MULTI-PRODUCT TEAMS IN AN AGENCY
Combining design thinking, lean and agile

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Tuesday 22 May 2018
Falcon Heavy side cores have landed at SpaceX’s Landing Zones 1 and 2.

9:54 PM - 6 Feb 2018

77,571 Retweets 235,896 Likes
We're a team of 90 engineers, product designers and strategists with a passion to create digital products that make people happy and businesses grow.
“Now, companies have to focus not just on shipping software, but on the right software ... that benefits both your business and your customer”

The Build Trap: https://melissaperri.com/book/
We got this from much smarter people ...

Stanford d.school Design Thinking

British Design Council Double Diamond

Google Ventures Design Sprint

IDEO Human Centered Design
... and made it our own
SCRUM
The Art of Doing Twice the Work in Half the Time

BUILD THE THING RIGHT

JEFF SUTHERLAND
Co-creator of Scrum
Agile / Cornerstones

Value
Process
People
Purpose
Time
Quality
Tools

Jurgen Appelo, Management 3.0
creative Scrum Masters @itpocket, switching teams to renew focus on retrospective #agilealltheway
#mtpcon speaker says "I hate Agile. It's all points and velocity. No one talks about the customer." 1,400 people applaud.

#AgileBrandProblem
Discovery
Building the right things.

Delivery
Building the things right.

dual track agile
“... every product, every feature, ... is understood to be an experiment designed to achieve validated learning”

Eric Ries, the Lean Startup
validated learning (build - measure - learn)
MVP / MMP / SLC / RAT
actionable metrics (KPI’s / OKR’s)
pivot or persevere
before sprint 1

1. determine objectives
2. set strategic themes
3. goal based roadmap
4. determine MVP scope

from sprint 1 on

dual track agile
launch & evaluate KPI’s
PRODUCT TEAM
ENDLESS BUDGET
MULTIPLE PRODUCTS
WHERE’S MY MONEY
Teamlead / Responsibilities

- **accountable** for the team: manage the delivery & contribute to company goals
- support the **agile** (Scrum) processes
- **people manager**: personal growth & evaluation
Product Manager / Responsibilities

- **experts** in design thinking, validated learning & product roadmap
- **support for the team** during sprints
- **support for the client** in managing all stakeholders
Challenge / Multiple products

**Technology focus in team**

- Follow up on each others pull requests
  - basic knowledge of all products
- Easy rotation
- Sufficient resources to help out

**Dedicated & useful sprint meetings**

- With the client
  - demo
- backlog refinement
- retro (if desired)
- Standup per product
- Planning on product level
Challenge / Idle time

**Time budget**

- Sweet spot: 76% billable
- 17% on ITP projects (big ideas, competences, L&D)
- 7% on team working & internal team products

**Big ideas**

- Innovation from within the company
  - Showpad (Sales Enabling platform)
  - Harald (Beacon platform)
  - AR/VR offering
“So I give you a cheque of €300k and you can’t guarantee me what I will get?”

free from a client negotiation
Budget / Agreement

Team as a service
- Framework agreement
- Guaranteed resource size
- Easy up- or down-staffing
- Regular budget monitoring

MVP launch
- First budget to cover MVP
- Often based on a packaged track
- Follow up budget negotiated

Packaged track
- Discovery track: product-market fit
- Product design track: what is the best solution
- New technology tracks
  - Conversational / AR-VR / AI
Budget / Monitoring

8 week period

Sprint 1  Sprint 2  Sprint 3  Sprint 4

Steerco

Look back on past period:
• Scope & delivered value
• Compare forecast to actual budget
• Team retro feedback

Look ahead to next period:
• Scope, based on velocity
• Budget forecast for team size
• Remaining budget
• Requests to change staffing
### Performance / Sprint metrics

<table>
<thead>
<tr>
<th>Committed vs achieved velocity</th>
<th>Cycle time</th>
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<tbody>
<tr>
<td>• Measure for predictability</td>
<td>• Measure for throughput</td>
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<tr>
<td>• Not stable yet in any team</td>
<td>• Indication how well impediments are handled</td>
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<td>• ‘Typical’ sprint behaviour: correction after a less optimal sprint</td>
<td>• Varies from 1.1 day to 4.7 day on a median level across teams (March results)</td>
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<td>• Stronger focus on <strong>sprint goals</strong> &amp; reaching these</td>
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Performance / Agile health survey

- Each 4 weeks
- Looking back at previous 2 sprints
- Powered by Culture Amp
- Inspired by Spotify Health Check Model
- Results shared during retro's
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- How do you evaluate the team speed (= progress of work) during these sprints? 1 = slow, 5 = fast
- How proud are you on what you have contributed? 1 = not, 5 = proud
- Was your work during these 2 sprints challenging enough? 1 = no, 5 = yes
- Have you learned something new? 1 = no, 5 = yes
- How do you score the current team ambiance? 1 = low, 5 = high
- Was there a release (beta or production) of the products you've worked on? How easy was this?
- Were there non-productive sprint meetings in your opinion?
- Do you have any comment or remark regarding your team working?
Performance / Survey insights

• **Participation** is around 60%
• **Speed**: lowest score, 50% favourable
  • mainly due to 'apparent' client impediments
• **Proudness**: varies along product phase
• **Challenge**: varies along task complexity
• **Ambiance**: overall high, except 1 team with recent switches and a new product
• **Productive sprint meetings**: 75% agrees

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END REMARKS
• **Discover** the right thing
• **Build** the thing right
• **Validate** that you've build the right thing & continue

• To host multiple products in a team, it's good to
  • build a team around a **technology**
  • **rethink** agile roles (if needed)
  • be **flexible** on the sprint meetings (& involve clients)
  • keep everyone in the team **challenged**
THANK YOU!

In The Pocket

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