

# Products over Projects: Agility after Delivery

Tim Gunderson

[tgunderson@gmail.com](mailto:tgunderson@gmail.com)

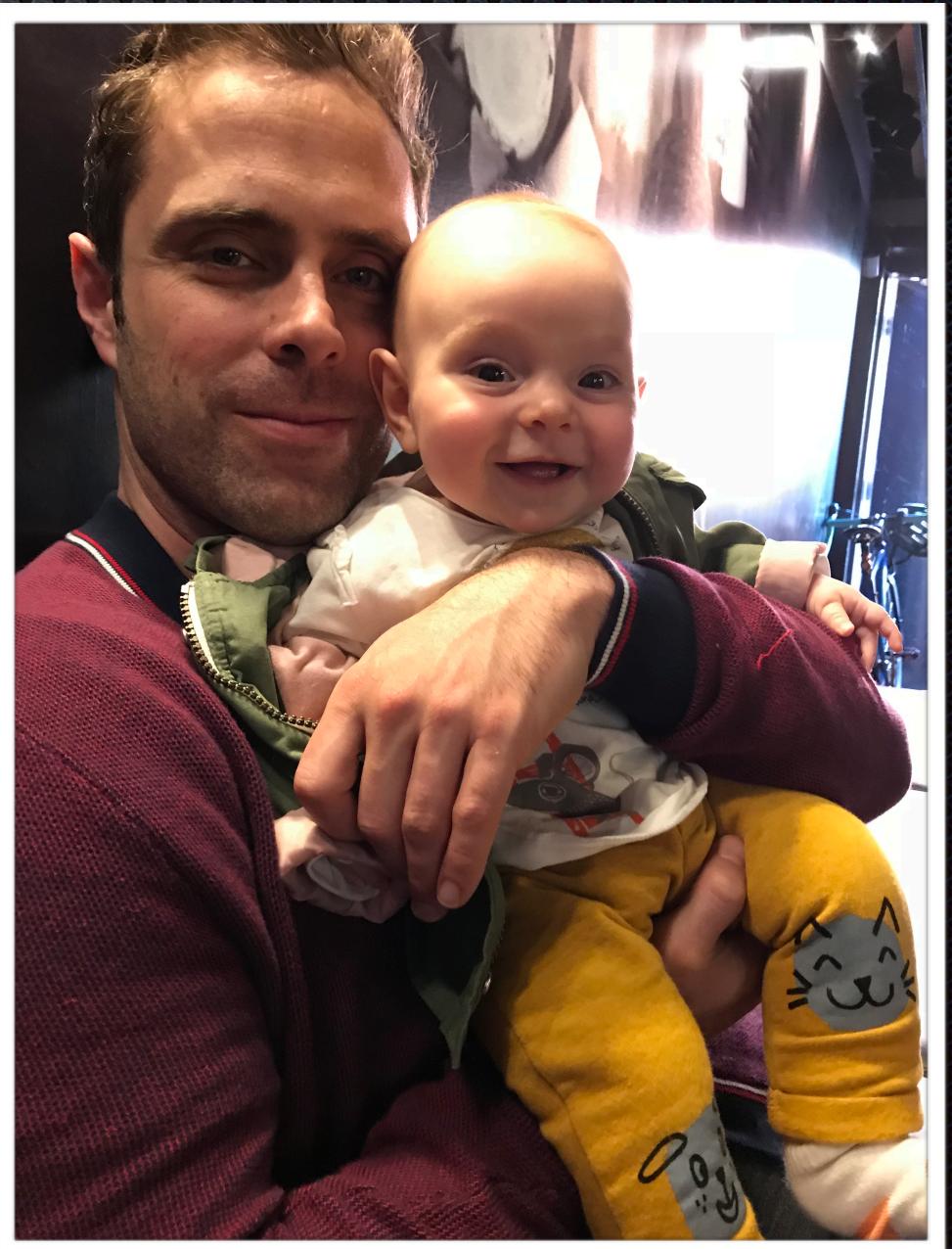
[www.linkedin.com/in/tgun](http://www.linkedin.com/in/tgun)

# Format

- Introduction - Who am I?
- Products over Projects: Agility after Delivery
  - Key Concepts
  - Patterns and Anti Patterns
  - Mapping Value Streams
  - Wrap up

# Introduction - Who am i?

- Enterprise Tech Consultant for 15 years Specializing in Agile / DevOps and Security Strategy.
  - Accenture Amsterdam
  - IBM
  - KPMG
  - Independent
- Prior to that I was a developer for 5 years
  - First DotCom Boom e-Logistics Cowboy
  - XP, Rational Unified Process
- Currently, Agile Coach and Release Manager for the Cannabis Licensing Project
- Nearly all of my career has been focused on solving Enterprise problems.



Tim Gunderson  
[tgunderson@gmail.com](mailto:tgunderson@gmail.com)  
[www.linkedin.com/in/tgun](https://www.linkedin.com/in/tgun)

# Captain Obvious' Slide

- Products are goods or services that provide value to a customer.
- Projects are a way of doing work using a temporary team to achieve goals. They are managed using time, scope and budget.
- The Enterprise is an organization of people that should have reasons for existing. Those reasons usually involve delivering products to customers.

# Products over Projects: Agility after Delivery

- What we're talking about...
  - The value of Agile projects are constrained by the value adding processes **and waste** of the Enterprise.
  - Minimizing waste and optimizing quality is how to establish agility in the Enterprise.
  - It enable you to focus on what really matters to your organization.
  - Understanding Value Streams and how to manage them gives you a useful toolkit to help you achieve enterprise agility.

# Patterns and Anti Patterns:

"Running at the pace of your slowest runner"

- The Agile project seems to be running into trouble because...
  - The project management is too rigid and the customer is ill-served due to contractual constraints of the project team.
  - The Enterprise maintains development practices and infrastructure that are not aligned to Agile DevOps delivery.
  - Fostering a growth mindset, rewarding innovation, creating a learning climate, collaborating and experimenting.... Then dissolving the team when the project ends.
  - The team begins to disband, attempts “WBS 7.3.4 - Knowledge Transfer”.
  - The Enterprise cannot support the solution because they didn’t have much of a hand in building it.  
*Time for the next product increment!*

# Any Examples?

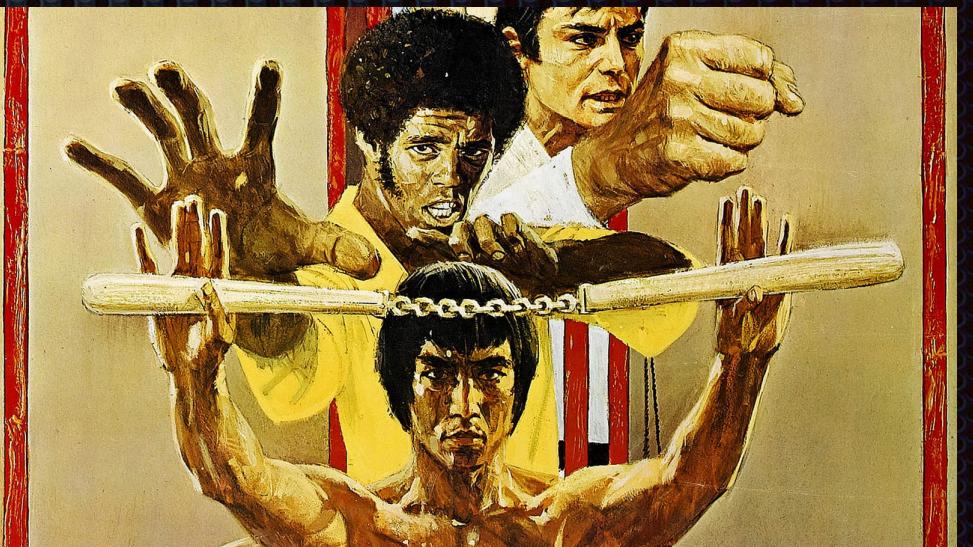
- ❖ What's some telltale signs that an Agile project is going off the rail as it transitions to operations?

# Patterns and Anti Patterns:

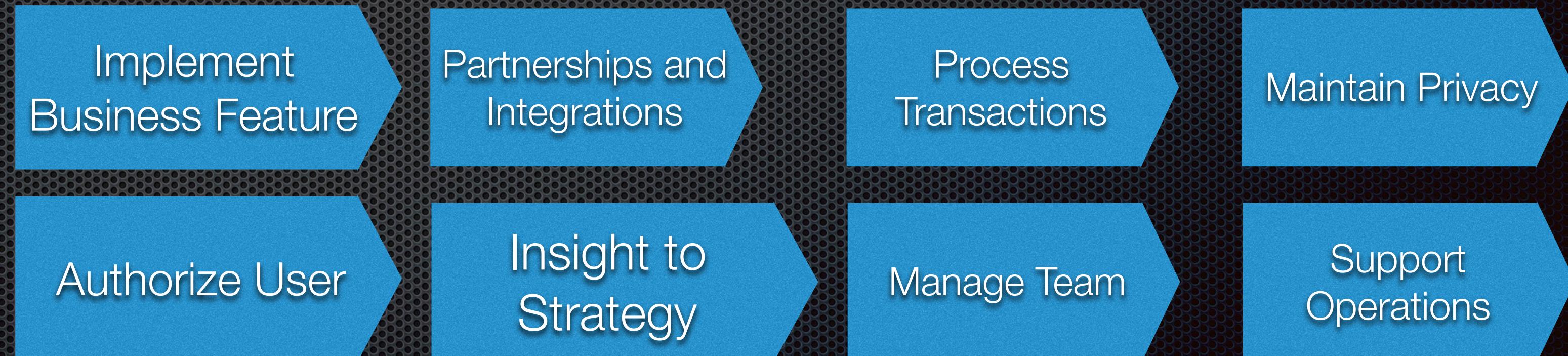
So what does “Good” look like?

- ❖ The Enterprise knows its business, understands value and understands waste.
- ❖ The Enterprise dedicates resources to running its business in the way that prioritizes delivering value and eliminating everything that does not.
- ❖ The business has a deep understanding of their Value Streams (even if only in practice).

# Enter: Value Streams



- From Lean Manufacturing. They are the sequence of activities an organization undertakes to deliver on a customer request or need.
- Made up of people, process and technology.
- Most medium to large organizations have anywhere from twenty to fifty value streams.
- Some examples:

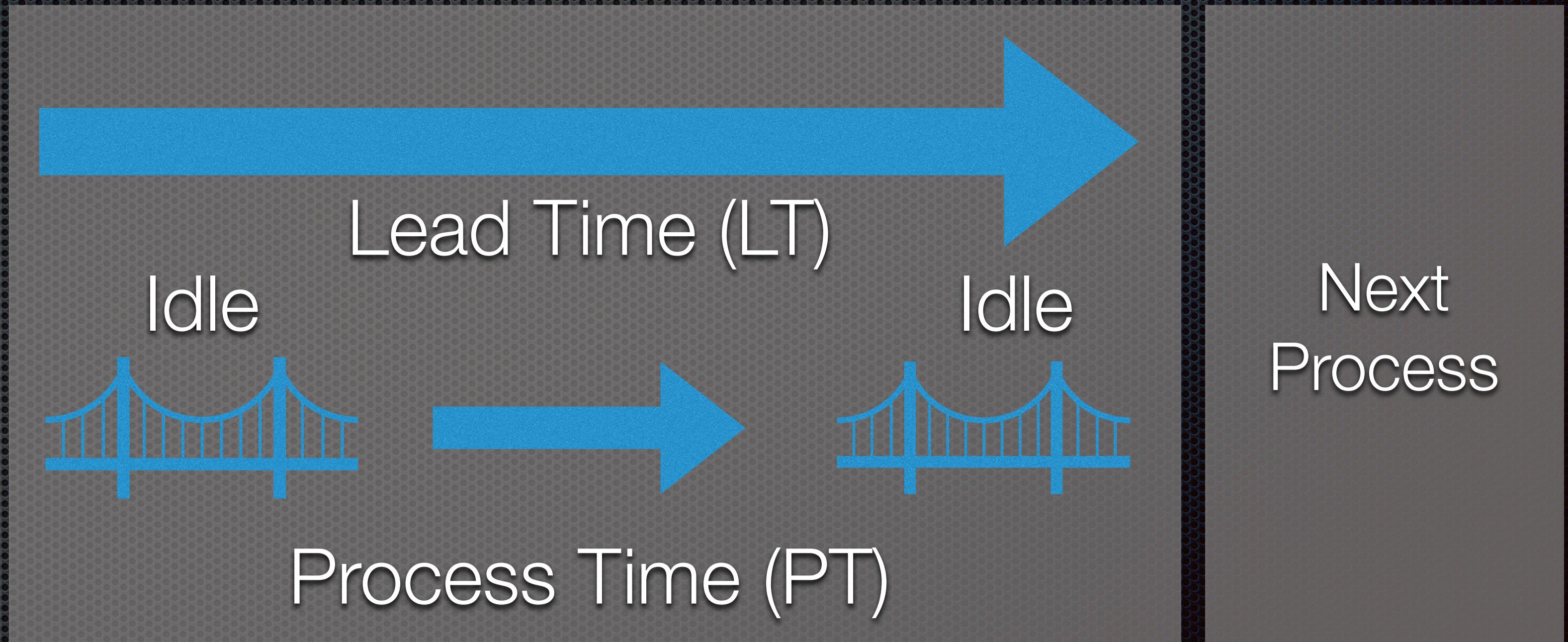


For more detail, see article by Bain Consulting:

<http://www.baininstitute.org/resources/articles/business-architecture-value-streams-and-value-chains>

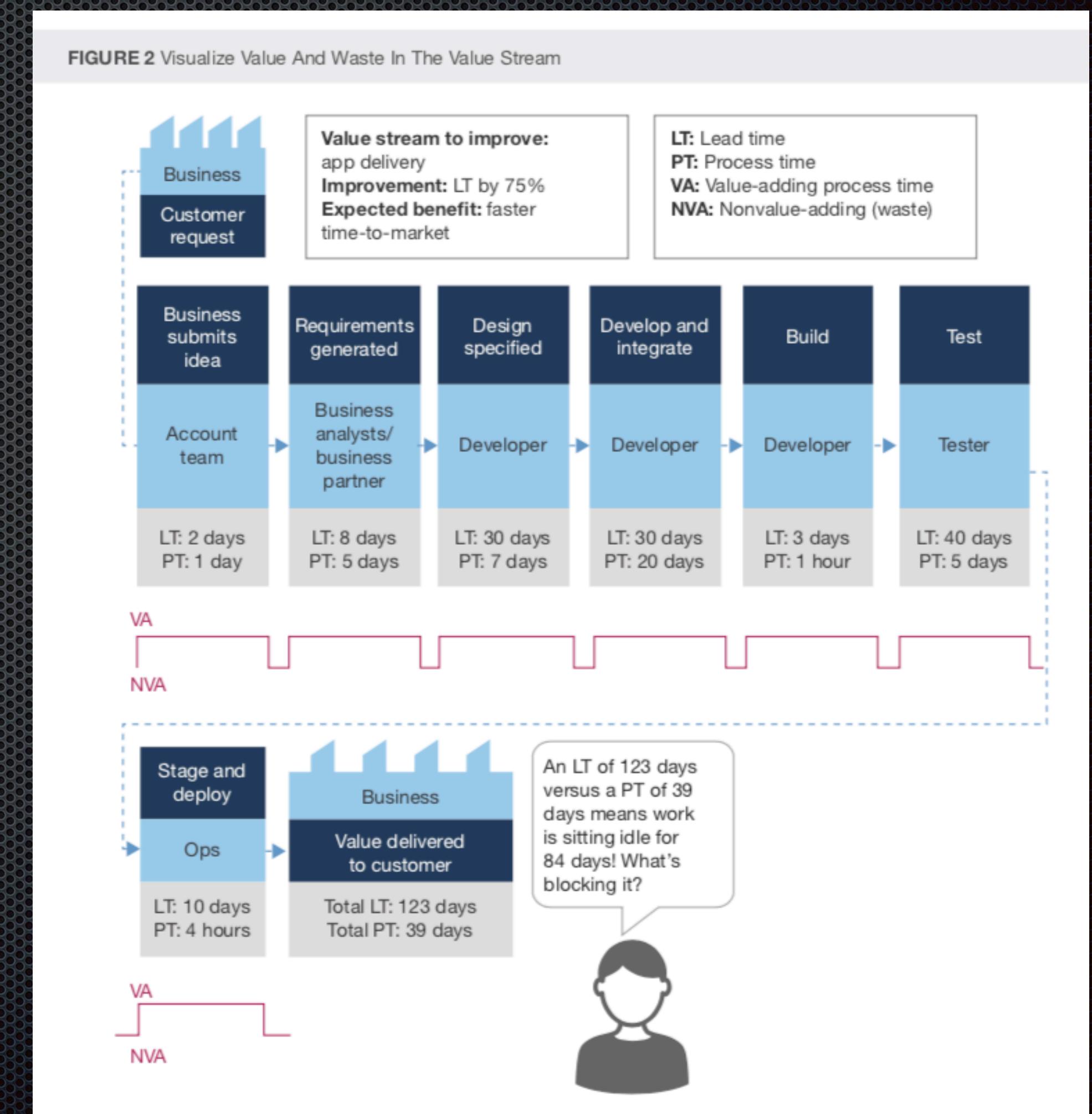
# Apply Lean Fundamentals to Value Streams

- Lead Time, aka:  
Elapsed time; throughput time;  
turnaround time
- Process Time:  
Work time; cycle time



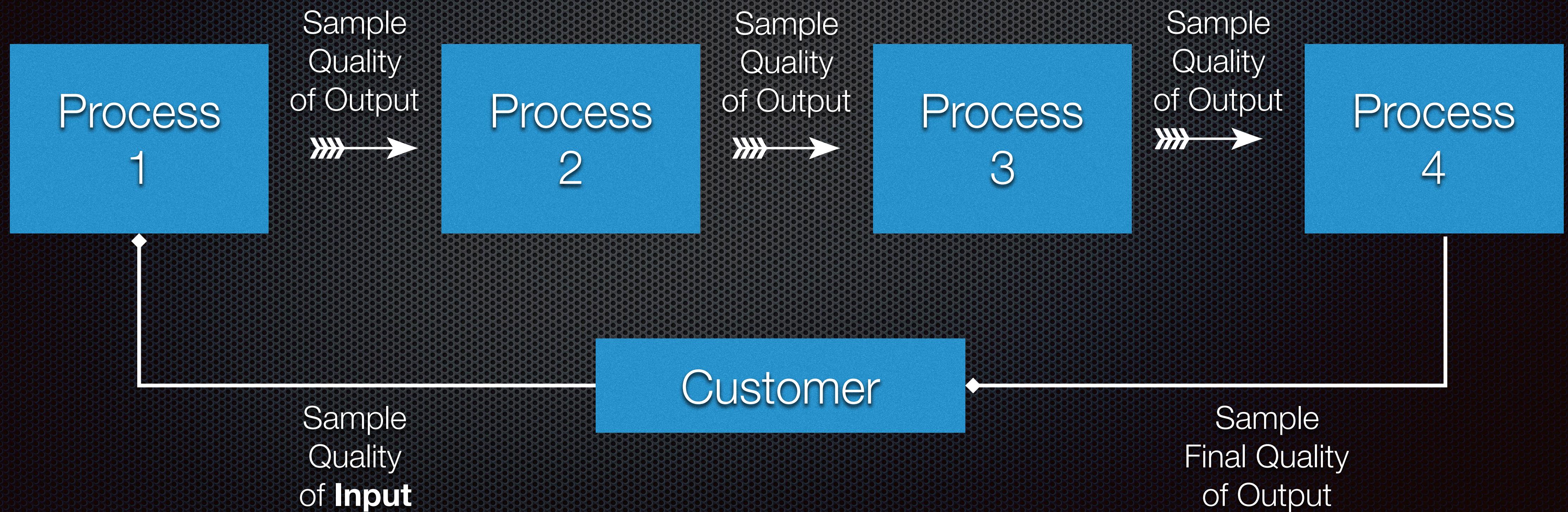
# Use Lean to Optimize Value Streams

- String together all the processes related to delivering value to a stakeholder.
- Identify idle time when the element that creates value for the stakeholder is not being worked on.
- Add up all the values to get an idea of the total waste.
- Fill your boots eliminating waste and streamlining processes.

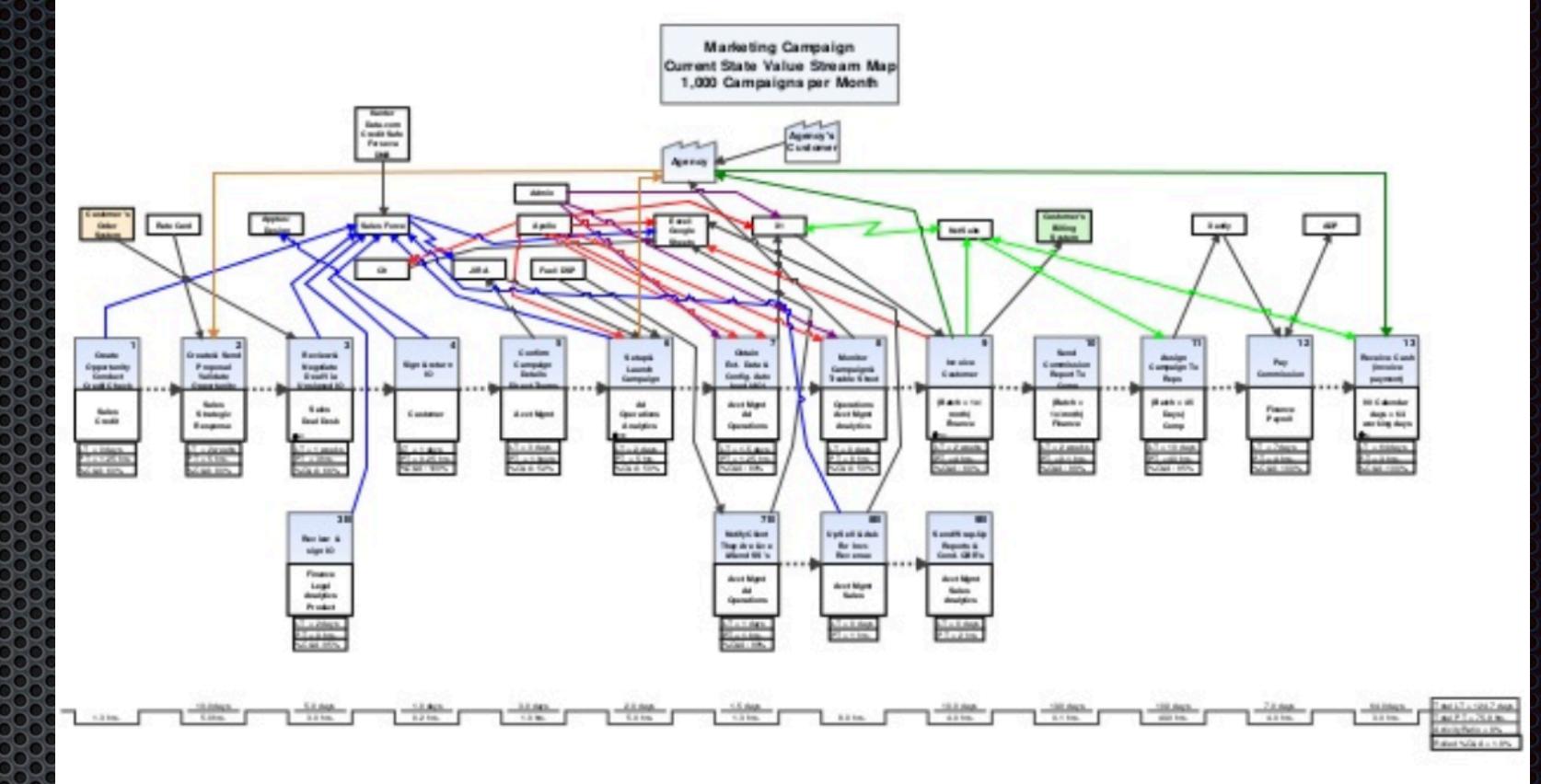


Article: Elevate Agile-Plus-DevOps With Value Stream Management  
May 11, 2018 (Forrester)

# Hey, why not improve quality too?



# More Info



- Scaled Agile Framework SAFe (youtube: [SAFe 4.0 in 5 minutes](#))
  - American Productivity and Quality Center - Process Classification Framework ([site](#))
  - (Lean + Agile) / Enterprise = Disciplined Agile Delivery ([site](#))

# Wrap Up

- If you want to realize the benefits of agile, then you're going to need to adopt lean management at the Enterprise level.
- Doing this involves understanding your value streams, then optimizing value adding processes and minimizing waste.

# Extra slides

# Other observations....

- Two week sprints may be too long in an operational mode; consider continuous delivery, using Kanban.
- Explore the use of Cumulative flow diagrams as an alternative to a burn up chart if you require reporting on your work
- Forming an Agile Culture (source [Gartner](#)):
  - People over Processes; encourage experimentation with tools and processes with self-organizing teams
  - Dynamics over Documents; short increments closely aligned to the original objectives
  - Collaborative Over Cascading; building trust through shared leadership, rather than functional hand-offs and silos
  - Adaptive Over Prescriptive; teams adapt to solve problems, are not hemmed in by prescriptive policies
  - Leadership Over Management culture; executive serves and enables, leadership solves what needs to be solved but lets the team figure out how to solve it