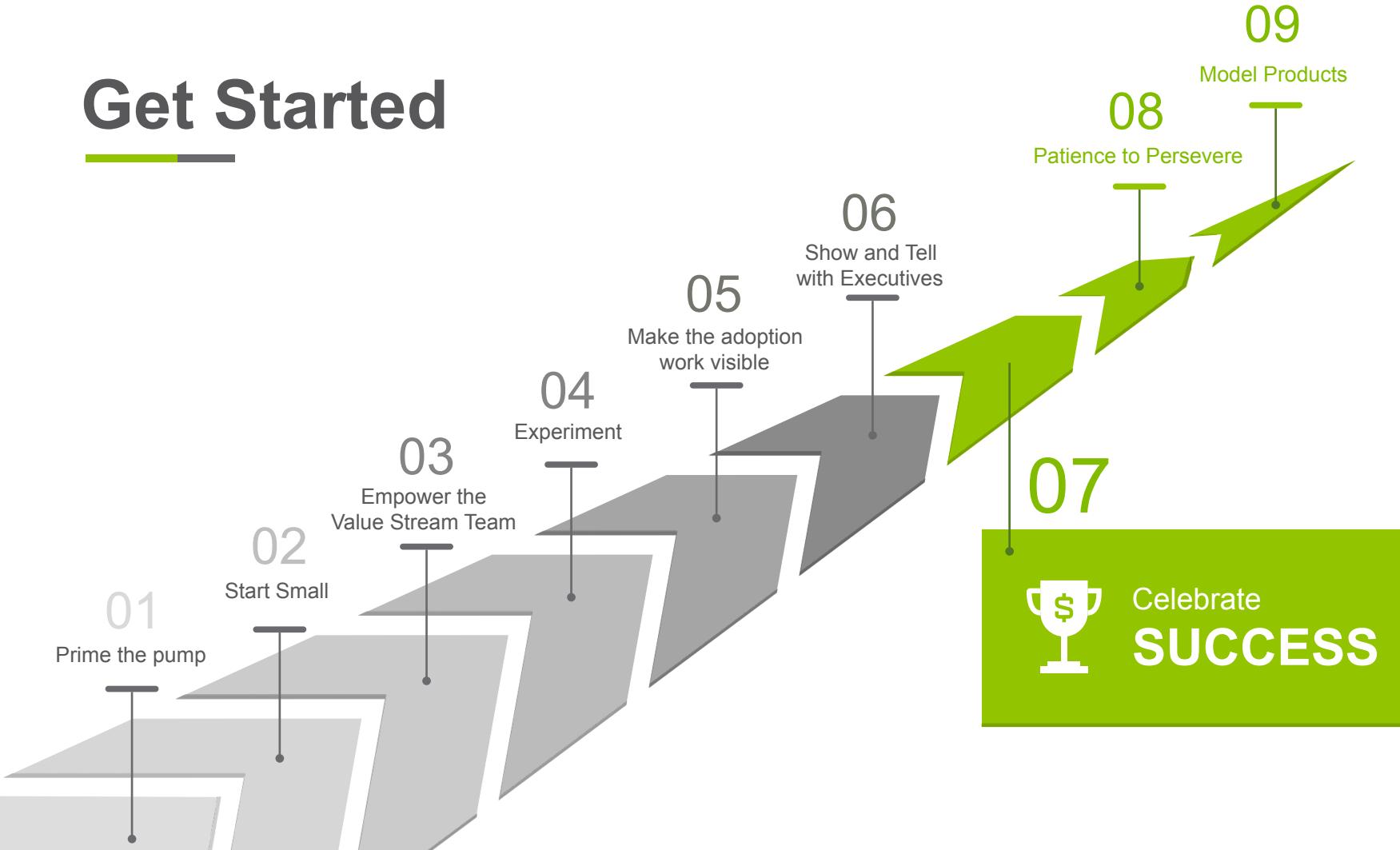


**MODEL YOUR PRODUCT**



# Get Started

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# Help We're Looking For...

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01 How are you **defining Products**?



03 Good examples of an **Agile Product funding model**?



02 What is the **relationship between Business Products and IT Systems**?



04 How are you **making the flow of work across the value stream visible** from a product perspective?