Portfolio Kanban

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Number of Member Accounts 3,400,000
2 thirds of NZ’s domestic internet traffic
Each month we:

- Send 80 million emails
- Serve 1.5 billion pages
- Sell 3000 chickens

Every second we have:

- 10,000 images served
- 20,000+ DB transactions
- 450 auctions viewed
Growing
What's coming up next?

When are projects done?

Where are those projects at?

Who is working on what?
Projects take a really long time to get finished
We don’t know where our projects are at
We can’t trust the estimates
Project stickies
We realised...

- Heaps of projects are in progress
- We have no idea of what our capacity is
Causes
Lack of visualisation
Lack of visualization
Solution
Moving targets
Small Stable Teams
Stable work
1. Visualise your workflow
2. Limit work in progress
3. Manage flow
4. Make policies explicit
5. Implement feedback loops
6. Improve collaboratively
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Step 1: Visualise
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Blocked means don’t work on it!
How we prioritised
Which projects to block?
## Shiny new project

**Eggbugz ref:** xxx

### Squad: xxx

### Product Owner:

### Timeframe:

<table>
<thead>
<tr>
<th>The problem...</th>
<th>The solution...</th>
<th>What does success look like?</th>
<th>Who is this for?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Neighbours</td>
<td></td>
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</tbody>
</table>

### Elevator pitch - first attempt

FOR *<target customer>* WHO HAS *a customer need*, *<project/product name>* IS A *<thing>* THAT *<one key benefit>*.

UNLIKE *<competitors>* OUR PRODUCT *<unique differentiator>*.
Prioritisation session outcomes

- A ranked list of 14 projects
- Shared understanding of all projects
- An agreement to do this every 3 months
- Acceptance that things will change
Priorities <-> Our Work
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Definition of Done

Have you done your ....

- 1 pager?
- elevator pitch?
- press release?
- could be in scope but is not list?
- map of neighbours?
Explicit exit policies

Have you done your...

- 1 pager?
- Elevator Pitch?
- Press Release?
- Could be in scope but is not list?
- Map of neighbours?
KEY

Marketplace
Bizops
Commercial
Mobile
Other

RULES OF THE BOARD

LEFT 2 RIGHT
ADHERE TO LIMITS!
MOVE THRU EVERY COLUMN (UNLESS THAT MAKES NO SENSE)
IT'S OK TO BREAK THE RULES - BUT YOU NEED TO CONVINCE 2 OTHER PEOPLE!
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This matters!

Drive behaviour

Gaming!

Not exact
What matters to Trade Me?

‣ Get stuff out fast
‣ Have high quality
‣ Have happy clients (business people/end users)
‣ Have happy employees
‣ Build the right thing
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Visibility
**Squadification**

**NOW**
- We have 6 squads (4x mobile, 2x market pl.)
- Mobile tribe complete
- Current squad rollout slow & controlled
- People waiting to be in a squad

**NEXT TARGET CONDITION**
- Add 3x Commercial (AKL)
- Add 5x Marketplace (WGT) operations

**Definition of Awesome**
- Complete tribes
- Everyone works in a squad
- Every squad has a product owner & a clear mission/vision
- Squads are the stable element (work flows through the squad)

**First Steps**
- Talk to ppl. about approach & get feedback
- Prepare P.O.s with squad visions
- Squadification day in Auckland
- Squadification day in Wellington
- Define how to kick-off new squads
Shiny New Thing

Before we give the business our full and undivided attention, check out this shiny new thing I found.
Link to squads

Project

Buyer experience project

→

User stories

Buy-now option
What we got out of it
Fewer projects in progress
Working on the right stuff
Scaling Agile @ Spotify
with Tribes, Squads, Chapters & Guilds

Henrik Kniberg & Anders Ivarsson
Oct 2012
What next?
do it
do it
DO IT
DO IT
DO IT
DO IT
DO IT
DO IT
DO IT
DO IT
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Thank You

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