

Shift Happens: Do You Have the Right Teams to Manage Work by Product?





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Exposing Time Theft to Optimize Work & Flow*

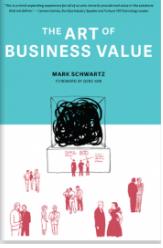
GARTNER CIO SURVEY 2019

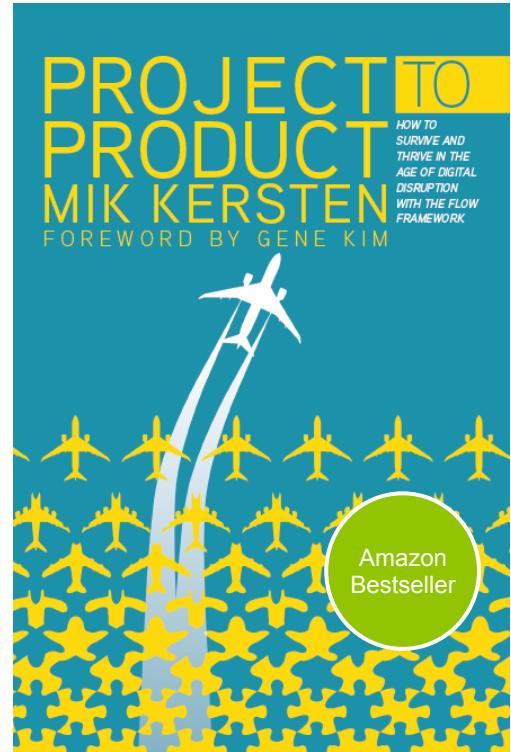
Source: CIO.com, Making the shift to product-based IT, January 2019

55%

of IT organizations are moving from project to product

What does Project to Product mean?

- Product team job is to create business value.
Diff than optimization of scope, t, schedule of projects.

- Product teams have cross functional groups organized around a long term product lifecycle, not split up.
- Profit center thinking (not cost center thinking). Invest in teams that bld, deliver, maintain biz value.



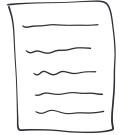


Good reasons
for the shift:

1. Fewer dependencies
2. Making outcomes that matter visible

Managing by product reduces dependencies

- Projects teams form & disband - knowledge remains w/ diff team.



- Product teams have more longevity, stability, and knowledge lives with same team.

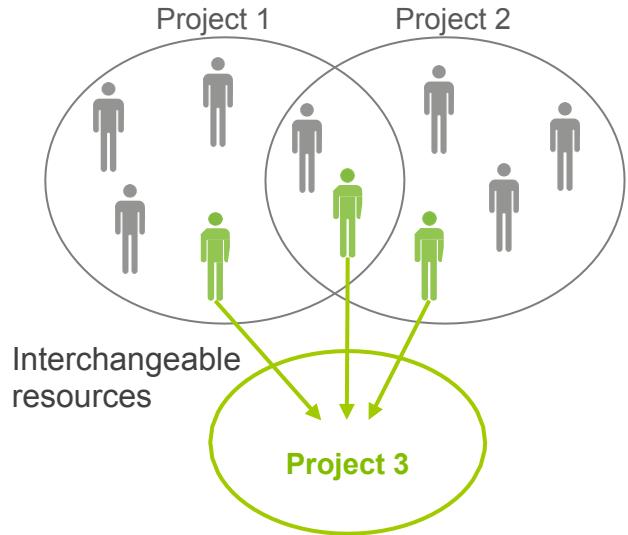


Project



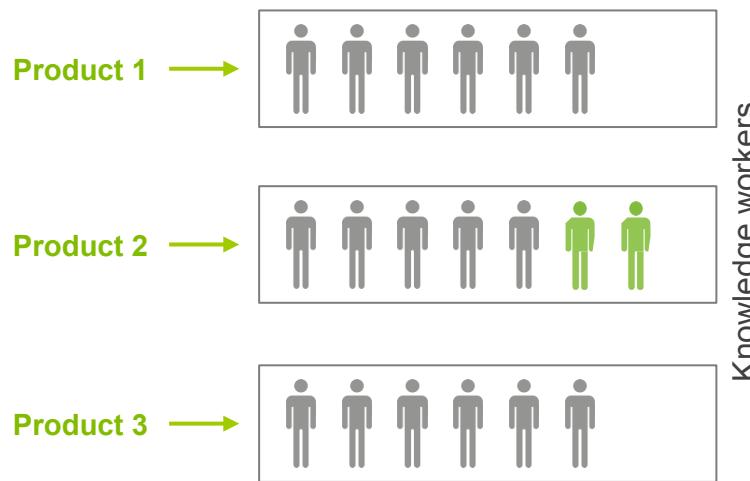
Teams

People are brought to work



Product

Work is brought to People



“Every dependency increases risk of starting or finishing late by 50%.” ~ Troy Magennis



Managing work by product fixates
measures on business outcomes

Project



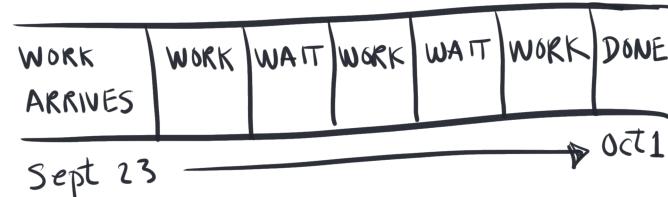
Visibility

PROJECTS	MGR	SCHEDULE	BUDGET	SCOPE	NOTES
A	JJohn				~~~
B	sarah				~~~~
C	Jerry				~~~~
D	Julia				~~~~
E	Adam				Conflicting Priorities
E	Ann				~~~~

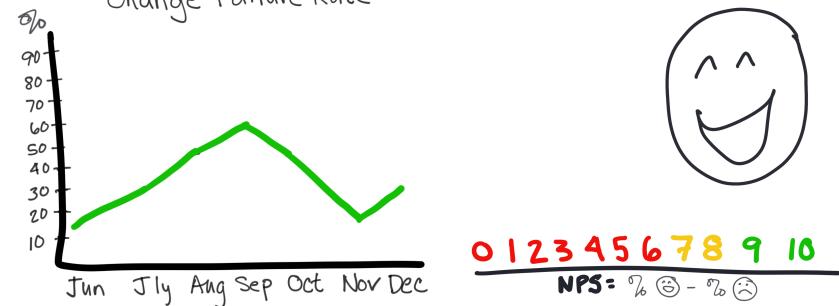
Making Opinions Visible

why watermelon

Product



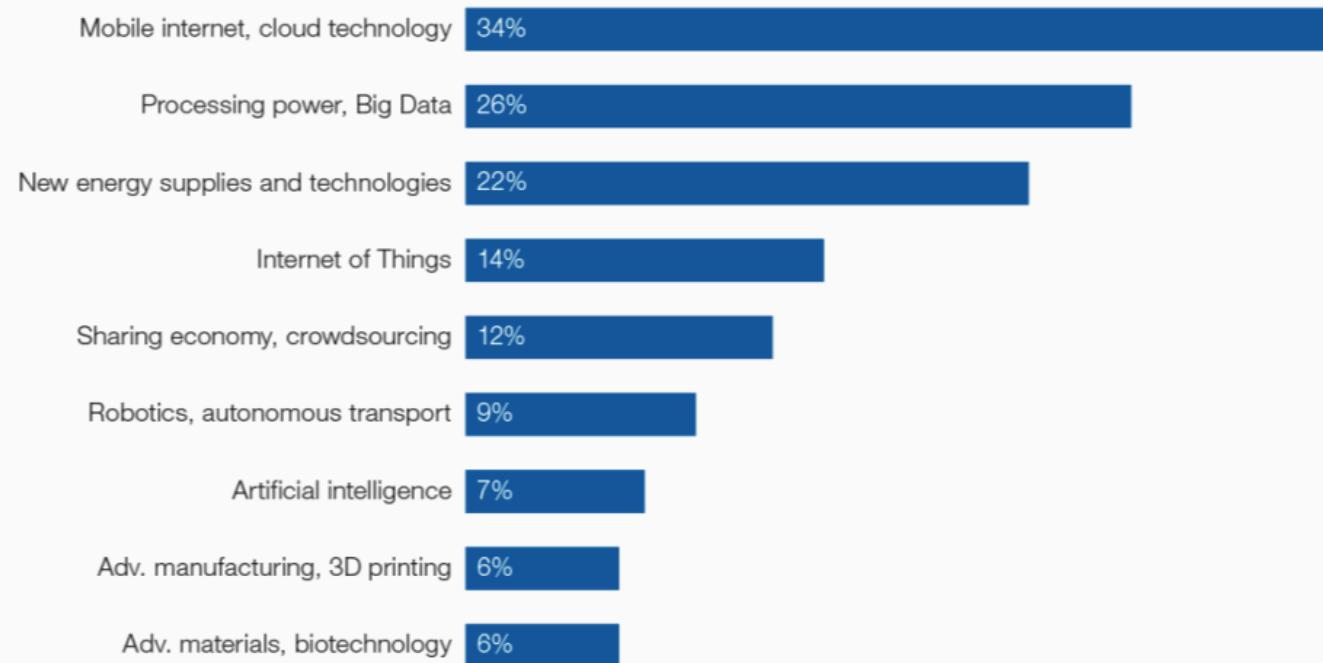
Change Failure Rate



Making Value Visible

Provokes convs

Jobs Change

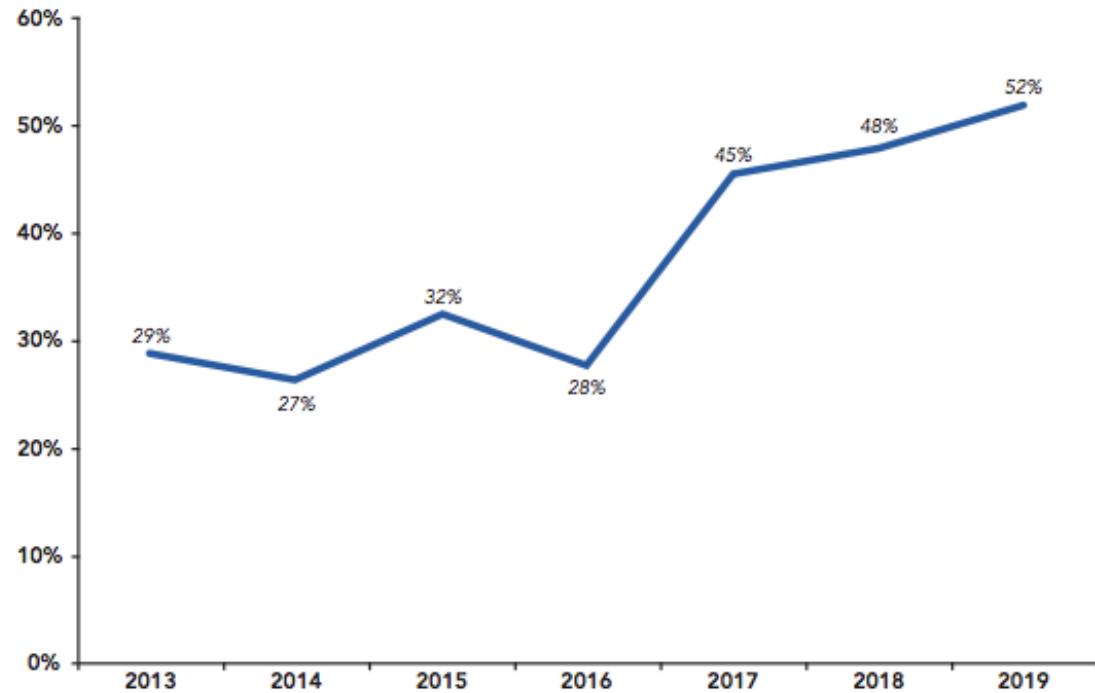


Source: Future of jobs survey, World Economic Forum

The Rise of the Full Stack Engineer

DevOps - you build it you run it.

That means you need full stack engineers, right?



<https://insights.stackoverflow.com/survey/2019>

DevOps is about enabling different teams to communicate and work better together, not eliminating the need for cross-team communication by merging teams or making one person responsible for everything.

**Full Stack Teams,
Not Engineers**



<https://itrevolution.com/book/full-stack-teams-not-engineers/>

PMO to VMO

Program Management Office to
Value Management Office

Shift gears to product thinking at
the program level.

“To transition from scope based outcomes to value based outcomes, it makes sense that the PMO transition to effectively help optimize business outcomes at a program level.”

~ Kristen Biddulph

Emerging Roles

Value Stream Architect
Value Stream Product Lead
Product Journey Owner



“Who should be on the team?”

Value Stream Architect – focused on architecting the software value stream itself

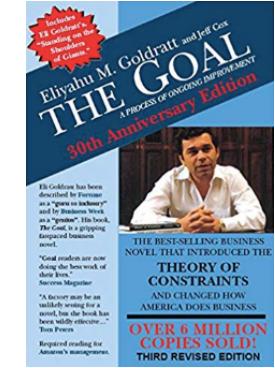
- Architect software value streams to accelerate flow of biz value.
- Provide business-level visibility into the flow of value delivered. (PM dream)
- Ensure built-in feedback occurs across value stream.
- Identify data-driven CI improvement experiments

Value Stream Architect

An optimizer – Studies bottlenecks. Knowledgeable in the Theory of Constraints

An influencer - They add work items to product backlogs and will need support across the organization to drive change across each part of the value stream:

Part consultant - consult with product mgrs/owners to drive higher level decisions about workflow tooling. ↑



Project to Product: Architecture

Business Products
External Customer



Platform Products
Internal Customer



Value Stream Network
Developers & Specialists



There cannot be a more important thing for an engineer than to work on the systems that drive our productivity -- Satya Nadela

Product Journey Champion

- IT business-level owner of the project to product transition
- Works with executives and managers across IT and lines of business to adopt Project to Product mindset to optimize technology investments
- Do Systems Thinking to scale lessons learned and patterns
- Coach value stream architects, Agile & DevOps practitioners, PMO to adopt product thinking.
- Dedicated coach and champion to move enterprise forward.



“You have a process. Are you in control of it or is it in control of you?”

“Treat your delivery pipeline like a product.”

~ Carmen DeArdo

Product Value Stream Lead

- Intimate knowledge of the product and customers
- Set objectives and measure success
- Ensure staffing and skill levels
- Emphasis on team happiness



PVS Lead

Operational cultivation of culture of innovation and technical integrity

Significant people management duties

Generally no feature design

Primary Flow Metrics: *Flow Distribution & Flow Efficiency*

Staff team, set objectives & measure outcomes

Product Manager

Prioritization, prioritization, prioritization

Generally no people management duties

Feature Design

Primary Flow Metrics: *Flow Time, Flow Load & Flow Velocity*

“Why build this product & what outcome will it produce?”

Skills Matrix: Do you have the right team? [self-rate]

Skill / Knowledge	P1	P2	P3	P4	P5	P6
Describe the desired business results for the value stream	2	1	0	1	2	2
Identify the product value stream's customers & pain points	1	1	3	1	3	2
Locate the work process and workflow within and across tools from intake to delivery	3	2	0	1	0	1
Find artifacts in the toolset that can be identified as revenue generation and revenue protection,	2	2	1	0	1	0
Map out the artifact states, and recognize active work states vs. waiting states	3	0	2	1	1	0
Locate where the PVS's work items are in the various tools used by the product value stream	4	2	1	1	2	0
Identify dependencies on teams/practitioners upstream and downstream of their own functional area	1	1	0	0	0	2
Design experiments that improve efficiency and velocity, and be willing to present/share results with others	3	2	0	1	1	2

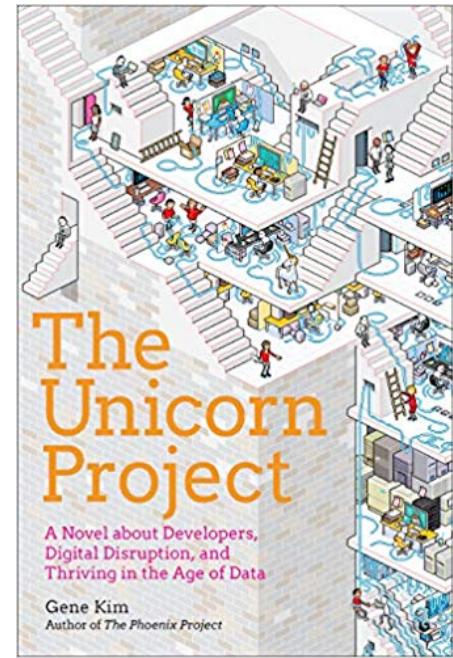
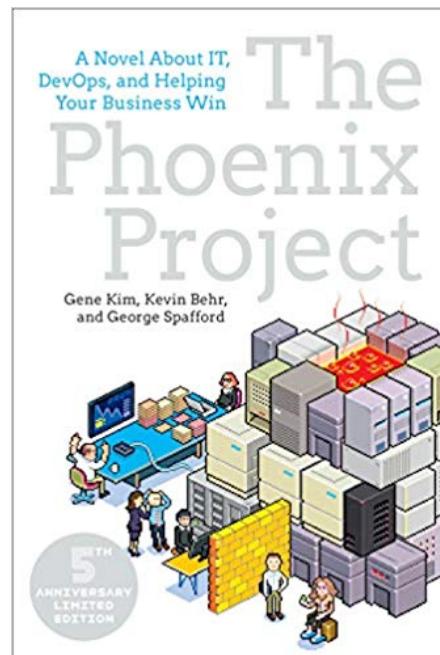


0 – Student, 1 – fly w/ Instructor, 2 - Fly solo, 3 - Instructor, 4 - Blue Angel

Debt work

- Refactor software component
- Self-service perf testing
- Vendor package upgrades
- Training team members
- Internal team improvements
- Adopt new tools to automate & manage work

Investments to improve flow or pay down future issues



Improvement of Daily Work

The Five Ideals

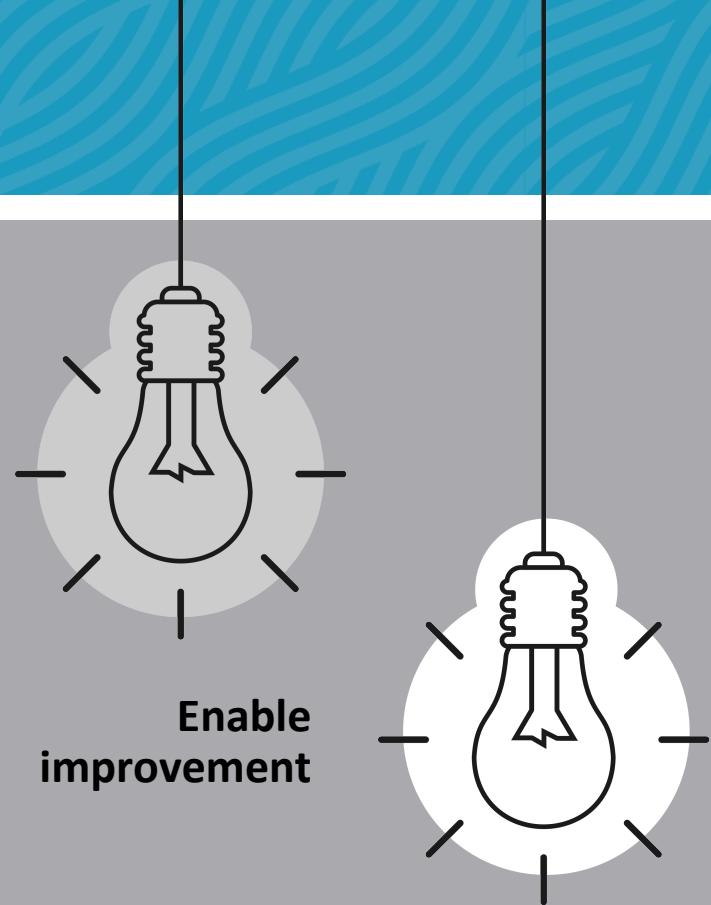
The First Ideal: Locality and Simplicity

The Second Ideal: Focus, Flow, and Joy

The Third Ideal: Improvement of Daily Work

The Fourth Ideal: Psychological Safety

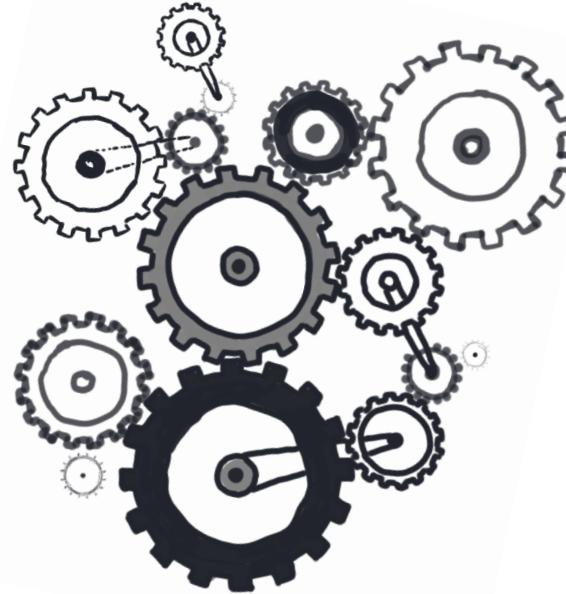
The Fifth Ideal: Focus on our Customer



Skills matrix: Making Gaps Visible

Avoid attrition

Help people shift gears



Discover product-centric knowledge/skill gaps
Level-up knowledge to support new WoW.

Takeaways

- Product Management & Profit Centers are the future model for success
- New emerging roles offer opportunity for career growth
- Reinvent & elevate your knowledge



Making Work Visible



EXPOSING
TIME THEFT TO
OPTIMIZE
WORK & FLOW
DOMINICA DEGRANDIS

Making Work Visible



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more no, less wip

Making Work Visible by Dominica DeGrandis

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Subject: **flow**

To receive:

- copy of this presentation deck
- Skills Matrix: Do you have the right team?
- Full Stack Teams, Not Engineers
- Flow 101 workshop info
- Value Stream Canvas exercise
- Tasktop tool integration video on ServiceNow & Jira
- excerpts of Making Work Visible
- Forrester report on Value Stream Mgmt

Skills Matrix: Do you have the right team? [self-rate]

Skill / Knowledge	Sunita	Cindy	Srini	Chris	Zoe	Steve
Describe the desired business results for the value stream	2	1	0	1	3	2
Identify the product value stream's customers & pain points	0	1	3	1	3	2
Locate the work process and workflow within and across tools from intake to delivery	3	2	0	1	2	1
Find artifacts in the toolset that can be identified as revenue generation and revenue protection,	2	2	1	0	1	0
Map out the artifact states, and recognize active work states vs. waiting states	1	0	2	1	1	0
Locate where the PVS's work items are in the various tools used by the product value stream	2	2	1	1	2	0
Identify dependencies on teams/practitioners upstream and downstream of their own functional area	2	1	0	0	1	2
Design experiments that improve efficiency and velocity, and be willing to present/share results with others	3	2	0	1	3	2

2 can be a challenge as people end up naming the orgs customers rather than the customers their PVS serves.