Vision & Visibility

Structures and Strategies for Agile at Scale

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Colorado Skier

Ronica Roth
Colorado Skier
STRUCTURE

VISION

VISIBILITY
STRUCTURE

VISION

VISIBILITY
A Transformation

Photo Credit: City of Albuquerque
Vision
Brainstorm a sample vision for your program.

Structure
Program name:

Program work:

Program teams:

Visibility
Brainstorm the measurements and visualizations.

Measurements
Total business value of story

Instructions
1. In the left hand column, use the boxes to describe the work in your program's backlog.
2. On the right hand side, use the boxes to describe how the teams in your program are structured.
   (such as, size, persistent, cross-functional, skill sets, etc.)
3. Draw lines from the work to the teams. For each piece of work, include all teams that would help get it done.
STRUCTURE

VISION

VISIBILITY
Basic Building Block
Adding Maturity: Mid-Range Planning
Multiplying and Coordinating

PO Council

I-1  I-2  I-3  I-4
Real-Life Company #1
The “all-in, we’re going Agile” approach

Real-Life Company #1
600 matrixed developers, non-dedicated teams

Invested heavily in role based training
Reported to functional managers

Real-Life Company #1

Team members time-sliced across many “project teams”

Teams did not gel, no constant velocity, managers could not see what folks were doing
After 6 months, they blew up their structure

Now have over 60 dedicated, cross-functional Scrum teams

In the process of implementing many ARTs and doing long-range planning programs
Real-Life Company #2
Component-based teams

Very resource-management focused

1 manager for every 3 people

EPIDEMIC of promoting engineers to management
Many dependencies

Long-cycle time

NO GEL-ing

SO: they chose to pilot different cross-functional scenarios
ALL the good stuff

Recognized SAFe™ had many leadership roles for senior engineers

Added people managers: 1 per 3 teams

These folks also played some lead product management roles
Scaled Agile Framework®

PORTFOLIO VISION

Epics span releases

Architecture evolves continuously

Coordination
- Content
- Integration
- Releasing

Value Streams deliver solutions

AGILE RELEASE TRAIN

Features fit in releases

Architectural Runway

Release on Demand

Stories fit in iterations

Spikes, Refactors, Other

Develop on Cadence

Iterations

Iterations

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The PROGRAM & TEAM Level

Scaled Agile Framework®

Portfolio Vision

Program Portfolio Management
Strategic Themes
Portfolios & Metrics

Epic Owners
Kanban
Enterprise Architect

Business Epic
Arch. Epic

Budgets

Value Streams deliver solutions

AGILE RELEASE TRAIN

Release on Demand

Features fit in releases

Architectural Runway

Features

Program Planning

Program Increment

Release Planning

Program Increment

Agile Teams

Scrum Master

Product Owner

Developers & Testers

Code Quality
Agile Architecture
Continuous Integration
Test-First

Sprint Goals

Iterations

Sprints

Stories

Spikes, Refactors, Other

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Scaling Agile Worksheet
Vision and visibility: structures for scaling Agile

Structure

Program name:______________________________________________

Program work:

<p>| | |</p>
<table>
<thead>
<tr>
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</table>

Program teams:

<p>| | |</p>
<table>
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Worksheet created by: Andy Carlson & Ronica Roth | Download a PDF here: 2ral.ly/saw
Scaling Agile Worksheet
Vision and visibility: structures for scaling Agile

Structure

Program name: Consumer Site

Program work:
- Enhancement requests
- New Product Features
- Technical Debt
- Architectural work
- BUGS

Program teams:

<table>
<thead>
<tr>
<th>Team</th>
<th>Team Donner</th>
<th>Team Dasher</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blitzer xfunc</td>
<td>4 dev 2 QA</td>
<td>5 dev, 3 QA</td>
</tr>
<tr>
<td>5 QA, 2 dev</td>
<td>&quot;shared&quot;</td>
<td>3 dev, 1 QA</td>
</tr>
</tbody>
</table>

Instructions

1. In the left hand column, use the boxes to describe the work in your programs backlog.
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# Scaling Agile Worksheet

**Vision and visibility: structures for scaling Agile**

## Structure

**Program name:** Consumer Site

<table>
<thead>
<tr>
<th>Program work:</th>
<th>Program teams:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhancement requests</td>
<td>Team Blitzer xfunc 4 dev 2 QA</td>
</tr>
<tr>
<td>New Product Features</td>
<td>Team Donner xfunc 5 dev 3 QA</td>
</tr>
<tr>
<td>Technical Debt</td>
<td>Team Dasher xfunc 3 dev 1 QA</td>
</tr>
<tr>
<td>Architectural work</td>
<td>5 QA, 2 dev int in &quot;system team&quot;</td>
</tr>
<tr>
<td>BUGS</td>
<td>3 dev, 1 QA maintenance team</td>
</tr>
<tr>
<td></td>
<td>2 UX, 3 DBA &quot;shared&quot;</td>
</tr>
<tr>
<td></td>
<td>all teams persistent, dedicated to program</td>
</tr>
</tbody>
</table>

**Instructions**

1. In the left hand column, use the boxes to describe the work in your program's backlog.
2. On the right hand side, use the boxes to describe how the teams in your program are structured. (such as, size, persistent, cross-functional, skill sets, etc.)
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The PORTFOLIO Level
True North

Departmental epics and "rocks" support Mother Strategies, which in turn lead us toward a measurable True North
MOTHER STRATEGY

VOTES

A
C 11
D
E
F 11
G 10
H
Vision

Brainstorm a sample vision for your program.

"Consumer Site"  Strategic goal

Best customer experience

Realized by: supporting initiatives or "Mother Strategies"

unified platform  pay any way  simple returns

TRUE NORTH for the program
Connect Strategy & Execution

Strategy

- Investment Categories
  - 5% ORGANIC GROWTH
  - 30% STRATEGIC CUSTOMER
  - 40% NEW MARKET
  - 25% COST REDUCTION

Initiatives

Features

Execution

- Story Hierarchies
- Tasks

Feedback
In Q2 Steering, a general feeling that we were neglecting end users led to Customer Love Month. The company decided on a one month swarm. The Product and Engineering teams took it from there defining a WSJF-based prioritization and analysis process to execute.
Each Step Provides Feedback

<table>
<thead>
<tr>
<th>Ideas</th>
<th>Backlog</th>
<th>Analysis</th>
<th>Ready</th>
</tr>
</thead>
</table>

Roadmap

Shippable increment

Mid-Range Period

SoS

I1

I2

I3

I4
Execution Informs Strategy

“As we implemented the original charter of one Mother Strategy [around an e-commerce product], we discovered as we broke it down and delivered features it did not make holistic sense. This pushback led to rechartering [the mother strategy] in Q3 Steering.”
Reinertsen: Decentralize Control

- Centralize control for decisions that
  - Are infrequent
  - Can be applied globally
Decentralize control for **all** others

- Inefficiency of decentralization costs less than the value of faster response time
- Local decisions have better local information
## Visibility

Brainstorm the measurements and visualizations you'll need at each level.

<table>
<thead>
<tr>
<th>Measurements</th>
<th>Visualizations</th>
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</thead>
<tbody>
<tr>
<td>$\text{Total business value of epic}$</td>
<td>Investment categories</td>
</tr>
<tr>
<td>t-shirt size / swag</td>
<td>Epic kanban</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>% complete on features</td>
<td>% complete on features</td>
</tr>
<tr>
<td>program velocity</td>
<td>program velocity</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Team</td>
<td>Escaped defects</td>
</tr>
<tr>
<td>Team</td>
<td>Team velocity</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Team burndowns</td>
</tr>
<tr>
<td></td>
<td>Cumulative flow</td>
</tr>
</tbody>
</table>

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Team Iteration Dashboard
Program PSI Dashboard
Portfolio Epic Kanban
Portfolio timeline (Roadmap) and Full Hierarchy

<table>
<thead>
<tr>
<th>ID</th>
<th>Name</th>
<th>State</th>
<th>% Done</th>
<th>Schedule State</th>
<th>Blocked</th>
<th>Plan Est</th>
<th>Owner</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Minimal online shopping site</td>
<td>Build</td>
<td>63%</td>
<td></td>
<td>--</td>
<td>--</td>
<td>Jackie</td>
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<tr>
<td>2</td>
<td>Create a read-only API</td>
<td>Build</td>
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<td>--</td>
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<tr>
<td>3</td>
<td>F24 Shopping cart</td>
<td>Develop</td>
<td>33%</td>
<td></td>
<td>--</td>
<td>--</td>
<td>Jackie</td>
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<tr>
<td>4</td>
<td>S70 Purchase Your Items</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>P</td>
<td>2.00</td>
<td>Sara</td>
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<tr>
<td>5</td>
<td>S71 Persistent Shopping Cart</td>
<td>--</td>
<td>--</td>
<td>B</td>
<td>C</td>
<td>2.00</td>
<td>Tom</td>
</tr>
<tr>
<td>6</td>
<td>S69 Recent Purchases View</td>
<td>--</td>
<td>--</td>
<td>D</td>
<td>A</td>
<td>3.00</td>
<td>Sara</td>
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<tr>
<td>7</td>
<td>S56 Shop for Items</td>
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<td>--</td>
<td></td>
<td>--</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>S8 Support 1,000 users</td>
<td>--</td>
<td>--</td>
<td></td>
<td>--</td>
<td></td>
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<tr>
<td>9</td>
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<td>--</td>
<td>--</td>
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<tr>
<td>10</td>
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<td></td>
<td>--</td>
<td>--</td>
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<tr>
<td>11</td>
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<td></td>
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<td>--</td>
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<tr>
<td>12</td>
<td>F25 User Profile</td>
<td>Discover</td>
<td>0%</td>
<td></td>
<td>--</td>
<td>--</td>
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<tr>
<td>13</td>
<td>F27 Product Listings</td>
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<td>--</td>
<td>--</td>
<td>Jackie</td>
</tr>
<tr>
<td>14</td>
<td>E21 Minimal online shopping site</td>
<td>Build</td>
<td>63%</td>
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VISIBILITY
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Strategic goal

Visibility
Brainstorm the measurements and visualizations for your project.

Realized by:
supporting initiatives
or
"Mother Strategies"

Measurements

Portfolio

Program

Team

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Structure

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URL: 2ral.ly/saw
What’s the Run Rate of a Program?

8 Teams (assuming 8 per team = 65 People)  
\[ \times \sim 100K/\text{year} \]

Run rate for the program = $1M$ per PSI  
Or $6.5M/\text{year}$

The average run rate of a train is $2.2M$ every 10 weeks or $11M$ per year.
Let’s Chat

Free for questions @ the Rally booth directly after this session
Don’t Miss Rally’s Fire & Ice Party tonight from 7-10 PM at ICEBAR. Buses will leave the Gaylord starting at 6:30 PM!
Survival Handbook in your welcome bag – play for your chance to win Google Glass
Let’s Chat

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Go Agile. Go Rally.