



STEERING AN AGILE ENTERPRISE

GOTO, Copenhagen, 21-23 May 2012

Wanda Marginean

wmarginean@rallydev.com

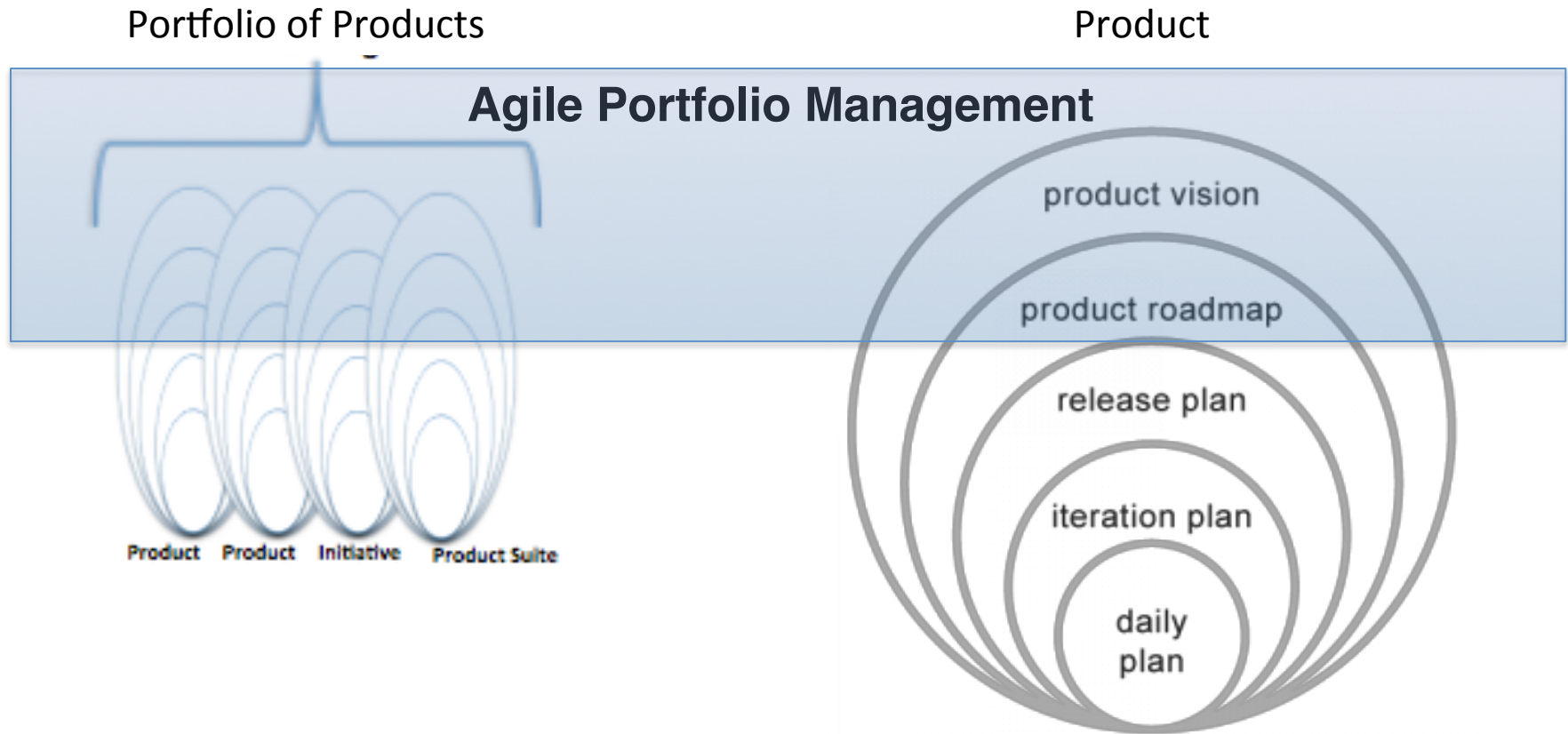


Real Problems with Agile at Scale

- Lack of visibility into **market value** delivered by development
- Unclear **business priorities** lead to development waste
- High-level up-to-date **development status** difficult to obtain
- Unrealistic and obsolete **roadmaps** lead to customer frustration

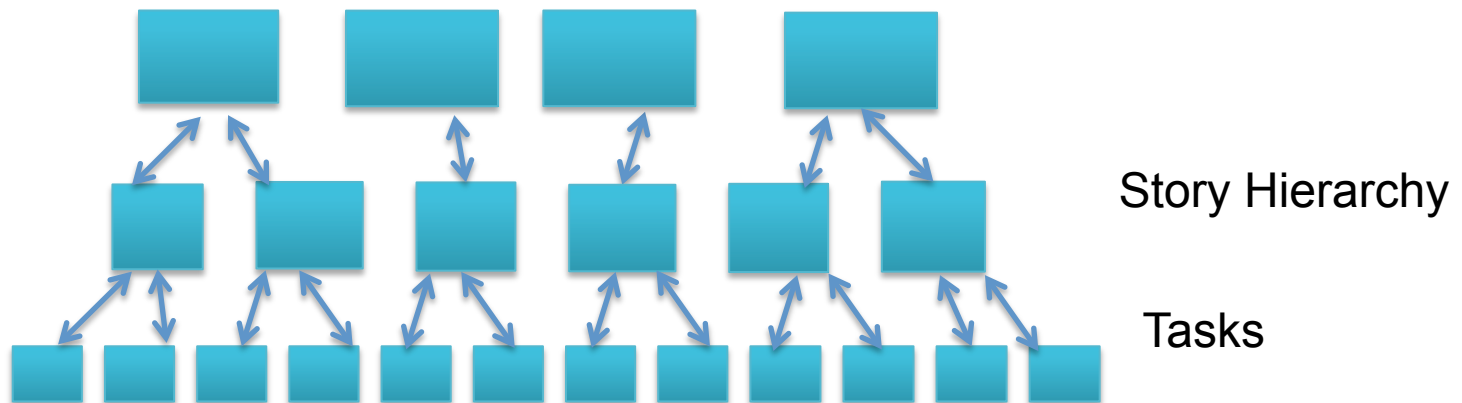


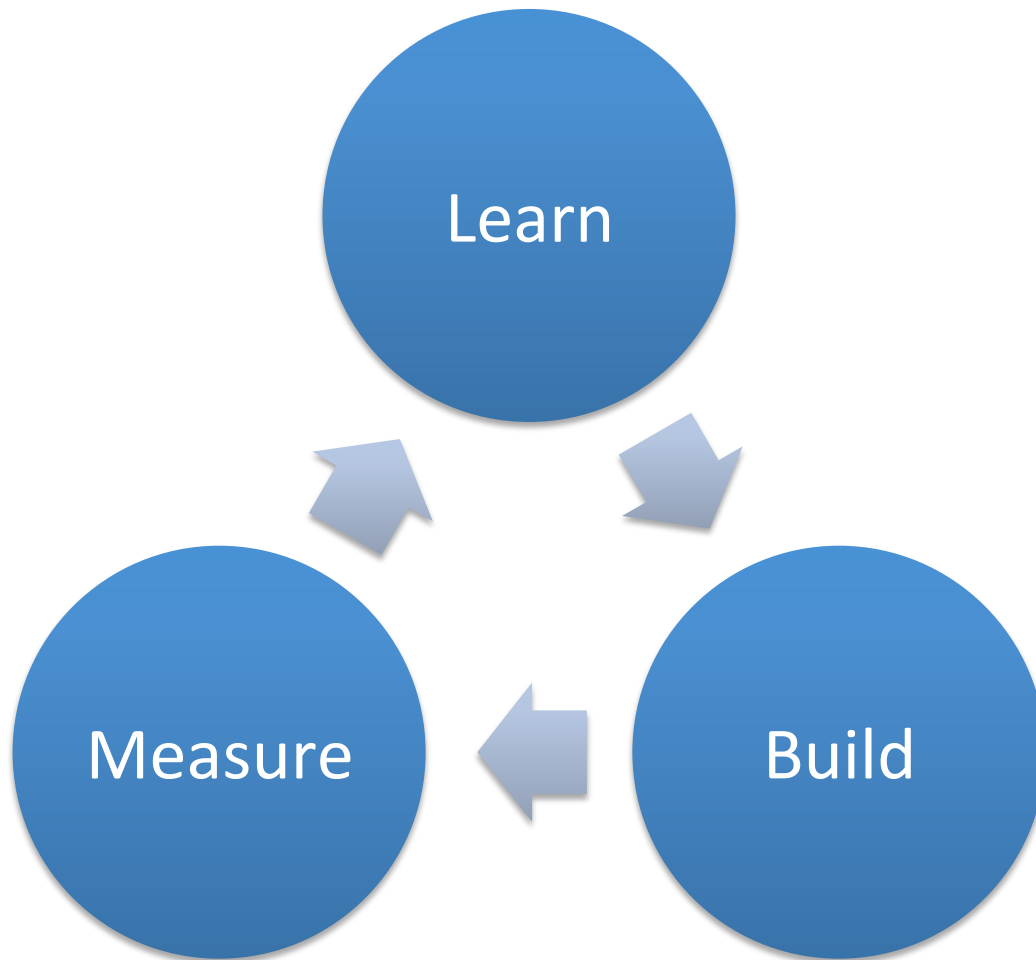
Agile approach on Strategic Levels



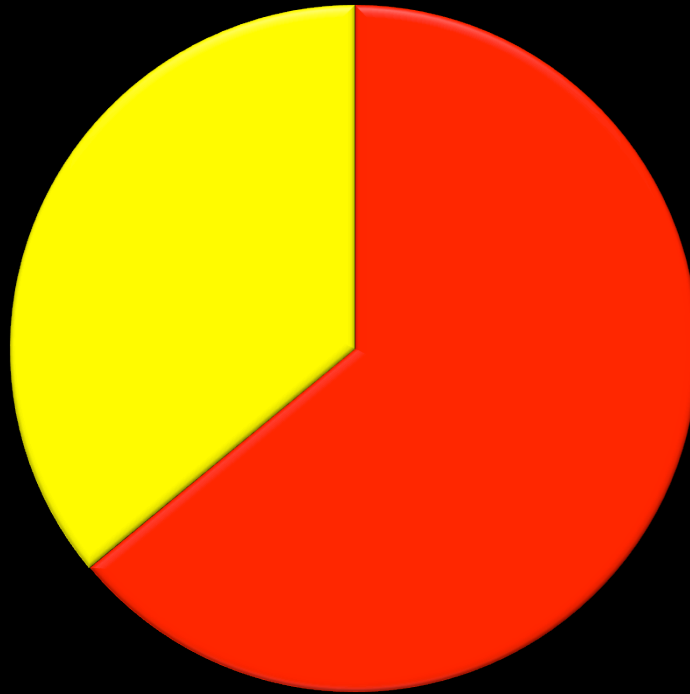
Leveraging Your Agile Execution

Agile Project Management
Agile Program Management

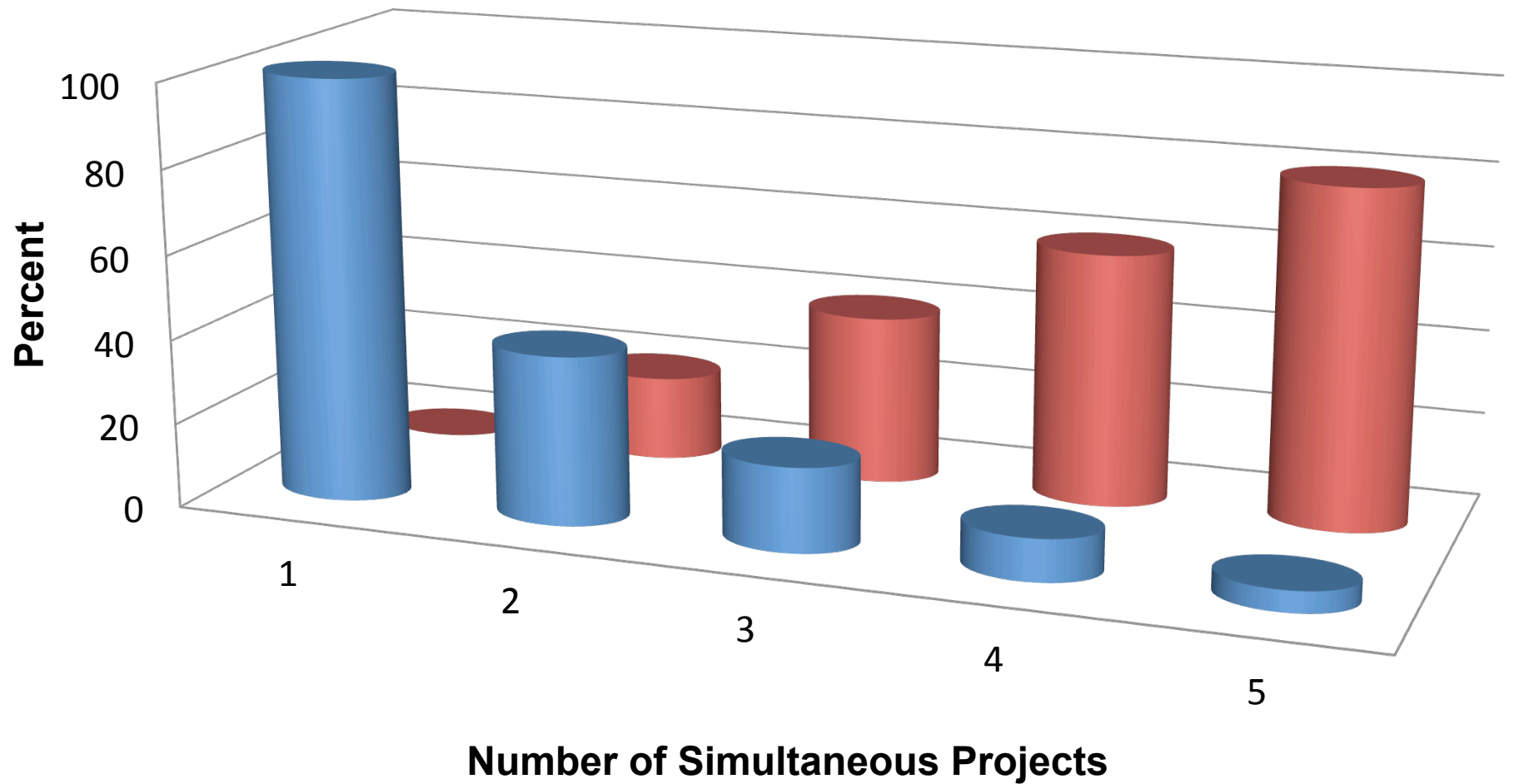




Features

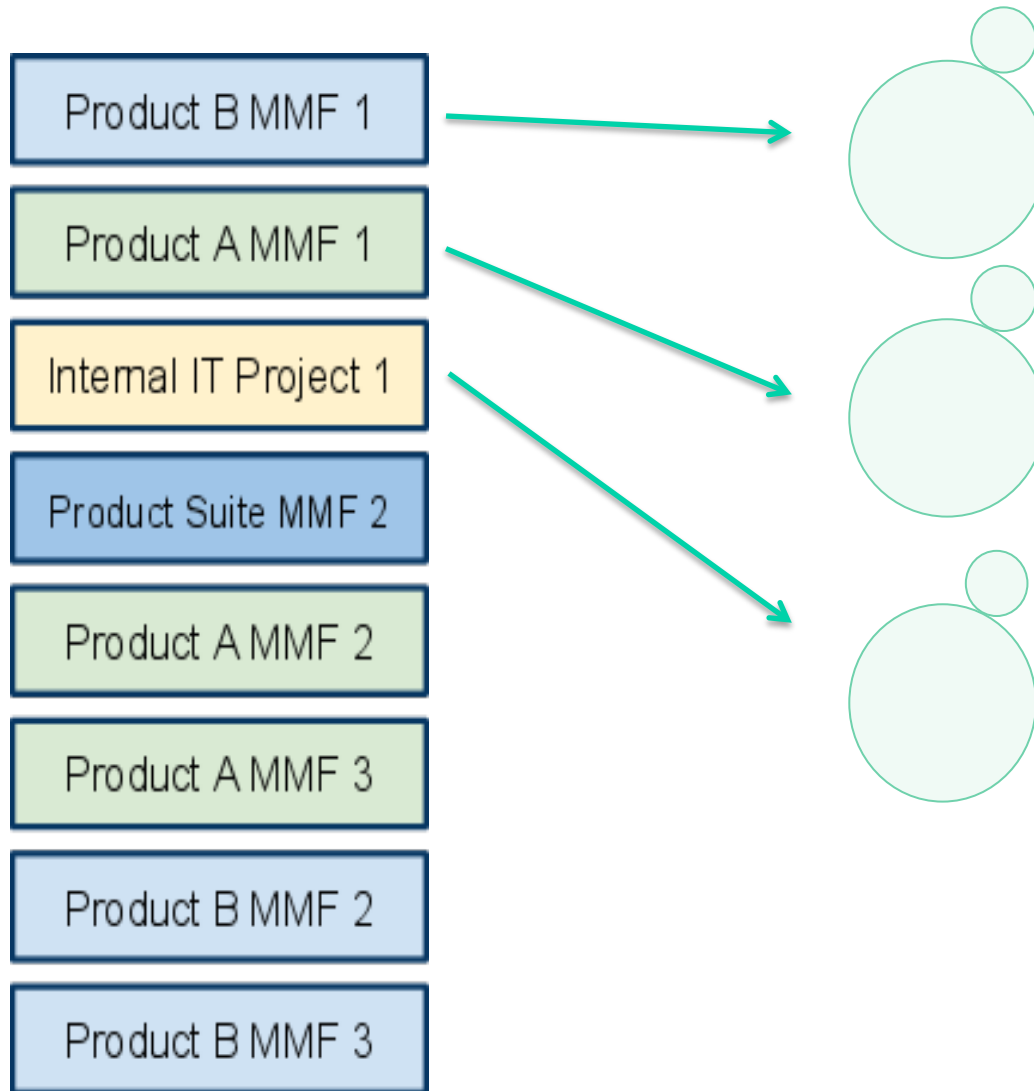


64% of features are rarely or never used

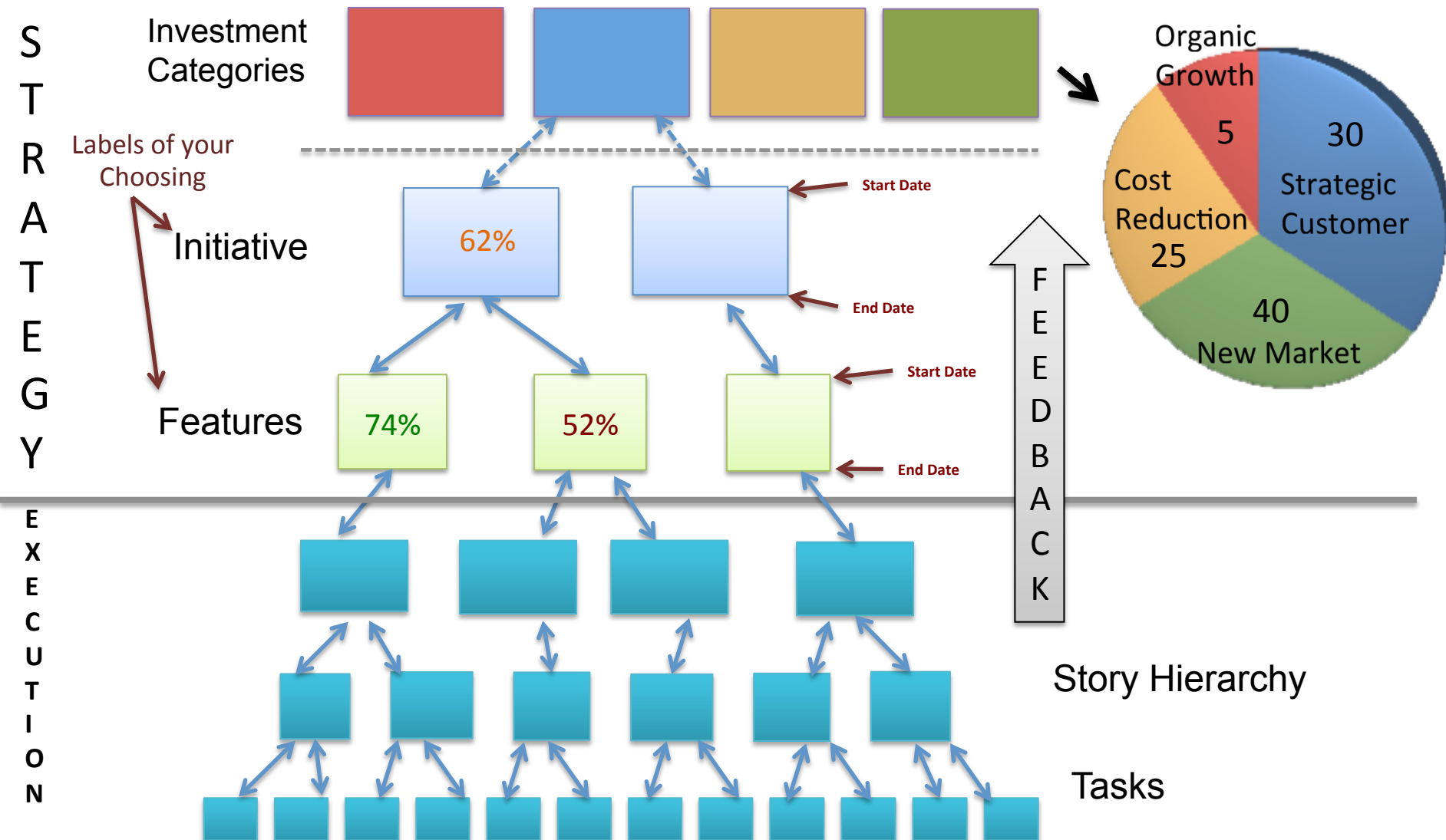


■ Time spent working ■ Context switching time

Flow Work Through Teams



Connect Strategy & Execution





FOCUS

ON VALUE

CONSENSUS

IN CADENCE







REALITY

CHECK

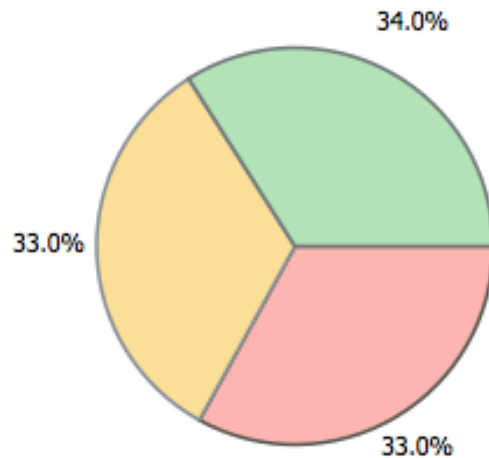
FOCUS

ALIGN TO STRATEGIC OBJECTIVES

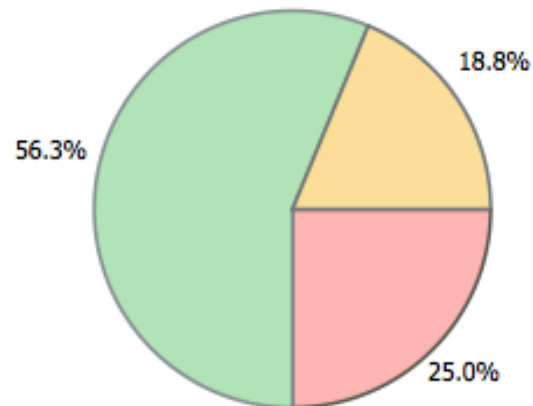
Portfolio Alignment

Type:   Neutralize  Differentiate  Optimize  None  Not Done

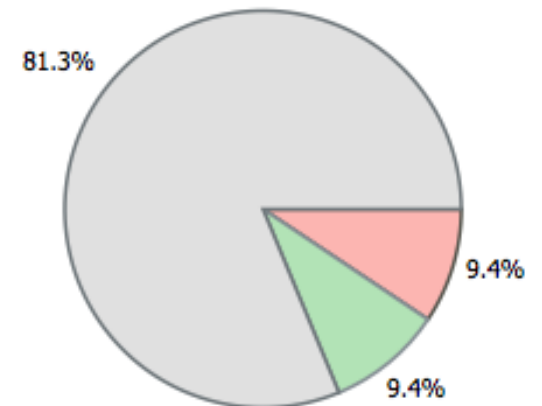
Target



Planned



Actual



Product B MMF 1

Product A MMF 1

Internal IT Project 1

Product Suite MMF 2

Product A MMF 2

Product A MMF 3

Product B MMF 2

Product B MMF 3

Product B MMF 1

Product A MMF 1

Internal IT Project 1

Product B MMF 1

Rank based on Value & Risk

Product B MMF 1

Product A MMF 1

Internal IT Project 1

Product Suite MMF 2

Product A MMF 2

Product A MMF 3

Product B MMF 2

Product B MMF 3

Minimum
Marketable
Features

- Neutralize
- Differentiate
- Optimize

Portfolio Value vs. Risk



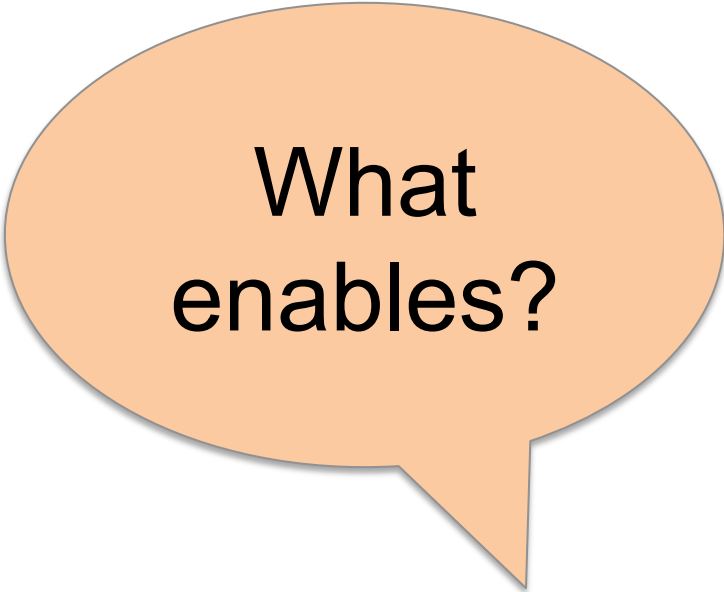
HOW WE DEFINE VALUE

Initiative Policies				
No Entry (Backlog)	Initial Customer Validation	Assessing	Ready	
Exit Criteria <ul style="list-style-type: none"> Problem Statement specified Hooked to strategy in RPM Initial hypotheses to test defined 	Exit Criteria <ul style="list-style-type: none"> Initial Customer Interviews complete Initial Competitive Analysis Sales/TAM interviews (if needed) Enhancement Backlog Defined 	Exit Criteria <ul style="list-style-type: none"> High-Level Estimate How solid is the estimate? How risky is this? What value will this deliver? How will we determine whether this was a success? Business Case Outline 	Exit Criteria <ul style="list-style-type: none"> Ranked against other initiatives in same investment area Product Owner pulls when team is available Set Planned Start and End dates when you pull into 	Exit Criteria <ul style="list-style-type: none"> Dev com Ena Enh long

Portfolio Kanban Board				
No Entry (50/∞)	Initial Customer Valid... (8/∞)	Assessing (5/∞)	Ready (5/∞)	
<div> PI510 Marc C </div> <div>Client Metrics Collection and Reporting</div> <div>18 days in this column</div>	<div> PI722 Susan </div> <div>Plan Portfolio Timeboxes</div> <div>18 days in this column</div>	<div> PI1707 Susan </div> <div>Portfolio Items Management</div> <div>7 days in this column</div>	<div> PI860 Susan </div> <div>Timeline Enhancements for Adoption</div> <div> <div>43%</div> </div> <div>18 days in this column</div>	<div> PI918 </div> <div>Portfolio</div> <div>18 days</div>
<div> PI508 Marc C </div> <div>Consistent Continuous/GUI Performance Reporting</div> <div>18 days in this column</div>	<div> PI769 Susan </div> <div>Portfolio what-if scenarios</div> <div>18 days in this column</div>	<div> PI1646 Ashley Bailey </div> <div>RIM Improved UI Appeal</div> <div>11 days in this column</div>	<div> PI723 Catherine </div> <div>Portfolio Tracking Report Apps</div> <div>7 days in this column</div>	<div> PI857 </div> <div>PI/US H</div> <div>18 days</div>
	<div> PI898 Susan </div>	<div> PI1692 Catherine </div>		

TURN & TALK

Defining Value



What
enables?

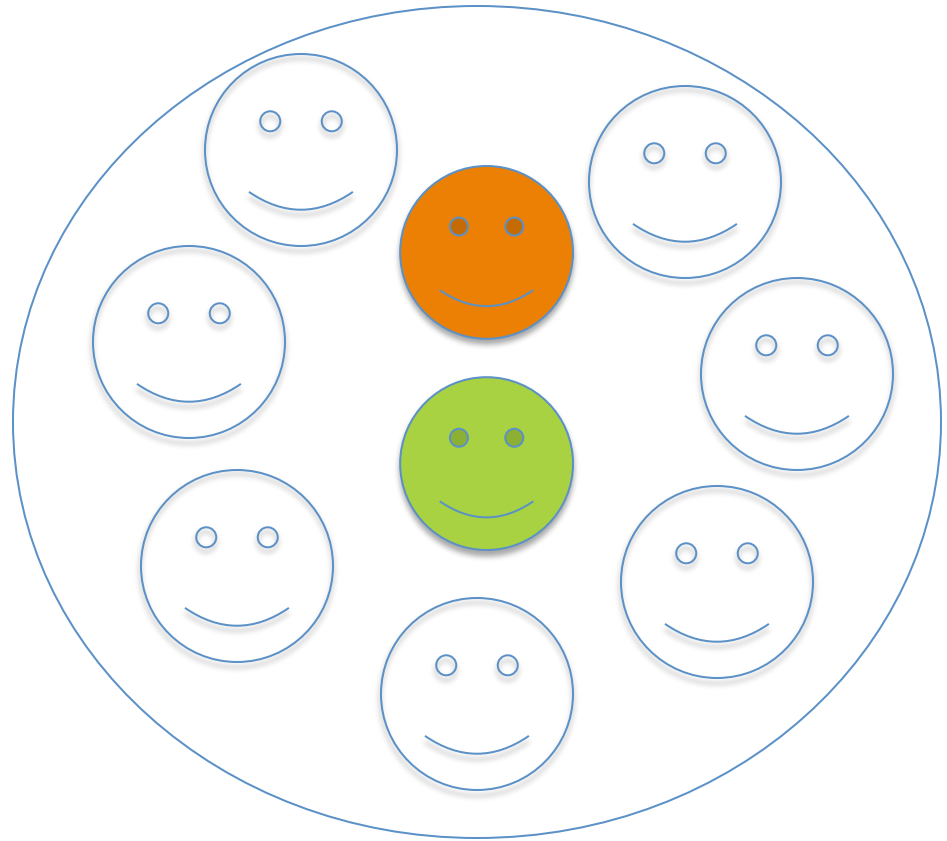


What
prevents?

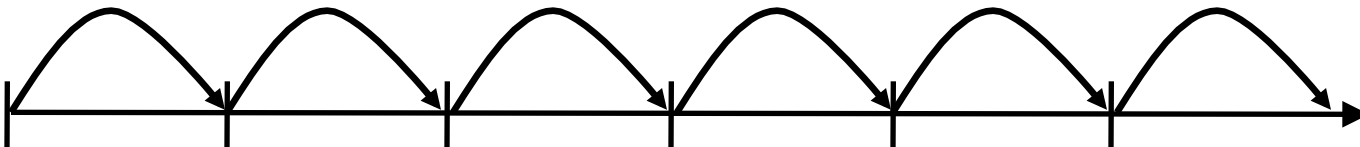
CONSENSUS

BUSINESS DIRECTIONS

- Agreed
- Accepted
- Transparent



cadence





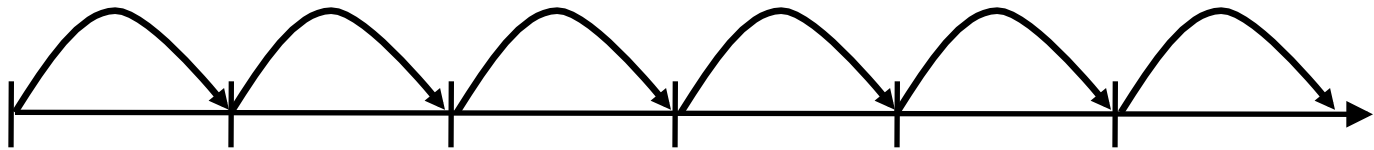
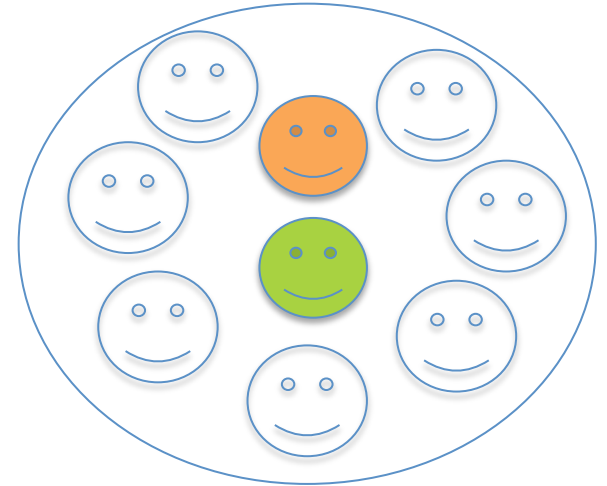
**difficult to
change course**

wrong content

wrong time

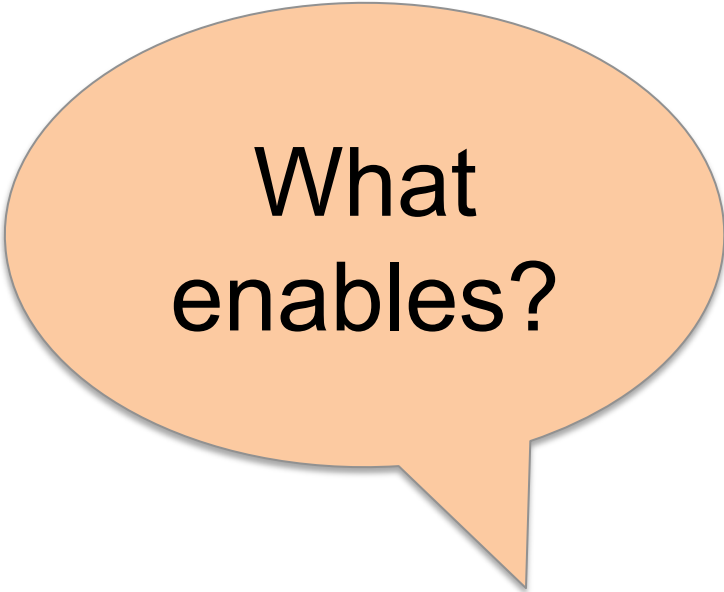
wrong place

IMPEDIMENTS?



TURN & TALK to the other site

CONSENSUS in CADENCE



What
enables?

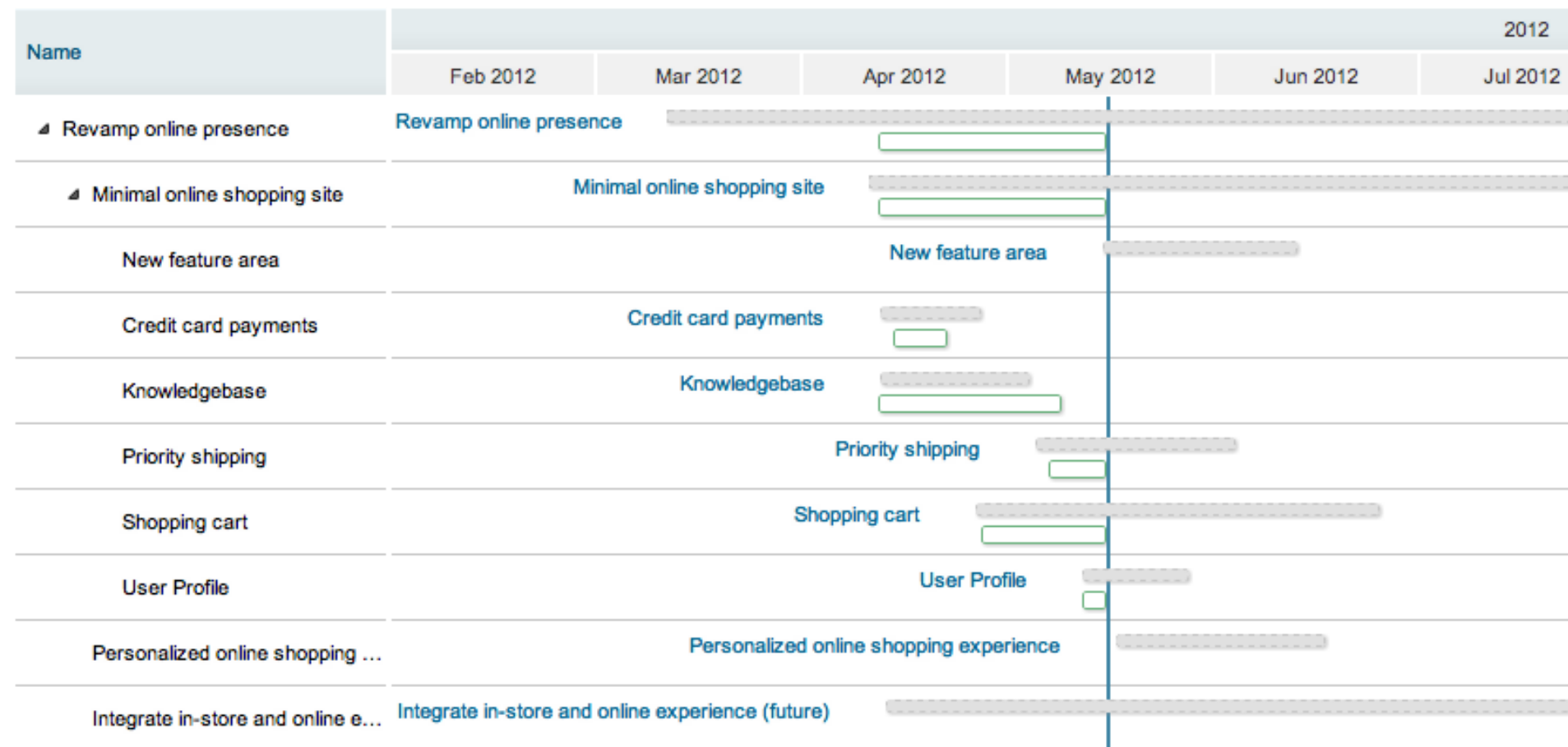


What
prevents?

REALITY

REALISTIC ROADMAPS

Portfolio Timeline NEW



GET TO PREDICTABILITY WITH TEAMS



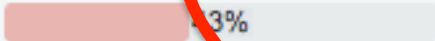

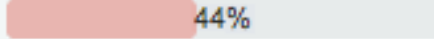





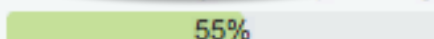

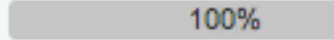

- Persistent
- Cross-functional
- Multi-disciplinary
- WIP limit
- Slack time
- Metrics (throughput, velocity)
- Mid-range planning
- Continuous improvement



Everyone
Pulling
Together!

WHERE WE ARE?

Assessing	Ready	Building	Collecting Evidence
Exit Criteria <ul style="list-style-type: none"> • High-Level Estimate • How solid is the estimate? • How risky is this? • What value will this deliver? • How will we determine whether this was a success? • Business Case Outline 	Exit Criteria <ul style="list-style-type: none"> • Ranked against other initiatives in same investment area • Product Owner pulls when team is available • Set Planned Start and End dates when you pull into 	Exit Criteria <ul style="list-style-type: none"> • Development activities complete • Enablement activities complete • Enhancements that are no longer needed are removed 	Exit Criteria <ul style="list-style-type: none"> • Success criteria evaluated • Share learnings with portfolio council

Type Initiative			
Assessing (5/∞)	Ready (5/∞)	Building (7/12)	Collecting Evidence (7/∞)
PI1707 Susan  Portfolio Items Management 7 days in this column	PI860 Susan  Timeline Enhancements for Adoption  33% 18 days in this column	PI918 Susan  Portfolio Kanban Enhancements  44% 18 days in this column	PI1 Catherine  Portfolio Manager 1.0 - Launch  100% 18 days in this column
PI1646 Ashley Bailey  RIM Improved UI Appeal 11 days in this column	PI723 Catherine  Portfolio Tracking Report Apps 7 days in this column	PI857 Susan  PI/US Hierarchy and Reporting  55% 18 days in this column	PI192 Catherine  Rally Portfolio Manager 1.0 Response  100% 18 days in this column
PI1692 Catherine  (Item partially visible)			

ONE THING that will enable you to steer:

Improvement	Q2	Q3	Q4 – Q1

AGILE IS NOT A DESTINATION, IT'S A JOURNEY.

Nothing would be done at all
If we waited until we could do it so well
That no one could find fault with it

Cardinal Newman

