# T-Method
# New way of IT services design for Agile and DevOps

December 7, 2019

Luke Koichiro Toda

Strategic Staff Services Corporation

# What is T-Method

- ✓ New design methodology of IT services
- ✓ Strongly Focus on IT services for supporting the REAL Business
- ✓ Quick design for QUICK agile development
- ✓ Design based on observation at on-site (Genba)
  <span style="color:red">(Don't talk about functionalities or solutions at first)</span>
- ✓ Create exact product backlogs
- ✓ Came from plentiful scrum experience over a decade.

## Collaborating Methodologies and Practices.
- ◆ Design Thinking
- ◆ Business Model Generation (Canvas)
- ◆ UX design methodologies
- ◆ Architecture Centric Design Method (ACDM)
- ◆ User Story by Mike Cohn
- ◆ TOYOTA way (TPS)
- ◆ Customer Planning Session (CPS) by IBM
- ◆ Scrum

# Case Study (A Life Insurance company)

## The progress of the Sales Activities Support Services project

**July**

**Kick off the project**
**Scrum and XP training to Development team**
**Visit Genba (Onsite of Sales) and Observe there**
**Hold Product Owner session once a week**
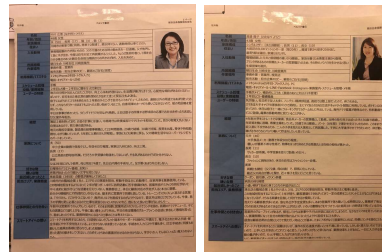**Define PERSONA**
**Create Customer Journey**
**Define entire process then review process by Value Stream Map**
**Define Body process, Alternative process, and Option process**
**Create User story**
**Hold Planning Session at end of the month**
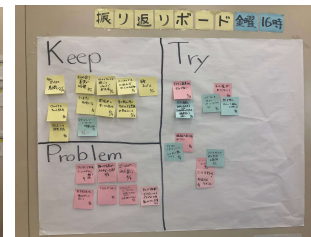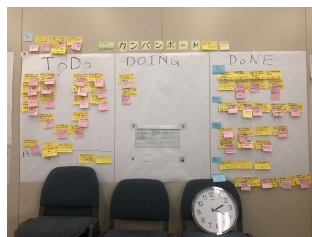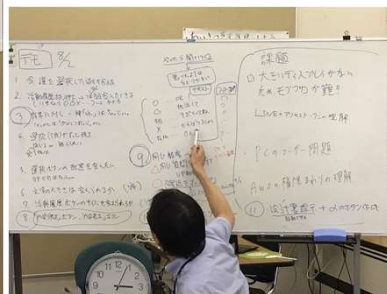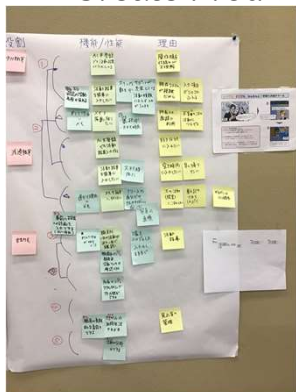**Create Product Backlog List**

**August**

Development by a week sprint (4 sprints in the month)
Complete Body and Alternative process
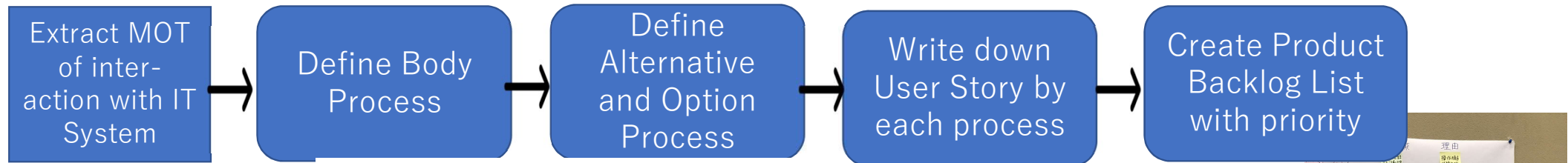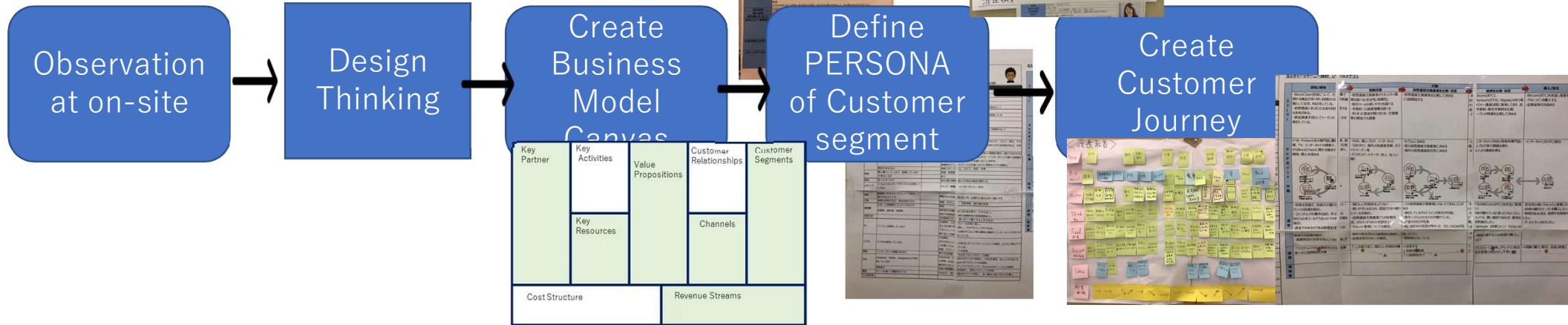At end of the month, Hold release review by PO and Real users (Demonstration)

**September**

Handle Feedback from users.
At end of the month, Release completion

# Process of T-Method

Observation at on-site → Design Thinking → Create Business Model Canvas → Define PERSONA of Customer segment → Create Customer Journey

Extract MOT of inter-action with IT System → Define Body Process → Define Alternative and Option Process → Write down User Story by each process → Create Product Backlog List with priority

Business Model Canvas:

| Key Partner | Key Activities | Value Propositions | Customer Relationships | Customer Segments |
|---|---|---|---|---|
| | Key Resources | | Channels | |
| Cost Structure | | Revenue Streams | | |

必要な機能の定義（High level functions）
バリューストリームマップ(Value Stream Mapping)

定義されたバリューストリームマップの一つ一つのプロセス（箱）で必要な完了条件を整理します。また同時にそれぞれのプロセス（箱）で実現すべき機能要件（どんな事をしなければないか？）を洗い出します。

次にその実現すべき機能をユーザーストーリーのフォーマットを利用して一つ一つ整理します。

**User Story**

As a Role
I can
Which I need
To

全てがユーザーストーリーに書き出せましたら、要件定義の完了です。

I Independent（独立性）
ユーザーストーリーは各々が独立している事
N Negotiable（交渉可能）
ユーザーストーリーを使って、ユーザーと開発者が会話できその結果をまとめる。
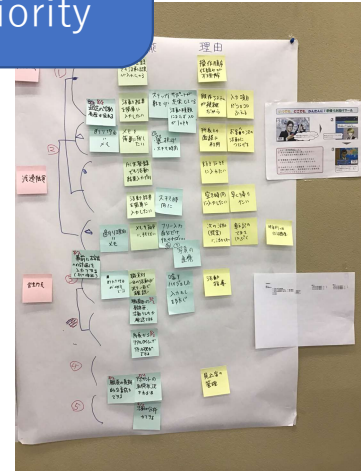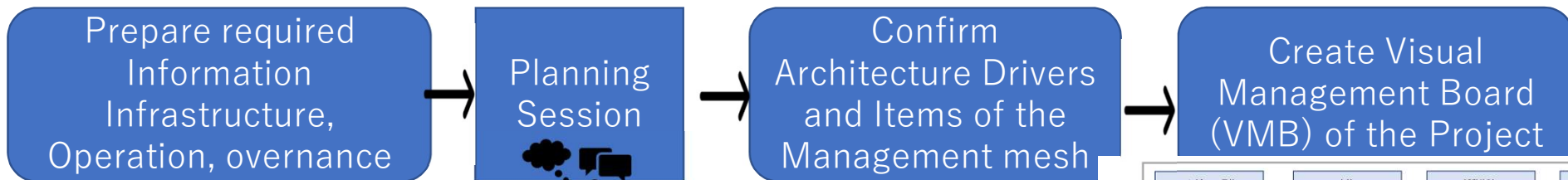V Value to Users/Customers（価値を提供）
一つ一つのユーザーストーリーがユーザーにとって価値を提供できる。
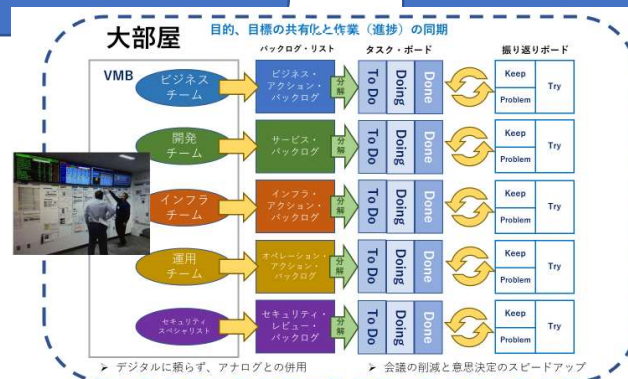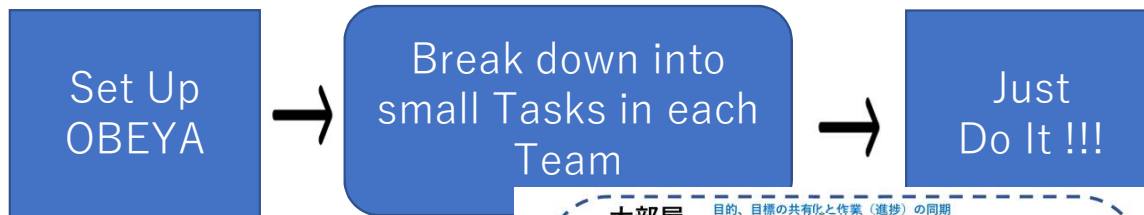E Estimatable（見積可能）
開発者が作業を見積もれる事。
S Small（小さい、簡潔）
簡潔な
T Testa...

ID:　　　　　　　　　　　日付：2015/06/26
要求者名：　　　　　　　　記入者名：
部門名：

役割〈As a Role〉：

機能〈I/We can〉：

環境・条件〈Which I need〉：

効果・価値〈To〉：

**Prepare required Information Infrastructure, Operation, overnance** → **Planning Session**

プランニング・セッション

→ **Confirm Architecture Drivers and Items of the Management mesh** → **Create Visual Management Board (VMB) of the Project**

| ビジネスの目的 | 方針 | 活動体制 | マイルストーン（参考） |
|---|---|---|---|
| 3ヶ月後のあるべき姿（目標） | ビジネス・チーム施策 | ビジネス・チーム行動計画 | KPI |
| | 開発チーム施策 | 開発チーム行動計画 | KPI |
| 6ヶ月後のあるべき姿（目標） | インフラ・チーム施策 | インフラ・チーム行動計画 | KPI |
| | 運用チーム施策 | 運用チーム行動計画 | KPI |
| KGI管理項目（成長の成果） | セキュリテー施策 | セキュリテー・レビュー計画 | KPI |

VMB本来の施策（行動）、管理指標（KPI）は、プロジェクトを構成する各チーム毎に詳細に展開する事で、全体の同期化が可能となる。

**Set Up OBEYA** → **Break down into small Tasks in each Team** → **Just Do It !!!**

大部屋

目的、目標の共有化と作業（進捗）の同期

| VMB | バックログ・リスト | タスク・ボード | 振り返りボード |
|---|---|---|---|
| ビジネスチーム | ビジネス・アクション・バックログ 分解 | To Do / Doing / Done | Keep / Problem / Try |
| 開発チーム | サービス・バックログ 分解 | To Do / Doing / Done | Keep / Problem / Try |
| インフラチーム | インフラ・アクション・バックログ 分解 | To Do / Doing / Done | Keep / Problem / Try |
| 運用チーム | オペレーション・アクション・バックログ 分解 | To Do / Doing / Done | Keep / Problem / Try |
| セキュリティスペシャリスト | セキュリティ・レビュー・バックログ 分解 | To Do / Doing / Done | Keep / Problem / Try |

➤ デジタルに頼らず、アナログとの併用　　➤ 会議の削減と意思決定のスピードアップ

# Sample Agenda for Planning Session

➢ **Product Owner explains the Business Model Canvas. (2 hours)**
  Goal of IT Services, Targeted Customer Segment, and Benefit or Revenue
  Share it, then confirm PERSONA and Customer Journey.
➢ **Discuss about Architecture Drivers. (4 hours)**
  High level functionality, Quality requirements, Business restriction, and
  Technology restriction.
➢ **Discuss about Management Mesh.(4 hours)**
  Resource, Management method, Business Environment, and Technology.
➢ **Discuss about End of Life (the condition of EOL) (1hour)**
➢ **Create Visual Management Board (VMB) of the project. (2 hours)**
  Goal (To Be), Strategy, Organization, Mile-stone, Target (To be at 3 months
  after and 6months after), and KGIs.
  Using Time-Box Storming. (20minutes x 6sprints)
➢ **Then share all of it. (1 hour)**

# What is OBEYA

Updating and Keeping all of related information at one place.

So you can see every activities in the project what's going on now, such as progress, problems, and issues.

This is the decision making place.

When the cross-functional team works together, OBEYA system enables fast and accurate decision-making, improves communication, maintains alignment, speeds information gathering, and creates an important sense of team integration.
OBEYA is war room which serves two purposes - information management and on-the-spot decision making.
There are many visual management tools in it. So team members can quickly see where they are in every aspect of the program.
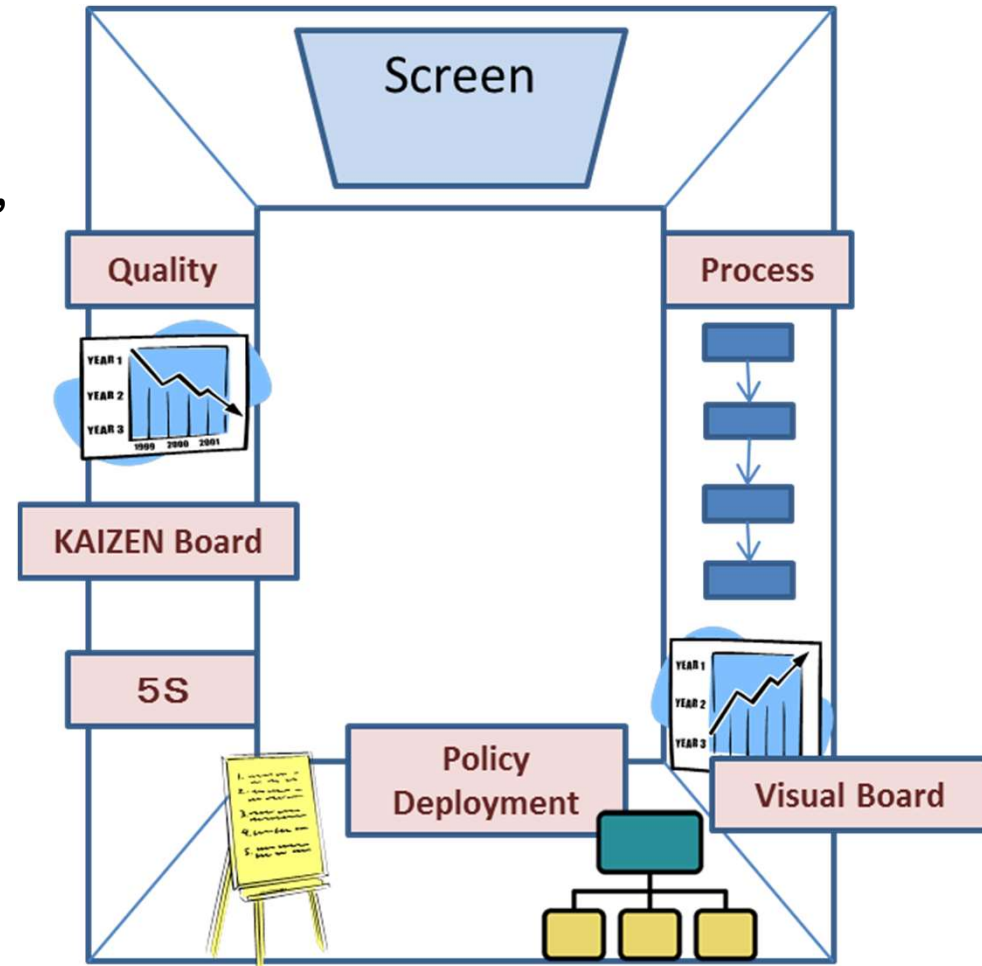
# OBEYA Sample

## Set up OBEYA



**OBEYA**

Share Goal image & objectives, Synchronize between Team

| | Backlog List | | Task Board | | | Retrospective Board |
|---|---|---|---|---|---|---|

**VMB**

| Business Team | → | Business Actions Backlogs | 分解 → | To Do | Doing | Done | ⟳ | Keep / Probl em | Try |

| Development team | → | IT Service Backlogs | 分解 → | To Do | Doing | Done | ⟳ | Keep / Probl em | Try |

| Infrastructure Team | → | Infra related Action Backlogs | 分解 → | To Do | Doing | Done | ⟳ | Keep / Probl em | Try |

| Operation Team | → | Operation schedule & Required Action Backlogs | 分解 → | To Do | Doing | Done | ⟳ | Keep / Probl em | Try |

| Security & Governance | → | Security & Other mgmt Review | 分解 → | To Do | Doing | Done | ⟳ | Keep / Probl em | Try |

➢ Combine Digital and Analog        ➢ Reduce Meeting & Reporting, Quick decision making
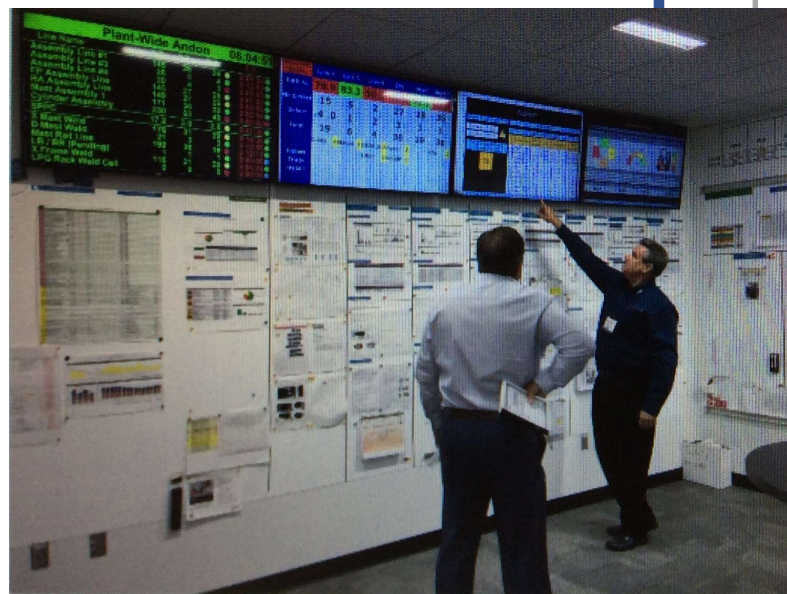
# Image of whole process in VeriSM with DevOps

**T-Method**

Define Management Mesh

VeriSM

Define
定義

Planning Session

Set up OBEYA

Inception
インセプション

Produce
制作

**TPS-Agile**

**RFC Backlogs**

Provide
提供

**DevOps 2.0**

Respond
反応

Customers

Review Management Mesh

Reflection
振り返り

**New process flow in Digital era applying VeriSM**

Originally VeriSM defined process

New added process for kabu.com
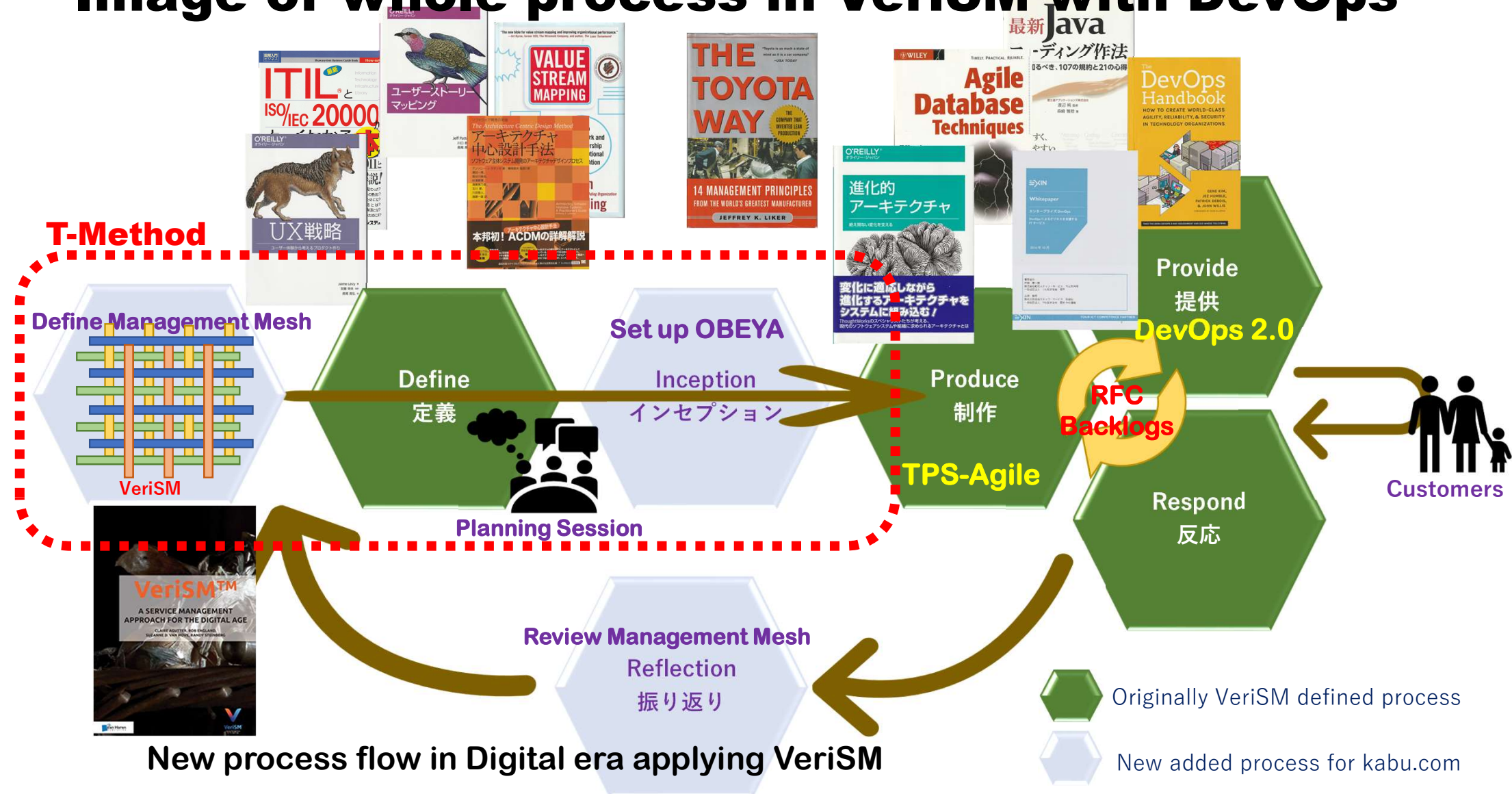
# Conclusion (Wrap Up)

Design IT services by Genchi Genbutsu
    Look at the operation process at on-site.
        What's people doing?
        And How many hours to spend for an action?
    Look at IT competency of people (Users)
Design Simple process
    Define Minimum Viable Product (MVP) as Body process.
Quick Develop, Early Release (4~8weeks) and get many Feedbacks from users.
    Using canary testing.

# Thank You

Get in touch : lktoda@ask3s.net