

UNITED STATES
PATENT AND TRADEMARK OFFICE



The background of the slide is a light gray technical drawing of a mechanical assembly, possibly a turbine or engine component, with various parts labeled with numbers like 80, 40, 24, 30, 86, 84, 82, 34, 32, 52, 50, and 5. The drawing is oriented diagonally.

Turbocharging YOUR digital transformation with a virtual dojo

Melissa Rummel

Transformation Delivery Division Director

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PATENT AND TRADEMARK OFFICE ®

Introduction





Melissa Rummel

USPTO

Transformation
Delivery Division
Director

Guiding Principles

Guiding Principles
We value enablement over compliance
We value a growth mindset over fixed mindset
We value outcomes delivered over activities
We value collaboration over silos
We value progress over perfection

The plan for today



Share the USPTO transformation challenge



Immerse you – this audience – in solving your transformation challenges in our “IT Revolution Dojo”



Close with lessons learned

Desired presentation outcomes

- **UNDERSTAND** the key advantage of “learning by doing” in a Dojo vs. training and how this approach greatly increased application of new concepts and novel solutions to complex challenges
- **PARTICIPATE** in a sample Dojo chartering exercise, to experience the power of “learning by doing”
- **APPRECIATE** the complexity of establishing a Dojo and how it evolves to take on more complex changes over time
- **ANTICIPATE** as an audience member how the concept could be applied to accelerate your own transformation and unique challenges

A **dōjō** is a hall or place for **immersive learning** or meditation.

This is traditionally in the field of martial arts, but has been seen increasingly in other fields, such as meditation and **software product transformations**.

The term means "*place of the Way*" in Japanese.



Dojo advantages over classic training

- Apply new concepts to their OWN work
- Meet the team where THEY are
- Safe place to learn NEW skills
- Shared TEAM experience
- Each week has a content focus and a retrospective

USPTO Journey





Phase 1 USPTO Challenge and Response



USPTO challenge

- Improve product quality
- Accelerate value delivery
- Reduce costs



400+ Automated
Information Systems



26 Stage Gates in SDLC



6 month deployment cycle
on average



1000's of specialized staff
assigned to large projects

- Streamline to a product environment
- Promote a Product and Agile culture
- Implement DevSecOps
- Create product teams



4 Product Lines
32 Products



32 Lead Product Owners to
drive business value
delivery

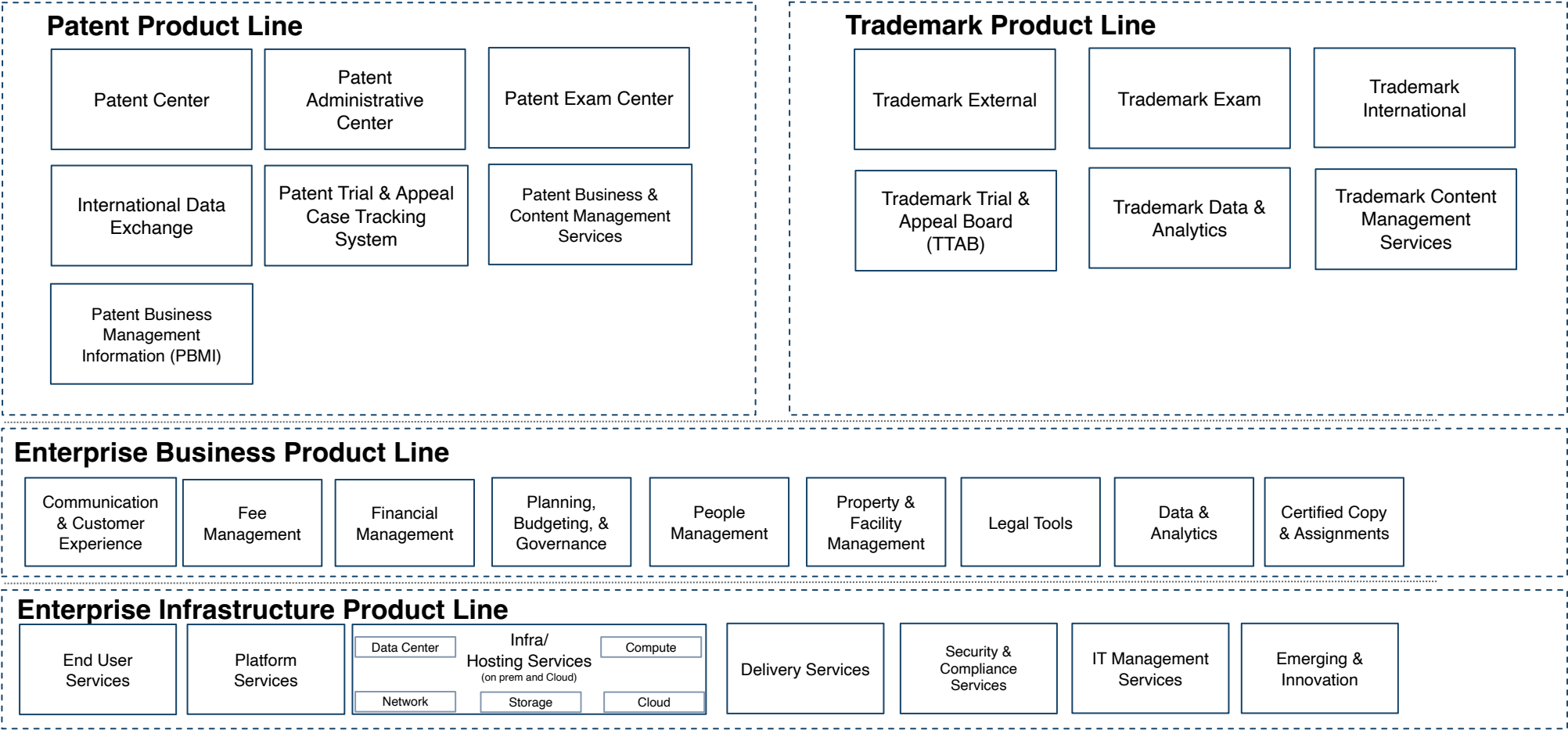


100+ DevSecOps Pipelines



200+ Product Teams with
T-Shaped resources

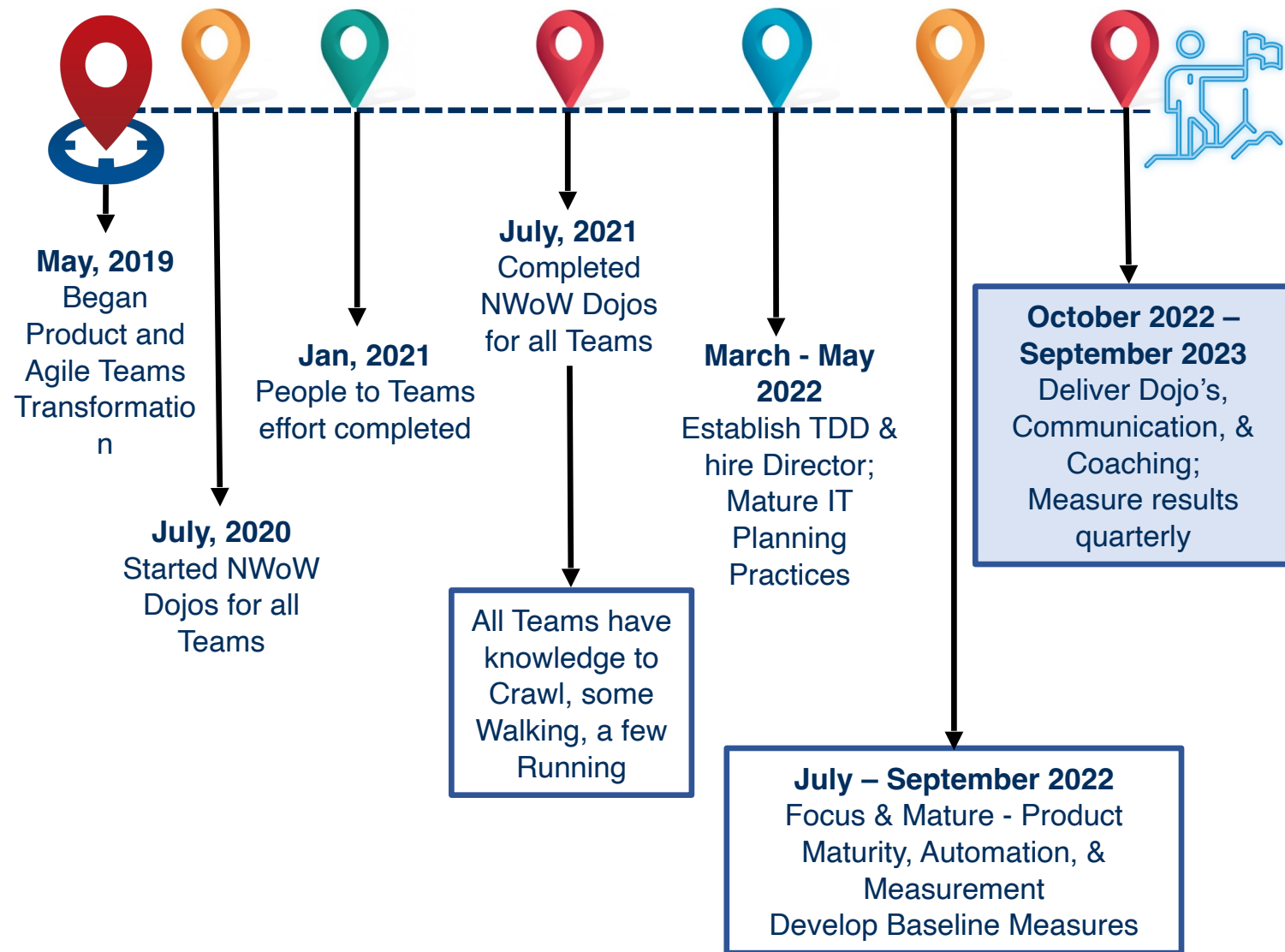
USPTO product catalog



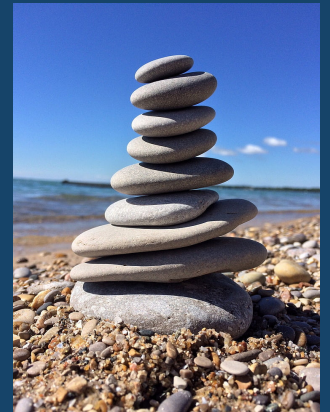
USPTO Product Transformation Journey

Where should we be now?

1. Aligned Teams
2. Clear Roles
3. Vertically sliced work
4. Basic Measure for major efforts
5. Prioritized backlog
6. Roadmaps
7. KPIs



Welcome to the Dojo



Virtual dojo mechanics at USPTO – Phase 1

Steps	Description	Timeline
Nomination	<ul style="list-style-type: none"> Everyone has Same Challenge Scheduled by Product Leadership 	Variable, based on Dojo capacity and team needs
Preparation	<ul style="list-style-type: none"> Product Leadership meets with dojo leaders and coaches Multiple teams launched on cadence 	2 to 3 weeks prior to immersion
Immersion	<ul style="list-style-type: none"> Content is consistent 	4 to 6 weeks of in Dojo
Transition	<ul style="list-style-type: none"> Follow on coaching sessions are scheduled 	6 to 12 weeks after leaving Dojo

What is YOUR
organizational
challenge?

- ⚙ Starting a transformation
- ⚙ Expanding an existing transformation
- 🧠 Maturing an enterprise transformation
- 🔍 What else?

Variable, based on
Dojo capacity and
team needs

2 to 3 weeks prior
to immersion

4 to 6 weeks of in
Dojo

6 to 12 weeks
after leaving Dojo

Nomination


Preparation

Immersion

Transition

How many teams do you expect in YOUR dojo in the next year?

 Less than 10

 Less than 100

 More than 100

Variable, based on
Dojo capacity and
team needs

2 to 3 weeks prior
to immersion

4 to 6 weeks of in
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6 to 12 weeks
after leaving Dojo

Nomination

Preparation

Immersion

Transition

Welcome to YOUR dojo

(Sample Weekly Immersion)



Transformation area	Starting/Expanding Transformation – Content Topics	Maturing Transformation
Project to Product	Week 1-2: <ul style="list-style-type: none">• Welcome to the Dojo• Team Charter & Strength Finders• Product Basics	See Dojo Phase 2 (Next Topic)
Waterfall to Agile	Week 3-4: <ul style="list-style-type: none">• Agile Basics (Scrum or Kanban)• “Tool” Basics• Backlog Management• Culture Shifts	
Manual Change Control to DevSecOps	Week 5-6: <ul style="list-style-type: none">• Initial set up of Agile Delivery Pipeline• Closing Ceremony	

Variable, based on
Dojo capacity and
team needs

**2 to 3 weeks prior
to immersion**

4 to 6 weeks of in
Dojo

6 to 12 weeks
after leaving Dojo

Nomination

Preparation

Immersion

Transition

DevOps Summit Dojo Audience Members

Welcome to the USPTO Dojo

We are thrilled you are here!

Variable, based on
Dojo capacity and
team needs

Nomination

2 to 3 weeks prior
to immersion

Preparation

**4 to 6 weeks of
in Dojo**

Immersion

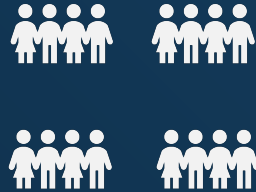
6 to 12 weeks
after leaving Dojo

Transition



The heart of the dojo

Teams arrive at the Dojo with **THEIR** work



Support Services (Coaches, UX, etc.) are in the Dojo as experts in the **New Ways of Working (NWOW)**

Over four to six weeks, Support Services help the teams do **THEIR** work in the **NWoW**

Variable, based on Dojo capacity and team needs

2 to 3 weeks prior to immersion

4 to 6 weeks of in Dojo

6 to 12 weeks after leaving Dojo

Nomination

Preparation

Immersion

Transition

Six Week Summary - Example

Iteration	Theme	TDD Coaches	Product Owner	Scrum Master	Technical Lead	Team Member	FOCUS
Week 1	Product Mission, Breaking down your Epics into Features	X	X	X	X		PO - Prepare your Week 4 to 6 Objectives PO - Prepare your Week 4 to 5 Features ALL - Become a leadership team
Week 2	Product Roles and Basic Kanban	X	X	X	X		PO - Finalize your elevator pitch SM - Schedule your week 4 to 6 team meetings
Week 3	Getting Ready for On Boarding the Team	X	X	X	X		SM - Get everything ready for arrival of your teams SM - Send welcome packets
Week 4	Welcome to the Team - Get going on Week 4!	X	X	X	X	X	SM - Hold team kickoff meeting PO - Introduce objectives ALL - Plan, Do & Retro Week 4
Week 5	Rinse and Repeat Week 5 - But we share the load - Focus on FLOW	X	X	X	X	X	ALL - Plan, do & Retro Week 5 PO - Prep Work for Week 6 PO - Prep features for Quarterly Planning
Week 6	Taking the Reins in Week 6, Preparing For Quarterly Planning	X	X	X	X	X	ALL - Plan, do & Retro Week 6 ALL - Participate in Quarterly Planning ALL - Transition out of the Dojo

Iteration Cadence - Example

Monday

- Short Show and Tell of Prior Week
- Retrospect on Prior Iteration
- Do Iteration Planning

Tuesday

- 2 Hour Workshop
- Work Assignments
- Coaching Office Hours

Wednesday

- Time to get Work Done
- Coaching Office Hours

Thursday

- 2 Hour Workshop
- Work Assignments
- Coaching Office Hours

Friday

- UBER Scrum Meeting – LPO, PL, SM, TL

2 to 3 weeks prior
to immersion

4 to 6 weeks of
in Dojo

6 to 12 weeks
after leaving Dojo

Variable, based on
Dojo capacity and
team needs

Nomination

Preparation

Immersion

Transition

Closing ceremony - How did it go?

Question	Responses
How has your knowledge of the USPTO Dojo changed from when you arrived?	<ol style="list-style-type: none">1. I know about the same2. I know slightly more3. I know a great deal more4. I could explain it to others
What did you like and what would you change about the dojo experience?	(Open ended response)
Would you recommend this experience to others?	<ol style="list-style-type: none">1. Negative – Would NOT recommend2. Neutral – May or may not recommend3. Positive – WOULD recommend

Variable, based on Dojo capacity and team needs

2 to 3 weeks prior to immersion

4 to 6 weeks of in Dojo

6 to 12 weeks after leaving Dojo

Nomination

Preparation

Immersion

Transition

Closing ceremony – What additional support do you need?

Question	Responses
What additional support do you need over the next 4 to 6 weeks from the coaches?	<ol style="list-style-type: none">1. 1 day a week2. Several hours a week3. None – We are good to go

Variable, based on
Dojo capacity and
team needs

2 to 3 weeks prior
to immersion

4 to 6 weeks of in
Dojo

**6 to 12 weeks
after leaving Dojo**

Nomination

Preparation

Immersion

Transition

Phase 2 – USPTO Challenge and Response



- Executive challenges
- Product leadership challenges
- Team challenges
- Unique challenges



How to execute IT planning with greater agility?



How to explain the **VALUE** of work delivered?



How to migrate to the Agile Delivery Pipeline?




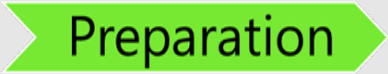


How to improve the contract renewal process?

Evolved and Matured the Phase 1 Dojo Process

This is a partial list of Phase 2 Dojo Offerings

- Scrum NWoW QuickStart
- Scrumban NWoW QuickStart
- Healthy Backlogs
- Quarterly Planning
- DevSecOps – Continuous
- Cloud Intake & Product Migration
- Routine Ops for Product Teams
- Describing Business Value
- Developing a Product Vision & Roadmap

Virtual Dojo mechanics at USPTO – Phase 2

Phase	Description
 Nomination	<ul style="list-style-type: none">• “Group” selects a specific Specialized Offering• Dojo work with “Group” to identify challenge and specific outcomes
 Preparation	<ul style="list-style-type: none">• Dojo and Partners take steps necessary prep steps, varies by Specialized Offering• Outcomes beyond Specialized Offering Identified• “Group” completes identified prep steps
 Immersion	<ul style="list-style-type: none">• Dojo, Partners and “Group” focus on completing outcomes week by week
 Transition	<ul style="list-style-type: none">• Closing Ceremony is held• Any necessary follow on support identified

Phase 1 & 2 – Lessons Learned



Lessons learned

The dojo must be a safe, non-judgmental place to learn new skills.

Dojo processes are not insignificant and take time to mature.

Dojo coaches need time to learn the dojo processes.

Dojo coaches must focus on the team's challenges and outcomes, not what they may think is important.

Dojo implementation has accelerated USPTO's transformation.

What's beyond the next phase of the USPTO dojo?



- **Teams continue their product maturation journey, bringing more complex problems to the USPTO dojo to tackle.**
- **The entire organization leverages the dojo to come together to solve next generation problems in an immersive, collaborative, creative manner.**



Thank you!

Melissa Rummel

Transformation Delivery Division
Director

Melissa.Rummel@USPTO.gov

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